

TALENT INTELLIGENCE COLLECTIVE

2022 DIVERSITY & INCLUSION
SURVEY



TALENT INTELLIGENCE
COLLECTIVE



Welcome

Welcome to the 2022 Talent Intelligence Collective Diversity & Inclusion survey report.

The Talent Intelligence Collective endeavours to develop support and inspire members as well as promote ethical integrity best practises in all aspects of Talent Intelligence, Talent Research, Labour Intelligence, Human Capital Intelligence, and Competitor Labour Intelligence.

The Talent Intelligence Collective provides a safe platform where members can collaborate and contribute online and offline with each other, sharing ideas, experiences, and best practices.

This year's survey focused on both the diversity of the Talent Intelligence Collective, and how included we feel within the organisations we work for.

Gaining insight of whom we are, should provide awareness, compassion and understanding of how the data we provide to our organisations can influence the outcome of their strategic plans.

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- 2.Why does Inclusion matter?
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Importance of Diversity & Inclusion

What is Diversity

Diversity is any characteristic that can be used to differentiate groups and people from one another.

These can be visual characteristics (gender, race, age, etc) or non-visual characteristics (sexuality, education, socioeconomic, etc).



What is Inclusion

Inclusion is what an organisation does, to ensure individuals with different characteristics are accepted and welcomed.

When a workforce is inclusive, and employees feel that they "belong" then the magic happens !.

Why does "Inclusion" matter ?

Companies with the most ethnically/culturally diverse boards worldwide are **43%** more likely to experience higher profits.

(McKinsey & Company).

Highly inclusive organizations generate **2.3x** more cash flow per employee, **1.4x** more revenue, and are **120%** more capable of meeting financial targets.

(Gartner)



Employees in firms with above average diverse leaders are :

- **60%** more likely to see their ideas developed
- **75%** more likely to see their innovation implemented
- **70%** more likely to have captured a new markets
- **87%** more likely to feel welcome and included in their teams
(The Center for Talent Innovation)

The Kinverse Questionnaire

The **Kinverse Audit and Assessment** platform provides solutions to two fundamental challenges that organisations face today.

Diversity – The only way to truly understand the makeup of your workforce, the challenges and opportunities that lay ahead.

Inclusion – Provides a solution for your employees to tell you exactly where you have issues within the business, without fear of retribution.

- Our process is completely anonymous, with the psychological wellbeing and safety of each person taking part, being at the forefront of the process
- Data is only ever presented in aggregated format, with no raw data presented to the client
- Reports are never augmented with Artificial Intelligence or 3rd party data, this is just your employees.

Our “Universal Library” of questions was reviewed by one of the top global universities and embedded into our methodologies to ensure continued growth and in line with current trends.



Diversity Reporting

What are we covering?

The following pages will cover visual and non-visual characteristics and status's, including those that are deemed "protected" characteristics in various locations around the world.

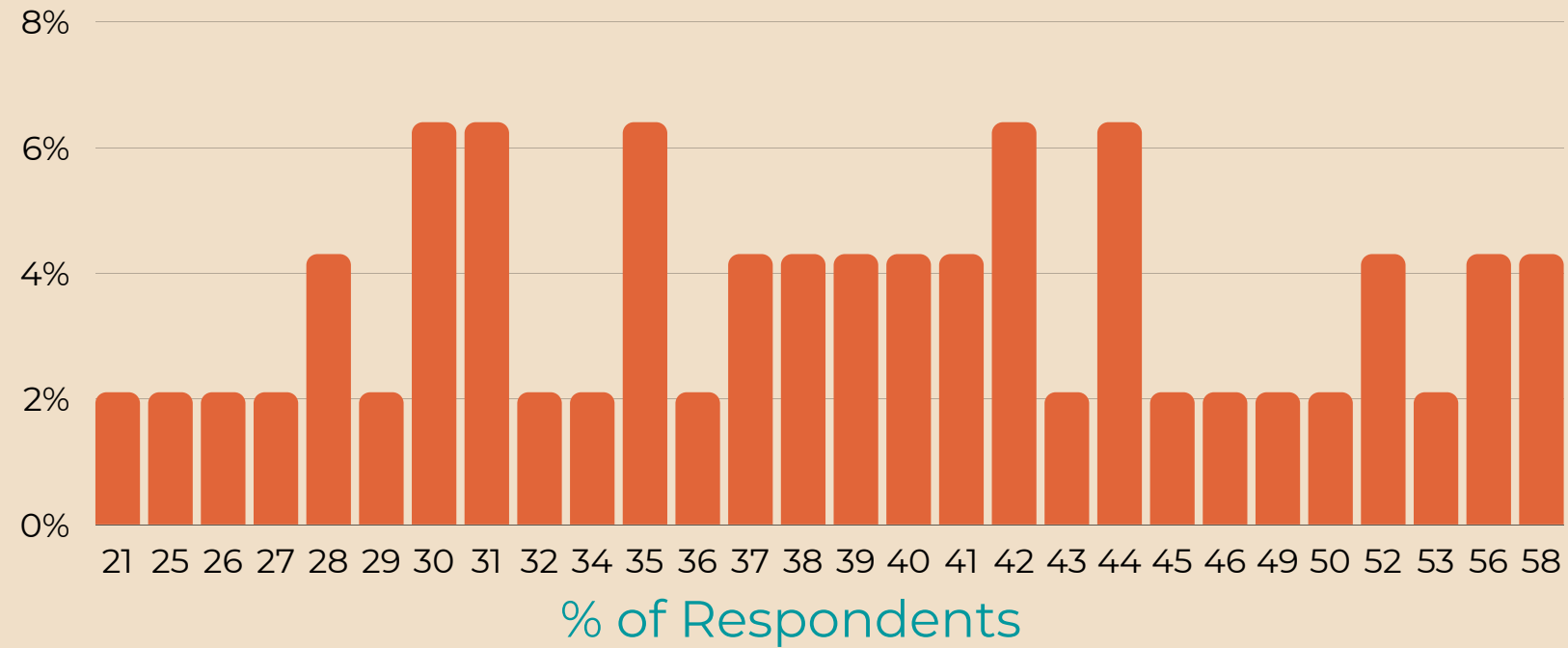
All of the points below are regularly used when making decisions in regards to recruiting and hiring, retaining, promoting, making redundant, or terminating employees. It is critical that we remove "bias" when making decisions that effect employees.

- Age
- Dependants
- Disability
- Education
- Functional area
- Gender
- Nationality
- Neurological condition
- Race / Ethnicity
- Relationship
- Religion
- Salary
- Seniority level
- Sexuality
- Size of organisation
- Socio-economic
- Tenure
- Veteran
- Willingness to travel
- Working arrangements

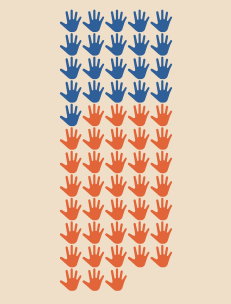
A consistent 14.3% of people that chose not to partake in any "Diversity" question. These have been removed from the datasets, unless the "blanks" were a greater number.

RND = Rather Not Disclose (differ from leaving "Blank").

Age

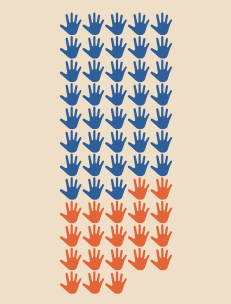


Youngest



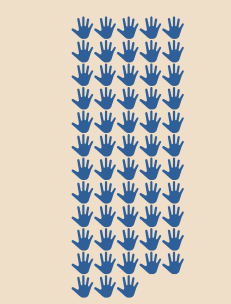
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Average

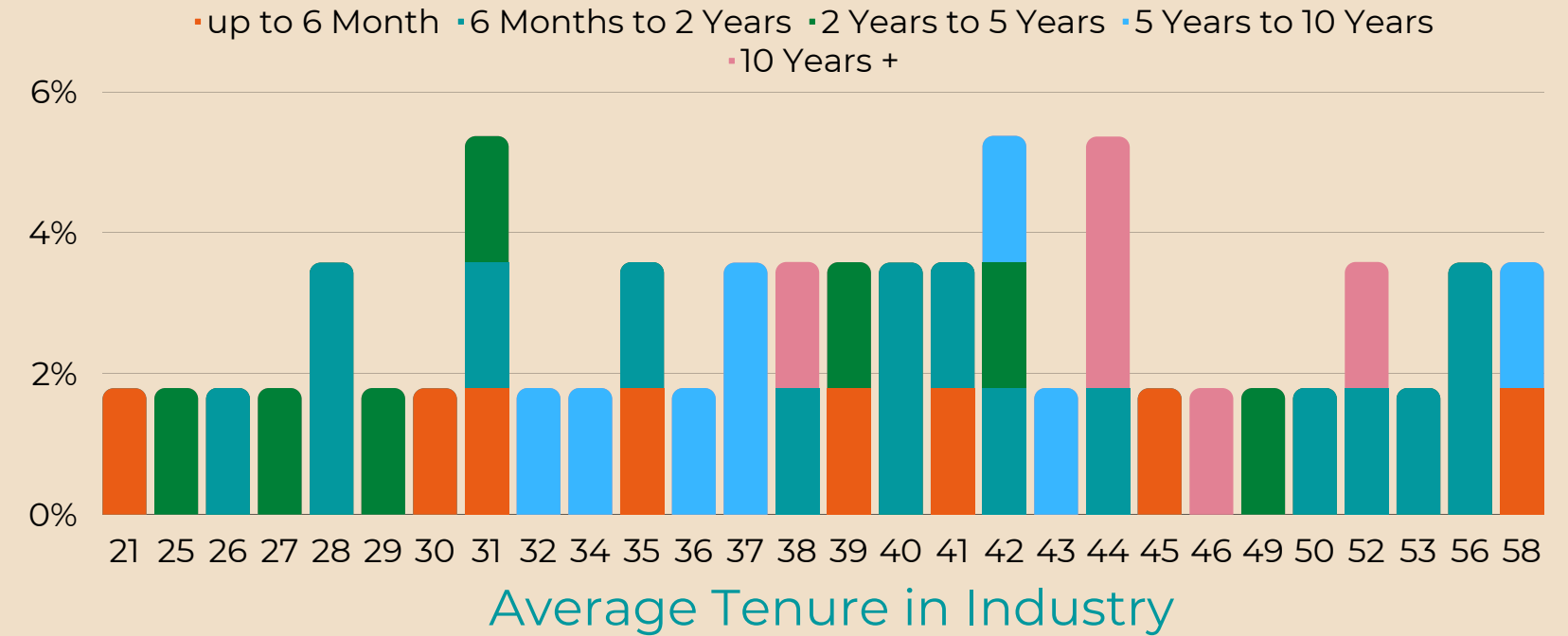


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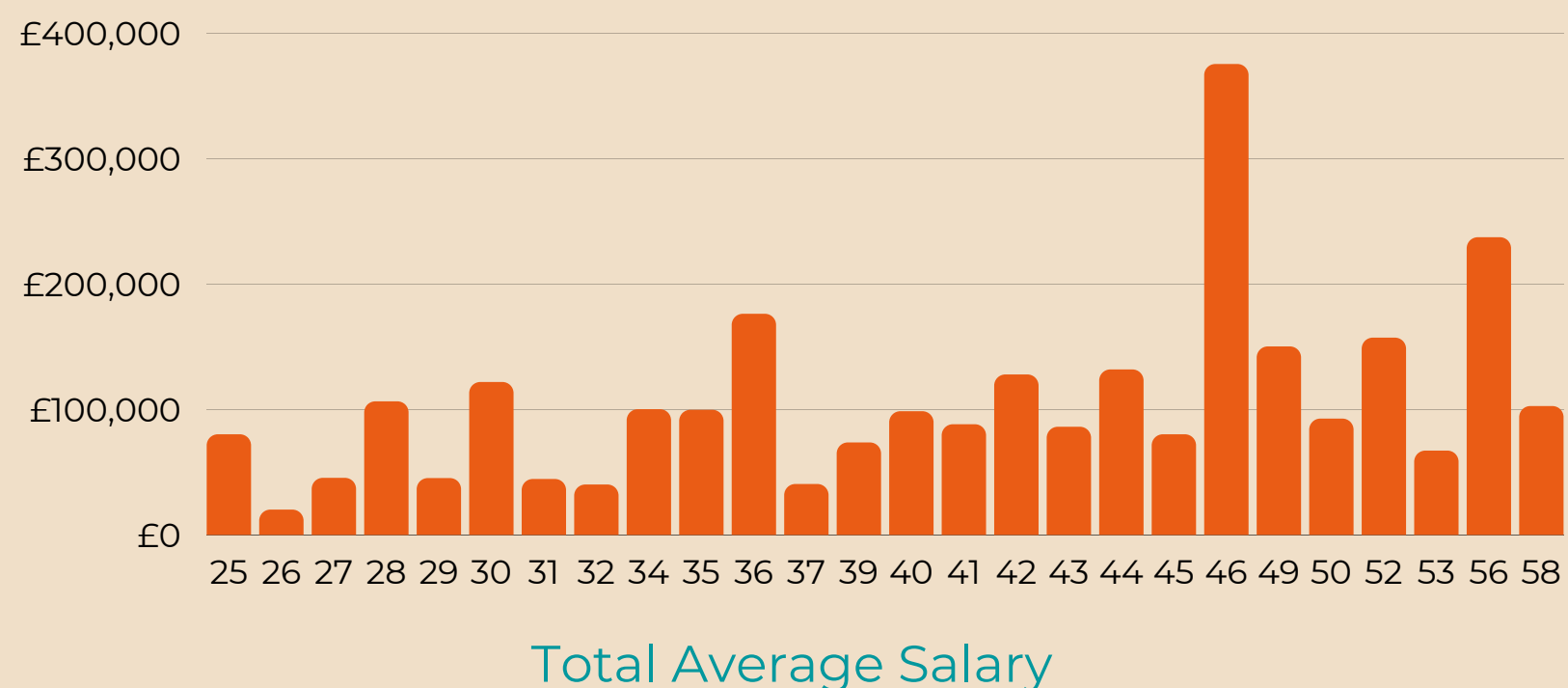
Elders



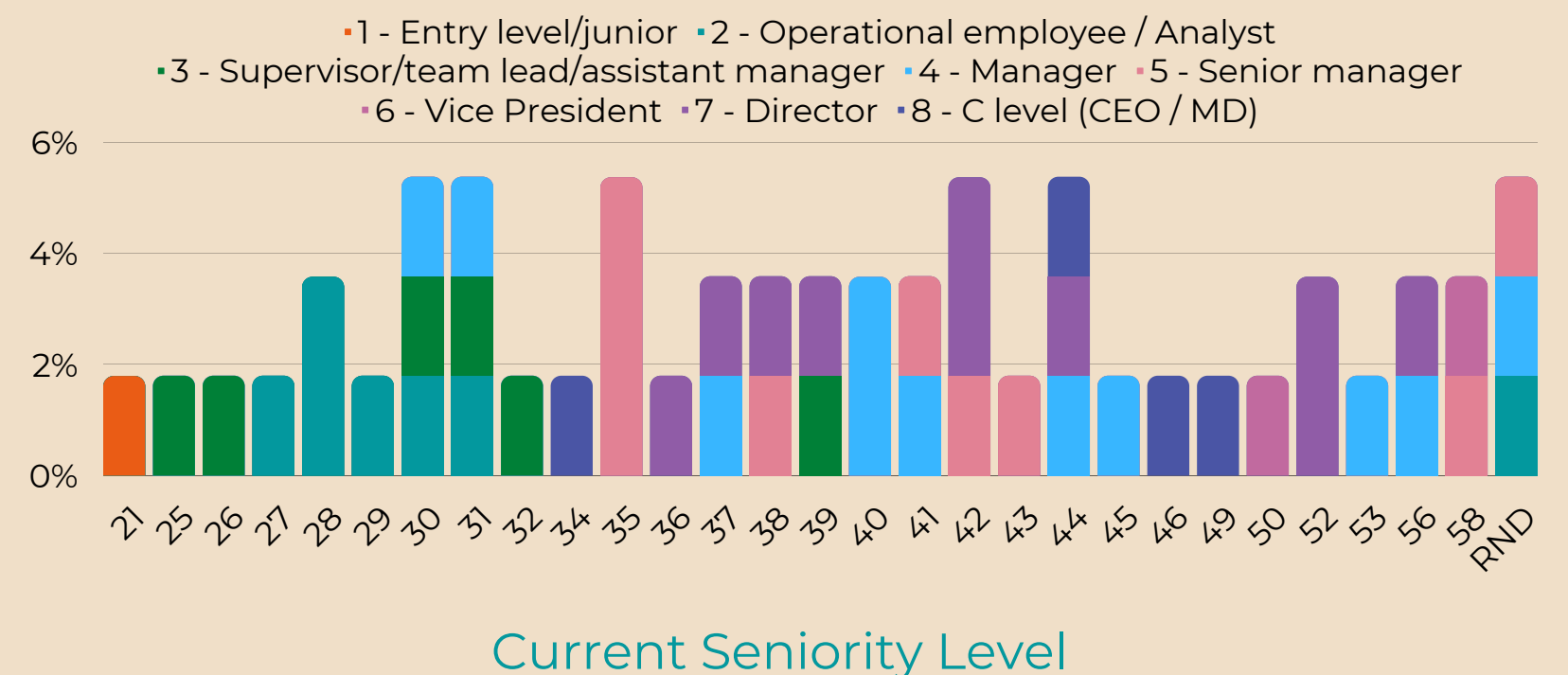
58



Average Tenure in Industry

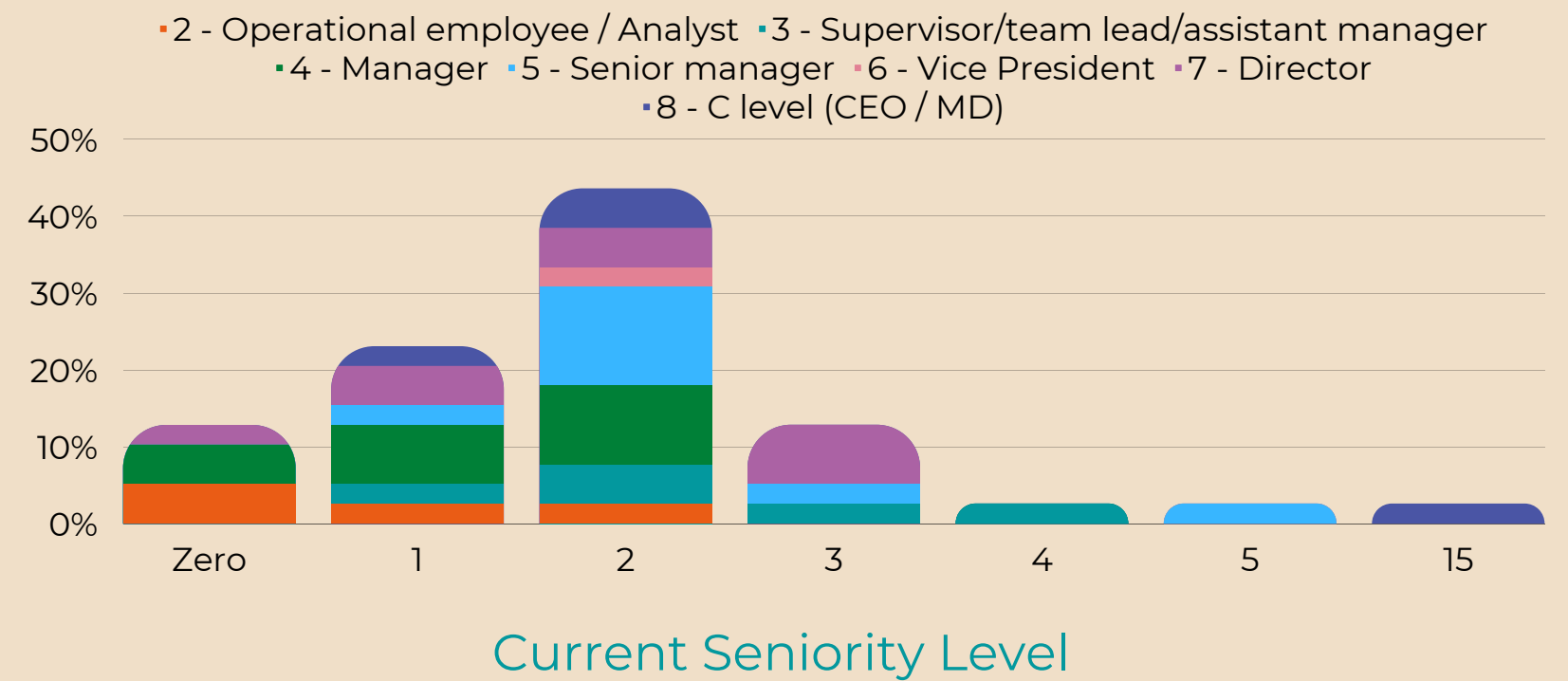
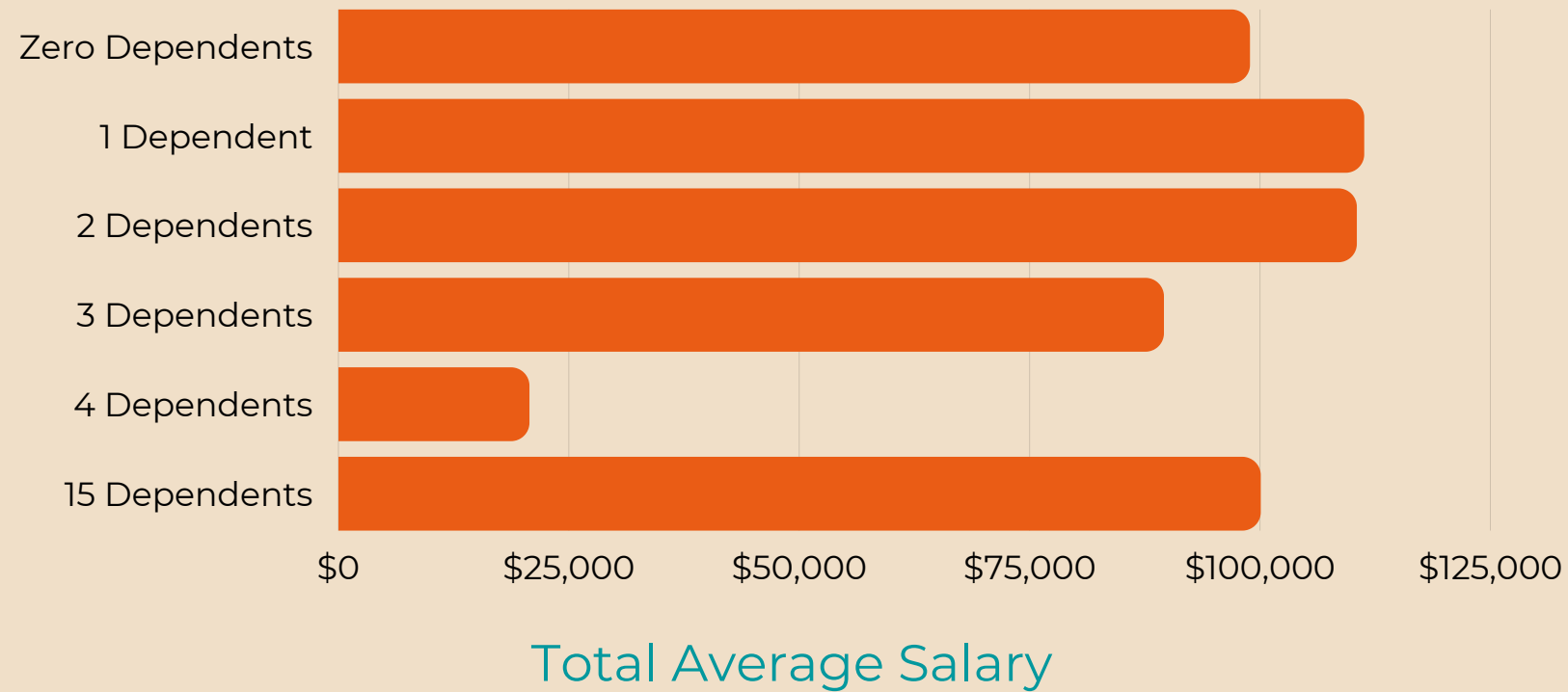
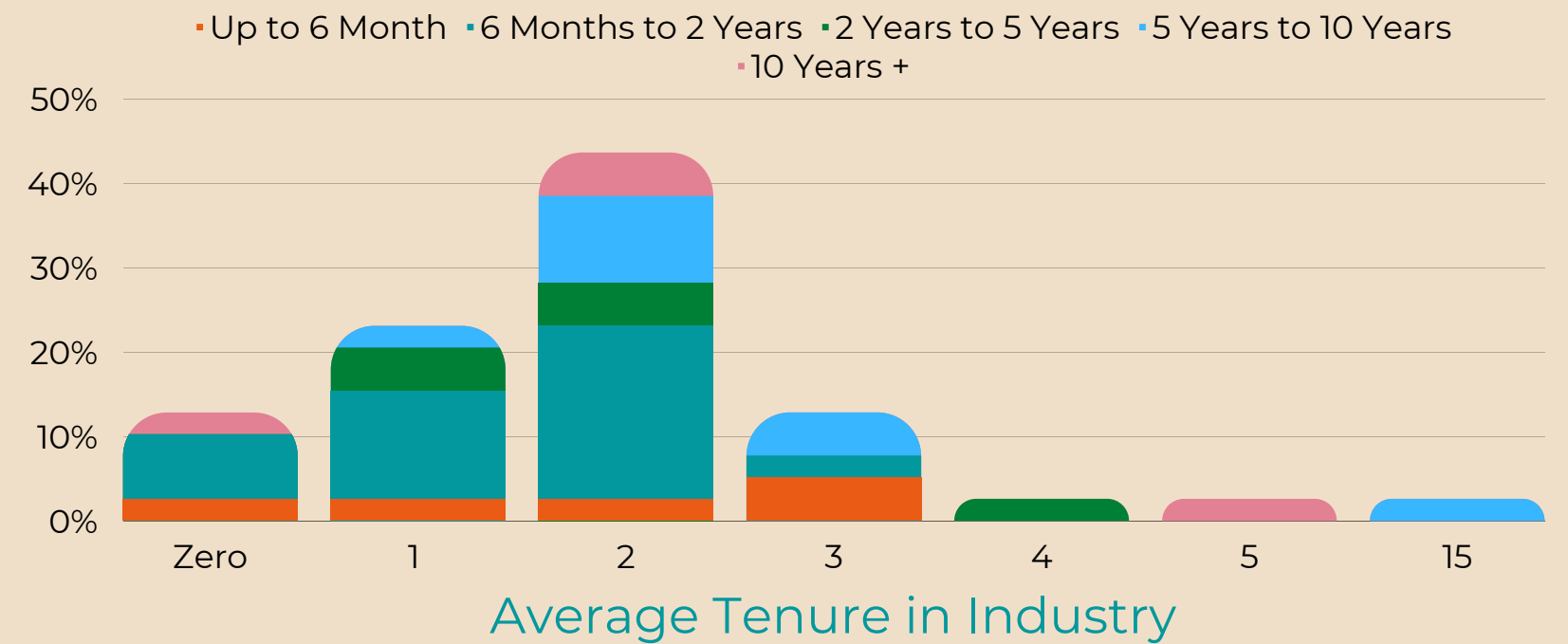
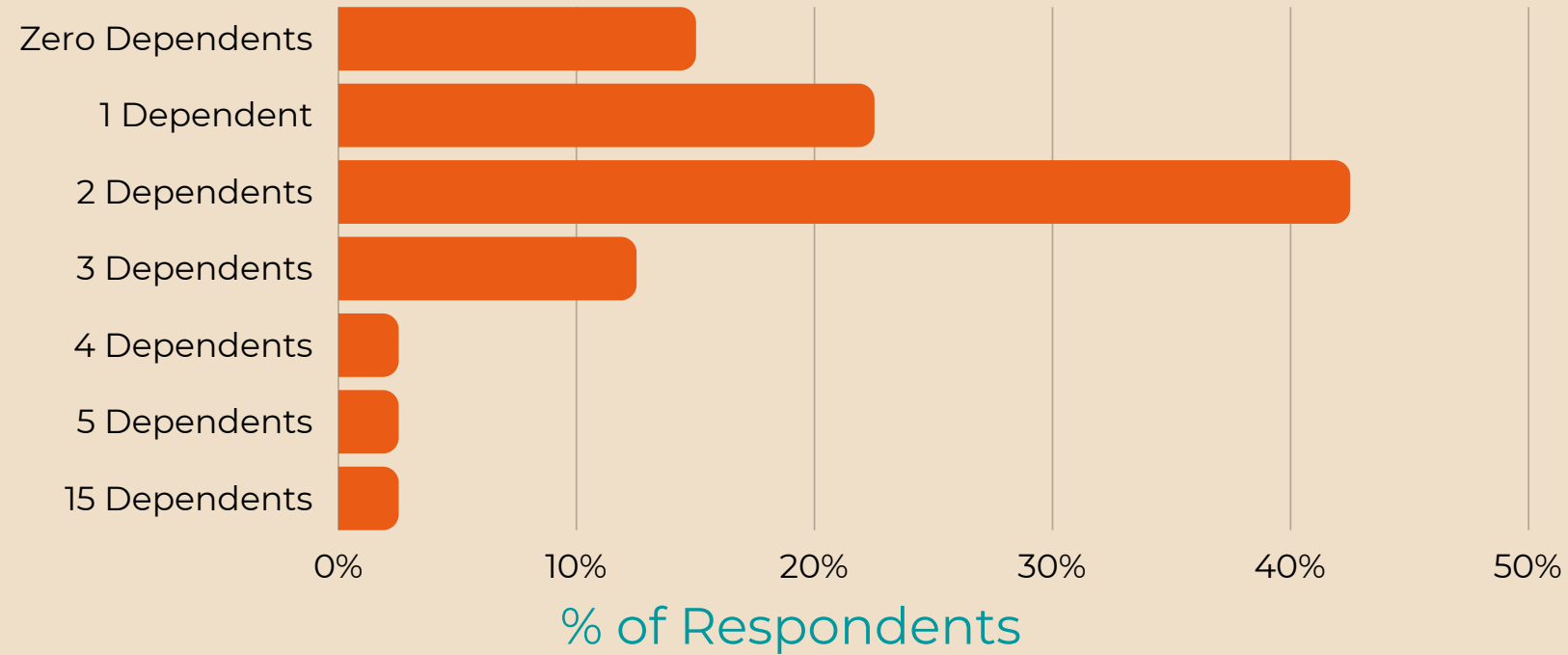


Total Average Salary

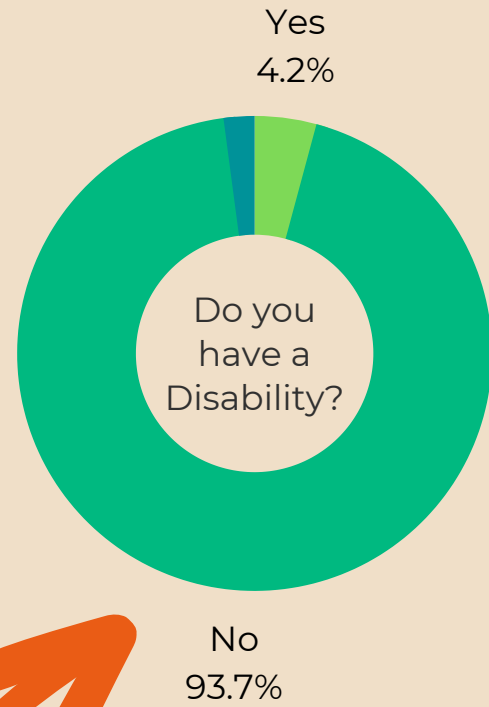


Current Seniority Level

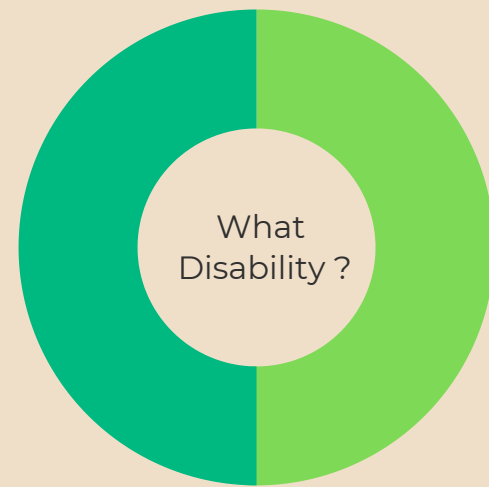
Dependents



Disabilities

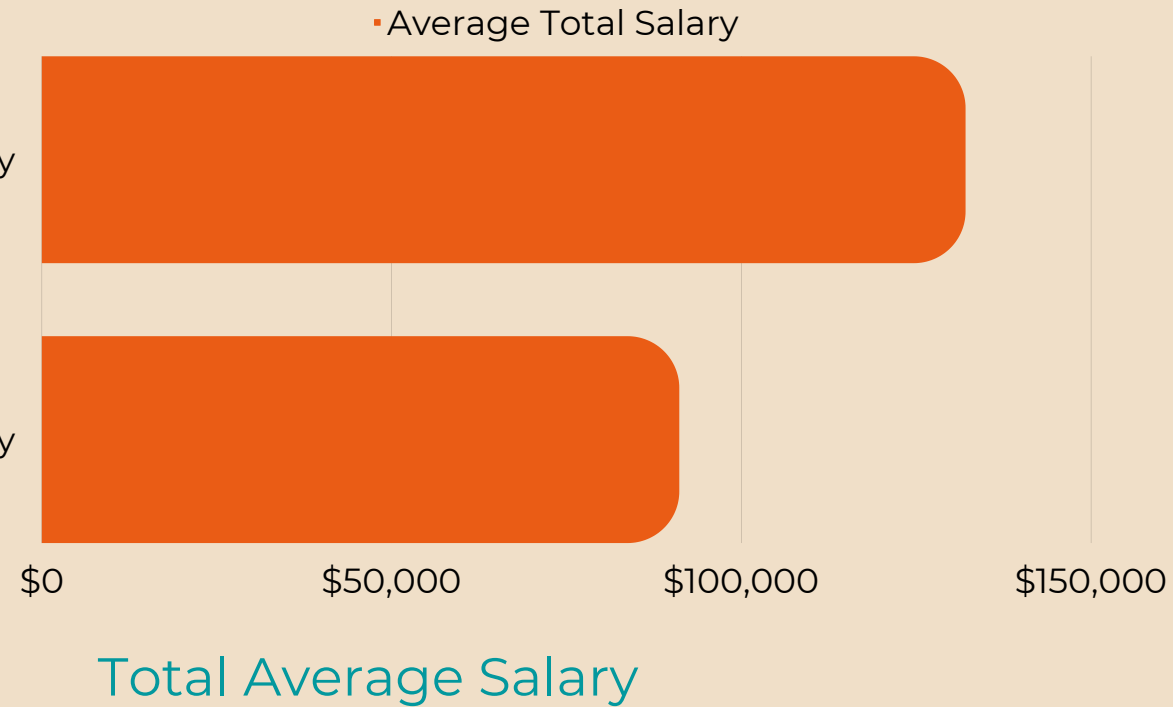
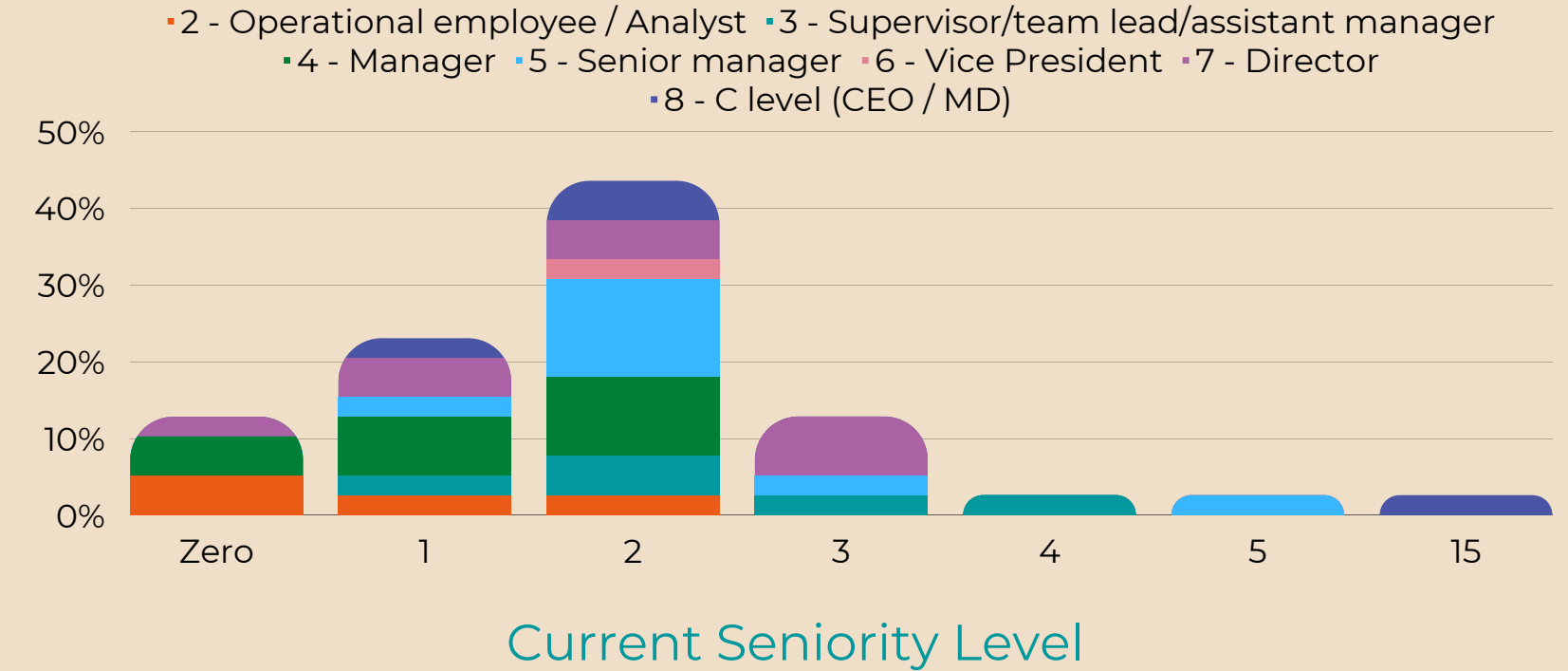
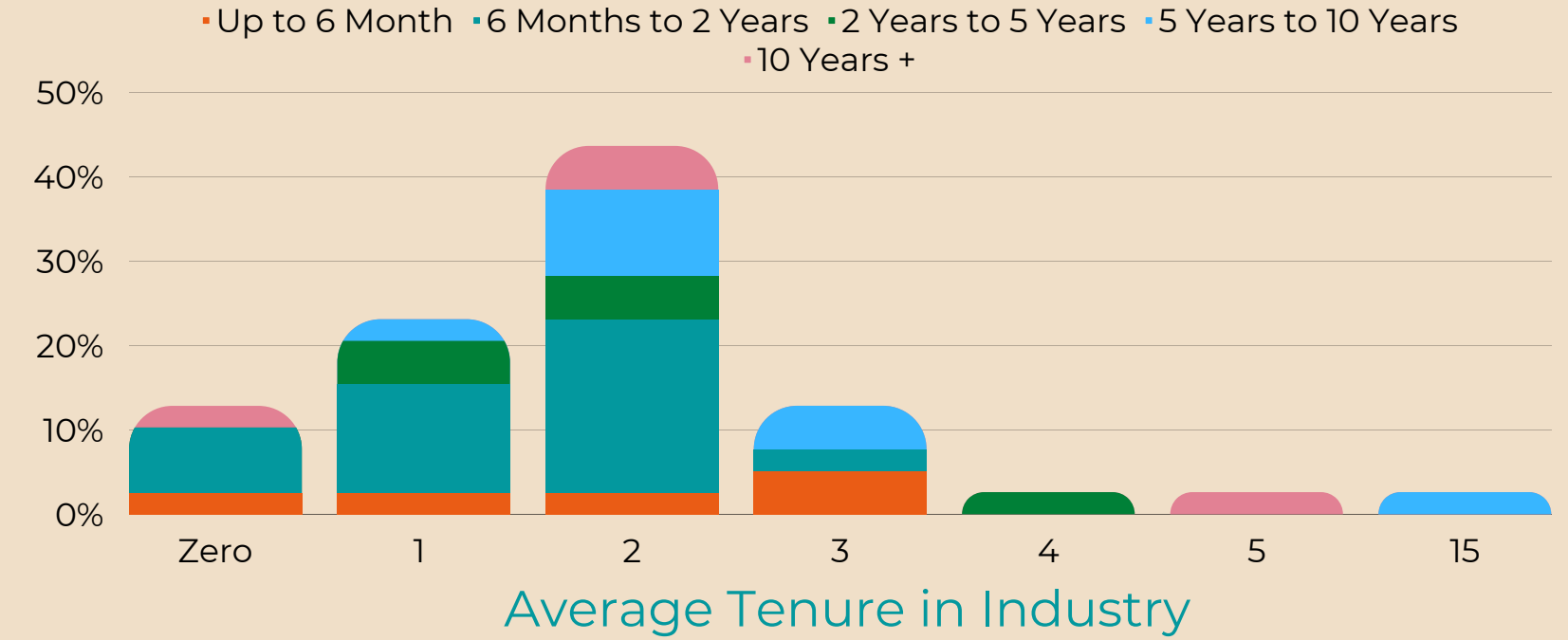


Mobility / Physical
50%



Hearing Loss
50%

% of Respondents



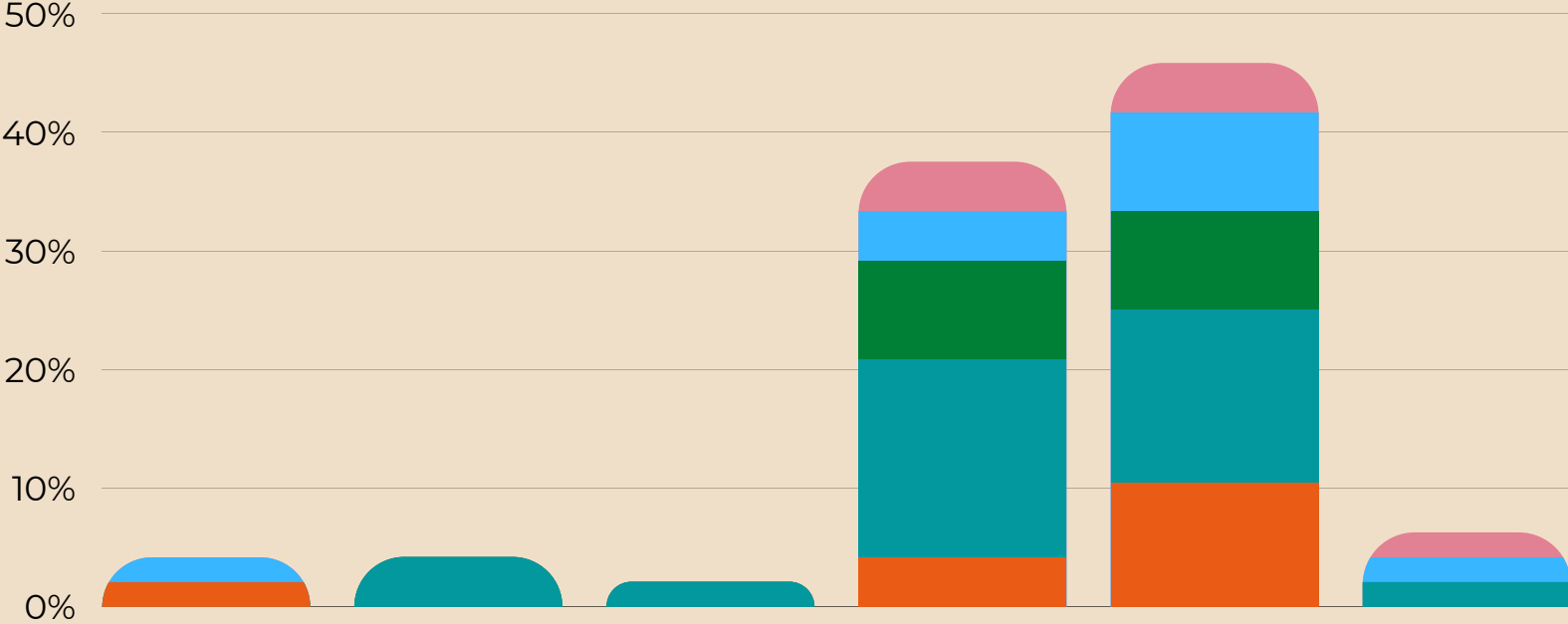
20% of the UK working population has a disability.

* Mobility issues will restrict the ability to travel, denying an individual the opportunity to work for organisations that do not have a coherent WFH policy.

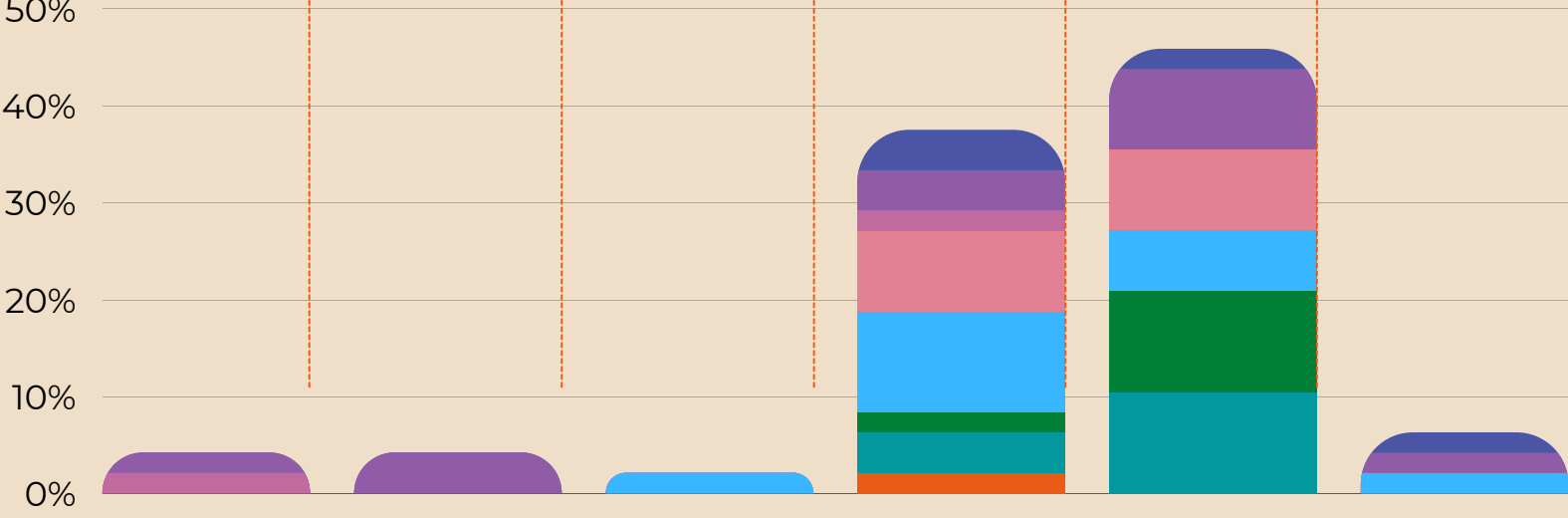
Education

Average Tenure in Industry

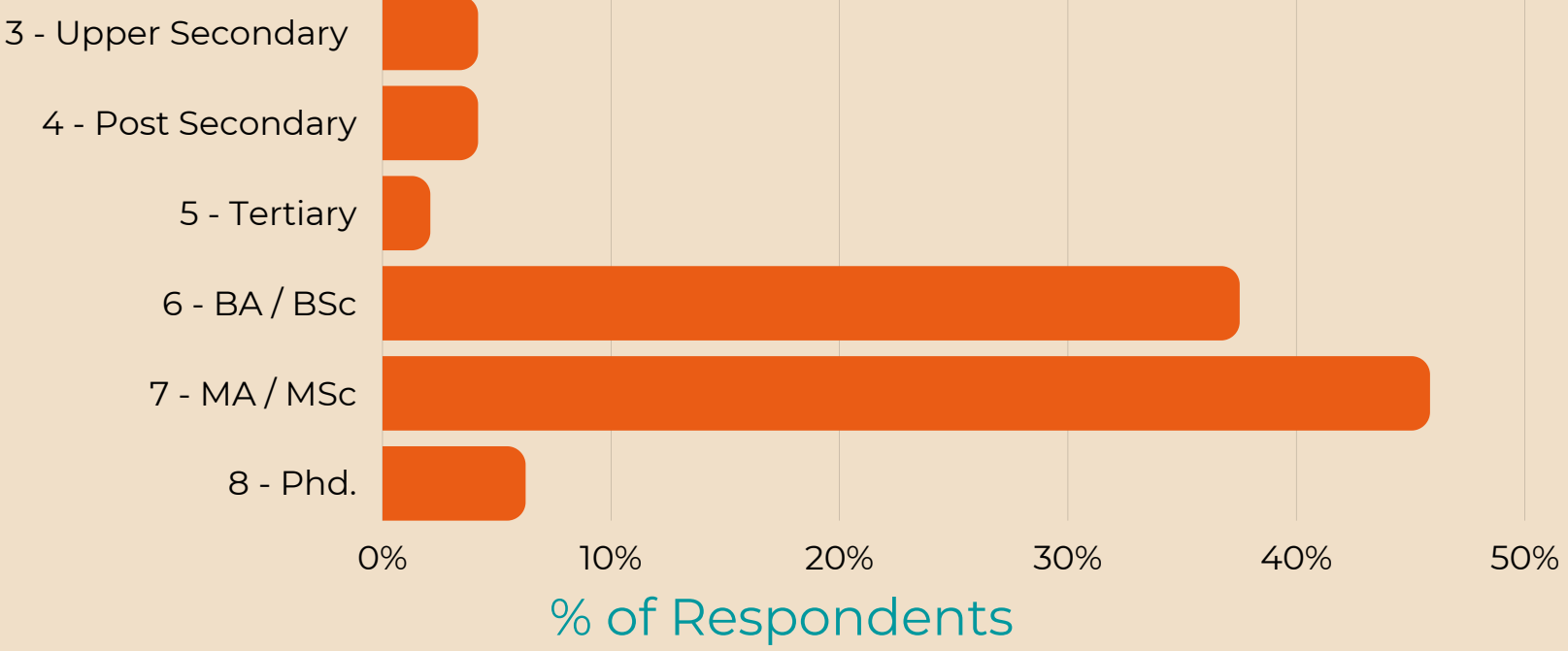
- up to 6 Month
- 6 Months to 2 Years
- 2 Years to 5 Years
- 5 Years to 10 Years
- 10 Years +



- 1 - Entry level/junior
- 2 - Operational employee / Analyst
- 3 - Supervisor/team lead/assistant manager
- 4 - Manager
- 5 - Senior manager
- 6 - Vice President
- 7 - Director
- 8 - C level (CEO / MD)

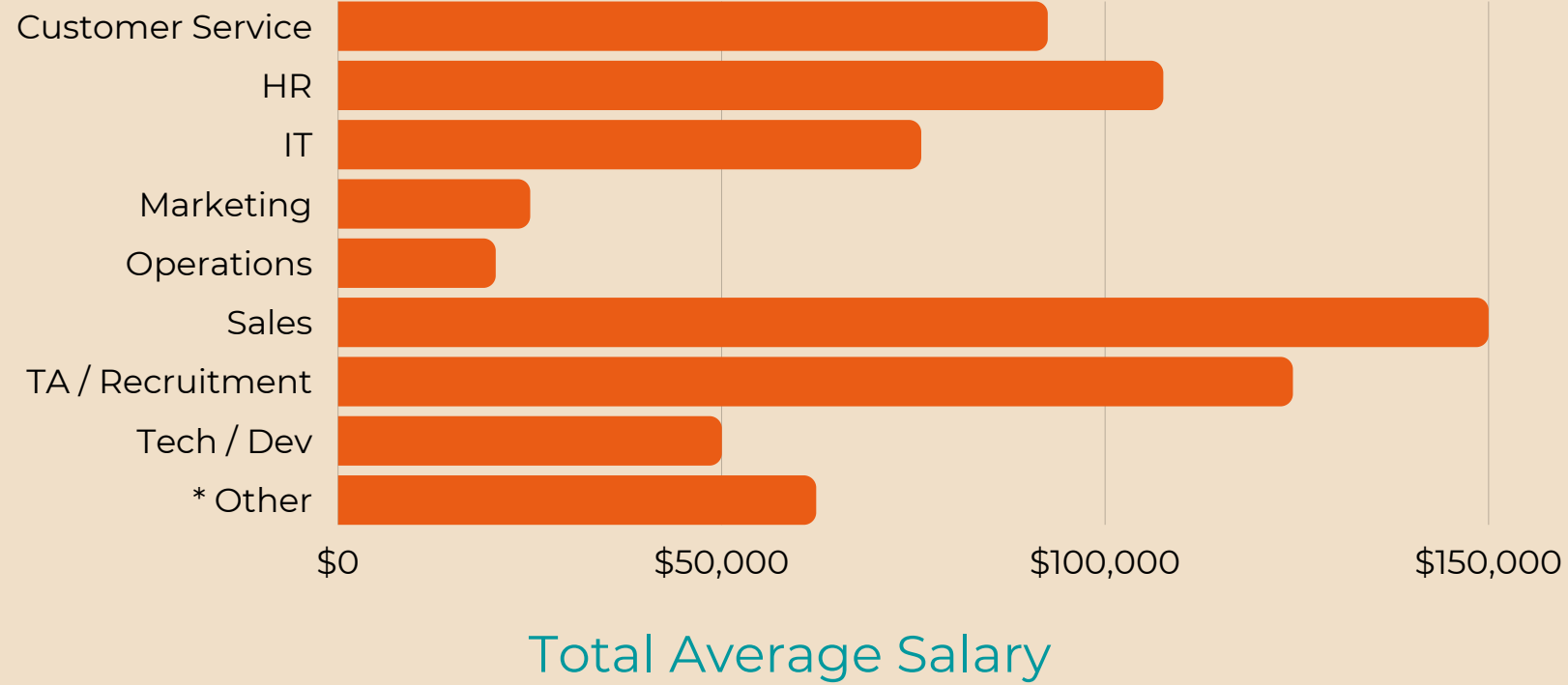
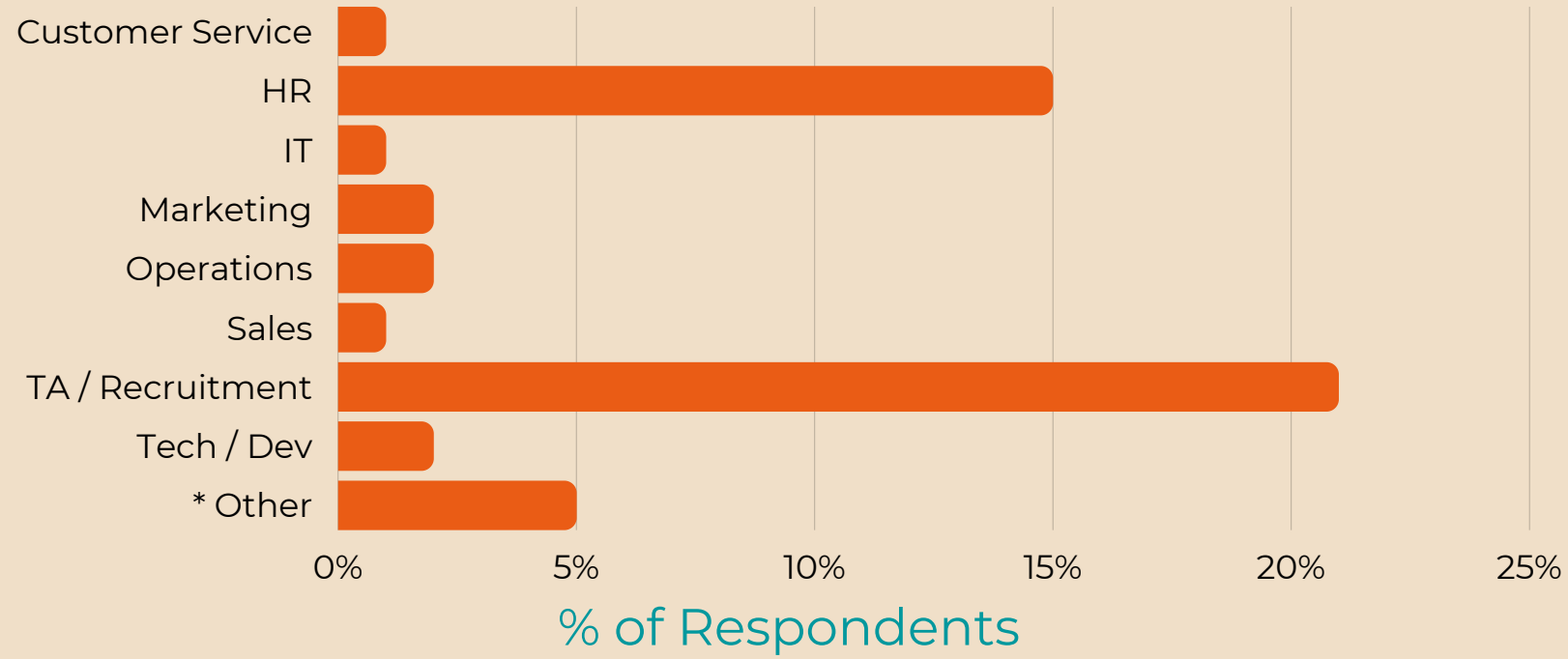


Current Seniority Level

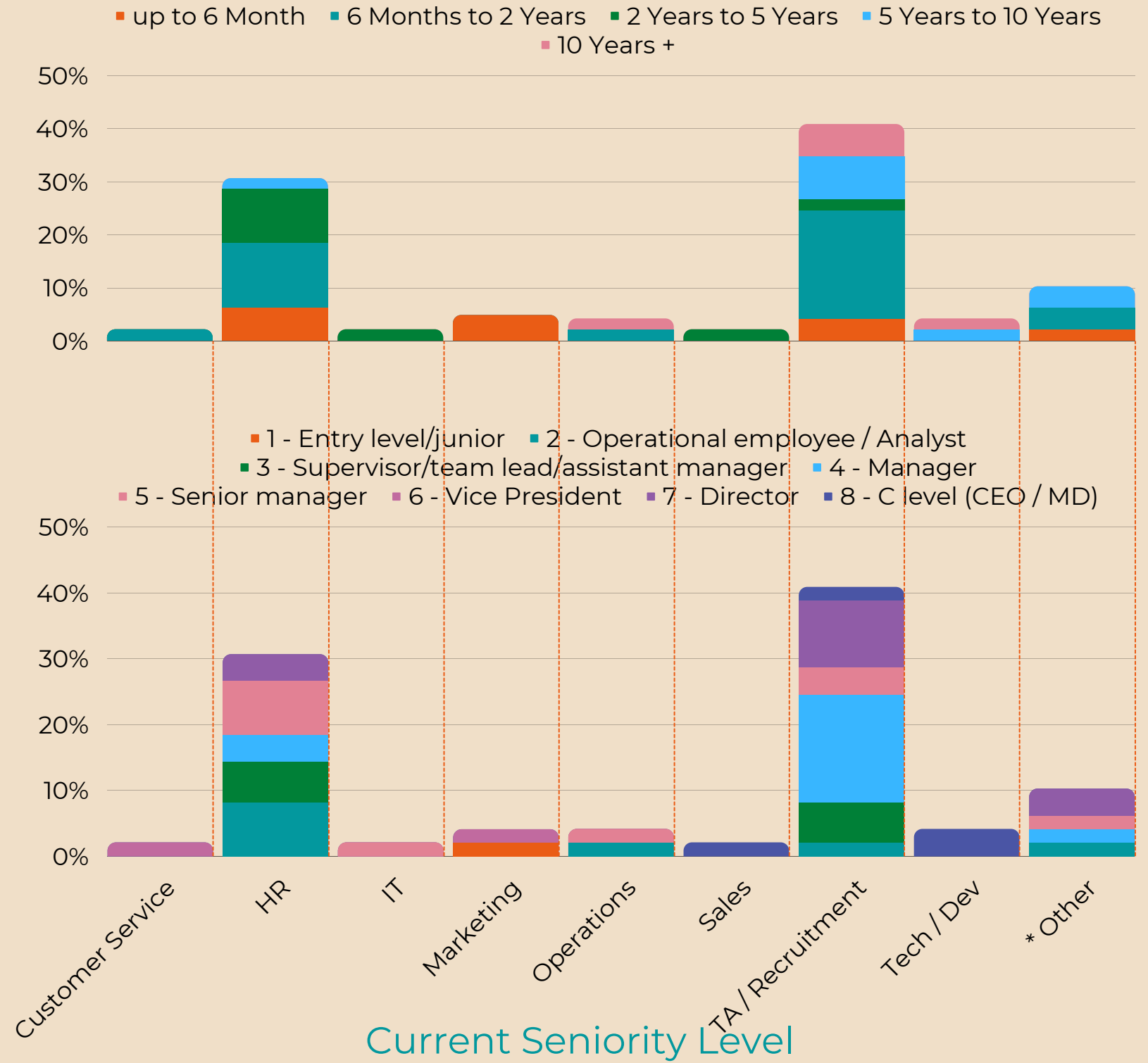


Total Average Salary

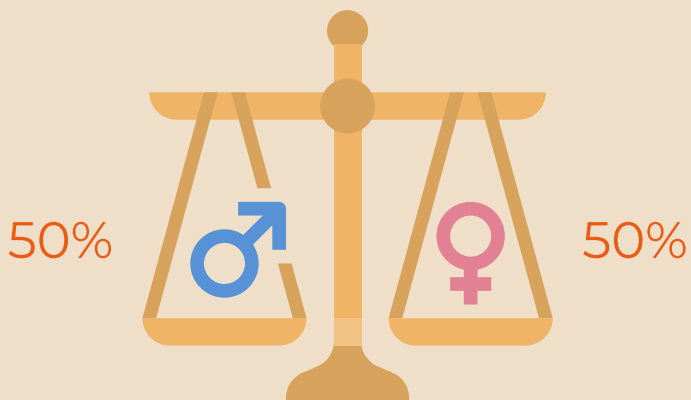
Functional Area



Average Tenure in Industry



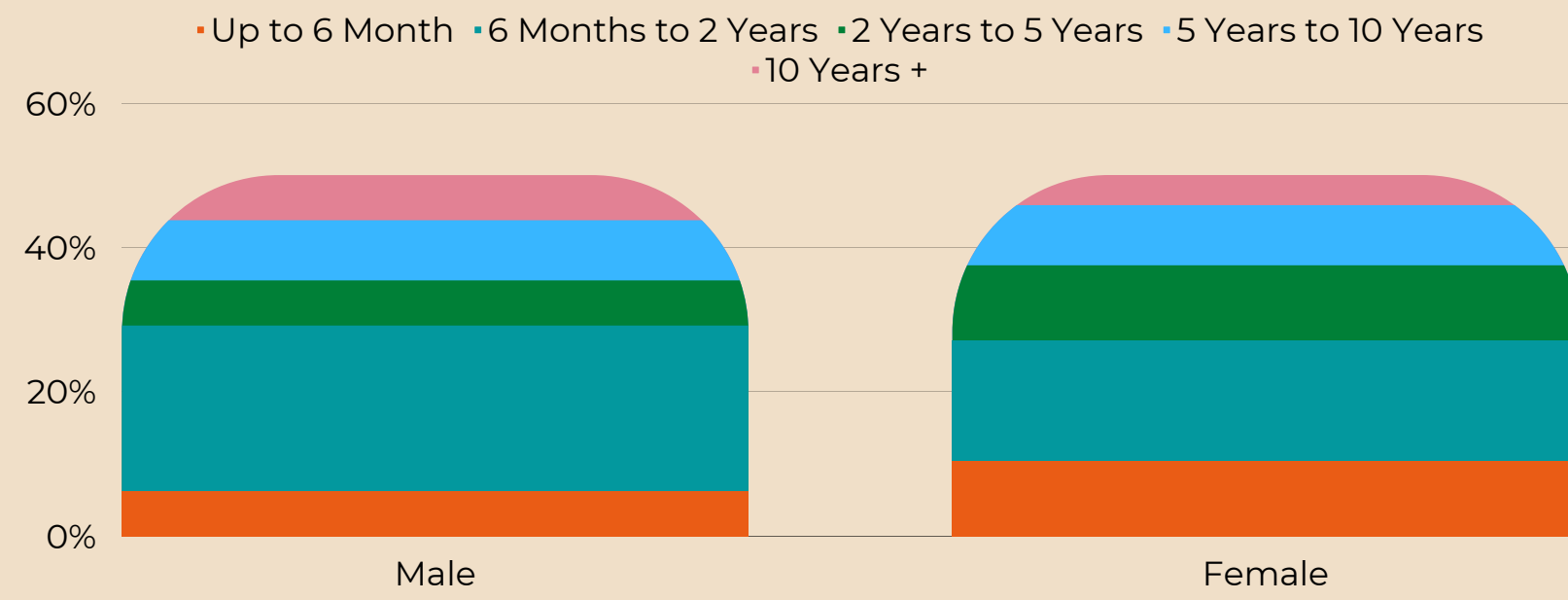
Gender



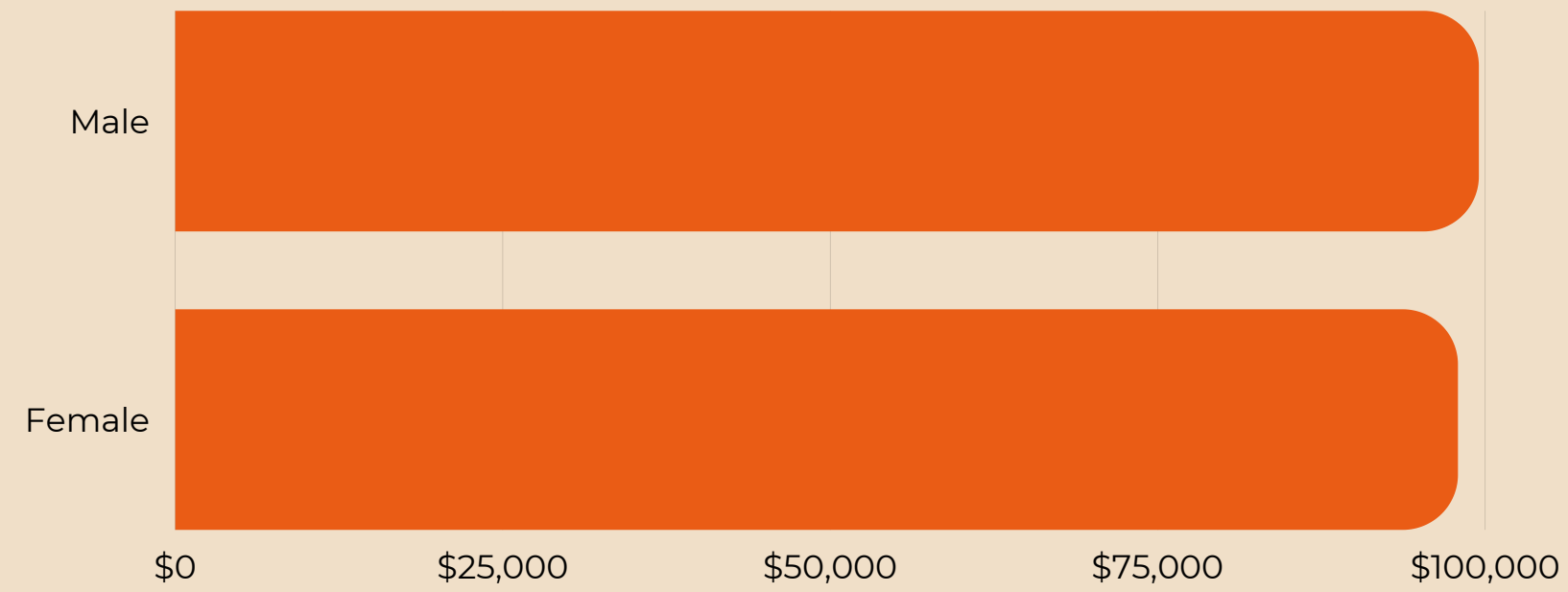
The 2021 Canadian Census data show that trans and non-binary people make up 0.2% of the Canadian population aged over 18.

This equates to 1 adult in every 500 identify as trans or non binary.

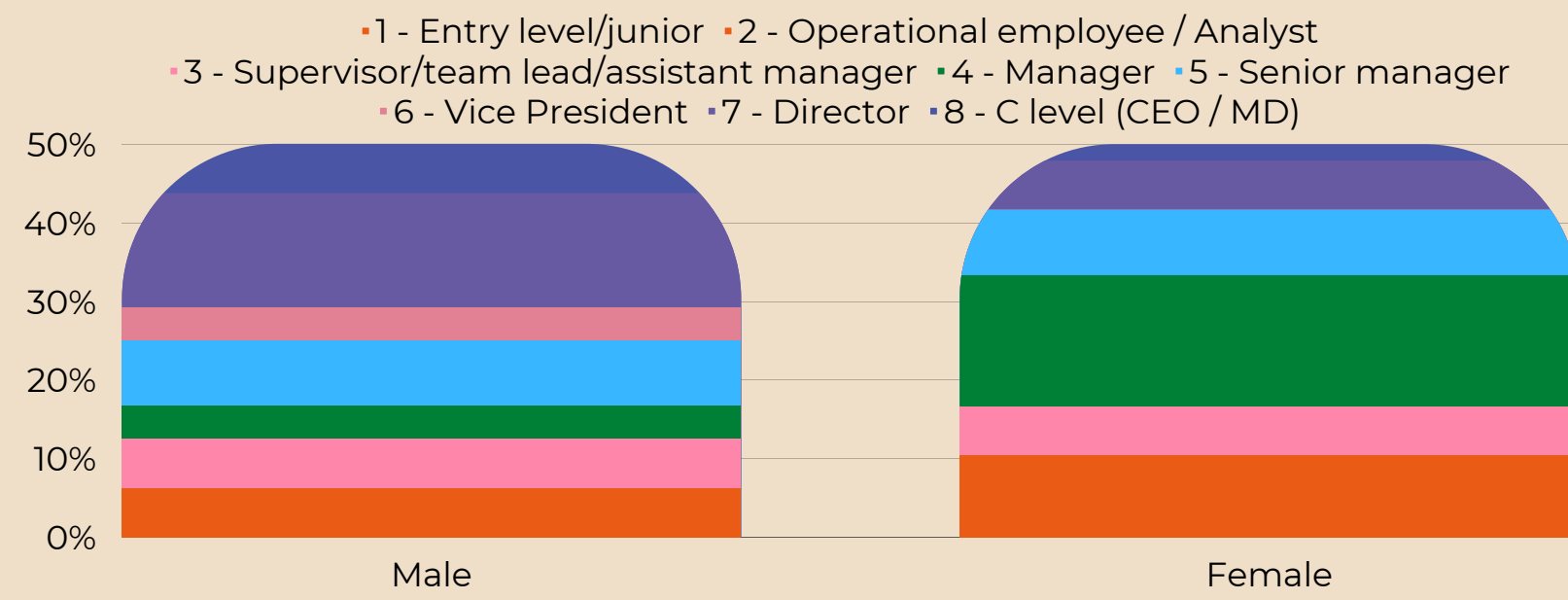
% of Respondents (Statistics Canada)



Average Tenure in Industry



Total Average Salary



Current Seniority Level

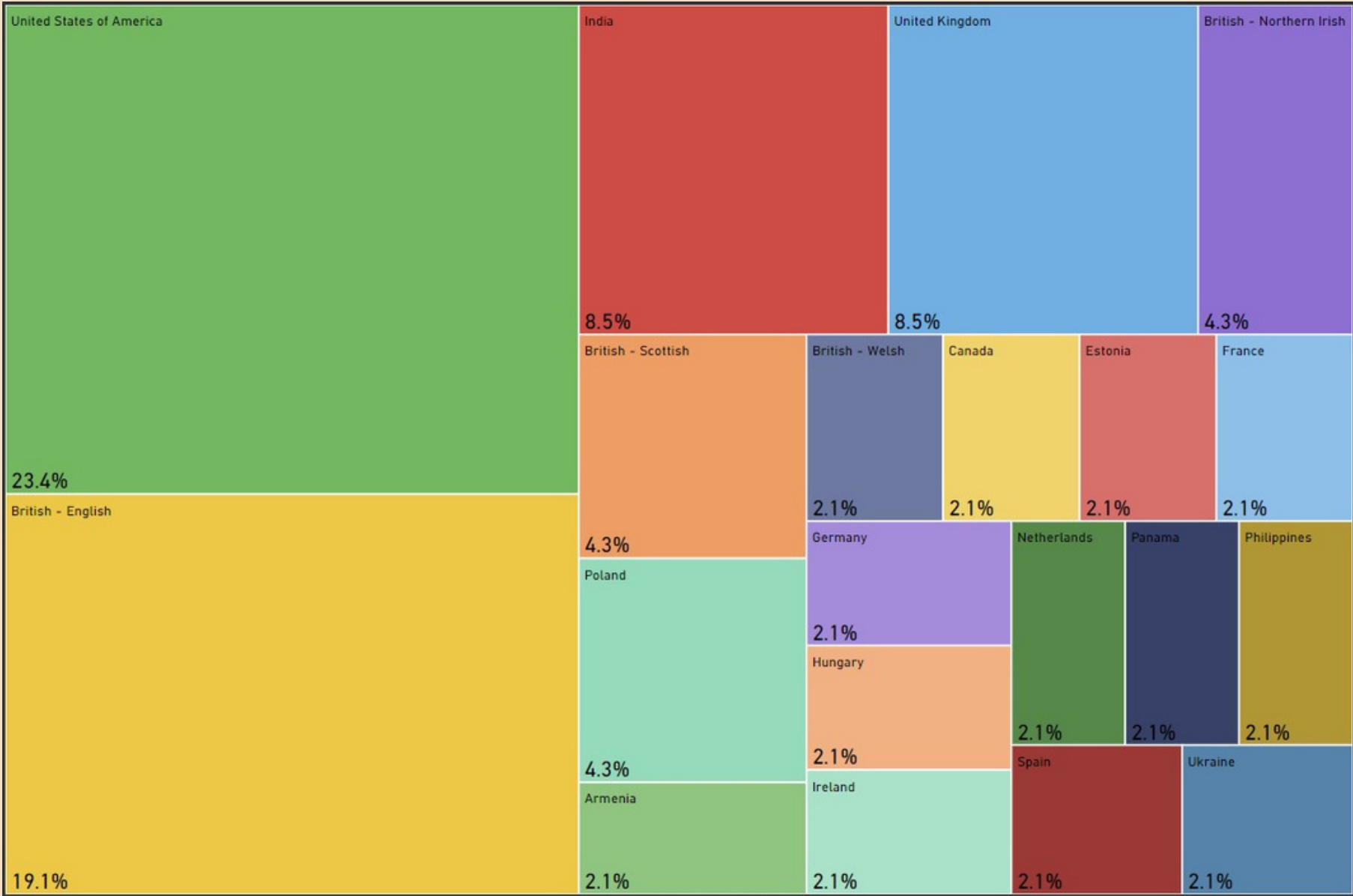
- 32% of Transgender employees are comfortable being out at work
- 50% are uncomfortable, or do not share with co-workers
- 63% are uncomfortable, or do not share with clients.

(Mckinsey)

Nationality

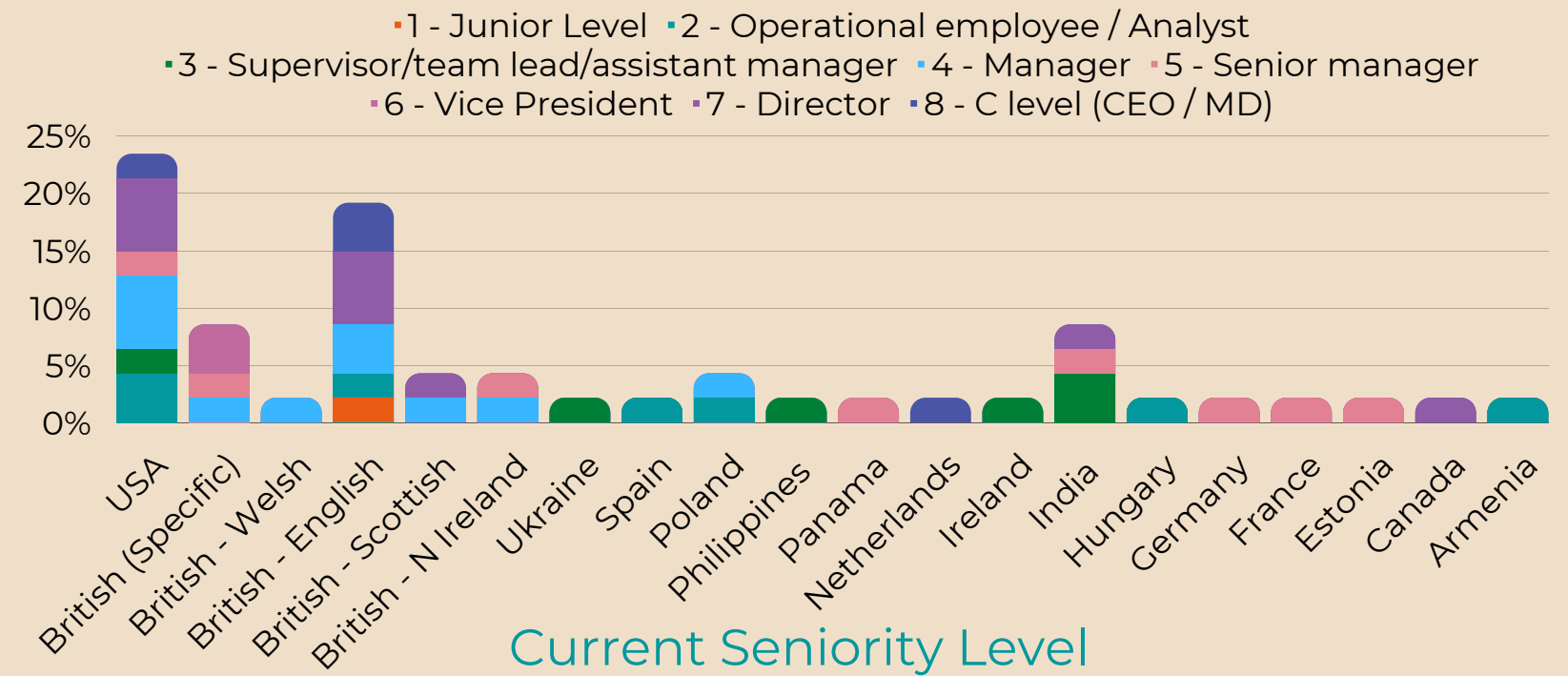
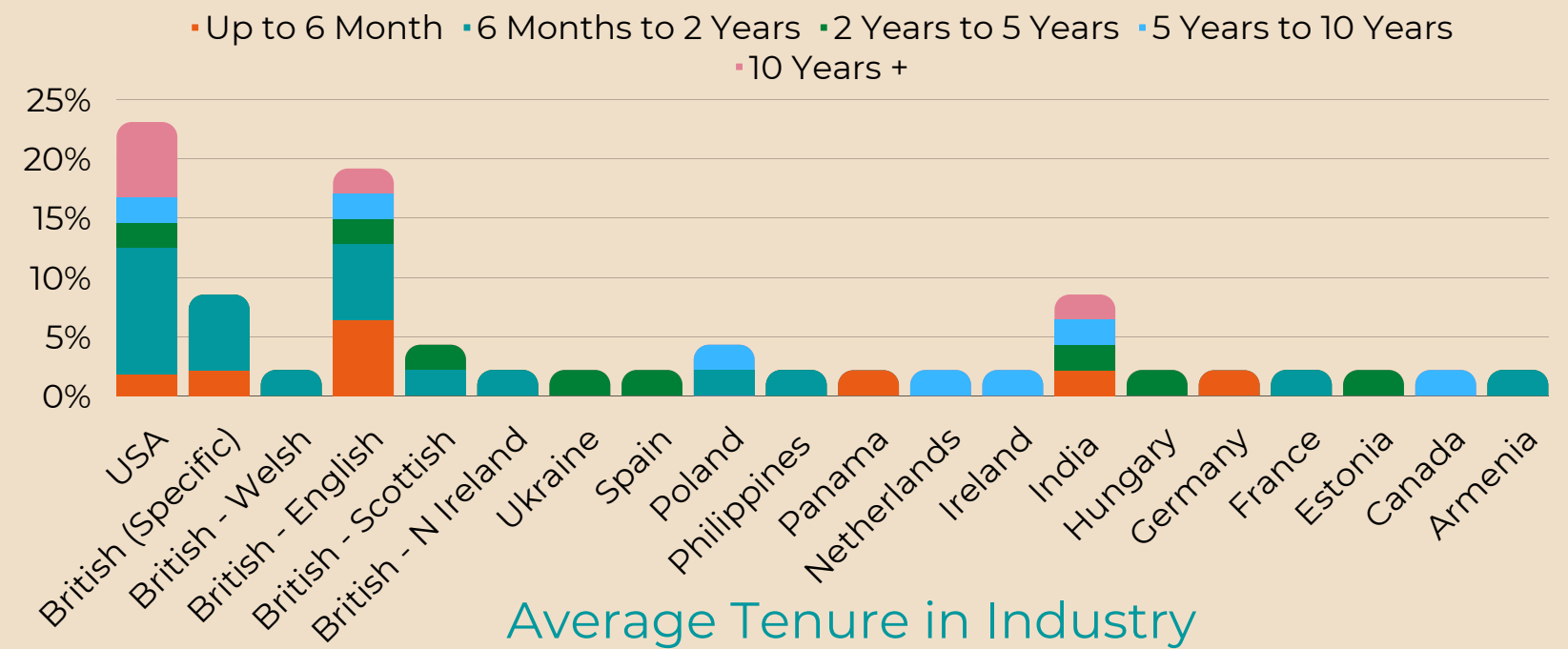
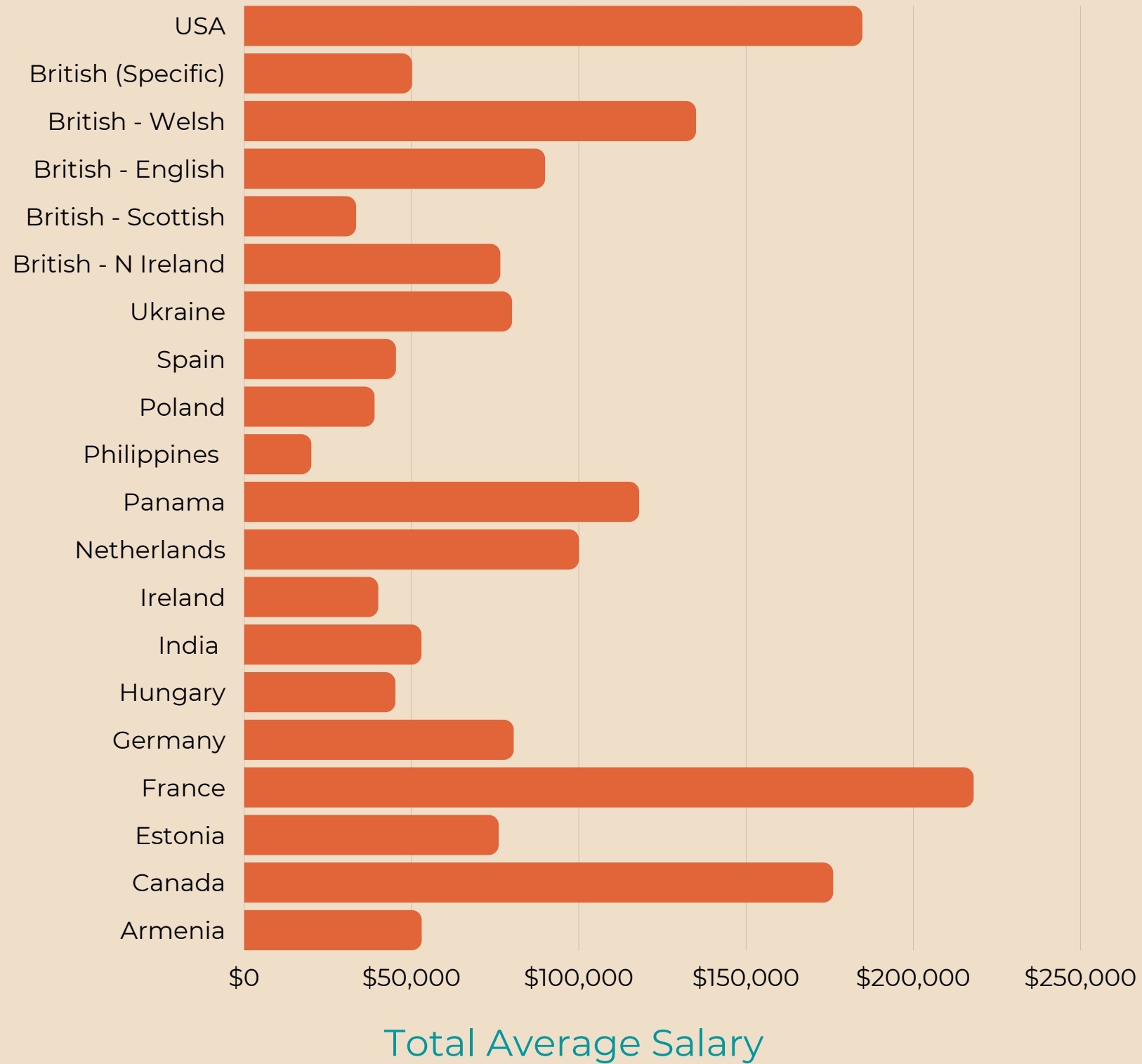


Location of Respondents

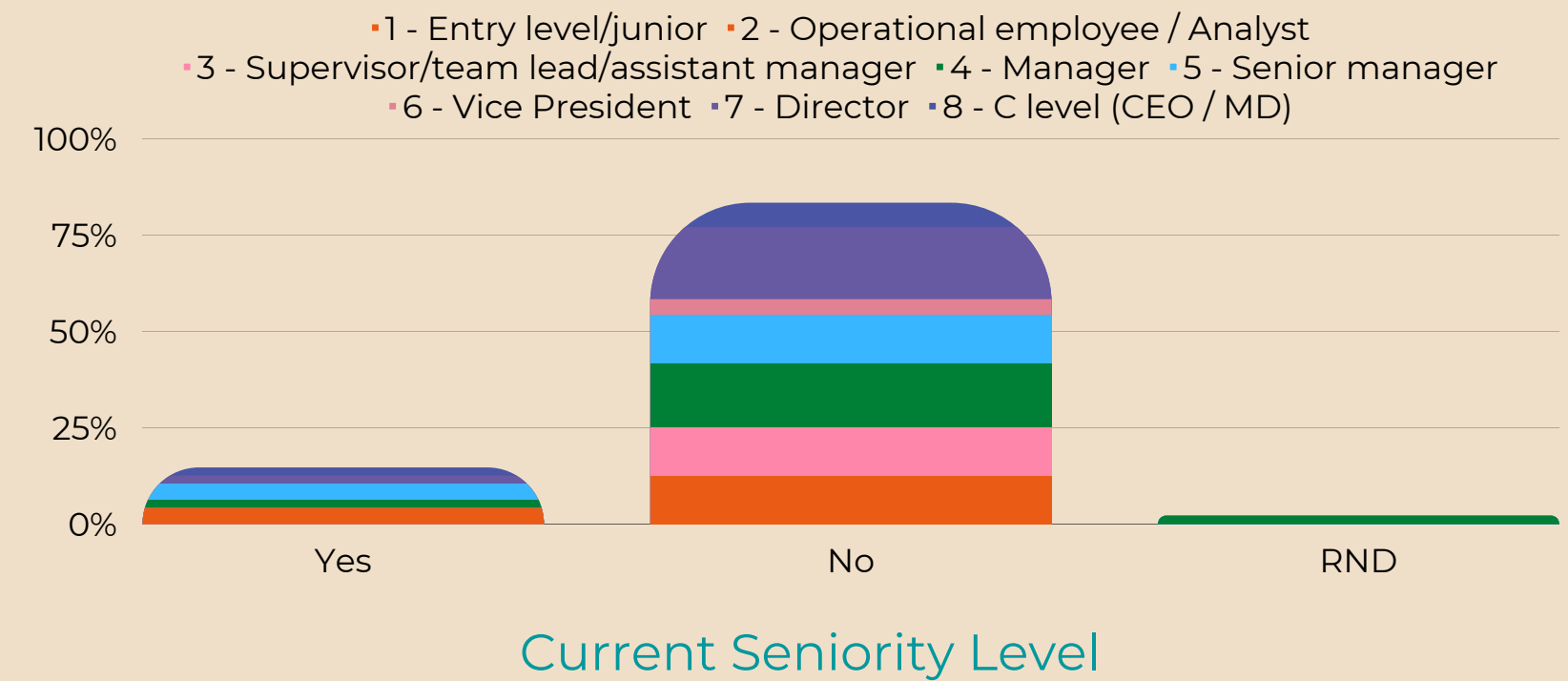
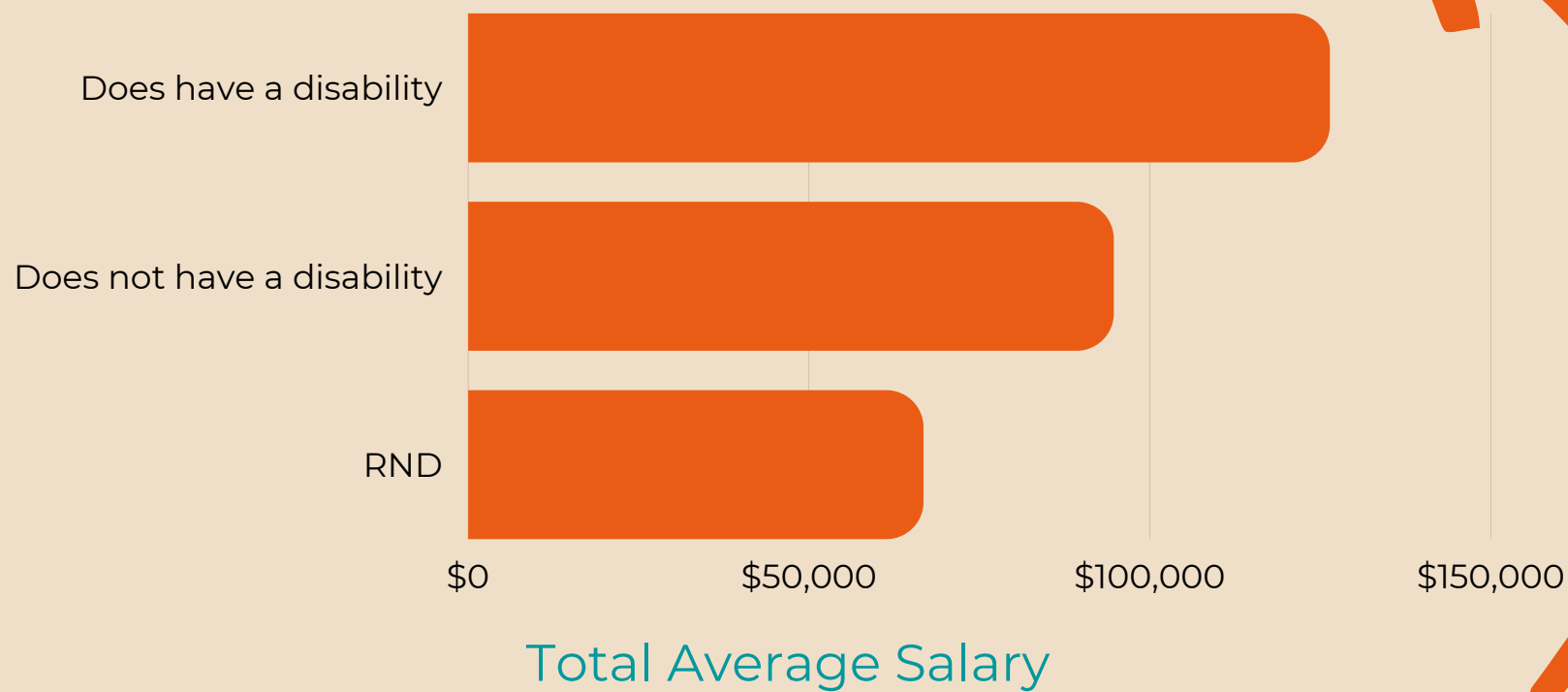
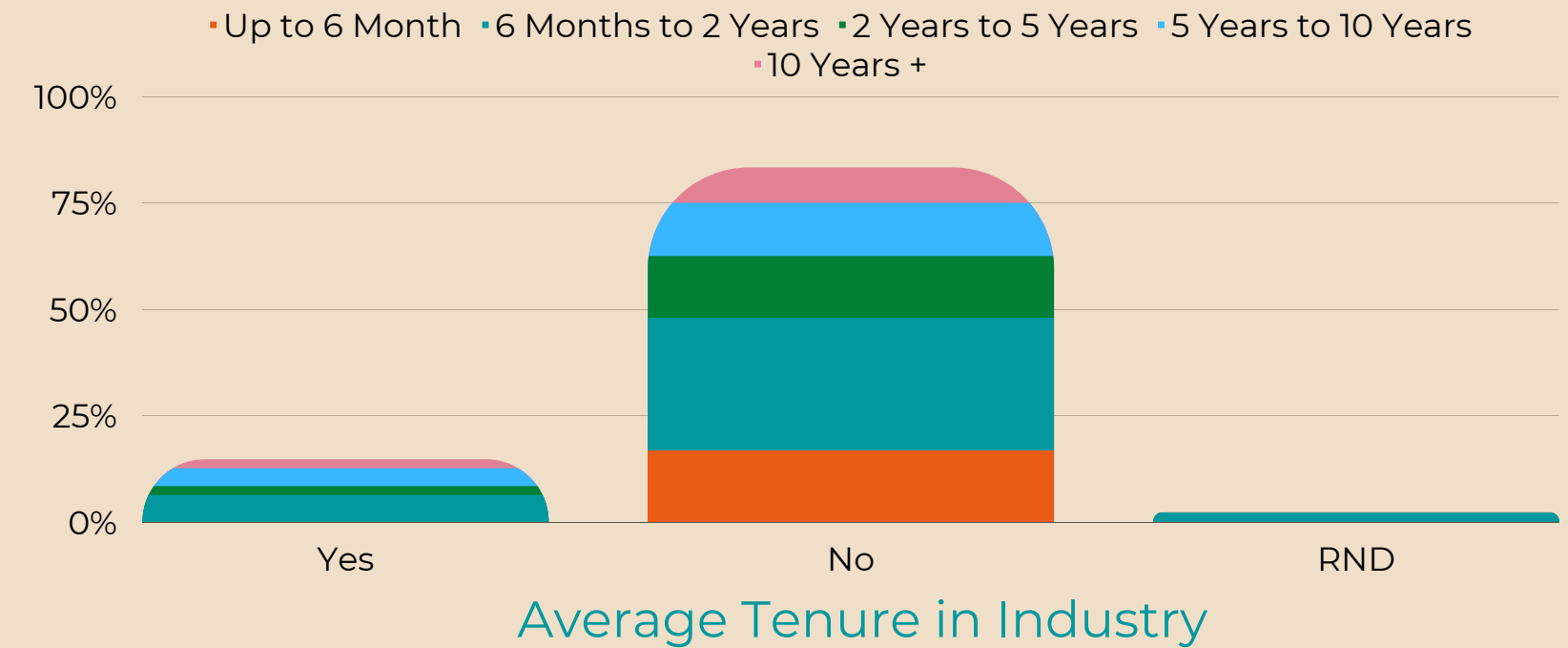
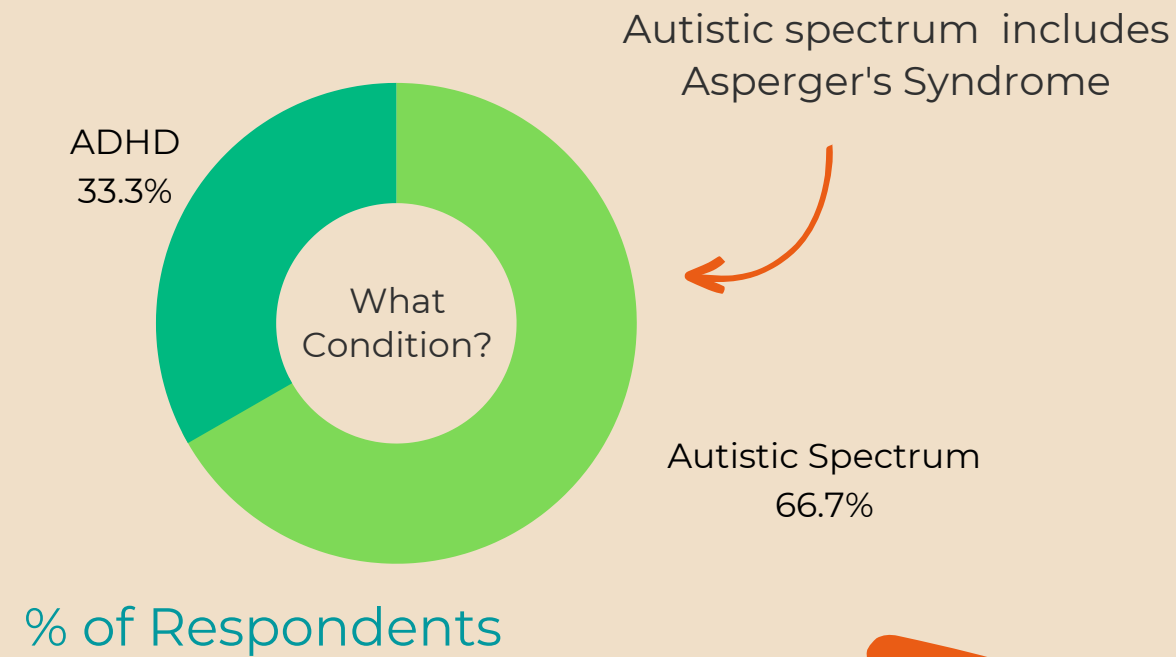
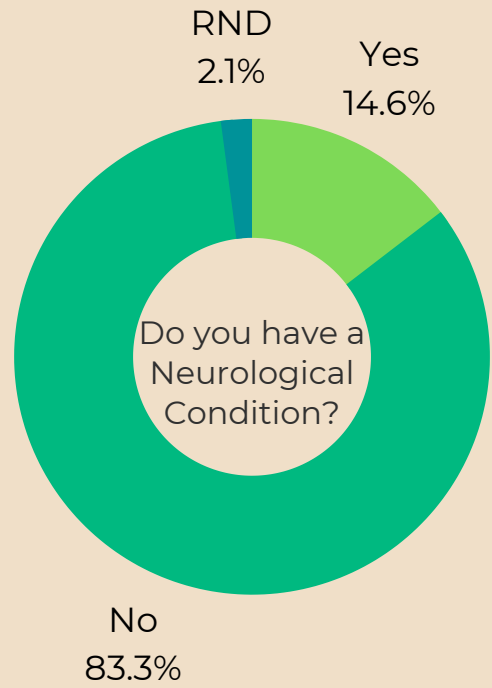


% of Respondents

Nationality



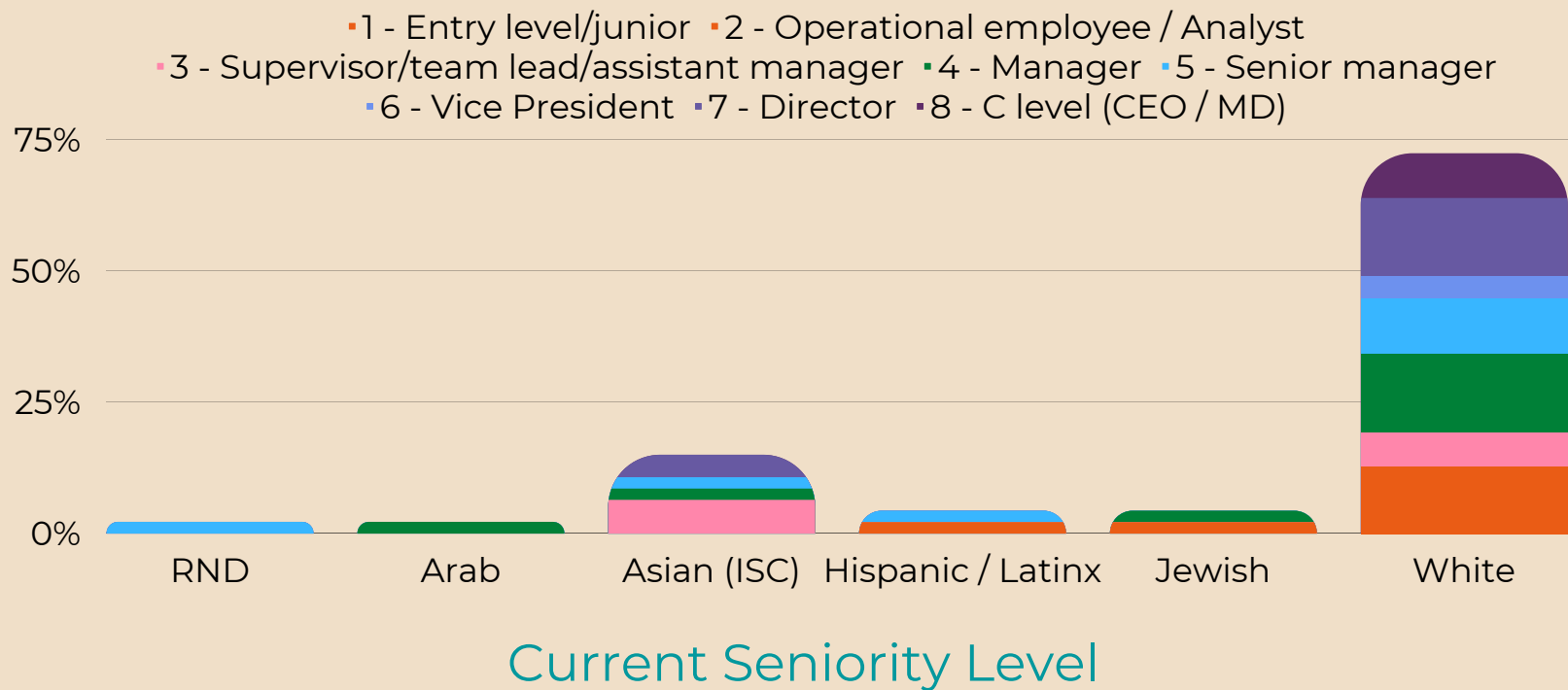
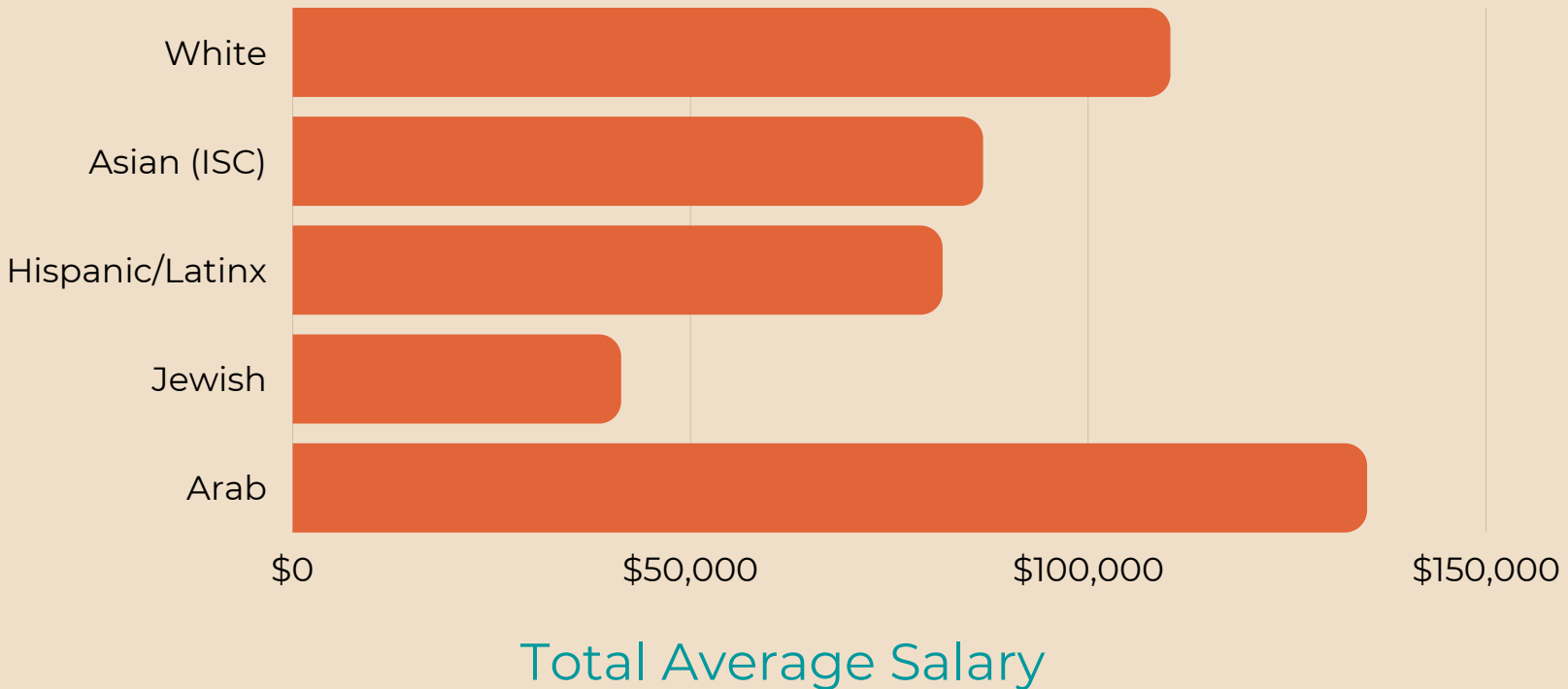
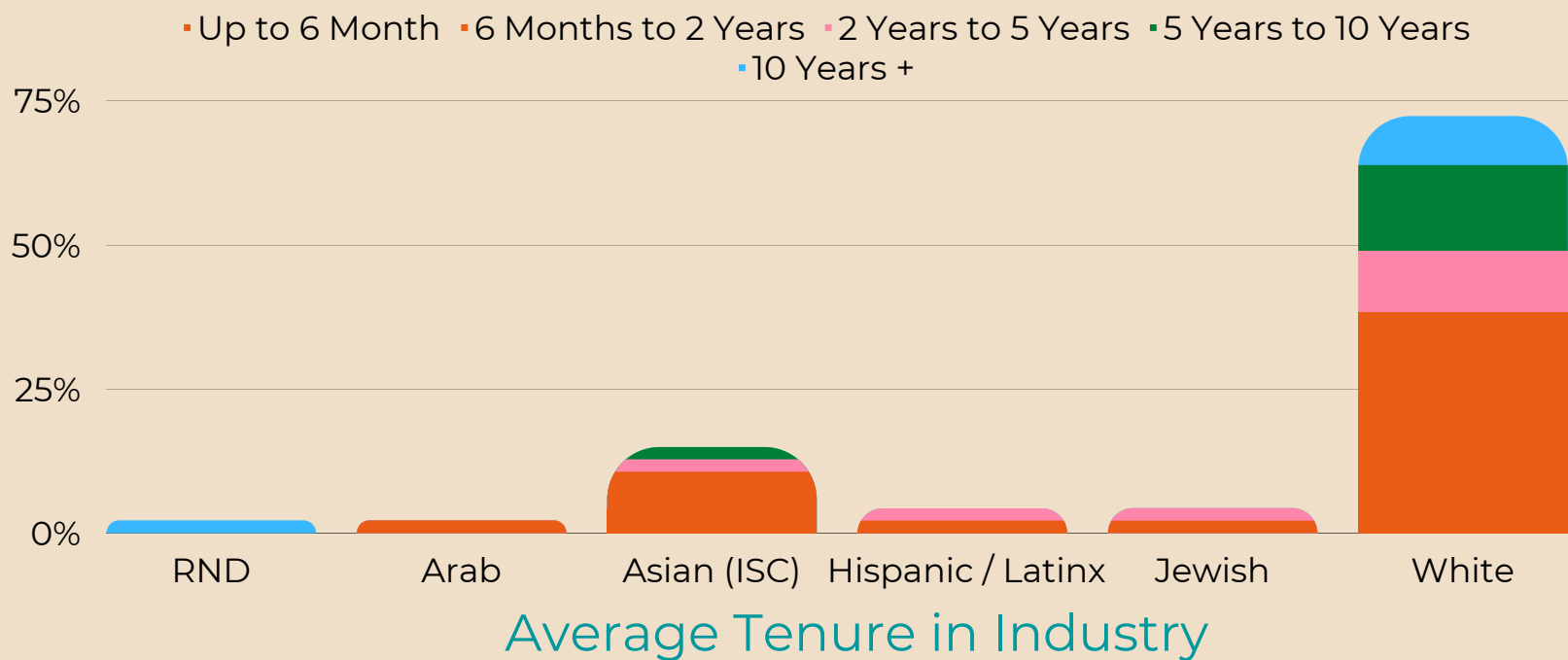
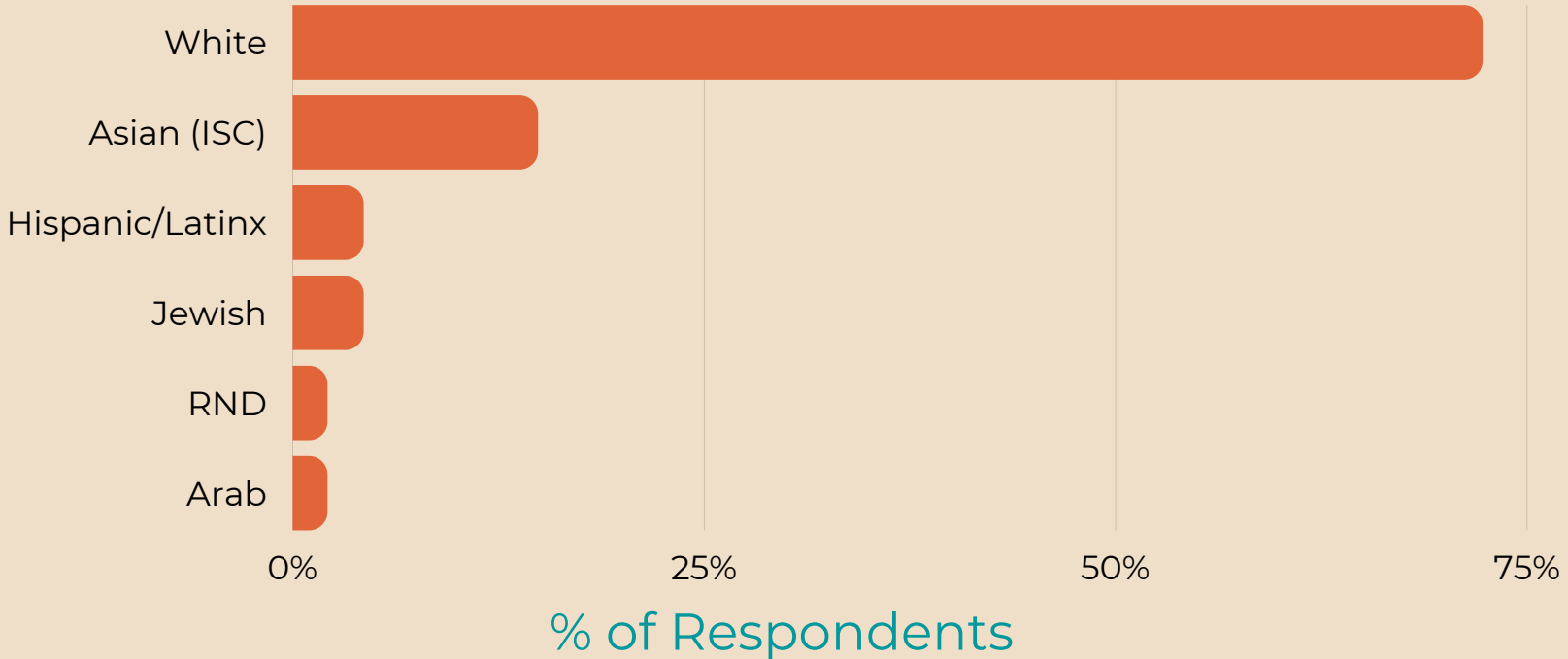
Neurological Condition



50% of those with ADHD will additionally have dyslexia or dyspraxia and most of the time, this remains un-diagnosed.

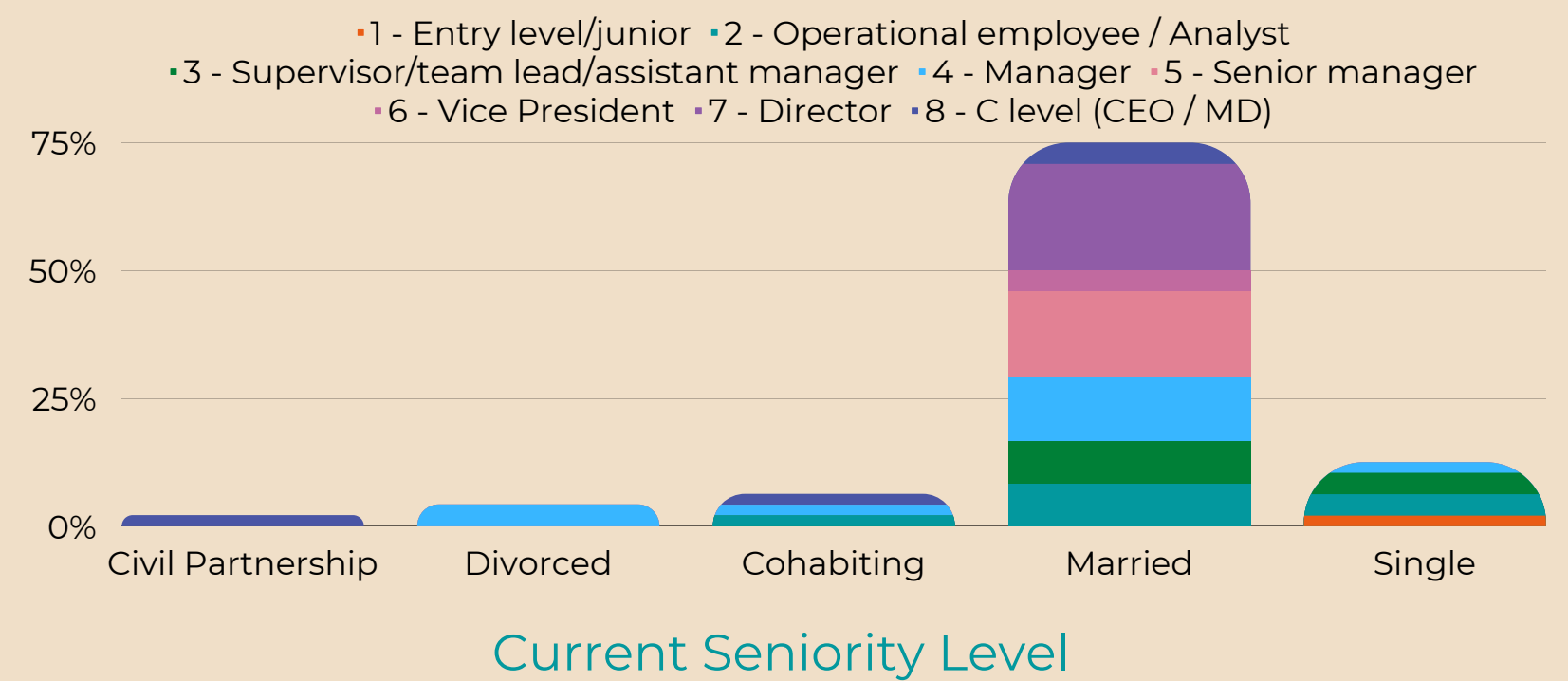
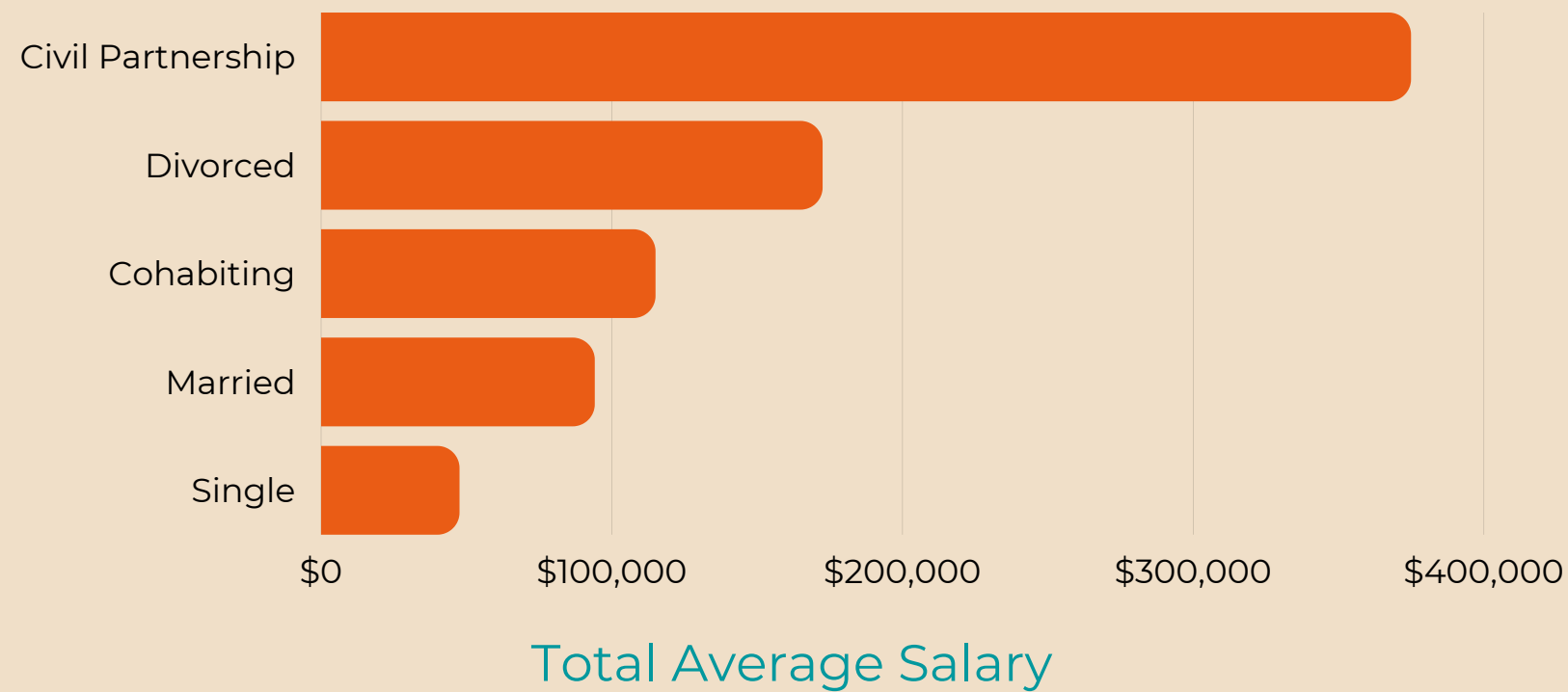
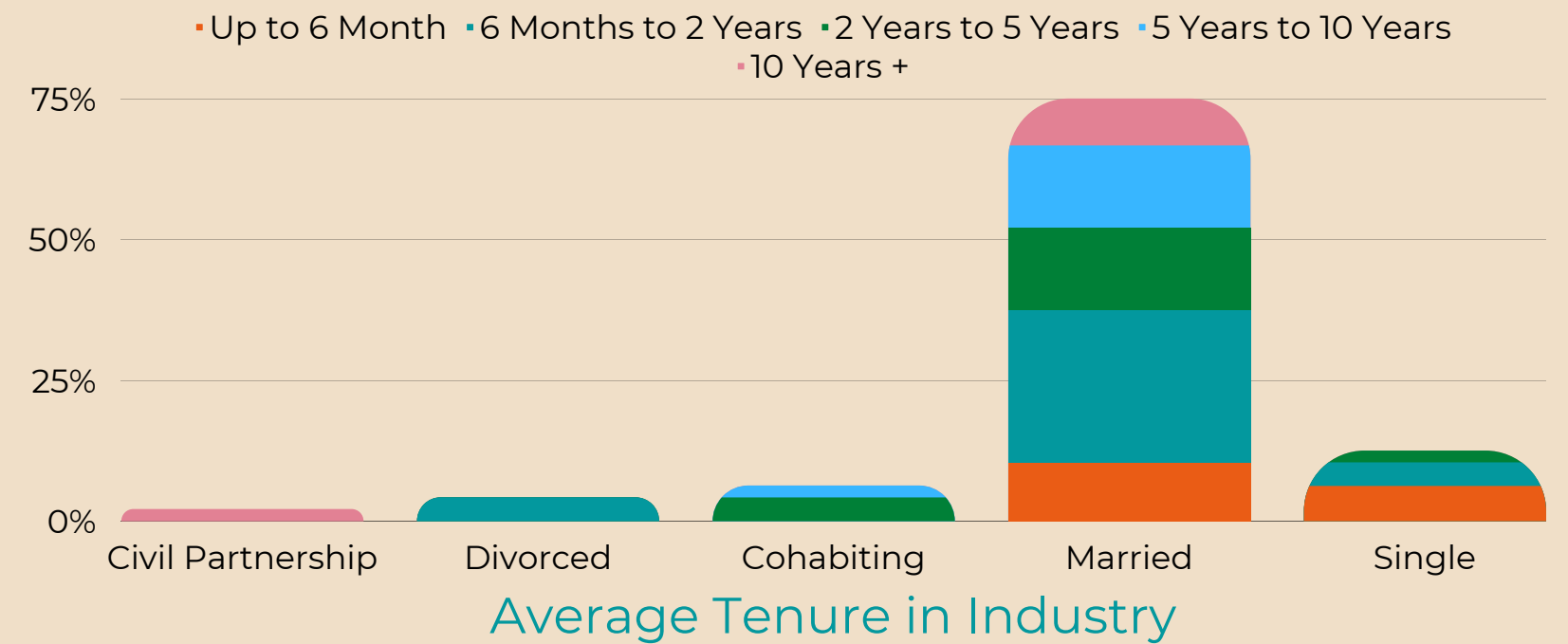
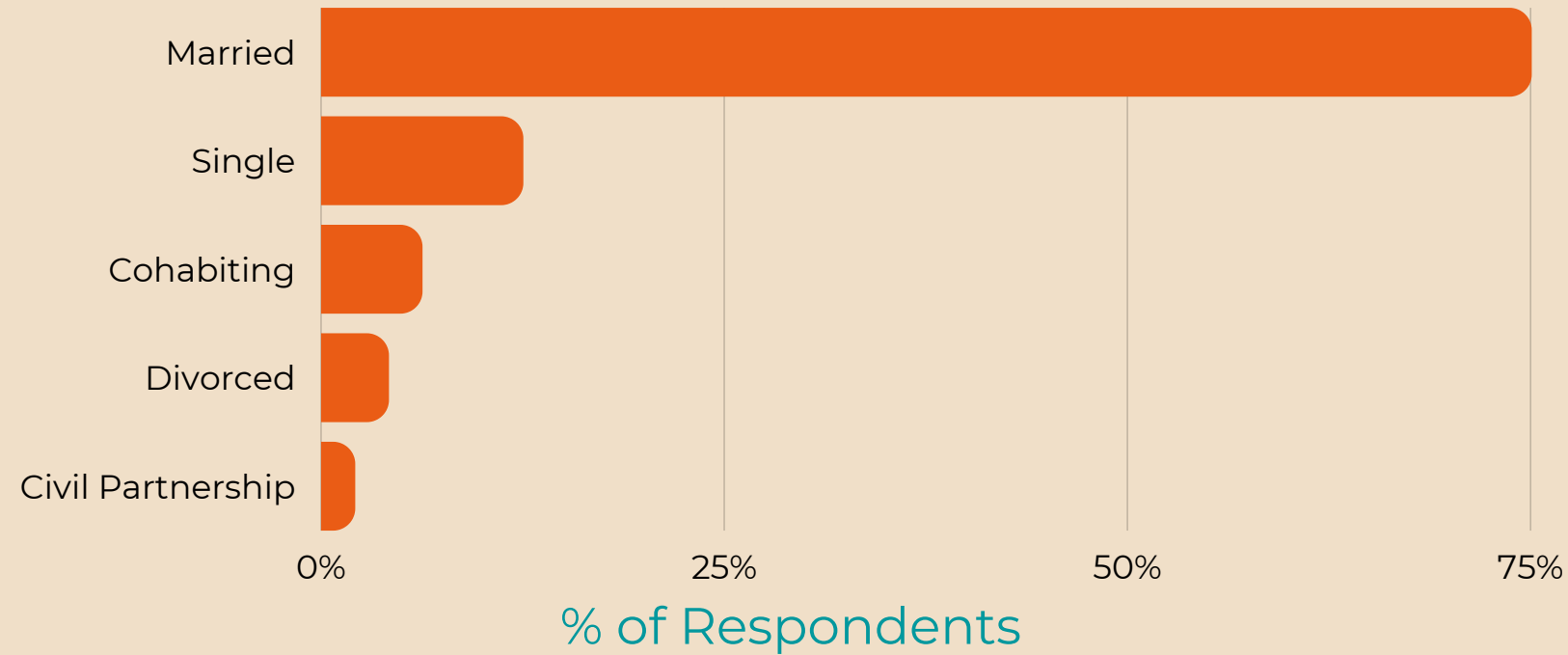
~15% to 20% of the population is neurodivergent. (Forbes)

Race/Ethnicity



"Ethnicity is similar in concept to race. But while races have often been distinguished on the basis of physical characteristics, especially skin color, ethnic distinctions generally focus on such cultural characteristics as language, history, religion, and customs".
(Montague, 1942).

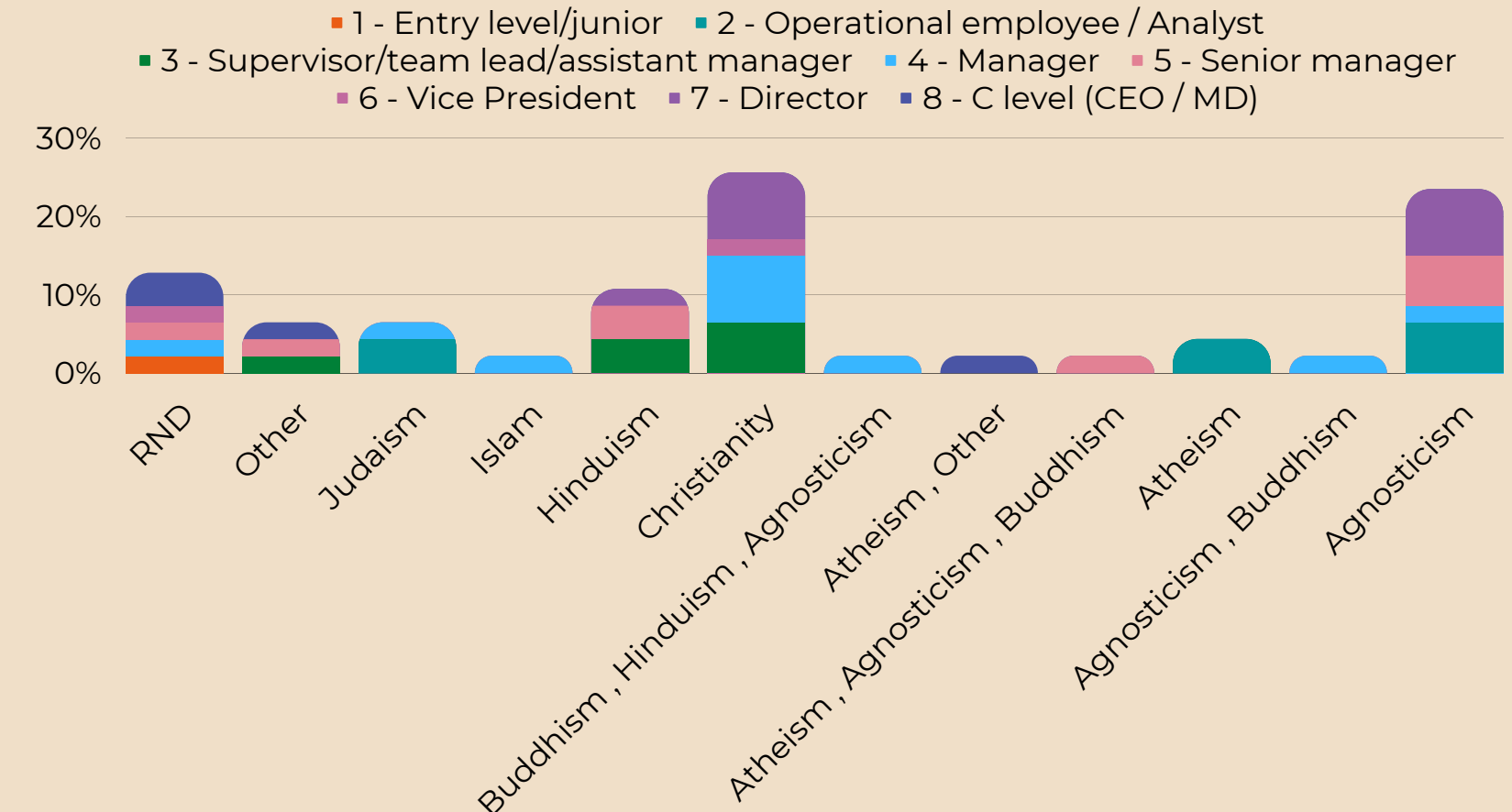
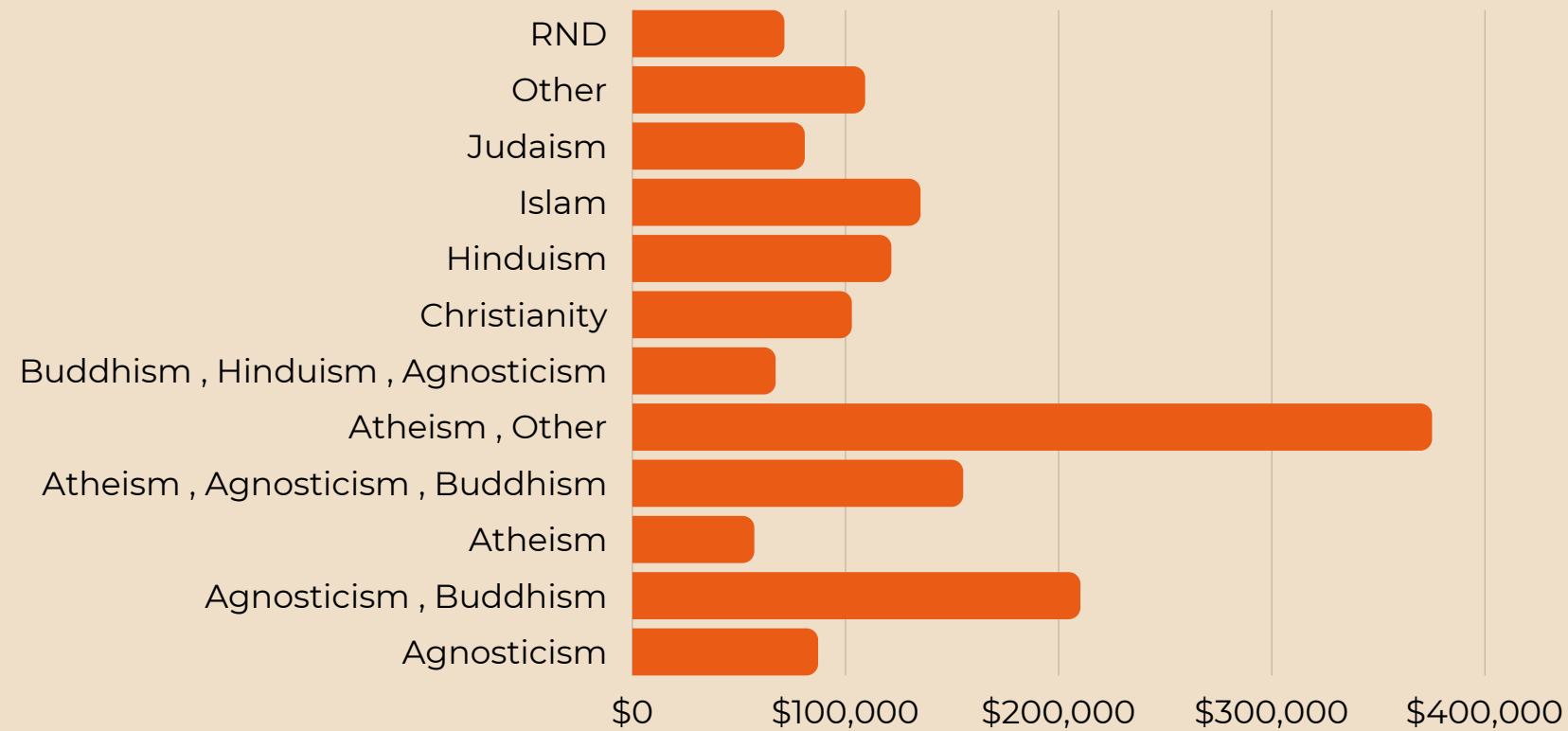
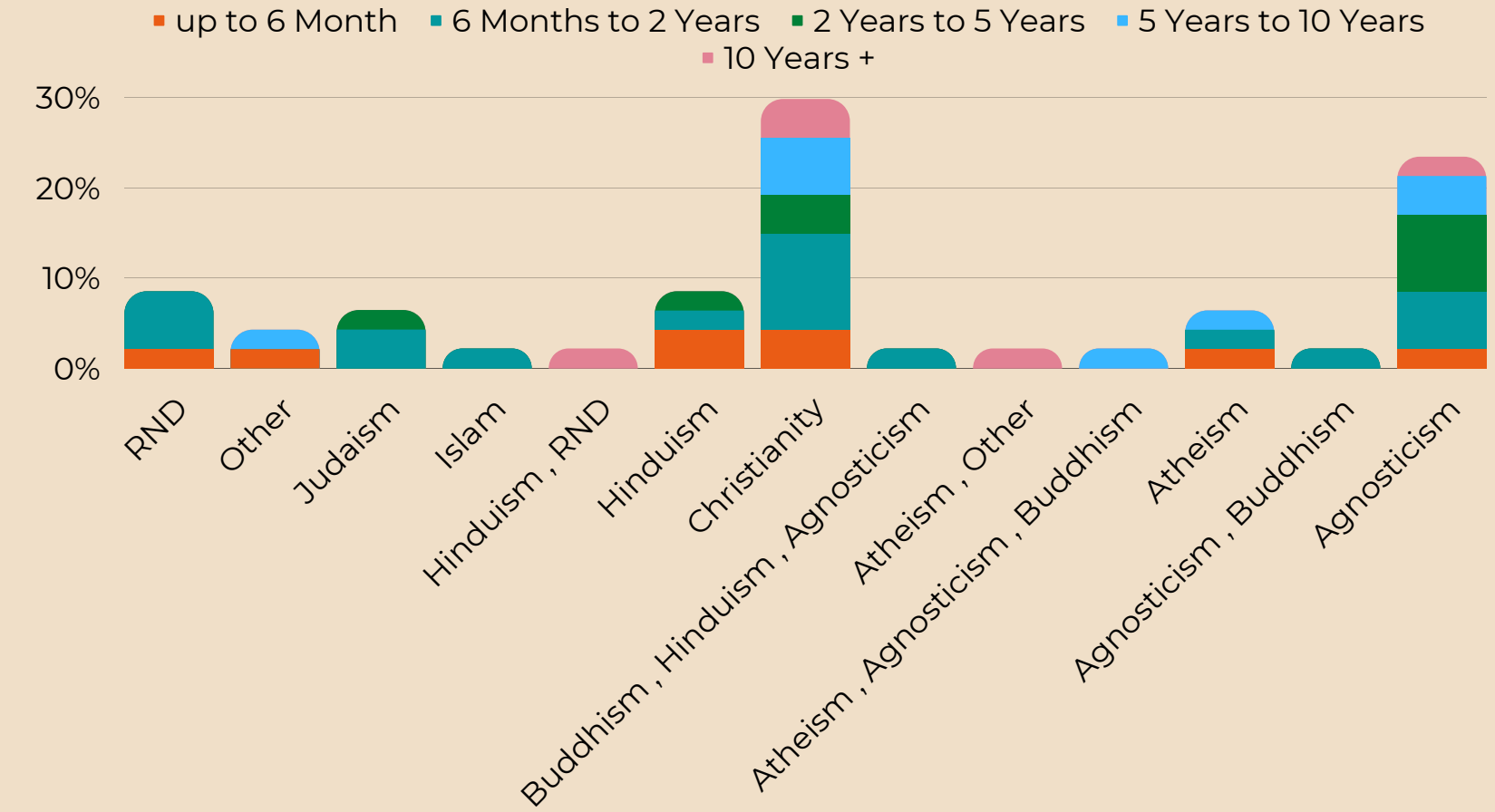
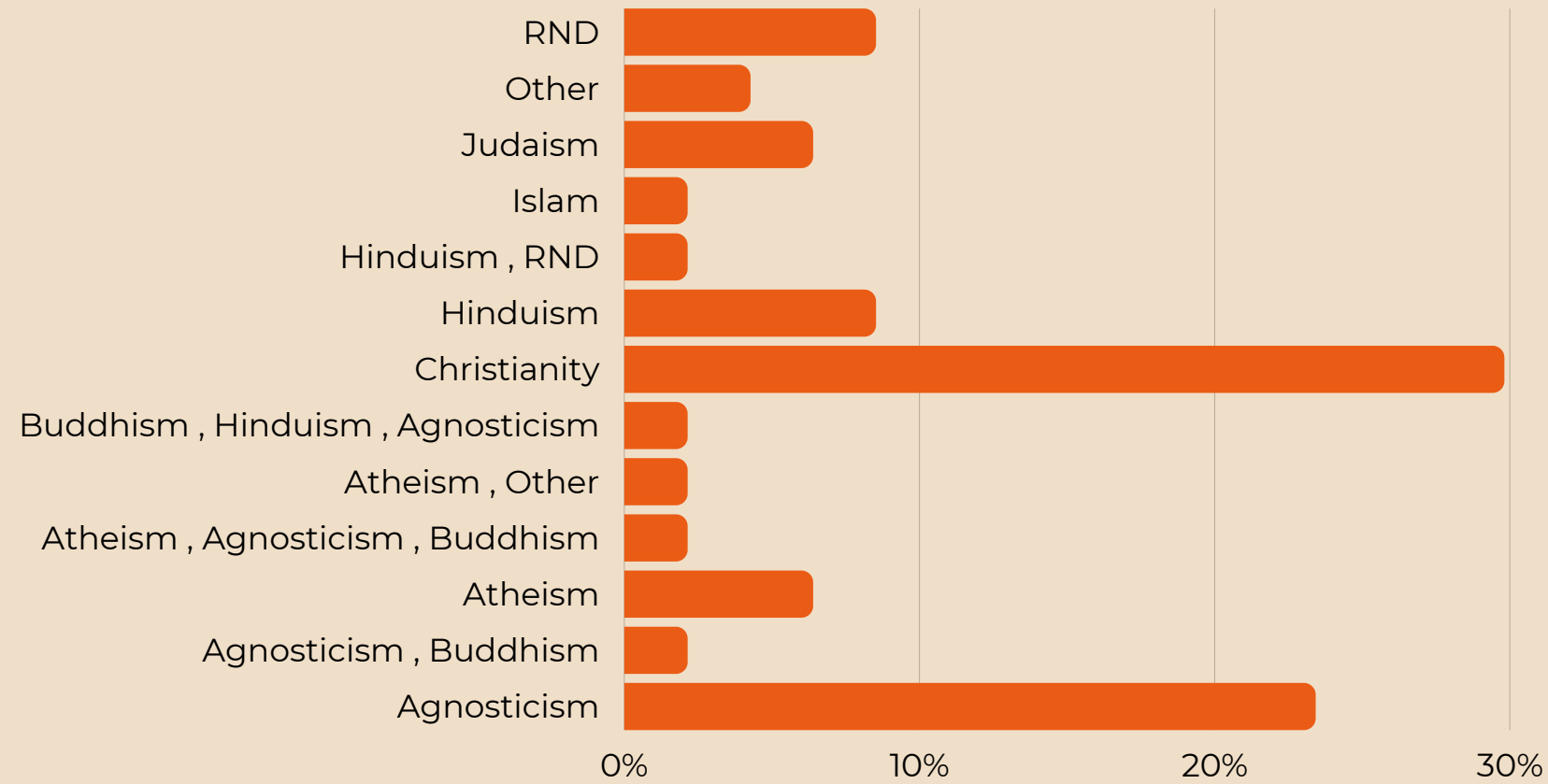
Relationship Status



Religion

Average Tenure in Industry

% of Respondents

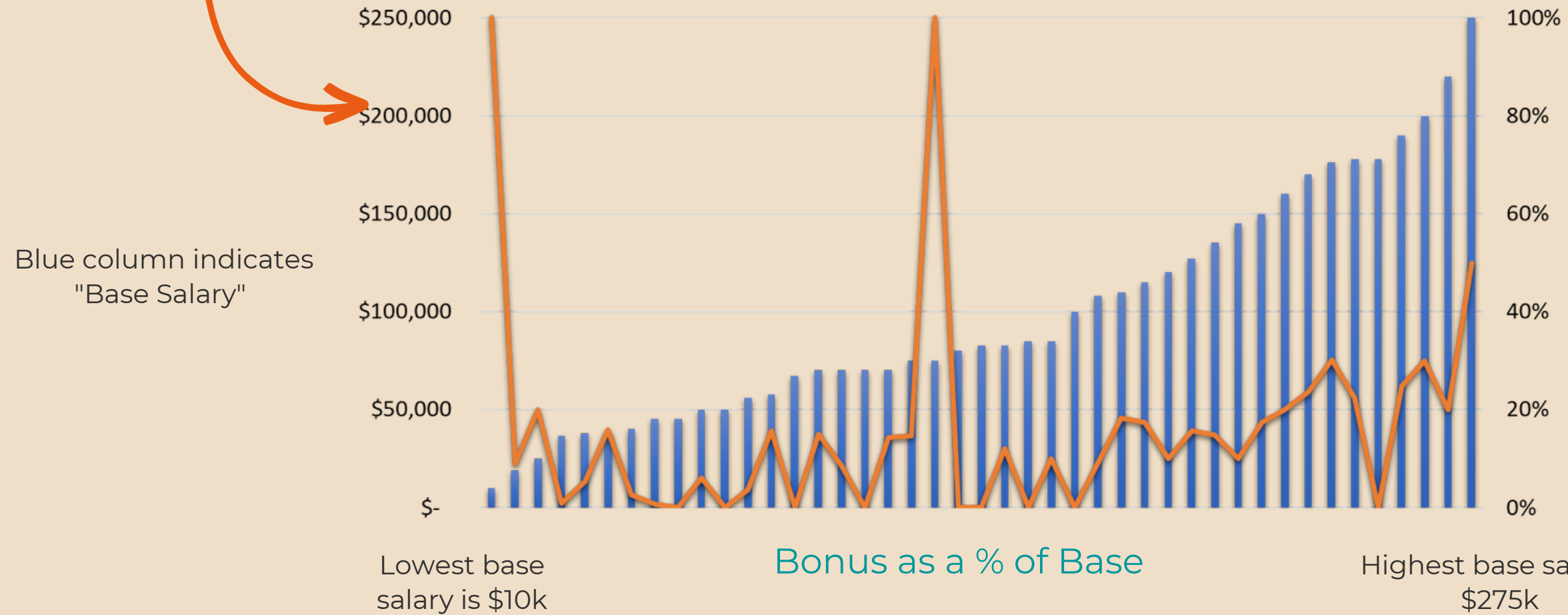
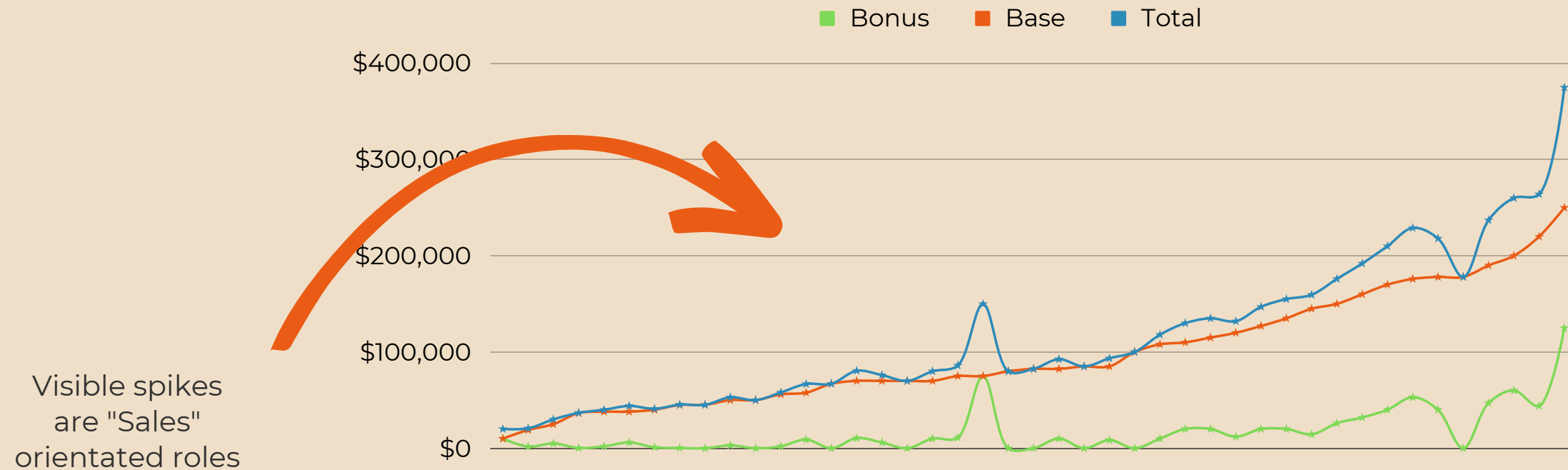


Total Average Salary

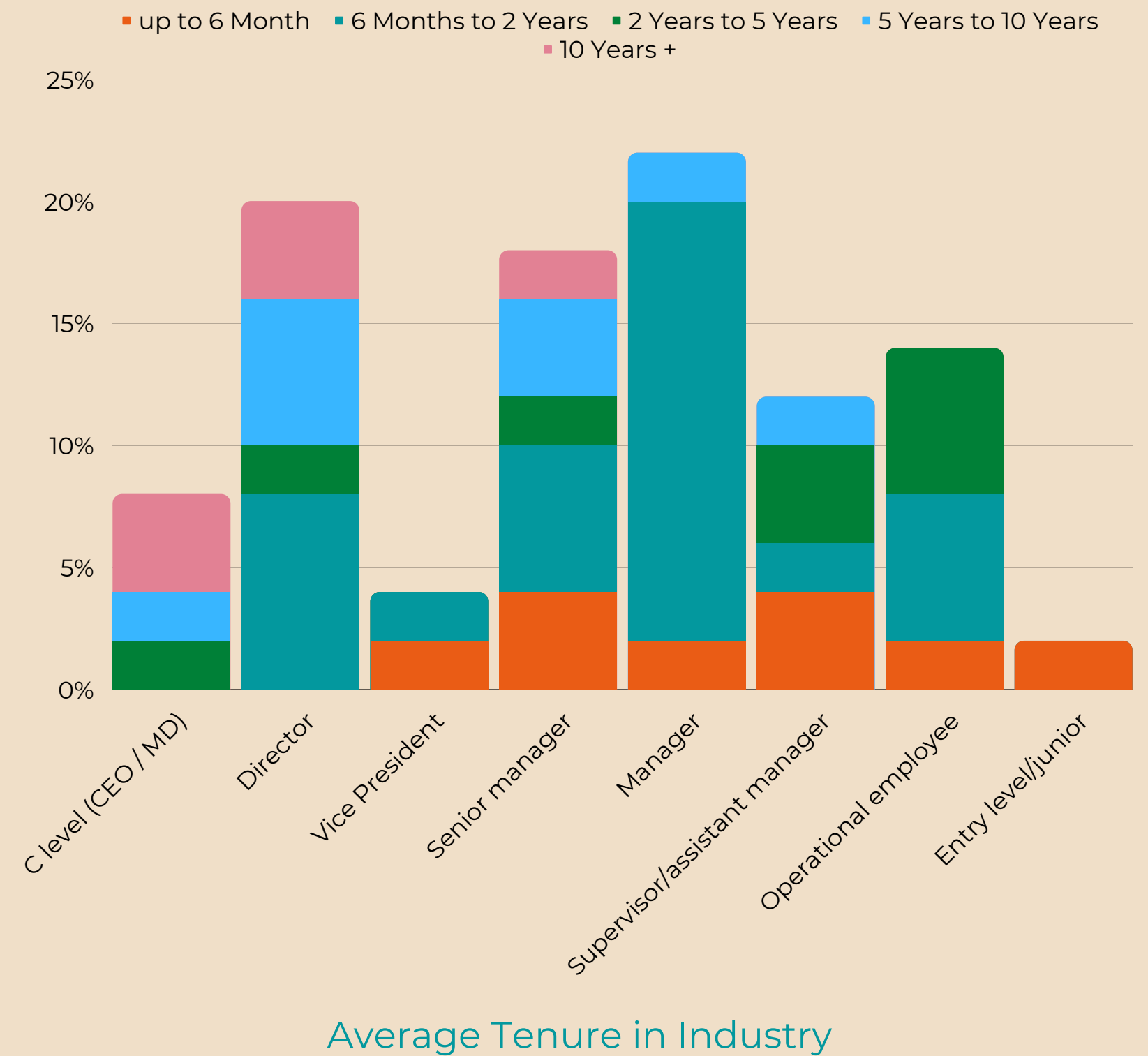
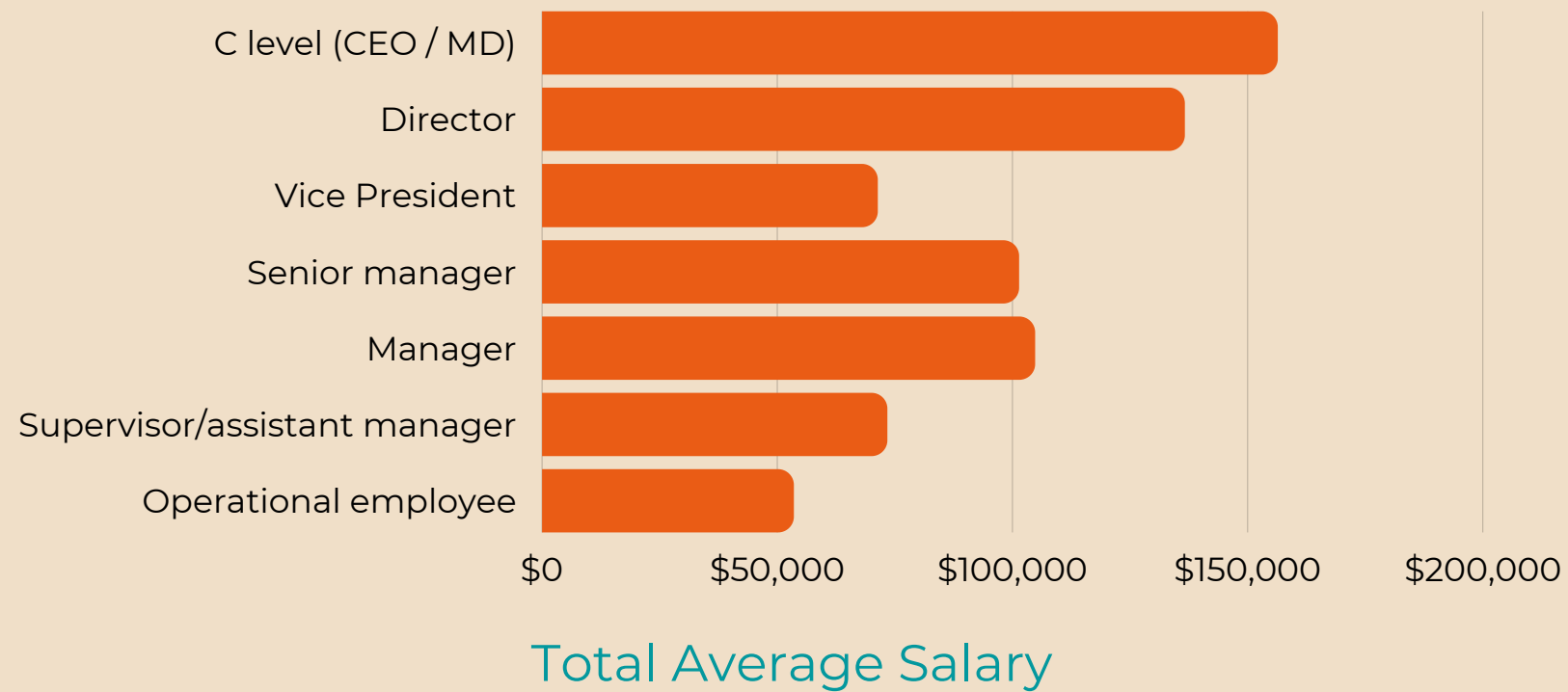
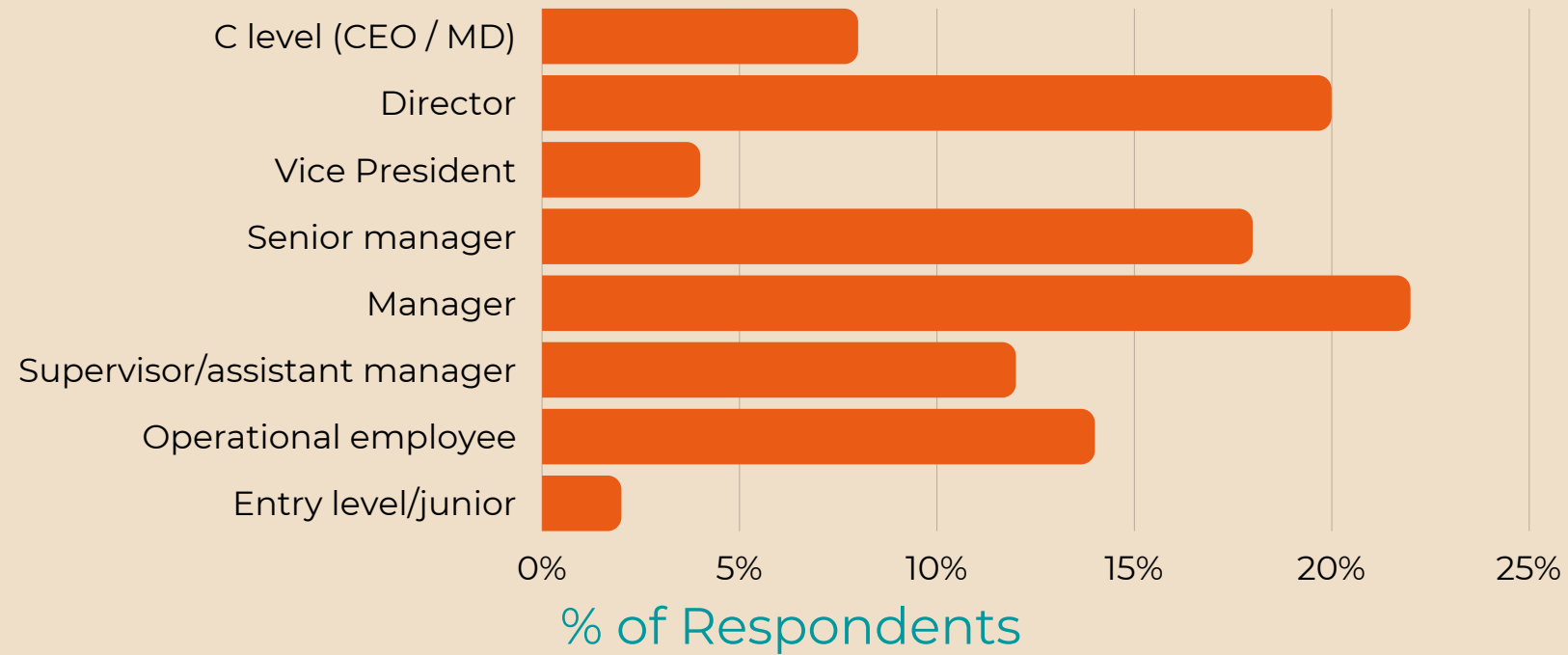
Current Seniority Level

Salary Profile

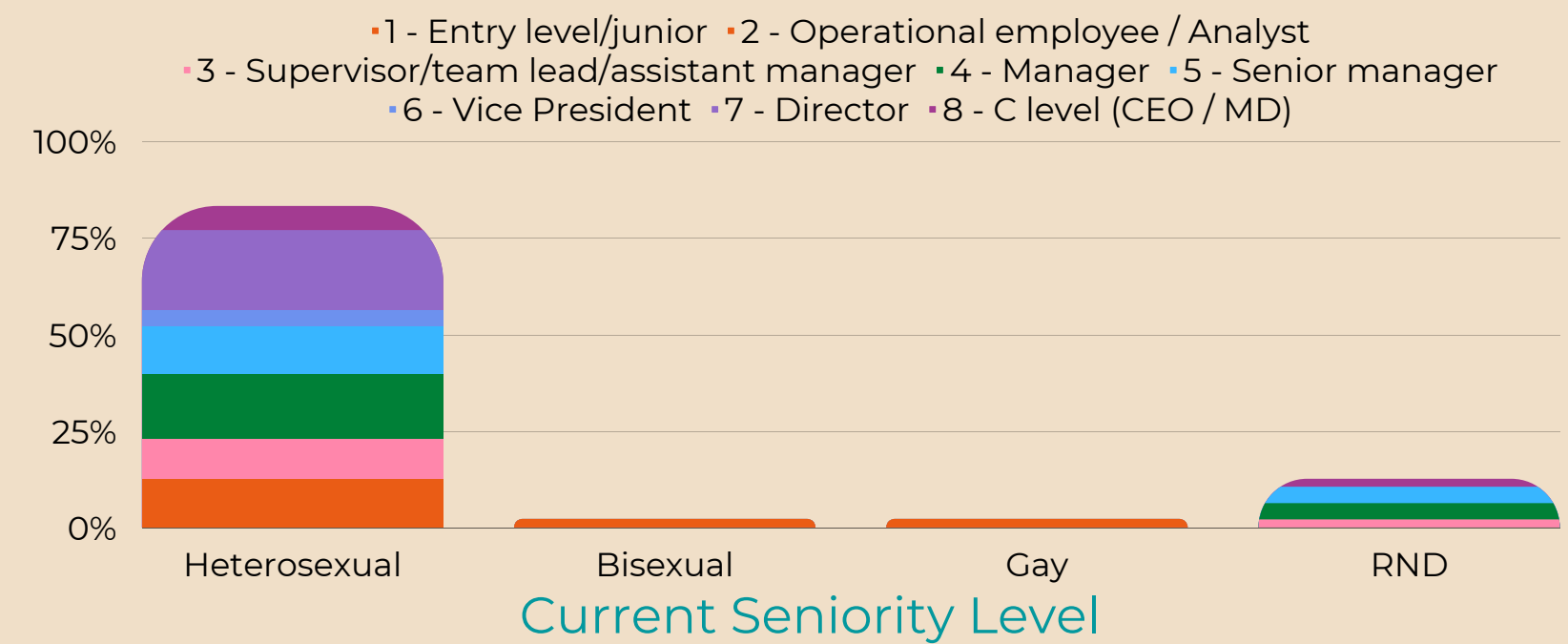
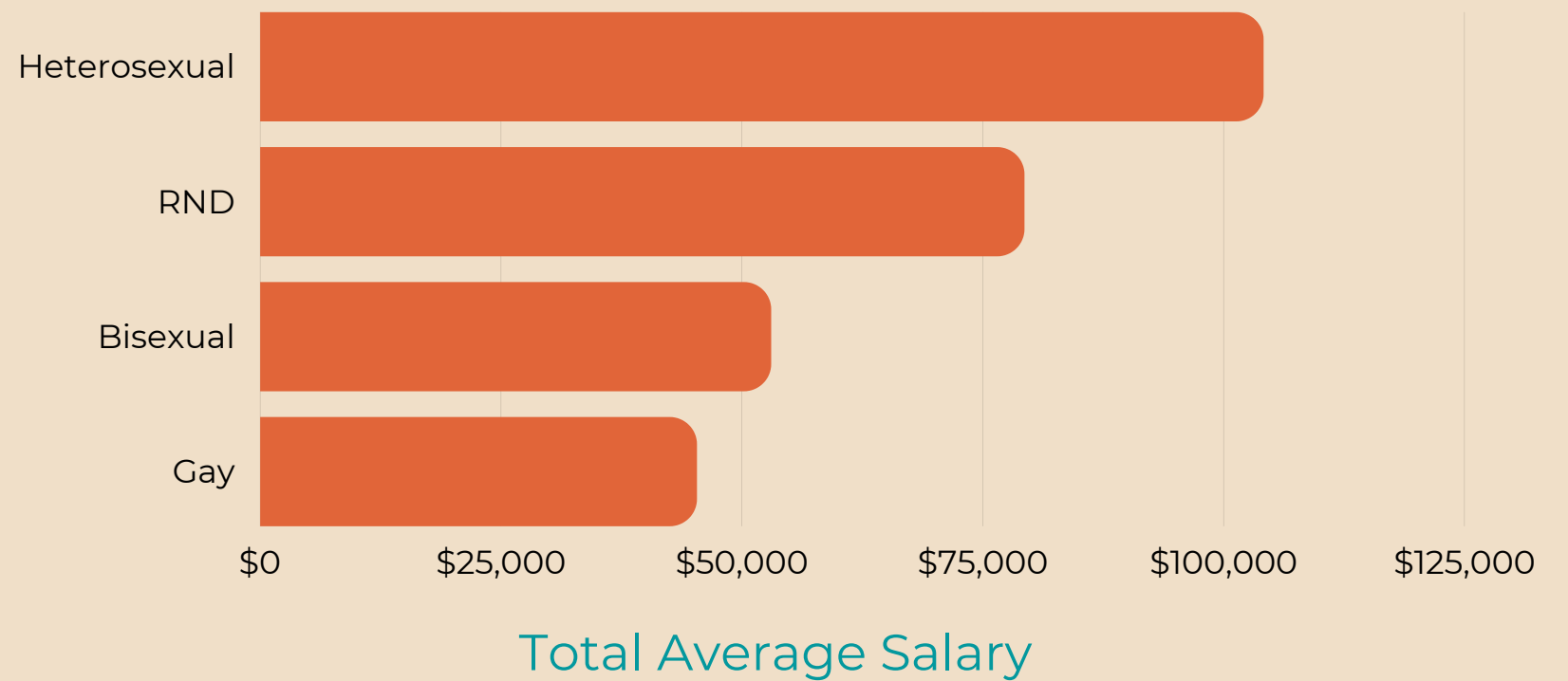
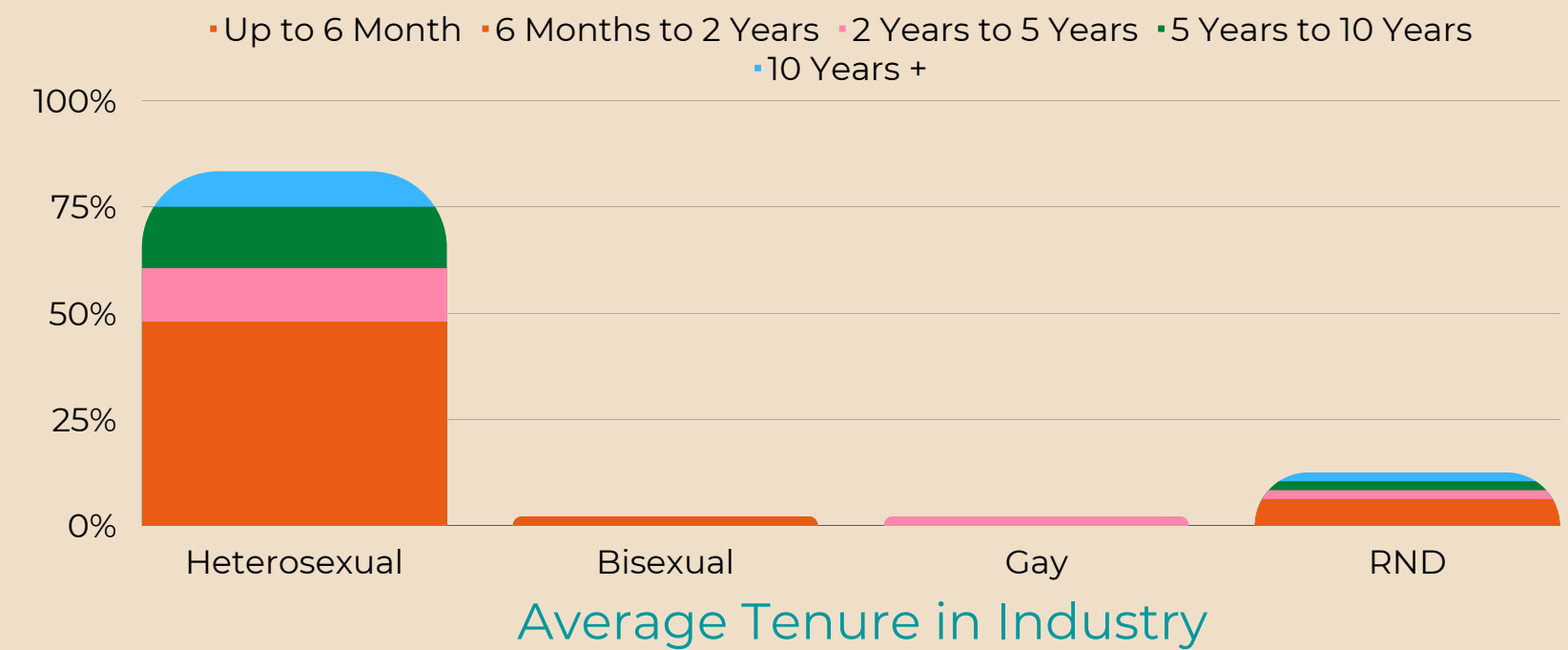
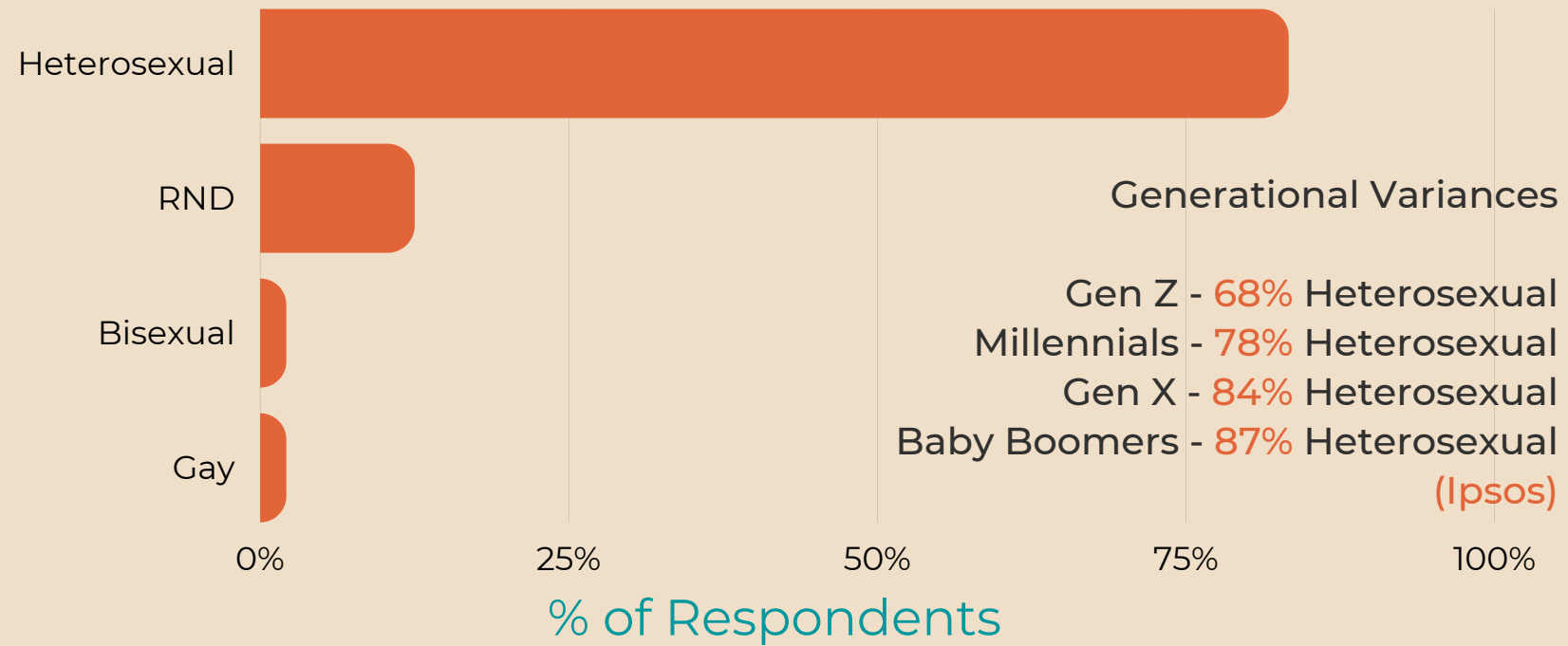
Respondents Base, Bonus and Total



Seniority



Sexuality



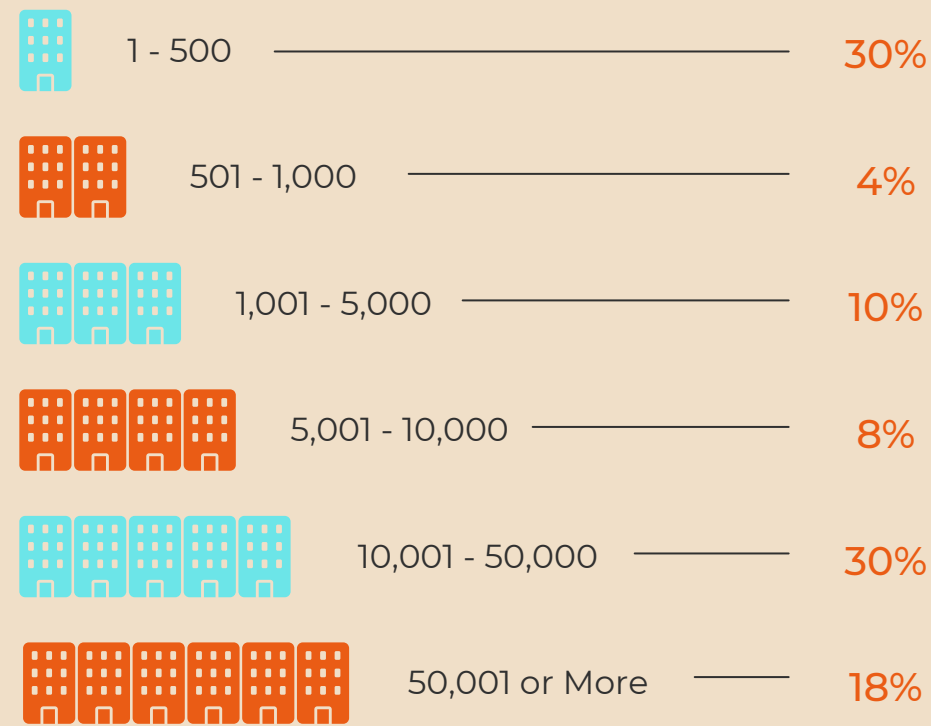
66% in Brazil are exposed to a gay or lesbian relative, friend, or colleague.

Regional Variances

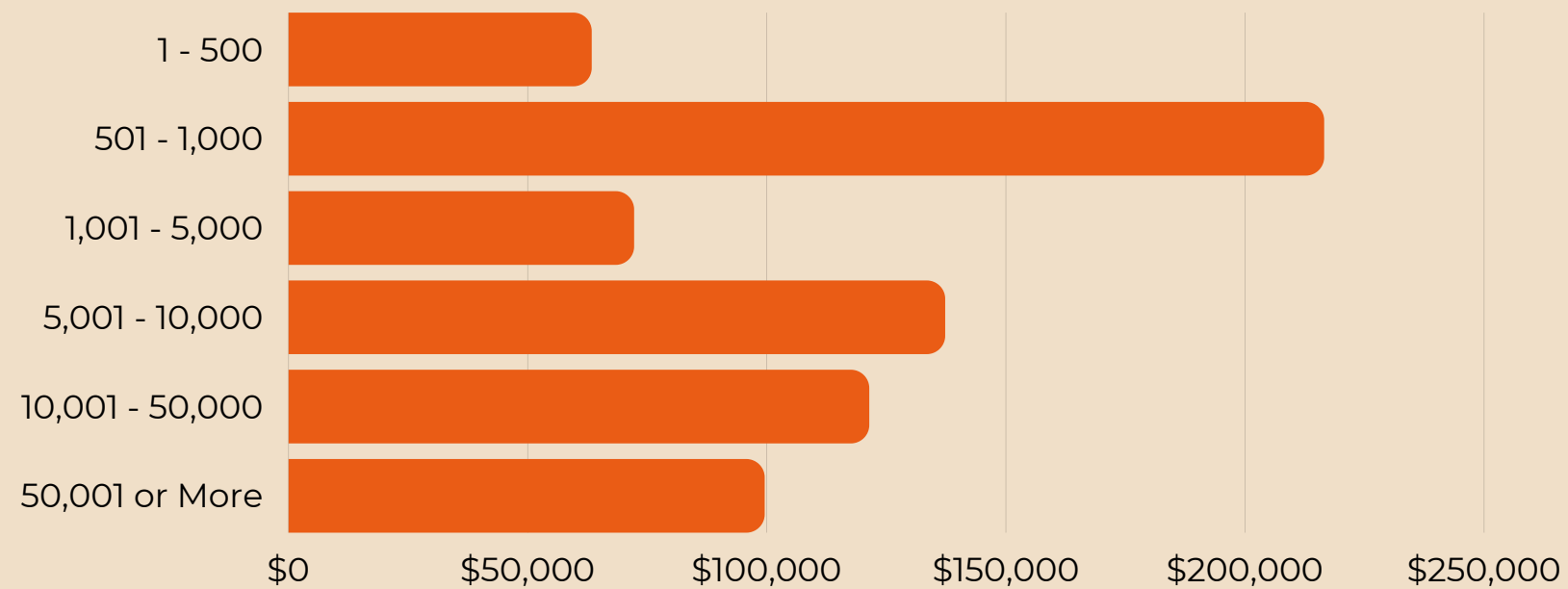
7% in Japan and South Korea are exposed to a gay or lesbian relative, friend, or colleague.

(Ipsos)

Size of Organisation

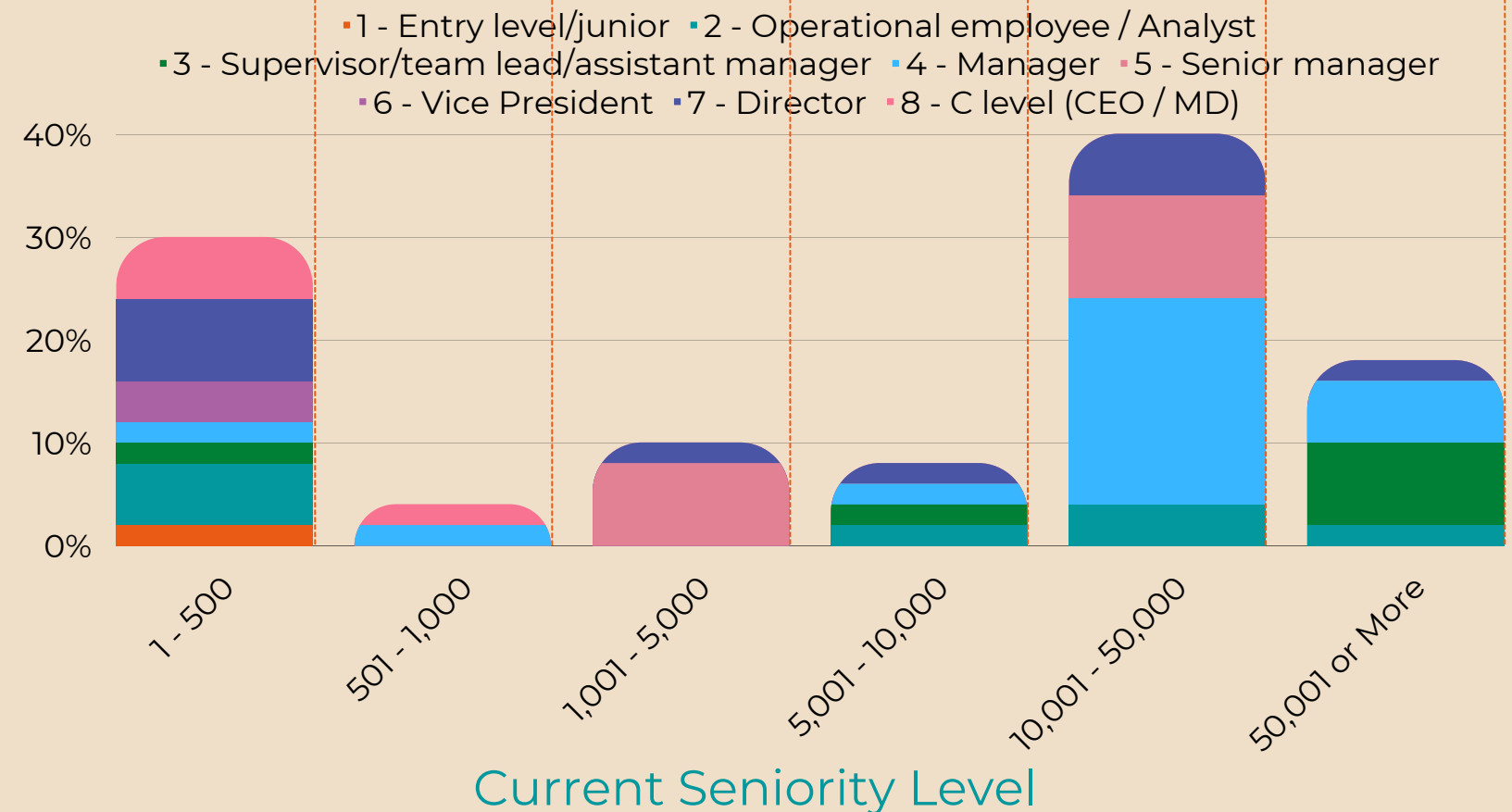
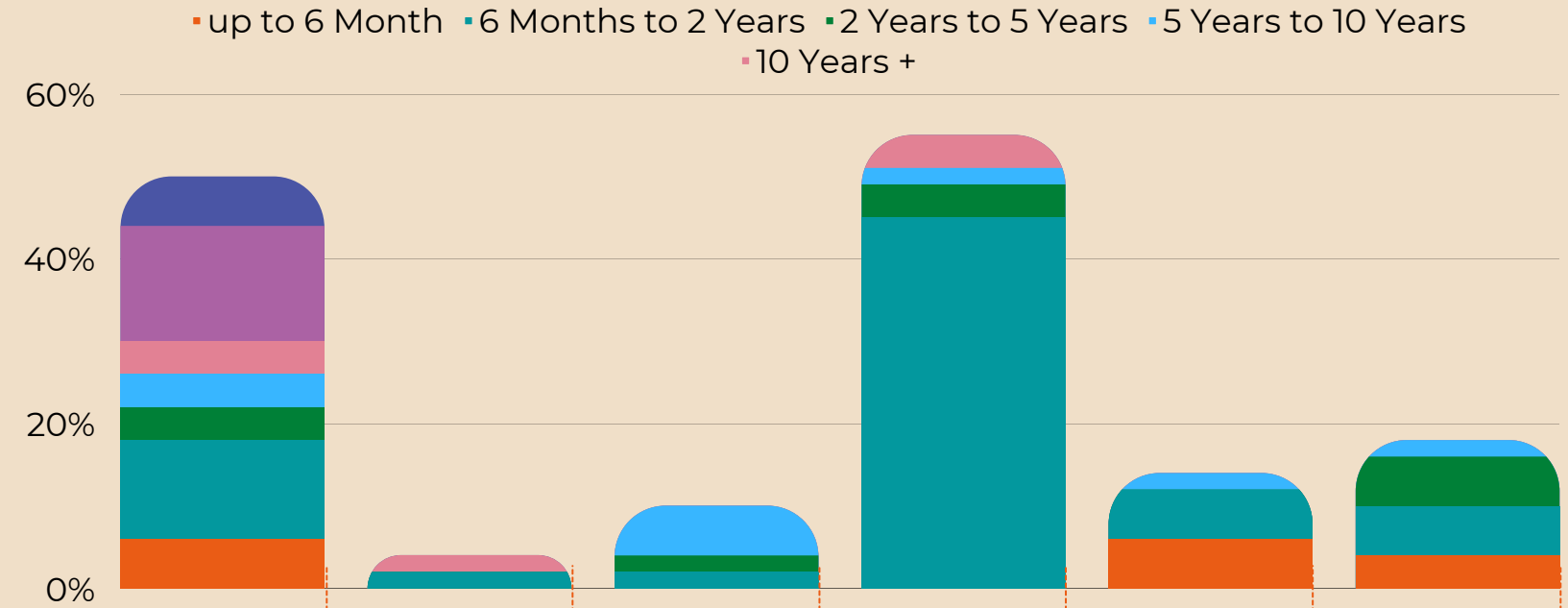


% of Respondents



Total Average Salary

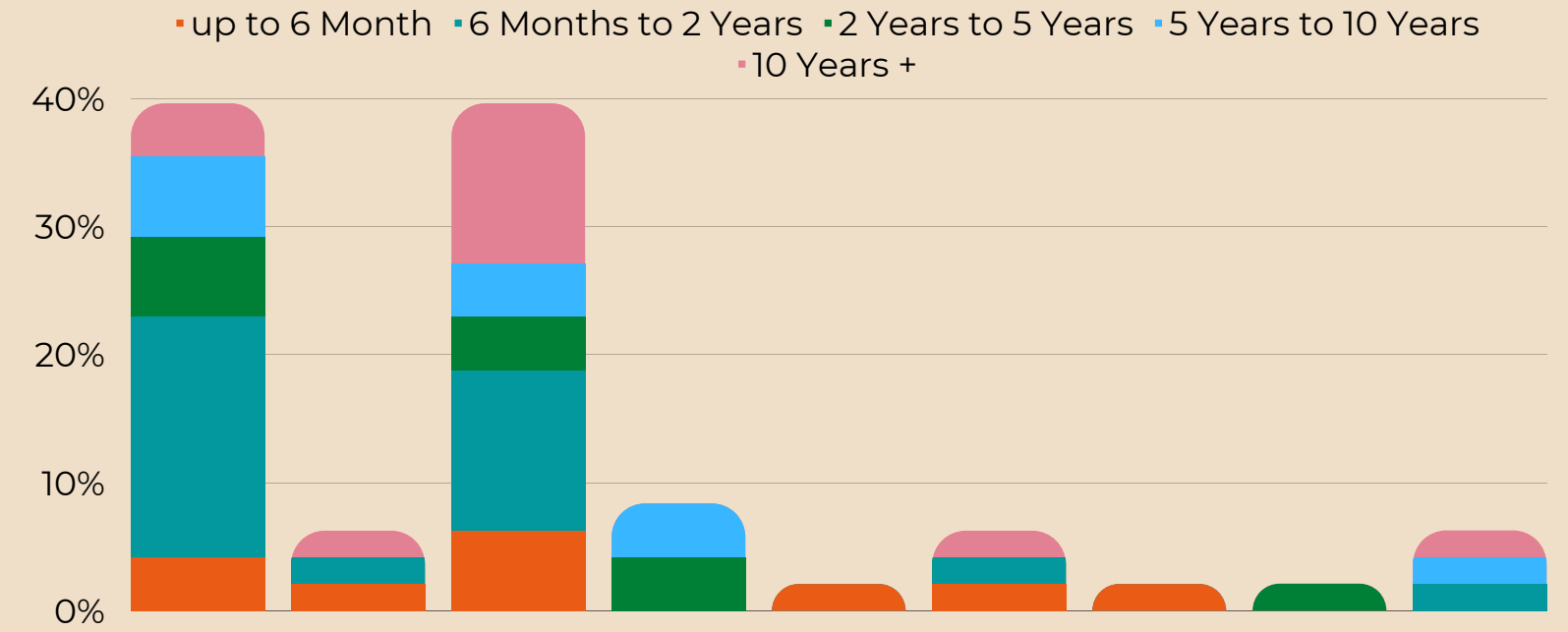
Average Tenure in Industry



Current Seniority Level

Socio-economic

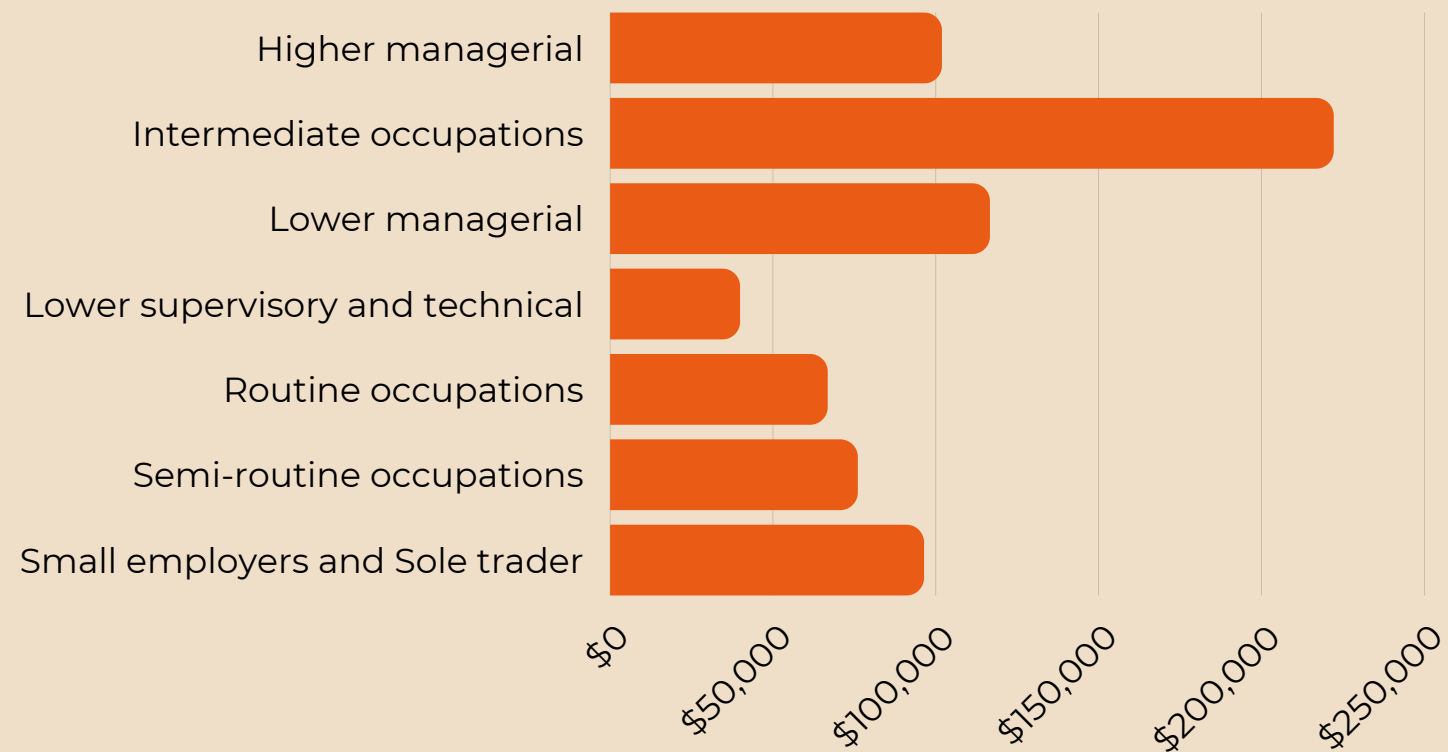
Average Tenure in Industry



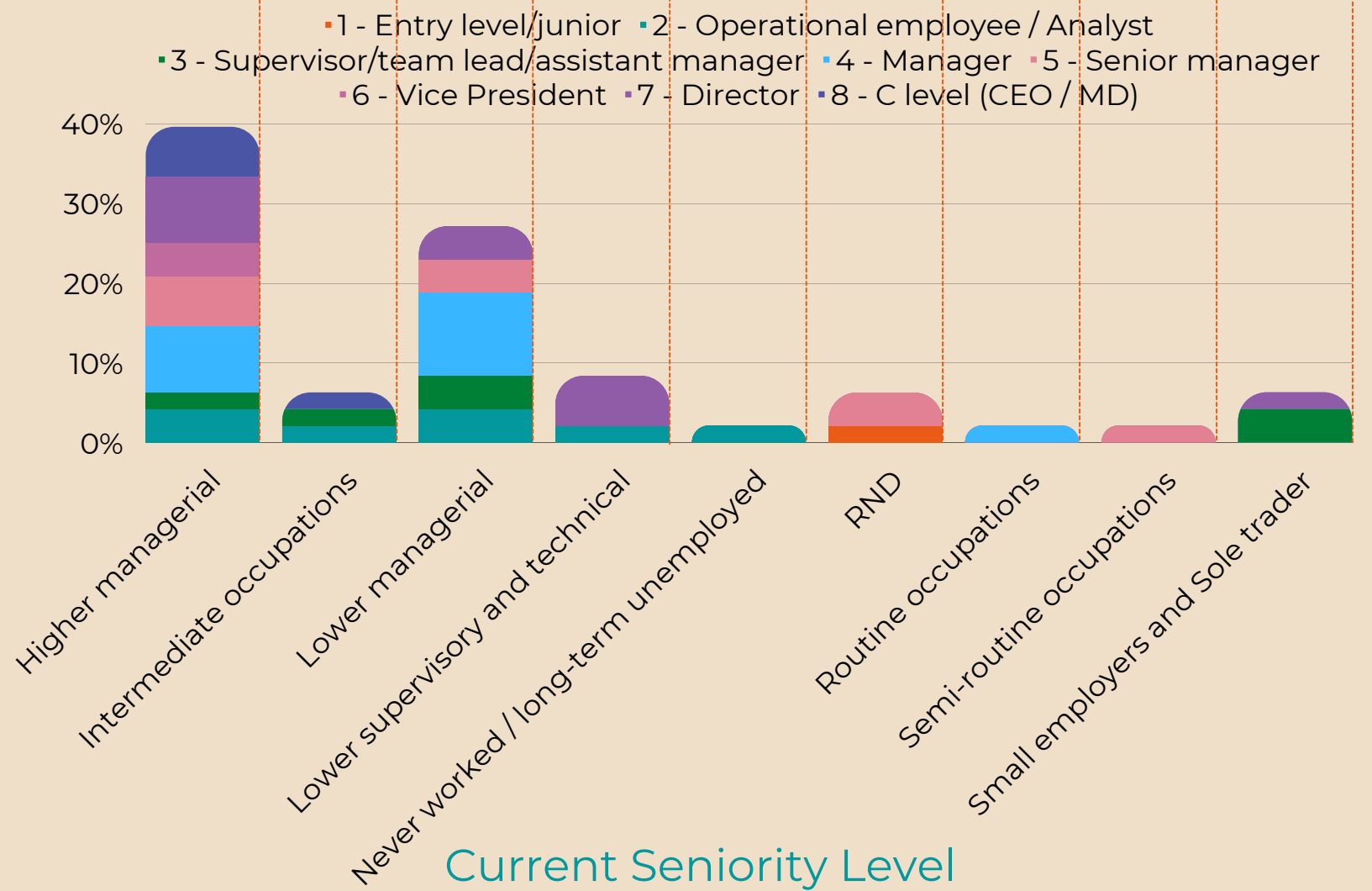
% of Respondents



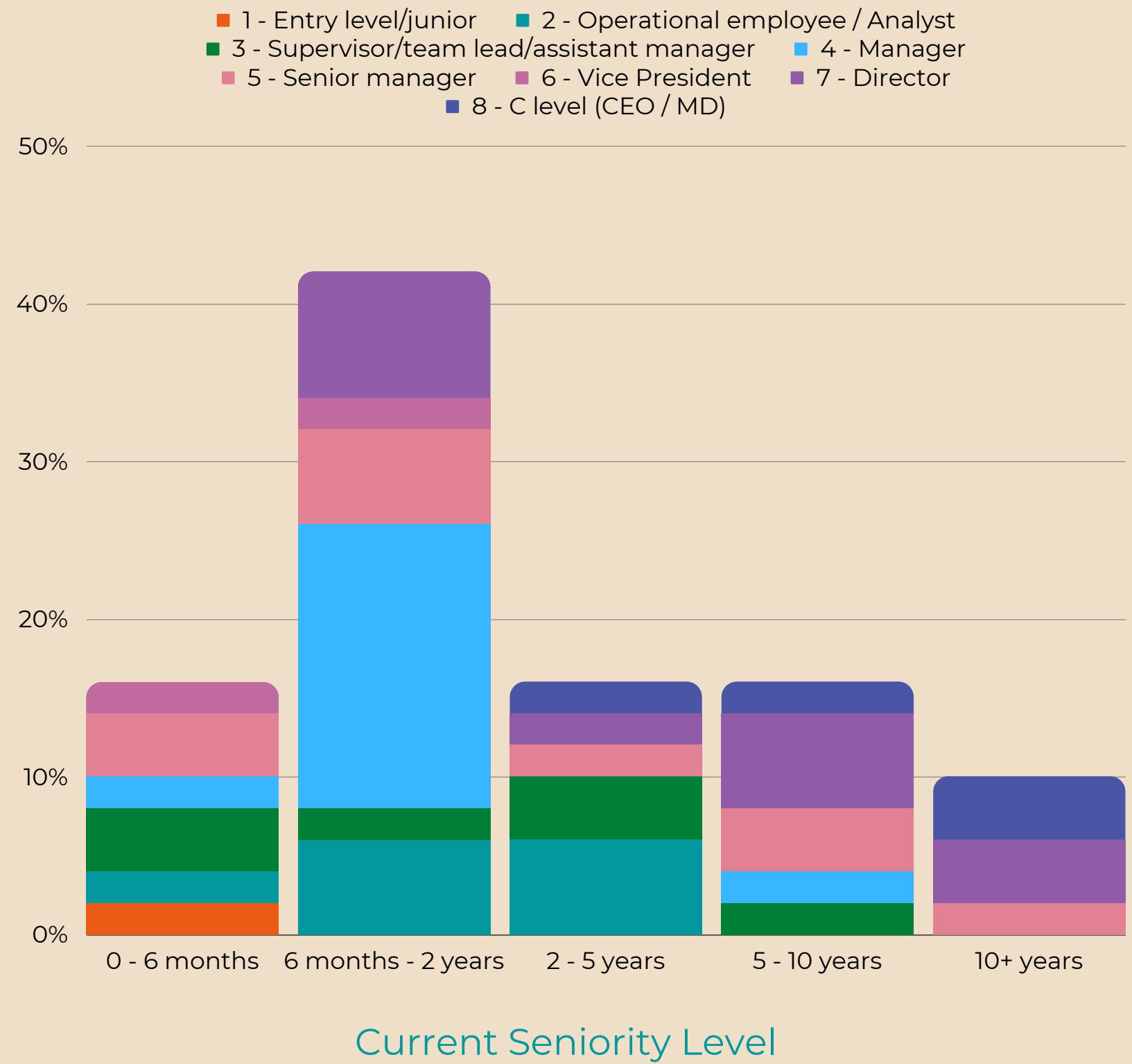
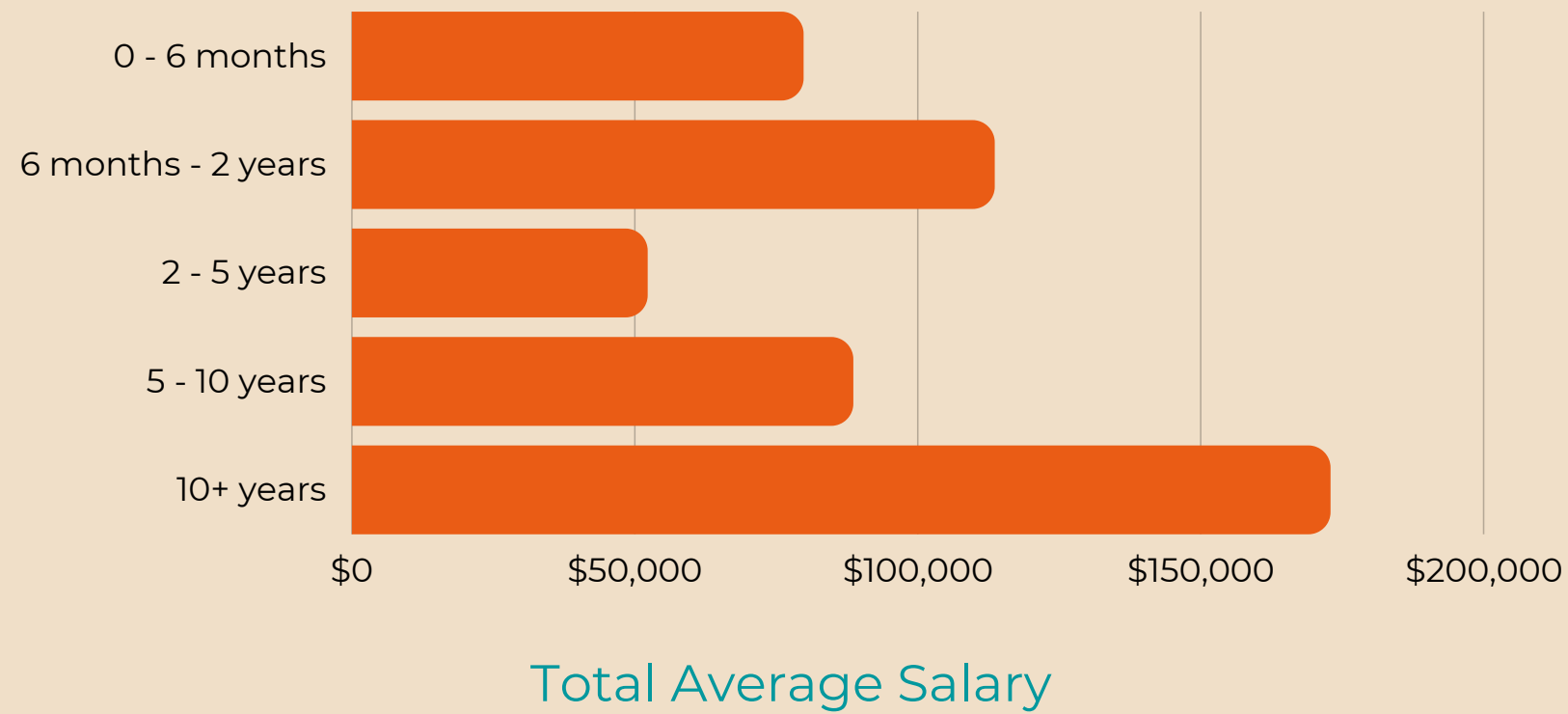
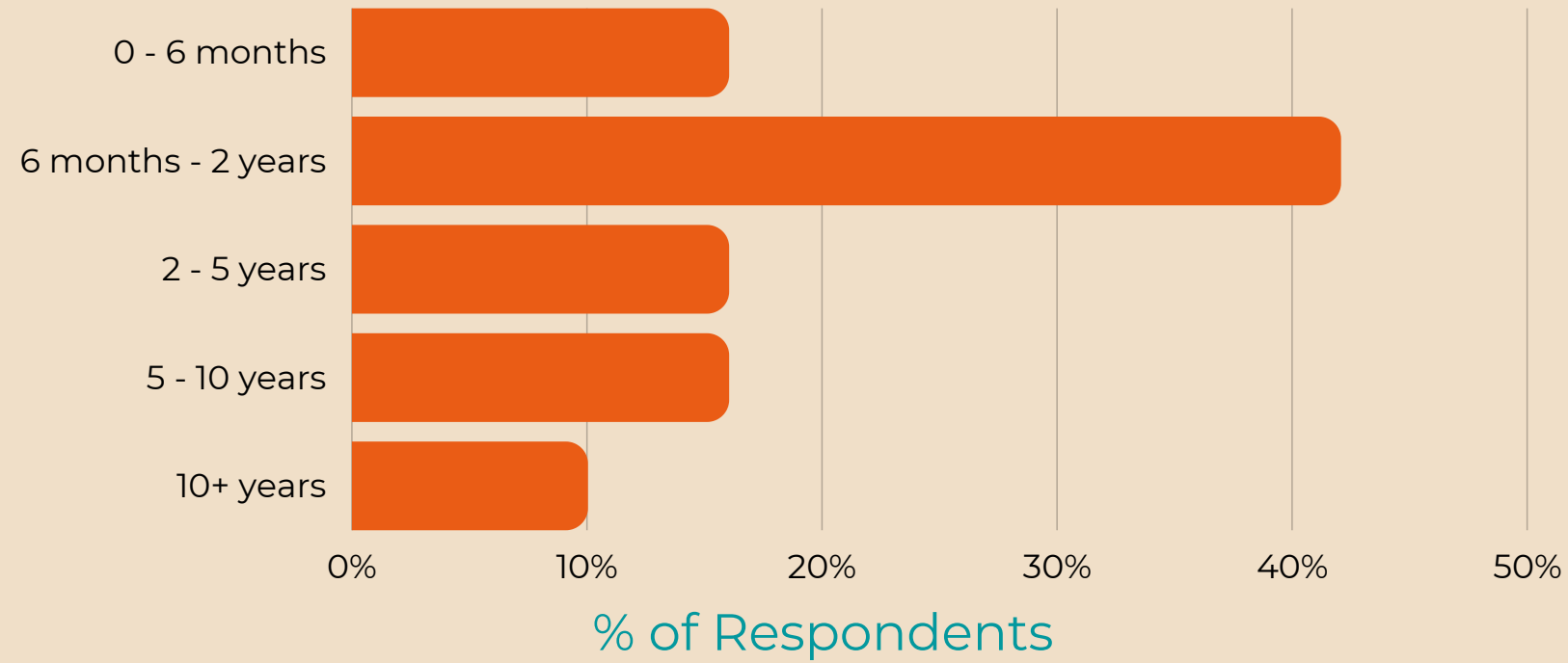
Total Average Salary



Current Seniority Level



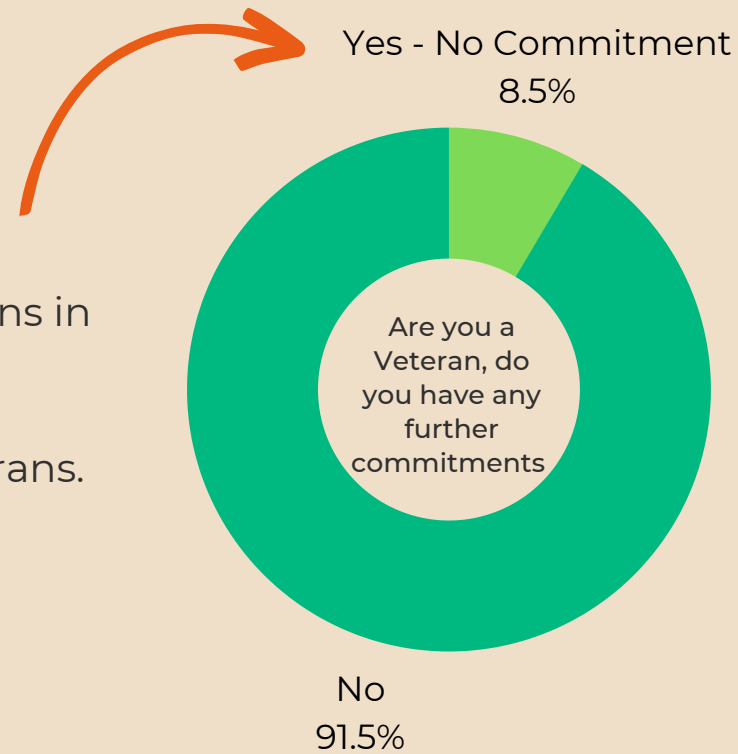
Tenure



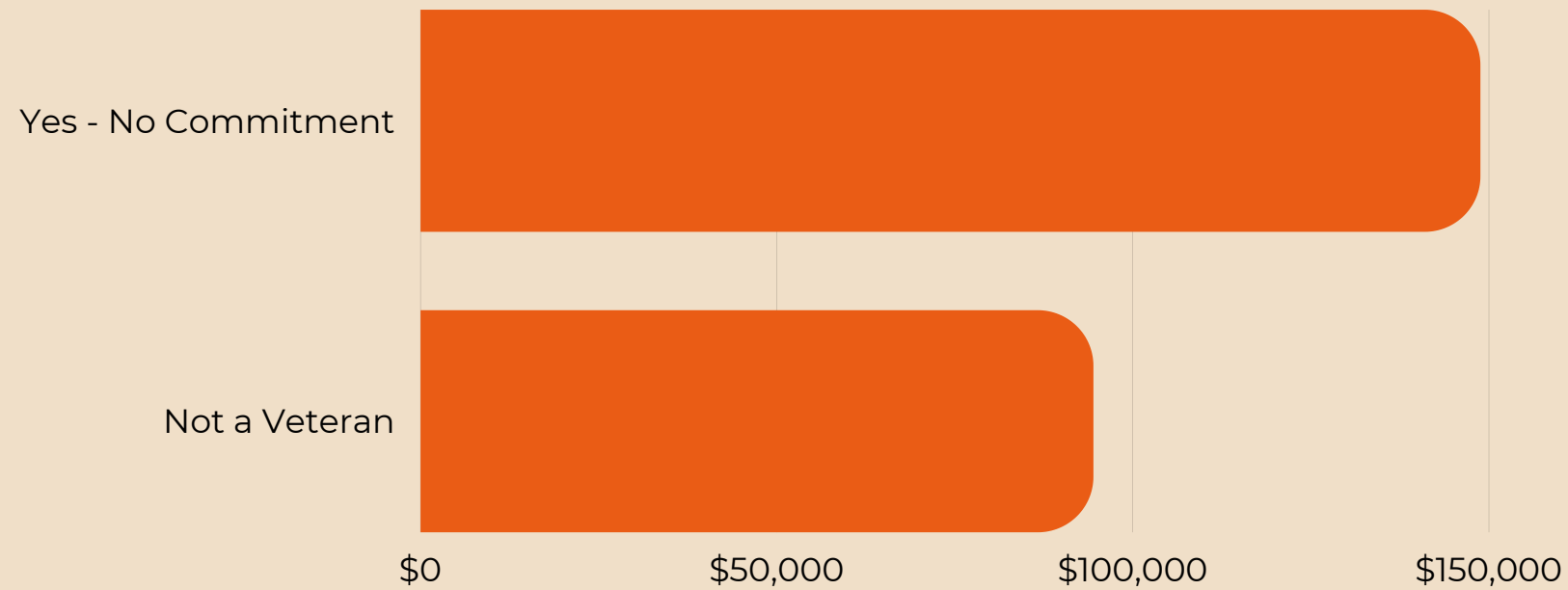
Veterans

The USA has about **6%** Veterans in its communities.

The UK has less than **4%** Veterans.

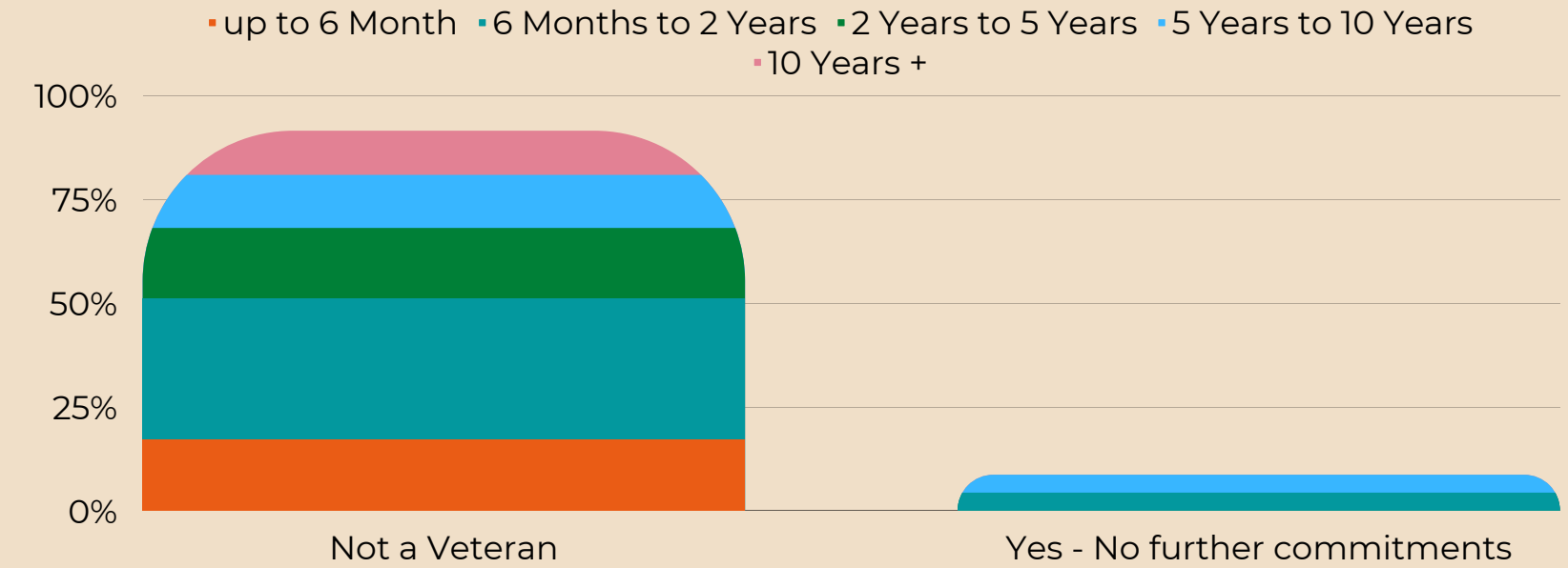


% of Respondents

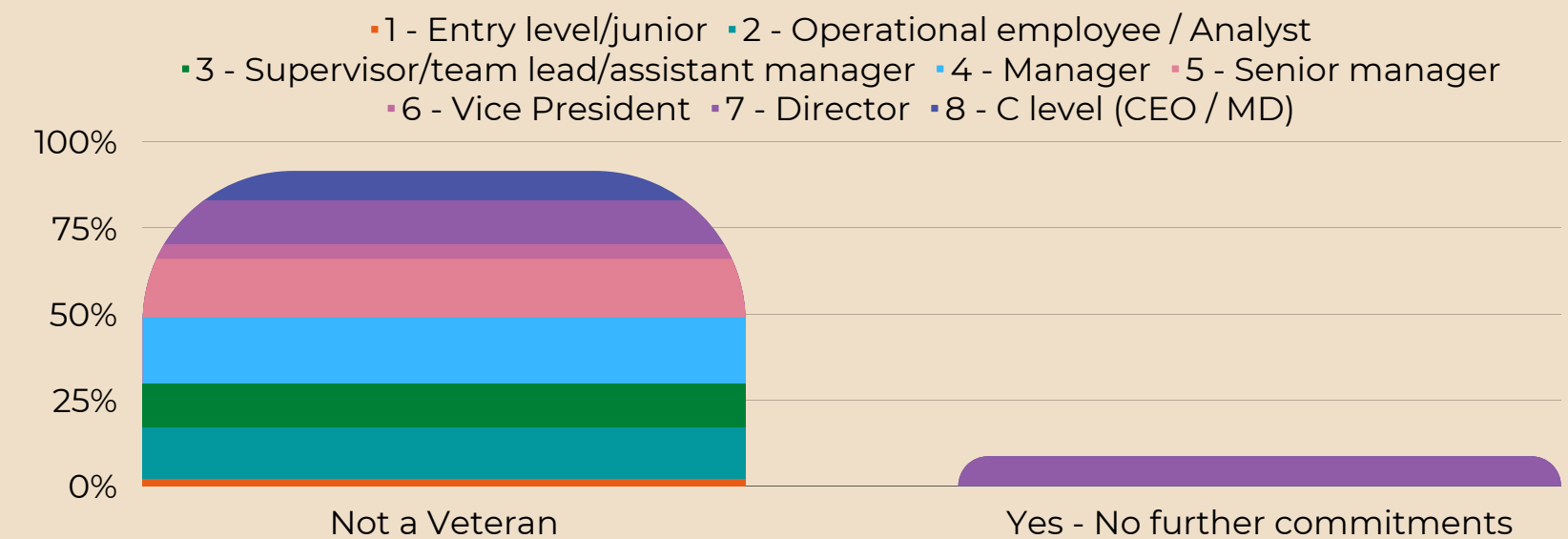


Total Average Salary

*Understanding the support required for certain veterans is crucial, given the extended periods of time that they may have spend on operations.



Average Tenure in Industry

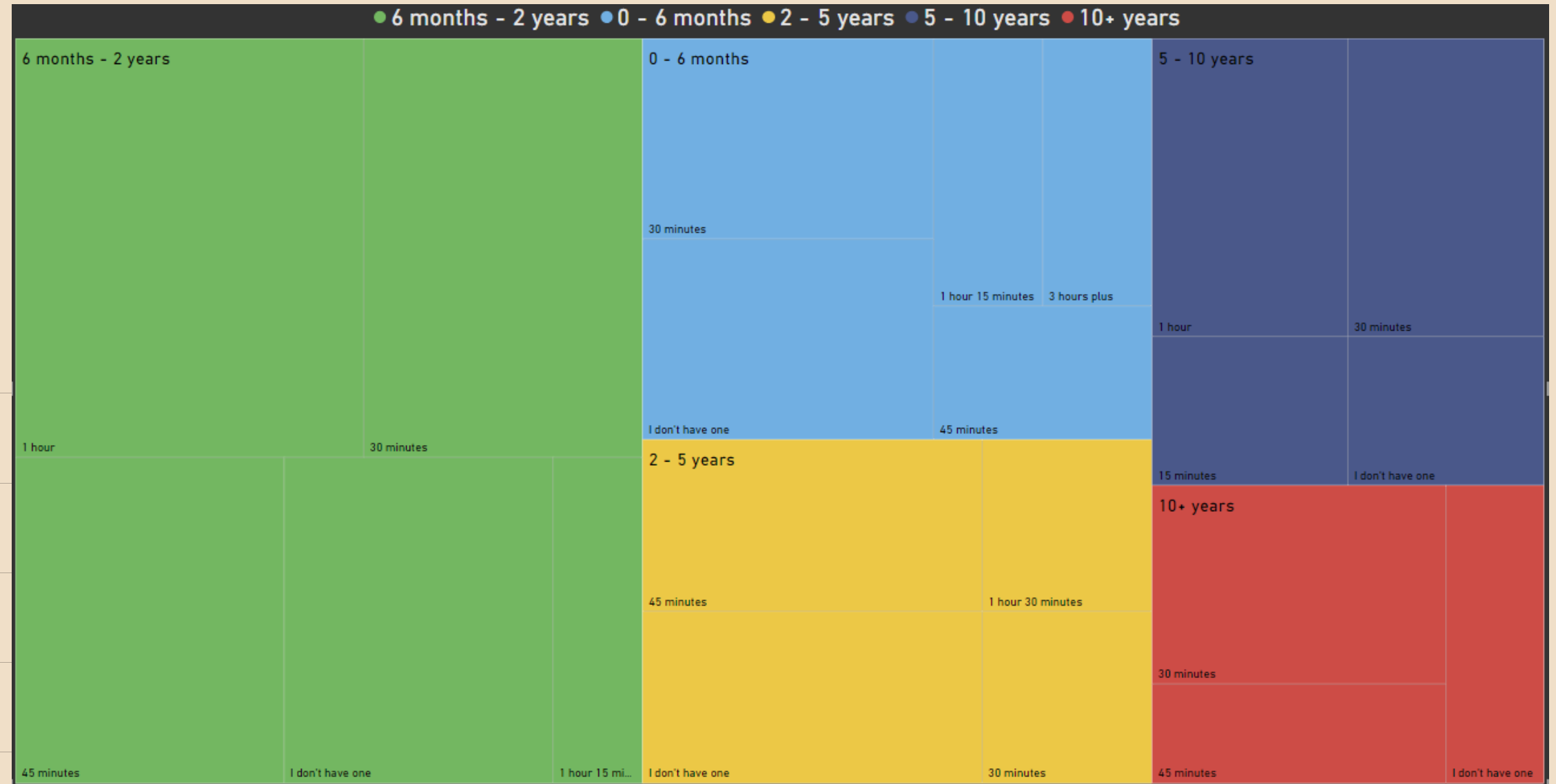
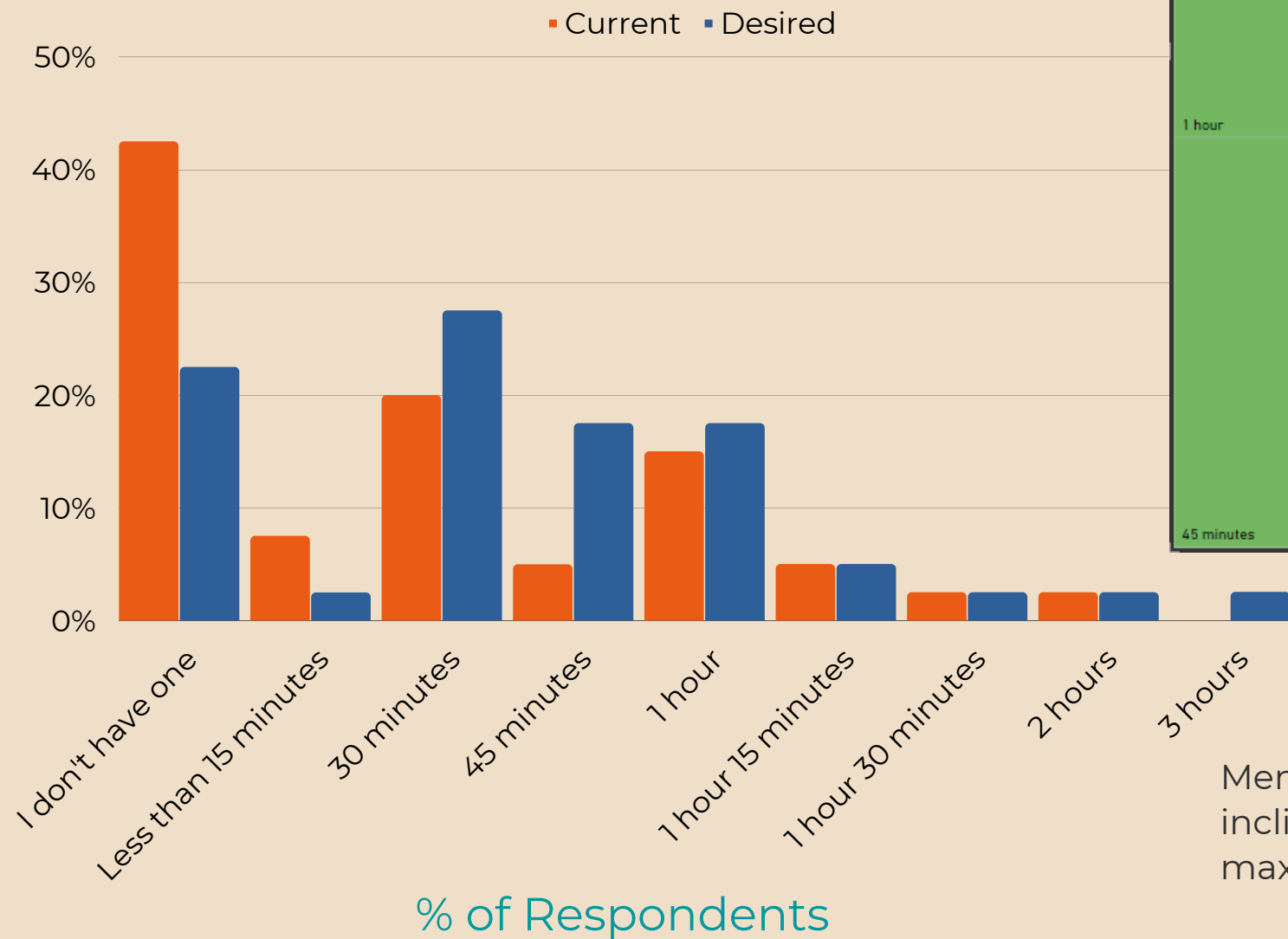


Current Seniority Level

*Highly skilled and adept at handling demanding situations, most countries try an retain their veterans withing the public sector community.

Willingness to Travel

Almost 50% of those that currently work from home, are prepared to travel between 30 to 60 minutes.

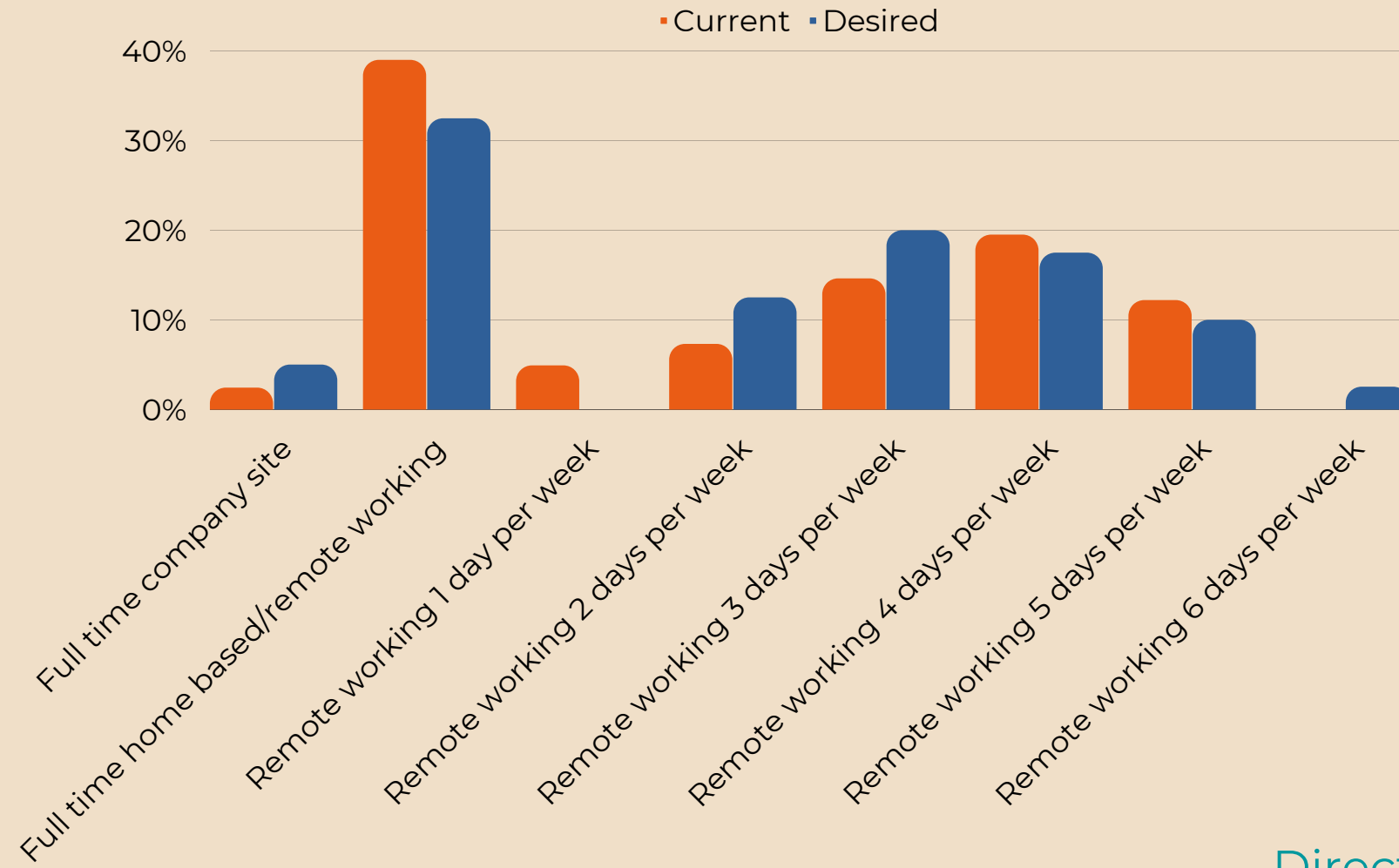


Average Tenure in Industry

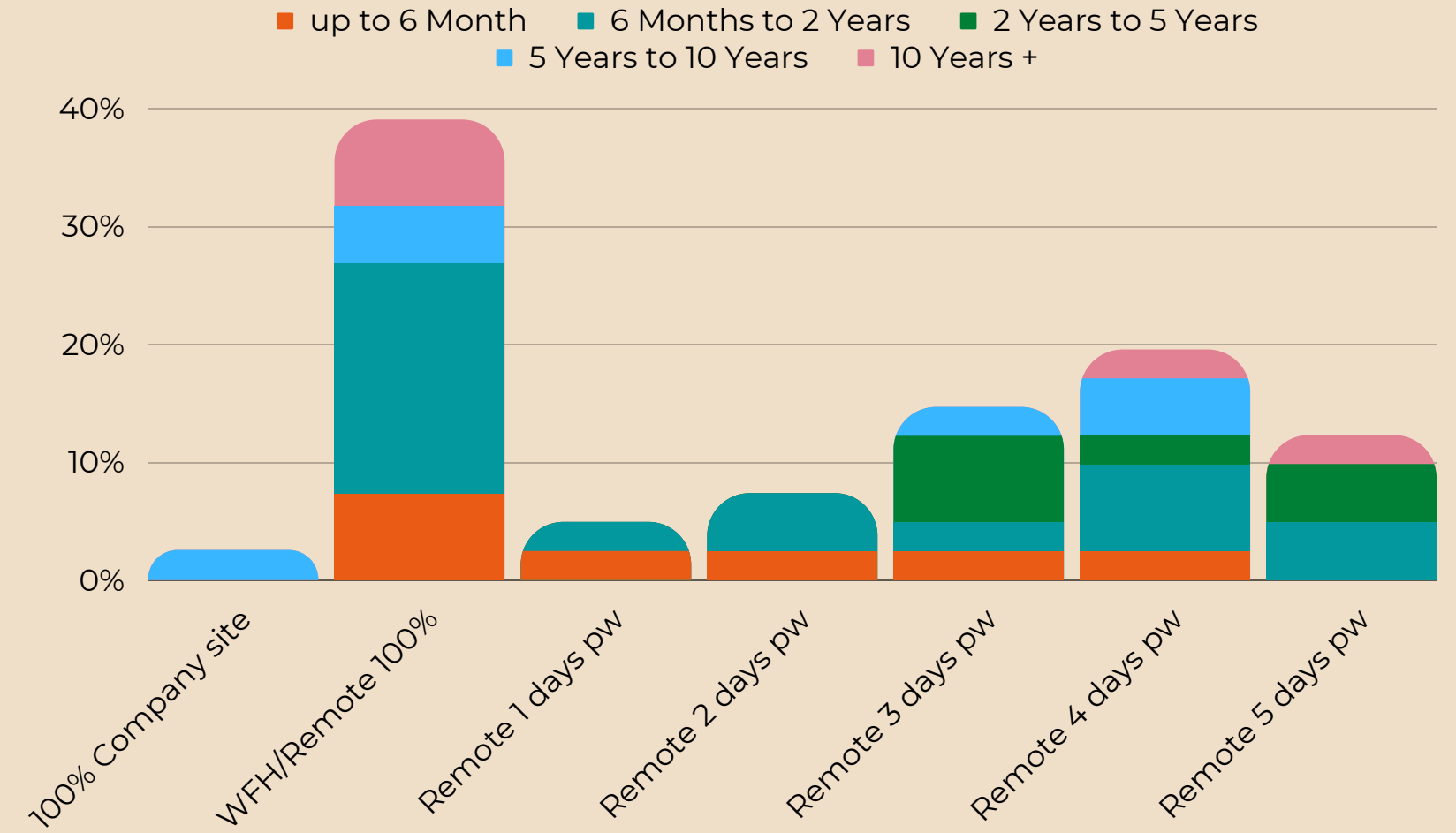
Members of the TIC are consistently inclined to travel more for work, with a maximum in excess of a 3 hour commute.

Those members with the least amount of tenure within the industry are prepared to travel more on their daily commute.

Working Arrangements



% of Respondents

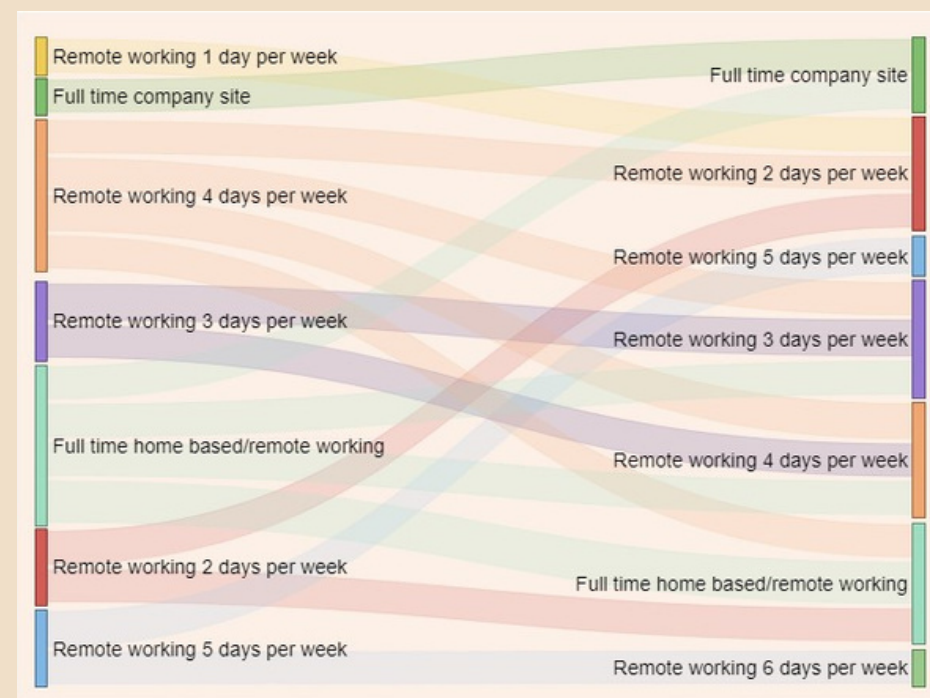


Average Tenure in Industry

There is not a "one size fits all" solution.

Flexibility has to be offered to all employees to obtain maximum inclusion.

Desire to less WFH full time.



Direction of Travel

Forced into an immediate WFH situation through Covid, employees are shifting the way that they choose to work again.

Desiring a balance of between 2 or 3 days a week remotely.

Rising costs of maintain the home, mental health, missed opportunities are all drivers.

Perceived Inclusion

What are we covering?

The following pages will cover how those that responded feel about how inclusive their environment is at work. We have focused on the "generally accepted" Protected Characteristics. In certain jurisdictions these are enforced by legislation, in others, not.

- Age
- Ethnicity
- Neurological Condition
- Sexuality
- Disability
- Gender
- Religion
- Socio-economic

Each question is given two sets of marks out of 15:

- Average score (all responses)
 - Average for the total number of respondents for the whole survey
- Average score (responses to specific question only)
 - Average for the total number of respondents for the specific question.

There are two main styles to the questions:

- Do you feel comfortable... ?
- Do you feel like you have been treated differently... ?

This allow flexibility to ensures clear and concise approach, whilst maintaining ease of completion, ensuring a more inclusive and nuanced response, that is personal to the individual responding.

Question 1 & 2

Question 1

Do you feel comfortable being open about your age at work?



Question 2

Do you feel like you have been treated differently because of your age during your time with your current employer?



- The lower the score, the more inclusive the organisation
- High scores for both responses would indicate a greater issue for all employees
- The greater the delta between these scores, the greater the issue to be addressed for a specific cohort of employees.

Question 3 & 4

Question 3

Do you feel comfortable being open about your gender and/or whether you are transgender at work?



Question 4

Do you feel like you have been treated differently because of your gender and/or whether you are transgender during your time with your current employer?



Question 5 & 6

Question 5

If you have a medical condition, disability or impairment, is your manager aware?



Question 6

If you have a medical condition, disability or impairment, do you feel comfortable discussing your medical condition, disability or impairment with your manager?



Question 7 & 8

Question 7

If you have a medical condition, disability or impairment, do you feel comfortable being open about your medical condition, disability or impairment at work generally?



Question 8

If you have a medical condition, disability or impairment, do you feel like you have been treated differently because of your disability, condition or impairment during your time with your current employer?



Question 9 & 10

Question 9

If your disability or impairment is known by management, do you feel that you are getting the support necessary to enable you to operate on an equal playing field in the workplace?



Question 10

Do you feel comfortable being open about your neurodiversity at work?



Question 11 & 12

Question 11

Do you feel like you have been treated differently (in a negative or unsupportive way) because of your neurodiversity during your time with your current employer?



Question 12

If your neurodiversity is known by your manager/at work, do you feel that you are getting the support necessary in the workplace?



Question 13 & 14

Question 13

Do you feel comfortable being open about your ethnicity, racial and cultural background at work?



Question 14

Do you feel like you have been treated differently because of your ethnicity, racial and cultural background during your time with your current employer?



Question 15 & 16

Question 15

Do you feel comfortable being open about your religion, faith or belief at work?



Question 16

Do you feel like you have been treated differently because of your religion, faith or belief during your time with your current employer?



Question 17 & 18

Question 17

Do you feel comfortable being open about your socio-economic background at work?



Question 18

Do you feel like you have been treated differently because of your socio-economic background at work?



Question 19 & 20

Question 19

Do you feel comfortable being open about your sexuality at work?



Question 20

Do you feel like you have been treated differently because of your sexuality at work?



Qualitative Insights

Areas of Concern for Employees (in addition to the Inclusion responses)

Biases focused on:

- Location
 - based in wrong country
- Education
 - not "educated" enough
 - education is from wrong country
- Funding
- Age
 - unable to disclose age
- Nationality.

Specific Concern

Biases focused on:

- Certain level of career opportunities and roles are limited to certain nationalities. It's not official, but when looking at senior leadership, when observing promotions it is clearly visible
- Inclusivity issues and barriers to entry in discussions around holidays, homes, hobbies, education and purchases due to socio-economic status.
- Not being considered in regards to company events or personal life that may affect work i.e. religious holidays
- While we don't have a quota system given our desire for diversity there are ratio goals that are actively managed. In particular at the upper levels, I have concerns that if I needed to move it would be exceptionally difficult as companies are looking for diverse candidates at more senior levels on my field.

Instant Insights

Q1 - Age, effects us all in different ways

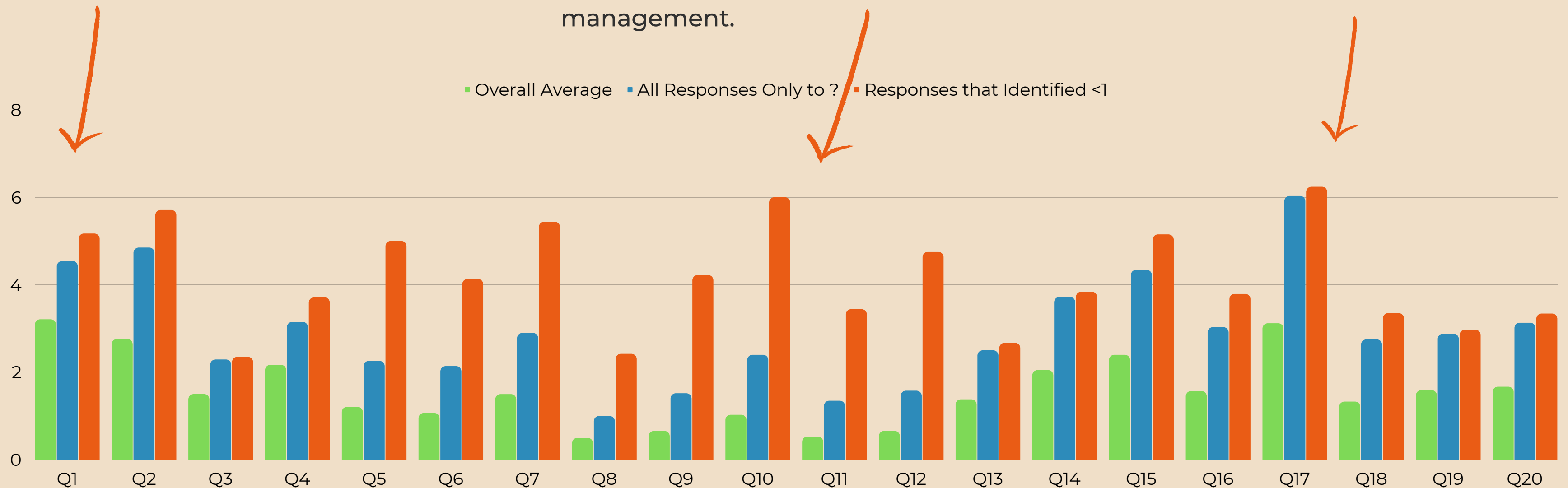
The highest score for "Overall", is the consistent issue for more people than any other issue.

Q10 - Neurological indifference

Greatest delta between "Overall" perception and those that scored more than 1. Indicating a potential indifference and lack of awareness from peers and management.

Q17 - Class system is still prevalent

Lack of Socio-economic inclusion, is the highest issue facing some of the TIC's members.



Deep Insights

Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	1	1
12	10	3	10	0	0	0	0	0	0	0	0	4	7	7	7	15	6	15	6
4	8	1	0	0	0	0	0	0	0	0	0	1	8	8	8	2	0	2	8
6	10	1	1	12	12	11	1	12	15	12	15	1	1	12	1	1	1	15	12
1	0	1	1	0	0	0	0	0	0	0	0	1	1	1	1	0	0	1	0
7	12	1	5	0	0	0	0	0	0	1	0	1	1	1	1	1	2	1	1
10	7	1	1	1	1	15	10	5	15	2	5	3	1	15	0	15	1	1	2
7	10	3	2	0	0	0	0	0	0	0	0	9	3	0	0	10	4	2	2
5	2	2	2	0	0	0	0	0	0	0	0	4	2	0	0	11	2	1	1
10	11	15	1	4	5	10	2	3	0	0	0	7	1	1	1	12	3	6	5
0	0	0	1	0	5	12	0	0	12	0	0	4	7	13	7	12	0	1	0
2	1	1	2	0	0	0	0	0	0	0	0	1	1	0	0	0	0	4	1
1	1	1	1	0	0	0	0	0	4	0	0	1	1	4	0	7	0	0	0
0	0	0	0	15	8	8	0	0	0	0	0	0	0	0	0	0	0	0	0
1	0	1	1	1	1	1	1	3	0	0	0	1	1	1	1	6	1	1	1
0	0	1	2	0	0	0	0	0	0	0	0	1	1	7	1	10	0	2	1
1	1	1	3	1	1	1	1	1	1	1	1	1	1	1	1	2	1	1	4
8	0	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
6	0	1	1	0	0	0	0	0	0	0	0	1	8	1	1	7	1	6	1
1	8	1	7	0	0	0	0	0	0	0	0	1	8	1	7	1	7	1	8
3	7	5	6	12	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0
8	1	1	1	0	0	0	0	0	0	0	0	1	1	0	0	1	1	1	1
1	12	15	15	0	0	0	0	0	0	0	0	15	15	8	9	8	8	4	5
3	8	1	7	0	0	0	0	0	0	0	0	1	7	3	8	4	0	3	2
10	11	1	1	0	0	0	0	0	8	10	7	1	6	1	1	12	11	2	6
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
13	1	1	10	0	0	0	0	0	0	0	0	1	1	11	1	3	0	1	1
1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1
15	3	1	1	8	8	9	1	0	0	0	0	8	11	8	8	0	0	2	2
1	0	1	7	0	0	0	0	0	0	0	0	1	10	1	7	1	7	1	7
0	0	2	9	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0
3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	7	7	0	2	1	1	7	8	0	0	0	0	0	0	0	0	0	0	0
7	11	2	10	0	0	0	0	0	0	0	0	2	4	2	7	11	4	3	8
9	3	3	0	0	0	0	0	0	0	0	0	3	3	10	0	10	6	6	3
2	9	3	2	7	12	10	0	0	0	0	0	0	3	12	3	11	3	3	2
2	2	2	3	4	2	2	2	4	2	2	4	2	2	6	6	3	3	2	3
1	0	1	0	0	0	0	0	0	1	1	4	1	1	1	1	1	1	1	1

Q1,2 - Age

Q3,4 - Gender

Q5,6,7,8,9 - Medical/Disability

Q10,11,12 - Neurological

Q13,14 - Ethnicity/ Race

Q15,16 - Religion

Q18 - Socio-economic

Q19,20 - Sexuality

The Take Away

Many businesses focus solely on improving workplace diversity

75%

fail to see the benefits of diversity because of a lack of inclusive practices.



Diversity means having employees from different demographics.



Inclusion is making all feel welcome and included.



Workplace inclusion starts with addressing biases.



Diversity and inclusion raise productivity and satisfaction.

Thank you

A huge thank you to all those that took part in this survey.

Those that strive to invest in levelling the playing field and truly understand the driving forces behind some of the work we all do, please keep your passion and enthusiasm alive and keep evolving what we do.

Also, a huge thank you to Kinverse for all the analysis and delivery of this unique **Diversity & Inclusion** report. Without Kinverse, the depth and breadth of this report simply would not have been possible.



Toby Culshaw
Head of Talent Intelligence
Worldwide Amazon Stores



Robert Dagge
Chief Executive Officer
Kinverse

Robert.Dagge@kinverse.io

