



BSR Workplace Diversity Report **2025**



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Letter from the President and CEO

I am pleased to share the latest edition of BSR's Workplace Diversity Report. We began reporting in 2021 and have done so on a regular basis since then.

The context in which BSR evolved in 2025 reflected the turbulence facing the overall ecosystem of sustainable business. After a period of growing support for sustainable business, progress has slowed, continued apace in some aspects, and also taken a turn away from ambition in some quarters. This environment has not diminished our determination to catalyze progress working with business for a just and sustainable world, though it has affected us. In 2025, we experienced higher-than-usual staff turnover, as well as the unfortunate need to make staff reductions in our workforce. This context is important when considering the findings of this report.

Despite the uncertainty in the wider world, and in the world of sustainable business, and a turning away from diversity on the part of some organizations, BSR's commitment continues. We believe that this is not only important because it is core to our mission, but also because we are unwavering in our belief that diversity strengthens our ability to address the broad, interconnected topics in which we work, and which businesses are seeking to address through their partnership with us. Indeed, the very essence of sustainable business is the belief that organizations work best when they are aware of and embrace the full range of perspectives present in the wider world. We hope that our team contributes toward this objective.

In this year's report, you will have the opportunity to see what we have done, where we have made progress, and where we have work to do. Over the course of the time we have published this report, we have improved our understanding and updated policies and practices. The reality, however, is that the composition of our workforce has not changed markedly. We continue to have an overwhelmingly female-identified staff, and the ratio of U.S.-based staff who are White or identify as People of Color has not changed in significant ways. One notable change this year is that we are broadening our view to understand and act on some of the building blocks of an inclusive organization, as we pay additional attention to well-being and belonging.

As I will be stepping down from my role as President and CEO of this marvelous organization later in 2026, this is my last opportunity to introduce this report. I reflect on the fact that I came to BSR from the practice of labor and employment law. In that work, I came to appreciate not only the imperative to act consistently with the law, but also the value that accrues to organizations that prize diversity in all its forms. In the last several years, we have seen a sharp growth in attention to diversity and inclusion, and more recently both a decline, and a lack of willingness to communicate publicly about such matters. It is utterly clear to me that the future belongs to organizations that embrace diversity—inside their organizations, with their customers, and in the wider world.

I am also cognizant of the fact that BSR is far from perfect in this area. I am nonetheless proud of the progress we have made and of our ongoing commitment—even, and especially, in turbulent times.



Aron Cramer
President and CEO

Introduction

A diverse and inclusive team is essential to BSR's mission of working with business to create a just and sustainable world. It helps colleagues thrive, strengthens the quality of our work, and brings the range of perspectives and experiences needed to serve members and partners effectively.

This report outlines BSR's approach to workplace Diversity and Inclusion in 2025. It provides information about where we continued to make progress, where progress was limited, and where we need to continue improving. Now in our sixth year of public reporting, this update follows the [Workplace Diversity Report 2024](#).

2025 Context

2025 presented challenges for organizations like BSR focused on sustainable business. This impacted BSR through staff reductions and organizational restructuring implemented in the fourth quarter of the year. We also hired and promoted fewer staff than in previous years.

We nonetheless maintained our commitment to an inclusive workplace, focusing on supporting staff through change, continuing core people priorities, and reporting transparently on workforce data. The year also reinforced that lasting progress on Diversity and Inclusion depends not only on standalone initiatives, but on the extent to which inclusion is embedded into hiring, onboarding, leadership, well-being, recognition, feedback, and the overall staff experience.

In 2025, BSR's Diversity and Inclusion work focused on maintaining inclusive people practices during a period of organizational and external change. In practice, this meant continuing to embed inclusion into core processes that shape staff experience, including hiring, onboarding, feedback, recognition, and workforce reporting.

In 2025, we focused our Diversity and Inclusion efforts by:

- **Maintaining Inclusive and Equity-Based People Practices:** BSR continued advancing inclusive hiring practices while undertaking a legal review of related programs and materials to ensure ongoing compliance in the context of changing requirements.
- **Supporting Staff Experience and Recognition:** BSR strengthened onboarding and reboarding guidance, continued well-being support, and used recognition and feedback channels to help staff feel supported, visible, and connected as part of an inclusive and diverse workforce.
- **Improving Staff Connection, Belonging, and Recognition:** BSR launched the MVP (Most Valuable Player) recognition initiative and developed a broader approach to strengthen inclusion across a diverse, globally distributed team. These efforts are designed to help employees feel more connected, visible, and valued, while creating more consistent opportunities to celebrate diversity in the workplace.
- **Continuing Transparent Reporting:** BSR continued to report on workforce representation, turnover, promotions and internal moves, and senior-level representation.

Key Findings

The global gender distribution remained broadly consistent with prior years: **74.0%** of staff identified as female, **25.0%** identified as male, and **0.8%** did not specify a gender.

Global turnover increased to **40.5%** in 2025, up from **24.4%** in 2024.

BSR collects and reports **race and ethnicity data only for U.S.-based staff**, due to legal restrictions and data protection considerations in other jurisdictions. In the U.S., **37.1%** of staff identified as People of Color, a decrease from **40.6%** in 2024. The proportion of White-identifying U.S. staff was **62.9%**.

At the Associate Director and above level globally, **68.3%** of staff identified as female and **31.7%** identified as male, compared with **74.0%** female and **25.2%** male across the global workforce. In the U.S., staff at Associate Director and above identifying as People of Color represented **18.8%** of that group, down from **19.5%** in 2024 and **25.6%** in 2023.

We hope that this report enables colleagues, member companies, funders, and other partners to understand BSR's objective of sustained progress over time and our efforts and achievements against that objective.

Based on the information provided, readers are invited to form their own conclusions concerning our progress.

<https://www.bsr.org/en/insights-plus/six-key-questions-that-will-shape-2026-and-beyond>



Diversity and Inclusion Activities in 2025

In 2025, BSR's Diversity and Inclusion work shifted from launching new standalone initiatives to maintaining core commitments and continuing to embed inclusive practices into the organization's people processes. The following activities represent the main ways BSR supported staff and strengthened inclusive practices over the year.

Supporting Staff Well-Being Through Change

During 2025, BSR continued to prioritize staff well-being. Building on work that started in 2024, BSR offered quarterly workshops focused on mental well-being, resilience, and practical support for colleagues navigating change. These sessions were intended to provide practical tools, normalize conversations about well-being, and direct staff toward available support.

BSR also reviewed local leave provisions and strengthened sick leave support in the UK as part of ongoing efforts to support staff well-being.

Strengthening Onboarding and "Reboarding" to Strengthen Inclusion

In 2025, People & Culture strengthened the first 90 days of the staff experience. The updated approach applies to new hires and to staff who recently changed roles through promotions or internal moves. It is designed to ensure that staff have the relevant support, tools, and feedback they need.

- **30-day Settling-in Check:** Regional People Operations connects with new staff to understand how they are settling into their role, whether they have the information and support they need, and how the working relationship with their Career Manager is developing. These conversations help identify and address potential issues from the start.
- **60-day Career Manager Touchpoint:** BSR introduced more structured onboarding and manager check-ins to improve early support, provide feedback, and identify potential issues.
- **90-day Review:** Career Managers complete a 90-day process to assess whether the employee is meeting expectations, identify training or support needs, and determine appropriate next steps. Where concerns arise, People & Culture works with the Career Manager to address them consistently and in line with local requirements.

BSR also developed reboarding guidance for staff returning from leave. This guidance includes welcome-back communications, early check-ins, support with project assignments and technology access, and a People & Culture conversation to discuss well-being and organizational updates. Together, these changes strengthen inclusion by making expectations clearer and ensuring staff receive consistent support.

Maintaining Inclusive People Practices

BSR continued to embed inclusive practices into recruitment and hiring. Our approach remains focused on equal opportunity, clear role requirements, structured assessment, and merit-based decision-making. In practice, this includes the continued use of inclusive job posting language, structured recruitment questions, bias-aware interviewing, and interview processes designed to support a fair and consistent assessment of candidates.

In 2025, BSR also reviewed relevant Diversity and Inclusion materials, training content, hiring practices, and people policies with legal counsel to ensure our approach remained aligned with applicable law and BSR's commitment to equal opportunity. This review reinforced the importance of neutral and inclusive language, merit-based hiring and promotion systems, and continued compliance with accessibility and accommodation obligations.

Listening, Feedback, and Staff Experience

BSR continued to use feedback channels to understand staff experience and identify areas for improvement. This included staff pulse surveys in June and December 2025, as well as online and in-person exit surveys and interviews. These channels remain important mechanisms for understanding why staff stay, where they feel supported, and where BSR can strengthen the employee experience.

People & Culture also developed guidance for annual feedback conversations and stay interviews (a proactive one-on-one between People managers and staff) with the aim of capturing earlier insights on retention, staff support needs, career development, and workload concerns. The pulse survey results were used to inform 2026 People & Culture priorities, including staff recognition, onboarding and reboarding support, well-being workshops, continued focus on feedback conversations, and overall staff support.

Staff Connection and Recognition

In 2025, BSR developed a staff connection and recognition approach to strengthen inclusion, belonging, and recognition across a globally distributed team. As part of this work, BSR launched the MVP recognition initiative to create a more visible and consistent way to recognize contributions beyond formal promotion cycles. BSR also continued to use internal communications and town hall sessions to highlight success stories and acknowledge staff contributions.

This work responds to staff feedback calling for broader and more visible recognition of contributions to BSR's work and culture. It supports inclusion by helping employees across regions, roles, and working arrangements feel seen, valued, and connected to the organization.

Governance and Capacity

In 2025, Diversity and Inclusion work continued to be executed by People & Culture. This reinforced the importance of embedding inclusion into core people processes, so that progress does not depend solely on a particular Diversity and Inclusion role or a separate set of Diversity and Inclusion activities.

The Management Team, CEO, and Director of People & Culture are accountable for organizational performance and progress on Diversity and Inclusion. The Management Team supports implementation through leadership of teams and core people processes, while the Board continues to receive updates on Diversity and Inclusion activities and workforce data as part of BSR's broader governance and oversight.

The Diversity and Inclusion Task Force, which was established in 2020 to provide recommendations to People & Culture on Diversity and Inclusion plans and priorities, had limited activity in 2025. Members reviewed the 2024 Workplace Diversity Report and provided comments and suggestions to People & Culture to improve the report. Many of the Task Force's earlier recommendations have been incorporated into BSR's people practices, including inclusive hiring, bias awareness training, onboarding, exit interview questions, well-being support, and the application of an inclusion lens to People & Culture policies and processes.

The People Council is BSR's global, multi-cohort group that provides strategic direction and support on people-related priorities, including the BSR People Plan and Diversity and Inclusion. In 2025, the People Council continued to serve as a forum for discussing staff experience, people priorities, and input from feedback channels, helping People & Culture identify areas for continued focus.

Overview of Staff Diversity in 2025

We take pride in the diversity and global impact of our team. Across the world, BSR’s staff continue to bring a wide range of national, cultural, and linguistic perspectives to the organization. This section shares a breakdown of employees by region, gender, race, and ethnicity in the U.S., turnover, promotions and internal moves, senior-level positions, and Board composition. Unless otherwise noted, workforce representation figures are from December 31, 2025.

Race and ethnicity data are collected and reported only for U.S.-based staff, reflecting legal restrictions and data protection considerations in other jurisdictions. For this report, People of Color (POC), refers to U.S.-based staff identifying as Asian, Black or African American, Hispanic or Latino, or Two or More Ethnicities.

Gender Representation

Overall, gender distribution has remained broadly consistent over the past several years. In 2025, 74.0% of staff identified as female, 25.2% identified as male, and 0.8% did not specify a gender in the data provided.

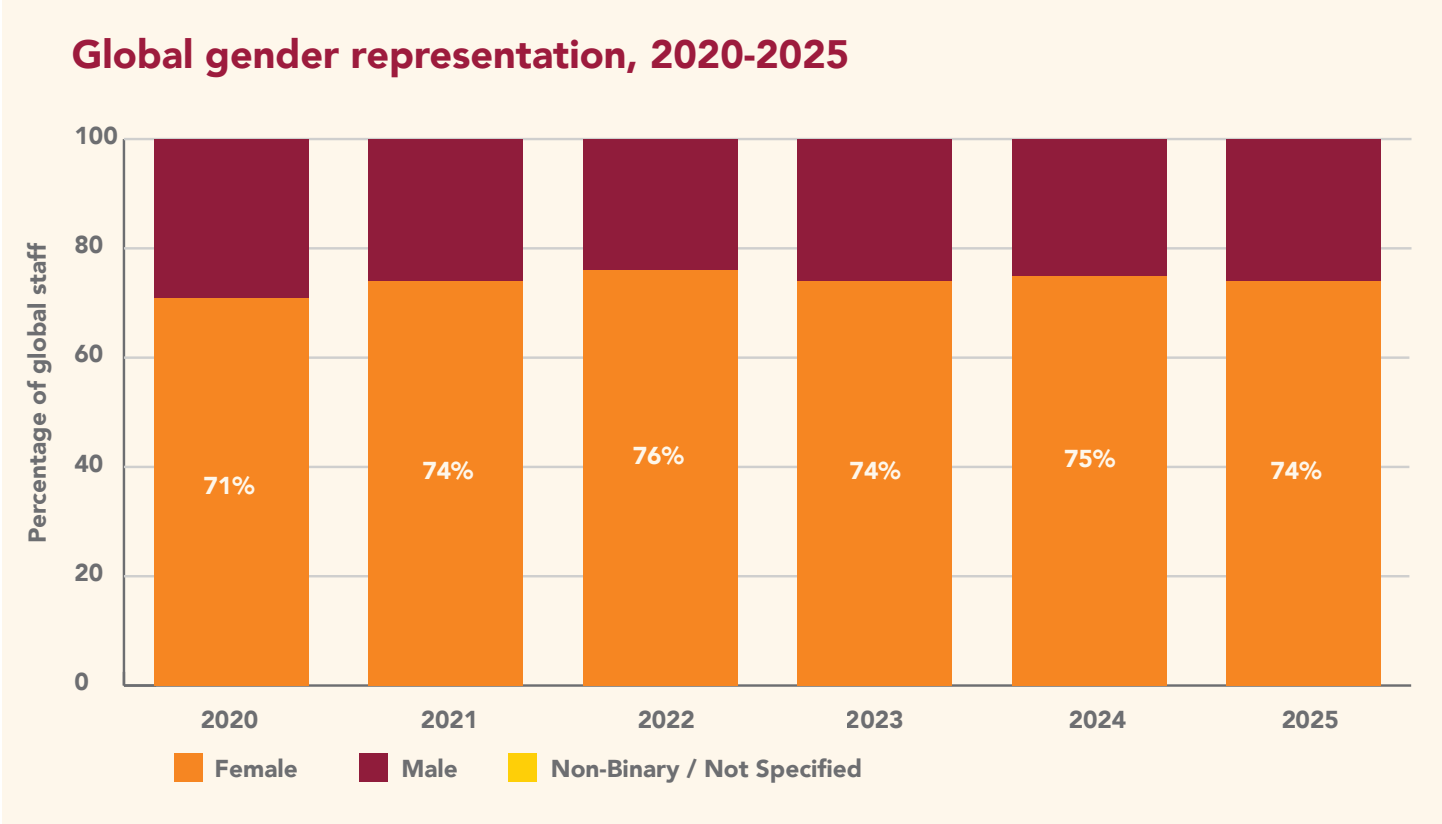


Figure 2. Global gender representation, 2020-2025.

Gender	2025 headcount	Share of global staff
Female	97	74.0%
Male	33	25.2%
Not specified	1	0.8%
Total	131	100.0%

Race and Ethnicity in the U.S.

In 2025, the proportion of U.S.-based staff identifying as People of Color was 37.1%, down from 40.6% in 2024. The proportion of White-identifying U.S. staff was 62.9%. These figures have fluctuated within a narrow range over the past few years.

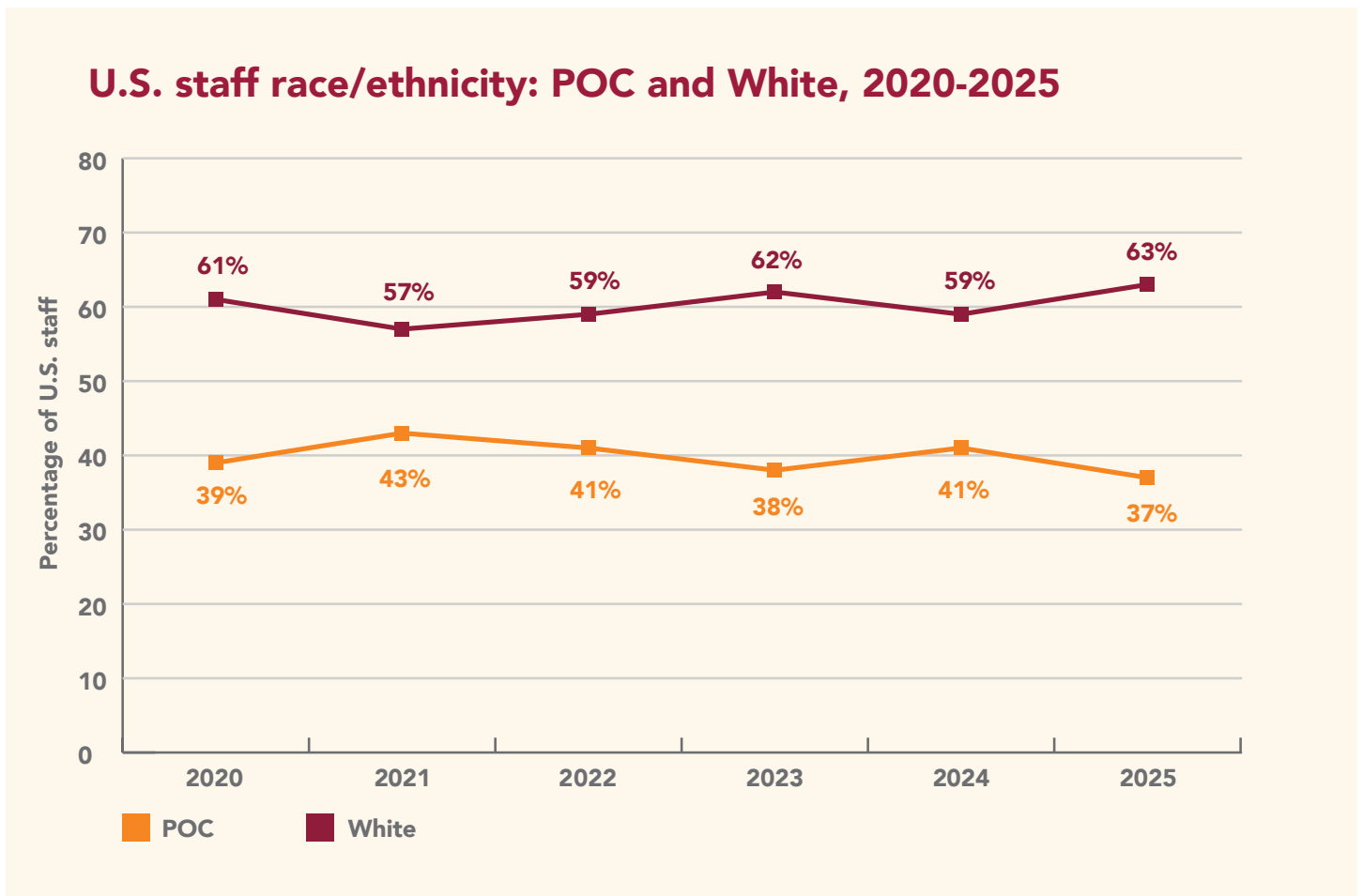


Figure 3. U.S. staff race/ethnicity: POC and White, 2020-2025.

U.S. race/ethnicity	2025 headcount	Share of U.S. staff
Asian	17	24.3%
Black or African American	3	4.3%
Hispanic or Latino	3	4.3%
Two or More Ethnicities	3	4.3%
White	44	62.9%
Total	70	100.0%

Staff Turnover and Diversity

Global staff turnover increased to 40.5% in 2025, compared with 24.4% in 2024. From a Diversity and Inclusion perspective, the most relevant question is how departures affected representation across groups. In the U.S., 43.3% of departing staff identified as People of Color, compared with 56.7% who identified as White. This was higher than the overall POC representation in the U.S. team at year end, which was 37.1%.

Globally, 41 of the 53 staff members who departed in 2025 identified as female, representing 77.4% of departures. Twelve departing staff identified as male, representing 22.6% of departures. This was broadly aligned with BSR's year-end workforce gender composition, which was 74.0% female, 25.2% male, and 0.8% not specified.

By region, female staff represented 73.3% of U.S. departures, 88.9% of Europe departures, and 60.0% of Asia departures. Given the small number of departures in Asia and Europe, regional percentages should be interpreted with caution.

Region	Female leavers	Male leavers	Not specified	Total leavers	Female share	Male share
U.S.	22	8	0	30	73.3%	26.7%
Asia	3	2	0	5	60.0%	40.0%
Europe	16	2	0	18	88.9%	11.1%
Total	41	12	0	53	77.4%	22.6%

Figure 4. 2025 turnover by gender and region

Senior-Level Positions

For the purposes of this section, senior-level roles are defined as positions at the Associate Director, Director, Managing Director, Vice President, and C-suite levels.

In 2025, BSR had 60 staff at Associate Director and above. Of this group, 68.3% identified as female and 31.7% identified as male. This was broadly consistent with 2024, when female representation at this level was 69.0%.

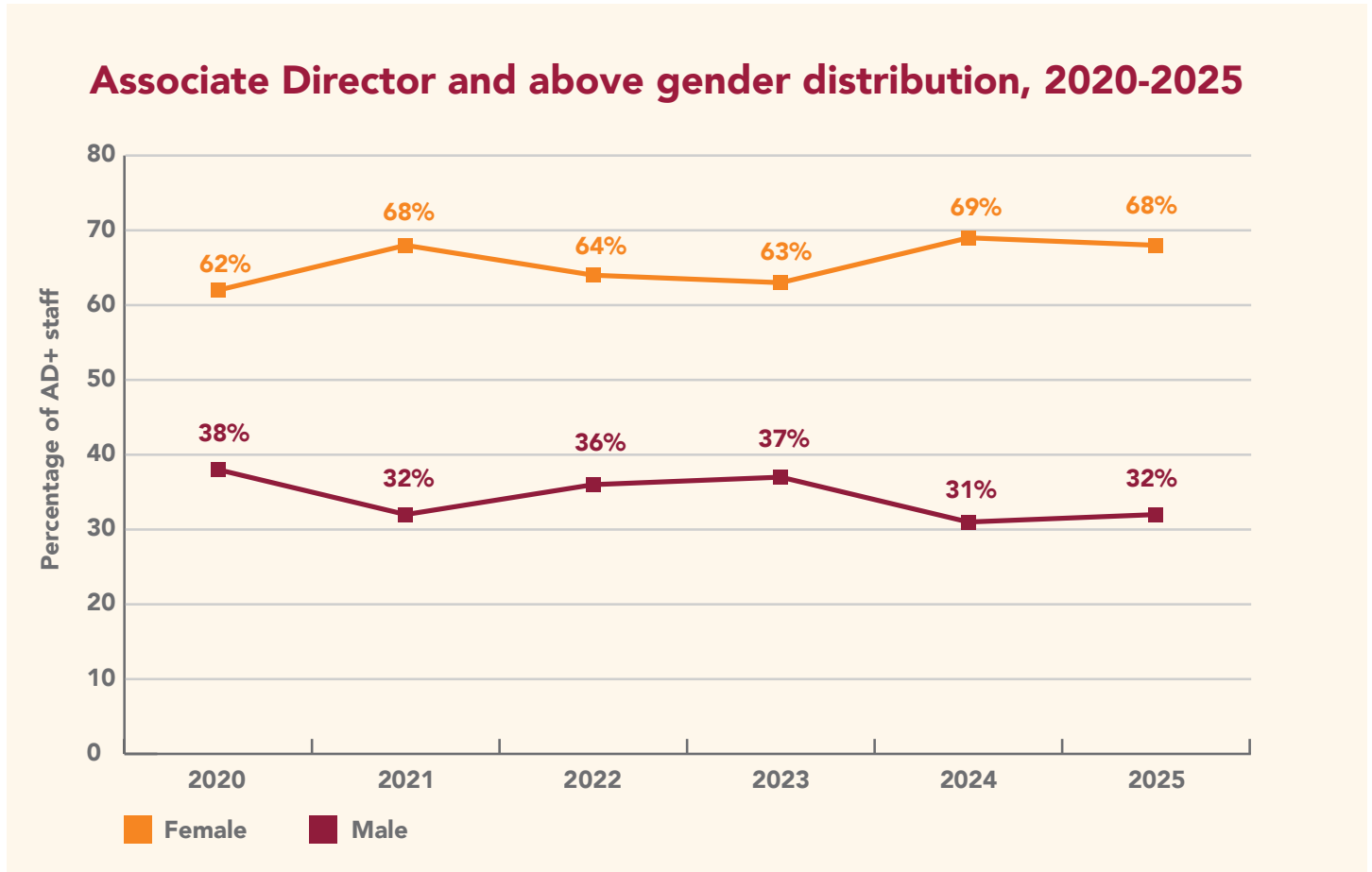


Figure 7. Associate Director and above gender distribution, 2020-2025.

In the U.S., staff at Associate Director and above identifying as People of Color represented 18.8% of the group in 2025, compared with 19.5% in 2024 and 25.6% in 2023. White-identifying staff represented 81.3% of U.S.-based Associate Director and above staff in 2025.

U.S. Associate Director and above race/ethnicity, 2020-2025

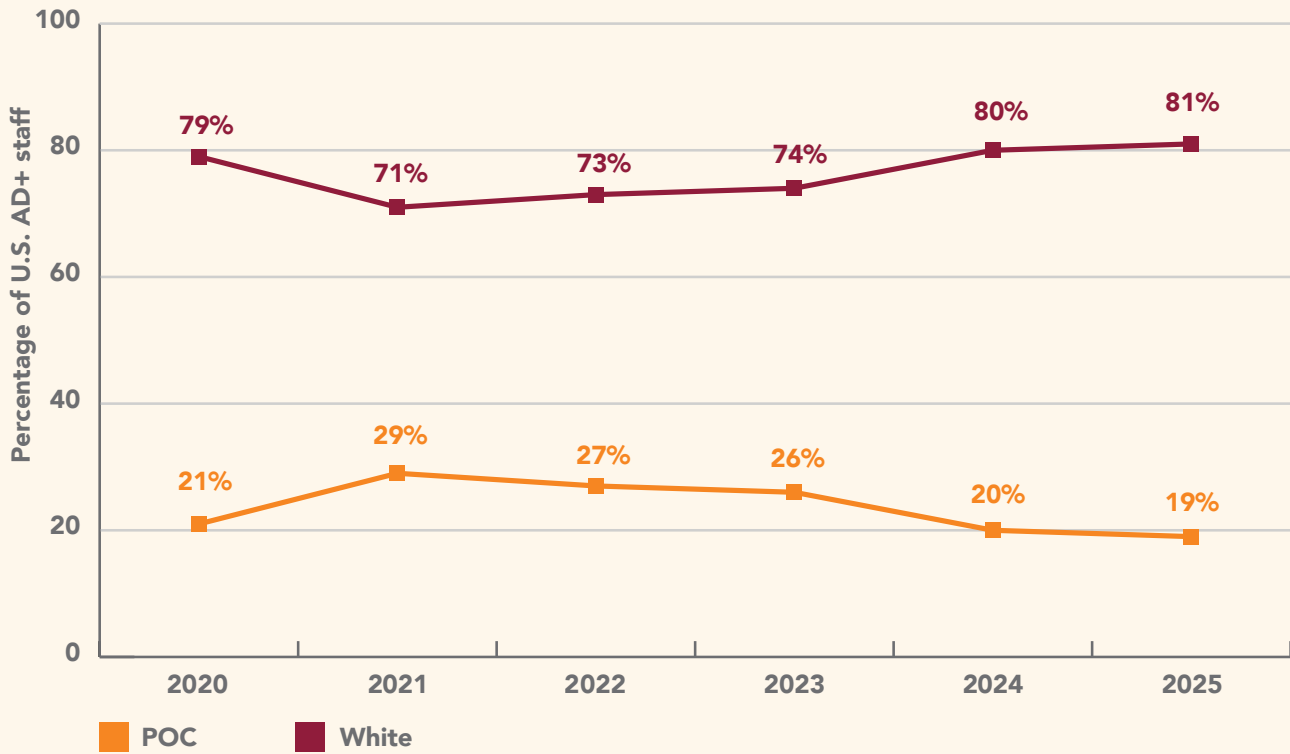


Figure 8. U.S. Associate Director and above race/ethnicity, 2020-2025.

At the most senior levels, defined as Managing Director and above, BSR had 13 staff in 2025. Of this group, 53.8% identified as female and 46.2% identified as male.

Senior Leadership gender distribution, 2020-2025

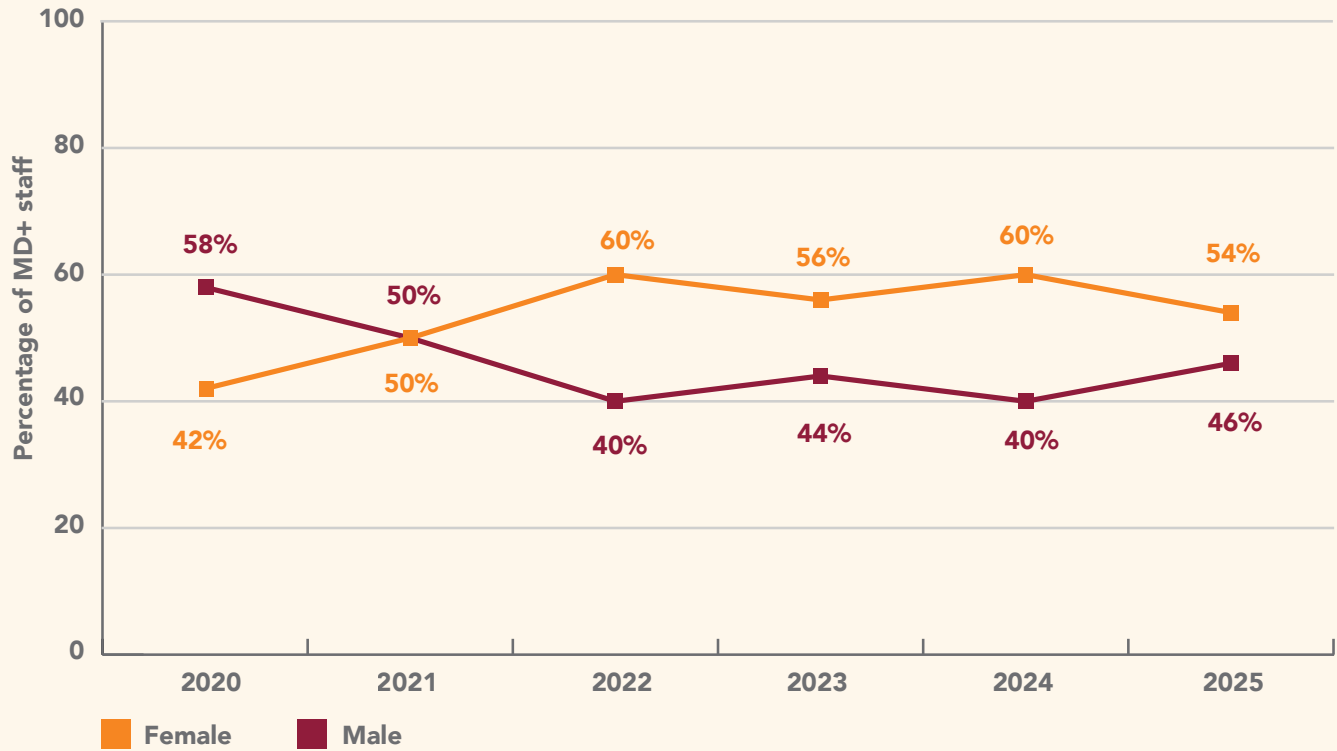


Figure 9. Senior leadership gender distribution, 2020-2025.

Board Members

At the end of 2025, BSR's Board consisted of eight members. Five Board members were based in the U.S., two in Europe, and one in Asia. Compared with 2024, the Board had one additional Europe-based member and no Latin America-based members at year-end. The gender composition remained unchanged from the prior year, with five members identifying as female and three identifying as male.

2025 Board members by geography



Figure 10. 2025 Board members by geography.

A Look Ahead

An annual report is an important opportunity for any organization to pause and reflect on past activities, achievements, drawbacks, and successes. As we consider our past reports on the activities that BSR has 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.

2025 provides important lessons for the next phase of BSR's work. It showed that standalone initiatives are valuable, but not sufficient. Sustainable progress depends on embedding inclusion into the core systems that shape staff experience.

In 2026, BSR will continue to take stock of opportunities and priorities as the organization moves through a leadership transition, reflects on findings from ongoing culture work, and works with new members of the People & Culture team.

In 2026, People & Culture will focus on:

Continuing **annual workplace** diversity reporting and discussing the findings with the People Council.

Maintaining integration of Diversity and Inclusion into core people processes, including hiring, onboarding, reboarding, learning, manager capability, and staff feedback.

Continuing to **support staff well-being and psychological safety** through practical resources, workshops, and manager support.

Strengthening staff connection and recognition in ways that are inclusive across regions, cohorts, teams, and work models.

Using data and staff feedback, including pulse survey insights, to better understand retention, career development and growth opportunities, recognition, and belonging, particularly during a period of organizational transition.

Maintaining an approach aligned with applicable law that is grounded in equal opportunity, merit-based decision-making, and inclusive workplace practices.

Our objective remains sustained progress over time, supported by ongoing commitment from senior leaders, People & Culture, People Council, managers, and staff across BSR.

Data Methodology

Unless otherwise noted, workforce representation data are reported as of December 31, 2025. The report uses a year-end global headcount of 131, based on the people data and related location, turnover, and promotions files provided for this report.

Race and ethnicity data are collected and reported only for U.S.-based staff. This reflects legal restrictions and data protection considerations in other jurisdictions. For this report, People of Color, or POC, refers to U.S.-based staff identifying as Asian, Black or African American, Hispanic or Latino, or Two or More Ethnicities.

Promotion data for 2025 includes promotions and internal moves into higher-level roles.



Appendix

Representation Data

Representation Data | Location

Region	2020	2021	2022	2023	2024	2025
U.S.	77	90	108	115	96	70
Europe	42	49	62	68	62	47
Asia	21	21	21	25	18	14
Total	140	160	191	208	176	131

Representation Data | Gender (Global)

Gender	2020	2021	2022	2023	2024	2025
Female	99	119	145	153	132	97
Male	41	41	45	54	43	33
Non-binary / Not specified	0	0	1	1	1	1
Total	140	160	191	208	176	131

Representation Data | Race/Ethnicity (U.S. Only)

Race/ Ethnicity	2020	2021	2022	2023	2024	2025
Asian	18	20	23	24	22	17
Black or African American	4	4	8	9	7	3
Hispanic or Latino	5	10	10	8	7	3
Two or More Ethnicities	5	5	3	3	3	3
White	51	52	64	71	57	44
POC total	32	39	44	44	39	26
White total	51	52	64	71	57	44

Representation Data | Associate Director and Above

Category	2020	2021	2022	2023	2024	2025
AD+ total	48	53	67	70	71	60
AD+ fe- male	30	36	43	44	49	41
AD+ male	18	17	24	26	22	19
U.S. AD+ POC	7	10	11	11	8	6
U.S. AD+ White	27	25	30	32	33	26

Turnover Data | 2025

Category	2025 rate	Departures / reporting denominator
Global	40.5%	53 out of 131
U.S.	42.9%	30 out of 70
Europe	38.3%	18 out of 47
Asia	35.7%	5 out of 14
U.S. POC departures	43.3% of U.S. departures	13 out of 30
U.S. White departures	56.7% of U.S. departures	17 out of 30

Promotion and Internal Move Data | 2025

Category	2025 data
Total promotions/internal moves	7
Region	4 Europe; 3 U.S.; 0 Asia
Cohort	3 AD; 2 Manager; 2 Associate
Gender	7 female; 0 male; 0 non-binary
U.S. race/ethnicity	1 Asian; 2 White

Board Data | 2025

Board geography	Number of members	Share
U.S.	5	62.5%
Europe	2	25.0%
Asia	1	12.5%
Latin America	0	0.0%
Total	8	100.0%
Board gender		
Female	5	62.5%
Male	3	37.5%
Total	8	100.0%



About BSR® (Business for Social Responsibility®)

BSR® is a sustainable business network that provides global insights, strategic advisory services, and collaborations to more than 250 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.

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