



	<b>BEST PRACTICE CATEGORIES</b>	<b># orgs checked "yes"</b>	<b>% of total orgs</b>
<b>CAT 1</b>	<b>D&amp;I VISION, STRATEGY, AND BUSINESS CASE</b>		
1.1	A compelling D&I vision, strategy, and business case has been developed and the benefit has been communicated to all employees	77	50.7
1.2	The organization has examined its systems, practices, and culture and created strategies to reduce barriers to inclusion	97	63.8
1.3	D&I qualitative and quantitative goals are in place	61	40.1
1.4	D&I is well integrated into the organization's strategy	83	54.6
1.5	D&I strategy contributes to specific accomplishments and the organization's overall success in measurable ways	70	46.1
1.6	D&I is embedded in organizational culture and is not seen as an isolated program but rather as a core value, a source of innovation, and a means to growth and success	108	71.1
<b>CAT 2</b>	<b>LEADERSHIP AND ACCOUNTABILITY</b>		
2.1	Leaders willingly write and speak internally and publicly about the organization's D&I efforts	107	70.4
2.2	Leaders are knowledgeable about D&I and accept managing D&I as one of their responsibilities	105	69.1
2.3	Leaders are involved in D&I initiatives and communicate the D&I strategy	104	68.4
2.4	Managing D&I is an essential leadership competency and leaders are rated on it	35	23.0
2.5	Leaders and board members understand that D&I is systemic. They are fully committed to holding people at all levels accountable for achieving D&I objectives	87	57.2
2.6	Management performance, pay, bonuses and promotions are tied to D&I goals	17	11.2
<b>CAT 3</b>	<b>STRUCTURE AND IMPLEMENTATION</b>		
3.1	There is a D&I champion or staff person responsible for D&I	107	70.4
3.2	An organization-wide D&I council/committee exists, meets regularly (quarterly or more), and has visible support and participation from leaders	74	48.7
3.3	The organization provides adequate financial resources, staffing and support to ensure successful implementation of D&I strategy	76	50.0
3.4	D&I is well integrated into core organizational systems and practices	75	49.3
3.5	The most senior D&I champion/staff person is an equal and influential partner on the senior leadership team	97	63.8
3.6	Employee resource groups (ERGs) are in place and are recognized as a valued resource to the organization	57	37.5
3.7	Employee resource groups (ERGs) serve as a resource on recruitment, communications, risk management, product/service development and other organizational issues	44	28.9

<b>CAT 4</b>	<b>RECRUITMENT, RETENTION, DEVELOPMENT AND ADVANCEMENT</b>		
4.1	Managers are educated in understanding differences and the impact their biases may have on selection, development and advancement decisions	92	60.5
4.2	Special efforts are made to place members of underrepresented groups in positions that serve as succession pools for future promotion	61	40.1
4.3	Recruitment and selection panels understand how bias enters into recruiting and therefore include members knowledgeable about the diverse population the organization wants to attract and advance	83	54.6
4.4	Recruitment includes advertising on diversity-focused career websites/social media, and networking with internal and external diversity groups	93	61.2
4.5	Turnover of members of underrepresented groups is in parity with that of the majority group	72	47.4
4.6	The workforce across all levels and functions is generally representative of the organization's labor market	54	35.5
4.7	The organization's talent development processes have resulted in equitable and accessible recruitment, retention, and advancement	65	42.8
<b>CAT 5</b>	<b>BENEFITS, WORK-LIFE INTEGRATION AND FLEXIBILITY</b>		
5.1	Flexibility in personal appearance and one's workspace is allowed for most employees, provided it is done in a culturally sensitive way	139	91.4
5.2	Religious practices and cultural holidays are mostly accommodated even if they are not the holidays of the majority	136	89.5
5.3	An inclusive concept of family guides determination of benefits and participation in organizational events	115	75.7
5.4	Accessibility and accommodation for religious practices, persons with disabilities, and other special needs are accepted and do not negatively impact the perception of performance	142	93.4
5.5	The organization accepts and recognizes diversity in language and accents, dress, religion, physical appearance, and non-traditional schedules as fully legitimate	136	89.5
5.6	Part-time, job sharing, and flexible work arrangements are available for all appropriate positions. Their use, which leaders encourage, does not negatively impact employee performance or advancement	111	73.0
<b>CAT 6</b>	<b>JOB DESIGN, CLASSIFICATION AND COMPENSATION</b>		
6.1	Classification/grading and compensation/ remuneration systems are widely communicated to and understood by employees	85	55.9
6.2	The organization systematically reviews its job requirements, classifications, and compensation practices for bias and takes action to mitigate adverse impact	86	56.6
6.3	The organization ensures that annual compensation gap analyses are conducted to confirm that biases based on age, disability, gender, organizational function, race, and other equity issues are dealt with appropriately	84	55.3
6.4	Classification and compensation systems have been modified to address conscious and unconscious biases and assumptions	50	32.9
<b>CAT 7</b>	<b>D&amp;I LEARNING AND EDUCATION</b>		
7.1	Managers receive training to implement D&I strategies that are specific to their area of responsibility	54	35.5
7.2	Education programs address issues of privilege, stereotypes, and bias and include development of skills to address those issues	82	53.9

7.3	D&I learning and education is an on-going, multi-year curriculum that takes employees through graduated stages of learning	45	29.6
7.4	Challenging and controversial issues such as racism, stereotype threat, and unconscious bias are effectively addressed	82	53.9
7.5	Learning from D&I best practices leads the way in creating new organizational culture, structures, services, and products that impact the organization's performance	68	44.7
7.6	D&I is integrated into the organization's learning and education programs, including employee orientation, customer service, and management programs and advances the organization's strategy	79	52.0
<b>CAT 8</b>	<b>ASSESSMENT, MEASUREMENT, AND RESEARCH</b>		
8.1	Measurement tools are used to track progress on recruitment, retention, compensation and other D&I elements	67	44.1
8.2	External best practices are studied and bench-marking is used to improve the organization's D&I efforts	71	46.7
8.3	All employees are measured on their performance based on D&I goals set by the organization	14	9.2
8.4	Organization-wide D&I goals are monitored and evaluated to track their effectiveness, and used to make improvements	56	36.8
8.5	D&I goals and measures are included as part of the organization's performance, linked to the organization's strategy, tied to compensation, and publicly shared	28	18.4
8.6	In-depth D&I assessments covering behavior, attitude and perception are conducted and feed into D&I strategy and implementation	37	24.3
<b>CAT 9</b>	<b>D&amp;I COMMUNICATIONS</b>		
9.1	The organization's external website features information about its D&I vision, strategy, goals	79	52.0
9.2	Communication reflects awareness and knowledge of diversity, including recognition of cultural influences, to enhance inclusion	98	64.5
9.3	The organization's communication functions (PR, employee communication, marketing) consistently promote D&I	96	63.2
9.4	Leaders share D&I information with stakeholders, including survey results, successes, and challenges	77	50.7
9.5	D&I topics are easily and quickly located on the organization's internal and external websites	67	44.1
<b>CAT 10</b>	<b>CONNECTING D&amp;I AND SUSTAINABILITY</b>		
10.1	The organization has a sustainability strategy, which recognizes the linkage between D&I and sustainability	52	34.2
10.2	The organization is involved publicly, supports financially, and advocates for one or more D&I and sustainability initiatives, whether global, regional, or issue-specific	80	52.6
10.3	The organization adapts its sustainability strategy, policies, and practices with input, consultation, and collaboration of diverse stakeholder groups	58	38.2
10.4	The organization has evidence that its sustainability and D&I initiatives benefit from their alignment with each other and show more meaningful impact than if they were separate and unconnected initiatives	42	27.6
<b>CAT 11</b>	<b>COMMUNITY, GOVERNMENT RELATIONS AND SOCIAL RESPONSIBILITY</b>		
11.1	The organization publicizes its social responsibility policy	71	46.7
11.2	The organization connects D&I goals with ethics and integrity initiatives, and supports social justice, social cohesion, and economic development	90	59.2

11.3	Employees are encouraged to volunteer in their community. In some cases, the organization “loans” them to work for nonprofit organizations	116	76.3
11.4	The organization supports scholarship and internship programs for underrepresented populations that have a positive impact on both the community and the organization’s future labor force	106	69.7
11.5	The organization leads in supporting and advocating for diversity-related interests in government and societal affairs	74	48.7
11.6	The organization’s D&I initiatives in the community are treated as more than philanthropy. They are perceived as a core function mainstreamed into organizational strategy	82	53.9
<b>CAT 12</b>	<b>PRODUCTS &amp; SERVICES DEVELOPMENT</b>		
12.1	Products, services, and policies are analyzed for their value to current and potential customers, and are tailored appropriately	94	61.8
12.2	Research and product testing helps analyze how different customer/stakeholder groups and cultures may use the organization’s products and services	61	40.1
12.3	The organization successfully leverages diverse teams, believing it will improve the quality and innovation of products, services and policies	86	56.6
12.4	The organization shows the link between diversity and innovation, consistently leveraging D&I to increase product and service innovation	57	37.5
12.5	The product, service, and policy development cycle recognizes diversity and accessibility from the outset. It doesn't merely adapt products first developed for the dominant group or culture	50	32.9
<b>CAT 13</b>	<b>MARKETING AND CUSTOMER SERVICE</b>		
13.1	Marketing, advertising, and public relations groups in the organization reflect diversity and are positioned to reach diverse markets	90	59.2
13.2	Attempt is made to reach a diverse range of customers by using market-specific media	93	61.2
13.3	The marketing and sales force has intercultural competence and can adapt and work effectively with customers of many backgrounds	81	53.3
13.4	Marketing, advertising, public relations, and all customer contact methods do not perpetuate stereotypes, but rather promote positive role models and challenge assumptions	100	65.8
13.5	Diverse groups of customers and potential customers are surveyed on needs and satisfaction. The results shape marketing, sales, distribution, and customer service strategies	66	43.4
13.6	The organization is aware of the needs, motivations, and perspectives of diverse customers and stakeholders and successfully adapts marketing, sales, and distribution strategies to meet these needs	81	53.3
<b>CAT 14</b>	<b>SUPPLIER DIVERSITY</b>		
14.1	The organization has a supplier diversity strategy and tracks purchases made from underrepresented suppliers	50	32.9
14.2	A supplier database includes information about the ownership of organizations that supply goods or services	52	34.2
14.3	The organization is proactive in seeking and attracting underrepresented suppliers and informing new and established suppliers additional opportunities with the organization	54	35.5

14.4	Persons involved in the supplier selection process are knowledgeable about D&I and aware of the potential impact of unconscious bias	58	38.2
14.5	D&I criteria is included in the procurement process and given reference or weight in the decision-making process	45	29.6
14.6	Educational assistance and coaching is provided to underrepresented suppliers and potential suppliers to help them be competitive	31	20.4
14.7	The supplier diversity function is fully aligned with the broad D&I strategy of the organization	44	28.9
14.8	The organization procures both essential and non-essential goods/services from underrepresented suppliers	54	35.5
14.9	The organization's suppliers reflect the community's composition across a broad array of diversity dimensions	38	25.0
14.10	The organization's suppliers are required to have a significant percentage of their business with diverse suppliers and to provide evidence of their commitment to achieving their own D&I goals	23	15.1

*\*152 out of 158 companies completed the Best Practices section of the Assessment. This tabulation counts the number of organizations that checked "yes" to each best practice item. This does not take each item's weighted score into account.*