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Acknowledgements

Authors:

Lisa Arafune, Former Member, Diversity in Government Relations Coalition
Chief of Staff, Purdue University College of Engineering

Poorvie Bishnoi, Member, Diversity in Government Relations Coalition
Director of Government Relations, Monument Advocacy

Ashira Biswas, Former Intern, Diversity in Government Relations Coalition
Student, Trinity College-Hartford

Lauren Brookmeyer, Member, Diversity in Government Relations Coalition
Assistant Vice President of Federal Relations, Stony Brook University

Vaun Cleveland, Member, Diversity in Government Relations Coalition
Federal Affairs Counsel, American Family Insurance

Aria Janiszewski, Member, Diversity in Government Relations Coalition
Juris Doctor Candidate, American University

Gina Kim, Board of Directors, Diversity in Government Relations Coalition
Chief Research Officer, National Journal

Monica Maybank, Co-Founder, Diversity in Government Relations Coalition
Founder & CEO, The Almond Group

Jaime Werner, Board of Directors, Diversity in Government Relations Coalition
Vice President of Strategy and Development, Congressional Management Foundation

Gerald Yao, Board of Directors, Diversity in Government Relations Coalition
Chief Strategy Officer & Global Head of ESG, FiscalNote

Contributors:

Ewurama Ewusi-Mensah
Founder & Consultant, Sea Never Dry Editing & Publishing Services

Marrla Ferrer
Research Assistant, Congressional Management Foundation

Angela Lee, Board Vice-Chair, Diversity in Government Relations Coalition
Director of Communications and Programs, Association for Behavioral Health and Wellness

Donique Reid
Doe Rae Solutions

Cicely Tomlinson, Co-Founder & Board Chair, Diversity in Government Relations Coalition
DEI Director, Mutual of Omaha

Samantha Weinraub, Member, Diversity in Government Relations Coalition
Communications Associate, Lafayette Group

Diversity & Inclusion in Government Relations Survey Report
Letter from Leadership

We recognize we are living in uncertain times. So much about the world, our workplaces, our political and economic systems, and the majority of our daily lives are unpredictable. We can rely on statisticians, policy wonks, and mentors to guide us, but at the end of the day, something unpredictable is bound to happen.

What do we do with all of this unpredictability? We double down on our empathy. We try to put ourselves in someone else’s shoes to better identify with their experience. You may not have lost your job due to COVID-19, but nearly 10 million Americans did. You may not have difficulty finding a job or securing a raise or promotion because of your race, but nearly half of Black women do. Maybe you’ve never known isolation in the workplace because of your sexual orientation, but more than half of LGBTQ+ employees experience this.

These experiences have a ripple effect that extends beyond the workplace, affecting every one of us. How we manage our workplaces and employees—who have a place at the table, whose voices are heard, how decisions are made—can make an invaluable difference in shaping the world we live in. Within the government relations field, this effect cascades even further, as professionals in our sector influence local, state, and federal policy. Diversity among government relations professionals can transform the American policymaking sphere by ensuring that the experiences of people from all walks of life are accounted for in policy outcomes.

We have known for a while that the government relations sector lacks diversity, but the findings of our survey reveal just how stifled underrepresented groups feel in the workplace. The gaps between groups are telling. Our goal is for this report to help you more fully convey these disparities and make decisions about how to address the inequitable workplace experiences in government relations.

These survey findings are not exhaustive. There is more to be learned about the varying experiences of people in our industry. Still, we appreciate that this process has illuminated areas of opportunity, and we look forward to evolving the survey and expanding our respondent pool to ensure we provide the government relations community with timely and reliable data that can be used to further support those who are underrepresented in our field.

We hope this report serves as a starting place, encouraging you to be bold, ask questions, take risks, and bridge the gap for those who have historically been isolated and underrepresented.

Jackson Clark  
Benjamin R. Grove  
Kodiak Hill-Davis  
Aria Janiszewski  
Gina Kim  
Angela Lee  
Taylor Swift  
Jaime Werner  
Cicely Tomlinson  
Laura Uttley  
Gerald Yao
Executive Summary

In general, our findings revealed that people from historically underrepresented groups were having worse experiences of their workplaces within the government relations field than their peers. As Areas One - Six of the report show, women, people of color, and people with disabilities were commonly having worse experiences of working within the government relations field than their peers who are men, White, or nondisabled. These experiences range from feeling less heard or valued, less comfortable voicing their opinions, less considered or involved in decision-making, to expressing less certainty about whether they are fairly evaluated and paid and able to access opportunities for growth and success. In addition, these groups more frequently questioned their organization’s commitment to diversity as well as the presence and effectiveness of diversity initiatives.

However, the survey also revealed some interesting caveats to these broader trends. For example, Black men who responded to our survey stood in contrast to other historically underrepresented groups—reflecting comparatively positive experiences across the five domains and in many cases reporting perspectives equivalent to that of their White male peers. In many ways, LGBTQ+ respondents reported perspectives that mirrored those of their heterosexual peers, though when factors like gender and race were considered, gaps emerged. In a number of instances, Asian women’s perspectives mirrored those of White women in our survey—but strongly diverged in others. And while Hispanic/Latino respondents reported less favorable experiences as compared to White, non-Hispanic/Latino respondents, these differences often fell away when the experiences of White Hispanic/Latino respondents alone were considered. Among lobbyists, Republicans reported more favorable views of the five domains than Democrats—though, as in other areas, the impact of other factors such as gender and race continued to be revealed.
Section One: Introduction

As a society, we are becoming increasingly more diverse and inclusive—yet the policymaking process continues to both misrepresent and underrepresent the voices of our diverse populace. Our findings reveal that the government relations sector—one of the most powerful drivers for American policymaking—is overlooking much of our country.

This aligns with other recent research:

- Research from the Public Affairs Council reveals that just 17% of public affairs professionals, among nearly 130 organizations, are people of color.2
- Recent research from the United States House of Representatives’ Office of Diversity and Inclusion reveals that nearly 76% of people in senior level positions are White.3
- A report from the Joint Center for Political and Economic Studies reveals that although people of color make up 40% of the United States population, they comprise only 8% of U.S. Senate staff directors.4
- A recent compensation study finds that 56% of respondents at least somewhat disagree with the statement that women and people of color are equally represented in leadership positions in the government relations field.5

Policymaking that lacks representation can cause adverse unintended consequences that have long-term impacts. One example of this is the Trump administration’s Paycheck Protection Program (PPP) policy, under which business owners who had certain criminal records or who were delinquent or defaulted on their student loans were restricted from accessing PPP funds. People of color are disproportionately negatively impacted by these factors and were therefore limited from accessing PPP. These restrictions, however, were lifted under the Biden administration, which afforded more business owners and people of color the opportunity to benefit from PPP, bringing more equity to the PPP process.6 This aligns with the Biden Administration, noted for being the most racially and ethnically diverse in US history, and its firm commitment to advancing racial equity and support for underserved communities.

Representation is critical to advancing equitable policies that reflect the voices of an increasingly diverse society. Our survey drew a significant number of responses from historically underrepresented groups, thus the demographics of our survey do not reflect the actual underrepresentation of these groups in the field; however, our findings do reveal important insights about their experiences. Within the government relations field, historically underserved racial and ethnic groups are less likely to feel like they belong, that they are

6 Fact sheet: Biden-Harris administration increases lending to small businesses in need, announces changes to PPP to further promote equitable access to relief. (2021). The White House. Available at: https://www.whitehouse.gov/briefing-room/statements-releases/2021/02/22/fact-sheet-biden-harris-administration-increases-lending-to-small-businesses-in-need-announces-changes-to-ppp-to-further-promote-equitable-access-to-relief.
treated fairly, or that they have equal opportunities to succeed at their organizations in comparison to their White colleagues. They are also less likely to feel respected, to agree that their organizations value diversity, and to feel comfortable voicing their opinions at work.

Our findings also reveal that other underrepresented groups, such as women and the LGBTQ+ community, are having less than desirable experiences when it comes to perceptions of fairness and opportunity, for example, in comparison to their peers.
Section Two: Methodology

The Diversity & Inclusion in Government Relations survey was issued on October 12, 2021, and closed December 1, 2021. The survey, created in Survey Monkey, was distributed electronically across multiple platforms, including targeted email lists, social media, and earned media. The target audience for this data collection effort was professionals who influence local, state, and federal policy. These individuals typically work at nonprofit organizations, think tanks, member associations, corporations, lobbying firms, law firms, and trade associations across the U.S., with many operating in the Washington, D.C., metro area.

The total number of government relations professionals in the U.S. is unknown; however, regular analyses of Senate lobbying disclosure data indicate that there are approximately 10,000 registered lobbyists during any given quarter of the year. A total of 889 respondents – including but not limited to registered lobbyists – participated in this survey.

The survey consists of predominantly close-ended questions asking respondents to rate the level to which they agree or disagree with DEI-focused statements across five domains. Rating options include strongly agree, agree, neutral, disagree, and strongly disagree. The survey results are aggregated into three groups of responses: 1) the percent of participants who agree or strongly agree, 2) the percent who are neutral, and 3) the percent who disagree or strongly disagree. Our survey results are drawn from descriptive analyses and cross-tabulation of the data. Where z-test statistics demonstrate a significant difference between race, gender, sexual orientation, or other indicators, we have elevated those as the basis for our key findings.

At the end of each domain area, respondents were given an opportunity to provide additional comments. While this report focuses on the quantitative feedback captured through close-ended responses, open-ended commentary is used to provide additional context and understanding.
Section Three: Findings

A Look at Our Respondents
Overall, 61% of our 889 survey respondents identify as White; 14% as Latino; 13% as Black; and all other racial groups make up approximately 12% of respondents.7

Our average survey respondent identifies as White, woman, heterosexual, Democrat, between the ages of 25 and 54 years old, and a nonprofit employee.

Additionally, we captured demographic information across two characteristics for Hispanic/Latino participants: 1) Hispanic, Latino, or Spanish origin and 2) race or ethnicity. All Hispanic/Latino respondents self-identified as being of Hispanic, Latino, or Spanish origin and separately identified their race from categories including White/Caucasian, African American/Black, Asian American/Asian, and Multi-Race, among others.

With this in mind, we largely report demographic responses in three ways throughout the report:

- Comparisons between White, Black, or Asian respondents,
- Comparisons between White respondents and people of color as a group,
- Comparisons between Hispanic/Latino respondents and all non-Hispanic/Latino respondents or White, non-Hispanic/Latino respondents.

Measured Domains of Diversity, Equity, and Inclusion

Our research examined experiences across five domains. We define each of these five domains as follows:

Domain One: Fairness and Opportunity
Fairness and opportunity are foundational to DEI considerations and our experiences of the workplace. They help to ensure that within shared workspaces, individuals of different races, ethnicities, genders, and other identities are provided with equal access to opportunities for success, fair and equitable compensation, and supervisor support towards advancement.

Domain Two: Decision-Making
Decision-making that is fair and equitable considers all stakeholder voices. Decision-makers acknowledge the power and privilege they carry and are intentional about communicating information such as desired outcomes, anticipated impact on the team, and the process towards arriving at the final decision.

Domain Three: Voice
Employee voice is increasingly important as organizations seek to boost staff engagement. Individual voice is exercised when there are regular opportunities to express concerns.

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7 Our survey attracted an overrepresentation in underrepresented groups (e.g. women and Black people), which is common among voluntary diversity and inclusion surveys. This is positive in that our survey allowed us to capture the voices of groups that are historically overlooked. We do not believe our demographic percentages for gender and race/ethnicity fully capture the demographics of the government relations field—though those data are currently unknown as the field is quite vast, not entirely defined, and comprehensively unregulated.
generate ideas, and share authentic perspectives that drive organizational decision-making. Moreover, when defined in this way, voice goes beyond allowing individuals to speak—it includes active listening and communication between individuals in the workplace.

**Domain Four: Belonging**
With a strong sense of belonging, team members feel connected, valued for their contributions, and respected for how they show up each day. Organizations that do this well focus on building diverse, equitable, and inclusive spaces that acknowledge, respect, and accommodate the differences among and between different groups of people within the organization.

**Domain Five: Diversity**
Diversity continues to grow in the United States, with people of color projected to become the majority for the first time in 2045. This projection underscores the urgent need for representation and inclusion within the sectors and industries that power our nation. Establishing long-lasting inclusive and equitable policies will require organizations to formally engage in DEI-focused initiatives that are sustainable and tied to meaningful metrics.

**Area One: The Registered Lobbyist’s Experience**
Registered lobbying is a core component of the government relations profession. There are approximately 10,000 registered federal lobbyists in any given quarter of the year according to regular analyses of Senate lobbying disclosure data. Lobbyists play a key role in influencing policy and decision-making at the local, state, and federal levels. Nearly half of our survey respondents (45%) identified themselves as registered lobbyists.

Below we provide descriptive statistics illustrating the lobbyist respondent demographic, which closely resembles the overall respondent demographic.

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**Fairness and Opportunity**

Our findings reveal roughly 71% of lobbyists feel favorably about fairness and opportunity overall, though discernable differences emerge when individual areas are examined.

Among lobbyists, 77% of men and 66% of women agree that people from all backgrounds have equal opportunity to succeed at their organizations; and 87% of men and 76% of women agree that their job performance is valuated fairly.

Considering party affiliation also revealed interesting distinctions. One noteworthy finding from our dataset is that lobbyists who identified as registered Republicans view the workplace experience more favorably than their Democratic colleagues. For example, while 85% of Republican lobbyists agree that people from all backgrounds have equal access to succeed, only 67% of Democratic lobbyists agree. Moreover, Republican lobbyists (73%) are more likely to believe that they can access career growth opportunities, compared to Democratic lobbyists (58%).

Within party affiliations, we see differences between race groups. Although Black Democrats (94%) are more likely than White, non-Hispanic/Latino Democrats (82%) to agree that their job performance is evaluated fairly, only 55% of Black Democrats feel that people from all backgrounds have equal access to success, compared to 74% of White, non-Hispanic/Latino Democrats.
Decision-Making
About 66% of lobbyists feel favorably about decision-making at their organizations; however, there are large gaps in perspectives between men and women lobbyists and between political parties, with women lobbyists feeling more dissatisfied with and left out of the decision-making process.

Among registered lobbyists, 76% of men feel favorably about decision-making at their organizations overall, compared to 60% of women, but the gap widens even further across domain items. When asked whether they are satisfied with how decisions are made at their organizations, 64% of men and 46% of women agree. Continuing this disparity, 80% of men and 63% of women feel that perspectives like theirs are included in decision-making at their organization; and narrowing the gap only slightly, 82% of men and 69% of women feel included in decisions that affect their work.

When considering political affiliation, we see additional differences. While 60% of women Democrats agree that perspectives like theirs are included in decision-making, 78% of women Republicans feel this way. A similar difference exists regarding their beliefs about whether they are included in decisions that impact their work: 67% of Democratic women agree, as compared to 85% of Republican women.

Voice
Our survey found that 69% of registered lobbyists feel favorably about voice at their organizations. Within this domain, lobbyists are less likely to feel that there is open and honest communication at their organizations (60%), but more feel comfortable voicing their opinions (76%).
Nearly two-thirds of women lobbyists (65%), agree with statements about voice compared to 76% of men lobbyists. And over half (54%) of women lobbyists agree that there is open communication at their organizations, compared to 71% of men lobbyists.

**Belonging**
A significant majority of registered lobbyists (82%) agree with statements of belonging overall, though there are differences between genders. While 88% of men feel favorably about belonging, 78% of women feel similarly.

**Diversity**
Although 75% of lobbyists agree that their organizations value diversity, only about half (52%) indicate that their organization builds teams that are diverse. And 69% agree that their organization is actively implementing a formal DEI initiative.

When data is analyzed by race, we see that just under two-thirds of Black lobbyists (61%) agree that their organizations value diversity, compared to 81% of White, non-Hispanic/Latino lobbyists.

There are also differences along party lines in lobbyists’ views about their organizations’ commitment to diversity. While the majority of Republican respondents agree that their organizations build diverse teams (63%) and are actively implementing a formal DEI initiative (80%), a smaller share of Democratic lobbyists say that their teams are diverse (49%) and are implementing a formal DEI initiative (67%).
Area Two: Overall Experience for People of Color

Overall, 39% of survey respondents are people of color. Of these, 66% are women, and 27% hold leadership positions (defined as CEO, executive/C-suite, Senior Vice President, and Vice President) at their organizations. Within the five survey domains described above, we find that people of color describe a less favorable experience in comparison to their White, non-Hispanic/Latino peers. Those findings are discussed below.

Fairness and Opportunity

We found the strongest agreement among survey respondents as a whole when asked whether their job performance was evaluated fairly (79%) and whether they felt supported by their managers (78%). Respondents expressed agreement less frequently when asked whether they could access opportunities to succeed, grow, and receive fair compensation at their organizations. In particular, we found the least agreement with the statement “I feel like I can access career growth opportunities at my organization” (55%). One in four respondents disagreed with the statement outright, and neutral responses for this were the highest (20%).

However, according to our findings, just under half of respondents of color (49%) feel that they can access career growth opportunities, while 58% of White respondents feel that this is the case. And 57% of respondents of color agree that compensation is fair, as compared to 63% of White respondents.

It is also worth noting that there is a gap of 13 percentage points between people of color and their White counterparts when asked whether they agree that “people from all backgrounds have equal opportunities to succeed at [their] organization.”
Decision-making
Overall, White respondents express more favorable opinions than people of color regarding decision-making at their organizations, as reflected across all three decision-making survey items.

Across both groups, people of color and White respondents alike were more likely to agree that their perspectives were included in decision-making than they were to express satisfaction with how decisions are made. According to our findings, 56% of people of color feel favorably about decision-making at their organizations, compared to 66% of White respondents.

Across all three decision-making items, people of color are less likely to express satisfaction and a feeling of inclusion with decision-making at their organization. Notably, only 43% of people of color agreed that they are satisfied with their organization’s decision-making. In fact, 33% of people of color disagree, compared to 27% of White respondents.

Voice
Overall, respondents feel most favorably about voicing their opinions, as compared to their perceptions of whether their opinions are heard and the nature of communication between leadership and employees.

According to our findings, 59% of people of color agree with survey statements about voice overall at their organizations. While respondents across groups expressed the most agreement about voicing their opinions comfortably, as compared to other voice category indicators, there remains a disparity between people of color and White respondents: 79% of White staff agree that they feel comfortable voicing their opinions at work, while only 66% of staff of color report sharing that sentiment. Only half (50%) of people of color agree that there is open and honest two-way communication between
leadership and employees at their organizations; 61% of White respondents agree.

Also notable is that expressions of comfort with voicing their opinions varied by job level for people of color and White respondents. Levels of agreement rise for those in leadership, but the gap between people of color and White respondents remains.

**Belonging**
According to our findings, respondents generally feel more favorably about belonging at their organizations than they do about the other survey domains, with levels of agreement being highest when asked if they feel respected (82%).

However, disparities emerge between groups when cross-sections of data are analyzed, with White respondents more frequently expressing a sense of belonging (84%) and respect (85%) and the belief that their contributions are valued (83%), as compared to respondents of color.

**Diversity**
According to our findings, roughly 66% of respondents feel favorably about the diversity domain overall. However, differences in perspective persist between White respondents and respondents of color.
Only 64% of people of color agree that their organization values diversity compared to 81% of White respondents. Less than half (49%) of people of color agree that their organizations build diverse teams, compared to 55% of White respondents.

**Area Three: The Women's Experience**

As a group, women have made strides in advancing in their professional careers; however, disparities and complex challenges remain. These include the continued wage gap between men and women, which is particularly acute for women of color, and lower rates of promotion. In addition, women as a group face added challenges due to factors outside the workplace, including often taking on more household and childcare responsibilities than men as a group.9 The COVID-19 pandemic had a disproportionate negative impact on women relative to men.10 Women were more likely to work in sectors hardest hit by the pandemic and more likely to take on additional child care duties, posing challenges for work-life balance and causing some to drop out of the labor force. Though there have been improvements in women’s employment since the latter half of 2020, further progress must be made to achieve gender equality.

Among our survey respondents, more women hold advanced degrees, yet more men are in leadership positions (defined as CEO, executive/C-suite, Senior Vice President, Vice President).

Although women make up 67% of the survey sample, they make up 81% of participants in the $25,001-50,000 salary range and only 59% of those making more than $200,000. Men make up only 32% of the survey sample, but 41% of those making over $200,000. Salary is more evenly distributed across participants identifying as men.

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Fairness and Opportunity
Women are less likely to agree with statements of fairness and opportunity than men. While 74% of men felt favorably about this domain overall, only 65% of women respondents did. The largest differences are found in the first two measures of fairness and opportunity: women are less likely to feel that people from all backgrounds have equal opportunities to succeed at their organizations and less likely to feel that their job performance is evaluated fairly.

Women who have achieved similar educational attainment as men report differing perspectives regarding whether evaluation of their job performance is fair: 78% of women with an advanced degree agree that their job performance is evaluated fairly, compared to 88% of men with similar degree levels. This difference is maintained for women (75%) and men (84%) with bachelor’s degrees.

These gaps close slightly when asked if they feel supported by their manager: 79% of women with advanced degrees feel supported by their managers, compared to 86% of men with advanced degrees; 75% of women with bachelor’s degrees and 79% of men with bachelor’s degrees feel the same.

When we review the responses of people in non-leadership roles (defined as Director, Manager, Associate/Professional), women are even less likely to align with statements of fairness and opportunity.
Decision-Making
Women are less likely than men to express agreement within the decision-making domain overall, compared to men. While 70% of men responded favorably regarding decision-making overall, reflecting their higher levels of satisfaction with how decisions are made and whether they and their perspectives are included, only 58% of women did. In particular, women (45%) are less likely to agree with the statement, “I am satisfied with how decisions are made at my organization,” compared to men (58%).

When we look only at those who report feeling satisfied with how decisions are made at my organization, 63% of women indicated they feel favorably about how decisions are made at their organization compared to 72% of men (up from 45% and 58%, respectively).

When we split women respondents into those who agree with how decisions are made and those who do not agree, the percentages shift. Nearly half (49%) of women who disagree with how decisions are made also feel that perspectives like theirs are not included.

Voice
Women respondents agree less often with voice survey items overall (63%), compared to men (72%). This difference was most pronounced in their beliefs about communication between leadership and employees, with 54% of women and 63% of men expressing agreement that open, honest, two-way communication exists between leadership and employees.

When educational attainment is considered, only 57% of women with advanced degrees agree that there is open and honest two-way communication between leadership and employees.
employees compared to 70% of men with an advanced degree. Among respondents with advanced degrees, 68% of women agree that when they speak up, their opinions are heard, compared to 80% of men.

**Belonging**

Overall, men and women reported relatively similar feelings about belonging, with 83% of men and 78% women responding favorably when asked about measures of belonging. Still, men are more likely than women to feel that they belong, that their contributions are valued, and that they are respected at work.

Feelings of belonging also differ for men and women when educational attainment is considered. While 74% of women with advanced degrees feel that they belong at their organization, this figure is 82% for men with advanced degrees.

In addition, feelings of belonging vary more when considering respondents in non-leadership positions. While 72% of women in non-leadership positions feel like they belong, this figure is 83% for men in non-leadership roles. Similarly, women in non-leadership positions are less likely to feel respected at their organizations (78%) compared to men at similar job levels (85%).
Diversity
Overall, men and women responded similarly when taking the aggregate of all diversity items, with 68% of men and 65% of women feeling favorably about diversity. However, more women hold dissenting opinions when asked about their organization’s commitment to building diverse teams. When considering whether teams are built with diversity in mind, 59% of men and 50% of women agree. In addition, 29% of women disagree with this statement; 19% of men disagree.

Women of Color
Historically, women of color have experienced bias in the workplace—with many earning less than their White and male peers. Unsurprisingly, our survey of government relations professionals found large differences between the workplace experiences of different race and gender groups, including in the following areas:

● How decisions are made: 39% of women of color report satisfaction with how decisions are made at their organizations compared to 49% of White women.

● Perspectives included: 54% of women of color agree with the statement, “Perspectives like mine are included in the decision-making at my organization,” compared to 65% of White women.

● Belonging: Women of color express weaker feelings of belonging at their organizations—69% agree with statements of belonging overall compared to 84% of White women.

● Open and honest communication: Among respondents in non-leadership positions, 37% of women of color feel that there is open and honest two-way communication compared to 57% of White women in similar roles.

Area Four: The Black Women’s Experience

Recent research on the state of women at work from Lean In and McKinsey & Company reports, “Women are having a worse experience than men. Women of color are having a worse experience than White women. And Black women in particular are having the worst experience of all.”12 Many of our findings corroborate this sentiment.

Fairness and Opportunity

The Black women’s experience of fairness and opportunity in government relations looks decidedly less positive than that of their peers, particularly their White peers. While less than half (44%) of Black women responding to the survey agree that there are equal opportunities to succeed at their organizations, 69% of White women shared this sentiment — a difference of 25 percentage points. Similarly, less than half (44%) of Black women agree that they can access career growth opportunities at their organizations, compared to 55% of White women. Interestingly, significantly more Black women (72%) feel their job performances are evaluated fairly, indicating a potential disconnect between performance evaluation and its ultimate impact on rewards and pathways for Black women.

**Decision-Making**

Decision-making is another area that reflects differences in perception between Black and White women. Women in both groups expressed little to moderate satisfaction with how decisions are made (39% agreement for Black women; 49% for White women). While agreement increased for statements about inclusion in decision-making, the gap between the two groups remained: 54% of Black women agree that perspectives like theirs are included in decision-making, compared to 65% of White women; 60% of Black women feel included in decisions that affect their work, as compared to 70% of White women.

**Voice**

Black women are less likely to feel comfortable voicing their opinion in the workplace—only 65% of Black women feel comfortable voicing their opinions at work, compared to 80% of White women.

**Belonging**

Overall, Black women are less likely than White women to agree with survey items regarding belonging. While, among our survey respondents, Black women are most likely to hold an advanced degree, they are also least likely to feel respected and least likely to feel that they belong at their organizations.

Roughly 62% of Black women with an advanced degree feel that they belong at their organizations, compared to 83% of White women with an advanced degree and 85% of White women with a bachelor’s degree.
Similarly, only 69% of Black women with an advanced degree feel that they are respected, compared to 85% of White women with an advanced degree and 84% of White women with a bachelor’s degree.

**Diversity**
Our results show that Black and White women hold differing views regarding whether their organizations value diversity. While 60% of Black women agree that their organizations value diversity, 80% of White women feel this is true.

**Area Five: The LGBTQ+ Experience**
The LGBTQ+ experience here is defined as the perspectives and feelings of individuals who identify as lesbian, gay, bisexual, transgender, queer, and other identities under the LGBTQ+ umbrella. While previous decades have brought legal, political, and cultural gains for members of the LGBTQ+ community, a look at the workplace reveals that, as a recent McKinsey & Company study indicates, “many members of the LGBTQ+ community report feeling vulnerable, underrepresented, and unable to bring their whole selves to the workplace.”

Within our survey, in some areas, LGBTQ+ respondents expressed similar sentiments as their heterosexual colleagues regarding workplace experiences, perhaps reflecting societal gains—however, when race and/or gender are considered within the community, the picture grew more complicated.

A note about transgender respondents: Within the survey, respondents were asked to identify their transgender status as a separate indicator from their gender and their sexual orientation. Less than 2% of respondents identified as transgender. Given that a small number of individuals identified as transgender (less than 20), we are unable to call out specific findings for this group. In addition, due to the structure of the survey items, this section incorporates the feedback of all individuals who self-identified as transgender—some of whom also self-identified as heterosexual, while others self-identified as LGBTQ+.

Roughly 22% of our sample identified as LGBTQ+. There was a small sample size of individuals who identify as Open; their responses are included within this group as well as LGBTQ+. Within this group, there is a larger share of men in comparison to the group that identified as heterosexual.

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Fairness and Opportunity
Our analysis did not find statistically significant differences between LGBTQ+ respondents and their heterosexual peers across the items in this domain. We found that two-thirds (68%) of LGBTQ+ professionals express satisfaction with fairness and opportunity measures overall, the same share as for their heterosexual peers.

We did find, however, that differences emerged when we analyzed subgroups within the broader LGBTQ+ category. For instance, LGBTQ+ men are more likely than LGBTQ+ women to agree that their job performance is evaluated fairly and that they feel supported by their managers.

In addition, while 69% of LGBTQ+ men agree that people of all backgrounds have equal opportunities to succeed, 80% of heterosexual men share that belief.

Even starker differences exist when the LGBTQ+ community is explored through the lens of race. Only 53% of people of color who identify as LGBTQ+ agree that people of all backgrounds have equal access to succeed, compared to 72% of White LGBTQ+ respondents. And 70% of LGBTQ+ people of color agree that their job performance is evaluated fairly, compared to 84% of White LGBTQ+ respondents.
Decision-Making
Within the decision-making domain area, we see few differences when we compare LGBTQ+ and heterosexual respondents as a whole. Nearly two-thirds (65%) of LGBTQ+ respondents are satisfied with decision-making.

When looking within the LGBTQ+ community, however, differences emerge. LGBTQ+ men are more likely to agree (80%) that they are included in decisions that affect their work compared to LGBTQ+ women (68%).

Voice
An even higher share of LGBTQ+ respondents express positive sentiments about voice (70%) at their organizations, as compared to decision-making. Our analysis shows no statistical differences between how LGBTQ+ staff and their heterosexual counterparts view this domain overall.

Notably, we do see that LGBTQ+ respondents (63%) are more likely than heterosexual respondents (55%) to agree that there is open and honest two-way communication between leadership and employees at their organizations.

However, the differences across gender lines reflected elsewhere in the survey, were reflected here as well: 76% of LGBTQ+ men respondents agreed that their opinions are heard when they speak up, compared to 62% of LGBTQ+ women.
Belonging
As compared to decision-making and voice, we see even greater expressions of belonging among LGBTQ+ staff. Over three-quarters (78%) of LGBTQ+ respondents express positive sentiments around this domain, reflecting no statistically significant difference from heterosexual respondents.

Again, however, it is important to consider the impact of race within this already marginalized group. Within the LGBTQ+ community, people of color are less likely than White respondents to report feeling that they belong at their organizations: 64% of LGBTQ+ people of color respondents agree, compared to 79% of White LGBTQ+ respondents.

When asked whether they feel that their contributions are valued at their organizations, the gap broadened somewhat, with only 65% of LGBTQ+ people of color expressing agreement, compared to 85% of White LGBTQ+ respondents.

Diversity
When it comes to tracking progress around Diversity elements, a gap of nearly 10 percentage points exists between LGBTQ+ and heterosexual respondents who report their organizations are implementing a formal DEI initiative. Heterosexual respondents are more likely to agree that this is the case (72%) compared to their LGBTQ+ peers (63%).
When we parse the data by race, we see wider differences between the experiences of LGBTQ+ and heterosexual respondents. Half (50%) of LGBTQ+ people of color agree that there is an official DEI initiative at their organization, compared to 71% of heterosexual people of color. A smaller gap exists for this metric between White heterosexual respondents (73%) and White LGBTQ+ respondents (69%).

Area Six: Other Underrepresented Groups
Due to sample size limitations, we were unable to provide robust analyses of every demographic subgroup under this section across the five domains. Yet, in some cases, we found statistically significant trends revealing noteworthy insights into the distinct workplace experiences of select underrepresented groups. We present these limited analyses below, comparing the experiences of some of the underrepresented groups below with experiences of other groups discussed previously in the report. We hope to provide more comprehensive analyses with larger sample sizes in the future.

The Hispanic/Latino/Spanish Origin Experience
The Hispanic/Latino population is a rapidly growing segment of the U.S population, yet across job sectors, Hispanic/Latino workers often experience discrimination based on the intersection of identities such as race, gender, ethnicity, and disability status. The challenges in accurately representing the increasing diversity of Latinos in this country is well-documented, and within our survey, we structured race and ethnicity questions in a way that reflected the finding that members of the Hispanic and Latino communities have historically chosen not to identify as a race group other than Hispanic or Latino. Thus, our survey asked respondents whether they identified as being of Hispanic, Latino, or Spanish origin and separately asked which of the listed race categories they identified as.

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Roughly 14 percent of all respondents identified as Hispanic, Latino, or Spanish origin, with the majority of this group self-identifying as White/Caucasian (54%) and smaller groups identifying as Asian American/Asian, Black, Native American/Alaskan Native, Multiracial, or Other (not identified). While we acknowledge the inevitable impact of race differences within ethnic groups, we are limited in our analysis due to the smaller sample size for all groups other than White Hispanic/Latino, and for the most part, we have presented the experience of the Hispanic/Latino group as a whole.

**Fairness and Opportunity**

About a third (33%) of Hispanic/Latino respondents disagree that their total compensation is fair, relative to similar roles at their organization. A proportion slightly higher than non-Hispanic/Latino respondents (25%).

![Fairness and Opportunity: Hispanic/Latino Respondents](image)

Nearly three-quarters (72%) of Hispanic/Latino respondents report feeling supported by their managers, as compared to 80% of non-Hispanic/Latino respondents. And 62% feel that people from all backgrounds have equal opportunities to succeed, as compared to 73% of White, non-Hispanic/Latino respondents as a whole.

When we analyzed White respondents – comparing White Hispanic/Latino respondents and White non-Hispanic/Latino respondents – we found no statistically significant differences across all domain items.

![Fairness and Opportunity: % of Respondents who Agree or Strongly Agree](image)

Only 53% of Hispanic/Latino respondents in non-leadership roles agree that there is equal opportunity for people from all backgrounds compared to 67% of White, non-Hispanic/Latino respondents in similar positions. Although the majority (54%) of our sample of Latino
respondents hold advanced degrees, this higher attainment is not reflected in a corresponding experience of opportunity. Only 25% of Hispanic/Latino respondents are in leadership roles; and just 57% of Hispanic/Latino advanced degree holders agree that there is equal opportunity to succeed compared to 76% of White, non-Hispanic/Latino respondents with similar education levels.

### Decision-Making

Within this domain, Hispanic/Latino participants feel most positively about being included in decisions that affect their work (73%), but they are least likely to feel satisfied with how decisions are made at their organizations (51%).

As we have seen elsewhere, differences in perspective emerged when these respondents were considered alongside other groups. For example, when asked whether perspectives like theirs are included in decision-making, 63% of Hispanic/Latino men agreed, compared to 82% of White, non-Hispanic/Latino men.

On this question, significant (though slightly smaller) gaps also emerged between Hispanic/Latino bachelor’s degree holders (50%) and their White, non-Hispanic/Latino counterparts (69%) and between Hispanic/Latino respondents in non-leadership roles (49%) and their White, non-Hispanic/Latino counterparts (64%).

Interestingly, we found no statistical difference between White, Hispanic/Latino respondents and White, non-Hispanic/Latino respondents across all decision-making items.
Voice
Perspectives about voice are fairly consistent across domain items for the Hispanic/Latino respondents, with less variability in agreement from item to item than in the Decision-Making and Diversity domains. Just over 50% of respondents feel that there is open and honest two-way communication, with another 66% feeling comfortable voicing their opinions and 64% agreeing that their voices are heard when they do speak up.

Within the Voice domain, the most significant difference between Hispanic/Latino and White, non-Hispanic/Latino participants emerged with respect to how comfortable they feel voicing their opinions. Understanding that language differences commonly present between these two groups overall may play a role here, we note that only 66% of Hispanic/Latino respondents report feeling comfortable voicing their opinions compared to 79% of White, non-Hispanic/Latino respondents.

Hispanic/Latino respondents with a bachelor’s degree are less likely to feel comfortable voicing their opinions than White, non-Hispanic/Latino respondents of the same educational attainment, 61% and 76% respectively.

The gap widens further for those in non-leadership roles but narrows a bit for those with advanced degrees.
**Belonging**

Three in four Hispanic/Latino respondents (75%) feel favorably overall about belonging within their organizations, compared to 84% of White, non-Hispanic/Latino respondents.

Differing experiences of belonging emerge between Hispanic/Latino and White, non-Hispanic/Latino respondents as role levels are considered. For three of the domain items, these gaps are greater among those in leadership roles.

As with the decision-making domain, we found no statistical difference between White, Hispanic/Latino respondents and White, non-Hispanic/Latino respondents across the belonging domain overall.

**Diversity**

Within the diversity domain, Hispanic/Latino respondents feel least favorably about their organizations’ commitment to diversity within hiring, as only 53% agree that their organizations build teams that are diverse.

When we break the respondents into two groups based on leadership level, we see again differing views on organizations’ commitment to diversity: 72% of Hispanic/Latino leaders agree that their organizations value diversity, compared to their White, non-Hispanic/Latino peers (89%).
Among respondents with bachelor’s degrees and those in non-leadership roles, there is a perception gap between Hispanic/Latino respondents and their White, non-Hispanic/Latino peers. For instance, when asked whether their organizations value diversity, 65% of Hispanic/Latino respondents in non-leadership roles agreed, as compared to 77% of White, non-Hispanic/Latino peers.

This gap was even greater for those with bachelor’s degrees, with 63% of Hispanic/Latino and 82% of White, non-Hispanic/Latino respondents agreeing with the statement.

In addition, nearly a third (30%) of Hispanic/Latino respondents with bachelor’s degrees disagreed that their organizations are actively implementing formal DEI initiatives, compared to 21% of their White, non-Hispanic/Latino peers.

The Black Men’s Experience

The experience of Black men who participated in our study is overwhelmingly positive across the five domains, relative to many other groups; and there were few findings that reflected a statistically significant difference from White men. Notably, the percentage of Black men in leadership (42%) is higher than that of White men (40%) and Black women (32%).

These observations around our sample of Black men are noteworthy insofar as they may help inform our understanding of some of the data trends uncovered in this work.

Fairness and Opportunity

Three-quarters of Black men (78%) feel favorably about fairness and opportunity items, a higher rate than respondents overall (68%) and on par with White men (75%).

More than three-quarters of Black men (77%) feel there are equal opportunities to succeed in their organizations, again a higher share than respondents overall (68%).

While a majority of respondents across demographic groups (79%) feel that their performance
is evaluated fairly, an overwhelming majority of Black men (94%) share this sentiment.

Similarly, while a majority of respondents across demographic groups (78%) report feeling supported by their managers, an even higher share of Black men (91%) agree with this sentiment.

Black men perceive rosier prospects than respondents overall (see below) within this domain: 66% feel they can access growth opportunities at their organization, a rate on par with White men (65%) and higher than for respondents as a whole (55%). And 77% of Black men affirm that equal opportunity exists at their organizations, comparable to White men (80%) and a higher proportion than respondents overall (68%).

Despite positive sentiments around multiple fairness and opportunity items, there appears to be less conviction that performance translates to pay. When asked about fairness in compensation, only 61% of Black men perceive that their total compensation is fair relative to similar roles at their organizations.

**Decision-Making**

A majority of Black men (71%) feel favorably about organizational decision-making overall, though a notably smaller percentage (57%) agree they are satisfied with how decisions are made.

**Voice**

As compared to decision-making, an even greater share of Black men (77%), more than three-quarters, feel positively about voice overall within their organizations. At a more granular level, an overwhelming majority of Black men responding to the survey feel comfortable expressing their opinions (91%) and believe that their opinions are heard (80%) at their organizations.

**Belonging**

Black men’s relative satisfaction around decision-making and voice tracks with their sentiments about belonging. At 88%, a large share of Black men feel positively about belonging within their organizations.

**Diversity**

Despite what seems to be a largely positive view of their own workplace experiences, Black men in our study recognize that opportunities for improvement exist. Only 57% of Black men feel their organization values diversity, a much lower rate than respondents overall (74%) and
White men (82%), but similar to rates for Black women (60%).

When we look specifically at Black men in leadership, a higher percentage of respondents (64%) agree that their organizations value diversity, though this remains well under the figure for White men in leadership (90%).

The Asian Women’s Experience

Research from Lean In and McKinsey & Company\textsuperscript{16} reports barriers to advancement for Asian American workers. Though Asian staff may be well-represented in junior positions, their numbers fall at senior-level roles due to lower-than-expected rates of promotion. The situation is particularly acute for Asian American women: “The advancement gaps show Asian American women are effectively penalized twice: for being a person of color and for being a woman.” These trends are also reflected in our study: only one-fifth of Asian respondents (20%) are in leadership positions compared to roughly one-third of White respondents. Among Asian women specifically, just 17% occupy leadership positions—a much lower rate than other groups.

Fairness and Opportunity

Our survey findings reflect the challenges highlighted by Lean In, McKinsey, and others about Asian women’s experiences in the workplace. For example, these concerns are strongly reflected in Asian women’s perceptions around how they are rewarded. While there is no statistical difference between the extent to which Asian and White women agree that compensation is fair, 39% of Asian women disagree that their total compensation is fair, compared to 24% of White women. Asian women also registered a fair amount of disagreement with the notion that equal opportunity to succeed (25%) and access to career growth opportunities (29%) exist for them at their organizations.

Given these conditions, it comes as no surprise that Asian women are less optimistic about future advancement. Only 43% agree that they can access career growth opportunities within their organizations.

These concerns are also reflected in the absence of Asian women in leadership. As noted, only 17% of Asian women in our survey hold leadership roles. In addition to questioning the pathways available to them, while 70% of Asian women agree that their job performance is evaluated fairly, 81% of White women hold this view.

**Decision-Making**

Forty-four percent of Asian women agree with decision-making items overall. While nearly 58% of Asian women respondents feel perspectives like theirs are reflected in decision-making, half as many (29%) are satisfied with how decisions are made in their organizations, indicating that factors beyond inclusion may be at play in their views on decision-making.

**Voice**

Sixty percent of Asian women in our survey responded favorably to the Voice category, compared to 66% for all respondents. Just half of Asian women respondents agree that open and honest two-way communication exists between leadership and employees at their organizations.
When compared to white women in our survey, the responses of Asian women largely reflected no statistical differences. However, a clear difference in perspective emerged with regard to comfort expressing one’s opinion, with Asian women agreeing at a rate of 63%, compared to White women at 80%.

**Belonging**

Though the majority of Asian women (83%) feel respected within their organizations—similar to rates for White women (84%)—they are much less likely to feel a sense of belonging. Only 63% of Asian women feel like they belong at their organizations, compared to 84% of their White women peers.

**Diversity**

Our findings show no statistically significant differences between Asian women and White women respondents on diversity questions.

**The Experience of People with Disabilities**

Fourteen percent of all respondents reported having a disability, and 24% of respondents with disabilities hold leadership positions, compared to 31% of those without disabilities.

In summarizing 30 years of research on discrimination faced by people with disabilities, the ADA Knowledge Translation Center noted that “stigmatizing attitudes have been perceived by people with disabilities to negatively impact progress in their careers through not getting hired, being denied promotions, having extended probationary periods, or being treated differently than coworkers without disabilities.” The brief also notes findings from the Center for Talent Innovation that a third of survey respondents with disabilities reported experiencing “negative bias in the workplace such as feeling underestimated, insulted, [or] excluded.” In addition, 47% of those reported “that they would never achieve a leadership role in their company, regardless of their performance or qualifications.” Our survey findings reflect similar experiences and perceptions among our respondents.

**Fairness and Opportunity**

Respondents with disabilities reported less favorable perceptions of fairness overall, as compared to respondents without disabilities. Across domain items, respondents with disabilities expressed the least agreement—just 38%—that they can access growth opportunities at their organizations, as compared to over half (57%) of non-disabled respondents.

Decision-Making
Here again, the experience of respondents with disabilities does not measure up to that of their non-disabled peers. While more than half of respondents with disabilities feel that perspectives like theirs are included at their organizations (56%) and they are included in decisions that affect their work (58%), only 39% expressed satisfaction with how decisions are made, as compared to 51% of non-disabled respondents.

Voice
There were no Voice items that dipped significantly below half of respondents with disabilities; at 49%, open communication was the lowest category. Still, gaps between respondents with and without disabilities remained just as large across items. When asked if their opinions were heard, 51% of respondents with disabilities agreed, while this figure stood at 69% for non-disabled workers.
**Belonging**
The differing experiences of respondents with and without disabilities persisted for Belonging survey items, with respondents less likely to agree that their contributions were valued and reporting lower feelings of belonging and respect. Interestingly, however, there was greater agreement for this domain as compared to the others (66%), while in other domains, overall agreement ranged from 51% to 56%.

**Diversity**
For the Diversity category overall, respondents with disabilities expressed 61% agreement. While 68% agreed that both their organizations value diversity and that they are implementing formal DEI initiatives, only 46% agreed that their organizations build diverse teams. In analyzing cross-sections of this data (comparing respondents of different races and genders, for example), we consistently found statistically insignificant differences in nearly all cases.
Section Four: Recommendations

What we have seen play out throughout history is illuminated in this report. Our survey findings clearly show disparities in experiences between historically underrepresented groups and their peers within the government relations field. Underrepresented groups are having a worse experience in the workplace and the differences in perception between underrepresented groups and their peers are clear.

It is imperative for the field to understand the root cause of these differing workplace experiences and make a plan for mitigating them.

We issue a call to action for the field focused on the following solutions:

- Organizations that influence local, state, and federal policy should conduct organizational culture audits to assess internal organizational culture across subgroups. As documented in this report, historically underrepresented groups—such as women, Black women, Asian women, the Hispanic/Latino community, people with disabilities, and the LGBTQ+ community—disproportionately express lower feelings of satisfaction across the five domains reported in this study: Fairness and Opportunity, Decision-making, Voice, Belonging, and Diversity.

- Organizations should collect quantitative and/or qualitative data annually through culture and climate surveys, interviews, and focus groups to elicit the experiences and feedback of their staff and make strategic goals per subgroup that address the growth areas identified through the data.

- Organizations that influence local, state, and federal policy should be intentional with developing a pipeline of underrepresented communities into leadership positions and maintaining a culture that allows them to thrive.

As the data in this report illustrates, although respondents largely believe their organizations value diversity, a smaller portion of respondents agree that their organizations are building diverse teams.

However, before organizations that are predominantly homogenous focus on improving diversity, they should first ensure the existing climate and culture are healthy for its existing members. According to organizational diversity practitioners, "a recruitment program to increase diversity does not make sense; a first step should be to start creating a work environment in which anyone who is different from the founders (in style, approach, and look) can function and succeed."18

Next, organizations should make a concerted effort—through the input and direction of experts among underrepresented communities—to create strategic goals and conduct targeted outreach to existing staff and potential candidates from underrepresented groups.

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In addition, organizations that influence local, state, and federal policy should measure the success of their existing DEI initiatives.

The majority of survey respondents indicated their organization is currently implementing a formal DEI initiative. While these initiatives are being implemented to some degree, many organizations may not be measuring their success or lack thereof. Organizations that tie specific goals and metrics to their efforts are more likely to see a return on their investment. Organizations should set strategic goals tied to recruitment and retention, organizational culture, inclusion and belonging, education and awareness, and other relevant areas, and measure growth over time to determine where they are achieving success and to determine where restructuring is necessary.
Appendix

Respondents’ Open-Ended Commentary
Respondents’ answers to open-ended survey questions further revealed and reflected the complexity of respondents’ experiences and interpretations of the government relations field. Responses to questions about fairness and opportunity reflected the comparatively less favorable results among some groups of respondents. One woman of color said, “I don’t believe I can rise to become the head of office at my organization because of my race.” Another noted a “disparity in pay” between her and her peers in similar roles, noting the “only difference is that I am the only person of color.” Another shared that her organization “severely lacks gender diversity and proudly promotes a male dominant culture internally.”

Some white respondents acknowledged a belief that their identities contributed to greater success (“I feel successful in my organization because I’m white, young, without dependents and neurotypical. I’m not sure how well other individuals who do not identify as such would be treated or fare in my role.”). Others saw some of these same characteristics as liabilities (“I feel like I get discriminated against since I’m a straight, white woman.”), despite the findings reflecting, in many ways, more favorable experiences as compared to peers. And other commenters, reminded us of the complex interplay of factors that determine their experience of opportunity within their work. One wrote: “There is a mis-match between my supportive relationship with my advisor and ability to run with growth opportunities...versus the opaque, bureaucratic processes for my successes to be formally recognized and rewarded (e.g. job title, description, and salary).”

Other commenters remarked that their organizations’ concerns about diversity were too limited in scope or that they focused on groups they stood outside of. One man wrote, for example, “Diversity is defined as gender balance.” Another respondent reflected on efforts to expand diversity efforts over time: “‘Diversity’ is being redefined more broadly after several years of it being limited to LGBTQ+ and not women, but mothers.” Another wrote, “Diversity means many things and my organization is most comfortable with female diversity than racial diversity.” A respondent with a disability shared that “attempts were made to terminate me due to my disability. [I]t shocked me that the HR system did not engage with me. They only focused on racial inequities.”

Regarding diversity and inclusion overall, we received the most comments and found a range of feelings, from appreciation of efforts and belief in their effectiveness to, more commonly, recognition of the long road ahead, as well as skepticism about their organizations’ true aims or progress—and in some cases a rejection of diversity initiatives altogether. Excerpts from a sampling of these responses are below.
Celebration
- “The [organization] is making great strides among employees on DEI.”
- “It’s an in-depth, all-in, complex effort.”
- “My org has a strong DEI initiative and presence and [it’s] threaded through both our internal and external processes.”

Recognition of the long road ahead
- “My org’s emphasis on DEI is new and promising, but we have a long way to go.”
- “We’ve implemented a DEI initiative, and I’m definitely seeing improvement, but we still have a ways to go.”
- “I think my organization values diversity and is working towards it but is at the beginning of the process.”

Skepticism
- “They are good at optics but bad at follow-through.”
- “DEI efforts have been put into a committee that has shown no progress in 18 months.”
- “They talk a good game but don’t produce via hiring.”
- “My organization is talking the talk, but not actually walking the walk.”
- “My organization says a lot about DEI, but that is not often translated into action or policies.”
- “My organization cares [more] about performative diversity and displaying an outward appearance of DEI than substantive internal changes that will positively impact employees.”
- “The DEI initiative is just a check the box one.”
- “My organization says a lot of good things about diversity, but I don’t necessarily see that reflected in promotion and hiring decisions.”
- “My organization is actively implementing a formal DEI [initiative] but it’s all words and not many meaningful actions.”

Some noted that leadership saw the value and staff did not or vice versa.
- “The company’s executive leadership speaks about diversity but the actions do not trickle down to the broader team I am on.”
- “[My] peers value diversity; however, leadership is checking the box.”

Objection
- “I don’t believe anyone at my organization sees the need for a DEI initiative. In fact, I think most would actively oppose it.”
- “None of this should matter; diversity and inclusion departments are antithetical to meritocracy.”

Recommendations for how to create more inclusive cultures included many suggestions to
recruit and hire more diverse staff, including into senior leadership, a goal that could also be supported through supporting junior staff. Some suggested this might be accomplished by expanding hiring geography or moving operations to access more diverse candidate pools or considering different types of experiences or educational background among candidates. Other respondents mentioned ensuring that organizational leadership was committed to DEI goals and bringing in support from consultants with expertise in this work. Others noted the role that increased pay or greater pay equity could play.
Survey Questions

What best describes your organization type?
What industry or sector does your organization serve?
Which of the following best describes your role at your current organization?
What is your current job level?
Are you a registered lobbyist? (Yes/No)
How long have you been working in this field?
How many employees are on your direct team (including yourself)?
Where are you and your team primarily located?
What is your age?
Are you of Hispanic, Latino, or Spanish origin? (Yes/No)
What is your race? (Select all that apply)
What is your gender identity?
Do you identify as transgender?
What is your sexual orientation?
What is your family status?
Do you provide regular care for someone other than your child? (Yes/No)
Are you a Veteran?
What is the highest degree that you have attained?
What is your disability status?
What is your current religion or belief system, if any?
What is your political affiliation?
What is your current salary range?

Fairness, Opportunities, and Resources
People from all backgrounds have equal opportunities to succeed at my organization
My job performance is evaluated fairly
I believe that my total compensation is fair, relative to similar roles at my organization
I feel supported by my manager
I feel like I can access career growth opportunities at my organization
Additional comments: Fairness, Opportunities, and Resources (open-ended)

Decision-Making & Voice
Decision-making
I am satisfied with how decisions are made at my organization
Perspectives like mine are included in the decision-making at my organization
I am included in decisions that affect my work

Voice
At my organization there is open and honest two-way communication between leadership and employees
I feel comfortable voicing my opinions
When I speak up, my opinion is heard
Additional comments: Decision Making and Voice (open-ended)

Belonging & Diversity
Belonging
I feel like I belong at my organization
I feel like my contributions are valued at my organization
I feel respected at my organization

Diversity
My organization values diversity
My organization builds teams that are diverse
My organization is actively implementing a formal DEI initiative

Additional comments: Belonging and Diversity (open-ended)

Open-ended questions
What is one thing your organization could do to create a more inclusive culture?
What organization do you work for? This information will be kept confidential should you choose to share it.
Do you want to continue the conversation? We can reach out to speak with you individually if so. Click here to provide your name and email address.
Do you want to be involved with the Diversity in Government Relations (DGR) Coalition? Click here to provide your name and email address.
Is there anything else you’d like to share?