

2025 Annual DEI & Inclusion Survey - Mixed Progress with Critical Gaps

2025 Annual DEI & Inclusion Survey - Showcase

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342

Responses

100%

Completion Rate

3.7

Avg. Rating

10.8 min

Avg. Time

Response Timeline



Executive Summary

Our DEI survey reveals a paradox: while employees report strong belonging (64% rate 4-5) and psychological safety (66% rate 4-5), critical systemic issues threaten long-term inclusion goals. The organization has successfully built inclusive team cultures and psychological safety, with 66% of employees reporting no discrimination experiences. However, validated concerns around promotion equity and leadership diversity represent significant barriers to advancement for underrepresented groups. Most concerning is that 30% of employees have witnessed or experienced discrimination, while promotion equity concerns show the highest impact rating among all themes. The organization's strengths in belonging and team inclusion provide a solid foundation, but immediate action on advancement equity is essential to prevent erosion of trust and talent retention.

Key Findings

Promotion equity is perceived as the most critical DEI challenge, with employees reporting disparities in advancement opportunities across demographic groups

Theme validation confirms systemic perception issues, while 49% of employees rate equal advancement opportunities as only 'agree' (4/5) rather than 'strongly agree'

HIGH IMPACT

Promotion Equity Concerns

Critical (86)

High validation rate indicates systemic perception. Promotion equity is foundational to DEI credibility. Legal and reputational risks.

Leadership diversity gaps are validated as a significant barrier to inclusive advancement

Validated theme with employees noting 'almost no diversity' in senior roles, making it 'hard to see myself advancing here'

HIGH IMPACT

Leadership Lacks Diversity

High Impact (76)

Validated perception. Lack of diverse leadership impacts role model visibility and career aspiration.

Strong foundation of belonging and authenticity exists across the organization

64% of employees rate belonging as 4-5/5, and 65% feel they can be authentic at work (4-5/5 ratings)

HIGH IMPACT

Strong Sense of Belonging

High Impact (78)

Strong positive signal. High belonging correlates with engagement and retention. This is a key strength.

Microaggressions in meetings are validated as an ongoing issue affecting psychological safety

Validated theme with employees reporting being 'dismissed' and having 'assumptions made about technical abilities based on how I look'

HIGH IMPACT

Microaggressions in Meetings

High Impact (74)

Validated concern affecting psychological safety. Microaggressions erode belonging over time.

Employee Resource Groups are seen as lacking real organizational influence and meaningful support

Validated concern that ERGs 'feel performative' without genuine organizational backing or decision-making power

MEDIUM IMPACT

ERG Groups Feel Performative

Medium Impact (58)

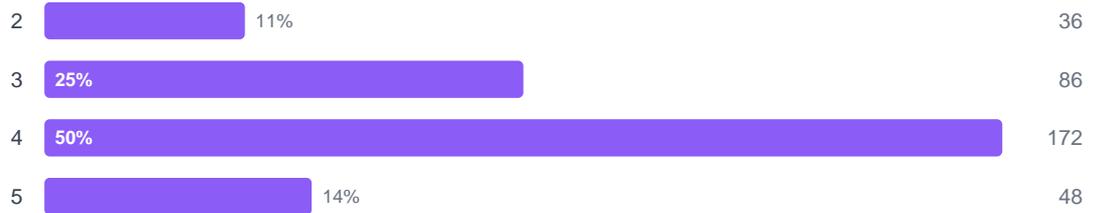
Moderate concern. ERGs are important for community but need real influence to be effective.

Question Results

Rating

I feel I belong at this organization

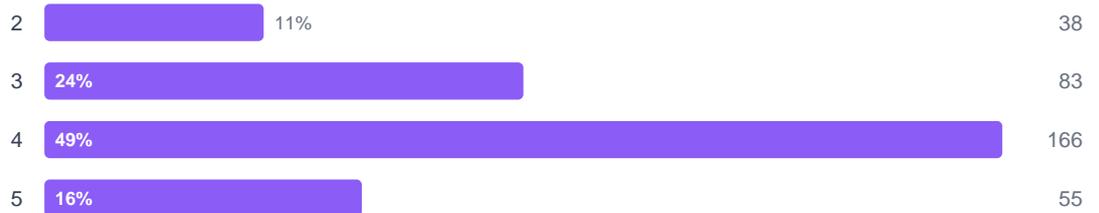
342 responses • Avg: 3.7



Rating

I can be my authentic self at work

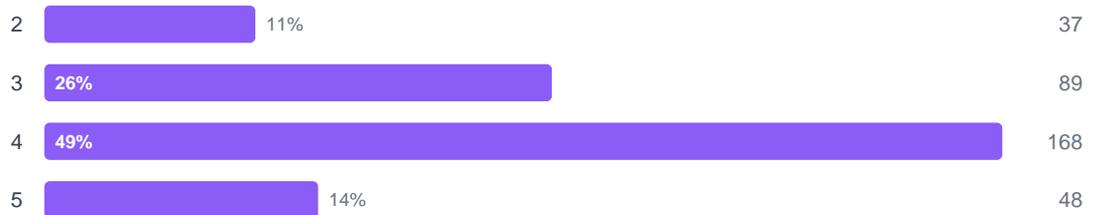
342 responses • Avg: 3.7



Rating

People of all backgrounds have equal opportunity for advancement

342 responses • Avg: 3.7



Rating

Leadership is committed to diversity and inclusion

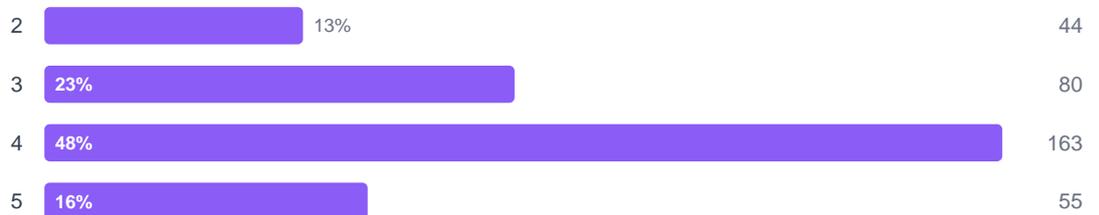
342 responses • Avg: 3.7



Rating

My team values diverse perspectives

342 responses • Avg: 3.7



Rating

I feel psychologically safe to voice my opinions

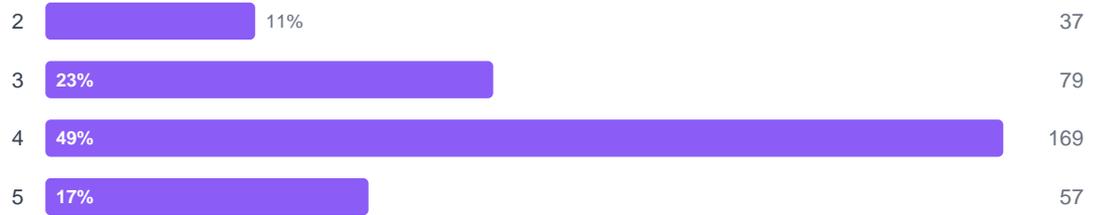
342 responses • Avg: 3.7



Rating

The organization handles discrimination complaints appropriately

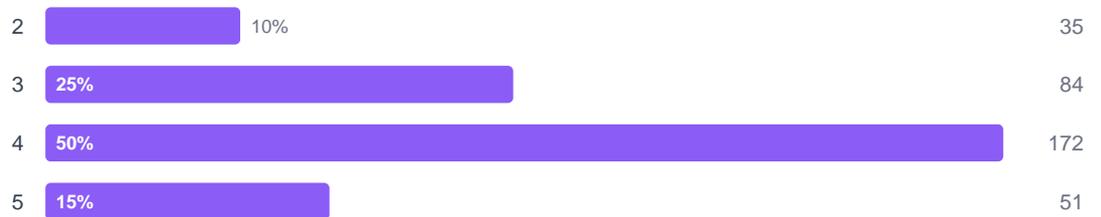
342 responses • Avg: 3.7



Rating

Inclusive behavior is modeled by management

342 responses • Avg: 3.7



Segment Analysis

Results by Department

342 responses across 6 segments

AI Analysis

Sales department shows the most concerning pattern with -0.11 average variance and struggles across three critical areas, while several departments have specific vulnerability points that need targeted intervention.

Sales department's triple deficit (advancement opportunities, diverse perspectives, belonging) combined with its size (60 employees) creates significant organizational risk for retention and performance

Key Insights

- Sales department (60 responses) significantly underperforms with -0.20 variance on equal advancement opportunities and -0.17 on valuing diverse perspectives, suggesting systemic inclusion issues in the largest revenue-generating team
- Product team (34 responses) has -0.20 variance on 'team values diverse perspectives,' indicating potential groupthink or homogeneous thinking patterns that could impact innovation
- Operations department (35 responses) shows -0.16 variance on belonging, suggesting employees feel disconnected from the organizational culture despite being central to company operations

Recommendations

'Implement immediate Sales leadership training on inclusive promotion practices and establish transparent advancement criteria with diverse interview panels

'Conduct Product team workshop on cognitive diversity and implement structured brainstorming processes that actively seek varied viewpoints

Question	Overall	Design (27)	Engi- neer... (96)	Finance (22)	HR (20)	Market- ing (48)	Opera- tions (35)
I feel I belong at this organization	3.68	+0.06	+0.04	+0.19	+0.17	+0.05	-0.16
I can be my authentic self at work	3.70	+0.04	-0.01	-0.01	+0.20	+0.07	-0.07
People of all backgrounds have equal opportunity...	3.66	+0.11	-0.05	+0.06	+0.39	+0.11	+0.08
Leadership is committed to diversity and inclusion	3.69	+0.16	-0.09	-0.05	+0.21	+0.06	-0.15
My team values diverse perspectives	3.67	+0.26	-0.01	+0.06	+0.08	+0.12	+0.07
I feel psychologically safe to voice my opinions	3.66	+0.15	-0.03	+0.11	+0.09	+0.09	+0.02
The organization handles discrimination complain...	3.72	+0.24	+0.00	-0.17	+0.13	+0.01	-0.03
Inclusive behavior is modeled by management	3.70	+0.19	-0.06	+0.03	+0.10	+0.13	-0.04

Below avg Near avg Above avg

Note: Showing 6 of 8 segments, 8 of 8 questions. See full report in web app.

Results by Office Location

342 responses across 6 segments

AI Analysis

Berlin significantly outperforms all other locations (+0.17 variance), while New York and San Francisco consistently underperform (-0.05 variance each) across all diversity and inclusion metrics.

New York and San Francisco offices, representing 177 employees (43% of total workforce), are consistently underperforming across all D&I dimensions, creating risk for talent retention and company culture

Key Insights

- Berlin (34 responses) shows the strongest D&I performance with +0.17 average variance, indicating this smaller office has successfully created an inclusive culture that could serve as a model
- New York (96 responses) and San Francisco (81 responses) both show consistent underperformance at -0.05 variance despite being the largest offices, suggesting systemic D&I challenges in major hubs
- Remote workers (39 responses) perform exactly at company average (0.00 variance), indicating virtual work arrangements neither help nor hinder inclusion efforts

Recommendations

'Conduct knowledge transfer sessions from Berlin leadership to New York and San Francisco management teams to share successful D&I practices and cultural approaches

'Implement targeted manager training programs in New York and San Francisco focusing on psychological safety and inclusive leadership behaviors

Question	Overall	Berlin (34)	London (62)	New York (96)	Remote (39)	San Fran... (81)	Tokyo (30)
I feel I belong at this organization	3.68	+0.17	+0.11	-0.03	+0.01	-0.11	-0.05
I can be my authentic self at work	3.70	+0.10	+0.05	-0.03	+0.12	-0.07	-0.10
People of all backgrounds have equal opportunity...	3.66	+0.04	-0.02	+0.01	-0.02	-0.01	+0.00
Leadership is committed to diversity and inclusion	3.69	+0.22	+0.12	-0.09	-0.10	-0.02	-0.02
My team values diverse perspectives	3.67	+0.27	+0.04	+0.00	-0.08	-0.05	-0.14
I feel psychologically safe to voice my opinions	3.66	+0.13	+0.19	-0.07	+0.03	-0.12	-0.03
The organization handles discrimination complain...	3.72	+0.16	+0.04	-0.14	+0.00	+0.03	+0.08
Inclusive behavior is modeled by management	3.70	+0.24	-0.04	-0.03	+0.02	-0.07	+0.07

■ Below avg
 ■ Near avg
 ■ Above avg

Theme Validation Summary



Theme	Impact	Mentions	Validations	Sentiment	Status
Promotion Equity Concerns	Critical	14	29/6	negative	Validated
Strong Sense of Belonging	High Impact	23	-	positive	Pending
Leadership Lacks Diversity	High Impact	11	22/6	negative	Validated
Microaggressions in Meetings	High Impact	8	17/5	negative	Validated
Psychological Safety Is High	High Impact	30	-	positive	Pending
Inclusive Team Dynamics	High Impact	35	-	positive	Pending
Flexible Work Supports Inclusion	Medium Impact	25	-	positive	Pending
Good Mentorship Programs	Medium Impact	20	-	positive	Pending
ERG Groups Feel Performative	Medium Impact	5	13/5	negative	Validated
Pay Equity Doubts	Low Impact	4	3/9	negative	Vocal Minority
Hiring Pipeline Not Diverse Enough	Low Impact	3	3/7	negative	Vocal Minority
Disability Accommodations Lacking	Low Impact	2	1/7	negative	Vocal Minority

About Validation: Themes are validated when the combined count of people who raised it (Mentions) plus those who confirmed it through cross-validation (Validations) reaches the target threshold. "Validated" themes represent real, widespread concerns. "Vocal Minority" themes were not confirmed by others.

Top 5 Themes by Business Impact

Promotion Equity Concerns (negative) Validated Score: 86.0 Critical

83% 35 asked: 14 raised + 15 confirmed / 6 declined

AI Assessment
High validation rate indicates systemic perception. Promotion equity is foundational to DEI credibility. Legal and reputational risks.

Recommended Action
Audit promotion rates by demographic. Standardize promotion criteria. Implement calibration sessions.

Score Breakdown

Spread	<div><div style="width: 82.0%;"></div></div>	82.0
Severity	<div><div style="width: 85.0%;"></div></div>	85.0
AI Analysis	<div><div style="width: 86.0%;"></div></div>	86.0

Impact Dimensions

Retention: 85.0	Productivity: 60.0	Financial: 65.0	Reputation: 80.0
Urgency: 88.0			

Strong Sense of Belonging (positive) Pending Validation Score: 78.0 High Impact

AI Assessment
Strong positive signal. High belonging correlates with engagement and retention. This is a key strength.

Recommended Action
Continue fostering inclusive environment. Share stories that reinforce belonging culture.

Score Breakdown

Spread	<div><div style="width: 90.0%;"></div></div>	90.0
Severity	<div><div style="width: 0.0%;"></div></div>	0.0
AI Analysis	<div><div style="width: 78.0%;"></div></div>	78.0

Impact Dimensions

Retention: 0.0	Productivity: 80.0	Financial: 0.0	Reputation: 0.0
Urgency: 0.0			

Leadership Lacks Diversity (negative) Validated Score: 76.0 High Impact

79% 28 asked: 11 raised + 11 confirmed / 6 declined

AI Assessment
Validated perception. Lack of diverse leadership impacts role model visibility and career aspiration.

Recommended Action
Set diversity targets for leadership. Implement sponsorship programs for underrepresented groups.

Score Breakdown

Spread	<div><div style="width: 76.0%;"></div></div>	76.0
Severity	<div><div style="width: 72.0%;"></div></div>	72.0
AI Analysis	<div><div style="width: 76.0%;"></div></div>	76.0

Impact Dimensions

Retention: 65.0	Productivity: 45.0	Financial: 50.0	Reputation: 75.0
Urgency: 68.0			

Microaggressions in Meetings (negative) Validated

Score: 74.0 High Impact

77% 22 asked: 8 raised + 9 confirmed / 5 declined

AI Assessment

Validated concern affecting psychological safety. Microaggressions erode belonging over time.

Recommended Action

Train managers on recognizing and addressing microaggressions. Establish meeting norms.

Score Breakdown

Spread	<div style="width: 73%;"></div>	73.0
Severity	<div style="width: 75%;"></div>	75.0
AI Analysis	<div style="width: 74%;"></div>	74.0

Impact Dimensions

Retention: 70.0	Productivity: 55.0	Financial: 40.0	Reputation: 60.0
Urgency: 72.0			

Psychological Safety Is High (positive) Pending Validation

Score: 74.0 High Impact

AI Assessment

Strong positive signal. Psychological safety is foundational to inclusion and innovation.

Recommended Action

Document and share practices that create psychological safety. Use in manager training.

Score Breakdown

Spread	<div style="width: 88%;"></div>	88.0
Severity	<div style="width: 0%;"></div>	0.0
AI Analysis	<div style="width: 74%;"></div>	74.0

Impact Dimensions

Retention: 0.0	Productivity: 78.0	Financial: 0.0	Reputation: 0.0
Urgency: 0.0			

Recommendations

Conduct immediate promotion audit by demographic groups and implement standardized advancement criteria with calibration sessions

Promotion equity shows the highest impact rating and affects fundamental DEI credibility. Systemic perception of unfair advancement must be addressed through data-driven transparency and process standardization

Expected: Improved trust in advancement processes and increased retention of diverse talent

IMMEDIATE Addresses: Promotion Equity Concerns

Establish diversity targets for leadership roles and implement formal sponsorship programs for underrepresented groups

Lack of diverse leadership impacts role model visibility and career aspiration. Without representation at senior levels, advancement concerns will persist

Expected: Increased diverse representation in leadership and clearer advancement pathways

IMMEDIATE Addresses: Leadership Lacks Diversity Promotion Equity Concerns

Implement comprehensive meeting norms training and microaggression recognition programs for all managers

Microaggressions erode psychological safety and belonging over time. Training managers to recognize and address subtle bias protects the strong inclusive culture already established

Expected: Reduced microaggressions and maintained high psychological safety scores

SHORT TERM Addresses: Microaggressions in Meetings Psychological Safety Is High

Restructure ERGs with dedicated budgets, direct leadership reporting lines, and formal input on policy decisions

ERGs need real influence to be effective inclusion tools. Current performative perception undermines their potential to support diverse employee communities

Expected: Enhanced ERG effectiveness and increased employee engagement in diversity initiatives

SHORT TERM Addresses: ERG Groups Feel Performative

Document and systematically share inclusive practices that create strong belonging and team dynamics

The organization has achieved strong belonging and inclusive team dynamics - these practices should be codified and scaled across all teams to maintain this competitive advantage

Expected: Consistent inclusive practices across all teams and sustained high belonging scores

SHORT TERM Addresses: Strong Sense of Belonging Inclusive Team Dynamics Psychological Safety Is High

Respondent Voices

"Look at our leadership team - almost no diversity. Hard to see myself advancing here."

Theme: Leadership Lacks Diversity • What could the organization do better to improve diversity, equity, and inclusion?

"I've noticed a pattern where certain groups consistently get promoted faster. It doesn't feel fair."

Theme: Promotion Equity Concerns • What could the organization do better to improve diversity, equity, and inclusion?

"Being part of this team feels like being part of a family that respects differences."

Theme: Strong Sense of Belonging • What does the organization do well to foster an inclusive environment?

"I'm often asked where I'm 'really from' or complimented on how well I speak English. It's exhausting."

Theme: Microaggressions in Meetings • What could the organization do better to improve diversity, equity, and inclusion?

"My team actively seeks out different perspectives. Everyone's voice is heard."

Theme: Inclusive Team Dynamics • What does the organization do well to foster an inclusive environment?

AI-Powered Insights

Executive Overview

Our D&I survey reveals a critical leadership crisis with Directors scoring significantly below average across all inclusion metrics (-0.34 average), particularly in psychological safety (-0.55) and fostering diverse perspectives (-0.45), creating a cascading negative impact on team culture. This leadership gap is compounded by systemic underperformance in our largest revenue centers—the Sales department (60 employees) shows triple deficits in advancement, belonging, and diverse perspectives, while our major offices in New York and San Francisco (43% of workforce) consistently underperform across all D&I dimensions. Despite Berlin's success as a positive model (+0.17 variance), the organization faces significant retention and performance risks, particularly among mid-tenure employees (2-5 years) who represent our largest response group and show consistently negative D&I sentiment.

Methodology & Glossary

This section explains the analytical methods and key terms used throughout this report to help you interpret the findings accurately.

Theme Extraction

Themes are identified using AI analysis of open-text responses. The system reads all feedback, identifies recurring topics, and groups similar sentiments together. Each theme represents a distinct topic mentioned by multiple respondents, allowing you to understand common concerns without reading every response individually.

Cross-Validation

Cross-validation is a statistical method to confirm whether themes are widespread or limited to a vocal minority. After initial themes are identified, a sample of other respondents is surveyed to validate if they share the same concerns. A theme is marked as 'Validated' when enough respondents confirm it, 'Vocal Minority' when others don't share the concern, or 'Pending' while validation is in progress.

Impact Analysis

Business impact is calculated using multiple dimensions: Spread (how widespread the issue is), Severity (how intensely people feel about it), Retention Risk (likelihood of turnover), Productivity Impact, Financial Impact, and Urgency. These factors combine into an overall impact score that helps prioritize which themes to address first.

NPS (Net Promoter Score)

NPS measures overall satisfaction on a 0-10 scale. Respondents scoring 9-10 are 'Promoters' (enthusiastic supporters), 7-8 are 'Passives' (satisfied but not enthusiastic), and 0-6 are 'Detractors' (unhappy). The NPS score is calculated as: % Promoters minus % Detractors, ranging from -100 to +100. A positive score indicates more promoters than detractors.

Sentiment Analysis

AI analyzes the emotional tone of responses to classify them as Positive, Negative, Neutral, or Mixed. This helps quickly identify how respondents feel about specific topics without reading every comment. Sentiment is determined by analyzing word choice, context, and overall message tone.

Statistical Significance

Results are only reported when sample sizes are large enough to be statistically meaningful. Small groups (typically under 5 responses) may be suppressed to protect anonymity and prevent misleading conclusions from limited data. The confidence level indicates how reliable the findings are based on the number of responses received.

Understanding Report Badges

Impact Levels:

Critical High Medium Low

Validation Status:

Validated Pending Vocal Minority

Action Priority:

Immediate Short-term Long-term

Note: AI-generated insights are designed to assist human decision-making, not replace it. Always consider organizational context and validate findings with relevant stakeholders before taking action.