

# APPENDIX

## METHODOLOGY

Our survey drew responses from approximately 16,500 people in 14 countries (Australia, Brazil, China, Denmark, Finland, France, Germany, Japan, India, Italy, Norway, Spain, the UK, and the US) across a range of industries. Respondents included 8,600 women, 3,200 racially or ethnically diverse employees (in Brazil, the UK, and the US), and 1,650 people of the LGBTQ community, including those with a sexual orientation other than straight or a gender-nonconforming status.

As we did in the 2017 analysis, we asked respondents to rate the relative effectiveness of 31 diversity initiatives. We compared those

ratings with those from respondents outside of each diversity category. (For example, the ratings of women were compared with those of men; the ratings of LGBTQ respondents were compared with those of heterosexual men; the ratings of racially or ethnically diverse employees were compared with those of white men.) The initiatives with the biggest disparities between the two groups—at least five places in how they were ranked—were deemed to be the biggest hidden gems or blind spots.