



Benchmarking Tool

**2016** EXECUTIVE SUMMARY

Diversity  
Best  
Practices

**33 organizations** completed the 2016 benchmarking assessment.

Completed applications were collected online from April 11 to July 22, 2016.

Statistics highlighted in this report are aggregated from data provided by participating companies.

The application includes approximately 500 questions on the following topics:

## Representation

- Overall Workforce
- Top Earners
- Board of Directors
- Demographic Data

## Hiring, Attrition & Promotions

- Hiring
- Attrition
- Promotion & Advancement

## Recruitment, Retention & Advancement Programs

- Recruitment & Retention
- Diversity Task Forces
- Affinity Groups
- Mentoring, Career Counseling  
& Networking
- Succession Planning
- Management & Leadership  
Training
- Diversity Education

## Company Culture

- Management Accountability
- Internal & External Diversity  
Councils
- Diversity-related Benefits and  
Policies
- Employee Diversity Surveys
- Diversity Office
- Supplier Diversity
- Global Diversity Policies

# Participants

<b>Aetna Inc.</b>	<b>JLL</b>
<b>Ahold USA</b>	<b>KPMG</b>
<b>Allstate Insurance Company</b>	<b>ManpowerGroup</b>
<b>American Airlines</b>	<b>Merck &amp; Co., Inc.</b>
<b>AT&amp;T</b>	<b>New York Life Insurance Company</b>
<b>Bank of the West</b>	<b>Northern Trust</b>
<b>Baxter Healthcare Corporation</b>	<b>Northrop Grumman Corporation</b>
<b>Blue Cross and Blue Shield of North Carolina</b>	<b>Pacific Gas &amp; Electric Company</b>
<b>Blue Cross Blue Shield of Michigan</b>	<b>Procter &amp; Gamble</b>
<b>Boehringer Ingelheim USA Corporation</b>	<b>Proskauer Rose LLP</b>
<b>Brown-Forman Corporation</b>	<b>Sodexo, Inc.</b>
<b>Cigna</b>	<b>Spectrum Health System</b>
<b>CSAA Insurance Group</b>	<b>The Estee Lauder Companies, Inc.</b>
<b>Duke Energy Corporation</b>	<b>The Federal Reserve Bank of Cleveland</b>
<b>Eli Lilly and Company</b>	<b>United Technologies Corporation</b>
<b>Express Scripts</b>	<b>Verizon</b>
<b>Horizon BCBSNJ</b>	

# Industries

The Diversity Best Practices Benchmarking Tool collected D&I data representing more than **1.2 million employees across 14 industries** at more than **53,000 worksites nationwide**.

## Industry Breakouts

- Consumer Products (including Cosmetics, Food and Beverages)
- Financial Services
- Hospitality
- Hospitals/Health Care
- Insurance
- Legal
- Manufacturing
- Pharmaceutical
- Professional Services, Management Consulting, Accounting
- Retail and Apparel
- Science, Technology, Engineering, Aerospace
- Telecommunications
- Transportation Services
- Utilities

# Summary of 2016 Findings

Among the 2016 DBP Benchmarking Companies, 73% offer active a task force or committee for women (compared with only 49% the previous year); 61% have a committee for women of color (up from just 27%); and 73% have one for LGBTQ employees (up from 33%).

At the 2016 DBP Benchmarking Companies, 79% host events for LGBTQ employees, while 67% offer professional associations for LGBTQ employees (up from 46% and 33%, respectively, the previous year).

Offerings for people with disabilities increased substantially this year, with 73% of 2016 DBP Benchmarking Companies reporting they have specific recruitment initiatives (up from 49%), 70% offering a task force or committee (up from 33%), 67% posting job opportunities on career websites geared towards this group (up from 42%) and 64% hosting events (up from 36%).

At 42% of 2016 DBP Benchmarking Companies, managers are rated on employee satisfaction in regards to diversity issues, as measured in employee surveys.

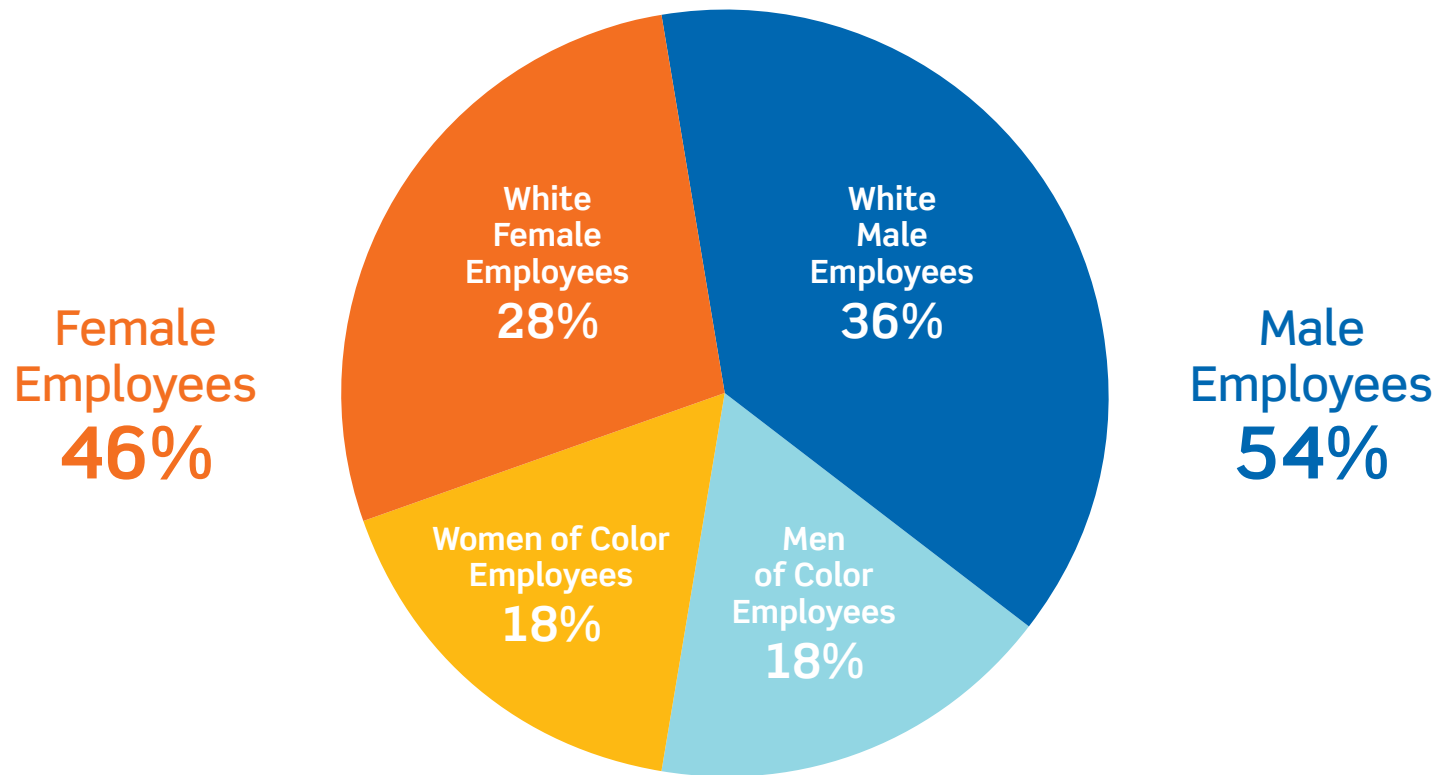
More than half (55%) of all 2016 DBP Benchmarking Companies track whether their suppliers are owned by LGBTQ people, while 76% track whether such businesses are owned by women of color.

# Representation

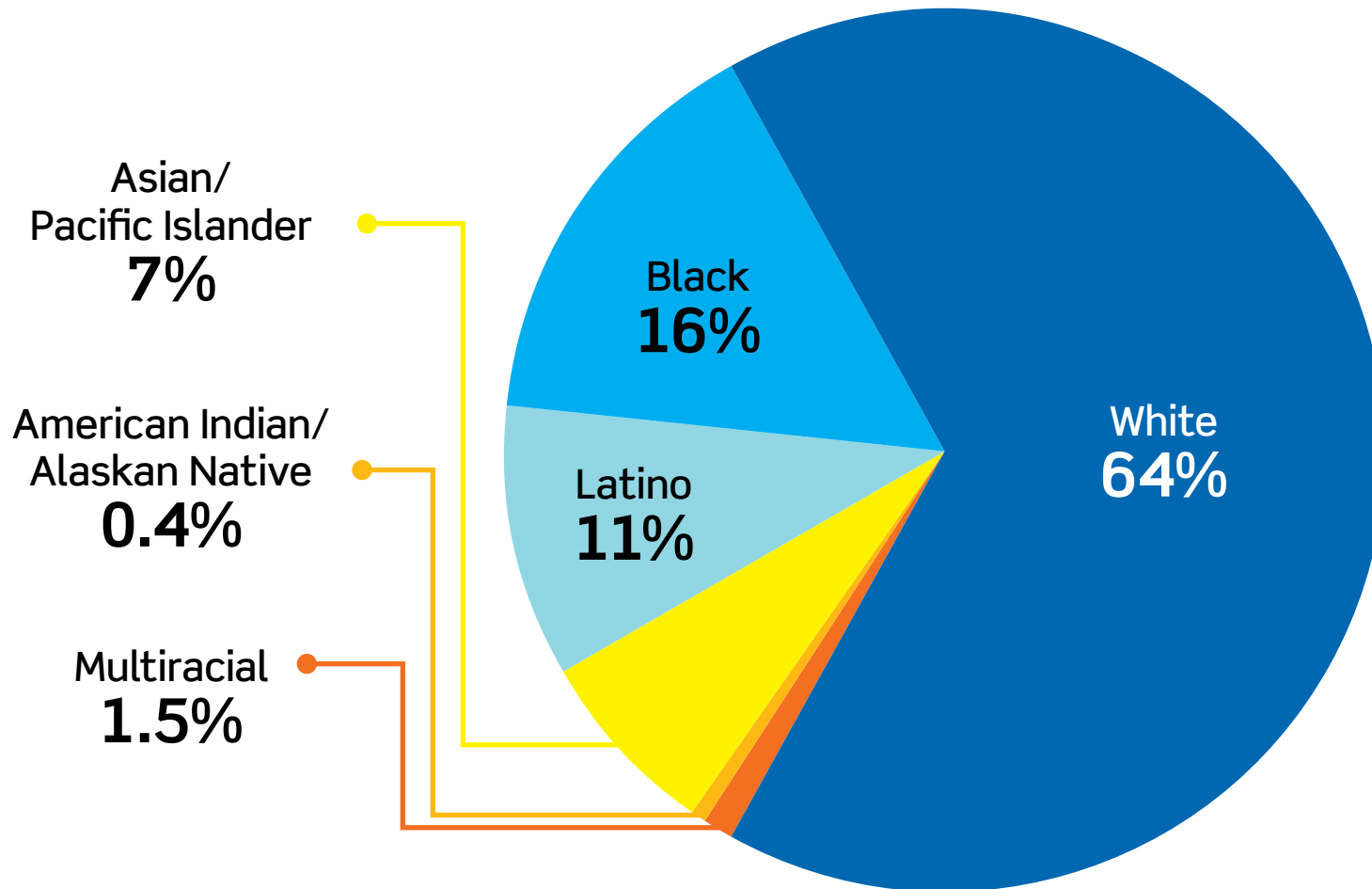
at the 2016 DBP Benchmarking Companies

# Snapshot of DBP Benchmarking Companies

## Gender by Race/Ethnicity

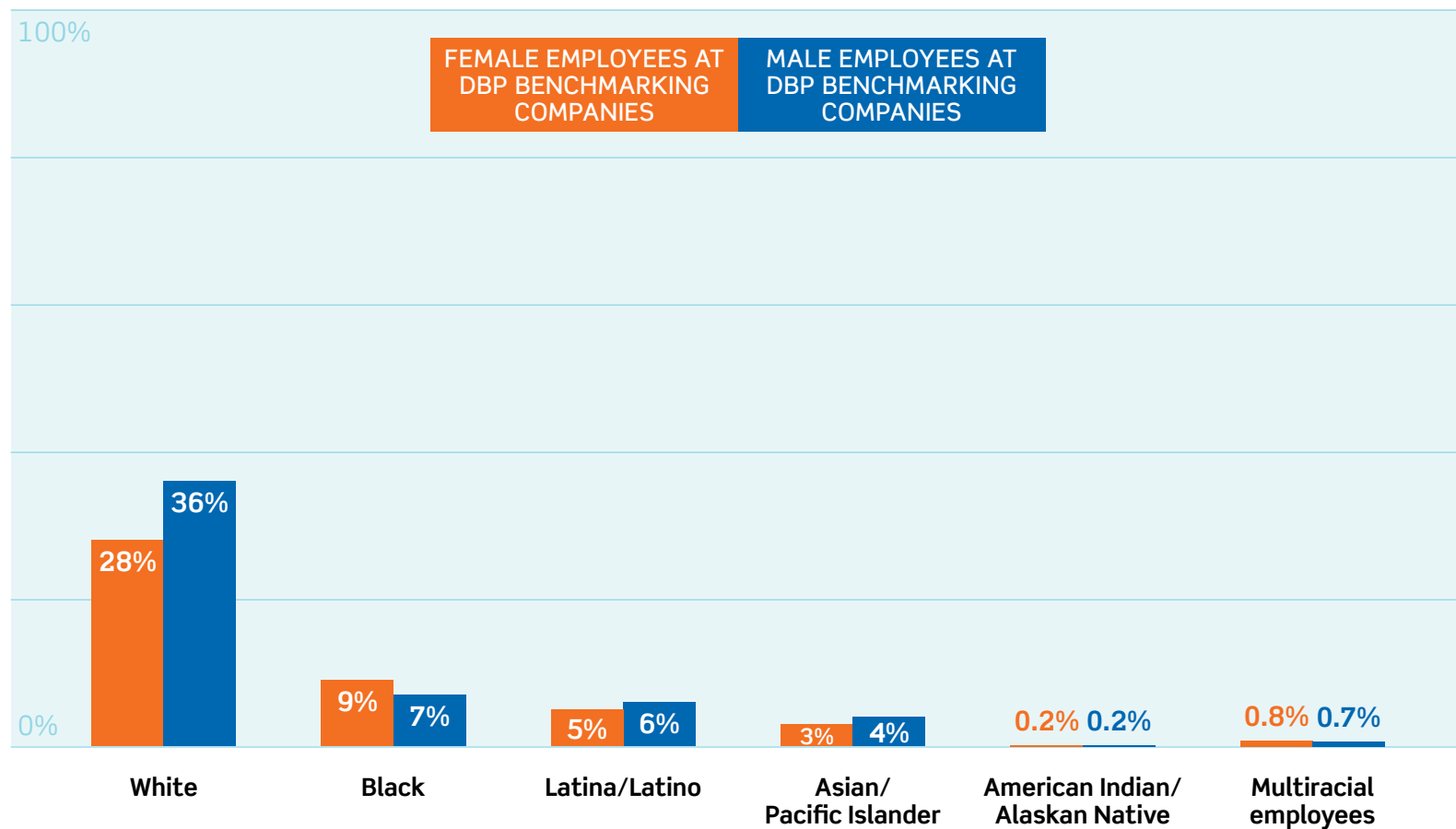


# Representation by Race/Ethnicity

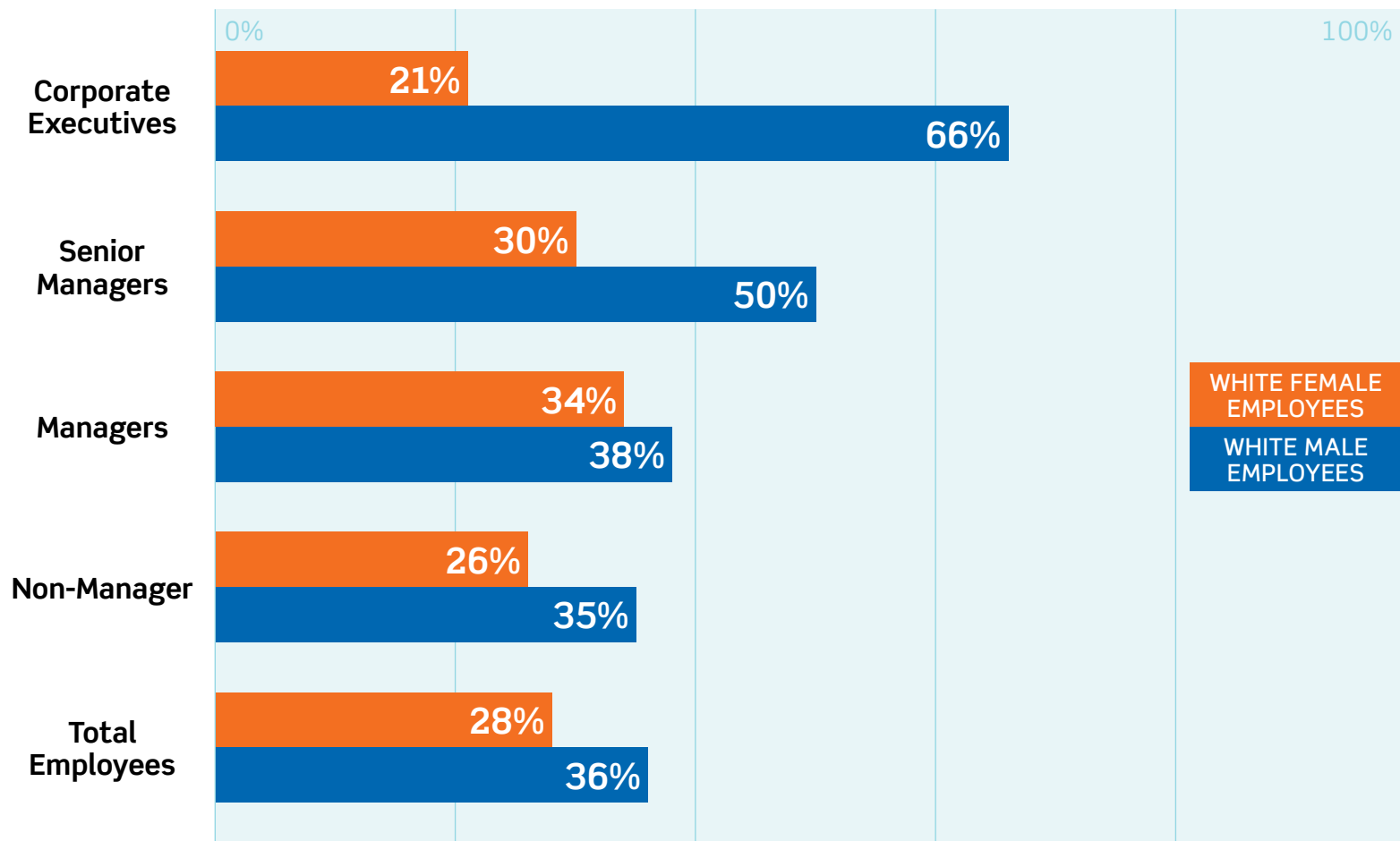




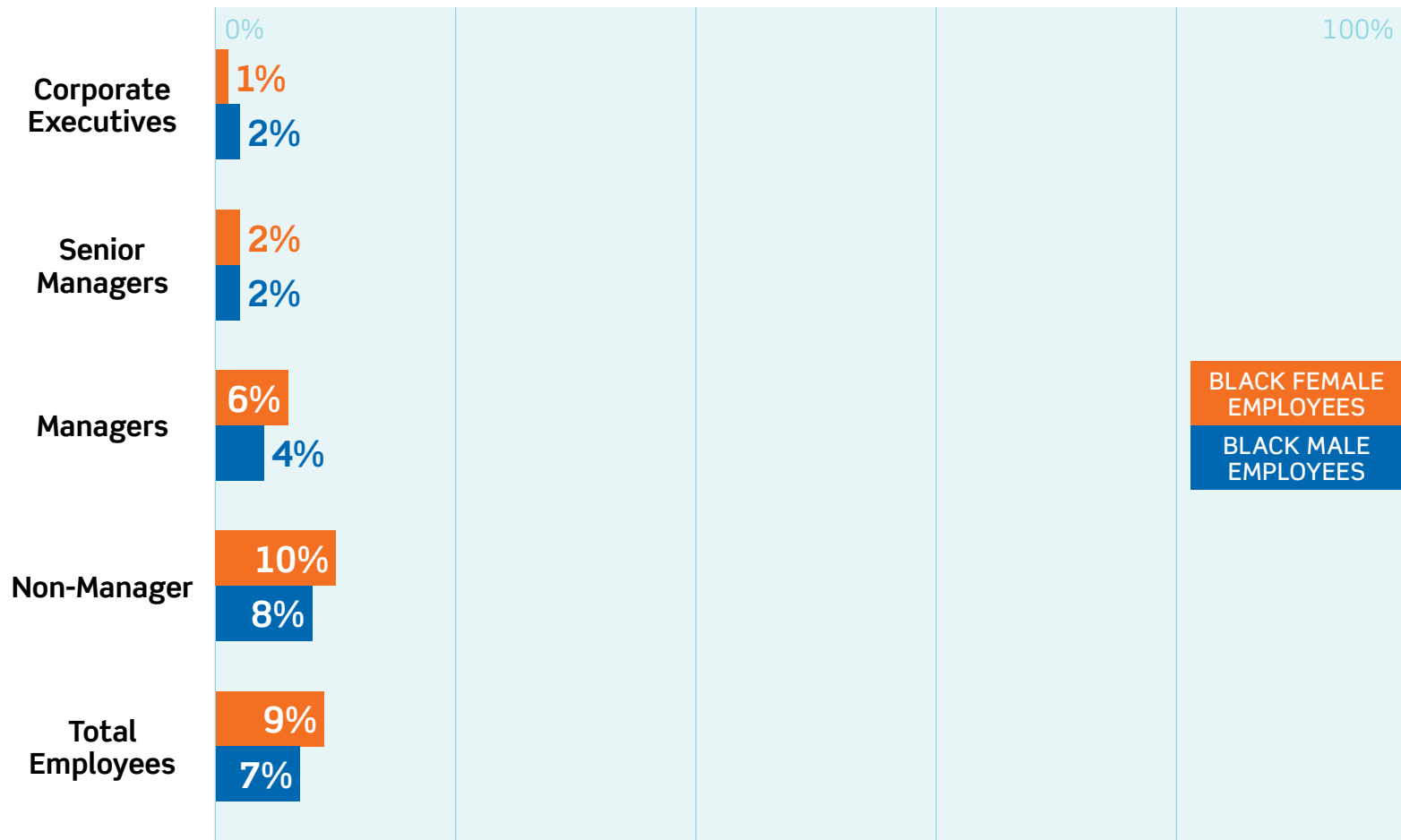
# Representation by Gender & Race/Ethnicity



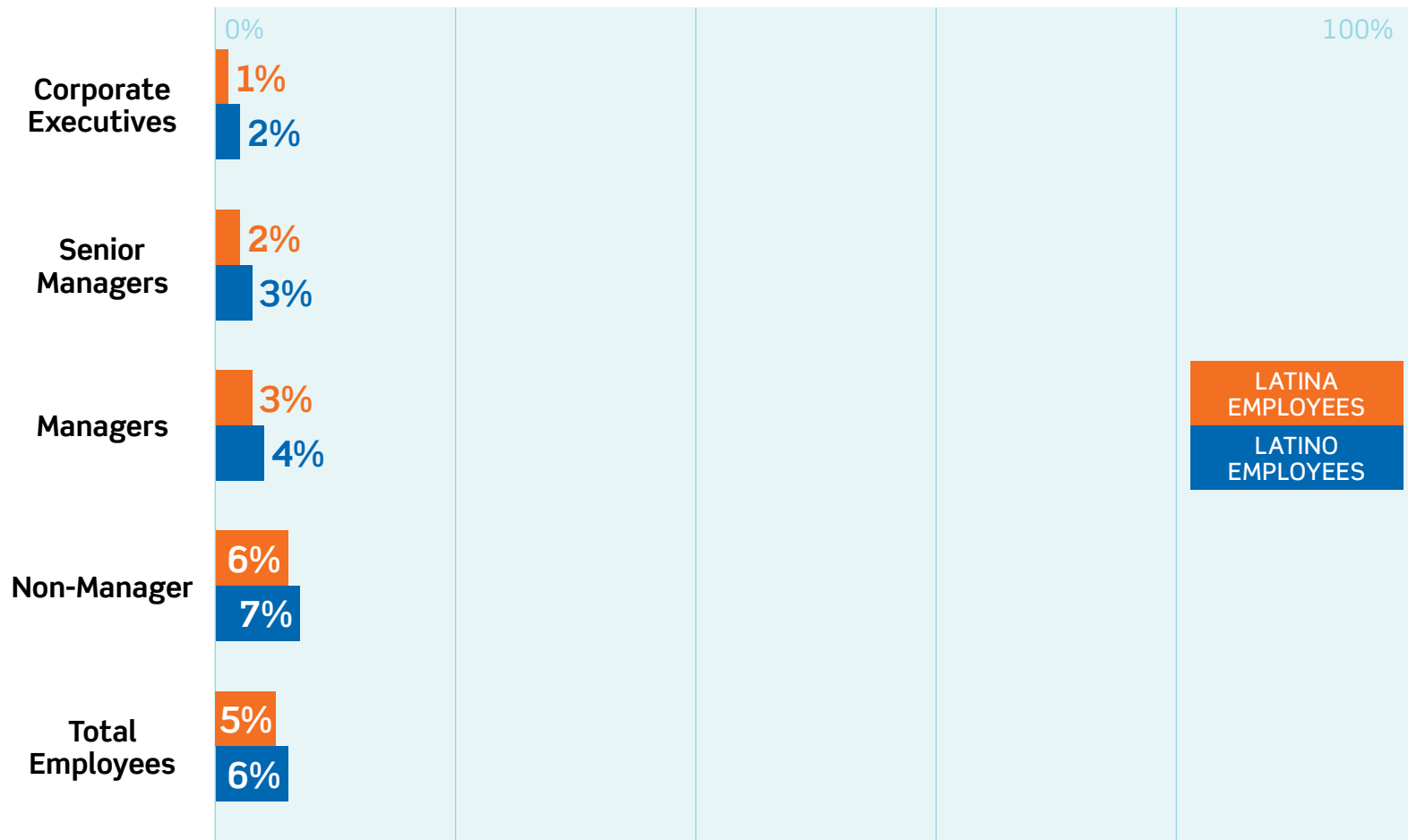
# Representation by Job Level: White Employees



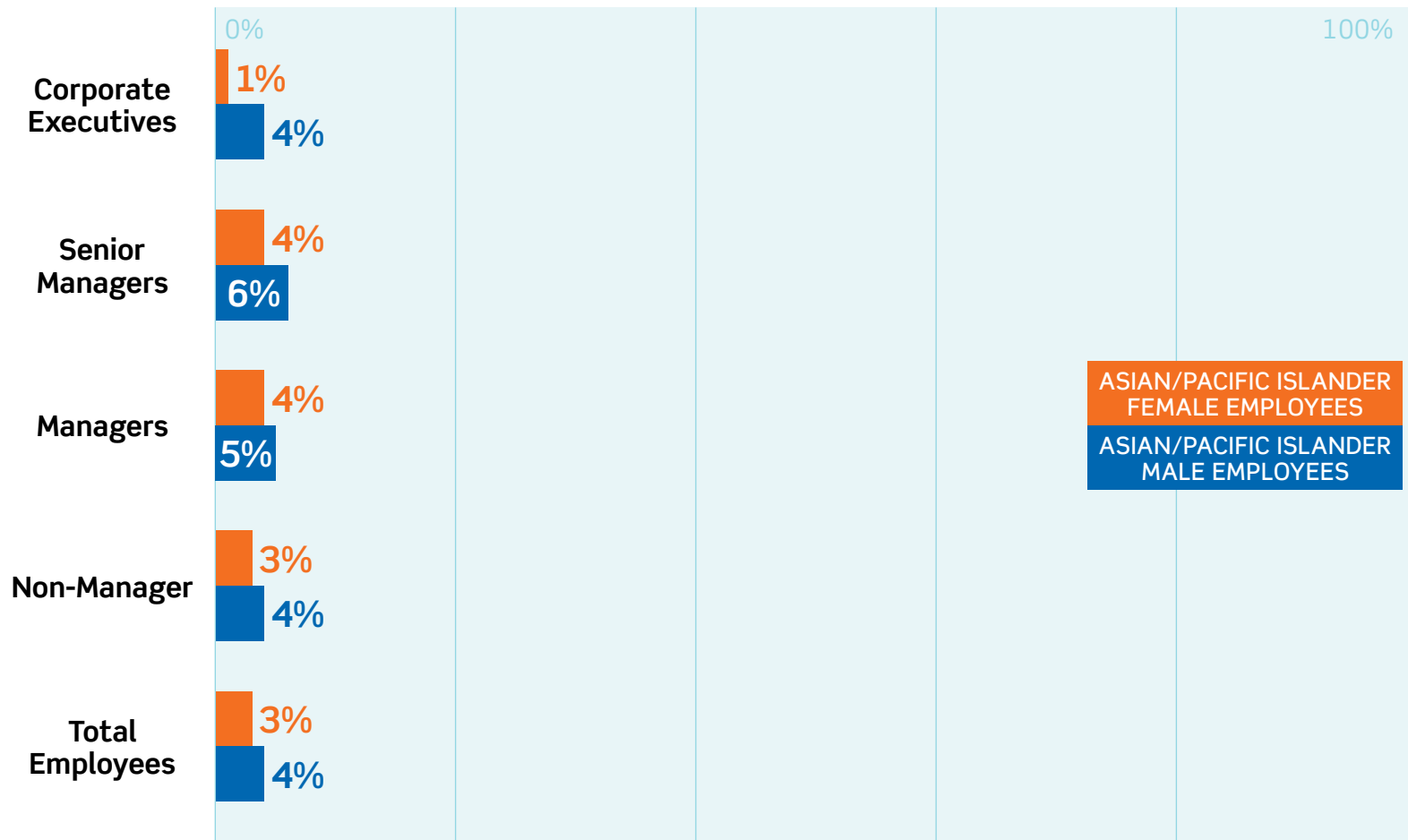
# Representation by Job Level: Black Employees



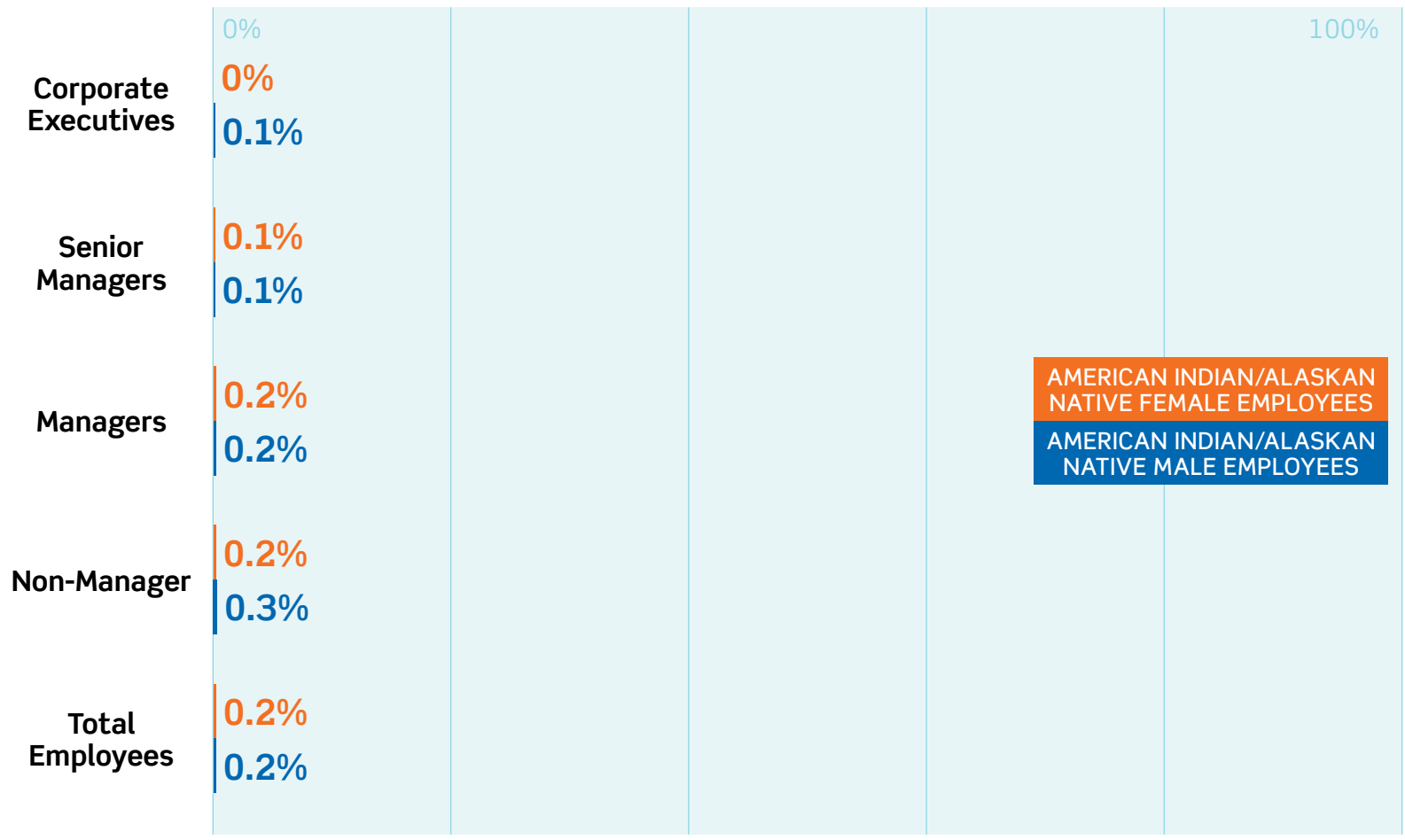
# Representation by Job Level: Latino Employees



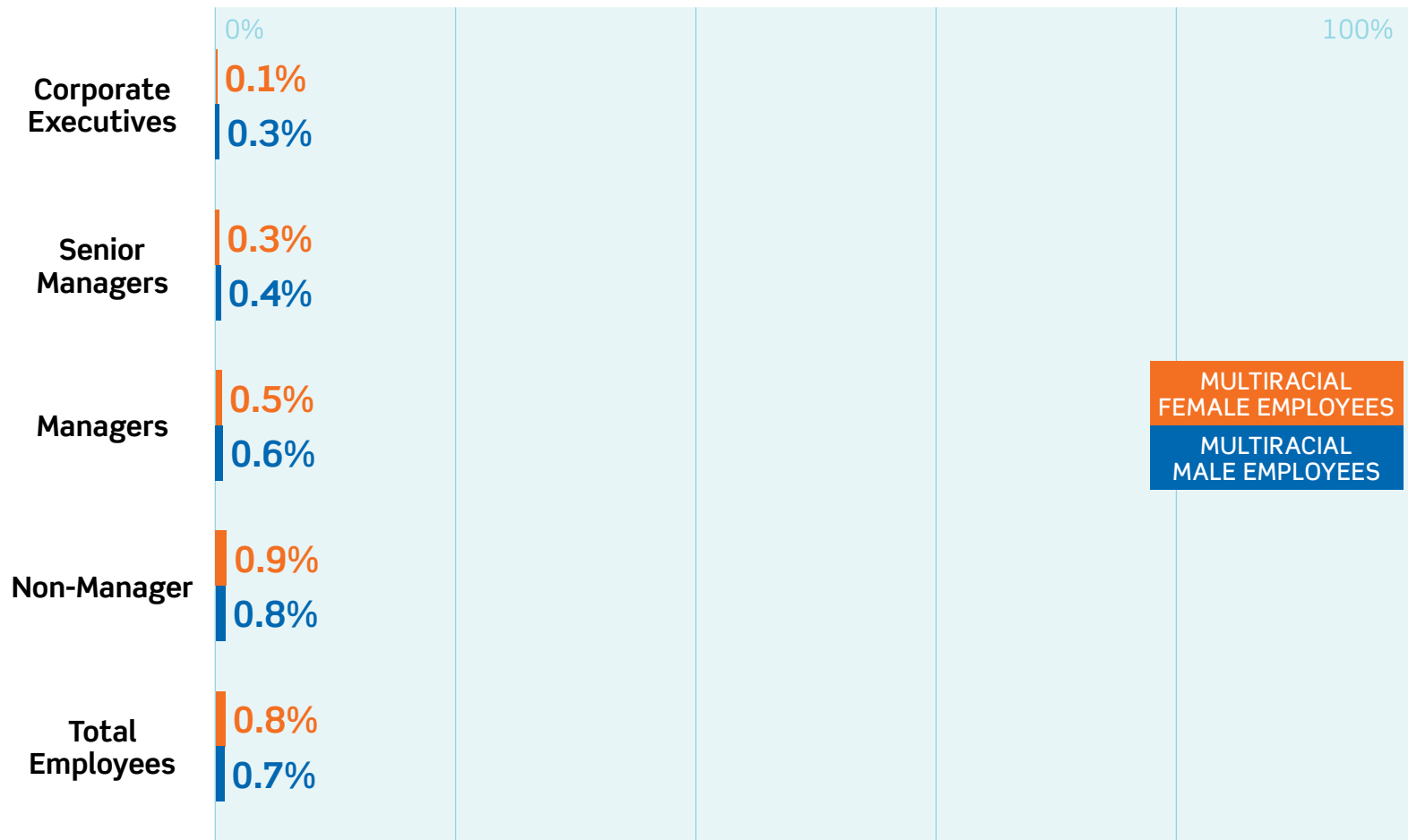
# Representation by Job Level: Asian/Pacific Islander Employees



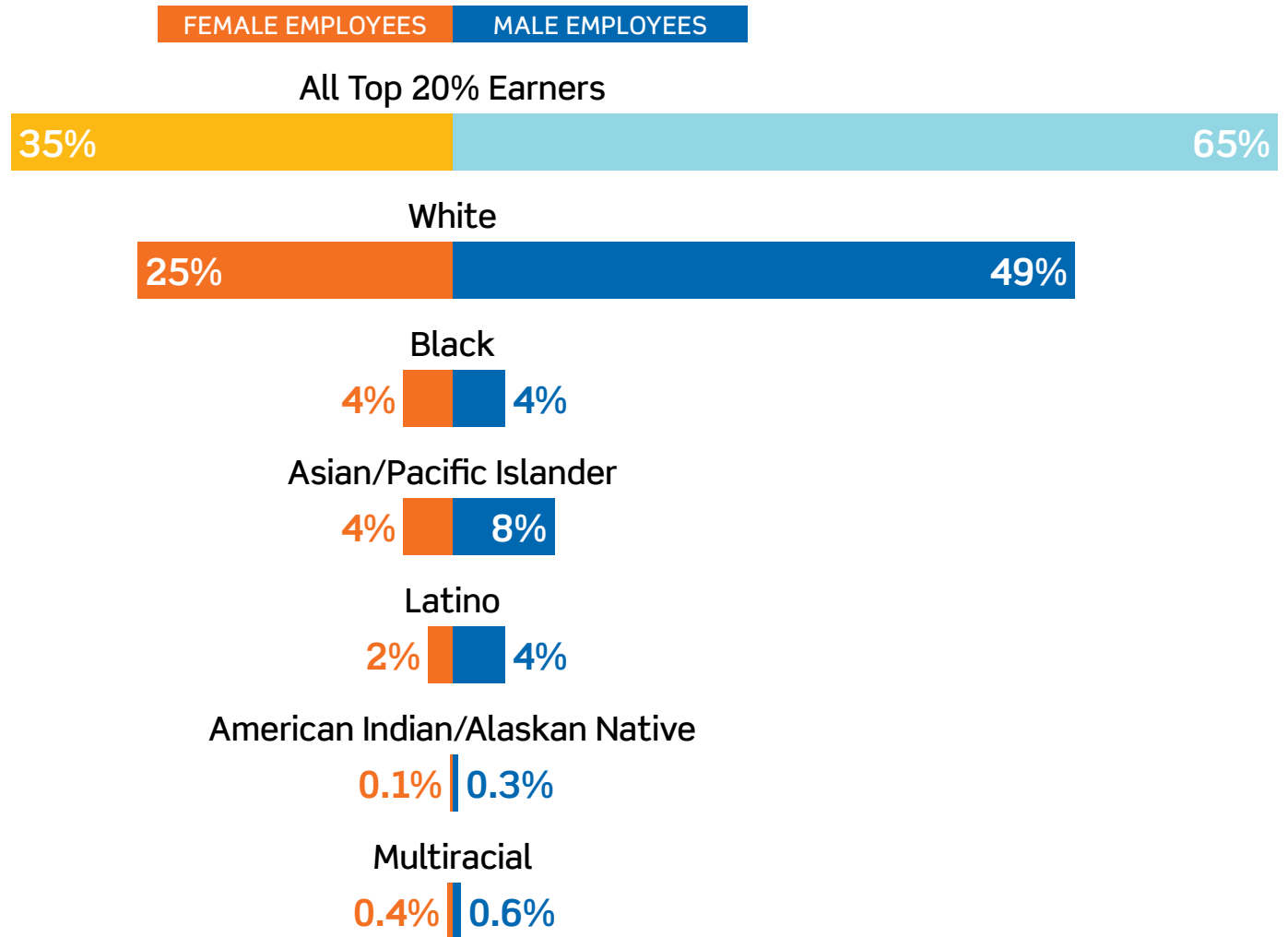
# Representation by Job Level: American Indian/Alaskan Native Employees



# Representation by Job Level: Multiracial Employees



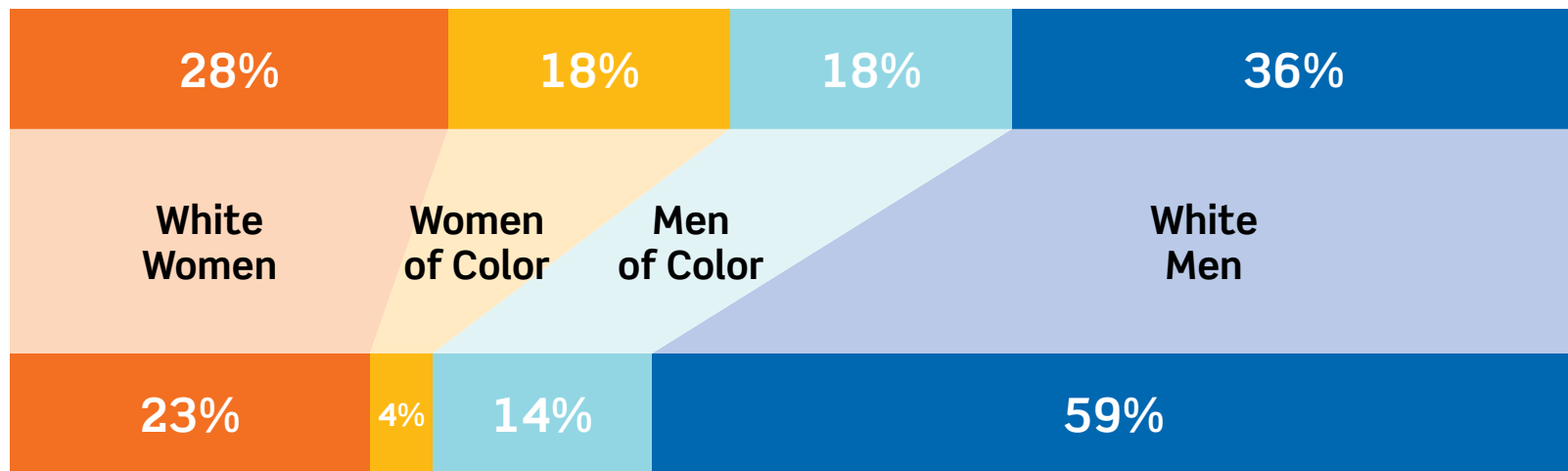
# Top 20% of Earners by Gender & Race/Ethnicity





# Board of Directors Membership

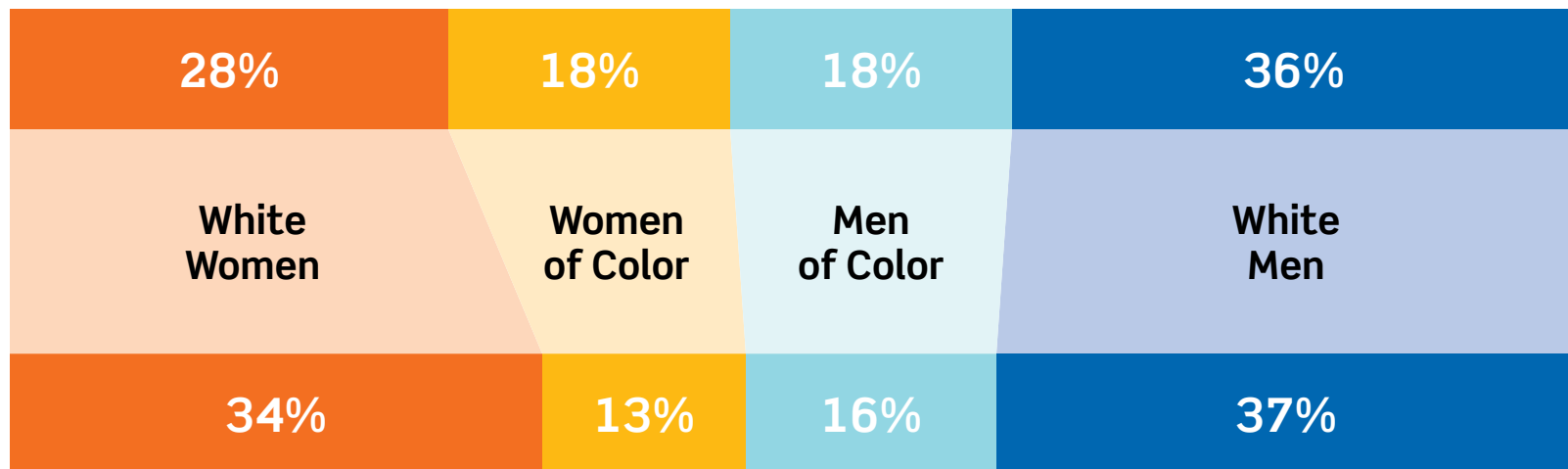
Composition of Total Workforce at DBP Benchmarking Companies



Composition of Board of Directors Members in 2015

# Promotions to Manager, Senior Manager or Corporate Executive

Composition of Total Workforce at DBP Benchmarking Companies

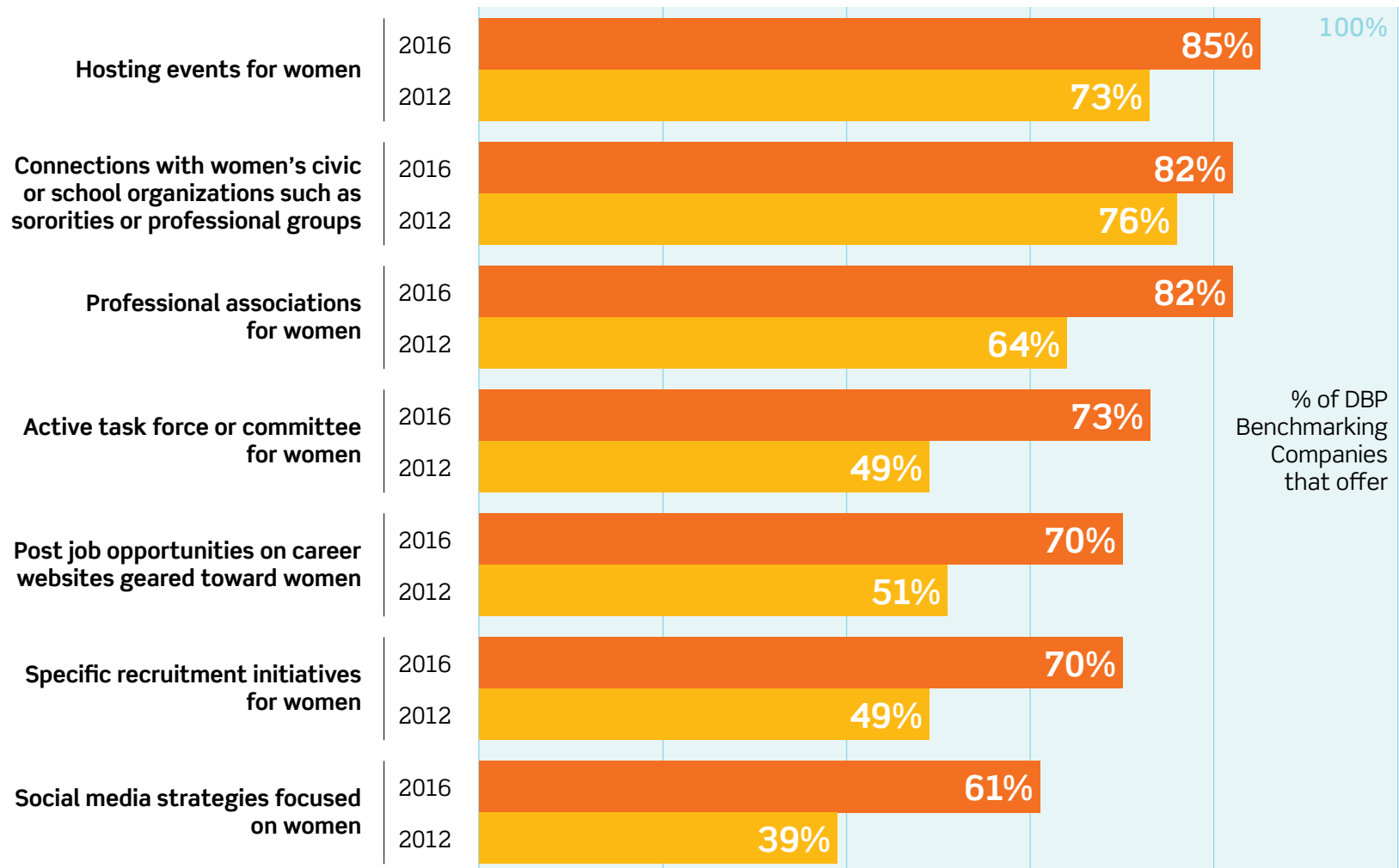


Percentage of Management Promotions Going to Each Group in 2015

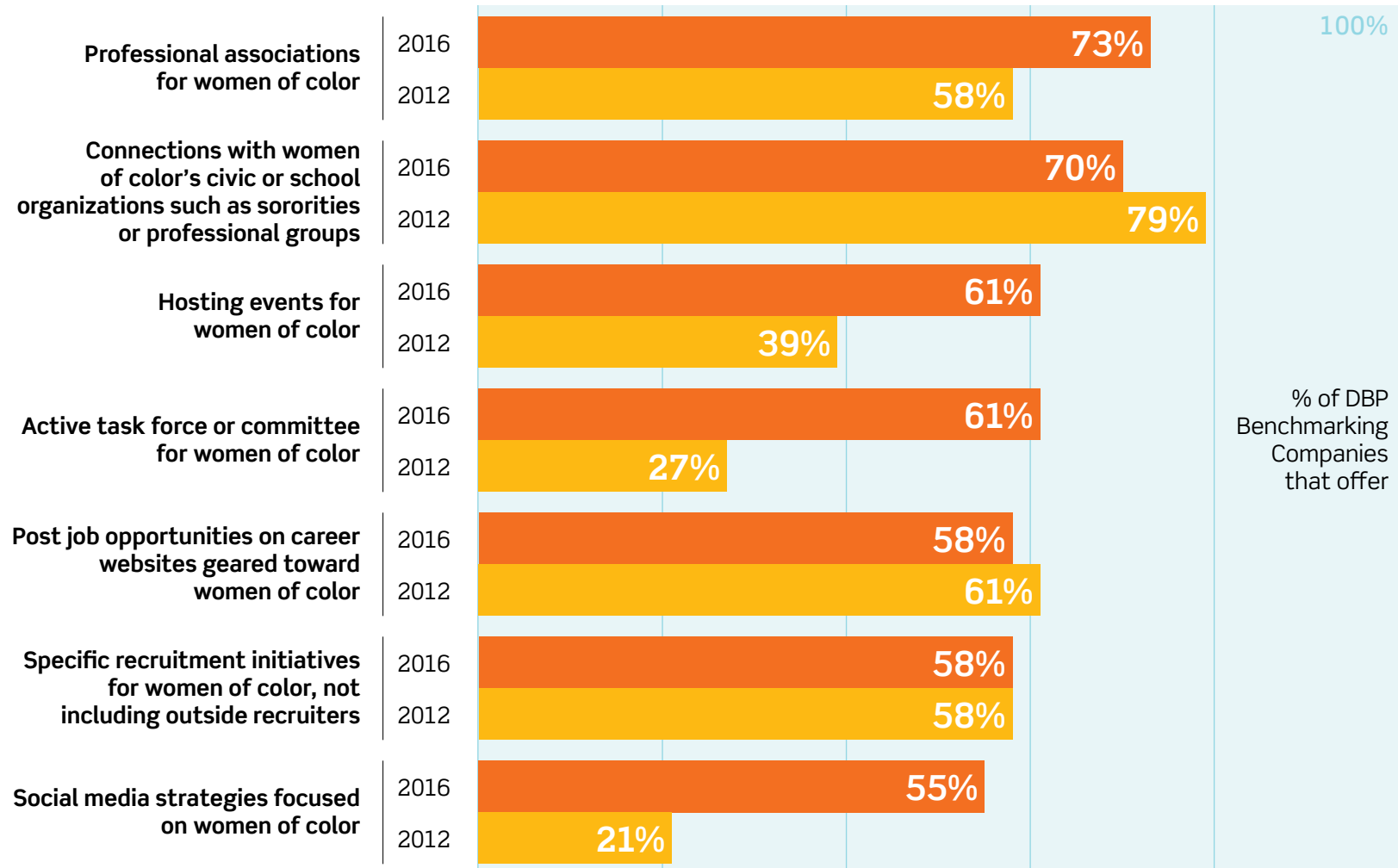
# Recruitment, Retention and Advancement Programs

at the 2016 DBP Benchmarking Companies

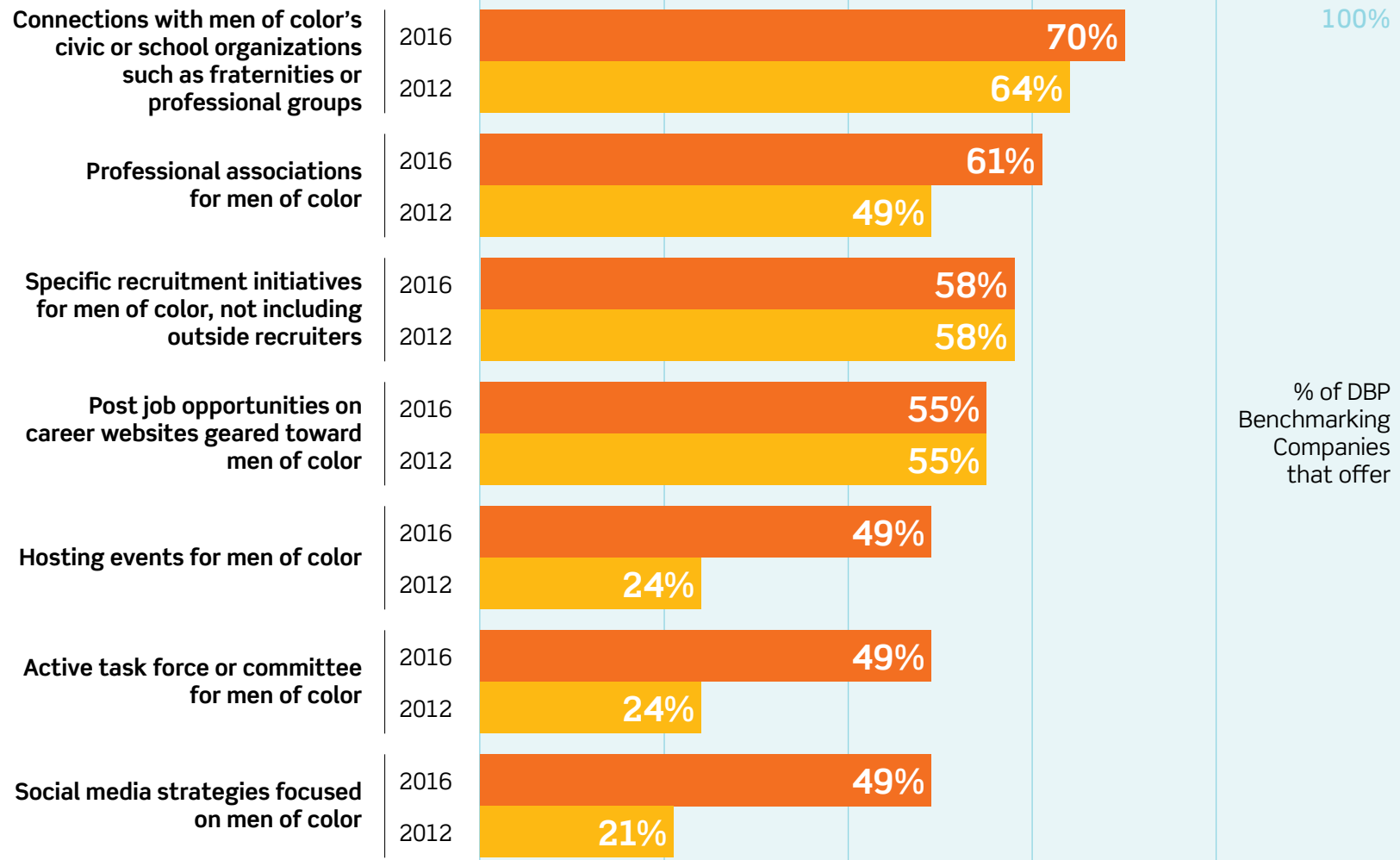
# Which of the following do you offer specifically for **women**?



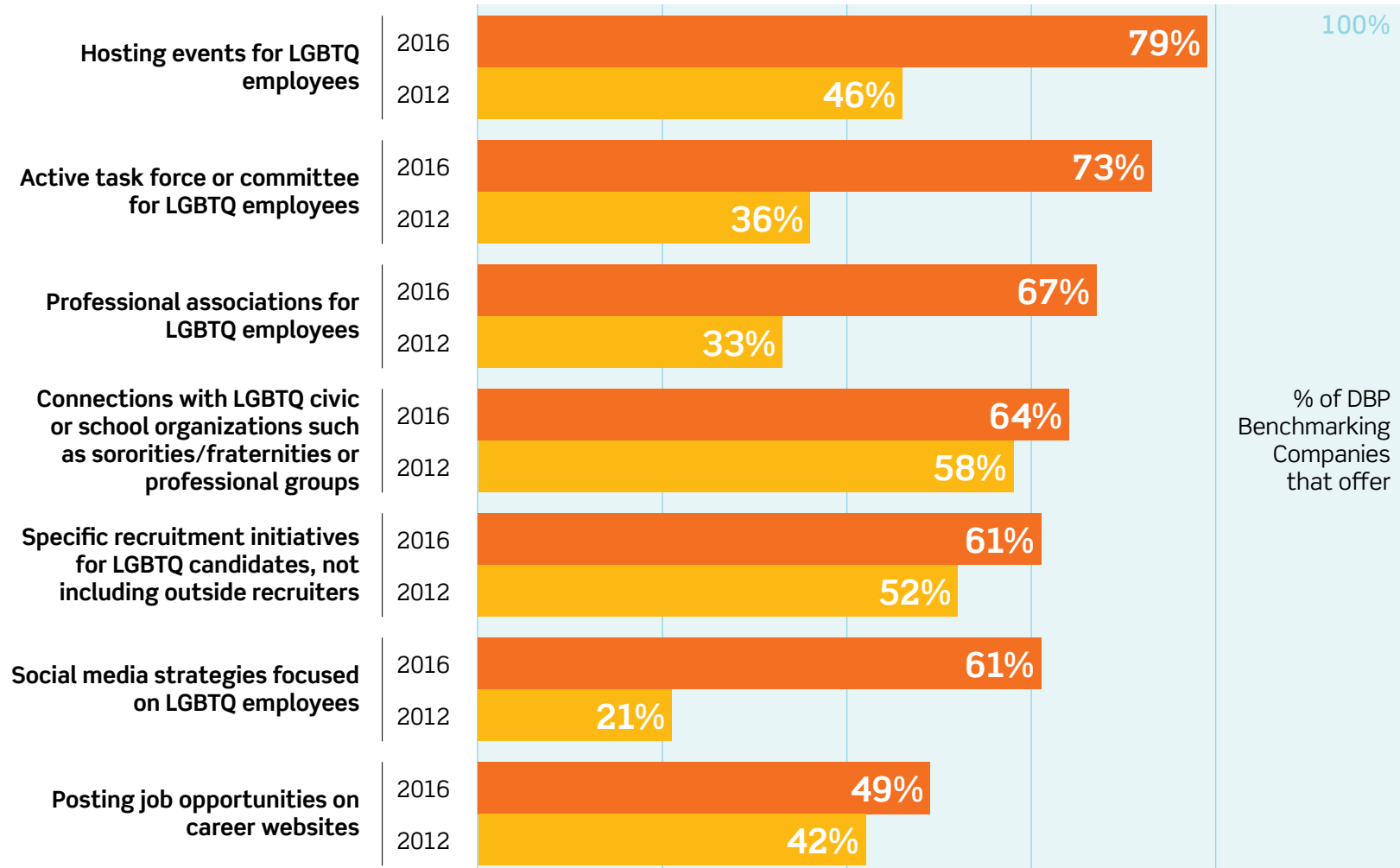
# Which of the following do you offer specifically for **women of color**?



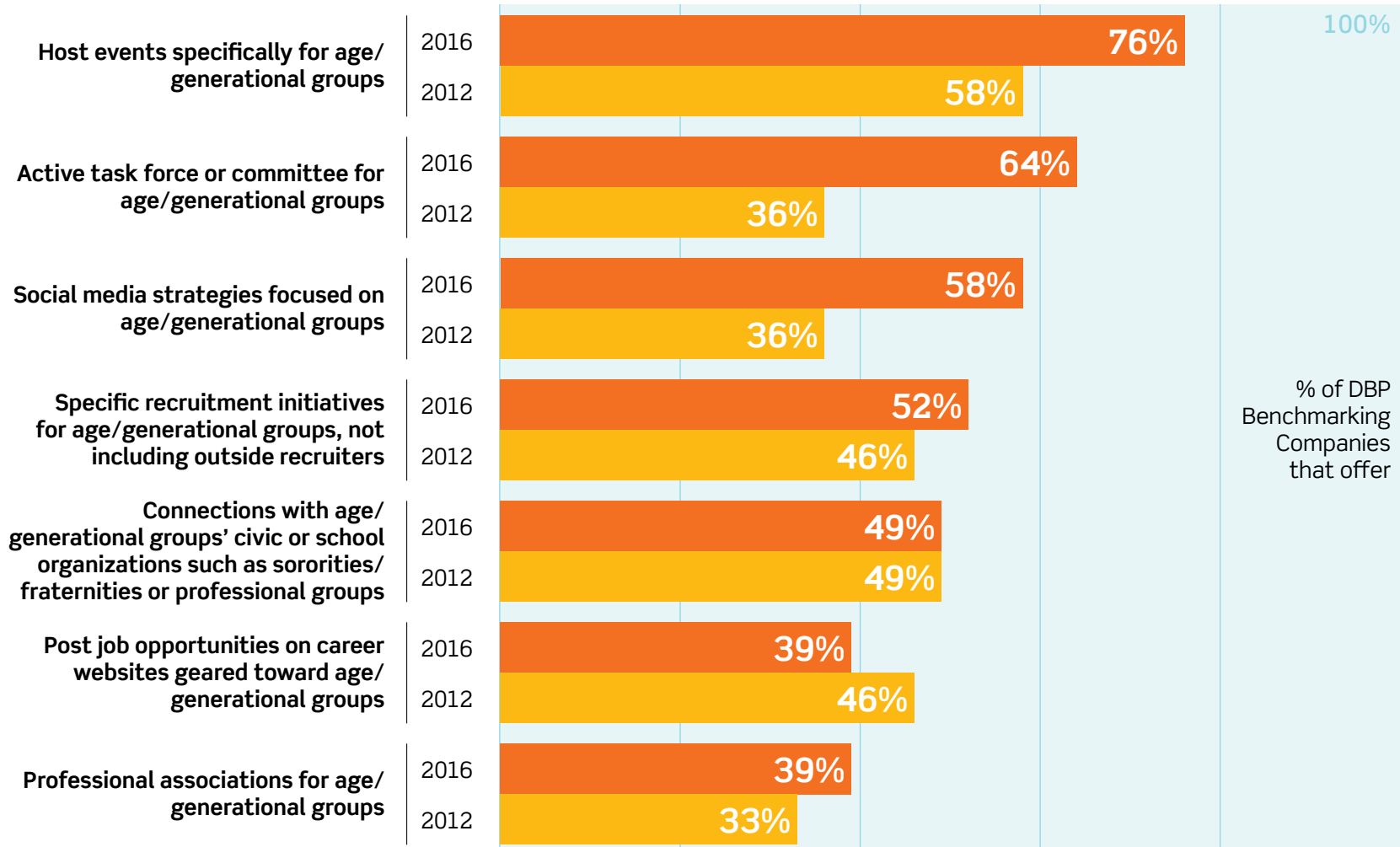
# Which of the following do you offer specifically for men of color?



# Which of the following do you offer specifically for LGBTQ employees?

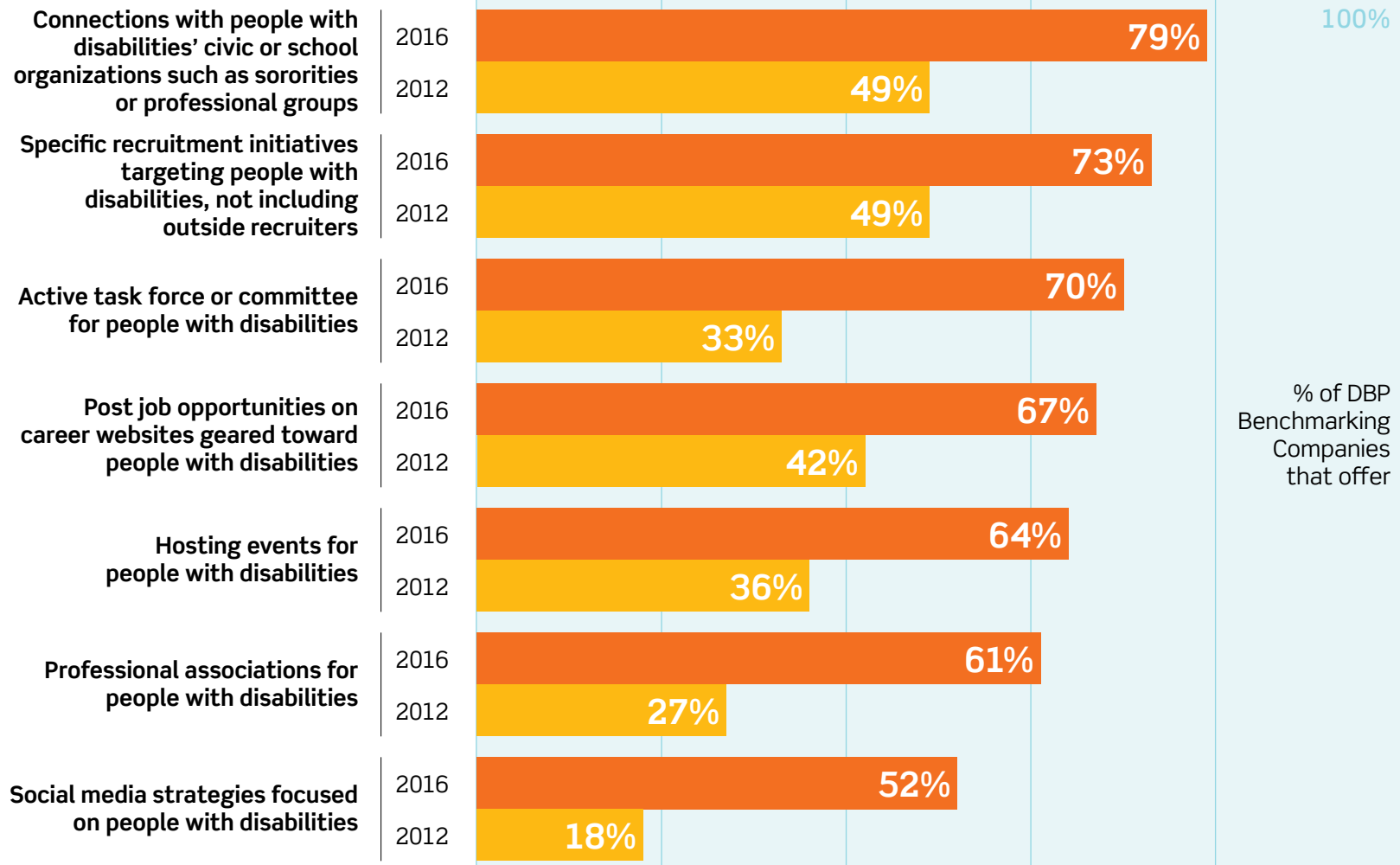


# Which of the following do you offer specifically for **age/generational groups**?





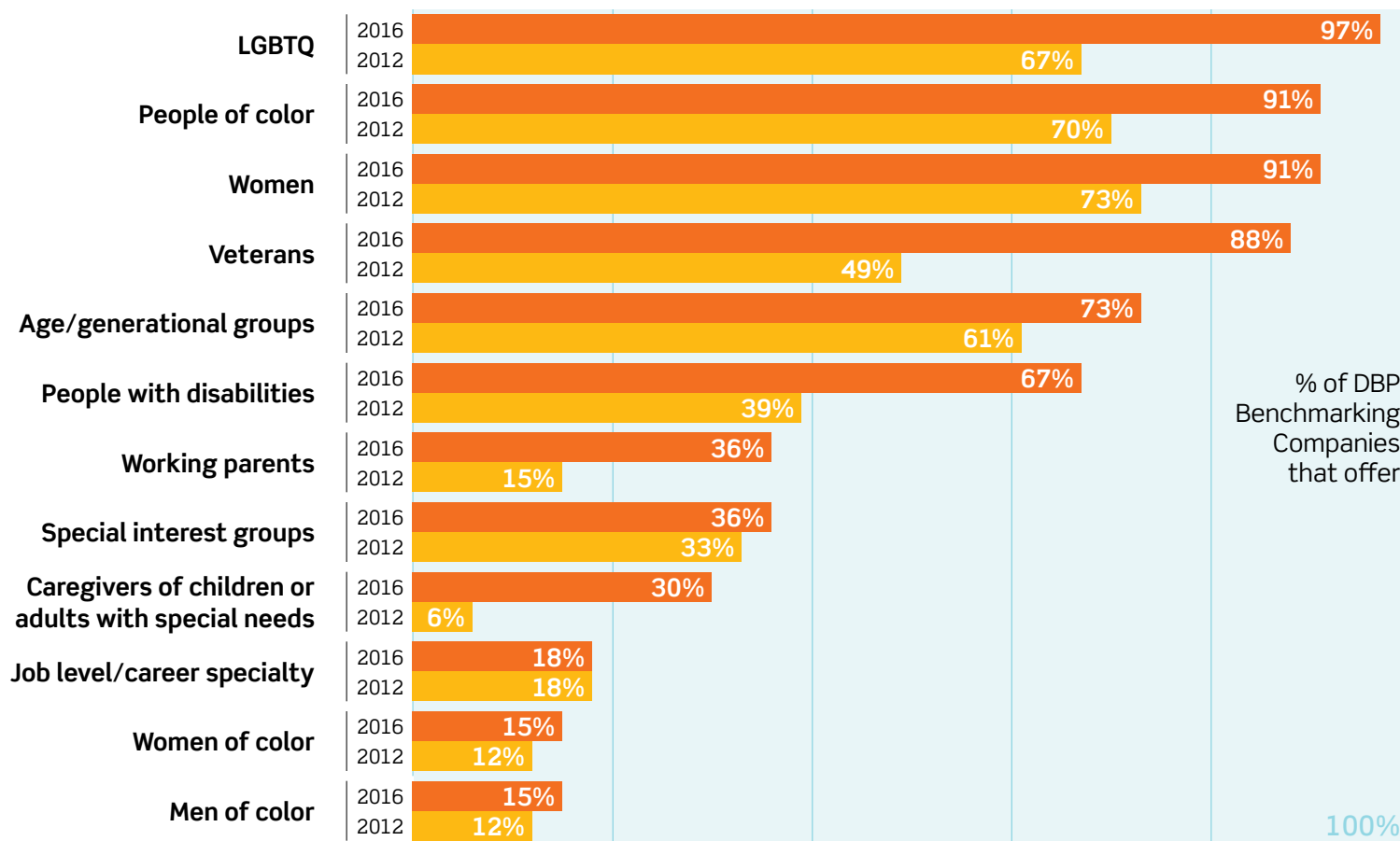
# Which of the following do you offer specifically for people with disabilities?





# Does your company offer **employee resource/affinity groups** for any of the following?

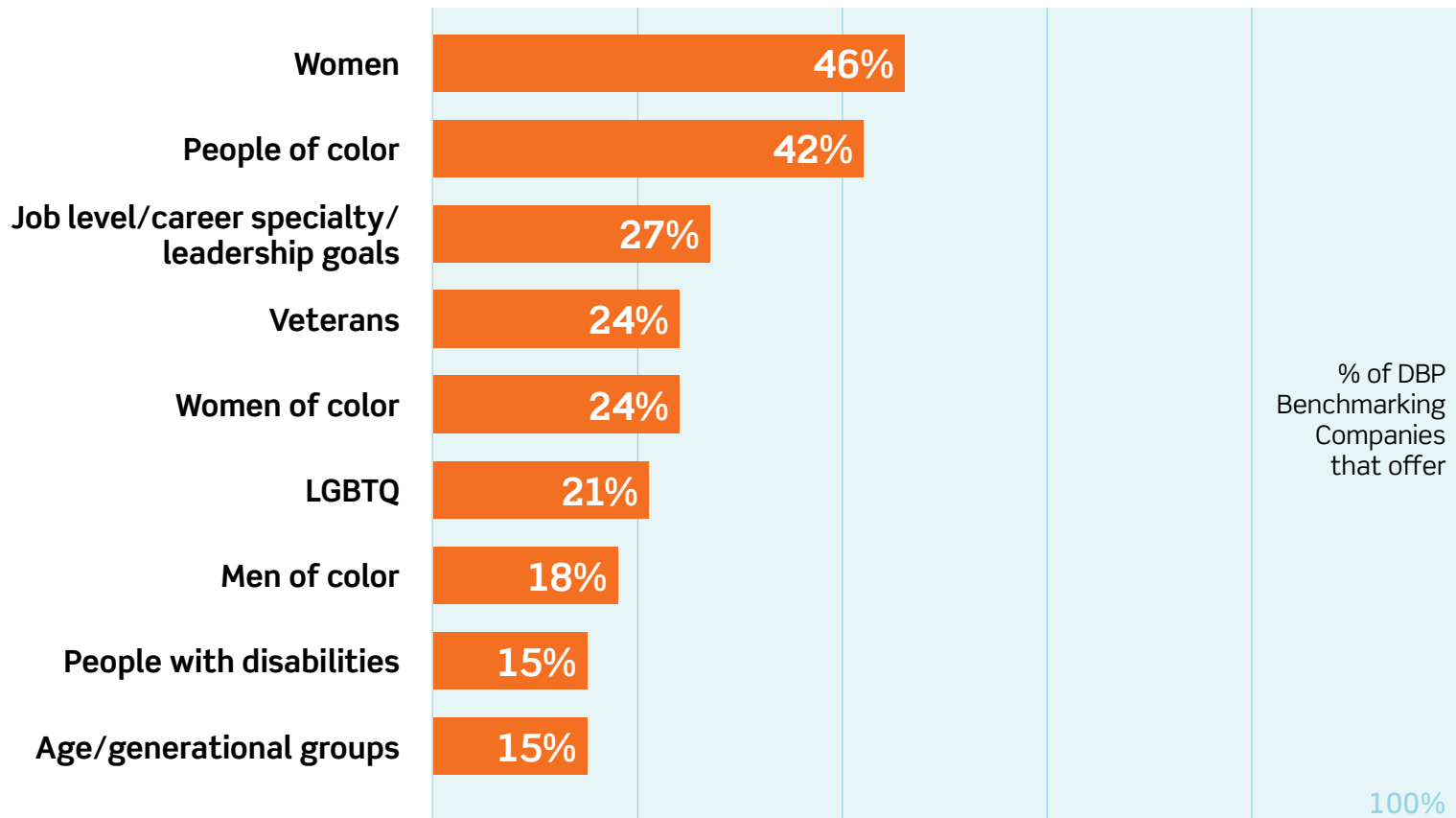
**97%** of DBP Benchmarking Companies fund their employee resource/affinity groups, up from 95% last year.



# Mentoring

**70% of DBP Benchmarking Companies offer formal mentoring, up from 55% last year.**

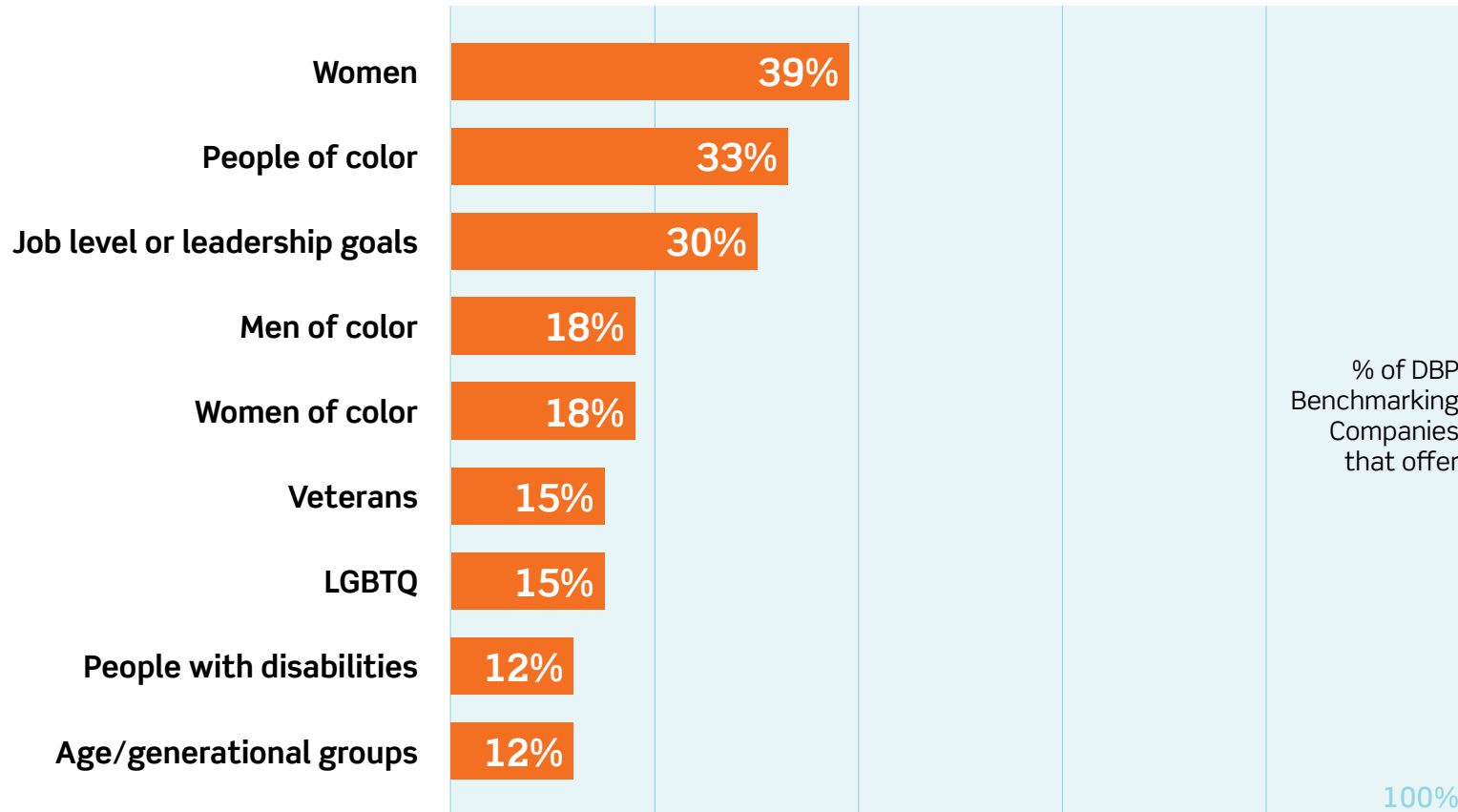
**Do you offer mentoring programs specifically targeted toward the following groups?**



# Sponsorship

**48%** of DBP Benchmarking Companies offer a sponsorship program, up from 32% last year.

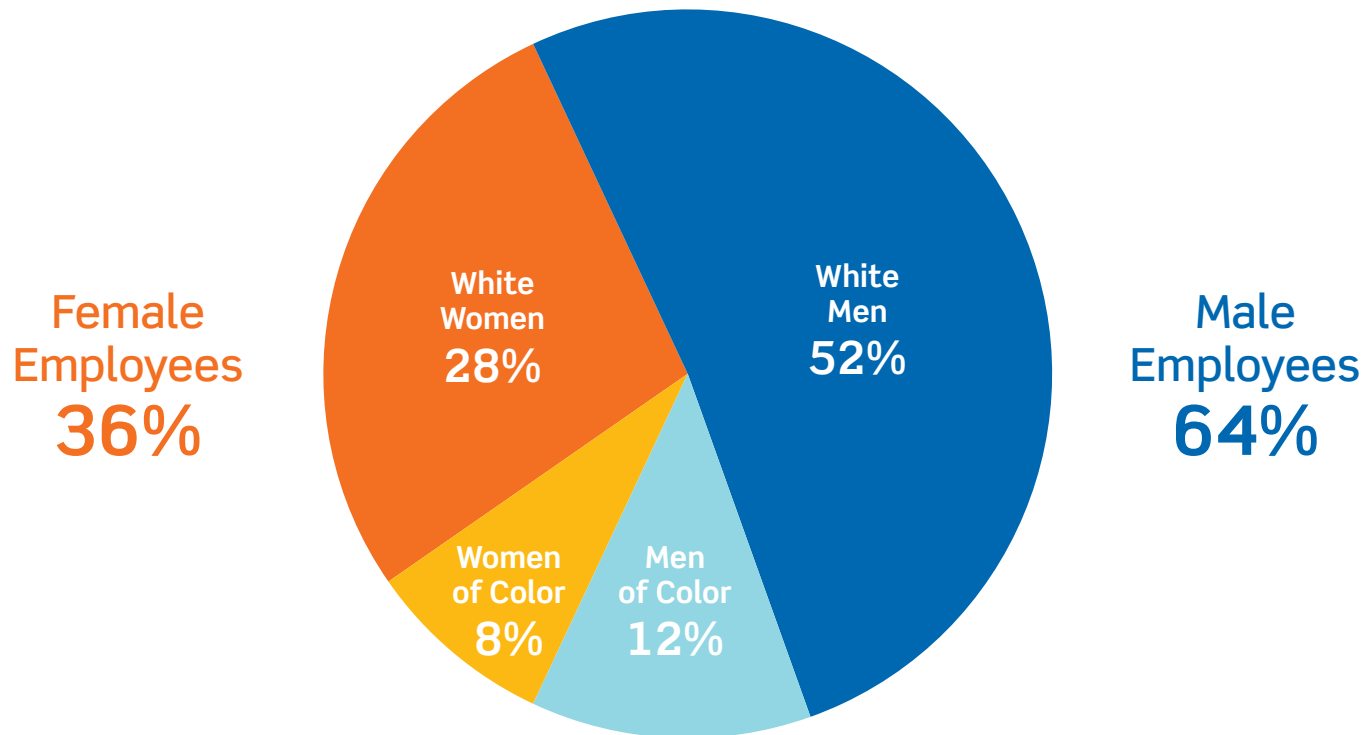
## Do you offer sponsorship programs specifically targeted toward the following groups?



# Succession Planning

**88%** of DBP Benchmarking Companies have formal executive succession planning, up from 82% last year. Among employees considered for succession in 2015, 52% were white men.

## Representation of employees included in executive succession planning:

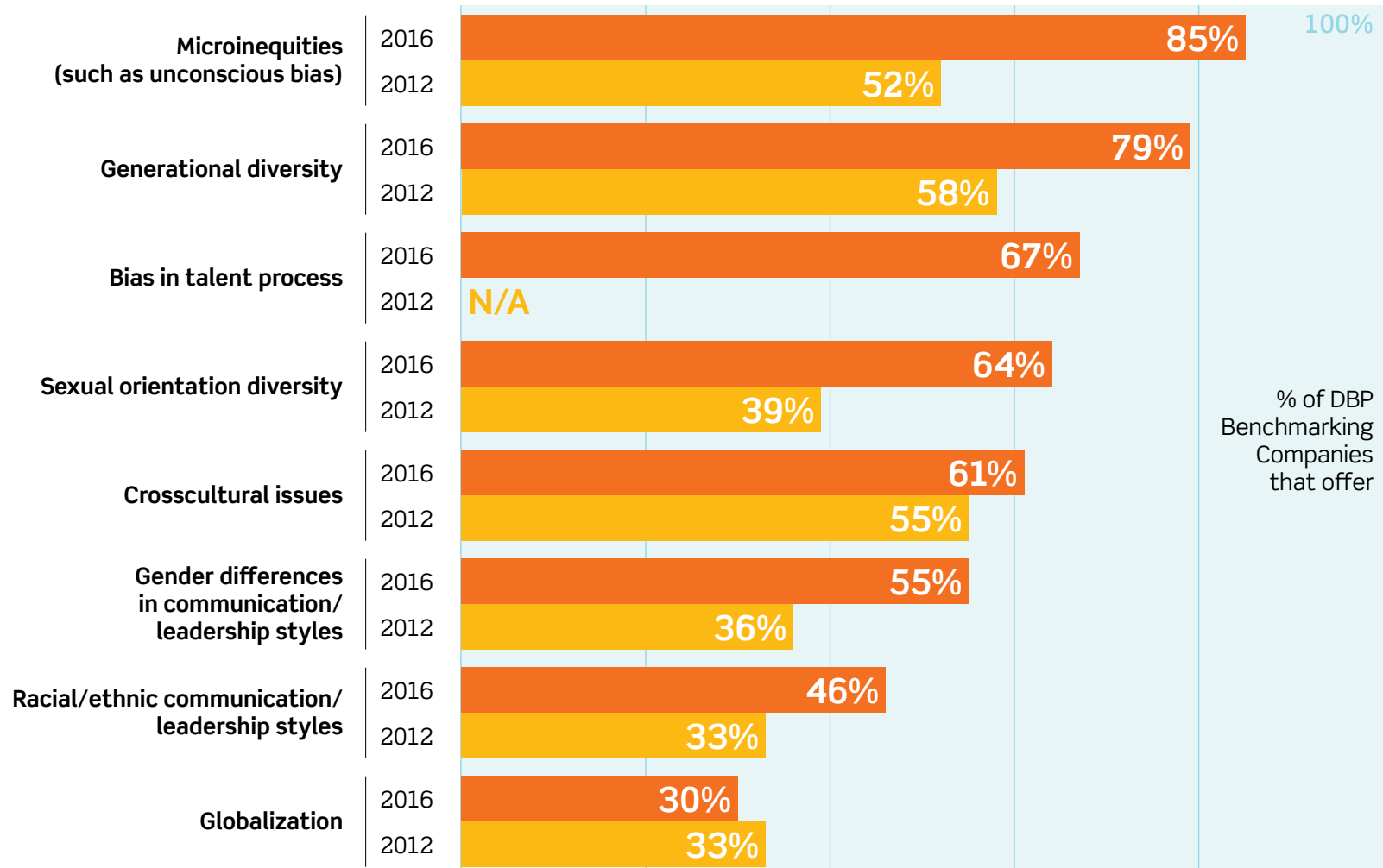


Succession planning refers to a process of systematically and deliberately preparing for future changes of leadership in key positions. The process may involve identifying potential replacements and/or providing strategies for developing or hiring individuals to meet future needs.

# Manager Training

at the 2016 DBP Benchmarking Companies

# What types of **manager training** do you offer?



# Training on Giving and Receiving Feedback

**97%** train managers on how  
to give feedback

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**73%** train employees on how  
to receive manager feedback

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**73%** train employees on how to take actionable  
steps based on manager feedback

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**58%** train employees on how  
to give peer-to-peer feedback

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**58%** train employees on how to take actionable  
steps based on peer-to-peer feedback



# Manager Accountability

at the 2016 DBP Benchmarking Companies

# Formal Compensation Policies

**30%** of DBP Benchmarking Companies have formal compensation policies to reward managers on their diversity results, while **64%** have performance appraisal objectives that include managing diversity issues.

## Which of the following are managers rated on?

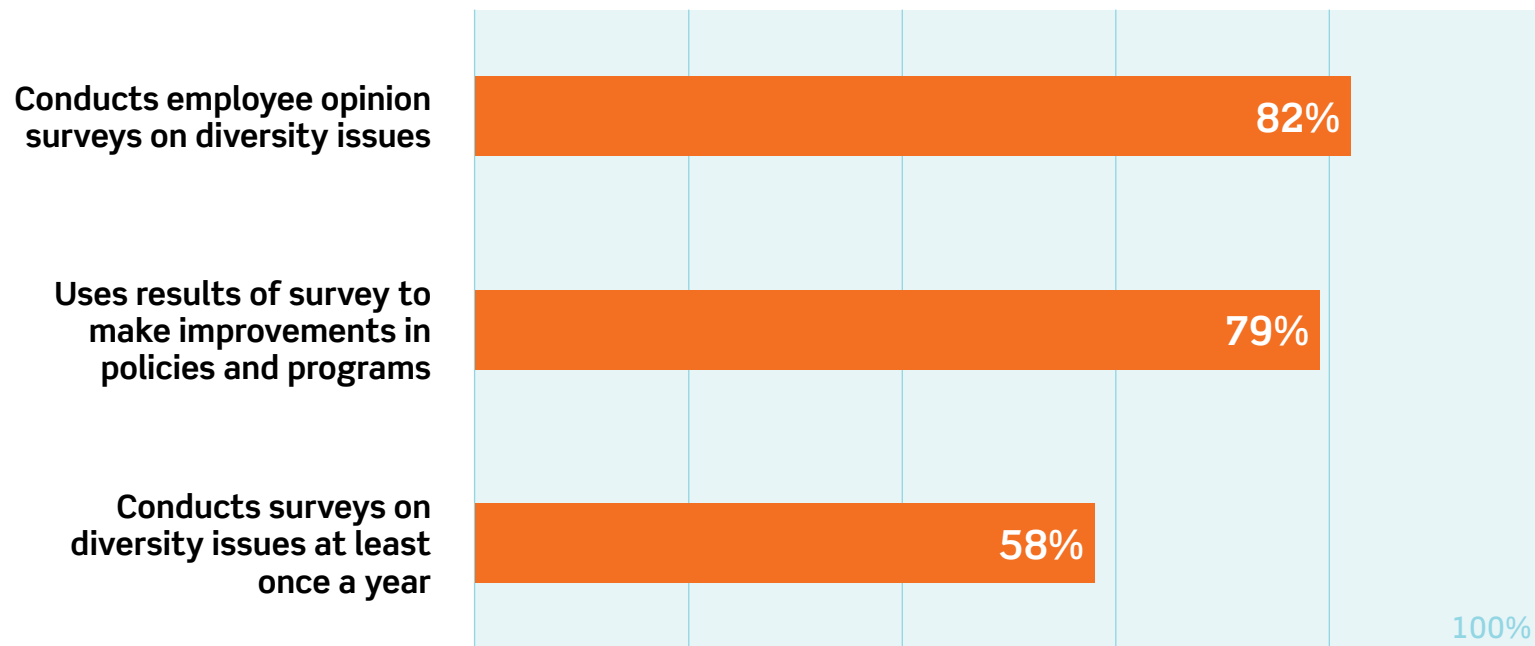
- 42%** Employee satisfaction in regards to diversity issues as measured in employee surveys
- 39%** Involvement in diversity & inclusion initiatives, either within the company or the community
- 39%** Participation in diversity & inclusion activities
- 36%** Participation in diversity & inclusion learning development
- 30%** Hiring
- 30%** Developing diverse high-potential employees
- 27%** Retention
- 27%** Diverse candidate slates/interview teams
- 18%** Number of women of color advancing for whom they have managerial responsibility
- 15%** Number of men of color advancing for whom they have managerial responsibility
- 12%** Feedback on a 360-degree type process in regards to diversity issues
- 9%** Numbers of other diverse employees advancing for whom they have managerial responsibility

# Company Culture

at the 2016 DBP Benchmarking Companies

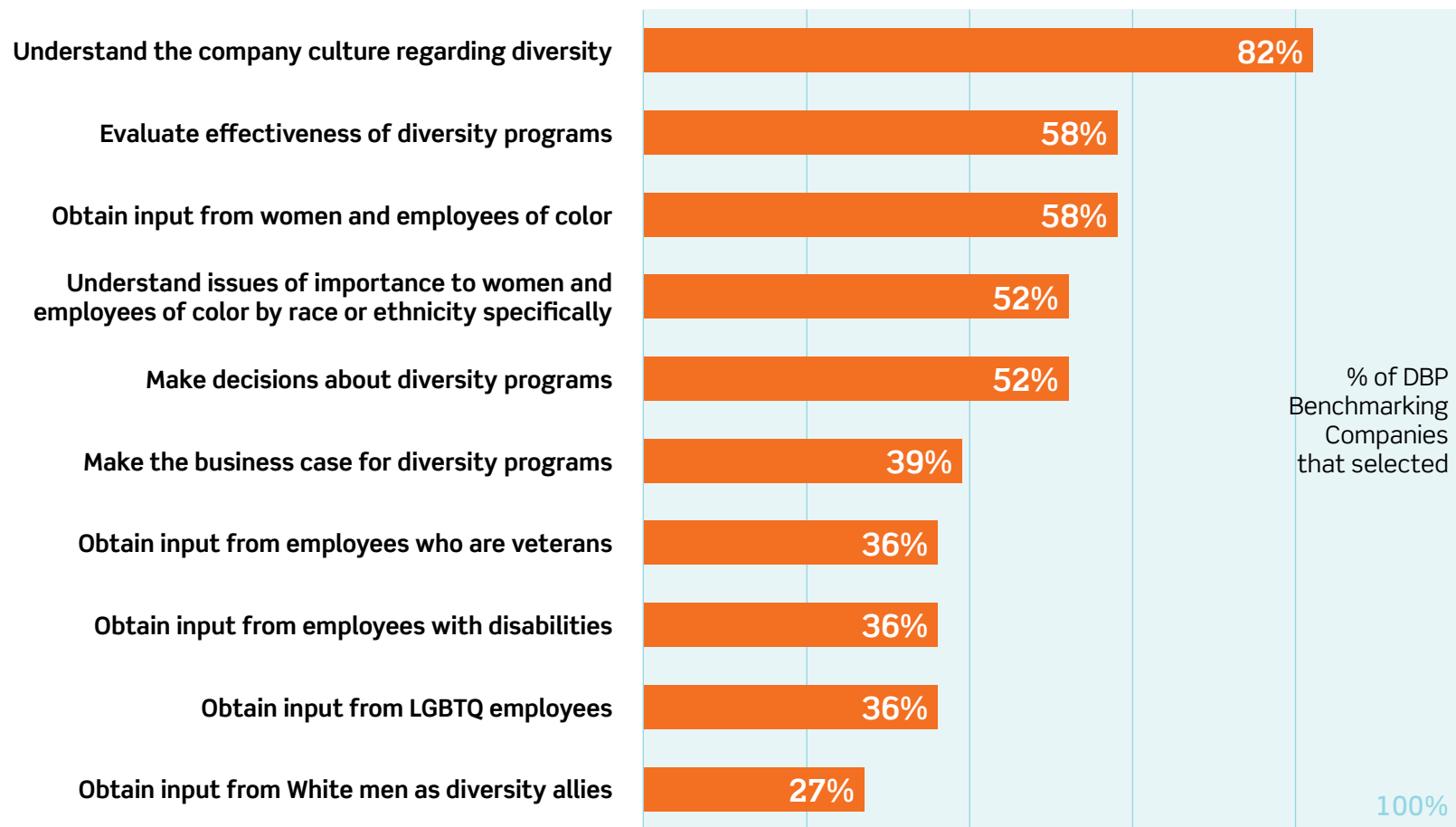
# Employee Surveys on Diversity Issues

**More than half of the DBP Benchmarking Companies conduct employee surveys on diversity issues at least annually.**



# Employee Surveys on Diversity Issues

DBP Benchmarking Companies that conduct employee opinion surveys on diversity issues used their most recent surveys to accomplish the following objectives:



# Supplier Diversity Program

**91% of DBP Benchmarking Companies have a formal supplier diversity program. On average, however, only 12% of total procurement was spent with businesses included in formal supplier diversity programs.**

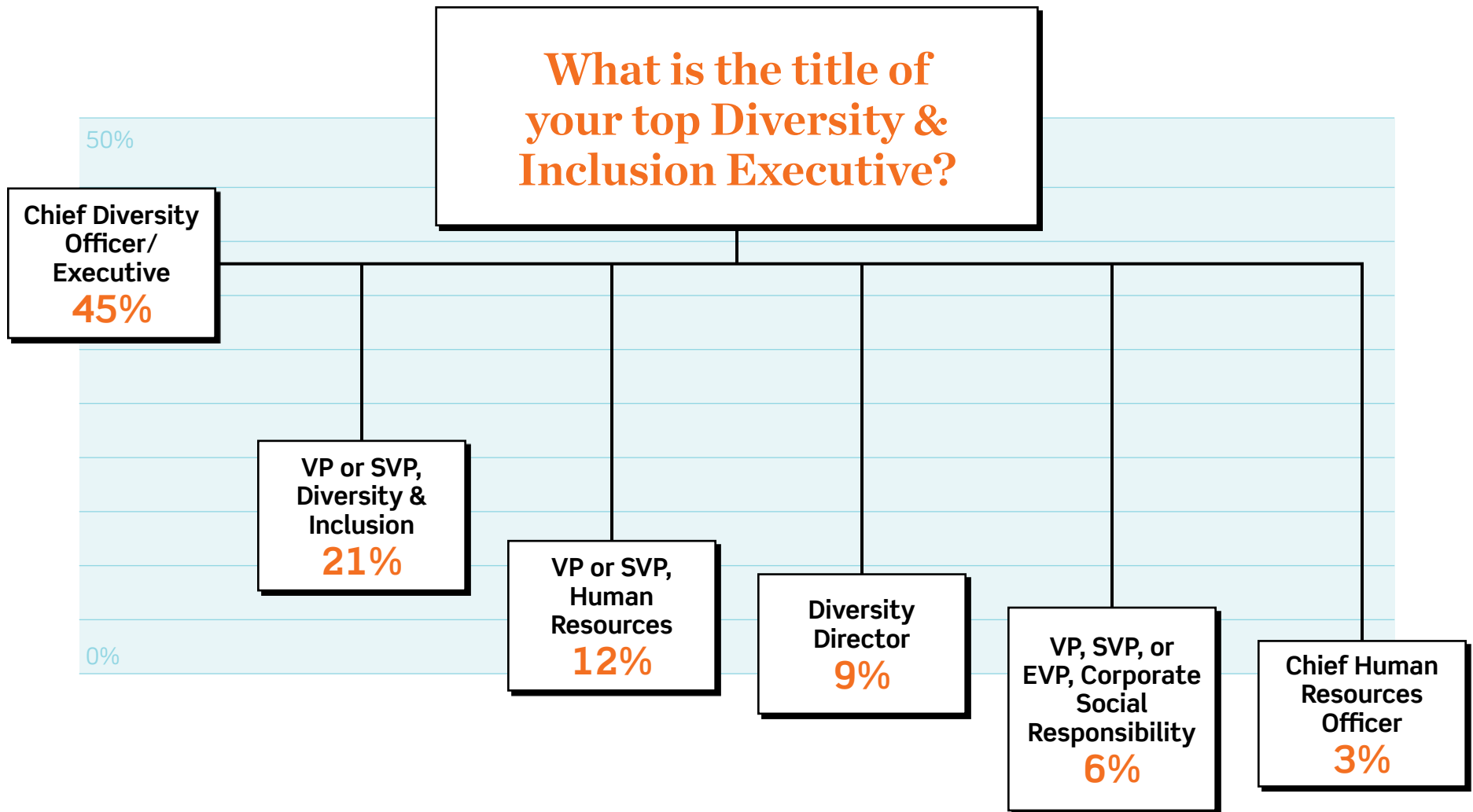
The following are the types of businesses included in the supplier diversity tracking:

Business owned by:	Percentage of DBP Benchmarking Companies that responded "YES"
Women	79%
Women of color	76%
Men of color	71%
Veteran	68%
LGBTQ	55%

# Diversity Office

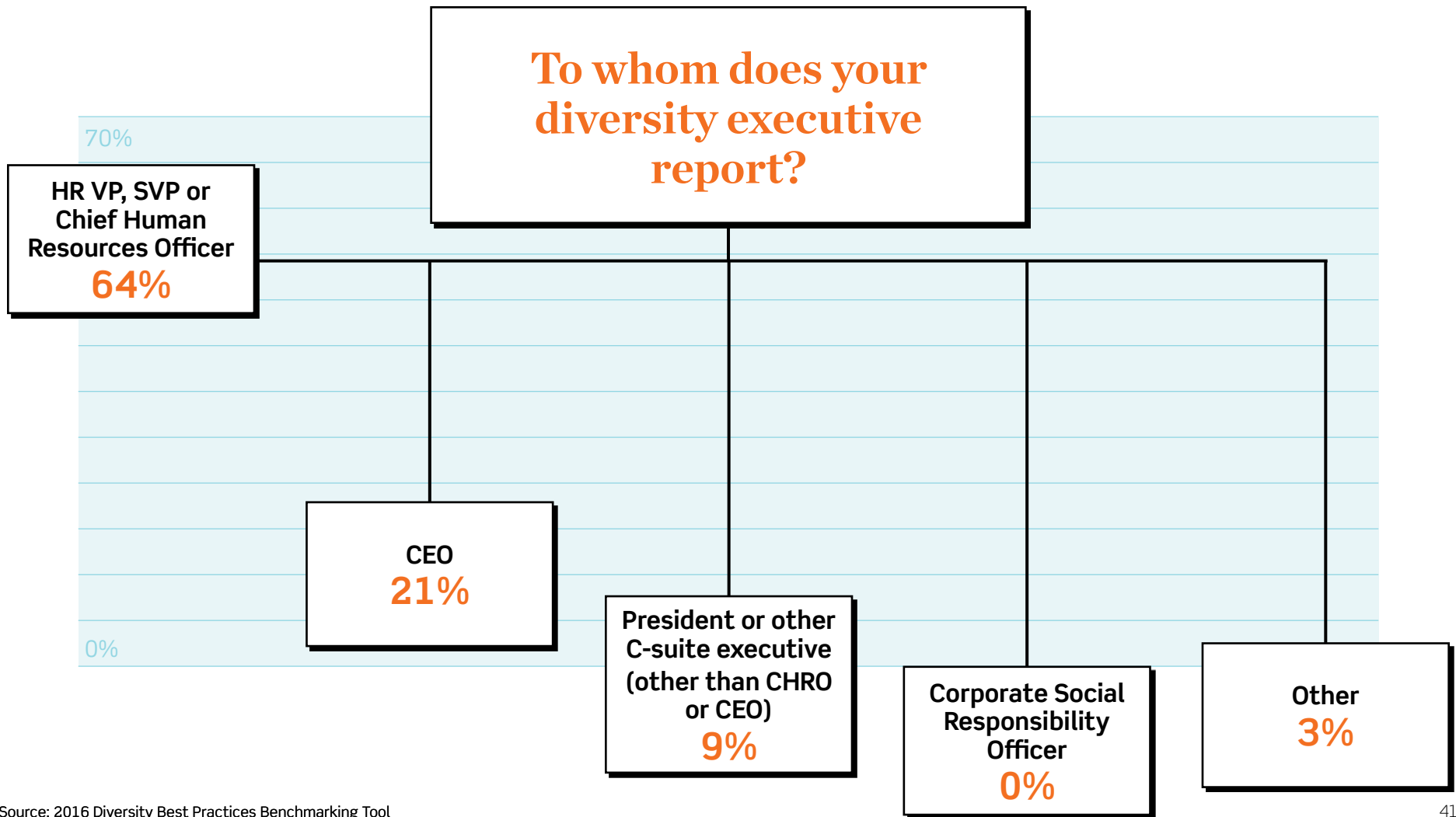
at the 2016 DBP Benchmarking Companies

# Reporting Structure: Diversity Executive



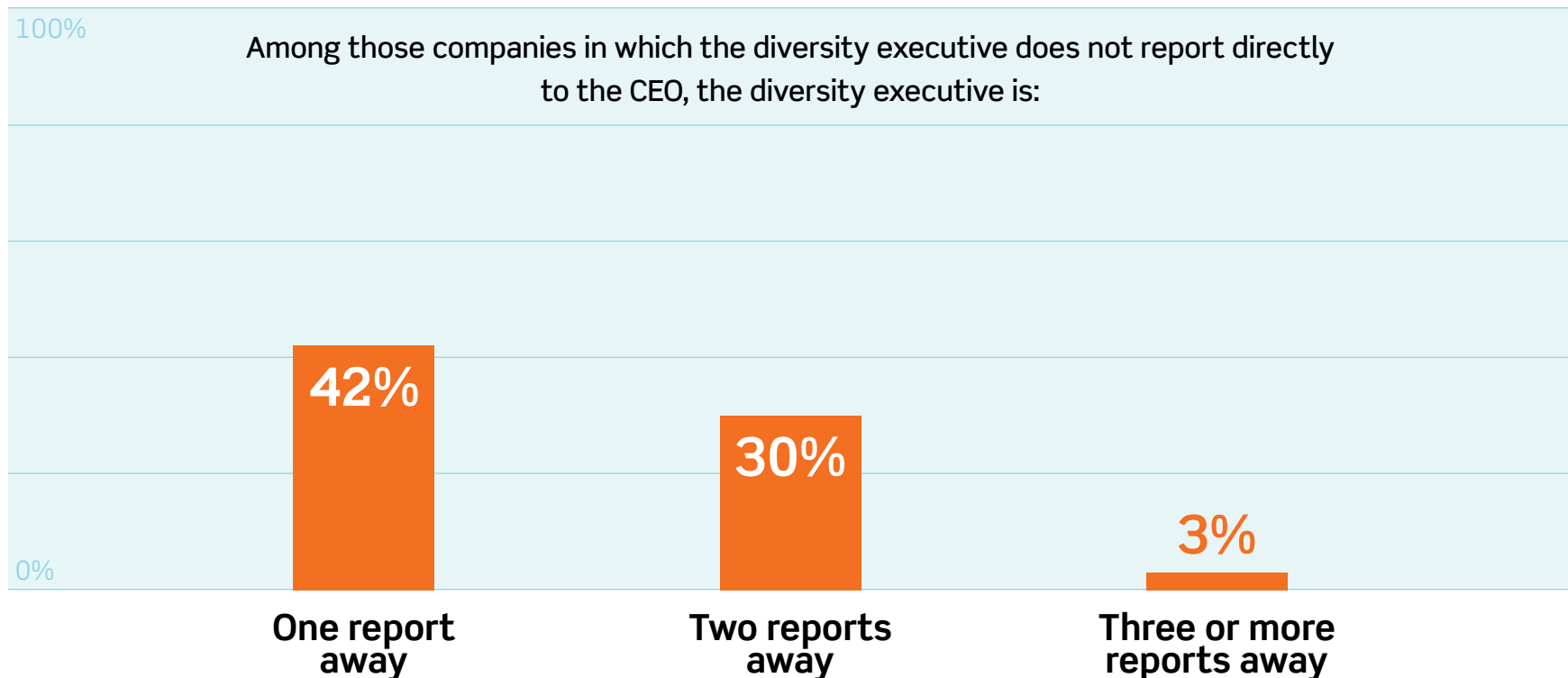


# Reporting Structure: Diversity Executive



# Reporting Structure: Diversity Executive

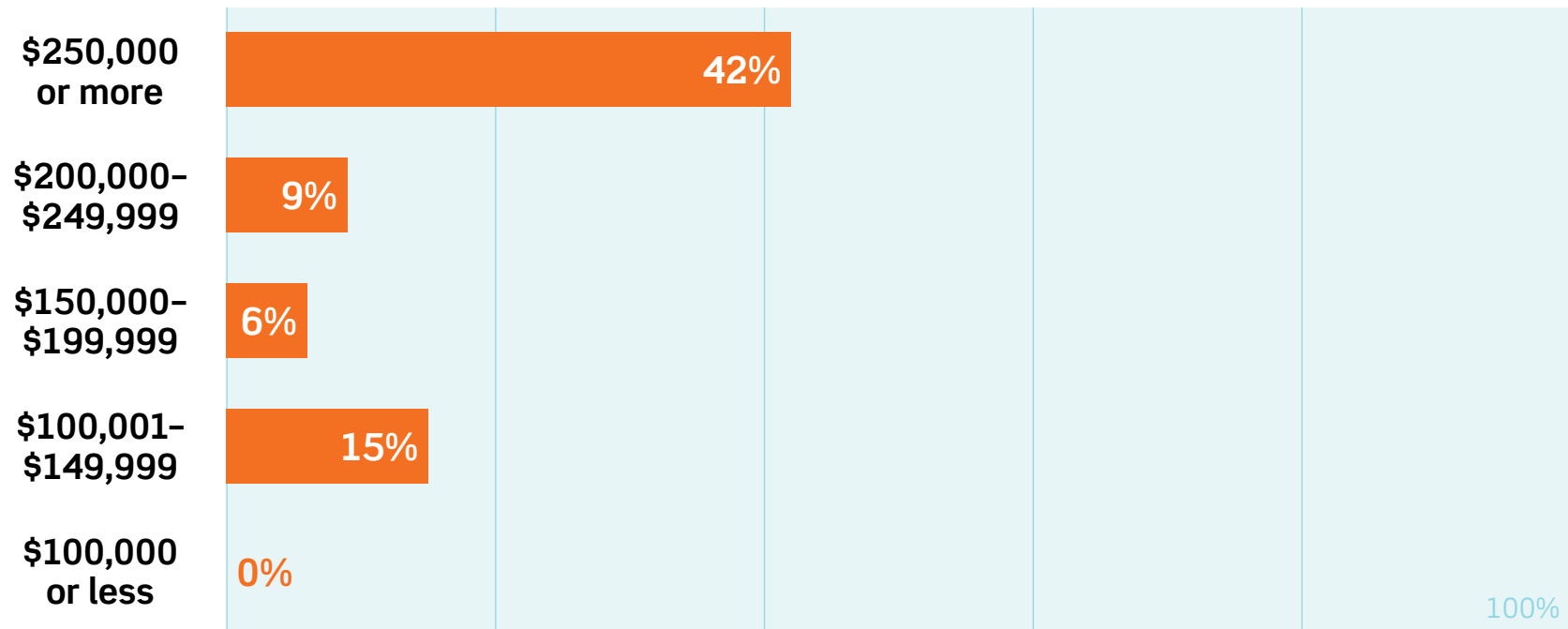
**If your diversity executive does not report to the CEO,  
then how many reports is he/she away from the CEO?**



# Salary Base: Diversity & Inclusion Executive

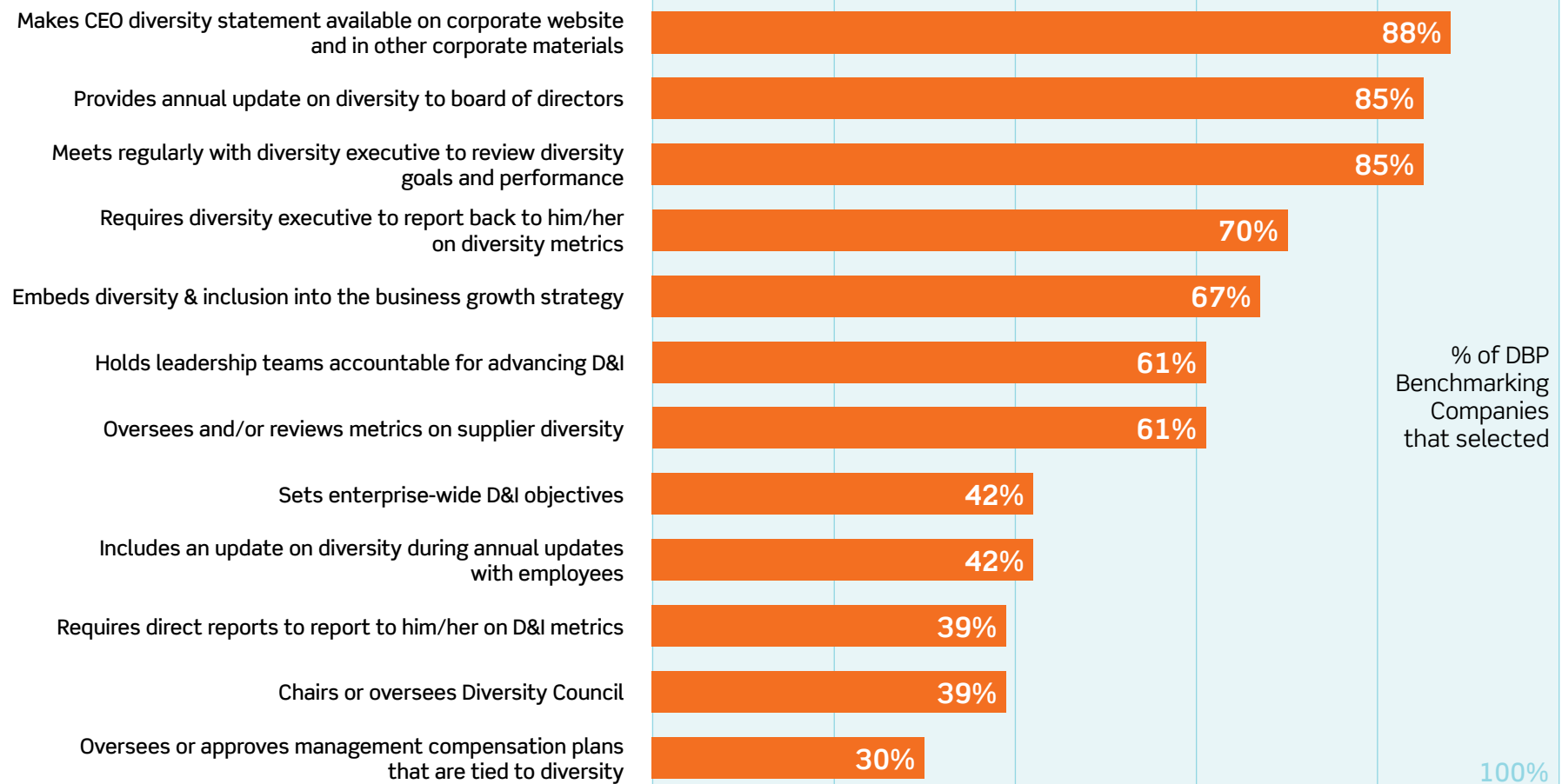
**85%** of DBP Benchmarking Companies report that their diversity and inclusion executives are eligible for bonuses.

## Base salary ranges for Diversity & Inclusion executives:



# CEO Commitment

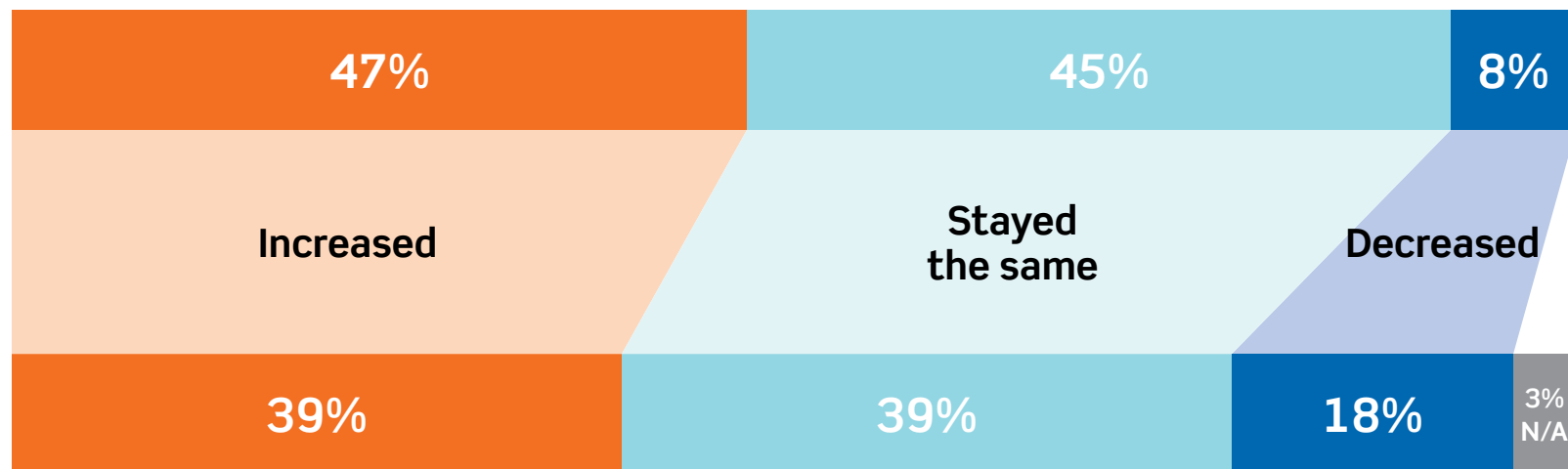
## How has your CEO demonstrated a commitment to Diversity & Inclusion?



# Diversity Budget

**18% of DBP Benchmarking Companies saw Diversity & Inclusion budgets shrink in the past year versus only 8% a year ago**

Changes to Diversity Budget in past year (2015)

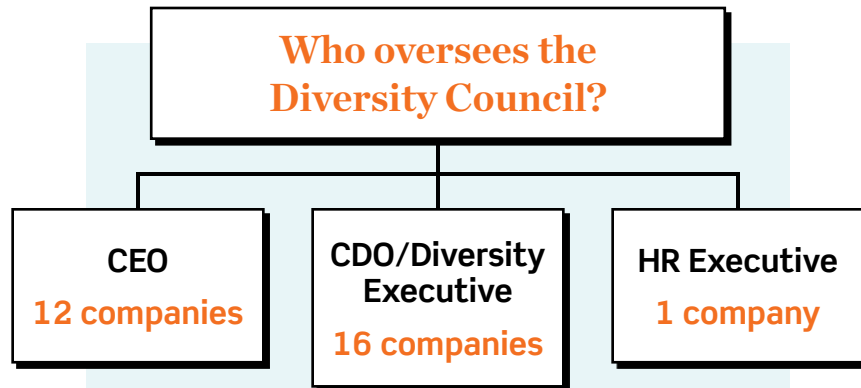


Changes to Diversity Budget in past year (2016)

# Diversity Councils

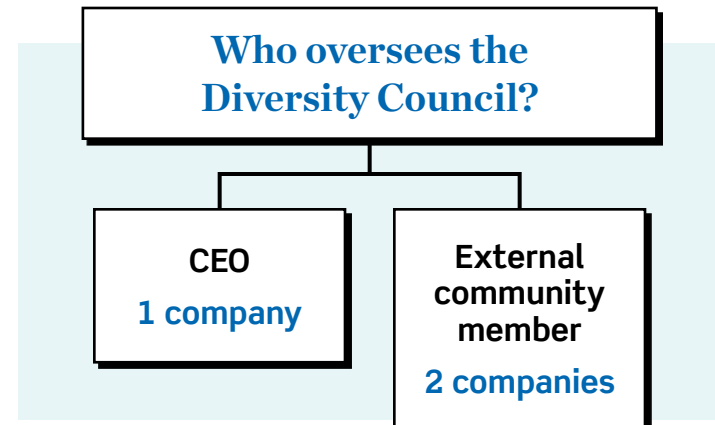
88%

of DBP Benchmarking  
Companies have an  
**Internal Diversity Council**



9%

of DBP Benchmarking  
Companies have an  
**External Diversity Council**



# Global Diversity

at the 2016 DBP Benchmarking Companies

# Global Diversity Issues



**64%** of DBP Benchmarking Companies are global organizations.

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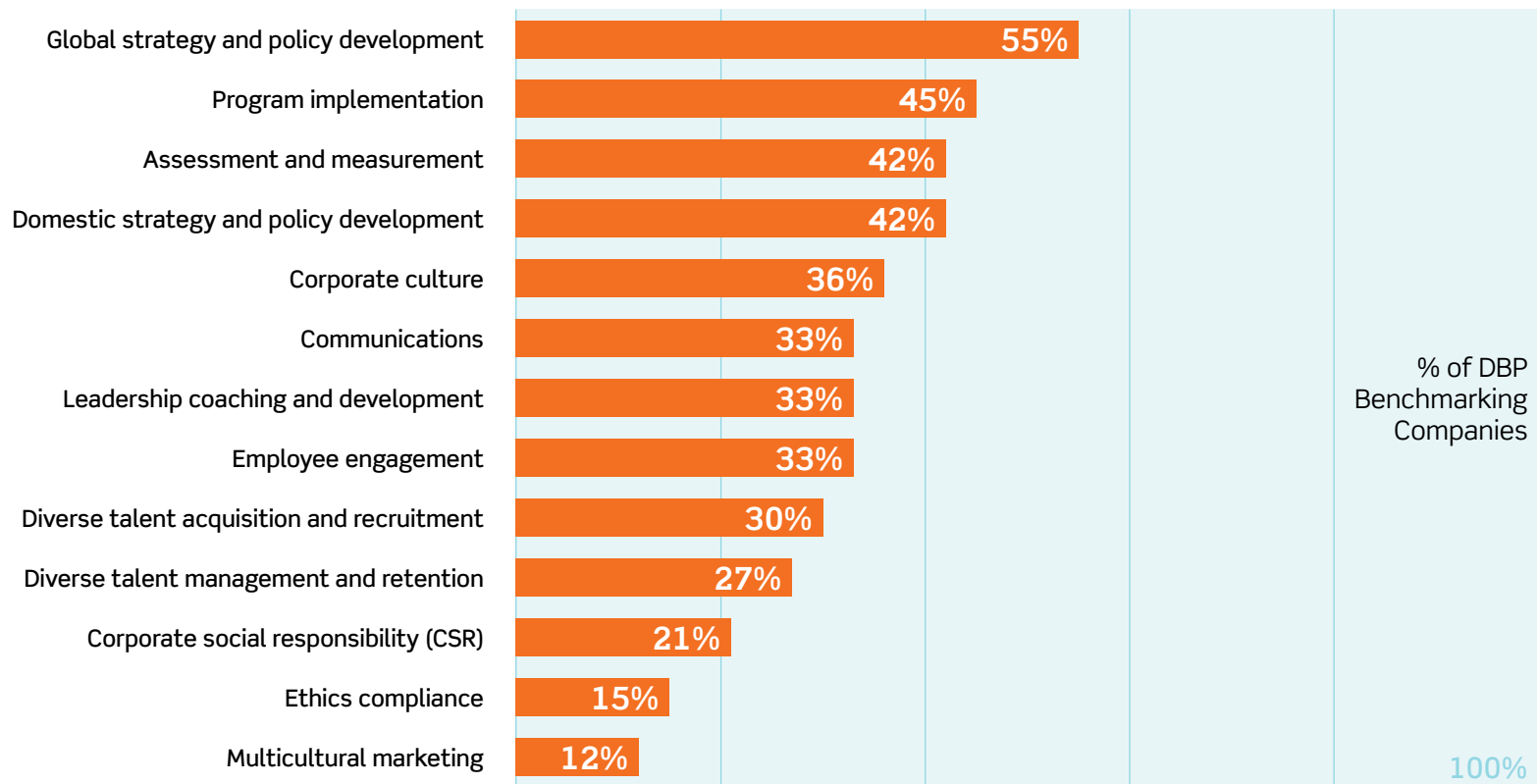
**43%** of the operations at these companies are outside the United States.



# Global Diversity Issues

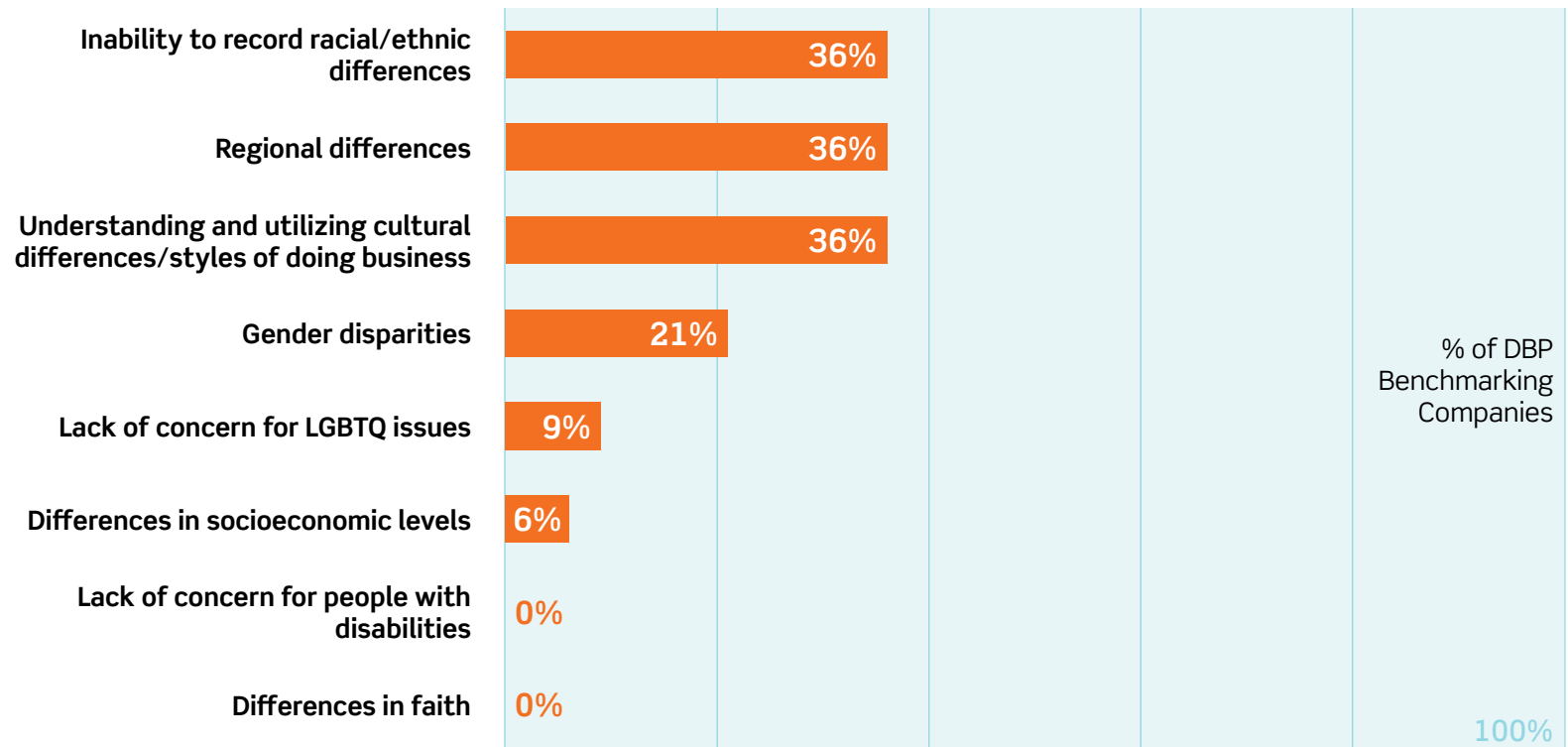
**61%** of DBP Benchmarking Companies have an individual who is responsible for global diversity issues.

**Please indicate which of the following fall under the responsibilities of this individual:**



# Global Diversity Issues

Please indicate your top 3 concerns for aligning U.S. and global diversity management:



# Global Diversity Issues

## What are your company's top three global Diversity & Inclusion priorities?



## Want to take an even deeper data dive? Order a DBP Custom Assessment today!

**DBP Custom Assessments** are turnkey presentations that show specifically where your company leads or lags in all areas impacting its diversity & inclusion efforts.

To learn more about DBP Custom Assessments, contact your account representative or Kristen Willoughby, Senior Manager, Editorial & Research Initiatives, at **[kristen.willoughby@diversitybestpractices.com](mailto:kristen.willoughby@diversitybestpractices.com)**.



# About Diversity Best Practices

Diversity Best Practices is the preeminent membership organization for diversity thought leaders to share best practices and develop innovative solutions for culture change. Through research, benchmarking, publications and events, Diversity Best Practices offers members information and strategies on how to create, implement, grow and measure first-in-class diversity programs.

Diversity Best Practices' services help companies clarify opportunities and implications of their current diversity strategy, identify and enhance critical diversity leadership competencies, create and implement a system-wide focus on diversity and inclusion and gain the executive-level support needed to ensure the company remains successful.

Diversity Best Practices' team includes an impressive group of relationship managers, researchers, senior practitioners, consultants, council members and committees from a wide range of cultural backgrounds and professional experiences. Our research-based benchmarking content builds the knowledge and offers the tools needed to provide diversity solutions that meet the unique needs of our member companies.

In today's information-driven economy, diversity leaders need access to the most relevant knowledge available to execute successful diversity initiatives. Diversity Best Practices provides that knowledge.

Visit [diversitybestpractices.com](https://diversitybestpractices.com) for more information.

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