

DIVERSITY & INCLUSION: Bridging The Gap Between Intent And Reality

D&I is an important driver of business success. But many organizations lack high-level leadership support to deliver on the immense potential.

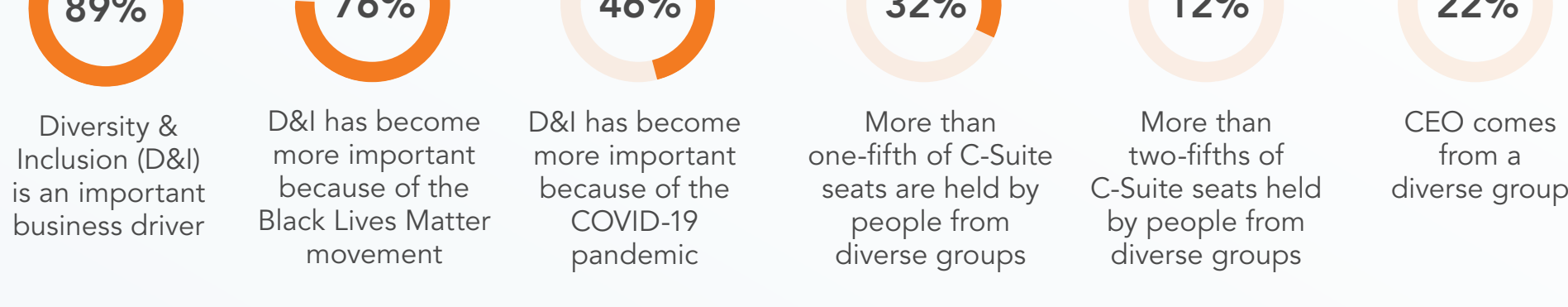
CURRENT STATE

The events of 2020 have raised the stature of D&I to new heights.

Importance of D&I

Organizations with Diverse Executives*

*Executive is someone other than a white male



Senior leader whose primary responsibility is D&I

27%

No clear leader for D&I

23%

Non-management staff member with a variety of other non-D&I-related responsibilities

18%

Chief Diversity Officer reporting to CEO

13%

CEO

11%

Chief Diversity Officer who does not report to CEO

7%

Who Leads Diversity & Inclusion Programs in Your Organization?

D&I GAP

There is a significant difference between the percentage of organizations saying that improving diversity and inclusion is important and the percentage demonstrating the ability to change.

89% of Organizations Say D&I is an Important Business Driver, But Only*:



*Percentages represent rating of 4 or 5 on 5-point scale



Recruiting a Diverse Workforce Is Critical to Employers' D&I Efforts, But Only:

43%

Maintain a geographically diverse candidate pool

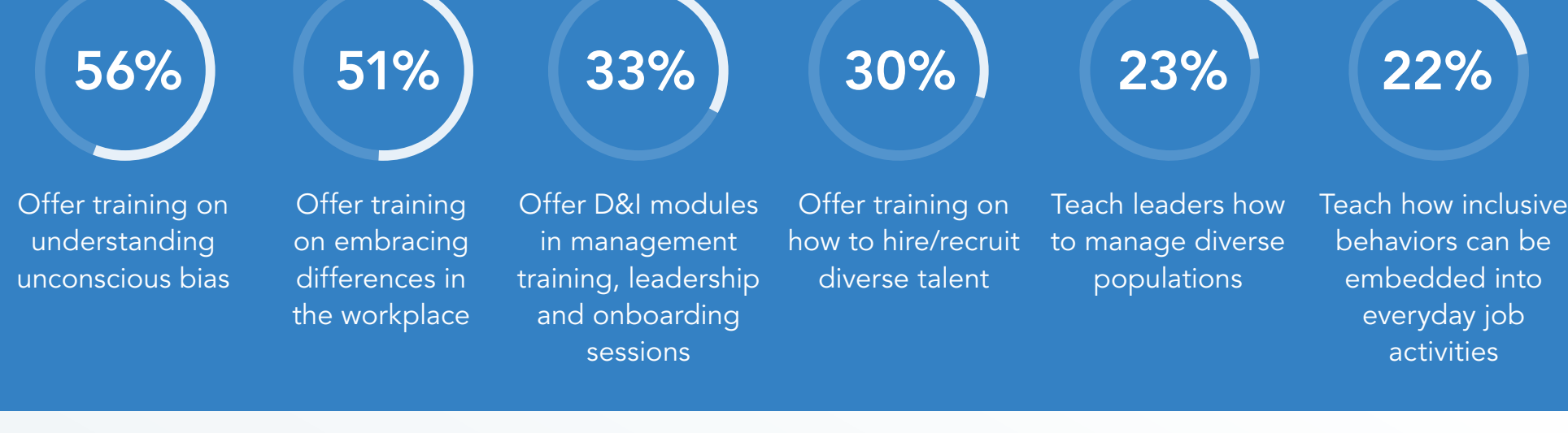
39%

Tracks all major diversity categories of candidates in the recruiting process

39%

Ensures there are diverse recruiters

Continuous Learning is Critical to Building a Culture of D&I, But Only:



THE IMPORTANCE OF SENIOR D&I LEADERSHIP

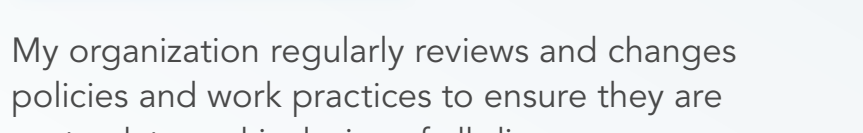
Improving D&I often involves culture change that requires persuasive, top-level leadership to invest the time and resources needed for progress. Organizations whose efforts are led by senior executives are far more likely to have sophisticated, strategic approaches.



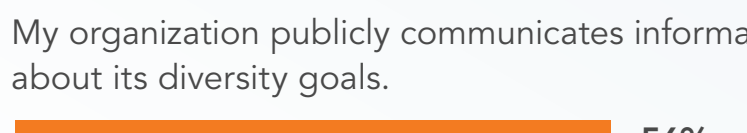
High-level leadership focused solely on D&I

Lower-level D&I leadership with other duties

My organization has a council and/or ERGs that actively discuss issues of D&I and recommend actions to improve.



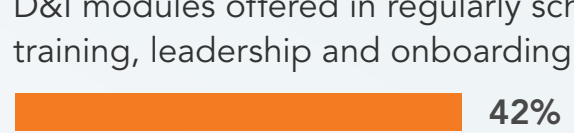
My organization regularly reviews and changes policies and work practices to ensure they are up-to-date and inclusive of all diverse groups.



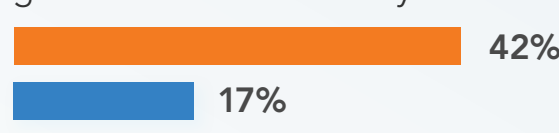
My organization publicly communicates information about its diversity goals.



Job and position descriptions are reviewed/edited to remove unconscious bias



D&I modules offered in regularly scheduled management training, leadership and onboarding sessions



My organization addresses pay transparency issues by gender and race/ethnicity.

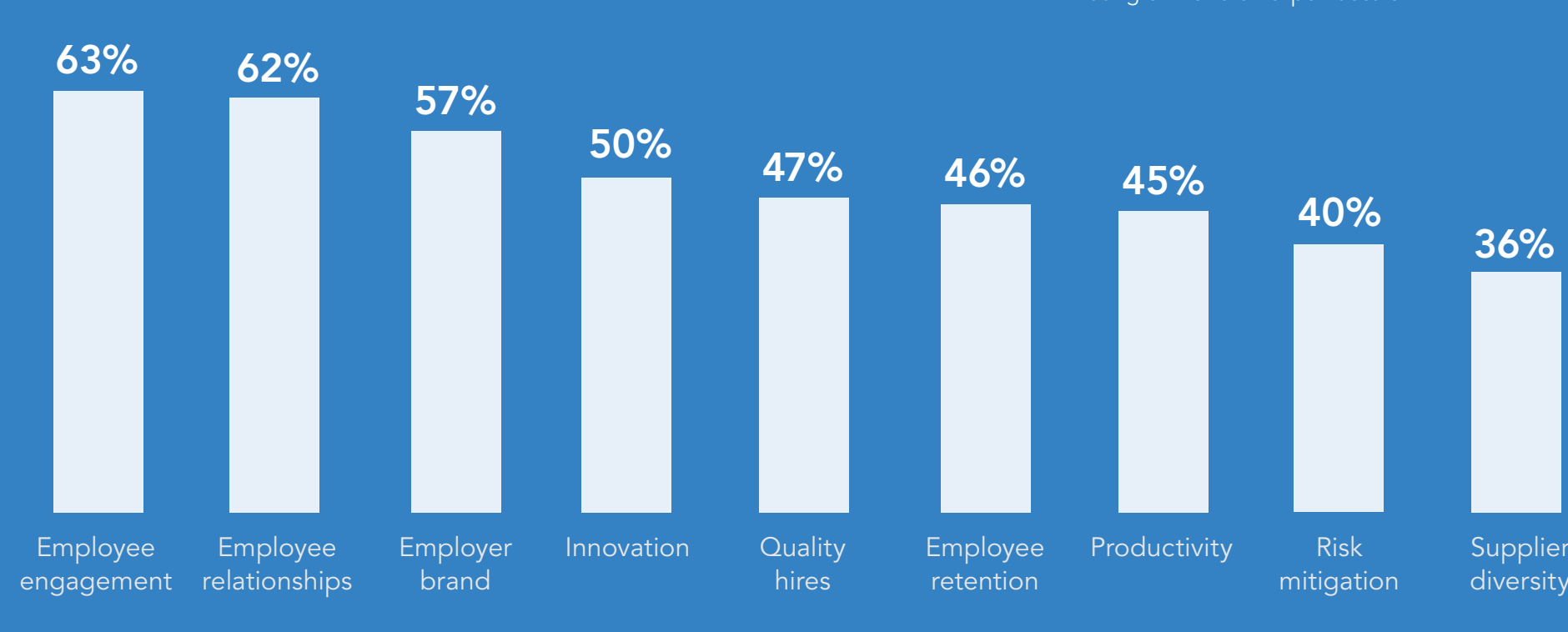


OUTCOMES

While most organizations prioritize D&I, the impact on business outcomes is moderate. Employers rate themselves highly on broad D&I strategies but much lower on more specific behaviors that drive change.

Key Performance Indicators Improved by D&I Programs*

*Rating of 4 or 5 on 5-point scale



Employers Rate Themselves Highly* on:

82% Taking decisive action against discrimination

76% Not tolerating diversity-based (Racial, gender, etc.) jokes

67% Commitment to meeting the needs of employees with disabilities

63% Providing an environment for the free and open expression of ideas/opinions/beliefs

60% D&I is one of the organization's stated values and priorities

*Rating of 4 or 5 on 5-point scale

Employers Give Themselves Lower Ratings* on:

60% Addressing attrition percentages by race/ethnic groups

51% Informing employees about the level of diversity among employees and the leadership team

49% Publishing a Diversity & Inclusion strategic plan

42% Recruiting for diversity at the board of directors-level (if applicable)

34% Publicly communicating information about its diversity goals

*Rating of 1 or 2 on 5-point scale

CRITICAL QUESTIONS

How can we do a better job leading, managing and funding D&I efforts to improve the impact?

How can we do a better job of converting unconscious bias to a welcoming culture often referred to as "unconscious inclusion"?

How can we measure and understand the progress we make with diversity and inclusion and determine next steps?

How can we develop a diverse pipeline of professional and leadership talent, internally and externally?

How can we embed the values of diversity and inclusion in all levels of the organization?

BRANDON HALL GROUP POINT OF VIEW:

FIVE Strategies to Address Critical Questions

1 Establish and Communicate D&I Values Across the Enterprise

- Trust
- Transparency
- Accountability

2 Establish Strong Leadership

D&I needs the same top-level leadership and accountability as other business imperatives

3 Align D&I Efforts with Business Needs

Example: If you have talent gaps, you can be addressed in part by expanding your candidate pool with a diverse recruiting initiative

4 Create a Culture of Continuous Learning

D&I is a journey that requires formal, informal and experiential learning and a growth mindset

5 Celebrate Success

Culture change is difficult, so recognize progress — it validates the importance of D&I

WANT TO LEARN MORE?

FROM BRANDON HALL GROUP:

Realizing the Power of Diversity, Equity and Inclusion for Your Business

LINK



FROM QUANTUM WORKPLACE:

2020 Employee Engagement Trends Report: How America's Best Places to Work Engage & Retain Top talent

LINK

