

DIVERSITY & INCLUSION: THE BUSINESS CASE

GENDER-DIVERSE
COMPANIES ARE 15% MORE LIKELY
TO OUTPERFORM THEIR PEERS¹



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

When 10% more of a company's
employees report feeling included,
average attendance increases by
almost one day per year per employee³



**Inclusive teams outperform their peers
in team-based assessments by 80%**³

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 COLLABORATION³



(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 interpreted, perceived or recognized 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 Employee Resource Groups (ERG), 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 benchmarking and award programs

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