



Published:
09/09/20



Diversity, Equity, and Inclusion

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Introduction

Today, the profound importance of diversity, equity and inclusion (DEI) is ringing loudly in most ears. Companies know that it has become more than a check-the-box activity; it's a journey of awareness and action that—when executed correctly—has a direct effect on the bottom line. Companies are also looking to create the inclusive culture they must have to support a diverse, multigenerational workforce.

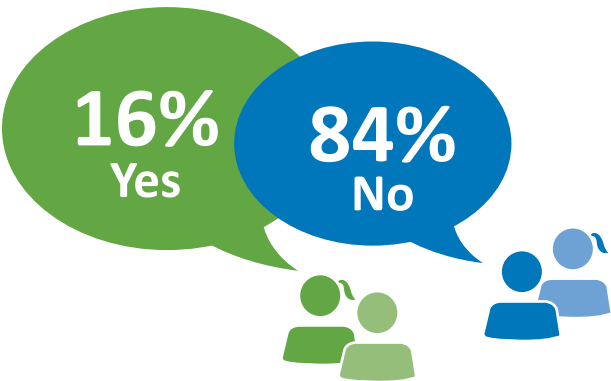
Question: What's the tried and true DEI plan that companies should have in place?

Answer: There is no one-size-fits-all DEI strategy. Each business is unique when it comes to culture, values, leadership and the drive to change.

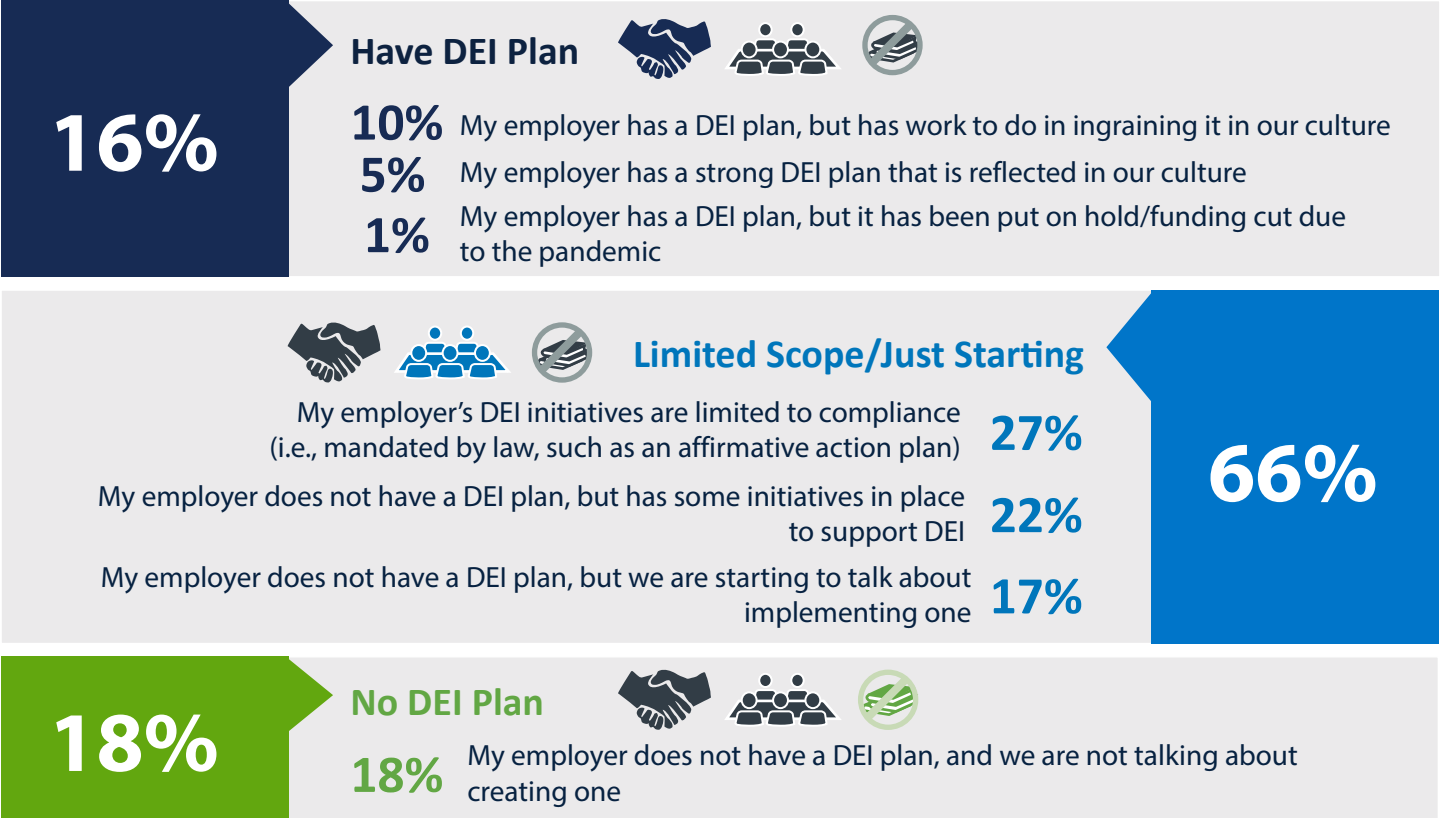
MRA – The Management Association conducted a brief survey to ask organizations about their current DEI plans, challenges getting in the way, successes they are proud of, and what they are considering for the future.

Current State of Plans

Only 16% of organizations have a formal DEI initiative or plan with goals and metrics. Out of the 84% that do not have a formal DEI initiative or plan, the majority indicated they are making efforts of limited scope or are at the beginning stages of their initiative.



Of the 16% with formal DEI plans, 5% consider their initiatives to be “strong” and reflected in their culture, while the remaining recognize there is still work to do.



Note: Multiple answers can total more than 100%.

Who's In Charge?

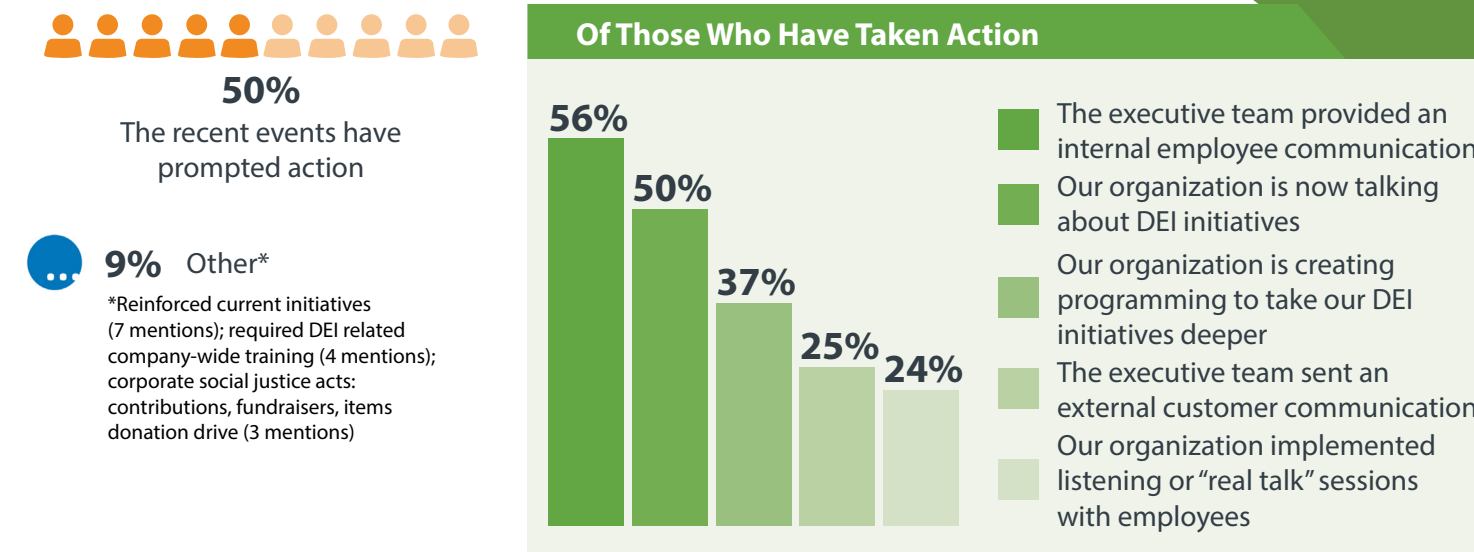
It's widely recognized that diversity, equity, inclusion, and belonging are more than tasks on a checklist. For some companies, DEI initiatives are spearheaded by HR, who can support the efforts, but shouldn't own them. Accountability for action can permeate throughout the organization. Still, 40% have no one person or department responsible for overseeing DEI initiatives. This makes it more difficult to start or sustain efforts.



Note: Multiple answers can total more than 100%.

Social Unrest and Company Responses

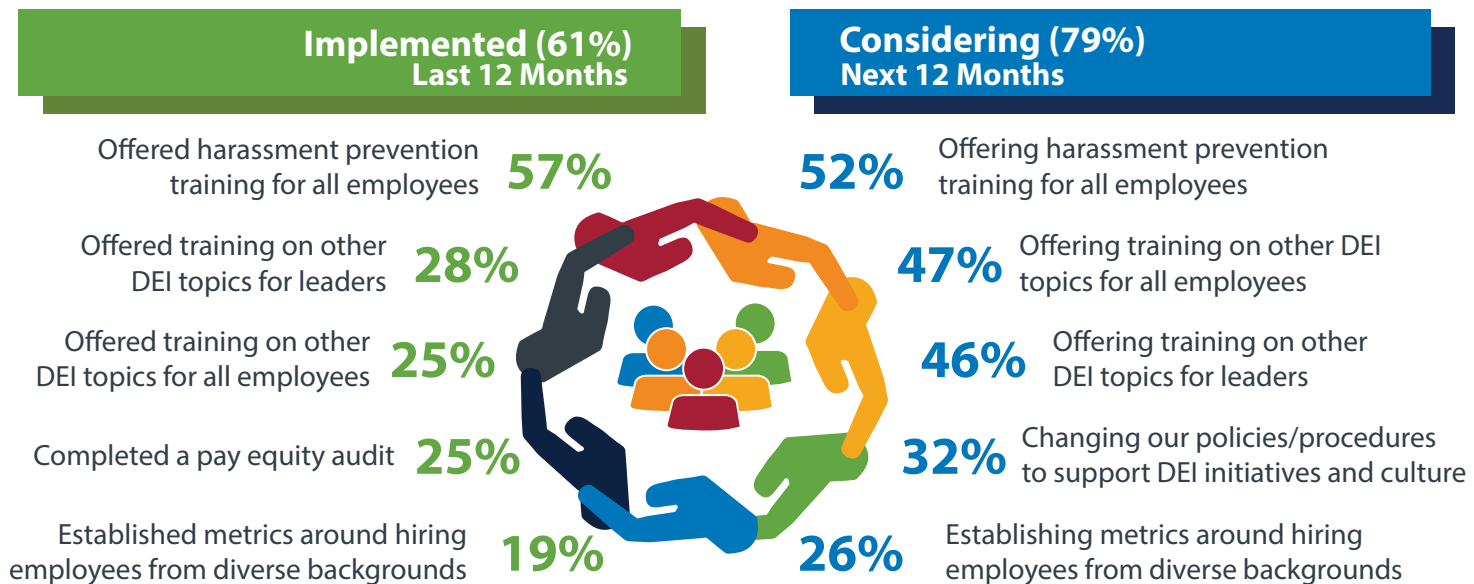
Much has been written in recent months about elevating the workplace conversations around the realities of inequity and racism. In response to the social injustice movement, half of our survey respondents have taken action and half have not. Of the half who have taken action, the most frequent actions were around increased communication (both internally and externally) and implementing listening or “real talk” discussions.



Note: Multiple answers can total more than 100%.

Actions Being Implemented or Considered

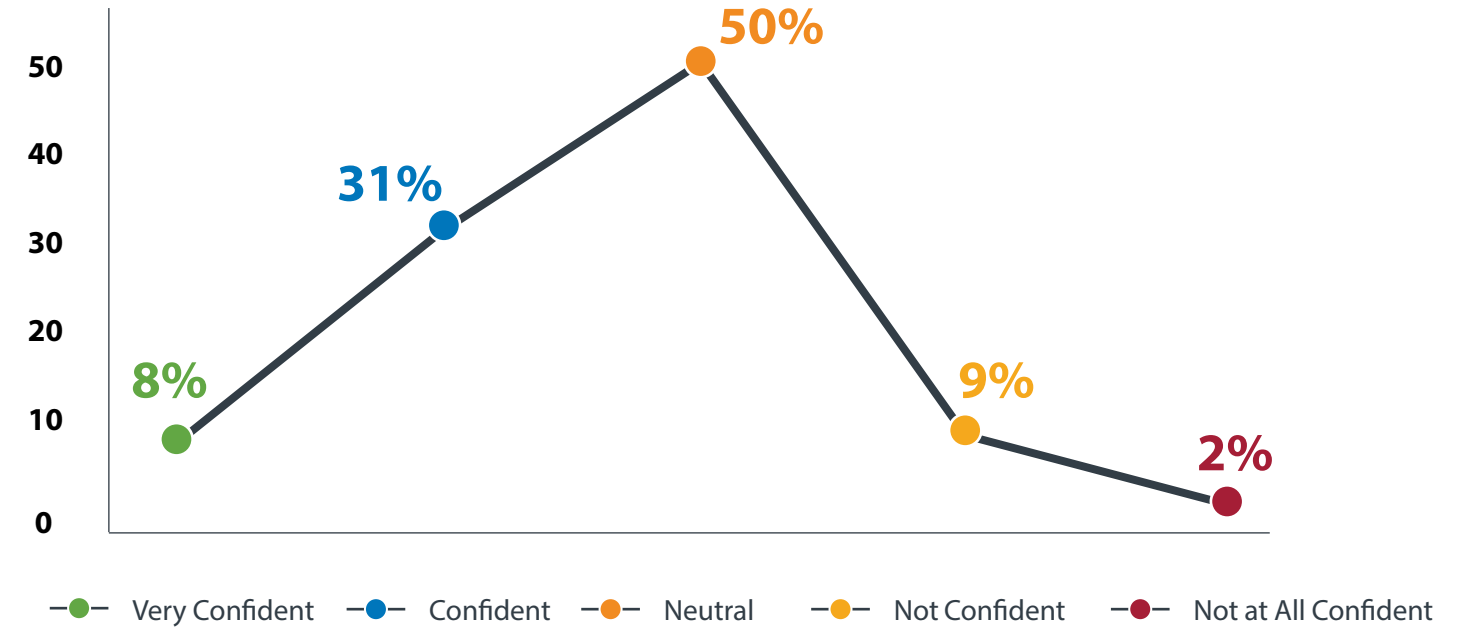
Sixty-one percent of respondents have implemented DEI initiatives in the last 12 months and 79% are considering implementing in the next 12 months. Training continues to be the most prominent approach, with harassment prevention as a popular topic, followed by pay equity audits and reviewing internal policies and procedures. Other actions with fewer mentions included: diverse recruiting and hiring, DEI meetings, and mentoring. The top 5 actions are:



Note: Multiple answers can total more than 100%.

Confidence Levels

Of the organizations that implemented DEI initiatives in the past 12 months, more have confidence (39%) than lack confidence (11%) around how their efforts are improving DEI. Yet, 50% are unsure about whether their efforts are making an impact. It can be discouraging not to see fast results; however, most culture shifts and movement changes can take months, if not years, to realize tangible outcomes.



Measuring Progress

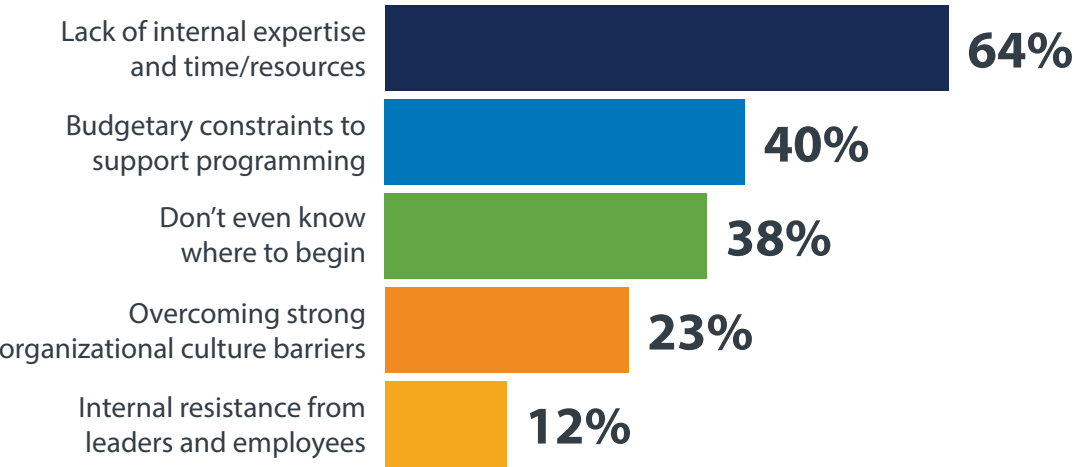
With a large percentage of organizations feeling uncertain about their progress or efforts, metrics and measures can provide benchmarks and milestones. The key is being able to tell the story behind the numbers. Here are the top measurements reported by survey respondents:



Note: Multiple answers can total more than 100%.

Challenges and Roadblocks

Most organizations report that focusing on DEI initiatives can be a challenge. Despite efforts being made, many organizations of all sizes struggle with where to begin, or how to sustain progress in this critical area. Some struggle due to not having the same rigor around DEI as around other initiatives within the organization. The top challenges include:



Note: Multiple answers can total more than 100%.

Success Stories

Despite challenges, many organizations have had successful outcomes from their diversity, equity, and inclusion efforts, especially around employee involvement strategies, increased awareness through training, and more diverse candidate pools.

Success Themes Include:

Achieving diversity through recruitment

Active ERGs/ DEI committees

Improved understanding/engagement throughout company

Positive responses from DEI education/training

Updated and fair policies, processes, and procedures

Diversity, Equity, and Inclusion

Conclusion

So how can you address and incorporate DEI into your workplace? For many, it's where do we even begin? Start by asking: What's your motivation for change?

To uncover these answers, talk to all levels of leaders in your organization. Talk to employees to listen to their ideas, experiences, and feelings. Brainstorm, host focus groups and listening sessions. Do assessments that look at strategy, processes, policies, technology, culture, and employee behaviors, as well as individual and structural bias (intentional or not) that are barriers to fair and respectful treatment at work. Chances are there will be a variety of ideas brought to light. Work on an initiative that is most important to your company right now and build on it.

A key element is to have the top leaders in your organization fully support DEI initiatives by recognizing the value and having the motivation to make it happen. Are they able to role model inclusive behaviors, and inspire employees by keeping their promises and caring about them? Whether it's better profits, a winning culture, or something in between, it takes strong leadership, perseverance, and a positive approach for success.

Focusing on DEI is a top priority for organizations around the world. Now that you have the data, what should you do with it? Start crafting a DEI plan that makes the most sense for your organization.

Need help? Give the upcoming September/October MRA Edge article a read that highlights [how to get started](#). Then take a look at these sample [assessments](#). There are also helpful DEI tools on our [website](#). Want to talk it out? Call our HR Hotline 24/7 at 800.488.4845 to get the conversation going or email us at InfoNow@mrnet.org.

Methodology

Questions regarding this survey?

465 organizations participated

10 questions

August 11–August 17

Contact the Survey Department at Surveys@mrnet.org or 800.488.4845 ext. 3508.

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Member Benefits	Learning & Development	Professional Services
 <p>Contact MRA's HR Hotline advisors for practical advice.</p> <p>Download MRA's Diversity & Inclusion Toolkit for articles, guides and tools.</p> <p>Explore the research behind Diversity & Inclusion (D&I) from Spectra Diversity:</p> <ul style="list-style-type: none">• Implicit Bias: I Know It Exists. Now What?• The Neuroscience Behind Implicit Bias <p>Complimentary Webinars:</p> <ul style="list-style-type: none">• Engaging in Diversity and Inclusion• Unconscious Bias: Why It Matters	 <p>Attend training programs at MRA's training center, online, or delivered for your employees at your location.</p> <ul style="list-style-type: none">• Sensitivity Skills in a Diverse Workplace• Respectful Workplace and Harassment Prevention• Civility in the Workplace• Unconscious Bias: Understanding the Impact in the Workplace• Harassment Prevention: Creating a Respectful Workplace (eLearning) <p>Register for MRA's DEI Leadership Conference on October 7, 2020.</p>	 <p>Strategy and Planning</p> <ul style="list-style-type: none">• Create a solid foundation for D&I priorities <p>Spectra Diversity Inclusion Assessment™ (SDIA™)</p> <ul style="list-style-type: none">• Measures employees' perceptions of D&I culture, practices, and management <p>Intercultural Development Inventory® (IDI®)</p> <ul style="list-style-type: none">• Assesses and builds awareness and intercultural competence <p>Affirmative Action Plans</p> <ul style="list-style-type: none">• Demonstrate your organization's active efforts to recruit and advance qualified minorities, women, people with disabilities, and covered veterans <p>Recruitment and Retention Services</p> <ul style="list-style-type: none">• MRA's Certified Diversity Recruiter can assist employers in building diverse and inclusive workforces <p>Investigations</p> <ul style="list-style-type: none">• Unbiased, third-party investigations for sensitive employee situations <p>Pay Equity Audits</p> <ul style="list-style-type: none">• Take steps to eliminate or reduce pay disparities for women and minorities



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* MRAPay and On-Demand Salary Tool available for these surveys.

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Questions?

Contact the Survey Department at:

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