The Future of Diversity, Equity and Inclusion 2022
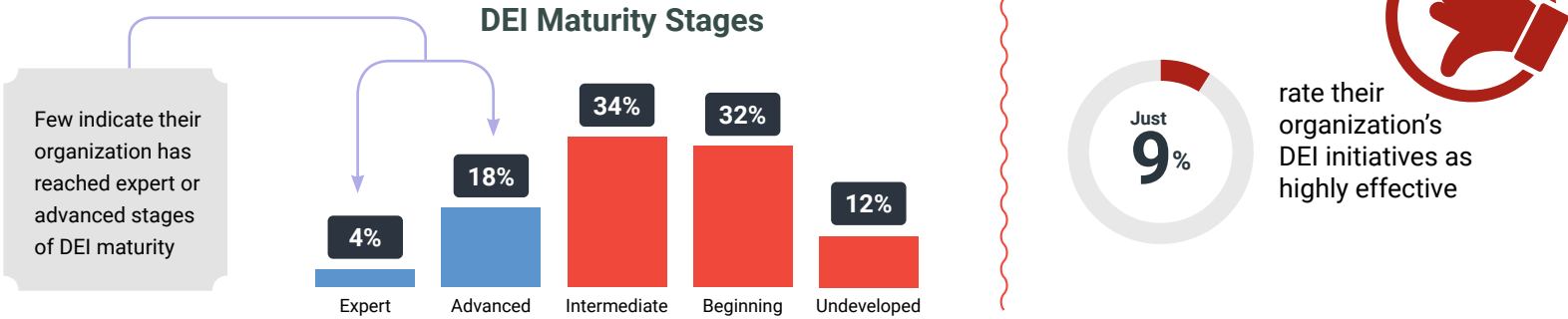
Incorporate new DEI initiatives to foster strong employee relationships and increase organizational success

Companies struggle to fully mature their DEI programs

DEI Maturity Stages

Few indicate their organization has reached expert or advanced stages of DEI maturity

Stage	Percentage
Expert	4%
Advanced	18%
Intermediate	34%
Beginning	32%
Undeveloped	12%

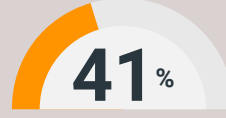Just **9%** rate their organization's DEI initiatives as highly effective

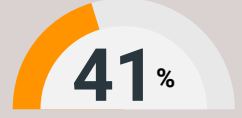## What is preventing organizations from achieving effective DEI initiatives?

The three most commonly cited barriers to DEI effectiveness are:
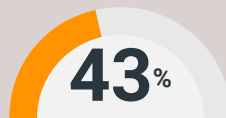
43% failure to prioritize at top leadership levels

41% a lack of metrics to identify insufficient diversity

41% inadequate training

Most companies fall short in the areas of metrics

Just **20%** establish and measure DEI metrics and reporting to a high or very high degree

Just **16%** say the same about analyzing turnover using a DEI lens

Organizations are cultivating more inclusive corporate cultures, but many still need to improve leadership diversity

54% say their organization's corporate culture is **more inclusive** than it was two years ago

48% say their workforce is **more diverse** than it was two years ago

But...

57% say ethnic/racial minorities make up no more than 20% of their organizations' leaders

47% say women represent no more than 40% of their organization's people managers

There's much room for improvement when it comes to pay equity

Just 10% strongly agree that pay is equitable in their organization

28% say that equitable pay is not currently an organizational priority at all

Top reasons for pay equity are:

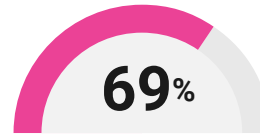1. being able to retain the right talent
2. ensuring fairness

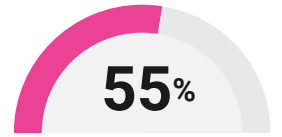## Do organizations offer DEI-related training?

Companies most commonly train all employee groups, but **24%** don't offer DEI-related learning and development at all

DEI

The most common DEI-related training programs are:

69% unconscious bias training

55% inclusion awareness training

Organizations that perform better in the area of DEI practices are more likely than others to:

- ✓ have support from the top to close pay gaps and an associated budget for it
- ✓ include a wide range of characteristics in their definition of DEI
- ✓ integrate DEI strategic frameworks into their business strategies
- ✓ make DEI quite visible to the workforce
- ✓ emphasize DEI in succession planning and talent acquisition processes

Consider these strategies

1. **Determine** where the organization is regarding DEI
2. **Get** support from C-level executives and develop a DEI plan to engage all managers
3. **Design** a variety of training programs
4. **Evaluate** recruiting processes for women and minorities and improve leadership initiatives/succession planning
5. **Reinforce** DEI messages and provide ongoing support with the right tools

About the Survey

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DEI high performers: Respondents who rate their organization's stage of DEI maturity as "advanced" or "expert."

DEI low performers: Respondents who rate their organization's stage of DEI maturity as "undeveloped" or "beginning" or "intermediate."