Culture Amp

Workplace Diversity, Inclusion, and Intersectionality

2019 REPORT

001

Workplace diversity is the range of human differences present within a company, including but not limited to race, ethnicity, gender identity, sexual orientation, age, and social class.

002

Inclusion is the act of making a person part of a group, where each member is afforded the same rights and opportunities. It has a direct impact on whether people feel a sense of belonging, feel heard, and feel safe to express themselves authentically.

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We believe that data-informed decisions based on employee feedback will fundamentally help organizations make progress in diversity and inclusion.

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Introduction

We believe that diversity and inclusion are integral to the success of modern organizations. This belief is fueled by research that shows diversity brings new perspectives, a wider talent pool, stronger innovation, better performance, and even increased profits, and inclusive companies are best positioned to unlock these advantages. The future is increasingly diverse, demanding greater openness, acceptance, and an intentional focus on inclusion and our organizations are key in leading the way in building the world we want to live in.

Organizations are evolving the ways they seek to understand how diverse and inclusive their workplace is. In 2015, Culture Amp and Paradigm created the Diversity and Inclusion Survey designed to measure the employee experience across seven constructs of diversity and inclusion.

Our survey was the first to help organizations collect, understand, and act on employee feedback across many intersections of social identities (Gender Identity, Race/Ethnicity, Sexual Orientation, Disability, Family, Socioeconomic Status, Veteran Status, and Age).

To date, over 165 organizations from North America, Latin America, Europe, Oceania, Asia, and the Middle East from a range of industries including Technology, Non-Profit, Education, Media and Professional Services have used the Diversity and Inclusion Survey to collect feedback through the Culture Amp platform.

We believe that data-informed decisions based on employee feedback will fundamentally help organizations make progress in diversity and inclusion. This is why in 2019, we were proud to announce the Diversity and Inclusion Starter Kit. This free resource provides even more organizations with access to the survey, along with educational materials, impactful reporting, and inspirations for taking action.

7 constructs of diversity and inclusion

1. **Belonging**

2. **Fairness**

3. **Opportunities and resources**

4. **Decision-making**

5. **Diversity**

6. **Voice**

7. **Contribution to a broader purpose**

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In our second annual **Workplace Diversity, Inclusion, and Intersectionality Report**, we're providing deeper insights around the makeup of our workforce and the employee experience across different demographics. For the first time, we're also bringing the collective intelligence of Culture Amp's community to the fore to look at action that organizations have taken to create real world impact on diversity and inclusion.

Every year we know a little bit more about challenges and progress in this space. We're excited to share our knowledge in the hopes it will help you and your company on your Diversity and Inclusion journey.

Contributors

Culture Amp's **Workplace Diversity, Inclusion, and Intersectionality Report** is brought to you by our cross-functional team.

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Insights

001

We need data with action potential

It's not enough to conduct a diversity census (a survey collecting demographics only) in isolation or to simply add 'gender' as a demographic in an engagement survey. To increase the potential to take meaningful action informed by data, organizations need to collect information about representation (who is in the workforce) across a broad range of demographics and pair this with data specifically related to the employee experience. Taking this approach will set organizations up for success when it comes to taking targeted action.

002

Inclusion is not a standalone initiative

Diversity and inclusion work is often seen as something owned by a particular person or part of the business. We're seeing more organizations challenge this belief, and embed diversity and inclusion into the everyday work of the organization. For example, rather than running a Diversity and Inclusion Survey as a standalone initiative, our customers are incorporating these concepts into engagement surveys and the action process that follows. This signals the important yet everyday nature of diversity and inclusion.

003

Tailored small wins lead to greater change

Teams that take a small wins approach to action that is tailored to their needs typically see between 4-8% uplift on scores related to their areas of focus. A small win is a concrete, complete, implemented outcome, like increased transparency in decision-making or developing easy ways for people to book skip-level conversations with leaders. This approach to taking action brings the entire organization along for the journey and builds momentum for other diversity and inclusion initiatives.

004

A data deficit remains

We know that we manage what we measure. Data around gender and age are often collected, but the demographics of race, ethnicity, parental status or disability are less consistently measured, especially in places like Europe or Australia. This is in part because organizations are at different stages of their diversity and inclusion journey and face specific local and cultural challenges when it comes to collecting and acting on data. Still, more can be done to broaden the definition of diversity, and to ensure that organizations are collecting data that allows for an intersectional lens towards taking action.

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Representation

Key Findings

Our workforce is one of increasing diversity and complexity. Findings from our 2018 report provided an indication that far from there being a static equality gap by gender or race that we need to fix, the future demography of our workforce represents a moving target and demands an intersectional approach.

The chart below indicates some of the proportional demographic shifts we're seeing in the incoming workforce. The bubble and numbers indicate the corresponding incoming cohorts (those under 24 years) normalized for every 100 people in that demographic leaving the workforce (those over 55 years). The larger the bubble, the bigger the incoming workforce.

Changing demographics in workforce composition

KEY   ◌ Indicates population size of 100   ● Indicates size of the incoming cohorts

66
Straight White Men

232
Asian Men

56
Black Women

89
White Women

125
Latinx Men

98
LGBTQ+ Men

135
LGBTQ+ Women

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It's important that we go beyond typically cited representation metrics of race, gender and sexual orientation to add elements such as age and family status, and how these characteristics overlap to understand who we show up to work alongside every day.

For example, census data from Australia, the UK, and the US indicate that there is increasing racial diversity amongst young people, with more people entering the workforce coming from mixed-race backgrounds. With 11% of respondents < 24 years identifying as LGBTQ, our data is aligned with industry research showing younger people are also more likely to identify as LGBTQ upon entering the workforce than any other age group. From our data, we also know the youngest (< 24 years) participants outnumber our oldest (55+ years) participants by three to one. We continue to acknowledge that the workforce of today looks different with every annual cohort.

Intersectionality considers different systems of oppression, and specifically how they overlap and are compounded to shape the employee experience.

For example, within gender, a 31 year old white woman with no children will likely have a very different experience to a 42 year old black woman with two children. Intersectionality means we view the whole person, not their characteristics separately.

Percentage of men and women in the workforce as a function of family status
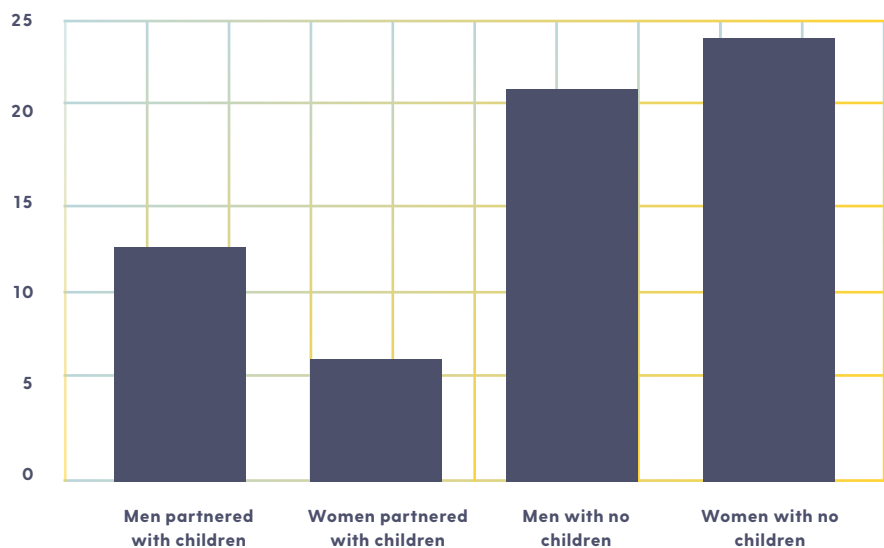
There are almost twice as many men partnered with children at work than women (13% and 6% respectively) whereas the proportion of men versus women with no children is almost equal (21% and 24%). This finding raises interesting questions about the "opt-out revolution", the notion that new mothers are opting out of returning to work after giving birth due to a lack of understanding of the differences between men and women in the workforce. It is also a great example of why we need to look beyond one-dimensional representation data in this case gender (women), to look at groups within gender (women with children).

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A data deficit remains

In supporting a global base of organizations that care about diversity and inclusion, we get a great bird's eye view of the identity characteristics collected that ultimately highlight the diversity issues that are being paid attention to. This unique perspective also allows us to identify gaps in what organizations measure.

Gender and age are characteristics that see a consistent global focus. However, ethnicity, parental status, socio-economic status, education or disability get relatively less attention. We advocate for an intersectional understanding of our workforce but acknowledge that organizations are at different stages of maturity when it comes to being in a position to be able to take this approach.

Constraints and challenges can range from legality, buy-in, support, and readiness to take action. For example, European-based organizations dealing with varying language, terminology, and regulatory issues are less likely to be gathering the same breadth and depth of diversity data as US-based organizations. This plays out in our data set. We acknowledge that our Diversity and Inclusion Survey customer base and data set reflects a largely western point of view. Narrow spotlights on certain demographics mean we risk being blind to trends playing out for our employees and undermining our overall efforts for equality and inclusion.

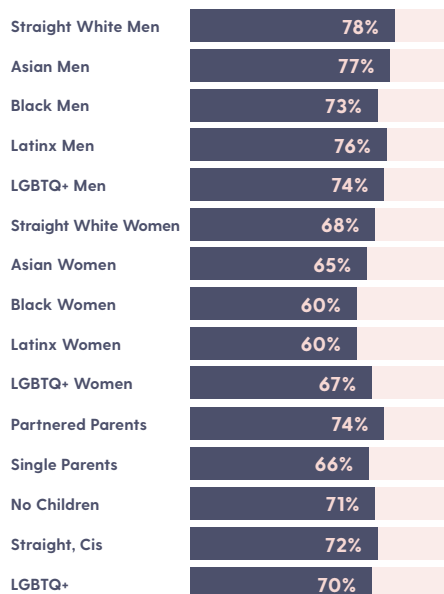Culture Amp
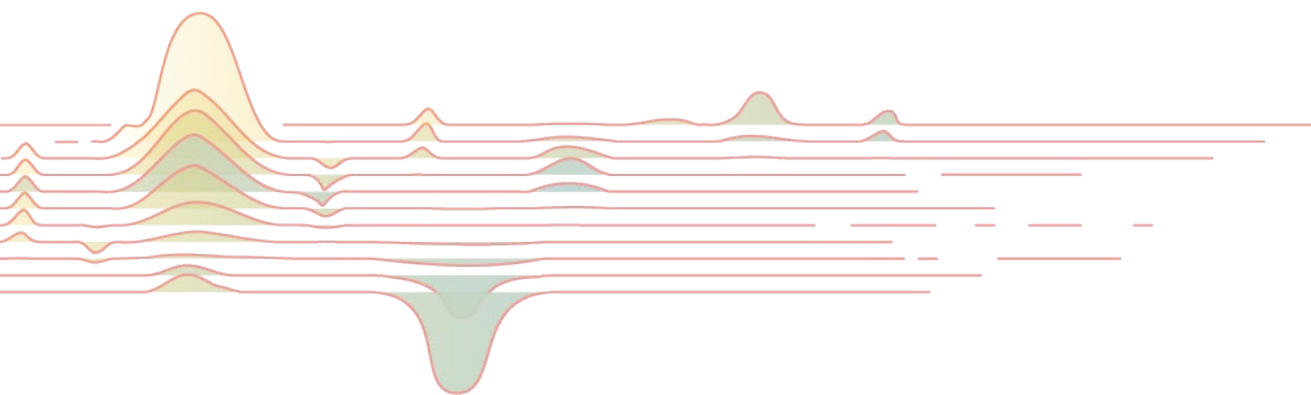
Experience

Key Findings

Our 2018 data showed that the employee experience is not equal, that our workplaces are often a manifestation of the unconscious bias that we all bring to work. Belonging continues to be a key driver of engagement, which reaffirms for us the importance and relevance of this work: creating an environment where employees belong is the right thing to do, and it is also crucial for building a highly engaged organization.

Understanding the intersectional makeup of our workforce's population allows us to measure how employees of different identities are experiencing work differently every day. If an inclusive environment means one where each member is afforded the same rights and opportunities, we need to know how far away from that reality we are.

Unsurprisingly, this year's data continues to validate our 2018 finding, and with more representation data, we see that this unequal employee experience holds true across more identities, including parental status, and in intersectional identities as well.
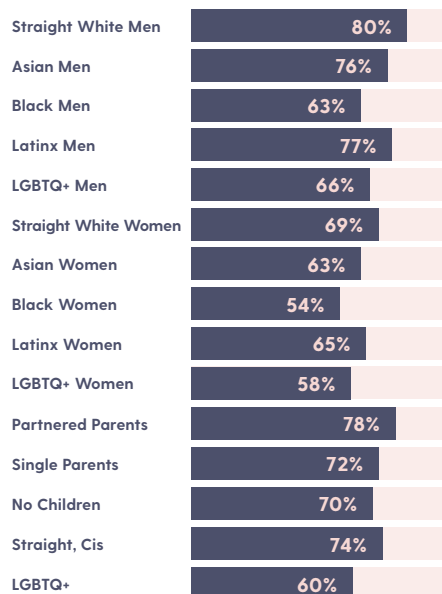
VOICE

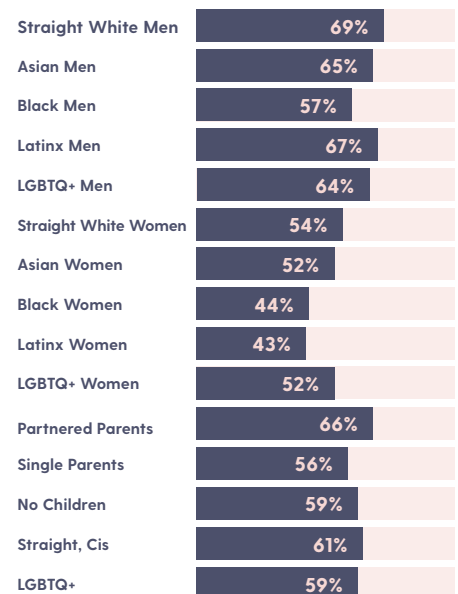I can voice a contrary opinion without fear of negative consequences

Straight White Men	78%
Asian Men	77%
Black Men	73%
Latinx Men	76%
LGBTQ+ Men	74%
Straight White Women	68%
Asian Women	65%
Black Women	60%
Latinx Women	60%
LGBTQ+ Women	67%
Partnered Parents	74%
Single Parents	66%
No Children	71%
Straight, Cis	72%
LGBTQ+	70%

FAIRNESS

People from all backgrounds have equal opportunities to succeed

Straight White Men	80%
Asian Men	76%
Black Men	63%
Latinx Men	77%
LGBTQ+ Men	66%
Straight White Women	69%
Asian Women	63%
Black Women	54%
Latinx Women	65%
LGBTQ+ Women	58%
Partnered Parents	78%
Single Parents	72%
No Children	70%
Straight, Cis	74%
LGBTQ+	60%

DECISION-MAKING

Perspectives like mine are included in the decision-making at my company

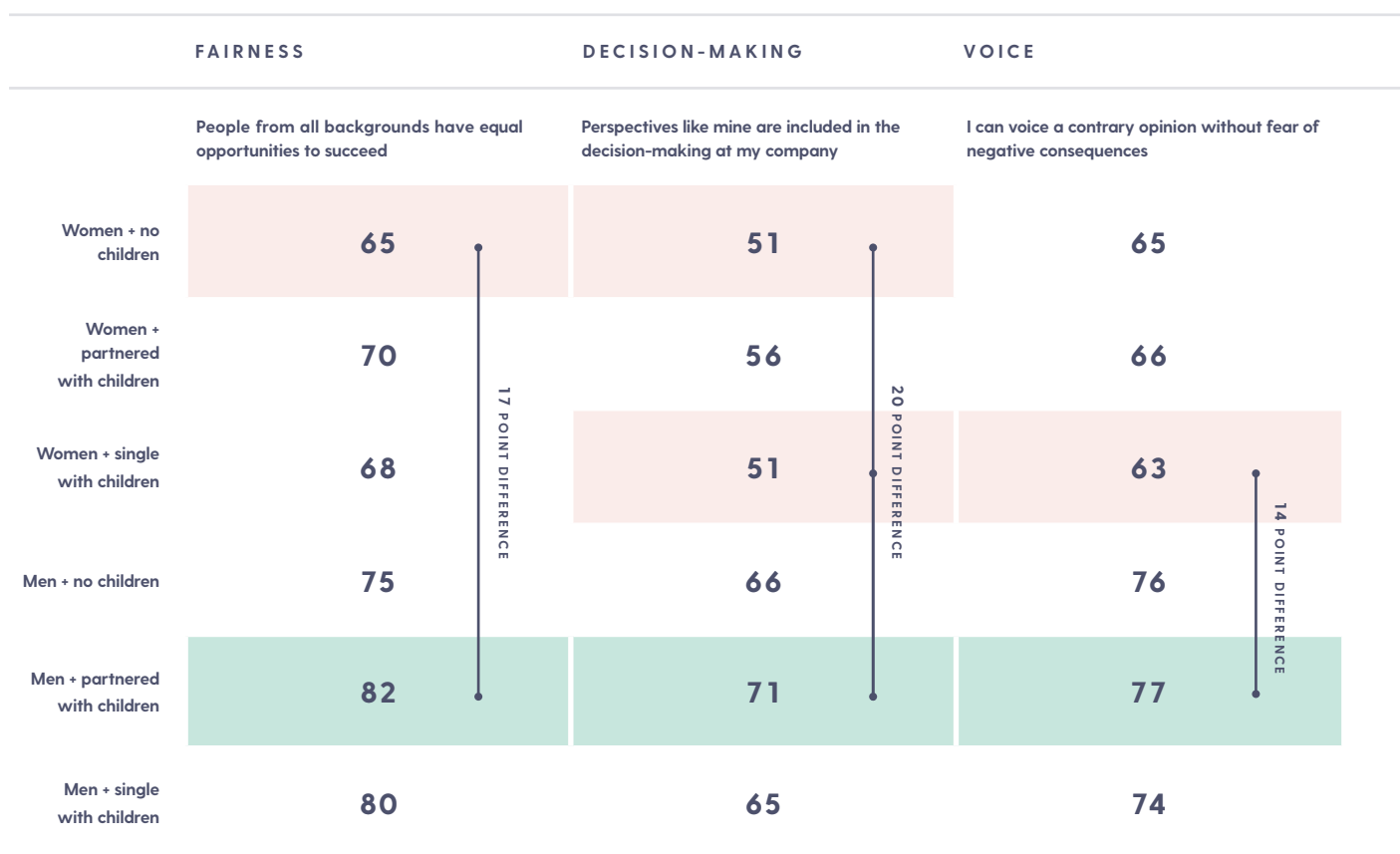|	
Straight White Men	69%
Asian Men	65%
Black Men	57%
Latinx Men	67%
LGBTQ+ Men	64%
Straight White Women	54%
Asian Women	52%
Black Women	44%
Latinx Women	43%
LGBTQ+ Women	52%
Partnered Parents	66%
Single Parents	56%
No Children	59%
Straight, Cis	61%
LGBTQ+	59%

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The three questions where we are seeing much lower scores for underrepresented groups represent three of our Diversity and Inclusion Survey constructs: Fairness, Decision-Making and Voice. It is not surprising that no major shifts in these constructs have occurred in 12 months: these are complex, multi-faceted topics that will require years of work to address.

That said, it's worth calling out a few notable insights from our 2019 data. Now that we have enough data to include family status as a demographic, we can understand how someone's family status and gender combine to create a different experience of work. In the table below, we see how favorably people scored on questions associated with Fairness, Decision-Making, and Voice according to their combined gender identity and family status, which gives us a good indication of how the employee experience varies with intersectional identities.

This data, while just one example of combined demographics, highlights the need for us to take intersectionality into account from day one: there are differences along gender lines and along lines of family status, but these difference compound when we take this intersectional lens. The full picture of our identities shape our individual employee experience and measuring this full picture should inform the way we take action to create a more inclusive environment.

Favorability scores for Fairness, Decision-Making, and Voice based on gender and family status

	FAIRNESS	DECISION-MAKING	VOICE
	People from all backgrounds have equal opportunities to succeed	Perspectives like mine are included in the decision-making at my company	I can voice a contrary opinion without fear of negative consequences
Women + no children	65	51	65
Women + partnered with children	70	56	66
Women + single with children	68	51	63
Men + no children	75	66	76
Men + partnered with children	82	71	77
Men + single with children	80	65	74

17 POINT DIFFERENCE

20 POINT DIFFERENCE

14 POINT DIFFERENCE

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Application

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Modern/Reverse racism

The belief that racial minorities are no longer discriminated against and receive undeserved special treatment.

Collective relative deprivation

The belief that White people are disadvantaged relative to racial minorities in society.

How do these findings influence your diversity and inclusion approach?

These findings highlight the need for an agile approach in diversity and inclusion. Static approaches that look to "solve" gender inequality first without any consideration for intersectionality are likely to exclude women of different backgrounds and circumstances. The same is true for any diversity agenda that focuses only on one broad group.

Research from the London School of Economics indicates that for countries like the United States and Canada, a majority/minority point (the idea that those belonging to racial and ethnic minorities will make up the majority of the population) will come towards 2050. In western Europe, this point will come later, likely around the end of this century. We need to be mindful of what this means in the context of our diversity and inclusion strategies, especially with what we know about modern racism: we need to bring our entire organizations along for the journey.

As our identities continue to evolve, so will our need to strive to understand the breadth and depth of human diversity. However, measuring and fostering diversity will never be enough for us to make progress. Collecting data on the employee experience and thus measuring inclusion will be a defining characteristic of commercially successful businesses in the future.

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Inclusion is not its own initiative

In 2019, we've noticed a huge shift in how organizations are using the Diversity and Inclusion Survey: rather than running it as a standalone survey during the year, 247 organizations included Diversity and Inclusion Survey questions in their Engagement surveys.

We love this approach, which allows you to:

– Signal that diversity and inclusion are just as inherent to your organization's culture as having an enjoyable physical workspace and a manager who gives you feedback about how you're performing

– Include actions to improve diversity and inclusion in your broader engagement strategy

– Depending on your survey cadence, track progress and measure inclusion more often

If you'd like to use this approach, check out 5 Diversity & Inclusion questions to use at your company.

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We're seeing this mindset–that inclusion is not its own initiative, but instead an inherent element of an organization's culture–reflected in the data. Let's use decision-making as an example because it is something organizations do every single day. Taking an everyday workflow and ensuring that it is done in an inclusive way is a recipe for diversity and inclusion success. We are seeing this thinking in every element of the survey process: from collecting employee feedback to understanding results and taking action, an organization's day-to-day work shows up as an important lever for diversity and inclusion.

Favorable scores:

– Decision-Making is the lowest-scoring factor in our 2019 Diversity & Inclusion benchmark by favorability: just 59% of respondents answered the questions in this factor favorably.

– We know from the Experience section on page 10 that there are 10%+ differences in favorable scores in Decision-Making between majority and minority groups.

Drivers of engagement:

– Of our top 10 Diversity and Inclusion drivers–questions that are most highly correlated with engagement–3 are questions from the Decision-Making construct.

  – This tells us that inclusivity in the decision-making process is a top driver of engagement, and improving in this area will create a more engaged workforce.

Focus areas:

– Our Focus Agent helps customers identify which questions have the most "action potential" (i.e., can be improved) based on favorable and impact scores. Organizations can then flag the questions where they plan to take action and improve as focus areas.

  – All three Decision-Making questions are among our top 10 questions flagged as focus areas.

Inspirations:

– 21% of all inspirations used on our Diversity & Inclusion survey items this year were Decision-Making-related inspirations.

Top 3 decision-making drivers

1. **I am satisfied with how decisions are made**

2. **Perspectives like mine are included in the decision-making at my company**

3. **I am included in decisions that affect my work**

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Focus areas with action

Culture Amp's Inspiration Engine helps you take action in your workplace.

This funnel toward action around decision-making is just one example of how our customers are driving inclusion through their organization's everyday work, but is heartening for us for two reasons:

First, diversity and inclusion should be part of our everyday processes. Right now, many organizations are building inclusion-specific strategies because the world we live in is not equal, and standalone initiatives will likely be needed for a long time, but it's great to see that weaving inclusion into our existing, day-to-day work can be impactful as well.

Second, Decision-Making as a construct specifically has a knock-on effect for many other aspects of inclusion work: getting a more diverse collection of voices into the room where decisions happen means more effective and inclusive initiatives in other areas.

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Action

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Small wins, embedded into company processes build momentum and create the conditions for positive change.

In partnering with organizations for over four years on their diversity and inclusion journey - and by constantly evolving our platform to support data-driven action - we're now able to offer insight into what works.

Many diversity and inclusion professionals make the mistake of believing that, to make progress, every action must be a broad sweeping change within an organization. What we have seen in our work with various organizations is that it's often the small wins, embedded into company processes that build momentum and create the conditions for positive change.

In isolation, small wins may seem negligible or unimportant. Certainly not enough to singly change the course of prejudice and inequality. But a run of small wins over time can have a positive impact. Why? Taking the pressure off the size and scale of an action - means people are less likely to delay trying to determine the single best course of action and actually get on and do something. When that action has been taken, it lays the foundation for additional small wins and improves organizational self-efficacy, that is, employees start to believe in the organization's capacity to effect change. With greater belief comes increased allyship as people are drawn to and inspired by the progress made, however small. This approach demands frequency and consistency to ensure small win effects are 'fresh' in the organization's psyche.

The Inspiration Engine within Culture Amp is essentially a library of possible small wins - designed to support organizations in this approach to action-taking.

The top choices tell us about the way organizations are choosing to take action. Predominantly these actions are around bringing greater exposure and transparency to common processes and instances where bias or inequality are often prevalent. Implementing actions, like those featured on the following page, can help to identify disparity or give employees confidence in fair company decision-making.

Across the board, teams tend to see between a 4 and 8% uplift in scores when taking focused action via the platform. We also know that uplift becomes higher when those responsible with taking action - whether it's managers or diversity and inclusion professionals, tailor and customize those inspirations to be specific to the group undergoing change.

Partners in our Inspiration Engine include:

[fe·mi·nuity]   Morethannow

PEOPLISM   awaken

ARGO COLLECTIVE   applied

FW Academy

Top 3 diversity and inclusion inspirations used in the platform

01

A transparent decision-making framework

Document your decision-making process and share it with everyone in your company. You can include the objectives, risks and alternatives and anything else which impacted your decision. People get insight into what options and consequences were considered and will be more informed to ask thoughtful questions with context.

02

Reward transparency

Enable greater understanding of pay decisions by creating transparency and understanding for how pay raises and bonuses are applied. Here's one example of applied transparency during the performance review process. Employees were given a packet with their feedback and details on merit increases and bonus. The formula for how their bonus and merit raise was calculated was included. Because the formula was the same for everyone, the perceived fairness of company-wide compensation increased.

03

Skip-level meetings

Encourage people leaders who manage other people leaders to implement regular skip-level meetings. A skip-level meeting occurs between a people leader and someone (or a group) two levels below them – without the people leader who those people report to attending – thereby skipping a layer of management.

Create your own

Custom Inspirations, those that teams and organizations have created, were also among the most prevalent used in the platform to take action!

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Diversity & Inclusion Starter Kit

Moving Forward

Our findings this year highlight the importance of combining representation and experience data, embedding inclusion in our organizations' everyday work, and that a data deficit still remains. Creating a diverse and inclusive experience of work is a global challenge, but progress happens when individual organizations take action. If you're eager to solve for this at your organization and begin building momentum via small wins, get started with us now.

Diversity & Inclusion Starter Kit

Support your journey towards a more diverse and inclusive company with Culture Amp's free Diversity & Inclusion Starter Kit.

What's in the Kit?

– Culture Amp's unique Diversity & Inclusion survey

– On-demand lessons to guide you along the journey

– Reporting that helps you discover deep insights

– Inspirations to help you create powerful action

Our Diversity and Inclusion survey helps you bring clarifying data to a complex topic. These survey results help you measure representation and understand how different groups of employees experience your company culture so you can take action.

Get started today