

# DIVERSITY & INCLUSION: THE BUSINESS CASE

**GENDER-DIVERSE** ▶  
COMPANIES ARE 15% MORE LIKELY  
TO OUTPERFORM THEIR PEERS,<sup>1</sup>



COMPANIES WITH THE  
**HIGHEST PERCENTAGE**  
**OF WOMEN** BOARD DIRECTORS OUTPERFORMED  
THOSE WITH THE LEAST BY **53%**<sup>2</sup>

When 10% more of a company's employees report feeling included, average attendance increases by almost one day per year per employee,<sup>3</sup>



**Inclusive teams outperform their peers in team-based assessments by 80%**<sup>3</sup>

EMPLOYEES THAT FEEL INCLUDED AND THINK THEIR ORGANIZATION IS COMMITTED TO AND SUPPORTIVE OF DIVERSITY, REPORT AN UPLIFT IN INNOVATION, RESPONSIVENESS TO CUSTOMERS AND TEAM COLLABORATION,<sup>3</sup>



(1) McKinsey & Company, "Diversity Matters" (2) Catalyst, "Bottom Line" report  
(3) Deloitte Australia, "Victorian Equal Opportunity & Human Rights Commission"

## INCLUSION IS TANGIBLE

The concept of inclusion incorporates both an active process of change and an emotional outcome (“I feel included”). More specifically, feelings of inclusion are driven by perceptions of a.) fairness and respect, and b.) value and belonging. These two elements build upon one another sequentially.

## WORK-LIFE BALANCE IS A KEY SIGNAL

An employee’s ability to balance their work-life commitments is a key driver of an employee’s feeling of inclusion. It signals that an employee is seen as a whole person with life within and outside the workplace. Work-life balance is also read as a signal of the organization’s support for diversity.

*\*Deloitte Australia*

## REPORTED BENEFITS

- Improved customer orientation
- Greater employee satisfaction
- Better decision making and innovation

*\*McKinsey & Company*

## STRATEGIES IMPLEMENTED BY FIRMS EXPERIENCING STRONGER FINANCIAL OUTCOMES THROUGH INTENTIONAL D&I WORK INCLUDE:

- Creating a top-level focus and strategy at the CEO/COO/CHRO level
- Assigning a top executive the responsibility for leading and sponsoring the inclusion and diversity program
- Creating behavioral standards, diversity metrics and holding leaders accountable for results
- Creating an internal and externally-visible scorecard to measure progress for recruiting, promotion rates, compensation levels, participation in coaching programs, turnover, and participation in ERGs, supplier diversity
- Integrating diversity and inclusion strategies in recruitment, performance management, leadership assessment and training
- Creating employee networks/resource groups around company-wide D&I efforts
- Competing in external award programs

*\*Bersin by Deloitte*