2017 INCLUSION INDEX

Identifying and evaluating workplace diversity and inclusion best practices

DATA SNAPSHOT
Results from the Diversity Best Practices Inclusion Index provide information to help companies understand gaps in demographic representation, and target their efforts to find and implement D&I strategies and solutions. The Transparency section represents 30% of the total score, and the Best Practices in Recruitment, Retention & Advancement and Company Culture sections represent 35% each.

Congratulations to

DBP INCLUSION INDEX LEADING COMPANIES
ACHIEVED A SCORE OF 85% OR MORE:

- Ernst & Young LLP
- IBM
- Johnson & Johnson
- New York Life
- Northrop Grumman
- Verizon
- Wells Fargo & Company

DBP INCLUSION INDEX COMPANIES
ACHIEVED A SCORE OF 70% OR MORE:

- Aetna, Inc.
- Allstate Insurance Company
- American Airlines
- Anthem Inc.
- AT&T
- Blue Cross NC
- Capgemini America Inc.
- Dell
- Federal Reserve Bank of Cleveland
- Fifth Third Bank
- Freddie Mac
- HP Inc.
- Johnson Controls
- Kaiser Permanente
- MassMutual Financial Group
- Merck & Co., Inc.
- MetLife
- Northern Trust
- Pacific Gas and Electric Company
- PNC Financial Services Group, Inc.
- Sodexo, Inc.
- Southern California Edison
- The Estee Lauder Companies, Inc.
- The Hartford Financial Services Group
- Visa
- XL Catlin

Source: 2017 DBP Inclusion Index
diversitybestpractices.com/2017inclusionindexinsights
Usage of D&I Best Practices Among DBP Inclusion Index Companies

The programs and policies that help companies successfully recruit, retain and promote diverse groups of employees are made more effective by truly inclusive company cultures and serious management accountability.

**PERCENTAGE OF DBP INCLUSION INDEX COMPANIES THAT OFFER EMPLOYEE RESOURCE/AFFINITY GROUPS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>WOMEN</td>
<td>100%</td>
</tr>
<tr>
<td>MEN</td>
<td>21%</td>
</tr>
<tr>
<td>BLACK</td>
<td>97%</td>
</tr>
<tr>
<td>LATINO/LATINA</td>
<td>94%</td>
</tr>
<tr>
<td>ASIAN</td>
<td>97%</td>
</tr>
<tr>
<td>LGBTQ</td>
<td>100%</td>
</tr>
<tr>
<td>AGE/GENERATIONAL GROUPS</td>
<td>82%</td>
</tr>
<tr>
<td>EMPLOYEES WITH DISABILITIES</td>
<td>97%</td>
</tr>
<tr>
<td>RELIGIOUS GROUPS</td>
<td>24%</td>
</tr>
<tr>
<td>VETERANS</td>
<td>97%</td>
</tr>
<tr>
<td>NATIVE AMERICAN</td>
<td>36%</td>
</tr>
<tr>
<td>WORKING PARENTS/CAREGIVERS</td>
<td>49%</td>
</tr>
<tr>
<td>SPECIAL INTEREST GROUPS</td>
<td>18%</td>
</tr>
<tr>
<td>OTHER</td>
<td>49%</td>
</tr>
</tbody>
</table>

**NOTE:** The following charts show aggregated data from DBP Inclusion Index companies.

**RECRUITING VETERANS IS IMPORTANT TO COMPANIES**

91% of DBP Inclusion Index companies have targeted recruitment programs for veterans compared with 79% that have recruitment programs for candidates with disabilities and 52% with programs for LGBTQ applicants.

**IDENTIFICATION DURING THE RECRUITMENT PROCESS**

82% of DBP Inclusion Index companies offer veterans the opportunity to self identify during recruitment compared with 79% for people with disabilities and only 15% for LGBTQ applicants.

Source: 2017 DBP Inclusion Index

[diversitybestpractices.com/2017inclusionindexinsights](diversitybestpractices.com/2017inclusionindexinsights)
When it comes to advancement programs, white and Asian women are more likely to participate than black women and Latinas—with the exception of career counseling.

### Percentage of Employees Who Participated in Each Advancement Program at DBP Inclusion Index Companies

**White Women**
- Formal Mentoring: 20%
- Sponsorship: 10%
- Personal/Professional Development: 34%
- Leadership Development: 11%
- Career Counseling: 56%
- Succession Planning: 9%

**Black Women**
- Formal Mentoring: 7%
- Sponsorship: 2%
- Personal/Professional Development: 23%
- Leadership Development: 6%
- Career Counseling: 55%
- Succession Planning: 10%

**Latinas**
- Formal Mentoring: 7%
- Sponsorship: 4%
- Personal/Professional Development: 20%
- Leadership Development: 5%
- Career Counseling: 44%
- Succession Planning: 7%

**Asian Women**
- Formal Mentoring: 17%
- Sponsorship: 10%
- Personal/Professional Development: 32%
- Leadership Development: 13%
- Career Counseling: 35%
- Succession Planning: 10%

*Base: Total employees at companies that offer each program*

Source: 2017 DBP Inclusion Index
Diversity and inclusion training is attended more frequently by non-managers and corporate executives than by managers and senior managers.

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Executives</td>
<td>93%</td>
</tr>
<tr>
<td>Senior Managers</td>
<td>86%</td>
</tr>
<tr>
<td>Managers</td>
<td>86%</td>
</tr>
<tr>
<td>Non-Managers</td>
<td>92%</td>
</tr>
</tbody>
</table>

Base: Total employees at companies that offer Diversity & Inclusion Education

100% of DBP Inclusion Index companies educate about Implicit Bias
85% educate on Generational Diversity
82% educate on Sexual Orientation Diversity
70% educate on Gender and Racial/Ethnic Communication and Leadership Styles

Source: 2017 DBP Inclusion Index
Even among DBP Inclusion Index companies, goal-setting is not enough of a priority. Only 30% say they set absolute numeric goals for diversity representation and 42% set percentage change goals for diversity representation. And although 82% of the DBP Inclusion Index companies do hold managers accountable for D&I issues as part of their performance reviews, only 46% tie D&I results to compensation.

Understanding how employees feel about D&I efforts is critical. Most DBP Inclusion Index companies (85%) now monitor employee feedback and crowd-sourcing sites, such as Glassdoor.com.

Source: 2017 DBP Inclusion Index
Companies could improve upon the distribution of employee survey data with their workforces at all levels.

94% conduct their own regular employee surveys that include D&I, but could be doing more to understand the employee experience, by breaking out the survey results by demographic group.
Of the 15 diversity-related benefits and policies considered best practices on the application, two DBP Inclusion Index companies offer every single one.

### PERCENTAGE OF DBP INCLUSION INDEX COMPANIES THAT OFFER EACH DIVERSITY-RELATED BENEFIT

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Family health benefits that include domestic partner</td>
<td>97%</td>
</tr>
<tr>
<td>Family health benefits that include children of domestic partners</td>
<td>97%</td>
</tr>
<tr>
<td>Facility and infrastructure accommodation policies for people with disabilities</td>
<td>94%</td>
</tr>
<tr>
<td>Requests for flexible work arrangements considered regardless of reason for request</td>
<td>94%</td>
</tr>
<tr>
<td>Transgender-inclusive benefits and policies for employees and dependents</td>
<td>91%</td>
</tr>
<tr>
<td>Religious accommodations for employees (prayer rooms, breaks for prayer, etc.)</td>
<td>82%</td>
</tr>
<tr>
<td>Support for caregivers of people with disabilities or special needs, including elderly dependents and those with a chronic illness</td>
<td>82%</td>
</tr>
<tr>
<td>Support for military reservists (transition services, career counseling, etc.)</td>
<td>79%</td>
</tr>
<tr>
<td>Fully paid maternity, paternity, and adoptive leave to include surrogate and same sex partners, etc</td>
<td>76%</td>
</tr>
<tr>
<td>Crisis management contingency planning</td>
<td>70%</td>
</tr>
<tr>
<td>Opportunities to take time off, other than vacation or personal days, for religious holidays not offered on the company holiday schedule</td>
<td>70%</td>
</tr>
<tr>
<td>Policies to prevent and/or address pay equity issues as they relate to gender, ethnicity or other under-represented groups</td>
<td>67%</td>
</tr>
<tr>
<td>Formal off-ramp/on-ramp policies (or other opportunities for flexibility) which allow employees to step off/on a management/leadership track without penalizing their career progression</td>
<td>49%</td>
</tr>
<tr>
<td>Gender neutral bathrooms</td>
<td>39%</td>
</tr>
<tr>
<td>Program to identify and re-hire employees who left the workplace for a least 3 years for family reasons and want to return to work</td>
<td>24%</td>
</tr>
<tr>
<td>Other</td>
<td>12%</td>
</tr>
</tbody>
</table>

### CEOs at the DBP Inclusion Index companies:

1. Require a diversity executive to report on metrics (88%)
2. Meet regularly with a diversity executive to review goals/performance (85%)
3. Embed D&I into the business growth strategy (79%)

Source: 2017 DBP Inclusion Index

diversitybestpractices.com/2017inclusionindexinsights
At the companies that completed the DBP Inclusion Index application, it’s clear that women and people of color are well-represented among non-managers and managers. However, they don’t maintain their numbers at higher levels—they enter the talent pipeline, but they are not being moved through to senior management and corporate executive level jobs.

**MALE VS. FEMALE EMPLOYEE PIPELINE**

<table>
<thead>
<tr>
<th></th>
<th>Total Male</th>
<th>Total Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Managers</td>
<td>51%</td>
<td>49%</td>
</tr>
<tr>
<td>Managers</td>
<td>51%</td>
<td>49%</td>
</tr>
<tr>
<td>Senior Managers</td>
<td>65%</td>
<td>35%</td>
</tr>
<tr>
<td>Corporate Executives</td>
<td>69%</td>
<td>31%</td>
</tr>
</tbody>
</table>

Men and women represent nearly equal numbers of employees at the non-manager and manager levels, but then diverge dramatically at the senior manager level.

*Note: Charts show aggregated data from all participants in the DBP Inclusion Index application.*
WHITE VS. MINORITY EMPLOYEE PIPELINE

White and, to a lesser extent, Asian employees gain representation at senior manager and executive levels, while black and Latino employees lose ground dramatically.

PERCENTAGE OF PROMOTIONS GOING TO EMPLOYEE GROUPS BY RACE

Among DBP Inclusion Index Applicants: The number of promotions going to white employees is higher than their total workforce representation. In contrast, black and Latino employees receive a smaller number of promotions than their representation in the workforce.
Women of all races are more likely to have a larger presence among the top 20% of earners than they do among corporate executives. Are companies more focused on paying women fairly than helping them advance?
HOW DO YOU RATE

IN KEY AREAS LIKE DIVERSITY AND INCLUSION, WOMEN'S ADVANCEMENT AND WORK-LIFE PROGRAMS?

With data from the Working Mother Media Annual Application we can benchmark your company’s workforce demographics, policies, and program offerings against other companies. This data can be further segmented by industry, company size or geographic location, or other more customized specifications.

You must complete the Annual Application to participate in any one of the Working Mother Media and NAFE initiatives and DBP Inclusion Index.

ANNUAL APPLICATION PERIOD OPEN:
DECEMBER 11, 2017 – MARCH 16, 2018

REGISTER NOW AT WORKINGMOTHER.COM/SURVEYS

ABOUT DBP & THE TEAM

Diversity Best Practices, a division of Working Mother Media, is the preeminent organization for mid to large size organizational diversity thought leaders to share best practices and develop innovative solutions for culture change. Through research, resources, benchmarking, publications and events, Diversity Best Practices offers organizational members information and strategies on how to implement, grow, measure and create first-in-class diversity programs.