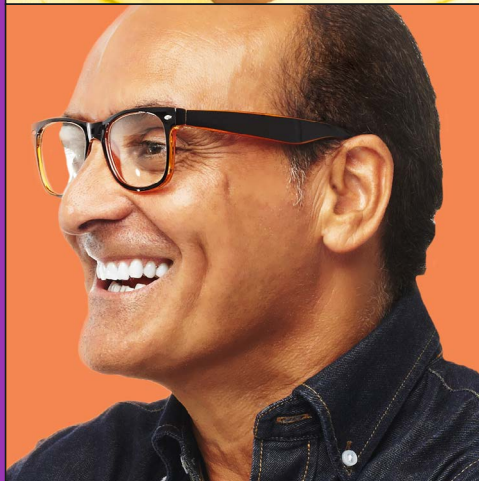
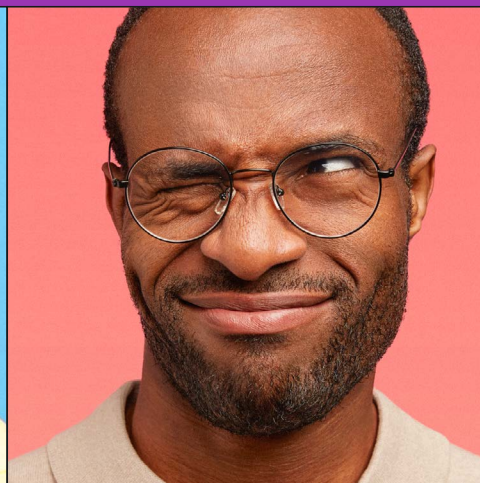


Workplace Diversity, Equity, & Inclusion Report:

# Understanding the DEI landscape

Equity—Inclusion—  
2022—Diversity



**Now, more than ever, organizations are beginning to make concerted efforts in the diversity, equity, and inclusion (DEI) space. In response to a global movement for racial justice in summer 2020, more and more companies are committing to building more diverse, equitable, and inclusive workplaces. But despite these pledges, chief diversity officers hired, and millions of dollars invested, we've yet to see real systemic change come to these intractable issues.**

The challenges to building an equitable workplace are numerous and complex. From deficient data collection to the under-resourcing of DEI functions, companies aren't doing enough to make their programs more effective. So the question becomes: why aren't companies taking action, and what should they be doing?

While there are myriad opportunities for growth, many DEI practitioners lack the ability to collaborate on and benchmark the most effective strategies. Working in silos and without measuring the effectiveness of their efforts, companies often end up repeating the same mistakes. The 2022 Workplace DEI Report aims to change this. By gathering data from hundreds of companies globally, the report uncovers what strategies move the needle and which initiatives to leave off the best practices lists.

# History of the Workplace DEI Report

Culture Amp has long used its data to highlight important trends in DEI in the workplace. Our 2018 and 2019 Diversity, Inclusion, & Intersectionality Reports called attention to trends that remain strong across industries (i.e., a lack of actionable data and resources, a heavy reliance on employee resource group leaders, and a focus on integrating DEI across the employee experience).

This year's Workplace DEI Report goes a step further in uniting survey data on current DEI practices with the outcomes they've driven. On top of identifying key trends, this report reveals which strategies are most likely to help organizations progress in the DEI space. In addition to using employee experience data from our surveys, we also surveyed HR and DEI practitioners to understand their programs and approach.

As a result, this report covers a broader range of topics than its predecessors, including trends in DEI leadership, how companies have responded to calls for racial justice, and insight into how compliance-oriented DEI activities impact employee engagement.

## What you'll find in the report

The 2022 Workplace DEI Report is meant to serve as a reference guide to support you in making strategic and tactical decisions for your DEI program. The full report offers a comprehensive look at current DEI efforts, but feel free to skip to the sections that feel most relevant to your organization. Use the linked [Table of contents](#) to go from section to section. Within each section's introduction, we've also included quick-links to jump directly to featured insights.

The report is divided into three sections:

1. The current state of DEI experience
2. What DEI actions today's organizations are taking
3. How increased resources or specific actions impact the employee experience

In each section, you'll find numerous data visualizations, Culture Amp's interpretations of the data, and actionable takeaways.

**Note:** As discussed earlier, this report leverages two different data sources (employee experience survey data from our DEI and engagement surveys, and the "Understanding the DEI landscape" survey, an independent Culture Amp survey of HR and DEI practitioners).

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# What is the current state of DEI?

How are today's organizations and employees faring? In this section, we explore the key trends we're seeing in DEI.

Unless otherwise called out, the interpretations in this section are based on Culture Amp's employee experience survey data. From January 2020 to June 2021, over 2,100 companies sought feedback on their DEI initiatives from over 1.1 million employees. These companies span a range of industries and regions.

Here is what the data reveals about the current state of DEI.

Jump to:

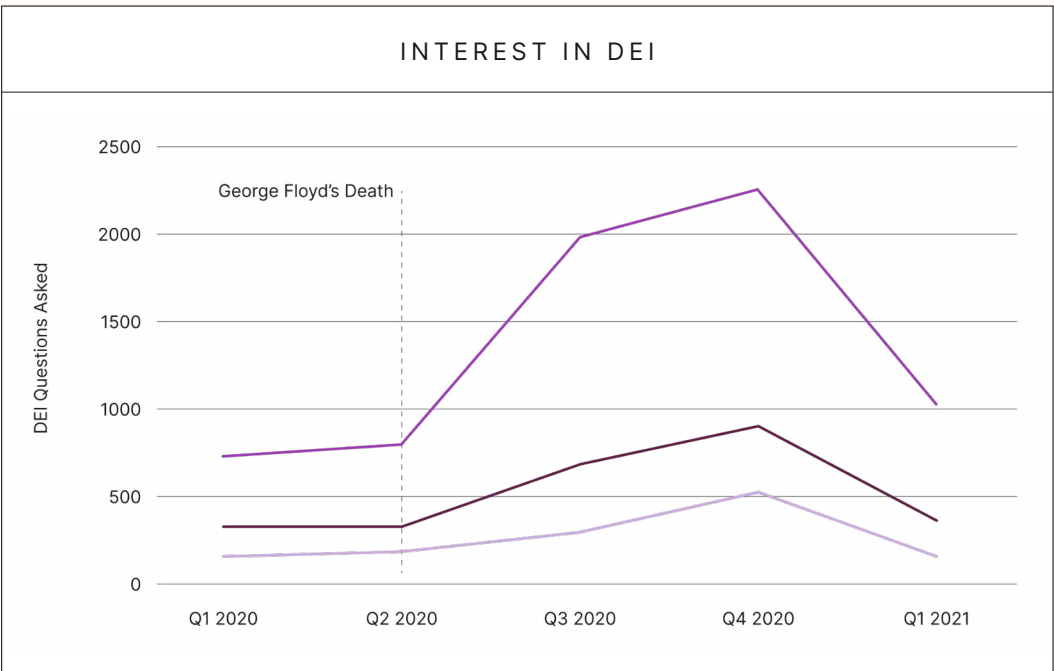
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# General trends

## More companies are asking about DEI than ever before

While DEI has always been an essential part of the employee experience, the galvanized focus on racial justice in 2020 emphasized the necessity for organizations to create equity for their employees. As a result, the second half of 2020 saw a meteoric rise in companies seeking feedback on their DEI initiatives and employee experience, as measured by the number of DEI questions asked.

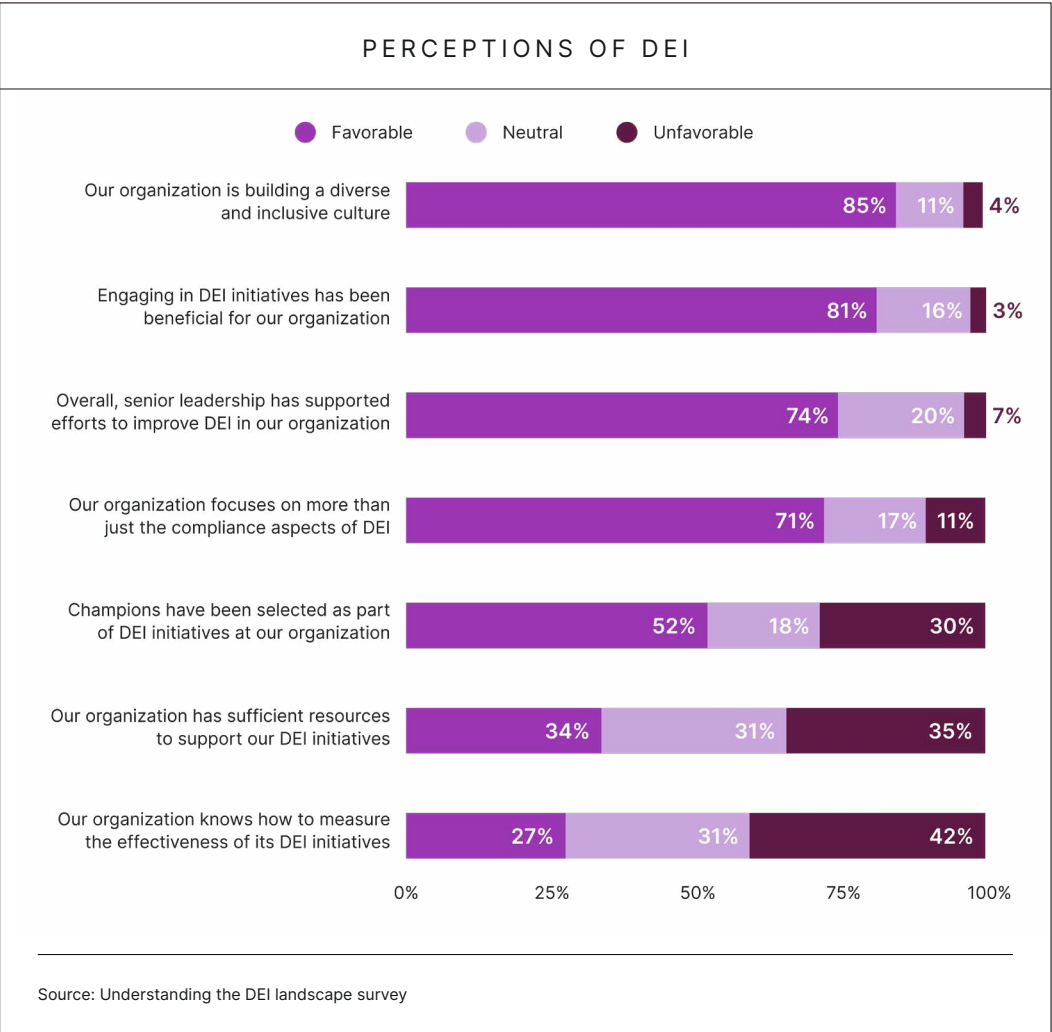


Unsurprisingly, this uptick was most pronounced in North America, but other regions also saw slight bumps. Less than a year later, while Europe and Oceania returned to their early 2020 levels of interest, North America saw a sustained increase in DEI engagement.

## Perceptions of DEI are generally very positive

To understand how DEI practitioners and leaders generally feel about workplace DEI, we surveyed HR and DEI practitioners on whether they believe their organizations are building a diverse and inclusive culture, and 85% of respondents agreed. Moreover, 81% view DEI initiatives as beneficial to their organizations. In fact, 71% responded that their organizations are focusing on doing more than what is required for compliance purposes, such as supporting ERGs, auditing performance and promotions, providing allyship training, etc.

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However, these overwhelmingly positive perceptions should not be conflated with actual DEI progress. For example, 74% of respondents agree that senior leadership has supported their DEI efforts, but this is in great contrast to the 34% who find they have sufficient resources to support this work. Unfortunately, a more notable percentage (35%) of respondents report insufficient resources.

Employees are taking note of their company’s commitment to diversity

In general, the data revealed that employees felt more positively about their company’s DEI efforts in 2021 than they did in 2020. Across all of the topics covered in the DEI survey, the vast majority improved. The most considerable improvements were seen in perceptions of diversity.



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CONFIDENCE IN DIVERSITY		
	% of employees agreeing (2020)	% of employees agreeing (2021)
<b>[Company] values diversity</b>	<b>80%</b>	<b>83%</b>
<b>[Company] builds diverse teams</b>	<b>64%</b>	<b>72%</b>

This finding suggests that employees perceive the surge in their organization's commitment to DEI as genuine. While it's difficult to "walk the talk" and create diverse and equitable teams, employees believe that real gains are taking place. Only time will tell if these changes in attitude reflect a genuine shift in representation or if employees are simply giving their organization credit for making first-step commitments.

### Takeaways

If your company hasn't yet asked employees about their DEI experience, now is the time. While asking about these experiences may put organizations and their leaders in a vulnerable and even uncomfortable place, employees seem to appreciate the opportunity to speak up.

## Gender trends<sup>1</sup>

### Women's career prospects are improving

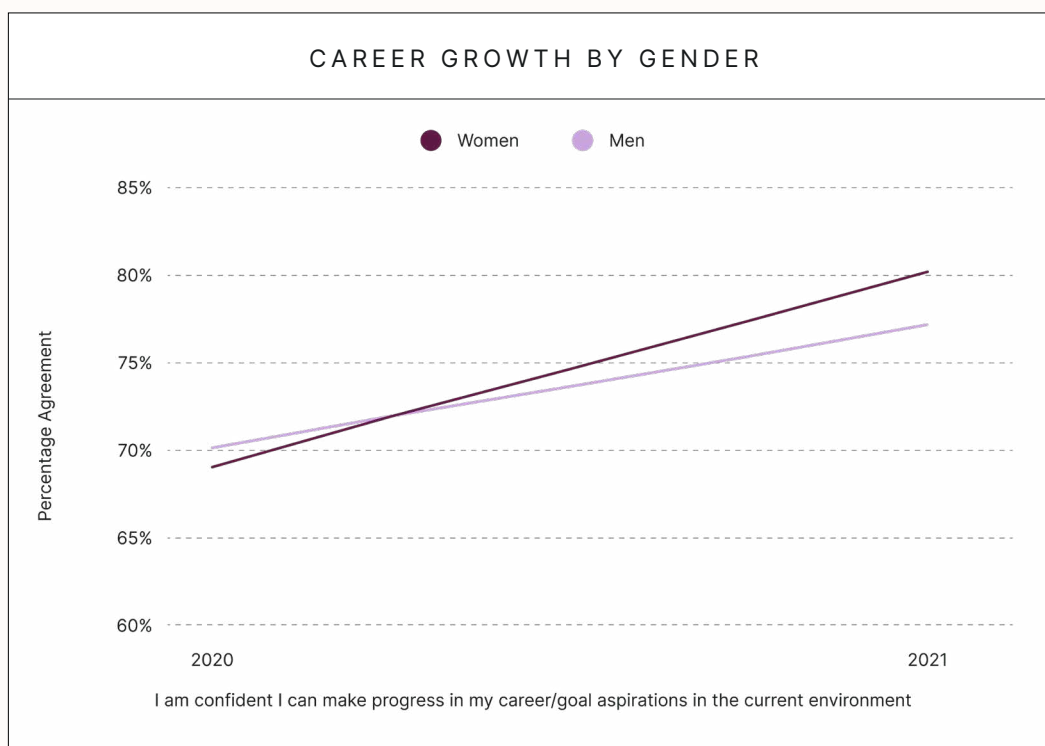
In the last year, all survey questions related to perceptions of fair career opportunities have improved at least 2% points. The largest change came from the question, "I am confident I can make progress in my career/goal aspirations in the current environment." In 2020, there was concern that remote work could negatively alter the trajectory of an individual's career (particularly for women of color), but perceptions have shifted.

2021 ushered in new ways of working. Not only did this increase optimism around career growth, but the data also indicated that they helped level the playing field, with women reporting larger career gains than men. In fact, across all questions related to career opportunities, women's improvements were at least equal to and often more significant than men's.

1. The study faced multiple types of data limitations in reporting on the non-binary experience. The data deficit is driven by multiple factors including often-low representation of non-binary employees, low levels of data collection on these populations, and potentially lower rates of response when data is collected.



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What might explain these improvements? One explanation is that the increased investment in learning & development opportunities in response to the Great Resignation<sup>1</sup> have fostered positive sentiments around career growth. Further, remote working environments may be decreasing the opportunity for microaggressions, boosting women's perceptions of potential growth. Alternatively, the improvements could be driven by higher industry and/or workforce attrition, indicating a survivorship bias among respondents (i.e., those who already saw bright career prospects were more likely to stay with their organization).

### Administrative tasks are being shared more equitably between genders

The question "Administrative tasks that don't have a specific owner (e.g., taking notes in meetings, scheduling events, cleaning up shared space) are fairly divided at [Company]" has historically had one of the largest gender differences.

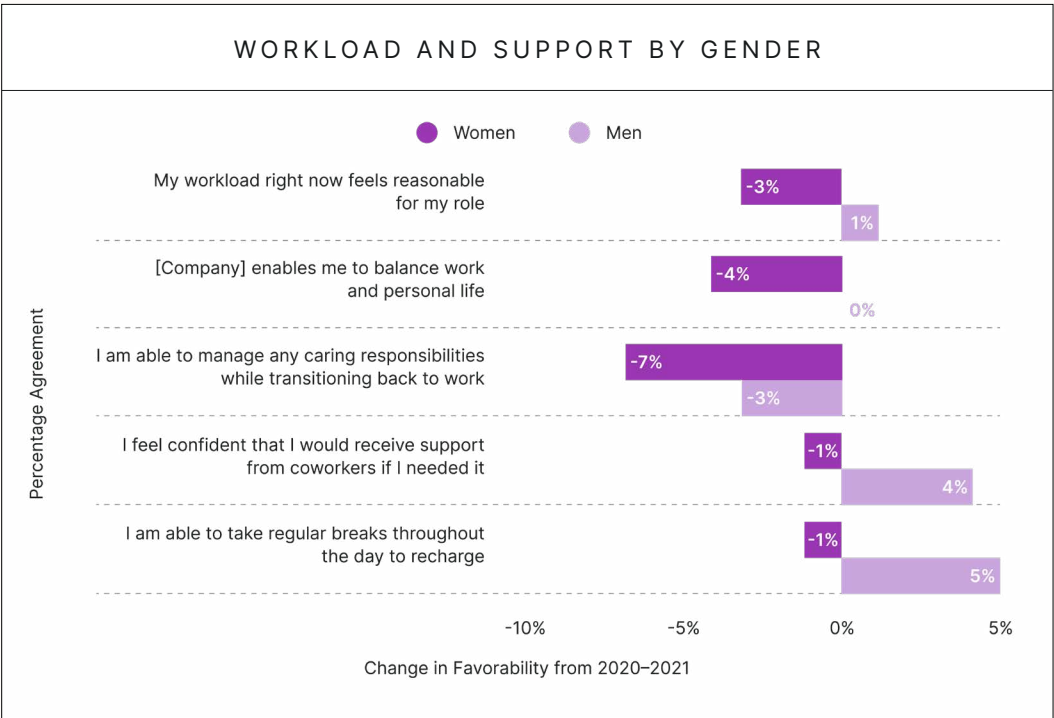
In 2020, the percentage of women who agreed with that statement was a full 10% below men, but in 2021, this gap narrowed to 6 points. This is likely because of the rise in awareness of office housework, as well as a decrease in the amount of office housework required when working remotely. While women's perceptions have improved, men's perceptions have stayed roughly the same.

1. <https://www.cultureamp.com/blog/the-great-resignation-turnover>

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## However, workload and work-life balance has worsened for women

While administrative tasks are trending in the right direction, perceptions of work division haven't budged, with a persistent 7% gap between men and women. And when we consider how employees are balancing work with their personal lives, the results get bleaker. Among men, agreement with the statement “[Company] enables me to balance work and personal life” has stayed the same, while women’s level of agreement has decreased. Our data shows that the change among women is likely driven by increases in caregiving responsibilities, leaving women feeling less supported and able to recharge than men.



These findings demonstrate that women are doing more work both in and outside the home with less support. For some, it may be a surprise that 2021 felt more challenging than 2020. We hypothesize that this trend may be driven by employers’ expectations to “return to normal” despite the ways that work has irrevocably changed.

### Takeaways

While some areas, like career opportunities and office housework, have seen improvements for women, these won't create real change in day-to-day workload until what employees have on their plate outside of work is taken into account. We recommend incorporating caregiving responsibilities as a demographic in your employee feedback processes so that you can understand caregivers’ unique needs and support them.

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## Race & ethnicity trends<sup>1</sup>

### Black Lives Matter has led to real improvements

The Black Lives Matter movement gained global prominence in 2020, and our data indicates that this activism has resulted in measurable changes in employee perceptions. While Black employees are still struggling to feel like they belong and can advance in their organizations, their experience has improved more than any other racial group in 2021. Moreover, the statement that reflected the largest difference (“People from all backgrounds have equal opportunities to succeed at [Company]”) went up 9% from 2020 to 2021.

DIFFERENCES IN EXPERIENCE: <b>BLACK</b>	
<b>-8.75%</b>	People from all backgrounds have equal opportunities to succeed at [Company]
<b>-8.0%</b>	I can be my authentic self at work
<b>-4.0%</b>	I feel like I belong at [Company]
<b>+3.5%</b>	We acknowledge people who deliver outstanding service here
<b>+3.5%</b>	Day-to-day decisions here demonstrate that quality and improvement are top priorities
<b>+4.25%</b>	[Company] is in a position to really succeed over the next three years
<small>Top and bottom three inclusion survey questions where group differs most from average. Percentage values are compared to mean of the four groups.</small>	

### Asian employees are in an interesting situation

The data reveals that Asian employees experience a paradox in decision-making. They don’t feel like their perspective is included in decision-making, but they do feel involved in decisions that affect their work. This could be because while Asian employees are overrepresented (particularly in tech), they rarely hold positions of power. Asian employees don’t see their perspective being included in decisions

1. The study faced multiple types of data limitations in reporting on the Indigenous experience. The data deficit is driven by multiple factors including often-low representation of Indigenous employees, low levels of data collection on these populations, and potentially lower rates of response when data is collected.

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made by leadership, but they do feel a sense of control over their day-to-day work. On a positive note, Asian employees feel like their opinion is valued and that they can voice contrary opinions, indicating a level of psychological safety.

DIFFERENCES IN EXPERIENCE: <b>ASIAN</b>	
<b>-3.0%</b>	Perspectives like mine are included in the decision making at [Company]
<b>-2.75%</b>	I believe my total compensation is fair, relative to similar roles at other companies
<b>-2.75%</b>	I see myself still working at [Company] in 2 years' time
<b>+3.5%</b>	When I share my opinion, it is valued
<b>+4.75%</b>	I am appropriately involved in decisions that affect my work
<b>+4.75%</b>	When it is clear that someone is not delivering in their role we do something about it
<small>Top and bottom three inclusion survey questions where group differs most from average. Percentage values are compared to mean of the four groups.</small>	

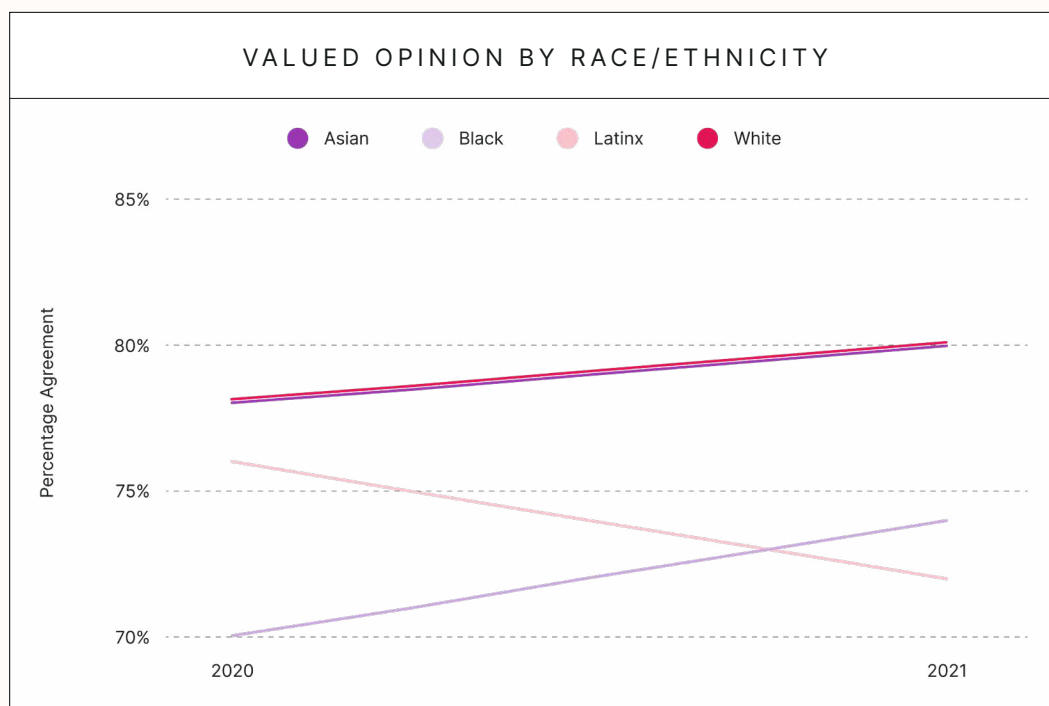
## The experience of Latinx employees has worsened

Compared to their peers, Latinx employees are not feeling as recognized or valued. Taking a broad look at our DEI surveys, Asian, Black, and White employees generally answered more positively to the majority of questions in 2021 than they did in 2020. However, Latinx employees gave less favorable responses to most questions, which indicates that their experiences have declined over time. In particular, we see this trend in relation to the statement, “When I share my opinion, it is valued.”

While the data doesn’t point to a single cause for the decline, the trend could be exacerbated by the lack of a prominent, organized movement to support the Latinx community specifically (i.e., like Black Lives Matter or Stop Asian Hate). Consequently, a lack of collective activism may have contributed to less organizational action focused on Latinx employees’ experiences.

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DIFFERENCES IN EXPERIENCE: LATINX	
-5.5%	We acknowledge people who deliver outstanding service here
-4.5%	When I share my opinion, it is valued
-2.25%	Generally, the right people are rewarded & recognized at [Company]
+1.5%	I know what I need to do to be successful in my role
+1.75%	The products and services [Company] provides are as good as, or better than, our main competitors
+2.25%	People from all backgrounds have equal opportunities to succeed at [Company]
<p>Top and bottom three inclusion survey questions where group differs most from average. Percentage values are compared to mean of the four groups.</p>	



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## White employees’ beliefs reinforce systemic issues

Our data indicates that White employees believe their companies lack accountability and a focus on decision-making quality. In the very areas most in need of improvement – equitable compensation and career pathing – White employees are most likely to believe existing processes are fine. This is concerning, especially because White employees are also the most likely to be in positions of power. Thus, if they don’t believe inequities exist, they are not likely to rectify them. There’s also the possibility that employees with such beliefs are unlikely (and sometimes unwilling) to acknowledge any advantages they may have received due to systemic inequity and/or discrimination.

DIFFERENCES IN EXPERIENCE: <b>WHITE OR EUROPEAN</b>	
<b>-4.5%</b>	Day-to-day decisions here demonstrate that quality and improvement are top priorities
<b>-3.75%</b>	Most of the systems and processes here support us getting our work done effectively
<b>-3.25%</b>	When it is clear that someone is not delivering in their role we do something about it
<b>+4.25%</b>	I believe my total compensation is fair, relative to similar roles at other companies
<b>+5.0%</b>	I can be my authentic self at work
<b>+5.25%</b>	People from all backgrounds have equal opportunities to succeed at [Company]
<small>Top and bottom three inclusion survey questions where group differs most from average. Percentage values are compared to mean of the four groups.</small>	

## Takeaways

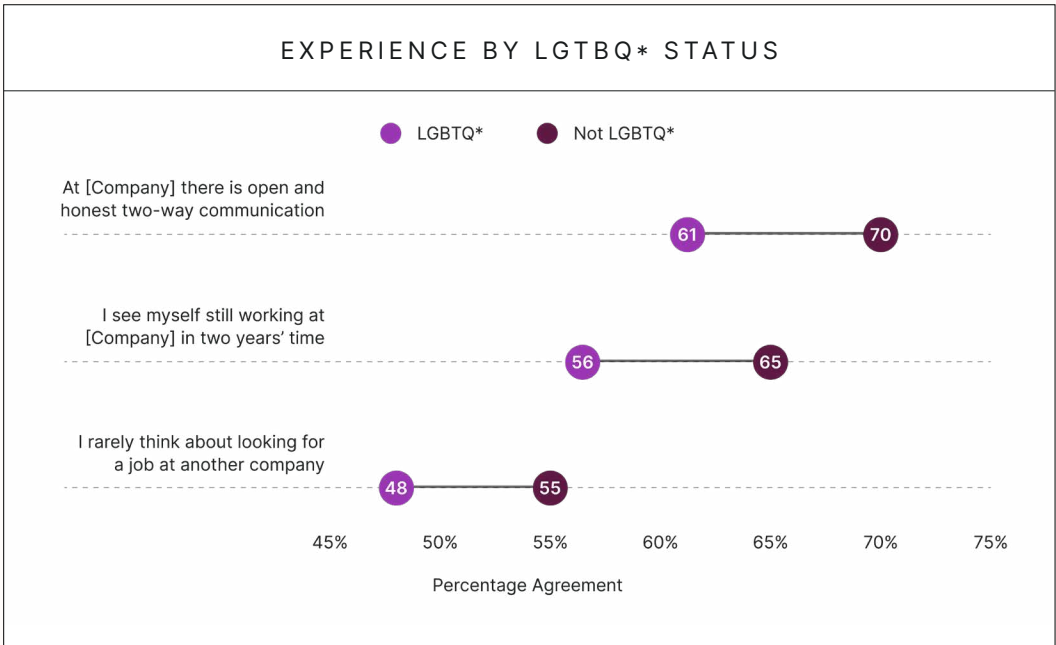
Employees supported by large-scale movements have seen improvements in the workplace, but not every group has this type of assistance. In such situations, organizations are responsible for stepping in. This may require dedicating time and resources to gaining leadership buy-in, especially if leaders are generally White (and therefore less likely to believe inequity is taking place).

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# LGBTQ\* trends

## LGBTQ\* employees are being left behind

LGBTQ\* employees experience a similar score gap to Latinx employees. In fact, there’s not a single question where LGBTQ\* employees score higher than those outside of the LGBTQ\* community. The largest gaps are in communication and commitment.



Given the limited number of companies asking questions related to sexual orientation, we don’t have enough data to compare LGBTQ\* employees’ experiences from 2020 to 2021 on most topics. For the topics that do have sufficient data, we’ve found that scores have all declined.

### Takeaways

These trends indicate that sexual orientation is an important aspect of identity for employees at work, and organizations can do more to understand and equalize the experiences of LGBTQ\* employees. That requires organizations not only to ask about sexual orientation, but also to establish an environment where employees feel safe to answer honestly.



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# What actions are organizations taking?

In the previous section, we looked at the results of thousands of customers who have used our DEI template and shared our findings, which largely indicate that there are still major opportunities for improvement. With that being said, what specific actions are organizations taking to improve diversity, equity, and inclusion in their organizations? To answer this question, we conducted “Understanding the DEI landscape,” an independent survey of HR and DEI practitioners, and received responses from almost 300 organizations. In this survey, we asked respondents about their organization’s DEI practices in order to learn which initiatives are commonplace versus rare.

We then divided these practices into seven categories, which you can navigate to using the links below.

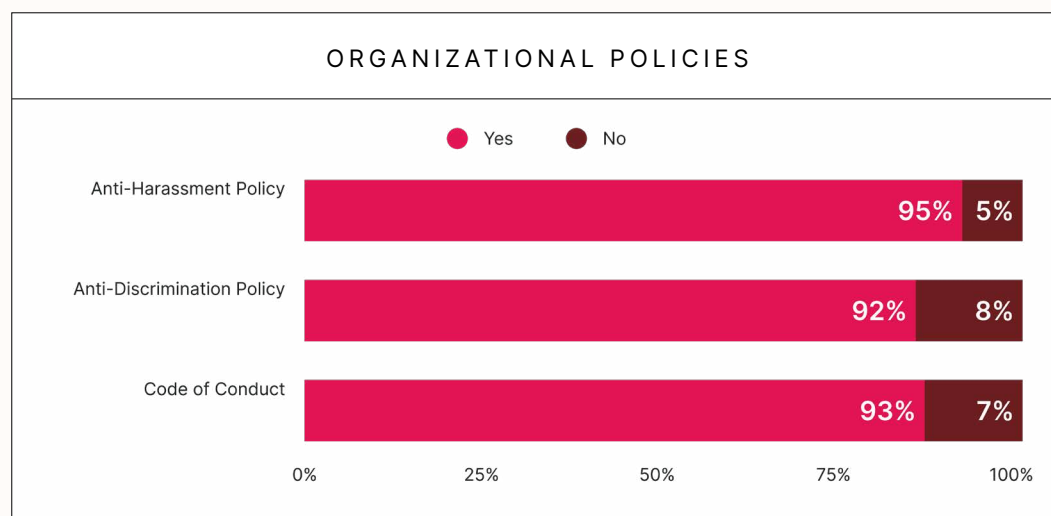
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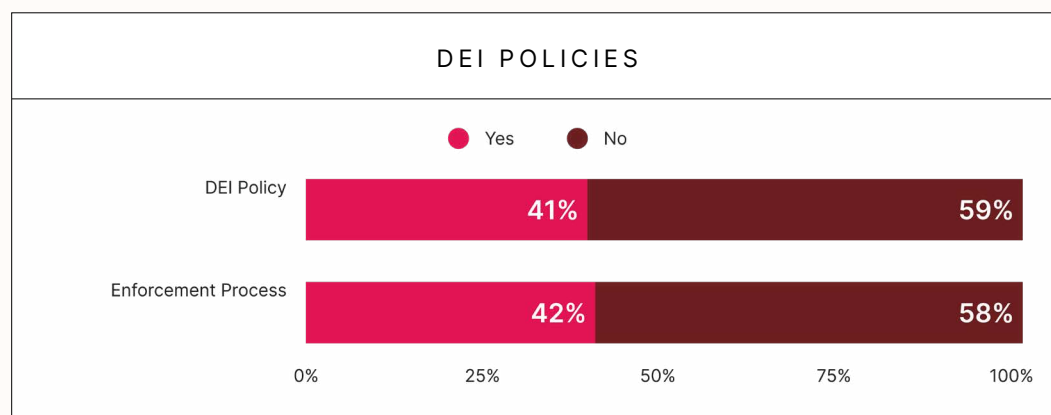
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## Organizational policies

Formal policies are the starting point for any DEI strategy. An overwhelming percentage of the respondents to our independent survey reported their company had an Anti-Harassment policy (95%), an Anti-Discrimination policy (92%), and a Code of Conduct (93%) that employees must follow.



However, these numbers drop off when asked about a formal DEI policy, with only 41% responding that their company had one – and simply having a policy in place doesn't mean that it is enforced or effective. We followed up with respondents who stated they had a DEI policy and asked whether there was a documented process in place to enforce it. Unfortunately, of the respondents with a DEI policy, only 42% had an explicit, documented process in place, indicating that 58% have a DEI policy in name only.



### Takeaways

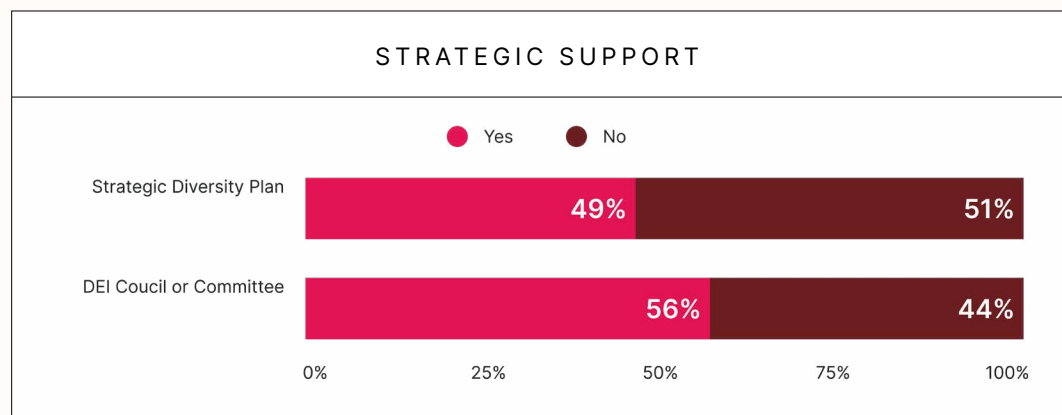
While policies are a foundational first step, they are only as effective as they are enforced. Take stock of your stated policies, and ensure there's a process to back them up.

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## Resources & initiatives

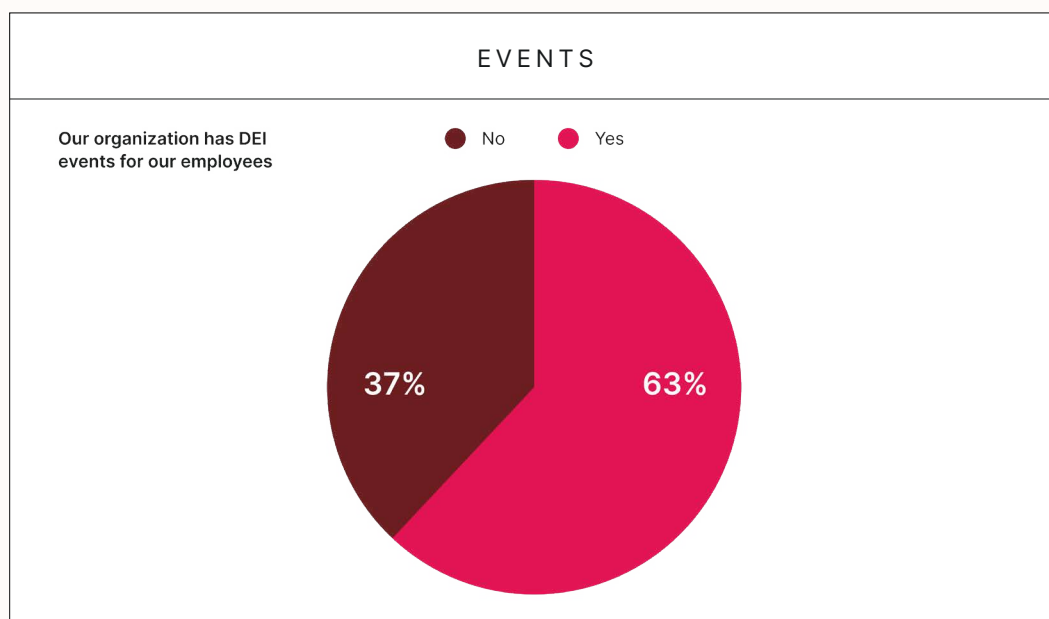
We explored the prevalence of DEI-focused resources and initiatives. We found that roughly half of respondents engaged in these activities, which in this report includes dedicated DEI roles, ERGs, events, etc.

Only 49% of survey respondents reported having a strategic diversity plan, but 56% said they have a formal DEI council, forum, or committee responsible for advancing representation, fair treatment, and equal opportunities for people of all backgrounds. The difference in these two numbers raises an important question: if 7% of respondents have a DEI council operating without a plan in place, what exactly are they doing, and how effective is it?



Most (63%) respondents confirmed that they organize DEI events for their employees. However, we did not dig further into the nature of these events. Although events can be an important way of celebrating and creating dialogue around important community events (e.g., Black History Month, etc.) celebrating a culture is not the same as ensuring that people from those cultural backgrounds are paid, assessed, and promoted fairly.

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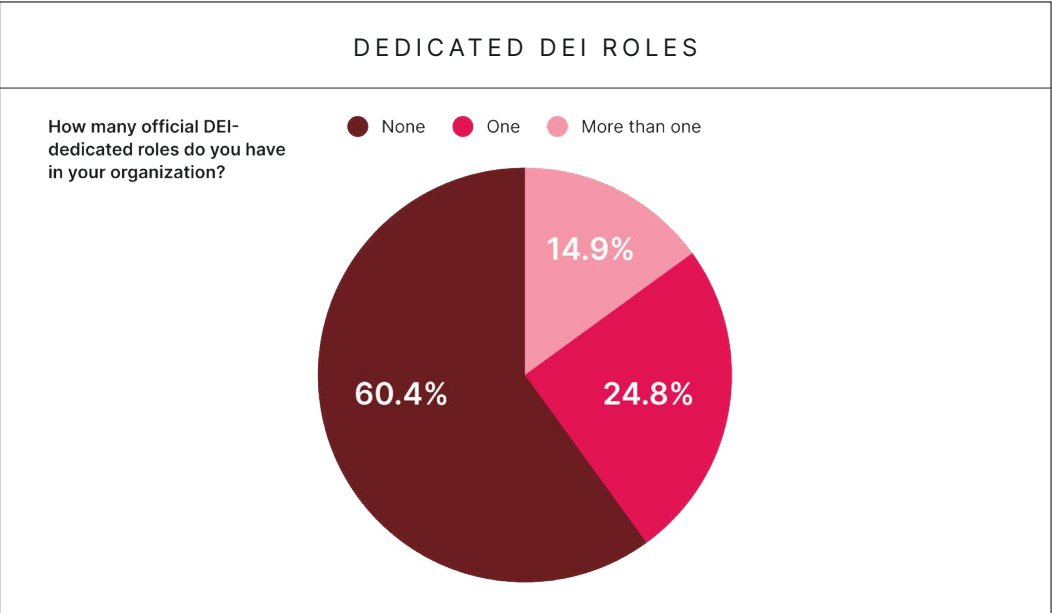
It's easy to create a committee or event, but meaningful DEI requires focusing on high-impact efforts that strategically and steadily advance equity and inclusion. One-off initiatives won't do much to address systemic issues, so align your work under a strategic plan and goals.

## Who is driving DEI work?

Only 30% of surveyed HR practitioners held a DEI-specific job title. This is likely because HR professionals are frequently tasked with supporting DEI initiatives in addition to other people responsibilities – we found that only 39.7% of organizations have dedicated DEI roles. While we also know that organizations have begun to create full-time DEI roles, with 80% of full-time DEI practitioners hired in the last year, these practitioners often lack a team to execute significant strategic change.<sup>1</sup> Competing priorities, tight resources, inexperience in the field, and a lack of accountability can lead to deprioritizing DEI work in favor of core HR tasks, setting DEI initiatives up to fail or have limited impact.

1. <https://www.axios.com/chief-diversity-officer-hiring-frenzy-289877ce-ce65-4169-b414-79982e856281.html>

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To understand more about the people whose primary job is dedicated to driving DEI initiatives, we looked into how organizations frame the role of full-time DEI professionals.

We found the most prominent titles were "director" and "manager." Unfortunately, this indicates that many DEI functions do not sit at the executive level, where they would have the power to drive greater structural change.

The language of "DEI" is also shifting in how titles are formed. Previous reports found that job titles frequently included "diversity" and "inclusion." Now, we also commonly see the addition of "equity" as well as transpositions of the letters to emphasize the experiential rather than representational aspect of DEI work (e.g., I&D, EID, etc.). If only a single term is used, "inclusion" is the most common. This suggests that DEI roles are shifting towards a more comprehensive focus on the employee experience rather than simply increasing the representation of particular groups.

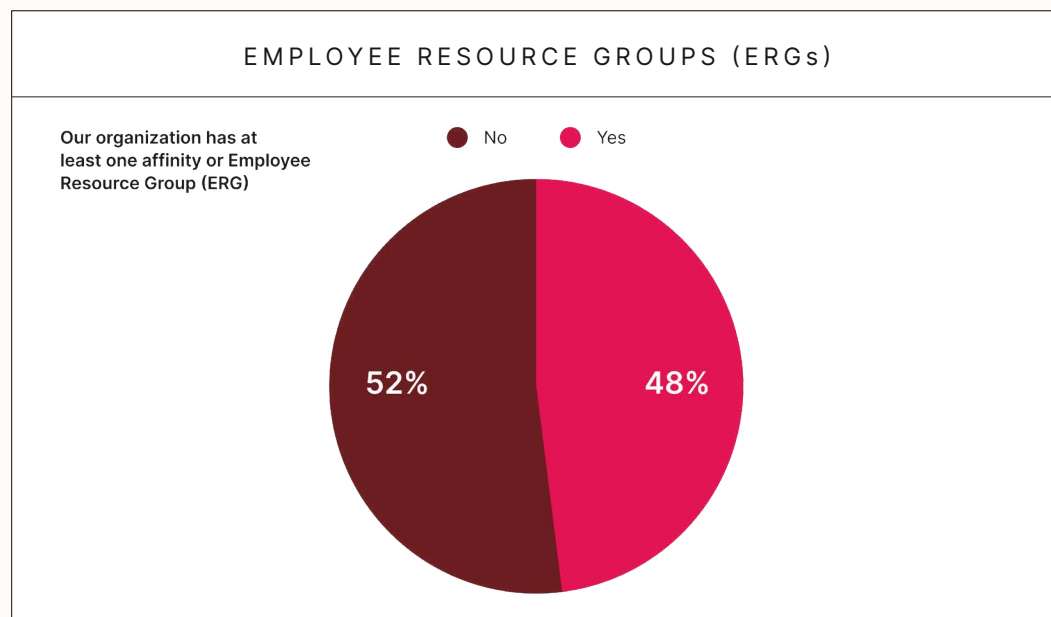
Takeaways

The number of DEI roles is small but growing rapidly (over half of the DEI roles were created in the last year). If you’ve recently created your DEI team, make sure they are at a level in the organization where they can drive real, rather than performative, change.

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## Half of companies use employee resource groups to build community

Just under half of respondents (48%) reported that their organizations had an employee resource group (ERG). For organizations with ERGs, we wanted to know the focus of their groups. Half (50%) reported focusing primarily on employee experience, followed by 36% focusing on an even mix of business goals and employee experience.

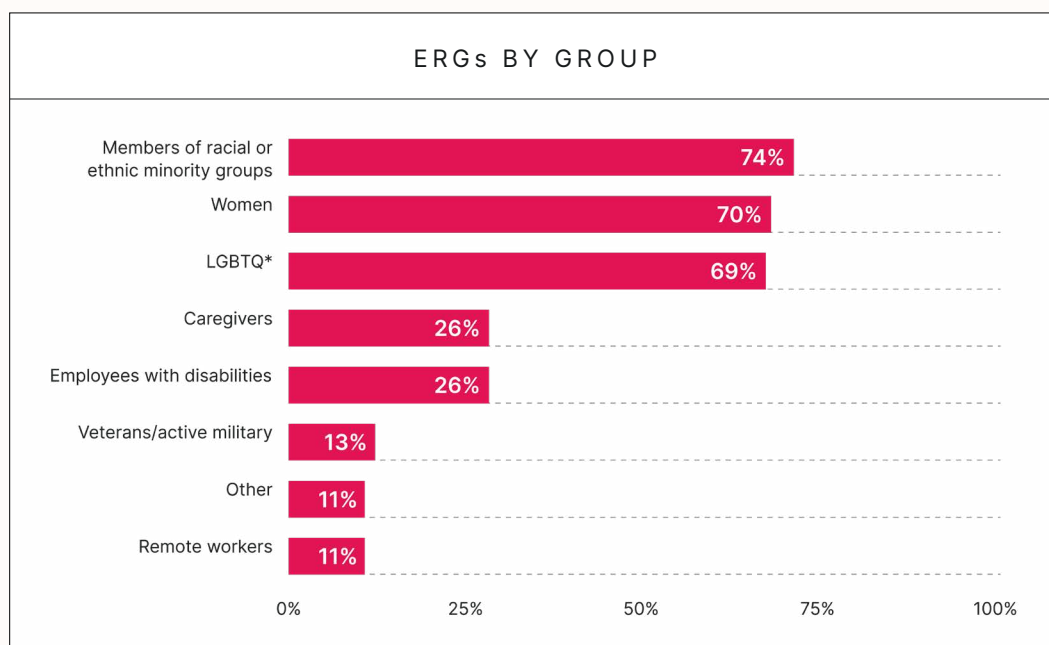


We also wanted to know which groups these ERGs served. Generally, the ERGs an organization creates are heavily influenced by the demographic representation within that organization's workforce. Three common groups emerged from the results, as reported by 140 organizations:

- Members of racial/ethnic minority groups (74%)
- Women (70%)
- Members of the LGBTQ\* community (69%)

The average number of ERGs per organization was three. Some of the other groups served by ERGs include early-career professionals, disabled employees, and those who speak English as a second language (ESL). Some organizations also reported groups for employees who care deeply about certain topics, such as body image and sustainability.

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## Takeaways

The most common groups that ERGs support are also the most common groups on which companies collect data. This relationship reinforces the importance of collecting data, because if you don't know who your employees are, you can't identify the individuals or groups who need additional community or support. To make sure you're not missing anyone, do an audit of the demographics you're collecting.

## Learning & development

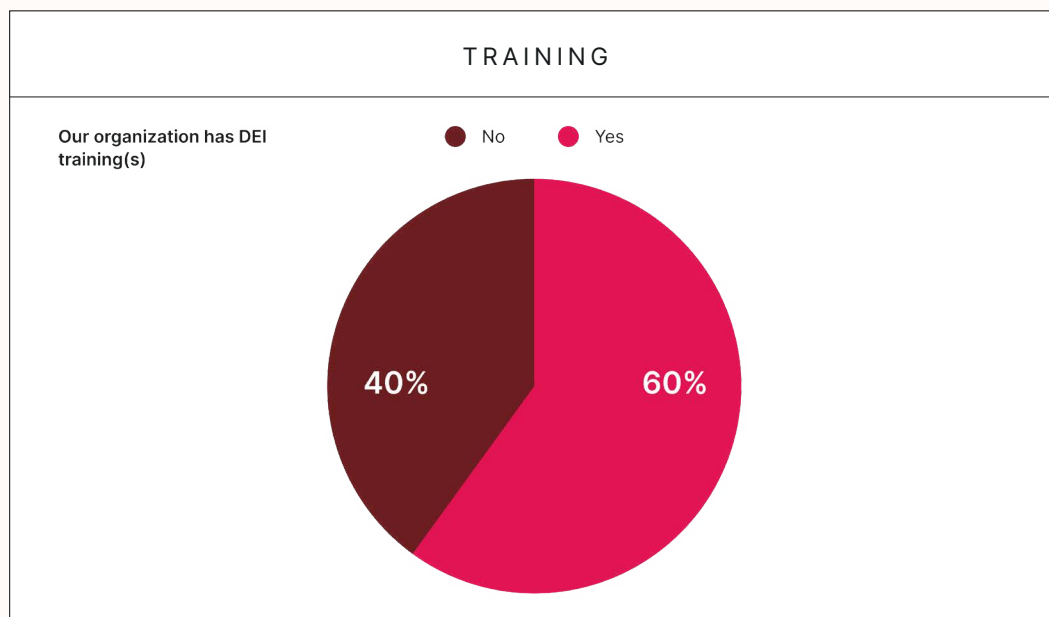
Inequity can exist in many forms, including access to pertinent information and training. It can also affect whether or not certain individuals or groups are provided with critical growth opportunities for career development. Employees who are fortunate enough to engage in these opportunities can reap the benefits, but systemic inequity blocks marginalized employees from accessing critical career growth opportunities. For that reason, organizations must ensure that individuals of all identities have pathways to professional growth. Below, we explore trends in DEI-related training and employee development in general.



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## Current approaches to DEI-related training are insufficient

First, we focused on DEI-related trainings. 60% of respondents said their company offered some form of DEI training. On average, these DEI training(s) were generally available to employees of all levels across the organization.



We found only a 6% difference between the rates of general DEI training (60%) and unconscious bias training (54%), specifically. This suggests unconscious bias training is the primary DEI-related training being offered to employees. If this hypothesis were true, organizations dedicated to building an inclusive culture will need to adjust their practices, as empirical support for unconscious bias training is limited, with some experts even suggesting that poorly-designed unconscious bias training can increase the likelihood of backlash from majority group employees.<sup>1</sup>

### Takeaways

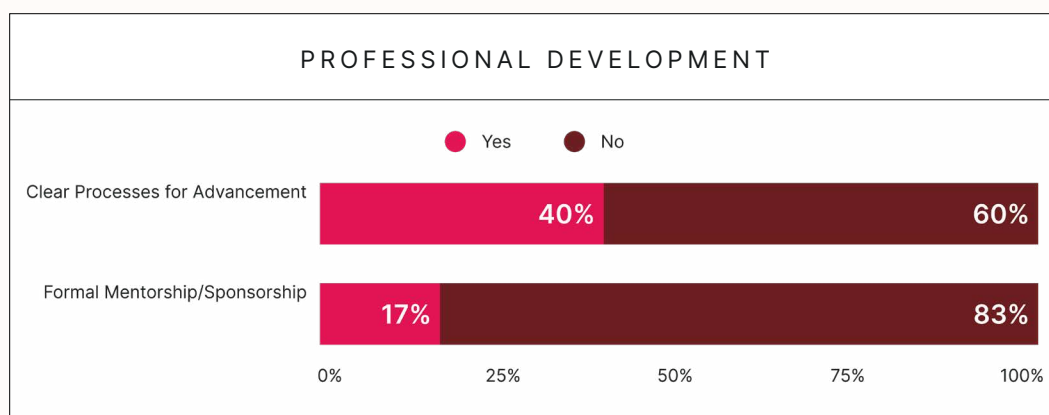
Learning & development is a continuous process, and a single DEI training is not sufficient to drive the change necessary to build a genuinely inclusive culture. Rather, organizations should offer an ongoing curriculum focused on DEI-related topics. A needs analysis is the best way to determine what training is required and identify target audiences.

1. <https://hbr.org/2016/01/diversity-policies-dont-help-women-or-minorities-and-they-make-white-men-feel-threatened>

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## Effective employee development requires clarity and transparency

Next, we examined various facets of employee growth and development. Only 40% of those surveyed responded that their company had clear processes in place for career advancement. This is not only demotivating for employees looking to grow within the company, but also results in less representation of historically marginalized groups within higher levels of an organization. Advancement decisions are often made inconsistently and subjectively without clearly defined processes, which ultimately favors employees from majority groups. Whether these inequities show up as favoritism, a “lower bar” for employees from privileged backgrounds, or simply greater access to mentorship and sponsorship, the absence of a clear promotion process can signal larger issues of inequity within an organization.



Beyond explicit career pathing and upward mobility, our survey also revealed that only 17% of respondents reported having a formal mentorship or sponsorship program for employees from underrepresented groups. Inequity can have a deep and compounding impact on an employee’s access to career support, so introducing intentional programs is one meaningful and effective<sup>1</sup> way to address the inequities faced by marginalized employees.

### Takeaways

Navigating employee development is hard even under ideal circumstances. Begin with clear development pathways, supported by a formal mentorship program. When employees have a third party – like a mentor or sponsor – to talk to about career growth, they often feel more comfortable and confident when talking about growth with their own managers.

1. <https://www.forbes.com/sites/nazbeheshti/2019/01/23/improve-workplace-culture-with-a-strong-mentoring-program/>

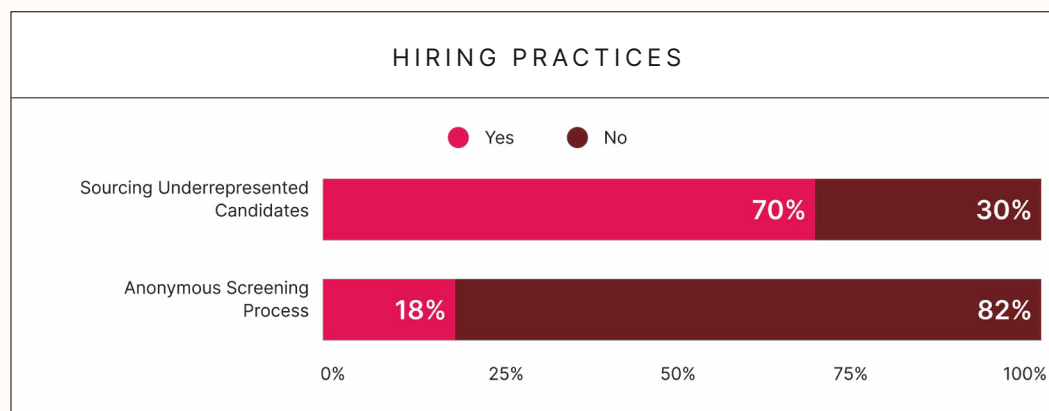
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## Talent management

Talent acquisition and management directly influence the demographic makeup of an organization. Who you attract and retain is often a reflection of your company culture and sends a salient message to both internal and external stakeholders. In this subsection, we unpack key DEI trends throughout the talent lifecycle.

### Hiring practices are becoming more equitable, but bias can still creep in

Improving the diversity of an organization requires intentional diversification of the candidate pipeline. This is because candidate sourcing often occurs through the same few channels or incumbent employee referrals. Consequently, the same type of people continue to get hired,<sup>1</sup> resulting in an increasingly homogenous workforce. In our independent survey, we asked if organizations implemented recruiting practices that explicitly included diverse sourcing of candidates. A majority (70%) reported that they had such a practice. While there's clearly still work to be done, this trend indicates that the workforce at large is moving toward more equitable talent acquisition practices.



However, even with intentional sourcing, candidates may be screened out for non-job relevant characteristics due to bias. Names, for example, convey information about a candidate that can subconsciously impact hiring decisions, such as gender, race/ethnicity, and religion.<sup>2</sup> One way to mitigate bias in hiring is by anonymizing the resume screening process. Despite the simplicity of this practice, only 18% of survey respondents admitted to having such a practice in place.

### Takeaways

Building a more balanced recruiting pipeline requires intentional effort. Move past just balanced sourcing to consider training, anonymized resume review, and setting diversity goals.

1. <https://hbr.org/2018/03/how-to-use-employee-referrals-without-giving-up-workplace-diversity>  
 2. <https://hbswk.hbs.edu/item/minorities-who-whiten-job-resumes-get-more-interviews>

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## Benefits

Benefits are a key element of an organization's employee value proposition (EVP)<sup>1</sup> and are important to both retention (the workforce you have) and attraction (the workforce you want). The types of benefits offered are often dependent on the workforce makeup and thus vary widely between organizations. To understand the role of DEI in employee benefits, we surveyed HR and DEI practitioners about the types of benefits their organizations offered and looked at how inclusive those offerings were.

### Inclusive benefits matter in a diversified workforce

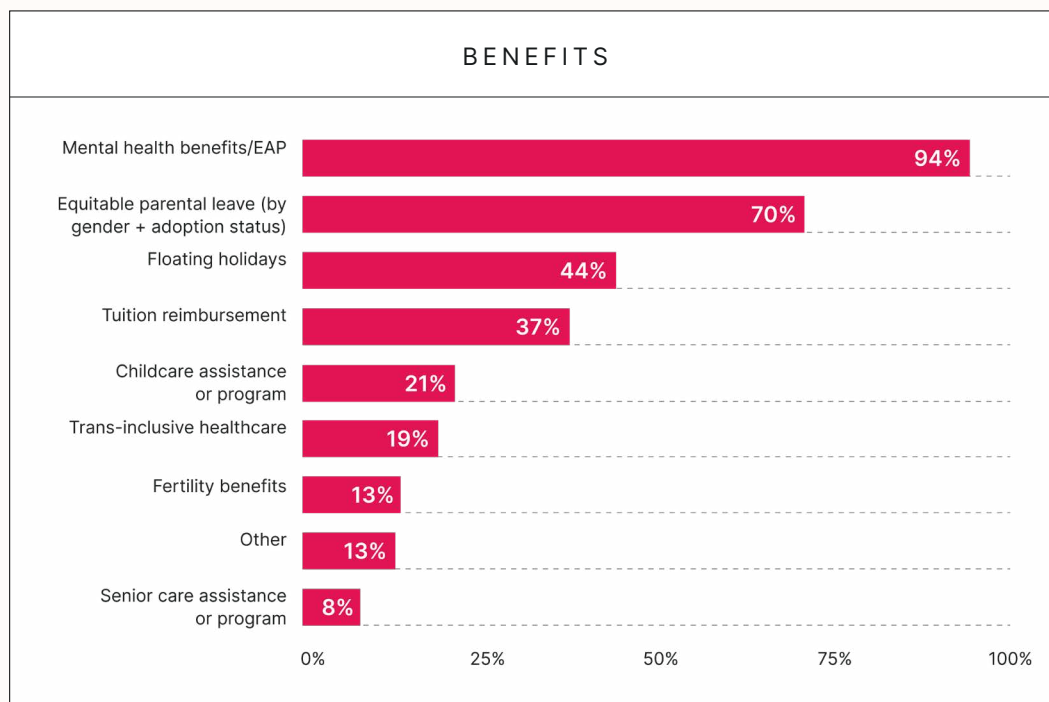
291 organizations reported on their benefits offerings. The most common benefit was mental health support or an employee assistance program (EAP), with 94% of respondents reporting such a program. The second most common benefit was equitable parental leave, which is defined as inclusive of gender and adoption/foster status (70%). These high rates are heartening and indicate that organizations are generally moving in the right direction on DEI.

However, given the increased importance of caregiving during the pandemic, we were surprised by the low prevalence of child care assistance (21%) and senior care assistance (8%). With increasing numbers of people working in a remote or hybrid environment, caregiving benefits are a huge opportunity for employers to step up and support their employees.

13% of companies also listed other benefits, which include flexible working, mental health leave, menstrual/menopause benefits, domestic violence leave, adoption-specific benefits, and professional development. These additional benefits suggest that some organizations are making a concerted effort to serve the needs of different segments of their workforce.

1. <https://www.cultureamp.com/blog/how-to-leverage-your-employer-brand-for-hiring-and-retention>

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## Takeaways

The pandemic has created a great shift in what employees are looking for and need from their work and organizations, especially in relation to mental health and caregiving. Take this opportunity to ask your employees about what benefits can best meet their changing needs.

## Communication

How an organization communicates to internal and external stakeholders can greatly influence perceptions of how effective their culture is in promoting DEI. We asked a series of questions to better understand what effective communication looks like.

### Organizations seem wary of making specific commitments

We started by looking at leadership because organizational change starts at the top. Generally, we find that when leaders send a clear and consistent message about an initiative like DEI and build it into existing strategic priorities, they are able to convey the value and importance of that initiative. A mission statement is one powerful way leaders can demonstrate their commitment to DEI. In our survey, 50% of organizations reported that they'd shared their DEI mission statement with employees, 10% said they haven't, and 40% do not have a DEI mission statement at all. This is a bit surprising, as the majority (60%) of organizations reported that senior leadership had communicated

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the importance of incorporating DEI best practices into work, and even more (63%) have hosted related employee discussions (e.g., round tables, town halls, focus groups, etc.). This suggests that although organizations are open to letting employees talk about DEI-related issues at work, they aren't necessarily ready to commit themselves to aligning the organization's actions or strategy with those discussions.

Next, we took a look at external communications. While internal communications are critical in creating an inclusive culture, external communications can have a significant influence on organizational and employer branding, customer satisfaction, and community relations. We found 47% of respondents have communicated their perspective on DEI to external stakeholders, while 29% have not. Interestingly, 23% reported not having a perspective on DEI. This suggests that there is still significant work to do when it comes to aligning organizational leaders on why DEI is so critical and determining what stance organizations want to take on DEI.

### Takeaways

Take the time to think through your organization's position on DEI and come up with a mission statement. When you have a draft that you feel ready to share with all stakeholders, be prepared to back it up with dedicated resourcing.

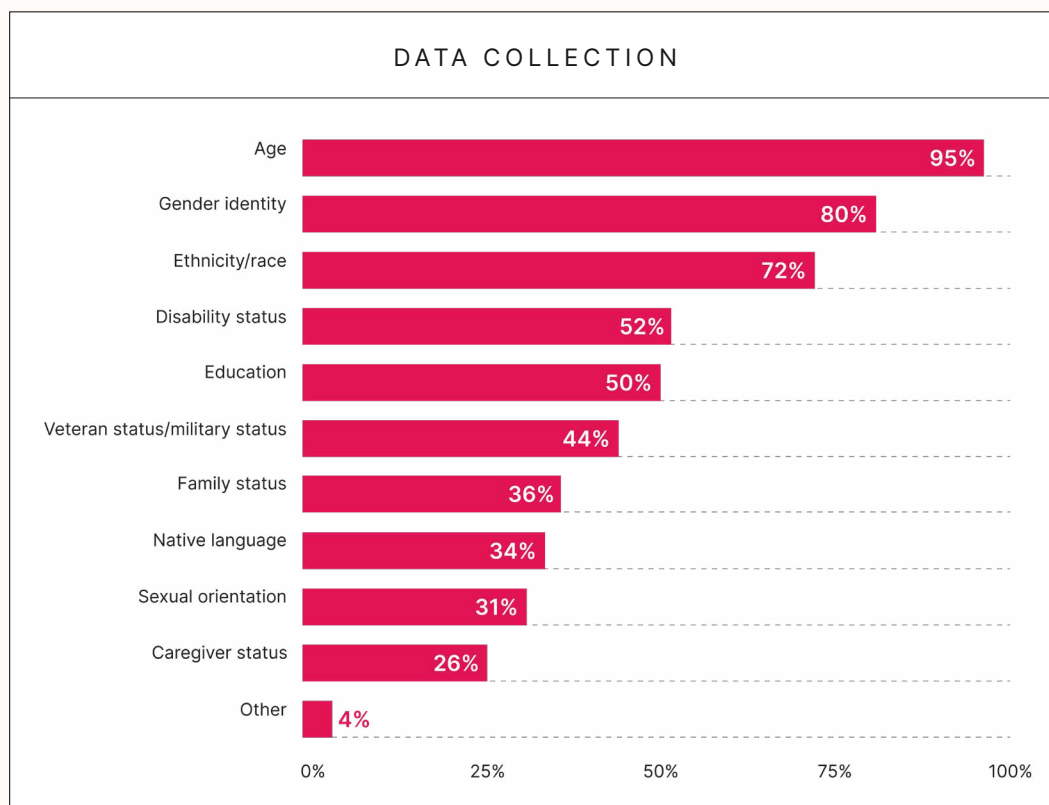
## Metrics & data

Collecting and tracking data is critical for understanding the demographic makeup of your workforce, measuring the progress of your DEI initiatives over time, and comparing your organization's DEI status with that of industry peers. In this subsection, we looked into how organizations are handling DEI-related metrics and data.

### Most organizations are collecting basic demographic data

83% of surveyed organizations reported that they collect demographic data from their employees, as allowed by local laws. We wanted to know which demographics they collected. Below are our findings from the 278 organizations that responded.

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The three most common demographics collected were age (95%), gender identity (80%), and ethnicity/race (72%). This suggests that although organizations are relatively comfortable asking about (commonly) visible aspects of identity, many are still not prepared to ask about often-invisible aspects such as disability status, sexual orientation, and native language.

### DEI-specific surveys are still relatively rare

DEI surveys are a rich source of employee feedback on organizational culture and the employee experience. 40% of the surveyed HR practitioners reported conducting at least one survey focused primarily on DEI, as opposed to a general engagement survey with inclusion questions added. As feedback is important for identifying disparities in the employee experience, this number seems particularly low.

### *Takeaways*

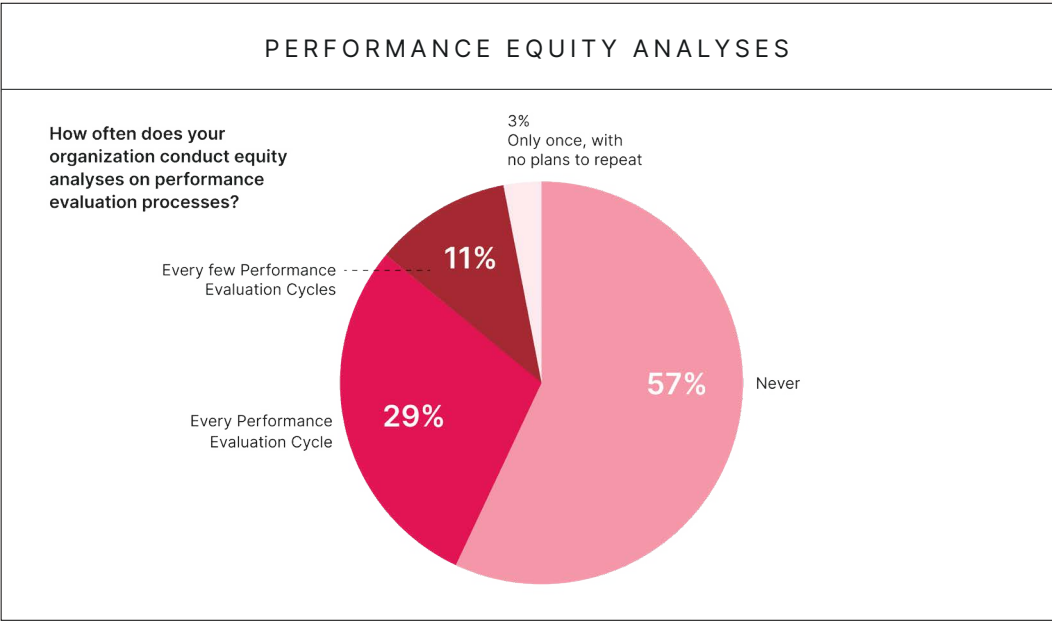
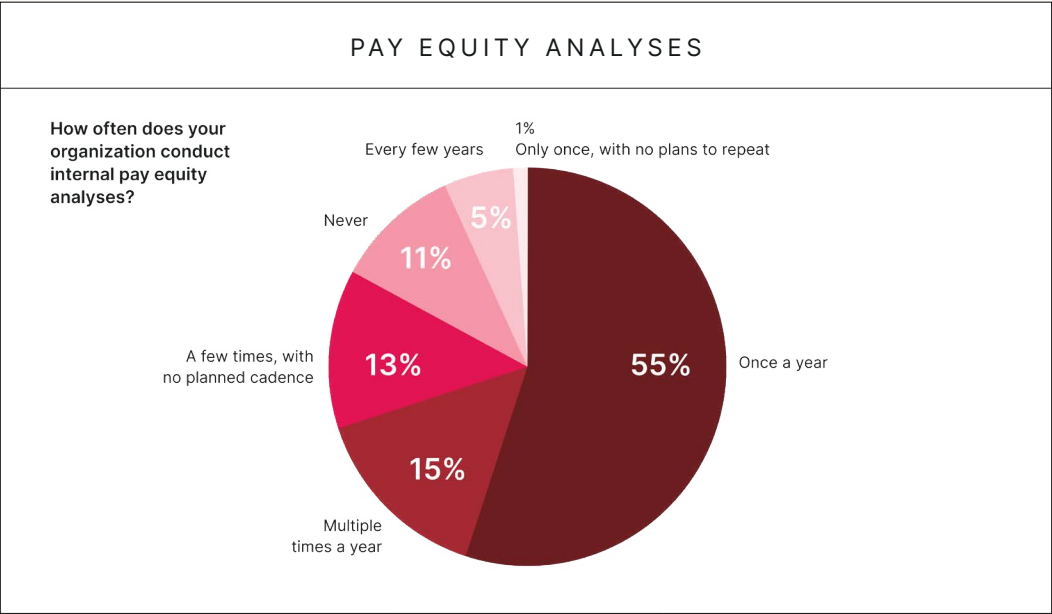
The only way to really understand the experience of employees is to ask them about it, and DEI-specific surveys are specifically designed to collect critical feedback on diversity, equity, and inclusion. These surveys can help you learn how employees identify themselves, how they feel about past and ongoing DEI initiatives, their perceptions of inclusion, and more.



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## Performance equity analyses are a key area of opportunity

Collecting demographic data and DEI survey feedback not only offers insight into the employee experience, but it’s also necessary for evaluating systems and processes to ensure equity in policies and practices for all employees. According to our research, organizations have predominantly focused on pay equity analyses, likely in response to the prevalence of identity-based pay gaps reported across all industries. We’ve found that 89% of organizations have conducted pay equity analyses at least once.



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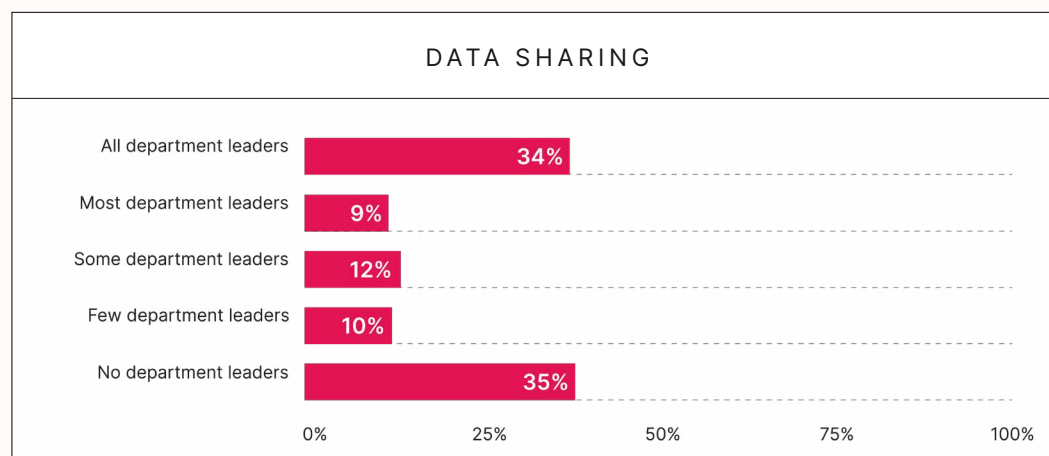
Given the close relationship between performance and pay, we also asked about the prevalence of performance equity analyses – a practice that can reveal disparities in equitable assessment that can further exacerbate (or hide) pay inequities. Only 43% of respondents reported conducting a performance equity analysis at least once. This is worrisome, because performance evaluations are a key determinant of pay – if you assess pay but not the processes that decide pay, you may end up treating the symptom rather than the problem. The good news is that companies that choose to implement performance equity analyses tend to do so at a more frequent cadence, with the most common answer being “every performance evaluation cycle” (29%).

## Takeaways

Are your performance policies working for you? Conducting an audit on your performance evaluation process is a key step in determining if your people systems are fair. It's even more important when implementing a new performance process, so you can ensure that your new system isn't reproducing old biases.

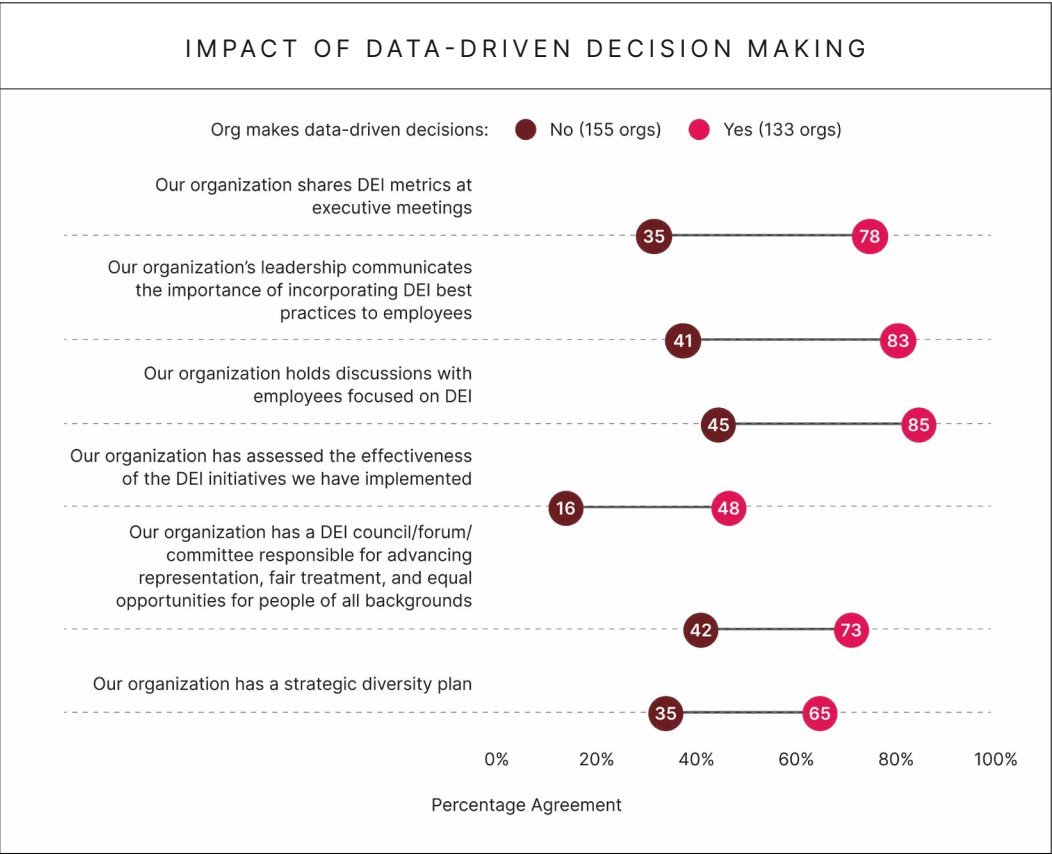
## Organizations aren't maximizing the impact of their DEI-related data

While organizations can collect all manner of DEI-related data, the most valuable part of this data is how it's being leveraged to transform systems and processes. This usually begins with communicating your findings to key stakeholders in the organization. In our survey, 56% of respondents reported that they share DEI metrics at executive meetings. However, only 34% share their DEI metrics with all leaders, including departmental leaders – a disappointingly low number given that a greater percentage of respondents (35%) reported that they don't share DEI-related data with any local leaders. While it's important to provide executive leaders with critical context for decision-making, local leadership shouldn't be left out, as they often have a greater impact on employees' day-to-day experience.



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Next, we investigated how DEI-related data is being used after it's shared with key stakeholders. Of 288 respondents, 45% reported using DEI data when making decisions that impact employees, which means the majority are not doing so.



Whether omitting DEI-related data when making decisions is intentional depends on factors such as the quality of the data collected and whether leaders know how to utilize the data to inform decision-making. However, there is clear evidence that “using DEI data” is indicative of the progress an organization is making in their DEI journey. The above chart shows how using DEI data in decision-making impacts other DEI practices.

As seen above, those who report using DEI data also report far greater levels of other crucial DEI practices, such as sharing data at executive meetings, having DEI discussions with employees, and having a strategic diversity plan.

### Takeaways

Using data drives better decision-making, and equitable decisions are not possible without data. Share data with relevant stakeholders to help inform their decisions.

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# Which actions are *impacting* DEI?

In the previous section, we examined what DEI actions are being taken by today's organizations. However, just because a certain initiative or action is common does not always mean it's effective – a reality that can make meaningful DEI progress difficult. However, because the HR and DEI practitioners we surveyed were also Culture Amp customers, we were able to connect their actions to actual outcomes (i.e., their DEI or employee engagement survey results).

In this section, we leveraged two types of analyses to identify the success of certain DEI actions. By comparing what practitioners told us they were doing ("Understanding the DEI landscape" survey) with how their employees told us they were feeling (employee experience survey data), we were able to uncover insights around which initiatives or activities maximize the impact of an organization's DEI efforts.

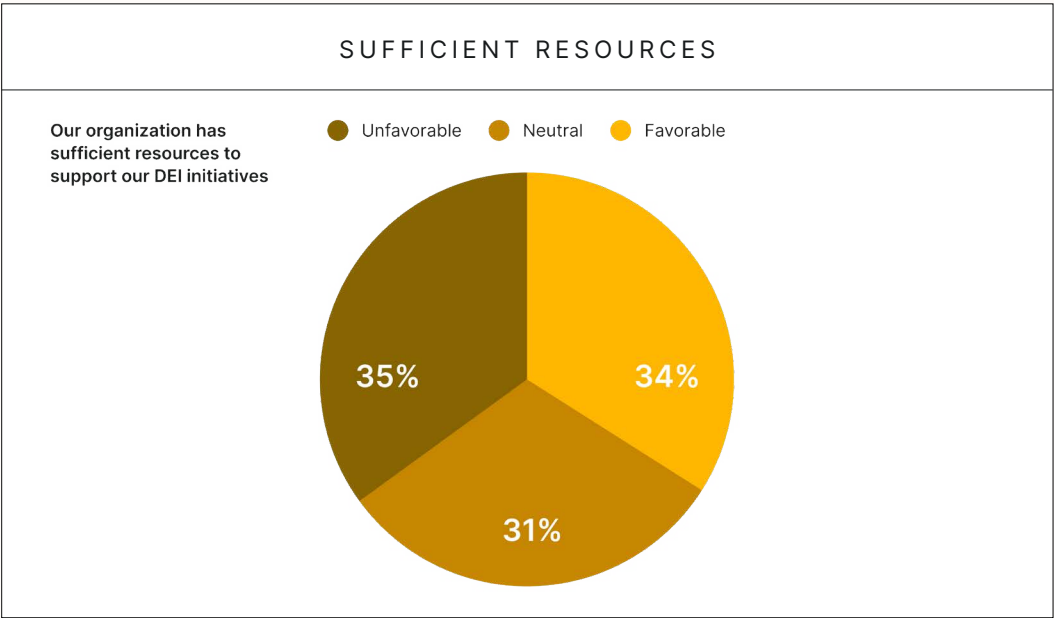
Jump to:

- Where do increased resources translate into impact?
  - Equity
  - Inclusion
- What is the impact of specific DEI initiatives?
  - Diversity
  - Equity
  - Inclusion
- Which initiatives lay the foundation for strategic DEI?

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# Where do increased resources translate into impact?

In general, we know that effective DEI programs aren't one-off events that borrow funds from tangentially related initiatives nor are they initiatives run by people forced to wear multiple hats. In other words, achieving equity and fostering inclusion requires dedicated and intentional financial investment. While we weren't able to measure the specific investments people are making (the dollar amount varies depending on company size and other factors), we did ask organizational DEI leaders whether they perceive adequate resourcing for their efforts.



Unfortunately, only 34% of respondents reported feeling that they have adequate resources, indicating that the majority of DEI practitioners feel under-equipped to perform their jobs. However, our data also shows that for those who do feel like they have sufficient resources, employee ratings of equity and inclusion are higher, which underscores the importance of making that intentional investment.

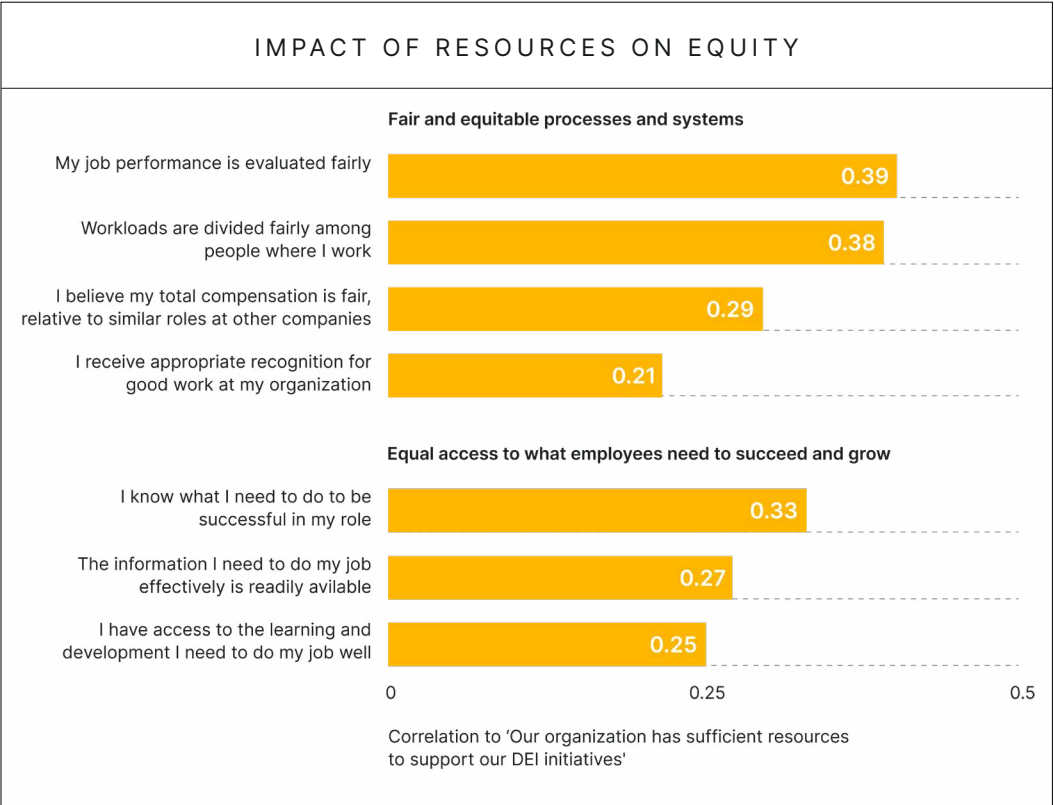
Where should organizations focus to maximize the impact of their DEI investment? Below, we use driver analysis<sup>1</sup> to examine which outcomes are most strongly correlated with adequate resourcing.

1. <https://www.cultureamp.com/blog/driver-analysis-employee-survey>

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Equity

Below, we performed driver analysis to see how increasing resources for DEI-related activities and initiatives impact equity-related outcomes. We found that increasing DEI investment in general leads to strong improvements in the following eight areas related to equitable systems, processes, and activities.



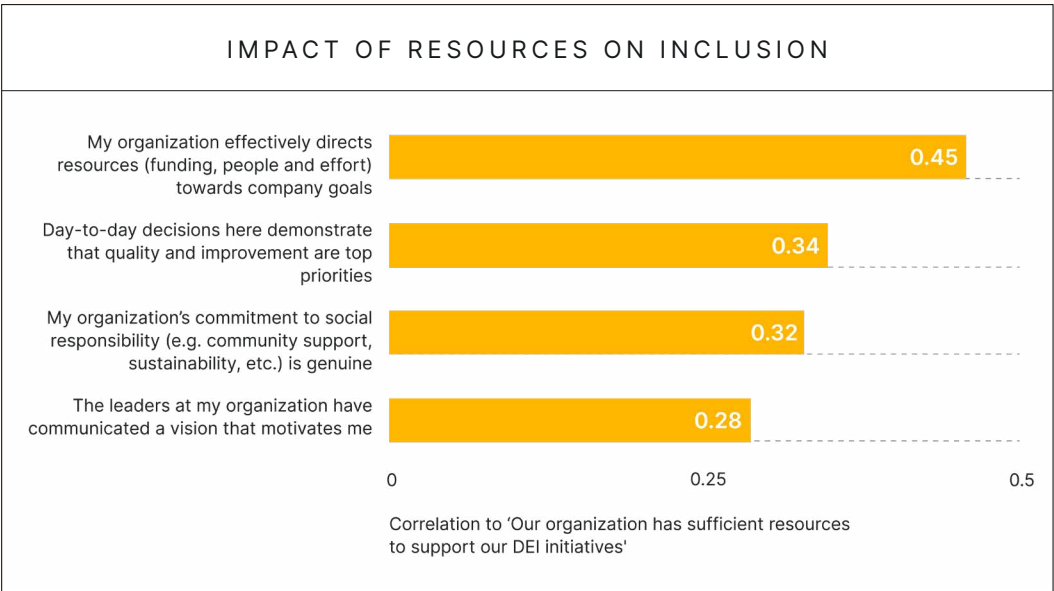
Putting the chart into words, you can see that increasing DEI resources is highly correlated with:

- Fair and equitable processes and systems**  
With increased resources, DEI leaders are able to focus on creating clear and consistent criteria for success across various processes like performance evaluation and workload distribution, as well as design systems that fairly recognize employees for their hard work both from a compensation and acknowledgement standpoint.
- Equal access to what employees need to succeed and grow**  
Dedicating resources to DEI allows organizations to provide greater access to all employees. In other words, there’s no need to be selective about who gets access to certain resources, learning and development opportunities, or information.

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Inclusion

Inclusion is the act of ensuring people feel like they are part of the group and afforded the same rights and opportunities. Although taking action in this space can feel less tangible, having the right resources can help organizations make measurable progress. Below, we performed driver analysis to see how increasing resources for DEI-related activities and initiatives impact inclusion-related outcomes. We found that increasing DEI investment in general leads to significant improvements in the following four areas related to inclusive systems, processes, and activities.



Putting the chart into words, you can see that increasing DEI resources is highly correlated with:

- Decision quality and inclusive decision-making**  
When an organization provides DEI leaders with adequate resources, it signals that the organization is more likely to listen to DEI leaders, collect DEI data, and incorporate insights about DEI into the decision-making process. As a result, employees have a greater sense of inclusion, as they feel like their thoughts and experiences are represented in the decision-making process.
- Sense of connection and purpose**  
All employees, regardless of role or background, need to feel a sense of belonging in order to feel included, whether that's through the company's vision or commitment to social responsibility. Increasing DEI resources makes it possible for DEI leaders to focus specifically on promoting this sense of connection among historically marginalized groups of employees, who are more likely to feel excluded or alienated. It also empowers DEI leaders to focus on ensuring that the vision and mission they are working towards is authentic and impactful enough to resonate with employees of all backgrounds.



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# What is the impact of specific DEI initiatives?

In the previous section, we used driver analysis to hone in on the impact of increasing DEI-related resources in general. In this section, we examine the impact of specific DEI initiatives in order to identify the ones that lead to the greatest improvements in DEI-related outcomes.

To accomplish this, we first used the results of our independent survey of DEI practitioners to identify which initiatives organizations were implementing. Then, we compared favorability scores (% who agreed or strongly agreed) between organizations that have that initiative in place, and organizations that don't. For this report, we pulled out the most impactful initiatives (i.e., had the greatest difference in outcomes between the two groups).

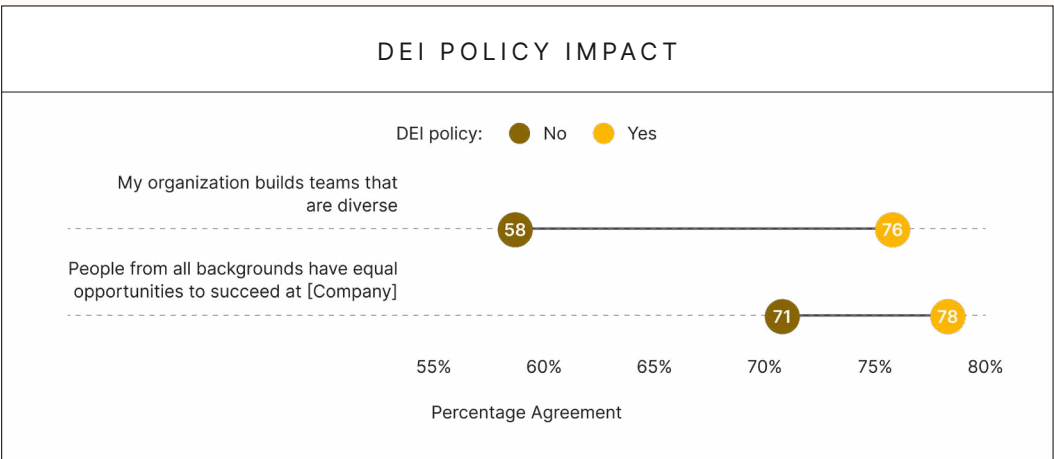
## Diversity

Increasing representation is a key goal of DEI work and demonstrates to employees that the organization genuinely prioritizes having a diverse workforce. Here's what we found were the most effective ways to promote diversity:

- Having a **DEI policy**
- Having a **strategic DEI plan**
- Using **DEI data** to make decisions

### Having a DEI policy correlates with more diverse representation

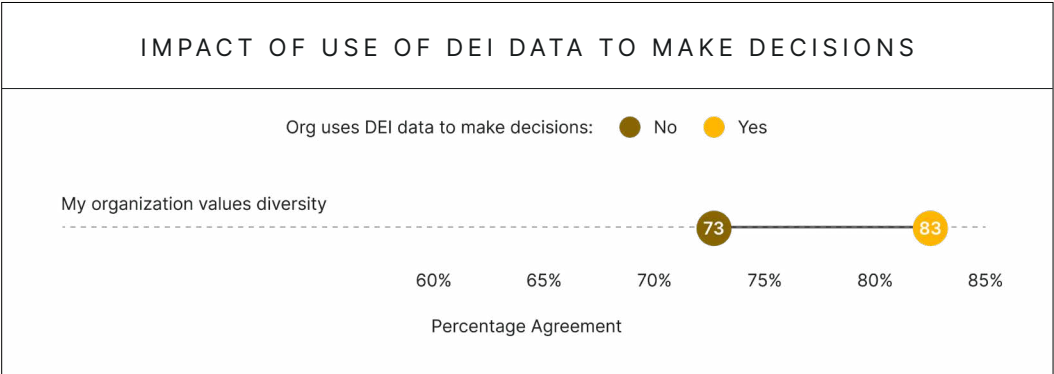
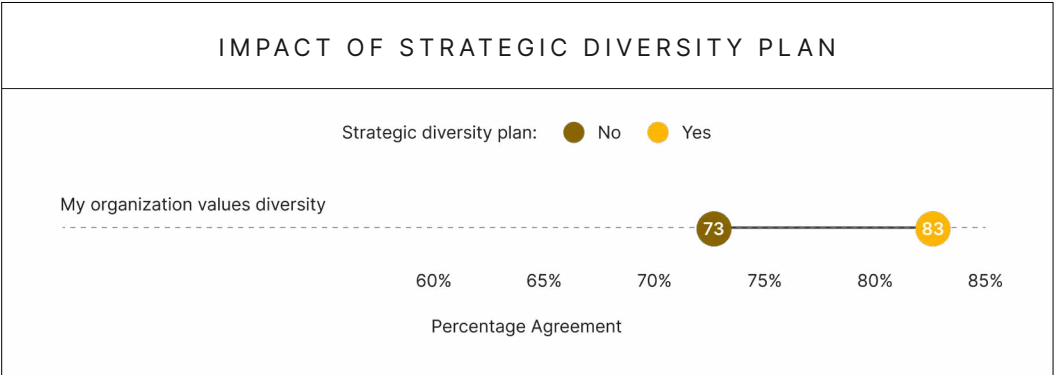
As depicted below, organizations with a [DEI policy](#) score more favorably than those without one for the statements, “My organization builds teams that are diverse” and “People from all backgrounds have equal opportunities to succeed.” The first statement measures diversity and representation in general, while the second is related to improving representation at higher levels in the organization.



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Perceptions of diversity are influenced by having a strategic diversity plan and using DEI data

As illustrated below, employees who work at organizations with a [strategic diversity plan](#) and use [DEI data](#) to make decisions have better perceptions of diversity at their company, as measured by the statement, “My organization values diversity.” This makes sense because having a strategic diversity plan and using DEI data to drive decision-making are two concrete ways companies can build a more representative workforce. It also signals that leadership is committed to making informed decisions on supporting individual differences and potentially addressing systemic challenges to diversity in their organization.



Equity

When we talk about improving equity throughout the organization, we are focused on creating transparency, increasing fairness, and promoting access. Looking into the data, here’s what we found improves equity-related outcomes at organizations:

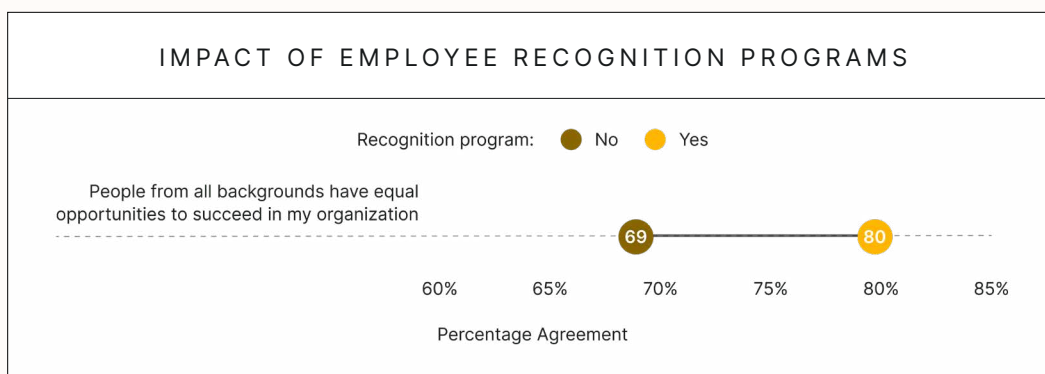
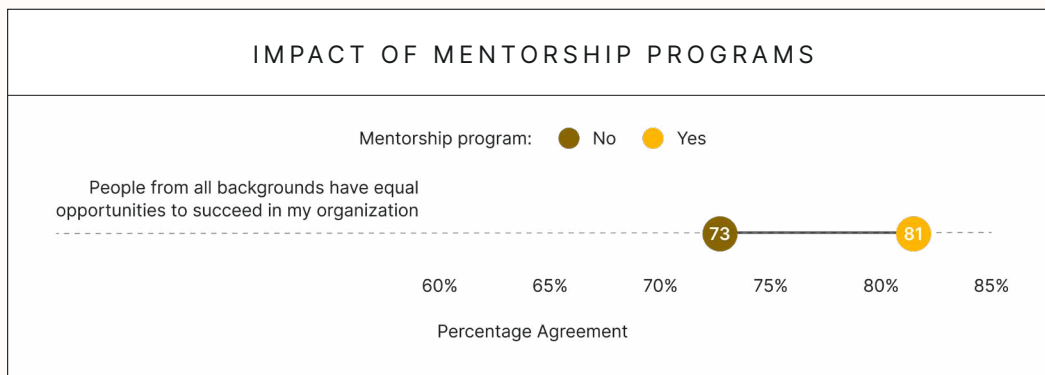
- Implementing **employee recognition programs**
- Having formal **mentorship and sponsorship programs**
- Creating clear **career advancement processes**

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- Offering **DEI training**
- Establishing a **DEI council, forum, or committee**
- Explicitly **sourcing underrepresented talent**

### Recognition and formal mentorship can help equalize access to opportunity

Our data indicates that [employee recognition programs](#) and [formal mentorship/sponsorship programs](#) play a meaningful role in equalizing access to opportunities. Companies who report having such programs in place scored higher than those who reported they don't.



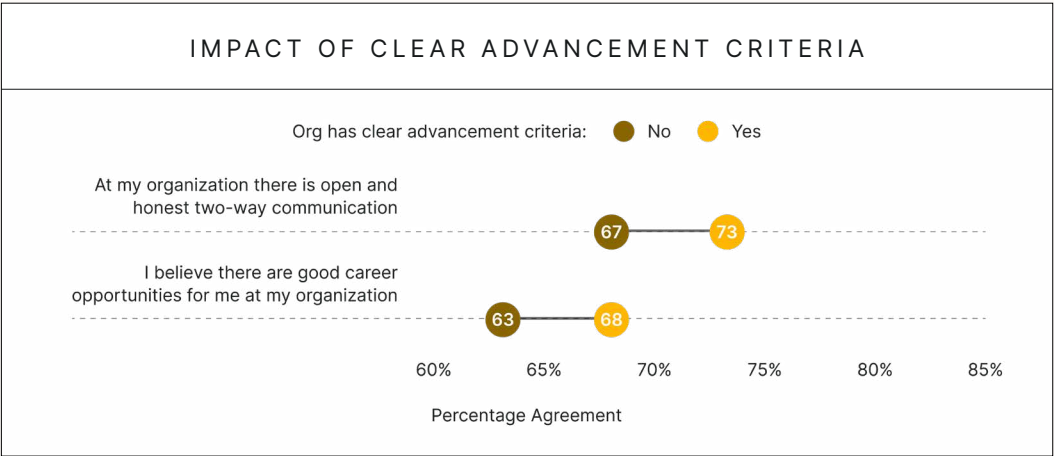
For employees from underrepresented groups, formal mentorship or sponsorship programs are helpful, because they often provide greater transparency around the criteria and process for advancement. These programs also provide additional guidance and advocacy for employees who typically go unacknowledged, particularly in growth and promotion conversations. That's why it's not surprising that organizations with these programs are 8% more likely to believe that people from all backgrounds have equal opportunities to succeed.

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Although not DEI-specific, the existence of an employee recognition program also influences employees’ perceptions of equal opportunities for success. This is likely because performance and recognition go hand-in-hand – employees are unlikely to believe that opportunities are equally accessible if people can’t see others like them being equitably recognized for their successes. The data validates this, as organizations with an employee recognition program scored 11% higher than those without one.

### Clear career advancement processes are essential for equitable growth

In general, we know that employees are most likely to believe that all people have equal opportunities to advance and advocate for themselves when processes are transparent and easily accessible.



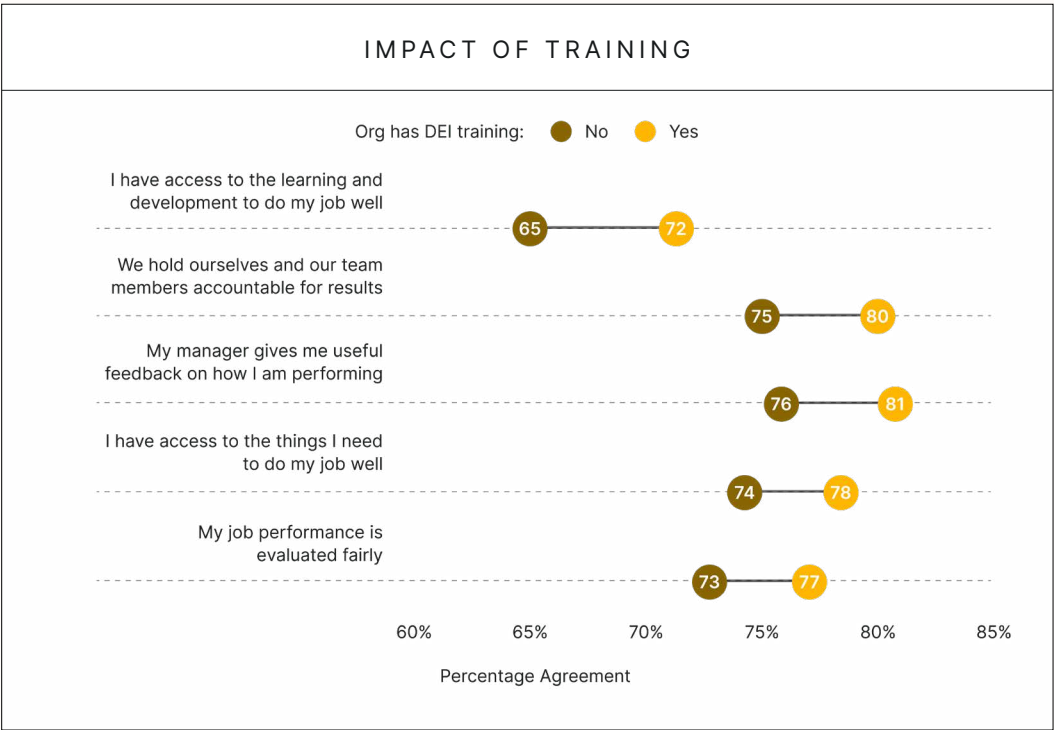
The statement, “At my organization there is open and honest two-way communication,” is used to assess transparency, honesty, and openness in general. We found that companies with [clear processes for career advancement](#) scored 6% higher for this statement than those without them. This aligns with the idea that it is important for there to be transparent processes and honest conversations around an employee’s current contributions and potential to advance. For example, are employees able to engage in an open dialogue with their manager? Are employees clear on what it takes to get to the next level, and have they received feedback on whether they are demonstrating those things? If they aren’t, it may be difficult for employees to discuss their career ambitions, promotion criteria, or what success looks like in their role.

The second statement regarding career opportunities measures not only whether employees are aware of opportunities but whether they feel like they can access them. Clear processes for career advancement are intrinsically a part of this equation because they outline potential career paths and create a framework for pursuing those opportunities. Unsurprisingly, we found that companies with clear advancement processes scored more favorably (+5%) than companies without clear processes.

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## DEI training can help managers learn to foster equity

Does holding [DEI training](#) actually mitigate inequities in the employee experience? Below, we compare survey results of employees working at companies that offer DEI training with those that don't. Overall, we found that employees working at companies that offer DEI training feel significantly more positively about their opportunities for growth.



There are several components to this analysis. What we can understand is that companies that make DEI training available also have employees who are more likely to:

- Have access to what they need to do their jobs well
- Feel like their job performance is evaluated fairly
- Receive useful feedback on performance
- Work in a team that cares about accountability

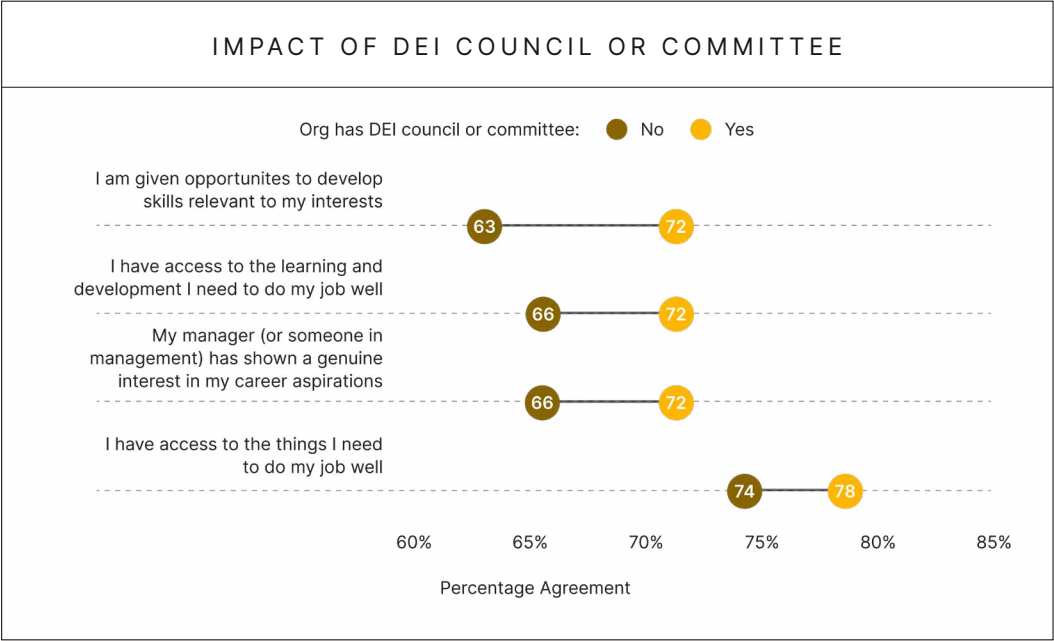
This suggests that offering well-designed DEI training to managers and leaders can equip them with the knowledge they need to provide their direct reports and the broader organization with the help, environment, resources, and access they need to thrive.

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Having a DEI council or committee translates to more equitable processes

Our data indicates that companies with a [DEI council, forum, or committee](#) score more favorably for statements related to fair access and growth than those that do not have one.

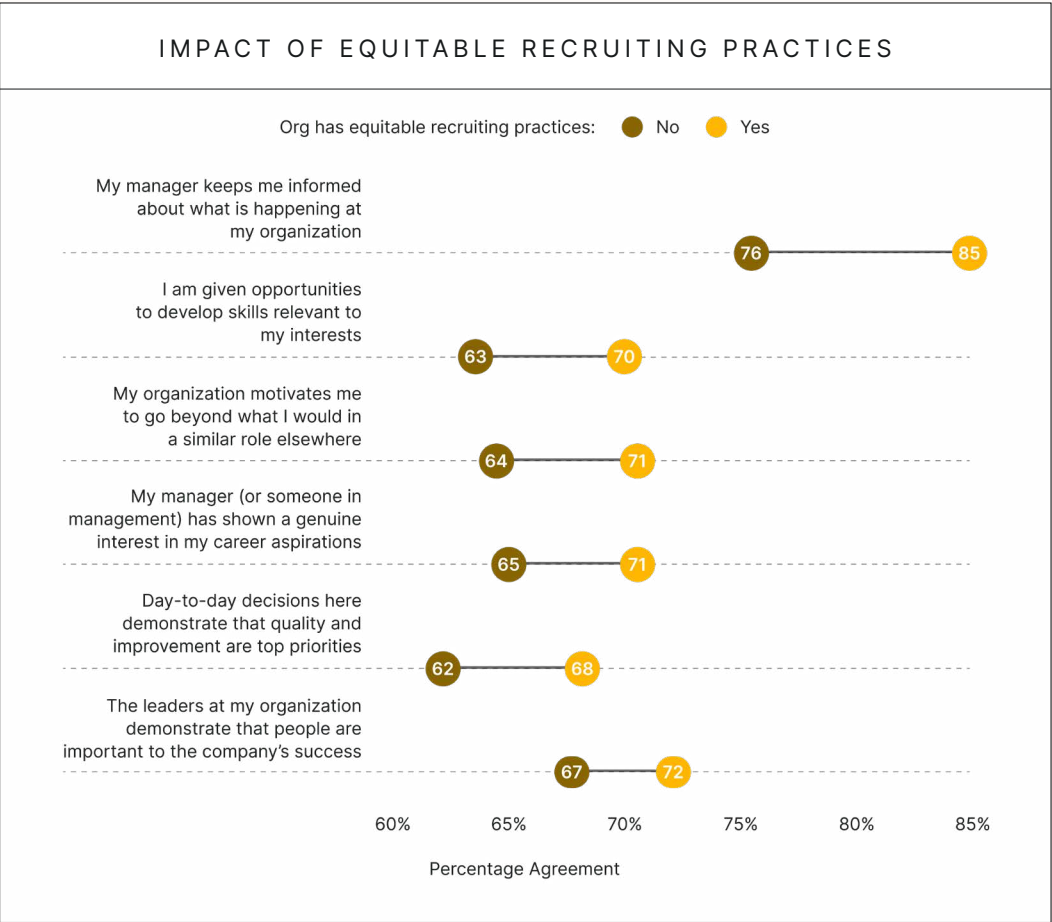
The results validate the importance of creating specific roles, responsibilities, and accountabilities around advancing DEI, rather than treating DEI as an add-on or afterthought. Putting together a DEI council or committee creates the space for targeted (and likely more effective) discussions and investments to ensure all employees have equitable opportunities for impact and growth.



Diversifying talent pipelines positively impacts motivation, transparency, and decision-making

Sourcing underrepresented candidates happens not just externally but also internally. This is an important point to keep in mind, as organizations often overlook current talent, especially those from marginalized groups who are frequently less recognized and serve in less visible roles. Our data also shows that sourcing a varied and diverse set of talent for open roles can make a positive impact on motivation, transparency, decision-making, and more.

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We found that organizations with equitable recruiting practices score more highly for development opportunities (+7%), manager investment in employee development (+6%), and keeping employees informed about opportunities and other changes (+9%). These increased scores can be partially attributed to the fact that these organizations also likely focus on internal advancement and invest in employee development and manager upskilling.

Additionally, investing in intentional and equitable recruiting practices signals to employees that leadership genuinely cares about their people on top of improving representation. As a result, organizations that diversify their talent pipelines experience higher employee motivation (+7%), perceptions of day-to-day decision-making quality (+4%), and experience with leadership demonstrating that people are important to the company’s success (+5%).

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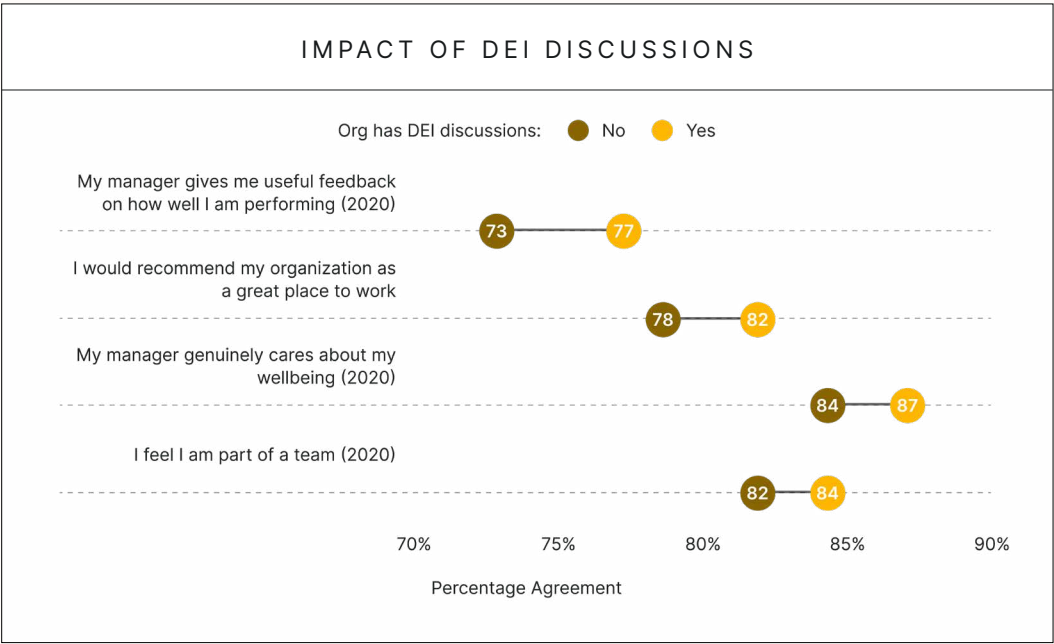
## Inclusion

Initiatives focused on inclusion support the relational aspect of work, which is defined as the interpersonal dynamics, social connections, and shared interactions with colleagues in the workplace. This includes the extent to which employees feel that they are a part of the organization, have a voice, experience positive manager interactions that support psychological safety, and more. Here are the specific initiatives that we found most impact inclusion-related outcomes:

- Holding **DEI-focused discussions**
- Conducting **DEI-specific surveys**
- Organizing **DEI events**
- Engaging with **external consultants or thought leaders**

### DEI-focused discussion promotes a sense of belonging and psychological safety

As depicted in the graph below, engaging in open dialogue on DEI – whether through town halls, surveys, focus groups, and/or external communications – has a slightly positive impact on the employee experience.



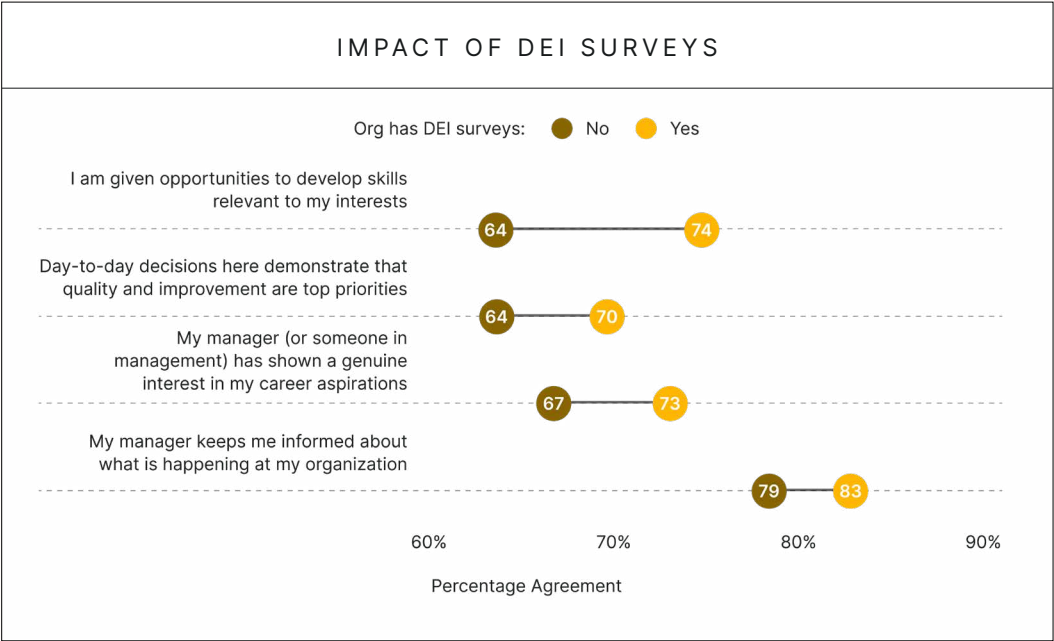


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In general, employees that belong to companies that hold [DEI discussions](#) feel slightly more positively about their role in the team (+2%) and the organization (+4%). They also respond more positively to questions related to their relationship with their manager. This suggests that holding round tables or town halls about DEI can give managers the context they need to promote a sense of belonging, trust, and psychological safety, but that these discussions alone will not significantly impact overall inclusion.

**DEI-specific surveys are more effective at fostering inclusion than general engagement surveys**

The majority of organizations we surveyed do not administer [DEI-specific surveys](#). We investigated whether organizations that hold DEI-specific surveys experience better outcomes than companies who conduct an engagement survey with just a few DEI questions. It’s important to note that all surveys can be used for DEI purposes if survey responses are examined by demographic group. However, to make the most significant impact, consider supplementing your feedback strategy with a focused DEI survey.

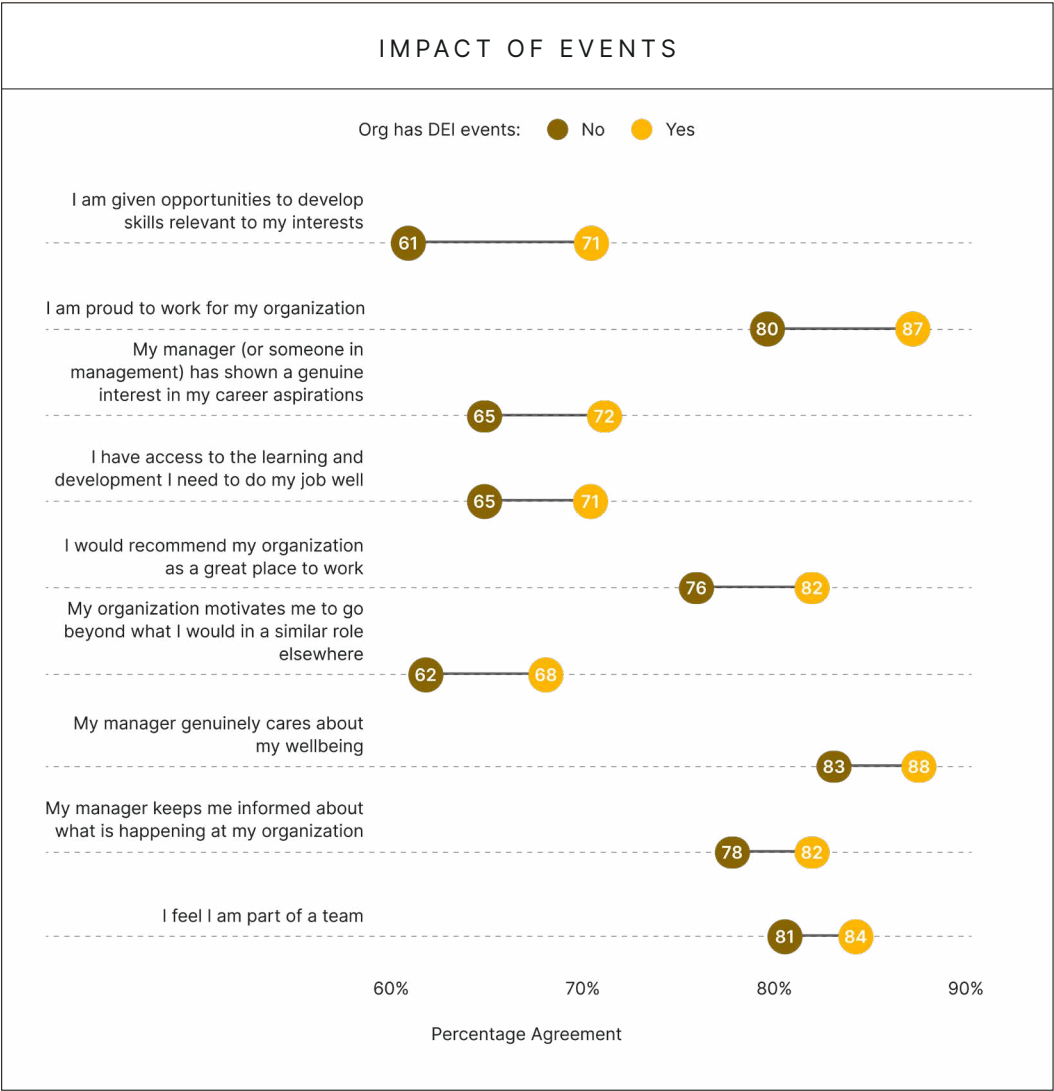


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The data suggests that employees who have taken a DEI-specific survey feel more positively about decision quality, growth opportunities, and their relationships with their manager and others in the organization. Organizations that choose to conduct a DEI survey are typically further along in their journey; they are also more intentional about communicating DEI as a priority and are thus more proactive about incorporating DEI into their decision-making processes (+6%), creating opportunities for all employees (+10%), and encouraging a positive relationship between managers and their direct reports (+6% for genuine interest in career aspirations, +4% for being informed).

Organizing DEI events demonstrably contributes to an inclusive work environment

As noted in section two, we did not dig into the types of [DEI events](#) organizations were holding. Nonetheless, our data clearly reveals that holding DEI events results in more favorable outcomes across multiple dimensions.



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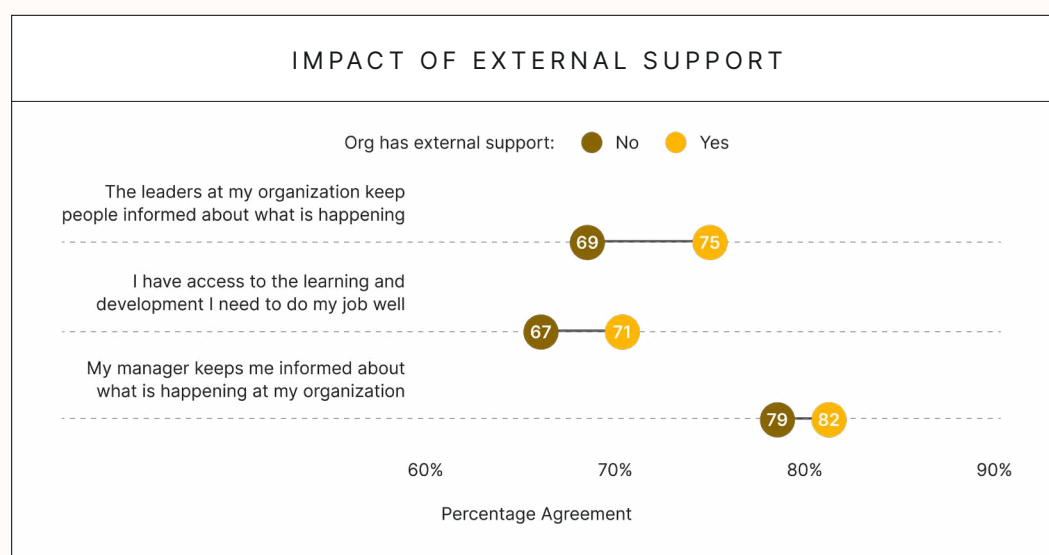
As seen in the graph above, employees who belong to organizations that organize DEI events responded more positively for the following key outcomes:

- **Motivation** (+6%)
- **Access to opportunities** (+10% for skills related to interests, +6% for learning and development)
- **Pride** (+7% for being proud to work at the organization, +6% for recommending the organization)
- **Belonging** (+3% for feeling part of the team)
- **Manager relationship** (+7% for wellbeing, +4% for staying informed)

One explanation for why DEI events can be impactful is because they are widely publicized internally. Holding event may also raise employee expectations that organizations will take DEI seriously and follow through on their commitments. These dedicated events can also create the space for employees to share their experiences, engage in perspective taking, and learn more about how the company is investing in creating an inclusive environment. Overall, this demonstrates that holding DEI events can elevate the employee experience for employees across career levels and from different backgrounds.

### External consultants and thought leaders bring clear value

In many cases, it can be difficult for organizations to, for example, effectively interpret their DEI data to guide decision-making. In these cases, enlisting the help of DEI thought partners and consultants has proven valuable for organizations that leverage them.



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DEI consultants and thought partners are equipped to assess the entire landscape of the organization, lay out a strategic diversity plan, guide change management strategy, and design effective communications. As part of the work done to increase inclusion and create buy-in, consultants partner with leaders and managers to ensure alignment around the DEI vision and what it will take to achieve it. This enables more effective communication and increased access to information about what changes employees can expect. This is validated by the increases we see above with managers (+3%), and especially leaders, when it comes to keeping people informed (+6%).

In addition to opening the lines of communication, DEI partners and consultants are able to identify opportunities when it comes to development and appropriate training (+4%). In turn, we see the positive impact of access to learning and development opportunities on areas like growth and knowledge-sharing (particularly across groups that are usually left out), as well as from the DEI perspective (in terms of unlearning biases and promoting a more inclusive workplace dynamic).

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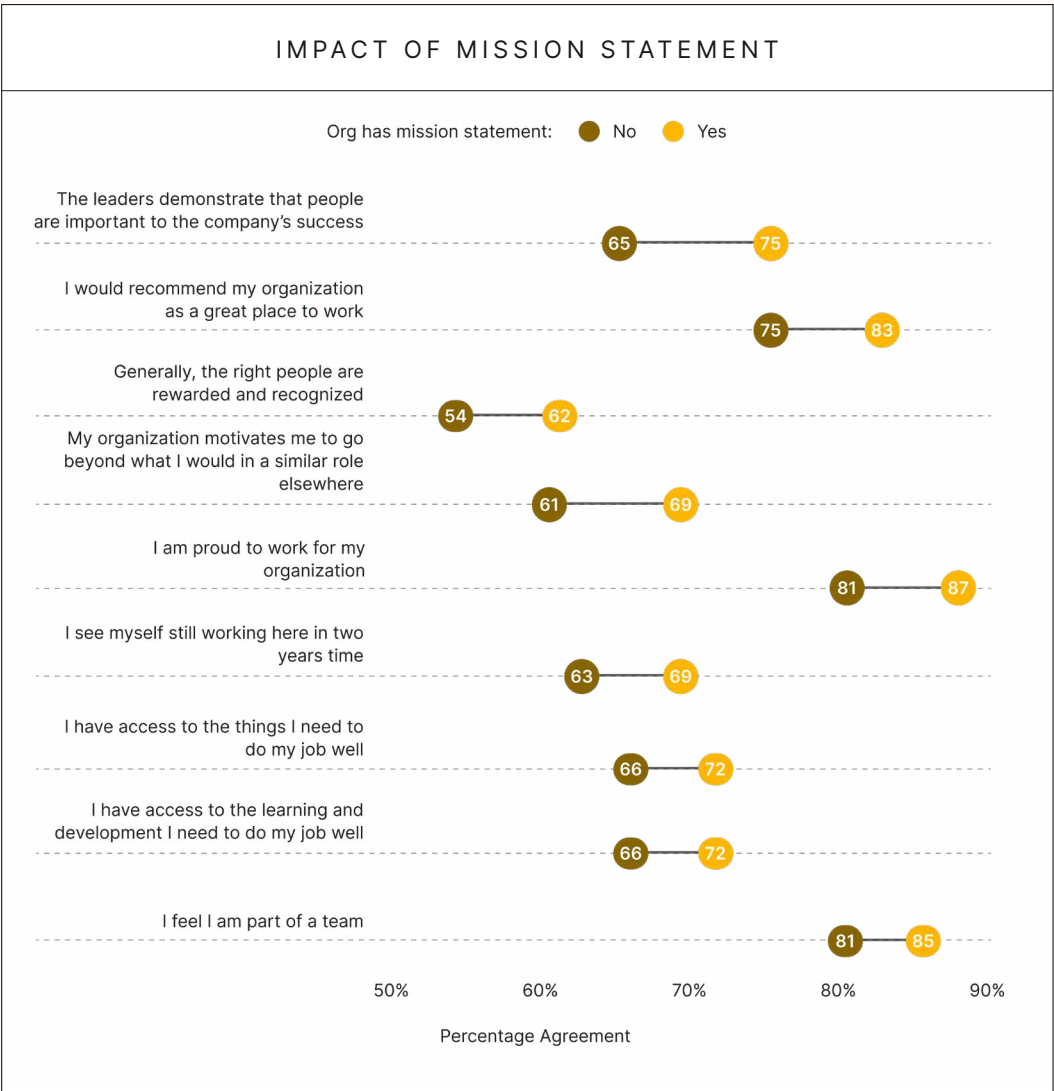
# Which initiatives lay the foundation for strategic DEI?

Beyond the specific impact of the various initiatives we have discussed, we also found activities that provide the foundation for the general DEI strategy. Our data indicates the following initiatives help serve as the underlying support for your other DEI initiatives:

- Having a **DEI mission statement**
- Establishing and supporting **employee resource groups**

## A DEI mission statement can be a motivating force

Having a [DEI mission statement](#) communicates to employees that DEI is a priority and sets a vision to which individuals can align their actions.

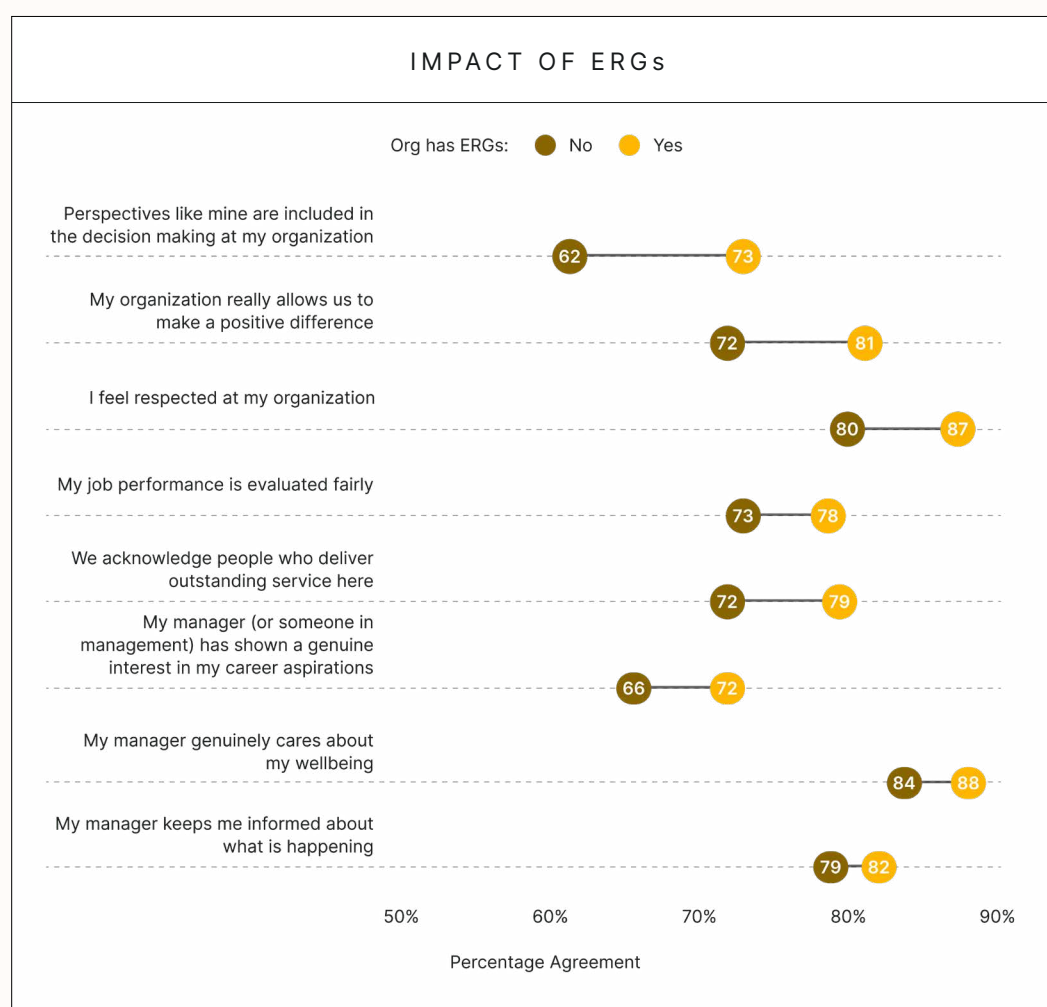


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As illustrated above, a mission statement not only unites employees under a broader purpose but also provides clarity and direction that helps people turn commitment into action. Moreover, creating a DEI mission statement signals that the organization is striving to put people first, that people are critical to the organization, and that it truly values fostering inclusion and fairness in the workplace. This, in turn, impacts an employee's willingness to go above and beyond in their commitment to the organization.

## Employee resource groups foster connection and belonging

Beyond having dedicated DEI leaders, it's important to create community and connection for marginalized employees. This can be accomplished through [employee resource groups](#) (ERGs). Below, you can see that organizations with at least one ERG score more favorably across voice, inclusion, equity, and manager relationships.



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The data above reflects how ERGs create a space for employees to feel included in decisions, build confidence, and empower themselves to make greater impacts across different areas of the organization. Employees whose organizations have ERGs were more likely to feel that their perspectives were included in decision-making (+11%), they could make a positive impact (+9%), and they are respected at work (+7%) – all of which are critical for feeling like you belong and that you’re valued.

Additionally, ERGs can help managers understand the needs of their direct reports, who may come from a variety of backgrounds. This equips them to better support their team and engage in genuine conversations, which is reflected in the increased scores for managers showing an interest in employee career aspirations (+6%), caring about employee wellbeing (+4%), and keeping employees informed (+3%).

Last but not least, ERGs increase the likelihood that performance is evaluated fairly and recognized properly. This is because most ERGs are intended to elevate individuals that often are overlooked and ensure that the processes they experience at work are fair and do not disadvantage them.

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# Looking *forward*

In this report, we've helped uncover the major trends in DEI and what actions lead to the greatest progress for organizations. By looking at various aspects of DEI programming and comparing them with real employee experience data, we've been able to provide insight into the strategies that work to promote real change. We hope this will help companies prioritize the initiatives that make the greatest impact for underrepresented and historically marginalized groups.

These insights can inform budgeting and resource discussions, strategic planning, change management, and tactical execution of DEI programs. We acknowledge that the trends discussed are truly broad and that the challenges and opportunities to building equitable representation and experience are unique to each organization. Therefore, we recommend that companies looking to make progress use this data in conjunction with a thoughtful employee listening strategy that enables them to gain a deep understanding of their employees' unique experiences.



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## Employee experience survey data

### Organizational demographics

	SURVEY YEAR (2020)	SURVEY YEAR (2021 H1)
ORGANIZATIONS	2,624	2,113

### Respondent demographics

	SURVEY YEAR (2020)	SURVEY YEAR (2021 H1)
RESPONDENTS	1,612,853	1,152,346

REGION	2020	2021 H1
Asia	6%	13%
Central America	<1%	<1%
Europe	17%	20%
MEA	2%	2%
North America	48%	56%
Oceania	25%	7%
South America	1%	1%

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GENDER	2020	2021 H1
Female	46%	45%
Male	54%	55%
Non-binary	<1%	<1%

AGE	2020	2021 H1
<18	3%	3%
18-24	10%	9%
25-34	36%	36%
35-44	25%	26%
45-54	16%	16%
55-64	8%	8%
>65	2%	2%

TENURE	2020	2021 H1
Less than 6 months	12%	13%
6 months to less than 1 year	14%	10%
1 to less than 2 years	20%	19%
2 to less than 4 years	20%	23%
4 to less than 6 years	10%	11%
6 to 10 years	10%	11%
Greater than 10 years	13%	14%

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LGBTQ* STATUS	2020	2021 H1
Yes	13%	10%
No	87%	90%

DISABILITY STATUS	2020	2021 H1
Yes	6%	7%
No	94%	93%

RACE/ETHNICITY	2020	2021 H1
Asian	14%	15%
Black or African	9%	8%
Hispanic or Latinx	8%	8%
Indigenous	<1%	<1%
Middle Eastern	<1%	<1%
Pacific Islander	<1%	<1%
White or European	64%	64%
Multiracial	4%	4%

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## Understanding the DEI landscape survey data

### Organizational demographics

Most of our responding organizations are in the new tech, professional services, and non-profit industries, have been in operation for over 10 years, are currently growing in size, and have hybrid work arrangements.

Here is a breakdown of the key characteristics of organizations who responded to the survey:

INDUSTRY	PERCENT
New tech	31%
Professional services	16%
Non-profits	10%
Construction & heavy industry	8%
Creative & media	6%
Healthcare	5%

ORGANIZATION SIZE	PERCENT
0-100	24%
100-200	18%
200-500	22%
500-1,000	15%
1,000-5,000	18%
>5,000	4%

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GROWTH STATUS	PERCENT
Growing	74%
Stable	21%
Rightsizing	5%

WORK ARRANGEMENTS	PERCENT
Fully remote	12%
Hybrid	78%
In-person	9%

OPERATIONAL REGION	PERCENT
APAC only	20%
EMEA only	6%
North America only	30%
Multiple regions	44%

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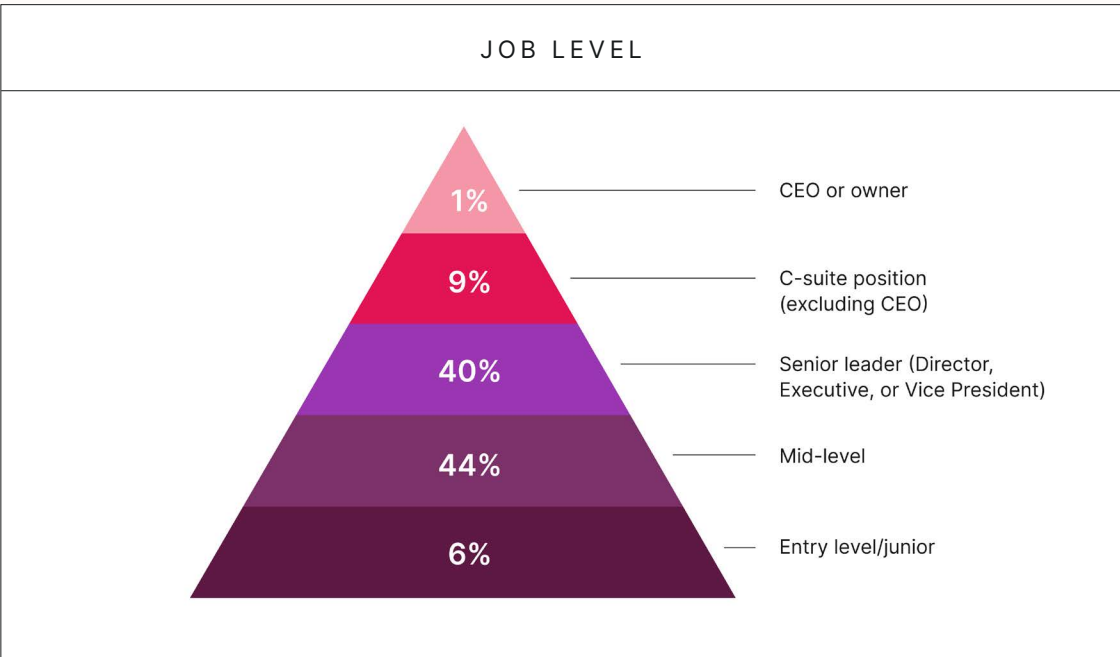
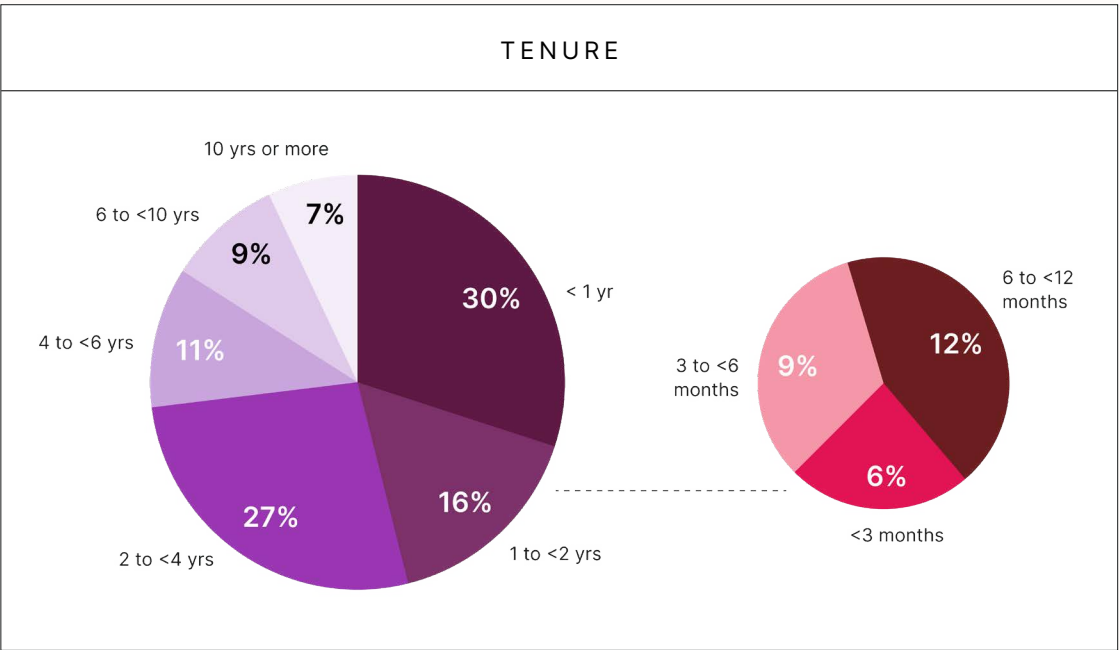
FUNDING STAGE	PERCENT
Seed	<1%
Series A	3%
Series B	5%
Series C	4%
Series D or later	10%
IPO in progress	2%
Public	22%
N/A – Private	55%

WHO DOES YOUR ORG SERVE?	PERCENT
Individual customers	18%
Other businesses	38%
Both	44%

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## Respondent demographics

The individuals who responded to our survey on behalf of their organizations tend to be overwhelmingly White, able-bodied, cis & straight women in mid to senior official HR roles located in North America.



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LGBTQ* STATUS	PERCENT
Yes	13%
No	87%

CAREGIVER STATUS	PERCENT
Yes	46%
No	54%

DISABILITY STATUS	PERCENT
Yes	9%
No	91%

AGE	PERCENT
18–24	1%
25–34	32%
35–44	34%
45–54	23%
55–64	9%
65+	1%



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RACE/ETHNICITY	PERCENTAGE
Asian	9%
Black or African	9%
Hispanic or Latinx	4%
Indigenous	<1%
Middle Eastern	2%
Pacific Islander	<1%
White or European	71%
Multiracial	4%

LOCATION	PERCENTAGE
Asia and Pacific (excluding Oceania)	5%
Europe	13%
Latin America and Caribbean (including Mexico, South, and Central America)	<1%
North America (excluding Mexico)	58%
Oceania (including Australia and New Zealand)	22%

GENDER	PERCENTAGE
Man	14%
Woman	85%
Non-binary	1%

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To learn more about understanding and designing equitable employee experiences and responding to emerging challenges, check out Culture Amp – the market-leading employee experience platform.

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