



BSR

Diversity

Report

2020



Diversity, equity, and inclusion (DEI) is essential to the fulfillment of BSR's mission of working with business to create a just and sustainable world. Achieving this mission requires that we recruit, promote, and retain diverse staff.

There is a direct link between the diversity of our own staff, our own understanding of DEI, and our ability to develop impactful and resilient business strategies for BSR member companies.

This report provides insights into the progress we are making in creating a diverse workforce. It contains our global gender diversity data, and our racial and ethnic diversity data in the US, for the past three years.

We are only able to disclose racial and ethnic diversity data for the US owing to legal restrictions on the collection of data in other jurisdictions, though we do report on the portion of our staff based outside the US. All the data in this report are as of December 31, 2020.

Four key insights can be gleaned from the data:

1. We need to significantly enhance BSR's racial and ethnic diversity in the US, especially at senior and leadership levels.
2. A particular focus is needed on recruiting, retaining, and promoting Black and Latinx staff in the US, especially men.
3. We have made significant progress improving our gender diversity across all cohorts.
4. We need to improve the representation of non-US or non-US-based staff at senior and leadership levels.

During 2020, we established a DEI taskforce of 13 BSR staff from across BSR to review our current status and make recommendations for improvement. As a result of this work, BSR has established a DEI strategy for our own staff based on six priorities:

1. **Assessment:** Better understanding the needs, lived experiences, and priorities of BSR staff, with a regional focus to understand DEI priorities in each BSR office.
2. **Training:** Raising awareness and understanding of DEI across BSR.
3. **Increasing Diversity:** Hiring, retaining, and promoting staff in ways that increase our diversity, especially at senior and leadership levels, and including the Board.

4. **Culture of Inclusion and Belonging:** Taking actions that increase staff comfort in bringing their authentic selves to work.
5. **Accountability and Governance:** Integrating DEI into performance management and improving Board engagement.
6. **Performance Metrics:** Establishing a mixture of quantitative and qualitative indicators to track our performance on DEI over time.

There are two other important ways in which BSR can make progress on DEI.

First, we can better integrate DEI into the content of our engagements with BSR member companies and partners across a wide range of topics, such as human rights and oppression, climate justice, and social contracts. In this regard, 2020 marked a major milestone with the creation of a new DEI program at BSR and the hiring of our first DEI Director. At the time of writing, a DEI theory of change and company engagement strategy is being established, and it will be launched toward the end of 2021.

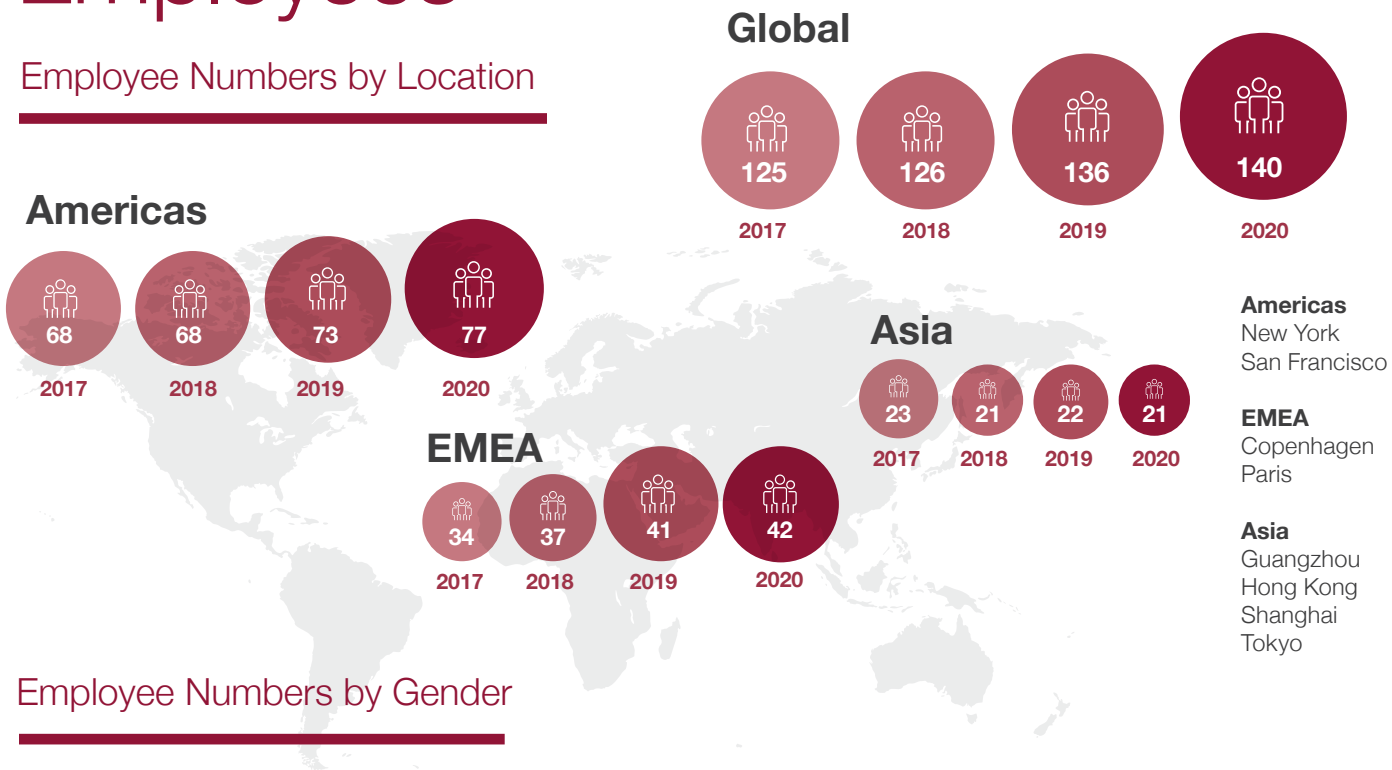
Second, we can play an important role in improving the diversity of the just and sustainable business field. Here, we are establishing a plan to diversify our networks, provide opportunities for underrepresented staff to experience the field via a BSR fellowship program, and place DEI at the center of a new events strategy.

In future years, we will include information relating to our DEI performance alongside our annual financial disclosures. This will include tracking against our DEI performance metrics and targets, which we are finalizing during 2021.

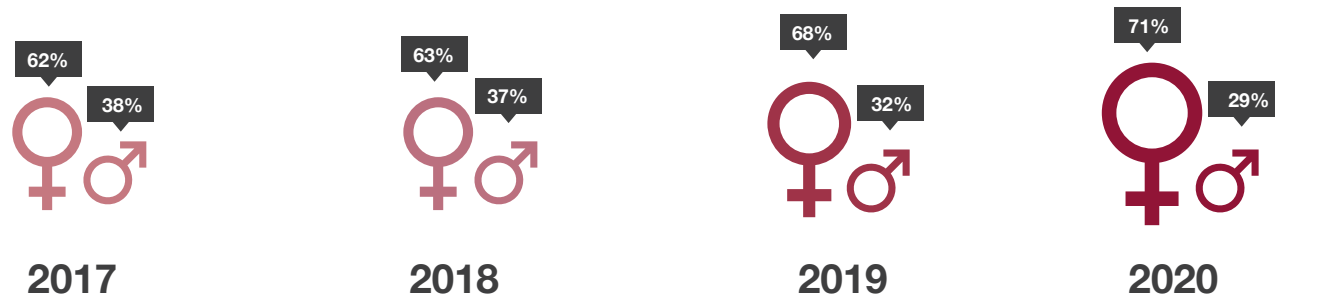
BSR is part of a larger ecosystem of actors seeking to create a world in which everyone is afforded the opportunity to equal participation in all aspects of life, has fair access to resources, and can be assured that systems are operating in ways that improve the quality of life for all. We welcome and look forward to further engagement with all our member companies, partners, and stakeholders on this agenda over the coming months and years.

Employees

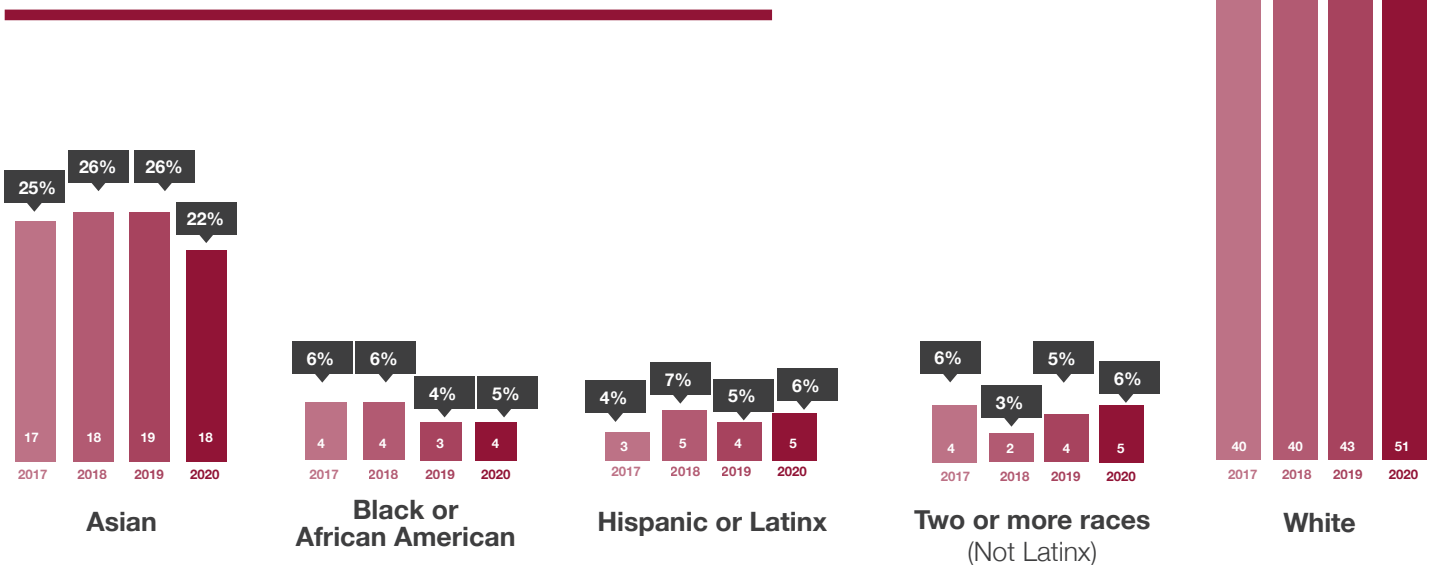
Employee Numbers by Location



Employee Numbers by Gender



Employee Numbers by Race/Ethnicity (US Only)



Engagement and Shared Services Staff

Engagement and Shared Services Staff Numbers by Location

Engagement team staff are those interacting directly with BSR member companies and other partners to complete project work, such as consulting projects and collaborative initiatives. We believe there is a connection between the diversity of our engagement team staff and the quality of our outputs.

Americas

Shared Services Staff



Engagement Staff



Asia

Shared Services Staff



Engagement Staff



EMEA

Shared Services Staff



Engagement Staff



Americas

New York
San Francisco

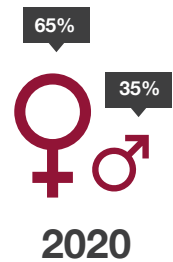
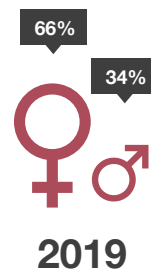
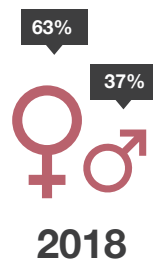
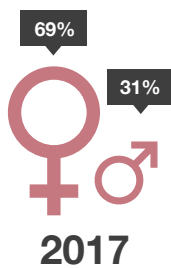
EMEA

Copenhagen
Paris

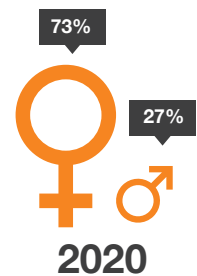
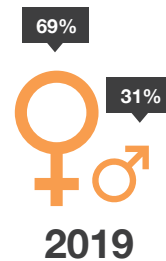
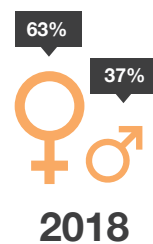
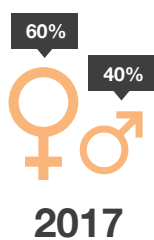
Asia

Guangzhou
Hong Kong
Shanghai
Tokyo

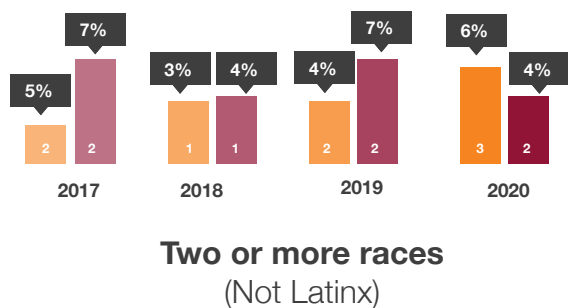
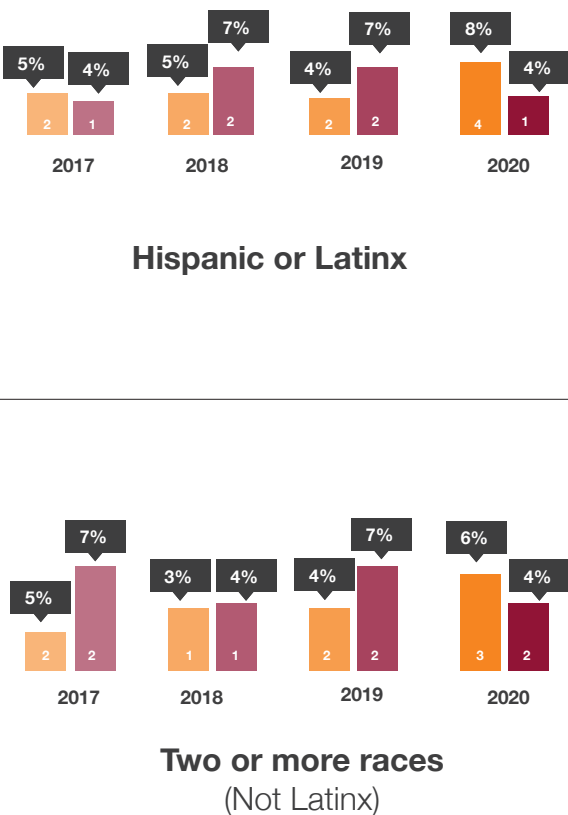
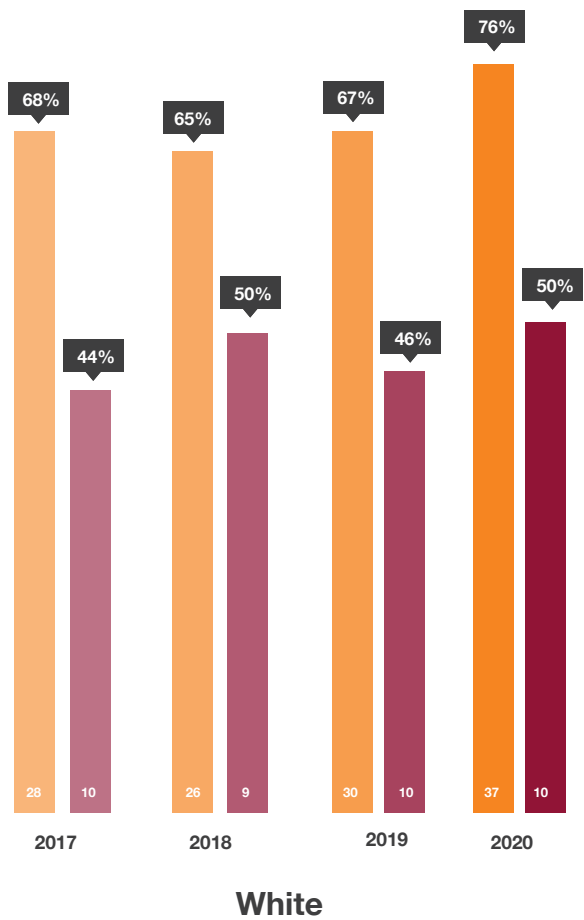
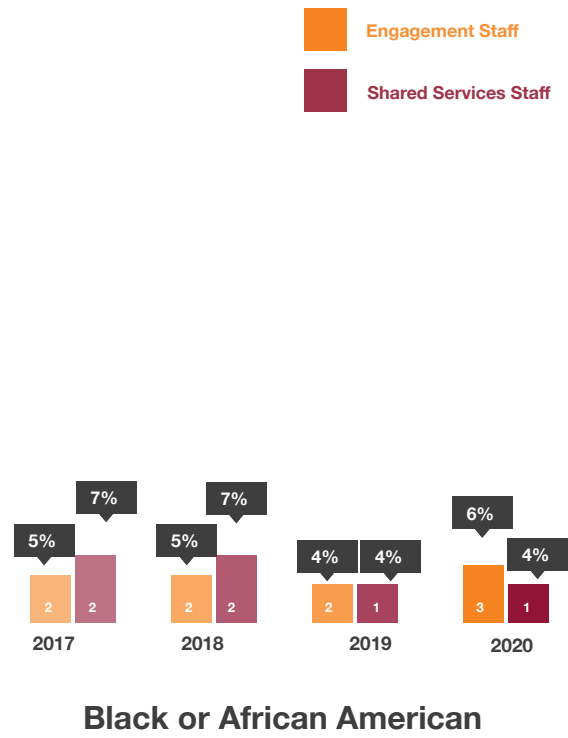
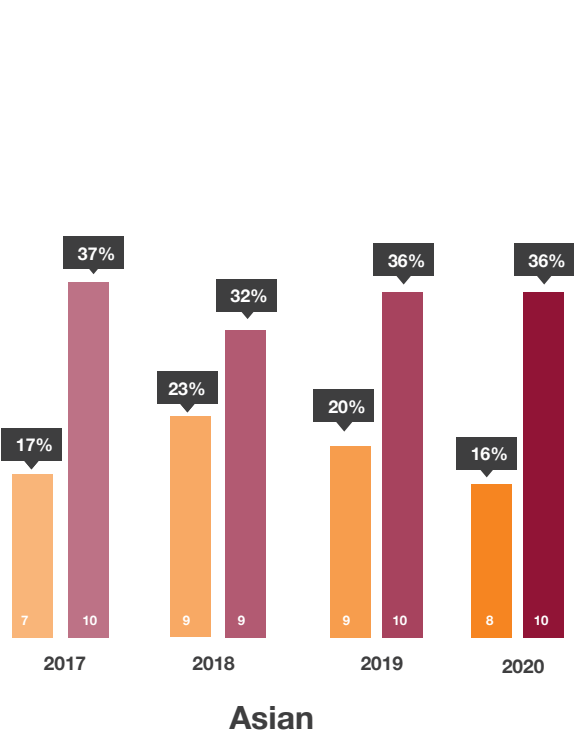
Shared Services Staff Numbers by Gender



Engagement Staff Numbers by Gender



Engagement and Shared Services Staff Numbers by Race/Ethnicity (US Only)



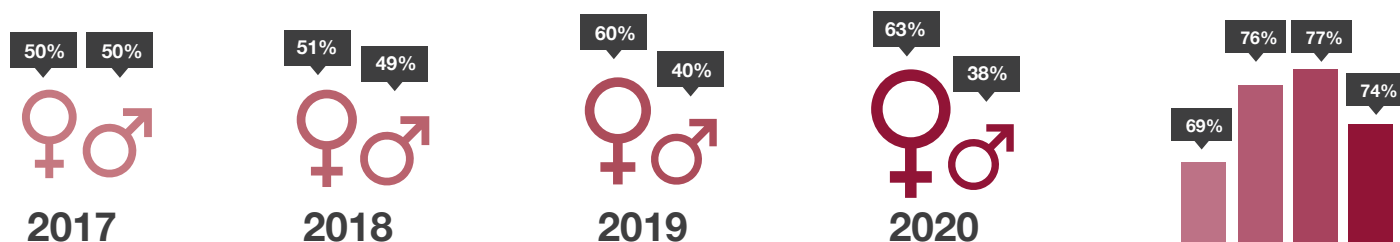
Associate Director and above

Associate Director and above Employee Numbers by Location

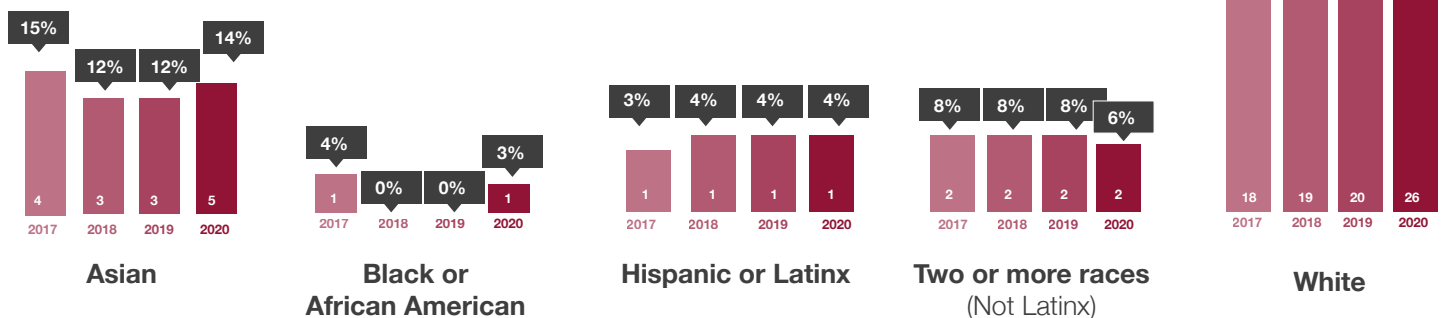
We believe that BSR should be diverse across all cohorts, including leadership. Our diversity at the Associate Director level and above is a key indicator for us.



Associate Director and above Employee Numbers by Gender



Associate Director and above Employee Numbers by Race/Ethnicity (US Only)

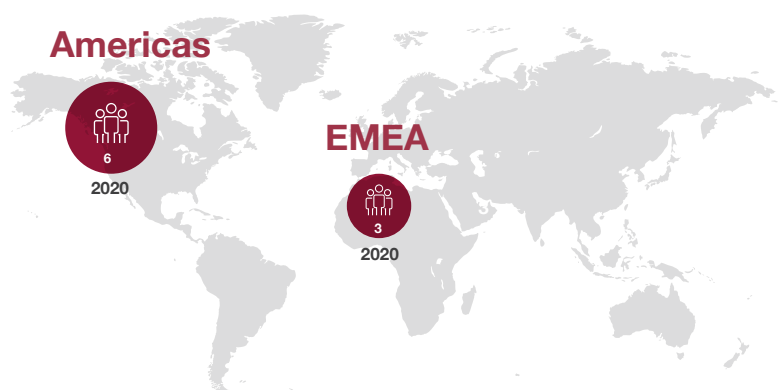


Senior Leadership

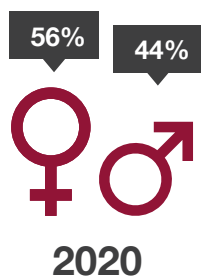
It is our goal to increase the diversity of our senior leadership, both in terms of US-based racial and ethnic diversity and non-US representation. Of our 12 most senior staff (Managing Director and above), 42% (5) are women, 58% (7) are men, and 33% (4) are based outside of the US. Of the 8 based in the US, 75% (6) are white.

Board Members

Board Member Numbers by Location



Board Member Numbers by Gender



Representation Data | Employee Numbers by Location

	Global	Americas	EMEA	Asia
Employees				
2017	125	54%	27%	18%
		68	34	23
2018	126	54%	29%	17%
		68	37	21
2019	136	54%	36%	16%
		73	41	22
2020	140	55%	30%	15%
		77	42	21
Engagement Staff				
2017	90	46%	32%	22%
		41	29	20
2018	91	44%	35%	21%
		40	32	19
2019	101	45%	30%	20%
		45	36	20
2020	106	46%	35%	19%
		49	37	20
Shared Services Staff				
2017	35	77%	14%	9%
		27	5	3
2018	38	80%	14%	6%
		28	5	2
2019	35	88%	14%	6%
		28	5	2
2020	34	82%	15%	3%
		28	5	1
Associate Director and above				
2017	42	62%	29%	10%
		26	12	4
2018	43	58%	28%	14%
		25	12	6
2019	42	62%	29%	10%
		26	12	4
2020	48	63%	27%	10%
		30	13	5
Board Member				
2020	9	67%	33%	0%
		6	3	0

Representation Data | Gender

	Female	Male
Employees		
2017	62%	38%
	78	47
2018	63%	37%
	79	47
2019	68%	32%
	93	43
2020	71%	29%
	99	41
Engagement Staff		
2017	60%	40%
	54	36
2018	63%	37%
	57	34
2019	69%	31%
	70	31
2020	73%	27%
	77	29
Shared Services Staff		
2017	69%	31%
	24	11
2018	63%	37%
	22	13
2019	66%	34%
	23	12
2020	65%	35%
	22	12
Associate Director and above		
2017	50%	50%
	21	21
2018	51%	49%
	22	21
2019	60%	40%
	25	17
2020	63%	38%
	30	18
Board Member		
2020	56%	44%
	5	4

Representation Data | Race/Ethnicity (US Only)

	Asian	Black or African American	Hispanic or Latinx	Two or more races (Not Latinx)	White
Employees					
2017	25%	6%	3%	6%	59%
	17	4	3	4	40
2018	26%	6%	5%	3%	59%
	18	4	5	2	40
2019	26%	4%	4%	5%	59%
	19	3	4	4	43
2020	22%	5%	5%	6%	61%
	18	4	5	5	51
Engagement Staff					
2017	17%	5%	5%	5%	68%
	7	2	2	2	28
2018	23%	5%	5%	3%	65%
	9	2	2	1	26
2019	20%	4%	4%	4%	67%
	9	2	2	2	30
2020	16%	6%	8%	0%	76%
	8	3	4	0	37
Shared Services Staff					
2017	37%	7%	4%	7%	44%
	10	2	1	2	12
2018	32%	7%	7%	4%	50%
	9	2	2	1	14
2019	36%	4%	7%	7%	46%
	10	1	2	2	13
2020	36%	4%	4%	7%	50%
	10	1	1	2	14
Associate Director and above					
2017	15%	4%	0%	3%	73%
	4	1	0	1	19
2018	12%	0%	0%	4%	80%
	3	0	0	1	20
2019	12%	0%	0%	4%	81%
	3	0	0	1	21
2020	14%	3%	0%	3%	77%
	5	1	0	1	27



BSR™ is an organization of sustainable business experts that works with its global network of the world's leading companies to build a just and sustainable world. With offices in Asia, Europe, and North America, BSR™ provides insight, advice, and collaborative initiatives to help you see a changing world more clearly, create long-term business value, and scale impact.