

Diversity, equity, and inclusion: A content analysis of Colgate-Palmolive's annual reports

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Abstract

Globalization leads companies to discuss diversity, equity, and inclusion as a daily topic. This study concentrates on Colgate-Palmolive and its diversity, equity, and inclusion reports. The aim of the study is to provide insight into how Colgate-Palmolive constructs dimensions of diversity, equity, and inclusion and its comparison with the literature framework. Content analysis is conducted on diversity, equity, and inclusion reports to create a deeper understanding. Findings reveal that “*ethnicity, race, gender, conscientiousness, agreeableness, extraversion, ability*” are over-emphasized while “*religion, age, educational background, and parental status, income, appearance, personal-recreational habit, marital status, neuroticism, work experience*” are less or hardly mentioned for diversity dimension. “*Pay parity, sexual orientation*” are too often mentioned for equity dimension as “*pregnancy, maternity, civil partnerships, psychological safety*” are relatively less seen dimensions in reports. Also great importance is given to inclusion for integrating differences and creating a culture of belonging through many inclusive practices. The insights generated from our study have the potential to contribute to the diversity management literature with new dimensions and to assist practitioners to locate DEI dimensions in their companies.


Keywords: Diversity, Equity, Inclusion, Multinational Corporations


JEL Codes: M14, D63

1. Introduction

Most of the multinational companies (hereinafter MNCs) are publishing their diversity equity and inclusion (hereinafter DEI) reports on their websites annually (Nordquist, 2014). They declare their commitment to DEI through their websites and annual reports. Ciuk et al. (2022) mentions that this commitment of MNCs is seen as the building of diverse, inclusive, and fair workplaces in which anyone is not discriminated against, and all employees can follow through with their potential irrespective of their background and demographic characteristics. It is reported that DEI efforts were 1.8 times higher in 2020 than in 2019 (Romansky et al. 2021). So, it can be understood that DEI reports of MNCs are useful leaflets for reporting because they provide a vision of the company's DEI performance throughout the year. Also, these annual reports are useful resources for researchers as they help to see the general DEI performance of the company and its improvements over the years. There are some prominent lists like “*Top20 Fortune 500 Companies on Diversity and Inclusion*”, and “*2022 Top50 Companies for Diversity*” which assess the DEI performance of MNCs by using certain measurements. In international business MNCs

DEI is a subject that attracts many researchers in various fields. For instance, Fuentes et al. (2020) focus on DEI in higher education to provide a guide for developing a syllabus with the integration of DEI. Also, Spector et al. (2019) emphasize women in pediatrics by describing the 6-step DEI cycle in the U.S. Foy (2021) focuses on the DEI practices and strategies in libraries in the U.S. In addition, Manthorpe and Moriarty (2013) aim at identifying foreknowledge of day services in the UK by using dimensions of equity by using electronic bibliographic databases. In an international business, DEI

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efforts maintain its importance. Garg and Sangman (2021) study a literature review on diversity and inclusion in an international business environment in the workplace from 2010 to 2017. Umeh et al. (2022) center on the banking sector in Nigeria and investigate employees' experiences with DEI policies. Jora et al. (2022) investigate the role of Artificial Intelligence in promoting DEI by excluding any bias during the hiring process. In an international business environment, DEI is becoming important discussion topics for MNCs (DeLancey, 2013). For example, Point and Singh (2003) define and dimensionalize diversity with the evidence from websites of MNCs in Europe. Ravazzaniv et al. (2021) examine how inclusion and diversity are understood and act upon in two Italian MNCs based on interviews and documentary analysis. Merilainen et al. (2009) offered a description of diversity management in Finnish companies based on a study of corporate websites. Benschop and Meihuizen (2002) analysed representations of gender in the financial annual reports of 30 MNCs.

When DEI literature is reviewed, it is seen that DEI has been subjected to various literature and contextualized with different variables (Spector et al., 2019; Manthorpe & Moriarty, 2013; Fuentes et al., 2020). Most of the studies about DEI focus on quantitative methods (Jora et al., 2022; Umeh et al., 2022) and there are also many conceptual studies (Garg & Sangman, 2021; Nguyen et al., 2023). However, only few studies (Point & Singh, 2004; Benschop & Meihuizen, 2002; Merilainen et al., 2009) act together in a multinational context by using secondary data that help to gain deep insight into the subject. Qualitative studies especially using secondary data are very scarce in DEI literature. It is known that qualitative studies are important to gain a deep understanding of poorly researched areas (Rust et al. 2017). In addition, it is hard to find studies that explores the dimensions of DEI holistically and their comparisons between DEI reports or DEI webpages and DEI dimensions in literature. Therefore, studies with a holistic point of view are needed.

MNCs employ people from various cultures, countries, and regions by the nature of their strategic position. Empirical research linking DEI suggest that Human Resources (HR) professionals and job seekers believe these initiatives make MNCs more successful. MNCs embrace DEI practices as adding to organizational value in order to foster the appropriate appreciation for other cultures (DeLancey, 2013). For these reasons, this study specifically focuses on MNCs. In this sense, when it comes to the importance of DEI practices, they increase institutional performances, employee productivity, retention, and reputation and encourage creativity, innovation also provides better decision-making and ensure a competitive advantage over others (Lumadi, 2008; Ciuk et al., 2022; Jora et al., 2022). When this is the case, MNCs will continue to dedicate more attention and sources to advance DEI practices more than ever (Romansky et al., 2021). For successful DEI practices, they must be linked to the company goals (Thompson, 2017).

In this study, it is aimed to explore what is understood by DEI, how the discourse on DEI is constructed, and which motives are decisive in this process. Therefore, DEI dimension models are compared with the annual DEI reports of one of the most famous diverse MNCs by considering its development through the years. It is open to discussion of how the concepts of DEI are defined, which dimensions are perceived when DEI is mentioned, which dimensions are evaluated, which ones are excluded, and what are the reasons behind this preference. This qualitative method allows us to understand DEI practices in an MNC in detail to better understand how DEI dimensions are implemented.

As follows, it is considered the theoretical background of diversity, equity, and inclusion. Second, the methodology of the study is explained. Thirdly, in data analysis and findings, statements are analyzed for 2021 and 2022 DEI reports of C&P and examined C&P's advancement of DEI efforts through the years. Afterward, the dimensions of DEI are presented and compared from the literature with the report findings. Finally, discussion and conclusion part is presented to discuss the outcomes, indicate contributions, inform limitations of our study, and suggest further research.

2. Literature Review of DEI

Diversity is about representation, inclusion is about involvement, and equity is about justice (McCleary-Gaddy, 2019). There are many models for DEI such as Gardenswartz and Rowe (2003) four layers of

diversity dimensions, The Equality Act 2010 for equity dimensions with nine layers and Romansky et al. (2021) identified seven key dimensions for inclusion. Below various DEI dimensions and empirical studies are elaborated respectively.

2.1. Dimensions of Diversity

Diversity regards the composition of teams (Fajerson, 2017) and involves respect, valuing differences, and representation. It can be described as the richness of human differences (Ciuk, 2022; McCleary-Gaddy, 2019; Rathore, 2018). It focuses on significant differences that distinguish one individual from another (Kreitz, 2008; Thompson, 2017).

Researchers have categorized diversity dimensions in many ways. Gardenswartz and Rowe (2003) improve Loden and Rosener (1991)'s model and obtain four layers of diversity dimensions which are explained below:

- *Personality* is a core dimension that includes openness, extraversion, conscientiousness, neuroticism, and agreeableness (Rothman & Coetzer, 2003). It shapes one's early life and influences other dimensions (Velasco et al., 2016).

- *Internal dimensions* formalize the core of many diversity efforts which include uncontrolled traits between and among people (Velasco et al., 2016). These factors are sexual orientation, gender, physical ability, ethnicity, race, and age (Maj, 2015).

- *External dimensions* are about controllable aspects of life that might change over time (Velasco et al., 2016). These are religion, income, personal and recreational habits, appearance, work experience, education, parental and marital status, and geographic location (Maj, 2015).

- *Organizational dimensions* include aspects of culture in a workplace. Development opportunities or promotion are impacted by this dimension. These are management status, work location, work field, unit or division, union affiliation, and seniority (Velasco et al., 2016; Maj, 2015).

Besides Gardenswartz and Rowe (2003)'s model there are many other diversity models. Shortly, Rijamampianina and Carmichael (2005) state that diversity has three facets like an iceberg: visible, and secondary tertiary dimensions. According to Kreitz (2008) diversity has four dimensions which are internal characteristics, personality, external characteristics, and organizational characteristics. Lumadi (2008) also mentions that dimensions of diversity consist of visible and non-visible differences. Also, Milliken and Martins (1996) reported that diversity as diversity in observable and underlying attributes. Apart from different diversity models, there are also conceptual studies such as Capitman (2002), Mazur (2010), Maj (2015), and Rathore (2018) that discuss and define diversity dimensions.

In literature, there are many empirical studies focusing on diversity dimensions. Point and Singh (2003) examine the online texts of the 241 MNCs in eight countries across Europe and their construction of the meaning of diversity through its dimensions. As a result, they reveal the definition of diversity and its dimensions by comparing statements from 241 companies. Similarly, Singh and Point (2004) aim to examine the web-based promotion of diversity by 241 MNCs in eight European countries. They identify drivers for diversity management and six stages of diversity management. Velasco et al. (2016) focus on diversity at Gulf College Oman by surveying sixty lecturers and personnel. They use Gardenswartz and Rowe (2003)'s four diversity dimensions and conclude workforce diversity is highly evident.

2.2. Dimensions of Equity

Equity means the absence of systematic disparities between groups (Ciuk, 2022). Even though equity and equality are controversial terms, in most of the studies they are used interchangeably (Espinoza, 2007). Therefore equality is preferred to be used in this study.

The Equality Act 2010 is a model for the dimensions of equity. It protects people from discrimination in the workplace (Fell & Dyban, 2017). It is the outcome of 14 years of campaigning by human rights organizations and equality specialists. The act is not the end of the struggle for equality, but it is

important for new beginnings (Hepple, 2010). It is regularly updated, and updates are published in open-access resources (Fell & Dyban, 2017). Previous anti-discrimination laws united under this Act (Manthorpe & Moriarty, 2013; Fell & Dyban, 2017). There are nine protected dimensions in the Act (Ashtiany, 2011; Fell & Dyban, 2017; Hepple, 2010): age, gender reassignment, disability, marriage and civil partnership, pregnancy and maternity, religion and belief, race, sexual orientation, and sex.

Equality has been studied in many aspects in many different fields. French (2005) investigates equality from the perspective of strategic change. Progress reports of more than 1970 organizations in Australia are used to define different approaches to equality management. According to the findings, decision structures, justice perspective, and policy type affect the outcome during equity management. Likewise, Ozbilgin et al. (2012) question the effectiveness of the diffusion of gender equality policies and practices in two Muslim-majority countries. Manthorpe and Moriarty (2013) try to identify what is known about day center provision for older people from different sexual orientations, disability, or religions in the UK using equity dimensions. They search the electronic bibliographic databases which are 605 articles, reports, and websites in total. In the end, they observe that day center activities are context-free, and the aims of their interventions are multiple or unclear. Moreover, Ali (2015) discusses gender equality in the workplace in terms of different theories. Alhejji et al. (2018) explore the forces that support and block gender equality efforts by interviewing sixteen personnel in a British MNC operating in Saudi Arabia. According to the findings, while formal institutions support gender equality, informal forces are formidable. As conceptual studies, Haq and Ng (2010) deeply discuss employment equality and workplace diversity in Canada. Similarly, Livingstone (2020) offers a five-step plan to promote racial equality in the workplace.

2.3. Dimensions of Inclusion

Inclusion regards the engagement of the individual team members and the overall teams (Fajerson, 2017). It involves practices that assure the backgrounds of different groups or individuals are culturally and socially accepted, equally treated, and welcomed (Thompson, 2017).

In literature, there are different categorizations for inclusion dimensions. Mor-Barak (1998, 2016) classify five inclusion dimensions such as workgroup cooperation and team cohesion, involvement in organizational social activities cognitive sharing with supervisors, belongingness to the organization, and value by senior management. From another point of view, Shore et al. (2011)'s model is based on Brewer's optimal distinctiveness theory which has four dimensions such as assimilation, differentiation, optimal inclusion, and exclusion. Romansky et al. (2021) develop Gartner Inclusion Index and identify seven key dimensions of inclusion which are explained below:

- *Fair treatment*: Helping strategic objectives of the organization are rewarded and recognized fairly.
- *Integrating differences*: Opinions of all individuals are respected and valued.
- *Decision making*: Team members fairly consider others' ideas and suggestions.
- *Psychological safety*: Expressing true feelings of oneself is welcomed at work.
- *Trust*: Communication is honest and open.
- *Belonging*: People care about each other's needs.
- *Diversity*: Managers are as diverse as the broader workforce.

Inclusion in the workplace is a term that has many aspects to study. Tang et al. (2015) explore the concept of inclusion by interviewing fifty-four respondents from twelve companies in China. They identify seven inclusion management practices and three challenges for implementing inclusion management. Similarly, Ohunakin et al. (2019) investigate the effects of inclusion and diversity management on organizational outcomes by surveying 384 respondents in Lagos branch employees of Shell Corporation. The findings show that successful inclusion and diversity management has a positive effect on employees' performance and job satisfaction. Ng et al. (2022) explore the relationship between

self-efficacy and inclusion by surveying 210 workers in Australia. They find that some inclusion dimensions are more important than others in promoting self-efficacy for skilled migrant workers. Likewise, Jung and Welch (2022) explore the determinants of inclusion in the workplace by surveying 9,925 scientists of all ranks in 521 academic institutions in the US. They find that inclusion is explained by the relationship between gender, race, and professional networks.

3. Methodology

3.1. Research Setting and Data Collection

This study aims to provide insight into practices in C&P and its construction of DEI dimensions and its advancements in their communications to stakeholders through the annual DEI reports. Some prominent lists help to choose one of the best diverse companies like “*Top20 Fortune 500 Companies on Diversity and Inclusion*”, and “*2022 Top50 Companies for Diversity*” which assess the DEI performance of MNCs by using certain measurements. It is chosen from the list of “*Global Fortune 500*” because it provides an inside look into one of the best diverse companies and why employees enjoy working for them (Fortune, 2022). C&P is a caring and innovative company that reimagines a healthier future for all people. It is one of the largest MNCs with almost 34,000 employees and provides household and personal care products mainly and the C&P brand is in more dwellings than any other brand in the world. It is such a diverse MNC that serves all over the world (C&P DEI Report, 2022).

Qualitative research provides an in-depth understanding of meanings, processes, and contexts (Maxwell, 2012). Also, web-based materials have an advantage over surveys and interviews as without any bias from respondents, accurate data can be obtained for samples related to the sensitive nature of the inquiry (Point and Singh, 2004). Due to this study is based on a case study and focuses on DEI reports, a qualitative method with a deductive approach is selected. The data is collected from the company’s website which is publicly accessible. C&P’s corporate website is only provided the 2021 and 2022 DEI reports. So, there are only biennial reports as the primary data source which are seventy-one pages in total. It is important to indicate that only DEI reports of the company are considered, other information on the company’s website is excluded.

A content analysis of DEI Reports is selected as the methodology for this study. Researchers can use content analysis to document and identify the views, attitudes, and interests of individuals, small, large, or diverse cultural groups also in evaluation work to compare communication content against previously documented objectives (Drisko and Maschi, 2016). Point and Singh (2003) and Manthorpe and Moriarty (2013) both used this approach when analyzing texts obtained from the company’s website, documents, or reports.

In this study, themes, categories, and codes are identified through a content analysis of DEI reports. MAXQDA software program is used to facilitate the coding and categorizing of data. One of the strategy to ensure the trustworthiness of the research is to conduct member checking. It refers to the involvement of participants in the data analysis process, providing opportunities for them to read, comment on and contribute to the findings (Curtin and Fossey, 2007). In coding and categorizing process member checking is applied to ensure trustworthiness. In addition, the DEI advancements of C&P between the years 2021-2022 are examined. Lastly, Gardenswartz and Rowe (2003)’s diversity dimensions, equity dimensions of Equality Act 2010, and Shore et al. (2011)’s inclusion dimensions are used to deduce the differences and similarities between DEI reports and DEI dimensions from the literature.

4. Data Analysis

To understand the DEI image of C&P through its annual DEI reports, a deductive approach is used to analyze the qualitative data to define themes in the reports that are related to the literature and research objectives. Deductive research starts with an existing theoretical base (Woiceshyn and Daellenbach, 2018). It refers to data analyses that set out to test whether data are consistent with prior theories, assumptions, or hypotheses constructed by a researcher (Thomas, 2006). So, DEI literature has been

reviewed both separately and holistically then key concepts have been identified and refined. After reviewing, the 2021-2022 DEI reports are transferred to the Maxqda program.

Once the data files are put into a common format, the analysis is prefaced with an in-depth reading of reports. After a deep review of DEI literature, general idea has started to shape about what to investigate in DEI reports. Getting a sense of the overall contents and developing possible categories are needed. Therefore, holistic coding is preferred in data analysis process. Holistic coding is an attempt to get basic themes or issues in the data by absorbing them as a whole rather than by analyzing them line by line. It is implementable when the researcher already has a general idea of what to search in the data, or as a first step to see, chunk the text into broad topic areas (Saldana, 2013). From this point of view, rather than line-by-line coding, the DEI activities, practices, and developments of the company are coded to understand how the company perceive and implement DEI.

The DEI strategy of C&P is based on four pillars: people, community, supplier diversity, and communication. Each pillar has its own goals and objectives (C&P DEI Report, 2022):

- People: Implementing policies, learning experiences, raising awareness, building empathy, advocating, and creating opportunity.
- Community: Changing positively to be an ally.
- Supplier Diversity: Advancing the success of diverse business owners and supporting women-owned and minority suppliers.
- Communication: Being transparent, building trust, and creating dialogues to advance DEI efforts.

2021 is the beginning of the DEI reports for C&P even though DEI has been a core priority throughout C&P’s history. After in-depth reading, similar concepts are identified and grouped under categories. Next, they are coded under four pillars of C&P. In Figure 1, a single case model for the 2021 report is showed.

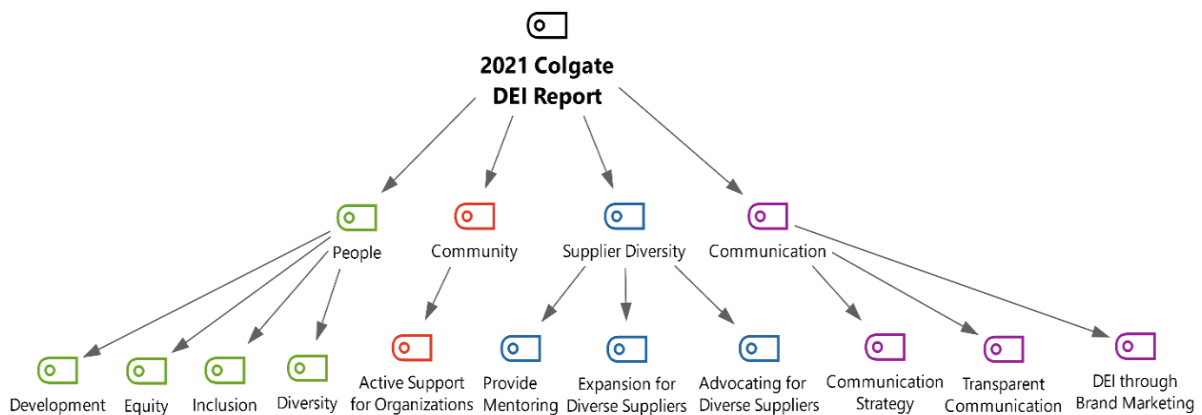


Figure 1. Single Case Model of 2021 C&P DEI Report (Code Hierarchy)

At the end of the analysis, eleven categories under four main themes are obtained. Firstly, the theme of “people” had four categories. The first category of “development” has nine different leadership programs that emphasize career advancement in five different places. The second category of “equity” is mainly about pay parity which is mentioned five times and there is one point touched on fairness in hiring and advancement. C&P handles “inclusion” extensively. Raising awareness and building empathy are mentioned five times. In four different places, measurements are explained to see the company progress and awards in creating a more inclusive organization. Besides, seven training are mentioned focusing on bias and allyship for an inclusive environment. Managers’ accountability is also indicated three times which is profoundly important that they all feel accountable for creating inclusive teams. The category of “diversity” is emphasized fourteen times in this section. C&P gives importance

to a diverse hiring slate and mention four times in the report and state two times about investing in relationships. Also, three times diversity is explained by numbers.

Secondly, the theme “community” has only one category which is “active support for organizations”. It is one of C&P’s priorities, all supportive activities are listed under this category. Eighty-seven supportive activities are mentioned in the report and six times these supportive activities are underlined. Specifically, there are two active supportive activities to allocate funds to pets and sustainability; six volunteering, and organizing campaigns for LGBTQIA; ten partnerships, scholarships and creating opportunities for disabilities and veterans; two partnerships for diverse business development centers; six active supports to various organization for positive change; thirty-two scholarships, sponsorships and active support for education and advancing civil rights which were mainly for people with different ethnicity, following with women and children; twenty-nine donating, partnering helping and supporting to organizations for health, oral care and handwashing in total.

Furthermore, “supplier diversity” has three categories. “Provide mentoring” to companies is for suppliers which is mentioned only one time. “Expansion for diverse suppliers” is another category under this theme by stating opportunities for underrepresented business owners three times in the report. Also, there are seven active supports for “advocating for diverse suppliers”. Lastly, under the “communication” theme, there are three categories. In “transparent communication”, three different methods are shared. “Communication strategy” is emphasized eleven times. There are four video links for “DEI through brand marketing” in the report.

After finishing the 2021 DEI report, the 2022 DEI report is analyzed by using the same software program. Once deep reading has been completed, similar categories has been grouped under related themes. In Figure 2 the overall code hierarchy is showed.

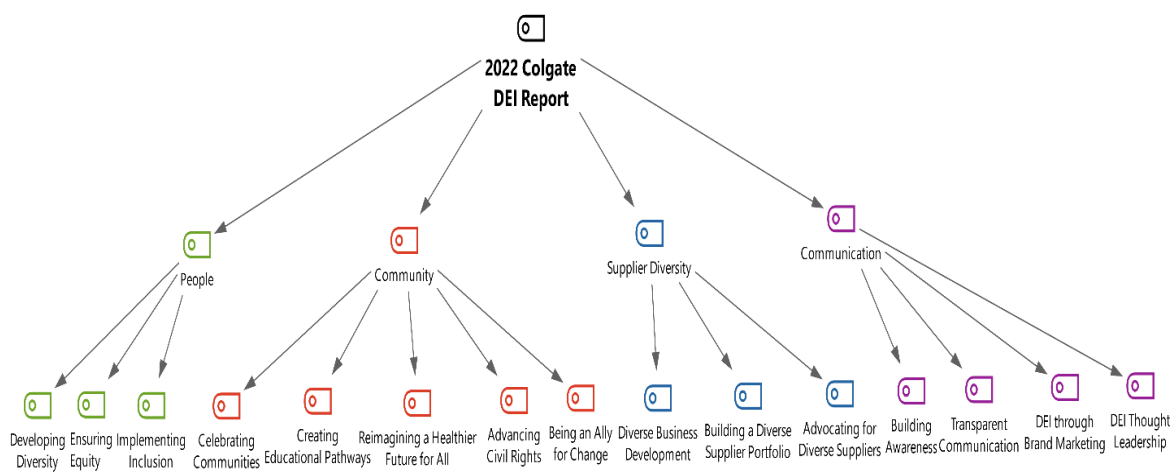


Figure 2. Single Case Model of 2022 C&P DEI Report (Code Hierarchy)

In the 2022 DEI report of C&P, fifteen categories are derived under four main themes which are the same themes in the 2021 report. Primarily, the theme “people” have three categories. The first category of “developing diversity” is indicated thirty-six times in the report. Diversity numbers and rates are given seventeen times basically about ethnicity and gender. There are four different leadership development programs. Eleven current practices and future goals are stated to improve the diverse representation of the company. “Ensuring equity” is mainly about pay parity which is mentioned three times. “Implementing inclusion” is emphasized forty-two times. Particularly, creating a culture of belonging is stressed four times. It is also necessary to mention that there is a six-item inclusion checklist for C&P people. There are trainings and the importance of trainings are stated about inclusion four times in the report. Managers accountability practices are mentioned five times. ERG (Employee Resource Group) is a voluntary employee-led community that fosters inclusivity (C&P DEI Report, 2022). C&P

joins thirteen inclusive activities through ERG. The inclusion index and surveys are signified seven times to measure the inclusion level of the company.

Moreover, five categories are obtained under the theme “community”. It is mentioned thirty-five times in total and emphasize its importance seven times. “*Celebrating communities*” is about promoting diversity and inclusion and creating a strong sense of belonging. Eight practices are saved to support and promote underrepresented communities all over the world. “*Creating educational pathways*” for underrepresented and underserved young people is considered greatly by C&P and explained in eight different practices. “*Advancing civil rights*” is a category that state four supportive practices. Three practices are mentioned under the category of “being an ally for change”. Lastly for the theme “*reimagining a healthier future for all*” was another category that is in conjunction with the company strategy and refer to five practices in the report.

Furthermore, the theme “supplier diversity” has three main categories. First category “*advocating for diverse suppliers*” encourage collaboration among C&P partners and emphasize nine times to help this effort. “*Building a diverse supplier portfolio*” is about increasing the number of diverse suppliers and practices for suppliers are explained two times. “*Diverse business development*” assess the development of supplier diversity and write about future goals two times. Finally, four main categories are obtained under the theme of “communication”. The first category of “*building awareness*” is emphasized five times in the report and one practice is explained. The second category “*DEI thought leadership*” is mentioned four times which is about performance and identifying opportunities for improvement. Four times the category of “*transparent communication*” is discussed and stated about the workshop series they make. The last category “*DEI through brand marketing*” gives eighteen video links. In Table 1 the final data structure is indicated outlining codes, categories, and themes by year.

Table 1. Final Data Structure

Codes	Categories	Years Reports	Themes
Emphasizing pay parity and fairness in hiring and advancement of employees	Equity	2021 DEI REPORT	PEOPLE
Supporting leaders and employees through leadership programs and career advancement	Development		
Giving diversity rates and numbers of the company in terms of ethnicity and gender, stating diverse hiring slate, and mentioning the importance of investing in a relationship	Diversity		
Giving information about activities for raising awareness and building empathy, also informing about trainings, managers accountability, and measurements for a successful inclusion	Inclusion		
Giving diversity rates and numbers of the company in terms of ethnicity and gender, explaining leadership programs and activities for improving diverse representation	Developing Diversity	2022 DEI REPORT	PEOPLE
Emphasizing pay parity	Ensuring Equity		
Creating a culture of belonging through inclusion checklist, trainings, manager accountability, inclusion with the help of Employee Research Group (ERG), also measuring inclusion through index and surveys	Implementing Inclusion		
Supporting, sponsoring, and partnering with organizations related to pets and sustainability, LGBTQIA+, disabilities and veterans, business development, education and civil rights, health, oral care, handwashing, hygiene, and many activities for positive change	Active Support for Organizations	2021 DEI REPORT	COMMUNITY
Providing a healthier future with innovative products, campaigns, and activities related to health, oral care, handwashing, and hygiene	Reimagining a Healthier Future for All	2022 DEI REPORT	

Codes	Categories	Years Reports	Themes
<p>Striving to be an ally for positive change</p> <p>Supporting organizations for advancing civil rights</p> <p>Supporting education for underserved and underrepresented young people</p> <p>Supporting and raising awareness for underrepresented communities all over the world by celebrating their achievements and challenges.</p>	<p>Being an Ally for Change</p> <p>Advancing Civil Rights</p> <p>Creating Educational Pathways</p> <p>Celebrating Communities</p>		
<p>Providing mentorship to the suppliers who promote the DEI goals of C&P.</p> <p>Striving to create and expand business opportunities for underrepresented business owners.</p> <p>Encouraging collaboration among partners who promote the DEI goals of C&P.</p>	<p>Provide Mentoring</p> <p>Expansion for Diverse Suppliers</p> <p>Advocating for Diverse Suppliers</p>	2021 DEI REPORT	SUPPLIER DIVERSITY
<p>Giving numbers and rates for diverse suppliers and referring to activities for suppliers.</p> <p>Reviewing portfolios to create opportunities for new diverse suppliers or to develop the capabilities of existing ones.</p> <p>Encouraging collaboration among partners who promote the DEI goals of C&P.</p>	<p>Diverse Business Development</p> <p>Building a Diverse Supplier Portfolio</p> <p>Advocating for Diverse Suppliers</p>	2022 DEI REPORT	
<p>Being accountable and transparent about DEI strategies.</p> <p>Building trust among stakeholders and promoting dialogue around DEI and increasing visibility of programs to strengthen company culture.</p> <p>Giving four video links of marketing campaigns to show diverse brands and consumers of C&P.</p>	<p>Transparent Communication</p> <p>Communication Strategy</p> <p>DEI through Brand Marketing</p>	2021 DEI REPORT	COMMUNICATION
<p>Leveraging the potential of each person to their fullest ability by being open, honest, respectful and empathetic, curious, and receptive.</p> <p>Being a thought leader on DEI issues and striving to be an ally for change by evaluating performance and defining opportunities for advancement.</p> <p>Discussing issues transparently and openly, organizing, and participating in workshops, offices</p> <p>Giving eighteen video links of marketing campaigns to position brands and demonstrate the diversity, values, and purpose of the company and leverage cultural insights.</p>	<p>Building Awareness</p> <p>DEI Thought Leadership</p> <p>Transparent Communication</p> <p>DEI through Brand Marketing</p>	2022 DEI REPORT	

4.1. C&P’s Advancement of DEI between 2021 and 2022

DEI reports of an MNC provide readers with a glimpse into DEI practices in organizations. It supplies a transparent record of advancement in DEI, including achievements and opportunities for improvement (C&P DEI Report, 2022). In the 2021 report, Noel Wallace who is the Chairman, President, and CEO of C&P writes a letter that he wants to make necessary changes real and lasting, and he is conscious enough that kind of change cannot happen overnight. It takes time to listen, learn and act. 2021 is the beginning of the DEI report for C&P despite C&P is not a freshman for DEI issues. It has so many practices before reports. Even so, only 2021 and 2022 DEI reports are analyzed. In the 2022 report,

Derek Gordon who is the Chief DEI Officer refers to this advancement by saying “we are better than we’ve ever been. We will be better than we are.” Due to C&P has numerous DEI practices, a few progresses have been listed between the reports 2021 and 2022. By the way, It is necessary to inform that DEI reports has mostly been published at the end of the year or at the first quarter of the new year. So, readers can take into consideration that DEI 2021 report communicates actions over the last year while DEI 2022 report is based on actions over 2021. In the following a few DEI advancements are looked through.

As a beginning, C&P is presented a program “*Let’s Talk About Race*” in 2021. It helps managers to understand the different experiences of people in daily life and provides more empathetic perspectives. C&P also joins “*the MOVER coalition (filling 10,000 leadership positions with Black Brazilians.*” They focus on being diverse for senior positions. In addition, C&P adds new program called “*DLCs (Diversity Leadership Councils)*” which is responsible for constituting inclusive leadership practices and talent management at selected locations. “*The Coaching Circle Program*” is designed to build career advancement and strengthen networks for African and Black American employees. Additively, all C&P managers receive “*Unconscious Bias Training*” to elevate biases. “*Allyship Trainings*” are also provided for C&P managers to be inclusive leaders.

Furthermore, another advancement is virtual discussions with an Australian team for “*NAIDOC (National Aboriginal and Islander Day of Celebration)*”. These discussions provide a vision about supportive activities for Indigenous communities. Likewise, C&P begin to recognize “*Juneteenth (commemoration of the freeing of enslaved African Americans in 1865)*” as a company holiday since 2022. Additionally, in Mexico, the first anniversary of the DEI is celebrated. C&P always pays great attention to gender equality. Another advancement from the report 2021 to 2022 is the “*We S.T.A.N.D. Together*” strategy. Inspiring, courageous, and inclusive leadership in North America was one of its goals. To accomplish this, an “*Inclusive Leadership Series*” in partnership with “*CATALYST (a global nonprofit organization to accelerate women into leadership)*” is started in 2021. Also, they update the language in job postings to be more inclusive and start to include more gender-neutral language.

Moreover, C&P participates in monthly interactive workshops of “*Chief Human Resources Officer*” and “*Chief Diversity Officer Workshop Series*”, hosts by the CEO, to discuss DEI issues. Supplier diversity is also another critical issue. So, it is also important to state that C&P hold its first virtual “*Indirect Procurement Diversity Fair*” for suppliers in North America. It ensures a meaningful atmosphere for suppliers and stakeholders to discuss the future of C&P and set a proper model for their operations by connecting leaders directly. Besides “*Functional Portfolio Reviews*” are improved to create opportunities for new diverse suppliers and develop the skills of existing ones. Additionally, C&P internally hosts virtual supplier forums. It provides feedback from suppliers to improve themselves.

Besides, helping and supporting underserved communities is important for positive change and allyship. For instance, C&P expands its partnership with “*UNCF (United Negro College Fund)*” to make higher education more accessible and expose students to career pathways at C&P and provide them with a scholarship. Subsequently a career exposure program is introduced for high-potential university graduates in South, East, and West Africa. In South Africa, C&P helps the children at an underserved school, they raise funds and donate 235 pairs of school shoes. There is also the “*Inspire Our Future*” program which is for Black African American students to follow their careers. The amount of the scholarship is \$10,000 and renewable for two years. Similarly, another program called “*Keep India Smiling*” targets financial scholarships and mentorship opportunities for talented people and aims to help women in poverty. Likewise, another program in India “*Leave/Time-off Policy*” is for the diverse needs of a multi-generational workforce. Through this program, equal opportunity is given to parents regardless of sexual orientation or gender.

Lastly, C&P uses distinctive channels to promote its DEI efforts. For example, C&P has the Netflix film “Sisters on Track” which illustrates the impact of C&P Women’s Games. Likewise, C&P gives video links in every DEI report. In 2021 there are only four video links for DEI through Brand Marketing on the report while eighteen video links are given in 2022. To visualize of difference between DEI reports of 2021 and 2022, word clouds are obtained by using Maxqda Software Program (Figure 3).

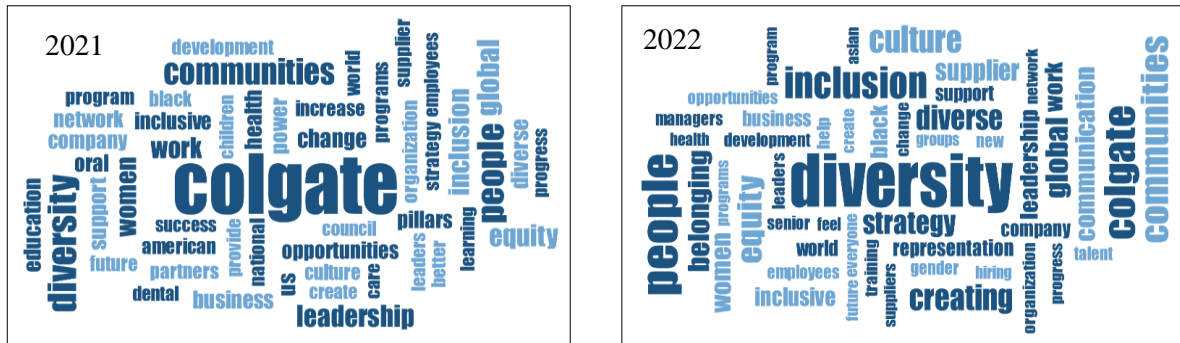


Figure 3. Word Clouds of 2021 and 2022 DEI Reports of C&P

5. Findings

In this section, DEI dimensions models and categories from the DEI reports are compared. Gardenswartz and Rowe (2003)’s diversity dimensions, equity dimensions of the Equality Act, (2010), and Romansky et al. (2021)’s inclusion dimensions are overlapped with the categories of the DEI reports which is indicated in Table 1. Elements of DEI dimensions models are searched line by line from 2021 and 2022 DEI reports. Related words are also considered while searching. As a result of the data analysis, some of the categories intersect with the DEI dimensions in literature as some of them do not (Figure 4). By the way, some categories are congregated together from the 2021 and 2022 reports which seem to same such as “implementing inclusion” and “inclusion”, “developing diversity” and “diversity” or “ensuring equity” and “equity” when it is necessary.

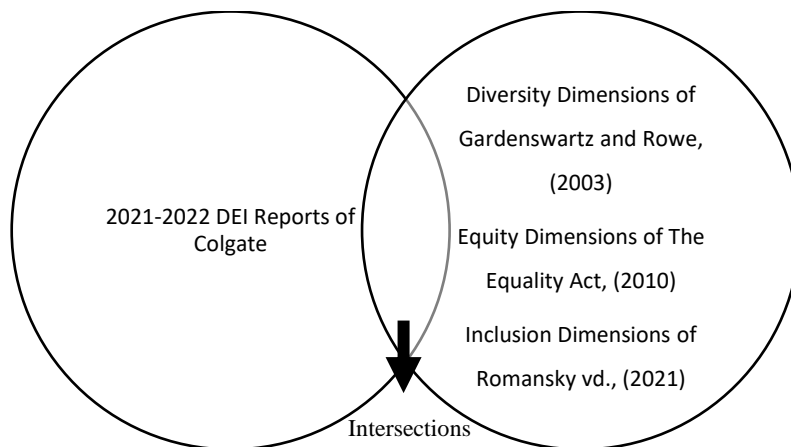


Figure 4. Venn Diagram for DEI Dimensions

Firstly, Gardenswartz and Rowe (2003)’s diversity dimensions consist of four main and twenty-seven sub-dimensions which are “openness, extraversion, conscientiousness, neuroticism, agreeableness, sexual orientation, gender, physical ability, ethnicity, race, age, religion, income, personal and recreational habits, appearance, work experience, education, parental and marital status, and geographic location, management status, work location, work field, unit or division, union affiliation and seniority.” The categories obtained from two reports have twenty-six categories (Table 1). All twenty-seven subdimensions of Gardenswartz and Rowe (2003) are included and overlapped with twenty-six categories of our data. There are some differences and intersections.

The findings show that nine categories of the reports are different from Gardenswartz and Rowe (2003)’s diversity dimensions while nine dimensions of Gardenswartz & Rowe (2003) are different from both DEI reports. However, six categories from the reports intersect with Gardenswartz and Rowe (2003)’s dimensions of diversity. Specifically, the categories of “ensuring equity, implementing inclusion, healthier future for all, creating educational pathways, active support for organizations, communication strategy, DEI through brand marketing, and DEI thought leadership” are different from Gardenswartz and Rowe (2003)’s dimensions. These or related categories could not be attained in Gardenswartz and Rowe (2003)’s diversity dimensions model. Likewise, dimensions of “income, appearance, personal-recreational habit, marital status, neuroticism, work content field, union affiliation, work experience, and management status” could not be found in both reports. On the other hand, there are some intersections between “developing diversity, active support for organizations, being an ally for change, celebrating communities, all categories for supplier diversity, transparent communication and building awareness” and “gender, sexual orientation, ethnicity, age, race, religion, educational background, parental status, openness, conscientiousness, agreeableness, extraversion unit or division, physical ability, geographic location, and work location.” Intersections with referential quotations from both reports is shown in Figure 5.

Secondly, the Equality Act, (2010) for equity dimensions is overlapped with the categories of DEI reports. The Equality Act, (2010) has nine dimensions which are “age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.” Twenty-six categories obtained from both reports which was shown in Table 1. All nine dimensions of the Act are counted, and twenty-six categories of the reports are included then deep reading has started again to search the dimensions of the Act. According to the findings, “ensuring equity, implementing inclusion, active support for organizations, healthier future for all, being an ally for change, advancing civil rights, creating educational pathways, celebrating communities, all categories for supplier diversity, transparent communication, communication strategy, DEI through brand marketing, building awareness, and DEI thought leadership” are different from the Act. Likewise, “gender reassignment, pregnancy and maternity, marriage and civil partnership” are different from both reports. No information about these dimensions is indicated.

Table 2. Referential DEI quotations from the reports

Referential Quotations	Categories of DEI Reports	Diversity Dimensions
“Women represent 50% of our salaried and clerical (non-manufacturing) workforce” (DEI, 2021: P19).	Developing Diversity	Gender, Sexual Orientation, Ethnicity, Age, Race, Religion, Educational Background, Parental Status
“If we are to innovate and succeed in the marketplace, we have to work together” (DEI, 2022: P37). “We must always be listening, learning and growing” (DEI, 2022: P37).	Being an Ally for Change	Openness, Conscientiousness, Agreeableness, Unit or Division
“Our success begins with our talent and our ability to leverage the potential of each and every person to their fullest ability. To do that, we have to be open and honest, respectful and empathetic, curious and receptive” (DEI, 2022: P37).	Celebrating Communities	Openness, Extraversion
“Our focus is to expand our work with diverse suppliers to increase our spend across all business units and engage leaders to provide mentoring to enable their success. We want to encourage greater collaboration among our partners to engage minority- and women-owned businesses and align with C&P’s DE&I goals” (DEI, 2022: P35).	All categories for Supplier Diversity	Geographic Location, Work Location
“To get even better, we will continue to hold ourselves accountable and be transparent about our DE&I strategies” (DEI, 2021: P28).	Transparent Communication	Openness, Conscientiousness
“If we do these two things well, when we maintain diverse, open and honest input from each other, our partners and customers, we succeed” (DEI, 2022: P2).	Building Awareness	Openness, Extraversion, Agreeableness, Physical Ability

Referential Quatations	Categories of DEI Reports	Equality Dimensions
<i>"We continue to hire women at a rate equal to or greater than the rate of men." (DEI, 2022, 11).</i>	Developing Diversity	Age, Religion and Belief, Sex, Sexual Orientation, Race, Disability
Referential Quatations	Categories of DEI Reports	Inclusion Dimensions
<i>"C&P has always worked to foster a diverse and inclusive environment and we are proud of the progress we've made" (DEI, 2021, 19).</i>	Developing Diversity	Diversity
<i>"We are institutionalizing processes that drive equality in hiring and advancement opportunities and reviewing existing processes to ensure equitable treatment for all C&P people" (DEI, 2022, 27).</i>	Ensuring Equity	Fair Treatment
<i>"We aspire to create a company that represents the world around us, and for everyone in our global communities and reviewing existing processes to ensure equitable treatment for all C&P people" (DEI, 2022, 27).</i>	Implementing Inclusion	Integrating Differences and Belonging
<i>"We support US veterans for their service to the nation" (DEI, 2021: 25).</i>	Celebrating Communities	Integrating Differences
<i>"We stand with LGBTQIA+ communities" (DEI, 2021: 24).</i>		
<i>"In order to be recognized as a trustworthy company dedicated to diversity, equity and inclusion, it is essential that we transparently and openly discuss where we are as an organization, and where we want to go" (DEI, 2022: 37).</i>	Transparent Communication	Decision Making, Trust
<i>"Juneteenth is just one example of the many events, activities and symposiums that the group offers to build understanding and inclusion" (DEI, 2021: 17).</i>	Building Awareness	Integrating Differences

However, there is an intersection between two groups. The category of “developing diversity” from the reports intersect with the dimensions of “age, religion and belief, sex, sexual orientation, race and disability.” Intersections with referential quotations is shown in Figure 5.

Finally, Romansky et al. (2021)’s inclusion dimensions overlap with the categories of the reports. Romansky et al. (2021) have seven inclusion dimensions which are “fair treatment, integrating differences, decision making, psychological safety, trust, belonging and diversity”. DEI reports have twenty-six categories in total which was shown in Table 1. After overlapping some differences and intersections are obtained. The findings indicate that DEI categories “active support for organizations, healthier future for all, being an ally for change, advancing civil rights, creating educational pathways, communication strategy, DEI through brand marketing, all categories for supplier diversity, and DEI thought leadership”, are different from Romansky et al. (2021)’s inclusion dimensions. The dimension of “psychological safety” do not match any of the categories of the reports. On the other hand, most of categories of the reports intersect with inclusion dimensions. The categories “developing diversity, ensuring equity, implementing inclusion, celebrating communities, transparent communication, building awareness” intersect with “diversity, fair treatment, integrating differences, belonging, decision making, and trust.” In parenthesis, Romansky et al. (2021) reconsider diversity inside the dimensions of inclusion because organizations can achieve desired outcomes only by including diversity in inclusion. For that reason, diversity is reconsidered in an inclusion dimension repeatedly.

6. Discussion and Conclusion

This study focuses on the dimensions of DEI to provide insight into how a company implement DEI based on DEI reports. It is understood which dimensions of DEI are implemented, emphasized, or overemphasized in an MNC by comparing it with the literature and its advancements in DEI efforts over the years. According to our findings some dimensions overlap with the literature while some new dimensions emerge which cannot be found in the literature. Our findings can be conceptually extended and included in DEI dimensions and applied by other companies in practice.

Specifically, intersections support diversity dimensions in literature. “*Openness, conscientiousness, agreeableness, extraversion, and ability*” are emphasized extensively. However, it can be said that in both reports, “*ethnicity, race, and gender*” are over-emphasized as it can be easily seen from the rates, graphs, and many practices and trainings. “*Religion, age, educational background, and parental status*” are relatively less mentioned dimensions of diversity. It is said that that in most of the research, ethnicity, race, and gender are over-emphasized and focus on limited diversity dimensions (Rathore, 2018). Also, any information could not be found about the dimensions of “*income, appearance, personal-recreational habit, marital status, neuroticism, and work experience.*”

Furthermore, “*pay parity*” is emphasised consistently which is critically important for equity dimensions. But it is not included in the Equality Act. Also, reports emphasize “*sexual orientation*” in many pages on the other hand no information is found about “*gender reassignment*”. Likewise, there is only one practice in India “*Leave/Time-off Policy*” for parents while no other information is found for “*pregnancy*” and “*maternity*”. In addition, it cannot be inferred any information about approaches to “*married people*” or “*civil partnerships*”. In addition, it can easily be realised that “*psychological safety*” is ignored in reports. On the other hand, great importance is given to inclusion in both reports. There are many trainings and practices for integrating differences and creating a culture of belonging. Also, there are many other inclusive practices mentioned in both reports.

This study contributes to both literature and practice. Firstly, as it is evident by the literature above, DEI is not new, it dates back to 1960’s Civil Right Movement in this sense DEI evolved over time (Beavers, 2018) and continue to attract many researchers to study on this topic. This study hopes to fill in many gaps about dimensionalising DEI in the literature by analyzing the DEI report of an MNC. In addition, creating educational pathways for underrepresented groups, active support for organizations, supplier diversity, and brand marketing can be considered and examined as new dimensions of DEI. Moreover, it is hoped that practical DEI dimensions in literature would assist practitioners to manage DEI and help MNCs to become increasingly inclusive workplaces. Lastly, some gaps such as empirical definitions and dimensions of diversity pointed out by Point and Singh (2003) and Singh and Point (2004) in their work are hoped to fill by using DEI reports for DEI dimensions.

While this study provides a deeper understanding of annual DEI reports of MNCs, it has some limitations. First of all, our study is based on a case study of C&P. Although a case study can deepen our understanding of the dimensions and helps to see advancements of DEI in an MNC, our findings might have limited generalizability to other MNCs in the world. Maj (2015) state that every company can freely choose the dimensions of DEI interesting and important to them. Generally, it depends on the location of the industry or organization. Therefore, reports do not necessarily have to include all the dimensions and depending only on reports could be deceptive to understand DEI sense in the workplace. In addition, C&P is an American-based company and cannot provide a worldview on companies. Only 2021 and 2022 DEI reports are analyzed, and all other information was excluded due to websites can frequently be updated. However, focusing only on DEI reports may not convey the DEI sense of the company. Other information on company’s website would be better to consider.

Also, another limitation that is necessary to mention is about reports. C&P start reporting in 2021 so only analyze two years reports could be analyzed. For that reason, it is hard to get general idea of DEI environment only by looking two years reports. So more studies are needed in following years. Lastly, the DEI dimensions in literature, and a C&P do not account for contextual differences so different dimensions can emerge in different MNCs and in different cultural contexts. To advance DEI dimensions more studies are needed worldwide.

A list of suggestions has been compiled based on the data that is collected and analyzed. It is encouraged for future research to do more multiple and comparative case studies. The findings have the potential to add new dimensions to DEI issues. In addition to content analysis of DEI, future research should try to provide insider knowledge through interviews or an in-depth ethnographic study. Later results of the studies could be compared to see if there are any correlations between DEI reports and real workplaces. Also, a longitudinal study of DEI reports could be conducted to analyze how DEI dimensions evolve

and advance. Furthermore, companies which do not have DEI reports but are still diverse and which have web pages special to DEI need to be evaluated. To sum up, future research is needed to illuminate how corporations can better prepare and present themselves in an ever-growing diverse international business world.

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ETİK VE BİLİMSEL İLKELER SORUMLULUK BEYANI

Bu çalışmanın tüm hazırlanma süreçlerinde etik kurallara ve bilimsel atf gösterme ilkelerine riayet edildiğini yazar beyan eder. Bu çalışma etik kurul izni gerektiren çalışma grubunda yer almamaktadır.

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