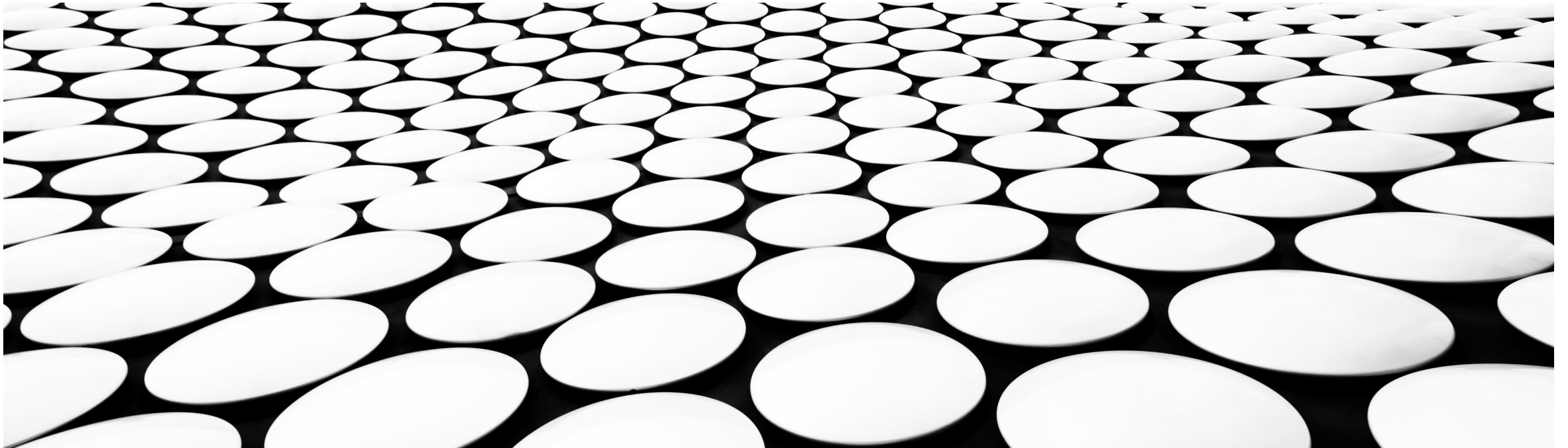




DIVERSITY & INCLUSION PRACTICE AND STAFFING

HR POLICY ASSOCIATION SURVEY RESULTS | JANUARY 2022

94 Responses | Survey open Jan. 4–13, 2022

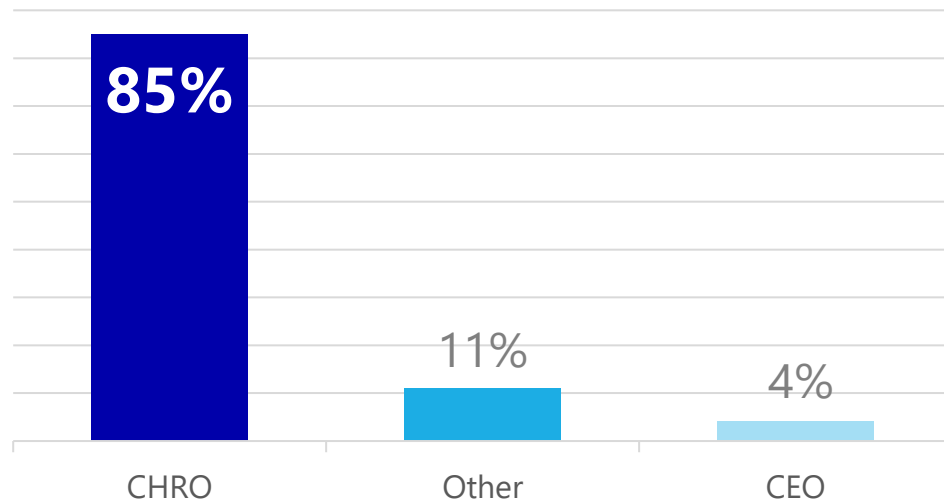


CHIEF DIVERSITY OFFICER REPORTS TO CHRO

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



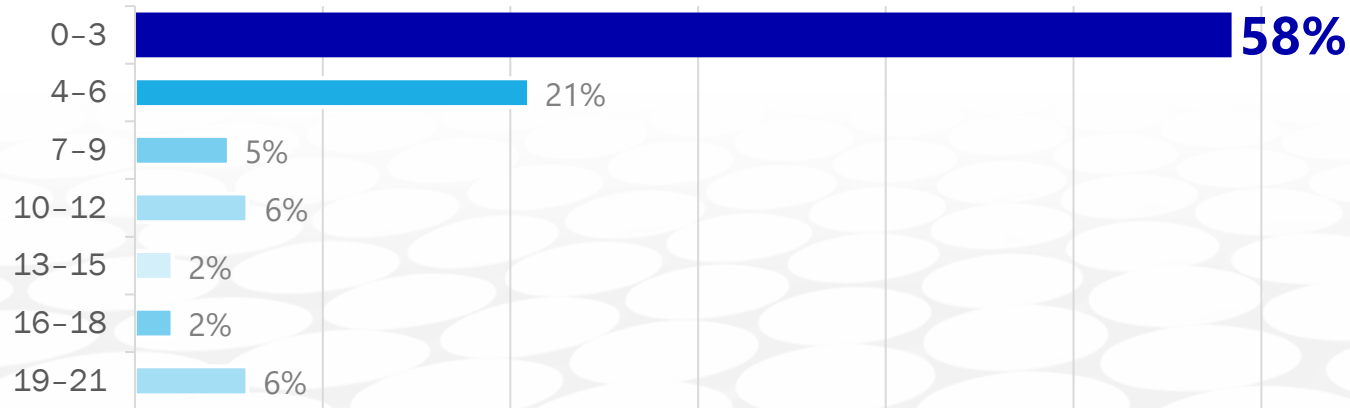
Q: If yes, to whom does the Chief Diversity Officer report?



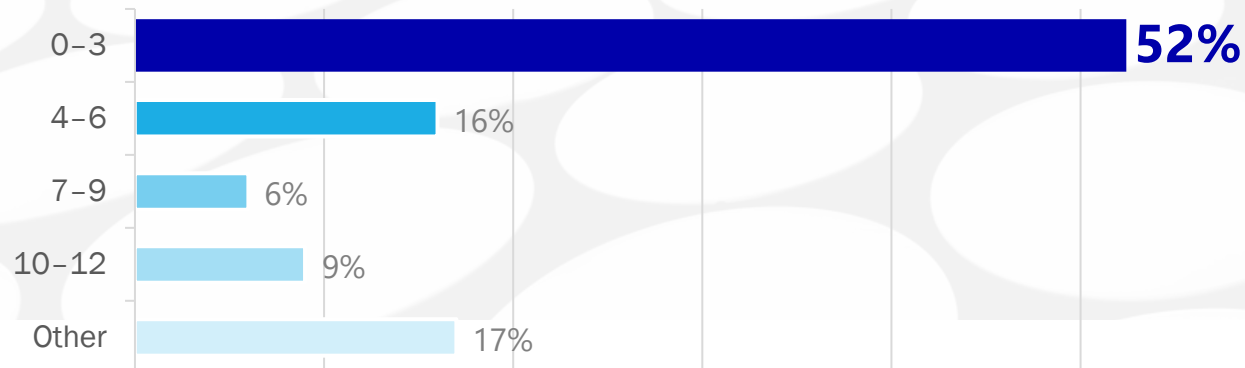
84% of respondents indicate that they have a Chief Diversity Officer or similar position in their company who often reports directly to the CHRO.

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)?

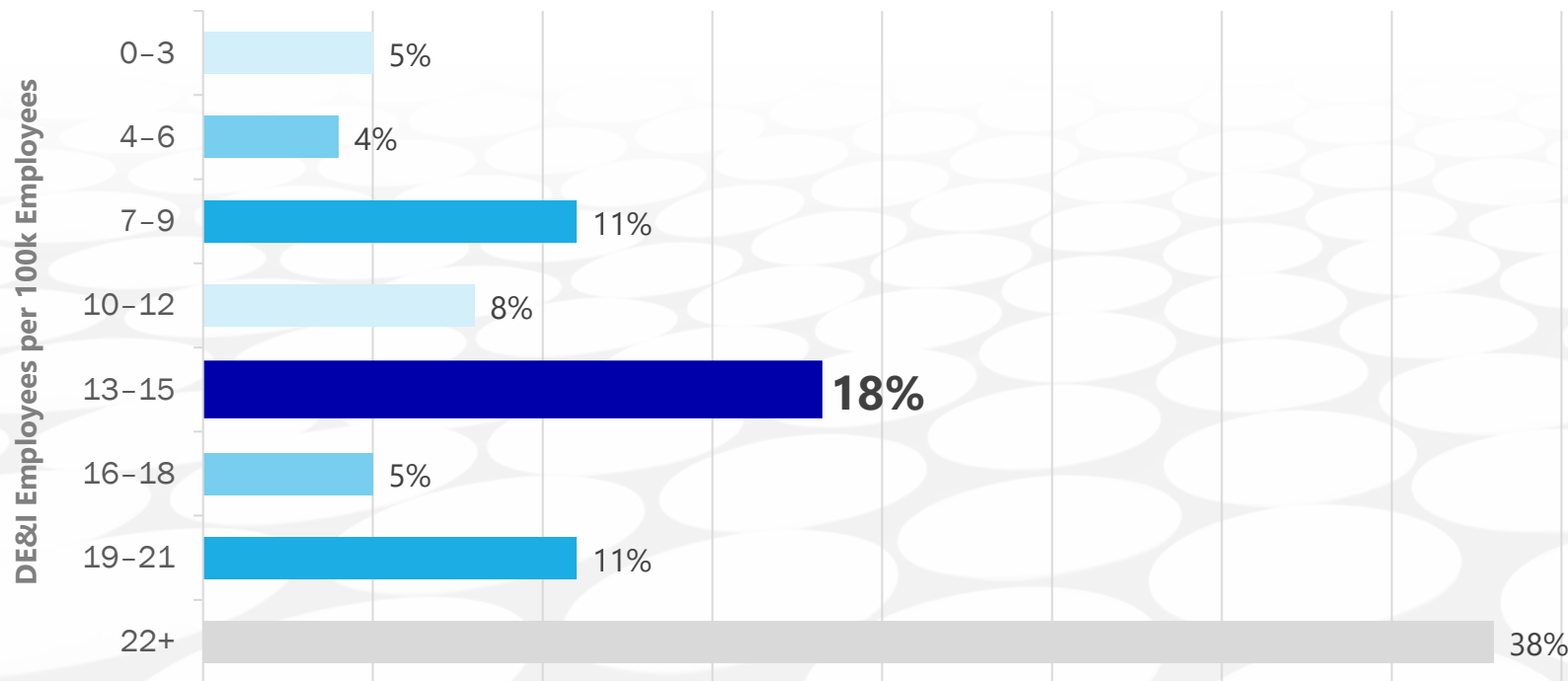


Q: How many employees are partially dedicated to inclusion and diversity activities, reporting to the chief diversity officer (or another senior executive who oversees your DE&I efforts)?



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)?

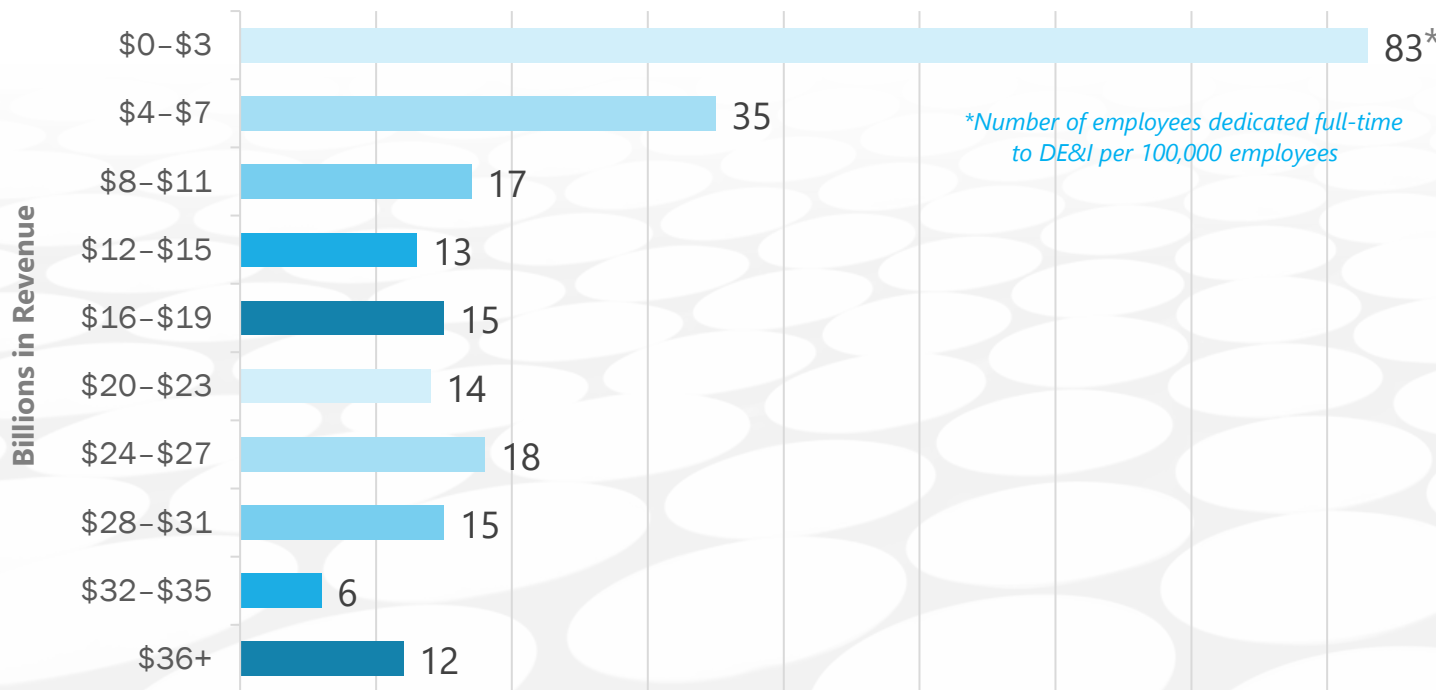


Reporting the number of DE&I employees per 100,000 employees gives a consistent basis for analysis across different companies. 30% of respondents have between 13 and 15 employees dedicated full-time to DE&I per 100,000 employees. See note.

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.

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)?

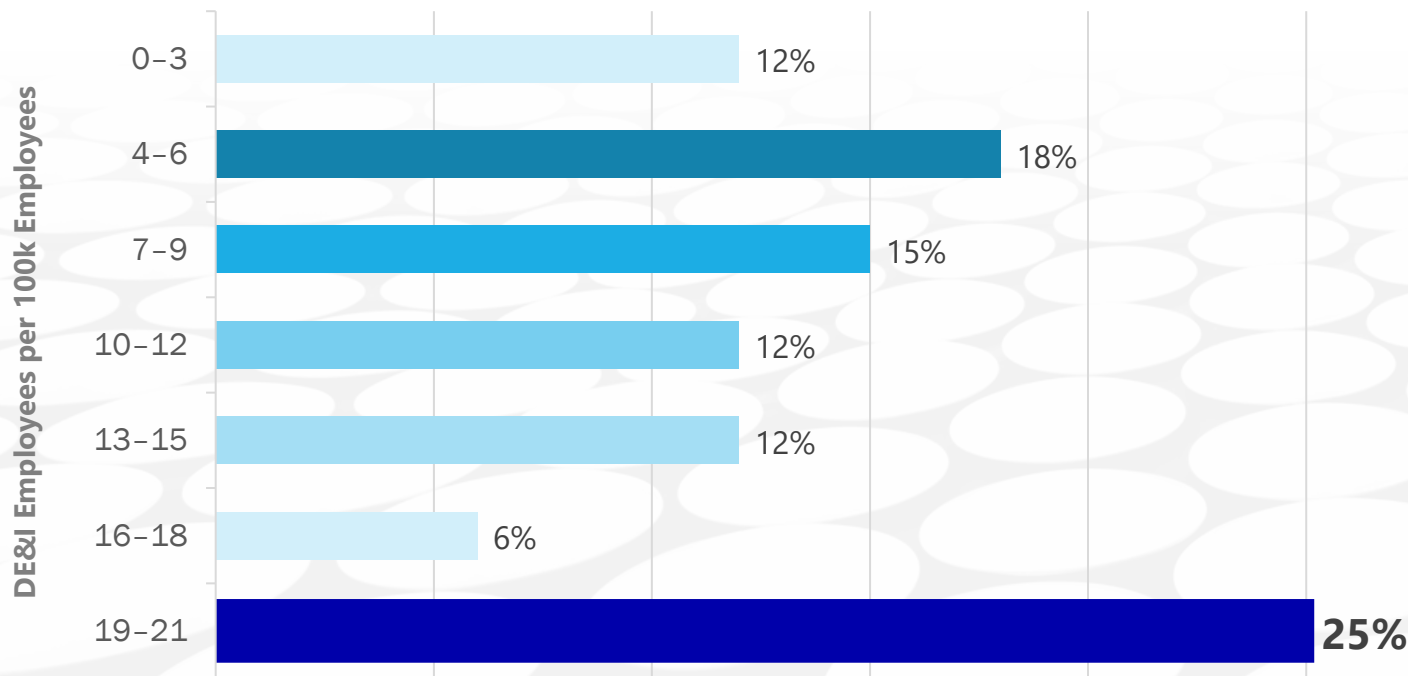


Smaller companies (<\$8B) tend to have much larger ratios of employees dedicated full-time to DE&I per 100,000 employees because they have fewer employees; larger companies tend to have between 12 and 18 employees dedicated to DE&I full-time. See note below.

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.

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)?

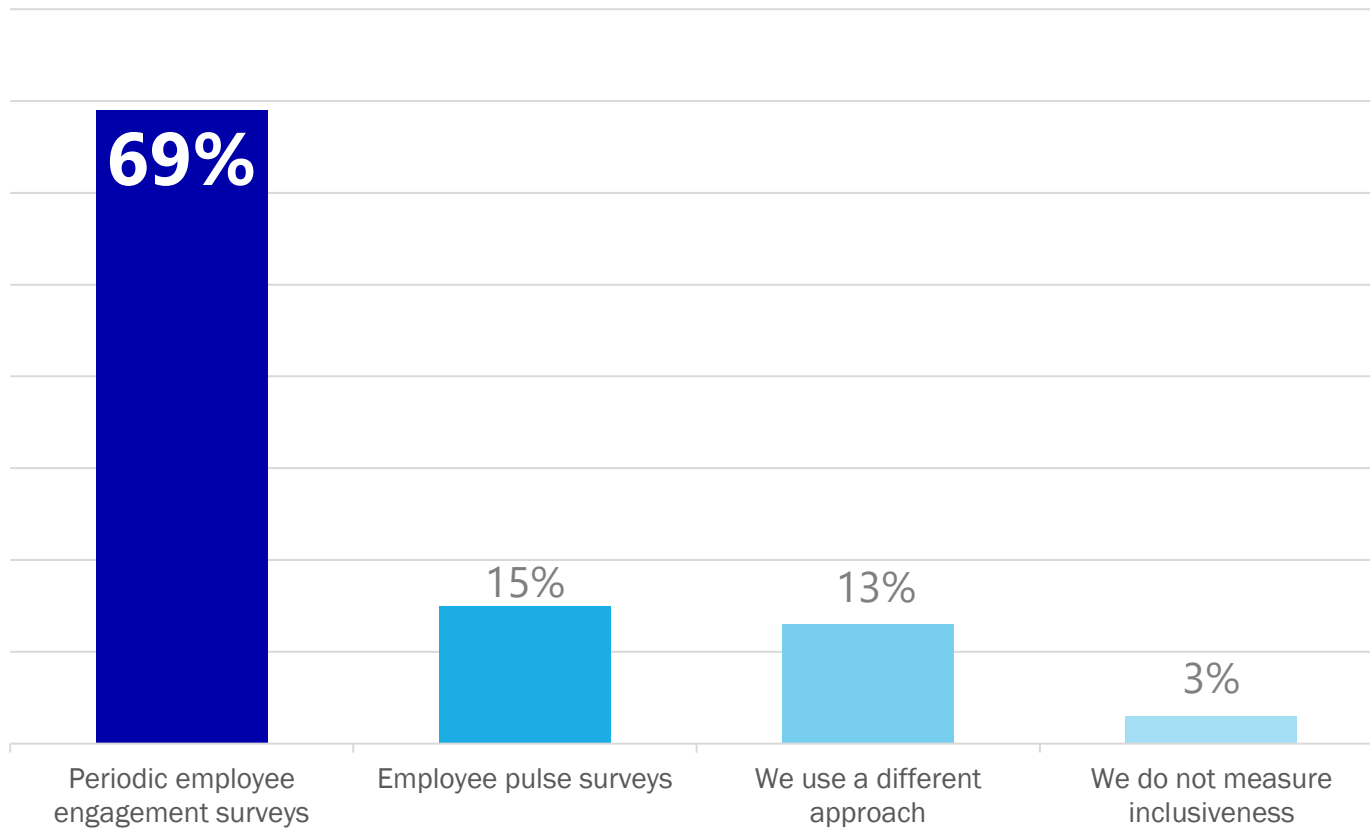


25% of respondents have between 19 and 21 employees partially dedicated to DE&I per 100,000 employees. 18% have 4-6 employees partially dedicated to DE&I per 100,000 employees. See note.

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

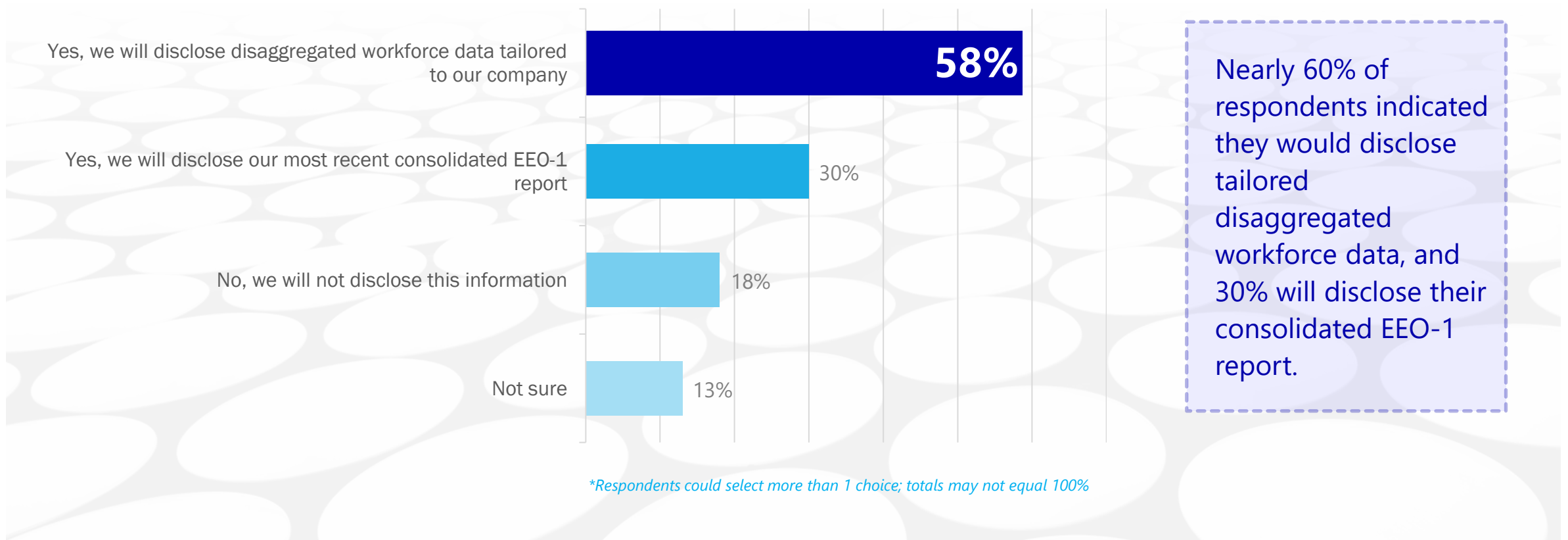
Q: How does your company measure inclusiveness among your workforce?



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.

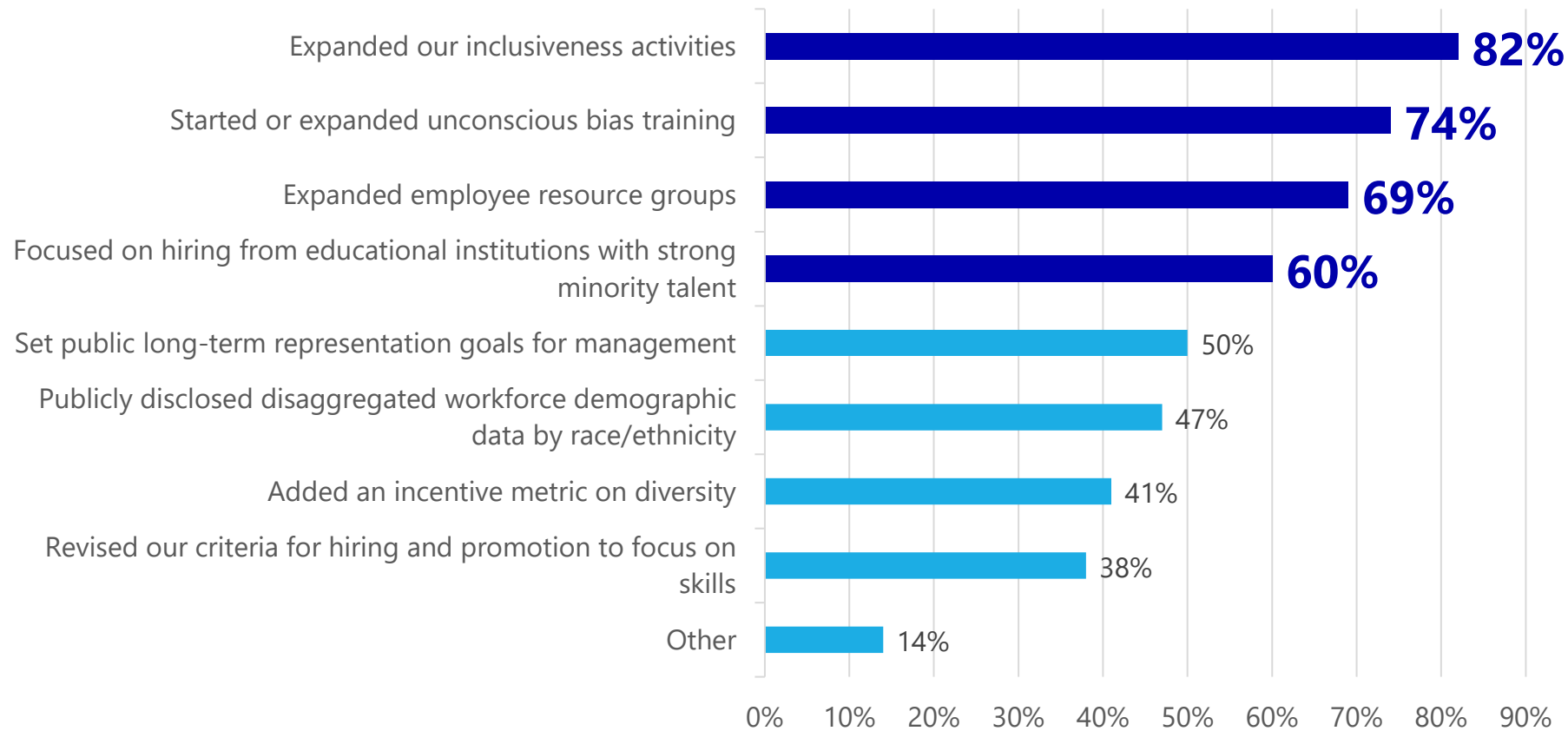
COMPANIES TO DISCLOSE DATA IN 2022

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)



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?



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%