## TABLE OF CONTENTS

1. Overview and purpose

2. Philadelphia’s Current Landscape

3. Current State of Workforce Footprint
   a) Healthcare Occupations
   b) Technology Occupations

4. Opportunities for creating access and equity

5. Considerations and next steps
OVERVIEW AND PURPOSE
Talent is equally distributed, opportunity is not.

70M+ Americans have the skills to thrive in middle- and high-wage jobs of the 21st century.

50% of all roles today are middle-skills jobs and are often hard to fill in the “war for talent.”

One of the single greatest levers for creating racial and social equity in this country is through employment in quality jobs for those who too often have been discounted.
Two discovery activities help to identify the opportunity for PYN partner employers to create more employment access and opportunity. The Occupation Review uses public data to understand opportunities in workforce composition and pathways; the Opportunity Identifier helps prioritize practices.

**Occupation Review**

- Identify hiring needs and **Occupation Trends** to understand middle-skills roles for Opportunity Talent and potential degree inflation. Identify high-need markets and talent supply.

**Opportunity Identifier**

- Compare **existing talent practices and policies** to research-backed best practices using proprietary **Opportunity Employer Practices Inventory**.
Important considerations about data and findings in this deck. All findings and considerations represent a market view only and are not company specific.

- All data in this deck represents data from a variety of public sources
- Data is directional and does not indicate company actuals; its purpose is to inform areas of largest opportunity to examine first as we go deeper, and to help to crystallize your own strategy about ways to increase access and equity
PHILADELPHIA’S CURRENT LANDSCAPE
Philadelphia County Economic Overview

Population

1,578,487
Population (2020)
Population grew by 0.4% over the last 5 years and is projected to grow by 0.7% over the next 5 years

Employment

740,298
Total Regional Employment
Jobs grew by 0.2% over the last 5 years and are projected to grow by 2.5% over the next 5 years

Wages

$45,900
Median Household Income (2019)
Median household income is $16.9K below the national median household income of $62.8K

Source: Emsi
Racial diversity is high in Philadelphia County, PA. The national average for an area this size is 635,788 racially diverse people; there are 1,039,502 here.

Source: Emsi
There are more than 593,000 Opportunity Talent in Philadelphia County

- Opening positions to those with a high school degree, some college, or an Associate’s Degree would increase the number of potential employees PYN employer partners could hire by 593,000.

- 23% of Philadelphia's population’s educational attainment is between some college and associate’s degree, which could be a good match for middle skills roles with PYN employer partners.

Educational Attainment, 2020

- Less Than 9th Grade: 13%
- 9th Grade to 12th Grade: 18%
- High School Diploma: 6%
- Some College: 17%
- Associate's Degree: 32%
- Bachelor’s Degree: 9%
- Graduate Degree and Higher: 5%

Source: Emsi
Note: Educational attainment data covers population aged 25 years or more, and indicates the highest level achieved.
Philadelphia unemployment and Opportunity Youth population is high

Unemployment Rate

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Philadelphia County, PA</td>
<td>9.6%</td>
<td>15.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Castle County, DE</td>
<td>7.5%</td>
<td>5.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chester County, PA</td>
<td>7.2%</td>
<td>4.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Camden County, NJ</td>
<td>11.0%</td>
<td>7.4%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Proportion of Population Classified as Opportunity Youth, 2019

- National and state average: 18.1%

Opportunity employment is only a portion, and concentrated in healthcare.
Employment requirements suggest a high rate of need at Opportunity Employment levels, and underemployment for BAs. There are more roles requiring Associates Degrees and Some College/Non-Degree Awards than there are individuals at those education levels. Alternatively, there are more individuals with Bachelor’s degrees than roles to fill at that level.

Source: Emsi
Pandemic recovery is not equal: gaps persists for low- and middle-wage workers

In Philadelphia, as of 8/10/21, employment rates among workers in the bottom wage quartile decreased 27.4% compared to January 2020 (not seasonally adjusted)

Source: Earnin, Intuit, Kronos, Paychex
Highest wage jobs are concentrated in urban core and wealthy suburbs

Average Weekly Wages
(for all industries; Q1 2021)
U.S. = $1,289; Area = $1,393

Philadelphia's average weekly wages are above the national average and among the highest compared to neighboring counties.

Philadelphia's income inequality is about the same as the US average.

CURRENT-STATE OF WORKFORCE FOOTPRINT: HEALTHCARE OCCUPATIONS
Selected Healthcare Occupations

Certified Nursing Assistant

Home Health Aide

Dietary Aide
Healthcare Overview

The selected healthcare positions represent high growth areas, and are an outsized part of the Philadelphia job market. However, earnings in these positions remain below the national average.

52,482

Jobs (2020)

Jobs in these positions grew by 44% over the last 5 years and is projected to grow by 24% over the next 5 years; outpacing the national growth rate (13%)

1.86x

Concentration

Regional job concentration per capita for jobs in these 3 occupations is 1.86x the national job concentration. There are 86% more jobs in these 3 occupations in this region than would be expected in the average region.

$13.32/hr

Median Earnings

Cost of labor in the region is slightly below median. The median earnings for these 3 occupations in the region is $13.32/hr, which is $0.03/hr below the national median of $13.35/hr.

Source: Emsi
Note: Data for Nursing Assistants, Food Preparation Workers (Dietary Aides) and Home Health and Personal Care Aides in Philadelphia County
Healthcare Demographics

The demographics for these selected positions skew heavily female, Black or African American, and young, with 57% of employees in the 19-44 age bracket.

### Gender Composition
- Male: 77%
- Female: 23%

### Racial / Ethnic Composition
- Black or African American: 56%
- White: 23%
- Hispanic or Latino: 13%
- Asian: 6%
- Two or More Races: 2%
- American Indian or Alaska Native: 2%
- Native Hawaiian or Other Pacific Islander: 2%

Source: Emsi

Note: Data for Nursing Assistants, Food Preparation Workers (Dietary Aides) and Home Health and Personal Care Aides in Philadelphia County
Despite high growth and prevalence of these healthcare positions, only the top 75th percentile earns a living wage for 1 adult working with no children in Philadelphia.

Earnings for Selected Healthcare Positions

- 25th Percentile: $24,024
- Median: $27,706
- Average: $28,558
- 75th Percentile: $31,928

Source: Emsi
Note: Data for Nursing Assistants, Food Preparation Workers (Dietary Aides) and Home Health and Personal Care Aides in Philadelphia County
Healthcare Talent Pipelines

In 2020, 932 students completed educational programs completions relevant to these positions. There is a mix of certificates and degrees relevant to the positions identified and a range of training institutions.

Program Completions by Institution (2020)

Source: Emsi
Note: Data for Nursing Assistants, Food Preparation Workers (Dietary Aides) and Home Health and Personal Care Aides in Philadelphia County
## Top Common Skills Requested for Selected Healthcare Positions

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Certified Nursing Assistant</th>
<th>Home Health Aide</th>
<th>Dietary Aide</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Skill</td>
<td>Communications</td>
<td>Valid Driver's License</td>
<td>Customer Service</td>
</tr>
<tr>
<td>2nd Skill</td>
<td>Compassity</td>
<td>Compassion</td>
<td>Communications</td>
</tr>
<tr>
<td>3rd Skill</td>
<td>Management</td>
<td>Communications</td>
<td>Lifting Ability</td>
</tr>
<tr>
<td>4th Skill</td>
<td>Operations</td>
<td>Management</td>
<td>Cleanliness</td>
</tr>
<tr>
<td>5th Skill</td>
<td>Clerical Works</td>
<td>First Aid</td>
<td>Management</td>
</tr>
<tr>
<td>6th Skill</td>
<td>Computer Literacy</td>
<td>Scheduling</td>
<td>Sales</td>
</tr>
<tr>
<td>7th Skill</td>
<td>Valid Driver’s License</td>
<td>Detail Oriented</td>
<td>Basic Math</td>
</tr>
<tr>
<td>8th Skill</td>
<td>Accountability</td>
<td>Lifting Ability</td>
<td>Positivity</td>
</tr>
<tr>
<td>9th Skill</td>
<td>Scheduling</td>
<td>Professionalism</td>
<td>Detail Oriented</td>
</tr>
<tr>
<td>10th Skill</td>
<td>Innovation</td>
<td>Customer Service</td>
<td>Presentations</td>
</tr>
</tbody>
</table>

Source: Grads of Life and AdeptID analysis, Bureau of Labor Statistics, Burning Glass
## Top Hard Skills Requested for Selected Healthcare Positions

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Certified Nursing Assistant</th>
<th>Home Health Aide</th>
<th>Dietary Aide</th>
</tr>
</thead>
<tbody>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt; Skill</td>
<td>Nursing</td>
<td>Caregiving</td>
<td>Food Services</td>
</tr>
<tr>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Skill</td>
<td>Activities of Daily Living (ADLs)</td>
<td>Home Health Care</td>
<td>Sanitation</td>
</tr>
<tr>
<td>3&lt;sup&gt;rd&lt;/sup&gt; Skill</td>
<td>Vital Signs</td>
<td>Home Care</td>
<td>Food Preparation</td>
</tr>
<tr>
<td>4&lt;sup&gt;th&lt;/sup&gt; Skill</td>
<td>Cardiopulmonary Resuscitation (CPR)</td>
<td>Personal Care</td>
<td>Food Safety</td>
</tr>
<tr>
<td>5&lt;sup&gt;th&lt;/sup&gt; Skill</td>
<td>Basic Life Support</td>
<td>Meal Planning and Preparation</td>
<td>Merchandising</td>
</tr>
<tr>
<td>6&lt;sup&gt;th&lt;/sup&gt; Skill</td>
<td>Long-Term Care</td>
<td>Companionship</td>
<td>Cooking</td>
</tr>
<tr>
<td>7&lt;sup&gt;th&lt;/sup&gt; Skill</td>
<td>Rehabilitation</td>
<td>Activities of Daily Living (ADLs)</td>
<td>Bakeries</td>
</tr>
<tr>
<td>8&lt;sup&gt;th&lt;/sup&gt; Skill</td>
<td>Nursing Homes</td>
<td>Nursing</td>
<td>Restaurant Operation</td>
</tr>
<tr>
<td>9&lt;sup&gt;th&lt;/sup&gt; Skill</td>
<td>Home Care</td>
<td>Cardiopulmonary Resuscitation (CPR)</td>
<td>Safety Standards</td>
</tr>
<tr>
<td>10&lt;sup&gt;th&lt;/sup&gt; Skill</td>
<td>Nursing Care</td>
<td>Hospice</td>
<td>Mopping</td>
</tr>
</tbody>
</table>

Source: Grads of Life and AdeptID analysis, Bureau of Labor Statistics, Burning Glass
### Top Compatible Healthcare Occupations

<table>
<thead>
<tr>
<th>Advancement Positions and Hourly Earnings over Target Position</th>
<th>Target Position and Median Hourly Earnings</th>
<th>Talent Source Positions and Hourly Earnings under Target Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupational Therapy Aide +$4.14 per hr</td>
<td>Nursing Assistant $16.30 per hr</td>
<td>Lifeguards, Ski Patrol, etc. -$4.43 per hr</td>
</tr>
<tr>
<td>Physical Therapy Aide +$1.14 per hr</td>
<td></td>
<td>Childcare -$6.13 per hr</td>
</tr>
<tr>
<td></td>
<td>Home Health Aide $12.73 per hr</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Psychiatric Aide +$5.78 per hr</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Transportation Attendant (ex. Flight Attendant) +$1.59 per hr</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Maids and Housekeeping Cleaners +1.96 per hr</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wait Staff +$0.44 per hr</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dietary Aide $12.09 per hr</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Laundry and Dry-Cleaning Workers -$1.53 per hr</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dining Room and Cafeteria Attendant -$1.67 per hr</td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Emsi
CURRENT-STATE OF WORKFORCE FOOTPRINT: TECHNOLOGY OCCUPATIONS
Selected Technology Occupations

- Audiovisual Installation Tech
- Depot Tech / Helpdesk
- Front End Developer
- Digital Marketing
- Gaming Technician
Occupations in the technology field are generally in high demand in Philadelphia, commanding relatively high earnings and creating competitive tension among employers trying to attract talent.

High Demand on Average across Roles

The labor dynamics for technology occupations in Philadelphia suggest aggressive hiring competition over the talent supply.

$48K to $75K Median Earnings

There is a wide range of earnings among the occupations of focus within technology.

Source: Emsi
Note: Data for [ ]
Technology Demand

There is high competition among employers for most of these positions relative to the amount of talent supply.

<table>
<thead>
<tr>
<th>Employers Competing</th>
<th>Audio Visual Installation Tech</th>
<th>Depot Technician / Help Desk</th>
<th>Front-End Developer</th>
<th>Digital Marketing</th>
<th>Gaming Technician</th>
</tr>
</thead>
<tbody>
<tr>
<td>All employers in the region who posted for this job in the last 12 months</td>
<td>75 employers</td>
<td>1,349</td>
<td>1,118</td>
<td>1,017</td>
<td>9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unique Job Postings</th>
<th>Audio Visual Installation Tech</th>
<th>Depot Technician / Help Desk</th>
<th>Front-End Developer</th>
<th>Digital Marketing</th>
<th>Gaming Technician</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of unique postings for this job over the last 12 months</td>
<td>210 unique postings</td>
<td>4,538</td>
<td>4,064</td>
<td>4,274</td>
<td>36</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Median Duration</th>
<th>Audio Visual Installation Tech</th>
<th>Depot Technician / Help Desk</th>
<th>Front-End Developer</th>
<th>Digital Marketing</th>
<th>Gaming Technician</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median number of days job posts remain outstanding</td>
<td>36 days</td>
<td>34</td>
<td>30</td>
<td>34</td>
<td>35</td>
</tr>
</tbody>
</table>

Source: Emsi
The demographics for these selected positions skew male and white in a way that is not representative of the city’s overall population.

**Gender Composition**
- Male: 59%
- Female: 41%

**Racial / Ethnic Composition**
- White: 71%
- Black or African American: 13%
- Asian: 10%
- Hispanic or Latino: 5%
- Two or More Races: 1%
- American Indian or Alaska Native: 1%
- Native Hawaiian or Other Pacific Islander: 1%

Source: Emsi
Note: Data for Audiovisual Installation Technician, Depot Technician and Helpdesk, Digital Marketing, Front-End Developers and Gaming Technician
The median earnings for all the contemplated technology positions are above the living wage standards for Philadelphia.

Source: Emsi

Note: Data for Audiovisual Equipment Installers and Repairers as proxy for Audiovisual Installation Technician, Computer User Support Specialist as a proxy for Depot Technician and Helpdesk, Market Research Analysts and Marketing Specialists as a proxy for Digital Marketing, Web Developers and Digital Interface Designers as a proxy for Front-End Developers and Other Computer Occupations as a proxy for Gaming Technician
While there are a high number of program completions, many may be at elite institutions with talent that does not stay in Philadelphia, or can command highest wage positions.

Programs that Train for Selected Tech Positions by Number of Completions (2020)

- Business Administration and Management, General: 1,536 completions
- Marketing/Marketing Management, General: 957 completions
- Computer and Information Sciences, General: 614 completions
- Liberal Arts and Sciences/Liberal Studies: 499 completions
- Computer Science: 436 completions
- Economics, General: 319 completions
- Advertising: 170 completions

Source: Emsi
## Top Common Skills Requested for Selected Technology Positions

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Audio Visual Installation Tech</th>
<th>Depot Technician / Help Desk</th>
<th>Front-End Developer</th>
<th>Digital Marketing</th>
<th>Gaming Technician</th>
</tr>
</thead>
<tbody>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt; Skill</td>
<td>Communications</td>
<td>Troubleshooting (Problem Solving)</td>
<td>JavaScript</td>
<td>Communications</td>
<td>Management</td>
</tr>
<tr>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Skill</td>
<td>Customer Service</td>
<td>Communications</td>
<td>Java</td>
<td>Research</td>
<td>Customer Service</td>
</tr>
<tr>
<td>3&lt;sup&gt;rd&lt;/sup&gt; Skill</td>
<td>Troubleshooting (Problem Solving)</td>
<td>Customer Service</td>
<td>Cascading Style Sheets (CSS)</td>
<td>Sales</td>
<td>Basic Math</td>
</tr>
<tr>
<td>4&lt;sup&gt;th&lt;/sup&gt; Skill</td>
<td>Lifting Ability</td>
<td>Management</td>
<td>HyperText Markup Language (HTML)</td>
<td>Management</td>
<td>Operations</td>
</tr>
<tr>
<td>5&lt;sup&gt;th&lt;/sup&gt; Skill</td>
<td>Detail Oriented</td>
<td>Problem Solving</td>
<td>Front End (Software Engineering)</td>
<td>Detail Oriented</td>
<td>Scheduling</td>
</tr>
<tr>
<td>6&lt;sup&gt;th&lt;/sup&gt; Skill</td>
<td>Integration</td>
<td>Operations</td>
<td>Agile Methodology</td>
<td>Presentations</td>
<td>Communications</td>
</tr>
<tr>
<td>7&lt;sup&gt;th&lt;/sup&gt; Skill</td>
<td>Presentations</td>
<td>Microsoft Office</td>
<td>Angular (Web Framework)</td>
<td>Microsoft Excel</td>
<td>Complex Problem Solving</td>
</tr>
<tr>
<td>8&lt;sup&gt;th&lt;/sup&gt; Skill</td>
<td>Valid Driver’s License</td>
<td>Detail Oriented</td>
<td>React.js</td>
<td>Leadership</td>
<td>Energetic</td>
</tr>
<tr>
<td>9&lt;sup&gt;th&lt;/sup&gt; Skill</td>
<td>Verbal Communication Skills</td>
<td>Information Technology</td>
<td>SQL</td>
<td>Microsoft PowerPoint</td>
<td>English Language</td>
</tr>
<tr>
<td>10&lt;sup&gt;th&lt;/sup&gt; Skill</td>
<td>Editing</td>
<td>Written Communication</td>
<td>Application Programing Interface (API)</td>
<td>Problem Solving</td>
<td>Lifting Ability</td>
</tr>
</tbody>
</table>

Source: Grads of Life and AdeptID analysis, Bureau of Labor Statistics, Burning Glass
<table>
<thead>
<tr>
<th>Job Title</th>
<th>Audio Visual Installation Tech</th>
<th>Depot Technician / Help Desk</th>
<th>Front-End Developer</th>
<th>Digital Marketing</th>
<th>Gaming Technician</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Skill</td>
<td>Creston (A/V Systems)</td>
<td>Technical Support</td>
<td>Communications</td>
<td>Data Analysis</td>
<td>Resolving Guest Concerns</td>
</tr>
<tr>
<td>2nd Skill</td>
<td>Post-Production</td>
<td>Help Desk Support</td>
<td>Management</td>
<td>SQL</td>
<td>Internal Controls</td>
</tr>
<tr>
<td>3rd Skill</td>
<td>Video Production</td>
<td>Operating Systems</td>
<td>Innovation</td>
<td>Digital Marketing</td>
<td>Closed Circuit Television Systems (CCTV)</td>
</tr>
<tr>
<td>4th Skill</td>
<td>Audio-Visual Technology</td>
<td>Active Directory</td>
<td>Integration</td>
<td>Analytics</td>
<td>Public Relations</td>
</tr>
<tr>
<td>5th Skill</td>
<td>Production Equipment</td>
<td>Desktop Support</td>
<td>Problem Solving</td>
<td>Business Development</td>
<td>Regulatory Compliance</td>
</tr>
<tr>
<td>6th Skill</td>
<td>Staging</td>
<td>Service Desk</td>
<td>Leadership</td>
<td>Tableau</td>
<td>Balancing (Ledger / Billing)</td>
</tr>
<tr>
<td>7th Skill</td>
<td>Control Systems</td>
<td>Computer Hardware</td>
<td>Research</td>
<td>Market Research</td>
<td>Bank Secrecy Act</td>
</tr>
<tr>
<td>8th Skill</td>
<td>Electrical Wiring</td>
<td>Peripheral Devices</td>
<td>Troubleshooting (Problem Solving)</td>
<td>Economics</td>
<td>Financial Data</td>
</tr>
<tr>
<td>9th Skill</td>
<td>Visual Systems</td>
<td>Customer Support</td>
<td>Detail Oriented</td>
<td>Customer Relationship Management</td>
<td>Loyalty Programs</td>
</tr>
<tr>
<td>10th Skill</td>
<td>Polycom (Video Conferencing)</td>
<td>Computer Science</td>
<td>Consulting</td>
<td>Finance</td>
<td>Operations Management</td>
</tr>
</tbody>
</table>

Source: Grads of Life and AdeptID analysis, Bureau of Labor Statistics, Burning Glass
## Top Compatible Technology Occupations

### Advancement Positions and Hourly Earnings over Target Position

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Hourly Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Network Support Specialist</td>
<td>+12.27 per hr</td>
</tr>
<tr>
<td>Electrical Engineering Tech</td>
<td>+$3.94 per hr</td>
</tr>
<tr>
<td>Audiovisual Installation Tech</td>
<td>$23.67 per hr</td>
</tr>
<tr>
<td>Electronic Home Entertainment Installers</td>
<td>-$0.71 per hr</td>
</tr>
<tr>
<td>Sound Engineering Tech</td>
<td>-$1.04 per hr</td>
</tr>
<tr>
<td>Computer Operator</td>
<td>+$17.63 per hr</td>
</tr>
<tr>
<td>Computer Network Support Specialist</td>
<td>+$8.03 per hr</td>
</tr>
<tr>
<td>Depot Tech / Helpdesk</td>
<td>$27.91 per hr</td>
</tr>
<tr>
<td>Computer, ATM, and Office Machine Repairers</td>
<td>-$8.52 per hr</td>
</tr>
<tr>
<td>Video Game Designer</td>
<td>+$9.55 per hr</td>
</tr>
<tr>
<td>Front-End Developer</td>
<td>$35.99 per hr</td>
</tr>
<tr>
<td>Computer Systems Analyst</td>
<td>+14.77 per hr</td>
</tr>
</tbody>
</table>

### Target Position and Median Hourly Earnings

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Median Hourly Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audiovisual Installation Tech</td>
<td>$23.67 per hr</td>
</tr>
<tr>
<td>Depot Tech / Helpdesk</td>
<td>$27.91 per hr</td>
</tr>
<tr>
<td>Computer, ATM, and Office Machine Repairers</td>
<td>-$8.52 per hr</td>
</tr>
</tbody>
</table>

### Talent Source Positions and Hourly Earnings under Target Position

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Hourly Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronic Home Entertainment Installers</td>
<td>-$0.71 per hr</td>
</tr>
<tr>
<td>Sound Engineering Tech</td>
<td>-$1.04 per hr</td>
</tr>
</tbody>
</table>

Source: Emsi
## Top Compatible Healthcare Occupations

<table>
<thead>
<tr>
<th>Position</th>
<th>Median Hourly Earnings per hr</th>
<th>Advancement Position and Hourly Earnings over Target Position</th>
<th>Talent Source Positions and Hourly Earnings under Target Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Intelligence</td>
<td>+$10.79 per hr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Analyst</td>
<td>+$9.85 per hr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk Management Specialist</td>
<td>+$15.87 per hr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance Claims Examiner</td>
<td>+$11.71 per hr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digital Marketing</td>
<td>$34.75 per hr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gaming Technician</td>
<td>$28.73 per hr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Relations Specialist</td>
<td>-$0.87 per hr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retail Sales Worker Supervisor</td>
<td>-$7.31 per hr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Survey Researcher</td>
<td>-$7.27 per hr</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Emsi
Employment as a Means of Creating Equity

We recommend focusing on the following key practices to help prioritize economic equity through jobs at your company, utilizing some of the data we have shared here.

**KEY PRACTICES**

1. **Develop talent pipelines** for Opportunity Talent
2. **Adopt a skills-first approach** to talent acquisition
3. **Build diverse talent pipelines via work-based experiences**
4. **Define and communicate skills-based career pathways** for all staff
5. **Provide family-sustaining wages and benefits** for all employees
Identify local talent and partners to create diverse pipelines

WHAT IS IT & WHY IT MATTERS

Inclusive employers proactively recruit, retain, and advance opportunity talent. Through strategic talent investments, these employers can realize what is sometimes referred to as a “dual bottom line” or “shared value.”

Employers who create diverse talent pipelines gain access to individuals reflective of their target communities with unique strengths and ideas to support the bottom line.

Diversity drives business results

greater profitability in top-quartile diverse companies compared to those in the same industry in the bottom quartile.

ADOPITION CONSIDERATIONS

Identify internal champions to spearhead inclusive hiring and partnership in their organizations

Partner with organizations such as community-based organizations and Historically Black Colleges and Universities (HBCUs) to funnel graduates to open roles

Commit X percent of open roles to nontraditional talent pipelines

Consider what other inclusive practices, such as work-based experiences and skills-based hiring can ensure success

CASE STUDY

GAP

In 2007 launched This Way Ahead in partnership with community partners to identify and hire paid interns 16- to 24-year-olds from low-income communities in select cities

• Expanded to 50+ cities in the US, Canada, UK, and Japan by 2018

• Committed to hire 5% of new entry-level hires by 2025

• Results:
  • 63% of youth reported improved confidence, 81% reported improved work-ready skills, and 67% reported improved soft skills
  • 72% of alumni have secured stable employment compared to 55% of peers

Employees through Gap’s This Way Ahead program were retained 2x longer than those hired via traditional pipeline
Skills-first hiring emphasizes skills, rather than degrees or credentials, as the most important driver of job success.

**WHAT IS IT & WHY IT MATTERS**

Skills-first hiring expands diverse talent candidate pool by automatically excluding roles with bachelor’s degree requirements.

- **76%**
  - More predictive of future performance than hiring for education.
  - Of Black Americans are automatically excluded by roles with bachelor’s degree requirements.

**ADAPTATION CONSIDERATIONS**

- Clearly identify the specific skills required for high priority jobs (e.g., using a competency map) and write job descriptions to eliminate time- and degree requirements.
- Eliminate screening bias (e.g., skills first interview questions and scoring).
- Train hiring teams on E2E skills-first approach (e.g., recruiters, interviewers).

**CASE STUDY**

**Actions:**
- Began removing 4-year degrees from roles in response to global skills shortage.
- Launched P-TECH² training and mentorship program to build pipeline in 100+ high-schools and community colleges.

**Results:**
- 15% of new hires filled through ‘new collar’ programs.
- ~50% of roles do not require a degree.

“When you break down what people actually do every day… you have to ask if that role needs a 4-year degree or it’s a set of skills that’s needed.”

Director of Career and Skills
“Learn and earn” programs combining meaningful on-the-job experience and classroom learning (e.g., paid internships, community college job-shadow programs) typically do not require a 4-year degree and produce competitive candidates with portable postsecondary credentials.

**WBEs are rare in the U.S.**

1 of 100 Members of the working-age population in the U.S. was actively registered as an apprentice (in 2020)\(^1\)

**WBEs raise earnings for diverse talent**

...higher earnings recorded for Year Up graduates (1 yr. WBE program) relative to peers, when measured 4 years post-program\(^2\)

**WHAT IS IT & WHY IT MATTERS**

**ADOPTION CONSIDERATIONS**

- **Think beyond college internships**—assess where existing internship programs can be revamped/expanded to include non 4-year degree candidates (e.g., community colleges)
- **Formalize**—ensure HR teams have dedicated budget/personnel to develop strong external partnerships and incorporate WBEs into standard hiring process
- **Consider compensation**—create/modify existing WBE programs to ensure participants receive at least a living wage for their work

**CASE STUDY**

Launched Wegmans & Hillside Work Scholarship connection program in 1987

- Provides low-income youth up 5+ years of mentoring, social / life skills, academic support, and career and college prep
- Includes 24 hours of classroom training, focusing on soft skills and interview tactics

Participants supported by a youth advocate, employment specialist, college specialist, and employer mentor

Members paid as Wegmans employees, conditional on in-school performance

93%...of certified students graduated high school, in a district with an average graduation rate of 60%

500...students employed part-time by Wegmans and other HW-SC employers, on a year-round basis\(^3\)
Define and clearly communicate skills-based career pathways for all staff

**WHAT IS IT & WHY IT MATTERS**

Defined career pathways offer employees a transparent view of career growth and upward mobility i.e., what is expected of them to advance, and how they can take ownership of their growth path.

They also empower managers by offering a framework to support employee advancement through individualized coaching, skill development, and planning.

**ADOPTION CONSIDERATIONS**

- **Articulate pathways**—clearly define the skills and competencies needed for advancement within the organization.
- **Be transparent**—ensure that all employees have visibility into the internal career paths available.
- **Equip managers**—enable managers to help their direct reports see access to and pursue different career paths.
- **Invest in skill development**—help employees gain access to training, resources, and coaching to pursue advancement opportunities.

**CASE STUDY**

Provides transparent and easily accessible information on promotion track and salary progression (via org. website).

All new hires receive a development journal as tool for managers to track success and monitor growth.

Interactive online portal to learn about benefits for “crew members”.

---

**DIVERSE TALENT STRUGGLES TO ADVANCE**

Black workers in the US are in front-line jobs\(^1\); America’s low-wage workforce is disproportionately women, Black, and Latinx\(^2\).

**CLEAR CAREER PATHS DRIVE ENGAGEMENT**

Higher likelihood of engagement for entry-level talent who see good opportunities to learn and grow\(^3\).

\(^1\) 3 of 5

\(^2\) 2.9x

\(^3\) 77%
Provide family-sustaining wages and benefits to all employees

**WHAT IS IT & WHY IT MATTERS**

Living wages are defined as the amount a family of 4 would need to cover their basic needs in the metropolitan area or county in which an organization operates. Supplementary benefits are also critical to supporting employee wealth creation and should include: health insurance, sick leave, and retirement options.

**ADOPTION CONSIDERATIONS**

- **Lay the groundwork**—understand what a family-sustaining wage is in all your operating locations using MIT's Living Wage Calculator.
- **Be comprehensive**—analyze wages and benefits for all role types in your workforce, including part-time employees and contract workers.
- **Ensure pay equity**—commit to engaging in a comprehensive pay equity audit every one to two years, share findings transparently, and address any gaps.

**CASE STUDY**

In 2022, announced its second minimum wage increase in two years (first in 2020) for U.S. workers:

- Targeting $25/hr. by 2025, up from $20 today ($11.30 in 2010)
- Expected to impact 50K employees across bank

Also began requiring its dedicated U.S. vendors to pay their ~40K employees a minimum of $15/hour.

Offers industry-leading benefits such as:

- 16-week paid parental leave

“A core tenet of responsible growth...includes providing strong pay and competitive benefits to help them and their families, so that we continue to attract and retain the best talent.”

CHRO

**LOW-PAYING JOBS ARE COMMON FOR URMS**

...of Black workers earn less than $30K per year, compared to 29% of non-Black workers.

**CORE BENEFITS ARE CRITICAL FOR BUILDING EQUITY**

...low-wage workers have access to health insurance; 50%+ retail and food service workers receive schedules <1 week in advance.

1 of 3
Summary of key recommendations

• Consider investing in developing new talent pipelines for jobs with community-based organizations and community colleges that can pre-train talent for key recurring hiring needs, particularly those that offer healthcare certifications and train for IT related skills.

• Adopt skills first employment practices, such as removing 4-year degree requirements for selected positions in order to access talent with lower educational attainment than specified in a job description.

• Consider developing work-based experience programs as a pipeline of diverse talent, building pathways for jobs for Philadelphia’s young talent and addressing the limited diversity in the region’s technology roles.

• Consider building internal pathways for developing talent from stepping-stone jobs into middle-skills jobs, particularly through upcoming apprenticeship programs:
  ▪ Consider partnering with skilling organizations to support upskilling and training for incumbent talent into middle-skills roles and beyond
  ▪ Train managers to support development and promotion of Opportunity Talent and make it a performance and evaluation metric.

• Review wages for healthcare jobs and consider equity and retention implications of raising wages where needed to meet or exceed local living wage rates.
## Summary of key data to support new practice adoption

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Case Study</th>
<th>Healthcare</th>
<th>Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Develop talent pipelines</strong> for Opportunity Talent</td>
<td>38</td>
<td>21, 24</td>
<td>31, 34-35</td>
</tr>
<tr>
<td><strong>2. Adopt a skills-first approach</strong> to talent acquisition</td>
<td>39</td>
<td>22-23</td>
<td>32-33</td>
</tr>
<tr>
<td><strong>3. Build diverse talent pipelines via work-based experiences</strong></td>
<td>40</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>4. Define and communicate skills-based career pathways</strong> for all staff</td>
<td>41</td>
<td>22-24</td>
<td>32-35</td>
</tr>
<tr>
<td><strong>5. Provide family-sustaining wages and benefits</strong> for all employees</td>
<td>42</td>
<td>20</td>
<td>30</td>
</tr>
</tbody>
</table>