Making the Case for Diversity, Equity, and Inclusion

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Questions to Ponder

◦ What exactly is Diversity, Equity, and Inclusion, and why is it important?

◦ Does your organization have systems in place that thwart diversity, equity and inclusion, and how can these be mitigated?

◦ Do behaviors or cultural norms exist that disengage diverse employees, and how can this be changed?

◦ Do I value diversity, equity or inclusion myself? If not, how can I begin to do so?

What is DEI

Diversity includes all the ways in which people differ, encompassing the different characteristics that make one individual or group different from another.

Equity is fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups.

Inclusion is creating the environment where any individual or group is and feels welcomed, respected, supported, valued, and able to fully participate.

Why make the case for DEI?

1. It's the right thing to do!

   "We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the pursuit of Happiness."

2. It makes for good business!
   - Research shows that diverse work groups produce more cognitive processing and more exchange of information.
   - Diversity brings in new ideas and experiences, and people can learn from each other.
   - Bringing in different ideas and perspectives leads to better problem-solving.
   - Working in diverse teams opens dialogue and promotes creativity."

The Value of DEI

Top Findings at a Glance

Organizations with inclusive cultures, when compared with organizations that lack inclusive cultures, are:

6x more likely to be innovative

6x more likely to anticipate change and respond effectively

2x more likely to meet or exceed financial targets

Approximately **12%** of surveyed organizations have an inclusive culture ...

... while close to **40%** of surveyed organizations are primarily focused on diversity compliance.

Our analysis reveals **six principles** to becoming a more inclusive organization.

- **Treat D&I as Business-Critical, Not Compliance-Necessary**
- **Move Beyond Diversity to Inclusion and Diversity**
- **Prioritize Inclusive Leadership**
- **Embed D&I into All Talent Practices**
- **Provide D&I Resources That Empower Individuals to Take Action**
- **Drive Accountability, Not Metrics Tracking**

DEI adds value, because Diversity...

1. Ensures a variety of different perspectives

2. Leads to increased creativity

3. Leads to higher innovation rate

4. Leads to faster problem solving

5. Leads to higher quality decision making

6. Leads to greater profits

7. Leads to higher employee engagement

8. Reduces employee turnover

9. Leads to better company reputation and brand recognition

10. Leads to better hiring results

-Anja Zojceska, "Top 10 Benefits of Diversity in the Workplace"
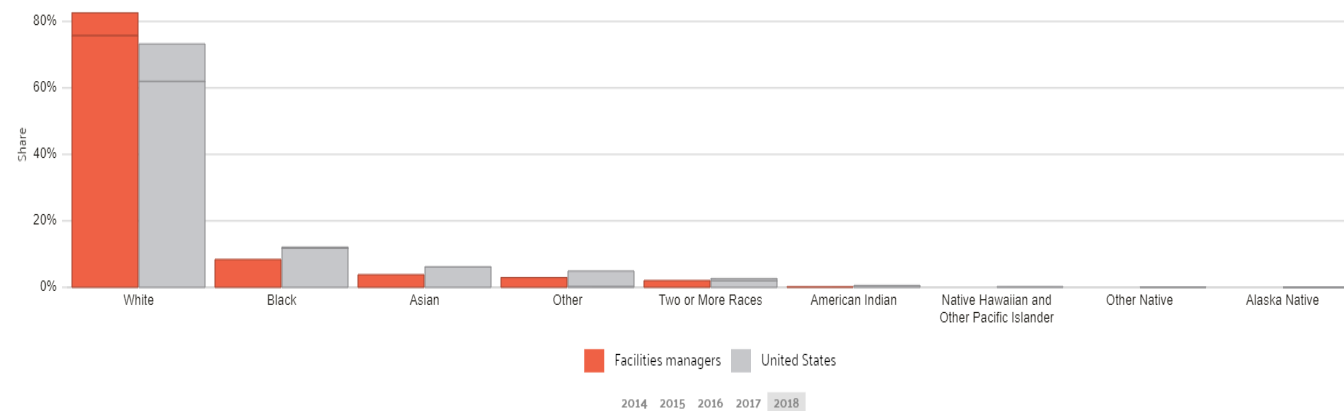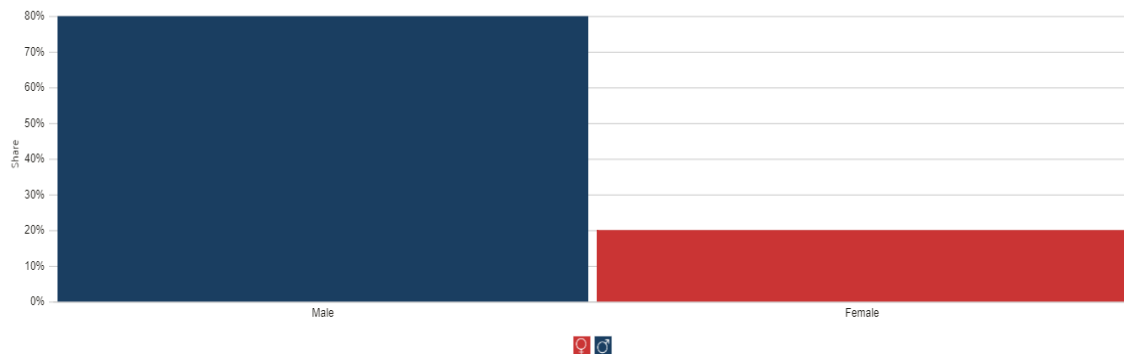
By the Numbers...

According to 2018 data from the US Census Bureau, there were approximately 105,000 US workers that used the title of Facilities Manager in their job description

of the 105,000 Facilities Managers, 79% are male and 21% are female

With regard to race or ethnicity, 75.7% are White

The second most common race or ethnicity in the occupation is Black (Non-Hispanic) at 8.4%.

By the Numbers...

Average hourly black-white wage gaps, by gender, 1979–2015 (adjusted and unadjusted)

- All men (unadjusted)
- All full-time men (adjusted)
- All women (unadjusted)
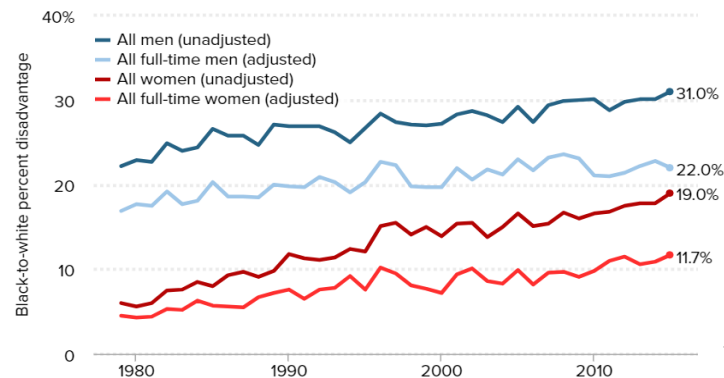- All full-time women (adjusted)

31.0%
22.0%
19.0%
11.7%

Note: The adjusted wage gaps are for full-time workers and control for racial difference in education, potential experience, region of residence, and metro status.

Source: EPI analysis of Current Population Survey (CPS) Outgoing Rotation Group microdata

Economic Policy Institute

According to the Economic Policy Institute, the average wage gap between Black male workers and White male workers is 31% as of 2015
- for every dollar that a White male worker makes, a Black male worker makes $0.69
- After controlling for racial differences in education, potential experience, region of residence, and metro status this gap between White male workers and Black male workers improves to 22%.

The average wage gap between Black female workers and White female workers is 19%.
- for every dollar that a White female worker makes, a Black female makes $0.81
- After controlling for racial differences in education, potential experience, region of residence, and metro status this gap between White female workers and Black female workers improves to 11.7%

As of 2016, the gender pay gap is 79.6%. So, this means that a woman would make approximately $0.80 for every dollar that a man makes

CONCLUSION: A great inequity exists in how the compensation of diverse employees is treated in general

What can we do?

Consider the following recommendations that Ashley Stahl, an author, career coach and host of the podcast "You Turn Podcast" offers in the four areas of

- ◦ Education
- ◦ Hiring and recruitment
- ◦ Culture
- ◦ Promotions and compensation

With respect to training and education...

Acknowledge the lack of diversity in the first place.

- Current events as well as data and statistics indicate this.
- "Turn to the facts, share statistics of your organization's diversity within roles teams, and hierarchy.
- Use this hard data as a means to acknowledge change is
- Revert back to them to show the evolution of diversity over time.
- Leaders also need to take explicit and public accountability, if necessary, for the lack of diversity."
- As leaders are seen taking an active role in leading the effort, the culture of the organization will change in time.

With respect to training and education…

Make diversity training an available option for managers without being forceful.

- Forcing choice upon a staff will create followers but influencing them and giving them free choice will create leaders.
- Shift diversity training from lectures into a culture where differences are valued and respected.

With respect to training and education…

Change your language.

- Explicitly call out diversity as it pertains to protected groups in the context of the organizations.
- Be cognizant of how you identify and distinguish between race within your language.
- For example, appropriately capitalize racial and ethnic terms.
  - Use "Black", not "black",
  - Don't use POC or "people of color" when you explicitly are referring to a single race or ethnicity.
- Make sure that your verbiage is worded appropriately.

With respect to hiring and recruitment...

Adjust how you screen and search for candidates.

- If the majority of your staff is one demographic, increasing diversity through referral-based hiring is difficult.
- Make a conscious effort to unlearn bias.
- Unlearning bias takes time and education
- There are tools that help combat bias in the hiring process:
  - Unbiasify Chrome extension – A Google Chrome extension that enables users to remove visibility of names and photos to mitigate any unconscious bias.
  - Textio – An augmented writing platform that helps companies create more inclusive job descriptions.
  - Gender Decoder – A free website where job descriptions can be screened to create a balance between masculine and feminine words in the description to attract a variety of talent.

With respect to hiring and recruitment…

Establish mentorship programs to grow diversity.

- Purposefully pair mentors and proteges of different backgrounds together.
- This creates the opportunity to break down preconceived perceptions and promotes education, tolerance, and inclusion.

With respect to culture…

Celebrate all religions and cultures.

- It may be difficult to make all holidays a company-wide shut down.
- There are ways to improve and increase cultural diversity and celebration in the workplace:
- Offer flexible holiday time off so that employees can use to their discretion throughout the year.
- Provide floating holidays that employees can use for personal needs and any cultural or religious holidays that are not apart of the standard holiday calendar.
- Host monthly themed events on sites for various cultures and demographics (e.g. Black History Month, Women's Month, LGBTQ Pride month, etc.)

With respect to culture…

Implement cross-training programs.
- These programs would allow employees to spend time working in various roles within the organization.
- They also provide employees with the opportunity to learn from one another in enhancing their skill set but connecting and learning from other employees.
- They promote and reward a culture of collaboration.

With respect to culture...

Change the grievance and complaint system.

- When people see that the grievance system isn't stopping bad behavior in their organization, they will become less likely to speak up.

- Implement a system that offers more than one path for resolution.

- As opposed to filing a complaint that results in a formal hearing where a corporate action like firing or probation is taken, offer informal mediation.

- Furthermore, create a culture where employees feel comfortable and engaged to resolve differences themselves if they can

With respect to promotions and compensation…

Generate transparency in raises.

- ○ We've already discussed the inequity that occurs because of race and gender.
- ○ Raise awareness within the organization about pay discrepancy to activate accountability.
- ○ Track salary and performance based on race and ethnicity to gauge the diversity and inclusion your organization is upholding
- ○ Address any gaps and disparities accordingly.

With respect to promotions and compensation…

Hire diversity managers.

- ◦ Create a position or a team that focuses on diversity.
- ◦ Make them responsible for creating, recognizing and implementing actions to promote and encourage diversity within the organization.
- ◦ Having such a team in place signals that your organization values diversity as a priority relative to the resources assigned to it.

A Final Appeal…

Commit to becoming a champion of diversity, equity, and inclusion not only for the benefits it would provide for your business, but also because it's the right thing to do. This includes recruiting and hiring diverse talent making them feel valued for who they are and what they contribute to the organization.

Increase your sensitivity to the differences that exist among your employees and be empathetic to their specific needs, especially in light of the recent events that have highlighted the need for more tolerance.

Be equitable in compensation treatment of all employees as well as in providing opportunities for advancement within your organization.

Create an environment where candid conversations about race and inclusion are welcome and lead by example. Be courageous, be bold, and be wise.

Thank You!

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