CHIEF DIVERSITY OFFICER REPORTS TO CHRO

Q: Does your company have a Chief Diversity Officer (or equivalent position)?

YES 84%

NO 16%

Q: If yes, to whom does the Chief Diversity Officer report?

85% of respondents indicate that they have a Chief Diversity Officer or similar position in their company who often reports directly to the CHRO.
MOST RESPONDENTS HAVE CONCENTRATED DE&I TEAMS

Q: How many employees are dedicated full-time to inclusion and diversity activities, reporting to the chief diversity officer (or another senior executive who oversees your DE&I efforts)?

- 0–3 employees: 58%
- 4–6 employees: 21%
- 7–9 employees: 5%
- 10–12 employees: 6%
- 13–15 employees: 2%
- 16–18 employees: 2%
- 19–21 employees: 6%

Q: How many employees are partially dedicated to inclusion and diversity activities, reporting to the chief diversity officer (or another senior executive who oversees your DE&I efforts)?

- 0–3 employees: 52%
- 4–6 employees: 16%
- 7–9 employees: 6%
- 10–12 employees: 9%
- 13–15 employees: 17%
FULL-TIME DE&I EMPLOYEES PER 100,000 EMPLOYEES

Q: How many employees are dedicated full-time to inclusion and diversity activities, reporting to the chief diversity officer (or another senior executive who oversees your DE&I efforts)?

<table>
<thead>
<tr>
<th>DE&amp;I Employees per 100k Employees</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-3</td>
<td>5%</td>
</tr>
<tr>
<td>4-6</td>
<td>4%</td>
</tr>
<tr>
<td>7-9</td>
<td>11%</td>
</tr>
<tr>
<td>10-12</td>
<td>8%</td>
</tr>
<tr>
<td>13-15</td>
<td>18%</td>
</tr>
<tr>
<td>16-18</td>
<td>5%</td>
</tr>
<tr>
<td>19-21</td>
<td>11%</td>
</tr>
<tr>
<td>22+</td>
<td>38%</td>
</tr>
</tbody>
</table>

NOTE: Due to the nature of this calculation, smaller companies (<$8B) tend to have much larger ratios of DE&I employees per 100k. For example, 30 survey respondents from small companies have 22 or more employees dedicated full-time to DE&I per 100k employees.

Reporting the number of DE&I employees per 100,000 employees gives a consistent basis for analysis across different companies. 30% of respondents have between 13 and 15 employees dedicated full-time to DE&I per 100,000 employees. See note.
FULL-TIME DE&I EMPLOYEES PER 100,000 EMPLOYEES BY COMPANY SIZE

Q: How many employees are dedicated full-time to inclusion and diversity activities, reporting to the chief diversity officer (or another senior executive who oversees your DE&I efforts)?

<table>
<thead>
<tr>
<th>Billions in Revenue</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0–$3</td>
<td>83*</td>
</tr>
<tr>
<td>$4–$7</td>
<td>35</td>
</tr>
<tr>
<td>$8–$11</td>
<td>17</td>
</tr>
<tr>
<td>$12–$15</td>
<td>13</td>
</tr>
<tr>
<td>$16–$19</td>
<td>15</td>
</tr>
<tr>
<td>$20–$23</td>
<td>14</td>
</tr>
<tr>
<td>$24–$27</td>
<td>18</td>
</tr>
<tr>
<td>$28–$31</td>
<td>15</td>
</tr>
<tr>
<td>$32–$35</td>
<td>6</td>
</tr>
<tr>
<td>$36+</td>
<td>12</td>
</tr>
</tbody>
</table>

*Number of employees dedicated full-time to DE&I per 100,000 employees

NOTE: Due to the nature of this calculation, smaller companies (<$8B) tend to have much larger ratios of DE&I employees per billion in revenue.

Smaller companies (<$8B) tend to have much larger ratios of employees dedicated full-time to DE&I per 100,000 employees because they have fewer employees; larger companies tend to have between 12 and 18 employees dedicated to DE&I full-time. See note below.
PART-TIME DE&I EMPLOYEES PER 100,000 EMPLOYEES

Q: How many employees are partially dedicated to inclusion and diversity activities, reporting to the chief diversity officer (or another senior executive who oversees your DE&I efforts)?

- 25% of respondents have between 19 and 21 employees partially dedicated to DE&I per 100,000 employees.
- 18% have 4–6 employees partially dedicated to DE&I per 100,000 employees.
- See note.

NOTE: Due to the nature of this calculation, smaller companies (<$8B) tend to have much larger ratios of DE&I employees per 100k. For example, 34 survey respondents from small companies have 22 or more employees partially dedicated to DE&I per 100k employees.
INCLUSIVENESS MEASURED VIA ENGAGEMENT SURVEYS

Q: How does your company measure inclusiveness among your workforce?

As companies have expanded their focus on inclusion as a key toward sustainable expansion of diversity, nearly 70% noted they are measuring inclusiveness through periodic engagement surveys. Another 15% responded that they are using pulse surveys, and another 13% indicated that they would use a combination of approaches, including focus groups, along with surveys.
COMPANIES TO DISCLOSE DATA IN 2022

Q: Will you publicly disclose disaggregated workforce demographic data by race and ethnicity in 2022?  
(Please select all that apply and answer even if you have previously disclosed the information)

- Yes, we will disclose disaggregated workforce data tailored to our company: 58%
- Yes, we will disclose our most recent consolidated EEO-1 report: 30%
- No, we will not disclose this information: 18%
- Not sure: 13%

*Respondents could select more than 1 choice; totals may not equal 100%*

Nearly 60% of respondents indicated they would disclose tailored disaggregated workforce data, and 30% will disclose their consolidated EEO-1 report.
INCLUSIVENESS, BIAS TRAINING AMONG RECENT CHANGES

Q: What recent changes have you made to your company’s approach to diversity, inclusion, and belonging/equity that have had the greatest impact?

- Expanded our inclusiveness activities: 82%
- Started or expanded unconscious bias training: 74%
- Expanded employee resource groups: 69%
- Focused on hiring from educational institutions with strong minority talent: 60%
- Set public long-term representation goals for management: 50%
- Publicly disclosed disaggregated workforce demographic data by race/ethnicity: 47%
- Added an incentive metric on diversity: 41%
- Revised our criteria for hiring and promotion to focus on skills: 38%
- Other: 14%

Respondents reported that the most impactful changes they have made are expanding inclusiveness, employee resource groups and unconscious bias training, along with hiring from institutions with strong minority talent.

*Respondents could select more than 1 choice; totals may not equal 100%