PRELIMINARY RESULTS

2014 Diversity & Inclusion Values and Behaviors Survey

INSTITUTE FOR CORPORATE PRODUCTIVITY
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About this report

This report provides preliminary results from our recent study. More complete results, including charts, market performance breakdown and other analysis, are made available exclusively to i4cp corporate members.

In this survey, multiple questions used the well-accepted 1-5 Likert-type scale, with a 1 rating generally designated as "not at all" and a 5 rating as "a very high extent." Mean scores are the average of those ratings.

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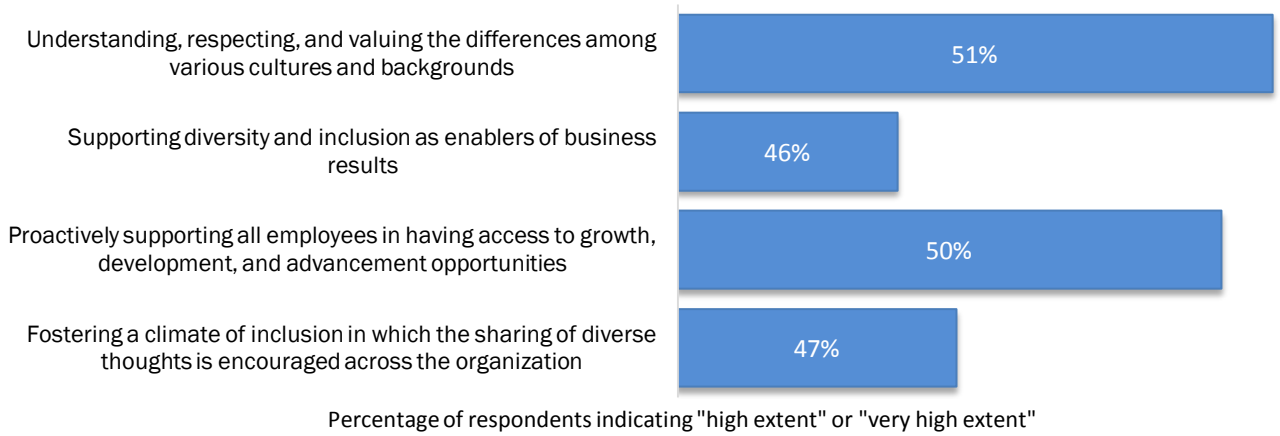
Survey Responses

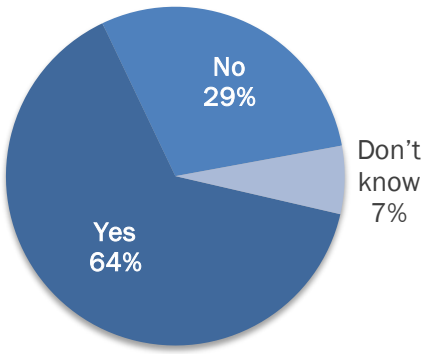
1. To what extent is your organization effective at the following?



Responses	Not at all	Small extent	Moderate extent	High extent	Very high extent
Understanding, respecting, and valuing the differences among various cultures and backgrounds	2.1%	11.8%	34.9%	35.1%	16.0%
Supporting diversity and inclusion as enablers of business results	5.2%	16.8%	32.1%	29.6%	16.4%
Proactively supporting all employees in having access to growth, development, and advancement opportunities	3.4%	15.1%	31.1%	35.3%	15.1%
Fostering a climate of inclusion in which the sharing of diverse thoughts is encouraged across the organization	5.7%	17.6%	30.0%	30.2%	16.6%

N = 373

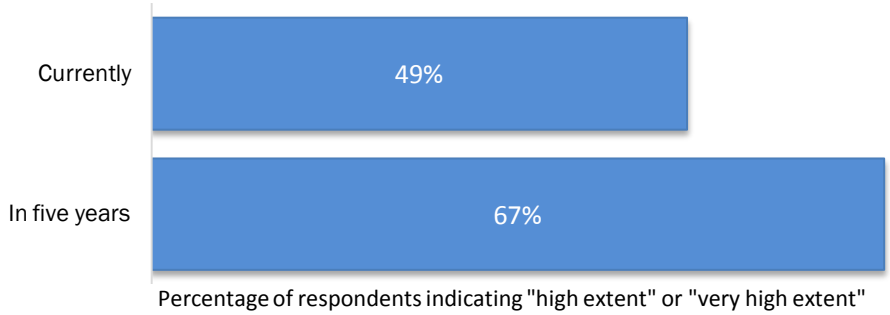
2. Is Diversity and Inclusion (D&I) a stated core value of your organization?



Response	Percent
Yes	64.3%
No	29.2%
Don't know	6.5%

n=373

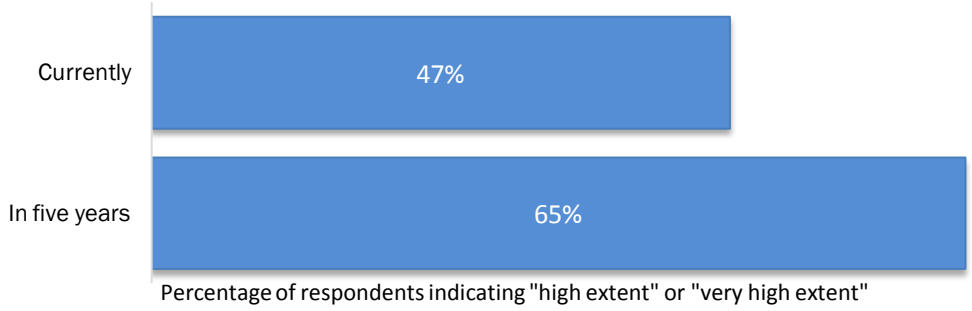
3. To what extent does your organization currently emphasize **Diversity** and to what extent do you predict it will be emphasized in five years?



Responses	Not at all	Small extent	Moderate extent	High extent	Very high extent	Don't know
Currently	4.1%	19.3%	26.7%	28.2%	21.0%	0.8%
In five years	3.5%	5.6%	20.4%	32.3%	35.0%	3.1%

n=366

4. To what extent does your organization currently emphasize **Inclusion** and to what extent do you predict it will be emphasized in five years?



Responses	Not at all	Small extent	Moderate extent	High extent	Very high extent	Don't know
Currently	7.2%	17.5%	27.2%	27.8%	18.7%	1.6%
In five years	3.7%	6.8%	19.8%	30.0%	35.4%	4.3%

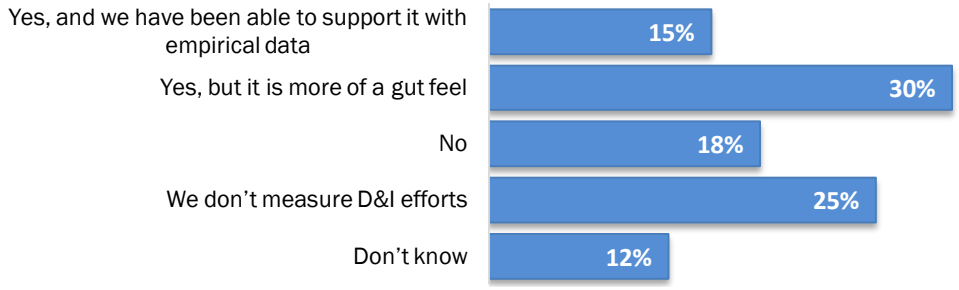
n=366

5. What are the top three drivers of your organization commitment to D&I?

Responses	Percent
Strengthens relationships with global partners and customers	21.8%
Required by contract with suppliers, customers or contractors	9.9%
Helps to attract top talent	39.6%
Enhances public relations/ branding efforts	15.2%
Increases innovation	23.2%
Improves product/services offerings	8.3%
Supports the organization's culture	32.5%
Integral to the business strategy	23.0%
Provides a diverse set of role models our employees can relate to/aspire to be like	7.9%
Desire to reflect customer base/community demographics	24.0%
It's the right thing to do	21.8%
Expected by shareholders	4.0%
Expected by investment analysts	1.0%
Legal compliance/risk management	14.1%
Required remediation for past actions	2.4%
A necessary consideration for becoming a truly global company	14.3%
Diverse perspectives increase the availability of new ideas	21.8%
Don't know	2.6%
Other	3.2%

n=351

6. Is your organization able to connect D&I efforts directly to business outcomes/results?



Responses	Percent
Yes, and we have been able to support it with empirical data	14.6%
Yes, but it is more of a gut feel	30.4%
No	17.8%
We don't measure D&I efforts	25.4%
Don't know	11.8%

n=350

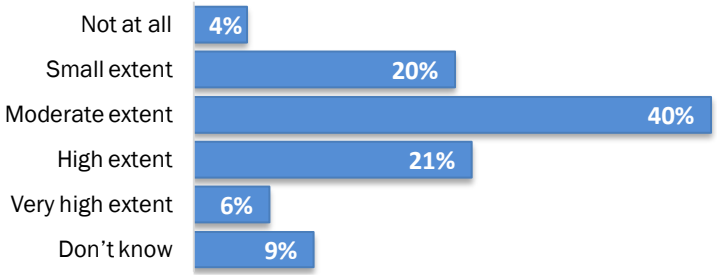
7. What business results are your organization able to connect to D&I efforts? What does the D&I effort look like and consist of?

- We have specific D & I Leadership Objectives and consolidate the results for review and discussion with our Diversity Leadership Team
- Our business resource groups (BRGs) track various metrics while conducting events (e.g. accounts opened, $ in new business, # of new networks, resumes obtained, participation at events, donations made, media coverage, etc.). This helps validate the ROI for the investment made in the BRGs.
- Better understanding of customer feedback and customizing approach to products, services and sales.
  Recruiting Diverse Talent, Mentoring and Coaching, Providing Career Development Opportunities.
- We have been able to connect some of our tailored marketing/community outreach efforts in diverse communities to market share and its supplier spend with minority and women-owned business with market share and financial results.
- Our corporate diversity objectives are business impact focused and align with the company's long-term goals. With the implementation of the 2014-2016 Corporate Diversity Strategic Plan we are looking at the connection between our D&I efforts to business outcomes such as recruiting costs, employee alignment and empowerment, employee engagement, health care disparities, health care costs, customer satisfaction, brand loyalty and awareness.

8. To what extent is your organization successful in its D&I efforts?

Responses	Percent
Not at all	4.1%
Small extent	20.0%
Moderate extent	39.6%
High extent	21.3%
Very high extent	5.8%
Don't know	9.2%

n=337



9. What elements are included in your organization's efforts to promote inclusion?

What elements are included in your organization's efforts to promote inclusion? (Continued)

Responses	Percent
A continuous review of all practices, policies, and procedures as they relate to outreach, hiring, selection for high-potential, development, promotion, etc to ensure they are applied in the same manner across all employee populations	49.2%
Initiatives to help leaders and HR professionals better recognize and manage their own conscious and unconscious biases	40.2%
Internal communication of inclusion as an organizational value	56.1%
External communication of inclusion as an organizational value	31.2%
Inclusion-specific training for **leaders**	36.1%
Inclusion-specific training for **managers**	36.6%
Inclusion-specific training for **all employees**	36.6%
The addition of inclusion-specific metrics to employee surveys	29.2%
Consideration of inclusive behaviors in hiring, promotions, or compensation	39.4%
Company-wide recognition for upholding inclusion as an organizational value	27.1%
Cultural competency training	26.0%
Cross-cultural/demographic cohort coaching and mentoring	16.3%
Don't know	9.0%
Other	6.5%

n=337

10. To what extent is your organization's D&I function integrated or involved in the following?

Responses	Not at all	Small extent	Moderate extent	High extent	Very high extent	Don't know
Drawing out different voices/perspectives on business issues	10.9%	23.0%	31.2%	18.6%	6.3%	10.0%
Generating new product/service ideas that resonate with specific markets/demographics	19.8%	21.6%	22.3%	19.1%	6.5%	10.7%
Providing advise/guidance on go-to-market strategies for new markets/demographics	21.4%	20.7%	22.8%	15.8%	5.1%	14.2%
Ensuring a diverse slate of successor candidates for key roles	14.7%	26.0%	22.8%	20.5%	6.5%	9.5%
Educating leaders on the cultural, societal, custom "do's" and "don'ts" in key markets	14.4%	25.3%	25.8%	18.8%	6.5%	9.1%
Helping to secure or strengthen supplier diversity	19.5%	19.3%	23.5%	15.8%	7.0%	14.9%
Recommending and/or making connections with influential groups in key communities/sectors	11.6%	19.5%	28.6%	19.3%	10.2%	10.7%
Establishing a sense of inclusion/belonging/respect among all employees	7.2%	18.4%	23.7%	27.7%	18.6%	4.4%
Influencing public relations and corporate branding issues	14.7%	20.7%	24.7%	21.9%	8.6%	9.5%
Influencing talent or employer branding decisions	12.6%	21.9%	22.8%	24.2%	8.1%	10.5%

N = 314

11. To what extent is the D&I function in your company integrated or involved in the following talent management practices?

Responses	Not at all	Small extent	Moderate extent	High extent	Very high extent	Don't know
Recruiting talent into the organization	8.3%	20.0%	26.7%	23.8%	16.0%	5.2%
Hiring talent	10.0%	21.2%	26.9%	23.6%	13.6%	4.8%
Assimilating new hires into the company culture	12.1%	25.0%	25.0%	22.1%	11.9%	3.8%
Benefits offering	22.6%	19.0%	25.5%	17.1%	7.4%	8.3%
Learning and development	12.1%	21.7%	26.0%	25.2%	10.0%	5.0%
Leadership development	12.9%	21.2%	26.0%	25.0%	10.5%	4.5%
Hi-potential selection	16.7%	21.4%	25.0%	17.4%	10.0%	9.5%
Succession planning	20.2%	21.7%	24.5%	16.0%	9.8%	7.9%
Strategic workforce planning	19.5%	22.9%	25.2%	16.0%	8.8%	7.6%

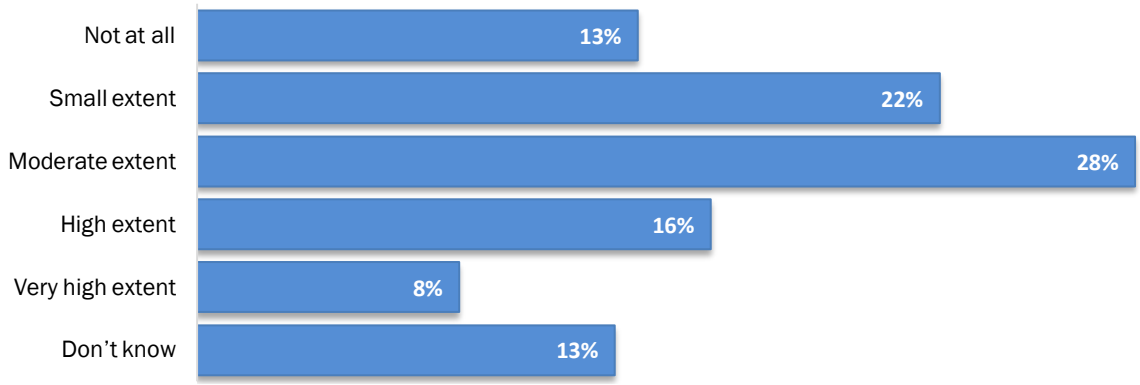
N = 308

12. How frequently does the individual responsible for the D&I function in your organization meet with the following:

Responses	Weekly	Monthly	Quarterly	Bi-annually	Annually	Never	Ad hoc	Don't know
Board of Directors	1.5%	4.7%	9.6%	4.4%	9.6%	18.2%	10.1%	41.9%
CEO	8.6%	11.1%	11.8%	4.4%	5.7%	10.6%	11.3%	36.5%
Corporate leadership team	8.4%	14.0%	13.8%	7.1%	4.7%	7.6%	11.3%	33.0%

N = 301

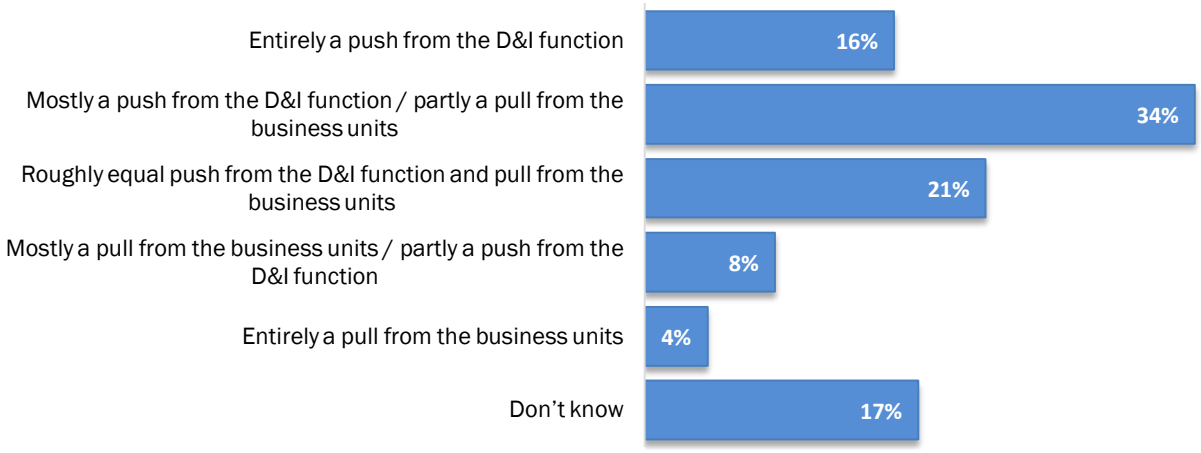
13. To what extent are D&I efforts in your organization owned or driven by individuals outside of the D&I function or office?



Responses	Percent
Not at all	13.3%
Small extent	22.4%
Moderate extent	28.3%
High extent	15.5%
Very high extent	7.9%
Don't know	12.6%

n=301

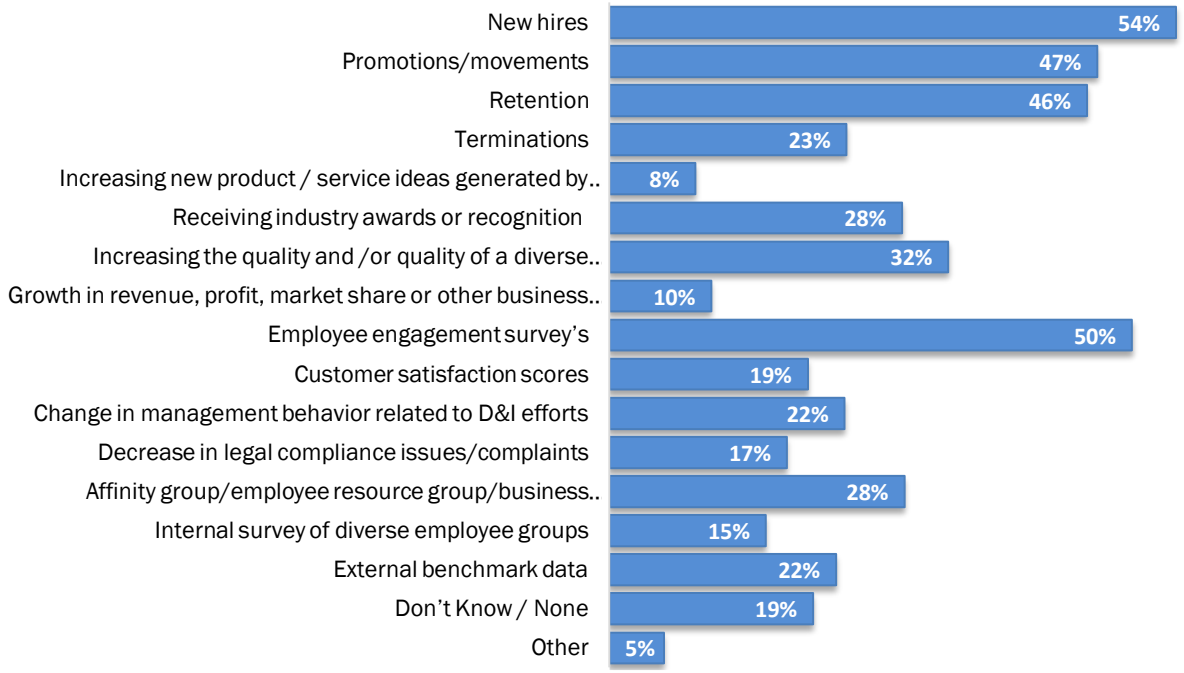
14. With regard to D&I practices and programs in your organization, is it more of a push from the D&I function or more of a pull from the business units?



Responses	Percent
Entirely a push from the D&I function	15.5%
Mostly a push from the D&I function / partly a pull from the business units	34.2%
Roughly equal push from the D&I function and pull from the business units	21.2%
Mostly a pull from the business units / partly a push from the D&I function	8.1%
Entirely a pull from the business units	3.9%
Don't know	17.0%

n=301

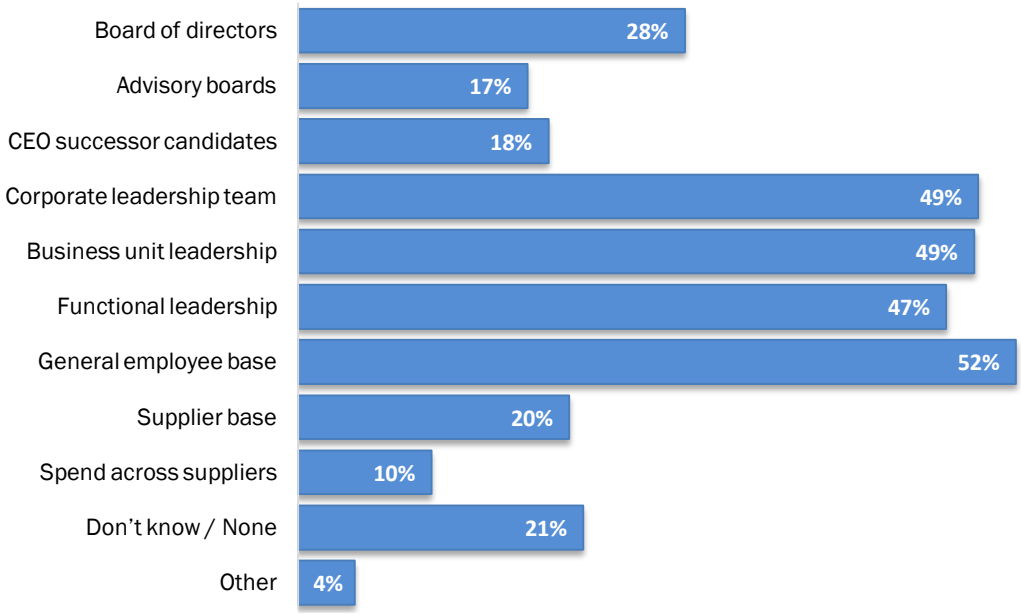
15. How does your organization measure the success of its D&I efforts?



Responses	Percent
New hires	54.0%
Promotions/movements	46.5%
Retention	45.5%
Terminations	22.6%
Increasing new product / service ideas generated by employees	8.2%
Receiving industry awards or recognition	27.9%
Increasing the quality and /or quality of a diverse applicant pool	32.3%
Growth in revenue, profit, market share or other business performance data	9.7%
Employee engagement survey's	49.8%
Customer satisfaction scores	18.9%
Change in management behavior related to D&I efforts	22.4%
Decrease in legal compliance issues/complaints	16.9%
Affinity group/employee resource group/business resource group participation	28.1%
Internal survey of diverse employee groups	14.9%
External benchmark data	21.6%
Don't Know / None	19.4%
Other	5.2%

n=297

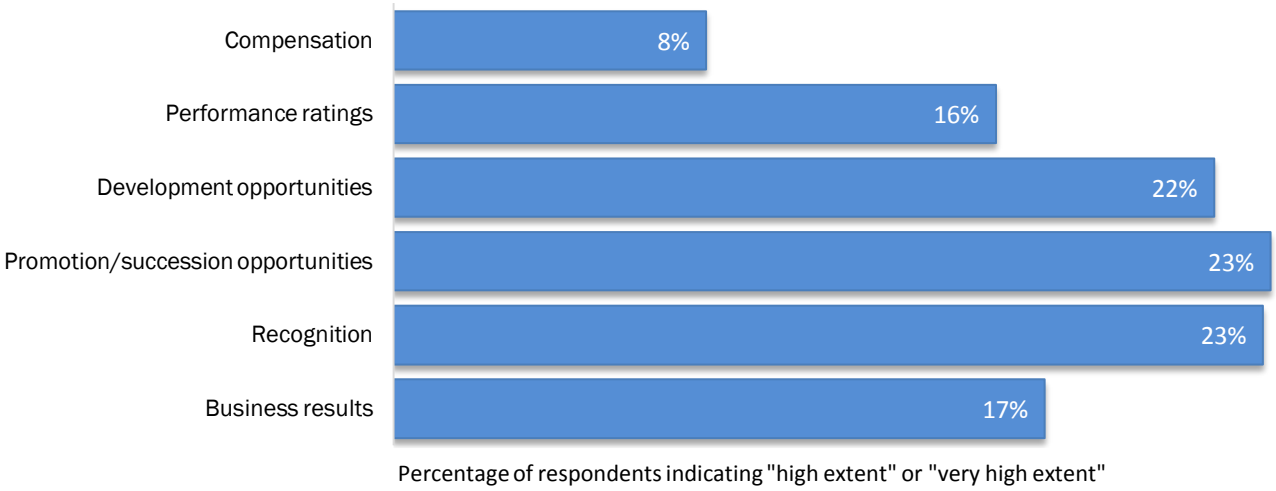
16. At which of the following levels is your organization actively working to ensure diverse representation?



Responses	Percent
Board of directors	27.8%
Advisory boards	16.5%
CEO successor candidates	18.0%
Corporate leadership team	48.9%
Business unit leadership	48.6%
Functional leadership	46.6%
General employee base	51.6%
Supplier base	19.5%
Spend across suppliers	9.6%
Don't know / None	20.5%
Other	4.1%

n=293

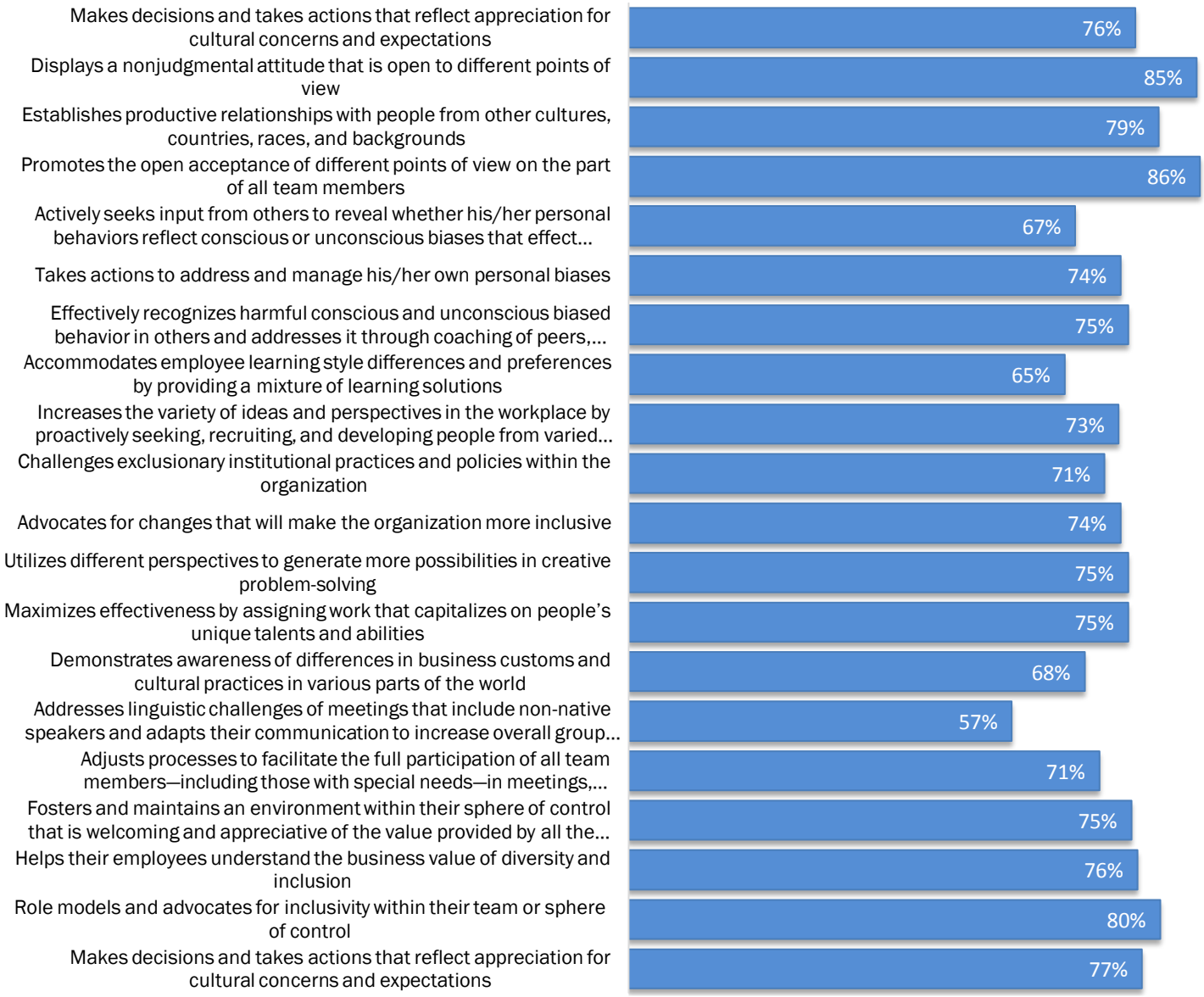
17. To what extent are the following practices used in your organization to build accountability and focus on D&I?



Responses	Not at all	Small extent	Moderate extent	High extent	Very high extent	Don't know/ NA
Compensation	41.0%	17.5%	13.9%	6.3%	2.0%	19.2%
Performance ratings	33.2%	18.5%	16.2%	11.9%	4.1%	16.2%
Development opportunities	20.5%	21.8%	22.0%	17.0%	4.8%	13.9%
Promotion/succession opportunities	21.5%	21.3%	19.7%	19.0%	4.3%	14.2%
Recognition	24.1%	19.7%	18.0%	16.5%	6.6%	15.2%
Business results	29.4%	16.5%	16.7%	13.2%	4.1%	20.3%

N = 293

18. To what extent do you think the following leadership behaviors are important for building a diverse and inclusive organization?



To what extent do you think the following leadership behaviors are important for building a diverse and inclusive organization? (Continued)

Responses	Not at all	Small extent	Moderate extent	High extent	Very high extent	Don't know/ NA
Makes decisions and takes actions that reflect appreciation for cultural concerns and expectations	1.9%	3.5%	16.0%	41.5%	34.4%	2.7%
Displays a nonjudgmental attitude that is open to different points of view	2.4%	2.4%	7.3%	33.1%	52.0%	2.7%
Establishes productive relationships with people from other cultures, countries, races, and backgrounds	1.6%	3.8%	12.7%	34.7%	44.7%	2.4%
Promotes the open acceptance of different points of view on the part of all team members	1.6%	2.7%	8.1%	34.7%	50.9%	1.9%
Actively seeks input from others to reveal whether his/her personal behaviors reflect conscious or unconscious biases that effect employees or the business	1.9%	6.2%	21.4%	29.5%	37.4%	3.5%
Takes actions to address and manage his/her own personal biases	2.2%	6.8%	13.3%	29.3%	44.4%	4.1%
Effectively recognizes harmful conscious and unconscious biased behavior in others and addresses it through coaching of peers, subordinates and superiors	1.9%	4.3%	15.7%	34.4%	40.4%	3.3%
Accommodates employee learning style differences and preferences by providing a mixture of learning solutions	2.7%	7.6%	21.1%	33.6%	31.7%	3.3%
Increases the variety of ideas and perspectives in the workplace by proactively seeking, recruiting, and developing people from varied backgrounds	1.9%	5.4%	16.3%	31.4%	42.0%	3.0%
Challenges exclusionary institutional practices and policies within the organization	3.5%	4.9%	15.7%	28.2%	43.1%	4.6%
Advocates for changes that will make the organization more inclusive	2.2%	5.1%	16.3%	33.3%	40.4%	2.7%
Utilizes different perspectives to generate more possibilities in creative problem-solving	2.2%	5.1%	15.2%	37.1%	37.7%	2.7%
Maximizes effectiveness by assigning work that capitalizes on people's unique talents and abilities	2.2%	4.6%	16.0%	34.7%	40.1%	2.4%
Demonstrates awareness of differences in business customs and cultural practices in various parts of the world	2.4%	5.4%	17.9%	38.2%	30.1%	6.0%
Addresses linguistic challenges of meetings that include non-native speakers and adapts their communication to increase overall group comprehension	3.5%	10.3%	23.0%	32.5%	24.9%	5.7%
Adjusts processes to facilitate the full participation of all team members—including those with special needs—in meetings, conference calls, workshops, etc.	2.4%	5.4%	18.4%	33.6%	36.9%	3.3%
Fosters and maintains an environment within their sphere of control that is welcoming and appreciative of the value provided by all the similarities and differences presented by every member of their team	2.4%	4.1%	15.4%	31.4%	43.9%	2.7%
Helps their employees understand the business value of diversity and inclusion	2.7%	4.9%	13.6%	33.1%	43.1%	2.7%
Role models and advocates for inclusivity within their team or sphere of control	2.4%	3.8%	11.7%	28.7%	50.9%	2.4%
Makes decisions and takes actions that reflect appreciation for cultural concerns and expectations	2.4%	4.6%	13.3%	37.1%	39.8%	2.7%

N = 275

Demographic Questions

Primary industry

Response	Percent
Aerospace & Defense	6.3%
Agriculture	1.2%
Automotive & Transport	1.2%
Banking	2.1%
Beverages	0.5%
Business Services	8.0%
Charitable Organizations	2.1%
Chemicals	1.1%
Computer Hardware	0.6%
Computer Services	2.6%
Computer Software	2.5%
Construction	1.7%
Consumer Products Manufacturers	1.4%
Consumer Services	0.8%
Cultural Institutions	0.3%
Education	9.2%
Electronics	0.6%
Energy & Utilities	4.0%
Environmental Services & Equipment	0.2%

Response	Percent
Financial Services	4.9%
Food	1.7%
Foundations	0.5%
Government	6.1%
Health Care	5.5%
Industrial Manufacturing	3.4%
Insurance	3.2%
Leisure	1.1%
Media	1.7%
Membership Organizations	1.8%
Metals & Mining	0.8%
Other	12.4%
Pharmaceuticals	1.1%
Real Estate	0.6%
Retail	2.6%
Security Products & Services	0.2%
Telecommunications Equipment	0.5%
Telecommunications Services	2.6%
Transportation Services	3.2%

n=373

Country in which you are located

Response	Percent
United States	74.0%
Canada	4.7%
Afghanistan, Provinces of	0.2%
Andorra, Principality of	0.2%
Argentina	0.2%
Aruba	0.2%
Australia	1.2%
Barbados	0.3%
Belgium	0.6%
Brazil	0.8%
Chile	0.2%
China, People's Republic of	0.2%
Colombia	0.2%
Costa Rica	0.3%
Denmark	0.2%
Egypt	0.2%
Ethiopia	0.2%
France	0.3%
Germany	0.3%
Guatemala	0.2%
Guyana	0.2%
Hong Kong	0.5%
India	1.5%
Indonesia	0.3%
Ireland	0.3%
Italy	0.2%
Japan	0.8%
Kenya	0.2%
Korea, Republic of	0.2%
Malaysia	0.2%

Response	Percent
Mauritius	0.3%
Mexico	1.1%
Myanmar, Union of	0.3%
Netherlands	0.5%
New Zealand	0.2%
Nigeria	0.5%
Pakistan	0.2%
Philippines	0.5%
Poland	0.2%
Qatar, State of	0.3%
Romania	0.2%
Russian Federation	0.2%
Saudi Arabia	0.5%
Seychelles	0.2%
Singapore	0.3%
Slovenia	0.2%
South Africa	0.3%
Spain	0.3%
Sri Lanka	0.2%
Sweden	0.9%
Switzerland, Cantons of	0.8%
Taiwan	0.3%
Thailand	0.6%
Trinidad and Tobago	0.3%
Turkey	0.3%
United Arab Emirates	0.2%
United Kingdom	2.0%
United States Minor Outlying Islands	0.2%
Venezuela	0.2%

n=373

Location of company headquarters

Response	Percent
United States	74.4%
Canada	3.2%
Afghanistan, Provinces of	0.2%
Ajaria	0.3%
Albania	0.2%
Argentina	0.2%
Aruba	0.2%
Australia	1.4%
Barbados	0.2%
Belgium	0.5%
Brazil	0.3%
Colombia	0.3%
Costa Rica	0.2%
Denmark	0.2%
Ethiopia	0.2%
Finland	0.2%
France	1.4%
Germany	1.4%
Guyana	0.2%
Hong Kong	0.3%
India	0.5%
Indonesia	0.2%
Ireland	0.6%
Italy	0.2%
Japan	0.6%
Korea, Republic of	0.3%

Response	Percent
Luxembourg	0.2%
Mexico	0.5%
Netherlands	1.1%
New Zealand	0.2%
Nigeria	0.2%
Pakistan	0.2%
Philippines	0.5%
Qatar, State of	0.2%
Romania	0.2%
Russian Federation	0.2%
Saudi Arabia	0.3%
Seychelles	0.2%
Singapore	0.3%
South Africa	0.3%
Spain	0.2%
Sri Lanka	0.2%
Swaziland	0.2%
Sweden	1.2%
Switzerland, Cantons of	2.1%
Thailand	0.5%
Trinidad and Tobago	0.3%
United Arab Emirates	0.2%
United Kingdom	3.4%
United States Minor Outlying Islands	0.3%
Venezuela	0.2%

n=373

Size of workforce throughout the world

Response	Percent
1 - 24 employees	10.4%
25 - 49 employees	2.1%
50 - 99 employees	3.7%
100 - 249 employees	1.8%
250 - 499 employees	4.0%
500 - 999 employees	5.5%
1000 - 4,999 employees	13.8%
5,000 - 9,999 employees	12.4%
10,000 - 19,999 employees	11.0%
20,000 - 49,999 employees	11.0%
50,000 - 99,999 employees	9.6%
More than 100,000 employees	14.5%

n=373

Organization type

Response	Percent
Governmental	12.4%
Nonprofit	17.3%
Private (shares are not traded on the stock market)	28.9%
Public (shares are traded on the stock market)	41.4%

n=373

Please indicate your organization's performance in the following areas:

Question	Not applicable	At an all-time low	Significantly worse	About the same	Significantly better	At an all-time high
Compared with the past five years, your revenue growth is...	12.6%	2.2%	8.3%	32.5%	35.6%	8.7%
Compared with the past five years, your market share is...	18.2%	1.4%	6.4%	40.1%	28.9%	5.0%
Compared with the past five years, your profitability is...	18.7%	1.2%	8.7%	30.8%	35.6%	5.0%
Compared with the past five years, your customer satisfaction is...	7.3%	0.3%	3.8%	49.0%	33.9%	5.7%

n=373

Generally speaking, how would you gauge your organization's performance?

Response	Percent
We're in bad shape	9.4%
We perform at below-average levels	10.6%
We're about average for our industry	30.6%
We're better than average	36.5%
We're in great shape	12.9%

n=46

*This question was only given to respondents who could not answer at least three categories from the previous question.

Geographic structure

Response	Percent
Global (high level of global integration)	35.8%
Multinational (national/regional operations act independently)	24.4%
National (operations in one country only)	39.8%

n=261

Total revenue for the entire organization worldwide (in US Dollars)

Response	Percent
$0 - $0.99 million	10.6%
$1 - $1.99 million	4.0%
$2 - $4.99 million	4.3%
$5 - $9.99 million	2.9%
$10 - $49.99 million	7.2%
$50 - $99.99 million	4.9%
$100 - $499.99 million	9.5%
$500 - $999.99 million	6.0%
$1 - $1.99 billion	8.3%
$2 - $4.99 billion	9.7%
$5 - $9.99 billion	7.7%
$10+ billion	24.9%

n=261

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