

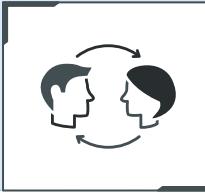
Key Insights



Inclusion is evolving, not disappearing; many firms now fold inclusion into **workforce development and economic growth** goals; leaders still link "DEI" to talent, innovation, and risk management, but expect measurable ROI



Peer organizations are adopting **low-visibility, results-driven approaches**; regional partnerships are **shifting from public "DEI" programs to business-focused initiatives** that deliver measurable outcomes like economic and regional, often through **roundtables that rebuild trust and share best practices**



GHP can **reposition its inclusion strategy through initiatives that tie inclusion to Houston's workforce and supply-chain**, including expanding talent pathways, launching a skills accelerator, strengthening supplier competitiveness and highlighting economic impact to regional economy

BCG-GHP Partnership: We've made considerable progress

1st assessment (2021)

Identified upward mobility and inclusive sourcing as two major themes

Actions Include:

- One Houston Together roundtables
- Industry working groups
- Houston SBE impact analysis

2nd assessment (2023)

Tracked progress and maturity of themes

Actions Include:

- Peer idea exchange calls (e.g., Talent Talk)
- Roundtables and CPO Convenings
- Buyer Cohort and Accelerator
- Compiled directory of 249 Houston SBEs

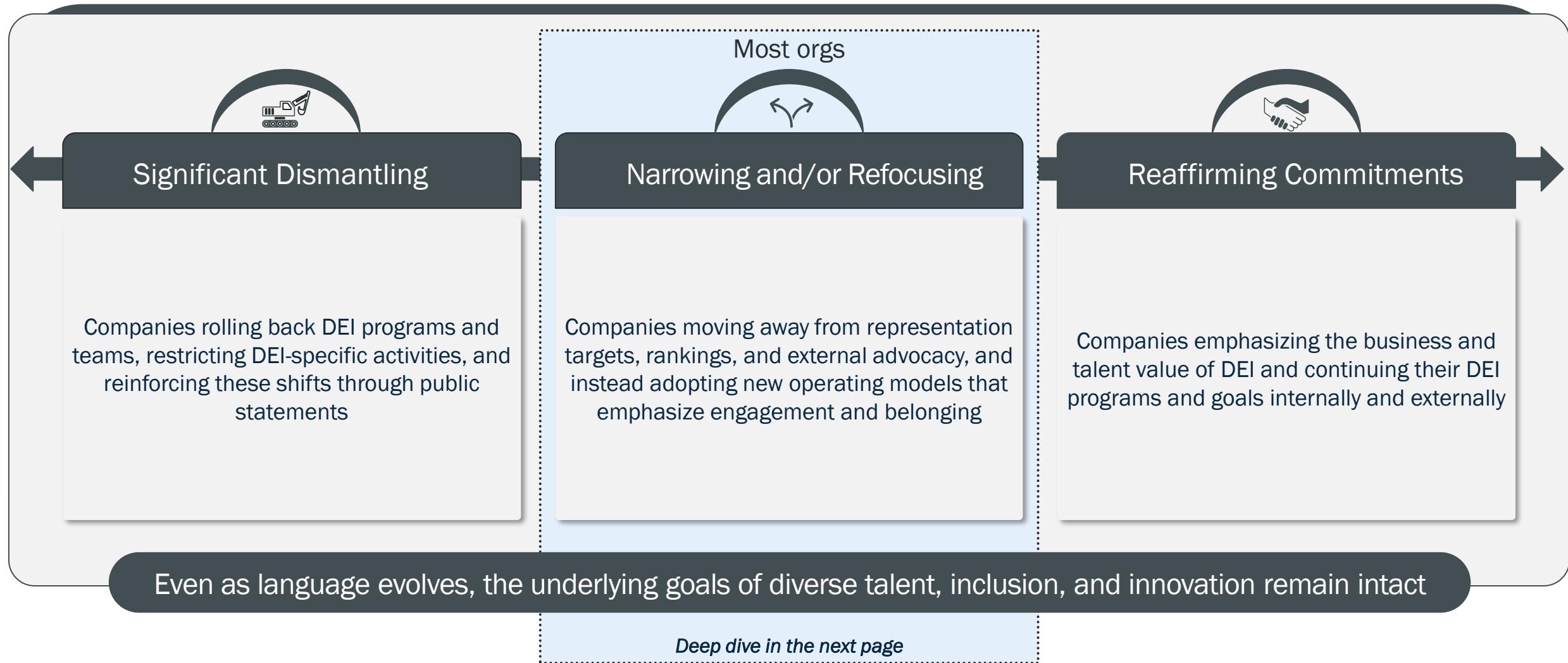
3rd assessment (2025)

Tracked progress and maturity of themes

Actions include:

- Second Houston SBE impact analysis
- Board Transition Planning
- Driving Member Engagement

Most organizations are refocusing their inclusive leadership efforts



Key takeaways



Regional Assessment

- Survey participation declined this year (36 participants in 2025 vs. 92 in 2023; 24 repeat respondents since 2021)
- Representation in the workforce and leadership is improving, but advancement is not keeping pace (e.g., racial diversity representation increased ~+8pp and female senior-management rose ~+5pp, but diverse promotions declined ~1pp and female promotions remained flat)
- Significant progress on inclusive sourcing metrics; but fewer companies are measuring or setting goals (only ~50% of repeat respondents track SBE goals, but among those who track, SBE spend more than doubled)



Driving Member Engagement

- Corporate visibility and public commitment to DEI have decreased, influenced by shifts in legal and political landscape
- Most organizations are refocusing their inclusion efforts; scaling back external statements and formal DEI targets, while maintaining internal actions like strengthening talent pipelines and adopting metrics tied to business performance and economic development
- Engagement is strongest when tied to measurable outcomes, such as skills development, leadership pathways, supplier performance and contribution to the local economy



Board Transition Planning

- Third party data sources, such as BoardEx, can help GHP develop a board transition pipeline; preliminary analysis on historical data identified 70+ potential board openings in the next 2-3 years at 33 public member companies