

Intro Guide to DEI in the Workplace



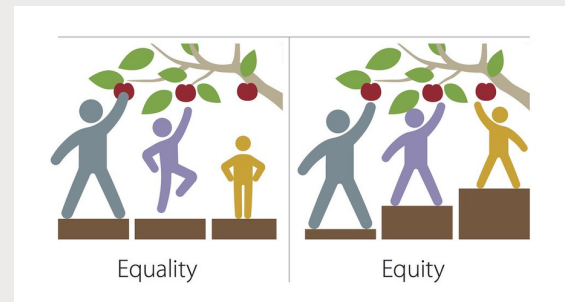
Diversity

Diversity is the presence of differences that may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, religious commitment, or political perspective. Populations that have been-and remain- underrepresented among practitioners in the field and marginalized in the broader society.



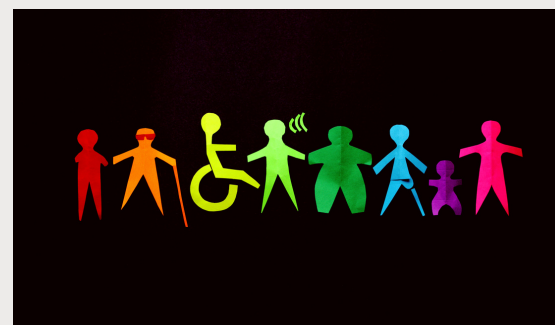
Equity

Equity promotes justice, impartiality, and fairness within the procedures, processes, and distribution of resources by institutions or systems. Tackling equity issues requires understanding the root causes of outcome disparities within our society.



Inclusion

Inclusion is an outcome to ensure those that are diverse actually feel and/or are welcome. Inclusion outcomes are met when you, your institution, and your program are truly inviting to all. To the degree to which diverse individuals are able to participate fully in the decision-making processes and development opportunities within an organization or group.



About This Guide

Diverse, equitable, and inclusive workforces drive better business outcomes for organizations. While many organizations have aspired to these goals, progress has been slow. Many are now working to make the necessary changes that create safe and inclusive spaces. In this guide, we've detailed how to go from strategy to meaningful action in building a workforce that is diverse, equitable, and inclusive.

Diversity, equity, and inclusion – frequently referred to as DEI – is the umbrella term for the programs, policies, strategies, and practices that execute a company's mission to create and sustain a diverse, equitable, and inclusive environment, no matter what an employee's:

- Ethnicity
- Sexual orientation/Gender identity
- Physical ability
- Religion
- Age
- Marital status
- Socioeconomic status
- National origin
- Veteran status

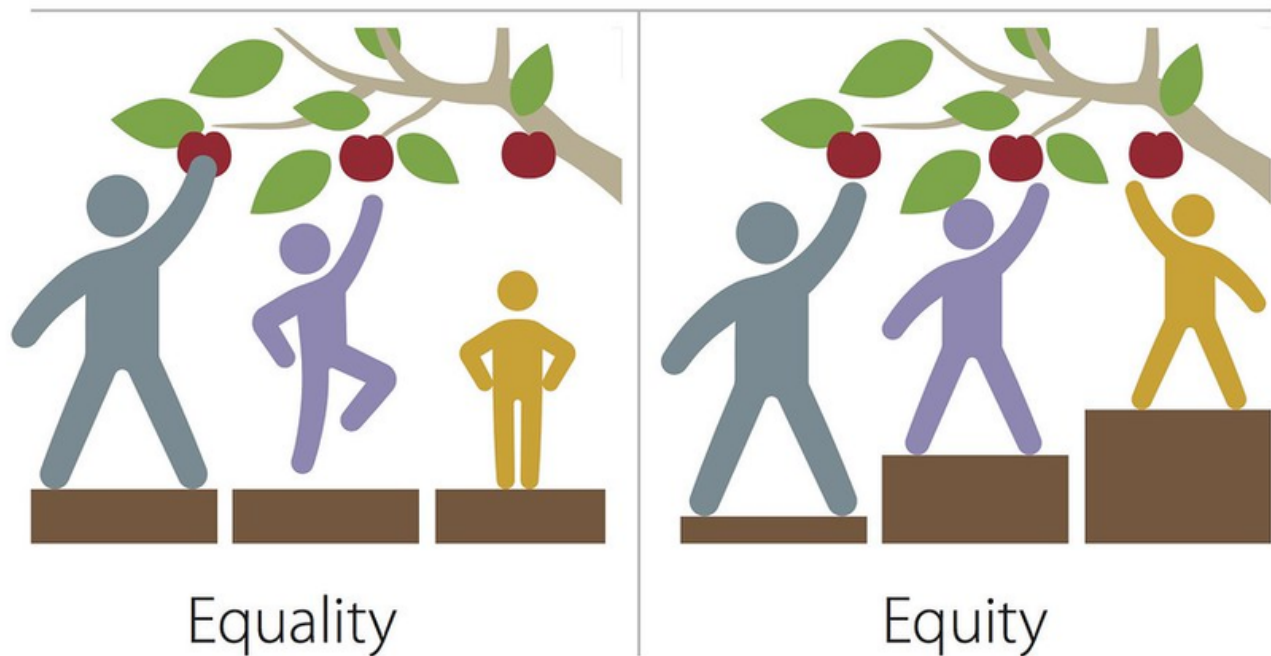
A culture of diversity, equity, and inclusion are critical to the success of diversity initiatives but creating an equitable and inclusive workplace also creates a positive employee experience.

What is Workplace Diversity?

Tackling equity issues requires not only hiring individuals of different races, ethnicities, genders, ages, religions, disabilities, and sexual orientations but also those with diverse experiences, education, skill sets, beliefs, and personalities. An organization is considered diverse when it not only mirrors the society in which it operates but when its inclusion efforts also tear down institutional bias around race.

While not entirely comprehensive, these broad categories of diverse groups that define workplace diversity can help identify organizational gaps. They also provide an opportunity to establish metrics and set goals for increasing diversity in the workplace.

What is Workplace Equity?



Where equality gives everyone access to the same opportunities, equity in the workplace means that there's proportional representation in those same opportunities. In other words, equity will eliminate barriers and level the playing field.

What is Workplace Inclusion?



Through social norms and behaviors, a culture of workplace inclusion ensures all employees are given an equal opportunity – and feel welcome – to participate and contribute.

The Benefits of DEI in the Workplace

An organization with impeccable diversity, equity, and inclusion practices ensures that all voices are heard. In addition, through representation, organizations foster a socially- and morally-adept workplace. These are wins in and of themselves. However, workforce DEI can also benefit an organization's bottom line by creating a competitive advantage in many ways.

Here are some of the benefits of diverse, equitable, and inclusive environments:

- **Financial Performance.** A study conducted by McKinsey & Company found that ethnically diverse companies are 35% more likely to have financial returns above their respective national industry medians. Gender diverse companies are 15% more likely to outperform their respective national industry medians.
- **Employer of Choice.** According to Glassdoor, 67% of job seekers view a diverse workforce as essential when evaluating companies and considering job offers.
- **Innovation and Growth.** Harvard Business Review found that diverse companies are 70% likelier to capture a new market. They're also 45% more likely to report increased market share year-over-year.
- **Employee Engagement.** 83% of millennials report being actively engaged when they believe their organization fosters an inclusive workplace culture. That percentage drops to 60% when their organization does not foster an inclusive culture. (A Gallup study has assessed the cost of disengaged employees at up to \$350 billion per year in lost productivity.)
- **Effective Decision-making.** According to a study conducted by Forbes, diverse teams make better decisions up to 87% of the time.

Broadly, fostering diversity, equity, and inclusion in the workplace looks the same for each organization: equal opportunities and fair treatment for everyone. However, beneath the surface, there are nuances unique to each organization; nuances that will determine how you can successfully promote DEI in your workplace.

The most important thing to remember is that DEI today goes much further than a mere initiative; the entire culture of a company must embrace diversity, equity, and inclusion. This is not something that will happen overnight: as new employees with an understanding of diversity matters who will give full participation in initiatives come aboard, the root causes of inequality will become less, and a more inclusive environment and culture will develop.

Here are our 12 steps to get you started.

Step 1

Do your diversity, equity, and inclusion work

Be informed; learn the history, background, and context.



e^x	e^{-x}	$\sinh x$	$\cosh x$	$\tanh x$
1.0000	1.0000	.00000	1.0000	.00000
1.1052	.90484	.10017	1.0050	.09967
1.2214	.81873	.20134	1.0201	.19738
1.3499	.74082	.30432	1.0453	.29131
1.4918	.67032	.41075	1.0811	.37995
1.6487	.60653	.52110	1.1276	.46212
1.8221	.54881	.63665	1.1855	.53705
2.0138	.49659	.75858	1.2552	.60437
2.2255	.44933	.88722	1.3374	.66404
2.4596	.40657	1.0314	1.4331	.71630
2.7183	.36788	1.1922	1.5431	.76159
3.0042	.33287	1.3356	1.6683	.80050
3.3201	.30119	1.5095	1.8191	.83365
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4.4817	.21813	2.1293	2.3322	.90515
4.9530	.19390	2.3756	2.5777	.92167
5.4739	.17128	2.6455	2.8288	.93541
6.0496	.15000	2.9422	3.1077	.94681
6.6859	.13000	3.2682	3.4170	.95624
7.3891	.11111	3.6269	3.7616	.96403
8.1662	.09333	4.0219	4.1471	.97045
9.0250	.07746	4.4571	4.5772	.97574
9.9742	.06310	4.9370	5.0569	.98010
11.023	.05012	5.4661	5.5899	.98367
12.182	.03833	6.0407	6.1323	.98661
13.464	.02756	6.6677	6.7690	.98903
14.880	.01771	7.3543	7.4735	.99101
16.445	.00880	8.1099	8.2527	.99263
18.174	.00440	8.9436	9.1146	.99396
20.086	.00220	9.8567	10.068	.99505
22.198	.00110	10.851	11.122	.99595
24.533	.00055	11.930	12.287	.99668
27.113	.00027	13.199	13.575	.99728
29.964	.00013	14.665	14.999	.99777
33.115	.00006	16.343	16.573	.99818
36.598	.00003	18.285	18.313	.99851
40.447	.00001	20.571	20.236	.99878
44.701	.00000	23.339	22.362	.99900
49.402	.00000	26.691	24.711	.99918

Step 2

Dig into your data

The next step is to understand where you are in terms of metrics. This will require collecting and analyzing your people data to assess the demographics of your organization – including your leadership team. Once you have the data, you can set benchmarks and metrics for the DEI goals you want to achieve.

Step 3

Set measurable targets – and hold yourself accountable

Whether for interviews, pass-through rates, or metrics around demographics of whom you hire, organizations that set measurable targets will be more successful in fostering a diverse, equitable, and inclusive workforce.



Step 5

Hire for culture contribution

Conventional advice says to hire for culture fit, but progressive companies up the hiring ante by recruiting new employees for cultural contribution. That means hiring employees that not only align with your company's values but also bring diverse experiences, perspectives, and backgrounds to the table, too.

Step 4

Look at your hiring process

Look at your talent pipeline and the strategies your talent acquisition team uses to attract new employees. Be strategic about where you're posting open positions. Go beyond homogeneous networks to tap into diverse talent pipelines you might have previously ignored and/or didn't realize existed.



Step 6

Make DEI part of your company's DNA

Like your corporate values, put your company's diversity, equity, and inclusion mission statement in writing.



Step 7

Institute intentional (and extended) onboarding programs

More than ever, onboarding needs to extend beyond a new employee's first week. Build onboarding programs that provide ongoing support for at least six months, or even the first year, to ensure new employees are set up for success.



Step 8

Avoid the 'minority tax'

Sometimes organizations already have well-meaning policies in place, but the execution of those policies has the unintended consequence of adding to the workload of, say, people of color or an underrepresented sexual orientation.



Step 9

Align ERGs with leadership sponsors

Align your employee resource groups, or ERGs, with executive leadership sponsors to enable conversations around how to improve DEI in your workplace. This alignment also helps educate leadership about where the diverse talent is in the organization.



Step 10

Open up lines of communication

Leadership roundtables, always-on feedback mechanisms, and communications platforms such as Slack enable employees to share their experiences and contribute ideas.



Step 11

Support remote employees who might feel isolated

Not everyone thrives in a virtual workplace environment. Employees that are extroverts, for example, will be missing the opportunity to engage with (and gain energy from) colleagues. On the other hand, introverts face unique challenges in group video calls.



Step 12

Foster a culture where it's okay to speak up

We all have blind spots. Encourage employees to voice their thoughts and concerns to have meaningful conversations that help move the organization forward.



Enjoy Building a More Equitable & Inclusive Workplace!



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