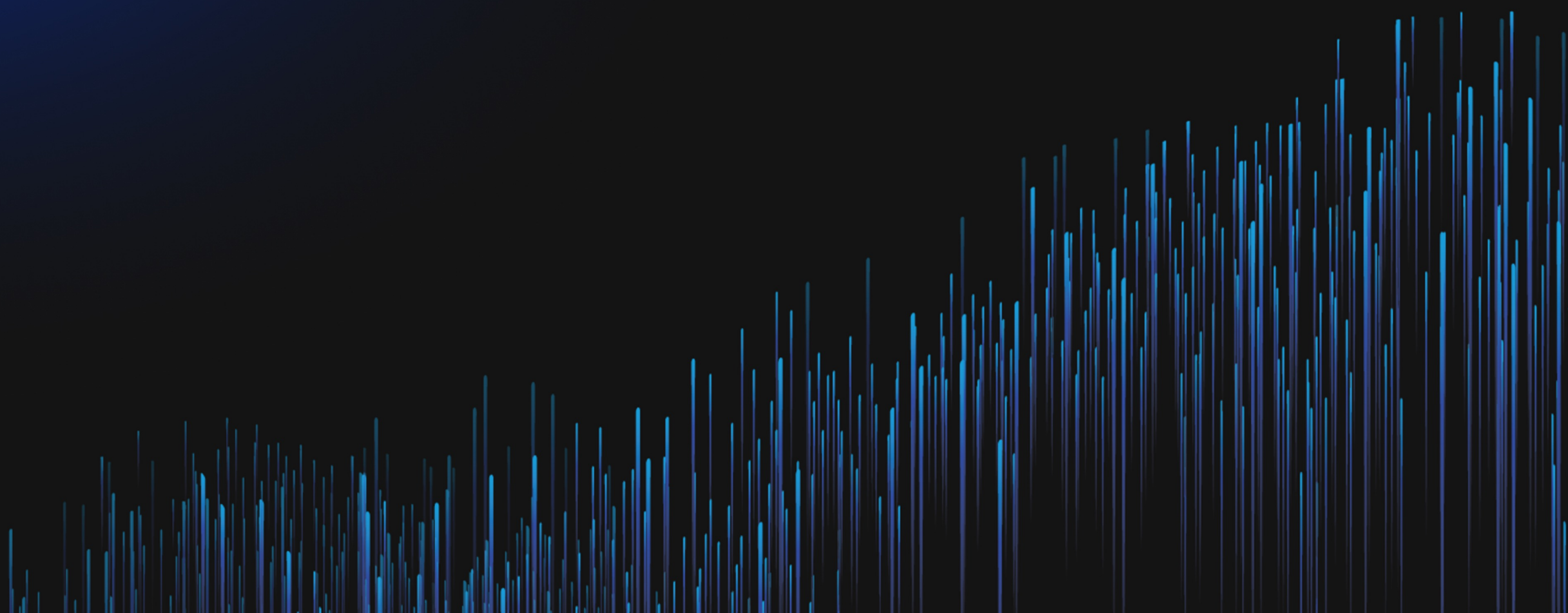


I&D Impact Report 2024

Survey findings as of May 3, 2024



Contents

The DEI Landscape

Learning From the Leaders

The Profile of a DEI Team

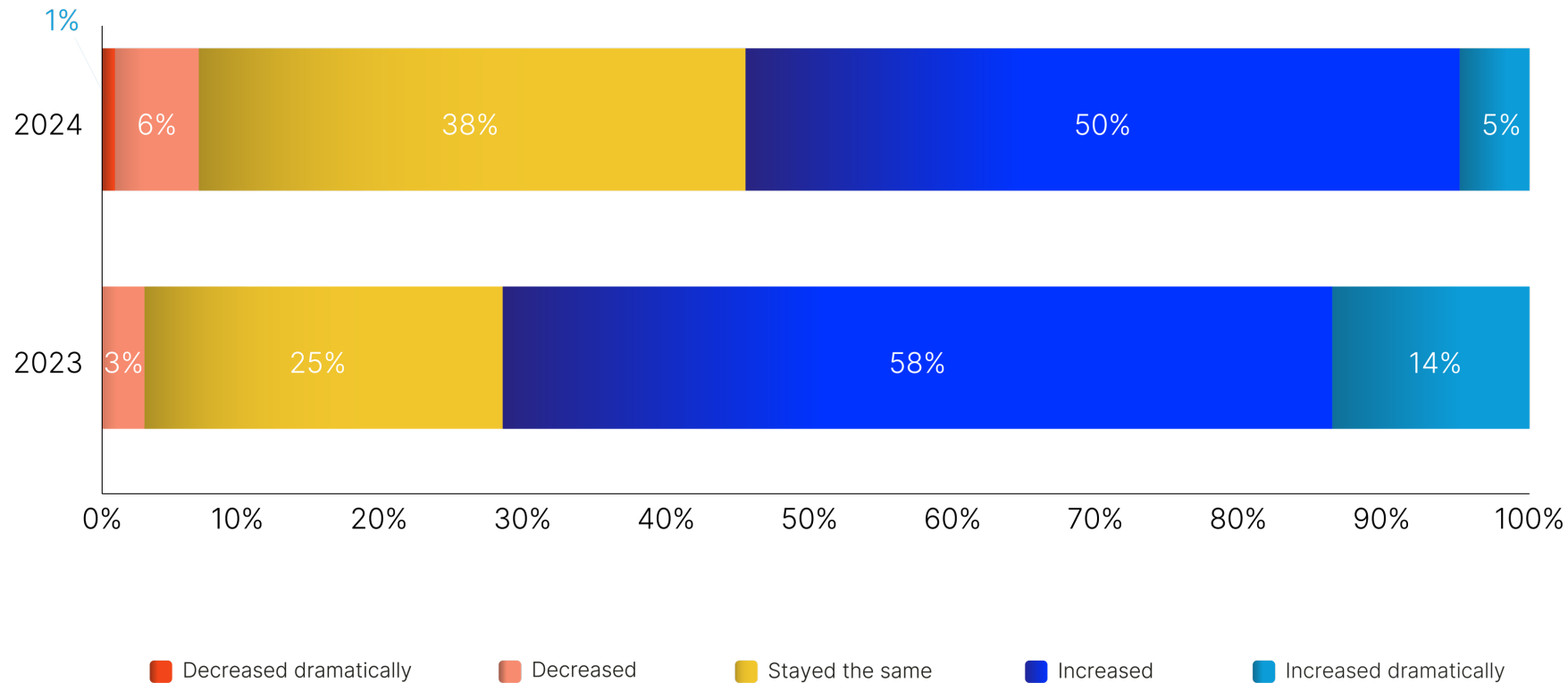
Summary: The DEI Landscape

- Momentum for most has increased, although it shows signs of leveling.
- Middle management support remains elusive.
- Leadership accountability improved slightly.
- Leaders still feel influential.

There is sustained momentum behind DEI since last year.

There was a significant increase in the share of respondents who said momentum has “stayed the same,” confirming the DEI journey requires consistency and long-term planning. It’s a marathon, not a sprint.

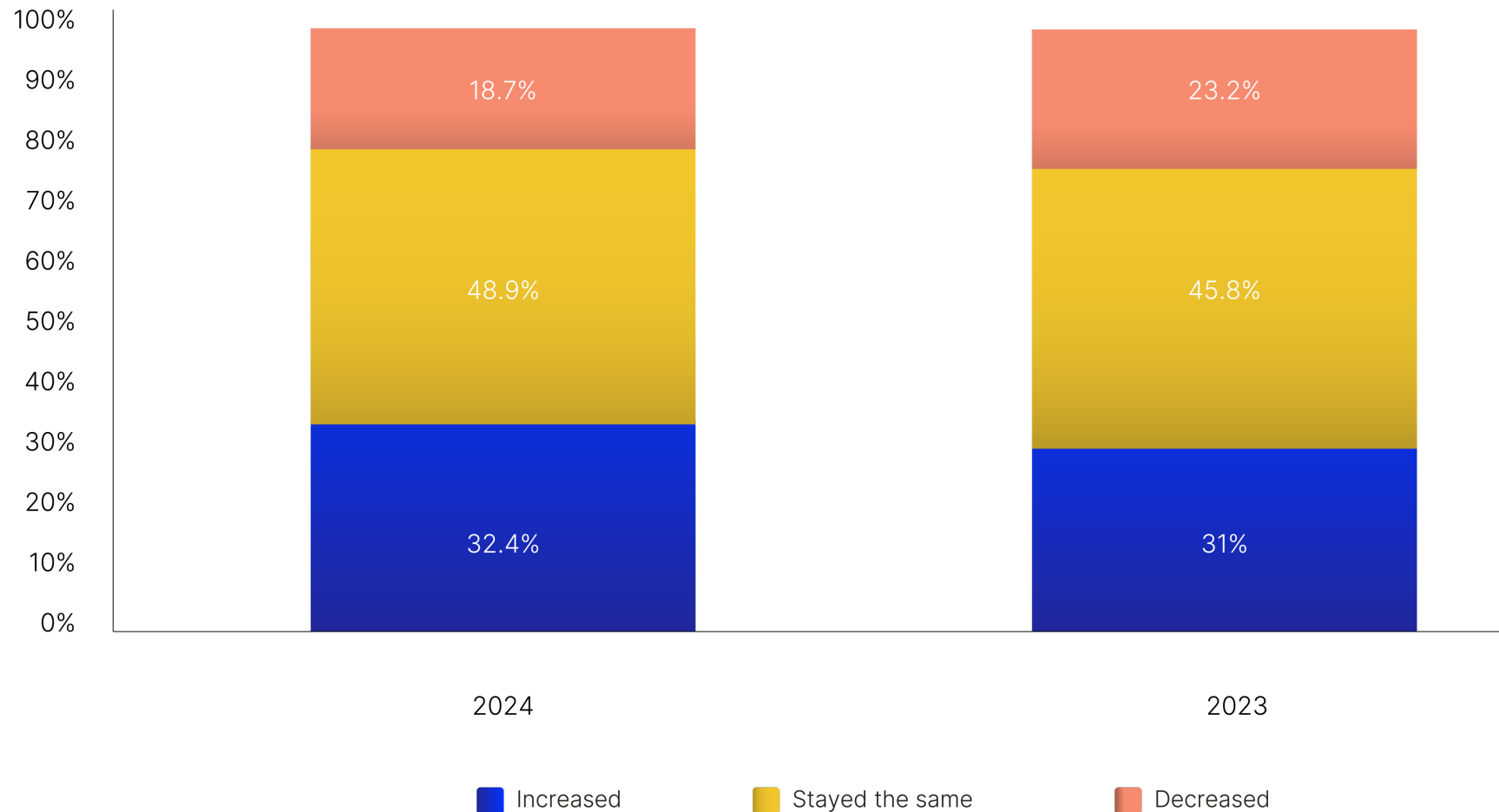
In your opinion, over the past 12 months, momentum for inclusion and diversity initiatives at your organization has:



For most respondents, budgets have stayed the same or increased.

Over the past three years, respondents consistently thought they had adequate budget to support their DEI strategy.

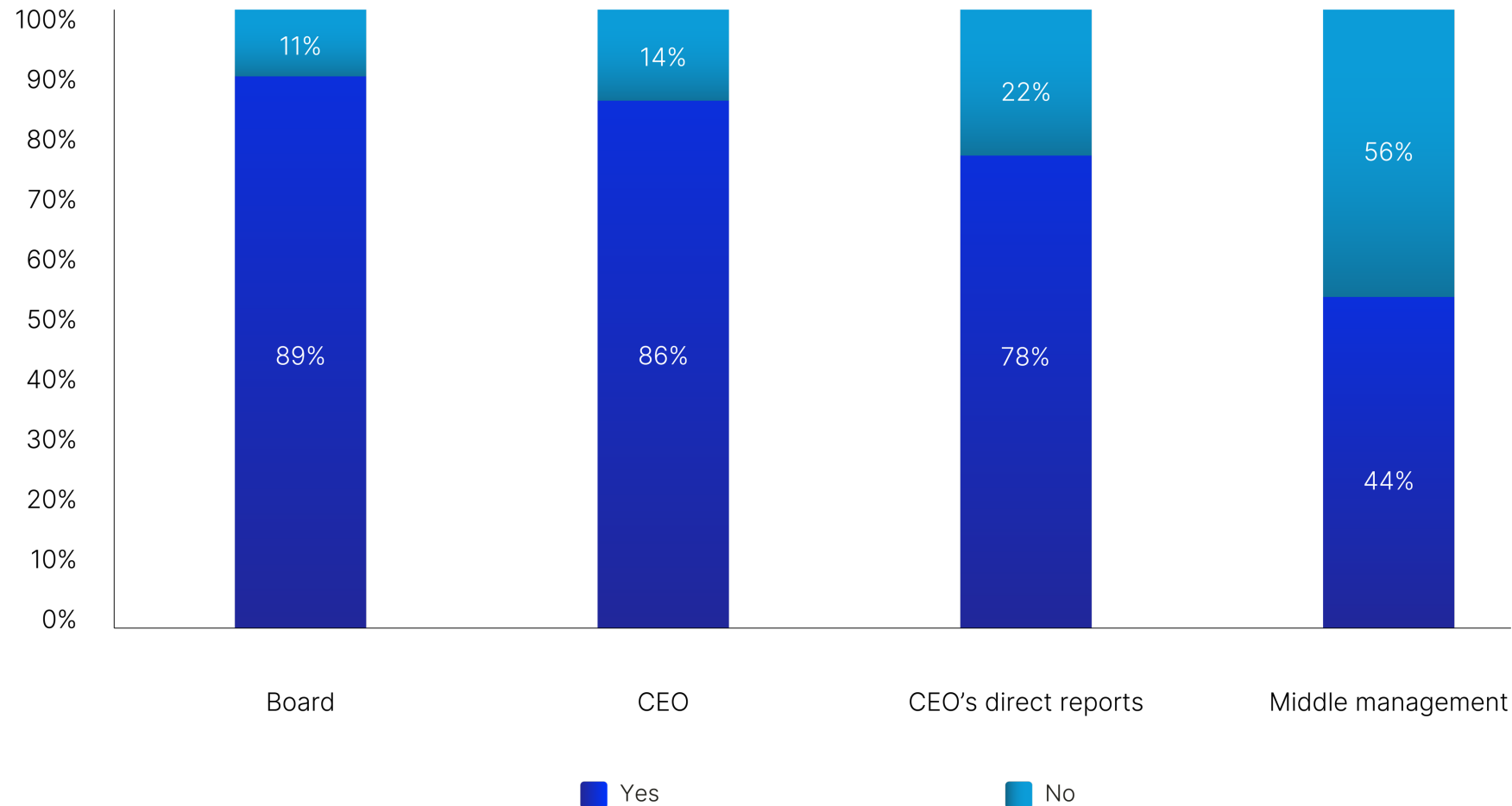
Over the past 12 months, has the budget available to your inclusion and diversity team or function increased, decreased, or stayed the same?



Chief DEI officers still need support from middle managers.

There was a 3% increase in support from the middle layer, indicating DEI leaders are gaining some traction.

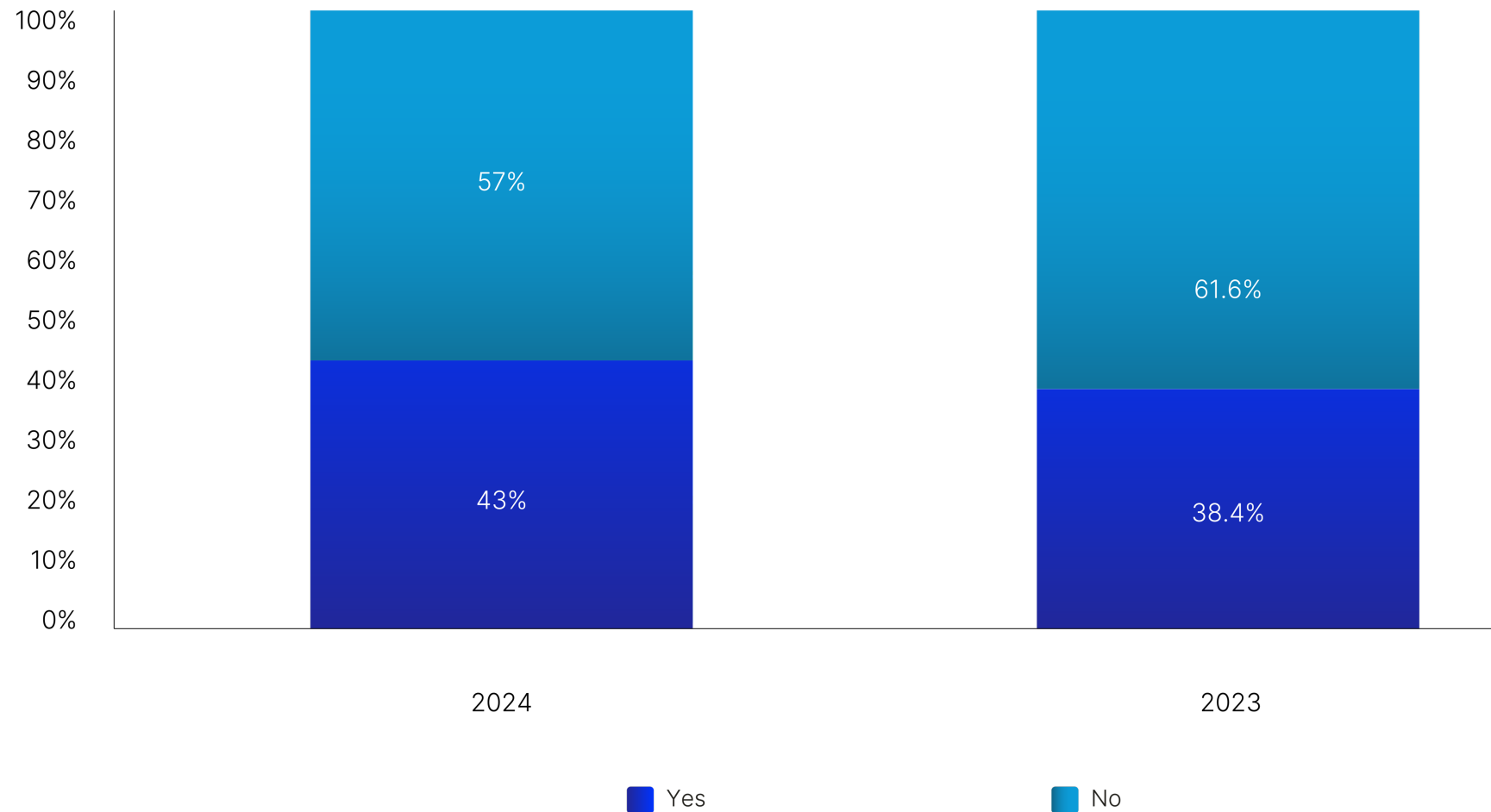
Do you feel that your team or function is adequately supported internally by the following leadership groups?



Slightly more respondents felt leaders were being held accountable.

Clear DEI metrics and leadership engagement drove organizational accountability.

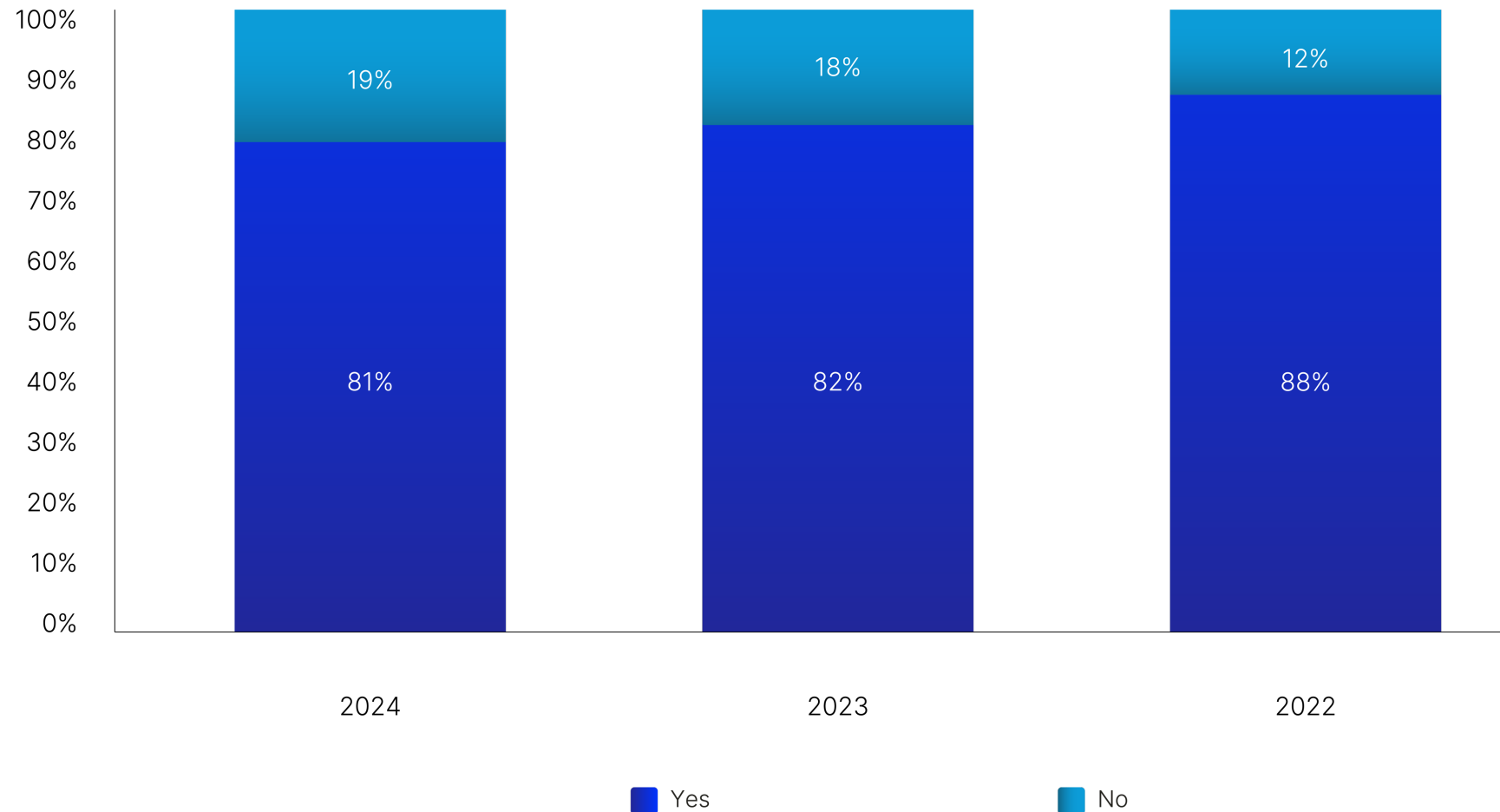
Do you think leaders across your organization, excluding yourself and your team, are effectively held to account for delivering inclusion and diversity results?



A large majority said they felt they had the influence they needed.

Two major impacts on influence: senior leadership and employee engagement.

Do you feel you have the influence needed to drive progress toward inclusion and diversity at your organization?



Summary: Learning From the Leaders

- Momentum is sustained through heightened commitments, organizational structure changes, and program enhancement.
- Chief DEI officers at mature organizations are more likely to report to the CEO, among other differentiators.
- Efforts to advance DEI focused on education and awareness.

Those who saw an increase in momentum shared why it happened.

Respondents attributed their progress to increased organizational focus, expanded programs, and greater leadership engagement.

Increased focus and commitment to DEI

- Intentional efforts to drive hiring, retention, and leadership accountability, including tying bonuses to DEI metrics.
- Raising awareness by including revamped committees, allyship training, and shifting the conversation from diversity to inclusion.
- Deeper integration of DEI into the business, including the talent lifecycle, client interactions, and product design.

Organization structure and resource allocation

- Some organizations restructured, while others either increased centralized resources or leaned toward decentralization.
- Employee resource groups (ERGs), handbooks, and dashboards represent efforts to embed DEI into policy and practice.
- Formalization of the engagement with the CEO, board of directors, and executive leadership.

Expansion and enhancement of DEI programs

- Launch of new ERGs, expansion of existing ones, and inclusive workplace design.
- Investing in training, mentoring, and recruitment initiatives to foster inclusive environments and develop diverse talent pipelines.
- External partnerships, community engagement, awards, index ratings, and recognitions signify commitments to DEI beyond the organization.

What sets high-maturity organizations apart?

According to respondents, it's due to resourcing, organizational structure, and leadership engagement.

Resourcing

- The highest average of DEI team size was 11 for companies with more than \$50 billion in revenue, while the overall average was four.
- Funding is more likely to have decreased over the past 12 months.

Reporting line

- Less likely to report to the chief human resources officer. More likely to report to the CEO.

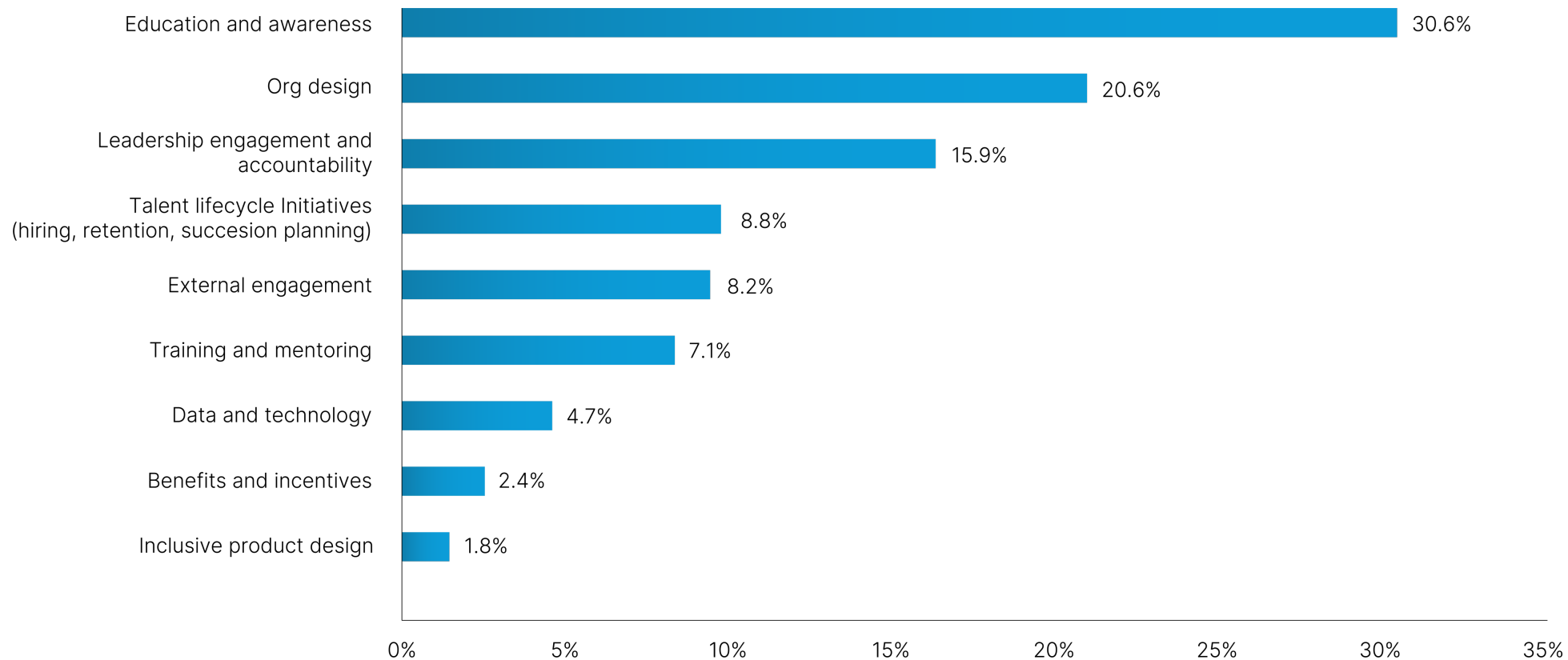
Leadership engagement

- More likely to have support from middle management, the CEO, and the CEO's direct reports.

What creative approaches are people taking to advance DEI?

Respondents were most likely to mention efforts relating to education and raising awareness.

Please share any creative approaches your organization is taking to accelerate progress toward inclusion and diversity.



NB: The categories in the chart have been coded from open-text analysis. Categories were identified in the text, then mentions of those categories were counted. The chart shows mentions of each category as a percentage of the total number of mentions of all categories.

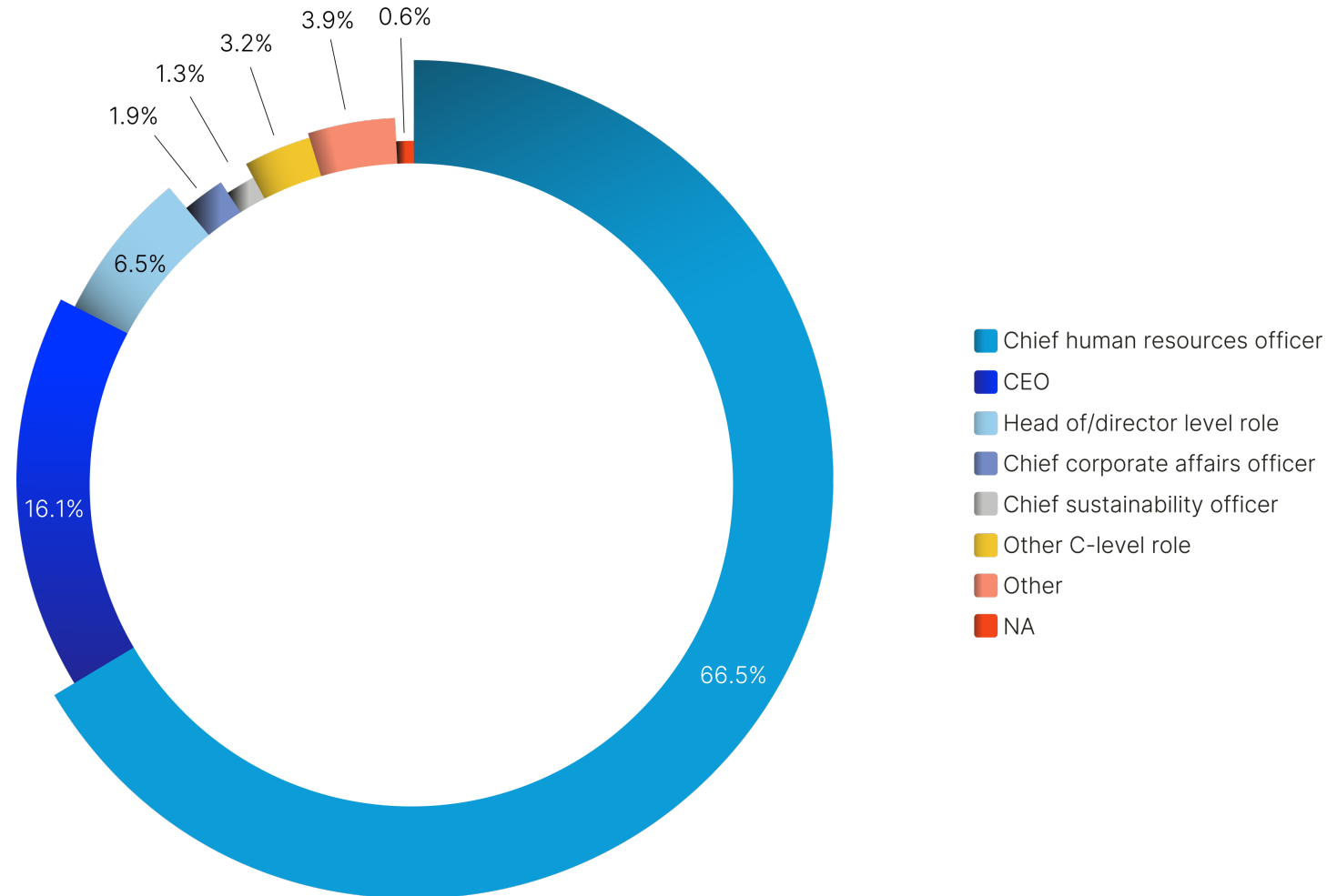
Summary: The Profile of a DEI Team

- The chief human resources officer remains the most common reporting line.
- Metrics differ by reporting line and team size.
- Big and small companies saw an increase in DEI team size.
- Most are happy with the talent available to them.

For most respondents, DEI remains a part of the HR organization.

The chief human resources officer continues to be the most common reporting line for chief DEI officers.

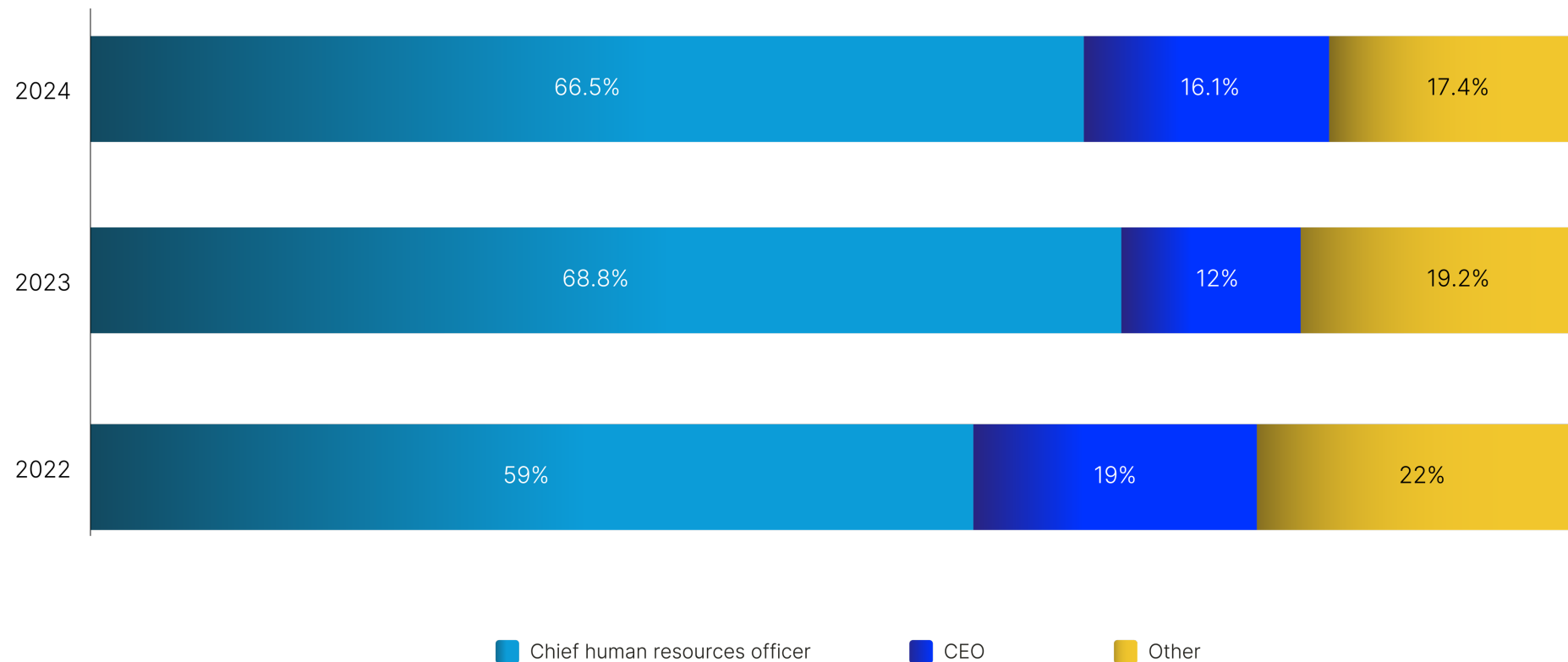
The senior-most inclusion and diversity leader at my organization reports to the:



There was a slight decline in the amount of CHRO direct reports this year.

A larger share of respondents said they reported to the CEO.

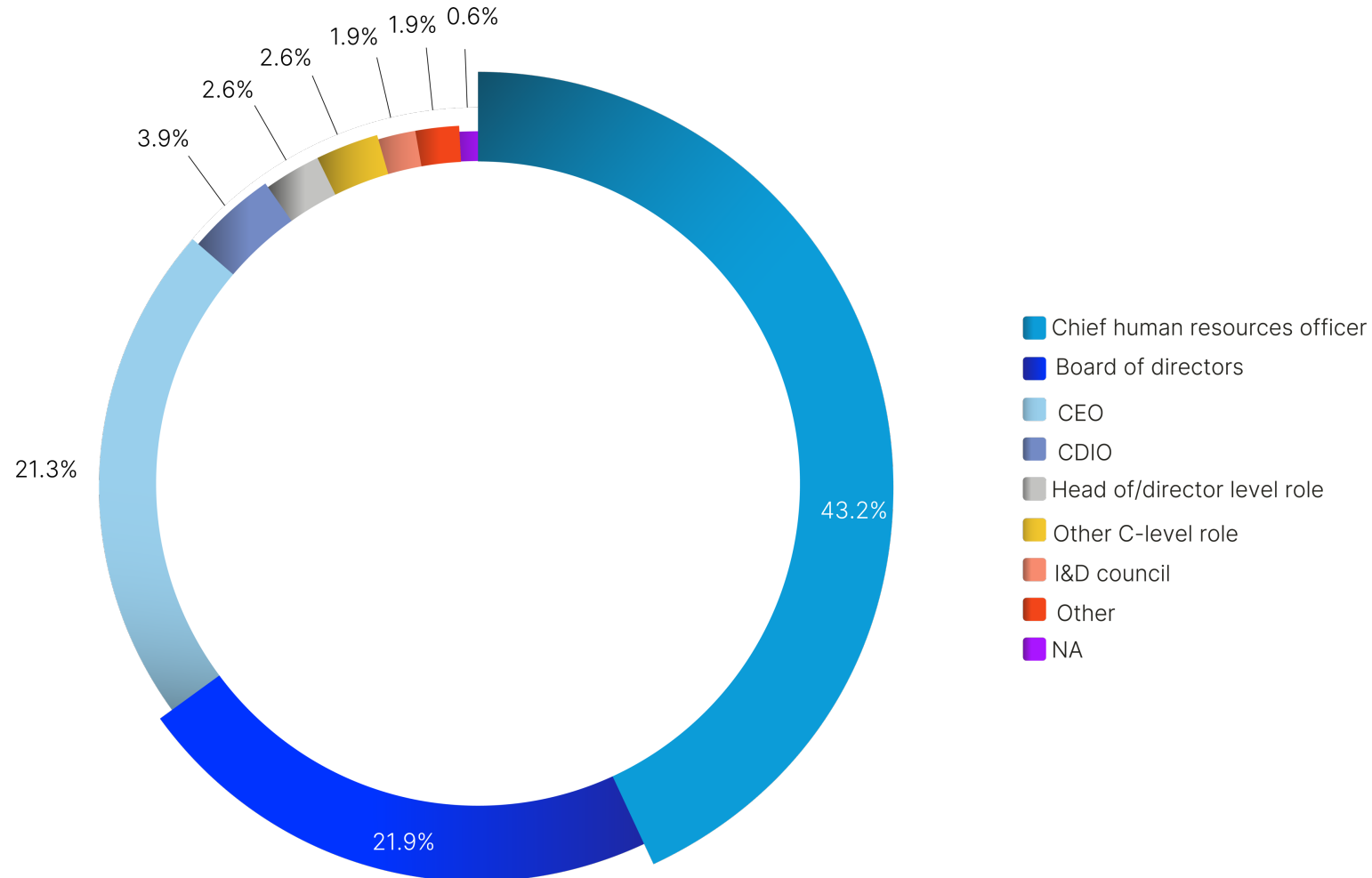
The senior-most inclusion and diversity leader at my organization reports to the:



DEI metrics are more likely to be monitored by CHROs.

This correlates with the amount of direct reports to the CHRO.

Who at your organization is ultimately responsible for monitoring inclusion and diversity metrics? Please select one.



Different leaders place varying levels of emphasis on DEI metrics.

Most chief DEI officers focus on reporting employee representation, leadership representation, and workforce inclusion and belonging.

What inclusion and diversity metrics do you report, and to whom?

	Employee representation	Leadership representation	Workforce inclusion and belonging	External recognition	Supplier inclusion and diversity	Recruitment disparities	Pay disparities	Retention disparities	Promotion and advancement disparities	Average number of metrics
Chief human resources officer	91%	93%	75%	64%	48%	73%	63%	66%	70%	6.4
Board of directors	94%	94%	82%	85%	56%	56%	56%	65%	59%	6.5
CEO	94%	94%	85%	64%	61%	58%	67%	67%	67%	6.7
Chief DEI officer	83%	83%	100%	67%	50%	33%	33%	33%	33%	5.3

Metrics remain largely unchanged when compared with last year.

There was, however, a jump in the share of respondents reporting external recognition.

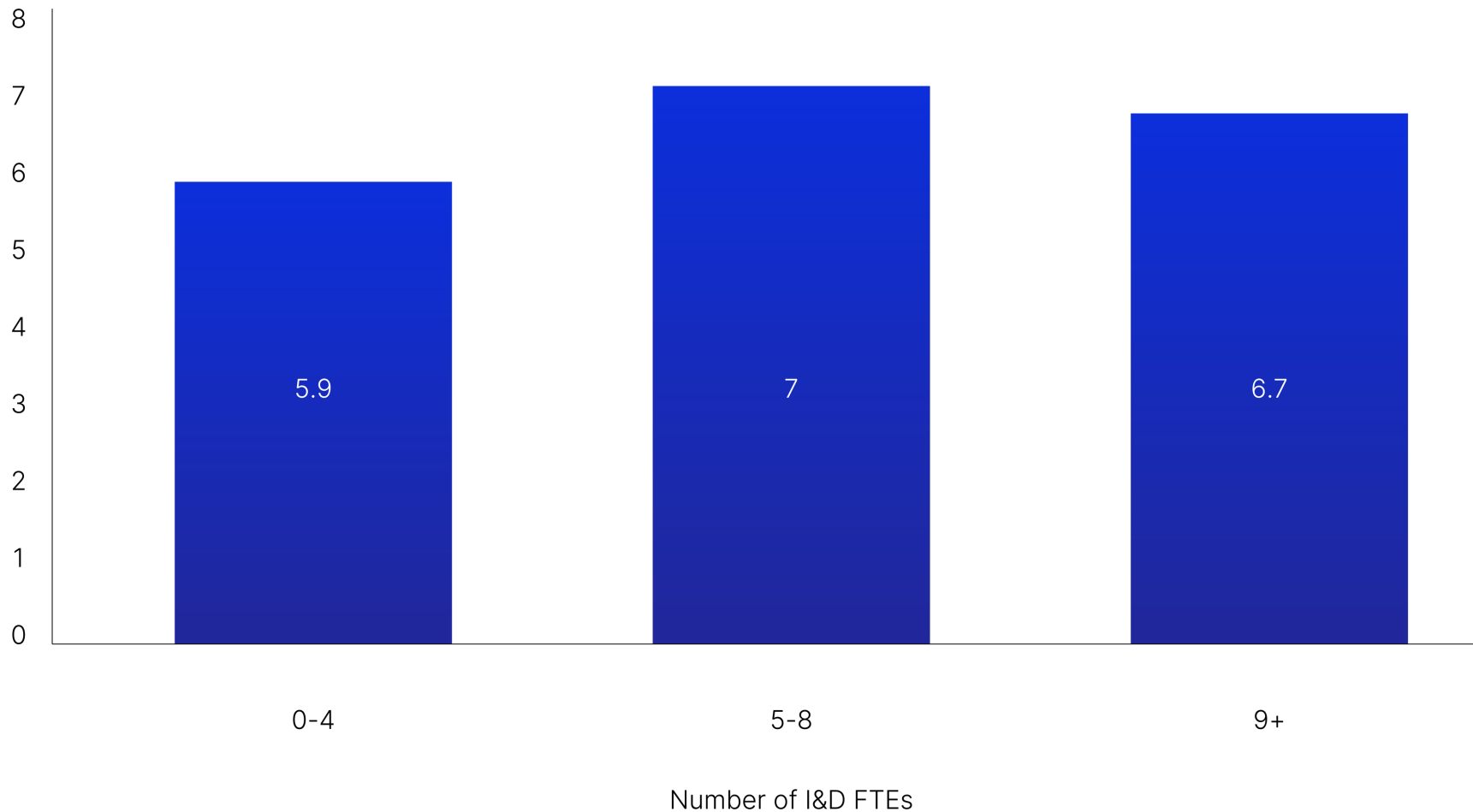
The percentage of respondents who indicated they reported a DEI measure from 2022 to 2024:

	Employee representation	Leadership representation	Workforce inclusion and belonging	External recognition	Supplier inclusion and diversity	Recruitment disparities	Pay disparities	Retention disparities	Promotion and advancement disparities
2024	91%	91%	78%	66%	49%	61%	57%	63%	63%
2023	94%	91%	78%	59%	48%	59%	62%	65%	62%
2022	90%	90%	82%	61%	46%	63%	59%	66%	67%

Chief DEI officers with bigger teams reported a greater number of metrics.

A larger team seemed to enable DEI leaders to track and demonstrate wider impact.

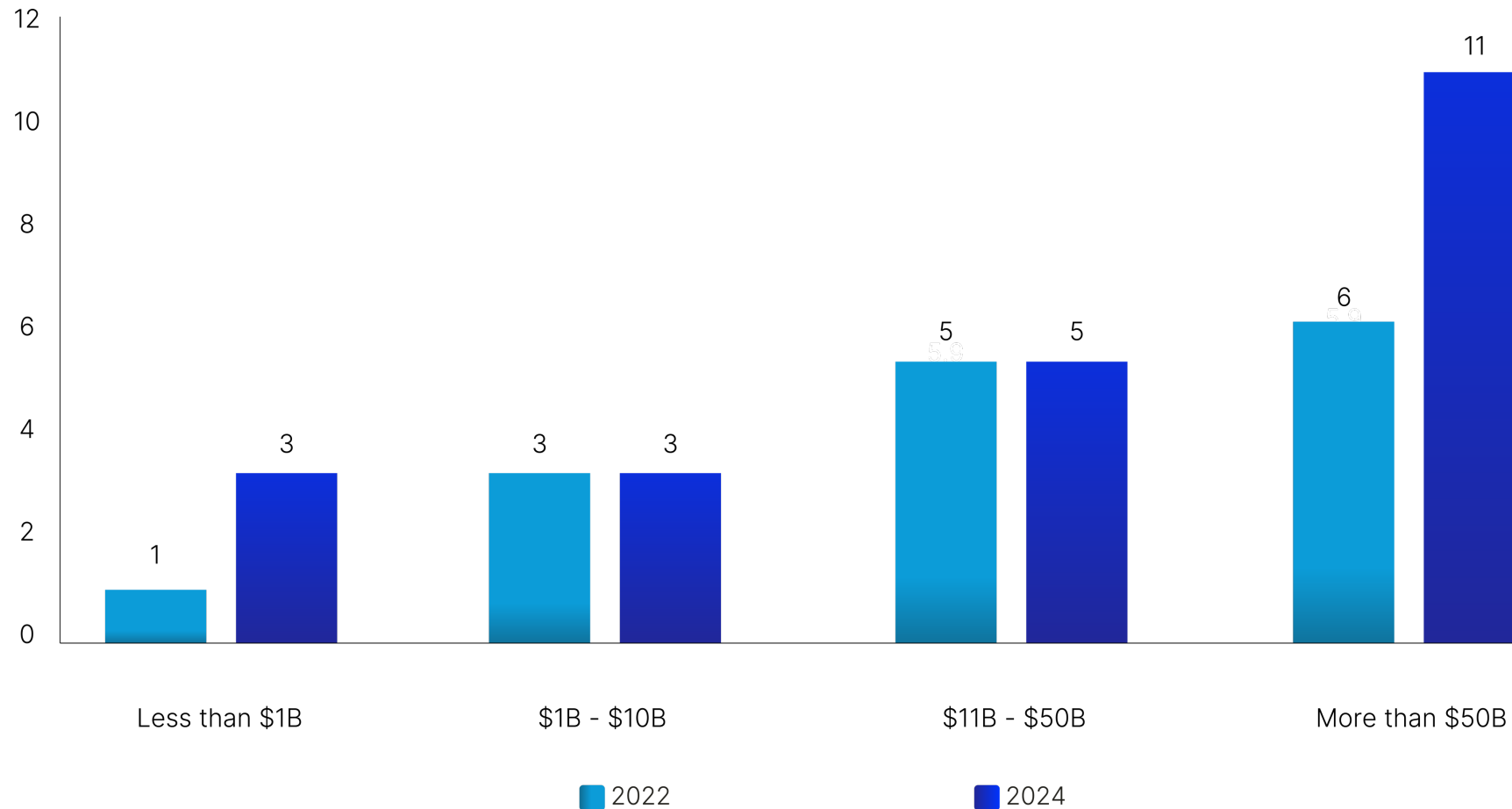
The average number of metrics respondents indicated they reported, shown by the number of DEI full-time employees:



Changes to team size have been inconsistent across companies of different sizes.

Small and large companies have seen increases in DEI full-time employees, but midsize companies have not.

How many full-time employees do you currently have on your inclusion and diversity team, if any?



Most respondents say they're happy with the talent available to them.

Does your organization have sufficient talent resources to meet its stated inclusion and diversity goals?

