



2021 Diversity, Equity and Inclusion (DEI) Employer Considerations Guide



Gallagher

Insurance | Risk Management | Consulting

IT'S A JOURNEY

To what extent has diversity, equity and inclusion (DEI) been integrated into your organization?

COMPLETELY INTEGRATED

7%

It's a top priority for the C-suite, leaders are held accountable for DEI objectives, and it's integrated into all talent strategies and business systems.

MOSTLY INTEGRATED

36%

A DEI vision and strategy has been communicated to employees, and includes dimensions beyond race, age, gender and disabilities.

SOMEWHAT INTEGRATED

48%

Main focus is on compliance, and some leadership involvement and grassroots diversity networks may exist.

NO INTEGRATION

9%

No vision, strategy or business case, and little or no leadership involvement.

Gallagher's Workforce Trends Pulse Survey on DEI: May 17, 2021

Encouraging a diverse and inclusive workplace enhances employees' physical wellbeing, emotional wellbeing and sense of connection

2020 was a year of awakening, and has given us the opportunity to increase our awareness about DEI and to expand our capacity for empathy and compassion toward members of our whole community.

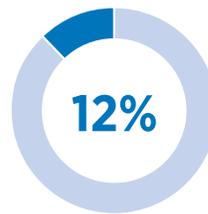
DEI and the impact on personal and organizational wellbeing

The business case for DEI is clear: Organizations that embrace DEI perform better. Additionally, a sense of belonging can help drive connectedness, which helps build resiliency and trust, and can reduce the risk of burnout, which negatively impacts engagement, retention and healthcare costs.

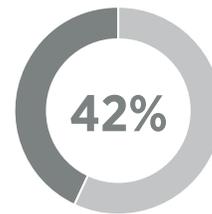
In our increasingly purpose-driven society, an organization's DEI strategy can be a clear demonstration of the employee value proposition (EVP) and a distinct differentiator for why people may choose to join, stay or leave your organization. Forty-seven percent of organizations responding to Gallagher's Workforce Trends Survey consider DEI a top organizational/HR priority, with another 42% stating that it is an emerging priority.



Top Organizational Priority



Top HR Priority



Emerging Priority



Low/Not a Priority

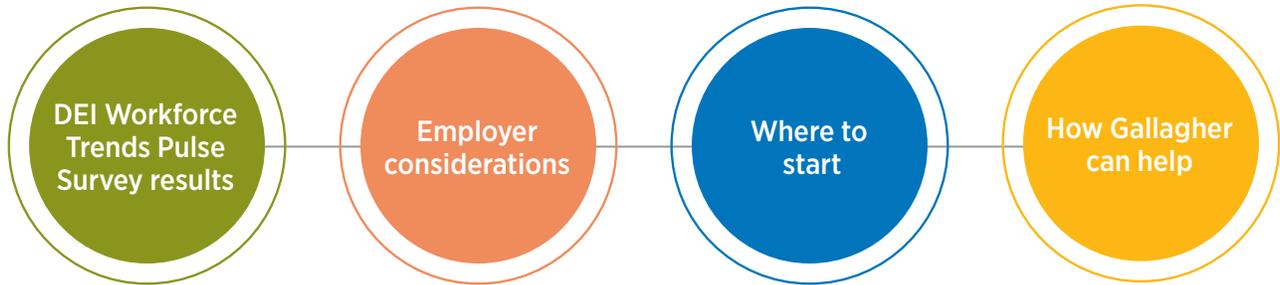
From honest, ethical leaders to fairness in workplace policies, to equitable and compliant compensation and benefits programs, nearly all aspects of human resources programs can in some way impact how successful the organization will be in fostering DEI.

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In this guide

The 2021 DEI Employer Considerations Guide is designed to help employers navigate considerations and actions in determining the right path forward for their organizations. We will cover these areas in the following pages to help you know better, do better and be better.

- DEI Workforce Trends Pulse Survey results
- Employer considerations
- Where to start
- How Gallagher can help: Solutions, resources and thought leadership

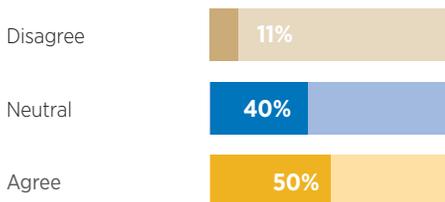


Gaining insights in DEI related to benefits strategy and workforce planning

Gallagher's recent Workforce Trends Pulse Survey (April–May 2021) provides insights from 264 employers on the workforce strategies under consideration to support DEI.

1. Rate your agreement with this statement: “My organization’s current benefits strategy adequately addresses equity and inclusion for all employees.”

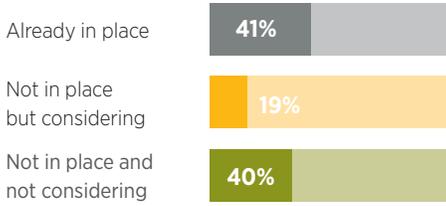
257 Responses



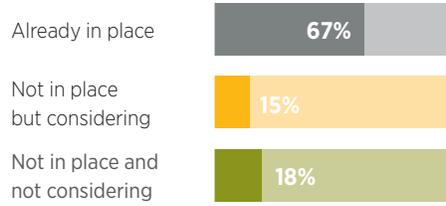
2. Which of the following do you have in place or are you considering to support DEI?

254 Responses

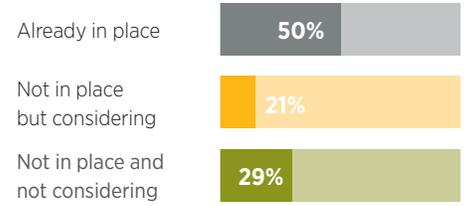
Expanded paid holidays and religious observances



Parity between benefits available for employees, spouses and partners



Equal health coverage for transgender individuals without exclusion for medically necessary care



Diversity training for managers



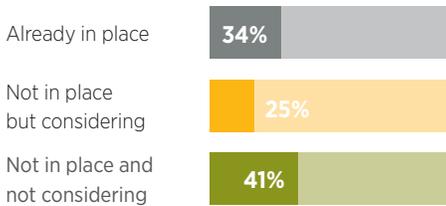
Soft skill training for managers that includes leading with empathy, compassion and authenticity



Inclusion of diversity metrics in executive performance/compensation evaluations



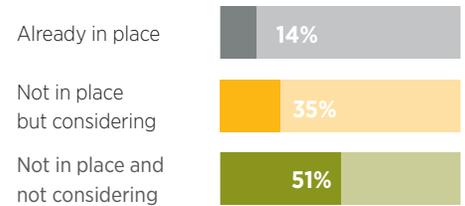
Diversity council



Employee resource groups or affinity groups



Supplier diversity program

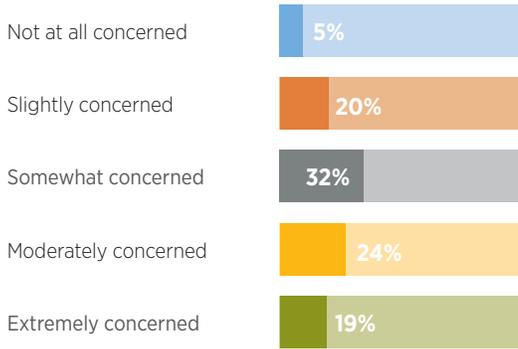


Hiring a diversity leader



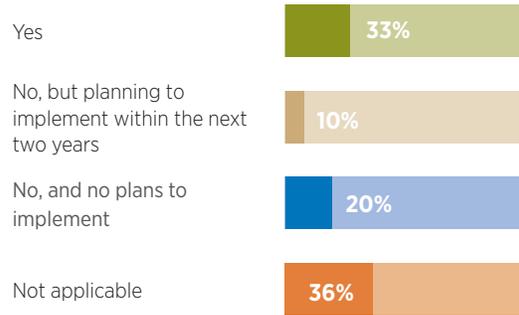
3. How concerned are you that improvement in the job market will increase voluntary turnover?

254 Responses



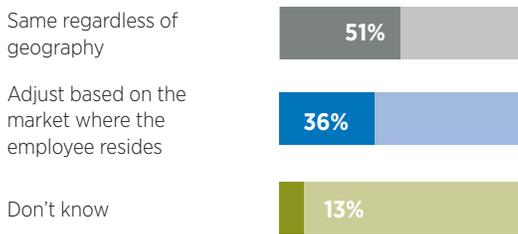
4. For open positions that are now fully remote, does your organization recruit outside of its local or regional market?

252 Responses



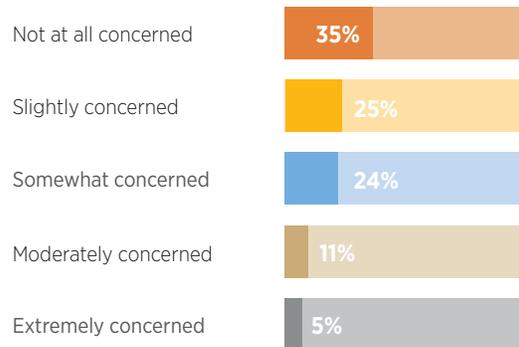
5. Which best describes your approach to compensating fully remote roles?

84 Responses



6. How concerned are you about real or perceived issues surrounding fair treatment and equity of remote employees related to promotions, project opportunities, etc.?

249 Responses



What employers should consider as they build their DEI strategy

WELLBEING DIMENSION	AREA	CONSIDERATIONS
Organizational	Messaging and Communications	<ul style="list-style-type: none"> • Does your organization's leadership understand the imperative value of DEI? • Have you communicated DEI's importance to your organization, and your vision and strategy to make progress with employees? • What is your organization's external reputation for creating an inclusive workplace? Do all employees feel they can bring their authentic selves to work at your organization? • Is your work climate psychologically safe (being able to act and engage in a team without fear or negative consequences) for employees who are members of less-represented social groups? • Does your organization consider all internal communications through the lens of DEI?
	Workforce Demographics	<ul style="list-style-type: none"> • Have you examined the demographics within your overall workforce and your senior leadership team? • Does your organization measure turnover trends by group demographics? • What other data, trends and benchmarks—internal and external—support your organization's analysis (e.g., recruiting cycle, promotions, stretch assignments to diverse talent, labor market availability)?
	Risk Management	<ul style="list-style-type: none"> • Have your HR team and risk manager discussed diversity-related premium discounts offered by your employment practices liability (EPL) and Directors and Officers (D&O) insurance carriers? • How is your organization approaching vendor diversity? Have your HR team and risk manager discussed how to disperse your insurance spend among diverse certified businesses? • Does your organization have a supplier diversity goal? • Has your organization considered the rise in workplace discrimination charges? How do these potential litigation costs compare to the costs of adopting a DEI program? • Has your organization considered the rise in lawsuits related to board diversity? What new questions will D&O underwriters be asking moving forward?

WELLBEING DIMENSION	AREA	CONSIDERATIONS
Physical and Emotional	Medical Plan Offerings	<ul style="list-style-type: none"> • Is your benefit coverage inclusive for coverage vital to each community: race (Black, Hispanic, Indigenous and people of color, or BIPOC), age, gender, religion, identity/orientation and people of all abilities? • Are you addressing health issues that affect the following? <ul style="list-style-type: none"> » Gender, such as mastectomy, infertility, female egg presentation, male urology, neurological deficiencies? » Ability » Age • Do you provide solutions that benefit a specific need in your workforce (e.g., caregiver, commuter)? • Do you offer coverage for same-sex domestic partners? • Does your plan explicitly include or exclude gender transition-related services? • Does the health plan cover the healthcare needs of transgender individuals, without exclusions for services related to sex affirmation or sex reassignment, that are considered medically necessary by the World Professional Association for Transgender Health (WPATH) standard of care? • Does the health plan follow the current WPATH standards regarding assessment, diagnosis, treatment and eligibility of care for a specific treatment, prior authorization and utilization management decisions? • What coverage and services does the program cover for neurodivergent employees and dependents? <ul style="list-style-type: none"> » Applied behavioral analysis (ABA) coverage? » Physical, speech and occupational therapy for congenital issues? » Neuropsychological services?
	Mental Health	<ul style="list-style-type: none"> • Is consideration given to address stress, depression and conflict resolution stemming from racial and ethnic issues, or resulting from gender identification concerns? • How does your mental health program support individuals with disabilities or neurological differences? • Do you have caregiving benefits for program participants addressing family matters such as aging parents; illness of a dependent, or life transitions as they relate to birth, death and divorce? • Have you evaluated your leave programs to support changing employee needs?

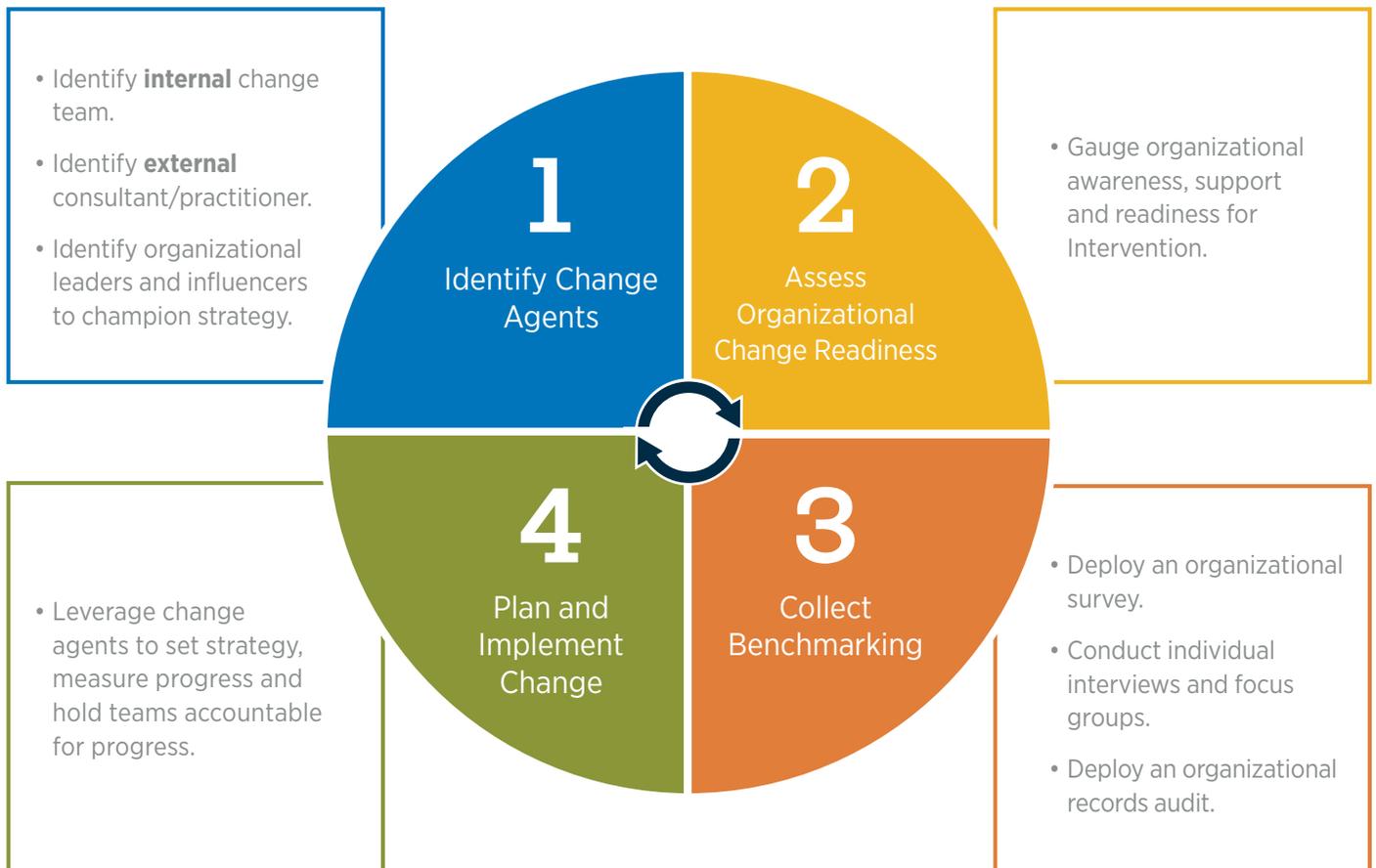
WELLBEING DIMENSION	AREA	CONSIDERATIONS
Physical and Emotional (continued)	Provider Diversity	<ul style="list-style-type: none"> • Does your plan identify and facilitate access to a diverse panel of network providers (physicians/medical/clinical professionals) in terms of race (BIPOC-Black, Indigenous and People of Color), age, gender and ability? • Do plan members have sufficient access to providers with expertise in issues specific to race (BIPOC), age, sex, sexual orientation and ability? • Does your plan facilitate access to a sufficient number of providers located in at-risk communities and areas in which your workforce resides? • Is there linguistic and cultural navigational support for members seeking to identify and contact appropriate healthcare providers?
	Pharmacy	<ul style="list-style-type: none"> • Are you providing coverage for drugs affecting the at-risk communities: race (BIPOC), age, gender, sexual orientation, binary affiliation or identification, and disability? <ul style="list-style-type: none"> » Transition care drugs » AIDS/HIV treatment » Hep-C treatment (e.g., Harvoni®) » Gene therapy (e.g., Zolgensma® to treat spinal muscular atrophy)
Financial	Financial Education	<ul style="list-style-type: none"> • How do you communicate with and educate individuals with different financial backgrounds, environments and priorities? • How are you measuring individual employee financial needs in your population today? • Are you assessing retirement readiness as it relates to specific segments of your population (e.g., by location, compensation, role)? • Do you provide education on financial benefits offered outside of your company to confront specific needs for qualifying individuals?
	Corporate-Sponsored Programs	<ul style="list-style-type: none"> • Do you provide employees with flexible spending options to meet their individual needs? • What tools are you incorporating into your retirement plan design to help account for varying levels of investment and long-term savings knowledge, such as target date funds, auto-enrollment and auto-escalation features? • Do you offer short-term loan or financial aid assistance to your employees for emergencies? • Does your organization offer any student tuition, reimbursement or financial aid options for pursuit of an employee's higher education goals?

WELLBEING DIMENSION	AREA	CONSIDERATIONS
Career Wellbeing	Attraction and Retention	<ul style="list-style-type: none"> • What strategies are you using to attract diverse talent? • What employee resource groups (ERGs) do you encourage? • Do you have an internal committee or council focused on DEI? • Are you recruiting from diverse and inclusive colleges and universities? • Do you partner with organizations that can help you source diverse candidates or advertise your opportunities with diversity-based or military veteran organizations?
	Recruitment/ Application Process	<ul style="list-style-type: none"> • Is the organization clearly communicating how DEI contributes to the EVP? • Where are the barriers that discourage diverse applicants from applying? • Is the sourcing strategy broad and diverse to ensure applicants from the diverse pool? • What is the applicant experience for people who are part of historically underrepresented social groups?
	Selection Process	<ul style="list-style-type: none"> • How does the selection process create an environment that is desirable to the candidate? • Can interviewers articulate and identify unconscious biases in the selection process? • Does your organization help interviewers be more sensitive to diverse groups? • Do interviewers know how to regain control of interviews that violate the organization's DEI values?
	Career Development and Advancement	<ul style="list-style-type: none"> • Are mentor and sponsor programs strategically designed to support career advancement for marginalized social groups? • Have you evaluated pay equity within your organization? • What financial support does your organization offer to talented employees to level the educational playing field if a gap exists? • Are tuition assistance programs for advanced degrees or professional certification programs advertised and utilized? • Are stretch assignments offered equitably throughout the organization? • How is the organization increasing visibility of talent and high-performing employees who are members of historically underrepresented social groups?

WELLBEING DIMENSION	AREA	CONSIDERATIONS
Career Wellbeing	Off Boarding	<ul style="list-style-type: none"> • How long do non-dominant social group employees stay? Does your organization pay attention to the reasons they are leaving? • How do you engage with former employees? • Do you leave the door open for high-performing employees to return? • Does the company measure trends among the turnover of different populations? • Are you measuring employees' perceptions about DEI in your organization at the time of separation in exit interviews? • How are you using data from exit interviews to support DEI in your organization? • Are you looking at this turnover at an organization, department and team level?
	Leadership	<ul style="list-style-type: none"> • Has the organization connected DEI with competitive advantages? • Can employees in non-dominant social groups see themselves represented in the organization's leadership? • Are organizational leaders modeling behaviors that reflect a commitment to DEI? • What aspect of DEI transformation and sustainability do leaders own? How do you hold them accountable? • Are you training supervisors and managers to create psychologically safe workplaces within their teams? • Does the company have goals for diversity in leadership roles at every level, including the governing board and the C-suite? • Have you assessed your policies and practices for instances of institutional incongruence, or situations where policies and procedures impede the organization from achieving/implementing its DEI vision?
	Organizational Climate and Culture	<ul style="list-style-type: none"> • How does your organization foster a sense of belonging for your employees? • Are the individuals in your organization ready for change? • Are the teams ready for change? • Is the organization ready for change? • Have all the members of the workforce taken the introspective journey to understand how their unconscious biases shape their worldview? • What behaviors exemplify the DEI vision? • How much does your organization invest in advancing DEI initiatives? • How inclusive are your organizational decision-making processes? How do you gather and act upon employees' voices? • How does the organization create processes that sincerely invite feedback on DEI and encourage ideas for supporting such initiatives? • Have you surveyed your employees to measure climate and culture? What steps have leaders taken to put resources toward building a more diverse culture? • How diverse are the external partners the organization works with?

Where to start

The DEI journey is not always a linear process. In reality, it's cyclical and heavily influenced by leadership support and constant vigilance on reevaluating, renewing and reshaping the plan.



GALLAGHER CAN HELP

No matter where you are in your DEI journey, Gallagher's consultative solutions—including our DEI Consulting Group—can help you assess, plan, implement and measure a strategy to support your efforts to attract, retain and engage your talent.

Through our Gallagher Better WorksSM consulting approach, we can help you build an inclusive workplace and strategically plan for organizational wellbeing, with the recognition that each employer brings unique needs based on their culture, demographics and budget.

Contact your local Gallagher consultant for information on how we can help you know better, do better and be better. Click on the links below to connect to articles, resources and teams who can help your organization navigate its DEI journey.



STRATEGICALLY PLAN

- Organizational priorities assessment
- Workforce demographic evaluation
- Communication strategy assessment
- Holistic organizational and employee wellbeing strategy
- Retirement plan assessment
- Collaborate and build relationships with diverse partners

BUILD A CULTURE THAT SUPPORTS DEI

- Climate surveys
- Executive search capabilities for hiring a chief diversity officer
- Manager and employee training
- Pay equity review
- Updates to HR policies and procedures
- Hiring process review
- Supplier diversity support

OFFER COST-EFFECTIVE, COMPETITIVE BENEFITS

- Benefits consulting
- Core benefits gap analysis
- Annual health and welfare strategic planning
- Employee assistance programs
- Wellbeing programs
- Telemedicine and decision support tools
- Pharmacy benefits consulting
- Voluntary benefits consulting

REWARD EMPLOYEE PERFORMANCE

- Compensation philosophy and analysis
- Employee recognition opportunities
- Executive compensation consulting
- Incentive compensation practices
- Promotion and development opportunities
- Total rewards consulting

DEVELOP YOUR PEOPLE

- Compensation and salary administration
- Compliance consulting
- Development and succession planning
- Discipline and termination practices
- Employee relations
- New executive integration
- Organizational development
- Performance management

ENGAGE YOUR TEAM

- Employee handbook development
- Engagement survey development and analysis
- HR systems and technology consulting
- Job descriptions and success metrics
- Onboarding and employment practices

PROTECT YOUR FUTURE

- Retirement plan consulting
- Executive benefits
- Institutional investments and fiduciary services

COMMUNICATE FOR ACTION AND APPRECIATION

- EVP development
- Communications consulting
- Branding and logo development
- Motion graphics videos
- Recorded voice-over presentations
- Microsite and digital deliverables
- Virtual open enrollment meetings or benefit fairs
- Culture, values and behaviors

ATTRACT THE RIGHT TALENT

- Candidate assessment and evaluation
- Compensation philosophy and analysis
- Equal employment opportunity practices
- Executive search and interim placement
- Recruiting and hiring processes
- Total rewards consulting

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CONNECT
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Specialized minority, women and other diverse, certified partners

Gallagher Connect Partners is our network of specialized minority, women and other diverse, certified partners strategically selected to partner with Gallagher based on their unique perspectives and capabilities. The platform provides a collaborative environment for partners and Gallagher account teams to deliver high-quality solutions that meet our clients' needs.

View Gallagher DEI resources and our collection of thought leadership.



GALLAGHER BETTER WORKSSM INSIGHTS REPORT

Fortifying a culture of diversity, equity and inclusion

Gain data and insights from Gallagher subject matter experts related to benefits and workforce planning to support DEI.

[View Insights Report](#)

[View DEI Collection](#)



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