The Future of Diversity, Equity and Inclusion 2021

Advance DEI initiatives to achieve greater long-term organizational success

DEI programs still need improving

- 11% are in Expert stage
- 30% are in Advanced stage
- 28% are in Intermediate stage
- 21% are in Beginning stage
- 10% are in Undeveloped stage

Just 31% rank their organization’s DEI initiatives as very effective

Are organizations being proactive at cultivating a more diverse workforce?

- 69% HR professionals say their workforce is more diverse than it was two years ago
- But only 58% say their workforce reflects the demographics of today’s marketplace

Organizations seem to lack diversity in the leadership ranks

- 35% say ethnical/racial minorities make up no more than 20% of their organization’s leaders
- However, ethnic/racial minorities make up about 40% of the US population

- 23% say women represent no more than 20% of their organization’s leaders
- However, women represent nearly half the US workforce

Is DEI included in business strategies?

- 65% agree or strongly agree that DEI plays a role in strategic planning
- 57% agree or strongly agree that DEI framework is formally integrated into business strategies

Do organizations measure and analyze DEI?

- Only 38% establish and measure DEI analytics and reporting to a high or very high degree
- Just 46% agree or strongly agree they know how effective DEI programs are
- Only 50% use basic metrics such as gender and ethnicity to measure the current state of DEI

DEI Maturity Stages

- Expert
- Advanced
- Intermediate
- Beginning
- Undeveloped

DEI Maturity Stages: 11% Expert, 30% Advanced, 28% Intermediate, 21% Beginning, 10% Undeveloped

Thanks to our great sponsor
The "Future of Diversity, Equity and Inclusion 2021" ran December 2020 and January 2021. We gathered 374 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.

Do organizations offer DEI-related training?

- **85%** of organizations offer DEI-related training to at least some employees.
- **42%** offer training to all employees.

Of those organizations that offer training, the most widely provided are:

- Inclusion awareness training
- Performance management training
- Inclusive recruitment policies training
- Anti-racism training

How do DEI high performers* standout from the crowd?

- **92%** have DEI framework formally integrated into business strategies
- **64%** ensure healthcare and EAP providers reflect the gender, race/ethnicity and language spoken of the workforce
- **56%** have a formal budget allocated to closing pay gaps

DEI high performers are far more likely to:

- **Strongly agree** that pay is equitable in their organization
- **Say** their organization has a formal budget allocated to closing pay gaps
- **Say** they don’t measure pay gaps or pay equity at all

Consider These Strategies

- **Take** a pulse on the state of pay equity
- **Get** support from the top
- **Offer** training programs to reinforce cultural values and minimize lawsuits
- **Take** a good look at your organization’s performance management system, especially if it is used to make promotion and pay decisions
- **Analyse** leadership initiatives and recruiting processes to support women and ethnic/racial minorities
- **Seek** opportunities to drive innovation and encourage diversity of thought
- **Decide** how your organization should approach DEI metrics
- **Stay** up-to-date on global regulations, policies and procedures

About the Survey

The "State of the Industry Research: The Future of Diversity, Equity and Inclusion 2021" run December 2020 and January 2021. We gathered 374 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.

*DEI High Performers: Respondents who rate their organization’s DEI initiatives as effective (that is, an 8, 9, or 10 on a 10-point effectiveness scale).