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INCLUSION INDEX

INDEX

Identifying and evaluating workplace diversity and inclusion best practices



DATA SNAPSHOT

**IN SCORING
THE APPLICATIONS,
COMPANIES
WERE EVALUATED
IN THREE AREAS:**

**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.

TRANSPARENCY

Willingness to share demographic data

**BEST PRACTICES
IN RECRUITMENT,
RETENTION &
ADVANCEMENT**

Engagement in recognized best practices in D&I

COMPANY CULTURE

Engagement in recognized best practices in fostering an inclusive company culture

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 :**

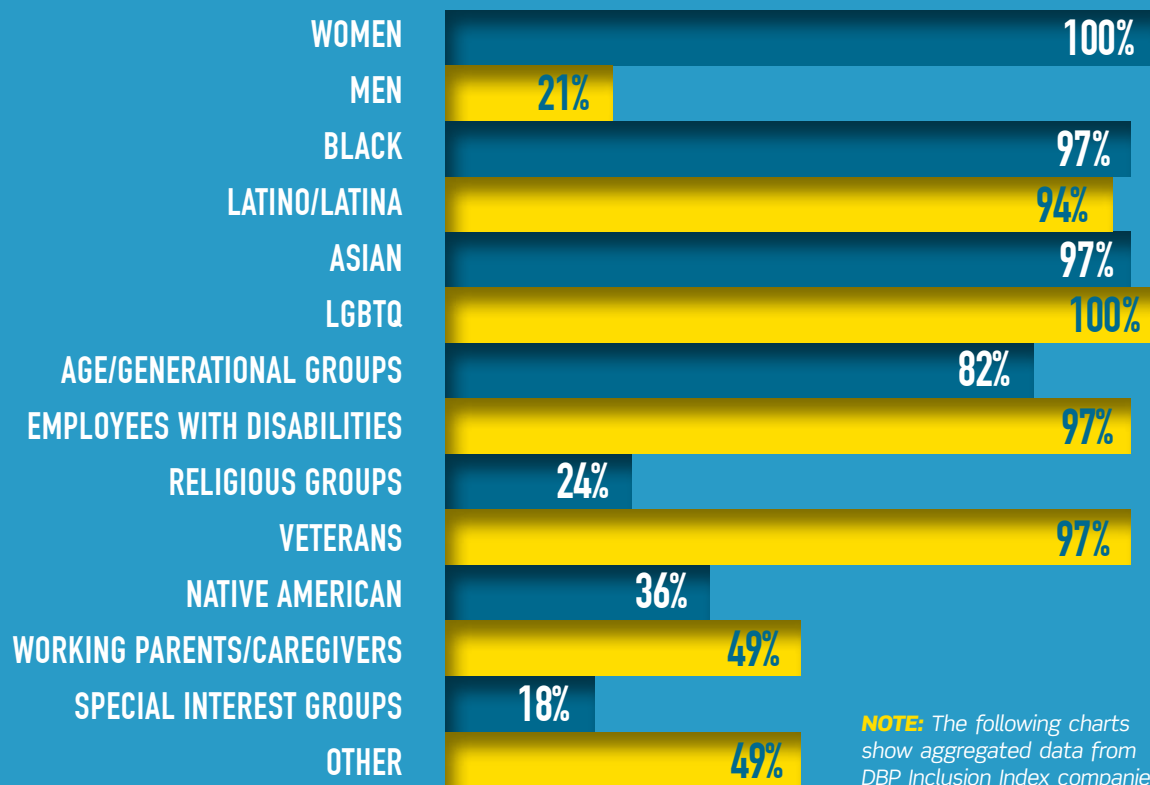
- Aetna, Inc.
- Allstate Insurance Company
- American Airlines
- Anthem Inc.
- AT&T
- Blue Cross NC
- Capgemini America Inc.

- 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

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



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.

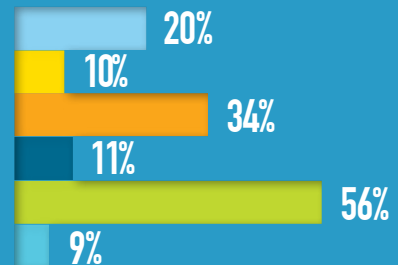
PERCENTAGE OF EMPLOYEES WHO PARTICIPATED IN EACH ADVANCEMENT PROGRAM AT DBP INCLUSION INDEX COMPANIES

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.

WHITE WOMEN



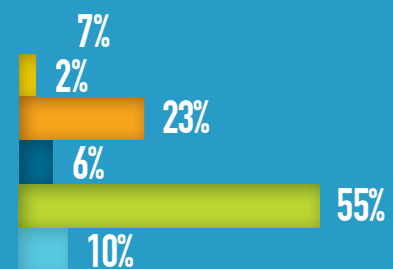
FORMAL MENTORING
SPONSORSHIP
PERSONAL/ PROFESSIONAL DEVELOPMENT
LEADERSHIP DEVELOPMENT
CAREER COUNSELING
SUCCESSION PLANNING



BLACK WOMEN



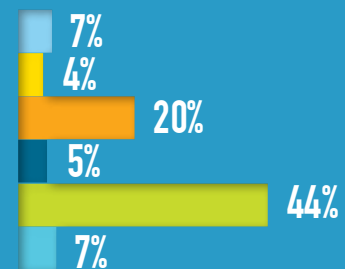
FORMAL MENTORING
SPONSORSHIP
PERSONAL/ PROFESSIONAL DEVELOPMENT
LEADERSHIP DEVELOPMENT
CAREER COUNSELING
SUCCESSION PLANNING



LATINAS



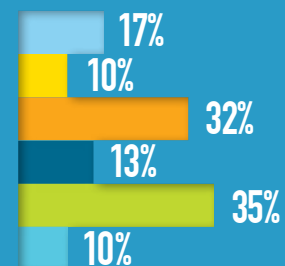
FORMAL MENTORING
SPONSORSHIP
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LEADERSHIP DEVELOPMENT
CAREER COUNSELING
SUCCESSION PLANNING



ASIAN WOMEN



FORMAL MENTORING
SPONSORSHIP
PERSONAL/ PROFESSIONAL DEVELOPMENT
LEADERSHIP DEVELOPMENT
CAREER COUNSELING
SUCCESSION PLANNING



Base: Total employees at companies that offer each program

PERCENTAGE OF EMPLOYEES WHO PARTICIPATED IN D&I EDUCATION AT DBP INCLUSION INDEX COMPANIES

Diversity and inclusion training is attended more frequently by non-managers and corporate executives than by managers and senior managers.



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

D&I 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

Company Culture

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.

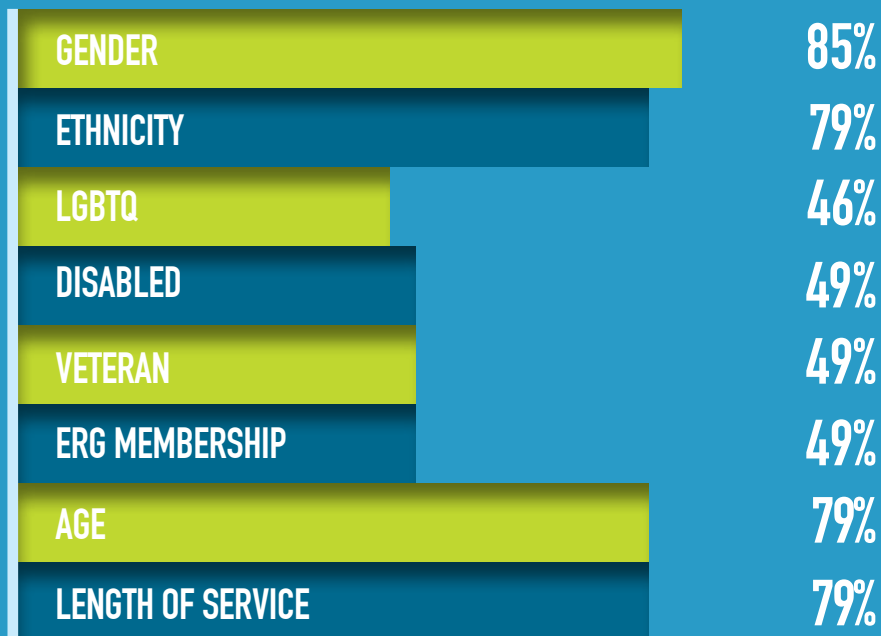
DBP INCLUSION INDEX COMPANIES AUDIT THE FOLLOWING FOR IMPLICIT BIAS



64% of DBP Inclusion Index companies audit human resource and people processes to address implicit bias.

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.

PERCENTAGE OF DBP INCLUSION INDEX COMPANIES THAT SEGMENT EMPLOYEE SURVEY RESULTS BY EACH OF THE FOLLOWING



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.

PERCENTAGE OF DBP INCLUSION INDEX COMPANIES THAT COMMUNICATE EMPLOYEE SURVEY RESULTS TO THE FOLLOWING



Companies could improve upon the distribution of employee survey data with their workforces at all levels.

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

Of the 15 diversity-related benefits and policies considered best practices on the application, two DBP Inclusion Index companies offer every single one.

Family health benefits that include domestic partner	97%	Fully paid maternity, paternity, and adoptive leave to include surrogate and same sex partners, etc	76%
Family health benefits that include children of domestic partners	97%	Crisis management contingency planning	70%
Facility and infrastructure accommodation policies for people with disabilities	94%	Opportunities to take time off, other than vacation or personal days, for religious holidays not offered on the company holiday schedule	70%
Requests for flexible work arrangements considered regardless of reason for request	94%	Policies to prevent and/or address pay equity issues as they relate to gender, ethnicity or other under-represented groups	67%
Transgender-inclusive benefits and policies for employees and dependents	91%	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	49%
Religious accommodations for employees (prayer rooms, breaks for prayer, etc.)	82%	Gender neutral bathrooms	39%
Support for caregivers of people with disabilities or special needs, including elderly dependents and those with a chronic illness	82%	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	24%
Support for military reservists (transition services, career counseling, etc.)	79%	Other	12%

DEMONSTRATING COMMITMENT TO D&I AT THE TOP LEVEL

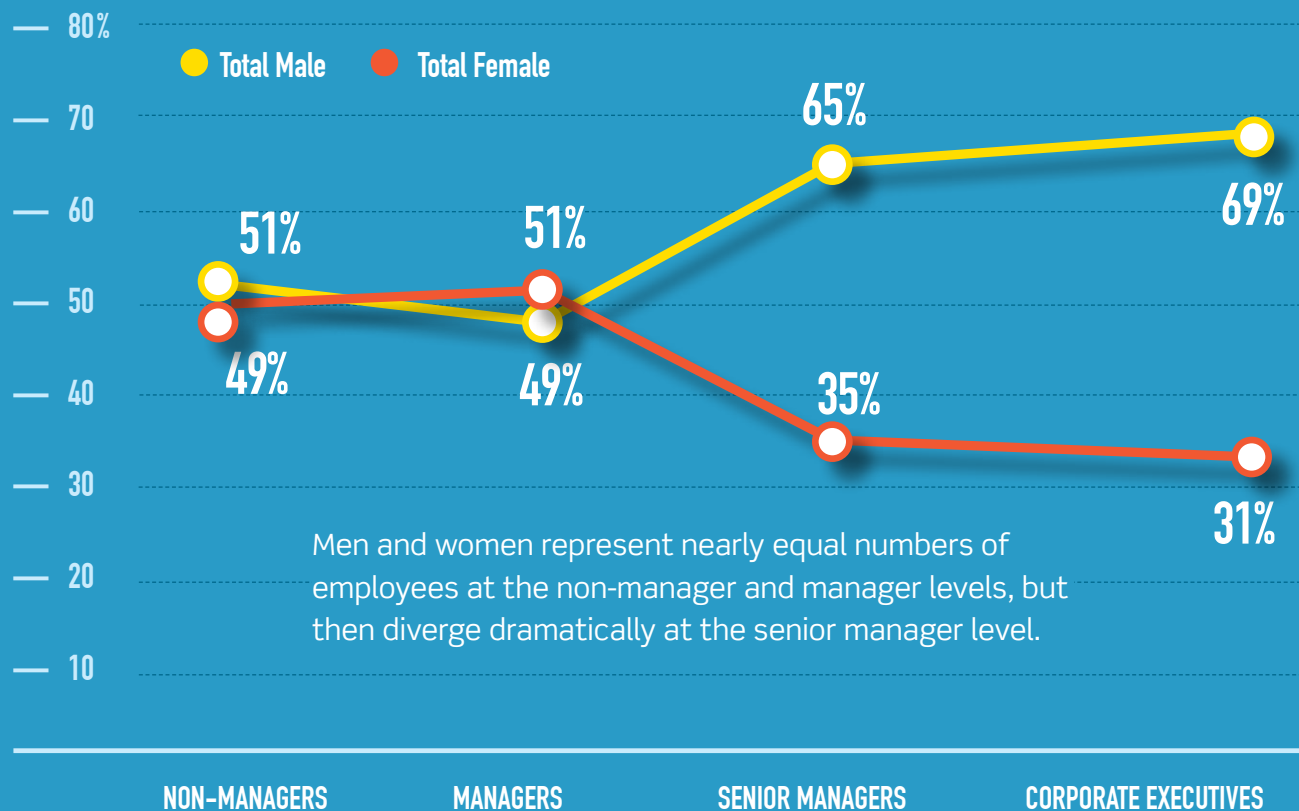
CEOs at the DBP Inclusion Index companies:

- 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%)

Representation of Racial and Ethnic Minorities and Women at DBP Inclusion Index Applicant Companies

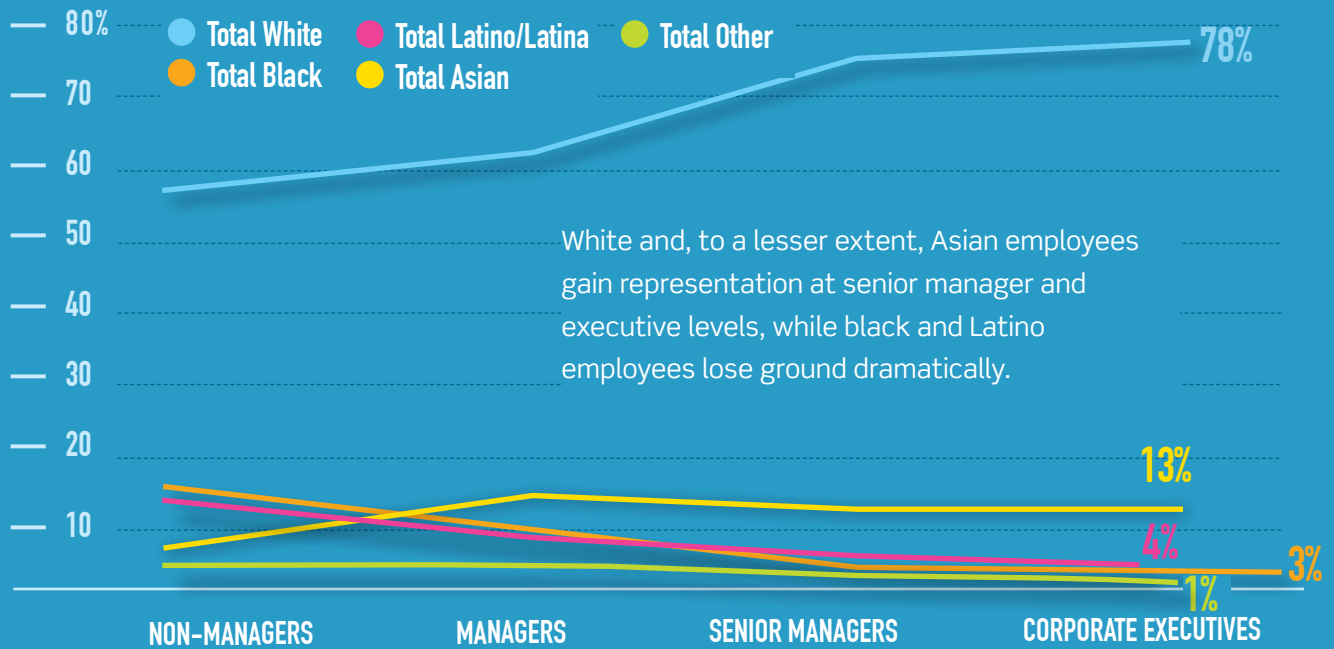
At the companies that completed the DBP Inclusion Index application, it's clear that women and people of color are well-represented among non-managers and managers. However, they don't maintain their numbers at higher levels—they enter the talent pipeline, but they are not being moved through to senior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

MALE VS. FEMALE EMPLOYEE PIPELINE

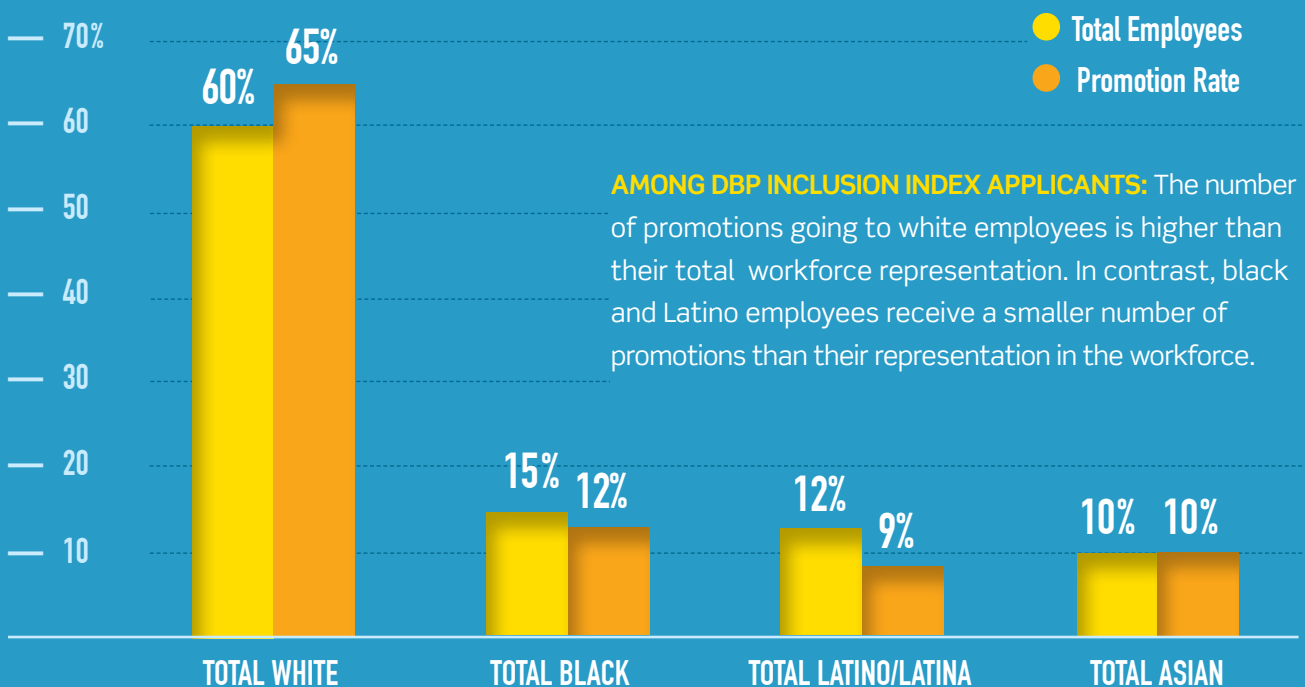


Note: Charts show aggregated data from all participants in the DBP Inclusion Index application.

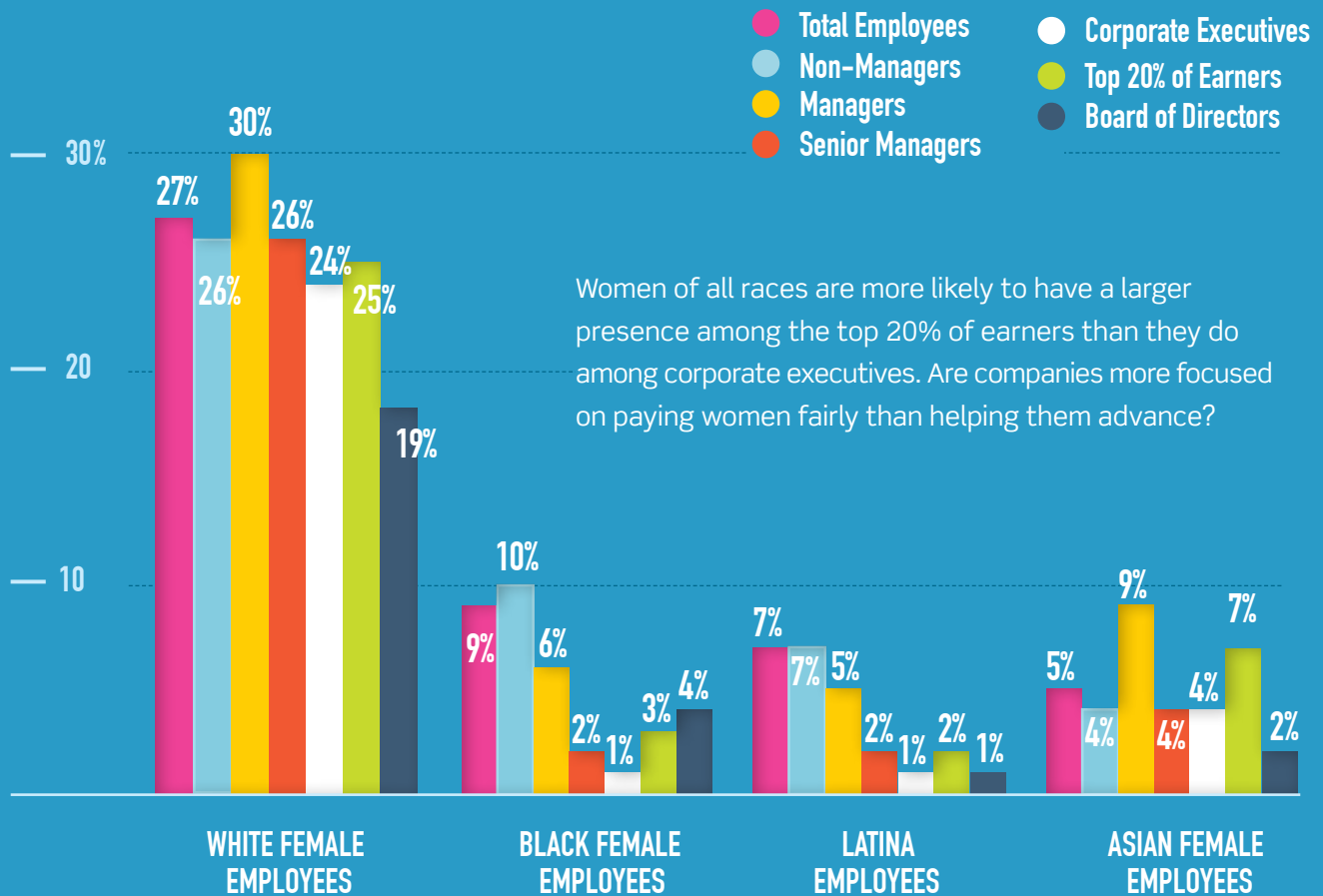
WHITE VS. MINORITY EMPLOYEE PIPELINE



PERCENTAGE OF PROMOTIONS GOING TO EMPLOYEE GROUPS BY RACE



REPRESENTATION OF FEMALE EMPLOYEES



methodology

Fifty-one organizations completed the application, and the 33 of those listed as members of the 2017 DBP Inclusion Index scored at least 70%. Completed applications were collected online from April 3 to June 10, 2017.

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.

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