Beyond Diversity
Facilitating Radical Inclusion in Your Workplace
Organizations that are intentional in hiring, retaining and developing diverse talent are 19% more innovative, earn 140% more revenue, have more than twice as much cash per employee, and are 35% more likely to outperform their competitors.

Why? Simple: Diversity in race, ethnicity, culture, nationality, gender, sexual orientation, religion, age and geography increases diversity in perspective, tactics and expertise.

As Virgin Group founder and world-famous entrepreneur Richard Branson says, “Employing people from different backgrounds and who have various skills, viewpoints and personalities will help you to spot opportunities, anticipate problems and come up with original solutions before your competitors do.”

However, if the (diversity of) people you hire don’t feel they are treated fairly and respectfully, are known and appreciated for their unique value, and belong to the group, they’ll quickly become disengaged, damaging employee morale and accelerating turnover.

And today, with companies across industries and geographies adapting to business disruption caused by COVID-19 and employees facing uncertainty due to escalating racial tension and police violence, the importance of workplace diversity and inclusion has never been more pronounced.
Workforce Diversity & Inclusion Today

With more and more companies shifting to remote work, including many in response to the COVID-19 crisis, there's never been a more urgent need for workplace diversity and inclusion. Further, an increasing awareness of — and allyship with — the Black Lives Matter and Me Too movements has inspired organizations across the United States and abroad to reevaluate their diversity and inclusion plans and philosophies.

Rightfully so, as there's significant work to be done.

Only four Fortune 500 companies have Black CEOs and, though Black people account for about 13% of the US population, they only occupy 3% of senior leadership roles across all US companies with 100 or more employees. Up and down the ladder, job candidates with “African American-sounding names” receive 14% fewer calls for jobs than those with “white-sounding names.”

Meanwhile, women represent only 4% of Fortune 500 company CEOs and hold only 20% of all C-suite roles. And even when BIPOC (Black, indigenous, and people of color) and women hold management positions they are paid less than their white male counterparts.

Nearly 60 years after the passage of the Civil Rights Act, “we find equal pay for equal work is still not a reality,” according to Jackson Gruver, a data analyst at PayScale.

To this day, Black men earn 13% less and Latinos earn 9% less than white men with the same qualifications, while Black women earn 40% less! Across genders, Black and Latinx workers with bachelor's degrees earn nearly a quarter less than white and Asian workers.
According to Gruver, these glaring disparities have been caused by opportunity gap and occupational segregation. Indeed, studies by the Social Mobility Commission show companies across industries are failing to hire talented young people from less advantaged backgrounds because they recruit from a small pool of elite universities and hire only those who ‘fit in’ with the prevailing (homogenous) company culture.

The recent college admissions scandal serves as an example of how privilege and opportunity — rather than merit — can provide some with more coveted opportunities than others.

And when companies do hire individuals from divergent backgrounds, who may not ‘fit in,’ these outliers often experience discrimination.

According to Glassdoor’s latest Diversity & Inclusion Study, 49% of employed adults have witnessed or experienced racism, ageism or gender or LGBTQIA+ discrimination in the workplace. Even worse, Deloitte found that nearly two thirds (64%) of workers have experienced bias in the workplace in the last year — and more than six out of 10 experience bias at least once a month. And worse still, the Kapor Center reports that 40% of employees who experienced harassment, bullying or stereotyping quit their job to seek alternative employment opportunities.

Thus, as Deloitte explains, while the majority of workers recognize “the progress workplaces have made in fostering inclusion,” research suggests there’s “a continuing need to understand and address bias in the workplace.”
Diversity & Inclusion, Into the Future

For companies looking to innovate, sustain success and outperform their competitors into the future, diversity and inclusion are critical, especially with shifting workforce demographics and priorities.

• Between 1980 and 2020, the number of minority workers doubled
• By the year 2044, groups historically considered “minority” will reach majority status
• The Millennial and Gen Z generations are the most diverse in history (compared to only 28% of the Baby Boomer generation, 44% of Millennials and 48% of Gen Zers aren't white)
• By 2025, Millennials will comprise 75% of America’s workforce

Today, 62% of employees between the ages of 18 and 34 — and more than half of all employees — believe their company needs to improve diversity, and nearly 70% of executives report prioritizing these issues.

For those in the job market, diversity and inclusion are playing an increasingly prominent role in decision making, with 67% of candidates actively seeking out companies distinguished for their diverse workforce.

Thus, it’s the responsibility of CEOs, C-suite executives, HR professionals and managers to not only actively recruit from a larger, more diverse talent base but to facilitate radical inclusion within the organization.

This will not only improve the lives of those most directly impacted by workforce and other socio-economic inequalities, it will benefit your business.
“The digital organization of today, which operates as a network of teams, thrives on empowerment, open dialogue, and inclusive working styles. Leading organizations now see diversity and inclusion as a comprehensive strategy woven into every aspect of the talent life cycle to enhance employee engagement, improve brand, and drive performance. The era of diversity as a ‘check the box’ initiative owned by HR is over. CEOs must take ownership and drive accountability among leaders at all levels to close the gap between what is said and actual impact.”

– Deloitte, Diversity and inclusion: The reality gap

In this guide, we’ll show you how to facilitate diversity and radical inclusion in your workplace, share advice on what works and what doesn’t from BIPOC and others from historically disenfranchised groups, offer insights from companies doing diversity and inclusion right, and provide you with the top tips and tricks for ensuring your business and your employees thrive in a diverse and inclusive work environment.
PART I

Eight Advantages of Diversity & Inclusion in the Workplace
The latest research indicates that diverse and inclusive companies are:

- 170% more innovative (Bersin)
- 70% more likely to capture a new market (HBR)
- 20% more likely to meet financial targets (Gartner)
- 35% more likely to have returns above national industry medians (McKinsey & Company)

In fact, 85% of CEOs with diverse staff and inclusive company cultures told PwC in 2020 that they’ve experienced increased profits and a positive impact on their bottom line.

The following are the top eight benefits of workplace diversity:

1. **Wider Talent Pool**

   “A diverse and inclusive workforce is crucial for companies that want to attract and retain top talent,” according to Forbes Insights. “Competition for talent is fierce in today’s global economy, so companies need to have plans in place to recruit, develop, and retain a diverse workforce.”

   Employees are no longer seeking the standard 9-to-5 job; they’re looking for flexibility, acceptance, and opportunities for new challenges and growth.

   When your business is able to recruit talent from outside your geographical area or immediate networks, you can attract workers who are typically:

   - More diverse in their backgrounds, perspectives and skill sets
   - More inspired and energized
   - More adept at newer, increasingly advanced technologies
   - Earlier in their careers
   - At lower pay grades

2. **Better, Faster Decision Making**

   There are often numerous ways to solve a problem, but without varied perspectives many potential solutions may never be considered; conversely, with a diversity of perspectives, your likelihood of identifying the most effective solution — and finding it fast — is vastly increased.
Think of it as a scavenger hunt: will you be more successful sending everyone on the team in one direction, or splitting the team strategically?

Harvard Business Review found that diverse teams are able to solve problems faster than cognitively similar people, and a 2017 study by Cloverpop demonstrated that diverse teams experience a 60% improvement in decision making.

3 Heightened Creativity and Innovation

With a homogenous staff, everything from life experiences to thought patterns and problem-solving techniques will be similar; on the other hand, with a diversity of employees contributing a variety of unique perspectives, you’ll be more likely to experience a breakthrough.

Indeed, 85% of companies with more than $500 million in annual revenue told Forbes Insights they either agree or strongly agree that “a diverse and inclusive workforce is crucial to encouraging different perspectives and ideas that drive innovation” — and Forbes Insights concluded that diversity is not only “a key driver of innovation” but also “a critical component of being successful on a global scale.”

Research from Deloitte confirms this claim, indicating an 83% uplift in ability to innovate when employees believe their organization is committed to diversity.

A study published in the Fall 2018 edition of Financial Management, “Do Pro-Diversity Policies Improve Corporate Innovation?,” also supports this finding, reporting that companies that score well on indicators of diversity tend to be demonstratively more innovative.

According to Tendayi Viki, an associate partner at Strategyzer who helps large companies innovate for the future:

“Research on creativity and innovation has been consistent in showing the value of exposing individuals to experiences with multiple perspectives and worldviews. It is the combination of these various perspectives in novel ways that result in new ideas ‘popping up…’ [T]he town called Eureka is a diverse multicultural place where creativity genius thrives and innovative new products are developed.”
4 Enhanced Productivity

In “The Economic Value of Cultural Diversity,” sponsored by International Trade and Investment, Gianmarco I.P. Ottaviano and Giovanni Peri determine that there’s “a dominant positive effect of diversity on productivity” and “a more multicultural” environment makes employees “more productive.”

Companies gain from each employee learning from each other’s experiences, applying this new-found knowledge to their work and collaborating in harmony, and employees benefit from expanding their knowledge and expertise through collaboration with their peers from different backgrounds.

Deloitte confirms this assessment, reporting a 42% improvement in collaboration when employees believe their organization is committed to diversity.

5 Increased Profitability

It should come as no surprise that companies that hire from a wider talent pool and benefit from the resulting improvements in decision making, creativity, innovation and productivity experience positive financial results — as confirmed by a plethora of studies of companies in the United States and worldwide.

Gartner, for instance, found that highly inclusive organizations are 120% more capable of meeting financial targets and generate 1.4 times more revenue and 2.3 times more cash flow per employee.

6 Improved Employee Wellness, Morale and Engagement

Companies that employ a diverse workforce, demonstrate authentic appreciation for their workers’ unique experiences, perspectives and skill sets and engage in practices that foster inclusion have happier, healthier employees.

Likewise, happier, healthier employees are more engaged, creating a work environment with higher morale.
In a study of more than 1,500 employees, based on three factors of engagement, Deloitte “found that engagement is an outcome of diversity and inclusion” — and “it is the combined focus on diversity and inclusion which delivers the highest levels of engagement.”

7 Reduced Employee Turnover

Deloitte’s research also found that “employees who perceive their organisation is committed to, and supportive of, diversity and who feel included, are 80% more likely to believe they work in a high performing organisation” — and “the more included an employee feels, the more likely they are to be at work (i.e. reducing the cost of absenteeism) and to receive a higher performance rating.”

Another Deloitte survey indicated that 69% of young people would be more likely to stay beyond five years at a diverse organization.

Indeed, employees who believe in their company’s actions to promote diversity are more likely to stay, contribute and advocate for its success.

8 Stronger Company Reputation

Companies that demonstrate a dedication to diversity and inclusion in the workplace are seen as more ‘human,’ more interesting and more socially responsible to a wider range of potential hires and prospective clients and business partners, as well as to the media and the overall market.

In turn, companies that are more relatable to more people and organizations attract a greater diversity of high-caliber employees, more committed customers, increasingly opportune partnerships and higher-value media placements, strengthening company reputation and solidifying branding.
PART II

Four Reasons to Prioritize Diversity & Inclusion During a Crisis
Still considered by some to be a ‘nice to have,’ diversity and inclusion can be forgotten during times of crisis, as companies scramble to adapt to rapidly changing circumstances; however, the degree to which companies invest in diversity and inclusion can have a significant impact on how well they weather a proverbial storm.

The following are four reasons not to abandon your diversity and inclusion efforts during a pandemic, socio-political upheaval or other transitional period.

1 **An Inclusive Leader Can Unite a Disrupted, Virtual Workforce**

As we discuss in our eBook *Redefining Remote Work*, shifting to remote employment has significant advantages, including a larger, more diverse talent pool, improved company culture and employee retention, greater productivity, proficiency and creativity, reduced costs and increased profitability; however, if working from home is not part of a planned business strategy, the transition can create turmoil.

Whether due to government mandates, local transportation disruptions or both, your workforce has likely faced the disruption of office closures. As is true of normal circumstances, in times of crisis inclusive leadership can be the difference between success and failure.

Inclusive leaders, or those who prize individual perspectives, create a sense of belonging and facilitate deep alignment on a clear purpose, are uniquely suited to creating and maintaining high-performing teams — and their values and core competencies translate seamlessly to a remote work environment.

The best inclusive leaders will be able to build connections and foster engagement and effective collaboration within and among virtual teams, demonstrating compassion, kindness, empathy and genuine interest in the at-home lifestyles and well being of their employees, as well as acknowledging the contribution to the collective of each individual’s unique perspective.

2 **An Inclusive Culture Can Foster Resilience**

Companies with an authentic, inclusive culture, in which all employees feel
part of and supported by the organization, tend to be the most resilient. During times of crisis, authentic, radical inclusion will allow these companies to leverage their diversity to remain innovative and agile.

Companies with a culture based in trust, collaboration and inclusion — that are able to tap into 100% of their talent and develop new ways of working, new products or services, or even new business models — will create a competitive advantage, with employees from diverse backgrounds offering new ideas and serving crucial roles in these efforts.

Companies that demonstrate this resilience during a crisis will become the most attractive to a diverse selection of the most talented potential hires.

### 3 A Diverse Team Can Best Solve Problems, Manage Risk and Identify Opportunities

Research has shown that more diverse organizations are better at solving complex problems; yet, many companies with a diverse workforce still have homogenous leadership teams — and leadership teams that don’t reflect the demographics of today’s markets and talent pools create risk by being more susceptible to stunted innovation, especially during crises.

Conversely, companies that have built diverse teams across their business and functions will be able to draw on this wealth of perspectives to ensure sustained success during a crisis and beyond.

### 4 Diversity & Inclusion Executives Can Play a Key Role in Leading Organizations Through a Crisis

Diversity and inclusion experts are masters in creating connections and often have the most astute insights into the fundamental changes occurring in societies and companies; however, they don’t always play a prominent role in the greater organization.

Companies that involve their diversity and inclusion leaders in decision making, especially during a crisis, will benefit from their unparalleled ability to identify opportunity, manage risk and transform the employee and client experience.
PART III

Five Diversity & Inclusion Influencers You Need to Know
While it may not always be possible to employ your own full-time diversity and inclusion executive, there are experts in the field who share their knowledge and experience as consultants and through online courses, articles and webinars. The following five BIPOC leaders are known across industries and geographies for their valuable diversity and inclusion insights.

**Carin Taylor**
*Chief Diversity Officer, Workday*

Carin Taylor has more than two decades of experience building and leading highly effective teams and creating strategies to help large corporations leverage diversity and inclusion to drive innovation. As Chief Diversity Officer for Workday, she is responsible for developing and executing Workday’s inclusion and diversity strategy.

“Diversity and inclusion is less about a program, and more about helping people become comfortable enough to have a dialog about their experiences — including times when we have felt like an outsider.”

**Leslie Miley**
*Director of Engineering, Slack*

The first Chief Technology Officer employed by The Obama Foundation and a former engineering leader at Twitter, Apple and Google, Leslie Miley currently serves as Director of Engineering at Slack and advises several startups founded by women and minorities. He’s also an investor in a fund dedicated to entrepreneurs who are BIPOC, LGBTQIA+ and/or women.

“Help leaders get comfortable with being uncomfortable. It doesn’t matter if you don’t have an answer. It doesn’t matter if you don’t have a solution. If you share the data people will come to you with solutions. It helps everyone learn, it helps everyone get better.”

**Lenora Billings-Harris**
*President and CEO, UbuntuGlobal*

Lenora Billings-Harris is a diversity strategist and author who partners with clients to leverage diversity to foster inclusion, reduce the impact of unconscious bias and improve the bottom line.
“Diversity, inclusion, respect and fairness are concepts that make some people reluctant to discuss them. I work hard to create a safe, nonjudgmental and uplifting environment that makes exploring sensitive topics a positive journey for all. Most importantly our participants leave our sessions with knowledge to activate easy to apply actions, and a deeper understanding of the concepts discussed. All programs, processes and resources reflect my belief that we are all more effective, productive and innovative when we honor and value our own uniqueness while at the same time valuing and respecting the differences of others.”

Arlan Hamilton
Founder and Managing Partner, Backstage Capital

Arlan Hamilton was homeless when she launched Backstage Capital, a venture capital firm dedicated to minimizing funding disparities in tech by investing in high-potential founders who are BIPOC, LGBTQIA+ and/or women.

“It was crazy to me that 90% of venture funding was going to white men, when that is not how innovation, intelligence, and drive is dispersed in the real world. I had no background in finance, but I just saw it as a problem. Maybe it’s because I was coming from such a different place that I could recognize it.”

Aiko Bethea
Principle Consultant, RARE Coaching & Consulting

A former Deputy Director and head of diversity and inclusion for the Bill & Melinda Gates Foundation, Aiko Bethea owns and operates RARE Coaching & Consulting, which coaches senior and emerging leaders at large companies and nonprofits in increasing self-awareness, emotional intelligence and overall impact and effectiveness, as well as provides consulting support in hiring for diversity, developing dashboards to measure diversity and inclusion, and creating diversity, equity and inclusion initiatives.

“Learning is ongoing. The D&I field, taxonomy, approaches, and high stakes consequences of faux pas statements and actions are happening every moment and every day. The D&I leader should be all up in the mix with their finger on the pulse.”
10 Companies Doing Diversity & Inclusion Right
With diversity and inclusion gaining “ever greater importance in the business world,” Forbes partnered with market research firm Statista to rank America’s best employers in this key area.

Below are the companies that comprise the top 10 list, with excerpts from their respective diversity and inclusion homepages.

### SAP

**IT, Internet, Software & Services | Newtown Square, Pennsylvania**

At SAP, our commitment to diversity and inclusion is critical to our success. As a global organization with employees from 150+ nationalities, our employees must feel free to be their authentic selves for our company to perform at its best. We embrace and encourage different perspectives and believe we are made stronger by our unique combination of culture, race, ethnicity, age, gender, sexual orientation, gender identity or expression, physical or mental ability, and work-life situations. Our culture of inclusion and focus on health and well-being helps ensure that everyone – regardless of background – feels included and can run at their best. When we collaborate with others who have different points of view, it creates a greater mix of ideas and spurs innovation. [More >](#)

### Henry Ford Health System

**Healthcare & Social | Detroit, Michigan**

Diversity always will be the foundation on which Henry Ford Health System stands. We value and embrace the wealth of diversity reflected in our patients, their families, our workforce and partners, and the many diverse communities we serve.

The story of diversity at Henry Ford Health System is told through the unique experiences of our stakeholders. We leverage our diversity to directly and indirectly influence the equitable delivery of culturally appropriate care and create a welcoming and inclusive environment for everyone.

Diversity is about acceptance and respect for all people and valuing the uniqueness of individuals. Our focus on diversity, equity and inclusion as business imperatives is essential as we work toward our vision – We will be the trusted partner in health, leading the nation in superior care and
value. To accomplish this, diversity, equity and inclusion are woven into the fabric of everything we do. More>

Ohio State University Wexner Medical Center
Healthcare & Social | Columbus, Ohio

Diversity and inclusion is our foundation for innovation: A diversity of cultures and life experiences strengthens our mission to provide evidence-based health care. It gives us a greater understanding and appreciation for each patient's unique genetic makeup, behavior, experiences and beliefs. From the way we recruit faculty, staff and students to the way we treat each and every patient, all of us at the Wexner Medical Center and College of Medicine consider diversity an essential part of our mission.

Celebrating our unique differences: We strive to create environments, both in the workplace and in our patient care settings where everyone feels empowered to share their full, authentic selves and can comfortably join in or stand out. We celebrate the diverse voices of our patients, employees, volunteers and community members. It fuels our innovation and connects us closer to our patients and the communities we serve. More>

Visa
Banking and Financial Services | Foster City, California

Everyone accepted, everywhere: An inclusive and diverse workplace where you belong.

Everyone belongs: You want a workplace where you can be yourself. We want you to bring your whole self to work every day. Together, we're an inclusive culture that celebrates our uniqueness.

Everyone has a story: Universal acceptance for everyone, everywhere is at the heart of our company. We promote diversity of thought, culture and background that connects the entire Visa family.

Employee Resource Groups: Join our community. Our ERGs and global Inclusion and Diversity chapters connect you with others who share your cultural heritage, life experience or cause.
Equality at Visa: Our executive team regularly reviews a diversity metrics dashboard to implement initiatives that drive recruitment, retention, internal mobility and advancement. We know there’s always more to do, but by recognizing these statistics, we can evaluate our progress and challenge ourselves toward further change.

Equal pay for equal work: Men and women earn the same pay for the same work globally, and the same is true for racial and ethnic minorities and their white peers in the US. More >

**Ultimate Software Group**

IT, Internet, Software & Services | Weston, Florida

At Ultimate, we’ve spent 30 years building a company that celebrates a diverse workforce. By acknowledging varying perspectives, we’ve created a culture that consistently puts people first—and that means all people. The first way we do this is by prioritizing it within our own walls. We’ve been ranked in the top 10 of Fortune's Best Workplaces for Diversity list for the past 4 years.

Another way we do this is by building solutions with diversity and inclusion in mind right from the start of the design process. From hire to retire, Ultimate helps ensure your workplace technology is accepting of all employees, helping to foster an inclusive environment and drive creativity and innovation. More >

**Procter & Gamble**

Packaged Goods | Cincinnati, Ohio

P&G is a Company that believes in diversity and inclusion. With more than 140 nationalities represented in our workforce, our own diversity helps us reflect and win with the consumers we serve around the world. The more we understand people, their needs and challenges, the better we can delight them with our products and services. And while diversity is essential in all we do, we believe inclusion changes the game. Every day we strive to get the full value of our diversity through inclusion — fostering an environment where P&G people can be their best, full and authentic selves in the workplace. But our job doesn’t end there — our belief and commitment extend beyond P&G’s walls. We are driving action on the
world stage to make a meaningful difference, and we care deeply about our impact, always striving to make the world a little bit better through our actions. More >

Duke University
Education | Durham, North Carolina

Duke is a diverse community committed to the principles of excellence, fairness, and respect for all people. As part of this commitment, we actively value diversity in our workplace and learning environments as we seek to take advantage of the rich backgrounds and abilities of everyone. We believe that when we understand, celebrate, and tap into our uniqueness to creatively solve problems and address shared goals, our possibilities are limitless. More >

Levi Strauss & Co
Clothing, Shoes, Sports Equipment | San Francisco, California

At Levi Strauss & Co., we believe in living our values: originality, empathy, integrity and courage. And living these values requires that we strive to create a workplace where everyone feels they are empowered and welcomed to be their authentic selves – and where vibrant and thoughtful discourse thrives. That means cultivating an inclusive environment where everyone feels safe, valued and a sense of belonging, and knows unequivocally that their contributions are welcome and needed.

Since 2018, our diversity, inclusion and belonging strategy has focused on creating an inclusive culture, furthering women in leadership, ensuring pay equity and recruiting diverse candidates. Some of our key achievements include building out a Diversity, Inclusion and Belonging function, standing up employee resource groups (ERGs) and implementing programs to empower women, people of color and other underrepresented populations, as well as fostering inclusion and allyship across Levi Strauss & Co.

But we need to do even more. We vow to hire, support, promote and elevate more people of color at LS&Co. across levels and functions. This is a business imperative. We know that businesses are stronger and more successful when they are diverse, inclusive, and represent the communities they serve. More importantly, though, this is a moral imperative. We pride
ourselves on being a progressive company that takes bold stances to promote equity, justice and inclusivity all around the world. We will apply these same principles to our hiring and development practices to ensure the kind of diverse workplace that truly reflects the communities where we live, work and sell clothes. And we know that to authentically engage and serve our consumers and community, our workplace must reflect the diversity of the people we serve. Consider this a promise and commitment we intend to deliver on. More >

JLL
Business Services & Supplies | Chicago, Illinois

We believe a diverse and inclusive culture is one where everyone succeeds. That’s why we’re committed to creating an environment where we all feel welcomed, valued and empowered to achieve our full potential.

Opportunity for every person and voice: Our unique experiences, backgrounds and perspectives are what define diversity at JLL. This includes ability, gender, ethnicity, race, religion and sexual orientation, as well as education, generation, experience and thinking style. Equally important is inclusion — our respect for one another fosters an environment where everyone’s voice is heard. Through a diverse and inclusive culture, we’re committed to making a difference for our people, our clients and our communities.

Our diverse communities define our culture: Our Business Resource Groups support our diversity and inclusion business objectives, provide a platform for diverse perspectives, and connect people across the organization. Comprised of more than 7,500 people across 200 locations, these employee-led groups are open to all employees and we encourage allies, advocates and partners to get involved. More >

Tufts Health Plan
Insurance | Watertown, Massachusetts

The demographics of our region are changing at a rapid pace. In order to successfully live our mission of improving the health and wellness of the diverse communities we serve, we established a company-wide Business Diversity program to strengthen and enhance our clinical programs and the member experience for our diverse populations.
Our Business Diversity program reports to senior management and the board of directors on a wide range of workforce, marketplace and community initiatives to meet the needs of ethnic minorities; women; lesbian, gay, bisexual, transgendered, and queer or questioning (LGBTQ); people with disabilities; and veterans.

Communities: Tufts Health Plan is committed to serving diverse communities through our foundation grants, employee volunteer efforts, and corporate sponsorships. We are continually building a corporate culture that embodies the highest ideals of integrity, respect, responsibility and citizenship.

Workforce: Workforce diversity is a key driver of innovation to deliver high quality products, services, and experiences for our members. As a result of our efforts to attract and retain diverse employees, the ethnic diversity of our staff is greater (33%) than the average ethnic diversity in Massachusetts (27%). In addition, 64% of our Senior Management team and 42% of our Board of Directors are either women or ethnically diverse.

We are proud of our workplace diversity accomplishments and continue to strive for increased representation.

Suppliers: Tufts Health Plan is committed to working with diverse suppliers to support economic growth in the region as well as to better reflect the diversity of our communities. We strive to work with suppliers who align with our company values: innovation, collaboration, excellence, diversity and inclusion, and integrity. More >
PART V

How to Foster Diversity & Inclusion in the Workplace
As Forbes Insights puts it, “A diverse and inclusive workforce is necessary to drive innovation, foster creativity, and guide business strategies. Multiple voices lead to new ideas, new services, and new products, and encourage out-of-the-box thinking.”

While “companies no longer view diversity and inclusion efforts as separate from their other business practices, and recognize that a diverse workforce can differentiate them from their competitors and can help capture new clients,” not every diversity and inclusion policy or practice works to achieve the desired results.

In fact, BCG’s 2019 “Fixing the Flawed Approach to Diversity” report demonstrates the diversity dilemma: 97% of the 16,500 people polled across eight countries acknowledged that their employer deployed a diversity policy, but only 25% said it benefited them personally.

So, what are workplaces doing wrong?

“Despite a few new bells and whistles, courtesy of big data, companies are basically doubling down on the same approaches they’ve used since the 1960s — which often make things worse, not better,” reports Harvard Business Review.

“Firms have long relied on diversity training to reduce bias on the job, hiring tests and performance ratings to limit it in recruitment and promotions, and grievance systems to give employees a way to challenge managers. Those tools are designed to preempt lawsuits by policing managers’ thoughts and actions. Yet laboratory studies show that this kind of force-feeding can activate bias rather than stamp it out. As social scientists have found, people often rebel against rules to assert their autonomy.”

Dr. David Rock, a thought leader in the human-performance coaching field, cites multiple studies in Psychology Today, concluding that “you can’t eliminate bias simply by outlawing it. Most people don’t like being told what to believe, and anything that feels like pressure to think a certain way makes people want to do the opposite.”
Instead, it is far more effective to "engage managers in solving the problem, increase their on-the-job contact with female and minority workers, and promote social accountability," as evidenced by analysis of three decades’ of data from more than 800 US firms.

This, *Harvard Business Review* explains, is why interventions like targeted college recruitment, mentoring programs, self-managed teams and task forces are more successful in boosting diversity and inclusion.

### UNEION's Five Key Practices for Implementing a Successful Workplace Diversity Program

In 2015, Allison-Scott Pruitt, Carolyn Brinkworth, Joshua Young and Kristen Luna Aponte collaborated with University Corporation for Atmospheric Research employees to co-create a diversity training program called UNEION, a four-part course that covers topics related to power, privilege, gender and race, and includes a three-hour, volunteer-only bystander intervention training for managers, administrators and staff on how to build inclusive teams, facilitate diversity-related conversations within their divisions and identify other practices that can promote a positive workplace culture.

In three years evaluating, iterating and improving UNEION, the program leaders identified the following five key practices for creating a more inclusive company culture:

1. **Focus on intervention, not just bias reduction.** Since studies have shown that required bias reduction training can actually *increase* hostilities, and those who volunteer to participate in optional programs typically already view themselves as “pro diversity,” it’s more effective to move beyond simply reducing bias and, instead, focus on equipping participants with the skills to intervene when they witness bias or harassment and train them on how to talk to others about organizational diversity.

2. **Invite non-managers to foster communication across the organization.** While most diversity and inclusion programs focus strictly on managers and HR staff, research shows that inviting employees across the organization can help companies better identify points of conflict and possible resolutions.
3 **Keep the focus on workplace issues, not personal ones.** More women than men pause their careers to care for children or aging parents (Center for Talent Innovation), and BIPOC and LGBTQIA+ individuals face unique challenges to advancing their careers in and out of the workplace, so it may seem intuitive to embrace the overlap between work and home in diversity and inclusion programs; however, research from as early as 1994 (“The downside of diversity,” by Victor C. Thomas, Training & Development, Vol. 48, Issue 1, Association for Talent Development) suggests that “trainers should treat diversity training as a business issue and not a psychological and anthropological concern.”

Likewise, participants want to focus on external challenges that can impact work performance, advancement and career choice, as well as how personal identity can affect one’s experience in the organization.

4 **Keep the conversation going to stay accountable.** In his study on “the downside of diversity,” Victor C. Thomas found that “diversity training can be most effective” if the approach is “long-term-oriented” — and two decades later Harvard Business Review determined that the most successful programs include continued engagement and accountability using task forces, diversity managers and mentoring programs.

Another method for encouraging ongoing participation involves enabling ‘lead learners’ to hold one-on-one meetings, workshops and town halls, facilitate companywide participation in diversity-related outreach programs, and promote a cohort mentality among participants by encouraging collaboration and informal information sharing.

5 **Be flexible, in both content and delivery.** As no two businesses are alike, no two diversity and inclusion programs should be either. Each organization, and each group of participants, has different needs, so facilitators should be flexible in their content, structure and delivery.

One way to ensure each training session meets the needs of its participants is to design your program with a built-in introduction and leave the remainder to be developed by your lead learner, guided by pre-workshop surveys indicating participant interests, challenges and biases.
Deloitte’s Six Key Principles to Creating a More Inclusive Company Culture

In 2017, Deloitte surveyed 245 global organizations and conducted more than 70 client interviews to determine what companies should do to transition from simply complying with diversity mandates to leveraging diversity strategically to create a truly inclusive — and innovative — culture. The study revealed the following six ways to foster inclusivity:

1 **Treat the evolution of diversity and inclusion as business-critical, not compliance-necessary.** Organizations that approach diversity and inclusion as a business priority are more likely to report superior business outcomes.

2 **Move beyond diversity to inclusion and diversity.** Organizations that focus on the value of inclusion, in addition to diversity, typically enjoy superior performance as compared with peer organizations that do not.

3 **Prioritize inclusive leadership.** Leaders who demonstrate behaviors such as courage, curiosity and cultural intelligence tend to enable cultures that encourage inclusiveness.

4 **Reinforce an inclusive culture by integrating both demographic diversity and diversity of thought into all talent management practices.** It is especially important to reinforce an inclusive culture at moments that affect the talent pipeline, such as decisions related to acquisition, promotions, succession management and leadership development.

5 **Provide diversity and inclusion resources that empower individuals to take action.** Inclusive organizations are more likely to offer resources that enable individuals to bring their authentic selves to work, manage unconscious bias effectively, and leverage the support of mentors and sponsors to help them navigate their organizations. Further, more mature organizations offer these resources broadly — not exclusively to diverse populations. *(See: Bonus Resources.)*

6 **Drive accountability, not metrics tracking.** Organizations should create accountability by sharing strategic measurements about diversity and inclusion-related activities and their impact, and have senior leaders discuss achievement on an ongoing basis. One aspect of this might be to tie compensation to diversity and inclusion outcomes.
Your Path to Diversity & Inclusion

“True diversity and inclusion means empowering employees and job seekers by respecting, embracing, and even celebrating, what makes them different” – glassdoor, 2019 Diversity & Inclusion Study

To ensure your organization develops, maintains, promotes and optimizes an effective diversity and inclusion policy, follow these steps:

1 **Do your research, so you know what works and what doesn’t.**
   In addition to the material outlined above, consider reviewing the articles, books, videos and other materials in the Bonus Resources section of this eBook.

2 **Use data and anecdotal evidence to demonstrate the value of diversity and inclusion to individual employees, managers and the business as a whole.**

3 **Build an inclusive culture from the inside out.**
   - Hire a diversity and inclusion director (or consultant), and rotate the role annually to ensure diversity in thought leadership
   - Create diversity and inclusion task forces with employees from all levels of the organization
   - Create employee resource groups (ERGs) for employees who share a common characteristic, such as race, ethnicity, gender, generation or religious affiliation, to provide support and enhance career development, professional networking and overall contributions to personal development in the workplace
   - Run companywide and program participant-specific diversity and inclusion surveys *(See: Part VI: Tear Out: Your Diversity & Inclusion Survey.)*
   - Internally publicize — and hold team and full company meetings to discuss — the interests, challenges and biases identified in the companywide survey
• Set and externally publicize the company’s diversity and inclusion goals

• Develop a dashboard for measuring diversity and inclusivity, using a business intelligence dashboard tool such as:
  - Tableau
  - Qrvey
  - Domo
  - EOX Vantage
  - board
  - Bold BI
  - Sisense
  - happyfox
  - Iridium Technology
  - DBxtra

• Create and externally publicize a visible scorecard measuring diversity and inclusion metrics on recruiting, promotion rates, compensation levels, turnover, participation in ERGs, and supplier diversity

• Develop diversity and inclusion policies for managers and staff, included in the company handbook, which incorporate:
  - Code of Conduct policy, outlining the company’s policy toward diversity and inclusion
  - Communication Plan, outlining non-discriminatory communication practices
  - Non-Discrimination Policy, outlining discrimination laws and exactly what is not allowed in the workplace
  - Zero Tolerance Policy, outlining how instances of discrimination, harassment, bullying and stereotyping will be addressed by the organization
  - Grievance Policy, outlining how employees can and should feel safe and comfortable to use the company alternative complaint system
  - See: Deploy an alternative complaint system.

• Develop diversity and inclusion workshops and sensitivity trainings from the ground up
  - Leverage lead learners in the creation of each workshop and training
  - Encourage the hard conversations
  - Collect all perspectives
  - Listen to women and members of the BIPOC, LGBTQIA+ and other communities that are typically disenfranchised
  - Promote intersectionality, or the interconnected nature of social categorizations such as race, class, gender and sexuality in overlapping and interdependent systems of discrimination or disadvantage
  - Focus on intervention, not just bias reduction
  - Focus on workplace issues, not personal ones
  - Promote ongoing engagement through lead learner-led one-on-one meetings, workshops and town halls; companywide participation in diversity-related outreach programs; and informal information sharing
• Create safe spaces

Creating safe spaces in your workplace includes providing gender-neutral restrooms for non-binary and genderqueer individuals, lactation rooms for new mothers, prayer or meditation spaces, and quiet workspaces for workers who may be distracted or overstimulated by open-floor-plan seating.

Fully remote organizations can also create safe ‘spaces’ digitally by encouraging employees to add pronouns to their email signatures and usernames, inviting employees to reserve time for prayer and other personal needs by blocking it out on the calendar, and honoring introverts by making digital culture events optional.

To fully understand the needs of everyone at your company, partner with managers to learn more about their teams.

• Deploy an alternative complaint system

Using standard grievance mechanisms, approximately half of all discrimination and harassment complaints lead to retaliation — and workers who file a report are more likely to face career challenges or experience a negative impact on mental and physical health compared to similar workers who experience the same trauma but do not report it.

In place of the traditional system:
- Provide employees with access to an employee assistance plan, or EAP, typically run by an outside vendor, to provide anonymous, free support and guidance on strategies and tactics to address harassment and discrimination
- Implement transformative mediation, designed to empower all parties and ensure each party recognizes the other’s needs, interests, values and points of view, whereby the parties structure the process and outcome of mediation and the mediator follows their lead

4 Practice recruiting, interviewing and onboarding for diversity and inclusion

• Audit and update your Careers and About Us pages to prominently highlight your core principles in regard to diversity and inclusion
• Write more inclusive job descriptions

• Limit employee referrals

• Diversify your talent pipeline by hosting events and webinars targeted at diverse populations and leveraging your ERGs to help your recruiters and HR staff better understand biases and barriers (and be sure to recognize ERG members for their hard work) — and continually collect and analyze data, and pivot as necessary

• Incorporate a diverse interview panel to ensure candidates are chosen solely based on suitability

• Train interview panelists not to ask questions about age, race, ethnicity, gender, sexuality, religion, country of origin, birthplace, address, arrest record, citizenship, credit rating, financial status, height or weight, disability, marital status, family status, or pregnancy

• Discuss the importance of diversity and inclusion during onboarding

• Coach existing teams on how to be inclusive to new hires

• Evaluate and update welcome packages to ensure there is nothing biased, discriminatory or potentially offensive to new hires
PART VI

Tear Out: Your Diversity & Inclusion Survey
# Tear Out: Your Diversity & Inclusion Survey

Survey participants should rate their agreement with each statement on a 1-5 scale from *strongly disagree* to *strongly agree* in all but the final two sections; participants can also elect to add a comment related to each statement.

## General

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am proud to work for [Company Name]</td>
<td>○</td>
<td>○ ○ ○ ○ ○ ○</td>
</tr>
<tr>
<td>I would recommend [Company Name] as a great place to work</td>
<td>○</td>
<td>○ ○ ○ ○ ○ ○</td>
</tr>
<tr>
<td>[Company Name] motivates me to go beyond what I would in a similar role elsewhere</td>
<td>○</td>
<td>○ ○ ○ ○ ○ ○</td>
</tr>
<tr>
<td>I rarely think about looking for a job at another company</td>
<td>○</td>
<td>○ ○ ○ ○ ○ ○</td>
</tr>
<tr>
<td>I see myself still working at [Company Name] 2 years from now</td>
<td>○</td>
<td>○ ○ ○ ○ ○ ○</td>
</tr>
</tbody>
</table>

## Fairness

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative tasks that don't have a specific owner (e.g., taking notes in meetings, scheduling events, cleaning up shared space) are fairly divided at [Company Name]</td>
<td>○</td>
<td>○ ○ ○ ○ ○ ○</td>
</tr>
<tr>
<td>Employees who are different from most others are treated fairly at [Company Name]</td>
<td>○</td>
<td>○ ○ ○ ○ ○ ○</td>
</tr>
<tr>
<td>My job performance is evaluated fairly at [Company Name]</td>
<td>○</td>
<td>○ ○ ○ ○ ○ ○</td>
</tr>
<tr>
<td>I believe my total compensation is fair, relative to similar roles at [Company Name]</td>
<td>○</td>
<td>○ ○ ○ ○ ○ ○</td>
</tr>
<tr>
<td>Opportunities and Resources</td>
<td>Strongly Disagree</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>When there are career opportunities at [Company Name], I am aware of them</td>
<td>○ ○ ○ ○ ○ ○</td>
<td></td>
</tr>
<tr>
<td>I know where to find information to do my job well</td>
<td>○ ○ ○ ○ ○ ○</td>
<td></td>
</tr>
<tr>
<td>[Company Name] believes that people can always greatly improve their talents and abilities</td>
<td>○ ○ ○ ○ ○ ○</td>
<td></td>
</tr>
<tr>
<td>[Company Name] enables me to balance work and my personal life</td>
<td>○ ○ ○ ○ ○ ○</td>
<td></td>
</tr>
<tr>
<td>People from all backgrounds have equal opportunities to succeed at [Company Name]</td>
<td>○ ○ ○ ○ ○ ○</td>
<td></td>
</tr>
<tr>
<td>Employees of different backgrounds are encouraged to apply for higher positions at [Company Name]</td>
<td>○ ○ ○ ○ ○ ○</td>
<td></td>
</tr>
<tr>
<td>There is a career development path for all employees at [Company Name]</td>
<td>○ ○ ○ ○ ○ ○</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hiring and Onboarding</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is diversity among the people a job candidate will meet/see on their first visit to [Company Name]</td>
<td>○ ○ ○ ○ ○ ○</td>
<td></td>
</tr>
<tr>
<td>During my interview(s) for my first/current role at [Company Name] I was not asked any questions that made me uncomfortable</td>
<td>○ ○ ○ ○ ○ ○</td>
<td></td>
</tr>
<tr>
<td>During my initial onboarding, [Company Name] addressed the importance of diversity and inclusion</td>
<td>○ ○ ○ ○ ○ ○</td>
<td></td>
</tr>
<tr>
<td>My welcome package did not include anything that was biased, discriminatory or otherwise offensive</td>
<td>○ ○ ○ ○ ○ ○</td>
<td></td>
</tr>
<tr>
<td>Decision Making</td>
<td>Strongly Disagree</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>-----------------</td>
<td>------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>I am satisfied with how decisions are made at [Company Name]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perspectives like mine are included in decision making at [Company Name]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am included in decisions that affect my work</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Voice</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>At [Company Name] there is open and honest two-way communication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At [Company Name] I can voice a contrary opinion without fear of negative consequences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>When I speak up at [Company Name], my opinion is valued</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Personal Belonging</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel I belong at [Company Name]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel respected at [Company Name]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Even when something bad happens (e.g., when I get critical feedback from my manager, I have a negative social interaction with a peer, etc.), I don’t question whether or not I belong at [Company Name]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I can be my authentic self at work</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Diversity and Inclusion</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Company Name] values diversity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statement</td>
<td>Rating</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>--------</td>
<td></td>
</tr>
<tr>
<td>[Company Name] shows that diversity is important through its actions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>[Company Name] builds teams that are diverse</td>
<td></td>
<td></td>
</tr>
<tr>
<td>[Company Name] has done a good job providing training programs that promote inclusion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>[Company Name] respects individuals and values their differences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>[Company Name] demonstrates a commitment to meeting the needs of employees with disabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees of different ages are valued equally by [Company Name]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jokes about race, ethnicity, gender, sexuality, age and ability are not tolerated at [Company Name]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>[Company Name] is making progress with diversity initiatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My experiences since joining [Company Name] have led me to become more understanding of racial, ethnic, cultural and other differences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Getting to know people with racial/ethnic/cultural backgrounds different from my own has been easy at [Company Name]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees of different backgrounds interact well at [Company Name]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A fair workplace includes people from every race</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education about diversity will enhance the company's profitability</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Discrimination

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have personally witnessed discrimination at [Company Name]</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>I have been the victim of discrimination at [Company Name]</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>[Company Name]'s policies or procedures discourage discrimination</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>I believe [Company Name] takes appropriate action in response to incidents of discrimination</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

### Contribution to Broader Purpose

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The work that we do at [Company Name] is important</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>I understand how my work contributes to [Company Name]'s mission</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

### My Supervisor

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My supervisor is committed to and supports diversity</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>My supervisor handles diversity matters satisfactorily</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

### Open-Ended Questions

**How could [Company Name] improve diversity?**

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

**What is one thing [Company Name] could do to create a more inclusive culture?**

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Demographics

Race/Ethnicity
___ African American/Black
___ Asian
___ First Nation/Native American/Indigenous/Alaskan Native
___ Hispanic/Latinx
___ Jewish
___ Middle Eastern
___ Pacific Islander
___ Two or more races
___ White
___ Other (please specify) ______________________

Gender Identity
___ Man
___ Non binary/Non conforming
___ Woman
___ Other (please specify) ______________________

Do you identify as transgender? ___ No ___ Yes

Sexual Orientation
___ Bisexual
___ Gay/Lesbian
___ Heterosexual
___ Queer
___ Other (please specify) ______________________

Family Status
___ No children
___ Partnered parent/legal guardian
___ Single parent/legal guardian

Do you provide regular care for someone other than your child(ren)? ___ No ___ Yes

Veteran Status ___ Not a Veteran ___ Veteran
Demographics

Are you a person with a disability?
___ I do not have a disability
___ I have an invisible disability
___ I have a visible disability
___ I have both an invisible and a visible disability

Native Language
___ Native [native language, e.g., English] speaker
___ The primary business language spoken at [Company Name] is not my native language

Age
___ <18 ___ 25-34 ___ 45-54 ___ 65+
___ 18-24 ___ 35-44 ___ 55-64

Tenure at [Company Name]
___ <3 months ___ 1-2 years ___ 6-10 years
___ 3-6 months ___ 2-4 years ___ 10+ years
___ 6-12 months ___ 4-6 years

What is the highest degree that you have attained?
___ Advanced Degree (Masters, JD, MBA, PhD, etc.)
___ Associate’s Degree
___ Bachelor’s Degree
___ High School, GED, upper secondary
___ Less than high school, GED, upper secondary
___ Other (please specify) _________________________
Are You Doing Diversity & Inclusion Right?

Companies that hire and develop diverse talent and facilitate inclusion across their organization are more innovative, creative and productive, retain happier, healthier and more engaged employees, generate more revenue and have a better reputation than competitors that don’t.

But not all diversification and inclusivity efforts are created equal; in fact, diversity in business has been a heavily researched topic for a half century, and numerous studies indicate that many of the more common techniques do more harm than good.

So, are you making diversity and inclusion work for your company and its employees?

Especially in today’s increasingly competitive global marketplace, with more and more companies shifting to remote work and the Black Lives Matter and Me Too movements inspiring heightened sensitivity to issues of diversity and inclusion, the way you manage these issues can make or break your business.

It’s one thing to hire more women or BIPOC and check the diversity box, but it takes a lot more care and consideration to truly invest in radical inclusivity.
The MBL Difference

If you’re looking to broaden, strengthen and/or fine tune your organization’s diversity and inclusion strategies and tactics and want help streamlining and optimizing the process, there's no better solution than MBL.

At MBL, we are a true partner. We think of our work as building relationships, not as a business transaction. It’s our mission to learn as much about your company and its needs as possible, so we can act as your guiding force. We will share our vast network of partners, carriers, technology and wellness providers, and more, so you can diversify your talent pipeline, foster employee satisfaction and inclusion, and boost your bottom line.

Consult with our advisors today!

Get Started
Bonus Resources

“3 Strategies to Help Underrepresented Talent Thrive at Your Company”
an article by Cynthia Owyoung, Vice President, Inclusion, Culture & Change, Charles Schwab

“10 Strategies for Cultivating Community Accountability”
an article by Ann Russo, Professor and Director of The Women's Center, DePaul University

Building Accountable Communities
a series of videos by The Barnard Center for Research on Women

“But really, is Unconscious Bias Training effective or ineffective?”
an article by Michelle Kim of Awaken

Confronting Racism at Work: A Reading List
a collection of articles from the editors at Harvard Business Review

“Disability vs the Workplace”
a TEDx Talk by Lesa Bradshaw, leading specialist in creating disability-inclusive cultures

“From startup founder to seasoned CEO”
a podcast interview with Ryan Carson of Treehouse

“Getting Called Out: Why Acknowledging Oppression Matters More Than Your Hurt Feelings”
an article by Erin Tatum, writer, Everyday Feminism

“How to Manage Your Team in Times of Political Trauma”
an article by Michelle Kim

“Inclusion Hacks: 10 ways to minimize gender-bias”
an article by Jay Bendett, nonbinary inclusion strategist and facilitator

“Inclusive Leadership”
a speech by Torin Perez

“It's Time to Take 'Diversity Debt' Seriously”
an article by Sarah Saska of Feminuity

“Linking Your Head and Your Heart in Diversity and Inclusion”
an article by Lauren Aguilar, PhD, expert on diversity and inclusion

Racism at Work: The Danger of Indifference
a book by Binna Kandola, business psychologist and author

“Six Traits to Look for in a Diversity Leader”
an article by Aiko Bethea

What Works: Gender Equality by Design
a book by Iris Bohnet, Professor, Kennedy School of Government at Harvard University

White Fragility: Why It's So Hard for White People to Talk About Racism
a book by Robin DiAngelo, academic, lecturer and author focused on critical discourse analysis and whiteness studies

Who Am I to Lead?: The World Is Waiting for You
a book by Torin Perez, diversity, equity and inclusion consultant

“Why a diverse workplace can reduce cases of harassment and bullying”
a Marketplace podcast episode with Joelle Emerson of Paradigm

“Why I Put Pronouns on my Email Signature (and LinkedIn profile) and You Should Too”
an article by Max Measure of Argo Collective

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