

IMPROVING WORKPLACE CULTURE THROUGH

# Evidence-Based Diversity, Equity and Inclusion Practices

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## INTRODUCTION

### DEI as a Business Imperative: Changing Workplace Culture

We have been living through a time like no other in modern history. Over the last year, people around the world have simultaneously faced a global pandemic responsible for more than 2.6 million deaths<sup>1</sup>; observed — and in many cases — participated in the world’s largest work-from-home experiment<sup>2</sup>; and witnessed a global movement to end systemic racism and police brutality.<sup>3</sup> The enormity of these combined events has motivated company leaders to consider more closely the toll they have taken on employees’ lives. Acknowledging the disparate impact on certain segments of the workforce, including women, people of color,<sup>4</sup> and front-line workers has motivated leaders to commit to diversity, equity, and inclusion (DEI) more intentionally<sup>5</sup> and become more transparent about their company’s DEI-related progress.<sup>6</sup>

Such commitment and transparency on the part of company leaders has not been absent of public demand, however. Rather, regulators have argued that creating more diverse and inclusive workplaces may reduce

<sup>1</sup> Johns Hopkins University & Medicine (2021). <https://coronavirus.jhu.edu/map.html>

<sup>2</sup> Banjo, S., Yap, L., Murphy, C., and Chan, V. (Feb. 2, 2020). Coronavirus forces world’s largest work-from-home experiment. *Bloomberg*. <https://www.bloomberg.com/news/articles/2020-02-02/coronavirus-forces-world-s-largest-work-from-home-experiment>

<sup>3</sup> Kirby, J. (June 12, 2020). “Black Lives Matter” has become a global rallying cry against racism and police brutality. *Vox Media*. <https://www.vox.com/2020/6/12/21285244/black-lives-matter-global-protests-george-floyd-uk-belgium>

<sup>4</sup> Throughout this report “People of Color” (POC) refers to people identifying with any of the following U.S. racial/ethnic groups: Asian/Pacific Islander, Black/African American, Hispanic/Latino, Multi-Racial, and Native American/Native Alaskan.

<sup>5</sup> PwC. (2021). <https://www.ceoaction.com/racial-equity/>

<sup>6</sup> Deloitte (2021). Diversity, equity, and inclusion transparency report. <https://www2.deloitte.com/us/en/pages/about-deloitte/articles/diversity-equity-inclusion-transparency-report.html>

To meaningfully prioritize diversity, equity, and inclusion in the workplace is not only the right thing to do — it is a business imperative.

discrimination and protect consumers and markets.<sup>7</sup> Investors have asserted that greater diversity in the workplace and board room may drive long-term sustainable firm financial performance.<sup>8</sup> And, studies show that more than 70 percent of job seekers are looking to work for a company with dedicated commitment to DEI.<sup>9</sup>

Further, as diverse audiences have demanded greater DEI investment and progress, U.S. leaders have begun to alter how they frame their company’s approach to diversity. Namely, for more than 30 years, the “business case for diversity” has guided investment in diversity in the U.S. Specifically, the business case rationalizes the need for diversity in terms of its positive relationship to innovation, better decision-making, and more favorable financial outcomes.<sup>10</sup> Yet, as reaching more diverse audiences continues to be of concern, leaders are starting to think more broadly about DEI as “a business

## TABLE OF PRACTICES

PRACTICE CATEGORIES	DESCRIPTION	EXAMPLES FROM THE I&B ASSESSMENT
Diversity Recruiting Initiatives	Increasing the representation of underrepresented groups	External recruiting platforms to recruit members of underrepresented communities (e.g., blogs, online postings, etc.) Recruitment events for members of underrepresented communities (e.g. career fairs, initiatives at diverse colleges)
Education & Training	Improving knowledge, skills, and abilities in relation to diversity, equity, and inclusion (DEI)	A robust speaker series to increase awareness around diversity and inclusion Events where employees and managers share personal stories about diversity and inclusion
Internal Diversity Partners	Getting stakeholders involved and/or engaged in DEI	A variety of employee resource groups/affinity networks focused on diversity and inclusion (e.g. LGBT, racial minorities, veterans, etc.) Strong organizational endorsement and encouragement for a broad set of employees to volunteer for diversity and inclusion roles
Managerial Involvement	Supporting employees and DEI through managerial behaviors	Managers who check in regularly with employees from underrepresented groups Open communication between management and employees about diversity and inclusion
Mentoring & Sponsorship	Providing employees with a variety of developmental opportunities	Programs focused on mentoring (sponsoring) all employees Programs focused on mentoring (sponsoring) members of underrepresented groups
Physical Visibility	Physically showcasing different employees within the company and their accomplishments	Pictures of (underrepresented) employees featured in visible locations Achievements of (underrepresented) employees featured in visible locations
Workplace Policies	Ensuring employees can contribute and be heard, policies for fair promotion	Anti-discrimination and anti-retaliation policies Diversity practices that incorporate a variety of demographic differences (e.g., race, gender, age, disability, religion, etc.)

<sup>7</sup> 116th US Congress (2020). H.R.8160 - Promoting diversity and inclusion in Banking Act of 2020. <https://www.congress.gov/bill/116th-congress/house-bill/8160/text?r=21&s=1>

Financial Conduct Authority (2020). Our role as a regulator: Why diversity and inclusion matter in financial services. <https://www.fca.org.uk/about/diversity-and-inclusion-why-it-matters-us/our-role-regulator-why-diversity-and-inclusion-matter-financial-services>

<sup>8</sup> Trager, L.(2021). Why gender diversity may lead to better returns for investors. <https://www.morganstanley.com/access/gender-diversity>

Lacaille, R.F. (2020). Diversity strategy, goals, & disclosure: Our expectations for public companies. <https://www.ssga.com/us/en/intermediary/etfs/insights/diversity-strategy-goals-disclosure-our-expectations-for-public-companies>

<sup>9</sup> McKeon, K. (2020). How to develop an employer branding strategy in 2020. *The Manifest*, <https://themanifest.com/digital-marketing/employer-branding-strategy-2020>

<sup>10</sup> McKinsey (2020). Diversity wins: How inclusion matters. May 19, 2020 report.

See also: Lorenzo, R., Voigt, N., Tsusaka, M., Krentz, M., and Abouzahr, K. (2018). How diverse leadership teams boost innovation. *BCG Henderson Institute*, January 23, 2018.

imperative.”<sup>11</sup> This revised approach assumes DEI’s importance as a matter of course, instills a sense of urgency, and values a range of metrics for assessing company performance and health, including equity, inclusion, and employee well-being. That is, reframing diversity as a business imperative more seriously considers the role of *workplace culture* in driving employees’ experiences at work and organizational outcomes. By “workplace culture,” we mean the beliefs and orthodoxies, values, and behaviors that are taken for granted in the workplace.<sup>12</sup>

### Understanding “What Works”

As companies become more invested in improving workplace culture, experts have implemented a range of DEI practices, from employee resource groups to unconscious bias training.<sup>13</sup> Yet, it is unclear what these practices can actually *accomplish* in the workplace setting. Thus, starting in September 2018, we set out to understand the relationship between DEI practices and a variety of workplace outcomes. This report examines seven categories of DEI practices and 12 workplace outcomes (see table on page 3). A detailed description of our research methodology is provided in Appendix A.

### DIBER: An Evolution of DEI Concepts

We began our research in September 2018 with the goal of understanding how companies were defining five key concepts — diversity, inclusion, belonging, equity, and respect —, implementing practices related to those concepts, and measuring whether those practices were “working.” We referred to these concepts collectively as “DIBER” with the assumption that each concept addressed a quality not captured by the others. Interviews with diversity, talent, and analytics experts revealed that new concepts in the U.S. often emerged in accordance with prominent social movements and highly publicized workplace challenges:

**DIVERSITY:** Increasing the demographic “mix” of workers in a group or organization as a management practice became meaningful in many U.S. companies in the late 1980s and early 1990s following the publication of the Hudson Institute’s landmark Workforce 2000 report in 1987 and its provision of an *economic* case for considering demographic differences in the workplace.<sup>14</sup>

**INCLUSION:** The idea that additional work needs to be done to integrate diverse perspectives in the workplace first emerged as a goal in many U.S. companies in the late 1990s/early 2000s.<sup>15</sup> A focus on inclusion often emerged in response to diversity experts witnessing high levels of turnover among women and people

<sup>11</sup> Deloitte (2021). The racial equity imperative. <https://www2.deloitte.com/us/en/pages/about-deloitte/articles/the-racial-equity-imperative.html>

<sup>12</sup> Schein, E.H. (2010). *Organizational culture and leadership* (4th Edition). Jossey-Bass

<sup>13</sup> See <https://www.diversityincbestpractices.com/> for examples.

<sup>14</sup> Johnston, W.B. and Packer, A.P. (1987). Workforce 2000: Work and workers for the twenty-first century. *Hudson Institute*. <https://files.eric.ed.gov/fulltext/ED290887.pdf>

<sup>15</sup> Anand, R., & Winters, M. F. (2008). A retrospective view of corporate diversity training from 1964 to the present. *Academy of Management Learning & Education*, 7(3), 356-372.

of color as compared to men and White employees and a sentiment that just “inviting people to the party” was simply not enough for making diversity meaningful.

**BELONGING:** That people of all genders, races, and ages could feel accepted and comfortable at work challenged the dominant “bro culture” that existed in a number of U.S. tech companies in the 2010s.<sup>16</sup> Since that time, belonging has become a synonym in many U.S. companies for creating a sense of community and positive emotional connection to work.

**EQUITY:** Creating fair access to workplace opportunities was the initial motivation for implementing equity-related workplace practices in the U.S. between 1964 and the early 1990s.<sup>17</sup> At that time, much of the motivation was the need to comply with federal and state employment laws. Preventing racial discrimination and promoting equal opportunity for people of all races was a dominant focus. However, a series of high-profile gender discrimination lawsuits in the mid- to late 2010s motivated greater investment in gender equity.<sup>18</sup> Interestingly, many companies entered the DEI conversation at this point focusing primarily on gender equity. However, following the killings of Ahmaud Arbery, Breonna Taylor, and George Floyd, and evidence revealing that people of color were disproportionately becoming infected with and dying from COVID-19, racial equity as a goal resurfaced with a newfound sense of urgency.<sup>19</sup>

**RESPECT:** In accordance with the #MeToo and Time’s Up movements, “respect” from the standpoint of workplace civility and anti-harassment became part of the broader DIBER vocabulary in the 2010s as well. Specifically, leaders began to understand issues of safety and respect in the workplace in relation to their wider

FIGURE 1



<sup>16</sup> Ferrara, A. (June 26, 2018). Why workplace culture matters (and how to build a good one). IDEO. <https://www.ideo.com/blog/why-workplace-culture-matters-and-how-to-build-a-good-one>

<sup>17</sup> Dobbin, F., Schrage, D., & Kalev, A. (2015). Rage against the iron cage: The varied effects of bureaucratic personnel reforms on diversity. *American Sociological Review*, 80(5), 1014-1044.

<sup>18</sup> Campbell, AF (August 15, 2018). Why the gender discrimination lawsuit against Nike is so significant. Vox Media. <https://www.vox.com/2018/8/15/17683484/nike-women-gender-pay-discrimination-lawsuit>; see also Kelly, M.L (Sept 19, 2017). Silicon Valley’s Ellen Pao Tackles Sex Discrimination, Workplace Diversity In Memoir. *NPR Morning Edition*. <https://www.npr.org/sections/alltechconsidered/2017/09/19/551810814/silicon-valley-s-ellen-pao-tackles-sex-discrimination-workplace-diversity-in-mem>

<sup>19</sup> Downing, J. (March 25, 2021). The future of racial equity starts now, with business leading the way. <https://www.linkedin.com/pulse/future-racial-equity-starts-now-business-leading-way-jason-downing/>

# INTRODUCTION

efforts to create more diverse and inclusive workplaces.<sup>20</sup> As a result, “respect” became the concept most often used to explain what those who were being sexually harassed at work felt that they were missing in the workplace.

## Unlocking Evidence-Based DEI Practices at Work: The Inclusion & Belonging Assessment

Although many of the diversity, talent, and analytics experts we interviewed were working in companies that were implementing a rather robust set of practices, what became increasingly clear was that few were assessing the extent to which these practices were driving workplace outcomes. At best, some were including a few questions about diversity in their annual employee engagement surveys. Yet, the vast majority had been unable to more fully examine what was “working” from a DEI practices perspective. Thus, we developed a survey — which we refer to as “The Inclusion & Belonging Assessment” — designed to examine relationships between DEI practices and outcomes, and deployed that to 1,628 working adults across more than 15 industries in the U.S.

Between May and December 2020, we recruited companies to participate as case studies in our research. This time period coincided with two peaks in COVID-19 infection rates and a surge of interest in matters of racial equity, justice, and inclusion around the world. In light of this context and a sense of urgency in seeking “answers” to these pressing challenges, we decided to use a “restorative” lens in describing our work. In doing so, we referred to negative workplace experiences as “ailments” and DEI practices as “medicines” that had the potential to alleviate those ailments. Framing our work in this way enabled us to convey the uniqueness of our work — that is, instead of emphasizing the robustness of companies’ DEI practice toolkits or demographic differences in employee experiences, we examine *the relationships*

<sup>20</sup> Wynne, A., Cuttino, J.R., Feldblum, C.R., Masling, S.P. (2020). Now is the moment to create a culture of safety, respect. *Bloomberg Law*. <https://news.bloomberglaw.com/us-law-week/now-is-the-moment-to-create-a-culture-of-safety-respect>



*between DEI practices and outcomes.* That is, drawing on another medical concept, we provide an evidence-based approach to examining DEI practices in the workplace.

Ultimately, it is our hope that the insights in this report will be useful to DEI, talent, and analytics experts who are not only interested in understanding which medicines should be deployed based on the ailments their companies are experiencing, but who are also interested in motivating middle managers to use evidence-based practices to create workplace cultures where all employees can thrive. We focus our recommendations on middle managers' actions for three reasons. First, our findings suggest that middle managers are central to employees' experiences at work. Second, insights from corporate diversity experts suggest that companies continue to find it difficult to implement DEI and talent strategies — and that the onus of this work falls on middle managers, who are often uncertain about their role or see DEI work as not being part of their core job functions.<sup>21</sup> Third, while the unprecedented environment of COVID-19 makes recruiting new talent challenging, though not entirely improbable, it is important for leaders including middle managers to broaden their mindset from recruitment to recruitment and retention.

**The subsequent sections of this report will focus on demographic differences in outcomes and underlying practices across various segments of the population.**

<sup>21</sup> Berry, n.d. *Middle Management: Motivating Them to Care and Own Diversity and Inclusion*. [https://www.diversitybestpractices.com/sites/diversitybestpractices.com/files/import/embedded/anchors/files/10\\_gdp\\_middle\\_managers.pdf](https://www.diversitybestpractices.com/sites/diversitybestpractices.com/files/import/embedded/anchors/files/10_gdp_middle_managers.pdf)

## RESULTS FROM THE U.S. DISTRIBUTED WORKFORCE SAMPLE

### Improving Workplace Culture through Evidence-Based DEI Practices:

#### Summary of Demographic Differences

On average, people of color who participated in the Inclusion & Belonging Assessment reported greater access to DEI practices than White employees. In many cases, Black/African American employees felt that they had greater access to DEI practices than all other racial groups.

We also found a few differences in outcomes by race and gender. Relative to employees from other racial and gender groups, people of color and women more strongly agreed that they engaged in “speaking up” behavior at work: speaking out against bias, promoting DEI in hiring processes and practices, and expressing support for and bringing awareness to current organizational DEI policies. However, White women more strongly agreed that they engaged in helping behavior at work relative to women of color.

When related to workplace outcomes, our results suggest that having access to DEI practices is particularly important for people of color and Black/African American employees, whereas factors outside of DEI practices may be more influential in White employees’ workplace experiences.

**APPENDICES B AND C** reveal the quantitative results of our study, which are also broken down by U.S. race/ethnicity and gender.

## Key Findings and Recommendations by Outcome

Hereafter and based on study results, we share our key findings and recommendations for managerial DEI actions designed to improve workplace culture.

### AFFECTIVE COMMITMENT

Mean Score: 4.48 out of 7, Average Response: Somewhat Agree

*Feeling a positive sense of emotional connection to the organization and alignment with organizational goals*

On average, employees “somewhat agreed” that they feel a positive sense of affective commitment to their organization. No racial/ethnic or gender differences in affective commitment were found.

#### Recommended Managerial Actions to Improve Affective Commitment:

Affective commitment can influence employee turnover by affecting intent to quit.<sup>22</sup> Affective commitment can also affect job performance by impacting one’s relationship with a supervisor.<sup>23</sup> Three DEI practices can help improve affective commitment: Managerial Involvement, Mentoring and Sponsorship, and Workplace Policies.

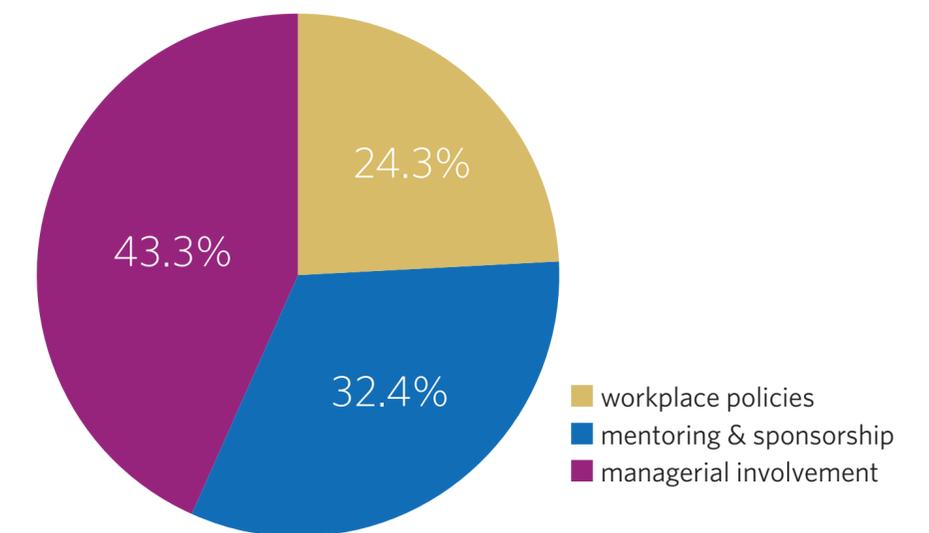
#### Managerial Involvement

When managers are involved in DEI work, they show direct reports that they care about them and are interested in helping them grow. When employees feel like their supervisor wants to help them advance and thrive at work, they feel that they and their work are important to the organization. To improve affective commitment, managers can:

<sup>22</sup> Vandenberghe, C., Bentein, K. and Stinglhamber, F. (2004) Affective commitment to the organization, supervisor, and work group: Antecedents and outcomes.” *Journal of Vocational Behavior* 64, no. 1: 47-71.

<sup>23</sup> *ibid.*

#### PRACTICES THAT IMPROVE AFFECTIVE COMMITMENT:



**Mean Score:** 4.48

**Mean Answer:** Somewhat agree

**Standard Deviation:** 1.48

- » **Share personal stories.** When managers share their own personal stories, including stories about their career paths, that encourages direct reports to talk about their own personal experiences as well, provided that direct reports do not feel forced to share. Being able to share more of oneself at work can help some employees feel a positive connection to their workplace.<sup>24</sup>
- » **Schedule check-ins.** When managers regularly check in with direct reports via formal meetings and informal conversations, it shows that they care about employees and their success. Feeling that someone cares can help employees to develop a positive connection to their workplace.<sup>25</sup> This is particularly important in the current environment, where many employees are simultaneously balancing work with family needs, or are adjusting to working remotely.

## Mentoring and Sponsorship

Mentoring and sponsorship help employees gain skills and build their networks, which can help them develop a positive connection to their workplace. Yet, securing or maintaining effective relationships with mentors and sponsors may be difficult. Managers can help direct reports access these experiences. Specifically, managers can:

- » **Check-in:** Ask direct reports if they have a mentor and connect them to mentoring opportunities if they do not have one. This approach can ensure that no employee falls through the cracks and misses out on opportunities to enhance their career growth.<sup>26</sup>

- » **Create or share a tips document.** A tips document can provide strategies for making mentoring and sponsorship relationships more effective. Managers can create a document or share one created by the DEI team. The document can be used to coach their direct reports in how to best leverage their mentoring relationships. However, managers should be aware that making mentor-mentee relationships flourish among workers of differing demographic backgrounds may require special effort.<sup>27</sup>

## Workplace Policies

While a company may state its values and commitment to DEI, employees need to see that manifested in their daily experiences at work, particularly in times of economic upheaval, in order to feel aligned with organizational goals. Managers can not only explain the policies, they can also encourage employees to use them when needed. Specifically, managers can:

- » **Take ownership for communicating DEI initiatives.** Managers can take responsibility for communicating the company's values for DEI, linking these values to business outcomes that the team desires, and actions that the team can take to support these values.<sup>28</sup>
- » **Encourage team members to use workplace programs.** Managers can encourage team members to use programs that support DEI goals, such as flexible work arrangements.<sup>29</sup> In the current environment, managers can find ways to help team

<sup>24</sup> Caza, B., Ramarajan, L., Reid, E., Creary, S. (2018). How to make room in your work life for the rest of your self, *Harvard Business Review*. <https://hbr.org/2018/05/how-to-make-room-in-your-work-life-for-the-rest-of-your-self>

<sup>25</sup> Knight, R. (2016). How to make your one-on-ones with employees more productive, *Harvard Business Review*. <https://hbr.org/2016/08/how-to-make-your-one-on-ones-with-employees-more-productive>

<sup>26</sup> Trees, L. (March 28, 2017). Top 4 ways to engage employees in your mentoring program. *Association for Talent Development*. <https://www.td.org/insights/top-4-ways-to-engage-employees-in-your-mentoring-program>

<sup>27</sup> Phillips, K., Dumas, T., Rothbard, N. (2018). Diversity and authenticity. *Harvard Business Review*. <https://hbr.org/2018/03/diversity-and-authenticity.html>

<sup>28</sup> Garcia-Alonso, J., Krentz, M., and Poulsen, M. (March 5, 2020). It's frontline leaders who make or break progress on diversity. *BCG*. <https://www.bcg.com/publications/2020/frontline-leaders-make-break-progress-diversity>

<sup>29</sup> Wiryakusuma, C., Chai, H Y., King, A., and Pointer, G. (Nov 3, 2017). How we nudged employees to embrace flexible work. *Harvard Business Review* <https://www.bcg.com/publications/2020/frontline-leaders-make-break-progress-diversity>

members balance work and family, and to publicly embrace the need for the team to be open and flexible about their needs and the challenges they are facing in these unprecedented times.

## BELONGING

Mean Score: 5.24 out of 7, Average Response: Somewhat Agree

### *Feeling accepted and comfortable in the workplace*

On average, employees “somewhat agreed” that they felt a positive sense of belonging. No racial/ethnic or gender differences in belonging were found.

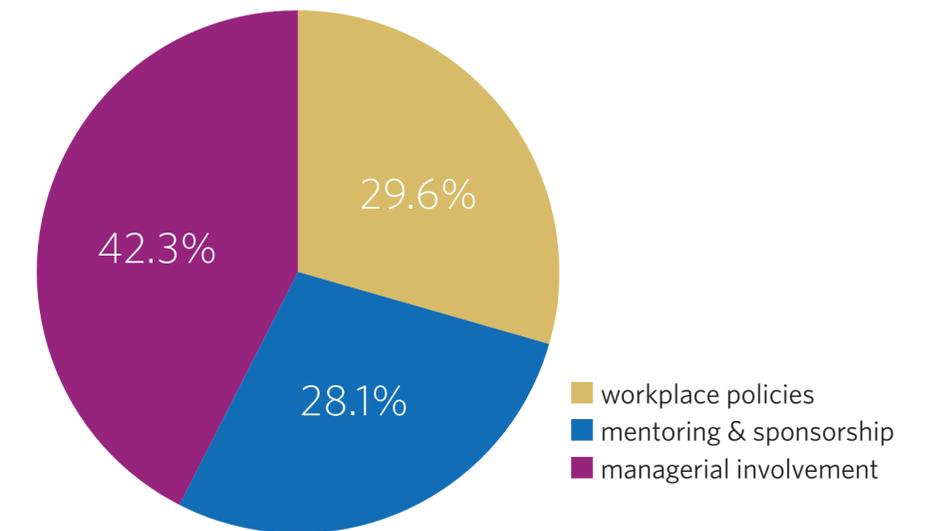
### Recommended Managerial Actions to Improve Belonging:

Similar to affective commitment, a sense of belonging can positively influence work satisfaction<sup>30</sup>. When employees do not feel accepted, both their commitment to their organization and their job performance can suffer.<sup>31</sup> Three DEI practices that help improve a sense of belonging: Managerial Involvement, Workplace Policies, and Mentoring and Sponsorship.

### Managerial Involvement

Managers can strive to create an environment where all employees feel they can contribute and help the team achieve its goals. This has become increasingly important as remote work becomes the norm and managers are challenged to find new ways to engage employees.

### PRACTICES THAT IMPROVE BELONGING:



**Mean Score:** 5.24  
**Mean Answer:** Somewhat agree  
**Standard Deviation:** 1.43

<sup>30</sup> Borrott, N., Day, G.E., Sedgwick, M., Levett-Jones, T. Narelle Borrott, Gary E. Day, Monique Sedgwick, and Tracy Levett-Jones. (2016). Nursing students' belongingness and workplace satisfaction: Quantitative findings of a mixed methods study. *Nurse Education Today*, Volume 45: 29-34.

<sup>31</sup> Newheiser, A.-K., Barreto, M. and Tiemersma, J. (2017). People like me don't belong here: Identity concealment is associated with negative workplace experiences. *Journal of Social Issues*. 73: 341-358.

- » **Highlight the accomplishments of all team members.** Managers can ask a diverse group of team members to report on team-wide updates, ensuring that those who are under-represented also have their voices heard and are provided opportunities to share their work. This can signal that employees' contributions are recognized and appreciated.<sup>32</sup>
- » **Advocate for spaces where employees can discuss non-work topics.** In the affective commitment section, we discussed the importance of sharing personal stories. Managers can advocate for and encourage participation in spaces like employee resource group chats, Slack channels, etc. These more informal spaces can make it easier for in-person and remote employees to celebrate the characteristics that make them unique.<sup>33</sup>

## Workplace Policies

While a company may state its values and commitment to DEI, employees need to see these assertions manifested in their daily experiences at work in order to feel aligned with organizational goals. Managers can not only explain the policies, they can also encourage employees to use them when needed. Specifically, managers can:

- » **Establish inclusive language guidelines.** While often unintentional, exclusive language used in workplace policies and employee communications can heighten feelings of being an outsider<sup>34</sup>. Managers can reinforce inclusive language guidelines

that can help reduce or prevent the use of language that perpetuates biases or stereotypes (i.e. helping people see beyond the gender man/woman binary, helping people define others by more than their physical abilities or disabilities, etc).

- » **Familiarize yourself with programs and policies, even if you don't use them.** Managers can support employees as they try to balance themselves as workers and their responsibilities outside of work. Managers can become more knowledgeable about workplace policies and programs, even if they personally have not had to use these benefits. These benefits could include policies that offer floating cultural holidays, parental leave for adoptions, flexible work arrangements, etc.<sup>35</sup>

## Mentoring and Sponsorship

Mentoring and sponsorship help employees gain skills and build their networks, which can help them develop a positive connection to their workplace. Yet, securing or maintaining effective relationships with mentors and sponsors may be difficult. Managers can help team members access these experiences. Specifically, managers can:

- » **Create a buddy system.** Managers can develop a buddy system that pairs direct reports on their team and enables employees to get help from peers whose work is similarly occurring "on the ground."<sup>36</sup> In the current environment, a temporary buddy system can address unique challenges created by the transition to a virtual work

<sup>32</sup> Hastwell, C. (Nov. 24, 2000). Creating a culture of recognition. *Great Places to Work*. <https://www.greatplacetowork.com/resources/blog/creating-a-culture-of-recognition>

<sup>33</sup> Slack (March 19, 2018). Six ways that channels can transform your work. <https://slack.com/blog/productivity/six-ways-that-channels-can-transform-your-work>

<sup>34</sup> Zandan, N., & Shalett, L. (2021, January 7). What inclusive leaders sound like. *Harvard Business Review*. <https://hbr.org/2020/11/what-inclusive-leaders-sounds-like>

<sup>35</sup> Wiryakusuma, C., Chai, H Y., King, A., and Pointer, G. (Nov 3, 2017). How we nudged employees to embrace flexible work. *Harvard Business Review* <https://www.bcg.com/publications/2020/frontline-leaders-make-break-progress-diversity>

<sup>36</sup> New York University (n.d.) *New employee onboarding: Buddy guidelines*. <https://www.nyu.edu/content/dam/nyu/hr/documents/managerguides/BuddyGuidelines.pdf>

environment, giving employees the chance to check in with one another and share. The buddy system can also be a good way of connecting experienced team members with new hires or members of underrepresented groups.

» **Ensure mentors and sponsors have access to resources.** Mentors and sponsors often provide guidance to or advocate for employees who look, think, and work differently than they do. Managers can make sure that mentors and sponsors have access to helpful resources like unconscious bias training, inclusive language guidelines etc.<sup>37</sup>

## HELPING BEHAVIOR

Mean Score: 5.15 out of 7, Average Response: Somewhat Agree

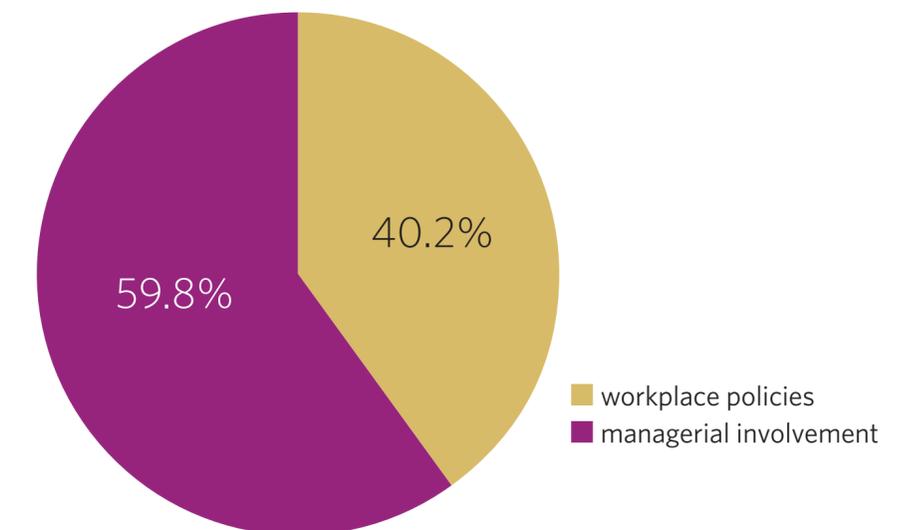
*Going above and beyond for work in an affiliative fashion, orienting others to work, etc.*

On average, employees “somewhat agreed” that they engaged in helping behaviors. White women more strongly agreed that they engaged in helping behavior at work relative to women of color. No other gender or racial differences in helping behavior were found.

### Recommended Managerial Actions to Improve Helping Behavior:

Employees who go above and beyond to help others at work can make their organizations more efficient and effective.<sup>38</sup> Further, these employees are more likely to view their work as meaningful and perform better<sup>39</sup>. In addition, research shows that when helping behavior is reciprocated, it creates additional opportunities for even more people to be successful in their careers.<sup>40</sup> Two DEI practices can help improve helping behavior: Managerial Involvement and Workplace Policies.

### PRACTICES THAT IMPROVE HELPING BEHAVIOR:



**Mean Score:** 5.15  
**Mean Answer:** Somewhat agree  
**Standard Deviation:** 1.20

<sup>37</sup> Trees, L. (March 28, 2017). Top 4 ways to engage employees in your mentoring program. *Association for Talent Development*. <https://www.td.org/insights/top-4-ways-to-engage-employees-in-your-mentoring-program>  
<sup>38</sup> Bolino, M., & Klotz, A. C. (2018, February 7). How to motivate employees to go beyond their jobs. *Harvard Business Review*. <https://hbr.org/2017/09/how-to-motivate-employees-to-go-beyond-their-jobs>  
<sup>39</sup> Lam, C. F., Wan, W. H., & Roussin, C. J. (2016). Going the extra mile and feeling energized: An enrichment perspective of organizational citizenship behaviors. *Journal of Applied Psychology*, 101(3), 379-391.  
<sup>40</sup> Grant, A. (2014). *Give and take: Why helping others drives our success*. Penguin Books: New York.

## Managerial Involvement

Managers can build team cultures that encourage helping behaviors because such behaviors are associated with greater efficiency and performance.

Managers need to pay attention to the delicate balance required to encourage helping behaviors without making employees feel pressured to take on too many responsibilities and projects.

- » **Encourage team members to share which tasks energize them.** Managers should understand which job assignments align with their team members' passions, but they also need to listen and learn from underrepresented employees' experiences.<sup>41</sup> The more employees are encouraged to frame their experience this way, the more likely they are to proactively seek energizing tasks beyond their traditional job description<sup>42</sup>.
- » **Create a sense of autonomy.** Managers can offer employees the chance to define aspects of their roles for themselves. Employees with autonomy are more likely to feel a sense of ownership, which can motivate them to broaden their responsibilities to team-enhancing tasks more generally.<sup>43</sup>

## Workplace Policies

While a company may state its values and commitment to DEI, employees need to see that manifested in their daily experiences at work in order to feel aligned with organizational goals. Managers can not only explain the policies,

they can also encourage employees to use them when needed. Specifically, managers can:

- » **Advocate for actions that reinforce helping behaviors.** Managers can make their team members aware of workplace processes and programs that encourage helping behaviors. The key is to make employees aware of tools such as helping circles, peer review sessions, buddy programs, etc.<sup>44</sup>
- » **Create an environment where employees feel comfortable asking for help.** Managers can create a team culture that encourages employees to ask for help, thereby making continued helping more likely in the long run.<sup>45</sup>

<sup>41</sup> Creary, S.J. (2020). How to be a better ally to your Black colleagues. *Harvard Business Review*. July 8, 2020.

<sup>42</sup> Bolino, M., & Klotz, A. C. (2018, February 7). How to motivate employees to go beyond their jobs. *Harvard Business Review*. <https://hbr.org/2017/09/how-to-motivate-employees-to-go-beyond-their-jobs>

<sup>43</sup> Gulati, R. (2018). Structure that's not stifling. *Harvard Business Review*, May-June 2018. <https://hbr.org/2018/05/structure-thats-not-stifling>

<sup>44</sup> Grant, A. (2013). In the company of givers and takers. *Harvard Business Review*, April 2013. <https://hbr.org/2018/05/structure-thats-not-stifling>

<sup>45</sup> Amabile, T. M., Fisher, C. M., & Pillemer, J. (2014, October 24). IDEO's culture of helping. *Harvard Business Review*. <https://hbr.org/2014/01/ideos-culture-of-helping>

## INCLUSIVE CLIMATE

Mean Score: 4.89 out of 7, Average Response: Somewhat Agree

*Feeling that one's input is considered, that review and promotion processes are fair, and that difference is appreciated*

On average, employees “somewhat agreed” that their organization had an inclusive climate. No racial/ethnic or gender differences in inclusive climate were found.

### Recommended Managerial Actions to Increase Inclusion:

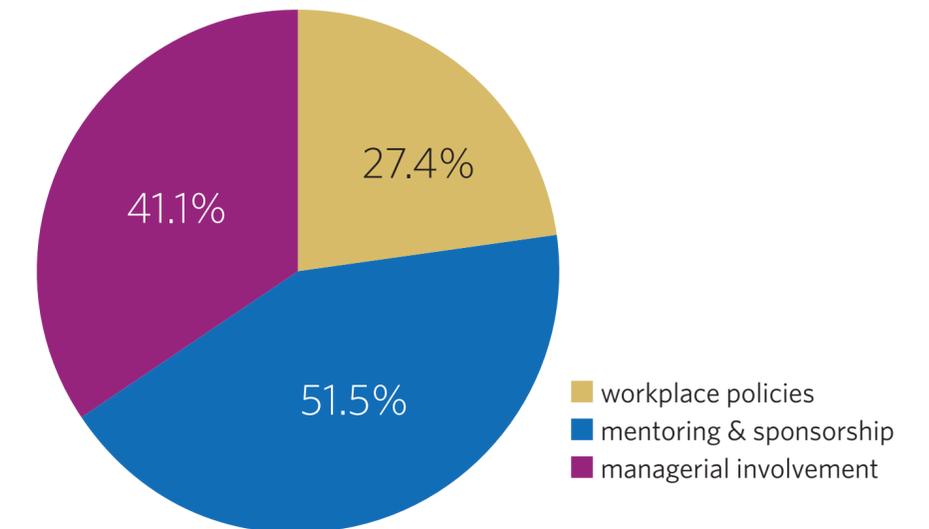
Employees can become faster and more efficient at solving problems when they feel included.<sup>46</sup> Inclusion can also be beneficial to organizational performance more broadly<sup>47</sup>. Three DEI practices can help create a more inclusive climate: Managerial Involvement, Mentoring and Sponsorship, and Workplace Policies.

### Managerial Involvement

Managers can create climates on their team where members' input is welcomed and valued, which can be especially important for members who are new or underrepresented on the team. Specifically, managers can:

- » **Highlight team members' accomplishments.** Managers can make sure that they are showcasing the accomplishments of all their team members — including those who are underrepresented — in team meetings. This can signal that employees' contributions are recognized and appreciated.<sup>48</sup>

### PRACTICES THAT IMPROVE INCLUSIVE CLIMATE:



**Mean Score:** 4.89

**Mean Answer:** Somewhat agree

**Standard Deviation:** 1.40

<sup>46</sup> Corritore, M., Goldberg, A., and Srivastava, S.B. (2020). The new analytics of culture. *Harvard Business Review* (January-February 2020).

<sup>47</sup> Eswaran, V. (2019). The business case for diversity is now overwhelming. *World Economic Forum*, April 29, 2019.

<sup>48</sup> Hastwell, C. (Nov. 24, 2000). Creating a culture of recognition. *Great Places to Work*. <https://www.greatplacetowork.com/resources/blog/creating-a-culture-of-recognition>

- » **Solicit your team's input on "big" decisions.** Managers can seek their team members' input when making decisions about the team, especially those that can radically change how work is done. This practice can enable team members to feel ownership for the change instead of simply feeling as if change is happening to them.<sup>49</sup>

## Mentoring and Sponsorship

Managers can help team members access and cultivate more effective relationships with mentors in sponsors who can help them reflect on their workplaces experiences including instances of inclusion and exclusion. Specifically, managers can:

- » **Be transparent about how sponsors are assigned.** Managers can help employees to not only understand the importance of sponsorship to their inclusion, but can also facilitate access to one. In companies with formal sponsorship programs, managers can ensure that the process for accessing a sponsor is clear to all employees.<sup>50</sup>
- » **Collect feedback on mentoring and sponsorship.** Managers should not assume that employees' relationships with mentors or sponsors are generating feelings of inclusion. To understand whether these relationships are beneficial, managers can request anonymous feedback from direct reports about these relationships, including insights of the value of mentoring and sponsorship interactions and suggestions for how mentoring and sponsorship relationships can be improved.<sup>51</sup> This feedback can be shared with leaders who are supporting mentoring and sponsorship initiatives (e.g., HR, DEI office, etc.)

## Workplace Policies

While a company may state its values and commitment to DEI, employees need to see these principles manifested in their daily experiences at work in order to feel aligned with organizational goals. Managers can not only explain the policies, they can also encourage employees to use them when needed. Specifically, managers can:

- » **Address fundamental needs.** Managers need to understand whether their companies are meeting the basic needs of their direct reports from a workplace policy perspective. This includes, but is not limited to, paid benefits and time off. Managers can use employee feedback to advocate for any new benefits.<sup>52</sup>
- » **Be transparent about hiring policies.** Managers should strive for fairness in their hiring practices. When making hiring decisions, managers should ensure that current team members understand how fairness and equity was factored into the process and the outcome.<sup>53</sup>

<sup>49</sup> Landry, L. (March 5, 2020). Why managers should involve their team in the decision-making process. Harvard Business School Online Business Insights Blog. <https://online.hbs.edu/blog/post/team-decision-making>

<sup>50</sup> Working Mother (n.d.) Building an effective sponsorship program resource guide. <https://www.workingmother.com/building-an-effective-sponsorship-program-resource-guide.pdf>

<sup>51</sup> DiversityInc (2012). Evaluating mentoring research. <https://www.diversityinc.com/evaluating-mentoring-research/>

<sup>52</sup> Gallup (2021). What is employee engagement and how do you improve it? <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx>

<sup>53</sup> Davey, L. (2020, February 12). How to Earn a Reputation as a Fair Manager. *Harvard Business Review*. <https://hbr.org/2018/08/how-to-earn-a-reputation-as-a-fair-manager>

## RESPECT

Mean Score: 5.61 out of 7, Average Response: Somewhat Agree

*Feeling liked by one's peers and that one has made a good impression on one's peers at work*

On average, employees "somewhat agreed" that they felt respected at work. No racial/ethnic or gender differences in respect were found.

### Recommended Managerial Actions to Improve Felt Respect:

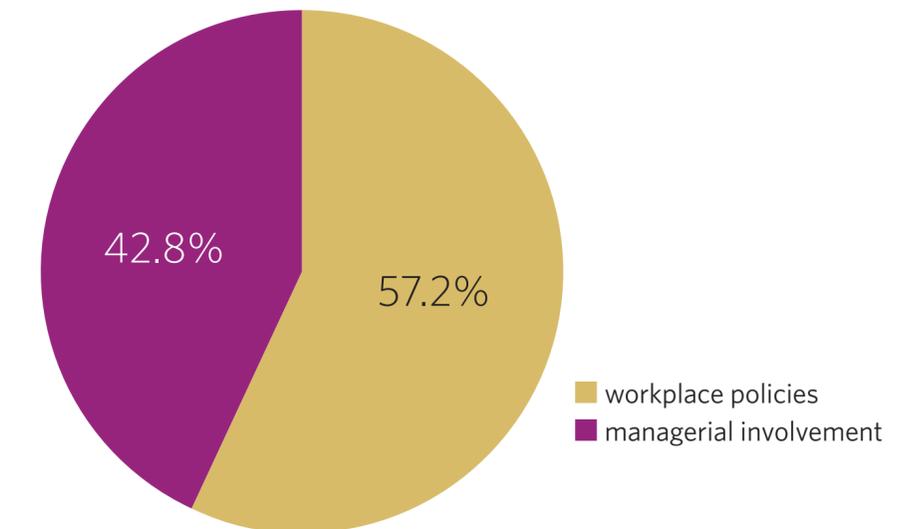
Feeling respected is important for employee well-being and performance at work. Employees who feel disrespected by their colleagues are likely to experience a drop in performance, commitment to the company, and workplace engagement<sup>54</sup>. Two DEI practices can encourage a culture of respect: Workplace Policies and Managerial Involvement.

### Workplace Policies

While a company may state its values and commitment to DEI, employees need to see that manifested in their daily experiences at work in order to feel aligned with organizational goals. Managers can not only explain workplace policies, they can also encourage employees to use them when needed. Specifically, managers can:

- » **Reinforce a zero tolerance policy for disrespectful behavior.** Managers should firmly discourage behaviors that are inappropriate or threaten respectful team dynamics, including sexual harassment, discrimination, and bullying. Managers should also have zero tolerance for practices that promote a culture of disrespect, such as spreading false rumors and degrading others.<sup>55</sup>

### PRACTICES THAT IMPROVE FELT RESPECT:



**Mean Score:** 5.61  
**Mean Answer:** Somewhat agree  
**Standard Deviation:** 1.06

<sup>54</sup> Porath, C. and Pearson, C. (2013). The price of incivility. *Harvard Business Review*, 2013, hbr.org/2013/01/the-price-of-incivility.

<sup>55</sup> DeLoatch, P. (Oct., 7, 2019). 9 things HR needs to know to curb bullying at work. *HR Dive*. <https://www.hrdiver.com/news/9-things-hr-needs-to-know-to-curb-bullying-at-work/563639/>

- » **Ensure everyone has equal access to work policies.** Managers can ensure that work policies are clear and accessible to everyone on the team. Ideally, these policies are archived in a centralized location. Managers can also openly refer to these policies when issues of disrespect and harassment in the workplace become broader workplace conversations (e.g., #MeToo movement).<sup>56</sup>

## Managerial Involvement

Managers are responsible for role modeling the behaviors they would like to see their team members exhibit<sup>57</sup>. When it comes to growing a culture of respect, managers can set the tone by taking action to:

- » **Assign meaningful work.** Meaningful work assignments can help employees feel like their skills, expertise, and time are valuable. For every delegated project or task, managers can consider whether the work is sufficiently challenging based on team members' skills, aspirations for growth, and team needs. In turn, employees will feel more respected because their unique qualities and skills have been recognized.<sup>58</sup>
- » **Be transparent about how decisions are made.** When sharing the outcome of decisions, managers should describe the process behind their decision-making. Employees need to understand the means by which managers arrived at the outcome. When employees perceive that the process has been fair, they are more likely to trust their managers and accept the outcome.<sup>59</sup>

<sup>56</sup> Taylor Jr., J.C. (Oct. 9, 2018). Ask HR: Some insights on the #MeToo movement and harassment in the workplace. *USA Today*. <https://www.usatoday.com/story/money/careers/work-relationships/2018/10/09/ask-hr-in-sights-metoo-movement-harassment-workplace/1536433002/>

<sup>57</sup> Porath, C. (2018, April 3). Make civility the norm on your team. *Harvard Business Review*. <https://hbr.org/2018/01/make-civility-the-norm-on-your-team>

<sup>58</sup> Rogers, K. (2018, June 21). Do your employees feel respected? *Harvard Business Review*. <https://hbr.org/2018/07/do-your-employees-feel-respected>

<sup>59</sup> Seifert, M., Brockner, J., Bianchi, E.C., and Moon, H. (Nov. 5 2015). How workplace fairness affects employee commitment. *MIT Sloan Management Review*, <https://sloanreview.mit.edu/article/how-workplace-fairness-affects-employee-commitment/>

## PROHIBITIVE VOICE

Mean Score: 4.84 out of 7, Average Response: Somewhat Agree

### *Speaking out against bias and calling out DEI issues*

On average, employees “somewhat agreed” that they spoke out against bias and called out DEI issues in the workplace. However, people of color more strongly agreed that they engaged in this type of speaking up behavior relative to White respondents. In addition, Black participants more strongly agreed that they spoke up relative to White, Hispanic, and Asian participants. No significant differences were found between Black and Native American participants’ prohibitive voice behavior.

### Recommended Managerial Actions to Improve Prohibitive Voice:

Prohibitive voice can be challenging due to the belief that speaking up may be futile or even harmful.<sup>60</sup> However, in general, there are benefits to speaking up at work, including greater engagement, better customer service, reduced turnover, and better efficiency.<sup>61</sup> Four DEI practices can improve prohibitive voice: Internal Diversity Partners, Education and Training, Diversity Recruiting Initiatives, and Managerial Involvement.

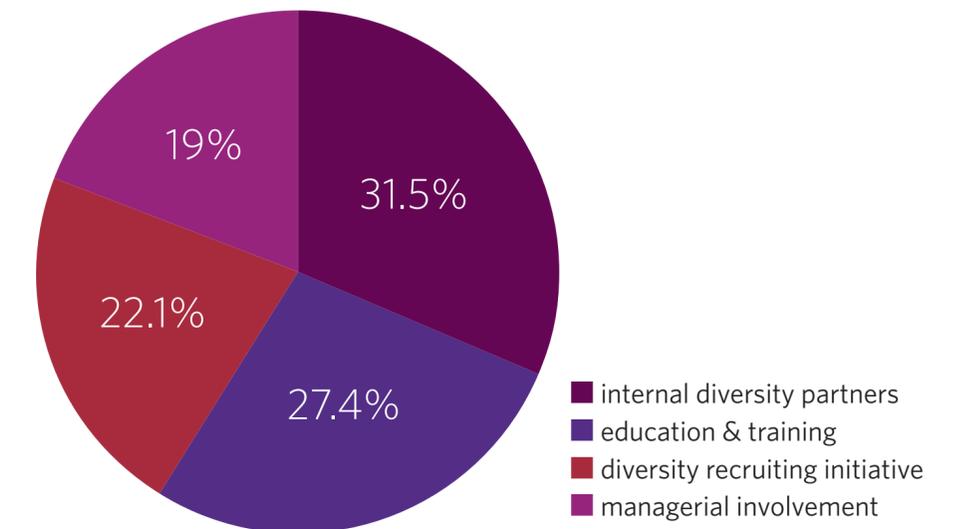
### Internal Diversity Partners

It is important for managers to recognize that they are not alone in helping employees to speak out against bias and call out DEI issues. To maximize the impact of their efforts, managers can seek resources and support from company leadership — including those without formal diversity titles. Specifically, managers can:

<sup>60</sup> Gino, F. (2018). Why it's so hard to speak up against a toxic culture. *Harvard Business Review*. <https://hbr.org/2018/05/why-its-so-hard-to-speak-up-against-a-toxic-culture>

<sup>61</sup> Burris, E., McCune, E., and Klinghoffer, D. (Nov. 17 2020). When employees speak up, companies win. *MIT Sloan Management Review*, <https://sloanreview.mit.edu/article/when-employees-speak-up-companies-win/>

### PRACTICES THAT IMPROVE PROHIBITIVE VOICE:



**Mean Score:** 4.84

**Mean Answer:** Somewhat agree

**Standard Deviation:** 1.40

- » **Enlist senior leaders as allies.** Managers can call on senior leaders to help create and maintain a bias-free workplace. As allies, senior leaders can set the tone and encourage employees to speak up, which will be more likely since employees take cues on acceptable behavior from company leaders.<sup>62</sup>
- » **Band together with like-minded colleagues.** Managers can seek out colleagues with similar perspectives and combine their efforts to interrupt bias in the workplace. Engaging allies in raising concerns can make the process less intimidating and more powerful.<sup>63</sup>

## Education and Training

Managers are responsible for not only supervising the work produced by their employees, but also promoting their learning and development. As part of this process, managers can seek and share resources on how to interrupt bias and call out DEI issues in the workplace with their team members. Specifically, they can:

- » **Educate team members on factors contributing to silence in the workplace.** The Southern Poverty Law Center highlights some of the factors that can contribute to silence in the workplace: fear, embarrassment, interrupting, dominant team members, belittling ideas, lack of trust, and organizational politics<sup>64</sup>. Managers should raise awareness and discourage these dynamics on their teams.

- » **Become more knowledgeable about differences in experiences.** Workplace experiences are often less positive for employees from historically marginalized groups.<sup>65</sup> Managers should be mindful of this and reach out to employees who identify with these groups to understand how to improve their workplace experiences. Learning more about their employees' experiences may help managers feel better equipped to identify and speak out against bias in the workplace.

## Diversity Recruiting Initiatives

While current employees can influence speaking up culture, new employees also have an important role to play. Managers can use the following actions to ensure that they recruit new employees to the company who can play a positive role in interrupting bias and calling out DEI issues:

- » Position DEI work as valuable work. Employees need to shift their mindsets and practices from seeing DEI work as peripheral work that is unrewarded to core work that is crucial to the company.<sup>66</sup> Managers can accelerate this movement by explicitly stating it when hiring new employees and setting the expectation that every team member should hold others accountable and speak up if they see problems.
- » Review criteria and challenge bias in hiring. Managers can enlist team members in examining their hiring processes with a critical lens towards reducing bias. Open conversations with employees about biases can help spark ideas on how to minimize

<sup>62</sup> Pachman, M. (Aug. 15, 2016). Before the whistle blows: Creating a speak-up culture at work. Workforce.com. <https://www.workforce.com/news/before-the-whistle-blows-creating-a-speak-up-culture-at-work>

<sup>63</sup> DasGupta, N., Polsinello, K., Hosios, I, and Keefe, B. (Nov. 24, 2020). *Small actions, big impact: How to be an ally at work and why it matters*. BCG. <https://www.bcg.com/en-ca/publications/2020/how-to-practice-allyship-foster-ally-culture>

<sup>64</sup> Willoughby, B. (2005). *Speak Up Handbook*. Southern Poverty Law Center. [https://www.splcenter.org/sites/default/files/d6\\_legacy\\_files/downloads/publication/splcspeak\\_up\\_handbook\\_0.pdf](https://www.splcenter.org/sites/default/files/d6_legacy_files/downloads/publication/splcspeak_up_handbook_0.pdf)

<sup>65</sup> Deloitte Insights. (2020). *Inclusive work: Marginalized populations in the workforce of the future - Impact, challenges, and opportunities for empowerment*. [https://www2.deloitte.com/content/dam/insights/us/articles/6587\\_DI-Inclusive-work/DI-Inclusive-work.pdf](https://www2.deloitte.com/content/dam/insights/us/articles/6587_DI-Inclusive-work/DI-Inclusive-work.pdf)

<sup>66</sup> Creary, S.J. (2020). How to elevate diversity, equity, and inclusion work in your organization. Knowledge@Wharton. <https://knowledge.wharton.upenn.edu/article/elevate-diversity-equity-inclusion-work-organization/>

them.<sup>67</sup> If issues are discovered, managers should commit to resolving them swiftly and thoughtfully, while recognizing and praising team members for identifying and solving these problems.

## Managerial Involvement

Managers should model the behaviors they want to see from their team members<sup>68</sup>. Specifically, managers can:

- » **Proactively report DEI issues through available channels.** Managers need to model the desired behavior by using the appropriate channels in the company to call out DEI issues. Managers should speak up early, often, and in a direct manner. Doing so can motivate team members to do the same.<sup>69</sup>
- » **Encourage team members to speak up, even when dissenting opinions exist.** Encourage team members to speak up in all situations, not just those in which bias is suspected. Organizations with healthy dissenting cultures are more innovative and disagreements often result in better decisions.<sup>70</sup> The more comfortable employees are with voicing dissenting opinions in general, the easier it will be for them to speak up on DEI issues.

<sup>67</sup> Knight, R. (2018). *7 Practical Ways to Reduce Bias in Your Hiring Process*. SHRM. <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/7-practical-ways-to-reduce-bias-in-your-hiring-process.aspx>

<sup>68</sup> Porath, C. (2018, April 3). Make civility the norm on your team. *Harvard Business Review*. <https://hbr.org/2018/01/make-civility-the-norm-on-your-team>

<sup>69</sup> Willoughby, B. (2005). *Speak Up Handbook*. Southern Poverty Law Center. [https://www.splcenter.org/sites/default/files/d6\\_legacy\\_files/downloads/publication/splcspeak\\_up\\_handbook\\_0.pdf](https://www.splcenter.org/sites/default/files/d6_legacy_files/downloads/publication/splcspeak_up_handbook_0.pdf)

<sup>70</sup> Pianesi, A. (2017, December 15). Is organizational dissent important? The consequences of speaking up when you disagree at work. *SmartBrief*. <https://www.smartbrief.com/original/2017/12/organizational-dissent-important-consequences-speaking-when-you-disagree>

## PROMOTIVE VOICE

Mean Score: 4.91 out of 7, Average Response: Somewhat agree

### *Speaking up to improve DEI in hiring processes and practices*

On average, employees “somewhat agreed” that they spoke up to improve DEI in hiring processes and practices. Black participants more strongly agreed that they spoke up relative to White, Hispanic, and Asian participants. No significant differences were found between Black and Native American participants’ promotive voice behavior.

### Recommended Managerial Actions to Improve Promotive Voice:

It is clear that more needs to be done to improve diversity in hiring in many organizations. Specifically, managers can engage in practices that promote DEI in hiring and enlist their team members in supporting these goals. Three DEI practices can improve promotive voice: Internal Diversity Partners, Education and Training, and Managerial Involvement.

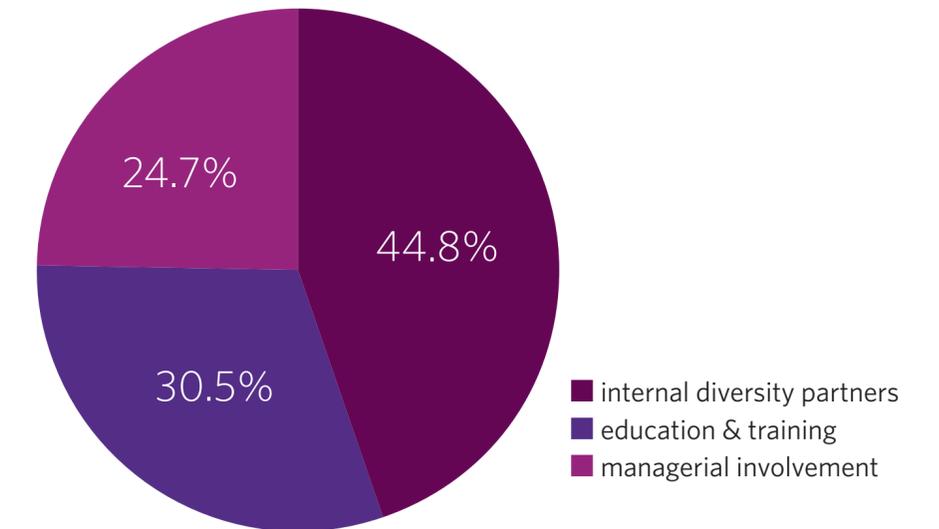
### Internal Diversity Partners

Hiring processes and practices are influenced both by company-wide policies, as well as by leaders who are committed to enhancing DEI systems more broadly. DEI councils and employee resource groups (ERGs) are often engaged in playing this role. Specifically, managers can:

- » **Promote equitable recruiting policies.** Work with HR, DEI councils, and ERGs to ensure that standardized tools are being used to evaluate candidates interviewing for open roles (i.e., interview guides, scorecards, etc.)<sup>71</sup>. If there is

<sup>71</sup> Dattner, B. (2016, Feb 4). A Scorecard for Making Better Hiring Decisions. *Harvard Business Review*. <https://hbr.org/2016/02/a-scorecard-for-making-better-hiring-decisions>

## PRACTICES THAT IMPROVE PROMOTIVE VOICE:



**Mean Score:** 4.91  
**Mean Answer:** Somewhat agree  
**Standard Deviation:** 1.50

a referral program for open employment opportunities, encourage team members to make sure they are referring prospective candidates from all groups, including those that are underrepresented.

- » **Share the results and impact of changes to hiring with team members.** Managers can partner with DEI councils and ERGs interested in understanding the outcomes of hiring-focused DEI initiatives. Highlighting the impact of these initiatives and sharing success stories with team members can reinforce their effectiveness and embed DEI goals throughout the organization.<sup>72</sup>

## Education and Training

Managers should continue to learn as they grow in their roles and facilitate their team members' learning and development as well. When it comes to speaking up for improving DEI in hiring processes and practices, managers can use the following tactics to ensure their employees have the information they need:

- » **Familiarize team members with anti-discrimination and anti-retaliation policies.** Manager should review anti-discrimination and anti-retaliation policies with their team members at least annually.<sup>73</sup> Further, managers should ensure that new employees have access to any resources on these topics that were shared during previous team meetings.
- » **Establish education initiatives focused on the impact of biases on hiring.** Managers can invite internal or external experts to facilitate training sessions focused on

reducing the impact of biases on hiring practices. These sessions should raise awareness of team members' personal biases and provide tactics for reducing their impact in all aspects of the hiring process in which team members may be engaged (e.g., referring potential candidates, attending recruiting events, hosting information sessions, conducting interviews). Managers should also track the outcomes of these trainings to understand their impact.<sup>74</sup>

## Managerial Involvement

Managers should talk openly with all of their employees about improving DEI in hiring processes and practices, including those new to the team and underrepresented on the team. Specifically, managers can:

- » **Solicit feedback on the hiring process from new hires and people from underrepresented groups.** Managers should meet with new employees and team members from underrepresented groups to gain feedback on their hiring experiences. Instituting practices like this can encourage new employees to suggest ways to improve DEI in any hiring practices of which they are part in the future, as well as communicate that feedback and continuous improvement are valuable to the company.<sup>75</sup>
- » **Collect feedback on hiring processes and practices from all applicants.** Managers can survey applicants who did not receive or accept offers, as well as successful hires. Open-ended, qualitative questions can also be included to understand how the process could be improved in the future.<sup>76</sup>

<sup>72</sup> Polonskaia, A. Royal, M. (2019, Dec 10). How the world's most admired companies drive D&I. *HR Executive*. <https://hrexecutive.com/how-the-worlds-most-admired-companies-drive-diversity-and-inclusion/>

<sup>73</sup> US Equal Employment Opportunity Commission. (n.d.) Best Practices and Tips for Employees: How to Prevent Race and Color Discrimination in the Workplace. <https://www.eeoc.gov/initiatives/e-race/best-practices-and-tips-employees>

<sup>74</sup> Chang, E., Milkman, K., Zarrow, L., Brabaw, K., Gromet, D., Rebele, R., Massey, C., Duckworth, A., and Grant, A. (Jul 9, 2019). Does diversity training work the way it's supposed to? *Harvard Business Review*. <https://hbr.org/2019/07/does-diversity-training-work-the-way-its-supposed-to>

<sup>75</sup> Mazor, A.H. (n.d.) Your candidate experience: Creating an impact or burning cash? Deloitte. <https://www2.deloitte.com/us/en/pages/human-capital/articles/candidate-experience-creating-an-impact.html>

<sup>76</sup> Maurer, R. (Jan 12, 2018). Feedback to and from Candidates Will Improve Your Hiring Process. *SHRM*. <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/feedback-candidates-improve-hiring-process.aspx>

## SUPPORTIVE VOICE

Mean Score: 4.37 out of 7, Average Response: Neither agree nor disagree

*Speaking up to express support for and bring awareness to current organizational DEI policies and practices*

On average, employees “neither agreed nor disagreed” that they spoke up to express support for and bring awareness to current organizational DEI policies and practices. Black participants more strongly agreed that they spoke up relative to White, Hispanic, and Asian participants. No significant differences were found between Black and Native American participants’ supportive voice behavior.

### Recommended Managerial Actions to Improve Supportive Voice:

People of color are often enlisted as “experts” to build support for DEI efforts in the workplace.<sup>77</sup> Yet, managers also need to play a role in bringing awareness to their company’s DEI work.<sup>78</sup> Four DEI practices can improve supportive voice: Internal Diversity Partners, Managerial Involvement, Mentoring and Sponsorship, and Education and Training.

### Internal Diversity Partners

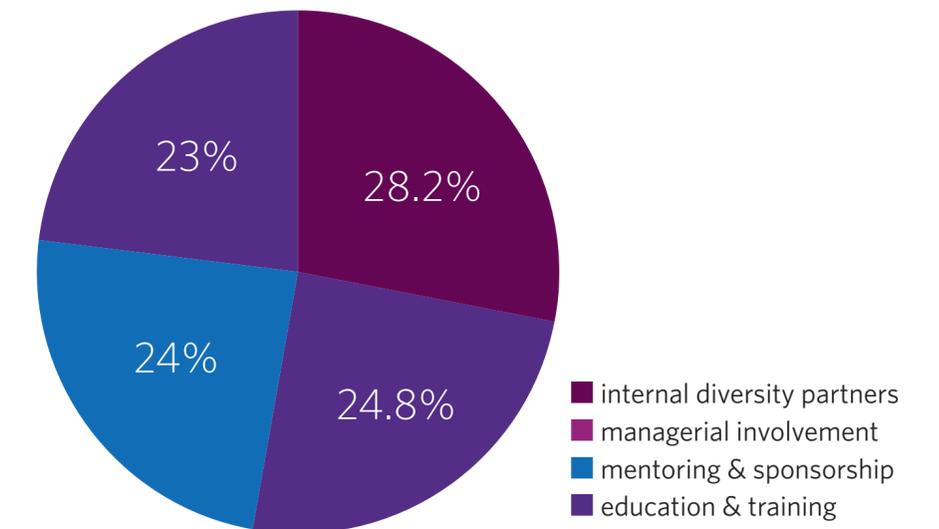
Managers can engage employee/business resource groups to help them improve their capacity to support their company’s DEI policies and practices. Specifically, managers can:

- » **Join one or more employee/business resource groups.** Managers need to be aware of what is happening in their company’s employee/business resource groups. Joining as a member or becoming an ally to one or more of these

<sup>77</sup> <https://hbr.org/2019/11/getting-over-your-fear-of-talking-about-diversity>

<sup>78</sup> Creary, S.J. (June 15, 2020). How to begin talking about race in the workplace. Knowledge@Wharton, <https://knowledge.wharton.upenn.edu/article/begin-talking-race-workplace/>

## PRACTICES THAT IMPROVE SUPPORTIVE VOICE:



**Mean Score:** 4.37

**Mean Answer:** Neither agree nor disagree

**Standard Deviation:** 1.55

groups can help managers become more knowledgeable about DEI issues and opportunities. In addition to participating in these groups, managers can share their learnings with team members to increase their motivation to support these initiatives more broadly.<sup>79</sup>

Encourage team members to join employee/business resource groups and to serve as “inclusion ambassadors.” Managers can encourage their team members to help implement DEI initiatives on their team. To do so, managers can suggest that team members become involved in employee/business resource groups or serve as inclusion ambassadors who can help managers/teams determine how best to incorporate organizational-level DEI strategy in a team setting.<sup>80</sup> Employees should be encouraged to share what they have learned about the company’s overall approach to DEI in their work with the rest of the team regularly.

## Managerial Involvement

When managers get involved in DEI work, they validate and communicate the importance of that work to their team members. Specifically, managers can:

- » **Engage in conversations about diversity.** Managers should not shy away from discussing diversity with their teams. Creating norms for engaging in conversations

about diversity can help teams engage in these conversations in a way that breeds connection and understanding across team members with different backgrounds and experiences.<sup>81</sup>

- » **Highlight the company’s diversity goals and communicate how team members can help achieve them.** Managers should ensure all direct reports are aware of the company’s diversity goals and how success is being measured on those dimensions. In addition, relating actions that individual employees take day-to-day to how those goals are achieved will reinforce what is expected of employees in the workplace and drive commitment, not just compliance, to create lasting change.<sup>82</sup>

## Mentoring and Sponsorship

Managers can mentor and sponsor their team members, but encouraging team members to seek out other mentors and sponsors can help team members to feel more aligned with their company’s broader DEI policies and practices. Specifically, managers can:

- » **Create project teams that pair members of different backgrounds in peer mentoring relationships.** Managers can pay attention to who is “in” and “out” of the group in their workplaces. When opportunities arise for team members to work together on shared projects, managers should be thoughtful about including members from both groups so they can be exposed to each others’ experiences and mentor one another.

<sup>79</sup> Creary, S.J. (July 8, 2020). How to be a better ally to your Black colleagues. *Harvard Business Review*.

<sup>80</sup> Creary, S.J. (July 20, 2020). How to elevate diversity, equity, and inclusion work in your organization. *Knowledge@Wharton*. <https://knowledge.wharton.upenn.edu/article/elevate-diversity-equity-inclusion-work-organization/>

<sup>81</sup> Creary, S.J. (June 15, 2020). How to begin talking about race in the workplace. *Knowledge@Wharton*, <https://knowledge.wharton.upenn.edu/article/begin-talking-race-workplace/>

<sup>82</sup> Florentine, S. (2019). Diversity and inclusion: 8 best practices for changing your culture. *CIO*. <https://www.cio.com/article/3262704/diversity-and-inclusion-8-best-practices-for-changing-your-culture.html>

Rotating employees through different project teams is also effective at increasing cognitive diversity.<sup>83</sup>

- » **Encourage team members to become DEI sponsors and reward them for their work.** Managers can encourage individuals who are passionate about DEI on their teams to become DEI sponsors. To ensure that they are being acknowledged for the work, managers can incorporate sponsorship activities into performance reviews.<sup>84</sup>

## Education and Training

Managers can ensure that team members have the requisite knowledge and skills to express support for and bring awareness to current organizational DEI policies and practices. Specifically, managers can:

- » **Offer behavior-based DEI trainings.** Managers can create DEI training initiatives for their teams that bring awareness to current organizational DEI policies and practices. These trainings can be developed in collaboration with team members who are passionate about providing their co-workers with DEI tools and interested in developing their leadership skills.<sup>85</sup>
- » **Seek out external resources to share with team members.** Managers can search externally for DEI resources that they can share with their members. For example, they can engage peers working in other organizations to share their practices; they can consume the latest DEI research and share insights with team members, and they can participate in online communities or forums where DEI solutions are being discussed.<sup>86</sup>

83 Smith, C., Turner, S. (2017). The radical transformation of diversity and inclusion: The millennial influence. Deloitte University The Leadership Center for Inclusion. <https://launchbox365.com/wp-content/uploads/2017/03/us-inclus-millennial-influence-120215.pdf>

84 Creary, S.J. (July 20, 2020). How to elevate diversity, equity, and inclusion work in your organization. *Knowledge@Wharton*. <https://knowledge.wharton.upenn.edu/article/elevate-diversity-equity-inclusion-work-organization/>

85 Pruitt, A., Brinkworth, C., Young, J., and Aponte, K. (March 30, 2018). 5 Things We Learned About Creating a Successful Workplace Diversity Program. *Harvard Business Review*. <https://hbr.org/2018/03/5-things-we-learned-about-creating-a-successful-workplace-diversity-program>

86 Chang, E., Milkman, K., Zarrow, L., Brabaw, K., Gromet, D., Rebele, R., Massey, C., Duckworth, A., and Grant, A. (Jul 9, 2019). Does Diversity Training Work the Way It's Supposed To? *Harvard Business Review*. <https://hbr.org/2019/07/does-diversity-training-work-the-way-its-supposed-to>

## WORK ENGAGEMENT

Mean Score: 5.25 out of 7, Average Response: Somewhat Agree

### *Level of focus or intensity in one's work*

On average, employees “somewhat agreed” that they experience high levels of focus or intensity in their work. White women reported higher work engagement than men of color. No other gender or racial differences were found.

### Recommended Managerial Actions to Improve Work Engagement:

Being engaged in the workplace is essential for productivity. Yet, creating an engaged workplace has been challenging during the COVID-19 pandemic where employees are finding it difficult to manage the boundaries between different parts of their lives.<sup>87</sup> Two DEI practices can help managers improve work engagement: Managerial Involvement and Mentorship and Sponsorship.

### Managerial Involvement

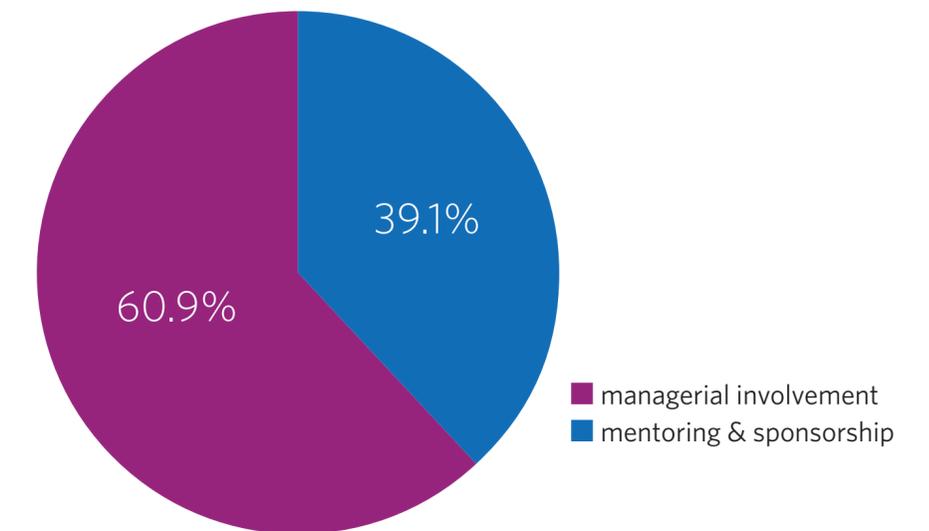
Building rapport and connections with team members around DEI and from different backgrounds is important for improving work engagement. Specifically, managers can:

- » **Share personal experiences.** Managers can share work/career and personal experiences with team members to build connection and camaraderie. Modeling this behavior can encourage team members to share their different experiences without forcing them to do so. Being able to share more of oneself at work can help some employees feel more positively connected to their workplace.<sup>88</sup>

<sup>87</sup> Rothbard, N. (July 15, 2020). Building work-life boundaries in the WFH era. *Harvard Business Review*. <https://hbr.org/2020/07/building-work-life-boundaries-in-the-wfh-era>

<sup>88</sup> Caza, B., Ramarajan, L, Reid, E., Creary, S. (2018). How to make room in your work life for the rest of your self, *Harvard Business Review*. <https://hbr.org/2018/05/how-to-make-room-in-your-work-life-for-the-rest-of-your-self>

## PRACTICES THAT IMPROVE WORK ENGAGEMENT:



**Mean Score:** 5.25

**Mean Answer:** Somewhat agree

**Standard Deviation:** 1.07

- » **Check in personally and professionally.** Managers can schedule regular check-ins with team members to see how they are doing, both personally and professionally. Regular check-ins can help managers identify when something is wrong or something is distracting a team member, decreasing their work engagement. By catching these warning signs early, managers can quickly address anything that is affecting team members' work engagement. It also shows that managers care.<sup>89</sup>

## Mentoring and Sponsorship

Having mentors at work can help team members from all backgrounds feel connected and engaged in their work. Providing team members with recommendations on how to identify and build a relationship with a mentor can drive higher levels of work engagement in the workplace. A few recommendations for managers are:

- » **Encourage exploration.** Managers can encourage team members to try new roles and tasks that enable them to bring new and unique perspectives to their teams. By experiencing new roles, team members can identify activities that they prefer, which can help their engagement at work.<sup>90</sup>
- » **'Show them the ropes'.** Managers typically have greater awareness of unwritten rules and norms in their organizations relative to their reports. Managers can have informal chats with team members to help them see how they fit into the big picture of the organization and how to avoid breaking any norms. With guidance, team members can understand how they add value to the organization and feel more engaged in their work and contributions.<sup>91</sup>

<sup>89</sup> Knight, R. (2016). How to make your one-on-ones with employees more productive, *Harvard Business Review*. <https://hbr.org/2016/08/how-to-make-your-one-on-ones-with-employees-more-productive>

<sup>90</sup> Gallo, A. (2014). HBR Guide to Getting the Mentoring You Need: Attract Sponsors, Learn and Move up, Repay the Favor, *Harvard Business Review Press*, pp. 23-28.

<sup>91</sup> Niovitch-Davis, Karen. (Oct. 27, 2019). Why you should write down your company's unwritten rules. *Harvard Business Review*, 27 Oct. 2019, [hbr.org/2019/10/why-you-should-write-down-your-companys-unwritten-rules](https://hbr.org/2019/10/why-you-should-write-down-your-companys-unwritten-rules).

## BURNOUT

Mean Score: 2.20 out of 5, Average Response: Once a week

### *Frustration or fatigue associated with work*

On average, employees reported feeling frustrated or fatigued with their work slightly more than once a week. No racial/ethnic or gender difference in levels of burnout were found.

### Recommended Managerial Actions to Reduce Burnout:

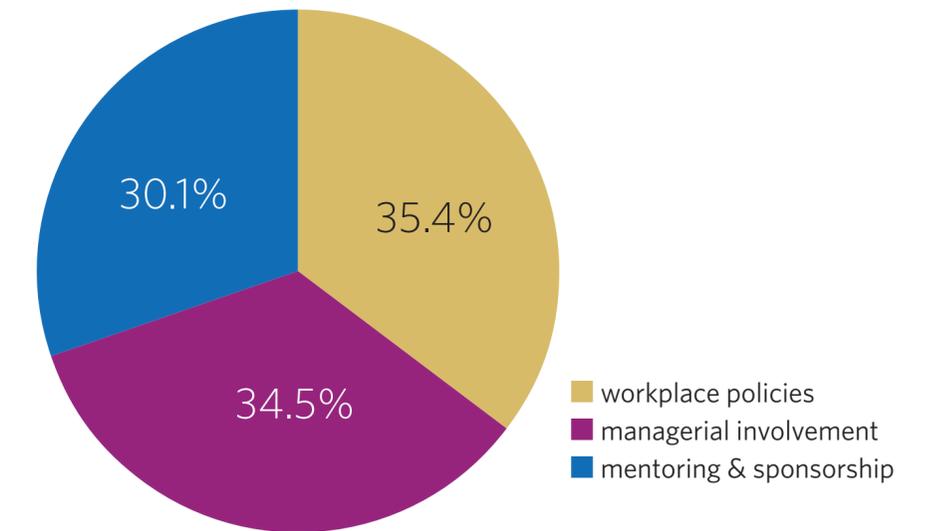
Reducing burnout is important for creating high-performing organizations.<sup>92</sup> Managers whose team members are experiencing burnout may see a drop in their team’s overall performance or greater turnover on their teams. Three DEI practices can help managers to reduce burnout: Workplace Policies, Managerial Involvement, and Mentoring & Sponsorship.

### Workplace Policies

While some workplace practices such as working long hours contribute to burnout, DEI policies can be used as a powerful tool to lessen this experience. Specially, managers can:

- » **Reinforce work and non-work boundary management policies.** Integrators blur the lines between work and non-work activities, whereas segmentors prefer to keep work and non-work activities separate. To reduce burnout, managers can reinforce policies that respect different boundary management preferences.<sup>93</sup> For instance, to help segmentors reduce burnout, managers should avoid reinforcing policies that require team members to be “always on,” such as requiring them to sync work email to their phones. To help integrators reduce burnout, managers can encourage them to take

### PRACTICES THAT REDUCE BURNOUT:



**Mean Score:** 2.20  
**Mean Answer:** Disagree  
**Standard Deviation:** 1.19

<sup>92</sup> Moss, J. (2019). Burnout is about your workplace, not your people. *Harvard Business Review*, <https://hbr.org/2019/12/burnout-is-about-your-workplace-not-your-people>

<sup>93</sup> Rothbard, N. (2016). Social media strategies for better work-life engagement: Boundary management in cyberspace. *IESE Insight* (29), pp. 23 - 30.

advantage of employee fitness and mindfulness programs that occur during traditional work hours.

- » **Establishing norms around breaks.** Managers should consider establishing team norms around meeting times. By keeping team meetings to allotted time length and encouraging employees to take 5-15 minute breaks between meetings, managers can set practices that reduce burnout.<sup>94</sup>

## Managerial Involvement

Managers can help address and reduce burnout among new and underrepresented employees and team members as a whole. Specifically, managers can:

- » **Collect feedback on team members' experiences of burnout.** Managers can collect anonymous feedback from team members on their experiences of burnout looking for any differences that might exist among new and/or underrepresented team members. Gaining real-time feedback that also invites team members to provide suggestions can be helpful for reducing team burnout.<sup>95</sup>
- » **Communicate openly with team members.** Managers can build open and honest lines of communication with direct reports. Managers can give employees a clear understanding of how things are going in the workplace, so rumors don't fester regarding job security. Burnout can be reduced when employees are not relying on rumors to understand what is happening in the company.<sup>96</sup>

## Mentoring and Sponsorship

Managers help team members who are serving as mentors and sponsors reduce their feelings of burnout. Specifically, managers can:

- » **Celebrate mentors and sponsors.** Managers should recognize the mentoring and sponsorship contributions that team members make. Examples include a sincere "thank you" or a gift of appreciation to those who are mentoring and sponsoring others. When it is clear that all employees are playing mentoring and sponsoring roles, reward the team as a whole — not just individual contributors.<sup>97</sup>
- » **Encourage breaks in between mentoring and sponsorship meetings.** Mentoring and sponsoring others can feel personally meaningful, but it can also take energy. Thus, after mentoring and sponsorship meetings, team members may need to take breaks before engaging in other types of work. Managers can encourage team members who are mentoring and sponsoring others to take time to do activities that help them to recover so that they can re-engage in work feeling more rejuvenated and energized. By encouraging recovery, managers can reduce burnout among team members.<sup>98</sup>

<sup>94</sup> Indeed Career Guide (May 21, 2020). Taking breaks while doing remote work during COVID-19. *Indeed.com*, 21 May 2020, [www.indeed.com/career-advice/career-development/taking-a-break-from-work](http://www.indeed.com/career-advice/career-development/taking-a-break-from-work).

<sup>95</sup> Jose, R. (Dec. 7, 2015). 5 reasons why you should listen to your employees. *Blog.SHRM.org, Society of Human Resource Management*, [blog.shrm.org/blog/5-reasons-why-you-should-listen-to-your-employees](http://blog.shrm.org/blog/5-reasons-why-you-should-listen-to-your-employees).

<sup>96</sup> Lievens, D. (Feb. 10, 2021). How the pandemic exacerbated burnout. *Harvard Business Review*. [hbr.org/2021/02/how-the-pandemic-exacerbated-burnout](http://hbr.org/2021/02/how-the-pandemic-exacerbated-burnout).

<sup>97</sup> *ibid.*

<sup>98</sup> *ibid.*

## JOB SATISFACTION

Mean Score: 3.65 out of 5, Average Response: Neither disagree nor agree

### *Being content or happy in one's job role*

On average, employees “neither disagreed nor agreed” with being satisfied or happy in their job. No racial/ethnic or gender differences in job satisfaction were found.

### Recommended Managerial Actions to Improve Job Satisfaction:

Being satisfied in one's job is important for good individual and team performance at work. Employees who are not satisfied in their jobs tend to have lower performance and decrease team morale and productivity.<sup>99</sup> Three DEI practices can improve job satisfaction: Managerial Involvement, Mentoring & Sponsorship, and Workplace Policies:

### Managerial Involvement

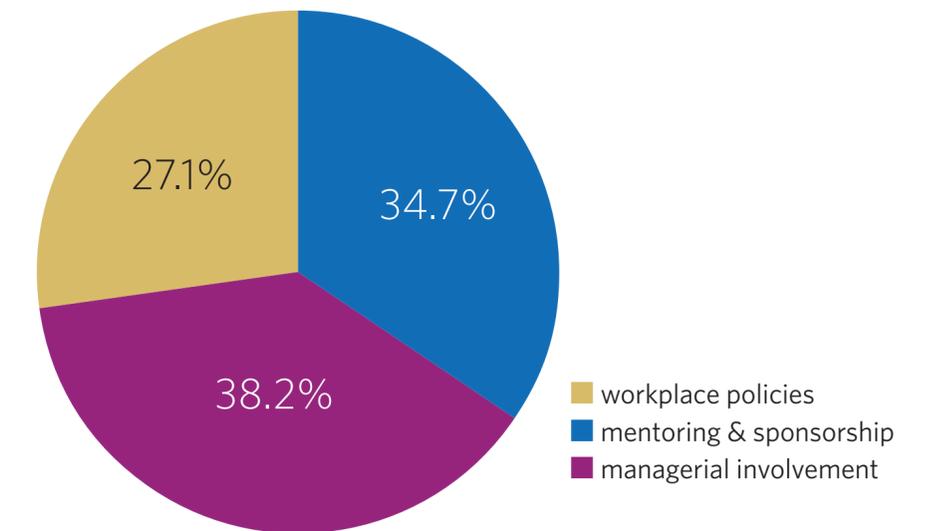
Managers can ensure that all employees — including those who are new and underrepresented — feel more satisfied in their roles. Specially, managers can:

- » **Be curious about team members' career aspirations.** Managers can use one-on-one time with new and underrepresented team members to learn more about their career interests and needed growth opportunities. By asking direct, open-ended questions about team members' career goals, managers can show that they are interested in playing a role in furthering team members' career goals and improving their job satisfaction.<sup>100</sup>
- » **Be proactive in solving the team's DEI challenges.** Managers should have a clear understanding of the challenges that employees face, including those who are new and/or underrepresented. New managers can ask their team members to

<sup>99</sup> Indeed Career Guide (Feb. 9, 2021). How to improve employee morale and job satisfaction. [www.indeed.com/career-advice/career-development/how-to-improve-employee-morale-and-job-satisfaction](https://www.indeed.com/career-advice/career-development/how-to-improve-employee-morale-and-job-satisfaction).

<sup>100</sup> Knight, R. (Aug. 8, 2016). How to make your one-on-ones with employees more productive. *Harvard Business Review*, [hbr.org/2016/08/how-to-make-your-one-on-ones-with-employees-more-productive](https://hbr.org/2016/08/how-to-make-your-one-on-ones-with-employees-more-productive).

## PRACTICES THAT INCREASE JOB SATISFACTION:



**Mean Score:** 3.65

**Mean Answer:** Neither agree nor disagree

**Standard Deviation:** 1.14

create a list of their daily challenges and potential solutions. Through listening to team members' challenges, managers can identify opportunities to help alleviate the issues. By tackling these problems, managers can enable employees to focus on their value-adding activities and improve their job satisfaction.<sup>101</sup>

## Mentoring and Sponsorship

Feeling like one has mentors and sponsors at work can increase job satisfaction. Having leaders both inside and outside the organization who can give candid career advice and look out for their career interests can help employees believe they have a long-term future in the organization and thus improve job satisfaction. Managers can:

- » **Facilitate mentoring relationships.** Managers can help team members access channels for identifying potential mentors both within and outside the company. Internally, these channels can include employee resource groups or buddy programs. Externally, these channels can be personal networks or professional associations. Accessing mentors can help employees develop their own network and skills so they can grow in their roles and become more satisfied in their jobs.<sup>102</sup>
- » **Help team members create career development plans.** Managers can work with their own mentees to develop short-term and long-term career goals in the organization. The exercise of articulating their goals will help mentees track progress towards their goals. As mentees see progress and improvement towards their goals, they will become more satisfied in their role.<sup>103</sup>

## Workplace Policies

While many organizations state they value job satisfaction, employees may not feel that their satisfaction is consistently valued. Managers can help to improve their team members' job satisfaction through supporting workplace policies designed to enhance job satisfaction. Specifically, managers can:

- » **Avoid a 'one size fits all' mentality.** Managers may be tempted to enforce standardized practices on their teams to maintain a consistent and normal workflow. However, as employees adapt to a new working environment, they may need more customized solutions to maintain their job satisfaction. For instance, employees unexpectedly balancing full-time work, caregiving, and supervising childrens' educational progress during the COVID-19 pandemic need flexibility in their work assignments in order to maintain their job satisfaction.<sup>104</sup>
- » **Consider hybrid work arrangements.** As workplaces begin to reopen, managers will need to decide if and when on-site work is necessary. Interestingly, many organizations have maintained their levels of productivity during mandatory work from home restrictions.<sup>105</sup> Managers should consider using hybrid work environments to allow employees to choose the work environment that matches their preferences while still meeting the team's and organization's needs. Job satisfaction for all employees can be improved from working in an environment that enables everyone on the team to be productive.<sup>106</sup>

<sup>101</sup> Ibid.

<sup>102</sup> Schoeller, J. (Dec. 15, 2020). Council post: Investing in mentorship and sponsorship to foster employee growth. *Forbes*, [www.forbes.com/sites/forbesbusinessdevelopmentcouncil/2020/12/16/investing-in-mentorship-and-sponsorship-to-foster-employee-growth/?sh=57e9e2ad64e5](https://www.forbes.com/sites/forbesbusinessdevelopmentcouncil/2020/12/16/investing-in-mentorship-and-sponsorship-to-foster-employee-growth/?sh=57e9e2ad64e5).

<sup>103</sup> Ibid.

<sup>104</sup> Scanlan, C. (Sept. 17, 2020). Council post: Boosting employee productivity and satisfaction while working from home. *Forbes*, [www.forbes.com/sites/forbesbusinessdevelopmentcouncil/2020/09/18/boosting-employee-productivity-and-satisfaction-while-working-from-home/?sh=d49ad902553e](https://www.forbes.com/sites/forbesbusinessdevelopmentcouncil/2020/09/18/boosting-employee-productivity-and-satisfaction-while-working-from-home/?sh=d49ad902553e).

<sup>105</sup> Gaskell, A. (Dec. 7, 2020). Productivity in times of Covid. *Forbes*, [www.forbes.com/sites/adigaskell/2020/12/08/productivity-in-times-of-covid/?sh=37e08841fa13](https://www.forbes.com/sites/adigaskell/2020/12/08/productivity-in-times-of-covid/?sh=37e08841fa13).

<sup>106</sup> Scanlan, C. (Sept. 17, 2020). Council post: Boosting employee productivity and satisfaction while working from home. *Forbes*, [www.forbes.com/sites/forbesbusinessdevelopmentcouncil/2020/09/18/boosting-employee-productivity-and-satisfaction-while-working-from-home/?sh=d49ad902553e](https://www.forbes.com/sites/forbesbusinessdevelopmentcouncil/2020/09/18/boosting-employee-productivity-and-satisfaction-while-working-from-home/?sh=d49ad902553e).

## TURNOVER INTENT

Mean Score: 2.72 out of 5, Average Response: Somewhat Disagree

### *Interest in leaving or changing one's job*

On average, employees “somewhat disagree” that they are interested in leaving or changing their jobs. People of color reported greater turnover intent relative to White employees. Black employees reported stronger turnover intent relative to White and Asian employees. Men of color reported greater turnover intent relative to White men and White women.

### Recommended Managerial Actions Reduce Turnover Intent:

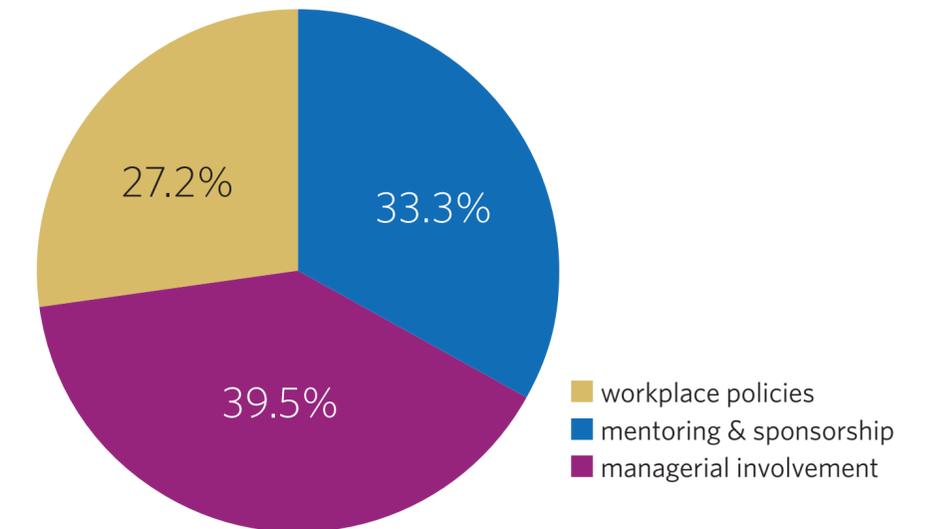
Turnover on a team can lower team member morale and productivity.<sup>107</sup> Three DEI practices can reduce turnover intent and encourage employee retention: Managerial Involvement, Mentoring & Sponsorship, and Workplace Policies.

### Managerial Involvement

Managers should not wait until exit interviews to learn what is causing employees to leave. Managers can help to reduce turnover intent by understanding the experiences of new and/or underrepresented employees and talking about DEI openly on the team. Specifically, managers can:

- » **Listen to team members.** Managers can collect feedback on the team’s climate, including how roles and tasks are assigned. Feedback can be collected anonymously, so that team members feel more comfortable providing candid feedback on how often they think about leaving. This feedback can help managers identify what is driving employees to think about leaving, such as a poor working environment, lack of growth opportunities, or enticing offers from

### PRACTICES THAT REDUCE TURNOVER INTENT:



**Mean Score:** 2.72

**Mean Answer:** Somewhat disagree

**Standard Deviation:** 1.16

<sup>107</sup> Indeed Career Guide (2020). How to reduce employee turnover. [www.indeed.com/hire/c/info/how-to-reduce-employee-turnover](https://www.indeed.com/hire/c/info/how-to-reduce-employee-turnover).

competitors. However, this approach might be challenging for surfacing the experiences of new and/or underrepresented team members. Instead, managers may need to rely on broader results from employee experience surveys that reveal increased turnover intent among these groups and assume that the feedback may apply to members of their teams. With early detection, managers can play a proactive role in reducing turnover.<sup>108</sup>

- » **Share insights with team members.** Once managers understand why team members are thinking about leaving, managers can aggregate and share the results with employees in order to prioritize areas of opportunity. Both managers and team members can generate ideas for solutions to address any turnover issues. By becoming engaged in the process of devising solutions, employees can play an active and satisfying role in helping their teams reduce turnover.<sup>109</sup>

## Mentoring and Sponsorship

Mentors can help to reduce turnover intent in the workplace.<sup>110</sup> Managers as mentors can help team members navigate the challenges of the workplace and empower their mentees to feel like they can succeed in the workplace. Specifically, managers can:

- » **Encourage feedback.** Managers can encourage their mentees to seek feedback from different people in the organization. By receiving feedback from different people, employees can become more aware of gaps in their development and can be more likely to approach managers and mentors for feedback in the future. Managers can

also encourage mentees to share the feedback they receive with them and with other mentors. With this information, managers and mentors will be better able to identify and provide their mentees with developmental opportunities, than can be important for reducing their turnover intent.<sup>111</sup>

- » **Demonstrate commitment to mentees.** Managers can advocate for their mentees by speaking up on their behalf and helping them to access opportunities. Managers can also invest in their mentees by suggesting ways to narrow gaps in skills and experience or providing feedback. This type of support can make it clear to mentees that they have the opportunity to be successful in the organization, which can reduce their turnover intent.<sup>112</sup>

## Workplace Policies

Workplace policies can help to reduce turnover intent. Managers can engage these policies to create an environment that motivates employees to remain working in their organization. Specifically, managers can:

- » **Communicate the importance of DEI policies.** Managers can take a proactive role in communicating DEI policies to their teams as opposed to relying primarily on HR or senior leadership's advocacy. By emphasizing the value of DEI and related policies, managers can help to reduce turnover.<sup>113</sup>
- » **Promote personal interactions.** Managers can foster a culture that enables team members to build personal connections with one another in different settings. For

<sup>108</sup> Bendaly, N. (May 20, 2019). Want a healthier team climate? Five things leaders must do, *Forbes*, <https://www.forbes.com/sites/nicolebendaly/2019/05/20/want-a-healthier-team-climate-five-things-leaders-must-do/?sh=347a52d9e6a1>

<sup>109</sup> *ibid.*

<sup>110</sup> Sher, R. (Dec. 29, 2020). How to reduce costly employee turnover: Assign mentors on day 1. *Forbes*, [www.forbes.com/sites/robertsher/2021/12/29/how-to-reduce-costly-employee-turnover-assign-mentors-on-day-1/?sh=2897b73669e2](http://www.forbes.com/sites/robertsher/2021/12/29/how-to-reduce-costly-employee-turnover-assign-mentors-on-day-1/?sh=2897b73669e2).

<sup>111</sup> Beeson, J. (2014). Why you didn't get that promotion. In *HBR Guide to Getting the Mentoring You Need: Attract Sponsors, Learn and Move up, Repay the Favor*, Harvard Business Review Press, pp. 71-82.

<sup>112</sup> Hewlett, S.A., Marshall, M., and Sherbin, L. (2014). The relationship you need to get right. In *HBR Guide to Getting the Mentoring You Need: Attract Sponsors, Learn and Move up, Repay the Favor*, Harvard Business Review Press, pp. 9-21.

<sup>113</sup> Shemla, M. (Aug. 22, 2018). Why workplace diversity is so important, and why it's so hard to achieve. *Forbes*, [www.forbes.com/sites/rsmdiscovery/2018/08/22/why-workplace-diversity-is-so-important-and-why-its-so-hard-to-achieve/?sh=330b04d33096](http://www.forbes.com/sites/rsmdiscovery/2018/08/22/why-workplace-diversity-is-so-important-and-why-its-so-hard-to-achieve/?sh=330b04d33096).

instance, managers can suggest that team members organize informal social events, while encouraging team members to be mindful of situations that might make it difficult for some team members to join (e.g., the event is held outside of normal work hours and team members have other commitments; there will be alcohol at the event and some team members do not consume alcohol for personal or religious reasons). Managers can also encourage team members to set their own boundaries regarding personal interactions, especially connecting with one another on social media. By building a culture where employees feel personally connected to others, managers can help to reduce turnover on their teams.<sup>114</sup>

## Summary of Key Findings and Recommendations:

Our research focused on examining the relationships between DEI practices and the workplace experiences of working adults distributed across different industries in the U.S. reveal that having access to DEI practices can be influential, especially in the experiences of people of color at work. Of the seven categories of DEI practices included in our study, Managerial Involvement, Workplace Policies, and Mentoring and Sponsorship are among the most influential practices in that they consistently drive many of the outcomes we studied. Interestingly, Internal Diversity Partners, Education and Training, and Diversity Recruiting are particularly influential in voice behavior — that is, in

speaking out against bias and calling out DEI issues; speaking up to improve DEI in hiring processes and practices, and speaking up to express support for and bring awareness to current organizational and DEI policies and practices. Although Physical Visibility as a DEI practice is not as influential in our U.S. Distributed Workforce Sample, we note that this practice is particularly influential in driving helping behavior and inclusive climate in Company B and helping behavior and felt respect in Company C (Please see pages 40-44 for more information on our case study companies).

Ultimately, the findings, recommendations, and additional insights we have incorporated from academic and industry sources are intended to provide middle managers with the tools needed for improving workplace culture. While we hope that our work will empower middle managers to help their team members and organizations grow, we recognize that having access to DEI tools does not necessarily mean that middle managers will use them. Namely, prior work has found that middle managers are often uncertain about their role or see DEI work as not being part of their core job functions.<sup>115</sup> Thus, in the next section, we provide additional insights on strategies for engaging middle managers in DEI work.

<sup>114</sup> Rothbard, N. (2016). Social Media Strategies for Better Work-Life Engagement. *Boundary Management in Cyberspace. IESE Insight* (29), pp. 23 - 30.

<sup>115</sup> Berry, n.d. Middle Management: Motivating Them to Care and Own Diversity and Inclusion. [https://www.diversitybestpractices.com/sites/diversitybestpractices.com/files/import/embedded/anchors/files/10\\_gdp\\_middle\\_managers.pdf](https://www.diversitybestpractices.com/sites/diversitybestpractices.com/files/import/embedded/anchors/files/10_gdp_middle_managers.pdf)

## ADVICE FOR MIDDLE MANAGERS

### A Summary of Challenges and Strategies for Motivating Middle Managers to Engage in DEI Work

For a variety of reasons, managers will not always see DEI work as part of or central to their roles.<sup>116</sup> Following is a summary of challenges facing companies who want managers to engage in this work, and strategies for overcoming them:

#### Middle managers will not be engaged in DEI in the same way as senior management

- » Senior managers are focused on long-term issues of strategy and market-share dominance.
- » Middle managers are focused on operationalizing that strategy on a day-to-day basis — i.e. increasing sales and decreasing costs. Positioning DEI as key to “culture change” is too broad for middle managers, and not always described in terms of specific and relevant actions. Instead, inclusion can be positioned as “making the mix work well” within a team, which can have more resonance with middle managers, especially globally.

<sup>116</sup> Creary, S.J. (July 20, 2020). How to elevate diversity, equity, and inclusion work in your organization. *Knowledge@Wharton*. <https://knowledge.wharton.upenn.edu/article/elevate-diversity-equity-inclusion-work-organization/>



## Being accountable for DEI is difficult for middle managers to embrace

- » Middle managers aren't always clear on the intent, the outcome, and the relevance of DEI policies to their work.
- » DEI strategies must demonstrate global relevance as companies begin to expand their business globally — efforts need to be viewed as a key component of the global businesses' strategic agenda.

## Five factors for engaging middle managers

- » **Business-Relevant Strategies** — Activities should connect clearly to business goals, including bringing in great talent, tapping underutilized talent, etc.
- » *Measurements and Accountability Structures* — Accountability structures that middle managers use to evaluate employees should be clear and unambiguous. Structures include short-term HR metrics such as: hiring, succession planning, and development goals; and short-term business building measures including: distribution of products and availability of services in a region.
- » **Performance Management and Reward Systems** — Companies should (a) include key performance indicators that support diversity and inclusion in performance management systems; (b) outline the expectations of middle managers regarding their role in diversity initiatives; (c) identify the behaviors that demonstrate alignment with diversity initiatives, and (d) reward middle managers for excellent performance — either with tangible rewards like stock options and salary increases or bonuses and/or intangible rewards like recognition, praise, awards, and special perks, which send a more public message.

- » **Inclusive Communication Mechanisms** — Line management should take more ownership and accountability for communicating diversity and inclusion efforts and their importance to business outcomes (not just HR).
- » **Senior Management Commitment** — Minimally a statement of values and principles that must be adhered to.

## DEI strategists partnering with middle managers should ask:

- » What are your business challenges?
- » How can diversity and inclusion efforts help you with these business challenges?
- » What would you recommend doing differently to make diversity efforts more relevant to your business issues?
- » What would be the best way for us to work together to ensure that diversity and inclusion are meeting your needs?
- » What is the best way for you to communicate to stakeholders that diversity and inclusion are key to meeting your business needs?
- » How can I best help you with all of this as a business partner?

## To convince middle managers to commit to DEI companies must:

- » **Make the stakes clear** — How does their personal success hinge on their ability to support D&I initiatives? Help them understand their stake in D&I and why they should make an investment.

- » **Lead with data** — Show middle managers reports revealing how D&I improves innovation and boosts the bottom line. Find internal analytics that show how D&I or lack thereof has impacted the workplace.
- » **Design around the unwilling** — You may not win their hearts, but you can help middle managers to reduce bias in the policies, practices, and procedures they adopt.

## Why might middle managers be resistant to diversity and inclusion work?

Lack of understanding for the business case for diversity, competing priorities, time pressures, questions about how they will be rewarded for their efforts, measurability, lack of authority to make a difference, sense that they're at the mercy of candidates recruiters provide them.

## Here's how companies can get middle managers involved:

- » Executives should model the behaviors they want from middle management, such as attending diversity training and mentoring diverse employees.
- » Companies should ask affinity groups to ground efforts in business-relevant issues and invite managers to events.
- » Affinity groups should have executive sponsors who are middle managers.

- » Reward champions: Give a highly-respected manager who is ready to be a champion high-profile visibility for his or her diversity commitment. Tie financial rewards to performance and development plans. Embed D&I efforts in performance management systems.
- » Use employee satisfaction surveys to identify areas where diversity resources could be used to help solve their problems.
- » Provide middle managers with online resources to help them deal with diversity-related issues and challenges.
- » Publish balanced scorecards that have measurable behavioral changes, such as employee satisfaction surveys, exit interviews, and representation changes such as attrition, succession, etc.
- » Invite middle managers seeking to fill open positions to attend diversity recruitment fairs.

## FURTHER READING

**AMA, 2019. Middle management may hinder diversity initiatives:**

<https://www.amanet.org/articles/middle-management-may-hinder-diversity-initiatives/>

**Berry, P. n.d. Middle management: Motivating them to care and own diversity and inclusion.**

[https://www.diversitybestpractices.com/sites/diversitybestpractices.com/files/import/embedded/anchors/files/10\\_gdp\\_middle\\_managers.pdf](https://www.diversitybestpractices.com/sites/diversitybestpractices.com/files/import/embedded/anchors/files/10_gdp_middle_managers.pdf)

**Clarey, K. 2019. How to get middle managers to commit to D&I — even when they don't want to.**

<https://www.hrdiver.com/news/how-to-get-middle-managers-to-commit-to-di-even-when-they-dont-want-to-1/567029/>

**Creary, S.J. 2020. How to elevate diversity, equity, and inclusion work in your organization.**

<https://knowledge.wharton.upenn.edu/article/elevate-diversity-equity-inclusion-work-organization/>

**From The Conference Board Report, 2007, Middle Managers: Engaging and Enrolling the Biggest Roadblock to Diversity and Inclusion:**

<https://www.conference-board.org/publications/publicationdetail.cfm?publicationID=1779&centerID=0>

## RESULTS AND INSIGHTS FROM THE CASE STUDY COMPANIES

Though our primary purpose in creating this report is to reveal results from the U.S. Distributed Workforce Sample, hereafter, we share some of the results from our three case study companies that differed to some extent from those in our U.S. Distributed Workforce Sample. Of note, between August 2020 and January 2021, we distributed the Inclusion & Belonging Assessment to three companies in different industries: Companies A, B, C (pseudonyms).

In exchange for their participation, we developed company reports detailing the results of the survey, which included an overview of how each Company's employees were faring in their access to DEI practices and outcomes. We provided each company with detailed results on practices and outcomes for all employees as a whole and also by gender, race (i.e., people of color vs. white employees), and race and gender (i.e., women of color vs. men of color vs. white women vs. white men) for their U.S. workforce. We also provided Company A — a U.S. retailer — and Company B — an international real estate company — with insights into which practices were driving the different outcomes for employees as a whole and then for people of color in the U.S. For Company C — a global manufacturing company — we provided insights into these relationships for employees as a whole and then for employees working outside of the U.S. In addition, for Company B, we provided reports for each of the Company's nine business units



and for Company C, we provided reports for the other eight countries in which the Company had operations. For Company C, we also analyzed the non-U.S. results by gender and pay type (i.e., salaried vs. hourly employees). Finally, in addition to providing these reports, we formally presented and discussed the results with company leaders in a one-hour debrief session.

What follows are insights from each of the case studies that generated considerable discussion and reflection.

## **Differences in Workplace Experiences Among Men and Women of Color BRG Members**

Members of Business Resource Groups (BRGs) — also known as Employee Resource Groups (ERGs) — reflect a subset of the company’s diverse employee base. These groups are frequently organized based on shared identities, experiences, and interests in allyship.<sup>117</sup> In many cases, they are charged with engaging their differences to help their companies devise and implement business strategy.<sup>118</sup> In this respect, outside of those holding formal diversity titles, BRG/ERG members are likely to be more knowledgeable about and involved in their company’s DEI work.

We distributed the Inclusion & Belonging Assessment to members of Company A’s eight Business Resource Groups (BRG) with the goal of understanding

the experiences of employees who may be particularly knowledgeable about the Company’s DEI practices — and among the most highly engaged in their implementation. Interestingly, in the Company — a U.S. retailer — men of color reported some of the most positive experiences and greatest access to DEI practices as compared to other racial and gender groups. In comparison, women of color reported some of the least positive experiences and access to DEI practices, including less affective commitment and belonging, a less inclusive climate, less willingness to speak out against bias, and less access to all DEI practices.

During a debrief session, we asked members of Company A’s DEI and HR teams for their insights on these findings. One HR leader said, “I’m not surprised by the results. This reinforces what we already know from our qualitative data.” Another revealed that, based on anecdotal evidence, presenting oneself “authentically” seemed to be particularly important to women of color in the Company. They also suggested that men of color in the Company were less likely to challenge workplace culture and wondered whether men of color were being granted more opportunity in the Company relative to women of color in light of their “more passive” approach.

Following the debrief, Company A HR leaders were contemplating whether and how they would share the results with BRG group members who participated in

<sup>117</sup> Riggio, O. (Aug 4, 2020). Exploring the history and evolution of employee resource groups. DiversityInc Media. <https://www.diversityinc.com/history-and-evolution-of-employee-resource-groups-ergs/>

<sup>118</sup> PwC (2020). Business resource groups. <https://www.ceoaction.com/actions/business-resource-groups/>

the study and with the Company more broadly. We encouraged the team to be transparent with BRG members since that might encourage them to continue to speak up in ways that could be helpful to the Company in the future. We also encouraged them to share our detailed managerial-level recommendations with middle managers in the company.

## **Creating a Positive Workplace Experience for Hispanic and Latino Employees**

In many workplace experience surveys, Hispanic and Latino employees are likely to report some of the least positive workplace experiences.<sup>119</sup> However, in Company B — an international real estate company — Hispanic/Latino employees working in the U.S. reported higher affective commitment, belonging, and lower burnout and turnover intent relative to all other racial groups. Hispanic/Latino employees also often responded more positively than all other groups, including White employees, in perceptions of access to DEI practices. Of note, more than 25 percent of Company B's workforce identifies as Hispanic or Latino. Hispanic/Latino employees with the most positive experiences worked in areas of the business where 30 percent of the workforce identified as Hispanic or Latino.

During the debrief session with Company B's senior management team, we asked them whether they had any insights into these findings. Two possible

explanations were offered. The first was that having a “critical mass” of Hispanic/Latino employees working in the Company may be providing them with a strong sense of community and lower turnover intent. Leaders shared that Hispanic/Latino employees often recruited friends and family members to work for the company and that they had “multiple generations” of employees from the same families working in the Company. The second explanation was that Hispanic/Latino employees were more likely to work in areas of the business where they had recently invested in helping teams work together more effectively.

Following the debrief, Company B leaders were interested in examining whether there were “best practices” in place for Hispanic/Latino employees that could be replicated for employees of color more broadly. They discussed conducting focus groups with employees to gain this information. They also discussed wanting to increase the representation of Black employees, in particular, throughout all levels of the company and in all business segments. We encouraged the team to pursue each of these courses of action and also to share our detailed managerial-level recommendations with middle managers in the company.

<sup>119</sup> Llopis, G. (Jul. 30, 2015). Study on Hispanic professionals reveals low productivity and engagement in the workplace. *Forbes*. <https://www.forbes.com/sites/glennllopis/2015/07/30/study-on-hispanic-professionals-reveals-low-productivity-and-engagement-in-the-workplace/?sh=60f8fda46acf>

## DEI Insights from a Global Workforce Sample

Currently, we have limited insights into potential differences in access to DEI practices and workplace outcomes of employees working in different parts of the world. To address this opportunity, we surveyed Company C's global workforce. Company C is a global manufacturing company. Six hundred and fifty nine employees across nine countries completed the Inclusion & Belonging Assessment. We analyzed the data by race (U.S. only), gender, and pay type (salary vs. hourly).

Interestingly, we found that Company C's U.S. employees reported lower job satisfaction, lower support for DEI work, higher burnout, and higher turnover intent as compared to Company C employees in other parts of the world. In the U.S., people of color, women, and hourly paid employees reported much less positive experiences than White employees, men, and salaried employees. In addition, people of color and hourly employees perceived less access to DEI practices relative to White and salaried employees. Around the world, some demographic trends remained. Women and hourly workers reported less positive experiences as compared to men and salaried employees. However, there were no consistent differences in perceptions of access to DEI practices based on gender or pay type outside of the U.S. To illustrate, employees in India reported greater access to DEI practices relative to those in Belgium. However,

job satisfaction, level of burnout, and turnover intent were similar in both countries.

During the debrief with Company C, leaders shared several insights. They thought that the different experiences between salaried and hourly workers might be attributed to hourly workers having less workplace flexibility and not being consistently targeted in the Company's DEI work. Another insight was that U.S. workers may be feeling less positive about their workplace experiences due to the combined effect of the COVID-19 pandemic, increased racial tensions and heightened awareness of racial injustice, and witnessing a divisive Presidential campaign and fraught election all in the same year.

Following the debrief, Company C leaders were investigating ways to include more hourly employees in a DEI Council that was being formed and to share the results with employees in the Company at large. We encouraged the team to pursue these courses of action and to share our detailed managerial-level recommendations with middle managers in the company. We also encouraged them to recruit employees in different countries to the DEI Council and the Company's DEI work more broadly in order to develop customized initiatives that were well-aligned with their national and cultural contexts.<sup>120</sup> Finally, we encouraged leaders to make sure that participation in the Company's DEI work — including the DEI Council — was being valued.

<sup>120</sup> Thomas, D.A. & Creary, S. J. (2011). Shifting the Diversity Climate: The Sodexo Solution. Harvard Business School Case 412-020.

## Women Tend to be Highly Engaged ... and More Burned Out and Likely to Turn Over

High employee engagement across all demographic groups is often a desired outcome.<sup>121</sup> Yet, our data suggest that high engagement can be costly from the standpoint of employee well-being. That is, in our work we found that women were among the most highly engaged at work, but among the most burned out and likely to turn over. Leaders at both Companies B and C related these findings to the COVID-19 pandemic and insights that it is taking a larger toll on working women as compared to men. For instance, a recent CNBC/SurveyMonkey poll revealed that that “the pandemic has made things worse for women in the workplace.”<sup>122</sup> Twenty-two percent of women have experienced a setback in career advancement over the past 12 months. Over half stated that they were experiencing burnout all or some of the time. In light of these results, we suggest that companies consider and report employee engagement, burnout, and turnover intent results together going forward instead of measuring and reporting employee engagement outcomes in isolation. Doing so may provide leaders with better insights into why some “highly engaged” female employees may be leaving the company or no longer in line for high-level leadership roles.<sup>123</sup>

121 SHRM (2021). Developing and sustaining employee engagement. <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/sustainingemployeeengagement.aspx>

122 Pinkus, E. (2021). CNBC/SurveyMonkey poll: International Women's Day 2021. SurveyMonkey. <https://www.surveymonkey.com/curiosity/cnbc-women-at-work-2021/>

123 McKinsey and LeanIn (2020). Women in the workplace 2020. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>

## CLOSING REFLECTION

### **The Value of Academic-Industry Research Collaborations**

Both academic research and industry insights have come a long way since they first began addressing DEI-related topics more than 50 years ago. Yet, for much of this time, these insights have evolved in their separate domains — each catering to a distinct audience. The lack of attention to integrating DEI knowledge across academia and industry means that at times we have developed insights that either complement or contradict those found in the other domain. This also means that we, as a society, haven't fully benefited from all that is known about DEI.

Yet, our team's aim in embarking on this study was intended to provide a different vision for DEI research and practice and one that did not sacrifice

rigor or relevance. That is, by engaging with industry DEI experts from the onset of our research study through the production of this report on an issue of importance to both organizational science and practice, we thought that we all would learn more than if we had remained solely within our professional "camps." We were right. We are grateful to all of the DEI experts who joined us and taught us a great deal and, ultimately, we hope that the collaborative approach we have taken in this project will encourage more academic and industry experts to partner in the future. We look forward to the next phase of this work, which is to produce academic research articles that contribute to diversity scholarship more broadly. We would be open to collaborating with other companies in the future who are interested in diving more deeply into these questions in their organizations.

## APPENDIX A: METHODOLOGY

The following explains the assessment creation, outcome scales, survey implementation and analysis, and generation of recommendations. We also include a brief description of the sample demographics for each of the three companies mentioned in the report.

### Inclusion & Belonging Assessment Creation

Initial items for the survey, which we refer to as the “Inclusion & Belonging Assessment” were generated from a review of the academic literature and engagement with more than 30 diversity, talent, and analytics experts who participated in individual and focus group interviews between September 2018 and May 2019. In an initial online sample collected across industries in the U.S. during May 2019, we used exploratory factor analysis, which allowed us to identify seven categories of DEI practices from a larger list of more than 100 DEI-related activities. Factors were created via principal axis factoring and oblique rotation to allow for correlation between factors. In coordination with the information generated by the focus groups, we refined and retained items in each dimension of the DEI practices and policies instrument. We followed this with a confirmatory factor analysis in a second sample collected during July 2019, in which factor structures were imposed, retaining items

with a factor loading of .5 or higher, and factor fit was assessed using standard model fit indices (RSMR, RMSEA, CFI, and TLI). All indices were within an acceptable range.

### Survey Implementation and Analysis (U.S. Distributed Workforce Sample)

1,628 working adults in the United States distributed across more than 15 industries participated in the Inclusion & Belonging Assessment between August 2019 and May 2020. On average, it took participants approximately 20 minutes to complete the survey. Initial survey items included the seven DEI practice categories: Internal Diversity Partners, Workplace Policies, Mentoring and Sponsorship, Physical Visibility, Managerial Involvement, Diversity Recruiting Initiatives, and Education and Training.

Following the initial assessment of DEI practices, participants were asked about a range of work-related outcomes. These included a sense of belonging and commitment; job satisfaction and burnout; felt respect from co-workers; employee work engagement; and employee voice behaviors, such as speaking up for existing diversity practices within the participant’s workplace and speaking out against observed bias or harmful policies. We

also collected data on multiple demographic dimensions including age, race, gender, education, and income. However, in this report, we limit our demographic analysis to race and gender only.

## Scale anchors and reporting of statistical differences

Participants' experiences were measured using five- to seven- point labeled response scales (e.g. "strongly disagree" to "strongly agree"). Access to each DEI practice was measured with five-point response scales, and the majority of outcomes were measured with seven-point response scales. For reporting of group means and standard deviations, scale responses were averaged across all participants within a particular racial or ethnic group, gender identification, or the intersection of these two demographic dimensions. In our analysis and reporting, we conducted standard t-tests for comparisons of two groups, and analyses of variances (ANOVAs) for comparisons of greater than two groups. Differences between employee race, gender, or between groups at the intersection of each of these (e.g. women of color, men of color, white women, white men) are highlighted only when the difference is statistically significant, i.e. outside a 95 percent confidence interval (or  $p < .05$ ).

## Driver Analysis

We used a series of multiple regression analyses to determine the relative importance of each set of DEI practices in predicting employee outcomes. The DEI practice categories are called drivers in the context of the regression analyses. First, using backward stepwise

regression, non-significant drivers were removed from successive regression models until the final regression models for each outcome contained only statistically significant drivers of the outcome. The DEI practices were then weighted against one another in a series of permutations to assess the relative importance of each predictor, written as the percentage of variance (decomposition of  $R^2$ ) explained relative to the other predictors in the model.

## Survey Implementation and Analysis (Company Exemplars)

The same survey completed by the working adults in the U.S. Distributed Workforce Sample was completed by employees working in three companies between August 2020 and January 2021. Table 1 details the number of participants, company industry, countries surveyed, and survey periods.

**TABLE 1. BROAD COMPANY SAMPLE INFORMATION**

COMPANY	NO. PARTICIPANTS	INDUSTRY	COUNTRIES	SURVEY PERIOD
A	843	U.S. Retail	U.S. only	Aug. to Sept. 2020
B	3,542	International Real Estate	U.S. only	Oct. to Nov. 2020
C	659	Global Manufacturing	Belgium, Brazil, Canada, Costa Rica, Germany, India, Italy, Northern Ireland, U.S.	Dec. 2020 to Jan. 2021

## Company Demographics

**Company A** included 75.6 percent female-identifying, 24 percent male-identifying, and 0.5 percent non-binary employees. Major age groups represented in Company A were millennials (48.0%) and Generation X (37.2%). A breakdown by race revealed 74 percent White employees, and 26 percent employees of color. Out of the sample, 8.8 percent of participants identified as Black or African-American, and 8.7 percent identified as Hispanic or Latinx. Employee level breakdown included 55 percent non-manager employees, 35 percent middle managers, and 10 percent senior managers.

**Company B** included 58.5 percent female-identifying, 41 percent male-identifying, and 0.4 percent non-binary employees. Major age groups represented in Company A were millennials (44.2 percent) and Generation X (37 percent). A breakdown by race revealed 65 percent White employees, and 35 percent employees of color. Out of the sample, 17.6 percent of participants identified as Hispanic or Latinx, and 8.3 percent identified as Black or African-American. Employee level breakdown included 44 percent non-manager employees, 43 percent middle managers, and 13 percent senior managers.

Within **Company C**, 327 participants in the U.S. completed the survey. These included 30.4 percent female-identifying, 68.9 percent male-identifying, and 0.7 percent non-

binary employees. Major age groups represented in Company C were Generation X (43 percent) and baby boomer (39.1 percent). A breakdown by race revealed 78 percent White employees, and 22 percent employees of color. Out of the sample, 7.4 percent of participants identified as Hispanic or Latinx, and 5 percent identified as Black or African-American. Employee level breakdown included 48 percent non-manager employees, 32 percent middle managers, and 20 percent senior managers.

## Statistical Differences

As with the U.S. Distributed Sample, significant differences in employee outcome differences were calculated via a series of t-tests for comparisons of two groups, and analyses of variance (ANOVAs) for comparisons of more than two groups.

## Generation of Practice-Based Recommendations

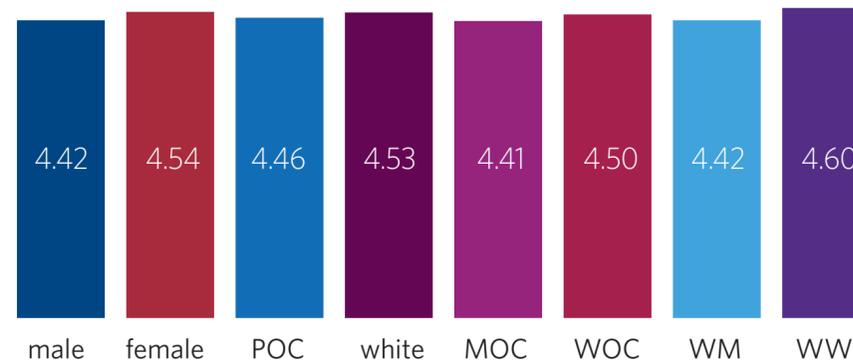
Recommendations from both the differences observed across the U.S. Distributed Sample and the driver analyses were derived from consultation between the research team and DEI practice experts. These discussions spanned existing academic literature and theory, as well as practice-based literatures and discussions in DEI.

# APPENDIX B: DISTRIBUTED WORKFORCE BAR CHARTS

## Means Outcomes

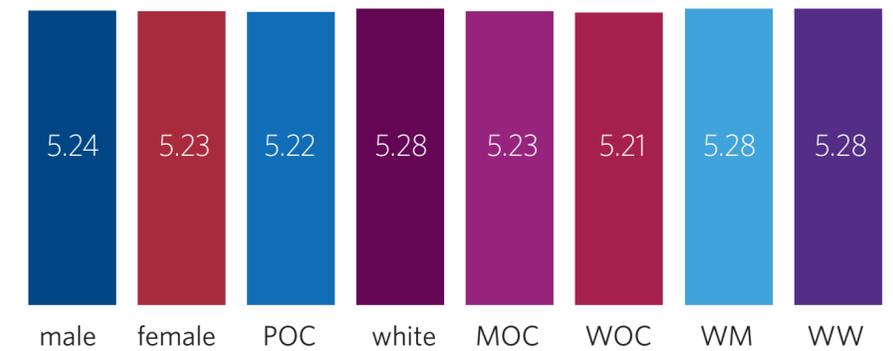
**NINE OUTCOMES** (Affective Commitment, Belonging, Helping Behavior, Inclusive Climate, Respect, Voice: Prohibitive, Voice: Promotive, Voice: Supportive, and Work Engagement) were rated on a scale of 1-7, with the response options: 1="Strongly disagree", 2="Disagree", 3="Somewhat disagree", 4="Neither Agree nor disagree", 5="Somewhat agree", 6="Agree", and 7="Strongly agree"

### AFFECTIVE COMMITMENT



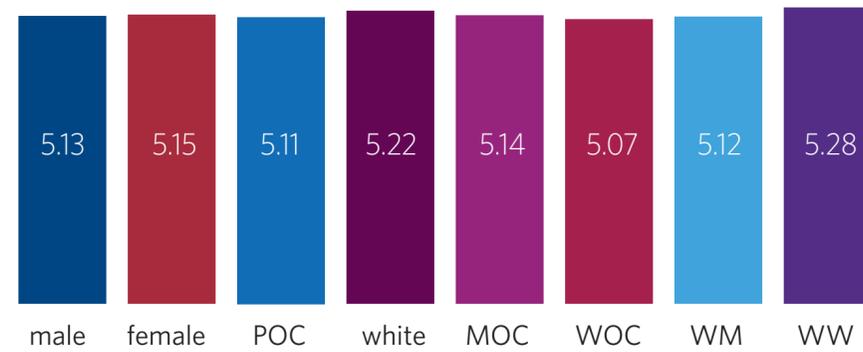
No statistically significant differences between groups

### BELONGING



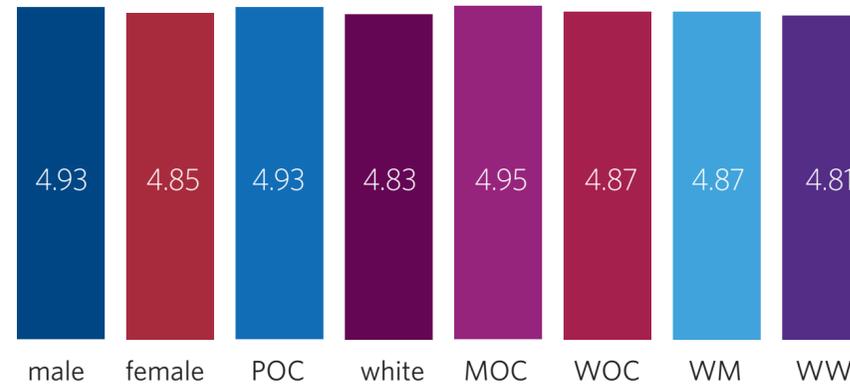
No statistically significant differences between groups

## HELPING BEHAVIOUR



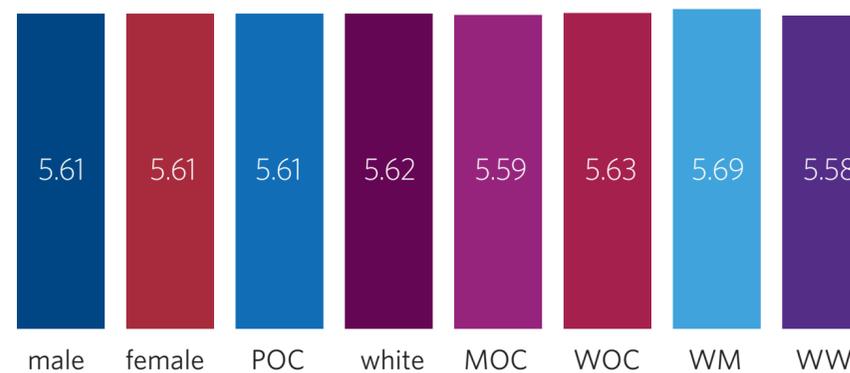
FOCAL GROUP	COMPARISON	COMPARISON GROUP
Male		Female
POC		White
Men of color		Women of color
		White men
		White women
Women of color		Men of color
		White men
	Lower than	White women
White men		Men of color
		Women of color
		White women
White women		Men of color
	Higher than	Women of color
		White men

## INCLUSIVE CLIMATE



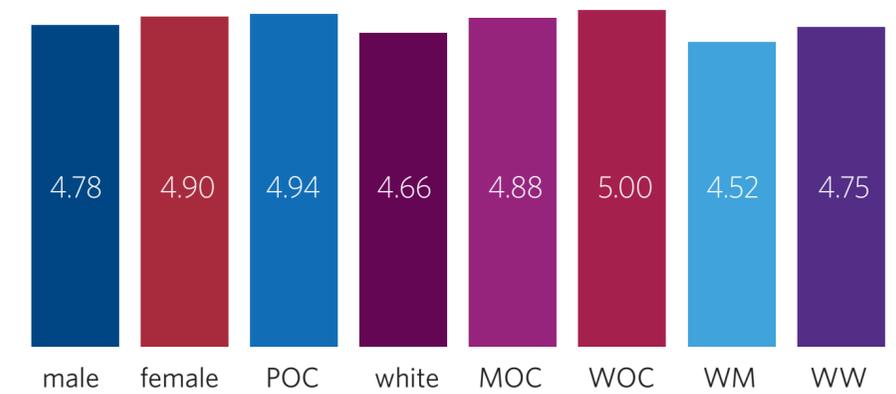
No statistically significant differences between groups

## RESPECT



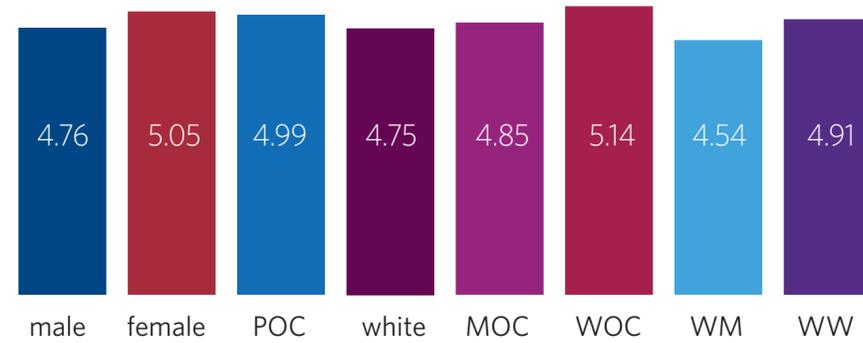
No statistically significant differences between groups

## VOICE: PROHIBITIVE



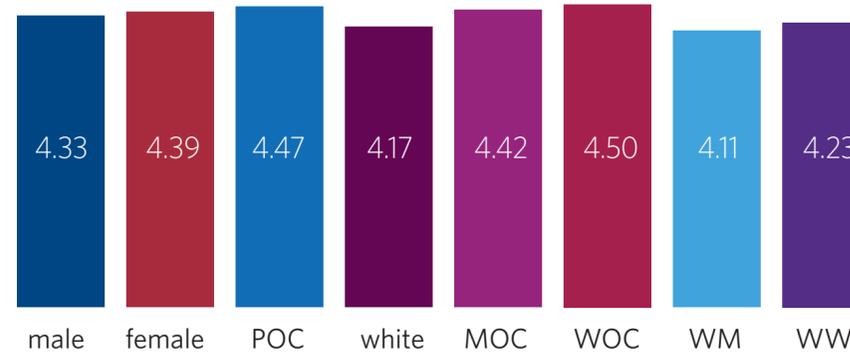
FOCAL GROUP	COMPARISON	COMPARISON GROUP
Male		Female
POC	Higher than	White
Men of color		Women of color
	Higher than	White men
		White women
Women of color		Men of color
	Higher than	White men
	Higher than	White women
White men	Lower than	Men of color
	Lower than	Women of color
		White women
White women		Men of color
	Lower than	Women of color
		White men

## VOICE: PROMOTIVE



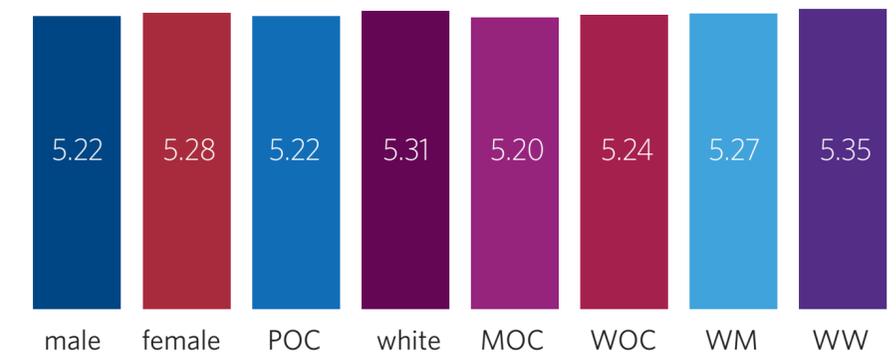
FOCAL GROUP	COMPARISON	COMPARISON GROUP
Male	Lower than	Female
POC	Higher than	White
Men of color	Lower than	Women of color
	Higher than	White men
Women of color		White women
	Higher than	Men of color
	Higher than	White men
White men	Higher than	White women
	Lower than	Men of color
	Lower than	Women of color
White women	Lower than	White women
		Men of color
	Lower than	Women of color
	Higher than	White men

## VOICE: SUPPORTIVE



FOCAL GROUP	COMPARISON	COMPARISON GROUP
Male		Female
POC	Higher than	White
Men of color		Women of color
	Higher than	White men
Women of color		White women
		Men of color
	Higher than	White men
White men	Higher than	White women
	Lower than	Men of color
	Lower than	Women of color
White women		White women
		Men of color
	Lower than	Women of color
		White men

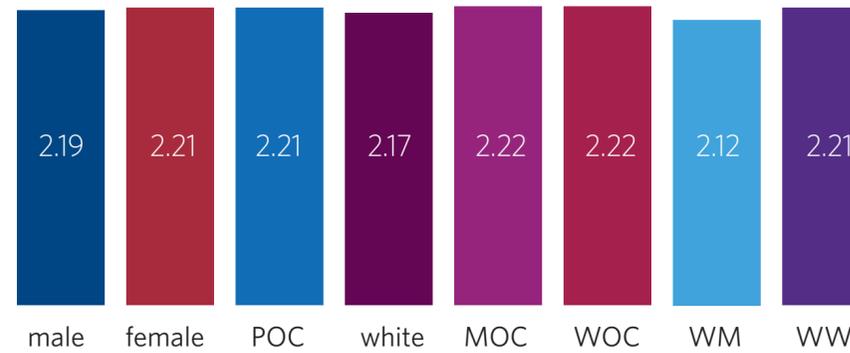
## WORK ENGAGEMENT



FOCAL GROUP	COMPARISON	COMPARISON GROUP
Male		Female
POC		White
Men of color		Women of color
		White men
Women of color	Lower than	White women
		Men of color
		White men
White men		White women
		Men of color
		Women of color
White women	Higher than	White women
		Men of color
		Women of color
		White men

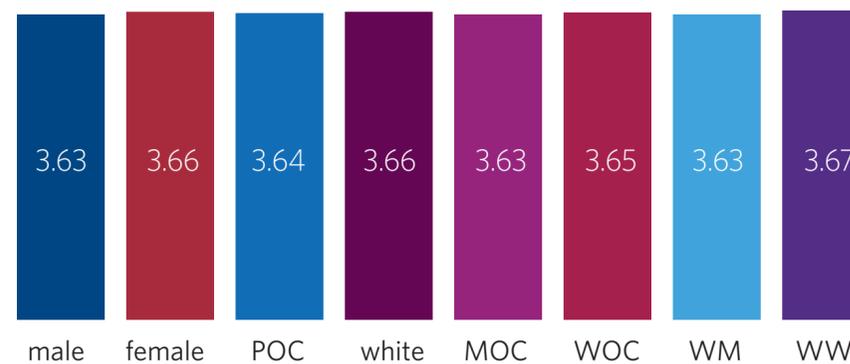
**THREE OUTCOMES** (Burnout, Job Satisfaction and Turnover Intent) were rated on a scale of 1-5. The response scale for Burnout was: 1="Once a month or less", 2="Once a week", 3="Several times a week", 4="Once a day" or 5="Several times a day". The response Scale for Job Satisfaction and Turnover Intent was 1="Strongly disagree", 2="Disagree", 3="Neither agree nor disagree", 4="Agree", and 5="Strongly agree".

## BURNOUT



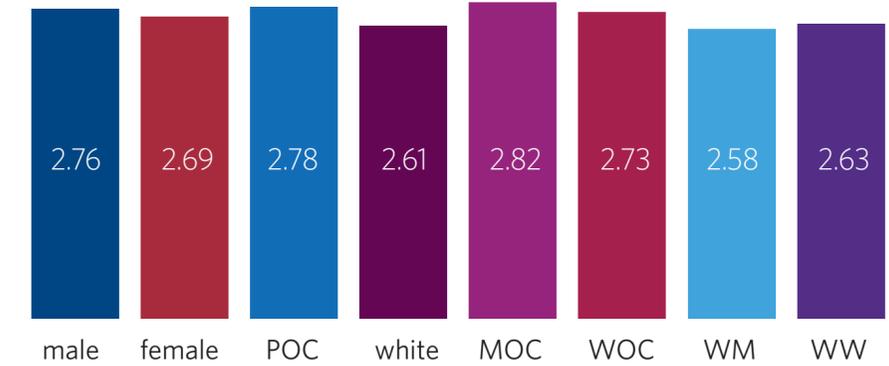
No statistically significant differences between groups

## JOB SATISFACTION



No statistically significant differences between groups

## TURNOVER INTENT

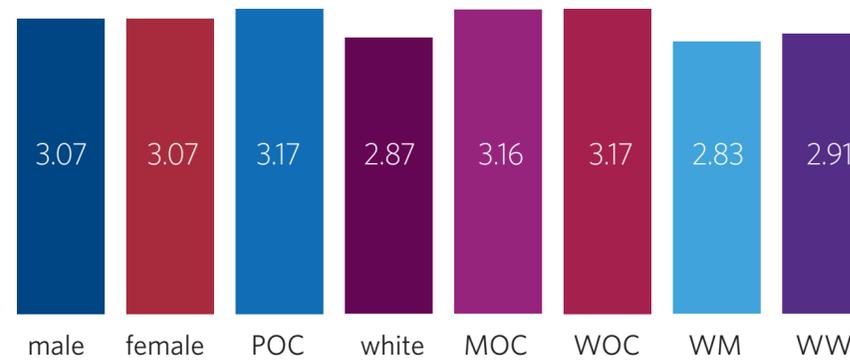


FOCAL GROUP	COMPARISON	COMPARISON GROUP
Male		Female
POC	Higher than	White
Men of color		Women of color
	Higher than	White men
	Higher than	White women
Women of color		Men of color
		White men
		White women
White men	Lower than	Men of color
		Women of color
		White women
White women	Lower than	Men of color
		Women of color
		White men

## Means Practices

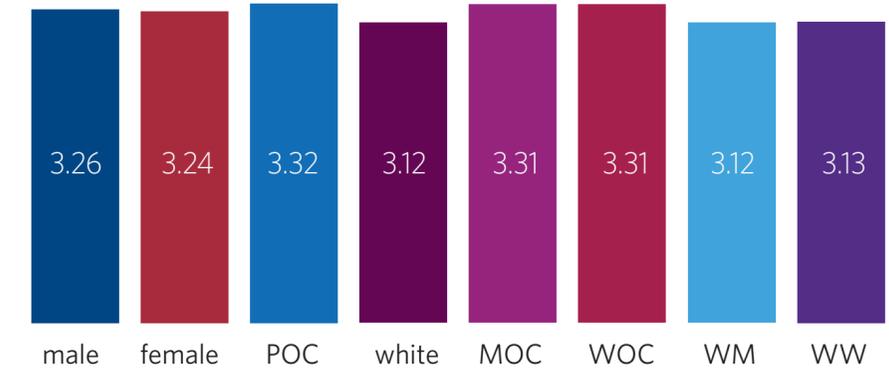
**THE SEVEN PRACTICES** (Education & Training, Internal Diversity Partners, Managerial Involvement, Mentoring & Sponsorship, Physical Visibility, Diversity Recruiting Initiatives, and Workplace Policies) were rated on a scale of 1-5. The response scale was: 1="Strongly disagree", 2="Disagree", 3="Neither agree nor disagree", 4="Agree", and 5="Strongly agree".

### EDUCATION & TRAINING



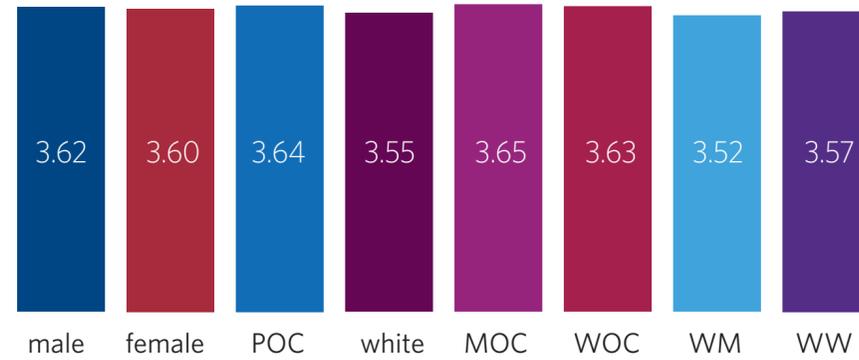
FOCAL GROUP	COMPARISON	COMPARISON GROUP
Male		Female
POC	Higher than	White
Men of color		Women of color
	Higher than	White men
Women of color	Higher than	White women
		Men of color
White men	Lower than	Men of color
	Lower than	Women of color
White women		White women
	Lower than	Men of color
	Lower than	Women of color
		White men

### INTERNAL DIVERSITY PARTNERS



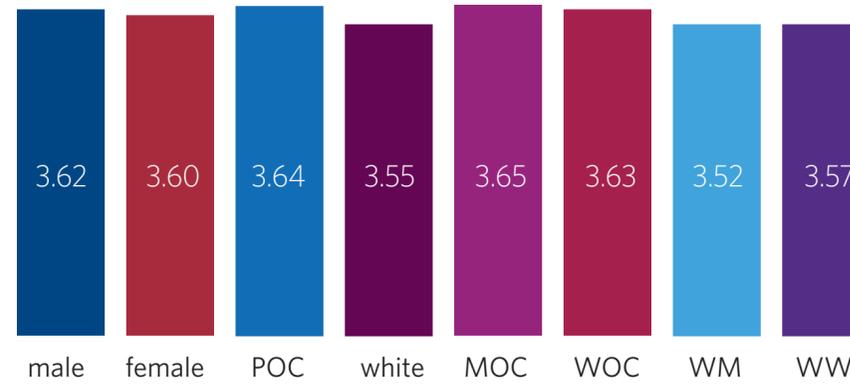
FOCAL GROUP	COMPARISON	COMPARISON GROUP
Male		Female
POC	Higher than	White
Men of color		Women of color
	Higher than	White men
Women of color	Higher than	White women
		Men of color
White men	Lower than	Men of color
	Lower than	Women of color
White women		White women
	Lower than	Men of color
	Lower than	Women of color
		White men

## MANAGERIAL INVOLVEMENT



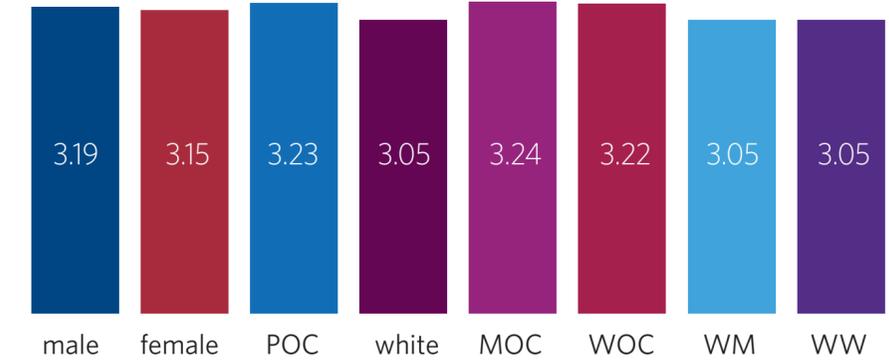
No statistically significant differences between groups

## MENTORING & SPONSORSHIP



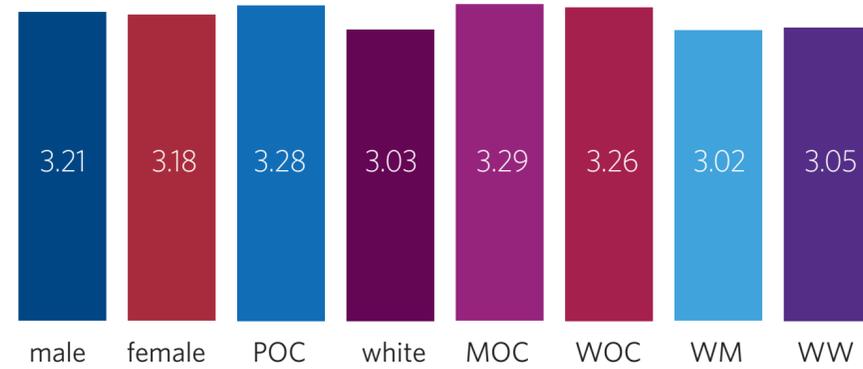
FOCAL GROUP	COMPARISON	COMPARISON GROUP
Male		Female
POC	Higher than	White
Men of color		Women of color
	Higher than	White men
Women of color	Higher than	White women
		Men of color
White men	Lower than	Men of color
	Lower than	Women of color
		White women
White women	Lower than	Men of color
	Lower than	Women of color
		White men

## PHYSICAL VISIBILITY



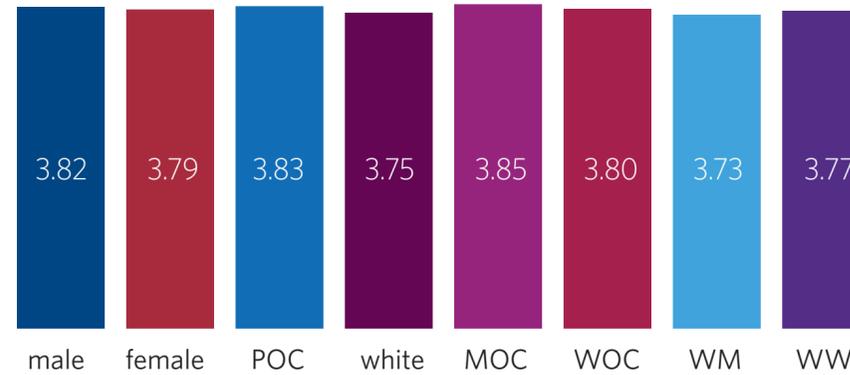
FOCAL GROUP	COMPARISON	COMPARISON GROUP
Male		Female
POC	Higher than	White
Men of color		Women of color
	Higher than	White men
Women of color	Higher than	White women
		Men of color
White men	Lower than	Men of color
	Lower than	Women of color
		White women
White women	Lower than	Men of color
	Lower than	Women of color
		White men

## DIVERSITY RECRUITING INITIATIVES



FOCAL GROUP	COMPARISON	COMPARISON GROUP
Male		Female
POC	Higher than	White
Men of color		Women of color
	Higher than	White men
Women of color	Higher than	White women
		Men of color
White men	Higher than	White men
	Higher than	White women
	Lower than	Men of color
White women	Lower than	Women of color
		White women
	Lower than	Men of color
White women	Lower than	Women of color
		White men

## WORKPLACE POLICIES



No statistically significant differences between groups

# APPENDIX C: ADDITIONAL SUMMARY OF SIGNIFICANT DIFFERENCES IN OUTCOMES AND ACCESS TO PRACTICES BY RACIAL/ETHNIC GROUP

## Outcomes

AFFECTIVE COMMITMENT		
Focal Group	Comparison	Comparison Group
<i>No statistically significant differences by racial/ethnic group</i>		

BELONGING		
Focal Group	Comparison	Comparison Group
Native American (Mean: 4.73)	Lower than*	White non-Hispanic (Mean: 5.28)
Native American (Mean: 4.73)	Lower than*	Hispanic/Latino Origin (Mean: 5.35)

HELPING BEHAVIOR		
Focal Group	Comparison	Comparison Group
<i>No statistically significant differences by racial/ethnic group</i>		

INCLUSIVE CLIMATE		
Focal Group	Comparison	Comparison Group
<i>No statistically significant differences by racial/ethnic group</i>		

RESPECT		
Focal Group	Comparison	Comparison Group
Black/African-American (Mean: 5.64)	Higher than*	Asian/Pacific Islander (Mean: 5.45)
Asian/Pacific Islander (Mean: 5.45)	Lower than*	Hispanic/Latino Origin (Mean: 5.67)

VOICE: PROHIBITIVE		
Focal Group	Comparison	Comparison Group
Black/African-American (Mean: 5.16)	Higher than*	White/non-Hispanic (Mean: 4.66)
Black/African-American (Mean: 5.16)	Higher than*	Asian/Pacific Islander (Mean: 4.34)
Black/African-American (Mean: 5.16)	Higher than*	Hispanic/Latino Origin (Mean: 4.83)
Native American (Mean: 5.14)	Higher than*	White/non-Hispanic (Mean: 4.66)
Native American (Mean: 5.14)	Higher than*	Asian/Pacific Islander (Mean: 4.34)
Asian/Pacific Islander (Mean: 4.34)	Lower than*	White/non-Hispanic (Mean: 4.66)
Asian/Pacific Islander (Mean: 4.34)	Lower than*	Hispanic/Latino Origin (Mean: 4.83)
Asian/Pacific Islander (Mean: 4.34)	Lower than*	Multi-racial (Mean: 4.99)
Multi-racial (Mean: 4.99)	Higher than*	White/non-Hispanic (Mean: 4.66)

VOICE: PROMOTIVE		
Focal Group	Comparison	Comparison Group
Black/African-American (Mean: 5.25)	Higher than*	White/non-Hispanic (Mean: 4.75)
Black/African-American (Mean: 5.25)	Higher than*	Asian/Pacific Islander (Mean: 4.39)
Black/African-American (Mean: 5.25)	Higher than*	Hispanic/Latino Origin (Mean: 4.80)
Native American (Mean: 5.11)	Higher than*	Asian/Pacific Islander (Mean: 4.39)
Asian/Pacific Islander (Mean: 4.39)	Lower than*	White/non-Hispanic (Mean: 4.75)
Asian/Pacific Islander (Mean: 4.39)	Lower than*	Hispanic/Latino Origin (Mean: 4.80)
Asian/Pacific Islander (Mean: 4.39)	Lower than*	Multi-racial (Mean: 5.05)

VOICE: SUPPORTIVE		
Focal Group	Comparison	Comparison Group
Black/African-American (Mean: 4.61)	Higher than*	White/non-Hispanic (Mean: 4.17)
Black/African-American (Mean: 4.61)	Higher than*	Asian/Pacific Islander (Mean: 4.06)
Asian/Pacific Islander (Mean: 4.06)	Lower than*	Hispanic/Latino Origin (Mean: 4.42)
Asian/Pacific Islander (Mean: 4.06)	Lower than*	Multi-racial (Mean: 4.47)
Hispanic/Latino Origin (Mean: 4.42)	Higher than*	White/non-Hispanic (Mean: 4.17)

WORK ENGAGEMENT		
Focal Group	Comparison	Comparison Group
Hispanic/Latino Origin (Mean: 5.13)	Lower than*	White/non-Hispanic (Mean: 5.31)
Hispanic/Latino Origin (Mean: 5.13)	Lower than*	Multi-racial (Mean: 5.45)

BURNOUT		
Focal Group	Comparison	Comparison Group
Asian/Pacific Islander (Mean: 2.01)	Lower than*	Hispanic/Latino Origin (Mean: 2.26)

JOB SATISFACTION		
Focal Group	Comparison	Comparison Group
<i>No statistically significant differences by racial/ethnic group</i>		

TURNOVER INTENT		
Focal Group	Comparison	Comparison Group
Black/African-American (Mean: 2.87)	Higher than*	White/non-Hispanic (Mean: 2.61)
Black/African-American (Mean: 2.87)	Higher than*	Asian/Pacific Islander (Mean: 2.66)

## Practices

INTERNAL DIVERSITY PARTNERS		
Focal Group	Comparison	Comparison Group
Black/African-American (Mean: 3.39)	Higher than*	White non-Hispanic (Mean: 3.12)

WORKPLACE POLICIES		
Focal Group	Comparison	Comparison Group
Black/African-American (Mean: 3.87)	Higher than*	White non-Hispanic (Mean: 3.75) Multi-racial (Mean: 3.63)
Hispanic/Latino (Mean: 3.88)	Higher than*	White non-Hispanic (Mean: 3.75) Multi-racial (Mean: 3.63)

MENTORING AND SPONSORSHIP		
Focal Group	Comparison	Comparison Group
Black/African-American (Mean: 3.48)	Higher than*	White non-Hispanic (Mean: 3.24) Asian/Pacific Islander (Mean: 3.30)
Hispanic/Latino (Mean: 3.43)	Higher than*	White non-Hispanic (Mean: 3.24)

PHYSICAL VISIBILITY		
Focal Group	Comparison	Comparison Group
Black/African-American (Mean: 3.32)	Higher than*	White non-Hispanic (Mean: 3.05)
	Higher than*	Asian/Pacific Islander (Mean: 3.05)

MANAGERIAL INVOLVEMENT		
Focal Group	Comparison	Comparison Group
No statistically significant differences by racial/ethnic group		

DIVERSITY RECRUITING INITIATIVES		
Focal Group	Comparison	Comparison Group
Black/African-American (Mean: 3.64)	Higher than*	White non-Hispanic (Mean: 3.03) Asian/Pacific Islander (Mean: 3.05) Multi-racial (Mean: 3.13)
Native American (Mean: 3.42)	Higher than*	White non-Hispanic (Mean: 3.03) Asian/Pacific Islander (Mean: 3.05)
Hispanic/Latino Origin (Mean: 3.30)	Higher than*	White non-Hispanic (Mean: 3.03) Asian/Pacific Islander (Mean: 3.05)

EDUCATION AND TRAINING		
Focal Group	Comparison	Comparison Group
Black/African American (Mean: 3.24)	Higher than*	White non-Hispanic (Mean: 2.87) Asian/Pacific Islander (Mean: 3.01)
Native American (Mean: 3.32)	Higher than*	White non-Hispanic (Mean: 2.87)
Hispanic/Latino Origin (Mean: 3.16)	Higher than*	White non-Hispanic (Mean: 2.87)

IMPROVING WORKPLACE CULTURE THROUGH

# Evidence-Based Diversity, Equity and Inclusion Practices