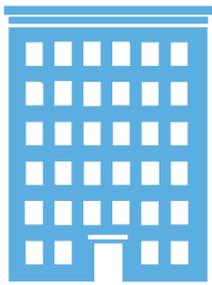


# The competitive value of a balanced business

## Inclusive and diverse organisations:

### Have greater market attractiveness



- Diverse boards deliver stronger corporate oversight<sup>1</sup> resulting in less fraud<sup>2</sup> and a better reputation within the marketplace.
- Customer satisfaction and earnings increase when workforces reflect the broader population,<sup>3</sup> while loyalty increases by making a public commitment to inclusion and diversity.<sup>4</sup>



### Better leverage talent

Employees who think their organisation is committed to inclusion and diversity are more likely to stay,<sup>5</sup> feel engaged,<sup>6</sup> experience less absenteeism, and are 80% more likely to perceive they work in a high performing organisation.<sup>7</sup>

### Are more innovative and better at problem-solving

Diverse teams are more effective at solving complex problems than highly qualified, expert teams.<sup>8</sup> Differences in perspective and experience enable diverse teams to generate more varied and plentiful idea combinations leading to higher creativity and the out-of-the-box thinking crucial to innovation.<sup>9</sup>



### Have better financial performance

Organisations with greater levels of inclusion and diversity outperform those with less:



Companies with greater female board representation have:<sup>10</sup>

42%  
greater return  
on sales

53%  
better return  
on equity

66%  
higher return on  
invested capital



Profitability

+27%

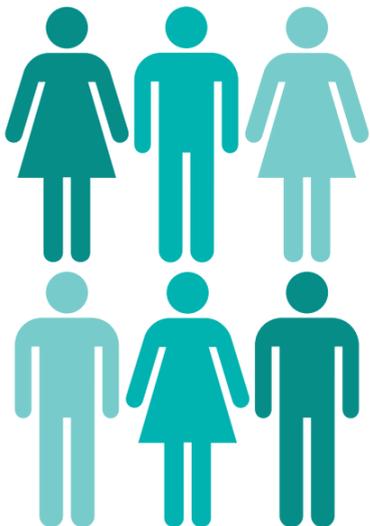
Customer  
satisfaction

+39%

## Are more engaged and more productive

x6

Diverse work teams produce results that are six-times higher than teams that are less diverse.<sup>11</sup>



50,000

Research with over 50,000 employees shows that engagement is closely linked with loyalty to their manager, and engagement is highest where the manager shows a strong commitment to diversity.<sup>12</sup>

Highly engaged organisations have been shown to have:



+28%  
Earnings  
per share



+19%  
Operating  
income<sup>13</sup>

Organisations with greater levels of inclusion and diversity outperform those with lower levels by:

