



Navigating the Path to Inclusion: Strategies for DEI Challenges



The leader in Employee Experience

6,000

+

Companies

195

Countries

1m+

Reviews completed

8m+

Surveys completed

3k+

Benchmarks

The world's most innovative companies use Culture Amp

Large Enterprise

Enterprise

Mid Market

SMB

ORACLE



SOURCELY



Etsy



box



VINOMOFO

38%

Increase in
company confidence



8%

Increase in Revenue



43%

Decrease in turnover



Hello, nice to meet you!



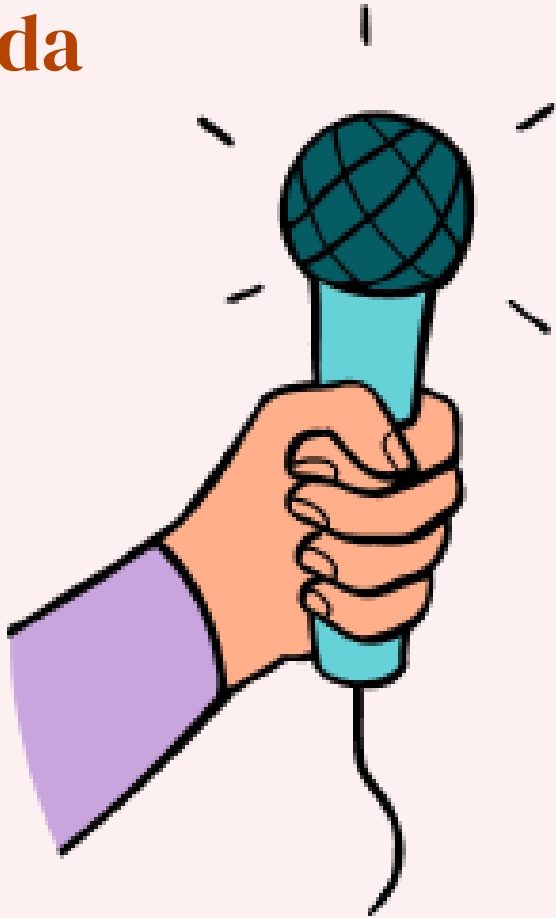
Elora Voyles, PhD
Lead People Scientist
Culture Amp

I'm calling in today from the land originally settled and occupied by the Kumeyaay people.

I recognize the culture, strength, resilience and capacity of the people in this land. I pay my respects to their Elders, past and present.

If you're interested in taking action, you can research how to support Indigenous people by paying voluntary land tax in your area.

Agenda



- Methodology
- Setting the scene
- Pillars of DEI
- Takeaways
- Q&A

Methodology



CENSUSWIDE
THE RESEARCH CONSULTANTS

We surveyed:

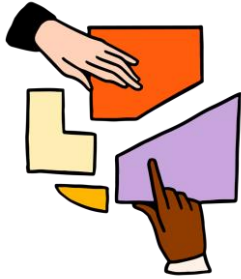
~500 HR decision makers

~2,000 employees

United States and Canada

Censuswide abide by and employ members of the Market Research Society which is based on the ESOMAR principle

Understanding the basics



Equity

The process of recognizing that advantages and barriers exist that create unequal starting places, and addressing & mitigating the imbalance.



Diversity

The range of human differences including but not limited to race, ethnicity, gender, sexual orientation, age, social class, etc.



Inclusion

The act of making a person part of a group or collective, where each member is afforded the same rights and opportunities.

Quick poll



Does your company currently have a tool to measure DEI?

- a. Yes, we currently use a tool to measure DEI**
- b. We're implementing one at the moment**
- c. No, but we have plans to implement a DEI tool soon**
- d. No, and we have no plans to implement one soon**
- e. I don't know.**

Over 1 in 3 companies have no tool to measure DEI



42%

Yes, we currently use
a tool

17%

We're
implementing one
at the moment

16%

No, but we have
plans to

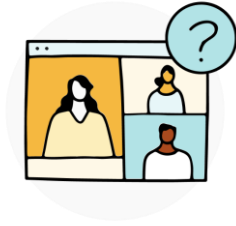
23%

No, and we have
no plans to

Pillar #1

Prioritizing DEI

The value of DEI is still not understood



2 in 5

HR decision-makers say that DEI is **not considered** when making business decisions



1 in 3

HR decision-makers state the leadership team is **not supportive** enough of DEI

This lack of investment is being felt by employees



61%

Did not receive any DEI training from their employer



25%

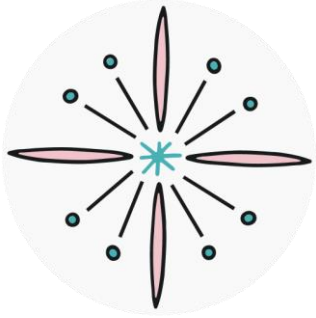
Reveal they have experienced **discrimination at work** based on their identity.



33%

Would not recommend their organization as a great place to work

Diverse and inclusive companies have increased...



Engagement

An inclusive culture fosters employee motivation and connection to the company



Innovation

Greater psychological safety results in increased creativity and innovation



Agility

Inclusion can strengthen organizational agility, making it easier to adapt to changes

Source: <https://www.cultureamp.com/blog/benefits-diversity-in-workplace>

Action: How to get buy-in from Leadership?

- **Make it personal** - emotion and stories are important
- **Back it up with data** - remind leaders of ROI and the cost of losing people
- **Approach DEI as a business function** - align DEI with wider business goals



Quick poll



What % of women are represented in executive leadership teams?

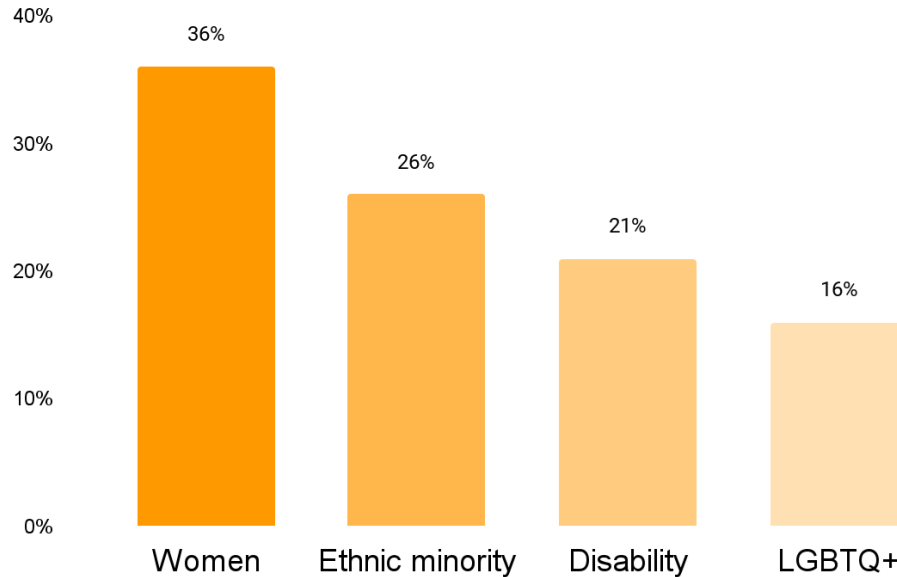
- a. Over 75%
- b. 51 - 75%
- c. 25 - 50%
- d. Less than 25%

Pillar #2

DEI Experiences

Other marginalized groups are even less represented

Estimated representation in the Executive Leadership team



Source: <https://www.gartner.com/smarterwithgartner/3-ways-to-build-diversity-on-the-leadership-bench>

Diverse executive teams result in greater profitability



Organizations with diverse executive teams:

- Are more profitable
- Have higher quality customer experiences
- Are more socially responsible

Source: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

At least 1 in 4 employees have experienced discrimination at work based on their identity



23%

HR decision-makers state their company received gender discrimination -related complaints



22%

HR decision-makers have encountered race-related discrimination complaints at their company



22%

HR leaders have witnessed a decision to not hire or promote someone to due to their age



34%

Employees have suffered unwelcome comments and/or conduct

Action: Reassess your definition of 'diversity'

Organizational leaders must ask:

- What does diversity mean to the organization?
- How does this carry through to recruiting and hiring?
- How does this translate into other organizational practices?



Action: Begin by collecting feedback

		Baseline: All results	White Men X	White Women X	Black Men X	Black Women X
No. of responses	4.0k	1.1k	810	96	93	
Decision Making	57%	+10	-6	+7	-18	
Equity	62%	+4	-2	+5	-2	
Growth	85%	0	0	+1	+1	
Voice	72%	+9	-6	+5	-9	
Inclusion	85%	+3	0	0	-5	
Diversity	77%	+4	0	0	-6	
Contribution to Broader Purpo...	95%	+1	0	0	+1	

- **Demographic data** - It is impossible to do any DEI work without knowing who your employees are
- **Understand experiences** - Starting with an engagement survey is a great first step
- **Dive deeper** - An inclusion survey allows you to identify key drivers

Action: Set goals (and track progress) to keep the organization accountable



Representation goal	Outcome
27.5% of Directors and above identify as BIPOC	23.9%
28.5% of Senior Managers and above identify as BIPOC	23.7%
3.5% of Senior Managers and above identify as Black or Indigenous	5.0%
45% of Directors and above identify as female or non-binary	50.3%
48% of Senior Managers and above identify as female or non-binary	49.6%
28% of Campers in Engineering identify as female or non-binary	34%

Pillar #3

DEI Strategy & Action

Underrepresented groups face barriers to growth and development



HR says...

Around 1 in 4 is not confident that people of different genders, ages and backgrounds have **equal access to development opportunities** at their company



Employees say...

Nearly 20% of employees disagree that paths for **career advancement** and promotion are transparent to all employees

Action: Implement clear and equitable processes

- Introduce a clear process for career development
- Implement a fair and equitable performance process
- Conduct audits on your processes
- Leverage employee-centered performance and development tools

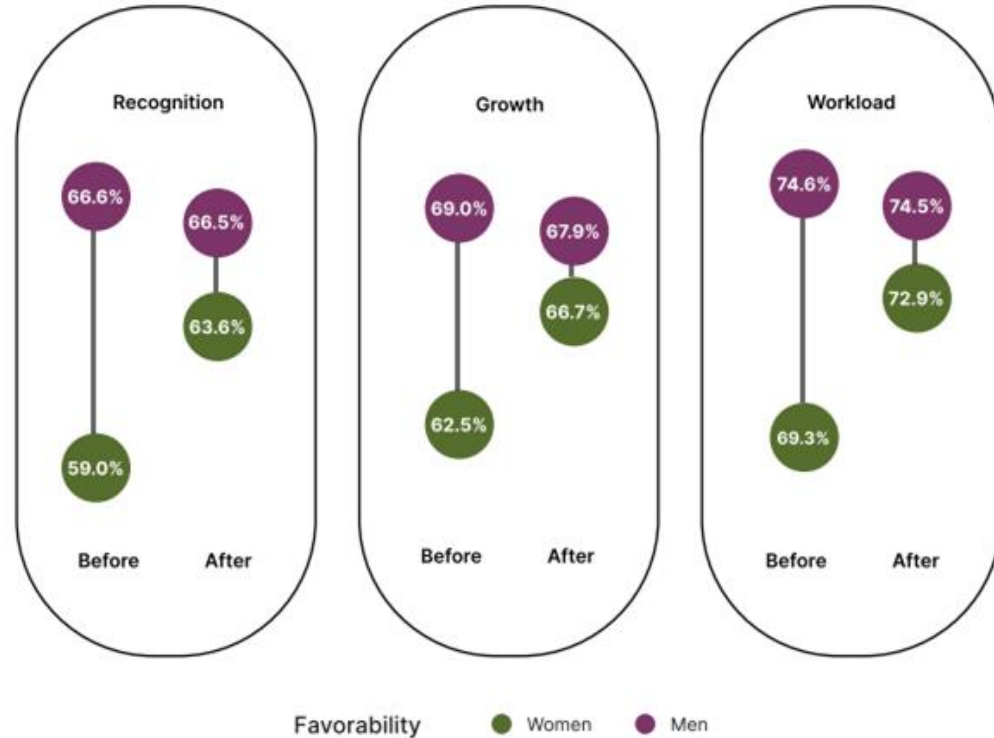


Action: Don't ditch performance ratings

- Movement in recent years to eliminate ratings from the performance process
- However, a lack of formal ratings doesn't mean that they disappear
- Complement a manager rating with lots of qualitative feedback
- Avoid self-ratings



Effective performance management drives impact and equity



Source: <https://www.cultureamp.com/resources/performance-management/performance-business-outcomes-infographic>

HR could do more to include employees from marginalized groups when implementing initiatives



30 %

Agree that there's not enough awareness and information around marginalized groups across the business



39%

Agree that there is no forum where marginalized people can inform other employees about their background



52%

Agree that people from marginalized groups should play a more active role in implementing DEI policies and initiatives.

What is an Employee Resource Group (ERG)?



- **Voluntary**, identity-based **communities** formed by employees in a company
- Safe space to **connect** and **raise awareness** about issues facing their community
- Often formed around **specific identities** like race, gender, sexuality, or ability

Quick poll



Do you currently have ERGs in place at your organization?

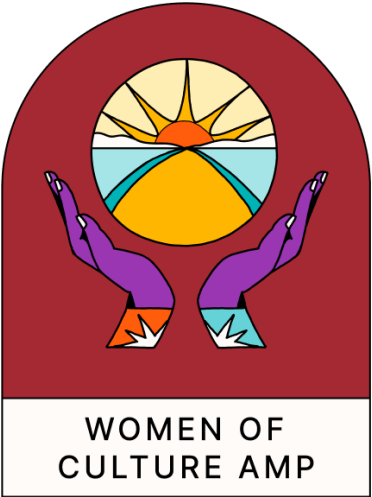
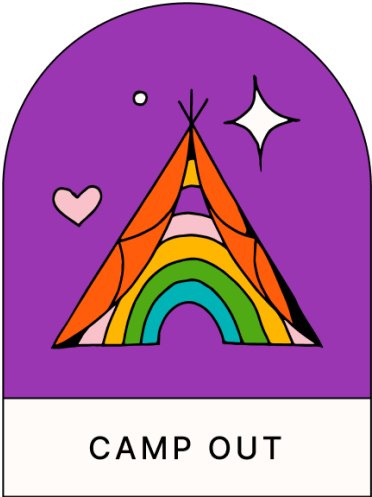
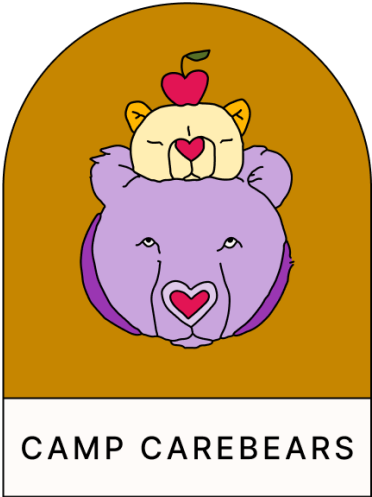
- a. Yes
- b. No
- c. Not sure

Action: Start, and support, ERGs



- Gauge employee interest
- Get executive buy-in
- Create the mission statement
- Recruit members and allies
- Recognize and/or compensate
leaders

ERGs at Culture Amp



ERGs at Culture Amp formed as grassroots efforts by employees in 2016, which was then fully formalized in January 2022

Takeaways

Recap on today's session

- **Budget constraints** and lack of **leadership buy-in** are holding back DEI efforts.
- Marginalized groups are **not well represented** at the leadership level
- **Development** and creating **equitable experiences** is where HR are prioritising their efforts
- Marginalized employees need to be **given space** to help drive DEI efforts
- Inclusive workplaces **outperform** less inclusive environments



Questions?



Thank you

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