

WORKPLACE EQUITY SCORECARD

LARGE-CAP 1000



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AS YOU SOW

LEAD AUTHOR



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TABLE OF CONTENTS

**INTRODUCTION TO AS YOU SOW'S
WORKPLACE EQUITY INITIATIVE**.....4

**PROMOTING DIVERSITY, EQUITY, AND INCLUSION
THROUGH EDUCATIONAL SCORECARDS**4

**INVESTOR CONCERN RELATED TO
DIVERSITY, EQUITY, AND INCLUSION**5

CONCLUSION5

**WORKPLACE EQUITY METHODOLOGY, SCORING,
AND KEY PERFORMANCE INDICATORS**6

KEY PERFORMANCE INDICATORS7

WORKPLACE EQUITY SCORECARD UPDATES8

KEY PERFORMANCE INDICATORS AND SCORING RUBRIC9

QUARTERLY KEY FINDINGS10

LEADERS: TOP 1011

LAGGARDS: TOP 1012

END NOTES13

INTRODUCTION TO AS YOU SOW'S WORKPLACE EQUITY INITIATIVE

The Workplace Equity Initiative is based on the need for material disclosure from companies on the effectiveness of their workplace equity programs. When we began this program in 2019, corporate disclosures of workplace diversity, equity, and inclusion (DEI) programs were primarily anecdotal and qualitative. Corporate reporting provided selective data that was challenging to use and focused only on casting the company in the best possible light – equivalent to offering revenues without expenses.

Investors, however, require consistent and full data sets. Without data, external stakeholders are unable to know how effective popular diversity and inclusion programs are, if at all. Without corporate disclosure of key diversity and inclusion metrics, investors are unable to identify which companies are “walking the talk” and which companies are primarily using diversity as a marketing tool.

PROMOTING DIVERSITY, EQUITY, AND INCLUSION THROUGH EDUCATIONAL SCORECARDS

As You Sow's workplace equity shareholder engagements are informed by the data within the Workplace Equity Disclosure Scorecard. When we speak with companies, they are asked to release hiring, promotion, and retention rates for diverse employees, as well as two or more years of EEO-1 forms.

To allow companies to effectively gather this data and present it in an accurate and meaningful way, we acknowledge the need for some time to publicly release these metrics. The release of the data is important from a transparency perspective; from a communications perspective, we also recommend that companies place it within a tailored narrative context specific to their organization. Tracking the data, reconciling the numbers, and crafting communications can take some time.

With this in mind, in our shareholder resolution withdrawal conversations with companies, we generally ask that they release their hiring, retention, and promotion rates (gender globally, race and ethnicity within the United States) within the next two years. The workplace equity data visualization tool tracks both released data and data that companies have committed to release.



INVESTOR CONCERN RELATED TO DIVERSITY, EQUITY, AND INCLUSION

Research indicates that companies that are more diverse and inclusive are better positioned to outperform their peers. Below is a small sampling of the many studies that have identified a positive association:

- *As You Sow*, in its 2022 review of 277 EEO-1 reports, which detail a company’s workforce composition, found a positive association between diversity in management and cash flow, net profit, revenue, and return on equity.¹
- Credit Suisse, in a study of over 3,000 companies, found that companies with women representing more than 20% of managers have had greater share price increases over the past decade than those companies with lower representations of women in management.
- A McKinsey study found that companies in the top quartile for gender diversity in corporate leadership had a 21% likelihood of outperforming bottom-quartile industry peers on profitability. Similarly, leaders in racial and ethnic diversity were 33% more likely to outperform peers on profitability.²
- A 2019 study of the S&P500 by The Wall Street Journal found that the 20 most diverse companies had an average annual five year stock return that was 5.8% percent higher than the 20 least diverse companies.³ The benefits associated with diverse teams include access to top talent, better understanding of consumer preferences, a stronger mix of leadership skills, informed strategy discussions, and improved risk management. Diversity, and the different perspectives it encourages, has also been shown to encourage more creative and innovative workplace environments.⁴

However, discrimination in the workplace is pervasive. Despite Title VII of the Civil Rights Act of 1964 making it unlawful to harass or discriminate in the workplace, 48% of African Americans and 36% of Hispanics have experienced race-based workplace discrimination. In addition, 55% of senior-level women say that they have been sexually harassed during their careers.

The consultancy McKinsey found that, in 2022, White women made up 29% of entry level employees but only 21% of the executive suite. Most egregiously, Women of Color made up 19% of entry level employees but only 5% of the executive suite.

CONCLUSION

America is becoming a more diverse country; census data show that by 2045, non-Caucasian individuals will make up the majority of the population. This change will affect the labor market as well as the customer base. Companies will need to be in tune with these changing demographics in order to remain competitive. In recognition of this growing diversity, it is important for corporate America to adapt to and be prepared for this change to ensure they can continue to attract and retain the talent they need to serve their customer base. Companies need to be reflective of their communities to



remain relevant and viable. An appreciation of the value of diversity and a clear understanding of current barriers to workplace equity will prepare companies to grow as the world around them changes.

Having accurate statistical data on diversity and inclusion targets and accomplishments can serve as guidance for measuring progress toward gender and racial equity and economic justice. As *You Sow's* Workplace Diversity Equity Initiative seeks to highlight best practices to guide the conversation within each sector, track corporate progress toward that goal, and identify diversity factors that may lead to a company's outperformance relative to its peers and the market overall.

Our preliminary findings indicate that corporate release of gender and racial diversity data is still needed. However, we are also seeing that leading companies are making significant efforts to move toward more transparent communications and honest conversations. This past year we've seen leadership from a number of companies, as well as a rising tide in transparency, as some companies strengthen their internal HR systems, buckle down on their diverse hiring efforts, and seek out best practice examples. This signals a chance for change. Tracking progress will be vital to the continuing move toward strong diversity, equity, and inclusion practices across corporate America.

WORKPLACE EQUITY METHODOLOGY, SCORING, AND KEY PERFORMANCE INDICATORS

As *You Sow*, in collaboration with Whistle Stop Capital, has examined the websites and sustainability reports for each company in the Large-Cap 1000 to determine their current levels of transparency. Corporate disclosures of the aforementioned data contributed to companies' scores, all of which were identified on a binary yes/no. That is, if a company releases the data set identified, it receives all of the possible points for that set. The weighting of each data set is a reflection of how important the information is from a transparency perspective, relative to an investors' ability to understand the effectiveness of a corporate DEI program.

Our researchers visited corporate websites, looking through company reporting, blogs, sustainability/corporate responsibility/DEI/annual reports, and career pages, as well as the companies' social media sites. It is possible that they missed some reporting, or that the company has increased its reporting since our review. To inform us of corporate reporting not captured here, please send a note to info@asyousow.org.

Our findings are presented on *As You Sow's* website using a data visualization tool that enables dynamic analysis and sorting. The data is updated each quarter, with a major update annually.



KEY PERFORMANCE INDICATORS

PILLAR 1: WORKFORCE COMPOSITION DATA (25% of total score)

- Has the company released any workforce composition data? (5%)
- Has the company released its Equal Employment Opportunity (EEO-1) form? (20%) Depending on the number of employees and federal contract activities, companies are required to submit workforce composition data on an EEO-1 form to the Equal Employment Opportunity Commission on an annual basis. This non-public document tracks gender, race, and ethnicity of employees across different career categories. The data is standardized across companies and industries.

Public release of EEO-1 data is a good first step. However, for investors, it is insufficient as it only provides a snapshot of the company's current employees but shows neither how the company is progressing over time nor the inclusivity of the company's practices. For example, a company might have a strong hiring program but have trouble retaining diverse employees. The EEO-1 data would indicate high levels of diversity, but would not flag that a far more pernicious problem exists. As such, key inclusion data – promotion, hiring, and retention – is also being requested.

PILLAR 2: PAY EQUITY DATA: (5% of total score)

- Does the company release U.S. specific mean pay gap data by gender? (1.25%)
- Does the company release U.S. specific median pay gap by gender? (1.25%)
- Does the company release U.S. specific mean pay gap by race/ethnicity? (1.25%)
- Does the company release U.S. specific median pay gap by race/ethnicity? (1.25%)

PILLARS 3, 4, 5: KEY INCLUSION DATA: (59.4% of total score)

- Has the company released the promotion rates of Male, Female, White, Black, Hispanic, Asian, Native American, Pacific Islander, or Two or more races Employee Category? (each 2.2%)
- Has the company released the recruitment or hiring rates of Male, Female, White, Black, Hispanic, Asian, Native American, Pacific Islander, or Two or more races Employee Category? (each 2.2%)
- Has the company released the retention or turnover rates of Male, Female, White, Black, Hispanic, Asian, Native American, Pacific Islander, or Two or more races Employee Category? (each 2.2%)

PILLAR 6: EXPLICIT AND QUANTIFIABLE DIVERSITY, EQUITY, OR INCLUSION GOALS. (10% of total score)

Has the company released a diversity, equity, and inclusion goal that can be quantified and tracked by external stakeholders?

Companies, particularly those that have recently begun to actively manage their workplace equity programs, may not be proud of, or wish to disclose, their current workforce statistics. They may be concerned that releasing their data will lead to condemnation in the media or disappoint valued employees. Given this, we encourage companies to help stakeholders understand their intentions for their programs going forward.

WORKPLACE EQUITY SCORECARD UPDATES

GENDER PAY GAP REPORTING

Previously, we have captured median and mean gender pay gap data regardless of the region to which the data pertains. However, since the workplace equity scorecard is a U.S. centric dataset, we will no longer be tracking and scoring companies on their UK Gender Pay Gap reports, only those reports that cover a company's U.S. workforce.

REMOVAL AND ADDITION OF CERTAIN RACES/ETHNICITIES

To better align this scorecard with the ethnic categories required in an EEO-1 report, we've removed the "other races" ethnicity for each of the inclusion factors (promotion, hiring, and retention/turnover). We've also added the "Native Hawaiian or Pacific Islander" and "Two or more races" ethnicities. The ethnicities tracked in this scorecard now mirror the EEO-1 report in an effort to coordinate with other established best practice reporting entities and standardize reporting expectations.

RECRUITMENT AND RETENTION

We will now be collecting and scoring data on hiring rates as well as recruitment rates as we've noticed companies using these terms interchangeably. Credit will now be received for recruitment OR hiring data.

The same change will be made for retention rate data. We will now also be collecting turnover data. Credit will now be received for retention OR turnover data.

WEIGHTING CHANGES

Previously, the individual inclusion factors had been weighted at 2.5% each of the overall score. With the adjustments mentioned above, each individual factor will now be weighted at 2.2%, changing the overall highest possible score to 99.4% instead of an even 100%.

**Due to these minor changes, companies may see changes in their overall score. These changes took effect in Q4 of 2022.*

KEY PERFORMANCE INDICATORS AND SCORING RUBRIC

DIVERSITY, EQUITY, AND INCLUSION DISCLOSURE

PILLAR	KEY PERFORMANCE INDICATOR	SCORING RUBRIC	WEIGHTING
1	Workforce Compensation	1 Release of workforce composition	0 or 1 5.00%
		2 Release of EEO-1 form	0 or 1 20.00%
2	Pay Equity Data Reporting	3 Mean pay gap by gender	0 or 1 1.25%
		4 Mean pay gap data by race/ethnicity	0 or 1 1.25%
		5 Median pay gap data by gender	0 or 1 1.25%
		6 Median pay gap data by race/ethnicity	0 or 1 1.25%
3	Promotion	7 Male	0 or 1 2.20%
		8 Female	0 or 1 2.20%
		9 White	0 or 1 2.20%
		10 Black	0 or 1 2.20%
		11 Hispanic	0 or 1 2.20%
		12 Asian	0 or 1 2.20%
		13 Native American	0 or 1 2.20%
		14 Pacific Islander	0 or 1 2.20%
4	Recruitment or Hiring	15 Two or more races	0 or 1 2.20%
		16 Male	0 or 1 2.20%
		17 Female	0 or 1 2.20%
		18 White	0 or 1 2.20%
		19 Black	0 or 1 2.20%
		20 Hispanic	0 or 1 2.20%
		21 Asian	0 or 1 2.20%
		22 Native American	0 or 1 2.20%
		23 Pacific Islander	0 or 1 2.20%
		24 Two or more races	0 or 1 2.20%
5	Retention or Turnover	25 Male	0 or 1 2.20%
		26 Female	0 or 1 2.20%
		27 White	0 or 1 2.20%
		28 Black	0 or 1 2.20%
		29 Hispanic	0 or 1 2.20%
		30 Asian	0 or 1 2.20%
		31 Native American	0 or 1 2.20%
		32 Pacific Islander	0 or 1 2.20%
		33 Two or more races	0 or 1 2.20%
6	Explicit and quantifiable DEI goals	34 Quantitative, time-bound diversity goals	0 or 1 10.00%

QUARTERLY KEY FINDINGS

- Only around 20% of Russell 1000 companies are releasing no diversity data at all.
- More than three-quarters (92%) of the S&P 100 companies release, or have committed to release, their consolidated EEO-1 forms, a good first step for sharing workplace composition. In August 2020, when this benchmarking project began, only 20% of the S&P 100 did so.
- More than three-quarters (77%) of the Russell 1000 companies release gender/racial demographic data on their workforce in some form.
- Disclosure rates of recruitment, retention, and promotion data by race and ethnicity are still catching up to gender data, likely a reflection of the #metoo movement gaining traction in 2017, while the protests in the aftermath of George Floyd's murder began in late May 2020, far more recently.
- Across sectors, a few companies have shown early leadership in publishing hiring, retention, and promotion data by race and ethnicity. These companies include: Target, eBay, Philip Morris International, Bank of America, Lululemon, McDonald's, Microsoft, PayPal Holdings Inc., and Ross Stores, which release or have committed to release their recruitment or hiring rates; Activision Blizzard Inc., Visa, CVS Health, Pfizer, Ford, Biogen, and Walt Disney Co., which release or have committed to release retention or turnover rates; and First Solar, Gilead Sciences, Hasbro, Nike, Union Pacific, and NextEra Energy, which release or have committed to release promotion rates.
- Companies that have made future, time-bound commitments to release at least two of the three inclusion factors are Albertson's, Bank of America, Simon Property Group Inc., Victoria's Secret, Target, T-Mobile, Philip Morris International, Biogen, eBay, Texas Instruments Inc, Thermo Fisher, Activision Blizzard, CVS Health, First Solar, Southern Co., Netflix, Pfizer, Procter & Gamble, Union Pacific, NextEra Energy, Nike, PayPal Holdings Inc., Walt Disney Co., and Bank of New York Mellon.
- Companies were most likely to release hiring rates of their Black and female employees. They were least likely to share data related to their Native American and Pacific Islander employees.
- Almost a quarter (23.8%) of the Russell 1000 companies have released a quantifiable goal related to their workplace diversity, equity, and inclusion goals.
- Of the inclusion factors, hiring rates are the most reported on while promotion rates are the least.
- The Information Technology sector has the most companies publicly releasing their EEO-1 data.
- The Consumer Discretionary sector has the most companies releasing promotion rate data.
- The Utilities sector has the highest percentage (70%) of companies releasing their EEO-1 data.
- The Materials sector is the least likely to release any inclusion factor data.
- Companies with 60,000 employees or more were the most likely to release their EEO-1 data.
- The Information Technology sector has the strongest reporting on all the inclusion factors overall.



LEADERS: TOP 10 (as of June 30th 2023)

DIVERSITY, EQUITY & INCLUSION DISCLOSURES TOP 10	SCORE	MARKET CAP	SECTOR	REGION	EMPLOYEES
 Lululemon	96.9%	35B – 75B	Consumer Discretionary	British Columbia	14,000 – 30,000
	94.4%	75B+	Industrials	Midwest	30,000 – 60,000
ACTIVISION BILZARD	90.7%	35B – 75B	Communication Services	West	7,000 – 14,000
illumina	90.0%	35B – 75B	Health Care	West	7,000 – 14,000
ebay	85.7%	35B – 75B	Consumer Discretionary	West	7,000 – 14,000
	84.4%	35B – 75B	Utilities	Midwest	14,000 – 30,000
	84.4%	75B+	Health Care	East	60,000+
EVERSOURCE ENERGY	84.4%	25B – 35B	Utilities	East	7,000 – 14,000
	84.4%	0B – 15B	Information Technology	West	0 – 7,000
GENERAL DYNAMICS	84.4%	35B – 75B	Industrials	East	60,000+

LAGGARDS: BOTTOM 10 (as of June 30th 2023)

DIVERSITY, EQUITY & INCLUSION DISCLOSURES BOTTOM 10	SCORE	MARKET CAP	SECTOR	REGION	EMPLOYEES
	0%	0B – 15B	Communication Services	Midwest	30,000 – 60,000
	0%	75B+	Financials	Midwest	60,000+
	0%	0B – 15B	Industrials	West	7,000 – 14,000
	0%	0B – 15B	Communication Services	East	0 – 7,000
	0%	0B – 15B	Consumer Discretionary	West	7,000 – 14,000
	0%	15B – 25B	Communication Services	West	0 – 7,000
	0%	15B – 25B	Communication Services	West	7,000 – 14,000
	0%	0B – 15B	Consumer Discretionary	South	0 – 7,000
	0%	35B – 75B	Materials	South	14,000 – 30,000
	0%	0B – 15B	Health Care	South	14,000 – 30,000

ENDNOTES

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4. Forbes Insights, *Global Diversity and Inclusion: Fostering Innovation Through a Diverse Workforce*, n.d., https://images.forbes.com/forbesinsights/StudyPDFs/Innovation_Through_Diversity.pdf.





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