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—HACR—
CORPORATE
INCLUSION
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ABOUT THE HISPANIC ASSOCIATION ON CORPORATE RESPONSIBILITY

Founded in 1986, the Hispanic Association on Corporate Responsibility (HACR) is one of the most influential advocacy organizations in the nation, representing 14 national Hispanic organizations in the United States and Puerto Rico. Our mission is to advance the inclusion of Hispanics in Corporate America at a level commensurate with our economic contributions. Collectively, HACR Coalition Members reflect the voice of more than 60 million Hispanics living in the United States and Puerto Rico, serving those diverse communities through advocacy, education, representation, assistance, capacity building, public policy support, resource development, and the exertion of political influence. HACR's work is possible thanks to the generous support of our Corporate Members, which includes some of the largest companies in the United States. Together, the Coalition Members and Corporate Members provide HACR with the resources needed to achieve our mission.

ABOUT THE HACR RESEARCH INSTITUTE

HACR is devoted to the objective research, analysis, and publication of reports on Hispanic-related issues in Corporate America. The goal of our research is to assess trends, engage in dialogue with corporate leaders, and affect positive change to policies and practices that promote Hispanic inclusion.

Through dynamic research efforts and data-driven analysis, HACR publishes content on the state of the Hispanic community and corporate diversity and inclusion practices in Employment, Procurement, Philanthropy, and Governance. Our research initiatives include the *HACR Corporate Inclusion Index* report, the *Corporate Governance Study*, the *Empow(h)er™: Understanding Workplace Barriers for Latinas* Report, our monthly research blogs, and other independent studies conducted internally and through partnerships with leading advocacy organizations.

A LETTER FROM HACR PRESIDENT & CEO



To our valued partners:

On behalf of the Hispanic Association on Corporate Responsibility board of directors and our dedicated staff, I am pleased to present the *2021 HACR Corporate Inclusion Index (CII)* report. Since our founding in 1986, HACR has remained one of the most influential advocacy organizations in the nation, and our research institute is helping drive Hispanic advancement in corporate America.

The HACR CII has been a preferred diversity benchmarking tool for the country's largest companies for over a decade. First launched in 2009, it analyzes participating corporations' policies related to four pillars of inclusion: Employment, Procurement, Philanthropy, and Governance. The results reveal areas of progress and opportunities for growth and our results also help leaders plan their diversity, equity, and inclusion strategies.

This year, the HACR CII report's theme is "Hispanic Diversity, Equity, and Inclusion During Crisis." The health, economic, and social crises of the last year continue to disproportionately affect Hispanics and other communities of color, and this research explores their effect on businesses' DE&I initiatives. This year, HACR added additional survey questions in an effort to explore the effects of 2020 on DEI initiatives.

According to the U.S. Bureau of Labor Statistics, Hispanics will comprise one-fifth of our country's labor force by 2028. Moving forward, companies can embrace this evolving workforce using accountability tools like the HACR CII to implement practices that engage Hispanic consumers, suppliers, and talent. Without them, companies risk their long-term success in an economy where Hispanics represent over \$1.5 trillion in buying power.

We are grateful to the companies who participated in the 2021 HACR CII for their commitment to creating a more diverse, equitable, and inclusive work environment. Regardless of the rating received, creating internal metrics and investing in annual benchmarking through our CII is fundamental to a company's ability to track its progress towards the goal of Hispanic inclusion within their DEI strategies. The last 18 months have tested our collective patience, strength, and resilience, and despite it all, the 2021 HACR CII received record participation, with a 31 percent increase from last year. I see this as a reflection of corporate America's growing commitment to the Hispanic community.

I invite you to maintain an open dialogue with our team regarding your diversity and inclusion practices. We would be honored to help you optimize your initiatives and partner with you in creating a more equitable working world.

Sincerely,

Cid Wilson
President & CEO of HACR

EXECUTIVE SUMMARY



Since 2009, the HACR Corporate Inclusion Index (CII) has been the source for comprehensive reporting on corporate America’s Hispanic inclusion efforts in the areas of Employment, Procurement, Philanthropy, and Governance. Unlike in years past, the 2021 HACR CII examined corporate inclusion practices during an exceptional year that weathered a global pandemic as well as domestic and international civil protests against social injustices. In the United States, these events brought social and economic disparities to the forefront of discussion in an unparalleled way. It’s the implications and impact of these events on Hispanics in corporate America that serve as the focus of this report.

An unprecedented number of companies completed the HACR CII survey this year. Perhaps motivated by the conversations on social and economic disparities, many first-time participants expressed interest in evaluating the implications of 2020’s events on their own efforts. **The 2021 HACR CII experienced a 31 percent increase in participation, with a total of 92 participants.** The growth in participation may be partially attributable to the growing awareness of diversity, equity, inclusion, and belonging issues brought to the surface by the tragic murder of George Floyd and the ensuing social justice events across the country.

In consideration of the social climate, the events of the previous year, and a look toward the future, **this year’s theme will be “Hispanic Diversity, Equity, & Inclusion During Crisis”** – a theme that will likely be expanded upon in subsequent iterations of the report as we grow our understanding of what recovery looks like and how much our paradigms for normalcy and DEI have shifted.

Given the disruptive nature of 2020’s events, this year’s findings indicate that an overall shift occurred in the diversity, equity, and inclusion practices companies implemented, as well as in the outcomes of those practices when compared to previous years.

Outcomes for companies' DEI practices on the 2021 survey show decreased Hispanic inclusion across all four of our focus areas. The decrease in practices and outcomes remains evident when controlling for new participant responses. The trendline in this year's results is a troubling sign for the resiliency of Hispanic inclusion efforts during difficult times. In particular, measures that had represented persistent gaps in Hispanic representation remain so, with only moderate progress in some cases and a decline in others when compared to data from the previous year:

PILLAR	2020 HACR CII	2021 HACR CII
EMPLOYMENT <i>(improvement over 2020)</i>	82 percent of all Hispanic employees are non-exempt	78 percent of all Hispanic employees are non-exempt
PROCUREMENT <i>(improvement over 2020)</i>	On average, less than one (1) percent (.83 percent) of suppliers are Hispanic	On average, less than one (1) percent (.98 percent) of suppliers are Hispanic
PHILANTHROPY <i>(decline over 2020)</i>	73 percent reported corporate and/or foundation contributions to Hispanics while only 30 percent tracked in-kind giving to Hispanics	65 percent reported corporate and/or foundation contributions to Hispanics while only 22 percent tracked in-kind giving to Hispanics
GOVERNANCE <i>(decline over 2020)</i>	Latinas continue to represent small percentages of executives (1.21 percent) and board directors (2.29 percent)	Latinas continue to represent small percentages of executives (.69 percent) and board directors (1.73 percent)

This year's report focuses on these changes and what participants have described as the challenges and hurdles to progress during these difficult times.

HISPANIC, DIVERSITY, EQUITY, & INCLUSION DURING CRISIS

One of the oft-used descriptors for the events of 2020 has been “unprecedented.” It turns out that this is an apt adjective for our lack of experience with the particular combination of challenges presented over the year: a global pandemic, a racial justice movement, and an economic recession. It also characterizes our collective inability to find fast-acting solutions. Governments, corporations, and communities are all in the process of managing the continually evolving impact of the previous year while charting the best possible path forward. So how do we know where to go from here?

When it comes to each of HACR’s four pillars (employment, procurement, philanthropy, and governance), 2020 presented corporations with a variety of specific challenges to developing existing diversity, equity, and inclusion (DE&I) practices and establishing new ones. In employment, the events of 2020 amplified existing inequities while many DE&I initiatives were put on hold or cut. A recent McKinsey report outlines the unique challenges faced by minority employees around mental health, household responsibilities, and a general lack of access to job security.¹ The already present gap in formal support programs highlighted in the 2020 HACR CII report also portends widening gaps in promotional opportunities and leadership positions if intentional action is not taken.

Minority businesses have also suffered significant changes throughout the year. Already at a disadvantage due to such issues as scaling and access to contracting opportunities, minority-owned businesses are vulnerable to the negative effects of the pandemic and other socially and economically disruptive events. Corporations have started to make intentional strides toward contracting with and sourcing products/services from minority-owned businesses. However, there is room for improvement by providing minority vendors with the resources, like access to capital, to be more effective partners.

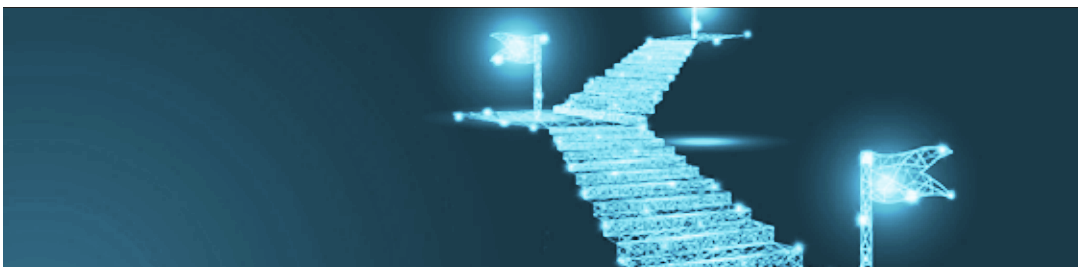
As with DE&I programs in employment, 2020 saw significant changes in philanthropic initiatives and programming. On one hand, with shelter-in-place orders employed in the first half of 2020, adaptation and even suspension of volunteer programs was an expected outcome. Given the circumstances, our findings this year show that along with decreased volunteerism, companies also tracked and reported fewer of their philanthropic giving metrics. In the 2019 HACR CII report, we illustrated why tracking is important. Companies continuing to opt out of tracking is a step in the wrong direction.

Finally, this year, HACR along with the rest of the Alliance for Board Diversity (LEAP, ELC, Catalyst, in partnership with Diversified Search) and Deloitte published the 6th edition of the *Missing Pieces Report*, where findings about Hispanic representation on corporate boards mirror those found in previous iterations of the HACR CII report. Most notably, the report illustrates how Hispanic board representation has remained stagnant for a decade, with just a little over one percent increase in representation during that time.² The evidence clearly shows that more has to be done to reverse these trends, including increasing employee development and recruitment programs, like mentorship and sponsorship opportunities.

¹ Ellingrud, Kweilin et al. 2020. “Diverse employees are struggling the most during COVID-19—here’s how companies can respond.” McKinsey & Company. Retrieved August 9, 2021 (<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diverse-employees-are-struggling-the-most-during-covid-19-heres-how-companies-can-respond>).

² Deloitte LLP, Catalyst, Diversified Search, The Executive Leadership Council, the Hispanic Association on Corporate Responsibility, and Leadership Education for Asian Pacifics. 2021. *Missing Pieces Report: The Board Diversity Census of Women and Minorities on Fortune 500 Boards, 6th Edition*. New York: Deloitte Development LLC.

METHODOLOGY



The data for the 2021 HACR Corporate Inclusion Index (CII) report is drawn from a survey designed and administered by HACR. Invitations to participate in the 2021 HACR CII survey were sent to all Fortune 100³ companies, HACR Corporate Members, and previous HACR CII participants.⁴

If a company had not previously participated in the HACR CII, requests for participation were made to the chief executive officer, as well as the highest-level executive(s) responsible for communications, human resources, and/or diversity and inclusion at their respective companies.

If HACR already had a point of contact at a company who had not previously participated in the HACR CII, email communications requesting their participation were also sent to them.

If a corporation had previously participated in the HACR CII, invitations were sent first to the individuals responsible for their most recent submission, with additional communications sent to senior level executives if necessary.

A total of 137 corporations received invitations to take part in the 2020 HACR CII survey; of that group, 92⁵ submitted surveys and all were rated.⁶

The survey period was from January 11, 2021 to April 30, 2021. All information provided by participants on the 2021 HACR CII survey reflects data from their U.S.-based, corporate operations between January 1, 2020 and December 31, 2020. All data in this report is rounded to the nearest whole percent.

The HRI provided additional assistance and advice throughout the process and reviewed submitted documentation for appropriate language and consistency with survey answers. Corporations were invited to provide the HACR research team with any additional information, corrections to data, and/or updates prior to receiving their finalized ratings.

³ Based on the 2020 Fortune 100 list.

⁴ Companies outside these parameters who requested the survey from the HACR Research Institute were also permitted to complete the 2021 HACR CII survey.

⁵ Making this year's sample size 92 participating companies (n=92).

⁶ Variances between the total survey respondents and the number of respondents for every question may be due to the fact that not all participants responded to every question and, in some instances, outliers were excluded.

UNDERSTANDING THE RATINGS

The HACR CII survey is comprised of questions developed over years of research and conversation with *Fortune* 500 and HACR Corporate Member companies about their diversity and inclusion practices and the measures in place to evaluate their progress.

The survey helps us understand the state of Hispanic inclusion in corporate America and allows us to monitor progress over time.

The data collected through the HACR CII provides a snapshot of corporate America's Hispanic inclusion efforts and serves:

- as an evaluation of corporate America's Hispanic diversity and inclusion efforts
 - as a means of communicating to stakeholders and the general public about companies' performance on Hispanic diversity and inclusion
 - as a source of motivation to companies for continued learning and improvement of Hispanic diversity and inclusion
 - as a means to identify and celebrate best practices that advance Hispanic diversity and inclusion
-

The HACR CII ratings are designed around two focus areas – a practice assessment and an outcomes assessment, for each of our four focus areas: Employment, Procurement, Philanthropy, and Governance. The practice assessment consists of 25 elements which examine what type of support or infrastructure a company has in place for diversity and inclusion. These questions are comprised of a series of yes or no and multiple-choice questions. The outcomes assessment, which consists of five elements, examines key indicators or measures by which companies evaluate progress on diversity and inclusion. These questions are all quantitative in nature.

Indexing is a way to set criteria and evaluate performance in various areas of business practice. The rating permits HACR to start a dialogue with participating companies on very specific practices and outcomes related to Hispanic diversity and inclusion. The HACR CII rating helps participating companies identify opportunities for improvement or highlight best practices and outcomes from their Hispanic inclusion efforts.

PRACTICE + OUTCOMES ASSESSMENTS





www.hacr.org



Hispanic inclusion
Hispanic leaders
Hispanic CEOs
Fortune 500

**Do you want to learn more about Hispanic
inclusion in Corporate America?
We are just one click away!**

 / www.hacr.org

PARTICIPATING COMPANIES

3M †
ADP
Allstate Insurance Company
Alphabet * †
Altice USA
Altria Group *
American Express Company *
Anthem, Inc.
AT&T *
Bank of America *
Bayer U.S. LLC
BMO Harris Bank
Boston Scientific Corporation
bp *
Capital One Financial Corporation
Carrier Global Corporation †
Charles Schwab †
Chevron *
Cigna *
Cisco
Citigroup, Inc. *
The Coca-Cola Company *
Comcast NBCUniversal *
Comerica Bank *
Corteva Agriscience
CSX Transportation †
CVS Health *
Dell Technologies *
Delta Air Lines *
Edison International
The Estée Lauder Companies Inc. †
Federal Reserve Bank of Minneapolis
Ford Motor Company *
General Motors *
Gilead Sciences, Inc *
Goldman, Sachs & Co. LLC *
Granite †
The Hartford *
Herbalife Nutrition *
The Hershey Company †
HP Inc.
HSBC
Humana *
IBM Corporation
Intel Corporation *
Jacobs Engineering Group, Inc. †
Johnson & Johnson *
JPMorgan Chase & Co. *
Kohl's †
KPMG LLP *
The Kroger Company
Levi Strauss & Co.
Marriott International, Inc.
McDonald's Corporation *
Medtronic Plc *
MetLife, Inc
Molson Coors Beverage Company *
Moody's †
Morgan Stanley *
Papa John's †
PayPal *
PepsiCo *
Pfizer Inc *
Procter & Gamble *
Prudential Financial, Inc. *
Raytheon Technologies *
Rockwell Automation, Inc †
Royal Caribbean Group †
Sodexo *
Standard Chartered Bank †
Stanley Black & Decker * †
State Farm *
Stellantis *
Target *
Tech Data Corporation †
Teva Pharmaceuticals USA, Inc. †
TIAA *
T-Mobile USA, Inc
Toyota Motor North America *
Tractor Supply Company †
Travel + Leisure Co. *
Truist Financial Corporation †
U.S. Bank †
Ulta Beauty †
UPS *
Verizon *
Visa Inc.
Walmart Inc. *
The Walt Disney Company *
Wells Fargo & Company *
Wyndham Hotels & Resorts
Zoetis Inc. †

Thank you to all of this year's participating companies!

* 2020 HACR Corporate Member Company

† New 2021 Participant

PARTICIPATION AT A GLANCE

92

TOTAL PARTICIPATING
COMPANIES

50

HACR CORPORATE
MEMBER COMPANIES

41

FORTUNE 100
COMPANIES⁷

70

RETURNING
CII PARTICIPANTS⁸

22

NEW
COMPANIES

TOP INDUSTRY PARTICIPATION

22% COMMERCIAL BANKS,
DIVERSIFIED FINANCIALS,
FINANCIAL DATA SERVICES

5% PHARMACEUTICALS

9% FOOD & DRUG STORES,
FOOD CONSUMER PRODUCTS,
FOOD PRODUCTION, &
FOOD SERVICES

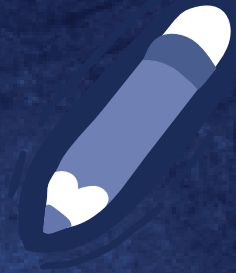
5% TELECOMMUNICATIONS

5% INSURANCE: LIFE, HEALTH
(STOCK), INSURANCE:
PROPERTY & CASUALTY
(MUTUAL), INSURANCE:
PROPERTY &
CASUALTY (STOCK)

4% HEALTH CARE: INSURANCE
AND MANAGED CARE,
HEALTH CARE: PHARMACY
& OTHER SERVICES

⁷ Based on the 2021 Fortune 100 list.

⁸ Returning is defined as any company that has previously completed the CII survey.



LIKE US ON FACEBOOK!



HACR- HISPANIC ASSOCIATION on
CORPORATE RESPONSIBILITY



EMPLOYMENT INSIGHTS

EMPLOYMENT

2021 HACR CII 5-STAR RATED COMPANIES

AT&T

ADP

Bank of America

BMO Harris Bank

Boston Scientific Corporation

Capital One Financial Corporation

Chevron

Citigroup, Inc.

Comcast NBCUniversal

Edison International

Federal Reserve Bank of Minneapolis

Gilead Sciences, Inc

Goldman, Sachs & Co. LLC

HSBC

Humana

IBM Corporation

Johnson & Johnson

JPMorgan Chase & Co.

KPMG LLP

Moody's

Morgan Stanley

PepsiCo

Procter & Gamble

Raytheon Technologies

State Farm

Target

T-Mobile USA, Inc

Toyota Motor North America

U.S. Bank

Visa Inc.

Walmart Inc.

Wells Fargo & Company

HISPANIC DE&I DURING CRISIS: EMPLOYMENT

What did we find?

Organizational changes made in response to last year's crises resulted in sudden but not entirely unexpected shifts in practices and outcomes in the area of employment. **Overall, the percent of Hispanics hired decreased from nearly 18 percent in 2020 to 13 percent in 2021.** Given trends from previous years in practices like hiring, a decrease in the hiring percentage for Hispanics from nearly 18 percent to 13 percent is not surprising. Many companies had to make difficult choices throughout the professional pipeline as the economy slowed in response to the shutdown. As many employees began working from home, programs such as internships were decreased or dropped entirely. Hispanic intern representation decreased from 14 percent in 2020 to 12 percent this year, a decrease of two (2) percent.⁹ Of those that said they had an internship program in 2020 (n=88), 95 percent said their programs were inclusive of Hispanics. Nearly five (5) percent of participants stated they did not have an internship program in 2020.

Hispanics represented nearly 12% of interns



⁹ 5,278 Hispanic interns reported in the 2020 HACR CII (n=70), to 3,814 Hispanic interns in the 2021 HACR CII (n=92)

Other figures were not as impacted. Hispanic employee percentages were stable at approximately 16 percent (an increase of about one percent from the previous year). It's important to note that this change is not a result of increases in total Hispanic employee numbers. Rather, it is a result of decreases in both the Hispanic and total employee populations where the decrease of the total population was proportionately larger than the decrease for the Hispanic employee population:

	2020 HACR CII	2021 HACR CII	PERCENT CHANGE
HISPANIC EMPLOYEES	726,104	681,845	(6.1%)
TOTAL EMPLOYEES	4,765,149	4,348,593	(8.7%)
PERCENT	15.24%	15.68%	

These figures represent a critical juncture for the future of Hispanic inclusion across corporate America. If we lose sight of why tracking metrics or support networks are critical to ensuring successful Hispanic inclusion, it becomes all the easier to cut support programs during difficult times. According to our 2021 findings, there were year-over-year decreases in the number of companies that partnered with organizations to help recruit Hispanic talent (2020: 99 percent - 2021: 95 percent), companies that had succession programs (2020: 97.14 percent - 2021: 96.74 percent), companies that leveraged their Hispanic employee resource groups (ERGs) to help retain talent (2020: 86 percent - 2021: 78 percent), and companies that leveraged their ERGs to establish professional development programs that are relevant to their employees' needs (2020: 94 percent - 2021: 87 percent).

Of the 85% of companies with a mentorship program:



Of the 70% of companies with a sponsorship program:

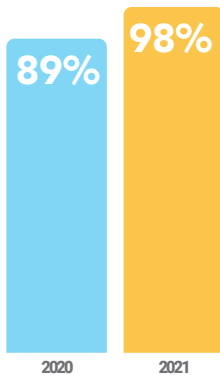


Of the 97% of companies with succession planning initiatives:

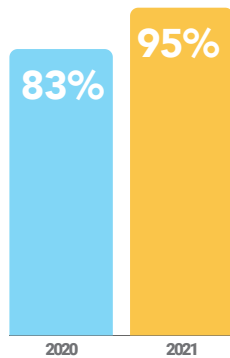


Other programs experienced either no change or, in some cases, an increase in the number of companies implementing them. Most notably, we saw an increase in the number of companies with a diversity recruitment strategy inclusive of Hispanics (98 percent) and tracking involuntary turnover separately from voluntary turnover (95 percent). These improvements are great achievements given the year participants have faced and we hope to continue seeing improved efforts in these areas.

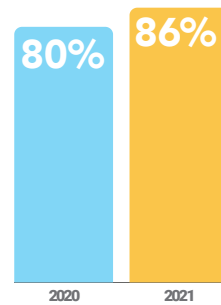
Had a diversity recruitment strategy inclusive of Hispanics



Tracked voluntary and involuntary turnover separately



Leveraged their Hispanic ERG as a part of their recruitment strategy



Whether they have gone up or down, it's important to be mindful of how these programs and their outcomes continue to change in the coming years. The recovery process will be lengthy, and we will need diverse talent and leadership to get us through it. According to the U.S. Bureau of Labor Statistics, the Hispanic labor force has grown more than six times larger in the period between 1976 and 2016, compared to the overall labor force, which has grown by less than half.¹⁰ Hispanic talent and leadership are essential to the recovery process and the future success of corporate America.

10 United States Bureau of Labor Statistics. 2018. *Hispanic labor force, past and projected: Entrants, stayers, and leavers*. Washington, DC: United States Bureau of Labor Statistics.

EMPLOYMENT

RATING GUIDE

HACR uses a five-star rating system. Each pillar is rated separately. For each of the four pillars there are 5 total possible stars based on a composite assessment of practices and outcomes.

PRACTICE ASSESSMENT

A maximum of four (4) stars are possible. Stars are rewarded based on a percentage achieved out of 25 total criteria items that are assessed in each pillar.



OUTCOMES ASSESSMENT

There is one (1) star possible for the outcome assessment. This star is awarded based on a company meeting the minimum threshold for at least three (3) out of the five (5) quantitative criteria items assessed in each pillar.

MINIMUM 3/5 CRITERIA MET | 1 POSSIBLE STAR

A composite assessment of practices and outcomes determines how many total stars are awarded for the overall rating.

HOW DID THE SAMPLE DO?

PRACTICE ASSESSMENT

Overall, the sample received a **three (3) star rating** in their practice assessment out of four (4) total possible stars. Tracking metrics for mentorship, sponsorship, and succession planning programs along with increased ERG engagement remain areas of opportunity for companies. Given how important metrics will be in determining how much additional resources should be allocated for recruitment, retention, and support network programs, tracking outcomes for employment practices will play a critical role in how equitably the benefits of recovery are shared.

OUTCOMES ASSESSMENT

For the quantitative measures, the sample group met the criteria for **four (4) out of five (5) metrics**, thereby awarding them an additional star for a total of **four (4) stars** in this section.

PRACTICE + OUTCOMES ASSESSMENTS



EMPLOYMENT OPPORTUNITIES

Foundational practices are key to achieving diversity and inclusion outcomes. Based on the overall 2021 HACR CII participant response, the following areas represent the greatest opportunities for improvement:



63%

Had measurable goals & metrics for mentoring program



70%

Had structured sponsorship program for high-potential employees



57%

Had measurable goals & metrics for sponsorship program



73%

Had measurable goals & metrics for succession planning program

PROCUREMENT INSIGHTS

PROCUREMENT

2021 HACR CII 5-STAR RATED COMPANIES

Anthem, Inc.

AT&T

ADP

bp

Comcast NBCUniversal

Ford Motor Company

General Motors

Humana

IBM Corporation

Medtronic Plc

Pfizer Inc

Sodexo

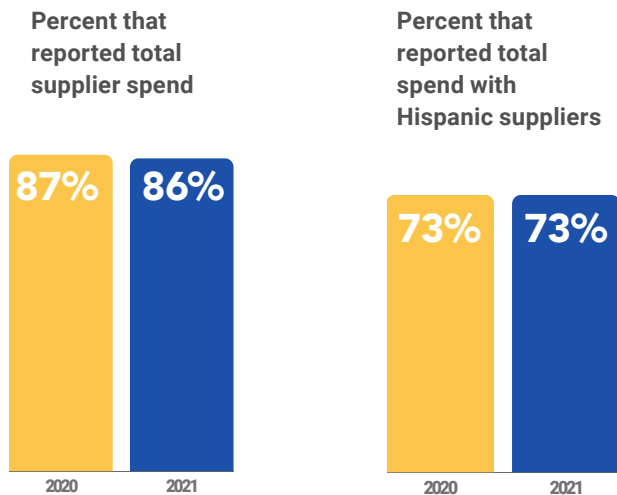
Toyota Motor North America

Walmart Inc.

HISPANIC DE&I DURING CRISIS: PROCUREMENT

What did we find?

Hispanic suppliers face an uphill battle with respect to experiencing an equitable recovery. Research highlighting COVID-19's effects on minority-owned small businesses in the United States suggests that there are two reasons why minority-owned business will be disproportionately affected by the crisis. The first is that "they tend to face underlying issues that make it harder to run and scale successfully," and the second is "they are more likely to be concentrated in the industries most immediately affected by the pandemic."¹¹ Both of these reasons are outcomes of systemic racism and inequity within corporate America. There is a lot corporations can do to embed equity into processes by providing more thoughtful support initiatives for Hispanic suppliers.



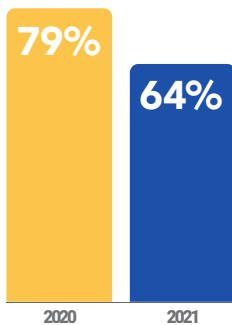
¹¹ Dua, André, Mahajan, Deepa, Millan, Ingrid, and Shelley Stewart. 2020. "COVID-19's effect on minority-owned small businesses in the United States." McKinsey. Retrieved August 9, 2021 (<https://www.mckinsey.com/industries/public-and-social-sector/our-insights/covid-19s-effect-on-minority-owned-small-businesses-in-the-united-states>).

Not surprisingly, given supply chain shortages in spending, outcomes from this year's survey indicate that there has been an overall decrease in spend with Hispanic suppliers compared to 2019. What is surprising is the decrease in support initiatives provided for Hispanic suppliers during 2020.

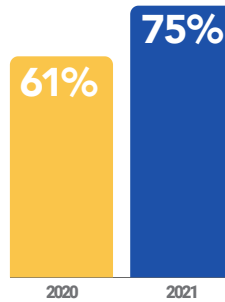
According to our 2021 findings, the number of companies with development initiatives inclusive of Hispanic suppliers fell to 64 percent in 2020, down 15 percent from the previous year. These would be initiatives that corporations put in place in order to help suppliers become better business partners. Everything from scaling techniques to navigating procurement systems could be covered by these initiatives, helping Hispanic suppliers become more familiar with business standards and expectations.

Hispanic suppliers represent just .98% of all suppliers

**Had suppliers
development
initiatives inclusive
of Hispanics**



**Percent that reported
spending less than 1%
of their total spend with
Hispanic suppliers**



Of the 73 percent of participants that reported their Hispanic procurement spend, 75 percent reported spending less than one (1) percent of their total spend with Hispanic suppliers

The post-pandemic economic recovery period is an ideal time for companies to build on the number of diverse suppliers that could make competitive offers for the products and services companies need to continue growing their businesses. In addition to supplier development initiatives, companies that require certification can help suppliers get certified. Certification provides companies with a means of ensuring that suppliers are able to provide quality products and services, but it also presents diverse suppliers with an additional hurdle to getting in front of large corporations. Bridging the gap for diverse suppliers would not only help corporations with assurances of supplier capacity, but it also helps suppliers meet the needs of their clients as well.

Other supplier support practices which also saw a decrease over the past year and remain opportunity areas include:

SUPPLIER SUPPORT PRACTICES	PERCENT OF 2020 HACR CII RESPONDENTS	PERCENT OF 2021 HACR CII RESPONDENTS
Diverse supplier certification assistance	67%	61%
Financial assistance to Hispanic suppliers	50%	46%
Incentives for Tier 1 spend with diverse suppliers	44%	35%
Incentives to highest ranking, full-time employee charged with meeting supplier diversity goals	74%	60%
Accountability metrics to deliver on supplier diversity goals	76%	60%

Tier 2 spend was the one procurement metric which experienced an increase in the number of reported outcomes due to more participating companies tracking and reporting their figures. This year there was an increase of over four (4) percent in Tier 2 procurement spending with Hispanic suppliers (from .33 percent reported in the 2020 HACR CII to 4.67 percent in the 2021 HACR CII). The increase further illustrates the difference that tracking and transparency can have in illustrating the true state of corporate practices with the Hispanic community.

Percent Hispanic Tier 2 spend

2020	2021
.33%	4.67%

PROCUREMENT

RATING GUIDE

HACR uses a five-star rating system. Each pillar is rated separately. For each of the four pillars there are 5 total possible stars based on a composite assessment of practices and outcomes.

PRACTICE ASSESSMENT

A maximum of four (4) stars are possible. Stars are rewarded based on a percentage achieved out of 25 total criteria items that are assessed in each pillar.



OUTCOMES ASSESSMENT

There is one (1) star possible for the outcome assessment. This star is awarded based on a company meeting the minimum threshold for at least three (3) out of the five (5) quantitative criteria items assessed in each pillar.

MINIMUM 3/5 CRITERIA MET | 1 POSSIBLE STAR

A composite assessment of practices and outcomes determines how many total stars are awarded for the overall rating.

HOW DID THE SAMPLE DO?

PRACTICE ASSESSMENT

Overall, the sample received a **two (2) star rating** in the procurement practice assessment out of four (4) total possible stars. Companies can make strides in improving the diversity and efficiency of their procurement practices by the continued development and tracking of outcomes for Hispanic suppliers. To help companies do this, a majority of companies are already seeking the assistance and partnership of trade associations. More companies could benefit from leveraging their employee resource groups to support Hispanic inclusion in their procurement practices and outcomes.

OUTCOMES ASSESSMENT

For the quantitative measures, the sample group met the criteria for **four (4) out of five (5) metrics**, thereby awarding them an additional star for a total of **three (3) stars** in this section.

PRACTICE + OUTCOMES ASSESSMENTS



PROCUREMENT

OPPORTUNITIES

Foundational practices are key to achieving diversity and inclusion outcomes. Based on the overall 2021 HACR CII participant response, the following areas represent the greatest opportunities for improvement:



33%

Tracked diverse suppliers that moved from bid to award status



35%

Incentivized Tier 1 spend with diverse suppliers



46%

Provided financial assistance to Hispanic suppliers



60%

Had accountability metrics to deliver on supplier diversity goals



60%

Incentivized goals for highest ranking, full-time employee responsible for supplier diversity

PHILANTHROPY INSIGHTS

PHILANTHROPY

2021 HACR CII 5-STAR RATED COMPANIES

AT&T

Humana

Cisco

Medtronic Plc

Citigroup, Inc.

Toyota Motor North America

Edison International

U.S. Bank

HISPANIC DE&I DURING CRISIS: PHILANTHROPY

What did we find?

Our findings this year show some divergent figures for philanthropic practices and outcomes. On the one hand we saw total spend figures among participants increase by nearly one billion dollars as companies pulled together resources to help communities overcome issues resulting from the global pandemic and social justice issues.

Yearly total philanthropic U.S.-based contributions (corporate and foundation)

2020	2021
\$3,943,932,540	\$4,866,686,512

On the other hand, **we have seen significant decreases in the number of companies tracking and reporting on their philanthropic efforts in the Hispanic community**, particularly in foundation and in-kind contributions and in the reporting of volunteer hours in the Hispanic community. This is an important development as not tracking metrics on contributions to the Hispanic community may limit corporations' ability to make a fully informed impact assessment and hinder effective resource allocation for future philanthropic efforts.

3-year percent that tracked and reported foundation give to Hispanics

2019	2020	2021
42%	41%	32%

3-year percent that tracked and reported in-kind give to Hispanics

2019	2020	2021
24%	31%	20%

3-year percent that tracked and reported volunteer hours in the Hispanic community

2019	2020	2021
34%	37%	21%

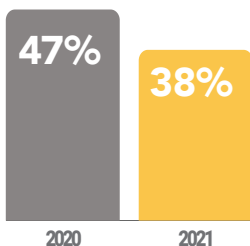
Total volunteer hours in the Hispanic community



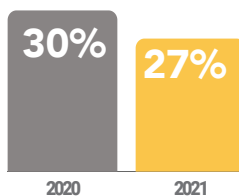
In 2020, rules around social distancing limited employees' ability to volunteer in person as they normally would. This has led to a decrease in the total hours recorded to the Hispanic community and, unfortunately, a decrease in the number of companies that, as a practice, tracked their volunteer efforts in the Hispanic community.

Also negatively impacted was the maintenance of active practices for tracking corporate, foundation, and volunteer metrics in the Hispanic community. These practices were already opportunity areas in previous years and remain at low levels. As previously mentioned, knowing the outcomes of philanthropic efforts can have an impact on the strategy and performance of related initiatives. As such, progress and improvement in providing the Hispanic community with much needed support and services will not be made until intentional efforts to track and analyze outcome metrics are made.

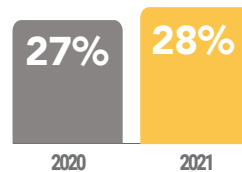
Tracked Hispanic-led organizations benefiting from volunteer hours



Calculated dollar value for employee-wide volunteer hours in the Hispanic community



Calculated a dollar value for volunteer hours with Hispanic-led organizations



In all, philanthropic initiatives would likely benefit from continued corporate leadership engagement and support. To maximize their efforts, corporate leaders need to be well informed about the initiatives currently in place and any annual changes that may occur with those initiatives. For one, given the important role philanthropy will play in the post-2020 economic recovery and the likely increase in volunteerism resulting from the gradual return to normalcy, it will benefit companies to incorporate impact evaluations as part of their philanthropic oversight practices. Community needs will shift in response to changes in the pandemic and society. The Hispanic community has been disproportionately impacted by the events of 2020. If companies intend to be effective community partners, they will need to develop evaluation mechanisms and relationships to understand changes on the ground. This will allow them to make strategic shifts in their giving and volunteer priorities and understand the outcomes of their investments.

Reported volunteer efforts were supported by management



Performed impact evaluations of corporate giving initiatives



Participants were able to keep up critical practices such as incorporating a strategic plan as part of their philanthropic initiatives (90 percent). Likewise, 2021 participants maintained reviewing their corporate giving initiatives regularly (90 percent), integrating corporate giving with other business units (89 percent), and tracking the impact their volunteer programs have on employee satisfaction (89 percent).

Had a strategic plan for corporate giving initiatives



Reviewed corporate giving initiatives regularly



Integrated corporate giving initiatives with other business units or functions



Tracked and indicated that their volunteer program promotes employee satisfaction



PHILANTHROPY

RATING GUIDE

HACR uses a five-star rating system. Each pillar is rated separately. For each of the four pillars there are 5 total possible stars based on a composite assessment of practices and outcomes.

PRACTICE ASSESSMENT

A maximum of four (4) stars are possible. Stars are rewarded based on a percentage achieved out of 25 total criteria items that are assessed in each pillar.



OUTCOMES ASSESSMENT

There is one (1) star possible for the outcome assessment. This star is awarded based on a company meeting the minimum threshold for at least three (3) out of the five (5) quantitative criteria items assessed in each pillar.

MINIMUM 3/5 CRITERIA MET | 1 POSSIBLE STAR

A composite assessment of practices and outcomes determines how many total stars are awarded for the overall rating.

HOW DID THE SAMPLE DO?

PRACTICE ASSESSMENT

Overall, the sample received a **two (2) star rating** on the philanthropy practice measures. Companies should increase their focus on impact evaluation for their philanthropic investments in Hispanic communities. Even though it may add some additional steps or complications to established practices, it will ensure that practices have the intended effects on the communities they are intended to serve.

OUTCOMES ASSESSMENT

For the quantitative measures, the sample group met the criteria for **four (4) out of five (5) metrics**, thereby awarding them an additional star for a total of **three (3) stars** in this section.

PRACTICE + OUTCOMES ASSESSMENTS



PHILANTHROPY

OPPORTUNITIES

Foundational practices are key to achieving diversity and inclusion outcomes. Based on the overall 2021 HACR CII participant response, the following areas represent the greatest opportunities for improvement:



66%

Tracked and reported corporate contributions



25%

Reported in-kind contributions to the Hispanic community



29%

Tracked their Hispanic ERG's volunteer hours in the Hispanic community



21%

Calculated dollar value for Hispanic ERG volunteer hours in the Hispanic community

GOVERNANCE INSIGHTS

GOVERNANCE

2021 HACR CII 5-STAR RATED COMPANIES

American Express Company

Anthem, Inc.

ADP

Bank of America

BMO Harris Bank

bp

Citigroup, Inc.

Chevron

Comcast NBCUniversal

Comerica Bank

Edison International

The Estée Lauder Companies Inc.

Gilead Sciences, Inc

Goldman, Sachs & Co. LLC

The Hershey Company

HP Inc.

HSBC

Intel Corporation

Johnson & Johnson

JPMorgan Chase & Co.

Marriott International, Inc.

Medtronic Plc

MetLife, Inc

Moody's

PepsiCo

Pfizer Inc

Procter & Gamble

Raytheon Technologies

Sodexo

Standard Chartered Bank

Target

Verizon

Visa Inc.

Walmart Inc.

The Walt Disney Company

Wells Fargo & Company

Zoetis Inc.

HISPANIC DE&I DURING CRISIS: GOVERNANCE

What did we find?

Our previous HACR Corporate Inclusion Index reports, as well as the Alliance for Board Diversity and Deloitte's 6th Edition of the *Missing Pieces Report*, indicate that Hispanic representation on corporate boards has remained flat for over a decade.¹² **This year, for the first time since 2014, HACR's CII data shows that Hispanic board representation has fallen below seven percent.** Along with an overall decrease in representation as a percent of total, Hispanic board members now represent an even smaller percent of board seats on the average board. Results from the 2020 HACR CII showed that Hispanic board members held only .84 board seats, whereas that decreased to .78 board seats in this year's survey. The persistent stagnation, and early trends towards an overall reduction, speaks to the need for more careful examination and improvement of processes for existing board appointment practices.

Average corporate board size

2020	2021
12	11

Average representation of Hispanics on corporate boards

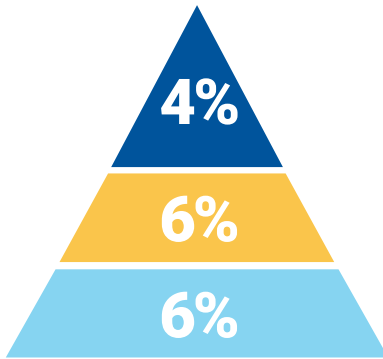
2020	2021
7%	6%

Hispanics hold less than 1% board seats on the average-sized board

2020	2021
.84	.78

¹² Deloitte LLP, Catalyst, Diversified Search, The Executive Leadership Council, the Hispanic Association on Corporate Responsibility, and Leadership Education for Asian Pacifics. 2021. *Missing Pieces Report: The Board Diversity Census of Women and Minorities on Fortune 500 Boards, 6th Edition*. New York: Deloitte Development LLC.

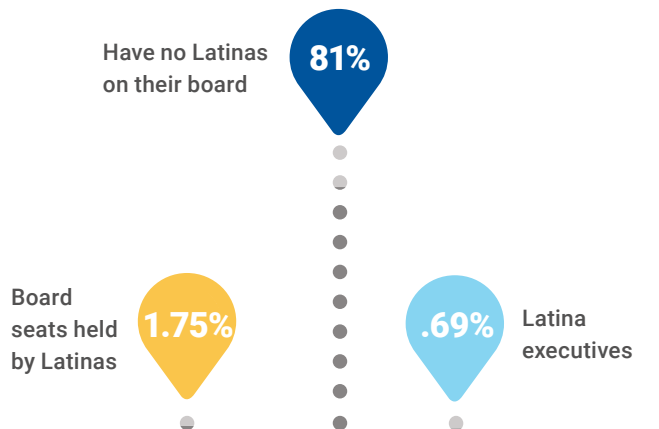
For this year's CII participants, representation among executives also remains low with Hispanics holding just four percent of all executive positions. Decreasing representation also holds true for executives who report within three levels of the CEO. For Class A employees, or those that report directly to the CEO, Hispanic representation fell from five percent to four percent this year. Among Class B employees, or those that report to the CEO's direct reports, representation fell from seven to six percent this year. Finally, for Class C employees, or those that are three reporting levels below the CEO, Hispanic representation remained at six percent this year.



- **Class A:** Direct reports to the CEO
- **Class B:** Two reporting levels from the CEO
- **Class C:** Three reporting levels from the CEO

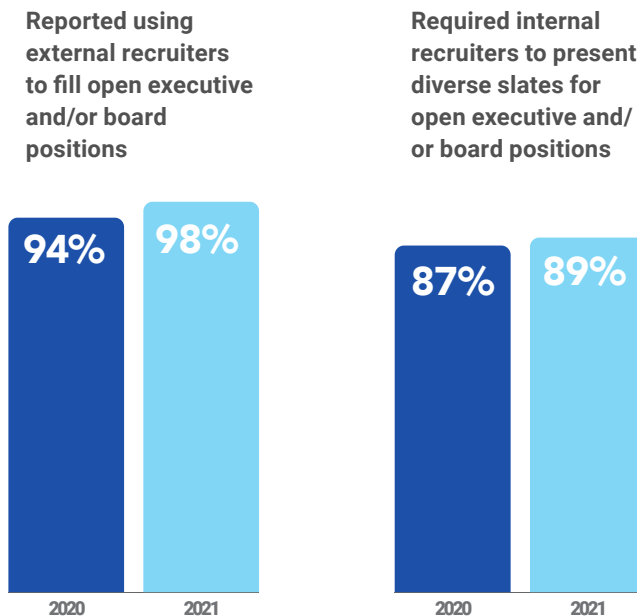
4% Hispanics represent four percent of corporate executives

In response to the events of 2020, coverage of the steps companies have taken to encourage diversity, equity, and inclusion have increased, but our findings show that for Latinas, the benefits of this change have not resulted in increased representation in leadership positions. This year's HACR CII results show that Latina representation on corporate boards fell from two percent to just below two percent (1.75 percent). This is just .63 percent higher than the representation of Latinas found in the 6th Edition of the *Missing Pieces Report* for the entire Fortune 100 (1.12 percent).



Latina representation also declined at the corporate executive level. Latina executive representation declined by .52 percent, or nearly half of the percentage reported in the previous year. In the 2020 HACR Latina *Empow(h)er™* report, only 46 percent of survey participants stated that they felt their career prospects were very or extremely promising.¹³ These sentiments echo the degree to which they are underrepresented at the highest levels of corporate America and could be a sign of an issue in the leadership development pipeline for corporations, but we cannot be sure unless more detailed metrics are tracked and reported.

Support practices such as using internal and external recruiters to fill board and/or executive positions saw modest increases this year.



One area of opportunity that may indicate a new, positive trend is the increase in the number of companies that have a D&I executive directly reporting or with a “dotted line¹⁴” to the CEO.

Within our sample, the percent of companies that attributed c-suite-level accountability to DE&I strategies increased from 69 percent in 2020 to 73 percent in 2021.

¹³ Garcia, Ph.D., Lisette, and Alida Minkel. 2020. *Empow(h)er™: Understanding Workplace Barriers for Latinas*. Washington, DC: Hispanic Association on Corporate Responsibility.

¹⁴ HACR defines a “dotted-line” as a relationship between an employee and a secondary supervisor that provides additional access, oversight, and guidance to the employee in the execution of their work. The intent of the dotted-line relationship is to ensure that the dotted-line supervisor has the authority to provide some level of influence, access, and leadership for the employee.

GOVERNANCE

RATING GUIDE

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PRACTICE ASSESSMENT

A maximum of four (4) stars are possible. Stars are rewarded based on a percentage achieved out of 25 total criteria items that are assessed in each pillar.



OUTCOMES ASSESSMENT

There is one (1) star possible for the outcome assessment. This star is awarded based on a company meeting the minimum threshold for at least three (3) out of the five (5) quantitative criteria items assessed in each pillar.

MINIMUM 3/5 CRITERIA MET | 1 POSSIBLE STAR

A composite assessment of practices and outcomes determines how many total stars are awarded for the overall rating.

HOW DID THE SAMPLE DO?

PRACTICE ASSESSMENT

Overall, the sample received a **three (3) star rating** on the governance practices measures. As corporations prepare to take their stakeholders, customers, and communities through recovery it will be important to take into account the role that diversity of thought will play in ensuring that the benefits of recovery are equitable. Companies should continue to make informed adjustments to their processes for selecting their leaders and ensuring that diverse slates are always available to fill key, decision-making positions.

OUTCOMES ASSESSMENT

For the quantitative measures, the sample group met the criteria for **all five (5) metrics**, thereby awarding them an additional star for a total of **four (4) stars** in this section.

PRACTICE + OUTCOMES ASSESSMENTS



GOVERNANCE

OPPORTUNITIES

Foundational practices are key to achieving diversity and inclusion outcomes. Based on the overall 2021 HACR CII participant response, the following areas represent the greatest opportunities for improvement:



71%

Reported diversity goals and metrics were part of executive performance reviews



73%

Diversity and inclusion executive had "dotted-line" or direct reporting relationship with CEO



77%

Had accountability metrics to deliver on diversity goals for Hispanics

CONCLUSION

CORPORATE RESPONSE TO 2020

In response to the challenges of 2020, the HACR Research Institute added new questions to the 2021 survey. The questions shed light on the programs and initiatives companies incorporated to address the human impact of the events of 2020 in each of HACR's pillars: Employment, Procurement, Philanthropy, and Governance. As you review this section, please keep in mind that the responses reviewed below are from questions that are unrated and self-reported. These responses represent how participants were able to support their employees, suppliers, communities, and leaders throughout 2020.

EMPLOYMENT

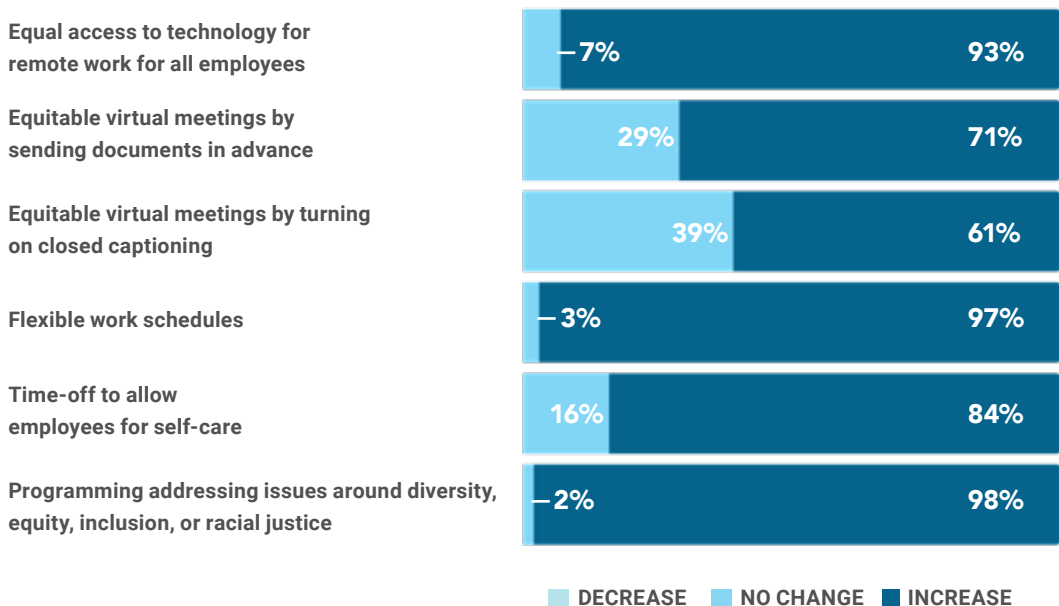
HACR CII participants were asked more questions on the employment pillar than the others. Questions in the employment section were divided into four main areas: resources, employment practices, ERGs and social justice, and extended benefits. Overall, most companies seem to have increased access to resources in order to make the shift to virtual workspaces, with most also saying they increased their employees' access to technology (93 percent), flexible work schedules (60 percent), and programming that addresses diversity issues (90 percent).

In employment practices, most companies prioritized diversity, equity, and inclusion (DEI) efforts in 2020. When asked about workforce terminations and staffing budgets, over 50 percent of companies expressed no change in their practices when compared to 2019 as a result of shelter-in-place mandates, while 40 percent of participants decreased these practices.

Participants also were asked whether ERGs were ready and willing to discuss racial and social justice topics. Most (84 percent) said that they were willing to discuss these issues. The remaining participants (16 percent) said they were ready to take small steps toward having open discussions on these issues. No company responded as "Unsure," "No Need," or "Not Ready" to discuss racial and/or social justice issues.

Finally, most companies (96 percent) said they provided additional benefits to their employees in order to help them get through these challenging times.

The following graphic depicts the percent of survey participants indicating if there were changes – decrease, no change or increase – in support of their employees.

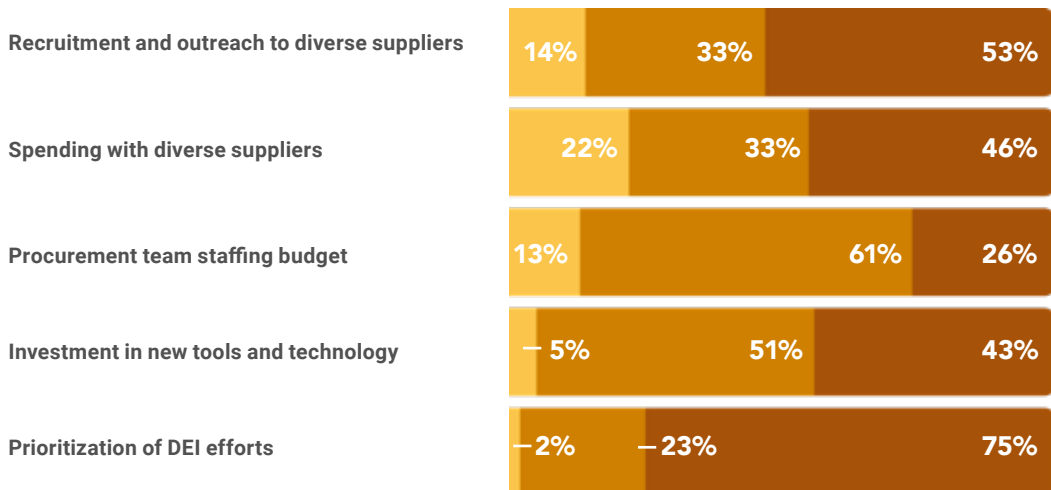


PROCUREMENT

In the procurement pillar, we asked participants whether they experienced any changes with their supplier diversity practices. The first question asked whether companies experienced any difficulties reaching out to diverse suppliers. Most (53 percent) said that they experienced an increase in their recruitment of diverse suppliers. When asked about spending with diverse suppliers in 2020, 46 percent of participants said they had increased their spending; a finding that aligns with reporting on increased outreach to diverse suppliers.

Participants said that their procurement staffing budgets (61 percent) and investments in new tools and technology (51 percent) experienced no change when compared to 2019 figures and practices. Finally, participants (75 percent) expressed an overall increase in their prioritization of DEI efforts within their procurement practices.

The following graphic depicts the percent of survey participants indicating if there were changes – decrease, no change or increase – in the support of their diverse suppliers.



■ DECREASE ■ NO CHANGE ■ INCREASE

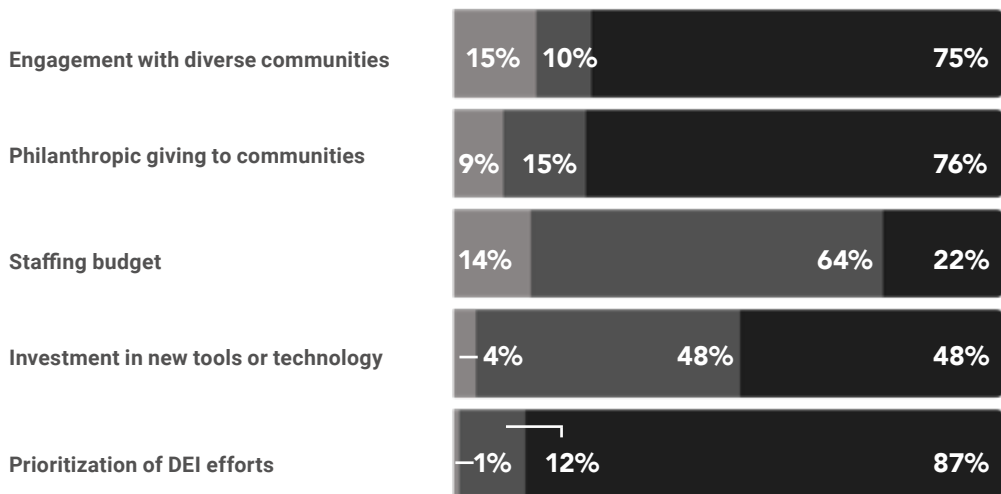
PHILANTHROPY

Philanthropic practices (along with employment) were the most affected by the events of 2020. Given social distancing requirements and virtual workspaces, volunteers were not able to serve their community in the ways they had in previous years. Some participants indicated being able to switch their volunteer efforts into the virtual space, but the adaptation was not universal.

Interestingly, when asked about their engagement with diverse communities, 75 percent of participants responded that they had an increase in engagement. Similarly, respondents also stated that they have experienced an increase in philanthropic giving to communities last year. This is something that is also observed in the increase in the reported total dollars given to communities.

With respect to the support provided to philanthropy teams, most participants (64 percent) responded that their staffing budgets in this space remained the same. For investments in new tools and technologies, responses were evenly split (48 percent) between those that said this stayed the same and those that said it had increased. Finally, 87 percent said that they saw an increase in the prioritization of DEI activities with their philanthropic initiatives.

The following graphic depicts the percent of survey participants indicating if there were changes – decrease, no change or increase – in philanthropic support of their communities.

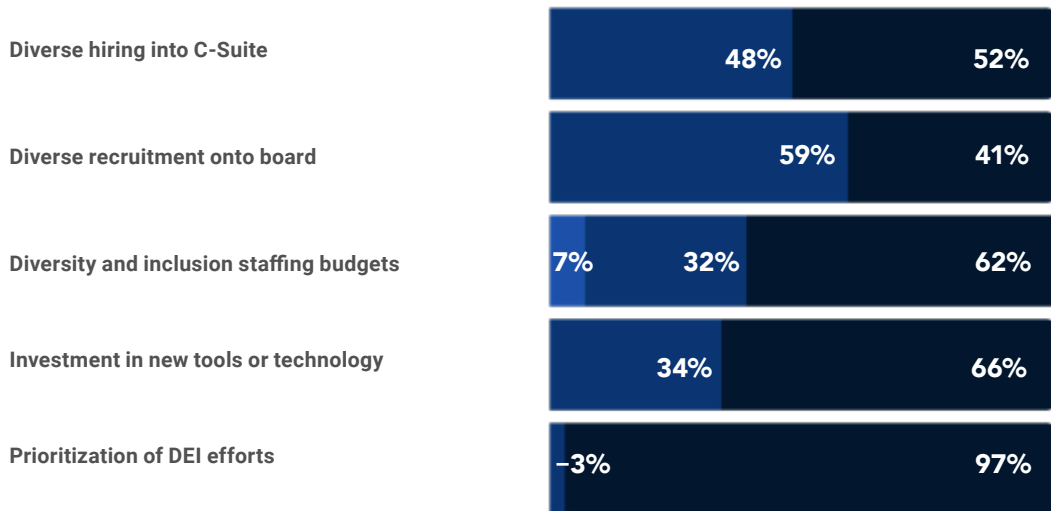


■ DECREASE ■ NO CHANGE ■ INCREASE

GOVERNANCE

Along with resources provided to employees in the employment section, governance practices saw few decreases in 2020. Only seven (7) percent of participants said they experienced decreases in diversity and inclusion staffing budgets; decreases were not reported in any other area of governance. In fact, most participants (62 percent) reported an increase in diversity and inclusion staffing budgets. Most (66 percent) also experienced an increase in new tools or technology investments in this space and 97 percent saw an increase in the prioritization of DEI efforts. Diverse hiring into c-suite positions as well as diverse board recruitment were split between those that reported experiencing no change (48 percent for c-suite hiring and 59 percent for board recruitment) and those reporting an increase (52 percent for c-suite hiring and 41 percent for board recruitment) in these practices.

The following graphic depicts the percent of survey participants indicating if there were changes – decrease, no change or increase – in providing support to the development of diverse leadership



■ DECREASE ■ NO CHANGE ■ INCREASE



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Briana Carroll, senior graphic designer at HACR, who provided all creative services for the *2021 HACR Corporate Inclusion Index* report.

Lastly, we would like to thank the companies who took the time to respond to our request for data and the HACR staff for their thoughtful review of the report.

THANK YOU! ¡GRACIAS!

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Lopez, Eric, Minkel, Alida, and Roxana Vergara. 2021. *2021 HACR Corporate Inclusion Index*. Washington, DC: Hispanic Association on Corporate Responsibility.



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