



# BSR Workplace Diversity Report **2024**



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# Letter from the President and CEO

In 2024, BSR continued its effort to build a diverse global team of dedicated and talented sustainable business leaders that enables us to make progress towards our mission of building a just and sustainable world.

Diversity was the subject of considerable debate during 2024. At BSR, our experience is that our work is significantly enhanced by a team that brings a wide range of viewpoints, experiences, and perspectives. Indeed, as our work focuses on the intersection of business and society, our ability to provide useful insights and advice, as well as connections and collaborations that enhance companies' sustainability and resilience, is immeasurably helped by bringing to bear multiple points of view. As such, while there is a great deal of conceptual debate, we see the tangible benefits of diverse perspectives in action every day.

As we continue to build and enable a diverse team in an inclusive environment, we have learned a number of important lessons over the past few years. One key point is that to create a truly inclusive workplace, it takes steady commitment and an openness to learning. It takes a good deal of listening. It involves looking at the numbers, yes, but also understanding the countless interactions, formal policies and practices, and also organizational culture that are all crucial building blocks of our organization.

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This report provides data that show where we are and are not making progress. With the benefit of a few years of data, we—and our external partners who we hope will read the report—can judge for themselves how well we are doing, and where we can improve. I am proud that we are sharing this information transparently with the world.

With that in mind, I hope that the report also provides insight into the way we approach diversity inside BSR, and how we engage with colleagues, including with several employee groups, to understand and improve our performance.

In a world that is experiencing both numerous immediate shocks and profound transformations, I continue to see fostering a diverse and inclusive organization as one of the best ways BSR can achieve the impact that we are here to deliver.



**Aron Cramer**  
President and CEO

# Introduction

A diverse, inclusive team is essential for progress towards BSR's mission of working with business to create a just and sustainable world.

Working towards a diverse staff empowers the full potential of our global team, enables all colleagues to thrive, and strengthens and applies important values. A diverse team also brings unique perspectives and insights that help us better understand and serve our member companies, as well as work in partnership with a wide array of stakeholders in pursuit of our mission.

This report outlines BSR's approach to workplace Diversity and Inclusion in 2024. We are providing information about where we are making progress, as well as areas where we can improve. Now in our fifth year of public reporting, this update follows the [Workplace Diversity Report 2023](#).

## In 2024, we strengthened our Diversity and Inclusion efforts by:

### • **Prioritizing Staff Well-Being:**

BSR responded to staff feedback by offering comprehensive mental health resources tailored to each region. Additionally, we organized mental health workshops, which supported staff on their well-being during times of uncertainty.

### • **Reviewing our Global Benefits:**

We revised our global approach to benefits, ensuring that it is inclusive of all staff, regardless of location. A global baseline for paid parental leave was introduced, setting the standard for support to all new parents. We also reviewed our healthcare provisions and established a global minimum standard for paid time off for all staff.

### • **Evolving BSR's Diversity and Inclusion**

**Strategy:** We started to develop a new Diversity and Inclusion strategy. We reflected on lessons learned from our previous strategy, and actively engaged with staff to gather a variety of perspectives that will shape the future of Diversity and Inclusion at BSR.

## The People Behind BSR's Diversity and Inclusion Initiatives

Various teams and cohorts engage in BSR's efforts at different levels:

- Diversity and Inclusion is led and implemented by the People and Culture team.
- The People Council, a global multi-cohort team that provides strategic direction and support for staff, oversees the People Plan, which includes Diversity and Inclusion.
- The Diversity Task Force, which consists of colleagues across diverse job roles, regions, genders, and ethnicities, provides independent recommendations, assesses progress, and plays a vital role in shaping BSR's priorities.
- BSR's Board receives an annual briefing on Diversity and Inclusion 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.

# Reporting on Demographics

Key findings include:

**In 2024**, the global gender balance remained consistent with 2023, with **75%** of staff identifying as female, **24.4%** of all staff identifying as male, and **0.6%** identifying as non-binary.

The proportion of U.S.-based staff identifying as People of Color (POC) increased to **41%**, up from **38%** in 2023. In addition, the proportion of POC staff in the U.S. who departed BSR declined from **57%** in 2023 to **33%** in 2024.

The proportion of U.S.-based staff at Associate Director+ (AD+) level and above identifying as POC declined from **26%** in 2023 to **20%** in 2024. In 2024, female representation at the AD+ level rose to **69%**, reaching the highest level in the past five years.

*POC refers to Black, Hispanic/Latino, and AAPI staff. BSR collects these data for U.S.-based staff only, as legal restrictions prevent data collection in other regions.*

We hope that this report enables our colleagues, member companies, funders, and other partners to understand our efforts and, based on the information provided, form their own conclusions concerning our objectives and progress.



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# Diversity and Inclusion Activities

In 2024, our Diversity and Inclusion work continued to be guided by the People Plan, our strategic approach to all things related to human resources and culture. Whilst concluding the final parts of the initial People Plan 2021-2024 Diversity and Inclusion initiatives, BSR began to develop a new strategy to evolve our focus and approach as we look to 2025-2027. This continues to be informed by recommendations made by the Diversity Task Force, input from the People and Culture team, the People Council, surveys and engagement with our global staff, as well as from external partners with relevant expertise.

## Advancing an Inclusive Talent Attraction Strategy

We continue to take steps to ensure that our hiring process generates diverse pools of qualified candidates. In 2023, we launched our Inclusive Hiring Strategy and Talent Attraction Toolkit. In 2024, we expanded on these tools so that they continue to guide our talent attraction efforts and support a more inclusive application and selection process.

### Key activities in 2024 include:

**Integrating Diversity Tools in the Applicant Tracking System:** Candidates now have the option to include a voice recording of their name and specify their pronouns when submitting a job application. This is optional and, if completed, is shared with the hiring team during the selection process to help foster a more inclusive hiring experience.

**Providing Anti-bias Training to Hiring Managers:** In 2024, we ensured that all BSR staff involved in the hiring process complete Interview Bias Training to support a fair hiring process that allows us to assess the best candidates, untainted by bias. The training focuses on three key areas: affinity bias, in which interviewers might prefer candidates like themselves; confirmation bias, which leads interviewers to favor information that confirms their initial perceptions; and the halo effect, where one positive trait could disproportionately influence the overall assessment of a candidate.

**Developing Partnerships with Educational and Youth Employment Institutions:** In 2023, we launched new partnerships in the U.S. with Historically Black Colleges and Universities (HBCUs) to expand outreach and increase our talent pool from underrepresented communities. Following the success of this initiative, we further developed these activities in 2024. We took additional steps to ensure that job postings reached a diverse pool of potential candidates by creating a distribution email list of 45 educational and youth employment institutions, such as HBCUs in the U.S. and Arpejeh, a French-based organization supporting disabled young adults. The institutions on the distribution list regularly receive updates from BSR on current job postings in the U.S. and Europe.

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## Strengthening a Culture of Inclusion and Belonging

We also continued to focus on inclusion and belonging to help staff feel connected regardless of their diverse identities. After listening to feedback and identifying gaps in our approach, we introduced several new initiatives, including:

**Keeping Staff Informed of Current Initiatives:** In July 2024, and following the release of the [2023 Workplace Diversity Report](#), we organized a session titled “DEI Download.” BSR staff had the opportunity to learn more about current and upcoming initiatives, as well as ways to incorporate inclusive actions into daily work.

**Embedding Inclusion into Onboarding:** As part of BSR’s onboarding process, all new staff receive access to essential Diversity and Inclusion resources, including relevant trainings, an overview of our current initiatives, and guidance on how to get involved. Within their first 90 days, new hires also meet with the People and Culture team to ask questions, share feedback, and discuss ideas related to Diversity and Inclusion at BSR.

**Connecting with Asia-Based Staff:** To foster a stronger sense of belonging for our Asia-based teams, we piloted a regional check-in in March 2024. The session created space for open dialogue and gave staff an opportunity to connect on non-work topics and get to know each other better. While not yet a recurring initiative, the check-in represents a promising first step toward future staff engagement efforts in the region.

**External Training on Giving Feedback:** In response to the bi-annual staff survey conducted in June and November 2024, which indicated the need for support in delivering inclusive feedback, BSR worked with ReadySet, our external Diversity and Inclusion partner, to host a workshop in January 2024. The session focused on practical techniques for giving and receiving feedback, while being mindful of potential biases. This workshop was attended by approximately 100 staff members.

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## Prioritizing Staff Well-Being

Amid a year marked by change and uncertainty that impacted many organizations working on sustainable business, including BSR, and in recognition of the potential impact on staff, we placed greater emphasis on supporting our staff's mental well-being.

**Delivering a Workshop to Promote Staff Well-Being:** In October 2024, we partnered with Calm, an external organization specialized in employee well-being, to run a workshop on building resilience amid change and uncertainty. Feedback was positive, with staff rating the workshop an average of 8.6 out of 10. We plan to continue partnering with Calm to support employee well-being moving forward.

**Taking a Regional Approach to Mental Well-Being:** In June 2024, we shared a range of resources available to support mental well-being. This included internal support, such as People Council representatives, the People and Culture team, and their team leads. We also highlighted region-specific offerings, including counseling services provided through local benefits programs.

## Embedding Inclusion in Our Benefits Strategy

In 2024, we also undertook a global benefits review. Included in the review was consideration of the importance of ensuring that all employees feel valued and supported, regardless of their background. Key changes to benefits include:

**Increasing Paid Parental Leave for All:** A new global standard was set to ensure new parents received increased leave, regardless of gender. As part of the revised parental leave benefit, parents will receive at least 16 weeks paid leave.

**Enhancing Healthcare Benefits:** We enhanced our healthcare offerings, which helped to ensure all employees receive comprehensive healthcare cover, regardless of where they are located. Where needed, we upgraded coverage to ensure access to medical, dental, and vision care across all countries where BSR has staff.

**Raising the Level of Paid Time Off:** BSR increased the global baseline for paid time off, ensuring all employees, regardless of location, have access to a minimum standard of leave.

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# A Renewed Approach to Diversity and Inclusion

In 2024, to inform the development of a meaningful and collaborative Diversity and Inclusion strategy, BSR undertook a comprehensive listening exercise to gather insights from staff across regions and cohorts.

This included a series of focus groups designed to explore employees' lived experiences and perspectives on diversity and inclusion within the organization. We were able to hear from more than 20 staff members across all of BSR's regions as part of these focus groups. Members of the Diversity Task Force attended each of these focus groups to help ensure a "safe space" for dialogue, and to provide feedback. Some of the topics that arose most often included staff retention, improving diversity at all levels of the organization, and better inclusivity across regions and teams.

In parallel, a questionnaire was distributed to team leads, which aimed to gain an understanding of their views on their role in advancing Diversity and Inclusion at BSR, and identifying potential barriers to effective leadership in this space. This feedback provided critical input on priority areas for the strategy, such as the need to support leaders in driving inclusivity in their teams and to have a more global perspective on Diversity and Inclusion.

These insights, as well as additional insight gathering in 2025, laid the foundation for Diversity and Inclusion priorities and shaped the new strategy which was launched in 2025.



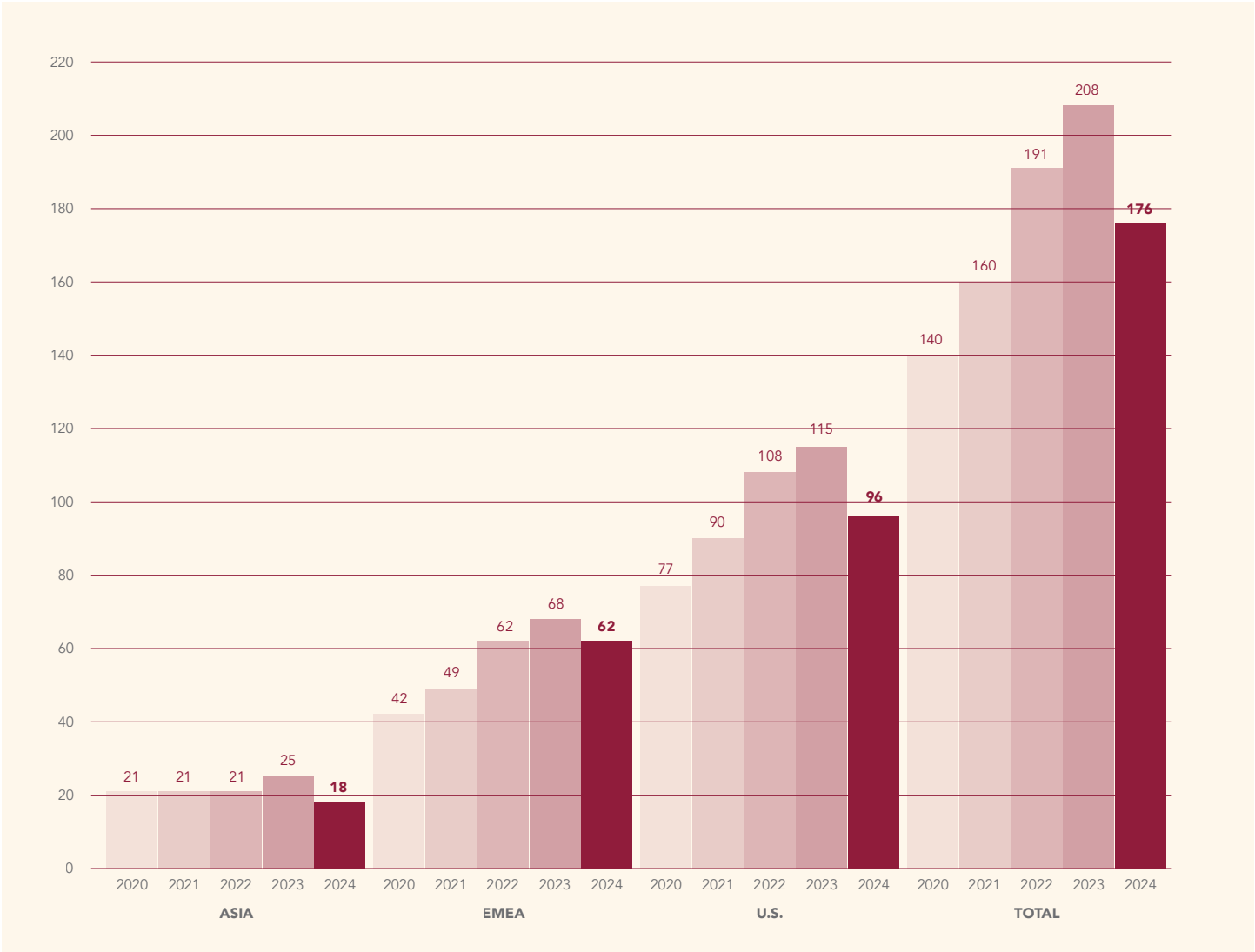
# Overview of Staff Diversity in 2024

We take pride in the diversity and global impact of our team. Our global staff represent more than 20 different nationalities and can speak over 20 languages, and many are multilingual (able to work in two to seven languages).

In this section, we share a breakdown of our employees by region, race, and ethnicity, staff turnover and diversity, senior level positions, and board of directors. The figures provided are from December 31, 2024.

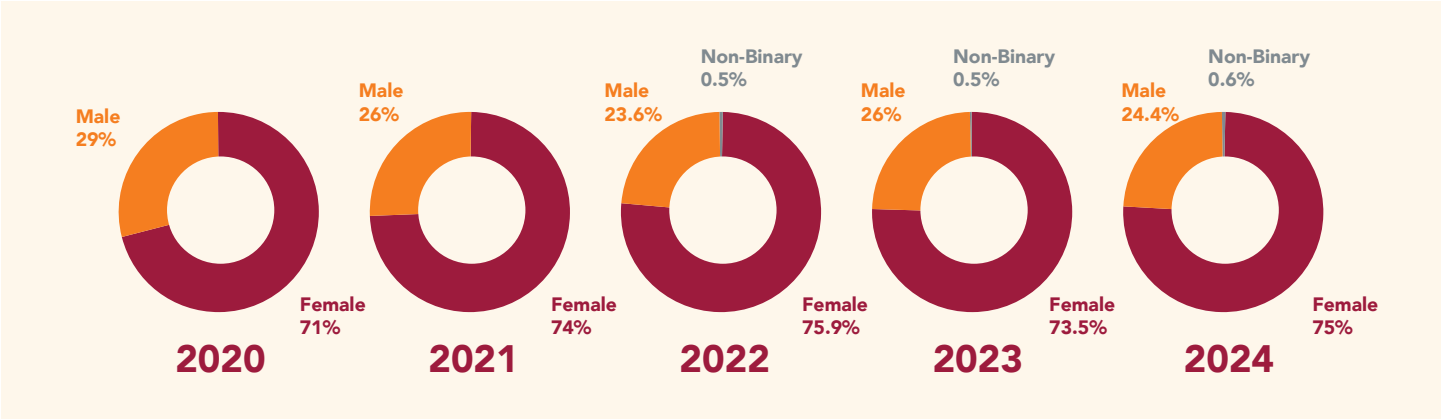
## Global

In 2024, 55% of the workforce was located in the U.S., 35% in Europe, and 10% in Asia, which was little changed from 2023.



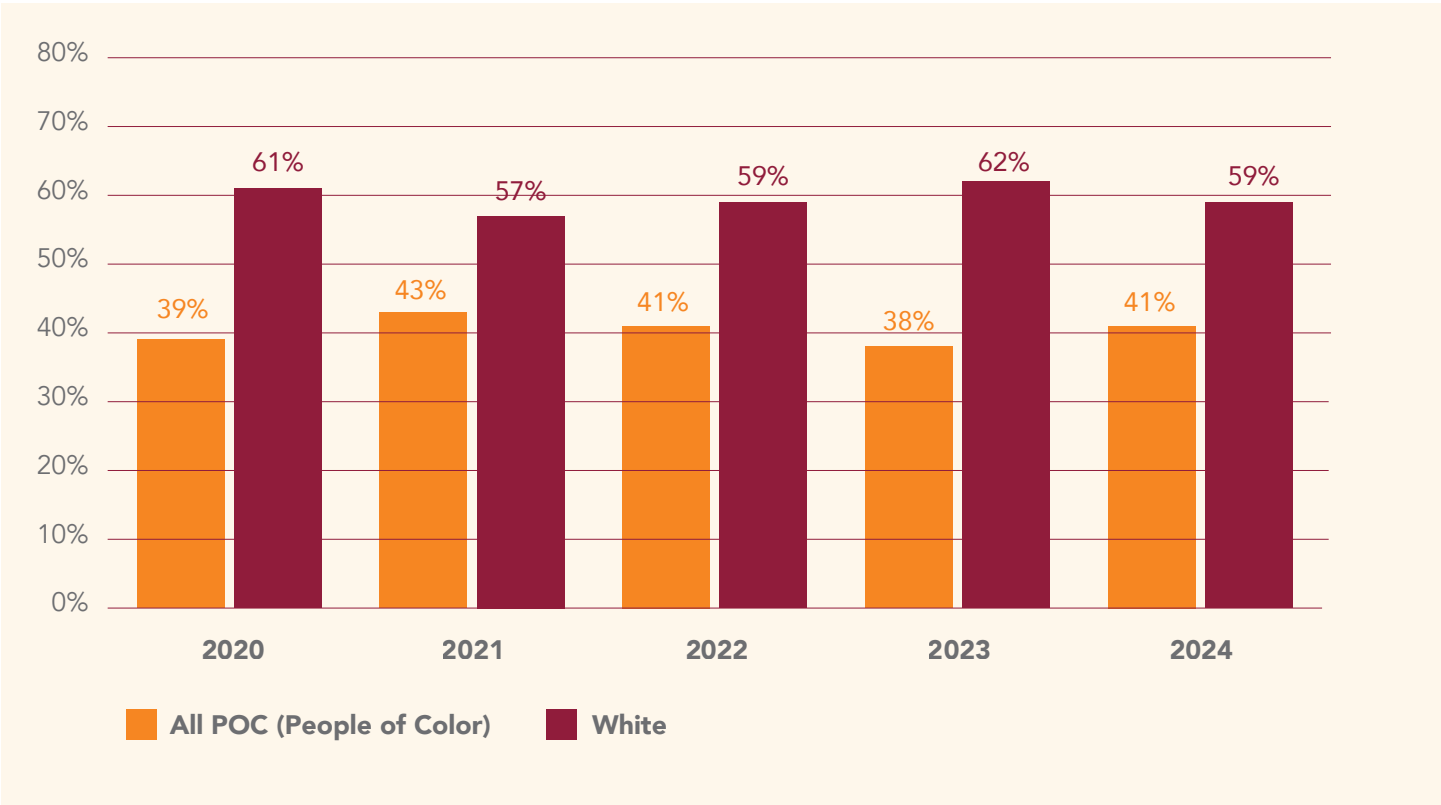
# Gender Representation

The overall gender distribution remained largely consistent with the past several years, with three quarters of our team identifying as female.

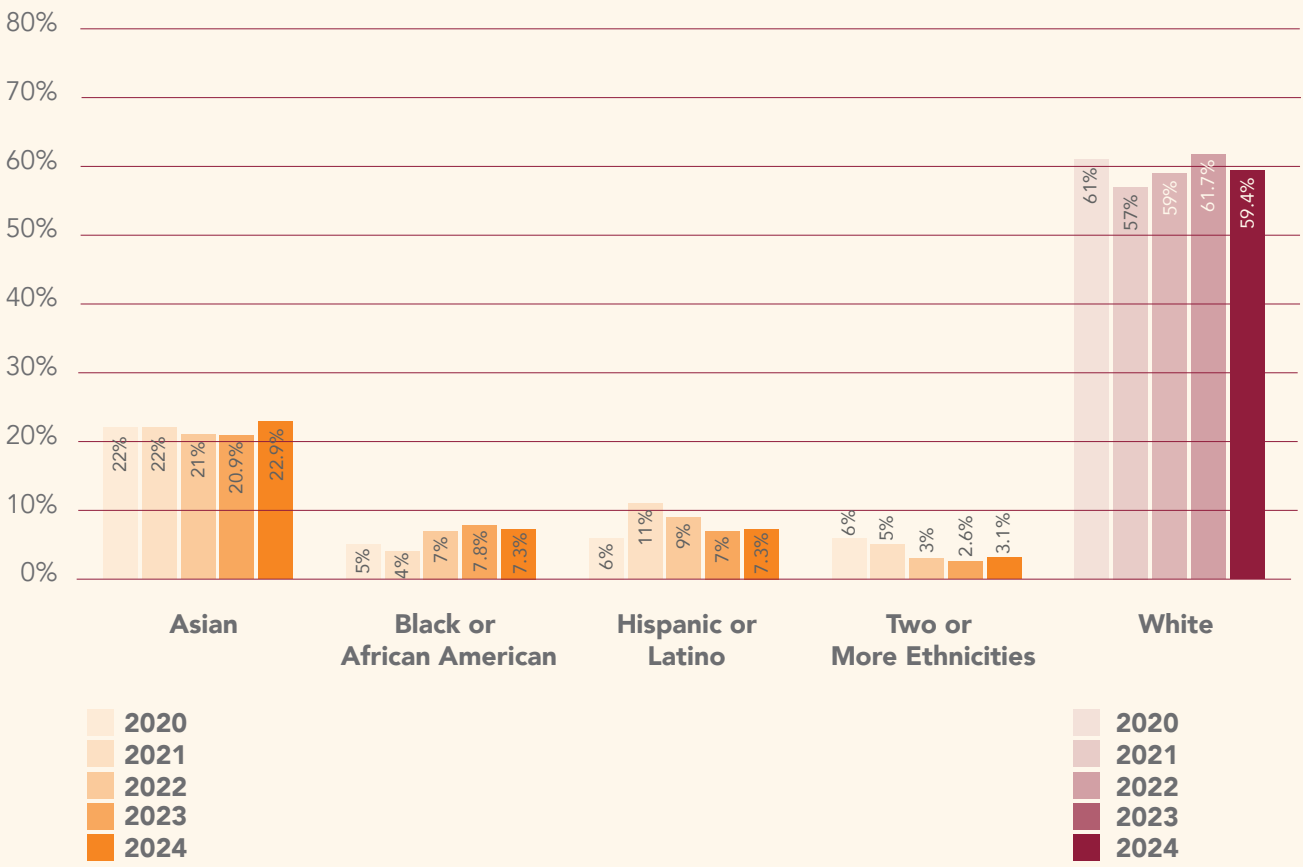


# Race and Ethnicity in the U.S.

In 2024, the proportion of U.S.-based staff identifying as People of Color (POC) rose to 41%, up from 38% in 2023. We note that these figures have not varied significantly over the past few years.



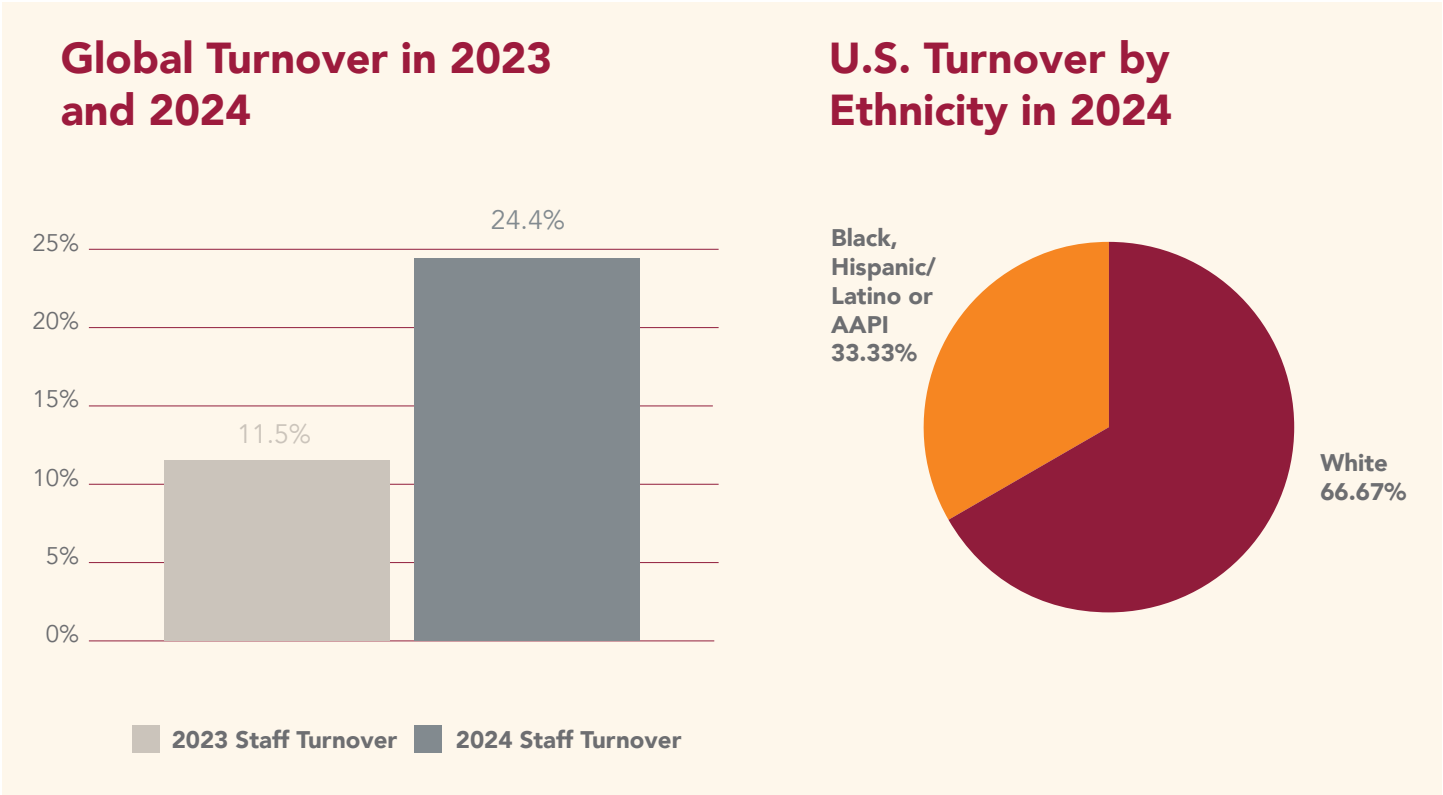
# Employee Ethnicity Breakdown (U.S. only)



# Staff Turnover and Diversity

Global staff turnover rose to 24% in 2024 from 11% the prior year. The sharpest increase occurred in Asia, where turnover jumped from 4% to 56%.

In the U.S., 33% departing U.S. staff were people of color, down from to 57% in 2023. This represents an improvement in retention for POC groups compared to the previous year.



## Promotions

In 2024, 21 employees were promoted. This represents 12% of all staff, down slightly from 31 (15%) in 2023.

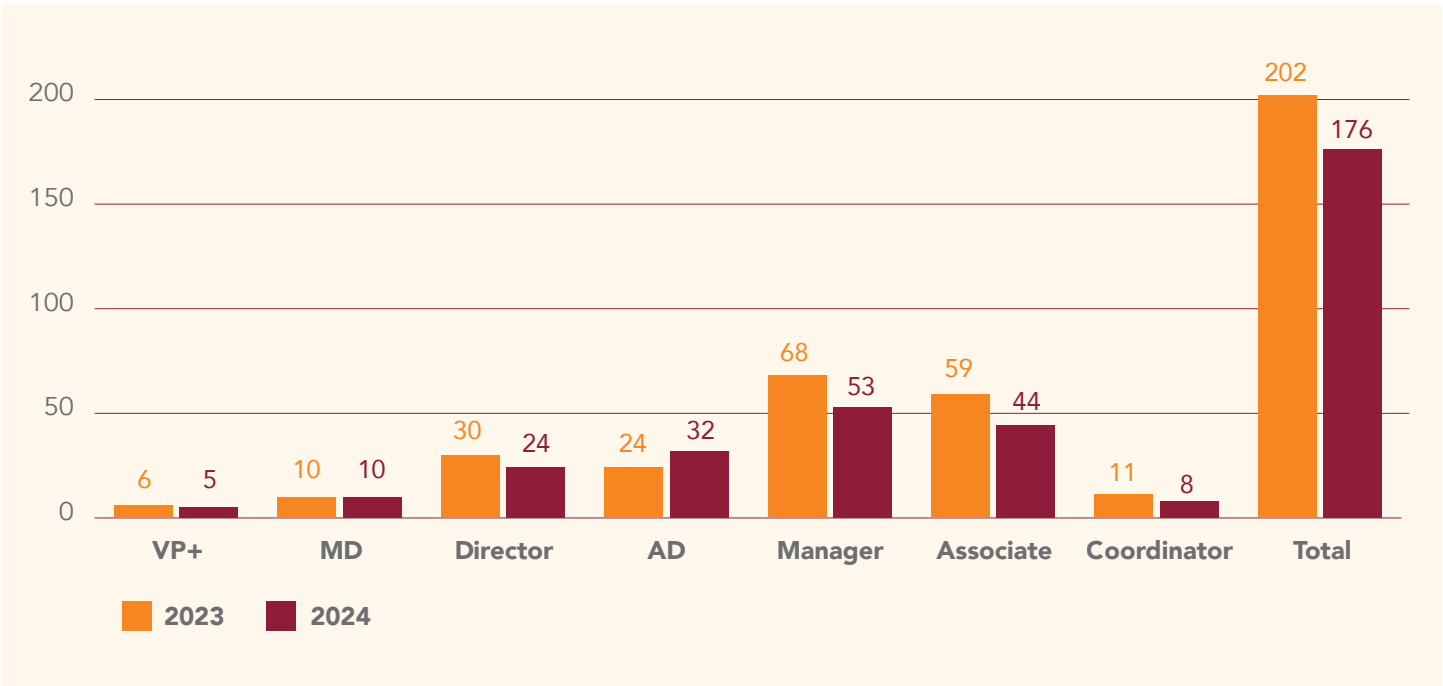
Staff identifying as female represented 81% of all promotions in 2024, with staff identifying as male comprising 19%. This compares to a 75-25% split of staff on gender lines across the entire team.

On a regional basis, promotions in Europe and Asia increased, with promotions decreasing from 18% to 10% of U.S. based staff.

In the U.S., the promotion rate for staff who identify as People of Color (POC) decreased from 43% in 2023 to 10% in 2024.

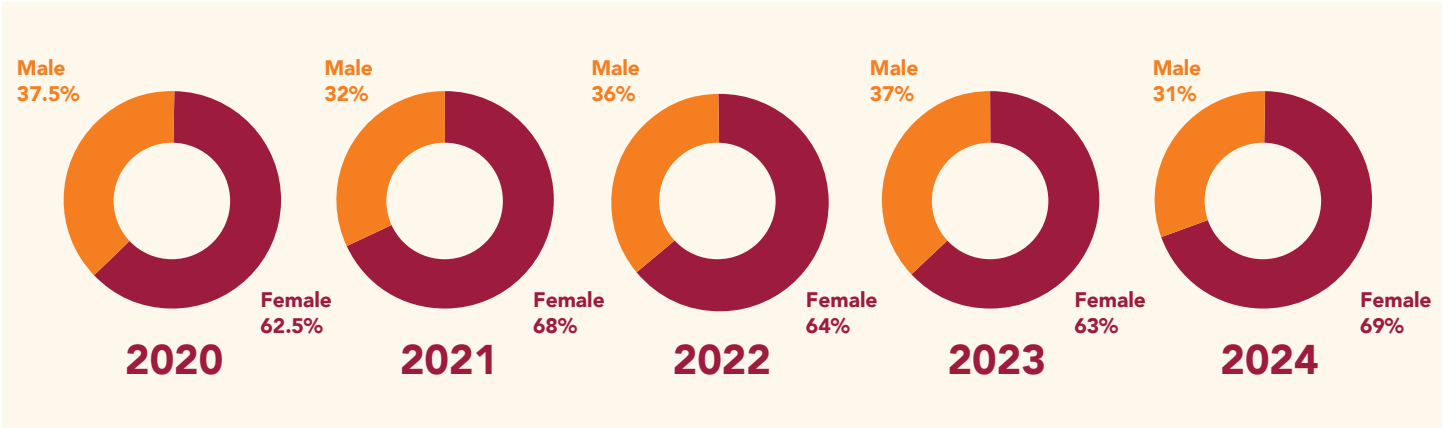
# Senior-Level Positions

For the purposes of this topic, we define senior-level roles as positions at the Associate Director, Director, Managing Director, Vice President, and C-suite levels.



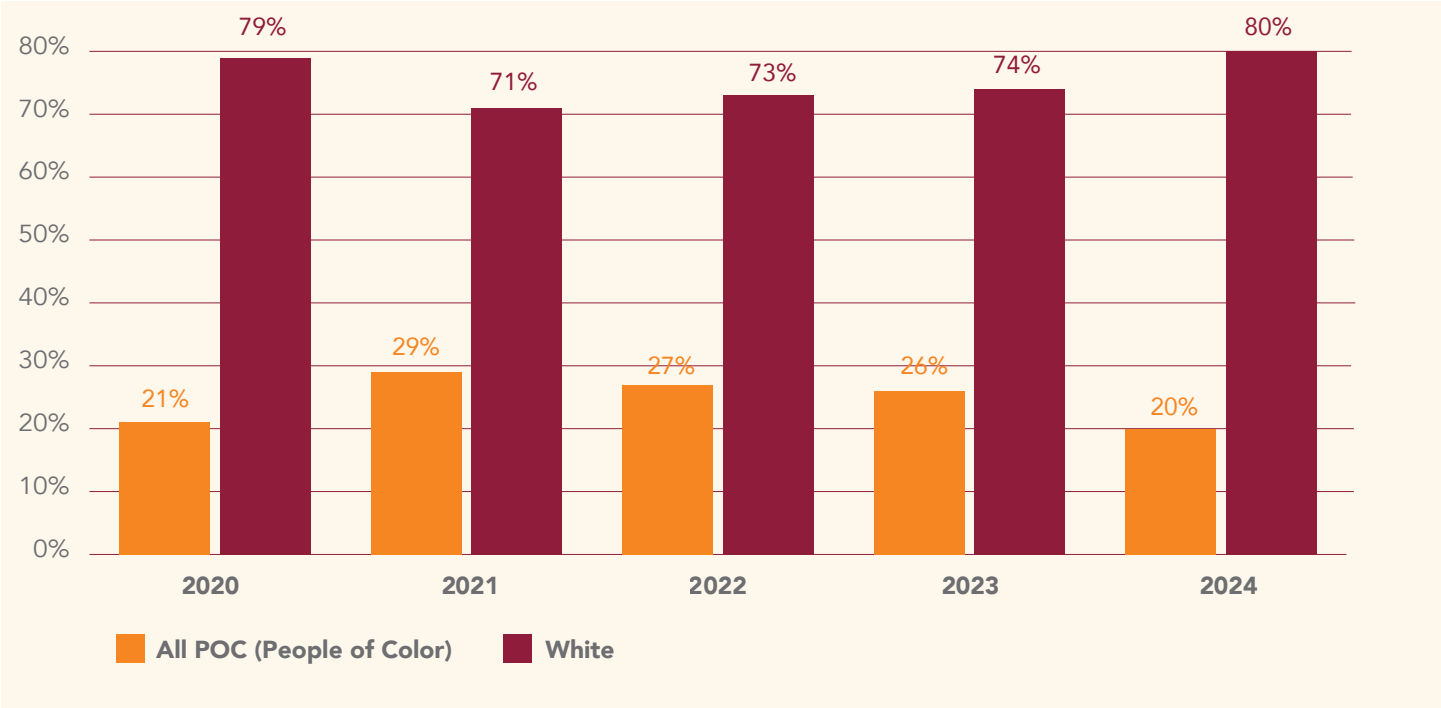
# Associate Director and Above Employee Gender Distribution Gender Distribution

In 2024, female representation at the AD+ level rose to 69%, reaching the highest level in the past five years.



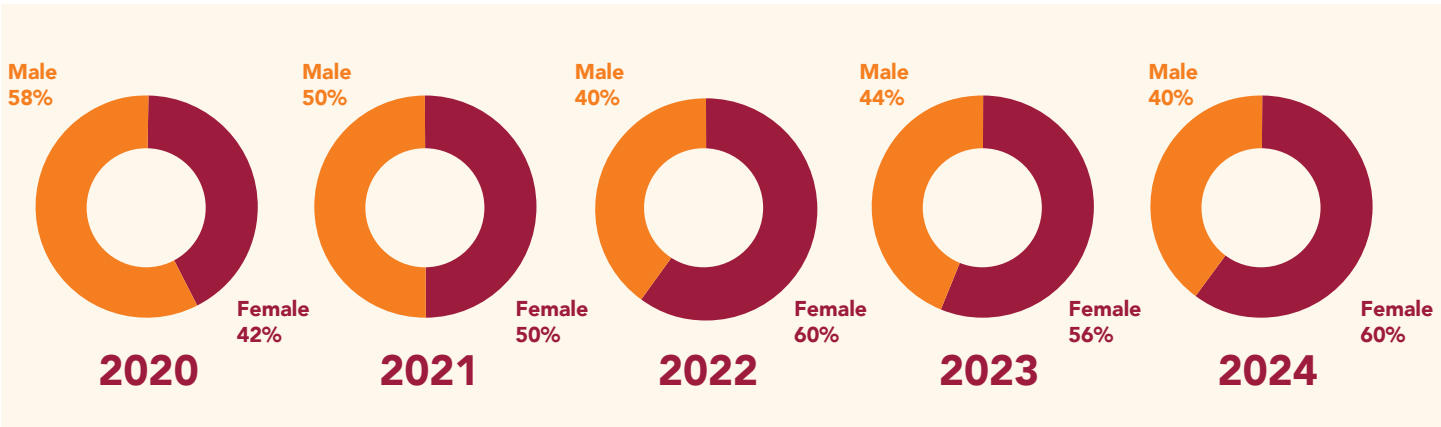
# U.S. Associate Director and Above Employee Racial and Ethnicity Breakdown

In the U.S., AD+ staff identifying as POC represented 20% of the workforce, down from 26% in 2023. The proportion of White-identifying AD+ staff in the U.S. rose to 80%, an increase from 74% in 2023.



# Senior Leadership Gender Distribution

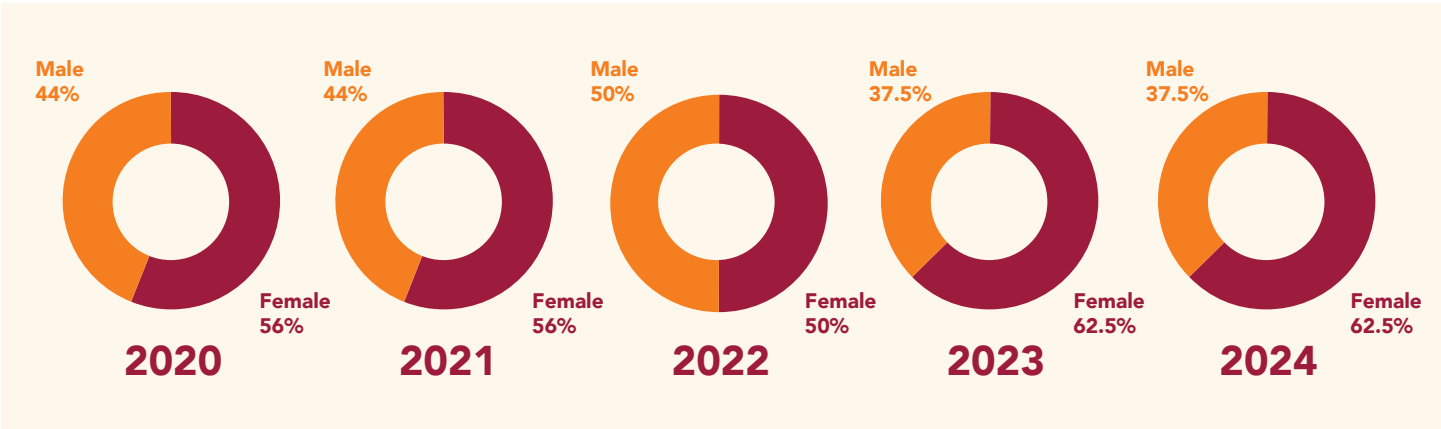
At our most senior levels (Managing Directors, VPs, and C-suite), gender diversity remains consistent with recent years, with 60% identifying as female and 40% identifying as male.



# Board Members

In 2024, BSR’s Board consisted of eight members. Five members identified as female, and three members identified as male, reflecting no change from the prior year.

Geographical distribution also remained unchanged from 2023, with five Board members based in the U.S., and one each from Europe, Asia, and Latin America.



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# Reflections from the Diversity Taskforce

The DEI Task Force, formed in 2020, is a voluntary group representing colleagues across roles, regions, genders, and ethnicities. Our mission is to provide independent recommendations, assess progress, and help shape BSR's DEI priorities.

In 2024, we contributed directly to the development of BSR's DEI Strategy by helping shape the working approach, participating in some of the employee interviews connected to the strategy development, and supporting the drafting process. We maintained close dialogue with management and appreciate the commitment to a more transparent and inclusive engagement process.

We welcome steps taken by People and Culture and leadership to build a more inclusive workplace. Yet much of the work lies ahead. For the strategy to succeed, it must remain dynamic—responsive to current colleagues, market realities, and grounded in strong practices for hiring, retention, and recognition.

Progress has been made, but challenges remain in increasing senior-level diversity, which has been an intractable challenge without much progress since BSR started tracking and reporting on DEI and we hope to see a more deliberate strategy to tackle this. Recruitment alone is not enough; belonging and advancement opportunities are essential if BSR is to model leadership in sustainable business.

The creation of the DEI Strategy is an important achievement, especially at a time when external backlash threatens recent gains in DEI. A clear, ambitious vision—connecting internal diversity to BSR's broader influence—remains vital.

We look forward to continuing our role alongside People and Culture, the Engagement Leadership Team, Employee Resource Groups, and our community.

# A Look Ahead

An annual report is an important step for any organization to stop and reflect on past activities, achievements, drawbacks, failures, and successes. As we consider our past reports on the activities that we have introduced, designed, and launched to advance Diversity and Inclusion, we continue to recognize that while some progress has been made, we have more work to do.

This report gives us many essential insights that we can use to guide our future efforts.

Having now reached the end of the initial diversity strategy period, we have reflected on what was successful and what we have learned from this work, including insight into the lived employee experience and staff expectations on Diversity and Inclusion, which we are applying to refine our renewed strategy.

**In 2025, in conjunction with Leadership and the Diversity Taskforce, the People and Culture team will:**



Complete final efforts of gathering staff insight



Deliver and launch the new Diversity Strategy with Staff



Continue BSR's commitment to these topics internally, amidst a changing external backdrop



Deliver on 2025 priorities



Make advancements in the key strategic priorities, which focus on building on strengths and addressing key challenges

# Appendix

## Representation Data

### Representation Data | Gender (Global)

	Female		Male		Non-Binary	
	%	Nbr	%	Nbr	%	Nbr
<b>Employees</b>						
2020	71%	99	29%	41		
2021	74%	119	26%	41		
2022	76%	145	23.6%	45	0.5%	1
2023	74%	153	26%	54	0.5%	1
2024	75%	132	24.4%	43	0.6%	1
<b>Associate Director and Above</b>						
2020	62.5%	30	37.5%	18		
2021	68%	36	32%	17		
2022	64%	43	36%	24		
2023	63%	44	37%	26		
2024	69%	49	31%	22		
<b>Managing Directors and Above</b>						
2020	42%	5	58%	7		
2021	50%	5	50%	5		
2022	60%	6	40%	4		
2023	56%	9	44%	7		
2024	60%	6	40%	9		
<b>Board Member</b>						
2020	56%	5	44%	4		
2021	56%	5	44%	4		
2022	50%	4	50%	4		
2023	63%	5	38%	3		
2024	63%	5	38%	3		

## Representation Data | Race/Ethnicity (US Only)

	Asian		Black or African American		Hispanic or Latino		Two or More Ethnicities		White	
	%	Nbr	%	Nbr	%	Nbr	%	Nbr	%	Nbr
<b>Employees</b>										
2020	22%	18	5%	4	6%	5	6%	5	61%	51
2021	22%	20	4%	4	11%	10	5%	5	57%	52
2022	21%	23	7%	8	9%	10	3%	3	59%	64
2023	20.9%	24	7.8%	9	7%	8	2.6%	3	61.7%	71
2024	22.9%	22	7.3%	7	7.3%	7	3.1%	3	59.4%	57

	Asian		Black or African American		Hispanic or Latino		Two or More Ethnicities		White	
	%	Nbr	%	Nbr	%	Nbr	%	Nbr	%	Nbr
<b>Associate Director and Above</b>										
2020	15%	5	3%	1	0%	0	3%	1	79%	27
2021	9%	3	6%	2	9%	3	6%	2	71%	25
2022	12%	5	7%	3	5%	2	2%	1	73%	30
2023	9.3%	4	9.3%	4	4.7%	2	2.3%	1	74.4%	32
2024	7.3%	3	7.3%	3	2.4%	1	2.4%	1	80.5%	33

	All POC (People of Color)		White	
	%	Nbr	%	Nbr
<b>Employees</b>				
2020	39%	32	61%	32
2021	43%	39	57%	52
2022	41%	44	59%	64
2023	38%	44	62%	71
2024	41%	39	59%	57

	All POC (People of Color)		White	
	%	Nbr	%	Nbr
<b>Associate Director and Above</b>				
2020	21%	7	79%	27
2021	29%	10	71%	25
2022	27%	11	73%	30
2023	26%	11	74%	32
2024	20%	8	80%	33



BSR® is a sustainable business network that provides global insights, strategic advisory services, and collaborations to more than 300 member companies in Asia, Europe, and North America. BSR helps its members to see a changing world more clearly, create long-term value, and scale impact.