



CHARTERED PROFESSIONALS
IN HUMAN RESOURCES
CANADA

CONSEILLERS EN RESSOURCES
HUMAINES AGRÉÉS
CANADA

Diversity, Equity, and Inclusion RESEARCH

March 2023

All Canada

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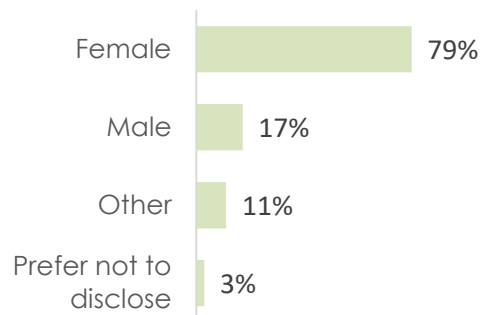
Methodology

Survey Type	Online
Survey Length	9 min
Screeners	Human Resources Professionals
# Completed Surveys	1,328
Dates of Interviews	Jan-Feb 2023

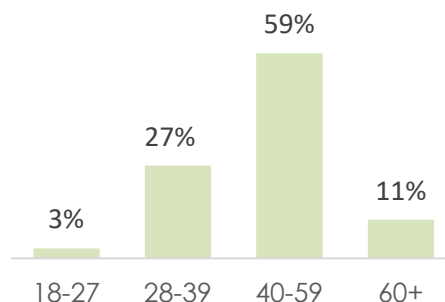
Note: This report is designed to highlight selected insights from the research. Full data tables are available in the topline reports.

Demographics

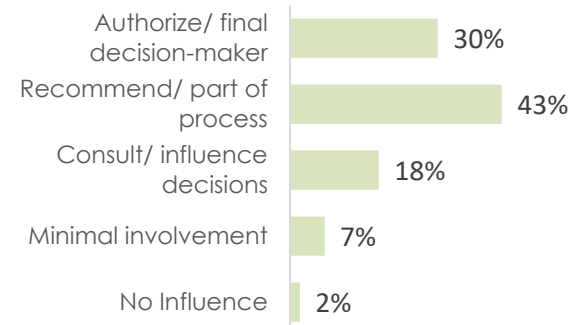
Gender



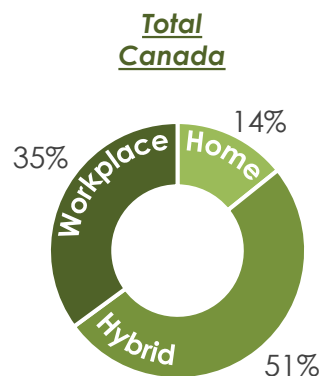
Age



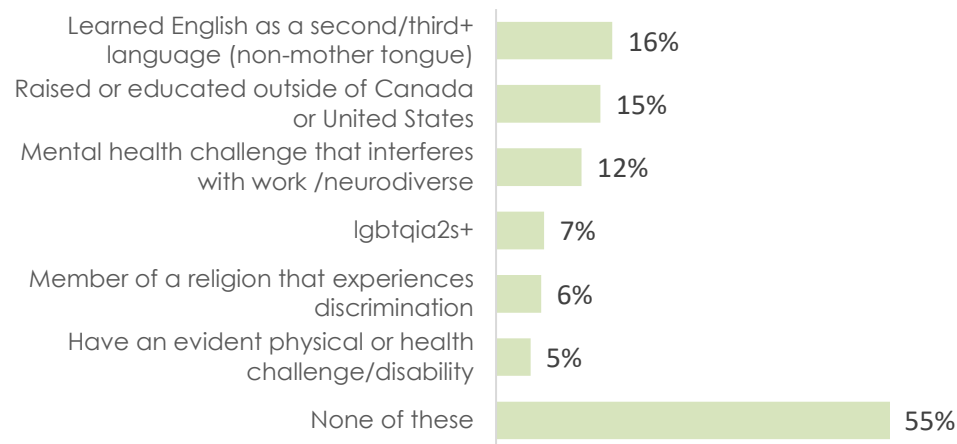
Role in HR



Work Location



Characteristics

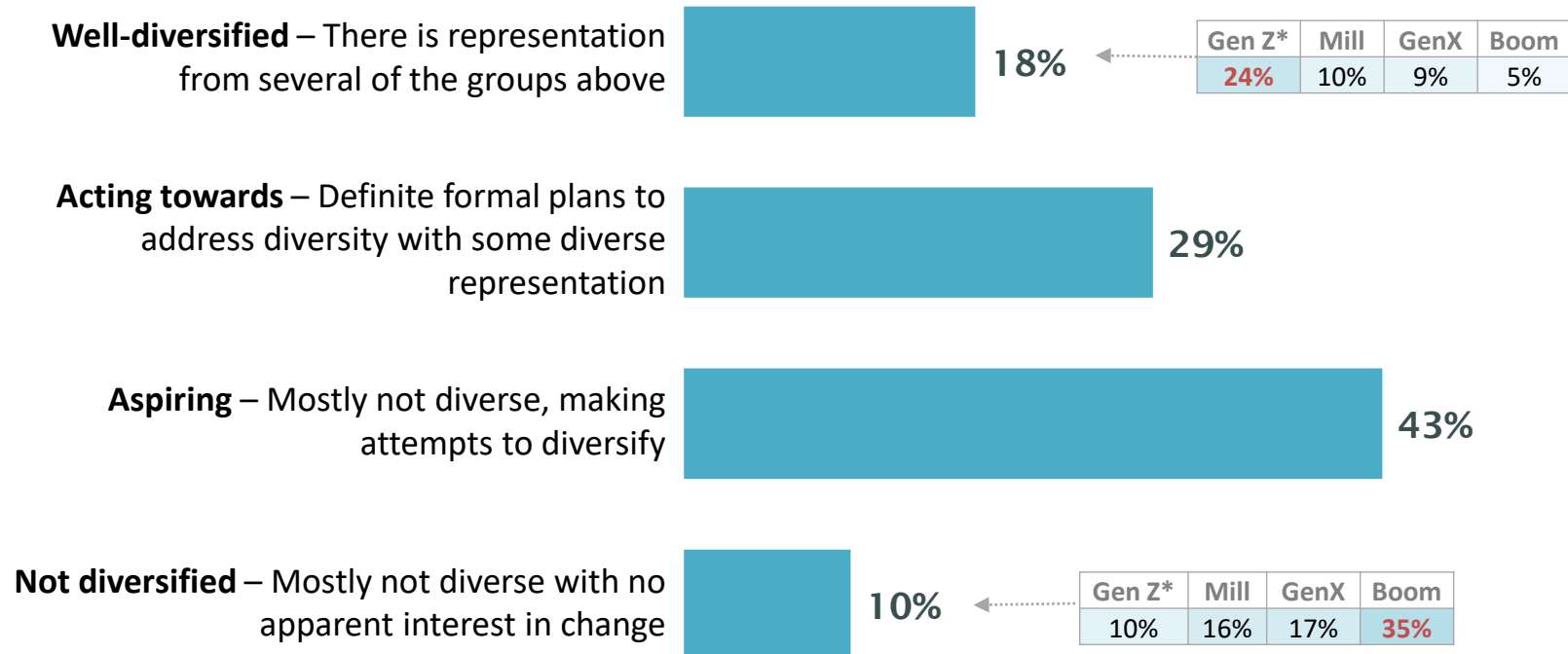


SENIOR LEADERSHIP STRUCTURE:

Diversity in senior leadership

- Among the HR professionals surveyed, only 18% describe the senior leadership of their organization as *Well-diversified*; the majority describe their senior leadership as *Acting towards* (29%) or *Aspiring* (43%)

Senior Leadership



INSIGHTS

WHY DEI?

Part I: The **UPSIDE** of Investing in DEI

What is the **VALUE** of DEI?

By showing the organizational benefits of DEI, HR professionals can prove it is key to a healthy workplace culture.

HR professionals say the benefits of inclusiveness include:

82%

Better workplace culture

68%

More innovation/creativity
(especially for Gen Z and Millennials in HR)

66%

Doing the right thing/being authentic in the workplace



Position inclusiveness as a **core competency** to make it a priority, and less vulnerable to budget cuts

WHY DEI?

Part II: The **DOWNSIDE** of Ignoring DEI

What is the **COST** of ignoring DEI?

Management may be surprised to learn that the greatest threat of ignoring DEI is not to reputation, but to core competencies and access to talent

HR professionals say the threats of not addressing DEI include:

70%

The risk of homogeneity – group think

61%

Losing access to the best new talent

55%

Losing good current employees



Remind management that ignoring DEI can mean losing access to the **skillsets** of existing and prospective employees

LIMITS TO DEI

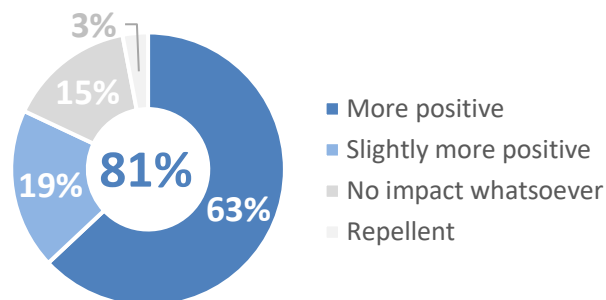
Impact on Sentiment of DEI Efforts

Can there be
“TOO MUCH”
DEI?

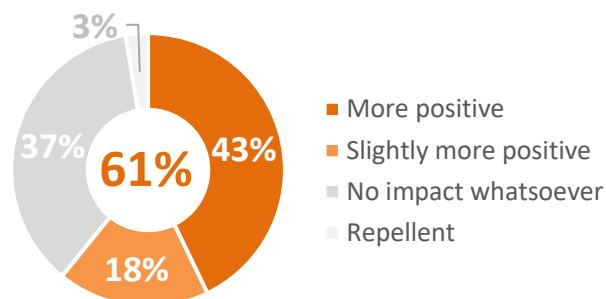
At some point, DEI efforts appear to reach their goals; while poorly diversified companies can raise morale through much-needed efforts, the effect will be far weaker among the already diversified

% of Sentimental Impact of Company Efforts to Increase DEI

Least diversified companies



Most diversified companies



Diminishing marginal returns; for well-diversified companies, further DEI efforts will have less of an effect than for less-diversified companies

BEST PRACTICES

How to Implement an Effective DEI Strategy

What **STEPS**
should HR tell
their company to
take?

HR professionals at diversified companies believe DEI starts at the top; while all employees play a role, leadership support is key

*HR professionals at the **most diversified** companies suggest:*

Senior leadership support
in backing the initiative

81%

Hiring new talent from
diverse communities

70%

Diversity/inclusivity/bias
training/mgmt programs
(for employees and management)

67%



Having a game plan to implement a DEI strategy **helps HR professionals help their companies**

BEST PRACTICES

Effecting Change

What really makes a **DIFFERENCE?**

HR professionals who need real change believe it is key that senior leadership become more diverse, either through hiring or promotion

*HR professionals at the **least diversified** companies suggest:*

54%

Hiring diverse talent at senior levels

52%

Promoting diverse talent to senior levels

45%

Mandatory diversity, anti racism training to produce systemic change



Real change starts at the top; for companies looking to increase diversity, senior leadership is the most effective place to start

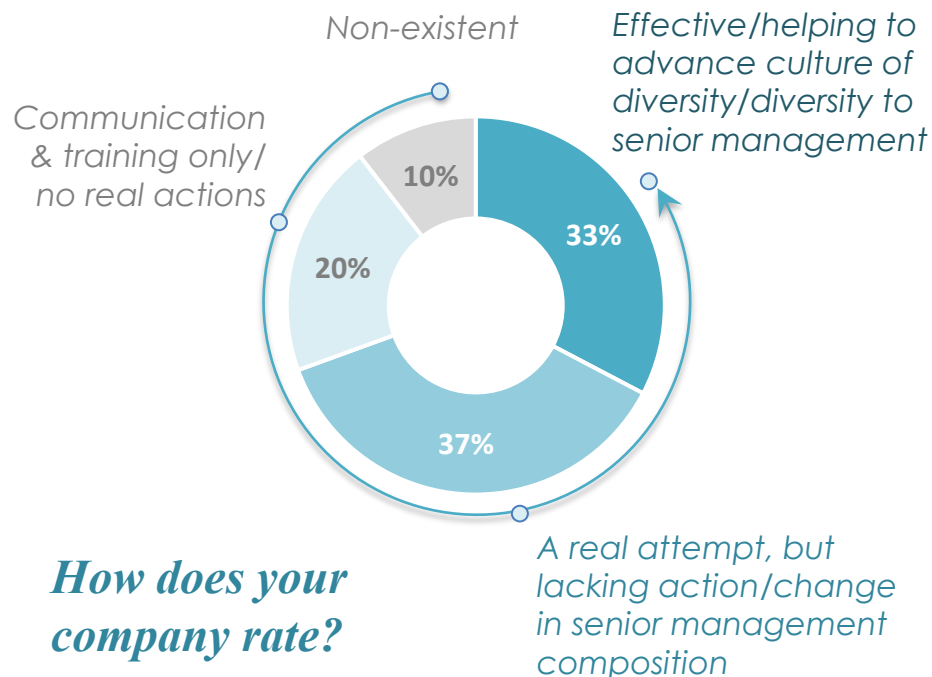
BEST PRACTICES

How to Signal Real Change

How do you show that DEI programs are **AUTHENTIC**?

Communication and training aren't enough; assembling a diverse senior management team shows real action

HR professionals rate their DEI plans:



Talk is cheap; if senior management isn't diverse, other efforts may be interpreted as lacking or disingenuous



ROLE OF LEADERSHIP:

Accountability

Who is **ACCOUNTABLE** for DEI?

While most HR professionals say senior leadership is ultimately responsible for DEI, many also see their own department, and other employees, as playing a key role

HR professionals suggest the following are accountable for DEI:

82%

Senior Leadership
(Including Chief Diversity Officer or equivalent)

61%

HR department overall

49%

Employees/staff



The buck stops here; senior leadership plays a key role in enacting DEI plans, but many HR professionals believe accountability extends to all company employees

RETENTION:

Retaining Talent

The **RIGHT WAY** to Retain Talent

When trying to retain talent from marginalized communities, what are the most diverse companies doing differently? An emphasis on promotion and mentorship

*Aside from exit interviews, HR professionals at the **most diversified** companies suggest:*

65%

Leadership promotion from within

60%

Onboarding/mentorship/allyship designed to make employees feel welcome and valued

60%

Celebrate cultural occasions



Get ahead of the curve; don't wait for exit interviews to find out how to retain talent, learn right now from what the experts are doing right

RETENTION :

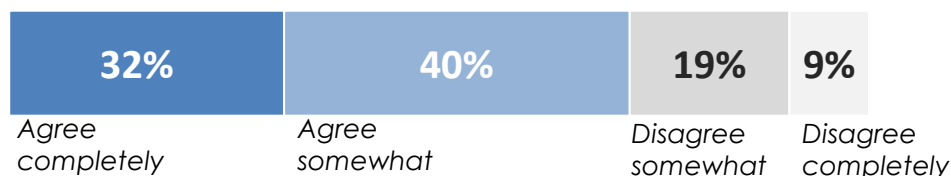
Retaining Key People

Is Diversity the Secret to **RETENTION**?

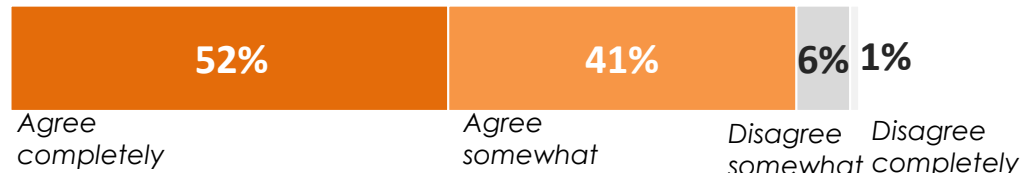
More diverse companies are likelier to retain key people. Is this due to their inclusiveness? Or is diversity one of many benefits of a company with a healthy work environment

% of HR professionals who agree key people tend to stay with their organization:

Least diversified companies



Most diversified companies



Whether cause or correlation, diversity is at the very least a sign of a healthy company, and perhaps a key driver

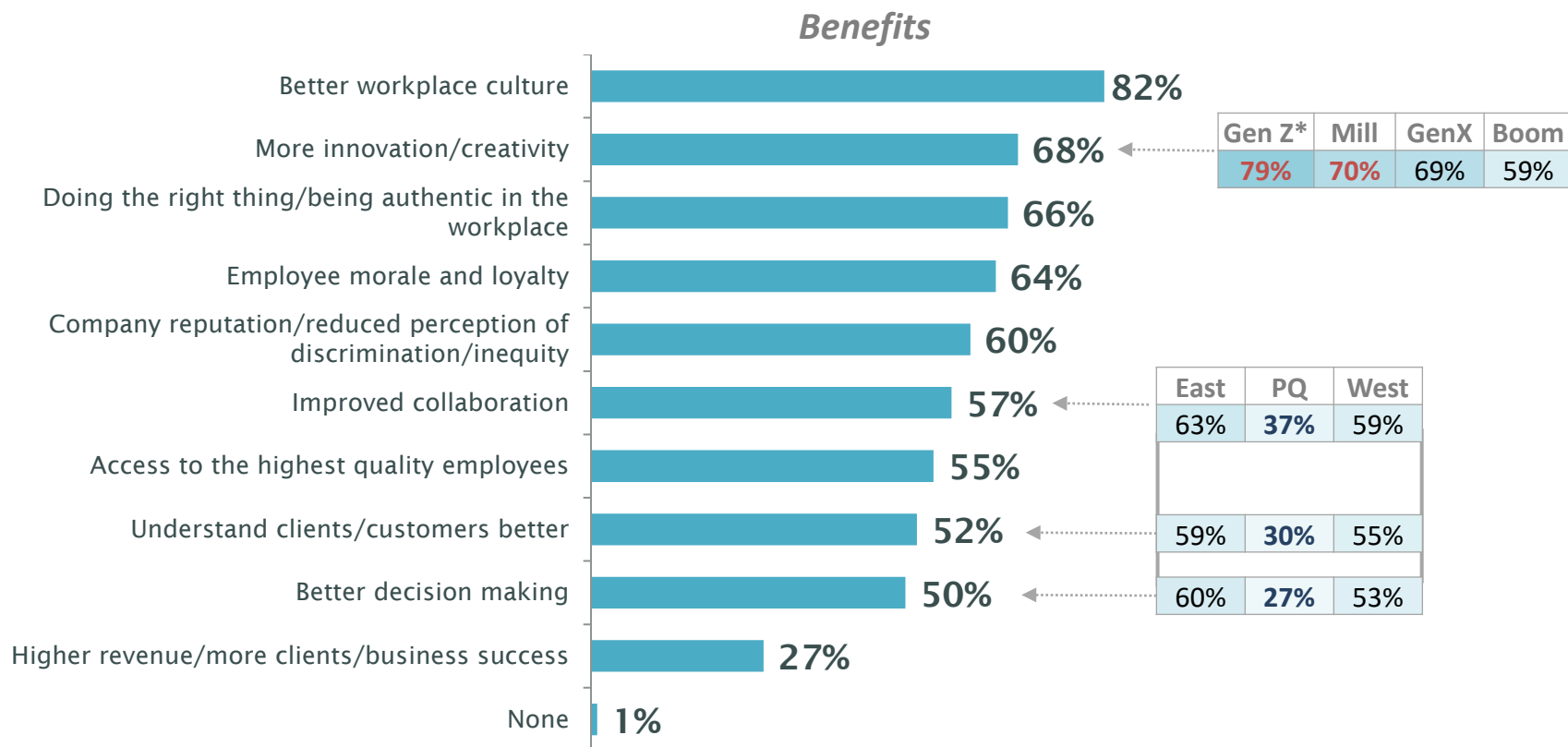
BENEFITS OF DEI



BENEFITS OF DEI:

Organizational Benefits

- *Almost all HR professionals cite at least one organizational benefit of working in a fully inclusive work environment; the top benefit is a better workplace culture*
- *Those in companies with Aspiring and Acting senior leadership are more likely than those with Well-diversified senior leadership to mention many of the benefits below; women are more likely to see benefits than men*

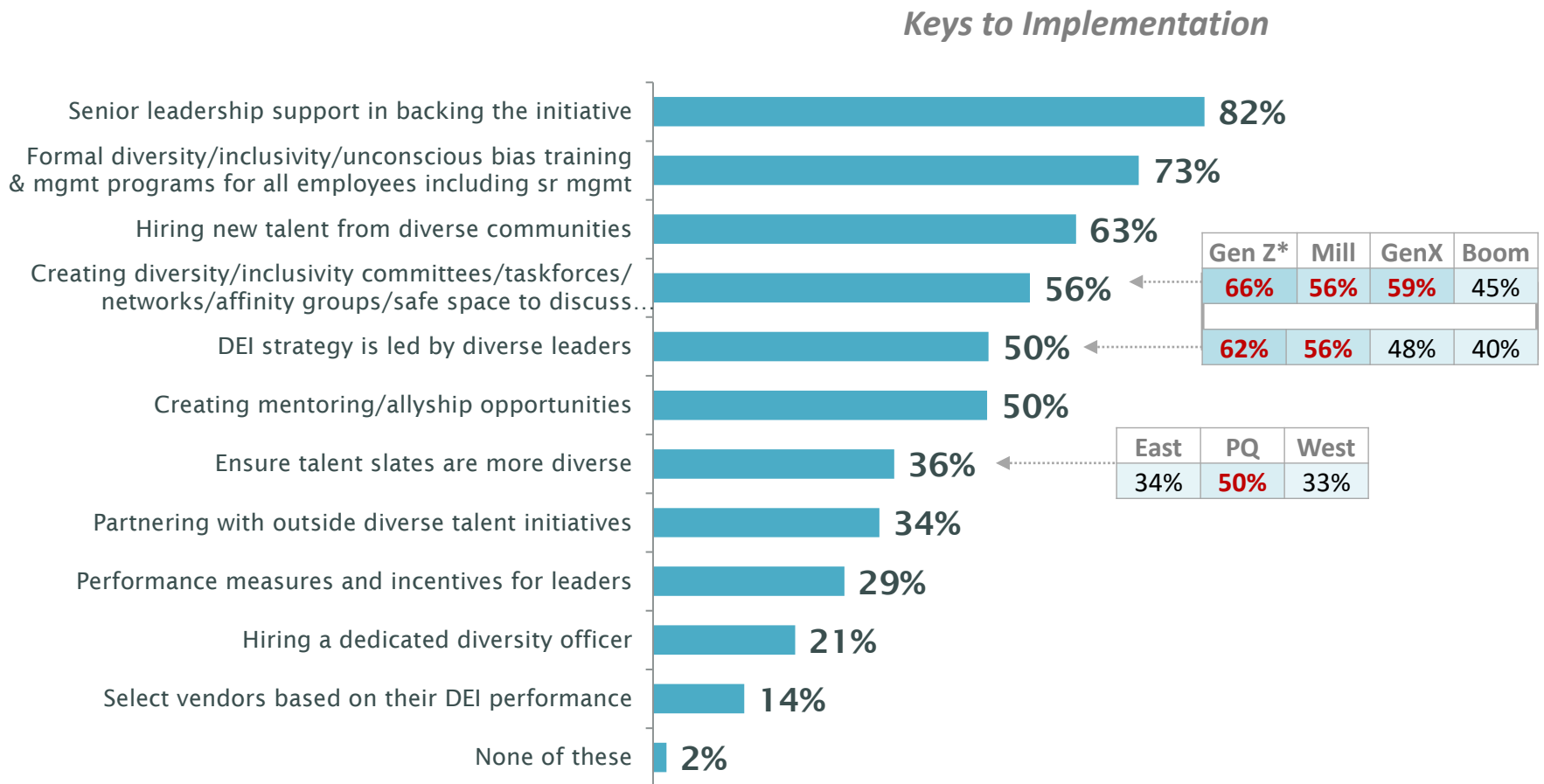




BENEFITS OF DEI: Best Practices

Keys to Implementation

- *Almost all HR professionals cite at least one tactic that is key to implementing an effective DEI strategy*
- *Top tactics include senior leadership support, formal DEI training (including for senior management)*

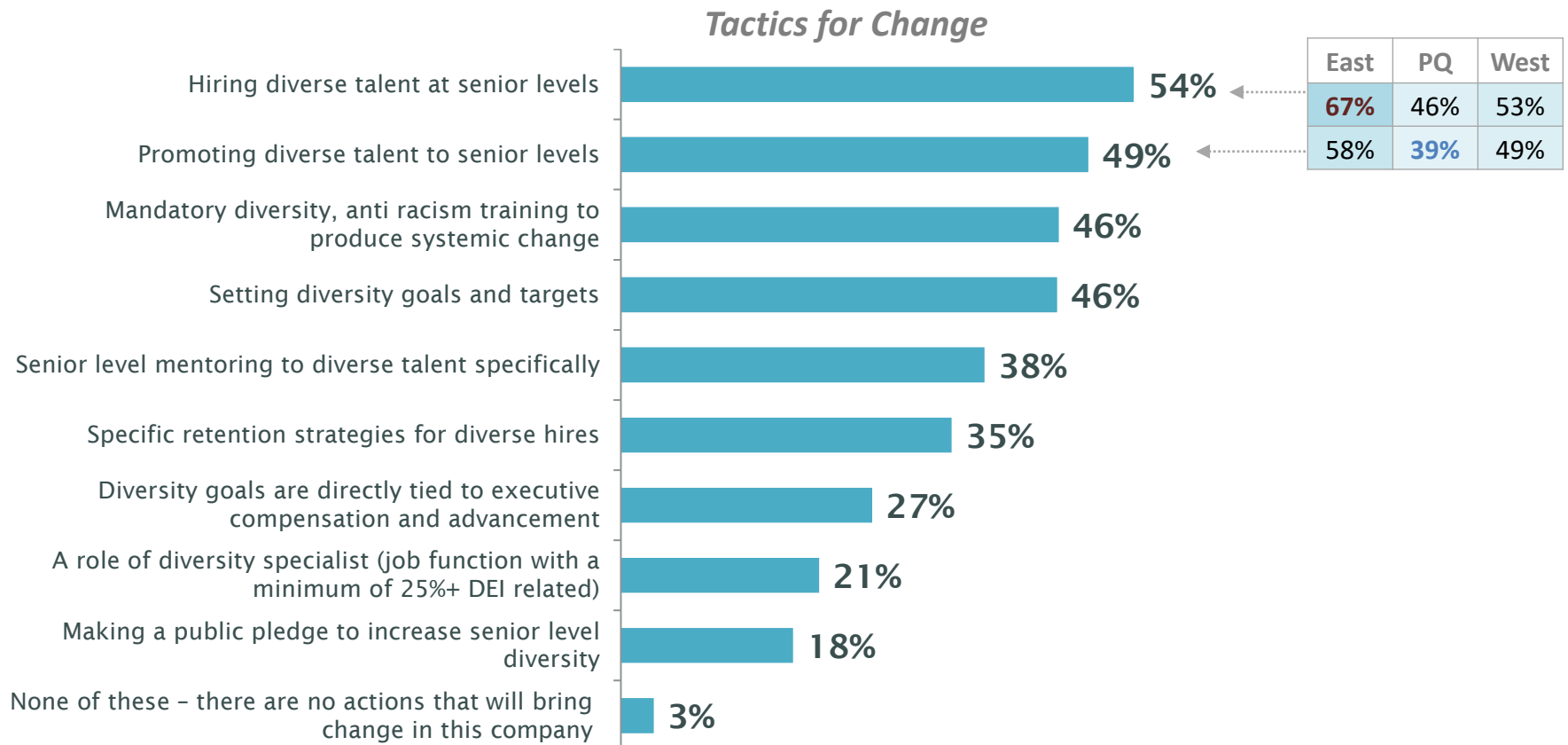




BENEFITS OF DEI: Best Practices

Strategies for Bringing Change

- *Diversity at senior levels, through hiring or promotion, is most commonly viewed as likely to bring change*
- *Those in companies with less diverse leadership are most likely to emphasize the importance of diverse leadership in bringing change*

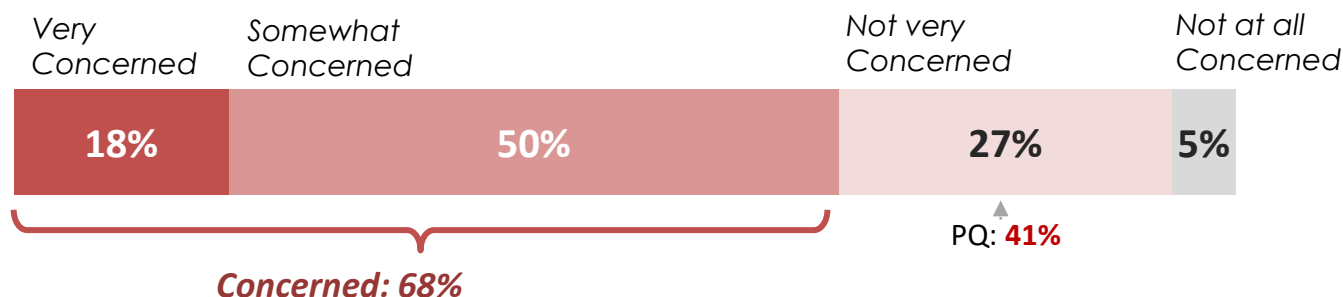


BENEFITS OF DEI:

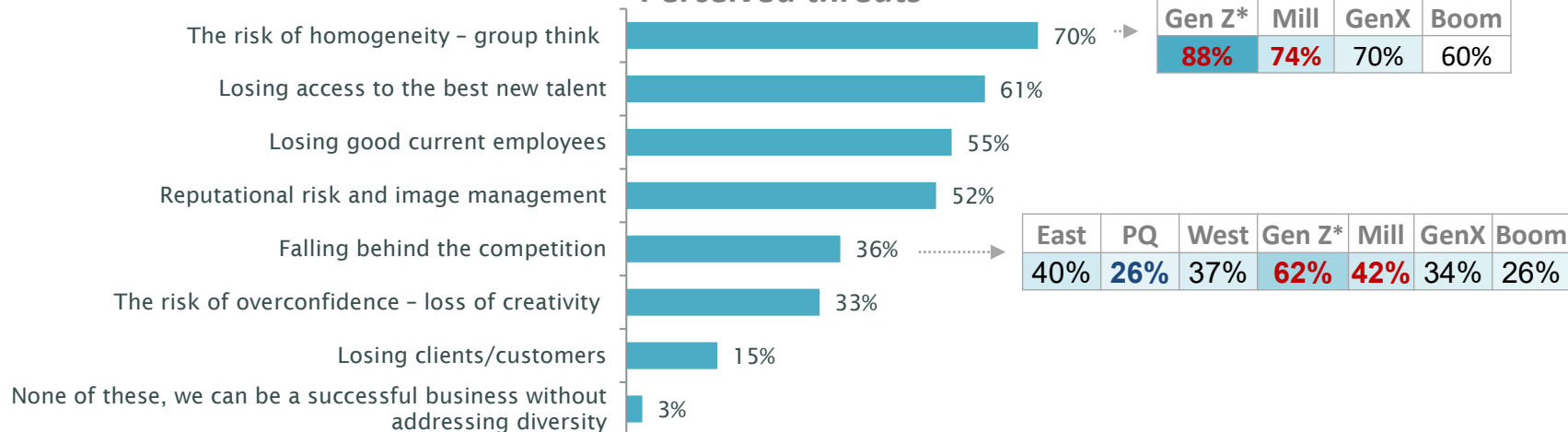
Perceived Threats of Failing to Address DEI

- Among those whose leadership is not Well-diversified, there is significant concern about the lack of diversity
- Possible damage to the core abilities of the organization (group think, losing talent) are perceived as a greater threat than reputational risks

Concern over lack of diversity in senior leadership



Perceived threats



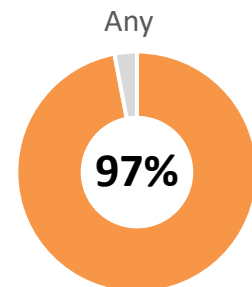
ROLE OF LEADERSHIP



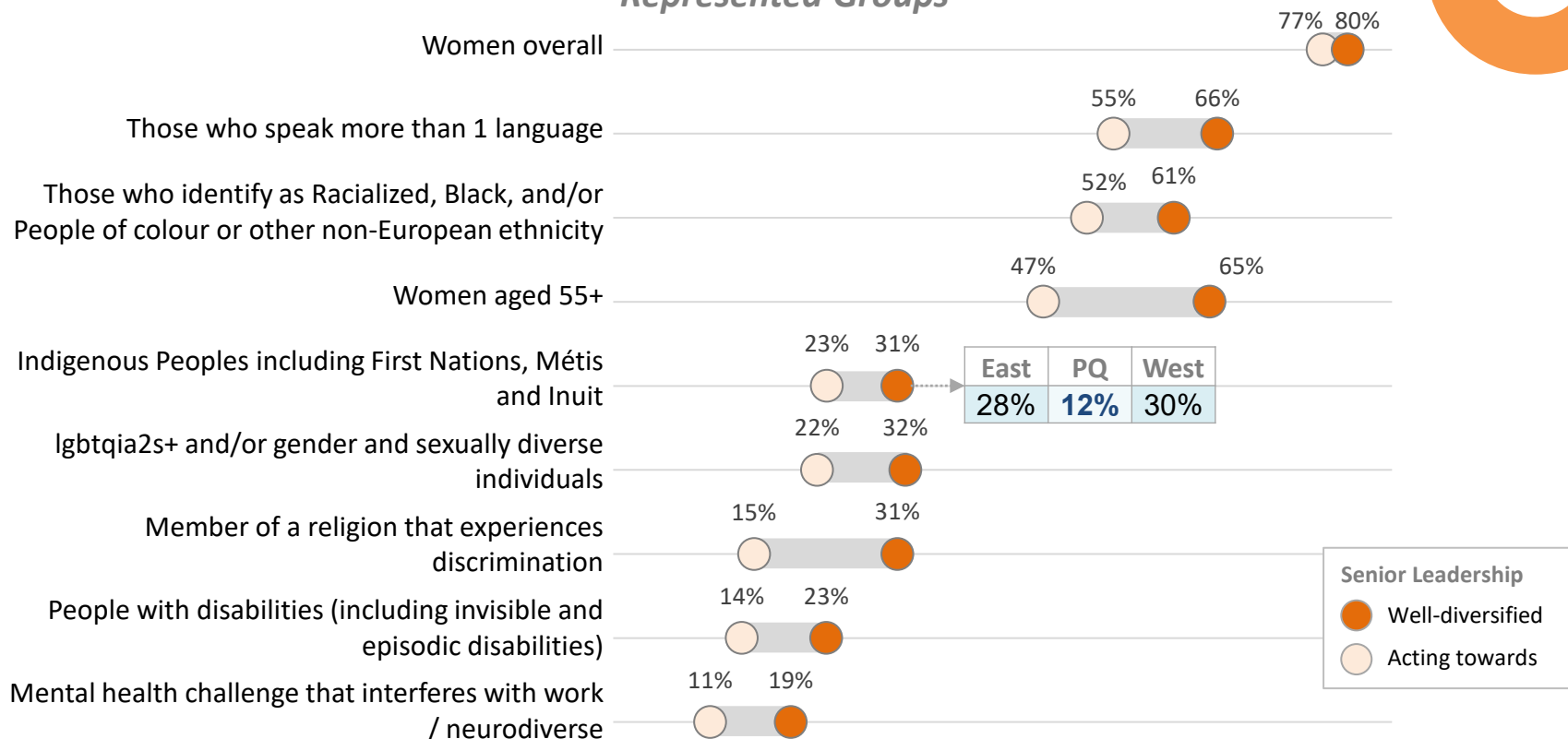
ROLE OF LEADERSHIP

Makeup of organization

- Among those at companies with Acting towards or Well-diversified senior leadership, most say women are represented in senior leadership
- Those in Well-diversified companies are more likely to say women aged 55+ are represented



Represented Groups



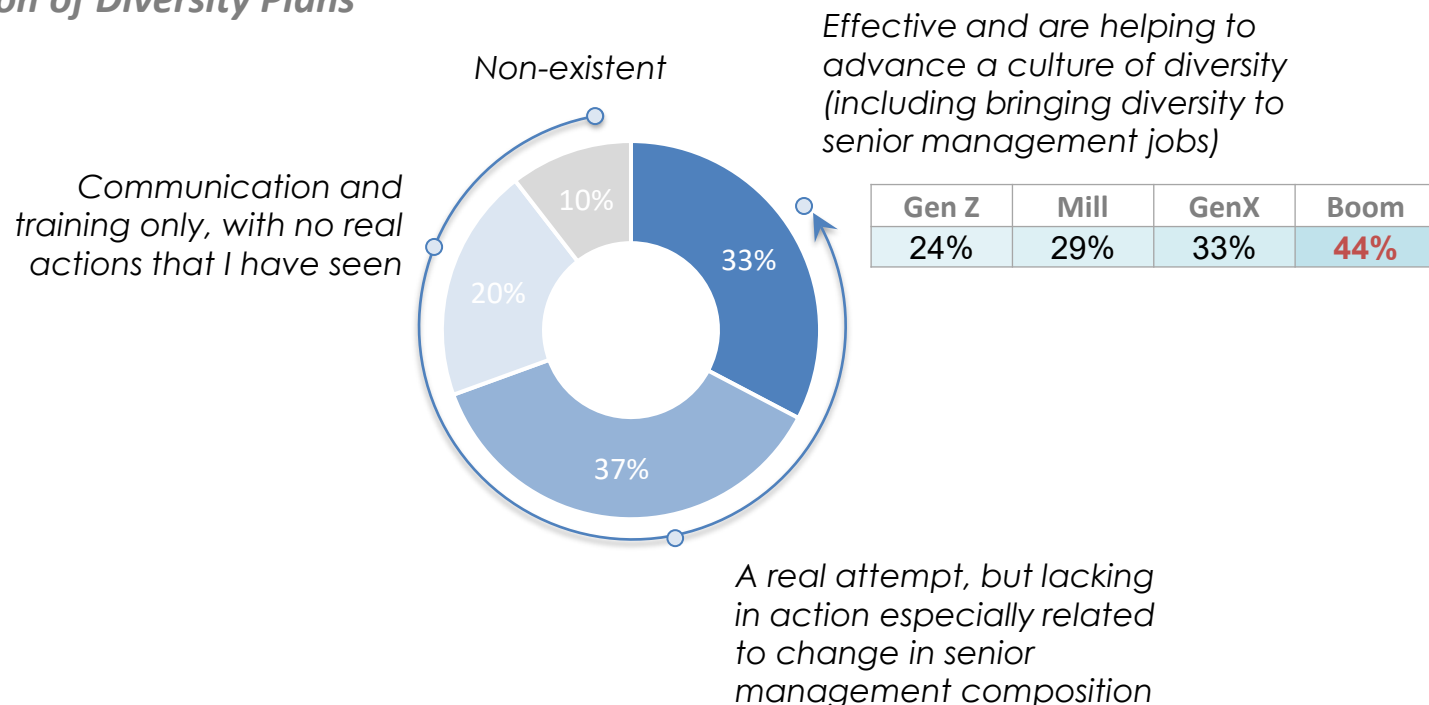


ROLE OF LEADERSHIP:

Current State of Engagement

- *Most HR professionals say their organization's diversity plans are either effective or a real attempt*
- *Those in more diversified companies are much more likely to agree that their organization's diversity plans are at least a real attempt*

Perception of Diversity Plans



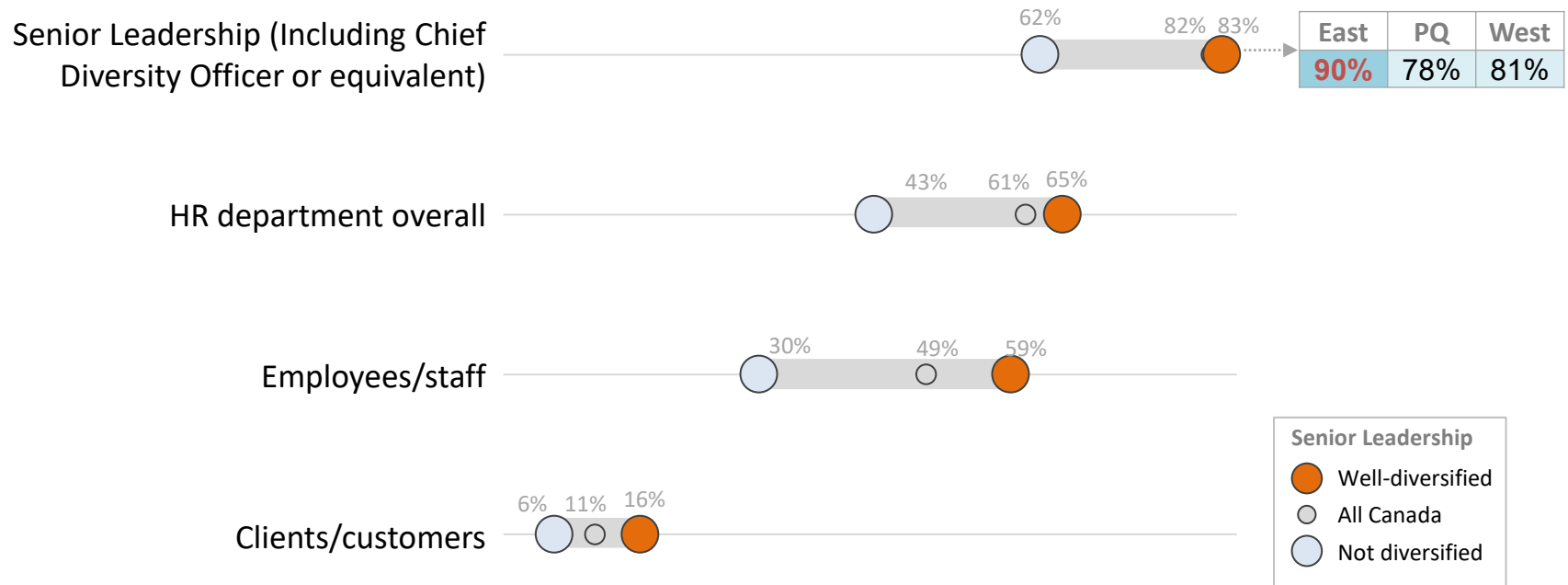


ROLE OF LEADERSHIP:

Accountability for DEI

- Senior leadership is most likely to be seen as accountable for DEI plans, regardless of diversity of senior leadership
- Those in companies with more diverse senior leadership are more likely to view all groups as accountable for enacting DEI plans in a meaningful way

Accountable for DEI



RECRUITMENT

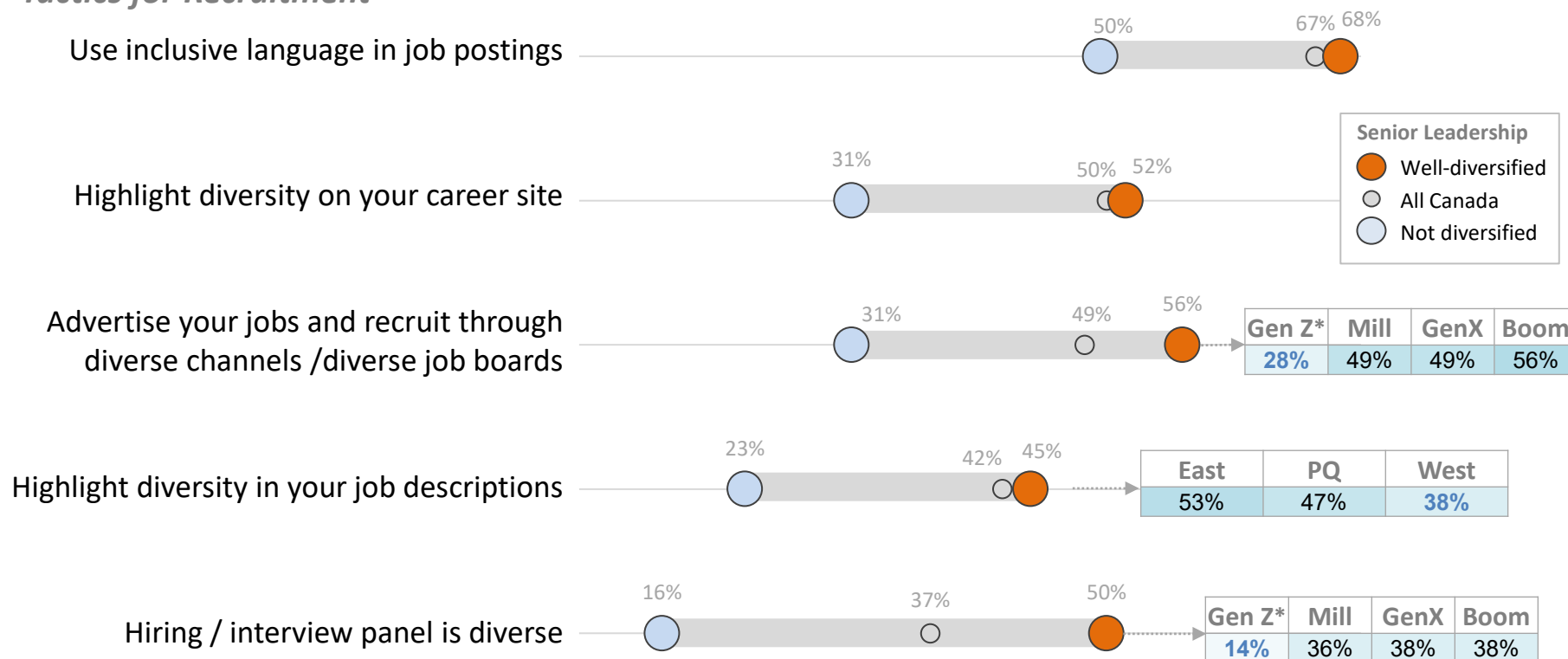


RECRUITMENT:

Attracting a Diverse Candidate Pool: Top 5

- *Using inclusive language in job postings is the top tactic for attracting all available talent, regardless of diversity of senior leadership*
- *Those in Well-diversified companies are much more likely to also ensure hiring panels are diverse*

Tactics for Recruitment

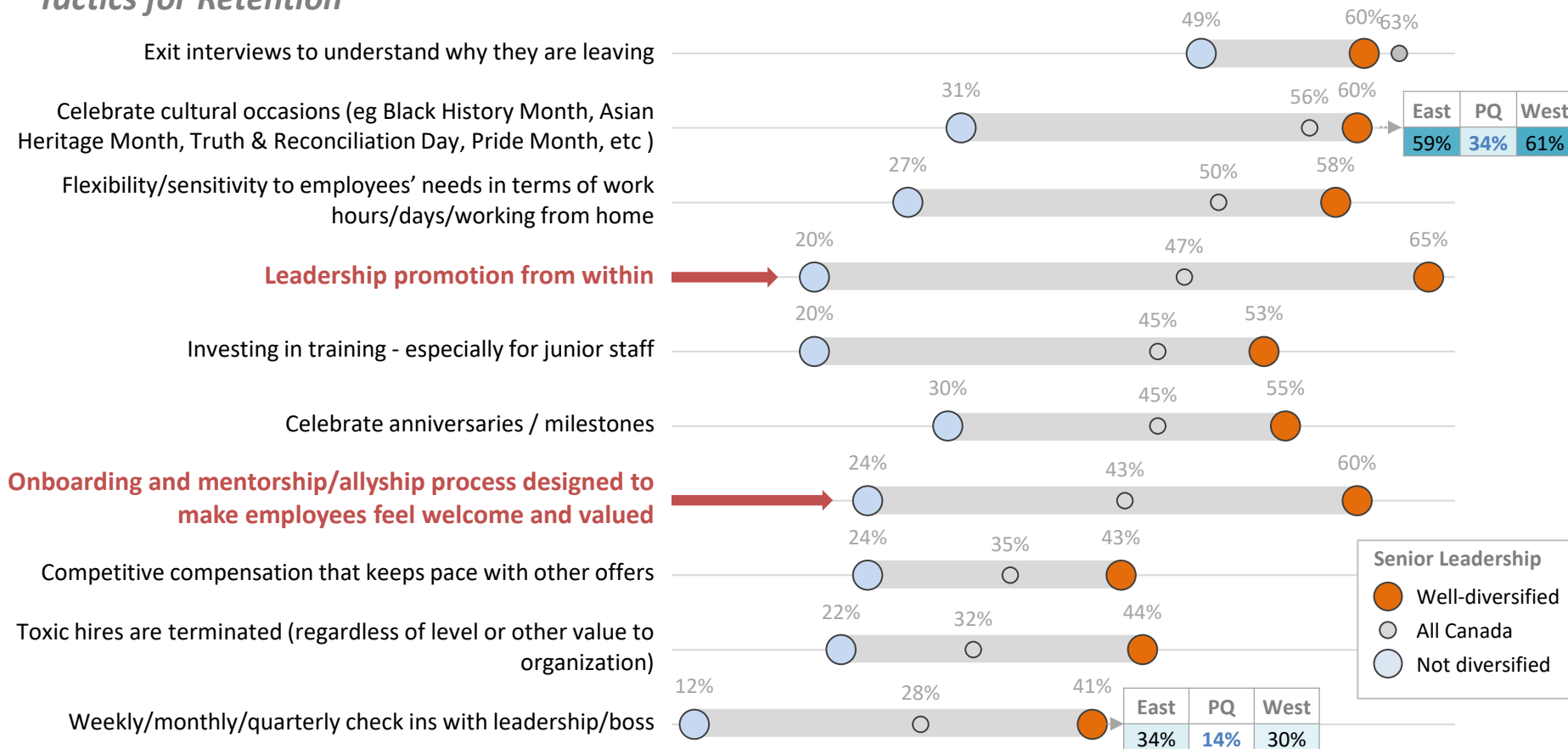


RECRUITMENT:

Retaining Talent from Marginalized Communities

- To retain talent from marginalized communities, those at Well-diversified companies are much more likely to promote from within and leverage onboarding/mentorship options

Tactics for Retention



14. Which of the following is your organization doing to retain talent specifically from traditionally marginalized communities?

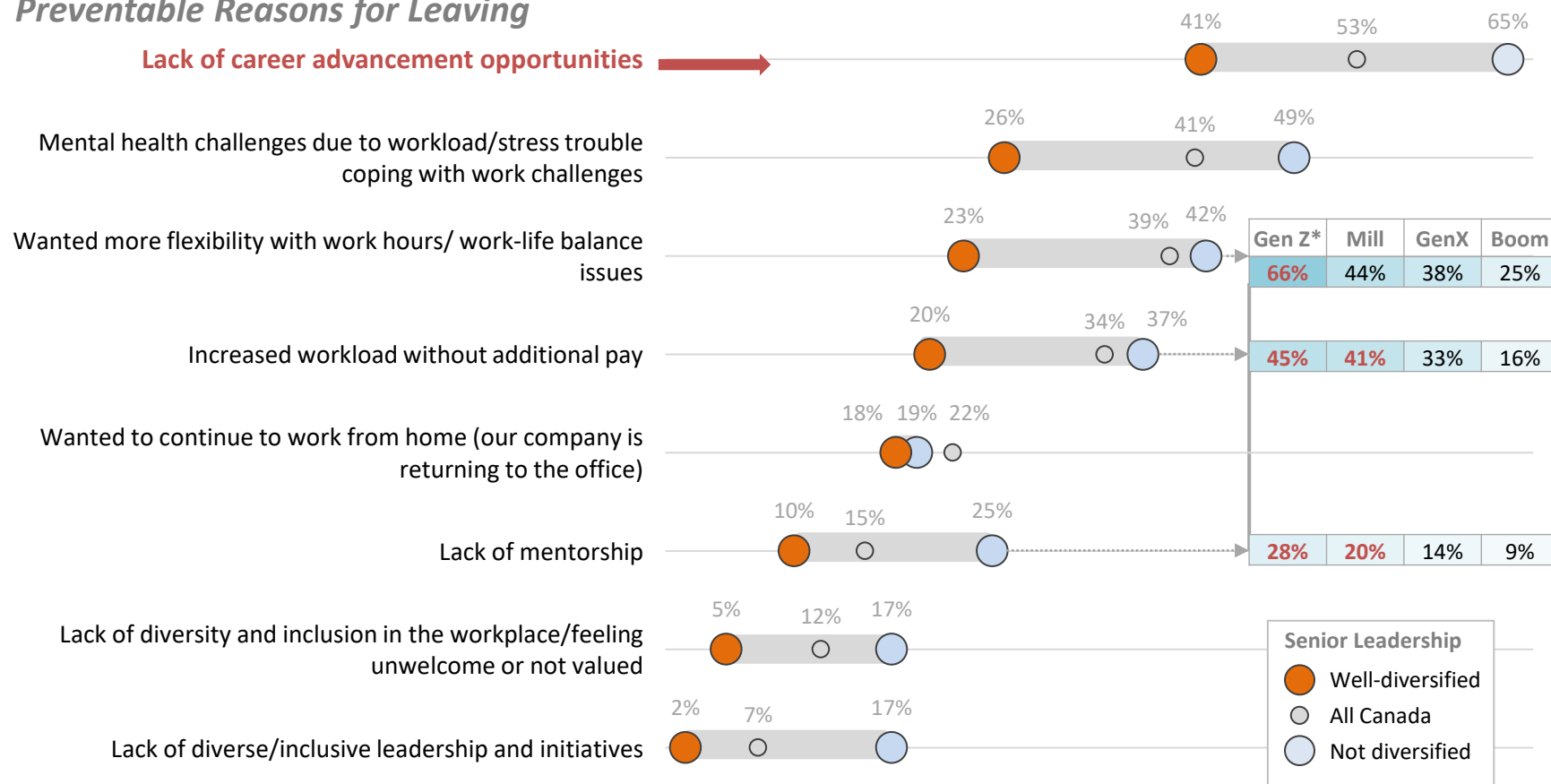


RETENTION:

Reasons for Leaving

- A lack of career advancement opportunities is the top reason for preventable loss of employees, regardless of diversity of senior leadership

Preventable Reasons for Leaving



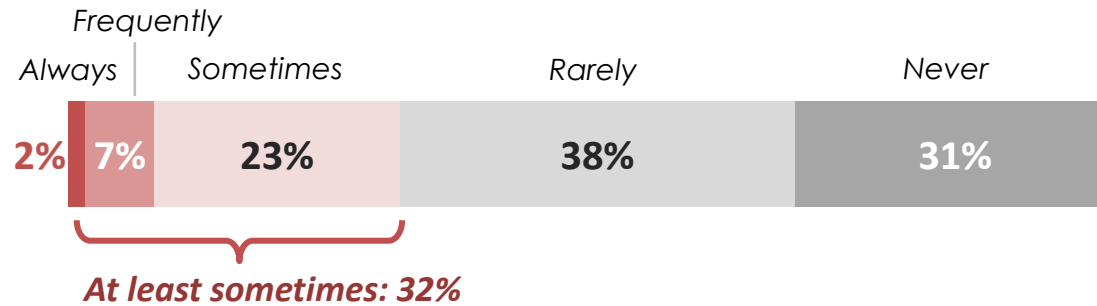
15. As far as you know have employees left your organization for any of the following reasons over the past 12 months?

CORPORATE CULTURE

CORPORATE CULTURE: Engagement

Discrimination in the Workplace

Frequency of Feeling Disengaged



- One-third of HR professionals at least sometimes feel less engaged at work due to discrimination
- Among those at Not diversified companies, over one-half says this means they spend time looking for another job

Reactions to Feeling Disengaged



16. How often are you personally less engaged at work due to either institutional, interpersonal, structural and/or internalized systems of discrimination?

17. When you are less engaged at work due to discriminatory action/policies, how does this manifest at your job?

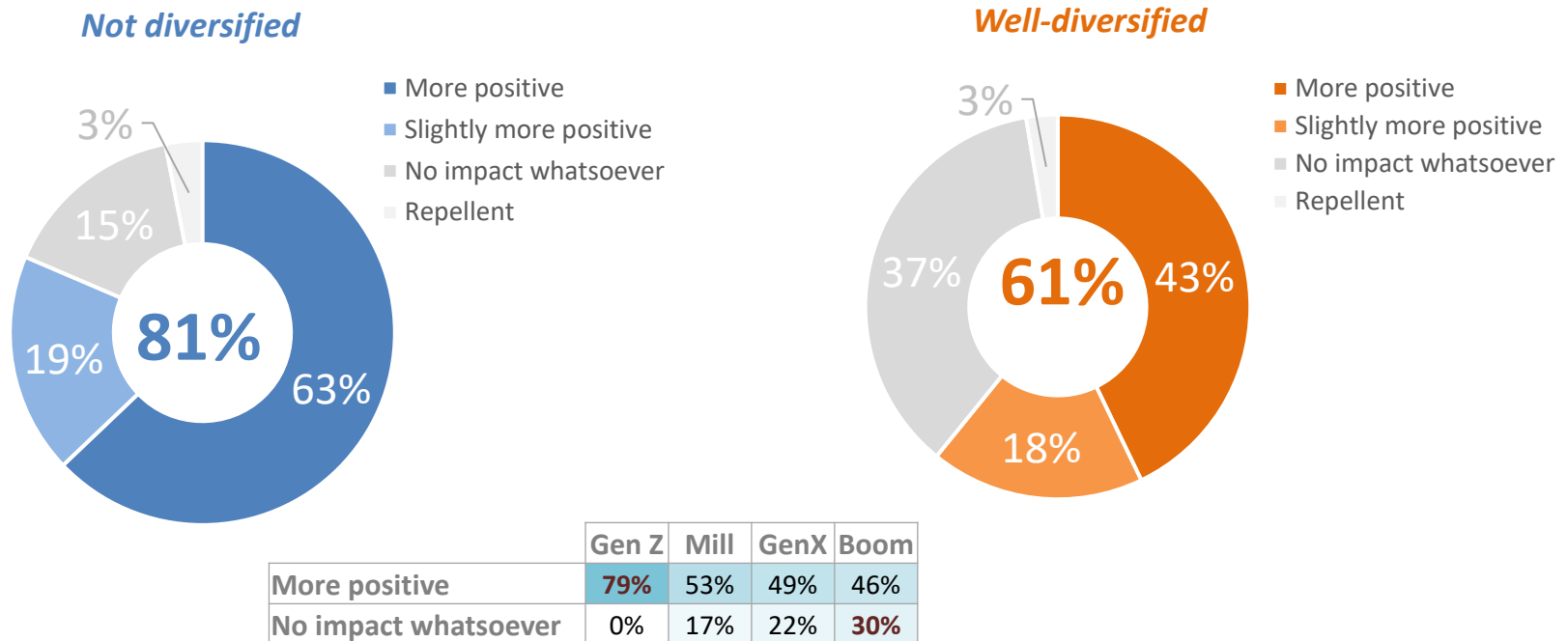


CORPORATE CULTURE: Engagement

Impact on Sentiment of DEI Efforts

- *Most HR professionals would feel more or slightly more positively about their job and working in HR if their company made significant efforts to increase DEI*
- *This is especially true of HR professionals at companies whose senior leadership is Not diversified*

Sentimental Impact of Company Efforts to Increase DEI



20. Thinking about the answer you gave above, what impact would it have on your sentiments if the company you worked for was making significant efforts in increasing Diversity, Equity and Inclusion?



CORPORATE CULTURE:

Retaining Key People

- HR professionals at companies that are Well-diversified are more likely to agree that key people tend to stay with the organization

Key people tend to stay with the organization...?

