



To read the ONLINE REPORT please go to:

<https://centerfordiversity.ie.edu>

or

<http://fundaciondiversidad.com>

INNODIVERSITY IN SPANISH COMPANIES 2021

SYNOPSIS

Celia de Anca &
Salvador Aragón

Authors



INNODIVERSITY IN SPANISH COMPANIES 2021 SYNOPSIS



Sponsored by:



In collaboration with:



Sponsored by:



In collaboration with:



What is the Innodiversity Index?



“Innodiversity is the organizational capacity to jointly manage diversity and innovation to improve competitiveness”

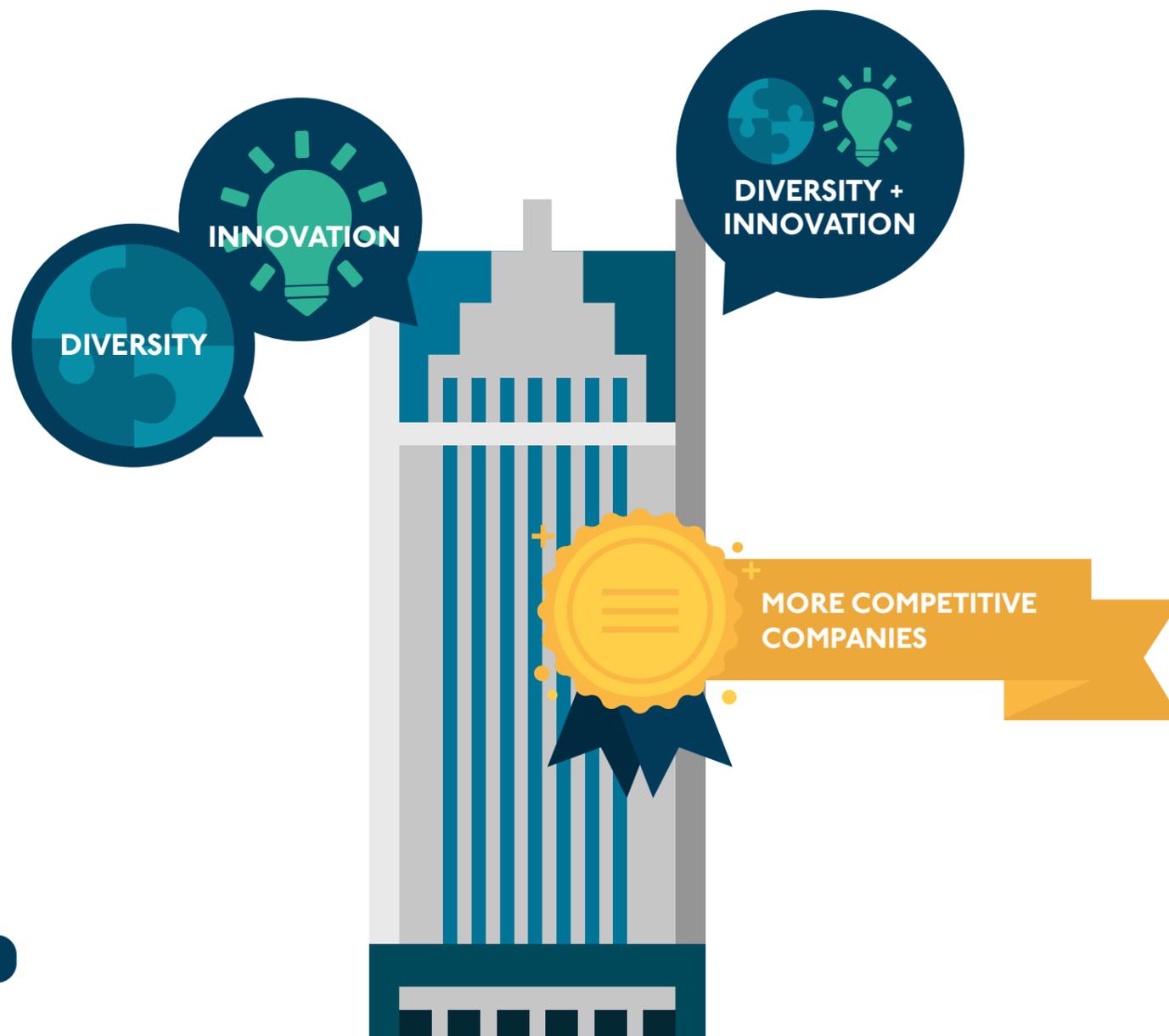
Celia de Anca, Salvador Aragón



What is the Innodiversity Index?

The Innodiversity Index is an analysis and diagnosis tool that quantifies how companies manage innodiversity as part of their strategy in search of greater competitiveness.

The relevance of innodiversity management is justified by three basic premises demonstrated by the research:



This **innovative index** has been put into practice in the Spanish business environment thanks to the framework provided by the **Diversity Lab, the ie Foundation and the Foundation for Diversity, the support of the Pfizer and HP companies, and the collaboration of the American Chamber of Commerce in Spain (AmChamSpain) and the French-Spanish Chamber of Commerce (La Chambre).**



The Innodiversity Index was developed using a research tool called the Tree of Innodiversity. This tool allows companies to **compare their diversity management, innovation management and innodiversity management with the best practices developed by the most advanced companies in each field globally.** Based on this comparison, participating companies can discover their degree of maturity based on four categories:

BENCHMARK Company	Those which develop policies and actions, measure them to a significant degree, and are beginning to be recognized as a benchmark by other companies.
EXPERT Company	Those companies that have launched policies and actions along with corresponding measurement mechanisms.
COMMITTED Company	Organizations that have begun to implement policies and actions but without significantly addressing their measurement.
NONCOMMITTED Company	Companies that do not have innodiversity or its various components on their agenda.

What are the overall outcomes of the Innodiversity Index?



What are the overall outcomes of the Innodiversity Index?

The results provided by the second Innodiversity Index indicate that:

In managing diversity, companies reach the level of **experts**:

Spanish companies' interest in managing diversity is confirmed

Since **99%** of the companies in the sample show an interest in managing diversity.



Spanish companies **obtains the degree of EXPERT** in its innovation management.

By type of diversity, demographic diversity remains the one that generates the most interest, followed by experiential diversity and, finally, cognitive diversity.

1 Demographic diversity

2 Experiential diversity

3 Cognitive diversity



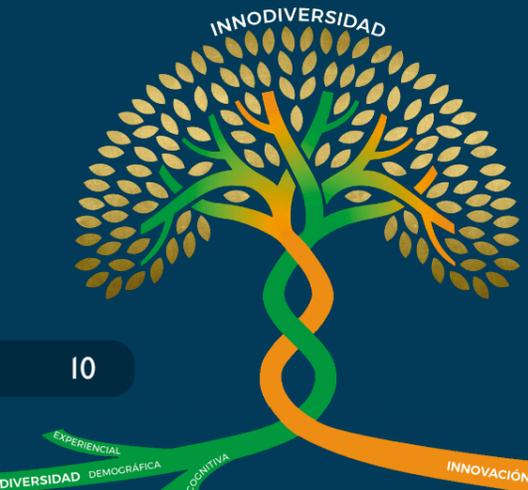
We observed a **small upward trend** in all dimensions with respect to the Innodiversity Index of the past year, especially with regard to experiential and cognitive diversity.



In their management of innodiversity (innovation + diversity), the assessment is that they are **committed**, maintaining the same degree as in the 2019 report.



The most relevant data on the management of diversity



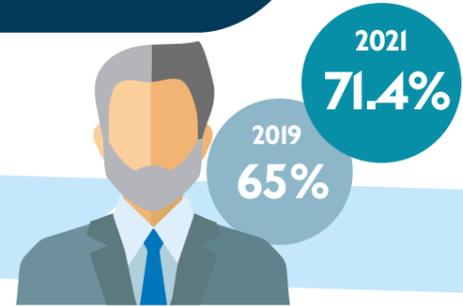
The most relevant data on the management of diversity

Demographic diversity

Experiential diversity

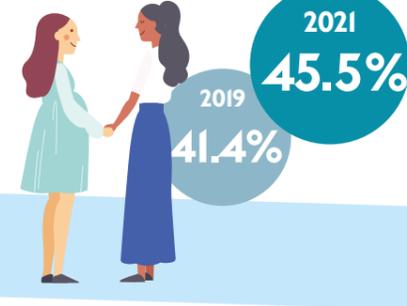
Cognitive diversity

DEMOGRAPHIC DIVERSITY



SENIOR

Companies have generally increased their interest in demographic diversity, especially in their interest in **senior talent**, which went from 65% in the last edition to 71.4% in this second report. Among the types of companies, large companies are those that have advanced the most in their interest in senior talent, having increased by 14 points compared to 2019, from 56% in the last report to 70% in this one.



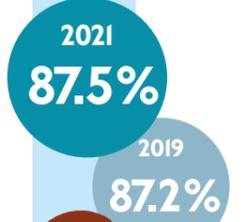
LGBTI

The **LGBTI talent** has also increased considerably, by 3 points, from 41.4% to 45.5% in the current year. By company size, the large companies stand out with an increase of 4 points in their interest in LGBTI talent (40.4% to 44.9%).



DISABILITY

The **interest in people with disabilities** also increased, although only by one point, from 72.1% to 73.4% this year. By type of company, the small companies stand out, with about a two point increase in their interest in this group (64.9% to 66.3%).



GENDER

Interest in managing **gender diversity** is the only category that has not advanced in this new report, although it is still the one with the most interest overall (from 87.5% to 87.2% in this report). In the analysis by company size, it is observed that gender talent is the one that generates the most interest in both large, medium-sized and small companies. Nevertheless, there have not been great advances in any of the company types in this year.



The most relevant data on the management of diversity

DEMOGRAPHIC DIVERSITY



THE "BENCHMARK" SECTORS IN FEMALE TALENT

Health, Technology, Agriculture and Livestock, Sales and Distribution, Construction and Public Works, Energy and Water, Industry, Financial Services, Professional and Legal Services and Telecommunications.



"EXPERT COMPANIES" IN LGTBI TALENT

Agriculture and Livestock, Trade and Distribution, and Financial Services.



"EXPERT COMPANIES" IN SENIOR TALENT

Energy and Water sectors, Financial Services, and Technology sectors.



"EXPERT COMPANIES" IN TALENT OF PEOPLE WITH DISABILITIES

Agriculture and Livestock, Sales and Distribution, Education, Energy and Water, Hospitality and Tourism, Industry, Financial Services, Professional and Legal Services, Technology, Telecommunications, and Third Sector.

The Construction and Public Works and Education sectors are classified as **"noncommitted companies" in terms of LGTBI talent.**

The Media and Entertainment industry is listed as **"not engaged" with senior talent.**

EXPERIENTIAL DIVERSITY



THE "BENCHMARK" SECTORS IN SECTOR EXPERIENCE

The Construction and Public Works sector and Technology sector.



THE "BENCHMARK" SECTORS IN EXPERIENCE IN THE COMPANY ITSELF

The Construction and Public Works, Financial Services and Technology sectors.



"EXPERT COMPANIES" IN DIVERSITY IN TRAINING EXPERIENCE

Agriculture and Livestock, Construction and Public Works, Education, Energy and Water, Hospitality and Tourism, Industry, Health, Financial Services, Professional and Legal Services, Technology, Third Sector, and Transportation.



"EXPERT COMPANIES" IN CULTURAL DIVERSITY

Agriculture and Livestock, and Construction and Public Works.

The Media and Entertainment sector appears as **"uncommitted" in the "in-house experience" category within business diversity.**

COGNITIVE DIVERSITY



"EXPERT" SECTORS IN PROBLEM SOLVING

Sales and Distribution, and Energy and Water.



"EXPERT" SECTORS IN PERSONALITY DIVERSITY

Agriculture and Livestock, and Sales and Distribution.



"EXPERT" SECTORS IN DIVERSITY OF LEADERSHIP

Health, Media and Entertainment, Agriculture and Livestock, Energy and Water, Financial Services, and Professional and Legal Services.

The Media and Entertainment, and Telecommunications sectors are classified as **"not engaged" in solving problems.**

The **"noncommitted" to personality diversity sectors are:** Industry, Telecommunications, Third Sector and Transportation

The **Telecommunications sector is the only one that is "uncommitted" in the leadership category.**

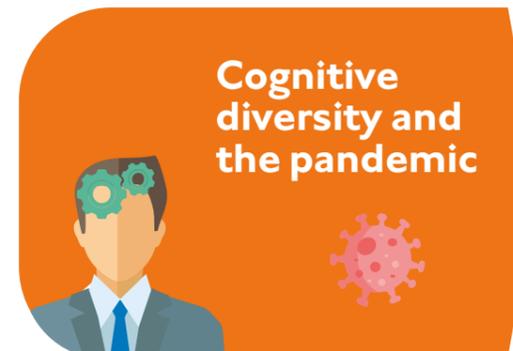
The Construction and Public Works, Media and Entertainment, Telecommunications, Third Sector and Transportation sectors are **"not committed" to critical thinking.** The rest of the sectors are in the "committed" category.



81% of companies report having paid special attention to gender diversity during the pandemic.
60% paid attention to the talent of people with disabilities.
60% paid attention to senior talent.
40% paid attention to LGTBI talent.



In almost 69% of the organizations in the sample, COVID-19 has increased their interest in diversity in the sector.
The diversity of experiences in the company itself: 66%.
The diversity of training: 62%.
Cultural diversity: 45.5%.



There have not been many companies that have taken advantage of the pandemic to foster cognitive diversity.
This deficit is a significant loss of opportunity, since it is precisely through cognitive diversity that new ideas and talents can emerge in times of crisis.
Overall, companies do not yet widely measure the impact of cognitive diversity policies.

The most relevant data on **innovation** management



The most relevant data on innovation management

Innovation is an organizational process that transforms ideas into new processes, new products or services, and new business models. It is precisely the result of innovation that defines the different types of innovation that are evaluated below.

All of this has a clear competitive objective: differentiation.



74%

of the companies that have participated in this study manage innovation in some of its forms.



The COVID-19 crisis has redoubled the innovation efforts of companies based in Spain in a very similar way for all types of innovation.



The Financial Services sector proves to be a benchmark in the four types of innovation:

Product/Service

Internal Processes

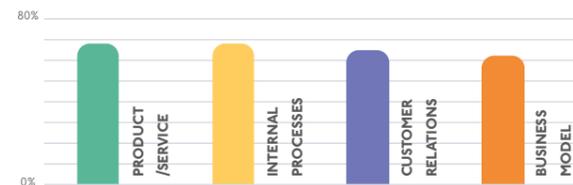
Business Model

Customer Relations



The dimension of these efforts is clear from the fact that more than 60% of companies acknowledge having dedicated a greater human, economic, and organizational effort during the pandemic.

Companies that have increased their innovation efforts as a result of COVID



Agriculture and Livestock, Professional Services, Technology and Telecommunications are other sectors that innovate the most.



The use of new technologies is the most widely used mechanism in innovation management.

PRODUCT/SERVICE INNOVATION

70%

of companies manage product/service innovation

(7% more than in the 2019 report).



PROCESS INNOVATION

67%

do so in the innovation of their customer relationship processes.

71%

of companies manage innovation in internal processes.

INNOVATION MANAGEMENT IN BUSINESS MODELS

66%

of companies innovated their business model. (8% more than in the 2019 report).

Among them, more than a third generated disruptive business models.



The most relevant data on **Innodiversity** management



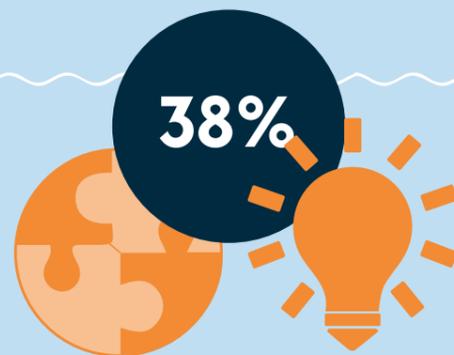
Is the **organizational capacity** to jointly manage diversity and innovation with the common **goal of improving competitiveness**.

In its management by companies based in Spain, it is worth highlighting:



Innodiversity is **still a rare capacity** in Spanish companies, although **it is on the rise**.

38% of companies recognize the existence of a **dialogue between innovation and diversity**, improving upon the 31% value obtained in 2019.

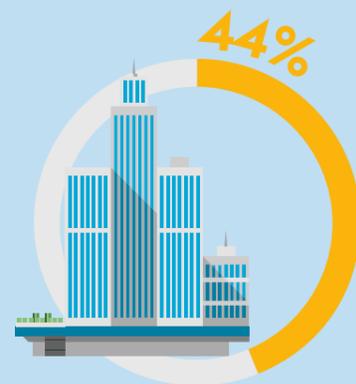


The change has been very favorable in the case of small companies and slightly downward in medium-sized companies.



By sectors, almost all reach the level of “committed” in their management of innodiversity.

Only Hospitality and Media and Entertainment are “uncommitted” in innodiversity.

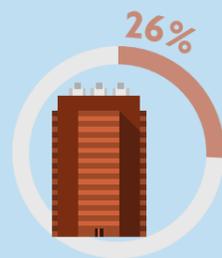


Large companies lead in commitment to innodiversity, with a presence of around 44%, which represents an increase of 10 percentage points compared to the 2019 value.

2 In second place are small businesses, with a value of 36%.



3 In third place are medium-sized companies, with 26% in innodiversity management.



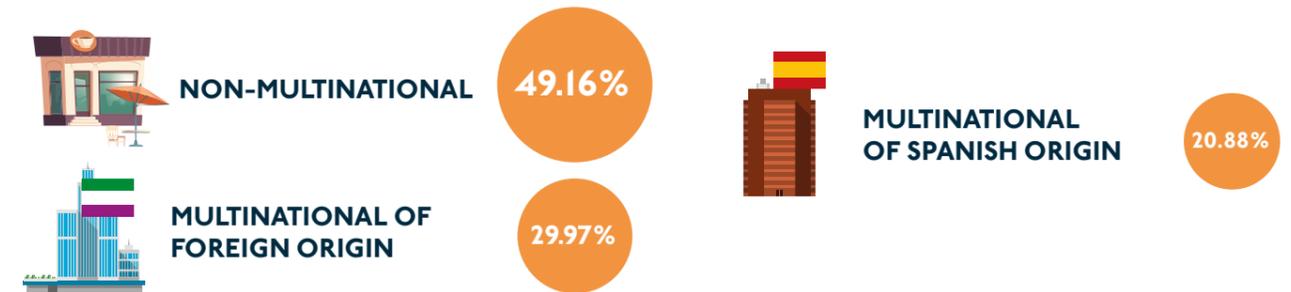
Methodology and Sample

The sample size collected in this second edition has been of 297 companies, which is the same number as the first edition sample.

By size



By company's scope of activity



By type of ownership



By sector

Sector	Number of companies	Sector	Number of companies
Professional and Legal Services	51	Hospitality and Tourism Industry	12
Industry	46	Telecommunications	10
Health care	31	Energy and water	9
Technology	30	Construction and public works	9
Third sector	22	Transportation	7
Agriculture and Livestock	21	Sales and distribution	7
Financial Services	17	Media and Entertainment	5
Education	14	Other	5

