

DIVERSITY, EQUITY,
INCLUSION & BELONGING

Why Your Program May Be Failing Your Employees **A Survey From WebMD Health Services**



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Introduction:

Diversity, equity and inclusion are intrinsically linked to the strength and vibrancy of workplace culture. The workplace benefits from the unique insights and perspectives of a diverse team, while employees who feel included and valued are far more likely to stay engaged, committed and wanting to contribute the best of themselves.

Social and political events of the past few years have brought the importance of Diversity, Equity, Inclusion & Belonging (DEI&B) into the forefront. Most employees want to work for a company that fosters an inclusive culture, and most companies now have policies and programs in place to support DEI&B.

However, our recent independent survey **Diversity, Equity, Inclusion & Belonging: Why Your Program May Be Failing Your Employees** reveals that while a wide majority of employees know that their company CEO would publicly endorse DEI&B, most feel the programs and policies in their workplace are missing the mark, and not working as well as they should. For many, the impact is felt at the personal and professional level.

These findings highlight the discrepancies and disconnects between what employers publicly support and commit to and how DEI&B plays out in the workplace. They also offer insight into the kinds of changes that employers can implement to better ensure that DEI&B delivers on its goals and promise.

METHODOLOGY:

Diversity, Equity, Inclusion & Belonging: Why Your Program May Be Failing Your Employees was a custom-designed, 'blind' online survey, completed by 2,004 individuals working for US-based companies with 2,500+ employees between September 8 and September 23, 2022. The survey questionnaire was designed by Blue Research, an independent research firm, and approved by WebMD Health Services.

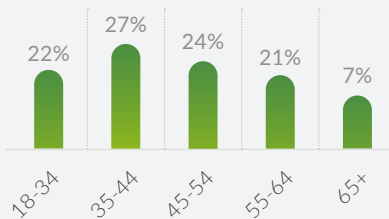
RESPONDENTS:

The random, representative samples captured, as well as an 'oversample' of specific employee segments include: 600 randomly sampled respondents to represent the overall population, without any demographic bias; 1,404 targeted respondents to compare results with a high degree of statistical certainty across African-American/Black, Asian, Hispanic, LGBTQ, Gen X, Gen Y (Millennial), and Gen Z respondents.*

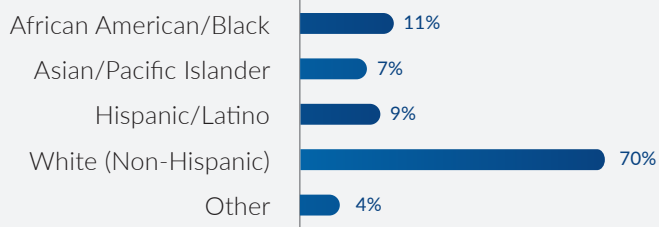
* Sample sizes for each, including responses captured in the random sample, were: African American/Black n=327, Asian n=253, Hispanic n=268, LGBTQ n=385 (Identify sexuality as bisexual, homosexual, other and/or identify gender as non-binary, transgender, other;) Gen X n=634 (42-57 years old), Gen Y (Millennial) n=837 (26-41 years old), Gen Z n=310 (18-25 years old)

Respondents

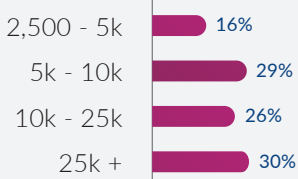
Age



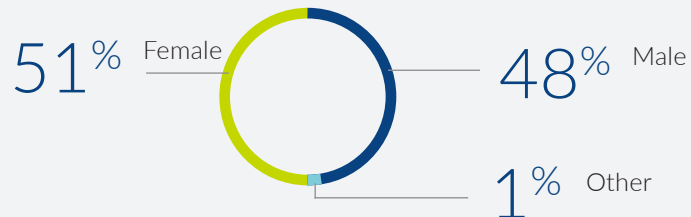
Ethnicity



Company Size



Gender



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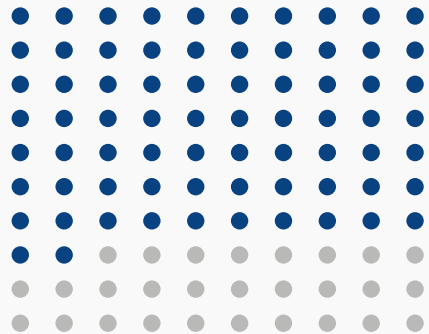
Employees are Stressed, Worried and Need More Support From Their Employers.

The need for more support from employers comes after several years of turbulence—the Covid-19 pandemic, the outbreak of war in the Ukraine, and economic uncertainty. Nearly nine in 10 respondents said they worry about the impact of these tensions on their financial, physical and emotional well-being. The majority, 68%, said they wanted their company to do more to support them.

DEI&B can be a key component of employee well-being—how employees experience the workplace, their ability to bring their best selves to work, and their levels of engagement and commitment.

More than 70% of employees responding to our survey said they want to work for a company that supports DEI&B.

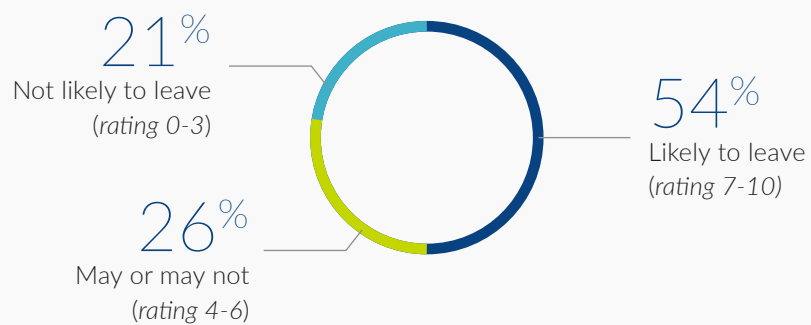
The wide majority report they want to work for a company that values DEI&B.



72%

Want to work for a company that values DEI&B in the workplace

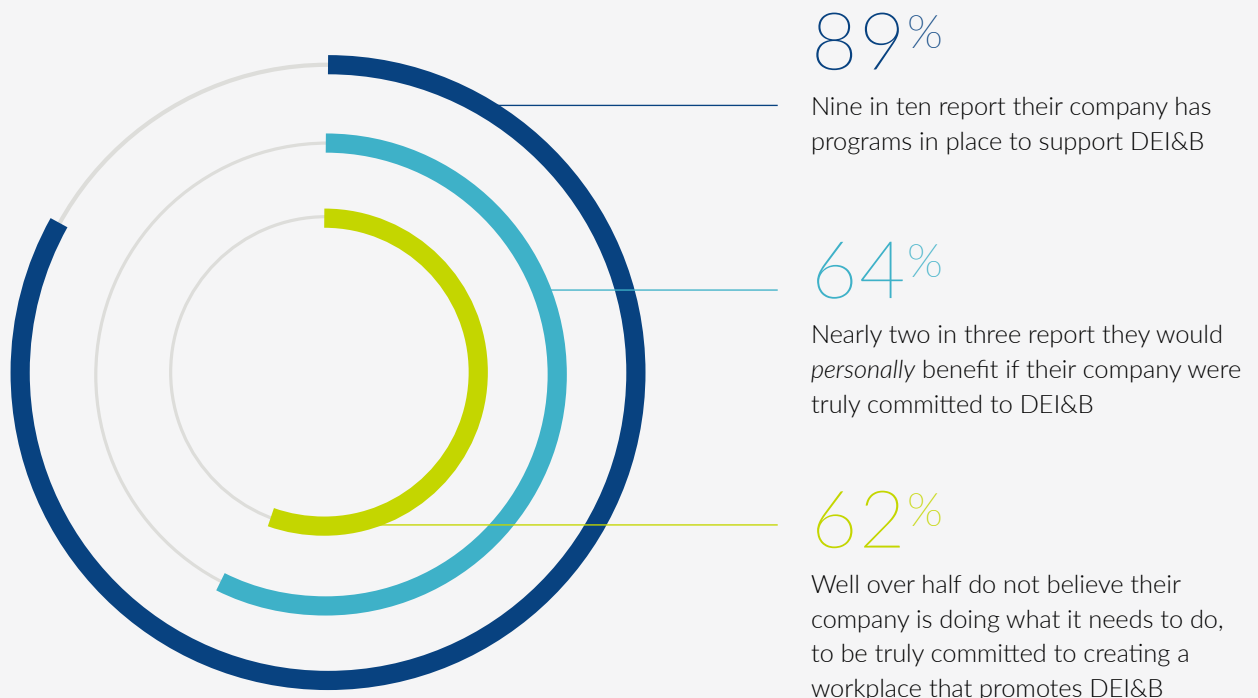
If given a competitive offer, over half of employees report they are likely to leave their company.



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Employees Question **Commitment to DEI&B**

Regarding DEI&B, nine in 10 said their company has programs and policies in place, but they question the commitment. More than 60% said their company is not doing enough to foster DEI&B in the workplace, but nearly two-thirds (64%) said they would benefit if their company were truly committed to DEI&B policies. Nearly half, 46%, have personally experienced situations inconsistent with DEI&B, i.e., their opinions and perspectives were not always valued, where they felt like an outsider, isolated from other people, treated differently based on how they look, or felt that their company does not want people like them.



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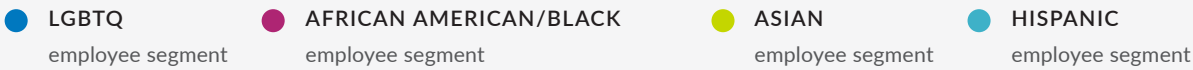
Sentiments Were Consistent Across All Employees, But Results Show Specific “Pain Points”.

While most respondents said they would benefit personally from DEI&B, some employee segments reported specific areas of concern.

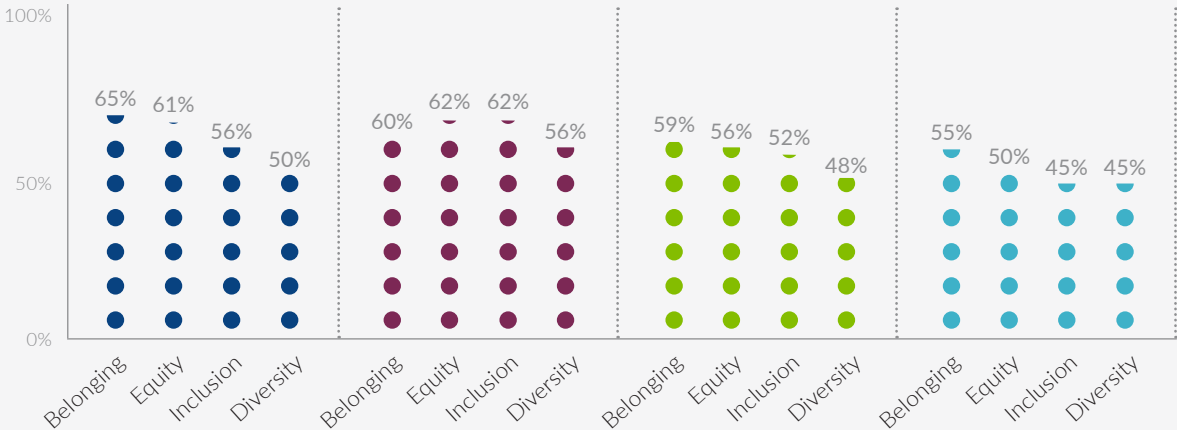
LGBTQ employees reported being most impacted by issues related to belonging, as compared with other groups. LGBTQ employees struggle more than other employee segments with belonging, with 65% reporting that companies need to do a better job of fostering belonging, and two in five reporting that they feel undervalued.

African American/Black respondents were more likely to report concerns with issues related to diversity, equity and inclusion. Nearly two in three reported their company needs to do a better job around equity, and one in four reported they have been treated differently based on how they look.

Asians were more likely to believe their company is ineffective on fostering a culture where they feel as if they matter or belong. And, one in three Hispanics said they feel undervalued, with 76% reporting they would personally benefit if their company was more committed to DEI&B.



Pain Points

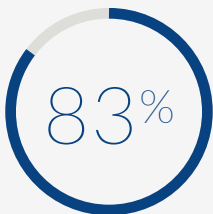


Employees Were Particularly Critical of Efforts to Support a Feeling of Belonging, **i.e. That They Matter And Are Valued.**

Belonging was cited most often as needing improvement, with 57% of employees indicating that their companies fall short in ensuring that employees feel included and valued, as compared with 43% citing diversity (equity was noted by 53% and inclusion, 48%).

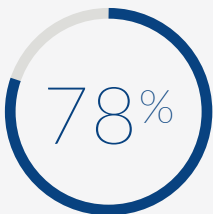
Companies were also least likely to have programs specific to belonging, according to respondents, with 75% reporting their company's DEI&B did address belonging, as compared with diversity (83%), equity (78%), and inclusion (79%).

The wide majority of companies have programs covering each element of DEI&B; 'belonging' programs are slightly less common.



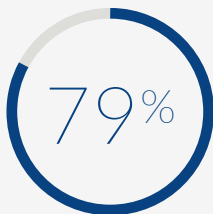
DIVERSITY

ensuring it has employees from various backgrounds



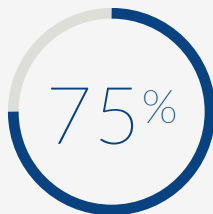
EQUITY

providing all employees access to the same opportunities



INCLUSION

ensuring employees with different cultures, backgrounds and beliefs feel as part of the group



BELONGING

making sure employees know they matter and that they are valued

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Check the Pulse of Your Employees To Understand How They Experience Your Workplace.



Over

1 in 5

have felt disconnected or unfairly excluded

1/3

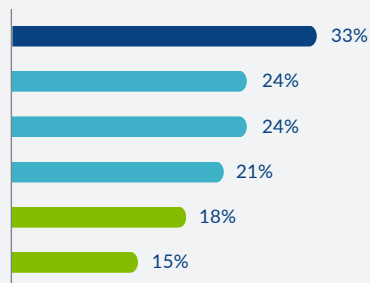
of employees do not always feel valued in the workplace

Nearly

1 in 5

have been treated differently based on what they look like or have felt unwanted

- My opinions and perspectives are not always valued
- I have felt like an outsider
- I have felt isolated from other people
- I have been unfairly excluded from task, roles and advancement
- I have been treated differently based on what I look like
- My company does not really want people like me to work here



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Employees Say Accountability From Managers/ Supervisors **Would Make the Difference.**

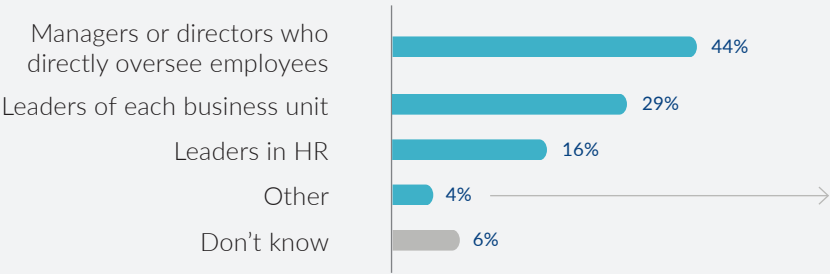
Nearly all respondents said their CEO would publicly support DEI&B, but 46% said that meaningful change would require accountability, and that their companies aren't holding corporate leaders responsible.

And, they have perspectives on where responsibility should lie. Two-thirds said managers and supervisors, rather than higher level corporate leaders, should be responsible for DEI&B, and held accountable when they fall short. Only 16% said the job should be left to Human Resources.

Nearly half do not believe their company effectively holds leaders accountable



Opinions vary on who should be most responsible for DEI&B; managers or directors are most often selected for that role



Several report everyone should be responsible:

- "All above, top down and bottom up."*
- "All of the above. You need all three for an ethical and equitable workplace"*
- "Everyone should be responsible"*

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Takeaways

CREATING A DEI&B CULTURE

A commitment to a more diverse and equitable workplace has been a key employer strategy for the last few years.

While many organizations may advocate for DEI&B, our survey shows that employees are questioning the impact of these policies. Employers voice support for DEI&B, but employees aren't sure the policies are doing what they are intended to do. A result is that employees who could benefit from DEI&B aren't experiencing the benefits.

To achieve the goals of DEI&B, companies need to focus more on changing corporate culture. Setting measurable goals, creating accountability, and building organizational processes and learnings will develop inclusive teams and leaders that help create a path for growth and opportunity for all employees.

Specific core processes have been successful, including:

Engaging managers at every level in setting DEI&B goals and being accountable for doing their part to achieve them

Integrating DEI&B measures into performance reviews to support meaningful improvement and progress on DEI&B policies

Naming program champions to help foster cultural competence by communicating, influencing and gaining support for corporate initiatives and goals, while aligning strategic DEI&B initiatives throughout the organization

Leveraging reporting to ensure that the company is supporting and recruiting for diverse, underrepresented groups



Employees want to feel that their employer values them and provides a place where they can thrive professionally and personally. Employee surveys can be recrafted to better evaluate inclusion and belonging by asking employees:

Is my work meaningful?

Are my values aligned with the company's mission?

Do I feel like I belong here?

Does my company value who I am as a person?

Do I feel psychologically safe?

We believe that in 2023 many organizations will take a more strategic and intentional step in their journey towards creating a culture of DEI&B. By building in core processes, designing meaningful measurement, and bringing shared accountability across managers and leaders—and not just one department, i.e. human resources, or one level of leadership—companies, and their employees, can see the benefits of DEI&B.

People are the single most important asset in any organization, so improving health and well-being, creating a positive employee experience and recognizing the importance of an inclusive culture—will need to be a business imperative moving forward.





Empowering Well-Being In Everyone

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