

DEI: Are we missing the point on fair employee outcomes?

Results from our global diversity, equity and inclusion diagnostic survey¹

We asked more than

280 companies worldwide to tell us more about their approaches to diversity, equity and inclusion (DEI). Here, we identify the bright spots, along with areas with room for growth and those requiring urgent attention.

Industry sectors represented



Participating companies by region



Top DEI focus areas

Examining where you're directing your DEI efforts is vital.

Which focus areas are organizations targeting most with their DEI activities?



Disappointingly, **age, ability and veteran status** have received much less attention to date.

¹Survey data as of December 2021.

Bright spots

Companies are taking positive practical steps to promote DEI.



Just over half of companies set DEI goals and measure them regularly.



More than one-third have a chief diversity officer (or similar specialist role) dedicated to managing DEI.



More than two-thirds have internal groups or diversity councils that implement and monitor their DEI strategies.



Two-thirds have a multiyear DEI strategy and action plan.



Almost half (47%) have diversity targets for reporting purposes.

Learn more

Interested in identifying DEI opportunity areas and next steps for your organization?

[Complete the survey to get a free copy of your personalized report.](#)

For more information about our DEI solutions, contact [Yvonne Sonsino](#) or reach out to your Mercer representative.

Room to grow

Alarming, companies are missing out on crucial DEI actions, allowing significant obstacles to progress to persist.

Key findings

Only 58% of participating companies track hiring, promotion and exit rates by career level, race and ethnicity, or gender.

Despite increasing pressure to address pay equity — including the proposed EU Directive and rising calls for action on social justice — only half of companies surveyed have formal pay equity and remediation processes.

Nearly three-quarters (74%) don't measure financial wellness outcomes for different employee segments.

The majority (67%) of companies don't conduct category-specific health needs assessments. As a result, health outcomes may be grossly disparate.

Nearly 70% of organizations fail to collect information from employees about their caregiving responsibilities. And only about one-third of companies provide managers with training on flexible working policies for caregivers' return to work.

Recommended actions and implications

Track your progress

Regularly collecting more detailed diversity data (at the business unit, location and job level) is critical to advancing DEI.

Failing to track these metrics (or tracking them only in aggregate) allows inequities to endure.

Regularly assess and ensure pay equity

The longer companies delay equal pay remediation, the bigger the problem grows. Focusing on pay equity can reveal obstacles to career and growth opportunities, which can significantly help close gender and racial pay gaps.

Dig into disparities

Significant disparities in employee experience are the likely result, with many falling behind in total rewards. This finding also helps explain why the [gender pension gap](#) has climbed as high as 50% in some countries.

Focus on health and wellness

Health interventions tailored to specific groups — for example, support for women experiencing menopause (often just at the time they assume senior leadership roles) — can create greater workplace equity and a better experience.

Support caregivers

Employers can design policies, programs and benefits that recognize the caregiving role. Financial wellness, health and well-being, and caregiving should be examined holistically — and at higher rates than they are currently — to enable employees to thrive both within and outside the workplace.