

America's Workplace Diversity Crisis:

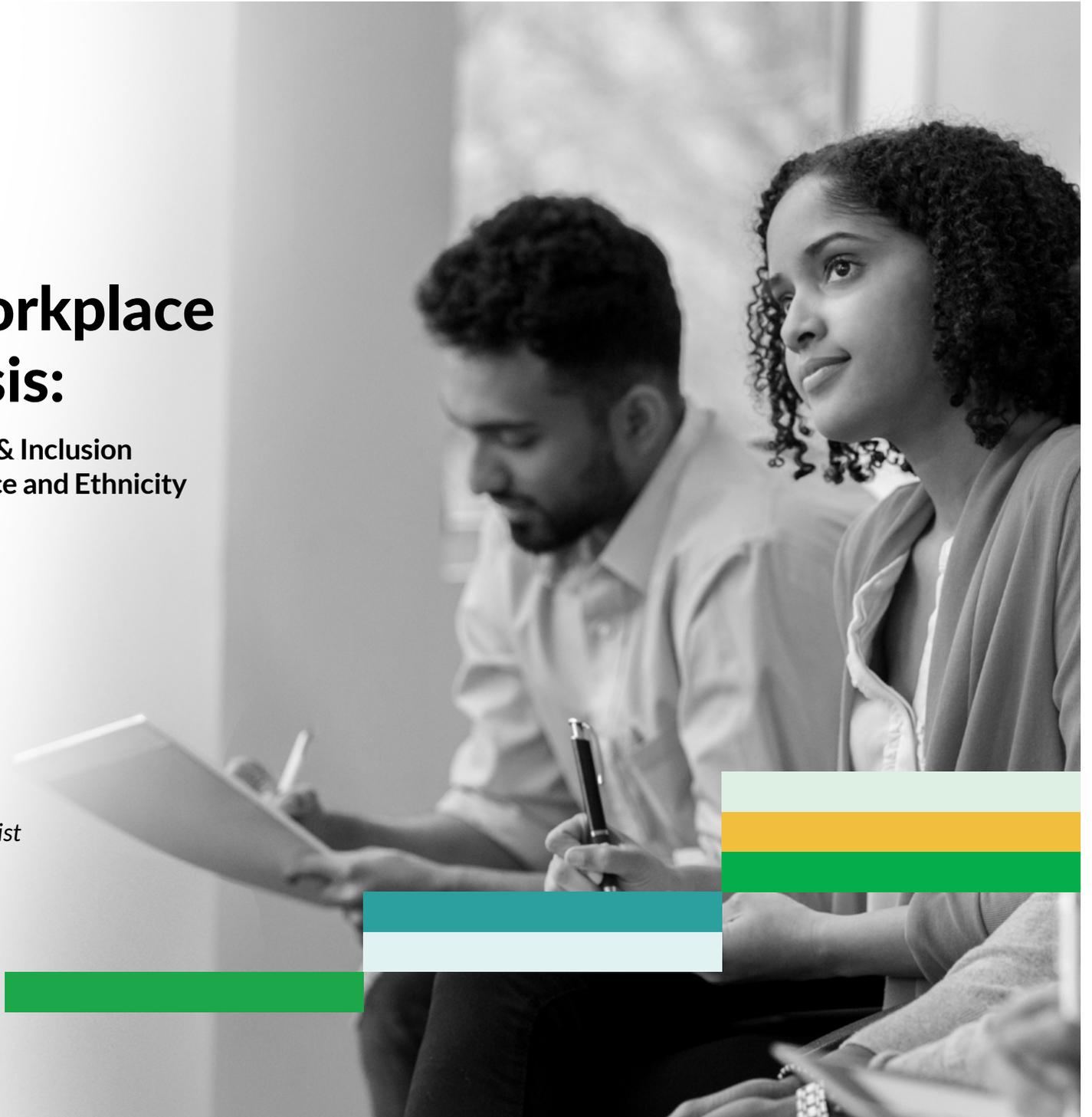
Measuring Gaps in Diversity & Inclusion
Satisfaction by Employee Race and Ethnicity

April 2021

By Andrew Chamberlain, Ph.D.
Chief Economist

Amanda Stansell
Data Scientist

Daniel Zhao
Senior Economist / Lead Data Scientist





Contents

03 EXECUTIVE SUMMARY

05 I. Introduction

07 II. Understanding our Data

10 III. The Racial and Ethnic Gap in U.S. Workplace Diversity & Inclusion Sentiment

16 IV. Regression Analysis: A Closer Look at Controlled D&I Perception Gaps

25 V. Conclusion

26 Appendix



Executive Summary

- **Do employees of different racial and ethnic groups agree about the current state of workplace diversity and inclusion (D&I)?** In this study, we answer that question using a powerful new data set: A large sample of anonymous Glassdoor ratings that include both employee sentiment about D&I at work, as well as the self-identified race and ethnicity of those employees.
- **Are Workplaces Diverse and Inclusive? It Depends on Who You Ask:** We find strong evidence that workers from different racial and ethnic groups disagree about the current state of workplace D&I at their companies. Overall, Black or African American workers report an average D&I rating of 3.49 out of 5 stars, well below the average of 3.73 stars across all workers. By contrast, Asian workers report above average D&I ratings of 3.98 stars, while Hispanic/Latinx workers report ratings of 3.80 stars.
- **Avoid Allowing White Voices to Dominate Opinions on Diversity:** White employees make up 60 percent of the U.S. workforce and 56 percent of Glassdoor D&I ratings in our studied sample. Broad measures of D&I satisfaction – and employee satisfaction more broadly – tend to be dominated by opinions of white employees because of this overrepresentation. That risks creating blind spots for employers who do not directly solicit feedback from, and target investment in, underrepresented groups.





- **The Workplace Diversity Perceptions Gap is Real and Growing:** Using a statistical model, we assess whether D&I sentiment differs among racial and ethnic groups after accounting for differences in employees' occupations, industries, company sizes, genders, lengths of time on the job and more. We find that, even after these adjustments, Black or African American employees still rate workplace D&I nearly 8 percent lower — a large and highly statistically significant gap. Moreover, we find that since 2019 this gap has grown rather than shrunk, expanding from 0.2 to 0.6 stars (on a 1 to 5 star satisfaction scale) despite many employers increasing investments in D&I programs in the last two years.
- **Employee Views on Diversity Vary by Industry:** We find the largest D&I perception gaps between Black or African American sentiment and all other employees are in the Accounting & Legal, Consumer Services, Travel & Tourism, Government and Biotech & Pharmaceuticals sectors. By contrast, we find small or indistinguishable D&I perception gaps in the Media, Business Services, Transportation & Logistics, and Telecommunications sectors. In only one industry — Media — did Black or African American employees rate workplace D&I above other employees.
- **Some Jobs More Aligned on Diversity than Others:** We find the largest gaps in D&I perceptions between Black or African American employees and all other employees exist among Registered Nursing roles (1.9 star gap), Customer Success roles (1.8 star gap), and Program Manager roles (1.8 star gap). We find Black or African American employees rate D&I lower in 52 of the 60 occupations examined, and equal in four occupations. In just four occupations do Black or African American employees rate their company's D&I above other employees: Social Worker, Product Manager, Recruiter, and Systems Technician.
- **Employee Race and Ethnicity on Glassdoor is Broadly Representative:** We compare the percentage distribution of racial and ethnic groups in our sample of Glassdoor D&I ratings to U.S. Census Bureau population estimates, and find the data remarkably close to the actual population race and ethnicity makeup of the nation.
- **The Way Forward for Employers:** There is no one-size-fits-all approach for employers who are serious about cultivating diverse and inclusive workplaces. Our findings show that employers must look beyond "average" employee opinion on workplace diversity, as doing so can conceal important gaps in D&I sentiment among employees of different backgrounds and racial and ethnic groups. Looking deeper in this manner may reveal gaps in employee perceptions or experiences, or highlight areas of the workforce where D&I programs are not reaching.



I. Introduction

In recent years, workplace diversity and inclusion (D&I) has grown from an HR-specific topic to one of the most urgent issues facing employers. The momentum of the Black Lives Matter movement, along with growing concern among job seekers, lawmakers and investors about workplace diversity, has led to an outpouring of interest in data and policies that can help companies make progress on long-standing racial and ethnic inequities in hiring, pay and promotion in the workplace¹.

One overarching fact casts an ominous shadow over efforts to improve D&I: Employees from different racial and ethnic groups often disagree about the state of D&I within their own companies. Data from Glassdoor ratings reveal that even within the same workplaces, employees from different backgrounds routinely report different views of how equitably (or not) employers are acting toward underrepresented groups. That fact poses a serious challenge to measuring D&I perceptions at companies, identifying where to target D&I investments and getting all employees on the same page about how to make progress on D&I goals.

¹ See for example, Amanda Stansell and Daniel Zhao, (July 15, 2020). "Diversity Now: How Companies and Workers Are Bringing Nationwide Social Justice Protests to the Workplace," Glassdoor Economic Research report, available at <https://www.glassdoor.com/research/diversity-jobs-reviews/>.





In this study, we are now able for the first time to explore a unique data set: A large sample of anonymized Glassdoor D&I ratings organized by the race and ethnicity of employees themselves. This allows for a new, more nuanced and extremely detailed view of the state of workplace D&I today, in particular to what extent employee opinions about diversity and inclusion differ across race, occupation, industry and other factors.

Our findings reveal a striking pattern: There are marked differences in perceptions of company D&I efforts by race and ethnicity in Glassdoor ratings today. Even when we statistically compare workers in similar jobs and industries, we find that Black or African American workers systematically report lower perceived D&I satisfaction inside companies. And, despite widespread corporate investment in diversity, inclusion and equity in recent years, this pattern of markedly lower D&I opinions among Black or African American workers has worsened since 2019, a finding with important implications for companies looking to improve D&I sentiment among historically marginalized groups.

The remainder of this study is organized as follows: In Section 2, we examine the representativeness of our data and how Glassdoor collects and measures employee D&I sentiment. In Section 3, we present several findings and patterns that emerge when examining D&I sentiment by employee race and ethnicity. In Section 4, we apply a statistical model to carefully assess differences in D&I sentiment by racial and ethnic group, and present findings for the “adjusted” D&I perception gap by industry, occupation, and over time. Finally, in Section 5, we conclude and offer key takeaways for employers.



II. Understanding our Data

In this section, we explain how Glassdoor collects (a) employees' opinions about the state of diversity and inclusion at their companies and (b) job seekers' demographic characteristics.

A. How We Collect Employee Insights

In September 2020, [Glassdoor launched new product features](#) to provide greater transparency and deeper insights into the employee experience.

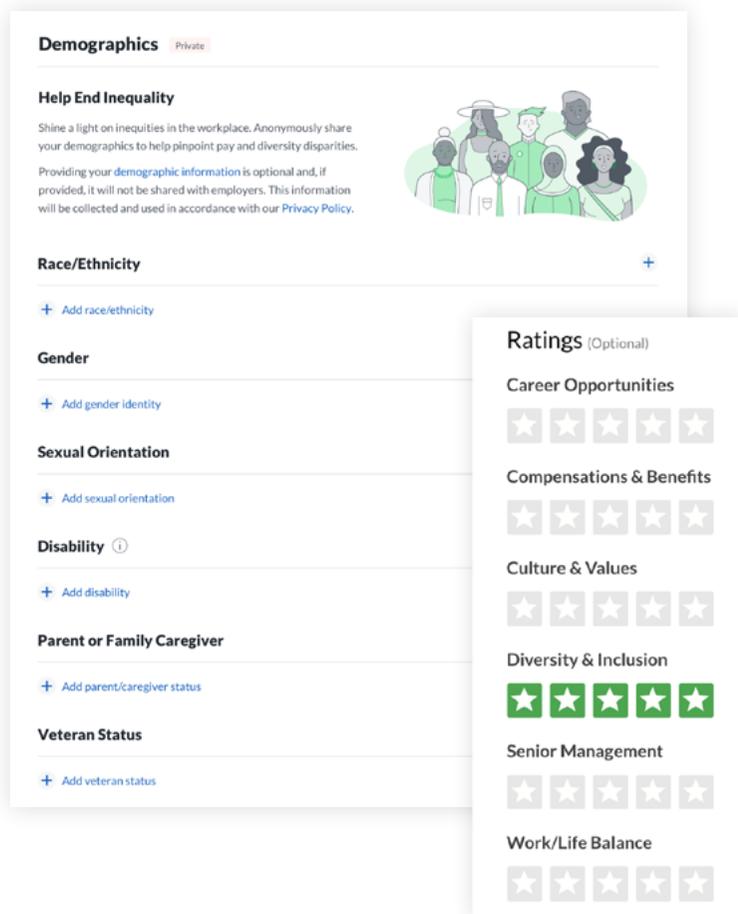
In particular, we enabled U.S.-based employees and job seekers to provide anonymous information about their personal demographics, including their self-identified race and ethnicity, gender identity, sexual orientation, disability status, parental status and more.

Glassdoor's employer ratings survey also added a new workplace factor rating for diversity & inclusion. Specifically, in addition to being able to give 1-to-5 star company and CEO ratings when leaving employer reviews on Glassdoor, employees could now similarly give their employers a 1-to-5 star rating based on D&I performance.





Figure 1: Glassdoor's Product Began Collecting Employee D&I Ratings in 2020.



Source: Glassdoor Economic Research (www.glassdoor.com/research)

In combination, these two features create a powerful new data source, allowing us a unique vantage point on how U.S.-based workers from different demographic groups view diversity & inclusion where they work.

In this study, we examine a sample of U.S.-based employee reviews left in 2020 and 2021 from employees who (1) anonymously shared both their race and ethnicity on Glassdoor, and (2) submitted a 1-to-5 star D&I rating of their current or former employer.

B. Are Race and Ethnicity Representative on Glassdoor?

To assess the representativeness of race and ethnicity in our sample of Glassdoor ratings, the table below compares the distribution of race and ethnicity in our sample to population estimates from the U.S. Census Bureau.

Overall, we find race and ethnicity in our sample of Glassdoor ratings to be broadly similar to the overall U.S. population. In the Glassdoor sample, the percentage share of white employee ratings is 56 percent, 4 percentage points lower than the U.S. population overall. The percentage of Black or African American employee ratings is 13.8 percent, nearly identical to the 13.4



percent U.S. population figure. And the share of Asian ratings in the Glassdoor sample is 8.2 percent, about 2.6 percentage points higher than the U.S. population.

Taken together, the sample of Glassdoor ratings used in our analysis largely mirrors the demographic landscape of the U.S. population by race and ethnicity.

Table 1: Comparison to U.S. Census Figures Shows Glassdoor Ratings by Race & Ethnicity are Broadly Representative of the U.S. Population

Race/Ethnicity in Glassdoor Ratings Categories	Number of Ratings from Self-Identifying Glassdoor Users	Percentage Share of Ratings Sample	Actual Percentage of U.S. Population (Census Bureau)
White	8,791	56.0%	60.1%
Black or African American	2,174	13.8%	13.4%
Asian:	1,291	8.2%	5.9%
South Asian	510	3.2%	-
East Asian	428	2.7%	-
Southeast Asian	353	2.2%	-
Hispanic/Latinx	2,527	16.1%	18.5%
Two or More Races	671	4.3%	2.8%
Middle Eastern	82	0.5%	-
Indigenous American or Alaska Native	95	0.6%	1.3%
Native Hawaiian or Pacific Islander	66	0.4%	0.2%

Source: U.S. Census Bureau, Population Estimates, July 1, 2019 (<https://www.census.gov/quickfacts/fact/table/US>); Glassdoor Economic Research (www.glassdoor.com/research)

In the next section, we present several stylized findings about patterns in these data and illustrate some of the stark differences in diversity and inclusion perceptions that persist within America's workplaces today².

² In the analysis in Sections 3 and 4, we group together certain racial and ethnic groups that are too small to report findings for individually. Specifically, we group ratings from employees who identify as South Asian, Southeast Asian, and East Asian together into a combined Asian group. Additionally, we group ratings from employees who identify as Middle Eastern, Indigenous American or Alaska Native, Native Hawaiian or Pacific Islander or self-describe as another race or ethnicity together into a combined group "All Other Races". In future research, we hope to examine workplace trends for these detailed groups as well, as more data become available.

Protecting Glassdoor User Privacy and Anonymity

[We take user privacy and anonymity very seriously](#) when conducting research with Glassdoor data, and recognize that the demographic data used for this research are particularly sensitive.

To ensure the privacy and anonymity of Glassdoor users was protected during the preparation of this study, our research team took extensive precautions to protect the identity and anonymity of Glassdoor users. Specifically, our research team relied only on personally de-identified data accessed solely within a secure research computing environment.

In addition, before publishing these findings, we solicited and took into account review and feedback from Glassdoor's own Diversity & Inclusion team and employee resource groups.

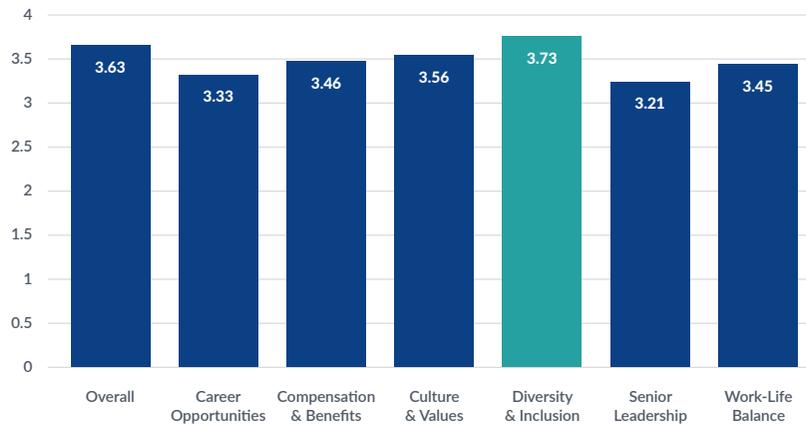


III. The Racial & Ethnic Gap in U.S. Workplace Diversity & Inclusion Sentiment

The state of D&I in the American workplace depends heavily on who you ask. Across our sample of 12,435 ratings from the beginning of 2020 to the present, the average individual employee D&I rating of their company is 3.73 out of 5 stars — the highest rating of any of Glassdoor's workplace culture factors, and higher than the average overall Glassdoor company rating in our sample of 3.63. Based on that fact alone, one might conclude that the state of diversity and inclusion in the U.S. workforce is healthy, if not among the most positive aspects of the employee experience.



Figure 2: Average Glassdoor Rating by Workplace Factor in our Sample



Source: Glassdoor Economic Research (www.glassdoor.com/research) Note: Includes only ratings submitted from 2020 to the present with both D&I rating and self-identified race/ethnicity.

However, once we look more closely at employee opinion about workplace diversity by comparing the views of different groups, the picture is markedly less rosy. Black or African American workers report an average D&I rating of 3.49 stars, well below the overall average of 3.73. Similarly, Black workers' average D&I rating was below their average company rating. This indicates that Black or African-American employees are, on average, particularly dissatisfied with the state of D&I inside their workplaces.

By contrast, Asian employees report a higher than average D&I rating of 3.98 stars. Hispanic/Latinx employees report a D&I rating of 3.80 stars, only slightly higher than the 3.74-star average among white employees. Notably, the 3.74 average D&I rating for white employees is virtually identical to the population-wide average of 3.73 stars – highlighting how using broad averages risks giving a misleading picture of how the same workplace is being experienced by different groups.

Table 2: Overall and D&I Ratings by Race/Ethnicity

Race/Ethnicity	Overall Glassdoor Rating	Diversity & Inclusion Rating	Difference
White	3.59	3.74	0.15
Hispanic/Latinx	3.65	3.80	0.16
Black or African American	3.60	3.49	-0.10
Asian	3.93	3.98	0.05
Multiracial	3.64	3.75	0.11
All Other Races	3.70	3.65	-0.05
Total	3.63	3.73	0.10

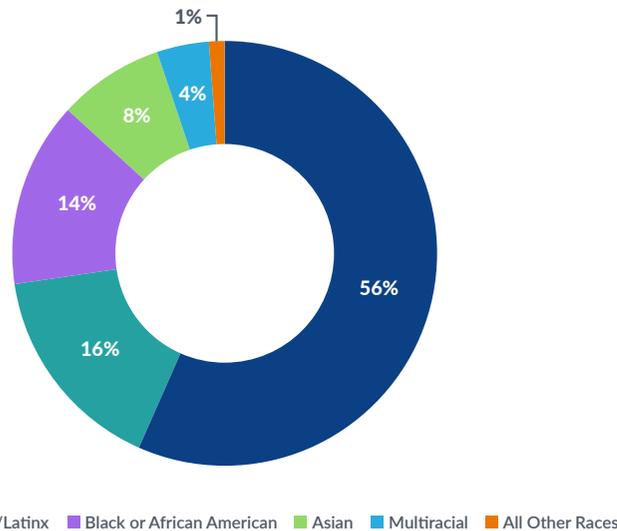
Source: Glassdoor Economic Research (www.glassdoor.com/research) Note: Includes only ratings submitted from 2020 to the present with both D&I rating and self-identified race/ethnicity.



A. White Majority Opinion Largely Defines Average Diversity Sentiment

56 percent of D&I ratings in our sample were submitted by white employees, very similar to the 60 percent of the U.S. workforce that they comprise. While diversity at work is not strictly limited to race and ethnicity — gender, sexual orientation, and age are also important facets of workplace diversity — this means overall D&I satisfaction, and employee satisfaction more broadly, tend to be defined if not dominated by the opinions of white employees. That risks the creation of blind spots within organizations not directly soliciting feedback from underrepresented groups.

Figure 3: As the Majority of the U.S. Workforce, White Employees Largely Define Average D&I Sentiment



Source: Glassdoor Economic Research (www.glassdoor.com/research) Note: Includes only ratings submitted from 2020 to the present with both D&I rating and self-identified race/ethnicity.

B. Gaps in Employee D&I Perceptions Persist Across Industries and Jobs

The ways employees experience diversity & inclusion varies significantly across industries and job functions. Most strikingly, across almost all sectors in our sample, Black or African American employees have a less positive outlook as to the state of D&I efforts at their company as compared to employees from other racial or ethnic groups. This highlights that the difference in average ratings is not just due to a composition effect, where Black workers are disproportionately concentrated in less-welcoming industries or occupations. Instead, Black employees across the workforce as a whole are less satisfied with their employers' D&I efforts.

In the table below, we highlight D&I ratings by industry. Even in the government and non-profit sectors, where Black workers are more fully represented, satisfaction with D&I efforts remain below white employees. Similarly, in the information technology sector — where Black workers are underrepresented — a meaningful gap in perception exists. This persistent D&I ratings gap between Black and white workers points to a systematic failure across workplaces in all sectors to meaningfully create cultures embracing diversity & inclusion.

**Table 3: Average D&I Rating by Race/Ethnicity & Sector**

Sector	White	Hispanic/ Latinx	Black	Asian	Multiracial
Accounting & Legal	4.00	3.68	3.32	3.50	
Aerospace & Defense	3.73	3.54	3.23		
Arts, Entertainment & Recreation	3.87	3.92			
Biotech & Pharmaceuticals	4.05	4.10	3.50		
Business Services	3.58	3.73	3.62	3.54	3.38
Construction, Repair & Maintenance	3.56	3.40			
Consumer Services	3.90	4.00			
Education	3.98	4.01	3.68	4.45	3.94
Finance	3.85	3.98	3.51	3.92	3.68
Government	3.96	4.02	3.51	4.39	4.00
Health Care	3.72	3.80	3.25	4.05	4.02
Information Technology	3.74	3.77	3.53	4.02	3.81
Insurance	3.85	4.19	3.16		
Manufacturing	3.41	3.61	3.06	3.81	3.07
Media	3.82	3.86	3.80		
Non-Profit	3.67	3.70	3.35		
Oil, Gas, Energy & Utilities	3.60	3.62	3.00	4.04	
Real Estate	3.43	3.11			
Restaurants, Bars & Food Services	3.87	3.75	3.70	4.03	3.88
Retail	3.74	3.70	3.53	3.80	3.95
Telecommunications	3.78	3.48	3.66		
Transportation & Logistics	3.46	3.81	3.50		
Travel & Tourism	4.05	4.11	3.78	3.75	
Total	3.74	3.80	3.49	3.98	3.75

These gaps in D&I satisfaction by race or ethnicity apply across occupations as well as industries. The table below shows that Black workers across a variety of occupations are also less satisfied with D&I efforts. Black workers in most job categories are less satisfied with D&I compared to their white peers, while Asian workers are generally more satisfied. These gaps are not limited to specific types of jobs – job functions as varied as marketing, education and manufacturing all display meaningful disparities in employee D&I satisfaction.

Source: Glassdoor Economic Research (www.glassdoor.com/research) Note: Includes only ratings submitted from 2020 to the present with both D&I rating and self-identified race/ethnicity. Cells with less than 20 reviews are omitted.



Table 4: Average D&I Rating by Race/Ethnicity & Occupation Group

Occupation Group	White	Hispanic/ Latinx	Black	Asian	Multiracial
Administrative	3.64	3.87	3.54	3.88	
Arts & Design	3.98	4.00			
Business	3.75	3.76	3.27	3.70	3.68
Customer Services & Support	3.68	3.60	3.58		3.39
Education	3.99	3.90	3.89	4.56	
Engineering	3.74	3.93	3.77	3.98	3.73
Finance & Accounting	3.82	4.03	3.18	3.66	
Healthcare	3.73	3.82	3.40	3.96	4.05
Human Resources	3.89	3.61	3.65	3.85	
Information Technology	3.79	4.05	3.69	3.95	3.92
Marketing	3.72	3.92	3.47	3.67	
Military & Protective Services	3.79	3.94	3.92		
Operations	3.75	3.95	3.32		
Product & Project Management	3.91	3.53	3.40	3.94	
Research & Science	3.77	3.71	3.38	4.20	
Retail & Food Services	3.83	3.76	3.59	4.00	3.96
Sales	3.76	3.82	3.56	3.80	3.95
Skilled Labor & Manufacturing	3.53	3.73	3.55	3.85	3.53
Transportation	3.86	4.00	3.50		
Total	3.74	3.80	3.49	3.98	3.75

These tables make clear that Black or African American employees today are less satisfied with their employers' diversity & inclusion efforts, and we see evidence that these gaps persist even within industry and job function. To more carefully quantify these differences in how underrepresented groups view workplace D&I, in the next section we use a statistical model to identify whether these differences are driven by observable factors like industry, job title, gender or tenure.

Source: Glassdoor Economic Research (www.glassdoor.com/research) Note: Includes only ratings submitted from 2020 to the present with both D&I rating and self-identified race/ethnicity. Cells with less than 20 reviews are omitted.



How Average Ratings In Isolation Can Mask D&I Shortcomings

Within an industry, the distribution of ratings can look very different when examined by race and ethnicity. This can change how the data should be interpreted.

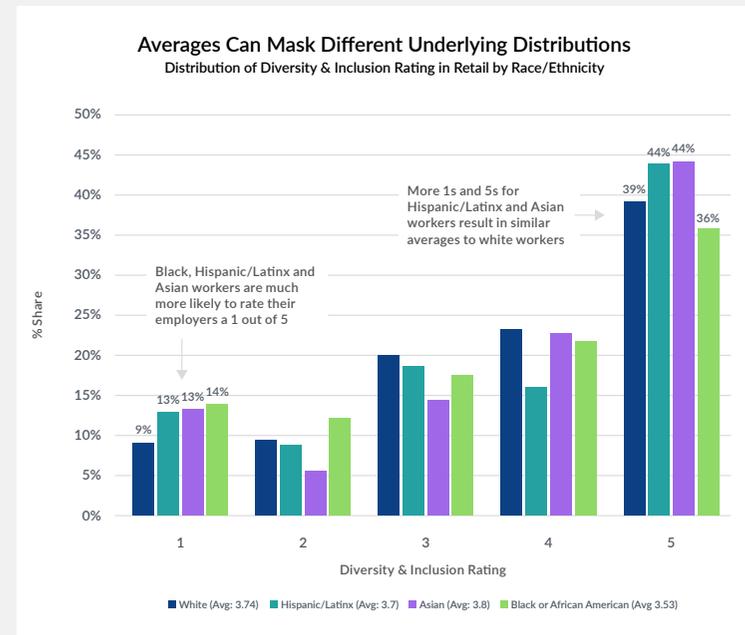
For example, in the retail industry, the average D&I rating for white workers is 3.74, fairly close to the average of 3.70 for Hispanic/Latinx workers and 3.80 for Asians, while Black or African American workers in retail rate D&I far lower at 3.53.

However, Asian, Hispanic and Black workers are more likely to rate their employers a 1 out of 5 stars on D&I than their white peers. Black workers are 56 percent more likely than white workers to rate their employers a 1 on D&I; this dynamic also applies for Hispanic/Latinx (44 percent) and Asian workers (47 percent).

Even though Hispanic/Latinx and Asian workers in retail leave similar, if not higher, average ratings than white workers, a larger percentage of those populations are extremely dissatisfied with their employers' D&I efforts.

Workers rating their employers a 1 out of 5 on any dimension are more likely to be at risk of leaving than a worker who is just ambivalent, highlighting the limited value of relying solely on averages to gauge employee sentiment.

Figure 4: Averages Can Mask Different Underlying Distributions



Source: Glassdoor Economic Research (www.glassdoor.com/research) Note: Includes only ratings submitted from 2020 to the present with both D&I rating and self-identified race/ethnicity.



IV. Regression Analysis: A Closer Look at Controlled D&I Perception Gaps

In the above section, we saw that there are clear differences in employee opinions about workplace diversity and inclusion, both by race and ethnicity and across industries and job functions.

In this section, we dive more deeply into perceived D&I gaps using a statistical model. Our goal is to make a careful apples-to-apples comparison of employees to see if D&I sentiment really differs among groups after accounting for important differences in employees, including (1) industry, (2) occupation, (3) gender and years of experience, and (4) many other factors. This closer scrutiny of employee attributes helps us understand the statistical drivers behind the patterns observed and described in the previous section.



A. How We Model D&I Opinion Gaps

Our statistical model begins with a simple idea: If a company has a healthy culture of workplace diversity and inclusion, we should not observe large gaps in D&I opinions among similarly situated employees. To the contrary, there should be cultural agreement and observable, measurable consensus across different groups regarding the state of D&I inside companies.

In this analysis, we refer to the "unadjusted" D&I perception gap as the overall gap in opinion between racial and ethnic groups without accounting for any other differences among workers. However, if there are differences in D&I perceptions by employees, we want to understand if the differences shrink after controlling for employee characteristics like gender or tenure, job features like occupation, and employer features like industry and company size. For example, if minority employees tend to work in industries where companies invest less in D&I, the average ratings in those industries may be systematically lower.

We refer to the "adjusted" D&I perception gap as the gap that remains after statistically controlling for differences between workers, like job title or age. We are striving in effect to isolate race and ethnicity as variables, with all else being equal. This however should not be interpreted as trying to measure the effect of race and ethnicity alone—for example, if minority employees work disproportionately in industries where companies invest less in D&I, perhaps because discriminatory practices and behavior prevent these employees from entering other industries, the adjusted

gap will underestimate the effect of race and ethnicity on the D&I perception gap.

The basic model we use for this analysis is as follows:

$$(1) \quad DI_i = \beta_0 + \beta_1 Race_i + \beta_2 Controls_i + \epsilon_i$$

In Equation (1), DI is the 1-to-5 star D&I rating from Glassdoor review i . $Race$ is a collection of binary variables equal to 1 if employee i is a member of each racial and ethnic group and 0 otherwise³. $Controls$ is a large collection of controls for each employees' occupation, gender, metro location, length of employment, and full-time / part-time status; as well as their employers' industry and size (in terms of number of employees). And ϵ_i is the usual mean-zero error term capturing the impact of all other unobserved factors about people, jobs and companies. We estimate the model in Equation 1 by ordinary least squares regression.

For our regression models, we use a sample of reviews consisting of 11,687 Glassdoor ratings for which all of our required control variables are available. The resulting sample is 55.2 percent white, 16 percent Hispanic / Latinx, 14.3 percent Black or African American, 8.6 percent Asian, and 5.8 percent either multiracial or another racial and ethnic group.

³ For this analysis, employees are classified into one unique race or ethnicity. Those employees selecting multiple races or ethnicities are classified into a "multiracial" group. In all regression models, "white" is specified as the excluded reference category.



One powerful feature of using individual-level anonymized Glassdoor ratings for this analysis is that it allows us to apply detailed controls in our regression model, accounting for a wide variety of factors that may explain differences in D&I ratings among employees. Our sample allows us to control for 989 unique occupations, for workers at 7,018 companies spanning 25 industries and 565 U.S. metro locations. Table 5 summarizes our data's coverage for the key control variables used in our models.

Table 5: Coverage for Key Control Variables in D&I Rating Regression Model

Control Variable Included	Sample Coverage
Occupations	989
Industries	25
Employers	7,108
Metro Locations	565
Years	2016–2021 (Partial Year)

Source: Glassdoor Economic Research (www.glassdoor.com/research)





B. Overall Results: Adjusted and Unadjusted D&I Perception Gaps

Table 6 presents the core finding from our study. Column 1 shows the raw or unadjusted differences in D&I ratings by racial and ethnic group, on a 1-to-5 star scale. In each case, the estimates in the table have the interpretation of average group D&I rating on a 1-to-5 star scale relative to white employees. On an unadjusted basis, we see that three groups have D&I perceptions that are significantly different from white employees: Black or African American ratings are -0.22 stars lower, while Asian and Hispanic / Latinx ratings are 0.27 stars higher and 0.08 stars higher, respectively. Among the two other groups — multiracial and all other races — we find no statistical difference in D&I ratings compared to white employees.

In Column 2, we add statistical controls for the types of jobs and companies where employees work. We control for the specific occupation, length of employment and full-time / part-time status of employees, as well as the industry and company size of their employer. In that column, we see that the Black or African American D&I perception gap actually grows slightly to -0.25 stars after accounting for these factors. By contrast, the Asian gap shrinks to 0.12 stars, but remains statistically significant. The D&I perceptions gap statistically disappears for all other racial and ethnic groups after accounting for these factors.

Finally, in Column 3 we show our most detailed model with all statistical controls; this column shows the “adjusted” D&I perceptions gap once all observable factors about employees, jobs and companies are taken into account. In that column, we see a striking result: The D&I perceptions gap among Black or African American employees grows even further, to -0.29 stars after accounting for gender, metro location and year. This finding is both large in size and highly statistically significant — it amounts to Black or African American employees rating diversity and inclusion at America’s companies about 7.8 percent lower than the average white employee, all else being equal⁴. No other group examined in column 3 has a statistically significant adjusted D&I ratings gap.

To help visualize the scale of these findings, we illustrate our core results in Figure 5 below, showing estimates for the adjusted D&I perception gap by race and ethnicity from Table 6. Once differences in occupation, industry, gender and other factors are accounted for, we still find that Black or African American employees rate their company’s D&I efforts nearly 0.3 stars lower (out of 5) than white employees. Black or African American employees are the only group with a statistically significant gap. The fact that the adjusted gap is robust even with these controls applied is strong evidence of a systematic gap in levels of D&I satisfaction for Black or African American workers.

⁴ This estimate is calculated as the ratio of the Black or African American coefficient to the sample mean white D&I rating, or $-0.29 / 3.72 = -7.8$ percent.



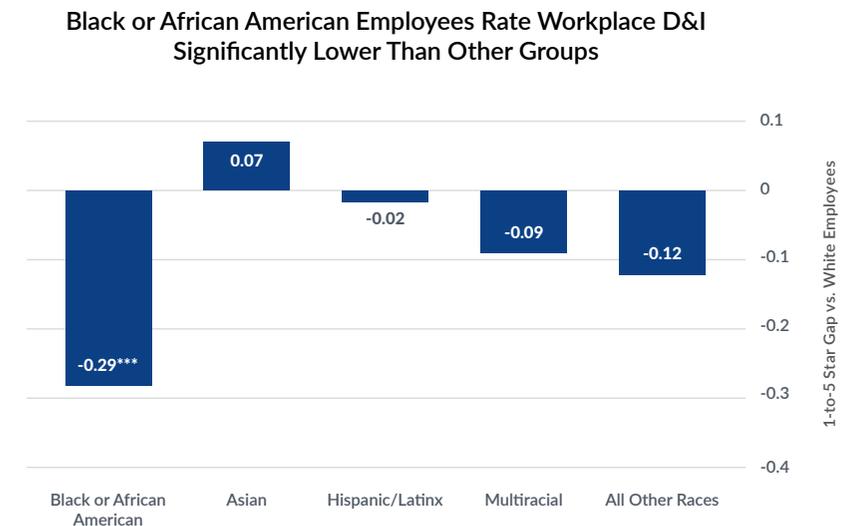
Table 6: Basic Regression Results: A Large and Statistically Significant Gap in D&I Perceptions Remains Even After Controlling for Occupation, Industry, Gender and Many Other Factors

Variable	(1) No Controls (Unadjusted D&I Ratings Gap by Race/Ethnicity)	(2) Adding Controls for Job and Company Characteristics	(3) Adding All Controls (Adjusted D&I Ratings Gap by Race/Ethnicity)
Black or African American	-0.22*** -0.04	-0.25*** -0.04	-0.29*** -0.04
Asian	0.27*** -0.05	0.12** -0.05	0.07 -0.05
Hispanic/Latinx	0.08** -0.04	0.05 -0.04	-0.02 -0.04
Multiracial	0.02 -0.06	-0.06 -0.06	-0.09 -0.07
All Other Races	-0.09 -0.1	-0.09 -0.1	-0.12 -0.11
Constant	3.72*** -0.02	3.17*** -0.2	2.86*** -0.22
Controls:			
Occupation		×	×
Industry		×	×
Company Size		×	×
Length of Employment		×	×
Full-time / Part-Time / Contract		×	×
Gender			×
Metro Location			×
Year			×
Observations	11,687	11,687	11,687
R-Squared	0.01	0.13	0.19

Source: Glassdoor Economic Research (www.glassdoor.com/research) Note: "White" is the excluded reference category in all regressions. *, ** and *** denote statistical significance at the 10, 5 and 1 percent level, respectively.

Our results strongly suggest that Black or African American employees in particular are experiencing or perceiving a stark diversity and inclusiveness crisis in the contemporary American workplace. And there is little evidence, in their view, that the situation is improving. Table 6 provides overwhelming statistical evidence that Black or African American employees today are reporting markedly lower perceptions about company D&I – a worrisome trend highlighting the difficulties and challenges companies are facing in striving to create a welcoming and inclusive workplace culture for employees of all backgrounds.

Figure 5: Statistically Adjusted D&I Ratings Gap by Race and Ethnicity



Source: Glassdoor Economic Research (www.glassdoor.com/research) Note: Statistically adjusted D&I ratings gap, relative to white employees. Includes controls for occupation, industry, company size, length of employment, full-time/part-time status, gender, metro location and year. *** denotes statistically significant at the 1 percent level.



C. D&I Perception Gaps by Industry

Which industries today have the largest and smallest D&I perception gaps? In Table 7, we show the adjusted D&I perception by industry in our sample, comparing D&I ratings among Black or African American employees to their non-Black peers, after accounting for differences in occupations, gender, location and other factors.

Among the 22 industries examined, the largest D&I perception gap exists in the Accounting & Legal industry. In that sector, non-Black employees rated their company's D&I as 3.1 out of 5 stars, while Black or African American employees rated D&I much lower at 2.1 stars — a gap of 1.0 out of 5 stars. Other industries with large perception gaps about the current state of workplace D&I include Consumer Services, Travel & Tourism, Government, Biotech & Pharmaceuticals and Aerospace & Defense. By contrast, industries with very small or non-existent gaps in D&I perceptions include Media, Business Services, Transportation & Logistics, Telecommunications and Retail.

Table 7: Largest and Smallest Adjusted D&I Perception Gaps by Industry

Industry	D&I Rating by Industry, Black Employees Only (Adjusted)	D&I Rating by Industry, All Other Employees (Adjusted)	D&I Perception Gap
Accounting & Legal	2.1	3.1	1.0
Consumer Services	2.2	3.1	0.9
Travel & Tourism	2.5	3.4	0.8
Government	2.5	3.3	0.8
Biotech & Pharmaceuticals	2.4	3.2	0.8
Aerospace & Defense	2.2	2.9	0.8
Insurance	2.4	3.0	0.7
Arts, Entertainment & Recreation	2.5	3.1	0.6
Education	2.6	3.2	0.6
Non-Profit	2.5	3.1	0.6
Health Care	2.5	3.0	0.5
Oil, Gas, Energy & Utilities	2.4	2.8	0.5
Construction, Repair & Maintenance	2.4	2.8	0.4
Finance	2.6	3.1	0.4
Restaurants, Bars & Food Services	2.7	3.1	0.4
Information Technology	2.6	3.0	0.4
Manufacturing	2.5	2.8	0.4
Retail	2.7	2.9	0.2
Telecommunications	2.8	2.9	0.1
Transportation & Logistics	2.7	2.7	0.0
Business Services	2.9	2.9	0.0
Media	2.9	2.8	-0.1

Source: Glassdoor Economic Research (www.glassdoor.com/research) Note: Only industries with at least 150 observations are presented. Black or African American adjusted rating is estimated by summing the Constant + Black + Black * Industry interactions; All other employees adjusted ratings are estimated by summing regression coefficients for the Constant + Industry. Model includes controls for occupation, company size, length of employment, full-time / part-time status, gender, metro location and year.



D. D&I Perception Gaps by Occupation

Which occupations today have the largest and smallest D&I perception gaps? In Table 8, we show the adjusted D&I perception by occupation in our sample, comparing D&I ratings among Black or African American employees to their non-Black peers, after accounting for differences in industry, gender, location and other factors.

Among the 50 occupations examined, the largest D&I perception gap exists in Registered Nursing. For that occupation, non-Black employees rated workplace D&I as 3.1 out of 5 stars, while their Black or African American peers rated workplace diversity as just

1.2 stars — a gap of 1.9 out of 5 stars. Other jobs in which we found large gaps in D&I perceptions included Customer Success, Program Manager, Researcher and Graphic Designer.

By contrast, occupations with either non-existent or, in some cases, reverse D&I gaps (in which Black or African American employees have a higher opinion of workplace diversity than white employees) included Social Worker, Product Manager, Recruiting, Systems Technician, and Engineer.

**Table 8: Occupations With the Largest and Smallest Adjusted D&I Perception Gaps**

Occupation	D&I Rating by Occupation, Black Employees Only (Adjusted)	D&I Rating by Occupation, All Other Employees (Adjusted)	D&I Perception Gap
Registered Nursing	1.2	3.1	1.9
Customer Success	1.6	3.3	1.8
Program Manager	1.4	3.2	1.8
Researcher	1.3	3.0	1.7
Graphic Designer	1.9	3.3	1.5
Product Support	2.2	3.4	1.2
Business Analyst	2.2	3.3	1.2
Construction	2.2	3.4	1.1
Patient Care	2.3	3.3	1.1
Operations	2.1	3.1	1.0
Community Manager	2.5	3.5	1.0
Project Manager	2.1	3.1	1.0
Front Desk	2.2	3.2	1.0
Mechanical Engineer	2.4	3.3	0.9
Mental And Cognitive Therapy	2.4	3.3	0.9
C Suite	2.1	2.9	0.9
Technical Manager	2.4	3.2	0.8
HR Specialist	2.4	3.2	0.8
IT	2.3	3.1	0.8
Editor	2.4	3.2	0.8
Student	2.5	3.3	0.8
Analytics	2.5	3.3	0.8
Executive Secretary	2.6	3.3	0.7
Accounting	2.5	3.2	0.7
Finance	2.3	3.0	0.7
Stock Clerk	2.5	3.2	0.7
Store Manager	2.6	3.2	0.6
Paraeducator	2.8	3.4	0.6
Management Consulting	2.7	3.2	0.6
Information Security Specialist	2.6	3.2	0.6

Occupation	D&I Rating by Occupation, Black Employees Only (Adjusted)	D&I Rating by Occupation, All Other Employees (Adjusted)	D&I Perception Gap
Sales Manager	2.6	3.1	0.6
Branch Manager	2.4	3.0	0.5
Teacher	2.6	3.2	0.5
Administrative	2.6	3.1	0.5
Business Development	2.7	3.1	0.4
Supply Chain Specialist	2.6	3.0	0.4
Marketing	2.5	2.9	0.4
Trainer	2.8	3.2	0.4
Sales Representative	2.7	3.0	0.4
Quality Assurance	2.8	3.2	0.4
Medical Technology	2.9	3.3	0.4
Maintenance And Repair	2.5	2.9	0.4
Food Services	2.8	3.1	0.3
Account Manager	2.8	3.1	0.3
Research Assistant	3.1	3.4	0.3
Retail Representative	2.8	3.0	0.3
Logistics Associate	2.4	2.7	0.3
Shipping And Receiving	2.7	2.9	0.3
Driver	2.8	3.0	0.2
Software Engineer	2.8	3.1	0.2
Systems Administrator	2.8	3.0	0.2
Technical Support	3.0	3.1	0.1
Production Manufacturing	2.8	2.9	0.0
Personal Trainer	3.1	3.1	0.0
Customer Service	3.0	2.9	0.0
Engineer	3.0	2.9	0.0
Systems Technician	3.0	2.9	-0.1
Recruiting	3.3	3.0	-0.3
Product Manager	3.4	3.1	-0.3
Social Worker	3.4	2.7	-0.7

Source: Glassdoor Economic Research (www.glassdoor.com/research) Note: Only occupations with 50 or more observations and which are not duplicative are presented, with at least 5 Black or African American ratings. Black or African American adjusted rating is estimated by summing the Constant + Black + Black * Occupation interactions; All other employees adjusted ratings are estimated by summing regression coefficients for the Constant + Occupation. Model includes controls for industry, company size, length of employment, full-time / part-time status, gender, metro location and year.



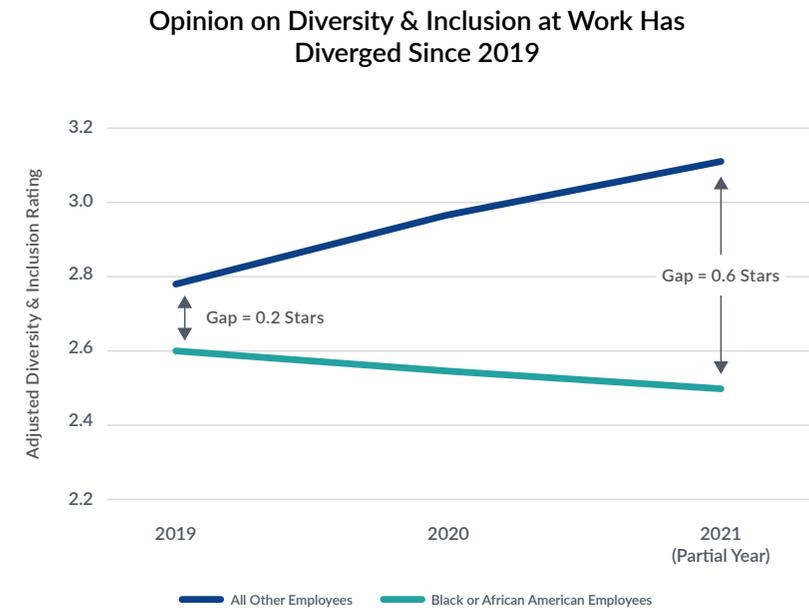
E. D&I Perception Gaps Over Time

The final question we examined was whether America's gap in workplace D&I perceptions is growing or shrinking over time. In Figure 6, we show the adjusted D&I rating for Black or African American employees, along with non-Black employees, from 2019 to the present — each year for which we have at least 1,000 observations in our sample.⁵

The first notable feature of Figure 6 is that there has been an adjusted gap in D&I perceptions in every year we examined — strongly indicating the perception gap is a persistent, long standing problem in the American workplace. Second, the gap in perceptions of workplace diversity between Black or African American employees and their non-Black peers has widened in recent years. In 2019, the adjusted gap was about 0.2 out of 5 stars. But in 2020 — the year in which the Black Lives Matter movement made international headlines — the gap widened to 0.4 stars, due to both rising D&I sentiment among non-Black employees and falling sentiment among Black or African American employees. And, so far in 2021, this diverging perception of D&I has only continued to grow, with the gap in workplace D&I ratings between Black or African American employees and non-Black employees rising to 0.6 in early-2021.

While only several months of data are available so far in 2021, this increasing divergence in D&I sentiment within the American workplace is an extremely worrying trend — one not likely to disappear without significant reevaluation of employer D&I efforts and a much better and focused understanding of D&I concerns among Black or African American employees.

Figure 6: Adjusted D&I Ratings Are Declining for Black or African American Workers, While Sentiment Is Rising for All Other Employees



Source: Glassdoor Economic Research (www.glassdoor.com/research) Note: Only years for which at least 1,000 observations are available in our sample are reported. Black or African American adjusted ratings trend is estimated by summing the Constant + Black + Black * Year interactions; all other employees adjusted ratings trend is estimated by summing regression coefficients for the Constant + Year. Model includes controls for occupation, industry, company size, length of employment, full-time / part-time status, gender, and metro location.

⁵ Although data collection on D&I ratings at Glassdoor began in 2020, employees can rate previous employers up to five years in the past, allowing us to examine years prior to 2020.



V. Conclusion: The Path Out of America's Workplace Diversity Crisis

In this study, we examined a unique data set for the first time: A large sample of anonymized Glassdoor D&I ratings from employees across race and ethnicity. We observe large and growing gaps in D&I satisfaction for workers from different underrepresented groups.

In particular, the average D&I rating for Black or African American employees is 0.22 stars lower than for white employees. Even after controlling for observable differences, this gap widens to 0.29 stars, equivalent to an 8 percent lower rating compared to white employees. This is a large and statistically significant gap. To make matters worse, the gap in workplace diversity ratings between Black and non-Black employees has been growing since 2019.

The divergence in D&I satisfaction within America's workplaces is problematic for two main reasons. First, it highlights a systematic shortfall in the workplace experience for Black or African American employees. Second, our data points to the dangers of evaluating employee satisfaction using simple averages alone.

The workplace experience for most employees is not the workplace experience for all employees. Employers that don't make the additional and more focused effort to understand the experiences of underrepresented employees risk creating significant blind spots. Directly soliciting feedback from underrepresented groups is a necessary first step to [creating a diverse, equitable and inclusive workplace](#).



Appendix

A. Assessing Selection Bias on Glassdoor

In order to assess whether there is selection bias in our sample relative to the overall Glassdoor platform, we compare ratings for which users have voluntarily shared race/ethnicity information to a random sample of ratings from users who did not disclose race/ethnicity information. We look at a range of variables to assess whether there are material differences between the two groups.

Table 9 below shows that, for most variables, we do in fact see a statistically significant difference between the means in each sample. However, the differences are small in magnitude, with workplace ratings differing between 0.1 and 0.2 out of 5 stars between those who submitted race/ethnicity information and those that did not. While there are statistically detectable differences between the two groups, the patterns we see among users who've voluntarily shared race/ethnicity data are similar to those of Glassdoor's platform overall.

Table 9: Users Who Voluntarily Report Race and Ethnicity Compared to Users Who Have Not Reported

Variable	Users Who Submitted Their Race or Ethnicity (Average)	Random Sample of Users Who Did Not Submit Their Race or Ethnicity (Average)	Observations Per Group
Diversity & Inclusion Rating***	3.7	3.8	15,697
Overall Rating***	3.6	3.7	15,697
Compensation & Benefits Rating***	3.4	3.5	15,697
Culture & Values Rating***	3.5	3.6	15,697
Work-life Balance Rating***	3.4	3.5	15,697
Senior Leadership Rating***	3.2	3.4	15,697
Career Opportunities Rating***	3.3	3.5	15,697
If Former Employee, Job Ending Year***	2019	2019	15,697
Length of Employment (Years)***	3.0	2.4	15,697
Company Size (# Employees)	64,547	59,022	15,697
Share Who Are Current Employees***	0.4	0.5	15,697

Source: Glassdoor Economic Research (www.glassdoor.com/research)
Note: *** denotes a statistically significant difference.

About Glassdoor

Glassdoor combines all the latest jobs with millions of reviews and insights to make it easy for people to find a job that is uniquely right for them. The company is on a mission to help people everywhere find a job and company they love. In pursuit of this mission, Glassdoor helps employers hire truly informed candidates at scale through effective recruiting solutions like job advertising and employer branding products. Launched in 2008, Glassdoor now has reviews and insights for more than one million companies around the world. For more information, visit glassdoor.com.

HEADQUARTERS

100 Shoreline Hwy
Mill Valley, CA 94941

—

WEB

glassdoor.com/research