



MARCH 2022
US RESEARCH REPORT



THE MCKENZIE-DELIS US REVIEW

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INNOVATION

LEADERSHIP

MONITORING

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**THE MCKENZIE-DELIS
US REVIEW**

MARCH 2022
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FOREWORD



The McKenzie-Delis Review

IS THE **FIRST REVIEW**

of its kind

offering a comprehensive and nationwide analysis across ten key facets of workplace diversity.



TAMI ERWIN

CO-CHAIR OF THE MCKENZIE-DELIS REVIEW AND CEO OF VERIZON BUSINESS

I'm incredibly proud to co-chair the McKenzie-Delis Review, a truly one-of-its-kind, comprehensive review of corporate practices in the US against ten core facets of workplace Diversity and Inclusion (D&I).

The COVID-19 pandemic has presented unprecedented challenges, and just as equally unprecedented opportunities for leaders in organizations big and small. One of the central outcomes of this report is to bring actionable insights to today's leaders alongside the tools, resources and analysis their organizations need to enact meaningful change over time. And how times have changed.

The past few years have demanded that leadership take responsibility for building a responsible and inclusive culture in a world where the working model is ever evolving. Put simply, work is no longer a place we go, it's what we do. And when it comes to encouraging our employees to bring their full selves to work, we can no longer stand on the sidelines, especially in this polarized world we live in now. Instead, we must create a culture where we are open, welcoming and empathetic to one another.

As we all approach new ways of working, we must remember that it's increasingly challenging to bind together teams in a world where pulling a chair up to the proverbial table has gone virtual. Living out the values of integrity, respect and accountability for all is no longer optional. It is something we must do for ourselves, for our colleagues and for broader society. Because when we do, we prove our commitment to propelling progress forward at a time of critical importance.

As a life-long advocate for Diversity, Equity and Inclusion (DEI), I find huge value in tools like the McKenzie-Delis Review. Their passion, process and persistence shine a light on our best path forward. Now it's up to each of us, as leaders, to take these insights and put them into practice. If we do, I have faith that with continued efforts like this review year-after-year, we will drive towards a brighter and more inclusive future, for all.



FOREWORD



JOHN STANDLEY

CO-CHAIR OF THE MCKENZIE-DELIS REVIEW,
EXECUTIVE VICE PRESIDENT, WALGREENS BOOTS
ALLIANCE AND PRESIDENT, WALGREENS

The companies that participated in this year's McKenzie-Delis Review represent a variety of industries. We all have one thing in common, though: customers.

We all have customers. And they're all different. They're diverse. But is your company?

As a healthcare company, we've been vocal about our purpose to help people live more joyful lives through better health. Two years into the pandemic, it's more vital than ever, especially for those in socially vulnerable communities or medically underserved areas. Our work in health equity aims to change that. But change cannot come without diversity and equity within our own ranks.

That's why the McKenzie-Delis Review is more important than ever. Having this type of data helps us recognize if companies and organizations followed the progress of 2020 with mere gestures and symbolism or if they showed concrete, substantial action. By participating, we took a step back and assessed important questions, such as: Who are we? Who do we

want to be? How can we get there? In other words, self-reflection and accountability rose to the surface as a result of our participation in this review.

The results show that there was some positive momentum, especially on strategies for gender and ethnic diversity.

But strategy does not always equal success. While women make up 57% of the US labor force, less than one in ten US companies have 50% female representation on their executive leadership teams.

For employees with disabilities, more work is needed as well. While 88% of the companies encourage honest discussion around disability in the workplace, only 33% provide specific training around disability.

So, we need to do more. Companies and organizations can lead the way with positive action and continued accountability. If we do, then we will be better suited to accurately reflect the communities and customers we serve.



FOREWORD



CARLOS CUBIA

SENIOR VICE PRESIDENT
GLOBAL CHIEF DIVERSITY, EQUITY AND
INCLUSION OFFICER AT WALGREENS
BOOTS ALLIANCE

The McKenzie-Delis Review is an opportunity to scrutinize ten facets of diversity and inclusivity that are crucial in examining the whole of who we each are through a lens of race and ethnicity, age, gender, sexual orientation, mental health, disability, socioeconomic background, nationality, religion, and parenthood. These pillars are instrumental in helping us build a stronger foundation than ever for a truly 360-degree intersectionality of inclusive communities and organizations.

At Walgreens Boots Alliance (WBA), we are weaving Diversity, Equity and Inclusion (DEI) throughout every aspect of our business, from the C-suite to our board of directors to our global beauty brands, to our recruiting, hiring and retention, to our marketing efforts. At WBA, the racial equity movement accelerated some initiatives that we already had in the works. Now we're implementing them. When we say DEI is a part of who we are, we mean it. We are not just talking the talk; we're walking the walk.

It's an uphill battle, but it's an exciting time at WBA with new, diverse board members and the first Black woman

CEO at the helm. At WBA, we have committed ourselves to advancing health equity, and our team members have worked tirelessly to address vaccination barriers. We have expanded access to lifesaving vaccines and provide accurate, up-to-date information to combat vaccine myths and hesitancy barriers, ensuring that the communities impacted the most have access to COVID-19 vaccines.

In 2022, we are reaffirming our 2021 goals, most of which were successfully implemented: increasing the representation of women in leadership globally by three percentage points; increasing representation of people of color in US leadership roles by two percentage points; with 60% of that metric attributed to an increase in Hispanic/Latino and Black/African American leadership talent. We are also ensuring 100% compliance of diverse candidate slates for leadership roles and 100% compliance of diverse interview panels for leadership roles. In addition, we will be spending \$625M with Tier 1 diverse suppliers in the US, an increase of ~\$104M.

Our internal Business Resource Groups (BRGs) are also a model of how DEI is actionable and influential. The groups provide safe spaces and opportunities for our people to build connections, as well as to listen and learn from their peers who have different lived experiences and backgrounds. Team members are empowered to increase their understanding, share their personal experiences, and broaden their perspectives.

With more than 3,500 members, WBA BRGs and field chapters from across the US, UK, Latin America, Europe and Asia represent varying dimensions of diversity including age, gender, race/ethnicity, sexual orientation and gender identity, disability, and military veteran status, as well as environmental sustainability and recently, working parents and caregivers.

While the base tenets of our DEI practices and initiatives are solidly steeped in core values and actions, the McKenzie-Delis Review and its pillars offer a roadmap to how we can expand DEI; the growth opportunities that must be on every company's radar and incorporated into their DE&I ambitions and goals for an even more inclusive and diverse organization. We're not there yet in the US but many companies like WBA are invested in future growth that will hopefully get us there soon. Data is key to this new iteration of DEI and its expected impact on our communities, customers, patients and team members. The McKenzie-Delis Review is the future of DEI.



PREFACE



LEILA MCKENZIE-DELIS

CEO OF DIAL GLOBAL, FOUNDER OF THE MCKENZIE-DELIS FOUNDATION

The business case for Diversity and Inclusion (D&I) is stronger than ever. Companies with more diverse executive teams are now more likely than ever to outperform their less diverse peers on profitability, by up to 35% in some cases. If a business was told they could increase their profitability by even a fraction of that, for any other reason other than diversity, they would do it. Organizations are literally throwing away money by ignoring the problem, and not encompassing D&I as part of their business strategy.

US businesses are starting to ask some searching questions when it comes to D&I, but there is so much more that needs to be done, particularly in senior leadership positions.

Additionally, this year companies will be pushed to put even greater focus on D&I as a critical component of the social pillar of environmental, social and governance (ESG). This growing attention from the media and from institutional investors, who are now incorporating ESG considerations within their investment processes, will continue to force everyone to take D&I seriously.

It is vital that disparities are addressed as organizations look to bounce back from the impacts of the pandemic. By fostering a diverse environment, employers can better access and retain new talent pools and bring in different expertise and perspectives into the workplace. This can help organizations be more innovative and agile while promoting a diverse approach to problem solving and future-proofing.

The McKenzie-Delis Review is the first review of its kind, offering a comprehensive and nationwide analysis across ten key facets of workplace diversity. As opposed to looking at only a single facet of diversity, we looked at race and ethnicity, gender, age, disability, sexual orientation, mental health, socio-economic background, nationality, religion, and parenthood.

Through this important study, we are working to make US businesses understand exactly what the barriers in the way of diversity are, what they can do about it, and hold them accountable to change.

While there is no doubt that we have a lot of work to do before our world is truly equal, there is much to be positive about. This review highlights some of the incredible things that are being done by organizations across the US to create more diverse and equal workplaces.

We already have so many of the solutions to tackle the issues; they just need to be applied more broadly and driven through with passion, process and persistence. I urge all leaders and organizations to take this best practice and adapt it for their own workplaces today.



THE MCKENZIE-DELIS
US REVIEW

ABOUT THIS REPORT

The aim of this report is to create an industry standard diagnostic and meaningful report on the many aspects of both visible and invisible diversity

GOALS

THE GOALS INCLUDE:

- ✓ Curate a holistic survey that recognizes ten aspects of diversity, inclusion and belonging relating to both visible and invisible diversity.
- ✓ Enlist a diverse and inclusive Review Committee from different sectors and backgrounds and chaired by industry leaders.
- ✓ Partner with renowned subject matter experts to develop thought leadership and up-to-date expertise on each of the ten facets of the “dial”, and co-create questions for the survey. Ensure that we do not “recreate the wheel” with questioning; ensuring all ten facets are as collaborative and intersectional as possible.
- ✓ Collaborate with leading institutions, research and charity partners including but not limited to: UN Global Compact Network UK, Tanenbaum Center for Interreligious Understanding, Ruh Global Impact, Billion Strong, DisabilityIN, NAMI, NGLCC, Stonewall, Centre for Ageing Better, Mind, Power of the Parent and Minds at Work with the goal being to glean expert advice and support co-creation of the survey.
- ✓ Draw upon all research and strategic partners, in addition to the McKenzie-Delis Review Committee, to produce collaborative and inclusive recommendations.
- ✓ Name and recognize those who took part and utilize shared knowledge and efforts to promote best practice.
- ✓ Promote this report as widely as possible by engaging those organizations involved in curating this report and various media outlets so that this tool reaches as many businesses as possible.



McKenzie-Delis Review and its pillars offer a roadmap to how we can expand Diversity, Equity and Inclusion (DEI); the growth opportunities that must be on every company’s radar and incorporated into their DEI ambitions and goals for an even more inclusive and diverse organization.

CARLOS CUBIA, SENIOR VICE PRESIDENT,
GLOBAL CHIEF DIVERSITY, EQUITY AND
INCLUSION OFFICER AT WALGREENS
BOOTS ALLIANCE



Selection of Facets

The ten facets considered in this review were selected through consultation with Diversity and Inclusion (D&I) specialists and members of the DIAL Global network of business leaders. The final selection led to the prioritization of ten distinct aspects of D&I – ethnicity, gender, age, nationality, mental health, sexual orientation, socioeconomic status, disability, religion, and parenthood. These ten facets are considered by the network to be key areas of attention for organizations dedicated to improving workplace D&I.

Social and Business Relevance

To establish the social and business relevance of the selected facets of the review, we collaborated with the UN Global Compact Network UK. We conducted a mapping exercise, exploring the link between each of the facets and the United Nations Sustainable Development Goals (SDGs). The SDGs constitute an ambitious blueprint to achieve a better and more sustainable future for all, and call on all of society to pool creativity, knowhow, technology, and financial resources to achieve the SDGs in every context.

All ten facets – ethnicity, gender, age, nationality, mental health, sexual orientation, socioeconomic status, disability, religion, and parenthood – were found to be linked to SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities). SDG 8 promotes “sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”, while SDG 10 aims to “reduce inequality within and among countries”. In addition to SDG 8 and SDG 10, certain facets also connect to SDG 3 (Good Health and Well-being), SDG 4 (Quality Education) and SDG 5 (Gender Equality), as recognized throughout this review.

Survey Question Creation

To ensure that the questions in the review adequately reflect the perspectives of marginalized groups, and address aspects of each facet where organizations can influence change, we initiated formal collaborations with expert research partners, to develop the questions related to each facet. The survey questions were then co-created through consultation with these research partners, which included the following organizations: UN Global Compact Network UK, Tanenbaum Center for Interreligious Understanding, Ruh Global Impact, Billion Strong, DisabilityIN, NAMI, NGLCC, Stonewall, Centre for Ageing Better, Mind, Power of the Parent and Minds at Work. We also consulted our review committee to ensure the questions were appropriate and relevant.

Recommendations

There are many solutions to tackle the issues; however, to succeed they need to be applied broadly and driven through with passion, process and persistence. At the end of each facet section, we have collated best practice actions from our participating organizations, research partners and our review committee on how companies can continue to move the dial on D&I.

Note on the Data Collection Methodology

This survey was conducted via a mix of online and video conferencing methodology in collaboration with Ipsos and the McKenzie-Delis Foundation. A survey was sent by Ipsos to US companies from the private and public sectors, including the Fortune 500, and public sector departments and other private companies. An invitation to participate was sent to Chief Executives, Company Secretaries, HR Directors and Diversity & Inclusion Leads from US companies within the Fortune 500 top US private companies. Organizations received an information sheet detailing how their data would be used and consented to these terms upon participation. Data was collected between March 2021 and January 2022. Thirty-seven organizations participated in total. A list of the organizations that consented to the name of their organization being published in this report as having participated is included in the Appendix.

Results from the survey are presented unweighted. The margin of error for a sample size of 37 is +/-16%. The sample, by definition of being Fortune 500 companies, is skewed towards larger employers, and therefore is not representative of US employers as a whole. The overall profile of responses on different dimensions of diversity is, however, worthy of reflection with these provisos. In addition, a total of 18 qualitative interviews were conducted with Diversity, Equity and Inclusion (DEI) and HR leaders of participating companies to uncover further trends and nuances.

Definition of Leadership Team

Several questions in the survey asked about the leadership team of an organization. The leadership team was defined in the survey as follows: Members of the Executive Committee and those senior leaders who are Direct Reports to Executive Committee members. Sometimes it’s referred to as the “C-suite plus one”. The Executive Committee is responsible for managing and running a company. It typically comprises the Chief Executive, Chief Financial Officer (CFO) and leaders of other key functions – including Legal and Operations. The Executive Committee’s Direct Reports are those individuals

that report directly to the Chief Executive, CFO and other functions day to day. The source of this definition is the Hampton-Alexander Review.

Defining Ethnicity

Throughout the survey and report, we used “Black, South or East Asian, Hispanic/Latino/LatinX or Minority Ethnic” as this is commonly used by companies in data reporting. The difficulties of using this terminology are recognized, as it can mask significant differences between representation of different ethnicities.



Diversity, Equity and Inclusion (DEI) are core to how we achieve and define success at Verizon. Through benchmarking and studies like the McKenzie-Delis Research Report, we can take an honest and objective look at where we are with our DEI commitments and aspire to continuously learn and improve. While we are proud of our progress, the work is far from done.

Driving greater racial and ethnic representation, coupled with an inclusive culture where people of all backgrounds can thrive, is the foundation of any DEI strategy, and yet it remains one of the most challenging areas for most companies. That’s why this report is critical to help companies focus on where they can improve while sharing best practices and strategies to learn and grow together.

MAGDA YRIZARRY, CHIEF DIVERSITY, EQUITY AND INCLUSION OFFICER, SVP - GLOBAL DEI AND EMPLOYEE ENGAGEMENT, VERIZON

Note from the Editor

This review is made up of primary and secondary research and also drew on the personal experiences and opinions of many experts and leaders in the field. While it was important for us to represent the research and data in a factual, unbiased manner, we also wanted to ensure that our many contributors had the opportunity to candidly express their thoughts and opinions about the research and what is needed to make progress in diversity moving forward. While it may not be traditional to include emotional, personal opinions in these types of reports, we decided to break with convention on this important topic.





EXECUTIVE SUMMARY



The McKenzie-Delis Review continues to push the boundaries for a deeper and more action-focused commitment to Diversity, Equity and Inclusion (DEI). Its emphasis on the power of a commitment from leadership at the very top resonates with my own experience of conversations with leaders from across our business, and encourages a more progressive approach that can truly move the dial.

The insights from this review will really help to drive progress. Across all facets, and with a strong focus on intersectionality, the McKenzie-Delis Review emphasizes the importance of accountability. It encourages companies to drive progress just as in any other part of the business, with clear goals and measures. This is the approach we

are taking at Barclays - we've set clear and challenging ambitions. Our leadership recognizes the power of diversity as a catalyst for performance and value, and as part of the universal language that drives our business. The review is a powerful asset that will enable other businesses to do the same.

RAY DEMPSEY, GROUP CHIEF DIVERSITY OFFICER, BARCLAYS

The McKenzie-Delis Review encompasses race and ethnicity, age, gender, sexual orientation, mental health, disability, socio-economic background, nationality, religion, and parenthood. The annual review is commissioned to broaden the awareness and understanding of visible and invisible segments of diversity and better understand how organizations are reporting, measuring and taking action to become more inclusive and diverse employers.

For the facets of gender, ethnicity and sexual orientation, research partners chose questions which focus on leadership teams. For the facets of disability, age, religion, nationality, socio-economic background, mental health and parenthood, the questions ask more broadly about workforce policies and initiatives.

Going forward, our goal is for the McKenzie-Delis Review to be a useful, annual diagnostic tool to help organizations assess their position on each of the facets and identify what their areas of focus should be, as well as measure and report progress on all ten facets.

The results from this survey indicate that there are areas of strength on each of the individual

facets, as well as areas where more could be done to move the dial and drive change. What each organization focuses on will depend on their strategic areas of priority and where they are on their Diversity and Inclusion (D&I) journey.

At the end of each of the following sections, dedicated to each facet, specific recommendations for action and initiatives are given based on the expertise of the research partners and Review Committee.

We recommend you consider your organization's areas of priority and ask, do you have these activities in place, and if not, would focusing on them help you 'move the dial'? Additionally, consider the aspects of D&I you may not have focused on before and start the conversation with your leaders and employees. Are these areas where we need to take more action? If so, then what?

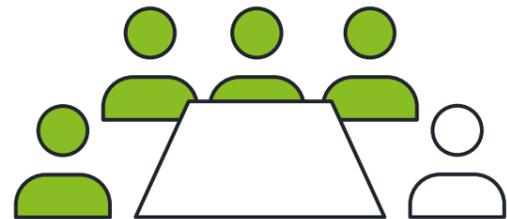
On this basis, the McKenzie-Delis Review will achieve its aim of creating a holistic solution and the standard for the future. A future where companies recognize, report and progress the many different aspects of D&I.



KEY FINDINGS:

01

GENDER

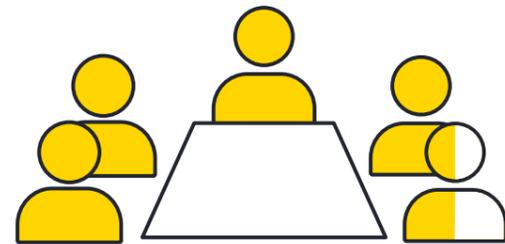


Four in five (85%)

participating US companies say they specify gender diversity in leadership succession planning and a similar number track progress towards it. Yet less than one in ten (8%) have at least 50% female representation on their senior leadership team.

02

ETHNICITY

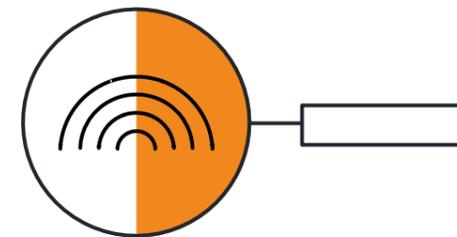


Nine in ten (89%)

participating US companies say they have at least one member from a Black, Hispanic / Latino, South or East Asian or another ethnic minority on their leadership team. And many companies include ethnic diversity in leadership succession planning (86%), with three-quarters (78%) having stated initiatives towards this.

03

SEXUAL ORIENTATION



Half (49%)

of participating US companies have LGBTQ+ representation on their leadership team and 70% have approved an LGBTQ+ strategy in the past 12 months.

04

DISABILITY



Half (49%)

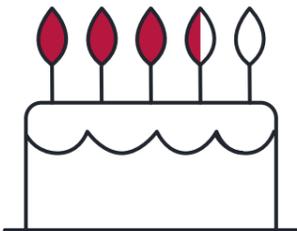
of participating US companies are actively looking to increase the number of staff with disabilities. Almost all offer workplace adjustments and four in five (81%) have dedicated employee assistance lines.



KEY FINDINGS:

05

AGE



Seven in ten (70%)

have specific measures in place to reduce age bias in recruitment, but only 14% have training geared toward older workers and a further 11% have a peer support network.

06

RELIGION

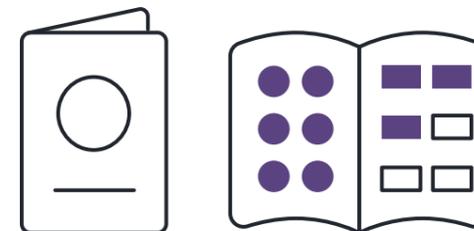


Near-universal agreement (97%)

that companies allow employees to take time off for religious holidays and holy days, and most allowing employees to wear religious symbols and clothing (92%), and freely discussing religion and belief in the workplace (76%).

07

NATIONALITY



Three-quarters (73%)

Almost all companies we surveyed say they promote the benefits of a culturally diverse workforce (95%) and three-quarters (73%) offer inclusivity training on how to work in a culturally diverse workplace.

08

SOCIO-ECONOMIC STATUS



Seven in ten (70%)

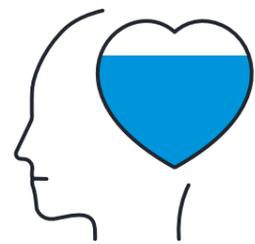
participating companies say they have specific outreach programs to target candidates from lower performing schools or socio-economic backgrounds. However, only 11% collect and monitor data on the socio-economic background of their workforce.



KEY FINDINGS:

09

MENTAL HEALTH



Three in four (76%)

have a mental health strategy in place, which always includes access to quality health care (100%) and often mental health training (62%).

10

PARENTHOOD



Almost all (97%)

companies offer an uplift on statutory maternity pay, dropping to 86% for paternity and 70% for adoption pay. Just under half (46%) say their line managers get training on how to support expecting or new parents, and slightly more (49%) have formal support programs for employees returning from parental leave.



Overall, the intentions of the companies reviewed are focused on embedding Diversity, Equity and Inclusion (DEI) as a business imperative throughout their organizations.

This is a step in the right direction. In 2022, the Great Resignation is happening. At Pfizer, we are shifting and asking, "how might we reframe this movement as the Great Attraction?" We are focused on continuing embedding our values of courage, joy, excellence, and equity in everything we do. We want every colleague, patient, and community to feel a sense of belonging. While there are gaps in the reported areas of engaging, retaining, and advancing diverse talent, the companies reviewed seem focused on fostering inclusion and measuring the outcomes of their efforts. At Pfizer, I feel I've joined an organization that has the philosophy that nothing is impossible. When we apply that same urgency and attention to the area of DEI, the possibilities are endless. Our goal is clear: Every person deserves to be seen, heard and cared for as their authentic self.

RAMCESS JEAN LOUIS, GLOBAL CHIEF DIVERSITY, EQUITY & INCLUSION OFFICER, PFIZER



Being beyond morally the "RIGHT THING TO DO,"

valuing differences make the results richer. When we only look at anything through a narrow lens, we have large blind spots. Using diverse perspectives, we are better able to plan for and adapt to our ever-changing world.

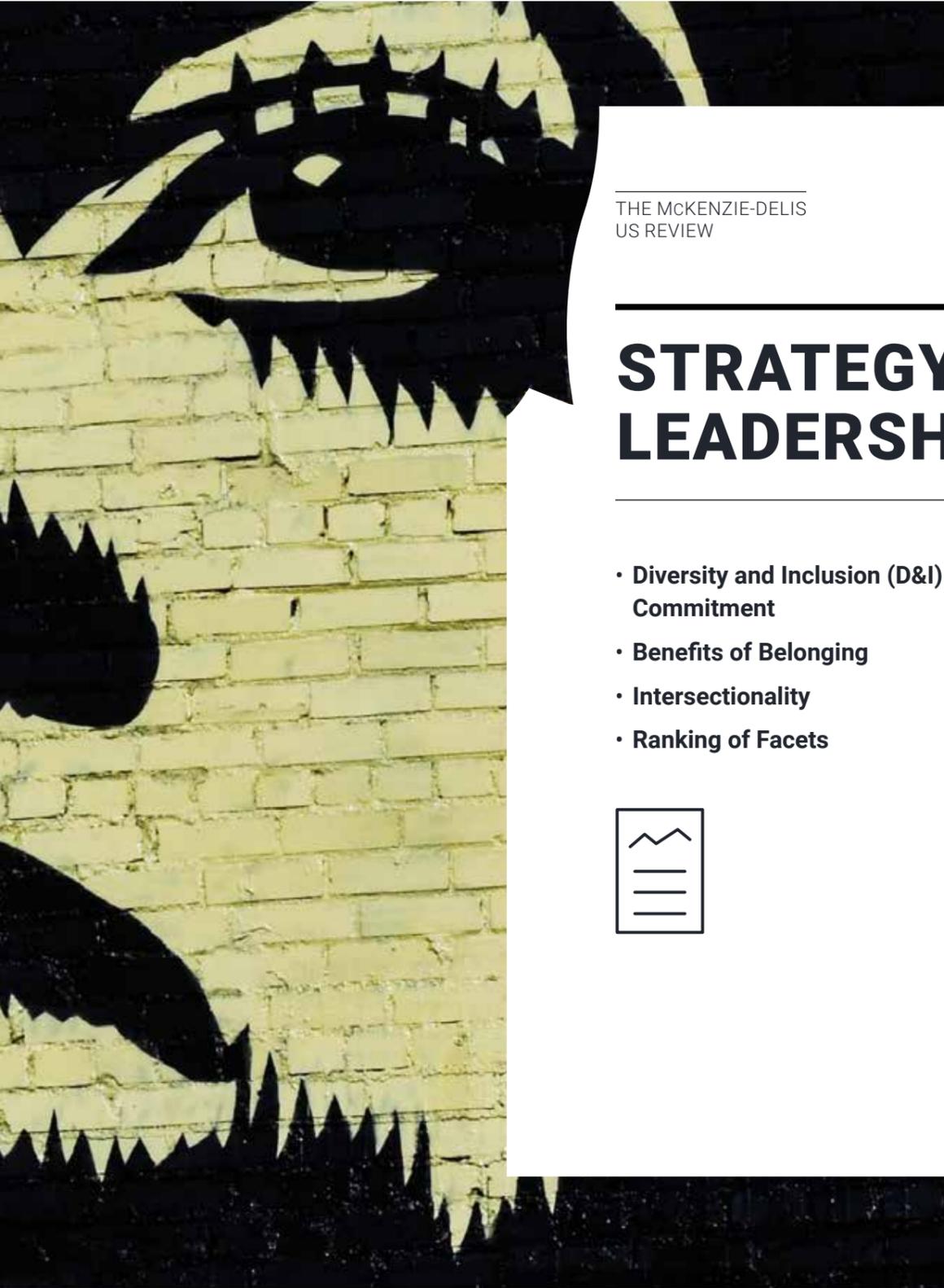
This review is an excellent baseline against which to measure our progress - in actions and in outcomes - for the future.

KAREN WALKER, PRESIDENT AND PRINCIPAL CONSULTANT, KAREN.WALKER.US



The McKenzie-Delis Review serves as an essential starting point to assist people in framing very complex and nuanced issues. It is a fantastic primer for organizations to delve more earnestly and deeply into their Diversity and Inclusion (D&I) posture. The insights revealed in this review show that significant progress has been made, but it also gives credence to the need of increasing inclusion efforts with urgency. We have a lot of work to do.

LAMONDRE POUGH, CEO, BILLION STRONG



THE MCKENZIE-DELIS
US REVIEW

STRATEGY AND LEADERSHIP

- Diversity and Inclusion (D&I) Commitment
- Benefits of Belonging
- Intersectionality
- Ranking of Facets



Diversity and Inclusion (D&I) Commitment

Most of the US companies we surveyed say they are focusing on leadership diversity in some way, with all those who do specifying gender and ethnicity as top priorities. And they are committing to improving D&I by having Chief Diversity Officers (CDO) or other Diversity, Equity and Inclusion (DEI) leaders in place (86%). While most of the CDOs in the companies we surveyed have some access to the C-Suite, less than one in five (16%) say they report directly to the CEO.

Most DEI leaders we spoke with say they report into the Chief Human Resource Officer (CHRO), and, as long they still have access to the CEO, some prefer it that way. "If you look at the way you move culture and policy, it's clear you need to use HR leaders as the highway to the organization. Being embedded as part of the HR leadership team means I am part of every initiative in the HR lifecycle, including recruiting, onboarding and retiring." – Nicole Durham, Chief Diversity, Equity and Inclusion Officer at Baker Hughes.

Benefits of Belonging

Of the companies we spoke with qualitatively, the core principle many rally around is "belonging", and making sure that everyone can bring their true selves to work. These companies understand that true belonging opens the door to more innovation, creativity, and an understanding and representation of the communities they serve or want to do business with. It is also a key driver for talent recruitment and retention.

Intersectionality

As more focus is given to the many facets of diversity, it has become clear to the companies we interviewed that the next evolution of DEI is on understanding the intersectionality of facets. Many are already looking at different combinations, such as gender and ethnicity, gender and sexual orientation, gender and age, ethnicity and socio-economic status, ethnicity and disability, etc.



89% of participating US companies have a Chief Diversity Officer, Head or D&I, Diversity Director or equivalent", yet I wonder what empowerment do these positions hold? A first step in introducing the role within organizations is massively critical, yet it remains just a "first" step.

When these roles sit along other C-Suite roles with respect to empowerment and ownership of process change and budget capability, not just "role title", then the data won't focus on whether the job exists, instead it will focus on the change that was made. At that point companies can begin to acknowledge and celebrate success.

POSITIVE ACTION OCCURS WHEN EMPOWERMENT EXISTS.

MICHAEL KAMINS, EVP NORTH AMERICA,
THE GAP PARTNERSHIP

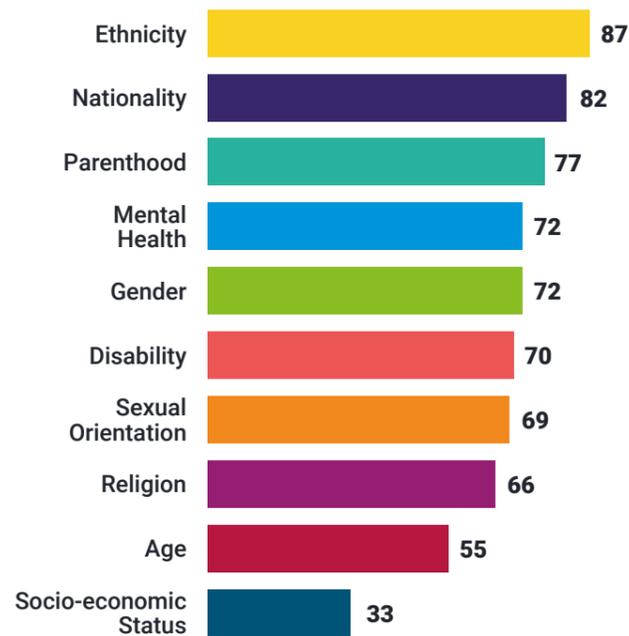


Ranking of Facets

Participants were asked 'yes' or 'no' questions on a series of statements related to each of the ten facets. These answers were then scored accordingly and given an average index score on a 100-point scale to provide more granularity.

Below is the rank order of each facet, with ethnicity and nationality in first and second place, respectively.

Index scores of facets – US



OVERALL KEY FINDINGS



86% of participating US companies say they have a Chief Diversity Officer, Head or Diversity and Inclusion (D&I), Diversity Director or equivalent

Of those, 16% report directly to the CEO



Eight in ten (78%) of participating US companies have a clear strategy for leadership team diversity



This strategy focuses on gender (100%) and ethnicity (100%), with sexual orientation and disability in the second tier (41% and 34%, respectively)

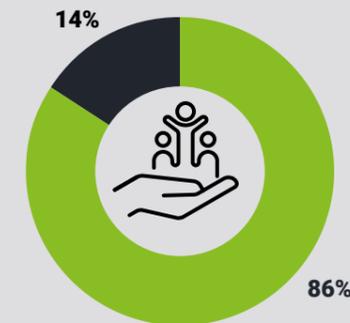


OVERALL SURVEY RESULTS

01

Does your business employ a Chief Diversity Officer (CDO), Head of D&I, Diversity Director, or an equivalent role in a senior position with responsibility for D&I?

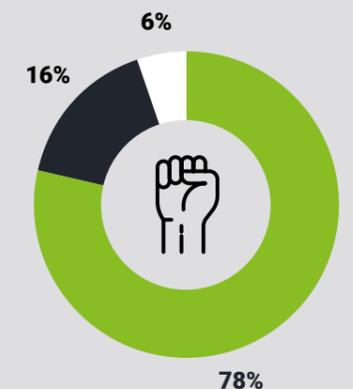
Source Q04
N=37



03

Does your business have a clear strategy to ensure the composition of your leadership team is diverse?

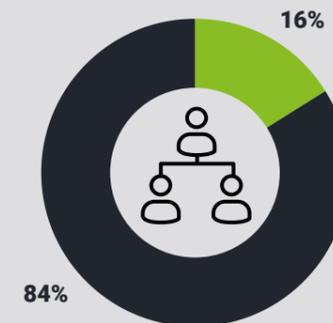
Source Q03A
N=37



02

Does this person report into the CEO?

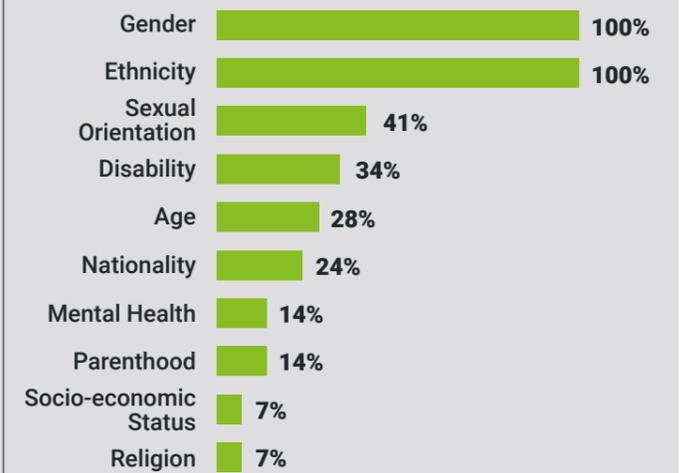
Source Q05
N=32



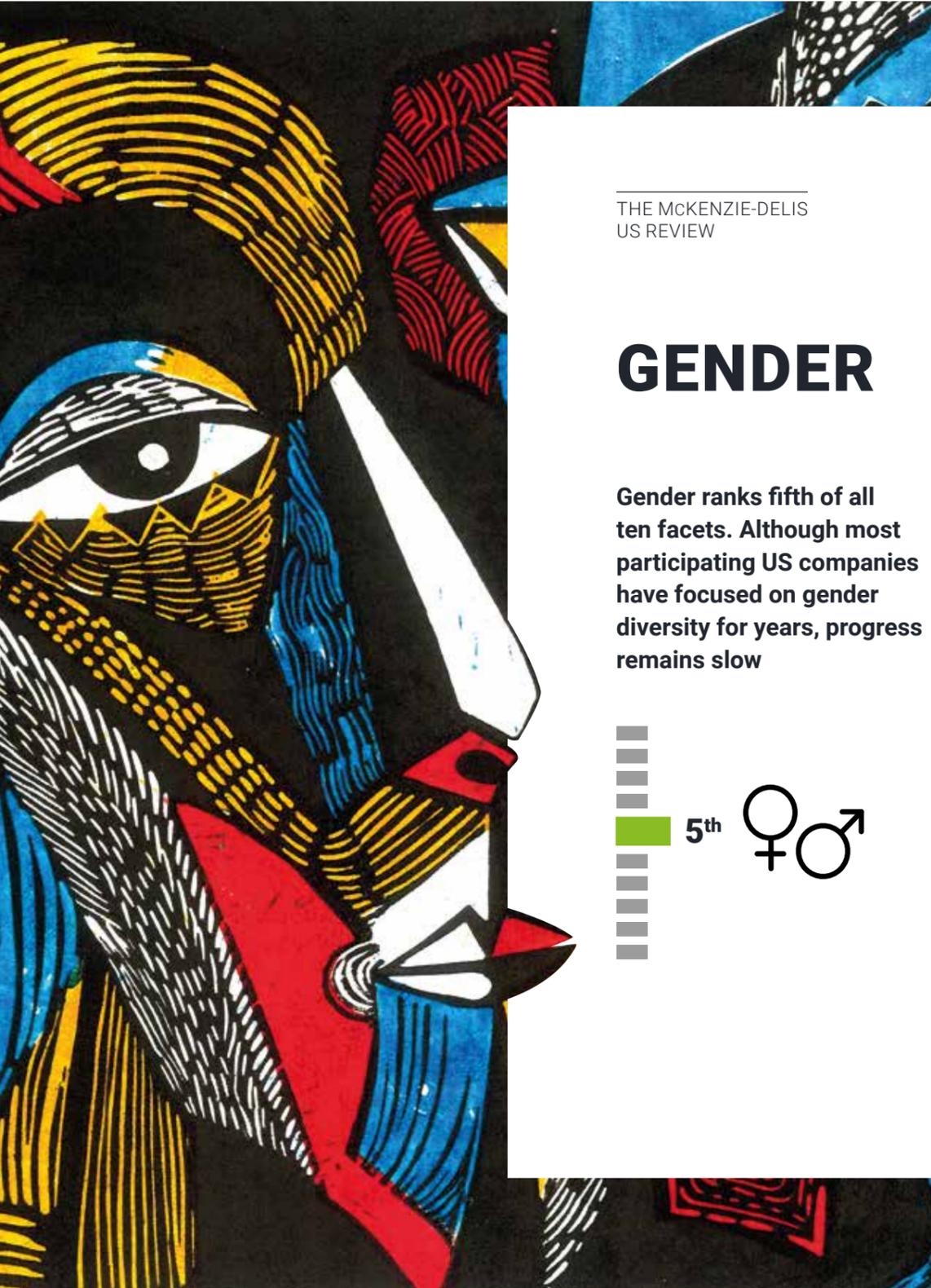
04

Which, if any, of the following does your strategy on leadership team diversity specifically mention? Please select all that apply.

Source: Q03B
N=29



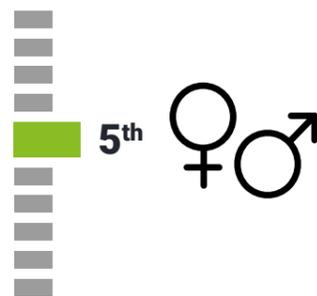
Yes No Don't know



THE MCKENZIE-DELIS US REVIEW

GENDER

Gender ranks fifth of all ten facets. Although most participating US companies have focused on gender diversity for years, progress remains slow



Leadership Progress

Gender is a Diversity, Equity and Inclusion (DEI) focus for all participating US companies, who report that they have been working on increasing gender parity for years. Often, the companies surveyed say they have set goals for 50/50 gender balance within the leadership team, but many have a long way to go to achieve that aim. Even though women in the US workforce make up 47% (Catalyst.org, October 2020), less than one in ten of participating companies say they have at least 50/50 female representation on their Executive Leadership Team (ELT) (8%) and only one company surveyed says it has 50/50 female representation on the board. On average, companies' ELTs and board of directors were one-third women and two-thirds men. Qualitatively, this appears to vary widely by the type of industry with those in marketing, for example, achieving higher rates than those in manufacturing or technology.

Understanding the Business Value

Having more women in leadership positions drives financial value for companies. According to McKinsey & Company, gender-diverse senior leadership teams outperform others by 21% (2018). Other studies have shown that women drive this value by bringing creativity, empathy and customer focus to the table (Shukla, 2021).

Gender-focused Succession Planning

Ensuring the pool of future leaders is diverse to enable more women to rise up the ranks needs to start early and look beyond the next review cycle. Some of the companies interviewed have specific women leadership development and sponsorship programs which mentor up-and-coming talent and give them access and visibility. Gender specific talent and succession programs can amplify women's voices in their organization, allowing women to grow their confidence and overcome imposter syndrome.





FINDINGS/ RESULTS



GENDER KEY FINDINGS



Less than one in ten (8%) of US companies say they have at least 50% female representation on their ELT, while only one US company said the same of their board



On average, both ELTs and boards were made up of just under one-third women (31% and 29%, respectively)



Over four in five (85%) have stated initiatives for increasing gender diversity in leadership and track progress toward it. Another 84% say they specify gender diversity when planning for leadership succession

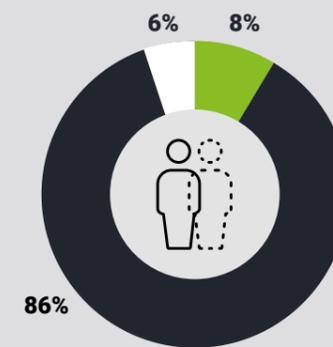


GENDER KEY RESULTS

01

Does your business have at least 50% representation of female or non-binary members on your senior leadership team?

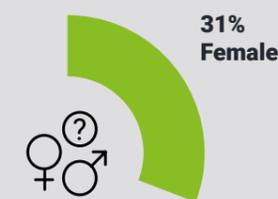
Source: Q3A(5)
N=37



02

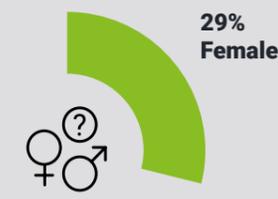
As you are aware, what number of your leadership team members self-identify as female, male, or prefer to use another term?

Source: Q3B
N=37



As you are aware, what number of your board of director members self-identify as female, male, or prefer to use another term?

Source: Q3C
N=32

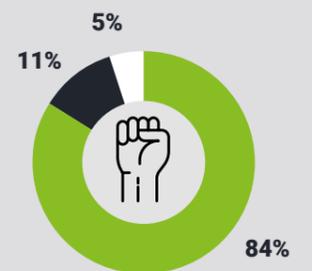


Yes No Don't know

03

Does your business have stated initiatives for increasing gender diversity within the leadership team?

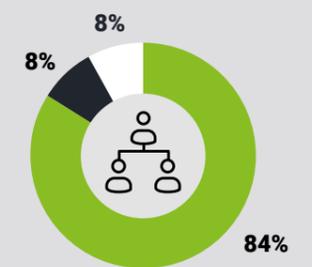
Source: Q3A(3)
N=37



04

Does your business specify gender diversity in leadership succession planning?

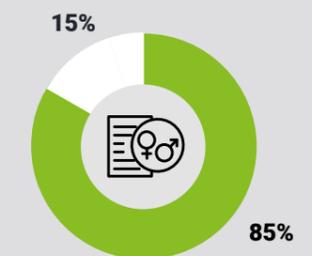
Source: Q3A(2)
N=37



05

Does your business report progress against measurable objectives for leadership team gender diversity across time?

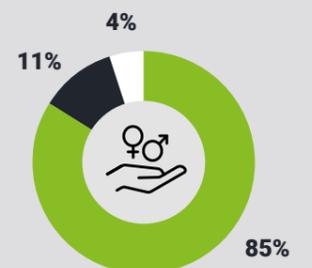
Source: Q3A(1)
N=37



06

Does your business have a member of your senior leadership team act as an executive sponsor or formal senior champion for a gender-focused employee network?

Source: Q3A(4)
N=37





The organizations reviewed are focused on their strategies and efforts for global Diversity, Equity and Inclusion across their enterprises, specifically around the gender facet. We take a similar approach with regard to our aspirational Opportunity Parity Goals, which are to reach 47% for women and 32% for minorities at the VP+ level by 2025 (VP+ level for US minorities and women globally). I am proud to share that we are making progress with US minorities and women colleagues globally, at all global job levels since 2019. We understand that our colleagues are not monolithic, and

WE ARE TAKING AN INTERSECTIONAL APPROACH.

This year, we are going to continue to build on the urgency around supporting our LGBTQ+, Veterans, and disability communities.

RAMCESS JEAN LOUIS, GLOBAL CHIEF DIVERSITY, EQUITY & INCLUSION OFFICER, PFIZER



HOW FAR WE'VE COME, YET HOW FAR WE STILL HAVE TO GO.

Surveys like this, and the work the McKenzie-Delis Foundation is doing, will prove to be the harbinger of change.

The first step in assessing a problem, is recognition that that problem exists. This statistic “less than one-in-ten of US companies had at least 50% female representation on their ELT (8%), while 4% of US companies said the same of their Board” proves the problem still very much exists. With the issue now sitting at the forefront of corporate culture, the question is what will we do, what will you do, to implement change?

We must move from the generic response of “yes we recognize it’s an issue”, to the focused response of “yes we recognize it’s an issue, and these are the steps we have taken to remove the barriers that exist”.

MICHAEL KAMINS, EVP NORTH AMERICA, THE GAP PARTNERSHIP



RECOMMENDATIONS



ORGANIZATIONS HAVE TO IDENTIFY AND REMOVE BARRIERS THAT HINDER GENDER DIVERSITY INITIATIVES

and factor in the layers of complication the pandemic created. In addition, examine what further barriers exist for multiple intersecting identities. Women and nonbinary individuals need a seat at the table when that conversation begins.

SEOLLAN KIM, DIRECTOR OF DIVERSITY, EQUITY AND INCLUSION, AMC THEATERS

GENDER

01

COMPLETE A DIAGNOSTIC REVIEW – ANALYZE YOUR DATA:

Take action based on real, measured facts rather than ‘common sense’ or opinion. Bring the same standards of informed decision-making used throughout management to the business of Diversity and Inclusion (D&I). A full analysis can help your organization understand where you may have equity issues and provide a data-based foundation in order to set goals and where to focus initiatives related to Diversity, Equity and Inclusion (DEI).

02

TAKE A HARD LOOK AT YOUR TALENT PIPELINE:

Look at the representation of women at the manager, senior manager, director, and vice president levels in your pipeline and find out if women are lagging behind. Open a dialogue with your

management teams to understand where the pipeline is leaking. Don’t assume you know the answers or solutions. Find out what help is needed and consider all the options you are in a position to offer. Sometimes extra support, training, networking or flexibility is needed.

03

HOLD YOURSELF AND OTHERS ACCOUNTABLE:

Parity needs planning. D&I goals are only realized when key decision-makers are accountable. Establishing realistic, achievable and relevant goals tied to accountability serves to drive change and results. Apply a gender lens to recruitment, retention and succession planning to foster the progression of all genders across the organization. Set targets or goals to increase the representation of women throughout the pipeline.

04

INVESTIGATE HOW BURNED OUT YOUR WOMEN ARE:

With lockdowns and working from home, studies continue to show burn out, stress and exhaustion continue to affect more women than men. To take pressure off, companies should consider establishing basic working norms, such as putting guardrails around off-hours communications and clearly setting expectations on response time. Equip managers with the support, training and resources to lead.



RECOMMENDATIONS

05

MAKE SURE YOU LOOK AT GENDER DIVERSITY VS. GENDER INCLUSION:

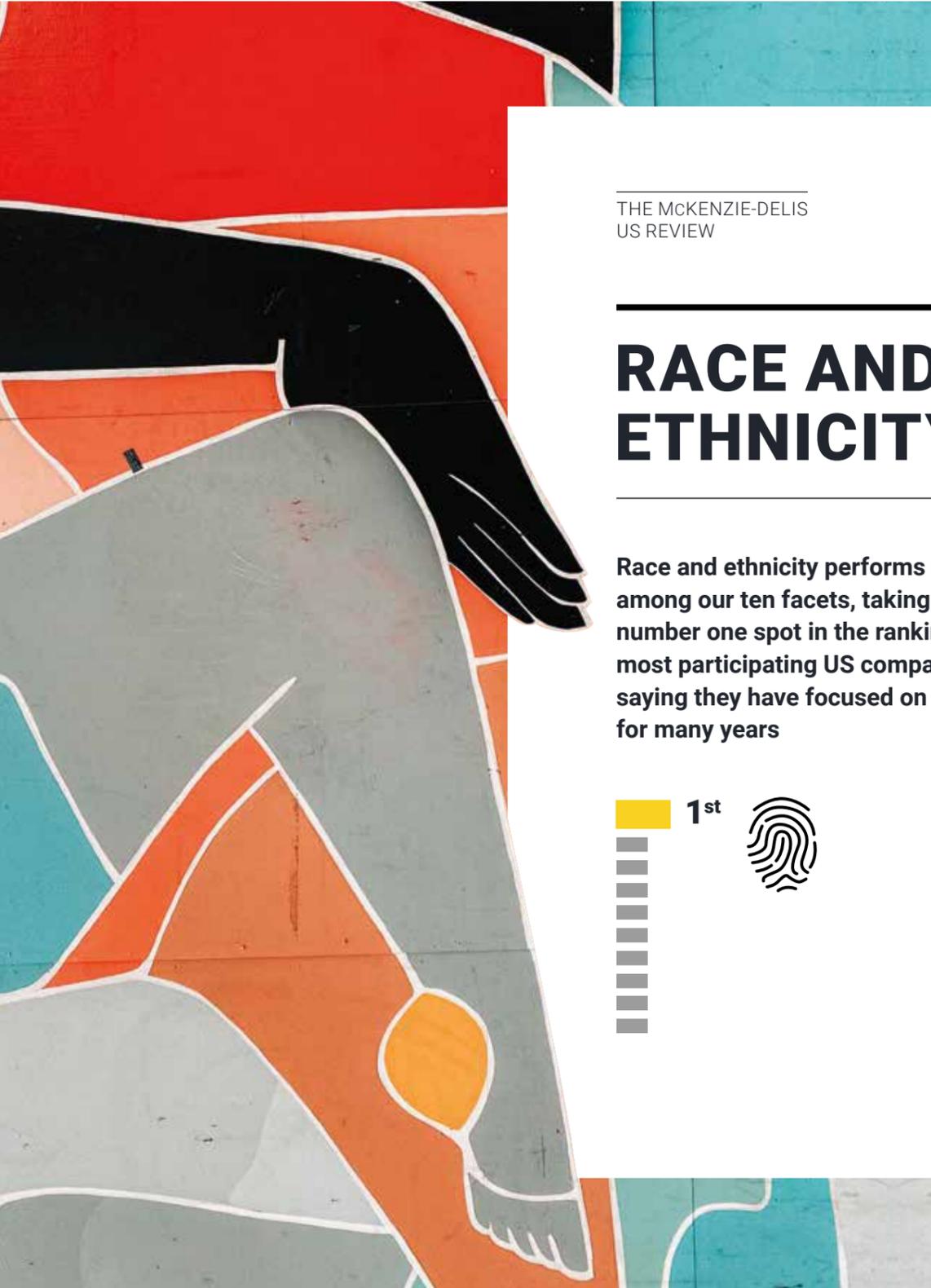
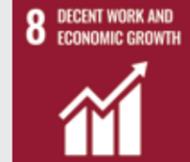
Gender diversity and gender inclusion aren't the same thing. Ensure your organization is taking a hard look at its culture. Simply raising the number of women that you employ, and ticking off that box, doesn't guarantee that you've built a work environment of equal opportunities. Is your organization's culture gender-inclusive or does it make some people in the room feel that they don't belong there? Organizations can also revisit and improve their procedures, including flexible working, parental leave, job sharing and many more.

06

MAKE YOUR GENDER DIVERSITY AGENDA INCLUSIVE OF NON-BINARY OPTIONS:

Non-binary individuals often experience significant rates of discrimination in the workplace and can feel excluded from a gender diversity agenda. One first step can be ensuring that workplace surveys and forms provide options for gender-inclusive language (parent/guardian/partner, etc.) and include non-binary as an option for self-reported gender. This allows accurate collection of data and signals acceptance and understanding of gender differences.





THE MCKENZIE-DELIS US REVIEW

RACE AND ETHNICITY

Race and ethnicity performs highest among our ten facets, taking the number one spot in the rankings, with most participating US companies saying they have focused on ethnicity for many years



Progress at the Top

Almost all participating companies who disclosed their Board of Directors makeup say it includes at least one member from a Black, South or East Asian, Hispanic / Latino or other ethnic minority, with another 89% saying the same of their leadership team. However, while there is representation, this is still a small percentage compared to White colleagues. On average, only 19% are from a Black, Hispanic / Latino, South or East Asian, or other ethnic minority background, with the remaining 81% coming from a White background. Board appointments fare slightly better with 23% of members coming from a Black, Hispanic / Latino, South or East Asian, or other ethnic minority background.

Building the Pipeline

The key is to create a large and diverse pool of homegrown talent that will make up the next generation of leaders. To fill this pipeline, almost all of participating companies say they have dedicated outreach programs to recruit ethnic minority talent, often in partnerships with universities, colleges and charities to recruit new, diverse talent early. Hanes Brands, for example, recently infused \$2 million into its partnership with Historically Black Colleges and Universities (HBCUs), with a focus on early career talent to build the pipeline (see case study).

Additionally, the companies we spoke with qualitatively said they created strict recruitment processes to ensure more diverse talent. This includes mandating and measuring success of starting with a diverse slate of candidates, regardless of the level being hired for, and ensuring diverse hiring panels. Unilever provides hiring managers with scorecards that lay out their performance in terms of a diverse slate of candidates, diverse selection panel, and who ultimately gets hired.

Inclusive Culture

Almost all of the companies we interviewed say they have some form of Diversity and Inclusion (D&I) training, with a number of them having engaged Blue Ocean Brain to roll out micro learning modules on diversity. More regular, bite-sized training is designed to be

engaging, spark conversation and easy to fit into the workday. Unilever says it is doing a lot of work on un-stereotyping, both internally and externally. Internally, the company is actively looking to increase diversity, while externally, its aim is to put forth a progressive view of society by ensuring more diverse talent both in front and behind the camera.

Verizon has taken a three-pillar approach that starts with creating a safe space for continuing conversations about what is unique across communities and what employees share in common to build greater understanding, belonging, empathy and allyship. Coupled with content in the learning portal, toolkits and training, employees have an opportunity to build their knowledge and strengthen inclusive behaviors. The final pillar, community engagement, includes engaging employees in volunteerism to build a more inclusive and equitable society. Nicole Durham, Chief Diversity, Equity and Inclusion Officer at Baker Hughes emphasizes it's all about "learning to be better at a culture that is comfortable being uncomfortable and more open to taking reasonable risks."

Creating Equity

Most participating companies in the US say they monitor the pay and progression of ethnic minority employees, and almost all companies we spoke with qualitatively say they conduct regular pay equity studies, often times publicly published.

To ensure the same access to opportunities for all, Unilever has upended its annual review cycle by eliminating ratings, labels and forced ranking or distributions. Instead, the company rewards behavior that helps to grow the business. Likewise, Dr. Johné Battle, VP of D&I at Dollar General, says everything the company does is through the lens of inclusive design principle, which looks at who is **excluded** to find focus.



FINDINGS/ RESULTS



RACE AND ETHNICITY KEY FINDINGS



Nine in ten (89%) have at least one member from an ethnic minority on their leadership team, with almost all saying the same about their board of directors



When there is ethnic minority diversity at the top, this makes up **19%** of senior leaders and **23%** of Board members, on average



86% of participating US companies say they include ethnic minority diversity in leadership succession planning, and another 78% actively monitor that progress



81% have stated initiatives for increasing ethnic minority diversity at the Leadership level



Nine in ten (89%) say a member of the leadership team acts as an executive sponsor an ethnic minority employee network



86% monitor the pay and progression of ethnic minority employees



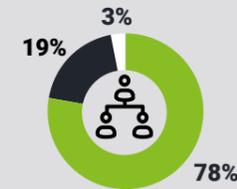
92% have outreach programs to recruit talent from ethnic minority backgrounds



RACE AND ETHNICITY KEY RESULTS

01

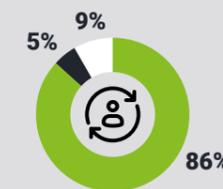
Does your business report progress against measurable objectives for leadership team ethnic diversity across time?



Source Q1A(1)
N=37

02

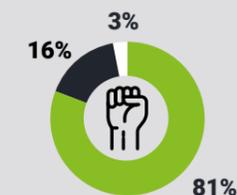
Does your business specify diversity in leadership team succession planning?



Source Q1A(2)
N=37

03

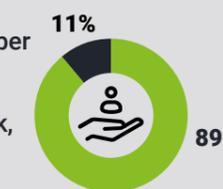
Does your business have stated initiatives for increasing ethnic minority diversity within the leadership team?



Source Q1A(3)
N=37

04

Does your business have a member of your senior leadership team act as an executive sponsor or formal senior champion for a black, Hispanic / Latino, South or East Asian, or other ethnic minority background?



Source Q1A(5)
N=37

05

Does your business have outreach programs to recruit talent from black, Hispanic / Latino, South or East Asian, or other ethnic minority background?



Source Q1A(6)
N=37

06

Does your business monitor the pay and progression of ethnic minority employees against the rest of the workforce?



Source Q1A(7)
N=37

07

As you are aware, what number of your leadership team members self-identify as being from a Black, Hispanic/Latino, South or East Asian or other minority ethnic background?



Source Q1B
N=37

08

As you are aware, what number of your board of director members self-identify as being from a Black, Hispanic/Latino, South or East Asian or other minority ethnic background?



Source Q1C
N=26

Yes No Don't know



RECOMMENDATIONS



Equity begins with how you care and support your greatest asset - your people. Changing a company's employee representation and culture takes time, and it's a shared responsibility that starts at the top. It goes beyond talent acquisition and is critical to employee retention and overall engagement. People want to feel seen, heard and have a sense of belonging at work.

I encourage each company in this report to challenge themselves by leveraging their reach and purpose to combat racial discrimination and

LIVE UP TO THE HIGHEST IDEALS OF EQUALITY AND INCLUSION.

MAGDA YRIZARRY, CHIEF DIVERSITY, EQUITY AND INCLUSION OFFICER, SVP - GLOBAL DEI AND EMPLOYEE ENGAGEMENT, VERIZON

RACE AND ETHNICITY

01

COMPLETE A DIAGNOSTIC REVIEW – ANALYZE YOUR DATA:

Take action based on real, measured facts rather than 'common sense' or opinion. Bring the same standards of informed decision-making used throughout management to the business of Diversity and Inclusion (D&I). A full analysis can help your organization understand where you may have equity issues and provide a data-based foundation in order to set goals and where to focus initiatives related to Diversity, Equity and Inclusion (DEI).

02

LOOK AT YOUR TALENT PIPELINE AND SET MEASURABLE GOALS:

Identify levels of ethnic diversity using HR data and use this benchmark to explore any structural and cultural barriers that are maintaining workplace inequalities. Apply a race and ethnicity lens to recruitment, retention and succession planning to foster the progression of all minorities across the organization. Review people processes to retain diversity. Identify barriers in career progression

and 'cliff edges' where employees leave and address this. Also consider intersectionalities, such as the combined effect of race and gender, and examine progress from different angles. Ensure there is a link from the achievement of these goals to performance criteria and/or compensation for all senior leaders.

03

BUILD AN INCLUSIVE CULTURE:

Explore whether policies and practices are underpinned by principles that actively celebrate and encourage difference. Identify whether there are mechanisms in place to enable employees to voice issues about inequality and need for change. Take steps to understand how inclusive the workplace currently is, and what could be done to improve inclusivity.

04

ENSURE LEADERS MODEL D&I:

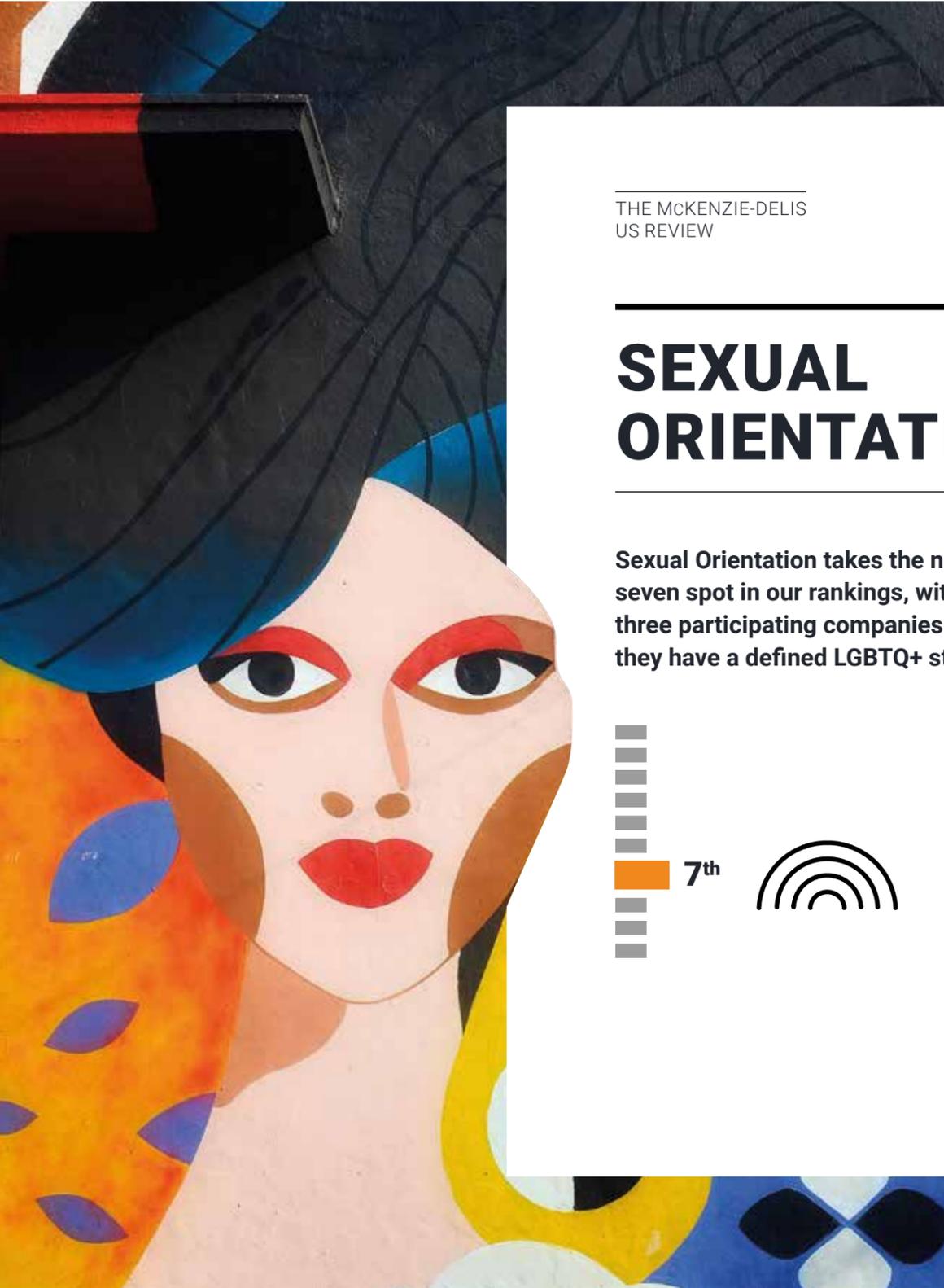
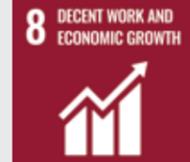
It is critical that senior leadership model D&I. When senior leaders own D&I and make themselves

a part of the D&I management process, it sets the tone for the rest of the organization to follow suit. Ensure leaders sponsor ethnic minority colleagues. Create a reverse mentoring scheme. Visibly use and champion employee resource groups.

05

BECOME ANTI-RACIST:

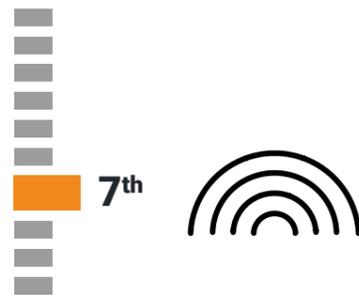
Don't just signal support – root out racism at your workplace. It's time to go beyond having a no tolerance policy towards racism and prejudice – and become anti-racist. Inaction is a form of action and adopting an anti-racist policy may involve redefining relationships to ensure that an active stand is taken and that leaders are held accountable. Anti-racist policies ensure the message is clear – you do not agree or tolerate any form of racist behavior.



THE MCKENZIE-DELIS
US REVIEW

SEXUAL ORIENTATION

Sexual Orientation takes the number seven spot in our rankings, with two in three participating companies saying they have a defined LGBTQ+ strategy



Some Progress

While many companies we surveyed support the LGBTQ+ community during Pride Month and include training on this as part of wider conscious and unconscious bias materials, it still seems to be somewhat of a taboo topic. Only half (49%) of participating companies in the US say they have at least one LGBTQ+ member on their senior leadership team. Given the sensitivity of the data, it is also infrequently tracked through voluntary surveys, leading to two in five (41%) of participating companies saying they don't know if they have a member of the LGBTQ+ community on their leadership team. However, it is coming into focus more with two in three participating companies saying they have a defined LGBTQ+ strategy.

Providing a Safe Space

Of participating companies, two in three have had senior leaders share personal stories more widely with the company. When they do, it has a positive knock-on effect, with others in the company feeling comfortable to disclose their status as well, or at a minimum feeling they are welcome. To set an example for employees, Unilever is moving to a place of self-disclosure, starting with its leaders. The company's leaders start town halls or other sessions by sharing who they are, going beyond name and title. They can include what they like, such as sexual orientation, family makeup or pets, but are encouraged, at a minimum, to share their preferred pronouns.

Further Fostering Belonging

Nine in ten companies we surveyed say they have a LGBTQ+ employee network which includes executive sponsorship from senior leaders. Dollar General calls out the work their team has done with the company's Equal network has done around creating awareness and understanding. The team recently developed a video highlighting employees from around the company, titled "My difference makes a difference," which will also be part of a broader social media campaign in 2022.





FINDINGS/ RESULTS



SEXUAL ORIENTATION KEY FINDINGS



Half (49%) of participating companies say they have at least one member from an LGBTQ+ background on their leadership team and another 41% don't know if this is the case



Seven in ten (67%) say their leadership has shared LGBTQ+ stories with the rest of the organization



Seven in ten (70%) participating companies say their leadership team has approved an LGBTQ+ strategy in the past 12 months



Three in four (76%) say they do not gather and monitor data on the sexual orientation of their leadership team



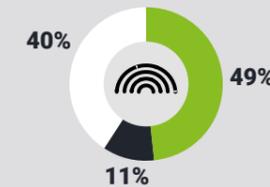
One-quarter (24%) of participating companies ask if their employees self-identify as transgender



SEXUAL ORIENTATION KEY RESULTS

01

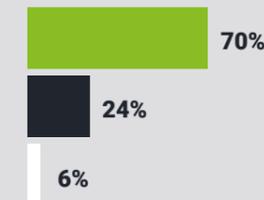
Does your business have at least one member of your leadership team from an LGBTQ+ background?



Source Q2C
N=37

02

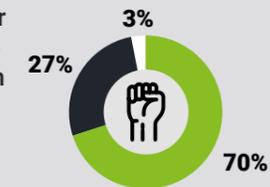
Has a member of your leadership team done any of the following in the past 12 months? Shared the stories of any visible LGBTQ+ role models from the leadership team?



Source Q2B(3)
N=37

03

Has a member of your leadership team done any of the following in the past 12 months? Reviewed and / or approved an LGBTQ+ inclusion strategy?



Source Q2B(4)
N=37

04

Has a member of your leadership team done any of the following in the past 12 months?

(1) Act as an executive sponsor or formal senior champion for an LGBTQ+ employee network?



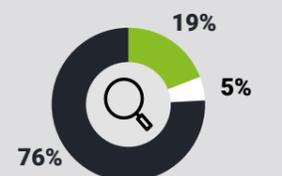
(2) Met periodically with an LGBTQ+ employee network?



Source Q2B
N=37

05

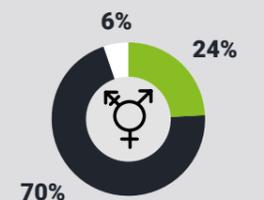
Does your business gather and monitor data on the sexual orientation of its leadership team?



Source Q2A(1)
N=37

06

Does your business ask your employees if they identify as transgender?



Source Q3A(6)
N=37

Yes No Don't know



RECOMMENDATIONS



SEXUAL ORIENTATION

01

PROVIDE YEAR-ROUND SUPPORT – NOT JUST PRIDE MONTH:

During Pride Month, many large companies take the opportunity to celebrate the LGBTQ+ community in myriad vital and visible ways. But creating a genuinely inclusive culture means taking year-round action. Take a hard look at the signals about whether your workplace is inclusive to the LGBTQ+ community—the type of language used, visuals on the website, options beyond male and female on the job application. Every time you say or do something inclusive, you give a positive signal: this is a safe environment where LGBTQ+ employees are respected and valued.

02

TAKE A HARD LOOK AT YOUR TALENT PIPELINE:

The LGBTQ+ community is underrepresented in the workplace, especially at more senior levels. Look at the representation at the manager, senior manager, director, and vice

president levels in your pipeline and find out if there is an issue. Don't assume you know the answers or solutions. Open a dialogue with the community and the management team to truly investigate and understand what the obstacles are. When shaping your culture, representation matters. Seeing members of our community being hired and rising in the ranks of an organization is crucial to building a culture of inclusion.

03

VISIBLE LEADERSHIP ACCOUNTABILITY:

As a senior leader, public statements in support of the LGBTQ+ community set the tone from the top. Demonstrate that everyone will be held accountable for their behavior and model inclusivity and allyship yourself. If you learn of or witness behaviors, practices or language that are rooted in homophobia, transphobia or misogyny, acknowledge those wrongs and take immediate action to rectify them. Being LGBTQ+ is not "obvious" or "visible" diversity, so it's important to make sure leaders' voices are part of broader discussions about diversity.

04

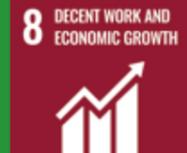
CREATE A LGBTQ+ NETWORK AND ALLY PROGRAM:

A network means LGBTQ+ employees can meet in a safe space within their place of work to relate to one another. As a focus group, network members can also help you identify and improve upon issues affecting LGBTQ+ staff, so you can continually improve your approach. Create an ally program – visual signals, like allyship stickers, can really have an influence.

05

MAKE YOUR POLICIES INCLUSIVE:

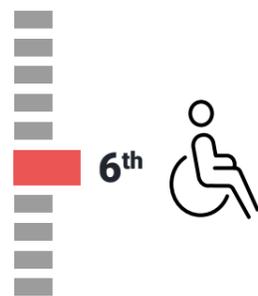
Ensure that the benefits your organization offers are inclusive, such as insurance coverage for domestic partners, parental leave for adoptions and pension benefits.



THE MCKENZIE-DELIS US REVIEW

DISABILITY

Disability ranks in sixth place. While almost all participating US companies say they offer workplace adjustments, only half say they are actively looking to promote or hire new staff with disabilities



Gaining Momentum

Although performing in the bottom half of our ten facets, from our qualitative interviews we heard disability inclusion and diversity is starting to gain momentum. Some companies, such as Walgreens Boots Alliance, have a sophisticated program to actively recruit and retain staff with disabilities (see case study), while others are now turning their attention to what is needed beyond workplace adjustments. When participating companies are focusing on disability, they often do so by creating buddying programs or coaching, as well as dedicated training to all staff. Walgreens' training ensures line managers know how to identify transferrable skills in employees with disabilities to increase opportunities.

Creating Equity

From our qualitative interviews, it is clear that the participating companies who have taken concrete steps to increase Diversity, Equity and Inclusion (DEI) for persons with disabilities are not underestimating this group. The same standards are set for persons with disabilities as others, albeit with some additional support and mentoring as needed, meaning stigma or any feelings of preferential treatment by employees without disabilities is mitigated. In turn, a culture shift is created wherein persons with disabilities are not seen as a separate group of people with special consideration, a de facto exclusion as per Dr. LaMondre Pough from Billion Strong, but rather a true integration within the workforce. Dr. Pough stresses the need to build environments where people can develop a sense of belonging.

Companies like Verizon believe it's their responsibility to drive greater accessibility and inclusion within and beyond their walls. Verizon has partnered with Teach Access, a nonprofit organization working with higher education, industry, and disability advocacy organizations to address the critical need to enhance students' understanding of digital accessibility as they learn to design, develop, and build new technologies with the needs of people with disabilities in mind.

Go to the Experts

Of the US companies we interviewed who were focusing on disability, all said they enlisted the help of the community and / or experts to first gain an understanding of the many complex issues involved. Some started with asking employees with disabilities to share experiences and workshop the most effective strategies required for a more inclusive workplace, while others enlisted the help of dedicated organizations to help them navigate the many potential pitfalls. Either way, Dr. Pough cannot emphasize enough that the community must be involved when driving decisions: "Nothing about us without us."



Thank you for your leadership. Accessibility is critical for our community and that also means WEBSITES AND REPORTS MUST BE FULLY ACCESSIBLE. The brands know it too. So will check.

DEBRA RUH, CEO, RUH GLOBAL IMPACT



FINDINGS/ RESULTS



DISABILITY KEY FINDINGS



78% of participating US companies say they encourage honest discussions around disability in the workplace



Most US companies support their staff with disabilities with the most vital aspects to do their jobs, with **89%** offering workplace adjustments and **81%** having employee assistance lines or occupational health services geared toward employees with disabilities



However, **only half (51%)** provide further support in the form of mentoring, coaching, or buddying for employees with disabilities. And only **43%** train and equip staff and line managers with specific training around disability, with many others saying they do so "on requirement" as the need arises



Over two-thirds (70%) say they identify and share best practices for recruiting and retaining staff with disabilities, but **only half (49%)** say they are actively looking to promote or increase the number of staff members with disabilities



57% train line managers to recognize and support those with mental health vulnerabilities



Three in five (59%) have a written policy on digital accessibility



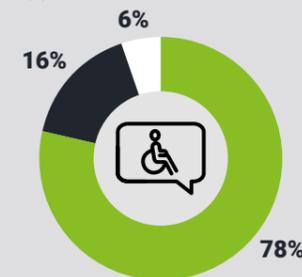
DISABILITY KEY RESULTS

Does your business do any of the following?

01

Encourage open discussions about disabilities and health conditions?

Source Q6A(3)
N=37



02

Offer workplace adjustments?



Provide occupational health service or employee assistance lines for disability concerns or issues?



Provide mentoring, coaching, buddying or other support networks for employees with disabilities?



Provide staff with specific training around disability?



Source Q6A
N=37

03

Identify / share good practices for recruiting and retaining employees with disabilities within the organization?



Have measures in place to promote and increase the number of staff with disabilities?



Source Q6A
N=37

04

Have written policies on digital accessibility?

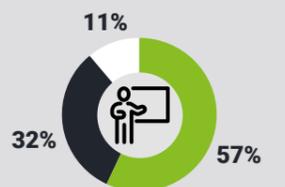
Source Q6A(8)
N=37



05

Provide training to line managers on how to recognize and support employees with mental health vulnerabilities?

Source Q9A
N=37



Yes No Don't know



RECOMMENDATIONS



The disability community is consistently left out of the executive leadership conversation. People with disabilities are often relegated to conversations about accommodations and support, but are rarely included in conversations regarding recruiting, retaining, and promoting in areas of executive leadership.

PEOPLE WITH DISABILITIES ARE THE LARGEST MINORITY GROUP ON THE PLANET THAT ANYONE CAN JOIN AT ANY TIME.

The community is comprised of innovative leaders that create value in every area of life. Organizations must be intentional about including people with disabilities as members of the executive leadership team. Perspective and representation matter.

LAMONDRE POUGH, CEO, BILLION STRONG

DISABILITY

01

MAKE SURE YOU HAVE A DISABILITY EMPLOYEE RESOURCE GROUP CHAMPIONED BY A SENIOR EXECUTIVE:

Assemble a cross-functional team from across the business to join the ERG. Over 90% of people with disabilities have conditions which are not immediately visible. Creating a supportive network where people feel able to ask for the support they need is key to employee productivity and enabling everyone to bring their “whole selves” to work.

02

TAKE TIME TO UNDERSTAND PERSONAL CIRCUMSTANCES:

No two disabilities are the same and taking time to understand individual strengths and barriers is critical to success. Ensure targets, training and development plans are personalized in order to help people achieve, progress and ultimately lead.

03

EVALUATE YOUR RECRUITMENT STRATEGIES AND PROCESSES:

People with disabilities represent one of the world’s largest untapped talent pools. With companies facing distressing levels of turnover, broadening your recruitment strategies can pay big dividends.

04

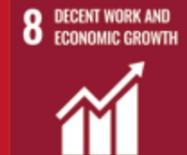
DRIVE INCLUSIVE DESIGN AND COMMUNICATIONS:

Design with disability in mind. Involve disabled people from the start and build in “road bumps” and user testing so that as you develop a new product, policy or process, you review it with an accessibility and inclusivity lens. Commit to reviewing external and internal communications and developing easy-read/accessible communications and use video and audio to communicate key messages simply and with clarity.

05

BUILD AND SUPPORT NEURODIVERSITY IN THE WORKPLACE:

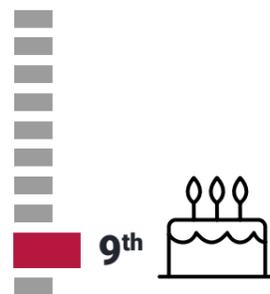
Adjust your hiring practices to reframe their idea of what makes a “good candidate.” Soft skill training is a critical part of building a neurodiverse workforce, not just for neurodiverse employees, but for all employees and especially managers, who need to be educated about what it’s like to be on the spectrum. Individuals with neurodiversities may be sensitive to things like temperature, sound, and lighting. Be prepared to provide accommodations such as noise-canceling headphones, privacy rooms, or flexible work schedules, so employees can be their most productive.



THE MCKENZIE-DELIS US REVIEW

AGE AND GENERATION

Age ranks in second-last place of our ten facets. While more general policies such as flexible working benefit older workers, the number of participating companies who say they focus on older workers through line management training, knowledge sharing or peer support networks is low



Supporting Older Workers

Older workers of participating US companies are benefiting from wide-ranging work flexibility, often instituted or expanded during the pandemic, including work from home, part-time or reduced hours and opportunities to change roles or retrain. However, further dedicated support once older workers come onboard is less common. Only two in five companies surveyed provide specific age diversity training to line managers and very few have any sort of peer support network for older workers.

Reducing Age Bias

That said, the participating companies who are taking steps to reduce age bias are tackling recruitment, training, awareness and other support. In our qualitative interviews, companies shared how they re-evaluated their recruitment process by blinding CVs, including banishing years of experience as an example. Walgreens provides training to staff on how to recruit and manage age-diverse teams.

Important Topics for Older Workers

Some participating companies tapped into important topics for this group, such as feeling valued, retirement and menopause. In our qualitative interviews, we heard how older workers, particularly in companies with a younger workforce, can feel self-conscious, forgotten or less skilled. These issues were tackled with specific training, reverse mentoring and open forums where they could be raised. Other companies created learning sessions dedicated to older workers in the likes of "As You Approach Retirement", setting them up for a successful transition, while others set up employee resource groups and support dedicated to menopause.





FINDINGS/ RESULTS



AGE AND GENERATION KEY FINDINGS



Work flexibility is high among participating US companies, with most saying they allow work from home (95%), the opportunity to change roles and / or retrain (89%), and working part-time or reduced hours (81%). However, taking sabbatical leave is less common (32%)



Almost all participating companies support employee wellbeing, such as having an occupational health service



Data collection on age diversity is high, with **86%** saying they collect and monitor this data



70% of participating companies have specific measures in place to reduce age bias in recruitment, as well as ensuring best practice sharing and learning across generations (65%)



However, further support once older workers come onboard is less common, with **half (49%)** providing specific age training to line managers on how to support age diverse teams, and few saying they have training specifically for older workers (14%) or a peer support network for older workers (11%)



Of participating companies who disclosed age, on average **nine in ten** of board members were 50 years or older, with one in ten between 36 and 49. None were 35 or younger



AGE AND GENERATION KEY RESULTS

01

Which, if any, of the following opportunities does your business offer? Please select all that apply.

Source: Q5B
N=37



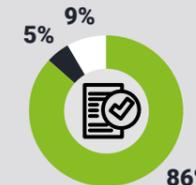
Does your business support employee health and wellbeing, for example, by providing access to an occupational health service?

Source: Q5A(5)
N=37



Does your business gather data to monitor the age diversity of your workforce?

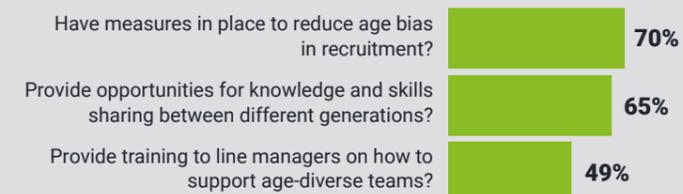
Source: Q5A(1)
N=37



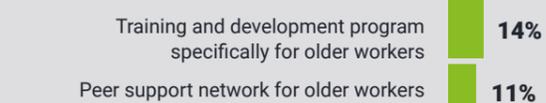
■ Yes ■ No ■ Don't know

02

Does your business:



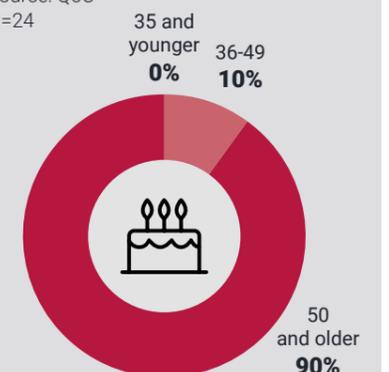
Which, if any, of the following opportunities does your business offer? Please select all that apply.



Source: Q5A and Q5B
N=37

How many of your Board of Director members in the US fall into each of the following age brackets?

Source: Q5C
N=24





RECOMMENDATIONS



A trend that was accelerated by the pandemic, work flexibility is now a “normal” state of affairs for almost all organizations, and will continue to be so for purposes of employee engagement, productivity and retention. I hope to see a similar shift in performance evaluation – not how many hours did you work and where – but what outcomes did you produce and how?

I’m not sure that older workers need special support or training – but, if they are in the minority, they may have an increased need for respect and inclusion as afforded to all other team members. In some situations, accommodations for age diminished hearing and sight may be in order (via the organization’s health and benefits plans).

Creating an understanding of the interdependence of team member success is crucial – regardless of generation. Cultivate curiosity about difference. Increasing training to line managers who are supporting age diverse teams (and team’s training!) seems the most impactful factor beyond reducing age bias in hiring.

KAREN WALKER, PRESIDENT AND PRINCIPAL CONSULTANT, KAREN WALKER US

AGE AND GENERATION

01

ADD AGE TO THE COMPANY’S DIVERSITY, EQUITY AND INCLUSION STRATEGY:

Ensure that age is a key area to track and measure in recruitment, talent development and succession planning. Develop age diversity training for managers and staff to address issues related to ageism. Assess workplace policies, practices and protocols to ensure that they are meaningful to employees regardless of their age or life stage.

02

USE DATA TO UNDERSTAND YOUR WORKFORCE:

Employers need to analyze their data by age to understand whether they are treating older candidates and employees fairly when it comes to recruitment, performance, training and progression. Use strategic workforce planning to understand the diversity and skills profile of the workforce and the extent it is equipped to meet the

organization’s future skills and labor requirements. Use this data to inform recruitment and people management and development practices.

03

IMPROVE RECRUITMENT PRACTICES TO ELIMINATE BIAS:

Test the wording of your job adverts to see how it affects who applies. Group and anonymize CVs when reviewing them. Pre-commit to a set of interview questions that are related to performance on the job. Focus interviews on collecting information, not making the decision.

04

INTRODUCE REVERSE MENTORING SCHEMES:

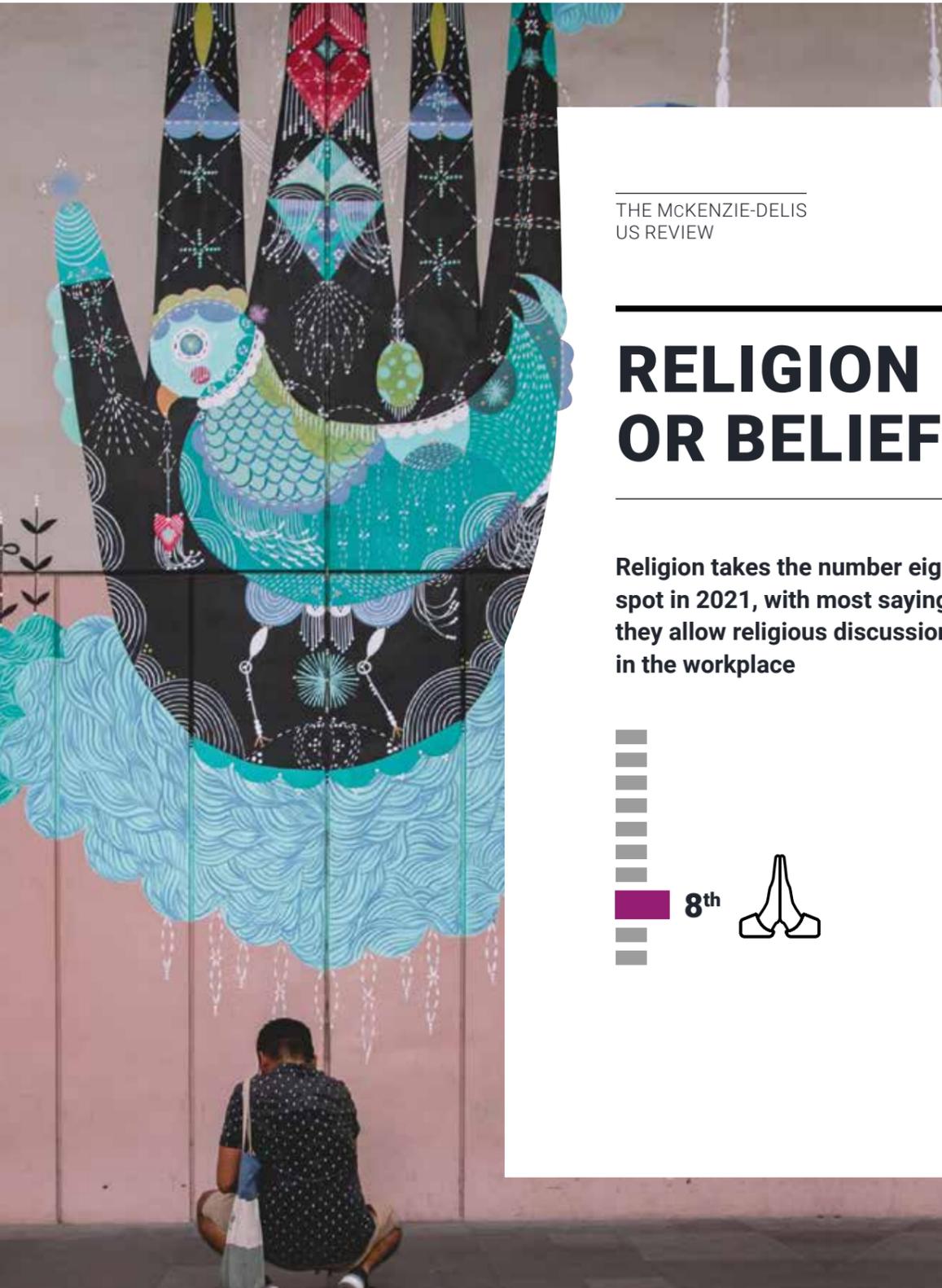
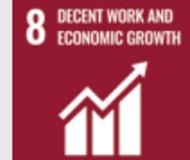
Encourage a learning and development culture organization wide. Encouraging the relationships between different generations,

levels and diversities across the workforce promotes professionals to share their knowledge and experience while creating a harmonious and more engaging environment within which to work.

05

OFFER FLEXIBILITY AND PHASED RETIREMENT OPTIONS:

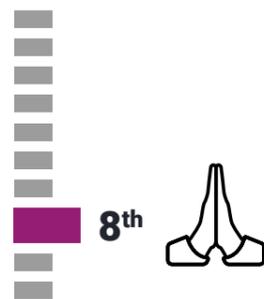
Have open and honest conversations with older workers without making assumptions about their retirement intentions. Offer flexible working. Changes in working arrangement can support those with changing health, energy or caring responsibilities.



THE MCKENZIE-DELIS US REVIEW

RELIGION OR BELIEF

Religion takes the number eight spot in 2021, with most saying they allow religious discussions in the workplace



Religious Tolerance is High

While religion does not appear to be top-of-mind for the companies we spoke with, seven in ten say they allow open discussions around religion, and most agree their workplace recognizes the benefits of a wide range of religions. Similarly, almost all of the companies surveyed allow religious clothing or symbols, and time off for religious holidays. Dollar General provides each employee three personal holidays to use however they like.

Balancing Religion and Interpersonal Relationships

As most participating companies do allow open conversations on religion and appreciate the diversity this brings, it can also create tension when religious or non-religious beliefs clash. The companies we spoke with said they avoid conflict by encouraging employees to be open about their faith and associated values, but setting clear guidelines on what constitutes professional business conduct at the same time. This means that oftentimes religious conversations are centered around holy days and celebrations, which tend to be happy occasions and less controversial.

Education and Awareness

Many participating companies say they celebrate and create awareness around different religious festival and holy days. Dollar General takes its education on beliefs to a new level. The company has “We Connect”, an initiative wherein discussions on beliefs are strongly encouraged, alongside discussions of values, relationships / families, education, different cognitive or physical abilities, and careers. Dr. Johné Battle, VP of Diversity and Inclusion (D&I) at Dollar General says “connecting on these levels leads to FCT – familiarity, comfort and trust. This is how we intentionally model bringing our authentic self to work.”





FINDINGS/ RESULTS



RELIGION OR BELIEF KEY FINDINGS



Religious tolerance is generally high among the US companies we surveyed, with most strongly or somewhat agreeing that their workplace recognizes the benefits of a wide range of religions (81%) and another 84% strongly or somewhat agreeing employees can speak openly about their religion



On the flip side, most strongly or somewhat disagree that their workplace is considered a secular place with religious discussions not allowed (65%), and just over half (54%) strongly or somewhat disagree that their employees have raised religious grievances which are difficult to resolve



76% of participating companies allow open discussions about religion and beliefs
97% allow specific time off for religious holidays and holy days, and 92% allow religious clothing or symbols in the workplace



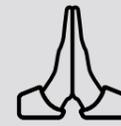
Seven in ten (70%) provide a dedicated prayer space, and half (54%) cater to different dietary requirements



Two in five (43%) take specific steps to ensure managers are aware of their staff's religious needs



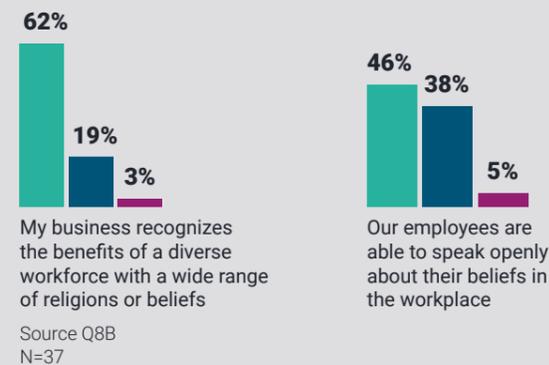
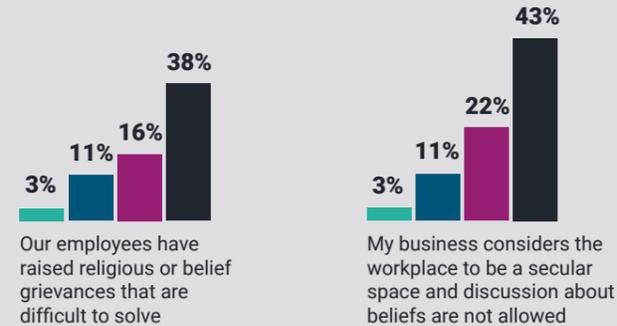
Data on religion is not collected



RELIGION OR BELIEF KEY RESULTS

01

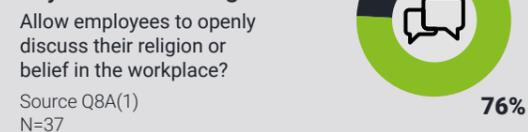
To what extent, if at all, do you agree or disagree with the following statements?



Legend: Strongly Agree (Teal), Somewhat Agree (Blue), Somewhat Disagree (Purple), Strongly Disagree (Black)

02

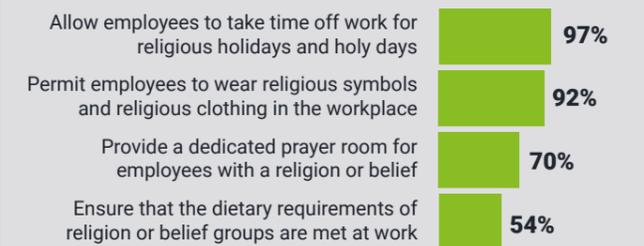
Does your business do any of the following?



Source Q8A(1) N=37

03

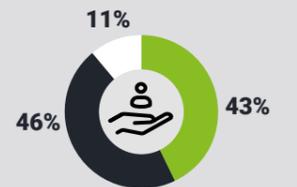
Does your business do any of the following?



Source Q8A N=37

04

Does your business: Take steps to ensure that managers are aware of the religion and belief needs of its employees?



Source Q8A(2) N=37

05

Does your business: Collect and monitor employee data by religion or belief?



Source Q8A(7) N=37

Legend: Yes (Green), No (Black), Don't know (White)



RECOMMENDATIONS



Alfa recognizes the importance of individually held religious beliefs to persons within its workforce. Our supportive approach to religious diversity is detailed in our equal opportunity policies. We provide spaces for those who wish to carry out religious activities during the working day and

FLEXIBILITY

for people to respect their religious practices. We celebrate various religious holidays internally via awareness blogs and events & use our corporate voice externally to raise awareness.

ANDREW DENTON, CEO OF ALFA

RELIGION OR BELIEF

01

ENSURE YOUR DIVERSITY AND INCLUSION (D&I) POLICY HAS RELIGION AND BELIEF EMBEDDED:

Your D&I policy should be a holistic and inclusive framework. It is vital to offer training to all employees and to discuss what is acceptable in terms of discussing faith in the workplace. Include more in-depth leadership training to support their teams in the most inclusive way. Ensure religious diversity is taken into account in recruitment, selection, promotion, training and development, reward and retention. Consider a dedicated D&I discussion with new recruits to ensure any occupational or religious requirements are addressed from day one.

messages, providing leadership support for employee-led religious events and showcasing diverse employees and the work of ERGs. Where possible, ensure religious practices are encouraged by enabling colleagues to flex the working day to carve out prayer time or to schedule annual leave with respect to religious festivals and celebrations. Colleagues are also encouraged to embrace diverse traditions, cultures and identities through self-education.

02

CELEBRATE DIFFERENCES – BELIEF AND NON BELIEF:

Celebrating the variety of cultures, customs and religious beliefs throughout the calendar year provides great opportunities for employees to come together, celebrate their colleagues and learn something new. Try marking holidays in internal communications

03

SAFE SPACES AND FAITH NETWORKS ARE IMPORTANT:

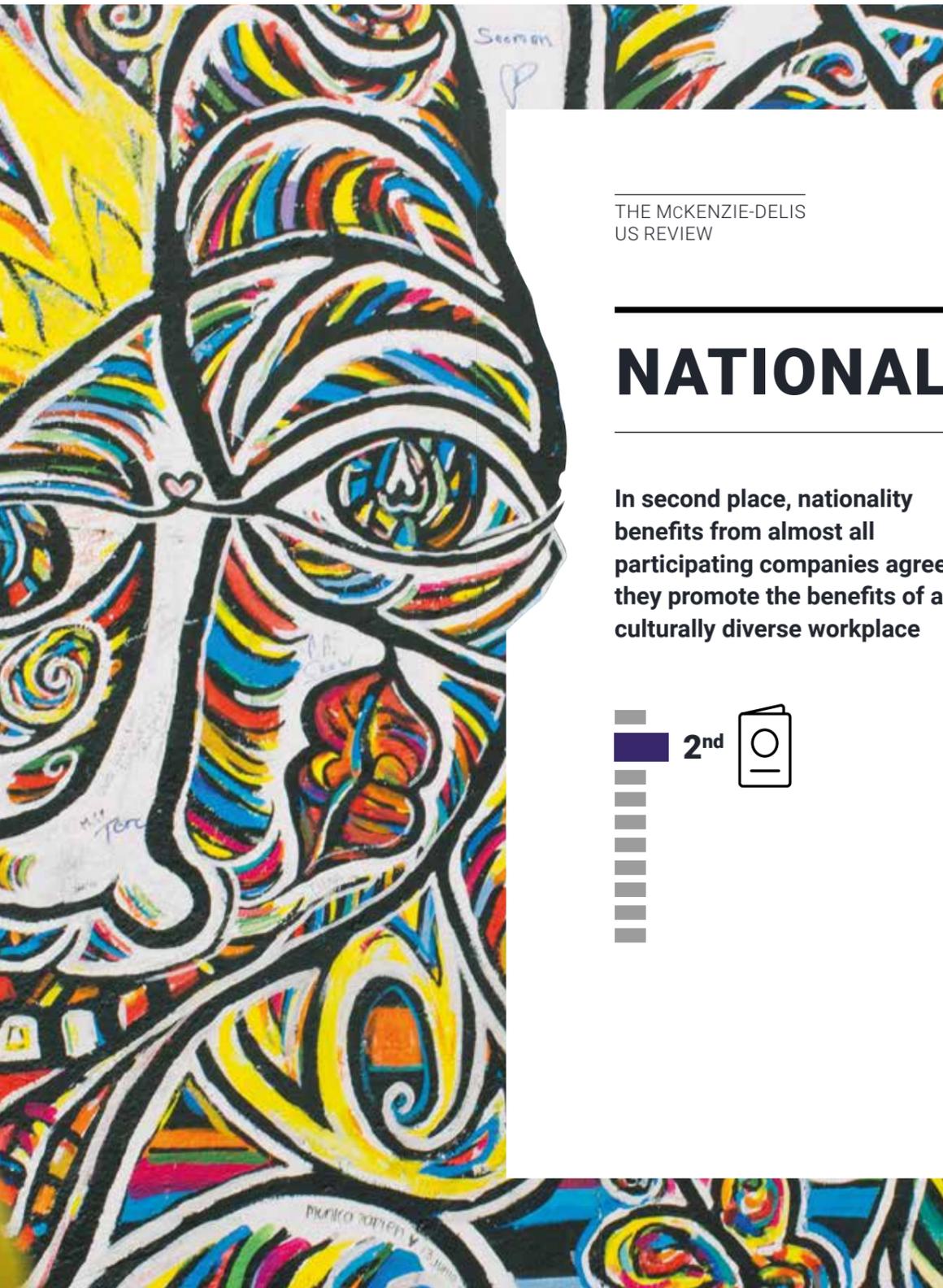
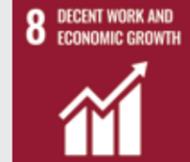
In addition to dedicated spaces for prayer and other religious practices, organizations can establish Employee Resource Groups (ERGs) or Faith networks that bring together various communities, including religion. These ERGs not only provide mentoring and networking opportunities for other employees; they also provide employers with a valuable source of feedback for ways in which the organization can boost its D&I. Membership should

be open to all and the networks provide a great opportunity to learn about and respect difference.

04

BE OPEN AND TRANSPARENT ABOUT D&I:

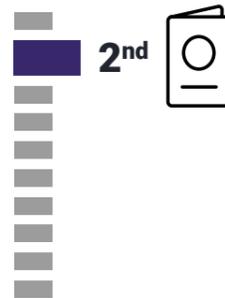
These measures sit within a broader need to showcase the company's values on D&I. A codified D&I policy that is easily accessible both externally and internally sends an important message, whilst creating a virtual training program to ensure all employees understand the policy further reinforces the importance of D&I to the organization. Lastly, ensuring there is a clear and simple process for reporting any instances of bullying, harassment or discrimination provides the reassurance for employees that they have a voice and that their voice will be heard.



THE MCKENZIE-DELIS US REVIEW

NATIONALITY

In second place, nationality benefits from almost all participating companies agreeing they promote the benefits of a culturally diverse workplace



Celebrating Differences

Through our qualitative interviews, it is clear that participating companies value the differing perspectives other cultures bring, spurring innovation and creativity. Almost all say their company actively promotes a culturally diverse workforce, often through regular education campaigns or lunch and learns. Participants with global reach also cite the critical need for strong cultural and community understanding of the local markets they operate in. Being locally relevant by matching the workforce to the local population unlocks that market's potential.

Training and Support

Most companies say they include cultural-sensitivity modules within the wider Diversity, Equity and Inclusion (DEI) training they mandate. Seven in ten specifically provide training for employees and line manager on working in a culturally-diverse workforce. Pfizer responded to the 2021 Afghanistan refugee crisis by creating a comprehensive program to help refugees settle and find jobs, which includes training on resume development, interview preparation, job searches, reverse resume-matching for open roles and Pfizer and much more (see case study).

Understanding Nationality Makeup

Half of participating companies currently collect the nationality of their employees, however it is unclear to what degree this data is used. 57% say they do not know what percentage of their workforce is made up of non-US citizens. When companies do track it, two in five say 30% or more of their workforce is made up of non-US citizens. Given the high rate of non-US workers, it is not surprising most participating companies aim to ensure a fair recruitment process for non-US citizen and provide sponsorships or visas to the right candidates.



Cultural diversity and nationality is recognized and established as a key facet of diversity, driving breadth of background, experiences and beliefs. What the survey tells us is that there is much more progress to make in terms of mutual understanding and respect to enhance the

INCLUSION OF THIS TALENT

to maximize and drive effectiveness of this talent. This would ensure this talent is developed, sponsored and both the workplace and culture is more effective for it to thrive.

DEAN CURTIS, GROUP MANAGING DIRECTOR – RISK & BUSINESS ANALYTICS, RELX



FINDINGS/ RESULTS



NATIONALITY KEY FINDINGS



Half (54%) of companies surveyed say they collect data on what countries their employees come from



18% say 30% or more of their workforce is from abroad (or 42% of those who know the makeup of their workforce)



Most (95%) participating US companies promote the benefits of a culturally diverse workforce and **seven in ten (73%)** offer inclusivity training on how to work in a culturally diverse workplace



81% of participating companies feel they take steps to ensure hiring practices are fair for non-native applicants, with two-thirds (73%) offering visas and sponsorships



76% offer support or guidance to non-US workers for any challenges or discrimination they may face

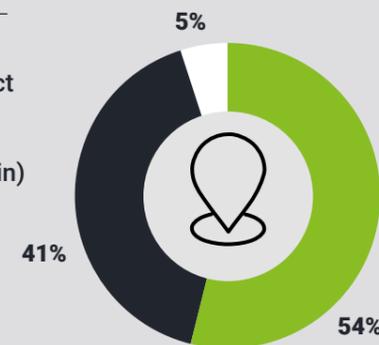


NATIONALITY KEY RESULTS

01

Does your business collect data on the nationality (i.e. country of origin) of employees?

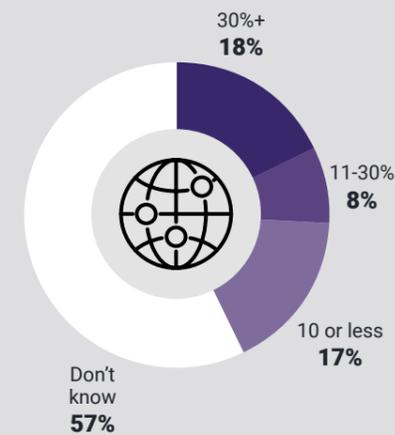
Source Q7A
N=37



02

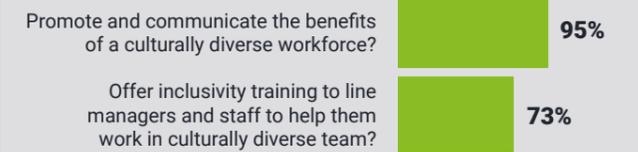
Approximately what percentage of your workforce is from outside the US? Please give your best estimate.

Source Q7A(1)
N=37



03

Does your business:



Source Q7B
N=37

04

Does your business:

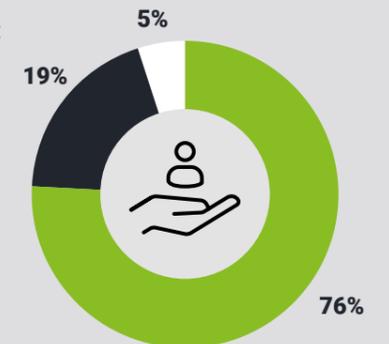


Source Q7B
N=37

05

Does your business: Offer support and guidance to non-US workers for any challenges or discrimination they may face whilst integrating into teams?

Source Q7B
N=37



Yes No Don't know



RECOMMENDATIONS



We have many different nationalities working for us. Over the last few years we have dedicated more time to

COLLABORATION

and working across countries to bring together different ways of thinking. We have put in place workshops to support leaders who lead different cultures and to maximize the ways of thinking and approaching their work to enable productivity.

SUZIE WELCH, CHIEF PEOPLE OFFICER,
ODEON CINEMAS GROUP

NATIONALITY

01

CELEBRATE YOUR ORGANIZATION'S BREADTH OF CULTURE AND DIFFERENCES:

The best way to show your colleagues that you respect and appreciate them is by being open to the traditions and values of all cultures. This means avoiding promoting or embracing only one culture in the workplace. Every culture has its own feelings about work, authority, time and what each person's relationship to the employer or organization should be. Failing to understand or respect how these cultural priorities, such as time to pray or time with family, affect a team member's lifestyle can lead to an ineffective team.

02

USE DATA TO UNDERSTAND YOUR WORKFORCE:

Invest time in learning what different nationalities are represented in your organization across all levels. Use this insight to understand if you have areas that are a singular nationality and where there is more of a mix. Use these insights to form an inclusion action plan that recognizes and respects the makeup of the workforce.

03

CONSIDER CULTURAL TRAINING:

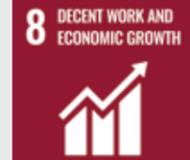
Spend time opening minds and changing mindsets by educating your workforce about the different cultures of their colleagues. Think about more formal cultural training, dependent on your workforce make

up, to immerse the teams in the values & norms of the different cultures they will interact with.

04

BE RESPECTFUL OF LANGUAGE BARRIERS:

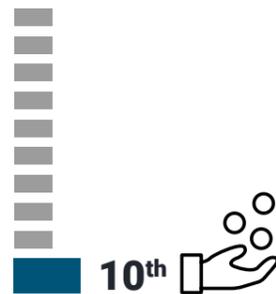
A common challenge when working with different nationalities is language barriers between employees, especially if they have different mother tongues or strong accents. Remember to give those speaking a different language the time and space required to communicate effectively. Encourage people to get to know their colleagues beyond the surface assumptions by learning about their personal as well as work lives.



THE MCKENZIE-DELIS US REVIEW

SOCIO-ECONOMIC STATUS

Ranking in last place, socio-economic status is slowly gaining ground, particularly in participating companies with traditionally white-collar roles



Gaining Ground Slowly

While socio-economic status is not top of mind for many of the companies we surveyed, it is gaining traction, particularly in more traditional white-collar professions. Participating companies in industries with lower representation of those from lower socio-economic backgrounds say they are beginning to understand that including and nurturing this talent amplifies all voices, drives innovation, and accurately represents the community they or their clients often wish to target.

Targeted Recruitment and Progression

Seven in ten of the companies we surveyed say they have specific outreach programs to recruit talent from lower performing schools or socio-economic backgrounds. Often these programs are run in partnership with universities and other organizations. Half also say they use contextual recruitment practices, taking applicants' unique personal circumstances into account when evaluating.

Dollar General pays close attention to how employees from lower socio-economic backgrounds fare. The company has instituted two succession planning sessions every year. The first is general succession planning, the second focuses solely on underrepresented talent across the organization to create more access to opportunities.

Hard to Measure

But gathering the data on socio-economic status is tricky. The companies we interviewed cite hesitancy of the workforce to disclose such information, as employees feel they may be disadvantaged further or discriminated against, or even feel they are being disloyal to their family. As such, almost no company we surveyed currently collects socio-economic data of its workforce.



FINDINGS/ RESULTS



SOCIO-ECONOMIC STATUS KEY FINDINGS



70% of companies do not require undergraduate education for trainee positions



Two in five (41%) look at college/university backgrounds of leadership candidates or promotions



Only 11% collect and monitor data on the socio-economic background of their workforce, making it difficult to understand the size of the issue



70% of participating companies say they have specific outreach programs to target candidates from lower performing schools or socio-economic backgrounds



Half (54%) say they use contextual recruitment practices to support these applicants



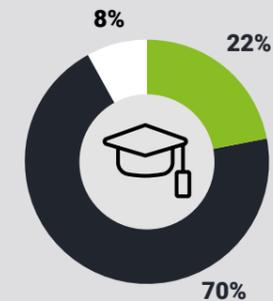
SOCIO-ECONOMIC STATUS KEY RESULTS

Does your business:

01

Require applicants for trainee positions to be educated to at least undergraduate level?

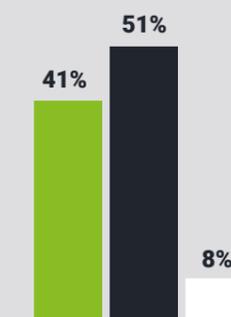
Source Q4A(5)
N=37



02

Take into consideration the college / university background of employees you recruit / promote to your leadership team?

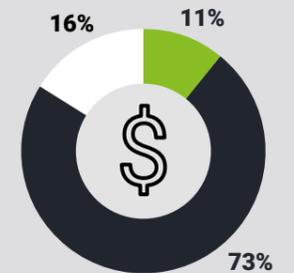
Source Q4A(6)
N=37



03

Collect and monitor data on socio-economic background (e.g. parental qualifications, types of school attended, eligibility for free school meals)?

Source Q4A(2)
N=37



04

Actively promote internships and entry-level positions to young people from lower socio-economic backgrounds?

70%

Use contextual recruitment practices to support applicants from underperforming schools and less advantaged backgrounds?

54%

Source Q4A
N=37

Yes No Don't know



RECOMMENDATIONS



CIRCUMSTANCES OF BIRTH, INCLUDING A BACKGROUND GROWING UP IN LOW-INCOME HOUSEHOLDS, SHOULD NOT LIMIT OR BE A PREDICTOR OF HOW FAR ONE'S TALENTS AND DRIVE WILL TAKE THEM.

That is why the inclusion of socio-economic status as one of the ten diversity facets in the McKenzie-Delis Review is critically important for this holistic view of diversity, equity, inclusion and belonging (DEIB). Socio-economic class is an often overlooked dimension of diversity, although research has shown that over time the salary earnings for people from low-income backgrounds lag behind their peers from higher income backgrounds and biases associated with socio-economic status indicators have unfairly limited access and opportunities. I'm encouraged that this report will inspire all to continue creating equitable opportunities for all, including those from low-income backgrounds.

TINISHA AGRAMONTE, CHIEF DIVERSITY OFFICER, MOTOROLA SOLUTIONS

SOCIO-ECONOMIC STATUS

01

LEADERSHIP ADVOCACY:

Asking a senior leader to speak out or share a personal story relating to privilege or their specific upbringing can inspire others and help break down barriers associated with socioeconomic factors. This can break down taboos that come with people who have had different upbringings. Work to change negative stereotypes people may have relating to social and economic factors, such as income, education, employment, community or housing. Having leaders respect and embrace different economic backgrounds can allow others to feel safe to share their own stories and experiences and feel proud of their background, regardless of where they have come from.

02

COLLABORATE WITH LOCAL AND GLOBAL COMMUNITIES TO RAISE SKILLS AND ASPIRATIONS:

Work with your local or global communities where there are more commonly lower socio-economic backgrounds. Find training and solutions that can support these communities to raise skills, support recruitment and talent through this

work. Programs can include apprenticeships, educational support systems such as talks in local schools or educational establishments to support skill growth and show the opportunity.

03

APPRENTICESHIP PROGRAM:

Apprenticeships are a tried and tested way that employers can drive socio-economic diversity within their organization. Apprenticeships provide a unique solution to help attract people from a wider talent pool. Creating an apprenticeship program shows a commitment to developing a fair, diverse and inclusive workplace in which people feel welcome and can just be their true selves.

04

DEVELOP ROBUST EVIDENCE AND PRACTICAL ACTION:

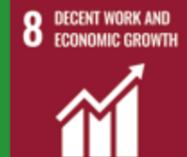
Understand your socio-economic data. Collecting the data will provide the evidence required to take action and remove any potential barriers facing those from lower socio-economic backgrounds.

That action could include:

- New recruitment programs focused on 'inclusive hiring techniques' dedicated to bringing in talent from lower socio-economic backgrounds at middle management and senior levels, such as blind screening / removal of educational background.
- Development of reverse mentoring programs that can break down misconceptions and be mutually beneficial on the exchange of skills and experience.
- Introduction of mandatory socio-economic mobility training focused on raising awareness on socio-economic exclusion.
- Performance development programs inclusive of colleagues from lower socio-economic backgrounds.



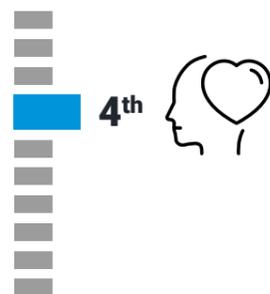
DIVERSITY AND INCLUSION
ARE AT THE HEART OF THE
UNITED NATIONS SUSTAINABLE
DEVELOPMENT GOALS (SDGs)



THE MCKENZIE-DELIS
US REVIEW

MENTAL HEALTH

Mental health sits in fourth place of the 2021 rankings. As the awareness of mental health has expanded significantly over the last two years, participating companies say they are supporting their employees with mental health care access



Affects All

Mental health has been a big topic for participating companies, with three-quarters saying they have a mental health strategy. With the increase of depression and anxiety due to the stresses of the ongoing pandemic, most of these strategies include both preventative measures and proactive support for those immediately impacted.

Support Systems

The types of support systems vary. Many of the companies we interviewed publish regular newsletters encouraging activities that drive positive mental health. Some have mental health first aiders, a group of employees trained on mental health support. Others go the extra step of training line managers as part of wider wellbeing programs so they can have the right conversations with employees and take care of their team.

Remote Working

Many studies have shown that, after the initial novelty wore off, remote working during the pandemic has increased employee stress and burnout, exasperating the mental health crisis we find ourselves in. What's more, remote working means employees miss the daily informal interactions they used to have with colleagues, making it more difficult to check in or spot someone who could use help. To combat this, some of the companies we interviewed make sure managers have daily check-ins with remote employees, even if it is as simple as sending a "Hello" over chat.



Statistics around mental health are encouraging, but what is the action taken to provide small therapies to the situation? Understanding the problem exists is not enough to enact a solution. Just as the simple act of talking about "mental health" does not create cohesion with handling the complexities of the working world and how it affects us as human beings. What will come of this? Is there a future where there will be a Chief Mental Health Officer? I fear that the role is often pawned off to the Head of HR, yet that is an inappropriate band aid, rather than a remedy.

THE COMMERCIAL WORLD IS DIFFERENT NOW, JUST AS THE EMPLOYEES WORKING WITHIN THIS WORLD ARE.

Compensation does not necessarily lead the way anymore for candidates, just like the days of 30-year tenures are a thing of the past. Instead, a blended approach that seeks to allow for happiness, understanding of needs (ancillary benefits), continuous improvement, and appropriate support will surely lead to better retention, if not, at the least, a more pleasant and understanding working culture. At the heart of this new way of employment stands the facets of mental health.

MICHAEL KAMINS, EVP NORTH AMERICA,
THE GAP PARTNERSHIP



FINDINGS/ RESULTS



MENTAL HEALTH KEY FINDINGS



76% of participating companies have a mental health strategy



All participating US companies are keen to support their employees with access to quality mental health care, and **three in five (62%)** provide mental health training



Just over **three-quarters (78%)** take steps to eliminate discrimination in the workplace against employees with mental health vulnerabilities



One-quarter (27%) of companies track and monitor absenteeism, leavism and presenteeism in order to understand the impact of mental health on the workforce and organization



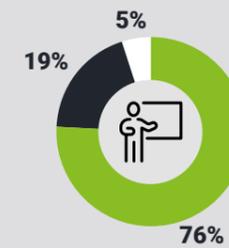
MENTAL HEALTH KEY RESULTS

Does your business:

01

Have a mental health strategy / plan for all employees which includes education, awareness and tackling stigma?

Source Q9A(1)
N=37



02

Provide employees with access to quality mental health care, services and support?



Provide mental health training?

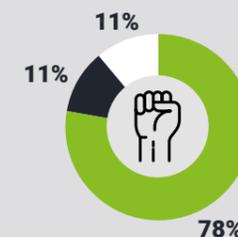


Source Q9A(1)
N=37

03

Take steps to eliminate discrimination against employees with mental health vulnerabilities or developmental disability in your workplace?

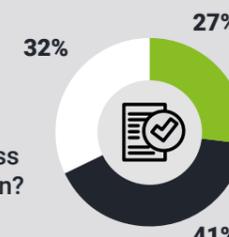
Source Q9A(5)
N=37



04

Track and monitor absence, presenteeism, and leavism to understand the impact of mental health, wellbeing and mental illness on individuals and the organization?

Source Q9A(3)
N=37



Yes No Don't know



Protecting and improving the health of our colleagues benefits our people and our organization. Royal Mail is one the UK's largest employers, investing in the wellbeing of our people also

DELIVERS ECONOMIC AND SOCIAL BENEFITS

to the communities we serve. Throughout the pandemic, we have continued to share health and wellbeing campaigns, communications, guidance and signpost colleagues to support including to our employee assistance program. This includes for physical and mental health; domestic abuse; suicide; bereavement; isolation; financial wellbeing and the impact of being a key worker.

We have provided equipment and have shared guidance on work stations and a range of guidance to ensure home-based colleagues are looking after both their physical and mental health and feel connected to their colleagues.

ZAREENA BROWN, CO-CHAIR OF THE MCKENZIE-DELIS FOUNDATION AND CHIEF PEOPLE OFFICER, ROYAL MAIL



RECOMMENDATIONS



Especially during these rapidly evolving times in the workplace and in our communities, it is essential that companies embrace mental health as a priority.

MENTAL HEALTH IS SET TO BE THE MOST SIGNIFICANT ISSUE EMPLOYEES, AND COMPANIES, FACE,

precipitating the importance of leadership action. This report sets an important benchmark on mental health, and other important issues, encouraging much needed conversation and engagement.

KATRINA GAY, CHIEF DEVELOPMENT OFFICER, STRATEGIC ALLIANCES & DEVELOPMENT, NAMI

MENTAL HEALTH

01

LEADERSHIP VULNERABILITY AND SAFE SPACES:

The pandemic has driven mental health needs to record levels irrelevant of role, level, and past history. Asking a senior leader to speak out or share a personal story relating to mental health can inspire others and help break down barriers. It also has the effect of allowing others to feel safe to share their own stories and experiences. With trends such as male suicide hitting a two decade high, it's even more important to create an open leadership culture where people feel they can share their worries, anxiety and stress.

02

COMPASSIONATE LEADERSHIP:

Ensure all leaders are trained and have access to resources and confidential support for **themselves** and their teams. These should be visible and promoted internally and externally to reinforce the

organization's intentions when it comes to mental health. Internal or external workshops and webinars delivered by experienced and qualified mental health professionals can educate and engage staff. Sessions could range from how to manage anxiety, stress or depression to how to support others through bereavement.

03

MENTAL HEALTH AND WELLNESS TRAINING NEEDS TO CONTINUE TO SCALE:

Invest the time and resources by upskilling mental health and wellness champions within the workforce. Mental health first aid is a good place to start as it teaches people how to identify, understand and support a person who may be starting to develop issues, thus potentially eliminating them later on down the line.

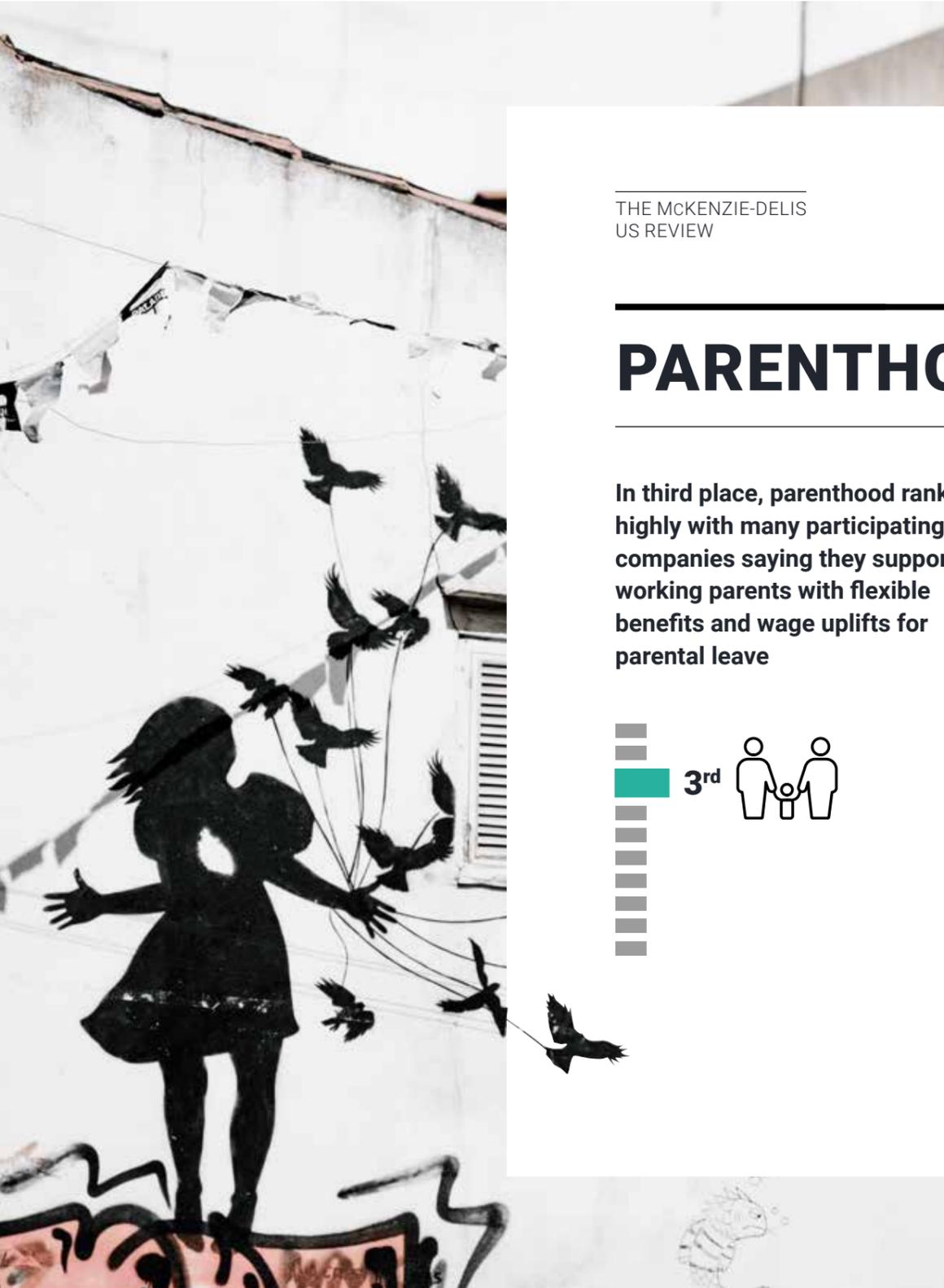
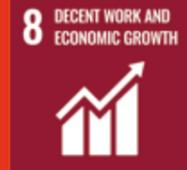
04

PROMOTING HEALTHY LIFESTYLE CHANGES ALONGSIDE MAKING MENTAL WELLNESS AN EMPLOYEE PRIORITY:

This can be simple tactics that support their work / life balance or social interaction in our new virtual reality, as well as education tools and resources on mental wellness and healthy lifestyle options. Supporting well known initiatives such as World Mental Health Day is a great way to show interest in improving mental health and wellness at work. Campaigns such as these often allow further access to resources such as tools, marketing and banners to support your organization's initiatives.



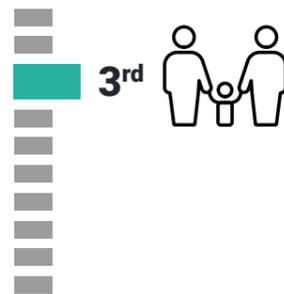
DIVERSITY AND INCLUSION ARE AT THE HEART OF THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)



THE MCKENZIE-DELIS US REVIEW

PARENTHOOD

In third place, parenthood ranks highly with many participating companies saying they support working parents with flexible benefits and wage uplifts for parental leave



Flexible Work Benefits

The pandemic and home working has put a spotlight on working parents and other carers. It has increased the need for employees to pivot from professional to personal more frequently, and companies who we surveyed have largely responded by allowing flexible working. Whether this trend continues after the pandemic remains to be seen, with many participating companies qualitatively saying their workforce is returning to the office more and more.

Dedicated Support

Just under half of the companies we surveyed have dedicated parental support beyond the flexible work that is now standard. This often comes in the form of parent training workshops, and ensuring line managers are equipped to support.

Parental Policies

Three-quarters of the companies we surveyed publicly state their offering for parental leave. Those who do have told us qualitatively it enables them to attract the best talent. Almost all of the companies we surveyed offer an increase in statutory maternity pay, with slightly fewer saying the same of paternal or adoption pay. This discrepancy in who qualifies for an uplift in pay highlights the need for parental policies to be reviewed, as many are outdated and focused primarily on expecting mothers, with some consideration to expecting fathers.



We spend a lot of time talking about family across our cinemas and in our support offices. We want people to have

FLEXIBILITY

to work in a way that works for them. Whether that is enabling them to watch their child in a school play, for example or changing shifts with someone to do something important to them.

SUZIE WELCH, CHIEF PEOPLE OFFICER, ODEON CINEMAS GROUP



FINDINGS/ RESULTS



PARENTHOOD KEY FINDINGS



73% of participating US companies say they publicly state their offering for parental leave



Almost all offer some form of an uplift on statutory maternity pay, with **four in five** doing the same for paternity and another **seven in ten** for adoption (86% and 71%, respectively)



Just under half (46%) train line managers on how to support returning parents or those who are expecting, and slightly more provide formal support for returning staff in the form of workshops, mentoring or otherwise (49%)



Flexible working is embraced by most organizations we surveyed (86%)



PARENTHOOD KEY RESULTS

Does your business:

01

Externally publicize your offer to parents around maternity, adoption, shared parental and paternity leave?



Offer maternity pay?



Offer paternity pay?



Offer adoption pay?



Source Q10A
N=37

02

Train and equip line managers to be able to support team members who are expecting a child or returning from parental leave?



Provide formal support for someone returning from parental leave (for example, coaching, returner workshops, mentoring)?



Source Q10A
N=37

Yes

03

Offer flexible working to parents returning from leave?

Source Q10A(6)
N=37



86%



RECOMMENDATIONS



It's refreshing to see how many companies have evolved their stance on supporting families in the workplace. This will continue to be a major trend as the youngest of the Millennials and oldest of Gen Z enter into parenthood -

THOSE GROUPS EXPECT AND FRANKLY DEMAND MORE FROM THEIR EMPLOYERS.

KIMBERLEE BRADSHAW ARCHIBALD,
COMMUNICATIONS LEAD, CORPORATE COMMUNICATIONS, NETAPP

PARENTHOOD

01

ROLE MODEL BEHAVIOR FROM THE TOP:

Ensure leaders are 'work-life-friendly' role models for employees. If managers in your company are responding to emails while on holiday, it sends a message to employees that they are expected to do so as well. Be sure to respect the balance and privacy of your employees and avoid contacting them after normal work hours. With the impacts of COVID-19 hitting parents hard where work, schooling and parental care clashed into one location it's never been more important to address work life balance and the impacts virtual working can have to ever extend the working day.

02

IMPROVE AND EXTEND PARENTAL LEAVE PROGRAMS:

These programs should represent parental, caring, fertility and baby loss needs of your workforce. Review and enhance your parental leave and pay offer, including paternity leave and shared parental leave, to give parents choice. Your

parental leave policies should also be extended to capture caring responsibilities and leave options for fertility and baby loss issues - leading practice should extend to the father as much as the mother - the trauma of baby loss is as traumatic for both. Provide clear and easy to understand information on your parental policies and the support available on your internal and external websites. Encourage fathers to take paternity leave and shared parental leave, and support them to take their full entitlement of leave.

03

COMMIT TO FLEXIBILITY:

One of the positives from the pandemic is that it has proved virtual working can deliver although it can never replace human face-to-face interaction. The old school view of five days a week in the office is no longer best practice or necessary, especially with the parents or carers in your organization. The best way to help parents and carers at your workplace is allowing them to work a flexible schedule. Add flexible working to job adverts so people know that it will be considered or is part of the role. Flexibility could include flexible work from home

days, work hours outside the typical nine-to-five, and opportunities for remote work.

04

CREATE A TRANSPARENT AND EMPATHETIC CULTURE FOR BOTH PARENTS AND CHILDFREE EMPLOYEES:

Knowing you have permission to work flexible hours and actually feeling like you can do it is another issue entirely. Clarifying to your whole company how employees can use benefits will help everyone feel more comfortable and appreciate having them in place, including employees without children who plan to raise them in the future or maybe supporting extended family with childcare responsibilities. Also recognizing some employees are childfree out of personal choice or fertility issues is critical, so being open and transparent is as important to drive inclusion for parents as well as childfree employees.



CASE STUDIES



While there are many more accomplishments,
**THERE IS STILL MUCH
WORK TO BE DONE.**

In some cases, progress has not come
fast enough or has slid backwards.

DELTA CASE STUDY



THE MCKENZIE-DELIS
US REVIEW



CASE STUDY

VERIZON

Race and Ethnicity: Racial and Social Justice Action Plan

What and Why?

Verizon has always pursued equality by leveraging our purpose, reach and services to combat discrimination and bias.

In response to the global call for action in 2020, we introduced a Racial and Social Justice Action Plan that has remained a continued investment and commitment across Verizon. This plan was developed by a cross-functional team and centers on three core pillars: continuing the conversation, building a stronger organization and community engagement.

Continuing the conversation: In 2020, we hosted more than 130 Courageous Conversations with employee resource groups on pressing social issues and featured panels on the company's external-facing daily broadcast, Up to Speed, with Verizon leaders sharing their personal experiences confronting injustice and racism.

In 2021, we advanced our commitment further by equipping our workforce with an understanding of equity, empathy and how to celebrate what makes individuals and groups unique, as well as what builds unity and belonging.

Building a stronger organization: We developed a Race and Social Justice Toolkit, a one-stop resource to help employees become informed allies with access to a range of learning materials. We also introduced mandatory conscious inclusion and anti-racism training for all people leaders. Additionally, we launched an allyship program to help employees go from sideline supporters to active advocates.

Across Verizon, we strengthened our recruitment efforts to attract diverse talent and ensure our

employees have the support they need to realize their full potential. This includes expanding our work with Historically black colleges and universities (HBCUs), INROADS and other partners in the diversity space. Other examples include Competitive Edge, an internal program among other initiatives, designed to support employees from diverse backgrounds in expanding their network and unleashing their personal brand. We know a diverse workforce makes us stronger and better prepared for the future as an industry leader – it is our most potent competitive advantage.

Community engagement: Between 2020 and 2021, Verizon and the Verizon Foundation contributed a total of \$20 million to leading racial justice organizations to advance key societal issues, including racial justice and economic empowerment.

We continue to amplify our commitment across community engagement and deepen our impact. We are a founding member of game-changing coalitions to close the opportunity gap and support workforce readiness for vulnerable and under-resourced communities. Key commitments include OneTen, NY Jobs CEO Council and NJ Governor's Council.

Results

Since 2020, there has been a greater demand for information and resources related to racial justice, including learning opportunities and volunteerism. The content that we created on racial and social justice has garnered over 5 million views. We have also seen thousands of our workforce complete our allyship training. Additionally, employees have volunteered over 68,700 hours to advance racial and social equality.



CASE STUDY CONTINUED

In particular, our Employee Resource Groups (ERG) have stepped forward to amplify diverse voices throughout the company and lead impactful conversations on where and how we can improve. By the end of 2021, we have seen a 38% increase in our ERG membership. While many companies keep their ERG program internal-facing, we tapped into their experience to create a HBCU ambassador program in which ERG members and other Verizon leaders volunteer to help us attract and engage with diverse talent.

The Racial Justice Action Plan also led to the creation of cross-functional, enterprise-wide Diversity, Equity and Inclusion (DEI) SuperTeams to work on various DEI initiatives across the enterprise. Each business group and corporate function today champions DEI priorities with specific goals set in their annual business plan. This is a new way of working and has changed our corporate DNA.

Looking beyond our walls, we have increased our efforts to lift up and support society. Over the past 10 years, our spend with diverse suppliers totals more than \$50 billion. For economic inclusion, we have also made a multi-year commitment to bring one million small businesses forward by 2030 with resources to help them succeed in the digital economy. Also, we have committed \$10 million to small business support through the nonprofit Local Initiatives Support Corporation (LISC), focusing on business owners in historically underserved communities. Additionally, as part of our responsible business plan to drive greater

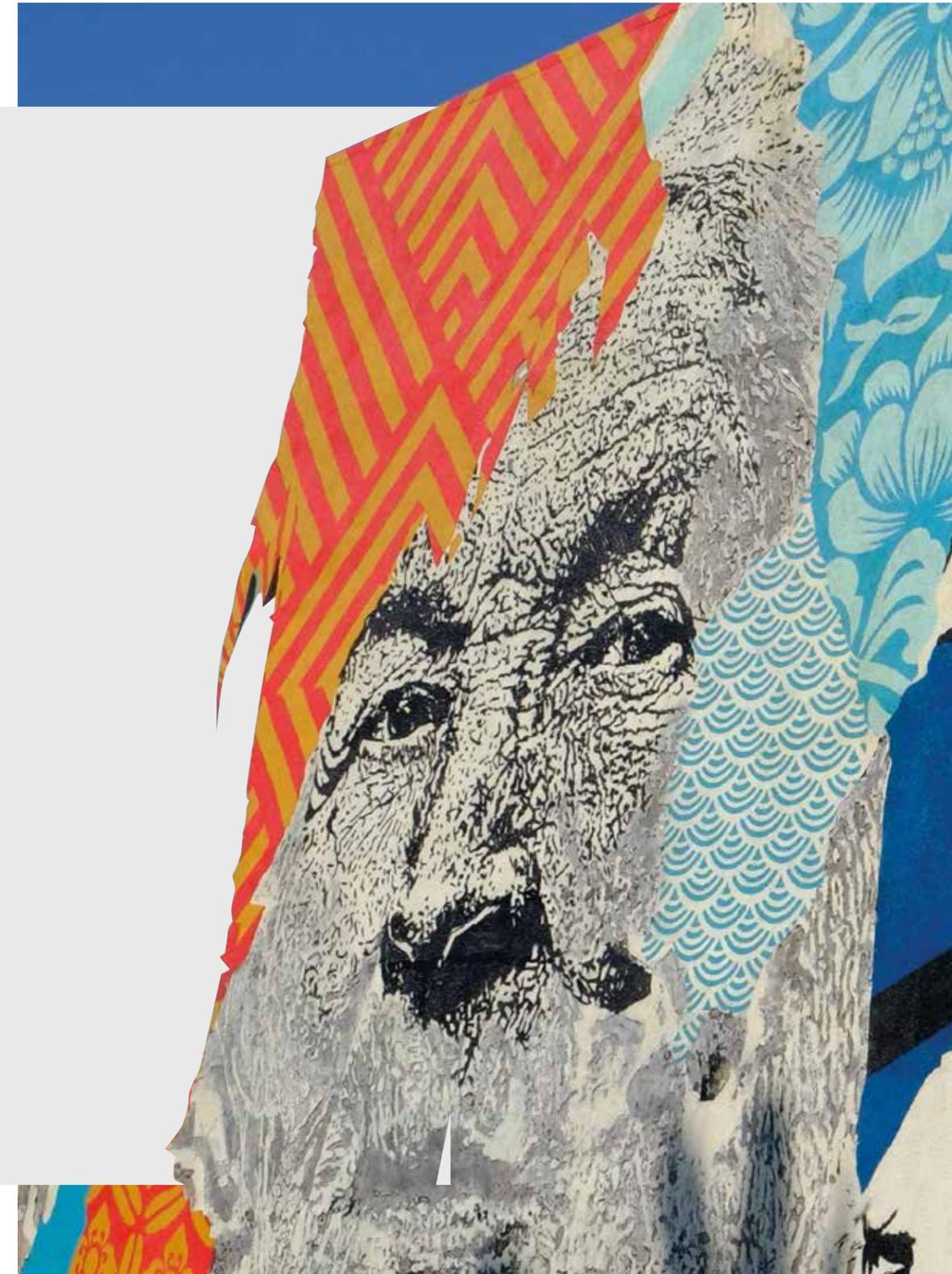
equity and closing the opportunity gap, Verizon has committed to prepare 500,000 individuals for jobs of the future by 2030.

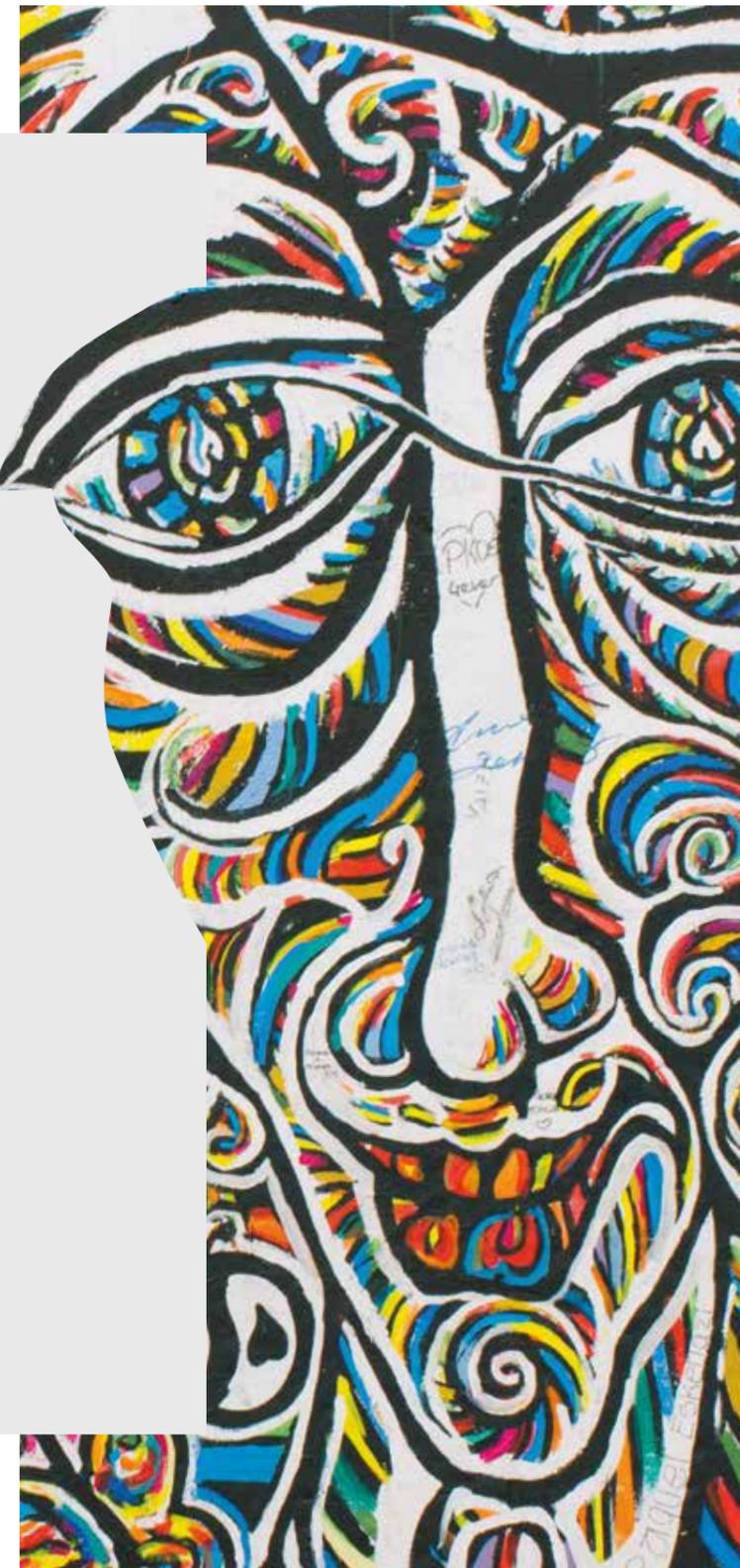
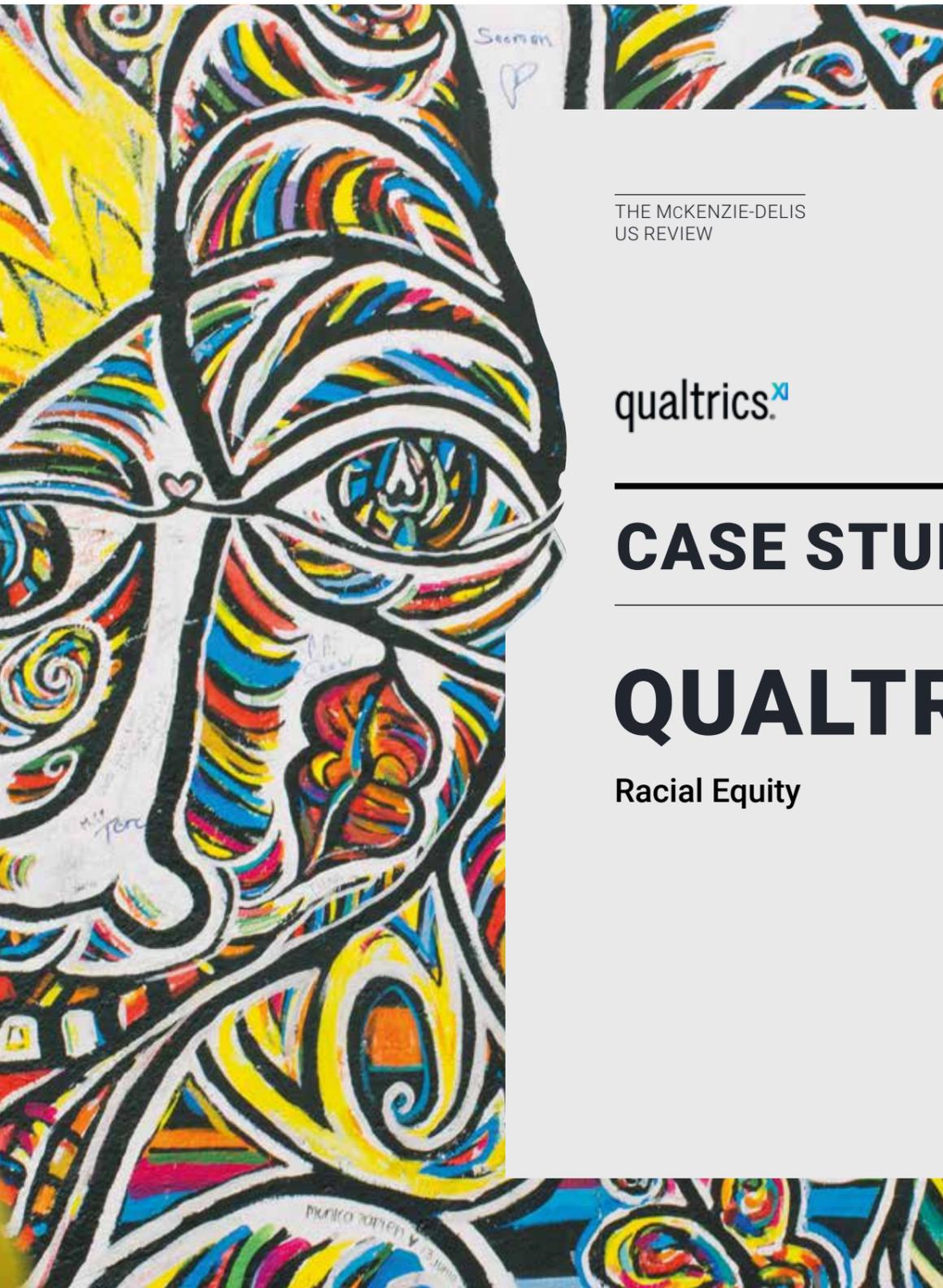
Advice For Companies Looking To Implement Change

First, set incremental and long-term objectives. Racial justice is a long-term societal issue that will not resolve in a year or two. It's a shared commitment and an integrated practice that starts at the Board and leadership level and cascades across the entire business. It's vital to have immediate goals to quickly address areas of improvement, but equally important to stay focused on sustaining progress and achieving lasting change.

Second, be transparent. You can't just preach the change you want to see, you have to follow through with real results. We have kept our workforce informed of our progress and results on an ongoing basis. A comprehensive overview of our diversity representation data and societal commitments is available in our annual ESG report, and last year in our inaugural Human Capital Report, both hosted on our corporate website.

Lastly, support coalition-driven efforts. Simply put, we are stronger when we work together, and we can address the deep-rooted societal inequities when we collectively apply our influence and reach. You can deepen and amplify your impact when you lock arms with groups that share and support your mission.





THE MCKENZIE-DELIS
US REVIEW

qualtrics.^{xl}

CASE STUDY

QUALTRICS

Racial Equity

At Qualtrics, Diversity, Equity and Inclusion (DEI) is a cornerstone of our company culture. In the wake of the deaths of George Floyd, Ahmaud Arbery, Breonna Taylor and so many others in the US, we declared our position as an anti-racist company. We have adopted this as a global initiative and for any communities affected by racism. Our fight against long-standing systemic racism must reflect the urgency of this problem. We believe that racism and inclusion are antithetical and that businesses have a responsibility to create a safe environment for employees where equality is enshrined.

At Qualtrics, we took action by setting specific representation goals for underrepresented minority populations. We made policy change by adopting a definition of racism that includes systemic racism and codifying this in an internal anti-racism policy. We regularly celebrate our employee resource group for Black, Indigenous and People of Color (BIPOC) communities and elevate voices through our owned channels like our blog and in company meetings. We also aim to create space for employees to learn and undertake personal learning journeys towards being anti-racist. We have done so by making unconscious bias and anti-racism training available to our global employee population. While we are on a journey and closer to the beginning than the end, we must do what we can to ensure that we drive systemic racism out of the workplace and society through awareness and action.

Our advice to other businesses would be to be bold and don't be afraid to make your position clear. Not doing anything or not being declarative on a position might create an impression of complicity. Create an environment where employees know it's safe and they can do their best work.



THE MCKENZIE-DELIS
US REVIEW

Walgreens

CASE STUDY

WALGREENS

Disability

Walgreens launched its signature program for hiring persons with disabilities in the South Carolina distribution center in 2008, making a commitment then that one-third of new hires in the building would be persons with disabilities. The program was so successful it has since expanded to 12 of 18 distribution centers, and adapted to retail stores. But what makes it so special?

The program was built with partner agencies in the disability support space and runs for 13 weeks. During this time, candidates receive one week of orientation, which includes behavior and social skills training (e.g. work appropriate behaviors; what you should/shouldn't say to your boss, etc.). This is followed by three weeks of cross training, so all candidates gain the same understanding of the 'guts' of what distribution is. In the last nine weeks, candidates are stationed in a department and are assigned a line manager.

Similar to a temp-to-hire model, following the 13 weeks, candidates who successfully complete the program are simply kept on in the same department with the same manager, not needing to go through the challenges of reapplying.

These candidates are evaluated for the position as any other new hires, with two main adjustments. Instead of interviewing for a role once, candidates are assessed throughout their nine weeks using the same interview script as other new hires. At the end of the nine weeks, candidates need to be at a 90% productivity rate to successfully complete the program.

This rate was chosen because new hires tend to be at 90% in their first week on the job, meaning this group of candidates are coming in at the same level as brand new employees.

Marc Senia, Field Inclusion Manager at Walgreens, says this piece was critical to changing the culture in Walgreens distribution centers. Once candidates are through the program and fully employed, they tend to be 'superstars', trying to do everything they can to make sure they deliver on expectations. This has changed all employees for the better and created a much more inclusive environment.

For any company looking to include more persons with disabilities in their workforce, Senia recommends finding a strong partner to build it, then finding that first rockstar to prove the model works to the rest of the organization. From there, don't get discouraged and keep trying new things. "We don't see 'the box' anymore. We just try it and if it doesn't work we go back to the drawing board."



THE MCKENZIE-DELIS
US REVIEW



CASE STUDY

VERIZON

Gender:
Women of the World

What and Why?

At Verizon, we believe our employees are our greatest asset and investing in their future is how we will unlock their full potential. That's why we place top priority in creating opportunities for continuous development and growth. In 2020 alone, we invested over \$203 million in learning initiatives for our employees, and one of our key focus areas is helping our women employees own and drive their careers.

As we work to increase the participation of women across the broader technology sector, we are proud to offer programs like Women of the World (WOW) to cultivate the next generation of leaders.

Conceived initially as Women of Wireless, Women of the World was reimaged in 2019 and scaled to include more women employees from across the business to leverage their diverse experiences and areas of expertise. WOW's robust curriculum focuses on amplifying participants' leadership capabilities, including developing their personal brand, building self-leadership, enhancing effective communication and critical thinking and empowering them to own their career. They are assigned to "squads" with senior executives, female and male, acting as their squad leaders. It is a powerful experience delivered through interactive learning, in-person workshops, networking events and career expos, as well as enriched by online tools and resources.

In 2020, we faced a new challenge with the arrival of COVID-19. With so many women struggling to shoulder the weight of the pandemic, the lessons taught through WOW became even more critical to help our employees stay focused on their careers and have the tools and networks to advance professionally. Never to be deterred by a challenge, we pivoted and relaunched WOW as a 100% virtual experience in 2021.

Results

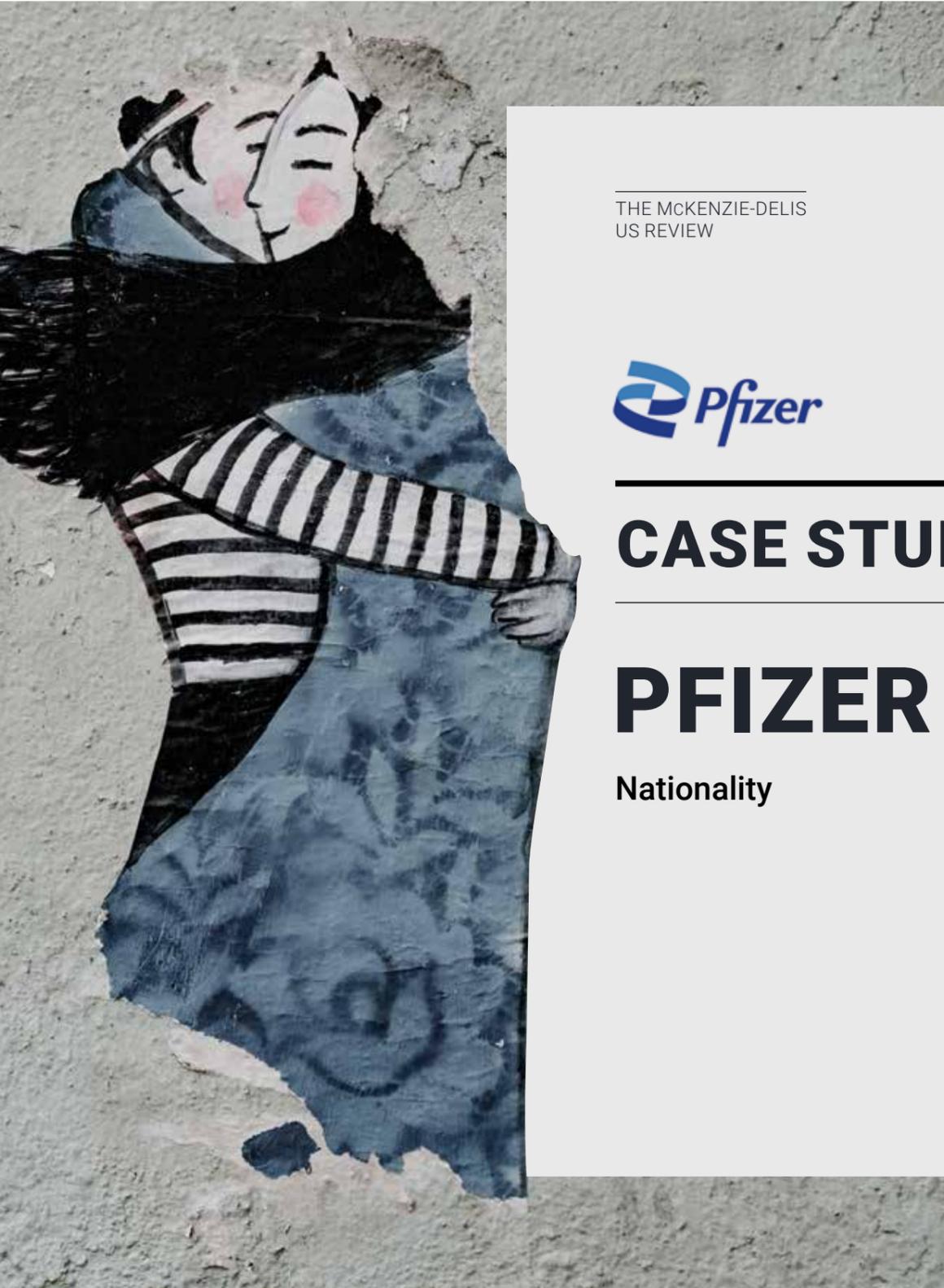
To date, over 5,000 women have graduated from WOW. Over 90% of participants shared that they found the program powerful and transformational. In terms of retention, we're also seeing that WOW participants are leaving the company at lower rates than non-WOW participants. Additionally, many of our squad leaders have repeatedly raised their hands to remain involved with the program, citing the benefits of reverse mentorship. The WOW program is best measured by how we lift each participant up and help the women of Verizon realize their greatest ambitions. When our women rise, so does Verizon.

Advice for Companies Looking to Implement Change

First, be relevant. WOW is a program to help women grow and thrive both personally and professionally. We spent tremendous effort in the design phase to ensure the content and delivery methods meet the specific needs of our women employees. As the world continues to change, we need to make sure our program continuously meets the realities that so many women face within and beyond our walls.

Secondly, listen. We developed an ongoing feedback mechanism to evolve the program based on participants' thoughts and insights. And we listen to and respond to those insights to evolve and grow our program.

Finally, get the right teams involved. While WOW is a leadership development initiative, many teams worked together to make it a success, including Learning and Development, Diversity, Equity and Inclusion, HR Business Partners, communications and business unit leadership. Strong collaboration across these teams provided different perspectives and support to shape a more dynamic program. That's when big – and real – change happens.



THE MCKENZIE-DELIS
US REVIEW



CASE STUDY

PFIZER

Nationality

As Mona Babury, Global Diversity, Equity, and Inclusion lead at Pfizer, helplessly watched on TV the Afghanistan refugee crisis unfold, she decided to act. She sent a Teams message to her Chief People Experience Officer, who had once been a refugee herself as a young child. Mona asked her how Pfizer could help, considering the many job openings at the company. And so, it began: an all-out drive to help Afghanistan’s refugees imminently arriving in the United States feel welcomed, find work and resettle.

Mona is still pleasantly surprised at how quickly the initiative was approved – in just a matter of days. Pfizer’s CEO is very vocal about social injustices, and this time was no different. Dr. Albert Bourla was immediately supportive of the initiative. After all, one of Pfizer’s core corporate values is Equity: every person deserves to be seen, heard and cared for. Pfizer has committed to hiring 100 refugees and mentoring an additional 150 refugees by the end of 2022. To do so, the company reached out to the Tent organization for guidance on how to quickly implement best practices to build an inclusive environment for refugees.

Following an open call from Pfizer’s CEO, over 300 colleagues jumped to volunteer their time and skills, and the team went into overdrive. They established partnerships with resettlement agencies and connected them with Pfizer sites across the country. They visited military bases where refugees first landed to provide counsel on developing a compelling CV, interviewing techniques, strategies to secure a job, and share information about the employment opportunities available at Pfizer. The Pfizer team raised over \$25,000 to help organizations purchase winter coats and shoes, as well as other necessities for the families housed at military bases. Many refugees arrived in the United

States with nothing more than the clothes they were wearing when they left their country. Pfizer created a buddy system, by which Pfizer employees were paired with refugees to help them better understand cultural nuances as they prepare to seek employment. All relevant materials were developed in Pashto and Dari.

But the Pfizer team didn’t stop there. To ensure equity for the new arrivals, the team asked the company’s hiring managers to be flexible and, to the extent possible, extend refugees the ability to work remotely. This consideration is important, as refugees have limited to no control over where they are resettled. The team also recommended sign-on bonuses to support resettlement needs like rent or the purchase of a car. To ease the hiring process, the Pfizer team relied on reverse matching technology, by which a software program scans CVs and matches each one to suitable open roles at Pfizer. Interview models were adapted to be mindful of the refugee experience. For example, interviewers were asked to not ask for any recent examples, as these may be especially traumatic, instead focusing on the applicant’s work experience in general. Today, the Pfizer team continues to partner with agencies such as Tent, Welcome.US, as well as other charities to continue to drive the mission forward.

The result has been an overwhelming success in connecting people and human experiences – a win-win all around. Pfizer is helping refugees rebuild their lives and support their families. Pfizer’s employees are proud of the support their company is providing to those most in need at a critical time. At the same time, the program has strengthened Pfizer’s workforce by increasing its diversity and pool of new talent. One of Pfizer’s corporate strategies is to advance efforts that continue to make the company an amazing place to work for all, and this initiative has certainly done that.



THE MCKENZIE-DELIS
US REVIEW



CASE STUDY

UNILEVER

Talent Management

Unilever is one of the world's leading suppliers of Beauty & Personal Care, Home Care, and Foods & Refreshment products with sales in more than 190 countries, reaching 2.5 billion consumers a day.

Unilever is a leader in Diversity, Equity & Inclusion, and sustainability. We are committed to contributing to a fair and socially inclusive world. In 2020, we reached our global goal of 50% women in managerial roles. In 2021, we pledged a minimum of \$8 million for activists and organizations working toward social justice and racial equality, increasing our supplier diversity spend and creating a more diverse workplace.

While Unilever has long been a passionate advocate for greater Diversity and Inclusion (D&I), we know there is much more work to do to ensure it is holistic and integrated into everything we do, which includes, but isn't limited to: talent, brand, and supplier equity. We recognize that making real change requires a long-term, multi-dimensional approach grounded in our business strategy and, most importantly, rooted in data. We are taking deliberate steps to eradicate systemic racism, and to foster a more inclusive workplace where employees feel empowered to amplify their authenticity in a culture of inclusivity and belonging.

As we sought to advance our efforts, our first order of business was to conduct an equity and culture assessment to determine if and where there are barriers preventing people from entering the organization and successfully matriculating through the organization.

Currently in progress, the assessment is examining the talent acquisition process, including candidate sourcing and selection, diverse candidate slates and diverse interview panels. From a talent-management perspective, we are examining how talent is selected for leadership development and opportunities, potential barriers preventing success, and how people from underrepresented groups participate in relationship-building efforts, such as mentorship and sponsorship programs.

As a company committed to putting equity at the center, our responsibility is to acknowledge and understand that we aren't all starting at the same position, and we have to take a hard look at our data to better understand how decisions are made.

The equity and culture assessment, expected to be complete in the first quarter of this year, is the first step we are taking to understand equity. After that, we will be able to recalibrate our goals, ensuring that the strategies we put in place are integrated into our workplace, workforce and marketplace priorities.



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US REVIEW



CASE STUDY

BRIDGE- STONE

Socio-economic Status

As Bridgestone Americas, our DE&I Center of Excellence has created a strategic framework that focuses on the individuality and inclusion of our employees. True inclusion is about more than race and gender, but rather the freedom to be whoever you are, as your whole self. It is about connecting to humanity rather than a specific dimension because we are all so much more than our race, gender, or other characteristics.

Because we understand that it is about human-to-human connection, addressing the intersectionality of dimensional diversity is important. One dimension of diversity that Bridgestone is focusing on is the socio-economic status, which we know is an intersection point and affects both women and people of color. For this reason, when we released our DE&I annual report, we reported on our women of color representation and will monitor it to keep us accountable. While initial work is still being done, we have a three-pronged approach for ensuring we create access and opportunities where they are most needed.

- 1. Education:** Bridgestone helps employees save for retirement, but the tools were being under-utilized by this group. To start changing the mentality around saving, the team set out to help employees learn how to use them to their full capacity, going beyond 401Ks to estate planning and wills and other tools. Timing here was crucial – the learning sessions were scheduled just before benefits enrolments were due so employees had time to sign up.
- 2. Access:** To create equal access to upward movement in the company, the team is looking at what will best enable this, such as apprenticeships and additional investment in training and development.

- 3. Mentoring:** By gearing networking opportunities and learning events on wealth management to the intersectionality of gender and race, the team hopes employees can learn from others on their journey and start making organic connections, leading to mentoring relationships.

Our approach is supported by our leaders and our employee resource groups have led the charge. Through joint programming, we are creating greater allyship and addressing the socioeconomic status. Our women's employee group and African American/Black employee network developed financial wellness programming. This commonality is particularly important for women and people of color because research has shown that women of color are affected by economic changes, and financial instability can have a disproportionate effect on their socioeconomic status. When we looked internally, we found this to be true in our own population and this can affect our employees' ability to take full advantage of some of the benefits we have, like retirement savings and financial planning.

And the response from employees so far has been extremely positive. At events, employees have had "aha" moments, realizing there are many more tools available to them. Ebonee Davis Ifeobu, Executive Director, Talent, Culture & Diversity, Bridgestone Americas, is most proud of the ownership everyone has taken. Her team has created the movement, but it has been Bridgestone's employees and leaders who are driving the culture change by showing initiative, passion, and commitment.



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CASE STUDY

DELTA

Race and Ethnicity

Following the deaths of Ahmaud Arbery, George Floyd, Breonna Taylor and countless others in 2020, many companies confronted their own state of racial justice amid the reckoning. While Delta Air Lines had long been committed to Diversity and Inclusion (D&I) – the company took a deeper look at its role in creating a more equitable world.

Delta had previously measured racial diversity and employees of color, but this was the first time the airline disaggregated employee data and isolated Black representation at every level. The airline found that Black talent represented only 21% of its employee base, 16% of overall leaders and 7% of the top 100 officers.

Delta CEO Ed Bastian wrote an open letter to all employees and shared the state of underrepresentation, taking responsibility for the company's inequity. The airline committed to being an anti-racism, anti-discrimination organization. Bastian laid out a multi-layer action plan the company would take moving forward.

Bastian and his senior leadership team immediately looked at where the company could use their influence. The company placed a focus on education: hosting town halls on racial justice, updating equal opportunity guidelines, sharing anti-racism resources for employees and advocating for legislation and police reform. But Bastian made clear that while listening and learning are important, stepping up and taking continued action is critical. So, he committed to measuring progress of publicly stated goals such as increasing Black representation at leadership, officer and board levels, expanding the recruitment process, creating more opportunities for underrepresented groups, closing the

wealth gap by supporting Black businesses in the supply chain and many other initiatives.

Fast forward two years, and regular updates on Delta's roadmap have been published, showing real progress. The company has focused on recruitment of more ethnically diverse talent, both internally and externally. It converted part-time Ready Reserve employees, 70% of whom were ethnic minorities, to full-time employees, ensuring more equitable access to benefits. It has created new career opportunities by removing qualification requirements for roles that do not require a college degree, over 90% of its positions. It strengthened its internship, MBA and pipeline development programs to increase opportunities for Black professionals. And Delta partnered with many organizations, including OneTen, a coalition committed to creating one million jobs for Black Americans over 10 years.

While there are many more accomplishments, there is still much work to be done. In some cases, progress has not come fast enough or has slid backwards, as has been the case for Black employees at the officer level. Delta continues to commit action, progress and transparency.

Following Delta's evolution toward a more racially just and equitable workforce shows the results of committing to anti-racism and provides strategies other organizations can apply.



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US REVIEW



CASE STUDY

TANEN- BAUM CENTER

Religious Bias in
the Workplace

The Tanenbaum Center for Interreligious Understanding is the global leader in tackling religious bias in the workplace, pioneering religious Diversity, Equity and Inclusion (DEI) efforts in global organizations. Tanenbaum’s Workplace Program liaises directly with multinational corporations as they create policies and practices that allow employees of all faiths and none to bring their whole selves to work. While there is no one-size-fits-all solution to creating religiously inclusive workplaces, there are a number of better approaches and practices.

The workplace is where people are most likely to interact across religious differences of all kinds. It is important to remember that religious practices and needs will look different both across and within religious communities. Navigating that diversity can seem overwhelming, but companies are taking proactive steps towards fuller inclusion. Better understanding the importance of sensitive scheduling, for example, can help avoid conflicts when religious holidays and observances arise. Revisiting accommodations policies can provide more flexibility for individual employees and the business alike.

Top corporations are increasingly recognizing the power of interfaith and faith-based employee resource groups (ERGs). These groups can be amazing vehicles for promoting educational opportunities and better understanding the religious diversity already present within companies. By developing strong business cases, interfaith and faith-based ERGs also have the potential to positively influence products, services, and the communities in which the companies operate.

As employees are increasingly encouraged to bring their “whole selves” to work, it is with the understanding that they will be respected and valued for who they are as individuals and the communities they represent. It is clearer than ever that religious DEI work is no longer something organizations can opt out of, but rather a business imperative.



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CASE STUDY

MOTOROLA SOLUTIONS

People with Disabilities + Allies Council (PwD+A)

At Motorola Solutions, our company values drive everything we do, both for our employees and for our customers. More than just words, they are the traits that define us. To that end, in 2021 we added “Inclusive” as one of our six company core values to strengthen our continued efforts to foster a culture where Diversity, Equity and Inclusion (DEI) remains a central focus.

Being truly inclusive means fostering a culture in which everyone can be their most authentic selves and feel a sense of belonging. When the COVID-19 pandemic began and affected nearly every part of daily life, the ongoing period of uncertainty often led to added stress, feelings of anxiety and prolonged fatigue. It was apparent that employees were in need of inclusivity and support in new and different ways.

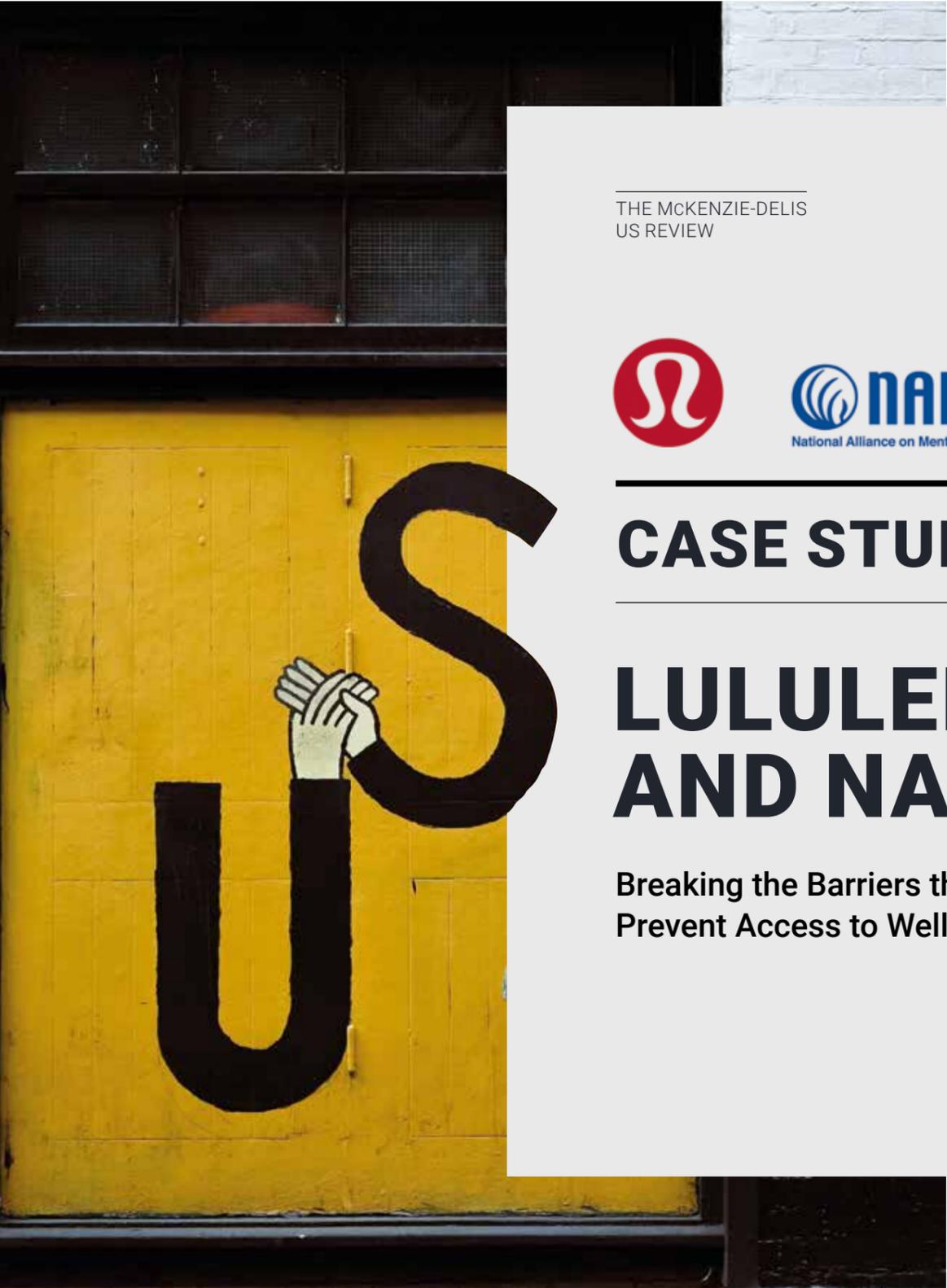
The People with Disabilities + Allies Council (PwD+A) – one of Motorola Solutions’ eight employee-led business councils – focuses on bringing awareness to visible and invisible disabilities, which are defined as physical, mental or neurological conditions that are not visible from the outside, yet can limit or challenge a person’s movements, senses or activities. Through various employee-led initiatives, the PwD+A strongly emphasizes the importance of supporting invisible disabilities and destigmatizing mental illness, fostering an environment where employees feel open about communicating their experiences with anxiety, stress and depression.

In 2021, the PwD+A Council hosted a webinar that focused on mindfulness, and how practicing being mindful can help improve concentration and memory, reduce stress and increase relationship satisfaction. During this webinar, more than 800 employees voluntarily participated to learn practical ways to incorporate mindfulness into their everyday lives.

But the conversation did not stop there. It continued and expanded globally with the addition of the PwD+A Council global chapters in regions such as Poland, the United Kingdom, Asia-Pacific and Latin America. The PwD+A page of our internal employee social intranet also became a place where employees could open up about their experiences with mental health and invisible disabilities.

As one employee stated, it is significantly impactful to celebrate inclusivity and diversity in all forms: “By saying ‘I have a disability,’ it is a huge step in acknowledging that it’s not a ‘bad’ thing – it’s just one part of what makes you, YOU. The more we can talk about these things to normalize the conversation, the more the stigma begins to change. It’s conversations like this that allow people to feel empowered and to show the world what they are absolutely capable of!”

In 2022, we plan to continue developing our strategy across all business councils and within our business to ensure DEI remains at our core and encourages outreach, development and education surrounding inclusivity and mental health.



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US REVIEW



CASE STUDY

LULULEMON AND NAMI

**Breaking the Barriers that
Prevent Access to Wellbeing**

In 2021, lululemon launched its Centre for Social Impact with a goal to break the barriers that prevent access to wellbeing in its local and global communities; a commitment backed by a \$75 million pledge to positively impact more than 10 million people globally by 2025.

As part of this strategy, lululemon partnered with NAMI, the National Alliance on Mental Illness, to explore and provide solutions to mental health challenges that individuals and society are currently facing today. It's no secret that an increased focus on mental health is driving better coping strategies and creating more awareness about wellbeing overall. This is even more evident in lululemon's Global Wellbeing Report, released in February 2022, which explores the state of wellbeing and the drivers and barriers to being well.

One barrier is the lack of access to the right support for individuals experiencing mental health or suicidal crisis. In these situations, emergency calls made are often routed to law enforcement personnel rather than qualified mental health support. As a result, in October 2020, Congress designated 988 as a new, nationwide three-digit number for mental health and suicidal crises. Providing communities with the services and resources to access help via 988 became imperative and as a result, lululemon and NAMI partnered to bridge the gap, with the number set to go live in July 2022.

With a tight implementation timeline, the need to raise awareness and expand call center capacity for 988,

NAMI focused on ensuring that effective channels are in place so people can be directed to appropriate and effective resources and personnel.

This birthed "**REIMAGINE: A Week of Action to Reimagine Our National Response to People in Crisis**", an event hosted by NAMI with support from lululemon. The event was held from November 15th to the 19th in 2021, and involved daily advocacy activations including three days of virtual events targeted at both the public and advocacy leaders working to advance policy change.

The impact and outcomes of *Reimagine* exceeded expectations: 7,600 people registered for the event and joined the network, and nearly 4,000 attended the three day virtual event, establishing the initiative for accelerated action in 2022 and beyond. As a result of the efforts of this partnership, more communities are better situated to provide the quality services and supports needed when people dial 988.

The journey to provide quality mental health support remains ongoing, but partnerships like these ensure the goal is achievable. NAMI continues to provide advocacy, education, support, and public awareness so that all individuals and families affected by mental illness can build better lives. lululemon strongly believes everyone has the right to be well, and the path to wellbeing is possible when tools, support and resources are accessible to all.



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US REVIEW



CASE STUDY

RUH GLOBAL IMPACT AND THE BILLION STRONG

Disability

Dr. LaMondre Pough was once asked what jobs he believes persons with disabilities could do. His answer? Let's start with the CEO and work our way down.

The disability community has been left out more than any other community in the workplace, even though it is the one group anyone can join at any time. So Debra Ruh and Dr. Pough created The Billion Strong, a global NGO focussed on celebrating identity and pride in persons with disabilities. The team not only advocates for persons with disabilities, it also works with the Valuable 500, a global business collective made up of 500 CEOs and their companies to bring disability inclusion to the workplace.

Ruh and Dr. Pough underscore that by not employing persons with disabilities, companies miss out on innovative talent that sees the world differently and solves business problems accordingly. Moving forward proactively means changing the mindset to one where inclusion happens not only because it is the right thing to do, but also because it is good for business: profits, retention, and employee engagement.

To guide others on the journey, the team encourages companies consider to:

1. Work with the disabled community and / or organizations with expertise to truly understand the complexities. This means not allowing one or two

employees to speak for the community, but engaging with the entire community in meaningful ways.

2. Create a plan with solid measurements that is trackable to determine success.
3. Be intentional – many initiatives are created as a reaction or because something went wrong, but being intentional will create a culture shift that leads to truly including everyone and appreciating the benefits that brings. Don't try to check a box, but really pay attention to trends in the global community.
4. Make sure your environment does not lead to exclusion by singling out disability or creating add-ons as opposed to ensuring it is part of the foundation. This creates an automatic silo for disability.
5. Ensure you have buy in from leadership and include all parts of the business, from technology, to HR to facilities and beyond.
6. Never get complacent: this is an evolution that does not allow for passively getting by.

But most importantly, Ruh and Dr. Pough say the more conversations we have on disability, the more we will understand and change perception, thereby including an often-overlooked talent pool to drive our cultures and businesses.



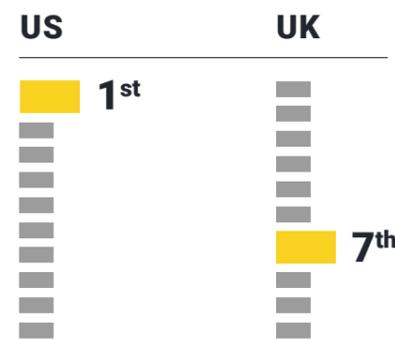
DIFFERENCES BETWEEN THE UK AND US:

Given the small samples sizes in both markets it is difficult to provide specific statistics between the UK and US, but there are some differing trends worth mentioning. With the exception of some aspects of mental health or religion, the US companies we surveyed outperform or perform similarly to their UK counterparts. Participating US companies outperform those in the UK on ethnicity, sexual orientation, nationality and parenthood.

RACE AND ETHNICITY

The US companies we surveyed have made more progress than those in the UK with regards to race and ethnicity. This facet ranks first in the US, while it is seventh in the UK, which is largely driven by **nine in ten** participating US companies saying they have at least one member of an ethnic minority background on their leadership team, compared to **two in five** of UK companies who say the same. Similarly, **almost all** US companies say they have at least one member on their Board of Directors, while **three in ten** UK companies say their Boards are 100% White.

Rank of this facet



Have at least one member of an ethnic minority background on their leadership team



Participating US companies are also **twice as likely** to say they monitor the pay and progression of ethnic minority employees, and **almost twice as likely** to say they have specific outreach programs to recruit talent from ethnic minority communities.

And participating US companies are **more likely** than those in the UK to measure progress and support employees with executive sponsorships of ERGs.

SEXUAL ORIENTATION

On sexual orientation, the US companies surveyed are **twice as likely** than those in the UK to say they have at least one member who self-identifies as LGBTQ+ on their leadership team, and **almost twice as many** say they have approved an LGBTQ+ strategy in the last 12 months.

Have at least one member who self-identifies as LGBTQ+ on their leadership team



US companies interviewed are also **more likely** to say they share stories of senior leadership with employees and provide executive support to ERGs.

NATIONALITY

Almost all US companies say they promote the benefits of a diverse culture, with **three in four** UK companies saying the same. And non-US employees are more likely to receive support for any discrimination they may face than non-UK employees in that country.

Companies that promote the benefits of a diverse culture



However, tracking the nationality of employees is **more likely in the UK than in the US.**



DIFFERENCES BETWEEN THE UK AND US

PARENTHOOD



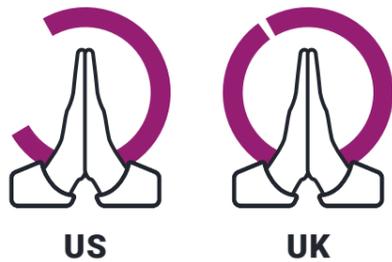
Financial support for new parents is **more common** in the US than it is in the UK, and is more often publicized as an employee benefit in the US.

Almost all US companies surveyed say they provide maternity pay, compared to **three in four UK** companies who say the same. Paternity pay is also more common in the US than in the UK.

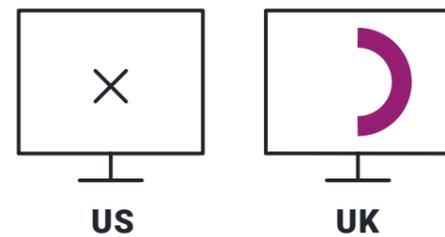
Companies that provide maternity pay



RELIGION

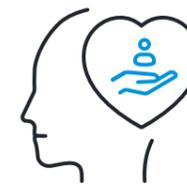


UK companies we surveyed **fare better** than their US counterpart when it comes to religion, with **almost all** saying they allow and encourage open discussion on religion or belief, compared to **three in four** US companies.



Half of UK companies participating track data on religion, while this is not tracked by the US companies surveyed.

MENTAL HEALTH



A similar number of employers surveyed across the US and UK say they have a mental health strategy and provide mental health support.



UK companies, however, are **more likely** to say they provide mental health training than their US counterparts.

UK

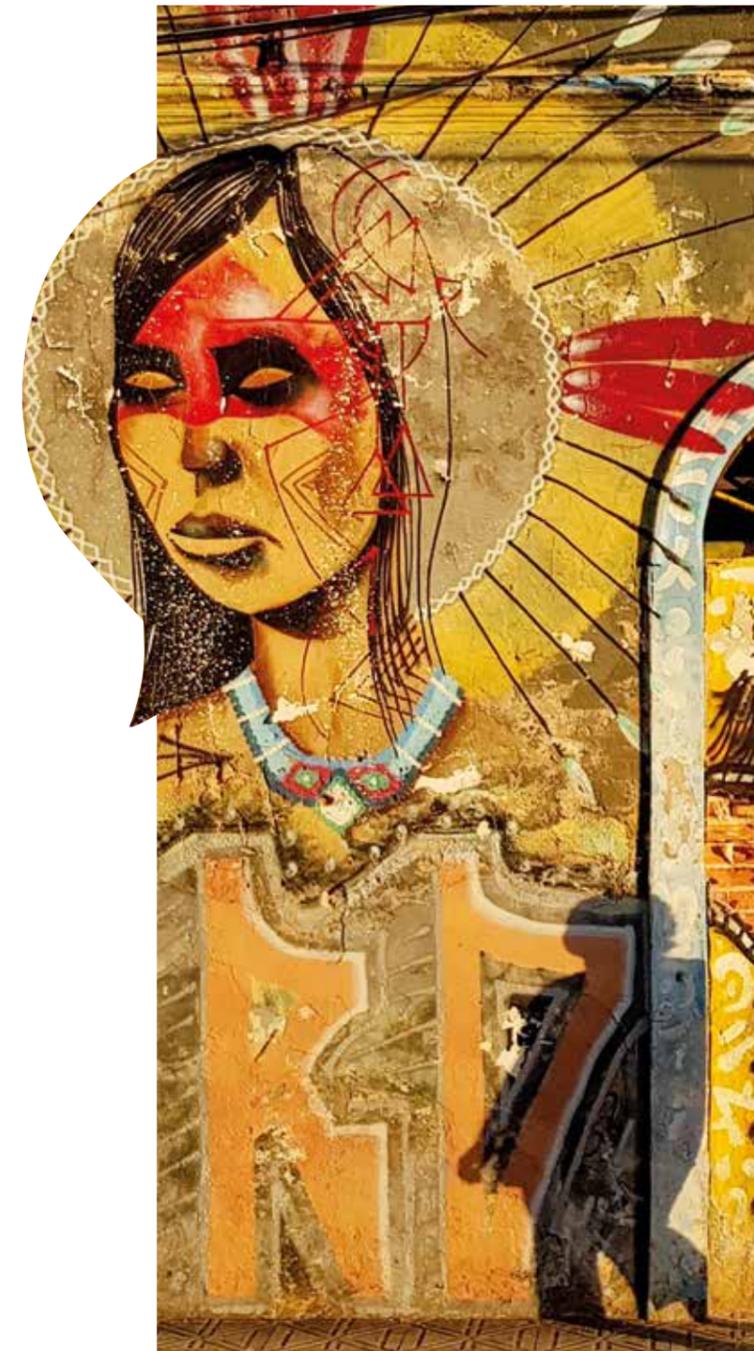
US



UK



UK companies are also **twice as likely** to say they track absenteeism as those in the US.





THE MCKENZIE-DELIS
US REVIEW

INTERSECTIONALITY AND THE SHIFT TOWARDS HOLISTIC DIVERSITY

A holistic view of diversity goes beyond gender and ethnicity and looks at these factors as well as sexual orientation and disability (visible and invisible), age, generation, parenthood and caring responsibilities, mental health and wellness, socio-economic status and religion or beliefs. Each of these facets represents populations that also face discrimination and barriers in their lives.

The problem is that most companies often don't take a holistic view of their employees. A human being's identity is made up of different, intersecting aspects. An employee might be a 42-year-old, Black, transgender woman with two school-age children. Each of those factors is important in understanding the complete flesh-and-blood person and how those intersecting identities relate to the organization and wider society.

And not only are employees made up of these different facets of diversity – so are organizations' customers, suppliers, and investors. Yet it seems hardly anyone is taking the time to understand and develop a workplace where all can thrive.

We are wired biologically with the need to belong. Often, if we don't feel that we belong, and therefore aren't included and not accepted for who we are and what we do, then we don't want to be productive.

Ensuring you have a happy workforce is morally the right thing to do, of course, but it makes good economic sense as well. While it's important to have numbers, data and diagnostic tools to "measure and manage", at the heart of all change is the human will for it to happen.

For true, authentic change to occur, then hearts and minds company-wide need to be engaged. If we don't change the minds of leadership teams in a positive way, then those interventions that are so badly needed won't be put in place and we are never going to get anywhere.



The McKenzie-Delis Review dives into integral facets of diversity that are often overlooked, and it's made clear in the data – the majority of organizations have room to improve. Corporate leadership needs to drive sustainable change to ensure there is a holistic balance of diversity, that equity is the driving force for change, and a sense of belonging in the workplace is standard.

SEOLLAN KIM, DIRECTOR OF DIVERSITY, EQUITY AND INCLUSION, AMC THEATERS



CONCLUSION

The McKenzie-Delis Review is not only a comprehensive diagnostic tool but a significant step forward in how Diversity and Inclusion (D&I) is measured. The review provides a unique level of insight into where your organization is, and what more you need to do.

The McKenzie-Delis Review encourages all organizations to take action based on real, measured facts rather than 'common sense' or opinion. An open and honest analysis can help your organization understand where you may have equity issues and provide a data-based foundation in order to set goals and where to focus initiatives related to Diversity, Equity and Inclusion.

The stories and best practice shared in this report can easily be translated to any organization large or small and our hope is that it will equip business leaders around the world with the insight, inspiration and best practice needed to make real, measurable change.

This review and diagnostic tool are the future, the start of a new industry standard where companies recognize and report on many different aspects of Diversity and Inclusion (D&I).



The current and future workforce is changing, and employees expect the companies for which they work to understand the importance of culture and belonging.

THIS REPORT SETS THE STAGE

for an important conversation on an array of important inclusion issues and sets a benchmark for advancement.

KATRINA GAY, CHIEF DEVELOPMENT OFFICER, NAMI



One thing is clear:

MORE COMPANIES ARE MAKING MOVES BEYOND JUST BASIC AWARENESS ON THESE CHALLENGES

and actually implementing more sophisticated systems that can create more equity and inclusion in the workplace. We still have a long way to go, but the data from the McKenzie-Delis Foundation seems promising.

KIMBERLEE BRADSHAW ARCHIBALD, COMMUNICATIONS LEAD, CORPORATE COMMUNICATIONS, NETAPP



These findings are evidence of the

IMPRESSIVE PROGRESS

– and clear opportunities for improvement – within Corporate America in the ongoing quest to build workplaces that are truly diverse, equitable and welcoming to all. It's clear that many executives in the US have the ambition and intention to cultivate and advocate on behalf of diverse talent. You can see this in the findings around how companies are prioritizing gender and racial diversity in their succession planning.

And yet these efforts are clearly a work in progress. This is made clear by the stubbornly low representation of women on boards, the limited training and support around reducing age bias and the lack of data collection in the efforts to broaden the recruitment of those from diverse socio-economic backgrounds. The ambition is there. But it's now time to get to work. Let us hope this review's findings will energize leaders across the corporate world to double down on their commitment to making work, work well for all.

SCOTT OLSTER, SENIOR EDITOR, LINKEDIN NEWS



FINAL WORDS



One of the oldest pieces of management advice is

'WHAT GETS MEASURED, GETS DONE'.

LEILA MCKENZIE-DELIS, FOUNDER,
THE MCKENZIE-DELIS REVIEW



LEILA MCKENZIE-DELIS

FOUNDER OF THE MCKENZIE-DELIS REVIEW

One of the oldest pieces of management advice is 'what gets measured, gets done'. We're seeing this approach to ring true from the companies that have taken part in the McKenzie-Delis Review. They are actively tracking their progress to demonstrate if, and how, they are moving the needle, and are able to identify areas they need to put more focus on.

Companies that choose to track and measure holistic diversity show a commitment to a better workplace without bias. Taking Diversity and Inclusion (D&I) tracking and measurement seriously, as they do every other aspect of their business, will see their reputation benefit among current and prospective employees, customers and shareholders, and will set them apart as true vanguards in the space.

Some companies are already doing some great things, but there are plenty of others that haven't done enough or even scratched the surface. I believe the US's biggest companies have a responsibility to lead by example and we need to see more organizations blazing a trail to lead the way.

D&I are complex subjects, but understanding the ten different facets as we see them and shining a light on best practices is one way that we will be able to shift the dial. Not just for the short term, but for good. It's an ongoing battle, but one which is certainly worth the fight.

CEO of DIAL Global & Founder of the McKenzie-Delis Foundation



CONTRIBUTORS

CONTRIBUTORS

MCKENZIE-DELIS FOUNDATION TRUSTEES



MCKENZIE DELIS FOUNDATION

The McKenzie Delis Foundation is a charitable organization committed to driving research and insight into how businesses are moving the dial on diversity, equity, inclusion and belonging in the workplace. The Foundation's mission is to create a more open, diverse and inclusive society and help organizations grow authentic cultures to unlock more innovation, more creativity and more profitability.

<https://www.mckenziedelisfoundation.com>



LEILA MCKENZIE-DELIS

FOUNDER OF THE MCKENZIE-DELIS FOUNDATION AND CEO OF DIAL GLOBAL

Leila McKenzie-Delis is a British Chinese millennial activist and CEO of DIAL Global. Leila leads multiple businesses including DIAL Global (Diverse, Inclusive, Aspirational Leaders) a peer learning network designed to move the dial on diversity, inclusion and belonging.

In June of 2021, Leila established the McKenzie-Delis Foundation, a UK charity, whose mission is to create a more open, diverse and inclusive society and help organizations grow authentic cultures to unlock more innovation, more creativity and more profitability.

The McKenzie-Delis Foundation was born out of Leila's experiences, desire and absolute determination to move the dial on diversity to create a more equitable and inclusive society. Leila's vision is one in which all are welcome to the boardroom in business and beyond in a world that harnesses the power of intersectionality and difference in moving the dial.



ZAREENA BROWN

CO-CHAIR OF THE MCKENZIE-DELIS FOUNDATION AND CHIEF PEOPLE OFFICER AT ROYAL MAIL

With over 20 years' experience, Zareena is an expert in leading the whole people agenda, transformation/change management, culture & values change, talent and leadership at some of the UK's largest organizations. She is passionate about talent development, diversity and building companies where colleagues can bring their whole selves to work.

"I believe that our organizations, economies and society are strongest when we embrace equality and inclusion to its fullest and that means opening the door to possibility and opportunity to everyone."



SUZIE WELCH

TRUSTEE OF THE MCKENZIE-DELIS FOUNDATION AND GROUP CHIEF PEOPLE OFFICER AT ODEON CINEMAS GROUP

A skilled and passionate HR professional, Suzie has more than 20 years' experience working in top global hospitality and leisure organizations.

"I am passionate about inclusion because I believe that every opportunity should be available to all, whoever you are and whatever your circumstance. We should celebrate difference as it gives richness to the environment around us and enables all of us to achieve more."



PAULINE MILLER

TRUSTEE OF THE MCKENZIE-DELIS FOUNDATION AND CHIEF EQUITY OFFICER, EMEA AT DENTSU INTERNATIONAL

An experienced senior leader and business psychologist across Diversity, Equity and Inclusion, Culture transformation and Leadership and Learning, building inclusive and high performing cultures that create meaningful impact for colleagues, clients, communities and external stakeholders.



ANDREW DENTON

CO-CHAIR OF THE MCKENZIE-DELIS FOUNDATION AND CHIEF EXECUTIVE OFFICER AT ALFA FINANCIAL SYSTEMS

An experienced global leader, Andrew is responsible for driving growth, profitability and success at Alfa Financial Systems with over 30 current clients and 26 countries served.

"Diversity and Inclusion (D&I) are fundamental. Excluding, suppressing, or aggressing someone just because they are different to you is fundamentally wrong; any form of prejudice or bigotry is fundamentally wrong. I believe that sincerely and passionately. Which is why I believe that we all have a responsibility to take tangible actions that move us towards lasting change in the form of a more inclusive, equal and equitable workplace and wider society."



DEAN CURTIS

TRUSTEE OF THE MCKENZIE-DELIS FOUNDATION AND GROUP MANAGING DIRECTOR - RISK & BUSINESS ANALYTICS AT RELX

Dean serves as CEO across the firm's portfolio of companies and provides executive leadership to all functional areas of the Cirium & ICIS businesses, serving customers in more than 140 countries.

"It is my belief that you become the people you touch and life is short. Spend time on something which has your passion and surround yourself with inspiring people that are totally committed and enable you to be at your best too. So far in my career I have worked for, and with, some remarkable people and feel I am blessed. As part of this it is an obligation to give back and work on different charitable initiatives like the McKenzie-Delis Foundation."

All high performance and successful teams, businesses, communities and nations have inclusion at their heart and a high degree of psychological safety. Without inclusion, sustainable diversity cannot exist. Inclusion is imperative to promote breadth of thought, innovation and best outcomes, driven from difference in experience, backgrounds and beliefs and ensuring everyone can be the very best version of themselves, always."



CONTRIBUTORS

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(Co-Chair)
CEO, Verizon Business



John Standley
(Co-Chair)
Executive Vice President, Walgreens Boots Alliance and President, Walgreens



Carlos Cubia
Senior Vice President, Global Chief Diversity, Equity and Inclusion Officer, Walgreens Boots Alliance



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Amazin LeThi
Global Ambassador: Copenhagen2021 | Athlete Ally | Stonewall | Vietnam Relief Services



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MICHELLE AUDETTE

MANAGING DIRECTOR OF THE MCKENZIE-DELIS FOUNDATION, EDITOR OF THE MCKENZIE-DELIS REVIEW AND CHIEF MARKETING OFFICER OF DIAL GLOBAL

Michelle is a senior strategic marketing professional with over 20 years' experience of driving global marketing and strategy in both FMCG and B2B arenas in large corporate and agile SME entities. She is passionate about equality and splits her time working across the McKenzie-Delis Foundation and DIAL Global.

Originally from the Boston area, Michelle is an American who has lived in the UK for over 20 years. She is an experienced and motivational leader who grows capability and thrives when working with high performing teams.



CLARISSA VALIQUETTE

INTERIM RESEARCH DIRECTOR OF THE MCKENZIE-DELIS REVIEW

Clarissa has over 20 years of experience in research and insights, both on the vendor and client side across two continents. She specializes in building strategies using a bottom-up, insight-led approach, customer needs identification and prioritization, journey mapping workshops, and Net Promoter Score systems and governance. Clarissa helps companies bring their brand to life with purposefully-designed customer experiences and data-driven insights.

Born in Germany, she moved to the UK via Canada six years ago. She now lives in Southwest London with her "lets-go-to-the-beach" husband, 9-year old "always-cartwheeling" daughter, 4-year old "what-are-we-cooking" son, a cuddly cat and a very noisy goldfish.



FLICK COLLINGWOOD

CHIEF OF STAFF OF DIAL GLOBAL AND THE MCKENZIE-DELIS FOUNDATION

With over 20 years in FMCG, Flick is a trusted team leader with extensive commercial operations experience motivating and developing teams to be their best to make things happen. She has a strong track record of adding sustainable bottom-line value through program and project delivery across diverse functions within a business with a genuine passion to deliver while remaining authentic. Driving and building a diverse workforce with inclusion at its heart to deliver a high performance culture through all her teams has always been core to Flick's values.

ACKNOWLEDGEMENTS

This report would not have been possible without the help and support of so many people who care deeply about creating change in the world.

A special thanks goes out to:

COSTA DELIS

whose support always goes above and beyond.

THE DIAL GLOBAL TEAM

Michael Rossi
Kate Williams
Jodie Buck
Amy Baker

IPSOS TEAM

Ellie Shaw
Trinh Tu
Harry Williams
Simona Banerjee



CONTRIBUTORS

STRATEGIC PARTNERS



DIAL GLOBAL

DIAL Global is a global community for Diverse Inclusive Aspirational Leaders. Our purpose is to create a more open, diverse and inclusive society and help organizations grow authentic cultures to unlock more innovation, more creativity and more productivity.

Our DIAL Global community brings together Diversity and Inclusion (D&I) change agents to access exclusive connections, perspectives and knowledge that help us stay ahead in the ever-evolving D&I landscape and achieve workplace diversity & inclusion faster. Our community supports the sharing of personal stories, experiences and best practice for our community to collectively lead measurable change across all ten facets of D&I.

DIAL Global facilitates the sharing and transferring of best practice methodologies and knowledge through our world-class network and global summits.

www.dialglobal.org



VERIZON

Verizon Communications Inc. (NYSE, Nasdaq: VZ) was formed on June 30, 2000 and is one of the world's leading providers of technology and communications services. Headquartered in New York City and with a presence around the world, Verizon generated revenues of \$133.6 billion in 2021. The company offers data, video and voice services and solutions on its award-winning networks and platforms, delivering on customers' demand for mobility, reliable network connectivity, security and control.

www.verizon.com



WALGREENS BOOTS ALLIANCE

Walgreens Boots Alliance (Nasdaq: WBA) is an integrated healthcare, pharmacy and retail leader serving millions of customers and patients every day, with a 170-year heritage of caring for communities.

A trusted, global innovator in retail pharmacy with approximately 13,000 locations across the US, Europe and Latin America, WBA plays a critical role in the healthcare ecosystem. The company is reimagining local healthcare and wellbeing for all as part of its purpose – to create more joyful lives through better health. Through dispensing medicines, improving access to a wide range of health services, providing high quality health and beauty products and offering anytime, anywhere convenience across its digital platforms, WBA is shaping the future of healthcare.

WBA has more than 315,000 team members and a presence in nine countries through its portfolio of consumer brands: Walgreens, Boots, Duane Reade, the No7 Beauty Company, Benavides in Mexico and Ahumada in Chile. Additionally, WBA has a portfolio of healthcare-focused investments located in several countries, including China and the US.

The company is proud of its contributions to healthy communities, a healthy planet, an inclusive workplace and a sustainable marketplace. WBA has been recognized for its commitment to operating sustainably: it is an index component of the Dow Jones Sustainability Indices (DJSI) and was named to the 100 Best Corporate Citizens 2021.

More company information is available at www.walgreensbootsalliance.com.



IPSOS

At Ipsos, we firmly believe that the diversity and range of skills, experiences, backgrounds and ideas creates richer working environments for us all. As an organization, we want to be as diverse as the people and issues we research, to better reflect and understand the world, and ultimately deliver better research and insight to our clients. The team believe wholeheartedly in the aims of the MDP Review and wanted to contribute our skills to deliver insights from the participating organizations. We look forward to continuing our support of the MDP Review in the years to come.

Ipsos is one of the world's leading market research companies, present in 90 markets and employing more than 18,000 people. Our passionately curious research professionals, analysts and scientists have built unique multi-specialist capabilities that provide a true understanding and powerful insights into the actions, opinions and motivations of citizens, consumers, patients, customers or employees. Our business solutions are based on primary data from our surveys, social media monitoring, and qualitative or observational techniques.

www.ipsos.com



UNITED NATIONS GLOBAL COMPACT NETWORK UK

The United Nations Global Compact is a global platform for business and non-business entities to proactively network and engage in areas of human rights, labor, environment, and anti-corruption. Participation in the UN Global Compact is a widely visible commitment to the implementation, disclosure, and promotion of its ten universal principles.

Local Networks, such as the UK Network, are clusters of UN Global Compact Participants and Signatories who come together to advance the UN Global Compact and its principles within a particular geographic context. Our role is to help organizations engage in the UN Global Compact with respect to implementation of the Ten Principles, and create opportunities for multi-stakeholder engagement and collective action.

www.unglobalcompact.org.uk



JDJ CREATIVE

JDJ Creative is a graphic design agency that goes further. Our mission is to enable our clients to communicate more effectively and improve their brand reach by taking complex ideas and making them effortless to understand, visually.

<https://jdjcreative.co.uk/>



CONTRIBUTORS

RESEARCH PARTNERS



RUH GLOBAL IMPACT

Ruh Global Communications (RGC) was founded in 2013 by our CEO Debra Ruh. Debra has worked as a Global Inclusion Strategist since 2001. Before she became an entrepreneur she was an executive in the banking industry for many years. She created Ruh Global Communications to help clients reduce their compliance and brand risks associated with inclusion and create programs that act as a positive differentiator.

Ruh Global IMPACT, is a social enterprise whose cause is the Inclusion of People with Disabilities and offers consulting services on inclusion, accessibility, and inclusive marketing. Over the past eight years, Ruh Global IMPACT has seen much success, working with major multi-national corporations, the UN, and foreign government agencies.

www.ruhglobal.com



BILLION STRONG

Billion Strong is an identity and empowerment organization designed to bring the billions of voices of persons with disabilities together. We are a global community of persons with lived experiences of disabilities that will also celebrate our allies and accomplices.

Billion Strong will bring our global community together so we can find our collective voices, fight for our rights, and highlight other activities locally, nationally, and globally.

Billion Strong will embrace and support our community, which includes entrepreneurs with disabilities and other diverse groups, with professional development, training, mentoring, coaching, education, and programs to assure that employers know how to find qualified candidates with disabilities all over the world.

www.billion-strong.org



DISABILITY:IN

Disability:IN is the leading nonprofit resource for business disability inclusion worldwide. Our network of over 400 corporations expands opportunities for people with disabilities across enterprises. Our central office and 25 Affiliates serve as the collective voice to effect change for people with disabilities in business.

Disability:IN represents a new era for disability inclusion in business. At the same time, the organization remains committed to building a stronger bridge between business and the disability communities. With more than 400 corporate partners, 27 Affiliates, and enduring alliances with LGBTQ individuals, Women, and BIPOC, Disability:IN aims for the day when our organization is no longer needed.

www.disabilityin.org



TANENBAUM CENTER

Tanenbaum combats religious prejudice, confronts hate, and builds respect for religious difference by transforming individuals and institutions.

As a secular and non-sectarian non-profit, Tanenbaum works to promote religious peacebuilders who help counter extremism and violence in armed conflicts, and tackles religious bullying of students, harassment in workplaces, and disparate health treatment for people based on their beliefs.

www.tanenbaum.org



RESEARCH PARTNERS



NAMI

NAMI, the National Alliance on Mental Illness, is the nation's largest grassroots mental health organization dedicated to building better lives for the millions of Americans affected by mental illness.

NAMI is a dynamic alliance seeking to transform the way mental health is understood and treated. Present in more than 600 communities, NAMI provides advocacy, education, support and public awareness so that all individuals and families affected by mental illness can build better lives.

www.nami.org



STONEWALL

Stonewall was founded in 1989 by a small group of people (including Sir Ian McKellen) who had been active in the struggle against Section 28 of the Local Government Act. Section 28 was an offensive piece of legislation designed to prevent the so-called 'promotion' of homosexuality in schools; as well as stigmatizing lesbian, gay and bi people, it galvanized the LGBT community.

The aim from the outset was to create a professional lobbying group that would prevent such attacks on lesbians, gay and bi people from ever occurring again. Stonewall has subsequently put the case for equality on the mainstream political agenda by winning support within all the main political parties and now has offices in England, Scotland and Wales. In 2015, and following a six-month consultation with trans communities, Stonewall became trans inclusive.

www.stonewall.org.uk



NGLCC

The NGLCC is the business voice of the LGBT community, the largest advocacy organization dedicated to expanding economic opportunities and advancements for LGBT people, and the exclusive certifying body for LGBT-owned businesses.

NGLCC is the exclusive third-party certifying body for Certified LGBT Business Enterprise® (Certified LGBTBE®) companies. Over one-third of the Fortune 500 recognize this certification and partner with NGLCC to create fully LGBT-inclusive supply-chains.

The LGBT business owners NGLCC represent generate over \$1.7 trillion in economic impact, create jobs and innovate business solutions nationwide. Additionally, NGLCC is the leading public policy advocate working to include Certified LGBTBE® businesses in procurement opportunities at the federal, state and local level. NGLCC Global is expanding its reach to five continents, bridging economic opportunity and LGBTI human rights worldwide.

www.nglcc.org



CENTRE FOR AGEING BETTER

The UK's population is undergoing a massive age shift. In less than 20 years, one in four people will be over 65 and the Centre for Ageing Better want everyone to enjoy later life.

They aim to support older people to be in fulfilling work by helping employers create age-friendly workplaces and improve support for older jobseekers. It aims to change policy and practices, informed by evidence, to improve health, housing, communities and employment for older people.

www.ageing-better.org.uk



RESEARCH PARTNERS



MINDS@WORK

Minds@Work is a community-led charity which works to inspire and equip organizations to eradicate the stigma of mental illness and create a healthier working world.

In a landscape burgeoning with “experts” on mental health, they stand proudly as a community of “learners” in relentless pursuit of the most progressive ideas and solutions.

They don’t sell products or services and so are completely independent. They occupy the space of connector, curator, convener, collaborator and a catalyst for the difficult conversations on mental health topics that are still taboo.

www.mindsatworkmovement.com



POWER OF THE PARENT®

Charlotte Speak is the founder at Power of the Parent® where she collaborates with businesses who are wanting to proactively support their teams and drive engagement throughout what is a period of significant change for everybody involved.

The mission at Power of the Parent® is about generating conversations that positively challenge some of the negative narrative that parents in the workplace can face, as well as helping businesses build on what they’re already great at. Parents return to work with so many untapped skills, drive and experiences, and Charlotte thrives on showing all the amazing things that can happen for employers when they have working parents on their side.

Using a strengths-based approach to workshops and coaching, Charlotte understands first-hand the positive impact this way of working can have on productivity, engagement, confidence and wellbeing.

www.power-of-the-parent.com



MIND

Mind is a mental health charity in England and Wales. Founded in 1946 as the National Association for Mental Health (NAMH), it celebrated its 70th anniversary in 2016.

Mind provide advice and support to empower anyone experiencing a mental health problem and they campaign to improve services, raise awareness and promote understanding.

It also works to raise public awareness and understanding of issues relating to mental health. Since 1982, it has awarded an annual prize for “Book of the Year” having to do with mental health, in addition to three other prizes. Since 2008 Mind has hosted the annual Mind Media Awards, celebrating the best portrayals and reporting of mental health across the media.

www.mind.org.uk





APPENDIX

Scoring Methodology Of Facets

Participants were asked yes or no questions on a series of statements related to each facet. Each "yes" answer scored 2 points, "don't know" scored 1 point and "no" scored 0 points. The average score across all statements per facet was then calculated, followed by extrapolating this average out over a 100-point scale to provide more granularity.

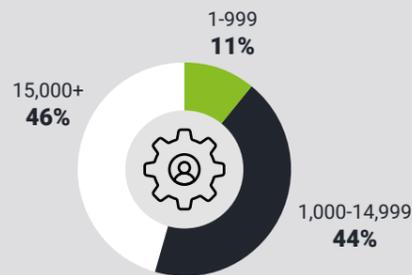
*Exception: The following questions scored 2 points for each "no" and 0 points for each "yes":

- Take into consideration the college background of employees you recruit or promote to leadership.
- Require applicants for trainee positions to hold an undergraduate degree.

Demographics

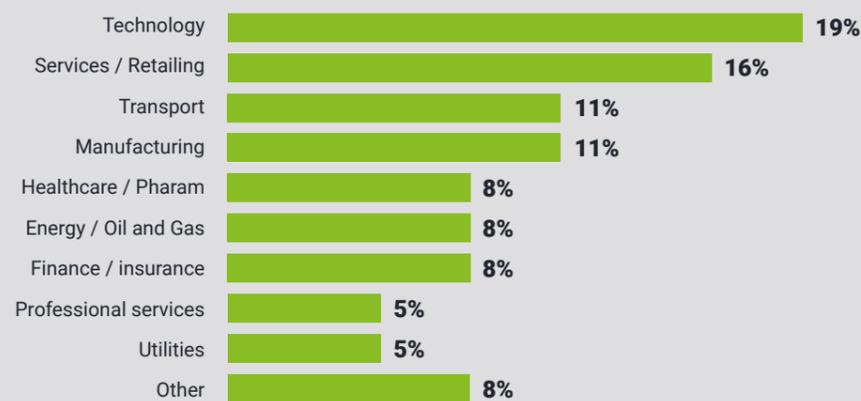
How many people does your business employ in the US including subsidiary companies?

Source QSize
N=37



Which of the following best describes the industry sector in which your business operates?

Source QSector
N=37



THE MCKENZIE-DELIS REVIEW PARTICIPATING ORGANIZATIONS



This is a selection of the full sample of participating organizations as not all respondents consented to being publicly listed.

AMC Theatres	Delta Airlines	KPMG	Target
AT&T	Dollar General	Medica Health Plans	Trane Technology
ath Power Consulting	First Energy Corp	Motorola	Unilever
Baker Hughes	GN Jabra	ONEOK	Union Pacific
Bridgestone Americas	Hanes Brands	Pfizer	Verizon
C.H. Robinson	HH Global USA	Phillips 66	WBA
CHUBB	Ipsos	Principal	West Rock
Cummins	Ivory Consulting	PSEG	Xerox
Davita	Kelloggs	Qualtrics	Zimmer Biomet



INNO

PLUS

ION



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