Alliance for Global Inclusion

2022 Inclusion Index Report

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The Alliance for Global Inclusion 2022 Index Report

Introduction

The Alliance for Global Inclusion was created in 2020. Its mission is "To create a transparent path to improve DEI outcomes for our people, our products, and our communities worldwide through a coalition of DEI business leaders leveraging the strengths of our industry."

There currently are 12 members of the Alliance–

- Applied Materials
- Dell Technologies
- Equinix
- Intel
- Lam
- LiveRamp
- Micron
- Nasdaq
- NTT DATA
- Snap Inc.
- TEL
- Zebra

The Alliance strives for four DEI goals: leadership representation, inclusive language, inclusive product development, and STEM readiness in under-resourced communities, spanning three impact pillars: People, Market, and Society. This report features a global survey, created and administered by Seramount, which is owned by EAB. For more information, visit the [Alliance website](#).

Companies are at different maturity stages of their DEI efforts. This year, to celebrate the contribution of all participants to survey results, the Alliance will feature all companies that submitted their data. Next year, the Alliance and Seramount will release an index of companies with the highest scores globally. All participants will receive their results individually.

Data: About This Report

Seramount was commissioned by the Alliance to survey global tech companies and companies in other industries with technical workforces. There was a smaller survey done by the Alliance in 2020. The Survey in this report was open from December 4, 2021, to April 4, 2022. There were 24 respondents (1 anonymous), seven of which were Alliance members. Seventy-one percent of respondents were from the tech industry, with 8 percent from healthcare, 8 percent from financial services, and 13 percent from other industries.

Here is an alphabetical list of respondents:

Alight Solutions	NTT DATA Services*
Allegis Global Solutions	Nuance
American Airlines	PayPal
Applied Materials, Inc.*	Relias
Ceridian HCM	STERIS
Dell Technologies*	T. Rowe Price
EQUINIX*	Transamerica
HelpSystems	TripAdvisor
Intel Corporation*	Unisys Corporation
LoopMe	VSP Vision
Micron*	Wayfair
Nasdaq*	

Alliance members

Data: About This Report

Most of the companies participating had more than 5,000 employees.

Here is the breakdown:

Global Employee Size	Count
1-1,000	2
1,001-5,000	4
5,001-10,000	6
10,001-50,000	8
More than 50,000	4
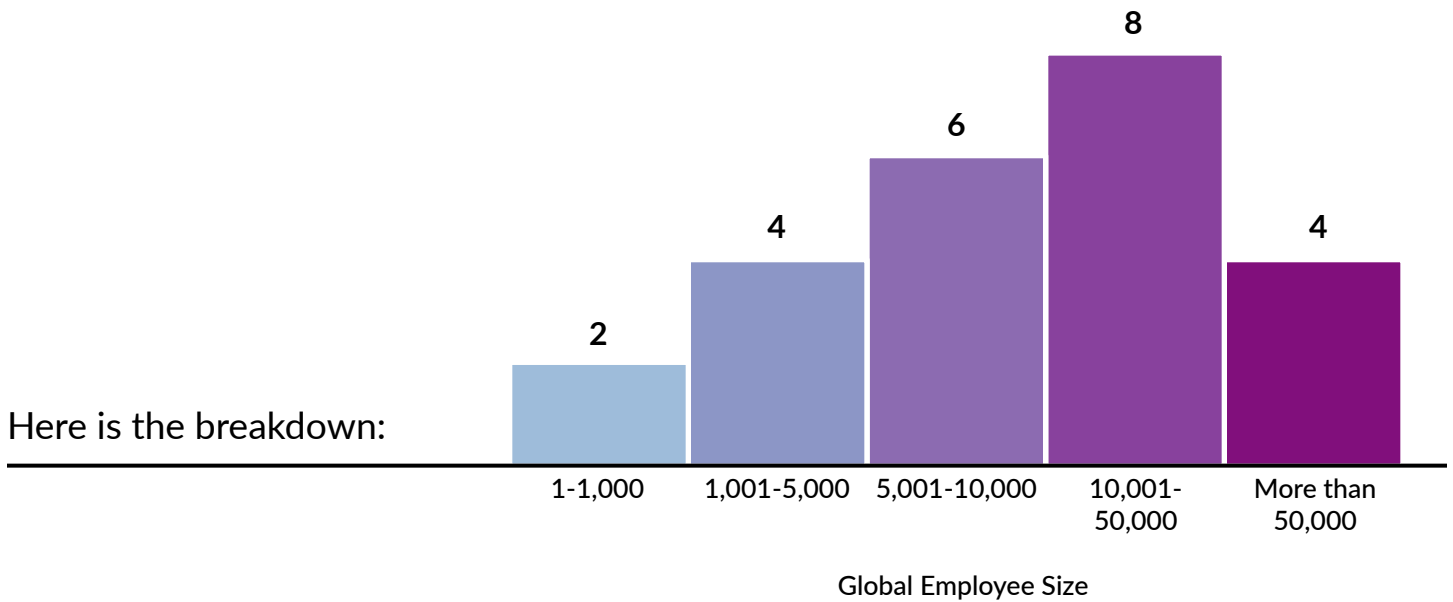
We received substantial submissions in each geographical region, with the exception of Sub-Saharan Africa. The regional breakdown is shown below:

Region	Count
United States	24
Asia	19
Europe	19
Canada	18
Oceania	12
Latin America, Central America, South America & Caribbean	11
Middle East & North Africa	11
Sub-Saharan Africa	4
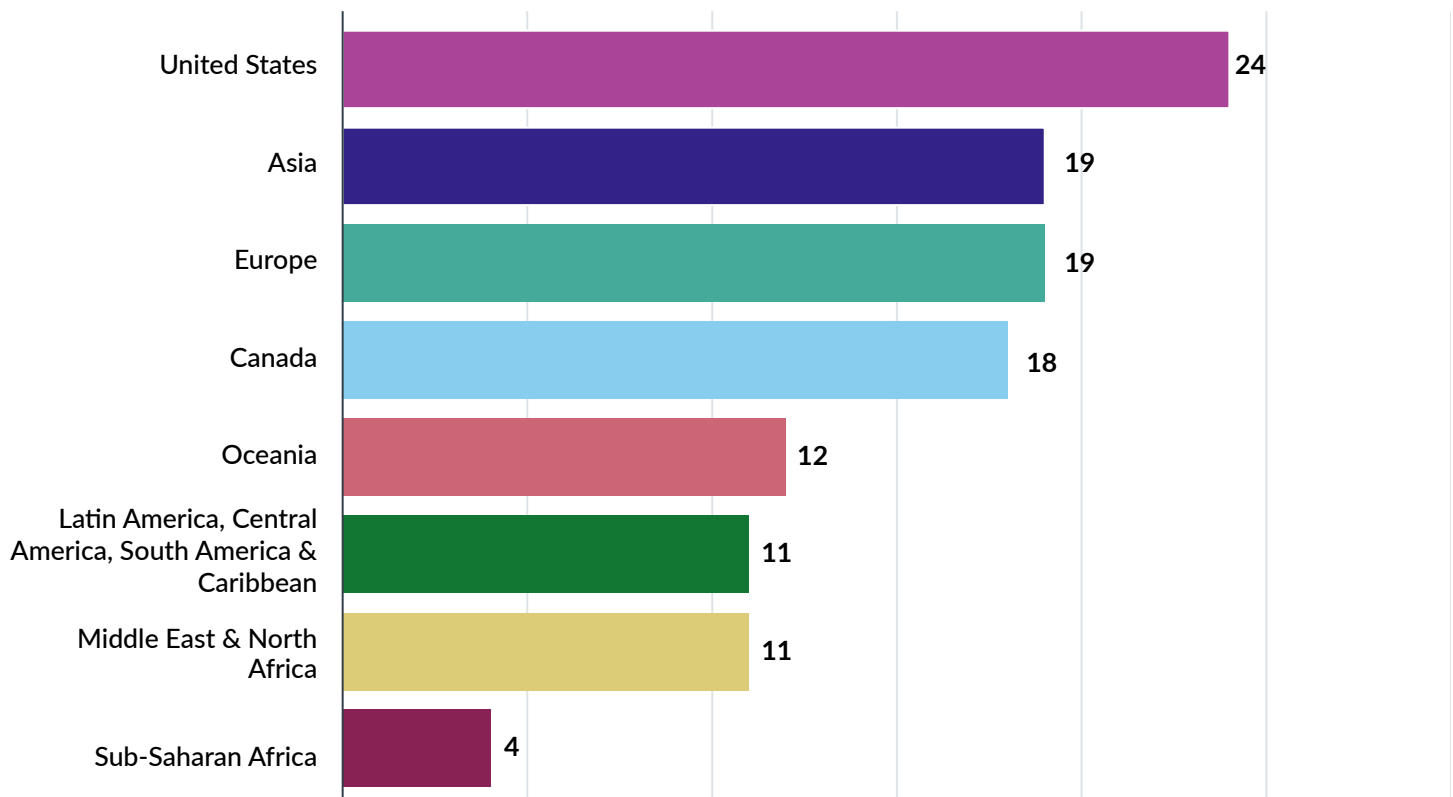
Key Findings

1. Tracking DEI Results

Most Companies Have DEI Metrics in Place

Dashboard of DEI Metrics Accessible to Senior-Level Business Leaders

Yes	86%
No, but we are on track to implement this in the next year	4%

Almost all of our respondents, in virtually every region, have DEI dashboards with metrics accessible to senior leaders both in-c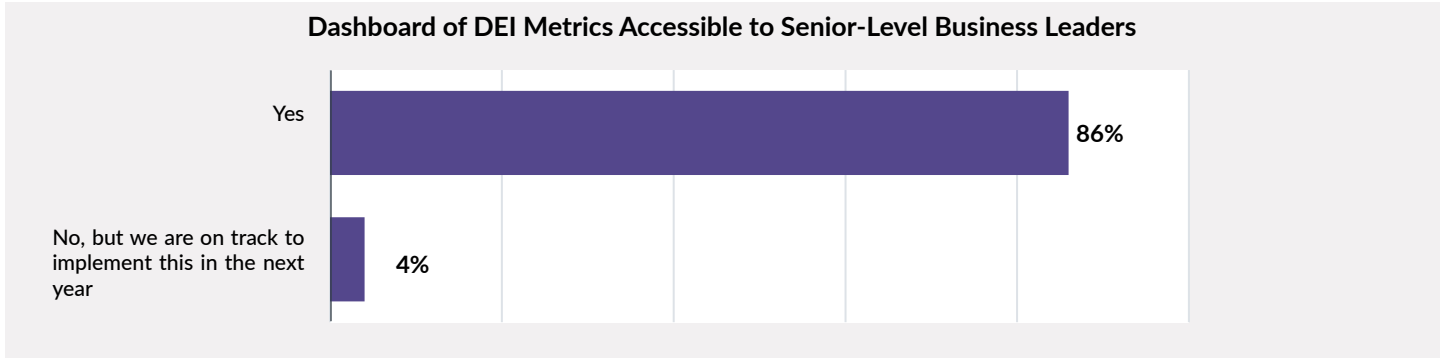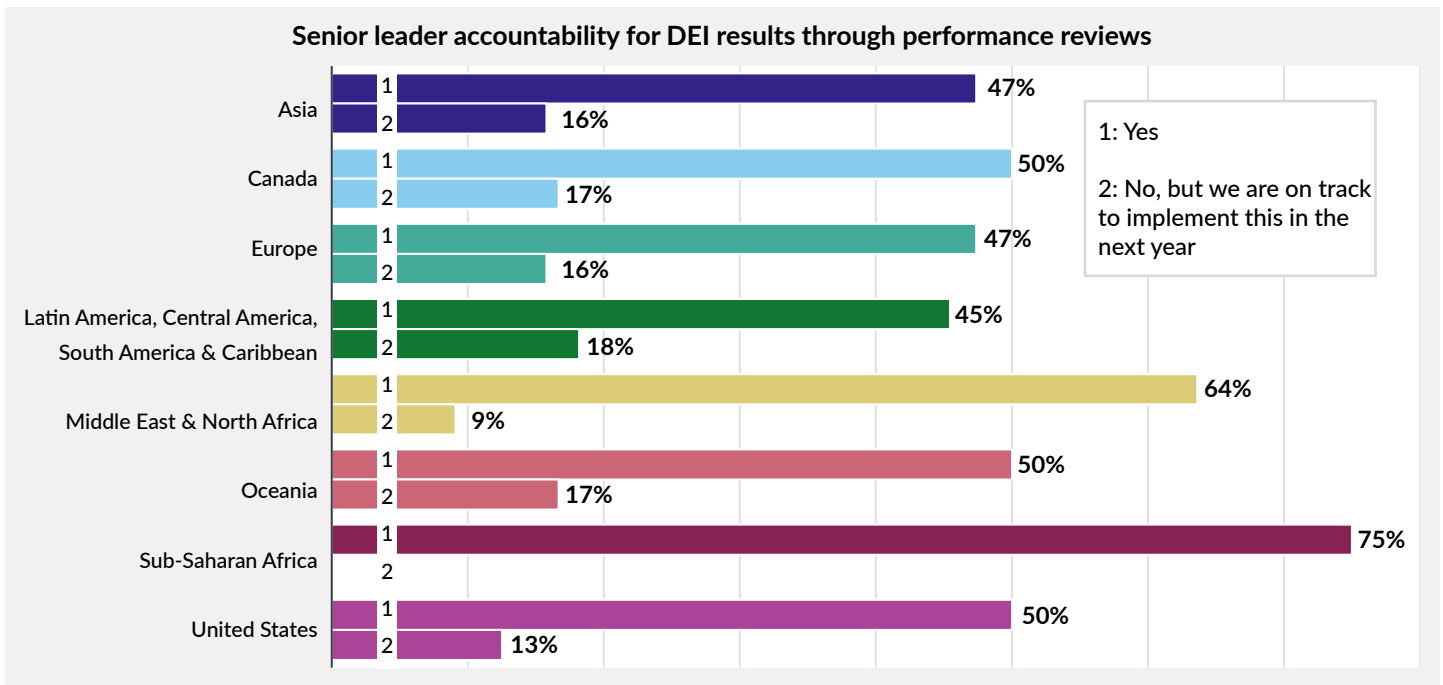ountry and globally. Those dashboards usually lean heavily toward representational data for women, especially at the senior level. Other representational data is rarely shown except for race/ethnicity in the United States. Other metrics in these dashboards can include participation of underrepresented groups in advancement and leadership-development programs, recruitment efforts and supplier diversity.

Accountability Gaining Traction

Senior leader accountability for DEI results through performance reviews

Region	1	2
Asia	47%	16%
Canada	50%	17%
Europe	47%	16%
Latin America, Central America, South America & Caribbean	45%	18%
Middle East & North Africa	64%	9%
Oceania	50%	17%
Sub-Saharan Africa	75%	
United States	50%	13%

1: Yes

2: No, but we are on track to implement this in the next year
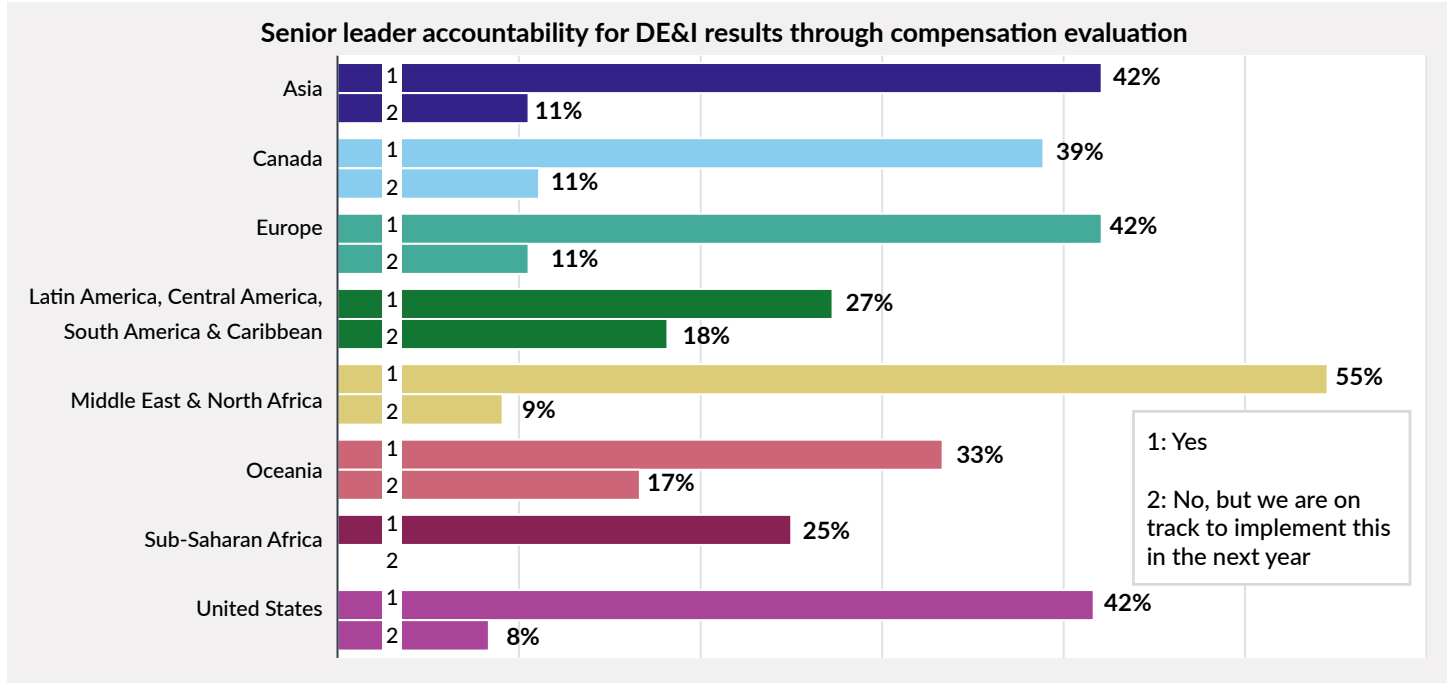
The most prevalent way to assess leadership's success at reaching DEI goals is through performance reviews. This is common across all regions, especially in Sub-Saharan Africa, the Middle East & North Africa, and Canada. Positive feedback on DEI goals in performance reviews increasingly leads to stretch assignments and/or promotions.

Key Findings

1. Tracking DEI Results

Compensation DEI Results More Prevalent

Senior leader accountability for DE&I results through compensation evaluation

Region		
Asia	1	42%
	2	11%
Canada	1	39%
	2	11%
Europe	1	42%
	2	11%
Latin America, Central America, South America & Caribbean	1	27%
	2	18%
Middle East & North Africa	1	55%
	2	9%
Oceania	1	33%
	2	17%
Sub-Saharan Africa	1	25%
	2	
United States	1	42%
	2	8%

1: Yes

2: No, but we are on track to implement this in the next year

A less prevalent practice is that of compensating leaders for DEI results, although this is gaining traction. This usually occurs in the form of bonuses but can also be implemented via pay increases, stock options, or other compensation.

Employees Who Lead Employee Resource Groups (ERGs) or Councils Are Recognized

We also are seeing increasing recognition on a global basis of the employees who volunteer to lead employee resource groups, business resource groups or diversity councils, with 87 percent of companies saying they recognize these efforts. Seramount research shows this recognition is still rarely in the form of compensation and mostly acknowledged through awards ceremonies, special recognition programs, or positive performance reviews.

Acknowledgment (can be in performance reviews) of employees/managers serving as leaders of employee resource groups, business resource groups or DEI councils

Yes	87%
No, but we are on track to implement this in the next year	4%

Rewards of employees/managers serving as leaders of employee resource groups, business resource groups, or DEI councils

Yes	51%
No, but we are on track to implement this in the next year	3%

Key Findings

2. Demographics and Self-ID

Which Demographics Are Measured?

Demographics collected by companies and those companies that allow employees to self-identify vary widely by region. Most companies globally collect demographics only by gender and by age. In the United States, companies that are federal contractors are required to collect data by race and ethnicity, but this is not the case in most other countries. LGTBQ+ status, as well as veteran status, disability (hidden or visible), or parental or caregiving status are allowed to be self-ID in some countries while others absolutely prohibit collecting these demographics.

Company collects self-reported representation information for the following demographic categories:

	Asia	Canada	Europe	Latin America, Central America, South America & Caribbean	Middle East & North Africa	Oceania	Sub-Saharan Africa	United States
Disability	58%	50%	58%	55%	45%	67%	75%	96%
Sexual Orientation	26%	28%	21%	9%	9%	25%	25%	46%
Gender Identity	84%	78%	74%	82%	73%	75%	100%	92%
Veteren Status	26%	39%	32%	27%	18%	33%	25%	92%
None of these	5%	11%	5%	9%	9%	8%	0%	0%

For example, Australia does not require employers to collect racial/ethnic information, France and Germany prohibit collection of racial/ethnic demographic data, Malaysia outlaws same-sex relations and criminalizes forms of gender expression, and Singapore outlaws same-sex relations.

Key Findings
2. Demographics and Self-ID

Self-ID Is Mostly Encouraged Through Human Resources Information Systems (HRIS) and Recruitment

How do you encourage self-ID?

	Asia	Canada	Europe	Latin America, Central America, South America & Caribbean	Middle East & North Africa	Oceania	Sub-Saharan Africa	United States
During recruitment	42%	44%	47%	27%	36%	42%	25%	79%
HRIS	79%	78%	84%	64%	73%	83%	75%	96%
Through employee-resource groups	32%	33%	37%	18%	18%	17%	25%	54%
Through employee surveys	32%	28%	32%	18%	18%	25%	50%	42%
Other	11%	11%	11%	9%	18%	25%	25%	25%

Self-ID is primarily aimed at people whose diversity dimensions are not always apparent, such as LGBTQ+ employees, employees with hidden disabilities, and veterans. It also can be used to identify race/ethnicity and, in some countries, other diversity dimensions, such as religion and socioeconomic status. The self-ID campaign is meant to minimize barriers for those who belong to underrepresented groups, such as outdated policies, unconscious bias, and non-inclusive cultures, which partially stem from a lack of visibility and knowledge among their coworkers and managers.

Companies are increasingly interested in running self-ID campaigns in their global offices to further reflect and provide an accurate understanding of their global workforce. New topics, such as religion and immigrant status, are gaining traction. Collecting employee self-ID data across global operations enables companies to compare results, share experiences, and identify what is effective in building equity and inclusion for specific groups in specific locations. Acquiring country-specific demographic information allows organizations to use localized, targeted efforts to support their global employee base, but questions require local cultural competency, and the self-ID topics are nuanced. Here are tips your organization should keep in mind when expanding a self-ID campaign globally:

Self-identification helps enable organizations to:
- Facilitate dialogue around diversity goals
- Create programs and benefits that support employees from underrepresented groups
- Allocate resources to support underrepresented groups
- Evaluate equity of policies and procedures (promotions, professional development, compensation, hiring, and performance management)

Key Findings

2. Demographics and Self-ID

Which New Demographics Are Cited?

"

immigrants

religion birth

age   sex

mental wellness

socioeconomic background

generation

"

We asked respondents what new demographic areas they were seeing of interest to companies, and the most prominent was religion (especially in Asia), followed by mental wellness (everywhere), and immigrant status (Europe, Asia, and the United States).
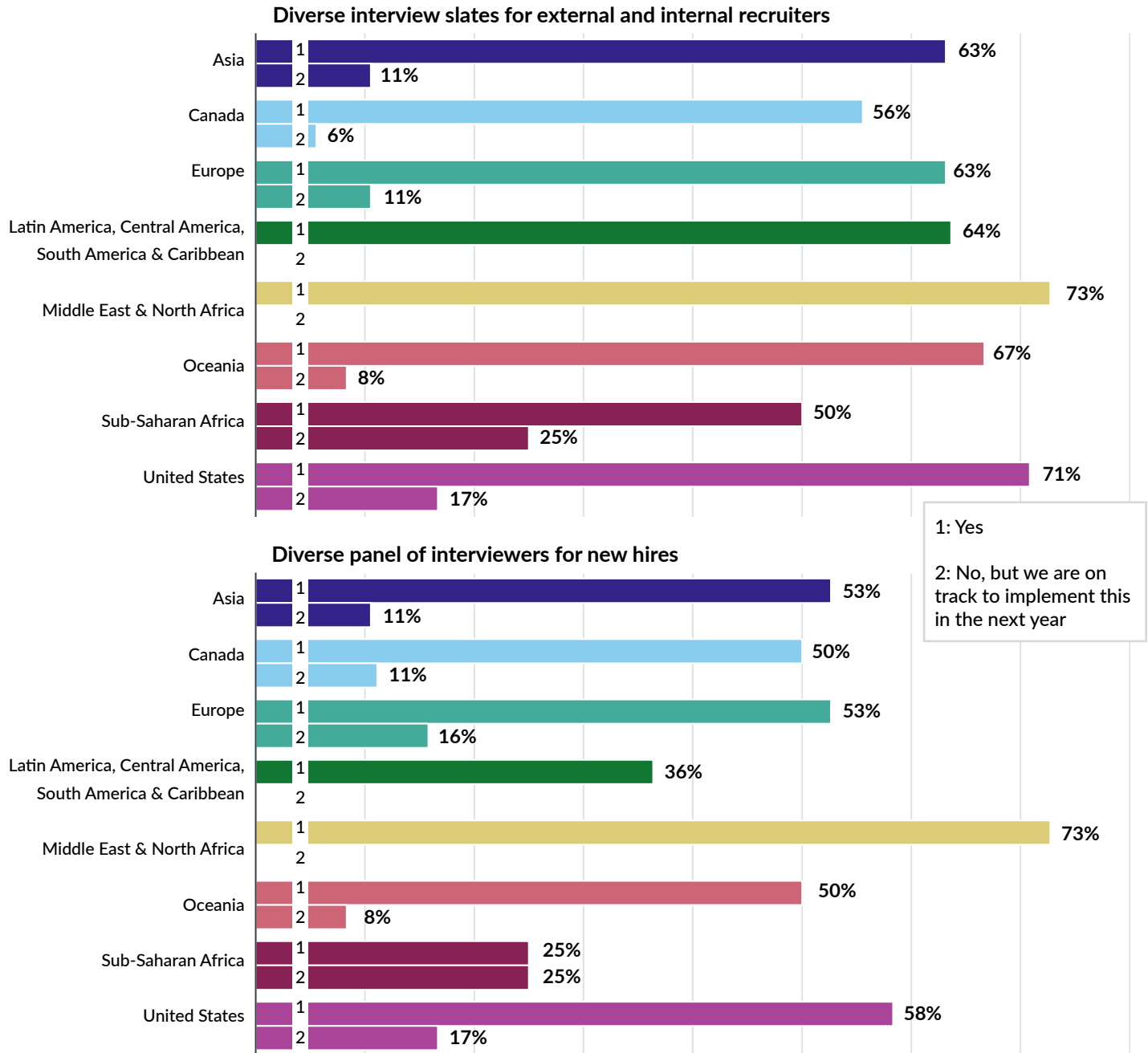
Organizations encourage self-ID through a variety of means, the most prevalent being through HR information systems and during recruitment.

Organizations are also increasingly encouraging employees to self-ID through their employee resource groups and anonymous employee engagement surveys.

Key Findings

3. Inclusive Recruitment

Diverse Recruiting Slates and Diverse Panels of Interviewers Are Widely Used

Diverse interview slates for external and internal recruiters

Region		Value
Asia	1	63%
	2	11%
Canada	1	56%
	2	6%
Europe	1	63%
	2	11%
Latin America, Central America, South America & Caribbean	1	64%
	2	
Middle East & North Africa	1	73%
	2	
Oceania	1	67%
	2	8%
Sub-Saharan Africa	1	50%
	2	25%
United States	1	71%
	2	17%

> 1: Yes
>
> 2: No, but we are on track to implement this in the next year

Diverse panel of interviewers for new hires

Region		Value
Asia	1	53%
	2	11%
Canada	1	50%
	2	11%
Europe	1	53%
	2	16%
Latin America, Central America, South America & Caribbean	1	36%
	2	
Middle East & North Africa	1	73%
	2	
Oceania	1	50%
	2	8%
Sub-Saharan Africa	1	25%
	2	25%
United States	1	58%
	2	17%

Diverse interview slates, in which recruiters are required to provide a certain number or percentage of candidates who are women (most common globally) or who are from underrepresented groups are prevalent in multinational tech companies today, especially in the Middle East & North Africa and the United States (where race/ethnicity is usually included). They are most often used for more senior positions and may or may not be mandatory, depending on the company.

Diverse panels of interviewers are also increasingly common because they add diverse perspectives to the recruitment process.
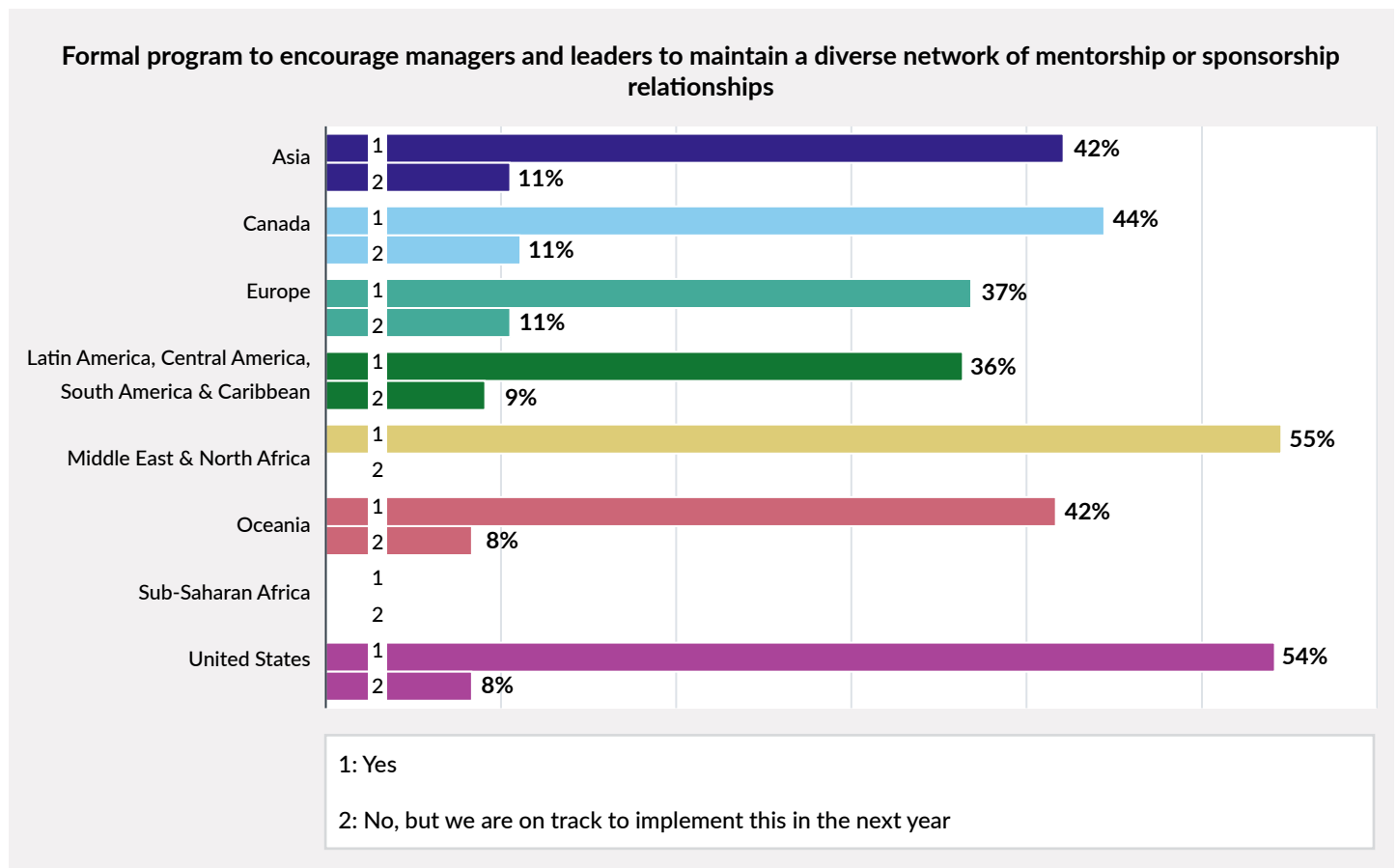
Key Findings

4. Advancement

Best Practices on Advancement, Such as Mentoring and Sponsorship, Are Widespread

In March, the Alliance and Seramount hosted a convening session to discuss executive leadership representation.

The biggest obstacles cited were:
- A lack of intentional succession planning

- Not being intentional enough about understanding high-performing professional development

- A need for sponsorship programs

Formal program to encourage managers and leaders to maintain a diverse network of mentorship or sponsorship relationships

Region	1	2
Asia	42%	11%
Canada	44%	11%
Europe	37%	11%
Latin America, Central America, South America & Caribbean	36%	9%
Middle East & North Africa	55%	
Oceania	42%	8%
Sub-Saharan Africa		
United States	54%	8%

1: Yes

2: No, but we are on track to implement this in the next year

Case Study: Intel

1. Holding Leaders Accountable for DEI Results

Since 2008, Intel has linked a portion of executive and employee compensation to diversity and inclusion metrics to drive accountability and progress.

> "Diversity and inclusion are instrumental in driving innovation and delivering strong business growth. We hold ourselves, our people, our leaders, and the industries we lead to the highest standard by creating an inclusive culture for all and advancing diversity and inclusion in the industry and beyond."
>
> "For more than a decade we have taken actions to deeply integrate diversity and inclusion expectations into our culture, performance management systems, leadership expectations, and annual bonus metrics. We transparently report our representation and pay equity data to hold ourselves accountable and encourage action by others. This is not added work; it is how we work."

Dawn Jones, Chief Diversity and Inclusion Officer

Intel's RISE (Responsible, Inclusive, Sustainable, and Enabling) strategy and 2030 goals set global ambitions for where the company wants to be at the end of the decade. This strategy allows Intel to have a globally consistent approach to DEI while ensuring compliance with local regulations and norms.

2. Inclusive Language

The use of inclusive language plays an important role in promoting higher employee engagement, superior customer service, and increased productivity— all important aspects of a positive work culture, says Jones. "Customers are more likely to stick with companies that speak to them with respect and dignity, align with their values, and build products that address their needs," she adds.

In 2020, a cross-Intel team of technologists at Intel developed an "inclusive language in engineering guide" to remove potentially offensive terminology from coding language at Intel and to influence change across the broader technology industry. Intel has worked in collaboration with Alliance members to adopt the following changes to engineering language:

Current Terms	Alternatives	Definition
Whitelist, blacklist	Allowlist/Denylist AllowedNouns/DeniedNouns	Lists which permit or deny a set of nouns or select enabled features.
Master, Slave	Control plane/Control plane node Controller/Doer Primary/Replica Primary/Secondary Also acceptable: Leader/Follower Parent/Child	The "master/slave" metaphor in computing refers to a system with a single store of record and a set of replicas which maintain copies of the original data. These recommendations are broken into two groups. The preferred group does not use a new metaphor while the also acceptable group does. We recommend choosing an alternative that does not replace one metaphor with another but understand that some projects may feel that Leader/follower or Parent/child communicates best.

Source: Inclusive Naming Initiative

3. Supplier Diversity

Intel has a balanced Supplier Diversity & Inclusion program that proactively looks for potential diverse-owned suppliers from categories including minority, LGBTQ+, US veterans, and people with disabilities, in addition to women-owned businesses.

At the end of 2021, Intel had increased annual spending to $1.4 billion, bringing a tenfold increase in diverse supplier spends since the diverse supplier program's inception in 2015. The company has made strong progress toward its 2030 goal and its three milestones focused on suppliers that are owned by women outside the United States, women from minorities, and Black individuals.

In 2022 and beyond, Intel will continue progress toward milestones to spend $500 million annually with women-owned suppliers outside the US by the end of 2025 and $800 million annually with minority-owned suppliers globally by end of 2023, including $250 million with US Black-owned suppliers.

Jones says: "Our strengths internally are in the construction and indirect materials areas like IT, marketing, and logistics as there are more and larger diverse-owned companies in these categories that have the capacity to be a supplier to Intel. The greatest challenges are really with identifying diverse-owned companies that work with emerging technologies or have capabilities to support silicon industry hardware and software architecture and design, factory equipment, and semiconductor manufacturing."

4. Talent Development and Recruitment Globally

Intel works with a broad range of stakeholders such as governments, academia, civil society, and industry peers on initiatives that expand the diverse pipeline of talent for our industry. Programs such as Intel Digital Readiness Program aims to empower citizens, students, professionals, and leaders to use technology effectively and responsibly. This program has scaled to more than 20 countries.

For recruitment, Intel assesses local hiring needs with available talent supply to develop effective recruitment strategies. One of its most successful strategies has been the intern program where the company brings in thousands of students from local colleges and universities to gain real-world experience with leading-edge technology. The program was held virtually in 2020 and 2021.

5. Addressing Advancement for Women

To meet the goal of increasing representation of women in technical roles to 40 percent by 2030, part of the company's strategy is to implement targeted programs to increase the number of women hired for technician, engineering hardware, and software roles through sourcing, pipelining, and workforce development initiatives. "But it's not just about hiring talent, to retain talent; we need to ensure we are creating an inclusive culture and environment in which employees feel they are learning and growing," says Jones.
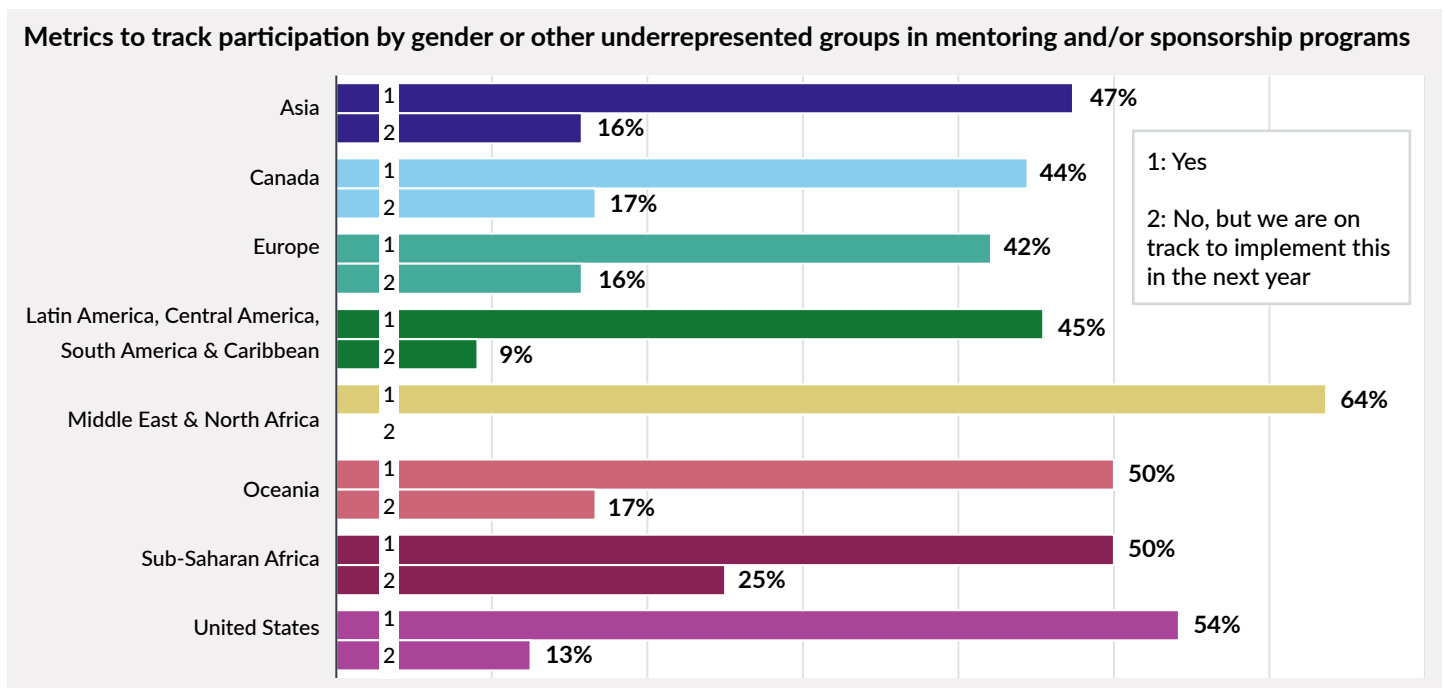
In 2021, Intel launched a pilot for senior-level women across the globe, which aims to increase promotion and development opportunities and improve job satisfaction and retention through leadership and sponsor/protégé matching. In 2021, 95 women participated in the pilot, and the company plans to scale it further in 2022.

The Women at Intel Network and Intel Network of Executive Women are great examples of Employee Resource Groups offered to help women at Intel achieve their professional and career development goals, experience a sense of belonging with shared experiences, and support and drive initiatives that help Intel achieve its goals.

Key Findings

4. Advancement

Metrics to Track Mentoring/Sponsorship Are More Prevalent

Metrics to track participation by gender or other underrepresented groups in mentoring and/or sponsorship programs

Region	Response	Percentage
Asia	1	47%
Asia	2	16%
Canada	1	44%
Canada	2	17%
Europe	1	42%
Europe	2	16%
Latin America, Central America, South America & Caribbean	1	45%
Latin America, Central America, South America & Caribbean	2	9%
Middle East & North Africa	1	64%
Middle East & North Africa	2	
Oceania	1	50%
Oceania	2	17%
Sub-Saharan Africa	1	50%
Sub-Saharan Africa	2	25%
United States	1	54%
United States	2	13%

1: Yes

2: No, but we are on track to implement this in the next year

There is growing global recognition of the need for formal mentoring and sponsorship (advocacy for promotion or stretch assignments by senior leaders) for women and people from underrepresented groups. Formal programs enable organizations to ensure people who might not be part of the majority are included and have the same opportunities. Metrics to track progress are essential.

Seramount research in the United States shows that 73 percent of White women and 83 percent of multicultural women cite their lack of sponsors as an obstacle in reaching senior management.

Increasingly, especially in the Middle East & North Africa and the United States, organizations are tracking participation of women and underrepresented groups in formal mentoring, sponsorship and leadership development, and subsequent career progress to pinpoint areas where participation needs to be emphasized and to ensure desired results are occurring.

In terms of other means to advance women and underrepresented groups, suggestions at the March Alliance convening included:

- Building brand awareness and relationships externally

- Clear alignment in priority between CEO and senior leaders

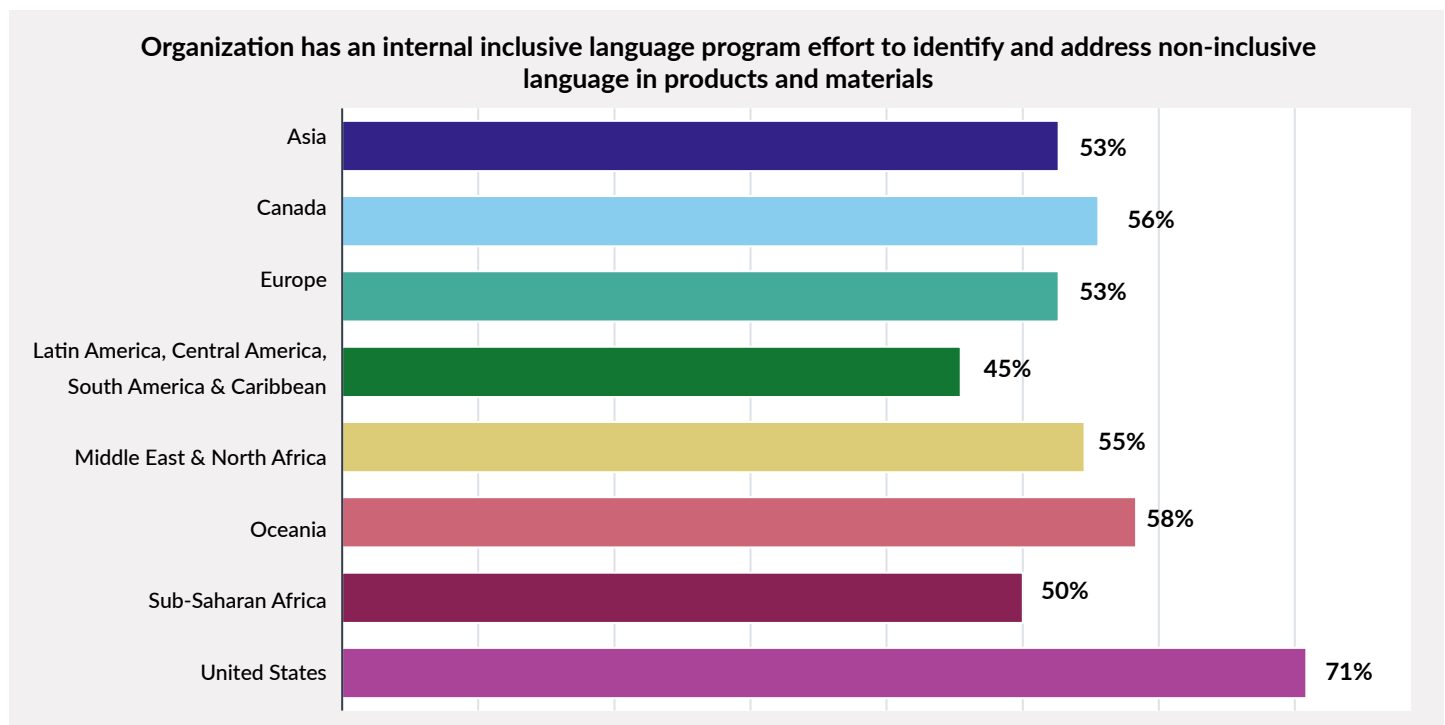- Ensuring visibility of underrepresented talent as role models

Key Findings

5. Inclusive Language and Product Design and Artificial Intelligence

Inclusive Language Programs Most Prevalent in United States

Also in March, the Alliance and Seramount hosted a convening for 18 DEI and tech leaders on inclusive language.

- 79% think dealing with inclusive language helps address systemic inequities.

- 62% said their organizations have started inclusive programs (31% of those after the May 2020 murder of George Floyd).

- 8% said their organizations are contemplating these programs.

- 57% are asking their designers to create inclusive applications (such as gender-neutral), and 7% are considering doing that.

The participants overwhelmingly supported inclusive language, especially in technology applications and packaging/product material, stating that it creates an inclusive and welcoming message for users/clients/employees.

Organization has an internal inclusive language program effort to identify and address non-inclusive language in products and materials

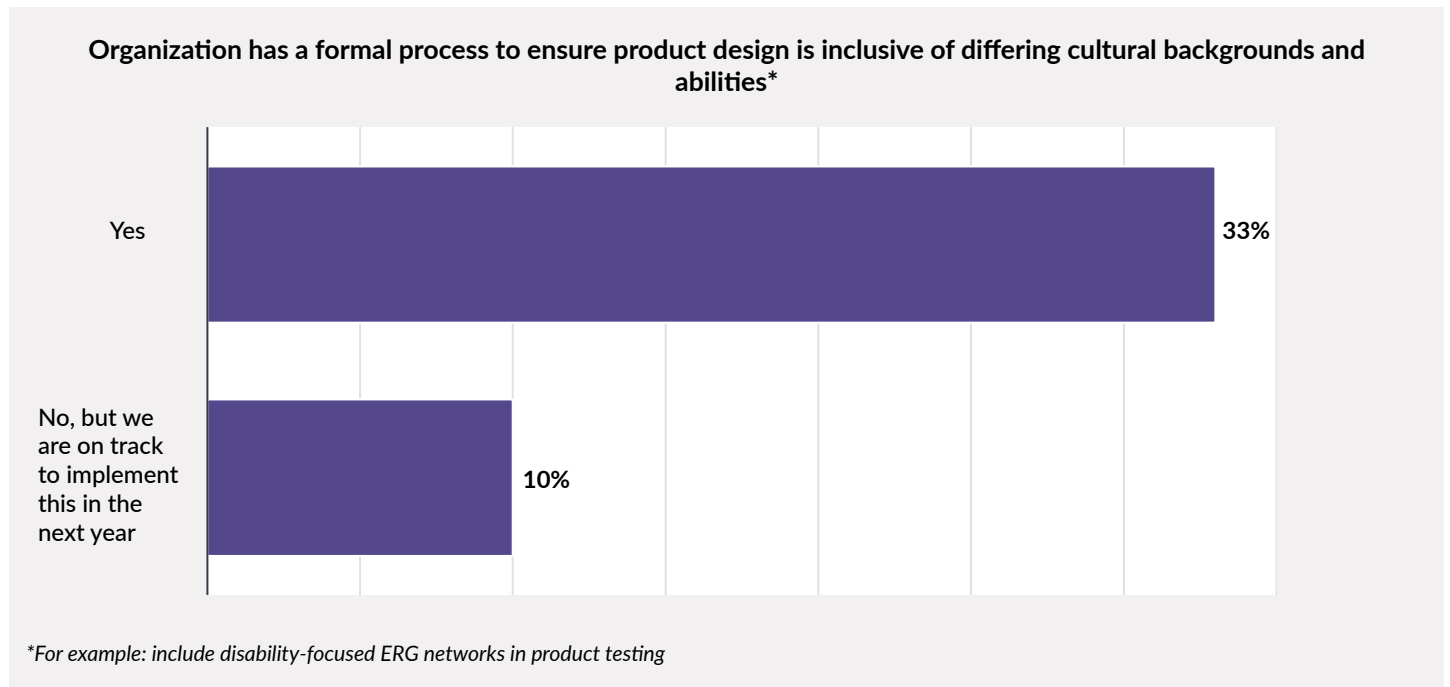| Region	Percentage
Asia	53%
Canada	56%
Europe	53%
Latin America, Central America, South America & Caribbean	45%
Middle East & North Africa	55%
Oceania	58%
Sub-Saharan Africa	50%
United States	71%

Key Findings

5. Inclusive Language and Product Design and Artificial Intelligence

Inclusive Language and Product Design Beginning to Catch On

As the chart here shows, a third of respondents have started using inclusive product language, and use of Artificial Intelligence is in the early stages.

Organization has a formal process to ensure product design is inclusive of differing cultural backgrounds and abilities*

Yes — **33%**

No, but we are on track to implement this in the next year — **10%**

*For example: include disability-focused ERG networks in product testing

Case Study: NTT DATA

The Value of Artificial Intelligence (AI)

NTT DATA is keenly interested in using AI for inclusive product and systems development. According to Chief Diversity and Inclusion Officer Terri Hatcher,

"We are an IT and business services company, and inclusive development and AI is an important priority for us and our clients."

Terri Hatcher, Chief Diversity and Inclusion Officer

Seramount and the Alliance for Global Inclusion recently hosted a meeting of DEI professionals. Many of the attendees had experience with AI built into HR systems, but there was little understanding of the potential of AI to mitigate bias within HR systems or what responsible use of AI would look like.

Steps the Alliance workstream has already taken:

- Scoped, articulated, and refined the problem of where bias in the AI product lifecycle intersects with HR systems and processes

- Added a section of AI questions to the annual cross-industry survey; partnered with Seramount on a listening session to gather industry feedback
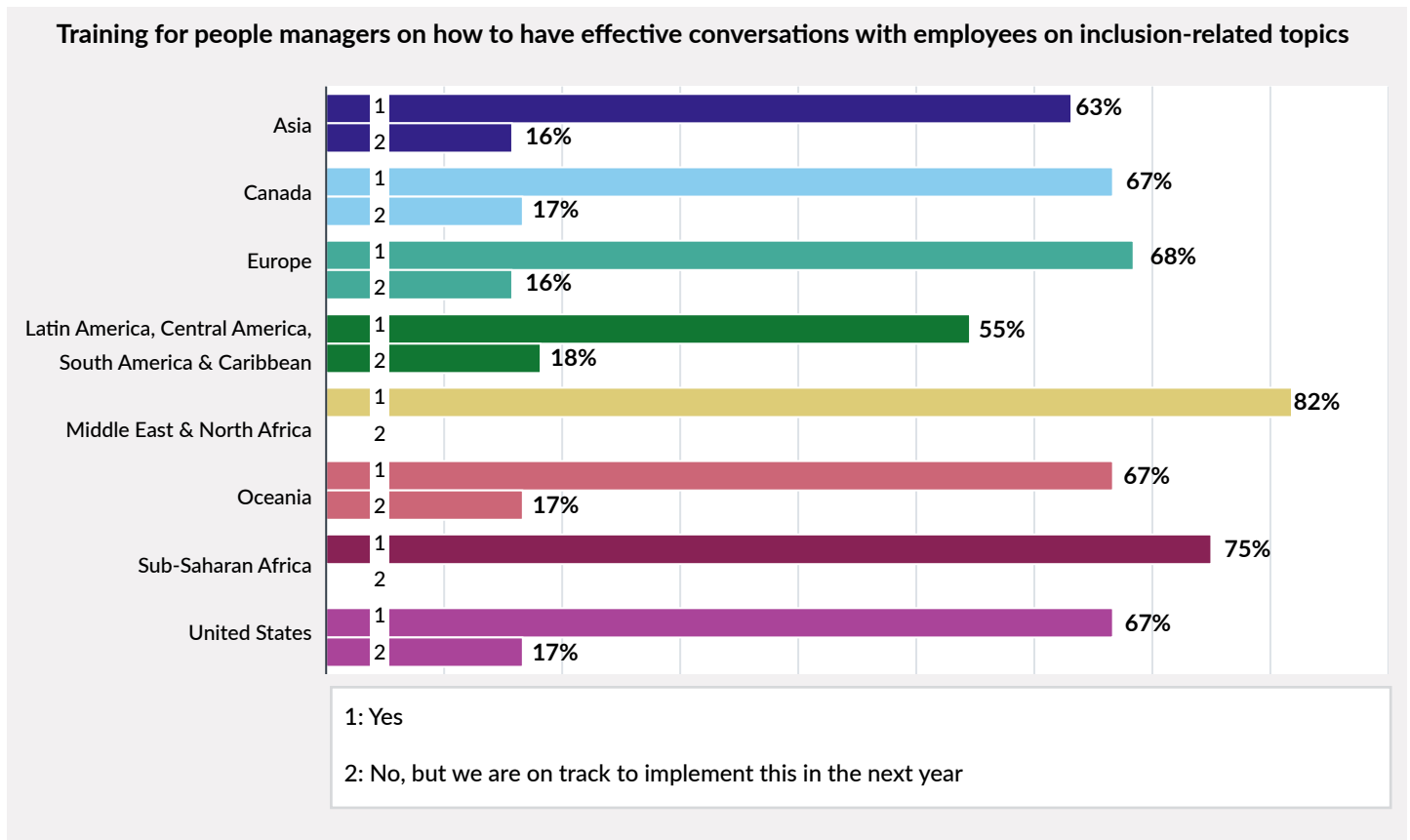
Moving forward, key focus areas will include:

- Ensure ground-level understanding of AI and how to use AI to mitigate bias within HR processes and systems

- Create a toolkit of compelling and relevant use cases to foster responsible use of AI to mitigate bias in HR

Key Findings

6. Inclusive Conversations/Senior Leader Training

Inclusive Conversations, Manager Training increasing

Training for people managers on how to have effective conversations with employees on inclusion-related topics

Region	1: Yes	2: No, but we are on track to implement this in the next year
Asia	63%	16%
Canada	67%	17%
Europe	68%	16%
Latin America, Central America, South America & Caribbean	55%	18%
Middle East & North Africa	82%	
Oceania	67%	17%
Sub-Saharan Africa	75%	
United States	67%	17%

1: Yes

2: No, but we are on track to implement this in the next year

Almost all respondents are training the vast majority of senior leaders, as well as managers, to hold inclusive conversations.
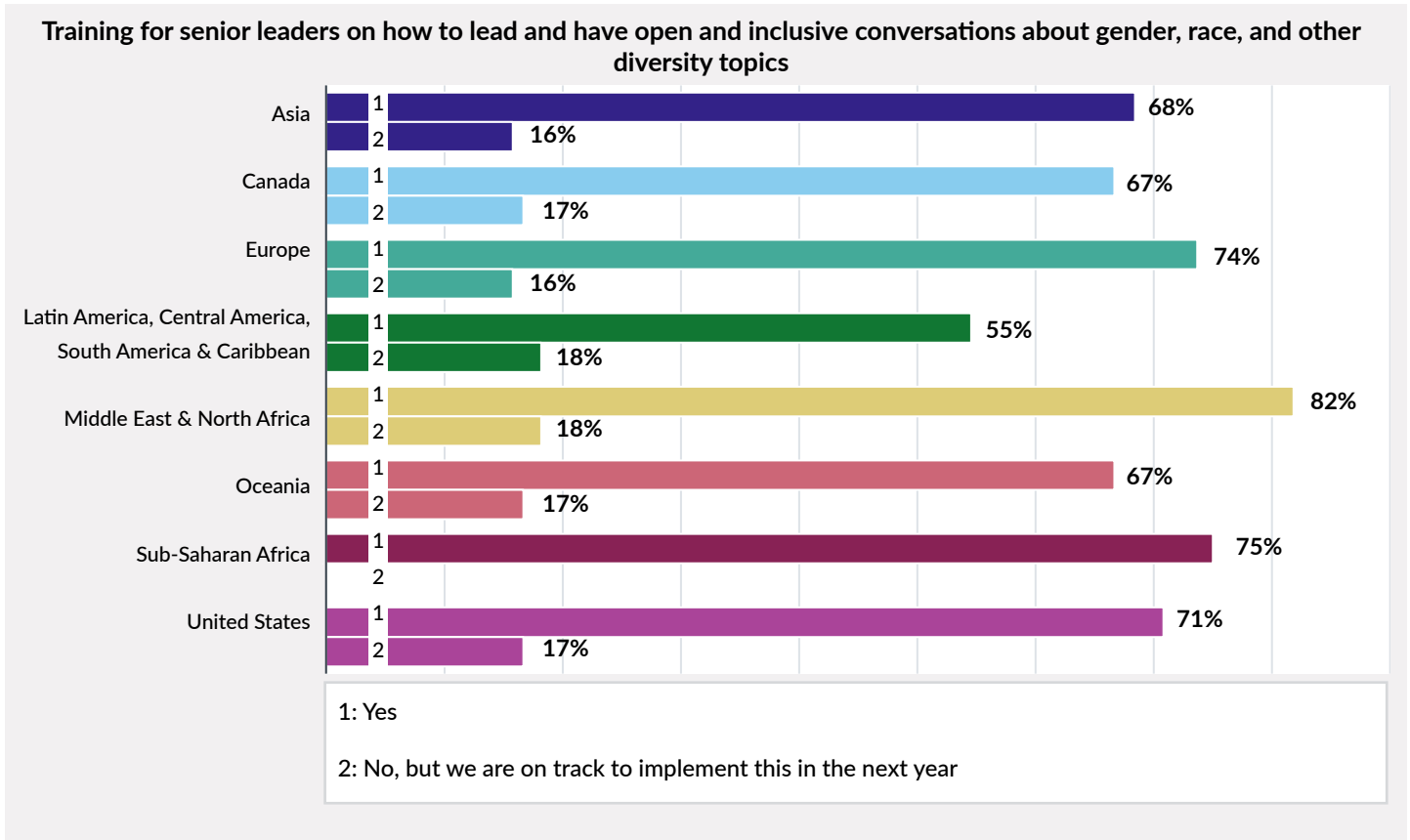
What does that mean?

It often means unconscious bias and cultural competence training, but it also may involve senior leaders sharing their stories of success and community impact, which can resonate internally and externally with customers/clients and business partners, as well as employees, shareholders, suppliers, and other stakeholders.

Key Findings

6. Inclusive Conversations/Senior Leader Training

Senior Leaders Trained to Be More Inclusive

Training for senior leaders on how to lead and have open and inclusive conversations about gender, race, and other diversity topics

Region	1 (Yes)	2 (No, but on track)
Asia	68%	16%
Canada	67%	17%
Europe	74%	16%
Latin America, Central America, South America & Caribbean	55%	18%
Middle East & North Africa	82%	18%
Oceania	67%	17%
Sub-Saharan Africa	75%	
United States	71%	17%

1: Yes

2: No, but we are on track to implement this in the next year

Seramount research shows organizations where employees are comfortable discussing who they are and are open about their identities experience increased engagement and retention. However, these are difficult times, and being frank about one's identity— or asking questions about someone else's identity can be fraught with uncertainty and stress.

Creating safe and structured forums to help employees respectfully learn about and understand one another can help to overcome bias, build empathy, and develop relationships across differences.

Case Study: Dell Technologies

Dell Technologies has a goal that by 2030, 95 percent of its employees will participate in annual foundational learning on key topics that relate to diversity and inclusion. According to the latest ESG Report, last year they overachieved the goal with a 99.6 percent participation rate. Their "Be the Change" training focused on in-and-out groups and intersectionality. This year, concepts on microaggressions and unconscious bias are being added.

Previously, separate D&I training was mandatory for all leaders (managers) to complete. But this year, an important change was made for new leaders, according to LaToya Collins-Jones, Vice President of Culture, Diversity & Inclusion. Instead of a separate, stand-alone D&I training, the concepts were embedded in the three-day new leader onboarding experience.

Senior leaders can participate in additional unconscious bias training with an emphasis on understanding psychological safety for team members. Collins-Jones notes that members of the Culture, Diversity & Inclusion team consistently have consultative, authentic conversations with organizational leaders about their D&I needs and challenges. "It's been a really huge part of our success. We meet them where they are and discuss what's important to them in their business," she says.

What's most critical for all leaders is linking the training to actual application in their work life. To that end, the Culture, Diversity & Inclusion team is rolling out recommended "Inclusive Culture Practices" (a conversation-based training) that shows them how best practices and methods of inclusivity help them manage their day-to-day relationships. "We have amazing leaders who want to do best by their teams but this reminds and refreshes them," she says.

Feedback on Dell's D&I training has been highly favorable, she says.
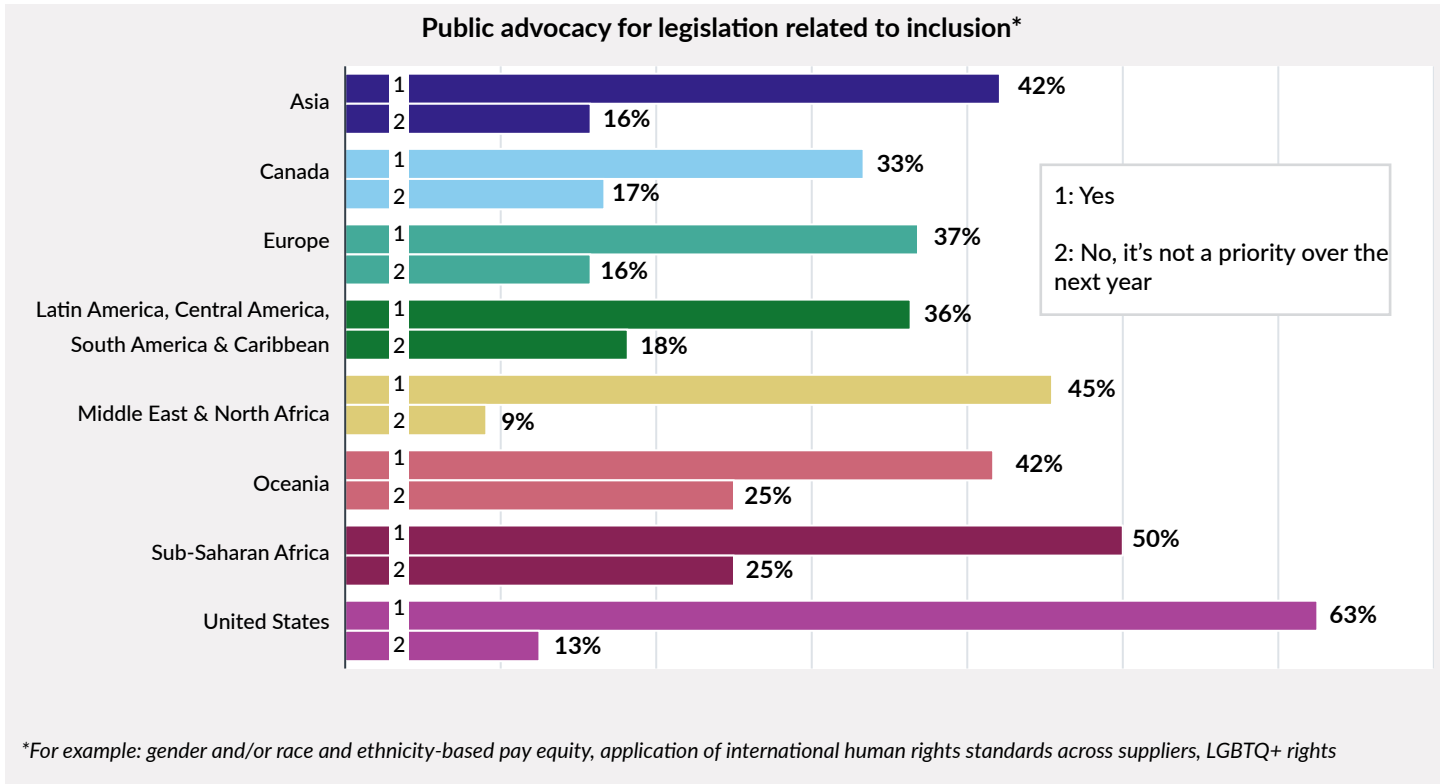

"One of my favorite sayings is: 'When it comes to culture, rent is due every day,' This type of training really reinforces a truly inclusive company culture."

LaToya Collins-Jones, Vice President of Culture, Diversity & Inclusion

Key Findings

7. Taking Stands

In the Current World Dynamic, Speaking Out Varies Widely by Region

Public advocacy for legislation related to inclusion*

Region	Response	Percentage
Asia	1	42%
Asia	2	16%
Canada	1	33%
Canada	2	17%
Europe	1	37%
Europe	2	16%
Latin America, Central America, South America & Caribbean	1	36%
Latin America, Central America, South America & Caribbean	2	18%
Middle East & North Africa	1	45%
Middle East & North Africa	2	9%
Oceania	1	42%
Oceania	2	25%
Sub-Saharan Africa	1	50%
Sub-Saharan Africa	2	25%
United States	1	63%
United States	2	13%

1: Yes

2: No, it's not a priority over the next year

For example: gender and/or race and ethnicity-based pay equity, application of international human rights standards across suppliers, LGBTQ+ rights

Increasingly, in the wake of incidents of racism, violence, and discrimination against LGBTQ+ people, religious minorities, and other underrepresented groups, corporations are making public stands in support of inclusion and inclusive legislation in different countries. In the wake of the murder of George Floyd and the subsequent pledges companies made, US-based corporations have been at the forefront with 63 percent of respondents taking a stand in the United States but we are seeing activism occur more frequently on a global basis.
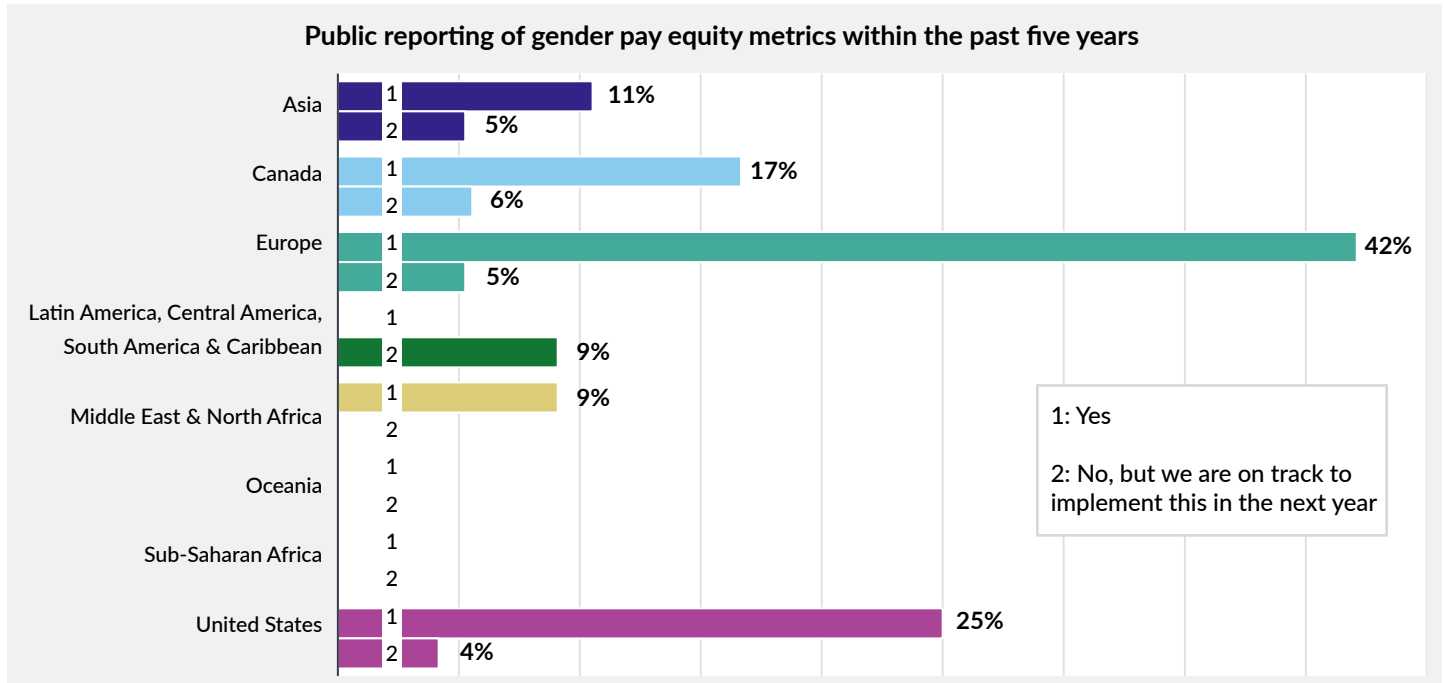
The stakes have never been higher for corporations that have made commitments to creating diverse, equitable, and inclusive workplaces. Yet the decision on what to do and say, especially around divisive issues such as abortion and LGBTQ+ rights, is increasingly complex.

Speaking out is clearly more common in the United States, but organizations have stated that globally, more feel the need to speak out on human rights issues. Much depends on the corporate culture as well as local cultural norms.

Key Findings

8. Pay Equity

Pay-Equity Transparency Is Most Common in the United States and Europe

Public reporting of gender pay equity metrics within the past five years

Region		Value
Asia	1	11%
	2	5%
Canada	1	17%
	2	6%
Europe	1	42%
	2	5%
Latin America, Central America, South America & Caribbean	1	
	2	9%
Middle East & North Africa	1	9%
	2	
Oceania	1	
	2	
Sub-Saharan Africa	1	
	2	
United States	1	25%
	2	4%

1: Yes

2: No, but we are on track to implement this in the next year

Pay-equity audits and remediation are increasingly common, usually for gender on a global basis and in the United States and the United Kingdom increasingly for race and ethnicity.
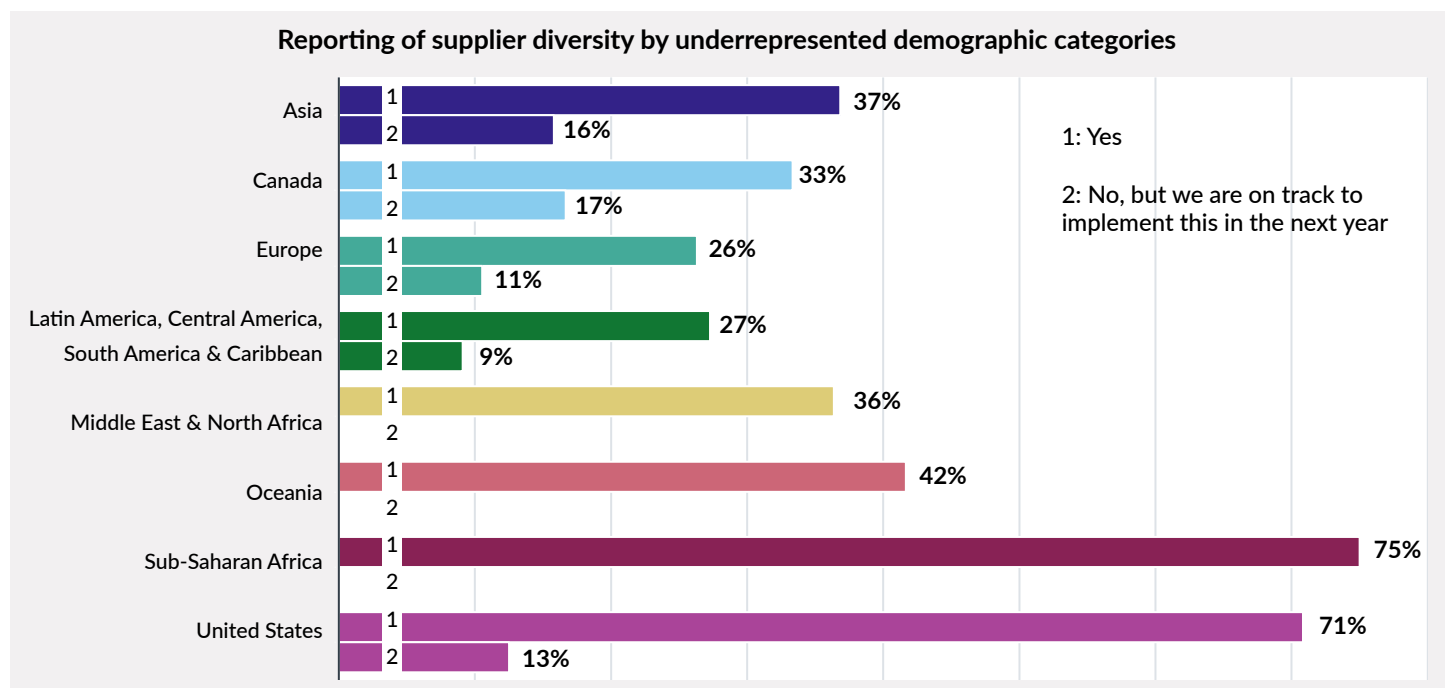
Some examples:
- **In the UK:** Gender Pay Gap: Parliament Backs Binding Pay-Transparency Measures
  Parliament decided at the beginning of May 2022 that any EU company with at least 50 employees would be required to disclose salary information to make it easier to expose any existing gender pay gaps in their organizations. If a pay report shows a gap of at least 2.5 percent, member states will have to ensure that employers conduct a joint pay assessment and develop a gender action plan. This measure also shifts the burden of proof from the worker to the employer to prove there has been no discrimination.

- **In India:** Companies Bridging the Gender Pay Gap, Brick by Brick
  A recent survey of senior women executives in India showed they earn 85 crores for every 100 crores that men at the same level make. The pandemic has unfortunately made the pay parity issue even bigger as women who shifted to working from home are being left behind on pay increases and bonuses when compared to their male counterparts. In India, only 65 percent of women have received a raise or bonus during the pandemic, compared to 70 percent of men, according to a study performed by ADP. Women also have disproportionately remained home during the pandemic, leaving their workplaces to take care of home needs, further widening the pay gap in the country.

- **In Japan**: Japan to Make Big Companies Report Gender Pay Gaps
  A new rule in Japan will start requiring large companies, both publicly traded and privately held, to disclose their gender wage gaps. Companies will have to publish their pay among women employees as a percentage of pay among men, on their websites and on an official government page. All legitimate reasons for disparities will need to be disclosed. This move was made because a recent government report found that women's median earnings were just 77.5 percent of men's across the country.

Key Findings

9. Supplier Diversity

Supplier Diversity Varies, Focused Mostly on Women-Owned Business

While supplier diversity has existed in the United States since the 1960s, primarily for women- and minority-owned businesses, it has begun catching on globally only in recent decades. In large part, multinational supplier diversity continues to focus on building economic wealth for women-owned businesses, but increasingly efforts are directed at businesses owned by LGBTQ+, disability, and racial/ethnic minorities. Supplier diversity has become a major part of ESG (Environmental, Social and Governmental efforts) because it builds community wealth, generates jobs, and creates paths to success for people who might otherwise lack opportunities— the very definition of community support.

Reporting of supplier diversity by underrepresented demographic categories

Region	Response	Percentage
Asia	1	37%
Asia	2	16%
Canada	1	33%
Canada	2	17%
Europe	1	26%
Europe	2	11%
Latin America, Central America, South America & Caribbean	1	27%
Latin America, Central America, South America & Caribbean	2	9%
Middle East & North Africa	1	36%
Middle East & North Africa	2	
Oceania	1	42%
Oceania	2	
Sub-Saharan Africa	1	75%
Sub-Saharan Africa	2	
United States	1	71%
United States	2	13%

1: Yes

2: No, but we are on track to implement this in the next year

STEM Readiness Is Crucial

The Alliance has been focusing on STEM readiness and innovative methods of building a STEM workforce in underrepresented communities. At a listening session attended by 13 DEI and technical leaders, the Society Pillar Workstream of the Alliance stated it is focusing on the following goals:

- Increasing the number of Black, Hispanic, and women CS teachers by 100 percent in three years
- Securing agreement from all Alliance companies supporting a policy proposal that CS be established as a core K-12 subject
- Increasing the percentage of women and underrepresented groups accessing technical jobs by investing in apprenticeship programs and completing landscaping mapping to provide info in one place

Participants in the listening session felt the Alliance was heading in the right direction and suggested the Alliance also focus on retention of STEM talent, social mobility of students, more work with people with disabilities— especially neurodiversity and more work with the gaming industry to get students excited about technology. Respondents also emphasized that tech people need to learn softer skills and also need clear career-pathing opportunities.

Conclusion

The Alliance for Global Inclusion is a bold and important undertaking to understand and chart inclusive best practices across a variety of geographical industries for tech companies and companies with significant tech employee populations (which is an increasing percentage of all companies these days).

This survey shows there are significant efforts in most regions to create inclusive hiring and advancement efforts for women and in many areas, other underrepresented groups, and to bolster community growth.

But clearly there is much work to be done in every region, especially in areas of leadership representation, STEM outreach and workforce development, artificial intelligence bias, and creating inclusive language in both HR processes and product information.

This Alliance will continue to work on and report on these and other crucial global DEI issues and to survey organizations about their progress.

Learn more about the Alliance efforts and explore resources to provide tangible, innovative solutions to historical shortcomings in diversity, equity, and inclusion.
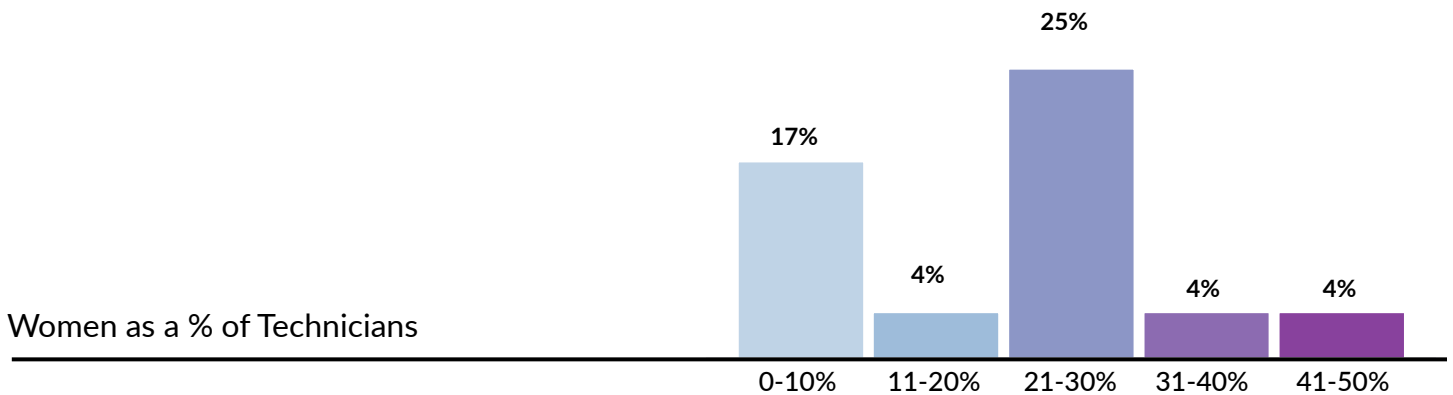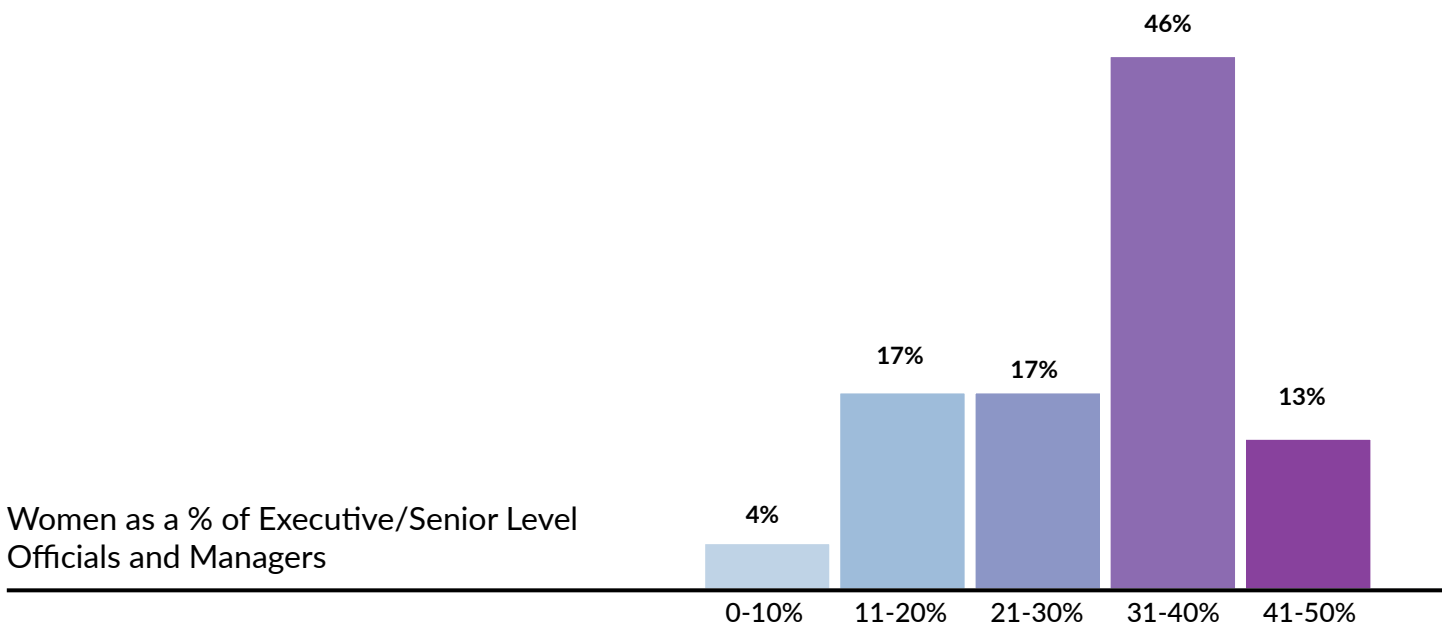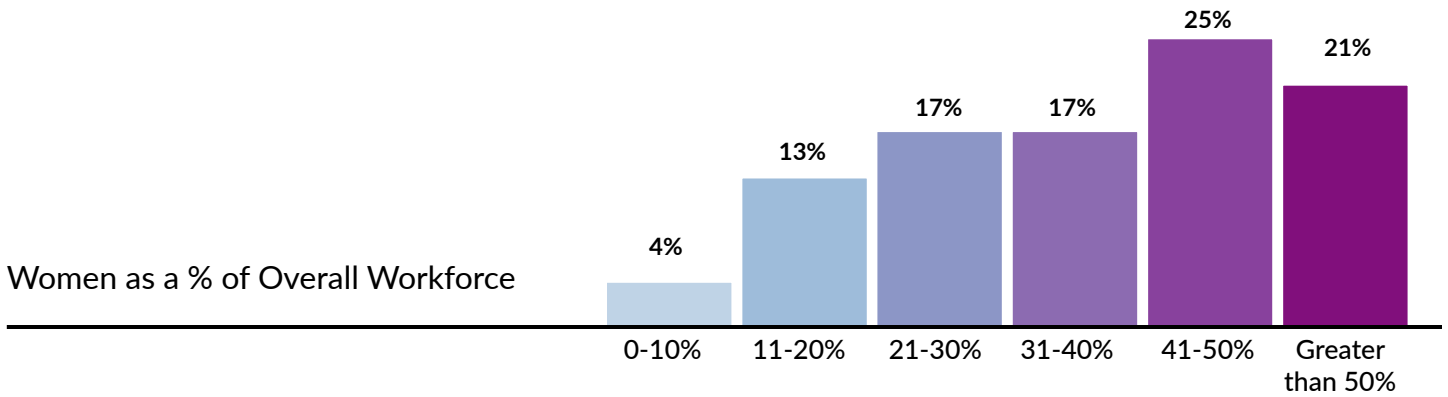
There is strength in numbers.

Want to be a part of the CDIO or CEO Coalition?

CONTACT US

Appendix

Global Women Demographics

Women as a % of Overall Workforce

0-10%	11-20%	21-30%	31-40%	41-50%	Greater than 50%
4%	13%	17%	17%	25%	21%

Women as a % of Executive/Senior Level Officials and Managers

0-10%	11-20%	21-30%	31-40%	41-50%
4%	17%	17%	46%	13%

Women as a % of Technicians

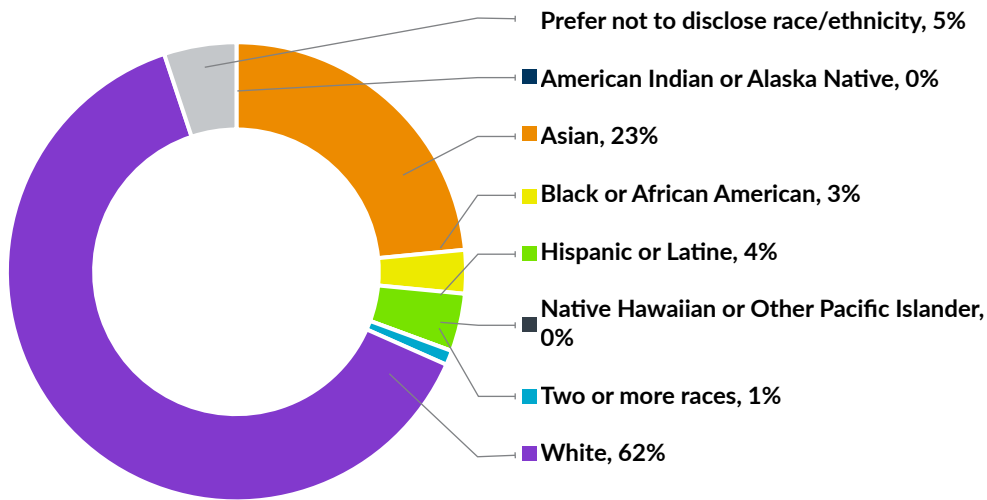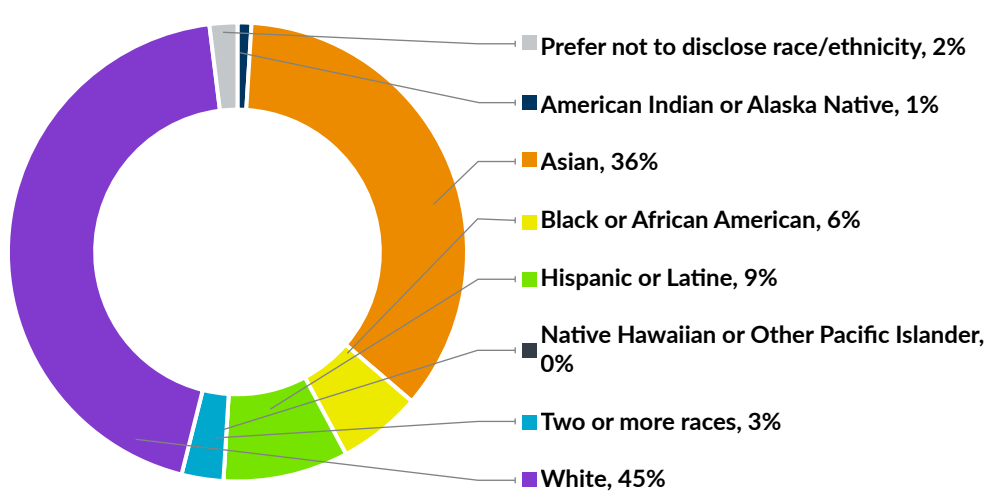| 0-10%	11-20%	21-30%	31-40%	41-50%
17%	4%	25%	4%	4%

United States Demographics

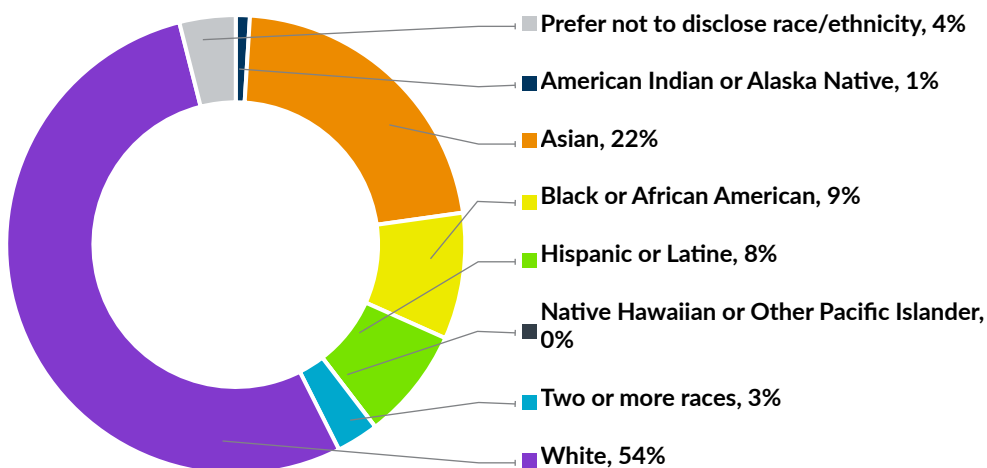*Race/ethnicity data collected only for United States because it is not commonly collected in most other areas.*

Executives

- Prefer not to disclose race/ethnicity, 5%
- American Indian or Alaska Native, 0%
- Asian, 23%
- Black or African American, 3%
- Hispanic or Latine, 4%
- Native Hawaiian or Other Pacific Islander, 0%
- Two or more races, 1%
- White, 62%

Technicians

- Prefer not to disclose race/ethnicity, 2%
- American Indian or Alaska Native, 1%
- Asian, 36%
- Black or African American, 6%
- Hispanic or Latine, 9%
- Native Hawaiian or Other Pacific Islander, 0%
- Two or more races, 3%
- White, 45%

Total

- Prefer not to disclose race/ethnicity, 4%
- American Indian or Alaska Native, 1%
- Asian, 22%
- Black or African American, 9%
- Hispanic or Latine, 8%
- Native Hawaiian or Other Pacific Islander, 0%
- Two or more races, 3%
- White, 54%

Regional Breakdown

	Asia	Canada	Europe	Latin America, Central America, South America & Caribbean	Middle East & North Africa	Oceania	Sub-Saharan Africa	United States
Dashboard of DEI metrics accessible to senior-level business leaders	84%	89%	84%	82%	91%	92%	75%	83%
Senior leader accountability for DEI results through performance reviews	47%	50%	47%	45%	64%	50%	75%	50%
Senior leader accountability for DEI results through compensation evaluation	42%	39%	42%	27%	55%	33%	25%	42%
Rewards of employees/managers serving as leaders of employee resource groups, business resource groups or DEI councils	53%	56%	53%	55%	55%	50%	0%	50%
Acknowledgment (can be in performance reviews) of employees/managers serving as leaders of employee resource groups, business resource groups or DEI councils	89%	83%	89%	82%	91%	92%	75%	88%
Formal program to encourage managers and leaders to maintain a diverse network of mentorship or sponsorship relationships	42%	44%	37%	36%	55%	42%	0%	54%
Organization has an internal inclusive language program effort to identify and address non-inclusive language in products and materials	53%	56%	53%	45%	55%	58%	50%	71%
Organization has a formal process to ensure product design is inclusive of differing cultural backgrounds and abilities	26%	28%	26%	36%	45%	33%	50%	38%
Metrics to track participation by gender or other underrepresented groups in mentoring and/or sponsorship programs	47%	44%	42%	45%	64%	50%	50%	54%
Training for people managers on how to have effective conversations with employees on inclusion-related topics	63%	67%	68%	55%	82%	67%	75%	67%
Training for senior leaders on how to lead and have open and inclusive conversations about gender, race and other diversity topics	68%	67%	74%	55%	82%	67%	75%	71%
Public advocacy for legislation related to inclusion	42%	33%	37%	36%	45%	42%	50%	63%
Public reporting of gender pay equity metrics within the past five years	11%	17%	42%	0%	9%	0%	0%	25%
Reporting of supplier diversity by underrepresented demographic categories	37%	33%	26%	27%	36%	42%	75%	71%
Diverse interview slates for external and internal recruiters	63%	56%	63%	64%	73%	67%	50%	71%
Diverse panel of interviewers for new hires	53%	50%	53%	36%	73%	50%	25%	58%