



Briefing: Utah DEI Pulsecheck

Mar 2024

[InclusionPro.com](https://www.inclusionpro.com)

© 2024 InclusionPro. All rights reserved.

Purpose of this Brief

Utah has experienced legislative activity regarding diversity, equity, and inclusion (DEI) in its 2023 and 2024 General Sessions. In 2024, the Utah State Legislature passed HB 261, which prohibited certain DEI practices in higher education, government offices, and public education. While the sponsors of HB 261 claimed the bill would not impact private organizations, DEI practitioners in the private sector were highly concerned. They expressed a desire to understand the larger intended and unintended impacts of the legislation.

- In 2024, the Utah House of Representatives also passed HB 111, which would have impacted DEI training in private organizations. However, the Utah Senate declined to pass HB 111 through committee hearings.
- In 2024, the Utah Legislature passed HB 257, defining public bathroom usage based on gender.

As a growing mid-sized state, Utah leaders have expressed interest in data-driven approaches to informing the populace, our state government and policy leaders, and organizational leaders on the impacts of these types of bills. Leaders are concerned about future DEI bills that may impact our economy. This survey is intended to inform and demystify assumptions about legislative impacts.

InclusionPro plans to conduct a bi-annual survey on trends in this legislative area.

Methodology

This survey was independently conducted by InclusionPro. 157 responses were gathered mid-Feb to early Mar 2024. The survey was shared in email and social media.

Audience Definition:

- The survey asked respondents to identify whether they hold a designated “DEI role.” This is generally defined in their job description and compensation. Some respondents selected this option, even if they don’t carry a specific “title” (such as non-profits focused on DEI-related causes). These roles are referred to as “**DEI Leaders**” collectively.
- Many respondents do not carry an official DEI designation, but engage in DEI in some way. These roles are referred to as “**DEI Contributors**” collectively.
- Some respondents have multiple affiliations, such as being an organization employee, a part-time consultant, and a nonprofit board member.
- Respondents were asked if they live in Utah or outside of Utah. But, we did not ask whether their company is headquartered in Utah.

Key Takeaways

1. Commitment to DEI in the private sector remains strong, with many organizations increasing DEI budgets and responsibilities.
2. While current Utah DEI legislation focuses on the public sector, the data indicates strong unintended impacts on the private sector (both corporate and nonprofit).
3. DEI Leaders, especially those in full and $\frac{3}{4}$ time roles, tend to experience the effects of legislation at higher levels compared to DEI Contributors.
4. The largest intended or unintended consequences of legislation are the emotional toll on DEI Leaders and DEI Contributors, in addition to the workforce energy spent to refactor DEI programs.
5. DEI Leaders and DEI Contributors are reporting searching for other job opportunities inside and outside Utah, even though the legislation will not go into effect until Summer 2024.

Section Organization

The following four sections are described as follows:

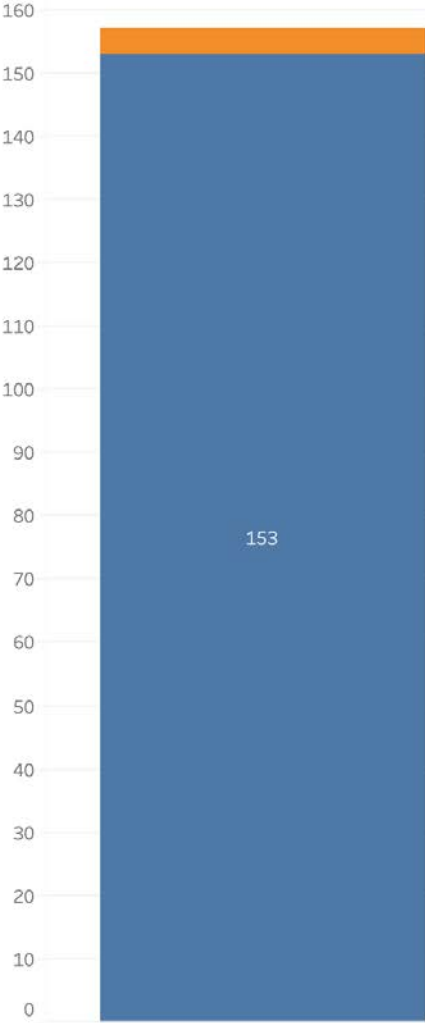
- The **Audience Demographic** section provides data views of respondents segmented by various characteristics.
- The **Open Comments** section provides a summary of responses to open-ended questions, ordered by frequency of responses.
- **Appendix A** contains different segmented views of the data.
- **Appendix B** contains comparison tables of statistically significant data sets.



Audience Demographics

All Respondents

All Respondents



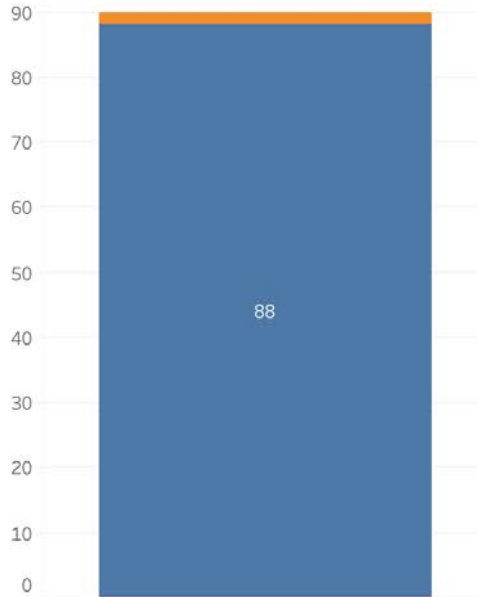
- 157 Total Respondents
- 45 Executives
- 36 Sr. leaders
- 46 Management
- 35 Individual contributors
- 22 Independent consultants
- 4 Board members

DEI Contributors (57.3%)

(DEI not designated in job description, but engage in DEI some way)

- 90 Respondents
- 39 Executives
- 21 Executives partner w/DEI Leader
- 4 Paid DEI committee leads
- 29 Volunteer DEI committee leads
- 35 Volunteer DEI participants
- 4 Board members

DEI Contributors

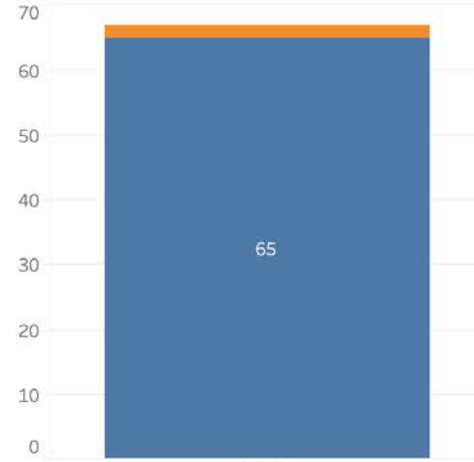


DEI Leaders (42.7%)

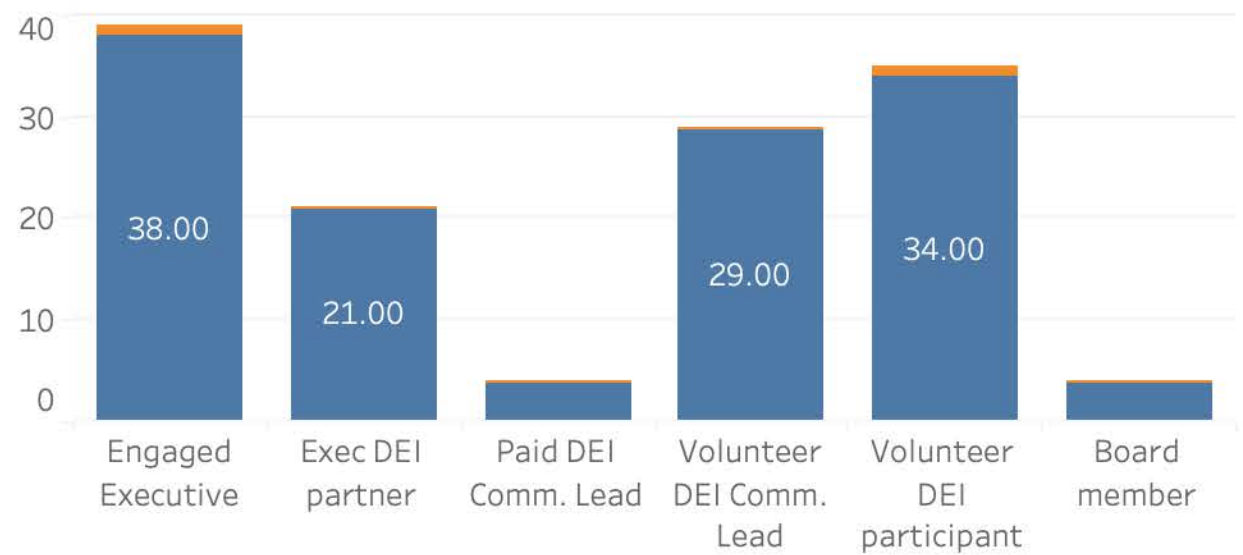
(DEI is designated part of job description and compensation)

- 67 Respondents
- 39 Full time DEI
- 3 3/4 time DEI
- 7 1/2 time DEI
- 18 1/4 time DEI

DEI Leaders



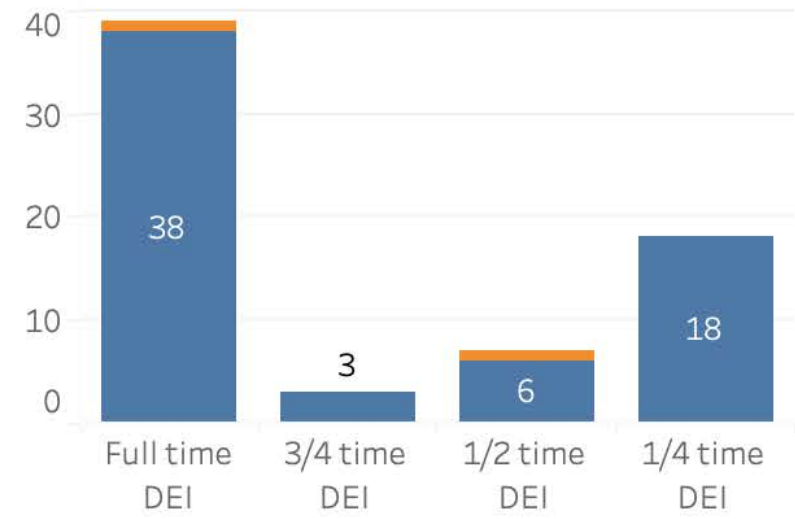
DEI Contributors



This chart shows various engagement by DEI contributors (those without designated DEI roles), based on the following question: "If DEI is not part of your job description, but you engage in DEI in some way, please indicate how you participate."

- Engaged Executive: Executive who works to embed and model DEI in your vision, mission, values, behaviors
- Executive DEI partner: Executive who partners with DEI leader (CxO, CHRO, champion)
- Paid DEI Comm. Lead: DEI committee leader (ERG or affinity group) (compensated in some form)
- Volunteer DEI Comm. Lead: DEI committee leader (ERG or affinity group) (unpaid)
- Volunteer DEI participant: DEI participant (ERG, affinity group, recruiting, community outreach, etc.) (unpaid)

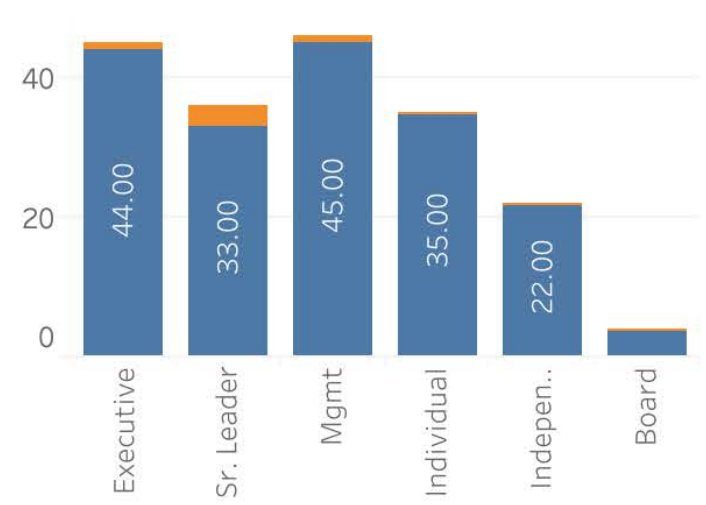
DEI Leaders



This chart shows time commitments of DEI Leaders, where If DEI is a designated part of job description and compensation.

These charts show roles held by respondents. Industry segmentation is also illustrated (Corporate, Nonprofit, Government, Higher Education, Public Education).

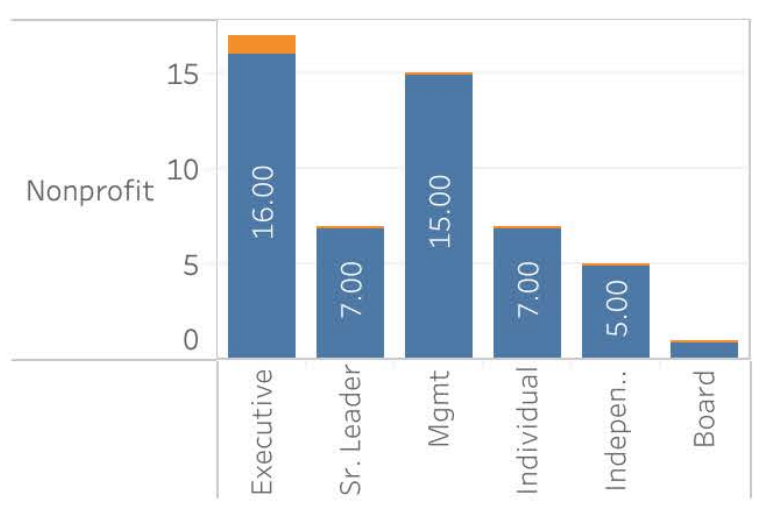
All Respondents by Roles



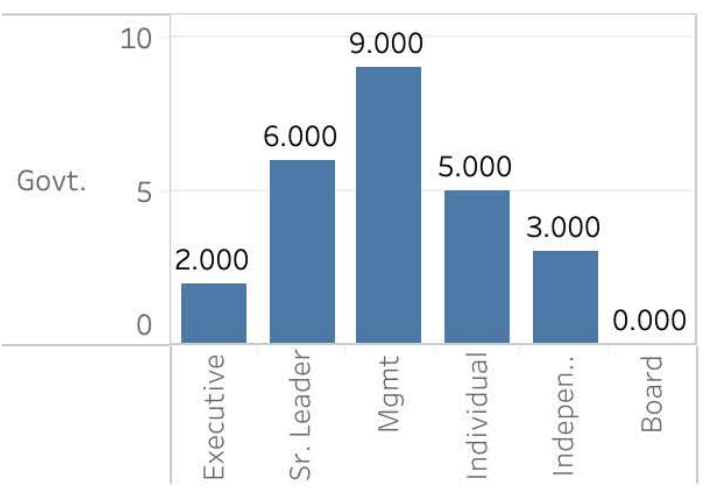
Corporate Respondents by Role



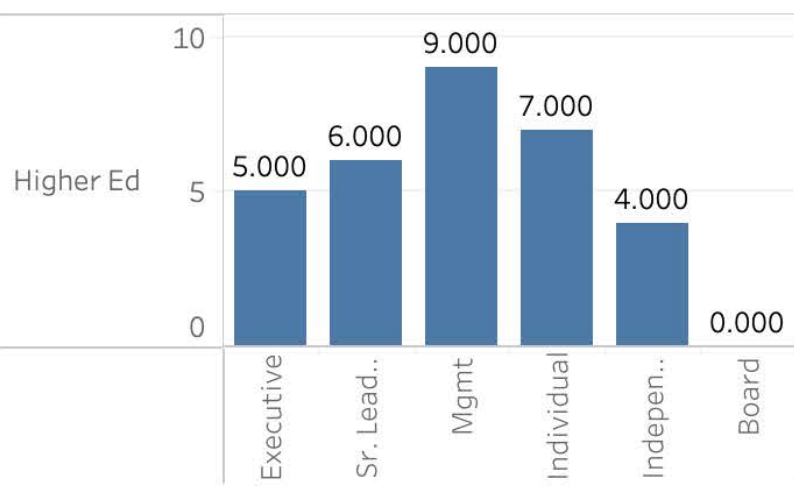
Non-Profit Respondents by Role



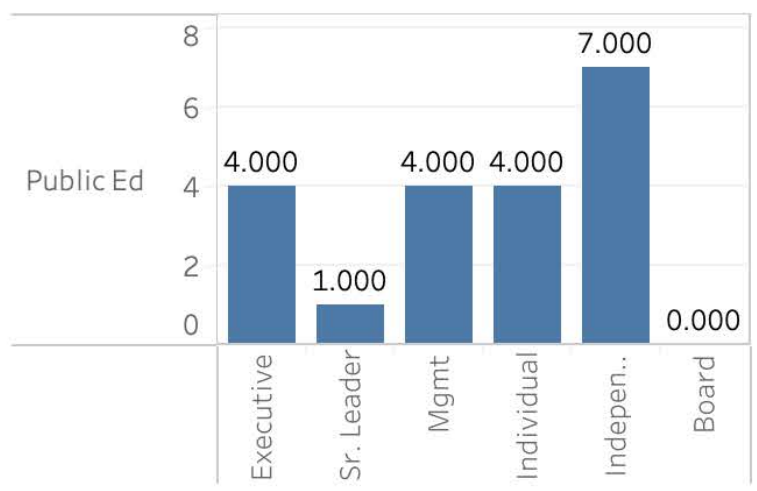
Govt Respondents by Roles



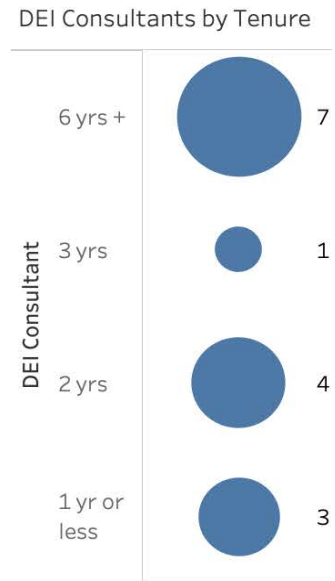
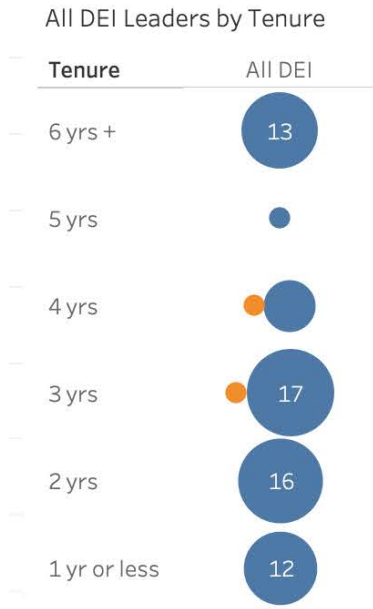
Higher Ed Respondents by Roles



Public Ed Respondents by Roles



These charts show tenure of DEI leaders, DEI consultants, and tenure based on time commitment.

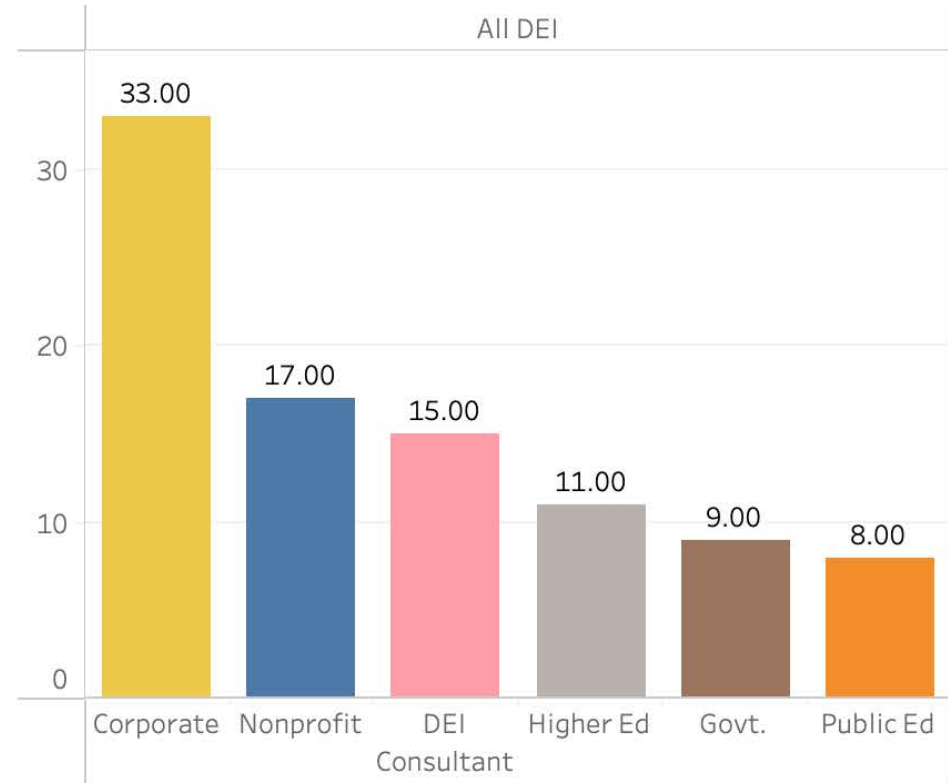


All DEI Leaders by Role



This chart show DEI leader role segmentation (Executive, Sr. Leader, Management, Individual Contributor, and Independent Consultant)

All DEI Leaders by Industry



This chart shows DEI leader industry segmentation (Corporate, Nonprofit, DEI Consultant, Higher Ed, Government, Public Ed)



Open Comments

Summary of Responses to Open-Ended Questions

Most Common Types of Organizational DEI Engagement

(in order of frequency in responses)

1. Employee Resource Groups (ERGs)
2. Training and Education
3. Committee/Councils/Teams
4. Hiring, Retention, and Promotion Audits
5. Leadership/Governance
6. Community Engagement and Partnerships
7. Strategic Planning and Goal Setting
8. Events
9. Inclusivity Policies and Practices
10. Budget Allocation
11. Performance Measurement and Reporting
12. External Consulting and Services
13. Dedicated Positions

Programs and Events Being Adapted or Removed

(in order of frequency in responses)

1. Language and Terminology Adjustments
2. Renaming or Rebranding DEI Efforts
3. Educational and Training Modifications
4. Reduction/Removal of DEI Elements
5. Budget Changes
6. Changes to Hiring Practices
7. Reduction of Support for Certain Groups
8. Uncertainty and Pending Decisions
9. External Messaging and PR
10. New Local and National Collaborations
11. Compliance and Governance
12. Specific Program Adjustments

Intended or Unintended Impacts of DEI Legislation

(in order of frequency in responses)

1. Fear and Concern
2. Chilling Effect
3. Resistance and Burnout
4. Impact on DEI Professionals
5. Legislative Confusion/Misunderstanding
6. Legislative Overreach into Business
7. Adaptation in Language and Strategy
8. Decrease in Public and Corporate Support
9. Divisiveness
10. Impact on Social Services and Grants
11. Relocation outside of Utah
12. Decreased visibility, engagement and support for DEI efforts
13. Impact on Recruiting and Community Engagement
14. Exacerbation of Systemic Issues
15. Legal Concerns and Policy Compliance

Editorial Recommendations

We at InclusionPro hope this information is useful for leaders. We offer some advice to private sector leaders based on the results of this data:

1. Please continue to support DEI Leaders and DEI Contributors openly with resources, support, and commitment. Most of these employees come from underrepresented populations because of their professional and life experiences. They need to know their work is valued in your organization. How they experience the effects of this legislation can have a broader effect on your culture.
2. Please build relationships with Utah state legislators. Off-season (Mar-Nov) is an ideal time to visit with legislators in your district and your organization's district and build lasting relationships.
 - This [video](#) provides advice on leading during these times.
 - This [article](#) provides best practices on reaching out to legislators.
3. Please share this brief with your colleagues. Informed decisions are empowered decisions.

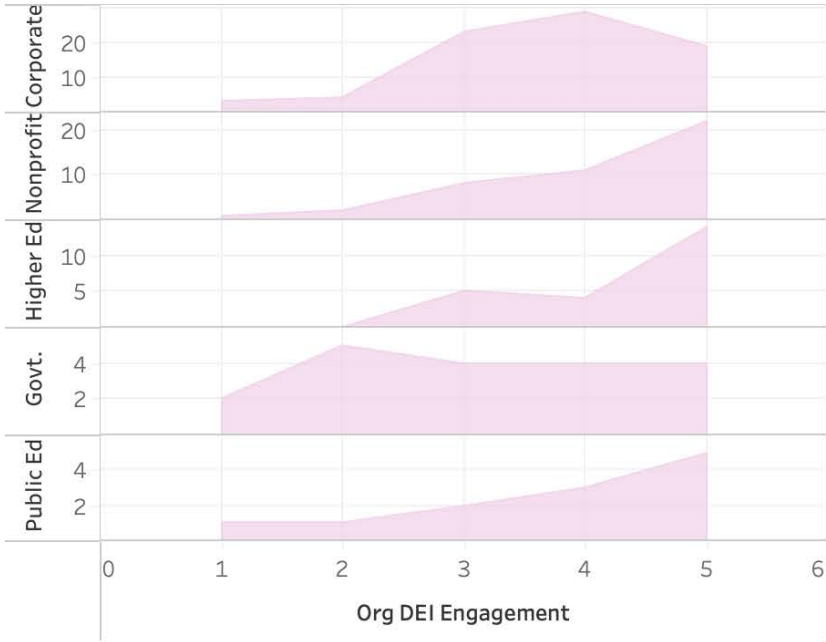
We value your feedback. Please submit any questions to sara@inclusionpro.com.



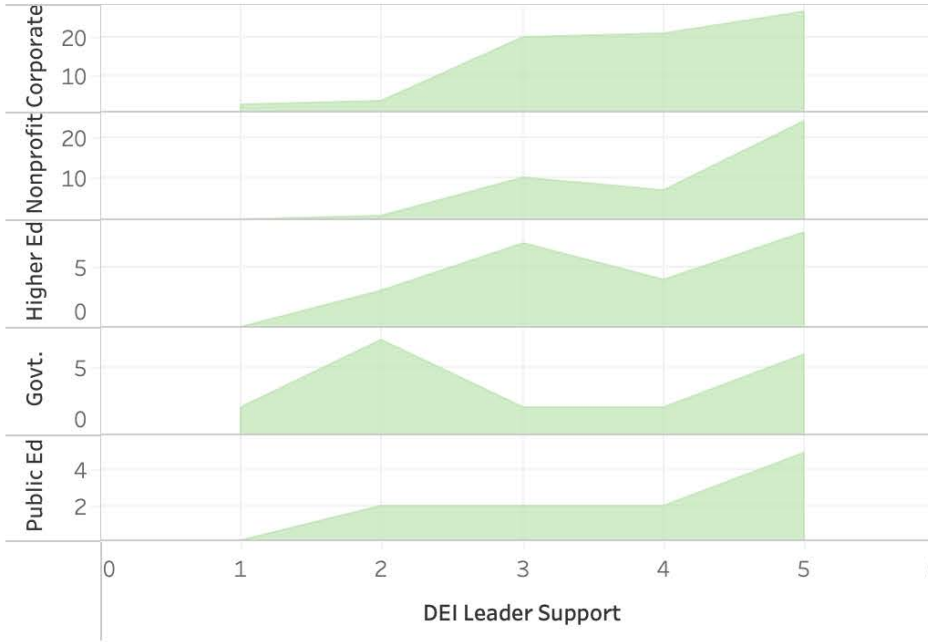
Appendix A

Data Views

Industry Org Engagement Level



Industry DEI Leader Support Level



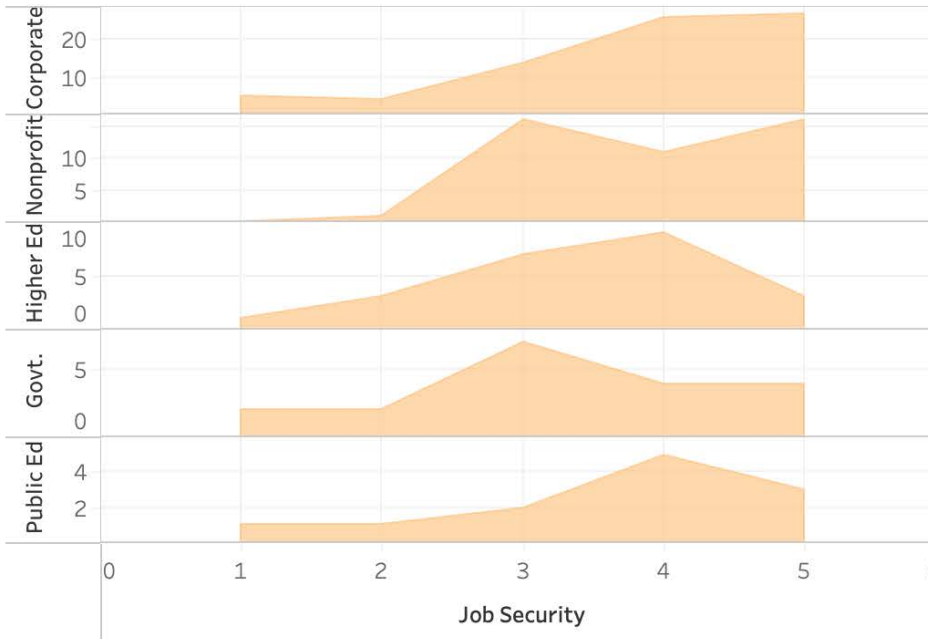
These charts shows likert scale responses from all respondents to the following questions:

1. Org DEI Engagement (Top Left): "How engaged is your organization in DEI?"
2. DEI Leader Support (Top Right): "How supportive is your organization of its DEI leader(s) (if applicable)?"
3. Confidence in Top Leadership DEI Commitment (Bottom Left): "If your organization's leadership has communicated a commitment to ongoing DEI efforts, how confident are you that this will happen?"
4. Job Security (Bottom Right): "How secure do you feel your job is?"

Industry Confidence in Leaders Commitment to DEI

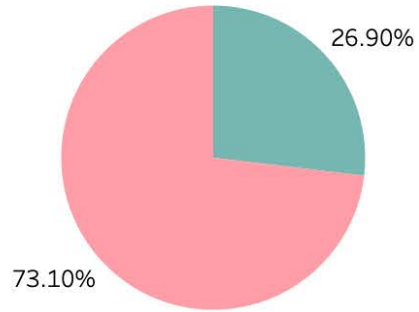


Industry Job Security Level



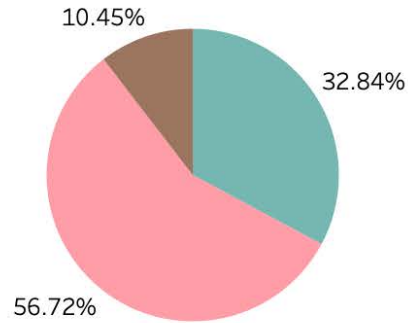
The data is further segmented by industry (Corporate, Nonprofit, Govt, Higher Ed, Public Ed)

All Respondents - DEI Responsibilities



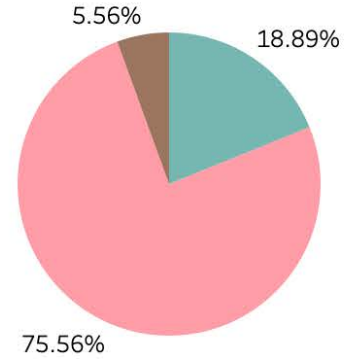
DEI Leaders - DEI Responsibilities

All DEI Leaders



DEI Contributors - DEI Responsibilities

DEI Contributors



These pie charts show responses to the following question: "Check all that apply related to your job responsibilities."

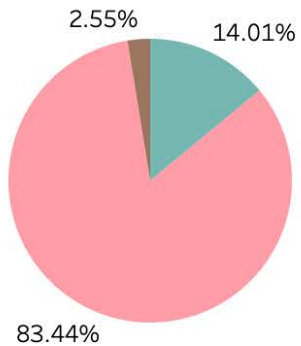
DEI Responsibilities (Top Row)

- Increased responsibility in DEI
- About the same responsibility in DEI
- Decreased responsibility in DEI

Non-DEI Responsibilities (Bottom Row)

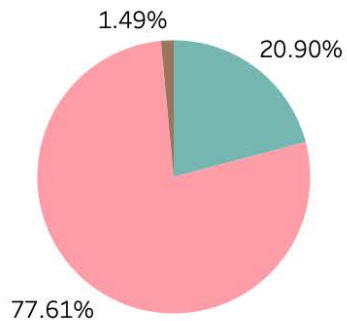
- Increased responsibility in other business areas
- Decreased responsibility in other business areas

All Respondents - Non-DEI Responsibilities



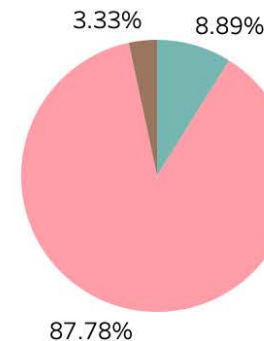
DEI Leaders - Non-DEI Responsibilities

All DEI Leaders



DEI Contributors - Non-DEI Responsibilities

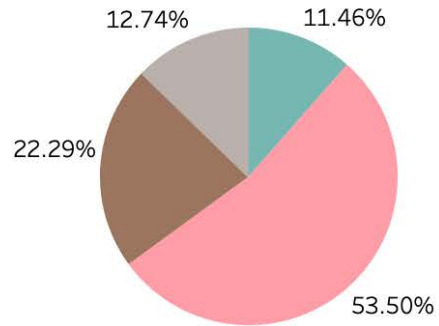
DEI Contributors



Segmentation also compares DEI Leader and DEI Contributor responses.

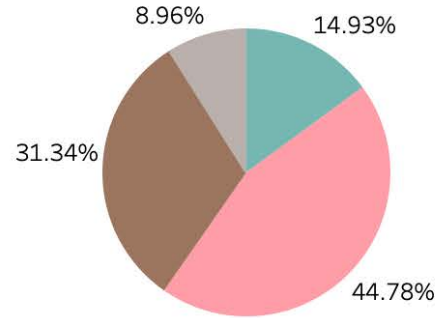
Legend Increase Same Decrease Null

All Respondents - DEI Budget



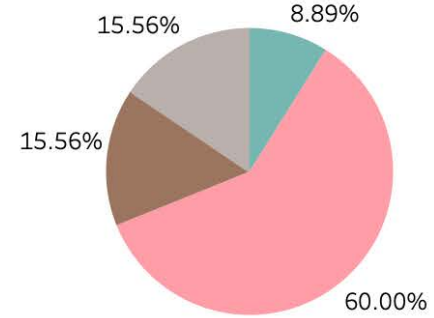
DEI Leaders - DEI Budget

All DEI Leaders



DEI Contributors - DEI Budget

DEI Contributors



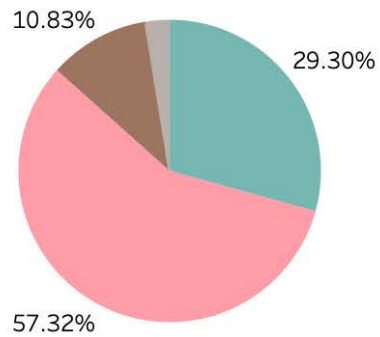
These pie charts show responses to the following questions:

DEI Budget (Top Row)

“Organizational operating budget conversations indicate that my budget for future DEI-related work will:

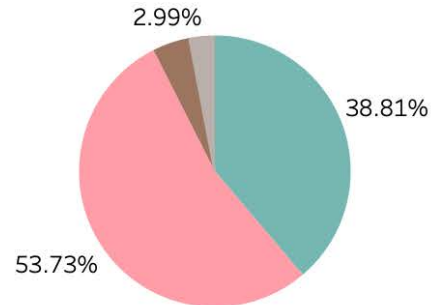
- Increase
- Decrease
- Stay about the same

All Respondents - Negative Sentiment



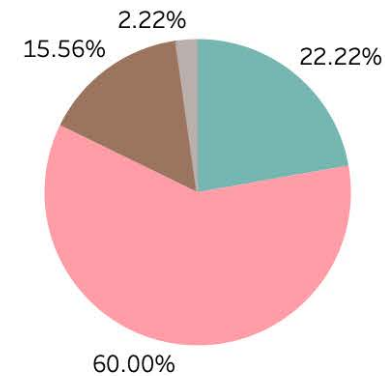
DEI Leaders - Negative Sentiment

All DEI Leaders



DEI Contributors - Negative Sentiment

DEI Contributors



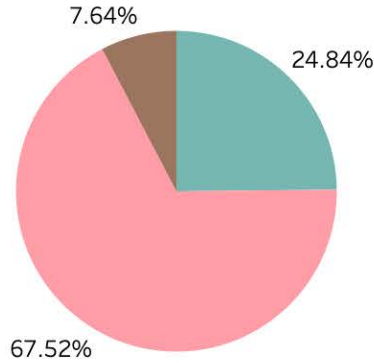
Negative Sentiment (Bottom Row)

“In the last 6 months, negative sentiment toward DEI in my organization has:

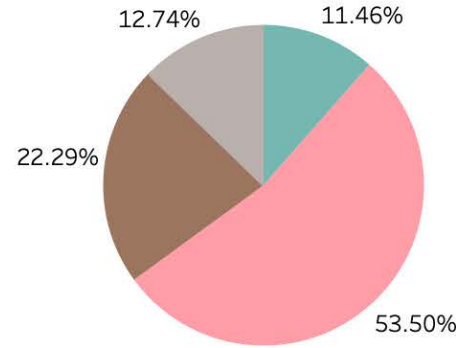
- Increased
- Decreased
- Stayed about the same

Segmentation also compares DEI Leader and DEI Contributor responses.

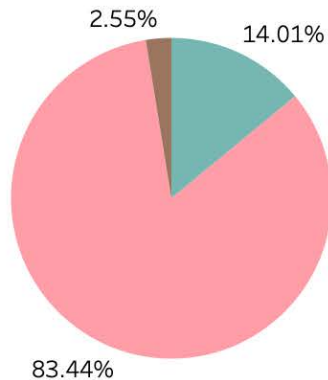
All Respondents - DEI Responsibilities



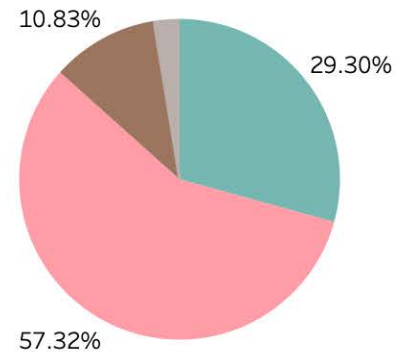
All Respondents - DEI Budget



All Respondents - Non-DEI Responsibilities



All Respondents - Negative Sentiment



These pie charts compare responses to the following questions for All Respondents:

DEI Responsibilities (Top Left)

“Check all that apply related to your job responsibilities.”

- Increased responsibility in DEI
- About the same responsibility in DEI
- Decreased responsibility in DEI

Non-DEI Responsibilities (Bottom Left)

“Check all that apply related to your job responsibilities.”

- Increased responsibility in other business areas
- Decreased responsibility in other business areas

DEI Budget (Top Right)

“Organizational operating budget conversations indicate that my budget for future DEI-related work will:

- Increase
- Decrease
- Stay about the same

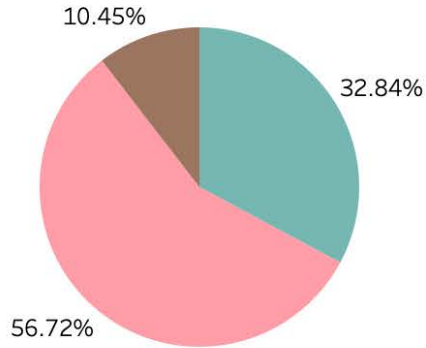
Negative Sentiment (Bottom Right)

“In the last 6 months, negative sentiment toward DEI in my organization has:

- Increased
- Decreased
- Stayed about the same

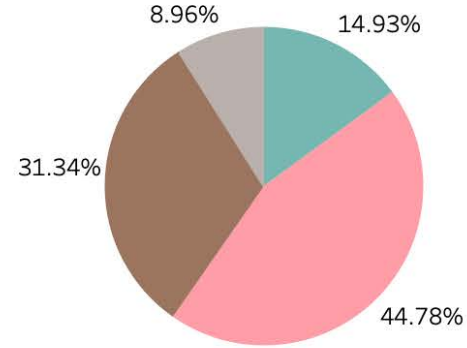
DEI Leaders - DEI Responsibilities

All DEI Leaders



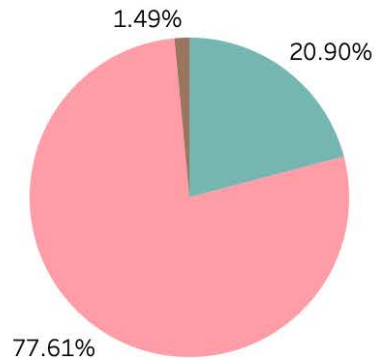
DEI Leaders - DEI Budget

All DEI Leaders



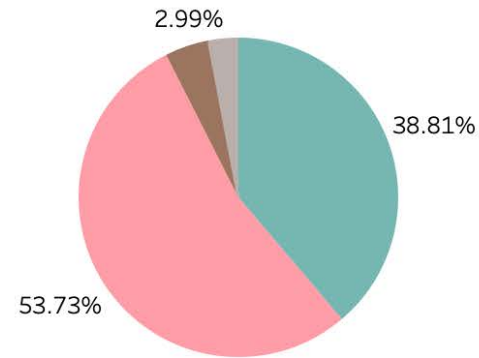
DEI Leaders - Non-DEI Responsibilities

All DEI Leaders



DEI Leaders - Negative Sentiment

All DEI Leaders



These pie charts compare responses to the following questions for DEI Leaders:

DEI Responsibilities (Top Left)

“Check all that apply related to your job responsibilities.”

- Increased responsibility in DEI
- About the same responsibility in DEI
- Decreased responsibility in DEI

Non-DEI Responsibilities (Bottom Left)

“Check all that apply related to your job responsibilities.”

- Increased responsibility in other business areas
- Decreased responsibility in other business areas

DEI Budget (Top Right)

“Organizational operating budget conversations indicate that my budget for future DEI-related work will:

- Increase
- Decrease
- Stay about the same

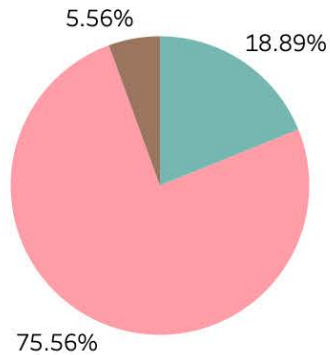
Negative Sentiment (Bottom Right)

“In the last 6 months, negative sentiment toward DEI in my organization has:

- Increased
- Decreased
- Stayed about the same

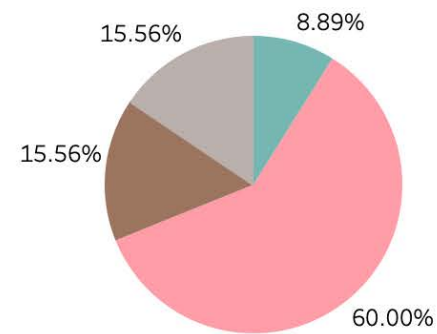
DEI Contributors - DEI Responsibilities

DEI Contributors



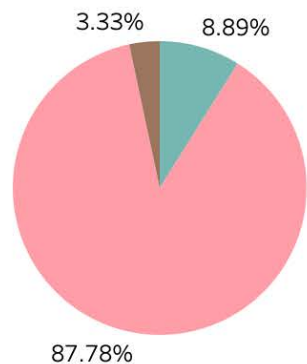
DEI Contributors - DEI Budget

DEI Contributors



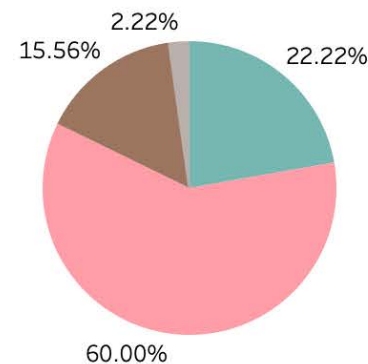
DEI Contributors - Non-DEI Responsibilities

DEI Contributors



DEI Contributors - Negative Sentiment

DEI Contributors



These pie charts compare responses to the following questions for DEI Contributors:

DEI Responsibilities (Top Left)

“Check all that apply related to your job responsibilities.”

- Increased responsibility in DEI
- About the same responsibility in DEI
- Decreased responsibility in DEI

Non-DEI Responsibilities (Bottom Left)

“Check all that apply related to your job responsibilities.”

- Increased responsibility in other business areas
- Decreased responsibility in other business areas

DEI Budget (Top Right)

“Organizational operating budget conversations indicate that my budget for future DEI-related work will:

- Increase
- Decrease
- Stay about the same

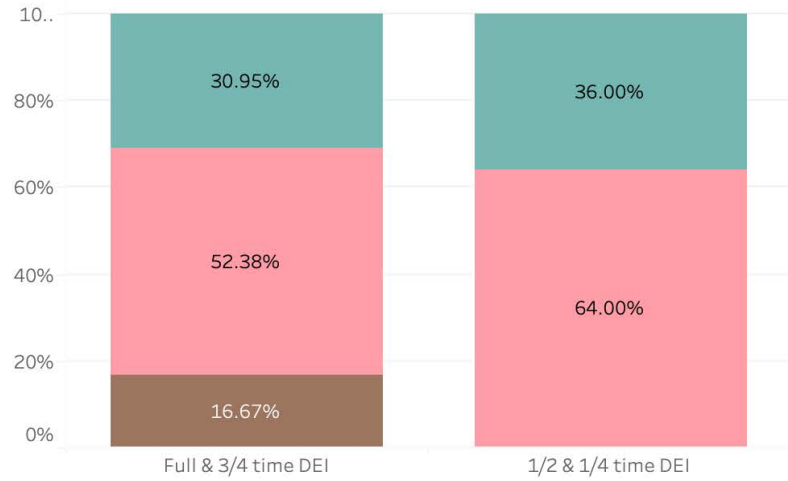
Negative Sentiment (Bottom Right)

“In the last 6 months, negative sentiment toward DEI in my organization has:

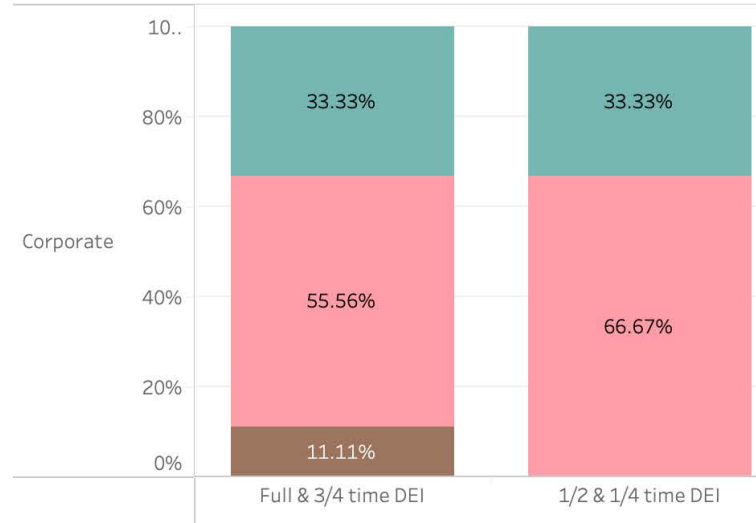
- Increased
- Decreased
- Stayed about the same

These bar charts compare Full time & ¾ time to ½ & ¼ time DEI Leader Commitments regarding changes to DEI Responsibilities and Non-DEI Responsibilities. Segmentation of Corporate and Nonprofit DEI Leaders is also provided.

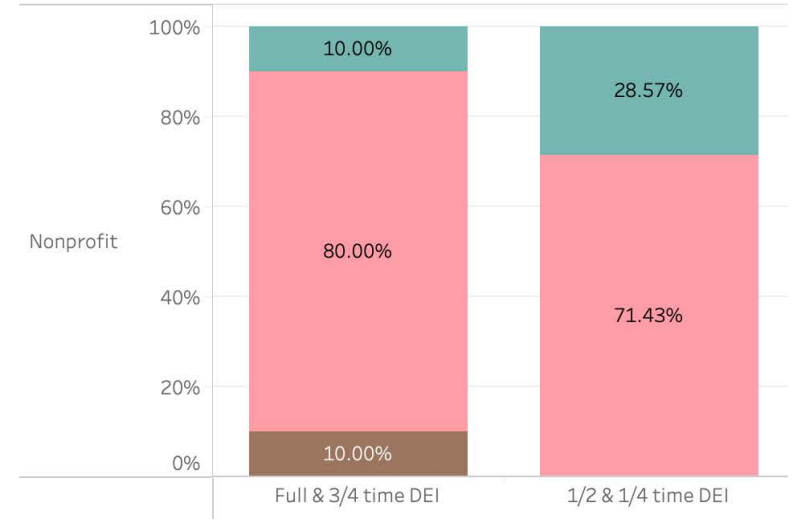
DEI Leaders - DEI Responsibilities



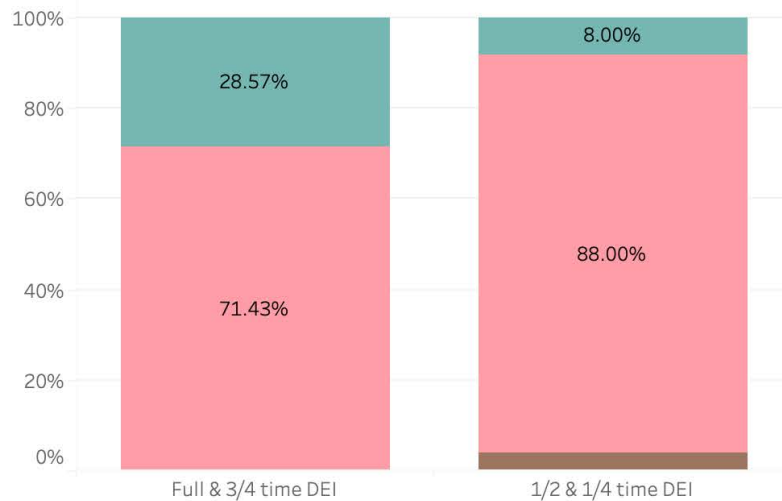
DEI Corporate Leaders - DEI Responsibilities



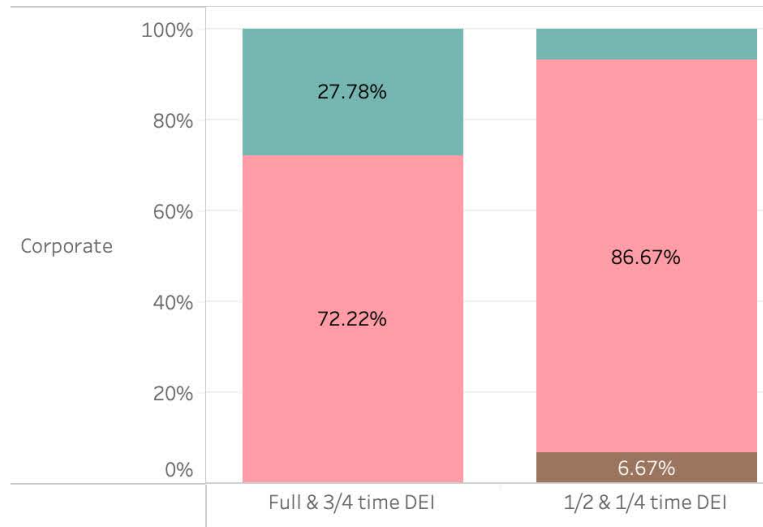
DEI Nonprofit Leaders - DEI Responsibilities



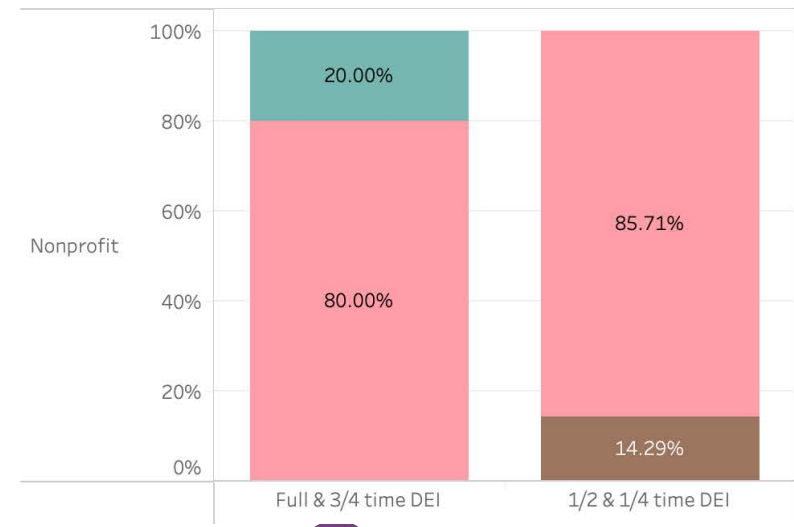
DEI Leaders - Other Responsibilities



DEI Corporate Leaders - Other Responsibilities

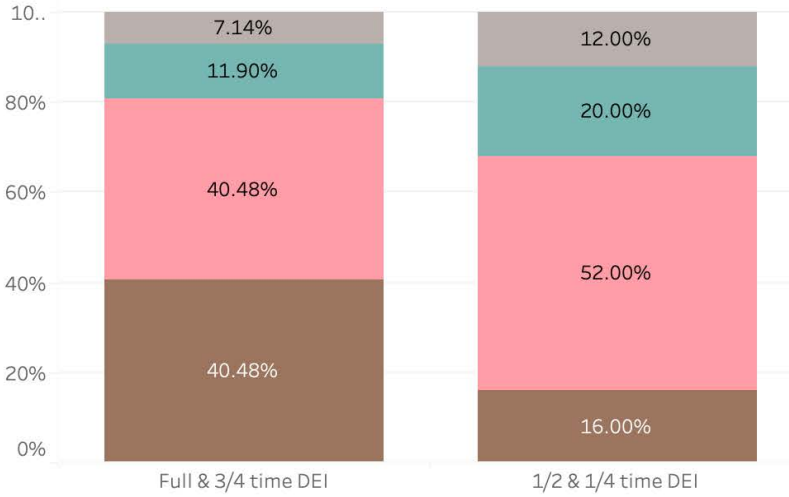


DEI Nonprofit Leaders - Other Responsibilities

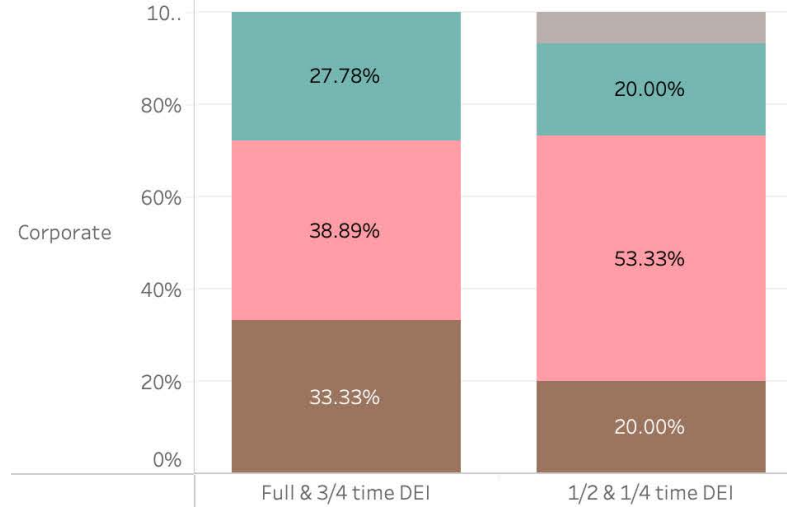


These bar charts compare Full time & 3/4 time to 1/2 & 1/4 time DEI Leader Commitments regarding changes to DEI budgets and Negative sentiment. Segmentation of Corporate and Nonprofit DEI Leaders is also provided.

DEI Leaders - Budget Changes



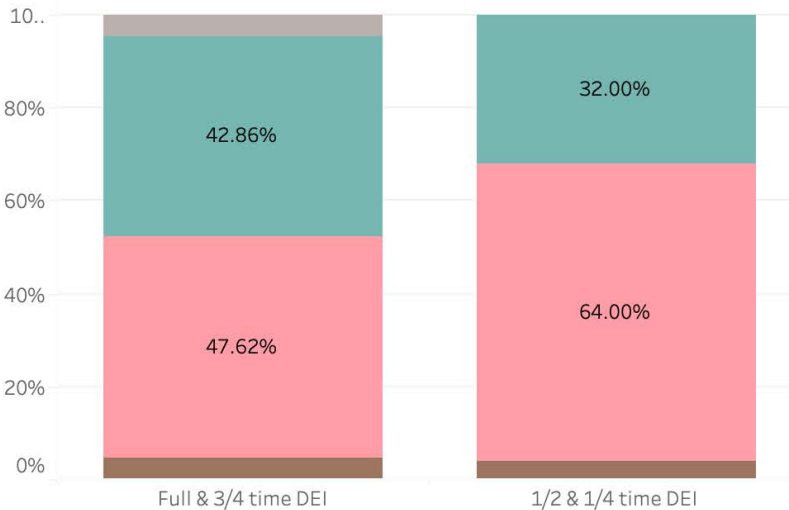
DEI Corporate Leaders - Budget Changes



DEI Nonprofit Leaders - Budget Changes



DEI Leaders - Negative Sentiment



DEI Corporate Leaders - Negative Sentiment

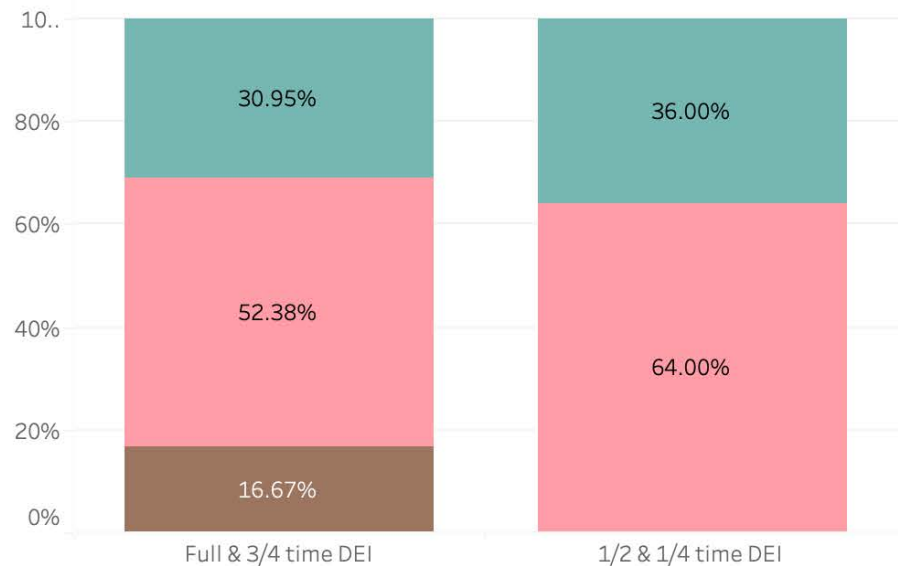


DEI Nonprofit Leaders - Negative Sentiment

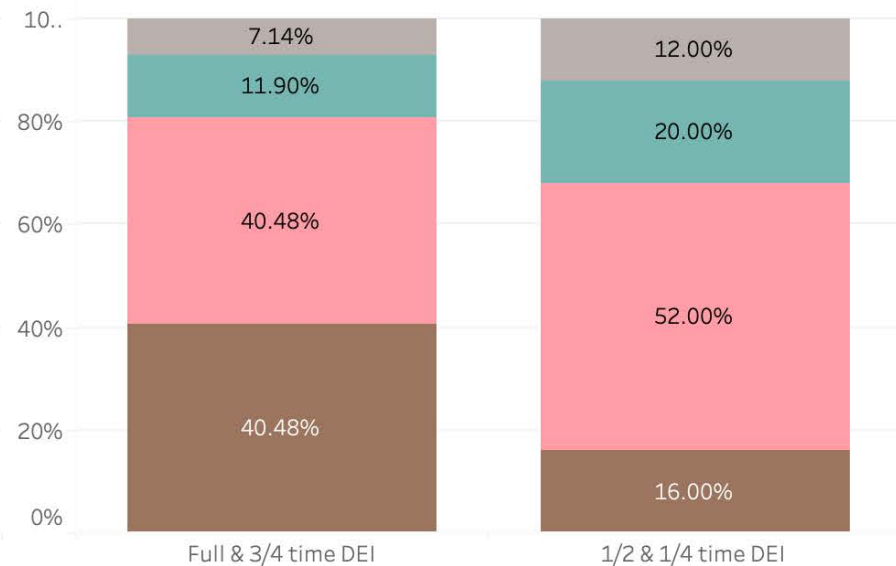


Legend Null Increase Same Decrease

DEI Leaders - DEI Responsibilities



DEI Leaders - Budget Changes



These bar charts show responses by DEI Leaders comparing Full time & ¾ to ½ & ¼ time commitments regarding:

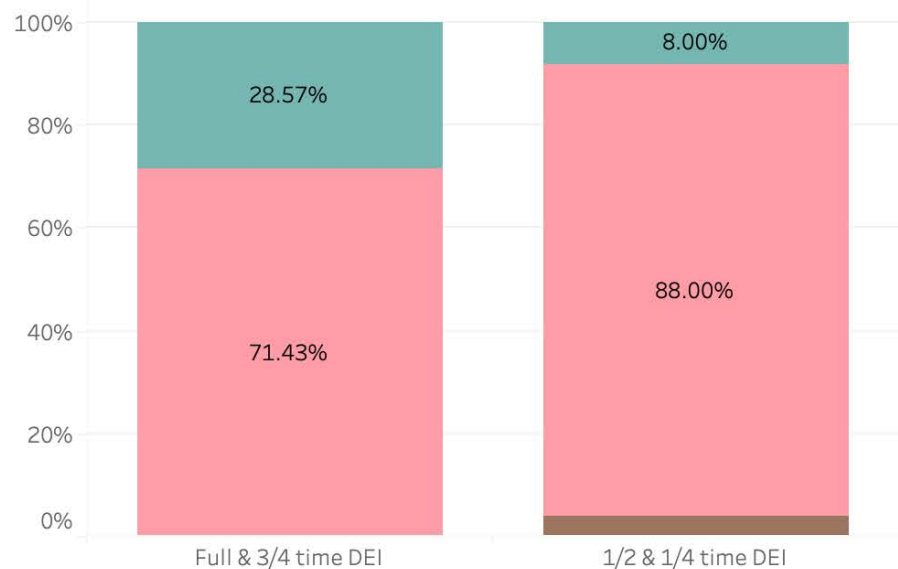
DEI Responsibilities (Top Left)

Non-DEI Responsibilities (Bottom Left)

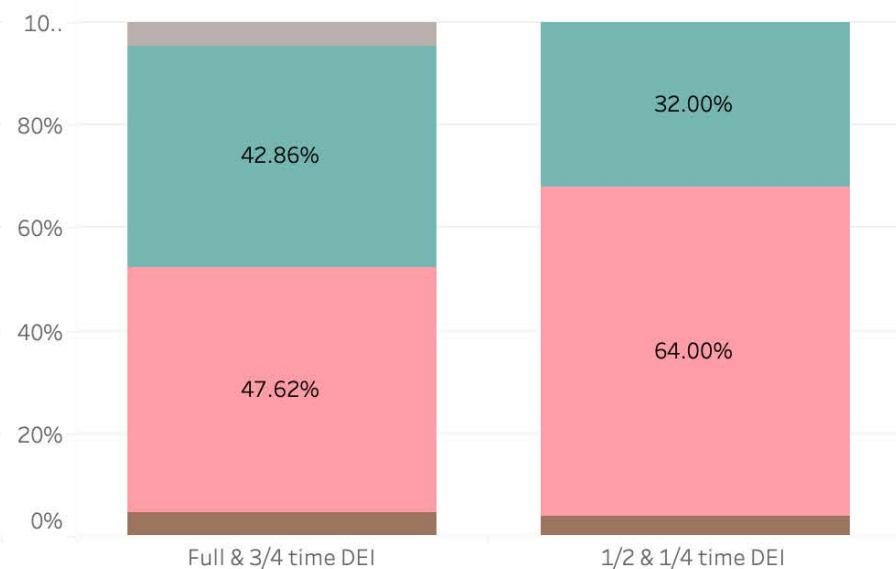
Budget Changes (Top Right)

Negative Sentiment (Bottom Right)

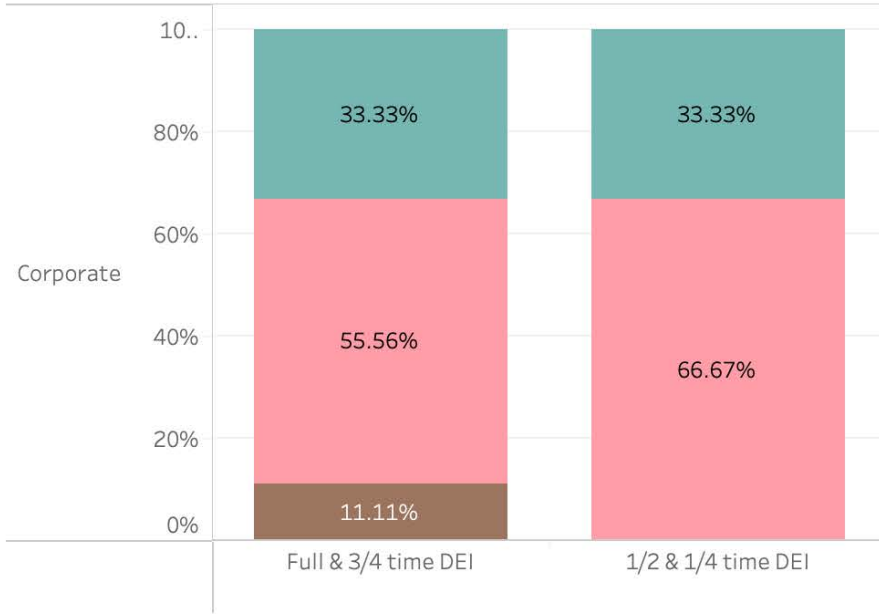
DEI Leaders - Other Responsibilities



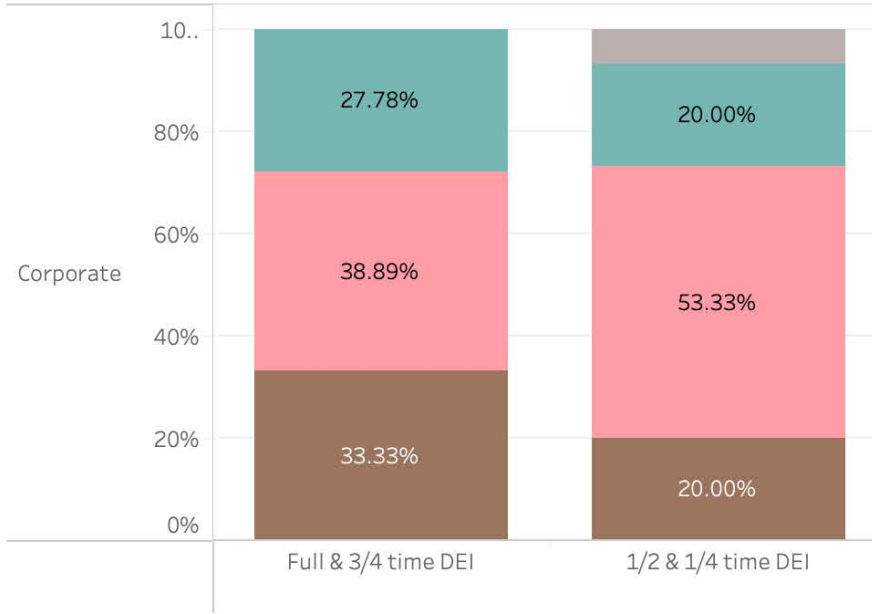
DEI Leaders - Negative Sentiment



DEI Corporate Leaders - DEI Responsibilities



DEI Corporate Leaders - Budget Changes



These bar charts show responses by DEI Corporate Leaders comparing Full time & 3/4 to 1/2 & 1/4 time commitments regarding:

DEI Responsibilities (Top Left)

Non-DEI Responsibilities (Bottom Left)

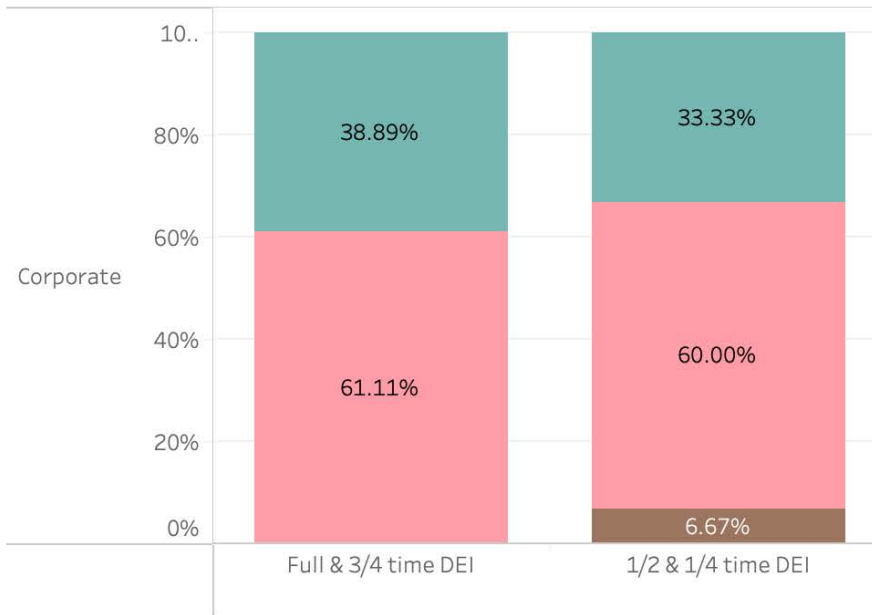
Budget Changes (Top Right)

Negative Sentiment (Bottom Right)

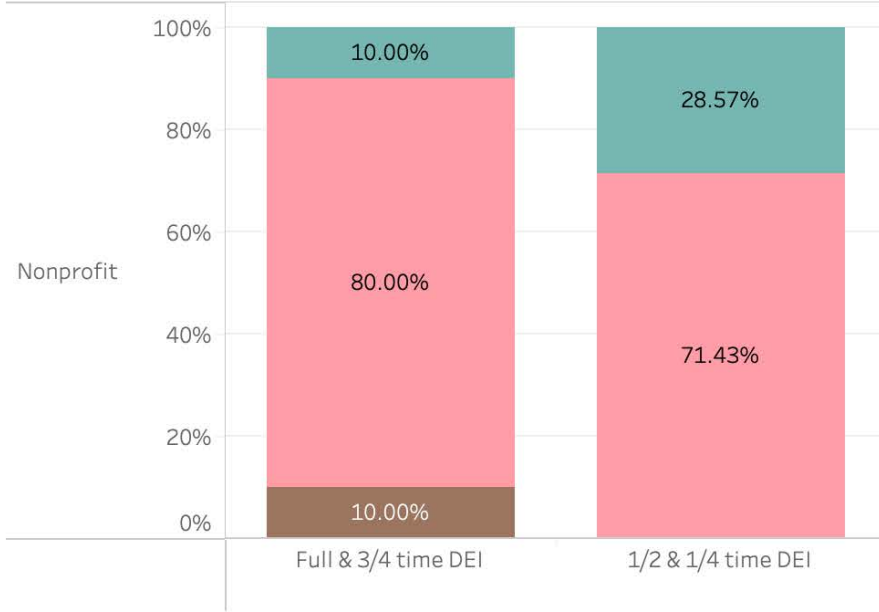
DEI Corporate Leaders - Other Responsibilities



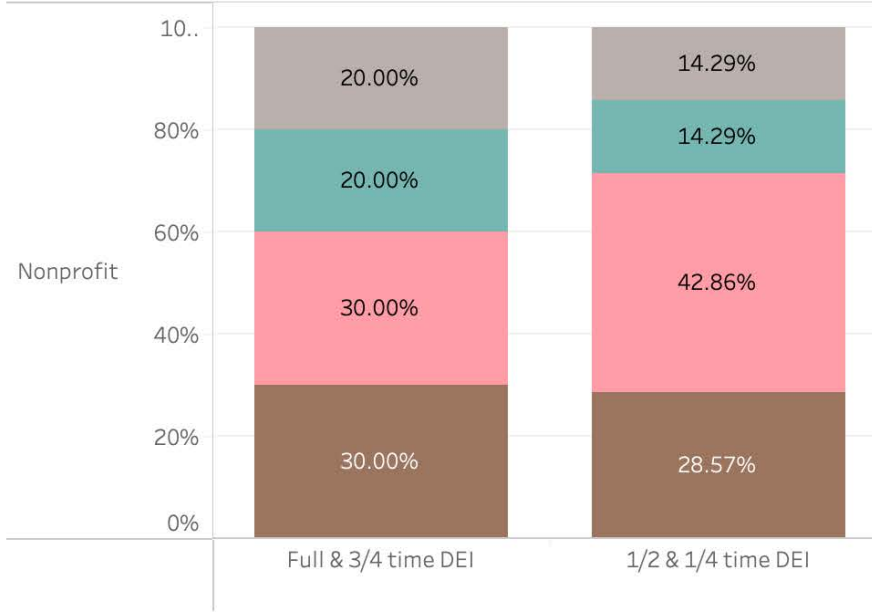
DEI Corporate Leaders - Negative Sentiment



DEI Nonprofit Leaders - DEI Responsibilities



DEI Nonprofit Leaders - Budget Changes



These bar charts show responses by DEI Nonprofit Leaders comparing Full time & 3/4 to 1/2 & 1/4 time commitments regarding:

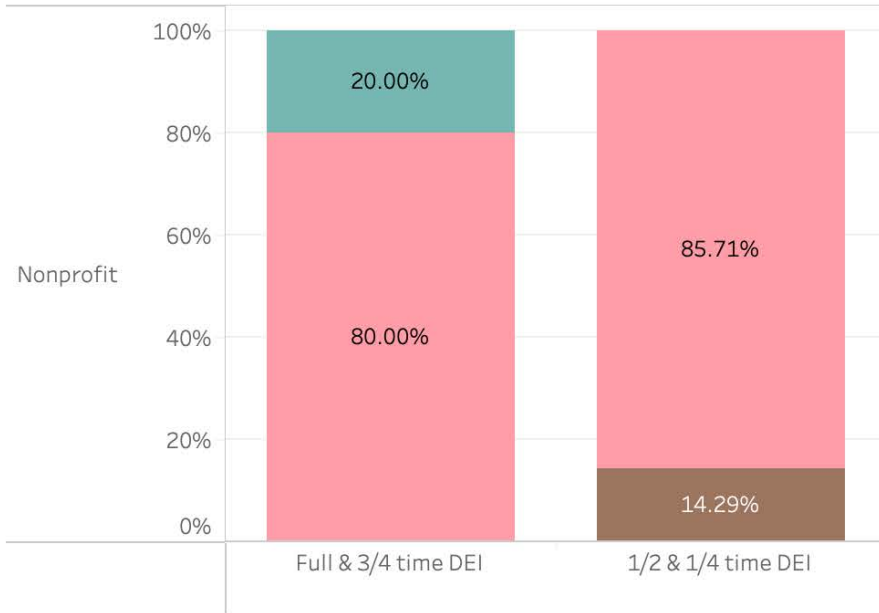
DEI Responsibilities (Top Left)

Non-DEI Responsibilities (Bottom Left)

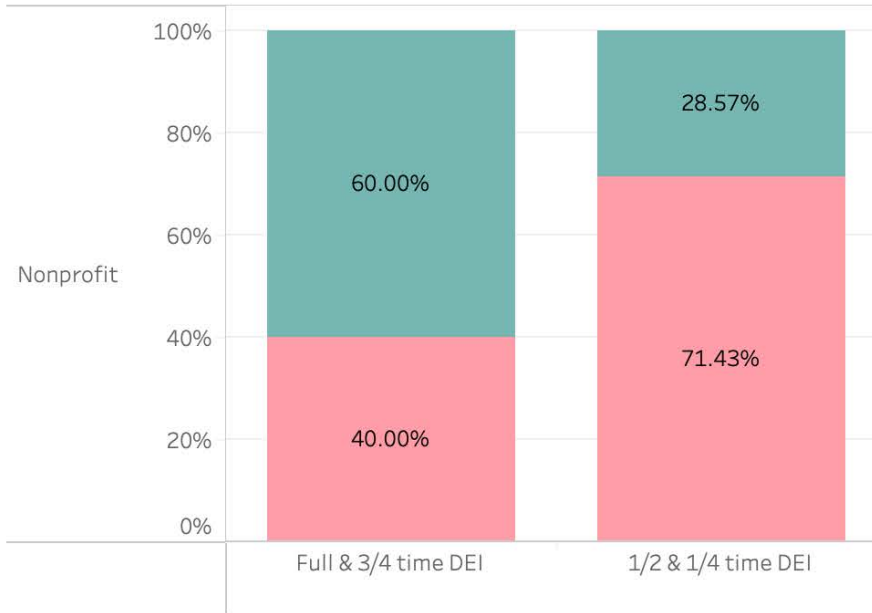
Budget Changes (Top Right)

Negative Sentiment (Bottom Right)

DEI Nonprofit Leaders - Other Responsibilities



DEI Nonprofit Leaders - Negative Sentiment



Legend

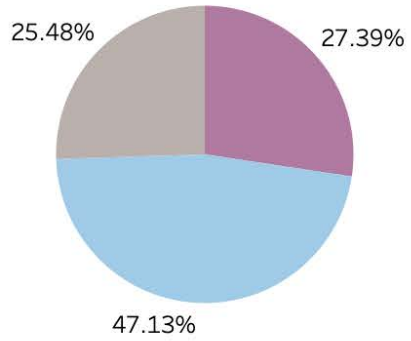
Yes

Likely

No

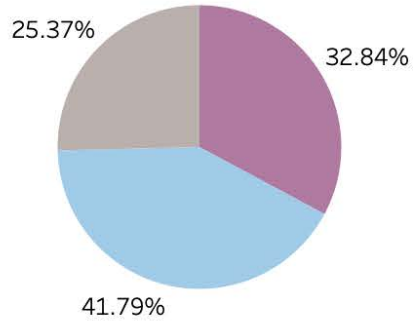
Null

All Respondents - Adapting DEI Programs



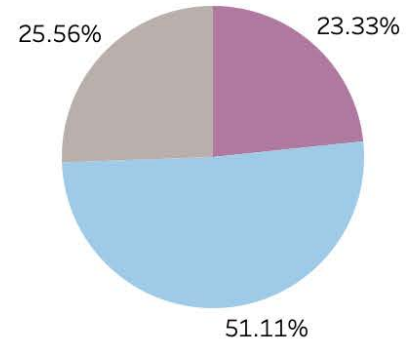
DEI Leaders - Adapting DEI Programs

All DEI Leaders



DEI Contributors - Adapting DEI Programs

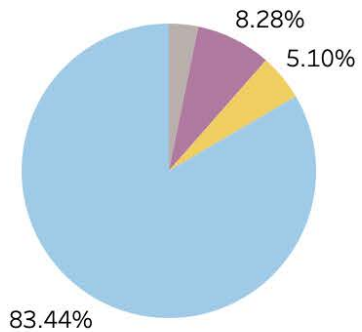
DEI Contributors



These pie charts show responses to the following questions:

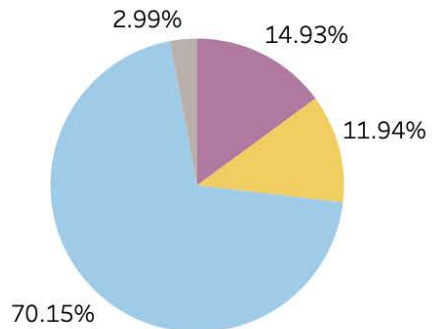
Adapting DEI Programs (Top Row): "Are there any programs or events that your organization is adapting or removing in light of DEI legislation?"

All Respondents - Title Change



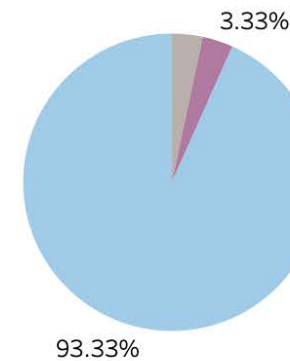
DEI Leaders - Title Change

All DEI Leaders



DEI Contributors - Title Change

DEI Contributors

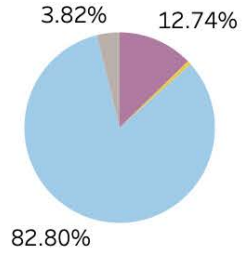


Title Change (Bottom Row): "Has your title changed due to DEI legislation?"

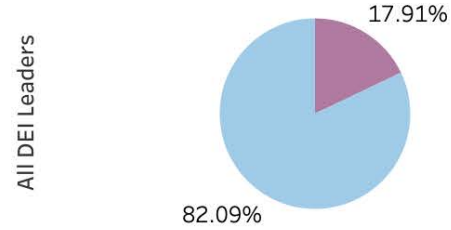
Segmentation also compares DEI Leader and DEI Contributor responses.

Legend Yes Maybe No Null

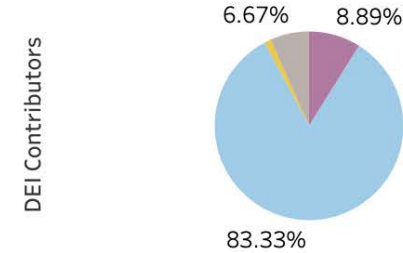
All Respondents Seeking other DEI Role



DEI Leaders Seeking other DEI Role



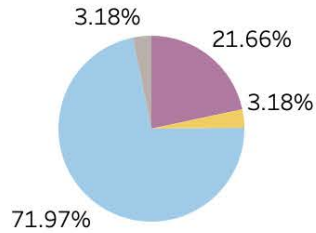
DEI Contributors Seeking other DEI Role



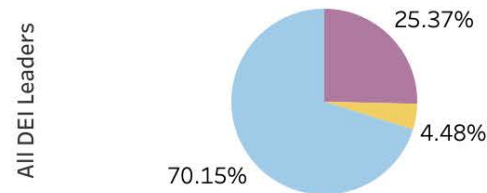
These pie charts show responses to the following questions:

Seeking other DEI Role (Top Row): "I am actively looking for another role in DEI."

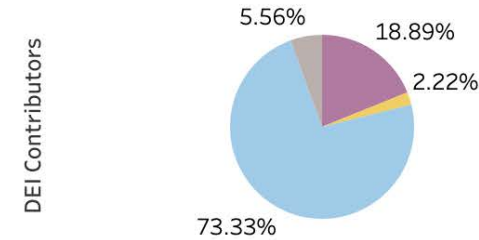
All Respondents Seeking non-DEI Role



DEI Leaders Seeking Non-DEI Role



DEI Contributors Seeking Non-DEI Role

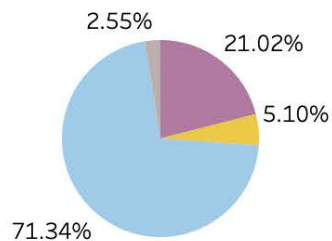


Seeking Non-DEI Role (Middle Row): "I am actively looking for another role, but not in DEI."

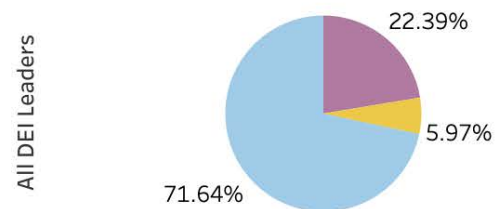
Seeking Role Outside Utah (Bottom Row): "I am actively looking for another role outside of Utah."

Segmentation also compares DEI Leader and DEI Contributor responses.

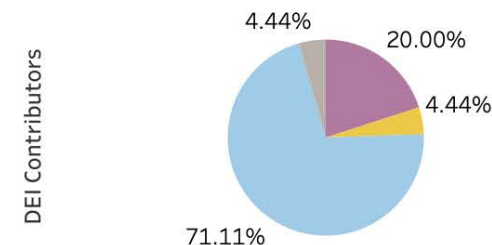
All Respondents Seeking role Outside Utah



DEI Leaders Seeking Role Outside Utah



DEI Contributors Seeking Role Outside Utah



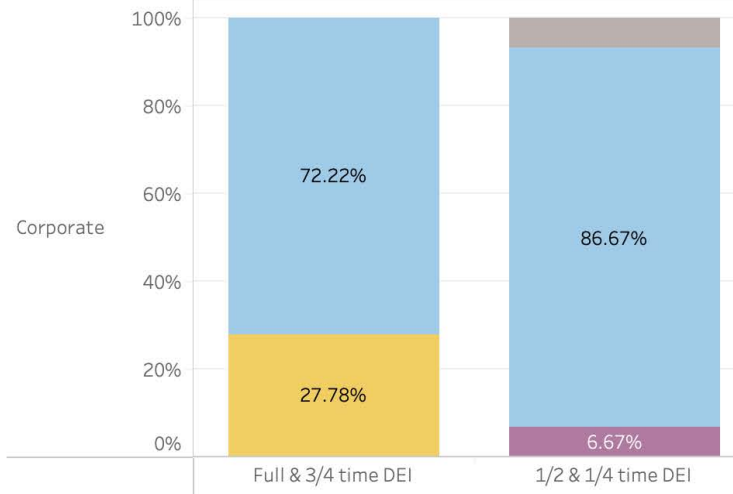
Legend Null No Likely Yes

These bar charts compare Full time & ¾ time to ½ & ¼ time DEI Leader Commitments regarding title changes and adapting programs. Segmentation of Corporate and Nonprofit DEI Leaders is also provided.

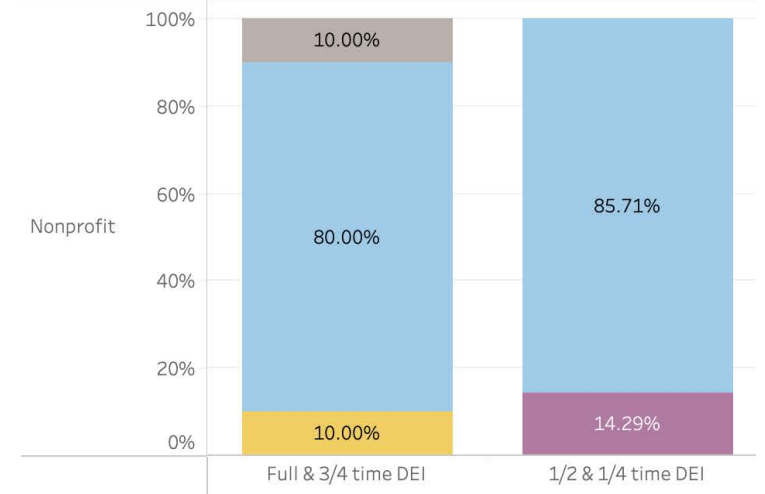
DEI Leaders - Title Change



DEI Corporate Leaders - Title Change



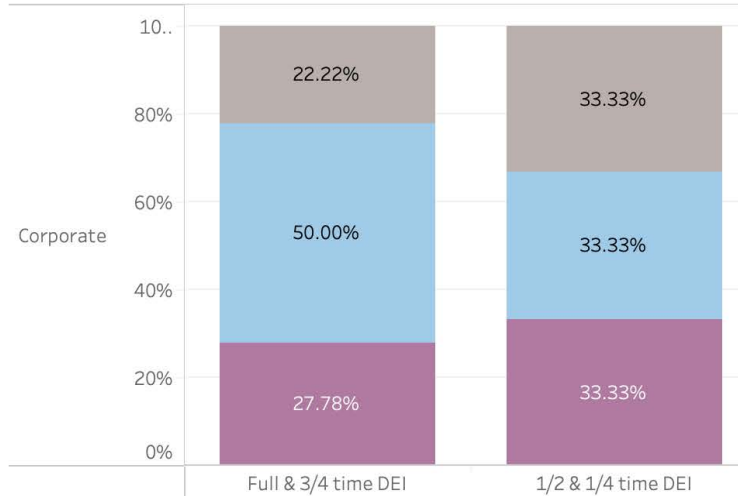
DEI Nonprofit Leaders - Title Change



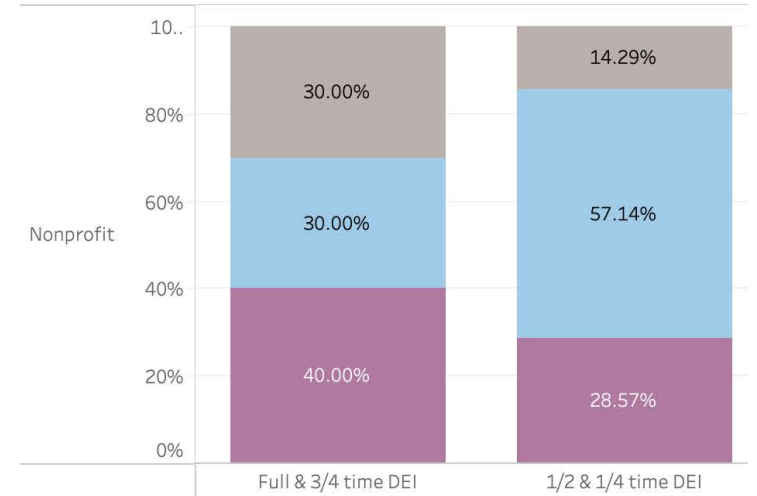
DEI Leaders - Adapting Programs



DEI Corporate Leaders - Adapting Programs



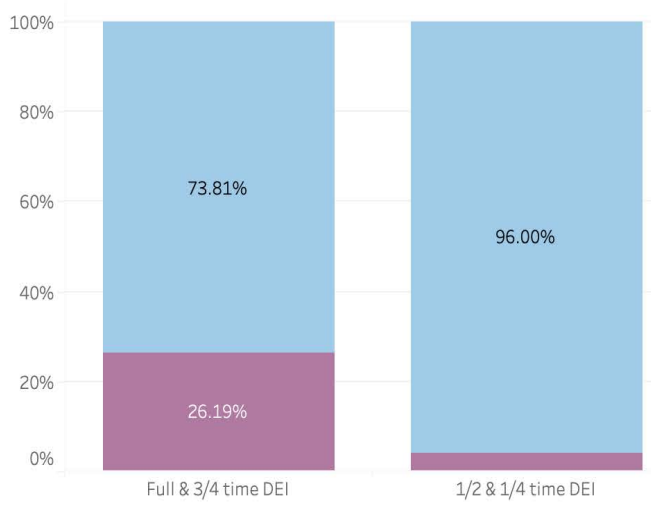
DEI Nonprofit Leaders - Adapting Programs



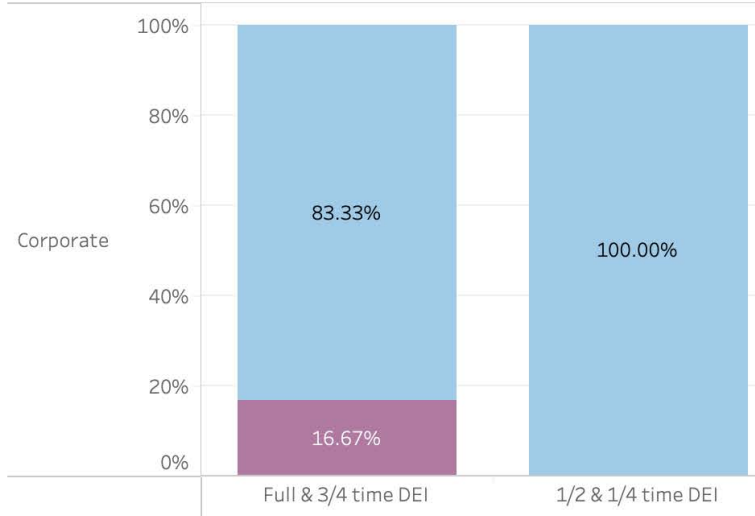
Legend Null No Likely Yes

These bar charts compare Full time & ¾ time to ½ & ¼ time DEI Leader Commitments regarding seeking other DEI and Non-DEI roles. Segmentation of Corporate and Nonprofit DEI Leaders is also provided.

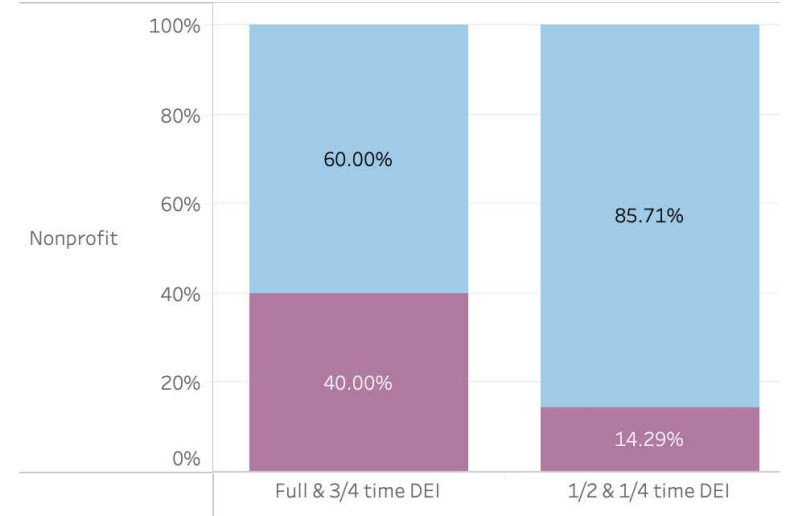
DEI Leaders - Seeking other DEI Role



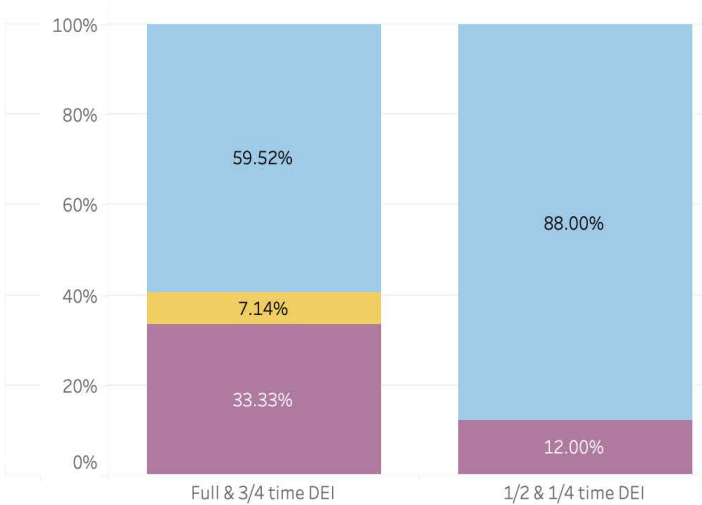
DEI Corporate Leaders - Seeking other DEI Role



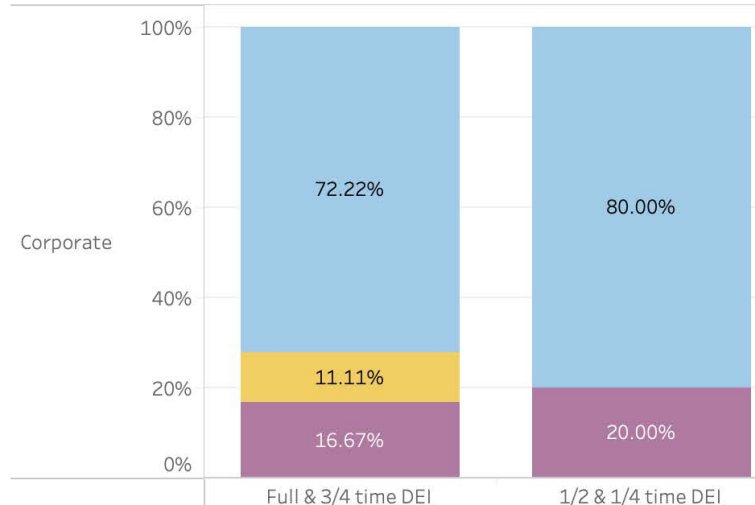
DEI Nonprofit Leaders - Seeking other DEI Role



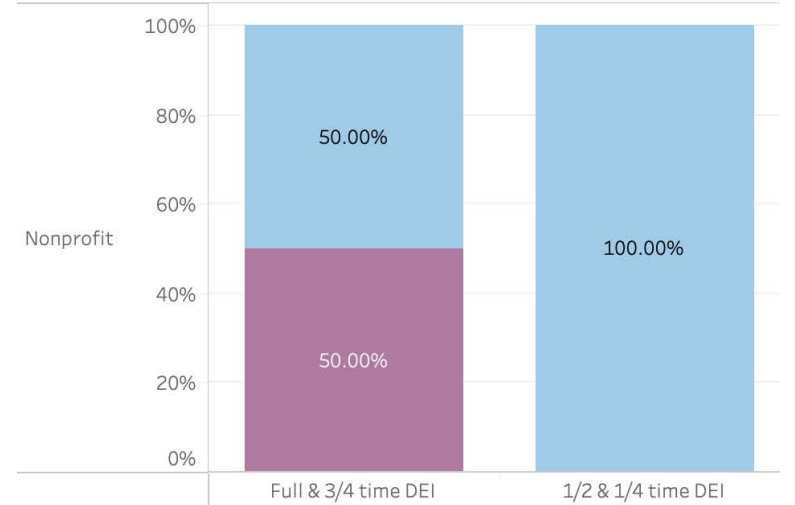
DEI Leaders - Seeking Non-DEI Role



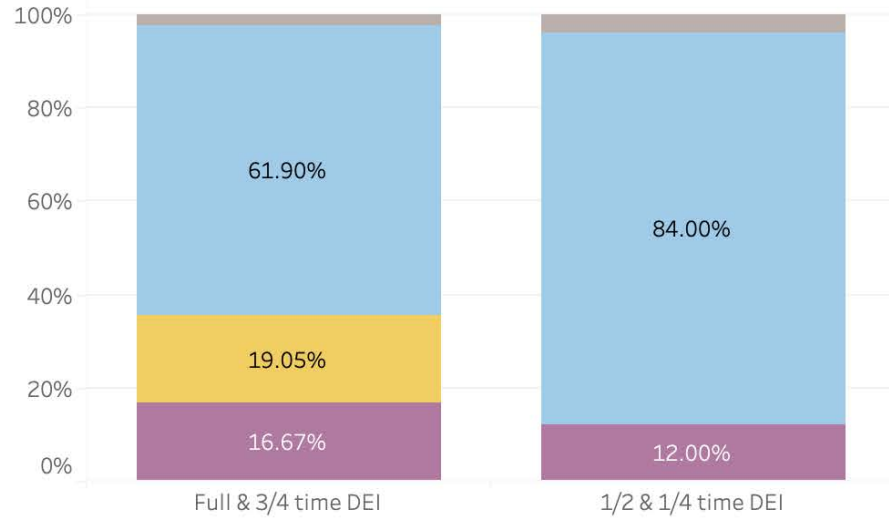
DEI Corporate Leaders - Seeking Non-DEI Role



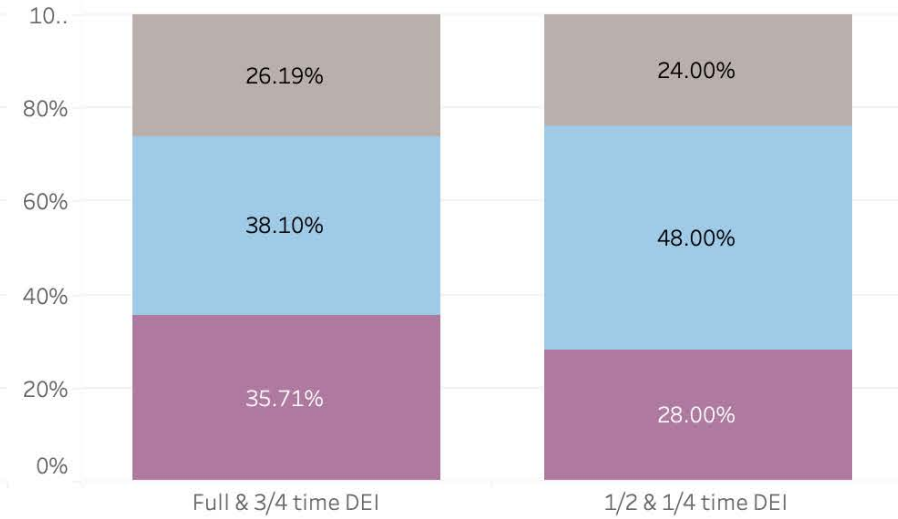
DEI Nonprofit Leaders - Seeking Non-DEI Role



DEI Leaders - Title Change



DEI Leaders - Adapting Programs



These bar charts show responses by DEI Leaders comparing Full time & ¾ to ½ & ¼ time commitments regarding:

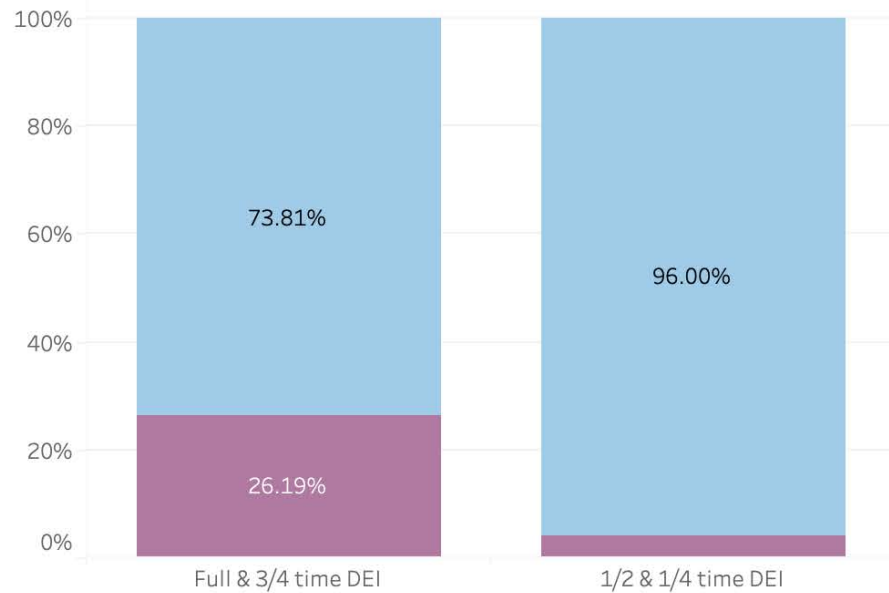
Title Change (Top Left)

Adapting Programs (Top Right)

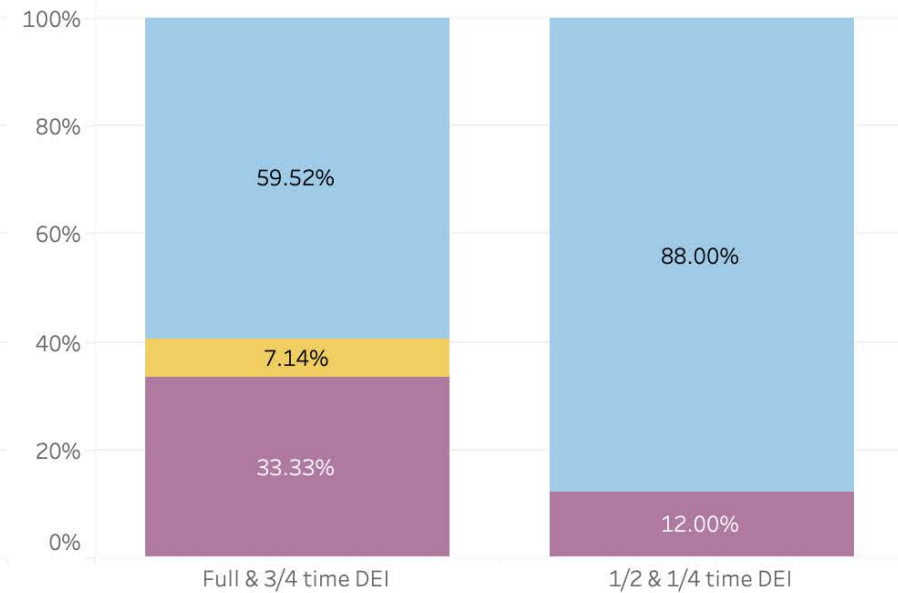
Seeking other DEI Role (Bottom Left)

Seeking Non-DEI Role (Bottom Right)

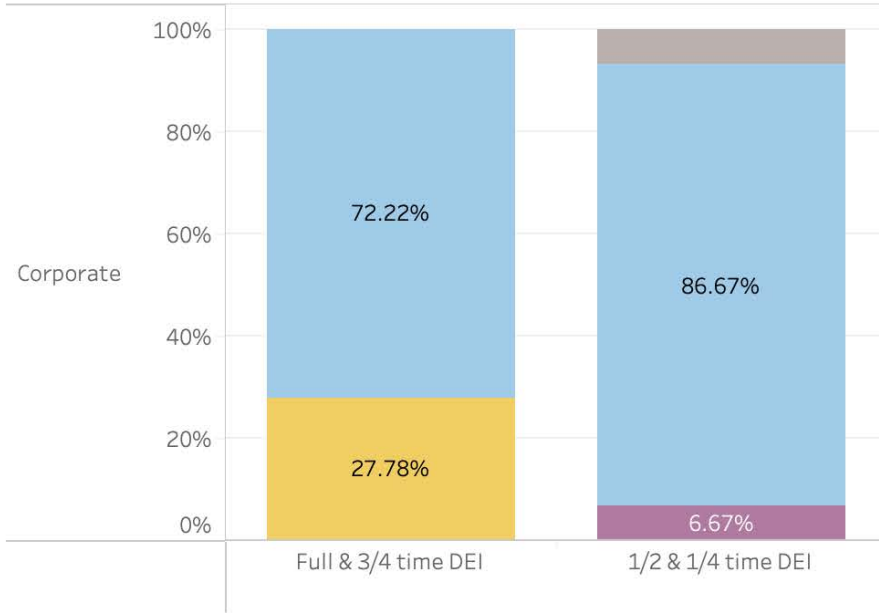
DEI Leaders - Seeking other DEI Role



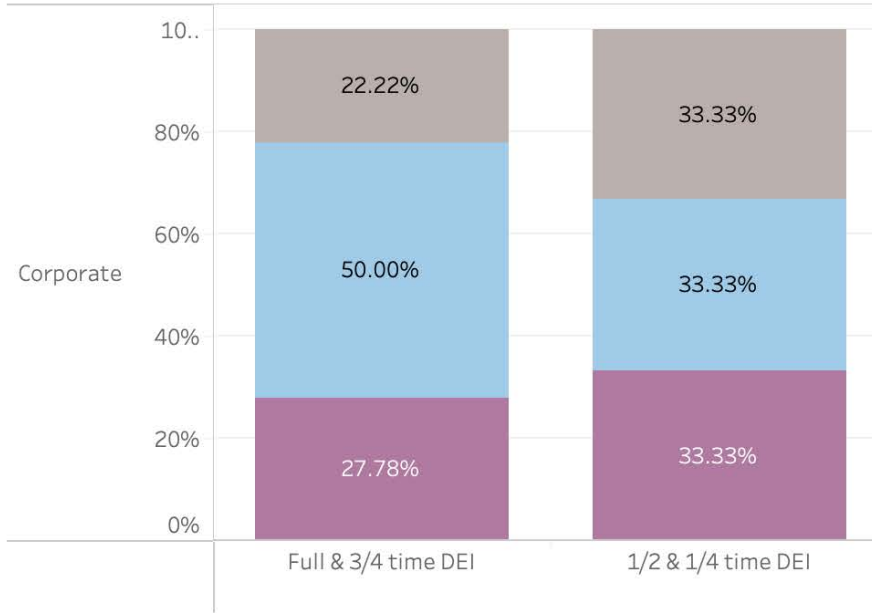
DEI Leaders - Seeking Non-DEI Role



DEI Corporate Leaders - Title Change



DEI Corporate Leaders - Adapting Programs



These bar charts show responses by DEI Corporate Leaders comparing Full time & 3/4 to 1/2 & 1/4 time commitments regarding:

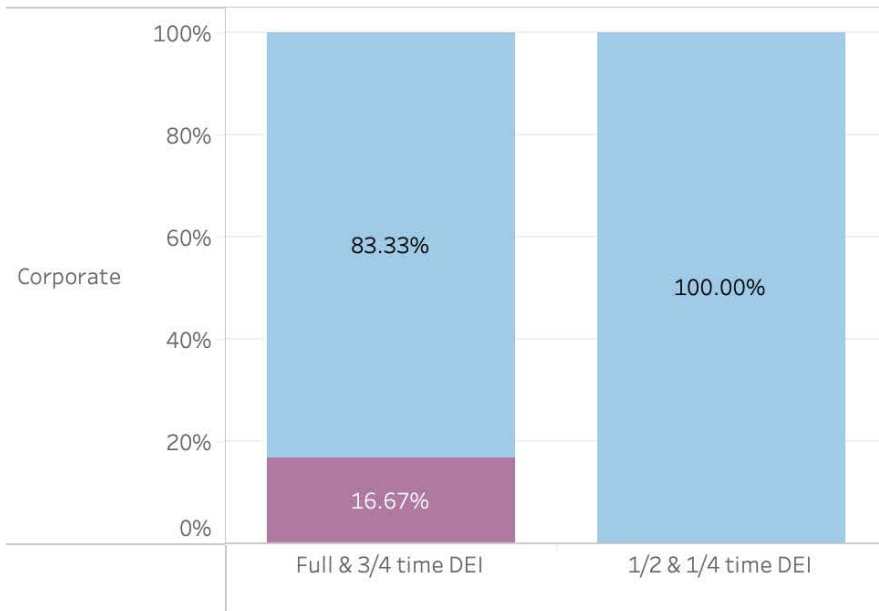
Title Change (Top Left)

Adapting Programs (Top Right)

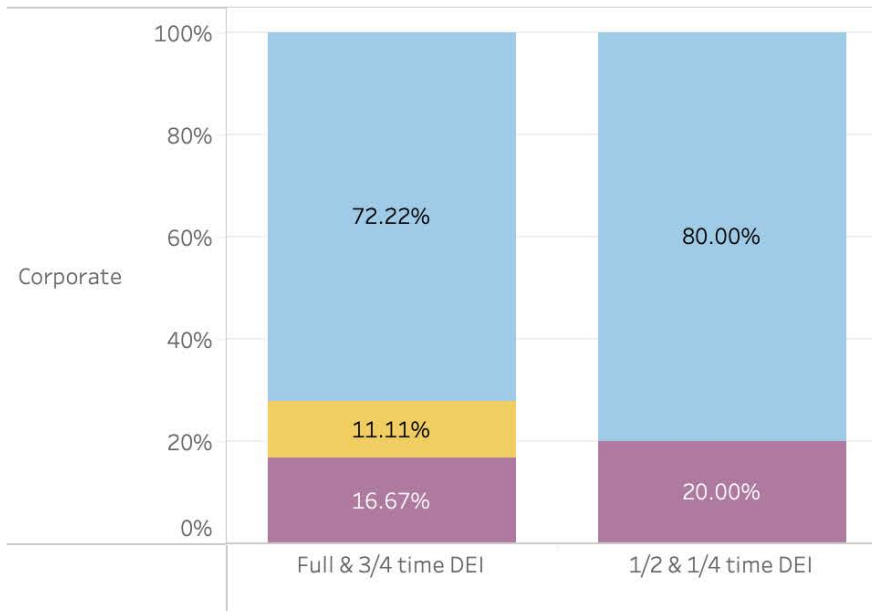
Seeking other DEI Role (Bottom Left)

Seeking Non-DEI Role (Bottom Right)

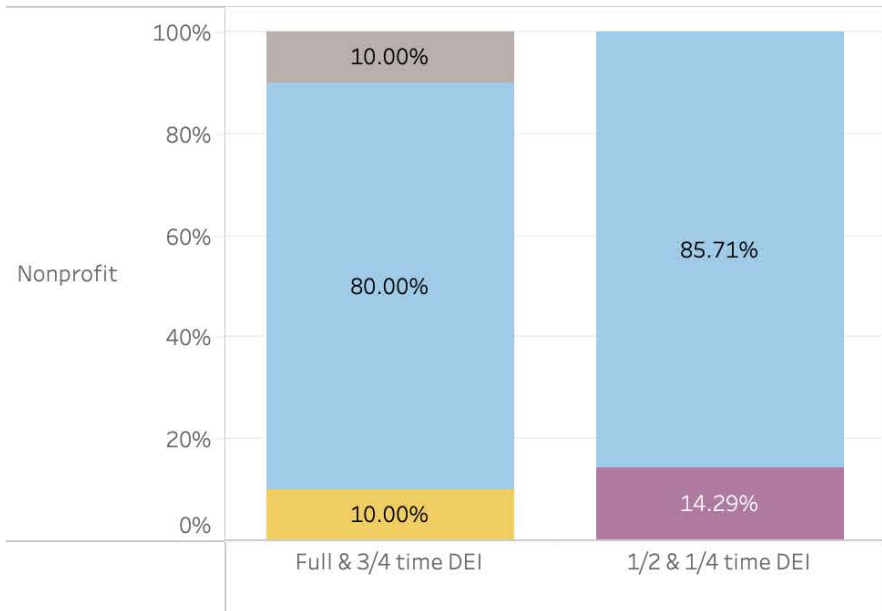
DEI Corporate Leaders - Seeking other DEI Role



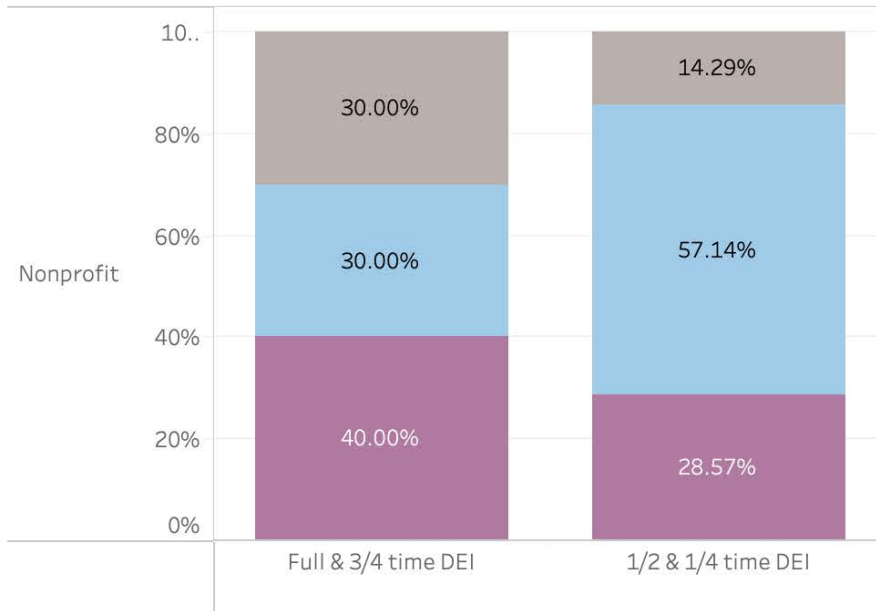
DEI Corporate Leaders - Seeking Non-DEI Role



DEI Nonprofit Leaders - Title Change



DEI Nonprofit Leaders - Adapting Programs



These bar charts show responses by DEI Nonprofit Leaders comparing Full time & 3/4 to 1/2 & 1/4 time commitments regarding:

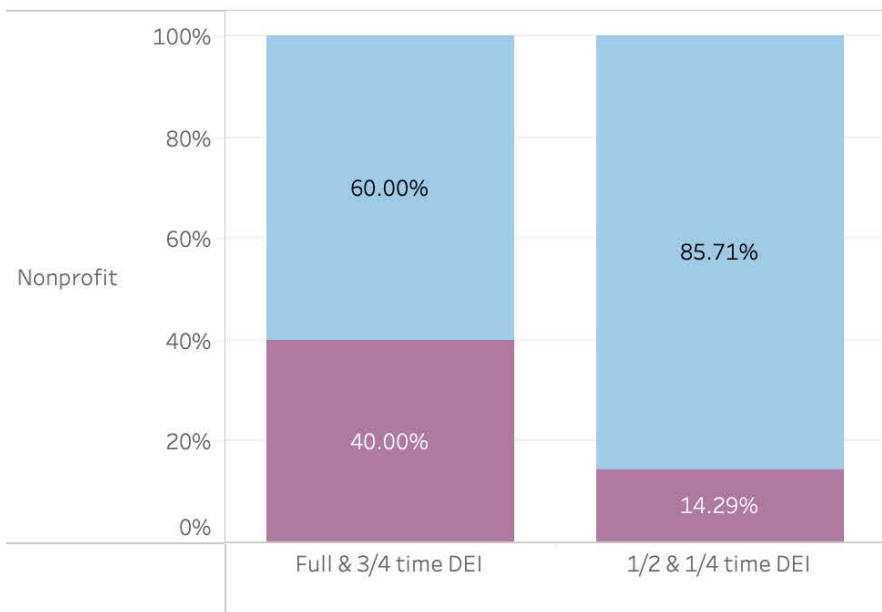
Title Change (Top Left)

Adapting Programs (Top Right)

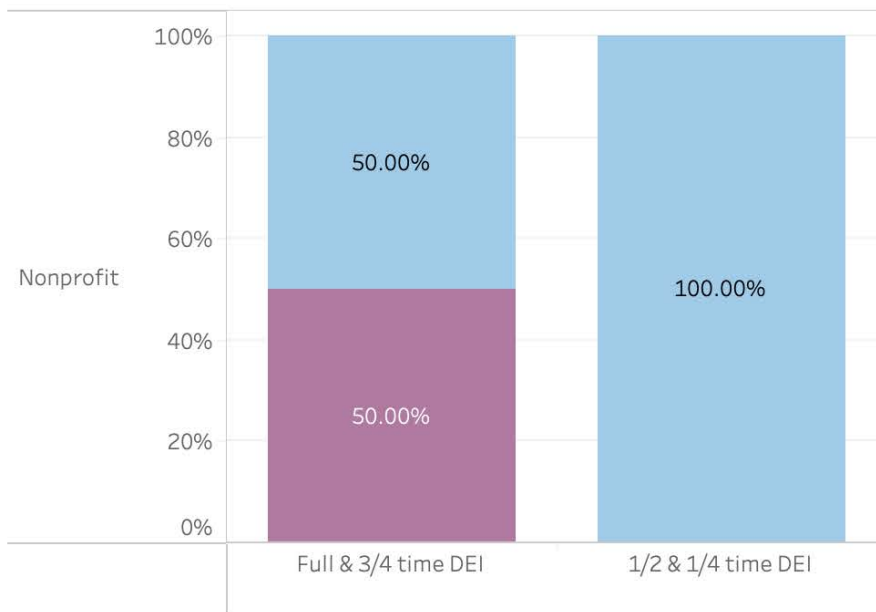
Seeking other DEI Role (Bottom Left)

Seeking Non-DEI Role (Bottom Right)

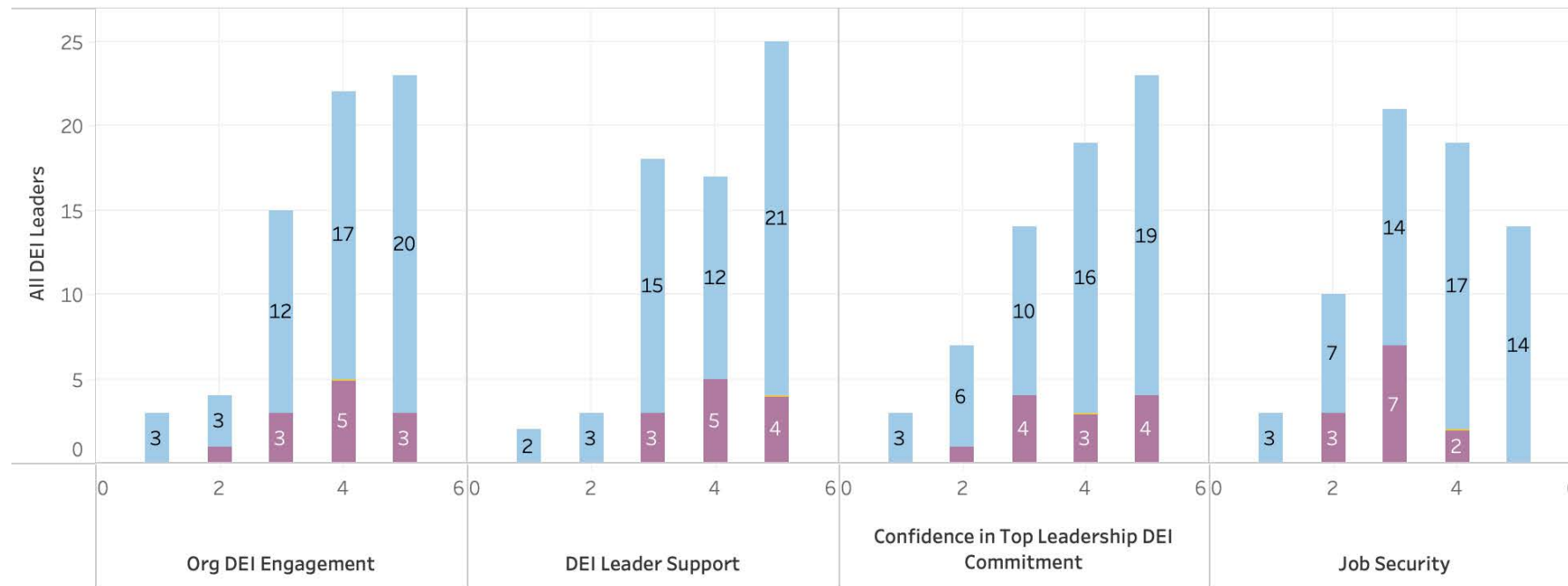
DEI Nonprofit Leaders - Seeking other DEI Role



DEI Nonprofit Leaders - Seeking Non-DEI Role



DEI Leaders Seeking Another DEI Role



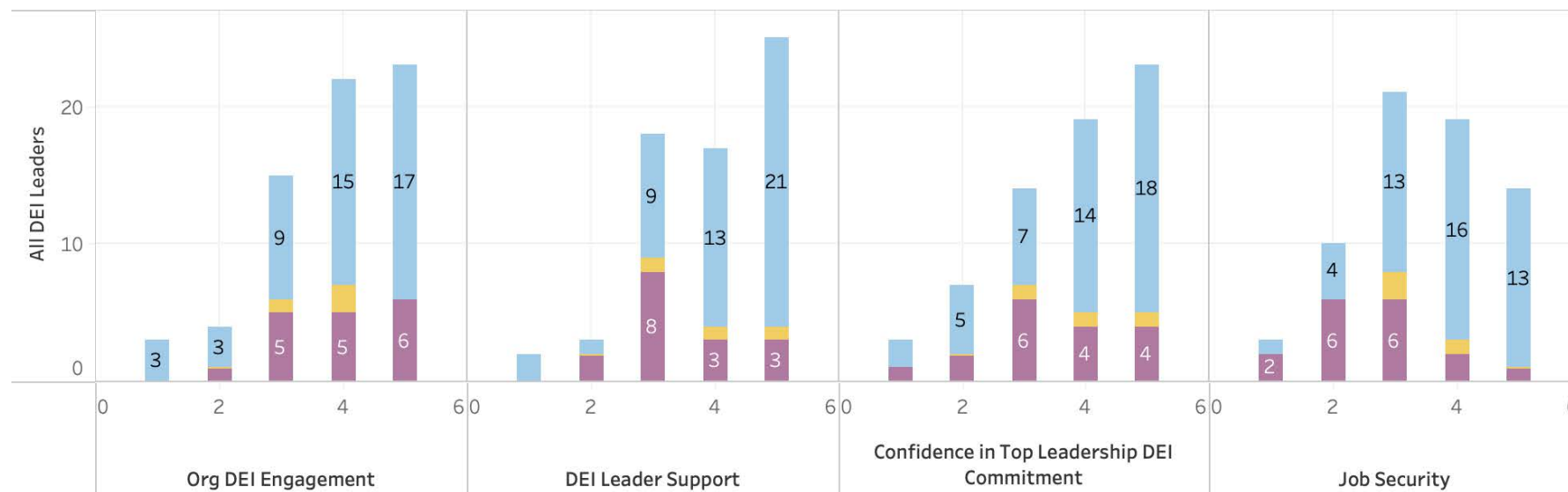
These charts compare how DEI Leaders responded to seeking

- Another DEI Role (Top Row)
- Another Non-DEI Role (Bottom Row)

The cross-segmentation shows likert scale responses for DEI Leaders across all industries for the following questions:

1. Org DEI Engagement: "How engaged is your organization in DEI?"
2. DEI Leader Support: "How supportive is your organization of its DEI leader(s) (if applicable)?"
3. Confidence in Top Leadership DEI Commitment: "If your organization's leadership has communicated a commitment to ongoing DEI efforts, how confident are you that this will happen?"
4. Job Security: "How secure do you feel your job is?"

DEI Leaders Seeking Another Non-DEI Role



These charts compare how DEI Leaders responded to seeking

- Another DEI Role (Top Row)
- Another Non-DEI Role (Bottom Row)

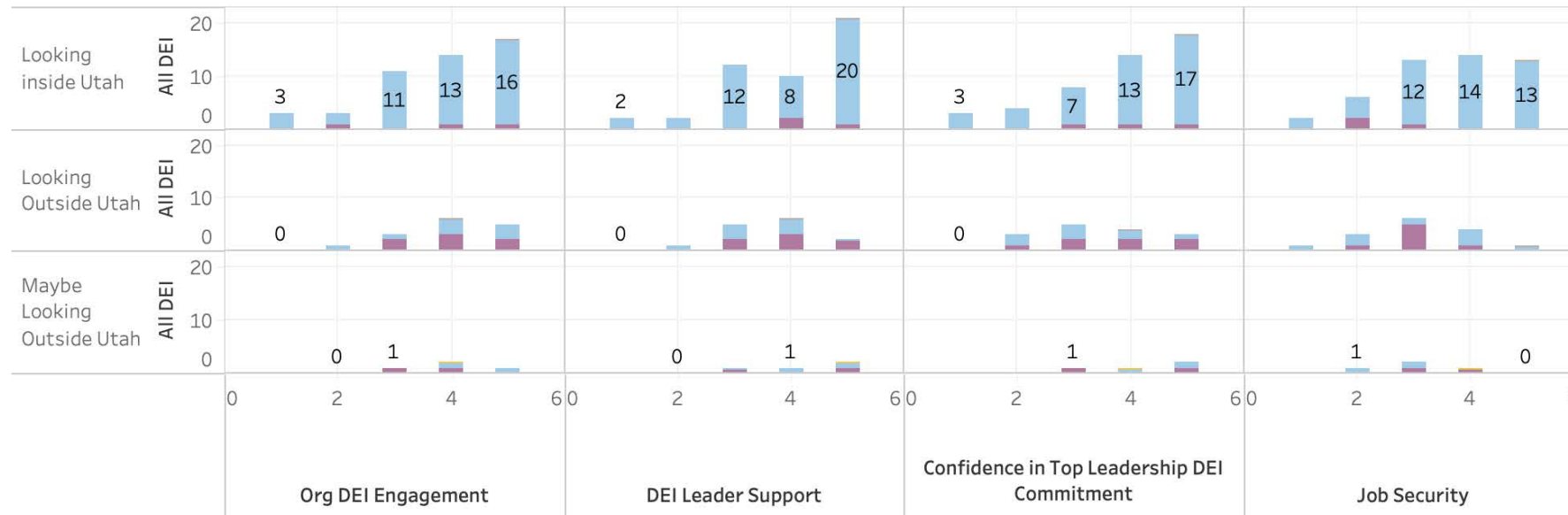
The cross-segmentation shows likert scale responses for DEI Leaders across all industries for the following questions:

1. Org DEI Engagement: "How engaged is your organization in DEI?"
2. DEI Leader Support: "How supportive is your organization of its DEI leader(s) (if applicable)?"
3. Confidence in Top Leadership DEI Commitment: "If your organization's leadership has communicated a commitment to ongoing DEI efforts, how confident are you that this will happen?"
4. Job Security: "How secure do you feel your job is?"

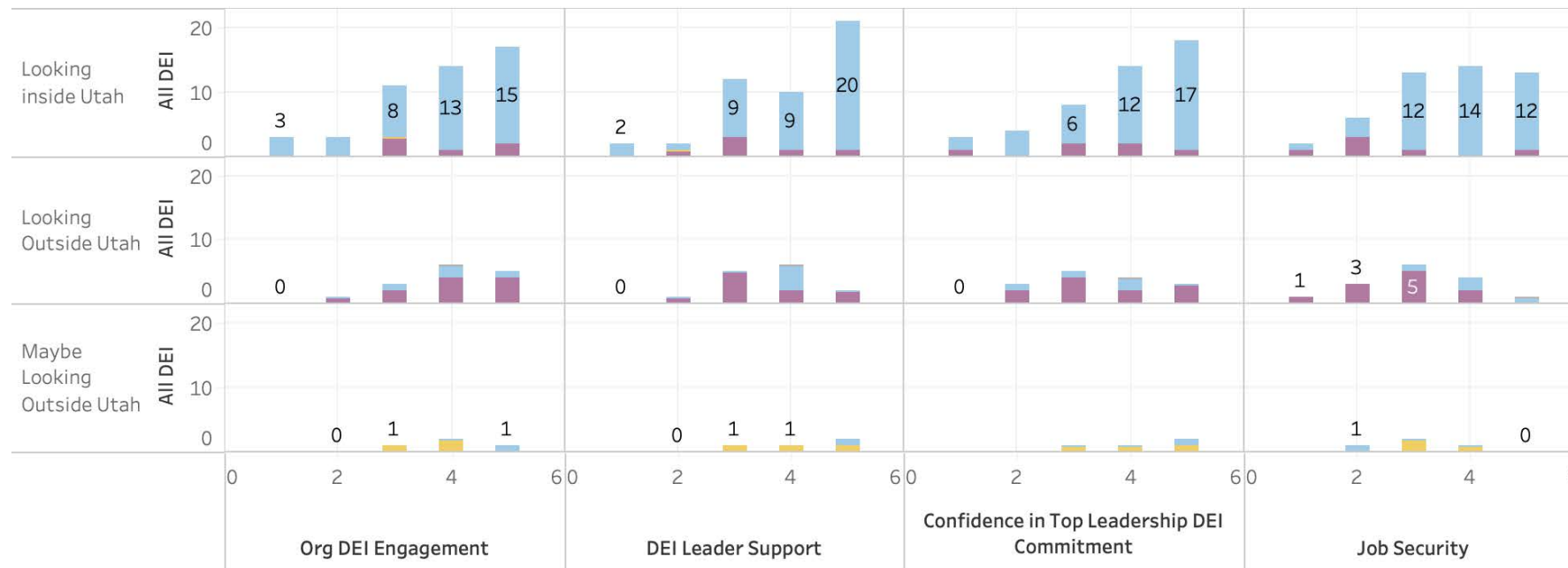
The data is further segmented to show those DEI Leaders seeking roles:

- Inside Utah
- Outside Utah
- Maybe Outside Utah

DEI Leaders Seeking DEI Roles



DEI Leaders Seeking Non-DEI Roles



DEI Leaders Seeking Another DEI Role

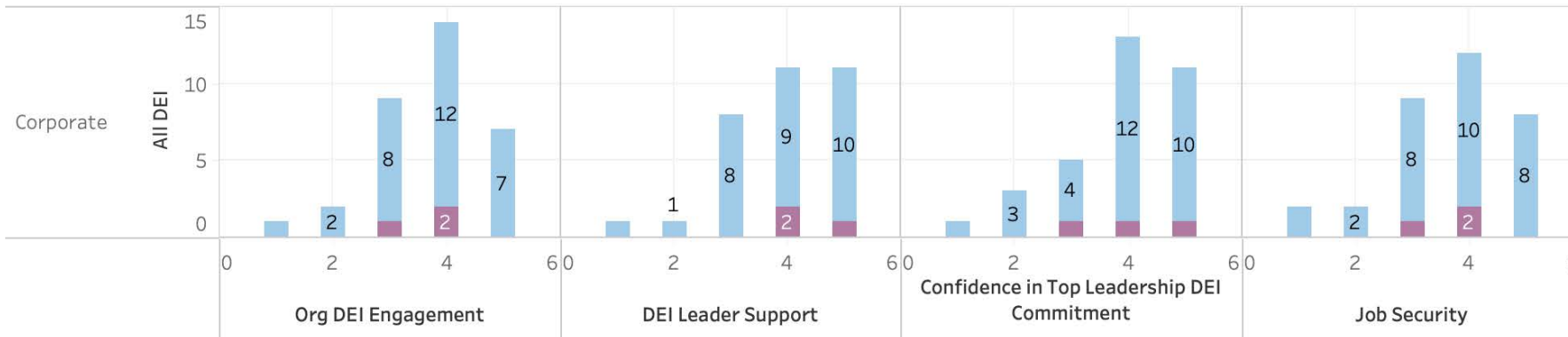


These charts compare responses for seeking another DEI Role segmented by

- All DEI Leaders (Top Row)
- DEI Corporate Leaders (Middle Row)
- DEI Nonprofit Leaders (Bottom Row)

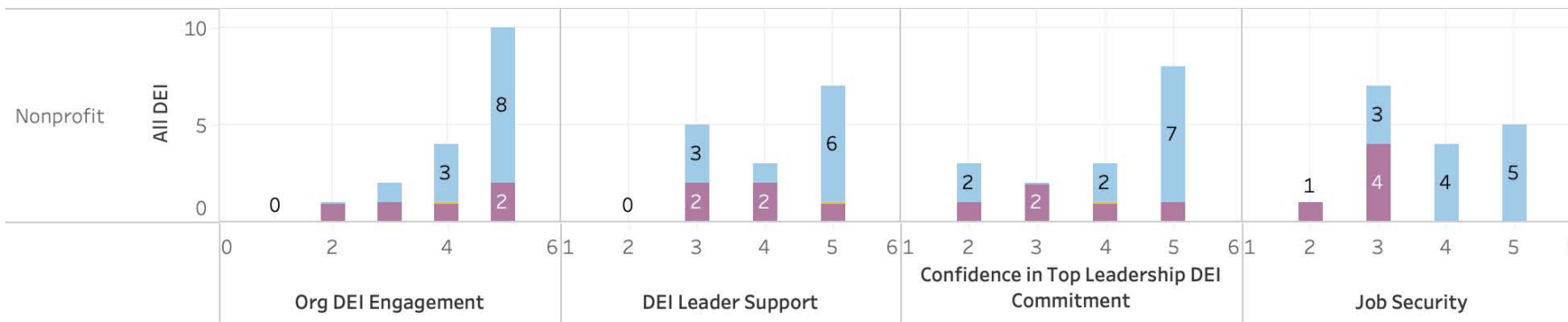
The cross-segmentation shows likert scale responses for each of these groups across all industries for the following questions:

DEI Corporate Leaders Seeking Another DEI Role



1. Org DEI Engagement: "How engaged is your organization in DEI?"
2. DEI Leader Support: "How supportive is your organization of its DEI leader(s) (if applicable)?"
3. Confidence in Top Leadership DEI Commitment: "If your organization's leadership has communicated a commitment to ongoing DEI efforts, how confident are you that this will happen?"

DEI Nonprofit Leaders Seeking Another DEI Role



4. Job Security: "How secure do you feel your job is?"

DEI Leaders Seeking Another Non-DEI Role

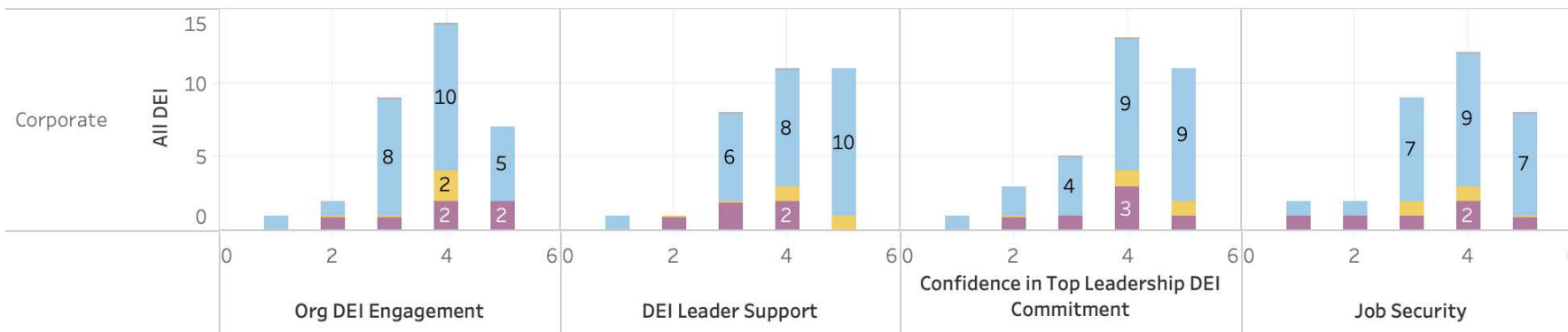


These charts compare responses for seeking another Non-DEI Role segmented by

- All DEI Leaders (Top Row)
- DEI Corporate Leaders (Middle Row)
- DEI Nonprofit Leaders (Bottom Row)

The cross-segmentation shows likert scale responses for each of these groups across all industries for the following questions:

DEI Corporate Leaders Seeking Another Non-DEI Role



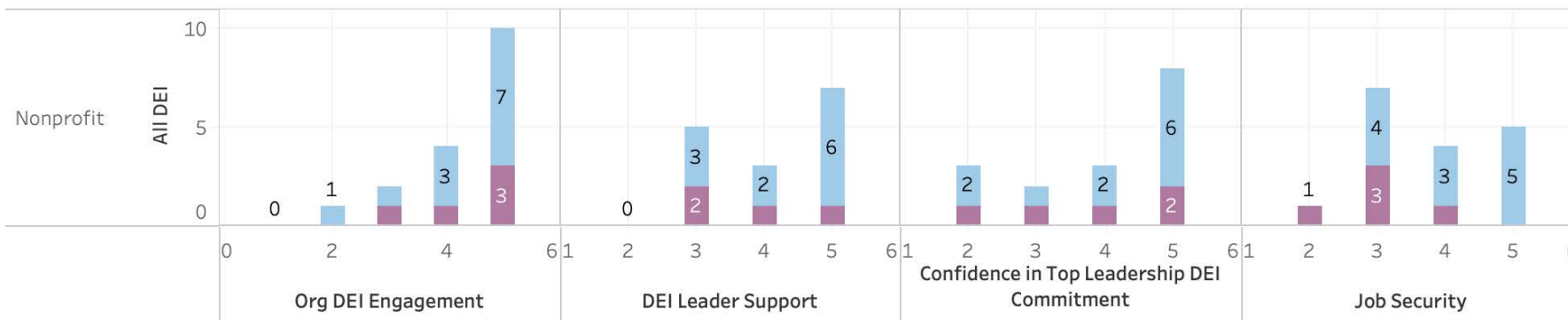
1. Org DEI Engagement: "How engaged is your organization in DEI?"

2. DEI Leader Support: "How supportive is your organization of its DEI leader(s) (if applicable)?"

3. Confidence in Top Leadership DEI Commitment: "If your organization's leadership has communicated a commitment to ongoing DEI efforts, how confident are you that this will happen?"

4. Job Security: "How secure do you feel your job is?"

DEI Nonprofit Leaders Seeking Another Non-DEI Role





Appendix B

Impact Comparison Tables

Impact Comparison

(DEI Contributors and DEI Leaders)

DEI Contributors Increases

- + 18.9% DEI responsibilities
- + 8.9% Other responsibilities
- + 8.9% DEI budget
- + 22.2% Negative sentiment in org



DEI Leaders Increases

- + 32.8% DEI responsibilities
- + 20.9% Other responsibilities
- + 16.4% DEI budget
- + 38.8% Negative sentiment in org

Impact Factor for DEI Leaders

1.7x

2.3x

1.8x

1.7x

DEI Contributors Decreases

- 5.6% DEI responsibilities
- 3.3% Other responsibilities
- 15.6% DEI Budget
- 15.6% Negative sentiment in org



DEI Leaders Decreases

- 10.5% DEI responsibilities
- 1.5% Other responsibilities
- 31.3% DEI budget
- 4.5% Negative sentiment in org

1.9x

-

2.0x

-

Impact Comparison

(Full & 3/4 Time DEI Leaders/Corporate/Nonprofit)

DEI Leaders Increases

- + 30.9% DEI responsibilities
- + 28.6% Other responsibilities
- + 11.9% DEI budget
- + 42.9% Negative sentiment in org



DEI Corporate Leaders Increases

- + 33.3% DEI responsibilities
- + 27.8% Other responsibilities
- + 27.8% DEI budget
- + 38.9% Negative sentiment in org



DEI Nonprofit Leaders Increases

- + 10.0% DEI responsibilities
- + 20.0% Other responsibilities
- + 20.0% DEI budget
- + 60.0% Negative sentiment in org

DEI Leaders Decreases

- 16.7% DEI responsibilities
- 0.0% Other responsibilities
- 40.5% DEI budget
- 4.8% Negative sentiment in org



DEI Corp Leaders Decreases

- 11.1% DEI responsibilities
- 0.0% Other responsibilities
- 33.3% DEI Budget
- 0.0% Negative sentiment in org



DEI Nonprofit Leaders Decreases

- 10.0% DEI responsibilities
- 0.0% Other responsibilities
- 30.0% DEI Budget
- 0.0% Negative sentiment in org

Impact Comparison

(1/2 & 1/4 Time DEI Leaders/Corporate/Nonprofit)

DEI Leaders Increases

- + 36.0% DEI responsibilities
- + 8.0% Other responsibilities
- + 20.0% DEI budget
- + 32.0% Negative sentiment in org



DEI Corporate Leaders Increases

- + 33.3% DEI responsibilities
- + 6.7% Other responsibilities
- + 20.0% DEI budget
- + 33.3% Negative sentiment in org



DEI Nonprofit Leaders Increases

- + 28.6% DEI responsibilities
- + 0.0% Other responsibilities
- + 14.3% DEI budget
- + 28.6% Negative sentiment in org

DEI Leaders Decreases

- 0.0% DEI responsibilities
- 4.0% Other responsibilities
- 16.0% DEI budget
- 4.8% Negative sentiment in org



DEI Corp Leaders Decreases

- 0.0% DEI responsibilities
- 6.7% Other responsibilities
- 20.0% DEI Budget
- 6.7% Negative sentiment in org



DEI Nonprofit Leaders Decreases

- 0.0% DEI responsibilities
- 14.3% Other responsibilities
- 28.6% DEI Budget
- 0.0% Negative sentiment in org

Impact Comparison

(DEI Contributors and DEI Leaders)

DEI Contributors	DEI Leaders	Impact Factor for DEI Leaders
23.3% Adapting DEI programs	32.8% Adapting DEI programs	1.4x
3.3% Title Change	14.9% Title Change	4.5x
	11.9% Title Change (likely)	-
8.9% seeking another DEI role	17.9% seeking another DEI role	2.0x
1.1% likely seeking another DEI role		-
18.9% seeking different role	25.4% seeking a different role	1.3x
2.2% likely seeking a different role	4.5% likely seeking a different role	2.0x
20.0% Seeking role outside Utah	22.4% seeking role outside Utah	1.1x
	5.9% likely seeking role outside Utah	-

Impact Comparison

(Full & 3/4 Time DEI Leaders/Corporate/Nonprofit)

DEI Leaders (Yes)

- + 6.7% Title Change
- + 35.7% Adapting Programs
- + 26.2% Seeking Other DEI Role
- + 33.3% Seeking Non-DEI Role



DEI Corporate Leaders (Yes)

- + 0.0% Title Change
- + 27.8% Adapting Programs
- + 16.7% Seeking Other DEI Role
- + 16.7% Seeking Non-DEI Role



DEI Nonprofit Leaders (Yes)

- + 0.0% Title Change
- + 40.0% Adapting Programs
- + 40.0% Seeking Other DEI Role
- + 50.0% Seeking Non-DEI Role

DEI Leaders (Likely)

- + 19.0% Title Change
- + 0.0% Adapting Programs
- + 0.0% Seeking Other DEI Role
- + 7.14% Seeking Non-DEI Role



DEI Corporate Leaders (Likely)

- + 27.8% Title Change
- + 0.0% Adapting Programs
- + 0.0% Seeking Other DEI Role
- + 11.1% Seeking Non-DEI Role



DEI Nonprofit Leaders (Likely)

- + 10.0% Title Change
- + 0.0% Adapting Programs
- + 0.0% Seeking Other DEI Role
- + 0.0% Seeking Non-DEI Role

Impact Comparison

(1/2 & 1/4 Time DEI Leaders/Corporate/Nonprofit)

DEI Leaders (Yes)

- + 12.0% Title Change
- + 28.0% Adapting Programs
- + 4.0% Seeking Other DEI Role
- + 12.0% Seeking Non-DEI Role



DEI Corporate Leaders (Yes)

- + 6.7% Title Change
- + 33.3% Adapting Programs
- + 0.0% Seeking Other DEI Role
- + 20.0% Seeking Non-DEI Role



DEI Nonprofit Leaders (Yes)

- + 14.3% Title Change
- + 28.6% Adapting Programs
- + 14.3% Seeking Other DEI Role
- + 0.0% Seeking Non-DEI Role

DEI Leaders (Likely)

- + 0.0% Title Change
- + 0.0% Adapting Programs
- + 0.0% Seeking Other DEI Role
- + 0.0% Seeking Non-DEI Role



DEI Corp Leaders (Likely)

- + 0.0% Title Change
- + 0.0% Adapting Programs
- + 0.0% Seeking Other DEI Role
- + 0.0% Seeking Non-DEI Role



DEI Nonprofit Leaders (Likely)

- + 0.0% Title Change
- + 0.0% Adapting Programs
- + 0.0% Seeking Other DEI Role
- + 0.0% Seeking Non-DEI Role

