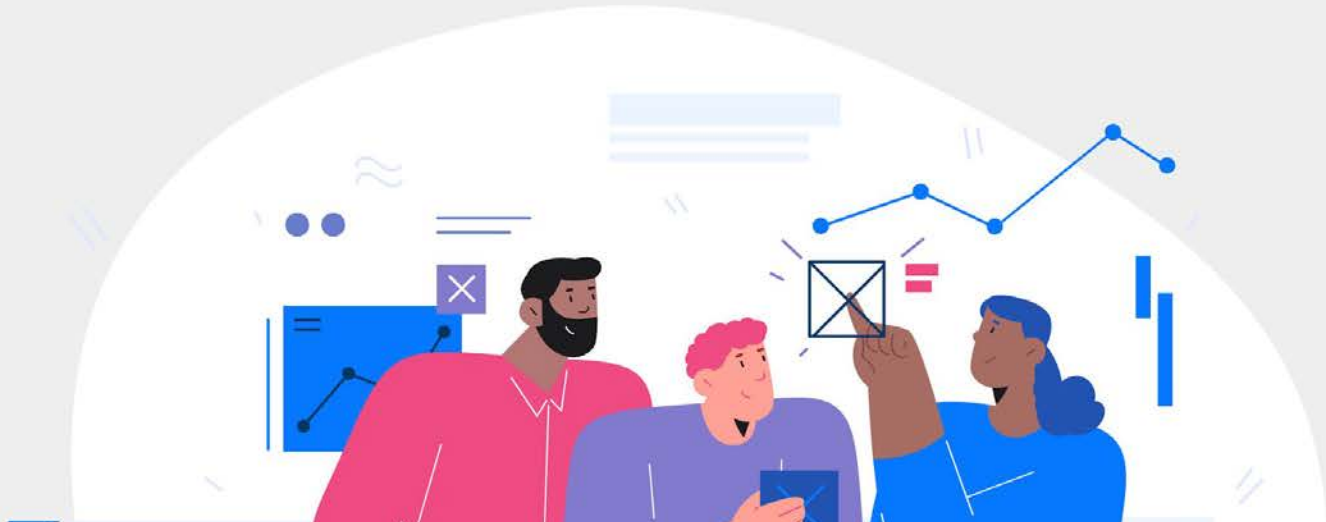# The State of DEI
2020

Hone

This year has been like no other. The global pandemic notwithstanding, one of the legacies of 2020 will be the elevated awareness and conversations around racial justice. Private companies are no longer neutral bystanders, and their employees and customers are looking to them for leadership. As our research shows, organizations are waking up to this responsibility, publicly recognizing the importance of Diversity, Equity and Inclusion (DEI), and taking more action than ever before. That's a positive change.

However, talk is cheap and action is what matters. We founded Hone on the principle of turning theory into action, and learning that leads to behavior change. To help companies navigate the difficult decisions around what to do about their DEI initiatives, and to keep the conversation going, we're launching our annual *State of DEI Report*. This is our inaugural edition.

We surveyed hundreds of leaders and professionals at 100+ organizations on their approach, budget and success with DEI initiatives, and are sharing the anonymized results so we can all make progress on these important issues together. Due to its intense focus this year the report centers on race over other dimensions of DEI, though we will expand coverage in future years.

We humbly hope this information helps you and your teams make great strides in 2021 and beyond.

Tom Griffiths, Savina Perez
Co-founders, Hone
November, 2020

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Executive Summary

In summary, we can draw the following conclusions from our survey data:

1. **The Black Lives Matter movement of 2020 has significantly impacted DEI initiatives**

2. **Principles of DEI are being adopted most in the hiring process**

3. **However, organizations lack accountability for their DEI initiatives**

4. **Companies say DEI is important but don't put their money where their mouth is**

5. **Front line employees are leading the charge**

6. **Companies with diverse leadership have been ahead of the curve**

The Black Lives Matter movement of 2020 has significantly impacted DEI initiatives

How has the Black Lives Matter movement of 2020 directly impacted your DEI initiatives?

1	We implemented new DEIB programs	60% / 117 resp.	
2	We spend more on DEIB programs	29% / 56 resp.	
3	We offer DEIB programs to more employees	20% / 40 resp.	
4	It hasn't impacted our DEIB programs at all	19% / 38 resp.	
5	We invest less in DEIB	1% / 2 resp.	
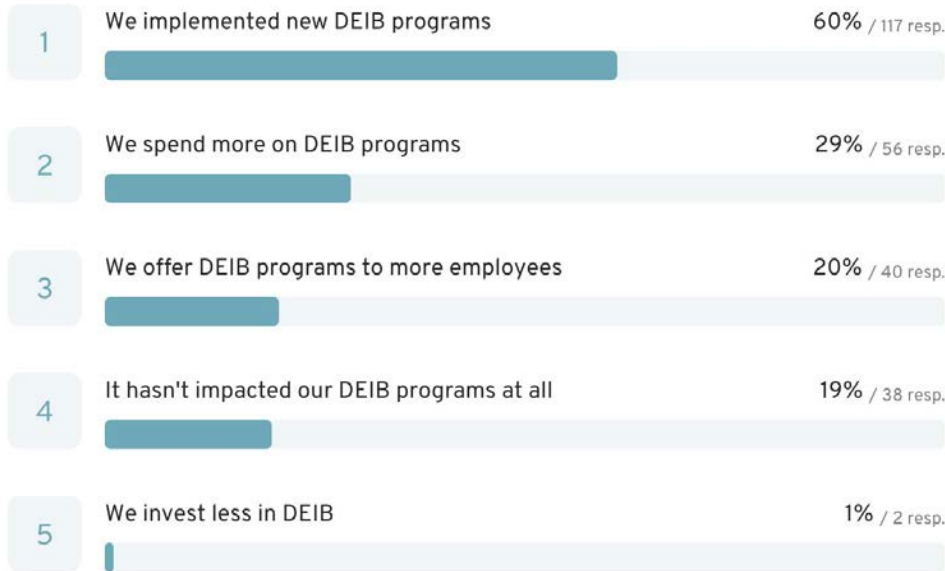
81% **of respondents have made changes to their DEI initiatives as a result of the Black Lives Matter movement of 2020, including 60% who have implemented new DEI programs**

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When I was hired, as part-time staff, at the beginning of this year I asked to begin working on DEI initiatives as a part of my role. I was beginning to reach out to campus resources to initiate programming when COVID hit. There wasn't much discussion about DEI initiatives until the protests this summer. Those protests sparked a community conversation within the athletic department and the creation of our DEI committee (that I am also a member of). The work of the committee has really just begun and we need more resources to push out initiatives across the entire athletic department.

Does your organization offer D&I or DEI training to employees?

1	No, but planning to within the next year	35%	/ 70 resp.
2	Yes, has been implemented recently (over the past year)	31%	/ 61 resp.
3	Yes, has been in place for over a year	18%	/ 37 resp.
4	No, not planning to	10%	/ 21 resp.
5	I'm not sure	3%	/ 7 resp.
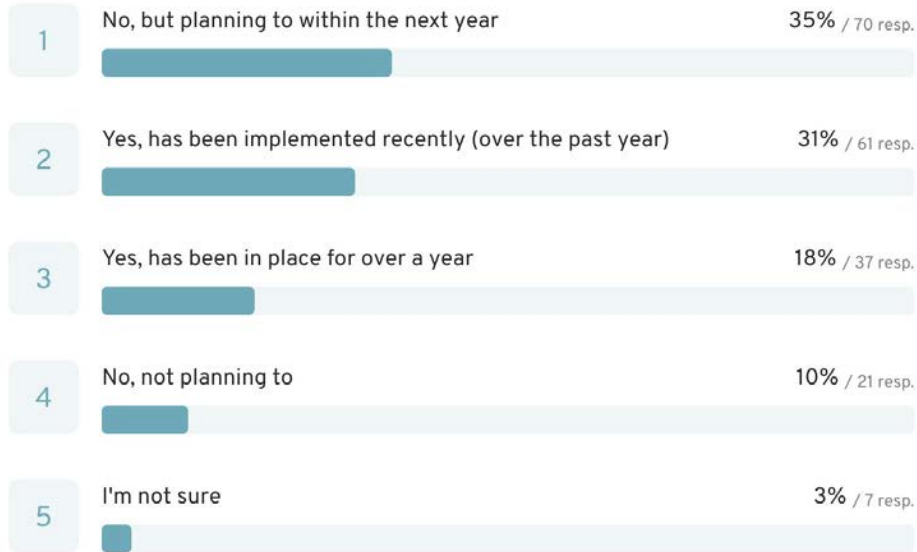
66% **of respondents have implemented DEI training in the past year or will do so in the next year**

Only **18%** **had DEI training in place 1+ years ago**

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We have made a publicly documented commitment to DEI

1	Yes, has been implemented recently (over the past year)	39% / 76 resp.	
2	No, but planning to within the next year	22% / 44 resp.	
3	Yes, has been in place for over a year	16% / 32 resp.	
4	No, not planning to	13% / 26 resp.	
5	I'm not sure	8% / 17 resp.	
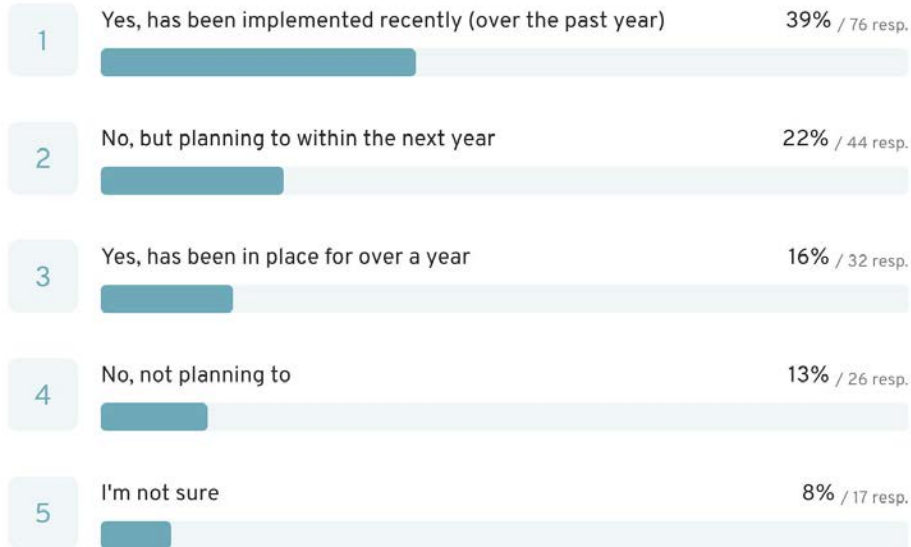
61% of respondent orgs have made a publicly documented commitment to DEI in the past year or will do so in the next year.

Only **16%** had made such a commitment over a year ago

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We have shared long term DEI goals with all employees

1	Planning to within the next year	43%	/ 86 resp.
2	In place currently	24%	/ 48 resp.
3	In place prior to March 2020	13%	/ 26 resp.
4	Not planning to	11%	/ 22 resp.
5	I'm not sure	7%	/ 14 resp.
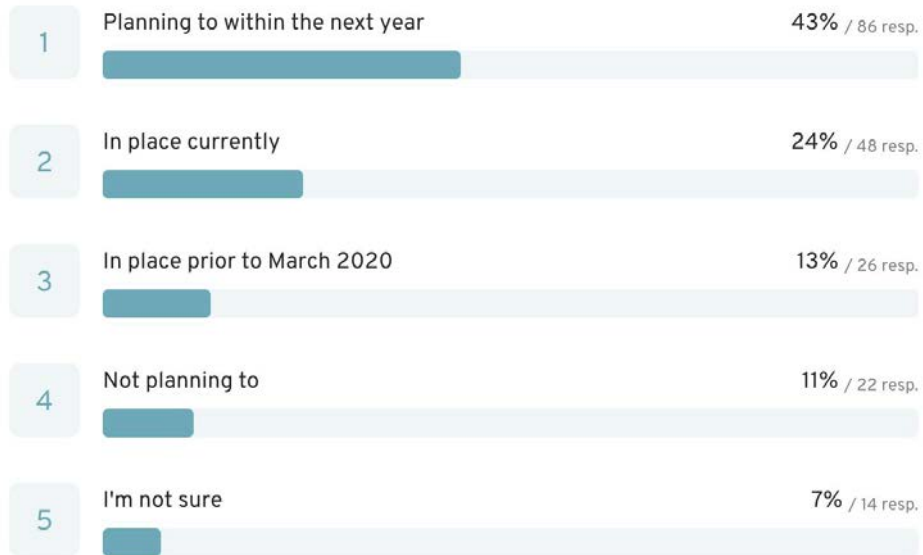
67% **of respondents work at organization that have either shared DEI goals with all employees in the past year or will do so in the next year**

"We're integrating DEI into SMART goals, making them SMARTIE, providing 1:1 and group coaching on leading more inclusively and equitably."

– Survey Participant

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The Principles of DEI are being adopted most in the hiring process

We track diversity across the recruiting process

1	No, but planning to within the next year	30% / 60 resp.
2	Yes, has been in place for over a year	28% / 56 resp.
3	Yes, has been implemented recently (over the past year)	25% / 49 resp.
4	I'm not sure	9% / 19 resp.
5	No, not planning to	5% / 11 resp.
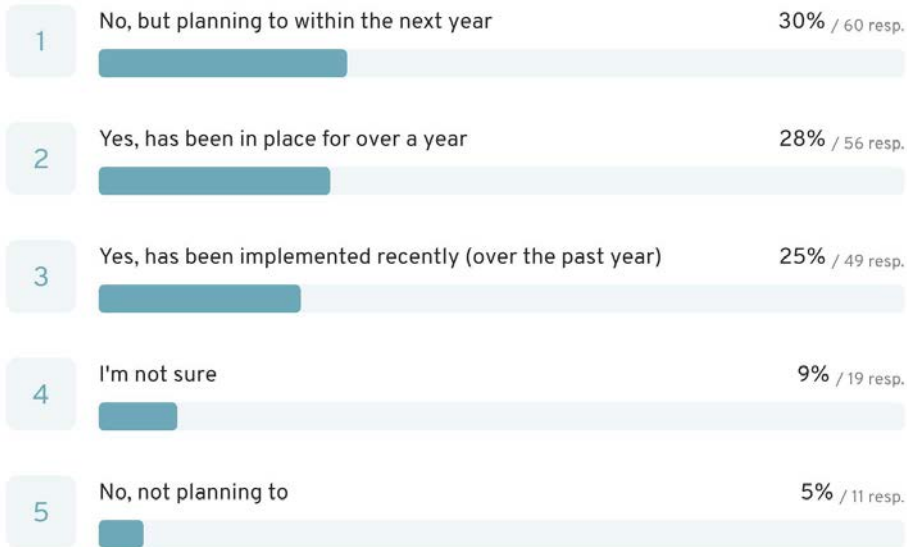
83% of orgs have either already implemented diversity tracking across the recruiting process, or plan to within the next year.

Only 5% are not planning to at all.

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We check job descriptions for inclusive language

1   Yes, has been in place for over a year   **32%** / 62 resp.

2   Yes, has been implemented recently (over the past year)   **24%** / 47 resp.

3   No, but planning to within the next year   **23%** / 45 resp.

4   I'm not sure   **16%** / 31 resp.

5   No, not planning to   **4%** / 8 resp.

79% of respondents say their org is already checking job descriptions for inclusive language or plans to do so in the next year

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But orgs lack accountability for their DEI initiatives

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We share a diversity report with the public

1	No, not planning to	52% / 102 resp.
2	I'm not sure	22% / 44 resp.
3	No, but planning to within the next year	16% / 31 resp.
4	Yes, has been implemented recently (over the past year)	4% / 9 resp.
5	Yes, has been in place for over a year	4% / 8 resp.
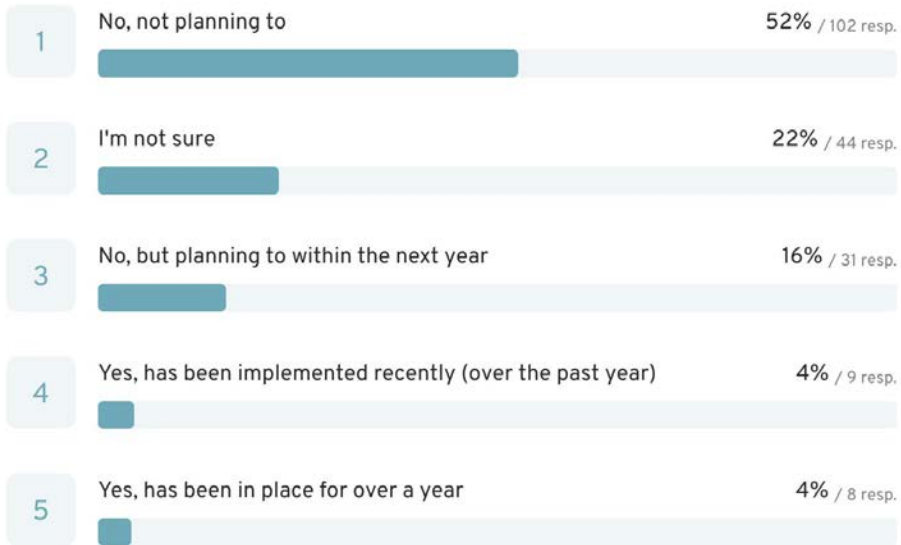
Only 24% **of orgs have either shared a diversity report with the public or say they plan to**

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We have leaders with performance goals attached to DEI

1	No, but planning to within the next year	34% / 68 resp.
2	No, not planning to	29% / 58 resp.
3	Yes, has been implemented recently (over the past year)	14% / 28 resp.
4	I'm not sure	12% / 24 resp.
5	Yes, has been in place for over a year	9% / 18 resp.
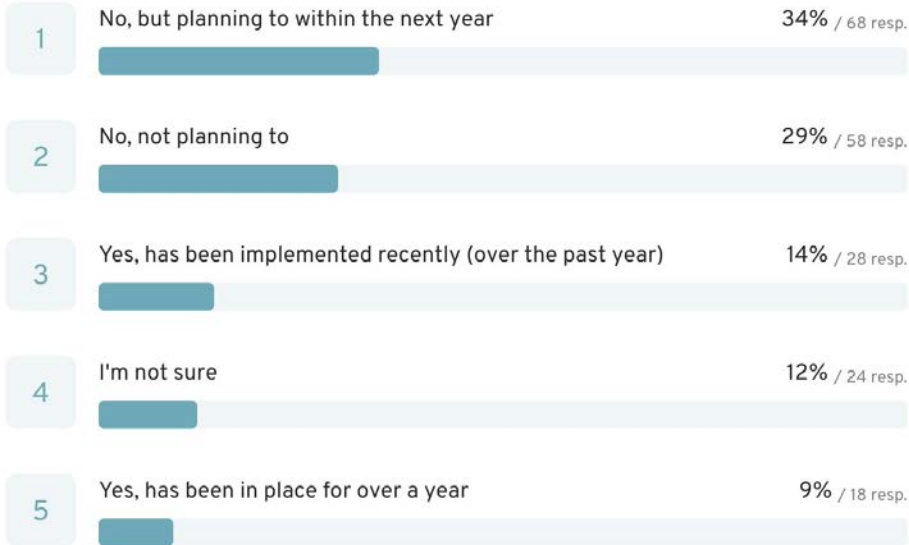
Only 23% **of orgs have performance goals attached to DEI for their leaders**

34% **say they plan to add them in the next year**

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What are you most concerned about when it comes to implementing DEI in your organization?

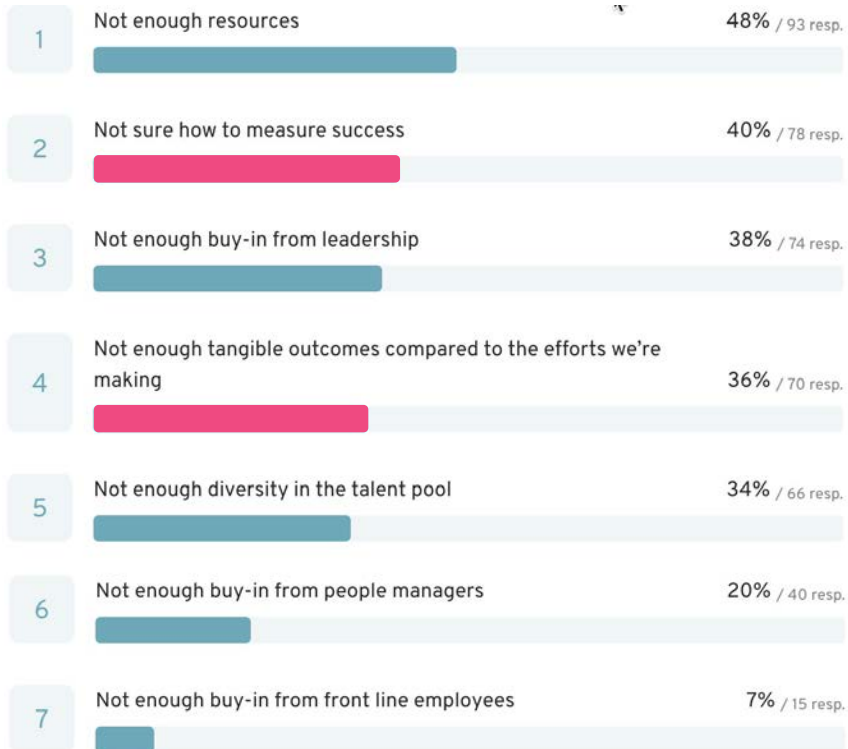|		
1	Not enough resources	48% / 93 resp.
2	Not sure how to measure success	40% / 78 resp.
3	Not enough buy-in from leadership	38% / 74 resp.
4	Not enough tangible outcomes compared to the efforts we're making	36% / 70 resp.
5	Not enough diversity in the talent pool	34% / 66 resp.
6	Not enough buy-in from people managers	20% / 40 resp.
7	Not enough buy-in from front line employees	7% / 15 resp.

58% of orgs are either unsure how to measure success or are worried about a lack of tangible outcomes compared to efforts
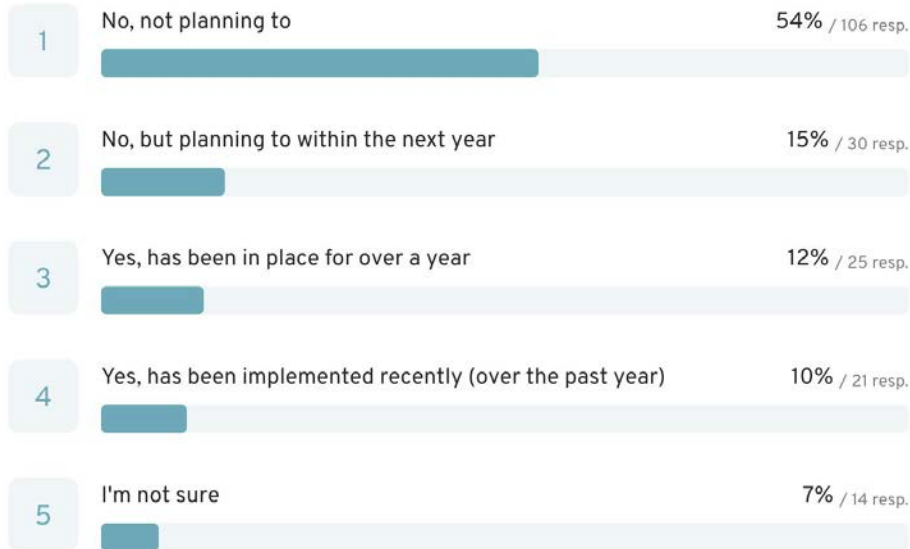
"When you're not at the top of the chain you don't hear about the efforts as much or see the work being done and that gets discouraging to wonder if there is real work actually going on"

– Survey Participant

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Companies say DEI is important but don't put their money where their mouth is

We have a full-time D&I or DEI coordinator

1	No, not planning to	54% / 106 resp.	
2	No, but planning to within the next year	15% / 30 resp.	
3	Yes, has been in place for over a year	12% / 25 resp.	
4	Yes, has been implemented recently (over the past year)	10% / 21 resp.	
5	I'm not sure	7% / 14 resp.	

Despite increases in DEI efforts over half of respondents say their orgs do not plan to hire a full-time D&I or DEI coordinator
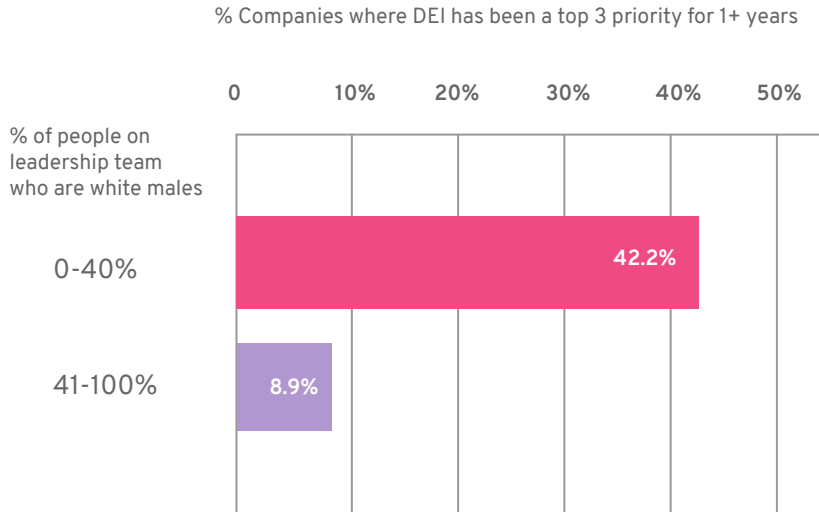
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What are you most concerned about when it comes to implementing DEI in your organization?

1	Not enough resources	48% / 93 resp.	
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6	Not enough buy-in from people managers	20% / 40 resp.	
7	Not enough buy-in from front line employees	7% / 15 resp.	

**Nearly half of respondents cite a lack of resources as a top concern when implementing DEI programs**

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Companies with diverse leadership have been ahead of the curve

Leadership team diversity is the strongest predictor of DEI importance in the workplace

% Companies where DEI has been a top 3 priority for 1+ years

% of people on leadership team who are white males

0-40%	42.2%
41-100%	8.9%

Companies in which white males made up **fewer than 40%** of the leadership team were **nearly 5x** more likely to have viewed DEI as a top 3 priority for several years.

Although, companies where white males make up 40% or more of the leadership team have heard the call to action in the past year

	0	10%	20%	30%	40%	50%

Currently view DEI
as a top 3 priority **48.8%**
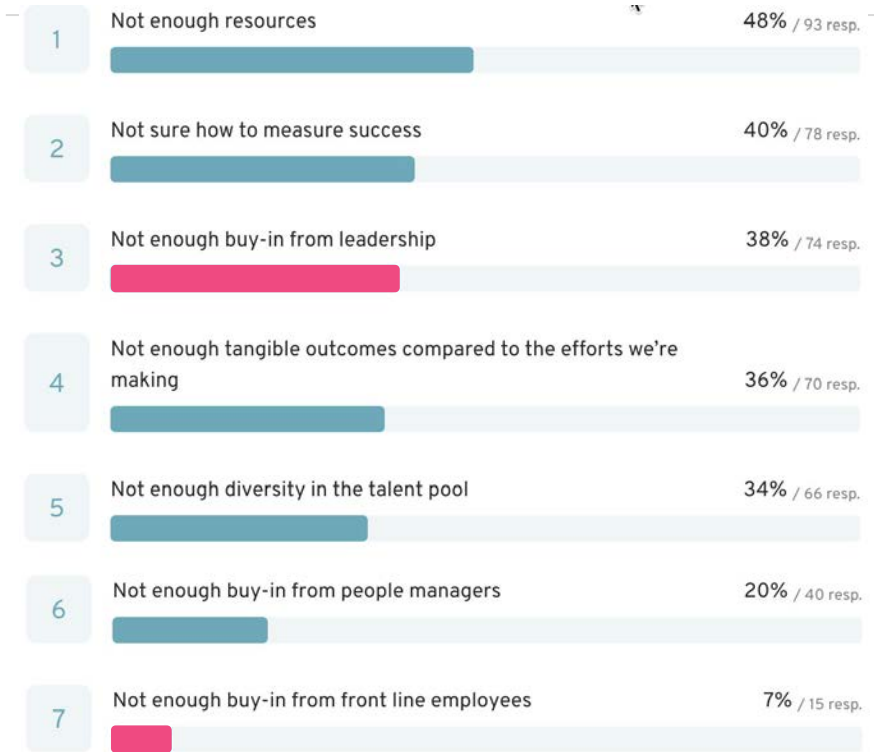
Do NOT think DEI
is important at all **2.2%**
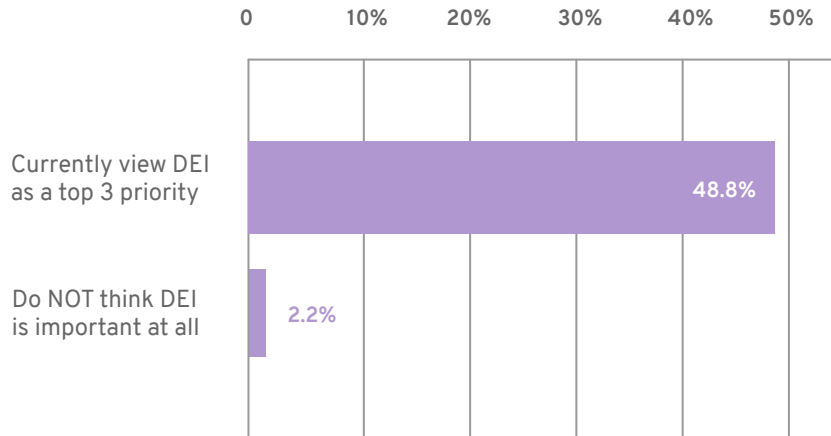
Nearly half (48.8%) of companies in which white males make up over **40%** of the leadership team now view DEI as a top 3 priority.

Only 2.2% of such companies do not think DEI is important at all.

Front line employees are leading the charge

What are you most concerned about when it comes to implementing DEI in your organization?

1	Not enough resources	48%	/ 93 resp.
2	Not sure how to measure success	40%	/ 78 resp.
3	Not enough buy-in from leadership	38%	/ 74 resp.
4	Not enough tangible outcomes compared to the efforts we're making	36%	/ 70 resp.
5	Not enough diversity in the talent pool	34%	/ 66 resp.
6	Not enough buy-in from people managers	20%	/ 40 resp.
7	Not enough buy-in from front line employees	7%	/ 15 resp.

Respondents are 5 times as likely to be concerned about leadership's commitment to DEI than commitment from front line employees

"We have a small group of employees that have been allowed to create a virtual space to address these issues, but we are not trained and there is little to no buy in from gatekeepers/leadership."

– Survey Participant
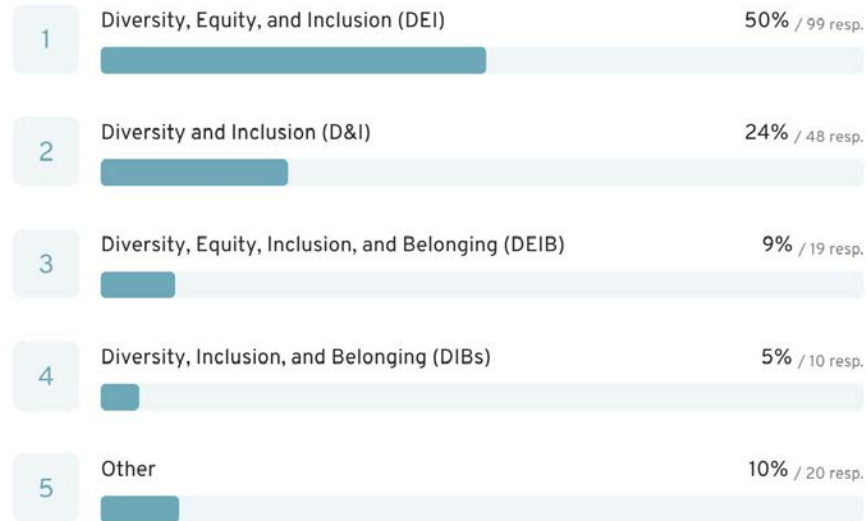
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Our Top 3 Recommendations

1   **Make a sustainable financial commitment to DEI.** Volunteer Employee Resource Groups or unpaid DEI coordinators often create burnout for employees already working full-time. Instead, make DEI priorities a formal part of your organization's strategic roadmap and planning, and compensate great people for their work.

2   **To enact meaningful change orgs need to focus on the upward mobility of all employees** within every level of their organizations. Focus on retention and upward mobility by:

   a.   Ensuring that your onboarding experience includes opportunities to connect new hires with mentors and sponsors, and create intentional ways for employees to grow these relationships over time.

   b.   Enrolling your employees in mandatory unconscious bias training, so that managers and others cultivate awareness of their blind spots and take responsibility for creating an equitable culture.

3   **There is no substitute for building a more diverse leadership team.** Commit to interviewing diverse candidates when filling executive positions, and create a transparent promotional path forward for employees. Our research shows that organizations with diverse leadership teams are significantly more likely to prioritize DEI initiatives, and build a more inclusive and equitable culture at work.

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Appendix: Additional Benchmarking Data

How do you most commonly refer to diversity-related efforts in your organization?

196 out of 196 answered

| 1 | Diversity, Equity, and Inclusion (DEI) | **50%** / 99 resp. |

| 2 | Diversity and Inclusion (D&I) | **24%** / 48 resp. |

| 3 | Diversity, Equity, Inclusion, and Belonging (DEIB) | **9%** / 19 resp. |

| 4 | Diversity, Inclusion, and Belonging (DIBs) | **5%** / 10 resp. |

| 5 | Other | **10%** / 20 resp. |

Who is in charge of DEIB in your organization?

196 out of 196 answered

| 1 | A staff member whose primary responsibilities are not diversity-related | 23% / 46 resp. |

| 2 | CHRO or Head of HR | 21% / 42 resp. |

| 3 | CEO | 17% / 35 resp. |

| 4 | An executive whose role is dedicated to diversity and inclusion (e.g. CDO) | 13% / 26 resp. |

| 5 | No one person in particular | 13% / 26 resp. |

| 6 | A non-executive whose role is dedicated to diversity and inclusion | 10% / 21 resp. |
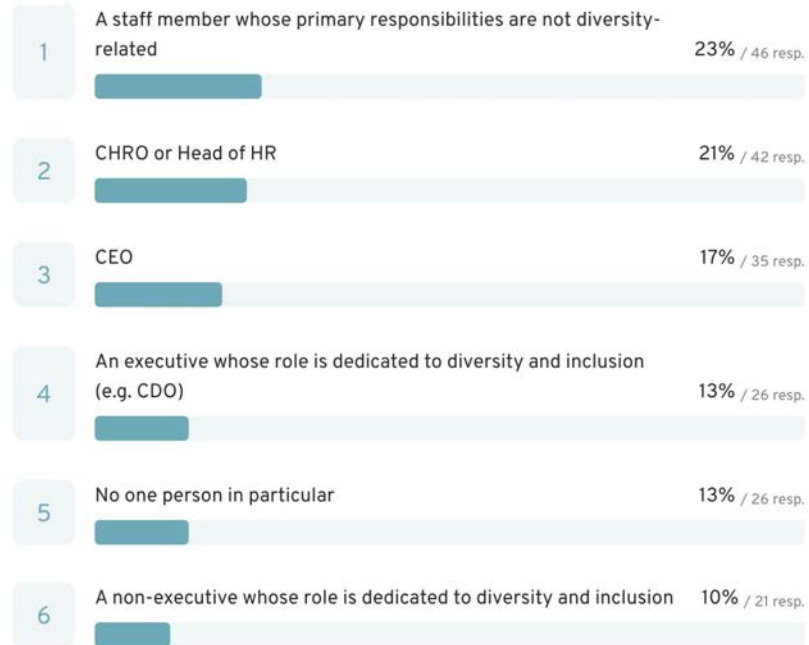
What % of the people on your leadership team are white males?

196 out of 196 answered

1	61-80%	27%	/ 54 resp.
2	81-100%	23%	/ 45 resp.
3	41-60%	19%	/ 39 resp.
4	21-40%	10%	/ 20 resp.
5	1-20%	7%	/ 15 resp.
6	0%	6%	/ 13 resp.
7	I don't know	5%	/ 10 resp.
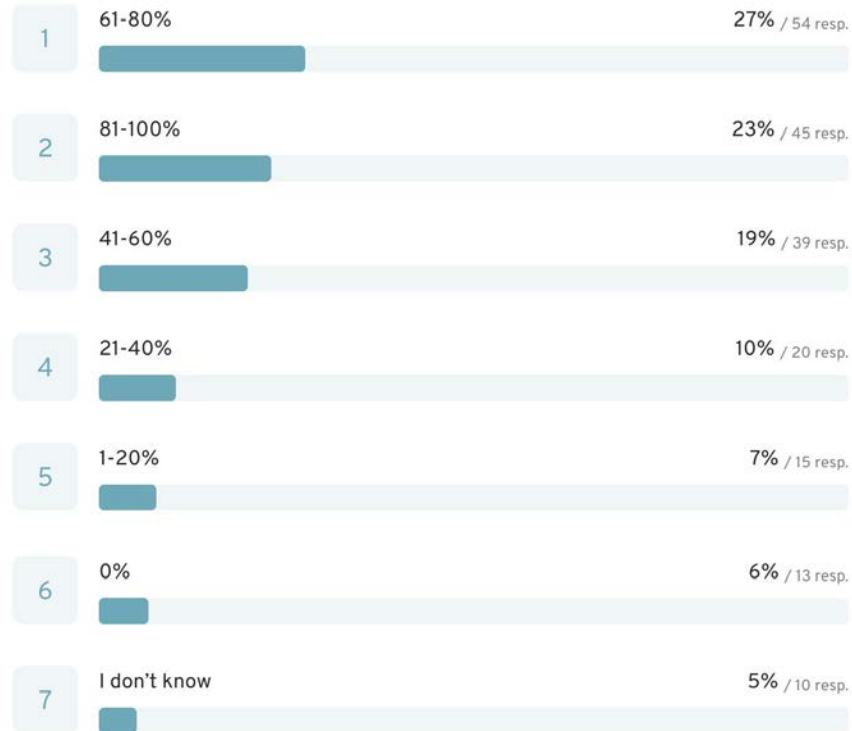
To whom does the DEIB leader report?

133 out of 196 answered

1	CEO	42% / 56 resp.
2	Head of HR	27% / 37 resp.
3	Head of Learning & Development	1% / 2 resp.
4	Head of Talent Acquisition	0% / 1 resp.
5	Other	27% / 37 resp.

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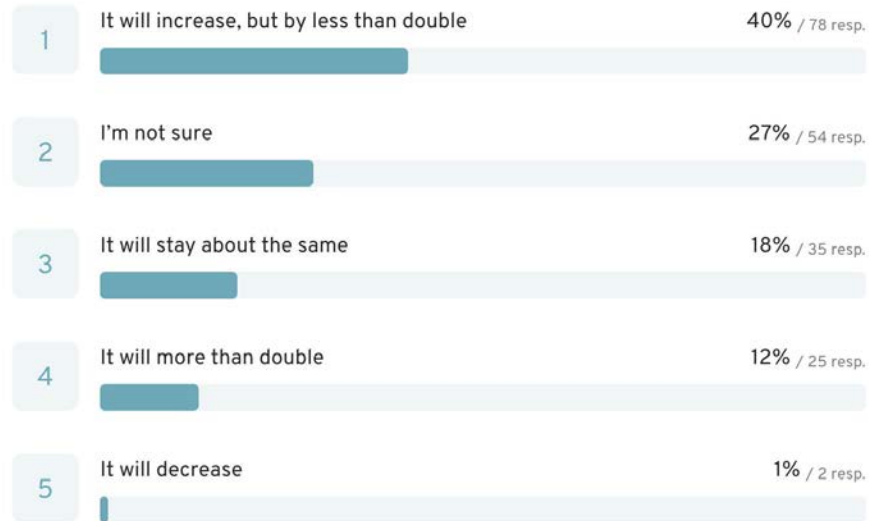## How does your spending on DEIB training **per employee** in 2020 compare to your spending on DEIB training in 2019?

193 out of 196 answered

| 1 | I'm not sure | 36% / 70 resp. |

| 2 | It has stayed about the same | 23% / 46 resp. |

| 3 | It has increased, but by less than double | 22% / 43 resp. |

| 4 | It has more than doubled | 17% / 33 resp. |

| 5 | It has decreased | 0% / 1 resp. |

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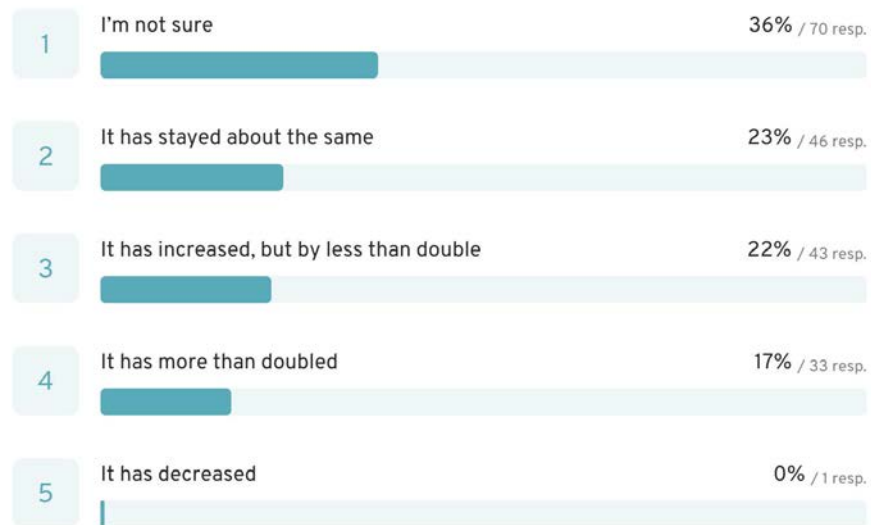
How do you anticipate your spending on DEIB training **per employee** in 2021 will compare to your spending on DEIB training in 2020?

194 out of 196 answered

1	It will increase, but by less than double	40% / 78 resp.

2	I'm not sure	27% / 54 resp.

3	It will stay about the same	18% / 35 resp.

4	It will more than double	12% / 25 resp.

5	It will decrease	1% / 2 resp.

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We have employee resource groups (ERGs) with budget for DEIB initiatives

196 out of 196 answered

| 1 | No, but planning to within the next year | 28% / 56 resp. |

| 2 | No, not planning to | 28% / 55 resp. |

| 3 | Yes, has been implemented recently (over the past year) | 18% / 37 resp. |

| 4 | Yes, has been in place for over a year | 17% / 34 resp. |

| 5 | I'm not sure | 7% / 14 resp. |
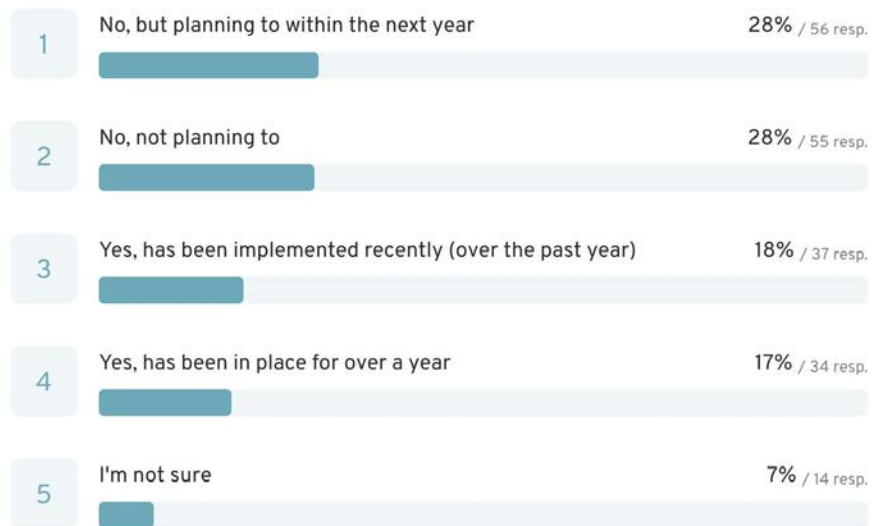
Which of the following are you using to measure the impact of your DEIB efforts?

192 out of 196 answered

1	Diversity of new hires	**60%** / 116 resp.	
2	Diversity of existing employees	**56%** / 109 resp.	
3	Diversity of leadership	**55%** / 106 resp.	
4	Employee feedback	**52%** / 100 resp.	
5	Diversity of candidates in the recruiting pipeline	**51%** / 98 resp.	
6	Employee retention	**42%** / 82 resp.	
7	Employee engagement scores	**40%** / 78 resp.	
8	Diversity of those earning promotions or salary increases	**34%** / 67 resp.	

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The New Way to Learn Modern Leadership

Hone provides live, expert-led classes to become a better, more inclusive leader, manager, and teammate in today's workplace.

Learn leadership skills and DEI through practice, get real-time feedback, and build new habits with classes that work for you. At Hone, you'll learn alongside a network of like-minded professionals through live learning experiences with your peers. Over 90% of Hone learners report lasting improvements to their leadership skills.

With expert instructors to guide your learning, provide real-time feedback, and support you along the way, we're confident you and your team will see results, too.

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