

National Apartment Association

Diversity, Equity & Inclusion Survey

RESULTS AND SUMMARY 2022



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About this Study

Diversity, Equity, and Inclusion (DEI) affects the retention and recruitment of employees and bottom-line performance in the rental housing industry. These issues have taken on even greater significance as employee turnover continues to increase and finding new employees is challenging. To improve understanding of employee and executive perceptions regarding DEI, the National Apartment Association (NAA) and Swift Bunny conducted two complimentary, anonymous, and voluntary national surveys to identify areas which require attention and enable NAA to provide resources that members can use to implement positive actions.

Respondents included 146 Executive Respondents and 2,709 Employee Respondents, representing both Property Management companies and Supplier Partners. Respondents included corporate office personnel, regional operations team members, and on-site employees, with 64% representing on-site employees. Supplier Partners were invited to participate and represented 3% of respondents. Read on to discover the current experiences of employees in the rental housing industry, areas of relative strength, as well as immediate opportunities for improvement.

Key Takeaways

- This study’s findings about Employee and Executive perceptions, and the correlation analyses conducted, shows that DEI clearly impacts employee engagement and retention. Due to the correlations and the gaps identified between Employees and Executives, the study shows that DEI cannot be delegated or outsourced by senior leadership. Executive leadership must lead by example, act, and communicate the company’s commitment to DEI.
- “My supervisor creates an inclusive work environment” achieved the highest level of Employee Agreement of all survey topics.
- “The company is working to improve equity in pay” was the topic with greatest disparity between Employee and Executive Agreement and achieved the lowest level of Employee Agreement overall.
- “Employees are treated equitably” has the strongest correlation with the Employees’ likelihood to still be with the company a year from now and showed a significant gap between Employee and Executive Agreement scores.
- Employees’ perception that executive leadership is taking action to address diversity, equity, and inclusion within the company has a high correlation with their belief that employees are treated equitably and that the company is committed to DEI.
- 20% of On-Site Leasing and 29% of On-Site Maintenance respondents had changed jobs in the last 6 months, reinforcing the continued volatility in employee retention in the rental housing industry. In addition, these two positions’ average Agreement Scores were the lowest of any property management positions.

Rating Scale

Data was gathered for this brief, 15-topic survey through a two-prong approach, which included respondents' level of agreement with each of the 15 topics, as well as how important each topic was to them. Respondents submitted answers based on the following 5-point rating scales:

● 1-Totally Disagree	● 2-Disagree	● 3-Neutral	● 4-Agree	● 5-Totally Agree
● 1-Totally Unimportant	● 2-Unimportant	● 3-Neutral	● 4-Important	● 5-Totally Important

Positions

Respondents were asked to select their current position from these options. In the charts and graphs included in this report we have abbreviated these positions due to space constraints.

Property Management

- Corporate Acquisitions / Development
- Corporate Operations (property management)
- Corporate Support Services (marketing, training, accounting, HR, etc.)
- Regional Operations (regional manager, marketing, maintenance, etc.)
- On-Site Management (community manager, assistant manager)
- On-Site Support (bookkeeper, front desk, etc.)
- On-Site Leasing
- On-Site Maintenance

Supplier

- Corporate Operations
- Corporate Support Services
- Regional Operations (regional / branch management, etc.)
- Sales
- Account Management / Customer Service

Overview

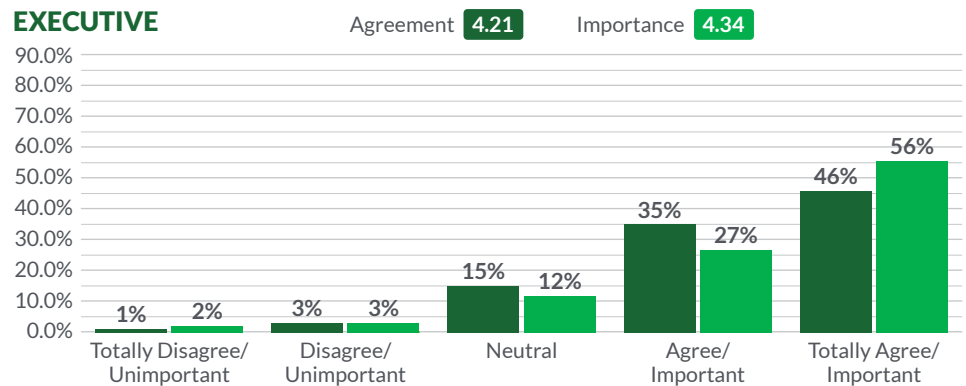
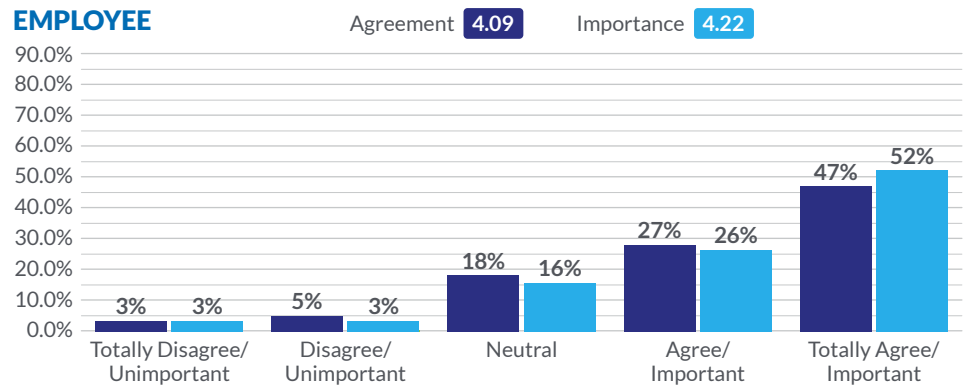
TOPIC (5-POINT SCALE)	Employee Agreement	Executive Agreement	Employee Importance	Executive Importance
The diversity of our employees represents the population of the communities within which we do business	4.09	4.21	4.22	4.34
The diversity of our company's leadership represents the population of the communities within which we do business	3.65	3.60	4.13	4.09
The company respects individuals' differences	4.24	4.58	4.55	4.72
The company values the expression of differing points of view without fear of negative	3.92	4.37	4.40	4.73
The company seeks to understand employees' feelings about diversity, equity, and inclusion	4.00	4.18	4.40	4.47
The company provides professional development opportunities for all employees	4.11	4.41	4.59	4.67
The company is working to improve equity in pay	3.51	4.11	4.56	4.62
Job opportunities are promoted to all employees	3.91	4.35	4.54	4.54
My supervisor creates an inclusive work environment	4.27	4.40	4.63	4.68
The company accommodates the needs of working parents / care givers	4.01	4.29	4.44	4.51
I am not afraid to report diversity, equity, and inclusion concerns to my company	4.10	4.01	4.50	4.63
The company has an effective policy, monitoring program and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	4.11	4.38	4.54	4.69
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	4.05	4.34	4.46	4.42
Employees are treated equitably	3.94	4.44	4.64	4.77
The company is committed to diversity, equity, and inclusion	4.15	4.40	4.52	4.60

The goal of the study was to improve understanding of employee and executive perceptions regarding DEI, identify areas which require attention, and enable NAA to provide resources that members can use to implement positive actions.

Topic

The diversity of our employees represents the population of the communities within which we do business

Distribution

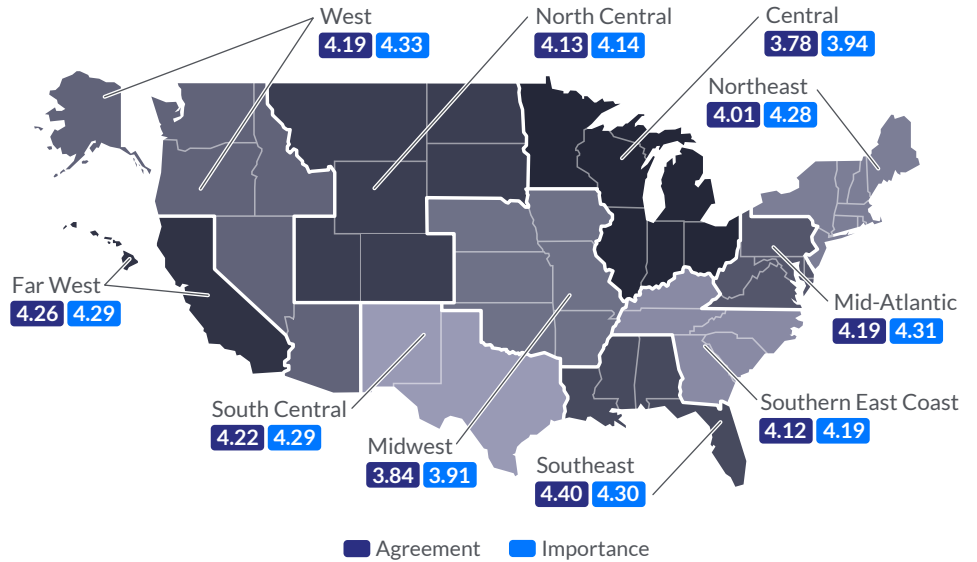


Summary

This topic achieved the second lowest level of Importance for both Employees and Executives of all the survey topics, with more than three-fourths of respondents agreeing employees represent the population of the communities in which they work. When reviewing the breakdown of responses by position, however, On-Site Leasing (PM) and all Supplier Employees with the exception of Sales conveyed a higher level of disagreement that company diversity represents the local communities. As organizations examine their opportunities to enhance Diversity, Equity, and Inclusion (DEI), this data may help inform recruitment and hiring practices to be more representative of the customer base served throughout a company’s portfolio.

Topic: The diversity of our employees represents the population of the communities within which we do business

Employee Geographic Breakdown



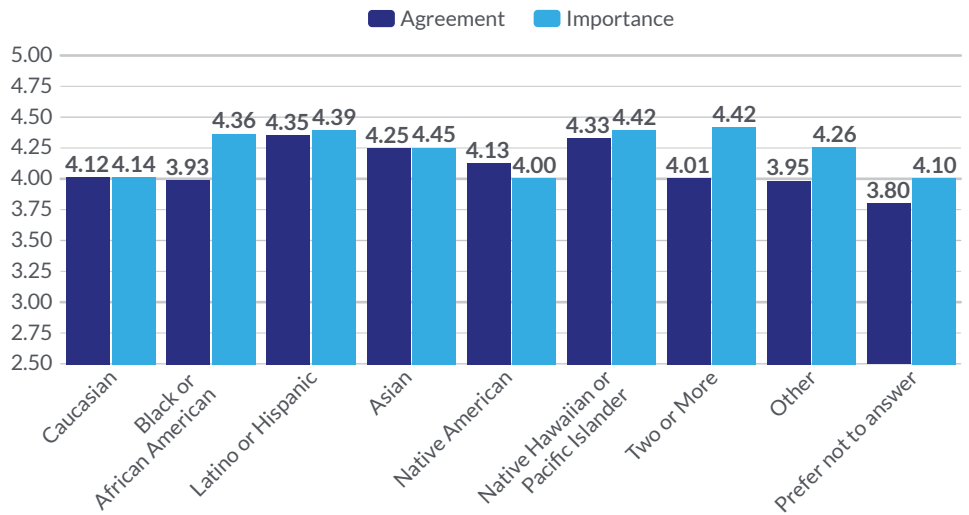
Distribution by Position

Positions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Average Agreement
Overall	3%	5%	18%	27%	47%	4.09
Corp. Acquisitions/ Development (PM)	4%	6%	8%	35%	47%	4.14
Corp. Operations (PM)	2%	4%	16%	27%	51%	4.22
Corp. Support Services (PM)	2%	7%	15%	33%	43%	4.08
Regional Operations (PM)	2%	5%	16%	32%	45%	4.14
On-Site Management (PM)	3%	6%	18%	25%	48%	4.09
On-Site Support (PM)	3%	5%	19%	21%	52%	4.13
On-Site Leasing (PM)	4%	5%	21%	25%	45%	4.02
On-Site Maintenance (PM)	4%	4%	17%	24%	51%	4.15
Corp. Operations (S)	0%	17%	17%	33%	33%	3.83
Corp. Support Services (S)	6%	6%	6%	44%	38%	4.00
Regional Operations (S)	14%	0%	29%	14%	43%	3.71
Sales (S)	0%	0%	16%	17%	67%	4.50
Account Management/ Customer Service (S)	0%	18%	28%	18%	36%	3.73

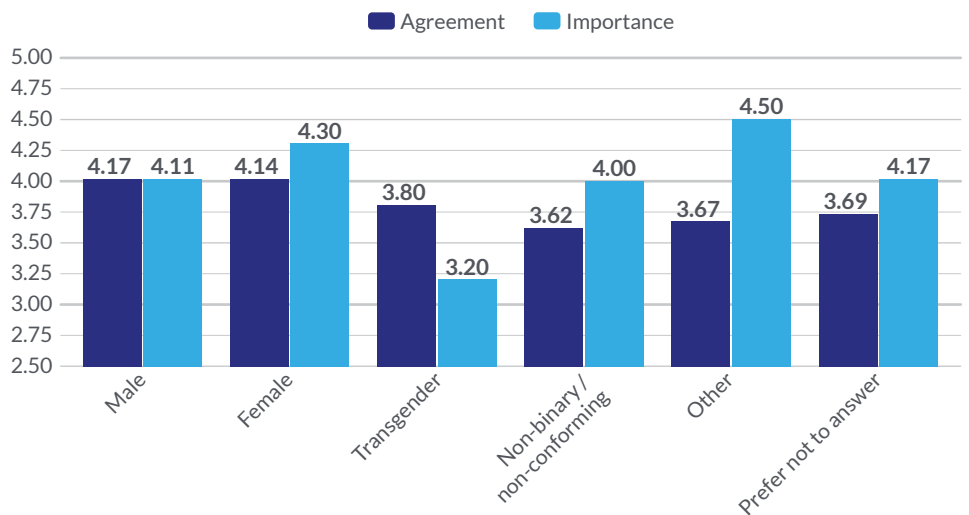
(PM) Property Management (S) Supplier

Topic: The diversity of our employees represents the population of the communities within which we do business

Employee Race/Ethnicity



Employee Gender Identity



Employee Concerns and Suggestions

“Multi-lingual employees and communication are so valuable in our community.”

“Need to hire a more diverse workforce and develop and promote diverse associates at a higher pace.”

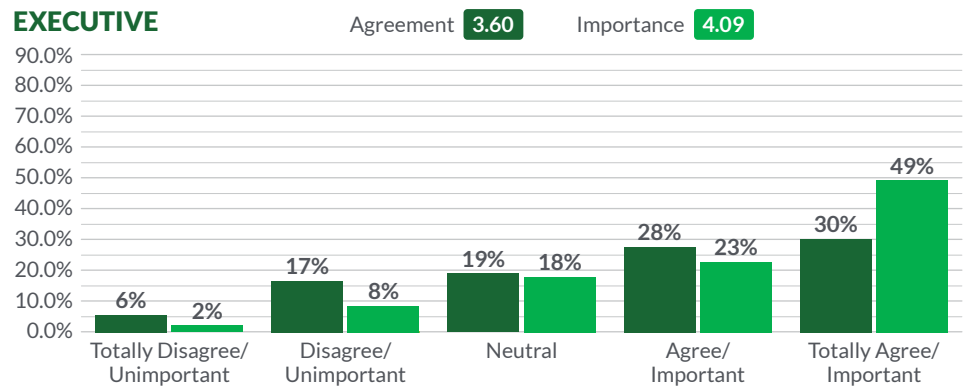
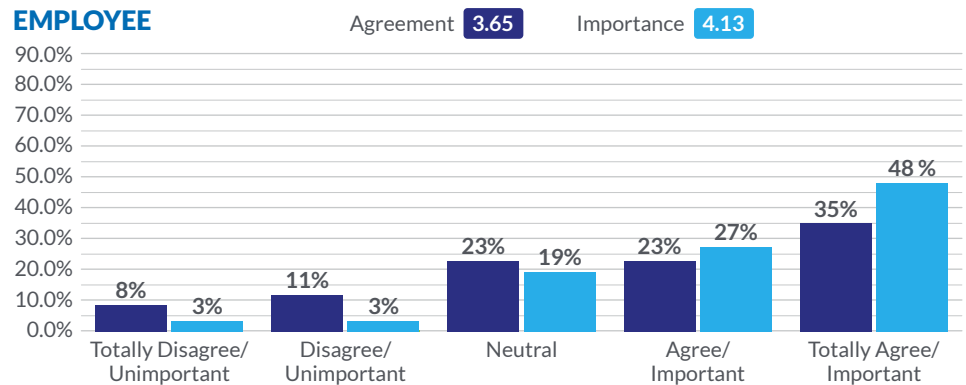
“Take true steps to integrate with other untapped markets to try and address diversity.”

“There’s a distinct lack of color in this company, especially in upper levels of management. Also, there is almost nothing being done for people with disabilities - no hiring of, no accommodations, nothing...”

Topic

The diversity of our company’s leadership represents the population of the communities within which we do business

Distribution

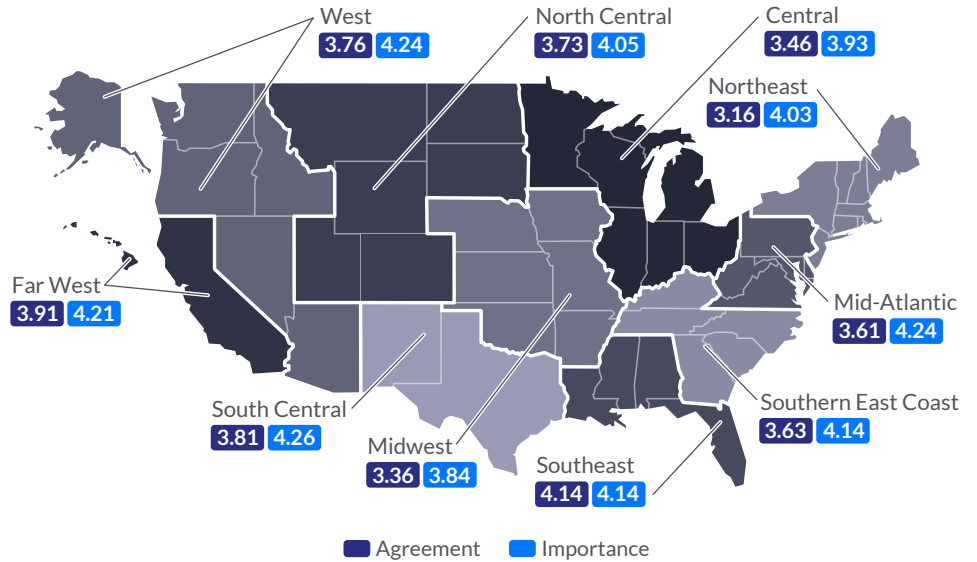


Summary

Only 58% of Employees and Executives agree that their company’s leadership represents the population, and only 35% of Employees and 29% of Executives indicate the topic as Important or Very Important. In fact, 1 in 5 respondents are neutral on whether or not the topic has any level of Importance. Despite this topic achieving the lowest level of Importance for both Employees and Executives and the lowest levels of Agreement, a common theme among employee suggestions was the desire to see a greater variety of demographics represented in company leadership, especially as a result from internal talent development and promotion. Executive leadership roles typically turn over less frequently, so consider a more mindful and purposeful approach to internal development. Organizations can take this opportunity to review their education, mentorship, career path, and job opening announcement practices to identify ways to develop and celebrate internal candidates. In addition, leadership can look to the local communities and identify new avenues for job candidates that have not been considered previously.

Topic: The diversity of our company's leadership represents the population of the communities within which we do business

Employee Geographic Breakdown



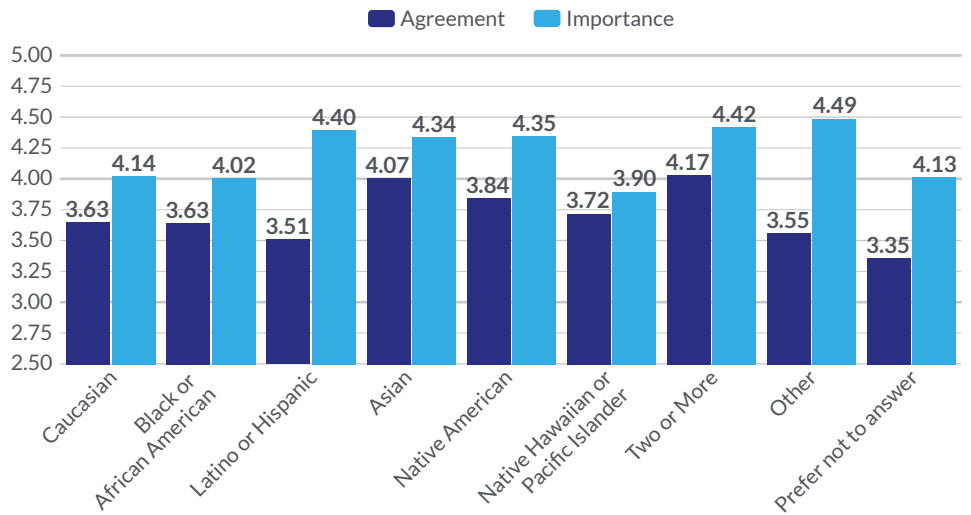
Distribution by Position

Positions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Average Agreement
Overall	9%	11%	23%	23%	34%	3.65
Corp. Acquisitions/ Development (PM)	12%	10%	21%	24%	33%	3.55
Corp. Operations (PM)	5%	18%	22%	22%	33%	3.61
Corp. Support Services (PM)	10%	18%	21%	23%	28%	3.41
Regional Operations (PM)	11%	14%	23%	21%	31%	3.47
On-Site Management (PM)	9%	10%	21%	22%	38%	3.69
On-Site Support (PM)	8%	11%	20%	27%	34%	3.68
On-Site Leasing (PM)	10%	9%	27%	21%	33%	3.59
On-Site Maintenance (PM)	4%	4%	21%	29%	42%	4.00
Corp. Operations (S)	17%	17%	32%	17%	17%	3.00
Corp. Support Services (S)	19%	19%	24%	25%	13%	2.94
Regional Operations (S)	14%	0%	28%	29%	29%	3.57
Sales (S)	17%	0%	17%	33%	33%	3.67
Account Management/ Customer Service (S)	18%	18%	10%	9%	45%	3.45

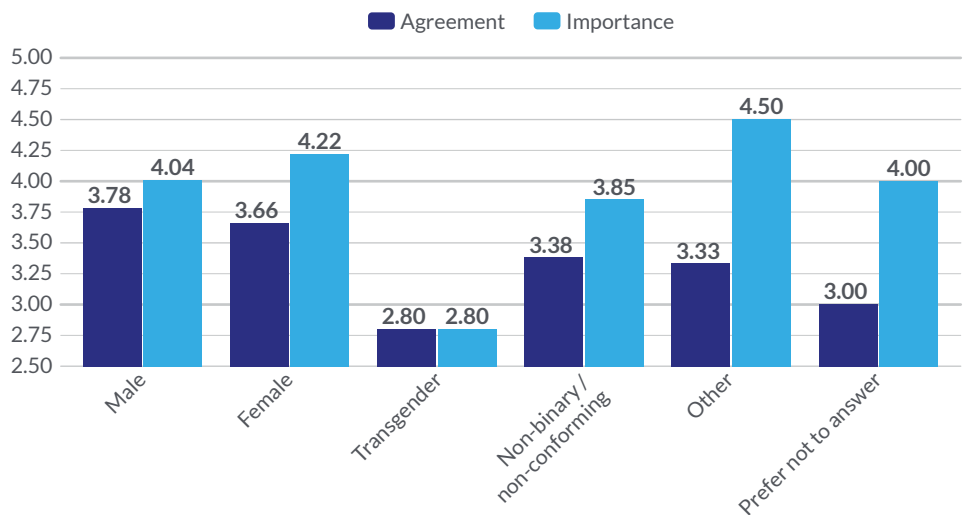
(PM) Property Management (S) Supplier

Topic: The diversity of our company's leadership represents the population of the communities within which we do business

Employee Race/Ethnicity



Employee Gender Identity



Employee Concerns and Suggestions

“In our region all of the roles filled by upper management tend to be of a certain ‘look’ which is predominant throughout the industry. It would be nice to see more people of color, and certainly people of different sizes than what is represented.”

“Ownership groups we manage for do not represent the demographics of the buildings they own. We are at the whim of these owners and have to convince them to treat lower educated and socioeconomic groups with respect.”

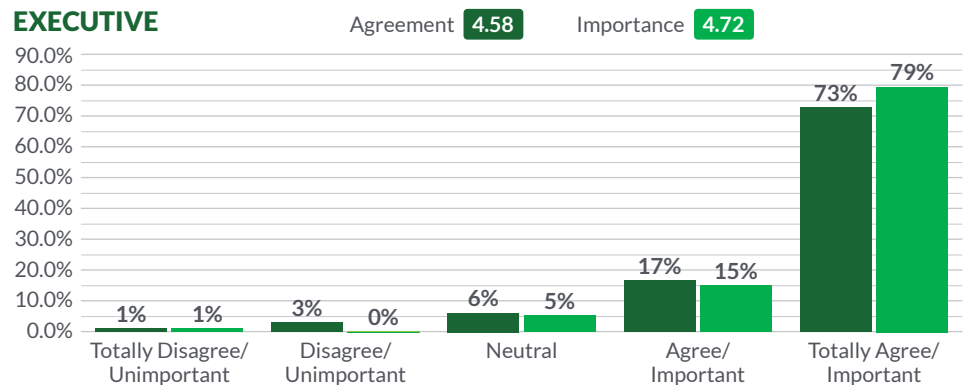
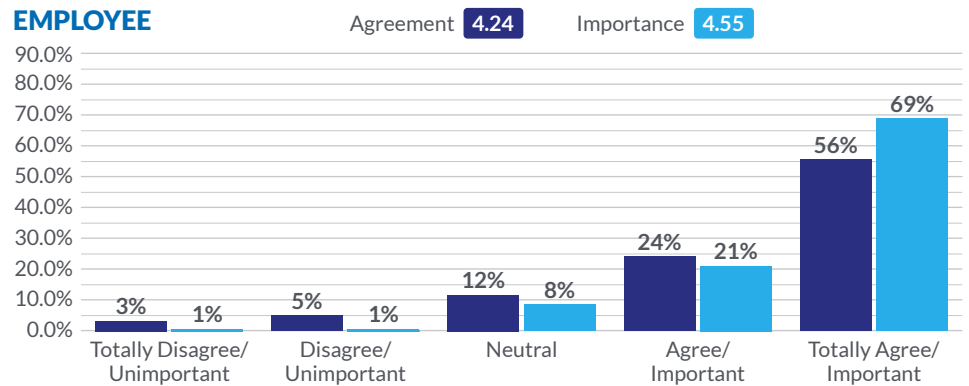
“I would love to see continued support for non-management employees who are a part of any minority groups (race, ethnicity, differently-abled, etc.) to see them grow more within the company.”

“The higher the position, the less diverse it is. Working on-site is nearly 90% people of color, but almost the entire corporate team is white.”

Topic

The company respects individuals' differences

Distribution

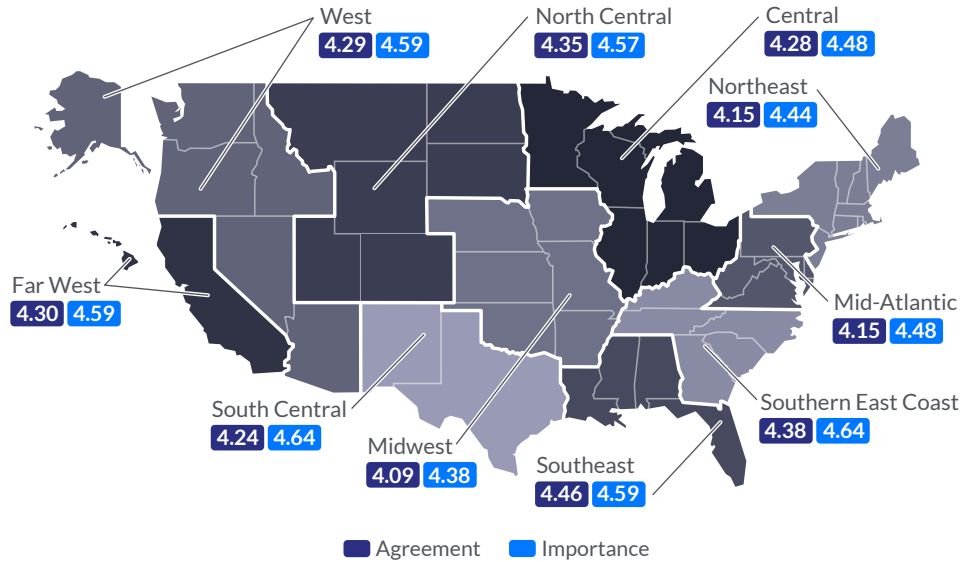


Summary

Earning a Top 2 designation for the highest level of Agreement for Employees and Top 3 for Importance, this topic celebrates the rental housing industry's acceptance of individuals' differences. Even with these strong results, however, Executives' level of Agreement is significantly higher, creating a gap in the perception of this relative strength. Recognizing that 1 in 5 employees was not able to agree with this statement, companies can build on this foundation by seeking opportunities to validate every employee's unique contribution to the team.

Topic: The company respects individuals' differences

Employee Geographic Breakdown



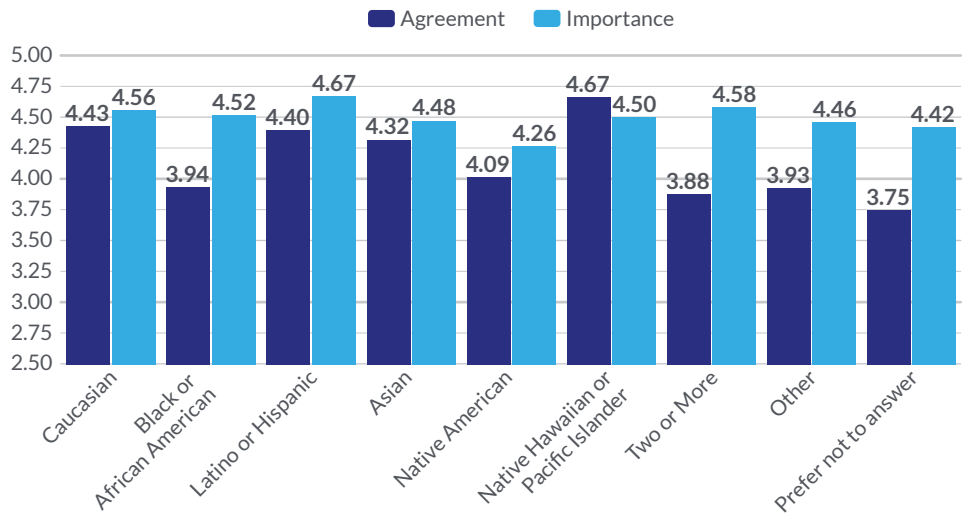
Distribution by Position

Positions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Average Agreement
Overall	3%	5%	12%	24%	56%	4.24
Corp. Acquisitions/ Development (PM)	0%	2%	11%	24%	63%	4.49
Corp. Operations (PM)	1%	3%	10%	24%	62%	4.42
Corp. Support Services (PM)	2%	4%	8%	24%	62%	4.40
Regional Operations (PM)	4%	5%	7%	24%	60%	4.31
On-Site Management (PM)	5%	4%	13%	24%	54%	4.18
On-Site Support (PM)	8%	3%	16%	25%	48%	4.00
On-Site Leasing (PM)	4%	6%	12%	24%	54%	4.19
On-Site Maintenance (PM)	2%	4%	13%	25%	56%	4.29
Corp. Operations (S)	0%	17%	17%	33%	33%	3.83
Corp. Support Services (S)	0%	0%	18%	13%	69%	4.50
Regional Operations (S)	0%	0%	14%	29%	57%	4.43
Sales (S)	0%	20%	20%	0%	60%	4.00
Account Management/ Customer Service (S)	9%	18%	19%	27%	27%	3.45

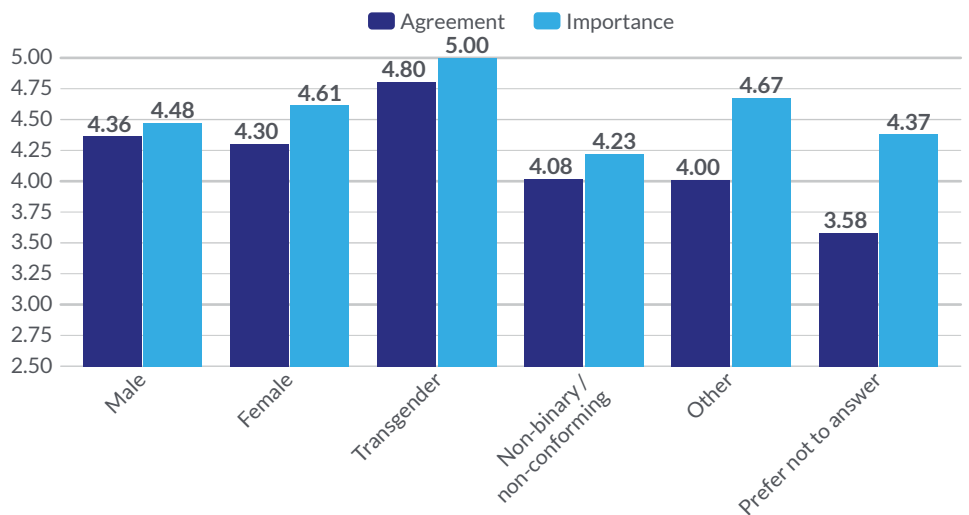
(PM) Property Management (S) Supplier

Topic: The company respects individuals' differences

Employee Race/Ethnicity



Employee Gender Identity



Employee Concerns and Suggestions

“The affinity groups won’t be fruitful for fear of participation leading to ostracizing or marginalizing those who participate or become vocal about uncomfortable topics.”

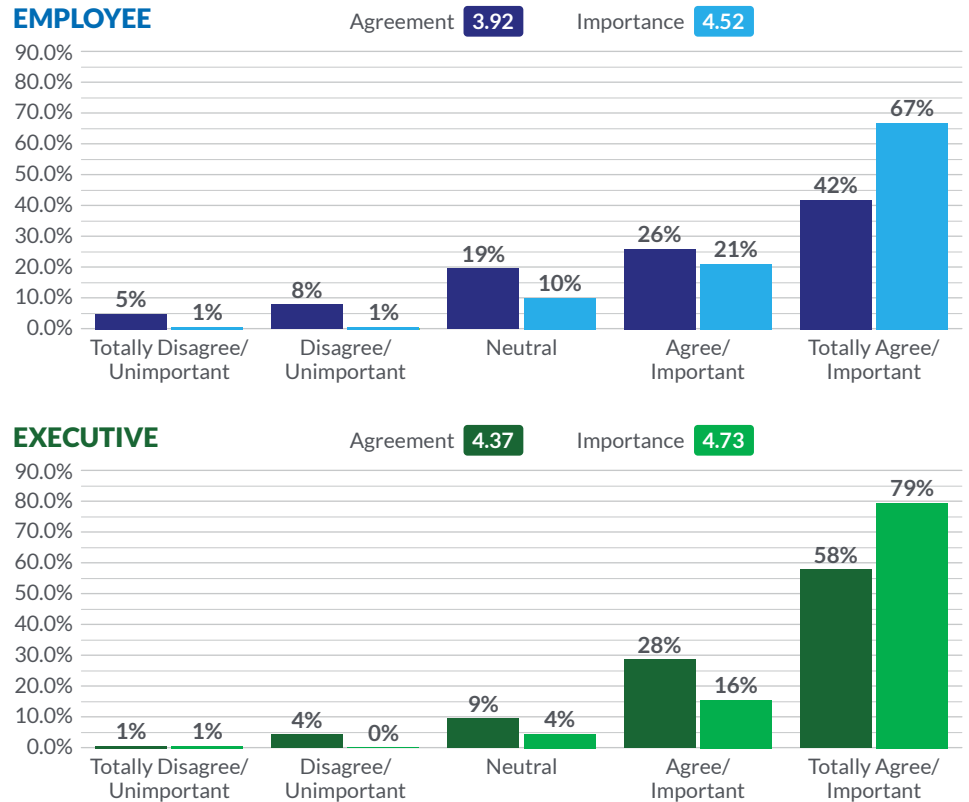
“Let others be who they are instead of forcing them to conform to your opinion of how they should look.”

“Pronouns being added to email signatures is moving in the right direction but becomes ineffective when leaders do not support or utilize it.”

Topic

The company values the expression of differing points of view without fear of negative consequences

Distribution

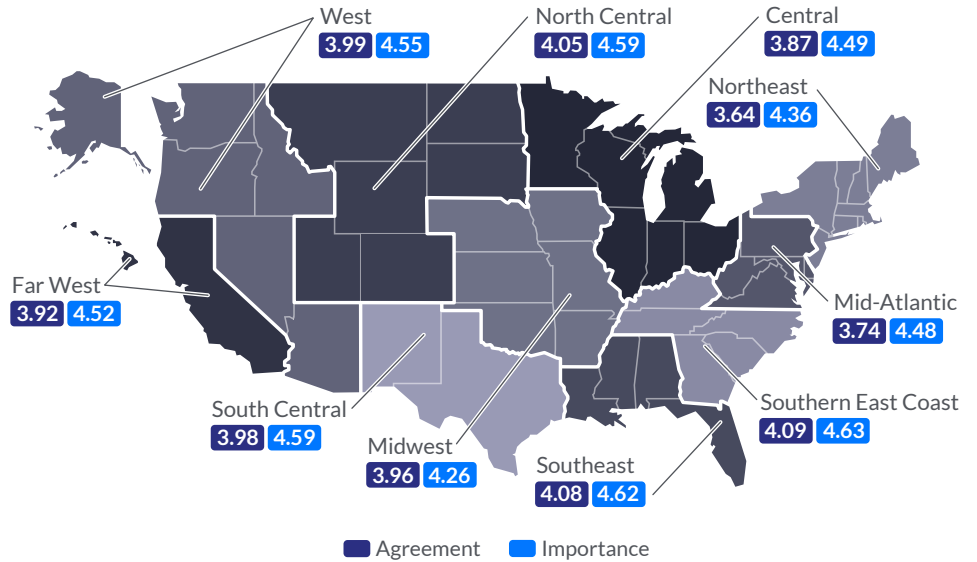


Summary

Although two-thirds of Employees expressed some level of Agreement that their company values differing points of view without fear of negative consequences, 13% disagreed. Additionally, nearly 1 in 5 respondents was not willing to agree or disagree with this statement, which indicates hesitancy in freely expressing a point of view. Executives expressed a greater level of Agreement, resulting in the third biggest gap between Employee and Executive perceptions. In addition to this gap of nearly .50 points, the topic also has the third highest correlation to an Employee’s likelihood to remain with the company a year from now. This combination of factors underscores a need for Executives to examine their own responses to differing points of view among team members. One definition of company culture is, “the response an employee can expect from the organization in any given situation.” When viewing the topic through this lens, there is significant opportunity to evaluate how open the industry’s leaders are to different ideas, solutions, approaches, and experiences.

Topic: The company values the expression of differing points of view without fear of negative consequences

Employee Geographic Breakdown



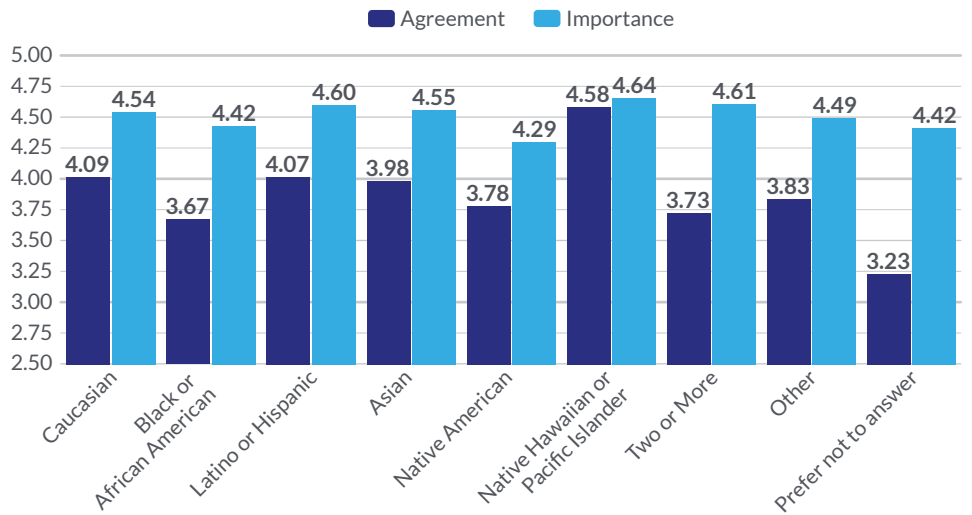
Distribution by Position

Positions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Average Agreement
Overall	5%	8%	19%	26%	42%	4.24
Corp. Acquisitions/ Development (PM)	2%	6%	10%	27%	55%	4.49
Corp. Operations (PM)	2%	10%	13%	27%	48%	4.42
Corp. Support Services (PM)	4%	5%	16%	32%	43%	4.40
Regional Operations (PM)	5%	7%	15%	31%	42%	4.31
On-Site Management (PM)	6%	11%	17%	24%	42%	4.18
On-Site Support (PM)	6%	13%	19%	27%	35%	4.00
On-Site Leasing (PM)	8%	9%	22%	23%	38%	4.19
On-Site Maintenance (PM)	4%	7%	18%	26%	45%	4.29
Corp. Operations (S)	0%	0%	33%	50%	17%	3.83
Corp. Support Services (S)	6%	6%	19%	50%	19%	4.50
Regional Operations (S)	0%	0%	43%	43%	14%	4.43
Sales (S)	0%	0%	50%	0%	50%	4.00
Account Management/ Customer Service (S)	18%	27%	19%	9%	27%	3.45

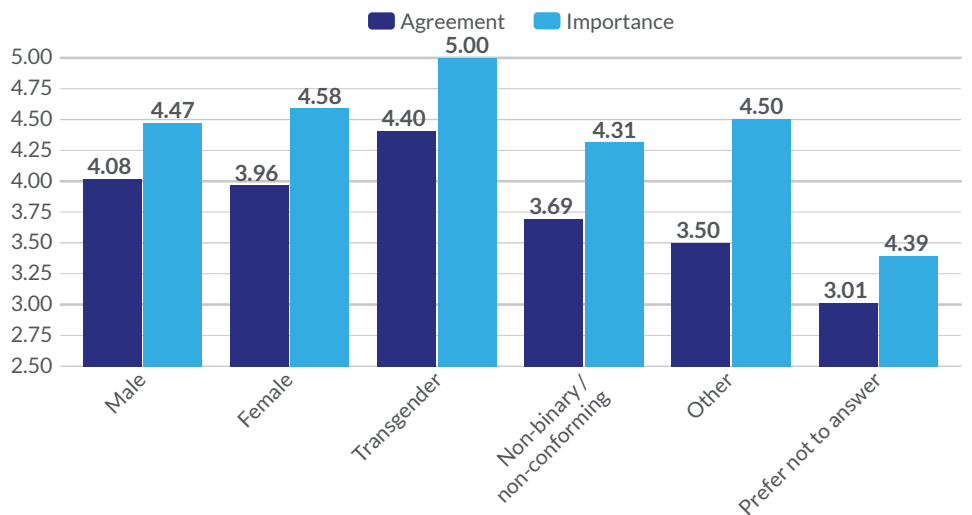
(PM) Property Management (S) Supplier

Topic: The company values the expression of differing points of view without fear of negative consequences

Employee Race/Ethnicity



Employee Gender Identity



Employee Concerns and Suggestions

“Concerns expressed are immediately dismissed, put aside. Management staff needs support with identifying what inclusion means when supervising others.”

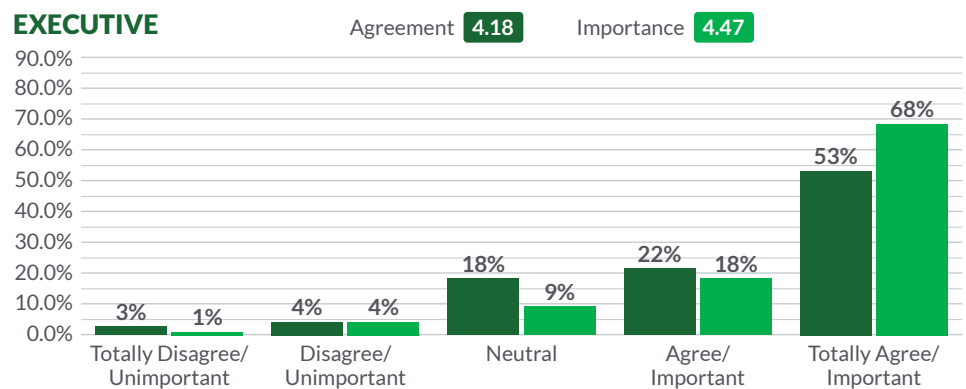
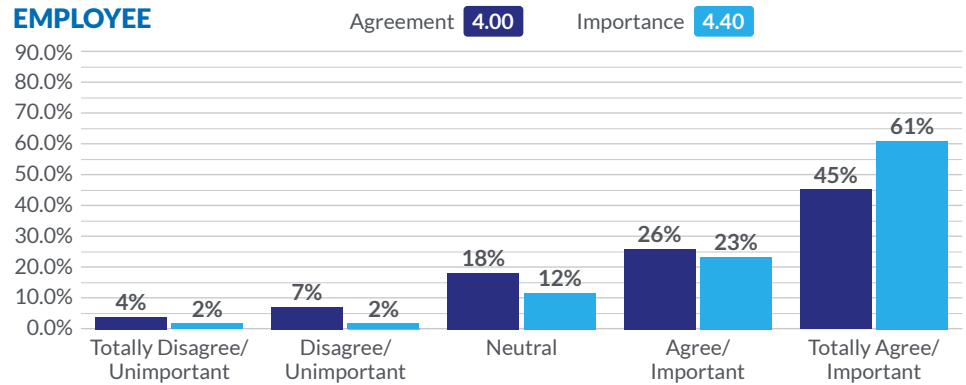
“Recognize and embrace those who don’t have the extroverted, bubbly personality, because that will always be the type of people that upper level management pays attention to. There will always be those with so much talent on the teams who are less outspoken, and more introverted, who are eager to help, very creative and drive results. Make an effort to notice individuals like this too.”

“We hire those that look and think differently, however don’t accommodate or include those differences as much as we could in the work environment.”

Topic

The company seeks to understand employees' feelings about diversity, equity, and inclusion

Distribution

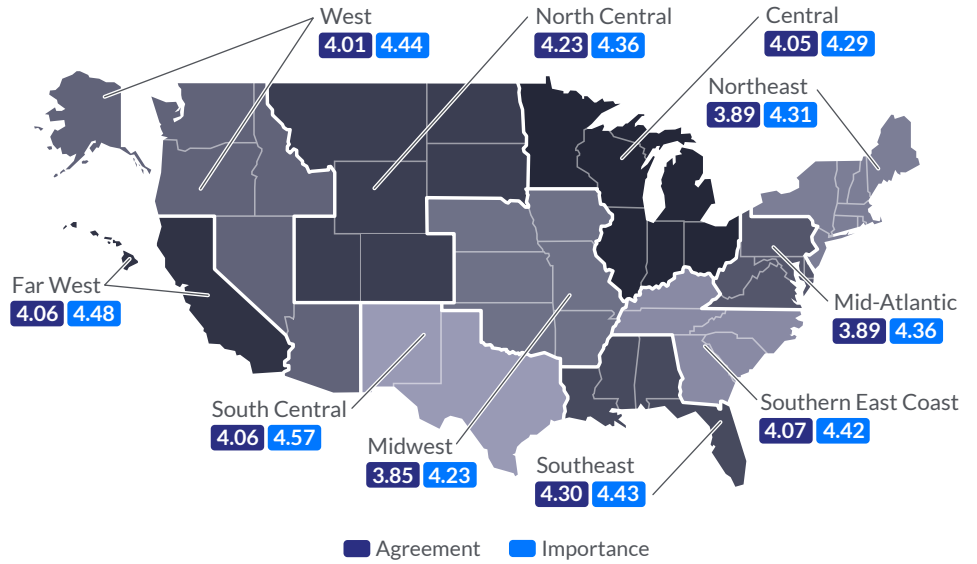


Summary

On average, a minimal gap exists in both Agreement and Importance between Employees and Executives. While this topic ranks in the bottom five in Importance for both Employees and Executives, the perception that the company seeks to understand employees' feelings about diversity, equity, and inclusion has the fourth strongest correlation to an employees' likelihood to remain with the company a year from now. With nearly 20% of respondents unwilling to agree or disagree with this topic and another 1 in 10 in disagreement, this is a key opportunity for executive leadership to actively be involved in the ongoing conversation of DEI. Seeking to understand employees' feelings on diversity, equity, and inclusion is the critical first step in publicly recognizing it as a point of focus for the company, as well as creating positive change. Beginning the conversation lays the foundation for progress and improvement.

Topic: The company seeks to understand employees' feelings about diversity, equity, and inclusion

Employee Geographic Breakdown



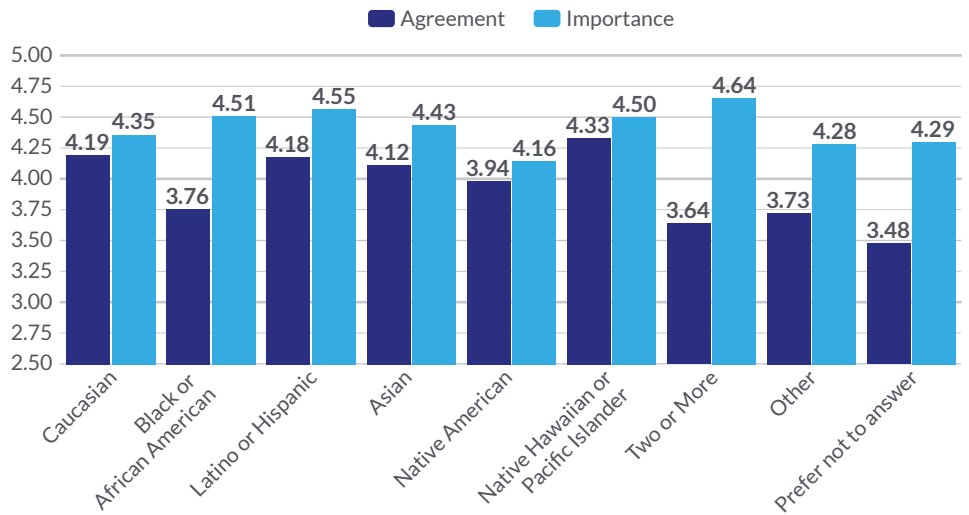
Distribution by Position

Positions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Average Agreement
Overall	4%	7%	18%	26%	45%	4.00
Corp. Acquisitions/ Development (PM)	0%	4%	14%	29%	53%	4.31
Corp. Operations (PM)	0%	8%	12%	27%	53%	4.25
Corp. Support Services (PM)	2%	5%	16%	29%	48%	4.16
Regional Operations (PM)	5%	8%	9%	27%	51%	4.12
On-Site Management (PM)	6%	7%	18%	24%	45%	3.95
On-Site Support (PM)	5%	11%	23%	26%	35%	3.76
On-Site Leasing (PM)	5%	11%	21%	18%	45%	3.87
On-Site Maintenance (PM)	4%	3%	19%	33%	41%	4.05
Corp. Operations (S)	0%	0%	33%	67%	0%	3.67
Corp. Support Services (S)	0%	13%	12%	50%	25%	3.88
Regional Operations (S)	0%	14%	28%	29%	29%	3.71
Sales (S)	0%	17%	16%	50%	17%	3.67
Account Management/ Customer Service (S)	9%	18%	10%	36%	27%	3.55

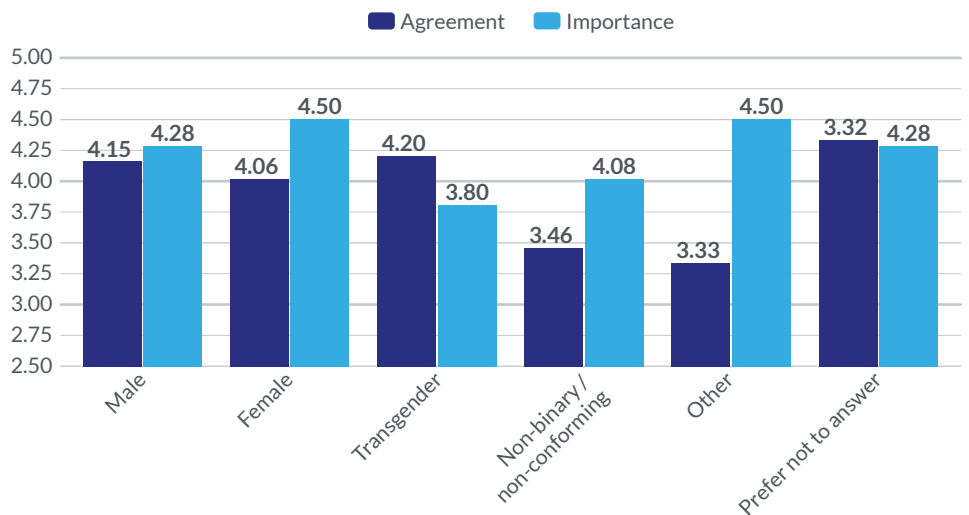
(PM) Property Management (S) Supplier

Topic: The company seeks to understand employees' feelings about diversity, equity, and inclusion

Employee Race/Ethnicity



Employee Gender Identity



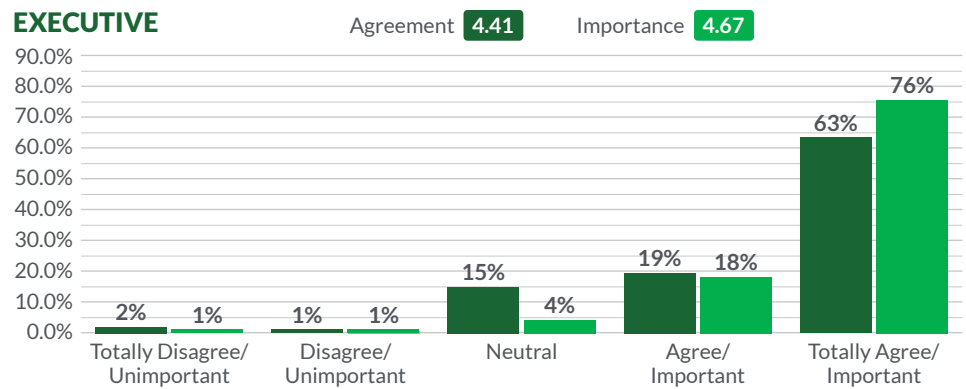
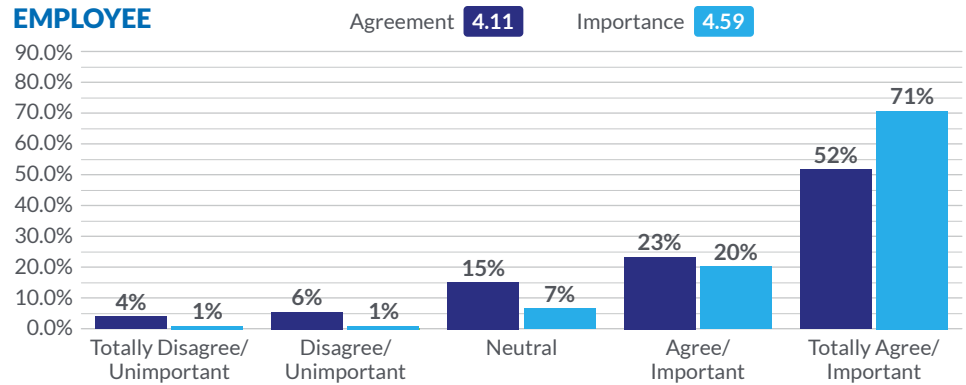
Employee Concerns and Suggestions

- “DE&I efforts tend to end up just being a ‘check the box’ program so I truly hope that ----- is able to get beyond this.”
- “Promote or host meetings about inclusion with smaller groups. People are more likely to share their opinions in smaller settings.”
- “We tried to start a DEI program but let it fail. I think this was due to not knowing how to best support the program or knowing who to reach out to for help.”
- “There is not enough progressive training on race, gender or LGBTQ issues. There are plenty of racist, misogynist, anti-LGBTQ jokes, slurs, and attitudes in every day banter around the office, and in meetings (both small or entire company).”

Topic

The company provides professional development opportunities for all employees

Distribution

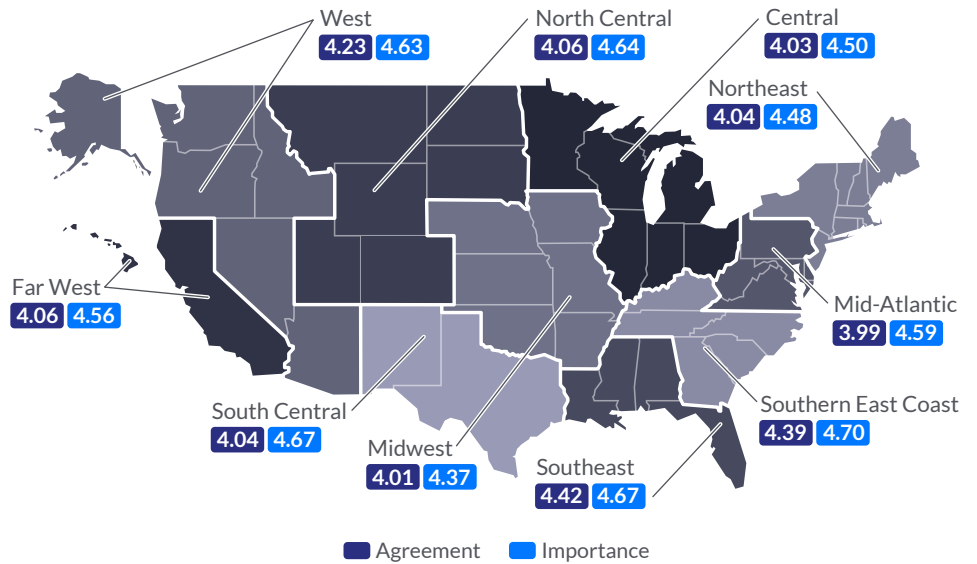


Summary

Achieving a Top 5 level of both Agreement and Importance among Employees, the rental housing industry can consider this topic a relative strength. However, while 75% of Employees agree that their company provides professional development opportunities for all employees, there are 1 in 4 who do not. In addition, the gap of .30 with the Executive Agreement level highlights a difference in perception. This lack of alignment provides an opportunity for executive leadership to gain a better understanding of how, when, and to whom professional development is offered. One factor that may impact the Employee Agreement is a lack of available time for development due to staffing shortages. A first step may involve evaluating not only what is available, but also the support and designated time provided to employees participating in the development.

Topic: The company provides professional development opportunities for all employees

Employee Geographic Breakdown



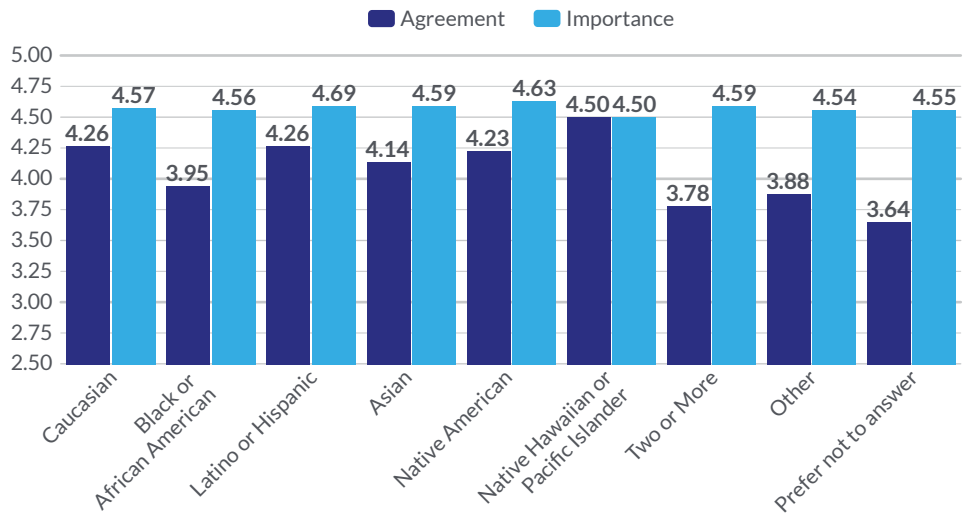
Distribution by Position

Positions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Average Agreement
Overall	4%	7%	15%	23%	51%	4.11
Corp. Acquisitions/ Development (PM)	0%	2%	6%	39%	53%	4.43
Corp. Operations (PM)	3%	3%	16%	18%	60%	4.29
Corp. Support Services (PM)	4%	4%	15%	27%	50%	4.14
Regional Operations (PM)	4%	5%	8%	25%	58%	4.29
On-Site Management (PM)	5%	9%	14%	20%	52%	4.05
On-Site Support (PM)	3%	8%	13%	23%	53%	4.15
On-Site Leasing (PM)	5%	9%	15%	25%	46%	3.98
On-Site Maintenance (PM)	3%	5%	15%	23%	54%	4.21
Corp. Operations (S)	17%	0%	17%	33%	33%	3.67
Corp. Support Services (S)	0%	13%	37%	19%	31%	3.69
Regional Operations (S)	0%	14%	57%	0%	29%	3.43
Sales (S)	0%	17%	49%	17%	17%	3.33
Account Management/ Customer Service (S)	9%	9%	19%	27%	36%	3.73

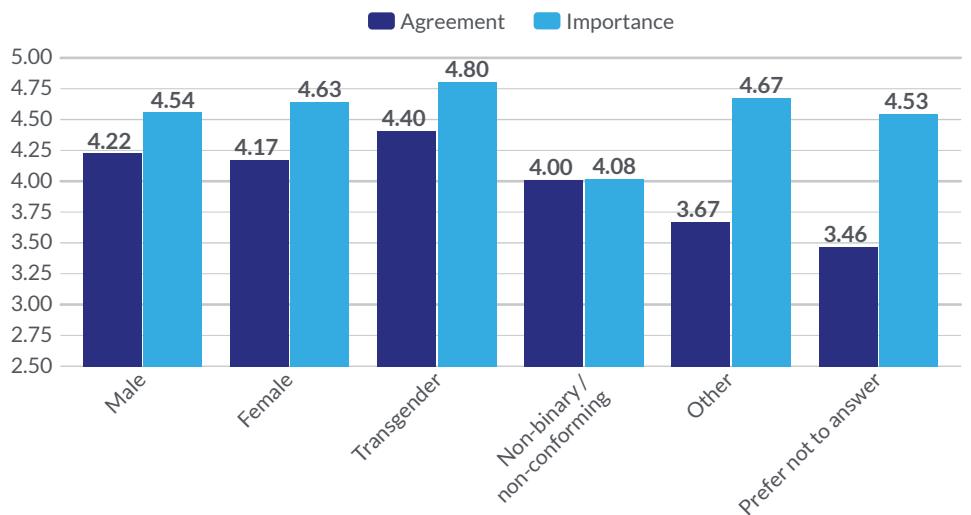
(PM) Property Management (S) Supplier

Topic: The company provides professional development opportunities for all employees

Employee Race/Ethnicity



Employee Gender Identity



Employee Concerns and Suggestions

“Create a mentorship program. Consistently train and engage employees.”

“Hire from within the ranks of the company. Increase their exposure to the non-management employees to determine ability to promote to senior management.”

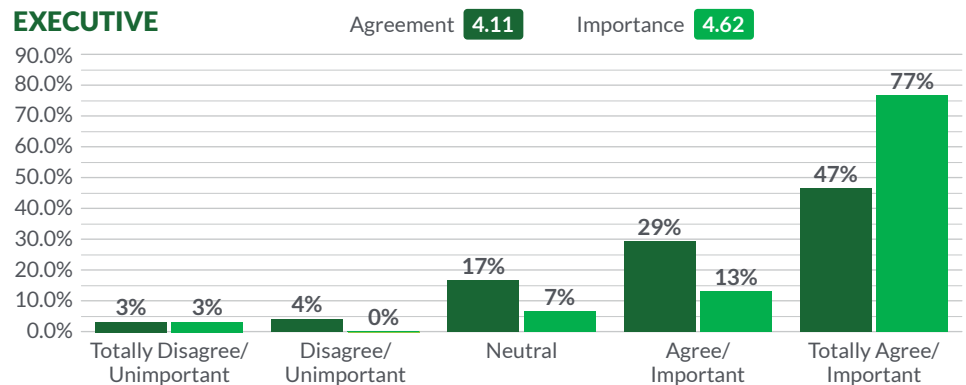
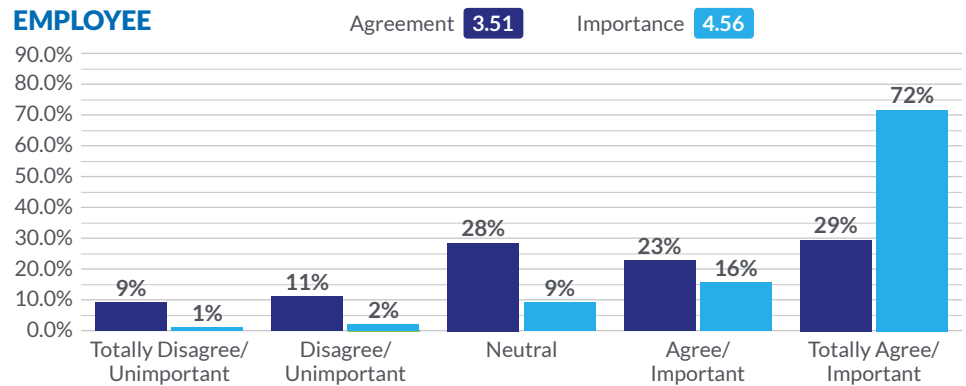
“Create an actual, physical career path guide on how a front line employee may plot a path to the corporate level. Host a convention where employees may attend and visit different tables hosted by different departments to learn about new opportunities, new initiatives, and meet the people in those departments.”

“When a current employee applies for position, PLEASE keep them in the loop. How disrespectful to announce a new employee for a position and NOT have told those employees who applied and interviewed!!! Interview ALL employees for open positions if they take the time to apply - it’s respectful and educational for them.”

Topic

The company is working to improve equity in pay

Distribution

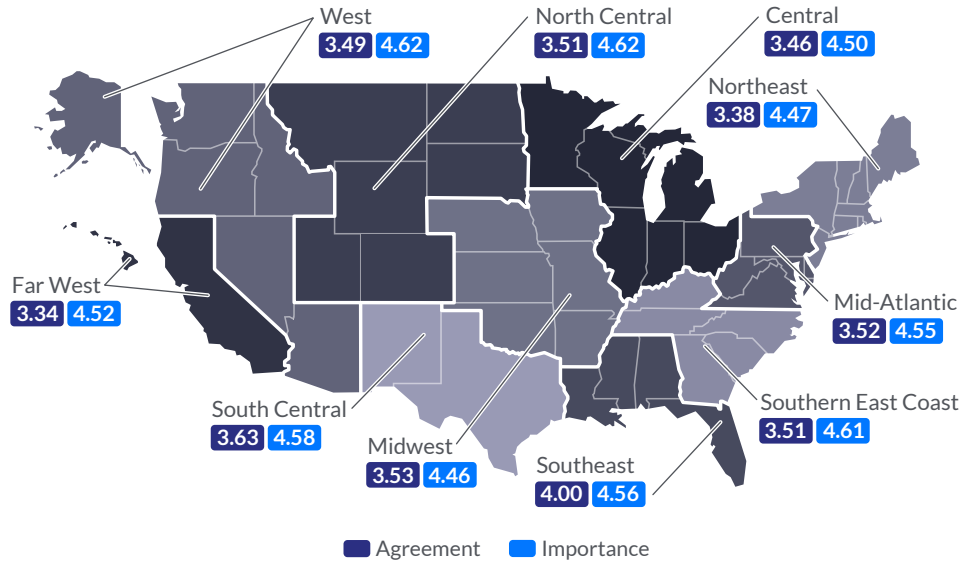


Summary

The perception that the company is working to improve equity in pay not only secured the lowest level of Agreement among Employees but also the greatest gap in Agreement between Employees and Executives. Despite similar Importance levels, Executives' perception of the progress being made in pay equity is significantly different from Employees'. Adding to the difference in perception is the 29% of Employees who answered a 3, or Neutral, response, indicating they are either unsure or unwilling to express an opinion on the subject. Two key opportunities present themselves for this topic. The first is a matter of communication. If Executives are aware of initiatives or changes that improve pay equity, these improvements must be communicated clearly and often so that all Employees are aware. The second is a matter of awareness. Executives may believe the company is working toward pay equity, but in actuality there is no current focus on the topic. If no such focus or initiative is currently in place, this should be a top priority that will have a far-reaching, positive impact on the entire Employee population.

Topic: The company is working to improve equity in pay

Employee Geographic Breakdown



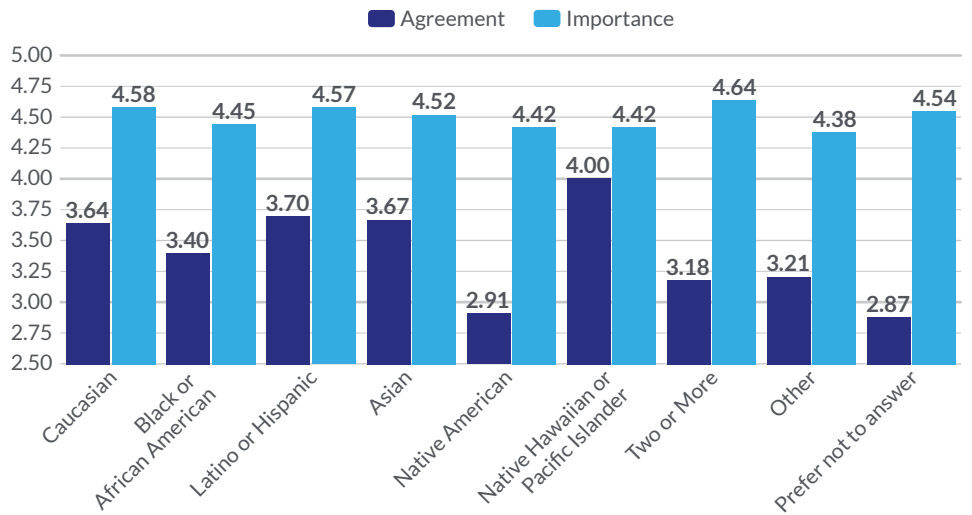
Distribution by Position

Positions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Average Agreement
Overall	9%	11%	28%	23%	29%	3.51
Corp. Acquisitions/ Development (PM)	6%	0%	18%	31%	45%	4.08
Corp. Operations (PM)	5%	8%	27%	22%	38%	3.81
Corp. Support Services (PM)	6%	8%	31%	26%	29%	3.64
Regional Operations (PM)	5%	7%	25%	31%	32%	3.76
On-Site Management (PM)	12%	15%	31%	18%	24%	3.28
On-Site Support (PM)	16%	8%	33%	20%	23%	3.25
On-Site Leasing (PM)	16%	13%	27%	18%	26%	3.25
On-Site Maintenance (PM)	7%	7%	26%	28%	32%	3.70
Corp. Operations (S)	17%	0%	17%	33%	33%	3.67
Corp. Support Services (S)	6%	6%	26%	31%	31%	3.75
Regional Operations (S)	0%	43%	29%	14%	14%	3.00
Sales (S)	0%	17%	49%	17%	17%	3.33
Account Management/ Customer Service (S)	30%	10%	20%	30%	10%	2.80

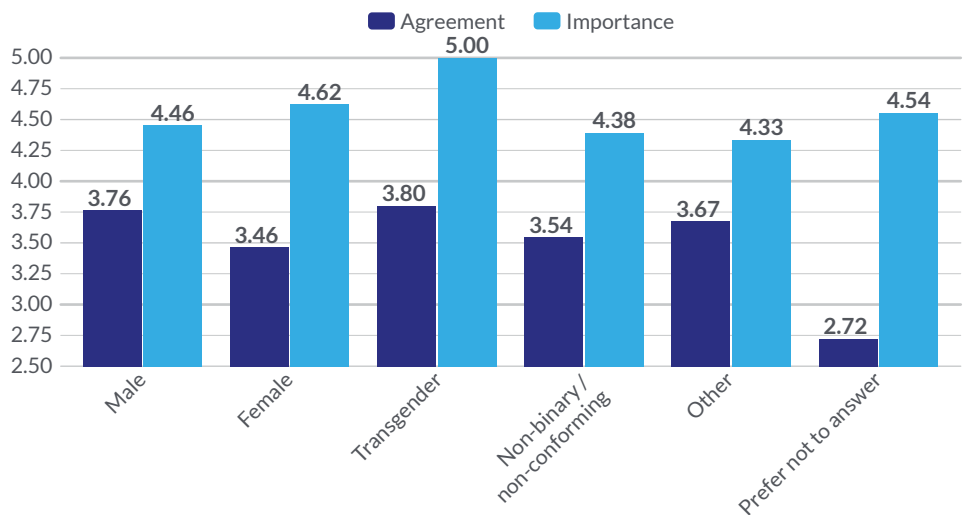
(PM) Property Management (S) Supplier

Topic: The company is working to improve equity in pay

Employee Race/Ethnicity



Employee Gender Identity



Employee Concerns and Suggestions

“There is no transparency regarding pay equity.”

“I am a female and think I still make less than my male coworkers with less experience.”

“There are some pay disparities between property staff of the same title that are very slow to be addressed.”

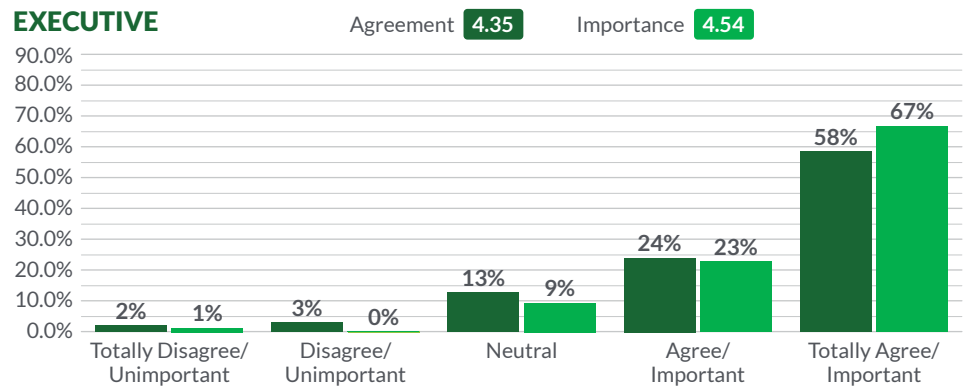
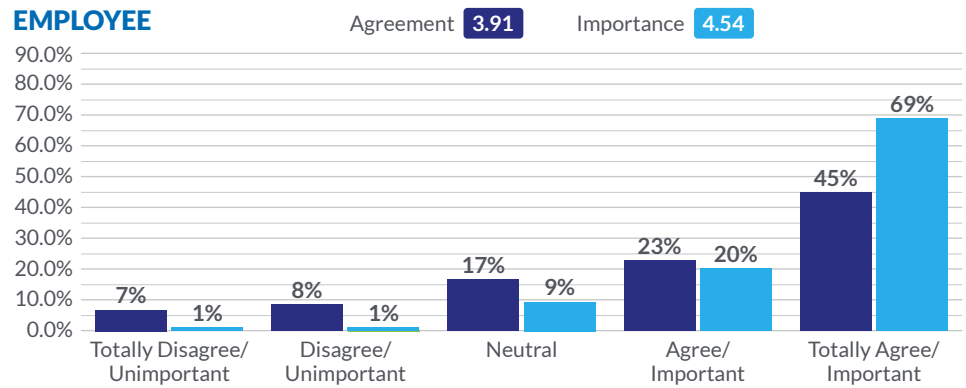
“Pay is still too secretive so equity is not able to be reached by employees.”

“Employer needs to enforce Management who do not conduct Performance Evaluations and pay increases in a timely manner. On site managers FREQUENTLY wait months and even YEARS to see their pay increases, which shows us that we are not valued the same as employees at the corporate level.”

Topic

Job opportunities are promoted to all employees

Distribution

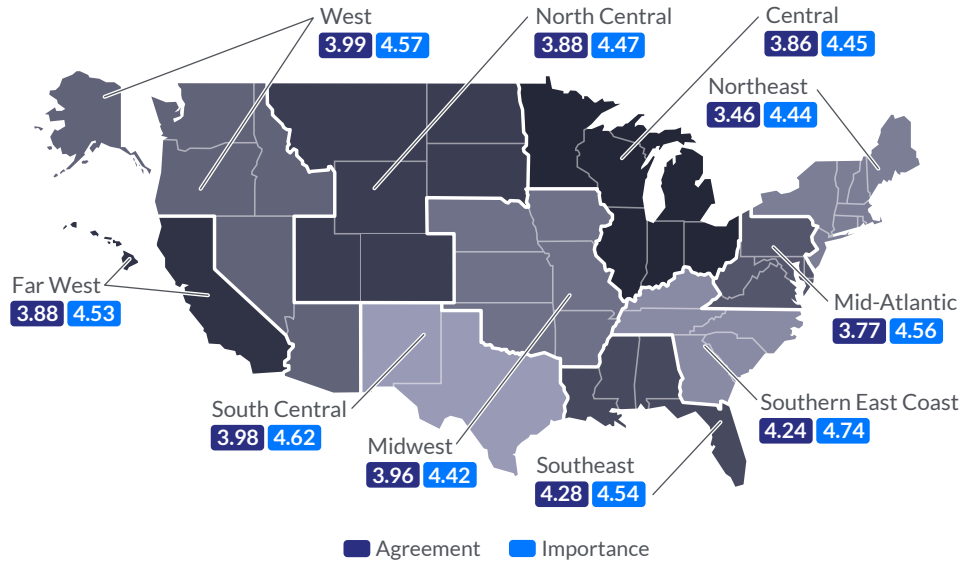


Summary

Employees and Executives place the same high level of Importance on job opportunities being promoted to all employees, but their level of Agreement on whether that is currently happening is significantly different. With the fourth largest gap in Agreement, there is a clear difference in Executive and Employee perception on how visible job openings are internally. Adding to the importance of addressing this topic is the high correlation it has with Employee likelihood to remain with the company. Consistent with employee engagement research conducted by Swift Bunny, this topic continues to rank in the Top 5 frustrations for rental housing employees. Employees want to not only see opportunities communicated regularly, but they want to know that supervisors and leaders at every level encourage current employees to apply. By celebrating internal promotions and regularly broadcasting open positions, Employees feel supported in developing their career within the current organization.

Topic: Job opportunities are promoted to all employees

Employee Geographic Breakdown



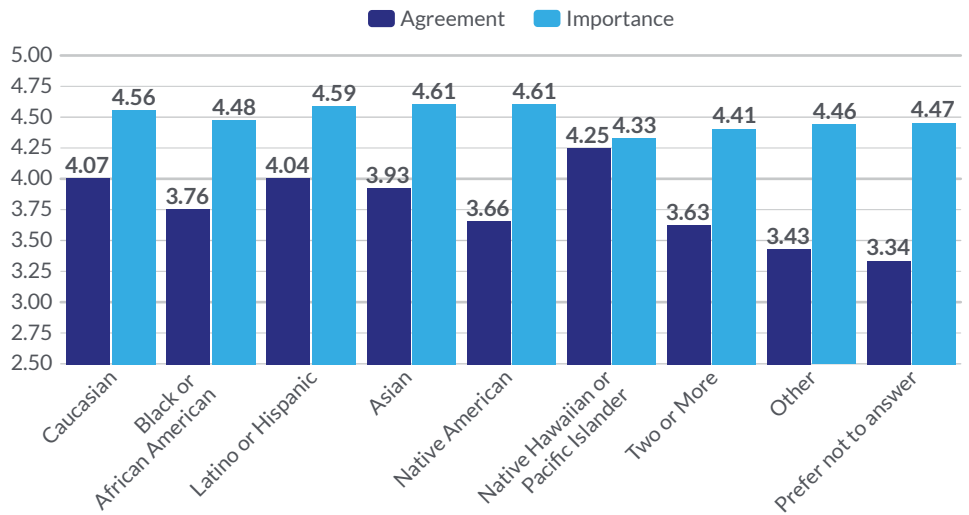
Distribution by Position

Positions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Average Agreement
Overall	7%	8%	17%	23%	45%	3.91
Corp. Acquisitions/ Development (PM)	0%	0%	14%	29%	57%	4.43
Corp. Operations (PM)	2%	5%	13%	25%	55%	4.26
Corp. Support Services (PM)	6%	7%	16%	25%	46%	3.97
Regional Operations (PM)	8%	6%	17%	21%	48%	3.97
On-Site Management (PM)	10%	8%	16%	21%	45%	3.83
On-Site Support (PM)	10%	10%	12%	30%	38%	3.75
On-Site Leasing (PM)	8%	11%	16%	26%	39%	3.77
On-Site Maintenance (PM)	6%	7%	20%	22%	45%	3.94
Corp. Operations (S)	17%	0%	33%	17%	33%	3.50
Corp. Support Services (S)	6%	6%	13%	50%	25%	3.81
Regional Operations (S)	14%	29%	29%	14%	14%	2.86
Sales (S)	0%	40%	20%	20%	20%	3.20
Account Management/ Customer Service (S)	20%	20%	10%	30%	20%	3.10

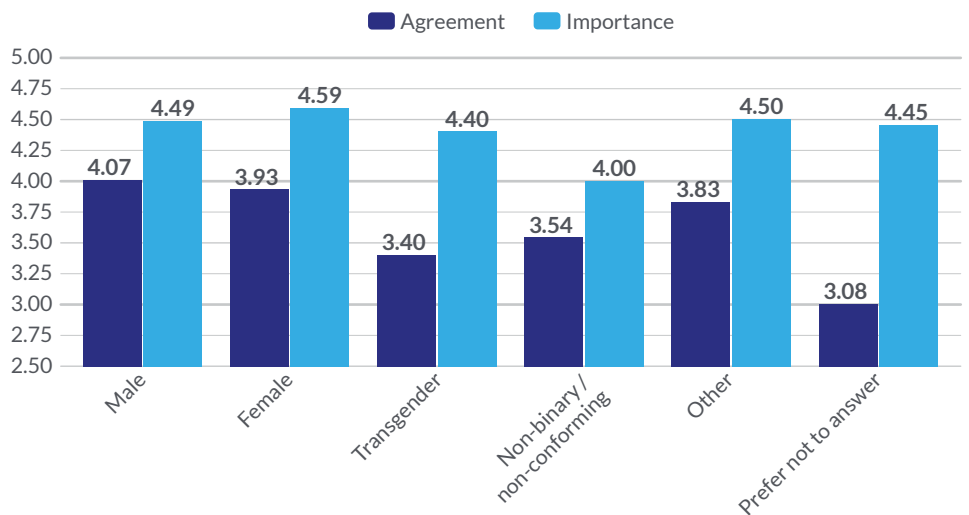
(PM) Property Management (S) Supplier

Topic: Job opportunities are promoted to all employees

Employee Race/Ethnicity



Employee Gender Identity



Employee Concerns and Suggestions

“Make sure all open positions are posted and everyone has an opportunity to be considered for the position.”

“There were some recent organizational changes with people being hand-picked for positions, as opposed to those positions being advertised/posted on the company intranet.”

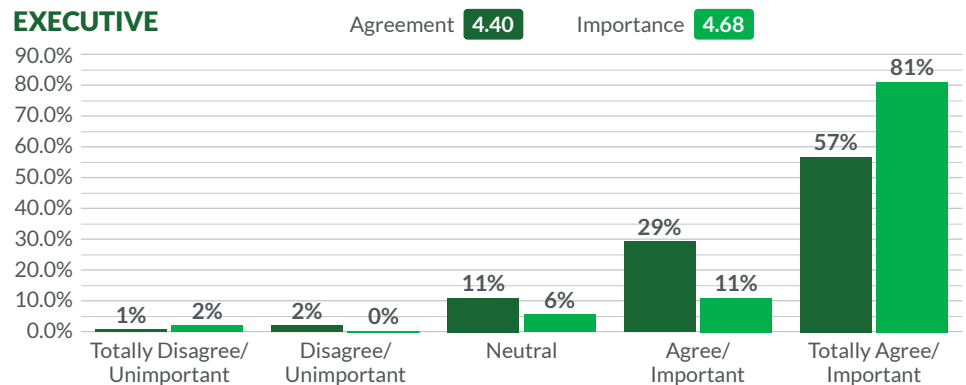
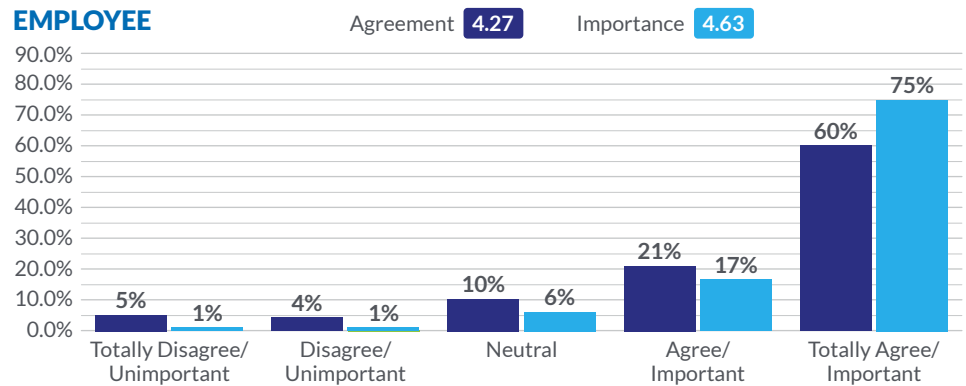
“Offer the same opportunities to all employees. This includes training, promotions, and pay.”

“Don’t assume a job title is preferred by one gender.”

Topic

My supervisor creates an inclusive work environment*

Distribution



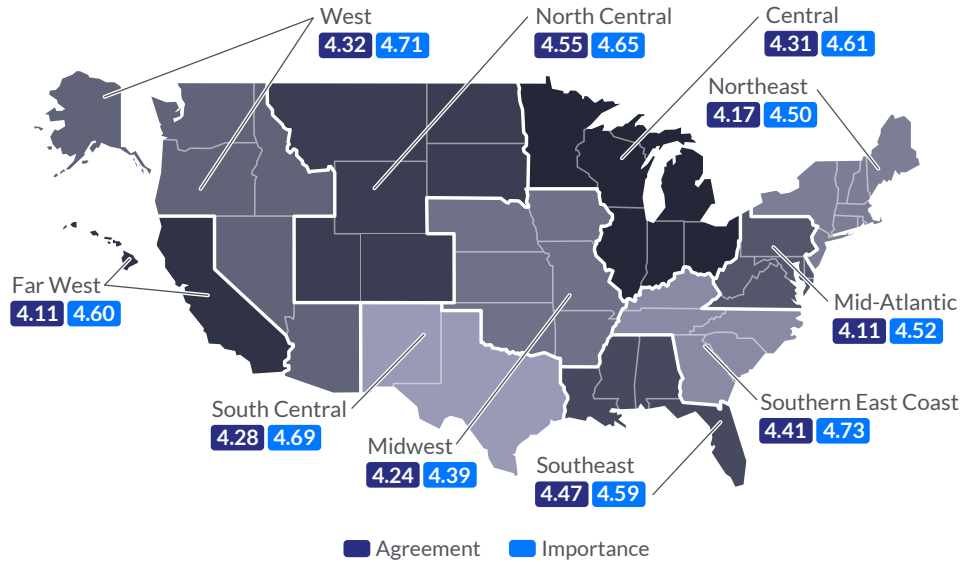
Summary

*This survey statement was phrased differently for Employees and Executives. The Executive version stated, “Our supervisors create an inclusive work environment.”

Earning the highest level of Agreement from Executives and Employees and second highest level of Importance from Employees, the rental housing industry can be proud of its supervisors for creating inclusive work environments for their direct reports. While 4 out of 5 Employees agree, be cognizant of the remaining 20% who don’t share this perception. Black/African American Employees expressed a significantly lower level of Agreement than any other Race/Ethnicity, signaling a very different day-to-day work experience than their peers. Executives expressed a higher level of both Agreement and Importance, indicating a high level of confidence in the company supervisors at all levels as well as an understanding of the influence they have on company culture. Leaders have the opportunity to improve the experience of all Employees by providing ongoing training and resources to ensure all supervisors have the knowledge and understanding needed to make the work environment inclusive for every Employee.

Topic: My supervisor creates an inclusive work environment

Employee Geographic Breakdown



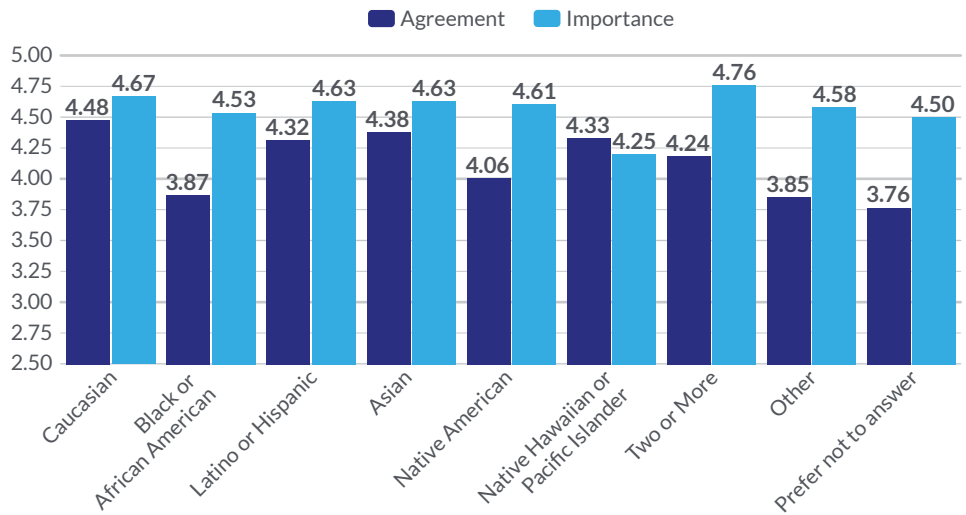
Distribution by Position

Positions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Average Agreement
Overall	5%	4%	10%	21%	60%	4.27
Corp. Acquisitions/ Development (PM)	2%	6%	11%	10%	71%	4.43
Corp. Operations (PM)	1%	3%	10%	23%	63%	4.44
Corp. Support Services (PM)	3%	3%	8%	22%	64%	4.41
Regional Operations (PM)	2%	5%	7%	27%	59%	4.35
On-Site Management (PM)	5%	5%	10%	20%	60%	4.24
On-Site Support (PM)	8%	8%	10%	15%	57%	4.05
On-Site Leasing (PM)	5%	5%	11%	18%	61%	4.25
On-Site Maintenance (PM)	6%	4%	10%	24%	56%	4.20
Corp. Operations (S)	0%	17%	16%	17%	50%	4.00
Corp. Support Services (S)	6%	0%	0%	31%	63%	4.44
Regional Operations (S)	0%	0%	43%	0%	57%	4.14
Sales (S)	0%	17%	17%	33%	33%	3.83
Account Management/ Customer Service (S)	0%	0%	10%	50%	40%	4.30

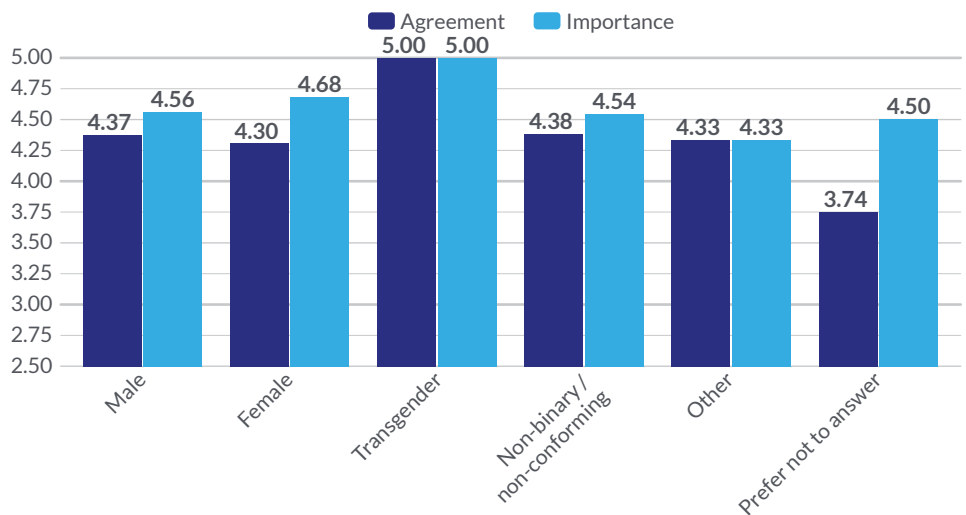
(PM) Property Management (S) Supplier

Topic: My supervisor creates an inclusive work environment

Employee Race/Ethnicity



Employee Gender Identity



Employee Concerns and Suggestions

“I would like for my regional to follow up in a more private setting. Some things can't be said on the phone or over a text and just because it is addressed, doesn't mean it is handled.”

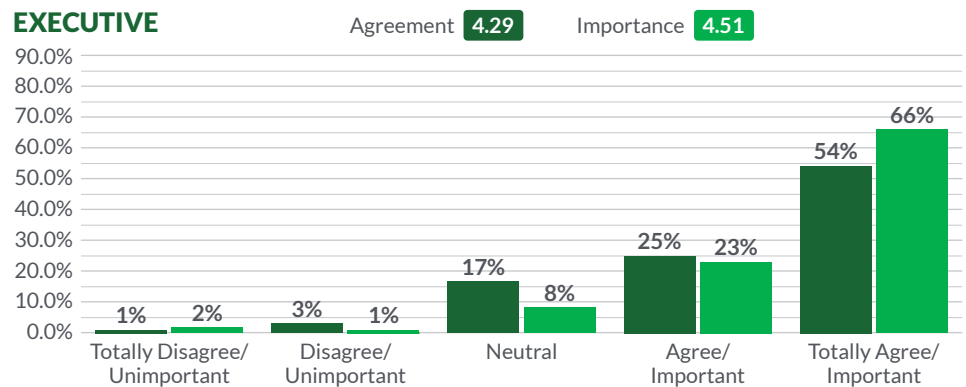
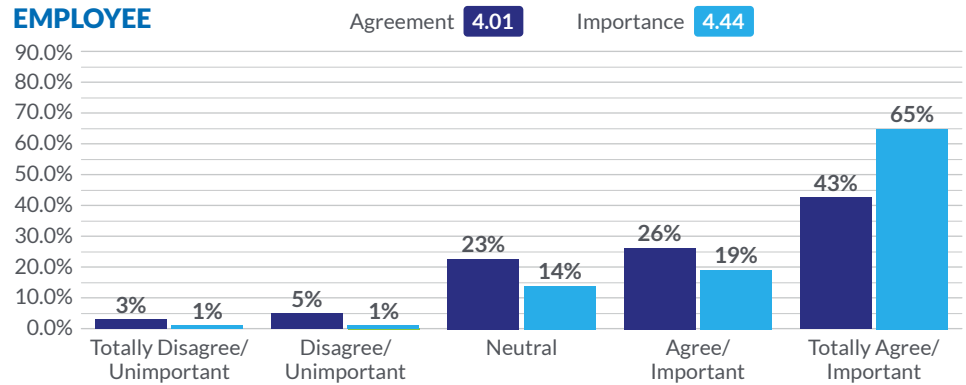
“Concerns expressed are immediately dismissed, put aside. Management staff needs support with identifying what inclusion means when supervising others.”

“When employees bring concerns regarding a member of management not respecting their age, religion, etc., the employee is not going to feel supported if higher management acts like the discussion is a waste of time or if nothing changes after the discussion.”

Topic

The company accommodates the needs of working parents/care givers

Distribution

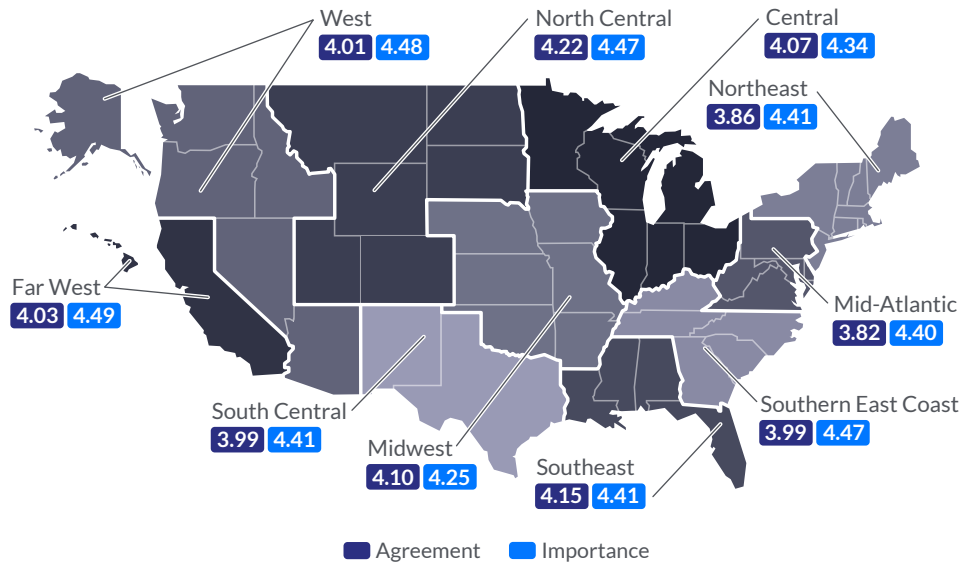


Summary

With only two-thirds of Employees indicating any level of Agreement that their company accommodates the needs of working parents/caregivers and an additional 23% either unsure or unwilling to provide an opinion, this is a topic that should not be allowed to remain at status quo. While Executives indicated a higher level of Importance, the gap of .29 in Agreement indicates a significant difference in perceptions of accommodations provided to parents and caregivers. The lowest levels of Agreement come from the position categories of On-Site Management (PM), On-Site Support (PM), and On-Site Leasing (PM), which underscores the growing demand for the availability of family-related leave and flexibility in these roles. Executive leadership has an opportunity to gain a greater understanding of the myriad challenges working parents and caregivers face at work and then consider change based on society's new ways of working.

Topic: The company accommodates the needs of working parents/care givers

Employee Geographic Breakdown



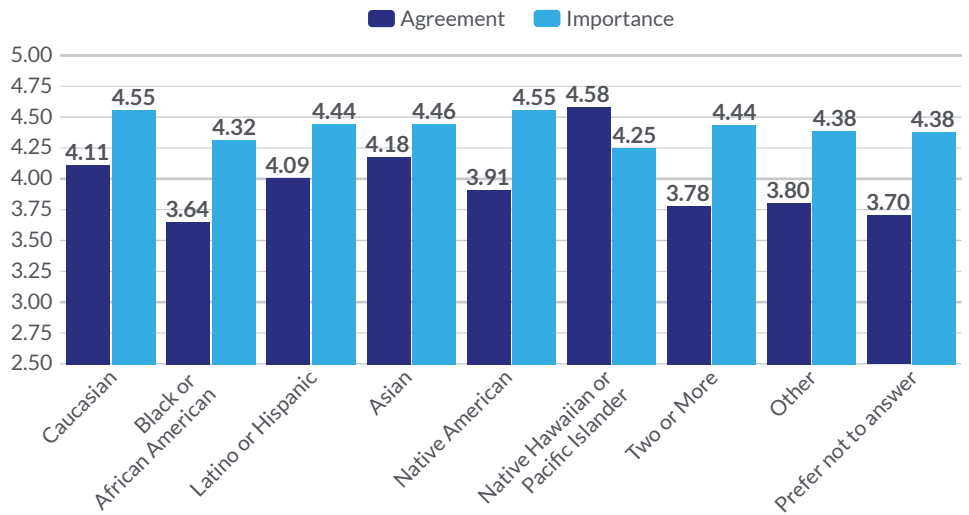
Distribution by Position

Positions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Average Agreement
Overall	3%	5%	23%	27%	42%	4.01
Corp. Acquisitions/ Development (PM)	0%	4%	11%	27%	58%	4.40
Corp. Operations (PM)	0%	5%	20%	28%	47%	4.16
Corp. Support Services (PM)	1%	4%	18%	32%	45%	4.17
Regional Operations (PM)	2%	5%	17%	30%	46%	4.15
On-Site Management (PM)	5%	7%	29%	23%	36%	3.78
On-Site Support (PM)	8%	3%	20%	27%	42%	3.90
On-Site Leasing (PM)	5%	5%	24%	24%	42%	3.94
On-Site Maintenance (PM)	2%	3%	22%	27%	46%	4.12
Corp. Operations (S)	17%	0%	16%	0%	67%	4.00
Corp. Support Services (S)	0%	0%	31%	25%	44%	4.13
Regional Operations (S)	0%	0%	43%	0%	57%	4.14
Sales (S)	0%	17%	17%	33%	33%	3.83
Account Management/ Customer Service (S)	0%	0%	18%	55%	27%	4.09

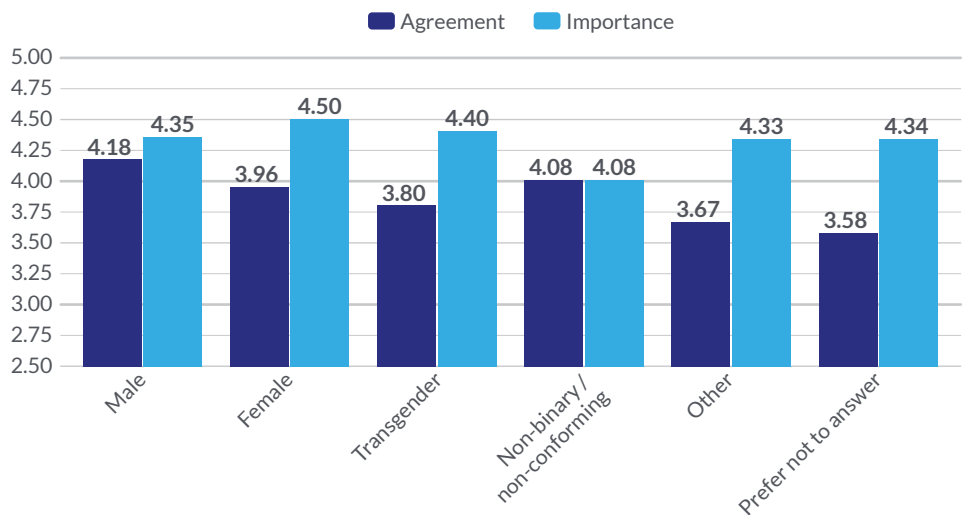
(PM) Property Management (S) Supplier

Topic: The company accommodates the needs of working parents/care givers

Employee Race/Ethnicity



Employee Gender Identity



Employee Concerns and Suggestions

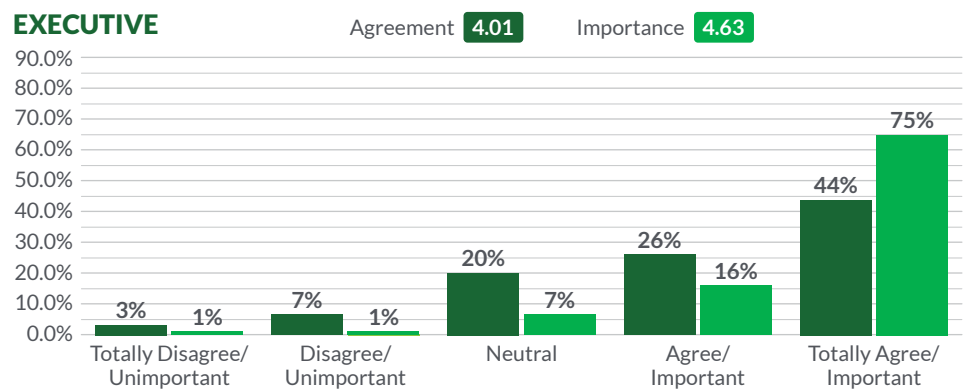
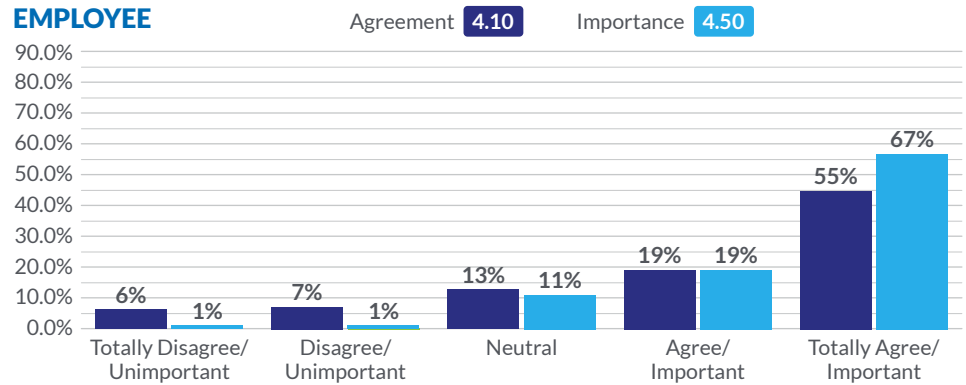
“We need to focus more on single parents. It is near impossible for any of us to afford childcare, and the few that receive state help for their childcare can’t find a daycare open past 6 when we close the office. I am a single mom and it is my biggest struggle.”

“Parents/caregivers are consistently having to choose between being able to complete the daily tasks/projects and being able to support/meet needs of their children. It seems like the higher up in the company, the more flexibility you have for those items.”

Topic

I am not afraid to report diversity, equity, and inclusion concerns to my company*

Distribution



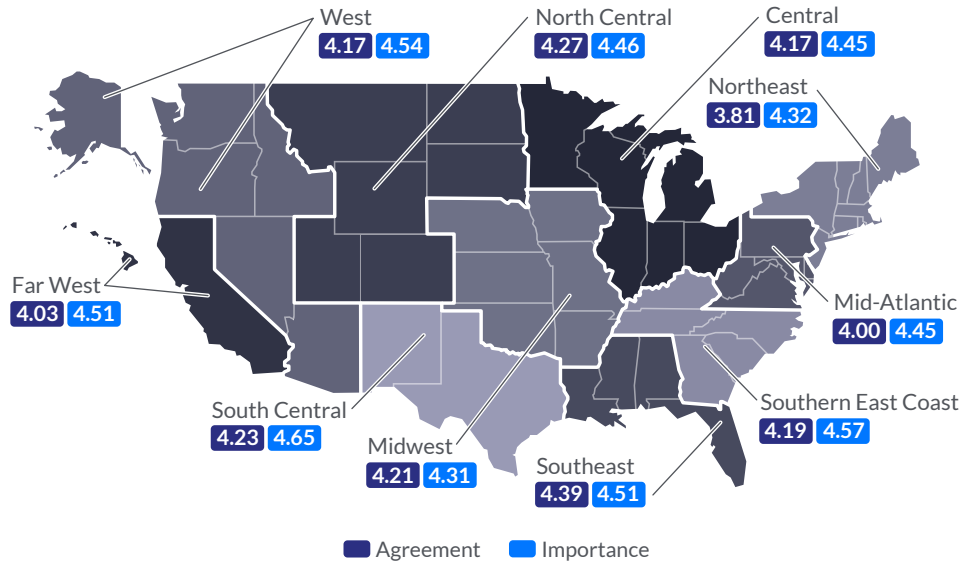
Summary

*This survey statement was phrased differently for Employees and Executives. The Executive version stated, "Employees are not afraid to report diversity, equity, and inclusion concerns to my company."

This topic is one of only two in this study in which Employees express a higher level of Agreement than Executives. Conversely, Executives place a higher level of Importance on not being afraid to report diversity, equity, and inclusion concerns to the company. While 13% of Employees and 10% of Executives express some level of disagreement with this statement, 1 in 8 Employees and 1 in 5 Executives is either unsure or unwilling to share their perception. That level of uncertainty presents an opportunity for organizations to clearly communicate both the process and the protections around reporting any workplace concerns, especially concerns regarding diversity, equity, and inclusion.

Topic: I am not afraid to report diversity, equity, and inclusion concerns to my company *Employees are not afraid to report diversity, equity, and inclusion concerns to my company

Employee Geographic Breakdown



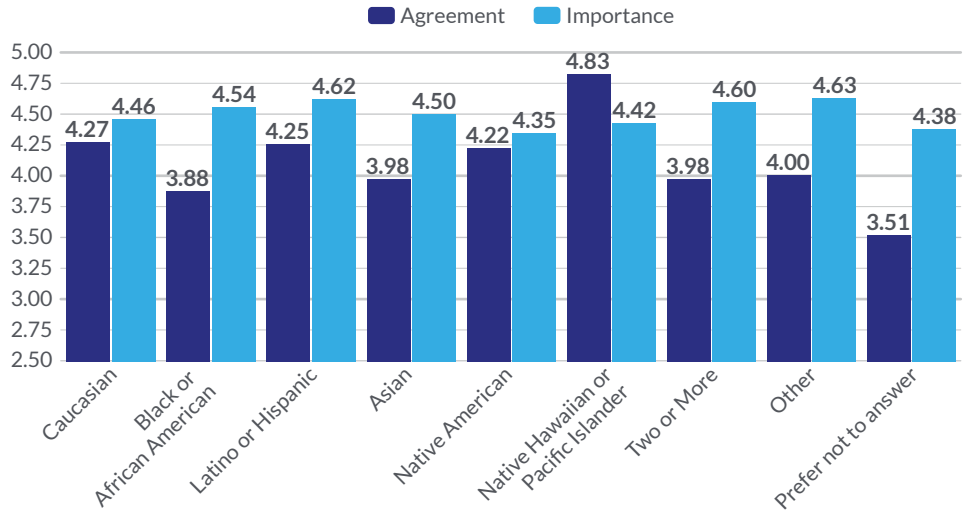
Distribution by Position

Positions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Average Agreement
Overall	6%	7%	13%	19%	55%	4.10
Corp. Acquisitions/ Development (PM)	4%	4%	8%	29%	55%	4.27
Corp. Operations (PM)	2%	9%	12%	20%	57%	4.20
Corp. Support Services (PM)	5%	3%	14%	19%	59%	4.23
Regional Operations (PM)	3%	7%	7%	21%	62%	4.32
On-Site Management (PM)	8%	7%	12%	17%	56%	4.05
On-Site Support (PM)	15%	8%	15%	18%	44%	3.68
On-Site Leasing (PM)	9%	8%	15%	13%	55%	3.98
On-Site Maintenance (PM)	2%	3%	16%	23%	56%	4.28
Corp. Operations (S)	17%	0%	33%	17%	33%	3.50
Corp. Support Services (S)	6%	13%	18%	38%	25%	3.63
Regional Operations (S)	0%	0%	0%	33%	67%	4.67
Sales (S)	0%	0%	20%	60%	20%	4.00
Account Management/ Customer Service (S)	0%	18%	28%	27%	27%	3.64

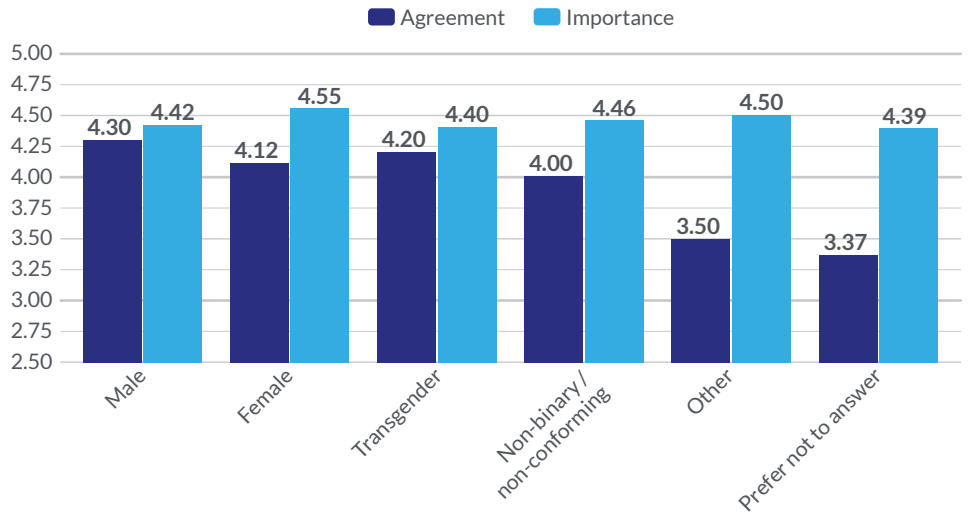
(PM) Property Management (S) Supplier

Topic: I am not afraid to report diversity, equity, and inclusion concerns to my company *Employees are not afraid to report diversity, equity, and inclusion concerns to my company

Employee Race/Ethnicity



Employee Gender Identity



Employee Concerns and Suggestions

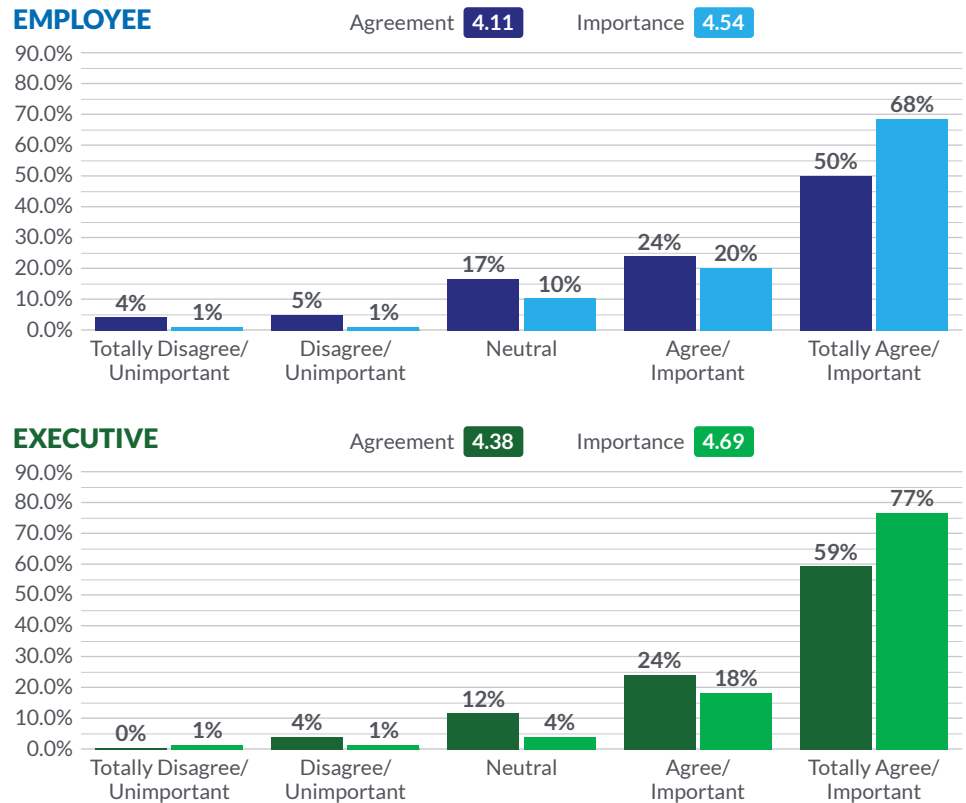
“I would like to see the company actually ensure that their policies regarding diversity, equity and inclusion are being followed, and when they are not, respond with the appropriate urgency and action to resolve the issue.”

“I have heard some concerning comments from someone in a management position regarding their feelings towards ----- people/culture. I didn't say anything at the time out of fear of repercussions and being found out. I am also a queer person and I have experienced someone in the company saying homophobic remarks to me. This person is also in a supervisor role and is well regarded. I am apprehensive about coming forward. I don't want to get someone fired for one or two off-color comments but what was said to me was not okay.”

Topic

The company has an effective policy, monitoring program, and grievance process for equal employment opportunities, sexual harassment, and DEI in the workplace

Distribution

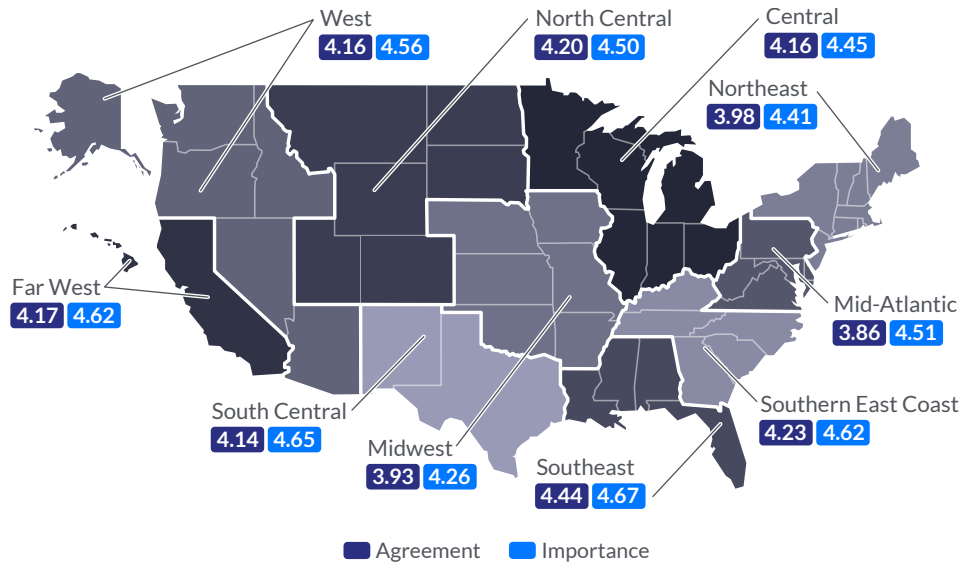


Summary

Although nearly 75% of Employees agree the company has an effective policy, program, grievance process in place, nearly 1 in 10 disagree, and an additional 17% are unsure or unwilling to provide an opinion. Black/African American Employees expressed a significantly lower level of Agreement than any other Race/Ethnicity, indicating a clear difference in experience regarding their company's policy, program or grievance process. The average Executive Agreement is .27 points higher than the Employees', indicating a more optimistic perception of the effectiveness of this protective process. Given this topic has a moderately high correlation with the likelihood Employees will remain with the company, Executive leadership can take this opportunity to review the current processes, evaluate the safeguards provided by the process, and build a communication strategy around the process to demystify and also clarify how to report a grievance.

Topic: The company has an effective policy, monitoring program, and grievance process for equal employment opportunities, sexual harassment, and DEI in the workplace

Employee Geographic Breakdown



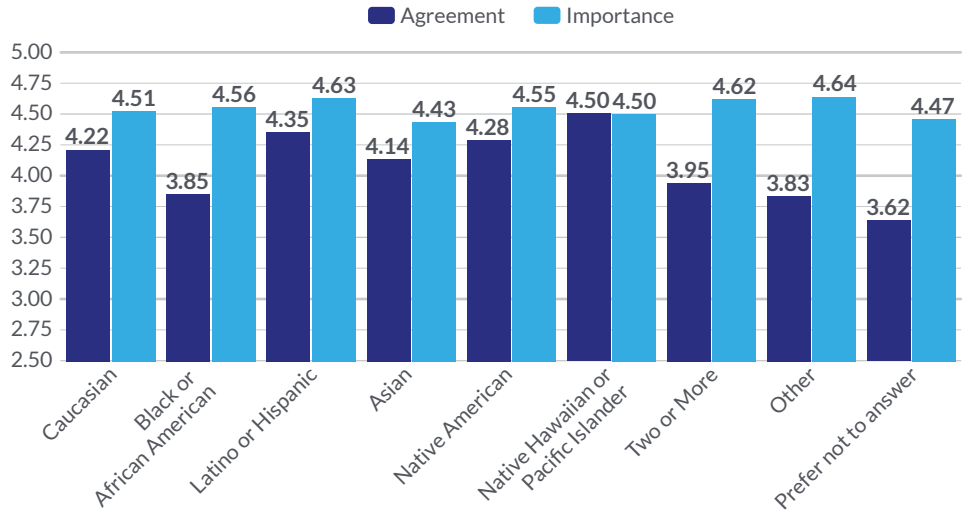
Distribution by Position

Positions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Average Agreement
Overall	4%	5%	17%	24%	50%	4.11
Corp. Acquisitions/ Development (PM)	2%	0%	19%	24%	55%	4.31
Corp. Operations (PM)	0%	8%	11%	28%	53%	4.26
Corp. Support Services (PM)	3%	4%	20%	24%	49%	4.11
Regional Operations (PM)	3%	4%	10%	25%	58%	4.30
On-Site Management (PM)	5%	4%	18%	22%	51%	4.09
On-Site Support (PM)	6%	5%	18%	32%	39%	3.92
On-Site Leasing (PM)	6%	7%	19%	21%	47%	3.98
On-Site Maintenance (PM)	3%	3%	16%	26%	52%	4.21
Corp. Operations (S)	0%	17%	33%	33%	17%	3.50
Corp. Support Services (S)	0%	6%	25%	44%	25%	3.88
Regional Operations (S)	0%	0%	14%	43%	43%	4.29
Sales (S)	20%	0%	20%	60%	0%	3.20
Account Management/ Customer Service (S)	9%	18%	19%	27%	27%	3.45

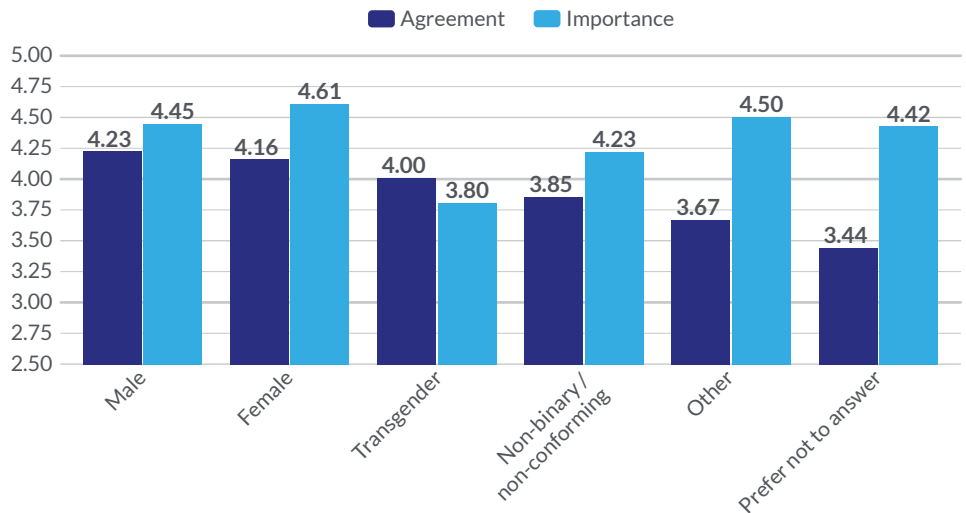
(PM) Property Management (S) Supplier

Topic: The company has an effective policy, monitoring program, and grievance process for equal employment opportunities, sexual harassment, and DEI in the workplace

Employee Race/Ethnicity



Employee Gender Identity



Employee Concerns and Suggestions

“Reports of racist/sexist/inappropriate comments are not taken seriously at management/upper level.”

“No accountability for bullying, no accountability for equal treatment within property staff, maintenance supervisors not held accountable as much as community managers about treatment to other employees.”

“I don’t think we have an actual monitoring program or way to address concerns regarding diversity and inclusion or lack of such besides emailing the one person in the role.”

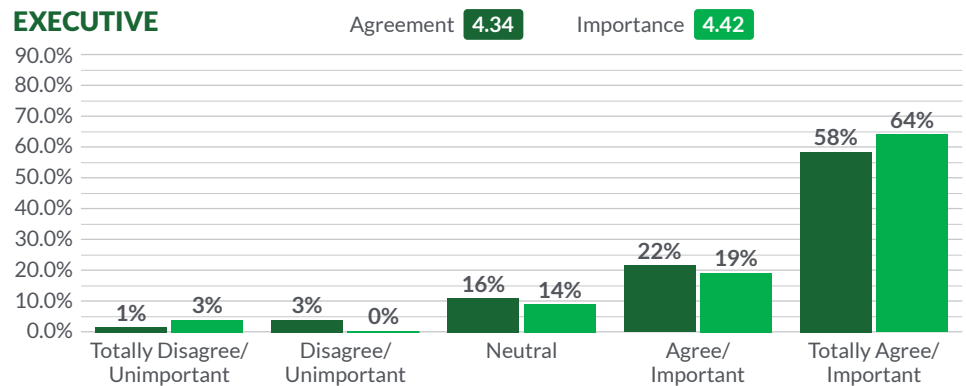
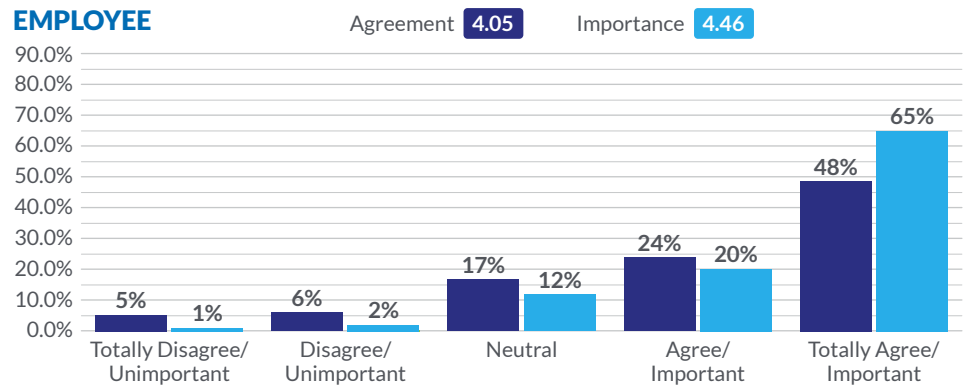
“HR needs to listen to the employee grievances and not side with the managers.”

“There needs to be a better investigation process for claims of discrimination and bias, including follow up with the impacted associates.”

Topic

I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company*

Distribution



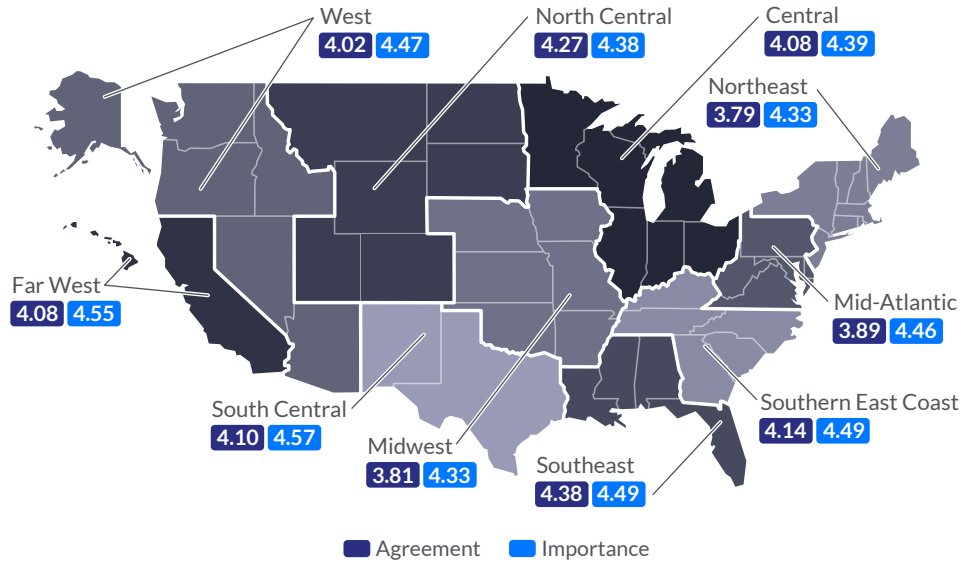
Summary

*This survey statement was phrased differently for Employees and Executives. The Executive version stated, "I am confident I am taking action to address diversity, equity, and inclusion within the company."

Though 72% of Employees express Agreement with this topic, a significant 1 in 10 disagree, and an additional 17% were unsure or unwilling to provide an opinion on their confidence in executive leadership taking action to address DEI within the company. Executives expressed a higher level of Agreement when evaluating the confidence in their own actions. This gap of .29 points in average Agreement carries additional weight due to this topic having the second highest correlation with the Employees' likelihood to remain with the company for the next year. In addition, this topic has the highest correlation with the Employees' perception that their company is committed to diversity, equity, and inclusion. Based on findings of the Swift Bunny Index, employee engagement is strongly tied to communication from and visibility of executive leadership. DEI is not simply a Human Resources initiative. It requires the voice and action of executive leadership in order for it to be taken seriously and to make a positive impact for all employees.

Topic: I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company

Employee Geographic Breakdown



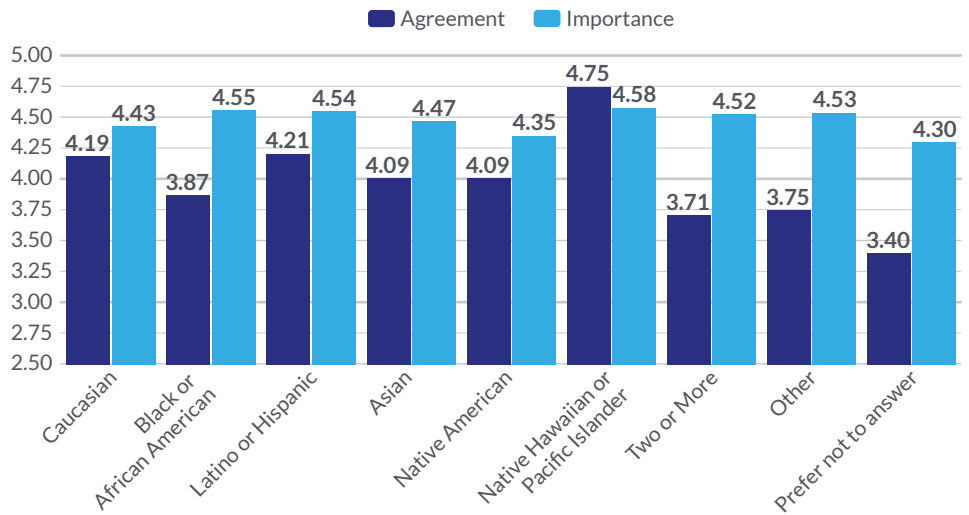
Distribution by Position

Positions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Average Agreement
Overall	5%	6%	17%	24%	48%	4.05
Corp. Acquisitions/ Development (PM)	2%	2%	17%	16%	63%	4.37
Corp. Operations (PM)	2%	5%	12%	24%	57%	4.29
Corp. Support Services (PM)	5%	4%	15%	29%	47%	4.09
Regional Operations (PM)	5%	2%	14%	27%	52%	4.20
On-Site Management (PM)	6%	8%	16%	22%	48%	3.98
On-Site Support (PM)	7%	7%	19%	36%	31%	3.79
On-Site Leasing (PM)	5%	10%	22%	18%	45%	3.87
On-Site Maintenance (PM)	4%	4%	17%	25%	50%	4.13
Corp. Operations (S)	0%	33%	0%	67%	0%	3.33
Corp. Support Services (S)	6%	6%	19%	31%	38%	3.88
Regional Operations (S)	0%	0%	25%	25%	50%	4.25
Sales (S)	17%	17%	0%	66%	0%	3.17
Account Management/ Customer Service (S)	9%	27%	10%	18%	36%	3.45

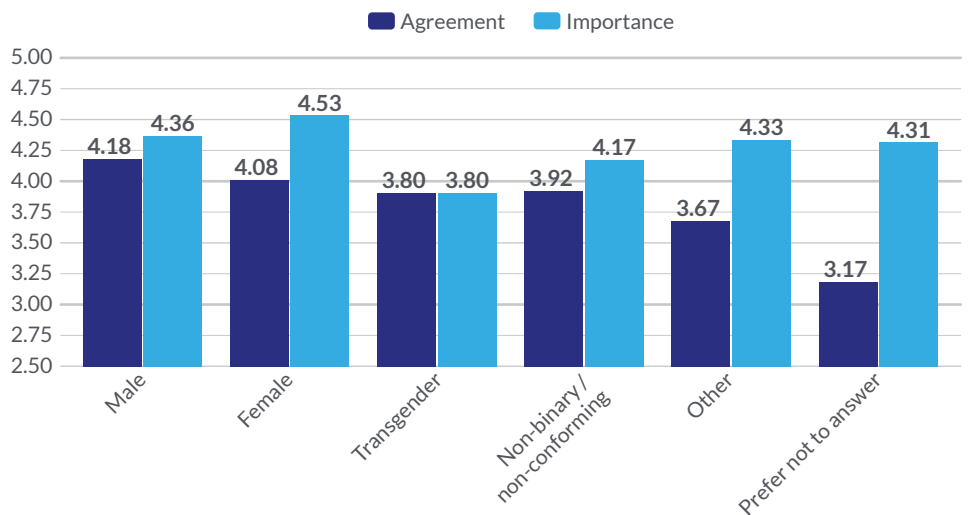
(PM) Property Management (S) Supplier

Topic: I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company

Employee Race/Ethnicity



Employee Gender Identity



Employee Concerns and Suggestions

“More involvement in the existing initiatives from the executives who can actually affect changes.”

“More communication between the higher management and other staff to ensure everyone is adhering to the core values.”

“I believe all management should be taking classes on equality & discrimination more frequently to refresh everybody’s mind on the subject.”

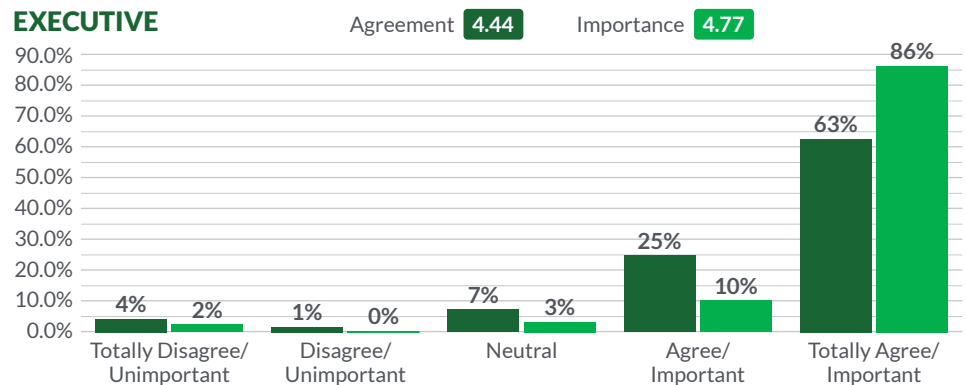
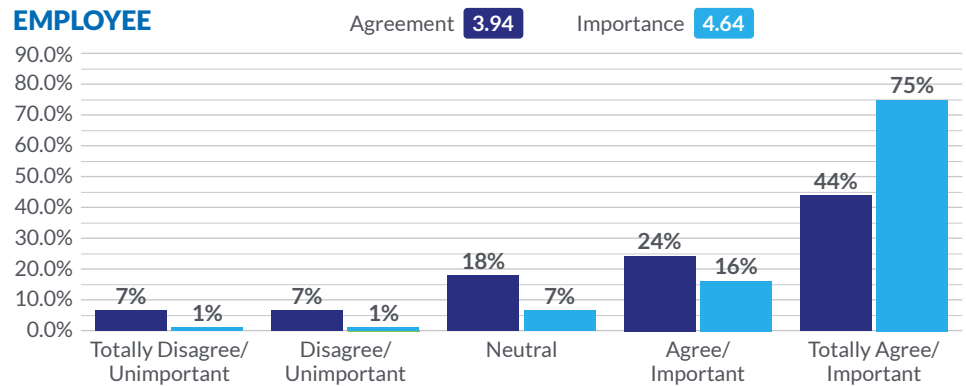
“There needs to be more transparency as what the employer is actively doing to support DEI initiatives. It’s hard to answer these questions when conversations about these topics are rarely discussed in company-wide emails and town halls.”

“They don’t listen, and they need to. They need to not only talk the talk but walk the walk. They need to do more. They need to (be) more intentional about their actions.”

Topic

Employees are treated equitably

Distribution

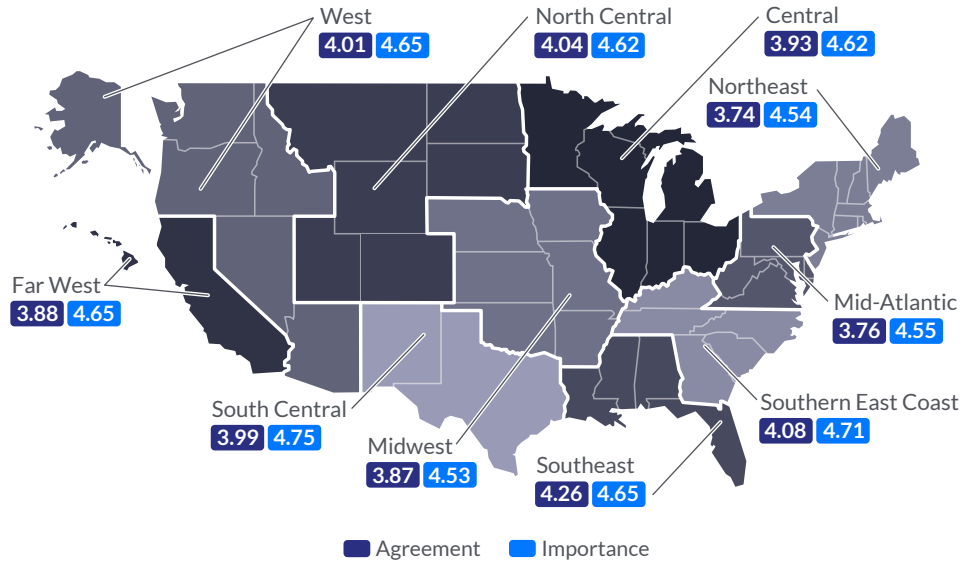


Summary

While ranking highest in Importance for both Employees and Executives, this topic also attained the second greatest gap in Agreement between the two groups with a difference of .50 points. Adding to the significance, it has the strongest correlation to Employees' likelihood to remain with the company for the next year. Recognizing this gap in perception and the correlation with likelihood to remain is valuable for Executives, because it creates the opportunity to look beyond the company culture they personally encounter day-to-day. Corporate-based Employees (PM) shared much higher levels of Agreement than On-Site (PM) and Supplier Employees. Clearly, the farther away an employee is located from their company's corporate office, the less they agree they are treated equitably. As the Employees' perception of this topic is highly correlated with their perception of Executive leadership taking action on DEI issues, it is imperative that leaders are clear in their intentions to not only continue these conversations but also commit to specific, positive change that extends beyond the hallways of the corporate offices based on employee feedback.

Topic: Employees are treated equitably

Employee Geographic Breakdown



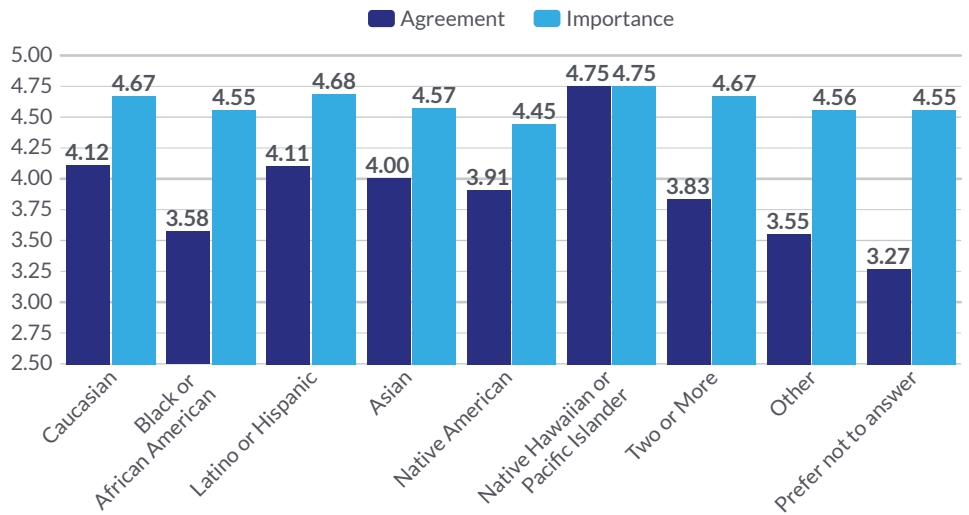
Distribution by Position

Positions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Average Agreement
Overall	7%	7%	18%	24%	44%	3.94
Corp. Acquisitions/ Development (PM)	2%	4%	9%	24%	61%	4.39
Corp. Operations (PM)	2%	5%	10%	31%	52%	4.25
Corp. Support Services (PM)	5%	4%	18%	26%	47%	4.05
Regional Operations (PM)	7%	4%	15%	26%	48%	4.05
On-Site Management (PM)	9%	7%	18%	26%	40%	3.80
On-Site Support (PM)	8%	15%	18%	25%	34%	3.62
On-Site Leasing (PM)	9%	8%	20%	20%	43%	3.80
On-Site Maintenance (PM)	5%	7%	13%	21%	54%	4.10
Corp. Operations (S)	0%	33%	17%	17%	33%	3.50
Corp. Support Services (S)	13%	0%	18%	44%	25%	3.69
Regional Operations (S)	0%	14%	29%	14%	43%	3.86
Sales (S)	0%	17%	17%	33%	33%	3.83
Account Management/ Customer Service (S)	18%	18%	19%	27%	18%	3.09

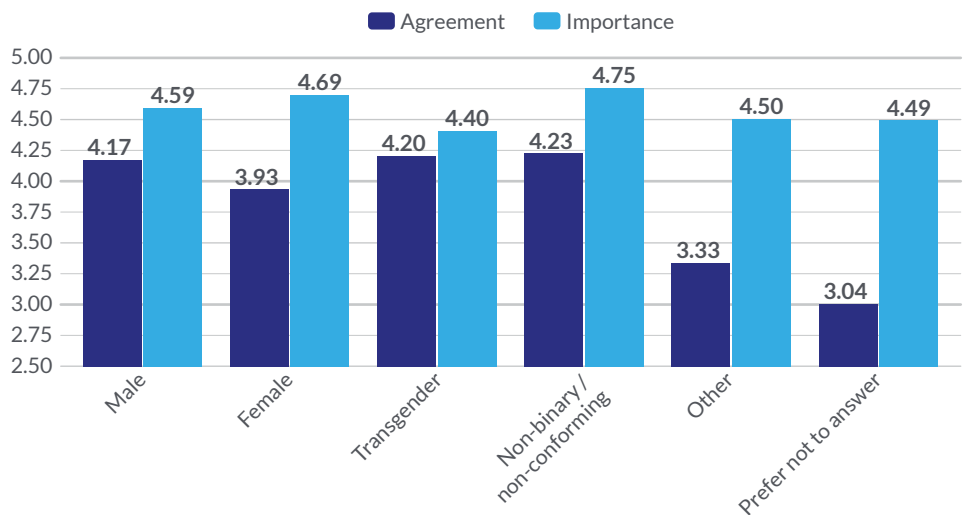
(PM) Property Management (S) Supplier

Topic: Employees are treated equitably

Employee Race/Ethnicity



Employee Gender Identity



Employee Concerns and Suggestions

“Respond with better information not just vague replies or saying it was already sent out. Check in on us since we are so far away from sister complexes. I feel as if we are forgotten until more work gets added on when I’m still trying to figure out the three steps prior.”

“Keep up the work on inclusion for trans and non-binary people in regards to the way we are treated by customers. Feeling safe not only in a company but with our customers is an important part of diversity, equity, and inclusion.”

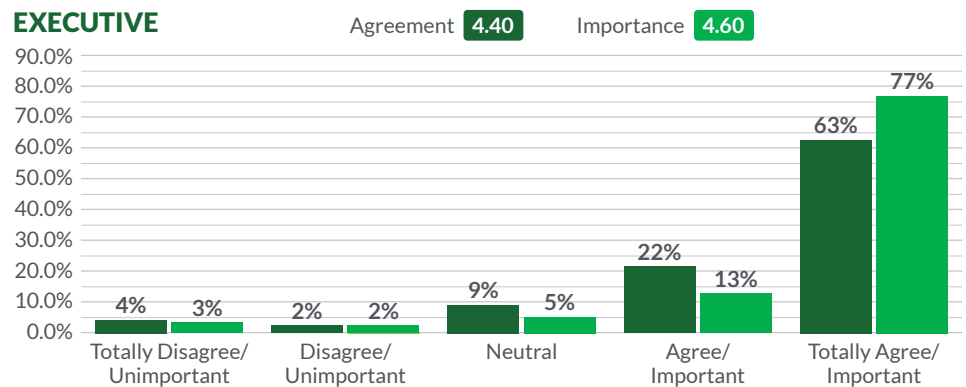
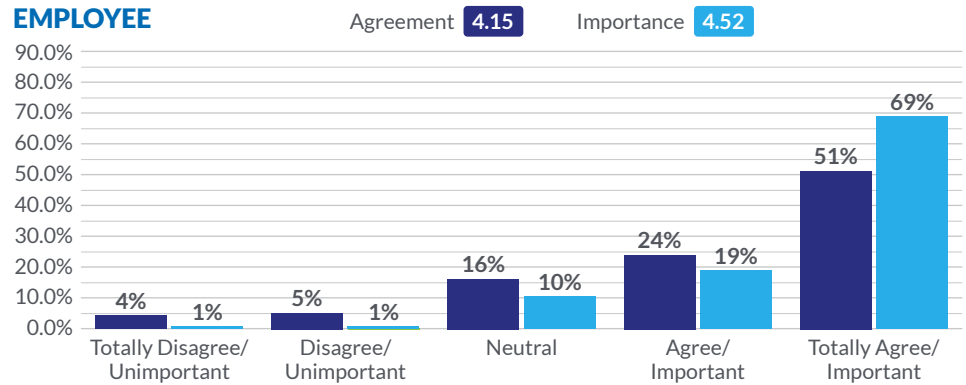
“Please address issues for obese employees that come up in the workplace. Provide health insurance that covers weight loss surgery.”

“Not the greatest at working with disabilities.”

Topic

The company is committed to diversity, equity, and inclusion

Distribution

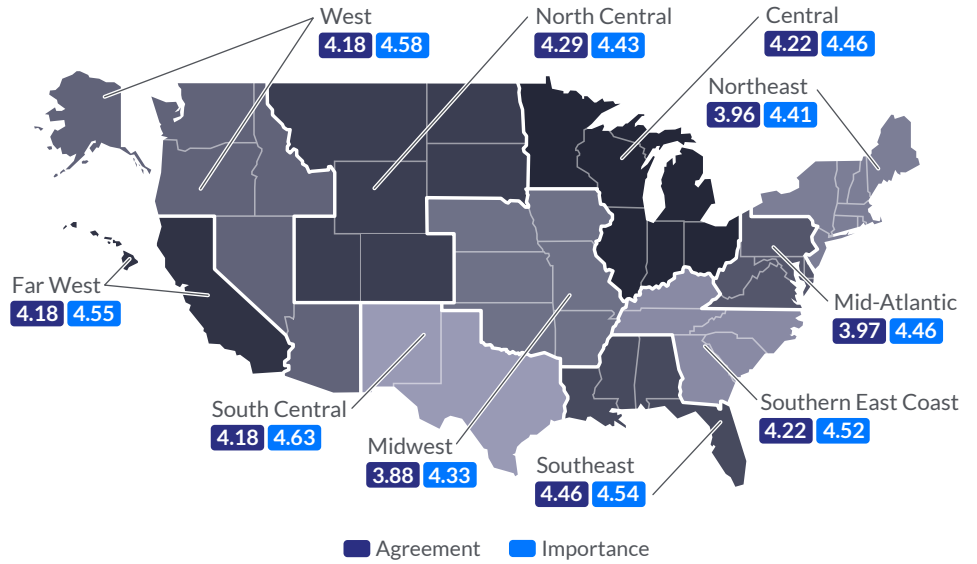


Summary

Although 75% of Employees agree their company is committed to diversity, equity, and inclusion, 9% disagree, and an additional 16% are unsure or unwilling to provide an opinion. With the second strongest correlation to Employees' likelihood to remain with the company for the next year, and ranking third highest in Employee Agreement, this topic is the bottom line when evaluating if a company's DEI efforts are perceived as authentic or simply a check-the-box exercise. The average Executive Agreement exceeded the average Employee Agreement by .25 points, indicating a misalignment of perceptions. This difference in perception is most notable with On-Site Support (PM), On-Site Leasing (PM), and all Supplier Employees. Employees' perception of this topic is highly correlated with their perception of Executive leadership taking action on DEI issues, as well as the perception that the company seeks to understand employees' feelings about DEI. With this knowledge, Executive leadership can reinforce the company's commitment to diversity, equity, and inclusion by being active and visible participants in conversations and initiatives that bring about positive change.

Topic: The company is committed to diversity, equity, and inclusion

Employee Geographic Breakdown



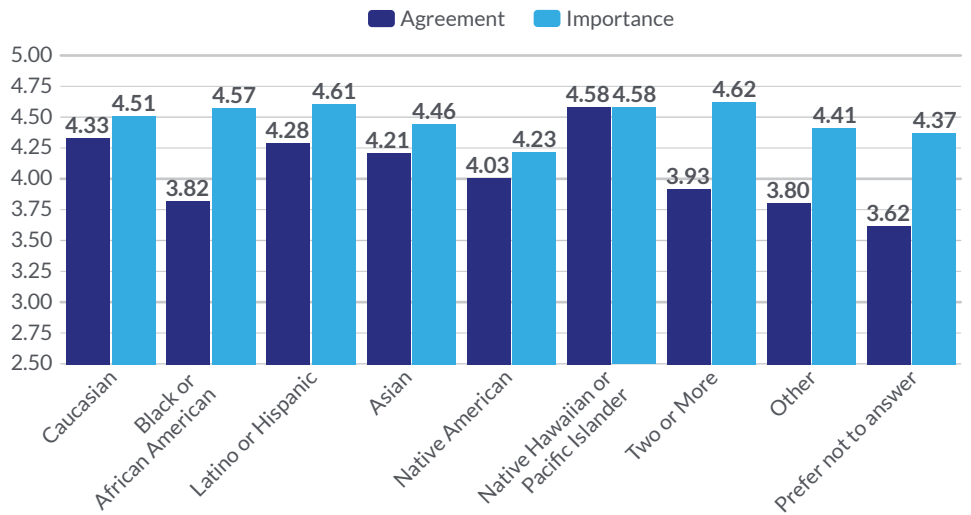
Distribution by Position

Positions	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Average Agreement
Overall	4%	5%	16%	24%	51%	4.15
Corp. Acquisitions/ Development (PM)	2%	0%	10%	27%	61%	4.45
Corp. Operations (PM)	1%	2%	13%	29%	55%	4.35
Corp. Support Services (PM)	3%	2%	15%	27%	53%	4.25
Regional Operations (PM)	3%	5%	7%	25%	60%	4.33
On-Site Management (PM)	5%	6%	16%	23%	50%	4.08
On-Site Support (PM)	5%	7%	16%	32%	40%	3.95
On-Site Leasing (PM)	4%	7%	25%	18%	46%	3.97
On-Site Maintenance (PM)	2%	4%	17%	26%	51%	4.20
Corp. Operations (S)	0%	0%	33%	67%	0%	3.67
Corp. Support Services (S)	6%	6%	6%	38%	44%	4.06
Regional Operations (S)	0%	0%	34%	33%	33%	4.00
Sales (S)	0%	17%	0%	66%	17%	3.83
Account Management/ Customer Service (S)	9%	18%	10%	18%	45%	3.73

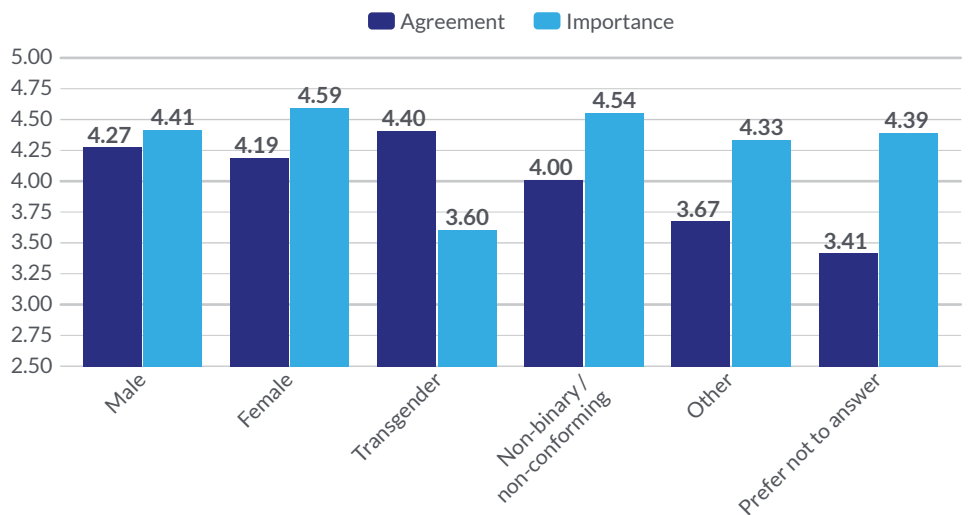
(PM) Property Management (S) Supplier

Topic: The company is committed to diversity, equity, and inclusion

Employee Race/Ethnicity



Employee Gender Identity



Employee Concerns and Suggestions

“There needs to be training on this for anyone in a management position. More conversations need to be had as no one is speaking or addressing it.”

‘I guess they should share what they are doing [about DEI], or I am missing the info - because I truly don’t know.’

“I haven’t been with the company for long, but we have yet to have any real conversations about diversity, and outside of the typical material during onboarding there hasn’t been (a) focus.”

“I don’t feel that the company actively does much to support diversity, at least not that I am aware of. I would start with recognizing the lower level staff, not just the managers and supervisors.”

Topic

Action being taken to address DEI at management and executive levels

Summary

Executives expressed a high level of agreement that their companies are working to increase diverse representation at the management and executive level. Employees' perception found that gender is having the most success for increased representation, followed by race and ethnicity. With 79% indicating some level of Agreement, and 84% indicating the topic is Important, this is an area that is receiving focused attention, yet nearly 1 in 10 did not agree their company was taking action.

Increasing Representation at Management and Executive Level

Is your company currently taking action, or already taken action, to increase representation at the management and executive levels for any of the following characteristics or elements of identity?

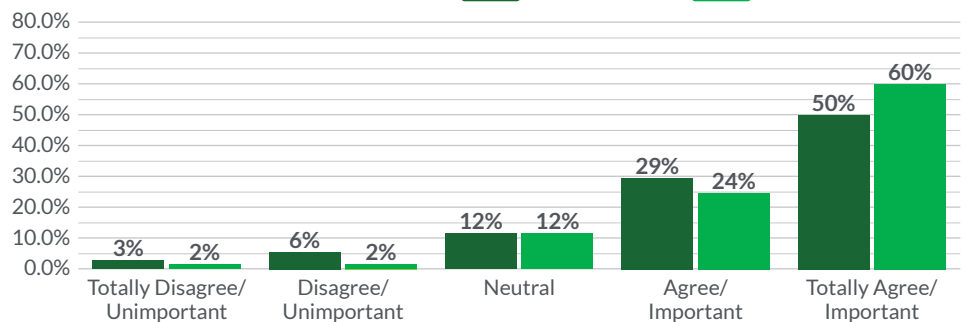
EMPLOYEE

Characteristics	Yes
Race	81%
Ethnicity	81%
Gender	86%
Ability / disability	74%
Other	50%

The company is working to increase representation in terms of race, ethnicity, gender, ability/disability, and other differences at the management and executive level.

EXECUTIVE

Agreement **4.19** Importance **4.38**



Topic

Action being taken to address DEI at non-management levels

Summary

Executives expressed a high level of Agreement that their companies are working to increase diverse representation at the non-management level. With 83% indicating some level of Agreement, and 86% indicating the topic is Important, this is an area that is receiving focused attention. Only 6% did not agree their company was taking action. Employees' perception found that gender is having the most success for increased representation, followed closely by race and ethnicity.

Increasing Representation at Non-Management Level

Is your company currently taking action, or already taken action, to increase representation at the non-management level for any of the following characteristics or elements of identity?

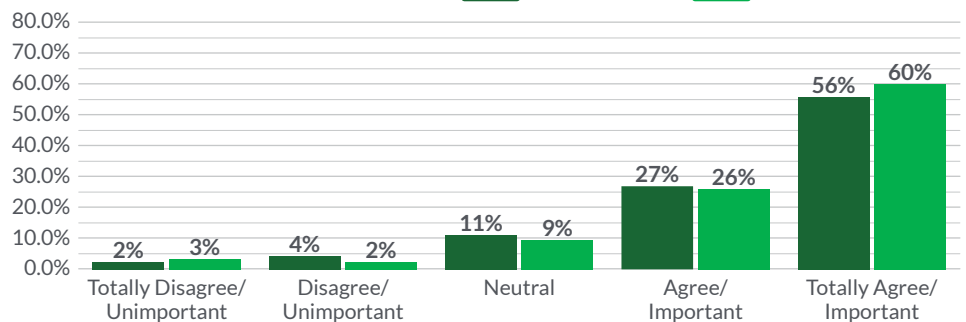
EMPLOYEE

Characteristics	Yes
Race	86%
Ethnicity	86%
Gender	87%
Ability / disability	78%
Other	51%

The company is working to increase representation in terms of race, ethnicity, gender, ability/disability, and other differences at the non-management level.

EXECUTIVE

Agreement **4.31** Importance **4.40**



Topic

Have you changed employers in the last six months?

Summary

While the average percentage of Employees who had changed employers in the last six months was 16%, a significant 29% of On-Site Leasing (PM) and 20% of On-Site Maintenance (PM) had made recent changes. These are roles that continue to experience high turnover in the rental housing industry, and therefore may be most responsive to any positive changes that an organization will implement and communicate to address important DEI topics.

Employee Position Breakdown

Positions	Yes
Overall	16%
Corp. Acquisitions/Development (PM)	8%
Corp. Operations (PM)	7%
Corp. Support Services (PM)	12%
Regional Operations (PM)	11%
On-Site Management (PM)	14%
On-Site Support (PM)	16%
On-Site Leasing (PM)	29%
On-Site Maintenance (PM)	20%
Corp. Operations (S)	---*
Corp. Support Services (S)	0%
Regional Operations (S)	---*
Sales (S)	---*
Account Management/Customer Service (S)	25%

* Less than 10 respondents

Topic

How likely are you to still be with the company a year from now?

Summary

Overall, 78% of Employees anticipate remaining with their current company throughout the next year, with Corporate Acquisitions/Development (PM) and Corporate Operations (Suppliers) indicating the highest likelihood. Account Management/Customer Service (S), On-Site Leasing (PM), and Sales (S) indicated the lowest likelihood to remain. Based on this study, Employees' likelihood to remain with the company for the next year is highly correlated with their perception of the company's commitment to diversity, equity, and inclusion, as well as confidence in Executive leadership taking action to address DEI within the company. Because finding, hiring, and retaining employees continues to be one of the greatest threats to the rental housing industry, the opportunity to communicate the company's DEI vision and strategies must not be wasted.

Employee Distribution by Position

Positions	Very Unlikely	Unlikely	Neutral	Likely	Very Likely	Average Likelihood
Overall	5%	5%	12%	17%	61%	4.25
Corp. Acquisitions/ Development (PM)	2%	0%	9%	16%	73%	4.59
Corp. Operations (PM)	1%	3%	17%	12%	67%	4.43
Corp. Support Services (PM)	4%	3%	11%	16%	66%	4.37
Regional Operations (PM)	2%	5%	14%	13%	66%	4.36
On-Site Management (PM)	6%	4%	13%	17%	60%	4.20
On-Site Support (PM)	6%	6%	10%	17%	61%	4.22
On-Site Leasing (PM)	6%	6%	13%	19%	56%	4.11
On-Site Maintenance (PM)	3%	7%	10%	18%	62%	4.28
Corp. Operations (S)	0%	0%	0%	29%	71%	4.72
Corp. Support Services (S)	0%	13%	5%	19%	63%	4.30
Regional Operations (S)	0%	0%	37%	0%	63%	4.32
Sales (S)	0%	0%	33%	17%	50%	4.13
Account Management/ Customer Service (S)	8%	8%	17%	17%	50%	3.93

(PM) Property Management (S) Supplier

Topic

How likely will you be to recommend the company as a place to work?

Summary

In line with how Employees feel about their likelihood to stay with the company, 78% of Employees would recommend their company as a place to work, with Corporate Acquisitions/Development (PM) and Regional Operations (PM) indicating the highest likelihood. Regional Operations, Sales, and Account Management/Customer Service for Suppliers indicated the lowest likelihood. Because employee referrals are a valuable way to identify and recruit new associates, focusing on what matters most to current employees is critical. Acknowledging the importance Employees place on diversity, equity, and inclusion is a crucial foundation to build upon for both recruitment and retention.

Employee Distribution by Position

Positions	Very Unlikely	Unlikely	Neutral	Likely	Very Likely	Average Likelihood
Overall	4%	4%	13%	20%	59%	4.24
Corp. Acquisitions/ Development (PM)	0%	0%	14%	17%	69%	4.54
Corp. Operations (PM)	1%	2%	14%	18%	65%	4.44
Corp. Support Services (PM)	2%	5%	9%	23%	61%	4.38
Regional Operations (PM)	4%	2%	9%	18%	67%	4.43
On-Site Management (PM)	5%	5%	14%	19%	57%	4.19
On-Site Support (PM)	11%	5%	13%	18%	53%	3.97
On-Site Leasing (PM)	7%	5%	12%	24%	52%	4.09
On-Site Maintenance (PM)	2%	5%	11%	19%	63%	4.36
Corp. Operations (S)	0%	0%	29%	14%	57%	4.29
Corp. Support Services (S)	6%	0%	13%	25%	56%	4.25
Regional Operations (S)	0%	13%	37%	0%	50%	3.88
Sales (S)	17%	0%	50%	0%	33%	3.33
Account Management/ Customer Service (S)	17%	8%	25%	17%	33%	3.42

(PM) Property Management (S) Supplier

Topic

Which of the following programs, services, and/or steps has your company implemented?

Summary

One hundred forty-six Executives participated in the Executive version of the NAA Diversity, Equity, and Inclusion Survey, representing 33 Property Management, and Supplier Partner companies. When asked which programs, services, and/or steps had been implemented to date, three actions had been implemented by more than 60% of the represented companies: utilizing a DEI consultant, DEI training and workshop program for employees, and DEI training for supervisors. For organizations considering taking first steps in initiating a DEI focus, these can offer valuable insights into where to begin.

Executive Topics

Programs and Services	Yes
Utilized(ing) the services of a DEI consultant	64%
DEI training and workshop program for employees	64%
DEI training for supervisors	62%
Formalized DEI strategy	60%
DEI Task Force/Council	55%
Mentorship program that helps diverse candidates succeed	48%
Internship program that targets diverse candidates	48%
Created(ing) a DEI position within the company	40%
Affinity or Employee Resource Group (ERG)	30%

Executive Comments

“Active support of DEI sponsored events, regular monthly education in our newsletter for all team members, measuring our demographics, promotions, budget resources to support online DEI resources, participation in industry DEI events.”

“Executive leaders currently being certified in DEI to help lead initiatives.”

Topic

In the next six months, which of the following programs, services, and steps are you evaluating or preparing to implement at your company?

Summary

When asked in the Executive survey which of the following their company was evaluating to roll out in the next six months, some Executives admitted to their lack of awareness of upcoming programs or initiatives. For those who responded, two options stood out: 73% of responding companies will roll out DEI training for employees, and 66% will implement a DEI training and workshop program.

Executive Topics

Programs and Services	Yes
DEI training for employees	73%
DEI training and workshop program	66%
Formalized DEI strategy	58%
Internship program that targets diverse candidates	55%
DEI Task Force/Council	53%
Mentorship program that helps diverse candidates succeed	52%
Utilizing the services of a DEI consultant	38%
Affinity or Employee Resource Group (ERG)	34%
Creating a DEI position within the company	27%

Executive Comments

“We have most of these programs in place; however, it is something that we evaluate and make changes to as part of our close-out for the current year and launch program for the next year.”

“I may not be fully aware of all that is taking place with respect to establishing DEI standards.”

Topic

Which of the following resources would be valuable for your company to have access to?

Summary

In an attempt to better understand what resources would be most valuable to Executives and establish priorities for the National Apartment Association, a short list of options was provided from which to choose. All listed options were selected by more than 90% of Executives, and valuable additional “Other” suggestions were provided.

Executive Topics

Resources	Yes
Training and resource materials (seminars, workshops, videos, etc.)	97%
Industry best practices, articles, case studies (e.g., how to attract and retain diverse talent)	95%
Industry data, trends, and benchmarks	94%
Other	45%

Executive Comments

“More information on minority-owned businesses, recommendations on DEI speakers, and ESG information.”

“A forum for cooperation with other interested companies/vendor lists.”

“Shared resources for continuing education, advanced DEI sessions at Apartmentalize, information on female/minority-owned businesses.”

“I think facts and education on the history of diversity in this country. Where things have improved and how, and where there is much progress to be made. What actually works and what is appreciated.”

“Tips on reaching diverse candidates.”

Topic

Correlation with Likelihood to Remain with the Company

Summary

The topics with the highest and strongest correlations with likelihood to remain with the company were related to equitable treatment of employees, the company’s commitment to DEI, and the respect and value of differences. Close behind is the perception that executive leadership is taking action to address DEI within the company. While correlation is only an indicator that a relationship exists between these variables, it is helpful to establish a starting point on how to affect positive change.

Correlation with Likelihood to Remain

CORRELATION WITH LIKELIHOOD TO REMAIN	
STRONG CORRELATION	
Employees are treated equitably	0.438
The company is committed to diversity, equity, and inclusion	0.407
The company respects individuals’ differences	0.406
The company values the expression of differing points of view without fear of negative consequences	0.405
MODERATE CORRELATION	
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	0.394
The company provides professional development opportunities for all employees	0.391
Job opportunities are promoted to all employees	0.381
My supervisor creates an inclusive work environment	0.370
The company is working to improve equity in pay	0.369
The company seeks to understand employees’ feelings about diversity, equity, and inclusion	0.365
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	0.341
The company accommodates the needs of working parents / care givers	0.316
The diversity of our company’s leadership represents the population of the communities within which we do business	0.294
I am not afraid to report diversity, equity, and inclusion concerns to my company	0.293
The diversity of our employees represents the population of the communities within which we do business	0.290

Conclusion

This study emphasizes the importance of Employees' perceptions of diversity, equity and inclusion in the rental housing industry. With many survey topics showing significant differences in perception between Employees and Executives and strong correlations with the likelihood to remain with the company, the opportunity for improvement can lead to significant employee engagement and retention.

Executive leadership should promptly address those challenges over which they have influence and increase the support they provide in order to ensure all Employees are treated equitably regardless of gender identity, race/ethnicity, religion, sexual orientation, parental/care giver status, disability, age, or level of education. Given the staffing challenges facing the industry, it is urgent for leaders to act swiftly to improve employee perceptions and realities in the workplace and enhance communication about actions taken, which will ultimately lead to a more engaged and loyal workforce and an improved bottom line.

The overall action planning objectives should include:

- Elevate executive leadership's commitment to diversity, equity, and inclusion.
- Utilize this industry data to begin thoughtful conversations regarding DEI within your organization.
- Evaluate the relevant practices the company currently has in place to support diversity, equity, and inclusion.
- Study the communication that surrounds the current practices and make improvements where needed.
- Ensure supervisors at all levels positively support all employees.
- Announce specific steps the company is taking to improve DEI practices.
- Offer training and support so all employees can be more adept and comfortable at recognizing and addressing DEI challenges.
- Continue to ask for feedback from employees to gain continued insight on the employee experience.
- Follow up and follow through.

Research and Report Design

The focus of this brief and anonymous survey was to ask for agreement with, and the importance of, fifteen positive statements. Responses used a five-point rating scale, including 1 (“totally disagree” and “totally unimportant”) up to a 5 (“totally agree” and “totally important”). Swift Bunny utilizes this two-dimensional approach to aid in prioritizing opportunities to improve. Overall average topic scores are rounded to the nearest one hundredth of a point.

In order to gain the greatest possible participation from frontline multifamily housing employees, a multi-faceted recruitment strategy was implemented. The recruitment program included NAA sending emails to primary contacts at all member companies and an aggressive social media campaign by NAA and Swift Bunny. Companies that voiced the desire to participate were provided with an email template to promote the survey to all employees. The participation recruitment program was highly successful, with 146 executive responses and 2,709 employees completing the survey, including strong participation from every position. Based on the number of employees in the rental housing industry and how many responded to the survey, results offer a high degree of statistical reliability, achieving a strong +/- 1.7% margin of error with 95% confidence; at 99% confidence, the margin of error remains extremely low at +/- 2.2%.

About the National Apartment Association

The National Apartment Association (NAA) serves as the leading voice and preeminent resource through advocacy, education and collaboration on behalf of the rental housing industry. As a federation of 141 state, local and global affiliates, NAA encompasses over 95,000 members representing more than 11.6 million apartment homes globally. NAA believes that rental housing is a valuable partner in every community that emphasizes integrity, accountability, collaboration, community responsibility, inclusivity and innovation. To learn more, visit www.naahq.org.

About Swift Bunny

Swift Bunny offers a suite of multifamily-specific talent and performance management solutions. Ingage by Swift Bunny™ is the apartment industry’s first employee lifecycle feedback system. Inquire by Swift Bunny™ is a flexible and user-friendly custom survey solution for collecting employees’ opinions and feedback. Intouch by Swift Bunny™ is a multifamily-specific customer survey solution. Uncovering honest feedback from both employees and customers can help organizations to identify priorities, reduce employee and resident turnover, and improve the bottom line. Learn more at swiftbunny.com, contact@swiftbunny.com, or 888.896.2933.

About the Authors

Doug Miller, Partner and Chief Research Officer with Swift Bunny, oversees research functions and product planning. Prior to this, Doug was Founder and CEO of ManagInc; its employee, resident, and service provider feedback system helped clients enhance their focus on stakeholders to improve employee retention, resident retention, and reputation. Before ManagInc, Doug was Founder and President of SatisFacts Research, the multifamily industry's leading resident feedback program provider. Doug started his career in property management in the 1990s, including as Director of Marketing for two NMHC Top 50 firms. Doug earned his BSBA from Washington University/St. Louis and MBA/Marketing from The American University. Doug can be reached at doug@swiftbunny.com.

Jen Piccotti, Chief Learning Officer with Swift Bunny, got her start in property management in 2000 and has spent the last two decades listening to, learning from, and finding solutions for multifamily residents, employees, and executives. In her current role she has the opportunity to connect the dots between data, performance, and progress. She consistently provides unique and actionable insights on the latest trends in employee engagement, customer satisfaction, organizational communication, process improvement, and reputation management. Jen is the author of notable national and international rental housing industry studies, including the 2021 and 2022 NAA Mental and Emotional Health Studies, and the 2022 UKAA Diversity, Equity, and Inclusion Snapshot. She is a frequent presenter at industry events, such as NAA Apartmentalize, NMHC OPTECH, AIM, and the Multifamily Social Media Summit. Prior to joining Swift Bunny, Jen was Chief Operating Officer for ManagInc, and previously was SVP of Education and Marketing for SatisFacts Research. She holds a BBA in Production and Operations Management from Boise State University, and a Master of Science, Quality Assurance from California State University, Dominguez Hills. Jen can be reached at jen@swiftbunny.com.



Appendix

Demographic information was requested, but not required, from survey respondents regarding gender identity, race/ethnicity, religion, sexual orientation, parental/care giver status, disability, age, and level of education. The following tables provide the level of agreement and correlation with the likelihood to remain with the company a year from now for each survey topic by demographic category. While correlation is only an indicator that a relationship exists between these variables, it is helpful to establish a starting point on how to affect positive change.



Demographics: Age

Average Agreement: How old are you?	Overall Average	18-24	25-34	35-44	45-54	55-64	65+	Prefer Not to Answer
The diversity of our employees represents the population of the communities within which we do business	4.09	4.19	3.99	4.08	4.21	4.27	4.48	3.84
The diversity of our company's leadership represents the population of the communities within which we do business	3.65	4.00	3.59	3.50	3.75	3.91	4.23	3.20
The company respects individuals' differences	4.24	4.47	4.24	4.27	4.37	4.32	4.36	3.83
The company values the expression of differing points of view without fear of negative consequences	3.92	4.13	3.95	3.86	4.06	4.06	4.18	3.31
The company seeks to understand employees' feelings about diversity, equity, and inclusion	4.00	4.19	3.95	4.00	4.19	4.13	4.21	3.56
The company provides professional development opportunities for all employees	4.11	4.31	4.05	4.15	4.20	4.23	4.42	3.72
The company is working to improve equity in pay	3.51	3.64	3.38	3.43	3.68	3.76	3.84	2.98
Job opportunities are promoted to all employees	3.91	4.17	3.87	3.88	3.99	4.09	4.25	3.35
My supervisor creates an inclusive work environment	4.27	4.51	4.35	4.32	4.33	4.27	4.45	3.76
The company accommodates the needs of working parents / care givers	4.01	4.02	3.91	4.01	4.16	4.07	4.20	3.69
I am not afraid to report diversity, equity, and inclusion concerns to my company	4.10	4.38	4.12	4.07	4.22	4.25	4.32	3.60
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	4.11	4.36	4.05	4.12	4.22	4.28	4.21	3.69
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	4.05	4.20	3.98	4.05	4.15	4.20	4.33	3.52
Employees are treated equitably	3.94	4.26	3.99	3.96	3.99	4.04	4.20	3.32
The company is committed to diversity, equity, and inclusion	4.15	4.30	4.09	4.16	4.28	4.28	4.28	3.70

Demographics: Age

Correlations: Likelihood to Remain by Age	18-24	25-34	35-44	45-54	55-64	65+	Prefer not to answer
Average Correlation	0.340	0.369	0.337	0.345	0.367	0.151	0.402
The diversity of our employees represents the population of the communities within which we do business	0.315	0.299	0.296	0.228	0.272	0.047	0.327
The diversity of our company's leadership represents the population of the communities within which we do business	0.292	0.312	0.275	0.262	0.300	0.144	0.301
The company respects individuals' differences	0.332	0.417	0.358	0.398	0.401	0.065	0.474
The company values the expression of differing points of view without fear of negative consequences	0.306	0.410	0.412	0.393	0.371	0.085	0.472
The company seeks to understand employees' feelings about diversity, equity, and inclusion	0.496	0.367	0.364	0.368	0.466	0.137	0.408
The company provides professional development opportunities for all employees	0.416	0.362	0.364	0.358	0.320	0.161	0.398
The company is working to improve equity in pay	0.360	0.422	0.364	0.362	0.401	0.254	0.479
Job opportunities are promoted to all employees	0.136	0.328	0.271	0.276	0.265	0.116	0.306
My supervisor creates an inclusive work environment	0.356	0.338	0.327	0.401	0.457	0.160	0.407
The company accommodates the needs of working parents / care givers	0.317	0.367	0.331	0.391	0.390	0.195	0.448
I am not afraid to report diversity, equity, and inclusion concerns to my company	0.382	0.420	0.333	0.401	0.360	0.209	0.406
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	0.281	0.330	0.269	0.276	0.308	0.280	0.397
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	0.458	0.422	0.442	0.376	0.504	0.187	0.490
Employees are treated equitably	0.378	0.369	0.314	0.370	0.364	0.184	0.375
The company is committed to diversity, equity, and inclusion	0.279	0.364	0.329	0.312	0.331	0.040	0.348

Demographics: Children in Household

Average Agreement: How many children under the age of 18 live in your household?	Average	0	1-2	3-4	4 or more	Prefer not to answer
The diversity of our employees represents the population of the communities within which we do business	4.09	4.15	4.13	4.11	3.95	3.81
The diversity of our company's leadership represents the population of the communities within which we do business	3.65	3.70	3.65	3.75	3.56	3.26
The company respects individuals' differences	4.24	4.34	4.31	4.12	3.94	3.78
The company values the expression of differing points of view without fear of negative consequences	3.92	4.02	3.93	3.93	3.78	3.30
The company seeks to understand employees' feelings about diversity, equity, and inclusion	4.00	4.09	4.05	4.02	3.83	3.58
The company provides professional development opportunities for all employees	4.11	4.28	4.16	4.12	3.57	3.81
The company is working to improve equity in pay	3.51	3.58	3.52	3.50	3.50	2.97
Job opportunities are promoted to all employees	3.91	3.98	3.92	3.96	3.76	3.41
My supervisor creates an inclusive work environment	4.27	4.38	4.30	4.15	4.28	3.74
The company accommodates the needs of working parents / care givers	4.01	4.02	4.05	3.90	4.06	3.78
I am not afraid to report diversity, equity, and inclusion concerns to my company	4.10	4.17	4.16	4.08	4.11	3.65
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	4.11	4.15	4.18	4.14	4.17	3.72
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	4.05	4.09	4.09	4.06	4.35	3.51
Employees are treated equitably	3.94	4.04	3.95	3.95	4.00	3.32
The company is committed to diversity, equity, and inclusion	4.15	4.23	4.15	4.15	4.28	3.69

Demographics: Children in Household

Correlations: Likelihood to Remain by Number of Children at Home	0	1-2	3-4	4 or more	Prefer not to answer
Average Correlation	0.320	0.356	0.399	0.582	0.416
The diversity of our employees represents the population of the communities within which we do business	0.277	0.238	0.338	0.490	0.348
The diversity of our company's leadership represents the population of the communities within which we do business	0.270	0.234	0.397	0.649	0.352
The company respects individuals' differences	0.351	0.387	0.391	0.555	0.495
The company values the expression of differing points of view without fear of negative consequences	0.313	0.379	0.405	0.554	0.379
The company seeks to understand employees' feelings about diversity, equity, and inclusion	0.342	0.405	0.448	0.749	0.473
The company provides professional development opportunities for all employees	0.337	0.422	0.395	0.650	0.455
The company is working to improve equity in pay	0.343	0.337	0.370	0.615	0.442
Job opportunities are promoted to all employees	0.320	0.391	0.389	0.759	0.458
My supervisor creates an inclusive work environment	0.312	0.404	0.352	0.481	0.429
The company accommodates the needs of working parents / care givers	0.279	0.314	0.449	0.389	0.340
I am not afraid to report diversity, equity, and inclusion concerns to my company	0.239	0.293	0.368	0.581	0.323
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	0.317	0.306	0.414	0.539	0.356
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	0.357	0.378	0.439	0.425	0.426
Employees are treated equitably	0.378	0.454	0.443	0.549	0.490
The company is committed to diversity, equity, and inclusion	0.365	0.392	0.386	0.750	0.481

Demographics: Disability

Average Agreement: Do you identify as a person with a disability(ies)?	Overall Average	Yes	No	Prefer Not to Answer
The diversity of our employees represents the population of the communities within which we do business	4.09	3.73	3.86	3.82
The diversity of our company's leadership represents the population of the communities within which we do business	3.65	2.73	3.39	3.04
The company respects individuals' differences	4.24	3.09	3.99	3.74
The company values the expression of differing points of view without fear of negative consequences	3.92	2.73	3.44	3.23
The company seeks to understand employees' feelings about diversity, equity, and inclusion	4.00	3.09	3.61	3.55
The company provides professional development opportunities for all employees	4.11	3.73	3.77	3.65
The company is working to improve equity in pay	3.51	2.73	3.14	2.86
Job opportunities are promoted to all employees	3.91	2.64	3.36	3.41
My supervisor creates an inclusive work environment	4.27	3.45	3.76	3.80
The company accommodates the needs of working parents / care givers	4.01	3.55	3.65	3.74
I am not afraid to report diversity, equity, and inclusion concerns to my company	4.10	3.27	3.55	3.69
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	4.11	3.55	3.72	3.67
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	4.05	3.55	3.61	3.42
Employees are treated equitably	3.94	2.73	3.39	3.31
The company is committed to diversity, equity, and inclusion	4.15	3.73	3.75	3.63

Demographics: Disability

Correlations: Likelihood to Remain by Disabilities	Yes	No	Prefer Not to Answer
Average Correlation	0.431	0.333	0.414
The diversity of our employees represents the population of the communities within which we do business	0.367	0.256	0.383
The diversity of our company's leadership represents the population of the communities within which we do business	0.393	0.259	0.345
The company respects individuals' differences	0.460	0.366	0.492
The company values the expression of differing points of view without fear of negative consequences	0.484	0.364	0.480
The company seeks to understand employees' feelings about diversity, equity, and inclusion	0.470	0.340	0.384
The company provides professional development opportunities for all employees	0.476	0.372	0.417
The company is working to improve equity in pay	0.430	0.336	0.430
Job opportunities are promoted to all employees	0.380	0.360	0.413
My supervisor creates an inclusive work environment	0.368	0.352	0.400
The company accommodates the needs of working parents / care givers	0.416	0.284	0.369
I am not afraid to report diversity, equity, and inclusion concerns to my company	0.333	0.269	0.314
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	0.442	0.305	0.363
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	0.457	0.356	0.468
Employees are treated equitably	0.520	0.402	0.485
The company is committed to diversity, equity, and inclusion	0.469	0.379	0.461

Demographics: Education

Average Agreement: What is the HIGHEST level of education you have completed?	Overall Average	Some High School	High School Graduate	Associate Degree or Equivalent	Bachelors/ Undergraduate Degree	Masters/ Graduate Degree	Other	Prefer not to answer
The diversity of our employees represents the population of the communities within which we do business	4.09	4.21	4.24	4.11	4.04	3.90	4.14	3.95
The diversity of our company's leadership represents the population of the communities within which we do business	3.65	4.06	3.95	3.71	3.44	3.11	3.77	3.31
The company respects individuals' differences	4.24	4.62	4.30	4.22	4.30	4.25	4.24	3.93
The company values the expression of differing points of view without fear of negative consequences	3.92	4.21	4.05	3.90	3.90	3.93	3.96	3.43
The company seeks to understand employees' feelings about diversity, equity, and inclusion	4.00	4.47	4.11	3.97	4.01	4.02	4.09	3.69
The company provides professional development opportunities for all employees	4.11	4.32	4.21	4.03	4.09	4.18	4.27	3.92
The company is working to improve equity in pay	3.51	3.79	3.62	3.35	3.53	3.59	3.45	3.12
Job opportunities are promoted to all employees	3.91	4.26	3.99	3.89	3.85	3.87	3.91	3.64
My supervisor creates an inclusive work environment	4.27	4.29	4.28	4.27	4.35	4.41	4.28	3.91
The company accommodates the needs of working parents / care givers	4.01	4.30	4.05	3.94	4.03	4.02	3.94	3.78
I am not afraid to report diversity, equity, and inclusion concerns to my company	4.10	4.56	4.24	4.19	4.05	4.05	4.15	3.65
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	4.11	4.50	4.25	4.09	4.05	4.03	4.19	3.83
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	4.05	4.32	4.18	4.03	4.00	3.88	4.16	3.62
Employees are treated equitably	3.94	4.41	4.08	3.87	3.92	3.94	3.95	3.47
The company is committed to diversity, equity, and inclusion	4.15	4.41	4.08	3.87	3.92	3.94	3.95	3.47

* PhD/Doctoral Degree received fewer than 10 responses and is not displayed

Demographics: Education

Correlations: Likelihood to Remain by Education	Some High School	High School Graduate	Associate Degree or Equivalent	Bachelors/ Undergraduate Degree	Masters/ Graduate Degree	Other	Prefer not to answer
Average Correlation	0.535	0.339	0.348	0.341	0.392	0.239	0.459
The diversity of our employees represents the population of the communities within which we do business	0.421	0.279	0.266	0.265	0.343	0.210	0.409
The diversity of our company's leadership represents the population of the communities within which we do business	0.424	0.311	0.295	0.224	0.293	0.105	0.437
The company respects individuals' differences	0.491	0.365	0.348	0.415	0.422	0.309	0.513
The company values the expression of differing points of view without fear of negative consequences	0.489	0.366	0.346	0.397	0.497	0.210	0.558
The company seeks to understand employees' feelings about diversity, equity, and inclusion	0.542	0.314	0.387	0.352	0.375	0.191	0.461
The company provides professional development opportunities for all employees	0.606	0.375	0.425	0.361	0.337	0.344	0.488
The company is working to improve equity in pay	0.383	0.357	0.405	0.306	0.459	0.124	0.498
Job opportunities are promoted to all employees	0.386	0.357	0.398	0.334	0.366	0.348	0.483
My supervisor creates an inclusive work environment	0.517	0.335	0.308	0.382	0.384	0.356	0.483
The company accommodates the needs of working parents / care givers	0.522	0.311	0.332	0.263	0.367	0.236	0.364
I am not afraid to report diversity, equity, and inclusion concerns to my company	0.715	0.220	0.286	0.289	0.337	0.097	0.354
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	0.659	0.323	0.292	0.345	0.428	0.214	0.327
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	0.573	0.354	0.341	0.401	0.404	0.324	0.456
Employees are treated equitably	0.729	0.439	0.415	0.397	0.442	0.271	0.520
The company is committed to diversity, equity, and inclusion	0.572	0.376	0.379	0.380	0.430	0.250	0.528

* PhD/Doctoral Degree received fewer than 10 responses and is not displayed

Demographics: Religion

Average Agreement: What is your current religion, if any?	Average	Agnostic	Atheist	Catholic (Roman)	Jewish	Mormon
The diversity of our employees represents the population of the communities within which we do business	4.09	3.95	4.09	4.19	3.89	4.00
The diversity of our company's leadership represents the population of the communities within which we do business	3.65	3.04	3.37	3.86	3.32	3.55
The company respects individuals' differences	4.24	4.17	4.38	4.39	4.39	4.25
The company values the expression of differing points of view without fear of negative consequences	3.92	3.91	4.02	4.01	4.15	4.16
The company seeks to understand employees' feelings about diversity, equity, and inclusion	4.00	3.90	4.00	4.12	4.18	4.15
The company provides professional development opportunities for all employees	4.11	3.98	3.69	4.25	3.92	4.55
The company is working to improve equity in pay	3.51	3.31	3.37	3.65	3.89	4.05
Job opportunities are promoted to all employees	3.91	3.68	3.93	3.96	4.36	4.15
My supervisor creates an inclusive work environment	4.27	4.41	4.48	4.31	4.56	4.30
The company accommodates the needs of working parents / care givers	4.01	3.81	4.14	4.04	4.14	4.20
I am not afraid to report diversity, equity, and inclusion concerns to my company	4.10	4.09	4.24	4.19	4.33	4.30
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	4.11	3.95	4.07	4.28	4.29	4.20
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	4.05	3.78	4.02	4.13	4.31	4.32
Employees are treated equitably	3.94	3.99	4.11	4.04	4.36	4.10
The company is committed to diversity, equity, and inclusion	4.15	4.09	4.09	4.23	4.54	4.30

*Buddhist and Hindu each had fewer than 10 responses, and are not displayed

Demographics: Religion

Average Agreement: What is your current religion, if any?	Muslim	None / not affiliated	Orthodox (Greek, Russian)	Prefer not to answer	Protestant	Something else
The diversity of our employees represents the population of the communities within which we do business	3.62	4.04	4.00	4.07	4.18	4.17
The diversity of our company's leadership represents the population of the communities within which we do business	3.38	3.52	4.06	3.55	3.67	3.74
The company respects individuals' differences	3.85	4.28	4.88	4.05	4.38	4.39
The company values the expression of differing points of view without fear of negative consequences	3.69	3.97	4.31	3.68	3.99	4.01
The company seeks to understand employees' feelings about diversity, equity, and inclusion	3.46	3.99	4.63	3.87	4.19	4.06
The company provides professional development opportunities for all employees	4.75	4.24	3.75	4.08	4.40	4.28
The company is working to improve equity in pay	3.54	3.40	4.13	3.34	3.65	3.38
Job opportunities are promoted to all employees	3.77	3.79	4.25	3.74	4.20	4.00
My supervisor creates an inclusive work environment	3.75	4.32	4.50	4.12	4.49	4.31
The company accommodates the needs of working parents / care givers	3.62	3.96	4.19	3.95	4.15	4.00
I am not afraid to report diversity, equity, and inclusion concerns to my company	4.08	4.09	4.44	3.95	4.15	4.17
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	3.83	4.11	4.44	3.94	4.19	4.15
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	3.85	4.02	4.76	3.86	4.18	4.04
Employees are treated equitably	3.85	3.96	4.29	3.68	4.11	3.94
The company is committed to diversity, equity, and inclusion	3.85	4.14	4.81	3.99	4.33	4.14

*Buddhist and Hindu each had fewer than 10 responses, and are not displayed

Demographics: Religion

Correlations: Likelihood to Remain by Religion	Agnostic	Atheist	Catholic (Roman)	Jewish	Mormon
Average Correlation	0.342	0.273	0.379	0.183	0.440
The diversity of our employees represents the population of the communities within which we do business	0.273	0.341	0.335	0.401	0.402
The diversity of our company's leadership represents the population of the communities within which we do business	0.161	0.203	0.343	0.303	0.349
The company respects individuals' differences	0.331	0.264	0.417	0.311	0.437
The company values the expression of differing points of view without fear of negative consequences	0.323	0.128	0.403	0.253	0.370
The company seeks to understand employees' feelings about diversity, equity, and inclusion	0.321	0.293	0.402	0.372	0.482
The company provides professional development opportunities for all employees	0.348	0.456	0.405	0.410	0.606
The company is working to improve equity in pay	0.278	0.483	0.396	0.329	0.510
Job opportunities are promoted to all employees	0.311	0.250	0.354	0.229	0.352
My supervisor creates an inclusive work environment	0.420	0.249	0.312	0.241	0.416
The company accommodates the needs of working parents / care givers	0.295	0.244	0.355	-0.068	0.418
I am not afraid to report diversity, equity, and inclusion concerns to my company	0.253	0.053	0.329	-0.026	0.391
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	0.362	0.152	0.328	0.038	0.586
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	0.446	0.342	0.442	-0.073	0.479
Employees are treated equitably	0.502	0.263	0.454	0.094	0.402
The company is committed to diversity, equity, and inclusion	0.508	0.369	0.407	-0.072	0.406

*Buddhist and Hindu each had fewer than 10 responses, and are not displayed

Demographics: Religion

Correlations: Likelihood to Remain by Religion	Muslim	Protestant	Orthodox (Greek, Russian)	Something else	None / not affiliated	Prefer not to answer
Average Correlation	0.553	0.196	0.313	0.319	0.347	0.416
The diversity of our employees represents the population of the communities within which we do business	0.291	0.104	0.432	0.265	0.293	0.318
The diversity of our company's leadership represents the population of the communities within which we do business	0.586	0.195	0.310	0.270	0.249	0.353
The company respects individuals' differences	0.415	0.292	0.000	0.351	0.432	0.461
The company values the expression of differing points of view without fear of negative consequences	0.723	0.213	0.438	0.383	0.423	0.477
The company seeks to understand employees' feelings about diversity, equity, and inclusion	0.588	0.152	0.588	0.317	0.337	0.391
The company provides professional development opportunities for all employees	0.383	0.208	0.320	0.425	0.291	0.472
The company is working to improve equity in pay	0.523	0.123	0.147	0.258	0.358	0.444
Job opportunities are promoted to all employees	0.613	0.272	0.458	0.282	0.328	0.431
My supervisor creates an inclusive work environment	0.660	0.322	0.469	0.301	0.384	0.431
The company accommodates the needs of working parents / care givers	0.479	0.248	0.093	0.304	0.321	0.302
I am not afraid to report diversity, equity, and inclusion concerns to my company	0.390	0.167	0.299	0.144	0.277	0.379
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	0.681	0.107	0.199	0.300	0.296	0.419
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	0.491	0.156	0.276	0.372	0.406	0.403
Employees are treated equitably	0.779	0.199	0.404	0.425	0.428	0.502
The company is committed to diversity, equity, and inclusion	0.690	0.180	0.264	0.381	0.382	0.456

*Buddhist and Hindu each had fewer than 10 responses, and are not displayed

Demographics: Sexual Orientation

Average Agreement: Which of the following best describes your current sexual orientation?	Average	Bisexual	Gay or lesbian	Heterosexual or straight	Other	Pansexual	Prefer not to answer
The diversity of our employees represents the population of the communities within which we do business	4.09	4.08	3.91	4.17	4.25	4.20	3.92
The diversity of our company's leadership represents the population of the communities within which we do business	3.65	3.69	3.58	3.72	3.65	3.80	3.35
The company respects individuals' differences	4.24	4.29	4.43	4.35	4.00	4.43	3.87
The company values the expression of differing points of view without fear of negative consequences	3.92	3.99	3.95	4.02	3.83	3.87	3.44
The company seeks to understand employees' feelings about diversity, equity, and inclusion	4.00	3.90	4.09	4.11	3.86	3.87	3.64
The company provides professional development opportunities for all employees	4.11	4.00	4.00	4.40	3.33	4.33	3.62
The company is working to improve equity in pay	3.51	3.46	3.56	3.59	3.35	3.40	3.07
Job opportunities are promoted to all employees	3.91	4.00	4.08	3.96	3.59	4.14	3.38
My supervisor creates an inclusive work environment	4.27	4.26	4.43	4.33	4.50	4.47	3.91
The company accommodates the needs of working parents / care givers	4.01	3.82	4.06	4.05	4.17	4.13	3.76
I am not afraid to report diversity, equity, and inclusion concerns to my company	4.10	4.21	4.20	4.19	4.32	3.93	3.75
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	4.11	4.12	4.46	4.18	4.25	3.64	3.72
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	4.05	3.96	3.97	4.14	3.96	4.00	3.60
Employees are treated equitably	3.94	3.92	4.02	4.04	3.73	4.20	3.46
The company is committed to diversity, equity, and inclusion	4.15	4.06	4.19	4.25	4.00	3.93	3.75

* Asexual, Demisexual, Fluid, Queer, and Questioning, each received fewer than 10 responses and are not displayed

Demographics: Sexual Orientation

Correlations: Likelihood to Remain by Sexual Orientation	Bisexual	Gay or lesbian	Heterosexual or straight	Other	Pansexual	Prefer not to answer
Average Correlation	0.350	0.268	0.330	0.403	0.386	0.442
The diversity of our employees represents the population of the communities within which we do business	0.386	0.221	0.254	0.282	0.059	0.382
The diversity of our company's leadership represents the population of the communities within which we do business	0.398	0.170	0.246	0.154	0.340	0.418
The company respects individuals' differences	0.322	0.297	0.365	0.494	0.391	0.495
The company values the expression of differing points of view without fear of negative consequences	0.370	0.330	0.360	0.533	0.706	0.495
The company seeks to understand employees' feelings about diversity, equity, and inclusion	0.254	0.348	0.324	0.339	0.447	0.447
The company provides professional development opportunities for all employees	0.461	0.160	0.378	0.360	0.515	0.445
The company is working to improve equity in pay	0.242	0.259	0.327	0.526	0.533	0.503
Job opportunities are promoted to all employees	0.360	0.227	0.344	0.360	0.258	0.501
My supervisor creates an inclusive work environment	0.470	0.294	0.351	0.568	0.317	0.392
The company accommodates the needs of working parents / care givers	0.353	0.228	0.299	0.570	0.085	0.364
I am not afraid to report diversity, equity, and inclusion concerns to my company	0.229	0.097	0.282	0.254	0.365	0.297
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	0.225	0.273	0.314	0.244	0.206	0.380
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	0.360	0.346	0.338	0.502	0.566	0.504
Employees are treated equitably	0.489	0.359	0.402	0.472	0.614	0.496
The company is committed to diversity, equity, and inclusion	0.324	0.406	0.361	0.395	0.394	0.512

* Asexual, Demisexual, Fluid, Queer, and Questioning, each received fewer than 10 responses and are not displayed

Correlations: Race/Ethnicity

Correlations: Likelihood to Remain by Race/Ethnicity	Asian	Black or African American	Caucasian	Latino or Hispanic	Native American
Average Correlation	0.289	0.335	0.285	0.417	0.274
The diversity of our employees represents the population of the communities within which we do business	0.342	0.336	0.207	0.346	0.293
The diversity of our company's leadership represents the population of the communities within which we do business	0.169	0.373	0.190	0.411	0.220
The company respects individuals' differences	0.235	0.372	0.318	0.418	0.336
The company values the expression of differing points of view without fear of negative consequences	0.586	0.389	0.293	0.454	0.199
The company seeks to understand employees' feelings about diversity, equity, and inclusion	0.203	0.348	0.276	0.450	0.227
The company provides professional development opportunities for all employees	0.380	0.300	0.338	0.472	0.357
The company is working to improve equity in pay	0.294	0.372	0.282	0.434	0.281
Job opportunities are promoted to all employees	0.355	0.320	0.285	0.481	0.359
My supervisor creates an inclusive work environment	0.255	0.291	0.332	0.375	0.230
The company accommodates the needs of working parents / care givers	0.105	0.386	0.252	0.384	0.044
I am not afraid to report diversity, equity, and inclusion concerns to my company	0.361	0.151	0.217	0.345	0.225
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	0.184	0.299	0.262	0.360	0.320
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	0.186	0.349	0.316	0.444	0.418
Employees are treated equitably	0.365	0.394	0.380	0.457	0.284
The company is committed to diversity, equity, and inclusion	0.321	0.346	0.332	0.422	0.317

Correlations: Race/Ethnicity

Correlations: Likelihood to Remain by Race/Ethnicity	Native Hawaiian or Pacific Islander	Two or More	Other	Prefer not to answer
Average Correlation	0.334	0.303	0.393	0.429
The diversity of our employees represents the population of the communities within which we do business	0.306	0.230	0.443	0.363
The diversity of our company's leadership represents the population of the communities within which we do business	0.443	0.227	0.415	0.354
The company respects individuals' differences	0.251	0.266	0.489	0.512
The company values the expression of differing points of view without fear of negative consequences	0.114	0.291	0.456	0.492
The company seeks to understand employees' feelings about diversity, equity, and inclusion	0.127	0.304	0.487	0.396
The company provides professional development opportunities for all employees	0.325	0.256	0.283	0.447
The company is working to improve equity in pay	0.311	0.320	0.372	0.468
Job opportunities are promoted to all employees	0.403	0.141	0.330	0.511
My supervisor creates an inclusive work environment	0.325	0.286	0.369	0.425
The company accommodates the needs of working parents / care givers	0.257	0.339	0.412	0.356
I am not afraid to report diversity, equity, and inclusion concerns to my company	0.529	0.295	0.315	0.321
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	0.282	0.381	0.364	0.413
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	0.221	0.453	0.438	0.413
Employees are treated equitably	0.664	0.357	0.314	0.500
The company is committed to diversity, equity, and inclusion	0.457	0.392	0.405	0.471

Correlations: Gender Identity

Correlations: Likelihood to Remain by Gender Identity	Female	Male	Non-Binary / Non-Conforming	Trans-gender	Other	Prefer Not To Answer
Average Correlation	0.343	0.334	0.615	0.281	0.513	0.355
The diversity of our employees represents the population of the communities within which we do business	0.280	0.251	0.636	0.926	0.555	0.259
The diversity of our company's leadership represents the population of the communities within which we do business	0.304	0.220	0.515	0.816	0.445	0.240
The company respects individuals' differences	0.378	0.360	0.884	0.612	0.096	0.426
The company values the expression of differing points of view without fear of negative consequences	0.381	0.357	0.793	0.309	0.555	0.402
The company seeks to understand employees' feelings about diversity, equity, and inclusion	0.345	0.332	0.752	-0.289	0.445	0.329
The company provides professional development opportunities for all employees	0.376	0.388	0.474	-0.617	0.402	0.335
The company is working to improve equity in pay	0.340	0.351	0.615	0.144	0.471	0.425
Job opportunities are promoted to all employees	0.348	0.344	0.517	0.408	0.647	0.445
My supervisor creates an inclusive work environment	0.338	0.367	0.905		0.943	0.354
The company accommodates the needs of working parents / care givers	0.288	0.338	0.559	-0.722	0.471	0.334
I am not afraid to report diversity, equity, and inclusion concerns to my company	0.285	0.246	0.303	0.612	0.555	0.245
The company has an effective policy, monitoring program, and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	0.314	0.316	0.588	0.866	0.402	0.288
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	0.388	0.328	0.552	-0.167	0.555	0.387
Employees are treated equitably	0.406	0.424	0.634	0.722	0.555	0.433
The company is committed to diversity, equity, and inclusion	0.374	0.382	0.501	0.309	0.603	0.429