ACME Diversity & Inclusion Climate Survey Results

2020

CREATED BY

Talmetrix

Report Overview

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Survey Methodology

Survey Framework

Fair and Inclusive Treatment

Equitable treatment, manager support, and inclusive culture
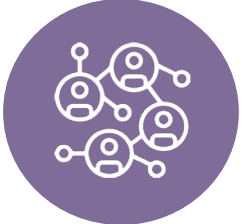(11 items)

Beliefs and Attitudes

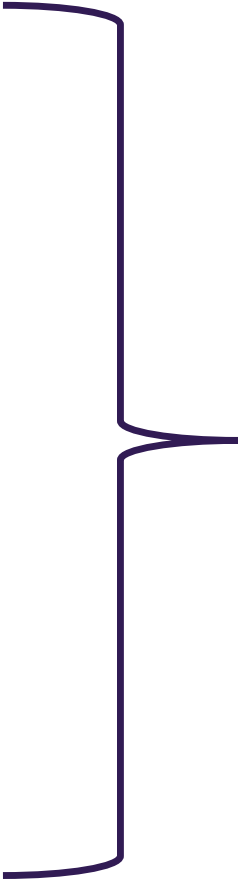Employee attitudes and beliefs towards inclusion and diversity
(5 items)

Leadership Commitment

Top management's proactive support and accountability for managing D&I
(6 items)

Connectedness

Perceptions of being accepted and being your authentic self at work
(6 items)

Employee Commitment

Sense of belonging, emotional attachment, and willingness to recommend
(8 items)

Intent to Stay

Turnover intentions
(2 items)

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METHODOLOGY

What is Diversity and Inclusion?

- **Diversity** = _demographic composition_ of an organization

- **Inclusion** = employee _involvement and integration_ of diversity into organization systems, processes, and culture

- As diversity advocate Vernā Myers states "Diversity is being invited to the party. Inclusion is being asked to dance."

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Glossary of Terms

- **Distribution of Favorability:** Shows the general proportion of **favorable** responses ("strongly agree" and "agree"), **neutral**, and **unfavorable** responses ("disagree" and "strongly disagree").
    - Why we use red, gray, and purple: To meet 508 compliance regulations for visual impairments.

- **Response Scales:** All structured response questions use a 5-point Likert scale. There were 2 standard open-ended question types.

- **Rounding:** The sum of % **favorable**, **neutral**, and **unfavorable** scores may add up to 99 or 101.

- **Δ:** The difference between two numerical values. Here, the Δ is used to show the difference between your organization's and the benchmark's favorability scores.

- **Reverse Score:** Some items are reverse scored, meaning those who answered **favorably** answered "strongly disagree"/"disagree" or "highly unlikely"/"unlikely" to some items.

- **Item:** Synonymous with survey "question."

Survey Administration

Employees accessed the survey **9/8/20 – 9/16/20 via unique email link**.

The survey was available in both English and Spanish.

Anonymity threshold: **5**. No groups with fewer than 5 respondents are reported.

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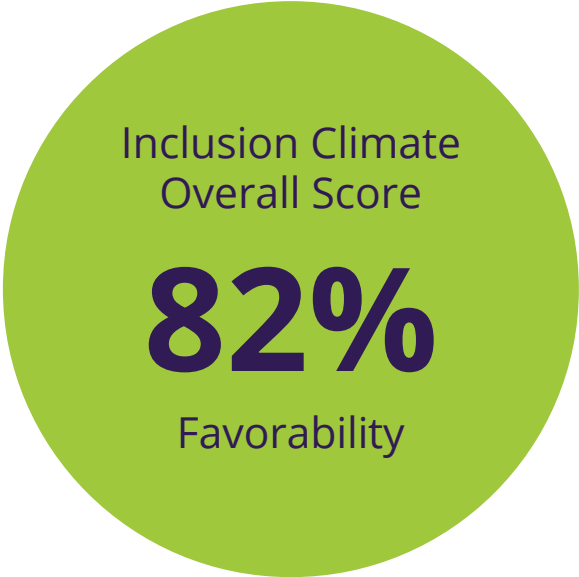METHODOLOGY

Survey Benchmark Details

- The benchmark survey was sourced in September of 2020 with more than 800 respondents.
- The benchmark spans across a variety of industries, including:
  - Technology & Engineering
  - Finance & Insurance
  - Manufacturing
  - Business & Information
  - Health Services
  - Education
  - Food & Hospitality
- Organizations represented in the benchmark ranged in size, from 100 – 10,000 or more employees.

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METHODOLOGY

Overall Summary

Summary of Findings

OVERALL PARTICIPATION: 84%

Diversity
Composite Score

71

Inclusion Climate
Overall Score

82%

Favorability

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OVERALL SUMMARY

Diversity at ACME

The demographic composition of an organization. The Diversity Composite Score represents your organization's ... in comparison to external benchmark data.

Diversity Summary at ACME

Diversity Composite Score

71

Favorable Diversity Composite Score
- The composition of your organization is favorable, indicating that your organization's representation of demographic groups is on par or above industry averages
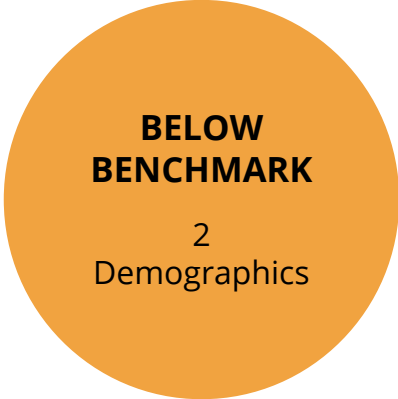
Diversity Strengths
- Strong representation of Blacks and Latinos
- Strong representation of Females

Diversity Opportunities
- Weak representation of Females within the Finance function
- Weak representation of Blacks within People Manager – Salaried positions

Diversity: Summary Comparison to Benchmark

ABOVE BENCHMARK

4 Demographics

AT PARITY

5 Demographics

BELOW BENCHMARK

2 Demographics

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OVERALL SUMMARY
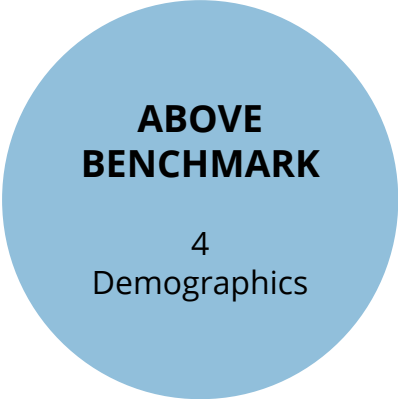
Demographic Composition Detail

| Race	Gender							
	Female	% of Total Population	Male	% of Total Population	Other/Unknown	% of Total Population	Total	% of Total Population
Asian/Native Hawaiian/Other Pacific Islander	47	**5%**	40	**5%**	1	**0%**	88	**10%**
Black	87	**10%**	71	**8%**	0	**0%**	158	**18%**
Latino	56	**6%**	23	**3%**	0	**0%**	79	**9%**
Native American/American Indian	8	**1%**	11	**1%**	0	**0%**	19	**2%**
Other/Unknown	1	**0%**	0	**0%**	0	**0%**	1	**0%**
Two or More Races	5	**1%**	4	**0%**	0	**0%**	9	**1%**
White	229	**26%**	295	**34%**	2	**0%**	526	**60%**
Total	433	**49%**	444	**50%**	3	**0%**	880	**100%**

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Inclusion Climate at ACME

The employee involvement and integration of diversity into organization systems, processes, and culture. The Inclusion Climate Overall Score represents your organization's ...

Inclusion Climate Overall Score*

82%

Favorability

*Calculated by combining the count of all Favorable responses to the survey categories Connectedness, Leadership Commitment, Fair and Inclusive Treatment, and Beliefs and Attitudes divided by total responses

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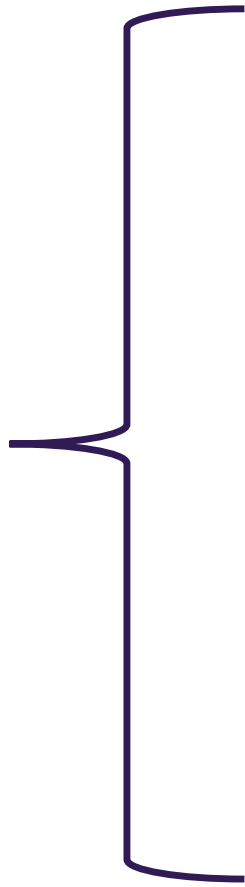
Inclusion Climate Summary at ACME

Favorable Inclusion Climate Overall Score
-   The inclusion climate within your organization is favorable, indicating that your organization's integration and involvement of diverse demographic groups is positive
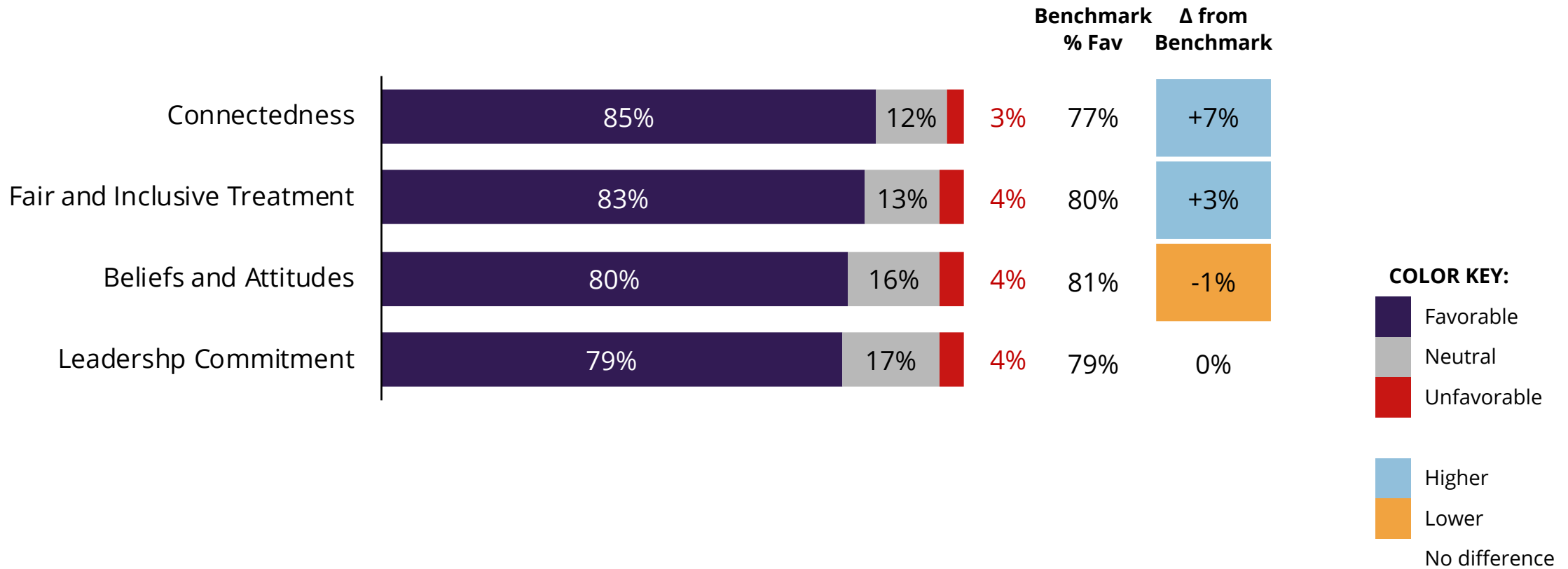
Inclusion Strengths
-   Connectedness – accepting
-   Connectedness – psychological safety
-   Fair and Inclusive Treatment – respect

Inclusion Opportunities
-   Beliefs and Attitudes – attitude towards diversity's priority in the workplace
-   Leadership Commitment – communicating diversity and inclusion goals

Inclusion Climate Summary of Findings

INCLUSION CLIMATE OVERALL SCORE: 82% Favorability

	Favorable	Neutral	Unfavorable	Benchmark % Fav	Δ from Benchmark
Connectedness	85%	12%	3%	77%	+7%
Fair and Inclusive Treatment	83%	13%	4%	80%	+3%
Beliefs and Attitudes	80%	16%	4%	81%	-1%
Leadershp Commitment	79%	17%	4%	79%	0%

COLOR KEY:

- Favorable
- Neutral
- Unfavorable

- Higher
- Lower
- No difference

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OVERALL SUMMARY

Most & Least Favorable Items

	Category	Question	% Fav	% Neu	% Unfav
MOST FAVORABLE	Connectedness		87%	11%	2%
	Connectedness		87%	11%	2%
	Fair & Inclusive Treatment		87%	11%	2%
	Fair & Inclusive Treatment		86%	12%	2%
	Fair & Inclusive Treatment		86%	12%	2%
LEAST FAVORABLE	Beliefs and Attitudes		76%	18%	6%
	Leadership Commitment		76%	18%	6%
	Beliefs and Attitudes		77%	17%	6%
	Leadership Commitment		78%	19%	3%

See appendix for all question-level distributions

OVERALL SUMMARY

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Most Neutral & Most Unfavorable Items

	Category	Question	% Fav	% Neu	% Unfav
MOST NEUTRAL	Leadership Commitment		78%	19%	3%
	Leadership Commitment		79%	19%	2%
	Beliefs and Attitudes		76%	18%	6%
	Leadership Commitment		76%	18%	6%
	Leadership Commitment		79%	18%	3%
	Beliefs and Attitudes		77%	17%	6%
MOST UNFAVORABLE	Beliefs and Attitudes		76%	18%	6%
	Leadership Commitment		76%	18%	6%
	Beliefs and Attitudes		77%	17%	6%
	Fair & Inclusive Treatment		79%	15%	6%

See appendix for all question-level distributions

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OVERALL SUMMARY

Key Driver Results
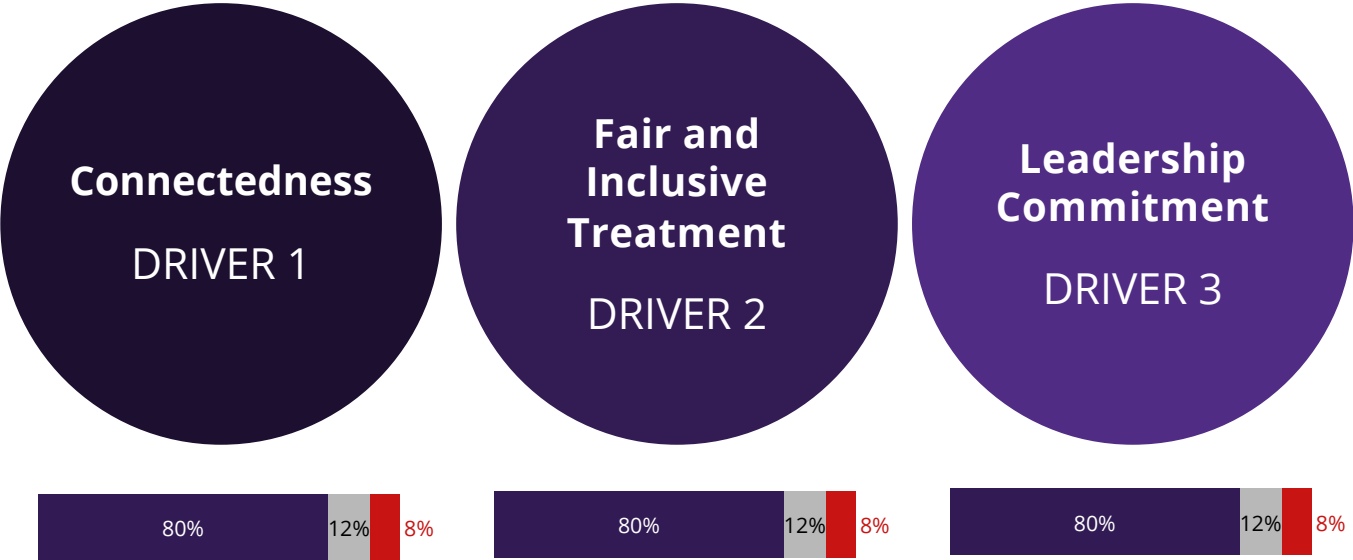
About the Key Driver Analysis

- Key driver analyses (KDAs) are used to **understand which survey categories have the most influence on the following <u>outcomes</u>**:
    1. Employee Commitment
    2. Intent to Stay
- The key driver analysis indicates which survey categories are driving the outcomes **in order of influence**, starting with the most impactful.
- Key drivers are only conducted for groups ~100+.
- The next few slides will provide the top drivers for each outcome.

*see appendix for a more detailed description of the Key Driver Analysis methodology

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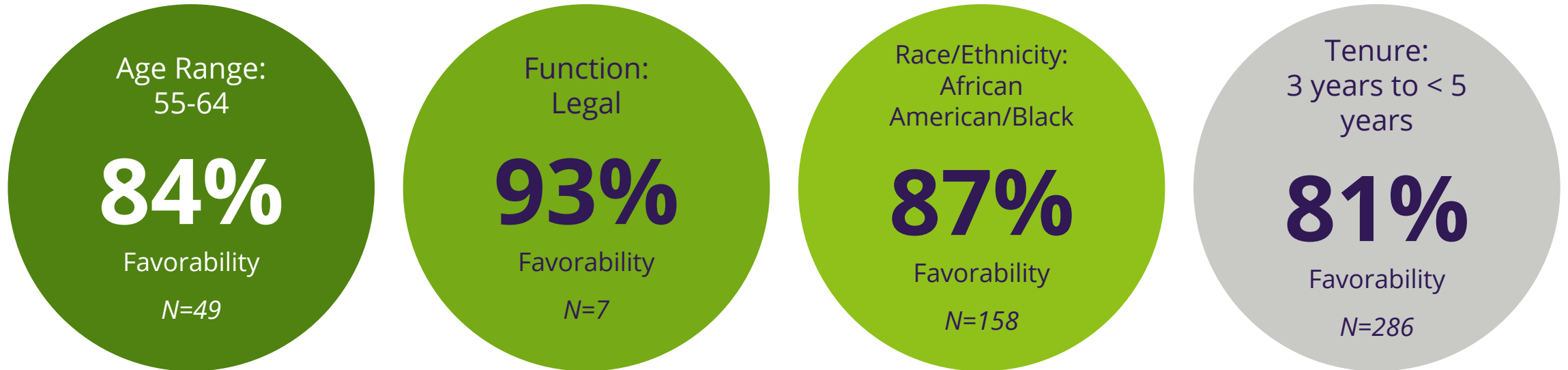KEY DRIVERS

About the Key Driver Analysis

- When analyzing key drivers, consider the following:
  - Key drivers can **positively** or **negatively** influence Employee Commitment or Intent to Stay.
    - If a key driver is a highly favorable category, an assumption could be made that it is having *positive* influence on the outcome (e.g., Employee Commitment).
    - The opposite applies as well: if a key driver is a highly unfavorable category, it may be having a *negative* influence on the outcome.
  - Key drivers are recommended areas to focus improvement efforts because they are *predictive* of the outcomes of Employee Commitment or Intent to Stay.
    - You will see the best ROI when organizational efforts are made towards the key driver categories.
  - If a key driver is assumed to be *positively* influencing an outcome, keep up the good work and focus on maintaining the positive perceptions in these areas.

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KEY DRIVERS

Top Drivers of Employee Commitment

Connectedness

DRIVER 1

Fair and Inclusive Treatment

DRIVER 2

Leadership Commitment

DRIVER 3

| 80% | 12% | 8% |

| 80% | 12% | 8% |

| 80% | 12% | 8% |

Displayed in order of influence, starting with the most impactful.

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KEY DRIVERS

Employee Commitment Deep Dive

Age Range: 55-64

84%

Favorability

N=49

Function: Legal

93%

Favorability

N=7

Race/Ethnicity: African American/Black

87%

Favorability

N=158

Tenure: 3 years to < 5 years

81%

Favorability

N=286

Most favorable groups in Employee Commitment

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KEY DRIVERS

Employee Commitment Deep Dive

	Lowest Commitment	Low Commitment	Medium Commitment	High Commitment	Highest Commitment
% of Total Population	0%	4%	37%	55%	3%

Key Driver Category Scores

	Lowest Commitment	Low Commitment	Medium Commitment	High Commitment	Highest Commitment
Connectedness (#1 Key Driver)	--	67%	74%	93%	99%
Fair and Inclusive Treatment (#2 Key Driver)	--	60%	72%	91%	98%
Leadership Commitment (#3 Key Driver)	--	58%	66%	87%	94%

Legend:
- 90% or above
- 80% to 89%
- 70% to 79%
- 69% and below
- No data

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Top Drivers of Intent to Stay

Fair and Inclusive Treatment

DRIVER 1

Connectedness

DRIVER 2

Leadership Commitment

DRIVER 3

80%	12%	8%
80%	12%	8%
80%	12%	8%

Displayed in order of influence, starting with the most impactful.

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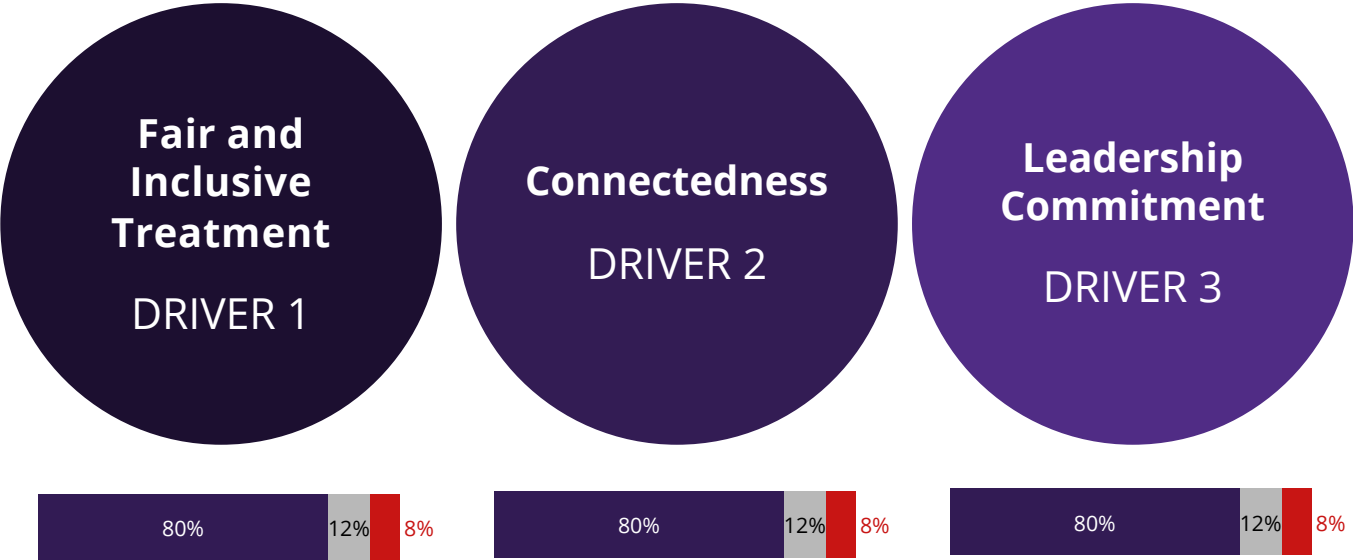
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Groups Most Likely to Leave

Age Range:
18-24

47%

Intend to Stay

N=74

Function:
Legal

43%

Intend to Stay

N=7

Race/Ethnicity:
American
Indian/Alaskan
Native

47%

Intend to Stay

N=19

Tenure:
90 days to < 1
year

51%

Intend to Stay

N=76
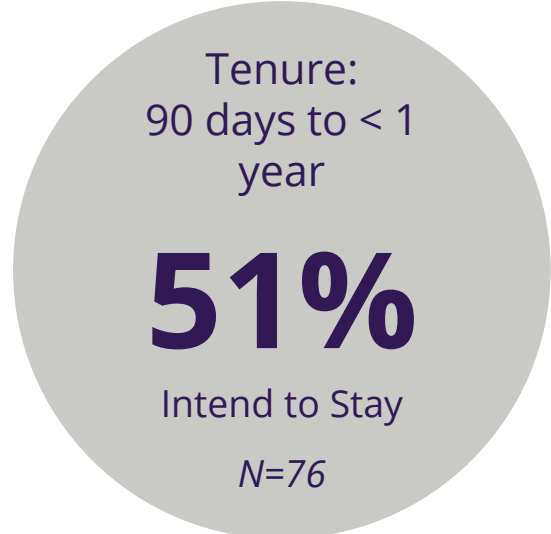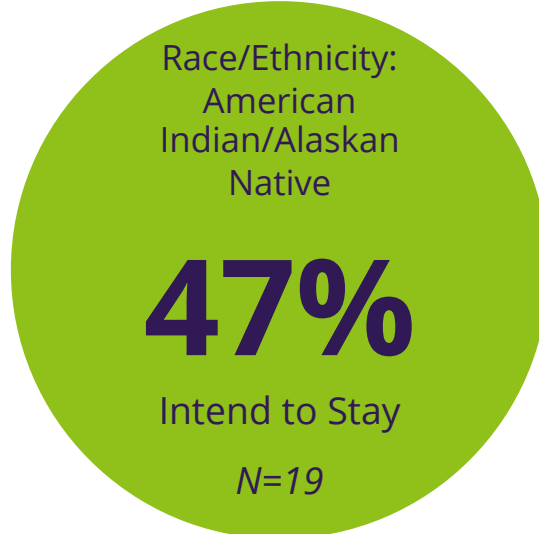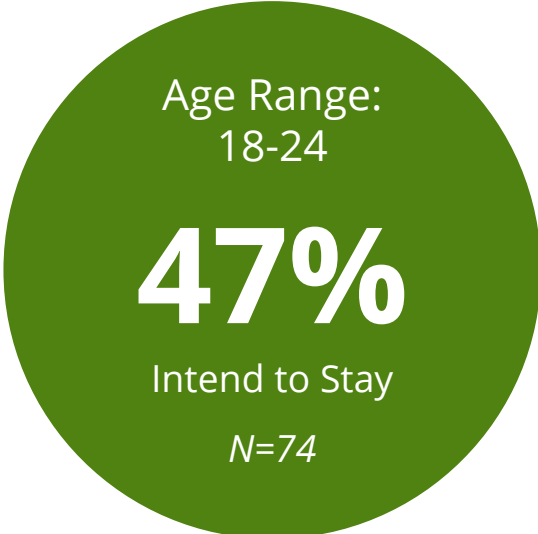
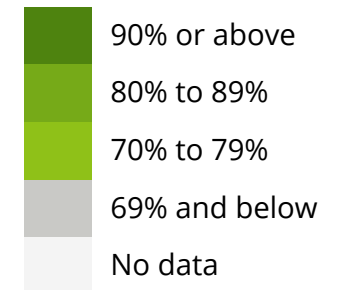*Least favorable groups in Intent to Stay*

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KEY DRIVERS

Intent to Stay Deep Dive

	Lowest Intent to Stay	Low Intent to Stay	Medium Intent to Stay	High Intent to Stay	Highest Intent to Stay
% of Total Population	**1%**	**15%**	**55%**	**19%**	**9%**

Key Driver Category Scores

	Lowest Intent to Stay	Low Intent to Stay	Medium Intent to Stay	High Intent to Stay	Highest Intent to Stay
Fair and Inclusive Treatment (#1 Key Driver)	78%	77%	83%	83%	93%
Connectedness (#2 Key Driver)	85%	80%	84%	85%	95%
Leadership Commitment (#3 Key Driver)	78%	75%	79%	75%	88%

Legend:
- 90% or above
- 80% to 89%
- 70% to 79%
- 69% and below
- No data

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GROUP DIFFERENCES

Commitment x Intent to Stay Deep Dive

Level of Employee Commitment

	Lowest	Low	Medium	High	Highest
Level of Intent to Stay					
Highest	--	75%	85%	94%	96%
High	--	53%	80%	87%	90%
Medium	--	60%	68%	91%	100%
Low	--	57%	63%	89%	100%
Lowest	--	80%	72%	84%	--

- 90% or above
- 80% to 89%
- 70% to 79%
- 69% and below
- No data

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Detailed Category Results

Beliefs and Attitudes at ACME

Employee attitudes and beliefs towards inclusion and diversity in the workplace.

Beliefs and Attitudes

80%

Favorability
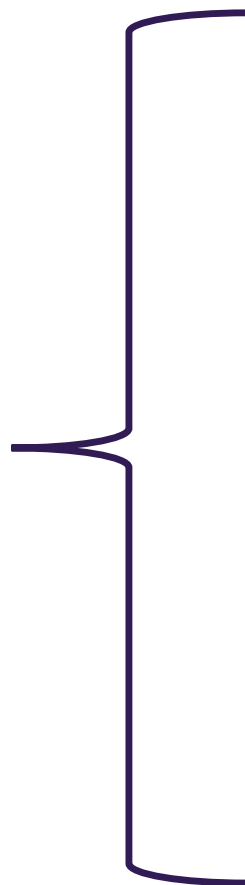
Beliefs and Attitudes Summary at ACME

Category Score
- Beliefs and Attitudes within your organization are favorable, indicating that your employees value and understand the importance of diversity and inclusion at work.

Strengths
- Support for diversity – equal opportunity
- Support for diversity – feeling valued

Opportunities
- Attitude toward diversity – prioritization
- Attitude toward diversity – specific diversity developmental support

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OVERALL SUMMARY

Item-Level Results for Beliefs and Attitudes

Item			% Fav	% Neu	% Unfav	Benchmark % Fav	Δ from Benchmark	Underlying Construct
Category Score			**80%**	**16%**	**4%**	**81%**	**-1%**	
			76%	18%	6%	81%	-5%	*Attitude* towards diversity
			81%	15%	4%	77%	+4%	*Attitude* towards diversity
			77%	17%	6%	78%	-1%	*Attitude* towards diversity
			83%	14%	3%	82%	+1%	*Support* for diversity
			84%	13%	3%	80%	+4%	*Support* for diversity

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COLOR KEY:

Higher

Lower

No difference

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DETAILED SURVEY RESULTS

Connectedness at ACME

Perceptions of being accepted and being your authentic self at work.
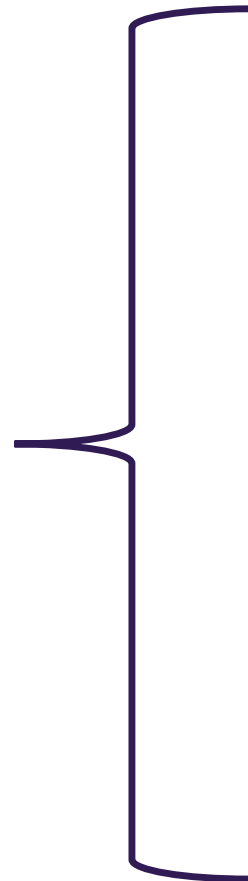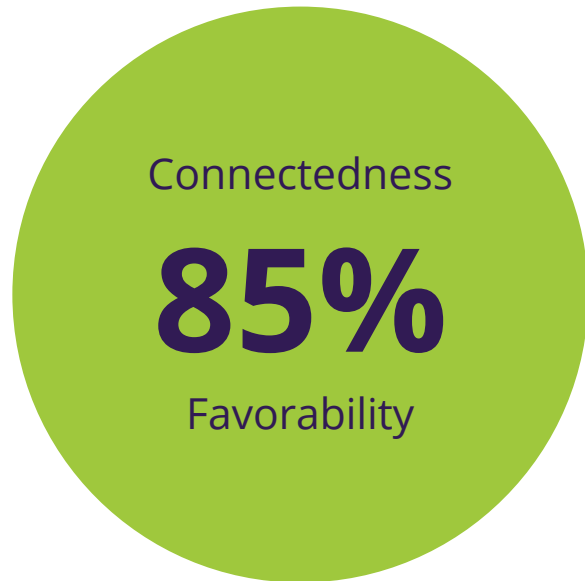
Connectedness Summary at ACME

Category Score
- Connectedness within your organization is favorable, indicating that your employees feel accepted and can be their authentic selves at work.

Strengths
- Psychological safety – voicing concerns
- Being accepted

Opportunities
- All survey items in this category scored at 84% or higher – continue to foster a connected work environment at ACME.

Connectedness

85%

Favorability

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OVERALL SUMMARY

Item-Level Results for Connectedness

Item			% Fav	% Neu	% Unfav	Benchmark % Fav	Δ from Benchmark	Underlying Construct
Category Score			85%	12%	3%	*82%*	**+3%**	
			84%	12%	4%	*81%*	*+3%*	
			84%	13%	3%	*77%*	*+7%*	*Psychological safety*
			84%	13%	3%	*78%*	*+6%*	
			84%	13%	3%	*82%*	*+2%*	
			87%	11%	2%	*80%*	*+7%*	*Psychological safety*
			87%	11%	2%	*83%*	*+4%*	

COLOR KEY:

Higher

Lower

No difference

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DETAILED SURVEY RESULTS

Employee Commitment at ACME

Sense of belonging, emotional attachment, and willingness to recommend.

Employee Commitment

79%

Favorability
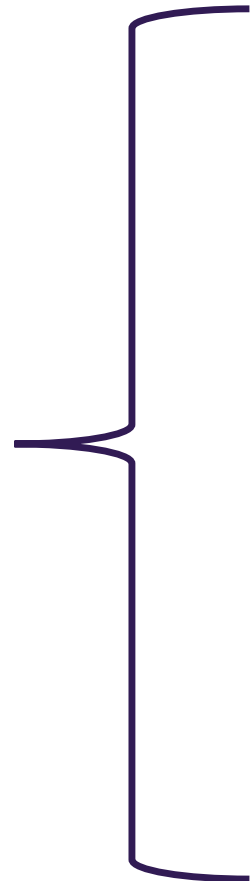
Employee Commitment Summary at ACME

Category Score
- Employee Commitment within your organization is approaching favorable perceptions. This indicates that employees feel they belong, are attached to the organization, and therefore committed but there are areas that should be improved.

Strengths
- Affective commitment – recommendation
- Affective commitment – enjoys telling others about ACME

Opportunities
- Normative commitment – would feel guilty leaving ACME
- Normative commitment – obligation or owing something to ACME

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OVERALL SUMMARY

Item-Level Results for Employee Commitment

Item	% Fav	% Neu	% Unfav	Benchmark % Fav	Δ from Benchmark	Underlying Construct
Category Score	**79%**	**16%**	**5%**	**82%**	**-3%**	
	83%	14%	3%	81%	+2%	Affective commitment
	80%	15%	5%	77%	+3%	Normative commitment
	82%	14%	4%	78%	+4%	Affective commitment
	75%	19%	6%	82%	-7%	Normative commitment
	84%	13%	3%	80%	+4%	Affective commitment
	69%	19%	12%	75%	-6%	Normative commitment
	78%	18%	4%	83%	-5%	Affective commitment
	79%	18%	3%	76%	+3%	Normative commitment

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DETAILED SURVEY RESULTS

Fair and Inclusive Treatment at ACME

Equitable treatment, manager support, and inclusive culture.

Fair and Inclusive Treatment

83%

Favorability
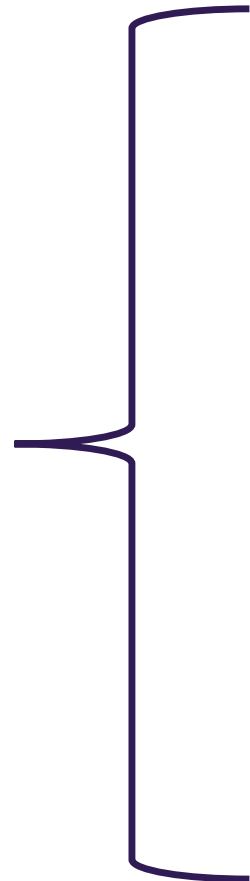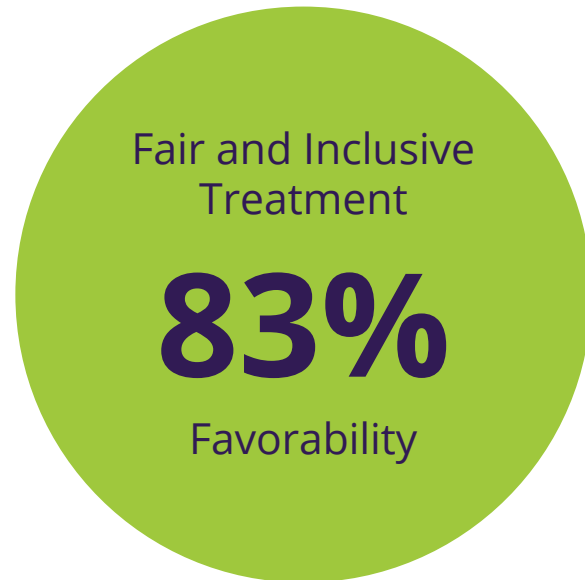
Fair and Inclusive Summary at ACME

Category Score
- Fair and Inclusive Treatment within your organization is favorable, indicating that employees feel they are treated equitably, have manager support, and feel included.

Strengths
- Inclusive culture – respect
- Equitable treatment
- Manager support – compassion and respect

Opportunities
- Equitable treatment – fair promotion process
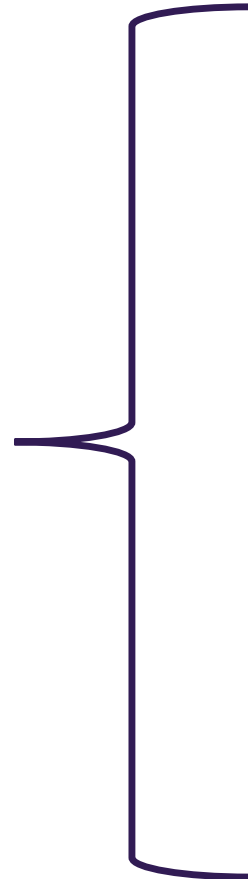- Equitable treatment – policy application

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Item-Level Results for Fair and Inclusive Treatment

Item	% Fav	% Neu	% Unfav	Benchmark % Fav	Δ from Benchmark	Underlying Construct
Category Score	83%	13%	4%	82%	+1%	
	86%	12%	2%	81%	+5%	Equitable treatment
	87%	11%	2%	77%	+10%	Inclusive culture
	85%	12%	3%	78%	+7%	Inclusive culture
	85%	12%	3%	82%	+3%	Inclusive culture
	79%	16%	5%	80%	-1%	Equitable treatment
	82%	14%	4%	75%	+7%	Manager support
	81%	15%	4%	79%	+2%	Manager support
	86%	12%	2%	83%	+3%	Manager support
	79%	15%	6%	83%	-4%	Equitable treatment
	81%	16%	3%	83%	-2%	Equitable treatment
	80%	15%	5%	76%	+4%	Equitable treatment

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DETAILED SURVEY RESULTS

Intent to Stay at ACME

Turnover intentions.

Intent to Stay

56%

Favorability

Intent to Stay Summary at ACME

Category Score
- Turnover intentions within your organization are unfavorable, indicating that your employees may be at risk for exiting ACME.

Strengths
- Intent to Stay behavior – most employees indicated they will not leave ACME in the next 12 months.

Opportunities
- Intent to Stay thought – the majority of employees are often thinking about leaving ACME.

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OVERALL SUMMARY

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Item-Level Results for Intent to Stay

Item			% Fav	% Neu	% Unfav	Benchmark % Fav	Δ from Benchmark	Underlying Construct
Category Score			**56%**	**15%**	**29%**	**81%**	**-15%**	
			86%	10%	4%	81%	+5%	*Behavior*
			26%	19%	55%	77%	-51%	*Thought*

COLOR KEY:

Higher
Lower
No difference

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Leadership Commitment at ACME

Top management's proactive support and accountability for managing D&I.

Leadership
Commitment

79%

Favorability
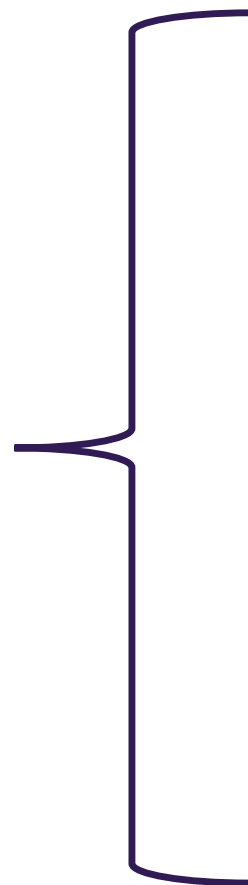
Leadership Commitment Summary at ACME

Category Score
- Leadership Commitment within your organization is approaching favorable perceptions. This indicates that employees feel management supports and is accountable for managing diversity and inclusion but there are areas that should be improved.

Strengths
- Senior leadership proactively supports diversity initiatives.

Opportunities
- Senior leadership publicly addressing the company's diversity and inclusion goals.

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Item-Level Results for Leadership Commitment

Item	% Fav	% Neu	% Unfav	Benchmark % Fav	Δ from Benchmark	Underlying Construct
Category Score	**79%**	**17%**	**4%**	**82%**	**-3%**	
	78%	19%	3%	81%	-3%	
	79%	18%	3%	77%	+2%	
	79%	19%	2%	78%	+1%	
	81%	15%	4%	82%	-1%	
	76%	18%	6%	80%	-4%	
	79%	16%	5%	83%	+4%	

COLOR KEY:
Higher
Lower
No difference

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DETAILED SURVEY RESULTS

Group Differences

Key Group Differences by Gender & Race

	Beliefs and Attitudes	Connectedness	Employee Commitment	Fair and Inclusive Treatment	Intent to Stay	Leadership Commitment
Overall ACME	**80%**	**85%**	**79%**	**83%**	**56%**	**79%**
By Gender:						
Female	80%	85%	79%	83%	56%	78%
Male	80%	85%	79%	83%	56%	79%
By Race:						
African American/Black	85%	88%	87%	88%	54%	85%
American Indian/Alaskan Native	75%	82%	70%	82%	47%	67%
Asian	80%	82%	73%	79%	56%	78%
Hispanic/Latinx	82%	87%	83%	84%	56%	78%
Two or more races/ethnicities	84%	89%	57%	82%	61%	94%
White (non-Hispanic or Latinx)	79%	84%	77%	82%	57%	77%

Difference from ACME Overall % Fav:

- 10% or more above
- 5% to 9% above
- 2% to 4% above
- -2% to -4% below
- -5% to -9% below
- -10% or less below
- Within 1% of overall
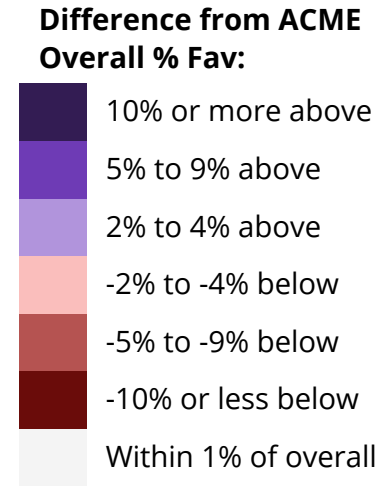
ACME

GROUP DIFFERENCES

Appendices

Survey Participation Detail

Gender	# Respondents	% of Respondents	# in Population	% of Total Population	Response Rate
Female	375	54%	434	51%	86%
Male	323	46%	415	49%	78%

Race					
Asian/Native Hawaiian/Other Pacific Islander	4	0.6%	4	0.5%	100%
Black	225	32%	287	34%	78%
Latino	98	14%	132	16%	74%
Native American/American Indian	2	0.3%	2	0.2%	100%
Other/Unknown	0	0%	1	0.1%	0%
Two or More Races	37	5%	66	8%	56%
White	332	48%	357	42%	93%
Total	698	-	849	-	82%

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COLOR KEY:

Did not meet anonymity threshold*

*results will not be displayed for these groups throughout the report

ACME

OVERALL SUMMARY

Survey Participation Detail

Age Range	# Respondents	% of Respondents	# in Population	% of Total Population	Response Rate
18-24	120	17%	132	16%	91%
25-34	142	20%	158	19%	90%
35-44	178	26%	201	24%	89%
45-54	129	18%	160	19%	81%
55-64	103	15%	166	20%	62%
65+	26	4%	32	4%	81%
People Manager					
Individual Contributor - Hourly	251	36%	357	42%	70%
Individual Contributor - Salaried	291	42%	301	35%	97%
People Manager - Hourly	3	0.4%	4	0.5%	75%
People Manager - Salaried	153	22%	187	22%	82%
Total	**698**	**-**	**849**	**-**	**82%**

COLOR KEY:

Did not meet anonymity threshold*

results will not be displayed for these groups throughout the report

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Survey Participation Detail

Department	# Respondents	% of Respondents	# in Population	% of Total Population	Response Rate
Administrative	100	14%	132	16%	76%
Engineering	52	7%	77	9%	68%
Executive	16	2%	20	2%	80%
Facilities	125	18%	143	17%	87%
Finance & Accounting	27	4%	39	5%	69%
Human Resources	16	2%	18	2%	89%
Legal	9	1%	10	1%	90%
Marketing	43	6%	50	6%	86%
Operations	221	32%	253	30%	87%
Research & Development	30	4%	32	4%	94%
Sales	59	8%	75	9%	79%
Total	**698**	**-**	**849**	**-**	**82%**

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COLOR KEY:

Did not meet anonymity threshold*

*results will not be displayed for these groups throughout the report

ACME

OVERALL SUMMARY

Key Driver Analysis Methodology

- The key driver analysis method:
  - Defines **Engagement and Intent to Stay as dependent variables** and **all the other categories as independent variables**.
  - Enters all the categories into a **regression model**. The regression model tests the relationship between each of the independent variables and the dependent variables (Engagement / Intent to Stay).
  - Uses the **backwards elimination method** to find the strongest possible model of independent variables as predictors of Engagement and Intent to Stay.
    - One independent variable is dropped out of the regression model at a time until the most effective grouping of categories in predicting Engagement / Intent to Stay is found.
  - Once the best regression model is found, the method **ranks the order of the categories' influence using the *t* and *p* statistics**.
    - The bigger the *t* and the smaller the *p*, the more the given category impacts Engagement / Intent to Stay.

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