

GLOBAL CONSUMER TRENDS

**DIVERSITY, EQUITY & INCLUSION  
IN THE WORKPLACE**



**dynata**<sup>TM</sup>



## REPORT OVERVIEW

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### Global Consumer Trends: Diversity, Equity & Inclusion in the Workplace

The last five years have seen a marked turn towards open conversations on racial equality, gender and sexual identity, and a greater awareness of what makes each of us unique and valued. This conversation is manifest in societal movements centered around the topics of diversity, equity, and inclusivity around the world, bringing these issues to the fore in many aspects of our lives.

At the same time, these same conversations are happening in the workplace, engaging employees and employers alike on these issues and bringing awareness to the role these factors can play in the growth and success of employees and organizations overall. As this awareness grows, so too does the commitment to understanding how to measure that impact, seen in the formation and launch of Diversity, Equity, and Inclusion (DEI) programs that set metrics and key performance indicators (KPIs) that inform the workplace experience. These, in turn, can be reviewed and acted upon to ensure the desired benefits of DEI can be realized.

With companies and organizations both large and small - from multinational FORTUNE 100 companies to public institutions - now tracking the progress of these programs, Dynata sought to understand the current landscape of DEI in the global workplace. Using responses from more than 12,600 consumers across 11 countries - including the US, Canada, the UK, France, Spain, Germany, Italy, the Netherlands, China, Japan and Australia - Dynata's *Global Consumer Trends: Diversity, Equity & Inclusion in the Workplace* explores the attitudes and opinions of employees, managers and people leaders surrounding DEI programs in their organizations - from meaningful measures to effects on recruiting and reputation - and what those feelings could mean for the improvement and further effectiveness of these initiatives.



“Having worked with government, businesses and civil society, I’ve seen first-hand how we can all work together to increase diversity and inclusion. A diverse workforce which brings together different perspectives, ideas and ways of thinking is essential for innovation in business, just as it is in wider society. Dynata’s report reveals that significant progress still needs to be made when it comes to equal opportunities and working conditions for all, but there are examples of good programmes helping firms to address these issues.”



**SAMUEL KASUMU**

**FORMER ADVISER FOR CIVIL SOCIETY AND  
COMMUNITIES FOR THE BRITISH PRIME MINISTER &  
MANAGING DIRECTOR AT INCLUSIVE BOARDS**



# KEY FINDINGS

1

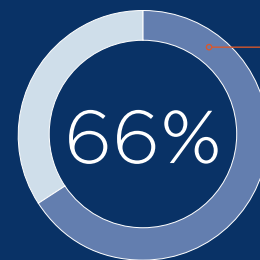
Employees rate accountability and progress reporting – to internal and external audiences – as the most important elements of successful Diversity, Equity & Inclusion (DEI) initiatives.



Just over 1/3

2

Creating a safe environment and paying employees fairly are the most important desired outcomes for DEI, and the benefits of these initiatives include greater feelings of confidence, productivity and belonging.



Most important desired outcomes of DEI programs

- Safety
- Belonging
- Compensation

3

Saying or doing hurtful things unintentionally – “microaggressions” – and stereotyping are still common in the workplace. Hearing unintentionally hurtful things is more common for ethnic minorities in the UK (51%) and USA (46%).



51%  
UK



46%  
USA

# KEY FINDINGS

4

There is a significant perception gap between senior leaders and non-managers in measuring DEI success.

CULTURE OF BELONGING

60%  
SENIOR LEADERS

vs

41%  
NON-MANAGERS

5

Past standards are not today's guidelines, and there could be a generation gap in recognizing this. Familiarity with DEI highest among with Gen Z and Millennials.

AWARENESS OF DEI



Millennial **58%**  
& Gen Z **56%**  
**THE HIGHEST**

6

An unintended consequence of DEI? Some employees fear losing their job in a more diverse, equitable and/or inclusive organization.

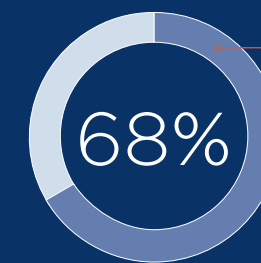


**1 in 3**

fear losing job

7

White American men have a complicated relationship with DEI, believing they are educated but fearful of losing their job because of DEI.



of White American Men say they don't need DEI training

**YET 46% ARE WORRIED ABOUT LOSING JOB B/C OF DEI**

# DEFINING DIVERSITY, EQUITY & INCLUSION



## DIVERSITY

employees come from a variety of backgrounds, perspectives, and life experiences – such as race, ethnicity, gender identity, sexual orientation, religion, disability, or veteran status.



## EQUITY

efforts are made to eliminate the barriers that may have prevented the full participation of some groups. The goal of equity is fair treatment, access, opportunity, and advancement for all employees.



## INCLUSION

efforts are made to help all employees feel involved, valued, respected, treated fairly, and to have a sense of belonging.

### ORGANIZATIONAL METRICS/BENCHMARKS FOR DIVERSITY, EQUITY & INCLUSION\*:

1

Metrics on new hires, retention and turnover of: minority employees, women employees, disabled, LGBTQ+ and employees with children

2

Percentage of these groups in company leadership/board level

3

Employee Resource Groups (ERGs)

4

Documented policies for DEI programs

5

Measuring pay equity improvements

# DIVERSITY, EQUITY & INCLUSION SNAPSHOT

A LOOK AT THE BUSINESS WORLD'S PERFORMANCE AGAINST DIVERSITY, EQUITY & INCLUSION METRICS\*:



Only **5%** of FORTUNE 500 CEOs were **women** in 2018 (24 of 500)



**Men** are still **2-3 times** more likely to hold senior management level positions



Hiring **discrimination** against Black Americans has **not declined** in 25 years

(primarily due to employers still lean towards hiring white applicants when all other factors are equal)



**Heterosexism** continues to deter LGBTQ+ employees' climb up the corporate ladder

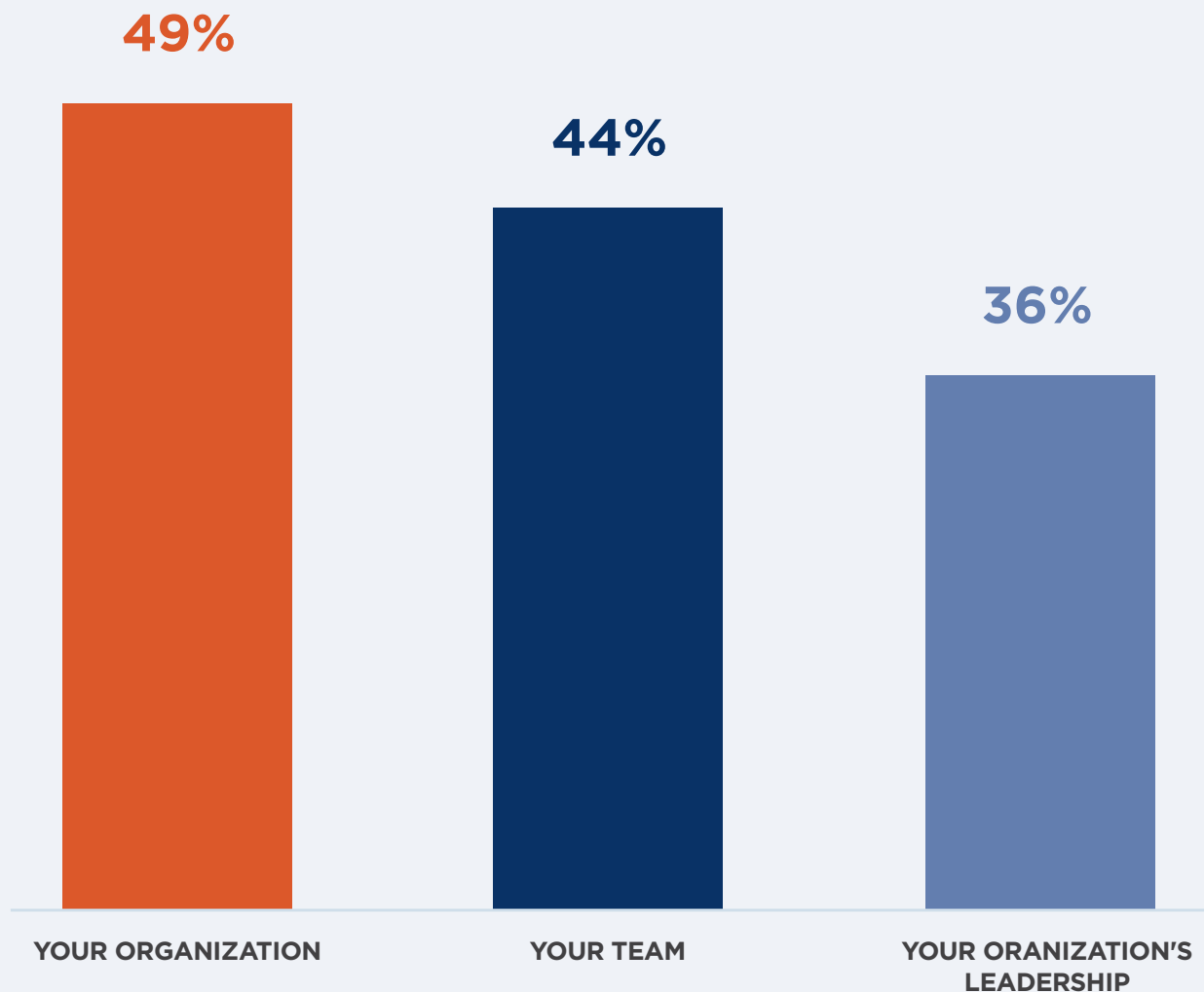


# GOALS AND EXPECTATIONS

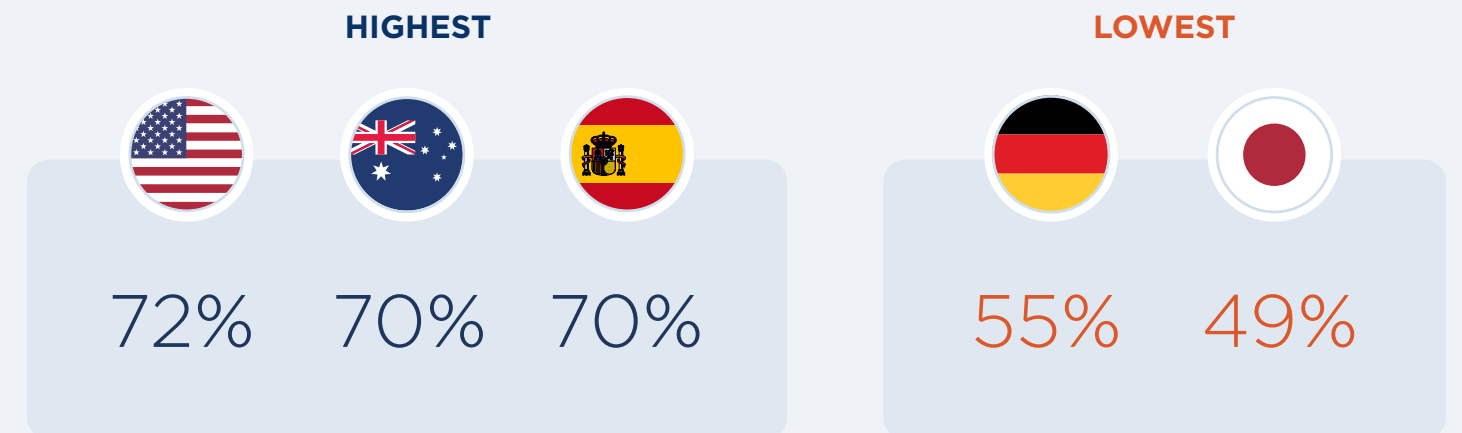


# EMPLOYEES VALUE DIVERSITY – BUT PERCEIVE COMPANY LEADERSHIP TO BE LESS DIVERSE THAN THEIR ORGANIZATIONS AS A WHOLE

% GLOBAL EMPLOYEES WHO CONSIDER EACH TO BE “EXTREMELY” OR “VERY” DIVERSE



COUNTRIES THAT VALUE WORKING WITH PEOPLE DIFFERENT FROM THEMSELVES

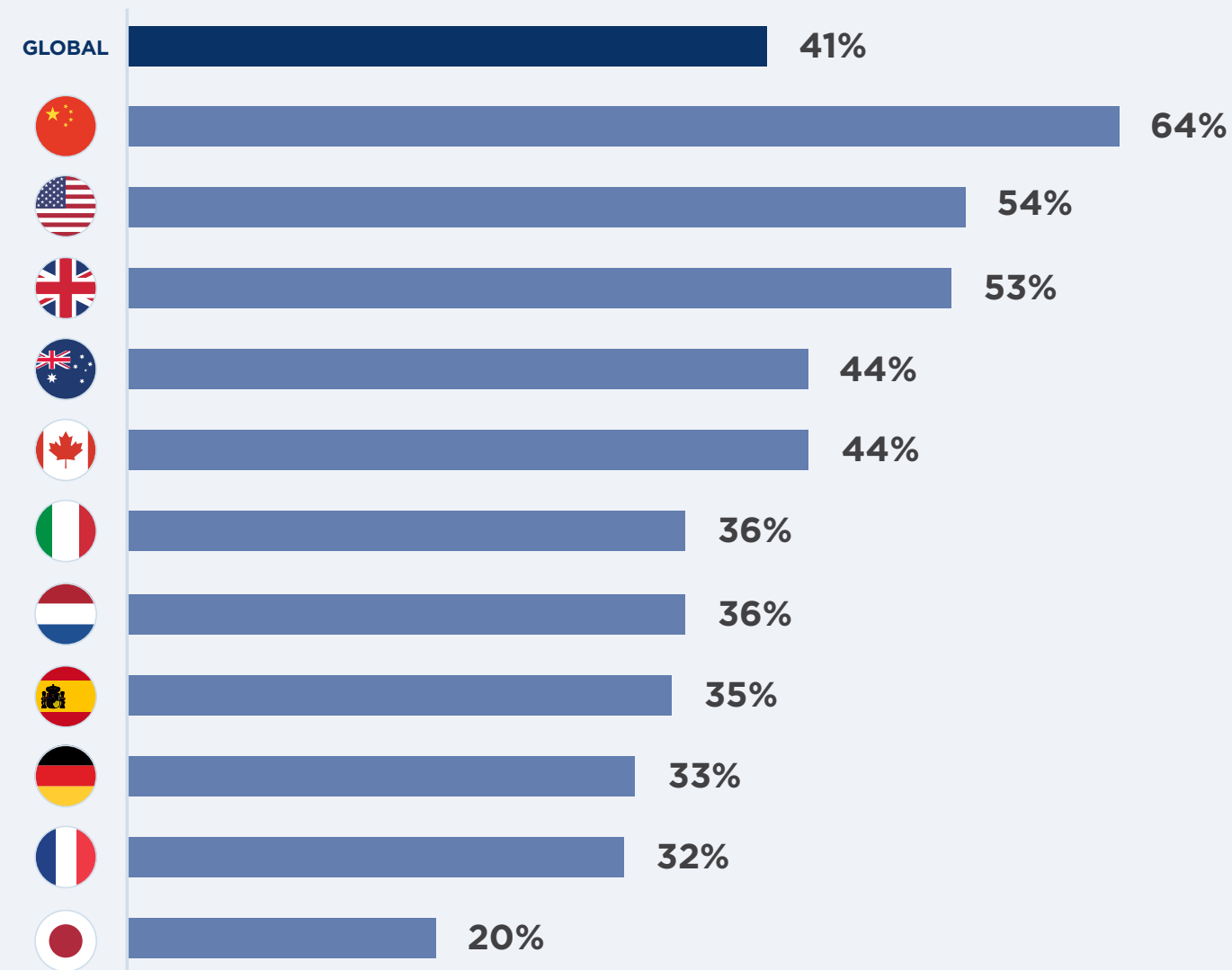


64% of global employees find it **VALUABLE TO WORK WITH PEOPLE DIFFERENT FROM THEMSELVES**



# 4 IN 10 EMPLOYEES HAVE ACCESS TO WORKPLACE DEI PROGRAMS – AND MOST PARTICIPATE

% EMPLOYEES WITH ACCESS TO A DEI PROGRAM AT WORK



**EMPLOYEES IN CHINA, USA, AND UK** are most likely to have a DEI program in their workplace. Japan, France, and Germany are least likely.



**41% OF GLOBAL EMPLOYEES WORK AT AN ORGANIZATION WITH A DEI PROGRAM**

70%  
disabled employees

56%  
working parents

53%  
of ethnic minorities\*

47%  
LGBTQ+



**70% OF GLOBAL EMPLOYEES WITH ACCESS TO A DEI PROGRAM ARE "EXTREMELY" OR "VERY" ACTIVE PARTICIPANTS**

88%  
disabled employees

80%  
LGBTQ+

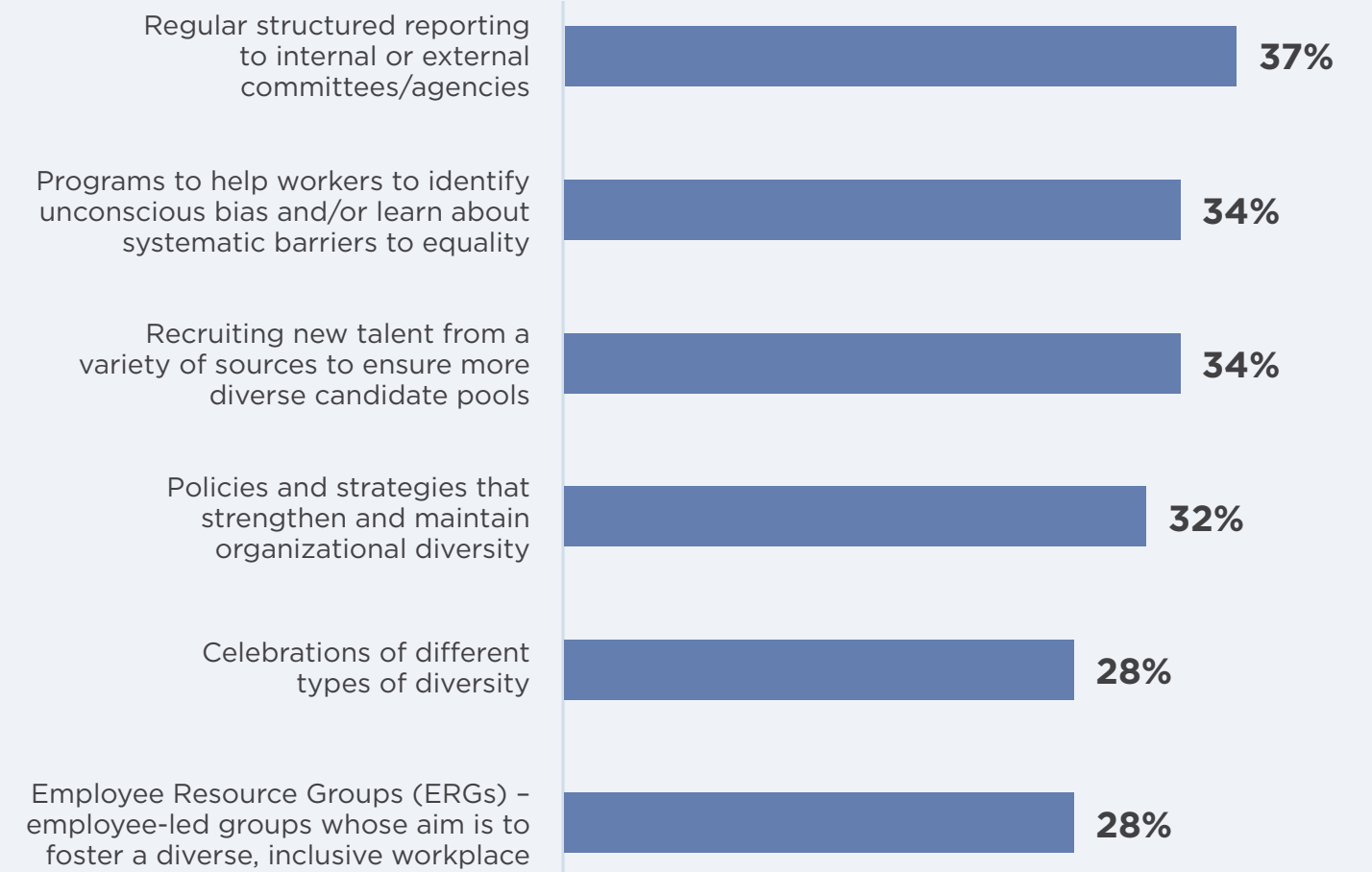
80%  
working parents

72%  
of ethnic minorities\*

\*Ethnic minorities surveyed in Australia, Canada, UK & US

# EMPLOYEES RATE **ACCOUNTABILITY** AND **PROGRESS REPORTING** AS MOST IMPORTANT ELEMENTS OF SUCCESSFUL DEI INITIATIVES

## MOST IMPORTANT ELEMENTS OF A DEI PROGRAM TO GLOBAL EMPLOYEES



Among global employees familiar with DEI, **58% CITE DIVERSE RECRUITING** as a desired outcome of DEI programs

# CREATING A SAFE ENVIRONMENT AND PAYING EMPLOYEES FAIRLY ARE THE MOST DESIRED OUTCOMES FOR DEI



## MOST IMPORTANT OUTCOMES OF ANY DEI PROGRAM

(Among global employees familiar with DEI)



### FOSTERING INCLUSION AND A SENSE OF BELONGING

**66%**

Creating a sense of safety and  
belonging for all employees



### FAIR COMPENSATION

**65%**

Compensating all  
employees fairly



### USING INPUT FROM DIVERSE WORKERS TO CREATE BETTER STRATEGIES

**60%**

Favor using input from diverse employees  
for smarter strategy development



### RECRUITING AND SUPPORTING THE GROWTH OF DIVERSE EMPLOYEES

**60%**

Mentorship and training for diverse employees



### DIVERSE DECISION-MAKERS

**58%**

Favor greater diversity in company leadership

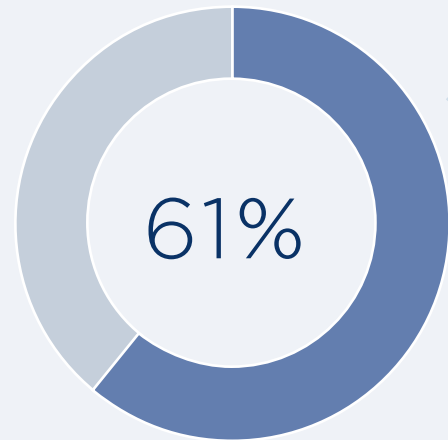




# A REALITY CHECK

# MOST EMPLOYEES FEEL THEY ARE TREATED FAIRLY

## Fairness and respect



of employees feel they are treated with the same levels of fairness and respect as anyone else

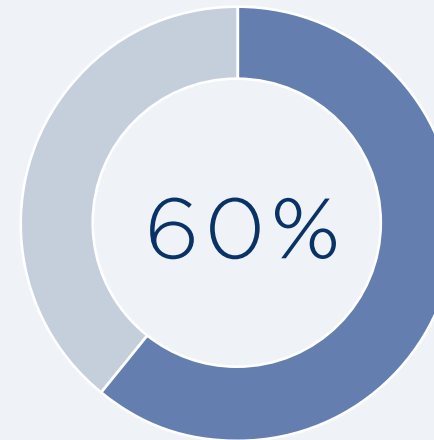


60% **Participate** in a DEI program



52% **No access** to a DEI program

## Fairly compensated



of employees feel their company offers fair compensation regardless of race, gender, identity, etc.



70% **Participate** in a DEI program

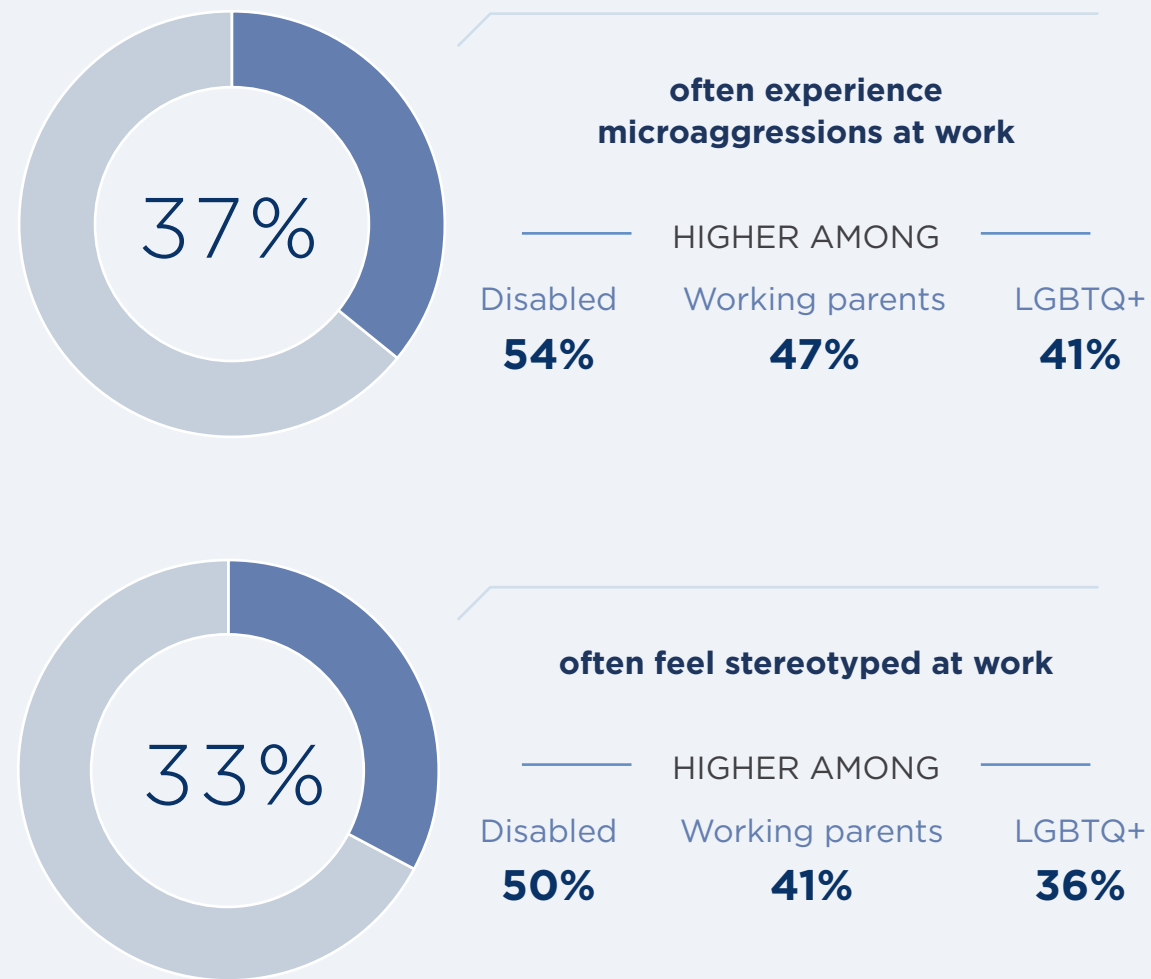


50% **No access** to a DEI program

# EMPLOYEES REPORT THAT **MICROAGGRESSIONS** AND **STEREOTYPING** ARE COMMON IN THE WORKPLACE

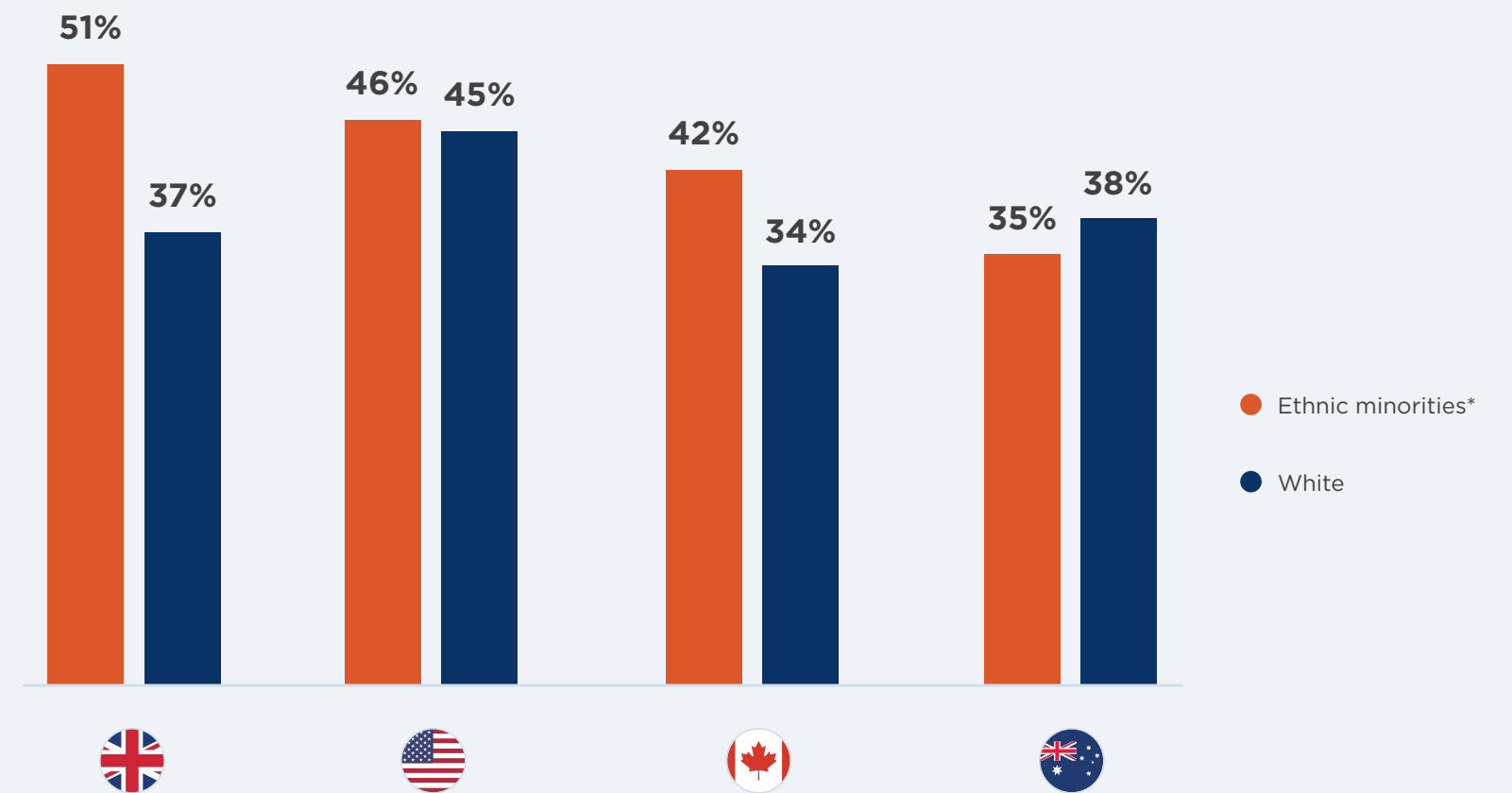
## **MICROAGGRESSION**

A comment or action that unintentionally expresses prejudice toward a member of a marginalized group (such as a racial minority).



## MICROAGGRESSIONS ARE COMMON

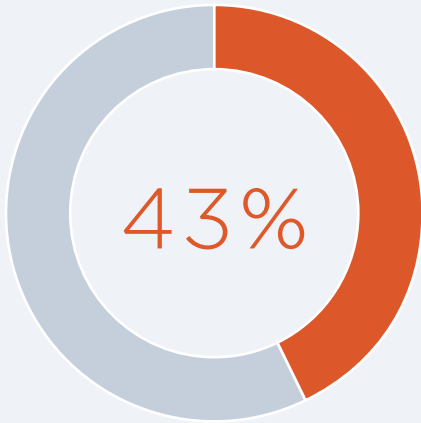
% of respondents reporting hearing unintentionally hurtful things in the workplace



\*Ethnic minorities surveyed in Australia, Canada, UK & US



# MANY EMPLOYEES THINK THEIR COMPANIES **CAN DO BETTER**



believe their organization has a long way to go to truly support and appreciate diversity



58%

Disabled employees

53%

Working parents

51%

Ethnic minorities\*

45%

LGBTQ+

44%

Women



\*Ethnic minorities surveyed in Australia, Canada, UK & US

# EMPLOYEES FEEL THEY **BENEFIT FROM DEI PROGRAMS** – AND THEIR COMPANIES DO, TOO



92%

of employees whose organizations have DEI programs feel they **benefit personally**

## HOW DO THEY FEEL THEY BENEFIT?

- Feel more confident (**23%**), productive (**22%**) and creative (**21%**)
- Better communicator (**22%**), better able to help others (**22%**) and more awareness of their own biases (**18%**)
- Greater sense of belonging (**21%**) and feeling their perspectives are valued by others (**20%**)



96%

of employees whose organizations have DEI programs feel they are **beneficial to the organization**

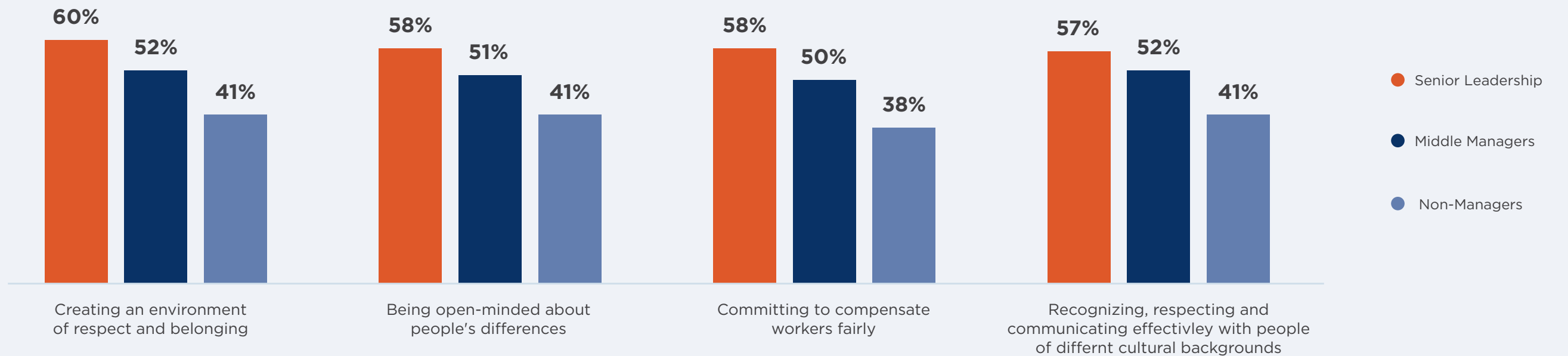
## HOW DO THEY FEEL THEIR ORGANIZATIONS BENEFIT?

- **68%** - competitive edge in recruiting new talent
- **67%** - makes them more attractive to new customers
- **67%** - differentiates them from competitors
- **66%** - boosted reputation in the marketplace

# THERE IS A **SIGNIFICANT PERCEPTION GAP** BETWEEN SENIOR LEADERS AND NON-MANAGERS IN MEASURING DEI SUCCESS

**MORE WORK TO DO?** DEI PERFORMANCE MEASURES PERCEIVED AS **MORE SUCCESSFUL BY SENIOR LEADERSHIP** THAN NON-MANAGERS

% WHO THINK THE LEADERSHIP OF THEIR ORGANIZATION IS “EXTREMELY” OR “VERY” SUCCESSFUL



Among employees who are aware that their company has a DEI program, **90% of Senior Leaders say they are “very” or “extremely” active participants**





# GENERATION GAPS APPEARS IN AWARENESS AND PARTICIPATION LEVELS FOR DEI



## GEN X AND BOOMERS HAVE LESS DIVERSE TEAMS

% consider the team they work on “extremely” or “very” diverse

51%  
Gen Z &  
Millennial

41%  
Gen X

35%  
Boomers



## GEN X AND BOOMERS WITH ACCESS TO DEI PROGRAMS PARTICIPATE LESS ACTIVELY THAN YOUNGER WORKERS

% “extremely” or “very” active participants in DEI program (among those with access)

77%+  
Gen Z &  
Millennials

67%  
Gen X

46%  
Boomers



## OLDER GENERATIONS ARE LESS AWARE OF WHAT DEI PROGRAMS ARE

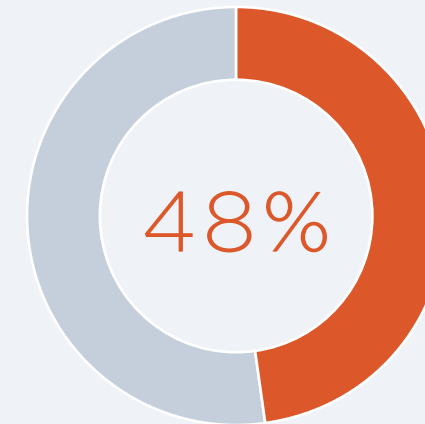
% “extremely” or “very” familiar with the concept of DEI programs

56%+  
Gen Z &  
Millennial

42%  
Gen X

30%  
Boomers

# ONE BARRIER TO IMPROVING DEI: MANY EMPLOYEES FEEL THEY ALREADY KNOW IT ALL



of employees **do not feel** they need any training around DEI



**THIS IS HIGHER AMONG WHITE AMERICANS AND SOME EMPLOYEES BELONGING TO DIVERSE GROUPS**

61%  
of White Americans

59%  
Disabled

49%  
Ethnic minorities\*

**HIGHER AMONG COMPANY LEADERS**

54%  
of Senior Leadership

44%  
Non-Managers

**HIGHER AMONG PEOPLE WHO PARTICIPATE IN AND FEEL THEY BENEFIT FROM THEIR DEI PROGRAM**

55%  
participate in DEI program (vs. 44% of employees with no access to a DEI program)

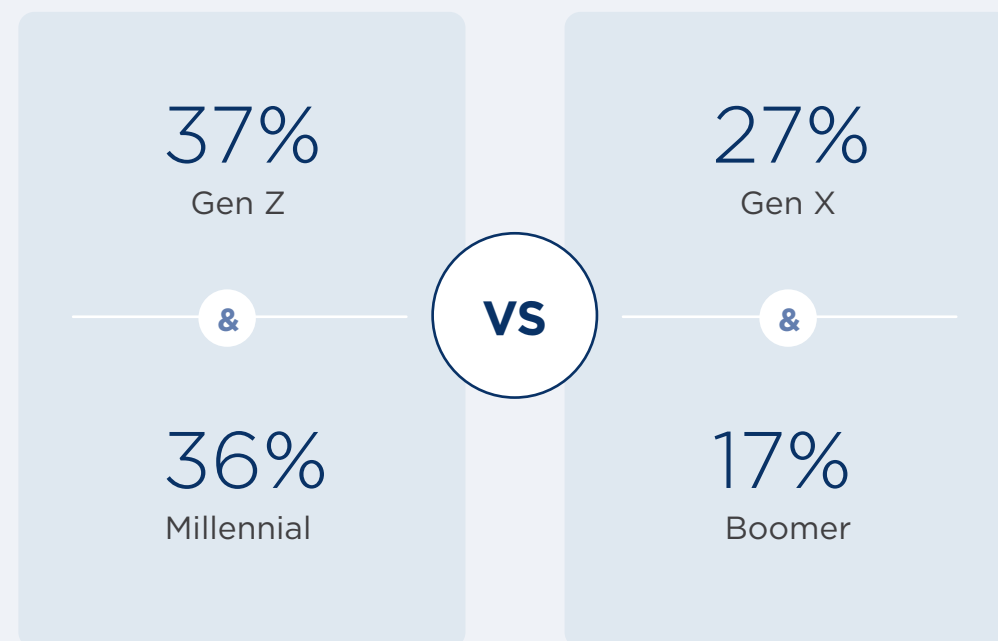
58%  
feel they benefit from their DEI program

\*Ethnic minorities surveyed in Australia, Canada, UK & US

# WHILE MANY BELIEVE THEY BENEFIT FROM DEI, SOME EMPLOYEES **FEAR THEY COULD LOSE THEIR JOB** BECAUSE OF IT

**31%** OF EMPLOYEES WORRY THEY WILL LOSE THEIR JOB IF THEIR ORGANIZATION BECOMES MORE DIVERSE, EQUITABLE, OR INCLUSIVE

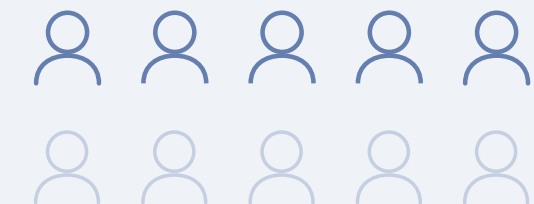
Higher among younger generations



Employees in organizations with DEI programs are twice as likely to feel this way



Almost half of those who feel they benefit from a DEI program have this concern



**47%** OF EMPLOYEES WHO FEEL THEY BENEFIT FROM PARTICIPATING IN THEIR DEI PROGRAM worry about losing their job if their organization becomes more diverse, equitable and/or inclusive



# WHITE AMERICAN MEN HAVE A COMPLICATED RELATIONSHIP TO DEI

## THEY BELIEVE THEIR ORGANIZATION SUPPORTS DIVERSITY



79%

believe their leaders are willing to do whatever it takes to become more diverse, equitable and/or inclusive (compared to 58% White American women, 60% ethnic minorities in the US, 53% global)

## MOST AGREE COMPANIES OFFER FAIR COMPENSATION TO ALL



81%

feel their company offers fair compensation to all (compared to 66% of White American women and 63% of ethnic minorities in the USA)



## TWO-THIRDS BELIEVE THEY DON'T NEED ANY DEI TRAINING

**68%** do not feel they need any training or education around diversity, equity and inclusion (54% of White American women and 51% of ethnic minorities in the USA)



## ALMOST HALF WORRY THAT DEI GAINS IN THEIR WORKPLACE COULD COST THEM THEIR POSITION

**46%** worry about losing their job if their company becomes more diverse, equitable, and/or inclusive (28% of White American women and 40% of ethnic minorities in the USA)







OPPORTUNITIES AWAIT

# PATHWAYS TO A MORE DIVERSE, EQUITABLE & INCLUSIVE WORKPLACE

1

## PROGRESS REPORTING AND METRICS MATTER

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Set and measure to track progress and identify opportunities to improve

2

## INITIATIVES AND PROGRAMS SHOULD BE DESIGNED FOR AND AVAILABLE TO ALL EMPLOYEES

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Prioritize improving awareness of DEI efforts & encouraging participation

3

## ADDRESS POTENTIAL UNINTENDED CONSEQUENCES OF DEI

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Prepare for and address potential impacts and anxieties of a DEI-forward strategy so benefits are not obscured

4

## SENIOR LEADERS AND MANAGERS SHOULD TAKE GREATER OWNERSHIP AND MAKE COMMITMENTS TO ACTION

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Communicate that commitment and make it part of goal-setting and performance reviews

5

## MAKE DEI AN INTEGRAL PART OF YOUR COMPANY CULTURE AND NOT JUST A PROGRAM

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Help employees and leaders understand and live the DEI program as part of the organization's identity



## METHODOLOGY

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Dynata's *Global Consumer Trends: Diversity, Equity & Inclusion in the Workplace* survey covered the USA, Canada, the UK, France, Spain, Germany, the Netherlands, Italy, China, Japan, and Australia from July 26-August 9, 2021, with oversampling for ethnicity taking place August 17-20, 2021. Targeted participants were full-time employees selected across all Dynata's research panel assets, quota-controlled to reflect the population on Age and Gender; ethnicity was also asked in the USA, the UK, Canada, and Australia. Generations were broken out as follows: Gen Z - age 18-25; Millennial - 25-39; Gen X - 40-55; and Baby Boomer - 56-70. Sample sizes were USA (1388), Canada (1400), UK (1375), Spain (1000), France (1000), Germany (1000), The Netherlands (993), Italy (1000), China (1000), Japan (1000) and Australia (1214) - Total 12,370. The margin of error (at the 95% confidence level) is +/- 3% at the country level, +/-1% at the total level.





For more information, please visit [www.dynata.com](http://www.dynata.com)  
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