The State of Diversity & Inclusion 2020

Achieve greater success and engagement through better D&I practices
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Executive Summary

Previous studies from the HR Research Institute show that many employers struggle to craft and implement excellent diversity and inclusion (D&I) practices. To better understand why so many struggle as well as how the best ones succeed, we investigated the following areas in 2020:

- the D&I landscape, including program maturity levels
- the extent to which key D&I initiatives are in use today and their perceived level of effectiveness
- who is typically responsible for D&I
- how employers’ use of training, incentives, communication practices and metrics relate to D&I
- the prevalence of inclusive benefits
- the practices that seem most closely associated with D&I success

About this Survey

The “State of Diversity & Inclusion 2020” survey ran in February and March 2020. We gathered 336 usable complete and partial responses, primarily from HR professionals in virtually every industry vertical. Respondents were from all over the world, but the majority of them were from North America, especially the United States.

The participants represent a broad cross-section of employers by number of employees, ranging from small businesses with fewer than 50 employees to enterprises with 20,000+ employees.

Below are some key findings from the study:

**Major Finding One: D&I programs are largely immature and appear under-resourced**

- Only 23% have practices in “advanced” or “vanguard” stages of D&I maturity
- Only 16% rate their organization’s D&I initiatives as highly effective (i.e., an 8, 9 or 10 on a 10-point scale)
- Most of those with direct D&I responsibility spend no more than 20% of their time on D&I initiatives
Major Finding Two: Not enough organizations are incorporating key D&I initiatives across the rest of the talent management function

- Few say D&I initiatives touch talent acquisition (23%), talent development (21%), L&D (19%) or succession planning (17%) to a high or very high degree
- Only 15% set annual diversity goals for the entire organization to a high or very high degree
- Just one-quarter consistently communicate the importance of D&I (27%) to a high or very high degree

Major Finding Three: Most companies fall short in the areas of metrics and training

- Although the most widely-cited issue preventing D&I effectiveness is the lack of metrics (34%), just 25% measure organizational D&I outcomes to a high or very high degree
- Among those that apply metrics, most rely on basic compliance-oriented workforce demographic metrics (74%), while significantly fewer measure recruiting outcomes (36%), turnover using a D&I lens (13%) and the rate and time of promotions (8%)
- Only half of organizations provide D&I-related training to all employees (50%)
- Among those that provide D&I training, many use unconscious bias training (57%) and inclusion awareness training (53%), whereas fewer include communication practices training, performance management training and pay equity training

Major Finding Four: Although some progress has been made in cultivating a more diverse workforce, many companies still have a long way to go

- Fifty-nine percent of HR professionals agree or strongly agree that their workforce is more diverse than it was two years ago
- Only about half, however, say their workforce reflects the demographics of the marketplace
- Many (41%) say ethnic/racial minorities represent no more than 10% of leaders, and 46% say women represent no more than 30% of their organization’s leaders
- Only 15% integrate their D&I frameworks into the business strategy, and only 39% indicate D&I plays a role in their strategic planning process
**Major Finding Five:** Many companies offer benefit programs that appeal to a diverse workforce, but there is room for improvement

- About two-thirds offer paid time off (65%), but only half provide paid parental leave (49%) and two-fifths offer benefits for domestic partners
- Half offer flexible work options (56%)

**Major Finding Six:** Organizations that perform better in the area of D&I practices are more likely than others to:

- understand the benefits of diversity and have support from the top
- have D&I definitions that are more inclusive
- integrate D&I frameworks into their business strategies
- emphasize D&I in succession planning and talent acquisition processes
- consistently communicate the importance of D&I throughout the organization
- use more advanced metrics, set more goals related to D&I and use more incentives to encourage D&I
- provide training for inclusion awareness, communication practices, pay equity, unconscious bias, and inclusive recruitment policies
- have programs to improve diversity in the leadership ranks
- offer more family-friendly benefits

Please note that the findings and recommendations contained in this report are informational only. Nothing in this report should be construed as constituting legal opinions or advice. Please consult an attorney if you have questions about the legal requirements, rules or regulations associated with any content discussed in this report.
How Diverse Is Today’s Workforce?

Finding: There has been progress in overall workforce diversity but not nearly enough

Although a majority (59%) of responding organizations agree their workforces are more diverse than two years ago, only a little more than half (54%) say their workforces reflect the demographics of today’s marketplace.

It is clear that, despite some progress, a large proportion of organizations have a long way to go before their workforces are as diverse as the marketplaces they service. Why are so many organizations lagging in this area? The rest of the report tries to answer this question.

Survey statement: As they pertain to your organization, to what degree do you agree with the following statements:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree (43%)</th>
<th>Strongly agree (16%)</th>
<th>Total (59%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our workforce reflects the demographics of the marketplace</td>
<td>39%</td>
<td>15%</td>
<td>54%</td>
</tr>
<tr>
<td>Our workforce is more diverse than it was two years ago</td>
<td>43%</td>
<td>16%</td>
<td>59%</td>
</tr>
</tbody>
</table>
Finding: Many organizations seem to lack enough gender diversity in their leadership ranks

In the U.S., women make up about 47% of the labor force, yet they are often under-represented in the leadership ranks of organizations, a situation commonly referred to as the “glass ceiling.” To investigate this trend, we asked respondents about gender diversity among their leaders.

When asked about the percentage leaders who are women, nearly half of respondents (46%) say women represent no more than 30% of their organization’s leaders. Another 21% say women make up only 31% to 50% of leaders.

On the other end of the spectrum, just 7% say women represent 51% to 60% of leaders, and only 16% say women make up 61% or more of the leaders.

These findings suggest that women are indeed under-represented in today’s leadership ranks. The HR Research Institute discusses leadership gender diversity in much greater detail in its 2020 Women in Leadership report.
Finding: Many organizations seem to lack enough ethnic diversity in their leadership ranks

Ethnic/racial minorities make up about 40% of the U.S. population, according to Census Bureau estimates. Our study finds, however, that two-thirds (65%) of respondents say ethnic/racial minorities comprise no more than 30% of their organizations’ leaders. This suggests ethnic minorities are significantly under-represented in most leadership ranks.

Survey Question: About what percentage of your organization’s leaders are ethnic/racial minorities?

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1% to 10%</td>
<td>41%</td>
</tr>
<tr>
<td>11% to 20%</td>
<td>13%</td>
</tr>
<tr>
<td>21% to 30%</td>
<td>11%</td>
</tr>
<tr>
<td>31% to 40%</td>
<td>5%</td>
</tr>
<tr>
<td>41% to 50%</td>
<td>5%</td>
</tr>
<tr>
<td>51% to 60%</td>
<td>4%</td>
</tr>
<tr>
<td>61% or more</td>
<td>4%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>17%</td>
</tr>
</tbody>
</table>

Two-fifths say ethnic/racial minorities represent no more than 10% of leaders.

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How Developed Are Today’s Diversity Practices?

Finding: Most companies are at the intermediate stage or below in terms of the maturity of their D&I practices

We believe that one of the primary reasons many organizations have failed to cultivate diverse workforces and leadership teams is that their D&I programs are weak.

In fact, only about a quarter of HR professionals indicate their organizations have “advanced” or “vanguard” D&I practices. A small percentage of participants (7%) report that their organization’s initiatives are in the most mature stage (the vanguard stage) and 16% are in the advanced stage.

The remaining 77% fall into less mature stages.

All the D&I maturity stages are defined below:

1. **Undeveloped stage:** Little or nothing has been done to increase D&I or integrate diversity goals with organizational goals.

2. **Beginning stage:** Have made a few efforts at D&I and thinking about how diversity helps to position our organization in the marketplace.

3. **Intermediate stage:** We have deployed several different D&I initiatives piecemeal. It is viewed as moderately important, but we do not spend a lot of time measuring success.

4. **Advanced stage:** We have a strategic framework that has multiple pillars aligned with the organizational goals. Our D&I efforts include metrics and setting annual goals for improvement, and we closely follow D&I at leadership levels.

5. **Vanguard stage:** D&I is embedded in our culture and our CEO and Board members make it a priority. Ownership of D&I initiatives is at the senior leadership level. We use analytics to address recruiting, succession planning and other talent-related issues, and our managers are assessed based on D&I goals. D&I initiatives are strategic and contribute to the achievement of organizational goals.
Survey Question: At what stage of development is diversity and inclusion (D&I) within your organization? (select the one that best applies)

- Undeveloped: 27%
- Beginning stage: 26%
- Intermediate stage: 24%
- Advanced: 16%
- Vanguard: 7%

Only 7% have practices that are in the “vanguard” stage of maturity.
To What Extent Are D&I Initiatives Effective?

Finding: Few respondents think their initiatives are highly effective

Among the subset of respondents who are directly involved with the management or execution of D&I initiatives, only 16% rate their organization’s D&I initiatives as very effective (that is, they say their organization’s D&I initiatives are an 8, 9 or 10 on a 10-point scale). This lends support to the previous finding that few organizations deem their D&I practices as at the advanced or vanguard stages.

Both findings indicate that most organizations and most HR departments have the ability to manage D&I much more effectively in the future. The rest of this report shows how organizations are managing D&I and what they might do better to improve in this area.

Survey Question: Taken as a whole, how effective are your organization’s D&I initiatives?

| Effective (10) | 3% |
| 9             | 3% |
| 8             | 10%|
| 7             | 12%|
| 6             | 10%|
| 5             | 16%|
| 4             | 17%|
| 3             | 12%|
| 2             | 8% |
| Ineffective (1) | 9% |

Most respondents rate D&I as ineffective or only somewhat effective.
What Is the Scope of D&I Initiatives?

Finding: One-fifth of HR professionals say their organization doesn’t have any D&I initiatives at all

We asked HR professionals, “Are you directly involved in the management and/or execution of your organization’s D&I initiatives?” A fifth of them indicate that their organization contains no D&I initiatives at all. Among those whose organizations have D&I initiatives, about 60% say they are directly involved with those initiatives.

Compared to respondents from smaller organizations (99 or fewer employees), those from mid-sized (100 to 999 employees) and large organizations (1,000 or more employees) are more likely to say they are directly involved in the management and/or executive of D&I initiatives. This might be because larger organizations are better able to devote specific personnel to D&I efforts.

**Survey Statement:** Are you directly involved in the management and/or execution of your organization’s D&I initiatives?

- Yes: 47%
- No: 32%
- We do not have any D&I initiatives: 21%
Finding: Few say that half or more of their role is devoted to D&I

We asked those with direct responsibility for D&I to indicate the percentage of their role that is allocated to D&I. Only 16% say more than half of their role is devoted to D&I, whereas 56% say no more than 20% of their role is focused on D&I.

Survey Question: What percentage of your role is devoted to D&I?

- 1% to 10%: 36%
- 11% to 20%: 20%
- 21% to 30%: 12%
- 31% to 40%: 8%
- 41% to 50%: 7%
- 51% to 60%: 4%
- 61% or more: 12%

Note: Graph does not contain Don’t Know answers.

Nearly three-fifths devote no more than 20% or their role to D&I.
Finding: HR is most commonly responsible for D&I

We asked HR professionals in organizations with D&I initiatives to indicate who is primarily responsible for those initiatives. The HR function as a whole is, by far, the most common response, cited by 44% of participants. Another 7% say Chief Diversity Officers (CDO) are responsible, though these executives may or may not work under the umbrella of the HR department.

We found it odd but interesting that so many participants say “everyone” is responsible. By making “everyone” responsible, are organizations hampering their efforts since no single person can be held accountable for the success or failures of D&I practices?

Looking at the data by company size, we found smaller organizations (31%) are more likely to say everyone is responsible than large (20%) and mid-size (13%) organizations. Large organizations (12%) are most likely to make the CDO responsible.

Survey Question: Who is primarily responsible for D&I in your organization? (select one)

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resources</td>
<td>44%</td>
</tr>
<tr>
<td>Everyone</td>
<td>19%</td>
</tr>
<tr>
<td>CEO/President</td>
<td>9%</td>
</tr>
<tr>
<td>Chief diversity officer</td>
<td>7%</td>
</tr>
<tr>
<td>Executive committee</td>
<td>6%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
</tr>
<tr>
<td>No one</td>
<td>5%</td>
</tr>
<tr>
<td>Board</td>
<td>4%</td>
</tr>
</tbody>
</table>
Finding: D&I is usually a subset of the HR department, though there are exceptions

To better understand whether D&I work is usually a subset of the HR department or whether it is distinct from it, we asked practitioners, “What is the connection between the HR department and D&I within your organization?” About half (51%) indicate “D&I is a subset of the HR department” and another 20% say, “D&I and HR are separate but work together.”

Only 8% say D&I and HR are completely separate. In most cases, organizations decide that D&I should either be brought under the umbrella of HR or work closely with HR, probably to confer on issues that affect D&I, such as recruitment practices, analytics, succession management, compliance and more.

Survey Question: What is the connection between the HR department and D&I within your organization?

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>D&amp;I is a subset of the HR department</td>
<td>51%</td>
</tr>
<tr>
<td>D&amp;I and HR are separate but work closely together</td>
<td>20%</td>
</tr>
<tr>
<td>D&amp;I is completely separate from the HR department</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
</tr>
<tr>
<td>Don't know</td>
<td>14%</td>
</tr>
</tbody>
</table>

Note: Due to rounding numbers do not add up to 100%.
Finding: Employers most commonly track D&I characteristics related to laws and regulations

Among organizations with D&I initiatives, laws and regulations have a large impact on how they define workforce diversity and inclusion. For example, businesses operating in the United States must adhere to a federal anti-discrimination law, Title VII, which was first enacted in 1964. The law prohibits discrimination on the basis of “race, color, religion, sex, or national origin.” The U.S. Equal Employment Opportunity Commission (EEOC) has also held that the law includes gender identity and sexual orientation. There are various other applicable laws and regulations such as the Americans with Disabilities Act (ADA), the Age Discrimination in Employment Act of 1967 (ADEA) and Vietnam Era Veterans’ Readjustment Assistance Act (VEVRAA).

We asked, “When your organization considers the subject of D&I, which of the following characteristics of a diverse and inclusive workforce does your employer consider and track?” and found that employers are most likely to track characteristics associated with legal considerations.

Some, however, also include a range of other diverse characteristics not necessarily covered by regulations. These include behavior style (27%), thinking style (23%), personality (21%), socioeconomic status (17%) and political beliefs (7%). Such differences have the potential to affect issues such as communication styles, problem-solving techniques and approaches to conflict-resolution. About one-third track and consider career aspirations (30%), and 40% do the same for educational backgrounds.

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Survey Question: When your organization considers the subject of D&I, which of the following characteristics of a diverse and inclusive workforce does your employer consider and track? (select all that apply)

- Gender: 76%
- Race/ethnicity: 68%
- Age: 66%
- Disability status: 54%
- Sexual orientation: 41%
- Educational background: 40%
- Veteran/military status: 36%
- Sexual identity: 36%
- Career aspirations: 30%
- Religion: 27%
- Behavioral style: 27%
- Thinking style: 23%
- Personality: 21%
- Living arrangements (e.g., single, married, partnered, with children, etc.): 18%
- Socioeconomic status: 17%
- Formerly incarcerated: 10%
- Political beliefs: 7%
- None of the above: 5%
- Other: 3%

Many firms fail to consider and track individual characteristics such as thinking styles.
What Are the Details of D&I Initiatives?

Finding: Few employers are adopting key D&I initiatives to a high degree

We asked respondents whose organizations have D&I initiatives to indicate the degree to which their organization utilizes specific types of D&I initiatives. Few organizations adopt any of these initiatives to a high or very high degree, but the four most widely used ones are:

- communicate the importance of D&I throughout the organization (27%)
- require D&I training (27%)
- support employee resource groups, or ERGs (25%)
- measure organizational D&I (25%)

Employers are least likely to adopt the following D&I initiatives to a high or very high degree:

- emphasize D&I in the succession planning and management process (17%)
- establish and use D&I analytics and reporting (17%)
- set annual diversity goals for whole organization (15%)
- analyze turnover using a D&I lens (13%)

The landscape looks somewhat different if we add “moderate” usage to the picture. In that case, the usage of two of these D&I initiatives climbs to more than 50%:

- consistently communicating the importance of D&I
- stressing D&I in the talent acquisition process.

Even then, however, a surprisingly low proportion of organizations adopt these practices to even a moderate extent. For example, only 40% analyze turnover data using a D&I lens to even a moderate extent.
### Survey Question: To what degree does your organization use the following diversity and inclusion initiatives?

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Moderate</th>
<th>High</th>
<th>Very high</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consistently communicate the importance of D&amp;I throughout the organization</td>
<td>25%</td>
<td>15%</td>
<td>12%</td>
<td>52%</td>
</tr>
<tr>
<td>Stress D&amp;I in the talent acquisition process</td>
<td>27%</td>
<td>15%</td>
<td>8%</td>
<td>50%</td>
</tr>
<tr>
<td>Embed the topic of D&amp;I in all or most talent-development materials</td>
<td>25%</td>
<td>13%</td>
<td>8%</td>
<td>46%</td>
</tr>
<tr>
<td>Require diversity and inclusion training</td>
<td>20%</td>
<td>14%</td>
<td>13%</td>
<td>47%</td>
</tr>
<tr>
<td>Support employee resource groups (ERGs)</td>
<td>19%</td>
<td>17%</td>
<td>8%</td>
<td>44%</td>
</tr>
<tr>
<td>Emphasize D&amp;I in the succession planning and management process</td>
<td>26%</td>
<td>12%</td>
<td>5%</td>
<td>43%</td>
</tr>
<tr>
<td>Include D&amp;I components in L&amp;D programs</td>
<td>23%</td>
<td>13%</td>
<td>6%</td>
<td>42%</td>
</tr>
</tbody>
</table>

Only 19% include D&I components in L&D programs to a high or very high extent.
Finding: Most organizations do not incorporate D&I into their strategic planning, and only about half make D&I initiatives very visible

In most organizations, D&I does not play a role in strategic planning. This strikes us as odd. If greater diversity is seen as a net benefit, then why not incorporate it into strategic planning?

Moreover, only two-fifths say their D&I initiatives are “quite visible” to the workforce. Since D&I initiatives are often part of culture change, we think it often makes sense to promote these values broadly within the organization.

Survey Question: As they pertain to your organization, to what degree do you agree with the following statements?

<table>
<thead>
<tr>
<th>Percent responding agree or strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>D&amp;I initiates are quite visible to the workforce</td>
</tr>
<tr>
<td>Agree</td>
</tr>
<tr>
<td>41%</td>
</tr>
<tr>
<td>D&amp;I plays a role in our strategic planning</td>
</tr>
<tr>
<td>Agree</td>
</tr>
<tr>
<td>39%</td>
</tr>
</tbody>
</table>

Only 13% strongly agree that D&I plays a role in strategic planning.
Do Companies Offer D&I Inclusive Work Arrangements?

Finding: Most companies do not offer a variety of options

Companies most commonly offer paid time off (65%), albeit time off mandates vary from one country to the next. However, some experts argue that in some cultures there is a stigma associated with taking time off for non-work considerations. For example, if employees leave to take care of children, they could suffer career penalties such as being less likely to be promoted. In today’s society, women are more often the ones to leave the office to take care of children.

More than half (56%) provide flexible work options. Studies show that 92% of millennials identify flexibility as a top priority when job hunting and 80% of women and 52% of men want flexibility in their next role. Women with flexible work arrangements are more likely to return to work after having children. However, it is possible that a company’s culture will not look favorably at employees who use their flexibility benefits. As with taking paid time off, employees may be hesitant about using such benefits out of fear their careers will be impacted.

Moreover, benefits can be expensive. Therefore, companies are more likely to offer the ones that are more affordable and apply more to larger cohorts of employees. On the other hand, using diverse benefits helps put specific employee groups at ease, which can create a sense of belonging, loyalty and higher corporate productivity. Because of that, some companies also offer telecommuting (40%), professional part-time roles (31%), family building/fertility benefits (17%) and paid gender reassignment surgery (3%).

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Survey Question: What benefits or work arrangements does your organization have that make it easier for diverse employees to work there? (select all that apply)

- Paid time off (PTO): 65%
- Flexible work options: 56%
- Paid parental leave: 49%
- Benefits for domestic partners: 41%
- Telecommuting options: 40%
- Professional part-time roles: 31%
- Family building/fertility benefits: 17%
- Paid gender reassignment surgery: 3%
- None of the Above: 10%

Paid time off is the most commonly offered benefit.
Finding: Only about two-fifths have initiatives that focus on leadership diversity

Just 42% of participants have one or more initiatives focused on diversity in leadership. This is somewhat surprising considering it is often well understood that having diverse leaders at the top is a helpful step in building a diverse workforce.12

Fewer have mandates of any kind to increase diversity in leadership roles (30%). Companies may not want to mandate diversity in leadership roles because they fear charges of reverse discrimination. For example, some research indicates that when diversity programs are mandated, white males, who are often the decisions makers for hiring and promoting, have a tendency to feel threatened.13 This may have a negative impact on gender and ethnic/racial diversity goals.14 On the other hand, some companies such as Salesforce think mandating diversity with the help of diversity scorecards helps keep equity top of mind.

Perhaps it is due to this dilemma that it is probable that most companies are not tying D&I to promotions (9%) and compensation (4%). At the same time, some organizations may argue if you don’t hold managers accountable for D&I, it will not happen. For example, global company P&G tied 10% of executive compensation to diversity goals and evaluated D&I as part of the performance management process.15 Criteria include being an executive sponsor of an ERG, being a cross-cultural mentor, and recruitment and promotions in the executive’s area of responsibility.16

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Survey Question: Which of the following are true or false for your organization?

Percent of respondents reporting "true"

- **42%**
  - We have one or more leadership development initiatives focused on or designed for improving D&I in leadership

- **30%**
  - We have a mandate to increase diversity in leadership roles

- **13%**
  - Our managers are rated, in part, according to their ability to reach specific D&I goals

- **9%**
  - Managerial promotions partly depend on reaching D&I goals

- **8%**
  - Our organization mandates diversity in some regions but not others

- **4%**
  - Managerial compensation levels are partially tied to reaching D&I goals

Only about one-third have mandates to increase leadership diversity.

Editor’s note: Graph does not contain False and Don’t Know answers. For every category approximately one-fifth do not know the answer to each response item.
What Prevents Organizations from Making Initiatives Successful?

Finding: Lack of metrics is the most commonly cited barrier to effective D&I programs

The most commonly cited barrier to D&I effectiveness is a “lack of metrics to identify insufficient diversity” (34%), followed by a failure to prioritize at top leadership levels (31%) and lack of budget (28%).

What is unclear here is why so many cite a lack of metrics. Is it because some leaders do not view such metrics as a priority or, indeed, view such information as a disruptive influence? After all, 17% of respondents cite “resistance to D&I progress from those who view disruption as a threat” as a barrier. Moreover, fully 28% cite “corporate cultural resistance.”

However we interpret this, it appears that cultural factors are viewed as serious hindrances to D&I success in many organizations.
**Survey Question:** What are the barriers to increasing the effectiveness of D&I initiatives in your organization? (select all that apply)

- Lack of metrics to identify insufficient diversity: 34%
- Not a priority at top leadership levels: 31%
- Lack of budget: 28%
- Corporate cultural resistance: 28%
- Lack of a leader to oversee and champion initiatives: 27%
- Complacency: 25%
- Organization does not understand the potential benefits of diversity: 25%
- Lack of D&I-related technologies: 24%
- Insufficient skill sets in HR: 23%
- Not a high HR priority: 23%
- Resistance to D&I progress from those who view disruption as a threat: 17%
- None of the above: 14%
How Well Do Organizations Understand and Measure D&I Success?

Finding: Only 32% of organizations say they know how effective their D&I programs are

Only a third of respondents say their organizations know just how effective D&I programs are.
Finding: Only half measure organizational diversity to even a moderate degree

We asked about the degree to which organizations measure organizational diversity and inclusion. We found that a little fewer than half actually measure D&I to even a moderate degree, and only 25% do it to a high or very high degree. Given the degree of measurement, it is little wonder that just 32% agree that they know how effective their D&I programs are. Even fewer (39%) establish and use D&I analytics to a moderate degree, and just 17% do it a high or very high degree.

Survey Question: To what degree does your organization use the following diversity and inclusion initiatives?

- Measure organizational diversity and inclusion
  - 23% Moderate
  - 18% High
  - 7% Very high
  - 48% Total

- Analyze turnover using a D&I lens
  - 27% Moderate
  - 8% High
  - 5% Very high
  - 40% Total

- Establish and use D&I analytics and reporting
  - 22% Moderate
  - 12% High
  - 5% Very high
  - 39% Total

- Set annual diversity goals for whole organization
  - 19% Moderate
  - 9% High
  - 6% Very high
  - 34% Total
Finding: Nearly three-quarters rely on basic workforce demographic measurements

Basic workforce demographics data (i.e., gender, ethnicity, etc.) are in use most (74%) while less than one-quarter (23%) assess advanced demographic metrics (i.e., veterans, disability status, LGBTQ+, etc.). One central reason for this is that companies are failing to broadly define diversity in their overarching definition of D&I. In addition, companies are not seriously setting clear organizational goals/outcomes (14%).

Other metrics companies are not commonly using include recruiting outcomes (36%), goals related to succession planning (14%) and rate and time of promotions (8%).

Sixteen percent do not measure at all, and the “other” response category (4%) includes company turnover, conference speakers, diversity of customer base, and educational sessions provided relative to number of participants. The overall lack of metrics also may be because companies lack technology systems (e.g., performance management system, sophisticated reporting systems or integrated applications).
Survey Question: What metrics do you use to measure the current state of D&I in your organization? (select all that apply)

- Basic workforce demographics data (i.e., gender, ethnicity, etc.) - 74%
- Employee retention - 39%
- Recruiting outcomes - 36%
- Engagement/satisfaction levels - 35%
- Advanced workforce demographics data (i.e., veterans, disability status, LGBTQ+) - 23%
- Diversity goals related to succession planning - 15%
- Clearly defined organizational goals/outcomes - 15%
- Annual reports with quantitative and qualitative measures - 15%
- Leadership performance expectations - 14%
- Rate and time of promotions - 8%
- Other - 4%
- We do not measure D&I - 16%

16% do not measure D&I at all
Which Employee Groups Typically Receive D&I Training?

Finding: A fifth of respondents do not offer any D&I training

Among responding organizations that provide employees with D&I training, only half provide it to all employee groups. Generally speaking, we view this as disappointing given that many employees across the globe possess some form unconscious societal bias. One-fifth of responding companies do not offer such training at all, and some restrict it to certain groups, such as “select managers and employees” (15%) and “managers only” (10%).

Of course, some HR professionals may view limiting training to just managers or managers and select groups as an efficient strategy because it empowers these groups of employees to tailor what is applicable to their teams. It might also “check the box” to support what is legally required for anti-discrimination purposes (e.g., sexual harassment training). Training select groups versus everyone may also be more cost-effective. Others argue, however, that expanding such training to everyone pays off by leading to increased innovation, productivity and employee morale.

Should diversity-related training be mandatory? Obviously, it should be mandatory when it is required by law or courts. However, there seems to be a growing consensus that mandatory training can have a negative impact. For example, it may fail to engage employees and carry a legalistic overtone. Mandated sessions can even create unproductive or hostile discussions, which can bring down morale or even productivity. It is often difficult to train employees who resist abandoning their beliefs and biases.


Survey Question: Who is included in your diversity and inclusion training and development programs?

- All employees: 50%
- Select employees and managers: 15%
- Managers only: 10%
- Other: 5%
- We do not have such training: 20%

Note: This graph does not include those who responded Don’t Know. They were 8% of the original data set.

The most common practice is to offer D&I training to all employees.
What Types of D&I Training Are Most Common?

**Finding: Companies most commonly provide unconscious bias training**

How do organizations incorporate D&I into their learning and development (L&D) programs? The most widely provided training is unconscious bias training (57%). As an example of confirmation bias, people sometimes see positive qualities in others who appear or sound more like themselves. Unconscious bias training may not only help organizations avoid charges of discrimination but also help employees interact more successfully and fairly with colleagues, customers and suppliers.

The second most widely included type of training, used by 53%, is inclusion awareness training. Companies largely look to this training to help build harmonious working relationships among employees by training them to understand the demographic, socioeconomic and culture dominant working styles to create productive working environments. About half of organizations also provide inclusive recruitment policies training.

Many also incorporate communication practices training (42%). This can be helpful for managers and employees who need to communicate D&I issues without unintentionally giving offense or being accused of discrimination. Fewer provide pay equity training and awareness (22%). More insight into today’s pay equity practices are discussed at length in the HR Research Institute’s [2020 State of Pay Equity Report](https://www forbes com/sites/pragyaagarwaleurope/2018/12/03/unconscious-bias-how-it-affects-us-more-than-we-know/#457ec5026e13).

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**Survey Question:** How do you incorporate D&I into your Learning and Development programs? (select all that apply)

- Unconscious bias training: 57%
- Inclusion awareness training: 53%
- Inclusive recruitment policies training: 48%
- Communication practices: 42%
- Performance management training: 38%
- Pay equity training and awareness: 22%

Just 22% use pay equity training and awareness.
To What Extent Do Companies Incorporate D&I into Their Business Strategies?

**Finding: Only 15% incorporate D&I frameworks into their business strategies to high or very high degrees**

Just 15% of respondents say their company integrates their D&I framework into their business strategies to a high or very high degree. In contrast, 45% say this is done to a low degree nor not at all, and 31% say it is done to a moderate degree.

We believe this lackluster strategic alignment and integration is cause for concern. Unless organizations link D&I with overall strategy, it will tend to be viewed as low priority, a nice-to-have rather than a need-to-have. This may prevent an organization from nurturing a culture that is diverse, inclusive and competitive in the war for talent.

**Survey Question:** To what degree is your D&I framework integrated into your business strategies?

- **Very low or not at all**: 21%
- **Low**: 24%
- **Moderate**: 31%
- **High**: 10%
- **Very high**: 5%
- **Don't Know**: 10%

Fully 45% integrate D&I into strategies to a low degree or not at all.
Do Companies Use Incentives?

**Finding: Nearly four-fifths do not use incentives**

Nearly four-fifths (79%) say they do not incentivize managers to promote greater D&I across their organization. We should note that we include recognition programs as a form of incentive.

It is possible that many organizations feel that by giving managers quotas or targets, they may indirectly support an environment of reverse discrimination. It is also possible that a lack of senior leadership support is stifling HR’s ability to devise proper incentives that would help foster a culture of diversity while minimizing the risk for the potential of discrimination and reverse discrimination.

Just 9% indicate managers are incentivized via performance appraisal criteria, and 8% say managers are incentivized via rewards and recognition programs. Performance criteria and rewards criteria have the potential to trickle down to compensation (5%) and bonuses (3%).

**Survey Question:** Does your organization incentivize managers to promote greater diversity and inclusion in your organization? (select all that apply)

- **We do not incentivize this** - 79%
- **Yes, via performance appraisal criteria** - 9%
- **Yes, via reward and recognition programs** - 8%
- **Yes, via compensation increases** - 5%
- **Yes, via bonuses** - 3%
- **Other** - 2%

Nine percent incentivize through performance appraisal criteria.
How Beneficial Are D&I Initiatives to Organizations?

Finding: Most believe D&I initiatives pay important dividends

Most HR professionals in organizations that have D&I initiatives believe these initiatives pay off in important ways, including:

- compliance
- innovation
- organizational performance

In addition, other research shows that organizations with high ethnic and racial diversity in management were more likely to outperform their peers in terms of higher financial performance.\(^{21}\) While some of this is a result of increased innovation and employee productivity, higher financial performance may also stem from higher employee engagement and employees staying longer.\(^{22}\)

Given the degree to which these initiatives are seen as paying dividends, we are surprised that more organizations and leaders do not emphasize them to a greater degree.

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Survey Question: As they pertain to your organization, to what degree do you agree with the following statements:

- **D&I initiatives improve compliance with existing laws**
  - Agree: 65%
  - Strongly agree: 63%

- **D&I initiatives improve innovation**
  - Agree: 48%
  - Strongly agree: 24%

- **D&I initiatives enhance our organizational performance**
  - Agree: 20%
  - Strongly agree: 36%
Practices Linked to a Greater Chance of Success

How Do We Classify High Performers?

For this report, we conducted various analyses to gain insights into which practices are most widely used by organizations in mature stages of diversity as well as those with higher levels effectiveness. Specifically, we analyzed responses and segmented the data into two groups:

- **D&I High Performers**: These represent respondents who indicate that their organization’s D&I stage of development is “advanced” or “vanguard” and do not rate their D&I initiatives as a 1, 2, 3, 4 or 5.

- **D&I Low Performers**: These represent respondents who indicate that their organization’s D&I stage of development is “undeveloped” or “beginning stage” and do not rate their D&I initiatives as a 6, 7, 8, 9 or 10.

Of course, correlation is not the same as causation. While we cannot state that any particular practice will definitely lead to success in managing D&I, we do see intriguing relationships that may result in greater success.
What Do D&I Higher Performers Do Differently?

Finding: D&I High Performers tend to have support from the top

D&I High Performers tend to have leaders that prioritize D&I. Only 14% of those organizations cite a lack of leadership prioritization at top leadership levels, compared with 44% among D&I Lower Performers. This may be, in part, because D&I High Performers typically understand the benefits of D&I, whereas many D&I Low Performers do not. These cultural issues affect practical ones. D&I Lower Performers are much more likely to cite insufficient skill sets in HR and the lack of a leader to oversee/champion D&I.

Survey Question: What are the barriers to increasing the effectiveness of D&I initiatives in your organization? (select all that apply)

- Organization does not understand the potential benefits of diversity
- Not a priority at top leadership levels
- Insufficient skill sets in HR
- Not a high HR priority
- Lack a leader to oversee and champion initiatives

D&I Low Performer organizations often fail to understand the potential benefits of diversity.
Finding: D&I High Performers tend track a wider range of characteristics associated with D&I

D&I High Performers are more likely than their lower performing counterparts to consider and track a wider range of characteristics associated with D&I. For example, whereas 43% of High Performers consider and track employees thinking styles as one marker of diversity, only 9% of D&I Low Performers do. D&I Low Performers are more likely to focus on the areas related to compliance and associated regulations (e.g., Title VII, ADA, ADEA).

That is not to say that D&I High Performers don’t also focus on compliance and regulatory issues. In fact, they are even more likely than Low Performers to consider and track such characteristics as gender, race, age and more. But they are also more cognizant of individual differences such as diverse living arrangements, thinking style, career aspirations, sexual orientation, sexual identity and educational background.
**Survey Question:** When your organization considers the subject of D&I, which of the following characteristics of a diverse and inclusive workforce does your employer consider and track? (select all that apply)

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>D&amp;I Low Performers</th>
<th>D&amp;I High Performers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>66%</td>
<td>83%</td>
</tr>
<tr>
<td>Race</td>
<td>56%</td>
<td>80%</td>
</tr>
<tr>
<td>Disability status</td>
<td>39%</td>
<td>70%</td>
</tr>
<tr>
<td>Age</td>
<td>53%</td>
<td>69%</td>
</tr>
<tr>
<td>Sexual orientation</td>
<td>25%</td>
<td>65%</td>
</tr>
<tr>
<td>Sexual identity</td>
<td>18%</td>
<td>59%</td>
</tr>
<tr>
<td>Religion</td>
<td>15%</td>
<td>44%</td>
</tr>
<tr>
<td>Educational Background</td>
<td>31%</td>
<td>44%</td>
</tr>
<tr>
<td>Veteran/military status</td>
<td>26%</td>
<td>44%</td>
</tr>
<tr>
<td>Thinking style</td>
<td>9%</td>
<td>43%</td>
</tr>
<tr>
<td>Career aspirations</td>
<td>22%</td>
<td>43%</td>
</tr>
<tr>
<td>Personality</td>
<td>15%</td>
<td>39%</td>
</tr>
<tr>
<td>Behavior style</td>
<td>18%</td>
<td>39%</td>
</tr>
<tr>
<td>Living arrangements</td>
<td>7%</td>
<td>37%</td>
</tr>
<tr>
<td>Socioeconomic status</td>
<td>10%</td>
<td>22%</td>
</tr>
<tr>
<td>Political beliefs</td>
<td>3%</td>
<td>15%</td>
</tr>
<tr>
<td>Formerly incarcerated</td>
<td>8%</td>
<td>15%</td>
</tr>
</tbody>
</table>

*Low Performers have narrower definitions*
Finding: D&I High Performers devote a greater percentage of their role to D&I

We asked respondents who said they are directly involved in managing and/or executing their organization’s D&I initiatives, “What percentage of your role is devoted to D&I?” As shown below, High Performers allocate a much higher percentage of their role to D&I than compared with Low Performers. This is likely because High Performers understand the benefits of D&I, have broader definitions, and are also getting support from the top, giving them fewer competing priorities.

Survey Question: What percentage of your role is devoted to D&I?

<table>
<thead>
<tr>
<th>Percent of role devoted to D&amp;I</th>
<th>D&amp;I Low Performers</th>
<th>D&amp;I High Performers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1% to 20%</td>
<td>56%</td>
<td>86%</td>
</tr>
<tr>
<td>21% to 40%</td>
<td>9%</td>
<td>10%</td>
</tr>
<tr>
<td>41% to 60%</td>
<td>15%</td>
<td>24%</td>
</tr>
<tr>
<td>61% or more</td>
<td>72%</td>
<td>24%</td>
</tr>
<tr>
<td>61% or more</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Graph does not contain Don’t Know responses.
Finding: D&I High Performers integrate D&I frameworks into their business strategies to a much higher degree

D&I High Performers are more likely to create a D&I framework and integrate it with their business strategies to high and very high degrees (47%) compared with D&I Lower Performers (18%). This might be because D&I High Performers allocate a greater percentage of their roles to D&I, as discussed in the previous finding. This increased knowledge then translates to better objectives that can be shared with managers to collectively ensure that key objectives get integrated into the business strategy.

Survey Question: To what degree is your D&I framework integrated into your business strategies?

Percent responding high and very high

- D&I High Performers: 47%
- D&I Low Performers: 3%

Note: Graph does not contain Don’t Know responses.
Finding: D&I High Performers tend to use more advanced metrics and set more goals

D&I High Performers are much more likely than Low Performers to use a variety of related metrics and analytics. This is especially true in regard to engagement levels, advanced workforce demographics and organizational outcomes. In short, High Performers seem to take a more quantitative and rigorous approach to the management of D&I. In fact, we found that nearly a third of D&I Low Performers use no metrics at all in this area.

Survey Question: What metrics do you use to measure the current state of D&I in your organization? (select all that apply)

- Engagement/satisfaction levels: 13% (Gap 51 Pts) for D&I Low Performers, 64% (Gap 12 Pts) for D&I High Performers
- Advanced workforce demographics (e.g., veterans, disability status, sexual identity, etc.): 8% (Gap 44 Pts) for D&I Low Performers, 52% (Gap 44 Pts) for D&I High Performers
- Clearly defined organizational goals/outcomes: 3% (Gap 39 Pts) for D&I Low Performers, 42% (Gap 39 Pts) for D&I High Performers
- Annual reports with quantitative and qualitative measures: 2% (Gap 34 Pts) for D&I Low Performers, 36% (Gap 34 Pts) for D&I High Performers
- Diversity goals related to succession planning: 3% (Gap 33 Pts) for D&I Low Performers, 36% (Gap 33 Pts) for D&I High Performers
- Recruiting outcomes: 19% (Gap 33 Pts) for D&I Low Performers, 52% (Gap 33 Pts) for D&I High Performers
- Employee retention: 33% (Gap 28 Pts) for D&I Low Performers, 61% (Gap 28 Pts) for D&I High Performers
- Leadership performance expectations: 6% (Gap 24 Pts) for D&I Low Performers, 30% (Gap 24 Pts) for D&I High Performers
- Basic workforce demographics data (i.e., gender, ethnicity, etc.): 64% (Gap 12 Pts) for D&I Low Performers, 76% (Gap 12 Pts) for D&I High Performers

Note: Graph does not contain Don’t Know responses.
Finding: D&I High Performers are much more likely to communicate the importance of D&I throughout the organization

D&I High Performers are far more likely to consistently communicate the importance of D&I throughout the organization to a high or very high extent (80%) compared to just 7% of D&I Low Performers. High Performers are also much more likely to stress D&I in other parts of the talent management process, including the talent acquisition and succession management process.

**Survey Question:** To what degree does your organization use the following diversity and inclusion initiatives?

<table>
<thead>
<tr>
<th>Initiative</th>
<th>D&amp;I Low Performers</th>
<th>D&amp;I High Performers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consistently communicate the importance of D&amp;I training throughout the organization</td>
<td>7%</td>
<td>80%</td>
</tr>
<tr>
<td>Stress D&amp;I in the talent acquisition process</td>
<td>7%</td>
<td>63%</td>
</tr>
<tr>
<td>Emphasize D&amp;I in the succession planning and management process</td>
<td>6%</td>
<td>53%</td>
</tr>
</tbody>
</table>
Finding: D&I High Performers are much more likely to train

Generally speaking, D&I High Performers (64%) are nearly twice as likely as Lower Performers (33%) to train all employees as part of D&I development programs. However, that doesn’t necessarily mean that all training should be the same or mandatory. It does suggest, however, that High Performers put more resources behind D&I training.

What kinds of trainings are High Performers integrating D&I into? They are most likely to use inclusion awareness training. This type of training represents the second largest gap (36 percentage points) between High Performers (79%) and Low Performers (40%).

D&I High Performers are also likely to use unconscious bias training. Fully 70% of them use such training, compared with just 43% of D&I Low Performers. But the area where there is the largest gap is performance management training, where there is a 41 percentage point difference between High and Low Performers.

Survey Questions: Who is included in your diversity and inclusion training and development programs, and how do you incorporate D&I into your Learning and Development programs?

Low Performers are less likely to provide pay equity training
Finding: D&I High Performers are much more likely to have initiatives that improve D&I in the leadership ranks

Fully 77% of D&I High Performers have one or more leadership development initiative focused on or designed for improving D&I in leadership. By comparison, just 30% of Low Performers do. Such programs have the potential to help women and other under-represented groups overcome the cultural and organizational challenges that sometimes hinder them in their aspirations to become leaders.

Having a diverse set of leaders at the top is an important step in bringing broader diversity throughout the organization. Perhaps because of this, D&I High Performers are more likely to mandate diversity in leadership and include incentives.

Survey Question: Regarding diversity in leadership ranks, which of the following are true or false for your organization?

<table>
<thead>
<tr>
<th>Percent of respondents reporting “true”</th>
</tr>
</thead>
<tbody>
<tr>
<td>77% D&amp;I High Performers</td>
</tr>
<tr>
<td>47% D&amp;I High Performers</td>
</tr>
<tr>
<td>30% D&amp;I Low Performers</td>
</tr>
<tr>
<td>17% D&amp;I Low Performers</td>
</tr>
<tr>
<td>18% D&amp;I Low Performers</td>
</tr>
<tr>
<td>3% D&amp;I Low Performers</td>
</tr>
<tr>
<td>7% D&amp;I Low Performers</td>
</tr>
<tr>
<td>15% D&amp;I Low Performers</td>
</tr>
</tbody>
</table>

Note: Graph does not contain Don’t Know responses.
Finding: D&I High Performers provide more inclusive benefits

D&I High Performers are more likely than Low Performers to provide family-focused benefits, including telecommuting options, flexible work options and professional part-time roles.

It is important to note that offering such benefits is just one part of the equation. A culture that supports their use is also essential. If employees fear there could be negative implications for their careers or pay, they could be less likely to use them (or they may potentially use them knowing that they would be passed over for a promotion or raise and ultimately consider leaving the organization for an organization with better work-life balance).

**Survey Question:** Which of the following initiatives and/or benefits does your organization have? (select all that apply)

- **Telecommuting options**
  - D&I Low Performers: 31%
  - D&I High Performers: 66%
  - Gap: 35 pts

- **Flexible work options**
  - D&I Low Performers: 44%
  - D&I High Performers: 75%
  - Gap: 31 pts

- **Professional part-time roles**
  - D&I Low Performers: 20%
  - D&I High Performers: 47%
  - Gap: 27 pts

- **Paid parental leave**
  - D&I Low Performers: 42%
  - D&I High Performers: 63%
  - Gap: 21 pts

Only about one-third of D&I Low Performers provide flexible work options.
Key Takeaways

Given the research findings in this report, below are some key suggestions for how organizations might become more successful in fostering a culture of diversity.

1. **Conduct research and build (or refine) a business case for D&I.**
   Organizations struggling with D&I often have narrow, compliance-oriented definitions of D&I and don’t understand the true benefits. As a first step, consider market research on demographics, employee engagement/satisfaction surveys, and small focus groups. Identify the areas in the organization where D&I programs are necessary to build morale, improve innovation or support a government regulation. Use key learnings to create a business case and refine your organization’s definition of D&I. Share it with C-level leaders.

2. **Get support from the top and partner with others to set goals and develop initiatives.** After identifying the areas to focus on, partner with senior leaders to set organizational goals and outcomes. As part of this process, ask leaders to consider incorporating the workable incentives into the performance management process. What may work for one department may be initially resisted by another. Determine if and when the initiatives offered should be different from one department to the next, and create realistic time tables for achieving goals.

3. **Adequately resource D&I and improve communication within HR and across the organization.** Our research shows respondents responsible for D&I don’t always devote significant portions of their role to it. Moreover, D&I sometimes fails to work closely with HR broadly as well as its recruiting, succession and performance departments. Consider how HR and its different divisions should be working together. Figure out if staff need to shift their priorities or add additional manpower and other resources to give D&I the attention it needs.
Consider designing a variety of training programs and make them voluntary where appropriate. Consider training for performance management, inclusion awareness, unconscious bias, pay equity, communication, and inclusive recruitment policies. Keep in mind that one size probably will not fit all. Consider segmenting trainings depending on trainees and context. Training has the tendency to be too compliance-focused. Cover the legal aspects of D&I but also teach employees about individual working preferences and customs that help foster innovation as well as mutual respect for diverse thinking styles and problem solving approaches. Create opportunities such as “lunch and learns” so employees have some autonomy in setting the pace. Be patient, consistent and sometimes repetitive with key messages.

Ensure that the culture embraces “pay equity” as well as “pay for performance.” Women and minorities are often paid at lower rates. It is partly because they start at lower bases but also because the performance management process is not always objective. When this happens, D&I programs have the potential to fail. Put practices in place to ensure pay is equitable as the employment market changes over time.

Consider building leadership initiatives to support women and ethnic/racial minorities. Women and minorities often fail to become leaders because they lack exposure to the right projects and training. Consider holding events, creating formal mentorship programs, and providing leadership training to give minorities and others the right opportunities. Does your organization have a path for identifying and training high performers? If not, consider creating one; and, if you already have one, make sure that everyone knows about it.

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Consider the dominant leadership style of the organization and help employees navigate through changes. Some executives and employees are accustomed to top-down leadership styles. D&I often values behaviors of openness and collaboration versus dictating. This can present challenges for many organizations trying to change. Help leaders to incorporate a style that is more supportive of D&I and productive in terms of running their business. Expect some push back and plan appropriately.

Seek opportunities to drive innovation and encourage diversity of thought. Most companies today are not incorporating their D&I frameworks in the business strategy. Consider how bringing together employees with different backgrounds on a fun and challenging project where diverse viewpoints matter. For example, create or test a new product by inviting different job levels, roles, departments and regions to a product development meeting.

Create a robust communication program, relevant marketing material and events. It is an art to balance communication about D&I in such a way that employees receive the knowledge and are excited instead of feeling overwhelmed or threatened by it. Consider creating marketing material such as a success story about how a diverse team of workers designed a new customer service plan. Feature it in the employee newsletter, annual report or D&I section of the organization’s website. Work with the CEO to create a video that shares commitment to diversity. Invite team members to attend “lunch and learns,” networking events or ERGs.

Determine whether your organization should measure more, use technology to collect data and share progress reports. Many companies do not have the metrics they need to report on D&I. Consider how technology can help support a broader definition of D&I. Identify a point person who will be responsible for sharing data on a regular basis. Meet with leaders to show them progress as well as areas that need improvement.
**Consider D&I incentives.** With better metrics, organizations will have greater visibility into their organization’s diversity levels. The organization may want to find ways to recognize leaders for D&I progress. Consider tangible non-quota performance-related criteria such as ranking a manager based on their ability to give men and women access to similar career-changing projects or networking opportunities. Of course, run programs by legal counsel.

**Stay up-to-date on global regulations, policies and procedures.** There have been a host of new policies and regulations that have gone into effect that often differ among countries, states and regions. Consider who will track pertinent regulations and who will adjust internal policies and procedures. When does it make sense to change internal company policy in anticipation of governments mandating legislation down the road? And, should organizations go further than laws mandate to burnish their employer brand and live up to corporate values? Also, try to determine what kinds of benefits will be increasingly attractive to today’s multicultural workforce.
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