



Alliance for
Global Inclusion

2023 Alliance for Global Inclusion Index Report



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A Letter from Our Commitment Partners

We are delighted to present the annual Alliance for Global Inclusion (AGI) Index. This report reflects our dedication to fostering global workforce cultures that value and celebrate diversity, ensure equitable opportunities, and promote inclusive environments for all. We want to congratulate those that participated and made the Index this year. Your individual efforts within your organizations stand as a testament to your unwavering commitment.

In 2021, we came together to create the Alliance for Global Inclusion, a one-of-a-kind coalition combining the collective power and resources of our global organizations, to accelerate inclusion for all in the workplace. As a group of industry peers, we are committed to advancing tangible, innovative solutions to historical challenges in this space. We recognize the importance of creating a workplace that reflects the diverse communities we serve, and we dedicate ourselves to promoting inclusive business practices in all aspects of our operations. Our goals reflect our long-range strategy to improve outcomes for our people, our markets, and our communities (society) worldwide.

As the coalition, we prioritized three goals in 2023:

1. Publish guidance for inclusive business practices across global regions

2. Publish guidance for AI (Artificial Intelligence) in HR systems and inclusive language

3. Support STEM (Science, Technology, Engineering, Mathematics) access by hiring from more inclusive pathways



Based on these annual goals our CEOs made long-range strategic goals to:

1. Ensure 100% of CEO's staff obtain inclusive leadership development by 2025

2. Contribute to a collective commitment to hiring 5%+ employees from inclusive pathways by 2030

Beyond our yearly and long-term strategic goals, we recognize that each AGI member organization has unique resources and processes to navigate. To support each organization on their distinct inclusion journey, we introduced The Alliance Maturity Model. The Maturity Model is referenced in the report to help guide the audience toward accessible and actionable insights.

While we have made significant strides as individual companies, challenges remain, such as navigating the external global environment, ensuring all employees feel psychologically safe at our work locations, and remaining flexible during uncertain times to focus on key priorities.

In the coming year, we will continue our commitment to inclusion for all by collaborating with industry peers and thought leaders to share best practices and create industry-wide, global, and societal impact through our collective efforts. We remain steadfast in our mission to drive positive change for our employees, through our products and in our communities.

We invite you to read the full report, join the [Alliance for Global Inclusion](#), and complete the Index survey next year.

[Commitment Partners](#), Alliance For Global Inclusion



Executive Summary

This research is based on the AGI's annual global survey of Diversity, Equity and Inclusion (DEI) best practices, which is created and administered by [Seramount](#). Now in its third year, this survey comprised of tech companies and those with large tech workforces was open from January 11, 2023 to May 15, 2023. For the first time, based on the maturity of the respondents' best practices, the AGI transitioned from a survey to an index, in which organizations that received an overall score of 50 percent or higher across all regions in which they participated were recognized for their DEI efforts. There were 27 respondents and, of those, 18 earned spots on the index. The AGI's survey examines **People** (workplace best practices ranging from hiring to advancement opportunities to demographic goals and accountability), **Market** (impact on customers, including inclusive language), and **Society** (efforts to create a better world, including STEM programs for students, as well as supplier diversity).

Key findings from the survey

- Training managers to use inclusive behaviors, exposing employees to sponsorship and mentoring relationships, and efforts to increase leaders' accountability for DEI goals, all increased dramatically in almost all regions. These increases demonstrate the emphasis on creating inclusive cultures where all people can thrive.
- All data submitted to this survey was based on the calendar year 2022, when a global economic slowdown impacted the technology industry, which has since shown improvement. These resource cutbacks may have contributed

to survey respondents reporting decreased efforts to create inclusive language for internal and product purposes as well as declines in corporate decisions to speak out proactively on legislation impacting underrepresented communities.

- There have been increases in efforts to reach and train potential STEM students to create a technically adept and diverse future workforce. This is particularly reflected in the results in the United States, Europe, and Asia.

Recommendations

The most effective DEI leaders, including companies on this Index, reach the highest levels of the maturity model through different business initiatives. We would urge companies to join the Alliance to learn to:

1. **People: Support and Recognize Inclusive Leadership.** Extend resources and acknowledge those practicing inclusive behaviors—employee resource group (ERG) leadership, leaders of inclusive/belonging conversations, and support development on inclusive leadership competencies.
2. **People: Create a Multitude of Inclusive Pathways for Talent to Develop & Progress.** Develop internal pathways through ERGs; formal and informal sponsorship, allyship, and mentorship opportunities; leadership development and executive succession planning to enhance an inclusive culture. Enhance and systematize multiple access

routes into STEM careers by leveraging internships, apprenticeships, and certification programs to integrate and support more inclusive talent sourcing into the technical workforce.

3. **Market: Increase Efforts to Mitigate Bias in AI and Create Inclusive Product/Service Design.** Identify and develop an internal governance model for assessing and implementing AI tools, including HR tools, that drive inclusive

outcomes for all. Work with the AGI as this critical area continues to develop to ensure inclusion for all.

4. **Society: Expand Stem Efforts Globally.** Invest and engage in global community partnerships to identify and provide opportunities for underrepresented talent. Track STEM community partnership outcomes, graduate hiring, retention, and promotions from underrepresented talent to evaluate progress.

Join the AGI to support inclusive global DEI efforts. [Get more information.](#)

Spread the word about the AGI. [Find our media kit.](#)

Register to participate in the AGI survey next year. For information, [contact the Alliance for Global Inclusion.](#)



Introduction

The year 2022, upon which all data in this report is based, saw cutbacks globally in the tech industry. According to a report updated in June by MarketWatch, global tech layoffs have surpassed 201,000 since the start of 2023, passing tech layoffs in the entire year of 2022 (154,336) only halfway through the year.¹ There were several contributing factors, including startups not getting funding to maintain their escalation, maturity of the existing tech sector, and companies returning to in-office work and not needing a large, remote tech support workforce anymore.²

These cutbacks led to a refocusing of resources, including DEI resources. Despite those cutbacks, the tech companies and those with technical workforces participating in this survey increased commitment to DEI around key areas of workforce inclusivity, recruitment, advancement opportunities, and accountability for DEI results.

The AGI has studied corporate DEI efforts in global regions for the past three years. The AGI's survey, created and administered by [Seramount](#), examines **People** (workplace best practices ranging from hiring to advancement opportunities to demographic goals and accountability), **Market** (impact on customers, including inclusive language), and **Society** (efforts to create a better world, including STEM programs for students, as well as supplier diversity).

About This Report

Seramount was commissioned by the AGI to survey global tech companies and companies in other industries with technical workforces. This survey was first piloted in 2021, with a larger survey administered in 2022. The 2023 survey was open from January 11, 2023, to May 15, 2023.

This report features results assessing companies' progress toward DEI outcomes in the AGI impact pillars of People, Market, and Society, in each of eight different geographical regions—United States, Europe, Asia, Canada, Mideast/North Africa, Latin/Central/South America, the Caribbean, Oceania. The survey also collected data on Sub-Saharan Africa, but because only three responses were received there, that region's data is not being shown in any of the charts in this report since the results will not be statistically representative for that region.

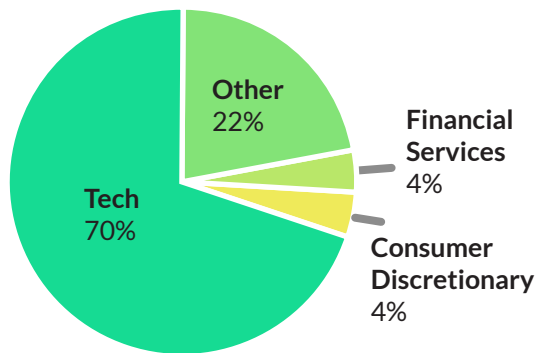
This year, 27 companies shared their global data with the AGI to examine their progress in each region and overall. The fundamental DEI efforts of these multinational companies—the structure and the core programs—remain strong. However, some external initiatives and responses, such as advocating for legislative change or pushing inclusive language guidelines, have declined alongside a decrease in visible DEI efforts.³

Of the 27 companies that participated, 18 showed strong results in supporting DEI efforts internally and externally. While this is the third year for this AGI report, this is the first time the AGI created and shared an index report, heralding these

organizations that scored at least 50 percent overall and have, therefore, qualified for the AGI Index.

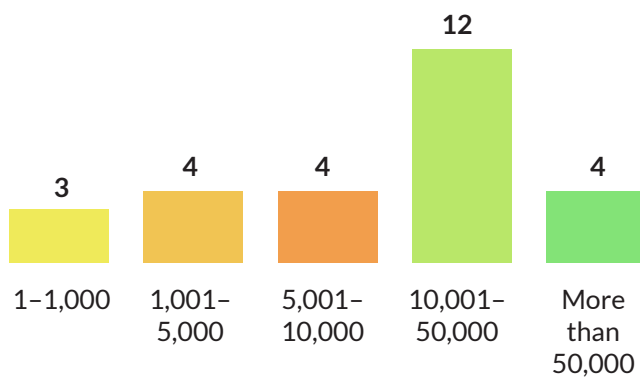
Of the AGI members, 12 participated in the 2023 survey, along with 15 other companies, for a total of 27 respondents. Seventy percent of respondents were from the tech industry, with 4 percent from consumer-discretionary companies, 4 percent from financial services, and 22 percent from other industries. For more information, visit the [AGI website](#).

Participants: Industry Breakdown



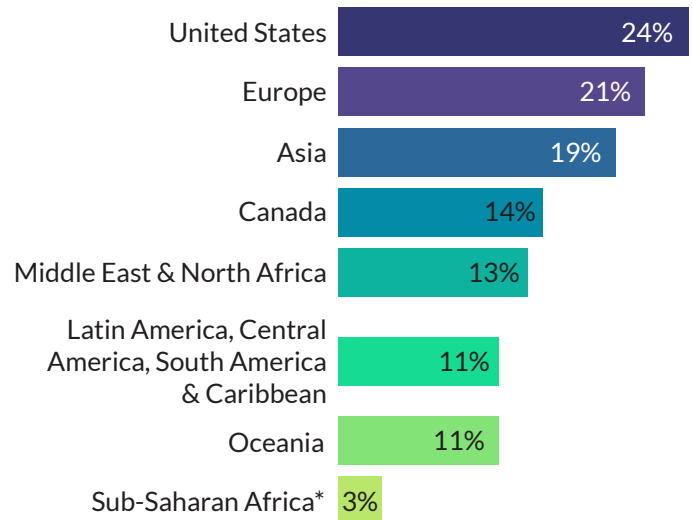
Most of the companies participating in 2023 had more than 10,000 employees. Here is the breakdown:

Participants: Global Employee Size



Companies provided survey responses specific to geographical regions in which they have operations. There were substantial submissions in each region, except for Sub-Saharan Africa. The regional breakdown is shown in the chart.

Participants: Regional Breakdown



* Because only 3 responses were received in Sub-Saharan Africa, it is not statistically representative to include responses in charts in this report.

This report shares key insights from the 2023 survey and trends observed between the 2022 and 2023 surveys. Earlier findings from previous years can be found on the [Alliance for Global Inclusion Index website](#).

Companies are at different maturity stages of their DEI efforts. All participants received a summary of their individual results. This year, the AGI and Seramount released an index of companies with the highest scores globally. Eighteen companies made the index:

alight



CERIDIAN



PARIVEDA



RELIAS

Snap Inc.



TEL

* AGI member

The remaining participating companies are anonymous, but their responses are included in the aggregated results shared in this report to celebrate the contribution of all participants.

The Alliance Maturity Model

Diversity, equity, and inclusion represent a personal commitment, organizational commitment, and for the Alliance, a collective commitment. We recognize that one size does not fit all. The Alliance Maturity Model offers a simple framework to visualize the progress an organization is making on their DEI journey.

The AGI Maturity Model includes five different levels. Each level builds from the previous one as follows:

Level 1: Risk Mitigation and Compliance

In this level, an organization's practices and policies are focused primarily to ensure compliance of local laws and regulations.

Level 2: Listen and Respond

Getting to the second level means that practices and policies are primarily reactive in responding to employee concerns.

Level 3: Strategically Focus and Commit

Our third level equates to organizational leaders supporting the business case for diversity and committed to creating an inclusive culture.

Level 4: Integrated and Accountable.

Advancing to level four implies that a company's diversity and inclusion goals are integrated into business strategy, and metrics are published for executive oversight and accountability.

Level 5: Societal Impact and Equity Advancement

This level recognizes the potential of our global reach and impact through shared commitment and measurement.

The model builds on established DEI maturity models that many use from [Deloitte](#),⁴ [Korn Ferry](#),⁵ and [Josh Bersin](#). It synthesizes our findings from the Inclusion Index and aligns with the AGI objectives. The introduction of the fifth level underscores the potential of our collective impact.

The AGI Maturity model also acknowledges the systems-level changes we all own—from the CEO and executive leadership team to middle managers to every employee in an organization. When we collectively work at Level 5, we can truly move the needle at industry and global levels.

The diagram shows the five different levels of the AGI Maturity Model to help organizations measure their progress through their transformation with the Alliance.

We Are Transforming



The Alliance for Global Inclusion is positioned in between Levels 3 and 4. An individual's journey travels typically from Level 1 through Level 5. A

collaborative workstream of the Alliance travels from Level 3 to Level 5. A collective impact with global reach is acquired through Level 4 to Level 5.



Key Findings

Participating companies in the survey are moving towards higher levels on the maturity model, through efforts such as more accountability, and emphasis on advancement programs that help

underrepresented communities drive to equal opportunities. Below are four key findings from this report:

1. Efforts to increase accountability for DEI goals, especially around representation, increased substantially in all regions.

2. Involvement of underrepresented communities in key areas of advancement, i.e., formal mentorship and sponsorship, is increasing globally.

3. External efforts such as supporting supplier-diversity training have been reduced.

4. There is a deep commitment globally to developing a stem workforce.

This report examines key findings from the global survey respondents in each of the AGI's three pillars – People, Market and Society. In each section, subsections will show specifically how respondents answered and the differences by region from the previous year's responses.

People

Participating multinationals show strong commitment to inclusive workplaces and equitable advancement, especially around workplace DEI structure and internal implementation, this survey shows.

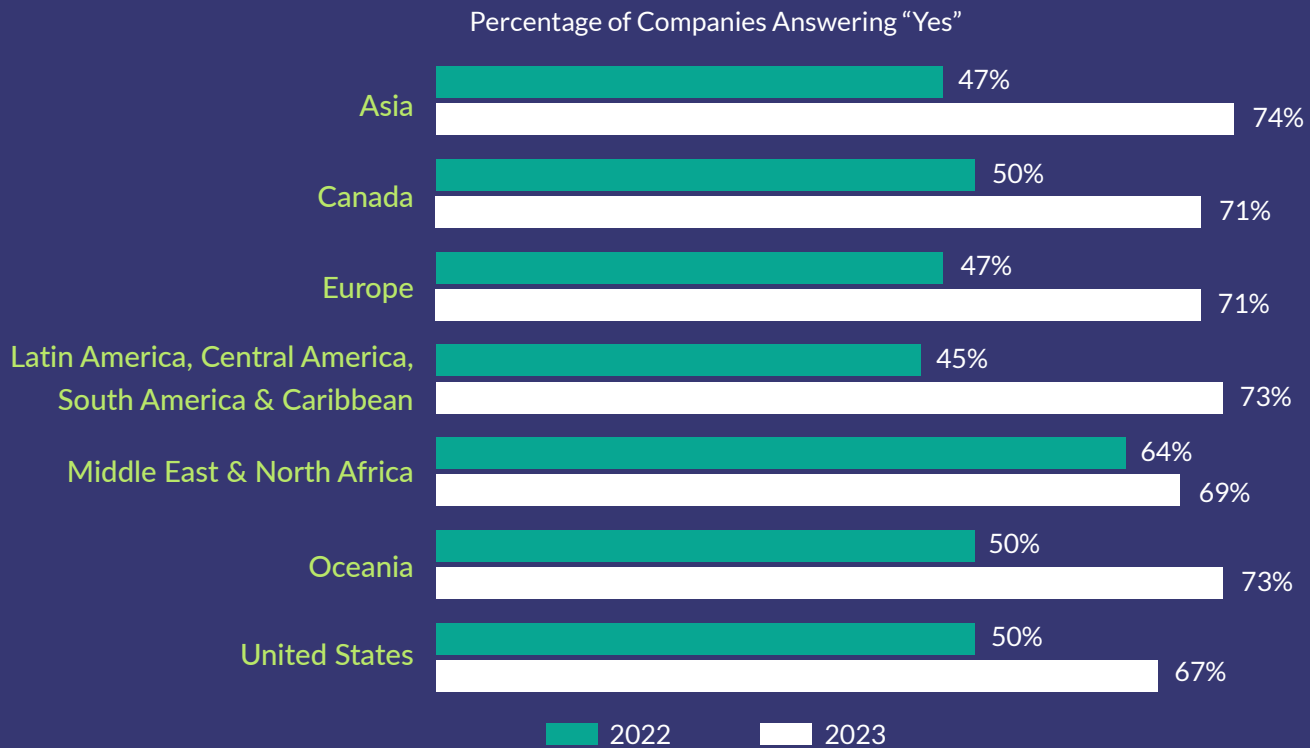
Accountability

Without leadership accountability, sustainable results are unlikely.⁶ The means of assessing DEI success and holding management accountable for sustainable results have increased in the past year, particularly around issues of underrepresented groups. During the pandemic, there was a wave of global unrest that led to promises to increase representation and DEI efforts, In the United States, after the May 2020 murder of George Floyd, many companies signed pledges to increase Black and sometimes Hispanic representation.⁷ Globally, several companies have made

commitments to increase women’s representation over a designated period, often 5 to 10 years.⁸ This survey shows companies at the highest level of the maturity model hold their senior leaders in each global region accountable by linking the progress directly to performance reviews.

The percentage of companies that said they hold senior leaders accountable for DEI results through performance evaluations increased in all regions, especially Asia, Canada, Europe, Latin/Central/South America and Caribbean, and Oceania, where it almost doubled.

Are senior leaders held accountable for DEI results through performance evaluations?



Examples in recent years from Seramount illustrate the relevance to business goals. Hospitality-services company Sodexo committed to global representation of 40 percent women in senior leadership by 2025 and linked 10 percent of executive annual incentives to this goal. The company did this because its internal data showed that its share of women dropped sharply after entry level. The company created a scorecard to measure progress and hold managers accountable for hiring, promoting, and retention. The outcome? Within five years, the company announced it had increased women’s representation by 10 percent at entry and manager levels and more than 20 percent at the senior vice president level and had doubled the number of women in the C-suite.

And fast-food giant McDonald’s pledged to increase women in leadership roles, senior director, and above to 45 percent by the end of 2023 and said it would reach gender parity by the end of 2023 as well as increase the percentage of historically underrepresented groups in leadership roles to 35 percent from 29 percent by 2025. The company is linking 15 percent of executives’ annual incentive bonuses to four human-capital metrics related to hiring and fostering a culture of inclusion.

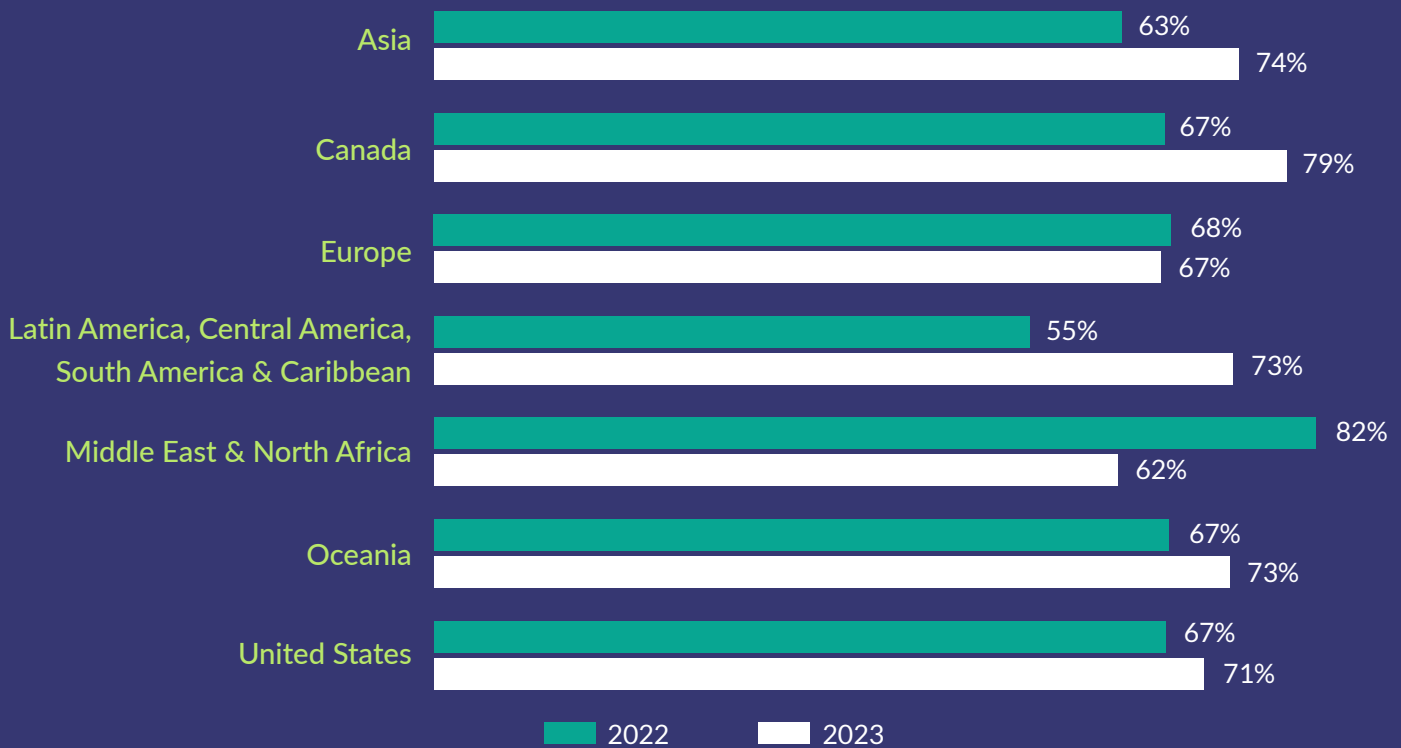
Why is this global increase in accountability happening now? More companies are understanding DEI’s relevance to their business goals and how being accountable gives their business credibility, according to survey respondents.

Rewarding Inclusive Behavior

Companies are more concerned than ever with training their supervisors to be able to discuss inclusion-related topics in a nonconfrontational way. As the chart shows, these efforts have increased in Asia, Canada, Latin/Central/South America & Caribbean, Oceania, and the United States.

Does your company train managers on how to have effective conversations with employees on inclusion-related topics?

Percentage of Companies Answering “Yes”



In Seramount’s “Guide to Managers Having Essential Conversations,” the company recommends:

- Clarifying the purpose of the discussion, e.g., recent events, why we need to open lines of communication, impact on people personally and professionally.
- Establishing ground rules on setting up a safe space: assume good intentions, don’t belittle or blame, don’t interrupt, and let everyone’s perspectives be heard.
- Setting the tone and context by being authentic and vulnerable. Align to your own reality and experience. Connect to the business case and corporate values.

An example of a company having these conversations is The Hartford, an insurance firm. Their Courageous Conversation Circles, known as C3, have been in place since 2018 and cover topics including race/ethnicity, age, gender, disability, military status, and mental health. The company states on its website:

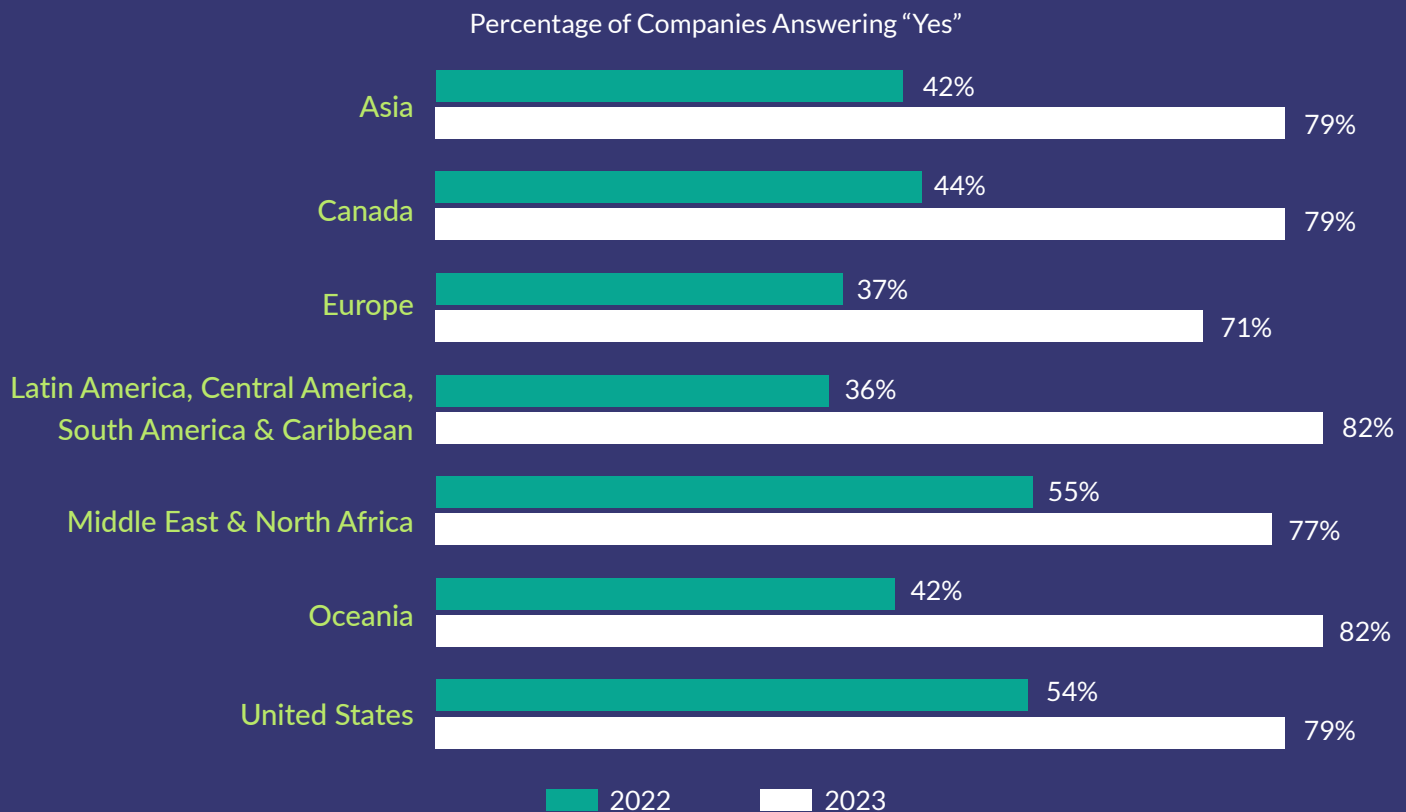
“The list of topics is continuously growing to address subjects that employees want to cover. The conversations are deep and often personal, but employees leave each discussion with an enhanced connection to their colleagues. The format offers a safe place for employees to learn about each other and engage in difficult dialogue. Our goal is that these conversations would work to build skills that employees are able to apply in other work-related situations, and it’s working. We’ve heard from many that this has helped them in ways they never expected.”

Career Growth and Advancement

Efforts to encourage employees, especially those from underrepresented groups, to participate in formal mentoring and sponsorship programs (advocacy for promotion or stretch assignment) have increased in every region this year, as organizations focus on helping these individuals reach their full potential. The question specifically references formal programs that include opportunities for people from underrepresented groups, The formal is emphasized to ensure the program is company sanctioned.

Efforts to create an inclusive culture starting with recruitment have been rising globally. This includes limiting potential bias in the entire process as well as having people from underrepresented groups play key roles in hiring and interviewing.

Does your company have a formal program to encourage managers and leaders to maintain a diverse network of mentorship or sponsorship relationships?



Two case studies from Seramount illustrate how valuable mentoring and sponsorship are:

1. Professional-services firm EY leverages mentoring and sponsorships to develop a pipeline of women leaders. From their first days on the job, EY employees are encouraged to become “sponsor read” through their client assignments and mentoring programs. Through successful mentoring relationships, high performers become aligned with influential executives who can serve as sponsors and provide ongoing guidance and support. To ensure accountability, EY regularly monitors sponsorship programs using quantitative and qualitative measures such as promotion rates, representation of women at the partner level, engagement survey scores, and feedback from professional networks. As a result, EY has successfully built a pipeline of women leaders, ensured greater engagement and retention of women leaders, improved its processes for recruiting women leaders, and sustainably maintained and increased the number of women partners.
2. GE provides targeted mentoring programs to business units and for different groups of employees, offering the two-year Commercial Leadership Program to develop sales and marketing employees and specific programs that speak to the development goals of its millennial employees. Reverse mentoring has also led the organization to achieve their strategic goals, including increasing millennial retention, promoting a competitive advantage in technological advancements, and cultivating inclusivity.

Mitigating Potential Bias

Training hiring managers and recruiters on ways to understand and mitigate potential bias in their processes have been on the upswing in most of the regions studied: Canada, Europe, Central/Latin/South America & Caribbean, Oceania, and the United States.

Diverse Panels

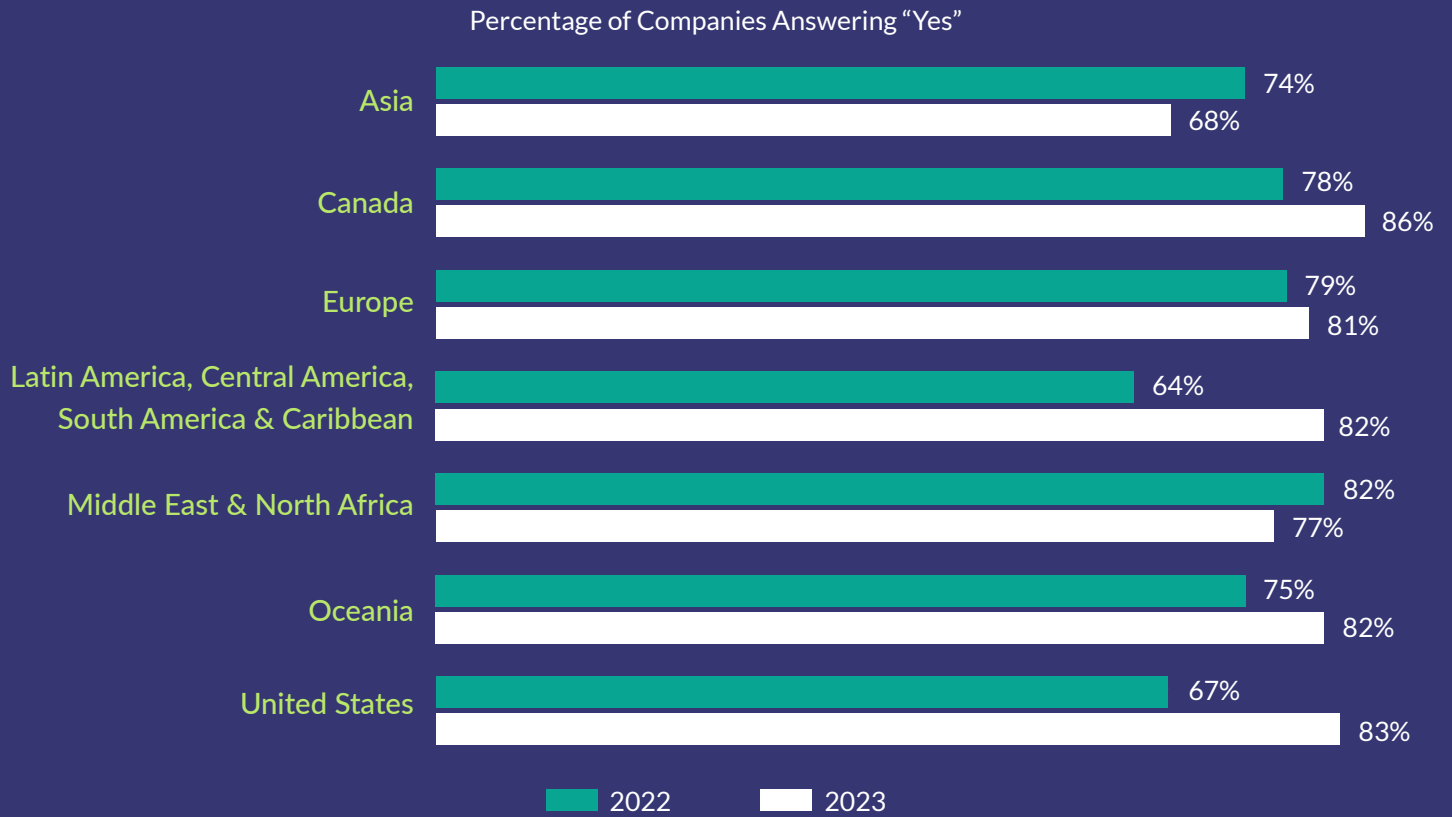
Except for Middle East/North Africa, all regions have increased use of diverse panels of interviewers to assess new job applicants. The meaning of the word “diverse” here varies from region to region (and country to country) but almost always includes women. Having women and people from locally underrepresented groups as the interviewers is important—it can add varied

perspectives and the ability to be less conformist in judging who “fits in” and who would be a successful employee at this company. It also can make applicants more comfortable and interested in the organization.⁹

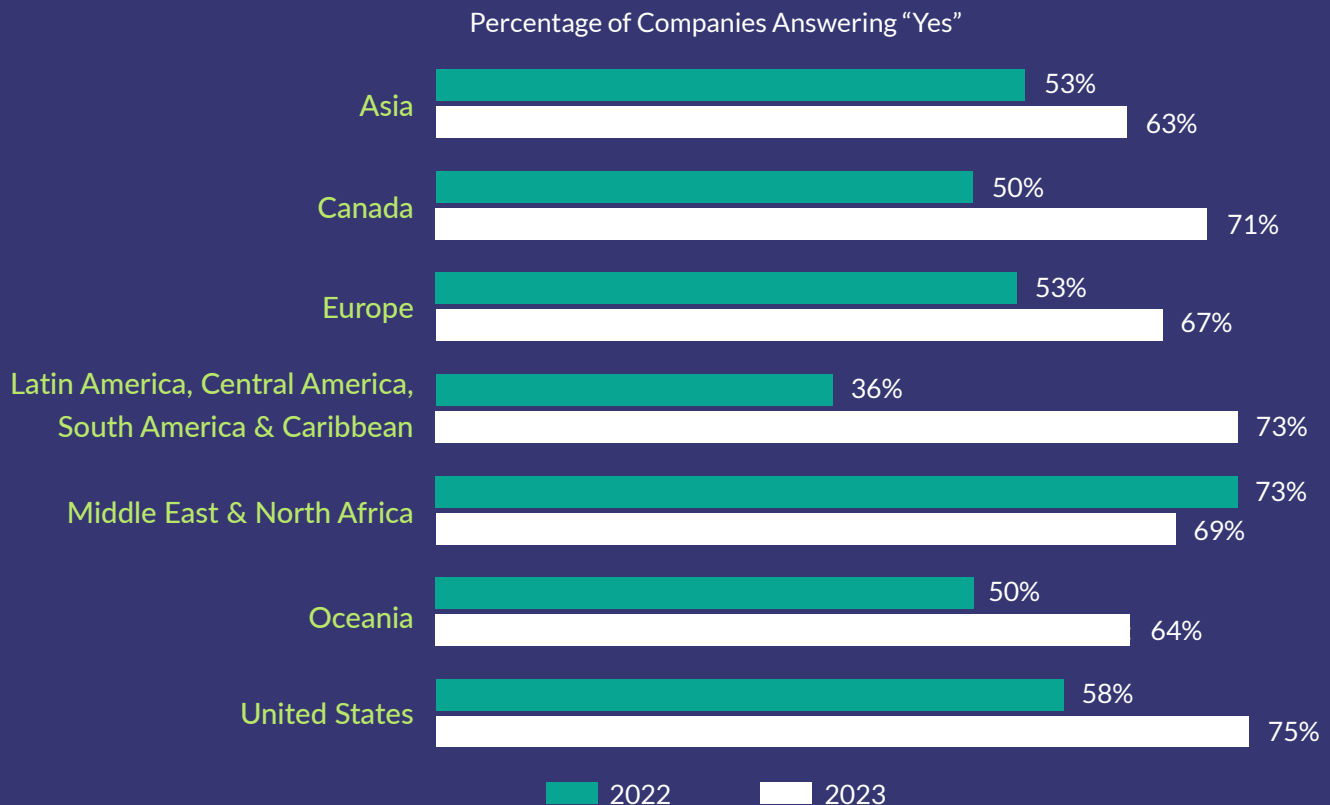
A recent study in the *Journal of Applied Psychology* found that if a woman or person from an underrepresented group leads a search committee to fill an open position, there is a positive impact on the diversity of applicants. They found that when a woman led the committee, 23 percent more women applied for the position than when it was headed by a man.¹⁰

Two companies that made the AGI index, Equinix and Ceridian, showcase their efforts at building inclusive and equitable cultures.

Does your company have trainings on bias mitigation for hiring managers, recruiters, and other points of contact before interviewing candidates for open roles?



Does your company have diverse panels of interviewers for new hires?



Equinix: Building Culture and Community Locally

Global digital infrastructure company Equinix has a localized program in 38 of their sites called “WeAreEquinix” (WRE), whose aim is to create and promote purpose, belonging, service, sustainability, and fun. These teams also provide Equinix with a more holistic view into the unique happenings across their global business and help build culture and community, locally. The program is in several locations in the US, as well as Brazil, Canada, Chile, Colombia, Mexico, Australia, China, Hong Kong, India, Japan, Philippines, South Korea, Singapore, Finland, France, Germany, Ireland, Italy, Netherlands, Poland, Portugal, Spain, Turkey, Sweden, Switzerland, and the United Kingdom.

WRE, started in 2020, is a unique mechanism for employees to take leadership roles at their local sites and to support a workplace where employees can say, “I’m safe, I belong, and I matter.” More than 250 employees currently volunteer for the program.

“WeAreEquinix was designed to enable employees at the local level to influence global strategy, to customize programs for their local needs, and to lead the realization of that strategy at their location. It has been successful because Equinix has incredible leaders at all levels who—when empowered with a clear role, goals, and budget—know they can make an impact and leave a legacy at Equinix,” says Janet Ladd, Senior Director, Diversity, Inclusion & Belonging.

In 2022, the WRE program team sought to better understand how to scale the program. Over a six-month period, team members met with colleagues around the globe, conducted benchmarking research with seven other multinational organizations, and held in-person workshops with program and regional leaders. As a result, the company created a new program, vision, priority actions, and a three-year strategy to drive impact. “We envision a strong future for

the WRE program, with global and local offerings that encourage engagement and community-building opportunities,” the company states on its website.

Some local examples:

- WeAreEquinix Mexico facilitated a local event focused on stereotypes and how to “un-judge someone.” They hosted a conversation where folks went around the room and participated in an “I am, but I am not” discussion, where they each shared something about themselves that was true, and something else that wasn’t true that people often assumed about them given their identities. This was part of our Days of Understanding initiative, a key DIB program.
- The WeAreEquinix Switzerland team formed two teams of cyclists to ride a distance of 300 kilometers from Geneva to Zurich, passing all the Equinix data centers in Switzerland! The Equinix teams rode together with Swiss Paralympic cyclists competing in the European Para Championships this year. The team created a campaign to raise funds for PluSport—the center of expertise for sport, disability, and inclusion.
- WeAreEquinix Hong Kong’s Green & Sustainability team organized a “Data Center and Sustainability” talk for secondary school students as part of their community outreach efforts. The event was well received with over 100 students attending the talk. During the talk, students were introduced to Equinix, the data center business, and careers in tech. They also learned about organizational structures, staffing, and sustainability in a corporate environment.

Ceridian: Building Equity for Underrepresented Groups

Ceridian, a global human-capital management company, has at the core of its business practices Our Way Values: Customer Focus, Shared Ambition, Agility, Equity, Optimism, and Transparency.

The company's Achieving Corporate Equity Program (ACE) focuses on helping underrepresented minorities (URMs) reach their full potential and advance within the organization. The company notes that historically, across organizations alike, URMs don't receive the same professional resources, leadership training, and promotion opportunities.

"The ACE program provides an innovative solution to differentiated leadership development. Research shows organizations that make Investments in the development of internally diverse leaders are more creative and more profitable. The ACE program allows us to demonstrate an unwavering commitment to cultivating a workplace that fosters inclusion and values all dimensions of diversity," says Donnebra McClendon, Global Head of Diversity, Equity & Inclusion.

ACE is a holistic program that addresses the psychological and professional development of URMs. The initiative is designed to remove systemic barriers, including racial and culturally charged stereotypes, microaggressions, and falsehoods of educational and leadership incompetence.

The program, which started in 2022 with the first cohort, lasts 16 weeks, providing participants with individual and group coaching, mentorship on leadership, and executive sponsorship. Learning modules cover wide-ranging professional topics, including organizational management, professional networking, business communication, and career development. The ACE program culminates in a capstone project that groups

present upon graduation. Two more cohorts are planned for this year, with the first one already underway.

Employees from all levels submit applications and are interviewed as part of the selection process. Cohorts are intended to be small and collaborative. They meet for four to 10 hours weekly, with both individual and group assignments. ACE graduates have an opportunity to earn executive sponsorship to further amplify their careers and expand their professional networks. Those on the team that has the best capstone-project solution earn a second round of executive sponsorship.

The first cohort, representing employees in the US and Canada, had 16 participants—three Black men, two Black women, two women who identified as two or more races, one Asian man, one Asian woman, one White woman, two members of the LGBTQ+ community, and four people with disabilities.

The goal of the global program design is to proactively create equitable career advancement opportunities for URMs. The company reports that 80 percent of the first year's ACE participants have already been promoted internally or received stretch assignments. Furthermore, one-third of the women participating in the program have been promoted to manager or senior manager roles.

Participants have been enthusiastic about the experience. "Becoming an ACE graduate has been a highlight of my career. I learned so much valuable information that I'm excited to translate into action toward helping other underrepresented minorities advance not only in their careers but their sense of belonging here at Ceridian," says Kelly Doane, Learning and Development Principal.

Rewarding Volunteer Leaders

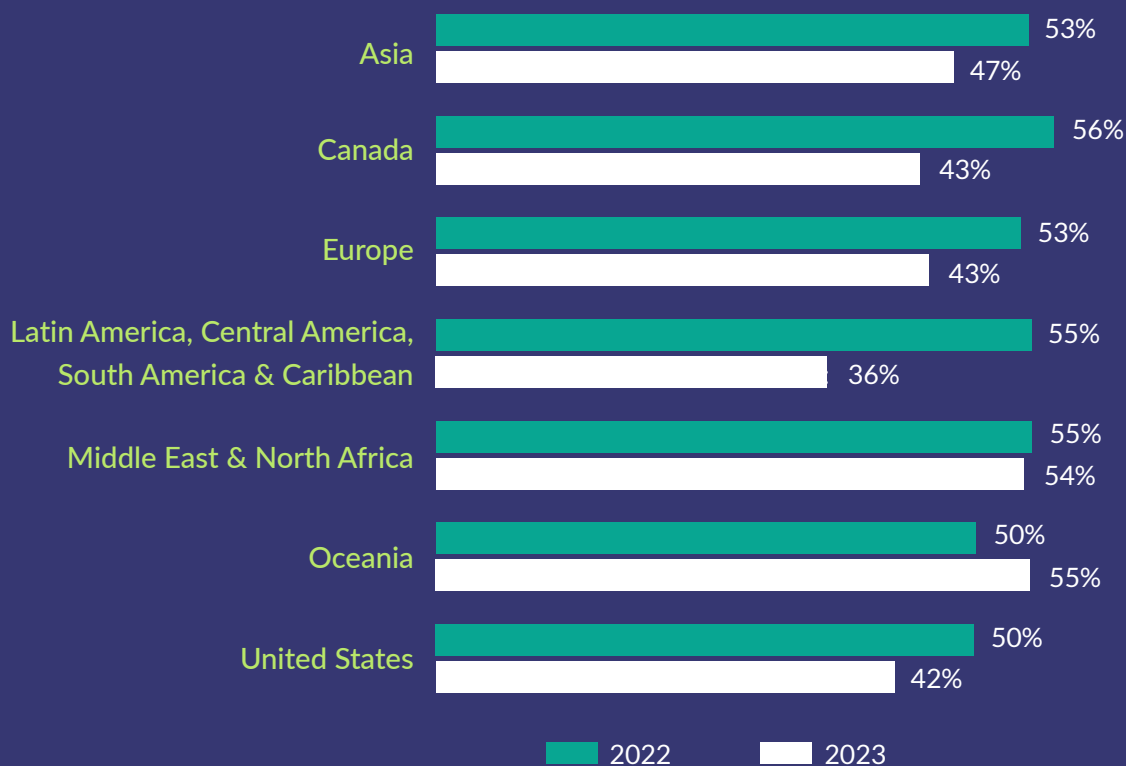
Encouraging employees to voluntarily serve as leaders of employee resource groups, business resource groups, affinity groups, or DEI councils has always been a challenge for companies.¹¹ During the pandemic and in the current economic climate, these groups have been critical to the successful creation of inclusive workplaces; understanding the needs of various groups of employees by diversity dimensions; and addressing key workplace concerns, including working from home and opportunities for advancement.

Intel, which earned a spot on the index, shows how it leverages its employees resource groups across the organization to strengthen connection.

Having explored the **People** pillar, this report will now focus on the **Market** pillar and how DEI efforts are faring in the marketplace.

Does your company have a reward system for employees/managers serving as leaders of employee resource groups, business resource groups, affinity groups, or DEI councils?

Percentage of Companies Answering "Yes"



Intel: Employee Resource Groups Create Connection

Intel offers 38 employee resource groups (ERGs) and eight Leadership Councils (LCs) that connected over 33,000 employees in 2022. About 25 percent of employees are members of ERGs, and approximately 11 percent of employees are members of more than one ERG. The company measures success through ERG events and satisfaction scores, retention and progression rates of ERG members, and external awards, with a focus on engagement of members.

Intel uses three terms—Communities, Leadership Council, and ERG—to describe their programming:

- Communities is used as an umbrella term for all Intel, Global Diversity and Inclusion and Social Impact (GDIS) chartered Leadership Councils, and ERGs to support the company's inclusion strategy by driving efforts to help reach the RISE 2030 goals. Communities host sponsorship programs to help support and advance leaders within their respective communities, while driving business results. Each community also has an executive sponsor at the executive or senior vice president level.
- Leadership Council (LC) is composed of the company's most senior leaders within each Community. They serve as role models of leadership and champions of the company's Communities members and initiatives. LC members are usually at the director or principal engineer level or above.
- ERGs are voluntary, employee-led groups that can foster a diverse, inclusive workplace aligned with organization mission, values, goals, business practices, and objectives. These groups are open to all regular employees. They support the company's diversity and inclusion strategy by building an environment of inclusion and enthusiasm.

Intel has a structured application and review process that is reviewed by the GDIS

Communities Program Office with additional review by regional leadership outside the US. The expectation is the ERG is aligned with DEI strategies and Intel's 2030 RISE goals. Part of the process is ensuring a minimum criterion is in place—including setting and tracking goals, meetings and events are held on some frequency, and ensuring these communities are open to all employees while adhering to Intel policies. There is no minimum number of initial members required to submit the application. With a clear business need and support from management, Intel believes that members will be attracted to join the community. The company encourages the new ERGs to reach a minimum membership of 50 with active engagement and year-round events for those members within the first year. Intel performs annual audits of existing ERGs to ensure they continue to meet the criteria to remain an active ERG.

Intel's ERGs have a global presence. The ERG leadership teams are structured to have local site chapters in addition to cross-site boards. These leaders meet regularly to align on DEI strategy so they can disseminate to local chapters. ERGs offer both cross-site virtual programs as well as local in-person events. The company also has regional inclusion program managers who partner to ensure guidance and messaging incorporates a cultural context. ERGs with active chapters outside of the US include Arabs at Intel Community, Asian Network of Executive Women, Latin American Network of Executive Women, Intel Bible-based Christian Network, Intel Disability and Accessibility Network, Intel Jewish Community, NextGen Professionals Network, Network of Intel African Ancestry, Intel Pride, and Women at Intel Network.

The Cross Faith and Beliefs Employee Resource Group Alliance is made up of seven independent belief-based ERGs (Agnostics, Atheists, and Allies

Group, Bahai Intel Network, Intel Bible-based Christian Network, Intel Hindu Network, Intel Jewish Community, Intel Muslim Employee Group, and Intel Sikh Employee Group). Rather than making strongly held beliefs a point of contention, the Alliance holds up differences to understand and support one another and work together in a manner that showcases each member's talents and interests. Intel has a Women at Intel Network (WIN) ERG (with 34 chapters around the world) and two Leadership Councils for senior women leaders—the Senior Women's Community and the Intel Network of Executive Women, which includes the Asian Network of Executive Women and the Latin American Network of Executive Women. In addition, the Intel Black Leadership Council includes the Black Network of Executive Women.

Intel gauges how ERG programs and initiatives are being received through regular Employee Experience Surveys. Employees can voice their perceptions of the company and their work experience, including their views on the diversity and inclusion performance and culture. The company saw year-over-year improvement across all questions for women at a global level, with a 5-point improvement in the perception of fairness in hiring and insights/rewards (performance management) and a 3-point improvement in visible role models. Additionally, Intel saw a year-over-year improvement in visible role models reported by Black women (plus 9 points) compared to 2021, and the company uses this data to help drive continued efforts for an inclusive culture.

Market

Inclusive Language

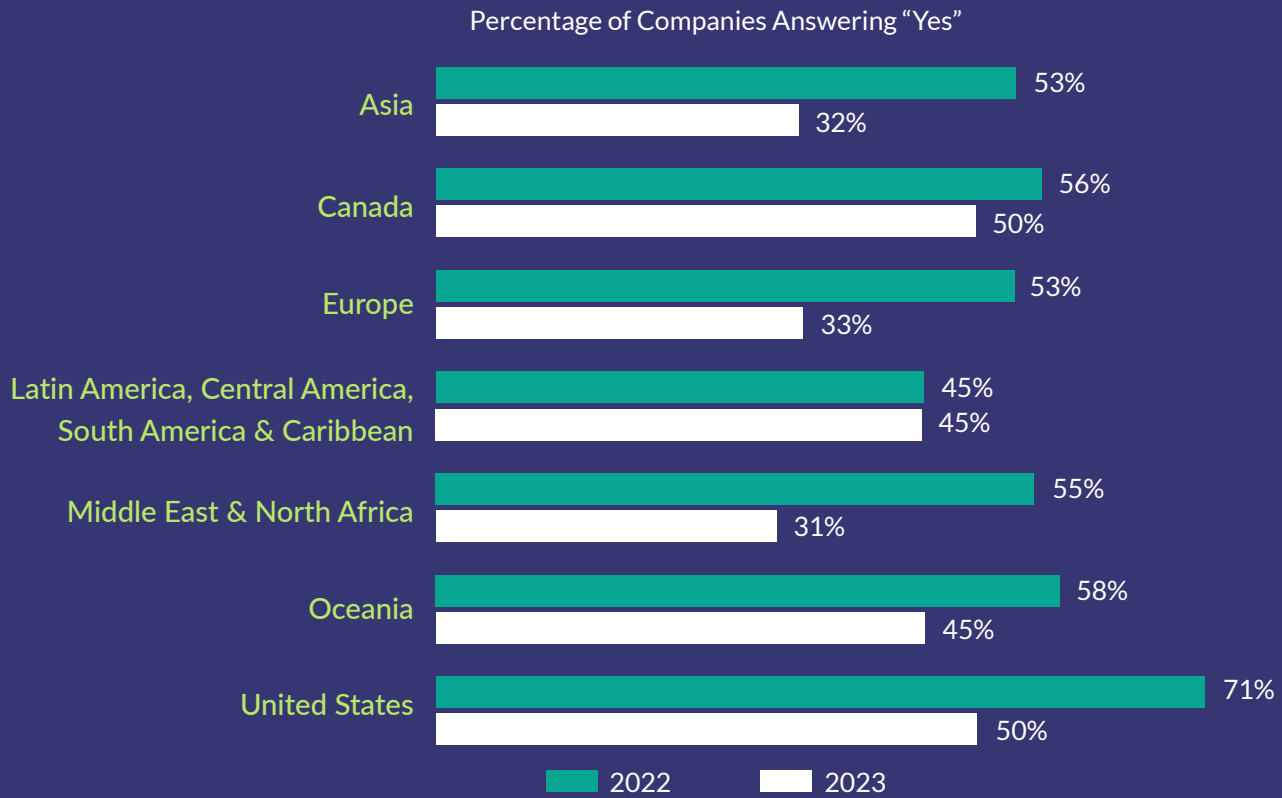
The following charts visualize how organizational efforts to embed inclusive language internally and in products and marketing materials have stalled everywhere, but especially in Asia, Europe, the United States, Mideast/Africa, and Oceania. Why? One factor cited by respondents is the concern over using language that some may consider divisive, especially in countries that may be more conservative.

Companies' efforts to publish public statements about their use of inclusive language have dropped everywhere except in Canada, where they remain level (but low).

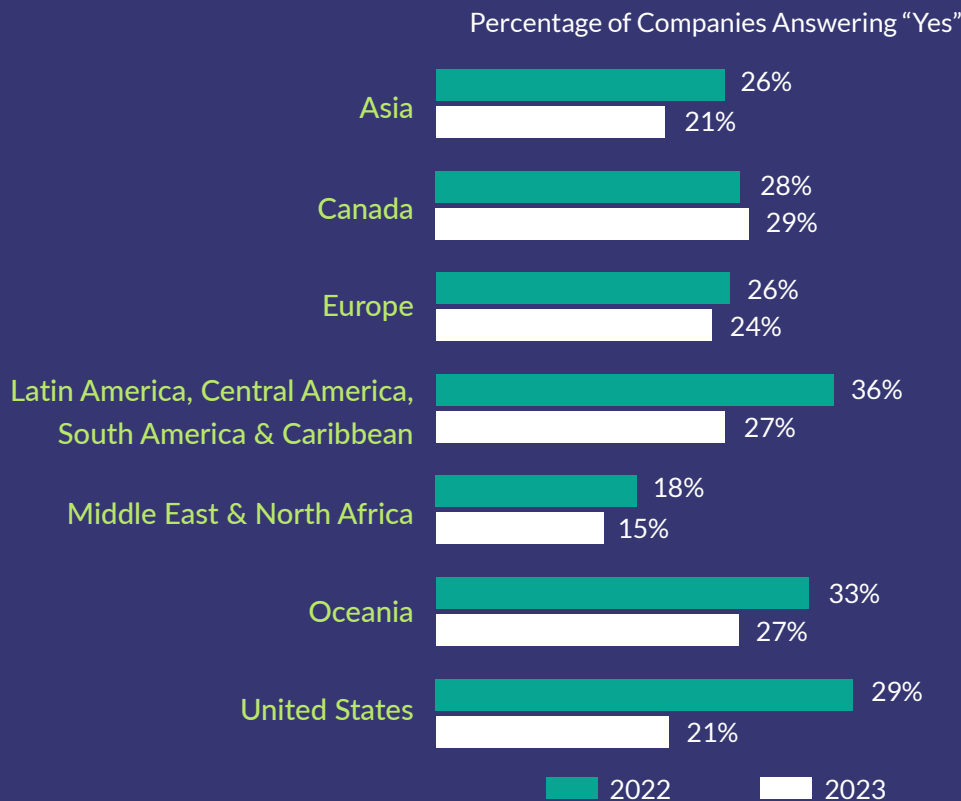
Relias, a company that earned a spot on the index, demonstrates the values, internally and externally, of inclusive language (see sidebar).



Does your organization have an internal inclusive language program effort to identify and address non-inclusive language in your products and materials?



Does your company have a publicly posted statement about your approach to address the use of non-inclusive language?



Relias: The Power of Inclusive Language

Relias, a healthcare workforce and education technology company, embraces inclusive language with its employees and the marketplace it serves.

Director of Diversity, Equity, Inclusion, and Belonging, Kelli Slade, explains why this is so crucial for the company: “Relias is committed to making sure individuals not only understand inclusive language and why it is important, but we are also committed to putting it into action. It’s easy to state what will be done, but much harder to actually do it. And while Relias is not perfect, we will continue this work centered around diversity, equity, inclusion, and belonging and set expectations that allow for inclusivity in all aspects.”

More specifically, the company’s “Why Inclusive Language Matters” section in its Brand Guide states: “Inclusive writing considers, recognizes, and respects viewpoints of individuals with varying backgrounds. When writing, use person-first language, which puts individuals first over a disability, characteristic, or other identifier. The goal is to show awareness of varying perspectives and lived experiences, and to avoid offending or demeaning people based on biases or stereotypes. Remember, you are not the audience. Constantly consider identities, viewpoints, and experiences that vary from your own.”

Some examples from the guide include:

- **Diverse means variety within a group.** Therefore, one individual person, place, thing, etc. cannot be diverse — there is no such thing as a diverse person. Avoid using diverse as a euphemism for a person of color, a member of the LGBTQ+ community, a disabled person, or any marginalized group.
- **Disability refers to a broad range of physical and mental conditions both visible and invisible.** Rather than using the terms disabled, special needs, differently abled, or handicapped, we should always use person-first language. In

other words, use person with a disability rather than disabled person. Do not use terms like special needs or differently abled because these euphemisms have been shown to perpetuate stigma and discrimination against people with disabilities. It’s not accurate to refer to people or things as handicapped because it infers that there is something lacking or broken. Instead, when referring to things, use accessible.

Examples: accessible restroom, accessible elevator, accessible parking.

On Relias’ website, specifically referencing the marketplace they serve, they state:

- **Inclusive care:** From how to better serve LGBTQ individuals to addressing social determinants of health to improving communication with individuals with intellectual and developmental disabilities, Relias helps educate professionals about how to improve care for marginalized populations.
- **Diversity, equity, and inclusion are not limited to our Relias culture.** As an education-technology company these values are also interwoven into our products and services.

Relias also provides the following guidance to its employees when creating content:

- Use a selection of images across the content library reflective of a diverse population.
- Use current, reputable, evidence-based information when discussing health disparities.
- Pay attention to course accessibility for learners, including those using assistive technology.
- Conduct a post-release analysis of learner feedback regarding all facets of course quality.
- Review and respond promptly to customer questions regarding course content.

Artificial Intelligence (AI)

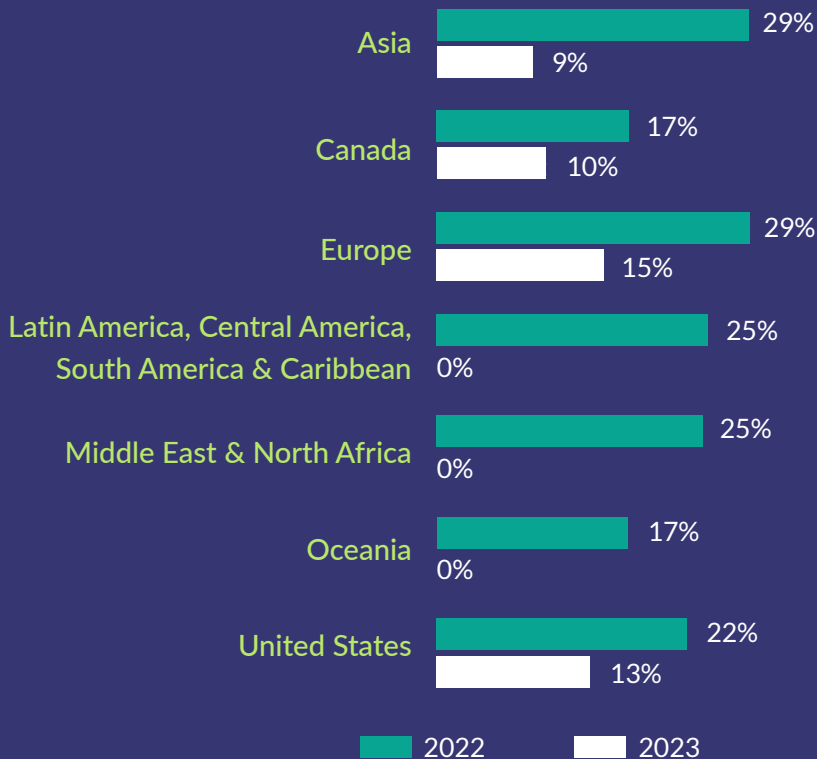
Most efforts to address potential bias in AI are still at early stages. All regions reported a drop from last year, most by more than 50 percent, when asked if their systems for finding and rectifying AI bias are well developed. The rapidly evolving technology in this area and lack of guidance on preventing potential bias are concerns that

represent areas of focus for tech companies.¹² Uncertainty surrounding these efforts may be influencing efforts in the workplace and marketplace.

After exploring the **Market** pillar, we will now examine the **Society** pillar, and the ways in which these companies impact their communities.

Our systems for finding and rectifying AI bias are well developed; our leaders set a strong, positive tone; and we devote resources to anticipating new areas of bias or innovating in methods for resolving bias.

Percentage of Companies Answering “Yes”



Society

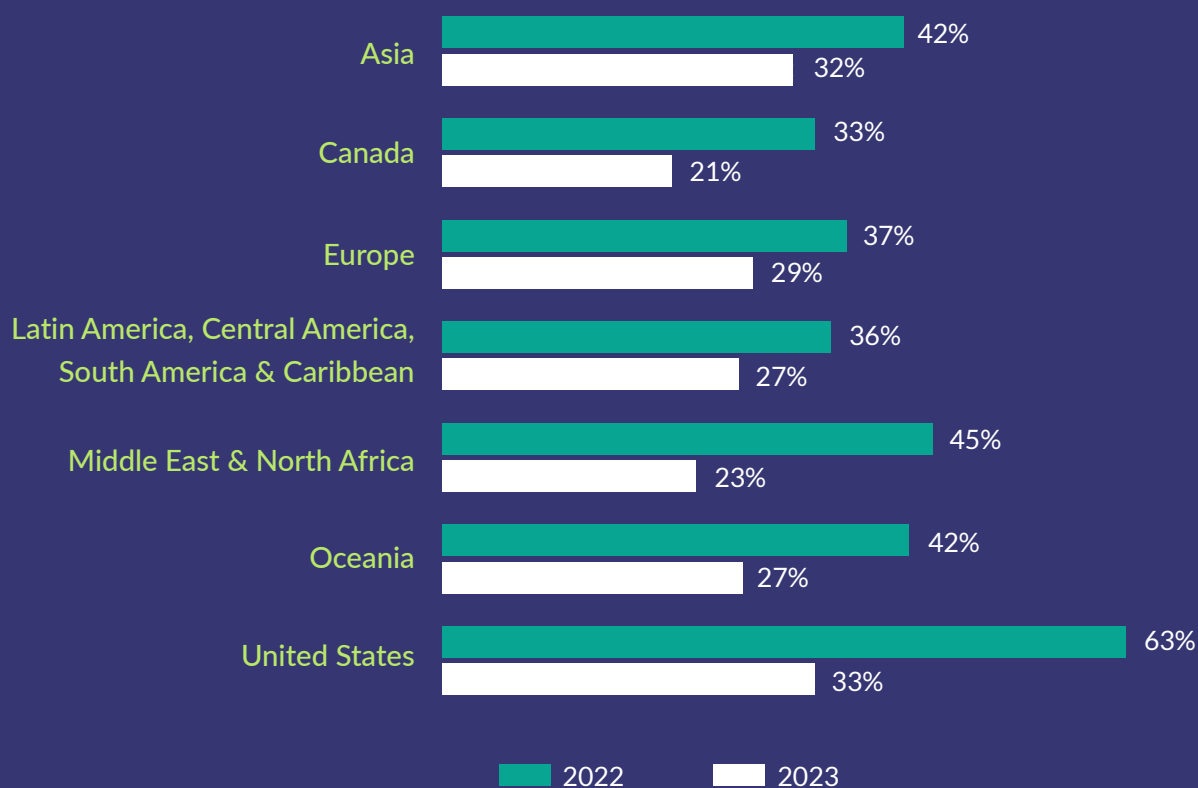
Making Public Statements and Advocacy

In recent months, some organizations have expressed concern over legislation or other

efforts to support DEI.¹³ As the chart shows, the change in public advocacy for inclusion-related legislation has been greatest year over year in the United States, where the percentage of companies doing this has dropped almost in half from 63 percent to 33 percent.

Does your company publicly advocate for legislation related to inclusion?

Percentage of Companies Answering “Yes”



Companies’ fear of backlash has been growing—especially in the United States and globally as well, according to many external sources cited here. A number of companies have faced social-media and public discussions over LGBTQ+ support (Adidas, Nike, and Bud Light for use of trans spokespeople/models, Target for selling a bathing suit for trans women who have not had gender-affirming surgery, Chick-fil-A for hiring a vice president of DEI, Cracker Barrel and Major League Baseball for Gay Pride social media posts, and Kohl’s for its Gay Pride clothing collection (which included children’s wear). Starbucks faced some concerns from workers who claimed the company took down Gay Pride decorations (the company denied this).¹⁴

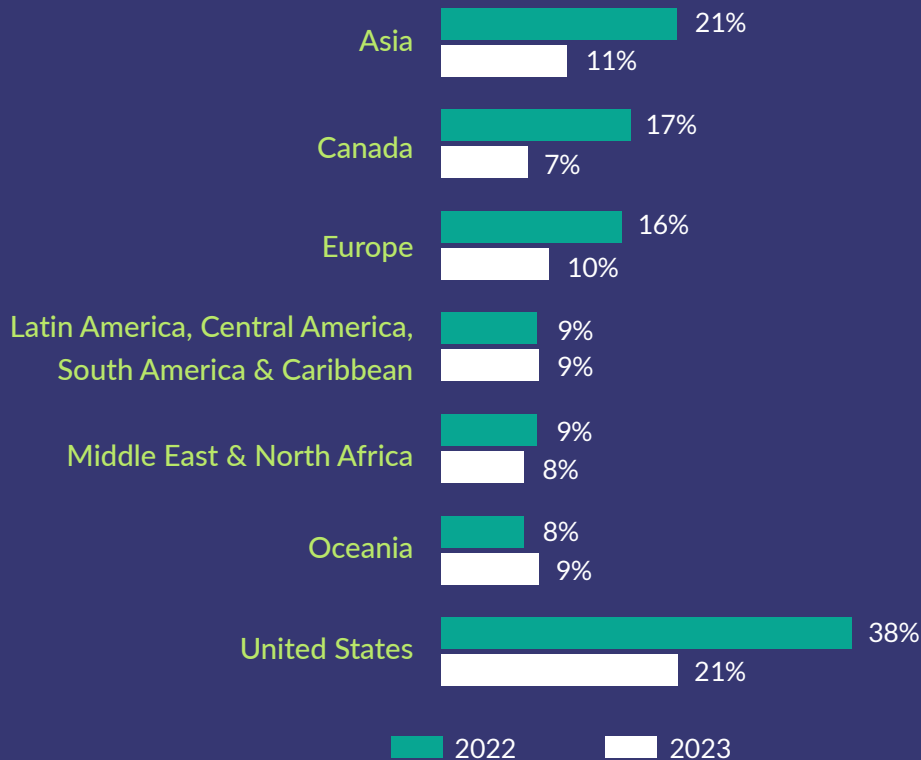
Supplier Diversity

Efforts to train and mentor suppliers from underrepresented groups have decreased this year, in Asia, Europe, and the United States. Long-term efforts to grow these suppliers are critical to building jobs and financial wealth in underrepresented groups, according to global supplier-diversity experts, including WEConnect International, a global network that connects women-owned businesses to qualified buyers around the work.¹⁵

PENN Entertainment, a company that earned a spot on the index, showcases its exemplary supplier-diversity program (see sidebar).

Does your company have programs to train and grow diverse suppliers?

Percentage of Companies Answering “Yes”



PENN Entertainment: Supporting Diverse Suppliers

Three years ago, when PENN Entertainment, a leading provider of integrated entertainment and casino gaming experiences, revamped its diversity platform, supplier-diversity was a key component.

“From the very beginning, we wanted a robust supplier-diversity program,” says Justin Carter, Senior Vice President, Operations, and Chair of the PENN Diversity Committee. The company already had a roster of suppliers from underserved groups—women, people of color, veterans, people with disabilities and LGBTQ+—through its vast business operations.

“We wanted to take it a step further and more deeply ingrain it in our culture. We did not want to add numbers or arbitrary percentages but,

rather, we wanted to make sure our supplier-diversity program was organic and sustainable, and had processes to support it,” he says.

PENN Entertainment worked with established non-profit supplier-diversity organizations, such as the National Minority Supplier Diversity Council (NMSDC), Women’s Business Enterprise Council (WBENC), National Gay & Lesbian Chamber of Commerce (NGLCC), the U.S. Pacific Asian Chamber of Commerce, and the U.S. Black Chamber of Commerce, to find new diverse suppliers and support existing ones.

But the company took it a step further than most. In the first quarter of 2023, they started an incubator program to help diverse suppliers grow

and flourish. About 10 submitted applications for the program and three were selected. They receive business education, mentorship from peers and PENN experts, and help in areas such as marketing, finance, and connecting with national supplier-diversity organizations and chambers of commerce. They also learned about the structure of the broader PENN organization and how best to do business with the company as a large supplier.

“We wondered what if we had a way for vendors to get to scale, to become stronger businesses,” Carter says. The company also uses this as a way to expand the pool of qualified diverse suppliers who can compete for its larger projects.

This cohort will end in the fourth quarter of 2023 and the company expects to have a larger cohort next year. The progress of the participants will be measured.

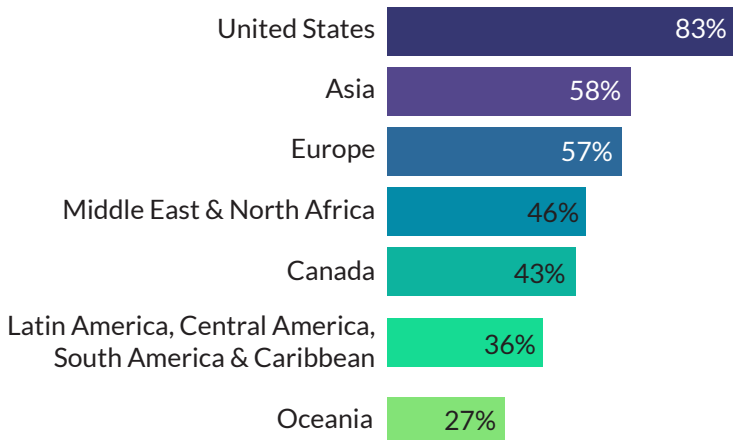
PENN’s supplier-diversity commitment shows up in its numbers and commitment to increasing its supplier diversity spend each year. As of the end of 2022, supplier-diversity spend had increased by 43 percent. Penn Entertainment spent \$75 million with certified diverse suppliers in 2022, an 11 percent increase spend over the previous year of \$68 million, which was an increase after spending \$52 million in 2020.

They have done this through the strong relationships with supplier-diversity organizations (Carter served on the Corporate Advisory Board of NMSDC), participation in regional minority procurement vendor fairs, and a companywide effort to promote external and internal recognitions of inclusion.

STEM Efforts

There are some examples of companies making efforts to improve society, especially in the United States, Asia, and Europe, to expand educational efforts for underrepresented groups in the STEM fields.

Does your organization sponsor efforts to increase STEM education for underrepresented groups?



This was a new question in the survey this year, so there are no year-to-year comparisons in the chart, but the efforts reveal strong corporate initiatives in this area.

Globally, women continue to have fewer opportunities to acquire a quality STEM education, which makes it more difficult for companies to establish talent pipelines with representative women talent. Undergraduate programs in STEM have a noticeable gender gap between men and women, with just under 30 percent of women graduating with STEM degrees.¹⁶ Even when STEM education is accessible, women often are discouraged from pursuing these careers. The often-intense work cultures of technology companies and/or other tech jobs has resulted in women leaving the STEM workforce at much higher rates than men, especially after they have children.¹⁷

Women hold 26.7 percent of tech-related jobs, but over the past two years the number of women in tech has decreased.¹⁸ MetLife’s 2022 Women in STEM study found 22 percent of women working in STEM are considering leaving their industry, compared to 12 percent of women working in other fields.¹⁹

Women are considering leaving the field for a variety of reasons, with 32 percent citing stress or burnout as their top reason, and 29 percent “saw others getting promoted ahead of them,” 25 percent reported feeling a lack of purpose, and 20 percent noted a lack of diversity.

To recruit more underrepresented talent globally, current best practices are for companies to start looking outside of traditional tech hubs for potential employees.²⁰ It is also recommended that companies form relationships with organizations that have ties to underrepresented groups.

Employees with disabilities are also an important pipeline demographic for STEM talent and a group that has been historically undervalued.²¹ To attract this talent pool, recruitment best practices include using community organizations and nonprofits to offer internships and other opportunities that build a pipeline and ensure opportunities for career growth through the creation of advisory groups, ERGs, and development programs.

Inclusive Recruitment Sources

A variety of sources are being considered globally to find more talent, especially talent from underrepresented groups. A trend seen in the AGI survey is less reliance on degrees and prestigious colleges and universities and more interest in hiring applicants based on their actual skills. This approach is used to fill hiring opportunities, particularly in tech-based organizations, and provides greater access to those from lower socioeconomic backgrounds.

Which of these recruitment sources does your company utilize to focus on underrepresented talent?

Source	Asia	Canada	Europe	Latin America, Central America, South America & Caribbean	Middle East & North Africa	Oceania	United States
Technical certificates/ Vocational skilling programs	63%	50%	67%	45%	38%	27%	63%
Community colleges	32%	21%	43%	27%	23%	18%	71%
Postsecondary schools	53%	50%	57%	36%	38%	27%	71%
Jobs that do not require a university degree	37%	21%	48%	27%	23%	18%	63%
Internal hiring: development/ training/apprenticeship/ re-skilling programs	68%	64%	86%	73%	54%	45%	83%
Recruiting from MSI (minority-serving institutions)	26%	21%	29%	27%	15%	9%	79%
Returning citizens (formerly incarcerated people)	-	-	-	-	-	-	8%
Other	16%	21%	14%	18%	8%	18%	21%

“The State of Skills-Based Hiring 2022” found 76 percent of employers use some skills-based hiring to find new talent, and 55 percent use role-specific skills tests to fill roles.²²

Skills-based hiring can help decrease the cost of recruiting. McKinsey and Co. found that a

skills-based hiring approach is five times more predictive of job performance than hiring based on education and more than two times more predictive than hiring for work experience. This means a skills-first approach can reduce the chances of employee turnover due to a mismatch between a job position and a candidate.²³

As an example, IBM removed four-year degree requirements for 50 percent of its US job openings in 2021 to further recruit qualified workers. In addition, the company also has several different programs designed to provide skills training to current and potential employees. The IBM Apprenticeship Program allows workers without college degrees to learn role-specific skills at IBM and get the opportunity to be considered for a full-time position at the end of the 12-month program. More than 90 percent of apprenticeship graduates transition into full-time roles at IBM. The company also offers free courses through IBM Skills Build. The online learning platform allows the public to take industry-specific training courses to grow their skills and increase the chances of them getting a job with IBM.

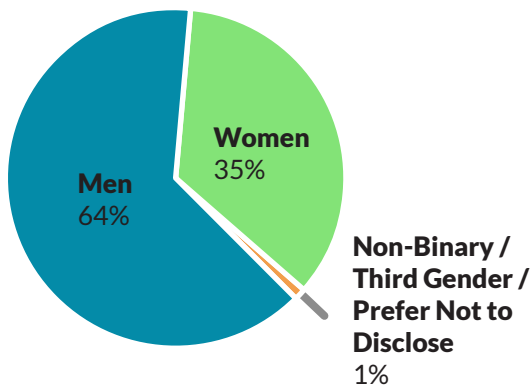


Demographics

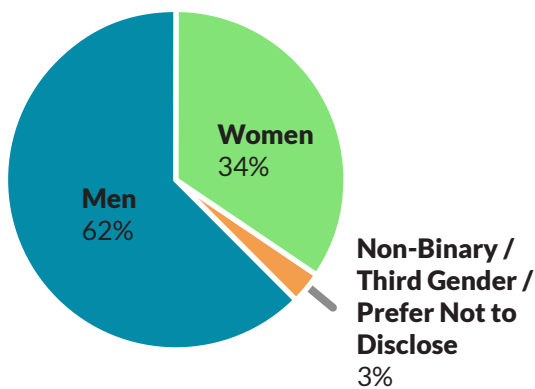
The following charts show demographics of the participating companies, both in the US by gender, race, and ethnicity, and globally by gender.

US Demographics

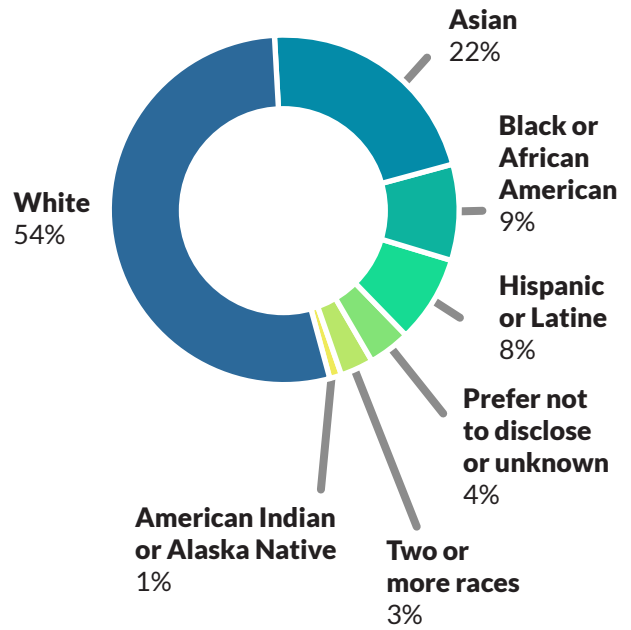
Total US Employees by Gender
2022



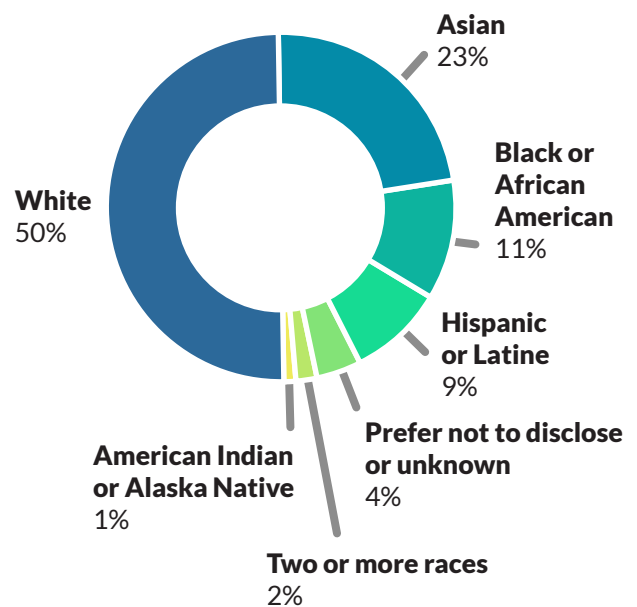
2023



Total US Employees by Race
2022

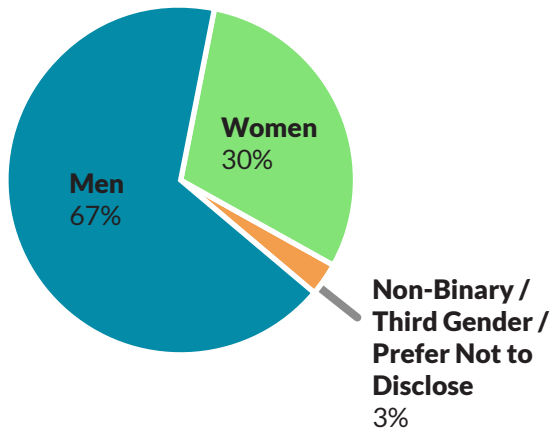


2023

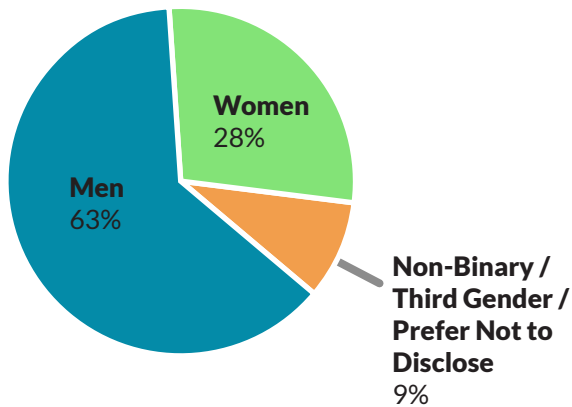


US Executive/Senior Level Officials and Managers by Gender

2022

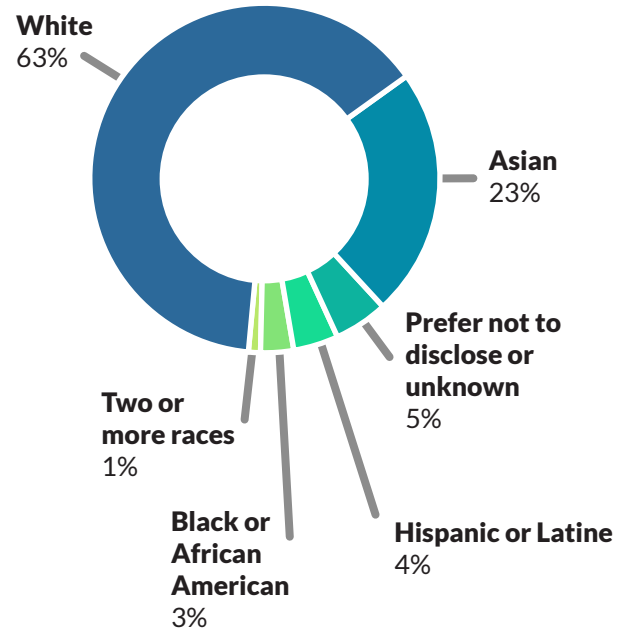


2023

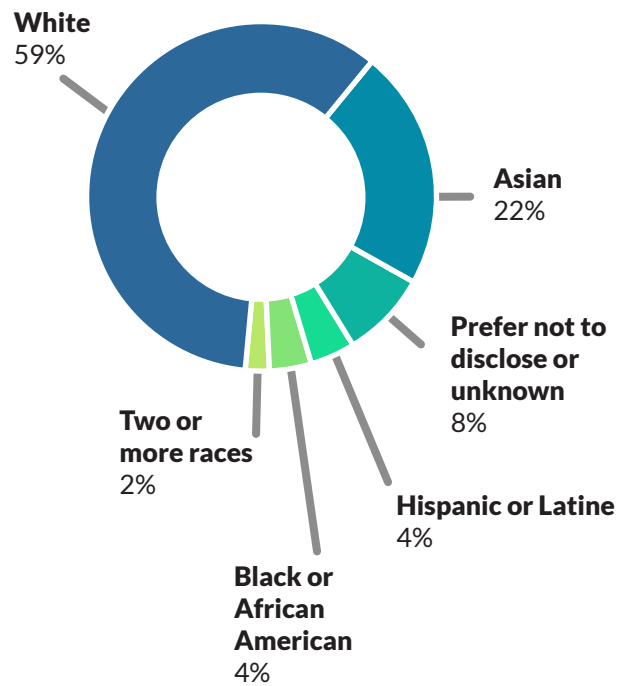


US Executive/Senior Level Officials and Managers by Race

2022



2023



While percentages of men and women in the workforces have remained relatively stable, the percentage of people identifying as nonbinary has increased from 1 percent to 3 percent from 2022 to 2023, respectively. That reflects the increasing comfort of junior employees to be open about gender-identity issues.²⁴ This is also true for more senior employees, especially those who work for companies that have developed inclusive cultures, where the percentage of executives identifying as nonbinary increased from 3 percent to 9 percent year to year.

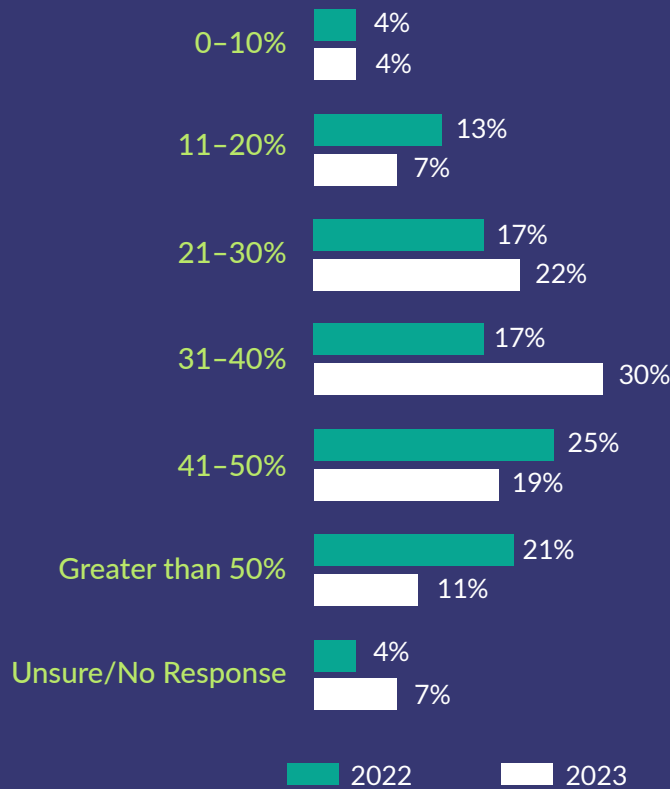
On a racial/ethnic basis in the United States, the percentages of employees who identify as Asian, Hispanic and Black/African American have increased slightly in the last year, in line with data from the U.S. Census. For executives and

managers, the racial/ethnic breakdown remained similar to last year, but the number of leaders identifying as two or more races or preferring not to disclose race/ethnicity increased.

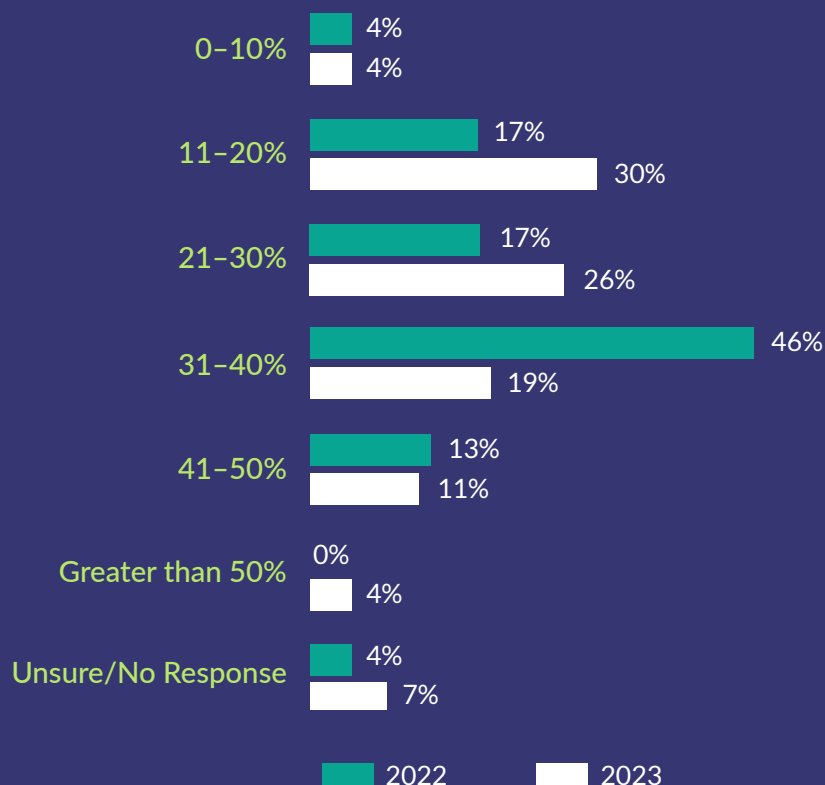
Global Demographics

Women’s representation year to year from survey respondents does not show any clear trend, except for has been higher representation of women at senior levels. Most companies focus their global representation efforts on women, still the most easily identifiable metric. Increasingly, companies are asking employees to self-ID as people with disabilities, LGBTQ+ (in countries with no legal restrictions on being “out” as LGBTQ+), and immigrant status.

Percentage of Overall Workforce Who Are Women



Percentage of Executive/Senior-Level Officials and Managers Who Are Women



Global Insights

Asia

Strengths

- **74%** hold senior leaders accountable for DEI results through performance evaluations (*up from 47% last year*).
- **58%** have efforts to increase STEM education for underrepresented communities.

Opportunities

- Only **21%** have a publicly posted statement about the use of non-inclusive language (*down from 26% last year*).
- Only **16%** have publicly reported gender-pay equity metrics within the past five years.

Canada

Strengths

- **93%** have a dashboard of DEI metrics accessible to senior-level business leaders (*up from 89% last year*).
- **86%** conduct audits of HR processes (e.g., salary review, performance review, succession planning, promotion process) for bias.

Opportunities

- Only **21%** have publicly advocated for legislation related to inclusion (*down from 33% last year*).
- Only **7%** have programs to train and grow diverse suppliers.

Europe

Strengths

- **81%** have trainings on bias mitigation for hiring managers, recruiters, and other points of contact before interviewing candidates (*up from 79% last year*).
- **52%** publicly reported gender pay-equity metrics within the past five years.

Opportunities

- Only **33%** have an internal inclusive language program effort to identify and address non-inclusive language in products and materials (*down from 53% last year*).
- Only **10%** have programs to train and grow diverse suppliers (*down from 16% last year*).

Latin America, Central America, South America & Caribbean

Strengths

- **100%** have a formal mechanism for tracking inclusion sentiment across different functional workforces.
- **82%** have a formal program to encourage managers and leaders to maintain a diverse network of mentorship or sponsorship relationships (*up from 36% last year*).

Opportunities

- Only **9%** have publicly reported gender pay-equity metrics within the past five years (*up from 0% last year*).
- Only **27%** have publicly advocated for legislation related to inclusion (*down from 36% last year*).

Middle East & North Africa

Strengths

- **77%** have a formal program to encourage managers and leaders to maintain a diverse network of mentorship or sponsorship relationships (*up from 55% last year*).
- **69%** of senior leaders are held accountable for DEI results through performance evaluations (*up from 64% last year*).

Opportunities

- Only **15%** have a publicly posted statement about their approach to address the use of non-inclusive language (*down from 18% last year*).
- Only **23%** have publicly advocated for legislation related to inclusion (*down from 45% last year*).

Oceania

Strengths

- **82%** have a formal program to encourage managers and leaders to maintain a diverse network of mentorship or sponsorship relationships (*up from 42% last year*).
- **91%** have a dashboard of DEI metrics accessible to senior-level business leaders (*one of the highest among all regions*).

Opportunities

- Only **27%** have a publicly posted statement about their approach to address the use of non-inclusive language (*down from 33% last year*).

- Only **27%** have publicly advocated for legislation related to inclusion (*down from 42% last year*).

United States

Strengths

- **83%** conduct audits of HR processes (e.g., salary review, performance review, succession planning, promotion process) for bias (*up from 79% last year*)
- **75%** have diverse panels of interviewers for new hires (*up from 58% last year*)

Opportunities

- Only **33%** publicly advocate for legislation related to inclusion (*down from 63% last year and still highest of all regions*)
- **21%** of companies have a publicly posted statement about the use of non-inclusive language (*down from 29% last year*)



Conclusion

The AGI is making a difference by documenting on a global basis DEI trends and best practices. The importance of collecting and analyzing this data and understanding its implications for workplace, market, and societal success cannot be overemphasized.

The ability for companies to progress along the maturity model is demonstrated here by year-to-year-progress shown in most global regions through more DEI results tied to performance evaluations, efforts to reduce potential bias in hiring processes, advancement opportunities, and increased efforts to recruit and develop a technically able and diverse workforce.

Accountability measures show up strongly in Asia, where 74 percent of respondents hold senior leaders accountable for DEI results through performance evaluations, a significant increase from 47 percent last year. Metrics are used to assess performance especially in Canada, where 93 percent have a dashboard of DEI metrics accessible to senior-level business leaders, and in Oceania, where 93 percent have similar dashboards.

In Europe, there has been a noticeable increase in inclusive recruiting, with 81 percent of respondents reporting trainings on potential bias

mitigation for hiring managers, recruiters, and other points of contact before interviewing candidates, an increase from 79 percent last year. Also, there has been more inclusive hiring in the United States, where 75 percent of respondents have diverse panels of interviewers for new hires, an increase from 58 percent last year.

In Latin America, Central America, South America & the Caribbean, 82 percent of respondents have a formal program to encourage managers and leaders to maintain a network of mentorship or sponsorship relationships for people from underrepresented groups, as do 77 percent of respondents in Middle East & North Africa. Last year, the number was 36 percent for Latin American, Central America, South America & the Caribbean, and 55 percent for Middle East & North Africa.

This data is encouraging but the AGI knows these efforts will take time and sometimes will be slowed by economic downturns and other external factors. Using an index as a guidepost to assess how strong company efforts are helps them set and reach goals. The AGI remains committed to surveying and assessing the progress of DEI globally as a critical means of helping companies improve.

Endnotes

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