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.
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

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>41</td>
<td>27</td>
<td>68</td>
</tr>
<tr>
<td>2018</td>
<td>40</td>
<td>28</td>
<td>68</td>
</tr>
<tr>
<td>2019</td>
<td>45</td>
<td>28</td>
<td>73</td>
</tr>
<tr>
<td>2020</td>
<td>49</td>
<td>28</td>
<td>77</td>
</tr>
</tbody>
</table>

New York
San Francisco

EMEA

Shared Services Staff

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>2018</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>2019</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>2020</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
</tbody>
</table>

Copenhagen
Paris

Asia

Shared Services Staff

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>29</td>
<td>32</td>
<td>61</td>
</tr>
<tr>
<td>2018</td>
<td>32</td>
<td>36</td>
<td>68</td>
</tr>
<tr>
<td>2019</td>
<td>36</td>
<td>37</td>
<td>73</td>
</tr>
<tr>
<td>2020</td>
<td>37</td>
<td>37</td>
<td>74</td>
</tr>
</tbody>
</table>

Guangzhou
Hong Kong
Shanghai
Tokyo

Shared Services Staff Numbers by Gender

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>69%</td>
<td>31%</td>
</tr>
<tr>
<td>2018</td>
<td>63%</td>
<td>37%</td>
</tr>
<tr>
<td>2019</td>
<td>66%</td>
<td>34%</td>
</tr>
<tr>
<td>2020</td>
<td>65%</td>
<td>35%</td>
</tr>
</tbody>
</table>

Engagement Staff Numbers by Gender

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>2018</td>
<td>63%</td>
<td>37%</td>
</tr>
<tr>
<td>2019</td>
<td>69%</td>
<td>31%</td>
</tr>
<tr>
<td>2020</td>
<td>73%</td>
<td>27%</td>
</tr>
</tbody>
</table>
Engagement and Shared Services Staff Numbers by Race/Ethnicity (US Only)

**Asian**
- **2017**: 7 / 10 (17% / 37%)
- **2018**: 9 / 9 (23% / 32%)
- **2019**: 9 / 10 (20% / 36%)
- **2020**: 8 / 10 (16% / 36%)

**Black or African American**
- **2017**: 7 / 2 (5% / 7%)
- **2018**: 2 / 2 (4% / 4%)
- **2019**: 2 / 1 (4% / 6%)
- **2020**: 3 / 1 (4% / 6%)

**Hispanic or Latinx**
- **2017**: 28 / 10 (55% / 45%)
- **2018**: 26 / 9 (50% / 50%)
- **2019**: 30 / 10 (46% / 54%)
- **2020**: 37 / 10 (50% / 50%)

**White**
- **2017**: 28 / 10 (28% / 28%)
- **2018**: 26 / 9 (20% / 40%)
- **2019**: 30 / 10 (16% / 60%)
- **2020**: 37 / 10 (15% / 65%)

**Two or more races** (Not Latinx)
- **2017**: 2 / 2 (10% / 10%)
- **2018**: 1 / 1 (5% / 5%)
- **2019**: 2 / 2 (4% / 4%)
- **2020**: 3 / 2 (5% / 5%)

17% Engagement Staff
51% Shared Services Staff
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.
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

Americas

EMEA

Board Member Numbers by Gender

56% 44%

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

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>2017</td>
<td>62%</td>
</tr>
<tr>
<td></td>
<td>78</td>
<td>47</td>
</tr>
<tr>
<td>2018</td>
<td>63%</td>
<td>37%</td>
</tr>
<tr>
<td></td>
<td>79</td>
<td>47</td>
</tr>
<tr>
<td>2019</td>
<td>66%</td>
<td>32%</td>
</tr>
<tr>
<td></td>
<td>93</td>
<td>43</td>
</tr>
<tr>
<td>2020</td>
<td>71%</td>
<td>29%</td>
</tr>
<tr>
<td></td>
<td>99</td>
<td>41</td>
</tr>
<tr>
<td>Engagement Staff</td>
<td>2017</td>
<td>60%</td>
</tr>
<tr>
<td></td>
<td>54</td>
<td>36</td>
</tr>
<tr>
<td>2018</td>
<td>63%</td>
<td>37%</td>
</tr>
<tr>
<td></td>
<td>57</td>
<td>34</td>
</tr>
<tr>
<td>2019</td>
<td>69%</td>
<td>31%</td>
</tr>
<tr>
<td></td>
<td>70</td>
<td>31</td>
</tr>
<tr>
<td>2020</td>
<td>73%</td>
<td>27%</td>
</tr>
<tr>
<td></td>
<td>77</td>
<td>29</td>
</tr>
<tr>
<td>Shared Services Staff</td>
<td>2017</td>
<td>69%</td>
</tr>
<tr>
<td></td>
<td>24</td>
<td>11</td>
</tr>
<tr>
<td>2018</td>
<td>63%</td>
<td>37%</td>
</tr>
<tr>
<td></td>
<td>22</td>
<td>13</td>
</tr>
<tr>
<td>2019</td>
<td>66%</td>
<td>34%</td>
</tr>
<tr>
<td></td>
<td>23</td>
<td>12</td>
</tr>
<tr>
<td>2020</td>
<td>65%</td>
<td>35%</td>
</tr>
<tr>
<td></td>
<td>22</td>
<td>12</td>
</tr>
<tr>
<td>Associate Director and above</td>
<td>2017</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>2018</td>
<td>51%</td>
<td>49%</td>
</tr>
<tr>
<td></td>
<td>22</td>
<td>21</td>
</tr>
<tr>
<td>2019</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td>25</td>
<td>17</td>
</tr>
<tr>
<td>2020</td>
<td>63%</td>
<td>38%</td>
</tr>
<tr>
<td></td>
<td>30</td>
<td>18</td>
</tr>
<tr>
<td>Board Member</td>
<td>2020</td>
<td>56%</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Asian</td>
<td>Black or African American</td>
</tr>
<tr>
<td>-------------------</td>
<td>-------</td>
<td>----------------------------</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>25%</td>
<td>6%</td>
</tr>
<tr>
<td></td>
<td>17</td>
<td>4</td>
</tr>
<tr>
<td>2018</td>
<td>26%</td>
<td>6%</td>
</tr>
<tr>
<td></td>
<td>18</td>
<td>4</td>
</tr>
<tr>
<td>2019</td>
<td>26%</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>19</td>
<td>3</td>
</tr>
<tr>
<td>2020</td>
<td>22%</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>18</td>
<td>4</td>
</tr>
<tr>
<td><strong>Engagement Staff</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>17%</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>2018</td>
<td>23%</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>2019</td>
<td>20%</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>2020</td>
<td>16%</td>
<td>6%</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td><strong>Shared Services Staff</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>37%</td>
<td>7%</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>2018</td>
<td>32%</td>
<td>7%</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>2019</td>
<td>36%</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>2020</td>
<td>36%</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td><strong>Associate Director and above</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>15%</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>2018</td>
<td>12%</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>2019</td>
<td>12%</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>2020</td>
<td>14%</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>1</td>
</tr>
</tbody>
</table>
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.