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Diversity, Equity, & Inclusion in the Workplace

2022 SURVEY RESULTS

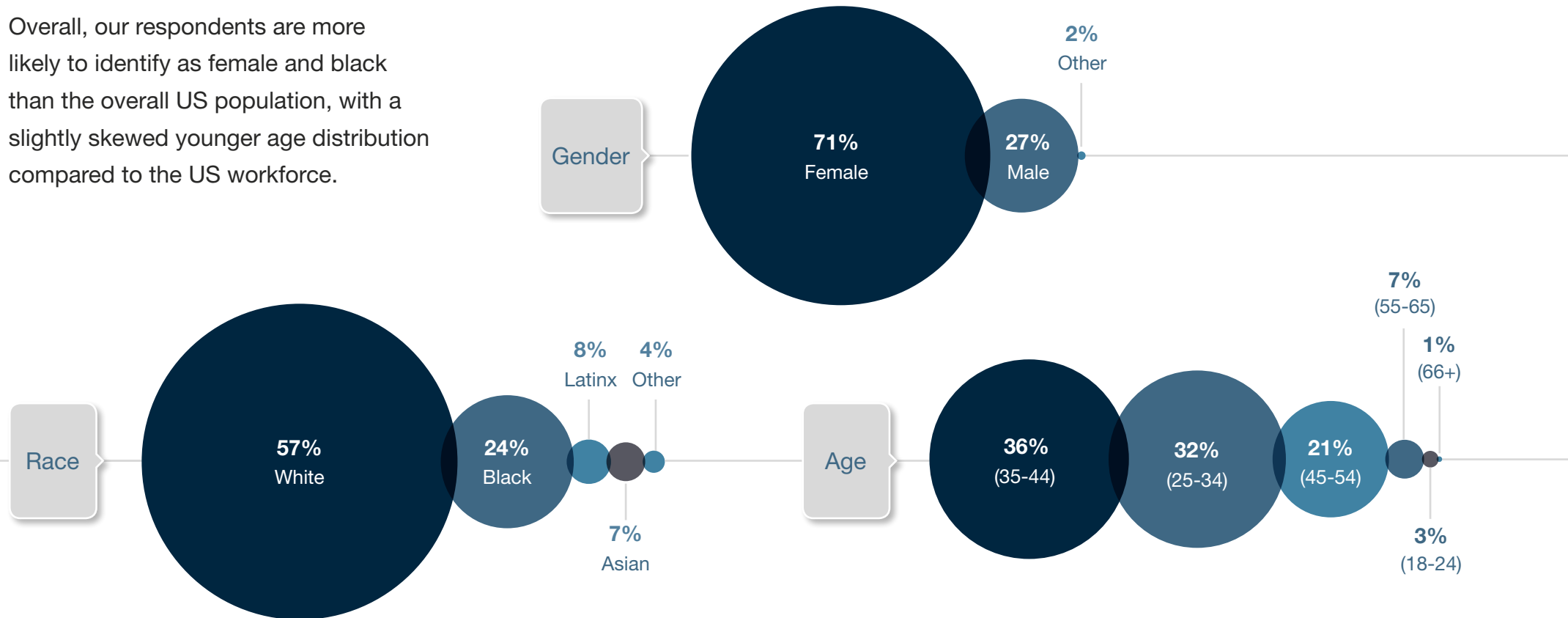# TABLE OF CONTENTS

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INTRODUCTION

Now more than ever, employers are searching for meaningful ways to strengthen the measurable impact and positive outcomes of their Diversity, Equity, & Inclusion (DEI) efforts. In our inaugural Diversity, Equity, & Inclusion in the Workplace Survey, we invited participants to anonymously share their personal experiences on topics such as their sense of belonging, leadership support, opportunities for career development, and psychological safety. Over the period of October and November 2021, we received and analyzed 250 responses. The purpose of this data is improving the efficacy of DEI programming through these data-driven insights.

Please note, all text in quotations are comments made by survey respondents.
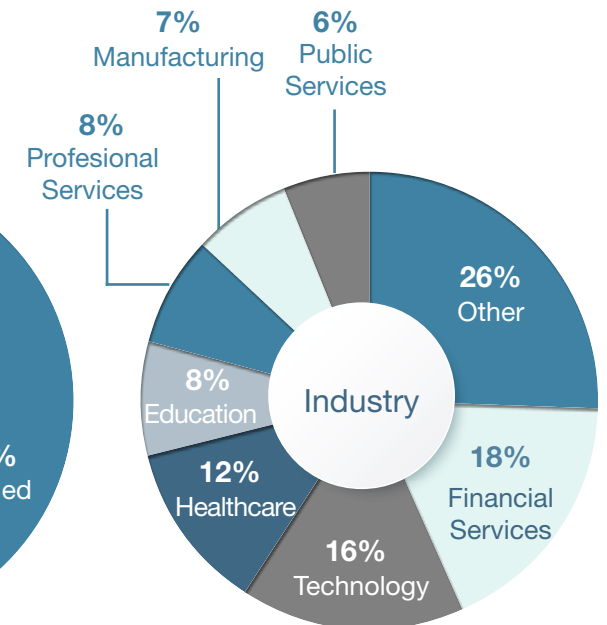
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DEMOGRAPHICS

HOW OUR 250 RESPONDENTS IDENTIFY

Overall, our respondents are more likely to identify as female and black than the overall US population, with a slightly skewed younger age distribution compared to the US workforce.
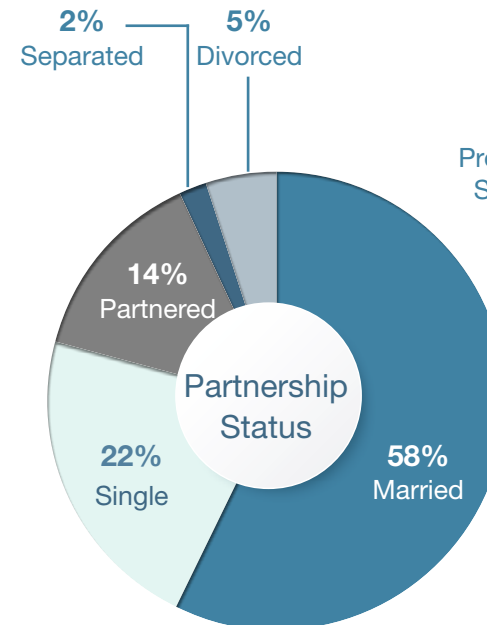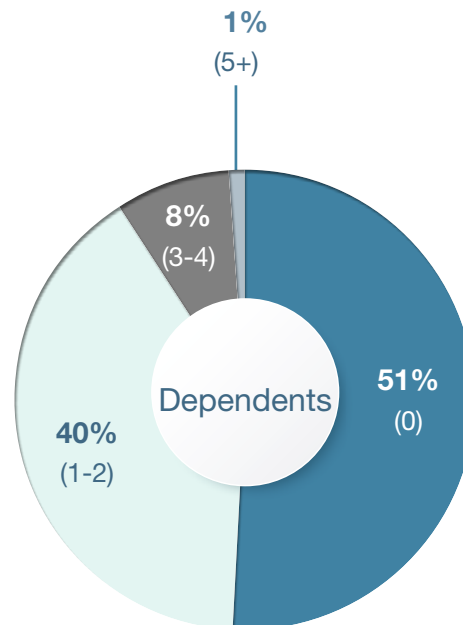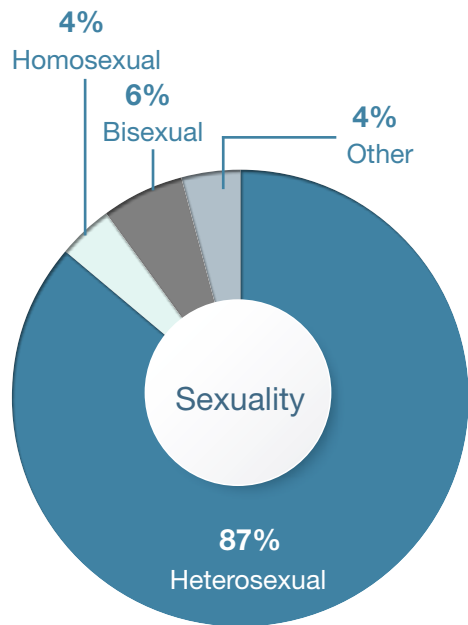
Gender

71% Female

27% Male

2% Other

Race

57% White

24% Black

8% Latinx

4% Other

7% Asian

Age

36% (35-44)

32% (25-34)

21% (45-54)

7% (55-65)

1% (66+)

3% (18-24)

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DEMOGRAPHICS

HOW OUR 250 RESPONDENTS IDENTIFY

Sexuality

- 4% Homosexual
- 6% Bisexual
- 4% Other
- 87% Heterosexual

Dependents

- 1% (5+)
- 8% (3-4)
- 51% (0)
- 40% (1-2)

Partnership Status

- 2% Separated
- 5% Divorced
- 14% Partnered
- 22% Single
- 58% Married

Industry

- 7% Manufacturing
- 6% Public Services
- 8% Profesional Services
- 8% Education
- 12% Healthcare
- 16% Technology
- 18% Financial Services
- 26% Other

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DISCRIMINATION

Harassment is a form of workplace discrimination where individuals exhibit intimidating, hostile, or offensive behaviors. Organizations successfully addressing harassment build trust by taking immediate and restorative action on behalf of employees who experience these forms of negative treatment. Respondents suggested that leadership accountability, trainings, and convenient reporting processes were key to operationalizing anti-discriminatory policies.

SOME BEST PRACTICES INCLUDE:

- Senior leadership proactively communicating and displaying anti-discriminatory behaviors

- Established policies that go beyond standard compliance and champion inclusion across diversity dimensions including race, gender identity, & religion

- Asynchronous trainings, office posters, and other self-service resources to increase knowledge and shared understanding

Organizations successfully addressing harassment build trust

70%
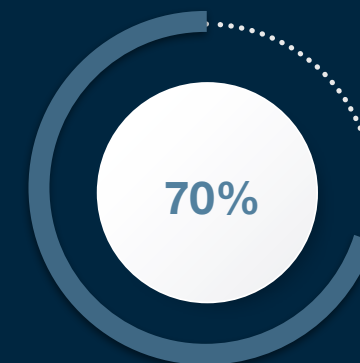
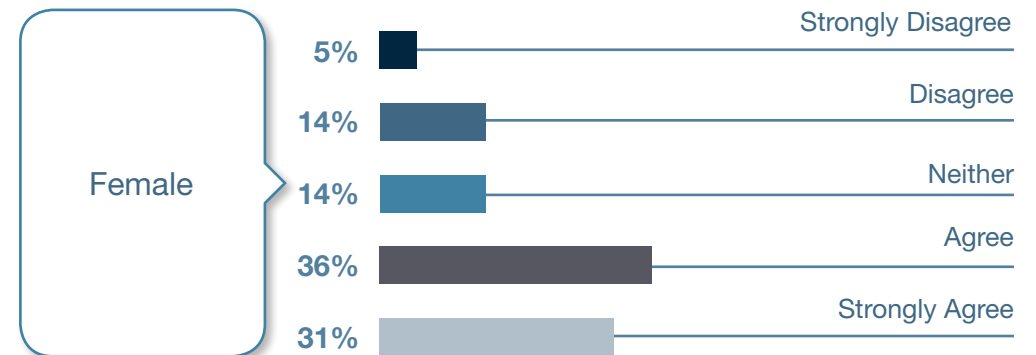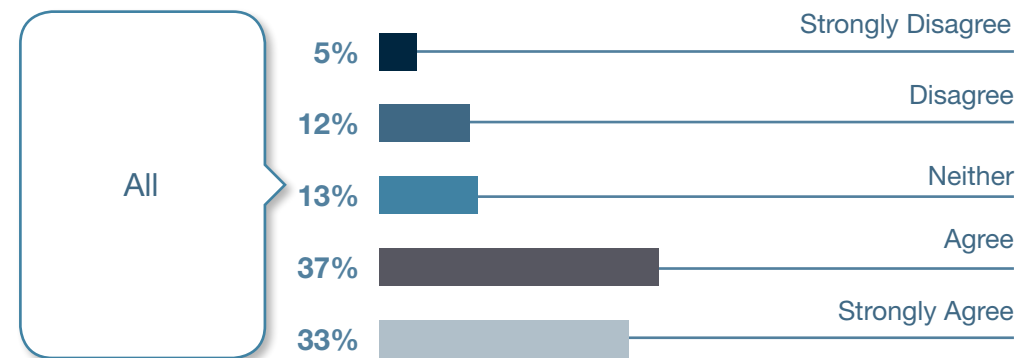of respondents believe the organization would act when harassment happens.

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SURVEY RESULTS | DISCRIMINATION

I believe my organization will take appropriate action in response to incidents of harassment.

> Other companies are on track in handling this important question and are investing in learning sessions and organizing their HR department.

All

5%	Strongly Disagree
12%	Disagree
13%	Neither
37%	Agree
33%	Strongly Agree

Male

2%	Strongly Disagree
6%	Disagree
14%	Neither
39%	Agree
39%	Strongly Agree

Female

5%	Strongly Disagree
14%	Disagree
14%	Neither
36%	Agree
31%	Strongly Agree

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Individual contributor employees report feeling less confident than Leadership that their organization will take appropriate action in response to incidents of harassment.

Individual

6%	Strongly Disagree
13%	Disagree
17%	Neither
38%	Agree
26%	Strongly Agree

Manager

4%	Strongly Disagree
11%	Disagree
17%	Neither
45%	Agree
23%	Strongly Agree

Leadership

3%	Strongly Disagree
11%	Disagree
9%	Neither
31%	Agree
46%	Strongly Agree

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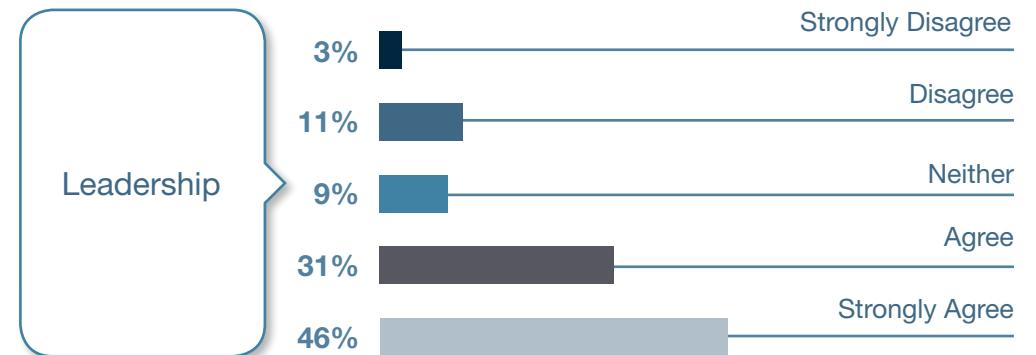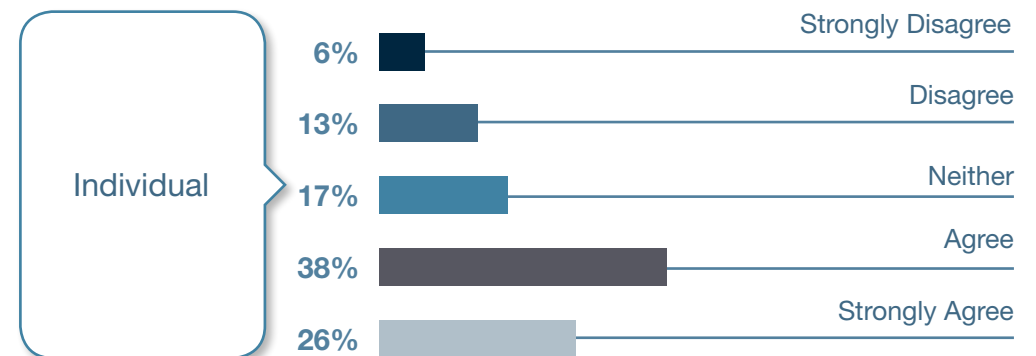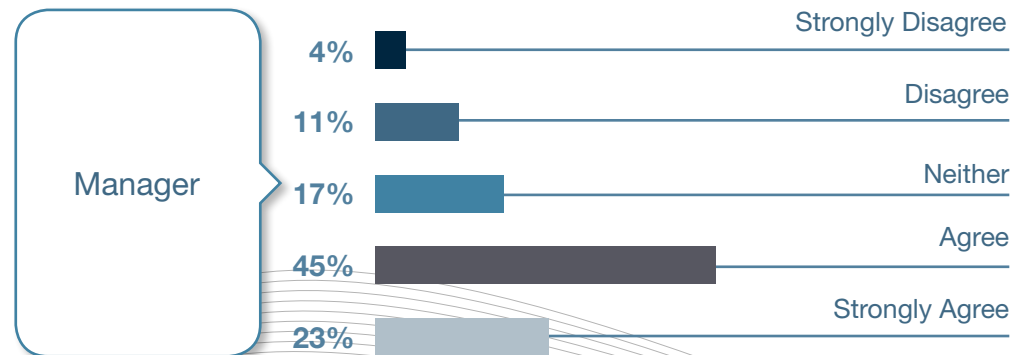
AUTHENTIC SELF

Employees hesitate to present their full selves in work environments that fail to address workplace biases. Genuine conversations are difficult to have in these places, as employees do not feel secure enough to share opinions and often assume their leadership will defer to the "preferred child effect."

According to our participants, a company with a healthy and safe environment is one that encourages comprehensive inclusivity and respects diversity This entails efforts such as accommodating disabilities, scheduling options for working parents, and flexibility that acknowledges the unpredictability of life.

A safe company culture will also be vigilant in preventing retaliatory behavior towards those with differing opinions. It will commit itself to the systemic changes that DEI requires through diverse hiring up through the senior level and programming that raises awareness and understanding of different cultures.

Employees hesitate to present their full selves at work

74%
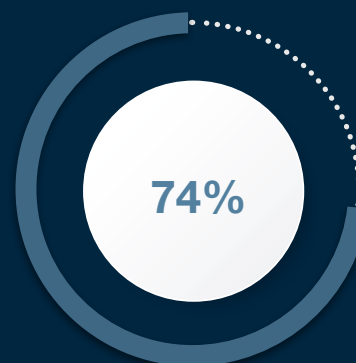
of respondents feel able to truly express their individual ideas at work.

85%
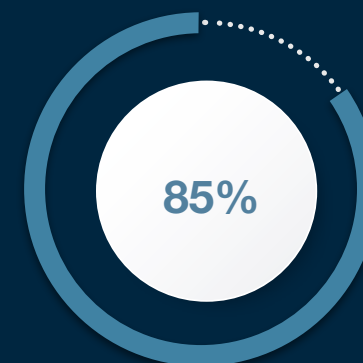
of respondents feel their opinion is valued by members of their team.

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AUTHENTIC SELF

"Change the old school mindset of finding employees that fit a certain mold in order to be successful in a specific role.

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SURVEY RESULTS | AUTHENTIC SELF

I have felt pressure to hide or change things about myself to fit in at my organization.

All

18%	Strongly Disagree
33%	Disagree
17%	Neither
26%	Agree
6%	Strongly Agree

Male

24%	Strongly Disagree
30%	Disagree
20%	Neither
21%	Agree
5%	Strongly Agree

Female

15%	Strongly Disagree
35%	Disagree
16%	Neither
28%	Agree
6%	Strongly Agree

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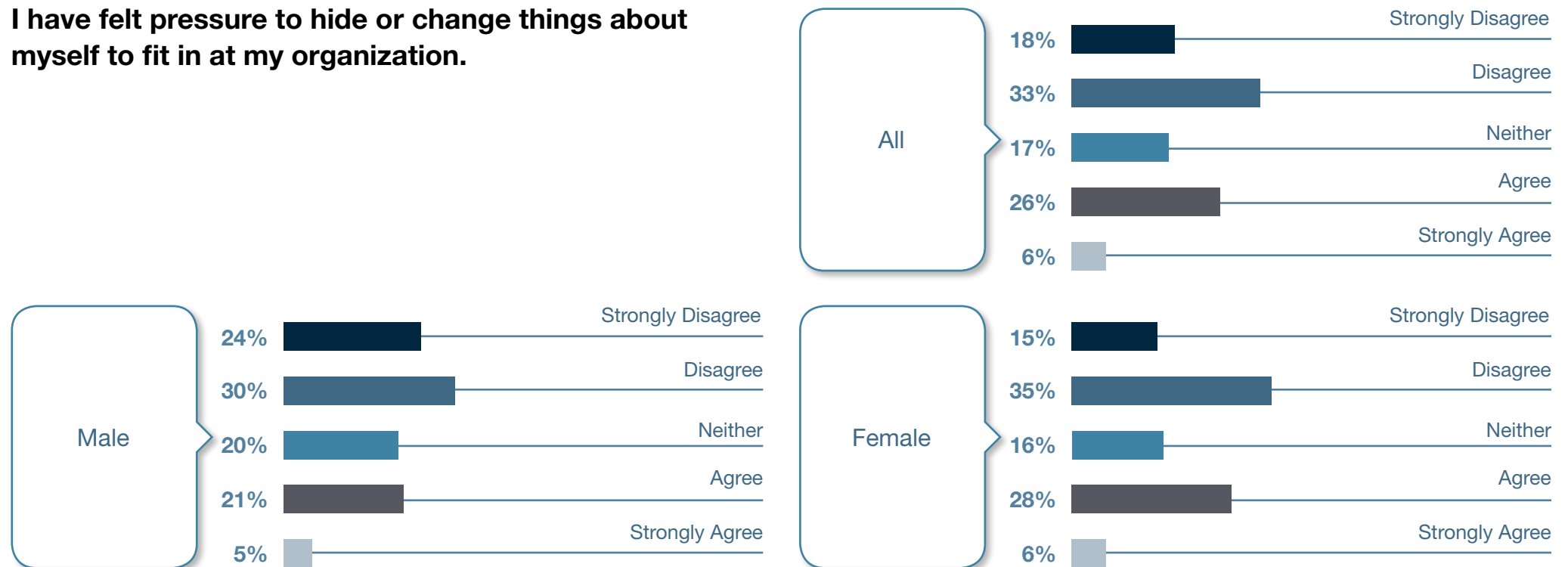
SURVEY RESULTS | AUTHENTIC SELF

> "
> I think my organization does a good job overall. As things change and employees from different cultural areas interact more, I think there could be more conversation and education for front line leaders about what is acceptable within our company culture.

Employees who identify as a person with a disability are twice as likely to feel pressure to hide or change things about themselves to fit in.

59%
With Disability

29%
Without Disability

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CAREER PROGRESSION

Many respondents experienced biased managers who display favoritism, affecting their career paths and dramatically reducing employee engagement and morale. This behavior also increases employee turnover.

A great way to help employees feel more secure in their career progression is to adopt meritocratic practices connecting pay to performance. In this way, advancement is not susceptible to biases held by the decision makers.

Project-based 360 employee reviews

Promoting transparent career paths

Pre-defined competency criteria

FROSTED GLASS CEILING

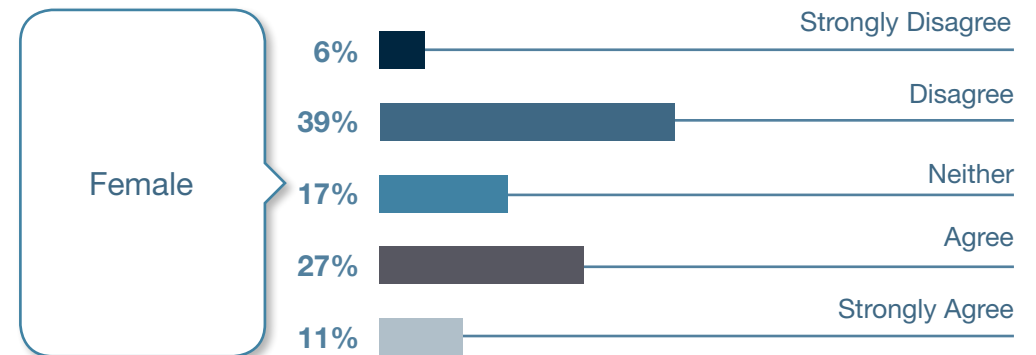**The process for career advancement is as clear to a man at 25 as it is to a woman at 45.**

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SURVEY RESULTS | CAREER PROGRESSION

The process for career advancement at my organization is transparent to me.

" *We need more clear and transparent paths for advancement and access to professional development.*

All

Response	%
Strongly Disagree	6%
Disagree	33%
Neither	22%
Agree	27%
Strongly Agree	12%

Male

Response	%
Strongly Disagree	4%
Disagree	20%
Neither	35%
Agree	26%
Strongly Agree	15%

Female

Response	%
Strongly Disagree	6%
Disagree	39%
Neither	17%
Agree	27%
Strongly Agree	11%

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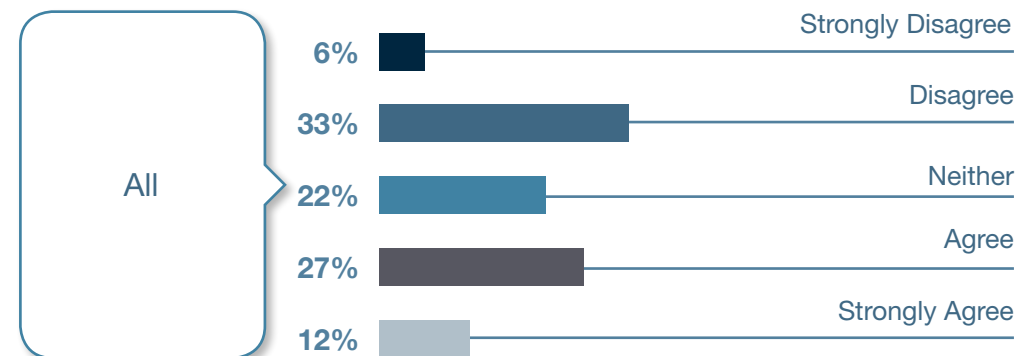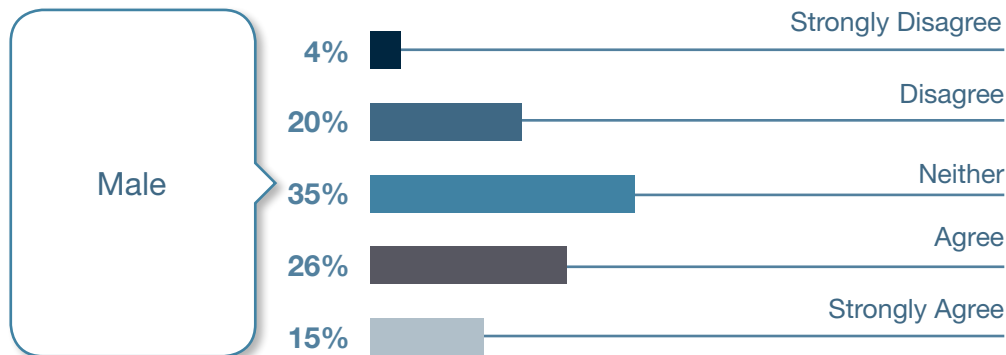
Young women in particular feel that the process for career advancement at their organization is unclear.

Male 25 - 34 (3.17)

Male 45 - 54 (3.33)

Female 25 - 34 (2.84)

Female 45 - 54 (3.17)

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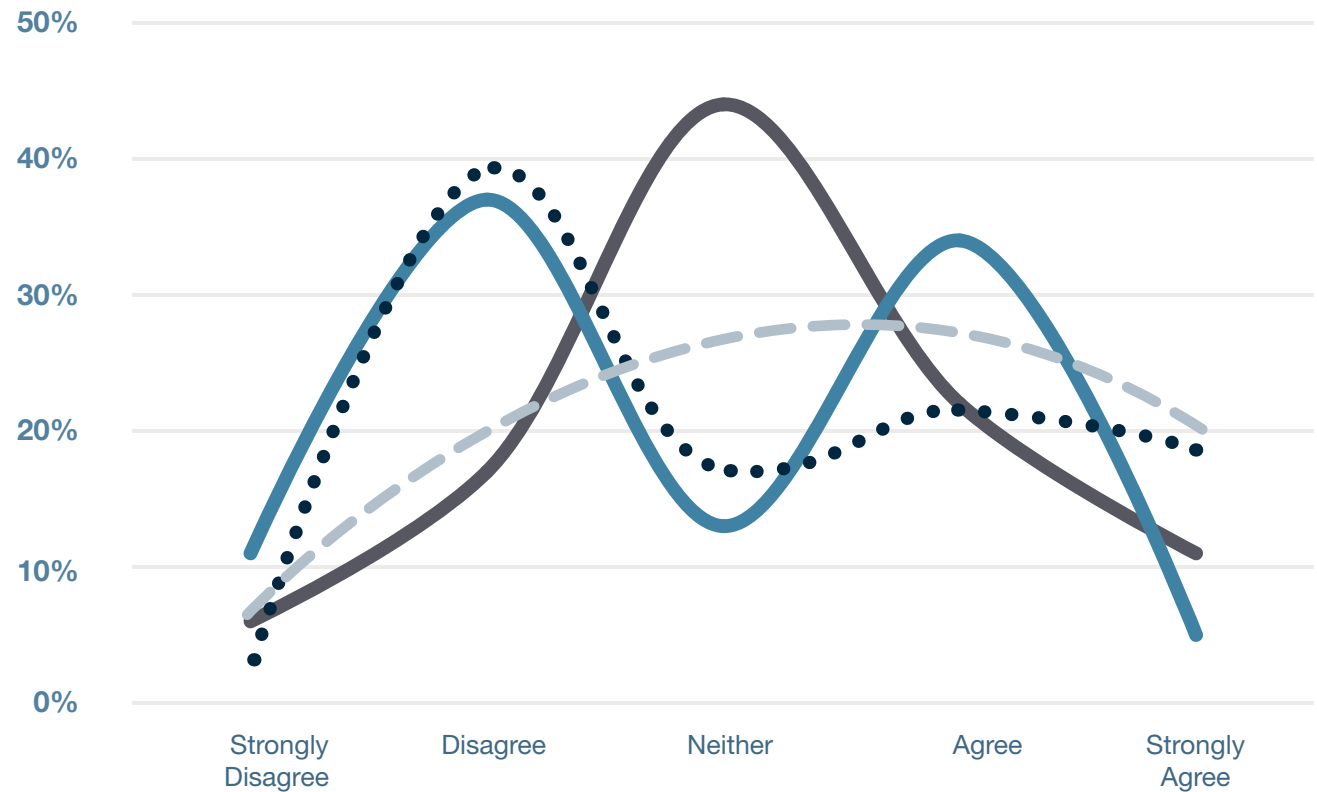
REPRESENTATION

Finding someone with a similar identity in a leadership role is affirmation that there is an existing path for one to achieve similar success. Much in the way that movie stars, musicians, and astronauts are thought to encourage children to pursue those careers, representation in upper management shows employees that their backgrounds are considered valuable assets at their company.
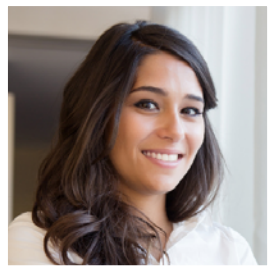
Companies can address the homogeneity in their leadership by:

- **Hiring diverse talent**

- **Implementing pay equity strategies**

- **Investing in training**

- **Providing career mentoring for underrepresented employee groups**

This is also a great opportunity to review promotion criteria and ensure marginalized identities are not excluded from promotions.

57%
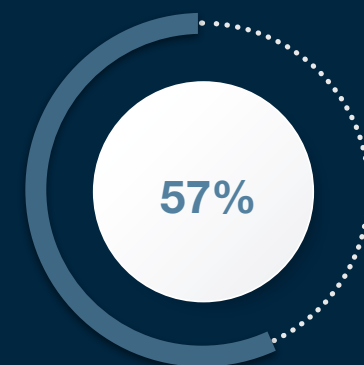
of respondents see people similar to themselves in leadership positions at their organization.

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SURVEY RESULTS | REPRESENTATION

% OF RESPONSES BY GROUP

There are people similar to myself in leadership positions at my organization.

"Having more people who are of underrepresented backgrounds in leadership roles; empathetic to the journey.

All

11%	Strongly Disagree
20%	Disagree
12%	Neither
42%	Agree
15%	Strongly Agree

Male

6%	Strongly Disagree
12%	Disagree
15%	Neither
47%	Agree
20%	Strongly Agree

Female

12%	Strongly Disagree
24%	Disagree
10%	Neither
41%	Agree
13%	Strongly Agree

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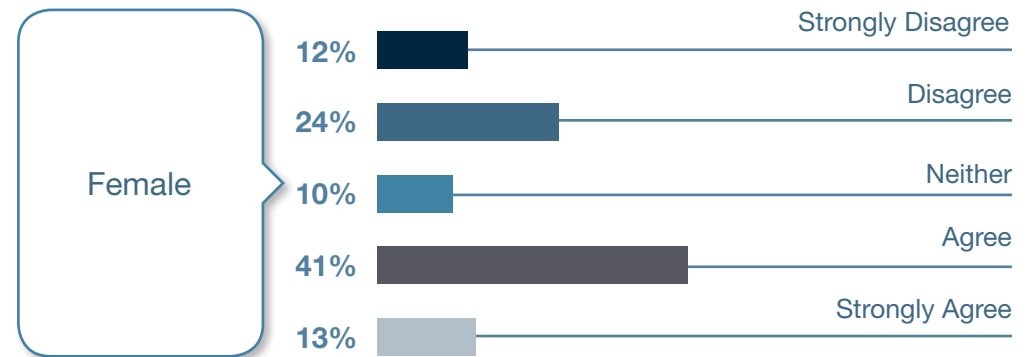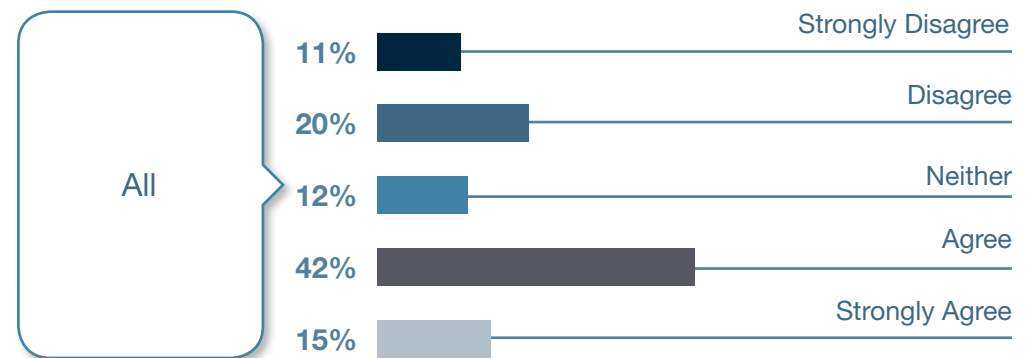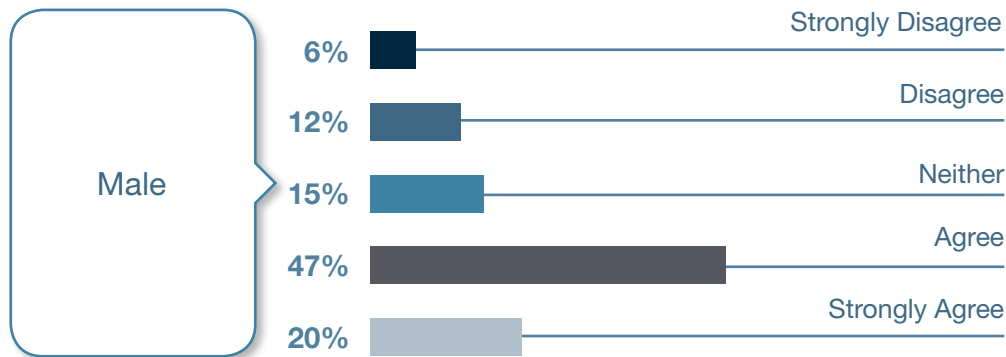
SURVEY RESULTS | REPRESENTATION

There is still a significant gap in how white men and black women see themselves represented in leadership.

" My organization hires a diverse set of employees, racially and socioeconomically, and gives everyone the same opportunities no matter their background. Everything is clearly outlined.

White Man

2% ——— Strongly Disagree
7% ——— Disagree
5% ——— Neither

55% Agree

31% Strongly Agree

Black Women

29% Strongly Disagree

35% Disagree

4% ——— Neither

23% Agree

9% Strongly Agree

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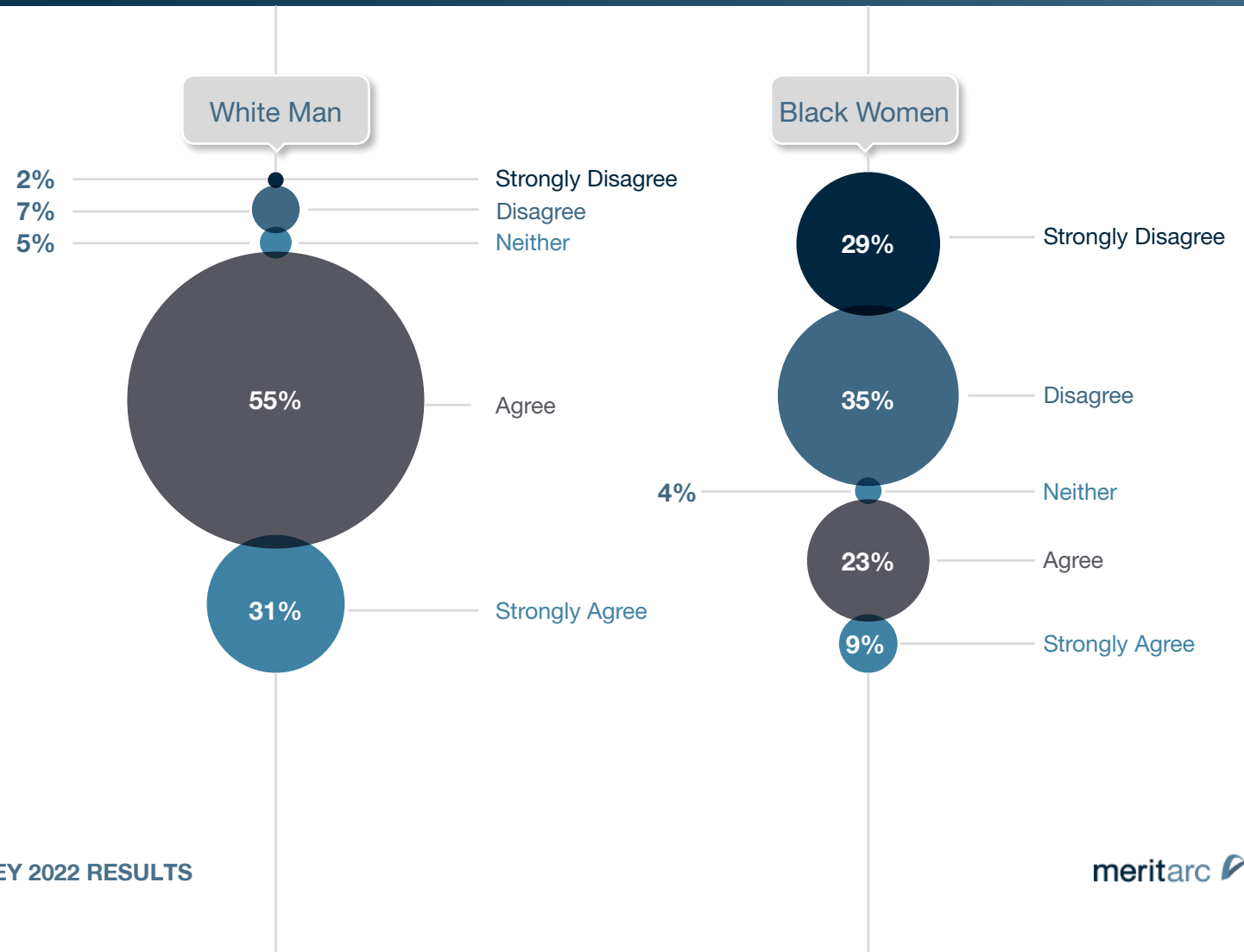
LEADERSHIP COMMITMENT

Companies must reflect on the consequences and risks of inaction, as inequitable outcomes witnessed by employees lead to HR issues. Respondents wish to see their employers:

- **Aiming for the widest talent pool to hire from**

- **Leading open dialogue about diversity and inclusion**

- **Establishing committees dedicated to promoting equity**

- **Establishing an annual budget for DEI initiatives**

- **Defining DEI values that are integrated into the overall company strategy**

47%
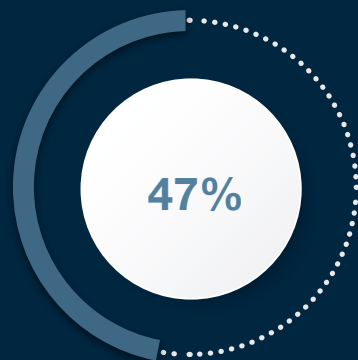
of respondents feel that leadership in their organization supports DEI with effective action.

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I feel that leadership supports diversity, equity, and inclusion goals with effective action.

" It's important for leadership to lead by example and follow through instead of just saying it's a priority due to the current social climate.
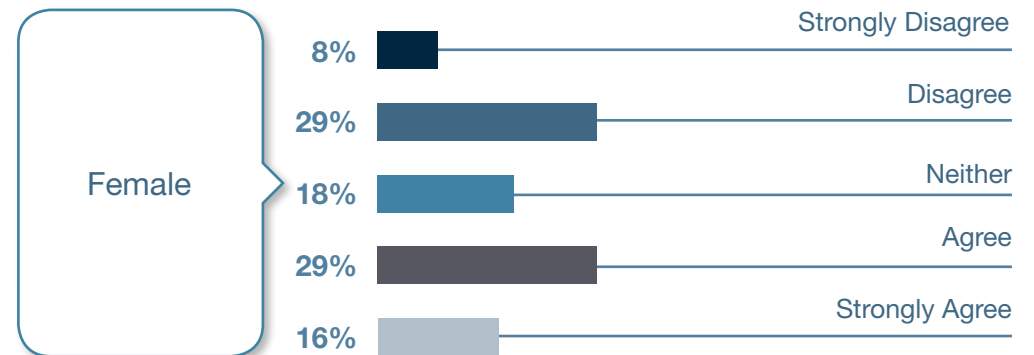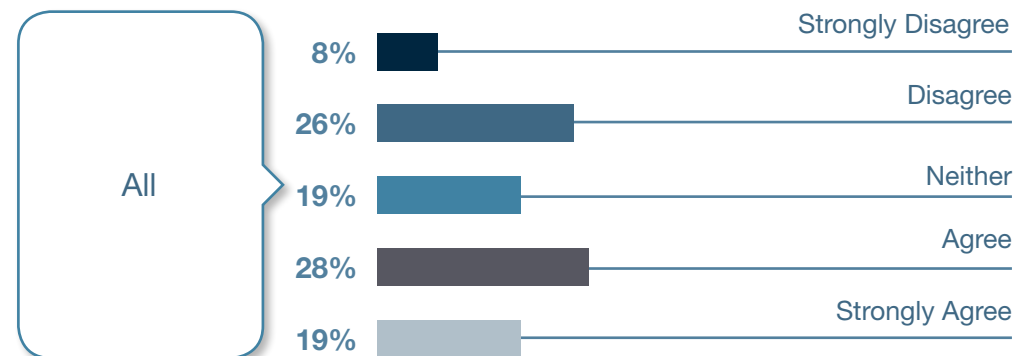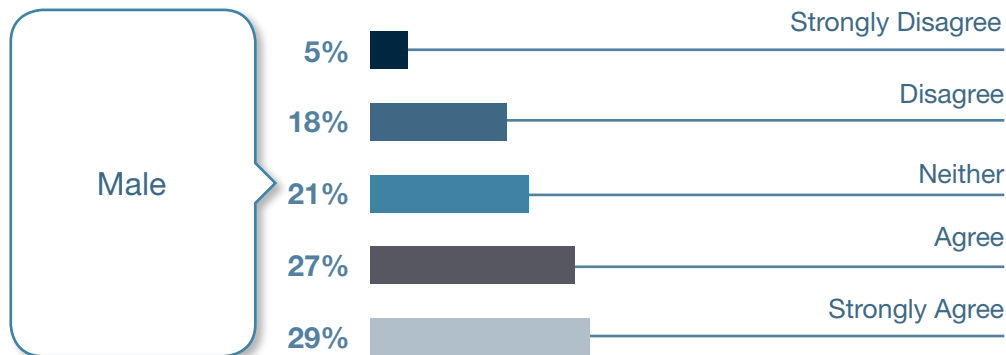
All

Response	%
Strongly Disagree	8%
Disagree	26%
Neither	19%
Agree	28%
Strongly Agree	19%

Male

Response	%
Strongly Disagree	5%
Disagree	18%
Neither	21%
Agree	27%
Strongly Agree	29%

Female

Response	%
Strongly Disagree	8%
Disagree	29%
Neither	18%
Agree	29%
Strongly Agree	16%

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Education and Manufacturing lag behind other industries on leadership action

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Education and Manufacturing lag behind other industries on leadership action

Healthcare

3% — Strongly Disagree
24% — Disagree
32% — Neither
34% — Agree
7% — Strongly Agree

Education

15% — Strongly Disagree
25% — Disagree
20% — Neither
25% — Agree
15% — Strongly Agree

Manufacturing

25%
38%
24%
13%

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BENEFITS EQUITY

58%
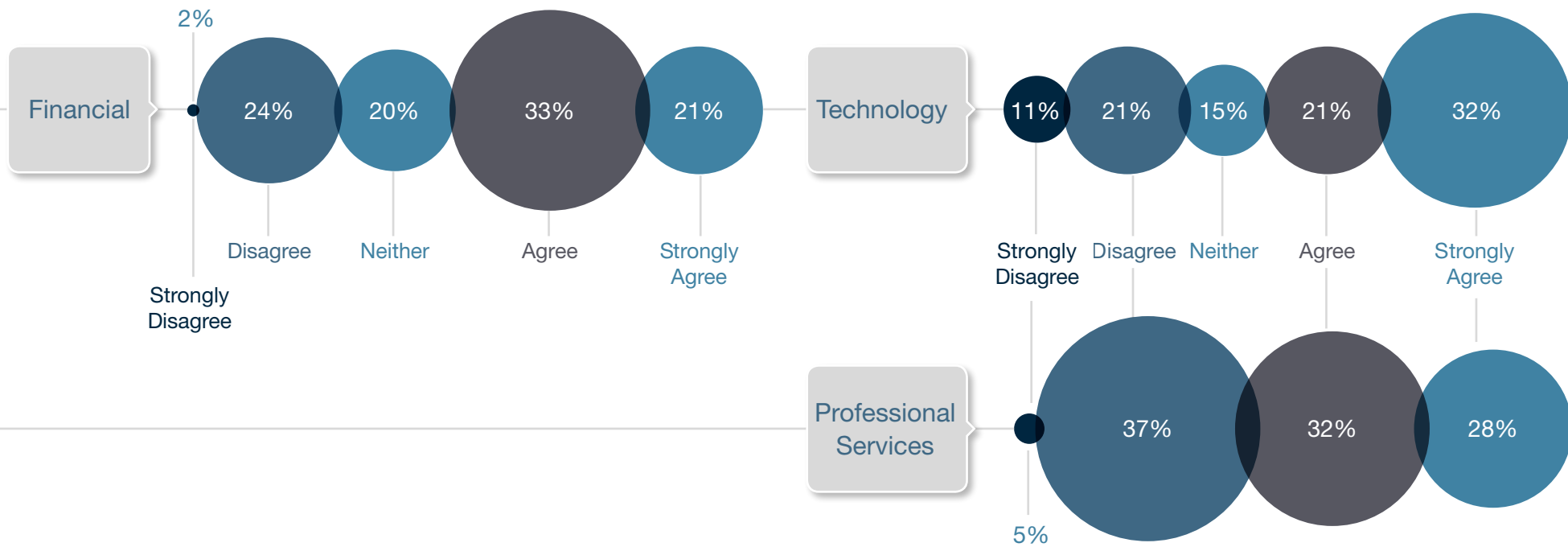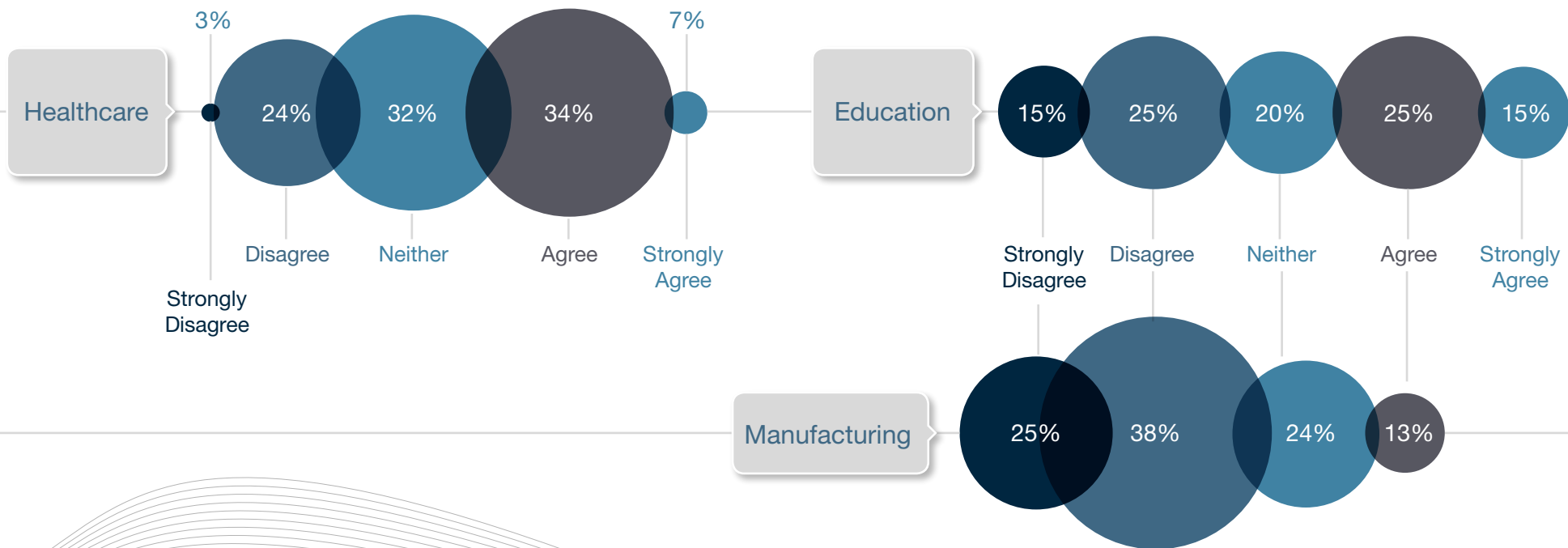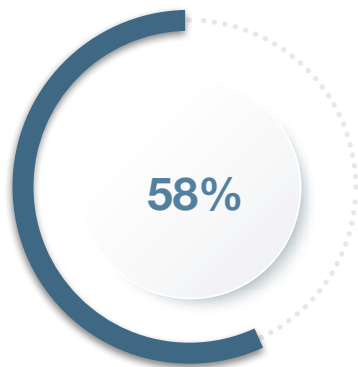
of respondents feel
their benefits package
meets their needs.

A comprehensive approach to benefits will not only prioritize physical wellness, but also psychological availability. Psychological availability is the opportunity for employees to renew their personal energy through proper work-life balance and thusly invest in their work more confidently.

Organizations must start considering work-life balance to be a part of the benefits package and use it to find creative solutions based on the needs of the diverse employee population they desire to attract and retain.

Employers know that quality benefits offerings can be expensive, but they are much more than an expense; they are investments that pay the organization back in a more engaged and energized workforce.

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SURVEY RESULTS | BENEFITS EQUITY

My organization's benefits package meets my needs well.

> Our company offers very inclusive and broad medical/health benefits. Our insurance helps cover things like fertility treatments and gender reassignment surgery.

All

8%	Strongly Disagree
14%	Disagree
20%	Neither
40%	Agree
18%	Strongly Agree

Male

5%	Strongly Disagree
9%	Disagree
32%	Neither
33%	Agree
21%	Strongly Agree

Female

7%	Strongly Disagree
16%	Disagree
16%	Neither
43%	Agree
18%	Strongly Agree

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SURVEY RESULTS | BENEFITS EQUITY

% OF RESPONSES BY GROUP

5%

24%
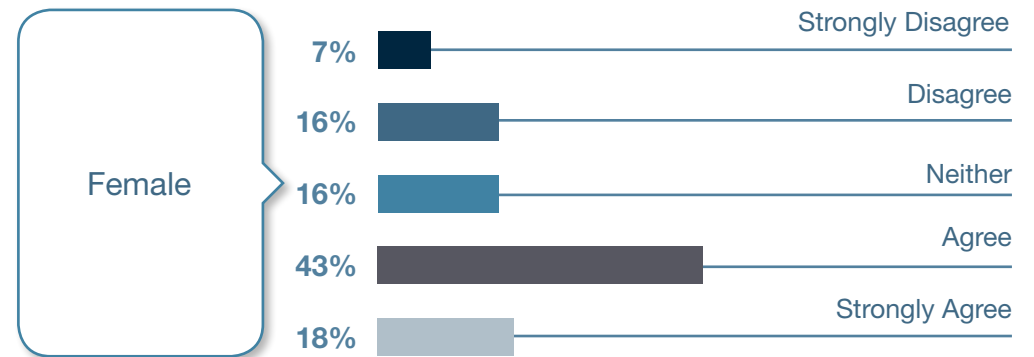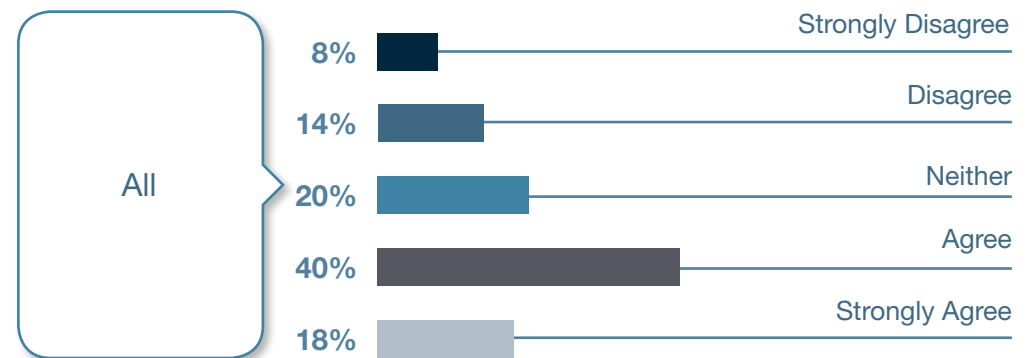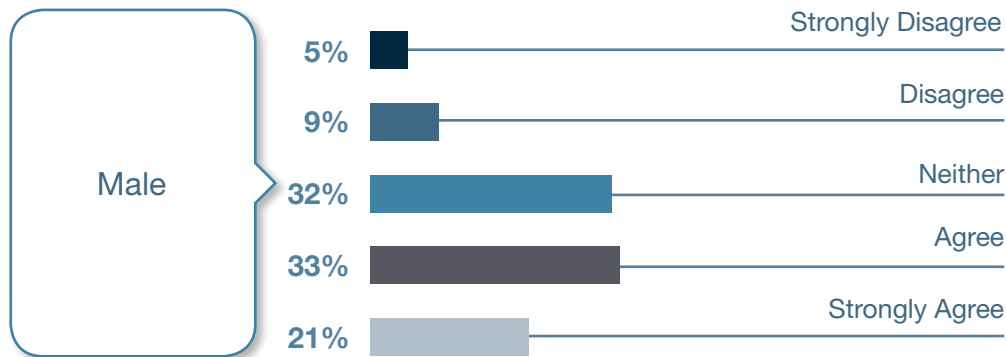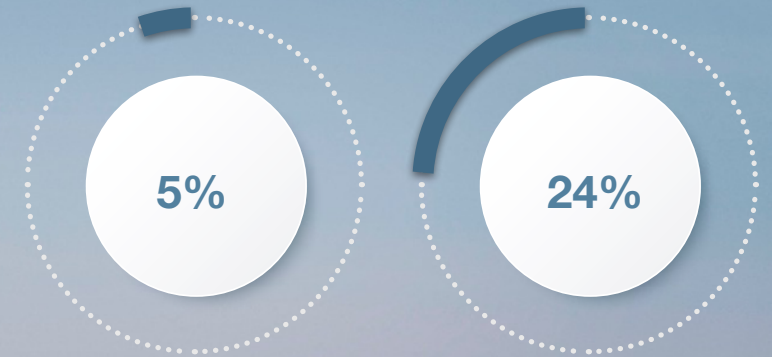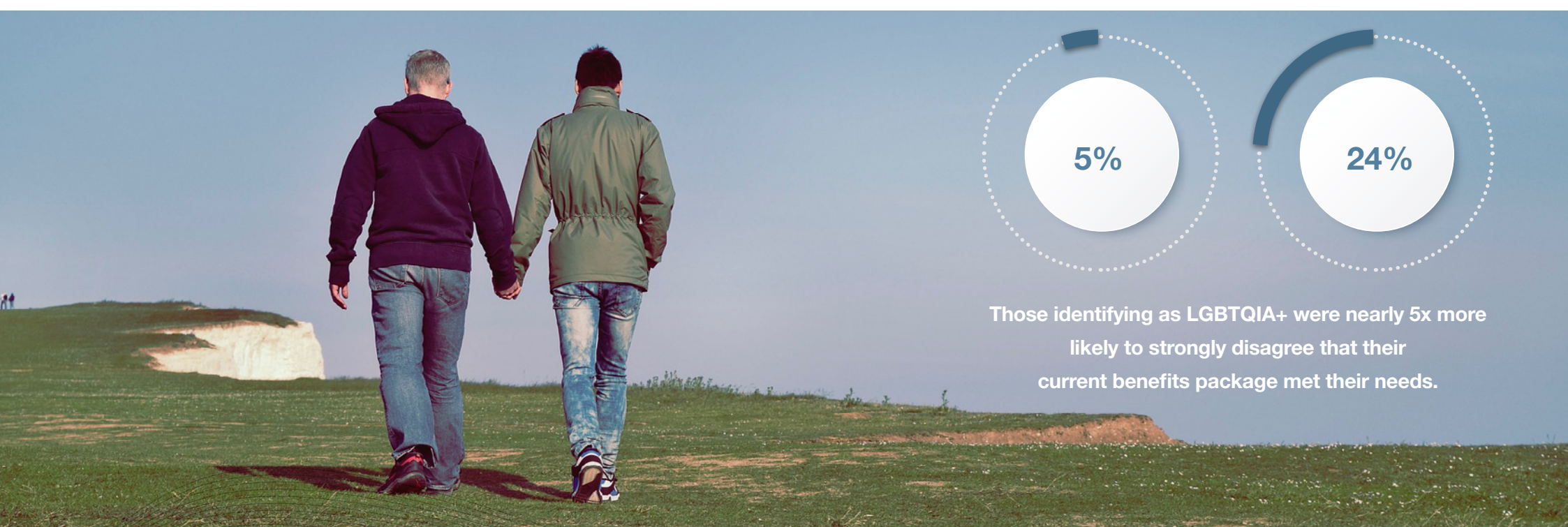
Those identifying as LGBTQIA+ were nearly 5x more likely to strongly disagree that their current benefits package met their needs.

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ABOUT MERITARC

OUR PURPOSE

Meritarc enables your business to realize the full value your people can create.

We are a human capital software company and provider of advisory services, specializing in Talent & Leadership Development, Performance Management, DEI and Total Rewards. We are always business outcome driven and anchor business strategy in all people processes.

OUR SERVICES

Available two ways, and always a premium experience.

Advisory Services

We are business outcome driven and our clients experience us as business people who happen to know HR really, really well.

Proprietary Software

Meritarc's job architecture, performance management and reward software aligns people, strategy, risk, and culture in a way that's never been done before.

OUR VALUES

We are consistently guided by our core values which distinctively influence all of our actions and positively drive all of our outcomes.

Client Centricity / Curiosity

Entrepreneurship

Excellence / Innovation

OUR DEI COMMITMENT

Meritarc is committed to building a common understanding of workplace belonging that advances the personal and professional experiences of diverse peoples by embedding equitable practices and implementing inclusive policies.

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APPENDIX

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DEMOGRAPHICS

HOW OUR 250 RESPONDENTS IDENTIFY

Our respondents are also more likely to identify as persons with disabilities, more likely to be partnered or married, and less likely to be Christian than current US demographic workforce trends.

Persons with Disabilities

88%
No

12% Yes

Religion

49%
Christian

24%
Atheist

6% Jewish

21%
Other

Title Level

44%
Individual
Contributor

38%
Higher Level
Manager

19%
First Level
Manager

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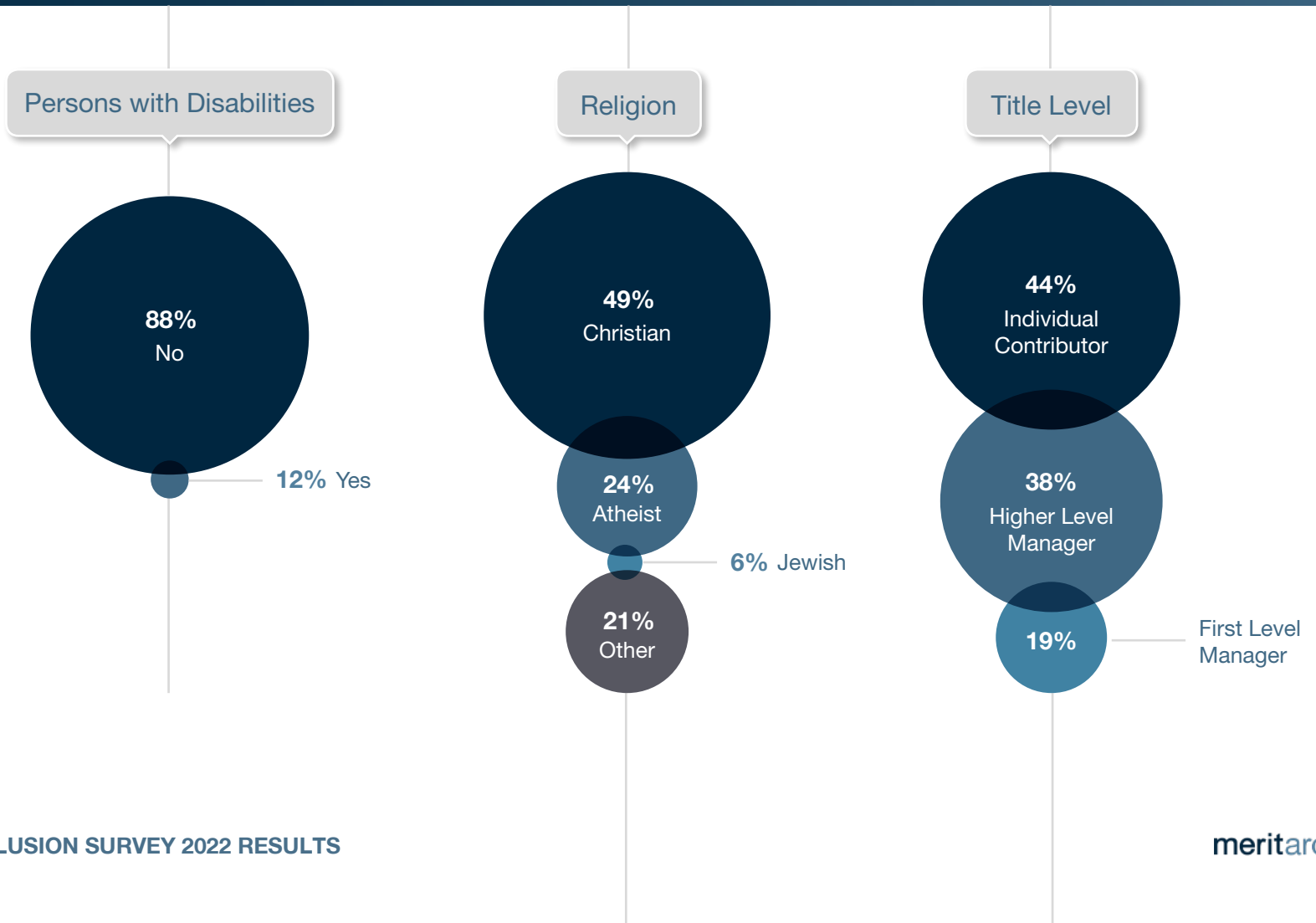
RESPONDENT SUMMARY

Across all questions, an average of 61% of respondents either strongly agree or agree that their organization supports the principles of DEI in the workplace. In the short-form questions, participants expressed the desire for an open dialogue about DEI in their organizations and initiatives evolving from words to actions.

All Question Average

5%	Strongly Disagree
17%	Disagree
17%	Neither
39%	Agree
22%	Strongly Agree

I am able to truly express my individual ideas at work.

4%	Strongly Disagree
11%	Disagree
11%	Neither
47%	Agree
27%	Strongly Agree

I have the same opportunities as my colleagues for development and promotion.

4%	Strongly Disagree
20%	Disagree
14%	Neither
42%	Agree
20%	Strongly Agree

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RESPONDENT SUMMARY

What could be done to improve diversity, equity, and inclusion within your organization?

" *Senior leaders taking more personal accountability and proactively seeking ways to approach their work and leadership with more inclusivity and equity.*

Diversity, Equity, & Inclusion is part of the dialogue in my organization.

6%	Strongly Disagree
15%	Disagree
15%	Neither
37%	Agree
27%	Strongly Agree

My opinion is valued by members of my team.

2%	Strongly Disagree
3%	Disagree
10%	Neither
50%	Agree
35%	Strongly Agree

I feel left out either in work activities or social interactions with colleagues.

21%	Strongly Disagree
40%	Disagree
22%	Neither
15%	Agree
2%	Strongly Agree

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RESPONDENT SUMMARY

What is your organization doing well in terms of building a diverse, equitable, and inclusive culture?

"**At my organization, the Talent Acquisition staff have regular discussions about qualified diverse candidates in our pipeline and we make an effort to regularly review candidates to ensure that we have a diverse workforce here.** We also have resource groups for people of color. We have resources to support women and [underrepresented minorities]. We also have a strong presence at Historically Black Colleges around the US to help us diversify our qualified candidate pool. Additionally, we have leadership programming for diverse candidate needs.

The process for career advancement at my organization is transparent to me.

Strongly Disagree	6%
Disagree	33%
Neither	22%
Agree	27%
Strongly Agree	12%

I believe my organization will take appropriate action in response to incidents of harassment.

Strongly Disagree	5%
Disagree	12%
Neither	13%
Agree	37%
Strongly Agree	33%

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RESPONDENT SUMMARY

I am comfortable discussing my background and cultural experiences with my colleagues.

Strongly Disagree	2%
Disagree	13%
Neither	11%
Agree	43%
Strongly Agree	31%

People with backgrounds like mine are able to succeed in my organization.

Strongly Disagree	2%
Disagree	9%
Neither	22%
Agree	42%
Strongly Agree	25%

My organization enables me to balance my work and personal life.

Strongly Disagree	5%
Disagree	21%
Neither	13%
Agree	41%
Strongly Agree	20%

I rarely feel like "I'm the only one."

Strongly Disagree	8%
Disagree	20%
Neither	16%
Agree	41%
Strongly Agree	15%

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RESPONDENT SUMMARY

DEI is a broad and multi-faceted concept. **There is still work needed to promote inclusion beyond common themes of race and gender.** Suggestions include establishing a DEI committee, allocating substantial budgets, keeping leadership and management accountable, and integrating DEI practices into daily work.

Employees with disabilities have equal opportunities within my organization.

7%	Strongly Disagree
19%	Disagree
29%	Neither
31%	Agree
14%	Strongly Agree

I have felt pressure to hide or change things about myself to fit in at my organization.

18%	Strongly Disagree
33%	Disagree
16%	Neither
26%	Agree
6%	Strongly Agree

My organization's benefits package meets my needs well.

8%	Strongly Disagree
14%	Disagree
20%	Neither
40%	Agree
18%	Strongly Agree

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RESPONDENT SUMMARY

Commitment to DEI must move from a "box to check" to a key instrument of achieving the mission of the organization. DEI efforts should have clearly defined objectives articulated into the goals of employees at all levels. These methods build the foundations for authentic and sustainable practices which create an equitable and inclusive environment for everyone.
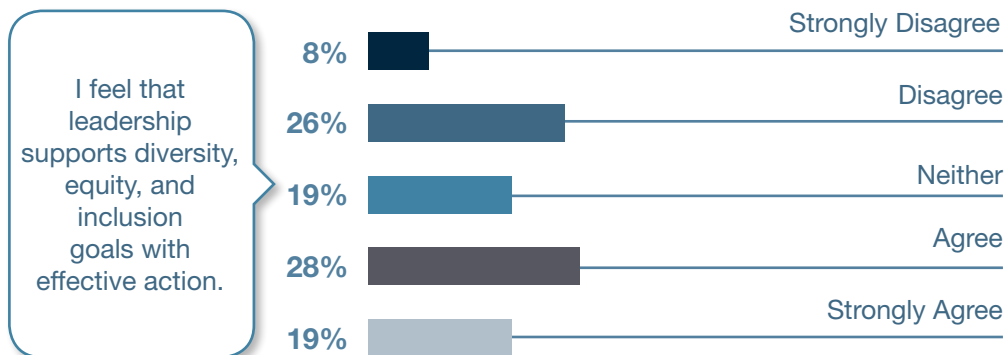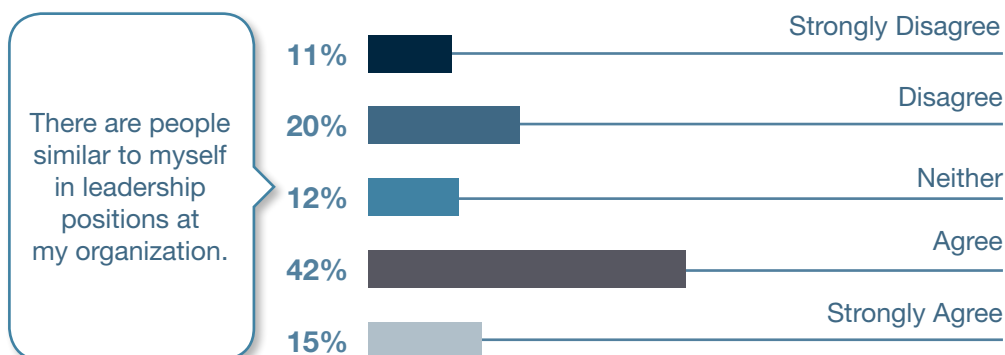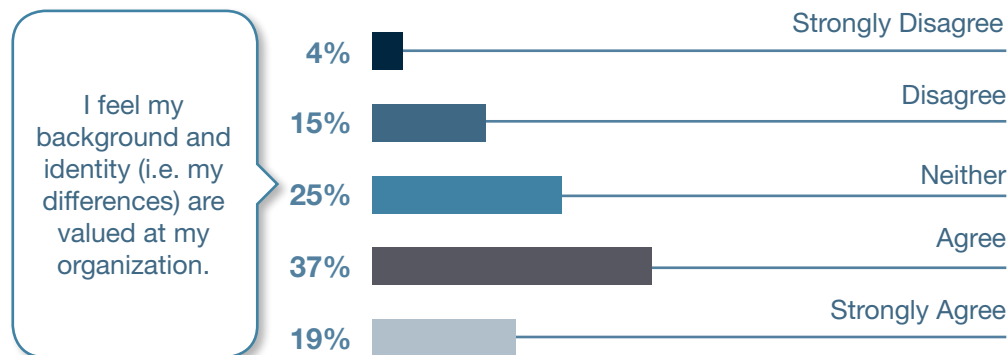
There are people similar to myself in leadership positions at my organization.

11%	Strongly Disagree
20%	Disagree
12%	Neither
42%	Agree
15%	Strongly Agree

I feel my background and identity (i.e. my differences) are valued at my organization.

4%	Strongly Disagree
15%	Disagree
25%	Neither
37%	Agree
19%	Strongly Agree

I feel that leadership supports diversity, equity, and inclusion goals with effective action.

8%	Strongly Disagree
26%	Disagree
19%	Neither
28%	Agree
19%	Strongly Agree

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I believe my organization will take appropriate action in response to incidents of harassment.

AGE 25-34

Strongly Disagree	5%
Disagree	16%
Neither	10%
Agree	33%
Strongly Agree	36%

AGE 35-44

Strongly Disagree	6%
Disagree	9%
Neither	11%
Agree	46%
Strongly Agree	28%

AGE 45-54

Strongly Disagree	4%
Disagree	10%
Neither	19%
Agree	27%
Strongly Agree	40%

AGE 55-65

Strongly Disagree	6%
Disagree	17%
Neither	6%
Agree	44%
Strongly Agree	28%

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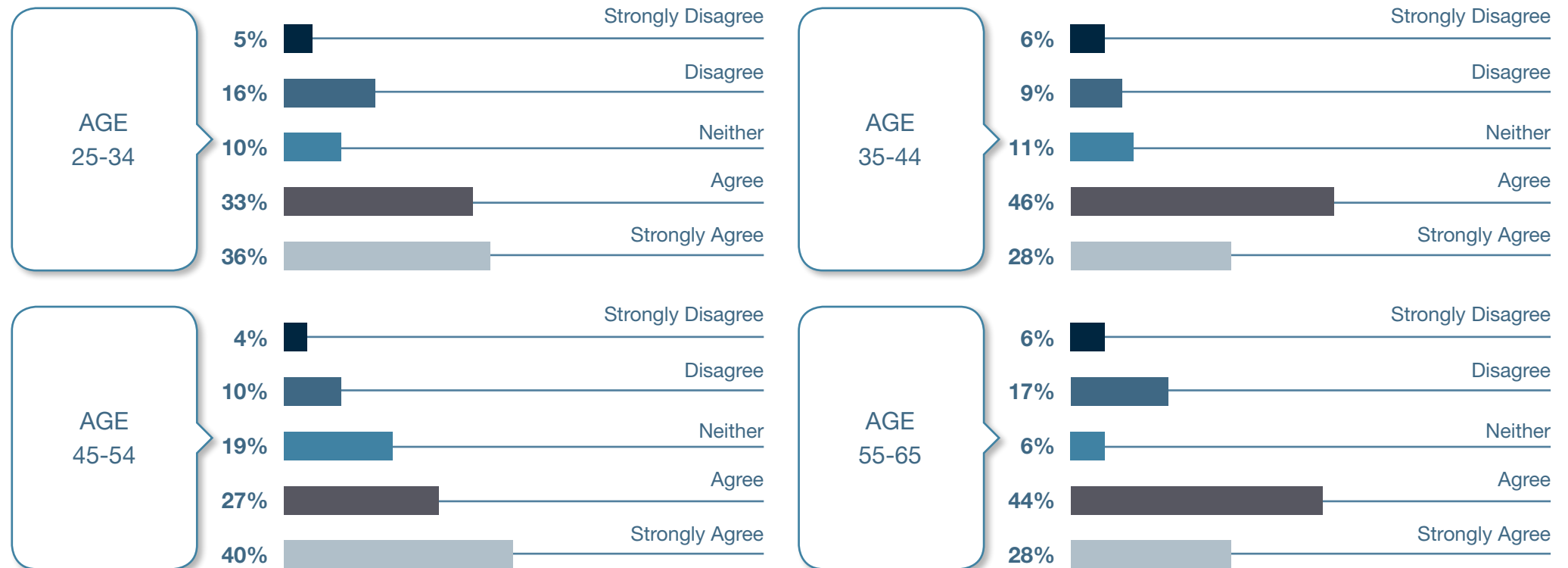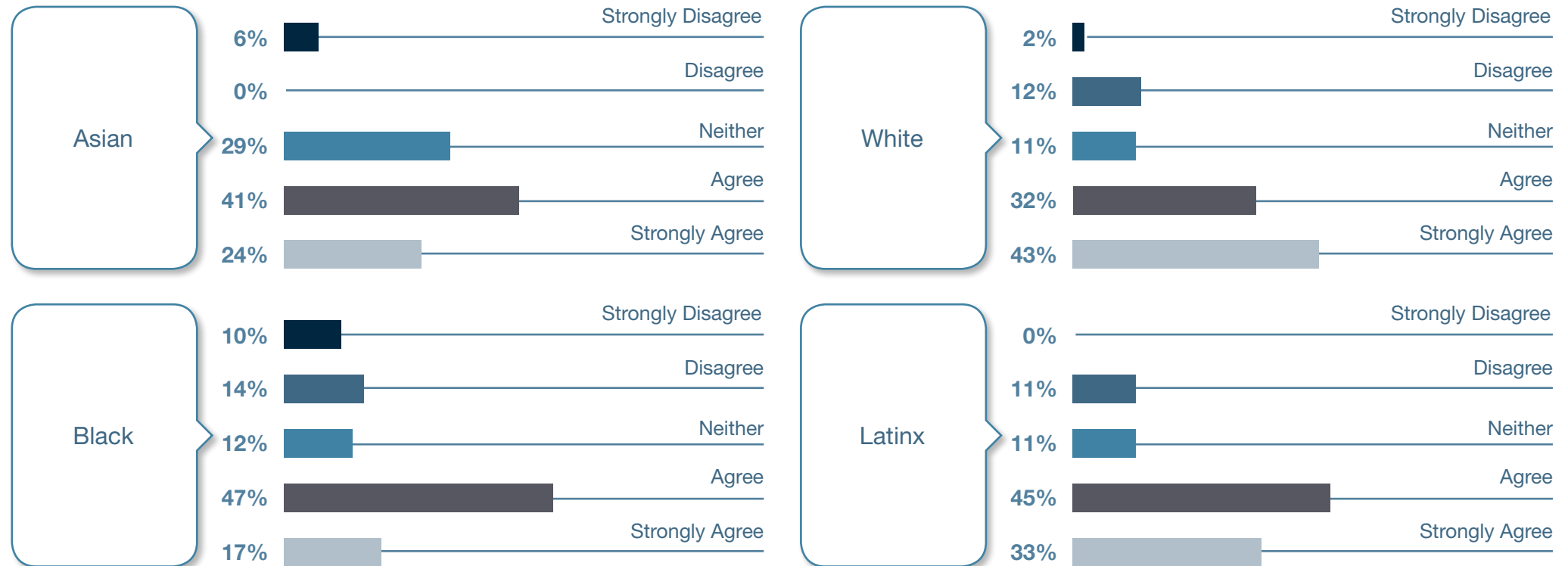
% OF RESPONSES BY GROUP

I have felt pressure to hide or change things about myself to fit in at my organization.

AGE 25-34

20%	Strongly Disagree
27%	Disagree
16%	Neither
36%	Agree
1%	Strongly Agree

AGE 35-44

13%	Strongly Disagree
34%	Disagree
20%	Neither
27%	Agree
6%	Strongly Agree

AGE 45-54

19%	Strongly Disagree
42%	Disagree
12%	Neither
14%	Agree
13%	Strongly Agree

AGE 55-65

22%	Strongly Disagree
34%	Disagree
22%	Neither
11%	Agree
11%	Strongly Agree

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SURVEY RESULTS | AUTHENTIC SELF

I have felt pressure to hide or change things about myself to fit in at my organization.

Asian

Strongly Disagree	0%
Disagree	18%
Neither	18%
Agree	59%
Strongly Agree	6%

White

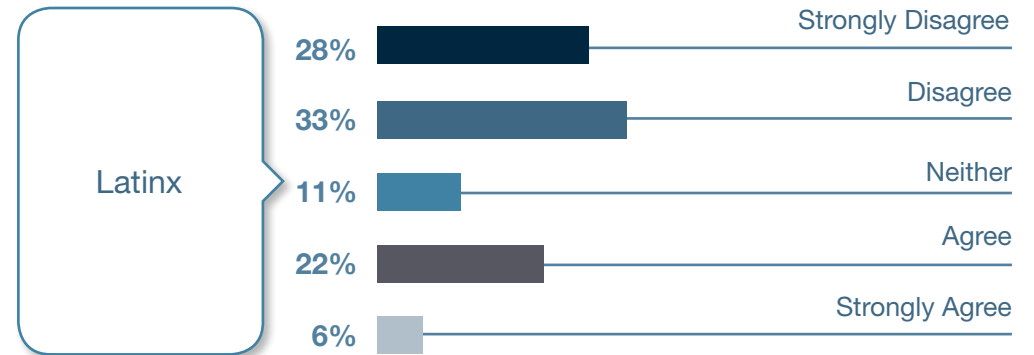|	
Strongly Disagree	21%
Disagree	33%
Neither	21%
Agree	23%
Strongly Agree	2%

Black

Strongly Disagree	10%
Disagree	45%
Neither	9%
Agree	22%
Strongly Agree	14%

Latinx

Strongly Disagree	28%
Disagree	33%
Neither	11%
Agree	22%
Strongly Agree	6%

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SURVEY RESULTS | CAREER PROGRESSION

% OF RESPONSES BY GROUP

The process for career advancement at my organization is transparent to me.

Asian

12%	Strongly Disagree
35%	Disagree
12%	Neither
41%	Agree
0%	Strongly Agree

White

4%	Strongly Disagree
30%	Disagree
27%	Neither
27%	Agree
12%	Strongly Agree

Black

4%	Strongly Disagree
43%	Disagree
17%	Neither
22%	Agree
14%	Strongly Agree

Latinx

17%	Strongly Disagree
22%	Disagree
17%	Neither
33%	Agree
11%	Strongly Agree

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There are people similar to myself in leadership positions at my organization.

AGE 25-34

	Strongly Disagree
12%	
	Disagree
22%	
	Neither
10%	
	Agree
41%	
	Strongly Agree
15%	

AGE 35-44

	Strongly Disagree
10%	
	Disagree
26%	
	Neither
9%	
	Agree
44%	
	Strongly Agree
11%	

AGE 45-54

	Strongly Disagree
12%	
	Disagree
12%	
	Neither
11%	
	Agree
46%	
	Strongly Agree
19%	

AGE 55-65

	Strongly Disagree
11%	
	Disagree
17%	
	Neither
22%	
	Agree
33%	
	Strongly Agree
17%	

There are people similar to myself in leadership positions at my organization.

Asian

Strongly Disagree	24%
Disagree	18%
Neither	29%
Agree	29%
Strongly Agree	0%

White

Strongly Disagree	2%
Disagree	16%
Neither	10%
Agree	53%
Strongly Agree	19%

Black

Strongly Disagree	22%
Disagree	29%
Neither	9%
Agree	26%
Strongly Agree	14%

Latinx

Strongly Disagree	17%
Disagree	28%
Neither	16%
Agree	28%
Strongly Agree	11%

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SURVEY RESULTS | LEADERSHIP COMMITMENT

% OF RESPONSES BY GROUP

I feel that leadership supports diversity, equity, and inclusion goals with effective action.

AGE 25-34

Strongly Disagree	8%
Disagree	26%
Neither	21%
Agree	25%
Strongly Agree	20%

AGE 35-44

Strongly Disagree	7%
Disagree	29%
Neither	18%
Agree	29%
Strongly Agree	17%

AGE 45-54

Strongly Disagree	12%
Disagree	19%
Neither	23%
Agree	23%
Strongly Agree	23%

AGE 55-65

Strongly Disagree	5%
Disagree	28%
Neither	6%
Agree	44%
Strongly Agree	17%

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SURVEY RESULTS | LEADERSHIP COMMITMENT

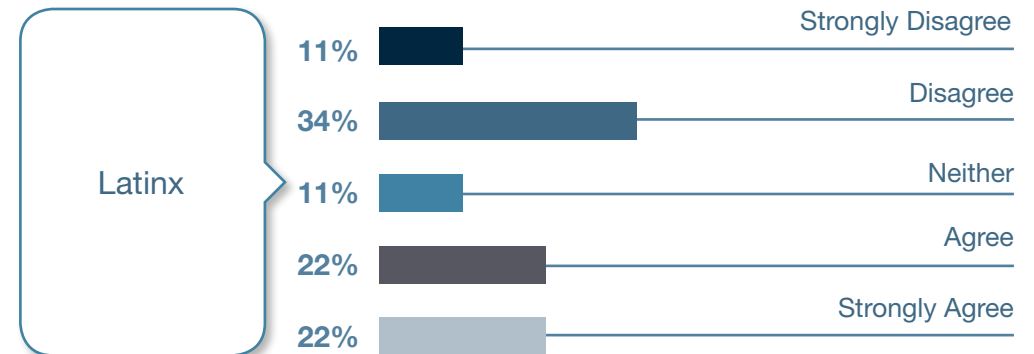% OF RESPONSES BY GROUP

I feel that leadership supports diversity, equity, and inclusion goals with effective action.

Asian

Strongly Disagree	6%
Disagree	35%
Neither	12%
Agree	41%
Strongly Agree	6%

White

Strongly Disagree	3%
Disagree	27%
Neither	18%
Agree	29%
Strongly Agree	23%

Black

Strongly Disagree	16%
Disagree	19%
Neither	22%
Agree	26%
Strongly Agree	17%

Latinx

Strongly Disagree	11%
Disagree	34%
Neither	11%
Agree	22%
Strongly Agree	22%

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SURVEY RESULTS | BENEFITS EQUITY

% OF RESPONSES BY GROUP

My organization's benefits package meets my needs well.

AGE 25-34

Response	%
Strongly Disagree	7%
Disagree	15%
Neither	16%
Agree	48%
Strongly Agree	14%

AGE 35-44

Response	%
Strongly Disagree	7%
Disagree	11%
Neither	21%
Agree	41%
Strongly Agree	20%

AGE 45-54

Response	%
Strongly Disagree	10%
Disagree	13%
Neither	19%
Agree	37%
Strongly Agree	21%

AGE 55-65

Response	%
Strongly Disagree	6%
Disagree	11%
Neither	22%
Agree	33%
Strongly Agree	28%

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My organization's benefits package meets my needs well.

Asian

Strongly Disagree	12%
Disagree	17%
Neither	12%
Agree	47%
Strongly Agree	12%

White

Strongly Disagree	5%
Disagree	13%
Neither	18%
Agree	42%
Strongly Agree	22%

Black

Strongly Disagree	7%
Disagree	14%
Neither	31%
Agree	36%
Strongly Agree	12%

Latinx

Strongly Disagree	11%
Disagree	17%
Neither	16%
Agree	28%
Strongly Agree	28%

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Interested in learning more about the survey results?

Send an inquiry to info@meritarc.com

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