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

Gender Split
- Male: 40%
- Female: 60%

Ethnic Minority*
- Minority: 31%
- Non-Minority: 66%

Role in Company
- Human Resources: 12%
- Non-Human Resource: 88%

* Self-Identified
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.
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
**ORGANIZATIONS ARE PAYING ATTENTION TO INCLUSION & DIVERSITY INITIATIVES**

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
<th>Employee</th>
<th>HR</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No Formal Initiatives</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>Managing the Minimum</td>
<td></td>
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</tr>
<tr>
<td>3</td>
<td>Establishing Targets</td>
<td></td>
<td></td>
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<tr>
<td>4</td>
<td>Measuring Impact</td>
<td></td>
<td></td>
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<tr>
<td>5</td>
<td>Building on Achievements</td>
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</table>

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.

Respondents rated level of maturity on a scale of 1 to 5.
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 advance than women in HR.

Respondents rated level of maturity on a scale of 1 to 5.
WOMEN HAVE VARYING VIEWPOINTS.
WOMEN IN HR ARE MORE LIKELY TO RANK THEIR COMPANIES MORE MATURE THAN ETHNIC MINORITY WOMEN 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.

Respondents rated level of maturity on a scale of 1 to 5.
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.
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.
THE MODEL REFLECTS STRATEGIES AT VARYING LEVELS OF MATURITY

I&D SOLUTIONS MAY DIFFERENTIALLY IMPACT DEMOGRAPHIC GROUPS.
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.
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.
U.S. NON MINORITY WOMEN SAY WE CAN DO BETTER IN THE AREA OF STRATEGIC INTENT

Non Minority Female Employee (US) - Foundational Strategic Intent (Established D&I targets): 66%
- Programmatic Strategic Intent (D&I in business strategy): 72%
- SI Strategic Intent (Set long range goals for D&I): 75%
- I&S Strategic Intent (Org strategy considers D&I): 69%

Overall:
- Foundational: 61%
- Programmatic: 67%
- Strategic: 70%
- Integrated & Sustainable: 69%

North America:
- Foundational: 61%
- Programmatic: 67%
- Strategic: 70%
- Integrated & Sustainable: 69%

All others:
- Foundational: 59%
- Programmatic: 43%
- Strategic: 61%
- Integrated & Sustainable: 46%

Strategic Intent - Inclusion and diversity is integrated in overall company growth strategy and communicated throughout organization.
THE SAME WOMEN FEEL THAT THERE IS AN OPPORTUNITY TO IMPROVE I&D IN RETAINING TALENT...

- Foundational Talent Retain (Exit Interviews)
  - Overall: 69%
  - North America: 66%
  - All others: 57%
  - Non Minority Female Employees (US): 39%

- Programmatic Talent Retain (Mentoring programs)
  - Overall: 75%
  - North America: 70%
  - All others: 60%
  - Non Minority Female Employees (US): 43%

- SI Talent Retain (Identify diverse employees)
  - Overall: 71%
  - North America: 67%
  - All others: 61%
  - Non Minority Female Employees (US): 42%

- I&S Talent Retain (Use surveys to engage employees)
  - Overall: 71%
  - North America: 68%
  - All others: 65%
  - Non Minority Female Employees (US): 61%

Retain Talent - Develop and advance talent programs to build more diverse and inclusive teams at all levels of the organization.
...AND SEE NEEDED IMPROVEMENTS IN ATTRACTING TALENT AS WELL

**Foundational Talent Attract (Focused recruitment strategy)**
- Overall: 69%
- North America: 68%
- All others: 67%
- Non Minority Female Employee (US): 72%

**Programmatic Talent Attract (Diversity trained recruiters)**
- Overall: 68%
- North America: 67%
- All others: 64%
- Non Minority Female Employee (US): 62%

**Strategic Talent Attract (Expanded scope of recruiting)**
- Overall: 57%
- North America: 54%
- All others: 57%
- Non Minority Female Employee (US): 34%

**Integrated & Sustainable Talent Attract (Partner with diverse orgs)**
- Overall: 64%
- North America: 69%
- All others: 72%
- Non Minority Female Employee (US): 72%

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

Base: All respondents
RETAIL LAGS OTHER INDUSTRIES ON I&D MATURITY, CONSUMER GOODS LEADS
RETAIL SIGNIFICANTLY LAGS OTHER INDUSTRIES IN MATURITY, CGS LEADS

<table>
<thead>
<tr>
<th>Foundational</th>
<th>Programmatic</th>
<th>Strategic</th>
<th>Integrated &amp; Sustainable</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>CGS</td>
<td>18.3</td>
<td>36.6</td>
<td>54.6</td>
<td>182.7</td>
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<tr>
<td>Travel</td>
<td>18.2</td>
<td>36.3</td>
<td>54.5</td>
<td>182.0</td>
</tr>
<tr>
<td>Industrial</td>
<td>18.2</td>
<td>36.5</td>
<td>54.2</td>
<td>181.2</td>
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<tr>
<td>Life Science</td>
<td>17.8</td>
<td>36.1</td>
<td>54.1</td>
<td>179.9</td>
</tr>
<tr>
<td>Retail</td>
<td>17.4</td>
<td>34.8</td>
<td>51.6</td>
<td>173.6</td>
</tr>
</tbody>
</table>
### RETAIL LAGS OTHER SECTORS SIGNIFICANTLY WITH SENSITIVITY TRAINING

<table>
<thead>
<tr>
<th>Inclusive Culture</th>
<th>Overall</th>
<th>CGS</th>
<th>Auto/IE</th>
<th>LS/Pharma/Biotech</th>
<th>Retail</th>
<th>Travel/Hospitality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundational Inclusive Culture (Active ERGs)</td>
<td>70%</td>
<td>69%</td>
<td>65%</td>
<td>62%</td>
<td>67%</td>
<td>68%</td>
</tr>
<tr>
<td>Programmatic Inclusive Culture (Sensitivity training at all levels)</td>
<td>72%</td>
<td>70%</td>
<td>68%</td>
<td>64%</td>
<td>67%</td>
<td>69%</td>
</tr>
<tr>
<td>SI Inclusive Culture (Inclusive Policies)</td>
<td>73%</td>
<td>71%</td>
<td>69%</td>
<td>67%</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td>I&amp;S Inclusive Culture (Expanded scope of D&amp;I programs)</td>
<td>70%</td>
<td>69%</td>
<td>66%</td>
<td>65%</td>
<td>67%</td>
<td>66%</td>
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**Inclusive Culture** - People of all backgrounds and cultures feel included, welcome, and valued. Inclusion involves respecting individual differences and capturing the advantages they provide.

Base: All respondents
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.
RETAIL LAGS OTHER SECTORS AT ESTABLISHING TARGETS

Foundational Strategic Intent (Established D&I targets)  
Programmatic Strategic Intent (D&I in business strategy)  
SI Strategic Intent (Set long range goals for D&I)  
I&S Strategic Intent (Org strategy considers D&I)

Graph showing the percentage of companies in different sectors reaching strategic intent goals:
- Overall
- CGS
- Auto/IE
- LS/Pharma/Biotech
- Retail
- Travel/Hospitality

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

Base: All respondents
RETAIL IS CONSISTENT WITH OTHER SECTORS IN KEEPING TALENT

Foundational Talent Retain (Exit Interviews) | Programmatic Talent Retain (Mentoring programs) | SI Talent Retain (Identify diverse employees) | I&S Talent Retain (Use surveys to engage employees)

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<td>63%</td>
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Overall: 68%  CGS: 70%  Auto/IE: 67%  LS/Pharma/Biotech: 64%  Retail: 65%  Travel/Hospitality: 72%

Base: All respondents

Retain Talent - Develop and advance talent programs to build more diverse and inclusive teams at all levels of the organization.
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 Talent Attract (Focused recruitment strategy) | Programmatic Talent Attract (Diversity trained recruiters) | SI Talent Attract (Expanded scope of recruiting) | I&S Talent Attract (Partner with diverse orgs)

- Overall
- CGS
- Auto/IE
- LS/Pharma/Biotech
- Retail
- Travel/Hospitality

Base: All respondents
4 KEY OPPORTUNITIES FOR DIFFERENTIATION
CREATING A MATURE I&D ORGANIZATION MUST FOCUS ON THE HIGHEST PRIORITY LEVERS

1. **[LEADERSHIP BEHAVIOR]**
   Regular review of talent pipelines and/or monitor attrition and promotion rates for diverse talent

2. **[ATTRACTING TALENT]**
   Employ a focused recruitment strategy that targets diverse populations

3. **[STRATEGIC INTENT]**
   Clearly stating I&D in the global business strategy

4. **[LEADERSHIP BEHAVIOR]**
   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

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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