



BSR Workplace

Diversity

Report

2021-2022

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Letter from the President and CEO

We are proud to present BSR's Workplace Diversity Report, covering the years 2021 and 2022. We believe this Report enables the BSR team, our member companies, and our wide array of partners to consider how we are advancing diversity, equity, and inclusion (DEI) inside BSR and the degree to which we are making progress.

This marks our second DEI Report. To start, I want to acknowledge that we did not meet the commitment we made in our first Report to publish annually. We have learned a great deal from the process of producing this report, and I regret that we were not able to follow through on our annual reporting plan. We are committed to getting back on track for a regular annual reporting cycle and anticipate a 2023 DEI Report publication during the second quarter of 2024.

BSR's commitment to DEI is important for several reasons. Our mission is to work with business and other partners to create a just and sustainable world. We must be true to our purpose as an organization, and DEI is a crucial part of that. We are also aware that achieving our mission requires a diverse team, reflecting multiple experiences and perspectives. It is also important that we understand the people and communities with which we work and aim to benefit. This is far more likely with a team that brings many perspectives and experiences.

When I consider our progression on DEI internally, a few key thoughts come to mind. While our team has reflected a diversity of backgrounds in many ways throughout our history, we also have areas where we have not made significant progress. Specifically, we have had less representation from Black and Hispanic/Latino colleagues in the US, our most senior staff were less diverse than in the organization overall, and we have seen an overrepresentation of Americans in our most senior positions. We have aimed—and will continue—to address these questions as we continue to advance DEI at BSR.

At the same time, I am pleased that we have made a more conscious and deliberate effort to focus more explicitly on DEI in the past two years. By making DEI an element of our revised People Plan, measuring and reporting on our performance, and elevating this topic to an annual review by the Board of Directors, we can learn, advance, and assess the current diversity of our team. This has generated improvements in several areas, but we have a distance yet to travel. I believe that we are building a more inclusive BSR, step by step, and that we must ensure that we back up our commitments with action and understanding. We remain committed to doing just that, from myself and throughout the organization.

This Report comes at a time when many organizations appear to be allowing their DEI commitments to wither as external pressure to act fades, and in the United States, many powerful voices have propagated a coordinated pushback against DEI. Surveys suggest that companies are reducing DEI headcount faster than they are reducing other teams. Commitments to DEI are attacked without merit for political gain; this has led to the close cousin of “greenhushing,” called “DEI-hushing,” as some reduce their visible commitments. Many organizations are also challenged by the wide range of important questions we all face: profound cultural, political, economic, technological, and environmental challenges. Bandwidth constraints, while very real, cannot result in a reduced commitment to DEI. In fact, working to make progress on DEI is not a distraction from these other pressing challenges—it is an essential part of the answer to these problems.

This Workplace Diversity Report shows what actions we have taken, where we are making progress, and areas for growth. I hope that this Report provides an honest and transparent picture of our current performance. We are releasing the Report so that you can form your assessment of our progress. Within BSR, there are multiple perspectives on how we are doing; indeed, this is another important dimension of diversity. If you have suggestions of steps we can take, we welcome your input.

Our aim with this Report is to offer not only an accounting of actions and numbers, but also an approach that shows a seriousness of purpose, a deep level of humility, and a commitment to listen, learn, and improve. We will aim in future reports to provide additional insight to help all readers—staff, member companies, and other partners—understand the context of the information provided here. I am committed to making sure that we continue to seek what one of my colleagues calls “sustained improvement over time.” That formula is needed to enable a BSR that is not only more diverse, equitable, and inclusive, but also much better equipped to fulfill our mission.



Aron Cramer
President and CEO

Introduction

The principles of Diversity, Equity, and Inclusion (DEI) are an essential element of creating a just and sustainable world. At BSR, we believe that DEI is crucial in multiple ways: empowering the full potential of our global team, enabling all colleagues to thrive, strengthening our ability to work toward our mission in a comprehensive and inclusive way and acting upon important values. A diverse team brings unique perspectives and insights that help us better understand and serve our member companies and work in partnership with a wide array of stakeholders in pursuit of our mission.

This report covers our priorities, approach, and activities; discloses how we are achieving our objectives; and highlights areas for progress as well as where we need to continue improving.

We believe that publishing this Report is an important way to demonstrate transparency, and to enable our colleagues, member companies, funders, and other partners to form their own conclusions concerning our objectives and progress.

This Report covers the period of 2021 and 2022. We acknowledge that we did not uphold our commitment to deliver an annual report for 2021 and have experienced delays in producing this report, which covers the past two years. We are committed to resume annual reporting for 2023 and beyond.

Overall, we have undertaken many initiatives in this timeframe. We have adjusted policies and practices to create a more inclusive organization; integrated DEI into our overall “People Plan” (page 8); reviewed the assessment conducted by our DEI Task Force (description of the Task Force on page 5); and fostered learning through dialogue and training. We consider these activities crucial and valuable for achieving lasting impact. In some areas, we have achieved good progress, and in others, we have not seen meaningful improvement. For example, our senior positions (Managing Director and above) reflect greater diversity than at the end of 2020, while we have seen only modest improvement in the representation of Black, Hispanic/Latino, and Asian-American and Pacific Islander (AAPI) in our US-based staff. We remain committed to learning from existing initiatives and continuously improving our approach for ongoing progress.

Overview

Our DEI Priorities

In the [DEI Report 2020](#), we outlined how we can advance DEI in three ways: (1) improving DEI internally at BSR by building, retaining, and enabling a diverse team; (2) impacting our member companies and other partners by advancing and integrating DEI into projects; and (3) supporting greater diversity in the overall field of just and sustainable business. This Report focuses on the first priority—improving DEI internally while retaining and enabling a diverse team.

In the previous report, we identified the following areas of focus to improve our workplace diversity:

- Significant enhancement of BSR’s racial and ethnic diversity in the US, especially at senior and leadership levels.
- Focus on recruiting, retaining, and promoting Black and Hispanic/Latino staff in the US, especially men.
- Continue progress on gender diversity across all cohorts.
- Improve representation of non-US or non-US-based staff at senior and leadership levels, including the BSR Board of Directors.

Over the past two years, we have advanced on these areas while developing a more conscious and deliberate effort to focus on DEI:

- In 2021, BSR’s DEI Task Force developed 26 recommendations. This Report includes an assessment of progress based on these recommendations.
- In 2022, BSR updated its “People Plan” which guides our approach to Human Resources and Culture. Here, we outlined DEI as an internal priority and developed 40 DEI-specific actions covering accountability, transparency, training, recruitment and more.

Activities Undertaken in 2021-22

As noted above, we took steps to integrate DEI into our priorities, policies, and practices in 2021-22, including:

- In 2021, we prioritized DEI in the context of several changes to People and Culture at BSR. We integrated DEI expertise into the team and developed a new people strategy (People Plan).
- In 2022, we reviewed all people-related policies and practices (including promotion, talent management, and remote work) through a DEI lens, developed an inclusive hiring

strategy, trained all staff on DEI, and developed guidance for setting up Employee Resource Groups—a community designed to offer support, advocacy and a space for employees from diverse backgrounds.

The full extent of BSR's DEI activities can be found in the next chapter.

Progress in 2021-22

From 2021-22, progress on DEI was mixed.

By most statistical measures, the diversity of our team increased to a small degree in 2021 and 2022. Note that we gather gender information globally, but due to legal restrictions, we disclose information on race, ethnicity, and national origin only for US-based staff.

Key findings in the areas identified as priorities in the 2020 Report, and which remain central to our efforts, include:

- The predominantly female composition of colleagues continues to increase. Overall, female-identifying staff rose both in 2021 and 2022, going from 71% in 2020 to 76% in 2022. In 2022, we also had one colleague identify as non-binary.
- In the US, representation of Black, Hispanic/Latino, and AAPI colleagues has increased since 2020 but declined in 2022 compared to 2021. US-based staff identifying as part of one or more of these categories increased from 35% to 43% of our team in 2021 but declined slightly to 41% in 2022.
- While hiring of Black, Hispanic/Latino, and AAPI colleagues increased in the US, turnover for Black, Hispanic/Latino, and AAPI colleagues in the US was higher than for

The People Behind BSR's DEI Initiatives

From 2021-2022, various teams and cohorts engaged in our DEI efforts at different levels:

- DEI is led and implemented by the People and Culture team.
- BSR's People Council is a global multi-cohort team that provides strategic direction and support for staff. It oversees the People Plan, which includes DEI.
- The DEI Task Force was formed in 2020 and consists of colleagues across diverse job roles, regions, genders, and ethnicities. The Task Force provides independent recommendations, assesses progress, and plays a vital role in shaping BSR's DEI priorities.
- BSR's Board receives an annual briefing on DEI activities and focuses on efforts to enhance board diversity.
- The CEO and the People and Culture Managing Director are responsible for organizational performance and progress on DEI.

White staff and colleagues, limiting our progress toward a more diverse US team.

- US-based colleagues who are in job cohorts of Associate Director and above who identify as Black, Hispanic/Latino, or AAPI, increased from 20% in 2020 to 27% in 2022, though that figure was down slightly from 29% in 2021.
- Gender distribution of our senior leaders (Managing Directors, Vice Presidents, and CEO/COO/CFO) improved from 2020 to 2022, though still lags behind the overall gender profile of the organization. Women comprised 44% of this group in 2020 and increased to 50% and 56% respectively in 2021 and 2022. Within this group, US-based colleagues who identify as Black, Hispanic/Latino, or AAPI decreased from 25% in 2020 to 17% in 2021 and 2022, while our global representation (senior leaders outside of the US) increased from 33% (2020) to 40% percent (2022).
- Over the course of 2020-21, the Board of Directors maintained a strong gender balance, but was predominantly American, and mostly White. At the end of 2022, seven of eight Directors were American, and seven of eight were White. The gender composition of the Board at the end of 2022 was 50% male and female.

The DEI Task Force's assessment of progress against 26 recommendations is another important barometer of performance. These recommendations, determined solely by the Task Force, were made in 2021 and presented to the President and CEO, COO, CFO, and Managing Director of People and Culture, who accepted them in full. The full recommendations and assessment are linked on page 16 of the Report, and summarized here:

- BSR completed four recommendations, including setting up mandatory BSR-wide training on DEI concepts, delivering DEI training to Directors and above, and formalizing the Board nomination process.
- BSR made progress on 13 of the recommendations, including increasing underrepresented groups in senior leadership, building transparency and structure into compensation, and creating an inclusive hiring strategy.
- Five recommendations were assessed as "no progress made but plans are in place." These included increasing promotion rates for Black, Hispanic/Latino, or AAPI staff in the US and colleagues based outside the US, hosting "courageous conversations," and delivering further DEI training to BSR people managers.
- For four of the recommendations, the Task Force concluded that "no progress had been made and no concrete plans are in place," including staff engagement, embedding DEI considerations into leadership succession planning, and holding BSR leaders accountable for DEI objectives.

The Task Force also noted that “progress being made, more work still to do/work ongoing” included some recommendations that will never be fully completed (i.e., they are ongoing) and that both these and the “recommendation completed” category (17 of the 26 recommendations) were viewed by the Task Force as a positive result.

Our Perspective

This Report illustrates our valuable advancements in certain areas, while highlighting areas where we have not made significant progress.

We have aimed to set the foundations of DEI at BSR by integrating key elements into recruitment, retention, and career progression efforts and embedding DEI in the People Plan. While these steps have driven progress in some areas, several objectives remain a challenge. For example, there was slow progress in attracting and retaining Black, Hispanic/Latino, and AAPI colleagues in the US. Taken together, these groups had higher turnover than White staff, and will remain an important area of attention. We have increased the proportion of female-identified, European, and Asian staff in senior positions at BSR and remain committed to continuing on that path. We also remain committed to further diversifying our Board of Directors.

Work environment plays a substantial role in advancing DEI. We have undertaken many efforts to ensure that the entire organization understands DEI both conceptually and in practice and consider this to be something that requires ongoing attention. We also aim to ensure that our approach to DEI is addressed in the overall global context in which we work, not least remote work for many colleagues, and the highly competitive dynamic just and sustainable business job market that we experienced in 2021-22.

Going forward, we aim to gain a deeper understanding of how BSR colleagues perceive the organization, with the goal of enhancing staff retention and promoting a culture of belonging. More detailed insights will be included in the 2023 Report. The joint efforts of our senior leaders, People and Culture team, People Council, and DEI Task Force will continue to play a key role in advancing our goals.

DEI Activities

From 2021-22, we undertook a range of activities to advance DEI at BSR. These efforts have been informed by initial recommendations made by the DEI Task Force in 2020, input from the People and Culture team, the People Council, pulse surveys, as well as from external partners with expertise in DEI.

An overview of our most significant DEI-related actions:

1. Incorporated DEI into the People Plan:

- Developed the updated People Plan through an inclusive approach: Gathered data, feedback, and insights from multiple sources, including the DEI Task Force and our global staff, to inform our roadmap and identify action items.
- Recognized our global diversity and the importance of enabling an inclusive work environment within our vision: “We are a global team who are passionate, impact-driven, and committed to building a just and sustainable world. Together we enable a collaborative and inclusive environment where we develop and grow sustainability leaders who make a global difference, today and in the future.”
- Established DEI as a foundational element in our strategic framework for addressing people-related issues: “integrating equity and inclusion in everything we do” and developing a roadmap with over 40 DEI-related action items.

The People Plan is BSR's strategic approach to all things related to human resources and culture. First developed in 2018, the People Plan was fully revamped and updated in 2022 and provides BSR with directions and strategic priorities. The current plan is set around four main priorities: Career, Culture, Transparency and Communication, and DEI.



2. Strengthened our internal DEI expertise and expanded internal and external resources to effectively implement DEI efforts.

- Hired two staff members with DEI as their core function.
- Hired an external partner organization to support ongoing DEI efforts (including a DEI training series, audit of policies and procedures, development of inclusive hiring strategy).

- Designated responsibility for DEI initiatives across various functions and teams, including the People Council, the People and Culture Team, and the DEI Task Force.

3. Celebrated our global diversity and fostered a culture of inclusivity:

- Promoted our global diversity through various events and activities (Global Staff retreat in 2021, Regional Pride Month events, Monthly BSR Observance Newsletter).
- Developed a framework and guidance for our commitment to launch Employee Resource Groups in 2023.

4. Developed an inclusive Hiring Strategy:

- Removed education requirements from Job Descriptions (2021).
- Collaborated with our external DEI partner, and consulted with a diverse group of BSR colleagues, to develop an inclusive hiring strategy (2022). The inclusive Hiring strategy is centered around four Strategic Focus Areas: Expanding Candidate Pipelines; Aligning DEI and Employer Branding; Upskilling to Ensure Inclusive Hiring Experience; Clarifying and Standardizing Talent Attraction Process.
- Collaborated with our external DEI partner to develop a Talent Attraction Toolkit (2022).
- Started rolling out the Inclusive Hiring Strategy: developed new processes, tools, and tactics, including partnerships with organizations, which enabled us to reach potential job candidates from underrepresented groups, and provided DEI training for our hiring team. This enhances diversity in applicant pools and ensures a fair, diverse and unbiased hiring process.

5. Audited and updated all People-related Policies and Practices with a DEI lens:

- Hired an external expert and partner to audit all BSR people-related policies and practices.
- Started to implement recommendations for improvement, by creating clear guidelines that control for bias in employee mapping decisions and talent reviews.
- Integrated DEI considerations into the talent review process to ensure equity and equal opportunities for all staff.

6. Rolled out DEI Training Programs:

- Invested in externally led DEI training programs to raise awareness and foster a culture of inclusivity. These included "DEI 101 Training," "Executive DEI Learning Journey," "Ally Skills Training," and "Inclusive Culture Building." Over 80% of our global staff participated in these training programs.
- Engaged with staff in our regional offices to tailor DEI training content to their cultural nuances, ensuring it aligns with the experiences of a global workforce.

7. Conducted Regular DEI Assessments:

- Continually assessed and monitored progress in achieving DEI goals and objectives: regularly evaluated DEI metrics, such as diversity representation, turnover rates, and employee feedback. Discussed these metrics at the People Council.
- Reported quarterly to all staff on progress against all elements of the People Plan including DEI goals and objectives.

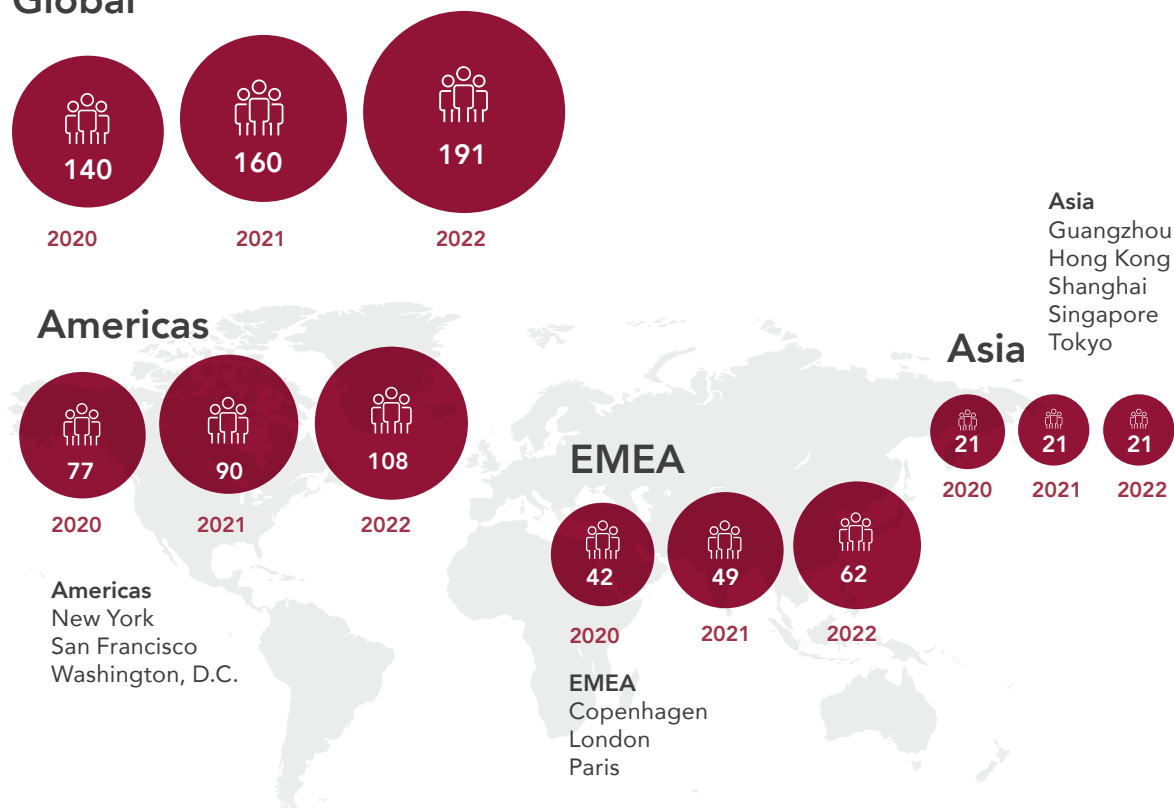
8. Addressed Board Development and Oversight

- Prioritized diversity in recruitment of Board members, focusing on improving racial balance in the US and better geographic representation overall.
- Discussed our DEI efforts in Board meetings during 2021-22, including a review of the DEI Task Force's recommendations.

Reflecting on Our Diversity

We take pride in the cultural diversity and global impact of our team. At our 2022 Global Retreat, we welcomed colleagues from more than 40 nationalities speaking over 20 languages. As BSR continues to grow, our global presence also extends and strengthens.

Global

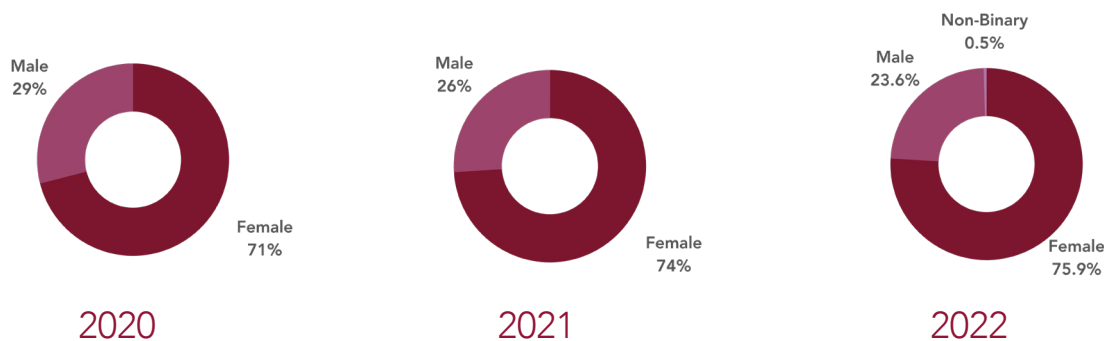


From 2021-22, we achieved progress in certain areas. Overall, our staff distribution based on gender globally and race or ethnicity in the US did not change substantially in 2021-22. There was a very slight increase in Black, Hispanic/Latino, and AAPI staff in the US, and a slight increase in the number of staff who identify as female. We noticed a meaningful increase in diversity at senior staff cohorts. Statistics providing the foundation for these conclusions are presented in greater detail in the Appendix.

Gender Balance Globally

Female-identified colleagues continued to grow in 2021 and 2022. Our overall team was 76% female-identified at the end of 2022, rising from 71% in 2020 and 74% in 2021. The proportion of female staff is particularly pronounced in our Asia offices, from 75% in 2020 to 86% in 2022.

Employee Gender Breakdown

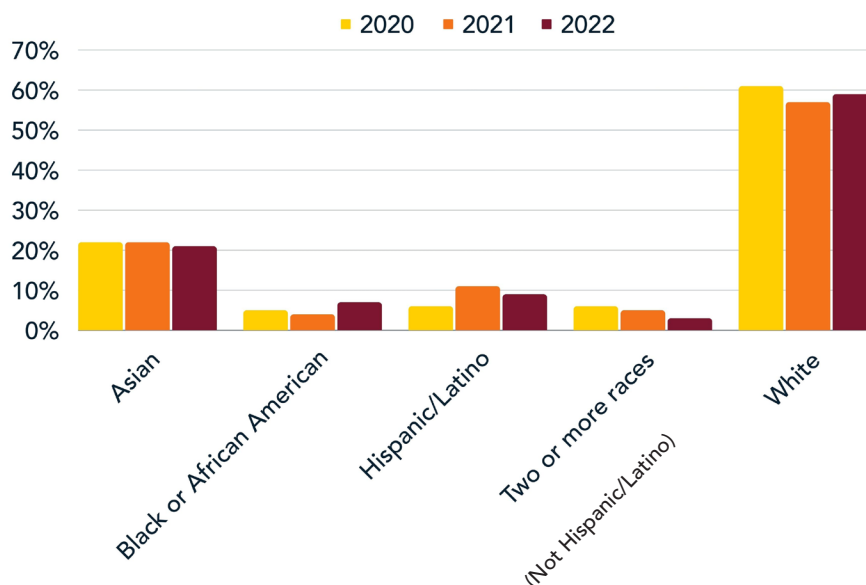
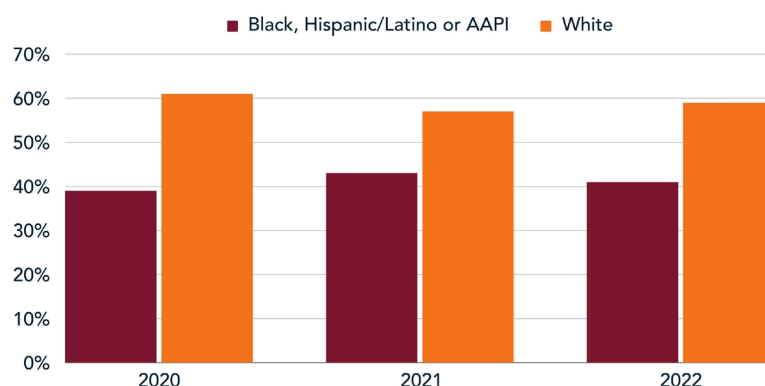


Race and Ethnicity in the US

The overall proportion of Black, Hispanic/Latino, and AAPI staff in the US team slightly increased in 2021-22. US-based colleagues identifying as part of one or more of these categories went from 35% to 43% of our team in 2021 but declined to 41% in 2022.

We are pleased that these figures have increased and helped us make progress toward our objective of enhancing our racial and ethnic diversity in the US. We are also aware that the slight decline in 2022 gives us reason to acknowledge that progress is fragile, and we strive to understand and address the underlying reasons for higher relative departures by staff in these categories.

Employee Ethnicity Breakdown (US only)

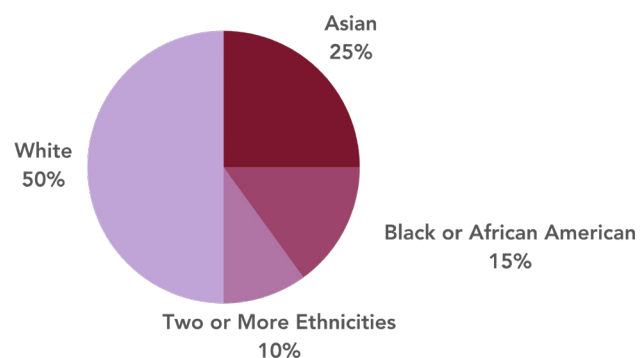


Staff Turnover and Diversity

Turnover of US staff who are Black, Hispanic/Latino, or AAPI was proportionally higher than the turnover level of US staff who are white. In 2021, 61% of US staff who left BSR were Black, Hispanic/Latino, or AAPI, while in 2022, this figure was at 50%. The turnover rates for these groups were higher than their actual rates of representation, which were 43% and 41% of US-based staff in their respective years. This hindered our efforts to improve representation in the US, and remains an area of focus for BSR.

Overall, these turnover figures demonstrate that our focus on retaining and promoting Black and Hispanic/Latino staff in the US requires enhanced efforts. Turnover is a complex topic driven by multiple factors. We are conscious that we do not have a clear understanding of the reasons behind the higher levels of turnover of our Black, Hispanic/Latino, or AAPI US staff.

US Turnover by Ethnicity in 2022



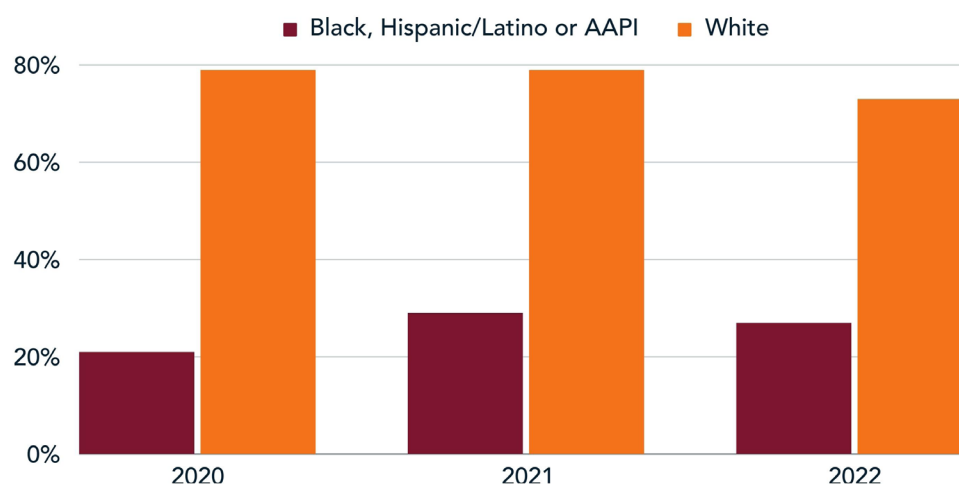
Senior Level Positions

We saw progress toward greater diversity of our most senior job cohorts, which better reflects the overall composition of our team.

In terms of global representation, the percentage of Associate Directors and above based in Europe and Asia went from 33% at the end of 2020 to 40% at the end of 2022.

Female-identified colleagues in these job cohorts went from 42% at the end of 2020 to 56% at the end of 2022. This figure, while still lagging the overall gender distribution of our team, indicates progress toward our objective of gender diversity across all cohorts.

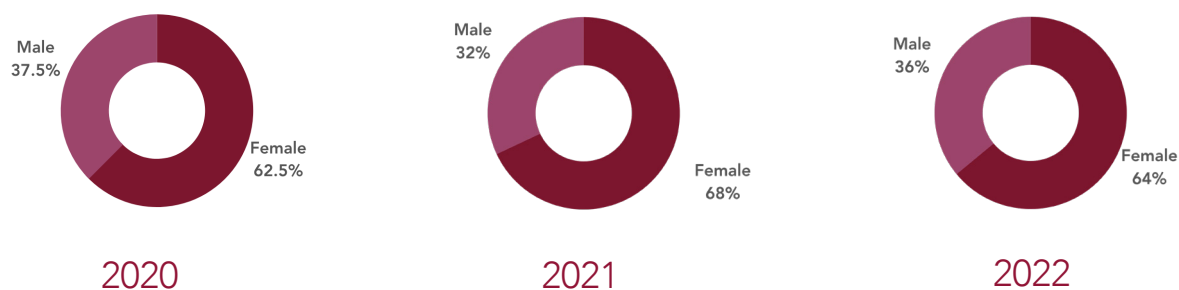
Associate Director and Above Ethnicity Breakdown



US-based colleagues at the level of Associate Director and above, identifying as Black, Hispanic/Latino or AAPI, rose from 20% in 2020 to 27% in 2022, though that figure was down slightly from 29% in 2021.

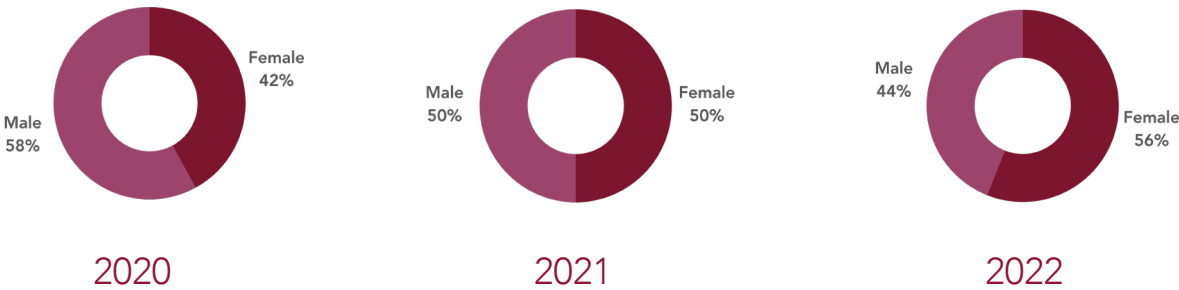
Female-identified colleagues at Associate Directors and above rose slightly from 62.5% in 2020 to 64% in 2022, though that figure was down from 68% in 2021.

Associate Director and Above Employee Gender Distribution



Staff in our most senior staff cohorts (Managing Directors, Vice Presidents, and CEO/CFO/COO) grew more diverse in terms of gender and global representation over the course of 2021 and 2022.

Senior Leadership Gender Distribution

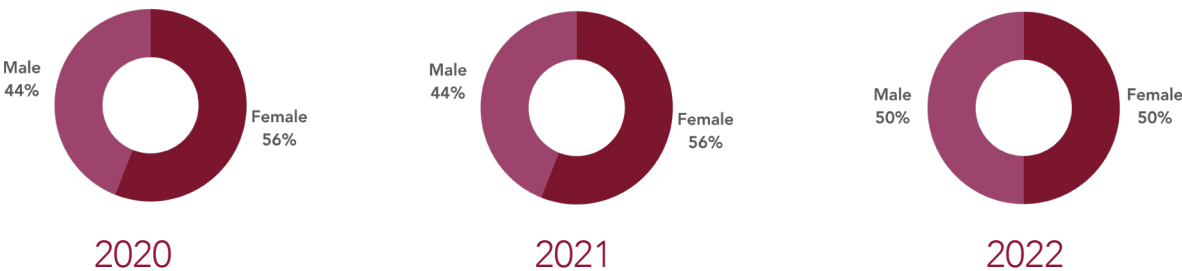


Board of Directors

Board development has focused on new Directors who would add to the global representation on our Board, as well as race and/or ethnic diversity of American Directors.

The Board of Directors continues to reflect a good gender balance, with 50% men and women at the end of 2022. Six of eight Directors at the end of 2022 were White Americans, with one Black American and one Hispanic/Latino member of the Board. The Board remains predominantly American, however, with all eight Directors at the end of 2022 residing in the United States, and all but one Director a native of the US.

Board Members Gender Distribution



Recommendations from DEI Task Force

At the end of 2020, the DEI Task Force made 26 recommendations, all of which were accepted without change by the CEO, CFO, and COO, and shared with the BSR Board of Directors. By December 2022, the Task Force concluded its assessment of the progress made in addressing these recommendations. This assessment was shared with the entire organization as one indicator of our activities and progress. These recommendations have offered valuable insights to boost our DEI efforts.

The Task Force's analysis is presented [here](#) in full, and these recommendations continue to be one aspect of our focus on how to advance DEI.

Insights and A Look Ahead

The past two years show an increase in activity designed to advance DEI, with some modest but noticeable progress in several priority areas. We recognize that progress on DEI does not happen overnight. It depends on clear organizational commitments, tangible actions, increased awareness across our team, and an organizational culture that fully values and supports greater diversity. We are committed to and focused on sustaining progress where it is occurring and improving our understanding of the experience of staff relevant to DEI, and taking proactive steps in areas where we have not seen substantial improvement.

This report provides very important insights that will guide our work. The following topics will be prioritized in our efforts going forward:

- Understanding and addressing the relatively higher turnover of Black, Hispanic/Latino, and AAPI staff in the US and paying increased attention to retention of colleagues from communities traditionally underrepresented at BSR.
- Reviewing the evolution of our gender diversity globally and assessing the significance of the large majority female-identified staff.
- Continuing to focus on greater diversity in leadership positions (Managing Director and above).
- Addressing the areas identified as important by the DEI Task Force through continuous dialogue and engagement.
- Continuing our efforts to diversify our Board.

We remain focused on the need to adapt and evolve our plans as we proceed and learn. We will continue to draw on insights from our People and Culture team, the People Council, the DEI Task Force, staff surveys, and other channels to improve our efforts to achieve not only measurable staff representation, but also the underlying cultural foundation on which progress is based.

Our objective is to achieve “sustained progress over time” and look forward to ongoing commitment from all parts of the organization.

Appendix

Representation Data

Representation Data | Gender (Global)

| | Female | Male | Non-Binary |
|--|--------|-------|------------|
| Employees | | | |
| 2020 | 71% | 29% | |
| | 99 | 41 | |
| 2021 | 74% | 26% | |
| | 119 | 41 | |
| 2022 | 76% | 26.5% | 0.5% |
| | 145 | 45 | 1 |
| Associate Directors and above | | | |
| 2020 | 62.5% | 37.5% | |
| | 30 | 18 | |
| 2021 | 68% | 32% | |
| | 36 | 17 | |
| 2022 | 64% | 36% | |
| | 43 | 24 | |
| Senior Leadership (Managing Directors and above) | | | |
| 2020 | 42% | 58% | |
| | 5 | 7 | |
| 2021 | 50% | 50% | |
| | 5 | 5 | |
| 2022 | 56% | 44% | |
| | 5 | 4 | |
| Board Members | | | |
| 2020 | 56% | 44% | |
| | 5 | 4 | |
| 2021 | 56% | 44% | |
| | 5 | 4 | |
| 2022 | 50% | 50% | |
| | 4 | 4 | |

Representation Data | Race/Ethnicity (US Only)

| | AAPI | Black | Hispanic/Latino | Two or more races (Not Hispanic/Latino) | White |
|-----------|------|-------|-----------------|--|-------|
| Employees | | | | | |
| 2020 | 22% | 5% | 6% | 6% | 61% |
| | 18 | 4 | 5 | 5 | 51 |
| 2021 | 22% | 4% | 11% | 5% | 57% |
| | 20 | 4 | 10 | 5 | 52 |
| 2022 | 21% | 7% | 9% | 3% | 59% |
| | 23 | 8 | 10 | 3 | 64 |

| | AAPI | Black | Hispanic/Latino | Two or more races (Not Hispanic/ Latino) | White |
|-------------------------------|------|-------|-----------------|--|-------|
| Associate Directors and above | | | | | |
| 2020 | 15% | 3% | 0% | 3% | 79% |
| | 5 | 1 | 0 | 1 | 27 |
| 2021 | 9 % | 6% | 9% | 6% | 71% |
| | 3 | 2 | 3 | 2 | 25 |
| 2022 | 12% | 7% | 5% | 2% | 73% |
| | 5 | 3 | 2 | 1 | 30 |

| | Black, Hispanic/Latino or AAPI | White |
|-----------|-----------------------------------|-------|
| Employees | | |
| 2020 | 39% | 61% |
| | 32 | 51 |
| 2021 | 43% | 57% |
| | 39 | 52 |
| 2022 | 41% | 59% |
| | 44 | 64 |

| | Black, Hispanic/Latino or AAPI | White |
|-------------------------------|-----------------------------------|-------|
| Associate Directors and above | | |
| 2020 | 21% | 79% |
| | 7 | 27 |
| 2021 | 29% | 71% |
| | 10 | 25 |
| 2022 | 27% | 73% |
| | 11 | 30 |



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.