



Diversity & Inclusion

Are companies taking advantage?

ViewPoint team
June 2022

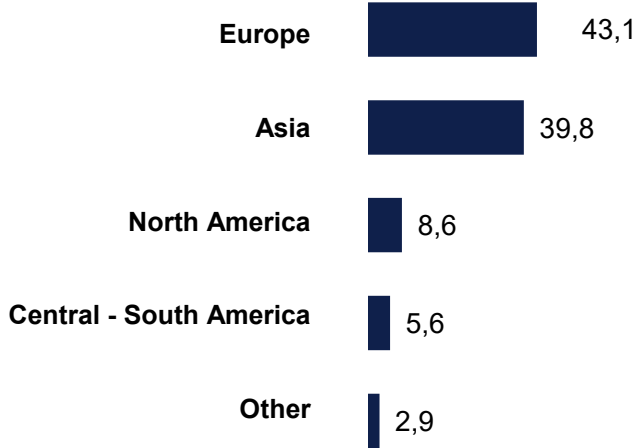
Methodology & Sample

- DNV investigated trends and benchmarks in the area of diversity and inclusion and aimed to gain an understanding of how companies view D&I and work to achieve their ambitions. It explored issues emerging as companies set up systems and processes to apply D&I principles within their organizations, with customers and throughout supply chains.
- The survey was conducted in March 2022 using the CAWI (Computer Assisted Web Interviewing) methodology.
- It involved 568 customers of Business Assurance in DNV across different industries in Europe, North America, Central & South America and Asia.
- The sample includes 87 companies identified as LEADERS based on a list of attributes defined by DNV.
- The sample does not claim to be statistically representative of companies worldwide.

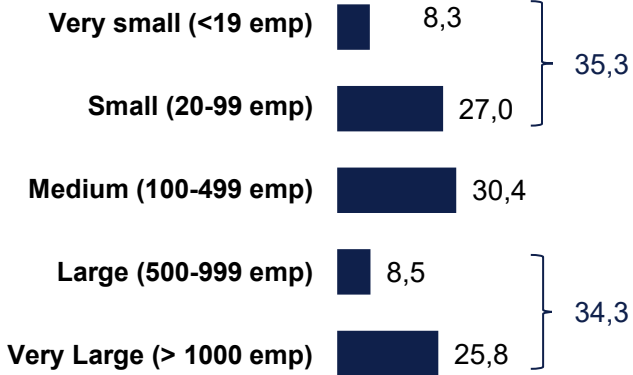
Demographic & sample

Respondents 568

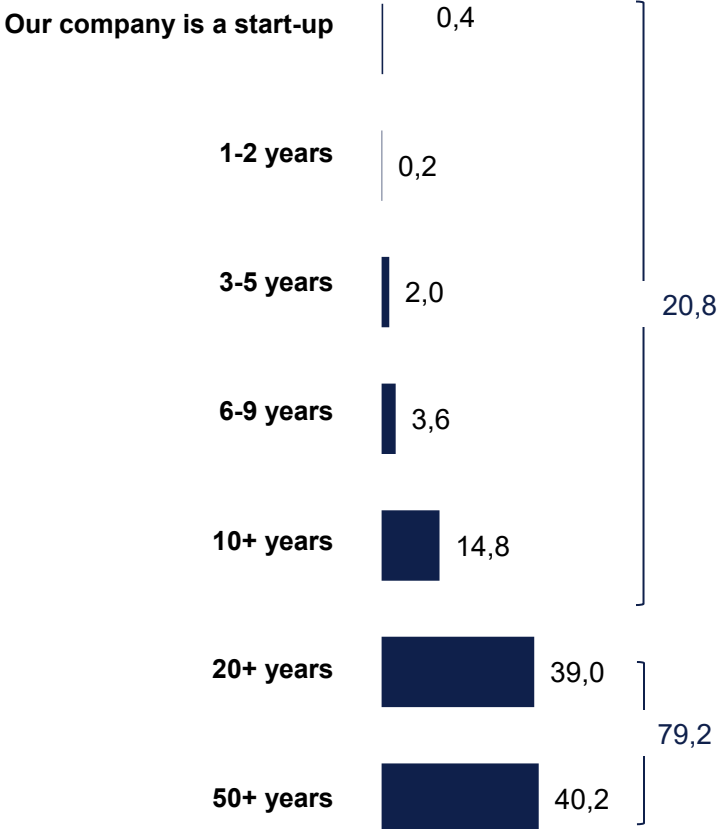
Geographical distribution



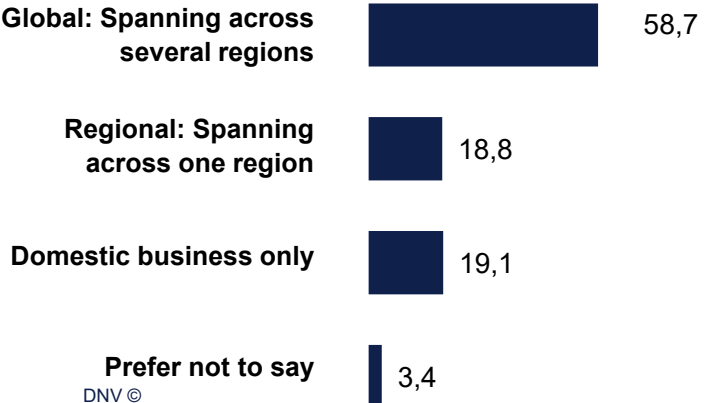
Company size



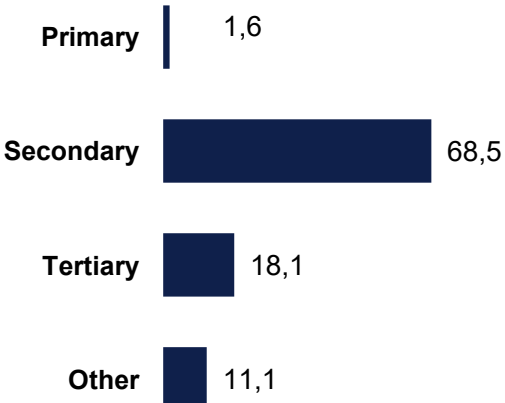
Company maturity



Geo footprint



Industry sector



Data is shown

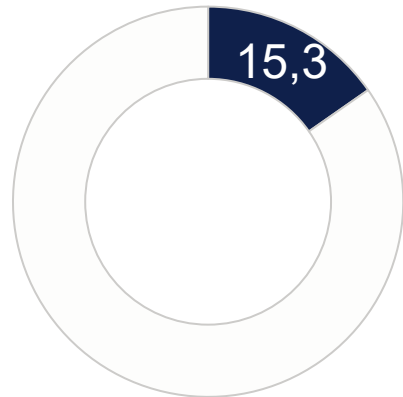
- on aggregate level
- for the following breakdowns
 - Geographical areas: Europe, North America, Central-South America and Asia
 - Leading companies: Companies indicating that D&I is part of their company's overall business strategy and companies self-assessing their implementation maturity as leading or optimizing
 - Industry sectors: Secondary and tertiary
 - Company size: Small (< 99) and large (>=500)
 - Company maturity: Young companies (<19 years in business) and mature companies (>=20 years on business)
 - Geographic footprint: Global and domestic companies
- Green circles in charts: significantly above average data. Red circles: significantly below average

Leaders

See previous page for definition

TOTAL
N= 566

% values;
Base, total sample



Leaders

Diversity and Inclusion (D&I): personal understanding

% values;
Base, total sample

TOTAL
N= 563

Q1). What does Diversity and Inclusion (D&I) mean to you as an individual – Please select the key words that you feel are meaningful for your definition of D&I.

		Europe	*North America	*Central - South America	Asia
		243	49	32	223
Equal opportunities	65,2	66,3%	83,7%	81,2%	57,4%
Acceptance	58,1	63,8%	79,6%	68,8%	45,3%
Respect	50,1	54,7%	57,1%	81,2%	38,6%
Variety	46,9	32,9%	38,8%	15,6%	69,5%
Equality	44,9	42,0%	57,1%	59,4%	42,6%
Inclusion	42,8	37,0%	69,4%	53,1%	39,9%
Gender equality	42,3	40,7%	46,9%	46,9%	42,6%
Understanding	41,9	40,3%	55,1%	43,8%	40,8%
Culture	41,4	44,0%	44,9%	37,5%	37,7%
Openness	40,9	45,7%	55,1%	21,9%	35,0%
Equity	38,5	24,7%	49,0%	53,1%	50,2%
Recognition	28,1	28,8%	34,7%	37,5%	24,7%
Difference	26,5	24,3%	30,6%	25,0%	27,8%
Togetherness	25,9	25,5%	36,7%	18,8%	23,3%
Psychological safety	25,9	25,5%	24,5%	25,0%	26,5%
Ethnicity	23,6	20,6%	36,7%	21,9%	24,2%
Nationality	22,7	16,9%	30,6%	15,6%	28,7%
Education	22,7	21,4%	20,4%	18,8%	24,7%
Belonging	21,3	19,8%	42,9%	25,0%	17,0%
Disability	21,1	16,5%	32,7%	37,5%	20,6%
Races	20,1	11,9%	28,6%	31,2%	26,0%
Religion	19,7	15,6%	28,6%	34,4%	19,7%
Gender identity	18,7	13,6%	24,5%	28,1%	20,6%
Generations	17,2	16,9%	24,5%	6,2%	17,9%
Sexuality	16,9	14,4%	22,4%	21,9%	17,5%
Uniqueness	16,9	11,9%	38,8%	12,5%	17,9%
Profession	13,0	9,5%	20,4%	28,1%	13,0%
Representation	12,6	8,6%	30,6%	12,5%	11,7%
Background	9,8	8,6%	14,3%	6,2%	10,8%
Other	2,5	2,1%	4,1%	6,2%	1,8%

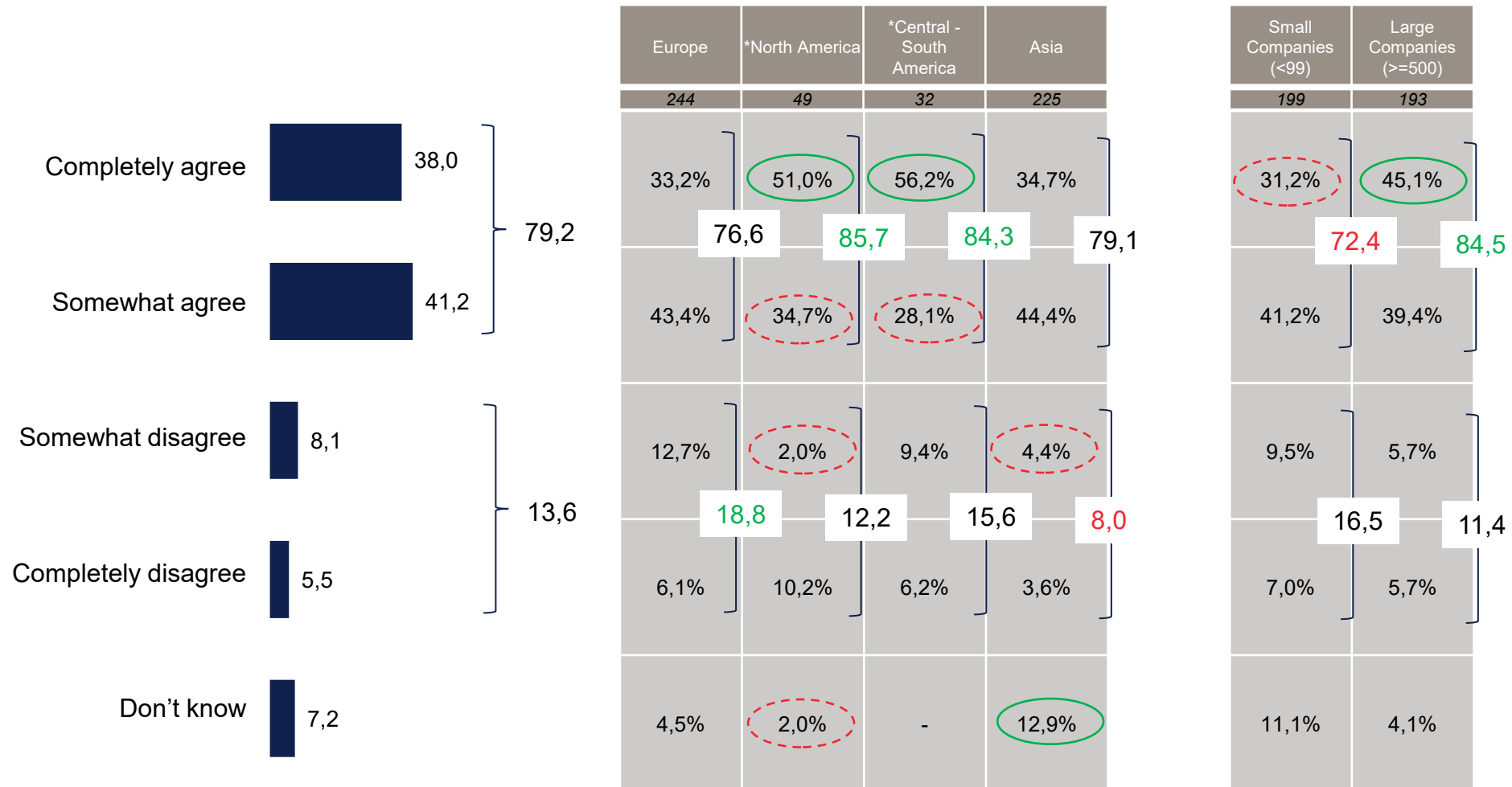
*pay attention small base very qualitative understanding

D&I relevance for business strategy

TOTAL
N= 566

% values;
Base, total sample

Q2). How much do you agree with this statement? D&I is a key part of my company's current overall business strategy



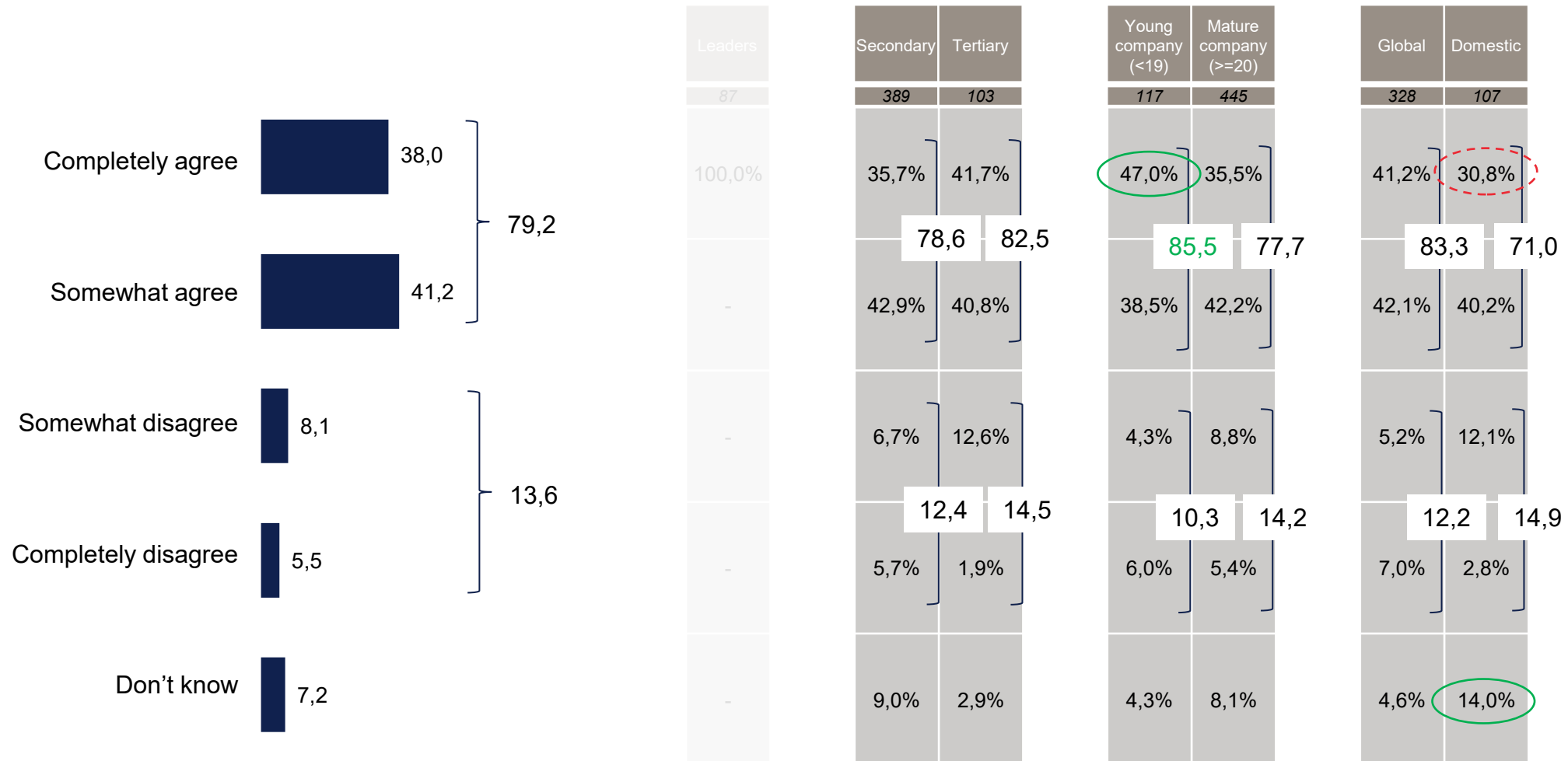
D&I relevance for business strategy

TOTAL
N= 566

% values;
Base, total sample

Q2). How much do you agree with this statement? D&I is a key part of my company's current overall business strategy

— Geo Footprint —

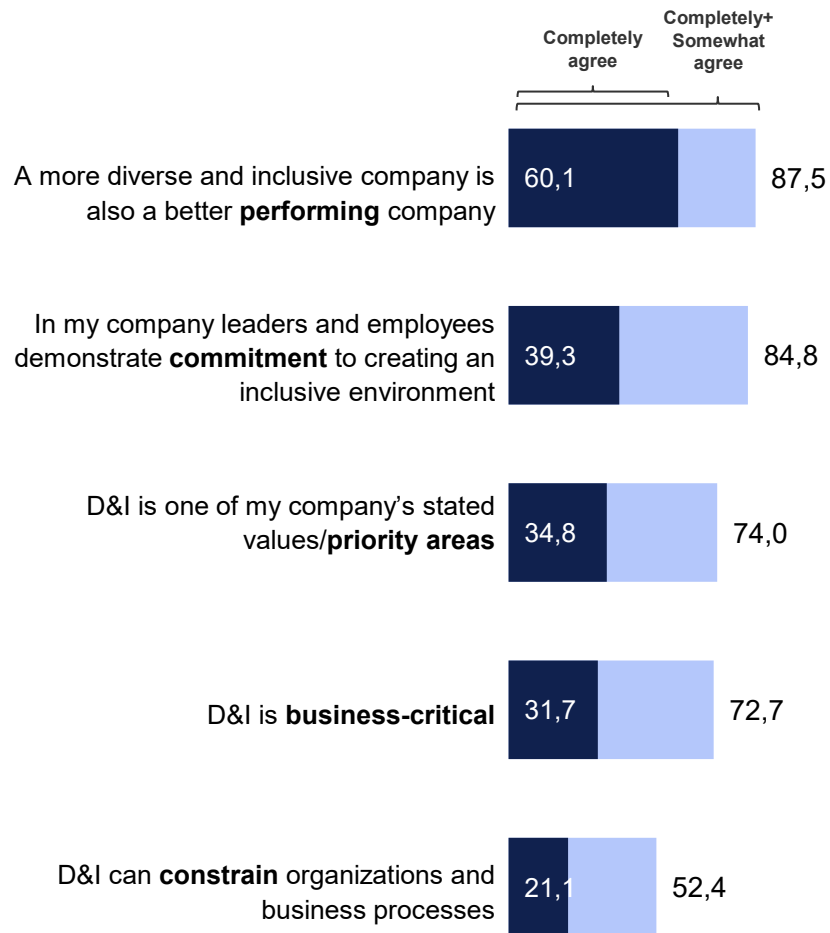


D&I benefits & constraints: personal convictions

% values;
Base, total respondents

Q3). How much do you agree with this statement?

%topbox

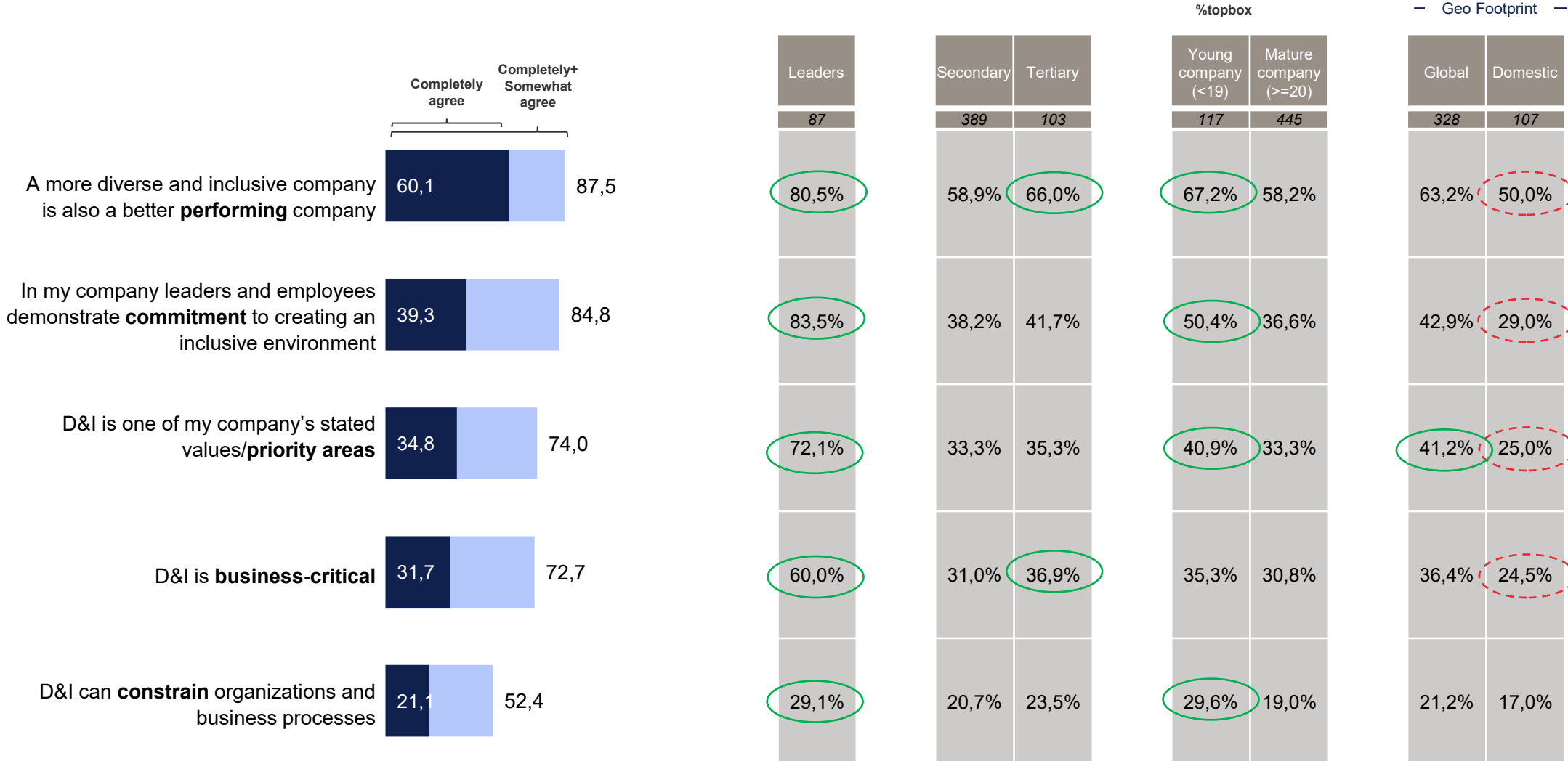


	Europe	*North America	*Central - South America	Asia	Small Companies (<99)	Large Companies (>=500)
	245	49	32	226	199	193
A more diverse and inclusive company is also a better performing company	61,0%	61,2%	75,0%	55,8%	55,1%	66,7%
In my company leaders and employees demonstrate commitment to creating an inclusive environment	37,0%	59,2%	43,8%	33,6%	37,4%	39,8%
D&I is one of my company's stated values/ priority areas	33,1%	50,0%	46,9%	30,0%	21,4%	48,4%
D&I is business-critical	28,9%	50,0%	34,4%	28,6%	18,3%	45,0%
D&I can constrain organizations and business processes	20,3%	18,8%	18,8%	23,0%	17,3%	27,6%

D&I benefits & constraints: personal convictions

% values;
Base, total respondents

Q3). How much do you agree with this statement?

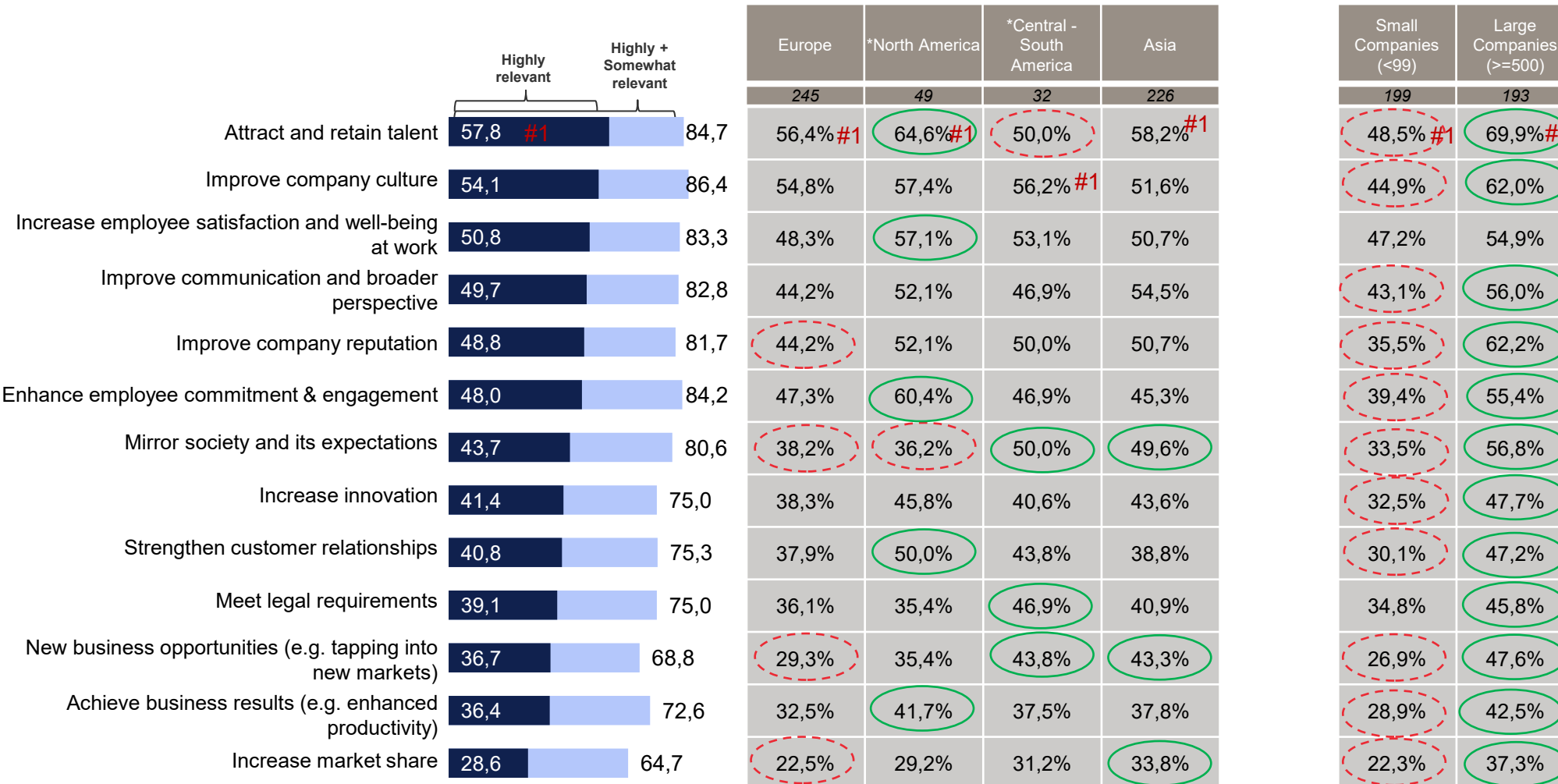


D&I company drivers

% values;
Base, total respondents

Q4). There are many possible reasons to apply D&I in an organization. Please rate the relevance of the possible drivers for your company to apply D&I?

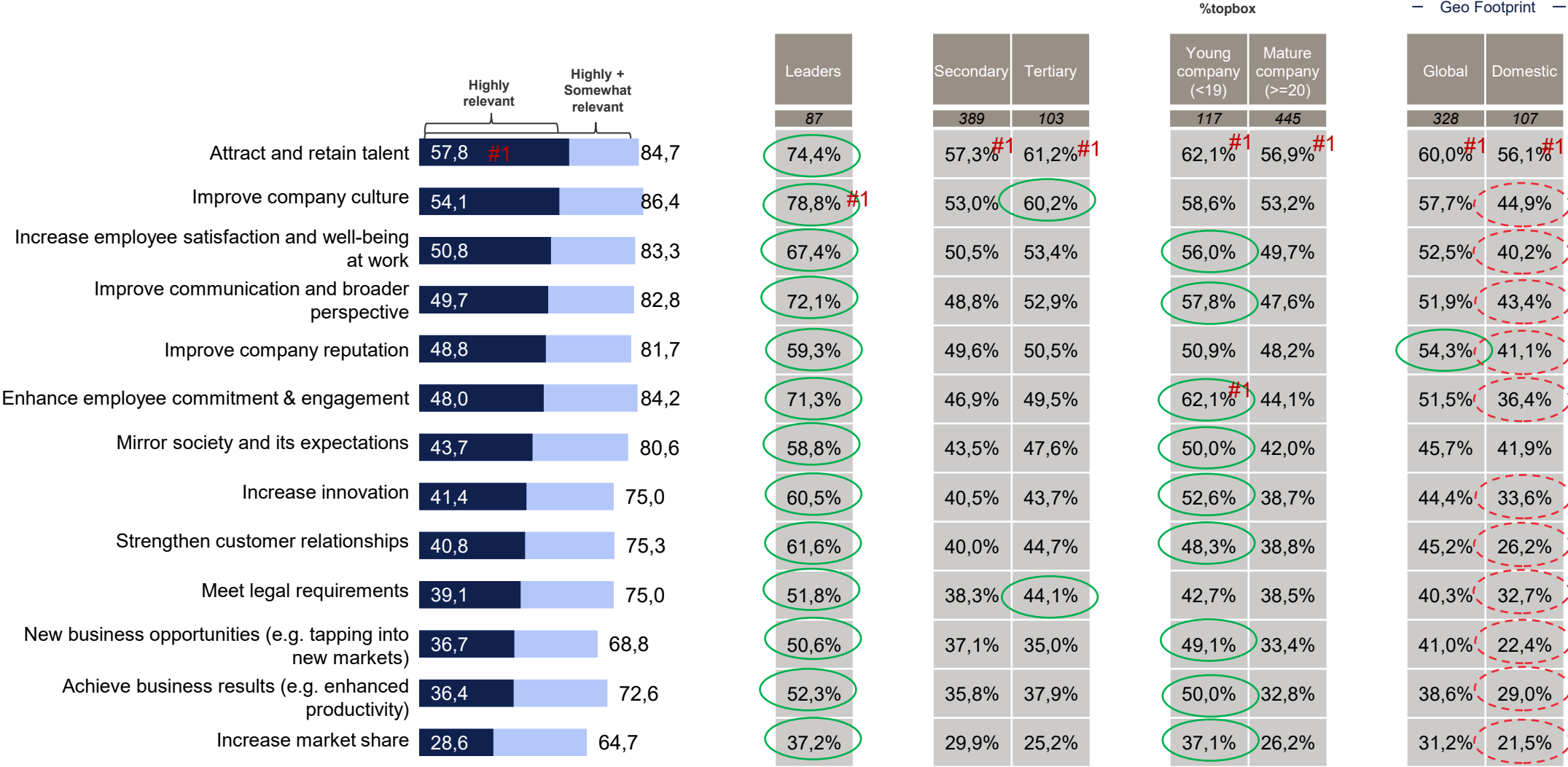
%topbox



D&I company drivers

% values;
Base, total respondents

Q4). There are many possible reasons to apply D&I in an organization. Please rate the relevance of the possible drivers for your company to apply D&I?



Company D&I maturity self assessment

TOTAL
N= 565

% values;
Base, total sample

Q5). When it comes to the maturity of D&I implementation, how do you rate the maturity of your D&I policy and approach in your company?



*pay attention small base very qualitative understanding

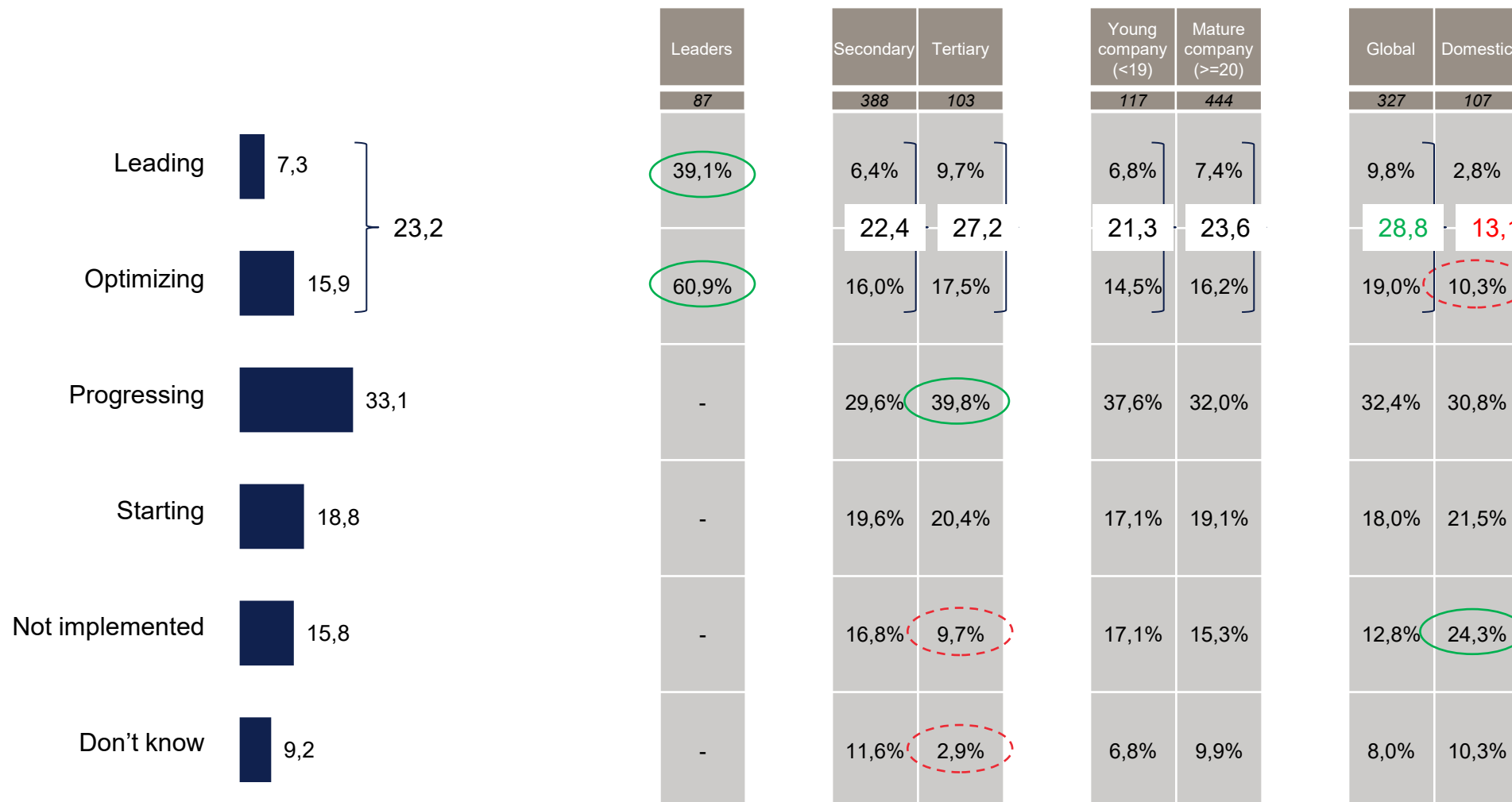
Company D&I maturity self assessment

TOTAL
N= 565

% values;
Base, total sample

Q5). When it comes to the maturity of D&I implementation, how do you rate the maturity of your D&I policy and approach in your company?

— Geo Footprint —

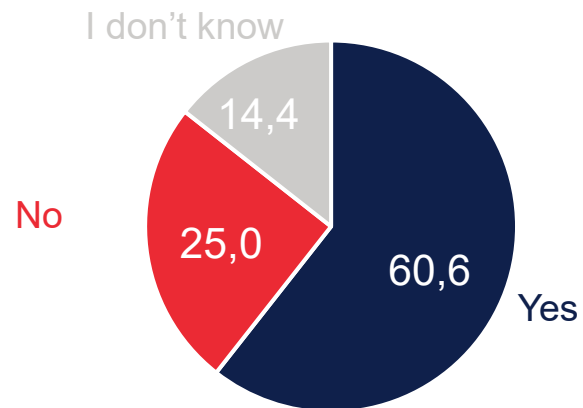


D&I policies & practices

% values;
Base, total respondents

Q6). Is D&I addressed in your company's...

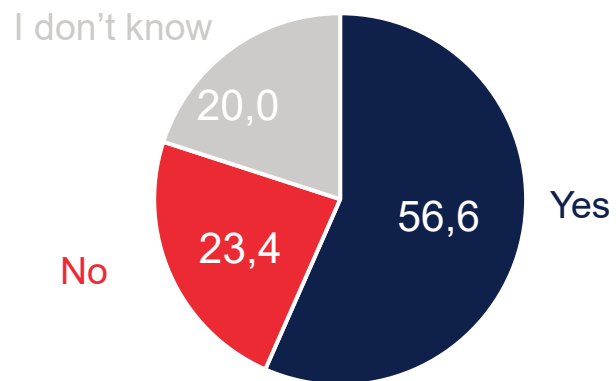
Policies



Region	Sample Size	Yes	No	I don't know
Europe	245	68,6%	22,2%	9,2%
*North America	49	73,5%	12,2%	14,3%
*Central - South America	32	67,7%	32,3%	-
Asia	226	46,2%	30,8%	23,1%

Company Size	Sample Size	Yes	No	I don't know
Small Companies (<99)	199	49,7%	34,9%	15,4%
Large Companies (>=500)	193	70,9%	15,3%	13,8%

Practices and routines



Region	Sample Size	Yes	No	I don't know	Delta
Europe	245	65,3%	18,6%	16,1%	+3,3%
*North America	49	75,5%	10,2%	14,3%	-2,0
*Central - South America	32	84,4%	15,6%	-	-16,7
Asia	226	37,7%	32,7%	29,6%	+8,5

Company Size	Sample Size	Yes	No	I don't know	Delta
Small Companies (<99)	199	52,8%	28,5%	18,7%	-3,1
Large Companies (>=500)	193	61,3%	18,8%	19,9%	+8,6

*pay attention small base very qualitative understanding

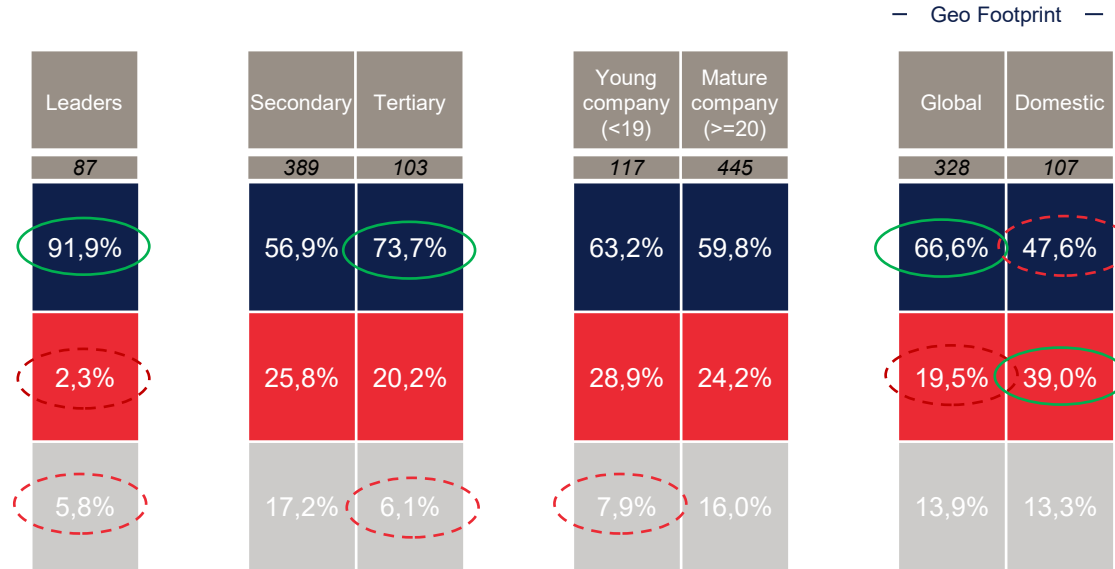
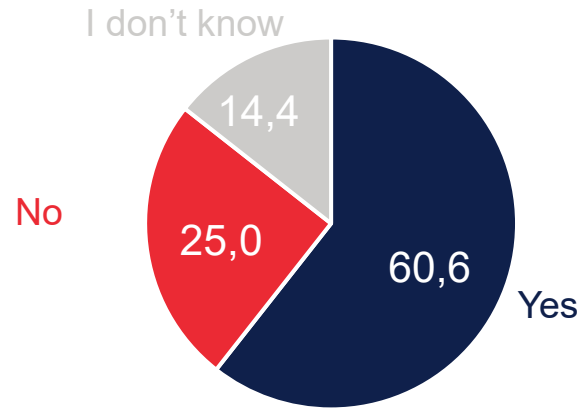
Policies-practices +4%

D&I policies & practices

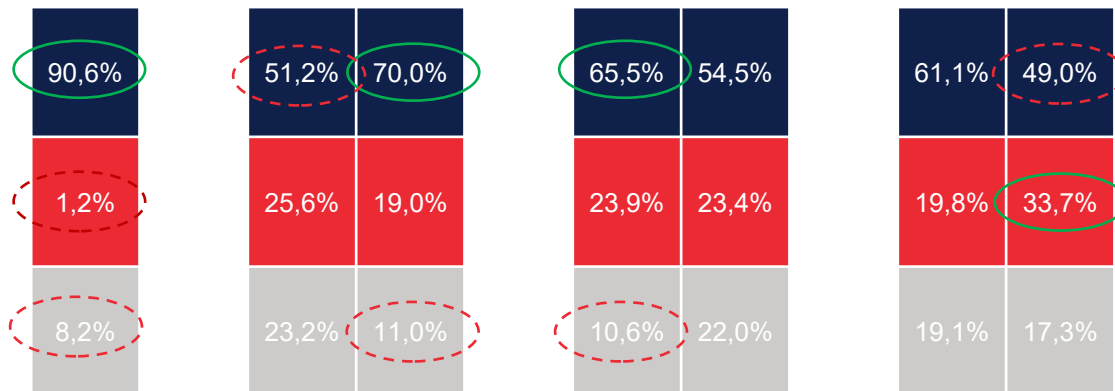
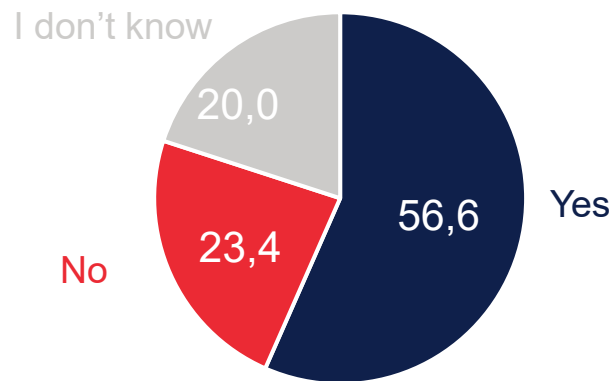
% values;
Base, total respondents

Q6). Is D&I addressed in your company's...

Policies



Practices and routines



Policies-practices

+4%

+1,3

+5,7

+3,7

-1,3

+5,3

+5,5

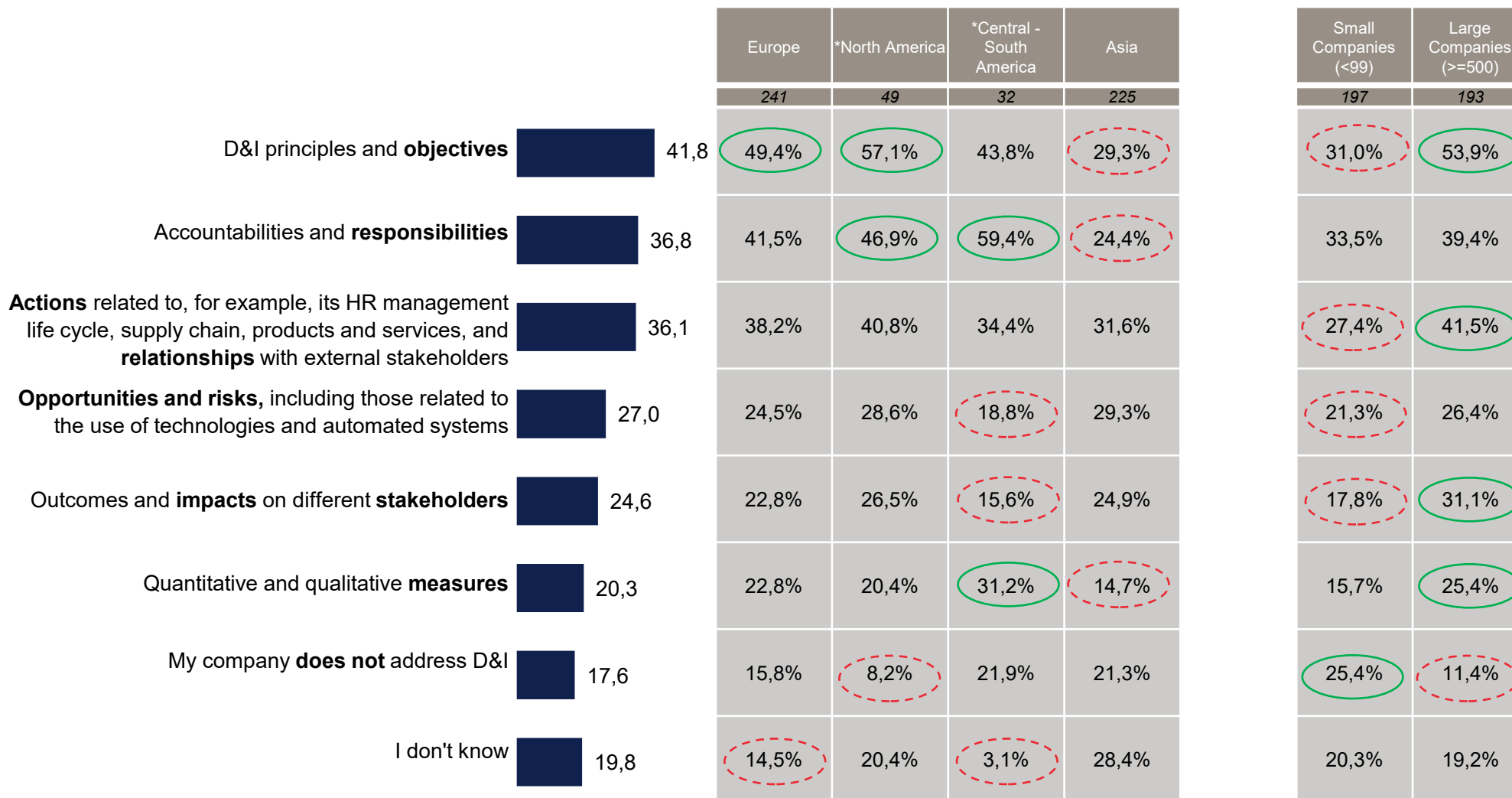
-1,4

Focus on D&I policy

TOTAL
N= 562

% values;
Base, total sample

Q7). What does your company's D&I policy explicitly include (mark all that apply)?



*pay attention small base very qualitative understanding

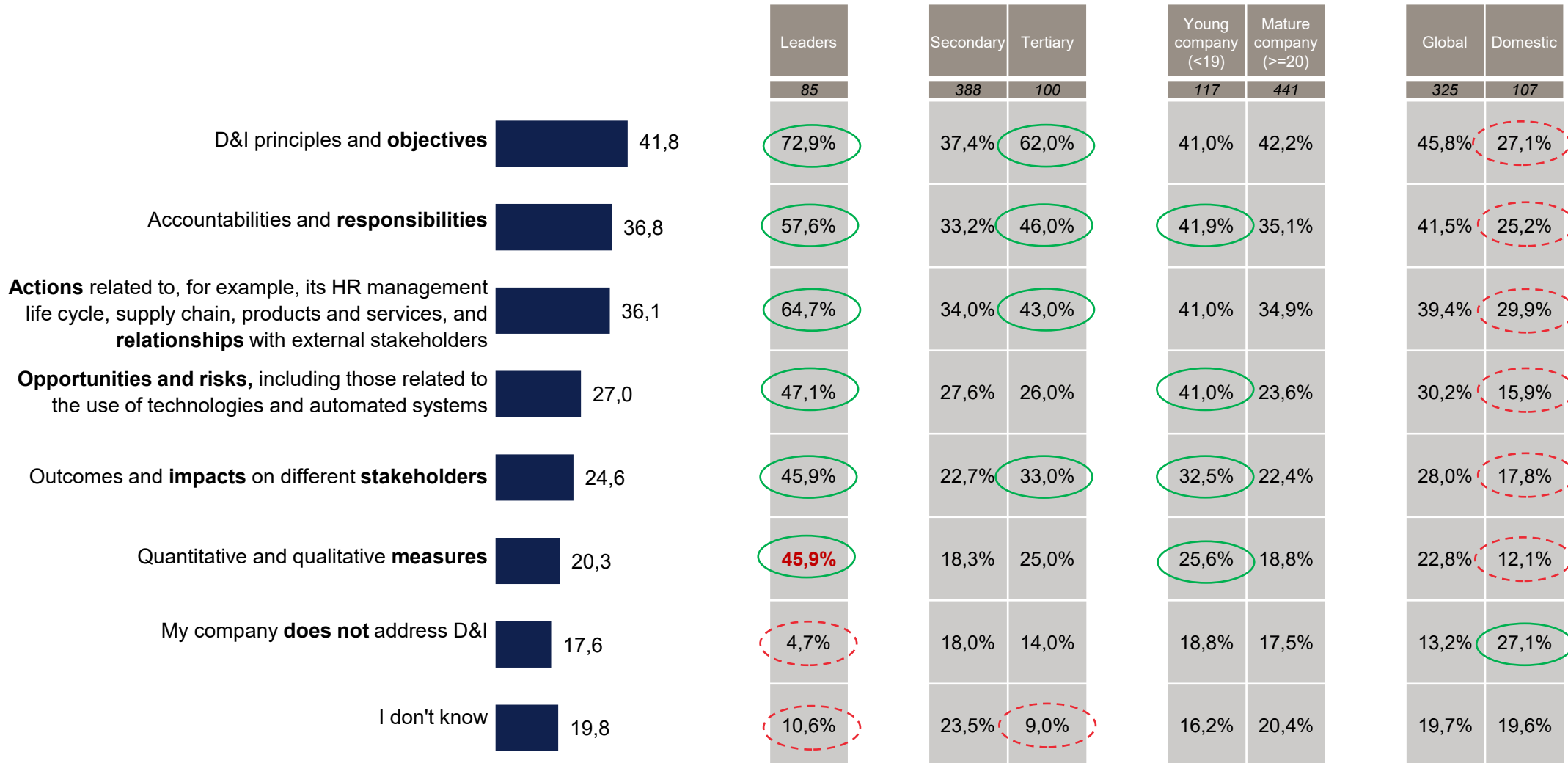
Focus on D&I policy

TOTAL
N= 562

% values;
Base, total sample

Q7). What does your company's D&I policy explicitly include (mark all that apply)?

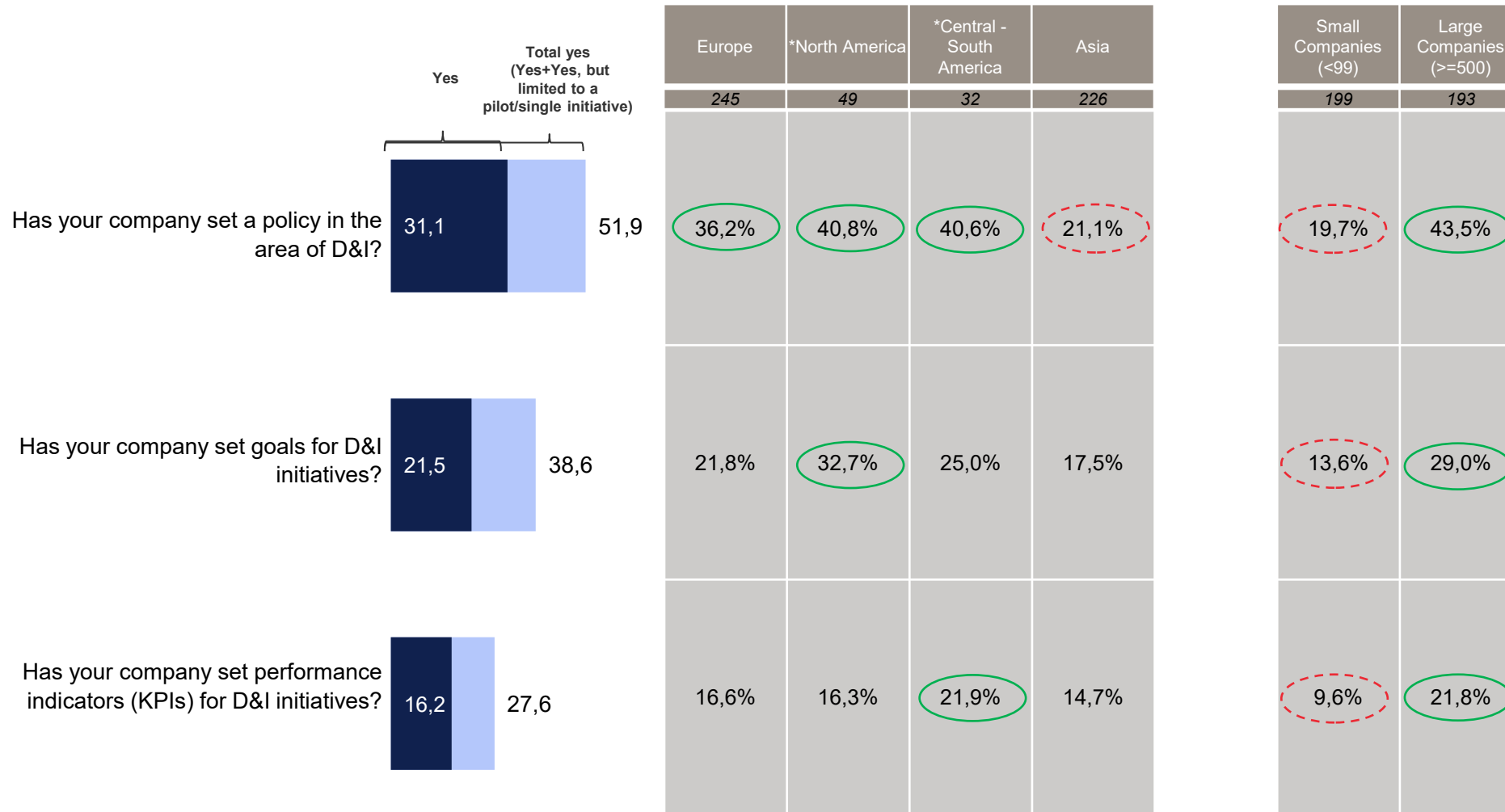
— Geo Footprint —



D&I corporate level metrics

% values;
Base, total respondents

Q8). Do the following statements on corporate level metrics for D&I apply to your company?



%topbox

*pay attention small base very qualitative understanding

Conversion policy/KPI's (top)

52%

46%

40%

54%

70%

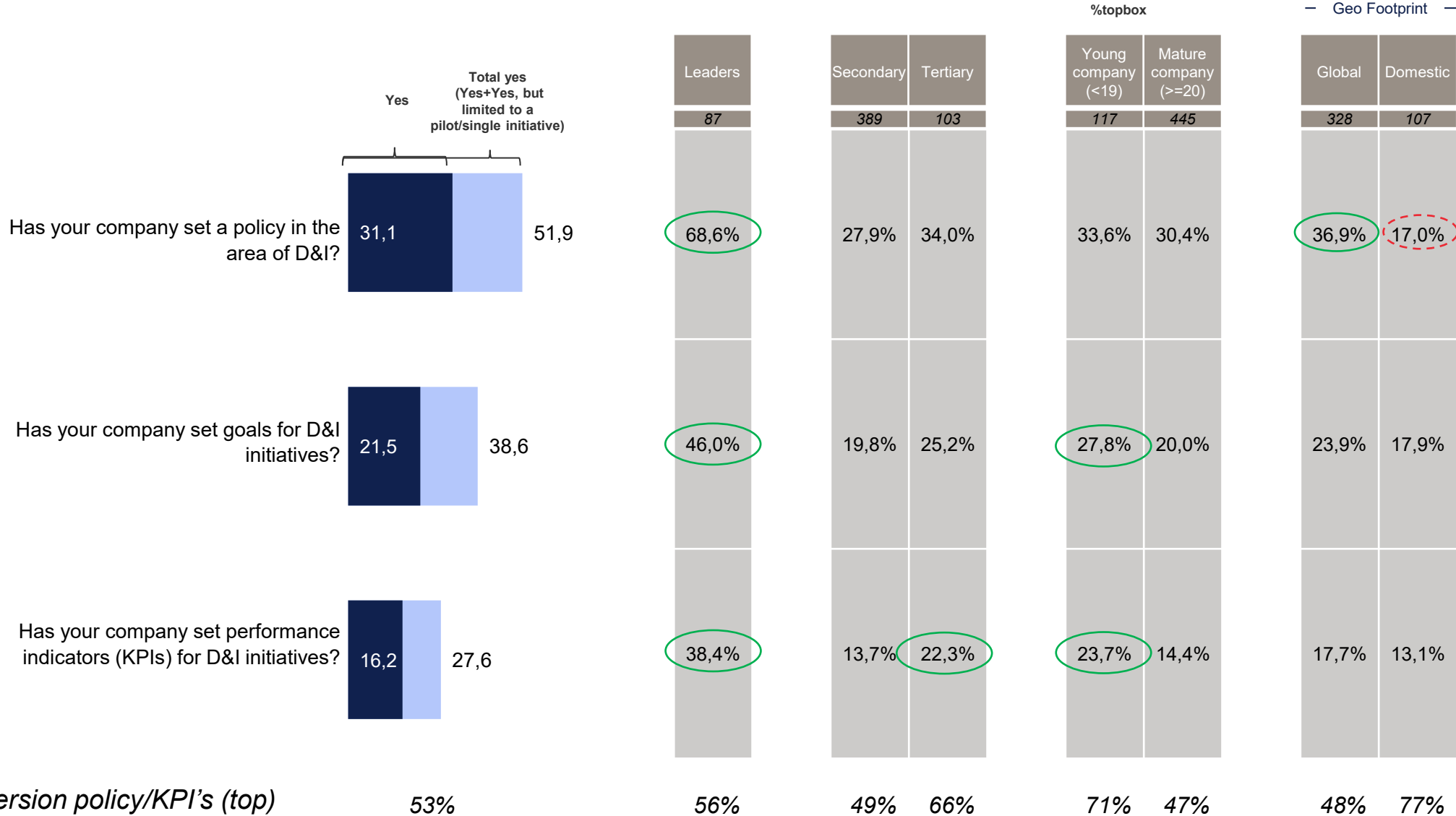
49%

50%

D&I corporate level metrics

% values;
Base, total respondents

Q8). Do the following statements on corporate level metrics for D&I apply to your company?

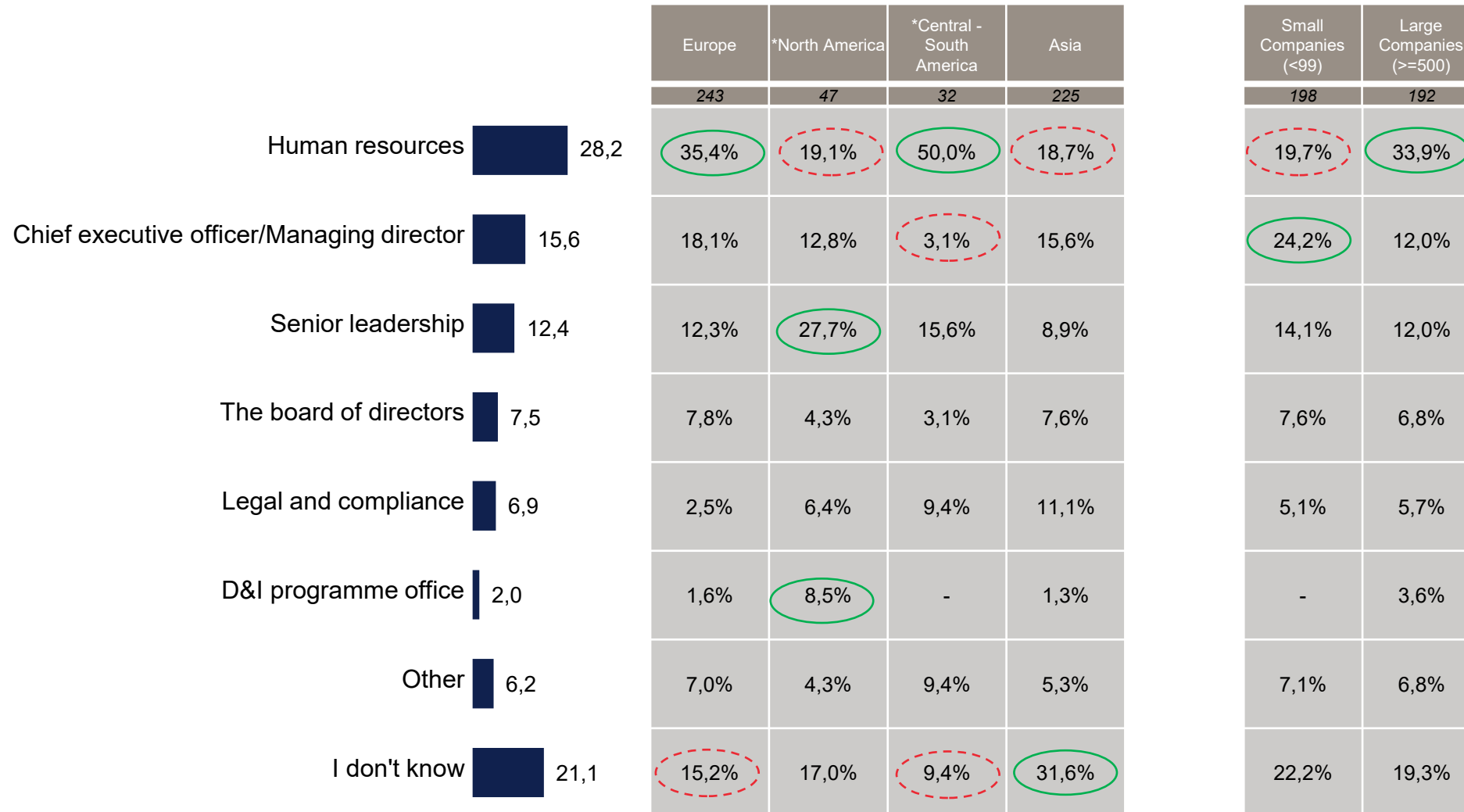


Company D&I responsibility ownership

TOTAL
N= 563

% values;
Base, total sample

Q9). In your company, where does the ownership of D&I responsibility lie?



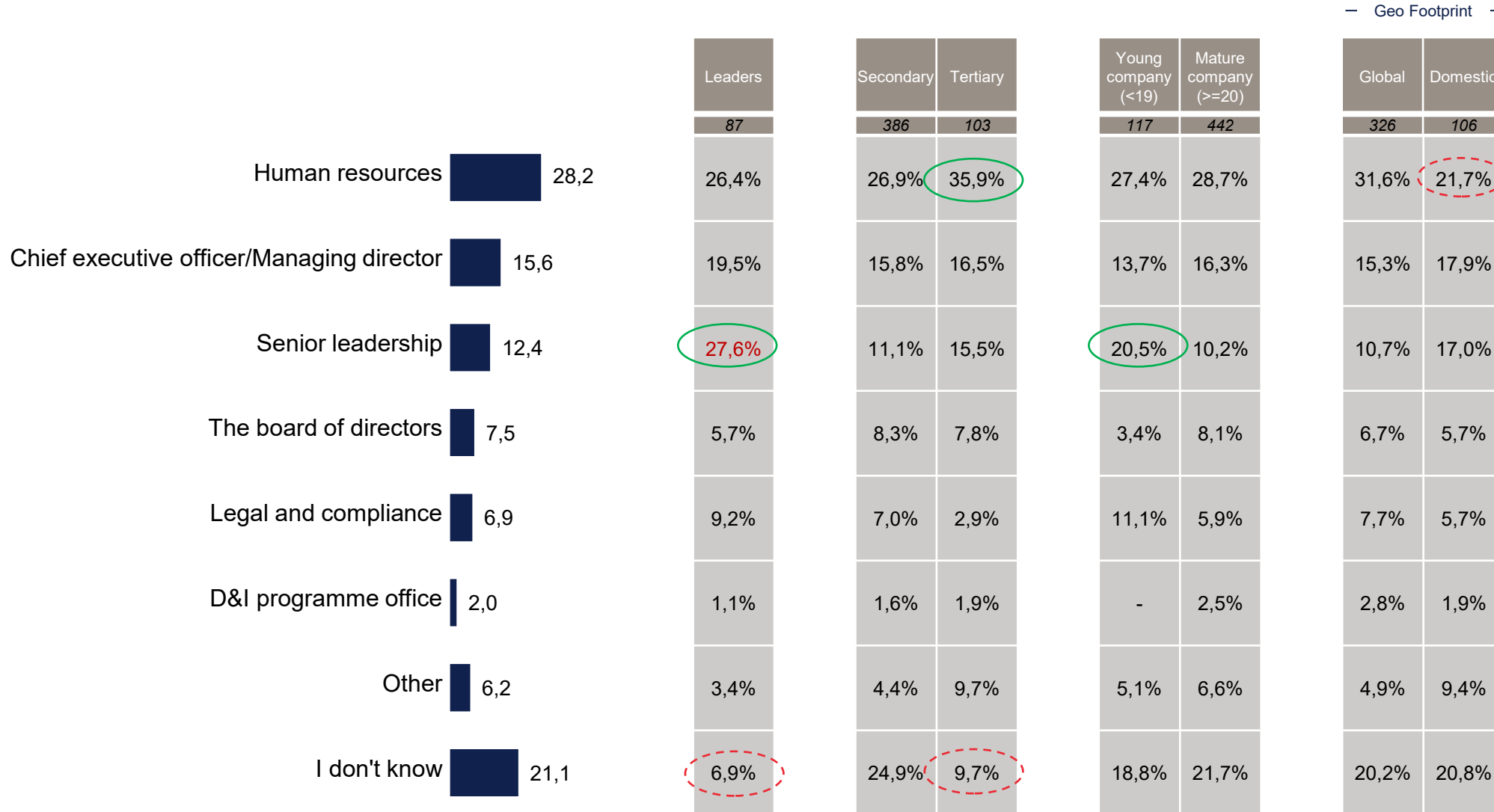
*pay attention small base very qualitative understanding

Company D&I responsibility ownership

TOTAL
N= 563

% values;
Base, total sample

Q9). In your company, where does the ownership of D&I responsibility lie?



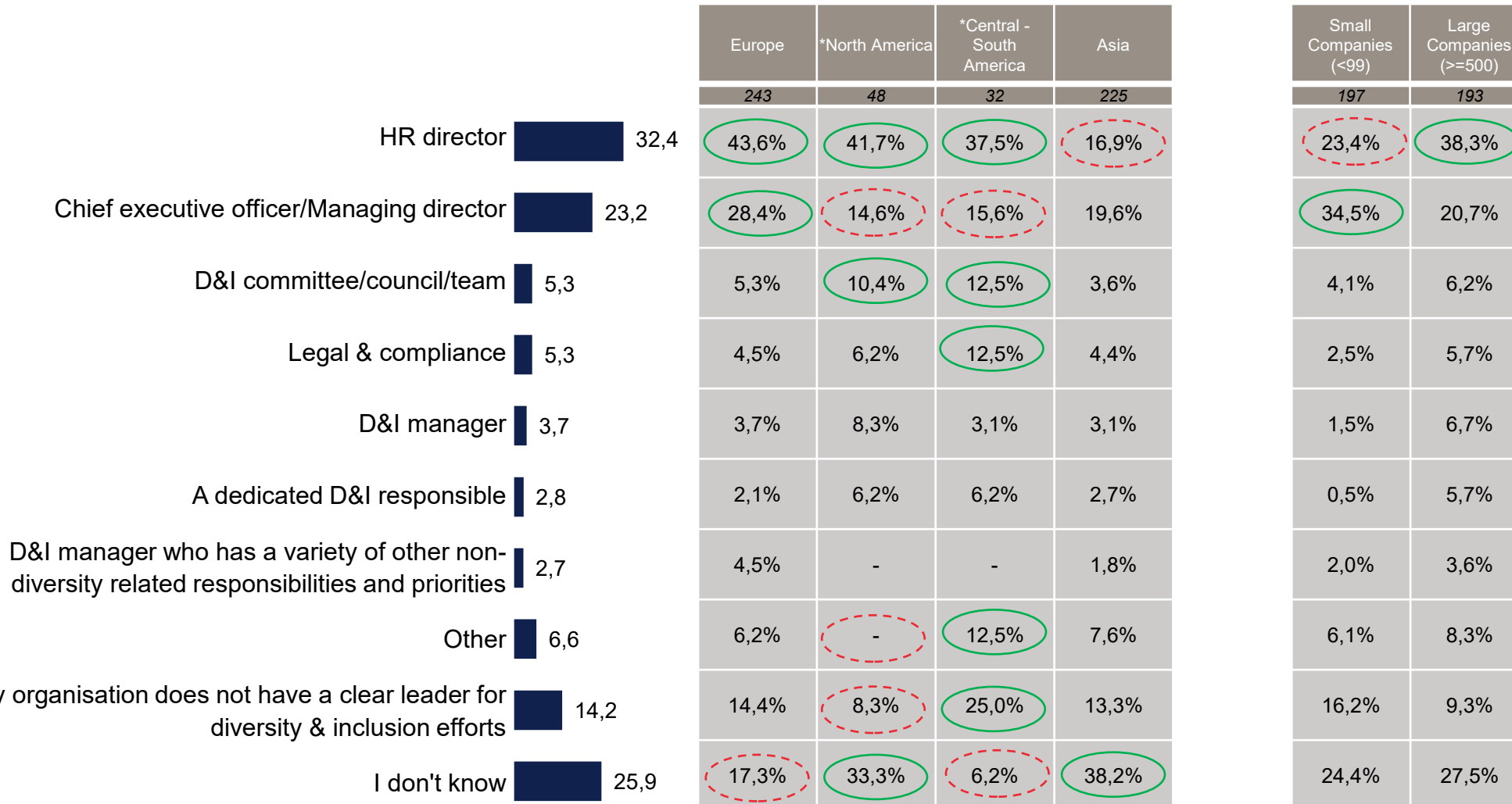
**very small base, qualitative understanding

Company D&I responsibility delegate

TOTAL
N= 564

% values;
Base, total sample

Q10). Who is delegated with D&I responsibility in your company?



*pay attention small base very qualitative understanding

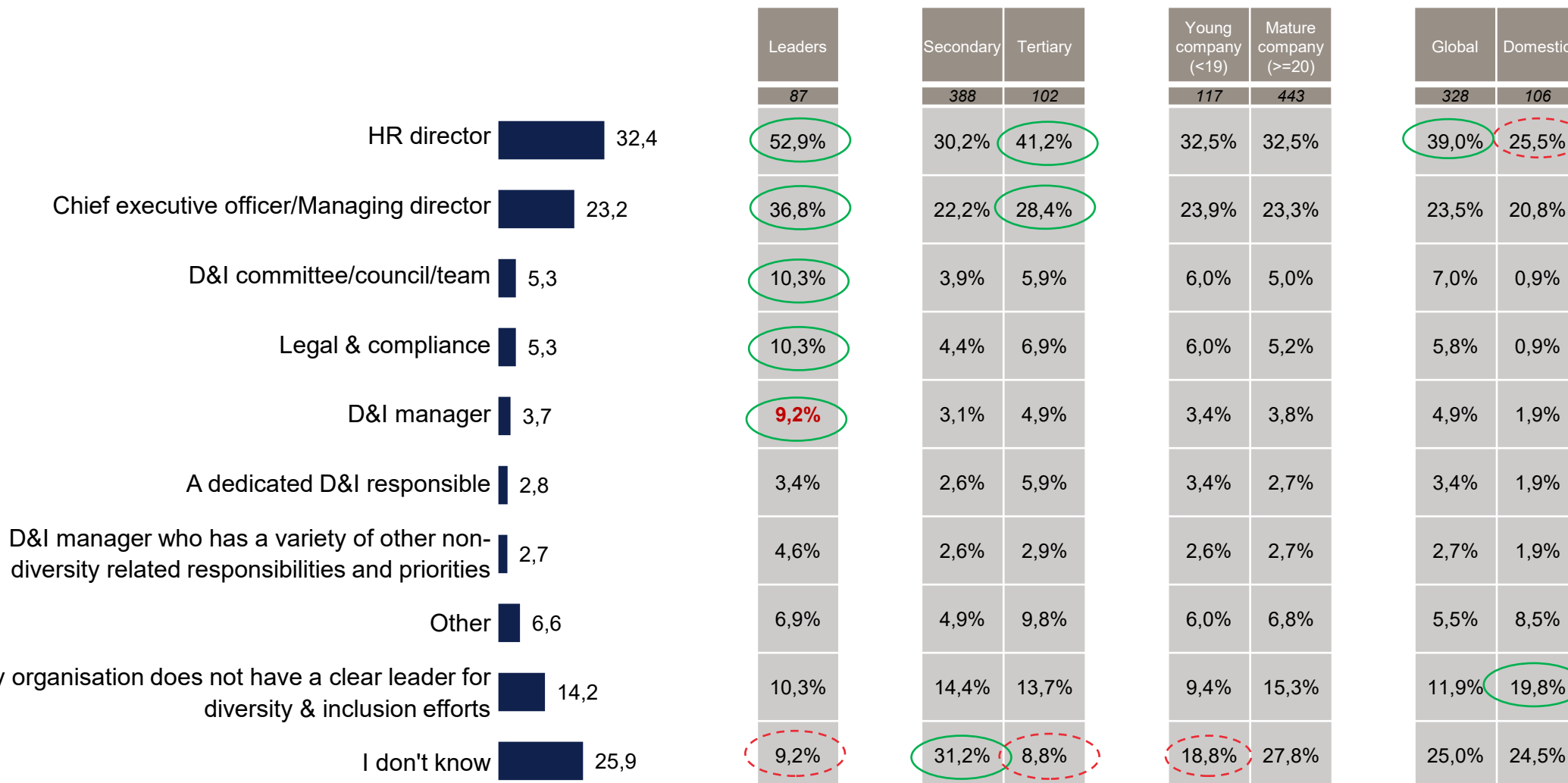
Company D&I responsibility delegate

TOTAL
N= 564

% values;
Base, total sample

Q10). Who is delegated with D&I responsibility in your company?

— Geo Footprint —

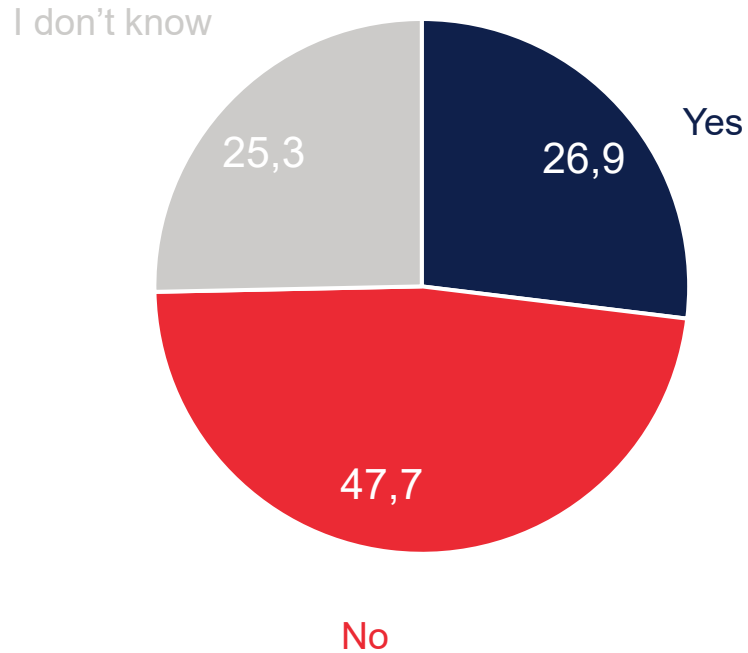


D&I goals communication

TOTAL
N= 553

% values;
Base, total sample

Q11). Does your company publicly communicate information about its D&I goals (e.g. in a corporate report)?

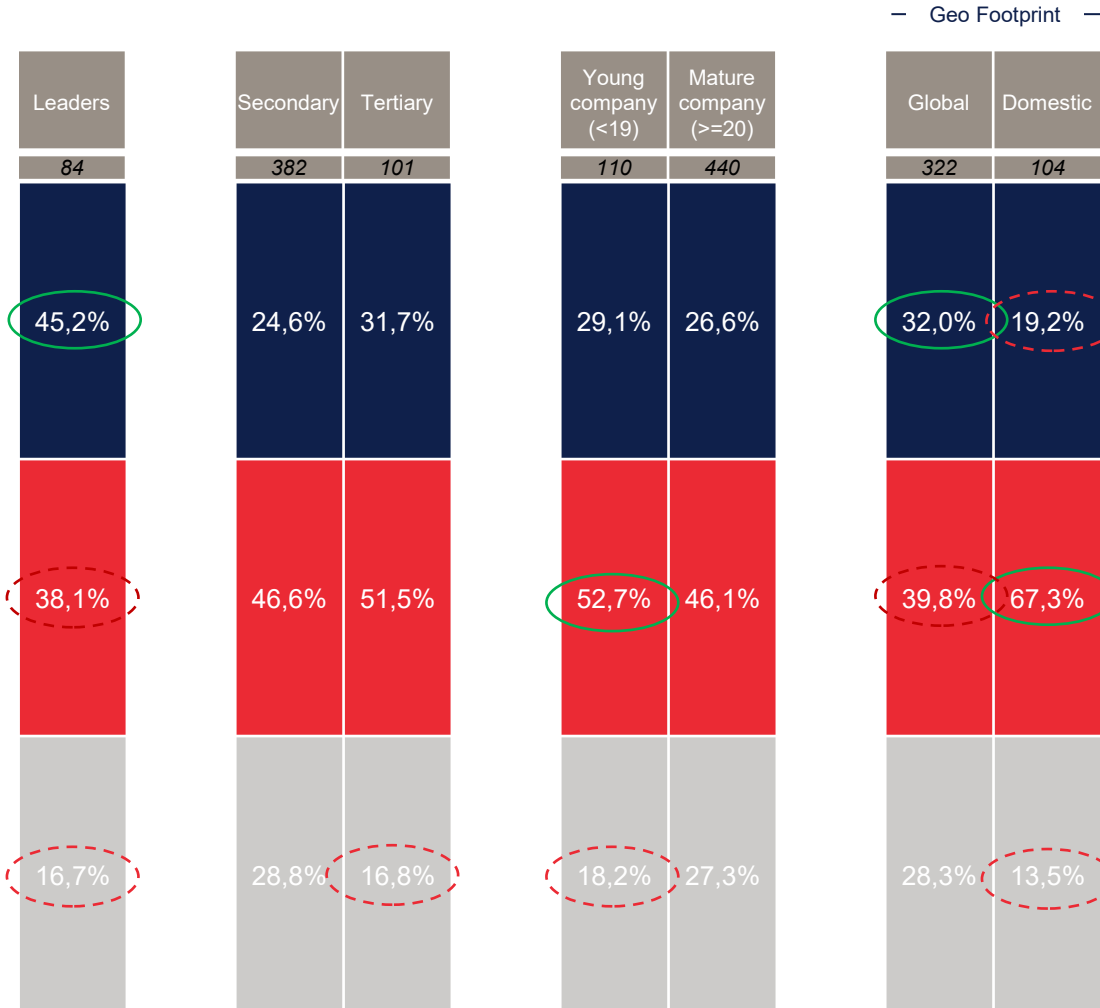
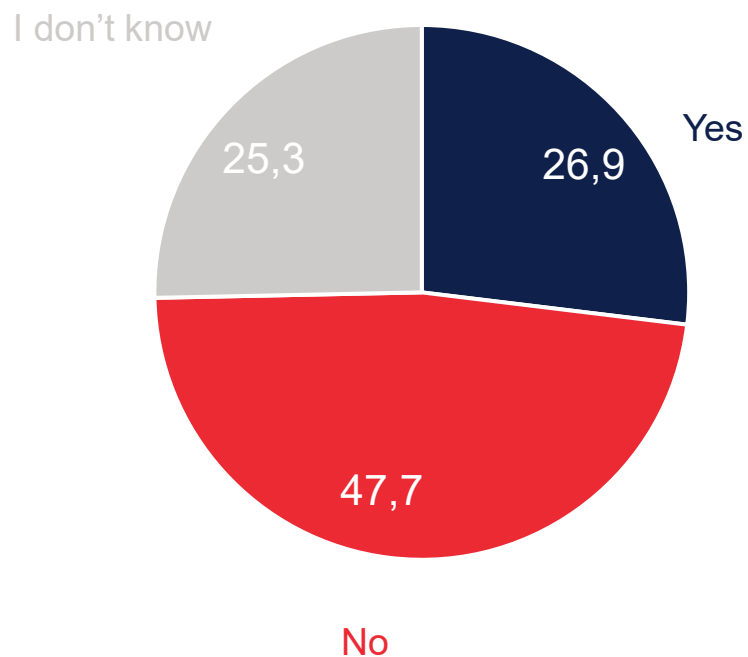


D&I goals communication

TOTAL
N= 553

% values;
Base, total sample

Q11). Does your company publicly communicate information about its D&I goals (e.g. in a corporate report)?

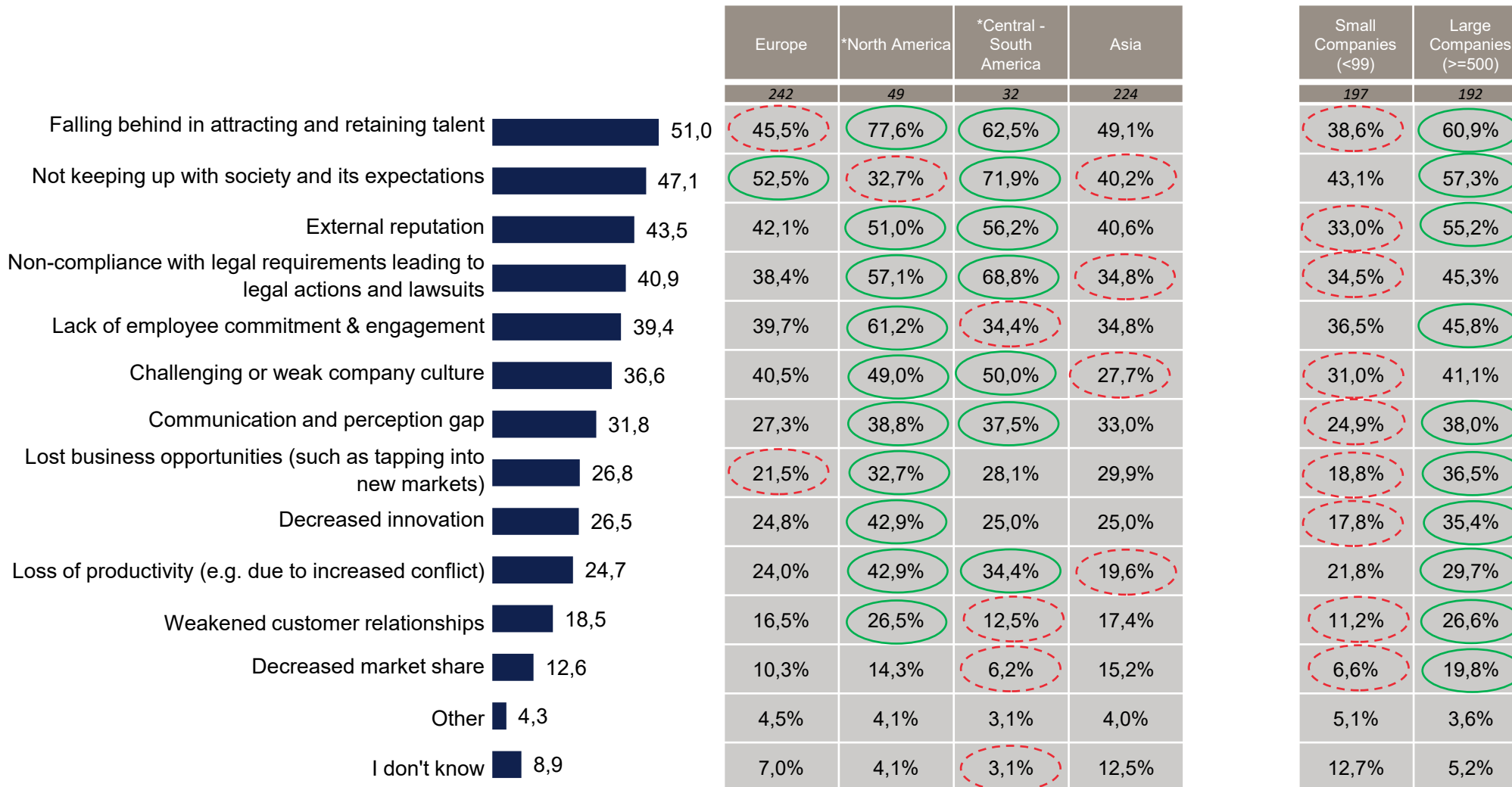


Risk for company not considering D&I

TOTAL
N= 563

% values;
Base, total sample

Q12). In your view, what are the most important risks for a company that does not address/consider D&I topic (mark all that apply)?



*pay attention small base very qualitative understanding

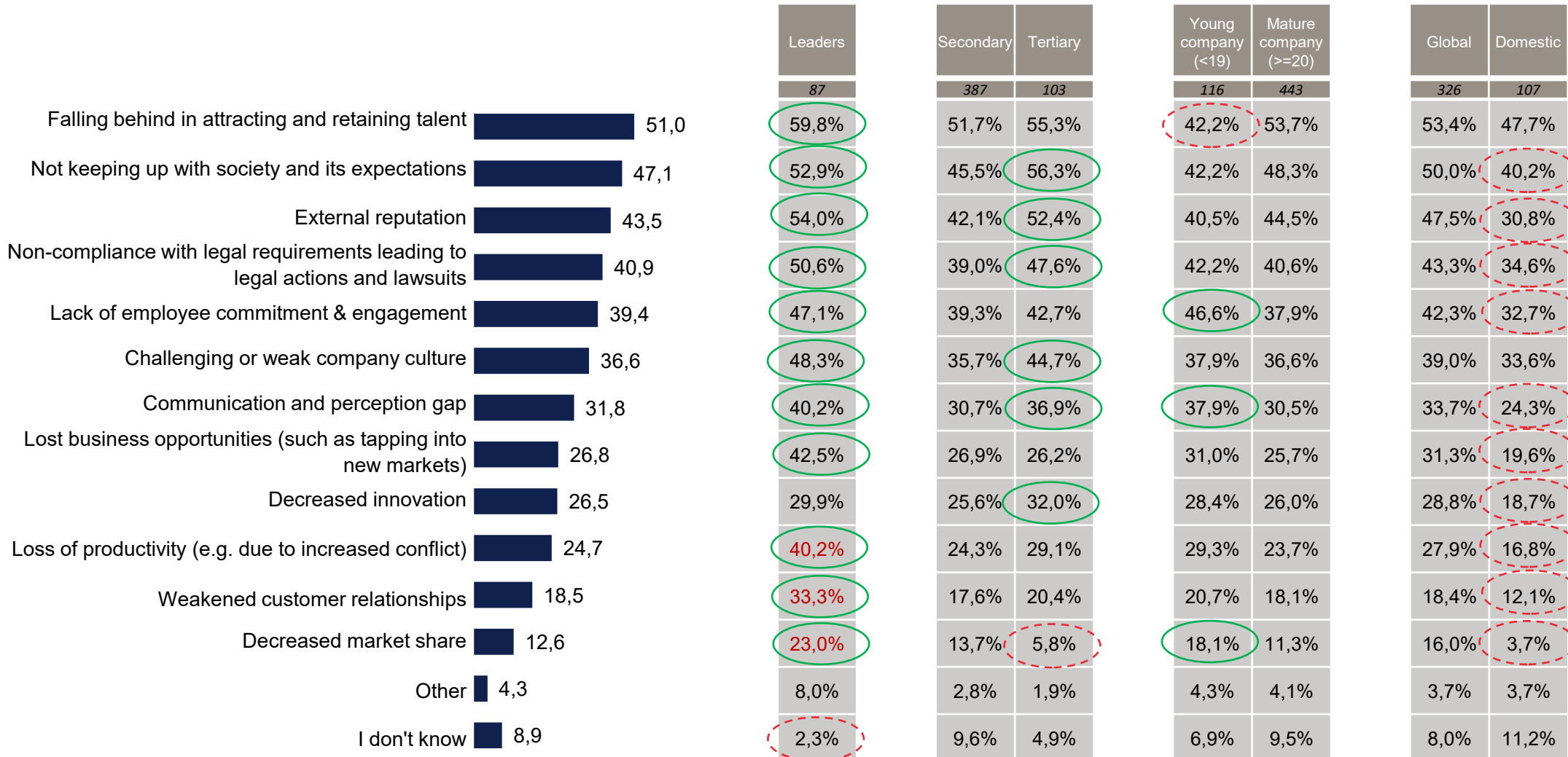
Risk for company not considering D&I

TOTAL
N= 563

% values;
Base, total sample

Q12). In your view, what are the most important risks for a company that does not address/consider D&I topic (mark all that apply)?

— Geo Footprint —



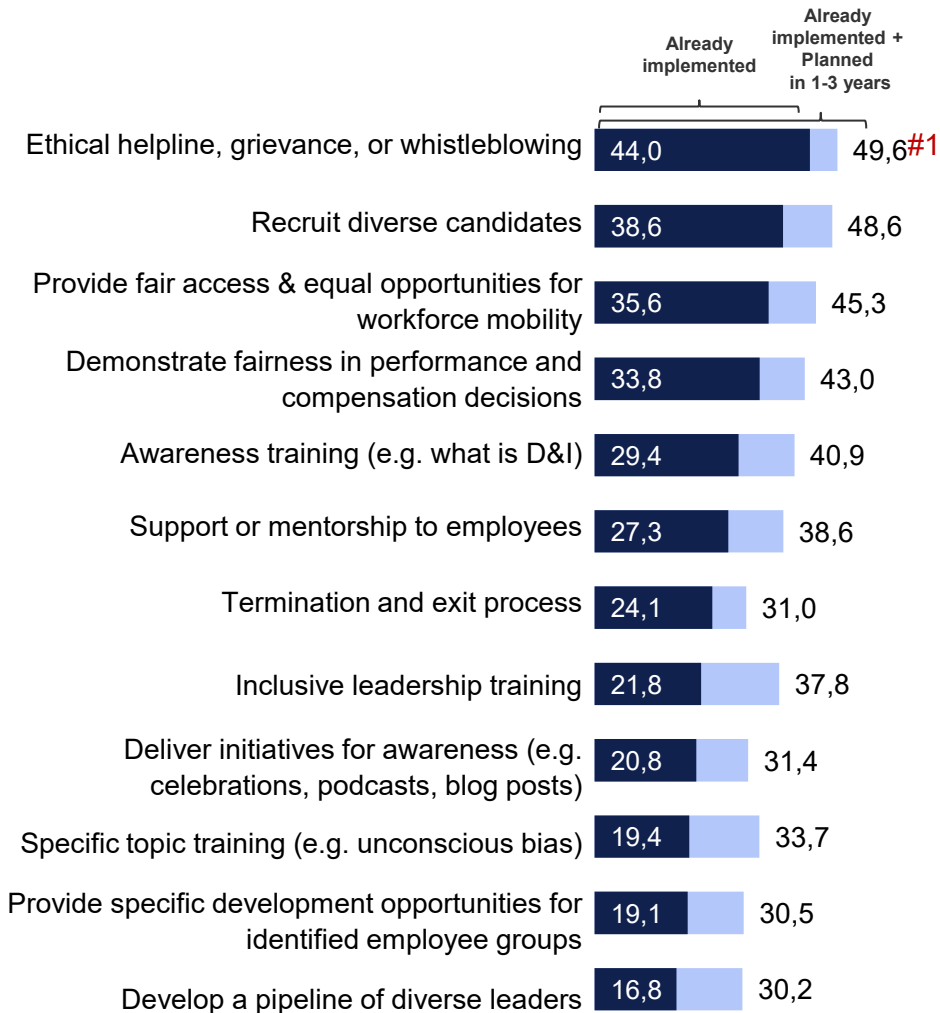
D&I topic initiative implemented/planned

TOTAL
N= 568

% values;
Base, total sample

Q13). What initiatives has your company implemented or planned within the D&I topic?

%Already implemented



	Europe 245	*North America 49	*Central - South America 32	Asia 226	Small Companies (<99) 199	Large Companies (>=500) 193
Ethical helpline, grievance, or whistleblowing	47,3% ^{#1}	63,3%	50,0%	33,6% ^{#1}	20,6%	65,3% ^{#1}
Recruit diverse candidates	44,1%	67,4% ^{#1}	53,1% ^{#1}	21,7%	26,1%	51,3%
Provide fair access & equal opportunities for workforce mobility	40,0%	55,1%	40,6%	23,4%	27,2% ^{#1}	40,4%
Demonstrate fairness in performance and compensation decisions	34,7%	53,1%	40,6%	25,2%	24,6%	41,9%
Awareness training (e.g. what is D&I)	28,9%	63,3%	43,8%	19,9%	17,6%	43,0%
Support or mentorship to employees	26,1%	40,8%	15,7%	25,2%	18,6%	39,4%
Termination and exit process	22,5%	44,9%	28,1%	18,1%	17,1%	30,1%
Inclusive leadership training	18,8%	49,0%	21,9%	16,8%	14,1%	32,6%
Deliver initiatives for awareness (e.g. celebrations, podcasts, blog posts)	19,2%	34,7%	34,4%	18,1%	10,5%	32,1%
Specific topic training (e.g. unconscious bias)	14,7%	44,9%	34,4%	16,4%	10,6%	31,1%
Provide specific development opportunities for identified employee groups	19,2%	20,4%	15,6%	17,7%	13,0%	26,5%
Develop a pipeline of diverse leaders	16,8%	28,6%	15,6%	14,2%	9,1%	28,0%

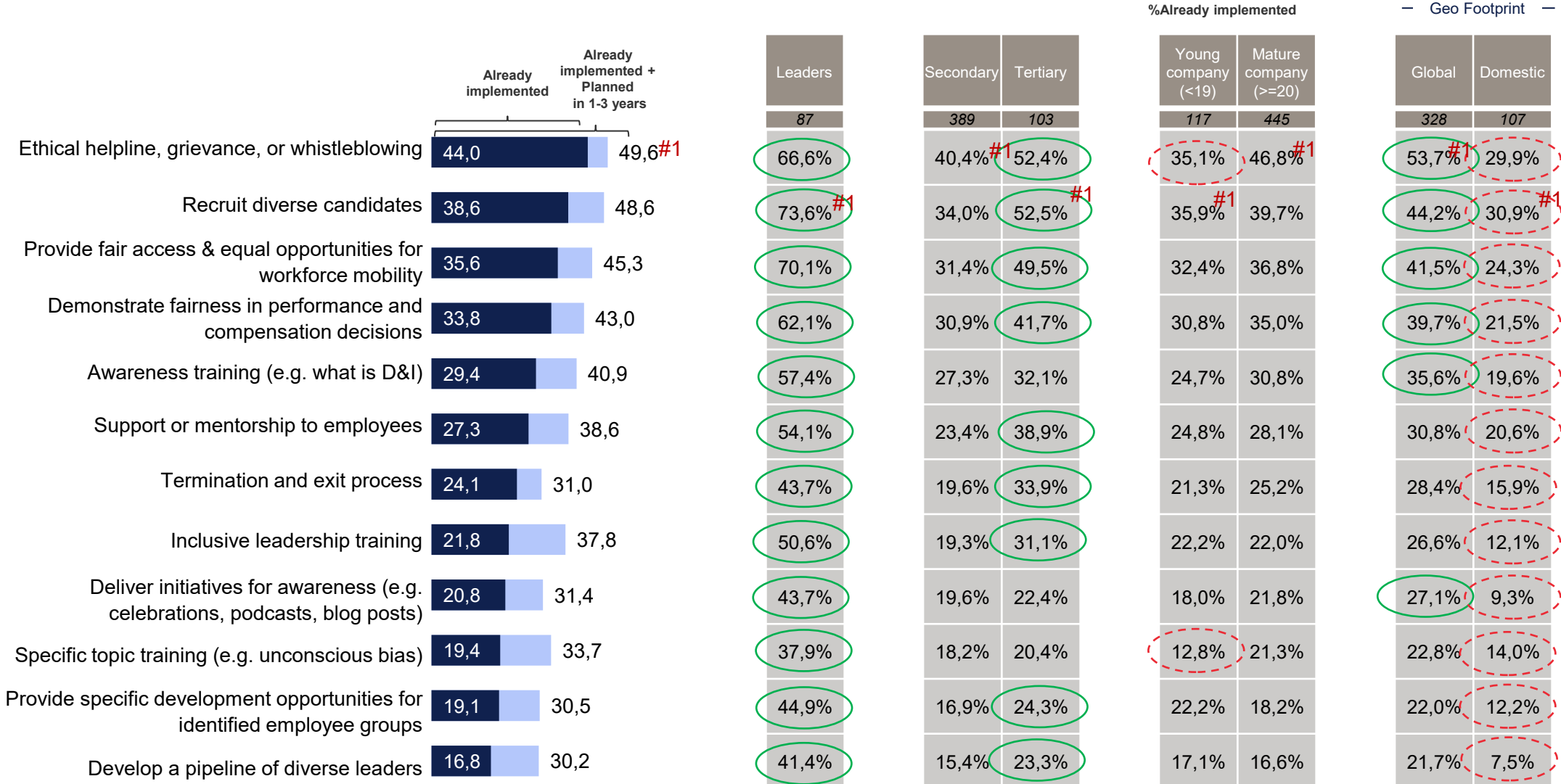
*pay attention small base very qualitative understanding

D&I topic initiative implemented/planned

TOTAL
N= 568

% values;
Base, total sample

Q13). What initiatives has your company implemented or planned within the D&I topic?

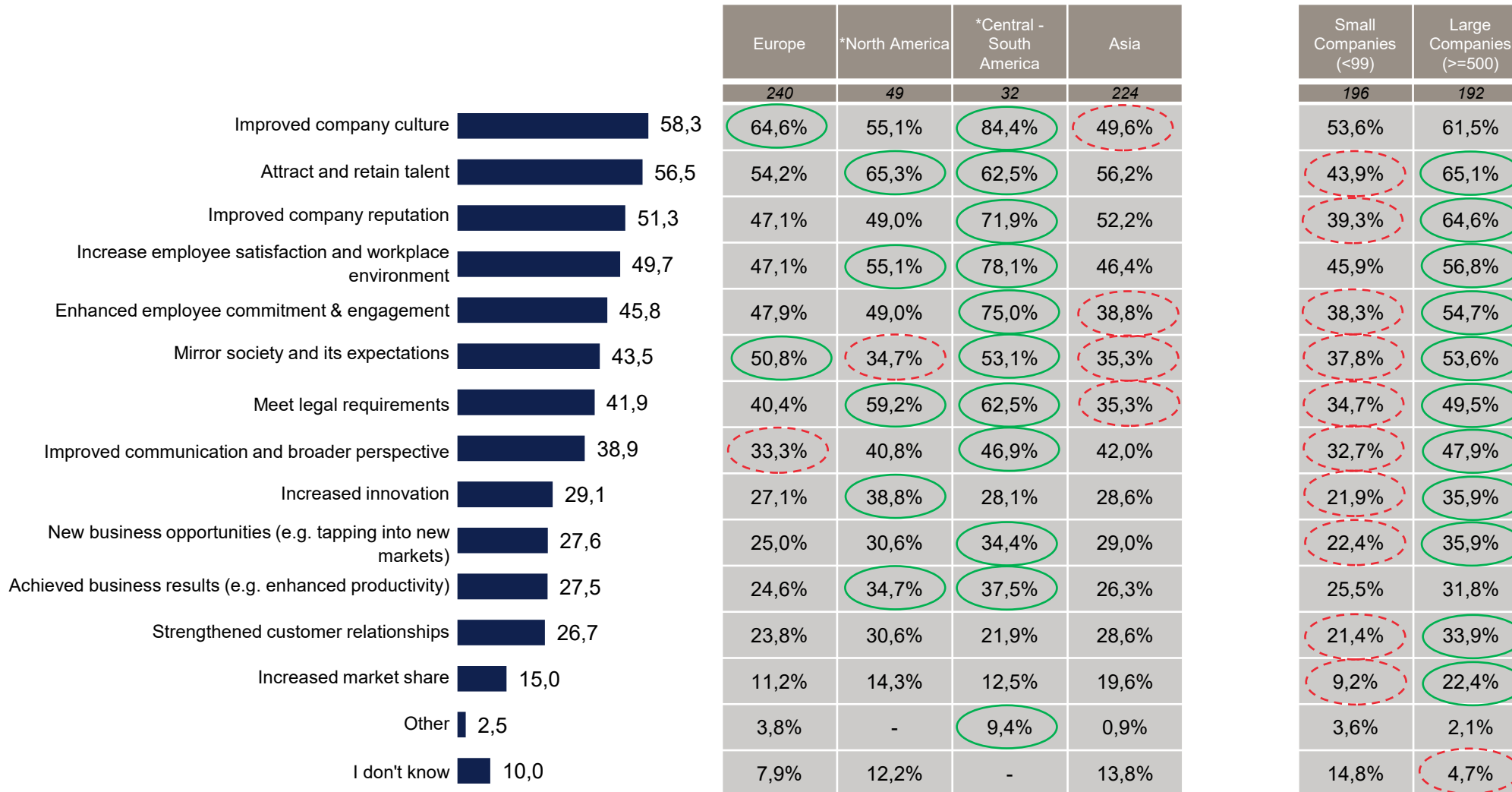


D&I benefits of structured implementation

TOTAL
N= 561

% values;
Base, total sample

Q14). What are, in your opinion, the main benefits for your company of a structured D&I implementation?



*pay attention small base very qualitative understanding

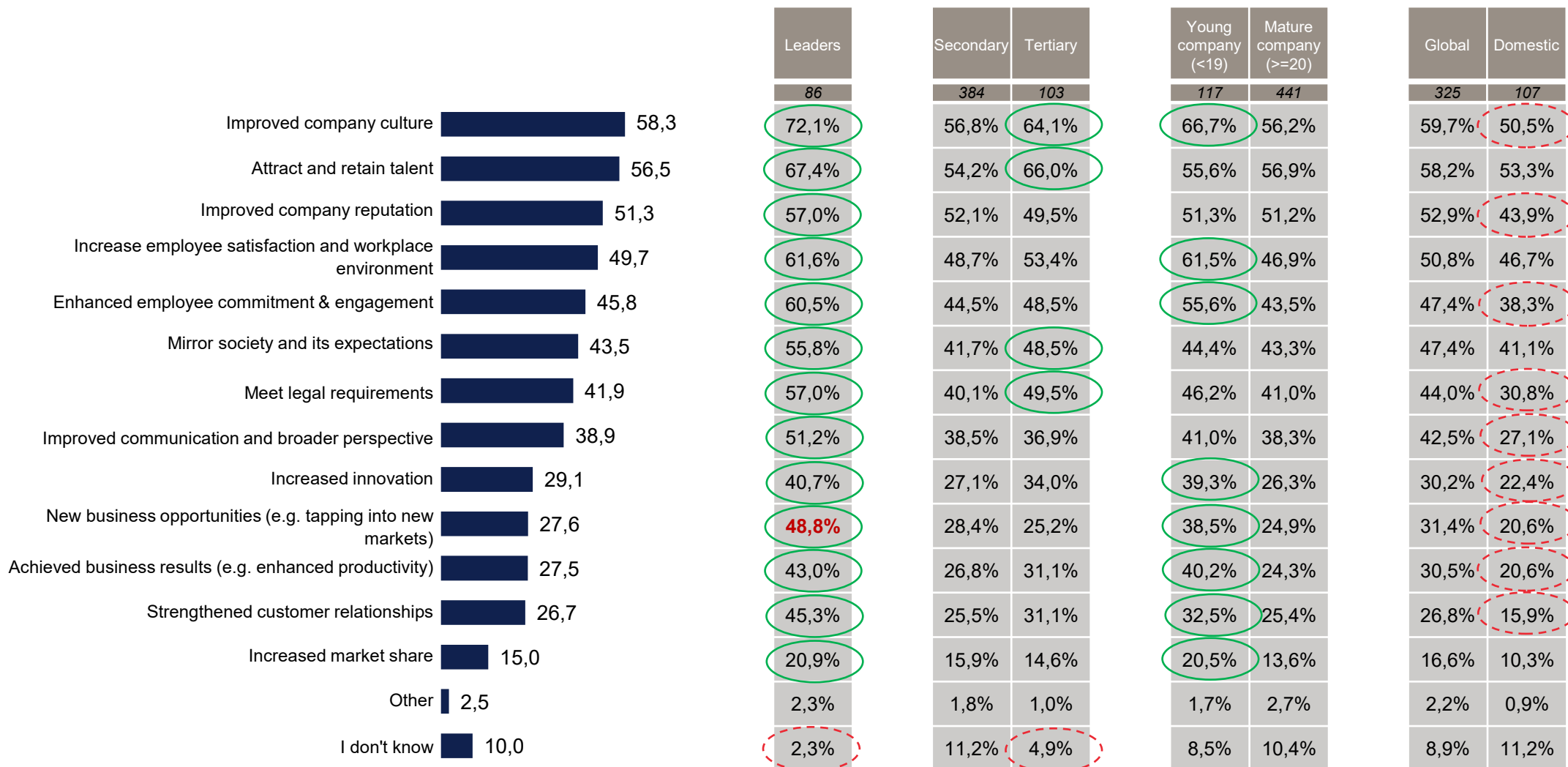
D&I benefits of structured implementation

TOTAL
N= 561

% values;
Base, total sample

Q14). What are, in your opinion, the main benefits for your company of a structured D&I implementation?

— Geo Footprint —

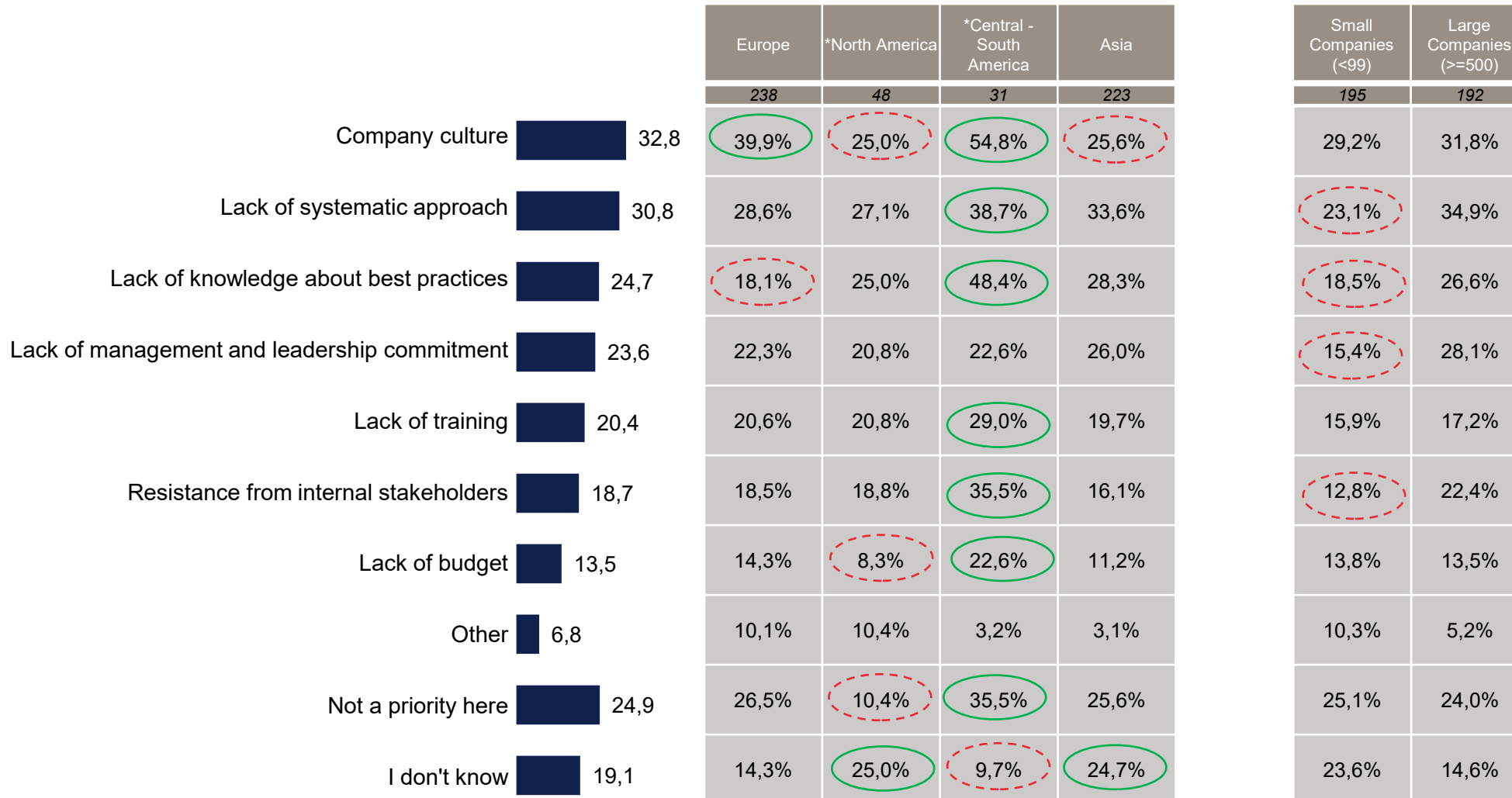


D&I key challenges

TOTAL
N= 555

% values;
Base, total sample

Q15). What are, in your opinion, the key challenges your company is facing in the Diversity & Inclusion journey?



*pay attention small base very qualitative understanding

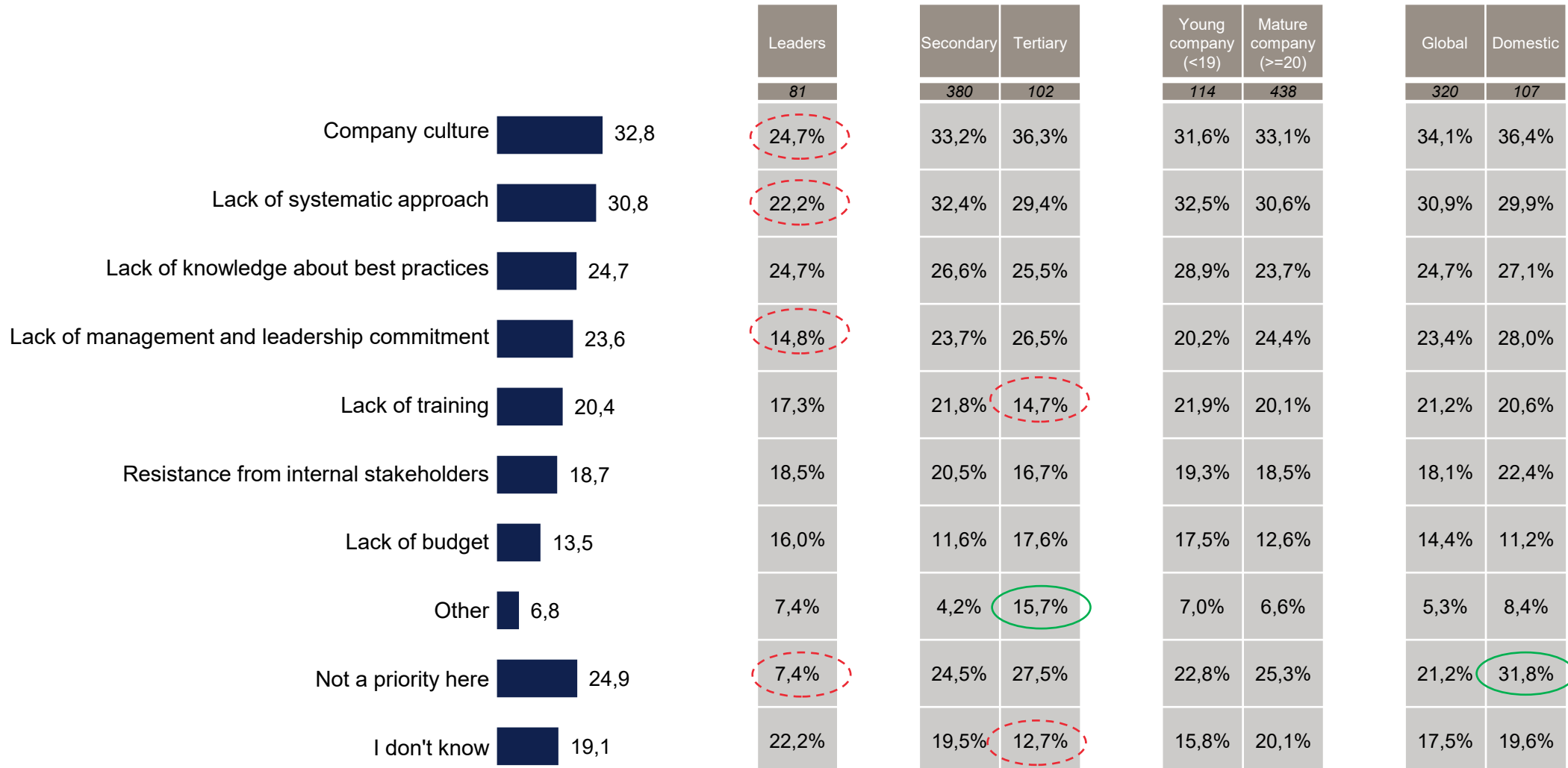
D&I key challenges

TOTAL
N= 555

% values;
Base, total sample

Q15). What are, in your opinion, the key challenges your company is facing in the Diversity & Inclusion journey?

— Geo Footprint —



**very small base, qualitative understanding

Selecting suppliers

TOTAL
N= 557

% values;
Base, total sample

Q16). When selecting suppliers for your company, do you...

Actively solicit diverse suppliers as part of the company's supply chain strategy



18,7

Consider supplier's commitment to D&I principles



12,6

Considers supplier diversity on an ad hoc basis or upon request



18,3

Don't answer/don't Know



50,4

	Europe	*North America	*Central - South America	Asia	Small Companies (<99)	Large Companies (>=500)
	239	49	32	222	193	191
Actively solicit diverse suppliers as part of the company's supply chain strategy	18,4%	12,2%	46,9%	16,7%	22,8%	15,2%
Consider supplier's commitment to D&I principles	15,1%	12,2%	12,5%	8,1%	9,3%	16,8%
Considers supplier diversity on an ad hoc basis or upon request	18,4%	8,2%	3,1%	22,1%	19,7%	14,1%
Don't answer/don't Know	48,1%	67,3%	37,5%	53,2%	48,2%	53,9%

Selecting suppliers

TOTAL
N= 557

% values;
Base, total sample

Q16). When selecting suppliers for your company, do you...

— Geo Footprint —

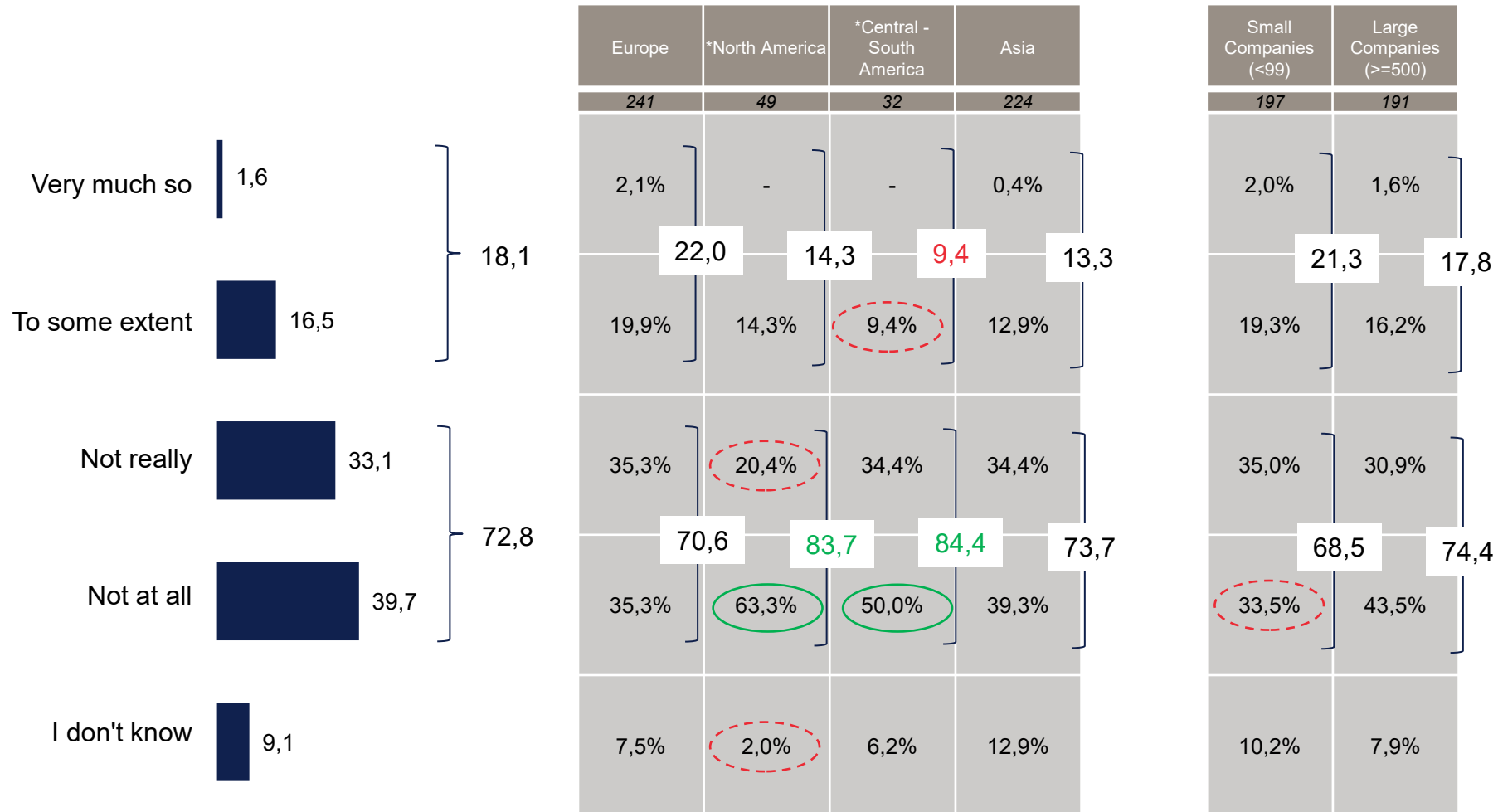


Awareness of ISO and other standards

TOTAL
N= 562

% values;
Base, total sample

Q17). ISO and other standard developers have already released international standards on D&I (i.e. ISO 30415, The Gender Equality European International Standard (GEEIS), Economic Dividends for Gender Equality (EDGE) standards) – To what extent are you already familiar with these?



*pay attention small base very qualitative understanding

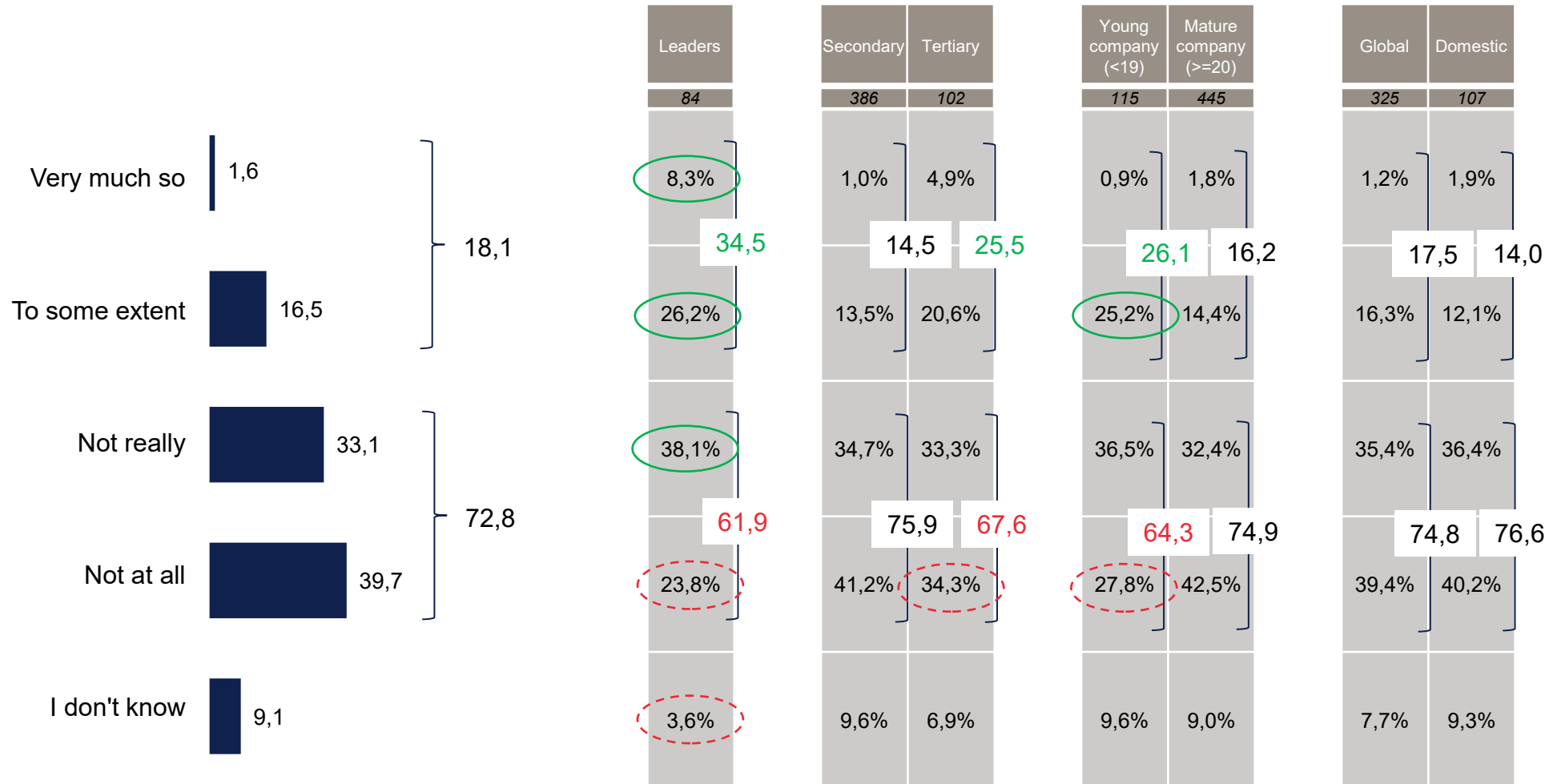
Awareness of ISO and other standards

TOTAL
N= 562

% values;
Base, total sample

Q17). ISO and other standard developers have already released international standards on D&I (i.e. ISO 30415, The Gender Equality European International Standard (GEEIS), Economic Dividends for Gender Equality (EDGE) standards) – To what extent are you already familiar with these?

— Geo Footprint —

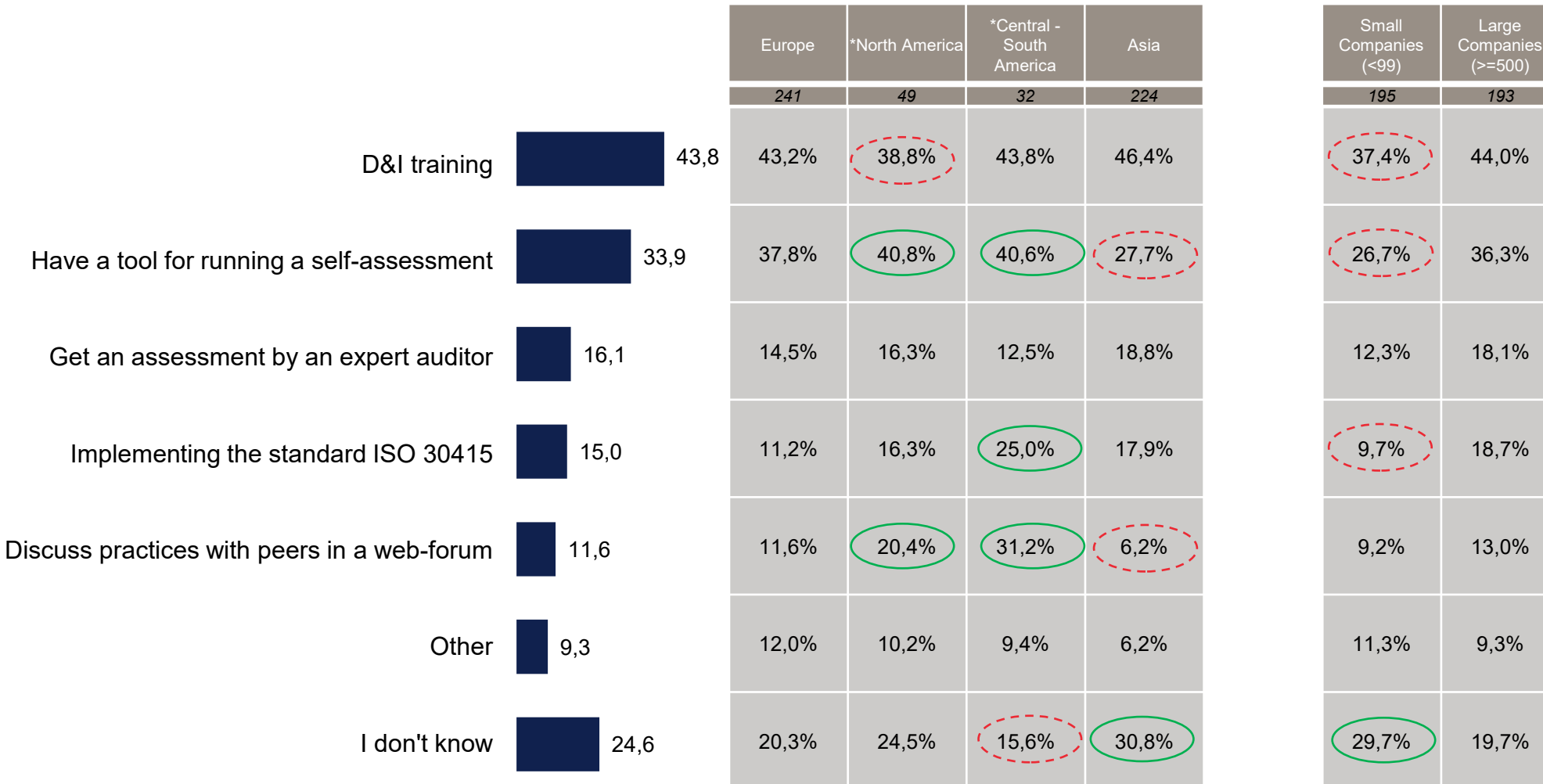


D&I improving performances

TOTAL
N= 560

% values;
Base, total sample

Q18). What would best support your company in improving its D&I approach and performance?



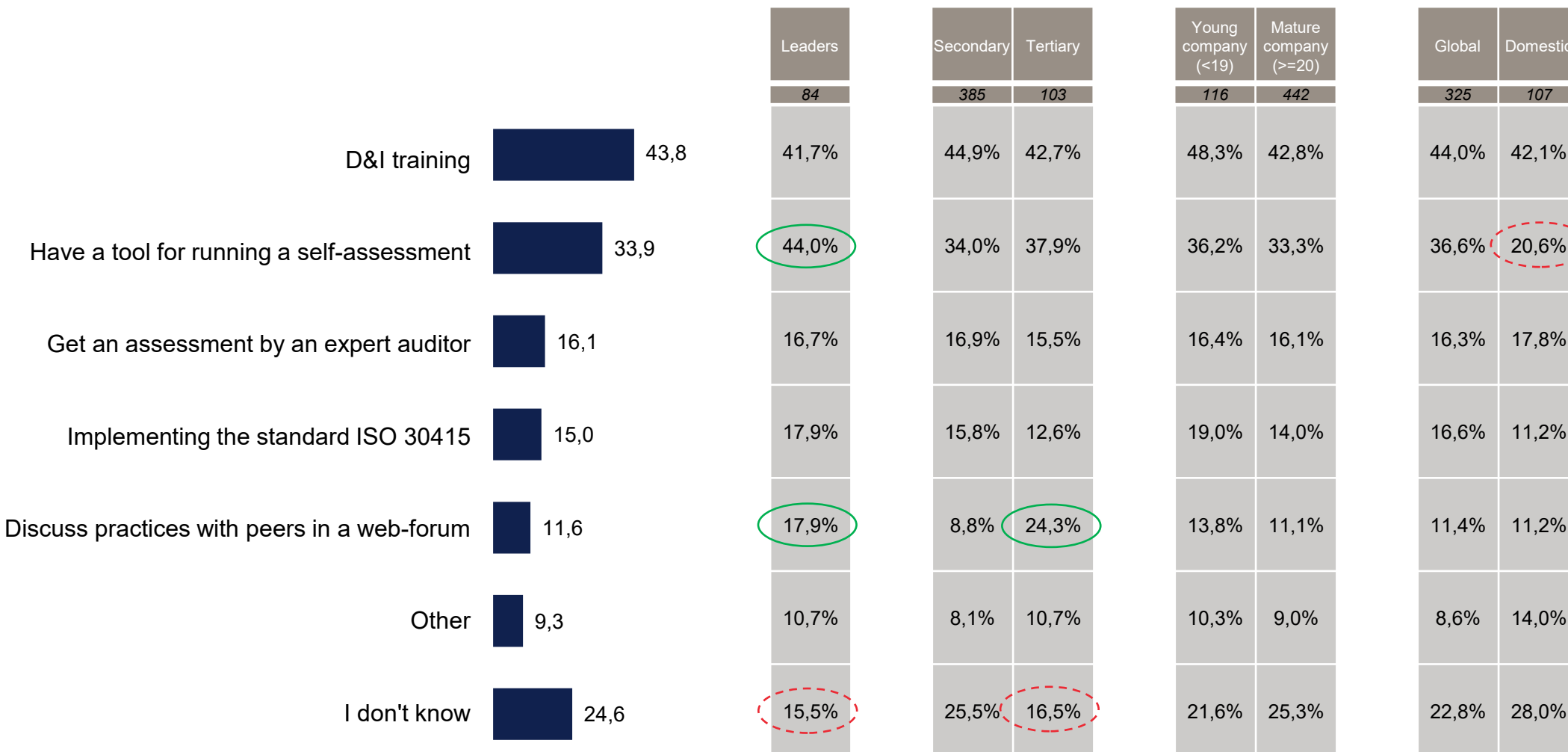
D&I improving performances

TOTAL
N= 560

% values;
Base, total sample

Q18). What would best support your company in improving its D&I approach and performance?

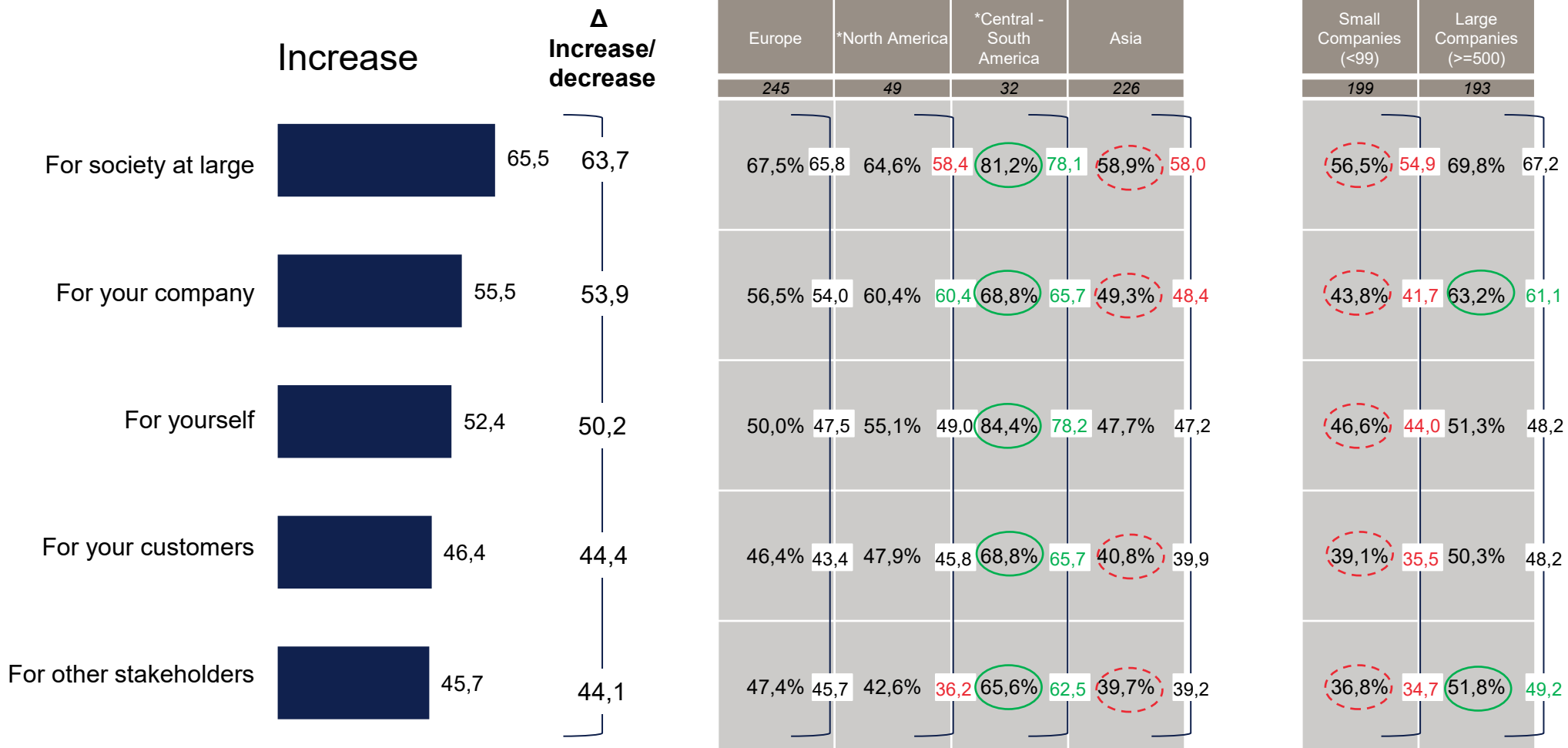
— Geo Footprint —



D&I evolution next 2-3 years

% values;
Base, total respondents

Q19). How do you think that the focus on the D&I topic will evolve in the next two to three years?

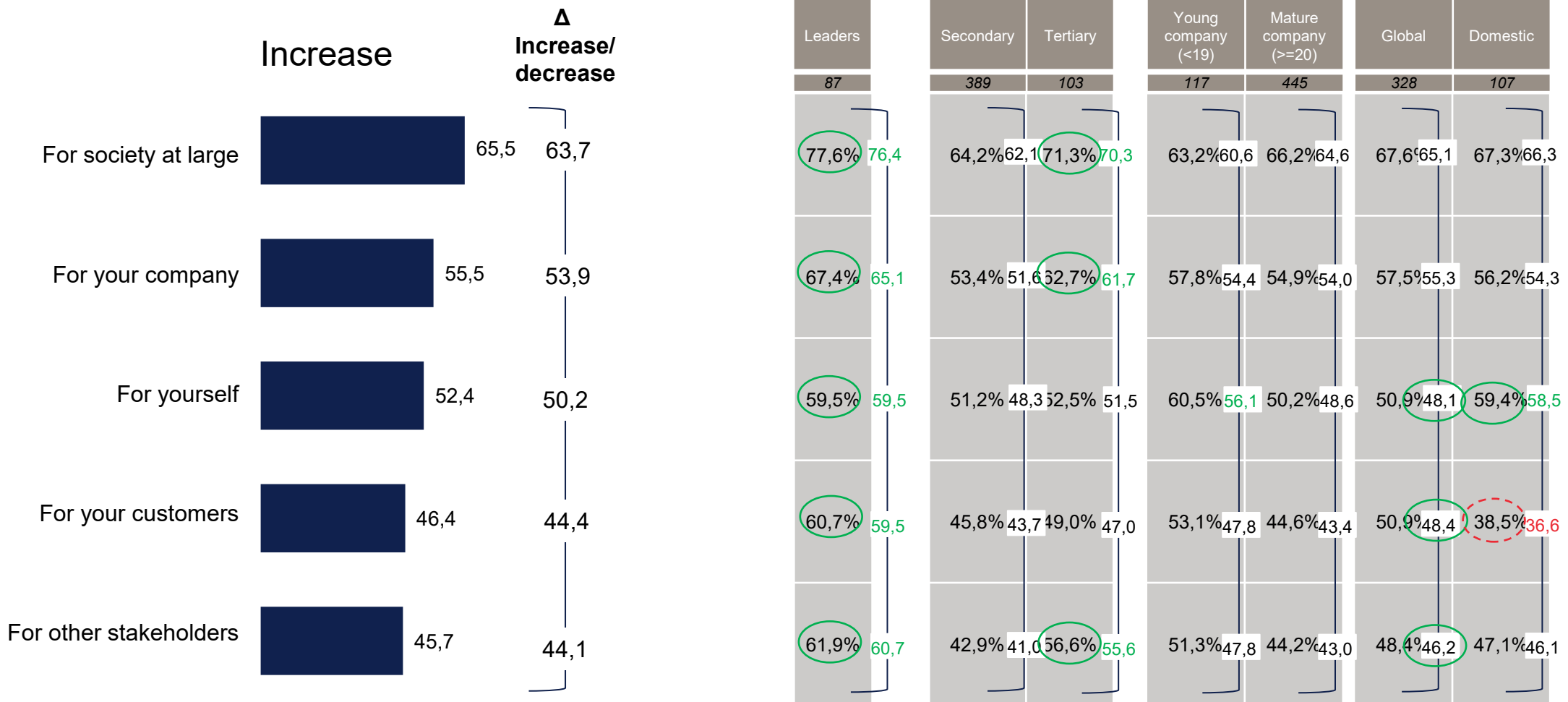


D&I evolution next 2-3 years

% values;
Base, total respondents

Q19). How do you think that the focus on the D&I topic will evolve in the next two to three years?

— Geo Footprint —



Thank you

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