



Clusivity

In Partnership with  
 blue level

Certified by  
**Clusivity**

**A Workplace  
for Everyone**

2024/25

A case study of

**diversified**

**From Insight to Impact:** How Diversified's  
data-driven DEI is driving measurable change

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## Introduction

# Meera Somji

Co-founder of Clusivity

When Diversified first started working with us in 2023, they were putting their trust in an early stage, mission-driven startup – something I'll always be grateful for. From day one, their team has shown what it truly means **to take a thoughtful, brave approach to DEI**. They weren't afraid to dig deep, ask the hard questions, and take action based on real insights.

In one year, Diversified improved their **Clusivity Index score from 78 to 84** and **earned five Clusivity Workplace for Everyone badges** – a testament to their sustained commitment to inclusion. Rather than treating DEI as a one-time initiative, they have embedded it into their culture, using data to drive meaningful progress and ensure every employee feels valued and supported.

A key part of this progress has been their **investment in training, including their work with Blue Level**, whose impact we're proud to showcase in this case study. By combining strong data insights with high-quality training, Diversified has created real, lasting change.

At a time when many companies are scaling back DEI efforts, Diversified is **showing leadership by staying the course and demonstrating that inclusion is not just a value – it's a business imperative**. Their journey is proof that when DEI is done well, it delivers measurable, lasting impact.



# Clusivity

Clusivity is a SaaS company building workplaces that work for everyone. We offer cutting-edge tools, enabling organisations to nurture top talent, foster innovation, and create a thriving workplace.

## Company Overview

# diversified

Diversified is a third-generation **global media and events company** that serves industries such as healthcare, technology, food, and energy through leading events, publications, and digital products. Its mission is to strengthen business communities by fostering a space, in person and online, for professionals and businesses to connect and grow.

**Industry:** Media and Event Production

**Company Type:** Private

**Headquarters:** Portland, Maine, USA

**Other Offices:** USA, AUS, CAN, HK & the UK

**# of Employees:** 500+ Globally

**Years of Operations:** 75 years, founded in 1949



## The Challenge

# Bringing a global workforce together

In 2023, Diversified recognized that to truly support their global workforce, DEI needed a structured, data-driven approach.

While committed to inclusion, they faced three key challenges that made it difficult to take targeted action:

- **Lack of data:** Diversified had limited visibility into which employee groups felt excluded, hindering their ability to pinpoint and address specific areas of concern.
- **Global offices:** With employees spread across diverse cultural contexts, aligning a unified DEI strategy that resonated across regions proved challenging.
- **No dedicated global DEI team:** The absence of a dedicated global DEI team made it challenging to prioritize and track DEI goals, limiting their ability to progress consistently.

To overcome these challenges, Diversified implemented Clusivity's **InclusiMeter** employee survey.



## The Solution

# InclusiMeter: The DEI Compass

## Why InclusiMeter?

Recognizing the need for targeted DEI insights, Diversified selected **InclusiMeter** as a tool that could **diagnose** specific challenges, **equip** their teams with practical solutions, and **measure the impact** of these efforts over time.

InclusiMeter is a visual dashboard that evaluates an organisation's performance across four key pillars of inclusion: **representation, pay gaps, career opportunities, and workplace culture**.

**Diagnosing specific challenges:** In 2023 Diversified gathered robust employee feedback data from 408 staff (83% completion rate), scoring 78/100 on the Clusivity Index overall. Diversified scored highly for cultivating an inclusive culture for almost every group in almost every office.

The InclusiMeter dashboard also identified that specific pockets of employees believed there are limited progression opportunities. These insights clarified **exactly where intervention was needed**.

**Equipping teams with practical solutions:** Our team of trained consultants provided customised recommendations and action-setting workshops with Diversified's HR leads in each geography, delivering an action-plan that was evidence-based and cognizant of available resources.

**Measure the impact over time:** In 2024 the InclusiMeter dashboard showed **measurable improvements in areas such as LGBTQ+ inclusion and career progression for employees with disabilities**.

These improvements enabled Diversified to earn five Workplace for Everyone badges, awarded to organisations that achieve a Clusivity Index score of 70+ in each area of inclusion.

*"Using data reduces any unconscious bias that would otherwise play a larger part in how we assess our DEI health. It allows us to **focus on where we can make meaningful progress** and avoid superficial change."*



**Nicolle Zuzarte**

Head of People & Culture at Diversified Australia

*"In every call with Clusivity, they take the time to thoroughly understand our business context and where our team is at, so that we stay focused on making adjustments that are both meaningful and achievable. It is a **very personalized approach** that really helps us meet our goals."*



**Rick Watson**

President & CEO at DBC Pri-Med, LLC (part of Diversified)

## Blue Level's Impact on Diversified Communications' DEI Efforts

Blue Level's support, training, and workshops have played an instrumental role in advancing Diversified Communications' diversity, equity, and inclusion (DEI) strategy. Through tailored DEI training and workshops, Blue Level provided **a structured and interactive approach to addressing key challenges faced by the organization.**

The training, which ran from **June 2022 through early 2025**, aimed to engage leadership and staff in critical DEI conversations and provided tools for creating an inclusive workplace culture. The impact of this training was evidenced by participant feedback, facilitator insights, and the resulting recommendations for continued DEI efforts.

### Key Areas of Impact:

One of the key ways Blue Level's workshops contributed significantly to Diversified Communications' DEI improvement was in **fostering an inclusive leadership culture.** Participants, including leadership and managers, were equipped with the necessary tools to navigate difficult DEI conversations, recognize and address microaggressions, and engage in inclusive leadership practices.

Training also aimed to expand the organization's **diverse talent pool** by equipping leadership with strategies to retain diverse teams. For instance, participants gained insights into inclusive recruitment practices and learned how to create a psychologically safe environment where all employees feel valued.



The workshops also centered around **the critical issue of diversity gaps within the organization.**

With a specific focus on recruitment, retention, and team building, Blue Level facilitated thoughtful discussions on the lack of diversity within Diversified's Maine-based workforce and its international partnerships. These conversations led to a shared realization among participants that DEI efforts should extend beyond internal policies to incorporate community engagement and global perspectives. As such, the training encouraged participants to adopt a broader view of diversity, particularly in the context of underrepresented groups in both local and international markets.

Another key area of focus was **the development of cultural intelligence and humility.** Through interactive sessions and real-world case studies, Blue Level provided participants with strategies to build cross-cultural competence and enhance communication skills, which are essential for an inclusive environment. This training approach was instrumental in deepening leaders' and staff members' understanding of intersectionality and the ways power dynamics manifest in the workplace.



## Methodologies

# Behind Blue Level's Approach:

Blue Level's approach is deeply grounded in **experiential learning**. The training was intentionally designed to **be highly interactive, incorporating case studies, breakout sessions, group discussions, and role-plays** to actively engage participants. These methods fostered an environment of open dialogue, encouraging participants to share personal experiences and reflect on how DEI principles applied to their specific work context. This participatory approach helped create a safe, supportive space where individuals felt empowered to speak honestly about their DEI journeys, challenges, and aspirations.

The facilitators utilized a combination of thought-provoking content with reflective activities, ensuring that each participant could connect the training to **both their personal and professional experiences**. The integration of real-world tools – such as strategies for developing cultural intelligence and addressing microaggressions – enabled attendees to leave with practical skills that could be applied immediately. **Participants also valued the emphasis on self-reflection, particularly when exploring the potential impact of their own biases and privileges.**

## Key Areas of Impact:

Building on the momentum of the workshops, Blue Level provided several strategic recommendations to support the sustained success of DEI efforts at Diversified Communications. These recommendations included leadership **readiness assessments, one-on-one DEI executive coaching, and bi-annual workshops** on topics such as inclusive leadership, allyship, and intersectionality. Together, these initiatives are designed to continue developing the leadership team's DEI competencies while also embedding DEI principles into the organization's policies, practices, and everyday operations.



## Conclusion:

Blue Level's partnership with Diversified Communications has had a transformative impact on their DEI efforts, as evidenced by Clusivity's findings. The training fostered **a deeper understanding of the importance of diversity, equity, and inclusion within the organization**, empowering staff and leadership to take actionable steps toward creating an inclusive environment.

The participant feedback highlighted the value of Blue Level's approach, which combined **interactive learning with highly contextualized real-world applications**, establishing a strong foundation for continued DEI initiatives within the organization. By continuing to implement the recommended next steps and maintaining their commitment to DEI, Diversified Communications will be well-positioned to nurture a more diverse, equitable, and inclusive workplace.

## Diagnose, Equip, Impact

# The Three Step Journey of DEI

InclusiMeter provided Diversified with a clear pathway for tackling DEI, allowing them to **uncover gaps, address issues**, and **track results** over time. This page details how InclusiMeter's structured approach led to **tangible improvements** in inclusion and employee satisfaction.



### Diagnosing Areas of Improvement

- In 2023, Diversified ran an InclusiMeter survey with 408 employees across global offices, achieving an **83% response rate**.
- **Scored 78/100** on the Clusivity Index
- Identified inclusion gaps particularly around career progression and transparency.
- Equipped leaders with a clear, visual dashboard to pinpoint where and why interventions were needed.



### Equipping Teams with Tailored Solutions

- **Facilitated interactive workshops with HR leads** to build practical, context-specific strategies.
- **Integrated DEI training from Blue Level** into the broader strategy to deepen cultural understanding and inclusive leadership.
- **Equipped leaders with tools to navigate complex DEI topics** such as microaggressions, intersectionality, and inclusive recruitment, turning awareness into action



### Tracking Impact and Measuring Success

- **Increased Clusivity Index score from 78 to 84** in just one year – a clear sign of meaningful, organisation-wide progress
- **Earned a Clusivity “Workplace for Everyone” badge** for five different diversity dimensions, by scoring **70+ across all four pillars** of inclusion
- **Improved LGBTQ+ inclusion** and career progression for employees with disabilities, driven by focused, data-informed actions.

## A Strategic Investment

# What Return on Inclusion (ROI) Means for Diversified

For Diversified, DEI is not just a social responsibility initiative but a **fundamental business imperative** that shapes their culture, operations, and success. Their approach demonstrates how inclusion drives tangible business outcomes across multiple dimensions.



### Authentic Representation in Events & Media

Diversified's events and media platforms serve diverse industries globally. By prioritizing DEI internally, they have developed a **deeper understanding of their diverse audiences**, enabling them to create **more inclusive, accessible events and content** that better serve all participants. This authentic representation has translated to **increased attendance, higher engagement, and stronger customer loyalty**.



### Innovation Through Diverse Perspectives

Diversified recognises that diverse teams bring varied thinking styles and approaches to problem-solving. Their commitment to inclusion has fostered an environment where **different perspectives are valued**, leading to **more innovative solutions and creative approaches** to industry challenges. This **diversity of thought has become a key competitive advantage** in their rapidly evolving markets.



### Enhanced Global Market Understanding

With operations spanning multiple countries and cultures, Diversified's investment in DEI has strengthened their ability to **navigate cultural nuances and market differences**. Their inclusive practices have improved **cross-cultural collaboration**, enabling more effective global operations and expansion into new markets with greater sensitivity and relevance.



### Strengthened Company Culture & Talent Retention

Diversified's DEI initiatives have contributed significantly to their positive workplace culture, where employees feel valued regardless of background. This inclusive environment has **improved employee satisfaction, reduced turnover rates, and enhanced their ability to attract top talent** from diverse backgrounds – a critical advantage in today's competitive talent market.

## Building on DEI Momentum

# Aspirational Goals, Vision & Next Steps

## Building on a Foundation of Belonging

Diversified has established a strong foundation through their partnership with Clusivity, recognising that creating true belonging is an **ongoing commitment**. Their leadership team has demonstrated clear dedication to advancing DEI initiatives, focusing on **measuring impact, fostering accountability, and implementing concrete actions** that ensure DEI remains a priority at all levels throughout their global operations.

## Expanded Learning & Development

Building on their partnership with Blue Level Training, Diversified is expanding their **DEI education framework** with **foundational training for all employees, specialised learning for managers, and ongoing educational opportunities**. This approach ensures all team members develop the awareness and skills needed to contribute to an inclusive culture where everyone can thrive.

## Community Engagement

Diversified is strengthening community partnerships that address systemic inequities and extend their impact beyond the workplace. By partnering with organisations like the **Immigrant Legal Advocacy Project** and the **Equality Community Center**, they are supporting vulnerable groups and aligning local engagement efforts with their broader DEI mission.

## Advocacy and Industry Influence

Diversified is leveraging their position as industry leaders to champion greater inclusion across the media and events sector. **President Liz Plizga and VP HR and ESG Janice Rogers have shared their insights as guest speakers on Clusivity's webinars**, designed to share practical strategies with DEI and business leaders across industries.



*"Our 'organizational EQ' has dramatically shifted as a result of the survey feedback, trainings, and subsequent action steps. We have built **an even stronger culture that is more connected to one another** with a shared understanding that supporting DEI practices leads to a more engaged workforce with higher performance for everyone."*



**Dana Maletzke**

Vice President, Human Resources, Diversified US

*"Partnering with Clusivity has really helped us make our workplace more inclusive. Their expertise has guided our approach in career progression and we've seen **great improvements in employee attitudes** since we started this journey together."*



**Meaghan Conway**

Human Resources Director at Pri-Med (part of Diversified)



Recognising a Commitment to Workplace Inclusion

## Workplace for Everyone Badges

### Award-Winning Inclusion

Diversified has been awarded five Workplace for Everyone badges by Clusivity in recognition of their outstanding commitment to diversity, equity, and inclusion (DEI). By achieving a **Clusivity Equity Index score of 70 or higher** across representation, pay gaps, career progression, and workplace culture for five key areas of inclusion: **LGBTQ+**, **disability**, **gender**, **race/ethnicity**, and **socioeconomic background**.

By meeting Clusivity's high standards in these categories, Diversified has shown measurable progress in creating a more equitable and inclusive workplace.

### Data-Driven Progress

To achieve these badges, Diversified utilised **InclusiMeter**, Clusivity's data-driven DEI assessment tool, to identify gaps in their HR and DEI strategy. InclusiMeter provided clear insights into areas requiring improvement, allowing Diversified to implement targeted strategies to support underrepresented groups.

Efforts including **Blue Level Training**, employee resource groups, and policy reviews contributed to Diversified's progress in workplace inclusion.

*"Our partnership with Clusivity has been **truly transformative**.*

*Clusivity is playing a vital role in helping us to be more intentional about **embedding sustainable, lasting change** through insight, accountability, and intentional practice. We're excited to keep learning, evolving, and driving positive change together."*



**Felicity Fieldsend**

HR, People & Culture  
Director at Diversified UK

*"We are building a long-term partnership with Clusivity."*

*With their guidance over the last two years, we have increased our Clusivity index score from 78 to 84 overall globally. Clusivity's metrics **pinpoint which groups of employees face barriers**, so that we can cultivate an environment where everyone feels a strong sense of belonging."*



**Janice Rogers**

Chief People Officer at  
Diversified

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