

INCLUSION@WORK

GENDER



PRISCA



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I. EXECUTIVE SUMMARY

In the last two years, businesses have pledged over \$200 billion in additional funding to improve racial equity¹. And now with ISO 30415—a new international business standard for diversity and inclusion—and the UN Global Compact (CEOs from 162 countries who aligned on the United Nations' Sustainability Goal 5 of Gender Equality), industry is rethinking its organizational strategies. Despite growing investments, even companies with consistent commitments to diversity, equity, and inclusion (DEI) and seasoned diversity programs have had to reflect and wonder if their efforts were worth it.

DESIGNED FOR DEI CHAMPIONS AND EXECUTIVE LEADERSHIP

The target users for this not-for-profit study are human resources leaders, organizational strategists, DEI practitioners, executive leaders, and board directors—those who are champions of inclusion and trying to show the benefits of it in tangible ways. For instance, what is the dollar value of DEI as perceived by American workers? What are the arguments for and against specific inclusion strategies related to long-term budgeting and fiscal decisions? This report provides a solid foundation for executive leadership and organizations looking to undertake DEI initiatives.

FORTUNE

WE NEED REAL METRICS,
NOT HEARTFELT
CONVERSATIONS, TO TACKLE
WORKSPACE DIVERSITY

BY JOAN WILLIAMS

THE TOUGH, "FIRST-PARTY" QUESTIONS EXECUTIVE LEADERS WANT TO ASK

Unlike other DEI studies, this survey focuses on the first-party, raw questions CEOs and executive leadership want to ask but may be discouraged to do because of the resulting fiduciary responsibility the answers cause. They are questions executive leaders want to ask but may not have the culture, board support, or resources to investigate:

- How much DEI risk is in our company right now? What's the lawsuit potential?
- How much would having a DEI function cost the company? Are we getting the right ROI qualitatively and quantitatively?
- What is the value employees put on DEI? How much does DEI help mitigate legal & reputational risk or retention?



- What are the risks if we do or do not consider quotas systematically?
- What are the trade-offs for perception vs. action or internal vs. external perceptions?
- Is our company ready to move from Employee Resource Groups (ERGs) to Business Resource Groups (BRGs), pivoting to DEI as a business strategy from merely education and culture? Is our chief human resources officer the person to lead DEI?
- Where does our company compare to competitors: laggard, fast follower, or leader?

Because this survey was conducted by a third party, executive leaders are able to gain access to the answers without asking the questions directly. The topics chosen and the question frameworks have been composed to be practical and action-based. As a result, using many of the outcomes of this study, an operational team could move forward with fact-based processes to improve inclusion.

ACTION-BASED, NARRATIVE-BASED, AND SOLUTION-BASED DATA

The Inclusion@Work Annual Reports set out to help executive leadership find the practical answers to their DEI questions. Unlike previous research in this field that has centered primarily on situational data, these reports employ an approach focusing on action-based, narrative-based, and solution-based data. To reach these outcomes, a deliberate mix of interdisciplinary practices and paradigms were deployed. This survey mixed the best of business, academia, community, and journalism, not just one or two of these disciplines as is more common.

- **Business.** Focus on the quantifiable and concrete metrics that are practical to business leaders. Understand the vernacular and culture of business.
- **Academia.** Adhere to the research and academic standards, culture, and terms used in published academic and research studies.
- **Community.** Tap into the hearts and minds that have worked in the various communities this survey hopes to report on. Rely on established experience in each specific social structure.
- **Journalism.** Create reports that form an honest narrative, meet national journalistic standards, are newsworthy, and can pass the headline test when possible.

The Inclusion@Work survey was utilized to produce seven annual reports. They cover a wide range of topics, including racial groups, gender, generations, and regions, presenting groundbreaking analysis of the tangible value workers of different backgrounds associate with DEI. These findings can serve as benchmarks for business leaders as they

develop plans and allocate budgets for the future.

GENDER@WORK

This particular annual report focuses on gender at work. The survey for this research and analysis was conducted on March 25-31, 2022. It included a total sample of 1,255 adults aged 18 years and above, who are workers living in the United States and identify as male or female. Future editions of this annual report will expand to include non-binary respondents. Respondents for these surveys were selected from more than two million people on panels cultivated and managed by pollsters Prisca, AAPI Data, Momentive, and their partners.

This survey was sponsored and commissioned by professional associations, companies, and NGOs interested in obtaining data on the practical outcomes of inclusion and business programs focused on women and workers of color. The breadth of representation will expand in subsequent survey years to include other diverse and under-researched groups. The 2023 sponsors include title sponsor Prisca, lead sponsor APCO Worldwide, and associate sponsors SHRM, MMCA, MCCA, Urban League of Greater San Francisco Bay Area, and PowerToFly.



KEY TAKEAWAYS & DISCOVERIES

Only
1 IN 4

say gender equity is a company priority

1. Gender Equity Is Not a Company Priority.

Two views generally characterize the business environment around gender equity. One view is that much progress has been made nationally through the open market. Another view holds that the environment remains daunting when reflecting on the number of women in decision-making spaces. The survey shows that from the perspective of most workers, there's still a long way to go. Just 1 in 4 American workers say that their company cares about gender equity. For women of color, the rate is even lower. But when the company culture around gender equity changes, this survey found that companies often reap major rewards in terms of the trust and respect between work colleagues.

1 IN 6

women considered a lawsuit over their treatment at work

2. Many Women Consider Lawsuits, But at Half the Rate of Men

Employee lawsuits represent financial and reputational risk. Though women are less likely than men to have considered a lawsuit

because of how they were treated at work, the percentage of women who feel taking such serious measures is one of their few remaining choices is still cause for concern.

3. For Women, Inclusion Practices Tangibly Boost Recruiting and Retention

Inclusion practices, such as a DEI program led to stronger recruitment and higher retention for women in our study. Though the impacts of these programs vary for some racial/ethnic groups, women in our study most often valued these policies in their consideration to join or stay at a company.

20%

Young women consider a company's diversity policy before taking a job

4. Women of Color & AAPI Men Attach High Dollar Values to Racial Climate

The ability to talk about race and inclusion at work in terms of revenue and salary provides a practical method of expressing qualitative efforts in quantitative ways. More than any other groups, women of color and AAPI men said that improving the racial climate at work was equivalent to getting significant raises in pay.

Black Women say improving racial climate at work is like an

18% PAY RAISE

14%

Few women of color say leadership addresses diversity meaningfully

5. Businesses Are Not Including Women of Color

Women of color say they face practical and cultural barriers at work at the highest rates, with some segments more concerned than others. They are less likely to have access to company leadership, be comfortable with talking about race at work, or feel that their concerns are being heard. As a result, women of color registered some of the lowest numbers related to being satisfied with their company's inclusion environment.

Women of color were

LEAST LIKELY

of all groups surveyed to consider the compensation as an important factor when deciding to take their current job

6. Women of Color Are Less Likely to Consider Ideas That Confront Poor Inclusion at Work

The survey also found "ironic data" with regards to women of color – data showing that they are not thinking, deciding, or acting in ways that might be consistent with their disadvantages. For example, women of color were amongst the least likely to consider compensation, raises, and advancement opportunities as important factors in deciding to take their current job. One scenario could be that they are either

conditioned and/or scared to react with equal intensity to the intensity of their challenges.

7. Men Also Feel Disadvantaged

When considering gender, it often goes unmentioned that some segments of men feel disadvantaged when it comes to work-related issues. But inclusion programs are for all – with men, as allies, a part of the solutions created and implemented. The survey data reinforces that just as women at work should not be single-bucketed, neither should men. For instance, men (28%) are more likely than women (18%) to say their race or ethnicity make it harder for them to achieve their career goals in their company.

43%

AAPI men feel disadvantaged by their race, more than any other group

8. LGBTQ+ Awareness Is Good But Not a Front Burner Inclusion Issue

LGBTQ+ workers are seen by colleagues in more favorable ways than other groups. And workers say LGBTQ+ representation in DEI work is ahead of other groups. But workers say that the prioritization of LGBTQ+ issues is low and largely stagnant.

88%

say things for LGBTQ+ workers aren't changing

4 IN 5

women at companies with DEI programs say it makes their company stronger

9. Inclusion Programs Have Big Payoff, Especially for Women

At companies with DEI, ERG, and/or BRG programs, women believe their company's inclusion awareness and operational efficiency is sometimes twice as high as women who are at companies without such programs. This seems to indicate a high return on investment for these programs in perceived value and/or awareness of their importance.

Among women of color who think their gender is relevant to how they are treated at work, only

33%

think their race is also a relevant aspect

10. Gender Equity Awareness Does Not Always Equal Racial Awareness

Survey data revealed a dynamic that our Advisory Panel calls the "Blindspot Paradox". This is one of those blind spots. In this case, companies and employees that prioritize gender equity do not see the challenges workers of color face.

ACTIONABLE STEPS

The 10 Major Discoveries led to the question of what can be done to further the benefits or mitigate the negatives. The following list of 10 Actionable Steps are suggestions based on study findings and summarized by consulted pollster members and Advisory Panelists (see "Next Steps" section):

1. Incentivize Leadership to Make Gender Equity a Company Priority
2. Disaggregate Female Workers
3. Adjust Training to Address Blind Spots and Embrace Intersections
4. Use Inclusive Language as a Business Habit
5. Create Support Structures for Women of Color
6. Don't Forget White Men
7. Invest in Data Feminism
8. Be a Market Maker Where Women Are Not Discounted
9. Join Business Collaboratives
10. Champion a "Lift Each Other Up" Culture

The 2023 Inclusion@Work Annual Reports are the first year of the series, with 2024 to follow in Q1 2024.

II. MAJOR DISCOVERIES

DISCOVERY 1

GENDER EQUITY IS NOT A COMPANY PRIORITY

Only 1 in 4 workers say their company makes gender equity a priority.

Workers at large companies were more likely to see gender equity as a company priority (40%) than workers at medium- or small-sized companies (26% and 21%, respectively). This may be a result of large companies also instituting inclusion programs at higher rates than small and medium-sized companies.

1. Few Say Their Company Cares about Gender Equity

Just 26% of respondents (women and men almost equally) say gender equity is a priority to their employer. Men of color (30%) are likelier to say gender equity is a priority compared to women of color (22%).

2. Contrary to Women of Color, Many Men of Color Believe Gender Equity Is a Priority

Half of Asian American and Pacific Islander (AAPI) men (49%) and almost a third of Hispanic men (30%) say gender equity is a company priority. That's almost twice as frequent as women of color.

3. Nevertheless, Few Women Say Gender Identity Is Relevant to Their Treatment at Work

Only 11% of women say their gender identity is relevant to how they are treated at work. However, this varies widely by age range. It is higher (17%) for women younger than 45 years old and much lower for those 45 years old or older (6%).

4. Gender Equity Is a Company Priority 2X More Often in the Northeast versus the South

Female workers in the Northeast say gender equity is a company priority (37%) at twice the rate of women in the South (18%). Consistent with that, workers in the Northeast say training on gender-based harassment was instituted more often (30%) than in the South (19%).

5. When Gender Equity is Prioritized, Work Culture Changes

80% of workers who say gender equity is a company priority also say there is trust and respect between people of different backgrounds at work. This opinion of trust and respect is present in only 58% of workers of companies that do not prioritize gender equity.

DISCOVERY 2**MANY WOMEN CONSIDER LAWSUITS, BUT AT HALF THE RATE OF MEN**

Employee lawsuits represent financial and reputational risk. This discovery shows the extremes many employees are willing to take. The gender gap is wide for all groups. For the same reasons women are less likely to file lawsuits, men are more willing to consider them. When considering ethnicity and race, there are also race gaps that surprised the Advisory Panel.

1. Women Half as Likely to File a Lawsuit as Men

The study showed 17% of women and 30% of men have considered (thought or talked about) filing a lawsuit against their employer because of treatment based on their identity or background. However, women under 30 are 2.5x less likely (20% versus 49%) than men under 30 to consider filing a lawsuit.

2. Women of Color Half as Likely to File a Lawsuit as Men of Color

Among women of color, 1 in 5 have considered filing a lawsuit because of treatment based on their identity or background. White women say this at a lower rate of 1 in 6. The proportion is greater for men of color at almost 2 in 5 when it comes to lawsuits.

**3. Men in the Northeast and West Most Likely to Take Legal Action**

Men from the Northeast and the West are the most likely to consider filing a lawsuit against their employer (35% and 36% as opposed to 27% from the Midwest and 24% from the South).

4. Almost half of AAPI Men Consider Suing, Highest of All Groups

The highest proportion of workers who have discussed or considered lawsuits is AAPI men, with an alarming rate of 44%. Black men are the second most likely at 39%.

CASE A

CAROL JENSEN: When Gender Equity is Not a Priority

In February, 2000, a group of 28 female employees working at Boeing filed a case against the company alleging discriminatory practices. The main plaintiffs Mary Beck, Aprill Linear, and Ellen Schaff claimed they were denied promotions, overtime, equal pay, and training opportunities, as well as subject to a hostile work environment.

Boeing responded, saying some managers who initiated discriminatory behavior had probably not made decisions on the basis of the company's norms but had acted on their own, resulting in biased decisions.

The company denied cultivating a culture of inequity, claiming allegations made by its female employees were baseless. The company pointed to its well defined processes of how to handle grievances. To some though, it appeared to involve a long and complex series of steps in order to escalate



an incident, oftentimes requiring weeks of back and forth with management.

Further investigation revealed minorities and female employees suffered mass discrimination. Internal documents showed that women were paid 2.5% less than their male counterparts. Another report stated "men are more likely to be hired into high-paying positions." Boeing made no clear moves to answer these facts.

In March, 2000, the case expanded into a class action suit with female employees across six different plant locations.

Despite checks and measures against discrimination, it lacked a culture of inclusivity and respect that could correct its male-centric model of work.

In November, 2005, The Boeing Company agreed to pay \$72.5 million to settle the class action suit. One of the plaintiffs, Carol Jensen, who has nine children, said she would never let any of them work at Boeing. As Jensen put it, "the pay gap there may disappear one day. But one thing Boeing will never be able to erase is its long history of underpaying women."

Source: Harvard Business School

DISCOVERY 3

FOR WOMEN, INCLUSION PRACTICES TANGIBLY BOOST RECRUITING AND RETENTION

In some cases, good business inclusion practices led to higher recruiting and retention for workers of color. In more cases, it was relevant based on gender.



1. More Likely to Stay Longer with Inclusion Programs

When it comes to women at companies with DEI programs, 90% say they would stay longer at their company compared to just 60% of women at companies without such programs. This represents a large, 30-percentage point gain when companies have DEI programs. Of the 90%, more than half (52%) say they are more than 50% likely to stay longer.

2. White Women Most Likely to Stay Longer

White women say they are most likely (66%) to stay longer if there are inclusive policies. White men trail at 58%. For women and men of color, there is no gender gap when it comes to inclusive policies being important in their decision to stay. Among those who stay longer, women say they will stay 34% longer, and for men, 30% longer.

3. 1 in 5 Young Women Consider Company Diversity Policies When Picking Jobs

The employer's diversity and inclusion policies were more valued by young women when taking their jobs compared to older women (20% versus only 8%), but the percentage is still much lower than young men (37%).

4. The Value of Advancement and Raises Shows Gender and Ethnicity Differences

When it comes to deciding to take their current job, advancement opportunities and raises rank inconsistently based on gender or race. In order of highest to lowest frequency, it is men of color (46%), White women (36%), women of color (31%), and finally, White men (29%). This may suggest raise and advancement challenges for men of color and White women.

5. The Key Recruiting Exception – Women of Color Value Salary and Benefits Least

Overall, women (49%) say compensation is important to their jobs at similar rates as men (48%). However, by racial and gender segments, differences arise. White women are at the highest (58%) and women of color are lower (35%), perhaps because of self-discounting and perceptions of self-worth. All male counterparts are slightly lower, except for AAPI men (63%), who skyrocket past all groups on the importance of salary and benefits.

DISCOVERY 4

WOMEN OF COLOR & AAPI MEN ATTACH HIGH DOLLAR VALUES TO RACIAL CLIMATE

The ability to talk about race and inclusion at work in terms of revenue and salary provides a practical method of expressing qualitative efforts in quantitative ways. The data in this discovery lays that out. There were several themes when it comes to attaching monetary value to a healthy inclusion climate at work. Women of color and AAPI men seemed to share views and intensities on monetary values. White women attached the lowest values. And younger men broke the bank when it came to frequency and dollar values, surpassing almost all groups consistently.

1. Black Women Most Often Say Better Racial Climate Is Like a Pay Raise

Among Black women, 79% say improving the racial climate at work is like a raise. Though Black men say this less frequently (67%), they attribute more value to an improved work racial climate—saying it is like getting a raise as high as 30% of their salary. Female Black workers still attach a high salary value (18%) but at half the value.

2. AAPI Men Most Often Say Racial Issues Cost Company Revenue

A total of 62% of AAPI men think racial issues cost the company revenue. They led all groups on this question. Further, they say it costs their companies as much as 10% of revenue.

3. Wide Majority of Young Men Say Racial Issues Hurt Company Revenue

The highest of all age groups, 66% of young men (aged 18-29) say racial issues hurt company revenue, while 48% of young women (aged 18-29) say the same, compared to all men (49%) and all respondents (47%). The amount racial issues cost company revenue was 8% for young men.

4. Wide Majority of Young Men Say Improving Work Racial Climate Is Like a 14% Raise

The highest of all age groups, 72% of young men say improving racial climate by 50% is like a raise. Young women were almost 20 percentage points lower at 54%, similar to those 30 and older. Young men also said better work racial climate was like a 14% raise, the highest of any group. With men overall saying it was like a 15% raise.

5. White Women See Inclusion Importance But at the Lowest Frequency and Value

At the lowest frequency, 42% of White women say racial issues hurt company revenue, and on average at 7% of revenue, also the lowest. Women of color more frequently said it cost company revenue (52%) and placed a higher penalty of 8% of revenue. When it comes to putting a salary value on improving work racial climate, White women said that the least (45%) compared to other groups like women of color (62%), and gave it the lowest salary value of 11%.

DISCOVERY 5**BUSINESSES ARE NOT INCLUDING WOMEN OF COLOR**

Women of color say they face practical and cultural barriers at work at the highest rates, with some segments more concerned than others. As a result, women of color registered some of the lowest numbers related to being satisfied with their company's inclusion environment.

1. Company Leaders Are Not Speaking to Women of Color

When it comes to leadership addressing diversity-related concerns in ways meaningful to them, few women of color (14%) feel they are being heard, with men of color (26%) at slightly higher rates. Related, women of color give the highest value to inclusive language being used by leaders, with 70% of them saying it increases company productivity.

2. Women of Color Have Worst Access to Leadership

Only 14% of women of color say they have the opportunity to present to senior management of their organizations. Men of color (26%) do slightly better but still at low rates.

3. Women of Color Are Least Comfortable Talking about Race at Work

Women of color (43%) are the least likely compared to White women (52%), White men (51%), and men of color (50%) to say they feel comfortable speaking about issues of race at work.

4. Women of Color Have Lowest Trust

Almost half of women of color (44%) failed to say there is trust and respect between employees from different backgrounds. One in three men of color (31%) also failed to say there is trust. At the lowest level, 51% of Black women say there is trust and respect between employees from different backgrounds.



DISCOVERY 6**WOMEN OF COLOR ARE LESS LIKELY TO CONSIDER IDEAS THAT CONFRONT POOR INCLUSION AT WORK**

The data in Discovery 5 showed how women of color were most challenged in very tangible ways in their companies. In this discovery, there are ironic data showing how they are not thinking, deciding, or acting in ways that might be consistent with their disadvantages. One scenario could be that they are either conditioned and/or scared to react with equal intensity to the intensity of their challenges.

1. Women of Color Are Half as Likely to File a Lawsuit

Unlike their male counterparts, only 1 in 5 women of color have considered filing a lawsuit against their employer for the way they have been treated in relation to their identity or background. Meanwhile, 2 in 5 men of color have considered taking legal action.

2. Women of Color Least Likely to Say Compensation and Benefits Are Important to Job

Women of color (35%) are less likely than White women (58%), White men (51%), and men of color (44%) to consider the compensation, including salary and benefits, as an important factor when deciding to take their current job.

3. Women of Color Are One of the Least Likely to Say Raises Are Important to Their Job

Women of color (31%) and White men (29%) are least likely to say equal opportunities

for advancement and raises are important to their decision to take their current job. Men of color (46%) and White women (36%) more often make this consideration.



CASE B

AMANDA SHEBIEL: The Informal Survey that Tipped the Scales

Tired of the way they were being treated, a group of women inside Nike's headquarters started asking, "am I the only one?" Enough "coincidents" happened so a group covertly surveyed their female peers. Their findings revealed that women across the company faced sexual harassment and gender discrimination.

In 2018, this survey found its way onto CEO Mark Parker's desk. Soon after, at least six top male executives announced they were leaving, including the head of diversity and inclusion. With a brand slogan of "Just Do It", and notorious

for their female sports advancement campaign "Like A Girl", this was a shock. The survey became public, and more women at Nike came forward. Some women recalled male superiors referring to people using a vulgar term for women's genitals.

Another company data point revealed that despite nearly half the company's workforce being women, only 29% of vice presidents were women. Insiders said this leadership imbalance led to a lack of traction in the women's products sector.

One example, the VaporMax shoe for women. The ad campaign focused on a woman twirling around what

looked like a stripper pole as male athletes struck odd poses in sports bras all around. Despite dismissing the notion that women were not involved in the creative and marketing, Nike's spokesman did admit, "there was more room for female representation in senior positions."

Nike said these issues were confined to "an insular group of high-level managers" that protected each other and looked the other way. It maintained the vast majority of the company worked hard to inspire and promote a positive and inclusive workplace.

Amanda Shebiel, who took the informal survey, left Nike after five years. She said, "Why did it take an anonymous survey to make change? Many of my peers and I reported incidents and a culture that was uncomfortable, disturbing, threatening, unfair, gender-biased and sexist." It took one survey to tip the scales and bring out into the open a systemic tragedy.

Source: *New York Times*



DISCOVERY 7**MEN ALSO FEEL DISADVANTAGED**

When considering gender, it is not often discussed that certain segments of men feel disadvantaged on some work-related issues. The survey data reinforces that just as women at work should not be single-bucketed, neither should men. For instance, men (28%) are more likely than women (18%) to say their race or ethnicity make it harder for them to achieve their career goals in their company. The reasons why often lead to the intersections, which is explored below.

1. 1 in 4 White Men Feel Disadvantaged Because of Race

White men (24%) feel their race or ethnicity makes it harder to achieve career goals at twice the rate of White women (12%). They share this level of concern with most other men of color except for AAPI men.

2. White Men Also Feel DEI Initiatives Are a Distraction

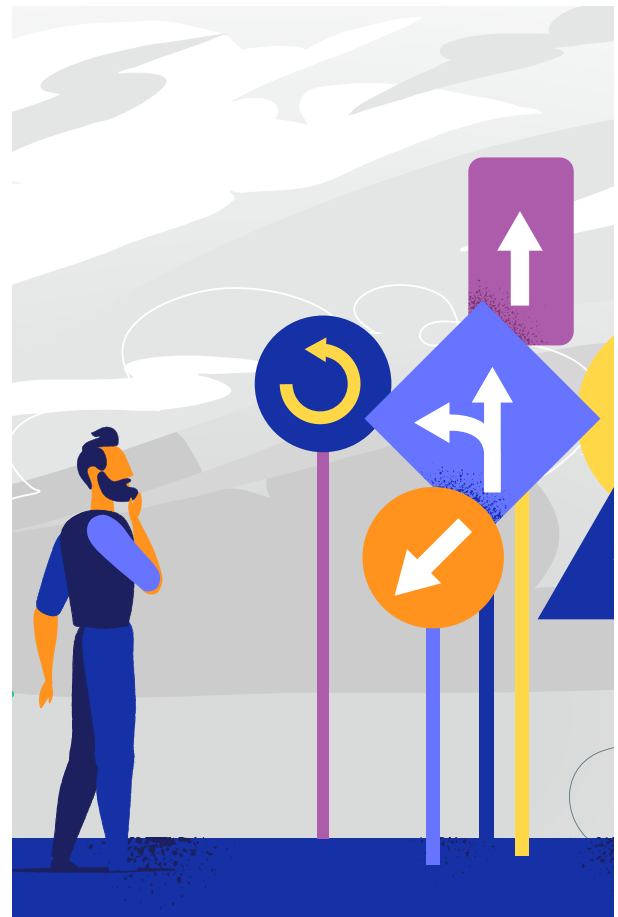
White men at the highest rate (39%) say inclusion initiatives are a distraction. That's followed by White women (25%), women of color (24%), and men of color (20%).

3. Men of Color Feel Disadvantaged

AAPI men (43%) feel most disadvantaged by their race in achieving career goals. That is followed by Latino/Hispanic men (39%) and Black men (33%). Women in each ethnic group, by a notable margin of up to 18 percentage points, were less likely to feel the same. For Indigenous workers, it is the opposite, 21% of men but 40% of women say their race is an obstacle.

4. Younger Men Most Concerned

More young men (66%) than young women (48%) think racial issues at work are costing



their company revenue. The amount of revenue they attach is as high as 8%. Along those lines, 1 in every 4 young men also says that their race is relevant to how they are treated at work, the highest proportion of any group.

DISCOVERY 8

LGBTQ+ AWARENESS IS GOOD BUT NOT A FRONT BURNER INCLUSION ISSUE

When it comes to lesbian, gay, bisexual, transgender, queer, and other related groups, they are seen at work in more favorable ways than other groups. Their representation in inclusion work is seen as better than other groups too. But workers say that the prioritization of LGBTQ+ issues is low and largely stagnant.



1. Low Priority of LGBTQ+ Issues at Work

Only 21% of workers say LGBTQ+ equity is a priority for their employer, with 14% saying LGBTQ+ workers are more disadvantaged than others. Compared to older workers, younger workers are more likely to say that LGBTQ+ people have more disadvantages at their workplace than other groups.

2. LGBTQ+ Work Experiences Stay the Same, with Slight Improvement

A majority say things are not changing

for LGBTQ+ workers compared to a year ago (88%). However, a small net positive of five percentage points in the survey shows a general view that things are getting better—12% of workers say it is getting better versus 7% say it has gotten worse.

3. LGBTQ+ Representation is Ahead of Other Groups

Among all workers, 12% view LGBTQ+ workers as underrepresented in diversity and inclusion leadership, compared to 47% that say that Black, Hispanic, AAPI or American Indian workers are underrepresented. Similarly, 14% of workers say LGBTQ+ workers are underrepresented as speakers and trainers in diversity and inclusion programs. By contrast, half of all workers say speakers and trainers of color are underrepresented in DEI efforts.

4. Women More Often See LGBTQ+ Workers as Friendly and Team Players

Women are more likely (61%) than men (52%) to say LGBTQ+ workers tend to be friendly. Similarly, women are more likely (53%) than men (47%) to think LGBTQ+ workers are team players. When asked the same two questions about workers of color, there was little to no difference between men's and women's views, and little to no difference in total numbers.

DISCOVERY 9**INCLUSION PROGRAMS HAVE BIG PAYOFF,
ESPECIALLY FOR WOMEN**

At companies with DEI, ERG, and/or BRG programs, women believe their company's inclusion awareness and operational efficiency is sometimes twice as high as women who are at companies without such programs. This seems to indicate a high return on investment for these programs in perceived value and/or awareness of their importance.

1. More Value to Inclusion When DEI Programs are Available

Workers at companies with DEI, BRG, and ERG programs thought racial issues cost the company 11% in revenue. Those without those programs thought it cost 9%. When companies invest in inclusion programs, the value workers attach to inclusion increases (in terms of revenue loss/gain). Women had higher "increases" than men.

2. Efficacy of Inclusion Training is High

Approximately 4 out of every 5 female workers in companies with DEI programs think inclusion training makes their companies stronger (82%), compared to only 41% of women

in companies that do not have these schemes. The difference among men is 68% against 41%.

3. Feelings of Trust and Respect Increased

Women who work at companies with DEI, BRG, or ERG programs are more likely to think there is trust and respect between employees of different backgrounds (75% versus 55% of female workers at companies that do not have such programs). The increases were similar for men but to a lesser degree.

4. Substantial Differences in How the Company and Leadership Are Perceived

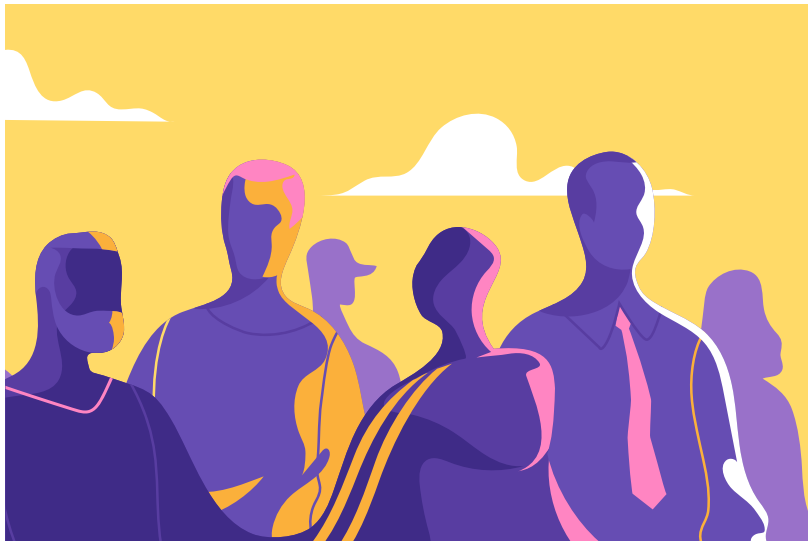
Women with access to DEI, BRG or ERG programs are twice as likely to agree that their companies and leadership address diversity-related concerns in ways meaningful to them (80%) compared to women in other companies (40%). There is also a difference among men (67% versus 41%), but not as notable as among women.

5. Young women give more value to DEI programs

Young women (78%) say DEI programs are important to drive their companies' success, a higher percentage compared to older women (64%) or older men (60%).



CASE C



LEW PLATT: Unafraid of Being One of the First CEOs to Act

In 1992, CEO Lew Platt was concerned HP was losing its human touch, so he formed “Our People” with an emphasis on diversity. He was one of the first executive leaders of his time to tackle this, even more so in technology.

Later Platt formed a Diversity Leadership Council and sponsored a world-wide dialogue of general managers on diversity. It had 25 sessions to collect data from senior management on successes and failures of diversity and the

challenges to creating an inclusive environment.

This determination became an integral part of culture, and employees noticed. One manager commented, “It is important that the emphasis on diversity came from the top because this means that, ultimately, people will be evaluated for their performance on diversity”.

Even in departments where there was no interest in diversity because there didn’t seem to be an apparent issue with it, the structure of leadership pressured all teams to give it some serious consideration.

As the European Personal Director Heinz Fischer put it, the best practice is to “create pools of movement on diversity where there were none before. We approach the issue from top down but try and impel action on it from the bottom up”. This way, diversity is working from all sides, sandwiching the organization into a more inclusive environment.

During this work Platt was championing, HP Austria won the “Glass Slipper Award” for being the most women and family-friendly. But Platt noticed when it came to tangible measurements of these efforts, progress was slower. Of Europe’s top 400 HP managers, only 2.5% were women. That jumped to 5% over two years, but there was still a long way to go. As one engineer at HP put it, “change is slow and can sometimes be frustrating but at least now diversity is on my planning table of objectives for the year.”

Source: Ross School of Business

DISCOVERY 10

GENDER EQUITY AWARENESS DOES NOT ALWAYS EQUAL RACIAL AWARENESS

As described in the executive summary, there is a dynamic called the Blindspot Paradox that survey data revealed. This is one of those blind spots. In this case, companies and employees that prioritize gender equity do not see the challenges workers of color face.

1. When Companies Prioritize Gender Equity, It Doesn't Help Workers Understand Other Groups

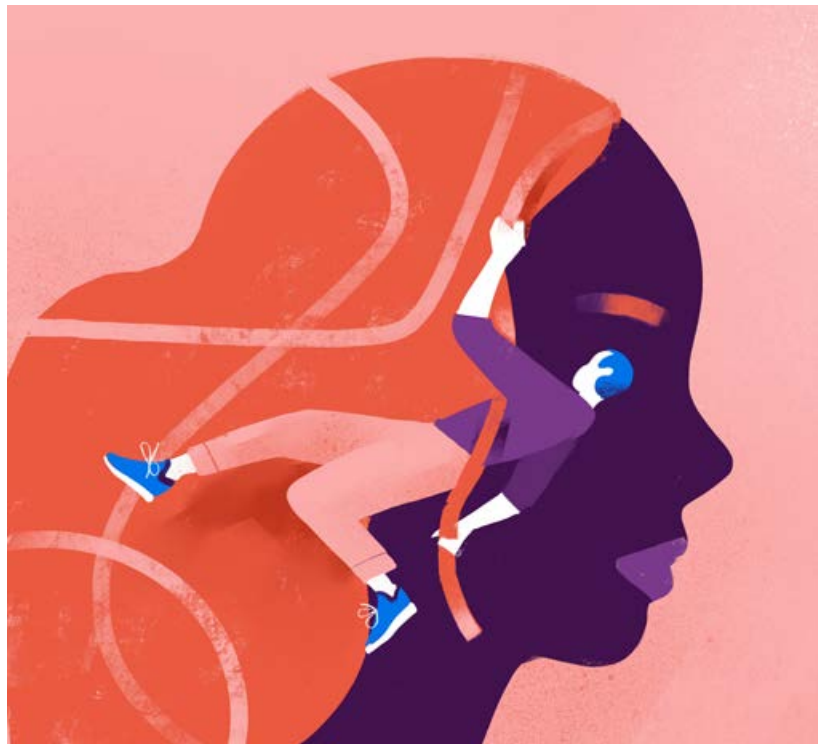
The proportion of workers thinking workers of color are disadvantaged is not different from those at companies prioritizing gender equity and those that do not. For instance, 25% of workers in companies that prioritize gender equity say Black workers are disadvantaged, and 21% of workers say this in companies that do not prioritize gender equity. Similar small differences are observed when evaluating Asian Americans (13% and 9%) and Hispanics (20% and 18%), but the largest bump was with Indigenous workers (14% and 7%).

2. Seeing How Gender Affects Treatment Doesn't Mean Seeing How Race Does

Among women of color who think their gender is relevant to how they are treated at work, only a third (33%) think their race is also a relevant aspect, a similar proportion to men of color (35%). For women of color who do not think their gender is relevant to treatment at work, the drop is even larger, with just 17% thinking race is relevant. For men of color, the drop is less (28%).

3. Gender-Based Policies or Training Help Close Blindspot Paradox on Race

More significant differences arise when comparing companies that have instituted gender-based harassment training or policies versus those that have not. The proportion of workers thinking that Black Americans are disadvantaged increases from 19% to 28% when training or policies are present. Similar discrepancies are observed when judging Asian Americans (6% to 19%), Latinos (13% to 28%), and Native Americans (6% to 14%).



SIDEBAR



Regional Comparisons and Contrasts

Midwest

- Women in the Midwest more often say race affects the way they are treated at work compared to men in the same region (24% versus 9%).
- Only a third of women in the Midwest say racial issues cost their company (33%), compared to almost half of women from other regions (48%).

South

- Only 18% of women in the South say gender equity is a company priority, compared to 30% of women in other regions.
- Only 43% of men in the South say improving racial climate at work would be like a salary increase, compared to 59% of men from other regions. Women in the South, however, more often have

this opinion (57%).

- Women in the South are least likely to say DEI is important to their company (60%), followed by those from the West (68%), the Midwest (74%) and the Northeast (78%). It is similar for men in the South (60%) as well as men in the Midwest (57%).

East

- 1 in every 3 men in the East (32%) say there is no trust and respect between employees from different backgrounds. By contrast, this is better in other regions, with only 13% of men having the same view. This gap is not present for women—all regions show ~12% thinking that there is no trust and respect.
- A large gender gap exists in the East regarding the willingness to stay longer at a company that has effective inclusion policies (61% of men but only 40% of women).
- Women in the East more often than men say inclusive language increases productivity (62% versus 49%),

whereas the opposite is true in the West (64% of men but 42% of women).

- While almost 2 out of 3 men (65%) from the East think improving the racial climate at work is like a pay raise, only 44% of women do, a gender gap of more than 20%. This was not observed in other regions.

West

- Men in the West are more discordant about the way their companies address diversity-related concerns than women from the same region. In the West, 41% of men say company inclusion initiatives are not meaningful to them. By contrast, only 20% of women in the West do the same—a 21 percentage point difference. In other regions, this gap was about half (or 9 percentage points).
- Men in the West more often say racial issues cost company revenue (62%) than men in other regions (45%). Numbers for women are constant at 46%.

III. NEXT STEPS

A NEW WAY OF DISAGGREGATING AND OPERATIONALIZING INCLUSION

Two challenges as inclusion efforts move into their next era. One, inclusion cannot be seen as a single bucket. It has numerous parts, like a well functioning car, if one part is not working it affects the others. There is little vision on the parts of inclusion. More disaggregation and who it affects is needed. A second challenge is moving to action, which also has many parts. The survey data revealed two paradigms that help with these two challenges.

Inclusion Verticals and Inclusion Horizontals represent paradigms to help disaggregate and operationalize inclusion. Both paradigms are outcomes from survey data.

Inclusion Verticals contain five activities companies undertake to operationalize inclusion. Inclusion Horizontals represent race, gender, religion, region, and others. Inclusion Verticals sit on top of each Inclusion Horizontal section, representing a map of what can and is being done on inclusion in a company.

INCLUSION ACTIVITIES FORM VERTICALS

I. THINK (Brain). This can include entertaining answers to characteristics of inclusion to determine why it is or is not important.

II. SEE (Vision). To notice what others are going through at a similar level of intensity as others actually are experiencing is very difficult. Being able to empathize at work is a crucial skill as it demonstrates the ability to understand and appreciate the internal and external challenges that colleagues may be facing.

III. SAY (Voice). Hearing oneself talk about inclusion out loud is a good step toward exploring terms and how to use them in context. Saying is often a red herring to the existence of the other Inclusion Activities.

IV. DO (Movement). Also more difficult is moving to action. There have been times many have forgone acting when

they've been put into a place where something is going wrong. Understandably, most have not had the bystander training needed to act in an informed way. This report is part of that training to help executive leaders become more comfortable with inclusion in order to attain

INCLUSION ACTIVITIES FORM A VERTICAL



INCLUSION HORIZONTALS

RACE	INDIGENOUS	LATINO/HISPANIC	BLACK	AAPI	WHITE
GENDER	WOMEN	MEN	NON-BINARY	TRANSGENDER	
REGION	PACIFIC ISLANDS	WEST	MIDWEST	SOUTH	EAST
CLASS	POOR	LOWER-MIDDLE	MIDDLE	UPPER-MIDDLE	WEALTHY
FAITH	ISLAM	BUDDHISM	CHRISTIANITY	HINDUISM	JUDAISM

better outcomes. Jumping to action immediately is not the goal. Thoughtful engagement in each Inclusion Activity serves as a practical learning opportunity and is essential to gaining a better understanding.

V. VALUE (Heart). Discussion and thinking lead some workers to believe inclusion is worthwhile and beneficial to business outcomes. It becomes part of their business value set.

INCLUSION HORIZONTALS SHOW HOW COMMUNITIES ARE SILOED

There is a continuum of communities that forms an Inclusion Horizontal. These horizontals include various communities that are challenged by inclusion. Race, gender, class, region, faith, and others form different layers in the horizontal. For instance, the race horizontal includes groups such as Indigenous, Latino, Black, and Asian. If you understand the Indigenous community, does that mean you understand the Latino community? More often not. Imagine the same on the faith and gender horizontals too, but at varying degrees of not knowing. Inclusion efforts should be focused on finding and increasing the overlaps in the Inclusion Horizontal.

EXAMPLE OF MAPPING ORGANIZATIONAL BLIND SPOTS ON RACE USING RED, YELLOW, AND GREEN RATINGS

THINK	THINK	THINK	THINK	THINK
SEE	SEE	SEE	SEE	SEE
SAY	SAY	SAY	SAY	SAY
DO	DO	DO	DO	DO
VALUE	VALUE	VALUE	VALUE	VALUE
INDIGENOUS	LATINO/HISPANIC	BLACK	AAPI	WHITE

THE BLINDSPOT PARADOX

The survey’s data not only helped to form the Inclusion Verticals and Inclusion Horizontals, but it also revealed a phenomenon in inclusion. There are surprising blind spots. Survey data showed how some widely held assumptions are incorrect:

- 1. The Activity Assumption:** One assumption on Inclusion Verticals is that “If a group VALUES something, they SAY, THINK, and DO things that are consistent with those values.” This is not true. The data consistently shows VALUING something does not mean DOING or even THINKING about DOING something.
- 2. The Community Assumption:** One assumption on Inclusion Horizontals is that “If one group sees their own challenges, they see another group’s similar challenges.” This is not true either. The data consistently shows how groups do not see each other’s similar challenges.

These examples are part of the Blindspot Paradox—which is where a widely held belief, in the end, is not the truth. The Blindspot Paradox shows that the old inclusion playbook must be rewritten, and old assumptions must be improved and updated. By mapping Inclusion Verticals and Horizontals (see example below), an organization doing well in one aspect of inclusion can see how that does not mean it is succeeding in another, much less altogether.

ACTIONABLE STEPS

The following actionable steps are considerations based on study findings, summarized by the lead pollster (Prisca) and in consultation with members of the Advisory Panel (see Addendum 2). Also included are additional recommendations from the researchers based on correlations that expose sensitivities relevant to executive decision making, e.g., if X is believed, then it is 300% more likely that Y is believed.

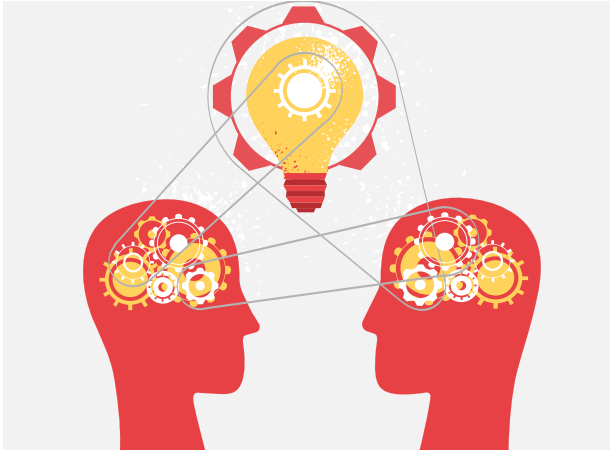
1. INCENTIVIZE LEADERSHIP TO MAKE GENDER EQUITY A COMPANY PRIORITY



Just 1 in 4 workers say their company makes gender equity a priority. Even in large companies, where workers were likeliest to agree that their company makes gender equity a company priority, only 40% did. Executive leaders should ask: “What would it take to boost the percentage of workers who believe our company makes gender equity a priority by a significant percentage each year?” This might include advancement opportunities, new hiring practices, equal pay strategies, and flexible work arrangements. Leadership can be held accountable for working towards these goals each year by setting milestones, offering compensatory incentives, and organizational recognition. The opportunity is significant—for instance, workers who say that gender equity is a company priority are 1.6 times more likely to stay longer.

Potential Results: a) Development of KPIs around gender equity; b) reduction of future costs related to escalation, lawsuits, reputational damage, and combative company culture; c) higher retention; and d) increased productivity.

2. DISAGGREGATE FEMALE WORKERS



Culturally in business settings, men can be referred to by their ethnic identity as well as by gender (e.g., White men, Black men). Women, by contrast, are not and often considered as one single category. In that vein, perhaps the most surprising findings of this report have the simplest explanation—not all women are the same. The experiences of older women and younger women are different. Young women, for instance, consider a company’s diversity policies when taking new jobs at over double the rate of older women. So too are the unique experiences and challenges faced by women of color, the least likely of all groups to say there is trust and respect between employees of different backgrounds.

To identify some of these gaps, analysis must be conducted on disaggregated data—breaking down “women” by race, region, age, seniority, and more. This can identify gaps and inform targeted policies and strategies around gender equity across different business divisions and levels of seniority.

But disaggregation is not limited to data analysis—inclusion programs should also consider opportunities to disaggregate by addressing subgroups specifically and uniquely when possible. Consider, for example, what a DEI training session for young AAPI women might address, and how that group’s needs would be different from a session for older Latino men at your company. This targeted approach should have a culture not to separate but to embrace difference to find sameness.

Disaggregating is one key to solving the “broken rung” challenge—the lack of representation of women in the C-Suite—where national surveys have found just 1 in 20 executives is a woman of color.¹ This study found one possible explanation for why—just 14% of women of color in this Inclusion@Work survey said they had the opportunity to present to senior management.

Potential Results: a) Companies can leverage the full fabric of their stakeholder groups with better outcomes; b) leadership can understand the full nuances and intentions of DEI efforts; c) more subgroups feel seen and included, yielding higher retention and productivity; d) broader understanding of the challenges facing women at work; and d) companies can work towards gender equity at more levels of management.

3. ADJUST TRAINING TO ADDRESS BLIND SPOTS AND EMBRACE INTERSECTIONS



As mentioned in the executive summary, when it comes to female workers understanding workers of color and vice versa, that is not a given. Nor is one worker of color to another. What might seem a given, is not—a fact that creates blind spots between different communities of workers. Some methods of reducing this dynamic include cross-ERG/BRG programming, where several ERG/BRGs come together to lead efforts

for events, gatherings, or otherwise. Trainings could be focused on blind spots, what each group perceives of each other, and what the reality actually is or isn't. Executive leadership should foster a culture of trying to speak to those unlike themselves, e.g., engineering and marketing share holiday parties, sales and accounting co-located with each other, the Latino and Out ERG plan a heritage month event.

Potential Results: a) Greater degree of inclusivity in company culture; b) productive communication internally and externally; and c) reduced legal risk.

4. USE INCLUSIVE LANGUAGE AS A BUSINESS HABIT

The usage of inclusive language (such as “together” or “us”) has real results. This survey found two-thirds of women and 58% of men think inclusive language increases productivity. The figures go up to 88% when examining subgroups, such as Black women.

To benefit from this dynamic consider holding trainings on inclusive language. Role play. Re-evaluate what works and what doesn't. Include workshops that review emails and reports word by word. In fact, inclusive language may even reduce unintentional discrimination and bias that can hurt retention or have legal implications. For example, when only examining women for the Inclusion@Work | Gender report who considered filing a lawsuit based on the way they were treated at work, 82% said that inclusive language was valuable, compared to 63% who never made

this consideration. Finally, the language used internally often is what's used externally, and so it might follow that the benefits will as well, potentially increasing a company's on-the-ground brand and sales results.



Potential Results: a) Greater degree of inclusive company culture; b) productive communication internally and externally; and c) reduced legal risk.

CASE D



GREG BECKER: Silicon Valley Bank's Training and Retention Plan

In 2013, Silicon Valley Bank conducted an internal, strategic branding study. They found they were still “losing women, primarily those who were getting on the ‘mommy track’ and would resign because they had kids.” CEO Greg Becker knew they had to change.

Silicon Valley Bank openly would say they committed to attracting and retaining top talent above everything else. The head of human resources saying, “our recruiting efforts for entry-level professionals have

gotten us to the point that we have so many people to pick from that now, we are doing everything we can to make sure we’re picking wisely. And that all goes to inclusion and diversity.”

The answer he discovered, lied in work-life balance. SVB began to approach work-life balance with flexibility, “what work-life balance is for me may be very different for someone else in the corporation.” A new customized manager-employee approach to working hours was implemented, and while inconsistent and messy at times, this allowed at home schedules,

particularly valuable for stay-at-home parents. The internal study showed it work with an overall 86% favorable rating. But women were still leaving at every level. In response, Silicon Valley Bank developed an innovative program to maintain womens’ skills upon leaving in order to return later without barriers typical returnees face. This would result in keeping key employees and assets on-call for the bank, as well as providing a more equitable opportunity for women to reach key leadership positions. The program developed into hourly compensation and flexible work for mothers at home that allowed them to continue making money during their time off and diminished intimidation about rejoining the workforce. And thus with this program and a few hourly workers, Silicon Valley Bank turned around female employee retention issue. CEO Becker reflected, “we’re only scratching the surface of what we can do around this.”

Source: Stanford Business School

5. CREATE SUPPORT STRUCTURES FOR WOMEN OF COLOR



When it comes to representation, wage gaps, and feeling included, women of color are impacted to a greater degree than any group. Disaggregating data around women reveals the degree of challenge faced by women of color. Almost half of women of color (46%), for example, say there isn't trust and respect between employees from different backgrounds. The first step is to allow them to be seen and understood for more than the difficulties

they face—don't forget the unique strengths these difficulties hide that women of color bring to the organization.

Women of color represent the epitome of understanding intersections at work. If an organization can make progress with this worker group, it will make strides in others. With this in mind, executive leaders should create support structures, including ERGs, mentorship programs, and talent pool strategies for women of color. These programs can have significant retention outcomes. Women of color said they were 43% more likely to stay longer at a company that has effective inclusion policies and programs.

Managers at all levels can be part of the solution. Just 14% of women of color say that they had the opportunity to present to senior management. More opportunities for interaction with senior management can help women workers of color feel seen, and give managers the chance to show interest in their subordinates' careers, accomplishments, and advancements.

Potential Results: a) Improved outcomes for women of color; b) women of color feeling seen by management; and c) development of intersectional best practices that are applicable across other groups.

6. DON'T FORGET WHITE MEN



1 in 4 White men says that their race hinders their career goals. That data point was just the tip of the iceberg—the data showed frequently how White men were either not engaging because of unawareness or not believing that inclusion programs were meant for them to a point where they thought it was not productive to company efficiency.

In either case, inclusion programs should be for all groups and White men should be part of the solutions created and implemented. The culture and thrust of inclusion initiatives should avoid intimating that any group is at fault for the lack of inclusion or unideal company operations. Healthy operations should not shy

away from addressing established concepts of White privilege and Male privilege in fair, non-categorical ways. It goes without saying that White men represent a significant part of company influence and headcount, and no business can function without a segment of its team.

Just as inclusion programs should be tailored to each major employee group, so should it be for White men. The Advisory Panel suggests transparency on all levels, creating allyship on a KPI level. Adding a question to performance reviews on how workers have worked to improve inclusion, for example, can demonstrate a company's commitment to rewarding allies.

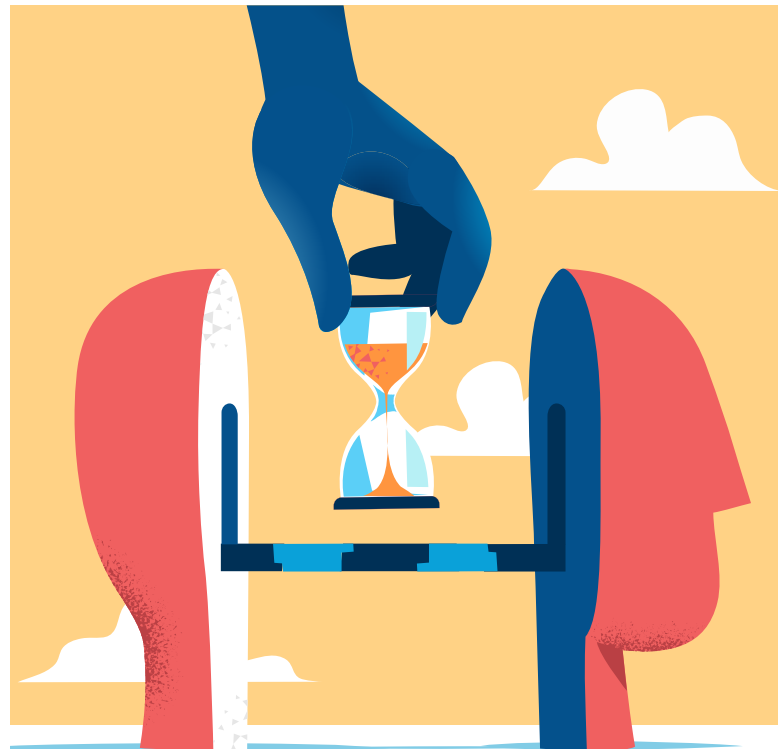
Potential Results: a) An inclusion program for all with better outcomes; b) strengthened allyship, trust, and respect across the workplace; and c) inclusion in operational processes.

7. INVEST IN DATA FEMINISM

There is a good amount of data on women, but less about women at work, and even more sparse when it comes to feminist data. Feminist data mixes gender with other societal cross-sections, such as class, race, region, education, and health. The Inclusion@Work | Gender report is a small effort to show what data feminism might look like, partially showing the wide range of experiences, values, and actions when talking about women at work. Traditionally, women are single bucketed at work, more than other groups. Men, for instance, are more often referred to by other intersectionalities, whether it be race (e.g., a Latino man), religion (a Muslim man), or other. Women are “allowed” only to be “women.” Data feminism is important to embracing the multiple intersections women hold, which all said, is more important to women than men. The intersections women hold often limit them more than the same intersections do others.

Investing in data feminism to understand one’s own business is a start that can mean undertaking a project internally or bringing

in consultants to help guide the process. Consider investing in external data feminism projects with community based organizations (CBOs) in your company’s locale or with NGOs for more global efforts. Company donations of monetary resources and volunteer hours show the lengths, smartness, and seriousness that a company is attaching to its efforts.



Potential Results: a) unique data set that provides a competitive advantage and differentiates your company in the marketplace; b) higher understanding of the Inclusion Verticals and Horizontals of company teams; and c) reduction of blind spots relevant to the Blind Spot Paradox (see above).

8. BE A MARKET MAKER WHERE WOMEN ARE NOT DISCOUNTED

When a reporter asked tennis player Rafael Nadal why women in sports get paid less, he answered by asking who has a greater following, or in so many words, do women have the same market demand as men in tennis? He's referring to the free market theory of supply and demand to determine how much women versus men are paid. Unfortunately, there has not been a free market for women in nearly any sector of society. This is where business leaders as market makers can make decisions to remove and counter the artificial structures that keep back free markets when it comes to women and men.

For this reason, when companies shift investment towards vendors that value and act on gender equity, especially in spaces that traditionally lag (engineering, startups, sports, boardrooms, etc.), they are helping to address historic market inefficiencies and structural barriers that the likes of Nadal currently benefit more from than their female counterparts.



Furthermore, examples like shifting dollars towards sponsoring a women's pro-sports team, or investing in a women-owned startup, also help shift the narrative that has often discounted women in business or seeing women in an inaccurate way.

Potential Results: a) Reduction of artificial market barriers that reduce the value of women; b) improvements in the accuracy of the narrative of women in business; and c) more women entering business spaces where market decisions are result of a conscious effort.

9. JOIN BUSINESS COLLABORATIVES



The United Nations Global Compact, the World Economic Forum’s Gender Agenda, the Collaborative on Inclusion at Work, and others are systemic efforts to bring organizations together to create a community of businesses that focus on practical processes and solutions to improve gender equity at work. Executive leaders should consider engaging with these

types of groups to understand best practices and meet other business leaders who are early, midstage, or farther along in the topic of gender at work. For example, hundreds of companies from 162 countries are part of the UN Global Compact which focuses on gender equity among other UN Strategic Development Goals.

Potential Results: a) Discover new resources and potential collaborators for gender practices at work ; b) Build new relationships that may result in untapped business sales and marketing opportunities; and c) Increase awareness to other business partners of the importance of gender equity at work—leading by example.

10. CHAMPION A “LIFT EACH OTHER UP” CULTURE



Just 17% of women have access to senior management—trailing men by 14 percentage points. With increased interaction that works towards a “lift each other up” culture, women, and especially women of color, can build networks and opportunities, share learnings, and facilitate access to mentors and executive

sponsors. This means women helping women, men helping women, women helping men, and it goes on. Benefits are clear—women in the Inclusion@Work survey who had the opportunity to present to senior management were 28% more likely to say that there was a feeling of trust and respect in their workplaces.

Potential Results: a) Morale and camaraderie increase; b) broad team, cross-gender collective effort is made to improve a company goal; and c) intergender understanding grows between colleagues.

SWEETSPOTS: WHAT IF YOUR COMPANY...

The following are associations based on a regression analysis that shows how if X, then Y (see Addendum 1). The outcomes were based on what would be helpful to executive leadership in their decision making to find sweet spots, where actions yield higher returns related to desired qualitative and quantitative outcomes. Conclusions were drawn based on a 95% confidence level, which means that only statements with a maximum probability of error of 5% were considered.

REDUCING LAWSUITS

- When a company reduces the feeling that race is an obstacle for women at work, they also reduce the likelihood women consider a lawsuit by up to 90%. For men that reduction would be by up to 85%.
- When a company can increase the feeling that gender equity is a company priority, women are 59% less likely to consider legal action against their employer. This effect is not present for men.
- If companies increase opportunities for men or women to present to senior management, the likelihood of legal action being taken by women is 58% less likely and for men, 43% less likely.

BOOSTING TRUST AND RESPECT IN THE WORKPLACE

- When a company is able to make gender equity a priority, women are 2.3X more likely to feel trust and respect between different backgrounds in the workplace. Men are 3.1X more likely.
- When a company has DEI programs, both men and women are about 2X more likely to feel an environment of trust and respect.

- When a company can give access to senior management, women feel trust and respect in the workplace at twice the rate versus when there is no access. Men do not have a major difference.

AFFECTING RETENTION

- When companies have DEI initiatives where employees feel comfortable speaking about issues of race at work, women are 7X more likely to say they would stay longer at their company. This effect is not present among men.

AFFECTING REVENUE

- When a company reduces the feeling that workers of color are disadvantaged at work, it reduces the likelihood that men and women feel racial issues hurt company revenue (8.3 and 6.5 times more likely).
- If a company can create an environment where men feel trust and respect, they are 44% less likely to think racial issues hinder company revenue. This relationship is not present among women.
- If a company can create opportunities to present to senior management, women are 49% less likely to think that racial issues hurt company revenue. There is no such effect for men.

AFFECTING SALARY

- When a company shows employees that it addresses diversity in meaningful ways, women are more than 2X more likely to say improving racial climate at work is like a pay raise. This relation does not exist for men.
- If a company has DEI programs, men are 2X more likely to say improving racial climate at work is like a pay raise. There is no such effect for women.


ADDENDUM 1. METHODOLOGY

This survey was conducted March 25-31, 2022, among a total sample of 1,255 adults aged 18 and over, which includes 567 men and 688 women living in the United States. Respondents for this survey were selected from more than two million people and invited to participate in panels cultivated and managed by pollsters Prisca, AAPI Data, Momentive, and their panel partners. This survey was sponsored and commissioned by the Collaborative on Diversity at Work, with membership of professional associations, companies, and NGOs interested in finding data that supports or disproves the practical outcomes of inclusion and business programs focused on workers of color. The target users for this non-profit study are DEI practitioners, executive leadership, and board directors. Members of the 2023 Collaborative include title members AARP and Prisca, lead member APCO Worldwide, and associate members SHRM, MMCA, MCCA, Urban League of Greater San Francisco Bay Area, and PowerToFly.

POLLSTERS

All stages of the data collection process for this report followed criteria strictly based on the scientific method, not being directly or indirectly influenced by the project sponsors. This includes survey design, implementation, and analysis.

PRISCA is a not-for-profit formed in 2017. It creates high production value content for narrative change campaigns. Its work is inclusive of underrepresented groups related to 11 categories: 50+ and Generations, Asian American Pacific Islander, Black / African American, Disabilities and Caregiving, Geographic Inclusion, Latino American, LGBTQ+, Military and Veteran Families, Native American, Religious Inclusion, and Women and Gender Equity.

momentive  delivers intuitive, people-centric solutions that help industry leaders quickly and confidently make important decisions, take action, and achieve tangible results. Its AI-powered platform is built with a purposeful balance of humanity and technology, weaving together over 20 years of experience with data derived from billions of real questions and responses. Today, Momentive offers enterprise solutions for agile experience management and insights through its three product brands: Momentive, GetFeedback, and SurveyMonkey.

AAPI DATA is a nationally recognized publisher of demographic data and policy research on Asian Americans and Pacific Islanders, with hundreds of news mentions in national and local outlets. Its reputation is built on data and research that is accurate, compelling, and timely. In addition to their news impact, community organizations, government agencies, and decision-makers regularly reach out to AAPI Data to better understand key aspects of AAPI communities.

SAMPLE

Data collection was based on a probabilistic sampling strategy, in which all members registered in the platform's database had equal chances of being selected. This strategy ensured a high degree of representativeness of the Silicon Valley's population. A raked weight by gender, race and educational attainment was used relying on the Census Bureau's American Community Survey to reflect the demographic composition of the 12 selected counties aged 18 and over.

MARGINS OF ERROR

The maximum margins of error for the presented conclusions were calculated using the following formula:

$$MOE = z \times \sqrt{\frac{p(1-p)}{n}}$$

where:

MOE = Margin of Error;

z = Critical value of a standard distribution (1.96 was used to reflect a 95% confidence level);

p = Sample proportion (0.5 used to reflect the maximum possible margin of error);

n = Sample size.

GENDER — Action-Based Metrics for Executive Leadership

The table below shows the MOEs for the total sample and particular subgroups of the population. The numbers represent the maximum possible margin of error (when $p = 0.5$).

		Sample Size	MOE
Full Sample		1255	2.8%
Gender	Male	563	4.1%
	Female	676	3.8%
Race	American Indian or Alaskan Native	101	9.8%
	Asian / Pacific Islander	220	6.6%
	Black or African American	217	6.7%
	Hispanic	221	6.6%
	White / Caucasian	480	4.5%
	Communities of Color	759	3.6%
	Company Size	Small	586
Medium		197	7.0%
Large		379	5.0%
None		77	11.2%
Age	18-29	295	5.7%
	30-44	363	5.1%
	45-60	446	4.6%
	> 60	135	8.4%
	> 30	944	3.2%
	< 45	658	3.8%
	> 44	581	4.1%
	< 60	1104	2.9%
Income	Low income (<\$49,999)	508	4.3%
	Middle income (\$49,999-\$149,999)	557	4.2%
	High income (>\$149,999)	103	9.7%
Region	Northeast	210	6.8%
	Midwest	225	6.5%
	South	459	4.6%
	West	345	5.3%
Resources Available in the Workplace	Diversity, Equity, and Inclusion programs	380	5.0%
	Employee Resource Groups (ERGs)	266	6.0%
	Business Resource Groups (BRGs)	114	9.2%
	DEI, ERG or BRG	539	4.2%

GENDER — Action-Based Metrics for Executive Leadership

The tables below show the MOEs for disaggregated data whenever a given gender was disaggregated by a second category. Taking the first line of the table below as an example, for a given finding that addresses male Asian Americans, the actual percentage for this population in the US would be the reported number plus or minus 10.1%. The report of numbers with margins of error higher than 15% was avoided throughout the report.

		Sample Size		MOE	
		M	F	M	F
Race	American Indian or Alaskan Native	48	53	14.1%	13.5%
	Asian / Pacific Islander	90	130	10.3%	8.6%
	Black or African American	94	123	10.1%	8.8%
	Hispanic	105	116	9.6%	9.1%
	White / Caucasian	226	254	6.5%	6.1%
	COC	337	422	5.3%	4.8%
Company Size	Small	284	310	5.8%	5.6%
	Medium	71	130	11.6%	8.6%
	Large	189	193	7.1%	7.1%
	None	124	178	8.8%	7.3%
Age	18-29	173	195	7.5%	7.0%
	30-44	208	241	6.8%	6.3%
	45-60	62	74	12.4%	11.4%
	> 60	443	510	4.7%	4.3%
	> 30	297	373	5.7%	5.1%
	< 45	270	315	6.0%	5.5%
	> 44	505	614	4.4%	4.0%
	< 60	210	308	6.8%	5.6%
Income	Low income (<\$49,999)	259	303	6.1%	5.6%
	Middle income (\$49,999-\$149,999)	64	39	12.3%	15.7%
	High income (>\$149,999)	34	38	16.8%	15.9%
Region	Northeast	97	114	10.0%	9.2%
	Midwest	102	126	9.7%	8.7%
	South	200	264	6.9%	6.0%
	West	168	184	7.6%	7.2%
Resources Available in the Workplace	Diversity, Equity, and Inclusion programs	265	279	6.0%	5.9%
	Employee Resource Groups (ERGs)	182	200	7.3%	6.9%
	Business Resource Groups (BRGs)	138	132	8.3%	8.5%
	DEI, ERG or BRG	63	53	12.3%	13.5%

DATA ANALYSIS

Cross-tabulations were used to generate response frequencies of all survey questions for the groups under study. Two-dimensional tables were used to investigate relevant proportions to be reported, as well as relevant proportion discrepancies between different groups (i.e., races, genders etc.). Three-dimensional tables were used to investigate relationships between different grouping schemes with respect to the response frequencies (e.g., different genders of a single race).

EXTRAPOLATIONS

A heuristic approach was used to estimate values for questions 18 (cost of revenue), 19 (salary increase), 20 (likelihood to stay longer in company), and 21 (increase in productivity). The median value of each response option was calculated and used to compute a weighted average using the percentage of respondents of each option as weights. On questions that contained a “10% or more” response option, two scenarios were created: one using 25% as an estimation of a lower limit for the median and a second using 55% as an upper limit for the median. An estimated range of numbers was calculated on those cases (Q18 and Q19) and the lower limit of the range was reported throughout the report. For instance, if the percentage of responses for question 20 were the following:

- Not at all: 20%;
- 1-10%: 25%;
- 11 to 20%: 15%;
- 20 to 50%: 15%;
- 50% or more: 25%;
- No response/Don't Know: 5%.

The calculation would be 25% (percentage of respondents of the “1-10%” option) x 5.5% (middle point between 1 and 10%) + (15% x 15.5%) + (15% x 35%) + 25% x 75%. The result would be divided by the sum of the percentage of respondents who answered the question affirmatively (i.e., 80%). When only one number is presented, the middle point between the upper and the lower limits was used (40%).

REGRESSION MODELS

As seen in “Decision Sweetspots,” binary logistic regressions were applied to examine the determinant factors of particular opinions across workers. Whenever a statistically significant relationship was found, odds ratios were calculated and reported. Moderating variables were included whenever we wanted to test the effect that a third (moderating) variable had on the relationship between two other variables. All models were controlled for sociodemographic variables and their parameters are shown in the tables below. A percentage increase or decrease was derived from the odds ratios by subtracting one from those odds, in case of odds higher than 1 (increase in likelihood), or subtracting the odds by one when the odds were lower than 1 (decrease in likelihood). For instance, an odds ratio of 1.1 would mean a 10% increase in likelihood (1 subtracted from 1.1), whereas an odds ratio of 0.5 would mean a 50% decrease in likelihood (1 subtracted by 0.5). Models were checked for the absence of multicollinearity and all models showed good fit according to the Omnibus Test of Model Coefficients ($p < 0.05$). The tables below show the model parameters (beta coefficients), along with significance level (p-value) and Odds Ratios.

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Factors Affecting Lawsuit Likelihood for Men

Variables	β	p	Odds Ratio
Which aspects of your identity or background that are relevant to how you are treated at work - Race	0.673	0.055	1.960
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	0.116	0.699	1.123
DEI Initiatives=2. An important factor in our company's ability to drive success	0.204	0.554	1.226
I feel comfortable speaking about issues of race at work	-0.022	0.941	0.978
There is trust and respect between employees from different backgrounds	-0.034	0.916	0.967
My race or ethnicity will make it harder to achieve my career goals in this company	1.885	0.000	6.584
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Any CoC	0.949	0.004	2.584
Please fill in the blank: Inclusion training makes our company: Stronger _____	-0.598	0.047	0.550
If you could put a price tag on how much racial issues are costing your company, what would you estimate it to be? Any amount	0.910	0.014	2.486
If you could improve the racial climate at work by 50%, how much would that be worth to you in terms of a pay increase? Any amount	0.643	0.085	1.903
Please fill in the blank: I am _____ percent more likely to work for or stay longer - Any Likelihood	0.149	0.752	1.161
When company leaders use inclusive language (e.g., together, communities of color, "we" and "us," huddle, gather, everybody, etc.), they increase productivity by the following amount: Any amount	0.606	0.111	1.833
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Communities of Color	1.478	0.000	4.384
Age=2. 18-29	0.739	0.025	2.094
Age=3. 30-44	-0.319	0.343	0.727
CompanySize=Small	-0.396	0.213	0.673
CompanySize=Medium	0.327	0.443	1.387
USRegion=Northeast	0.275	0.547	1.317
USRegion=West	-0.116	0.786	0.891
USRegion=South	-0.500	0.226	0.607
Income=Low income (<\$49,999)	-0.136	0.662	0.873
Education=2. High school degree or GED	1.549	0.005	4.708
Education=3. Two-year college degree or associate's degree	0.073	0.917	1.075
Education=4. Four-year college degree or bachelor's degree	-0.256	0.675	0.775
Education=5. Graduate degree or professional degree	0.319	0.634	1.376
Black Race	-1.096	0.016	0.334
American Indian	-0.179	0.907	0.836
Asian / Pacific Islander	0.198	0.721	1.219
Hispanic	-0.329	0.398	0.720
Constant	-4.729	0.000	0.009

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Factors Affecting Feelings of Trust and Respect for Men

Variables	β	p	Odds Ratio
In the past two years, has your employer done any of the following? 1. Instituted new training on gender-based harassment in the workplace	-0.105	0.715	0.900
In the past two years, has your employer done any of the following? 1. Instituted new policies about gender-based harassment in the workplace	0.309	0.257	1.362
Are any of the following issues a priority for your employer? Race relations	-0.084	0.755	0.920
Are any of the following issues a priority for your employer? Gender Equity	1.146	0.001	3.147
Are any of the following issues a priority for your employer? LGBT Equity	-0.558	0.153	0.572
Which, if any, of the following are available at your workplace? Childcare Facilities	0.753	0.065	2.123
Which, if any, of the following are available at your workplace? 1. Mentoring programs within the company	0.164	0.583	1.178
Which, if any, of the following are available at your workplace? 1. Mentoring programs outside the company	-0.320	0.422	0.726
Which, if any, of the following are available at your workplace? 1. Training programs	1.110	0.000	3.034
Which, if any, of the following are available at your workplace? 1. Professional development programs	0.231	0.377	1.260
Which, if any, of the following are available at your workplace? 1. Diversity, Equity, and Inclusion programs	0.606	0.039	1.832
Which, if any, of the following are available at your workplace? 1. Employee Resource Groups (ERGs)	0.251	0.426	1.285
Which, if any, of the following are available at your workplace? 1. Business Resource Groups (BRGs)	-0.963	0.038	0.382
Which, if any, of the following are available at your workplace? 1. Opportunities to present to executives/senior management	0.039	0.869	1.040
Which, if any, of the following are available at your workplace? 1. Community volunteer work	0.695	0.023	2.004
Which, if any, of the following are available at your workplace? 1. Matching charitable donations	0.575	0.106	1.777
Which, if any, of the following are available at your workplace? 1. Chief or Senior Diversity Officer	0.490	0.250	1.633

GENDER — Action-Based Metrics for Executive Leadership

Factors Affecting Feelings of Trust and Respect for Men (continuation)

Variables	β	p	Odds Ratio
Age=2. 18-29	0.204	0.463	1.226
Age=3. 30-44	-0.283	0.244	0.753
Income=Low income (<\$49,999)	-0.012	0.961	0.988
USRegion=Northeast	-0.765	0.017	0.466
USRegion=Midwest	0.779	0.019	2.179
USRegion=South	0.384	0.169	1.468
CompanySize=Small	1.051	0.000	2.859
CompanySize=Medium	1.210	0.002	3.352
Education=2. High school degree or GED	-0.393	0.286	0.675
Education=3. Two-year college degree or associate's degree	-1.034	0.038	0.355
Education=4. Four-year college degree or bachelor's degree	-0.252	0.557	0.777
Education=5. Graduate degree or professional degree	-0.828	0.089	0.437
Black	0.073	0.824	1.076
American Indian	0.251	0.851	1.285
Asian / Pacific Islander	0.534	0.287	1.707
Hispanic	-0.194	0.499	0.824
Constant	-0.802	0.111	0.448

GENDER — Action-Based Metrics for Executive Leadership

Factors Affecting Attachment of Revenue Value to Inclusion for Men

Variables	β	p	Odds Ratio
Which aspects of your identity or background that are relevant to how you are treated at work - Race	1.008	0.008	2.740
DEI Initiatives=2. An important factor in our company's ability to drive success	-0.581	0.036	0.559
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	0.227	0.366	1.255
I feel comfortable speaking about issues of race at work	0.081	0.736	1.085
There is trust and respect between employees from different backgrounds	-0.581	0.031	0.560
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Any CoC	2.111	0.000	8.256
Please fill in the blank: Inclusion training makes our company: Stronger _____	0.072	0.773	1.074
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Communities of Color	1.361	0.000	3.899
Age=2. 18-29	0.945	0.001	2.572
Age=3. 30-44	0.249	0.333	1.283
CompanySize=Small	-0.106	0.671	0.899
CompanySize=Medium	0.396	0.285	1.486
USRegion=Northeast	0.408	0.255	1.504
USRegion=South	-0.437	0.162	0.646
USRegion=West	0.692	0.040	1.998
Income=Low income (<\$49,999)	0.688	0.006	1.990
Education=2. High school degree or GED	0.051	0.895	1.052
Education=3. Two-year college degree or associate's degree	0.526	0.317	1.692
Education=4. Four-year college degree or bachelor's degree	0.323	0.463	1.381
Education=5. Graduate degree or professional degree	0.931	0.054	2.538
Black	-1.524	0.000	0.218
American Indian	-2.525	0.083	0.080
Asian / Pacific Islander	-0.700	0.158	0.497
Hispanic	-0.848	0.011	0.428
Constant	-1.493	0.004	0.225

GENDER — Action-Based Metrics for Executive Leadership

Factors Affecting Pay Raise Value Attached to Inclusion for Men

Variables	β	p	Odds Ratio
Which aspects of your identity or background that are relevant to how you are treated at work - Race	1.323	0.000	3.753
DEI Initiatives=2. An important factor in our company's ability to drive success	-0.184	0.471	0.832
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	0.306	0.193	1.358
I feel comfortable speaking about issues of race at work	-0.169	0.455	0.844
There is trust and respect between employees from different backgrounds	-0.544	0.031	0.580
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Any CoC	1.077	0.000	2.936
Please fill in the blank: Inclusion training makes our company: Stronger _____	0.434	0.062	1.544
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Communities of Color	1.159	0.000	3.186
Age=2. 18-29	0.929	0.000	2.531
Age=3. 30-44	0.466	0.052	1.594
CompanySize=Small	0.635	0.005	1.887
CompanySize=Medium	0.441	0.199	1.554
USRegion=Northeast	0.924	0.006	2.519
USRegion=South	-0.433	0.128	0.648
USRegion=West	0.606	0.050	1.833
Income=Low income (<\$49,999)	0.299	0.162	1.349
Constant	-1.759	0.000	0.172

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Variables	β	p	Odds Ratio
Which aspects of your identity or background that are relevant to how you are treated at work - Race	1.304	0.001	3.685
DEI Initiatives=2. An important factor in our company's ability to drive success	-0.179	0.489	0.836
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	0.237	0.323	1.268
I feel comfortable speaking about issues of race at work	-0.163	0.477	0.850
There is trust and respect between employees from different backgrounds	-0.528	0.039	0.590
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Any CoC	1.099	0.000	3.002
Please fill in the blank: Inclusion training makes our company: Stronger _____	0.435	0.065	1.545
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Communities of Color	1.192	0.000	3.294
Age=2. 18-29	0.950	0.000	2.585
Age=3. 30-44	0.423	0.085	1.527
CompanySize=Small	0.614	0.009	1.848
CompanySize=Medium	0.400	0.256	1.492
USRegion=Northeast	0.971	0.005	2.642
USRegion=South	-0.420	0.150	0.657
USRegion=West	0.542	0.088	1.720
Income=Low income (<\$49,999)	0.354	0.125	1.425
Education=2. High school degree or GED	-0.385	0.281	0.680
Education=3. Two-year college degree or associate's degree	-0.064	0.898	0.938
Education=4. Four-year college degree or bachelor's degree	-0.401	0.337	0.669
Education=5. Graduate degree or professional degree	-0.074	0.872	0.929
Black	-0.180	0.626	0.835
American Indian	-0.507	0.708	0.602
Asian / Pacific Islander	0.558	0.265	1.748
Hispanic	-0.051	0.865	0.951
Constant	-1.472	0.004	0.230

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Factors Affecting Lawsuit Likelihood for Women

Variables	β	p	Odds Ratio
Which aspects of your identity or background that are relevant to how you are treated at work - Race	-0.344	0.441	0.709
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	0.566	0.111	1.760
DEI Initiatives=2. An important factor in our company's ability to drive success	-0.144	0.735	0.866
I feel comfortable speaking about issues of race at work	-0.336	0.336	0.714
There is trust and respect between employees from different backgrounds	-0.205	0.548	0.814
My race or ethnicity will make it harder to achieve my career goals in this company	2.349	0.000	10.470
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Any CoC	0.815	0.031	2.259
Please fill in the blank: Inclusion training makes our company: Stronger _____	-1.634	0.000	0.195
If you could put a price tag on how much racial issues are costing your company, what would you estimate it to be? Any amount	1.977	0.000	7.220
If you could improve the racial climate at work by 50%, how much would that be worth to you in terms of a pay increase? Any amount	-0.569	0.218	0.566
Please fill in the blank: I am _____ percent more likely to work for or stay longer - Any Likelihood	1.520	0.005	4.574
When company leaders use inclusive language (e.g., together, communities of color, "we" and "us," huddle, gather, everybody, etc.), they increase productivity by the following amount: Any amount	0.115	0.823	1.122
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Communities of Color	0.340	0.367	1.405
Age=2. 18-29	0.204	0.594	1.227
Age=3. 30-44	0.621	0.100	1.860
CompanySize=Small	1.596	0.000	4.931
CompanySize=Medium	1.351	0.002	3.863
USRegion=Northeast	-0.012	0.982	0.988
USRegion=West	0.971	0.047	2.641
USRegion=South	-0.596	0.225	0.551
Income=Low income (<\$49,999)	0.824	0.015	2.279
Education=2. High school degree or GED	0.733	0.291	2.080
Education=3. Two-year college degree or associate's degree	1.415	0.076	4.115
Education=4. Four-year college degree or bachelor's degree	1.310	0.080	3.707
Education=5. Graduate degree or professional degree	0.958	0.238	2.607
Black Race	-1.120	0.033	0.326
American Indian	1.044	0.497	2.840
Asian / Pacific Islander	-0.969	0.103	0.380
Hispanic	-0.373	0.395	0.688
Constant	-6.599	0.000	0.001

GENDER — Action-Based Metrics for Executive Leadership

Structural Factors Affecting Lawsuit Likelihood for Women

Variables	β	p	Odds Ratio
In the past two years, has your employer done any of the following? 1. Instituted new training on gender-based harassment in the workplace	0.585	0.082	1.794
In the past two years, has your employer done any of the following? 1. Instituted new policies about gender-based harassment in the workplace	1.681	0.000	5.372
Are any of the following issues a priority for your employer? Race relations	1.086	0.002	2.961
Are any of the following issues a priority for your employer? Gender Equity	-0.891	0.028	0.410
Are any of the following issues a priority for your employer? LGBT Equity	0.387	0.327	1.472
Which, if any, of the following are available at your workplace? Childcare Facilities	0.815	0.052	2.260
Which, if any, of the following are available at your workplace? 1. Mentoring programs within the company	0.566	0.118	1.762
Which, if any, of the following are available at your workplace? 1. Mentoring programs outside the company	0.400	0.347	1.492
Which, if any, of the following are available at your workplace? 1. Training programs	-1.193	0.000	0.303
Which, if any, of the following are available at your workplace? 1. Professional development programs	-0.788	0.028	0.455
Which, if any, of the following are available at your workplace? 1. Diversity, Equity, and Inclusion programs	-0.137	0.709	0.872
Which, if any, of the following are available at your workplace? 1. Employee Resource Groups (ERGs)	-0.349	0.406	0.705
Which, if any, of the following are available at your workplace? 1. Business Resource Groups (BRGs)	0.075	0.889	1.078
Which, if any, of the following are available at your workplace? 1. Opportunities to present to executives/senior management	-0.861	0.046	0.423
Which, if any, of the following are available at your workplace? 1. Community volunteer work	0.127	0.721	1.136
Which, if any, of the following are available at your workplace? 1. Matching charitable donations	0.267	0.427	1.306
Which, if any, of the following are available at your workplace? 1. Chief or Senior Diversity Officer	-0.086	0.877	0.918

GENDER — Action-Based Metrics for Executive Leadership

Structural Factors Affecting Lawsuit Likelihood for Women (continuation)

Variables	β	p	Odds Ratio
Age=2. 18-29	-0.210	0.557	0.811
Age=3. 30-44	0.237	0.482	1.268
Income=Low income (<\$49,999)	0.820	0.005	2.270
USRegion=Northeast	-0.632	0.143	0.532
USRegion=Midwest	-0.920	0.037	0.398
USRegion=South	-0.527	0.119	0.590
CompanySize=Small	1.295	0.000	3.650
CompanySize=Medium	1.273	0.001	3.571
Education=2. High school degree or GED	-0.015	0.977	0.985
Education=3. Two-year college degree or associate's degree	0.924	0.135	2.519
Education=4. Four-year college degree or bachelor's degree	0.849	0.139	2.337
Education=5. Graduate degree or professional degree	1.034	0.108	2.813
Black	0.480	0.236	1.616
American Indian	1.324	0.346	3.757
Asian / Pacific Islander	0.535	0.300	1.708
Hispanic	0.625	0.083	1.868
Constant	-3.493	0.000	0.030

GENDER — Action-Based Metrics for Executive Leadership

Structural Factors Affecting Feelings of Trust and Respect for Women

Variables	β	p	Odds Ratio
In the past two years, has your employer done any of the following? 1. Instituted new training on gender-based harassment in the workplace	0.240	0.404	1.271
In the past two years, has your employer done any of the following? 1. Instituted new policies about gender-based harassment in the workplace	0.105	0.716	1.111
Are any of the following issues a priority for your employer? Race relations	-0.202	0.519	0.817
Are any of the following issues a priority for your employer? Gender Equity	0.834	0.012	2.302
Are any of the following issues a priority for your employer? LGBT Equity	-0.945	0.010	0.389
Which, if any, of the following are available at your workplace? Childcare Facilities	-0.671	0.098	0.511
Which, if any, of the following are available at your workplace? 1. Mentoring programs within the company	1.045	0.002	2.842
Which, if any, of the following are available at your workplace? 1. Mentoring programs outside the company	-0.201	0.600	0.818
Which, if any, of the following are available at your workplace? 1. Training programs	0.384	0.068	1.467
Which, if any, of the following are available at your workplace? 1. Professional development programs	0.617	0.021	1.854
Which, if any, of the following are available at your workplace? 1. Diversity, Equity, and Inclusion programs	0.745	0.016	2.107
Which, if any, of the following are available at your workplace? 1. Employee Resource Groups (ERGs)	-0.162	0.594	0.850
Which, if any, of the following are available at your workplace? 1. Business Resource Groups (BRGs)	-0.867	0.062	0.420
Which, if any, of the following are available at your workplace? 1. Opportunities to present to executives/senior management	0.689	0.031	1.992
Which, if any, of the following are available at your workplace? 1. Community volunteer work	0.071	0.813	1.073
Which, if any, of the following are available at your workplace? 1. Matching charitable donations	0.518	0.065	1.678
Which, if any, of the following are available at your workplace? 1. Chief or Senior Diversity Officer	0.850	0.131	2.340

GENDER — Action-Based Metrics for Executive Leadership

Structural Factors Affecting Feelings of Trust and Respect for Women (continuation)

Variables	β	p	Odds Ratio
Age=2. 18-29	-0.138	0.593	0.871
Age=3. 30-44	0.189	0.472	1.208
Income=Low income (<\$49,999)	-0.038	0.865	0.963
USRegion=Northeast	0.199	0.557	1.220
USRegion=Midwest	0.229	0.476	1.258
USRegion=South	-0.367	0.145	0.693
CompanySize=Small	1.508	0.000	4.519
CompanySize=Medium	0.496	0.067	1.641
Education=2. High school degree or GED	0.550	0.146	1.733
Education=3. Two-year college degree or associate's degree	0.491	0.297	1.633
Education=4. Four-year college degree or bachelor's degree	0.875	0.044	2.398
Education=5. Graduate degree or professional degree	0.872	0.071	2.391
Black	-0.801	0.007	0.449
American Indian	0.025	0.985	1.025
Asian / Pacific Islander	-0.117	0.774	0.890
Hispanic	0.396	0.191	1.486
Constant	-1.413	0.002	0.243

GENDER — Action-Based Metrics for Executive Leadership

Factors Affecting Retention for Women

Variables	β	p	Odds Ratio
Which aspects of your identity or background that are relevant to how you are treated at work - Race	1.842	0.006	6.308
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	0.379	0.199	1.460
DEI Initiatives=2. An important factor in our company's ability to drive success	0.800	0.010	2.224
I feel comfortable speaking about issues of race at work	1.884	0.000	6.577
There is trust and respect between employees from different backgrounds	0.824	0.007	2.280
My race or ethnicity will make it harder to achieve my career goals in this company	0.574	0.172	1.775
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Any CoC	1.789	0.000	5.981
Please fill in the blank: Inclusion training makes our company _____	2.292	0.000	9.899
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Communities of Color	0.294	0.365	1.341
Age=2. 18-29	-0.194	0.598	0.824
Age=3. 30-44	-1.180	0.001	0.307
CompanySize=Small	0.042	0.897	1.043
CompanySize=Medium	0.001	0.998	1.001
USRegion=Northeast	-0.017	0.970	0.983
USRegion=West	0.373	0.397	1.453
USRegion=South	0.801	0.042	2.227
Income=Low income (<\$49,999)	0.927	0.002	2.528
Education=2. High school degree or GED	0.994	0.044	2.702
Education=3. Two-year college degree or associate's degree	0.665	0.283	1.944
Education=4. Four-year college degree or bachelor's degree	1.158	0.049	3.184
Education=5. Graduate degree or professional degree	1.595	0.014	4.929
Black	-0.578	0.216	0.561
American Indian	-1.894	0.266	0.151
Asian / Pacific Islander	0.423	0.509	1.526
Hispanic	0.096	0.807	1.101
Constant	-4.397	0.000	0.012

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Factors Affecting Pay Raise Value Attached to Inclusion for Women

Variables	β	p	Odds Ratio
Which aspects of your identity or background that are relevant to how you are treated at work - Race	0.694	0.056	2.003
DEI Initiatives=2. An important factor in our company's ability to drive success	0.004	0.988	1.004
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	0.879	0.000	2.407
I feel comfortable speaking about issues of race at work	0.742	0.001	2.101
There is trust and respect between employees from different backgrounds	0.684	0.006	1.983
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Any CoC	1.755	0.000	5.784
Please fill in the blank: Inclusion training makes our company: Stronger _____	-0.053	0.830	0.949
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Communities of Color	1.163	0.000	3.200
Age=2. 18-29	-0.368	0.168	0.692
Age=3. 30-44	-0.420	0.111	0.657
CompanySize=Small	0.166	0.486	1.180
CompanySize=Medium	0.835	0.005	2.305
USRegion=Northeast	-0.258	0.489	0.772
USRegion=South	1.209	0.000	3.349
USRegion=West	0.926	0.005	2.524
Income=Low income (<\$49,999)	0.434	0.039	1.543
Constant	-3.287	0.000	0.037

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Factors Affecting The Perceived Value of Inclusive Language

Variables	β	p	Odds Ratio
Are any of the following issues a priority for your employer? Environment	0.627	0.007	1.871
Are any of the following issues a priority for your employer? Race relations	1.507	0.000	4.515
Are any of the following issues a priority for your employer? Gender Equity	0.464	0.035	1.590
Are any of the following issues a priority for your employer? LGBT Equity	0.251	0.326	1.286
Are any of the following issues a priority for your employer? Disability Issues	0.662	0.002	1.938
Are any of the following issues a priority for your employer? Caregiving	0.281	0.251	1.325
Are any of the following issues a priority for your employer?	0.689	0.054	1.992
Gender=Female	0.275	0.043	1.316
Age=2. 18-29	0.170	0.322	1.185
Age=3. 30-44	-0.192	0.237	0.825
CompanySize=Small	0.698	0.000	2.010
CompanySize=Medium	0.268	0.195	1.308
USRegion=Northeast	0.371	0.065	1.449
USRegion=South	-0.200	0.277	0.819
USRegion=West	0.469	0.009	1.599
Income=Low income (<\$49,999)	0.458	0.002	1.581
Black	0.671	0.002	1.957
American Indian	-0.032	0.971	0.969
Asian / Pacific Islander	0.771	0.016	2.162
Hispanic	0.368	0.054	1.445
Education=2. High school degree or GED	0.600	0.007	1.822
Education=3. Two-year college degree or associate's degree	0.594	0.051	1.812
Education=4. Four-year college degree or bachelor's degree	1.246	0.000	3.477
Education=5. Graduate degree or professional degree	1.236	0.000	3.442
Constant	-2.137	0.000	0.118

ADDENDUM 2. SPONSORS AND ADVISORY PANEL

TITLE SPONSOR

Prisca is a not-for-profit formed in 2017. It creates high production value content for narrative change campaigns. Its work is inclusive of underrepresented groups related to 11 categories: 50+ and Generations, Asian American Pacific Islander, Black / African American, Disabilities and Caregiving, Geographic Inclusion, Latino American, LGBTQ+, Military and Veteran Families, Native American, Religious Inclusion, and Women and Gender Equity.

LEAD SPONSOR

APCO Worldwide is an independent global management consulting firm creating strategies around global communications, brand management, international affairs, and more. It is present in 35 countries worldwide and the 5th largest independent firm in the United States. APCO focuses on handling sensitive political issues and crisis management, including offering insight into developing solutions on issues of diversity and inclusion tactics both internally and externally.

ASSOCIATE SPONSORS

Novartis is a Swiss-American multinational pharmaceutical corporation leading in oncology product production and generic drugs. It is one of the largest pharmaceutical companies in the world. Outside of drug production, Novartis is focused on empowering low-income populations and their access to healthcare, using data-driven AI and digital tactics to influence health policy and actions, working towards a more inclusive approach to healthcare access globally.

MMCA (Multicultural Media & Correspondent

Association) is a platform focused on developing solutions to the media diversity problem through partnerships, leadership, and strategy. It consists of a growing network of BIPOC representatives working to increase their representation in media through advocacy, coalition building, constructive engagement, stakeholder assistance, and honoring BIPOC media excellence.

ASCEND Ascend Inc. is the largest Pan-Asian business professional membership organization in North America. Its mission is to drive workplace and societal impact by developing and elevating all Asian and Pacific Islander (API) business leaders and empowering them to become catalysts for change. The mission of Ascend Foundation Inc. is to conduct research, educate, advocate and enable API business leaders to reach their full potential and make positive societal impacts.

Urban League of Greater San Francisco Bay Area empowers Bay Area African Americans and underserved communities to achieve their highest true social parity, economic self-reliance, power, and civil rights. The League promotes economic empowerment through education, job training, housing, community development, workforce development, leadership programs, entrepreneurship, health, sustainability, and quality of life.

MCCA (Minority Corporate Counsel Association) is the preeminent advisor to C-suite executives across corporate America on all topics diversity, equity and inclusion related. It focuses on data-driven solutions backed by years of research and expertise. MCCA provides strategic advisory to its partners by enabling professional development programs and counsel, particularly in the realm of inclusive practices and handling a BIPOC workforce.

PowerToFly is a platform connecting underrepresented talent to roles in highly visible sectors. Its mission is to fast track equity in the global workforce by connecting diverse talent to industries in need of representation. PowerToFly is a female-led, intersectional corporation with a focus on empowering all backgrounds in race, ethnicity, age, sexual orientation, disability, and veteran status.

ADVISORY PANEL



Licy Do Canto is the managing director of APCO Worldwide's Washington DC Headquarters. He has nearly three decades of experience at an international, national,

and state level across industries ranging from non-profit to government sectors. With many accomplishments and a pinnacle thought leader in advancing diversity, equity, and inclusion strategies, Do Canto has a wide breadth of expertise in public policy and advocacy.



David Morgan is a co-founder and president of Minority Corporate Counsel Association, with 20+ years of experience in Washington government affairs

with deep expertise in tax, financial services, and structuring and financing economic development projects. He develops winning strategies and management coalitions and has led diverse teams across various industries and sectors of corporate governance. His notable work includes creating and executing the Media Diversity Innovation Summit, creating the Big Break Fund to establish and support pilot initiatives designed to help legacy and emerging platforms develop sustainable business models and aspiring journalists and creators get their big break, and currently working to secure Congressional adoption of a resolution reaffirming its commitment to media diversity.



Dr. Pelin Kesebir is an honorary fellow at the Center for Healthy Minds at the University of Wisconsin-Madison, specializing in the psychology of happiness.

Studying various elements of happiness (e.g., a healthy mind, healthy relationships, a healthy sense of self), Dr. Kesebir aims to arrive at an integrated understanding of what happiness is and how it can be cultivated. Her research has particularly focused on character strengths and virtues (e.g., humility, resilience, optimism) and their relation to well-being. Dr. Kesebir is also an expert in existential psychology, having examined how inescapable realities of life, such as our mortality, impact our psychological dynamics and how we should approach these realities to live happy lives. Dr. Kesebir received her doctoral degree in Social Psychology and Personality Psychology from the University of Illinois at Urbana-Champaign in 2009, and is originally from Istanbul, Turkey.



Dr. Angela Anderson is the US Head of Diversity and Inclusion, Operations and Strategy at Novartis. Dr. Anderson is a leadership and mental health professional

with over 20 years of experience. She is internationally certified as an executive coach, master speaker, and trainer. She is also the #1 international best selling author of *Now What?! Get OVER Yourself and MOVE!* Dr. Angela has been called in to lend her expertise to multiple organizations including Verizon, FedEx, Lee Hecht Harrison, United Way, Ericsson, Comdata, multiple universities, and the United States Department of Defense.



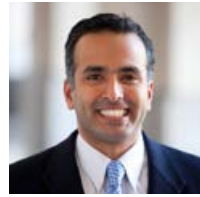
Jean Lee is the president and CEO of Minority Corporate Counsel Association. Lee has 25 plus years of experience as a clinical social worker and litigator

addressing some of the most complicated societal and business issues with solutions-based diversity, equity, and inclusion. She has been recognized with the 2018 Vanguard Award - San Francisco Asian American Bar Association, the 2018 Edge Education Award - Council of Legal Education and Opportunity, the 2015 Trailblazer Honoree - Korean American Lawyers Association of Greater New York and more. Lee brings an intersectional approach to advocate for systems-level change to create greater opportunities for BIPOC communities.



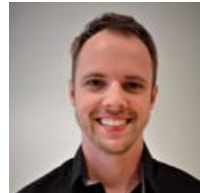
Richard Lui is a veteran journalist with more than 30 years in television, film, technology and business. He is a Senior Fellow at the think tank German Marshall

Fund, DEI Research Fellow at PowerToFly, and former Research Fellow at the University of California. He has op-eds in USA Today, Politico, San Francisco Chronicle and others. Currently at NBC / MSNBC and previously with CNN Worldwide, he is the first Asian American man to anchor a daily national cable news program, and a team DuPont and Peabody winner. Lui directed the award-winning feature documentary Sky Blossom, about young family caregivers, and Unconditional, a film on mental health. In addition to journalism, Richard's 15-year business career involves a fintech patent and launching six tech brands over three business cycles.



Dr. Karthick Ramakrishnan is professor of public policy at the University of California, Riverside and founder of AAPI Data. He is also a Board Member of The

California Endowment, Chair of the California Commission on APIA Affairs, and adjunct fellow at the Public Policy Institute of California (PPIC). He received his Ph.D. in politics from Princeton University. He has published many articles and 7 books, was named to the Frederick Douglass 200 and is currently working on projects related to racial equity in philanthropy and regional development. He has provided consultation to public officials at the federal and local levels, and has written dozens of op-eds and appeared in over 1,000 news stories, many in major news outlets such as the New York Times, Economist, Los Angeles Times, National Public Radio, PBS Newshour, MSNBC, CBS Evening News, and CNN.



Dr. Rafael Reis is an industrial engineer and holds a PhD in Transport Studies from the University of Leeds, UK. He has served as a researcher at the Leeds

Institute for Data Analytics (LIDA) and currently works as a consultant on data science and research methodology, having contributed to multidisciplinary projects for various organizations. He is also Professor of Data Analytics and has published 16 papers in the area of intelligent transportation systems and technology acceptance.

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Martine Charles is the president and CEO at Marc Global Communications. Charles previously held executive positions at CNBC and other top media firms, with a focus in brand management, strategic communications, and public relations. Her work includes developing the ground-breaking political and financial CNBC/MSNBC programs “Hardball with Chris Matthews,” “Geraldo Rivera” and “Business Center with Ron Insana & Sue Herrera,” serving as a communications strategist for the Real Networks vs. Microsoft Antitrust case (2002), and creating and executing communications strategy for corporate brands including the NBA’s Memphis Grizzlies, the Chicago 2016 Olympic Bid, USA Swimming, The History Channel, SONY, REMY, and the BET Music Awards, to name a few.



Ken Maxey is president of the Urban League, Greater San Francisco Bay Area, and Director, Government Affairs at Comcast. Ken has been instrumental in developing cross-cultural partnerships through his work and has been recognized by local and national organizations such as the American Council of Young Political Leaders, Black Women for Political Action (BWOPA), Friends of South Asian American Communities, Indo-American Community Foundation, and the California NAACP Youth & College Division and the Southern Christian Leadership Conference. In his corporate role and the Urban League, Ken partnered with nonprofits and technology companies to develop programs to end the digital divide in underserved communities. The

San Francisco Sun Reporter recognized Kenneth for his leadership in developing diversity, inclusion, and equity programs.



Anna Mok is the President, Executive Chairperson & Co-Founder of Ascend, North America’s network of Pan-Asian business professionals and the Co-Founder of Ascend Pinnacle, the network of Pan-Asian corporate directors. Known as a collaborator and connector, Anna has a deep commitment for building a civil and equitable society and workplaces that support the development and advancement of emerging leaders, women and minorities into senior executive and corporate board director roles. As a senior partner at Deloitte & Touche LLP, she is a broad-based senior partner who advises prestigious global leaders and companies on their most complex and strategic transformation, growth, risk management and governance efforts. Her current leadership responsibilities include Asia-Pacific, Private Equity and global clients. The intersection of technology, business, culture and the workplace and globally headquartered companies are focus areas for Anna. She was the first female of Chinese-American descent to be admitted to the partnership. Her 25+ year career includes leading regions, client excellence, offerings, global and DEI.



Katharine Zaleski is the co-founder and president of PowerToFly. Zaleski has over 10 years of experience in the journalism sector, and also served a term

on the Council for Foreign Relations. In 2014, she founded PowerToFly to fast track equity achievement within the global workforce and uplift marginalized communities.



Dr. Sheila Robinson is publisher, best selling author on leadership, inspiring speaker and talent innovation specialist, founder of Diversity Woman Media

which focuses on all dimensions of diversity and inclusion (D&I). An expert in diversity and inclusion, Dr. Robinson helps companies transform culture to reach gender parity, equity and belonging leveraging her experience climbing the corporate ladder, best practices from her leading magazines, and passion for evidence-based workplace learnings. During 14 years at a Fortune 100 company, Dr. Robinson rose from the factory floor to the executive office, directing communications for a \$6 billion division of a global chemical company. Her experiences, including obstacles as an African-American businesswoman in the South, led her to want to help others to achieve leadership success. She collaborates with organizations, including: Paradigm for Parity, Catalyst, Executive Leadership Council, Women's Business Collaborative, and Twitter. Featured in Forbes, Fortune, Entrepreneur and Publishing Executive magazines, Dr. Robinson has both a Masters and Doctorate of Education from the University of Pennsylvania.



Alex Lo is one of the "top 40 Young Journalists in America" as named by the Asian American Journalists Association.

His award-winning breaking news reporting for NBC News national includes data-driven stories on business, politics, and communities of color. In 2021, he produced the \$3.1M documentary feature "Sky Blossom," which was released in theaters nationwide and qualified for the Academy Awards. His volunteer contributions on this project are on behalf of AAJA.



Jennifer McIntosh is the Senior Vice President of Public Relations at Marc Global Communications. She is also the president of JEM PR Group. McIntosh

has over 20 years of experience in public relations and corporate communications including strategic planning, program publicity, talent relations, social media, media relations, crisis communications and event execution. Clients and employers have included media and lifestyle companies such as NBCUniversal, CBS Television Network, ESPN, Disney Channel, Freeform, PBS, Univision, STARZ, World Wrestling Entertainment, Universal Music and more.

INCLUSION@WORK SURVEY REPORTS

The 2023 Inclusion@Work Study was conducted by pollsters Prisca, AAPI Data, and Momentive and its research platform, organized by Dr. Karthick Ramakrishnan and Dr. Pelin Kesebir. Sponsors include lead sponsor APCO Worldwide, and associate sponsors Novartis, MMCA, Ascend, Urban League, and PowerToFly, Novartis. There are seven reports from the survey that provide new and existing inclusion programs the data they need to inform their budgeting processes around diversity and inclusion, to provide the hard data for what has traditionally been a qualitative effort.

1. Inclusion@Work | Latino Americans
2. Inclusion@Work | Black Americans
3. Inclusion@Work | Asian American Pacific Islanders
4. Inclusion@Work | Indigenous
5. Inclusion@Work | Gender
6. Inclusion@Work | Generations
7. Inclusion@Work | Silicon Valley

The pollster leading the effort (Prisca) benchmarked other major, national surveys on inclusion and found few asked the tough questions CEOs want to ask. This independent survey provides the third party perspective industry needs.

COLLABORATIVE ON INCLUSION AT WORK

Separate from the Inclusion@Work survey, the Collaborative on Inclusion at Work is a working group of professional associations, companies, and NGOs interested in deploying solutions, best practices, and business culture activities that improve diversity at work. Collaborative members include title member Prisca, lead member APCO Worldwide, and associate members Novartis, MMCA, Ascend, Urban League of Greater San Francisco Bay Area, and PowerToFly.

ADDENDUM 3. SURVEY QUESTIONS IN DETAIL

WORK EXPERIENCE SURVEY

SURVEY QUESTION 1

Which issue matters MOST to you right now?

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Other (please specify)	6.2%	4.3%	2.5%	3.1%	1.0%	0.9%	3.9%	0.9%	2.7%	6.6%	2.8%	4.3%	8.1%	4.3%
Foreign policy	10.7%	5.1%	13.8%	5.1%	0.6%	0.3%	5.2%	3.6%	5.4%	1.9%	8.0%	3.3%	12.2%	6.1%
The environment	13.0%	11.5%	10.5%	8.9%	10.7%	26.1%	14.2%	7.6%	8.3%	13.9%	10.1%	11.3%	14.7%	11.6%
Terrorism	6.6%	6.7%	4.7%	7.9%	4.4%	10.3%	1.5%	6.9%	11.5%	2.0%	7.5%	5.0%	6.1%	7.6%
Immigration	4.8%	4.6%	6.9%	1.6%	5.9%	4.9%	14.5%	4.8%	6.9%	3.3%	8.1%	3.0%	2.9%	5.5%
Race relations	6.4%	6.3%	9.7%	12.9%	5.6%	15.6%	4.7%	10.2%	13.6%	9.7%	10.7%	11.0%	4.0%	3.7%
Health care	12.8%	21.1%	16.7%	10.7%	11.1%	6.2%	18.8%	17.9%	15.5%	19.7%	16.3%	16.1%	10.8%	24.0%
Jobs and the economy	34.8%	33.6%	29.6%	43.2%	31.0%	26.7%	30.6%	42.8%	31.0%	31.2%	30.5%	37.3%	37.2%	31.5%
Education	4.8%	6.9%	5.8%	6.6%	29.8%	9.0%	6.6%	5.3%	5.1%	11.7%	6.0%	8.8%	4.1%	5.8%

SURVEY QUESTION 2

Do you approve or disapprove of the way Joe Biden is handling his job as preside?

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly approve	14.7%	12.1%	29.5%	16.1%	21.8%	36.4%	21.1%	9.2%	9.9%	16.4%	18.3%	15.3%	12.7%	10.2%
Somewhat approve	27.4%	38.3%	26.7%	52.0%	20.9%	28.5%	42.8%	61.0%	39.0%	41.7%	35.4%	48.4%	22.8%	32.4%
Somewhat disapprove	27.4%	20.2%	32.8%	19.2%	34.2%	19.7%	23.8%	13.5%	21.2%	25.5%	25.6%	21.1%	28.5%	19.7%
Strongly disapprove	30.5%	29.5%	11.0%	12.7%	23.2%	15.4%	12.3%	16.4%	29.9%	16.4%	20.7%	15.2%	36.0%	37.6%

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SURVEY QUESTION 3

Which race/ethnicity best describes you? (Please choose only one.)

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Multiple ethnicity / Other (please specify)	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.3%	0.0%	0.0%
American Indian or Alaskan Native	0.6%	0.5%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	1.6%	1.4%	0.0%	0.0%
Asian / Pacific Islander	6.0%	6.4%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	16.7%	17.7%	0.0%	0.0%
Black or African American	11.5%	12.5%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	32.2%	34.4%	0.0%	0.0%
Hispanic	17.7%	16.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	49.4%	46.2%	0.0%	0.0%
White / Caucasian	64.2%	63.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%

SURVEY QUESTION 4

What is the highest level of education you have completed?

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Less than high school	12.0%	9.5%	11.5%	14.1%	6.9%	30.6%	13.7%	9.5%	21.4%	28.7%	16.7%	20.3%	9.4%	3.4%
High school degree or GED	49.6%	47.0%	68.3%	47.5%	65.0%	54.2%	15.9%	41.2%	53.7%	45.5%	52.3%	45.6%	48.1%	47.9%
Two-year college degree or associate's degree	7.2%	9.5%	5.9%	10.1%	11.8%	4.8%	9.1%	4.0%	6.9%	7.3%	7.1%	7.6%	7.2%	10.6%
Four-year college degree or bachelor's degree	19.3%	20.9%	11.3%	19.2%	13.2%	4.1%	39.9%	27.3%	13.2%	15.8%	17.0%	18.8%	20.6%	22.2%
Graduate degree or professional degree	11.8%	13.0%	2.9%	9.1%	3.2%	6.3%	21.3%	18.0%	4.8%	2.8%	6.9%	7.7%	14.6%	16.0%

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SURVEY QUESTION 5

What is your employment status?

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
I work FULL TIME, for a company with fewer than 50 employees	22.1%	17.6%	23.3%	29.4%	27.7%	51.1%	28.2%	10.7%	21.6%	16.6%	23.4%	20.4%	21.5%	16.0%
I work FULL TIME, for a company with 50 to 249 employees	21.5%	10.6%	21.9%	7.2%	36.4%	8.1%	18.4%	15.9%	10.3%	5.2%	15.8%	7.8%	24.6%	12.2%
I work FULL TIME, for a company with 250 to 999 employees	9.8%	14.4%	18.1%	12.8%	10.8%	2.0%	8.9%	12.9%	6.2%	22.7%	10.6%	17.3%	9.3%	12.8%
I work FULL TIME, for a company with 1000 employees or more	22.3%	24.8%	19.0%	22.9%	6.5%	6.1%	31.8%	19.7%	26.8%	19.1%	24.8%	20.3%	20.9%	27.3%
I work PART TIME, for a company with fewer than 50 employees	8.9%	11.4%	4.2%	9.5%	3.6%	14.1%	6.1%	10.1%	8.4%	7.4%	6.6%	8.7%	10.2%	12.9%
I work PART TIME, for a company with 50 to 249 employees	2.0%	4.0%	0.0%	3.5%	2.6%	1.6%	3.6%	5.1%	10.0%	2.5%	5.6%	3.3%	0.0%	4.3%
I work PART TIME, for a company with 250 to 999 employees	3.0%	4.9%	0.0%	7.0%	0.0%	7.4%	0.0%	2.6%	8.5%	12.8%	4.2%	8.9%	2.3%	2.6%
I work PART TIME, for a company with 1000 employees or more	5.5%	4.0%	5.7%	6.8%	7.2%	3.3%	2.9%	2.0%	6.0%	2.3%	5.4%	3.8%	5.5%	4.1%
None of the above	4.9%	8.4%	7.8%	0.8%	5.1%	6.3%	0.0%	21.0%	2.1%	11.4%	3.7%	9.3%	5.6%	7.8%

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SURVEY QUESTION 6

Which aspects of your identity or background, if any, are relevant to how you are treated at work?

(Select up to two):

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Your age	31.1%	24.9%	29.0%	16.7%	53.2%	27.1%	38.6%	25.2%	33.2%	17.3%	33.0%	18.6%	30.0%	28.5%
Your race	16.4%	11.0%	31.9%	33.0%	10.3%	16.8%	23.2%	23.9%	29.2%	6.3%	28.8%	18.7%	9.5%	6.6%
Your educational background	34.4%	26.8%	20.1%	18.7%	15.9%	11.3%	34.3%	27.5%	41.9%	22.8%	33.2%	22.1%	35.2%	29.5%
Your gender identification	5.9%	10.8%	12.9%	8.3%	6.5%	19.8%	9.1%	12.1%	6.7%	11.3%	9.1%	10.5%	4.1%	11.0%
Your sexual orientation	5.1%	7.0%	2.9%	3.6%	3.6%	7.1%	4.1%	3.5%	3.6%	12.1%	3.5%	7.6%	6.1%	6.7%
None of the above	31.5%	35.8%	25.8%	45.8%	18.0%	33.2%	28.7%	16.6%	29.0%	33.1%	27.8%	34.7%	33.6%	36.4%
Something else (specify)	5.4%	5.7%	0.0%	3.1%	0.9%	1.3%	2.0%	0.8%	3.6%	9.2%	2.1%	5.5%	7.3%	5.8%

SURVEY QUESTION 7

Are any of the following issues a priority for your employer? (Select all that apply)

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Environment / climate change	22.1%	16.0%	33.8%	16.4%	21.1%	17.9%	26.9%	18.4%	25.9%	11.7%	28.5%	14.6%	18.6%	16.7%
Race relations	26.4%	27.0%	28.5%	22.3%	11.5%	28.8%	37.8%	24.6%	26.8%	25.4%	28.9%	24.2%	25.0%	28.6%
Gender equity	27.7%	24.8%	21.6%	21.2%	40.4%	28.5%	49.2%	23.6%	29.3%	22.4%	30.3%	22.3%	26.3%	26.3%
LGBT equity	18.6%	22.7%	14.0%	17.7%	5.8%	34.0%	32.9%	19.9%	20.6%	17.1%	20.2%	18.0%	17.7%	25.3%
Disability issues	21.5%	24.4%	19.5%	16.8%	43.6%	14.2%	25.0%	18.6%	25.2%	15.9%	23.6%	16.7%	20.3%	28.8%
Caregiving	13.5%	15.7%	15.9%	11.6%	16.8%	18.4%	20.5%	15.0%	18.2%	13.0%	17.8%	13.0%	11.1%	17.2%
None of the above	41.0%	39.9%	28.0%	52.1%	20.2%	35.2%	22.7%	25.1%	40.9%	41.0%	33.4%	42.0%	45.3%	38.7%
Other (please specify)	4.3%	3.5%	0.1%	3.6%	0.0%	7.7%	0.9%	1.4%	3.3%	2.7%	1.8%	2.9%	5.8%	3.9%

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SURVEY QUESTION 8

Which comes closer to your view, even if neither is exactly right? Diversity, Equity and inclusion. These are often referred to as DEI initiatives, or diversity initiatives.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
A distraction from our company's real work	32.3%	24.6%	17.7%	9.1%	42.4%	23.0%	14.5%	20.1%	21.8%	35.9%	19.6%	23.6%	39.3%	25.2%
An important factor in our company's ability to drive success	62.8%	67.0%	74.5%	90.1%	52.5%	70.7%	85.5%	58.9%	76.2%	52.7%	76.8%	67.1%	55.1%	67.0%
No Response	4.9%	8.4%	7.8%	0.8%	5.1%	6.3%	0.0%	21.0%	2.1%	11.4%	3.7%	9.3%	5.6%	7.8%

SURVEY QUESTION 9

In the past two years, has your employer done any of the following?

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
None of the above	27.4%	24.1%	19.9%	18.7%	17.5%	29.4%	8.0%	11.2%	34.1%	22.7%	24.9%	19.4%	28.9%	26.7%
Instituted new training on gender-based harassment in the workplace	20.6%	23.4%	29.3%	29.7%	19.0%	19.3%	39.3%	21.5%	24.2%	18.4%	28.3%	22.8%	16.2%	23.8%
Instituted new policies about gender-based harassment in the workplace	24.6%	18.3%	14.8%	19.2%	47.0%	26.1%	36.7%	19.1%	28.5%	16.5%	25.8%	18.1%	23.9%	18.4%
Instituted new training on diversity in the workplace	31.3%	25.5%	40.4%	26.4%	24.9%	18.9%	43.6%	32.7%	33.6%	21.7%	37.3%	25.2%	28.0%	25.7%
Instituted new policies about diversity in the workplace	18.8%	16.4%	21.2%	21.2%	34.7%	13.9%	35.0%	19.2%	22.0%	12.0%	24.1%	16.5%	15.8%	16.3%
Don't know / Not sure	15.6%	24.1%	16.7%	26.6%	12.2%	6.2%	19.7%	16.7%	10.7%	24.9%	14.2%	23.7%	16.5%	24.3%

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SURVEY QUESTION 10

My company and its leadership addresses diversity-related concerns in ways that are meaningful to me.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
No Response	4.9%	8.4%	7.8%	0.8%	5.1%	6.3%	0.0%	21.0%	2.1%	11.4%	3.7%	9.3%	5.6%	7.8%
Strongly agree	20.8%	22.9%	23.9%	20.1%	43.4%	45.9%	32.8%	16.2%	17.4%	35.3%	22.4%	26.9%	19.9%	20.6%
Somewhat agree	30.3%	30.6%	32.1%	49.2%	27.2%	31.3%	46.4%	38.1%	31.5%	18.7%	34.1%	32.8%	28.2%	29.4%
Somewhat disagree	16.4%	10.2%	21.9%	17.0%	5.5%	5.7%	10.3%	13.8%	22.1%	4.8%	19.8%	10.6%	14.5%	10.0%
Strongly disagree	11.8%	6.3%	3.6%	9.2%	7.8%	2.6%	2.1%	7.0%	13.0%	1.7%	8.1%	5.3%	13.9%	6.8%
No opinion	15.8%	21.6%	10.7%	3.7%	10.9%	8.1%	8.5%	3.9%	13.9%	28.1%	11.9%	15.1%	17.9%	25.4%

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SURVEY QUESTION 11

Which, if any, of the following are available at your workplace?

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Childcare facilities	8.8%	7.9%	14.6%	5.3%	8.0%	11.3%	18.5%	6.9%	9.3%	6.4%	12.5%	6.2%	6.7%	8.8%
Mentoring programs within the company	19.5%	18.6%	26.5%	18.8%	8.4%	33.3%	23.7%	17.9%	19.4%	13.3%	22.2%	16.2%	18.0%	19.9%
Mentoring programs outside the company	10.2%	9.6%	18.0%	9.5%	5.5%	12.3%	11.0%	12.5%	6.7%	11.2%	11.1%	10.8%	9.8%	9.0%
Training programs	39.9%	42.3%	43.3%	59.4%	24.3%	32.6%	49.6%	35.9%	38.5%	28.0%	41.6%	40.3%	39.0%	43.4%
Professional development programs	29.2%	26.7%	13.6%	29.3%	14.6%	17.6%	24.7%	35.8%	19.4%	25.7%	18.4%	28.6%	35.2%	25.6%
Diversity, Equity, and Inclusion programs	27.8%	25.5%	28.2%	27.8%	23.3%	16.6%	45.4%	27.3%	42.7%	15.8%	38.2%	22.0%	22.1%	27.4%
Employee Resource Groups (ERGs)	19.6%	16.6%	15.2%	18.1%	12.3%	11.6%	27.6%	14.5%	28.5%	7.4%	23.8%	12.4%	17.2%	19.0%
Business Resource Groups (BRGs)	7.0%	6.6%	4.3%	3.8%	5.7%	1.6%	23.4%	8.1%	7.7%	2.6%	9.2%	4.0%	5.7%	8.0%
Opportunities to present to executives/senior management	31.4%	17.1%	37.8%	17.5%	33.8%	9.0%	21.5%	16.5%	18.8%	11.4%	25.7%	14.4%	34.6%	18.6%
Community volunteer work	22.6%	21.8%	12.1%	24.8%	15.6%	6.7%	24.1%	21.3%	23.4%	16.4%	19.7%	20.0%	24.1%	22.8%
Matching charitable donations	13.9%	19.6%	15.0%	21.2%	0.9%	10.9%	25.0%	14.9%	13.4%	5.9%	15.6%	12.8%	13.0%	23.5%
Chief or Senior Diversity Officer	10.7%	6.2%	7.0%	6.2%	9.8%	2.6%	16.6%	7.9%	9.7%	6.6%	10.0%	6.6%	11.1%	6.0%
Other (specify)	8.4%	9.9%	0.8%	1.8%	8.3%	9.5%	3.4%	8.9%	5.7%	12.4%	3.8%	8.2%	10.9%	10.9%

SURVEY QUESTION 12

To what extent do you agree or disagree with the following statements about your organization?

12A. I feel comfortable speaking about issues of race at work.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	19.4%	16.8%	26.7%	12.5%	36.9%	26.1%	19.5%	8.4%	11.6%	16.8%	18.3%	13.9%	20.1%	18.5%
Agree	31.2%	31.8%	23.9%	31.8%	8.3%	19.7%	36.2%	25.8%	35.7%	28.6%	31.5%	29.1%	31.0%	33.3%
Neither agree nor disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disagree	14.0%	11.0%	16.0%	14.6%	17.3%	10.0%	17.2%	16.5%	16.8%	5.8%	16.6%	10.9%	12.5%	11.2%
Strongly Disagree	11.7%	7.5%	4.7%	12.4%	7.7%	2.3%	10.1%	7.3%	10.9%	3.7%	8.7%	7.3%	13.4%	7.6%
No opinion	7.4%	13.9%	3.6%	3.1%	17.6%	12.1%	3.7%	9.7%	14.5%	20.3%	9.2%	12.3%	6.3%	14.8%
No Response	16.3%	19.0%	25.1%	25.6%	12.2%	29.8%	13.3%	32.3%	10.6%	24.9%	15.7%	26.5%	16.6%	14.7%

12B. There is trust and respect between employees from different backgrounds.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	29.3%	26.5%	36.3%	13.8%	40.2%	29.1%	30.2%	12.4%	19.1%	26.7%	26.9%	19.8%	30.7%	30.3%
Agree	37.5%	34.9%	30.3%	36.7%	30.7%	35.5%	48.0%	49.0%	49.3%	32.2%	42.6%	36.7%	34.6%	33.8%
Neither agree nor disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disagree	14.2%	9.8%	18.7%	14.9%	12.7%	7.7%	4.6%	5.1%	8.9%	4.3%	11.4%	8.2%	15.7%	10.7%
Strongly Disagree	2.5%	2.1%	0.6%	2.7%	0.3%	3.2%	2.6%	2.9%	6.5%	0.9%	3.8%	1.9%	1.8%	2.1%
No opinion	5.7%	9.6%	3.4%	5.3%	7.5%	7.3%	7.3%	2.8%	6.6%	12.5%	5.7%	8.3%	5.7%	10.4%
No Response	10.8%	17.2%	10.8%	26.6%	8.7%	17.2%	7.4%	27.8%	9.7%	23.5%	9.6%	25.2%	11.4%	12.6%

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12C. My race or ethnicity will make it harder to achieve my career goals in this company.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	8.5%	5.6%	15.2%	7.6%	10.2%	18.7%	8.6%	5.2%	7.6%	10.0%	10.2%	8.4%	7.6%	3.9%
Agree	19.7%	12.3%	18.0%	18.6%	11.1%	21.5%	34.2%	20.3%	30.3%	21.7%	26.6%	20.3%	15.9%	7.7%
Neither agree nor disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disagree	24.8%	27.8%	22.7%	43.1%	46.1%	29.2%	26.8%	25.3%	26.5%	17.8%	25.6%	28.1%	24.3%	27.7%
Strongly Disagree	24.4%	30.7%	14.4%	13.7%	13.9%	14.0%	16.1%	13.0%	17.9%	17.3%	16.5%	15.3%	28.9%	39.6%
No opinion	9.4%	9.3%	5.5%	4.8%	8.3%	4.1%	7.4%	5.8%	8.3%	17.8%	7.3%	11.0%	10.6%	8.4%
No Response	13.2%	14.2%	24.2%	12.2%	10.4%	12.5%	6.9%	30.4%	9.4%	15.4%	13.8%	16.9%	12.8%	12.7%

12D. Overall, business has the ability to improve issues around racial strife in our communities.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	15.5%	18.2%	21.2%	14.9%	34.9%	19.8%	20.3%	9.4%	17.8%	22.5%	19.6%	17.6%	13.2%	18.6%
Agree	35.2%	34.9%	26.1%	46.8%	25.8%	29.0%	41.1%	40.4%	44.4%	22.5%	37.7%	34.2%	33.8%	35.3%
Neither agree nor disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disagree	16.4%	8.2%	19.5%	13.3%	9.7%	17.6%	19.6%	8.6%	10.2%	5.1%	14.7%	8.8%	17.3%	7.9%
Strongly Disagree	7.9%	5.3%	7.3%	2.8%	6.1%	10.8%	4.5%	2.8%	6.2%	4.9%	6.3%	3.9%	8.8%	6.1%
No opinion	10.4%	18.7%	3.4%	3.4%	12.2%	7.9%	4.4%	9.3%	9.6%	25.9%	6.8%	14.9%	12.5%	20.9%
No Response	14.7%	14.6%	22.5%	18.8%	11.3%	14.8%	10.1%	29.6%	11.7%	19.0%	14.9%	20.7%	14.5%	11.2%

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SURVEY QUESTION 13

Compared with other groups, which of the following have more DISADVANTAGES at your workplace?

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
None of the above	38.6%	41.4%	14.2%	34.2%	21.9%	26.9%	32.3%	29.3%	43.9%	37.3%	32.0%	34.7%	42.2%	45.2%
Asian Americans	11.7%	8.4%	17.8%	4.0%	2.7%	9.4%	27.0%	30.2%	5.5%	4.2%	13.0%	8.8%	11.0%	8.2%
Black People	21.9%	22.2%	56.6%	52.2%	14.0%	16.1%	29.8%	14.8%	24.2%	12.6%	35.4%	26.7%	14.4%	19.6%
Latinos or Hispanics	19.2%	17.5%	42.2%	11.4%	7.9%	12.4%	27.3%	15.0%	33.5%	34.3%	34.8%	22.6%	10.5%	14.5%
Native Americans	12.1%	6.1%	18.8%	5.0%	39.8%	33.6%	10.6%	5.4%	13.5%	4.0%	15.1%	5.1%	10.5%	6.7%
White people	16.2%	7.3%	6.1%	6.1%	13.7%	7.7%	20.8%	4.7%	8.4%	3.4%	9.8%	4.6%	19.7%	8.9%
LGBTQ+ people	14.9%	13.0%	14.4%	6.4%	31.0%	11.0%	9.3%	11.6%	24.3%	6.3%	18.7%	7.4%	12.7%	16.2%

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SURVEY QUESTION 14

When you decided to take your current job, please indicate if any of the following were important to you.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Other (please specify)	3.6%	6.0%	0.4%	0.4%	0.9%	8.0%	1.9%	0.4%	0.4%	7.0%	0.7%	3.6%	5.3%	7.3%
None of the above	8.8%	7.3%	8.7%	8.5%	7.9%	9.6%	1.8%	3.0%	8.3%	13.9%	7.3%	10.0%	9.6%	5.8%
The compensation including salary and benefits	48.4%	49.3%	38.2%	30.4%	30.1%	37.2%	62.7%	41.9%	40.8%	34.5%	43.5%	34.6%	51.1%	57.7%
The ability to balance work and personal life	46.1%	49.7%	31.8%	47.0%	56.1%	42.9%	60.6%	38.0%	57.5%	44.5%	49.7%	44.3%	44.1%	52.7%
The ability to do hybrid or remote work	20.4%	27.3%	21.3%	23.3%	9.1%	13.7%	42.9%	26.1%	23.3%	21.1%	25.7%	22.7%	17.4%	30.0%
Equal opportunities for advancement and raises	35.0%	34.2%	48.8%	41.2%	22.3%	33.2%	42.7%	37.0%	45.6%	19.7%	45.8%	30.5%	29.1%	36.3%
The employer's diversity and inclusion policies	18.9%	11.2%	21.3%	16.9%	12.0%	19.1%	28.2%	11.6%	26.5%	18.3%	24.8%	16.6%	15.5%	8.1%
Having a chief / senior officer and a department devoted to diversity and inclusion	3.3%	5.6%	4.7%	9.3%	3.5%	6.5%	5.8%	3.1%	4.1%	5.6%	4.6%	6.4%	2.7%	5.2%
Other (please specify)	2.3%	1.4%	0.0%	0.0%	0.5%	8.0%	1.1%	1.2%	4.0%	2.5%	2.1%	1.5%	2.4%	1.4%

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SURVEY QUESTION 15

Have you ever thought about filing a lawsuit against your current or former employer, because of the way you have been treated in relation to your identity or background?

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Other (please specify)	0.2%	0.1%	0.3%	0.2%	0.0%	7.7%	0.0%	0.8%	0.0%	0.0%	0.1%	0.3%	0.3%	0.0%
Yes, I have discussed it with others	11.2%	7.4%	19.1%	4.9%	11.9%	30.1%	20.5%	5.9%	13.6%	9.6%	16.5%	7.6%	8.3%	7.4%
Yes, I have thought about it	18.4%	9.2%	20.3%	10.5%	14.9%	14.3%	23.5%	14.4%	21.4%	12.9%	21.3%	12.4%	16.8%	7.5%
No, I have not thought about it nor discussed it with others	65.2%	74.8%	52.5%	83.6%	68.1%	41.6%	55.9%	57.8%	62.9%	66.1%	58.5%	70.4%	69.0%	77.3%
No, this does not apply to me	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
No Response	4.9%	8.4%	7.8%	0.8%	5.1%	6.3%	0.0%	21.0%	2.1%	11.4%	3.7%	9.3%	5.6%	7.8%

SURVEY QUESTION 16

Please fill in the blank: Inclusion training makes our company _____

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Much weaker	4.2%	5.1%	3.8%	1.4%	9.4%	28.5%	1.5%	3.6%	5.6%	14.1%	4.4%	8.1%	4.1%	3.4%
Weaker	8.7%	4.7%	2.8%	3.7%	8.8%	6.4%	13.4%	5.6%	8.1%	11.4%	7.2%	7.6%	9.5%	3.0%
No different	33.4%	30.1%	44.1%	43.9%	12.5%	17.3%	25.7%	22.0%	25.7%	19.0%	31.4%	28.1%	34.6%	31.2%
Stronger	35.6%	31.9%	22.9%	20.3%	23.5%	30.0%	42.4%	32.7%	41.9%	29.9%	35.6%	27.1%	35.7%	34.6%
Much stronger	13.1%	19.9%	18.7%	29.8%	40.7%	11.5%	17.1%	15.1%	16.6%	14.2%	17.7%	19.7%	10.6%	20.0%
No Response	4.9%	8.4%	7.8%	0.8%	5.1%	6.3%	0.0%	21.0%	2.1%	11.4%	3.7%	9.3%	5.6%	7.8%

GENDER — Action-Based Metrics for Executive Leadership

SURVEY QUESTION 17

Complete the question: If you could put a price tag on how much racial issues are costing your company, what would you estimate it to be?

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Not at all	46.1%	45.8%	36.5%	31.4%	56.0%	47.5%	38.2%	28.5%	50.1%	47.6%	43.8%	38.7%	47.4%	49.8%
1-5% of revenue	25.5%	27.5%	17.0%	39.1%	19.5%	20.8%	29.7%	24.8%	22.2%	24.3%	21.7%	29.4%	27.6%	26.3%
5-10% of revenue	18.5%	14.2%	25.6%	17.4%	17.8%	20.0%	25.8%	21.3%	19.2%	10.6%	22.3%	15.0%	16.3%	13.7%
10% or more of revenue	5.0%	4.2%	13.1%	11.3%	1.5%	5.2%	6.3%	4.3%	6.5%	6.1%	8.5%	7.6%	3.1%	2.3%
No Response	4.9%	8.4%	7.8%	0.8%	5.1%	6.3%	0.0%	21.0%	2.1%	11.4%	3.7%	9.3%	5.6%	7.8%

SURVEY QUESTION 18

If you could improve the racial climate at work by 50%, how much would that be worth to you in terms of a pay increase?

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Not at all	41.9%	40.2%	25.5%	20.5%	33.3%	51.0%	24.7%	19.8%	38.5%	37.7%	32.0%	28.8%	47.4%	46.7%
1-5% of revenue	22.0%	24.5%	18.2%	28.4%	16.4%	30.6%	33.4%	25.8%	19.1%	21.6%	21.1%	24.8%	22.6%	24.4%
5-10% of revenue	21.0%	17.7%	15.3%	31.0%	36.7%	5.6%	26.6%	25.1%	29.2%	14.2%	24.4%	21.9%	19.1%	15.3%
10% or more of revenue	10.2%	9.2%	33.2%	19.3%	8.5%	6.3%	15.3%	8.2%	11.0%	15.1%	18.8%	15.2%	5.4%	5.7%
No Response	4.9%	8.4%	7.8%	0.8%	5.1%	6.3%	0.0%	21.0%	2.1%	11.4%	3.7%	9.3%	5.6%	7.8%

GENDER — Action-Based Metrics for Executive Leadership

SURVEY QUESTION 19

Please fill in the blank: I am ____ percent more likely to work for or stay longer at a company that has effective inclusion policies and programs.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Not at all	32.6%	24.0%	26.3%	20.7%	23.2%	41.4%	10.6%	11.1%	30.1%	22.2%	25.5%	20.0%	36.7%	26.3%
1-10%	11.9%	14.7%	7.1%	8.9%	10.5%	18.1%	16.5%	16.6%	19.2%	15.7%	14.7%	13.5%	10.4%	15.4%
11 to 20%	16.7%	10.4%	20.9%	16.8%	16.5%	13.1%	37.3%	10.9%	25.9%	7.7%	26.0%	11.5%	11.5%	9.7%
20 to 50%	15.9%	14.6%	8.1%	15.8%	9.1%	13.7%	13.2%	18.9%	9.7%	12.9%	9.8%	15.0%	19.2%	14.3%
50% or more	18.0%	28.0%	29.7%	37.1%	35.5%	7.4%	22.5%	21.5%	13.0%	30.0%	20.4%	30.6%	16.7%	26.4%
No Response	4.9%	8.4%	7.8%	0.8%	5.1%	6.3%	0.0%	21.0%	2.1%	11.4%	3.7%	9.3%	5.6%	7.8%

SURVEY QUESTION 20

When company leaders use inclusive language (e.g., together, communities of color, “we” and “us,” huddle, gather, everybody, etc.), they increase productivity by the following amount.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Not at all	36.8%	25.8%	29.9%	11.0%	33.7%	49.4%	17.4%	14.1%	38.0%	28.7%	31.9%	20.3%	39.6%	28.9%
1-10%	18.1%	15.7%	8.7%	18.5%	12.6%	9.8%	24.5%	19.9%	14.0%	8.8%	14.0%	14.1%	20.3%	16.6%
11 to 20%	20.0%	19.9%	20.7%	17.6%	8.0%	22.0%	26.2%	22.9%	25.5%	19.6%	23.8%	19.5%	18.0%	20.1%
20 to 50%	11.9%	12.4%	14.8%	16.0%	12.6%	6.7%	15.7%	9.4%	7.5%	13.5%	11.4%	13.6%	12.2%	11.7%
50% or more	8.3%	17.9%	18.1%	36.1%	28.0%	5.6%	16.1%	12.7%	12.9%	18.1%	15.4%	23.1%	4.3%	14.9%
No Response	4.9%	8.4%	7.8%	0.8%	5.1%	6.3%	0.0%	21.0%	2.1%	11.4%	3.7%	9.3%	5.6%	7.8%

GENDER — Action-Based Metrics for Executive Leadership

SURVEY QUESTION 21

In your opinion, which of the following notable individuals should your employer recognize when forming their inclusion awareness and training programs?

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
None of the above	21.9%	28.2%	18.1%	35.4%	20.5%	23.3%	10.2%	14.3%	20.6%	23.6%	18.0%	26.1%	24.1%	29.4%
Cesar Chavez	24.7%	20.8%	22.1%	12.3%	14.5%	29.1%	37.0%	18.9%	52.2%	39.7%	39.4%	26.4%	16.5%	17.6%
Vincent Chin	8.8%	9.0%	16.6%	6.8%	5.0%	22.6%	22.0%	14.1%	5.5%	4.8%	11.8%	7.4%	7.2%	9.9%
George Floyd	19.9%	23.0%	37.3%	18.3%	8.1%	16.9%	38.5%	23.2%	15.2%	17.6%	26.2%	18.8%	16.4%	25.4%
Martin Luther King	58.3%	50.9%	64.5%	49.1%	56.0%	28.7%	65.2%	45.6%	68.8%	46.3%	66.6%	46.9%	53.7%	53.2%
Wilma Mankiller	8.5%	11.6%	15.1%	8.3%	14.1%	12.1%	11.1%	9.7%	6.0%	5.9%	9.9%	7.5%	7.6%	13.9%
Other (please specify)	4.3%	4.5%	0.0%	5.0%	0.9%	6.7%	1.1%	3.5%	3.4%	3.7%	1.9%	4.2%	5.7%	4.7%

SURVEY QUESTION 22

Which of the following notable events should your organization recognize when forming their inclusion awareness and training programs?

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
None of the above	39.8%	40.2%	32.1%	40.0%	20.5%	39.5%	20.9%	29.1%	30.1%	36.5%	29.0%	36.5%	45.8%	42.3%
Atlanta Spa Shootings	23.5%	24.3%	27.2%	16.4%	14.8%	10.0%	42.3%	22.6%	39.6%	29.1%	35.7%	23.3%	16.6%	24.9%
Japanese American Internment	29.0%	24.3%	24.7%	14.1%	21.1%	12.8%	50.5%	22.9%	38.1%	18.6%	35.6%	17.7%	25.3%	28.1%
Selma to Montgomery Marches	27.3%	24.8%	32.3%	36.0%	20.0%	34.3%	36.9%	22.7%	33.6%	16.1%	33.6%	24.4%	23.8%	25.1%
Wounded Knee	24.8%	24.0%	29.4%	22.6%	51.9%	17.8%	25.2%	24.1%	34.3%	17.6%	31.5%	20.5%	21.1%	25.9%
Zoot Suit Riots	14.7%	16.0%	12.7%	15.3%	5.1%	6.1%	14.4%	13.4%	26.1%	13.6%	19.5%	14.0%	12.0%	17.1%
Other (please specify)	3.5%	3.6%	0.0%	3.3%	0.0%	7.7%	1.1%	0.6%	4.3%	1.1%	2.3%	1.9%	4.2%	4.7%

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SURVEY QUESTION 23

In your workplace, please indicate if experiences for the following groups have gotten **WORSE** compared to a year ago.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
None of the above	49.5%	57.3%	28.7%	45.7%	22.0%	41.6%	38.5%	40.9%	47.9%	46.3%	39.7%	45.2%	55.0%	64.2%
Asian Americans	10.9%	8.3%	14.6%	9.9%	15.3%	4.6%	33.0%	19.5%	9.0%	12.8%	14.9%	12.9%	8.7%	5.7%
Black People	18.3%	14.7%	40.5%	41.2%	19.0%	17.3%	15.6%	11.9%	15.0%	6.9%	23.4%	19.8%	15.4%	11.8%
Latinos or Hispanics	12.6%	6.2%	10.5%	4.1%	6.7%	19.9%	7.8%	3.9%	27.3%	21.5%	18.3%	12.3%	9.4%	2.7%
Native Americans	7.5%	3.2%	5.8%	4.2%	33.8%	12.2%	6.8%	2.7%	12.1%	1.0%	9.5%	2.6%	6.4%	3.6%
White people	13.0%	9.0%	10.9%	7.0%	13.9%	7.1%	14.1%	9.6%	8.3%	6.0%	10.2%	7.0%	14.6%	10.2%
LGBTQ+ people	8.3%	6.3%	9.3%	5.3%	2.3%	6.9%	19.9%	5.9%	9.4%	5.6%	11.0%	5.6%	6.8%	6.8%
Other (please specify)	1.2%	1.1%	1.2%	1.1%	0.9%	7.0%	0.0%	1.3%	1.1%	2.5%	1.0%	1.9%	1.3%	0.6%

SURVEY QUESTION 24

In your workplace, please indicate if experiences for the following groups have gotten **BETTER** compared to a year ago.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
None of the above	41.9%	48.6%	29.5%	38.0%	18.0%	37.0%	27.1%	34.0%	35.3%	41.9%	31.8%	39.2%	47.6%	54.0%
Asian Americans	8.8%	7.3%	4.4%	5.0%	8.0%	11.7%	36.8%	21.7%	14.8%	5.1%	15.0%	8.1%	5.4%	6.8%
Black People	21.0%	17.0%	32.6%	30.6%	20.1%	8.1%	25.0%	17.5%	13.5%	7.8%	21.7%	17.4%	20.6%	16.7%
Latinos or Hispanics	15.4%	12.8%	25.6%	15.0%	8.9%	9.9%	13.1%	7.7%	25.2%	25.2%	23.0%	18.3%	11.1%	9.6%
Native Americans	7.0%	2.9%	1.8%	5.6%	13.4%	8.4%	7.1%	3.7%	3.6%	3.5%	3.7%	4.3%	8.8%	2.1%
White people	19.0%	11.5%	18.7%	10.5%	33.4%	19.7%	23.5%	9.0%	13.3%	13.2%	17.0%	11.6%	20.1%	11.5%
LGBTQ+ people	11.4%	12.4%	13.3%	12.0%	8.5%	8.6%	15.0%	7.0%	17.3%	8.2%	15.5%	9.3%	9.1%	14.1%
Other (please specify)	2.0%	1.5%	0.0%	1.1%	3.1%	7.7%	1.1%	0.9%	3.3%	0.4%	1.9%	0.9%	2.2%	1.9%

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SURVEY QUESTION 25

In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented?

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
None of the above	35.4%	39.1%	9.0%	29.6%	19.9%	26.3%	25.1%	25.1%	35.0%	36.3%	24.7%	31.9%	41.4%	43.2%
Asian Americans	18.5%	18.2%	19.4%	10.7%	4.5%	5.7%	41.0%	36.1%	15.2%	11.6%	20.7%	15.6%	17.3%	19.7%
Black People	21.8%	18.9%	43.4%	45.3%	7.3%	12.8%	26.4%	17.5%	23.5%	7.8%	30.1%	22.5%	17.2%	16.9%
Latinos or Hispanics	18.5%	17.1%	14.6%	11.9%	9.7%	15.9%	23.5%	17.0%	23.5%	23.1%	20.4%	18.1%	17.5%	16.5%
Native Americans	17.3%	23.3%	19.3%	21.1%	55.3%	34.2%	30.0%	14.5%	14.5%	10.7%	19.3%	15.4%	16.2%	27.8%
White people	12.9%	9.9%	12.6%	2.3%	5.5%	6.7%	14.5%	5.9%	18.3%	16.3%	15.6%	9.5%	11.4%	10.1%
LGBTQ+ people	12.2%	12.6%	8.8%	14.2%	8.3%	9.7%	15.8%	9.2%	13.1%	5.0%	12.2%	9.0%	12.2%	14.6%
Other (please specify)	1.4%	0.9%	0.2%	0.6%	3.0%	8.0%	0.0%	0.0%	0.9%	0.0%	0.5%	0.3%	1.9%	1.2%

SURVEY QUESTION 26

In your company's diversity and inclusion programs, which of the following groups are under-represented as speakers and trainers?

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
None of the above	37.2%	40.7%	14.4%	24.1%	18.1%	28.0%	22.3%	21.6%	38.3%	45.8%	27.6%	33.9%	42.5%	44.6%
Asian Americans	18.1%	15.7%	17.4%	7.1%	8.6%	19.7%	34.1%	38.8%	15.1%	7.9%	18.9%	13.3%	17.6%	17.1%
Black People	22.3%	19.6%	38.0%	49.7%	5.7%	4.4%	21.8%	15.3%	14.4%	9.6%	23.1%	24.3%	21.9%	16.9%
Latinos or Hispanics	26.4%	19.5%	32.8%	21.2%	9.6%	16.9%	23.3%	19.7%	41.2%	25.6%	35.0%	22.9%	21.6%	17.6%
Native Americans	21.7%	24.0%	26.7%	23.9%	52.4%	23.8%	36.0%	13.8%	15.0%	20.8%	22.8%	20.7%	21.1%	25.9%
White people	8.2%	6.6%	7.9%	9.1%	8.1%	8.1%	20.1%	4.4%	5.0%	2.8%	8.5%	5.3%	8.1%	7.4%
LGBTQ+ people	15.1%	13.7%	9.6%	13.0%	33.0%	5.0%	12.4%	10.6%	11.6%	5.3%	11.5%	8.9%	17.1%	16.4%
Other (please specify)	0.8%	0.5%	0.2%	0.0%	0.0%	8.0%	0.0%	0.0%	0.4%	0.0%	0.3%	0.1%	1.1%	0.8%

SURVEY QUESTION 27

Please indicate the extent to which you agree or disagree with the following statements.

27A. In the workplace context, Asian Americans: Tend to be friendly.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	19.1%	17.2%	15.2%	7.1%	16.6%	42.3%	29.8%	16.6%	25.4%	17.8%	22.7%	14.3%	17.1%	18.8%
Agree	33.2%	38.7%	25.6%	48.1%	39.3%	19.8%	37.1%	35.9%	33.0%	29.2%	31.4%	36.8%	34.1%	39.7%
Disagree	8.8%	3.3%	5.6%	5.8%	26.1%	5.4%	14.0%	3.4%	11.6%	3.3%	10.3%	4.2%	8.0%	2.7%
Strongly Disagree	2.7%	2.4%	5.4%	3.4%	3.9%	2.8%	0.0%	1.8%	8.4%	4.1%	6.0%	3.4%	0.9%	1.7%
No Opinion	24.7%	23.3%	24.9%	22.0%	6.0%	10.7%	4.4%	12.0%	14.0%	26.9%	15.8%	22.3%	29.6%	23.8%
No Response	11.6%	15.3%	23.3%	13.6%	8.1%	19.1%	14.7%	30.3%	7.6%	18.8%	13.9%	19.0%	10.3%	13.2%

27B. In the workplace context, Asian Americans: Tend to be assertive.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	15.1%	8.7%	24.7%	11.8%	23.8%	38.7%	14.8%	6.8%	29.0%	11.0%	25.2%	11.0%	9.4%	7.4%
Agree	26.5%	25.5%	19.9%	16.8%	17.4%	19.5%	36.5%	20.2%	18.7%	22.8%	22.1%	20.2%	28.9%	28.4%
Disagree	15.2%	15.2%	13.5%	17.2%	32.6%	4.0%	17.9%	21.8%	12.8%	12.8%	14.2%	15.7%	15.8%	14.9%
Strongly Disagree	6.3%	5.8%	6.5%	17.9%	8.2%	1.8%	12.5%	4.9%	6.3%	4.2%	7.4%	9.0%	5.8%	4.0%
No Opinion	28.8%	30.2%	22.1%	25.0%	9.6%	20.8%	12.6%	16.2%	28.1%	31.0%	23.3%	26.2%	31.9%	32.4%
No Response	8.1%	14.6%	13.3%	11.4%	8.4%	15.1%	5.6%	30.1%	5.1%	18.2%	7.9%	17.9%	8.2%	12.8%

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27C. In the workplace context, Asian Americans: Tend to be team players.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	19.2%	17.9%	19.1%	8.5%	21.6%	39.6%	22.0%	18.2%	30.9%	31.5%	25.4%	21.3%	15.7%	16.0%
Agree	34.3%	37.7%	20.7%	42.3%	42.2%	27.1%	47.4%	46.0%	30.7%	21.9%	30.5%	33.3%	36.5%	40.3%
Disagree	8.2%	5.4%	7.4%	5.8%	18.1%	2.2%	10.5%	1.4%	9.9%	3.6%	9.3%	3.9%	7.5%	6.2%
Strongly Disagree	4.4%	2.5%	5.6%	8.0%	1.8%	1.9%	1.9%	1.9%	7.8%	2.6%	6.0%	4.4%	3.4%	1.4%
No Opinion	23.6%	23.6%	28.3%	23.7%	8.2%	17.0%	6.1%	8.4%	14.9%	26.5%	17.6%	22.2%	27.0%	24.3%
No Response	10.3%	12.9%	18.9%	11.7%	8.1%	12.2%	12.3%	24.1%	5.8%	13.9%	11.2%	14.9%	9.8%	11.8%

27D. the workplace context, Asian Americans: Tend to participate in communities other than their own.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	14.2%	11.8%	15.5%	21.8%	26.7%	36.9%	18.1%	11.6%	17.2%	11.4%	16.9%	15.4%	12.6%	9.8%
Agree	29.3%	29.8%	11.4%	18.7%	16.6%	30.0%	48.3%	31.5%	23.8%	25.9%	23.8%	24.5%	32.4%	32.7%
Disagree	14.6%	11.2%	23.7%	16.6%	36.4%	4.3%	6.6%	12.2%	28.1%	10.2%	23.2%	12.6%	9.8%	10.4%
Strongly Disagree	4.1%	3.9%	6.3%	4.7%	6.1%	0.9%	10.0%	2.1%	5.4%	3.4%	6.4%	3.6%	2.8%	4.1%
No Opinion	28.3%	29.9%	22.3%	35.7%	8.2%	13.3%	7.6%	16.4%	18.3%	29.4%	17.7%	29.0%	34.3%	30.4%
No Response	9.5%	13.3%	20.8%	2.4%	6.0%	14.5%	9.5%	26.3%	7.3%	19.6%	12.0%	14.7%	8.1%	12.5%

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27E. In the workplace context, Asian Americans: Tend not to discuss issues of race in the workplace.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	17.2%	12.3%	27.2%	8.3%	19.7%	35.8%	12.8%	13.9%	27.1%	17.4%	24.6%	13.9%	13.1%	11.4%
Agree	28.4%	24.1%	13.4%	10.1%	51.1%	16.9%	35.7%	25.5%	35.1%	18.2%	28.4%	16.7%	28.4%	28.4%
Disagree	9.3%	10.4%	7.3%	15.4%	5.5%	6.2%	13.1%	12.3%	8.7%	10.5%	8.9%	12.5%	9.6%	9.3%
Strongly Disagree	4.1%	3.8%	7.9%	8.6%	4.7%	4.0%	8.4%	5.7%	3.7%	1.9%	5.9%	4.9%	3.1%	3.1%
No Opinion	27.5%	32.8%	20.1%	44.4%	10.1%	20.8%	16.8%	12.3%	14.3%	30.2%	16.6%	31.8%	33.6%	33.4%
No Response	13.4%	16.6%	24.1%	13.2%	9.0%	16.4%	13.3%	30.3%	11.1%	21.9%	15.6%	20.3%	12.2%	14.5%

27F. In the workplace context, Blacks: Tend to be friendly.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	18.1%	15.9%	32.9%	11.1%	26.7%	35.2%	13.5%	12.5%	16.0%	14.6%	21.2%	13.3%	16.4%	17.3%
Agree	40.0%	38.5%	23.0%	51.8%	47.8%	34.7%	38.6%	30.4%	45.8%	22.6%	37.2%	34.2%	41.6%	40.9%
Disagree	5.9%	7.0%	7.6%	12.9%	14.0%	5.8%	11.3%	9.9%	8.5%	7.6%	8.8%	9.8%	4.4%	5.4%
Strongly Disagree	5.6%	1.5%	5.8%	0.4%	2.6%	3.0%	11.4%	2.5%	8.1%	1.1%	7.8%	1.1%	4.3%	1.7%
No Opinion	19.0%	20.5%	9.5%	13.0%	0.7%	4.9%	15.0%	15.7%	15.4%	26.7%	13.2%	19.7%	22.2%	21.0%
No Response	11.3%	16.6%	21.2%	10.9%	8.1%	16.4%	10.2%	29.2%	6.1%	27.4%	11.7%	21.8%	11.1%	13.7%

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27G. In the workplace context, Blacks: Tend to be assertive.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	13.9%	11.2%	31.0%	10.0%	27.9%	36.7%	12.7%	8.4%	20.9%	12.8%	22.9%	11.4%	8.9%	11.1%
Agree	34.1%	38.4%	17.1%	42.3%	52.7%	21.1%	36.0%	33.4%	40.4%	40.2%	32.4%	39.4%	35.0%	37.9%
Disagree	11.8%	8.4%	15.0%	15.1%	5.4%	6.9%	16.7%	12.4%	7.6%	5.6%	11.5%	10.1%	11.9%	7.4%
Strongly Disagree	6.1%	3.3%	9.5%	8.5%	1.7%	3.6%	8.7%	1.3%	3.4%	2.0%	6.2%	4.1%	6.1%	2.9%
No Opinion	24.8%	24.9%	15.8%	13.4%	4.3%	17.5%	15.4%	19.6%	20.3%	21.4%	17.8%	18.3%	28.8%	28.6%
No Response	9.3%	13.8%	11.5%	10.8%	8.1%	14.2%	10.5%	24.9%	7.4%	18.1%	9.2%	16.7%	9.3%	12.1%

27H. In the workplace context, Blacks: Tend to be team players.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	15.0%	15.6%	29.3%	13.3%	22.4%	37.6%	19.8%	10.8%	13.3%	14.5%	19.7%	13.8%	12.4%	16.7%
Agree	40.5%	37.7%	25.2%	48.5%	52.0%	32.9%	35.3%	30.1%	44.2%	27.1%	36.7%	35.1%	42.7%	39.1%
Disagree	7.9%	8.9%	6.2%	10.8%	19.3%	6.7%	16.8%	8.3%	5.7%	14.8%	7.9%	12.1%	7.8%	7.1%
Strongly Disagree	7.7%	2.9%	8.3%	6.5%	0.4%	1.8%	13.5%	4.6%	12.6%	1.7%	11.2%	3.9%	5.8%	2.4%
No Opinion	19.8%	21.5%	10.2%	12.9%	0.7%	6.2%	10.0%	18.5%	18.5%	24.0%	14.2%	19.0%	22.9%	23.0%
No Response	9.1%	13.3%	20.7%	8.2%	5.1%	14.8%	4.7%	27.7%	5.7%	17.9%	10.4%	16.2%	8.4%	11.7%

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27I. In the workplace context, Blacks: Tend to participate in communities other than their own.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	11.4%	11.4%	25.1%	10.5%	22.3%	34.5%	12.0%	9.9%	13.0%	13.3%	16.9%	12.1%	8.4%	11.0%
Agree	32.2%	32.4%	28.5%	42.1%	50.6%	31.4%	38.0%	20.0%	40.5%	20.1%	36.4%	27.9%	29.9%	34.9%
Disagree	13.2%	12.8%	9.0%	19.4%	13.9%	6.0%	20.1%	15.7%	14.2%	17.7%	13.5%	17.7%	13.0%	10.0%
Strongly Disagree	7.1%	3.3%	8.9%	2.4%	3.0%	8.0%	10.4%	6.1%	8.3%	4.3%	8.8%	4.0%	6.2%	2.9%
No Opinion	25.6%	27.6%	9.5%	21.0%	2.9%	9.9%	11.6%	21.3%	16.9%	28.5%	13.4%	24.3%	32.5%	29.5%
No Response	10.3%	12.6%	19.0%	4.6%	7.3%	10.2%	7.9%	27.0%	7.0%	16.1%	11.0%	14.0%	10.0%	11.8%

27J. In the workplace context, Blacks: Tend not to discuss issues of race in the workplace.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	12.3%	7.1%	16.4%	12.3%	19.4%	33.0%	6.3%	6.5%	17.4%	11.5%	15.3%	11.3%	10.6%	4.8%
Agree	25.5%	18.0%	15.8%	17.3%	45.7%	15.1%	42.8%	16.9%	31.5%	18.9%	28.6%	17.9%	23.7%	18.1%
Disagree	13.5%	20.3%	9.7%	19.0%	2.0%	9.8%	8.5%	16.3%	10.0%	10.5%	9.5%	14.5%	15.7%	23.7%
Strongly Disagree	10.8%	8.1%	18.0%	11.0%	13.0%	7.4%	9.5%	11.1%	16.0%	5.3%	15.5%	8.3%	8.2%	8.0%
No Opinion	24.5%	25.3%	15.6%	13.3%	12.5%	18.3%	17.0%	19.2%	15.7%	18.5%	15.8%	16.8%	29.4%	30.1%
No Response	13.4%	21.1%	24.4%	27.3%	7.3%	16.4%	15.9%	30.0%	9.4%	35.3%	15.3%	31.3%	12.4%	15.3%

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27K. In the workplace context, Hispanics: Tend to be friendly.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	22.1%	19.3%	32.7%	13.4%	20.4%	35.5%	17.3%	11.0%	25.7%	20.6%	26.5%	16.7%	19.6%	20.8%
Agree	33.1%	35.5%	22.8%	32.1%	46.5%	34.6%	49.2%	35.0%	45.4%	33.4%	38.8%	33.3%	29.9%	36.7%
Disagree	8.5%	7.8%	7.7%	20.3%	10.1%	0.6%	9.4%	6.8%	1.9%	2.8%	5.2%	9.5%	10.4%	6.8%
Strongly Disagree	6.5%	1.8%	1.9%	3.3%	5.6%	0.9%	3.1%	0.8%	7.0%	1.4%	4.7%	1.9%	7.6%	1.7%
No Opinion	18.4%	19.3%	11.5%	18.9%	8.4%	12.0%	11.2%	15.7%	12.8%	20.5%	12.1%	19.0%	22.0%	19.5%
No Response	11.3%	16.3%	23.3%	12.0%	9.0%	16.4%	9.7%	30.6%	7.2%	21.3%	12.8%	19.6%	10.5%	14.5%

27L. In the workplace context, Hispanics: Tend to be assertive.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	15.3%	8.7%	19.4%	10.5%	15.8%	38.5%	13.1%	7.5%	23.1%	15.6%	20.1%	12.8%	12.6%	6.4%
Agree	26.7%	31.9%	25.0%	37.8%	49.1%	20.6%	35.3%	24.8%	42.5%	34.8%	35.8%	33.8%	21.7%	30.9%
Disagree	12.5%	15.3%	6.6%	11.6%	6.7%	10.4%	15.9%	11.8%	9.1%	8.2%	9.4%	10.1%	14.2%	18.2%
Strongly Disagree	8.5%	3.3%	15.0%	8.2%	4.6%	1.9%	8.2%	2.6%	3.5%	1.9%	8.0%	4.2%	8.8%	2.7%
No Opinion	26.0%	29.1%	16.2%	29.0%	16.8%	19.7%	15.4%	23.5%	14.7%	21.5%	15.3%	24.4%	32.0%	31.7%
No Response	11.0%	11.7%	17.8%	2.9%	7.0%	8.9%	12.0%	29.7%	7.2%	18.0%	11.4%	14.7%	10.7%	10.0%

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27M. In the workplace context, Hispanics: Tend to be team players.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	18.2%	16.3%	31.6%	9.7%	18.7%	40.4%	18.1%	13.9%	26.3%	17.8%	26.5%	14.7%	13.5%	17.2%
Agree	38.3%	36.8%	26.7%	50.8%	52.4%	30.9%	45.7%	34.1%	45.9%	28.9%	39.8%	37.4%	37.4%	36.4%
Disagree	6.6%	6.0%	5.1%	6.5%	10.6%	0.0%	13.9%	5.6%	4.7%	6.5%	6.4%	6.3%	6.6%	5.8%
Strongly Disagree	4.1%	3.2%	2.5%	6.7%	4.4%	1.0%	4.9%	2.8%	2.9%	1.6%	3.1%	3.6%	4.7%	3.0%
No Opinion	23.8%	23.2%	13.8%	18.1%	8.4%	12.0%	12.3%	14.8%	14.4%	24.9%	13.7%	20.6%	29.4%	24.7%
No Response	9.1%	14.5%	20.3%	8.2%	5.4%	15.7%	5.2%	28.7%	5.9%	20.2%	10.4%	17.4%	8.3%	12.8%

27N. In the workplace context, Hispanics: Tend to participate in communities other than their own.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	12.3%	13.5%	12.0%	10.2%	14.6%	39.0%	19.4%	6.2%	29.1%	20.2%	21.7%	14.6%	7.0%	12.9%
Agree	39.8%	28.5%	19.3%	23.2%	36.5%	22.2%	41.6%	29.9%	36.9%	32.5%	32.0%	28.7%	44.1%	28.4%
Disagree	11.2%	11.5%	24.9%	17.3%	21.5%	6.9%	11.2%	15.5%	4.6%	6.1%	12.5%	11.6%	10.5%	11.4%
Strongly Disagree	5.2%	4.3%	5.4%	16.7%	8.3%	0.7%	7.7%	2.1%	4.4%	0.7%	5.4%	6.5%	5.2%	3.1%
No Opinion	21.1%	29.0%	17.6%	23.9%	11.8%	12.0%	10.7%	19.7%	16.3%	24.6%	15.7%	23.4%	24.2%	32.2%
No Response	10.4%	13.2%	20.8%	8.7%	7.3%	19.1%	9.4%	26.6%	8.6%	15.9%	12.6%	15.3%	9.1%	12.1%

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27O. In the workplace context, Hispanics: Tend not to discuss issues of race in the workplace.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	12.2%	10.8%	19.0%	12.1%	13.0%	33.0%	6.5%	4.3%	19.0%	14.6%	16.8%	12.2%	9.6%	10.0%
Agree	28.6%	24.2%	26.2%	23.6%	58.2%	18.7%	31.6%	21.9%	32.4%	25.0%	30.6%	23.9%	27.4%	24.3%
Disagree	12.3%	13.7%	5.2%	25.4%	5.9%	6.0%	18.0%	10.7%	9.6%	8.4%	9.5%	14.6%	13.8%	13.2%
Strongly Disagree	7.9%	5.1%	12.3%	7.0%	4.1%	3.2%	9.7%	6.1%	11.1%	6.7%	11.1%	6.6%	6.1%	4.2%
No Opinion	25.0%	30.4%	14.4%	22.3%	10.8%	21.8%	21.4%	25.9%	13.1%	23.6%	14.9%	23.5%	30.7%	34.3%
No Response	14.1%	15.8%	22.9%	9.7%	8.1%	17.4%	12.8%	31.1%	14.9%	21.6%	17.0%	19.1%	12.4%	14.0%

27P. In the workplace context, Whites: Tend to be friendly.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	14.5%	11.7%	14.4%	4.8%	19.3%	32.6%	10.8%	7.4%	12.3%	11.7%	12.8%	8.9%	15.4%	13.3%
Agree	39.6%	37.6%	36.3%	28.6%	29.6%	38.4%	55.8%	38.6%	48.9%	23.8%	45.7%	28.3%	36.1%	42.8%
Disagree	10.0%	11.2%	4.7%	14.5%	31.6%	6.8%	7.7%	7.3%	6.2%	18.2%	6.4%	14.8%	12.0%	9.1%
Strongly Disagree	8.3%	2.9%	11.2%	6.8%	10.7%	0.0%	4.5%	0.5%	9.9%	1.6%	9.4%	3.2%	7.6%	2.8%
No Opinion	16.3%	20.7%	12.6%	32.5%	0.7%	5.8%	10.2%	16.0%	12.9%	18.9%	12.2%	22.9%	18.6%	19.4%
No Response	11.4%	15.9%	20.8%	12.8%	8.1%	16.4%	11.0%	30.3%	9.7%	25.8%	13.5%	21.9%	10.2%	12.5%

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27Q. In the workplace context, Whites: Tend to be assertive.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	18.2%	17.8%	23.5%	14.5%	48.2%	48.1%	18.7%	15.0%	19.1%	21.7%	20.9%	18.4%	16.7%	17.5%
Agree	37.9%	34.0%	21.5%	42.9%	24.0%	30.8%	43.0%	30.6%	33.2%	24.5%	30.9%	32.0%	41.7%	35.1%
Disagree	10.5%	7.4%	9.1%	6.0%	4.0%	2.1%	7.6%	8.4%	18.2%	8.7%	13.3%	7.6%	9.0%	7.3%
Strongly Disagree	6.1%	2.0%	8.8%	8.7%	2.5%	0.9%	9.0%	3.0%	7.7%	0.2%	8.2%	3.6%	4.9%	1.0%
No Opinion	17.5%	23.6%	18.6%	16.6%	11.0%	9.5%	13.3%	16.1%	14.0%	22.8%	15.3%	19.3%	18.7%	26.0%
No Response	9.8%	15.2%	18.5%	11.2%	10.2%	8.6%	8.5%	26.9%	7.9%	22.1%	11.4%	19.0%	8.8%	13.1%

27R. In the workplace context, Whites: Tend to be team players.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	15.3%	12.2%	19.4%	4.6%	19.3%	33.9%	16.2%	8.9%	16.6%	13.5%	17.5%	9.9%	14.1%	13.6%
Agree	37.9%	38.1%	25.0%	34.1%	31.9%	40.5%	43.8%	34.4%	43.9%	21.0%	37.6%	28.2%	38.0%	43.8%
Disagree	11.8%	10.0%	22.5%	13.3%	29.3%	4.9%	12.7%	12.6%	9.1%	8.4%	14.3%	10.8%	10.3%	9.5%
Strongly Disagree	5.2%	3.7%	3.2%	22.0%	9.5%	0.9%	10.3%	2.4%	8.7%	3.7%	7.2%	9.7%	4.0%	0.3%
No Opinion	21.1%	21.5%	16.4%	14.8%	0.7%	4.7%	14.2%	15.0%	13.0%	30.7%	14.1%	22.1%	25.1%	21.2%
No Response	8.8%	14.4%	13.4%	11.2%	9.3%	15.1%	2.8%	26.9%	8.6%	22.7%	9.2%	19.3%	8.5%	11.6%

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27S. In the workplace context, Whites: Tend to participate in communities other than their own.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	13.8%	10.8%	25.0%	8.2%	15.0%	33.5%	13.2%	8.7%	17.8%	13.6%	19.3%	11.1%	10.7%	10.6%
Agree	34.2%	26.9%	19.2%	24.7%	35.0%	37.3%	38.5%	34.5%	36.5%	21.9%	31.2%	25.4%	35.8%	27.8%
Disagree	13.2%	16.6%	7.9%	18.4%	31.7%	6.0%	14.4%	15.5%	13.4%	10.9%	12.1%	14.3%	13.8%	18.0%
Strongly Disagree	10.5%	7.5%	16.6%	25.5%	9.8%	3.9%	14.3%	1.6%	11.2%	5.8%	13.4%	11.8%	8.9%	5.1%
No Opinion	18.0%	26.3%	12.9%	20.4%	0.7%	5.5%	8.4%	14.1%	15.6%	30.3%	13.3%	23.7%	20.7%	27.8%
No Response	10.3%	11.9%	18.4%	2.7%	7.8%	13.8%	11.3%	25.6%	5.5%	17.5%	10.7%	13.8%	10.0%	10.8%

27T. In the workplace context, Whites: Tend not to discuss issues of race in the workplace.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	15.3%	14.1%	22.5%	13.0%	15.3%	35.1%	14.6%	11.0%	23.8%	18.6%	21.7%	15.5%	11.7%	13.3%
Agree	27.4%	25.4%	15.4%	12.6%	15.6%	17.7%	30.2%	29.7%	28.8%	9.7%	24.5%	14.4%	29.0%	31.7%
Disagree	15.2%	10.9%	3.9%	17.4%	36.7%	8.8%	18.4%	9.3%	16.9%	12.8%	13.3%	13.8%	16.3%	9.2%
Strongly Disagree	7.1%	9.2%	16.6%	25.1%	6.8%	4.2%	8.8%	6.6%	5.6%	7.0%	9.7%	13.1%	5.7%	7.0%
No Opinion	22.5%	22.7%	18.1%	17.9%	16.9%	19.4%	15.8%	13.0%	13.7%	25.5%	15.6%	20.6%	26.4%	23.9%
No Response	12.5%	17.7%	23.5%	14.0%	8.7%	14.8%	12.3%	30.4%	11.2%	26.4%	15.3%	22.6%	10.9%	14.9%

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27U. In the workplace context, LGBTQ: Tend to be friendly.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	17.9%	21.8%	19.3%	13.0%	16.4%	36.9%	24.5%	14.3%	23.2%	23.2%	22.0%	18.3%	15.7%	23.8%
Agree	34.4%	39.2%	21.4%	45.0%	46.3%	31.4%	32.6%	29.0%	45.2%	29.9%	35.5%	35.0%	33.7%	41.6%
Disagree	7.7%	4.7%	17.4%	9.5%	8.7%	2.1%	8.2%	7.8%	5.0%	6.4%	9.6%	7.7%	6.7%	3.1%
Strongly Disagree	5.5%	1.1%	6.6%	2.1%	3.8%	0.9%	11.1%	2.5%	4.2%	0.9%	6.1%	1.6%	5.2%	0.8%
No Opinion	21.8%	18.4%	13.6%	19.4%	16.8%	12.2%	10.5%	17.8%	17.1%	22.2%	14.8%	20.3%	25.7%	17.3%
No Response	12.7%	14.8%	21.7%	11.0%	8.1%	16.4%	13.3%	28.6%	5.2%	17.4%	11.9%	17.1%	13.1%	13.4%

27V. In the workplace context, LGBTQ: Tend to be assertive.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	15.5%	12.8%	33.1%	9.3%	15.6%	32.5%	20.6%	4.0%	22.0%	27.2%	25.2%	17.0%	10.0%	10.4%
Agree	27.6%	30.7%	19.2%	40.1%	21.3%	29.1%	40.2%	29.8%	30.7%	18.6%	28.5%	28.1%	27.2%	32.1%
Disagree	11.7%	9.9%	14.7%	10.9%	27.7%	4.4%	12.3%	10.5%	9.3%	5.0%	11.8%	8.1%	11.6%	10.9%
Strongly Disagree	7.2%	4.3%	3.1%	3.2%	0.3%	0.0%	6.4%	3.4%	3.3%	1.3%	3.7%	2.3%	9.1%	5.3%
No Opinion	30.2%	29.0%	17.8%	32.8%	27.0%	22.8%	16.7%	23.8%	28.0%	30.8%	22.8%	30.2%	34.4%	28.3%
No Response	7.8%	13.4%	12.1%	3.7%	8.1%	11.2%	3.8%	28.5%	6.8%	17.1%	8.0%	14.3%	7.6%	12.9%

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27W. In the workplace context, LGBTQ: Tend to be team players.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	11.9%	18.8%	16.6%	12.2%	13.1%	34.7%	14.4%	14.5%	17.2%	24.1%	16.5%	18.4%	9.3%	18.9%
Agree	34.7%	34.4%	25.5%	47.0%	42.5%	29.7%	40.1%	25.6%	42.3%	22.1%	36.5%	31.5%	33.7%	36.0%
Disagree	10.6%	7.2%	8.7%	7.4%	11.3%	2.5%	13.6%	6.8%	9.3%	6.9%	9.8%	7.0%	11.1%	7.3%
Strongly Disagree	11.4%	1.8%	16.8%	2.6%	4.8%	0.5%	4.3%	2.4%	5.5%	1.6%	9.0%	2.1%	12.8%	1.6%
No Opinion	21.6%	24.5%	14.5%	20.4%	22.1%	18.5%	15.4%	22.6%	20.1%	27.6%	17.6%	24.1%	23.9%	24.7%
No Response	9.7%	13.4%	17.9%	10.4%	6.3%	14.2%	12.2%	28.1%	5.6%	17.6%	10.7%	16.9%	9.2%	11.4%

27X. In the workplace context, LGBTQ: Tend to participate in communities other than their own.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	12.3%	15.6%	18.0%	16.2%	14.1%	37.6%	19.3%	5.9%	16.6%	23.9%	17.5%	18.3%	9.4%	14.1%
Agree	34.9%	29.1%	25.4%	26.1%	48.2%	35.2%	42.1%	24.4%	38.7%	19.4%	35.1%	22.8%	34.8%	32.7%
Disagree	11.3%	10.1%	6.6%	4.7%	6.0%	0.8%	4.8%	14.6%	11.2%	12.3%	8.6%	9.9%	12.8%	10.3%
Strongly Disagree	7.2%	4.1%	15.0%	18.5%	1.3%	0.9%	9.0%	1.6%	7.3%	3.8%	10.0%	8.4%	5.6%	1.7%
No Opinion	22.7%	27.6%	9.2%	24.5%	23.5%	11.7%	12.4%	24.6%	18.6%	23.7%	14.6%	24.0%	27.2%	29.7%
No Response	11.6%	13.4%	25.8%	10.0%	7.0%	13.8%	12.5%	28.8%	7.5%	16.9%	14.2%	16.5%	10.2%	11.6%

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27Y. In the workplace context, LGBTQ: Tend not to discuss issues of race in the workplace.

	Overall		Black		American Indian		AAPI		Hispanic		CoC's		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Strongly Agree	8.8%	9.3%	26.6%	8.3%	12.7%	31.7%	4.3%	8.8%	13.8%	21.1%	16.3%	14.6%	4.7%	6.3%
Agree	28.0%	19.7%	18.8%	15.1%	46.5%	22.0%	35.1%	18.5%	28.6%	16.1%	26.8%	16.3%	28.7%	21.7%
Disagree	15.1%	16.6%	8.8%	36.6%	1.5%	8.2%	20.6%	7.3%	20.1%	11.6%	16.2%	19.4%	14.4%	15.0%
Strongly Disagree	7.4%	7.5%	4.4%	3.5%	7.7%	1.3%	4.0%	5.4%	10.4%	3.5%	7.3%	3.8%	7.5%	9.6%
No Opinion	26.8%	30.8%	14.9%	25.7%	23.5%	18.3%	21.3%	28.6%	19.1%	26.4%	18.2%	26.4%	31.7%	33.2%
No Response	13.8%	16.1%	26.4%	10.8%	8.1%	18.6%	14.8%	31.4%	8.1%	21.4%	15.1%	19.4%	13.0%	14.2%