# DEI Policies — the 2022 Ranking

The Global Real Estate DEI Survey 2022 asked more than 190 organizations to list their most impactful diversity, equity and inclusion (DEI) policies. The firms participating listed 60 policies, which they deemed to be impactful — with employee communication, work/life balance and interviewing underrepresented candidates among the three most impactful. Below is the full list of 60 policies, ranked by Survey participants as to their impact.

The DEI Survey 2022 brought together participation from 192 unique organizations which provided 210 submissions detailing their DEI practices in North America (81.4% of respondents), Europe (12.4%) and Asia-Pacific (6.2%). Data was collected between July 28 and October 7, 2022, with the Survey released in December 2022.

## Of those policies that your organization has currently implemented, which five policies have been the most impactful?

Communicating the importance of DEI to employees ..................................................................**34.6%**
Offering programs that provide a work/life balance (e.g., childcare, flexible work arrangements) ...............................**33.7%**
Ensuring there are individuals from underrepresented groups in the candidate pool before making a hiring decision ..........**26.3%**
Evaluating employees based on well-defined, pre-determined criteria (job performance reviews) ..............................**20.5%**
Creating scholarships/internships to increase the number of underrepresented individuals in candidate pools .................**18.0%**
Providing DEI discussion topics, information sessions, and roundtables ......................................................**15.6%**
Communicating a company stance on current events to employees, clients, or customers
      (e.g., denouncing recent violence against specific ethnic groups) .......................................................**15.6%**
Providing parental leave (beyond legal requirements) .......................................................................**15.6%**
Providing DEI-related training ............................................................................................**14.6%**
Holding events to celebrate/promote/inform about specific groups
      (e.g., Pride Month, Black History Month, International Women's Day, etc.) .............................................**14.6%**
Creating or supporting affinity groups focused on underrepresented groups ...................................................**13.2%**
Broadening or being flexible on educational experience requirements for new hires ...........................................**12.7%**
Actively collecting employee demographic data (separate from what is legally required) .......................................**12.7%**
Analyzing pay gaps based on gender .......................................................................................**12.7%**
Providing access to external mental health/family counselling/non-work-related support ......................................**12.2%**
Gathering and analyzing feedback from employees on DEI practices and outcomes (e.g., engagement surveys) .................**12.2%**
Presenting your company as a representative workplace to potential employees ...............................................**11.7%**
Outlining job requirements and setting clear expectations ...................................................................**11.7%**
Promoting inclusive employee social events ................................................................................**11.7%**
Expansion of time off (e.g., additional holidays, mental health days, etc.) ...................................................**11.2%**
Gathering and analyzing exit interview data ...............................................................................**10.7%**
Ensuring the hiring team includes employees from underrepresented groups ....................................................**9.8%**
Reaching outside the CRE industry to increase your pool of candidates from underrepresented groups .........................**9.8%**
Reviewing postings, application processes, and assessments to eliminate adverse impact or bias ...............................**9.8%**
Providing conscious and unconscious bias management training ...............................................................**9.8%**
Affiliating with professional associations focused on underrepresented groups .................................................**8.3%**
Providing anti-harassment/anti-discrimination training ......................................................................**7.3%**
Providing mentorship or formal sponsorship/advocacy for individuals from underrepresented groups .........................**6.3%**
Using redemption strategies (e.g., making pay adjustments) .................................................................**6.3%**
Implementing anti-discrimination policies with whistleblowing/complaint mechanisms .......................................**5.4%**
Offering floating holidays for religious observations .........................................................................**5.4%**

Mandating that managers take hiring-specific anti-bias training . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **4.4%**

Collecting employee demographics, compensation data, etc. as required to comply with regulatory requirements . . . . . . . . . . . . . **4.4%**

Publishing DEI findings . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **4.4%**

Including individuals from underrepresented groups in the hiring decision process . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **3.9%**

Tracking discrepancies in compensation by gender, race/ethnicity/nationality, and/or other dimensions of diversity . . . . . . . . . . . . **3.9%**

Providing regularly scheduled generalized diversity training . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **3.4%**

Providing soft skills training . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **3.4%**

Periodically reviewing and gathering input to determine whether initiatives are successful . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **3.4%**

Transparent decision-making regarding promotions . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **2.9%**

Providing inclusive leadership training . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **2.9%**

Ensuring dress code requirements are inclusive (e.g., provisions for natural hair, religious garments/accessories, etc.) . . . . . . . . . . . **2.9%**

Redacting potential identifiers of race, nationality, gender, etc. from resumes and applications to reduce unconscious bias . . . . . . **2.4%**

Using a succession management plan for senior levels that includes candidates from underrepresented groups . . . . . . . . . . . . . . . **2.4%**

Promoting the use of personal pronouns in email signatures . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **2.4%**

Tying elements of compensation to DEI practices/outcomes . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **2.4%**

Requiring all employees to adhere to work/life balance restrictions to reduce bias in promotion considerations
     (e.g., requiring employees to use all their vacation time, mandating parental leave for all genders, enforcing
     limiting work to business hours) . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **2.0%**

Ensuring the workplace is fully accessible and disability compliant (e.g., wide doors, light/temperature control,
     Braille lettering on signs, etc.) . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **2.0%**

Providing a breastfeeding room . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **2.0%**

Implementing collaborative and inclusive conflict resolution practices . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **1.5%**

Providing clear criteria for promotion at all levels of the company . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **1.5%**

Tracking discrepancies in promotions by gender, race/ethnicity/nationality, and/or other dimensions of diversity . . . . . . . . . . . . . **1.5%**

Working to increase the level of pay transparency at your company . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **1.5%**

Tying managers' performance to the development and retention of employees from underrepresented groups . . . . . . . . . . . . . . . **1.0%**

Tracking and monitoring use of suppliers who have DEI policies in place . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **1.0%**

Tracking and monitoring use of suppliers that are emerging businesses and/or are owned/operated by underrepresented groups . . **1.0%**

Analyzing pay gaps based on race/ethnicity/nationality/age . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **1.0%**

Providing training for leadership of diverse groups . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **0.5%**

Providing a prayer/meditation space . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **0.5%**

Gathering and analyzing feedback from customers/clients on DEI practices and outcomes . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **0.5%**

*The responses below were not selected by any participants:*

Providing cultural differences training

Providing gender neutral bathrooms

Tracking discrepancies in performance rankings gender, race/ethnicity/nationality, and/or other dimensions of diversity

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**The Global Real Estate DEI Survey 2022 represents more than 357,041 full-time employees, $2.34 trillion of assets under management, and a cross section of the commercial real estate industry in terms of size, region and business classification. Produced through the partnership of seven real estate industry associations representing various jurisdictions — ANREV, INREV, NAREIM, NCREIF, PREA, REALPAC and ULI — and conducted by Ferguson Partners, the DEI Survey allows firms to benchmark internal DEI policies and metrics and learn from their regional and global peers.**