

Diversity, Equity & Inclusion in the workplace

The journey to leading practice



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① Introduction



1 Introduction

In the face of mounting stakeholder expectation, and as the business case for Diversity, Equity & Inclusion (DE&I) becomes increasingly undeniable, many global organizations are now moving swiftly to advance their DE&I efforts.

A recent Korn Ferry survey shows that **83% of organizations have accelerated their DE&I efforts over the past two years** in response to social unrests and pressure from employees, customers, communities and their own boards. However, embarking upon a DE&I journey can be a daunting prospect with many

companies struggling to know where to start or how to advance their efforts to the next level.

In this report, the World Business Council for Sustainable Development (WBCSD) and Korn Ferry, explore some of the key DE&I challenges that companies from WBCSD's Future of Work working group are facing as they seek to transition towards leading practice in this space. Leveraging Korn Ferry's DE&I Maturity Model and interviews with a range of WBCSD member companies, we analyze where selected companies are on their DE&I journey and explore some of the solutions that

they have deployed in recent years to drive progress, with a focus on identifying and sharing practical ideas for how companies can work to build more diverse, equitable and inclusive organizations. We also explore what emerging leading practice looks like and some of the critical enablers of success that make a significant difference in integrating DE&I into every aspect of an organization's business and talent practices.



② The case for Diversity, Equity & Inclusion



② The case for Diversity, Equity & Inclusion

DE&I topics have generated increased attention all over the world in recent years, accelerated by a growing social justice movement. For business, DE&I has come to be seen as an increasingly material issue around which a wide range of stakeholders are calling for enhanced corporate focus and performance. There are a number of factors why efforts to support DE&I should increasingly be seen as business critical. This is at once an area where failing to take action presents considerable reputational and operational risks, while proactive and innovative engagement can also generate a wide range of opportunities and benefits.

DE&I AS A KEY PILLAR OF CORPORATE EFFORTS TO TACKLE INEQUALITY

WBCSD's [Vision 2050: Time to Transform](#) identifies three critical challenges facing the world today in the form of the climate emergency, nature loss, and mounting levels of inequality around the world.

Inequality now represents an urgent, systemic risk, with wide disparities in income, wealth, and overall wellbeing eroding social cohesion, diminishing trust in key institutions, fueling civil and political conflict, threatening economic growth and leaving our societies incapable of tackling other critical challenges.

We find ourselves at an important juncture where governments and businesses must act with urgency to create a world in which everyone's dignity and rights are respected, basic needs are met, and equal opportunities are available for all.

The inequalities of income, wealth and wellbeing that have come to characterize our societies globally, are underpinned by inequalities of opportunity: deep structural differences in people's chances or prospects based on their personal characteristics and socioeconomic backgrounds – factors that are largely outside of their control. Gender, race, sexual orientation, age, and ability are all factors that come with advantages and disadvantages in terms of access to essential opportunities, and in almost all geographies, individuals' opportunities remain tethered to their status at birth, serving to further embed historical inequalities.

The world of work plays a fundamental role in determining the levels of income, wealth, and wellbeing people ultimately achieve, with access to good jobs and career paths allowing people to meet their basic needs, fulfill a sense of purpose, and build wealth. Businesses across all sectors therefore have a critical role to play when it comes to tackling inequality by ensuring that barriers to opportunity are removed and that people from all backgrounds can enjoy equitable access to career opportunities.

Robust corporate programs that strive to achieve DE&I sit at the center of these efforts, and there is mounting expectation from a broad range of stakeholders for businesses around the world to strengthen their performance in this field as part of holistic efforts to mitigate the systemic risk of mounting inequality and build a world in which all people can live well and where equal opportunities are available for all.

A SOURCE OF COMPETITIVE ADVANTAGE

As well as being central to corporate efforts to tackle inequality, inclusive and equitable talent and business practices are also a source of competitive advantage. By unlocking the power and potential of all their people and embracing a wide range of backgrounds and characteristics among their workforce, organizations that champion DE&I capabilities benefit from a broader spectrum of perspectives, creativity and innovation that can help to drive their business forward. Furthermore, by applying a DE&I lens to their customer base - designing, building and marketing inclusive products and services to diverse demographics and communities around the world - companies can also experience major benefits in the marketplace.

Numerous studies show that organizations with strong DE&I practices that are engrained into their culture and purpose outperform their peers in a number of ways. Research shows that, companies that embrace DE&I are 70% more likely to capture new markets, and 75% more likely to see ideas become productized. Meanwhile diverse teams, managed inclusively, have also been found to be better at solving complex challenges. Companies with above-average diversity performance report 19% higher innovation revenue, while studies have also shown that diverse and inclusive teams make better decisions 87% of the time.

ATTRACTION AND RETENTION OF TALENT AND CUSTOMERS

Existing and potential employees across all industries have mounting expectations of their employer when it comes to creating a workplace culture that promotes DE&I. At a time when many organizations are facing unprecedented labor shortages, record levels of resignations, widening skills gaps and an increasingly competitive war for talent, strong strategies around DE&I are a critical ingredient when it comes to enhancing the employee value proposition, and attracting and retaining leading talent. Meanwhile failing to take action on diversity, equity, and inclusion has the potential to significantly undermine employee trust and loyalty. In a recent piece of analysis conducted by [CNBC and SurveyMonkey](#) nearly 80% of US workers said that they want to work for a company that values diversity, equity and inclusion.

Similarly, research is also showing that brands that invest in diverse, inclusive, and socially conscious marketing strategies are able to build stronger relationships with their consumer base.

Studies by [Microsoft](#) demonstrate that among Gen Z in particular, 70% of consumers are more trusting of brands that represent diversity in advertising. Meanwhile a 2021 study by [Fleishman Hillard](#) found that over three-quarters of consumers say that they expect companies to provide a work environment that is more diverse, inclusive and equal.

DE&I – A CENTRAL COMPONENT OF THE “S” IN ESG

At the same time, DE&I considerations are increasingly gaining traction as key components of Environmental, Social and Governance (ESG) disclosure and performance assessments. Focus on the “S” in ESG has ballooned in recent months, as COVID-19 has shone a spotlight on a range of social vulnerabilities and risks. Understanding and application of the key metrics that should be used to determine business performance around the “S” are evolving at pace. As these socially focused criteria continue to crystalize, there is mounting focus on corporate efforts when it comes to DE&I and the topic continues to be integrated into a range of emerging disclosure frameworks.

Diversity, equity and inclusion performance is a key area of focus for ShareAction's [Workforce Disclosure Initiative](#) as well as for the World Benchmarking Alliance's [Social Transformation Baseline Assessment](#). Similarly, DE&I is also one of the core criteria that has been articulated by the World Economic Forum's [Measuring Stakeholder Capitalism](#) initiative. With the International Sustainability Standards Board now working to deliver a comprehensive global baseline of sustainability-related disclosure standards, including around key social performance indicators, in the longer-term we envisage a clear direction of travel towards a market system that rewards companies with robust frameworks in place to foster DE&I, and where strong corporate performance in DE&I is a contributing factor to lowering the cost of equity and debt.



Robust corporate strategies that strive to achieve DE&I sit at the center of the business agenda to tackle inequality of wealth, income and wellbeing.



③ The DE&I journey



3 The DE&I journey

UNDERSTANDING DE&I

Before embarking upon efforts to promote DE&I it is important to have clarity around what these different terms mean.

Diversity is the “mix.” It encompasses the full range of human differences and similarities. Diversity can be both identity-based and cognitive.

Inclusion makes the “mix” work. It unlocks the power of diversity. One can also differentiate between types of inclusion: behavioral inclusion includes inclusive mindsets, skillsets, and relationships, while structural inclusion focuses on equitable and transparent structures, practices, policies, and increasingly algorithms.

The confusion often appears when we get to equality and equity.

Equality describes the promise of equal access to opportunity, advancement, support and reward for all. However, in reality, equality is often only achieved by certain segments of the population. Many employees, customers and communities won’t achieve equality, because their unique needs and challenges haven’t been considered.

Equity fulfils the promise of equality for all including for the most marginalized populations. Equity action removes behavioral and structural barriers in order to level the playing field, ensuring that people’s unique needs and circumstances are taken into account when organizations design processes, structures, experiences, products or services.

ASSESSING DE&I MATURITY

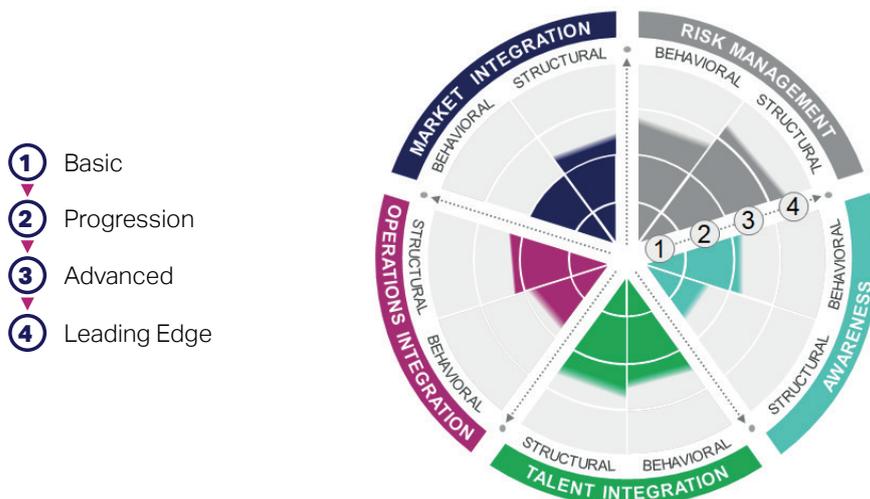
To achieve DE&I, organizations need to transform from their core. This takes time and effort, but the fundamentals of successful DE&I transformations are emerging.

A successful DE&I corporate approach is generally data-driven, and focused on understanding what works and what doesn’t, and what the root causes are behind any lack of progress in DE&I efforts. Companies also need to proactively build inclusive leadership capabilities and intentionally shape both behavioral (mindsets, skillsets, relationships) and structural (structures, processes, practices) inclusion.

As companies seek a transformation-based approach to accelerate their DE&I journey, it is critical they understand where they are in terms of their DE&I maturity, where they want to be and how they are going to get there. A strategic roadmap helps organizations develop their DE&I processes and approach.

Korn Ferry’s DE&I maturity model provides a framework to help organizations understand where they stand in terms of their DE&I journey and how they can navigate towards improved performance. This maturity model assesses both behavioral and structural inclusion across five key DE&I dimensions (risk management; awareness; talent integration; operations integration; and market integration) and scores DE&I performance over four levels, ranging from basic (1) up to leading edge (4) (see figure 1).

Figure 1: Korn Ferry Sample DE&I Maturity Model



LEADING PRACTICE ACROSS DE&I MATURITY DIMENSIONS

According to Korn Ferry's maturity model, companies should seek to develop their DE&I approach across five dimensions which include both structural and behavioral components. More details on what leading practice across each of these dimensions entails is included below:

DIMENSION 1: Risk management

How effective is the company's risk management when it comes to DE&I?

What leading practice looks like...

Behavioral inclusion – All key internal stakeholders recognize the risks and impact associated with workplace harassment, bullying, and discrimination.

Structural inclusion – The organization approaches DE&I from a broad risk management perspective, as opposed to an HR issue. Senior leaders and the Board proactively monitor DE&I risks as part of broader organizational risks (including the need for good reporting and whistleblower systems). There are clear consequences and processes for employees who don't adhere to company DE&I policies and values, and all employees should feel comfortable reporting abuses.

DIMENSION 2: Awareness

Are the company's leaders and employees aware of and committed to the value of DE&I? Are they actively communicating the business value of DE&I, and driving employee engagement in this area?

What leading practice looks like...

Behavioral inclusion – The organization can see the transition from "DE&I passion" to "DE&I competency" and from "unconscious bias" to "conscious inclusion." CEOs and business leaders fiercely advocate for DE&I, authentically role-model inclusion and "walk the talk."

Structural inclusion – DE&I is enshrined as a top leadership priority and a core value. The company deploys robust and integrated DE&I governance and accountability, and metrics are established to measure progress. The company works towards external certifications in DE&I efforts. All employees are part of diversity and inclusion learning journeys and are recognized for DE&I achievements.

DIMENSION 3: Talent integration

How well has the company integrated DE&I into its talent systems? Are its leaders and employees displaying inclusive behaviors?

What leading practice looks like...

Behavioral inclusion – Inclusive behaviors are part of the company's entire talent management lifecycle, inclusion and equity are guidelines in all people related decisions and actions. Leaders and employees demonstrate strong inclusion skills and leverage talent diversity for better decision-making and team performance.

Structural inclusion – DE&I and talent strategies are fully aligned. Talent processes are reviewed to ensure biases are minimized. Leaders and employees are accountable for integrating DE&I into talent management, and robust DE&I analytics inform talent decisions.

DIMENSION 4: Operations integration

How does the company embed DE&I across different operational functions? Does the company's approach lead to greater efficiencies, increased safety, innovation, and quality?

What leading practice looks like...

Behavioral inclusion – Functional leaders and middle managers role-model inclusion and display inclusive leadership skills, deliberately putting together high-performing diverse-by-design teams for operational tasks and projects, and ensuring that teams operate in an inclusive manner.

Structural inclusion – DE&I is fully leveraged within the operational ecosystem including AGILE processes with input from every team member. DE&I contributes to the innovation of new processes and is leveraged for R&D efforts.

DIMENSION 5: Market integration

Are the company's DE&I efforts expanding externally so that it can reach new consumers, enhance customer service, and effectively partner with communities?

What leading practice looks like...

Behavioral inclusion – Reaching out to diverse customers is considered to be a key part of an organization's brand. Leaders and employees recognize the need for cross-cultural competency and actively seek to learn more and understand best practice.

Structural inclusion – DE&I is embedded in sales, marketing, and customer service functions, while product testing, marketing campaigns, and clinical trials routinely use DE&I metrics. DE&I KPIs are embedded for all management lines, across all markets, and in all expected business outcomes. Employee resource groups help generate innovative solutions for diverse markets and customers.



DE&I MATURITY LEVELS

In Korn Ferry's experience, the DE&I journey tends to progress in four distinct stages for most organizations, starting at **basic**, moving on to **progressing**, **advanced**, and finally **leading edge**. Below we explore the four levels of DE&I maturity and how they relate to an organization's DE&I journey.

Basic (Level 1) – A reactive approach to DE&I. These organizations may define diversity along one or two visible aspects. Leaders usually have very limited involvement in driving DE&I forward.

Progressing (Level 2) – A purpose-driven focus, with leaders assuming some responsibility for DE&I. Diversity includes both visible and invisible dimensions. An organization may employ dedicated DE&I staff and allocate a specific DE&I budget.

Advanced (Level 3) – Incorporating multi-dimensionality and intersectionality into diversity. Organizational leaders are trained in inclusive leadership skills and are accountable for creating a diverse and inclusive environment. These organizations have DE&I resources and budget distributed throughout other functional areas and regions.

Leading edge (Level 4) – A sustainable approach to DE&I. Leaders are expected to lead holistically and inclusively, act as key DE&I change agents and hold the organization accountable. On top of internal resources, external DE&I advisory boards will guide on leading edge DE&I practices.

DE&I RESPONSIBILITY

It is important to remember that DE&I maturity is the shared responsibility of all internal stakeholders. It is likely that a key corporate function will have responsibility for each DE&I dimension, which is firmly anchored in a distinct and compelling business case (Table 1). Successful DE&I programs will need to ensure that all key internal functions are onboard as the company embarks upon its DE&I journey.

Table 1: Business functions responsible for key DE&I dimensions

DIMENSION	WHO IS RESPONSIBLE	BUSINESS CASE
Risk management	Risk management / Legal function	Risk mitigation
Awareness	DE&I function	Employer of choice
Talent integration	HR function	Enhanced talent pipeline
Operations integration	Business functions focused on internal efficiencies such as Finance, Procurement, Quality Assurance, etc.	Enhanced bottom line
Market integration	Business functions focused on customer and community such as Marketing, Sales, R&D, etc.	Enhanced top line



It is only when DE&I is sewn into the fabric of the business that it becomes a true source of competitive advantage.



④ From theory into practice: exploring challenges and solutions



4 From theory into practice: exploring challenges and solutions

EXPLORING THE DE&I EFFORTS OF WBCSD MEMBERS

To understand more about how companies are getting to grips with their respective DE&I journeys, WBCSD and Korn Ferry interviewed a variety of WBCSD members. These interviews explored how companies are integrating DE&I considerations into the workplace; what progress they feel they are making against the different dimensions and levels highlighted in Korn Ferry's maturity model; and what solutions to emerging challenges they have found most helpful as part of their respective DE&I journeys.

Through this analysis we observed that:

- Every organization has a unique DE&I journey, shaped by different elements including business and talent priorities, leadership commitment, resource allocation, desired speed of change and industry dynamics (see Figure 2).
- Most organizations self-diagnose themselves as "progressing" (level 2) and consider that they are at a relatively early stage of DE&I maturity.
- Most organizations are currently focusing on the dimensions of DE&I awareness and talent integration.
- Operations integration and market integration dimensions are perceived to be less developed at present.

Figure 2: A snapshot of WBCSD members' DE&I maturity assessments



Our discussions with companies also uncovered several noteworthy case studies which highlight a range of challenges that WBCSD members are coming up against as they look to advance their respective DE&I programs as well as a series of innovative solutions and approaches that have delivered tangible results.

Case study 1: Setting a bold DE&I ambition

DE&I dimension: Awareness; Talent integration

Challenge: The company's Chief Diversity Officer was asked by senior leadership to develop an impactful and ambitious DE&I strategy.

Approach:

- The company implemented a set of five-year targets for gender diversity to 2025.
- A new structural inclusion tactic called the "Gender Proportionality Principle" was introduced to ensure promotions are proportionate to demographic representation.
- Inclusive leadership was embedded into all leadership development training.
- Virtual reality training was introduced for leaders and employees to help them "take a walk in another person's shoes".
- A program to sponsor and support early-career under-represented employees and retain under-represented talent was launched.

Outcome: These initiatives paved the way for the company to hold leaders accountable through established DE&I key performance indicators (KPIs). These KPIs are now accorded the same weight as financial KPIs, reinforcing the organization's commitment to DE&I and recognizing leaders for their efforts.

Case study 2: Integrating inclusion into leadership development

DE&I dimension: Talent integration

Challenge: As this company prepares for a sustainable future, it is rethinking leadership requirements. Increasingly, the company requires its leaders to operate and innovate in ambiguous and unknown situations, which calls for an enhanced set of leadership competencies, one of the most critical of which is inclusivity.

Approach:

- The company embedded DE&I into its leadership development training.
- It also established clear expectations that leaders throughout the company should serve as role models for openness and inclusion. This approach was agreed to by over 600 individuals in leadership positions throughout the company.

Outcome: These steps ensured that leaders within the company now share a common understanding of the value of inclusion and the importance of role modelling it in their behavior. Inclusion is now appreciated as an instrumental leadership competency in propelling the company towards its strategic vision.

Case study 3: Accelerating gender diversity

DE&I dimension: Talent integration

Challenge: When a global DE&I assessment revealed gender diversity issues, this company realized it needed to create a workplace culture that attracts, retains and promotes women. The company identified two major targets: improving gender diversity in management and senior management positions; and enhancing its retention rate of women within production fields.

Approach:

- The company instituted new recruitment policies to increase gender diversity and set itself clear targets for women to hold 30% of senior management positions, and 50% of management positions by 2030.
- Mentoring, networking and dedicated leadership training for women was introduced in collaboration with a number of prestigious academic institutions.
- Diversity days were organized to combat bias and raise awareness of core business challenges among managers.
- Monthly metrics, dashboards and performance management scorecards were introduced to track gender diversity progress.

Outcome: These initiatives created visibility around the career movements of female talent and helped identify the risks of losing women from the company's workforce. The measures also helped to create accountability for managers and leaders with regard to the retention of female members of staff. As a result, the company has so far seen an increase in the number of women in middle management from 16% to 32% and from 5% to 17% in senior management positions.

Case study 4: Driving gender pay equity

DE&I dimension: Talent integration

Challenge: This organization recognizes DE&I as a critical business imperative that enables it to be competitive. To attract and retain the best talent, the company wants to ensure it deploys rigorous pay equity practices throughout the organization.

Approach:

- The company implemented a Global Equal Pay Review. After successfully piloting the program, this equal pay review process is now an integral part of the annual compensation cycle.
- Compensation for 96% of the total workforce has now been analyzed and the results shared with the company's leadership. The review confirmed no systemic bias – with +/-5% difference among employees with similar jobs/performance and time with the company.

Outcome: The pay review process has enabled the company to compare pay for men and women employees performing similar or equivalent jobs, and to establish a rigorous process for proactively identifying and correcting any potential pay disparities in the future.

Case study 5: Measuring inclusivity of employee experiences and enabling leaders to drive change

DE&I dimension: Awareness; Talent integration

Challenge: This company was challenged to identify an approach to measure the impact of its DE&I commitments, and the level of inclusivity being experienced by its employees.

Approach:

- The company incorporated a number of inclusion-related questions into its annual global people survey.
- It then quantified employee sentiments relating to the current and future state of inclusion within the company and summarized the results into a new "Inclusion Index."

Outcome: The company's newly established Inclusion Index not only underlines that inclusion is a key priority for the organization, but it also equips the company's leadership with the insights needed to establish meaningful KPIs, measure the success of initiatives at all levels, and drive the development of more innovative and impactful efforts over time.

Case study 6: Driving innovation through DE&I

DE&I dimension: Operations integration

Challenge: This organization wanted to enhance its capacity to leverage the diversity of its global workforce as part of its innovation process. To encourage employees to share their unique ideas and spur innovation across the organization, the company wanted to establish methods to crowdsource employee solutions to key challenges.

Approach:

- The company established an employee innovation portal to give all employees a place to present and discuss various ideas related to innovations they would like to see. All ideas were welcomed from every level and all geographies.

Outcome: Employee participation on the innovation portal has been very high - with over 85,000 interactions having been registered in the past few years. Some ideas have now flourished into established company practices. The portal provides a platform for every voice in the company to be heard and for ideas to proliferate.

Case study 7: Advancing social mobility

DE&I dimension: Talent integration

Challenge: This company wanted to identify ways to contribute to enhanced levels of social mobility, enabling it to find, attract and develop employees from all socio-economic backgrounds.

Approach:

- In partnership with the UK's Social Mobility Commission, the company committed to play a key role in increasing social mobility through its recruitment, development and progression programs.
- The company developed a five-point social mobility action plan focusing on raising aspiration, access and awareness, with the aim of enabling people from low socio-economic backgrounds to maximize their potential.

Outcome: The company's social mobility action plan has provided opportunities for people from a diverse range of socio-economic backgrounds. The company now supports nearly 20,000 students a year to develop workplace skills through the company's school outreach program. Meanwhile targeted work experience and apprenticeship programs have helped young people from lower socio-economic backgrounds develop key professional skills while also benefiting from salaries.

Case study 8: Driving gender equality by supporting women entrepreneurs

DE&I dimension: Market integration

Challenge: This company was looking for ways to drive diversity and inclusion through its supply chain, empowering women farmers to boost their productivity and potential as entrepreneurs.

Approach:

- The company supported women farmers with agricultural training and coaching programs, while providing them with insights into how to gain access to different markets.
- It enabled the development of several cooperatives that supported women in rural locations to launch careers in the agriculture sector.
- Support has been provided to young women who were looking to launch start-ups in fields such as agritech, biotech, and mining technologies.
- The company also established a high school to enable more girls prepare to attend a university.

Outcome: The project's impacts have been wide ranging, enhancing the prospects, productivity and prosperity of over 1,000 girls and women throughout the organization's value chain and in the communities in which it operates. This in turn has resulted in a strengthened and more diverse supply chain for the company itself.

Case study 9: Neurodiversity and diverse abilities

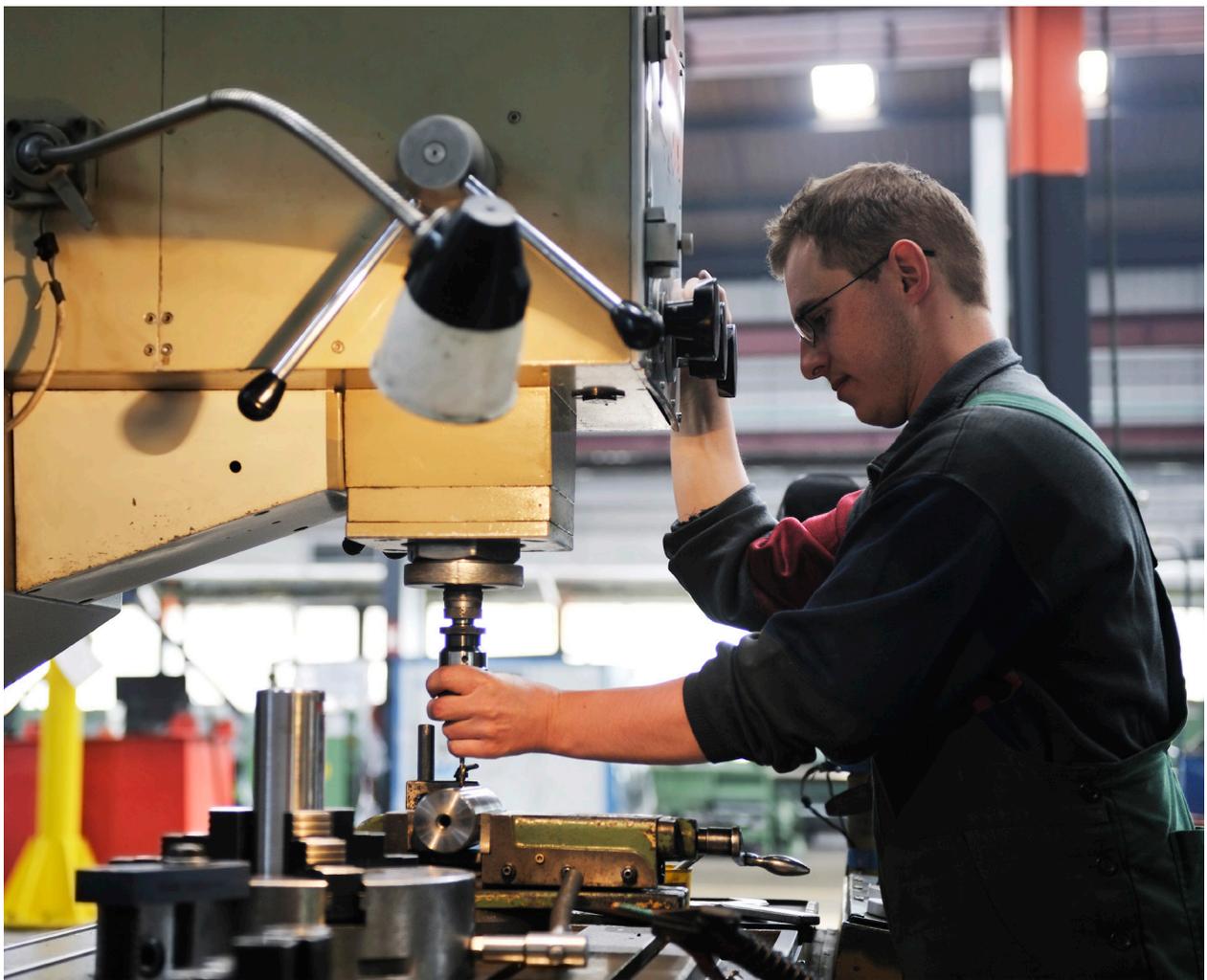
DE&I dimension: Talent integration

Challenge: The newly appointed CEO of this company challenged the organization to become more inclusive across a broad range of criteria, and to respect diversity in the workplace and in the marketplace.

Approach:

- The company made a commitment to hiring people with visual and hearing disabilities.
- It worked with NGOs to provide training to migrant workers.
- The company also worked with its national Autistic Association to create employment opportunities and provide training to individuals with autism.

Outcome: The company's efforts to embed neurodiversity and diverse abilities have helped it to increase its talent pool while also driving positive societal impacts.



5 The road ahead



5 The road ahead

TOWARDS LEADING PRACTICE – ENABLERS FOR SUCCESS

Through conversations with WBCSD member companies it is clear that a wide range of organizations within WBCSD's membership are working hard to continue and accelerate their respective DE&I journeys.

The road ahead certainly presents many challenges for companies as they seek to build alignment and readiness for the deployment of their DE&I strategies while also evolving the most effective set of metrics to keep track of and enhance their performance over time.

Through talking to WBCSD member companies and leveraging Korn Ferry's extensive experience in this field, we identified three critical enablers of success that make a significant difference in integrating DE&I into every aspect of an organization's business and talent practices.

- 1. Data-driven DE&I efforts**
Successful organizations approach DE&I with scientific and analytical rigor. The decisions taken by business leaders must be informed by data, analytics, and verifiable research to achieve measurable long-term progress in addressing DE&I challenges and opportunities.
- 2. Transformational approach**
As companies continue on their DE&I journey, success will ultimately depend on the full ownership of their DE&I efforts by the CEO, senior leadership team, middle managers, and employees. It is only through cascading efforts at all levels of the organization that organizations will achieve leading edge DE&I maturity.
- 3. Shared responsibility**
DE&I transformations must be driven in the spirit of a shared responsibility between leaders, employees, and HR. Employees should drive their development and performance, while the organization should remove systemic barriers, ensure bias-free decision-making and purposefully build equity across the employee experience. Inclusive leaders need to support DE&I as the "way of doing business" while also modeling inclusive leadership behaviors themselves.

MOBILIZING EFFORTS TO MAINSTREAM LEADING PRACTICE

WBCSD's [membership criteria](#) require all of its member companies to "declare support for inclusion, equality, diversity and the elimination of any form of discrimination." Moving forward, the organization remains committed to supporting its members to ensure that these criteria are respected and that our members make progress on their respective DE&I journeys.

Advancing corporate performance on DE&I is also emerging as a critical focus area of the [Business Commission to Tackle Inequality \(BCTI\)](#) - a cross-sector, multi-stakeholder coalition of organizations and their leaders, coordinated by WBCSD, with the mission of mobilizing the private sector to tackle inequality and generate shared prosperity for all.

As part of its efforts, the BCTI has launched a dedicated DE&I workstream which is working with leading companies, NGOs, academia and intergovernmental bodies to advance understanding and uptake of DE&I best practice. Insights from this working group will inform the publication of a flagship BCTI report in early 2023.

Through these and other emerging initiatives, WBCSD looks forward to continuing to explore opportunities to support the global business community on its DE&I journey and welcomes the opportunity for continued stakeholder engagement around this critical topic.

ACKNOWLEDGEMENTS

Contributors

This report was developed with the contributions of WBCSD's Future of Work working group.

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DISCLAIMER

This publication has been developed in the name of the WBCSD. Like other WBCSD publications, it is the result of a collaborative effort by members of the secretariat and senior executives from member companies and partner organizations. A wide range of members reviewed drafts, thereby ensuring that the document broadly represents the perspective of the WBCSD membership. Input and feedback from stakeholders listed above was incorporated in a balanced way. This does not mean, however, that every member company or stakeholder agrees with every word.

ABOUT KORN FERRY

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

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ABOUT WBCSD

WBCSD is a global, CEO-led organization of over 200 leading businesses working together to accelerate the transition to a sustainable world. We help make our member companies more successful and sustainable by focusing on the maximum positive impact for shareholders, the environment and societies. Our member companies come from all business sectors and all major economies, representing a combined revenue of more than USD \$8.5 trillion and 19 million employees. Our global network of almost 70 national business councils gives our members unparalleled reach across the globe. Since 1995, WBCSD has been uniquely positioned to work with member companies along and across value chains to deliver impactful business solutions to the most challenging sustainability issues.

Together, we are the leading voice of business for sustainability: united by our vision of a world where more than 9 billion people are all living well and within planetary boundaries, by 2050.

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