Alliance for Global Inclusion

2024 Alliance for Global Inclusion Index Report

Table of Contents

A Letter from Our Commitment Partners

We are delighted to present the annual Alliance for Global Inclusion (AGI) Index. This report reflects our dedication to fostering global workforce cultures that value and celebrate diversity, ensure equitable opportunities, and promote inclusive environments for all. We want to congratulate those that participated and made the Index this year. Your individual efforts within your organizations stand as a testament to your unwavering commitment.

In 2021, we came together to create the Alliance for Global Inclusion, a one-of-a-kind coalition combining the collective power and resources of our global organizations, to accelerate inclusion for all in the workplace. As a group of industry peers, we are committed to advancing tangible, innovative solutions to historical challenges in this space. We recognize the importance of creating a workplace that reflects the diverse communities we serve, and we dedicate ourselves to promoting inclusive business practices in all aspects of our operations. Our goals reflect our long-range strategy to improve outcomes for our people, our markets, and our communities (society) worldwide.

As the coalition, we prioritized three goals in 2024:

1 Publish guidance for inclusive business practices across global regions

2 Publish guidance for AI (Artificial Intelligence) in HR systems and inclusive language

3 Support STEM (Science, Technology, Engineering, Mathematics) access by hiring from more inclusive pathways

Based on these annual goals our CEOs made long-range strategic goals to:

1 Ensure 100% of CEO's staff obtain inclusive leadership development by 2025

2 Contribute to a collective commitment to hiring 5%+ employees from inclusive pathways by 2030

Beyond our yearly and long-term strategic goals, we recognize that each AGI member organization has unique resources and processes to navigate. To support each organization on their distinct inclusion journey, we introduced The Alliance Maturity Model. The Maturity Model is referenced in the report to help guide the audience toward accessible and actionable insights.

While we have made significant strides as individual companies, challenges remain, such as navigating the external global environment, ensuring all employees feel psychologically safe at our work locations, and remaining flexible during uncertain times to focus on key priorities.

In the coming year, we will continue our commitment to inclusion for all by collaborating with industry peers and thought leaders to share best practices and create industry-wide, global, and societal impact through our collective efforts. We remain steadfast in our mission to drive positive change for our employees, through our products and in our communities.

We invite you to read the full report, join the Alliance for Global Inclusion, and complete the Index survey next year.

Commitment Partners, Alliance For Global Inclusion

Executive Summary

This research is based on the AGI's annual global survey of Diversity and Inclusion (D&I) best practices, which is created and administered by Seramount. Now in its fourth year, this survey comprises tech companies and those with large technical workforces and was open from March 5, 2024, to July 19, 2024. Organizations that received an overall score of 50% or higher across all regions in which they participated were recognized for their D&I efforts. There were 28 respondents, and 21 earned spots on the Index. The AGI's survey examines **People** (workplace best practices, ranging from hiring to advancement opportunities to demographic goals and accountability), **Market** (impact on customers, including inclusive language), and **Society** (efforts to create a better world, including STEM programs for students, as well as supplier diversity).

Key findings from the survey

- Training managers to use inclusive behaviors increased dramatically in almost all regions. These increases reflect an emphasis on creating inclusive cultures where all people can thrive.

- Simultaneously, there have been significant increases in efforts to reach and train potential STEM students in order to create a technically adept and diverse future workforce.

- In many countries, survey respondents reported increased efforts to create inclusive language for internal and product purposes.

- All data submitted to this survey was based on the calendar year 2023, when volatile economic and political issues impacted many countries and regions. Speaking out proactively on legislation impacting under-resourced groups continues to be a concern for many companies, varying by region.

Recommendations

The most effective D&I leaders, including companies listed on this Index, reach the highest levels of the maturity model through different business initiatives. We would urge companies to join the Alliance to learn to:

1. **People: Support and Recognize Inclusive Leadership.** Extend resources and acknowledge those practicing inclusive behaviors, such as employee resource group (ERG) leadership and leaders of inclusive/ belonging conversations, and support development on inclusive leadership competencies.

2. **Market: Increase Efforts to Mitigate Potential Bias in AI and Create Inclusive Product/ Service Design.** Identify and develop an internal governance model for assessing and implementing AI tools, including HR tools, that drive inclusive outcomes for all. Work with the AGI as this critical area continues to be developed to ensure inclusion for all.

3. **Society: Expand STEM Efforts Globally.** Invest and engage in global community partnerships to identify and provide opportunities for under-resourced talent. Track STEM community partnership outcomes, graduate hiring, retention, and promotions from under-resourced talent to evaluate progress.

Join the AGI to support inclusive global D&I efforts. Get more information.

Spread the word about the AGI. Find our media kit.

Register to participate in the AGI survey next year. For information, contact the Alliance for Global Inclusion.

Introduction

The year 2023, upon which all data in this report is based, saw support for D&I strengthened at organizations, such as the Alliance members, that were deeply committed and understood the business benefits of D&I. But globally, attacks on D&I were well publicized, and some organizations that were not as committed cut back their efforts.[1]

The companies featured here—both tech companies and those with technical workforces—increased their commitment to D&I around key areas of workforce inclusivity and recruitment.

In 2021, the AGI first piloted a survey of corporate D&I efforts in global regions that has been expanded since then. The survey, created and administered by Seramount, examines **People** (workplace best practices ranging from hiring to advancement opportunities to demographic goals and accountability), **Market** (impact on customers, including inclusive language), and **Society** (efforts to create a better world, especially STEM programs for students, as well as supplier diversity). Seramount assesses companies' progress in the AGI impact pillars:

- **People** (workplace best practices ranging from hiring to advancement opportunities to demographic goals and accountability),

- **Market** (impact on customers, including inclusive language), and

- **Society** (efforts to create a better world, in particular, STEM programs for students, as well as supplier diversity).

The 2024 survey was open from March 5, 2024, to July 19, 2024. Data was collected across eight different geographical regions: United States, Europe, Asia, Canada, Middle East/North Africa, Latin/Central/South America and the Caribbean, Sub-Saharan Africa, and Oceania. Because only five responses were received from organizations located in Sub-Saharan Africa, that region's data is not being shown in any of the charts in this report since the results will not be statistically representative for that region.

This year, 28 companies shared their global data with the AGI to examine their progress in each region and overall. The fundamental D&I efforts of these multinational companies—the structure and the core programs—remain strong. However, some visible D&I efforts, such as advocating for legislative change in some regions and holding leaders accountable for representational goals, have become less prominent.

Of the 28 companies that participated, 21 showed strong results in supporting D&I efforts internally and externally and, therefore, qualified to earn spots on the Index. While this is the fourth year for this AGI report, this is only the second year for the Index, heralding these organizations that scored at least 50% overall.

Of the AGI members, 14 participated in the 2024 survey. For more information, visit the AGI website.

We do note more variety in industry participants this year. Last year, 70% of respondents were from the tech industry, but this year, only 57% identified as tech companies, with the remaining respondents contributing from these areas: consumer discretionary (4%), health care (7%), financial (11%) and other industries (21%).

Participants: Industry Breakdown

Other 21%
Financial 11%
Healthcare 7%
Consumer Discretionary 4%
Tech 57%
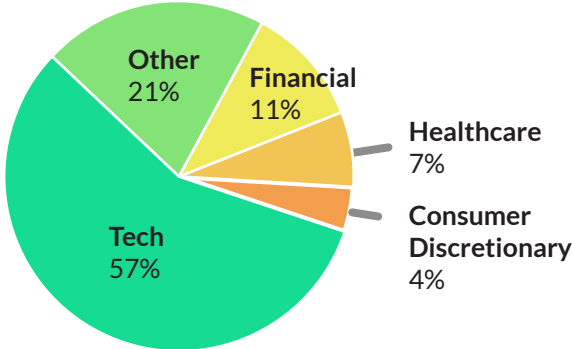
A little over half of the companies participating in 2024 had more than 10,000 employees. Here is the breakdown:

Participants: Global Employee Size

1–1,000	1,001–5,000	5,001–10,000	10,001–50,000	More than 50,000
15%	15%	19%	37%	15%
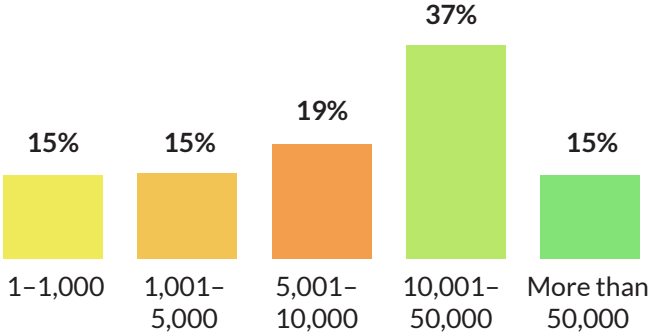
Companies provided survey responses specific to geographical regions in which they have operations. There were submissions in each region, with Sub-Saharan Africa receiving the fewest. The regional breakdown is shown in the chart.

Participants: Regional Breakdown

Region	
United States	27
Asia	19
Europe	17
Canada	15
Latin America/Central America/South America/Caribbean	11
Middle East & North Africa	11
Oceania	8
Sub-Saharan Africa*	5
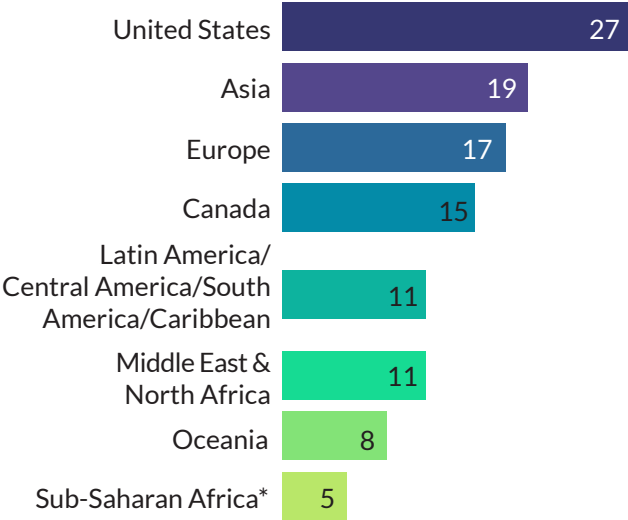
* With only 5 responses for Sub-Saharan Africa, this region will not be included in the findings presented in the report.

This report shares key insights from the 2024 survey and trends observed between the 2023 and 2024 surveys. Earlier findings from previous years can be found on the Alliance for Global Inclusion Index website.

Companies are at different maturity stages of their D&I efforts. All participants received a summary of their individual results. This year, the AGI and Seramount released an Index of companies with the highest scores globally. Twenty-one companies made the Index:

alight	ANNAPURNA FINANCE GROWING TOGETHER	APPLIED MATERIALS make possible *
dayforce	DELL Technologies *	ENERGETIQ A HAMAMATSU Company *
EQUINIX *	intel *	KLA *
Lam RESEARCH *	micron *	Nasdaq *
NTT DATA *	NYU Langone Health	PARIVEDA
PENN PLAY	SpringWorks THERAPEUTICS	Taiwan Semiconductor Manufacturing Company
tCognition	TEL *	ZEBRA *

AGI member

The remaining participating companies are not named, but their responses are included in the aggregated results shared in this report to mark the contribution of all participants.

The Alliance Maturity Model

Diversity and inclusion efforts represent a personal commitment, organizational commitment, and for the Alliance, a collective commitment. We recognize that one size does not fit all. The Alliance Maturity Model offers a simple framework to visualize the progress an organization is making on their D&I journey.

The AGI Maturity Model includes five different levels. Each level builds upon the previous one as follows:

Level 1: Risk Mitigation and Compliance. In this level, an organization's practices and policies are focused primarily to ensure compliance of local laws and regulations.

Level 2: Listen and Respond. Getting to the second level means that practices and policies are primarily reactive in responding to employee concerns.

Level 3: Strategically Focus and Commit. Our third level equates to organizational leaders supporting the business case for diversity and committing to creating an inclusive culture.

Level 4: Integrated and Accountable. Advancing to Level 4 implies that a company's diversity and inclusion goals are integrated into business strategy and metrics are published for executive oversight and accountability.

Level 5: Societal Impact and Advancement. This level recognizes the potential of our global reach and impact through shared commitment and measurement.

The model builds on established D&I maturity models that many use from Deloitte,[2] Korn Ferry,[3] and Josh Bersin. It synthesizes our findings from the Inclusion Index and aligns with the AGI objectives. The introduction of the fifth level underscores the potential of our collective impact.
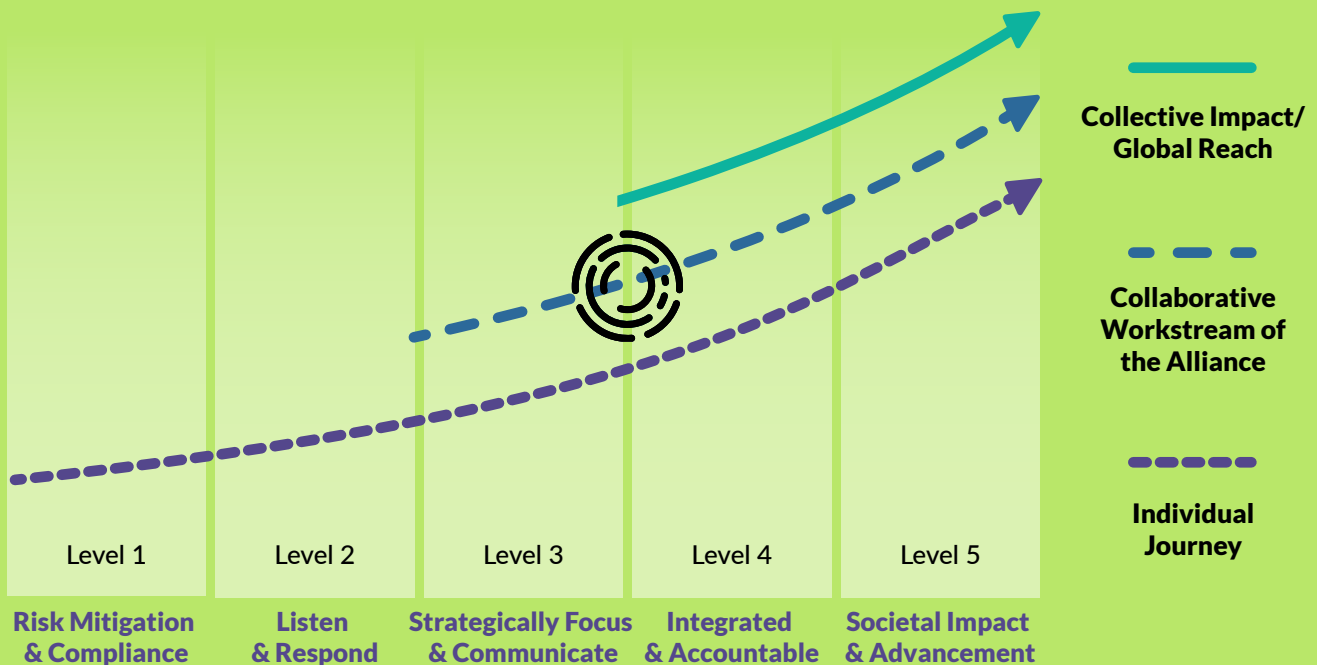
The AGI Maturity Model also acknowledges the systems-level changes we all own—from the CEO and executive leadership team to middle managers to every employee in an organization. When we collectively work at Level 5, we can truly move the needle at industry and global levels.

The diagram shows the five different levels of the AGI Maturity Model to help organizations measure their progress through their transformation with the Alliance.

The Alliance for Global Inclusion is positioned between Levels 3 and 4. An individual's journey travels typically from Level 1 through Level 5. A collaborative workstream of the Alliance travels from Level 3 to Level 5. A collective impact with global reach is acquired through Level 4 to Level 5.

We Are Transforming Our Companies

Level 1	Level 2	Level 3	Level 4	Level 5
Risk Mitigation & Compliance	Listen & Respond	Strategically Focus & Communicate	Integrated & Accountable	Societal Impact & Advancement

Collective Impact/ Global Reach

Collaborative Workstream of the Alliance

Individual Journey

Key Findings

Companies participating in the survey are moving toward higher levels on the maturity model, through efforts such as more inclusive leadership and the support of STEM education in under-resourced communities. Below are four key findings from this report:

1 Companies are emphasizing inclusive leadership behaviors.

2 Efforts to increase inclusive language are improving.

3 There is a deep commitment globally to develop a STEM workforce.

4 External efforts, such as supporting legislation, remain challenging.

This report examines key findings from the global survey respondents in each of the AGI's three pillars—People, Market, and Society. In each section, subsections will show specifically how respondents answered and the differences by region from the previous year's responses.

People

Participating multinationals show a strong commitment to inclusive workplaces and advancement, especially around workplace D&I structure and internal implementation, which was reflected in this survey.
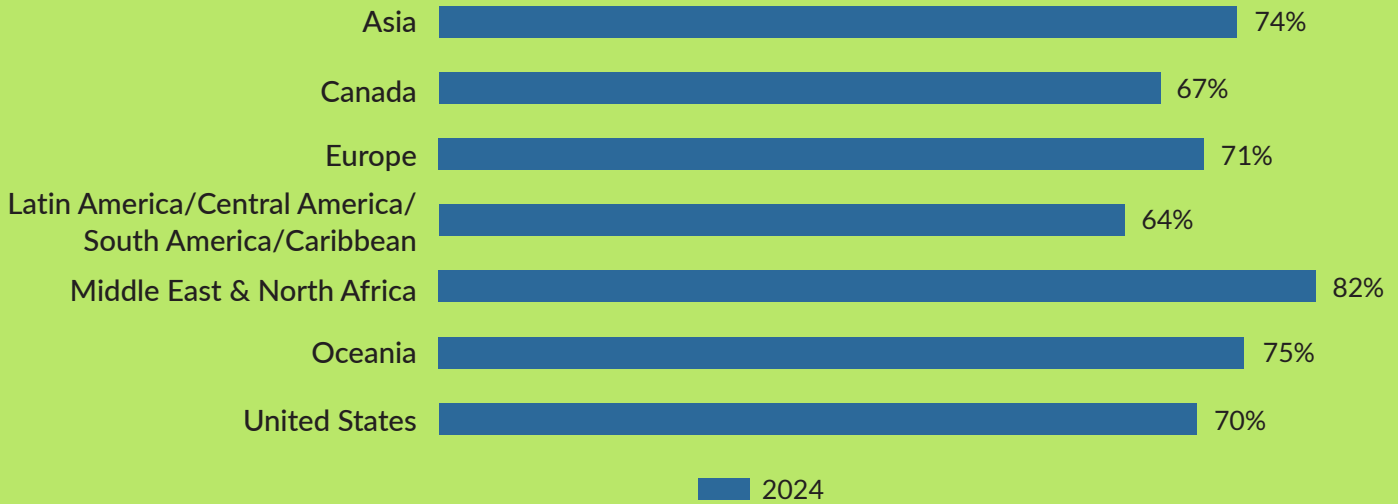
Accountability

The means of both assessing D&I's success and holding management accountable for sustainable results have changed in the past year. In the United States, legal concerns over the Supreme Court's decision to end affirmative action in higher education have curtailed some representational goals.[4] Globally, representation goals, especially for women, are continuing, with 71% of participants noting their leaders are responsible for D&I results, with the highest scores in Oceania, Asia, and Middle East/North Africa. Among the 71% of the participants who hold leaders accountable for D&I results, methods of accountability mostly focus on performance evaluations (79%).

While overall efforts on accountability may vary regionally and by company, those organizations with deep commitment to the business value of D&I continue to have them in place (79% of companies that hold leaders accountable tie D&I results to management performance evaluations). Their commitment shows their faith that D&I positively impacts business results.[5]

Are senior leaders held accountable for D&I results?

Percentage of Companies Answering "Yes"

Region	2024
Asia	74%
Canada	67%
Europe	71%
Latin America/Central America/South America/Caribbean	64%
Middle East & North Africa	82%
Oceania	75%
United States	70%

■ 2024

Among companies with senior leaders held accountable for D&I results: Senior leaders are held accountable for D&I results through performance evaluations?

Percentage of Companies Answering "Yes"

Region	2024
Asia	79%
Canada	70%
Europe	75%
Latin America/Central America/South America/Caribbean	86%
Middle East & North Africa	89%
Oceania	100%
United States	68%

■ 2024
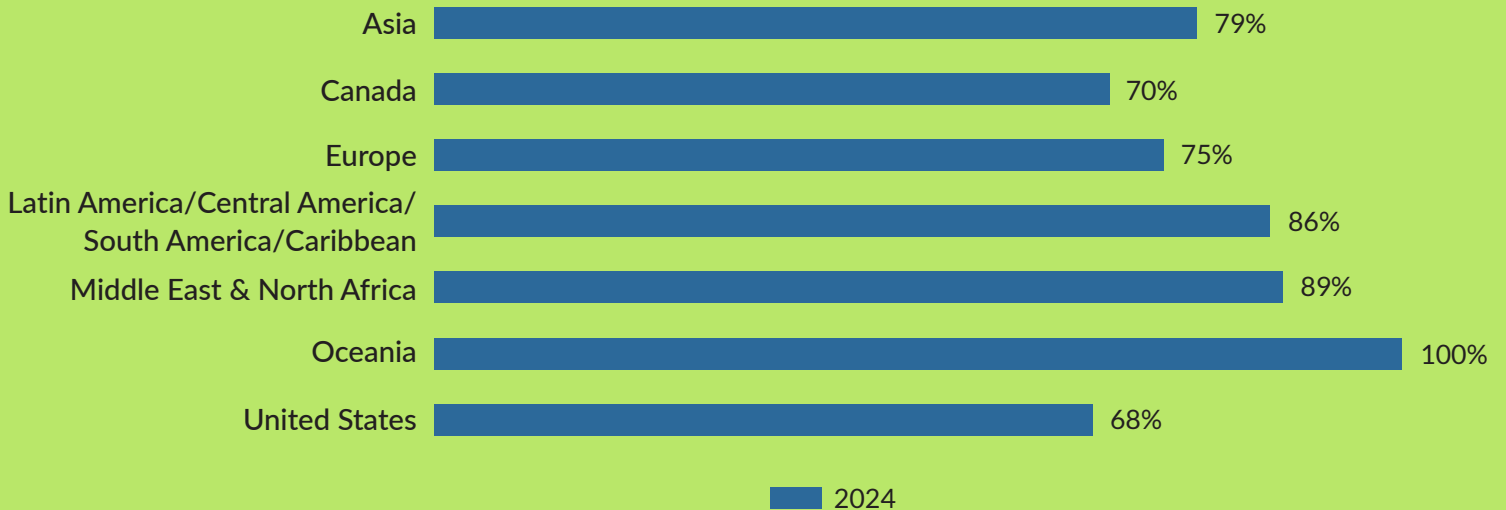
Rewarding Inclusive Behavior
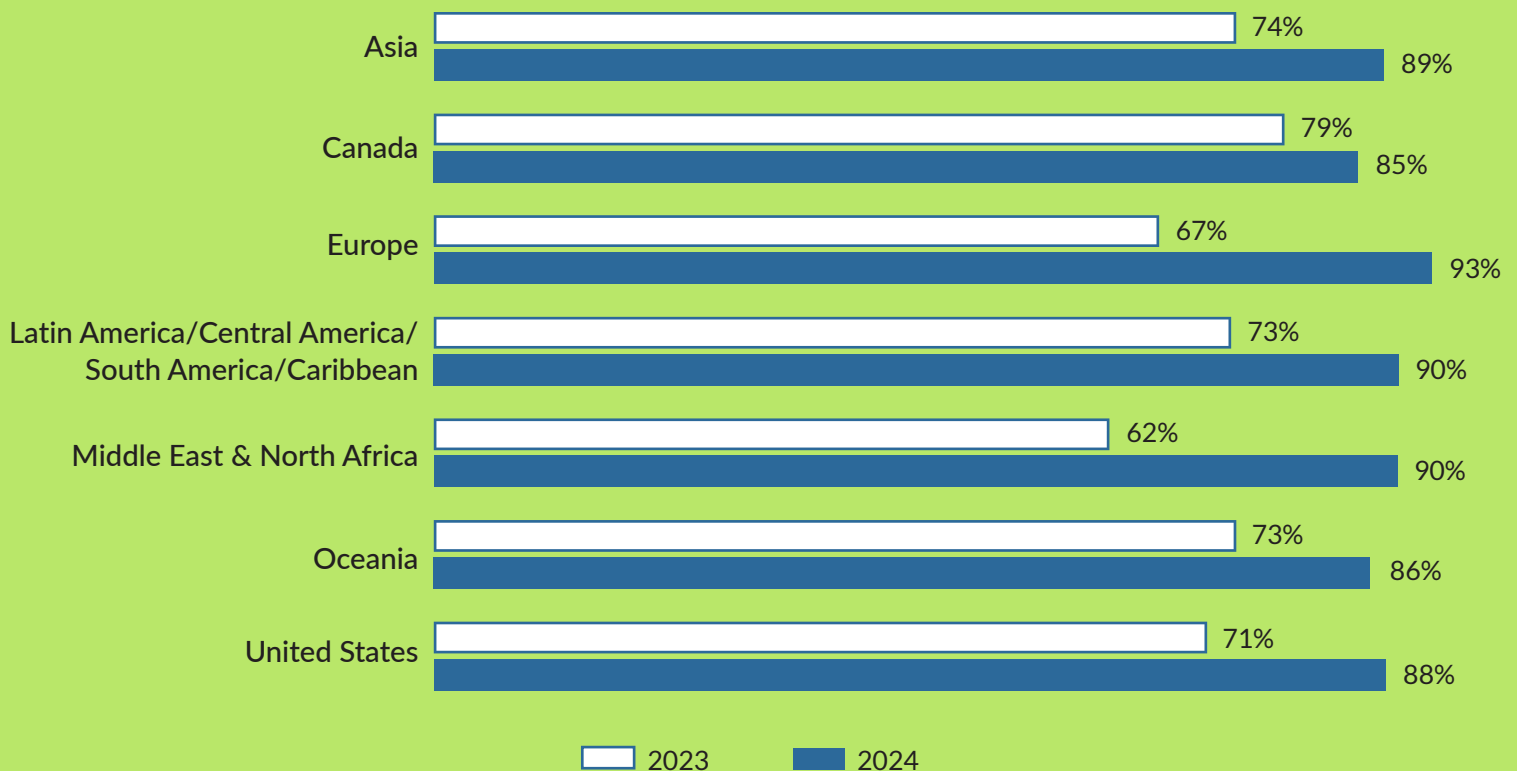
This year, the "I" in D&I has taken on even more prominence.[6] Companies are more concerned than ever with training their supervisors to be able to discuss inclusion-related topics in a nonconfrontational way. These efforts have been prominent this year, with 88% of global respondents saying they put significant effort into this.

Does your company train managers on how to have effective conversations with employees on inclusion-related topics?

Percentage of Companies Answering "Yes"

Region	2023	2024
Asia	74%	89%
Canada	79%	85%
Europe	67%	93%
Latin America/Central America/South America/Caribbean	73%	90%
Middle East & North Africa	62%	90%
Oceania	73%	86%
United States	71%	88%

In Seramount's "Guide to Managers Having Essential Conversations," the company recommends:

- Clarifying the purpose of the discussion, e.g., recent events, why we need to open lines of communication, impact on people personally and professionally.

- Establishing ground rules on setting up a safe space: assume good intentions, don't belittle or blame, don't interrupt, and let everyone's perspectives be heard.

- Setting the tone and context by being authentic and vulnerable. Align to your own reality and experience. Connect to the business case and corporate values.

Case Study: Applied Materials, Inc. 2023 Corporate Sustainability Report

Inclusion Initiatives

- To support the effectiveness of Inclusion Change Teams, we created a five-step Inclusion Change Team Toolkit. The purpose of the Toolkit is to stimulate critical thinking and foster dialogue as leaders work together to identify and remove barriers to inclusion. The five steps, identified by the acronym "DRIVE" (Direction setting, Role modeling, Informing others, Validating results, Empower everyone), include guidance for validating and clarifying direction; championing inclusive behaviors by taking an active role; communicating expectations and stating the importance of inclusion; measuring, pivoting and celebrating successes; and empowering everyone to take responsibility for inclusion. A portion of the Toolkit was piloted in Japan in 2023 and is being rolled out globally across Applied in 2024.

- An ingrained inclusive culture is one in which everyone can speak safely and be fully heard and where we leverage and embrace our differences across all levels of the organization. To this end, we launched two new required training courses for employees: Introduction to the D&I Engine (D&I 100) and Common Language and Behaviors (D&I 101), which provide an overview of the D&I Engine and help establish a baseline of common inclusive language and behaviors. Ninety-four percent of Applied employees completed the D&I 100 and 101 training in 2023. Building on this foundation of awareness, in 2024 we are focused on building deeper understanding and driving more inclusive behaviors.

Career Growth and Advancement

Efforts to encourage managers to maintain formal mentoring and sponsorship (advocacy for promotion or stretch assignment) relationships and networks are found at 70% of all participants globally and have increased in some regions this year, as organizations focus on having leadership help employees reach their full potential.

The question specifically references formal programs that include opportunities for people from all demographic groups. "Formal" is emphasized to ensure the program is company-sanctioned and that members of under-resourced groups are not left out.
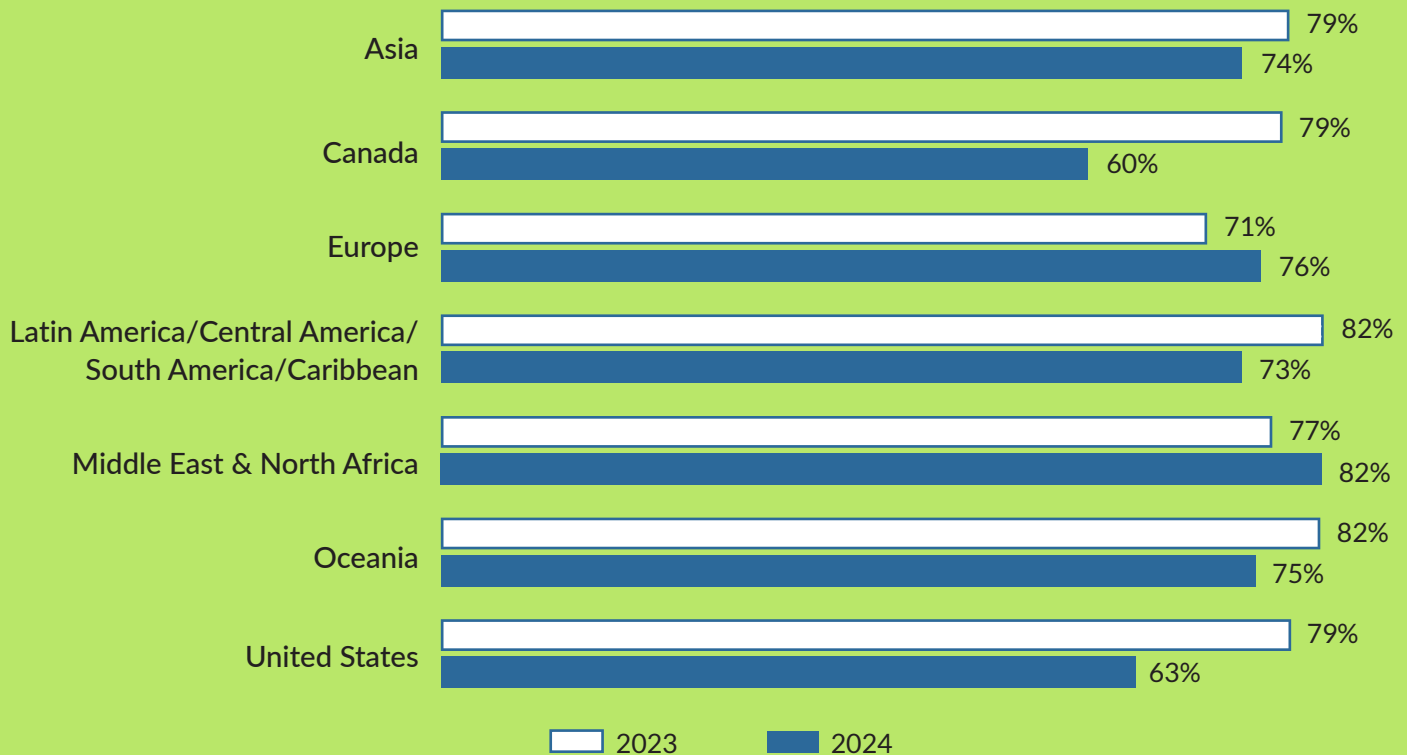
We see increases here in Europe and Middle East/North Africa. Seramount research shows these programs are increasingly global and emphasize the cross-cultural collaboration between mentors/mentees and sponsors/protégés from different regions.[7]

Efforts to create an inclusive culture—starting with recruitment—have been rising globally. This includes limiting potential bias in the entire interviewing and hiring process as well as having people from a variety of demographic groups play key roles in hiring and interviewing. All the regions show an increase in these areas of mitigating potential bias, with large increases in Europe, Latin America/Central America/South America/Caribbean, Middle East/North Africa, Oceania, and the United States.

Does your company have a formal program to encourage managers and leaders to maintain a diverse network of mentorship or sponsorship relationships?

Percentage of Companies Answering "Yes"

Region	2023	2024
Asia	79%	74%
Canada	79%	60%
Europe	71%	76%
Latin America/Central America/South America/Caribbean	82%	73%
Middle East & North Africa	77%	82%
Oceania	82%	75%
United States	79%	63%

☐ 2023   ■ 2024

Mitigating Potential Bias

Training hiring managers and recruiters on ways to understand and mitigate potential bias in their processes has been on the upswing in all regions studied.
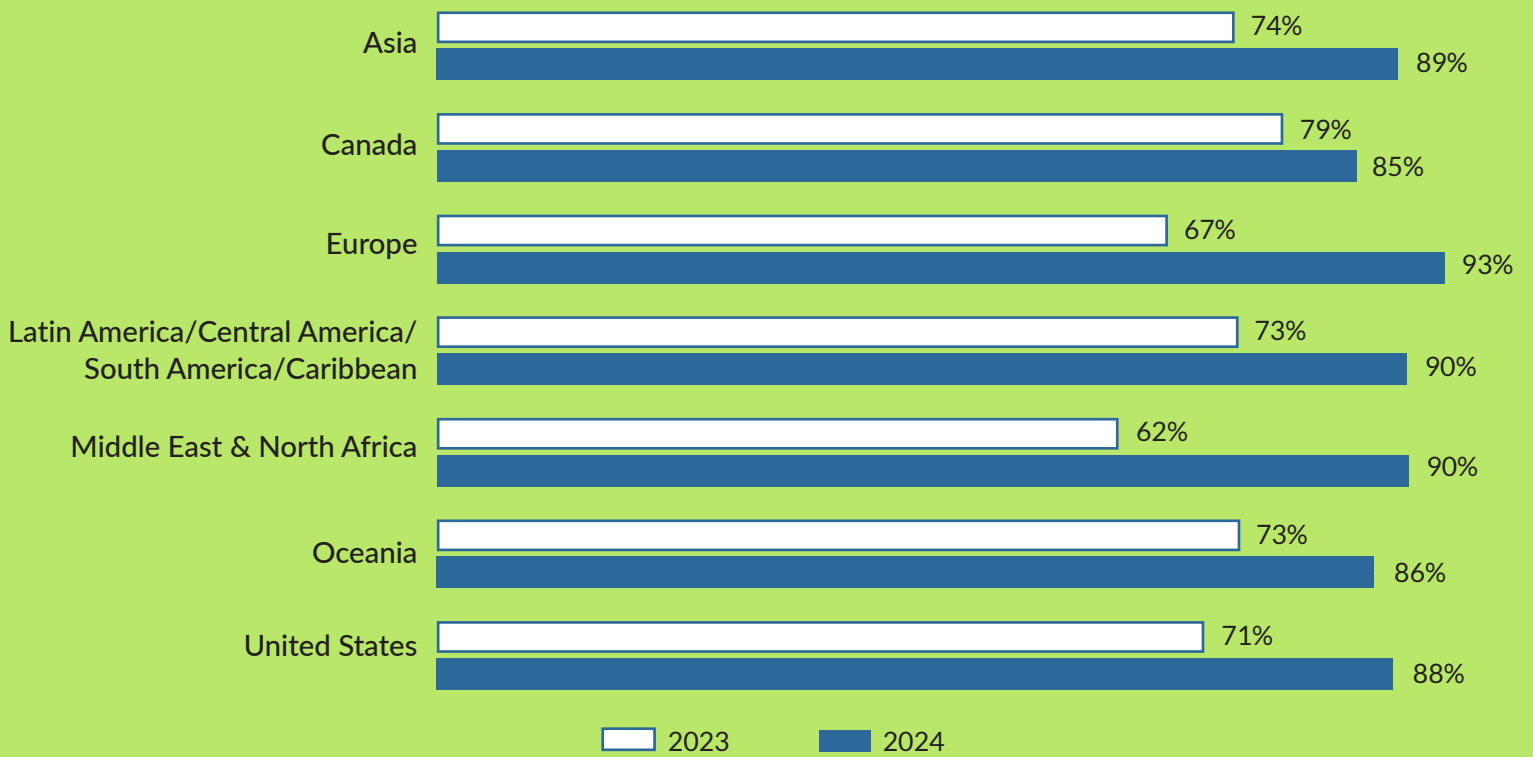
Diverse Panels

Except for Canada and Latin/Central/South America and Caribbean, where the numbers were the same as last year, all regions have increased use of diverse panels of interviewers to assess new job applicants. The meaning of the word "diverse" here varies from region to region (and country to country) but almost always includes women. Having women and people from locally under-resourced groups conduct the interviews is important—it can add varied perspectives and the ability to be less conformist in judging who "fits in" and who would be a successful employee at this company. It also can make applicants more comfortable and interested in the organization.[8]

A study in the *Journal of Applied Psychology* found that if a woman or person from an under-resourced group leads a search committee to fill an open position, there is a positive impact on the diversity of applicants. They found that when a woman led the committee, 23% more women applied for the position than when it was headed by a man.[9]
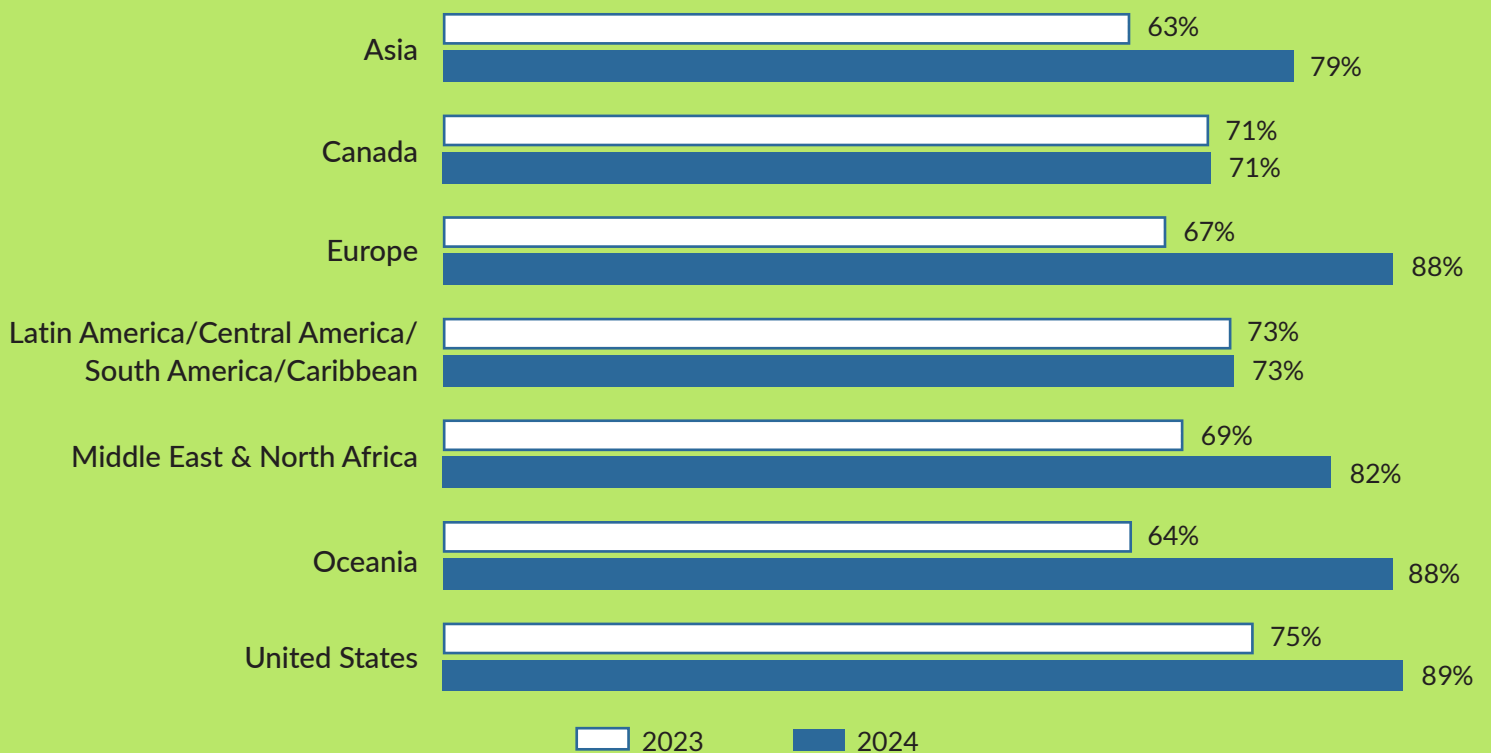
Does your company have trainings on bias mitigation for hiring managers, recruiters, and other points of contact before interviewing candidates for open roles?

Percentage of Companies Answering "Yes"

Region	2023	2024
Asia	74%	89%
Canada	79%	85%
Europe	67%	93%
Latin America/Central America/South America/Caribbean	73%	90%
Middle East & North Africa	62%	90%
Oceania	73%	86%
United States	71%	88%

□ 2023   ■ 2024

Does your company have diverse panels of interviewers for new hires?

Percentage of Companies Answering "Yes"

Region	2023	2024
Asia	63%	79%
Canada	71%	71%
Europe	67%	88%
Latin America/Central America/South America/Caribbean	73%	73%
Middle East & North Africa	69%	82%
Oceania	64%	88%
United States	75%	89%

□ 2023   ■ 2024
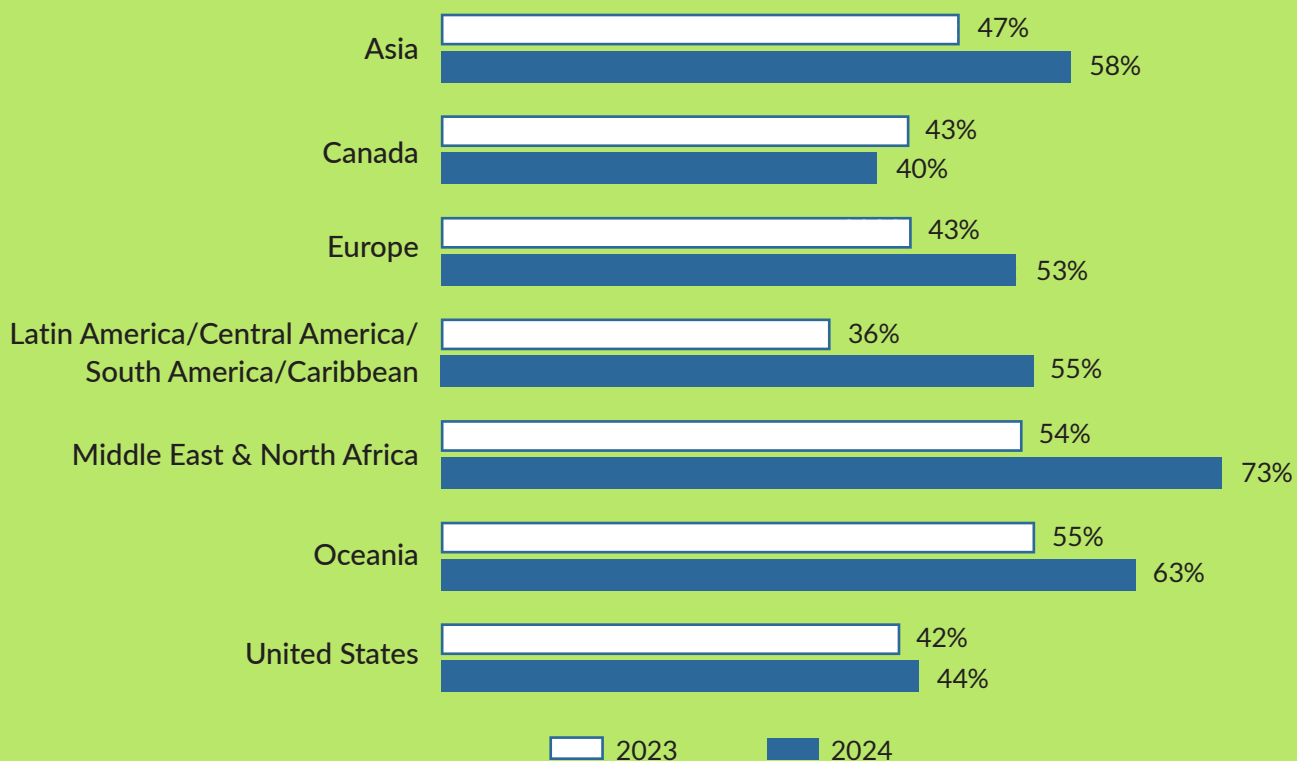
Rewarding Volunteer Leaders

Encouraging employees to voluntarily serve as leaders of employee resource groups, business resource groups, affinity groups, or D&I councils has often been a challenge for companies.[10] These groups have been critical to the successful creation of inclusive workplaces, understanding the needs of various groups of employees by diversity dimensions, and addressing key workplace concerns, including working from home and opportunities for advancement.

We've seen increases this year in the percentage of companies that have these rewards and opportunities in place for volunteer ERG leaders in all regions studied except for Canada.

Does your company have a reward system for employees/managers serving as leaders of employee resource groups, business resource groups, affinity groups, or D&I councils?

Percentage of Companies Answering "Yes"

Region	2023	2024
Asia	47%	58%
Canada	43%	40%
Europe	43%	53%
Latin America/Central America/South America/Caribbean	36%	55%
Middle East & North Africa	54%	73%
Oceania	55%	63%
United States	42%	44%

Case Study: NTT Data 2024 D&I Update

ERG Membership: To encourage growth and increased engagement, we held our first ERG summit. It coached ERG leaders on how to foster successful sponsor relationships and fine-tune their strategies for outreach and collaboration. They also learned how to use metrics to drive future growth.

- Unique membership has grown by almost 38%.
- 8.5% of the eligible global population are members of at least one ERG.
- ERG members are in place across 27 countries.

Having explored the **People** pillar, this report will now focus on the **Market** pillar and how D&I efforts are faring in the marketplace.
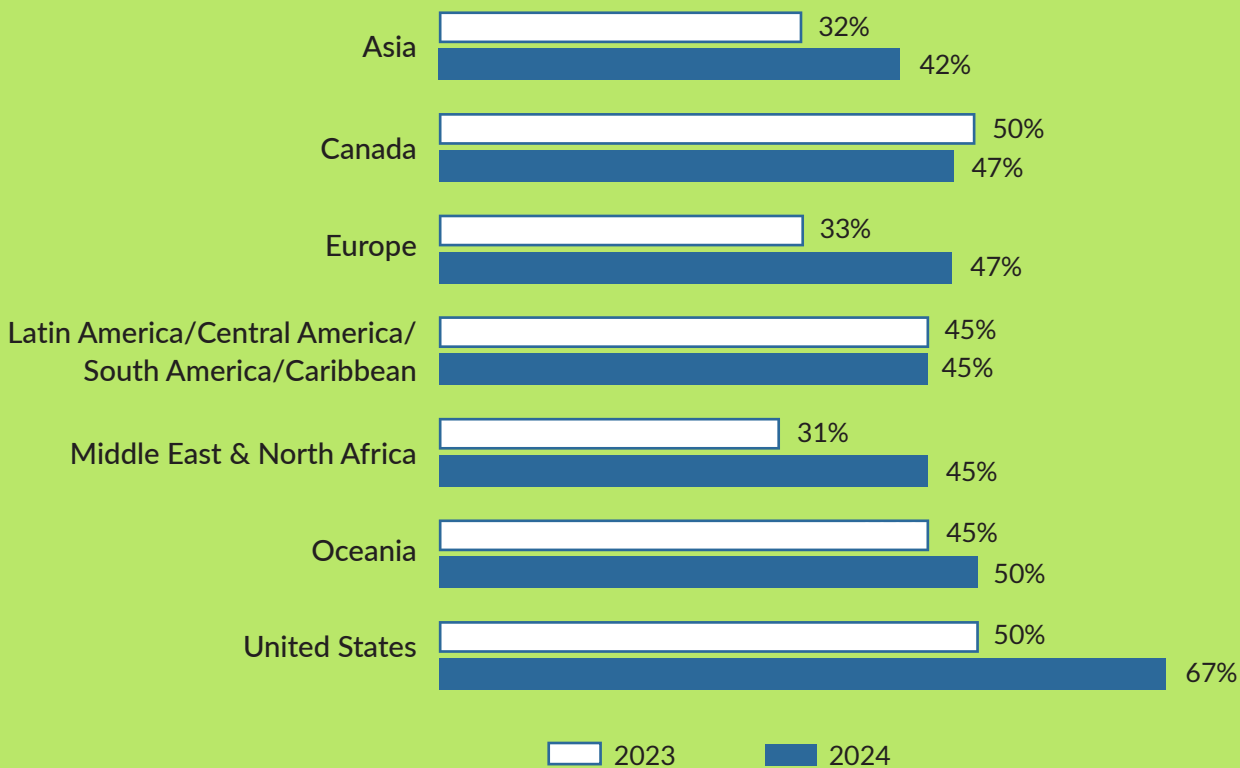
Market

Inclusive Language

The following chart visualizes how organizational efforts to embed inclusive language internally and in products and marketing materials have increased this year in Asia, Europe, Middle East/North Africa, Oceania, and the United States. More than half the respondents stated they have an internal inclusive language program effort to identify and address non-inclusive language in their products and materials.

Companies' efforts to publish public statements about their use of inclusive language are low (26% globally), with Asia, Middle East/North Africa, Oceania, and the United States showing increases. This comes at a time of global geopolitical turbulence, when many companies have been reluctant to make statements that can be divisive, even in terms of language.
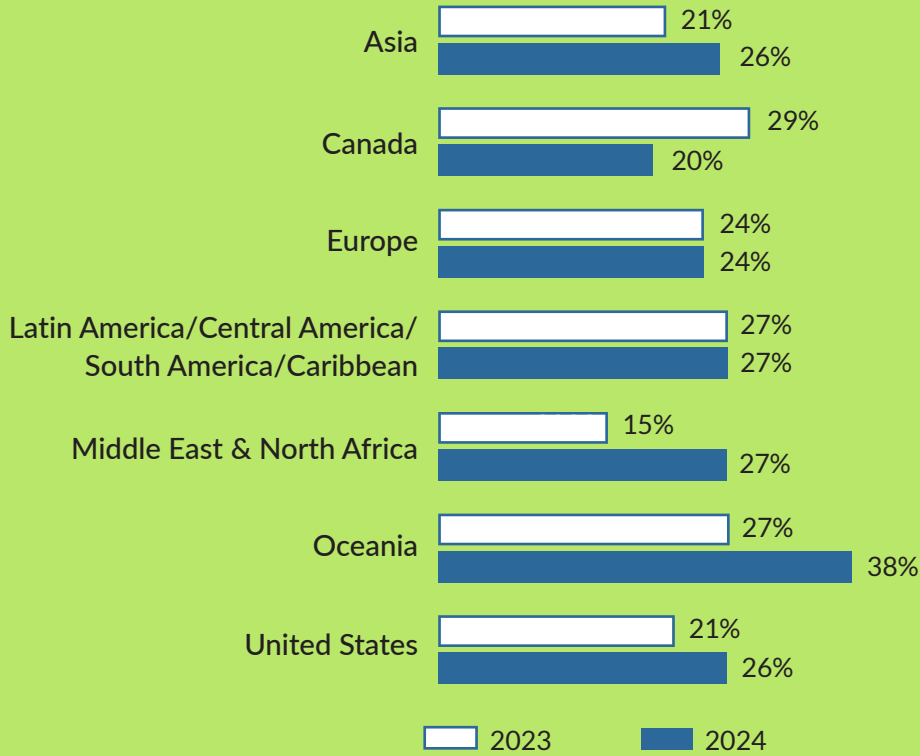
Does your organization have an internal inclusive language program effort to identify and address non-inclusive language in your products and materials?

Percentage of Companies Answering "Yes"

Region	2023	2024
Asia	32%	42%
Canada	50%	47%
Europe	33%	47%
Latin America/Central America/South America/Caribbean	45%	45%
Middle East & North Africa	31%	45%
Oceania	45%	50%
United States	50%	67%

☐ 2023   ■ 2024

Does your company have a publicly posted statement about your approach to address the use of non-inclusive language?

Percentage of Companies Answering "Yes"

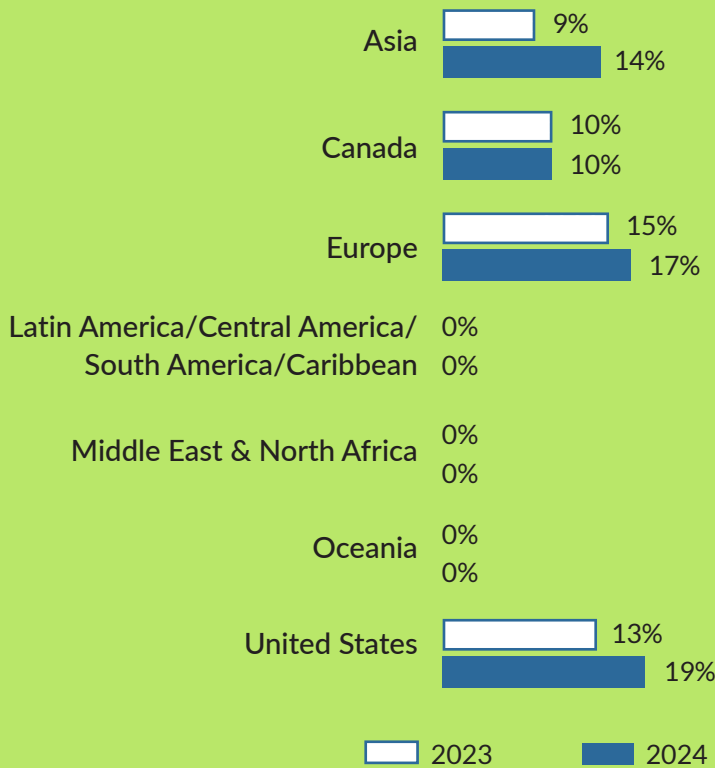| Region	2023	2024
Asia	21%	26%
Canada	29%	20%
Europe	24%	24%
Latin America/Central America/South America/Caribbean	27%	27%
Middle East & North Africa	15%	27%
Oceania	27%	38%
United States	21%	26%

☐ 2023   ■ 2024

Artificial Intelligence (AI)

Most efforts to address potential bias in AI are still in the early stages. Among companies that develop products or services with AI, only 10% globally address this issue. When asked if their systems for finding and rectifying potential AI bias are well developed, respondents in Asia, Europe, and the United States showed slight increases.

The rapidly evolving technology in this area and lack of guidance on preventing potential bias are concerns that represent areas of focus for tech companies.[11] Uncertainty surrounding these efforts may be influencing efforts in the workplace and marketplace.

**Among companies that develop products or services with AI:
Our systems for finding and rectifying AI bias are well developed; our leaders set a strong, positive tone; and we devote resources to anticipating new areas of potential bias or innovating in methods for resolving potential bias.**

Percentage of Companies Answering "Yes"

Region	2023	2024
Asia	9%	14%
Canada	10%	10%
Europe	15%	17%
Latin America/Central America/South America/Caribbean	0%	0%
Middle East & North Africa	0%	0%
Oceania	0%	0%
United States	13%	19%

After exploring the **Market** pillar, we will now examine the **Society** pillar and the ways in which these companies impact their communities.
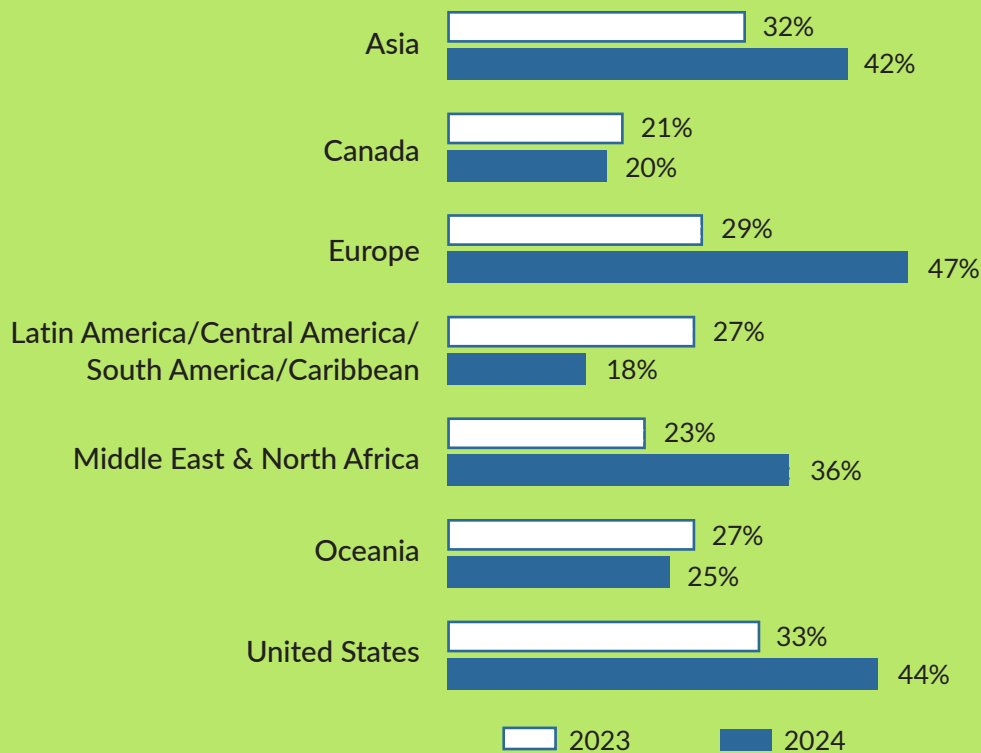
Society

Making Public Statements and Advocacy

In the past year or two, some organizations have expressed concern over legislation or other efforts to support D&I.[12] As the chart shows, the change in public advocacy for inclusion-related legislation is very region-dependent, with increases in Asia, Europe, Middle East/North Africa, and the United States and decreases in Canada, Latin/Central/South America and Caribbean, and Oceania. Much relies on what is going on in specific countries in these regions, as well as general concern over companies' roles in political issues.

Does your company publicly advocate for legislation related to inclusion?

Percentage of Companies Answering "Yes"

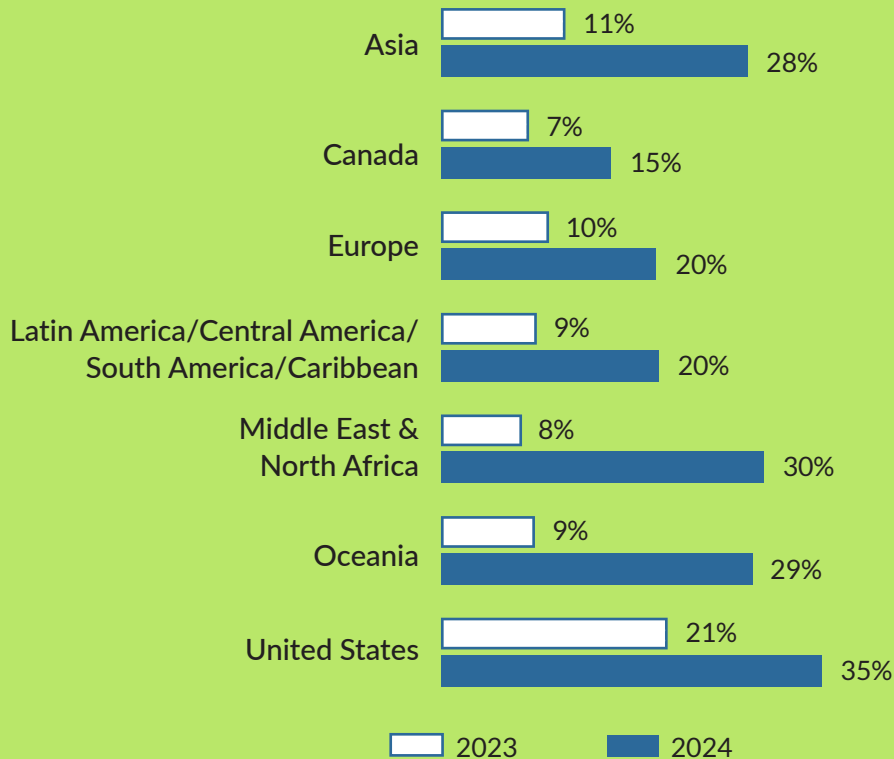| Region	2023	2024
Asia	32%	42%
Canada	21%	20%
Europe	29%	47%
Latin America/Central America/South America/Caribbean	27%	18%
Middle East & North Africa	23%	36%
Oceania	27%	25%
United States	33%	44%

☐ 2023   ■ 2024

Supplier Diversity

Efforts to train and mentor suppliers from under-resourced groups, especially women, have increased in every region this year and now occur in 26% of global respondents. Long-term efforts to grow these suppliers are critical to building jobs and financial wealth in various communities, according to global supplier-diversity experts, including WEConnect International, a global network that connects women-owned businesses to qualified buyers around the world.[13]

Does your company have programs to train and grow diverse suppliers?

Percentage of Companies Answering "Yes"

Asia
- 2023: 11%
- 2024: 28%

Canada
- 2023: 7%
- 2024: 15%

Europe
- 2023: 10%
- 2024: 20%

Latin America/Central America/South America/Caribbean
- 2023: 9%
- 2024: 20%

Middle East & North Africa
- 2023: 8%
- 2024: 30%

Oceania
- 2023: 9%
- 2024: 29%

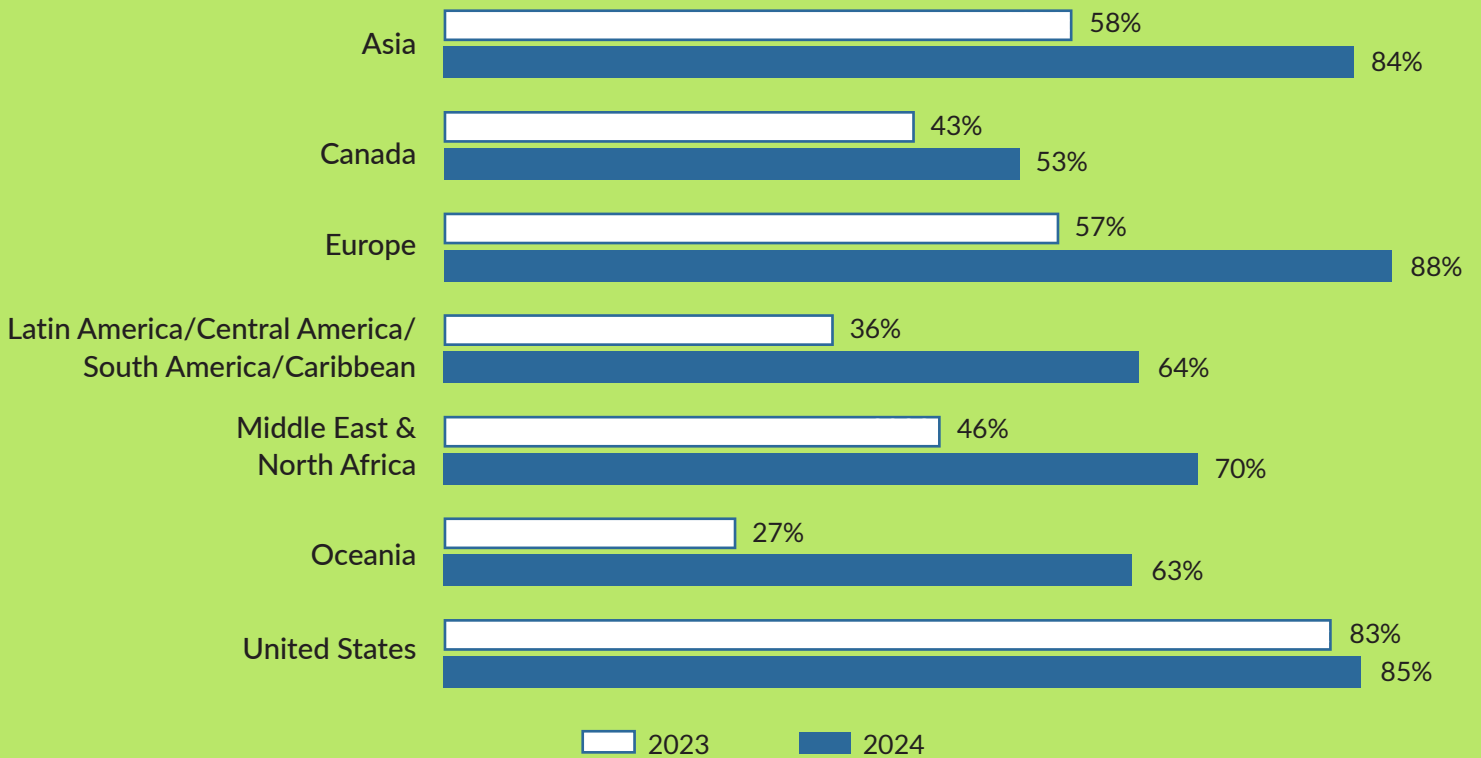**United States**
- 2023: 21%
- 2024: 35%

☐ 2023   ■ 2024

STEM Efforts

Seventy-four percent of companies globally are now making efforts to improve society by expanding educational efforts for under-resourced groups in the STEM fields.

The data reveals strong corporate initiatives in this area. There have been large increases in every region except the United States (where support was already strong). Most notably, Oceania went from 27% to 63% since last year, Middle East/North Africa went from 46% to 70%, and Asia went from 58% to 84%.

Does your organization sponsor efforts to increase STEM education for under-resourced communities?*

Percentage of Companies Answering "Yes"

Region	2023	2024
Asia	58%	84%
Canada	43%	53%
Europe	57%	88%
Latin America/Central America/South America/Caribbean	36%	64%
Middle East & North Africa	46%	70%
Oceania	27%	63%
United States	83%	85%

Legend: 2023, 2024

Globally, most women continue to have fewer opportunities to acquire a quality STEM education, which makes it more difficult for companies to establish talent pipelines with a representative share of women. Undergraduate programs in STEM have a noticeable gender gap between men and women, with just under 30% of women graduating with STEM degrees.[14] Even when STEM education is accessible, women often are discouraged from pursuing these careers. The often-intense work cultures of technology companies and/or other tech jobs have resulted in women leaving the STEM workforce at much higher rates than men, especially after they have children.[15]

MetLife's 2022 Women in STEM study found 22% of women working in STEM are considering leaving their industry, compared to 12% of women working in other fields.

Women hold 26.7% of tech-related jobs, but over the past few years the number of women in tech has decreased.[16] Women are considering leaving the field for a variety of reasons, with 32% citing stress or burnout as their top reason, and 29% "saw others getting promoted ahead of them." Twenty-five percent reported feeling a lack of purpose, and 20% noted a lack of diversity.

To recruit more talent globally, current best practices are for companies to start looking outside of traditional tech hubs for potential employees. It is also recommended that companies form relationships with organizations that have ties to under-resourced communities.

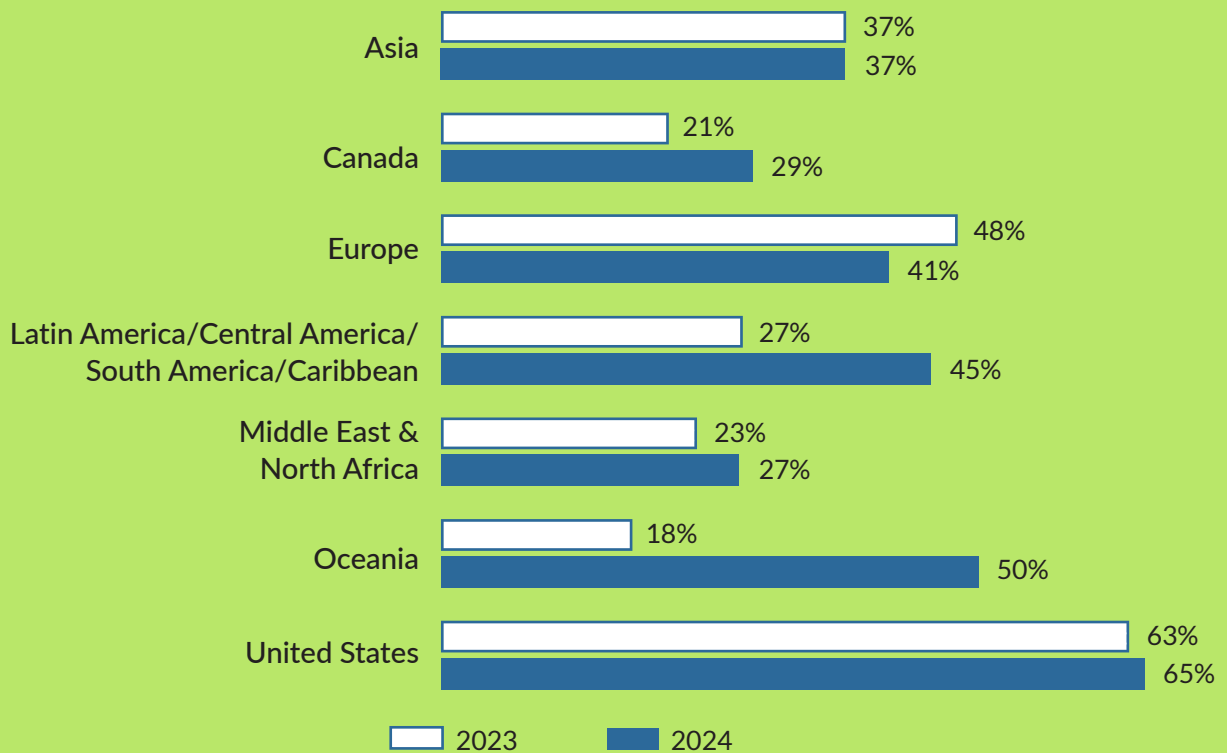Employees with disabilities are also an important pipeline demographic for STEM talent and a group that has been historically undervalued.[17] To attract this talent pool, recruitment best practices include using community organizations and nonprofits to offer internships and other opportunities that build a pipeline and ensure opportunities for career growth through the creation of advisory groups, ERGs, and development programs.

Inclusive Recruitment Sources

A variety of sources are being considered globally to find more talent. A trend seen in the AGI survey is that of less reliance on degrees and prestigious colleges and universities and more interest in hiring applicants based on their actual skills. This approach is used to fill hiring opportunities, particularly in tech-based organizations, and provides greater access to those from lower socioeconomic backgrounds.
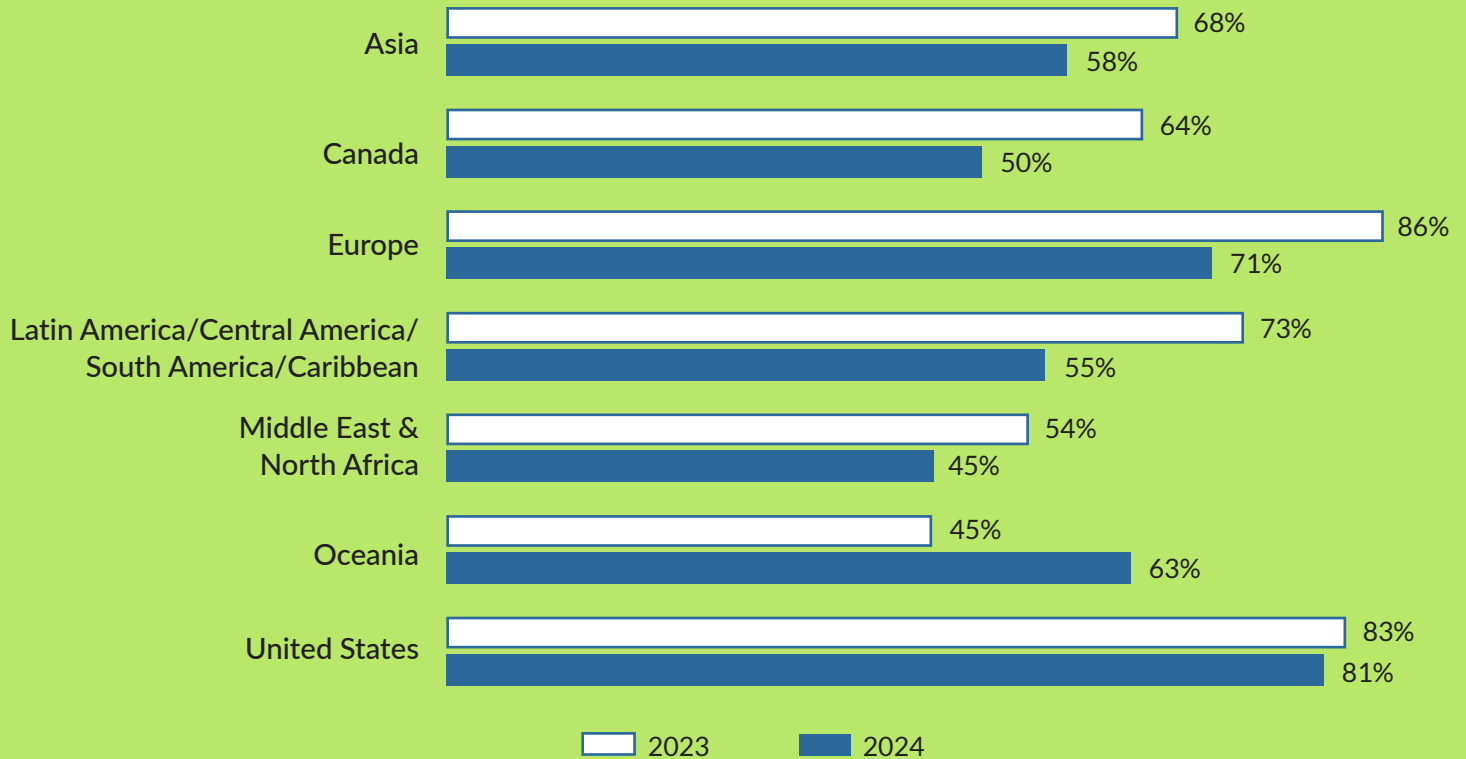
Utilizes jobs that do not require a university degree as a recruiting source to focus on under-resourced talent?

Percentage of Companies Answering "Yes"

Region	2023	2024
Asia	37%	37%
Canada	21%	29%
Europe	48%	41%
Latin America/Central America/South America/Caribbean	27%	45%
Middle East & North Africa	23%	27%
Oceania	18%	50%
United States	63%	65%

☐ 2023 ■ 2024

Utilizes internal hiring (development/training/apprenticeship/re-skilling programs) as a recruiting source to focus on under-resourced talent?

Percentage of Companies Answering "Yes"

Region	2023	2024
Asia	68%	58%
Canada	64%	50%
Europe	86%	71%
Latin America/Central America/South America/Caribbean	73%	55%
Middle East & North Africa	54%	45%
Oceania	45%	63%
United States	83%	81%

2023   2024

"The State of Skills-Based Hiring 2024" found 81% of employers use some skills-based hiring to find new talent, and 55% use role-specific skills tests to fill roles.[18]

Skills-based hiring can help decrease the cost of recruiting. McKinsey & Co. found that a skills-based hiring approach is five times more predictive of job performance than hiring based on education and more than two times more predictive than hiring for work experience. This means a skills-first approach can reduce the chances of employee turnover due to a mismatch between a job position and a candidate.[19] As the charts here show, skills-based hiring has increased from year to year everywhere except in Europe, where it declined slightly.

This emphasis on skills-hiring also includes opportunities to let current employees test aptitude for and learn new skills through apprenticeships and re-skilling programs. Emphasis on apprenticeships, returnships, and other opportunities to let employees grow their skill sets has varied regionally year over year, with most showing some declines, except for Oceania.

Case Study: Dell Technologies FY24 ESG Report

Recruitment Initiatives

- Changing the Face of Tech is a network of programs that focuses on attracting and empowering talent from diverse backgrounds to expand the standard pool of candidates for recruiting and establishing a diverse workforce. We're Changing the Face of Tech by:

  - **Introducing students to tech:** We partner with select HBCUs, minority-serving institutions, Hispanic-serving institutions and community colleges to take learning beyond the classroom with immersive and engaging in-person workshops on topics like sales engineering, cybersecurity and data science.

  - **Providing training and certifications:** We work with students throughout their post-secondary education to provide free access to world-class training. In these programs, students can gain skills through hands on workshops, learn more about technology career opportunities from professionals of color and earn credentials that elevate them as prospective hires.

  - **Offering our Dell Intern Scholars program:** The Dell Technologies Intern Scholars Program is a multi-year internship experience for students who self-identify as Black/African American and/or Hispanic/Latino and who study computer science, supply chain, business, marketing or engineering. This program provides students the opportunity to build soft skills as well as business acumen through various learning and development programming.

- As a further commitment to recruiting and attracting talent, we provide mentorships to women pursuing STEM degrees. According to data from the 2023 World Economic Forum Global Gender Gap Report, representation of women graduating with STEM degrees has remained stagnant year over year. We encourage more young women around the world to stay in their STEM degree programs through our STEM Aspire mentorship initiative. Partnering with our Women In Action ERG, we align mentors to young women in STEM degree programs. This program currently exists in Australia, Brazil, Egypt, India, Ireland, Singapore, Slovakia, Spain, the United Arab Emirates and the United Kingdom.
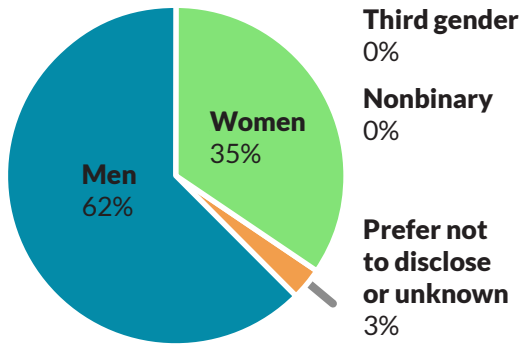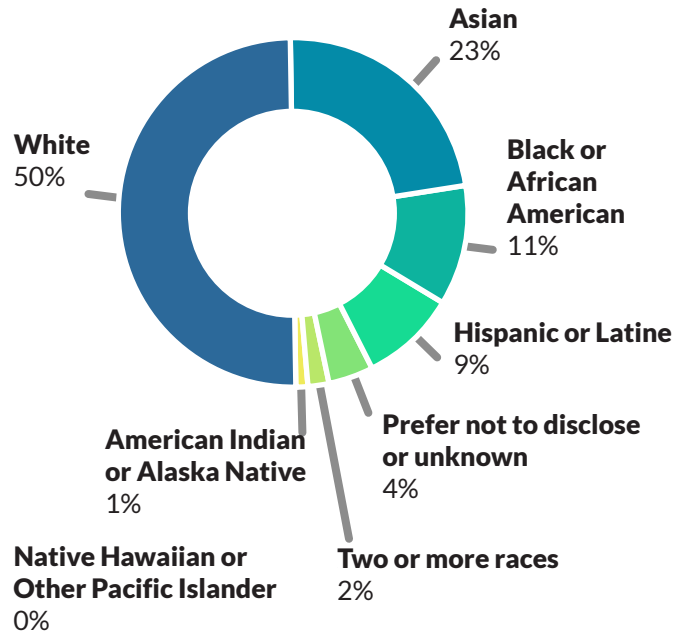
Demographics

The following charts show demographics of the participating companies, both in the United States by gender, race, and ethnicity and globally by gender.
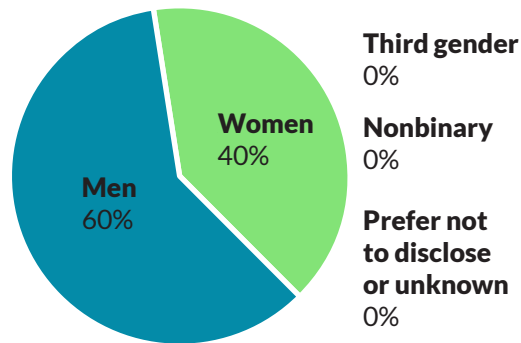
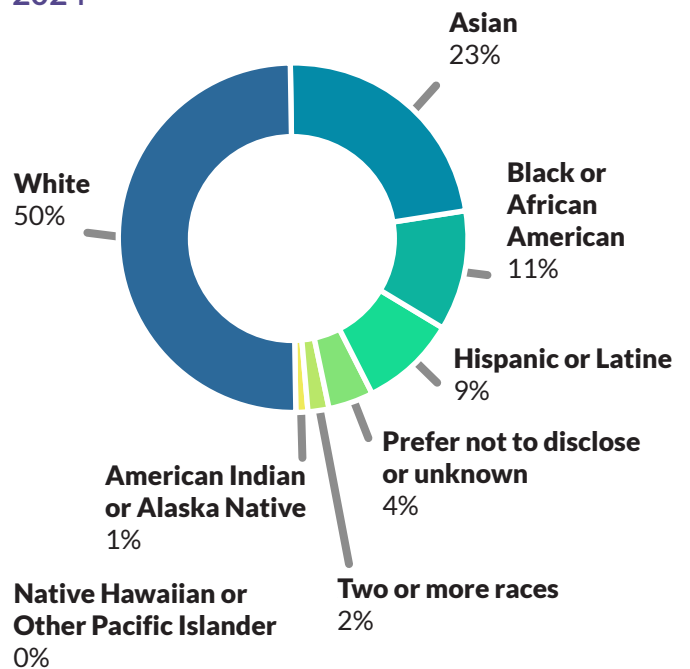## US Demographics

Total US Employees by Gender

2023

Men 62%
Women 35%
Third gender 0%
Nonbinary 0%
Prefer not to disclose or unknown 3%

2024

Men 60%
Women 40%
Third gender 0%
Nonbinary 0%
Prefer not to disclose or unknown 0%

Total US Employees by Race

2023

Asian 23%
White 50%
Black or African American 11%
Hispanic or Latine 9%
Prefer not to disclose or unknown 4%
American Indian or Alaska Native 1%
Native Hawaiian or Other Pacific Islander 0%
Two or more races 2%

2024

Asian 23%
White 50%
Black or African American 11%
Hispanic or Latine 9%
Prefer not to disclose or unknown 4%
American Indian or Alaska Native 1%
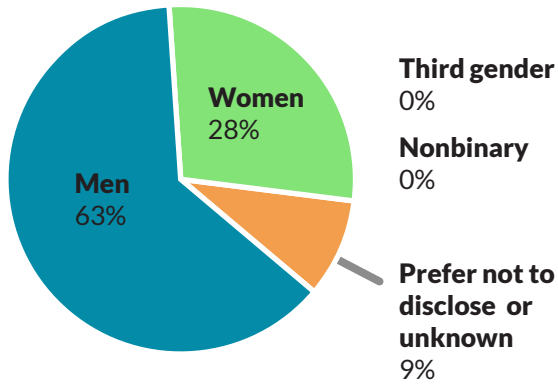Native Hawaiian or Other Pacific Islander 0%
Two or more races 2%

US Executive/Senior Level Officials and Managers by Gender

2023

Women 28%

Men 63%

Third gender 0%

Nonbinary 0%

Prefer not to disclose or unknown 9%

2024

Women 28%

Men 72%

Third gender 0%

Nonbinary 0%

Prefer not to disclose or unknown 0%
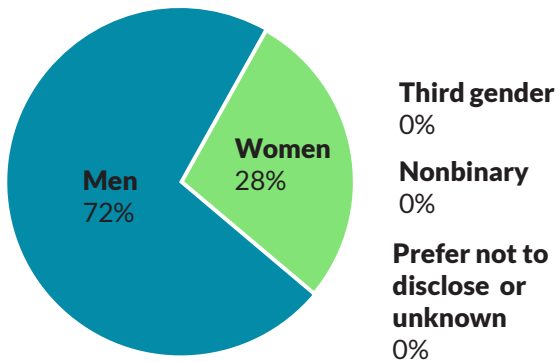
US Executive/Senior Level Officials and Managers by Race

2023

White 59%

Asian 22%

Prefer not to disclose or unknown 8%

Hispanic or Latine 5%

Black or African American 4%

American Indian or Alaska Native 0%

Native Hawaiian or Other Pacific Islander 0%

Two or more races 2%

2024

White 48%

Asian 38%

Hispanic or Latine 7%

Black or African American 4%

Prefer not to disclose or unknown 2%

American Indian or Alaska Native 0%

Native Hawaiian or Other Pacific Islander 0%
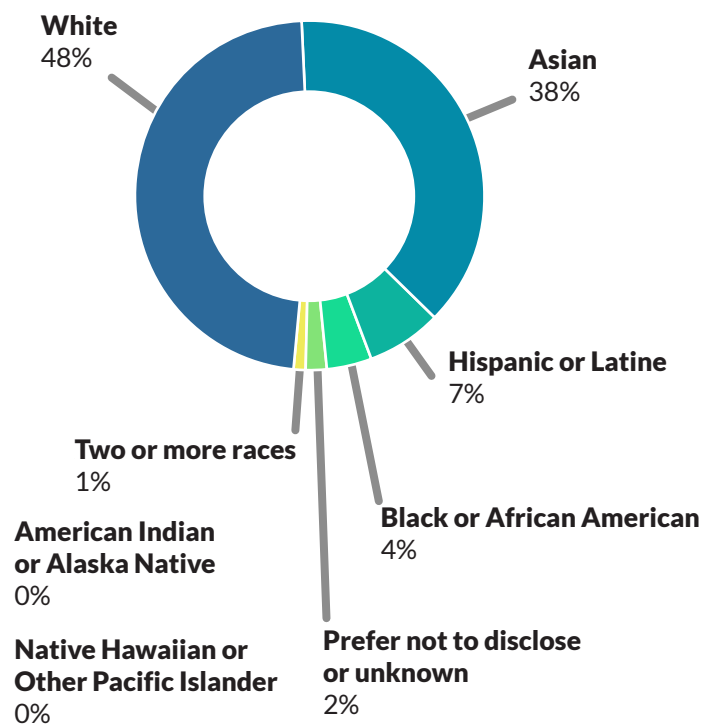
Two or more races 1%

The percentage of women employees in the United States by participating companies increased from 34% to 40% between 2023 and 2024. However, women representation at the executive/senior level officials and managers remained constant at 28%, indicating that this gender shift toward more women employees occurred at the lower employee levels.

On a racial/ethnic basis, the percentages of employees among the participating companies in the United States who identify as Hispanic or Latine increased from 9% to 12% between 2023 and 2024. The other racial/ethnic groups remained relatively constant. For executives and managers, there was an increase in Asian and Hispanic/Latine representation with a decrease in White representation.

Global Demographics

Data on women's global representation was collected differently this year, allowing for improved reporting on the percentage of women in the global workforce. While no comparison to last year is available, we note that while 35% of the global workforce among participating companies were women this year, women made up 23% of executive/senior level officials and managers and only 16% of technicians. These results correspond to data Seramount collects globally and show the slow progress of efforts to move women into leadership positions.[20]

Global Regional Insights

Asia

STRENGTHS

- **89%** train senior leaders on how to lead and have open and inclusive conversations about gender, race, disability, orientation/gender identity, and related topics.
- **79%** have a reward system for individuals demonstrating inclusive behavior.

OPPORTUNITIES

- **42%** have an internal inclusive language program effort to identify and address non-inclusive language in products and materials.
- **56%** market products inclusively by advertising in different languages and reviewing marketing materials for accessibility.

Canada

STRENGTHS

- **86%** market products inclusively by checking company social media product posts for inclusivity and reviewing marketing materials for inclusive language and content.
- **53%** collect self-reported/self-ID representation information on sexual orientation.

OPPORTUNITIES

- **15%** have programs to train and grow diverse suppliers.
- **50%** of companies that develop AI products or services have guidelines for data practitioners on its responsible use.

Europe

STRENGTHS

- **93%** train managers on how to have effective conversations with employees on inclusion-related topics.
- **88%** have diverse interview slates for external and internal recruiters.

OPPORTUNITIES

- **20%** have programs to train and grow diverse suppliers.
- **24%** have publicly posted statements about their approach to address the use of non-inclusive language.

Latin America/Central America/ South America/Caribbean

STRENGTHS

- **90%** train senior leaders on how to lead and have open and inclusive conversations about gender, race, disability, orientation/gender identity, and related topics.
- **80%** market products inclusively through advertisements showing people from under-resourced communities.

OPPORTUNITIES

- **27%** collect self-reported/self-ID representation information on disabilities.
- **30%** have programs to certify diverse suppliers through leading organizations.

Middle East and North Africa

STRENGTHS

- **82%** have formal programs to encourage managers and leaders to maintain a diverse network of mentorship or sponsorship relationships.
- **73%** have reward systems for employees/ managers serving as leaders of employee resource groups, business resource groups, affinity groups, or D&I councils.

OPPORTUNITIES

- **25%** of companies that develop AI products or services have D&I professionals inform or participate in company-wide governance, programs, or policies to address potential AI bias.
- **45%** do not utilize any recruitment sources to focus on under-resourced communities.

Oceania

STRENGTHS

- **71%** of companies that develop AI products or services have guidelines for data practitioners on its responsible use.
- **63%** have formal processes to ensure product design is inclusive of people with disabilities.

OPPORTUNITIES

- **14%** report supplier diversity by demographic categories.
- **25%** have formal processes to ensure product design is inclusive of differing cultural backgrounds.

United States

STRENGTHS

- **89%** have diverse panels of interviewers for new hires.

- **85%** have an acknowledgment system for employees/managers serving as leaders of employee resource groups, business resource groups, affinity groups, or D&I councils.

OPPORTUNITIES

- **54%** have formal processes to ensure product design is inclusive of people with disabilities.

- **63%** have formal programs to encourage managers and leaders to maintain a diverse network of mentorship or sponsorship relationships.

Conclusion

The Alliance for Global Inclusion is making a difference by documenting D&I trends and best practices on a global basis. The importance of collecting and analyzing this data and understanding its implications for workplace, market, and societal success cannot be overemphasized. Our commitment to this work, at a time when there are global efforts to lessen the impact of D&I, is essential.

The ability for companies to progress along the maturity model is demonstrated here by the year-to-year-progress shown in most global regions through efforts to create inclusive leadership advancement opportunities and increased efforts to recruit and develop a diverse workforce, with an emphasis on STEM talent.

This data is encouraging, but the AGI knows these efforts will take time and sometimes will be slowed by economic downturns and other external factors. Using an index as a guidepost to assess how strong company efforts are helps them set and reach goals. The AGI remains committed to surveying and assessing the progress of D&I globally as a critical means of helping companies improve.

Endnotes

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