

Building Inclusion into DEI strategy: Insights from HR Leaders

Building a DEI strategy that effectively delivers on its promise of inclusion can be challenging. However, spending the time developing a successful approach will ensure the benefits of DEI are not lost. What resources are HR leaders providing to employees to build an inclusive culture, and what challenges are they facing?

DEI training and unconscious bias training are common tools provided to employees to build an inclusive culture

Employee resistance, and measuring the success of inclusivity initiatives, are commonly cited challenges to building an inclusive culture

Most HR leaders feel their work culture encourages employees to come to work as their authentic selves

Data collection: Mar 8th - Dec 2nd 2023

Respondents: 30 HR professionals with a DEI strategy in place

About Gartner Peer Community One-Minute Insights:

Gartner Peer Community is for technology and business leaders to engage in discussions with peers and share knowledge in real time.

Surveys are designed by Gartner Peer Community editors and appear on the Gartner Peer Community platform. Once the respondent threshold is met, survey results are summarized in a One-Minute Insight.

The results of this summary are representative of the respondents that participated in the survey. It is not market representative.

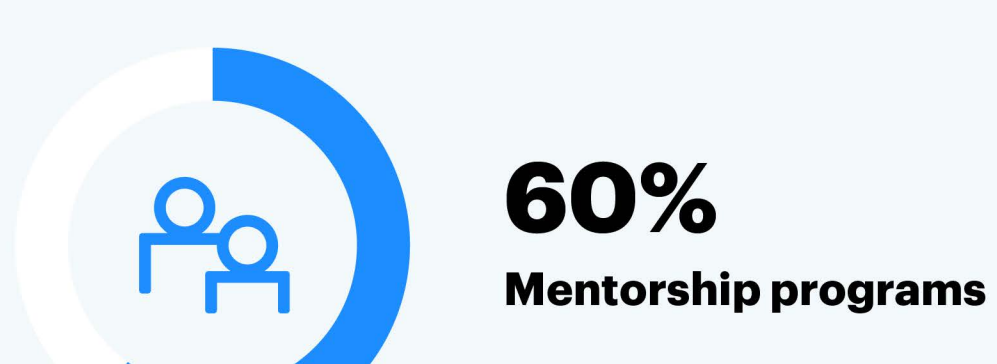


Inclusive cultures include DEI training, bias training and mentorship programs

73% of HR professionals say their organization provides employees and leadership with DEI training to create a more inclusive culture, the most commonly selected resource.

What resources has your organization provided employees in order to create a more inclusive culture? Select all that apply.

- Employee resource groups (ERGs) **50%** |
- Created safe reporting channels (i.e. for instances of bias, microaggressions, etc.) **50%** |
- Employee emergency assistance programs **50%**
- Family planning benefits (i.e. time-off, IVF/adoption assistance, etc.) **40%** |
- Updated mission statement to be more inclusive **40%** |
- Updated corporate language to be more inclusive **37%** |
- Sponsorship programs **23%** |
- Created a calendar to celebrate multicultural events **23%**



n = 30

“Make DE&I part of [the] organization’s growth KPIs”

Director, professional services industry, 1,000 - 5,000 employees

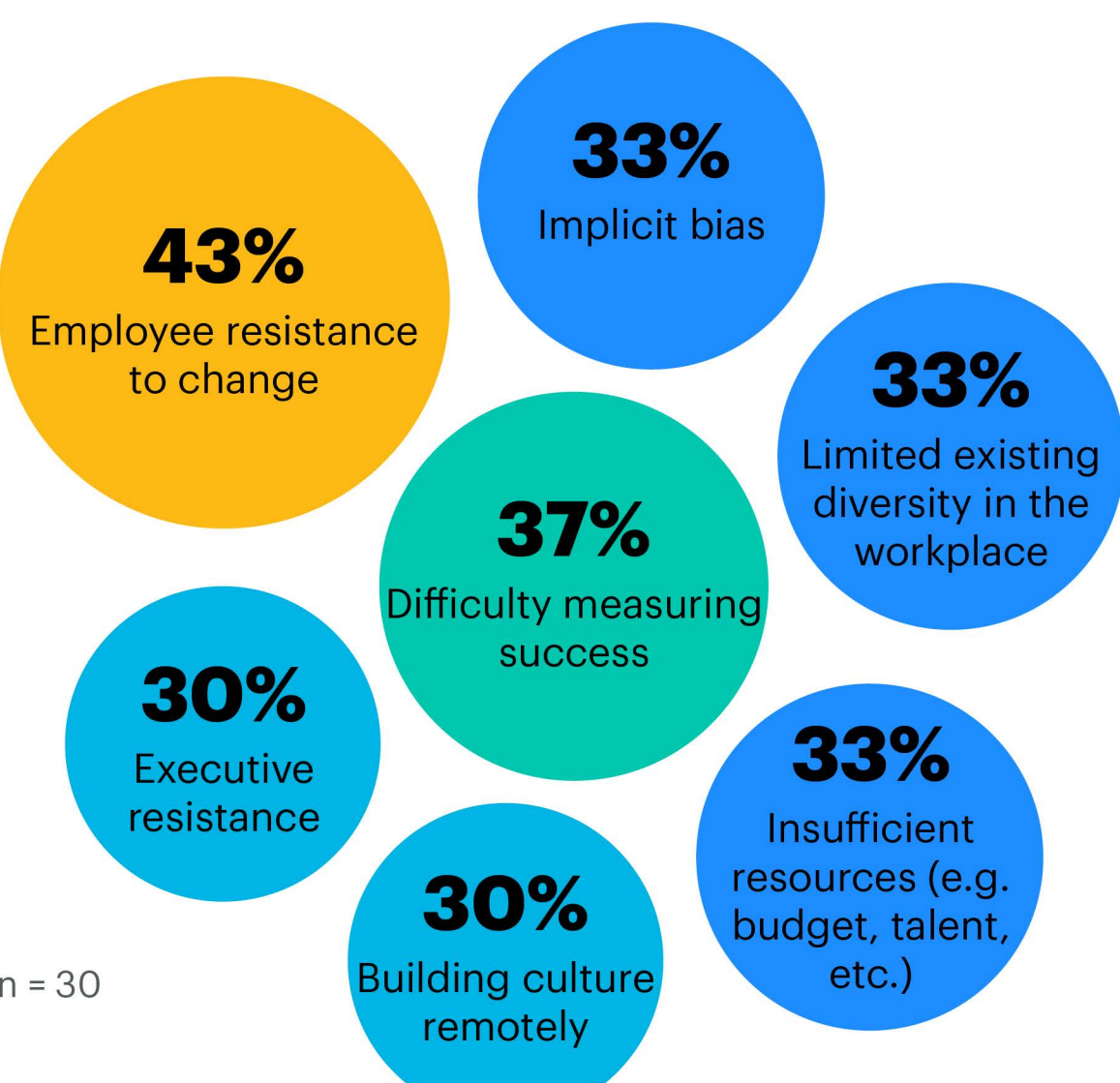
Question: What is one thing your organization should be doing to create a more inclusive culture that it isn't currently doing?

“While we have made efforts to promote diversity and inclusion, one thing we are lacking is investing in educational programs for everyone that needs it.”

Director, retail industry, 10,000+ employees



Employee resistance and effective success measurement are primary challenges



n = 30

The two most commonly faced challenges to creating an inclusive culture cited by HR professionals are employee resistance to change (43%) and difficulty measuring success (37%).

What challenges have you faced when creating an inclusive culture at your organization? Select all that apply.

- Lack of stakeholder support **27%** |
- Lack of leadership (i.e. no Diversity Officer or leader to champion DEI) **27%** |
- Unclear feedback channels **13%** |
- Other (fill in_) **3%**

*Other: None

“Add everything to your employee/organization handbook and clearly announce it to staff”

VP, professional services industry, <1,000 employees

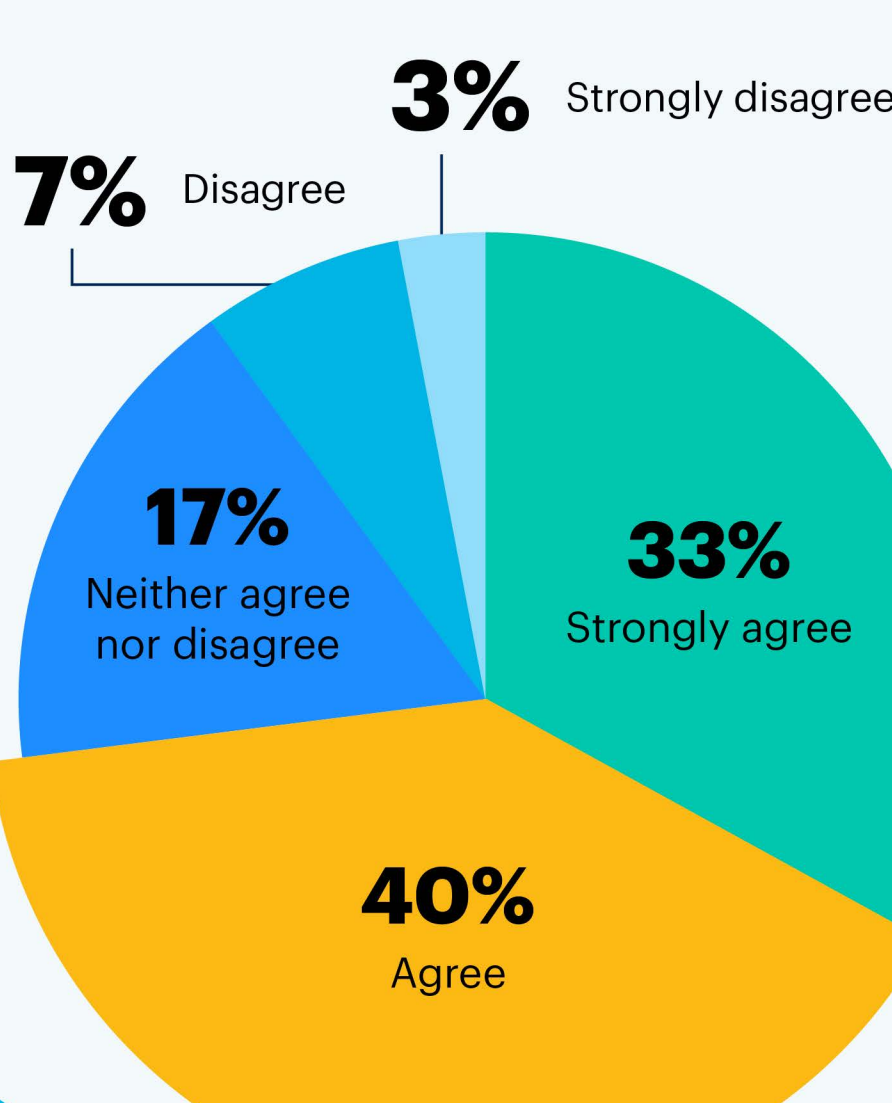


Question: What advice would you give organizations who are just starting to build an inclusive work culture?

HR professionals report their culture provides an environment of authenticity

73% of respondents agree or strongly agree that their organization’s culture encourages employees to show up to work as their authentic selves. 10% disagree or strongly disagree.

How do you feel about the following statement: “My organization’s culture encourages employees to show up as their authentic selves at work.”



Note: May not add up to 100% due to rounding

n = 30

In their own words...

“[DEI] training needs to be contextual, not compliance. Layer reminders and moments to surface the importance of DEI work into all your business rhythms/programs. Effective change is both relational and systemic.”

- Director, professional services industry, <1,000 employees

“Role model good behaviour. Live your values, Reward and celebrate where inclusivity works, [and] call out bad behaviours.”

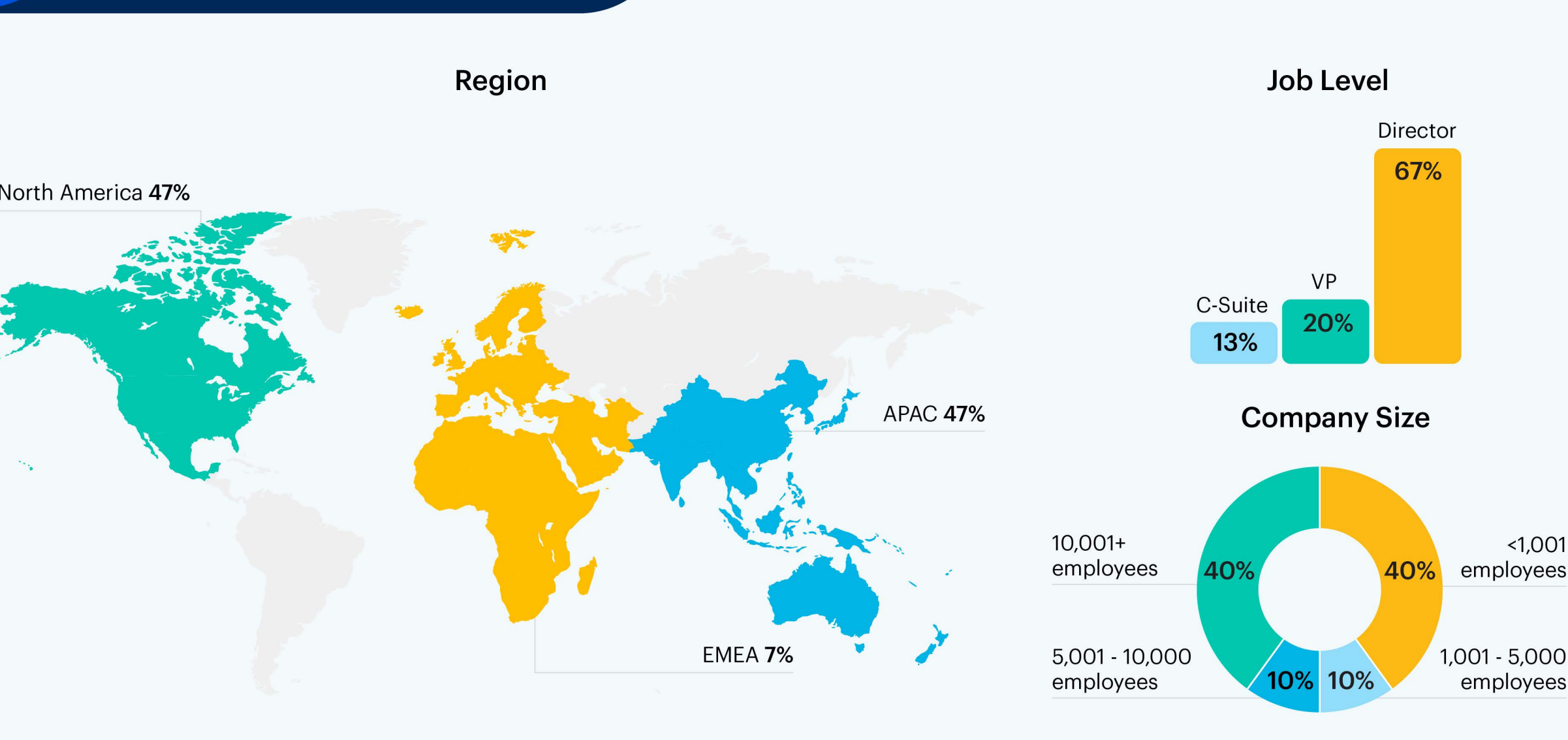
- Director, arts and entertainment industry, 1,000 - 5,000 employees

“Communicate, understand and listen. Create inclusivity for your org, don't copy because what's good for us is not necessarily needed for others. What works today may not work tomorrow, so keep your mind and vision open to accept the changes to make you believe and make others understand and believe.”

- Director, professional services industry, <1,000 employees

Question: What advice would you give organizations who are just starting to build an inclusive work culture?

Respondent Breakdown



Note: May not add up to 100% due to rounding
Respondents: 30 HR professionals with a DEI strategy in place

Want more insights like this from leaders like yourself?

Click [here](#) to explore the revamped, retooled and reimagined Gartner Peer Community. You'll get access to synthesized insights and engaging discussions from a community of your peers.

Gartner

This content, which provides opinions and points of view expressed by users, does not represent the views of Gartner. Gartner neither endorses it nor makes any warranties about its accuracy or completeness.

Source: Gartner Peer Community, DEI initiatives: Prioritizing inclusion in DEI strategy survey

© 2024 Gartner, Inc. and/or its affiliates. All rights reserved.

