

**Inclusion and Diversity Survey**

**MAKE IT  
MORE THAN  
A MANTRA.**



**Building more diverse and inclusive workplace has rapidly become a higher priority as companies compete to woo the future workforce.**








Up to 40% of companies experience talent shortages impacting the ability to adapt and innovate.\*

# ACCENTURE HAS CONDUCTED A SURVEY TO UNCOVER HOW PEOPLE RANK THEIR COMPANY'S INCLUSION AND DIVERSITY INITIATIVES.

Executives from organizations \$1B+ | Manager level and above

## 5 INDUSTRIES

-  Consumer Goods and Services
-  Industrial
-  Travel
-  Life Sciences
-  Retail

## 10 COUNTRIES

- US
- Germany
- India
- South Africa
- UK
- Japan
- Australia
- China
- Canada
- Ireland

## GENDER SPLIT



## ETHNIC MINORITY\*



## Role in Company

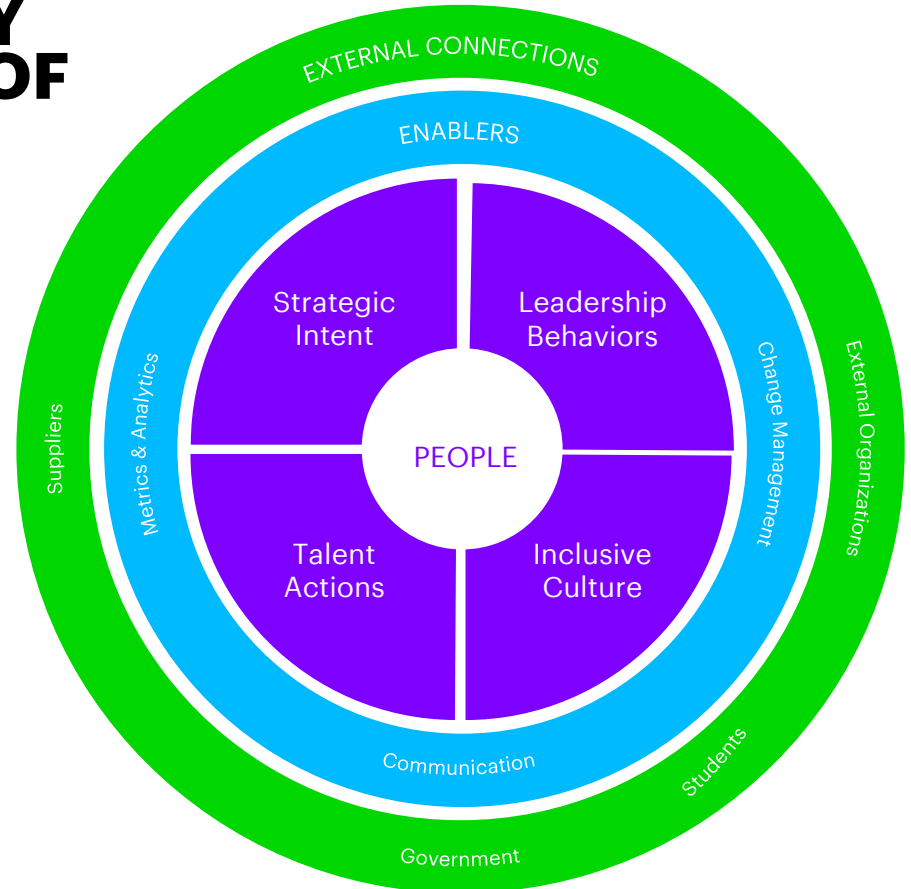


# THE RESEARCH IS BUILT AROUND AN INCLUSION & DIVERSITY FRAMEWORK COMPRISED OF FOUR CORNERSTONES

1. **Strategic Intent** - Inclusion and diversity is integrated in overall company growth strategy and communicated throughout organization.
2. **Leadership Behaviors** – Leadership acts and so that those having different backgrounds are welcomed, treated equally in the organization and their voices are heard.
3. **Inclusive Culture** - People of all backgrounds and cultures feel included, welcome, and valued. Inclusion involves respecting individual differences and capturing the advantages they provide.
4. **Talent Actions**- Attract, retain, develop and advance talent programs to build more diverse and inclusive teams at all levels of the organization.

**Enablers:** Metrics and analytics, communication and change management help keep companies on track to meet goals.

**External Connections:** Engage with the external network to increase talent pool and lead change.



# SURVEY PARTICIPANTS RANKED EACH CORNERSTONE ACROSS A MATURITY MODEL

I&D is a journey which is continuously evolving. Our maturity model (consisting of four stages) is a useful way to assess each cornerstone to understand where we are today and opportunities for the future.



## FOUNDATIONAL

Internal policies ensure that external legal requirements are met.



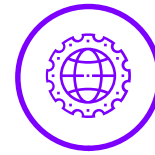
## PROGRAMMATIC

Programs are provided to address specific challenges and gaps.



## STRATEGIC

Comprehensive strategy and framework is developed to ensure goals are measurable and will be achieved.



## INTEGRATED & SUSTAINABLE

I&D is ingrained into the fabric of the organization.

# TOPLINE INSIGHTS

**1** Organizations are paying attention to their Inclusion & Diversity agenda

**2** Women have varying viewpoints.

**3** I&D perspectives vary around the world

**4** The I&D maturity model has the strongest potential to impact specific geos and demographic groups

**5** Retail significantly lags in maturity from all other industry segments

**6** 4 Key opportunities for I&D differentiation

**COMPANIES ARE  
PAYING  
ATTENTION TO  
THEIR  
INCLUSION &  
DIVERSITY  
AGENDA**

**1**

# ORGANIZATIONS ARE PAYING ATTENTION TO INCLUSION & DIVERSITY INITIATIVES

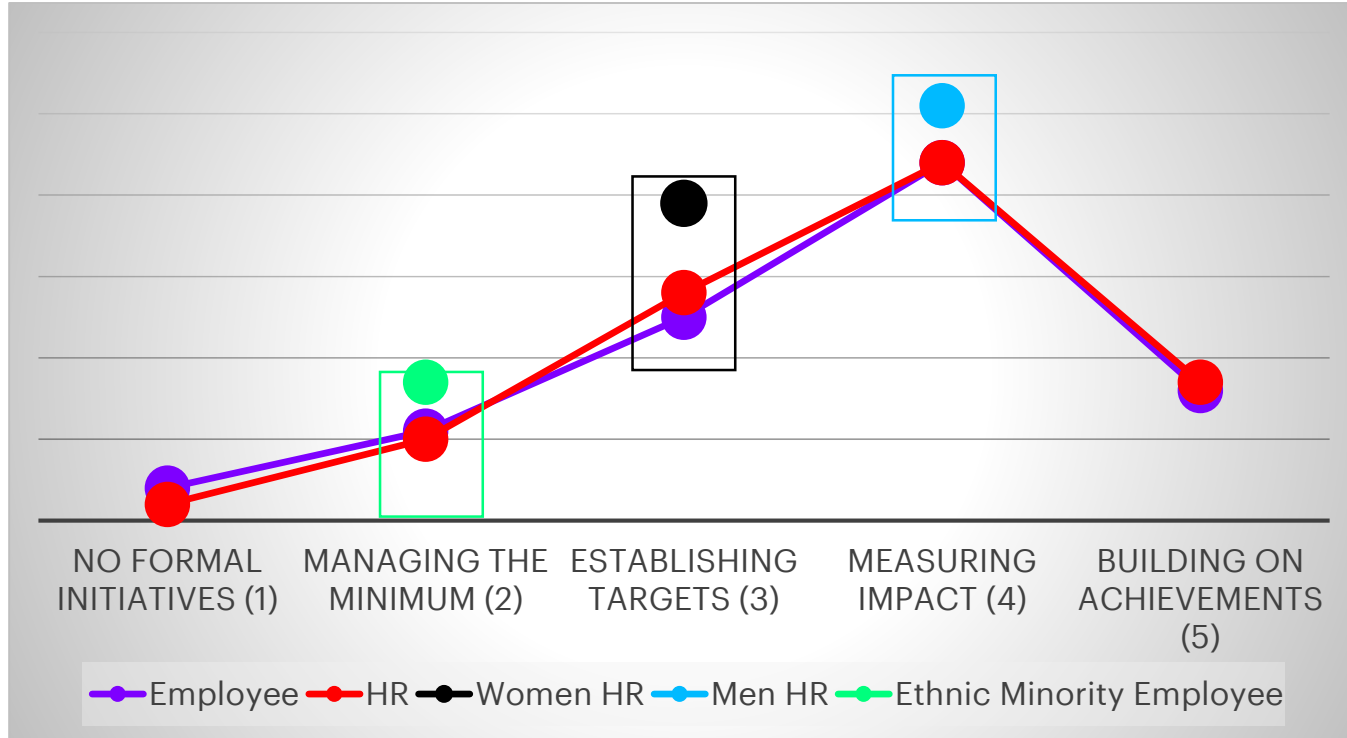


And it seems that organizations are **making strides** to create an inclusive culture.

The perspective among those creating and delivering on I&D **seem to align** with employees in general.



# HOWEVER EVALUATION OF PROGRESS VARIES DEPENDING ON WHO YOU ASK



Overall, organizations are at the stage of measuring impact.

Yet, ethnic minorities are more likely to feel that organizations are doing the bare minimum.

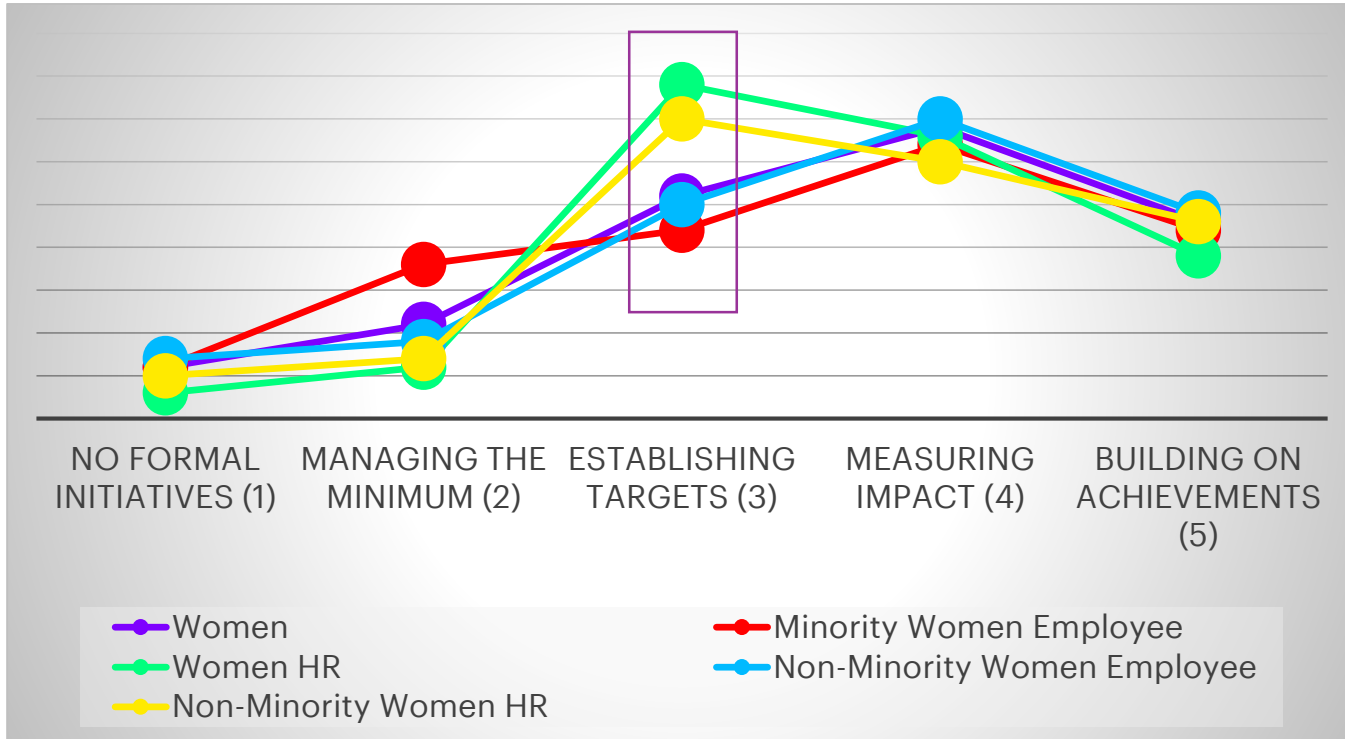
Men in HR believe that their organization is more advanced than women in HR.

Respondents rated level of maturity on a scale of 1 to 5.

**WOMEN HAVE  
VARYING  
VIEWPOINTS.**

**2**

# WOMEN IN HR ARE MORE LIKELY TO RANK THEIR COMPANIES MORE MATURE THAN ETHNIC MINORITY WOMEN



Data shows that women have varying perceptions of Inclusion & Diversity in their organizations.

Women in HR executing I&D initiatives have a much more favorable assessment of progress than self-identified non-minority women and minority women.

# FOCUSING ON THE MOST DISPARATE GROUPS SHOWS AN EVEN WIDER GAP



A higher percentage of women in HR believe that their organizations are focused on establishing targets than women in other categories.

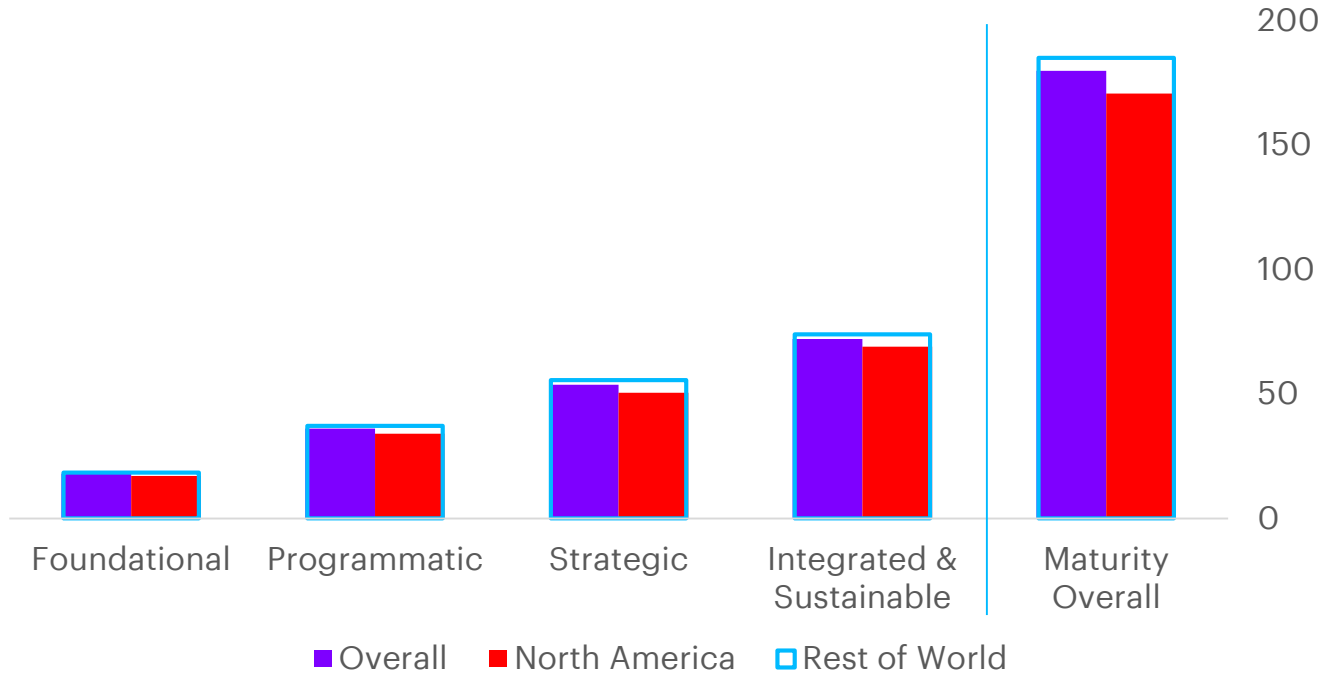
While a significantly higher percentage of minority women feel that their organizations have more nascent efforts.

Respondents rated level of maturity on a scale of 1 to 5.

**I&D CONCERNS  
MANIFEST  
THEMSELVES  
DIFFERENTLY  
AROUND THE  
WORLD**

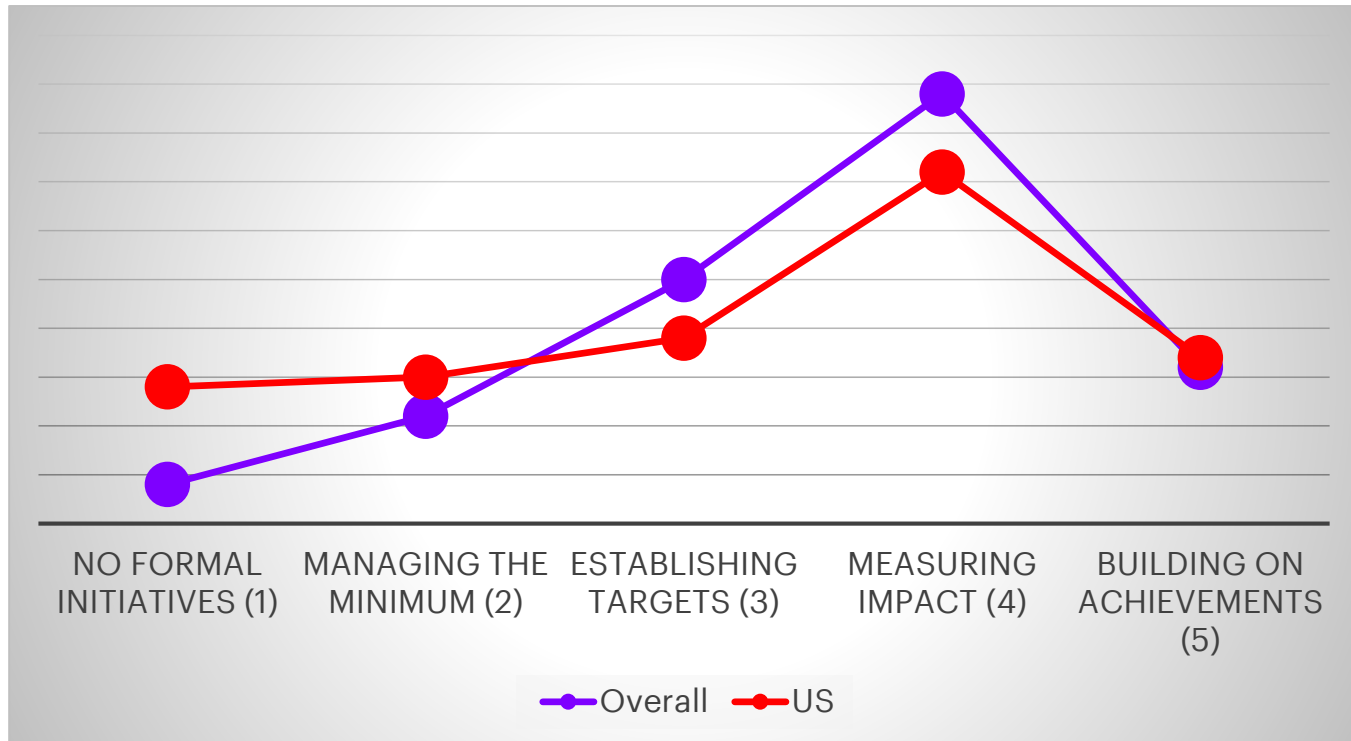
**3**

# RESULT MAY SUGGEST DIFFERENT REGIONAL EXPECTATIONS ON THE PROGRESS IN I&D EFFORTS



At every level, all respondents in the North America region rate I&D initiatives as far less evolved than respondents overall.

# US RESPONDENTS SEE A NOTICEABLE GAP IN PROGRESS ON THE I&D AGENDA



Overall, respondents feel their organizations have set I&D targets and should now be measuring the impact of their initiatives.

US respondents assess I&D in their organizations as non-existent to barely meeting minimum requirements.

Respondents rated level of maturity on a scale of 1 to 5.

THE MODEL REFLECTS  
STRATEGIES AT VARYING  
LEVELS OF MATURITY

**I&D SOLUTIONS MAY  
DIFFERENTIALLY  
IMPACT  
DEMOGRAPHIC  
GROUPS.**

4



# U.S. RESPONDENTS EVALUATE MATURITY IN **INCLUSIVE CULTURE** LESS FAVORABLY THAN THE OVERALL GLOBAL SAMPLE. NON-MINORITY WOMEN IN U.S. EVALUATE THE SAME CORNERSTONE EVEN LESS FAVORABLY.

**Inclusive Culture** - People of all backgrounds and cultures feel included, welcome, and valued. Inclusion involves respecting individual differences and capturing the advantages they provide.



Foundational



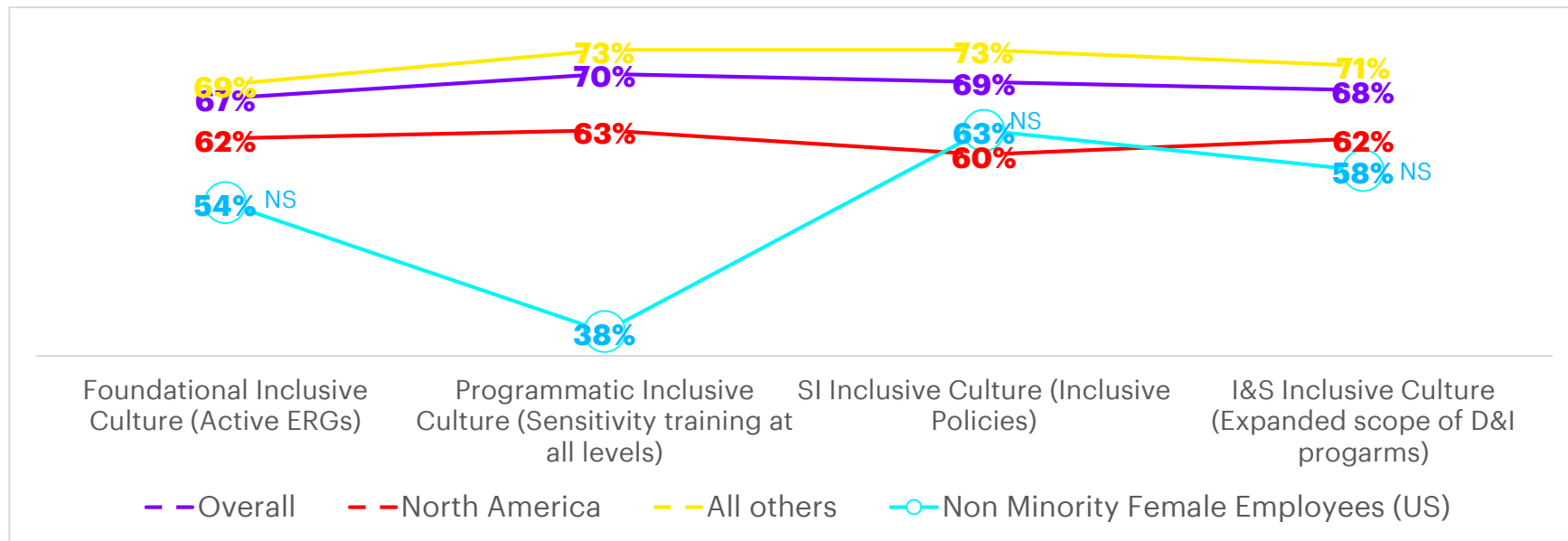
Programmatic



Strategic



Integrated & Sustainable



# U.S. ASSESSMENT OF I&D IS SIGNIFICANTLY LESS FAVORABLE ACROSS MOST AREAS OF LEADERSHIP BEHAVIOR

**Leadership Behaviors** – Leadership acts so that those having different backgrounds are welcomed, treated equally in the organization and their voices are heard.



**Foundational**



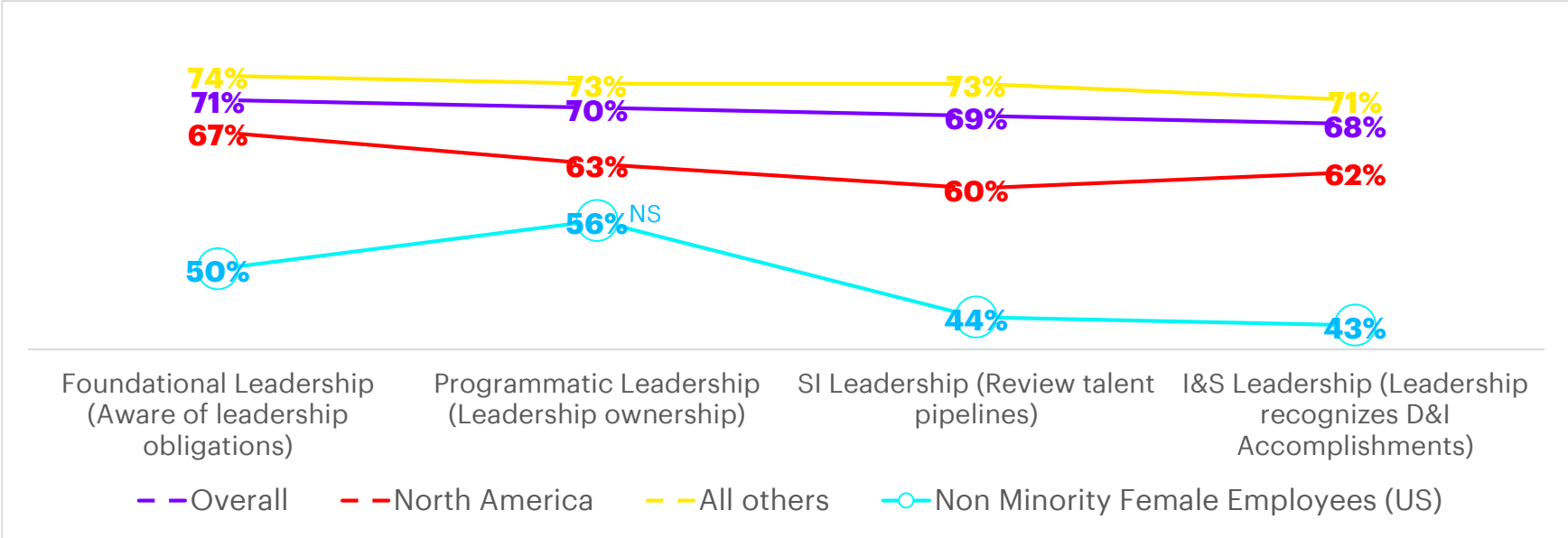
**Programmatic**



**Strategic**



**Integrated & Sustainable**



Base: All respondents

# U.S. NON MINORITY WOMEN SAY WE CAN DO BETTER IN THE AREA OF STRATEGIC INTENT

**Strategic Intent** - Inclusion and diversity is integrated in overall company growth strategy and communicated throughout organization.



**Foundational**



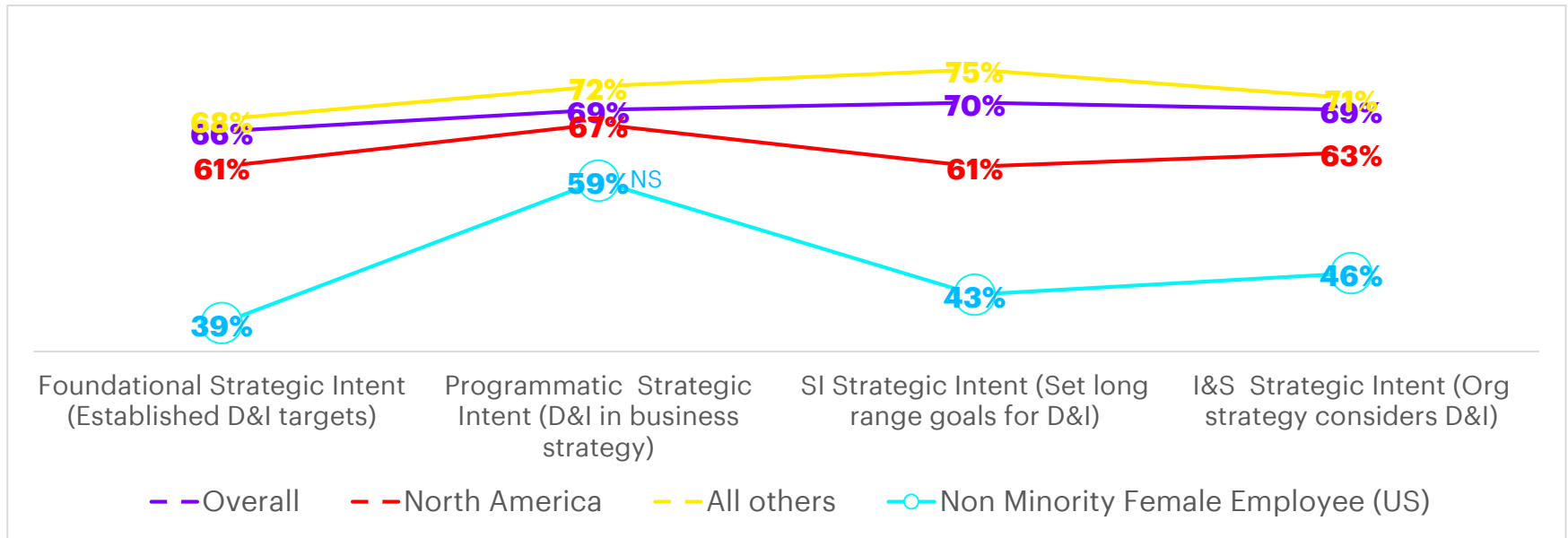
**Programmatic**



**Strategic**



**Integrated & Sustainable**



# THE SAME WOMEN FEEL THAT THERE IS AN OPPORTUNITY TO IMPROVE I&D IN RETAINING TALENT...

**Retain Talent** - Develop and advance talent programs to build more diverse and inclusive teams at all levels of the organization



**Foundational**



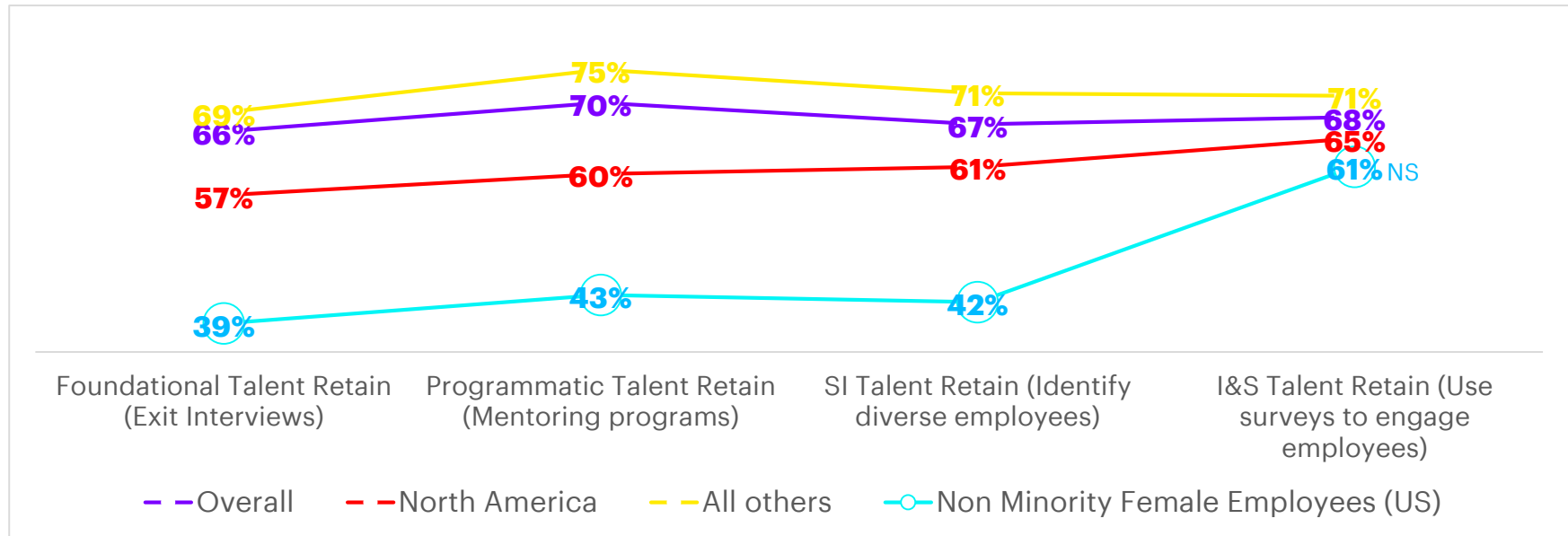
**Programmatic**



**Strategic**



**Integrated & Sustainable**



# ...AND SEE NEEDED IMPROVEMENTS IN ATTRACTING TALENT AS WELL

Attract Talent - Develop and advance talent programs to build more diverse and inclusive teams at all levels of the organization



Foundational



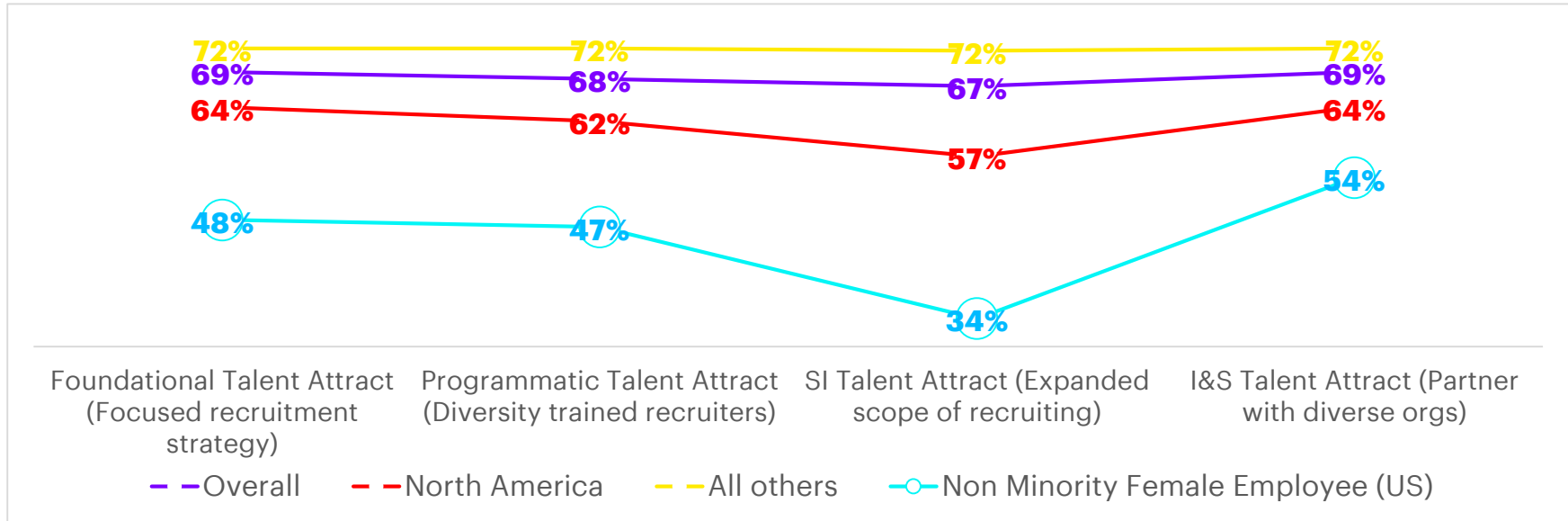
Programmatic



Strategic












Integrated & Sustainable



**RETAIL LAGS  
OTHER  
INDUSTRIES ON  
I&D MATURITY,  
CONSUMER  
GOODS LEADS**

**5**

# RETAIL SIGNIFICANTLY LAGS OTHER INDUSTRIES IN MATURITY, CGS LEADS

	 Foundational	 Programmatic	 Strategic	 Integrated & Sustainable	Overall
 CGS	18.3	36.6	54.6	73.2	182.7
 Travel	18.2	36.3	54.5	73.0	182.0
 Industrial	18.2	36.5	54.2	72.3	181.2
 Life Science	17.8	36.1	54.1	71.9	179.9
 Retail	17.4	34.8	51.6	69.7	173.6

# RETAIL LAGS OTHER SECTORS SIGNIFICANTLY WITH SENSITIVITY TRAINING

**Inclusive Culture** - People of all backgrounds and cultures feel included, welcome, and valued. Inclusion involves respecting individual differences and capturing the advantages they provide.



**Foundational**



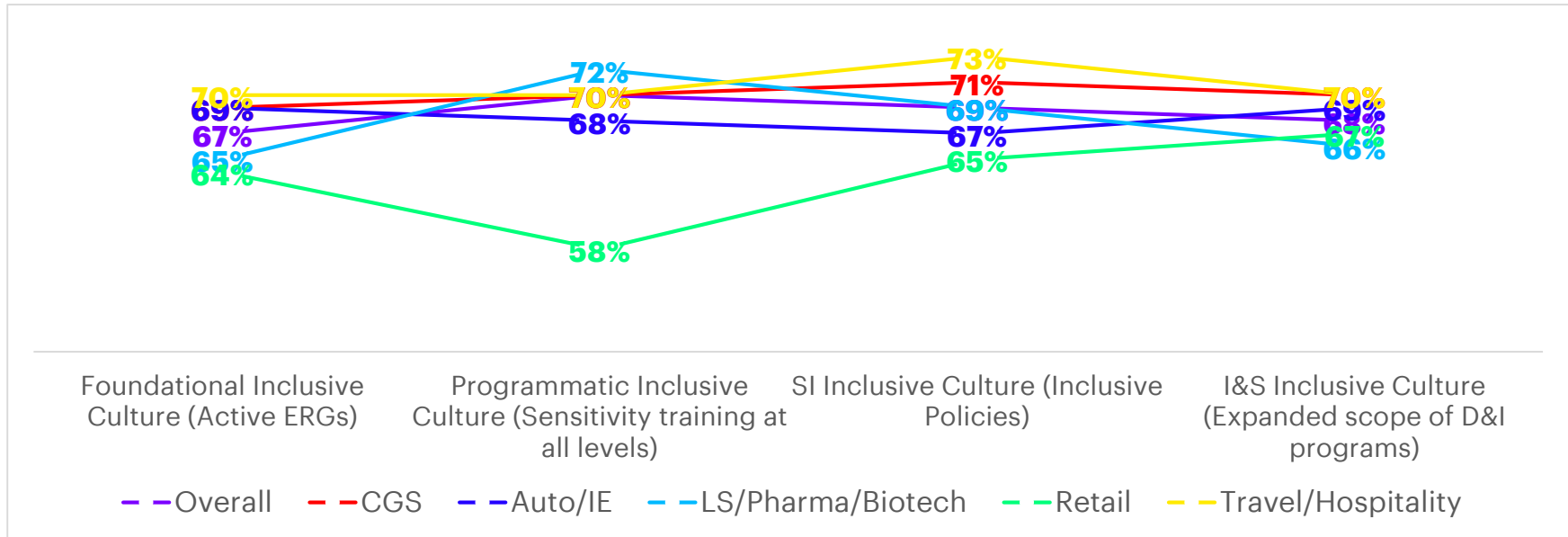
**Programmatic**



**Strategic**



**Integrated & Sustainable**





# RETAIL LAGS IN REVIEWING TALENT PIPELINES AND RECOGNIZING I&D RELATED ACCOMPLISHMENTS

**Leadership Behaviors** – Leadership acts so that those having different backgrounds are welcomed, treated equally in the organization and their voices are heard.



**Foundational**



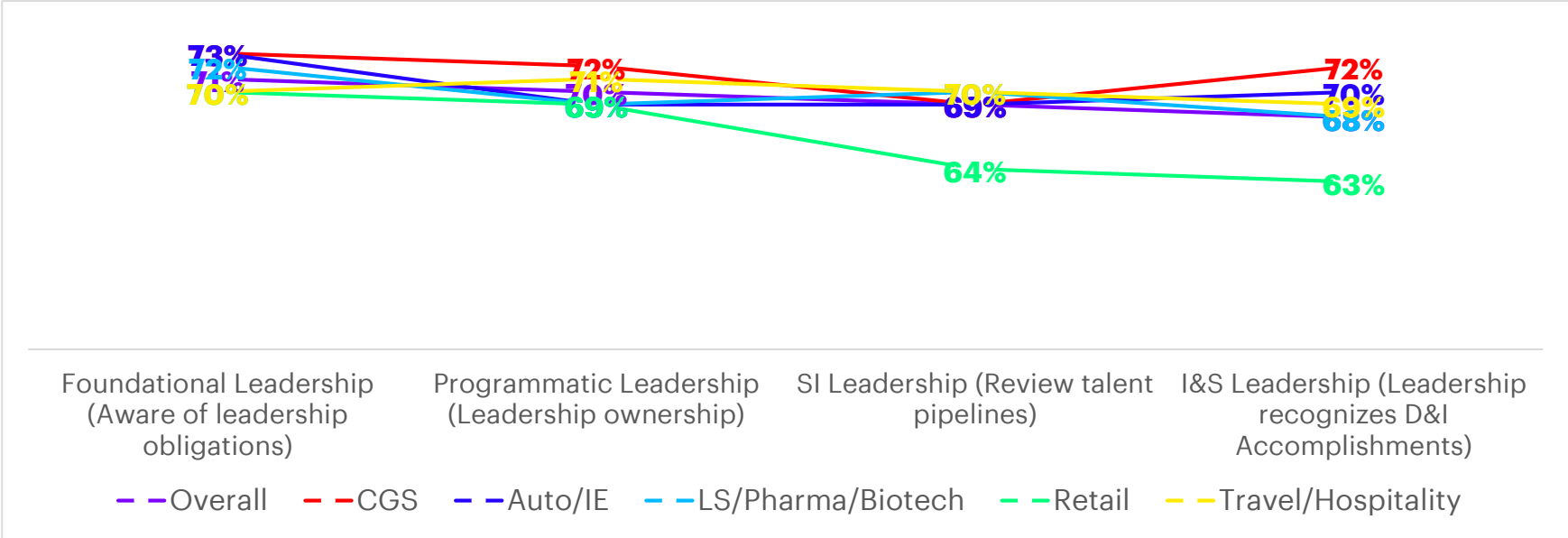
**Programmatic**



**Strategic**



**Integrated & Sustainable**



Base: All respondents

# RETAIL LAGS OTHER SECTORS AT ESTABLISHING TARGETS

**Strategic Intent** - Inclusion and diversity is integrated in overall company growth strategy and communicated throughout organization.



Foundational



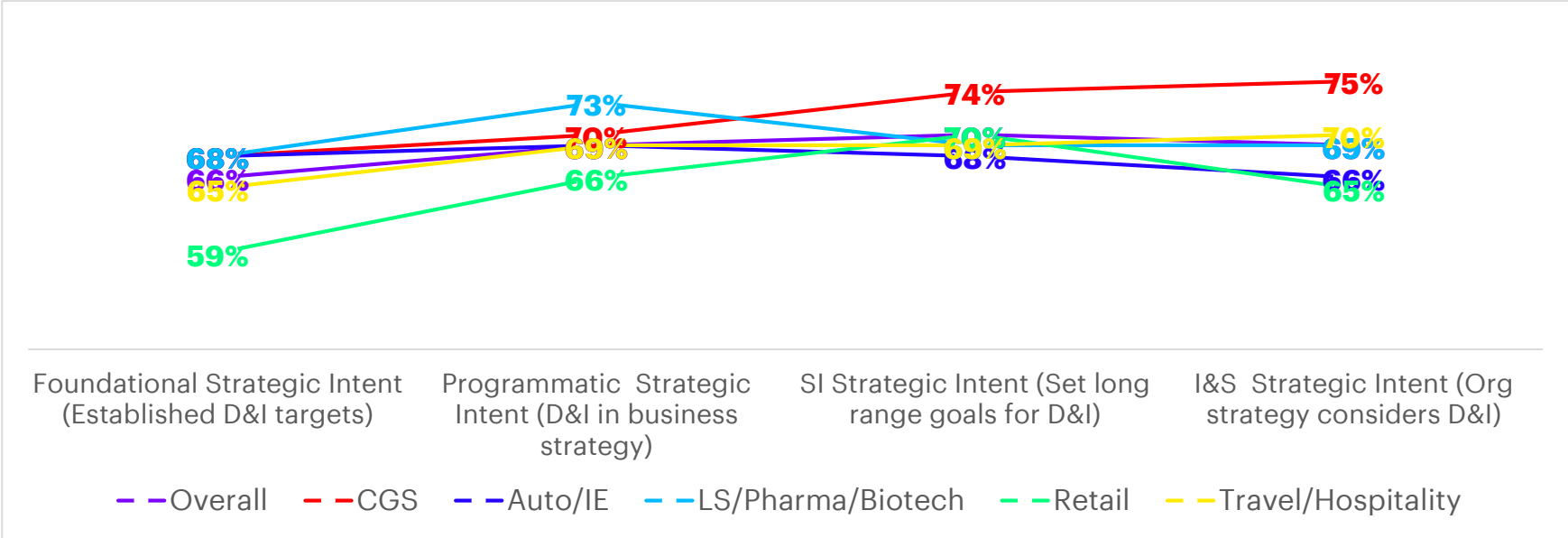
Programmatic



Strategic



Integrated & Sustainable



Base: All respondents

# RETAIL IS CONSISTENT WITH OTHER SECTORS IN KEEPING TALENT

**Retain Talent** - Develop and advance talent programs to build more diverse and inclusive teams at all levels of the organization



**Foundational**



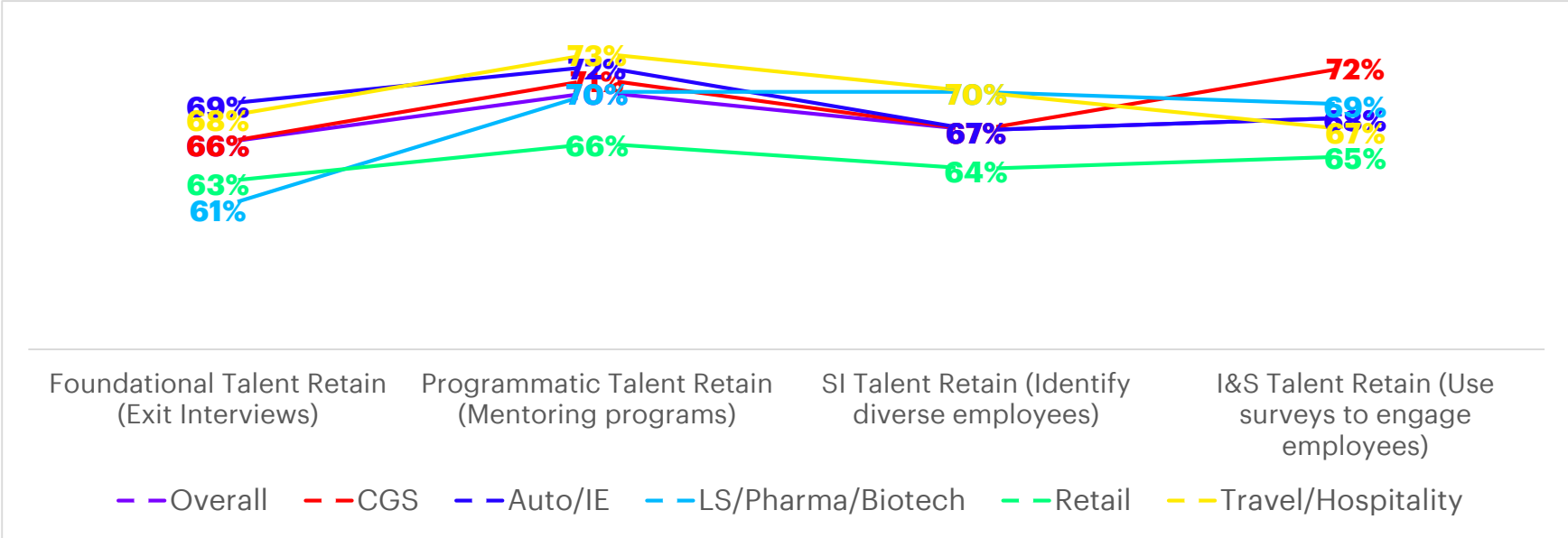
**Programmatic**



**Strategic**



**Integrated & Sustainable**



Base: All respondents

# RETAIL LAGS AT PARTNERING WITH DIVERSE ORGANIZATIONS AND HAS LIMITED SCOPE OF RECRUITING

**Attracting Talent** - Develop and advance talent programs to build more diverse and inclusive teams at all levels of the organization



**Foundational**



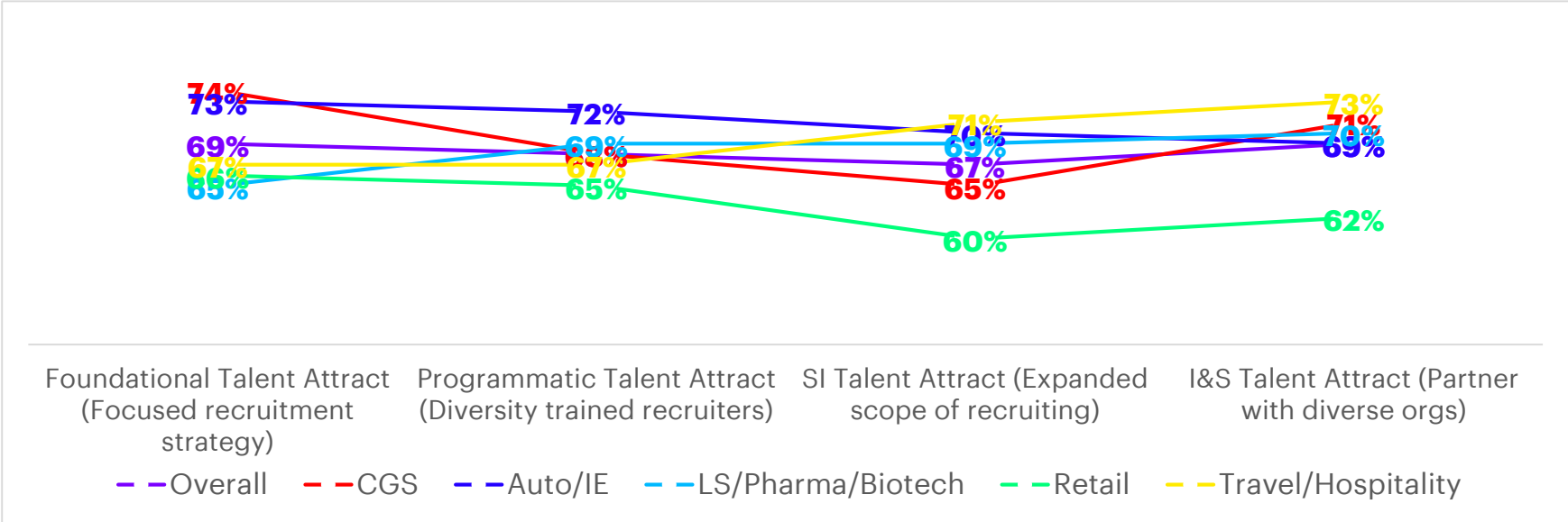
**Programmatic**



**Strategic**



**Integrated & Sustainable**



**4 KEY  
OPPORTUNITIES  
FOR  
DIFFERENTIATION**

**6**

# CREATING A MATURE I&D ORGANIZATION MUST FOCUS ON THE HIGHEST PRIORITY LEVERS

## [ATTRACTING TALENT]

2

Employ a focused recruitment strategy that targets diverse populations

## [LEADERSHIP BEHAVIOR]

4

Ensure Leadership is aware of legal obligations and ambitions as it relates to I&D and that I&D efforts are measured and rewarded on achieving results

1

## [LEADERSHIP BEHAVIOR]

Regular review of talent pipelines and/or monitor attrition and promotion rates for diverse talent

3

## [STRATEGIC INTENT]

Clearly stating I&D in the global business strategy

The top 4 drivers of I&D effectiveness are based on statistical regression of the twenty attributes of I&D on I&D effectiveness. A very small percent of the variance in I&D effectiveness can be explained by the presence or absence of targeted I&D efforts at organizations.

# FOR MORE INFORMATION



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