Diversity, Equity, and Inclusion:
A Survey of LeadingAge Members

Over the next three years, LeadingAge will offer members a host of practical tools and resources they can use to develop a more diverse and inclusive workforce. The effort is rooted in LeadingAge's strategic goal to increase diversity, equity, and inclusion (DEI) in the long-term services and supports workplace.

In early 2021, LeadingAge conducted a survey to gauge the level of DEI activities among its multisite organizations and life plan communities. The survey response rate was 36% (306 responses).
Here are the survey highlights.

Diversity of Board and Senior Leaders

12% of **board members** are people of color.

12% of **senior leaders** are people of color.

Percentage of Members with DEI Initiatives

53% of survey respondents have DEI initiatives in place.

Steps Members Have Taken to Implement a DEI Initiative

▶ Launched a DEI council or taskforce **(71%)**

▶ Developed a DEI strategic plan **(43%)**

▶ Allocated budget and other resources **(39%)**

▶ Established a board-level DEI subcommittee or taskforce **(30%)**

DEI Priorities for Next 12-18 Months

Top 2 DEI Priorities

1 **69%** Holding DEI training for employees
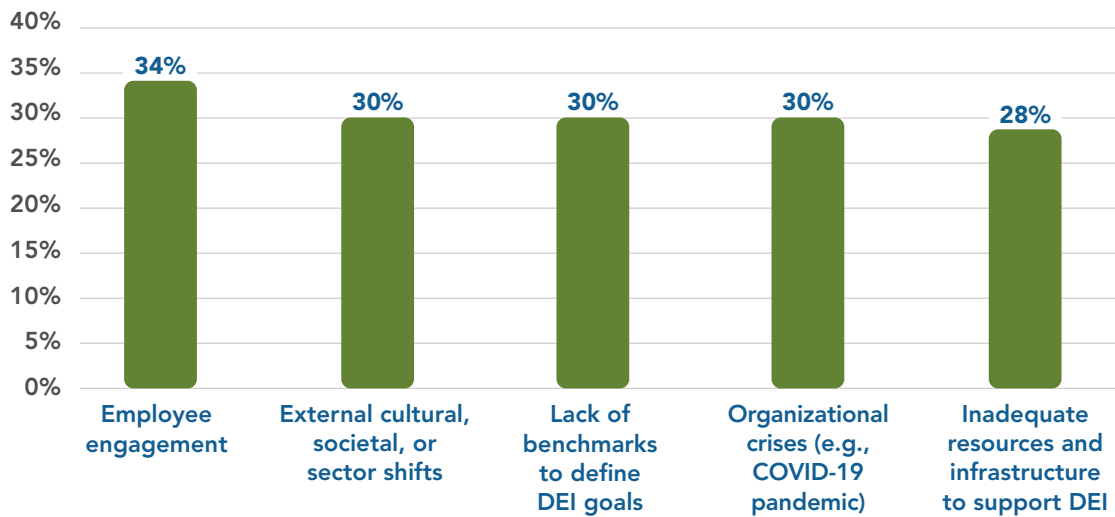
2 **65%** Fostering a DEI workplace culture

30-40% of Providers are:

▶ Establishing organizational diversity strategies and goals.

▶ Communicating DEI activities to staff and residents.

▶ Recruiting diverse talent for management and C-suite positions.

▶ Planning for career advancement and/or succession planning.

Top Challenges in Advancing DEI Strategy and Goals

Challenge	Percentage
Employee engagement	34%
External cultural, societal, or sector shifts	30%
Lack of benchmarks to define DEI goals	30%
Organizational crises (e.g., COVID-19 pandemic)	30%
Inadequate resources and infrastructure to support DEI	28%

DEI Benefits Reported by Organizations

► Better decision-making, creativity, and innovation **(29%)**

► Improved workplace culture **(16%)**

► More diverse workforce and broader pool of candidates **(10%)**

► Improved cultural competency **(10%)**

► Managers/leaders are better connected to residents/staff of color **(10%)**

13% are beginning a formal DEI program and have not yet identified benefits.

How Organizations Define DEI Success

1 in 5 providers have established DEI goals and metrics that define success.

The top metrics are:

- General employee engagement **(67%)**
- Employee retention rates **(56%)**
- Increased racial/ethnic diversity among senior leaders **(59%)**
- Employee recruitment **(50%)**
- Increased racial/ethnic diversity among board members **(50%)**

Who Oversees DEI Activities in the Organization?

► Chief people officer, SVP of HR, or HR team member **(38%)**

► C-suite team member who is not CEO or SVP of HR **(25%)**

► No designated position **(9%)**

► CEO **(8%)**

► Chief diversity and inclusion officer **(7%)**

► Other **(13%)**