

In collaboration with McKinsey & Company



Centre for the New Economy and Society

# Global Parity Alliance: Diversity, Equity and Inclusion Lighthouses 2023

INSIGHT REPORT

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This report builds on the work of the Global Parity Alliance – a cross-industry group committed to advancing diversity, equity and inclusion (DEI) around the world – and the associated DEI Lighthouse Programme launched to identify proven, effective DEI initiatives from companies across industries and geographies, organized by the World Economic Forum’s Centre for the New Economy and Society in collaboration with McKinsey and Company.

The DEI Lighthouse Programme seeks to share the lessons learned to support DEI efforts across companies and institutions. The ambition is to equip leaders with best practices to help focus DEI efforts on what works best, and ultimately contribute to faster, scalable impact across the global business community and surrounding ecosystems.

This report lays out the key success factors that emerged, shows what effective DEI impact can look like through case studies and offers a starting point for applying the success factors to each company’s unique context.

# Foreword



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Since the start of the pandemic, there have been major setbacks in social and economic inclusion as economic vulnerabilities have been exacerbated and social and political polarization has grown. The events of recent years have shown that any progress made is easily reversible. The pandemic has caused a generational loss in gender parity, for example, increasing the projected time to reach global parity from 100 to 132 years. Despite progress in mainstreaming diversity and inclusion in the corporate environment, racial and ethnic equity efforts remain fragmented. LGBTQIA+ individuals continue to face stigma and discrimination and only a small percentage of businesses are focused on inclusion of people with disabilities.

There is an urgent need to step up collective and coordinated action by both private- and public-sector leaders to avoid further backsliding and to create organizations and economies that offer opportunities for all. This will be a precondition to igniting truly inclusive and sustainable growth and fostering greater creativity and economic stability.

The number of pathways for positive change is growing as the scope of DEI action in the private sector broadens from a focus on the workforce to whole-of-business approaches encompassing inclusive design, inclusive supply chains and community impact, among others. New pathways are also emerging in the public sector as policy-makers take an equity and inclusion lens to economic policy-making. For example, recent gender mainstreaming efforts explicitly recognize gender parity as critical to economic growth and stability.

The 2023 Global Parity Alliance DEI Lighthouse report is the result of a collaboration between the World Economic Forum and McKinsey & Company, aiming to drive better and faster diversity, equity and inclusion outcomes through CEO leadership and knowledge sharing on initiatives that have achieved strong impact.

At the World Economic Forum, the Centre for the New Economy and Society is complementing the Global Parity Alliance and DEI Lighthouse Programme with a growing portfolio of insight products, action initiatives and leadership communities. The Global Gender Gap Report, now in its 17th year, benchmarks global, national and industry gender gaps, while Gender Parity Accelerators are implementing public-private action plans to advance women's economic empowerment across 13 economies. The Partnering for Racial Justice in Business initiative is a global coalition of 55 organizations, launched to build more coordinated and rapid progress on advancing racial and ethnic equity. The Centre also collaborates with the Valuable 500 on the inclusion of people with disabilities and with the Partnership for Global LGBTQI+ Equality (PGLE).

We are deeply grateful to the members of the Global Parity Alliance independent expert panel – Elizabeth Broderick, Sinéad Burke, Paul Butler, Sarah Kate Ellis, Robert Livingston, and Sheila Penrose – for their leadership in selecting the first cohort of DEI Lighthouses. We also thank the members of the Centre for the New Economy and Society Advisory Board and the more than 150 partners of the Centre for their commitment to the diversity, equity and inclusion agenda.

We would further like to express our gratitude to Stephanie Madner, Shannon Manley, Raya Musallam, Shruti Nanda, Fernando Alonso Perez-Chao, Elisabeth Pipic, Isha Sandhu and Lareina Yee for their leadership of this project. Thank you also to our colleagues Attilio Di Battista, Julia Hakspiel, Gulipairi Maimaiti and Eoin O'Cathasaigh for their support.

We hope that this report will empower leaders with actionable insights that will enable them to more effectively embed DEI into their policies and ways of working. Collectively, renewed efforts will contribute to building resilience and catalysing new growth and fairer economies. The future of our economies, societies and communities depends on it.

# Executive summary

In 2020, it was estimated that companies worldwide spent \$7.5 billion on DEI-related efforts, a figure that is projected to more than double to \$15.4 billion by 2026.<sup>1</sup> Although the state of DEI efforts varies by company, industry and geography, a growing number of management teams have recognized the importance and urgency of leading conversations within their organizations and taking action to drive progress.

Yet at the current rate it will take another 151 years to close the global economic gender gap at all levels.<sup>2</sup> Data is still too sparse to systematically estimate global gaps for racial equity and LGBTQIA+ and disability inclusion, which presents a challenge in itself. In order to bring about faster change, there is a need for greater clarity on what works – and what does not.

The Global Parity Alliance (GPA) – a cross-industry group committed to advancing DEI around the world – launched the DEI Lighthouse Programme to identify initiatives that have resulted in significant, quantifiable, scalable and sustainable impact, and uncover what those initiatives have in common. The ambition is to equip leaders with these insights,

and contribute to faster impact across the global business community.

This report lays out the five success factors that emerged from the Lighthouse Programme and shares eight case studies of initiatives that were selected by an independent expert panel to become the first cohort of Global Parity Alliance DEI Lighthouses. It further highlights effective design and implementation approaches from seven additional initiatives.

The five success factors, common across the initiatives, that yielded the most impact for underrepresented groups are: (1) a nuanced understanding of the root causes; (2) a meaningful definition of success; (3) accountable and invested business leaders; (4) a solution designed for its specific context; and (5) rigorous tracking and course correction.

The Lighthouse Programme is an annual effort to collect, synthesize and share insights on what drives impact on DEI in the workplace and beyond. Organizations that have implemented an initiative that has achieved significant impact are invited to submit it for review as part of the upcoming 2023/2024 DEI Lighthouse Programme.

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# DEI in 2023



DEI is at a critical inflection point for today's companies and institutions. There is positive intent and increased discussion and activity, yet the current rate of progress is slow. At the current rate of change, it will take another 151 years to close the global economic gender gap.<sup>3</sup> Executive teams will take at least 29 years to reach parity in gender diversity and at least 24 years to reach parity in ethnic diversity, based on a study of US- and UK-based companies.<sup>4</sup> Data is still too sparse to systematically estimate global gaps for racial equity and LGBTQIA+ and disability inclusion, which presents a challenge in itself.

There is a need for greater clarity on what works – and what does not – to help focus efforts and investment on driving faster and more sustainable change. While making lasting progress on this complex issue requires time, focusing on proven and effective actions can help accelerate progress and minimize the risks posed by trends that hinder progress on DEI.

In 2022, the Global Parity Alliance (GPA) – a cross-industry group committed to advancing DEI around the world – and the associated DEI Lighthouse Programme were launched to identify proven, effective DEI initiatives from companies across industries and geographies.

The DEI Lighthouse Programme seeks to share the lessons learned to support DEI efforts across companies and institutions. The ambition is to equip leaders with insights to help focus DEI efforts on what works best, ultimately contributing to faster, scalable impact across the global business community and surrounding ecosystems.

This report provides insight into the key success factors that emerged, shows what effective DEI impact can look like through case studies and offers a starting point for applying the success factors to each company's unique context.

## 1.1 Attention to DEI has increased

While the state of DEI efforts varies by company, industry and geography, a growing number of management teams have recognized the importance and urgency of taking action to drive progress on DEI. In the United States, for example, it has become commonplace for companies to commit publicly to take action on advancing DEI, with 2,200 CEOs and presidents pledging to create more inclusive workplaces.<sup>5</sup> In 2020, the global market for DEI – that is, dollars spent by companies on DEI-related efforts – was estimated at \$7.5 billion and is projected to more than double to \$15.4 billion by 2026.<sup>6</sup>

This rapid increase in attention to DEI was driven in part by the combined impact of:

- **Movements**, including racial justice movements, gender equality activism, the global campaign for LGBTQIA+ rights and the growing environmental justice movement, which have increased awareness and galvanized public action.
- **Evolving consumer expectations**, including holding brands accountable for their impact and shopping with intent. One global survey found that 58% of consumers buy or advocate for brands based on their beliefs and values.<sup>7</sup>
- **Social media**, which has helped expand the ability to communicate with brands about their impact, especially among younger consumers. On International Women's Day, UK entrepreneurs created a chatbot that responded to employers' tweets with details of the company's gender pay gap and an invitation to take action.<sup>8</sup> As part of

the Black Lives Matter movement in the United States, 66% of consumers expected and called on companies to have a point of view or make a statement about the issue.<sup>9</sup>

- **Investor attention to environmental, social and governance (ESG) metrics**, which has encouraged organizations to implement DEI initiatives from the start to attract capital. In a global survey, 83% of executive leaders and investors were willing to pay a 10% premium, on average, to acquire a company with a positive ESG record.<sup>10</sup>
- **Competition for talent that prioritizes DEI**, which has led companies to incorporate DEI into recruiting efforts and has made leaders more vocal about DEI issues. Of global jobseekers, 39% have turned down or decided not to pursue a job opportunity because of a perceived lack of inclusion<sup>11</sup> and 60% expect the CEO to speak publicly about social and political issues.<sup>12</sup> This trend is amplified among young millennials and members of Generation Z, for whom a "diverse and inclusive organization" is one of the top three things they look for in an employer.<sup>13</sup>
- **Impact of DEI on team and company performance** – ethnically diverse companies and gender diverse companies are 36% and 25% more likely, respectively, to financially outperform (from a total return to shareholders perspective) organizations that are of average diversity in their industry.<sup>14</sup> Studies show greater diversity can help teams focus more on facts, process those facts more carefully and generate more creativity and innovation<sup>15</sup> when the broader organization is inclusive and equitable.<sup>16</sup>

## 1.2 Progress on DEI is slow

Despite increased commitment towards and investment in advancing DEI, progress is slow. For example, in the past five years, only one in three companies have made progress in executive-team diversity,<sup>17</sup> with some even reversing previous progress.<sup>18</sup> From 2016 to 2022, globally, the proportion of women in leadership – director, vice-president, C-suite and partner-level employees – increased by only 3.6

In addition, broader trends have emerged that disproportionately affect employees from underrepresented backgrounds and identities:

### The COVID-19 pandemic has had ongoing impacts on DEI efforts.

- **De-prioritization of DEI efforts:** 27% of organizations temporarily put all or most of their DEI initiatives on hold because of the pandemic.<sup>22</sup>
- **Increase in identity-based hostility:** Since the beginning of the pandemic in the US, one in 10 people have experienced race and ethnicity-based hostility and one in four have experienced gender-based harassment.<sup>23</sup>
- **Disproportionate increase in work-related challenges for diverse employees:** Globally, during the pandemic, diverse employees experienced more work-related challenges than their counterparts, such as concerns regarding having a healthy and safe worksite, fair performance reviews, mental health support and increases in workload. On average, LGBTQIA+ employees were 1.4 times more likely to experience workload and fair performance evaluation challenges than their straight and cisgender counterparts, and people of colour were 1.4 times more likely to experience career growth challenges than their white counterparts (in majority-white countries).<sup>24</sup>
- **Fewer women in the workforce:** According to the Global Gender Gap Report 2022,<sup>25</sup> gender parity in labour force participation dropped significantly between 2020 and 2022 in every region of the world, and currently stands at only 62.9%. There is a risk that such crisis effects will be perpetuated through longer-term labour-market scarring.

These uneven developments were partly a consequence of the sectoral composition of the shock and also the care burden that fell disproportionately on women as care infrastructures broke down during the pandemic.

percentage points, from 33.3% to 36.9%.<sup>19</sup> The proportion of women in senior leadership varies by industry, as seen, for example, in Technology (24%), Energy (20%), Manufacturing (19%) and Infrastructure (16%).<sup>20</sup> The widening gap between DEI commitment and impact is not going unnoticed by employees, whose perspectives on leadership accountability for DEI efforts are predominantly negative.<sup>21</sup>

For example, in the US, both fathers and mothers saw reductions in labour-force participation at the peak of the pandemic, yet fathers had effectively recovered their labour market activity by November 2020, while mothers' labour-force participation rate had recovered by a mere 0.1 percentage points and was still 2.8 percentage points below where it was in November 2019.<sup>26</sup>

### Changes in workplace norms, including increased remote work, may amplify existing non-inclusive dynamics where DEI is not prioritized.<sup>27</sup>

- **Reinforcement of non-inclusive dynamics:** While remote work options may allow minority groups to better avoid workplace microaggressions,<sup>28</sup> this work style can put certain employees at a disadvantage due to barriers such as limited space or broadband access. Remote work norms such as videoconferencing may also force employees to reveal aspects of their home lives that they would prefer to keep private.<sup>29</sup>
- **Concentration of remote and hybrid work opportunities:** While reducing barriers to the expansion of talent pools, remote work may contribute to creating an unequal playing field. More than 20% of the workforce can work as effectively remotely as in-person, yet these opportunities are concentrated among highly skilled and educated workers<sup>30</sup> and are more available to those in higher-income positions.<sup>31</sup> Hybrid work is preferred by all employees, especially women, who are 10% more likely than men to leave their jobs if hybrid work is not available,<sup>32</sup> but are 15% less likely to be in jobs that offer hybrid work. Transgender and non-binary employees are 47% less likely than men to be in jobs that offer hybrid work.<sup>33</sup>

**Unprecedented shifts in the skills and jobs needed in the future have and will continue to reduce the need for many lower-paid jobs, disproportionately affecting minorities and women. This presents an opportunity to reskill these workers for growing occupations in the economy: STEM professionals, health professionals, technicians and care workers.<sup>34</sup>**

- **Shrinking jobs disproportionately affect minorities and women:** 6% of all global workers may need to find a new job by 2030, and minorities are more likely to be affected. For instance, in the European Union, those not born in the EU will be more affected than native-born workers.<sup>35</sup> Roughly 80% of the occupations at risk of elimination due to accelerated automation fall primarily into four occupations: office support; production work; customer service; and sales and food services.

All except for production work are dominated by women.<sup>36</sup>

- **Growing fields are currently dominated by men:** Engineering, computer science, environmental science and construction account for 60% of new occupations in the US and are dominated by men.<sup>37</sup> Similar trends are observed in Europe, where women account for only 17% and 28% of growing technology and sustainability occupations, respectively.<sup>38</sup>

We are at a critical juncture, given the slow DEI progress over time and the challenges presented by these additional trends. Such challenges also present

an opportunity to harness the momentum of change<sup>39</sup> and redefine workplace norms and systems towards sustained improvement on DEI measures.



## 1.3 The Global Parity Alliance DEI Lighthouse Programme

A growing number of companies are pioneering new approaches to building more inclusive organizations at scale.

The GPA launched the DEI Lighthouse Programme in 2022 to identify what works and why, through initiatives that have yielded significant, quantifiable, scalable and sustained impact for underrepresented

groups. The DEI Lighthouse Programme seeks to share the lessons learned to support DEI efforts across companies and institutions. Its ambition is to equip leaders with best practices to help focus their DEI efforts on what works best, ultimately contributing to creating faster, scalable impact across the global business community and surrounding ecosystems.

### Process and methodology for identifying DEI Lighthouses and associated success factors

As part of a commitment to advancing DEI by sharing lessons learned, all GPA members were invited to submit detailed descriptions and outcomes of their own DEI initiatives.

An independent panel of DEI experts with diverse backgrounds and expertise was appointed by the World Economic Forum's Centre for the New Economy and Society (CNES) to review the 29 submissions against the following predetermined criteria (each with a defined threshold for impact):

**Significance:** The magnitude of impact, including change against a baseline, number of people affected relative to the size of the target population and/or the organization's size and degree of transformative impact on the target group(s).

**Quantifiability:** The use of metrics to assess impact, including a clear definition of the metrics, regularity of tracking and use of metrics towards driving accountability.

**Scalability:** The future impact potential within or beyond the organization, including the set-up of the initiative, future targets, definition of the path forward and whether the initiative has already reached its full scale in terms of its impact.

**Sustainability:** The potential for the initiative to drive long-term impact in the organization, including the length of time the initiative has been running, and its structure and governance.

The panel identified eight DEI Lighthouse initiatives based on the aforementioned criteria and highlighted seven additional initiatives with specific design and execution elements for leaders to learn from.

Following the selection process, a DEI-focused team from McKinsey & Company's People & Organizational Performance Practice together with the Forum team analysed the selected initiatives and identified the success factors common across the Lighthouse cases. The success factors shared in this report were verified by DEI experts and pressure-tested against known best practices.

Please see the Appendix for more detail on the GPA, DEI Lighthouse Programme and independent expert panel.

## 1.4 Five common success factors across DEI Lighthouse initiatives

The DEI Lighthouse Programme identified five common success factors across the initiatives that yielded the most significant, scalable, quantifiable and sustained impact for underrepresented

groups. While there is no “one-size-fits-all” solution, thinking through each of these elements will help set up an organization’s DEI initiatives for success (Figure 1).

FIGURE 1 What works for DEI initiatives: five common success factors

1. Nuanced understanding of root causes	2. Meaningful definition of success	3. Accountable and invested business leaders	4. Solution designed for context	5. Rigorous tracking and course correction
<p>Understand the problem with a deep fact base</p> <p>Identify the root causes</p> <p>Get input from the target population, initially and throughout</p> <p>Prioritize and sequence problem areas</p>	<p>Set clear and quantifiable aspirations (what and by when)</p> <p>Articulate a clear case for change that moves employees to action</p>	<p>Set initiative as a core business priority</p> <p>Hold senior leaders accountable for outcomes, not just inputs or activities</p> <p>Model and lead desired change, starting with the CEO and senior leaders</p> <p>Ensure resources for longevity in the budget, expertise and timeline</p>	<p>Develop solutions that address the root causes, with scalability in mind</p> <p>Integrate changes into key processes and ways of working, so impact is sustained</p> <p>Equip and encourage employees to contribute</p>	<p>Define KPIs and implement rigorous tracking process</p> <p>Use data and feedback to course-correct as needed</p>

### 1 Nuanced understanding of root causes

It is important to start by identifying the company’s DEI-related challenges and the associated root causes, to inform opportunity prioritization, goal setting and solution design.

- **Understand the problem with a deep fact base:** Start with a broad assessment of the organization to identify potential problem areas and any geographic- or segment-specific nuances. For example, an organization may begin with a company-wide survey on employee experience and inclusion and an analysis of its talent pipeline.
- **Identify the root causes:** Assess potential problem areas through deeper data analysis and employee focus groups to identify what causes the issue and what changes are required. Root causes likely include a combination of internal barriers (such as organizational policies) and external barriers (such as cultural beliefs).

- **Get input from the target population, initially and throughout:** It is critical that DEI initiatives are shaped by the voices of the target population without burdening those individuals with the work. At the start of the process, solicit input through surveys, user interviews and focus groups. During the design and piloting processes, continue to seek input from the target population to test and refine the solution.
- **Prioritize and sequence problem areas:** Many areas for improvement may be identified, but not everything can be effectively addressed at once. Prioritize and sequence opportunity areas – for example, by considering impact versus feasibility and urgency versus importance. Maximize potential impact by considering your organization’s core competencies and unique positioning.

Setting clear, measurable goals and effectively communicating the rationale behind the DEI effort will guide the initiative and help galvanize support for change.

- **Set clear and quantifiable aspirations (what and by when):** After prioritizing an opportunity area, define success by setting measurable near- and long-term goals. To understand what is feasible, engage a cross-functional, diverse team well versed in the strengths and needs of the organization. This process should be informed by the fact base developed through

root-cause analysis as described under the first success factor (i.e. nuanced understanding of root causes).

- **Articulate a clear case for change that moves employees to action:** The case for change sets out why the organization is focusing on the effort and connects the rationale to the company's values, mission, business outcomes and "what's in it for me" at each level of the organization. This helps employees understand what to expect and serves as a call to action.

Deep commitment from executive management sets initiatives up for success by signalling importance and facilitating adequate resourcing.

- **Set initiative as a core business priority:** Formally incorporating DEI goals into quarterly and annual planning allows for securing the resources, time and attention needed to drive change.
- **Hold senior leaders accountable for outcomes, not just inputs or activities:** Holding senior business leaders accountable by tying outcomes to performance incentives facilitates continued focus on the initiative's effectiveness, starting from the top of the organization.
- **Model and lead desired change, starting with the CEO and senior leaders:** Senior leadership

can, for example, serve as the public face of the DEI initiative, lead the operation, advocate for the initiative's needs and/or adopt desired behaviours and ways of working. This signals importance to the rest of the organization and encourages other employees to follow suit. Leaders tend to hold the most social capital in an organization and can use that to advance DEI initiatives.

- **Ensure resources for longevity in the budget, expertise and timeline:** Like any other core business activity, DEI initiatives need to be resourced based on the capabilities required to effectively execute on the plan. This may require a cross-functional team (not limited to the HR function) and access to experts, possibly through external partnerships.

Driving effective, sustainable impact requires solutions that address the root causes of the problem and are integrated into day-to-day work.

- **Develop solutions that address the root causes, with scalability in mind:** To effectively address the most critical root causes, the initiative's solutions will likely need to be multifaceted. As an illustrative example, a coaching programme alone will not solve a gender parity problem. The solution set will also need to address systemic bias in hiring, performance management and other policies that disadvantage the target population. Each solution should be designed with scalability in mind to ensure that potential impact will not be hindered by barriers such as cost or operational complexity.

- **Integrate changes into key processes and ways of working, so impact is sustained:** To drive enduring change, the solution needs to address relevant elements of the organization's systems, processes and ways of working. Sustained change also requires a shift in mindset and behaviour for all employees (e.g. addressing unconscious bias).
- **Equip and encourage employees to contribute:** As part of the process of designing a solution, companies not only need to equip employees to make the desired change (e.g. through upskilling) but also to encourage them to do so by setting new expectations, measuring progress and holding them accountable through performance management.

Measuring progress against initiative goals allows leaders to evaluate the solution's effectiveness and supports the most impactful use of company resources. Insights from tracking may surface opportunities to adjust or course-correct the initiative to increase impact.

- **Define KPIs and implement rigorous tracking process:** Designing a measurement strategy involves picking the right metrics and milestones to track at regular intervals (e.g. before, during and after a programme phase). Scorecards should track progress towards a high-level aspiration (e.g. the percentage of women in leadership roles), the resolution of

root causes (e.g. reducing gender bias seen through an increase in the promotion rate of women) and granular initiative actions (e.g. the percentage of women with an assigned mentor and the frequency and quality of those interactions). Data collected should include qualitative feedback from target populations.

- **Use data and feedback to course-correct as needed:** With the right metrics and milestones in place, adjustments to the solution can be implemented sooner rather than later to ensure the solution is effectively addressing the root causes.

2

## 2023 DEI Lighthouses and highlighted cases



## 2.1 2023 DEI Lighthouses

This section details each of the eight DEI Lighthouse initiatives selected by the independent expert panel for meeting predetermined impact benchmarks. Given that there is no “one-size-fits-all” solution for advancing DEI and driving enduring impact, the intention of this section is not to provide a list of initiatives to replicate but to illustrate key elements of what contributed to each initiative’s impact. The “key actions” portion of each case provides a real-life example of the common success factors outlined in Section 1 of this report. The cases can serve as reference points for what works when considering how to improve DEI efforts within the context of an organization.

The eight Lighthouse cases vary by aspiration, target population and other characteristics. Here is an overview of the range of cases selected:

- **Initiative geography:** global (2), US (2), India (1), UK (1), Türkiye and Kuwait (1) and Japan (1)
- **Initiative scope:** internal only (3), external only (2) and internal and external (3)
- **Target population:** women (5), socioeconomically disadvantaged individuals (3) and neurodivergent individuals (1)<sup>40</sup>
- **Aspiration:** gender diversity (including representation and pay equity) (5), socioeconomic mobility (3) and neurodivergent diversity (1)<sup>41</sup>

- **Types of solutions:** upskilling; opportunity creation; redesign of processes, policies, benefits and ways of working; mentorship and sponsorship; community-building and outreach
- **Sponsor companies:** represented seven different industries and varied in size from 25,000 to 100,000+ employees

While the inaugural group of DEI Lighthouse cases addresses challenges affecting diverse identities in differing geographical areas, the majority of cases are focused on gender parity-related issues. This is due, in part, to gender work being one of the longest-standing areas of DEI efforts and the evaluation rubric’s emphasis on the scale and significance of the resulting impact. The DEI Lighthouse Programme intends to increase the number of submissions in the future to uncover a larger number of impactful initiatives across other dimensions, such as racial equity, LGBTQIA+ inclusion and inclusion of people with disabilities as well as their intersections.

The expert panel also highlighted “stand-out” design and execution approaches from seven other submissions. Snapshots of each of these highlights follow the eight Lighthouse case profiles and provide additional real-life examples in the context of initiatives designed to support other populations, including LGBTQIA+, Black, Hispanic, Latino and Asian.

TABLE 1 Snapshot of 2023 DEI Lighthouse cases

Organization	Description	Impact snapshot
 EY Building a better working world	Inclusive recruiting processes and working environments for neurodivergent candidates and employees through upskilling and process redesign.	Neuro-Diverse Centers of Excellence launched across 19 cities in eight countries, with a 92% retention rate for neurodivergent employees hired through the programme.
 Limak	Gender parity in science, technology, engineering and mathematics (STEM) professions, for women and girls in Türkiye and Kuwait, through upskilling and opportunity creation.	53,000+ high school and university students and 275 teachers across 125 schools in 34 cities participated in the high school programme; ~82% of graduates from the university programme secured full-time engineering roles.
 PwC	Social mobility for individuals from lower socio-economic backgrounds in the United Kingdom through advocacy, community development, upskilling and inclusive workplace hiring practices.	18k+ students from socioeconomically disadvantaged areas received workplace skills training; 400+ students from lower socioeconomic backgrounds completed paid work experience, 600+ hired on Tech Degree Apprenticeships and 600+ social enterprises upskilled by programmes. PwC office opened in a social mobility “cold spot” (area with comparatively fewer educational and economic opportunities), creating 200+ jobs.
 randstad	Economic empowerment for at-risk women in the United States through upskilling and opportunity creation.	1,000 at-risk women enrolled in programme, with 95% of apprenticeship graduates advancing into long-term job opportunities.
 Schneider Electric	Pay equity across all offices, in over 100 countries, with a global-local compensation framework, supported by a robust governance and automated analytics.	By 2020, 99.6% of workforce covered by programme.
 HITACHI	Accelerating gender parity, at board and executive-management levels, for women employees in the Japan office and business community, through inclusive work policies, upskilling and community impact.	24% increase in the ratio of women leaders; 91% of programme participants felt motivated to work towards a promotion (vs. 50% prior to the programme).
 TATA STEEL	Advancing intersectional gender diversity for employees and students through inclusive work policies and recruiting processes, upskilling and sponsorship.	8.6% increase in percentage of women-identifying managers, 95% increase in applications received for the women-in-engineering scholarship programme, first transgender hiring programme in India.
 Walmart	Social mobility for associates (employees) in the United States through free, career-enhancing education and upskilling.	89,000+ associates have participated and 15,000+ associates have graduated from the programme; hourly associates who participated in the programme were promoted at a 2x higher rate and retained at a 20% higher rate than non-participants.

# EY

## Internal effort

### Neurodivergent inclusion

#### Inclusive recruiting processes and working environments for neurodivergent candidates and employees through upskilling and process redesign

#### Company stats

- 100,000+ employees
- \$45.4b in revenue<sup>46</sup>
- Global, headquartered in United Kingdom
- Professional services

#### Initiative context and objective

In 2016, the Global EY Organization (“EY”) launched their Neuro-Diverse Centers of Excellence (NCoEs) – which employ neurodivergent individuals and facilitate inclusive hiring, training, onboarding and development practices for neurodivergent individuals through upskilling and process redesign. EY recognized that despite often having exceptional skills in high-demand fields, neurodivergent individuals – individuals with dyslexia, autism, ADHD and other inherent cognitive differences – faced significant employment challenges in the labour market. NCoEs helped EY meet their growing talent needs by hiring neurodivergent individuals with the aptitude, acumen and interest for solving complex issues through data and emerging technologies – while creating career opportunities for a group of individuals who are typically underemployed.

#### Impact highlights

- As of October 2022: NCoEs established across **8 countries** in **19 cities**, with **400 neurodivergent team members** hired and trained since the first pilot in 2016.
- **92% retention rate** of individuals hired through NCoEs.
- **1.2-1.4x greater productivity, quality and timeliness of output** from teams with NCoE members than teams without NCoE members.

15-20% of the world’s population is neurodivergent<sup>42</sup> and faces proportionally higher unemployment rates. For instance, in the United States, it is estimated that 2% of adults are on the autism spectrum<sup>43</sup> – just one example of neurodiversity. Of that group, 42% are unemployed,<sup>44</sup> compared to the average unemployment rate of roughly 5% for the overall population.<sup>45</sup>

# Key actions

## 1 Nuanced understanding of root causes

- **Understand the problem with a deep fact base:** When evaluating ways to meet its growing need for innovation and technical skill sets, EY examined its organizational structures and processes to identify new talent sources. As a result, EY considered the possibility that neurodivergent candidates may have inadvertently been screened out, potentially due to the structure of traditional behaviour-based interviews.
- **Identify the root causes:** EY reviewed their organizational processes, including interview assessment and performance management, to identify potential barriers for employees. Through their evaluation of the interview process, EY found that the display of certain “soft skills” was perceived as an indication of good performance. They also discovered that qualified neurodivergent candidates and employees may be less likely to exhibit these soft skills and that alternative indicators could better assess true aptitude, acumen and interest.
- **Get input from the target population, initially and throughout:** EY received input from existing neurodivergent employees, employees hired through NCoEs and external community collaborators (including neurodivergent self-advocacy networks) to identify potential initial barriers faced by the neurodivergent community to inform programme design.
- **Prioritize and sequence problem areas:** EY’s business need to hire and grow a new pool of talent across a variety of analytical roles added urgency to this focus area.

## 2 Meaningful definition of success

- **Set clear and quantifiable aspiration (what, by when):** EY set a goal to design, test and prove a sustainable and globally scalable NCoE model over the first three years of the programme.
- **Articulate clear case for change that moves employees to action:** EY communicated that the programme created a sustainable and scalable value model that increases diversity, productivity and creativity at all levels of the organization. They also highlighted their capability to become a thought leader in driving innovation through a neurodiverse<sup>47</sup> community and to support individuals who are at risk of being excluded from the workforce due to cognitive differences.

## 3 Accountable and invested business leaders

- **Set initiative as a core business priority:** Addressing the fast-growing analytical talent shortage was identified as a strategic objective. EY’s Global Chairman and CEO appointed the Global Vice Chair for Transformation (a member of the Global Executive, the organization’s most senior leadership body) to oversee the NCoE work. EY regards NCoEs as strategic drivers that make the business more agile, innovative, effective and efficient.
- **Hold senior leaders accountable for outcomes, not just inputs or activities:** The NCoEs are continually evaluated on work quality, productivity and contributions to innovation. A Director on EY’s Transformation and Innovation services team leads the NCoEs and reports into EY’s Global Vice Chair for Transformation, who is ultimately accountable for their success.
- **Role model and lead desired change, starting with CEO and senior leaders:** EY’s Global Chairman and CEO, Global Vice Chair for Diversity, Equity & Inclusiveness, and Global Vice Chair for Transformation frequently discuss their aspirations for the programme at a business and human level to help engage and mobilize employees. EY leaders, including the NCoE leader, publicly advocate for neurodiversity through media channels, in business communities and at educational institutions. Key messages include addressing the stigma associated with neurodivergence and reframing neurodivergence as a valuable difference in cognition.
- **Resource for longevity with budget, expertise and timeline:** NCoEs are resourced and treated with the same rigor as all initiatives in EY’s Transformation and Innovation service. They are staffed with a cross-functional team of business managers, neurodiversity job coaches and recruiting leaders. EY also collaborated with academic institutions, local governments and NGOs to source, upskill and support NCoE team members, and to support research and data collection on the programme and its impact.

## 4 Solution designed for context

- **Develop solutions that address the root causes with scalability in mind and integrate changes into key processes and ways of working so impact is sustained:**

### *Recruiting and onboarding:*

- **Implemented performance-based interview assessments** to more accurately surface strengths and accommodate neurodivergent individuals.
- **Redesigned onboarding and management models** to support a wider range of learning styles.

### *Ways of working:*

- **Created formal and informal channels** for neurodivergent team members to communicate with EY leaders regarding their individual accommodation needs. Regular check-ins between NCoE team members and their managers were key to addressing feedback.
- **Adjusted communication and knowledge-sharing practices** to create a more inclusive environment for neurodivergent team members, including sharing information via multiple channels (e.g. messaging platforms and video conferencing).
- **Provided accommodations in the work environment**, including noise-cancelling headphones and designated quiet office areas to avoid potential overstimulation for some NCoE team members. EY further provided additional computer screens to

allow some NCoE team members to better segment their work and focus.

### *Career progression and development:*

EY adapted their existing performance management process for NCoEs. For example, managers were trained to fairly assess and weigh technical skills versus non-technical skills to more accurately evaluate performance against the true requirements of the role. Introducing more frequent and deliberate feedback discussions between NCoE team members and their immediate manager allowed for expectations of performance to be managed and maintained.

- **Equip and encourage employees to contribute:** EY upskilled neurotypical employees on how to establish psychological safety for neurodivergent colleagues and the advantages that cognitively diverse teams possess. The neurotypical workforce was educated to reframe the perception of disabilities as a strength and to learn how to create inclusive environments. EY leaders are expected to uphold an inclusive workplace and are evaluated on inclusive leadership as part of the performance management process. Further, EY shared NCoE team member stories through existing channels (e.g. townhall meetings and client service growth portfolios) to trigger curiosity in and engagement from EY's neurotypical employee and client base. This resulted in employees proactively encouraging their clients to consider the NCoE model to better support their own neurodivergent candidates and employees.

## 5 Rigorous tracking and course correction

- **Define KPIs and implement rigorous tracking process:** EY tracked the number of neurodivergent colleagues hired, retained and promoted through the NCoEs. They also tracked performance metrics for NCoE teams, including output, work quality, retention and profitability.
- **Use data and feedback to course correct, as needed:** Participant feedback and experience from the NCoEs informed the development of additional programme components, such as the formal Community Accelerator. EY recognized that engaging local stakeholders

before the creation of an NCoE helped effectively establish and maintain the programme in each location. The accelerator allowed EY to engage with the local neurodivergent community and build stakeholder relationships to support neurodivergent individuals in the community (e.g. in their transition from university education to employment) early on in the NCoE establishment process. In addition, in locales where there wasn't strong sourcing, skilling and support groups, EY leveraged the neurodiversity Community Accelerator to educate organizations on the benefits of the NCoE model.

ADVICE FOR  
OTHERS

- **Extend impact beyond the organization by helping other organizations do better:** EY used what worked for them to help their clients transform their hiring and working practices to be more inclusive of neurodivergent candidates and employees.
- **Collaborate with experts to continue to learn and improve:** EY collaborated with academic institutions, NGOs and advocates of the neurodivergent community to share knowledge and identify new areas for improvement.

NEXT AREAS  
OF FOCUS

- Grow NCoEs into more geographies in Asia-Pacific, Latin America and Continental Europe.
- Create formal case studies for external educational institutions to help others develop skills needed to unlock the potential of typically underrepresented communities.
- Continue to share the story and learnings of the NCoEs with other organizations to create value through neurodivergent inclusion.

# Limak

## External effort

### Gender equity

#### Gender parity in STEM professions, for women and girls in Türkiye and Kuwait, through upskilling and opportunity creation

##### Company stats

- 50,000-99,999 employees
- \$4.03b in revenue<sup>50</sup>
- Global, headquartered in Türkiye
- Infrastructure and urban development

##### Initiative context and objective

In 2015, Limak launched the flagship Engineer Girls of Turkey (EGT) project to encourage women university students in Türkiye to pursue a career in STEM with a focus on engineering. In 2017, they launched a similar project in Kuwait. The following year, Limak expanded its efforts in Türkiye with additional training programmes for high-school students. These initiatives were designed and delivered in partnership with local schools, governments and NGOs, and offered scholarships, upskilling, mentorship and employment opportunities.

##### Impact highlights

- Engineer Girls of Turkey (EGT):
  - **53,000+ high school students and 275 teachers across 125 schools in 34 cities** participated in the EGT High School Program, designed to raise awareness about engineering as a career and to combat gender-based stereotypes, from 2018 to 2021.
  - **710 women engineering students** have participated in the EGT University Program, of which ~87% were granted scholarships and ~17% received internship opportunities, among other programme benefits, from 2015 to 2021.
  - **~84% of university graduates who participated in EGT** (149 of 178) secured full-time jobs, the vast majority of which were engineering roles, from 2015 to 2021; ~16% of those employed (23 of 149) are working or have worked at Limak.
- Engineer Girls of Kuwait (EGK):
  - **200+ women students** completed the engineering and management certification programme from 2017 to 2021.

According to the World Economic Forum's 2022 Global Gender Gap Report, it will take the world 132 years at the current rate of progress to reach full gender parity.<sup>48</sup> There are a myriad of barriers preventing women from gaining the same opportunities as men across all sectors, and this is particularly difficult in the STEM sector, as women currently occupy only 15% percent of all engineering roles globally.<sup>49</sup>

## 1 Nuanced understanding of root causes

- **Understand the problem with a deep fact base:** Limak learned that only a small percentage of all engineers in Türkiye were women and that low representation was due, in part, to cultural and societal barriers. Their research revealed that women with an affinity for STEM were typically encouraged to pursue medicine, as engineering was considered a career path stereotypically reserved for men. Limak found that these stereotypes and societal pressures negatively impacted women’s self-confidence and belief that they could pursue a career in engineering.
- **Identify the root causes:** Limak identified several barriers preventing women from working in engineering, including gender stereotypes, family obligations and lack of mentorship and representation of women in the field. They also found that certain members of the community – parents and teachers – had a particularly strong influence on whether women students pursued careers in engineering.
- **Get input from the target population, initially and throughout:** Limak partnered with local schools, governments and NGOs to tailor the project to the community’s needs and to maximize the impact of their investment.
- **Prioritize and sequence problem areas:** Limak’s deep understanding of the skills needed in engineering, as well as the Chairperson’s personal experiences as a woman working in the engineering field, put the company in a unique position to develop projects to empower and create opportunities for women to pursue careers in STEM.

## 2 Meaningful definition of success

- **Set clear and quantifiable aspiration (what, by when):** In 2015, Limak set a corporate goal to make engineering a real career option for women in Türkiye and to be an industry leader in supporting women in STEM. After launching the project, Limak determined that the optimal number of women per cohort in their university project was 150 participants per year.
- **Articulate a clear case for change that moves employees to action:** As a woman engineer herself, the Chairperson had a strong personal case for change and shared stories of the challenges she faced and observed throughout her career. Her conviction and personal messaging moved employees to volunteer as mentors for the project.

## 3 Accountable and invested business leaders

- **Set initiative as a core business priority:** Social impact is one of the four key pillars that executive management at Limak – including the Chairperson – prioritize. EGT is Limak’s flagship project under the company’s social impact pillar and contributes to achieving the company’s vision for an equal and fair future for all.
- **Role model and lead desired change, starting with CEO and senior leaders:** The Chairperson was the face of the initiative and is credited with the success of the project due to public promotion of and personal investment in EGT. She shared her own story to help raise awareness and tackle gender-based stereotypes in STEM, was involved in project planning and engaged her personal network to bring on mentors and secure job opportunities for the university programme participants.
- **Resource for longevity with budget, expertise and timeline:** With funding from the Limak Foundation, Limak tasked the corporate communications team to design and execute the project in partnership with the United Nations Development Programme (UNDP). Limak employees also served as mentors and facilitators for EGT.

## 4 Solution designed for context

- **Develop solutions that address root causes with scalability in mind:**

### *Upskilling:*

- **For target population:** Limak designed certificate programmes to provide female students, from high school to college, with the skills needed to sustain a career in engineering.
- **For community:** Limak offered trainings to equip teachers and parents with the tools needed to support aspiring women engineers. Limak also led sessions to tackle gender stereotypes within the community.

### *Mentorship and coaching:*

Mentors and coaches support EGT university participants through monthly check-ins. First-year participants are paired with EGT alumni to help them navigate the university programme. Experienced women engineers mentor second- and third-year participants to set goals (e.g. academic and career) and work through challenges. Fourth-year participants work with assigned coaches to prepare them for the early stages of their careers.

### *Financial aid:*

Limak awards scholarships to female university students majoring in various types of engineering.

### *Opportunity creation:*

Limak worked with its talent pipeline and local partners to offer internship and full-time job opportunities to EGT university participants.

### *Community-building:*

Limak hosts an annual gathering for EGT university participants and their mentors and coaches to learn from each other and build lifelong friendships. EGT alumni are also invited to participate in the event, alongside famous engineers and special guests (e.g. celebrities). Throughout the duration of the programme, Limak offers additional trainings, special events and cultural visits to deepen participants' preparedness and involvement in the EGT community.

### *PR campaign:*

The Chairperson promoted her personal story nationally and across global platforms. Limak also ran campaigns to advertise engineering as an attractive career choice for women.

- **Equip and encourage employees to contribute:** Employees are encouraged to become mentors, provide job and internship opportunities and support EGT participants through advice, networking opportunities and career counselling.

## 5 Rigorous tracking and course correction

- **Define KPIs and implement rigorous tracking process:** Limak tracked KPIs (e.g. # of participants, # of sponsorships and internships provided, # of active mentors and coaches, employment rate after graduating from the university programme, and programme growth rate YoY) and participant feedback.
- **Use data and feedback to course correct, as needed:** The programme was piloted in Türkiye and then in Kuwait. Through the pilot, Limak learned to adapt the programme to local needs. For example, they found that participants in Kuwait did not need as much financial support, so they reoriented funds towards mentorships and trainings.

## ADVICE FOR OTHERS

- **Leverage media to influence cultural perceptions:** Limak recognized that all parties (e.g. families, professors and students) had to be able to visualize engineering as a career choice for women. To spark that mind-set shift and increase awareness, the company shared interviews featuring the Chairperson and project participants to normalize and build excitement around engineering as a suitable career choice for women. Limak also engaged with high-school students through social media, where they shared stories about project participants and an EGT jingle.
- **Engage local stakeholders to design an effective solution:** Limak partnered with local government (including the Republic of Türkiye Ministry of Family and Social Services as well as the Republic of Türkiye Ministry of Education), NGOs (including the UNDP), universities and schools to help tailor, implement and scale the flagship project effectively in each market.
- **Encourage leaders to use their social capital to amplify impact:** Limak's Chairperson publicly shared her personal experiences to bring attention to the issue and generate interest in engineering as a suitable career choice for women. She also contributed to the project by using her personal network to find mentors and job opportunities for participants.

## NEXT AREAS OF FOCUS

- Centralize the company's efforts in Türkiye and Kuwait under one brand: Global Engineer Girls (GEG).
- Expand globally, starting with Kosovo and North Macedonia in 2022, while more new geographies will be added in the coming years.
- Make the project more sustainable and cyclical by expanding alumni's engagement with the project. Currently, all EGT alumni are involved through mentorship programmes and internship and job opportunity creation for participants.
- Grow the pool of mentors and job and internship opportunities through the Limak employee base, partnerships with other companies and the EGT/EGK alumni network.

# PricewaterhouseCoopers UK (PwC UK)

## Internal and external effort

### Socioeconomic mobility

**Social mobility for individuals from lower socioeconomic backgrounds in the United Kingdom through advocacy, community development, upskilling and inclusive hiring and talent development practices**

#### Company stats

- 25,000 – 49,000 employees
- £3,875m in revenue<sup>54</sup>
- Headquartered in the United Kingdom
- Professional services

#### Initiative context and objective

PwC UK established a five-year plan to help advance social mobility in the United Kingdom through external programmes focused on community development, upskilling and advocacy, and internal programmes focused on hiring and creating an inclusive work environment. The initiatives aim to enable more people from lower socioeconomic backgrounds to develop the skills needed to be successful in their career of choice, and to make PwC a more inclusive organization where people from all backgrounds are able to work, develop and succeed.

#### Impact highlights

- **External:**
  - **18k+ students** went through PwC’s workplace skills programmes in socioeconomically disadvantaged areas from 2020 to 2022.
  - **608 students** have joined the Technology Degree Apprenticeship programme since 2018 to develop professional skills and gain tech work experience, and will be offered permanent graduate employment upon graduation.
  - **414 students** from lower socioeconomic backgrounds went through the paid work experience programme in 2021 and 2022. In 2022, 71% of participants were ethnic minorities, 31% were black and 49% were women.
  - **600+ social enterprises** were upskilled to become more effective at driving progress on social mobility through PwC’s social mobility training and development programmes from 2011 to 2022.
  - **200+ individuals** were employed from a diverse range of backgrounds at the new PwC office opened in the Bradford Opportunity Area (a social mobility “cold spot” area<sup>55</sup>) from 2019 to 2022.
- **Internal:**
  - Increase from **9% to 17%** in the proportion of new hires from lower socioeconomic backgrounds, from FY 2020 to FY 2022.

The top 10% of global workers, on average, earn six times more than the bottom 50%.<sup>51</sup> The United Kingdom has lower social mobility compared to other developed countries (measured by intergenerational elasticity of income).<sup>52</sup> Studies of the United Kingdom have shown that social mobility opportunities are not equitable across the country’s geography due, in part, to a lack of education and workforce opportunities.<sup>53</sup>

## 1 Nuanced understanding of root causes

- **Understand the problem with a deep fact base:** As part of their ongoing DEI assessment of underserved communities in the United Kingdom, PwC recognized that young people from socioeconomically disadvantaged backgrounds did not have the same access to engage with employers and develop skills as those from socioeconomically privileged backgrounds.
- **Identify the root causes:** A key barrier was lack of access to educational and professional experiences and encounters with employers. Young people who have four or more encounters with the world of work while in school are 86% more likely to receive higher education and employment opportunities as adults.<sup>56</sup> This barrier exists at the individual level (e.g. individual students getting passed over for opportunities) and at the systemic level (e.g. schools in certain geographic areas not having access to opportunities).
- **Prioritize and sequence problem areas:** PwC was uniquely positioned to develop learning and job experience programmes because of their competencies in professional development and upskilling. As a major UK employer, they also had the ability to create job opportunities to support social mobility.

## 2 Meaningful definition of success

- **Set clear and quantifiable aspiration (what, by when):** PwC created a five-year, five-point social mobility action plan with quantified aspirations for desired impact:
  - Help 25,000 young people develop workplace skills through programmes with schools and colleges across the United Kingdom, with a particular focus on social mobility cold spot areas.
  - Provide 200 young people from lower socioeconomic backgrounds with paid work experience each year.
  - Provide 100 young people with technology degree apprenticeships.
  - Become a cornerstone employer<sup>57</sup> and support the government's social mobility agenda through the Bradford office (situated in a social mobility cold spot area in the United Kingdom).
- Support the development and skills training of 250 social enterprises across the country and commit to spending at least £10 million through their supply chain with social enterprises.
- **Articulate clear case for change that moves employees to action:** PwC communicated several rationales for the programme, including the intention to: support individuals disproportionately impacted by socioeconomic barriers; increase the diversity of talent in the workplace by focusing on potential, regardless of background; and increase inclusion internally at the company for employees of all socioeconomic backgrounds.

## 3 Accountable and invested business leaders

- **Set initiative as core business priority:** The Board of Directors named advancing social mobility a key priority for the organization.
- **Hold senior leaders accountable for outcomes, not just inputs or activities:** The Executive Board holds the Chief People Officer accountable for delivering on the organization's social mobility aspirations, including outcomes for the programme.
- **Role model and lead desired change, starting with CEO and senior leaders:** Senior leaders who had experienced socioeconomic barriers shared their personal stories through the "Social Mobility Stories" internal campaign to create awareness of this often-overlooked aspect of identity. They also supported external outreach through speaking events at school programmes and through the media.
- **Resource for longevity with budget, expertise and timeline:** The UK Chairman for PwC actively endorsed and sponsored the programme. A team and leader, whose role is fully dedicated to advancing social mobility in the United Kingdom, was allocated to develop and implement the programme.

## 4 Solution designed for context

- Develop solutions that address the root causes with scalability in mind and integrate changes into key processes and ways of working so impact is sustained:

### External:

#### **Workplace skills programme:**

PwC launched programmes at schools and colleges across the United Kingdom, with a focus on social mobility cold spot areas, to help students develop skills and access careers in business.

#### **Technology skills programme:**

PwC launched apprenticeship programmes in partnership with universities where they offer free tuition and paid work experience to students, including many from lower socioeconomic backgrounds.

#### **Paid work experience programme:**

PwC launched a programme for students from lower socioeconomic backgrounds to gain paid work experience and learn soft skills and teamwork during summer vacation.

#### **Social enterprise development programme:**

PwC provided mentoring and training and developmental support to social enterprises across the United Kingdom to equip them with tools to more effectively alleviate barriers to socioeconomic mobility.

### **Cornerstone employer:**

PwC became a cornerstone employer in Bradford – an area defined as a social mobility cold spot. This includes providing skills, development programmes and workplace experiences for local students, as well as employment opportunities for members of the local community.

### Internal:

#### **People analytics:**

PwC expanded data collection on the socioeconomic background of their workforce to better understand barriers faced by this demographic of employees and developed insights to inform adjustments to HR and training processes.

#### **Recruiting process:**

PwC updated their candidate evaluation approach to be potential-focused rather than past performance-focused and diversified talent sources to reach more candidates of lower socioeconomic backgrounds.

- **Equip and encourage employees to contribute:** PwC engaged their employee base by establishing a social mobility network – a community of employees from lower socioeconomic backgrounds and allies which has grown to 3,000+ members. The network also serves as a volunteer base for the programme and includes 120 champions who lead advocacy work and recruit volunteers.

## 5 Rigorous tracking and course correction

- **Define KPIs and implement rigorous tracking process:** PwC tracked KPIs for each objective of the initiative (e.g. # students taught through workplace skills and technology skills programmes and # young people employed through paid-work experience programme). These metrics are shared publicly through PwC's ESG reports.
- **Use data and feedback to course correct, as needed:** Based on school and student feedback, PwC found participants had difficulty commuting to geographic locations

beyond a certain distance. To alleviate this barrier, PwC began covering travel expenses for students to attend in-person learning programmes and offering more virtual events. Further, during the COVID-19 pandemic, when the programme could only be offered virtually, student feedback indicated a preference for in-person workplace learning experiences. As a result, PwC launched a hybrid work-experience programme in 2021. Social mobility champions also advocated for the location-specific needs of their communities to inform programme tailoring.

## ADVICE FOR OTHERS

- **Engage with the broader community to amplify impact:** PwC partnered with academic institutions and NGOs to create and deliver skills programmes. They also worked with the UK government’s Social Mobility Commission to develop the employer toolkit and measurement guidance, and to empower other employers to make an impact. PwC co-founded numerous social mobility collaborations (such as Access Accountancy and RISE) and PwC leaders spoke at conferences and to the media on the subject.
- **Use data to inform resource allocation and make the most impact:** When designing their outreach programmes, PwC targeted schools with a higher-than-average proportion of students in receipt of free school meals and in social mobility cold spots to ensure the target population was reached.

## NEXT AREAS OF FOCUS

- Review the findings from an independent data analysis conducted by the University College of London to: (1) understand the socioeconomic backgrounds of PwC’s talent pipeline and the career progression barriers for employees of lower socioeconomic backgrounds, and (2) design solutions to create a more inclusive hiring, retention and promotion process. This includes setting targets for the proportion of new hires and of their workforce – at all levels – from lower socioeconomic backgrounds.
- Expand work with refugees and care leavers (individuals who spent part of their youth living in foster care, children’s homes or supported housing services).

# Randstad

## External effort

### Gender equity and socioeconomic mobility

#### Economic empowerment for at-risk women in the United States through upskilling and opportunity creation

#### Company stats

- 25,000-49,000 employees
- \$29.12b in revenue<sup>59</sup>
- Global, headquartered in Netherlands
- Staffing and human capital

In 2014, Randstad's US office launched their Hire Hope programme to provide career-readiness training and job-placement services to women survivors of housing insecurity, domestic violence and human trafficking. Throughout 35 weeks and three phases (Restore, Grow and Thrive), the programme provides participants with technical and soft-skill training, paid apprenticeships, career transition support and ongoing mentorship with the goal of securing long-term, permanent employment. The initiative leverages Randstad's core business to create opportunities for underrepresented community members while increasing the talent pipeline diversity for Randstad and its client partners. Hire Hope is part of Randstad's broader objective to impact 500M people worldwide by 2030.

#### Impact highlights

- **1,000 women** enrolled in Hire Hope between programme launch in 2014 to 2021. The majority of Hire Hope participants are also part of other underserved identities/groups:
  - **70%** of participants identify as **people of colour/ ethnically diverse**
  - **96%** of participants are **not college educated**
  - **5%** of participants identified as **having a disability**
  - **3%** of participants are veterans or had some **military service**
- **90% of enrolled women** (900 of the 1,000) received paid apprenticeships from 2014 to 2021.
- **95% of apprenticeship graduates** advanced into long-term job opportunities, including **10% hired into roles at Randstad** from 2014 to 2021.
- Participants reported that the programme also contributed to their **self-confidence, self-worth, sense of purpose, work ethic, hope and life trajectory**.

In a 2017 report, the International Labor Organization estimated that there were 24.9 million victims of human trafficking globally, including victims of sex trafficking and forced-labour exploitation; 99% of sex-trafficking victims were women and girls, and 54% of forced-labour victims were women.<sup>58</sup>

## 1 Nuanced understanding of root causes

- **Understand the problem with a deep fact base:** As part of their broader objective to impact 500 million people worldwide by 2030, Randstad employees researched macro challenges disproportionately faced by disadvantaged populations. Of these major human rights issues, they noted unprecedented levels of displacement and human trafficking.
- **Identify the root causes:** Randstad found that women survivors of housing insecurity, domestic violence and human trafficking who are trying to leave at-risk situations are often held back by financial dependence due to unemployment.
- **Get input from the target population, initially and throughout:** Randstad partnered with expert community-based partners, including NGOs, to better understand participants' situations. They also used interviews, surveys and assessments with participants to understand the support and skills needed.
- **Prioritize and sequence problem areas:** Randstad's expertise in human capital development and deep understanding of the skills needed in the current labour market put them in an optimal position to tackle economic empowerment through career readiness and opportunity creation.

## 2 Meaningful definition of success

- **Set clear and quantifiable aspiration (what, by when):** Randstad US aimed to achieve a 98% long-term employment placement rate for Hire Hope participants who completed the programme. They set additional company-wide objectives to impact 500M people by 2030 and to create a more diverse talent pipeline.
- **Articulate clear case for change that moves employees to action:** Hire Hope aligns with Randstad's "Simultaneous Promotion of All Interests" core value of giving back to the communities in which they operate. The company expects employees to live out this value and highlighted involvement with Hire Hope as one way to live out this value.

## 3 Accountable and invested business leaders

- **Hold senior leaders accountable for outcomes, not just inputs or activities:** Senior business leaders are held accountable through DEI performance management metrics that are tracked by the company's Executive Diversity Council. Hire Hope's outcomes are considered a part of the DEI component.
- **Role model and lead desired change, starting with CEO and senior leaders:** The US CEO and Chief Legal Officer sponsored and prioritized the programme. Senior leadership also contributed by supporting programme participants through legal advice, career coaching and facilitating training modules.
- **Resource for longevity with budget, expertise and timeline:** A dedicated team was allocated to create and manage the programme. Randstad also partnered with organizations in the community for expert insight.

## 4 Solution designed for context

- **Develop solutions that address the root causes with scalability in mind and integrate changes into key processes and ways of working so impact is sustained:**

### **Training:**

Randstad designed content to help participants build job search and readiness skills, including interpersonal, time management, communication, financial literacy, resume-writing, effective job search and interview skills.

### **Immersion opportunities:**

Randstad worked with corporate partners to create job shadowing and internship opportunities to build experience prior to placement.

### **Mentorship programme:**

Mentorship sessions supported participant career goal setting, job roadmap development, learning and self-awareness.

- **Equip and encourage employees to contribute:** Randstad enlisted employee volunteers to support various aspects of the programme, including serving as mentors and curriculum facilitators.

## 5 Rigorous tracking and course correction

- **Define KPIs and implement rigorous tracking process:** Randstad tracked KPIs and participant feedback, including through 1:1 check-ins with participants, to understand completion rate and effectiveness (i.e. whether participants benefited from the intended outcome) at each stage of the programme. For example, in the first phase, Randstad tracked whether participants gained specific skills and in the last phase, they tracked whether participants secured and held a full-time job for a specified period of time. This also helped them identify potential drop-off points in the programme and opportunities to deepen support.
- **Use data and feedback to course correct, as needed:** After the first year, Randstad added childcare and professional clothing to the programme's offerings after discovering that participants needed these services to successfully complete the programme and secure long-term employment. They also extended the timeline for post-graduation check-ins (e.g. at 30 days, 60 days, six months and annually) after noticing that some participants retreated to at-risk situations without continued support from the programme.

### ADVICE FOR OTHERS

- **Involve employees in setting the agenda:** Hire Hope began as an employee-led initiative that was brought to Randstad's US Chief Human Resources Officer (CHRO) for consideration. This led to deep ownership and commitment from employees (e.g. employees volunteered to deliver training modules and career coaching to participants).
- **Engage local stakeholders to design an effective solution:** Randstad worked with community-based partners, including NGOs, to offer services for mental health support, life-skills training and independent living strategies. This support was outside of Randstad's own offerings but was critical to securing long-term impact for participants.
- **Stay connected with programme graduates to ensure lasting impact:** Randstad found that staying connected with participants post-program completion – e.g. through check-ins and ongoing mentoring and coaching – improved long-term outcomes.
- **Share participant testimonials to grow employee engagement in the external effort:** Sharing perspectives from programme participants demonstrated deep impact and grew internal commitment and support from employees while simultaneously attracting more volunteers each year.

### NEXT AREAS OF FOCUS

- Expand the Hire Hope programme by deepening support for participants through additional training and mentorship opportunities.
- Identify new community-based partners in key locations to build out a supportive learning and apprenticeship environment in additional regions.

# Schneider Electric

## Internal effort

### Gender equity

Pay equity across all offices, in over 100 countries, with a global-local compensation framework, supported by robust governance and automated analytics.

#### Company stats

- 100,000+ employees
- \$34.17b in revenue<sup>62</sup>
- Global, headquartered in France
- Energy

#### Initiative context and objective

Schneider Electric began its gender parity journey in 2014 with a working group sponsored by the CEO and country presidents. The group designed the Global Pay Equity (GPE) initiative that was piloted in 12 countries and then was officially launched across 16 countries in 2015. From 2015 to 2017, the company's focus was to progressively apply the global approach across its worldwide operations, enabling proactive corrective actions to close gaps. Then, through a global-local compensation framework, supported by robust governance and automated analytics, the GPE initiative was implemented in all countries from 2018, and reached 99.6% of its total workforce by the end of 2020. Given the progress made on pay equity, starting in 2021, Schneider Electric made new commitments to further pay equity by setting the goal of attaining and maintaining a pay gap of <1% for all employees by 2025.<sup>63</sup>

#### Impact highlights

- **99.6% of workforce** was covered by the GPE framework by 2020.
- Since the launch of the GPE initiative, the company has seen year over year improvement in the female pay gap.<sup>64</sup>
- **Broader impact:** Improvement in pay equity helped advance gender parity towards the company's 50/40/30 aspiration for 2025. As of Q3 2022, women accounted for **41% of new hires** (compared to 34% in 2014), **27% of front-line managers** (compared to 24% in 2017), **27% of employees in leadership roles** (compared to 21% in 2017) and **34% of the global workforce** (compared to 30% in 2014).

Globally, across industries, women earn around 37% less than men in similar roles.<sup>60</sup> At the current rate of progress, it will take 151 years to close the gender gap in economic participation and opportunity.<sup>61</sup>

# Key actions

## 1 Nuanced understanding of root causes

- **Understand the problem with a deep fact base:** In 2014, the CEO and country presidents sponsored a working group to identify pay gaps at each level of the organization as a necessary condition for gender equality and inclusion in the workplace.
- **Identify the root causes:** Schneider Electric assessed gaps at key points in the employee life cycle – from hiring, performance assessment and salary adjustment to career moves – to pinpoint where pay gaps were being created and design relevant solutions to close the gaps at the source and mitigate recurrence.
- **Get input from target population, initially and throughout:** Schneider Electric used multiple channels to collect input from female employees, including the Schneider Electric Employee Resource Group, individual interviews, focus groups, exit interviews and other employee engagement and feedback processes.
- **Prioritize and sequence problem areas:** This focus area was prioritized to support the company’s broader aspiration to improve gender parity. Given the organization’s global footprint, Schneider Electric had an opportunity to drive impact at scale.

## 2 Meaningful definition of success

- **Set clear and quantifiable aspiration (what, by when):** In the first years of the GPE initiative, Schneider Electric’s goals were focused on scaling the pay equity framework across its global footprint (85% coverage by 2017 and 95% by 2020). In 2021 they set a goal to ensure that the pay gap did not exceed 1% for all employees by 2025. An additional company-wide objective was to achieve 50/40/30 gender balance by 2025.
- **Articulate clear case for change that moves employees to action:** Schneider Electric developed compelling cases to mobilize relevant employees – to allow all employees to be compensated fairly and equitably based on performance; to break down all barriers impacting gender equity within the company; and to improve Schneider Electric’s competitive standing as an employer of choice and allow the company to attract and retain more diverse talent.

## 3 Accountable and invested business leaders

- **Set initiative as a core business priority:** Schneider Electric made “equal pay for equal work” the foundation of their compensation philosophy.
- **Role model and lead desired change, starting with CEO and senior leaders:** The CEO and country presidents sponsored the pay equity framework through investing time in internal and external promotion of the effort. The GPE is overseen by the Global DEI Board – a group of top Schneider Electric business leaders from all markets and sponsored by the Executive Committee. The company’s senior leaders also take additional inclusion trainings over and above the ones required for all employees.
- **Resource for longevity with budget, expertise and timeline:** Schneider Electric formed a dedicated team that consisted of leaders from their global rewards and DEI teams who worked alongside other HR, learning and internal communications partners to create and implement the programme globally. At the local level, a pay equity budget was allocated by country to build a governance structure for a more equitable salary review process and education programmes for HR and managers.

## 4 Solution designed for context

- **Develop solutions that address root causes with scalability in mind and integrate changes into key processes and ways of working so impact is sustained:**

### *Global-local compensation framework:*

Schneider Electric built a unified global methodology to address pay gaps through their compensation framework, starting with a common definition for “pay gap”, a consistent approach to gap measurement and a company-wide target. They then empowered local HR teams to define the action plans to close gaps based on local market needs and conditions.

### *Compensation review process:*

Schneider Electric implemented a quarterly review process at the global and local levels to review KPIs and identify emerging gaps. They also integrated a pay equity adjustment process into annual salary review to identify and close gaps.

### *Upskilling for HR compensation teams:*

Schneider Electric trained HR compensation professionals to increase

awareness of the impact of gender biases on compensation and to equip them with the tools needed to make equitable pay decisions throughout recruitment, promotion and pay-review processes.

### *Upskilling for managers:*

Schneider Electric trained managers (including all employees who evaluated the performance of their peers with implications for compensation) to increase awareness of the impact of gender biases and equip them with the tools needed to make merit-based performance evaluation decisions throughout the employee life-cycle (recruitment, promotions and pay review).

### *Data automation:*

Schneider Electric automated data analysis and reporting through their Human Resources Information System (HRIS) to identify pay gaps through accurate tracking of key drivers across the employee life cycle.

## 5 Rigorous tracking and course correction

- **Define KPIs and implement rigorous tracking process:** Schneider Electric’s KPIs for the GPE initiative were built into the company’s sustainability dashboard. KPIs included: # of office locations onboarded onto the GPE framework

and pay gaps for women at each level, in each location, across the employee life cycle compared to the median and compared to men in each cohort. Progress against the 1% gap target is reviewed quarterly at global and local levels.

### ADVICE FOR OTHERS

- **Partner with local teams to tailor solution and support adoption and sustainability:** Given the company’s global presence, Schneider Electric followed a dual global and local approach. They built a global framework to ensure implementation was consistent across geographies but empowered local HR teams to tailor the framework to the local context for fast, sustainable adoption. This methodology allowed them to scale to 54% in their first year and to 92% three years later.
- **Break the big goal into smaller, intermediate goals to make tackling a global barrier more manageable:** Pay equity is a moving target. New hires and promotions are constantly changing the baseline. Instead of trying to solve all pay gaps at once, Schneider Electric prioritized preventing new ones from being created to build an effective solution.

### NEXT AREAS OF FOCUS

- Expand scope of company’s GPE programme to include reducing the pay gap for all employees to less than 1%.
- Expand GPE programme to include race dimension in pay gap analysis in the United States.
- Implement pay equity simulator tool to provide broader visibility into pay gap data and help managers, HR business partners and recruiters make fair offers to candidates.

# Shiseido

## Internal and external effort

### Gender equity

**Accelerating gender parity at board and executive-management levels, for women employees in the Japan office and business community, through inclusive work policies, upskilling and community impact**

#### Company stats

- 25,000-49,000 employees
- \$9.43b in revenue<sup>67</sup>
- Global, headquartered in Japan
- Cosmetics, consumer

#### Initiative context and objective

In 2017, Shiseido launched a campaign to achieve 40% representation of women in management roles in Japan by 2020, with a multifaceted initiative focused on career advancement for women employees. This was motivated by the Japan office's lower gender parity relative to the company's global average. The initiative's internal solutions included upskilling and coaching for women employees, anti-bias training for the entire organization and changes to hiring and work policies to address barriers. Shiseido also partnered with leading companies to work towards gender parity in the Japanese business community. As of 2020, Shiseido achieved 33% representation of women in management roles and in the same year renewed its goal of 40% by 2026, as well as elevating its ambition to 50% by 2030. Japan's ranking as 116th in the World Economic Forum's Global Gender Gap Index in 2022 also contributed to the urgency of this effort.

#### Impact highlights

- **~24% increase** in the ratio of women leaders from the beginning of 2017 to the beginning of 2022.
- **44% of programme participants promoted** to vice-president or director roles from 2017 to 2021.
- **91% of programme participants reported feeling more motivated** to take on greater responsibility and to work towards a promotion (vs. 50% prior to training), **95%** reported having a clearer sense of self and vision for what they want to achieve (vs. 50%), and **100%** felt the courage to go beyond their comfort zone (vs. 67%).
- **33 organizations** and **125 top executives** in Japan learned from Shiseido-led top-level meetings and inter-company initiatives how to implement gender parity initiatives.<sup>68</sup>

Japan ranked 116th of 146 countries in the World Economic Forum's Global Gender Gap Index in 2022, due primarily to gaps in economic participation and opportunity, especially at managerial levels.<sup>65</sup>

The share of woman in management roles is 15% in Japan, compared to the global average of 23%.<sup>66</sup>

## 1 Nuanced understanding of root causes

- **Understand the problem with a deep fact base:** When analysing its people data at the beginning of 2017, Shiseido in Japan found that although ~80% of its workforce were women (~50% when excluding beauty staff), only ~30% of its leaders were women (compared to ~53% at the global level).
- **Identify the root causes:** Traditionally, Japan has a unique corporate structure in which promotions are usually based on tenure. Shiseido noticed that this approach penalized women employees for career gaps due to maternity leave and other obligations. Given the lack of women leaders in its Japan office, employees also struggled to visualize women employees at board and executive committee levels. This negatively impacted perceptions of their potential and the degree to which they were mentored and promoted.
- **Get input from the target population, initially and throughout:** When designing the initiative, Shiseido had direct conversations with women employees to better understand the barriers they faced within the company and community. They also used participant feedback to measure effectiveness.
- **Prioritize and sequence problem areas:** A majority of Shiseido's workforce are women, increasing the urgency around resolving these barriers. Shiseido is also regarded as a DEI leader in Japan, putting them in a unique position of influence among the local business community.

## 2 Meaningful definition of success

- **Set clear and quantifiable aspiration (what, by when):** In 2017, Shiseido set a company-wide objective to achieve 40% representation of women in management roles by 2020. An additional local objective was to help accelerate gender diversity in management in the Japanese business community.
- **Articulate clear case for change that moves employees to action:** Shiseido communicated that investing in the development of women employees and improving representation of women would help increase innovation and productivity and empower a large portion of their workforce to achieve their full potential.

## 3 Accountable and invested business leaders

- **Set initiative as a core business priority:** The CEO made DEI a key pillar of the company's corporate strategy in 2014.
- **Hold senior leaders accountable for outcomes, not just inputs or activities:** Senior business leaders are held accountable for improving the ratio of women managers and leaders through a "social value indicator", which factors into performance metrics that are tied to their compensation.
- **Role model and lead desired change, starting with CEO and senior leaders:** The CEO directly contributed to efforts by:
  - Promoting the training programme internally and within the community
  - Coaching participants on executive decision-making and leadership in the Next Leadership for Women (NLW) capability building programme
- Reviewing decisions on female candidates in the succession planning process
- Serving as inaugural chair of the Japan chapter of the "30% Club", a global campaign of business executives taking action to increase gender diversity at board and senior-management levels
- **Resource for longevity with budget, expertise and timeline:** The CEO tasked the HR team to design and execute the initiative. Implementation was overseen directly by the Chief People Officer together with the Chief Diversity and Inclusion Officer.

## 4 Solution designed for context

- **Develop solutions that address root causes with scalability in mind, and integrate changes into key processes and ways of working so impact is sustained:**

### *Upskilling:*

- **For target population:** NLW was designed to help participants cultivate a leadership style and improve their management skills in preparation for executive roles.
- **For leaders:** Shiseido trained direct supervisors of NLW participants on how to lead inclusively and support them on common challenges, such as imposter syndrome.

### *Mentorship:*

- **Mentorship programme:** “Career mentoring” paired junior employees with senior mentors to work on personal and career development.
- **Coaching:** Shiseido required managers to schedule one-on-one coaching sessions with participants before and after each module during the NLW training. This included a follow-up session after the programme where participants shared their key learnings and worked through their action plan.

### *Policy changes:*

- **Updates to performance evaluations:** Shiseido introduced job-based performance evaluations (formerly tenure-based) to

accommodate career gaps due to maternity leave and other social obligations.

- **Succession planning:** Shiseido required executive officers and vice-presidents to identify at least one woman for every three candidates considered. They were also responsible for training the candidates for the role. To hold them accountable, the Chief People Officer and CEO reviewed their succession plan; if their pipeline had a low ratio of women, they had to develop a strategy to achieve a 50% ratio.
- **Workplace benefits:** Shiseido implemented improved workplace benefits to alleviate barriers faced by women with caregiving responsibilities (e.g. childcare, flexible work style and reduced work hours).

### *External:*

Shiseido extended impact to the Japanese business community by chairing the “30% Club” through which they shared learnings on how to accelerate gender diversity in management roles.

- **Equip and encourage employees to contribute:** Shiseido equipped employees at all levels of the organization with anti-bias training to increase awareness and to challenge existing power dynamics. To help normalize childcare leave for women, Shiseido also encouraged male employees to use the benefit through a variety of measures, such as having the Chief People Officer promote programme benefits and sharing personal testimonials from men employees who had taken childcare leave.

## 5 Rigorous tracking and course correction

- **Define KPIs and implement rigorous tracking process:** Shiseido tracked KPIs (e.g. # of programme participants, # of mentees and # of promotions after completing the programme) and participant feedback through employee surveys following each training or initiative action.

- **Use data and feedback to course correct, as needed:** Through an employee survey, Shiseido identified different needs across divisions (e.g. factory, sales and R&D). Plans were tailored in partnership with HR and relevant business leaders to resolve challenges for each division.

ADVICE FOR  
OTHERS

- **Update policies and incentives to align with the desired change:** Shiseido revised hiring and working policies to remove obstacles for women employees and to incentivize behaviour change across the organization.
- **Be mindful of cultural contexts to design an effective solution:** Shiseido analysed Japan's customs and cultural beliefs to better understand how external levers impacted leadership opportunities for women employees in the company.
- **Use the company's influence to drive change outside of the organization:** Shiseido's CEO expanded membership of the "30% Club" by inviting leading Japanese companies to join. Shiseido also led workshops and shared materials on addressing gender-based bias and increasing representation of women in management with "30% Club" members.

NEXT AREAS  
OF FOCUS

- Contribute to Japanese society and further development of a corporate culture that embraces diversity beyond gender within the company.

# Tata Steel

## Internal and external effort

### Gender equity

Advancing intersectional gender diversity for employees and students through inclusive work policies and recruiting processes, upskilling and sponsorship

#### Company stats

- 50,000-99,999 employees
- \$33.0b in revenue<sup>71</sup>
- Global, headquartered in India
- Mining and manufacturing

#### Initiative

In 2019, Tata Steel set an aspiration to have 25% diverse employees in its workforce by 2025 “25 by 25”. While the programme covers a wide variety of diversity dimensions (e.g. gender, LGBTQIA+, disability, caste), the initial focus was on improving gender diversity, specifically in core manufacturing and mining roles. Cultural and societal barriers have kept women-identifying individuals out of the workforce in India – especially in mining and manufacturing work, which are traditionally seen as unsuitable for women. This initiative aims to alleviate these barriers through inclusive recruiting and policies, upskilling and sponsorship.

#### Impact highlights

- **8.6% increase** in percentage of women-identifying managers, from 11.6% in 2019 to 12.6% in 2021.
- **95% increase** in applications received for the women-in-engineering scholarship programme, from 500 in 2019 to 975 in 2021.
- **100 transgender** women hired as of 2022 through the **first-ever transgender hiring programme in India**.
- **18% increase** in diversity mix from 2020 to 2022 (excluding newly acquired Tata Steel Meramandali).
- **88% increase** in women hired in managerial positions, from 16% in 2017 to 30% in 2022.

India ranked 135th of 146 countries in the World Economic Forum's Global Gender Gap Index in 2022 due primarily to gaps in the economic participation and opportunity, wealth inequity and health, safety and survival of women.<sup>69</sup> Traditionally dominated by men, India's mining workforce is comprised of only 7% women.<sup>70</sup>

## 1 Nuanced understanding of root causes

- **Understand the problem with a deep fact base:** As articulated by the CEO and Managing Director of Tata Steel, an organization should be a representation of the society in which it operates. As such, Tata Steel determined that women, the LGBTQIA+ community and individuals with disabilities were underrepresented in their workforce.
- **Identify the root causes:** Tata Steel conducted a thorough analysis of their systems and processes, including interviews with the target groups, to determine the structural barriers to inclusion in their workforce including:
  - **Stereotypes and lack of support structures:** Historically, mining and manufacturing work was seen as suitable only for able-bodied, cisgender, heterosexual men. In the society within which Tata Steel operates, diverse communities were not encouraged to pursue an education or work experience that would prepare and qualify them for careers in manufacturing and mining.
  - **Legal and geographic constraints:** Legislation for marginalized groups has traditionally taken the position of protection by prohibition rather than enabling these groups. Even today, not all states in the country allow women to work in third-shift positions, limiting their ability to equally participate in field work. Further, mining locations tend to be in remote geographies where the local diverse community may not have access to education to develop the necessary skill sets.
- **Enduring consequences of historic marginalization:** Historically, members of these communities and identities have not had access to quality education and employment opportunities. While these trends are changing with time, much still needs to be done to provide opportunities to include members from such marginalized communities in the workforce.
- **Non-inclusive policies and unsafe work practices:** Certain work structures, especially in mines, were not designed with diverse employees' safety in mind.
- **Prioritize and sequence problem areas:** Tata Steel prioritized problem areas based on the potential for impact. Their initial focus was on tackling barriers to gender equity due to the size of the impacted population and the opportunity to address intersectional gender barriers within that population. The intersectional lens focused on transgender women and women from historically marginalized castes.

## 2 Meaningful definition of success

- **Set clear and quantifiable aspiration:** Tata set a goal to have diverse employees account for 25% of total workforce by 2025, from a baseline of 17% in 2019, and to increase representation of women on the shop floor (i.e. women in field roles) to 10% by 2025.
- **Articulate clear case for change that moves employees to action:** Tata Steel's case for change centred around the conviction that in order to achieve their aspiration – to be the most valuable steel organization in the world with a “future ready” and “pioneering” workforce – they needed to invest in culture as a key enabler. Tata Steel's leaders identified DEI as a central pillar of that culture because of the importance of diversity and inclusion in fuelling innovation.

### 3 Accountable and invested business leaders

- **Hold senior leaders accountable for outcomes:** As part of Tata Steel's broader DEI agenda, the initiative's goals were set at the executive team level, cascaded to each business unit to develop an integrated annual business plan and then reviewed by the Tata Steel Board. The board held leaders accountable for progress towards initiative goals and the broader DEI agenda.
- **Role model and lead desired change:** Senior leaders at various levels of the organization accelerated initiative progress by leading change in their respective areas. For example, the vice-president of raw materials took the lead on having women in mines work in all three shifts and also onboarded the first cohort of transgender colleagues. The vice-president of the Kalinganagar plant set his own goal to increase hiring of women and transgender employees. Similar proactive initiatives were also led by the business heads of operation and maintenance. Leaders further led desired change by participating in organization-wide sensitization training.
- **Resource for longevity:** The initiative was led by the Chief Diversity Officer, DEI managers and cross-functional business leaders. Tata Steel also worked with NGOs focused on transgender rights to build recruitment channels for transgender talent and external agencies specialized in workforce education on inclusion topics.

### 4 Solution designed for context

- **Develop solutions that address the root cause, with scalability in mind, integrate changes into key processes and ways of working so impact is sustained:**
  - External:**
    - **Scholarship programme:** Tata Steel created "Women of Mettle" – a pioneering scholarship and work placement programme for women engineering students. This programme includes work experience and sponsorship by Tata Steel's senior managers, who serve as guides and mentors to sponsorship recipients.
    - **External upskilling:** Tata Steel created an upskilling programme to provide technical training to women in rural areas who would otherwise not have access to an education.
    - **Job opportunity creation:** Tata Steel proactively hired women into mining and manufacturing teams that had the least representation. Tata Steel was the first mining company to hire transgender women in mines and to have an all-women team operating a mining site.
  - Internal:**
    - **Inclusive policies:** Tata Steel implemented many new policies aimed at creating an inclusive workplace for women, including the first-ever menstrual leave policy implemented in India, a gender-neutral adoption assistance policy and a policy enabling women to return to the workforce after any amount of leave.
    - **Inclusive work infrastructure:** Tata Steel increased safety protocols in mines by including CCTV camera monitoring, women security guards and GPS enabled transportation for women on their shifts. Tata Steel also built childcare facilities, gender-neutral bathrooms and sanitary pad vending machines and other inclusive measures at certain offices. They also appointed hired compliance officers to create a direct channel to raise concerns of non-inclusive behaviour.
- **Internal upskilling:** Tata Steel designed sensitization training for their 35,000-person workforce to address biases that negatively impact women employees. Trainings addressed inclusion and belonging among other topics and were tailored for employees at each level of the organization. They also launched Tejaswini – an initiative that provides women employees on the shop floor opportunities to upskill to allow them to move into the next stage of their career.
- **Internal leadership programmes:** Created six leadership programmes to provide women at different levels of the company with upskilling, sponsorship and career progression support.
- **Equip and encourage employees to contribute:** Business unit leaders, management, workers and vendors participated in sensitization workshops on inclusion and acceptance ahead of deployment of women employees on the shop floor and in mines. Employees are regularly encouraged to contribute by senior leaders and other allies through awareness campaigns and initiatives, including through Tata Steel's "Call for Allies" initiative and during Women's Day, International Transgender Day of Visibility, Pride Month and International Day for Persons with Disabilities.

## 5 Rigorous tracking and course correction

- **Define KPIs and implement rigorous tracking process:** Tata steel tracked promotion, retention and employee performance metrics for women at each level of the organization. KPIs tracked also include the diversity mix of the workforce, the number of women employees, the number of employees from other underrepresented communities, recruitment and attrition of diverse employees, and employee engagement score. KPIs were reviewed at various leadership levels, starting from individual departments heads to the board of directors.

### ADVICE FOR OTHERS

- **Leverage media to influence cultural perceptions:** As one of the first companies in India to introduce these types of inclusive solutions, Tata Steel invested in being a public advocate for women. For example, they created a series of publicly broadcasted films to educate and build support for the transgender community in the workforce.
- **Engage the local community to design and reinforce solutions:** Tata Steel consulted local NGOs focused on transgender rights to understand how best to connect to the community. To ensure transgender employees felt welcome in the local rural communities where the mines operate, Tata Steel gained public support from influential community leaders like local pundits.

### NEXT AREAS OF FOCUS

- Work with local governments to make laws more inclusive of diverse groups.
- Increase leadership development programming for all women.
- Increase representation of underrepresented groups in operations roles.
- Work towards creating an all-women team to manage an operational unit.

# Walmart

## Internal effort

### Socioeconomic equity and career mobility

#### Career mobility for associates in the United States through no-cost education and development

##### Company stats

- 100,000+ employees (2.3 million associates)
- \$572.75b in revenue<sup>75</sup>
- Global, headquartered in United States
- Retail

##### Initiative context and objective

In 2018, Walmart launched “Live Better U” (LBU), a 100% company-paid education programme that supports adult working learners by providing access to education and skilling credentials through 15 accredited educational institutions. LBU offers US associates an array of educational opportunities, including high school completion, language courses, college degree programmes and skill-based certificates while simultaneously providing ongoing mentorship. LBU is part of Walmart’s larger investment in employee learning, with the goal of upskilling associates to drive retention, advancement and performance, specifically for front-line associates.

##### Impact highlights

- **89,000+ associates** have participated in and **15,000+ associates** have graduated from the programme since 2018.
- **20% higher rate of retention** for programme participants vs. non-participants and 4x lower attrition.
- **87.5% higher likelihood of promotion** for Black employees in the programme vs. non-participants.
- **2x higher rate of promotion** for participants vs. non-participants.
- **\$333+ million** in education-related costs saved for associates since programme launch.

In the United States, 75% of adults decide not to pursue a higher education because they cannot afford the cost.<sup>72</sup> Student loan debt of the average borrower is \$28,950<sup>73</sup> in the United States, aggregating to over \$1.7 trillion.<sup>74</sup>

## 1 Nuanced understanding of root causes

- **Understand the problem:** Walmart routinely examines their processes to identify gaps in equity and accessibility for employees and customers.
- **Identify the root causes:** When conducting a diagnostic on the retention for this group, Walmart discovered that its large front-line workforce generally speaking were not securing higher-paying roles at the company. Reasons included not only the size of the front-line workforce comparative to the number of management roles, but also the fact that higher-paying roles often required skill sets or degrees that many front-line workers did not have. Barriers included the increasing cost of education in the US and insufficient time away from work and other responsibilities to devote to development.
- **Get input from the target population, initially and throughout:** Walmart, directly and through their partnership with Guild Education, engaged front-line employees through surveys and interviews to inform programme design.
- **Prioritize and sequence problem areas:** With 1.5 million front-line workers, and a variety of career opportunities, Walmart was uniquely positioned to skill front-line associates to help meet the company's evolving business needs. Walmart's focus on career mobility for front-line workers added urgency to this area of opportunity.

## 2 Meaningful definition of success

- **Set quantified aspiration (what, by when):** Upon programme launch, Walmart set a goal to improve career mobility for front-line associates and increase their retention and advancement opportunities.
- **Articulate clear case for change that moves associates to action:** Walmart communicated the anticipated impact of the programme on attracting, retaining and improving performance among front-line candidates and associates. They also highlighted the possibility of the programme increasing diversity in higher levels of the organization as well as their aspiration to support the career mobility of a large portion of Walmart's employee base.

## 3 Accountable and invested business leaders

- **Set initiative as a core business priority:** The organization-wide employee learning and development strategy was adjusted to include goals related to LBU.
- **Hold senior leaders accountable for outcomes, not just inputs or activities:** As the programme grew, senior leaders across Walmart included LBU enrolment goals in their segment's area goals.
- **Role model and lead desired change, starting with CEO and senior leaders:** The CEO is the chair of the Inclusion Council, which periodically reviews the LBU initiative. All officers' (vice-presidents and above, including the CEO) responsibilities include promoting LBU.
- **Resource for longevity with budget, expertise and timeline:** Leaders from across the organization, including HR and Corporate Affairs, were part of the core team responsible for the initiative. Walmart also had a dedicated team of one director and two project managers who developed, deployed and operationalized the programme. The funds to support this team were allocated through Walmart's learning and development operating budget. Additionally, the dedicated team partnered with two external expert organizations in the creation and execution of this programme – Guild Education to provide support in creating the educational programme, and LBU's systems and administration and the Lumina Foundation to support metric tracking.

## 4 Solution designed for context

- **Develop solutions that address root causes, with scalability in mind, and integrate changes into key processes and ways of working so impact is sustained:**

### **Updated benefits:**

LBU was implemented as an employee benefit that all eligible participants can opt into as of their first day of work at Walmart.

### **Direct tuition and fee payment:**

Instead of having participants pay up front and apply for reimbursement, which would create financial burden for associates, the programme was designed for Walmart to directly pay college tuition and book costs and cover related taxes. Additionally, Walmart does not require a stay period after graduation.

### **Customizable upskilling programmes:**

Programmes are tailored to the developmental needs and career aspirations of front-line workers, and to prepare associates for the future of work. Associates can also gain expertise in areas where Walmart is growing, such as cybersecurity. The programmes are integrated as part of Walmart's broader learning ecosystem.

### **Flexible schedules and credit system:**

To address time constraints faced by front-line workers, the programme is designed to be fully virtual, which saves on commute time and provides flexibility, allowing participants to balance other needs (e.g. childcare). Managers are also recommended to offer flexible schedules to programme participants on their teams. Further, the programme counts relevant work training towards academic credit. Participants can earn a semester's worth of college credit for completing on-the-job trainings through Walmart Academy.

### **Ongoing mentorship:**

Career coaches work with participants to develop timelines and goals based on the participant's work and life priorities. Participants also get social and academic mentorship to assist with career readiness.

- **Equip and encourage associates to contribute:** Walmart promoted LBU through multiple channels such as emails and digital signage to encourage participation. They also added information on LBU to all orientation materials and internal trainings to drive awareness.

## 5 Rigorous tracking and course correction

- **Define KPIs and implement rigorous tracking process:** Walmart tracked promotion, retention and employee performance metrics for associates in the programme compared to those not enrolled, to evaluate effectiveness in driving desired outcomes. They also tracked programme participation among eligible employees to identify and resolve barriers to entry.
- **Use data and feedback to course correct, as needed:** Walmart initially launched the programme with a \$1/day fee requirement, but subsequently removed the \$1/day fee to make the programme accessible to all front-line associates and reduce the burden of debt.

ADVICE FOR OTHERS

- **Design inclusive solutions through an intersectional lens:** Knowing that more than 300,000 of their front-line workers and approximately 18% of LBU’s current participants identify as Black or African American, Walmart partnered with Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs) to create a more inclusive programme.
- **Engage partners that have the know-how:** Through Guild Education, Walmart partnered with 15 educational institutions to develop programme offerings. They strategically chose organizations and institutions whose values and programmes aligned with the needs of LBU participants.
- **Continuously improve programmes to maximize long-term impact:** Walmart has adjusted the types of programmes offered to address evolving skill needs (based on participant interest and Walmart’s business needs). As LBU evolved, Walmart has continued to add offerings such as college preparation courses and supply-chain management certificates to help meet the anticipated needs of the business and to support a future-ready workforce.

NEXT AREAS OF FOCUS

- Continue to align the programme’s offerings with Walmart’s future of work upskilling initiatives.
- Develop Walmart-branded certificates and badging to serve as credentials for other roles.

## 2.2 Additional highlights

The expert panel highlighted “stand-out” design and execution approaches from seven other submissions. For each “stand-out” approach, the initiative context, objective and a snapshot of the approach in practice have been synthesized.

FIGURE 2 Highlights: initiative design and execution

		Highlighted principle by topic	Company
Design	A	Leveraging <b>core competency</b> to design for deeper impact	Regeneron Pharmaceuticals
	B	Applying <b>intersectional design lens</b> to broaden scope of inclusion	Boston Consulting Group (BCG)
	C	Designing inclusive <b>systems and policies</b>	Salesforce
Execution	D	Using <b>technology</b> to scale faster	Cisco
	E	Using <b>unique positioning and network</b> to expand impact outside of the organization	McKinsey & Company
	F	Increasing <b>visibility</b> of diverse leaders and <b>role modelling</b> desired behaviours to encourage inclusion	Nokia
	G	<b>Rewarding employees</b> for leading DEI work to reward outcomes and desired behaviours, like any other business initiative	Bridgewater Associates

A

## Leveraging core competency to design for deeper impact



### Regeneron Pharmaceuticals

Internal and external effort

Gender, racial and ethnic inclusion

Underserved populations in medical research

#### Initiative context and objective

In 2021, leading biotechnology and pharmaceutical drug development company, Regeneron Pharmaceuticals, launched its first global DEI strategy with a focus on three distinct but interrelated pillars of: “Better Workplace, Better Science and Better World”. The “Better Science” pillar provides the company with an integrated platform to support cross-functional projects that reduce bias in research and development

and address health disparities for underrepresented populations. The projects addressed: (1) increasing diversity in genomic sequencing, increased focus on pre-clinical and clinical research focused on neglected diseases disproportionately affecting underserved populations; (2) improving representation of minorities in clinical trial programmes; and (3) engaging local and global stakeholders and community partners to improve education and access to Regeneron Pharmaceuticals’ medicines and healthcare.

#### Highlights in practice

Regeneron Pharmaceuticals’ biotech expertise and access to extensive data from prior research put the company in a unique position to begin developing inclusive medical research advancements to support the needs of underrepresented populations. In its first phase, the programme focused on organizing and surfacing insights from existing data on underrepresented patients. Between 2020 and 2022, Regeneron Pharmaceuticals achieved two key milestones: (1) they catalogued and funded research in 15 disease areas disproportionately affecting underrepresented groups that have been understudied in drug development; and (2) they collected one of the largest exome-sequenced databases of underrepresented populations of Asian, African and Latino ancestry (500k+ genomic samples) to diversify the existing research pool. In addition to these efforts, Regeneron Pharmaceuticals is implementing disease-specific strategies to ensure inclusive and equitable representation of underrepresented and underserved populations in their clinical trial studies.

B

## Applying intersectional design to broaden the scope of inclusion



### Boston Consulting Group (BCG)

Internal effort

LGBTQIA+ inclusion

LGBTQIA+ employees

#### Initiative context and objective

BCG created a global strategy for their LGBTQIA+

employee resource group (ERG), Pride@BCG, with a focus on intersectional and culturally nuanced inclusion.

#### Highlights in practice

Pride@BCG’s global strategy is focused on recruiting diverse talent, providing physical and psychological safety, creating an inclusive culture, building community through affiliation activities, supporting professional and personal development, and creating societal impact. Local offices tailored the global strategy for their local context through office-specific ERG task forces. For example, BCG’s offices in India implemented inclusive recruiting strategies for LGBTQIA+ candidates including a tailored process for LGBTQIA+ candidates who are not fully out. They also partnered with a local NGO to support the transgender community and collaborated with an academic institution and another local NGO to publish an LGBTQIA+ thought leadership report. From 2019 to 2022, Pride@BCG membership grew more than 20% annually to over 1,100 members across more than 45 countries.



## Salesforce

Internal effort

LGBTQIA+ inclusion

Transgender and nonbinary employees

### Initiative context and objective

In 2021, Salesforce launched a set of gender-inclusive benefits aimed at increasing inclusion

for transgender and non-binary colleagues.

These benefits were automatically available to all employees, globally, upon launch.

### Highlights in practice

By listening to employee feedback and consulting with their LGBTQIA+ employee resource group, Salesforce identified unique barriers faced by transgender and non-binary employees, including physical and mental healthcare needs. As a result, Salesforce introduced new employee benefits to address the community's unique needs, including gender affirmation reimbursement and leave, free counselling services, and wardrobe and legal fee reimbursement.



## Cisco

Internal and external effort

Gender, racial and LGBTQIA+ equity

Underrepresented populations in management

### Initiative context and objective

In 2017, Cisco launched a sponsorship programme – “The Multiplier Effect” (TME) – to accelerate the careers of diverse talent and

promote equity and inclusion. TME calls for industry leaders to (1) sponsor at least one person different from themselves on at least one dimension, and (2) challenge a peer to do the same.

### Highlights in practice

The TME digital platform enabled the programme to rapidly reach scale by reducing friction in the sign-up and onboarding processes. The platform also made it easier for leaders to challenge peers to join the programme by automatically generating email communication to the nominee with programme content and learning resources. The platform also prepared participants to effectively engage in every aspect of sponsorship by providing training assets and resources on finding sponsors/sponsees, engaging in career development conversations and creating inclusive sponsorship environments. Tracking mechanisms for participant feedback and career progression data were also embedded into the platform, allowing the company to monitor programme effectiveness and adjust as needed. As of 2022, the programme had over 5,000 participants.

McKinsey  
& Company

## McKinsey & Company

Internal and external effort

Racial equity

Black, Hispanic, Latino and Asian leaders

### Initiative context and objective

In 2020, McKinsey & Company launched the Connected Leaders Academy (CLA), a three-to-six-month, no-cost leadership development programme for executives of colour that aims to increase representation of Black, Hispanic, Latino and Asian

leaders at middle and senior management levels around the world. CLA is one of 10 actions that the organization has committed towards advancing racial equity. The capability-building programme includes digital modules, live virtual webinars and community building, and is available to clients, non-clients and the organization's own employees.

### Highlights in practice

McKinsey & Company – a management consulting firm that serves clients across industries and geographies – used its network and expertise in developing leadership capability-building programmes to scale the programme, bring in industry-leading speakers and build a global community of executives. Over a two-year period, CLA enrolled 40,000+ participants from 900+ organizations across 15 industries and four continents. A survey of CLA participants found that 86% of Executive Leadership Program participants attributed their career progression to CLA and 89% of CLA's participants felt the academy had improved their leadership capabilities, while 89% of participating organizations also reported that involvement in CLA increased their focus on DEI topics.



## Nokia

Internal effort  
LGBTQIA+ inclusion  
LGBTQIA+ employees

### Initiative context and objective

In 2019, an employee-led group endorsed and supported by Nokia's leadership launched a programme to increase the visibility of its LGBTQIA+ leaders and encourage allies to better support the community. Nokia aimed to increase the diversity on teams and identified

that lack of representation was a key barrier to LGBTQIA+ employees bringing their full selves to work. The initiative was started by LGBTQIA+ employees who did not feel as included as their peers and – because they did not see out LGBTQIA+ leaders in the organization – felt that they had to hide their identities to advance in their careers.

### Highlights in practice

Nokia launched the OUT Leaders Program, a series of actions to amplify the voices of their LGBTQIA+ leaders and to expand the LGBTQIA+ employee community. The first phase of the programme included LGBTQIA+ leaders in speaking engagements, such as panels, personal storytelling and presentations on inclusion topics. Ally leaders provided support by role modeling inclusive behaviours to create a safe space for OUT leaders. Allies also partnered with OUT leaders to plan broader inclusion-related activities and learning programmes.

Over the two-year period following the launch of the programme, the LGBTQIA+ employee network grew by 55%. The programme also put LGBTQIA+ inclusion on the executive team's agenda and spurred conversations on LGBTQIA+ inclusion across the organization. In 2020, Nokia expanded the programme to include talent development for LGBTQIA+ employees at all levels.



## Bridgewater Associates

Internal effort  
DEI operations  
Employees leading DEI work

### Initiative context and objective

In 2021, Bridgewater Associates launched an initiative to better reward and support employees who lead their affinity networks (ERGs) on

top of their day-to-day responsibilities. Given the importance of these employees' efforts in achieving the company's DEI goals, Bridgewater created a reward structure akin to those of other business initiatives.

### Highlights in practice

Bridgewater rewarded ERG leaders who drove significant impact with a separate bonus incremental to their annual compensation. The process to award the bonus, and criteria for evaluation, were established and treated with the same rigor as all other supplementary bonuses at the company. Transparency regarding the ERG compensation process, rewards and goals led to increased motivation across the workforce for DEI work and encouraged other employees to become DEI leaders.

TABLE 2 | Lighthouse case index

Organization	Page	Company		Initiative					
		Industry	Company size <sup>76</sup>	Geography <sup>77</sup>	Scope	DEI theme	Target population	Initiative description	Tags
EY	16	Professional services	100,000+	Global	Internal	Disability equity	Neurodivergent individuals	Inclusive recruiting processes and working environments for neurodivergent candidates and employees through upskilling and process redesign	Hiring processes; upskilling; ways-of-working; external partnership; internal community building
Limak	20	Infrastructure & urban develop	50,000 – 99,999	Türkiye and Kuwait	External	Gender equity	Women	Gender parity in STEM professions, for women and girls in Türkiye and Kuwait, through upskilling and opportunity creation	Upskilling; job and work experience; mentorship and sponsorship; external partnership
Pricewaterhouse Coopers (PwC)	24	Professional services	100,000+	UK	Internal and external	Socio-economic mobility	Socioeconomically disadvantaged individual	Social mobility for individuals from lower socioeconomic backgrounds in the UK through advocacy, community development, upskilling and inclusive workplace hiring practices	Upskilling; job and work experience; hiring processes; external partnership
Randstad	28	Staffing & human capital	25,000 – 49,000	US	External	Gender equity and socio-economic mobility	Women	Economic empowerment for at-risk women in the US through upskilling and opportunity creation	Upskilling; job and work experience; mentorship and sponsorship; external partnership
Schneider Electric	31	Professional services	100,000+	Global	Internal	Gender equity	Women	Pay equity across all offices, in over 100 countries, through automated analytics, robust governance and global-local compensation framework	Upskilling; performance management processes; policy and benefits; ways-of-working
Shiseido	34	Cosmetics consumer	25,000 – 49,000	Japan	Internal and external	Gender equity	Women	Accelerating gender parity at board and executive-management levels, for women employees in the Japan office and business community, through inclusive work policies, upskilling and community impact	Upskilling; hiring processes; performance management process; policy and work benefits; ways-of-working; mentorship and sponsorship; external partnership
Tata Steel (Tata)	38	Mining and manufacturing	50,000 – 99,999	India	Internal and external	Gender and LGBTQIA+ equity	Women	Advancing intersectional gender diversity for employees and students through inclusive work policies and recruiting processes, upskilling and sponsorship	Upskilling; job and work experience; hiring processes; policy and benefits; ways-of-working; mentorship and sponsorship; external partnership
Walmart	42	Retail	100,000+	US	Internal	Socio-economic mobility	Socioeconomically disadvantaged individual	Social mobility for employees in the US through free, career-enhancing education and upskilling	Upskilling; policy and benefits; external partnership

TABLE 3 | Design and execution highlights index

Organization	Page	Company		Initiative					
		Industry	Company size <sup>78</sup>	Geography <sup>79</sup>	Scope	DEI theme	Target population	Initiative description	Tags
Regeneron Pharmaceuticals	46	Biotechnology	10,000 – 24,999	Global	Internal and external	Ethnic inclusion, racial inclusion	Underserved populations in medical research	Leveraging core competency to design for deeper impact	Initiative design
Boston Consulting Group (BCG)	46	Professional services	10,000 – 24,999	Global	Internal	Gender equity	LGBTQIA+ individuals	Applying intersectional design to broaden the scope of inclusion	Initiative design
Salesforce	47	Software	50,000 – 99,999	Global	Internal	Socio-economic mobility	Transgender and nonbinary individuals	Designing inclusive systems and policies	Initiative design
Cisco	47	Digital communications	25,000 – 49,000	Global	Internal and external	Gender equity	Underrepresented populations in management	Use of technology to scale faster	Initiative execution
McKinsey & Company	48	Professional services	25,000 – 49,000	Global	Internal and external	Gender equity	Black, Hispanic, Latino and Asian leaders	Use of unique positioning and network to expand impact outside of organization	Initiative execution
Nokia	49	Telecommunications	50,000 – 99,999	Global	Internal	Gender and LGBTQIA+ equity	LGBTQIA+ individuals	Increasing visibility of diverse leaders and role modelling desired behaviours to encourage inclusion	Initiative execution
Bridgewater Associates	49	Investment management	1,000 – 2,499	US	Internal	Other (DEI operations)	Employees leading DEI work	Rewarding employees for leading DEI work and delivering outcomes, like any other business initiatives	Initiative execution

## 3 Actions employees at every level can take



DEI is at a critical inflection point in today's companies and institutions. The evolution of the way people work, driven in part by the COVID-19 pandemic, presents an opportunity to harness the momentum of change towards redefining workplace norms and systems to accelerate progress on DEI.

Making meaningful progress requires engagement at each level of the organization – from individual contributors on the front lines to the CEO and board of directors. While the maturity of DEI efforts varies by company, industry and geography, the five key success factors shared in Section 1 can serve as a starting point for leaders seeking to evaluate and hone DEI efforts to increase impact.

Furthermore, meaningful change requires engagement from all levels. DEI commitment at the leadership level alone is not enough to create the changes needed for long-term progress. Meaningful, sustained change also requires engagement from individual contributors, managers, board members and advisers.

In addition to coherent and well-designed initiatives, the following is a non-exhaustive sample of actions that all members of an organization can take to contribute to DEI progress, by creating inclusive environments, highlighting opportunities for improvement to leaders and increasing ways to get involved in DEI efforts:

TABLE 4 Actions that contribute to DEI progress

	Create inclusive environments	Highlight opportunities for improvement	Get involved in DEI efforts
<b>Actions for all employees to take</b>	<ul style="list-style-type: none"> <li>– <b>Be curious:</b> Seek out perspectives different from your own to challenge your viewpoints.</li> <li>– <b>Own your learning process:</b> Reflect on your own identity, perspectives, biases and privilege. Educate yourself on the experiences of others through podcasts, books, art and spaces created by members of diverse populations.</li> <li>– <b>Ask for feedback:</b> Tell your teammates that you care about inclusion and ask for their feedback to help you improve.</li> <li>– <b>Listen actively:</b> Ask open-ended questions to help you understand before making a judgement.</li> <li>– <b>Use inclusive language:</b> Do not assume specifics about someone's identity, background or viewpoints.</li> <li>– <b>Check in regularly:</b> Try to better understand others' feelings, challenges and priorities, and ask how best to support them.</li> <li>– <b>Address non-inclusive team dynamics:</b> Proactively ask for certain team members' input, for example, if they are interrupted or are not invited to voice their opinions.</li> </ul>	<ul style="list-style-type: none"> <li>– <b>Use feedback channels and direct communication:</b> This will help you share your experiences, highlight barriers and provide feedback on what could work better.</li> </ul>	<ul style="list-style-type: none"> <li>– <b>Volunteer your time and expertise towards your organization's DEI efforts:</b> Whether through ERGs or the DEI department, connect with leaders at your organization to find ways to contribute.</li> <li>– <b>Connect your organization with community partners:</b> As appropriate, consider connecting your organization with external organizations (e.g. NGOs) to broaden DEI reach.</li> </ul>
<b>Additional actions for managers and team leaders to take</b>	<ul style="list-style-type: none"> <li>– <b>Role model and reward inclusive behaviours:</b> You have the opportunity to set the tone and establish your team's dynamic (e.g. express gratitude and engage further when a team member challenges your thinking; encourage a learning mindset that allows mistakes to be made).</li> <li>– <b>Consider power dynamics and invite input:</b> For example, invite missing perspectives to join the conversation; ask lower-tenured team members to share their perspectives first; in meetings, ask for input from everyone; solicit ideas in advance of a meeting so that all can be considered equally.</li> <li>– <b>Lead with vulnerability and empathy:</b> Get to know team members at a personal level, for instance, and ask them to share their needs in the working environment.</li> <li>– <b>Give credit to your team:</b> Notice when a new idea is being introduced and give credit to the original contributor.</li> <li>– <b>Create opportunities:</b> Allow all team members to perform to their fullest potential (not just those who look like you).</li> </ul>	<ul style="list-style-type: none"> <li>– <b>Create feedback channels for your team:</b> Conduct and prioritize regular check-ins and anonymous surveys that act as a "pulse check" for the team's experiences.</li> <li>– <b>Use your social capital:</b> Advocate for senior management to make needed changes in policies, processes and ways of working to address DEI gaps.</li> </ul>	<ul style="list-style-type: none"> <li>– <b>Visibly role model commitments to DEI:</b> Personally invest time in DEI efforts and encourage others to do the same.</li> <li>– <b>Protect time:</b> Make time for your team members to partake in DEI efforts.</li> <li>– <b>Reward team members' investment in DEI efforts:</b> Highlight contributions through feedback or, when appropriate, through formal performance management mechanisms.</li> </ul>
<b>Additional actions for board directors and external advisers to take</b>	<ul style="list-style-type: none"> <li>– <b>Critically analyse the voices being brought to discussions:</b> If perspectives are missing from the discussion, proactively seek out those voices.</li> </ul>	<p>(The two actions above apply to managers and team leaders and to board directors and external advisers.)</p>	<ul style="list-style-type: none"> <li>– <b>Reinforce accountability:</b> Hold the organization's senior business leadership accountable for delivering on DEI outcomes.</li> </ul>

# Appendix: Global Parity Alliance and DEI Lighthouse Programme



## The Global Parity Alliance<sup>80</sup>

A growing number of companies are pioneering new approaches to building more inclusive organizations at scale.

The GPA launched the DEI Lighthouse Programme in 2022 to identify what works and why, through initiatives that have yielded significant, quantifiable, scalable and sustained impact for underrepresented

groups. The DEI Lighthouse Programme seeks to share the lessons learned to support DEI efforts across companies and institutions. Its ambition is to equip leaders with these best practices to help focus their DEI efforts on what works best, ultimately contributing to creating faster, scalable impact across the global business community and surrounding ecosystems.

## The DEI Lighthouse Programme

The GPA created the DEI Lighthouse Programme to identify and showcase proven methodologies and practical insights from peer organizations that can help others accelerate their DEI efforts. Lighthouses come from around the world, across industries and span a wide range of diversity,

equity and/or inclusion goals. The focus of Lighthouse cases spans employees, suppliers, customers and/or the broader community, and can address any underrepresented group (e.g. gender, race/ethnicity, LGBTQIA+, people with disabilities or intersectional identities).

## Submission and selection process

GPA members submitted initiatives to be considered for programme selection. Each organization: (1) completed a written application with 16 questions, sharing information on their overall DEI context and initiative-specific actions, impact and findings; and (2) met with the Forum GPA team to provide further context and

clarification on the initiative submitted. The Forum GPA team then synthesized and anonymized the cases to be reviewed by an Independent expert panel. Each panellist individually scored submissions against criteria in a pre-established evaluation rubric and then jointly determined which Lighthouses to select for the programme.

## Independent expert panel

The independent expert panel was appointed by the Forum's Centre for the New Economy and Society (CNES). The six DEI experts were unaffiliated with the GPA members, brought a diverse range of expertise and perspectives from work in the public and private sectors and civil society and were from diverse backgrounds and identities. The members of the 2022 DEI Lighthouse Programme panel were as follows (in alphabetical order):

**Elizabeth Broderick** is an independent expert at the United Nations Human Rights Council (UN special rapporteur) focused on issues related to discrimination against women and girls. She is also the founder and principal of an Australia-based specialist consultancy that works to improve gender equality, diversity and inclusion, as well as cultural renewal.

**Sinéad Burke** is the chief executive officer of Tilting the Lens, an Ireland-based specialist consultancy focused on increasing accessibility in the world. She is a Disabled educator, advocate and author who champions accessibility, equity and social justice.

**Paul Butler** is the president and chief transformation officer of New America, a US-based think tank focused on public policy including racial equity. He is also on the board of directors of The Brotherhood Sister Sol, a Black-led social justice organization. He is an expert in business development, strategy and operations and racial justice.

**Sarah Kate Ellis** is the president and chief executive officer of GLAAD, a US-based non-governmental organization promoting LGBTQIA+ acceptance and inclusion. She is also a public

figure who consults with global business and advocates for the LGBTQIA+ community across mainstream and social media. She is an expert in media and LGBTQIA+ advocacy.

**Robert Livingston** is a public policy lecturer at Harvard University. He is a social psychologist and leading expert on the science underlying bias and racism in organizations. He also serves as a

diversity consultant for companies, public-sector agencies and non-profit organizations.

**Sheila Penrose** is the chairman of the board of Jones Lang LaSalle, a global commercial real estate company. She is a founding member of the 30% Club in the US, which advances women on corporate boards, and is a member of the Forum's Community of Chairmen.

## Initiative evaluation rubric

The initiative evaluation rubric included four equally weighted criteria and guiding scores. Each criterion was scored on a scale of zero to three, with objective thresholds for evaluation. All Lighthouses had to have at least two scores of three, no scores of zero and no more than one score of one. The four criteria were:

- 1. Significance:** the magnitude of impact, including: change against a baseline; number of people affected relative to the size of the target population and/or the organization's size; and degree of transformative impact on the target group(s).
- 2. Quantifiability:** the use of metrics to assess impact, including: a clear definition of the

metrics; regularity of tracking; and use of metrics towards driving accountability.

- 3. Scalability:** the future impact potential within or beyond the organization, including: the set-up of the initiative; future targets; definition of the path forward; and whether the initiative has already reached its full scale in terms of its impact .
- 4. Sustainability:** the potential for the initiative to drive long-term impact in the organization, including the length of time the initiative has been running, and the structure and governance of the initiative.

# Contributors

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# Acknowledgements

## Members of the Global Parity Alliance:

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Nestlé

Nokia Corporation

Novozymes

PwC

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64. Schneider Electric's definition of "pay gap" is: "The total target salary difference between a certain individual and the median salary of the same job grade and salary structure of all the employees in the comparator group."
65. World Economic Forum, "[Global Gender Gap Report 2022](#)", July 2022.
66. Higuchi, Miho, Maya Horii, Megumi Inoue, Miki Sogi and Naomi Yamakawa, "[Mobilizing Women to Step Up as Leaders in Japan](#)", McKinsey & Company, 27 April 2021.
67. Reflects 2021 annual revenue converted from Japanese yen (JPY) to USD based on [IRS exchange rates](#) for ease of comparison across cases.
68. Shiseido's engagement with other Japanese companies is through the "30% Club".
69. World Economic Forum, [Global Gender Gap Report](#), July 2022.
70. Institute of Labor Economics, [Mining and Gender Gaps in India](#), November 2020.
71. Reflects 2021 annual revenue converted from Indian rupees (INR) to USD based on [IRS exchange rates](#), for ease of comparison across cases.
72. National Opinion Research Center (NORC), "[Survey: Americans See Cost as the Biggest Barrier to Higher Education](#)", 3 May 2022.
73. Hahn, Alicia and Jordan Tarver, "[2022 Student Loan Debt Statistics: Average Student Loan Statistics](#)", Forbes, 19 September 2022.
74. Walmart, "[Walmart To Pay 100% of College Tuition and Books for Associates](#)", 27 July 2021.
75. Reflects 2021 annual revenue.
76. Company size based on number of employees.
77. "Global" initiatives include any initiative that spans multiple continents.
78. Company size based on number of employees.
79. "Global" initiatives include any initiative that spans multiple continents.
80. World Economic Forum: "[The Global Parity Alliance](#)".



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