



SpectraDIVERSITY
Powering Inclusive Cultures



Annual Spectra Assessment Report (ASAR)



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Letter From The CEO

“ *OUR MISSION: Spectra Diversity measures diversity, equity and inclusion in small to medium sized businesses, thereby providing data and insights to both individuals and their employers.*

Chris Jones | CEO

Welcome to the inaugural issue of the Annual Spectra Assessment Report (ASAR). The first of its kind, our report looks exclusively at small and medium sized businesses, rather than at the Fortune 500 global organizations featured in other reports. The businesses we include in our findings may have a two-person HR department, and may not have a named Chief Diversity Officer. Their challenge is to compete with larger organizations for diverse employees as they build an inclusive work culture.

The ASAR is based on the Spectra Diversity Inclusion Assessment – the only validated diversity and inclusion assessment which measures both the individual and the organization.

Our intent is to update this report annually, adding more data and more industries each year to provide additional insights and highlight DEI trends.

Our mission: Spectra Diversity measures diversity, equity and inclusion in small to medium sized businesses, thereby providing data and insights to both individuals and their employers.

The ASAR is another way Spectra Diversity seeks to fulfil its mission. I’m excited to share our unique data with you.

Chris Jones
Chief Executive Officer






ASAR Background

The events of 2020 included COVID, racial protests and a growing awakening of diversity, equity and inclusion among organizations of all sizes. At last, organizations are beginning to recognize that diversity, equity and inclusion is not only the right thing to do but is the wise thing to do from a business perspective. A significant amount of proof shows that diversity and inclusion improve business outcomes. Yet diversity alone is not enough: Inclusion is the key ingredient that brings real results. Without it, diverse hiring is a revolving door as diverse talent leaves when they are not truly embraced.

Diverse organizations are:

 **2X more likely**
to meet or exceed financial targets

 **3X more likely**
to be high performing

 **6X more likely**
to be innovative and agile

 **8X more likely**
to achieve better business outcomes¹

An October 2020 Deloitte survey of CEOs found that 96% agree that DEI is a strategic priority or goal.

However, those same CEOs may not know where to begin. Spectra Diversity maintains that organizations assess the situation prior to jumping into the work without a clear understanding of the situation. That's where the Spectra Assessment and the ASAR come in.

The intent of the ASAR is to provide additional insights into the diversity, equity and inclusion (DEI) progress being made, gaps that may exist, and a path forward for an inclusive culture and organization.



Looking Ahead

One of the aftermaths of COVID is the shift to technology-enabled remote working.

This presents an opportunity for companies to accelerate building inclusive and agile cultures—further challenging existing management routines. With its benefit of increased flexibility, remote working can facilitate retention of women and minorities, who often shoulder a disproportionate share of family duties. It thus widens access to an array of diverse talent that may not have been previously available to companies.²

We intend the data in this report to serve to move the diversity, equity and inclusion needle as organizations adjust to new ways of working. We also intend it to help reduce systemic racism which has become even more apparent in recent years.

¹ Deloitte, "[The diversity and inclusion revolution: Eight powerful truths](#)", January 2018

² McKinsey, "[Diversity wins: How inclusion matters](#)", April 2020



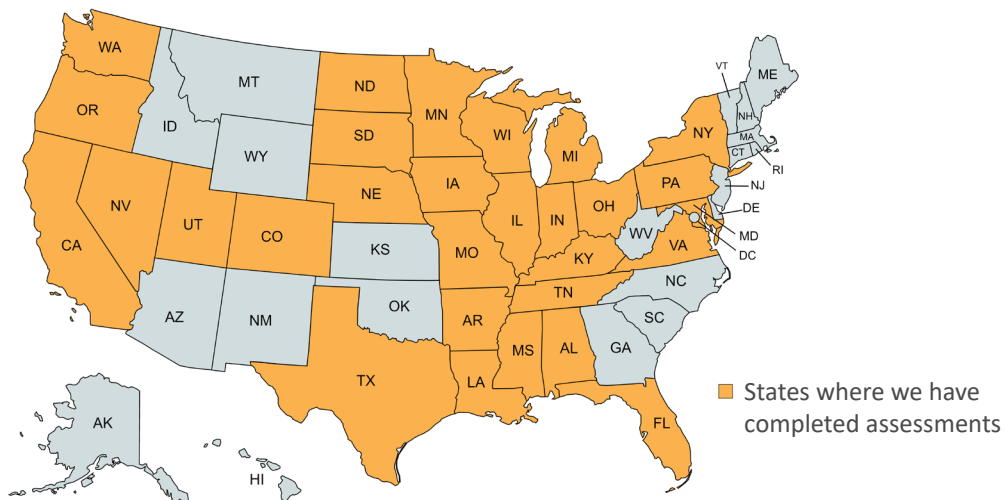


- DEI Categories
 - o Organization: Management, Culture, 3Ps (Policies, Practices and Procedures)
 - o Individual: Individual Beliefs and Interpersonal Skills
- Demographic Categories included in this report:
 - o Race/ethnicity
 - o Gender or gender identity
 - o Age
 - o Sexual orientation
 - o Ability



A total of 7,433 respondents are included in a psychometric analysis; those selected findings are presented in this report.

Report Data at a Glance





Methodology

The Spectra Diversity Inclusion Assessment™

The aim of the Spectra Assessment questionnaire is to give individuals and organizations a quick and meaningful assessment of how well individuals within an organization, and the organization itself, have/demonstrate attitudes and practices that support and promote diversity and inclusion. The questionnaire has no time limit and consists of 31 core Likert items with response options on an agreement scale (i.e., Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) or a frequency scale (i.e., Almost Always, Frequently, Sometimes, Rarely, Almost Never). In both cases, responses are scored as values ranging from 1 to 5.



The Spectra Assessment is administered through a custom-built online survey software platform that presents email invitations to staff within organizations. All individual responses to this questionnaire are kept confidential. No clients are given access to raw data from individual respondents. However, survey respondents are provided with an individual report of their responses.

For each assessment administration, the questionnaire remains accessible 24/7 to respondents for a set time on a secure website, making it available from work or home. The two-step login and verification process provide additional security and integrity. On average, respondents are given two weeks to complete the survey.

In keeping with the AERA/APA-NCME Standards (AERA/APA/NCME, 2014), Spectra Diversity reports have been developed at the organization-wide and individual levels to provide their intended audiences with appropriate interpretations of the reports and guidelines outlining the appropriate use of results. Spectra Diversity provides nine target populations (based on industry), which allow clients to compare their diversity and inclusion to that of other organizations in their industry and also against all respondents.





By the Numbers

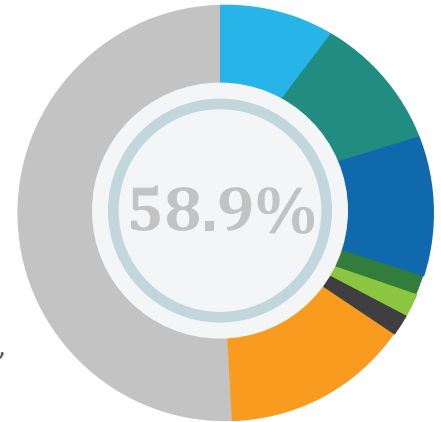
Race/Ethnicity

(participants could check "all that apply" so total percentage can exceed 100%)

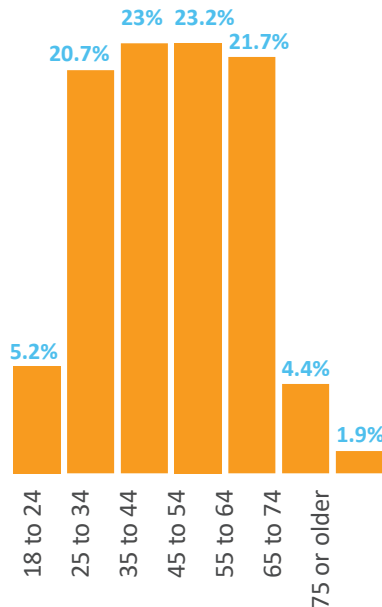


Industries

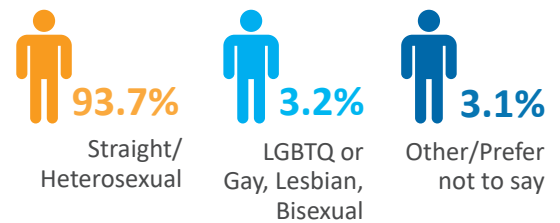
- Construction (8.5%)
- Education (8%)
- Engineering, Accounting, Research & Management Services (7.1%)
- Finance, Insurance, & Real Estate (58.9%)
- Manufacturing (0.3%)
- Public Administration (0.8%)
- Services (13.7%)
- Transportation, Communications, Electric, Gas & Sanitary Services (2.4%)



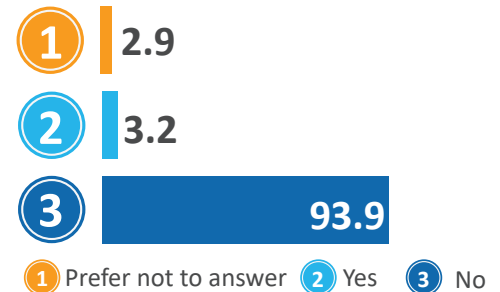
Age



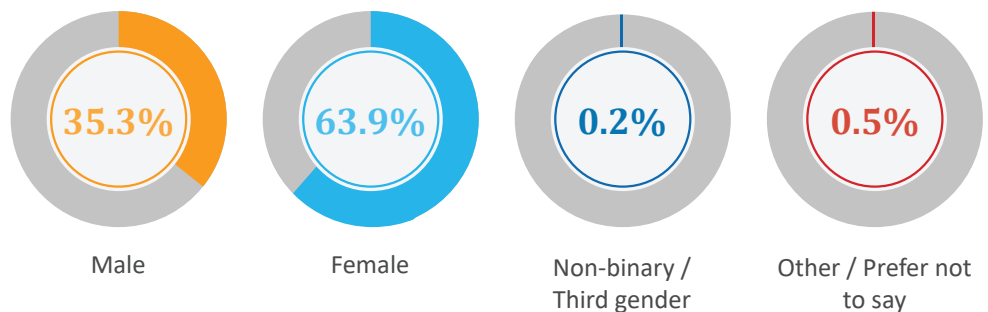
Sexual Orientation



Disability



Gender Identity





Management

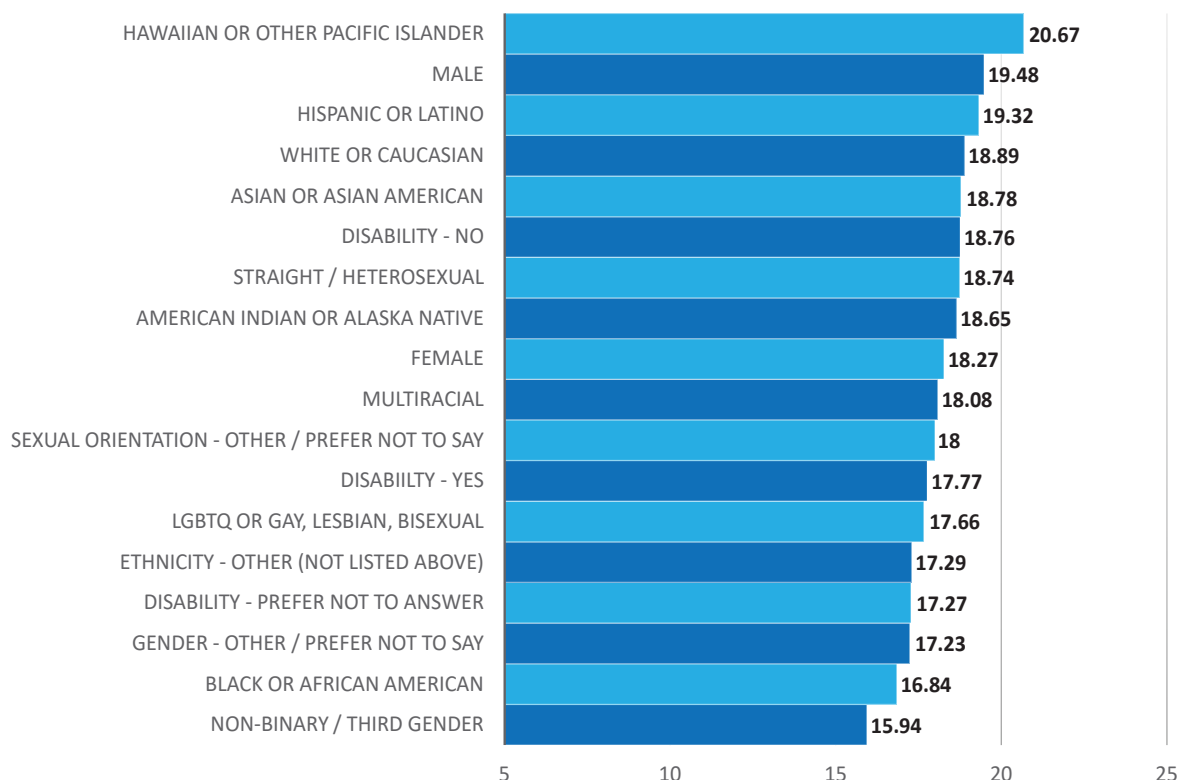
Management Insights

The goal of the research study was to answer the following question: Which respondents answer differently to the Spectra Diversity Inclusion Assessment. The authors hypothesize that Black employees and female employees are much more dissatisfied in the Management domain compared to white employees and male employees, respectively.

Importantly, the Spectra Assessment revealed that white straight men scored an average of 20.75 out of 25 points. In comparison:

- Employees who selected Non-binary/Third gender scored 2.65 points lower than Male employees ($B = -2.65$, $p < 0.01$) on average, out of 25 points
- Black or African American employees scored 1.86 points lower than White or Caucasian employees ($B = -1.86$, $p < 0.01$) on average, out of 25 points
- Employees who selected Other race/ethnicity scored 1.48 points lower than White or Caucasian employees ($B = -1.48$, $p < 0.01$) on average, out of 25 points
- Employees who selected that they prefer not to answer disability status scored 1.2 points lower than non-disabled employees ($B = -1.2$, $p < 0.01$) on average, out of 25 points
- Female employees scored 1.1 points lower than Male employees ($B = -1.1$, $p < 0.01$) on average, out of 25 points
- LGBTQ or Gay, Lesbian, Bisexual employees scored 1.04 points lower than Straight/Heterosexual employees ($B = -1.04$, $p < 0.01$) on average, out of 25 points

Management





Management

The Spectra Diversity data shows that LGBTQ or gay, lesbian, bisexual and differently abled employees scored lower than their white straight male counterparts. In addition, non-binary, third gender, or other gender identity individuals also had disproportionately negative opinions of management in comparison to their male counterparts.

This data is also supported by other sources in terms of attitudes towards LGBTQ, other gender, non-binary or third gender. “An ethnographic study of a large company in the United States revealed that 90% of respondents admitted they would not hire anyone they thought was gay, would not consider them the best or first choice for the position, and, if given the chance, would not rehire gay or lesbian employees already employed.”³

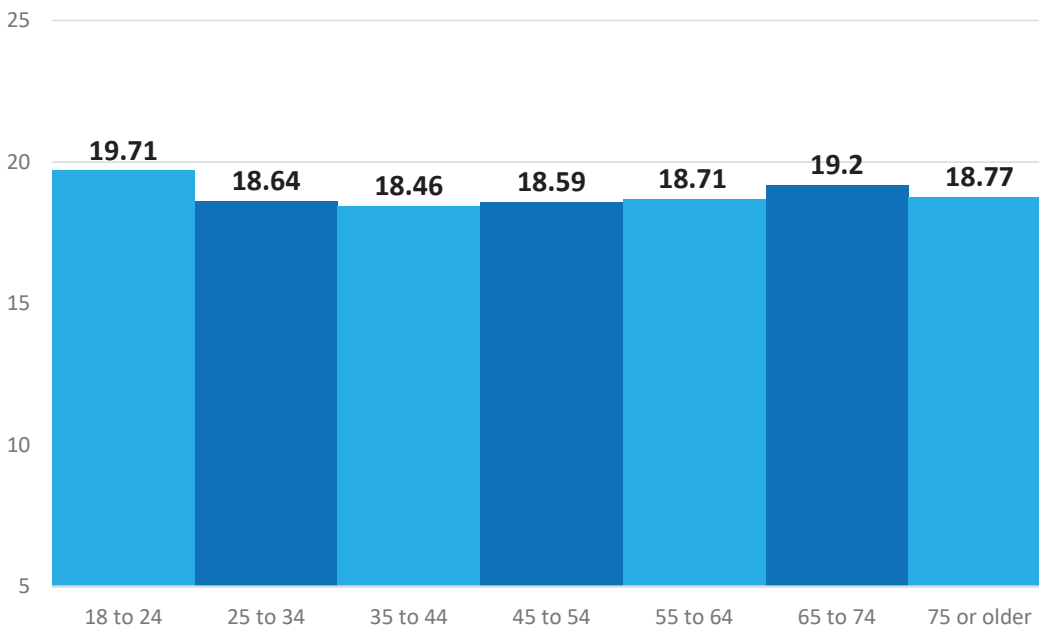
An analysis of a Race at Work survey found that some managers had reportedly taken a zero-tolerance approach to racism in the workplace, offering support to those on the receiving end of racism. This was not the norm. It was more common for ethnic minority

employees to state that managers were also one of the main culprits when it came to racism at work. In addition, managers were commonly described as being indifferent to racism.⁴

A McKinsey study found that “Women are less likely to be hired into manager-level jobs, and they are far less likely to be promoted into them—for every 100 men promoted to manager, 79 women are promoted. Largely because of these gender gaps, men end up holding 62 percent of manager positions, while women hold only 38 percent.” The same study found that “Women who are the only female at their management level are having a significantly worse experience than women who work with other women.”⁵

The ASAR report also reveals differences between age groups. We find it interesting that the oldest and the youngest people in an organization have the highest perceptions of management. These ratings are on a scale of 5-25.

Management



Key Findings

Straight white men are more satisfied with management than women, multiracial, Black and gay/lesbian/non-binary employees. Workers 55-75+ and those 18-34 also had a better perception of management's positive role in D&I.

³ [“Is it safe to bring myself to work? Understanding LGBTQ experiences of workplace dignity”](#), Baker & Lucas, 2017

⁴ [“Equality, Diversity, & Racism in the Workplace: A Qualitative Analysis of the Race at Work Survey”](#), Ashe & Nazroo, 2017

⁵ [“Women in the Workplace 2018”](#), Krivkovich, Nadeau, Robinson, Robinson, Starikova, & Yee, 2018



Culture

Culture is the arts, beliefs, laws, morals, customs, habits, symbols, institutions, and transmitted behavior patterns of a community or population.

Culture IS:

- Shared by all or almost all members of a social group.
- Something that older members try to pass on to the younger members.
- Something that shapes behavior or structures one's perception of the world.

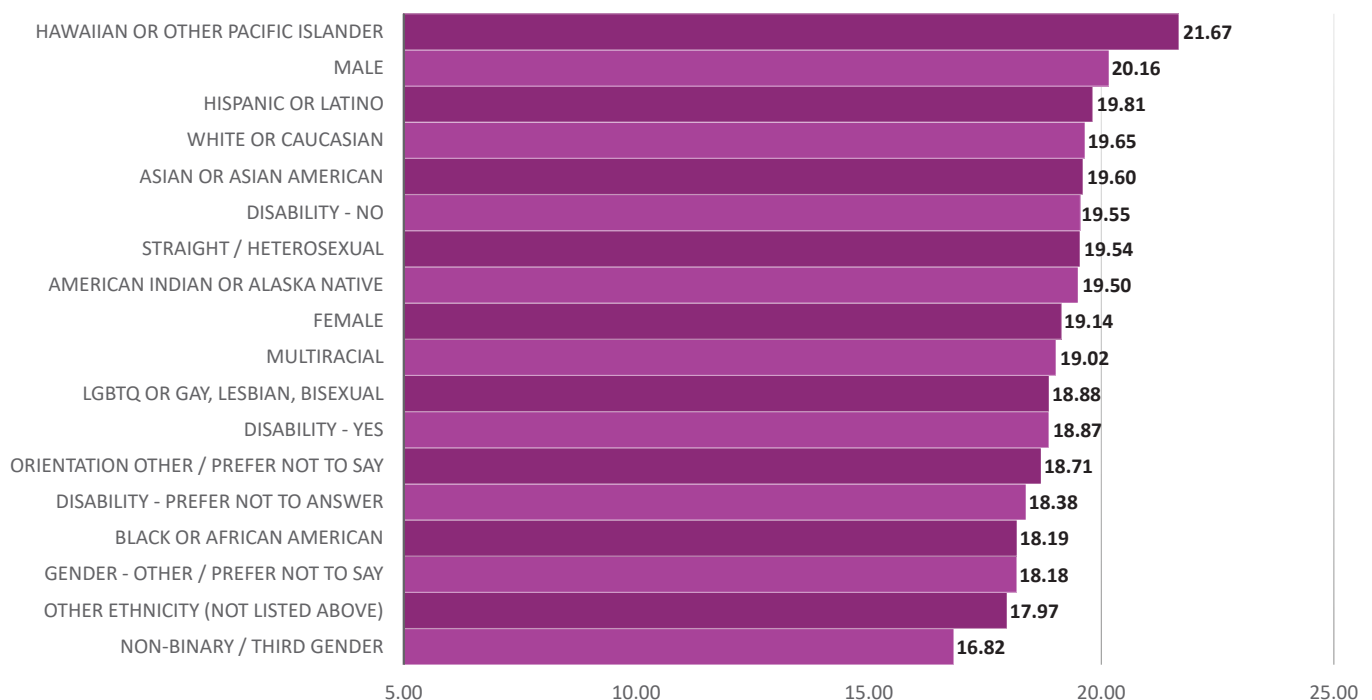
Culture is NOT:

- Right or wrong – culture is relative. There is no cultural absolute. Different nationalities simply perceive the world differently.
- About individual behavior – culture is about groups. It refers to a collective phenomenon of shared values and meanings.
- Inherited – culture is derived from the social environment. We are not born with a shared set of values and attitudes; we learn and acquire as we grow up.

The Spectra Assessment shows us which groups may feel marginalized or not included. The results for the Culture scale suggest that some classes of employees differed significantly from their more prevalent colleagues within those demographic groups. The Spectra Assessment revealed that white straight men scored an average of 21.20 out of 25 points. In comparison:

- Employees who selected Non-binary/Third gender scored 2.87 points lower than Male employees ($B = -2.87$, $p < 0.01$) on average, out of 25 points
- Employees who selected Other race/ethnicity scored 1.63 points lower than White or Caucasian employees ($B = -1.63$, $p < 0.01$) on average, out of 25 points
- Black or African American employees scored 1.35 points lower than White or Caucasian employees ($B = -1.35$, $p < 0.01$) on average, out of 25 points

Culture



Once again, Spectra Diversity's findings are supported by other studies.

In a study measuring support vs hostility toward LGBTQ employees in workplaces:

- More than 20% of the surveyed sample reported that their workplace climate can be both supportive and hostile at the same time.
- Others reported a workplace climate that was neither hostile nor overly supportive.
- 17% percent of the sample reported that despite a lack of perceived hostility in the workplace, support was also not apparent.⁶

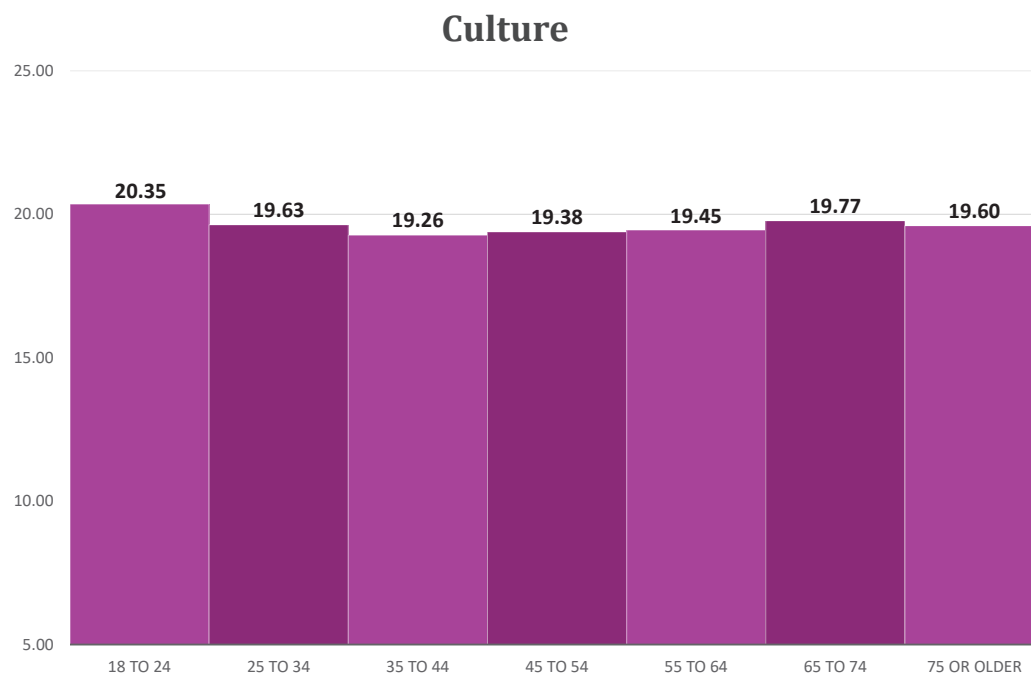
Workplaces are often characterized by Eurocentric norms that may pressure Black people to conform, suppressing Black cultural expression in the workplace.

- Black employees are often assessed as less professional if they wear their hair naturally textured to work.
- Black men are more readily accepted in corporate America if they remove facial hair to appear disarming.
- These negative judgments are built on cultural stereotypes and not demonstrated performance.⁷

Another interesting finding is that age makes a difference in employee perceptions of culture.

35 to 44-year-old employees scored 1.12 points lower than 18 to 24-year-old employees ($B = -1.12$, $p < 0.01$) on average, out of 25 points

In other words, Millennials had a less positive perception of their organization's culture compared to the "happier" groups of Gen Z employees and older employees.



⁶ "Reconsidering the LGBT Climate Inventory: Understanding Support and Hostility for LGBTQ Employees in the Workplace", Holman, Fish, Oswald, & Goldberg, 2018

⁷ "Equality, Diversity, & Racism in the Workplace: A Qualitative Analysis of the Race at Work Survey", Ashe & Nazroo, 2017



Key Findings

In general, the Spectra Assessment results show that participants have more positive feelings about their organization's Culture than their organization's Management or Policies, Practices and Procedures (3Ps).





Policies, Practices and Procedures (3Ps)

An organization's policies, practices and procedures are a small indication of the equity which employees feel may, or may not, be exhibited in the workplace.

One study revealed that:

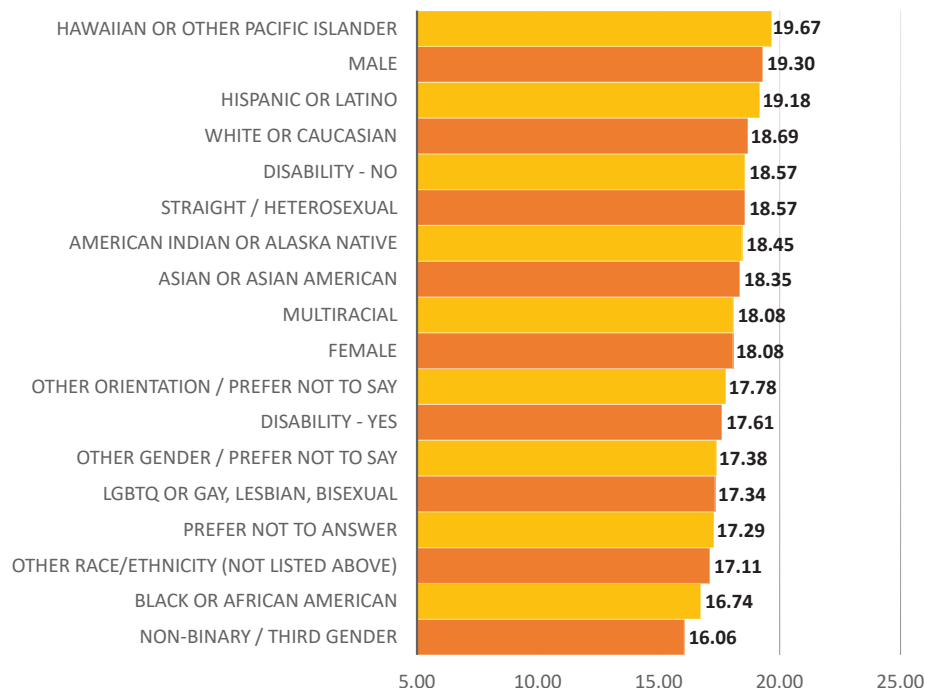
- 90% of transgender individuals surveyed reported experiencing harassment, mistreatment or discrimination on the job, or took actions like hiding who they are to avoid it.⁸
- A representative study detected that a high proportion of lesbian, gay, and bisexual respondents have faced workplace bullying.
- Results indicated that while the bullying rate for heterosexuals over a six-month period was 6.4%, this number was tripled for bisexuals (19.2%), and more than doubled for lesbians (16.9%) and gay (13.7%) individuals.⁹

These studies are reflected in the results from the Spectra Assessment. The results for the Policies, Practices & Procedures (3 Ps) scale suggest that 12 demographic classes of employees differed

significantly from their more prevalent colleagues within those demographic groups. The Spectra Assessment revealed that white straight men scored an average of 20.47 out of 25 points. In comparison:

- Employees who selected Non-binary/Third gender scored 2.18 points lower than Male employees ($B = -2.18$, $p < 0.05$) on average, out of 25 points
- Black or African American employees scored 1.79 points lower than White or Caucasian employees ($B = -1.79$, $p < 0.01$) on average, out of 25 points
- Employees who selected Other race/ethnicity scored 1.46 points lower than White or Caucasian employees ($B = -1.46$, $p < 0.01$) on average, out of 25 points
- LGBTQ or Gay, Lesbian, Bisexual employees scored 1.09 points lower than Straight/Heterosexual employees ($B = -1.09$, $p < 0.01$) on average, out of 25 points

Policies, Practices and Procedures (3Ps)



⁸ "Injustice at Every Turn: A Report of the National Transgender Discrimination Survey", Grant, Mottet, & Tanis, 2011

⁹ "Better Together: A Model for Women and LGBTQ Equality in the Workplace", Garcia Johnson & Otto, 2019

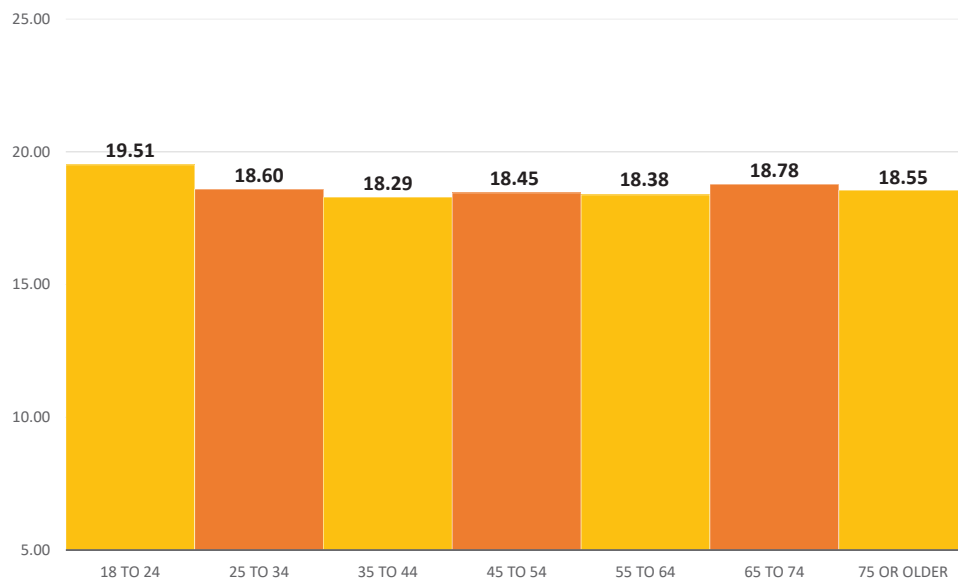




Policies, Practices and Procedures (3Ps)

The full range of Gen X employees (35 to 54) and young baby boomers (55 to 64) also scored lower than the Gen Z and Gen Y or millennial employees. This seems to show that ageism is a factor in company Policies, Practices and Procedures, which can impact promotions, raises and other similar practices. In fact, “Researchers have documented numerous negative effects of ageism toward older adults, including the tendency for older candidates to be less likely to be hired or promoted than equally qualified younger candidates.”¹⁰

Policies, Practices and Procedures (3Ps)



Key Findings

Policies, Practices and Procedures (3Ps) have a great impact on LGBTQ employees who may not feel comfortable “being themselves” at work. The 3Ps also negatively impact older employees as they attempt to remain on the professional ladder.

¹⁰ [“The Workplace Intergenerational Climate Scale \(WICS\): A self-report instrument measuring ageism in the workplace”](#), King & Bryant, 2016



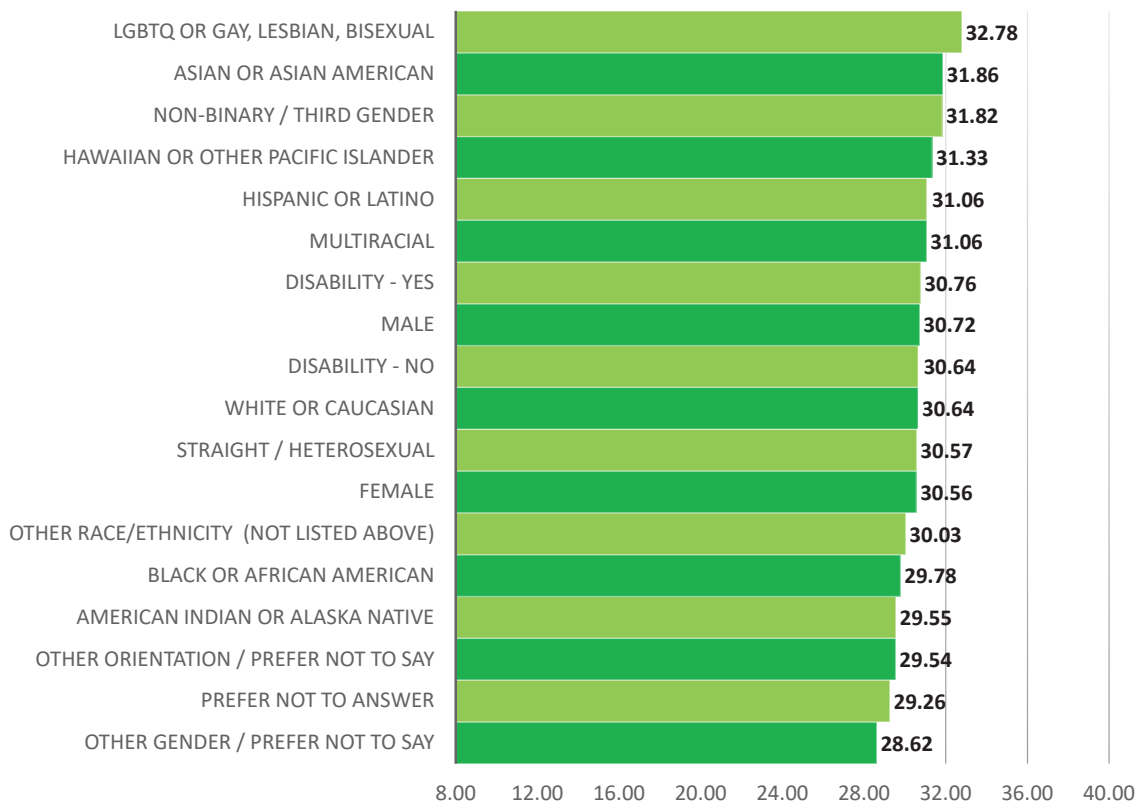
Individual Beliefs

Our beliefs are formed over time from many influences, and are based on our conscious and unconscious biases, how and where we were raised, and our work and life experiences. In terms of diversity, equity and inclusion, our individual beliefs are related to our emotional intelligence, resilience and our sense of belonging.

The category of Individual Beliefs showed less differences overall in comparison to Management and the 3Ps. Interestingly, many of the differences were age related. The intercept, or norm, is a white straight male without a disability. There were eight statements for a possible total of 40 points. Our notable findings include:

- Employees who selected that they prefer not to answer disability status scored 1.33 points lower than non-disabled employees ($B = -1.33$, $p < 0.01$) on average, out of 40 points
- Black or African American employees scored 1 point lower than White or Caucasian employees ($B = -1$, $p < 0.01$) on average, out of 40 points

Individual Beliefs



Individual Beliefs

Spectra Diversity's findings are in line with those of a recent McKinsey report which found that:

- Overall sentiment on diversity was 52 percent positive and 31 percent negative
- Sentiment on inclusion was markedly worse at only 29 percent positive and 61 percent negative
 - Hiring diverse talent isn't enough - it's the experience they have in the workplace that shapes whether they remain and thrive.¹¹
- There is a linear relationship between racial and

ethnic diversity and better financial performance.

- For every 10 percent increase in racial and ethnic diversity on the senior-executive team, earnings before interest and taxes (EBIT) rise 0.8 percent.
- Racial and ethnic diversity has a stronger impact on financial performance in the United States than gender diversity, perhaps because earlier efforts to increase women's representation in the top levels of business have already yielded positive results.¹³

Individual Beliefs



Key Findings

Individual Beliefs, formed over time through experience and cultural influences, showed less statistical differences among respondents in comparison to Management and 3Ps results. Differences were noteworthy by age more than by race/ethnicity, gender identity, or sexual orientation.

¹¹ McKinsey, "[Diversity wins: How inclusion matters](#)", April 2020

¹² "[Why diversity matters](#)," Vivian Hunt, Dennis Layton, and Sara Prince, January 2015



Interpersonal Skills

Interpersonal Skills include the ability to listen without judgement, speak in an inclusive manner, have conversations with those who are different from oneself and the ability to conduct introspection to gain insight into one's own biases.

When considering the above, inclusion is not a destination, it is a journey. In the Spectra Diversity Inclusion Assessment, one of the consistently lowest scoring statements for all participants is this:

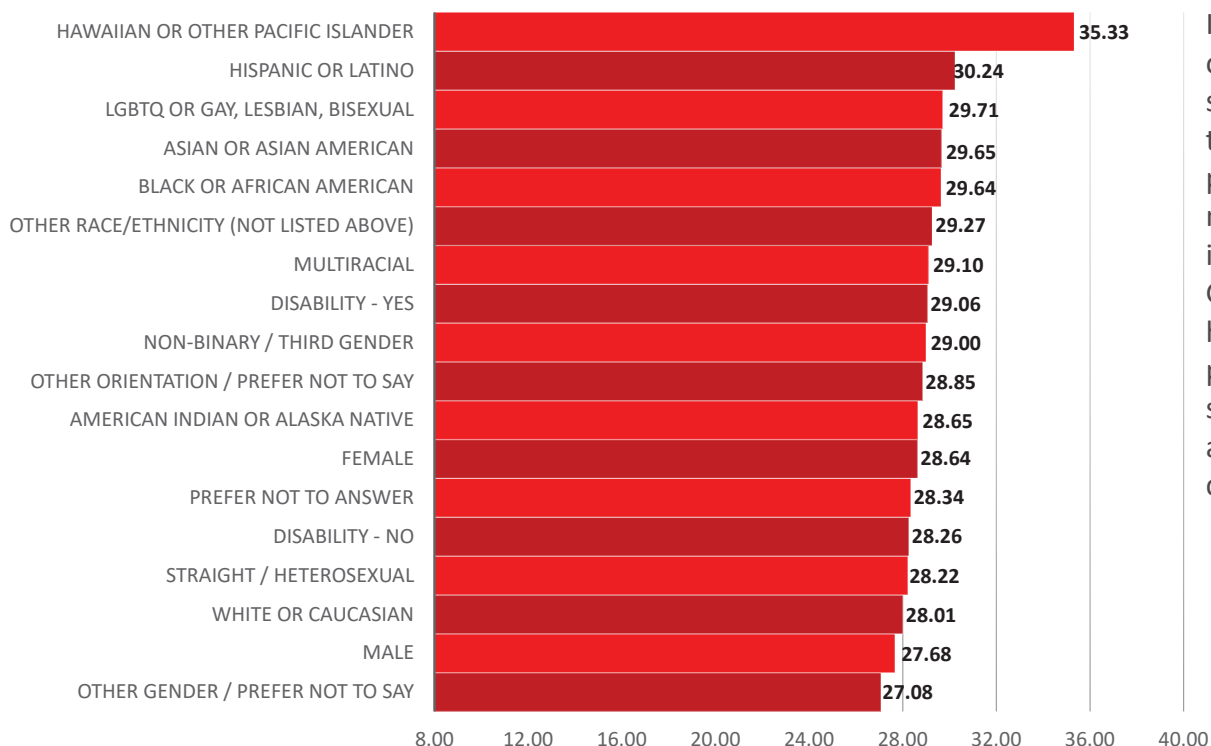
"I openly discuss diversity with my co-workers."

Difficult conversations are hard to undertake and starting them is not a topic taught in school. Yet discussing diversity can be learned through mentorship, trial and error, and recently, through DEI training.

Out of 40 possible points, nearly all participants regardless of race/ethnicity, gender or sexual orientation, scored within 3.27 points of each other, with the exception of Hawaiians or Other Pacific Islanders. The chart shows little variation in the participant's self-assessment of their own interpersonal skills. Those who identified as "gender other/prefer not say" and white, straight, men without a disability scored the lowest.

- Black or African American employees scored 1.2 points higher than White or Caucasian employees (B = 1.2, $p < 0.01$) on average, out of 40 points
- Hispanic or Latino employees scored 1.74 points higher than White or Caucasian employees (B = 1.74, $p < 0.01$) on average, out of 40 points
- Hawaiian or Other Pacific Islander employees scored 7.06 points higher than White or Caucasian employees (B = 7.06, $p < 0.05$) on average, out of 40 points

Interpersonal Skills



In contrast to other age group separations, the youngest participants felt the most confidence in their skills, and Gen X participants had the lowest perception of their skills. Even so, the age groups are closely aligned.





Interpersonal Skills

Interpersonal skills related to diversity equity and inclusion, can be correlated with those of emotional intelligence.

According to Daniel Goleman, an American psychologist who helped to popularize emotional intelligence, there are five key elements to emotional intelligence:

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social skills

Emotional intelligence is important to leadership. In addition, EI (emotional intelligence) and DI (diversity and inclusion) have a positive association.

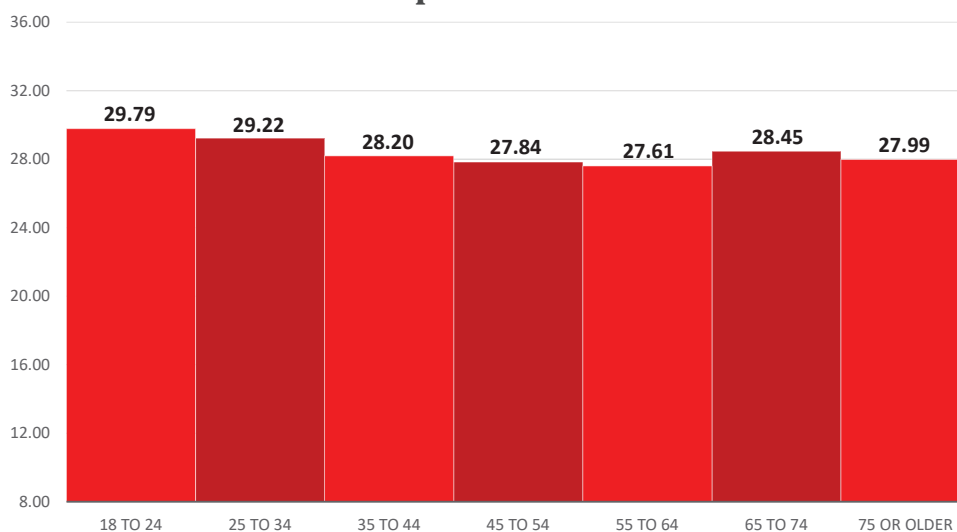
Managers with strong versatility (interpersonal effectiveness) are also seen as more supportive of DI by their direct reports. Managers with high versatility engage in personal behaviors that contribute to a diverse and inclusive team environment.

A recent study analyzed workplace dynamics specific to diversity and inclusiveness (DI) as it relates to managerial effectiveness. The findings illustrate a direct correlation between the interpersonal skills related to versatility and leveraging diversity to sustain an inclusive organizational culture.

The authors found:

- Despite individual behavioral styles or backgrounds, managerial effectiveness and organizational transformation is marked by the level of versatility (EI) an individual possesses. Managers can learn to be more versatile.
- Importantly, these evaluations came from the managers' direct reports, those who are in a particularly good position to determine managers' interpersonal effectiveness and DI behaviors.
- The study sheds light on the critical impact that department managers and, by logical extrapolation, leaders throughout the organization have on such a culture.
- Because versatility, or EI, has been shown to be amenable to learning and development, this provides at least one pathway for encouraging DI practices within organizations.¹³
- A growing body of research has shown the ability of EI to predict success in a variety of occupations and industries. Recent research notes that EI has better predictive ability for individuals with customer-facing roles or jobs that require a high degree of interpersonal interaction (i.e., jobs high in emotional labor) than it does for individuals in jobs with low emotional labor (Cherniss, 2010).

Interpersonal Skills



Key Findings

Interpersonal Skills, like an individual's belief systems, are formed over time through experience and cultural influences. The lowest scoring group is often the group with the most power in an organization: white straight men without a disability.

¹³ Journal of Psychological Issues in Organizational Culture, "Managers' Interpersonal Skills and Their Role in Achieving Organizational Diversity and Inclusiveness", Casey Mulqueen PhD, Amy Kahn PhD, J. Stephen Kirkpatrick PhD, Oct. 26, 2012





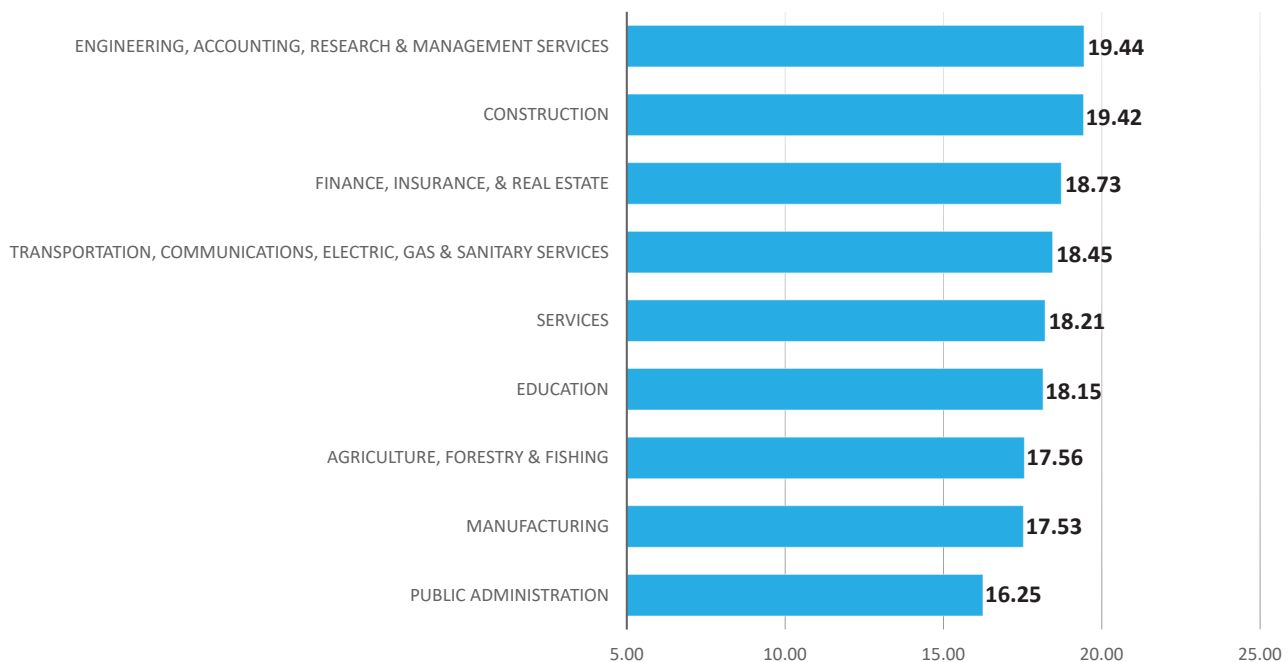
Industries

As the Spectra Diversity Inclusion Index grows over time, more insights will develop. Currently, we can see that there is variation across industries in our three organizational categories of Management, Culture and the 3Ps (Policies, Practices and Procedures).

Management

A 2015 Gallup poll shows employees supervised by highly engaged managers are 59 percent more likely to be engaged than those supervised by actively disengaged managers. With only about 30 percent of U.S. employees engaged in their work and workplaces, this shows the value of leadership in defining and rewarding key behaviors that can be modeled at every level, especially behaviors that foster inclusion.¹⁴

Management Perception by Industry



Organizations are defined by their managers, who translate high-level strategies into frontline action. They hold the key to employee morale, productivity, safety, creativity and turnover. In short, a great manager improves lives and performance; a poor manager can destroy both.



Key Findings

DEI change that isn't embraced at the top, isn't likely to impact change below. All industries show room for improvement.

¹⁴ GALLUP, "[Managers With High Talent Twice as Likely to Be Engaged](#)", Jim Harter, April 2, 2015





Industries

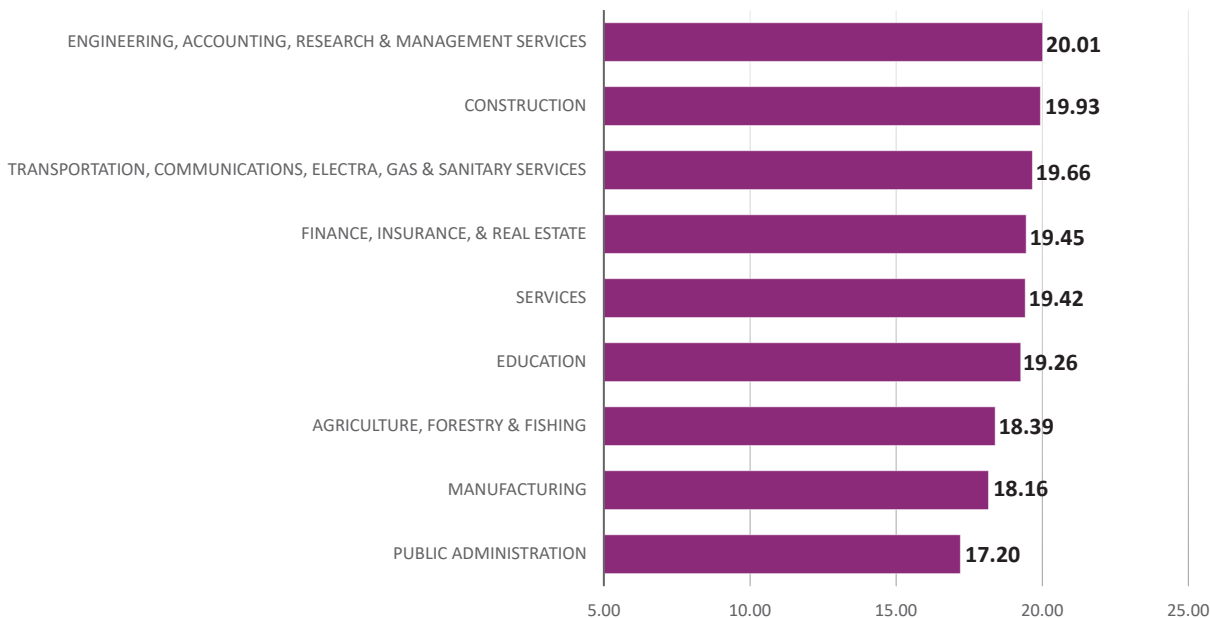
Culture

The ASAR shows a significant amount of variance between industries in terms of culture. Most notably, civil servants, or Public Administration employees, are consistently in the lowest scoring industry. A study about civil servants' level of engagement and emotional tax they experience in their roles showed that:

- Civil servants have much more limited access to economic gains than their private sector counterparts, potentially harming their incentive to be more productive.
- In the face of such challenges, civil servants likely demonstrate a unique form of engagement that enables them to remain invested in the performance of his or her role.¹⁵

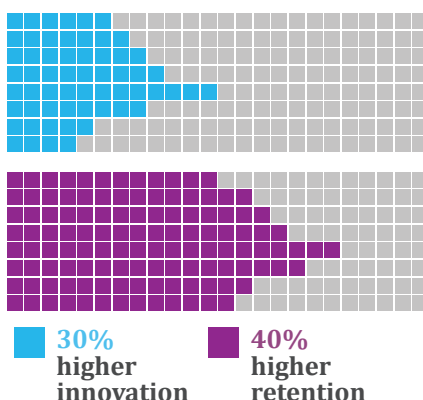
The ASAR shows that Transportation, Services, Finance, Engineering and Construction are above the norm whereas Public Administration, Manufacturing and Education fall below the same norm.

Culture Perception by Industry



Key Findings

Culture varies greatly among differing industries. Organizations with highly engaged employees outperform others in earnings, and their employees are less likely to leave. Self-motivation can be a big factor in driving individual performance and job retention.



30%+ and 40%+:

Organizations that actively manage their cultures usually have 30 percent higher levels of innovation and 40 percent higher levels of retention.¹⁶

147%



87%



147%+ and 87%+:

Organizations with a highly engaged workforce outperform their competitors by 147 percent in earnings per share and their employees are 87 percent less likely to leave.¹⁷

¹⁵ "Emotionally Engaged Civil Servants: Toward a Multilevel Theory and Multisource Analysis in Public Administration", Levitats & Vigoda-Gadot, 2019

¹⁶ Deloitte Review, "Bersin, Josh, Becoming Irresistible: A New Model for Employee Engagement", Issue 16, 2015

¹⁷ Gallup, "How Employee Engagement Drives Growth", Accessed September 10, 2018





Industries

Policies, Practices and Procedures (3Ps)

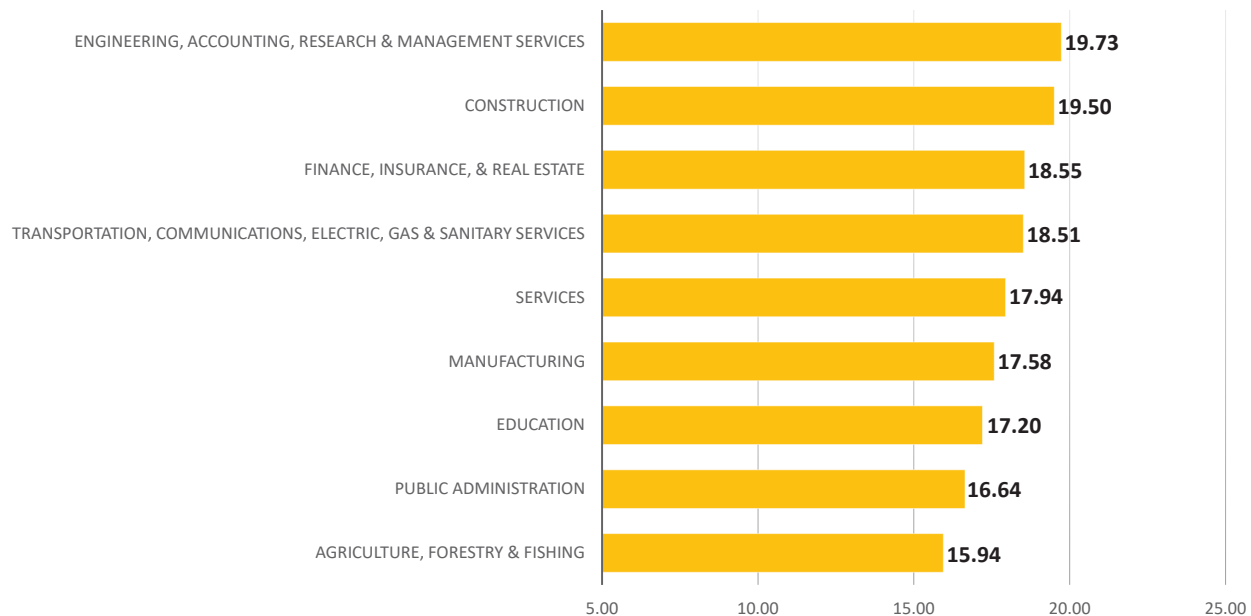
Policies, Practices and Procedures are the nuts and bolts of running an organization. Spectra Diversity believes the 3Ps are most closely tied to equity and the talent lifecycle.

For example, new hiring policies and goals to boost diversity won't necessarily create an inclusive work environment.

- When leaders focus their diversity and inclusion efforts on new hires and the internal pipeline, they aren't paying attention to the overall culture of the employee experience.
- It's important that leaders look at the day-to-day employee experience and develop conditions that promote and support inclusion.
- Leaders must design a way to measure the impact of diversity and inclusion on company culture and bottom-line performance.

Once again, Transportation, Services, Finance, Engineering and Construction scored above the norm. This time, the Services sector fell slightly below the norm, followed by Public Administration, Manufacturing and Education.

Policies, Practices and Procedures Perception by Industry



Key Findings

It is difficult for individual employees to impact their company's 3Ps. However, the 3Ps are also the most wide-reaching area ripe for organizational change. Through revamped hiring practices, 360 management standards updates, or inclusion practices tied to pay raises, a company may yield positive results, even before employee hearts and minds are changed with the help of DEI training and sustainment activities.





SpectraDIVERSITY
Powering Inclusive Cultures

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