![International Labour Organization logo]

▶ Transforming enterprises through diversity and inclusion

Country profiles

The ILO survey on diversity and inclusion (D&I) was conducted with 12,087 respondents in 75 countries across Africa, Americas, Arab States, Asia and the Pacific, and Europe and Central Asia in 2021. The ILO survey presents a picture of D&I in enterprises through the eyes of the workforce, including the perspective of staff, managers and senior executives across multiple diverse demographics within enterprises in lower-middle and upper-middle income economies.

The country profiles contained in this document capture key findings in 36 of the 75 countries covered by the ILO survey on D&I along the following four areas:

▶ Company policy and leadership on D&I

▶ Company actions and drivers for D&I

▶ Feeling of inclusion at work

▶ Impact of the COVID-19 pandemic on D&I

The country profiles provide supplementary country-level analysis to the ILO's global report on *Transforming enterprises through diversity and inclusion.*

▶ Table of Contents

▶ Cote d'Ivoire

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 102.
- Of surveyed enterprises, 66% were small, 13% were medium and 22% were large.

Of surveyed respondents:

- 46% were staff without management responsibilities, 24% were senior executives and 30% were managers.
- 86% were men and 14% were women.
- 8% reported having a diverse sexual orientation.
- 9% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 19% said they belonged to an ethnic, race and/or religious minority.
- 6% reported living with HIV.

Company policy and leadership on D&I

- 47% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 69% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 69% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 64% agreed that all employees were responsible and accountable for supporting D&I.
- 54% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 60% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 58% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 48% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 37% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 29% reported that progress on D&I was measured and used to identify future priorities and actions.
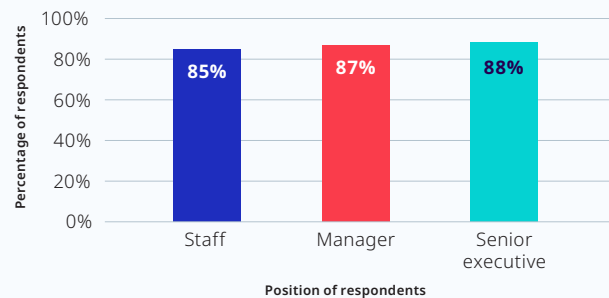
The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (65%).
2. Stronger leadership of and accountability for D&I as a priority by senior management (49%).
3. More proactive recruitment, professional and career development of under-represented groups (41%).

Feeling of inclusion at work

- 86% of respondents reported feeling included always or most of the time.

▶ **Figure 1. Respondents who reported feeling included always or most of the time, results by position**

In response to organizational culture, of survey respondents:

- 84% agreed that they were generally treated with respect.
- 83% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 70% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 68% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 2. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
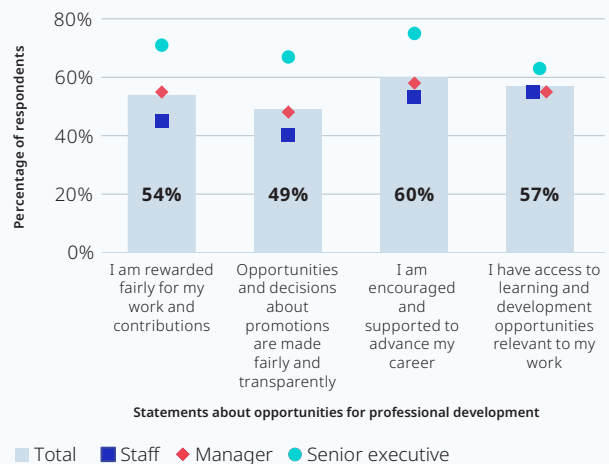
Impact of the COVID-19 pandemic on D&I

- 63% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Egypt

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 153.
- Of surveyed enterprises, 38% were small, 16% were medium and 46% were large.

Of surveyed respondents:

- 45% were managers, 39% were staff without management responsibilities, and 16% were senior executives.
- 73% were men and 27% were women.
- 3% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 13% said they belonged to an ethnic, race and/or religious minority.
- 1% reported living with HIV.

Company policy and leadership on D&I

- 50% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 67% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 66% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 62% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.
- 59% agreed that all employees were responsible and accountable for supporting D&I.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 56% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 48% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 46% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 41% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 33% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (62%).
2. Greater opportunity for and valuing of flexibility in working hours and location (46%).
3. Stronger leadership of and accountability for D&I as a priority by senior management (42%).

Feeling of inclusion at work

- 75% of respondents reported feeling included always or most of the time.

▶ **Figure 3. Respondents who reported feeling included always or most of the time, results by position**
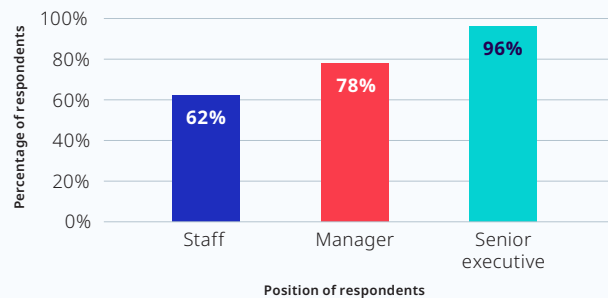
In response to organizational culture, of survey respondents:

- 89% agreed that they were generally treated with respect.
- 84% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 72% agreed that their perspectives were sought out and considered in decision making at work.
- 67% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.

▶ **Figure 4. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
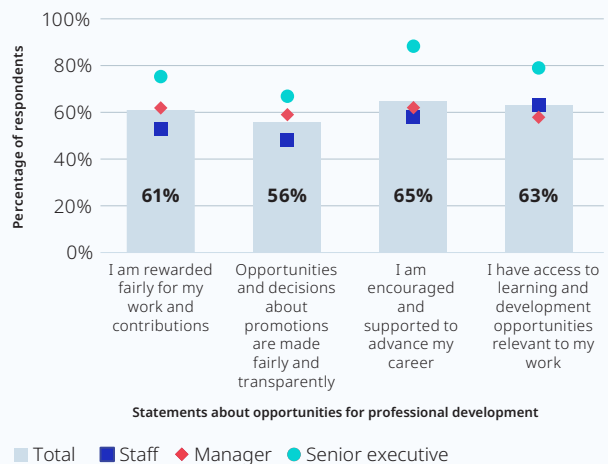
Impact of the COVID-19 pandemic on D&I

- 67% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Ghana

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 87.
- Of surveyed enterprises, 52% were small, 23% were medium and 25% were large.

Of surveyed respondents:

- 45% were staff without management responsibilities, 42% were managers and 13% were senior executives.
- 74% were men and 26% were women.
- 9% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 23% said they belonged to an ethnic, race and/or religious minority.
- 5% reported living with HIV.

Company policy and leadership on D&I

- 67% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 75% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 72% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.
- 71% agreed that all employees were responsible and accountable for supporting D&I.
- 64% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 72% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 70% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 62% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 60% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 46% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (54%).
2. More proactive recruitment, professional and career development of under-represented groups (52%).
3. Stronger leadership of and accountability for D&I as a priority by senior management (51%).

Feeling of inclusion at work

- 86% of respondents reported feeling included always or most of the time.

▶ **Figure 5. Respondents who reported feeling included always or most of the time, results by position**
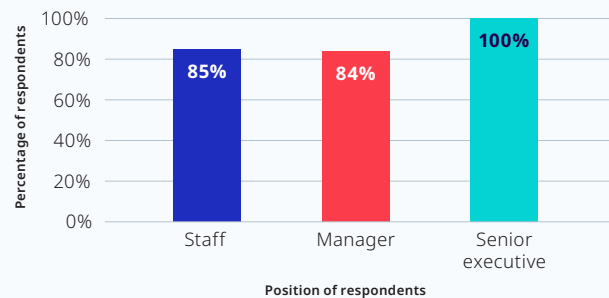
In response to organizational culture, of survey respondents:

- 93% agreed that they were generally treated with respect.
- 92% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 89% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 80% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 6. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
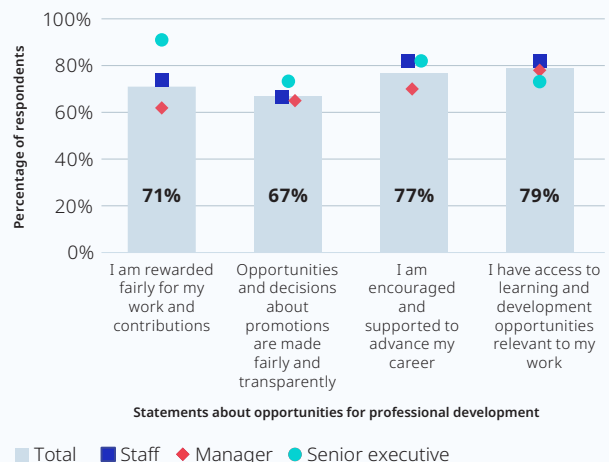
Impact of the COVID-19 pandemic on D&I

- 77% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Kenya

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 217.
- Of surveyed enterprises, 37% were small, 21% were medium and 42% were large.

Of surveyed respondents:

- 49% were managers, 37% were staff without management responsibilities, and 14% were senior executives.
- 51% were men and 49% were women.
- 7% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 29% said they belonged to an ethnic, race and/or religious minority.
- 3% reported living with HIV.

Company policy and leadership on D&I

- 73% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 78% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 75% agreed that all employees were responsible and accountable for supporting D&I.
- 73% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 65% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 75% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 62% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 60% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 57% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 45% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (61%).
2. More proactive recruitment, professional and career development of under-represented groups (55%).
3. More openness, support and action in challenging and removing inappropriate behaviours (50%).

Feeling of inclusion at work

- 83% of respondents reported feeling included always or most of the time.

▶ **Figure 7. Respondents who reported feeling included always or most of the time, results by position**
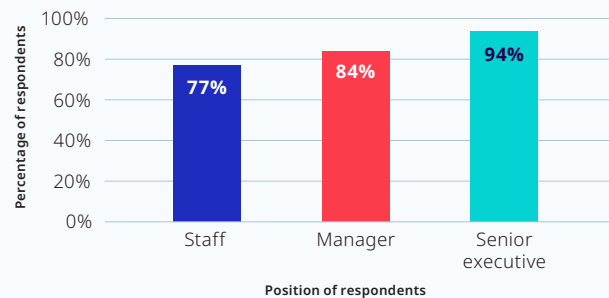
In response to organizational culture, of survey respondents:

- 85% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 82% agreed that they were generally treated with respect.
- 68% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 64% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 8. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
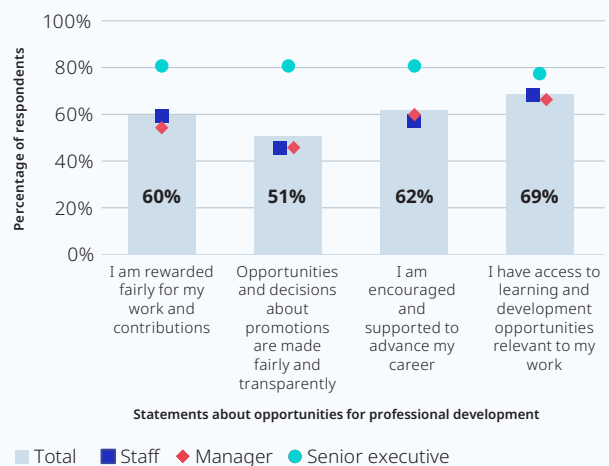
Impact of the COVID-19 pandemic on D&I

- 80% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Morocco

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 159.
- Of surveyed enterprises, 50% were small, 26% were medium and 24% were large.

Of surveyed respondents:

- 45% were managers, 42% were staff without management responsibilities, and 13% were senior executives.
- 69% were men and 31% were women.
- 4% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 12% said they belonged to an ethnic, race and/or religious minority.
- 2% reported living with HIV.

Company policy and leadership on D&I

- 42% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 69% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 67% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 65% agreed that all employees were responsible and accountable for supporting D&I.
- 65% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 56% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 50% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 50% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 38% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 35% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (53%).
2. Stronger leadership of and accountability for D&I as a priority by senior management (50%).
3. Greater opportunity for and valuing of flexibility in working hours and location (47%).

Feeling of inclusion at work

- 75% of respondents reported feeling included always or most of the time.

▶ **Figure 9. Respondents who reported feeling included always or most of the time, results by position**
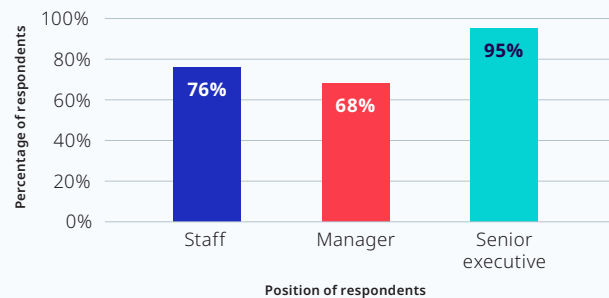
In response to organizational culture, of survey respondents:

- 85% agreed that they were generally treated with respect.
- 84% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 72% agreed that their perspectives were sought out and considered in decision making at work.
- 65% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.

▶ **Figure 10. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
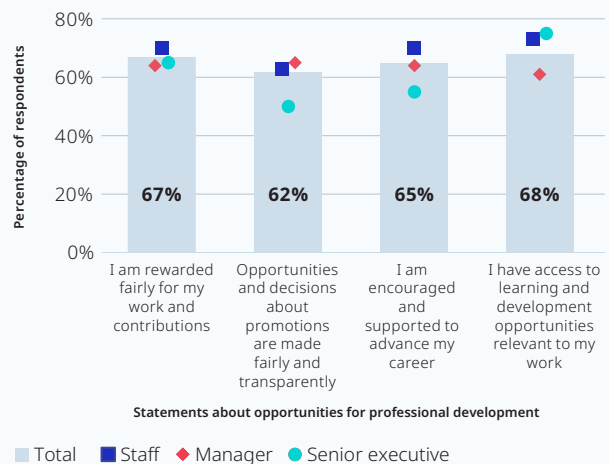
Impact of the COVID-19 pandemic on D&I

- 74% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Mozambique

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 148.
- Of surveyed enterprises, 70% were small, 16% were medium and 14% were large.

Of surveyed respondents:

- 55% were staff without management responsibilities, 32% were managers, and 13% were senior executives.
- 82% were men and 18% were women.
- 20% reported having a diverse sexual orientation.
- 11% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 35% said they belonged to an ethnic, race and/or religious minority.
- 6% reported living with HIV.

Company policy and leadership on D&I

- 63% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 72% agreed that all employees were responsible and accountable for supporting D&I.
- 71% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.
- 69% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 69% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 66% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 51% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 38% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 36% reported that progress on D&I was measured and used to identify future priorities and actions.
- 31% reported that there were goals and actions to recruit and develop people from diverse backgrounds.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (62%).
2. More proactive recruitment, professional and career development of under-represented groups (52%).
3. More openness, support and action in challenging and removing inappropriate behaviours (43%).

Feeling of inclusion at work

- 74% of respondents reported feeling included always or most of the time.

▶ **Figure 11. Respondents who reported feeling included always or most of the time, results by position**
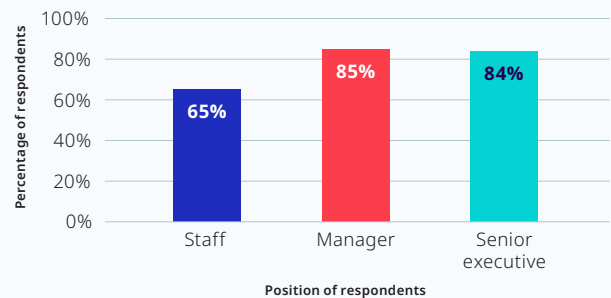
In response to organizational culture, of survey respondents:

- 86% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 84% agreed that they were generally treated with respect.
- 74% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 70% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 12. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
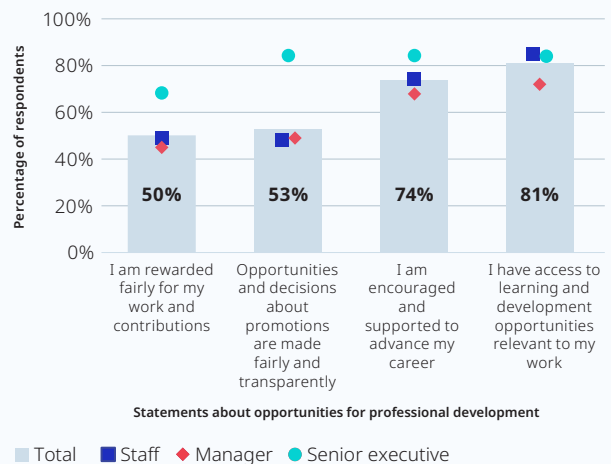
Impact of the COVID-19 pandemic on D&I

- 70% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Nigeria

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 419.
- Of surveyed enterprises, 45% were small, 17% were medium and 38% were large.

Of surveyed respondents:

- 53% were managers, 30% were staff without management responsibilities, and 17% were senior executives.
- 72% were men and 28% were women.
- 3% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 38% said they belonged to an ethnic, race and/or religious minority.
- 2% reported living with HIV.

Company policy and leadership on D&I

- 64% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 74% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 67% agreed that all employees were responsible and accountable for supporting D&I.
- 65% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.
- 62% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 72% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 70% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 57% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 49% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 41% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (57%).
2. More openness, support and action in challenging and removing inappropriate behaviours (54%).
3. More proactive recruitment, professional and career development of under-represented groups (46%).

Feeling of inclusion at work

- 84% of respondents reported feeling included always or most of the time.

▶ **Figure 13. Respondents who reported feeling included always or most of the time, results by position**
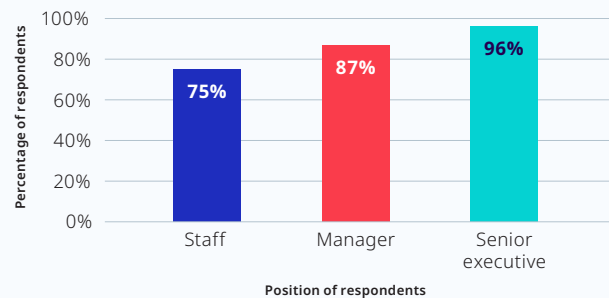
In response to organizational culture, of survey respondents:

- 87% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 86% agreed that they were generally treated with respect.
- 80% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 73% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 14. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
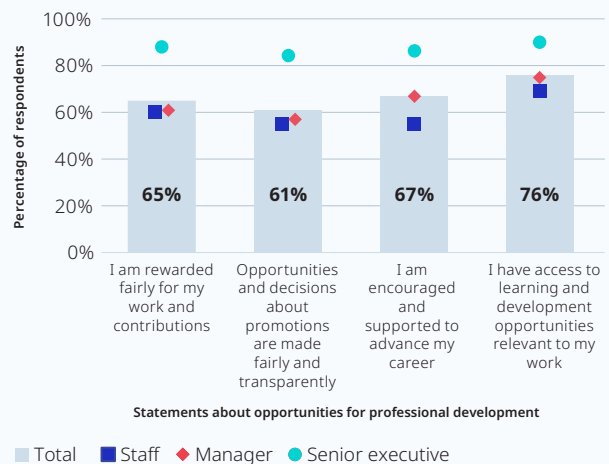
Impact of the COVID-19 pandemic on D&I

- 77% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Senegal

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 73.
- Of surveyed enterprises, 69% were small, 15% were medium and 16% were large.

Of surveyed respondents:

- 68% were staff without management responsibilities, 16% were managers, and 16% were senior executives.
- 85% were men and 15% were women.
- 11% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 32% said they belonged to an ethnic, race and/or religious minority.
- 1% reported living with HIV.

Company policy and leadership on D&I

- 36% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 75% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 69% agreed that all employees were responsible and accountable for supporting D&I.
- 67% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 64% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 67% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 53% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 53% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 47% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 41% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (62%).
2. More proactive recruitment, professional and career development of under-represented groups (52%).
3. More openness, support and action in challenging and removing inappropriate behaviours (47%).

Feeling of inclusion at work

- 69% of respondents reported feeling included always or most of the time.

▶ **Figure 15. Respondents who reported feeling included always or most of the time, results by position**
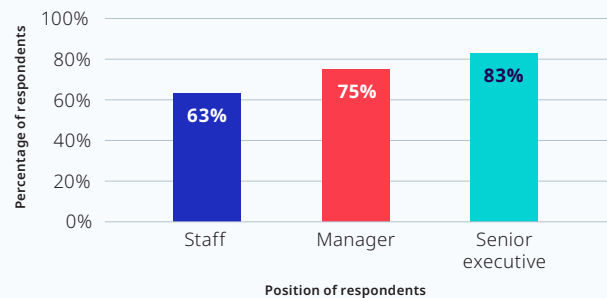
In response to organizational culture, of survey respondents:

- 84% agreed that they were generally treated with respect.
- 80% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 64% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 63% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 16. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
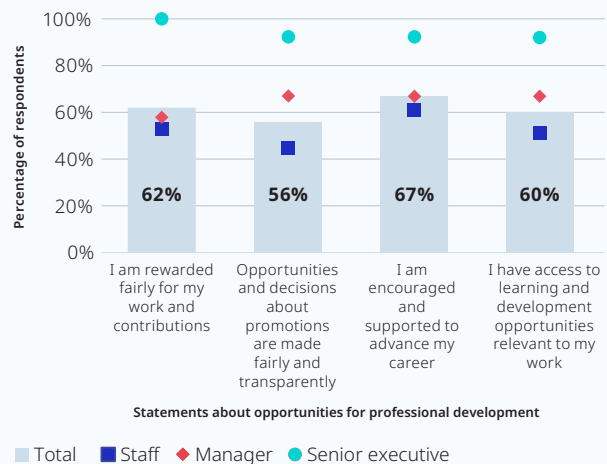
Impact of the COVID-19 pandemic on D&I

- 62% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ South Africa

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 386.
- Of surveyed enterprises, 30% were small, 19% were medium and 51% were large.

Of surveyed respondents:

- 39% were staff without management responsibilities, 42% were managers, and 19% were senior executives.
- 53% were women and 47% were men.
- 22% reported having a diverse sexual orientation.
- 8% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 50% said they belonged to an ethnic, race and/or religious minority.
- 6% reported living with HIV.

Company policy and leadership on D&I

- 76% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 77% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 76% agreed that all employees were responsible and accountable for supporting D&I.
- 72% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 71% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 77% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 72% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 65% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 62% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 52% reported that progress on D&I was measured and used to identify future priorities and actions.
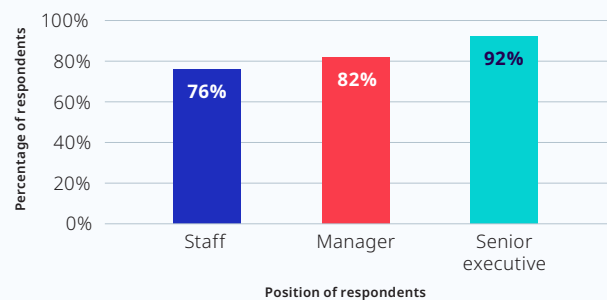
The top three actions that would make a positive difference to increasing D&I were:

1. More openness, support and action in challenging and removing inappropriate behaviours (51%).
2. Holding everyone in the company responsible and accountable for D&I (50%).
3. Stronger leadership of and accountability for D&I as a priority by senior management (47%).

Feeling of inclusion at work

- 82% of respondents reported feeling included always or most of the time.

▶ **Figure 17. Respondents who reported feeling included always or most of the time, results by position**

In response to organizational culture, of survey respondents:

- 83% agreed that they were generally treated with respect.
- 82% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 77% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 70% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 18. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
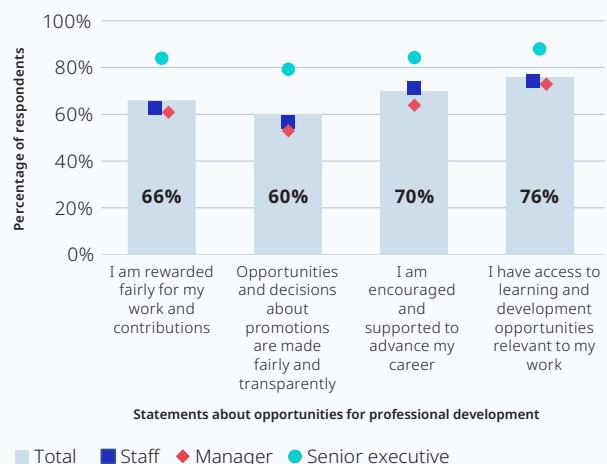
Impact of the COVID-19 pandemic on D&I

- 76% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Tanzania (United Republic of)

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 107.
- Of surveyed enterprises, 61% were small, 19% were medium and 20% were large.

Of surveyed respondents:

- 69% were staff without management responsibilities, 20% were managers, and 11% were senior executives.
- 79% were men and 21% were women.
- 16% reported having a diverse sexual orientation.
- 26% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 26% said they belonged to an ethnic, race and/or religious minority.
- 4% reported living with HIV.

Company policy and leadership on D&I

- 57% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 79% agreed that all employees were responsible and accountable for supporting D&I.
- 76% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 74% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.
- 74% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 67% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 64% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 52% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 52% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 36% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (66%).
2. Stronger leadership of and accountability for D&I as a priority by senior management (64%).
3. More proactive recruitment, professional and career development of under-represented groups (41%).

Feeling of inclusion at work

- 84% of respondents reported feeling included always or most of the time.

▶ **Figure 19. Respondents who reported feeling included always or most of the time, results by position**
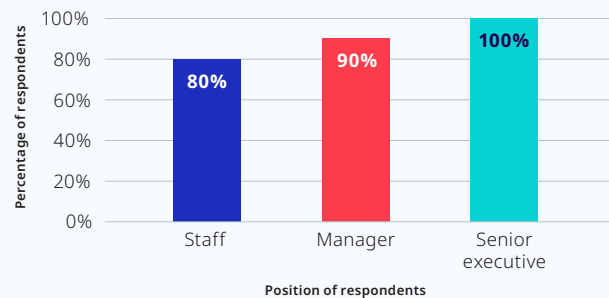
In response to organizational culture, of survey respondents:

- 92% agreed that they were generally treated with respect.
- 90% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 84% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 81% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 20. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
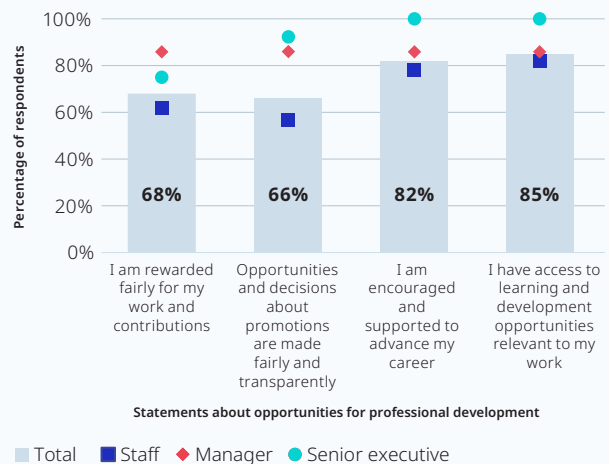
Impact of the COVID-19 pandemic on D&I

- 85% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ **Argentina**

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 248.
- Of surveyed enterprises, 44% were small, 16% were medium and 40% were large.

Of surveyed respondents:

- 49% were staff without management responsibilities, 29% were managers, and 22% were senior executives.
- 60% were men and 40% were women.
- 18% reported having a diverse sexual orientation.
- 10% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 15% said they belonged to an ethnic, race and/or religious minority.
- 3% reported living with HIV.

Company policy and leadership on D&I

- 57% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 72% agreed that all employees were responsible and accountable for supporting D&I.
- 66% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 64% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 49% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 60% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 47% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 37% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 33% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 28% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (59%).
2. More openness, support and action in challenging and removing inappropriate behaviours (45%).
3. More proactive recruitment, professional and career development of under-represented groups (42%).

Feeling of inclusion at work

- 81% of respondents reported feeling included always or most of the time.

▶ **Figure 21. Respondents who reported feeling included always or most of the time, results by position**
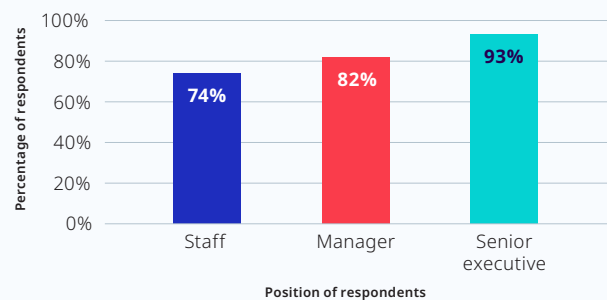
In response to organizational culture, of survey respondents:

- 84% agreed that they were generally treated with respect.
- 80% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 67% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 66% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 22. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
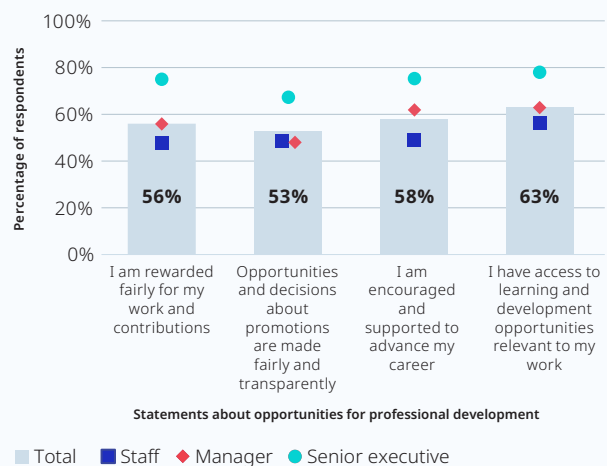
Impact of the COVID-19 pandemic on D&I

- 56% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Bolivia (Plurinational State of)

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 227.
- Of surveyed enterprises, 64% were small, 17% were medium and 19% were large.

Of surveyed respondents:

- 39% were managers, 38% were staff without management responsibilities, and 23% were senior executives.
- 56% were men and 44% were women.
- 15% reported having a diverse sexual orientation.
- 6% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 33% said they belonged to an ethnic, race and/or religious minority.
- 1% reported living with HIV.

Company policy and leadership on D&I

- 61% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 70% agreed that all employees were responsible and accountable for supporting D&I.
- 63% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 59% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 57% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 66% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 49% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 40% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 36% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 30% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (52%).
2. Greater opportunity for and valuing of flexibility in working hours and location (46%).
3. More proactive recruitment, professional and career development of under-represented groups (45%).

Feeling of inclusion at work

- 78% of respondents reported feeling included always or most of the time.

▶ **Figure 23. Respondents who reported feeling included always or most of the time, results by position**
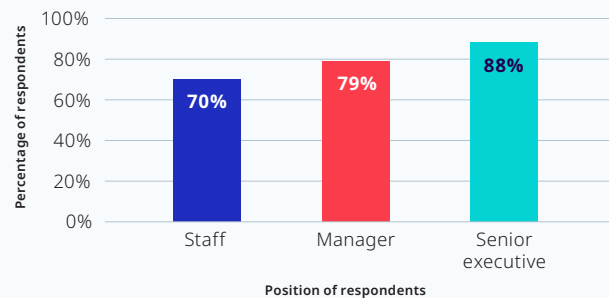
In response to organizational culture, of survey respondents:

- 82% agreed that they were generally treated with respect.
- 81% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 64% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 62% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 24. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
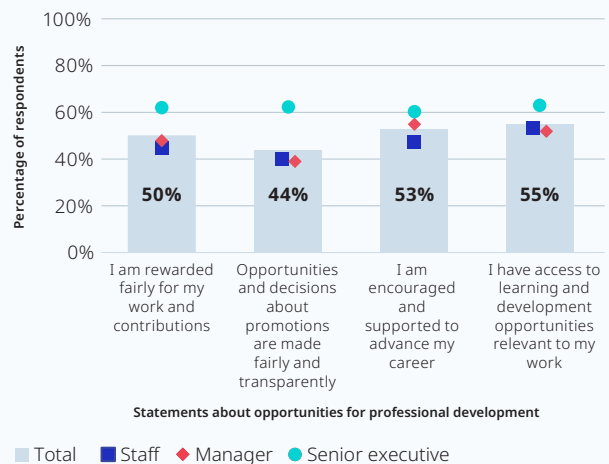
Impact of the COVID-19 pandemic on D&I

- 65% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Brazil

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 437.
- Of surveyed enterprises, 27% were small, 19% were medium and 54% were large.

Of surveyed respondents:

- 49% were staff without management responsibilities, 31% were managers, and 20% were senior executives.
- 60% were men and 40% were women.
- 24% reported having a diverse sexual orientation.
- 12% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 39% said they belonged to an ethnic, race and/or religious minority.
- 3% reported living with HIV.

Company policy and leadership on D&I

- 77% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 78% agreed that all employees were responsible and accountable for supporting D&I.
- 74% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.
- 72% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 66% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 57% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 50% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 45% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 43% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 30% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (58%).
2. More proactive recruitment, professional and career development of under-represented groups (49%).
3. More openness, support and action in challenging and removing inappropriate behaviours (45%).

Feeling of inclusion at work

- 91% of respondents reported feeling included always or most of the time.

▶ **Figure 25. Respondents who reported feeling included always or most of the time, results by position**
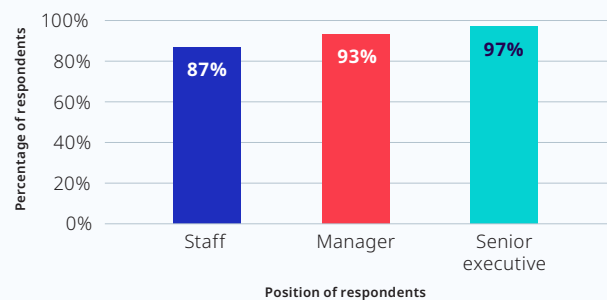
In response to organizational culture, of survey respondents:

- 87% agreed that they were generally treated with respect.
- 86% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 78% agreed that their perspectives were sought out and considered in decision making at work.
- 72% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.

▶ **Figure 26. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
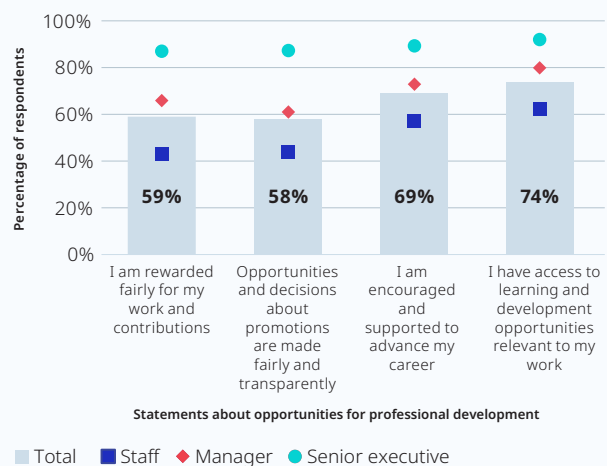
Impact of the COVID-19 pandemic on D&I

- 73% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Chile

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 238.
- Of surveyed enterprises, 38% were small, 20% were medium and 42% were large.

Of surveyed respondents:

- 50% were staff without management responsibilities, 28% were managers, and 22% were senior executives.
- 56% were men and 44% were women.
- 15% reported having a diverse sexual orientation.
- 7% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 15% said they belonged to an ethnic, race and/or religious minority.
- 1% reported living with HIV.

Company policy and leadership on D&I

- 62% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 74% agreed that all employees were responsible and accountable for supporting D&I.
- 64% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 63% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 54% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 62% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 50% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 43% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 42% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 30% reported that progress on D&I was measured and used to identify future priorities and actions.
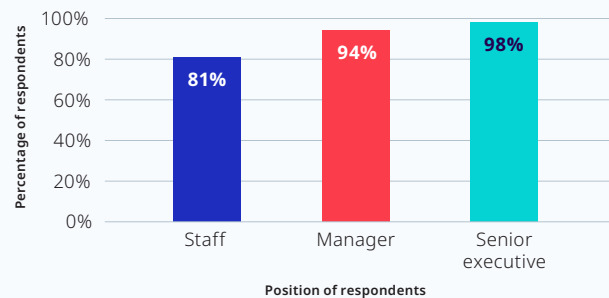
The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (51%).
2. More openness, support and action in challenging and removing inappropriate behaviours (49%).
3. More proactive recruitment, professional and career development of under-represented groups (45%).

Feeling of inclusion at work

- 88% of respondents reported feeling included always or most of the time.

▶ **Figure 27. Respondents who reported feeling included always or most of the time, results by position**

In response to organizational culture, of survey respondents:

- 91% agreed that they were generally treated with respect.
- 84% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 74% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 68% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 28. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
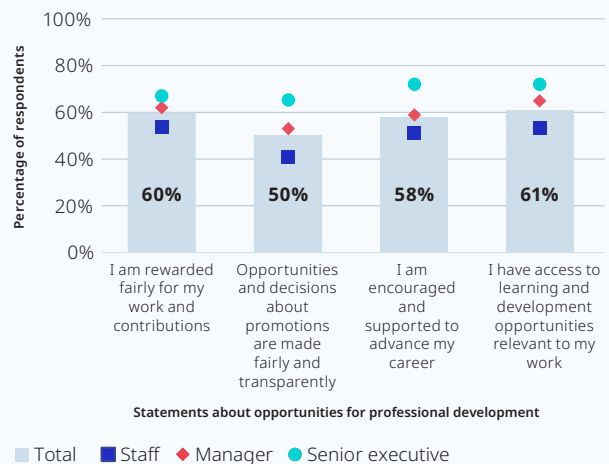
Impact of the COVID-19 pandemic on D&I

- 60% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Colombia

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 254.
- Of surveyed enterprises, 16% were small, 10% were medium and 74% were large.

Of surveyed respondents:

- 41% were managers, 31% were staff without management responsibilities, and 28% were senior executives.
- 62% were women and 38% were men.
- 11% reported having a diverse sexual orientation.
- 1% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 6% said they belonged to an ethnic, race and/or religious minority.
- 2% reported living with HIV.

Company policy and leadership on D&I

- 63% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 69% agreed that all employees were responsible and accountable for supporting D&I.
- 62% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 51% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 48% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 76% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 60% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 44% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 43% reported that progress on D&I was measured and used to identify future priorities and actions.
- 41% reported that there were goals and actions to recruit and develop people from diverse backgrounds.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (56%).
2. More openness, support and action in challenging and removing inappropriate behaviours (47%).
3. Greater awareness of and understanding of the D&I issues experienced by different groups (40%).

Feeling of inclusion at work

- 86% of respondents reported feeling included always or most of the time.

▶ **Figure 29. Respondents who reported feeling included always or most of the time, results by position**
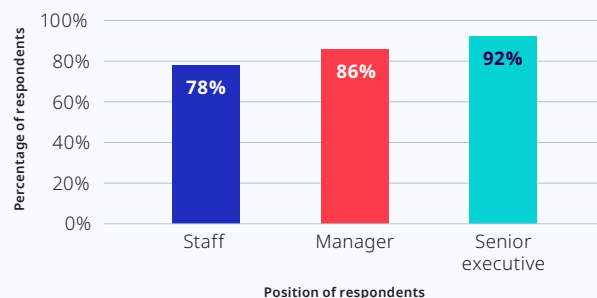
In response to organizational culture, of survey respondents:

- 92% agreed that they were generally treated with respect.
- 87% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 79% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 76% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 30. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
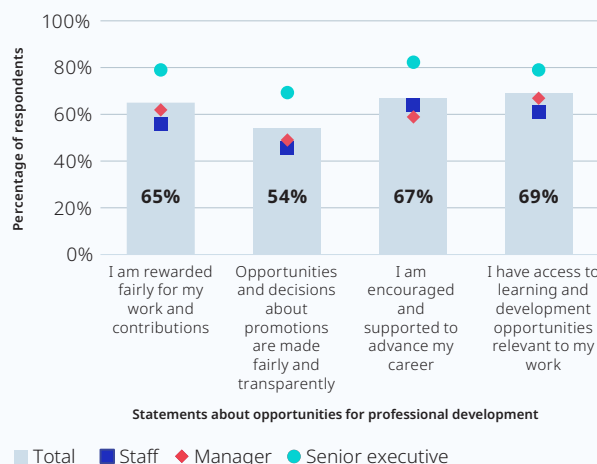
Impact of the COVID-19 pandemic on D&I

- 61% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Costa Rica

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 179.
- Of surveyed enterprises, 33% were small, 21% were medium and 46% were large.

Of surveyed respondents:

- 50% were staff without management responsibilities, 31% were managers, and 19% were senior executives.
- 56% were men and 44% were women.
- 15% reported having a diverse sexual orientation.
- 7% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 20% said they belonged to an ethnic, race and/or religious minority.
- 2% reported living with HIV.

Company policy and leadership on D&I

- 74% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 75% agreed that all employees were responsible and accountable for supporting D&I.
- 68% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 66% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 64% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 75% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 55% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 53% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 52% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 42% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (56%).
2. More openness, support and action in challenging and removing inappropriate behaviours (46%).
3. More proactive recruitment, professional and career development of under-represented groups (45%).

Feeling of inclusion at work

- 85% of respondents reported feeling included always or most of the time.

▶ **Figure 31. Respondents who reported feeling included always or most of the time, results by position**
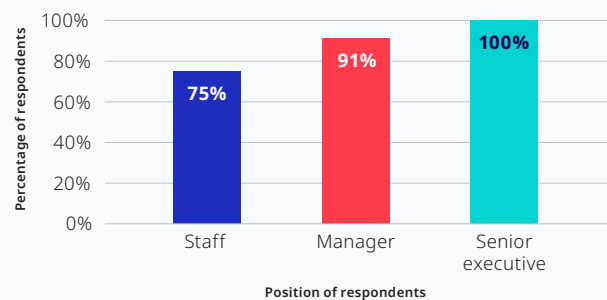
In response to organizational culture, of survey respondents:

- 82% agreed that they were generally treated with respect.
- 75% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 69% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 66% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 32. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
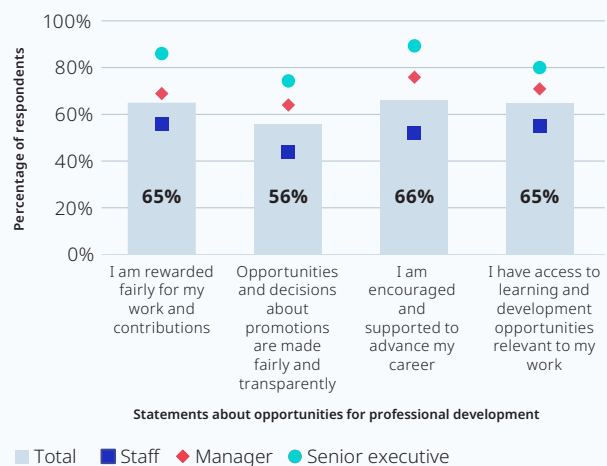
Impact of the COVID-19 pandemic on D&I

- 69% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Dominican Republic

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 474.
- Of surveyed enterprises, 64% were small, 12% were medium and 24% were large.

Of surveyed respondents:

- 50% were staff without management responsibilities, 28% were managers, and 22% were senior executives.
- 54% were men and 46% were women.
- 13% reported having a diverse sexual orientation.
- 5% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 21% said they belonged to an ethnic, race and/or religious minority.
- 1% reported living with HIV.

Company policy and leadership on D&I

- 56% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 78% agreed that all employees were responsible and accountable for supporting D&I.
- 75% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 74% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 64% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 65% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 58% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 49% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 47% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 40% reported that progress on D&I was measured and used to identify future priorities and actions.
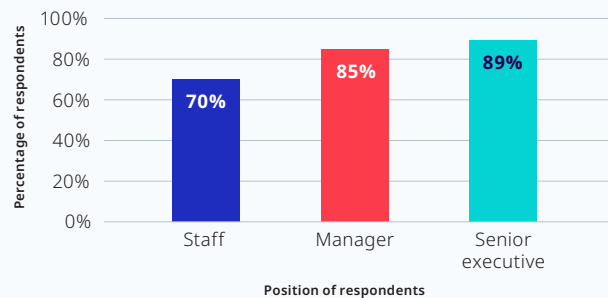
The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (58%).
2. More proactive recruitment, professional and career development of under-represented groups (53%).
3. Greater opportunity of and valuing of flexibility in working hours and location (44%).

Feeling of inclusion at work

- 78% of respondents reported feeling included always or most of the time.

▶ **Figure 33. Respondents who reported feeling included always or most of the time, results by position**

In response to organizational culture, of survey respondents:

- 88% agreed that they were generally treated with respect.
- 87% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 74% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 66% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 34. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
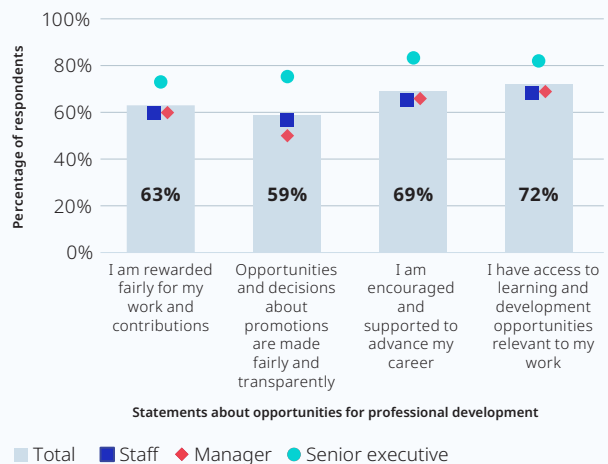
Impact of the COVID-19 pandemic on D&I

- 77% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ El Salvador

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 357.
- Of surveyed enterprises, 58% were small, 18% were medium and 24% were large.

Of surveyed respondents:

- 57% were staff without management responsibilities, 26% were managers, and 17% were senior executives.
- 62% were men and 38% were women.
- 17% reported having a diverse sexual orientation.
- 7% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 22% said they belonged to an ethnic, race and/or religious minority.
- 1% reported living with HIV.

Company policy and leadership on D&I

- 59% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 77% agreed that all employees were responsible and accountable for supporting D&I.
- 73% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 70% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.
- 69% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 68% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 53% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 47% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 43% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 35% reported that progress on D&I was measured and used to identify future priorities and actions.
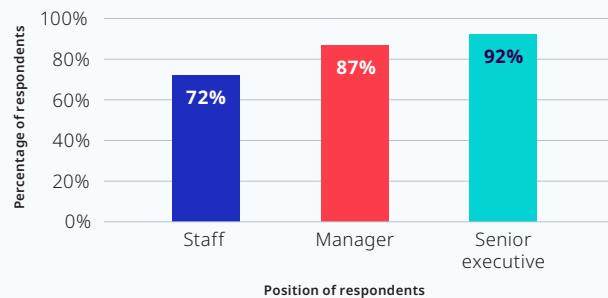
The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (55%).
2. More proactive recruitment, professional and career development of under-represented groups (50%).
3. Greater opportunity for and valuing of flexibility in working hours and location (45%).

Feeling of inclusion at work

- 79% of respondents reported feeling included always or most of the time.

▶ **Figure 35. Respondents who reported feeling included always or most of the time, results by position**

In response to organizational culture, of survey respondents:

- 89% agreed that they were generally treated with respect.
- 85% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 77% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 68% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 36. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
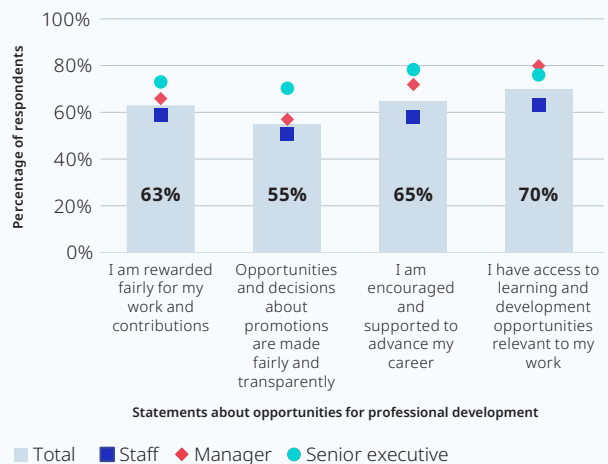
Impact of the COVID-19 pandemic on D&I

- 71% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Jamaica

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 97.
- Of surveyed enterprises, 32% were small, 21% were medium and 47% were large.

Of surveyed respondents:

- 43% were staff without management responsibilities, 28% were managers, and 29% were senior executives.
- 57% were men and 43% were women.
- 16% reported having a diverse sexual orientation.
- 3% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 39% said they belonged to an ethnic, race and/or religious minority.
- 0% reported living with HIV.

Company policy and leadership on D&I

- 37% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 57% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 55% agreed that all employees were responsible and accountable for supporting D&I.
- 40% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.
- 38% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 70% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 63% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 38% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 34% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 33% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (46%).
2. Greater opportunity for and valuing of flexibility in working hours and location (46%).
3. Greater awareness and understanding of the D&I issues experienced by different groups (43%).

Feeling of inclusion at work

- 71% of respondents reported feeling included always or most of the time.

▶ **Figure 37. Respondents who reported feeling included always or most of the time, results by position**
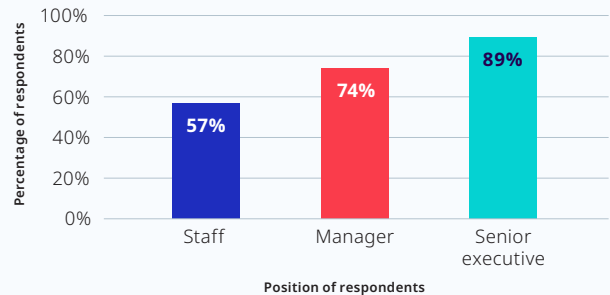
In response to organizational culture, of survey respondents:

- 79% agreed that they were generally treated with respect.
- 73% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 71% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 66% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 38. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
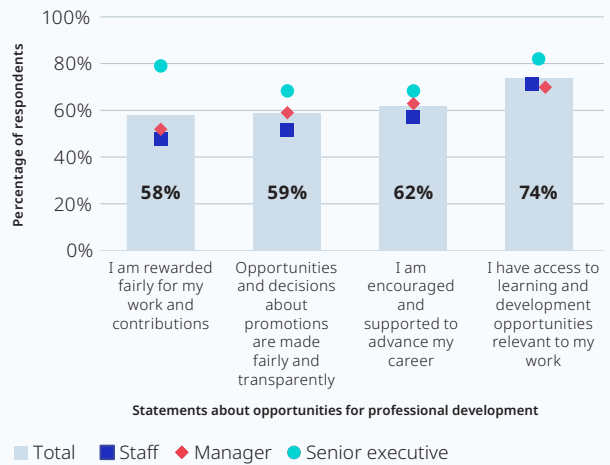
Impact of the COVID-19 pandemic on D&I

- 61% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Mexico

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 355.
- Of surveyed enterprises, 31% were small, 23% were medium and 46% were large.

Of surveyed respondents:

- 40% were staff without management responsibilities, 34% were managers, and 26% were senior executives.
- 57% were men and 43% were women.
- 15% reported having a diverse sexual orientation.
- 5% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 16% said they belonged to an ethnic, race and/or religious minority.
- 1% reported living with HIV.

Company policy and leadership on D&I

- 71% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 79% agreed that all employees were responsible and accountable for supporting D&I.
- 73% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 70% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 67% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 66% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 54% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 46% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 44% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 32% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (52%).
2. More proactive recruitment, professional and career development of under-represented groups (44%).
3. More openness, support and action in challenging and removing inappropriate behaviours (44%).

Feeling of inclusion at work

- 88% of respondents reported feeling included always or most of the time.

▶ **Figure 39. Respondents who reported feeling included always or most of the time, results by position**
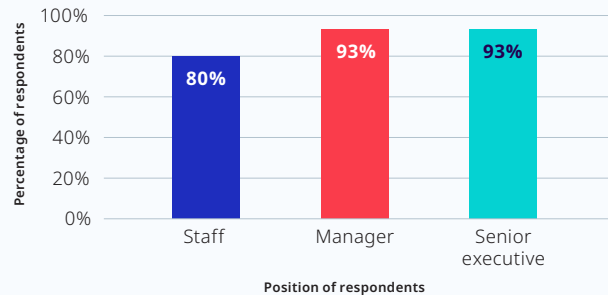
In response to organizational culture, of survey respondents:

- 86% agreed that they were generally treated with respect.
- 82% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 73% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 71% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 40. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
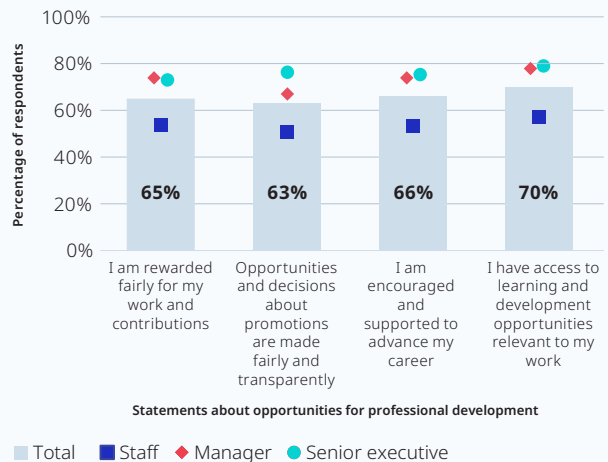
Impact of the COVID-19 pandemic on D&I

- 72% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Peru

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 236.
- Of surveyed enterprises, 43% were small, 20% were medium and 37% were large.

Of surveyed respondents:

- 39% were staff without management responsibilities, 33% were managers, and 28% were senior executives.
- 62% were men and 38% were women.
- 16% reported having a diverse sexual orientation.
- 6% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 25% said they belonged to an ethnic, race and/or religious minority.
- 2% reported living with HIV.

Company policy and leadership on D&I

- 74% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 82% agreed that all employees were responsible and accountable for supporting D&I.
- 78% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 75% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 69% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 75% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 52% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 49% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 45% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 37% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (53%).
2. More proactive recruitment, professional and career development of under-represented groups (44%).
3. Greater opportunity for and valuing of flexibility in working hours and location (44%).

Feeling of inclusion at work

- 90% of respondents reported feeling included always or most of the time.

▶ **Figure 41. Respondents who reported feeling included always or most of the time, results by position**
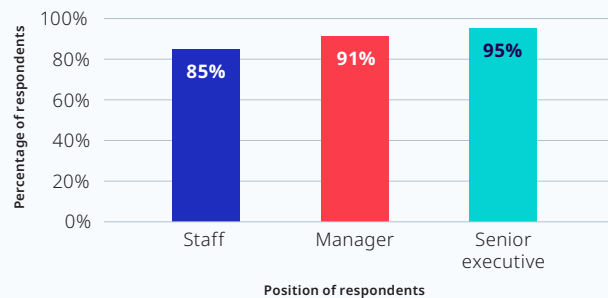
In response to organizational culture, of survey respondents:

- 93% agreed that they were generally treated with respect.
- 91% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 81% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 73% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 42. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
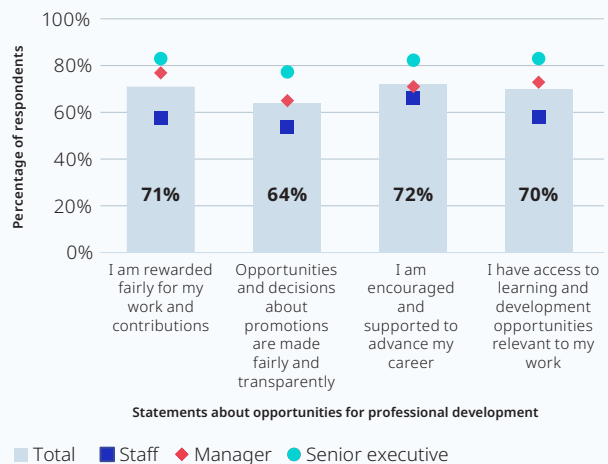
Impact of the COVID-19 pandemic on D&I

- 79% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Uruguay

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 266.
- Of surveyed enterprises, 38% were small, 18% were medium and 44% were large.

Of surveyed respondents:

- 50% were staff without management responsibilities, 26% were senior executives, and 24% were managers.
- 51% were women and 49% were men.
- 10% reported having a diverse sexual orientation.
- 7% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 10% said they belonged to an ethnic, race and/or religious minority.
- 1% reported living with HIV.

Company policy and leadership on D&I

- 51% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 68% agreed that all employees were responsible and accountable for supporting D&I.
- 63% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 53% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 41% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 66% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 45% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 35% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 29% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 27% reported that progress on D&I was measured and used to identify future priorities and actions.
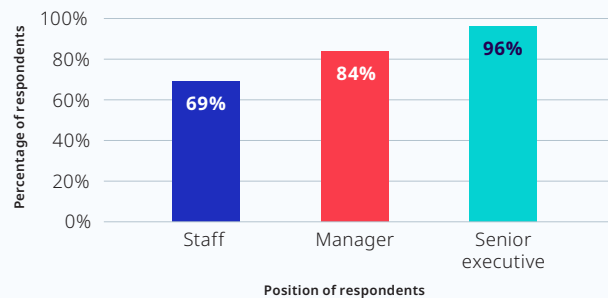
The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (55%).
2. More openness, support and action in challenging and removing inappropriate behaviours (44%).
3. Greater opportunity for and valuing of flexibility in working hours and location (42%).

Feeling of inclusion at work

- 75% of respondents reported feeling included always or most of the time.

▶ **Figure 43. Respondents who reported feeling included always or most of the time, results by position**

In response to organizational culture, of survey respondents:

- 87% agreed that they were generally treated with respect.
- 81% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 70% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 64% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 44. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
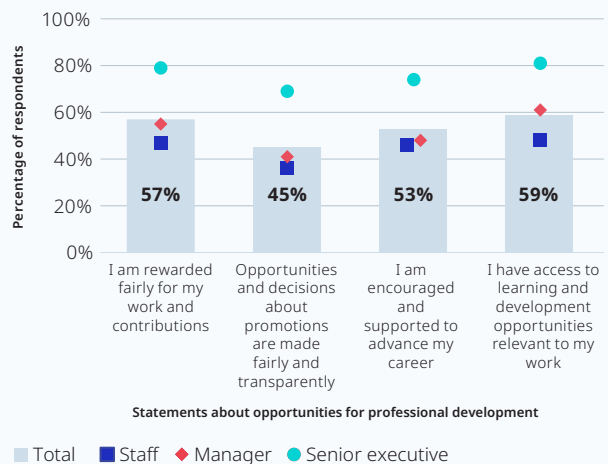
Impact of the COVID-19 pandemic on D&I

- 47% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Saudi Arabia

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 358.
- Of surveyed enterprises, 37% were small, 20% were medium and 43% were large.

Of surveyed respondents:

- 48% were managers, 36% were staff without management responsibilities, and 16% were senior executives.
- 72% were men and 28% were women.
- 6% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 19% said they belonged to an ethnic, race and/or religious minority.
- 2% reported living with HIV.

Company policy and leadership on D&I

- 65% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 79% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 75% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 73% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.
- 69% agreed that all employees were responsible and accountable for supporting D&I.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 59% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 59% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 58% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 41% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 33% reported that progress on D&I was measured and used to identify future priorities and actions.
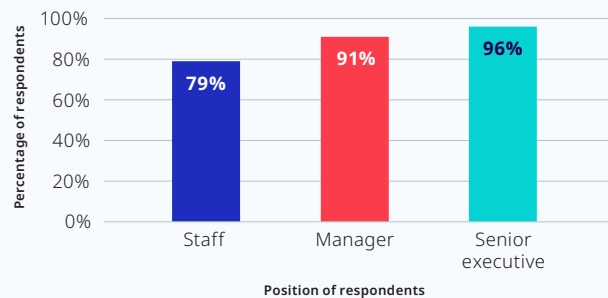
The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (59%).
2. Stronger leadership of and accountability for D&I as a priority by senior management (51%).
3. Greater opportunity for and valuing of flexibility in working hours and location (49%).

Feeling of inclusion at work

- 87% of respondents reported feeling included always or most of the time.

▶ **Figure 45. Respondents who reported feeling included always or most of the time, results by position**

In response to organizational culture, of survey respondents:

- 90% agreed that they were generally treated with respect.
- 89% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 77% agreed that their perspectives were sought out and considered in decision making at work.
- 75% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.

▶ **Figure 46. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
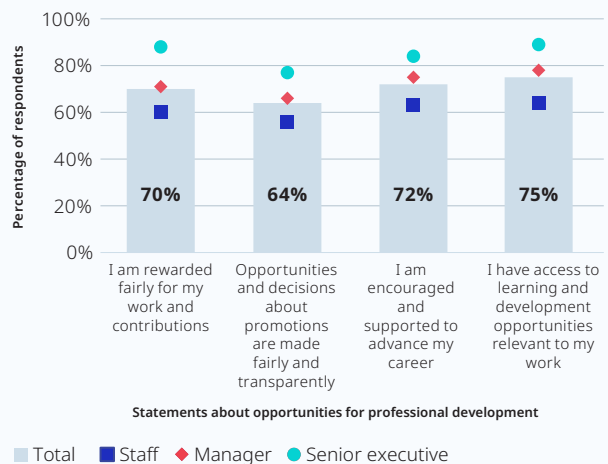
Impact of the COVID-19 pandemic on D&I

- 79% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ **United Arab Emirates**

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 244.
- Of surveyed enterprises, 31% were small, 23% were medium and 46% were large.

Of surveyed respondents:

- 51% were managers, 33% were staff without management responsibilities, and 15% were senior executives.
- 61% were men and 39% were women.
- 7% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 22% said they belonged to an ethnic, race and/or religious minority.
- 1% reported living with HIV.

Company policy and leadership on D&I

- 68% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 75% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.
- 75% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 73% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 70% agreed that all employees were responsible and accountable for supporting D&I.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 58% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 58% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 55% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 42% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 35% reported that progress on D&I was measured and used to identify future priorities and actions.
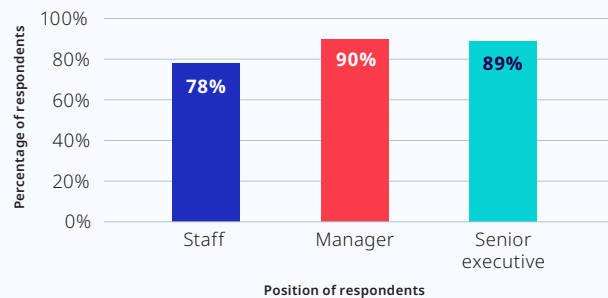
The top three actions that would make a positive difference to increasing D&I were:

1. Greater opportunity for and valuing of flexibility in working hours and location (53%).
2. Holding everyone in the company responsible and accountable for D&I (52%).
3. Stronger leadership of and accountability for D&I as a priority by senior management (49%).

Feeling of inclusion at work

- 86% of respondents reported feeling included always or most of the time.

▶ **Figure 47. Respondents who reported feeling included always or most of the time, results by position**

In response to organizational culture, of survey respondents:

- 90% agreed that they were generally treated with respect.
- 89% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 74% agreed that their perspectives were sought out and considered in decision making at work.
- 72% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.

▶ **Figure 48. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
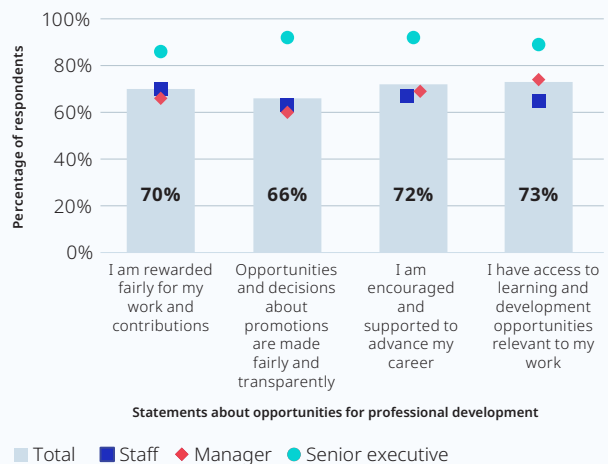
Impact of the COVID-19 pandemic on D&I

- 79% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Bangladesh

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 212.
- Of surveyed enterprises, 39% were small, 19% were medium and 42% were large.

Of surveyed respondents:

- 41% were staff without management responsibilities, 30% were managers, and 29% were senior executives.
- 74% were men and 26% were women.
- 32% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 40% said they belonged to an ethnic, race and/or religious minority.
- 9% reported living with HIV.

Company policy and leadership on D&I

- 73% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 82% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.
- 80% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 76% agreed that all employees were responsible and accountable for supporting D&I.
- 73% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 64% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 60% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 58% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 54% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 49% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. More proactive recruitment, professional and career development of under-represented groups (65%).
2. Senior leadership of and accountability for D&I as a priority by senior management (49%).
3. Holding everyone in the company responsible and accountable for D&I (57%).

Feeling of inclusion at work

- 84% of respondents reported feeling included always or most of the time.

▶ **Figure 49. Respondents who reported feeling included always or most of the time, results by position**
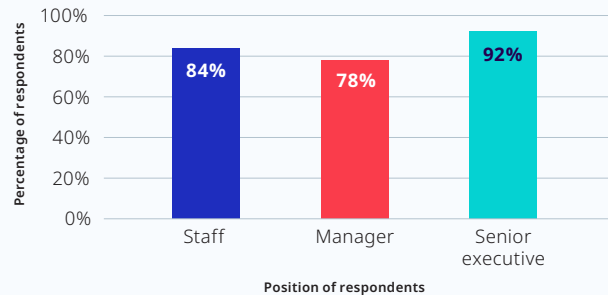
In response to organizational culture, of survey respondents:

- 89% agreed that they were generally treated with respect.
- 86% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 79% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 74% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 50. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
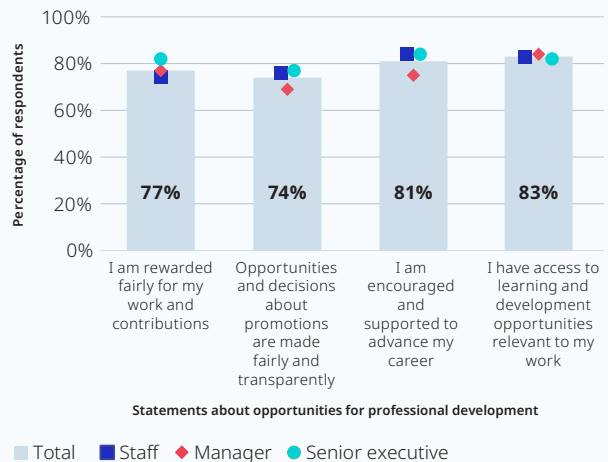
Impact of the COVID-19 pandemic on D&I

- 77% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ China

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 351.
- Of surveyed enterprises, 20% were small, 42% were medium and 38% were large.

Of surveyed respondents:

- 58% were managers, 21% were staff without management responsibilities, and 21% were senior executives.
- 55% were women and 45% were men.
- 13% reported having a diverse sexual orientation.
- 9% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 15% said they belonged to an ethnic, race and/or religious minority.
- 7% reported living with HIV.

Company policy and leadership on D&I

- 74% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 86% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.
- 85% agreed that all employees were responsible and accountable for supporting D&I.
- 82% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 82% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 58% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 56% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 55% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 45% reported that progress on D&I was measured and used to identify future priorities and actions.
- 43% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (60%).
2. Stronger leadership of and accountability for D&I as a priority by senior management (47%).
3. More proactive recruitment, professional and career development of under-represented groups (44%).

Feeling of inclusion at work

- 81% of respondents reported feeling included always or most of the time.

▶ **Figure 51. Respondents who reported feeling included always or most of the time, results by position**
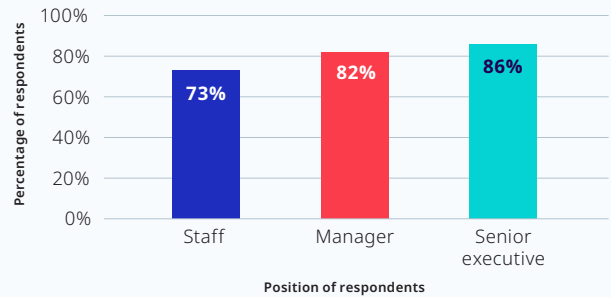
In response to organizational culture, of survey respondents:

- 83% agreed that they were generally treated with respect.
- 81% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 80% agreed that their perspectives were sought out and considered in decision making at work.
- 71% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.

▶ **Figure 52. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
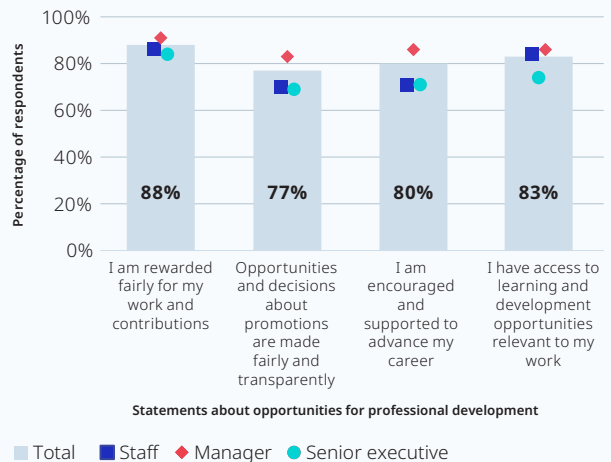
Impact of the COVID-19 pandemic on D&I

- 80% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ India

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 504.
- Of surveyed enterprises, 12% were small, 14% were medium and 74% were large.

Of surveyed respondents:

- 43% were managers, 42% were senior executives, and 15% were staff without management responsibilities.
- 71% were men and 29% were women.
- 18% reported having a diverse sexual orientation.
- 15% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 31% said they belonged to an ethnic, race and/or religious minority.
- 9% reported living with HIV.

Company policy and leadership on D&I

- 72% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 73% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 70% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.
- 69% agreed that all employees were responsible and accountable for supporting D&I.
- 64% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 67% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 60% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 59% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 54% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 40% reported that progress on D&I was measured and used to identify future priorities and actions.
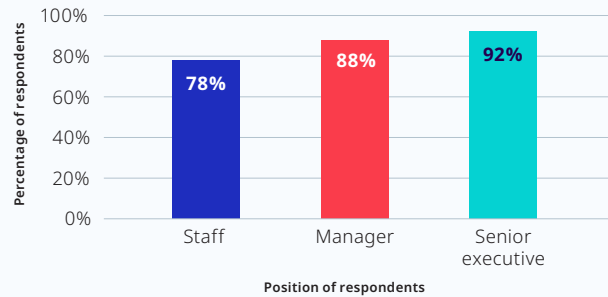
The top three actions that would make a positive difference to increasing D&I were:

1. Stronger leadership of and accountability for D&I as a priority by senior management (59%).
2. Holding everyone in the company responsible and accountable for D&I (53%).
3. More proactive recruitment, professional and career development of under-represented groups (48%).

Feeling of inclusion at work

- 88% of respondents reported feeling included always or most of the time.

▶ **Figure 53. Respondents who reported feeling included always or most of the time, results by position**

In response to organizational culture, of survey respondents:

- 88% agreed that they were generally treated with respect.
- 86% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 81% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 80% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 54. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
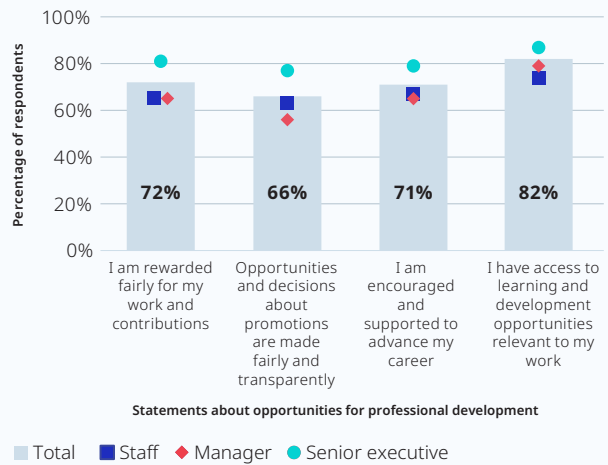
Impact of the COVID-19 pandemic on D&I

- 80% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Indonesia

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 350.
- Of surveyed enterprises, 50% were small, 29% were medium and 21% were large.

Of surveyed respondents:

- 43% were staff without management responsibilities, 36% were managers, and 21% were senior executives.
- 71% were men and 29% were women.
- 19% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 57% said they belonged to an ethnic, race and/or religious minority.
- 5% reported living with HIV.

Company policy and leadership on D&I

- 78% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 92% agreed that all employees were responsible and accountable for supporting D&I.
- 91% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 89% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.
- 81% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 75% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 53% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 38% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 30% reported that progress on D&I was measured and used to identify future priorities and actions.
- 27% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (68%).
2. More proactive recruitment, professional and career development of under-represented groups (53%).
3. More openness, support and action in challenging and removing inappropriate behaviours (47%).

Feeling of inclusion at work

- 62% of respondents reported feeling included always or most of the time.

▶ **Figure 55. Respondents who reported feeling included always or most of the time, results by position**
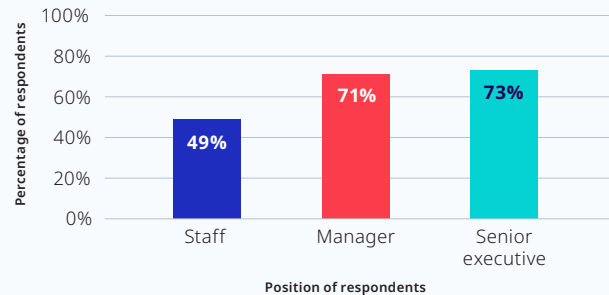
In response to organizational culture, of survey respondents:

- 89% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 87% agreed that they were generally treated with respect.
- 87% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 84% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 56. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
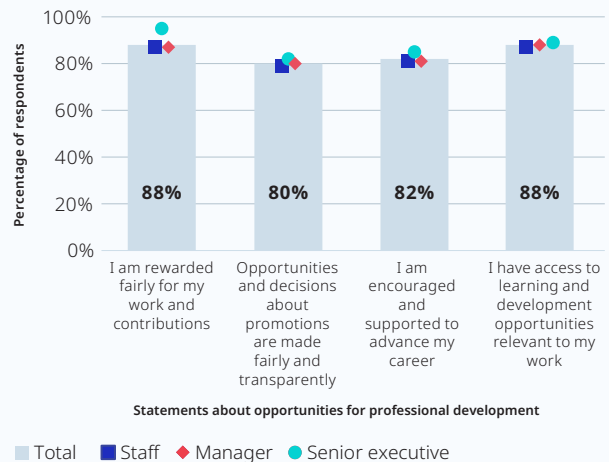
Impact of the COVID-19 pandemic on D&I

- 84% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Malaysia

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 393.
- Of surveyed enterprises, 41% were small, 24% were medium and 35% were large.

Of surveyed respondents:

- 37% were staff without management responsibilities, 36% were managers, and 27% were senior executives.
- 53% were men and 47% were women.
- 7% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 62% said they belonged to an ethnic, race and/or religious minority.
- 2% reported living with HIV.

Company policy and leadership on D&I

- 72% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 83% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 81% agreed that all employees were responsible and accountable for supporting D&I.
- 81% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 77% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 67% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 58% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 57% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 50% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 50% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (60%).
2. Stronger leadership of and accountability for D&I as a priority by senior management (49%).
3. More proactive recruitment, professional and career development of under-represented groups (45%).

Feeling of inclusion at work

- 80% of respondents reported feeling included always or most of the time.

▶ **Figure 57. Respondents who reported feeling included always or most of the time, results by position**
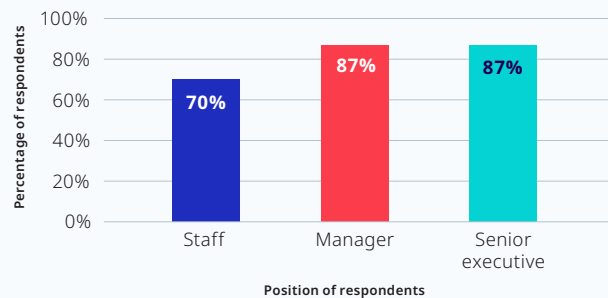
In response to organizational culture, of survey respondents:

- 85% agreed that they were generally treated with respect.
- 83% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 79% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 79% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 58. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
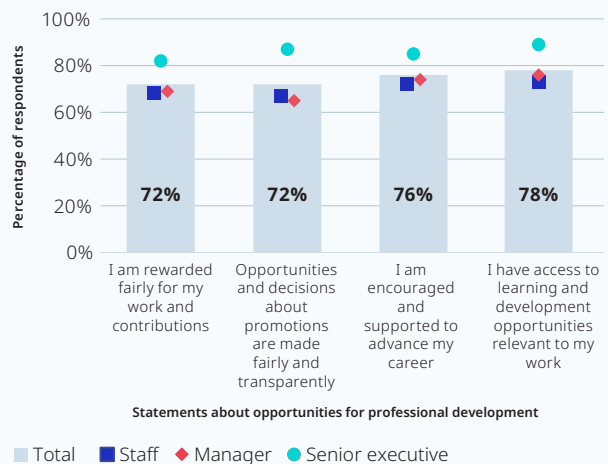
Impact of the COVID-19 pandemic on D&I

- 73% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Philippines

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 464.
- Of surveyed enterprises, 36% were small, 16% were medium and 48% were large.

Of surveyed respondents:

- 51% were staff without management responsibilities, 35% were managers, and 14% were senior executives.
- 57% were women, 42% were men, and 1% preferred to self-describe.
- 36% reported having a diverse sexual orientation.
- 22% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 40% said they belonged to an ethnic, race and/or religious minority.
- 2% reported living with HIV.

Company policy and leadership on D&I

- 75% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 79% agreed that all employees were responsible and accountable for supporting D&I.
- 77% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 76% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 75% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 66% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 62% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 58% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 57% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 52% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (65%).
2. Stronger leadership of and accountability for D&I as a priority by senior management (48%).
3. More proactive recruitment, professional and career development of under-represented groups (44%).

Feeling of inclusion at work

- 94% of respondents reported feeling included always or most of the time.

▶ **Figure 59. Respondents who reported feeling included always or most of the time, results by position**
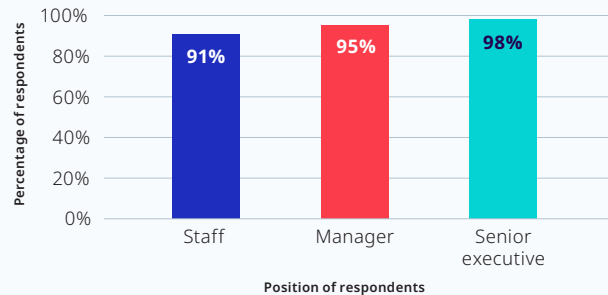
In response to organizational culture, of survey respondents:

- 91% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 93% agreed that they were generally treated with respect.
- 86% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 85% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 60. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
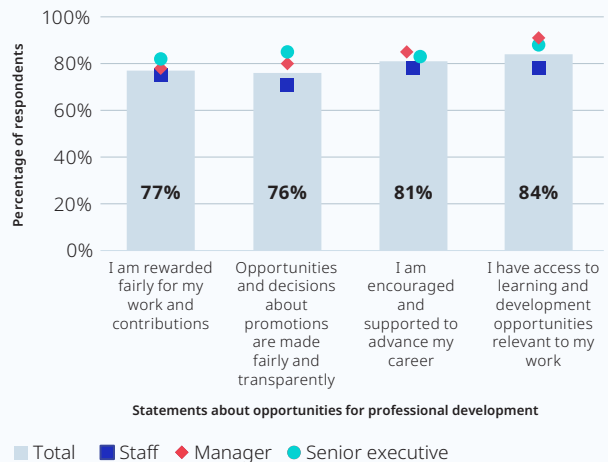
Impact of the COVID-19 pandemic on D&I

- 81% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Thailand

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 368.
- Of surveyed enterprises, 41% were small, 20% were medium and 39% were large.

Of surveyed respondents:

- 45% were staff without management responsibilities, 41% were managers, and 14% were senior executives.
- 57% were men, 42% were women, and 1% preferred to self-describe.
- 18% reported having a diverse sexual orientation.
- 8% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 25% said they belonged to an ethnic, race and/or religious minority.
- 3% reported living with HIV.

Company policy and leadership on D&I

- 73% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 86% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 86% agreed that all employees were responsible and accountable for supporting D&I.
- 85% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.
- 90% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 60% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 59% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 54% reported that progress on D&I was measured and used to identify future priorities and actions.
- 35% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 34% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.

The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (69%).
2. More openness, support and action in challenging and removing inappropriate behaviours (55%).
3. More proactive recruitment, professional and career development of under-represented groups (38%).

Feeling of inclusion at work

- 84% of respondents reported feeling included always or most of the time.

▶ **Figure 61. Respondents who reported feeling included always or most of the time, results by position**
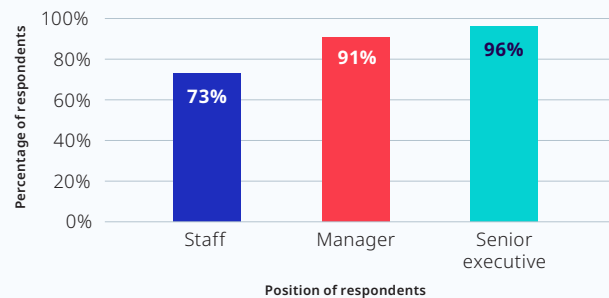
In response to organizational culture, of survey respondents:

- 89% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 89% agreed that they were generally treated with respect.
- 85% agreed that their perspectives were sought out and considered in decision making at work.
- 83% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.

▶ **Figure 62. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
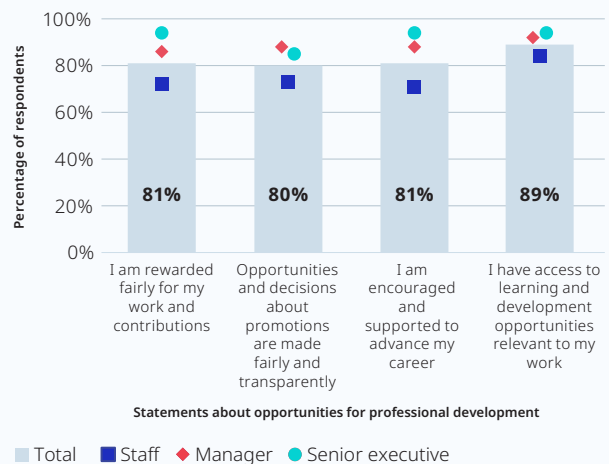
Impact of the COVID-19 pandemic on D&I

- 83% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Viet Nam

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 449.
- Of surveyed enterprises, 40% were small, 23% were medium and 37% were large.

Of surveyed respondents:

- 43% were managers, 42% were staff without management responsibilities, and 15% were senior executives.
- 47% were women and 53% were men.
- 8% reported having a diverse sexual orientation.
- 5% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 12% said they belonged to an ethnic, race and/or religious minority.
- 0% reported living with HIV.

Company policy and leadership on D&I

- 76% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 87% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 84% agreed that all employees were responsible and accountable for supporting D&I.
- 82% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 75% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 67% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 64% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 62% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 57% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 47% reported that progress on D&I was measured and used to identify future priorities and actions.
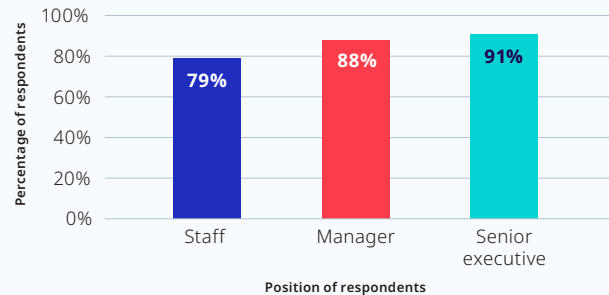
The top three actions that would make a positive difference to increasing D&I were:

1. Holding everyone in the company responsible and accountable for D&I (61%).
2. More openness, support and action in challenging and removing inappropriate behaviours (59%).
3. More proactive recruitment, professional and career development of under-represented groups (46%).

Feeling of inclusion at work

- 85% of respondents reported feeling included always or most of the time.

▶ **Figure 63. Respondents who reported feeling included always or most of the time, results by position**

In response to organizational culture, of survey respondents:

- 87% agreed that they were generally treated with respect.
- 83% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 77% agreed that their perspectives were sought out and considered in decision making at work.
- 75% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.

▶ **Figure 64. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
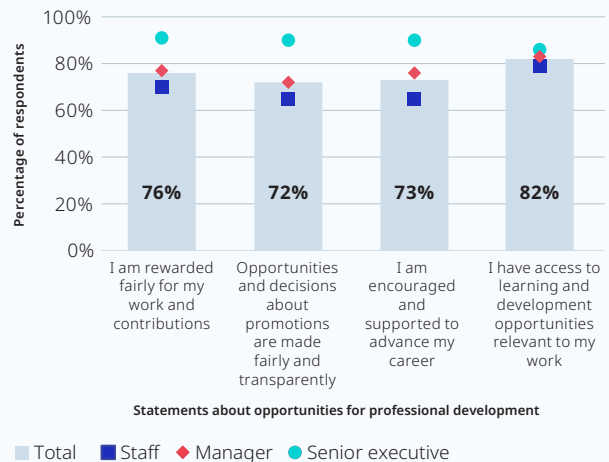
Impact of the COVID-19 pandemic on D&I

- 75% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.
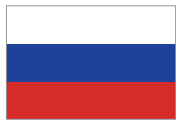
▶ Russian Federation

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 357.
- Of surveyed enterprises, 42% were small, 20% were medium and 38% were large.

Of surveyed respondents:

- 51% were staff without management responsibilities, 41% were managers, and 8% were senior executives.
- 60% were men and 40% were women.
- 9% reported having a diverse sexual orientation.
- 8% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 6% said they belonged to an ethnic, race and/or religious minority.
- 2% reported living with HIV.

Company policy and leadership on D&I

- 39% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 68% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 67% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 64% agreed that all employees were responsible and accountable for supporting D&I.
- 49% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 57% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 37% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 32% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 27% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 24% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. Greater opportunity for and valuing of flexibility in working hours and location (59%).
2. Holding everyone in the company responsible and accountable for D&I (47%).
3. Stronger leadership of and accountability for D&I as a priority by senior management (43%).

Feeling of inclusion at work

- 81% of respondents reported feeling included always or most of the time.

▶ **Figure 65. Respondents who reported feeling included always or most of the time, results by position**
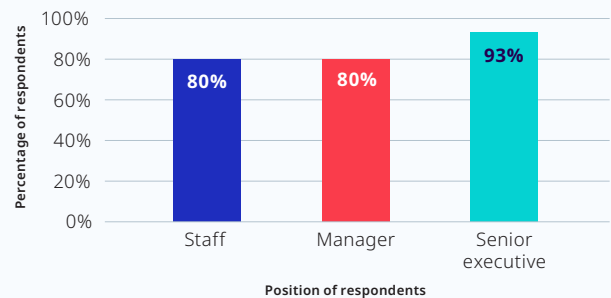
In response to organizational culture, of survey respondents:

- 91% agreed that they were generally treated with respect.
- 90% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 81% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 78% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 66. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
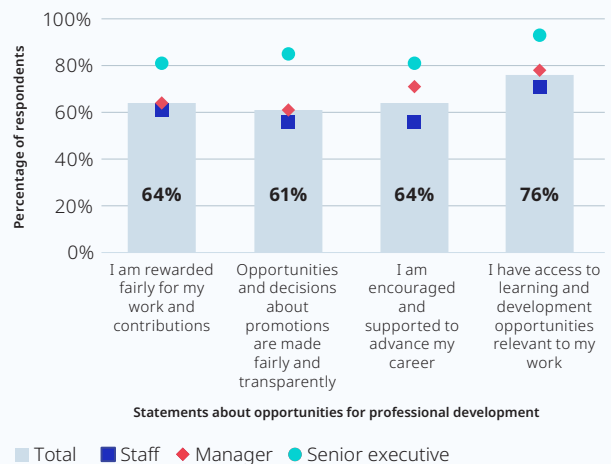
Impact of the COVID-19 pandemic on D&I

- 55% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Serbia

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 345.
- Of surveyed enterprises, 39% were small, 21% were medium and 40% were large.

Of surveyed respondents:

- 53% were staff without management responsibilities, 39% were managers, and 8% were senior executives.
- 54% were men and 46% were women.
- 3% reported having a diverse sexual orientation.
- 6% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 9% said they belonged to an ethnic, race and/or religious minority.
- 0% reported living with HIV.

Company policy and leadership on D&I

- 39% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 62% agreed that all employees were responsible and accountable for supporting D&I.
- 49% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 44% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 36% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 53% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 37% reported that there were goals and actions to recruit and develop people from diverse backgrounds.
- 34% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 24% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 24% reported that progress on D&I was measured and used to identify future priorities and actions.

The top three actions that would make a positive difference to increasing D&I were:

1. More openness, support and action in challenging and removing inappropriate behaviours (51%).
2. Holding everyone in the company responsible and accountable for D&I (48%).
3. Greater opportunity for and valuing of flexibility in working hours and location (47%).

Feeling of inclusion at work

- 90% of respondents reported feeling included always or most of the time.

▶ **Figure 67. Respondents who reported feeling included always or most of the time, results by position**
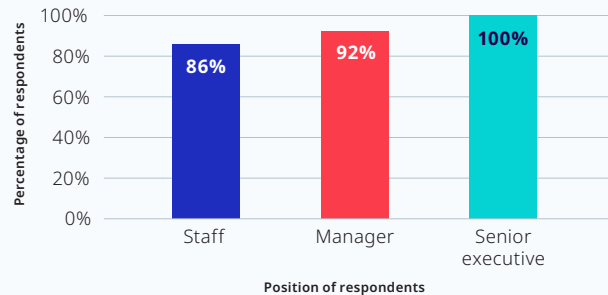
In response to organizational culture, of survey respondents:

- 74% agreed that they were generally treated with respect.
- 72% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.
- 71% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 57% agreed that their perspectives were sought out and considered in decision making at work.

▶ **Figure 68. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
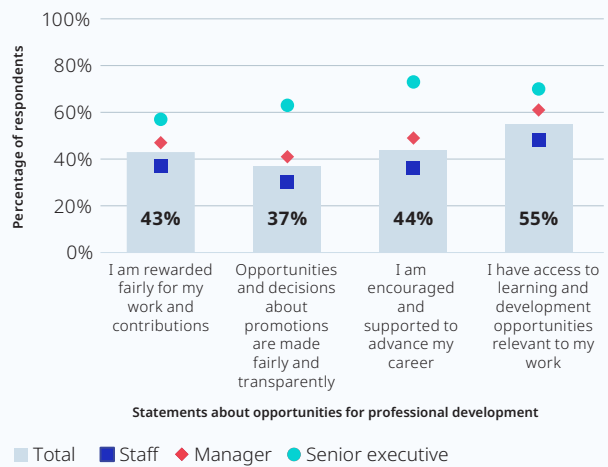
Impact of the COVID-19 pandemic on D&I

- 45% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Turkey

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 257.
- Of surveyed enterprises, 16% were small, 11% were medium and 73% were large.

Of surveyed respondents:

- 43% were managers, 38% were staff without management responsibilities, and 19% were senior executives.
- 52% were men, 46% were women, and 2% preferred to self-describe.
- 8% reported having a diverse sexual orientation.
- 10% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 20% said they belonged to an ethnic, race and/or religious minority.
- 2% reported living with HIV.

Company policy and leadership on D&I

- 63% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 56% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 55% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 54% agreed that all employees were responsible and accountable for supporting D&I.
- 48% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 71% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 49% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 48% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 36% reported that progress on D&I was measured and used to identify future priorities and actions.
- 31% reported that there were goals and actions to recruit and develop people from diverse backgrounds.

The top three actions that would make a positive difference to increasing D&I were:

1. Stronger leadership of and accountability for D&I as a priority by senior management (48%).
2. Holding everyone in the company responsible and accountable for D&I (46%).
3. Greater opportunity for and valuing of flexibility in working hours and location (41%).

Feeling of inclusion at work

- 81% of respondents reported feeling included always or most of the time.

▶ **Figure 69. Respondents who reported feeling included always or most of the time, results by position**
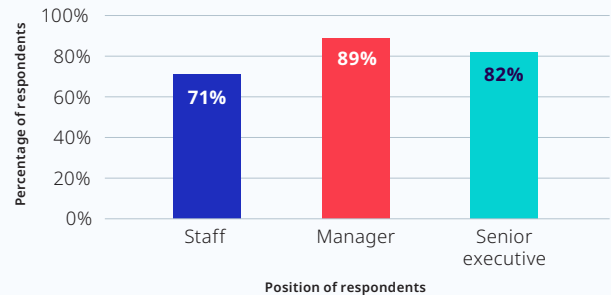
In response to organizational culture, of survey respondents:

- 83% agreed that they were generally treated with respect.
- 72% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 70% agreed that their perspectives were sought out and considered in decision making at work.
- 61% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.

▶ **Figure 70. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**
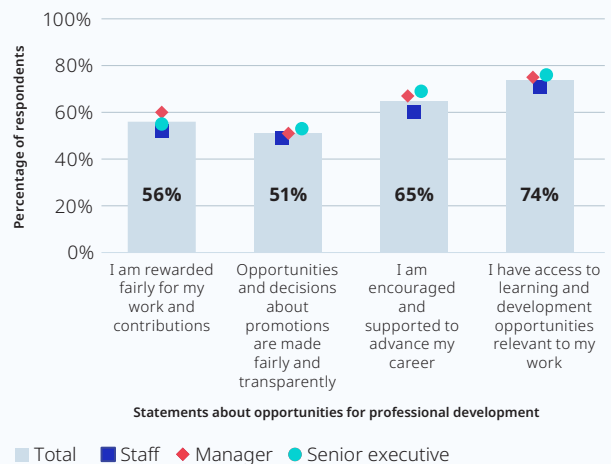
Impact of the COVID-19 pandemic on D&I

- 60% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.

▶ Ukraine

In a snapshot: ILO survey on D&I, 2021

Demographics

- Surveyed enterprises: 396.
- Of surveyed enterprises, 47% were small, 18% were medium and 35% were large.

Of surveyed respondents:

- 60% were staff without management responsibilities, 31% were managers, and 9% were senior executives.
- 55% were women and 45% were men.
- 23% reported having a diverse sexual orientation.
- 7% reported having a disability with long-term physical, mental, intellectual, or sensory impairments.
- 6% said they belonged to an ethnic, race and/or religious minority.
- 2% reported living with HIV.

Company policy and leadership on D&I

- 41% of enterprises had a stated D&I policy.

In relation to respondents' view on leadership strategies to drive D&I:

- 68% agreed that senior executives were held accountable as role models for D&I in their behaviours and actions.
- 65% agreed that line managers were held accountable for recruiting and developing diverse and inclusive teams.
- 63% agreed that all employees were responsible and accountable for supporting D&I.
- 48% agreed that D&I were communicated as one of the top priorities in their companies and progress was regularly reported on by leaders.

Company actions and drivers for D&I

On company actions in place to support D&I:

- 52% reported that employees from different roles and backgrounds were involved in building greater D&I.
- 33% reported that D&I actions were resourced and clearly identifiable in the company strategy and culture.
- 30% reported that there was zero tolerance of discrimination, harassment or violence in day-to-day business operations.
- 30% reported that progress on D&I was measured and used to identify future priorities and actions.
- 27% reported that there were goals and actions to recruit and develop people from diverse backgrounds.

The top three actions that would make a positive difference to increasing D&I were:

1. Greater opportunity for and valuing of flexibility in working hours and location (52%).
2. Holding everyone in the company responsible and accountable for D&I (51%).
3. Stronger leadership of and accountability for D&I as a priority by senior management (39%).

Feeling of inclusion at work

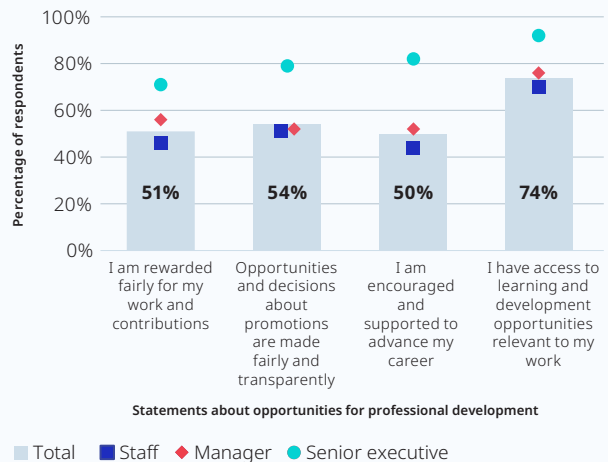- 87% of respondents reported feeling included always or most of the time.

▶ **Figure 71. Respondents who reported feeling included always or most of the time, results by position**
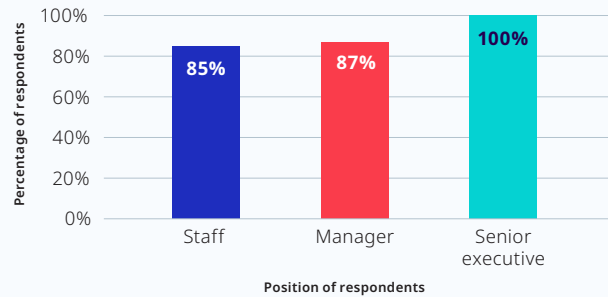
In response to organizational culture, of survey respondents:

- 89% agreed that they were generally treated with respect.
- 88% agreed that they experienced a positive sense of connection and belonging with others where they worked.
- 79% agreed that their perspectives were sought out and considered in decision making at work.
- 76% agreed that they were valued in the company as their authentic selves without having to excessively adapt to fit in.

▶ **Figure 72. Respondents who agreed with statements about how opportunities for professional development are managed at work, results by position**

Impact of the COVID-19 pandemic on D&I

- 61% of respondents agreed that their experience of living through the pandemic increased the expectations they had of their companies to promote D&I.