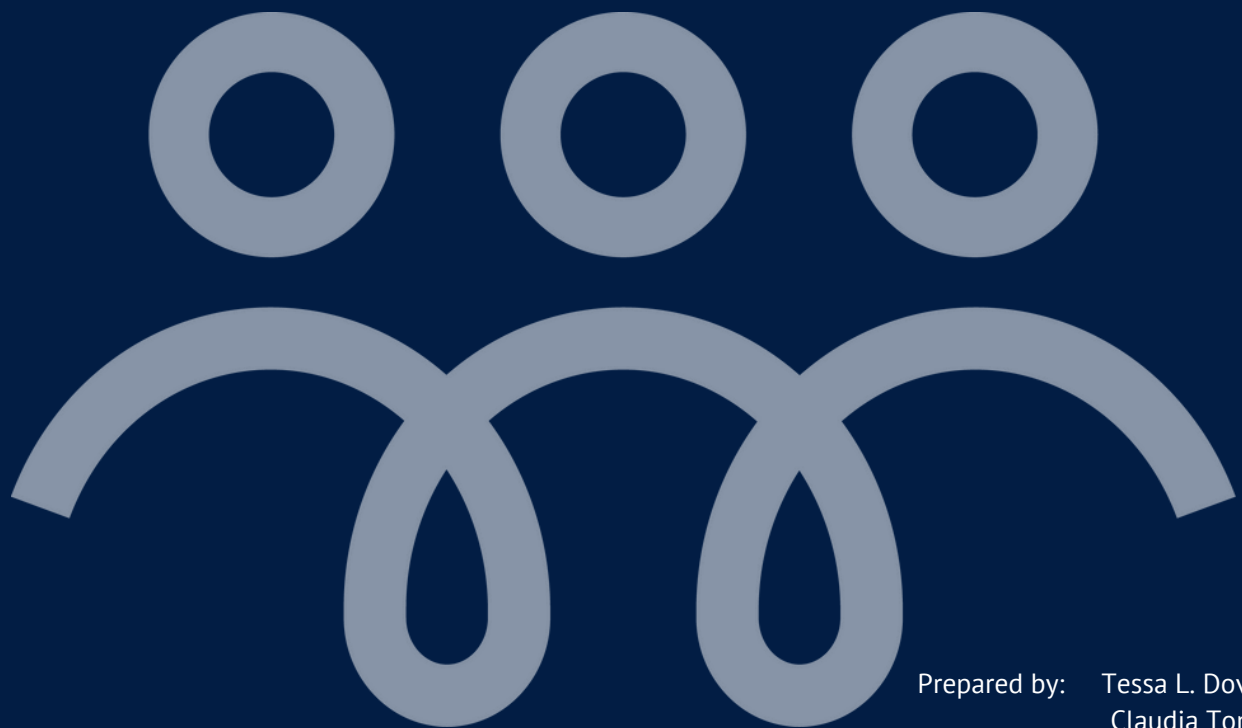


# DEI IMPACTS PROJECT

## REGIONAL REPORT



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In collaboration with Partners in Diversity

## 02

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## 03

## EXECUTIVE SUMMARY

The **DEI IMPACTS Project** is a collaboration between Portland State University and Partners in Diversity. The goal of this project is to use insights from systematically-collected data in Oregon and SW Washington organizations to **understand how employees are impacted by diversity, equity, and inclusion (DEI) practices and policies**. With so much public discussion and scrutiny of DEI efforts, it is imperative to hear what employees have to say – not just the politicians and talking heads. In this executive summary, we present general findings from our employee surveys that took place in 2024. The report then provides methodological details, quantitative findings, and qualitative findings. Interpretations for the data are provided throughout and key takeaways are presented at the end.

**The state of DEI in Oregon and SW Washington organizations is strong, but there is room for improvement.** Respondents to the DEI IMPACTS Project surveys were 584 employees at regional organizations, and were generally representative of the region’s workforce. However, there were fewer Latino/a/e respondents than we would expect for the region, and there were more LGBTQ+ individuals, women, and people with disabilities than we would expect for the region.

Respondents were knowledgeable about the DEI practices in their organizations, and generally agreed that their organization’s DEI practices have positive impacts on them. The most common DEI practices in the region’s organizations were those most often legally mandated (anti-harassment policies, grievance procedures, accommodations for those with disabilities). The least common were those that require substantial resources or accountability structures (demographic tracking/reports, mentorship programs, dedicated DEI staff and resources). Most respondents believed that their organization pursues DEI efforts for moral reasons, not necessarily for business-oriented or legal reasons.

(CONTINUED ON NEXT PAGE)

## 04

(EXECUTIVE SUMMARY, CONTINUED FROM PREVIOUS PAGE)

Respondents found their organizations' approach to DEI to be largely effective and positively impactful. There was room for improvement, however, in the coherence of DEI approaches. In other words, respondents sometimes found that the stated DEI values of an organization did not match their actions and impacts. Respondents themselves held overwhelmingly positive attitudes toward diversity and fostering diversity within organizations. **Regional employees value DEI efforts and generally want more resources and time to dedicate to DEI.**

Ratings of organizational climates were generally positive: organizations were perceived as inclusive and low in conflict. However, organizations were not perceived as very diverse. Importantly, perceptions of diversity in the workplace were much lower for top managers than for workplaces in general. In other words, managers at regional organizations do not often look like the employees they oversee.

At work, employees in general had high levels of positive psychological experiences (felt inclusion, psychological safety, fair treatment, support), individual work outcomes (job satisfaction, commitment to the organization), and group/team outcomes (trust in managers and work teams, and little team conflict). However, these outcomes were not as positive for all members of the workforce. Importantly there was consistent evidence that these **important employee outcomes differed depending on whether the respondent belonged to overrepresented or underrepresented groups.** Employees of color experienced worse outcomes than White employees, non-binary employees experienced worse outcomes than men and women, employees with disabilities experienced worse outcomes than employees without disabilities, and LGBTQ+ employees experienced worse outcomes than non-LGBTQ+ employees. These disparities are moderate in size but statistically significant and persistent across outcomes. Such disparities will likely not only hamper the wellbeing and health of underrepresented regional employees but will also harm organizations seeking to retain top talent.

## 05

## METHODOLOGY

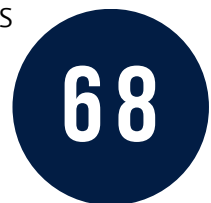
In 2024, we surveyed 584 unique respondents from Oregon and SW Washington organizations for the **DEI IMPACTS Project**. This project was a collaboration between **Portland State University** and **Partners in Diversity**, with support from the **Fulbright Foundation** and **Université Libre De Bruxelles**. We recruited organizations who were members of Partners in Diversity, and organizations invited their employees to participate in two anonymous surveys. In the first survey, we inquired about organizational factors: policies and practices related to DEI; perceptions that the organization's culture is inclusive and conflict free; and perceived effectiveness of the organization's DEI practices. In the second survey, we inquired about important outcomes for individual employees, including: sense of inclusion, psychological safety, trust in their supervisors and teammates, and fair treatment. We also measured several demographic characteristics of respondents.

Raw data were compiled and analyzed by Portland State University researchers. Participating organizations received individual organizational reports with information about the perception and impact of DEI policy/practice at that specific organization. Data for the larger regional report was compiled at the beginning of 2025 and is presented here.

## WHO PARTICIPATED?



UNIQUE RESPONDENTS

PARTICIPATED ONLY  
IN SURVEY 1PARTICIPATED IN  
BOTH SURVEYSPARTICIPATED ONLY  
IN SURVEY 2

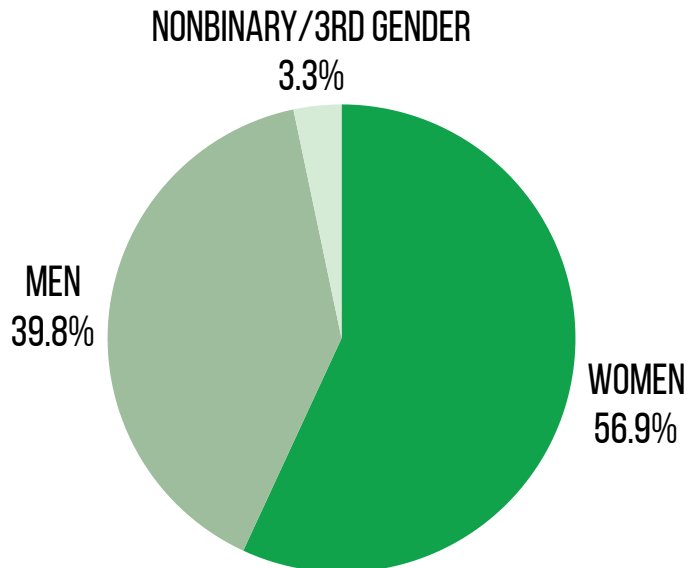
## 06

## DESCRIBING RESPONDENTS

Demographic information reported by survey respondents

## GENDER

2.1% of respondents identified as transgender



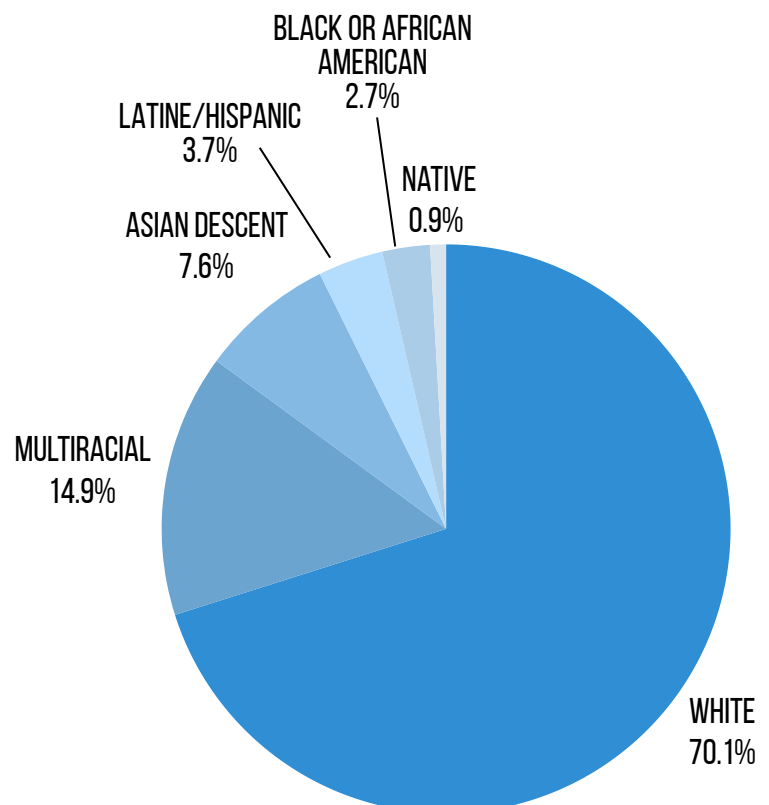
*Our sample contained more women than men, and a bit over 3% of our respondents identified as non-binary. There are not many reliable estimates of non-binary representation for the region, but based on statistics at the national level it is likely that there are more non-binary individuals in our sample than in the region as a whole.*

*Transgender representation in the sample is higher than the estimated .5-.7% of regional residents who identify as transgender.*

## RACE/ETHNICITY

Respondents could identify as more than one race/ethnicity. If they did, they were included in the larger group "Multiracial."

*Survey respondents had a similar racial/ethnic breakdown as employees in the region generally. The main exception to this was the representation of Latine/Hispanic individuals, who were underrepresented in our dataset. This may be a function of the fact that Latine/Hispanic workers are overrepresented in the service industry, which was not well represented in our dataset.*



07

# DESCRIBING RESPONDENTS

Demographic information reported by survey respondents

44

mean age  
(RANGE 20-72)  
(MEDIAN = 42)

*This is similar to the ages of the Oregon and Washington workforce more generally.*

80

% with college degrees  
(incl. associates degrees)

*This is much higher than the ~50% of regional adults who hold a college degree.*

The most common nationalities aside from American included Mexican, Japanese, Colombian, Filipino, and a mix of European countries (German, Spanish, Dutch, French, Finnish). There was some, but very little, representation of employees with nationalities from countries in Africa, the Middle East, or South Asia.

92

% US nationals

*This is higher than the Oregon and SW Washington region generally, which tends to have about 10-15% representation of non-Americans.*

91

% English as  
1st language

*Non-native English speakers were less represented in our dataset than in the region generally, where closer to 85% of residents are native English speakers*

Other first languages included (in descending order of frequency): Spanish, Japanese, Chinese, Tagalog, German, Korean, Swahili.

Languages with only 1 representative include: Armenian, Arabic, Flemish, Hebrew, Italian, Lao, Portuguese, Romanian, Russian, Taishanese, Tamil, and Telugu.

08

# DESCRIBING RESPONDENTS

Demographic information reported by survey respondents

## HOW MANY RESPONDENTS BELONGED TO THESE UNDERREPRESENTED GROUPS?

*This is slightly lower than estimates for the region*

17

% self-identified as a person of color

*This is higher than estimates for the region*

19

% self-identified as belonging to LGBTQ+ community

*This is higher than estimates for the region*

27

% reported having a disability

*This is similar to estimates for the region*

17

% immigrants or children of immigrants

*This is similar to estimates for the region*

23

% first-generation college students

*This is challenging to compare to estimates for the region*

16

% women in male-dominated fields

*This is challenging to compare to estimates for the region*

9

% self-identified as religious minorities



09

# DESCRIBING RESPONDENTS *INTERSECTIONALLY*

To better understand the amount of intersectional identities held by respondents, we calculated an intersectionality index for each respondent, based on their self-reported identification in 10 different underrepresented groups:

## INTERSECTIONALITY INDEX

=

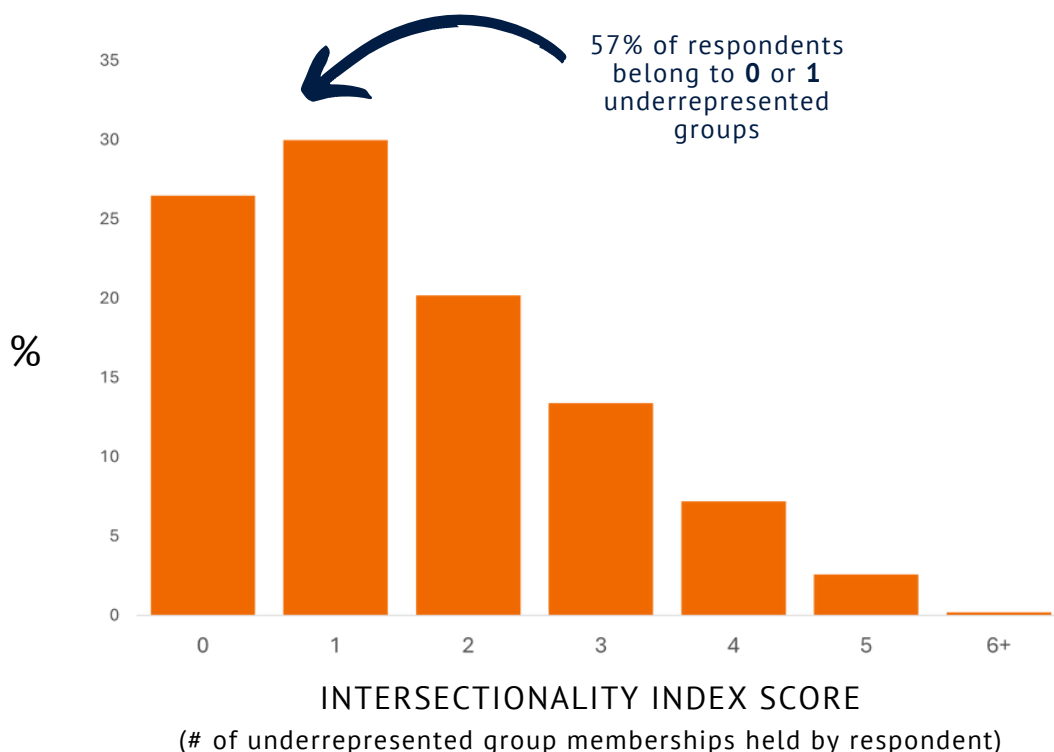
sum of underrepresented  
identities held by respondent

1. People of Color
2. LGBTQ+ Community
3. English as a 2nd (or 3rd or 4th...) language
4. Immigrants or Children of Immigrants
5. First Generation College Students
6. No College Degree
7. Disability Community
8. Women in Male-Dominated Fields
9. Veterans
10. Religious Minorities

1

MODAL  
(MOST COMMON)  
INTERSECTIONALITY  
INDEX SCORE

## % OF RESPONDENTS WITH A GIVEN INTERSECTIONALITY INDEX SCORE



## 10

## SECTION SUMMARY: DESCRIBING RESPONDENTS

The respondents in the **DEI IMPACTS Project** largely, but imperfectly, reflect the level of diversity we see in Oregon and Washington workforces more generally. Unsurprisingly, participants were majority White, American, and native English speakers. We had more women than men responding to our survey, and a higher percentage of non-binary and transgender respondents than regional estimates would lead us to expect. The respondents were also more likely to have a college education and more likely to be native English speakers than adult regional residents generally.

A few other notable characteristics of our sample should be noted as differing from the region as a whole: There were fewer Latine/Hispanic respondents than we would expect based on regional levels; there were more LGBTQ+ respondents than typical estimates for the region; and there were more disabled participants than typical estimates for the region. From an intersectional perspective, **the majority of respondents had no intersectionality** based on the characteristics we measured. Nevertheless, a large minority of participants (43.5%) held more than one underrepresented identity.

## 11

# DESCRIBING AND EVALUATING DEI POLICIES AND PRACTICES

(Survey 1)

Respondents were asked about the policies and practices related to DEI in place at their organizations. In addition, they were asked about why they believe their organization implements DEI policies/practices, and whether they thought specific policies/practices were effective.

Organizational leaders were also surveyed and interviewed about the DEI policies/practices in place at their organization. We inquired specifically about these 13 common DEI practices/policies:

1. Diversity recruiting initiatives (inclusive job offers, affirmative actions)
2. Bias or diversity training (diversity & inclusion trainings, anti-discrimination)
3. Employee resource groups (ERGs) (affinity or networking groups)
4. Mentorship and sponsorship programs
5. Work-life benefits (flexible work arrangements for family services such as child-care)
6. Workplace accommodations for disabilities
7. Communications about antiharassment policies
8. Grievances procedures (for harassment and discrimination)
9. Inclusive language guidelines
10. Diversity statements internally across the organization (communications, flyers, meetings)
11. Diversity statements to the outside world (website, articles, communications)
12. Dedicated diversity staff and resources
13. Diversity and inclusion metrics tracking (annual report with demographics)

11

ON AVERAGE, PARTICIPATING ORGANIZATIONS HAD 11 DEI POLICIES/PRACTICES IN PLACE

12

# DESCRIBING AND EVALUATING DEI POLICIES AND PRACTICES

(Survey 1)

## MOST COMMON DEI POLICIES/PRACTICES:

- 1 GRIEVANCE PROCEDURES
- 2 COMMUNICATIONS ABOUT ANTI-HARASSMENT POLICIES
- 3 DISABILITY ACCOMMODATIONS

## LEAST COMMON DEI POLICIES/PRACTICES:

- 1 MENTORSHIP AND SPONSORSHIP PROGRAMS
- 2 DIVERSITY AND INCLUSION METRICS TRACKING
- 3 EMPLOYEE RESOURCE GROUPS

*Interpretation: Participating organizations had many and varied DEI practices/policies. The most common were those that tend to be legally mandated and related to communication within the organization. The least common were those that included dedicated staff/resources, accountability structures, and programs built specifically for members of underrepresented groups. Even though those were less common, they were still quite common.*

13

# DESCRIBING AND EVALUATING DEI POLICIES AND PRACTICES

(Survey 1)

**MOST  
IMPACTFUL DEI  
POLICIES/  
PRACTICES**

1

WORK-LIFE BENEFITS

2

BIAS OR DIVERSITY TRAINING

3

COMMUNICATIONS ABOUT ANTI-HARASSMENT POLICIES

*Interpretation: Work-life benefits were perceived by employees to have by far the greatest positive impact on employees. Dedicated diversity staff and resources emerged as a notable policy/practice that was less common but highly impactful.*

**TOP  
PERCEIVED  
MOTIVES FOR  
DEI EFFORTS**

1

MORAL MOTIVE: IT'S THE RIGHT THING TO DO

2

SUSTAINABILITY MOTIVE: IT'S IMPORTANT FOR THE COMMUNITY &amp; ENVIRONMENT'S LONG-TERM WELL-BEING

3

IMAGE MOTIVE: A DEI FOCUS MAKES US LOOK GOOD

*Interpretation: Most employees believed that their organization wanted to pursue DEI policies/practices because it was the right thing to do. One of the most common DEI rationales—the business motive—was actually the least commonly rationale perceived by employees.*

14

# DESCRIBING AND EVALUATING DEI POLICIES AND PRACTICES

(Survey 1)

## EFFECTIVENESS OF DEI POLICIES & PRACTICES



e.g.,

Regarding my organization's DEI policy, I feel:

- Hopeful, Frustrated (R)

I consider my organization's DEI policy to be:

- Unjustified (R), Fair

For me, my organization's DEI policy is:

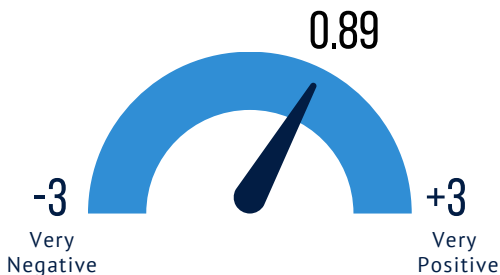
- Enriching, Too demanding (R)

I think the DEI policy:

- Is an asset, Causes turnover (R)

Interpretation: Respondents overall believed that the DEI policies/practices at their organization were effective.

## IMPACT OF POLICIES ON ME



Average impact of all of Organization's DEI policies (e.g., ERGs, Training Opportunities)

Interpretation: Respondents overall believed that the DEI policies/practices at their organization had a positive impact on them.

## DEI POLICY COHERENCE



e.g., "My organization's statements about the importance of DEI are not in line with its concrete actions" (Reverse scored)

Interpretation: There was some, but not an overwhelming, agreement that DEI goals and actions were in alignment.

UNLESS OTHERWISE STATED, RESPONSES RANGED FROM:

1

STRONGLY DISAGREE

-

7

STRONGLY AGREE

## 15

**SECTION SUMMARY:****DESCRIBING AND EVALUATING  
DEI POLICIES AND PRACTICES****(Survey 1)**

Among the organizations participating in the project, DEI policies and practices were abundant and positively impactful on employees. Grievance procedures and anti-harassment policies were the most common policies/practices, whereas mentorship programs and tracking metrics were the least common.

The most impactful policies, according to respondents, were work-life benefits and diversity/bias training. Respondents primarily perceived that organizations instituted DEI policies/practices for moral reasons and for the sustainability of their community and environment. They were generally positive – but not overwhelmingly positive – about the effectiveness and cohesiveness of their organizations' DEI approach.

**There is room to improve when it comes to organizations aligning their DEI values and their DEI actions.**

16

## PERCEIVED DIVERSITY AND ORGANIZATIONAL CLIMATE

(Survey 1)

Respondents were asked to rate how diverse they perceived their organization to be, both in general and among top managers. In addition, respondents rated their perceptions of representation of colleagues from several different groups.

UNLESS OTHERWISE STATED, RESPONSES RANGED FROM:

1

STRONGLY DISAGREE

-

7

STRONGLY AGREE

### PERCEIVED DIVERSITY IN ORGANIZATION **GENERALLY** AND AMONG **TOP MANAGERS**:





17

## PERCEIVED DIVERSITY AND ORGANIZATIONAL CLIMATE

(Survey 1)

UNLESS OTHERWISE STATED, RESPONSES RANGED FROM:

1

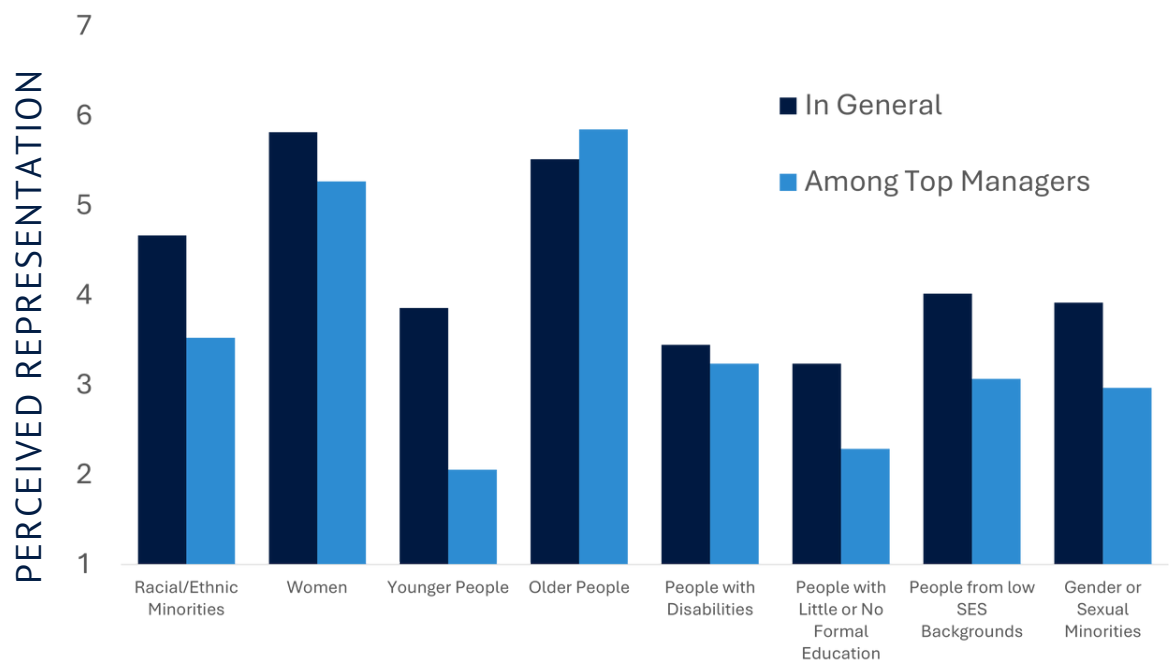
STRONGLY DISAGREE

-

7

STRONGLY AGREE

PERCEIVED REPRESENTATION OF PEOPLE FROM DIFFERENT GROUPS **GENERALLY** AND **AMONG TOP MANAGERS**:



### Interpretation:

*Respondents perceived high levels of representation of women and older (>45yo) adults, and moderate representation of racial/ethnic minorities, gender or sexual minorities, and people from low-SES backgrounds. Younger people (< 26yo), people with disabilities, and people with little or no formal education were perceived as relatively underrepresented in respondents' workplaces.*

*Overall, participants perceived less representation of several underrepresented groups among top managers than among their colleagues in general. The only exception to this was older adults (> 45yo), which had greater representation among top managers than among employees in general. This is unsurprising, given that managers tend to be older than non-managers. Overall, this corroborates what we saw earlier about perceived diversity at organizations: the general workforce is seen as more diverse and containing more members of underrepresented groups than managers.*

18

## PERCEIVED DIVERSITY AND ORGANIZATIONAL CLIMATE

(Survey 1)

Respondents were asked to describe the culture at their organization. More specifically, they rated how inclusive the culture was, how inclusive the leadership was, how positive the contact between members of different groups within the workplace was, and how committed to DEI the organization was. They were also asked about their own attitudes toward diversity, more specifically whether they thought it was good and worthwhile to enhance the diversity of their workplace.

UNLESS  
OTHERWISE  
STATED,  
RESPONSES  
RANGED FROM:

1  
STRONGLY  
DISAGREE

-

7  
STRONGLY  
AGREE

### INCLUSIVE CULTURE



### INCLUSIVE LEADERSHIP



### QUALITY OF INTERGROUP CONTACT



Interpretation: Respondents generally agreed that their workplaces were inclusive, that their leaders practiced inclusive leadership, and that interactions between members of different groups were positive.

19

## PERCEIVED DIVERSITY AND ORGANIZATIONAL CLIMATE

(Survey 1)

UNLESS  
OTHERWISE  
STATED,  
RESPONSES  
RANGED FROM:

1  
STRONGLY  
DISAGREE

-

7  
STRONGLY  
AGREE

ORG'S COMMITMENT TO DEI



PERSONAL PRO-DIVERSITY  
ATTITUDES



*Interpretation: Respondents on average believed that their organizations were committed to DEI. In addition, participants were overwhelmingly pro-diversity themselves. This suggests that unlike some dominant narratives in the wider culture, employees welcome and support the diversification of their workplaces.*

## 20

**SECTION SUMMARY:****PERCEIVED DIVERSITY AND  
ORGANIZATIONAL CLIMATE****(Survey 1)**

Respondents perceive their workplaces as somewhat diverse, but they consistently see less representation of underrepresented groups among top managers than among the workforce in general.

Respondents believe their workplaces to have inclusive climates where members of different groups tend to get along.

Respondents are overwhelmingly positive about the importance of diversity to their workplaces, and perceive that their organizations are committed – but not overwhelmingly committed – to DEI.

## 21

# QUALITATIVE VIEWS ABOUT ORGANIZATIONS' APPROACH TO DEI

(Survey 1)

At the end of the first survey, respondents were given the option to write-in any additional information they wanted to share about their organization's DEI efforts. These responses tended to group into three themes:

## THEME #1: WANTING MORE FROM DEI EFFORTS

Many respondents applauded the DEI values of their organization, but pointed out that these values were not always matched with actions of outcomes. These respondents generally wanted to see more and more systematic investments in DEI in their organizations

## THEME #2: PRIDE IN ORGANIZATION'S DEI EFFORT

Several respondents reflected with pride on the actions and outcomes of their organization's DEI efforts. They often noted how motivated organizations were, and sometimes mentioned that DEI efforts at their organization were better than organizations they had worked for previously.

## THEME #3: DEI SKEPTICISM

A small but vocal minority of respondents spoke out against the value of DEI policies/practices, or noted that there was DEI skepticism at their organization. The consensus among these respondents was that DEI efforts can create additional divisions and inequities rather than fixing them.

## 22

QUALITATIVE VIEWS ABOUT  
ORGANIZATIONS' APPROACH TO DEI

(Survey 1)

## THEME #1: WANTING MORE

NOTE: WORDS HAVE NOT BEEN CHANGED ASIDE FROM CORRECTING TYPOS/MIS-SPELLINGS. QUOTES ARE EXTRACTED FROM OPEN-ENDED SURVEY RESPONSES AND MAY NOT BE COMPLETE RESPONSES

*I am proud that [my organization] is practicing DEIB initiatives. However, I wonder if [my organization] has put it into practice to merely fulfill a mandate or because it actually believes in DEIB's positive impacts*

*Although I think the ideals are good, sometimes our efforts are not fully resourced.*

*I think they are doing so many great things and positive initiatives. I wish there was more a mandatory aspect to it - I just think there are people that could benefit from the trainings/seminars/etc. and miss out either because they are against the DEI agenda or because their plates are so full they can't make time for it.*

*[My organization] is trying very hard, but it feels surface-level rather than true change-making. It doesn't feel like something the whole [organization] is doing, but rather just some individual's job to make DEI happen. I don't think [my organization's] leadership is actively avoiding it; they do want DEI to be a core value, but there is not enough investment from the community. I don't see it being made a pillar of [my organization's] values like it is held.*

*The organization needs to identify and implement specific performance metrics related to DEI goals and measure them to see whether any differences are being made. [My organization] has a lot of communication about the importance of DEI but there really is not substance in terms of positive outcomes that are being achieved since no goals or measures are in place.*

*My organization should walk the talk, invest actual dollars into DEI initiatives and work closely with experts to move the needle on equity and inclusion. We need to hold leaders accountable to participating in DEI efforts as a competency of their job.*

*I acknowledge that in Oregon, population demographics make it difficult to have more diverse employees, but [my organization] as a whole does not seem to be putting in as much effort as they can to promote diversity, equity, and inclusion.*

*I have... heard about multiple incidents that made me question [my organization's] true intentions regarding reducing bias and advancing DEI. Sometimes I feel [my organization] cares more about how they are perceived vs. the true values expressed behind their actions.*

*...some aspects of the DEI action plan are still aspirational (diverse hiring at all levels and in all teams, for example).*

*I really applaud the DEI committee and the progress it has made. I would like to see more integrated DEI practices vs a siloed construction. Let's get DEI at the table when planning more things, from recruitment to our strategic plan to our vendor management, versus having it be a separate committee and communication line.*

*My organization does strive to achieve DEI initiatives but the lack of diversity among top managers makes it difficult to be inclusive and see different perspectives despite best efforts.*

## 23

## THEME #2: PRIDE IN DEI EFFORT

NOTE: WORDS HAVE NOT BEEN CHANGED ASIDE FROM CORRECTING TYPOS/MIS-SPELLINGS. QUOTES ARE EXTRACTED FROM OPEN-ENDED SURVEY RESPONSES AND MAY NOT BE COMPLETE RESPONSES

*I am especially proud of the successful efforts to diversify our board.*

*I am proud of my organizations efforts to create a DEI culture enterprise wide.*

*Our DEI policies are successful in that anyone would feel safe and included in our organization, which results in excellent group cohesion and low attrition.*

*I think my organization is trying harder than most to diversify.*

*The DEI Managment at this organization is by far the best I've ever had the pleasure of working with. I appreciate the work that is put into it and that an effort is being made. It's not perfect, and there is room for improvement but is definitely a step in the right direction.*

*This organization is always looking on how to improve their DEI efforts. There have been many good changes since I started working here, and I'm optimistic that the organization will continue to reflect and implement more as they are needed.*

## THEME #3: DEI SKEPTICISM

*I admit that I do not know much about our DEI policy. What I do know is that not everyone is on board. I hear many remarks that are insensitive to marginalized groups. Also I am aware of other employees refusing DEI training. I do not understand this. I think people believe a DEI program somehow takes something away from those that are not in a marginalized group. Maybe our program should start with making sure everyone truly understands what DEI is about.*

*There are a lot of trainings and resources put into complying with DEI at my organization. I feel this may be somewhat excessive and often reads a lot like pushing an ideology or making the folks at the top feel good about themselves.*

*DEI is a racist concept that treats people differently (promoting a victim mentality) instead of equally. It lowers the bar for unqualified individuals based on characteristics that have nothing to do with their performance. Hiring should be based on what attributes make you the best candidate, not what brownie points you can win an organization for being more "diverse." My organization is fine the way it is with different ethnicities working together well because we have similar values and focus on our work rather than who is the biggest victim or being hyper-fixated on all our differences. Working hard and being pleasant is most important to a successful environment.*

*I feel that the catering to the idea that we as people with color skin need a freebie handout or special service to be hire for a position. My ethnicity, sexual orientation, or my gender have nothing to do with my talents as a human being. The entire DEI(B) process is a political scam to make my people feel undeserving and dependent on the governing power that ultimately stripped my people of its once proud heritage. It should be abolished as it separates us all into groups and pits hatred against one another for being favored. It creates racism, sexism, classism, homophobia, and more. DEI(B) should go away.*

*I do worry that conservative views and some lines of inequity, such as economic or class-based inequity, are overlooked in favor of sexual orientation and ethnic-based inequity.*

## 24

## EMPLOYEE OUTCOMES & DISPARITIES

(Survey 2)

Survey 2 inquired about respondents' experiences and outcomes at work. These questions were not asked in relation to DEI policies/practices or DEI climate, but rather general experiences.

Experiences and outcomes were broken-up into three categories:

1. **Psychological Experiences.** This included feeling included, safe, supported, and fairly treated at work
2. **Individual Work Outcomes.** This included job satisfaction, turnover intentions, motivation to advance one's career, and commitment to the organization
3. **Group/Team Outcomes.** This included feelings of trust of one's work group and the experience of conflict in one's work group

In addition to looking at absolute levels of these outcomes, we also looked at whether there were disparities in these outcomes depending on the groups respondents belong to. For these analyses, we created composites for each category of outcomes (psychological experiences, individual work outcomes, group/team outcomes). Specifically, we looked at disparities based on:

- Whether the respondent was a POC or White
- Whether the respondent was a Woman, Man, or Non-Binary
- Whether the respondent was part of the LGBTQ+ community or not
- Whether the respondent had a disability or not
- Whether the respondent had 1 or more underrepresented group memberships or not.



25

# PSYCHOLOGICAL EXPERIENCES OF EMPLOYEES

(Survey 2)

UNLESS  
OTHERWISE  
STATED,  
RESPONSES  
RANGED FROM:

1

STRONGLY  
DISAGREE

-

7

STRONGLY  
AGREE

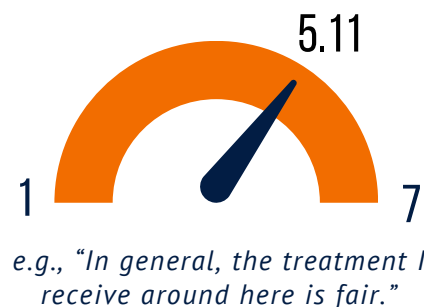
FELT INCLUSION  
AT WORK



PSYCHOLOGICAL SAFETY  
AT WORK



FAIR TREATMENT AT WORK



FELT SUPPORT AT WORK



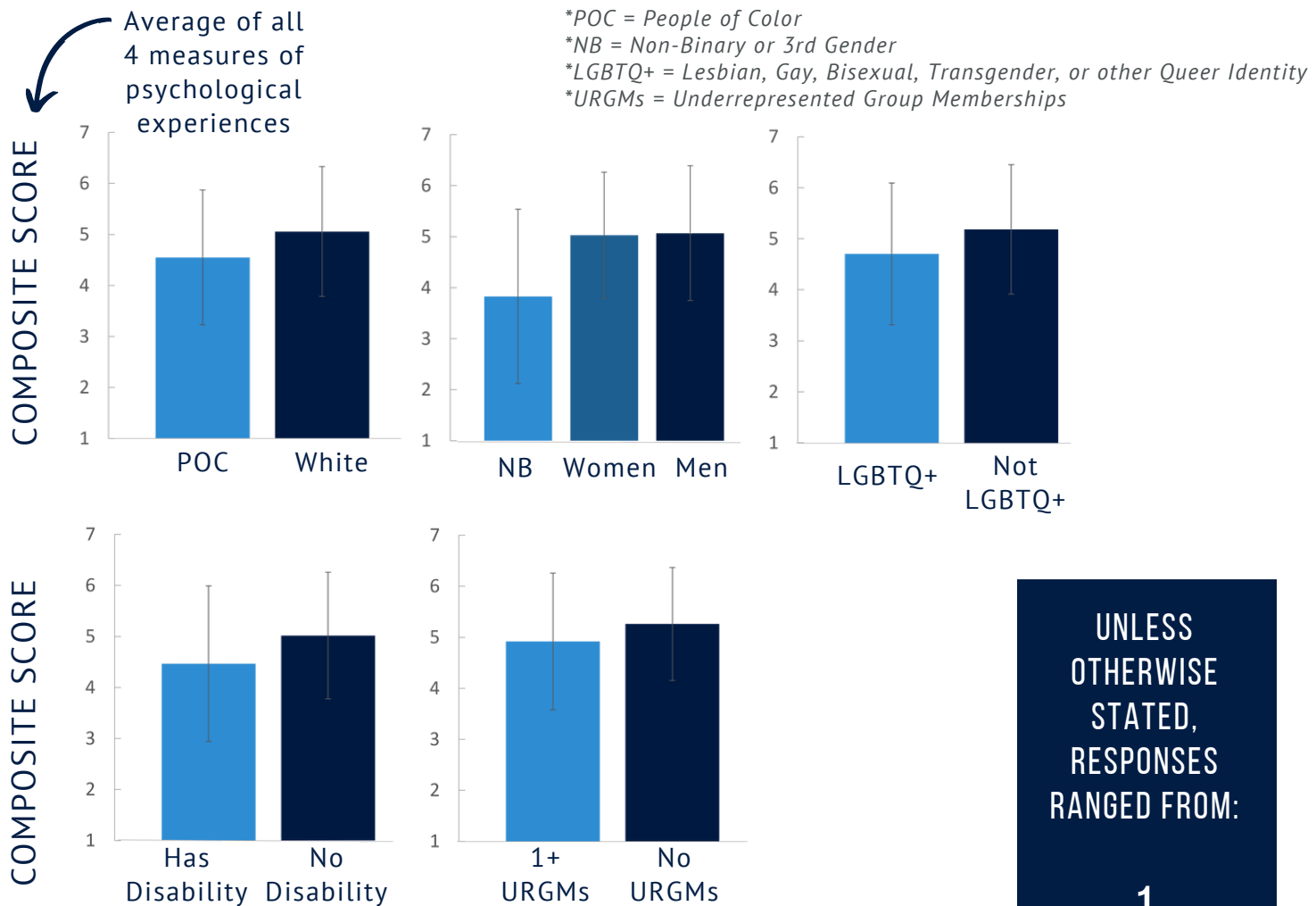
Interpretation: Participants overall felt included and safe at work, and believed that they are treated quite fairly and supported by their teams and supervisors. These levels are high but there is still quite a bit of variability, indicating that there may be factors organizations should look at that might predict who has positive psychological experiences at work and who doesn't.

26

# PSYCHOLOGICAL EXPERIENCES OF EMPLOYEES

(Survey 2)

## DISPARITIES IN PSYCHOLOGICAL EXPERIENCES?



Interpretation: Though average levels of psychological experiences at work were generally high, there were significant disparities depending on all group memberships we were able to analyze: POC respondents had worse psychological outcomes than White respondents, non-binary respondents had worse psychological outcomes than women and men respondents, respondents with disabilities had worse psychological outcomes than those without disabilities, LGBTQ+ respondents had worse psychological outcomes than non-LGBTQ+ respondents, and respondents with one or more underrepresented group memberships had worse psychological outcomes than those with no underrepresented group memberships. These are extremely important findings, as they indicate that there are systematic disparities in outcomes for employees in regional organizations.

UNLESS  
OTHERWISE  
STATED,  
RESPONSES  
RANGED FROM:

1

STRONGLY  
DISAGREE

-

7

STRONGLY  
AGREE

27

## INDIVIDUAL WORK OUTCOMES

(Survey 2)

## JOB SATISFACTION



## COMMITMENT TO ORGANIZATION



## CAREER MOTIVATION



## TURNOVER INTENTIONS



UNLESS  
OTHERWISE  
STATED,  
RESPONSES  
RANGED FROM:

1  
STRONGLY  
DISAGREE

-

7  
STRONGLY  
AGREE

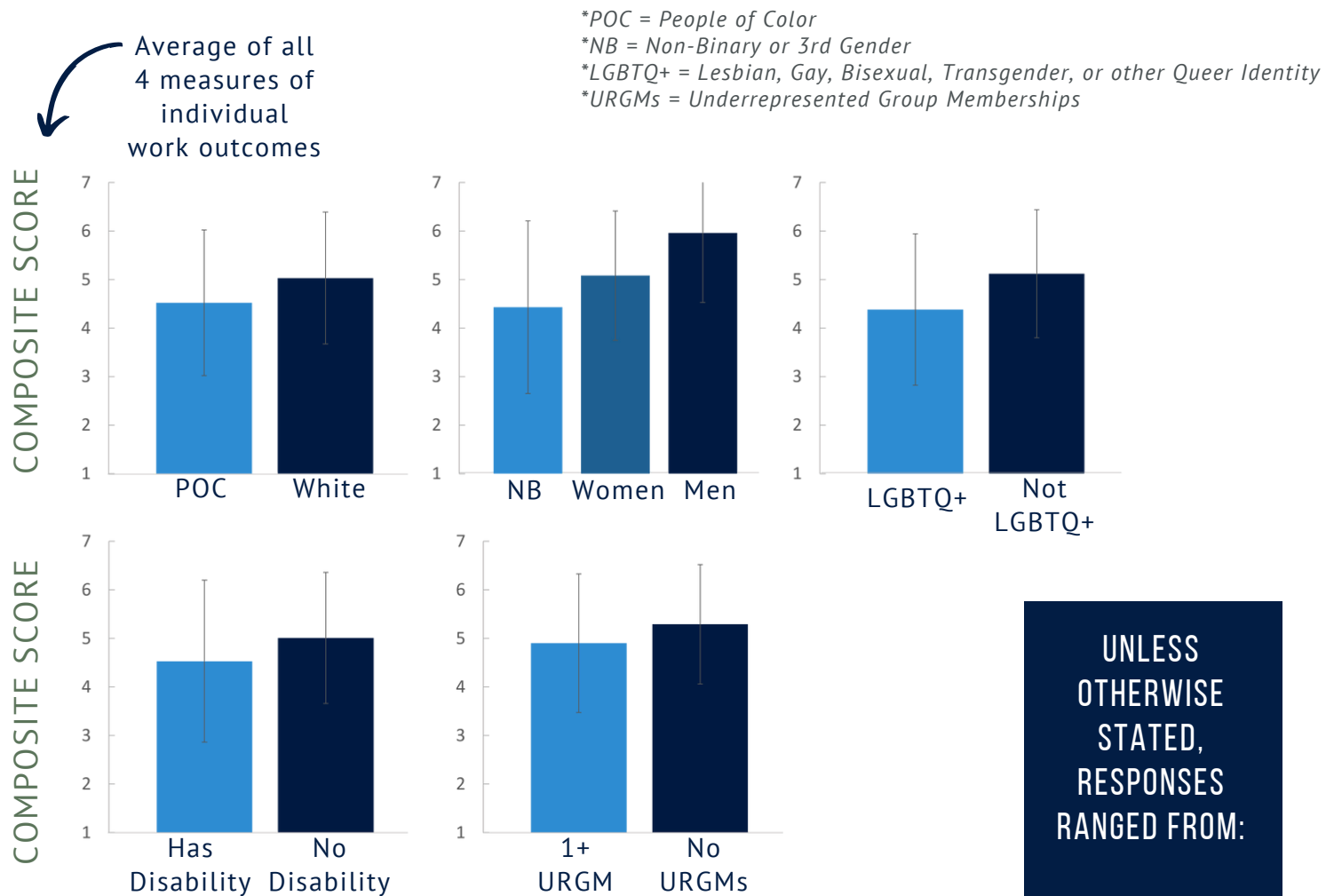
*Interpretation: Work outcomes were positive, and generally higher than psychological outcomes. Of particular note, respondents felt very motivated in their careers and felt quite committed to their organizations. Turnover intentions were relatively moderate.*

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## INDIVIDUAL WORK OUTCOMES

(Survey 2)

## DISPARITIES IN INDIVIDUAL WORK OUTCOMES?



Interpretation: As seen with psychological experiences, high average levels of positive work experiences were tempered with significant disparities depending on group memberships. For work outcomes, we did not find statistically significant disparities based on gender. However, we did see significant disparities based on race/ethnicity, LGBTQ+ identity, disability status, and whether or not the respondent had an underrepresented group membership. Again, these findings are extremely important for organizations to note, as they may have a harder time retaining diverse talent if underrepresented groups have worse work outcomes than members of overrepresented groups.

UNLESS  
OTHERWISE  
STATED,  
RESPONSES  
RANGED FROM:

1

STRONGLY  
DISAGREE

-

7

STRONGLY  
AGREE

29

## GROUP/TEAM OUTCOMES

(Survey 2)

UNLESS  
OTHERWISE  
STATED,  
RESPONSES  
RANGED FROM:

1

STRONGLY  
DISAGREE

-

7

STRONGLY  
AGREE

## TRUST IN COWORKERS



*"We would like to evaluate the degree of trust you have in co-workers from your direct team"*

## TRUST IN MANAGERS



*"We would like to evaluate the degree of trust you have in supervisors/managers"*

## CONFLICT ON WORK TEAM



*e.g., "There is a lot of emotional conflict on my work team"  
(lower is better)*

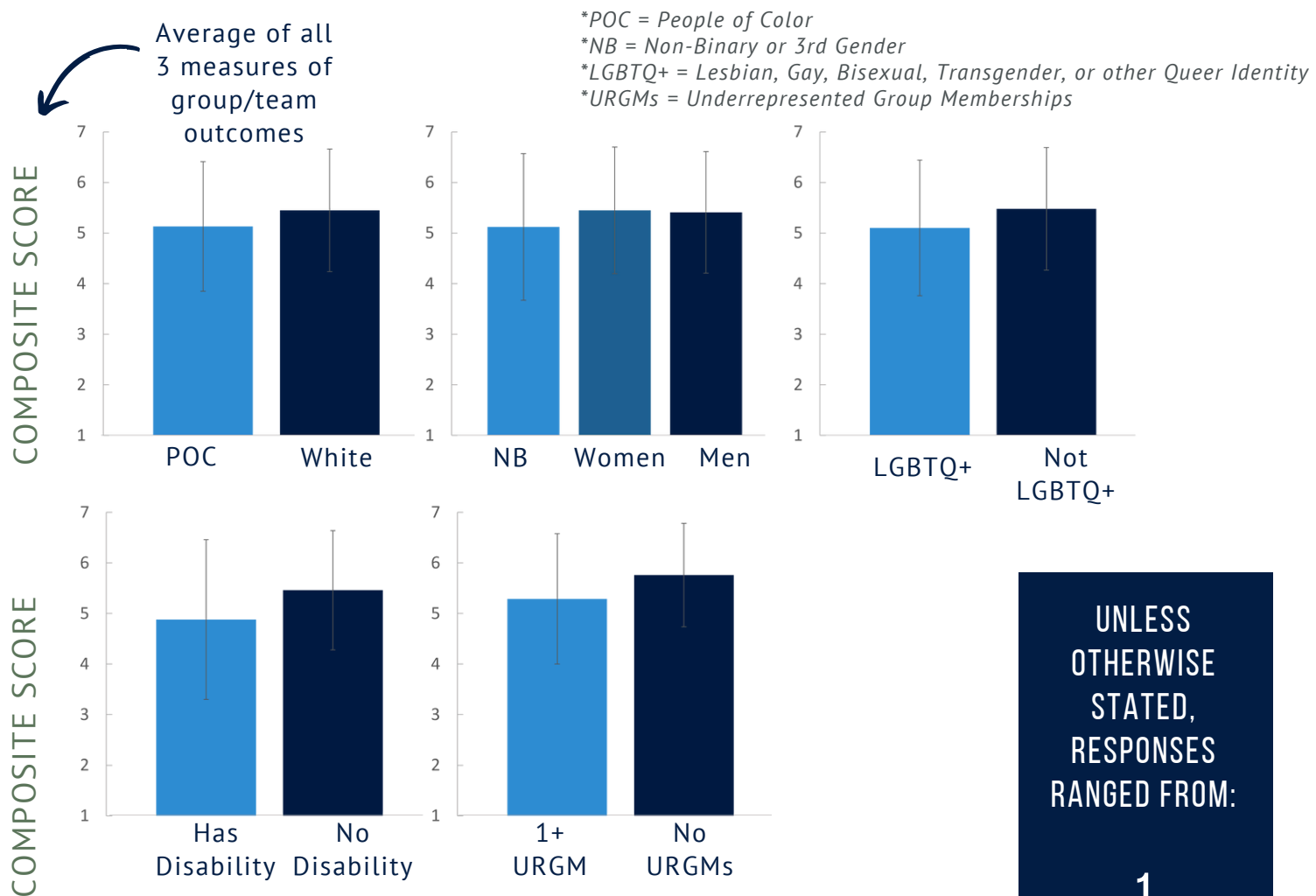
*Interpretation: Overall, trust is high and conflict is low. This is a good sign, indicating that respondents tend to trust and get along with those that they work with.*

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## GROUP/TEAM OUTCOMES

(Survey 2)

## DISPARITIES IN GROUP/TEAM OUTCOMES?



Interpretation: As seen with the other outcomes, high average levels of positive group/team outcomes were tempered by significant disparities depending on group memberships. For group/team outcomes, we did not find statistically significant disparities based on gender. However, we did see significant disparities based on race/ethnicity, LGBTQ+ identity, disability status, and whether or not the respondent had an underrepresented group membership. Again, these findings are extremely important for organizations to note, as they may have a harder time retaining diverse talent if underrepresented groups have experience lower trust and more conflict than members of overrepresented groups.

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**SECTION SUMMARY:****EMPLOYEE OUTCOMES AND  
DISPARITIES****(Survey 2)**

Participants overall feel included and safe at work. They feel that they are treated quite fairly, and are supported by their teams and supervisors. Respondents wanted to continue working at their organization and felt largely satisfied with their jobs. In addition, reports of conflict on work teams were low, and there was a high level of trust among colleagues. Though average levels were high for these important outcomes, there was also variability in responses. This suggests that there may be important factors predicting who does and does not have positive work outcomes.

Across almost all outcomes, we found evidence of significant disparities based on race/ethnicity, gender, LGBTQ+ identity, disability status, and whether or not the participant holds at least one underrepresented group membership. The statistical tests can be found in the appendix. Though modest in size, these disparities are quite consistent and reflect the disparate work experiences people from underrepresented groups face. Organizations in the region should be cognizant of these disparities and work to remediate them.

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## KEY TAKE-AWAYS

Across participating organizations, there was an average of eleven DEI-related policies/practices implemented per organization. This is impressive and higher than our expectations. Regional employees believe their organizations adopt DEI practices and policies primarily for moral reasons: they believe it is the right thing to do. The most positively-impactful policy, as rated by employees, was work-life policies. Though we did not report it here, this was consistent across all demographic groups.

**DEI POLICIES &  
PRACTICES ARE  
WIDESPREAD**

**DEI IS  
VALUED BY  
EMPLOYEES**

Unlike many narratives in the media, regional employees place incredibly high value on DEI and have overall positive things to say about their organizations' attempts to enhance diversity, equity, and inclusion. This is not completely universal – qualitative data demonstrate some backlash to DEI efforts among a minority of employees. In addition, respondents note that DEI values don't always translate to DEI actions or impacts. More coherent and strategic DEI practices and policies are desired by many employees.

We found high average levels of all of the positive outcomes we measured: psychological experiences (inclusion, perceived fairness), individual work outcomes (job satisfaction, commitment to organization), and group/team outcomes (trust, lack conflict on teams). Of course, these outcomes only reflect employees at participating organizations, and it is possible that organizations with more satisfied employees were more likely to participate. Organizations should systematically and regularly assess similar outcomes among their employees in order to identify areas for improvement.

**EMPLOYEES  
HAVE POSITIVE  
WORKPLACE  
OUTCOMES**

**DISPARITIES  
ARE  
WIDESPREAD**

Perhaps the most important take-away from this project is the extent of disparities on important workplace experiences and outcomes based on important demographic characteristics. Almost universally, employees of color, LGBTQ+ employees, employees with disabilities, and employees with one or more underrepresented group memberships, had worse outcomes than their overrepresented colleagues. We suspect these disparities are not unique to participating organizations, and identifying & remediating these disparities should be a priority for all regional organizations.



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## ABOUT THE RESEARCHERS

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Dr. Dover is an applied social psychologist and Principal Investigator of the Stigma, Resilience, Inequality, Identity, and Diversity (StRIID) Lab at Portland State University. A primary focus of her research is understanding & overcoming barriers to effective D.E.I. management in organizations. She also works on investigating and redressing the trade-offs facing members of underrepresented groups as they navigate higher education and the workplace.

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Dr. Toma is a social psychologist and Professor of Organizational Behavior and Leadership at the Solvay Brussels School of Economics and Management at Université Libre de Bruxelles in Belgium. Her work focuses on D.E.I. management within organizations, particularly the coherence (or lack thereof) between organizations' stated goals and their actual actions & outcomes. Her work also assesses leadership and group decision-making in organizations.

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Dr. Toma's LinkedIn

# 34 APPENDIX

## MORE INFORMATION ABOUT MEASURES

### SURVEY 1

Measure	# of Items	Scaling	# of Responses	Mean (average)	Median (middle)	Min (lowest)	Max (highest)	Standard Deviation
Perceived Diversity (general)	1	1 - 7 scale	474	4.38	4.00	1.00	7.00	1.84
Perceived Diversity (top managers)	1	1 - 7 scale	459	3.46	3.00	1.00	7.00	1.88
Effectiveness of DEI Policy	18	1 - 7 scale	517	5.16	5.39	1.00	7.00	1.30
Impact of Policies on Me	13	-3 - +3 scale	546	0.89	0.86	-3.00	3.00	0.93
DEI Policy Coherence	4	1 - 7 scale	515	4.49	4.67	1.00	7.00	1.56
Inclusive Culture	6	1 - 7 scale	483	5.18	5.33	1.00	7.00	1.44
Inclusive Leadership	9	1 - 7 scale	482	5.40	5.78	1.00	7.00	1.44
Quality of Intergroup Contact	5	1 - 7 scale	466	5.35	5.40	1.00	7.00	1.12
Org's Commitment to Diversity	1	1 - 7 scale	459	4.96	5.00	1.00	7.00	1.66
Personal Pro-Diversity Attitudes	4	1 - 7 scale	463	5.87	6.25	1.50	7.00	1.03

### SURVEY 2

Measure	# of Items	Scaling	# of Responses	Mean (average)	Median (middle)	Min (lowest)	Max (highest)	Standard Deviation
Inclusion at Work	9	1 - 7 scale	421	4.83	5.00	1.00	7.00	1.51
Psychological Safety	7	1 - 7 scale	421	4.90	5.00	1.00	7.00	1.20
Fair Treatment	3	1 - 7 scale	421	5.11	5.33	1.00	7.00	1.51
Felt Support	6	1 - 7 scale	421	5.02	5.17	1.00	7.00	1.42
Job Satisfaction	5	1 - 7 scale	418	4.97	5.40	1.00	7.00	1.53
Commitment to Org.	3	1 - 7 scale	418	5.21	5.67	1.00	7.00	1.65
Career Motivation	5	1 - 7 scale	418	5.40	5.60	1.00	7.00	1.38
Turnover Intentions	4	1 - 7 scale	418	3.58	3.50	1.00	7.00	1.94
Trust in Coworkers	1	1 - 7 scale	415	5.58	6.00	1.00	7.00	1.38
Trust in Supervisors	1	1 - 7 scale	416	5.11	5.00	1.00	7.00	1.67
Conflict on Work Team	5	1 - 7 scale	396	2.50	2.00	1.00	7.00	1.47

# 35 APPENDIX

## MEANS & STATISTICAL TESTS OF DISPARITIES (1-WAY ANOVAS)

### PSYCHOLOGICAL EXPERIENCES COMPOSITE (HIGHER = BETTER)

#### Psychological Experiences Composite

Sub-Group	N	Mean	SD	F	df	p (sig)	Interpretation
Person of Color	62	4.55	1.32	8.19	1,378	.004	significantly different @ $p < .05$
White	318	5.06	1.27				

Sub-Group	N	Mean	SD	F	df	p (sig)	Interpretation
Non-Binary	15	4.21	1.71	3.54	2,414	.030	significantly different @ $p < .05$
Women	233	5.07	1.24				
Men	169	4.90	1.32				

Sub-Group	N	Mean	SD	F	df	p (sig)	Interpretation
LGBTQ+	68	4.52	1.39	9.84	1,419	.002	significantly different @ $p < .05$
Not LGBTQ+	353	5.05	1.27				

Sub-Group	N	Mean	SD	F	df	p (sig)	Interpretation
Has Disability	43	4.33	1.53	12.50	1,379	<.001	significantly different @ $p < .05$
No Disability	338	5.06	1.24				

Sub-Group	N	Mean	SD	F	df	p (sig)	Interpretation
1+ Underrepresented Group Memberships	308	4.82	1.34	14.61	1,419	<.001	significantly different @ $p < .05$
No Underrepresented Group Memberships	113	5.36	1.11				

\*Note: These means are graphed on page 26

# 36 APPENDIX

## MEANS & STATISTICAL TESTS OF DISPARITIES (1-WAY ANOVAS)

WORK OUTCOMES COMPOSITE  
(HIGHER = BETTER)

### Individual Work Outcomes Composite

Sub-Group	N	Mean	SD	F	df	p (sig)	Interpretation
Person of Color	61	4.52	1.50	6.95	1,376	.009	significantly different @ $p < .05$
White	317	5.03	1.36				

Sub-Group	N	Mean	SD	F	df	p (sig)	Interpretation
Non-Binary	15	4.43	1.78	1.72	2,411	.180	not significantly different @ $p < .05$
Women	232	5.08	1.33				
Men	167	4.96	1.43				

Sub-Group	N	Mean	SD	F	df	p (sig)	Interpretation
LGBTQ+	68	4.38	1.57	16.68	1,416	<.001	significantly different @ $p < .05$
Not LGBTQ+	350	5.12	1.32				

Sub-Group	N	Mean	SD	F	df	p (sig)	Interpretation
Has Disability	43	4.53	1.67	4.56	1,377	.033	significantly different @ $p < .05$
No Disability	336	5.01	1.35				

Sub-Group	N	Mean	SD	F	df	p (sig)	Interpretation
1+ Underrepresented Group Memberships	306	4.90	1.43	6.64	1,416	.010	significantly different @ $p < .05$
No Underrepresented Group Memberships	112	5.29	1.23				

\*Note: These means are graphed on page 28

# 37 APPENDIX

## MEANS & STATISTICAL TESTS OF DISPARITIES (1-WAY ANOVAS)

### GROUP/TEAM OUTCOMES COMPOSITE (HIGHER = BETTER)

#### Group/Team Outcomes Composite

Sub-Group	N	Mean	SD	F	df	p (sig)	Interpretation
Person of Color	60	5.13	1.28	3.62	1,374	.058	not significantly different @ $p < .05$
White	316	5.45	1.21				

Sub-Group	N	Mean	SD	F	df	p (sig)	Interpretation
Non-Binary	15	5.12	1.45	0.52	2,409	.592	not significantly different @ $p < .05$
Women	232	5.45	1.25				
Men	165	5.41	1.20				

Sub-Group	N	Mean	SD	F	df	p (sig)	Interpretation
LGBTQ+	68	5.10	1.34	5.29	1,414	.022	significantly different @ $p < .05$
Not LGBTQ+	348	5.48	1.21				

Sub-Group	N	Mean	SD	F	df	p (sig)	Interpretation
Has Disability	43	4.88	1.58	8.71	1,375	.003	significantly different @ $p < .05$
No Disability	334	5.46	1.18				

Sub-Group	N	Mean	SD	F	df	p (sig)	Interpretation
1+ Underrepresented Group Memberships	304	5.29	1.29	11.84	1,414	<.001	significantly different @ $p < .05$
No Underrepresented Group Memberships	112	5.76	1.02				

\*Note: These means are graphed on page 30