

GOOQ=UAL

2023

BLACK EQUITY INDEX

Tracking
commitment to
racial equity in
the workplace

Introduction

Corporate diversity, equity, and inclusion (DE&I) leaders today are navigating unprecedented complexity. Contrasted with the groundswell of energy towards racial justice in 2020, those fighting for more equitable workplaces are now facing aggressive attacks against public and private DE&I initiatives, fever-pitch political discord, and ongoing economic unease.

Nevertheless, DE&I leaders are persisting. Launched in 2022, Coqual's Black Equity Index (BEI) is a benchmarking tool built to assess companies' diversity, equity, and inclusion work for Black professionals. Since its inaugural year, participation in the BEI initiative has nearly doubled. Despite headwinds, many companies are ready and willing to assess where they stand in their work towards Black equity, and make meaningful, sustainable strides forward.

The 43 companies that took part in the second annual BEI represent the diversity of the corporate sector. They are public and private, small and large, and span industries from healthcare and tech to banking and retail. The vast majority are multinational.

As established in 2022, the BEI measures an organization's efforts in 6 domains: accountability, advancement, representation,

investment, sustainability, and public engagement. These domains are informed by Coqual's decades of research, grounded in actions companies can take, and each is interlocked with all others in the complex pursuit of diversity, equity, and inclusion.

Responses from the 2023 BEI survey indicate that corporate America is working hard to increase Black representation, including in leadership, taking valuable steps towards accountability, and continuing to cultivate the college to career pipeline. Our findings also suggest an air of increased caution among companies. We launched the BEI amidst a general spirit of collaboration and momentum, the racial reckoning of 2020 still top of mind and top of corporate agendas. In only a year, the landscape has shifted dramatically. We fielded our survey in the months leading up to the US Supreme Court's decision to strike down Affirmative Action in higher education¹—and discovered that nearly all (86%) companies that participated in the BEI are concerned about the outcome of the case and its implications for workplaces. Compared with last year, companies are shrinking from the public eye—with its risk of public and legal scrutiny—and some are shrinking their investment in DE&I teams.

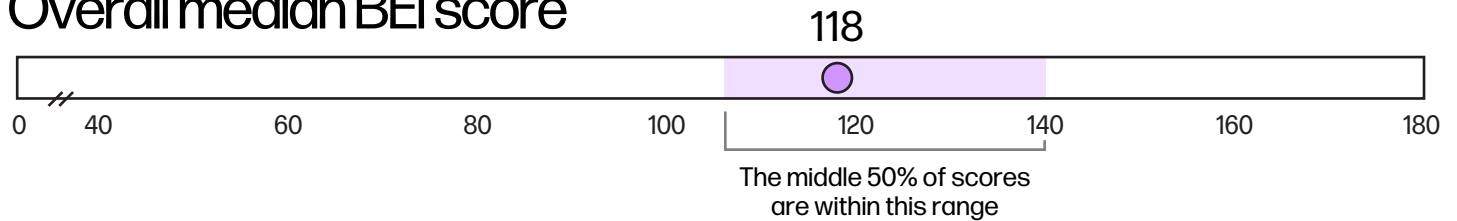
BLACK EQUITY INDEX

In this white paper, we highlight these and other trends among all BEI companies; where we see improvement, and where more focus and effort are needed. Throughout, we will call out opportunities for companies to be more transparent about the good work they are doing, and other areas where small organizational tweaks can add crucial accountability. To make each area feel specific and actionable, we've included innovative examples from

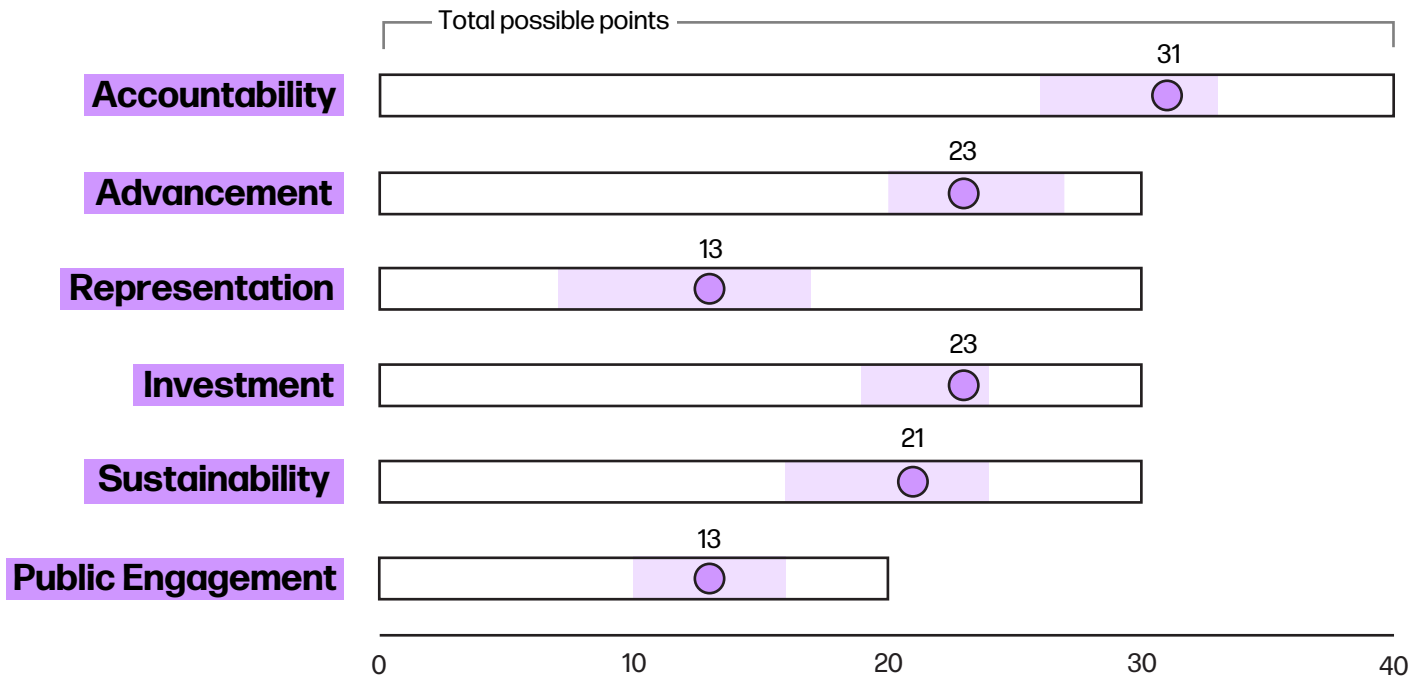
participating companies, and recommendations for next steps. Ultimately, we call on companies to make their commitments to Black equity bigger, bolder, more courageous, and more collaborative than ever.

Let's see what the results show us about the state of Black equity efforts in the workplace today.

Overall median BEI score



Median scores by area



Accountability

Hold leaders accountable for Black equity

BEI companies are taking important steps to prioritize DE&I from the top down—and score highest on average in our accountability domain. Nearly all participants provide regular updates to their C-suite about DE&I activity and/or impact and give their C-suite visibility into core DE&I data/metrics.

Our results suggest there is still room to strengthen incentives for leaders. Nearly 7 in 10 (67%) participating companies include a DE&I-related focus in C-suite performance evaluations. Fewer companies (58%) hold senior leaders to this level of accountability by considering workforce diversity in performance evaluations. Fewer still (44%) tie C-suite pay to progress on diversity metrics. Executive pay is always linked to mission-critical results; if diversity is an organizational priority, it should not be the exception to this rule.

Only 44%

of companies **tie measurable progress on diversity metrics to executive pay**

Recommendation

Hold leaders accountable. Companies must hold their leaders accountable for the state of diversity, equity, and inclusion as they do for other business priorities. Linking executive pay to DE&I stewardship is a hugely powerful accountability tool.

BLACK EQUITY INDEX

Transparency is transformative—and we see opportunities within the accountability domain for companies to be more vocal about the great equity work they are already undertaking.

For example, about 3 in 4 (74%) BEI companies voluntarily published their EEOC-1 data in 2022. Of these, 67%, went a step further and actively disseminated EEOC-1 data to employees. In *Equity at Work: Fulfilling Its Promise through Process*, sharing company representation data on race and gender was linked with employee feelings of fairness in the promotions process.

Another example: The vast majority—93%—of BEI participants conducted a pay analysis, and every single one of those companies took steps to close gaps that were revealed. Yet only 60% let their employees know they were auditing pay at all, let alone addressing the inequities they found. We further found in *Equity at Work* that pay equity analyses are strongly linked to Black employees' belief that their pay is fair. Broadly, our research on *Equity at Work* concludes that transparency goes a long way in building trust and driving perceptions of fairness.

Recommendation

Prioritize transparency. Employees want to know their company is more than just talk. If your company is taking steps to ensure greater diversity, or greater fairness in critical processes like pay, make it known to your workforce by building updates into your internal communications strategy.

Advancement

Promote and retain Black talent

About 6 in 10 (58%) BEI companies track the time to promotion at various band levels/grade levels by race. This is critical work. To advance Black employees, companies need to understand the mechanics of the stall, including precisely where in the organization issues lie.

In Coqual's *Equity at Work* research, DE&I specialists confessed that their company focuses its efforts and resources on hiring, yet the biggest inequities exist in their promotions process. As we will see on page 15, it is great news that companies are making good on their promise to hire Black professionals. This work must continue—but not at the expense of advancing existing Black employees.

60%

of companies have **sponsorship programs for Black professionals**

Recommendations

- **Set and socialize targets to hire Black talent at every level.** Avoid a myopic focus on hiring. Measure advancement within the company to see where Black professionals are stalling—only then can you figure out and solve for root causes.
- **Study and champion sponsorship.** Get clear on the critical distinctions between mentorship and sponsorship, and work towards building a culture of sponsorship. Sponsorship programs should be monitored for effectiveness and refined accordingly.

BLACK EQUITY INDEX

Decades of Coqual research document the positive impact of sponsorship on underrepresented cohorts' advancement. Companies are still homed in on mentorship. Nearly 9 in 10 (86%) BEI companies host mentorship programs for Black professionals, and 6 in 10 (60%) host sponsorship programs. While this is an improvement from last year, when less than half (46%) of participants had sponsorship programs in place, there is still room to ensure the career-critical distinctions between mentorship and sponsorship are understood and valued. While a mentor offers career advice, sponsorship is a dynamic, mutually beneficial partnership for both sponsor and sponsee.

Advancement in action

“With the objective of more closely supporting and nurturing all of our Black and African American employees in the US, we have introduced new mentorship and **enhanced sponsorship programs**, in addition to other leadership development programs, **targeted at various job levels of employees.**”

Representation

Build Black representation at every level of the organization

Representation still ranks as one of two BEI domains most in need of improvement—companies score on average 13 out of 30 points. A closer look reveals that while some companies are falling behind, others are surging ahead in their promise to increase representation of Black professionals throughout the pipeline.

Today, 14% of the US population identifies as Black.² However, nearly 2 in 5 BEI companies have 10% or greater Black representation in their workforce.³ Last year, only 1 in 13 participating companies—less than 8%—reported achieving this level of representation. As companies seek to sustain this overall momentum, they must also look closer to see where greater focus is needed. This year's BEI results show that Black professionals are more likely to be represented in HR and support functions. On average, across our sample, 13% of support professionals and 12% of HR employees are Black, close to parity with Black representation in the US.⁴ The picture is different when we look at positions of power. On average across our sample, only 7% of people managers—and only 3% of executives—are Black.

For the 1 in 8 (12.5%) BEI companies who report having no Black board members, the next steps are clear—recruit at the highest level. This year nearly half of BEI companies report surpassing 10% Black representation on their boards. While this is worth celebrating, given how small boards often are companies may hit this threshold with only 1 Black board member. That's a good start, but only a start. Coqual research supports how challenging and isolating it is to be an “only” in the room; in *Equity Calls on Everyone*, we found that 29% of Black professionals worry about how their mistakes at work might reflect on others who look like them. At the Board level, the visibility—and stakes—are even higher.

2 in 5

companies have **10% or greater Black representation**

BLACK EQUITY INDEX

Companies must remain committed to understanding the makeup of their workforce. More than 6 in 10 (63%) BEI participants have conducted a self-ID campaign that includes race. Self-ID campaigns are a tool in actualizing company DE&I mission statements and improving organizational procedures related to recruiting, hiring, promoting, and retaining talent from all historically marginalized identity groups.

Only 3%

of executives are Black

Recommendation

- **Recruit from the top down.** Pay attention to your board, your executives, your people managers, and other key positions of power within your organization. If Black professionals are concentrated at entry level, and siloed in certain positions, the work is not done.
- **Disaggregate, always.** While overall representation numbers may seem positive, Black professionals may be overconcentrated in certain roles and lack access to others, as our BEI results show. Consider geography, too. Companies should aspire to reflect the regions in which they operate, and in certain parts of the country, Black representation far exceeds 14%.
- **Audit and refine self-ID processes.** Make sure organizational decision makers understand the value of these campaigns, stressing the importance of safety, anonymity, and confidentiality. Employees should be provided with multiple anonymous avenues to report their information and be reminded that the survey is completely voluntary.

Investment

Back commitments with tangible resources

Companies are investing operationally in their DE&I efforts. At 8 in 10 companies (81%), the CDO or head of diversity reports into a member of the C-Suite, a symbolic and operational decision showing the work of the DE&I team is valued and supported. At 1 in 5 companies (21%), the CDO or head of diversity reports to the CEO. The link between DE&I and HR functions is strong. More than half (54%) of respondents have their DE&I head report into their Chief Human Resources Officer or Chief People Officer. Some companies shared that their DE&I lead reports to HR with a dotted line into the CEO, or reports to *both* the CEO and CHRO.

Where a CDO is positioned matters. They must be positioned to develop trusting relationships necessary for the complex, long-haul work of Black equity. While it is not possible at all companies, having a CDO report to the CEO is a hugely powerful signal that DE&I is a top priority.

In addition to DE&I staff, DE&I task forces are common across companies, regardless of size, industry, or market cap. Many respondents (81%) have an organization-wide DE&I task force, council, or working group that is separate from their formal DE&I team. BEI participants recognize the symbolic

Investment in action

“Our Global DEI Leadership Council, a 16-member senior leader group, is chaired by our CEO. The Council is charged with driving and executing DEI strategy across businesses, functions and regions; providing strategic guidance and insight to improve performance; and promoting and championing DEI internally and externally.”

BLACK EQUITY INDEX

and practical value of including their most senior leaders in the work of a task force. At 2 in 3 (66%) companies, the task force is led by someone in the C-Suite. At nearly 3 in 10 companies (29%) the task force is led by the CEO, a remarkable jump from last year when only 10% of companies said this forum was led by the CEO.

Through task force leadership and CDO positioning, BEI companies show that they

are setting up their DE&I teams for success and setting the tone from the very top of the house. Yet only 5 out of 10 companies (55%) with anti-bias trainings make them mandatory for their senior leaders. To deepen and sustain investment in DE&I, those at the top of the house need to live this work and learn this skillset; to root out inequity and cascade inclusion through the organization, they must first and foremost commit to interrogating their own biases and blind spots.

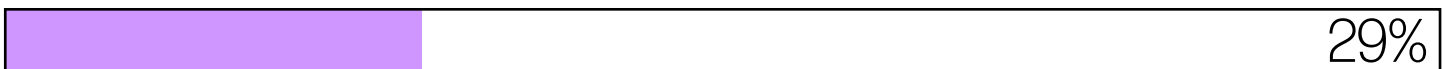
Recommendation

Position DE&I staff for maximum impact. DE&I teams and task forces alike must be positioned for respect and success and given appropriate authority and resources. Even amidst tough economic times when companies are cutting DE&I budgets, resist the urge to make the work voluntary. Keep a team dedicated exclusively to DE&I, and ensure this team has the resources they need to impact and drive results.

81% of responding organizations **have a DE&I task force**

Company task forces led by:

The CEO



Someone in the C-Suite



Spotlight on ERGs

Employee Resource Groups (ERGs) and business resource groups (BRGs) are key sites of diversity, equity, and inclusion work. They can create safe community spaces for underrepresented groups, foster solidarity and allyship, promote external community engagement, offer professional development opportunities, and much more. ERGs—when effective—are linked to employee feelings of inclusion, according to McKinsey.⁵

Most (86%) BEI companies have an employee resource group, business resource group, or affinity group for Black professionals. Companies value their ERGs and take steps to ensure their success. All 43 companies assign their ERGs executive sponsors,

and all say their C-suite has visibility into ERG operations.

Nearly all companies—95%—provide their ERGs leaders some form of reward or recognition. Recognition tends to come in the form of added L&D opportunities, recognition in Town Halls, and visibility with senior leaders. Of companies offering rewards, 2 in 3 (66%) companies say ERG leaders receive recognition directly from the CEO. Yet only about a third (32%) companies are compensated for their time, leadership, and contributions to company culture. As companies cut DE&I budgets, ERG leaders can become de facto DE&I staff—a fact companies should acknowledge with fair, tangible rewards.

3 in 10

companies give ERG leads a monetary bonus

Recommendation

Invest in ERG leads. Support your ERG leaders and members with ongoing personal and professional development; empower them and provide resources that will enable them to make a greater impact. Consider the additional step of paying ERG leads for their efforts to make the organization more diverse, equitable, and inclusive. If DE&I is a core mission of a company, and companies rely on ERGs as strategic DE&I partners, employees should be lauded—and never penalized—for ERG participation. Increasingly, models exist for compensating ERG leads from which companies can take inspiration.⁶

Sustainability

Continue to hire Black talent over the long term

The sustainability domain, which includes a focus on recruitment, takes on added weight in the wake of the Supreme Court's affirmative action decision and subsequent threats from conservative lawmakers to DE&I initiatives. But BEI results show that companies are not backing down. Nearly 8 in 10 (79%) companies set hiring targets and goals last year.

Nearly all (86%) of companies engage in diversity recruiting for senior level roles. Since, as we saw on page 8, only 3% of executives across BEI companies are Black, it is good news that companies are as devoted to senior-level hiring as they are for other parts of the pipeline. Companies must now sustain, study, and retool these efforts to make sure the investment pays off in greater representation.

Sustainability in action

“We leverage several external contractors who can connect us with Black, African American, Hispanic/Latinx, and additional historically marginalized talent populations (e.g., people with disabilities and women). We also do **in-person recruiting** of those populations at colleges/universities, military bases, and technology events. Finally, we **work with a variety of non-profits** like the National Society of Black Engineers, the National Black MBA Association, and Black Data Processing Associates on hiring initiatives.”

“We add a statement in our application encouraging applicants to apply even if they only meet part of the requirements: “Research shows that candidates from underrepresented backgrounds often don’t apply for roles if they don’t meet all the criteria unlike majority candidates meeting significantly fewer requirements.””

BLACK EQUITY INDEX

Companies should continue to strategize about the personnel paid to execute their hiring goals. Compared to 19% among last year's participants, 28% of participating companies in 2023 say recruiting Black candidates is included in performance evaluations for internal recruiters. Interestingly, over half (58%) say recruiting Black candidates is part of their company's criteria for selecting and/or reviewing third-party recruiters. Companies should bridge this gap and bring the same level of discernment in house.

Multiple BEI participants leverage their ERGs and BRGs in recruiting underrepresented talent, sending members to recruitment events, tapping members' personal networks, and allowing candidates to meet with members. While this can be an effective tool, ultimately the responsibility lies with hiring managers, and there should not be an additional burden or expectation placed on ERG members to build the pipeline for their organizations.

86%

of companies engage in diversity recruiting for senior level roles

Recommendations

- **Set and socialize targets to hire Black talent at every level.** Continue to set hiring and representation goals throughout the career pipeline—and communicate them to employees for added accountability. Empower and clearly guide recruiters to achieve these goals—then evaluate their efforts accordingly.
- **Get high-tech.** BEI companies share that they are tapping into technology to help make their recruitment and hiring processes more equitable. Leverage the growing body of technology built to help the mission of diversity, equity, and inclusion—but of course, vet it critically and thoroughly.
- **Connect with Black youth.** In addition to college recruitment, invest in and improve representation long-term by partnering with schools, and grassroots and nonprofit programs that serve Black youth.

Public engagement

Address social inequity beyond the corporate sector

In a highly politicized climate, BEI participating companies are shying away from public commitments to racial justice like they did in the weeks and months following the murder of George Floyd. Less than two-thirds of respondents (63%) have publicly announced a commitment to racial justice, and 7 in 10 (70%) have made such a pledge to their employees. Of those who made a commitment publicly, 67% included a monetary component. To date, more than 94% of those companies made good on that pledge. Contrast this with our inaugural BEI, when every single company that participated publicly or internally announced a commitment to racial justice, and 80% included a monetary pledge.

As companies seek to innovate internally, they shouldn't skip over simple but impactful steps. For example, 35% of participating companies do not currently have a supplier diversity program. In positive news, of the 65% of BEI companies that do have a supplier program, nearly all say they track spending at Black-owned suppliers.

35%

of companies do not have a supplier diversity program

Public
engagement
in action

"Our chairman and CEO has made public statements on our policies related to our [company principles] and our commitment to upholding anti-hate policies. Further evidence of where [our company] stands on discrimination is publicly available on our website."

BLACK EQUITY INDEX

This year, we expanded our public engagement domain to capture specific actions companies can take in the public eye to support racial justice. We divided 20 actions into 3 tiers based on the courage and effort they require—and scored them accordingly.

Partnering with organizations advancing Black equity is among the more common—but still critically important—actions companies can take. The majority (86%) engage in this community-oriented outreach.

Few if any companies engage directly with politics. Only one company, for example, updated PAC contribution criteria to reflect a candidate's position on an issue that impacts Black professionals. None of the 43 companies stopped selling a product or service that caused controversy related to a social issue that impacts Black professionals.

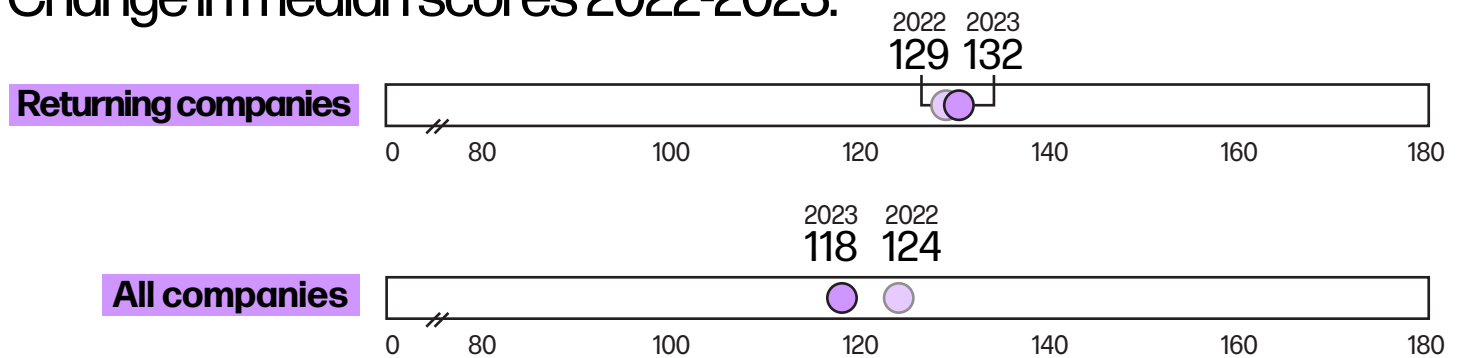
Recommendations

- Speak up about racial injustice. Even (especially!) in this threatening legal climate, do not fall silent. Racial justice is not a trend. Reinforce your commitment to Black equity internally and externally.
- Demand supplier diversity. If your company doesn't have a supplier diversity program, start one. Fund it well and measure its successes and shortcomings to continually improve.
- Partner with Black organizations. Some of the organizations our participants work with include: the National Society for Black Engineers, the Black Professionals Association Charitable Foundation, United Negro College Fund, the 10,000 Interns Foundation. While national organizations have a wide reach, for maximum impact and deep community connections, look locally, too.

Benchmarking

The power of a benchmarking tool comes, of course, with time. Companies must return, reevaluate, and reengineer. In just one year, accountability and sustainability scores have improved among our cohort of returning companies—strong counters to any who argue change must only be incremental. Companies can make powerful and meaningful changes to their diversity, equity, and inclusion work fast.

Change in median scores 2022-2023:



Review of Recommendations

Make a big, lasting impact to lead on Black equity.

The 2023 BEI points us to plenty worth celebrating, as well as critical domains ripe for greater focus, increased investment, and overall improvement. There is no time to slow down. Below, we have gathered the recommendations featured throughout the white paper by domain. As always, Coqual’s guidance to the corporate sector is backed by decades of research and advisory in-depth work and thought leadership on diversity, equity, and inclusion.

One key equity principle came up throughout many of our domains: transparency. **Companies will be well served in the battle for Black talent (and all talent) to prioritize transparency whenever possible.** If your company is

BLACK EQUITY INDEX

taking steps to ensure greater fairness in critical processes like pay, make it known to your workforce by building updates into your internal communications strategy. Our research on *Equity at Work* concludes that giving employees even brief insights into aspects of DE&I work like representation numbers, pay practices, and other goals can be transformative in building trust and driving perceptions of fairness.

Accountability

Hold leaders accountable for Black equity

- **Hold leaders accountable.** Like other mission-critical work, link effort and progress on DE&I goals with performance evaluations and compensation—starting at the C-Suite.

Advancement

Promote and retain Black talent

- **Track advancement to better target stall.** Avoid a myopic focus on hiring. Measure advancement within the company to see where Black professionals are stalling—only then can you figure out and solve for root causes.
- **Study and champion sponsorship.** Get clear on the critical distinctions between mentorship and sponsorship, and work towards building a culture of sponsorship. Sponsorship programs should be monitored for effectiveness and refined accordingly.

Representation

Build Black representation at every level of the organization

- **Recruit from the top down.** Pay attention to your board, your executives, your people managers, and other key positions of power within your organization. If Black professionals are concentrated at entry level, and siloed in certain positions, the work is not done.

BLACK EQUITY INDEX

- **Disaggregate, always.** While overall representation numbers may seem positive, Black professionals may be overconcentrated in certain roles and lack access to others, as our BEI results show. Consider geography, too. Companies should aspire to reflect the regions in which they operate, and in certain parts of the country, Black representation far exceeds 14%.
- **Audit and refine self-ID processes.** Stress the purpose to organizational decision makers, and make sure safety, anonymity, and confidentiality is guaranteed to all employees.

Investment

Reinforce commitments with tangible resources

- **Position DE&I staff for maximum impact.** Regardless of job titles or team size, position your DE&I team for success by providing them with proper power and resources. Stay the course. Keep a team dedicated to DE&I even amidst tough economic times when companies are cutting DE&I budgets.
- **Invest in ERG leads.** In addition to professional development and public recognition, consider paying ERG leads or offering other more tangible rewards for their efforts to make the organization more diverse, equitable, and inclusive.

Sustainability

Hire and cultivate a pipeline of Black talent

- **Set and socialize targets to hire Black talent at every level.** Set hiring and representation goals throughout the career pipeline—and communicate them to employees for added accountability. Empower and clearly guide recruiters to achieve these goals—then evaluate their efforts accordingly.
- **Get high-tech.** Leverage the growing body of technology built to help the mission of diversity, equity, and inclusion—but of course, vet it critically and thoroughly.
- **Engage ERGs.** Multiple BEI participants leverage their ERGs and BRGs in recruiting underrepresented talent, sending members to recruitment events, tapping members' personal networks, and allowing candidates to meet with members. Remember, this work should be compensated.

BLACK EQUITY INDEX

- **Connect with Black youth.** In addition to college recruitment invest in and improve representation long-term by partnering with schools, and grassroots and nonprofit programs that serve Black youth.

Public Engagement

Address social inequity beyond the corporate sector

- **Speak up about racial injustice.** Even (especially!) in this threatening legal climate, do not fall silent. Racial justice is not a trend. Reinforce your commitment to Black equity internally and externally.
- **Demand supplier diversity.** If your company doesn't have a supplier diversity program, start one. Fund it well and measure its successes and shortcomings to continually improve.
- **Partner with Black organizations.** While national organizations have a wide reach, for maximum impact and deep community connections, look locally, too.

Conclusion

Corporate diversity, equity, and inclusion work is never easy, and now more than ever advancing Black equity will take courage, focus, and persistence. But as DE&I leaders stay vigilant for the next legal battle, political attack, or economic contraction, they can and should carry on knowing their work is seen and valued workers. According to a recent survey, nearly all job seekers (95%) consider an employer's DE&I efforts when choosing between job offers, and more than 3 in 4 employees would not work for an organization that fails to commit significant resources to DE&I.⁷

If in only one year a groundswell of enthusiasm for big DE&I promises can shift to an atmosphere of apprehension, it is also clear that in only one year, companies can accomplish incredible things. It is tremendous news that companies are making progress on Black representation. The surge in representation, even at the board level, is a testament to the corporate sector's ability to mobilize and transform—a testament to corporate leaders brimming with creativity, passion, and brilliance.

Throughout this white paper, there were also areas ripe for improvement. Amidst budget cuts, companies can look to structural and other low-cost changes that can sustain progress

and inject accountability, such as a looking at DE&I team structure and reevaluation how they evaluate senior leader performance. Companies should commit to transparency whenever and wherever possible, speaking up loudly and proudly about the DE&I work they are doing, and the work they are planning. And they should not shy away from reaffirming their commitments to racial justice publicly and internally.

A tool like the BEI is not only a survey of the DE&I landscape but also fertile ground for community and collaboration among those pursuing Black equity. We know that, together, participating companies can push this work to be better and bolder than ever before.

2023

BLACK EQUITY INDEX

Methodology

The 2023 Black Equity Index is an annual survey that captures information on diversity, equity, and inclusion efforts focused on Black professionals. This computer-assisted survey was fielded online between February and May of 2023. A total of 43 companies submitted completed forms. All information was provided by representatives from respective companies and relied on voluntary, self-report data. Activities associated with instrumentation, fielding, and analysis were conducted by Coqual, an independent, nonprofit research

organization. Additionally, each company that submitted a completed interview received an individual company scorecard documenting their standing across each of the six BEI domains. Weighted calculations of domain totals were applied for a maximum index score of 180. Response items that were left blank were treated as missing or non-applicable. The findings presented here are descriptive in nature and do not attempt to make any inferences about the programming impact of participating companies, or their related outcomes.

Endnotes

1. Totenberg, Nina. "Affirmative Action Supreme Court Decision." NPR, 29 June 2023, <https://www.npr.org/2023/06/29/1181138066/affirmative-action-supreme-court-decision>.
2. "Facts About the U.S. Black Population." Pew Research Center, <https://www.pewresearch.org/social-trends/fact-sheet/facts-about-the-us-black-population/>.
3. Companies self-reported their representation numbers to Coqual.
4. "Facts About the U.S. Black Population." Pew Research Center, <https://www.pewresearch.org/social-trends/fact-sheet/facts-about-the-us-black-population/>.
5. "Effective Employee Resource Groups Are Key to Inclusion at Work: Here's How to Get Them Right." McKinsey & Company, <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/effective-employee-resource-groups-are-key-to-inclusion-at-work-heres-how-to-get-them-right>.
6. "Pay Employee Resource Group Leaders." Culture Amp Blog, <https://www.cultureamp.com/blog/pay-employee-resource-group-leaders>.
7. "The State of Workplace DEI: How DEI commitments impact the employee experience," C001_Benevity_TheStateofWorkplaceDEI_Final.pdf (bflidr.com)

Coqual CEO
Lanaya Irvin

Project Team
Zara Afridi

Senior Research Associate

Dr. Nathan M. Castillo
Vice President, Research

Andy Chan
Senior Research Associate

Jodi Davis
Senior Vice President, Communications and Marketing

Jeyandini Fernando
Director, Communications and Marketing

Emily Gawlak
Senior Writer

Jennie Glazer
Chief Operating Officer

Maya Lee
Senior Associate, Communications and Marketing

Gwyneth Meeks
Senior Vice President, Leadership Development

Arpan Narayan
Executive Vice President, Head of Advisory

Sandra Rice
Senior Vice President of Outreach and Strategic Partnerships

Krystal Rincon
Manager, Business Development

Peggy Shiller
Chief of Staff to CEO

Allegra Varnadore
Director, Outreach and Strategic Partnerships

External Team
Jess Kuronen
Design and Data Visualization

© 2023 Coqual. All rights reserved. Unauthorized reproduction or transmission of any part of this publication in any form or by any means, mechanical or electronic, is prohibited. The findings, views, and recommendations expressed in Coqual reports are not prepared by, are not the responsibility of, and do not necessarily reflect the views of the launch supporters or companies in the Coqual Task Force.