

Diversity, Equity & Inclusion

GLOBAL SURVEY FINDINGS AND RECOMMENDATIONS





Introduction

In an ever-changing and ever-competitive global economy, having the right talent in place is a company's biggest asset.

As a leading global talent partner that has sourced thousands of business-critical professionals for the most innovative industries around the world, clients ask us daily how they can improve diversity, equity, and inclusion (DE&I) within their organizations so they can attract and retain top talent with diverse perspectives and experiences.

To help employers understand employees' experiences and perceptions of DE&I, we surveyed nearly 3,000 industry professionals across our six specialist talent brands to see how they felt about company culture, instances of discrimination, progression opportunities, and DE&I training and resources at their current workplace. In conjunction, we also asked over 500 organizations the same questions from an employer perspective to uncover disparities, trends, and areas for improvement or further focus.

Within this report, we present and analyze these survey results as a whole, then break them down by industry:

Selby Jennings

Financial Sciences & Services

LVI Associates

Energy & Infrastructure

DSJ Global

Supply Chain

EPM Scientific

Life Sciences

Glocomms

Technology

Larson Maddox

Regulatory & Legal

Before we explore the results, we take a look at the benefits of cultivating an environment that celebrates DE&I, as well as some of the biggest DE&I challenges companies face. The report also includes our top takeaways to help employers develop their DE&I strategies, and support employees striving to create a more inclusive workplace.



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DE&I Definitions

Diversity, equity, and inclusion are three closely related concepts that outline the actions employers take to develop a workplace that is respectful of differences in race, gender, age, disability, and other aspects of identity. These actions aim to create an environment of acceptance and inclusion, where everyone is treated with equal respect and dignity.

DIVERSITY

Diversity refers to the presence and representation of a wide range of backgrounds, characteristics, and mindsets, which creates an empowered culture of creativity and innovation that respects and celebrates differences.

EQUITY

Equity concerns the fair and just treatment of all employees, helping people based on their individual needs so that everyone receives equal and impartial opportunities, resources, and benefits without facing discrimination or disadvantage, regardless of their background or protected characteristics.

INCLUSION

Inclusion means promoting an environment where everyone feels welcome, valued, and empowered to contribute by creating a sense of belonging. An inclusive environment can only be achieved once we are more aware of our unconscious biases, and have taken action to provide equal opportunities for everyone to thrive.

Equity or Equality?

In the USA, the term 'equity' is usually used when referencing DE&I, rather than 'equality' which is used more commonly in some other parts of the world. But what are the differences between the two terms, and how do they compare when applied in the workplace?

Equity refers to providing everyone with the unique resources and support they need to have an equal opportunity for success.

Equality, on the other hand, is focused on treating everyone the same regardless of their individual circumstances.

For employers, it can be difficult to achieve true equity in many cases despite best intentions. However, as The Institute of Othering and Belonging states, "Neither 'equality' nor 'equity' guarantee equality of outcomes. Equity is primarily in service of equality of opportunity, not outcomes."

While both equity and equality are two different ways to achieve fairness, offering fair and equal opportunities also needs a genuine culture of inclusivity behind it, as **Dawn Lewinson, Senior Consultant at the Employers Network for Equality & Inclusion (enei)** explains:

"Embracing DE&I means reflecting on the lived experiences of our colleagues from diverse backgrounds and ensuring we have a culture that is inclusive, welcoming, supportive and inspiring for all. This means recognizing where there has been exclusion and less favorable treatment, and the impact that has on people at work.

"It therefore also means proactively and intentionally being inclusive, in all areas of our work, so that everyone feels valued, everyone can have a sense of belonging, and everyone will be able to flourish as individuals, as colleagues and leaders."



The Dual Importance of DE&I

Good DE&I workplace practices have many positive long-term impacts for both employers and employees. While the following lists are by no means exhaustive, they show that embracing DE&I can elevate both businesses and employees to new heights through an equal, respectful, and supportive working environment.

EMPLOYEE BENEFITS:

Sense of Belonging: Cultivating a sense of belonging is a fundamental aspect of creating an inclusive workplace culture. By valuing and appreciating people for their individuality, employees are more likely to be satisfied with their jobs, engaged in the workplace, and feel well looked after.

Professional Development: Inclusive workplaces invest in the professional development of their employees based on merit rather than pre-determined biases. Offering training, mentorship, and other progression programs give all employees equal opportunities to develop skills and expertise, benefiting their own careers as well as the organization they work for.

Enriched Collaborative Environment: A mix of diverse backgrounds and viewpoints builds a positive and open-minded team culture through communication, understanding, and empathy. This helps all employees to feel respected when collaborating with colleagues, and can reduce feelings of isolation.

Feeling Healthier and Happier: A strong DE&I strategy leads to a healthier and happier workforce, as inclusive environments reduce the anxiety associated with feeling excluded which empowers everyone to be their best selves, improving mental well-being and overall happiness.

Empowerment and Fulfillment: When individuals feel comfortable and empowered to be themselves, their confidence results in improved job satisfaction, and a sense of fulfillment and pride at work.

EMPLOYER BENEFITS:

Improved Decision-Making: Diverse teams are known to make better judgments. Varying viewpoints help to identify potential biases and challenge assumptions, leading to more thorough evaluations of options and reduced groupthink, and ultimately more effective and comprehensive decisions.

Better Creative Problem-Solving: Diverse teams approach challenges from different angles, sparking new ideas and driving creative problem-solving, while better anticipating potential issues that may otherwise be overlooked. These unique solutions can keep you ahead of competitors and drive your company forward.

Strengthened Brand Reputation: A commitment to DE&I demonstrates to customers, investors, and employees that your organization is socially responsible, and values all backgrounds and viewpoints.

Talent Attraction and Retention: Businesses that prioritize DE&I are magnets for top talent. Employees are increasingly seeking workplaces that offer diverse environments and provide equal opportunities. What's more, companies with inclusive cultures are more likely to have better employee satisfaction and retention.

Competitive Advantage: In a global marketplace, a diverse workforce gives businesses a competitive edge. Employers that represent the demographics of their customer base better understand their needs, so can tailor products or services and effectively reach a broader audience.



DE&I Challenges for Employers

Phaidon International's **Chief Human Resources Officer, Ulrica Hartogh**, shares some of the most common DE&I challenges employers face that can affect companies of any type and size:



LACK OF DIVERSE REPRESENTATION:

An existing lack of diversity within an organization can make it more difficult to attract other underrepresented candidates, perpetuating the cycle.



POOR LEADERSHIP UNDERSTANDING:

More diverse companies have a bigger range of experiences, ideas and approaches, so consistently outperform their competitors. It is critical that leaders see the business case for DE&I and commit to driving improvements throughout their organization.



ATTRACTING DIVERSE TALENT:

Many companies struggle to successfully recruit the right fit for their teams with diverse characteristics, experiences, and viewpoints when skilled professionals are already in short supply.



EMPLOYEE COMMUNICATION:

Failure to understand how current employees feel about their company culture makes it difficult to identify underlying issues and make meaningful changes.



OUTDATED POLICIES:

Existing company policies can be unintentionally exclusionary or unequal, causing employees to feel unfairly disadvantaged or discriminated against, and in some cases may not meet regulatory requirements.



LACK OF RESOURCES:

DE&I improvements don't always get the same level of support as other initiatives, whether that's people power or funding, which can make it hard to develop and monitor new policies or goals.



RETAINING DIVERSE TALENT:

Companies with underlying DE&I issues can find retaining diverse teams difficult if their employees don't feel respected, have a sense of belonging, or feel psychologically unsafe.



UNCONSCIOUS BIAS:

Without diversity of thought, it may be hard to uncover blind spots in DE&I efforts and prevent leaders or employees from making truly objective and unbiased decisions, even collective ones.



Overall Results

We are pleased to present the collated survey results of Phaidon International's six specialist brands:

Selby Jennings
Financial Sciences & Services

LVI Associates
Energy & Infrastructure

DSJ Global
Supply Chain

EPM Scientific
Life Sciences

Glocomms
Technology

Larson Maddox
Regulatory & Legal

These findings provide a holistic overview of the DE&I landscape across global workplaces today. Asking both employers and employees comparable questions has revealed invaluable insights into the real-world experiences and perspectives of both groups of participants, uncovering trends as well as disparities that provide actionable data for employers looking to enhance their DE&I strategies.

Throughout the survey, we explored how employers and employees felt about company culture and how aware they were of instances of discrimination, harassment, or bias within their workplace, to understand how prevalent discrimination is within companies worldwide.

We examined discrepancies around the provision of equal professional development opportunities, an essential component of creating a workplace where every employee feels able to thrive. In addition, we asked about workplace DE&I education and training, as well as how often employees are utilizing DE&I resources, to give a clearer picture of their accessibility and effectiveness.

We also asked employees to identify aspects of DE&I they felt their management needed further training in to help employers pinpoint topics or demographics they may have missed in their training plans, or simply need to be more aware of.

Please note that Phaidon International predominantly sources talent for mid to senior-level positions across all our industries globally, so these results are reflective of the companies and professionals we work with.



Overall Results

UNCOVERING CULTURE CONCERNS

Do you feel that your organization / current employer promotes a culture of inclusivity and respect for DE&I?

Employees:		Employers:	
38%	yes - strongly agree	39%	
29%	yes - somewhat agree	31%	
15%	no - somewhat disagree	14%	
18%	no - strongly disagree	16%	

Overall, the majority of our respondents agreed that their organization or current employer promoted a culture of inclusivity and respect for DE&I, although less than two fifths of each group, whether from an employer or employee perspective, strongly agreed.

Breaking these results down across the industries Phaidon International specializes in, results were similar across the board. However, employees working in the **technology** industry had the largest proportion of respondents that strongly disagreed with the statement above (22%), while **regulatory & legal** and **energy & infrastructure** were most likely to strongly agree (41%).

SURVEY DISCRIMINATION DISPARITIES

Are you aware of any form of discrimination, harassment, or bias at your organization / current workplace?

Employees:		Employers:	
15%	yes - frequently	4%	
25%	yes - occasionally	16%	
60%	no	80%	

Only a very small percentage (4%) of employers we surveyed were aware of frequent discrimination, harassment, or bias within their organization, and 80% were not aware of any instances at all. This is a stark contrast to the 40% of employees who knew of instances of discrimination at their current workplace.

Throughout our surveyed industries, **regulatory & legal** employers were most aware of discrimination within their businesses, while **technology** employers were least aware. Among employees, those in the **regulatory & legal** industry were also the most aware of discrimination at their current workplace, and **energy & infrastructure** employees were least aware.

These findings could indicate that some employees do not feel confident reporting discrimination to their employer, or that some employers lack awareness of the issues their people face in the workplace. They could even reflect wider systematic issues, like unconscious bias being so normal that people don't realize when it's happening, or employees not believing that anything will change by taking action against discrimination.



Overall Results

TRAINING AND DEVELOPMENT DISCREPANCIES

Do you feel that your organization / current employer provides equal professional growth and development opportunities for employees from all backgrounds?

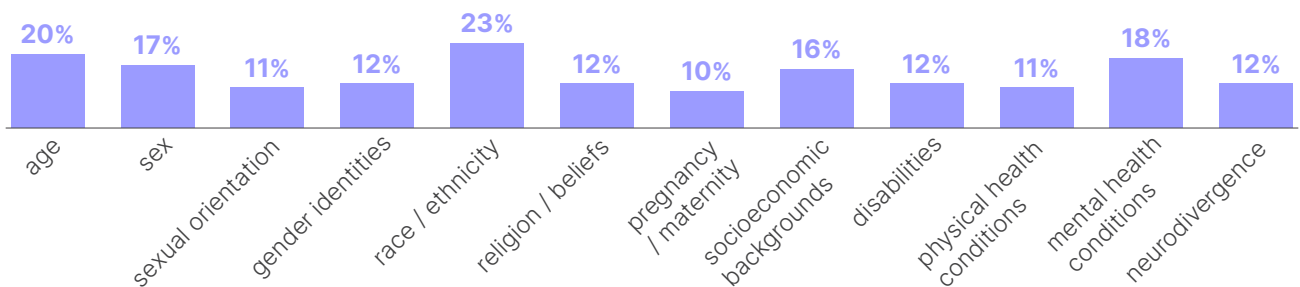
Employees:		Employers:
41%	yes - strongly agree	64%
23%	yes - somewhat agree	19%
16%	no - somewhat disagree	12%
20%	no - strongly disagree	5%

Across our surveyed industries, most employers felt that they were offering equal career development opportunities to all their people, but employees did not feel as positively.

While 74% of employers in the **technology** and **energy & infrastructure** industries strongly agreed with the statement, only 52% of **regulatory & legal** employers felt the same. While 51% of **energy & infrastructure** employees also strongly agreed, only 32% of **life sciences** selected this option.

This discrepancy could be due to a combination of reasons, including a lack of diverse perspectives in senior positions, the demographics of our surveyed employees, people being unaware of the opportunities available to them, or even the size of their employer; smaller companies by their very nature won't have as many positions, development opportunities, or training available compared to larger firms.

Do you feel that management at your current workplace need further awareness or training around discrimination, harassment, or bias in the following areas?



We asked employees which areas they would like to see their managers receive further training on when it comes to bias, harassment, and discrimination. Although the top three areas across all our brands were **race / ethnicity (23%), age (20%), and mental health (18%)**, there wasn't much variation between each option, highlighting that every individual will have certain aspects of DE&I that are more important to them.

This doesn't mean that every company needs to address every facet right away, but these figures may help employers discover new areas of focus for internal training, in addition to considering the needs of their own workforce. It is also worth noting that DE&I reporting requirements vary by country, and this often has a significant influence on training trends.



Overall Results

DE&I TRAINING NEEDS TAILORING

How effective do you feel your organization's / employer's DE&I training or education has been in creating a more inclusive workplace?

Employees:		Employers:
14%	very effective	12%
22%	somewhat effective	27%
12%	somewhat ineffective	5%
19%	very ineffective	8%
33%	no training or education available	48%

Despite 83% of employers previously agreeing that they offered equal professional growth and development opportunities, and the aspects of DE&I employees wanted their managers to receive training on being broad and wide, the availability of training offered by employers is seemingly low; almost half said they provided no DE&I training or education. For those who did, neither employers nor employees found it particularly effective.

Among our industries, **energy & infrastructure** companies were least likely to offer training - 68% said they had no education or training available - while only 24% of **legal & regulatory** employers said the same.

Our results suggest that many employers' current approaches to DE&I training are not meeting the needs of their workforce. Investing in new approaches and more varied training methods tailored to the specific needs of your people will be more engaging and beneficial for both employees and employers.

DE&I RESOURCES ARE UNDERUTILIZED

Do your employees utilize / have you utilized any of the DE&I policies, resources, or support available at your current workplace?

Employees:		Employers:
7%	yes - frequently	8%
18%	yes - occasionally	33%
54%	no - never	21%
21%	no - there are no resources available	38%

More employers had DE&I policies, resources, or support available to employees than training. However, over half of surveyed employees said they had never accessed these resources, and employers felt they were being accessed much more frequently.

Among our surveyed industries, **legal & regulatory** employers felt their employees were using their resources the most, while **energy & infrastructure** employers felt they were being utilized the least. However, more **life sciences** employees said they had used their employers' DE&I resources than any other industry, and **regulatory & legal** employees said they used them the least.

Companies might need to make their resources more easily accessible or consider if communication can be improved both ways, so their employees are more aware of what's available to them and can provide feedback on the resources provided. For those that don't offer any support, working directly with employees will ensure that new DE&I initiatives and resources are tailored to their needs.



Key Takeaways for Employers

Following the headline results and findings of our combined industry surveys, here are five key takeaways for employers looking to improve their DE&I strategy and workplace culture:

01 START WITH COMPANY CULTURE

A realistic assessment of your company culture is an essential first step to address existing issues before focusing your efforts on attracting new talent, whether underrepresented or not. To embed a new company culture, however, a two-way approach is essential. Senior leaders must be fully committed to improvements, willing to stay accountable, and think about how those sitting at the top table can represent and inspire the younger generations coming into their business. In turn, everyone across the business needs to be receptive and get involved to drive positive change.

02 CONSIDER EVERY ASPECT OF DE&I

When exploring any DE&I changes or decisions, no matter how big or small, considering the perspective of all employees is essential. This includes inherent diversity traits such as race, gender, age, and sexual orientation, and acquired diversity factors like education level and socioeconomic status.

03 KEEP COMMUNICATION OPEN

Ensuring your employees feel safe sharing their experiences and concerns is vital for developing long-lasting DE&I improvements, both for identifying issues and building trusting relationships. Don't forget, it's equally important for businesses to have open and transparent communication back.

04 UNDERSTAND YOUR PURPOSE

DE&I should never be a tick-box exercise; Understanding and thinking about the 'why' behind your company's strategy, goals, policies, and initiatives is imperative. However, when having these discussions and implementing changes, you should also be mindful of how regional legislation and cultural nuances differ across the globe.

05 BE AWARE OF POTENTIAL DISCRIMINATION

Ensure that your hiring and promotion decisions and policies are unbiased and balanced, so they do not unintentionally discriminate against or disadvantage any individual or demographic group. Even if choices are made with good intent, they could have negative consequences.



Key Takeaways for Employees

Here are five key takeaways for people looking to understand how they can better support their colleagues to help create a more inclusive working environment:

01 TREAT PEOPLE HOW YOU WANT TO BE TREATED

Every individual can contribute to an inclusive working environment, and that starts with being empathetic to others. Demonstrating kindness and consideration through small gestures, such as offering help, expressing gratitude, or even actively including colleagues in conversations, goes a long way.

02 PARTICIPATE IN WORKPLACE INITIATIVES

Whether honestly completing DE&I surveys from your employer, providing feedback on existing resources, training, or policies, or joining or starting an employee forum, actively taking an interest in DE&I at your workplace is a tangible way to connect with and learn from your colleagues.

03 BE AWARE OF DIFFERENT PRIORITIES

Lifestyles are varied, so stay aware of others' differences in the workplace and be respectful to avoid colleagues feeling excluded. For example, someone with a caring responsibility may be unable to work late on a project, or a colleague may not want to attend a team night out due to a focus on alcohol. Consider ways to relate to and work with people with a variety of preferences.

04 EDUCATE YOURSELF

There are a multitude of ways to become more culturally aware and recognize your unconscious biases. As well as reading materials like articles, books, or reports to learn about others' perspectives, start conversations with people who are different from you, whether in terms of race, ethnicity, gender, sexual orientation, socioeconomic status, or religious belief.

05 DRIVE POSITIVE CHANGE THROUGH ACTIONS

Taking intentional actions and speaking up if you become aware of issues, even if you're not directly affected, is one of the most meaningful ways to positively impact colleagues. Think about how you can contribute to a more inclusive workplace and be an ally through your daily interactions too, even if it's as small as actively listening to teammates or giving them credit where due.



DE&I at Phaidon International

At Phaidon International, one of our four core values is that **You Matter**, irrespective of who are, where you are, your experience, or your belief system.

This mindset guides our every decision, and we strive to ensure that every individual is nurtured and given the chance to reach their full potential. Our teams are built on trust, respect, and collaboration, and we are proud of the open, positive, and equal environment we have created.

At Phaidon International we have:



**40 different languages
spoken globally**



**Females representing half
of our workforce globally**



**27 ethnic groups
represented globally**

Our Approach to DE&I

OUR WORKPLACE

We are a meritocratic business - reward, recognition, and promotion are based on delivery of results. We look for the best talent when hiring for our teams, while recognizing and celebrating the diversity of our employees and the wealth of knowledge, skills, and perspective this brings to our business. We take a zero-tolerance approach to any form of discrimination and have internal policies and procedures to appropriately deal with situations should they arise.

CLIENTS, CANDIDATES AND INDUSTRY PARTNERSHIPS

We work with our clients to ensure inclusive and fair processes, actively supporting them to ensure they see the right candidates. We are proud that we have seen improvement each year with candidate placements that fall within protected characteristics.

OUR COMMUNITIES

We all have a role to play in creating an equitable and inclusive society, going beyond sentiment and social media posts. We are committed to using our voice and skills for good, through partnering with organizations to find practical ways for us to make a difference in the communities within which we operate. Our experience and knowledge means we have an opportunity to make a meaningful impact, either through interview workshops, CV writing or other CSR initiatives supporting charitable causes.



SEEKING FEEDBACK

It is important that our employees are heard and feel comfortable with having open conversations, especially about topics related to DE&I.



Ulrica Hartogh, Chief HR Officer at Phaidon International,

describes the multitude of ways we encourage employee feedback within the business:

"In addition to our standard escalation processes and policies, we have a number of touch points with our employees to obtain feedback directly through initiatives such as stay interviews, engagement surveys, and exit interviews. We also have multiple established Employee Forums that facilitate our DE&I initiatives, decide which topics and events they want to drive or celebrate on a local basis, and obtain feedback from employees globally.

"It's important to us that our forums are employee-led, so that everyone at Phaidon International can have their say and bring awareness to the issues that are important to them, rather than these being decided at the top level."

Ulrica joined Phaidon International in 2019 and heads up the HR function globally. With over 20 years of HR experience in sectors such as retail, media, social enterprise, consulting and recruitment, she brings a wealth of knowledge having supported businesses and teams of various sizes and in different growth phases. Operating as a generalist for most of her career, supporting regions in EMEA, the USA and APAC, Ulrica's particular areas of interest are building high-performance teams and organizational change. South African born, Ulrica brings a unique and lived experience of the importance of an inclusive workplace and society.

OUR EMPLOYEE FORUMS

As a global business with many cultural differentiators, we understand and value diversity in thought, diversity in beliefs, and diversity of approach. Our Employee Forums support our DE&I values and initiatives through each office globally. They comprise of employees from all levels who work with a multitude of stakeholders in the business to bring about meaningful change.



INCLUSIVE HIRING PROCESSES

Phaidon International's hiring strategy is multi-faceted to ensure exposure to a wide pool of candidates, maximum objectivity, and an inclusive and positive experience for all talent joining our business.

Jo Bradley, Global Talent Director at Phaidon International, shares some of the methods we use to expand the reach of our open roles:



"We look for candidates from a wide range of places to ensure we attract a broad spectrum of people, whether that's working with schools as part of our social mobility program, internships, college programs, or accessible job postings.

"We are always looking for new ways to expand the breadth of applicants we bring into the business to increase our diversity of thought, experiences, and perspectives.

"Our inclusive approach to hiring focuses on the strengths that make people more likely to succeed at Phaidon International, regardless of their characteristics or background. Candidates are assessed on these strengths to ensure that people with the qualities we're looking for are invited to interview, irrelevant of their resume, and our managers are trained to ensure consistency throughout the interview process.

"As with any other organization, we know we've still got more work to do to improve, but we have a collective sense of purpose here at Phaidon International. While we haven't got it all right, we have ongoing discussions around awareness and inclusion, and we'll continue to evolve."

Jo Bradley joined Phaidon International in 2015 with focus on supporting the business on its journey of growth. Her specialist focus today is within the talent space, leading our global Talent Acquisition and Learning & Development teams. Jo has always had a passion for building a diverse and inclusive people agenda with the belief that a good business is driven by great people. Jo has worked within the staffing industry since 2001, and her 14 years of experience has allowed Phaidon International to create and deliver a unique people proposition that provides lifetime learning and coaching to all Phadonites.

TRAINING AND PROGRESSION

Our Learning & Development strategy is purpose-led and structured around competence at each phase of our peoples' career and development needs, so all employees have the opportunity for professional development from the very start. Our career framework aims to create structure for everyone within our organization to have visibility, equality, and consistency in development and career progression.

Where we have identified a particular need or focus, we have tailor-made programs to support and develop groups of employees with growth and succession in mind, such as our Future Female Leadership and Leading Diverse Teams programs.



DE&I in Numbers

In addition to our internal expertise, Phaidon International works with external consultants to deliver DE&I workshops and seminars to employees throughout the business. One of these experts, **Sarah Simcoe FCMI, Creator and Founder of EMBED**, shares how the actions of companies affect DE&I in numbers:

“In recent years research has taught us that a productive and successful organization is an equitable, diverse, inclusive, and accessible one. We are familiar with the evidence that shows embedding equitable, inclusive and diverse practices and workplaces enables diverse teams to drive greater revenue – people thrive in fully inclusive environments of belonging. We know by now that this approach leads to greater creativity and innovation. And yet, we are still so far from where we need to be as leaders, as organizations and as a society.

“Not only is there a moral imperative for everyone to feel safe, seen and heard at work, but it makes sound business sense. So, what is still stopping organizations and leaders from acting? Today we know that:



19%

Diverse leadership and management have been shown to increase revenue by 19%.



Gen Z

48% of Generation Z are from ethnically diverse backgrounds.



x2.5

Diverse organizations enjoy 2.5 times higher cash flow per employee.



3 in 4

3 in 4 job seekers and workers prefer diverse organizations and colleagues.



DE&I in Numbers

Sarah continues, sharing further statistics showing how much there is still to be improved, despite the benefits of diversity in the workforce.

"And yet some research tells us that:

32.2%

Women hold only 32.2% of senior leadership roles around the world, still lower than women's overall representation of 41.9%.

95

In 86 countries, women face some form of job restriction and 95 countries do not guarantee equal pay for equal work.

FTSE
100

Across the FTSE 100, companies' representation of leaders from ethnically diverse backgrounds remains low at just 3.7%.

17%

The highest reporting of religious discrimination is towards colleagues from Muslim, Hindu and Jewish backgrounds - Muslim men receive 17% less call backs for interviews.

43%

Only 43% of LGBTQ+ colleagues feel comfortable with being 'out' with everyone at work.

1 in 6

1 in 6 people around the world are disabled and yet unemployment gaps continue to range between 23% and 50% dependent on country of employment.

"Ask yourselves, have you ever been that person in the room that felt outnumbered? That sinking feeling of perhaps feeling out of place, the exception, othered? Hard to believe that in 2024 people are still experiencing this at work. As leaders, as allies, as colleagues, we must demonstrate our genuine commitment by taking action to change the working experience for all, without exception, bringing change to places, spaces, policies, processes, practices, and people management. Demonstration of action will then lead you towards greater levels of trust, collaboration, and innovation – in turn we attract diverse talent and we keep hold of them!"



Industry Results

Now that we have explored the overall results and key findings from our collated surveys, we present a deeper analysis of each brand's individual survey results.

By comparing the experiences and sentiments of employees in different demographic groups and employers in different regions, we have uncovered insightful and revealing statistics to help guide your approach to DE&I in the workplace.

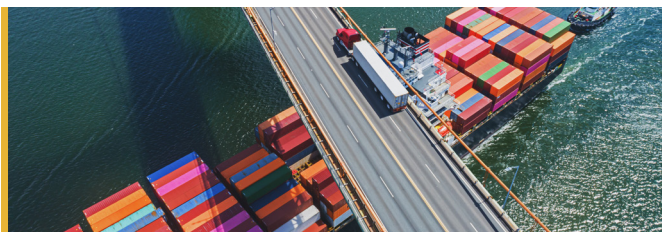
Click the images below to jump straight to the brand you are most interested in, or keep reading to compare the differing trends, disparities, and challenges within each unique industry:



Selby Jennings
Financial Sciences & Services



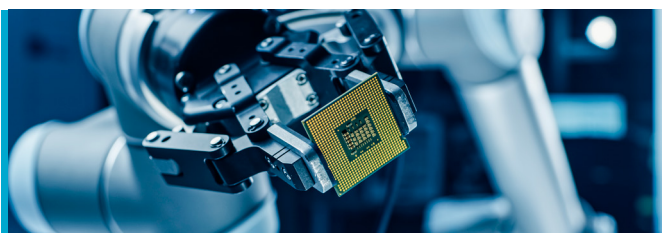
LVI Associates
Energy & Infrastructure



DSJ Global
Supply Chain



EPM Scientific
Life Sciences



Glocomms
Technology



Larson Maddox
Regulatory & Legal



Selby Jennings

Financial Sciences & Services

In our surveys to financial services employers and employees, while most companies in Europe and APAC reported having provisions for diverse candidates in hiring, the US result was split. In fact, 80% of US employers claimed to be unaware of any discrimination or bias within their firm, despite having lower inclusivity metrics than other regions.

The results also revealed gender and racial disparities, with women and minority groups indicating a greater need for management training on discrimination and a lesser sense of inclusivity in the companies they work for.

“There’s generally a lack of senior female talent in finance that comes from STEM oriented backgrounds like computer science, math, physics, and engineering. Many of our clients have taken a proactive stance on addressing this within their talent acquisition functions. With some of our key clients, we have created effective recruiting channels where we will introduce diverse talent on an opportunistic basis, so they are seeing the best diverse talent all year round. We’ve found this to be very successful, especially with clients that struggle to hire at a senior level.”

Ben Hodzic, Managing Director - Head of Selby Jennings USA

“Diversity has increasingly been on the agenda for financial firms in the APAC region, particularly in terms of gender and ethnicity. We often have clients telling us that their teams mainly consist of a certain characteristic and they are looking for more diversity in their next hires. We are then able to send them a shortlist of capable candidates with a diverse range of backgrounds, experiences, and characteristics.”

Natasha Madhavan, Executive Director - Regional Head of Selby Jennings APAC



Regional Trends and Contrasts

While the majority of financial services employers that operate in Europe and APAC said they made provisions for diverse candidates throughout the hiring process (57% and 53%), the US was divided, with 42% saying yes, and 42% also saying no.

There were also some patterns among regions when it came to the DE&I measures they have put in place to improve hiring, with all having 'writing inclusive job descriptions' in their top three most implemented:

MEASURES	USA	EUROPE	APAC
Setting overall goals for representation in your hiring strategy	35%	43%	32%
Writing inclusive job descriptions	58%	57%	48%
Having an accessible job description or careers website	45%	39%	28%
Working with talent partners, groups, job boards, or charities to source diverse talent	48%	43%	48%
Blind shortlisting (without including personal information)	15%	18%	24%
Ensuring an accessible and standardized interview process	43%	50%	40%
Ensuring a diverse interview panel / hiring team	40%	50%	52%
Measuring the success of your inclusive hiring process or program	30%	36%	36%

Interestingly, fewer surveyed employers operating in the USA felt their company promoted a culture of inclusivity and respect for DE&I (63%), compared to 67% of Europe-based and 69% of APAC-based employers.

But when asked if they were aware of discrimination, harassment, or bias within their organization, **20% of USA employers reported either frequent or occasional instances, compared to double the number of APAC employers (40%).**

These results show how employers that have a focus on inclusivity and DE&I are likely to be more aware of incidents of discrimination, and therefore find it easier to identify and tackle issues in the first place.



Disparities Between Demographics

Across financial services employees, while there were differences in experiences and perspectives between demographic groups, they are perhaps smaller than expected.

The financial sciences & services industry as a whole has been heavily criticized in the past for its lack of diversity, which has spurred on efforts to make improvements in recent years. The results below are encouraging as they suggest people are becoming more aware of issues and obstacles that are more prevalent in other demographic groups to themselves, and that while there is always room for improvement, a collective focus on DE&I can really drive positive change.

GENDER

When comparing survey responses between genders, there was a near 10% difference in employees who identified as female saying that their current employer promoted a culture of inclusivity and respect for DE&I.

58% female respondents said yes,

compared with **67%** of male respondents.



49% of employees who identified as male thought that no further awareness or training around discrimination, harassment, or bias for management on any DE&I-related topic was needed. Only 23% of female employees also said none.

Instead, 42% of female respondents said further training for managers was needed on race / ethnicity, 35% said sex, and 32% chose mental health. 22% of men said further training was needed for managers on race / ethnicity, and this was the most common option male respondents chose.

ETHNICITY

Across employees of different ethnicities, 68% of employees who identified as White / Caucasian felt that their current employer promoted a culture of inclusivity and respect for DE&I. The same amount of Asian / Pacific Islanders agreed, but 60% of Native American / Indigenous respondents said their employer did not.

When it came to management needing further awareness or training around around discrimination, harassment, or bias, nearly half of White / Caucasian respondents felt it wasn't required (48%), while over half (53%) of Black / African American respondents said managers did need further awareness or training on race / ethnicity.

White / Caucasian survey respondents also felt that their employer's leadership was more diverse and inclusive than other ethnicities, with 57% saying it was. 58% of Black / African American respondents said it wasn't.

DISABILITIES

The majority of employees that indicated they had a long-term disability felt positivity about DE&I efforts at their current workplace. 55% felt their employer promoted an inclusive and respectful company culture, while 67% of respondents without a disability felt their company did not.



Survey Results

Company Culture

Employers and employees were mainly in agreement on whether cultures of inclusivity and respect for DE&I were being promoted.

Do you feel that your organization / current employer promotes a culture of inclusivity and respect for DE&I?

Employees:		Employers:
37%	yes - strongly agree	37%
27%	yes - somewhat agree	29%
17%	no - somewhat disagree	14%
19%	no - strongly disagree	20%

Discrimination

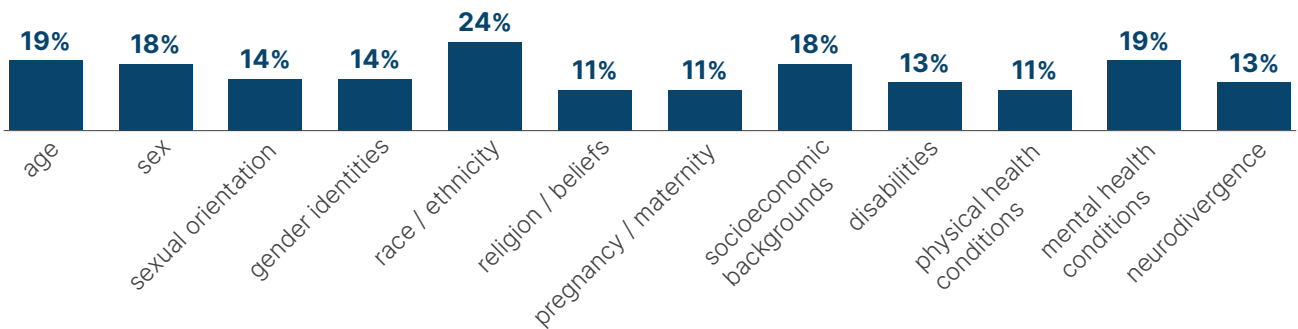
However, there was a large disparity between the awareness of discrimination when comparing employers and employees.

Are you aware of any form of discrimination, harassment, or bias at your organization / current workplace?

Employees:		Employers:
16%	yes - frequently	3%
25%	yes - occasionally	16%
59%	no	81%

Management Awareness

Do you feel that management at your current workplace need further awareness or training around discrimination, harassment, or bias in the following areas?



While sex may have ranked low for requiring further manager awareness or training among professionals, our leaders at Selby Jennings have pinpointed that it is a challenge in financial services.

Matt Nicholson, Managing Director - Head of Selby Jennings Europe, said:

“DE&I has been a hot topic for a long time within financial services, with the focus traditionally mainly on gender, but other characteristics have rightly been more in the spotlight in recent years. Sectors like quants have always had a bigger disparity between male and female workers as they require hard sciences or mathematical degrees, and those areas of study are more populated by men at universities. While this gender disparity is less of a challenge for sales, compliance, and office support functions, there are still gaps at the management and C-suite level.”



Survey Results

DE&I Training

Employers felt that their DE&I training and education was more effective in comparison to employees.

How effective do you feel your organization's / employer's DE&I training or education has been in creating a more inclusive workplace?

Employees:		Employers:
13%	very effective	14%
18%	somewhat effective	25%
16%	somewhat ineffective	1%
22%	very ineffective	14%
31%	no training or education available	47%

Utilizing Resources

65% of employers said they offered DE&I-related resources, higher than than the proportion that offered DE&I training (53%). Despite this, there was a near 15% difference in the amount of employees believing they had no DE&I resources available compared to employers' perspectives, and over half of employees had never used these resources at all.

Do your employees utilize / have you utilized any of the DE&I policies, resources, or support available at your current workplace?

Employees:		Employers:
7%	yes - frequently	10%
18%	yes - occasionally	30%
54%	no - never	26%
21%	no - there are no resources available	35%

Professional Development

There was a disparity between how employers and employees felt around the provision of equal growth and development opportunities for employees. 20% more employers strongly believed that they did offer equal opportunities (63%), compared with employees (41%).

Do you feel that your organization / current employer provides equal professional growth and development opportunities for employees from all backgrounds?

Employees:		Employers:
41%	yes - strongly agree	63%
21%	yes - somewhat agree	18%
17%	no - somewhat disagree	14%
19%	no - strongly disagree	5%



LVI Associates

Energy & Infrastructure

Survey answers varied greatly among energy and infrastructure employers across regions, and so did the experiences and sentiments of different demographic groups among employees. Particular contrasts were found between genders, ethnic groups, and seniorities, highlighting the importance of working with employees directly to address DE&I-related issues.

“We work tirelessly in partnership with many of our clients to improve opportunities for diverse candidates. We have the network to not only find them the right people, but provide them with a diverse pool of candidates to choose from. Last year, 54% of the candidates we placed were female.”

Alex Hayes, Executive Director at LVI Associates Europe

“In general, the candidate pool in the energy and infrastructure industry is becoming more diverse, but there’s still an overall lack of diverse talent to choose from. As well as sourcing candidates with a wide range of backgrounds and characteristics from our network, I also work with clients to help them understand how they can better attract and retain their diverse employees by giving them feedback we get from candidates.

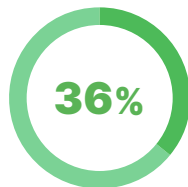
“For example, I recently had a female candidate that received two offers through me, and one of them had a diverse leadership team with two women in senior director level roles, and the other had none. She told me how important it was for her to have women in leadership, and took the offer with the more diverse firm.”

Sarah Davis, Vice President at LVI Associates USA

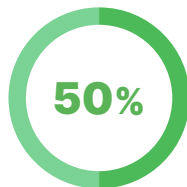


Regional Trends and Contrasts

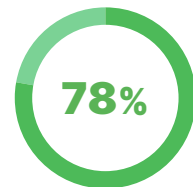
Our energy & infrastructure surveys uncovered large disparities between regions, with employers based in the USA believing that they have the most improvements to be made. When asked if they felt their company promoted a culture of inclusivity and respect for DE&I, the percentage of respondents who strongly agreed in each region varied greatly:



USA



APAC



EUROPE

Although fewer USA employers were aware of instances of discrimination, harassment, or bias happening within their organization compared to Europe and APAC, only 39% said they made provisions for diverse candidates when hiring, compared to 89% of APAC-based employers and 86% of Europe-based employers.

However, similarities can be found in the measures companies have already implemented to make their hiring more inclusive - ensuring a standardized interview process, writing inclusive job descriptions, and having an accessible job description or careers website appeared in the top three actions taken globally.

Disparities Between Demographics

GENDER

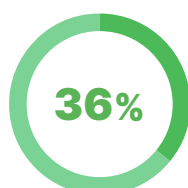
According to our survey results, male respondents were slightly more likely to be in senior positions than females. 56% of males reported that they were in a senior level role, and 12% were in executive / director level roles, while 45% of females were in senior level roles, and 10% were in executive / director positions.

Despite this minimal difference, when we asked employees if they felt their current leadership was diverse and inclusive, **only 19% of female respondents strongly agreed, compared to 42% of male respondents.** More female respondents also agreed that it is important to have a diverse leadership team that reflects the diversity of the workforce (92%), compared to male respondents (57%).

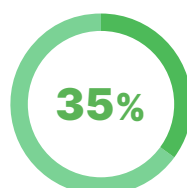
Similarly large disparities were found when we asked employees if they felt their management needed further awareness or training around discrimination, harassment, or bias. While 60% of male respondents felt that no extra training was needed, only 19% of female respondents felt the same.



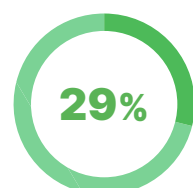
The top areas female respondents wanted to see management training on were:



Sex



Mental health conditions



Race / ethnicity,
pregnancy / maternity,
and neurodivergence



AGE AND SENIORITY LEVEL

While sentiments towards companies' DE&I efforts were relatively consistent across age groups, the more employees moved up the career ladder, the more negatively they felt about their employer's company culture.

While **80%** of entry-level respondents felt their employer promoted a culture of inclusivity and respect for DE&I,

only **45%** of respondents in executive / director level roles agreed.



However, entry-level respondents felt it was more important to have diversity in leadership, with 80% agreeing that leadership should reflect the diversity within the workforce, compared to 39% of executive / director level respondents.

Jo Bradley, Global Talent Director at Phaidon International, explains that while these survey results paint a positive future for the industry, they also uncover that there is still work to be done:

"There has been a challenge in infrastructure over the past ten years, particularly in fields like engineering, where the working population has been aging and there hasn't been enough young talent coming through. That led to a real focus on early talent apprenticeships and graduate programs to really sell these career paths to young people.

"Our results showing that most entry-level respondents felt their employer promoted a culture of inclusivity and diversity means that all of these conversations and hiring strategies over the years have made a difference, and that younger, more diverse talent is coming through.

"While this is great for businesses, it's also vital to consider who the younger generations have to represent them at a senior level, because when they look up, will they leave their career when they see little diversity at the top table?"

DIVERSE TRAINING AND IMPROVEMENT NEEDS

Looking further into the differences between demographic groups when we asked if employees felt their current management needed further awareness or training for different aspects of DE&I, the following disparities were uncovered:

- While 35% of respondents who identified as LGBTQ+ felt that their management needed more awareness around gender identities, only 9% of straight / heterosexual respondents said the same.
- 38% of respondents aged 18-24 and 24% of respondents aged 25-34 wanted to see more awareness and training around race / ethnicity, compared to 11% of respondents aged 55-64.
- 41% of Asian / Pacific Islander respondents wanted greater focus on race / ethnicity, compared to 10% of White / Caucasian respondents.
- 30% of respondents in entry level roles and 19% of respondents in mid-level roles would like more awareness around mental health conditions, while only 10% of senior-level respondents selected this.

These figures pinpoint how listening to the needs of minority or underrepresented groups in your workforce can help you to make meaningful changes to your DE&I strategy, improving the well-being of each and every employee.



Survey Results

Company Culture

Energy & infrastructure employers and employees were mainly in agreement on whether a culture of inclusivity and respect for DE&I was promoted at their workplace.

Do you feel that your organization / current employer promotes a culture of inclusivity and respect for DE&I?

Employees:		Employers:
41%	yes - strongly agree	36%
27%	yes - somewhat agree	31%
14%	no - somewhat disagree	11%
18%	no - strongly disagree	21%

Discrimination

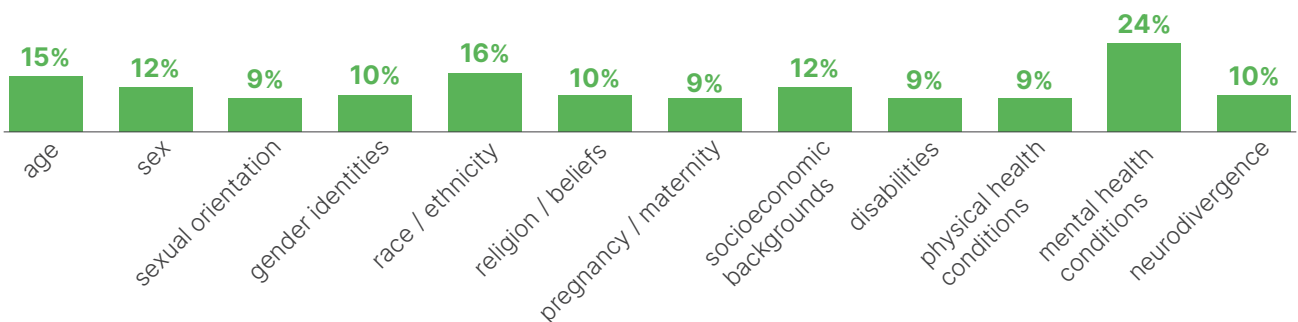
85% of employers said they were not aware of any discrimination, harassment, or bias in the workplace, compared to 67% of employees, nearly a 20% difference.

Are you aware of any form of discrimination, harassment, or bias at your organization / current workplace?

Employees:		Employers:
12%	yes - frequently	3%
21%	yes - occasionally	11%
67%	no	85%

Management Awareness

Do you feel that management at your current workplace need further awareness or training around discrimination, harassment, or bias in the following areas?



These results, with a low desire for management training on several issues that largely affect minority groups, reflect how the industry is still very homogeneous and male-dominated. However, the vastly higher need for mental health awareness highlights a challenging area of focus for organizations in an industry where many professionals don't work from a traditional office.

LVI Associates has presented to a number of industry bodies to advise on better strategies to attract and retain diverse and female talent, explains **George Place, Director – Head of Dallas at LVI Associates:**

“Our research we have presented has found that only 13% of engineers are women, and that 100% of female principles have considered leaving the architecture and construction industry, compared to 49% of men. Our clients are taking all kinds of steps to make their organizations more attractive to women, including reboot programs to help them get back into the industry after having children.”



Survey Results

DE&I Training

Interestingly there is a large disparity between how effective employees feel their employer's DE&I training has been in comparison to those surveyed from an employer perspective. Potentially more employees recognize more casual, on-the-job training, and employers may consider training and education only in a more formalized setting, to explain this stark difference.

How effective do you feel your organization's / employer's DE&I training or education has been in creating a more inclusive workplace?

Employees:		Employers:
15%	very effective	12%
21%	somewhat effective	15%
9%	somewhat ineffective	2%
18%	very ineffective	2%
36%	no training or education available	68%

Utilizing Resources

Following the trend seen in the DE&I training survey results, more employers believed they didn't have resources available in comparison to employees.

Do your employees utilize / have you utilized any of the DE&I policies, resources, or support available at your current workplace?

Employees:		Employers:
7%	yes - frequently	4%
16%	yes - occasionally	27%
56%	no - never	16%
22%	no - there are no resources available	54%

Professional Development

Over 20% more employers (74%) strongly agreed and believed they provided equal professional growth and development opportunities for employees, compared to professionals (51%).

Do you feel that your organization / current employer provides equal professional growth and development opportunities for employees from all backgrounds?

Employees:		Employers:
51%	yes - strongly agree	74%
20%	yes - somewhat agree	16%
14%	no - somewhat disagree	6%
15%	no - strongly disagree	5%



DSJ Global

Supply Chain

While APAC's supply chain employers felt most positively about DE&I at their workplaces compared to other regions, they were also the most aware of discrimination and bias within their companies, and were more likely to be planning further DE&I improvements. For employees, hugely differing experiences were evident between genders and ethnicities.

“As a talent partner, I feel it’s our responsibility to get every qualified candidate in front of clients, regardless of their background, because we want to make sure that everyone has a fair chance. That being said, we have pivoted some of our sourcing efforts to make sure that we are targeting certain employers to have the widest reach possible, including bodies that support advancing women in the supply chain, groups on LinkedIn, universities, and alumni of historically black colleges for example. We also sometimes get objections from diverse candidates when they look at a company’s leadership team and don’t see anyone that looks like them, so we work to empower people to give roles a shot and not count themselves out when this happens, or if they don’t match every single qualification.”

Christine Corson, Executive Director at DSJ Global USA



Regional Trends and Contrasts

Supply chain companies based in APAC felt their hiring processes were more inclusive than other regions. 71% said they made provision for diverse candidates during the hiring process, while only half of European employers and 48% of USA-based employers said the same. For the companies that have implemented measures, setting goals for representation was the most common action taken in every region, but very few employers carried out blind shortlisting, which is an effective way of improving diversity in hiring:

MEASURES	USA	EUROPE	APAC
Setting overall goals for representation in your hiring strategy	57%	71%	77%
Writing inclusive job descriptions	47%	43%	46%
Having an accessible job description or careers website	57%	57%	54%
Working with talent partners, groups, job boards, or charities to source diverse talent	50%	69%	64%
Blind shortlisting (without including personal information)	13%	15%	14%
Ensuring an accessible and standardized interview process	53%	46%	43%
Ensuring a diverse interview panel / hiring team	40%	46%	43%
Measuring the success of your inclusive hiring process or program	40%	54%	50%

Regions were more in sync with their perspectives on their company culture, where 79% of employers based in APAC and Europe, and 67% of employers based in the USA, agreed that their organization promoted a culture of inclusivity and respect for DE&I.

When we asked employers if they were aware of frequent or occasional instances of discrimination, harassment, or bias within their workplace, responses were also similar between regions, but APAC-based employers were the most aware of discrimination globally. 36% said yes, compared to 32% of Europe-based employers, and 24% of USA-based employers.

But employers are aware of the need for change – 56% of respondents in the USA, 68% in Europe, and 86% in APAC said they were planning on making improvements to make their organization more inclusive in the next 12 months.



Disparities Between Demographics

GENDER

Our results brought to light significant differences in sentiments between male and female supply chain employees across our entire survey.

Just 19% of female respondents strongly agreed that their current employer provided equal professional growth and development opportunities, compared to 42% of male respondents, and males were 12% more likely to be in senior or executive / director level roles.

63% of female respondents were also aware of instances of discrimination, harassment, or bias at their current workplace, compared to only 34% of male respondents.



Unsurprisingly, when we asked employees if their current employer promoted a culture of inclusivity and respect for DE&I, only 22% of females strongly agreed, compared to 42% of male respondents.

But the largest disparity was found when we asked employees if they felt it was important for leadership to reflect the diversity within their workforce. 90% of female respondents said this was very important, compared to just 38% of male respondents.

These results are a big contrast to the more positive sentiments of supply chain employers, highlighting the importance of working collectively to drive DE&I efforts and enact positive change.

ETHNICITY

Comparable differences were also uncovered between ethnicities. Only 41% of White / Caucasian respondents believed it was very important for leadership to reflect diversity in the workforce, while 77% of Black / African American respondents said the same. Similarly, 61% of White / Caucasian respondents felt their current employer's leadership was diverse and inclusive, compared to only 39% of Black / African respondents.

In addition, only 13% of Black / African American respondents and 26% of Asian / Pacific Islander respondents strongly agreed that their current employer offered equal professional growth and development opportunities, compared to 39% of White / Caucasian respondents.

These disparities between demographic groups reveal a need for supply chain employers to ensure they have the right policies and support in place to maintain the well-being of their entire workforce.



Survey Results

Company Culture

Supply chain respondents were mainly in agreement on whether a culture of inclusivity and respect for DE&I was being promoted at their current workplace.

Do you feel that your organization / current employer promotes a culture of inclusivity and respect for DE&I?

Employees:		Employers:
37%	yes - strongly agree	41%
30%	yes - somewhat agree	26%
14%	no - somewhat disagree	24%
19%	no - strongly disagree	9%

Discrimination

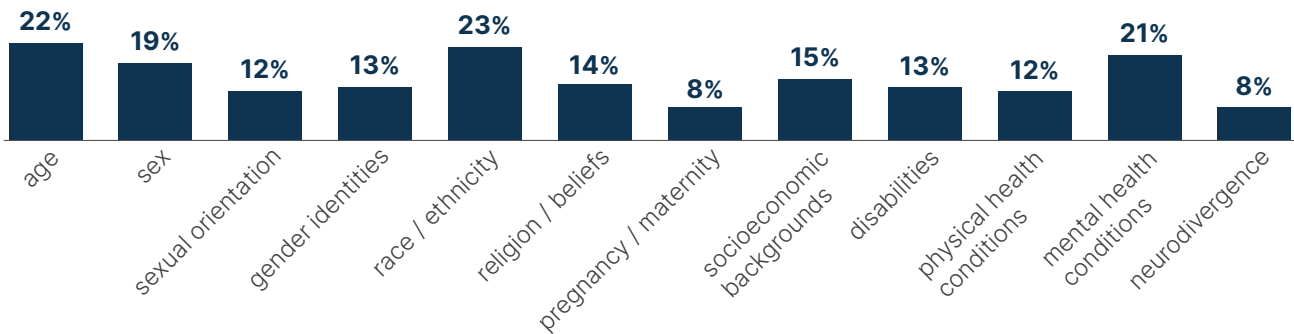
41% of employees said they were aware of discrimination, harassment, or bias in the workplace (frequently or occasionally), with only 24% of employers agreeing with that statement.

Are you aware of any form of discrimination, harassment, or bias at your organization / current workplace?

Employees:		Employers:
16%	yes - frequently	4%
25%	yes - occasionally	20%
58%	no	76%

Management Awareness

Do you feel that management at your current workplace need further awareness or training around discrimination, harassment, or bias in the following areas?



The top three areas our surveyed supply chain employees felt management needed further awareness and training in were race / ethnicity, age, and mental health conditions. **Ross Williams, Director at DSJ Global USA**, explains how the industry's take on DE&I has evolved in recent years:

“Historically the supply chain industry has been very male dominated, so maybe four or five years ago when DE&I was front and center in the news, many companies we worked with took a strong position on it, carrying out surveys and analysis or hiring management consultants. But now with talent shortages worsening, from my experience we are moving back into a more meritocratic society where clients just want the best person for the job based on merit, regardless of their background.”



Survey Results

DE&I Training

A lot more employees felt that their employer's DE&I training was very ineffective, while employers mostly picked that their training and education was somewhat effective in creating a more inclusive workplace.

How effective do you feel your organization's / employer's DE&I training or education has been in creating a more inclusive workplace?

Employees:		Employers:	
14%	very effective	11%	
26%	somewhat effective	42%	
9%	somewhat ineffective	17%	
19%	very ineffective	3%	
32%	no training or education available	28%	

Utilizing Resources

Interestingly while employers and employees were in agreement on the availability of DE&I resources, there were mixed results elsewhere. 54% of employees said they never utilize such resources or support, but only 22% of employers thought their employees never accessed their materials.

Do your employees utilize / have you utilized any of the DE&I policies, resources, or support available at your current workplace?

Employees:		Employers:	
8%	yes - frequently	8%	
18%	yes - occasionally	44%	
54%	no - never	22%	
20%	no - there are no resources available	25%	

Professional Development

Far more employees strongly disagreed that they were provided with provided equal professional development opportunities in comparison to employers.

Do you feel that your organization / current employer provides equal professional growth and development opportunities for employees from all backgrounds?

Employees:		Employers:	
38%	yes - strongly agree	58%	
25%	yes - somewhat agree	20%	
17%	no - somewhat disagree	20%	
20%	no - strongly disagree	3%	



EPM Scientific

Life Sciences

While life sciences employers globally recognize the need for more inclusive workplaces, our survey results highlighted that a tailored, people-first approach is needed to support employees in an industry that's already so diverse. When surveying employees, stark differences in experiences and perspectives were uncovered between many different demographic groups, including age, gender, and seniority level. For example, 64% of Black / African American respondents felt their management needed further training around race / ethnicity, while only 17% of White / Caucasian respondents agreed.

"The life sciences companies we work with try to prioritize DE&I as much as possible, but diversity means different things depending on the team, as some employers have teams that are predominantly female. Smaller startup companies are particularly asking for diversity at an executive level, but clients of all sizes appreciate it when we highlight that a candidate is diverse when sending their details over. It's also been interesting to see that a lot of hiring managers now are women, which wasn't the case when I started consulting seven years ago."

Jae Yoo, Executive Director - Head of EPM Scientific New York



Regional Trends and Contrasts

The life sciences employers we surveyed highlighted similar company culture trends between regions, showing that employers globally are aware that DE&I improvements could be made. When asked if they felt their organization promoted a culture of inclusivity and respect for DE&I, only 32% of companies in APAC and Europe strongly agreed, and so did 39% of companies in the USA.

Similarly, around half of employers in each region said they were planning on making improvements to make their workplaces more inclusive within the next 12 months.

In contrast, APAC & Europe-based employers were more aware of discrimination, harassment, or bias within their own workplaces. 32% were aware of frequent or occasional instances, compared to less than a quarter (24%) of USA-based firms.

European employers lagged behind with inclusive hiring processes. Only 33% said they made provisions for diverse candidates throughout their hiring process, while 48% of companies in APAC and 40% of companies in the USA agreed with this statement.

However, companies that had made efforts to make their hiring processes more inclusive focused on the same actions, with the most common measures implemented across all regions being:



Ensuring an accessible and standardized interview process



Writing inclusive job descriptions



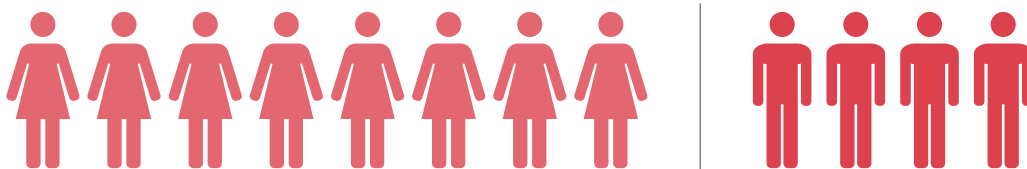
Having accessible job descriptions or careers website

Disparities Between Demographics

GENDER

Although there was a near equal split of male and female life sciences employees in our survey, 19% of male respondents were in executive / director level roles, compared to 9% of females. 54% of female respondents felt that their current company's leadership wasn't inclusive, compared to 36% of males.

While 22% of females strongly agreed that their employer offered equal career growth and progression opportunities, 38% of males felt the same, and 78% of women felt it was very important for a company's leadership to reflect its diversity in the workforce, while only 42% of males agreed:





DISABILITY

15% of the life sciences employees we surveyed either had a short or long-term disability, and they felt that equal professional development opportunities were lacking. Only 12% of respondents with short-term disabilities and 22% of respondents with long-term or permanent disabilities strongly agreed that their employer provided equal opportunities, compared to a third (33%) of respondents without a disability.

AGE AND SENIORITY LEVEL

Interestingly, the 18-24 and 65-74 age groups we surveyed felt the most positively about their current employers' DE&I strategies and company culture, however opinions on DE&I changed as seniority grew.

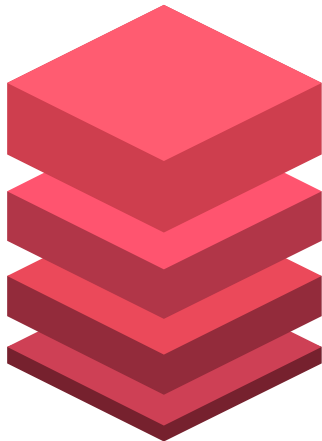
48% of respondents in executive / director-level positions felt that their current employer promoted a culture of inclusivity and respect for DE&I,

compared to only **25%** of entry-level respondents. Entry-level respondents also cared more about having diversity in leadership positions.



DIVERSE TRAINING AND IMPROVEMENT NEEDS

Our survey uncovered some significant disparities between demographic groups when we asked employees which areas they felt their current management needed further training on around discrimination, harassment, or bias, underscoring that employees all have unique wants and needs:



64% of Black / African American respondents felt that a focus was needed for race / ethnicity,

as did **47%** of Hispanic / Latino respondents,

and **41%** of Asian / Pacific Islander respondents.

17% of White / Caucasian respondents felt the same.

Employers should take note that as a whole, race / ethnicity was by far the most requested topic for management training. In addition, 38% of respondents who identified as LGBTQ+ wanted more awareness on gender identities, while only 12% of straight / heterosexual respondents selected this option. 30% of females wanted to see more management training around age, but only 19% of males agreed.

These statistics, along with the other imbalances in our surveys, reflect that a tailored approach to DE&I always works best to address the different concerns among demographic groups within the life sciences industry.



Survey Results

Company Culture

The majority of our surveyed employers and employees agreed that their workplace promoted an inclusive company culture.

Do you feel that your organization / current employer promotes a culture of inclusivity and respect for DE&I?

Employees:		Employers:
36%	yes - strongly agree	40%
32%	yes - somewhat agree	43%
15%	no - somewhat disagree	7%
17%	no - strongly disagree	9%

Discrimination

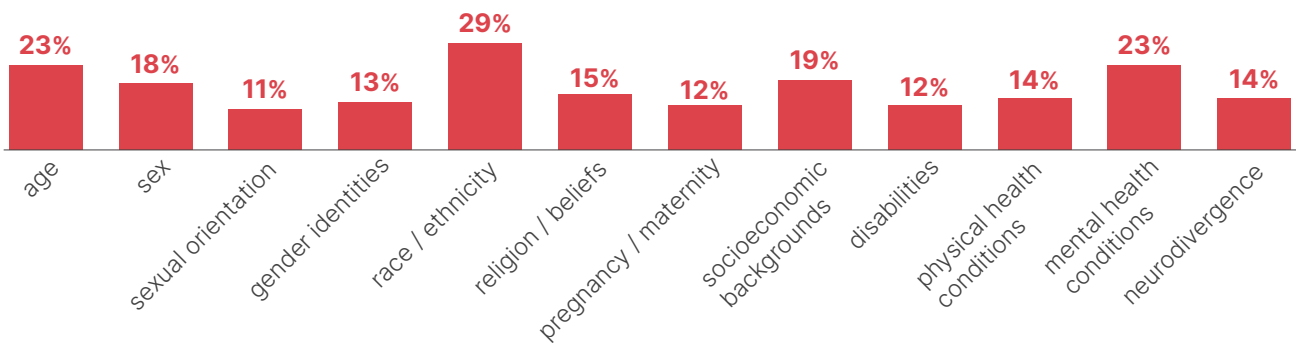
However, more employees than employers were aware of instances of discrimination or bias at their workplace – a 19% difference in total.

Are you aware of any form of discrimination, harassment, or bias at your organization / current workplace?

Employees:		Employers:
15%	yes - frequently	7%
29%	yes - occasionally	18%
55%	no	75%

Management Awareness

Do you feel that management at your current workplace need further awareness or training around discrimination, harassment, or bias in the following areas?



As the life sciences talent pool becomes more diverse, companies are trying to do more to attract these employees to their workplace, as **Zenab Nessa, Vice President at EPM Scientific Europe**, explains:

“Our clients are often looking for very specific technical skills and experience, along with the right personality and drive, so finding the best person for the job is always the number one priority. That being said, we are seeing more and more clients trying to improve their diversity and inclusion policies, and wanting to position themselves as a diverse employer to appeal to a larger pool of candidates. The talent pool itself is also becoming a lot more diverse and balanced than it was a few years ago.”



Survey Results

DE&I Training

A large number of life sciences companies stated they did not offer any form of DE&I training, and for those who did, only 12% of employers and employees agreed that it was very effective.

How effective do you feel your organization's / employer's DE&I training or education has been in creating a more inclusive workplace?

Employees:		Employers:	
12%	very effective	12%	
28%	somewhat effective	30%	
14%	somewhat ineffective	5%	
16%	very ineffective	10%	
30%	no training or education available	43%	

Utilizing Resources

22% of employers felt their employees never utilized their DE&I support or resources. However, over half (51%) of employees selected the 'no – never' option.

Do your employees utilize / have you utilized any of the DE&I policies, resources, or support available at your current workplace?

Employees:		Employers:	
6%	yes - frequently	7%	
23%	yes - occasionally	35%	
51%	no - never	22%	
19%	no - there are no resources available	37%	

Professional Development

While 27% more employers strongly agreed that they provided equal professional development opportunities than employees, nearly a quarter (23%) of employees strongly disagreed with the statement.

Do you feel that your organization / current employer provides equal professional growth and development opportunities for employees from all backgrounds?

Employees:		Employers:	
32%	yes - strongly agree	59%	
29%	yes - somewhat agree	27%	
16%	no - somewhat disagree	8%	
23%	no - strongly disagree	6%	



Glocomms

Technology

While technology employers were relatively confident about their DE&I efforts, particularly in the USA, responses from employees in the industry paint a different picture. Variations within demographic groups were also large, particularly between genders and ethnicities, uncovering a need for employers to work directly with their teams to identify areas for improvement.

"Over the last couple of years, we've seen a huge increase in clients wanting to target diverse candidates in their searches. Technology has grown into a very homogenized workforce, and leadership in particular is not very diverse. This greatly contributes to a client's ability to attract and retain top talent. We've built up a great reputation in the industry as a go-to talent partner for candidates coming from underrepresented groups, and our clients share great feedback attesting to the access to diverse talent they get by partnering with us.

"One placement exemplifies the impact our work has on both an individual's life as well as the wider impact on the firm. We recently placed a female MD in a cyber security team for a large global bank, and subsequently attracted and placed another female at the VP level. Her feedback was that the main motivation for her leaving her last role was the lack of diversity at leadership level, and that the main reason she was interested in this opportunity was because the bank had a focus on putting women in cyber leadership positions, having recently hired a female MD. This VP went on to create an advocacy group for women in tech leadership across the entire engineering organization, which is a group of around 5,000 people, empowering a lot of women and creating a more inclusive culture, as well as making the organization more attractive to other diverse candidates."

Giancarlo Hirsch, Managing Director at Glocomms USA



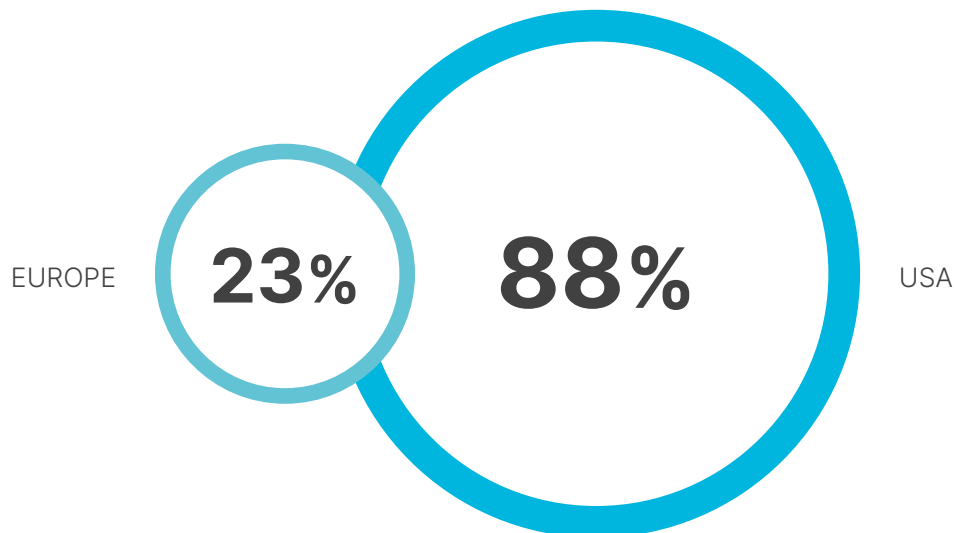
Contrasting Regional Perspectives

HIRING AND INCLUSION MEASURES

Across the technology employers we surveyed globally, respondents based in the USA were much more confident about their DE&I efforts compared to those in Europe.

Starting with the hiring process, 71% of USA-based employers said they made provisions for diverse candidates throughout their hiring process, but only 53% of Europe-based employers said the same. However, regions were more aligned on the measures they put in place to increase inclusion, with writing inclusive job descriptions being the most common option selected globally.

A similar difference was found between regions when asked about company culture. Only 23% of European employers felt their company cultivated a culture of inclusivity and respect for DE&I, compared with 88% of employers in the USA.



WORKPLACE DISCRIMINATION AND IMPROVEMENT PLANS

Our survey found that awareness of workplace discrimination is similar in the USA and Europe. When asked if they were aware of any form of discrimination, harassment, or bias within their workplaces, 19% of USA-based employers and 15% of Europe-based employers said they were aware of occasional instances.

Many employers said they will be making improvements within the next 12 months to make their workplace more inclusive, however.

38% of employers in Europe said they were planning improvements, and so did

44% of employers in the USA.



While it's positive to recognize that employers are looking to improve their DE&I strategies, the results also demonstrate that companies won't be able to make improvements unless they take the time to honestly understand any pre-existing DE&I-related concerns within their business.



Disparities Between Demographics

GENDER

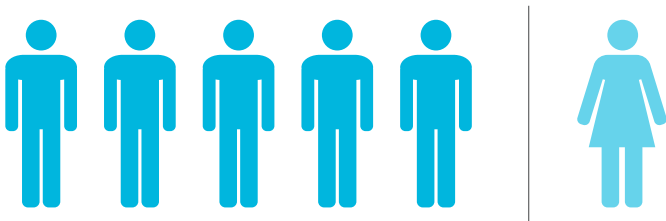
Technology was the most heavily male-dominated industry across our surveyed brands, and also saw some of the biggest disparities in experiences and perspectives between genders.

Only **28%** of females felt that their employer provided equal professional growth opportunities, compared to **72%** of males.



Similarly, only 44% of females felt that their current employer's leadership was diverse, compared to 63% of males, and 83% of females also felt it was very important for leadership to reflect the diversity of the workforce, while only 34% of males felt the same.

When we asked employees about the areas they felt their current management needed further awareness or training on, 54% of male respondents felt that no extra training was needed on any DE&I-related topic, while only 6% of females said the same.



AGE AND SENIORITY LEVEL

Our respondents aged 18-24 were less aware of any discrimination or bias taking place, felt that their leadership was more inclusive, and felt they were being offered equal growth and development opportunities more than other age groups we surveyed.

While respondents across seniority levels felt similarly about their employers' DE&I efforts, executive / director-level respondents were most likely to have utilized their company's DE&I resources.

ETHNICITY

Big disparities were also found between technology employees in different ethnic groups. For example, 78% of Black / African American respondents felt that their management needed more awareness or training around discrimination, harassment, or bias for race / ethnicity, as did 45% of Asian / Pacific Islander respondents, but only 7% of White / Caucasian respondents agreed.

In addition, 72% of Asian / Pacific Islander respondents were aware of discrimination, harassment, or bias at their current workplace, and so were 67% of Black / African American respondents. However, only 33% of White / Caucasian respondents and 40% of Hispanic / Latino respondents reported the same.

The low awareness of bias and discrimination among technology companies is at odds with the insights uncovered in employees' responses, highlighting the importance of open communication.



Survey Results

Company Culture

Overall, 36% of employees felt that their employer didn't promote an inclusive company culture, compared to 20% of employers.

Do you feel that your organization / current employer promotes a culture of inclusivity and respect for DE&I?

Employees:		Employers:
37%	yes - strongly agree	30%
26%	yes - somewhat agree	50%
14%	no - somewhat disagree	10%
22%	no - strongly disagree	10%

Discrimination

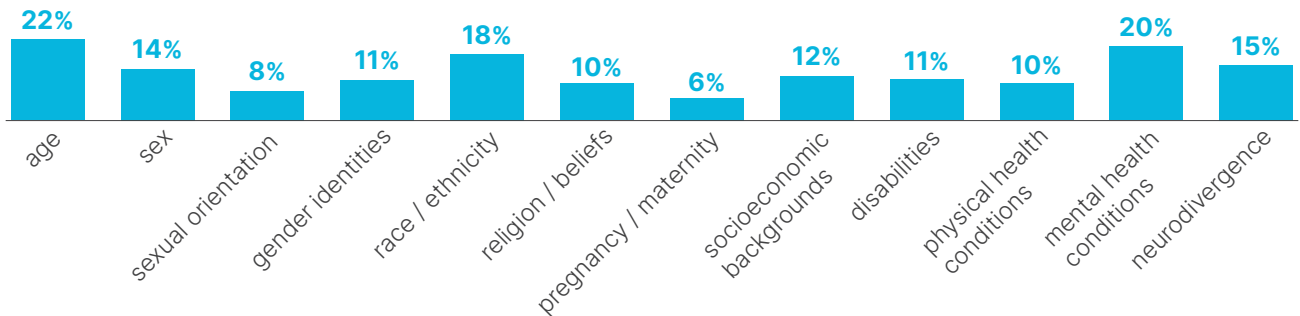
Our survey also found a large disparity between employers' and employees' experiences of workplace discrimination, harassment, or bias.

Are you aware of any form of discrimination, harassment, or bias at your organization / current workplace?

Employees:		Employers:
15%	yes - frequently	0%
24%	yes - occasionally	10%
61%	no	90%

Management Awareness

Do you feel that management at your current workplace need further awareness or training around discrimination, harassment, or bias in the following areas?



Age, mental health, and race / ethnicity all ranked highly as areas of focus for management awareness and training. **Lyss Moss, Principal Consultant - Industrial Software at Glocoms Berlin**, expects the industry to increase its focus on DE&I in the near future:

“I’m interested to see how employers' DE&I efforts are going to change over the next five to eight years as the older workforce retires, and how companies are going to evolve their values, cultures, and actions.”

Over in the USA, **Katie Owston, Vice President at Glocoms New York**, shares the changes she’s experienced in recent years, and how Glocoms helps clients with their hiring goals:

“We’re getting more questions from candidates around what companies are doing for their diverse employees, and we consult our clients on why it’s so important to have a hiring team and interview panel that reflects the diversity they’re looking to hire. We also introduce our opportunities to a wider range of diverse networks locally and online. This includes seeking out talent from specific universities, groups, and events that may not show up on a traditional search, and ensures our ability to present exceptional candidates with varying backgrounds, experiences, and viewpoints.”



Survey Results

DE&I Training

Both technology employees and employers agreed that their workplace DE&I training wasn't very effective, if any training was being offered at all. This could be due to the majority of surveyed employers (29%) having under 100 employees, making them less likely to have resources, internal expertise, and funds available for training purposes than larger organizations.

How effective do you feel your organization's / employer's DE&I training or education has been in creating a more inclusive workplace?

Employees:		Employers:
19%	very effective	17%
17%	somewhat effective	28%
10%	somewhat ineffective	6%
17%	very ineffective	6%
37%	no training or education available	44%

Utilizing Resources

58% of technology employees said they had never used the DE&I resources available at their current workplace, but employers felt they were being utilized more frequently.

Do your employees utilize / have you utilized any of the DE&I policies, resources, or support available at your current workplace?

Employees:		Employers:
6%	yes - frequently	11%
12%	yes - occasionally	33%
58%	no - never	22%
24%	no - there are no resources available	33%

Professional Development

While nearly three quarters (74%) of employers strongly agreed that they offered equal development opportunities for their staff, only 44% of employees felt the same.

Do you feel that your organization / current employer provides equal professional growth and development opportunities for employees from all backgrounds?

Employees:		Employers:
44%	yes - strongly agree	74%
22%	yes - somewhat agree	5%
13%	no - somewhat disagree	16%
20%	no - strongly disagree	5%



Larson Maddox

Regulatory & Legal

Our survey found disparities between both regulatory & legal employers across regions, and employees in different demographics, particularly between genders, sectors, and people with disabilities. These varying experiences and perceptions underscore the importance of offering inclusive policies and support in this high-pressure industry.

“Over the last couple of years, a lot of our clients have been making a consistent effort to ensure that there’s diversity within their law firms, particularly in terms of gender and ethnicity. Around two thirds of the placements we’ve made this year have been women. We’re seeing a lot of female hires in spaces like life sciences and healthcare, and other industries like finance are making concerted efforts to improve their diversity - pretty much all of our clients are striving to be better.”

Jake Knowlton-Parry, Managing Director - Global Head of Regulatory & Legal at Larson Maddox



Vast Regional Differences

Across the regulatory & legal employers we surveyed globally, respondents based in the USA felt that they had more progress to make than other regions when it came to championing DE&I in the workplace. When we asked employers whether they felt their company promoted a culture of inclusivity and respect for DE&I:

43% of USA-based employers strongly agreed, compared to a global average of **58%**.



However, regions were more in line with any inclusive hiring measures already in place – having an accessible job description or careers website was the number one action companies had implemented to make their hiring processes more inclusive globally.

Disparities Between Demographics

GENDER

While trends in employee responses were similar between respondents' age ranges and seniority levels, stark differences were found between genders. Only 40% of female respondents agreed that their current employer's leadership team was diverse and inclusive, compared to 56% of male respondents, but there were even bigger disparities to be found. When asked if they felt it was important for leadership to reflect the diversity of the workforce:

90% of female respondents said it was very important, while only **44%** of males felt the same.



In addition, 75% of male respondents felt that their current employer offered equal professional growth and development opportunities, but only half (50%) of female respondents agreed.

REGULATORY V LEGAL

When comparing the two sectors, regulatory employees felt more positively about the opportunities at their company - 89% either strongly agreed or somewhat agreed that equal professional growth opportunities were being offered, compared to 68% of legal employees. Regulatory professionals were also less aware of discrimination, harassment, or bias at their workplace:

58% of respondents who worked in the legal sector were aware of instances, compared to **22%** of regulatory professionals.



Regulatory employees were also happier with their employers' DE&I training and resources. Half (50%) said their employers' training had been effective in creating a more inclusive workplace, compared to 37% of legal employees, and 75% of regulatory employees felt they were provided with adequate DE&I policies, resources, and support, compared with 58% of legal employees.

In conclusion, while the legal & regulatory fields are renown for being less open due to the nature of their work, it's imperative for employers to support their employees and maintain a positive, inclusive company culture in such a high-stress environment.



Survey Results

Company Culture

While the majority of employers felt they promoted an inclusive culture in the workplace, results were much more mixed among employees.

Do you feel that your organization / current employer promotes a culture of inclusivity and respect for DE&I?

Employees:		Employers:
41%	yes - strongly agree	58%
22%	yes - somewhat agree	8%
22%	no - somewhat disagree	25%
15%	no - strongly disagree	8%

Discrimination

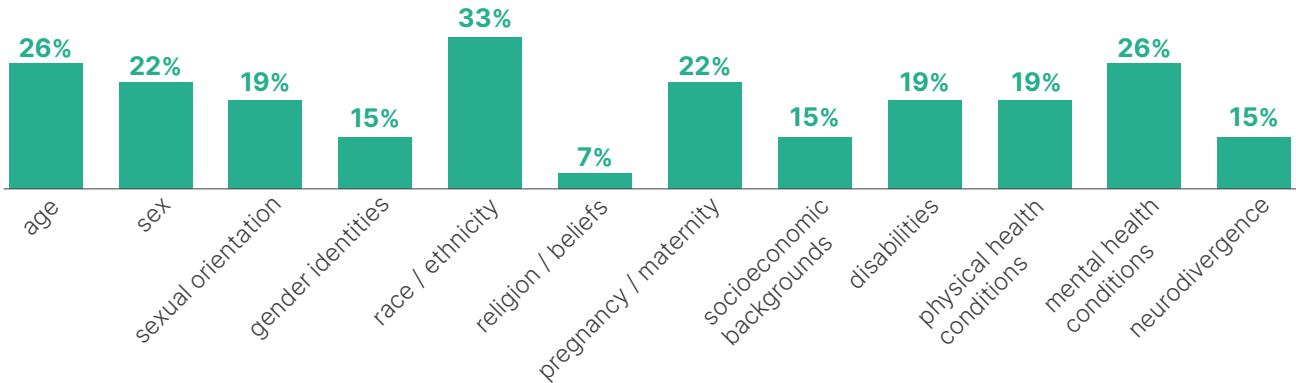
A combined 37% of surveyed employers were aware of discrimination at their workplace, compared with 53% of employees.

Are you aware of any form of discrimination, harassment, or bias at your organization / current workplace?

Employees:		Employers:
10%	yes - frequently	4%
43%	yes - occasionally	33%
48%	no	63%

Management Awareness

Do you feel that management at your current workplace need further awareness or training around discrimination, harassment, or bias in the following areas?



Our results highlight that race / ethnicity, age, and mental health conditions are all areas where legal and regulatory employers may need to focus their DE&I efforts on.

Nesreen Ballut, Senior Vice President - Head of Midwest at Larson Maddox, summarizes how employers that improve inclusivity can create a positive impact, both in the workplace and far beyond:

“Diversity is not just a checkbox to be ticked; it is a powerful force that brings together different perspectives, experiences, and ideas. Embracing ethnic and gender diversity and hiring with intention is not only important for creating a more just and equitable society, but it also leads to greater innovation, creativity, and productivity.”



Survey Results

DE&I Training

While 58% of employers felt their DE&I training was either somewhat or very effective, only 34% of employees selected either of these options.

How effective do you feel your organization's / employer's DE&I training or education has been in creating a more inclusive workplace?

Employees:		Employers:	
19%	very effective	10%	
15%	somewhat effective	48%	
15%	somewhat ineffective	14%	
27%	very ineffective	5%	
23%	no training or education available	24%	

Utilizing Resources

Only 4% of our surveyed regulatory and legal employees said they regularly used their company's DE&I resources, and half said they had never used them at all. In contrast, 62% of employers thought their employees were using them in some capacity.

Do your employees utilize / have you utilized any of the DE&I policies, resources, or support available at your current workplace?

Employees:		Employers:	
4%	yes - frequently	14%	
15%	yes - occasionally	48%	
50%	no - never	10%	
31%	no - there are no resources available	29%	

Professional Development

Despite employees asking for further management training in many aspects of DE&I, around half (48%) strongly agreed that equal professional development opportunities were being offered to them at their current workplace.

Do you feel that your organization / current employer provides equal professional growth and development opportunities for employees from all backgrounds?

Employees:		Employers:	
48%	yes - strongly agree	52%	
19%	yes - somewhat agree	19%	
11%	no - somewhat disagree	14%	
22%	no - strongly disagree	14%	



Summary

This report has uncovered not only how experiences and perspectives differ between companies and their employees, but how widely they vary between industries too. We hope the findings and takeaways help employers to examine and refine their DE&I policies, strategies, and practices.

As our consultants have highlighted throughout the results, our collective understanding of DE&I has evolved in recent years. While industry-wide efforts to diversify workforces are now bearing fruit, employers are also rightly focused on finding the right person for a role, rather than trying to meet certain diversity targets at the expense of their business, employees, and other aspects of DE&I.

It's also important to remember that DE&I means so much more than just having a diverse team – it's about creating a workplace that's accepting of everyone's differences and nurturing an environment where everyone feels safe to share their perspectives and experiences, has equal opportunities, and feels like they belong. This is a goal that can be worked towards no matter the size of your organization, funds, and resources available, or current level of internal expertise.

If you would like the support of a talent partner that combines deep industry knowledge with a holistic understanding of DE&I, please get in touch.

Whether you're looking for further recommendations, guidance developing an inclusive hiring and retention strategy, or a role that aligns with your values, chat to one of our dedicated industry consultants and they will work with you to develop bespoke support.



About Phaidon International

Phaidon International was established with the ambition to provide talent solutions underpinned by industry expertise. We pride ourselves on creating relationships with global businesses that are looking to accelerate growth in their organization.

Partnering with companies ranging from the Fortune 500 through to venture-backed start-ups, we source the right talent for mission-critical roles. In hubs across the world, our experienced consultants provide localized knowledge. Navigating regional complexities whilst providing international-based solutions, we help clients meet their ambitions of both today and tomorrow. We deliver our capabilities through a deliberately curated group of six brands, each one specializing in industries where a relentless supply demand imbalance exists:

Selby Jennings
Financial Sciences & Services

EPM Scientific
Life Sciences

LVI Associates
Energy & Infrastructure

Glocomms
Technology

DSJ Global
Supply Chain

Larson Maddox
Regulatory & Legal



Appendix: Further Resources

Many countries have their own discrimination laws, diversity frameworks, or mandated demographic quotas which are liable to change. Failure to comply can have significant legal and disciplinary actions, so we have provided the links below as a starting point to help you find the rules and regulations in your region or read up on the latest updates.

If your business is hiring across new countries or regions, consider working with a global talent partner that can advise on local laws and ensure you are compliant in every step of the hiring process.

USA

- The U.S. Equal Employment Opportunity Commission (EEOC)
- Office of Diversity and Inclusion – U.S. Department of State
- Equal Employment Opportunity (EOW) laws - U.S. Department of Labor
- Whistleblower Protections - Discrimination - U.S. Department of Labor
- Office of Disability Employment Policy - U.S. Department of Labor
- Women's Bureau - U.S. Department of Labor
- Veterans' Employment and Training Service - U.S. Department of Labor

EMEA

- EU Legislative Framework – European Network of Equality Bodies
- Non-discrimination – Know your rights – European Commission
- Guide to the General Equal Treatment Act – Explanations and Examples – Federal Anti-Discrimination Agency Germany
- Equality Act 2010 guidance – Government Equalities Office UK
- Anti-discrimination laws and policies – United Arab Emirates

APAC

- Equality and discrimination in Asia and the Pacific – International Labour Organization
- ASEAN Human Rights Declaration – Association of Southeast Asian Nations
- The Rights of the Individual – Constitutional and Mainland Affairs Bureau, Government of Hong Kong
- Introduction to the Equal Opportunities Commission - Equal Opportunities Commission Hong Kong
- Australia's anti-discrimination law – Australian Attorney-General's Department
- A quick guide to Australian discrimination laws – Australian Human Rights Commission
- Employment Practices - Tripartite Alliance for Fair & Professional Employment Practices
- Diversity & Inclusion in China – Expat Arrivals



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