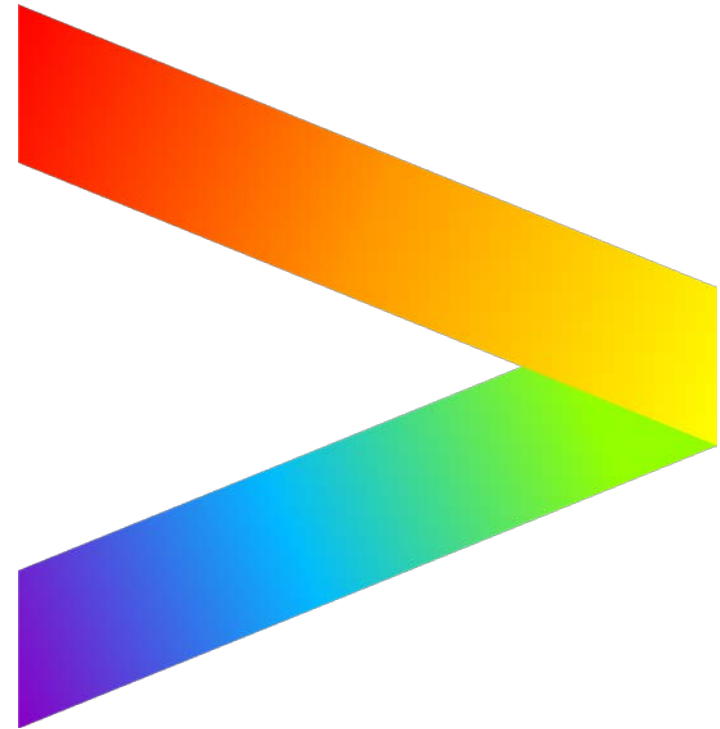
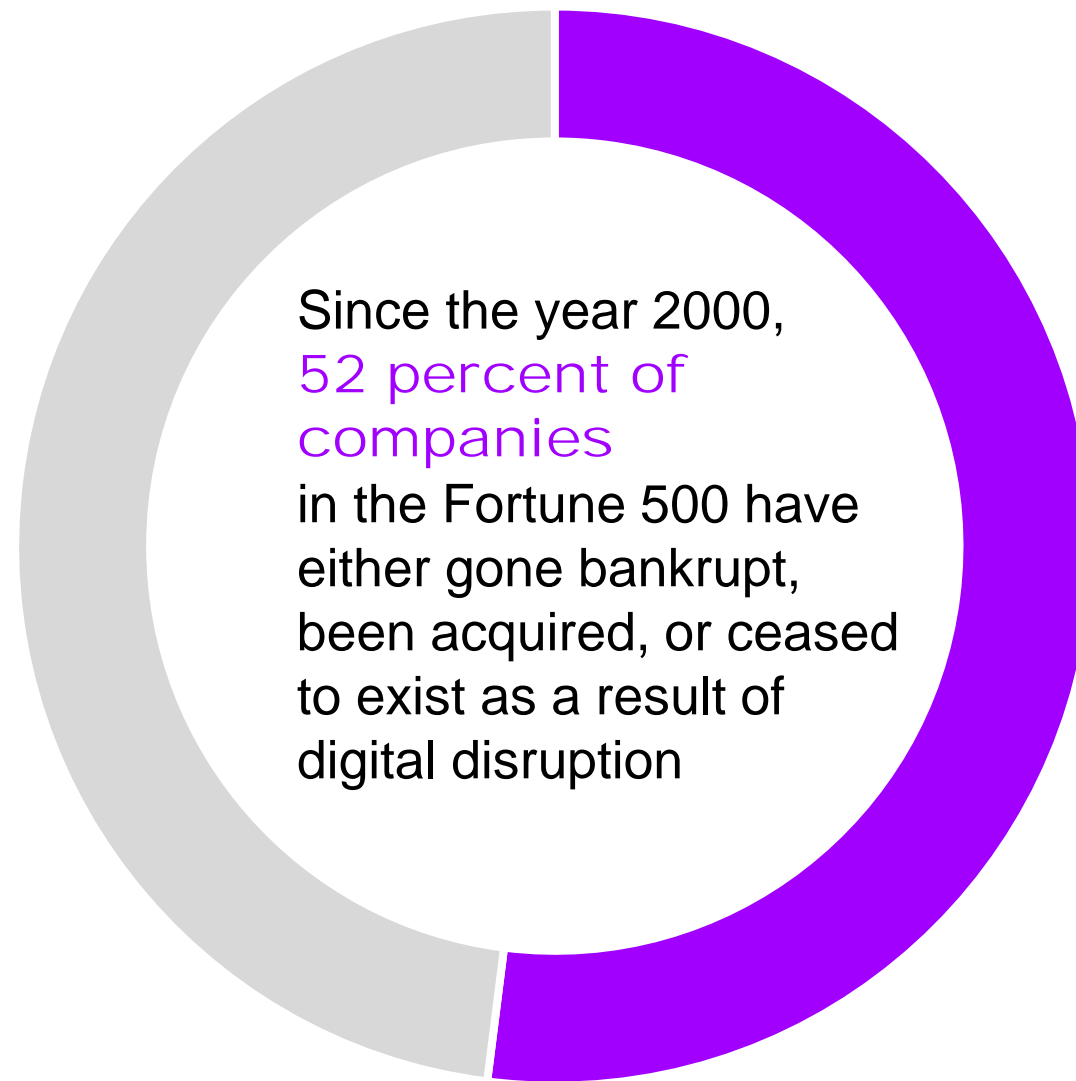


EQUALITY = INNOVATION

Getting to Equal 2019:
Creating a culture that
drives innovation



In this age of widespread disruption, companies must innovate continuously, creating new markets, experiences, products, services, content or processes.

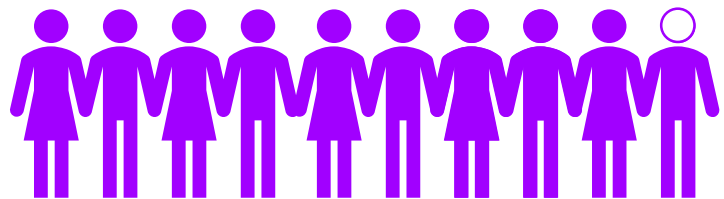


GETTING TO EQUAL 2019: CREATING A CULTURE THAT DRIVES INNOVATION

Last year, Accenture identified 40 workplace factors that contribute to a culture of equality, grouping them into three actionable categories: Bold Leadership, Comprehensive Action and Empowering Environment.

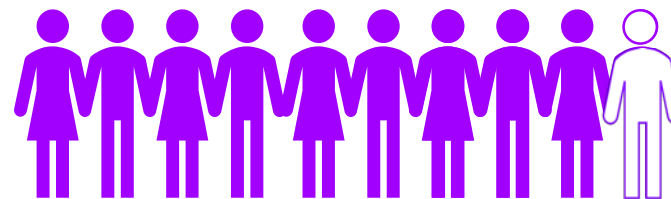
This year, new Accenture research shows that a culture of equality—the same kind of workplace environment that helps LGBT employees advance to higher positions—is a powerful multiplier of innovation and growth.

BUSINESS LEADERS RECOGNIZE THAT INNOVATION IS VITAL—AND LGBT EMPLOYEES WANT TO INNOVATE



95%

of business leaders
see innovation as vital to
competitiveness
and business viability



90%

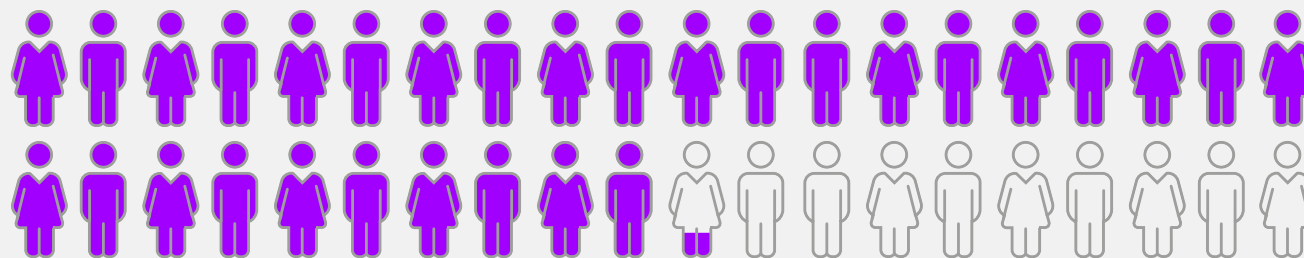
of LGBT employees
want to be innovative

BUT THERE IS A DISCONNECT

76 percent of leaders say they regularly empower employees to be innovative, while **only 47 percent of LGBT employees agree.**

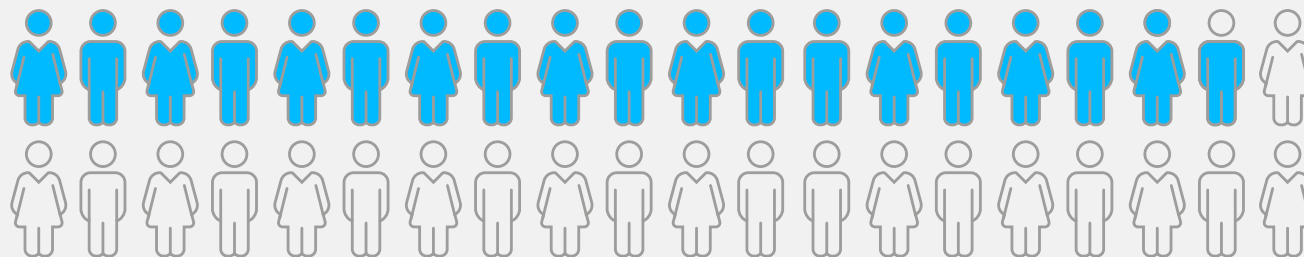
76%

Business leaders who say they empower employees to innovate



47%

LGBT employees who feel empowered to innovate



WHAT IS A CULTURE OF EQUALITY?

A culture of equality is one where most of the 40 factors that influence advancement at work are present. Where more of these are present, LGBT employees are more likely to advance and thrive. We've grouped these factors, which were identified in last year's Getting to Equal research, *When She Rises, We All Rise*, into three pillars.

Empowering Environment

One that trusts employees, respects individuals and offers the freedom to be creative and to train and work flexibly

Bold Leadership

A diverse leadership team that sets, shares and measures equality targets openly

Comprehensive Action

Policies and practices that are family-friendly, support all genders and are bias-free in attracting and retaining people

WHAT IS AN INNOVATION MINDSET?

We identified six elements that affect an LGBT employee's ability to be innovative.

These six elements are based on extensive research into what drives innovation.

Purpose

Alignment around and support for the purpose of organization

Resources

Having the tools, time and incentives necessary to innovate

Collaboration

Working with other departments or in fluid, cross-function teams

Autonomy

Being shown a clear mandate for change—and being trusted to follow through

Inspiration

Tapping into inspiration from beyond the organization

Experimentation

Experimenting with new ideas quickly without fear of failure

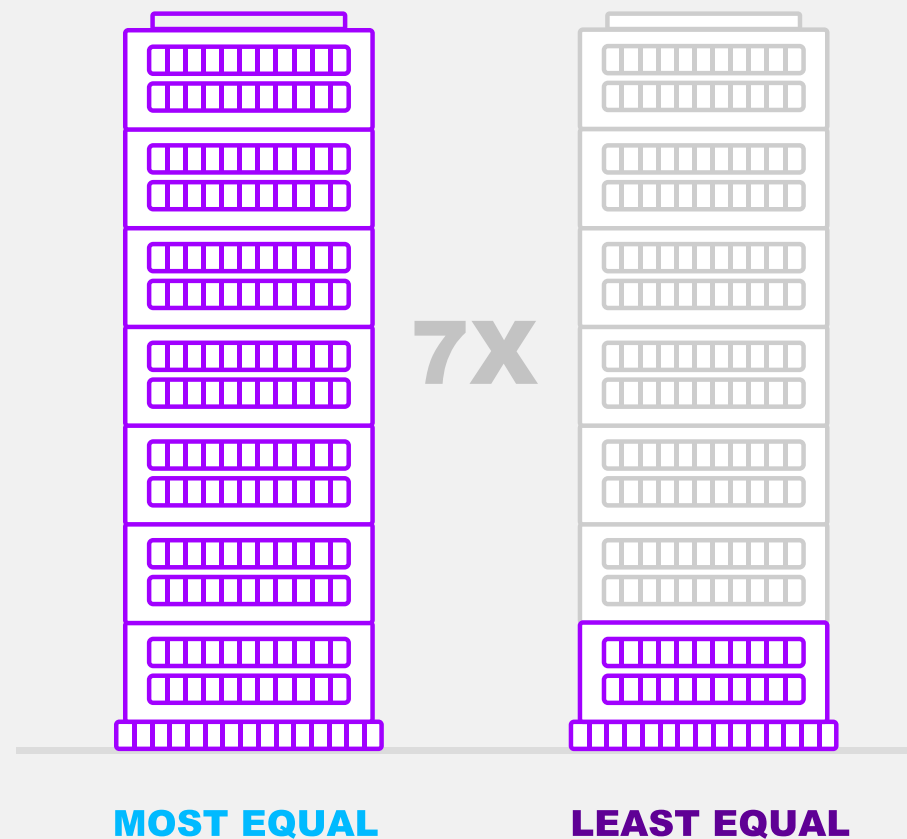
LGBT EMPLOYEES HAVE STRONGEST INNOVATION MINDSET IN MOST EQUAL CULTURES

LGBT employees' innovation mindset—their willingness and ability to innovate—is

seven times higher

in the most-equal cultures than in the least equal ones

Innovation mindset is seven times higher in the most-equal cultures than in the least-equal ones.



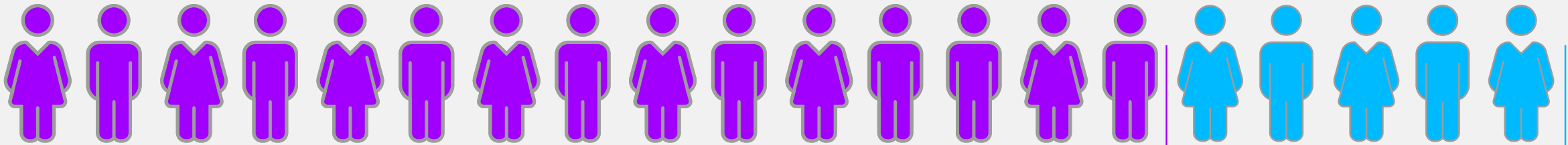
PEOPLE ACROSS ALL GENDERS, SEXUAL IDENTITIES, AGES AND ETHNICITIES SHOW A STRONGER INNOVATION MINDSET IN MORE-EQUAL WORKPLACE CULTURES.

AN EQUAL AND WELCOMING WORKPLACE ENVIRONMENT IS KEY TO UNLEASHING INNOVATION ACROSS THE LGBT WORKFORCE.

AGAINST EVERY FACTOR WE TESTED, CULTURE WINS.



FOR LGBT EMPLOYEES, THE CUMULATIVE IMPACT OF DIVERSITY AND CULTURE IS MAGNIFIED



When combining diversity factors with a culture-of-equality, LGBT employees' innovation mindset is

20 times higher

compared to least-equal and least-diverse cultures

(vs. **11 times higher** for the general population).

MOST-EQUAL
AND DIVERSE
CULTURES
20X GREATER

LEAST-EQUAL
AND DIVERSE
CULTURES

AN EMPOWERING ENVIRONMENT IS BY FAR THE MOST IMPORTANT CATEGORY WHEN IT COMES TO ENABLING AN INNOVATION MINDSET

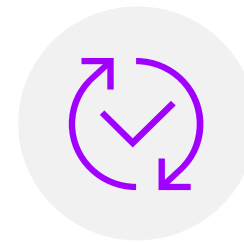
The most important drivers of innovation mindset that empower LGBT employees include:



They have access to **training** to keep their skills relevant



Remote work is widely available and is common practice



They have access to company training in **flexible times and formats**

THE OPPORTUNITY IS ENORMOUS

Accenture calculates that **global gross domestic product would increase by up to US\$8 trillion by 2028** if the innovation mindset in all countries were raised 10 percent.

**GLOBAL GDP
OF US\$8 TR.
AT STAKE**



A ROADMAP TO UNLEASHING INNOVATION

Empowering Environment
+ Purpose
+ Autonomy

Bold Leadership
+ Experimentation
+ Resources

Comprehensive Action
+ Inspiration
+ Collaboration



Get clear on purpose



Fiercely promote flexible working



Train effectively



Let people be themselves



Prioritize diversity and equality



Make leaders accountable



Set up to innovate



Encourage risk-taking



Send a loud and broad signal



Cross-train and rearrange teams



Use networks



Look outward