75% of respondents indicated that they found their CEO’s statement to be compelling. Three main themes emerged to explain why or why not.

### Specificity & Action-Oriented Language
- “Yes, as it had specifics that were planned and we have seen the actions carried out.”
- “Not really… actions speak much louder than words!”
- “Yes, because it was human, authentic and connected to our own people.”
- “While the statement was from the CEO, the CEO did not write it, which [made]… an impact on the compelling nature”
- “Yes, [the CEO] writes eloquently and has a history of working on diversity issues.”
- “Somewhat, it was the first statement the organization made on the subject of civil rights.”

### Are leaders making statements?
- Yes, the CEO made a statement.
- No, the CEO did not make a statement.
- Internal and external methods
- Internal methods only
- External methods only

Most respondents indicated that their leaders are speaking up on issues of racial inequity, and the majority shared their messages both internally and externally. However, statements that are not supported by transparency and concrete action can suggest a lack of authenticity.

### Are leaders taking action?
96% of respondents’ organization had taken action by implementing at least one policy or support dedicated to DE&I.

### The most and least commonly implemented policies and supports
- Diversity training: 82.1%
- Chief Diversity Officer: 82.1%
- Employee Resource Groups: 82.1%
- Mandated diverse slates in hiring: 46.4%
- Audit of policies: 46.4%
- Compensation linked to D&I: 39.3%

### Do employees feel their leaders and organizations have been effective?

<table>
<thead>
<tr>
<th>Effectiveness</th>
<th>Extremely effective</th>
<th>Very effective</th>
<th>Moderately effective</th>
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<tbody>
<tr>
<td>Conveying commitment to DE&amp;I</td>
<td></td>
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<tr>
<td>Creating an inclusive workplace culture overall</td>
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<tr>
<td>Creating an inclusive workplace culture for people of color</td>
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</tbody>
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There is a gap in perceived effectiveness between leadership articulation of commitment to DE&I and the creation of an inclusive workplace culture, suggesting that leaders must work to more effectively translate their statements of support into tangibly inclusive cultures.

For more information on creating an inclusive workplace environment, please read our latest EBS on Addressing Race in the Workplace.