



SpectraDIVERSITY
Powering Inclusive Cultures

Annual Spectra Assessment Report (ASAR)

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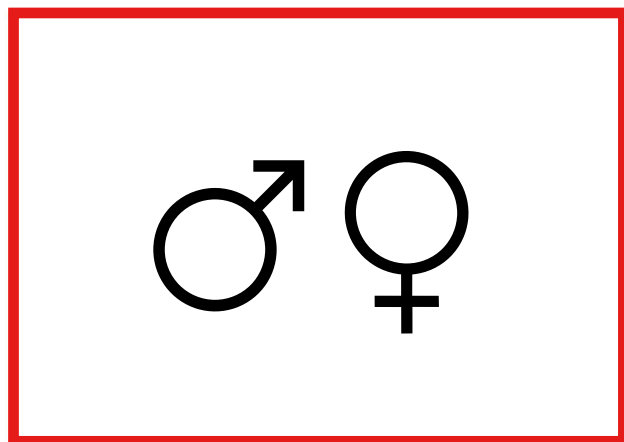
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Letter from the CEO



“ 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 second issue of the Annual Spectra Assessment Report (ASAR). Our intention is that each year this report will deliver some type of unique insight into diversity, equity and inclusion in small and medium sized businesses.

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 first report looked at four years of data. This report looks at two years of data – which covers the start of the pandemic and the social unrest after the murder of George Floyd up to the end of 2021. In this report we take a deeper dive into the intersectionality of race/ethnicity and gender identity in lieu of examining individual beliefs and interpersonal skills of our participants. We also look at our three organizational categories (Management, Culture and Policies, Practices and Procedures) as well as industries.

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

A handwritten signature in black ink that reads "Chris Jones". The signature is fluid and cursive.

Chris Jones

CEO, Co-founder

Spectra Diversity Inc.



ASAR Background

In 2021, the ongoing COVID pandemic and its accompanying restrictions challenged efforts to increase organizational DEI. However, increasing awareness of the importance of diversity, equity, and inclusion in the workplace and beyond—in no small part as a result of the events of 2020—continues to influence change. One of the ways in which this is reflected has been through recruitment efforts for DEI positions. An executive briefing through the Boston College Center for Work and Family shares that, «Since the summer of 2020 alone, job listings for diversity and inclusion have been posted 4.3 times more frequently than before.»¹

That same briefing explains that not only is the workforce growing more diverse and demanding change from within; the greater collective consciousness around diversity, equity and inclusion is also leading to action without. Socially conscious customers are more apt to patronize and advertise DEI-supportive businesses and to criticize on social media and/or boycott those that are not.

The body of research around organizational DEI continues to demonstrate clear evidence that diverse organizations are:



2X more likely
to meet or exceed financial targets



6X more likely
to be high performing



3X more likely
to be high performing



8X more likely
to achieve better
business outcomes²

Spectra Diversity helps organizations better assess where to focus their DEI efforts so that they are most beneficial and sustainable. The Spectra Assessment and the ASAR were designed with that in mind: 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

In 2022, Lyra Health, Boston University, and Future Workplace conducted a survey to determine the top five HR priorities. Those were, in order: employee experience, leadership development, learning transformation, next-generation leaders, and people analytics. In 2021, that same list saw a remarkable shift, with priorities in order being: employee wellbeing/mental health, DEI, leadership development, employee experience, and managing remote workers. We foresee DEI continuing to be a top priority for organizations moving forward.

“For leaders to lead with an inclusive mindset...requires articulating an authentic commitment to diversity...and holding managers accountable for creating an inclusive work environment for all workers-on-site and remote.”³

1 Victoria DiMillo, Alexis Brown, and Brad Harrington, “[Addressing Race in the Workplace: Advancing Diversity, Equity, and Inclusion](#)” (Boston College Center for Work & Family: 2021).

2 Deloitte Touche Tohmatsu Limited, “[The diversity and inclusion revolution: Eight powerful truths](#)” (January 2018)

3 Jeanne Meister, “[Five Strategic HR Priorities For 2021](#)” Forbes (May 28, 2021).



Executive Summary

The ASAR includes:

- DEI Categories
 - Organization: Management, Culture, 3Ps (Policies, Practices and Procedures)
 - Intersectionality: Gender identity and Race/ethnicity
- Demographic Categories included in this report:
 - Ability
 - Age
 - Gender / gender identity
 - Race / ethnicity
 - Sexual orientation
 - Veteran status



In only our second year, Spectra Diversity more than double the number of participating clients. In addition to cross-referencing the DEI and demographic categories, in 2021 we collected industry data from 112 clients from ten industries to present our statistically significant insights. A total of 7179 respondents are included in a psychometric analysis; those selected findings are presented in this report.

Each of these clients received detailed data reports letting them know where they are on Spectra Diversity's 5-stage Maturity Model and a ranking on their Management, Culture and 3Ps. The goal of the assessments was to provide each organization with a clear view of their position in terms of diversity, equity and inclusion so they may forge a strategic path forward.



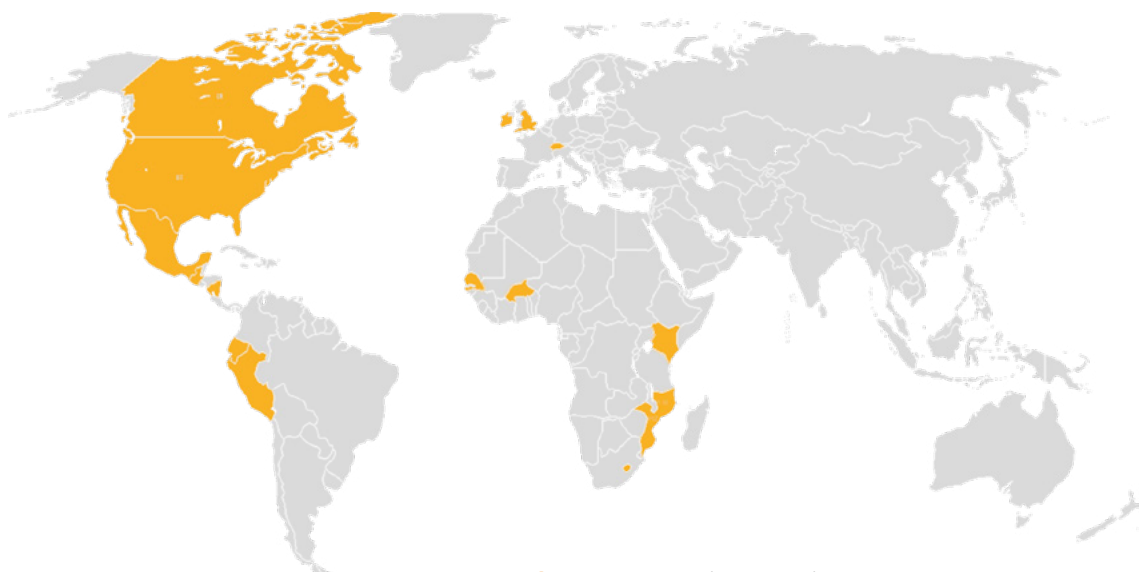
112 clients



10 industries



7,179 respondents



● Countries where we have completed assessments



Methodology

The Spectra Diversity Inclusion Assessment™

The aim of the Spectra Assessment 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, integrity and anonymity. 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.



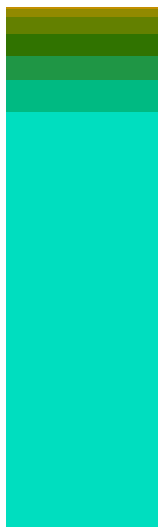
By the Numbers

Industries



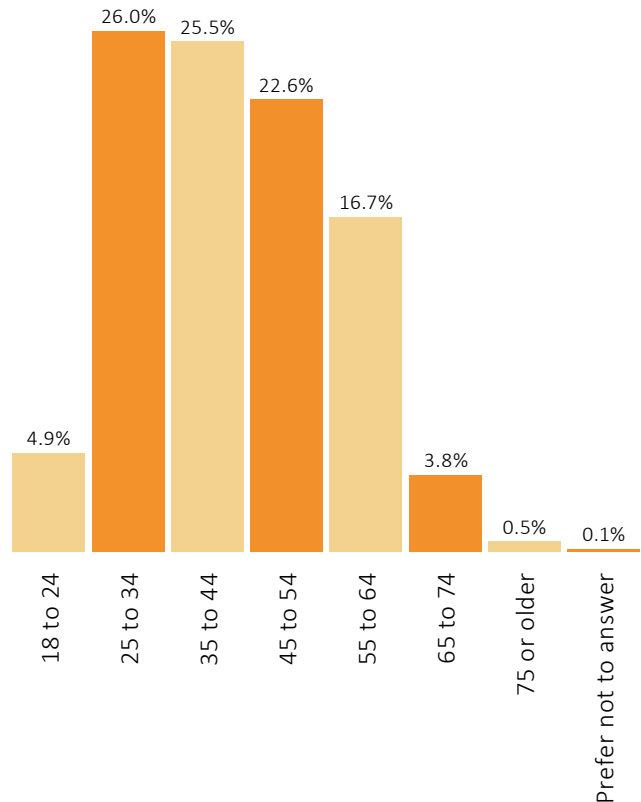
Race / ethnicity

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

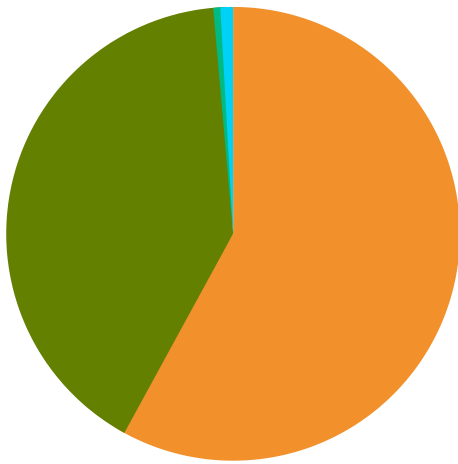


| | |
|-----------------------------------|-------|
| American Indian / Alaska Native | 0.3% |
| Asian / Asian American | 4.7% |
| Black / African American | 6.1% |
| Hawaiian / Other Pacific Islander | 0.1% |
| Hispanic / Latino | 3.3% |
| Multiracial | 4.2% |
| Prefer not to answer | 1.5% |
| White / Caucasian | 79.8% |

Age

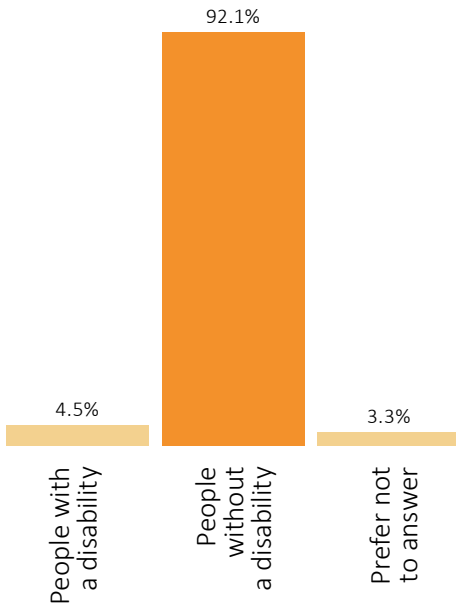


Gender identity

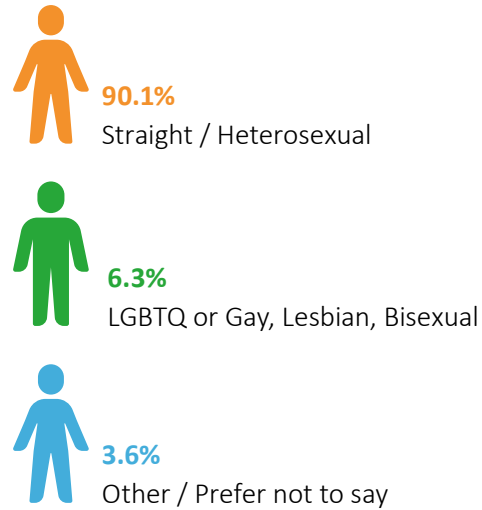


| | |
|---------------------------|-------|
| Female | 57.9% |
| Male | 40.6% |
| Non-binary / Third gender | 0.5% |
| Other / Prefer not to say | 0.9% |

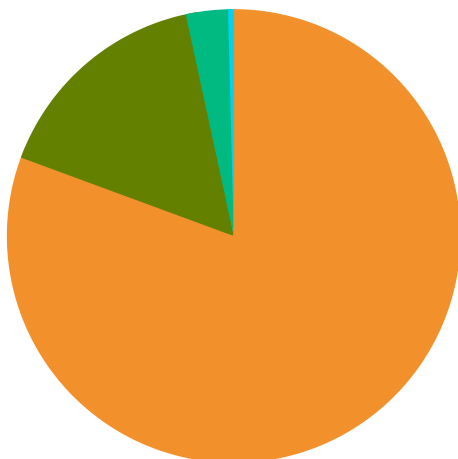
Ability



Sexual Orientation



Veteran status⁴



| | |
|--|-------|
| Not a veteran | 80.7% |
| Did not respond | 16.0% |
| Veteran or active military | 3.0% |
| Does not apply / Prefer not to answer veteran status | 0.4% |

⁴ The did not answer for veteran status includes those who responded to the Spectra Assessment prior to the addition of the veteran question, which occurred in 2020.



Management

A shift to fully remote or hybrid working environments due to the COVID pandemic occasionally results in organizational mismatch between existing management practices and the most effective management approach in this new environment. However, the change also “presents an opportunity for companies to accelerate building inclusive and agile cultures—further challenging existing management routines.”⁵

Although the data below might suggest that this opportunity for acceleration is not being explored, we believe that we will continue to see the impact of the Great Resignation, COVID, and awareness of systemic racism in the coming years. We also recognize that the myriad challenges experienced by businesses due to the ongoing pandemic had an especially outsized impact on small- and medium-sized companies, which are the ones represented in this report.

Management in the Spectra Assessment

In reviewing the management category insights, we are putting into context how an individual’s demographic categories affect their perception of how the management of an organization demonstrates attitudes that support and promote diversity and inclusion.

We have separated the assessments into two separate charts. The first represents how race/ethnicity, gender identity, sexual orientation, disability, and veteran status affect a respondent’s perception. The second looks solely at age and its impact on perception of management. All scores shown are out of the possible range from 5 to 25, with higher scores demonstrating a more positive view.

The results show a tendency toward the dominant paradigm of white, straight males holding more positive perceptions of management than other demographic groups.

Previous research by McKinsey on women in the workplace found that, “Although women earn more bachelor’s degrees than men, and have for decades, they are less likely to be hired into entry-level jobs. At the first critical step up to manager, the disparity widens further. 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. Largely because of these gender gaps, men end up holding 62 percent of manager positions, while women hold only 38 percent.”⁶

However, this is not only a disparity along gender lines. The notably low ranking of Management by Black respondents, relative to other race/ethnicity groups coincides with a larger perception captured by a 2020 Pew Research survey, which found that “Overall, 58% of Americans say being Black hurts a person’s ability to get ahead and 55% say the same about being Hispanic. In contrast, most Americans (60%) say being White helps.”⁷ Unfortunately, this has been shown to be true even at the top levels of business.

One study found that “results specifically indicated that a diminished sense of organizational identification among white male top managers mediates the effects of the appointment of a minority-status CEO on the provision of work-related help to fellow executives.”⁸

5 McKinsey & Company, “[Diversity wins: How inclusion matters](#)” (April 2020).

6 McKinsey & Company, “[Women in the Workplace 2021](#)” (September 27, 2021).

7 Pew Research Center, “[Amid National Reckoning, Americans Divided on Whether Increased Focus on Race Will Lead to Major Policy Change](#)” (October 6, 2020).

8 Michael L. McDonald, Gareth D. Keeves, and James D. Westphal, “[One Step Forward, One Step Back: White Male Top Manager Organizational Identification and Helping Behavior toward Other Executives Following the Appointment of a Female or Racial Minority CEO](#)” (February 2018).



2021 CHART

Note: For respondents who did not have the option to indicate veteran status, those responses have been removed from this chart.

| Demographic Group | Average Score (out of 25) |
|--|---------------------------|
| Male | 19.25 |
| Veteran or active military | 18.81 |
| White / Caucasian | 18.79 |
| Hawaiian / Other Pacific Islander | 18.71 |
| Straight / Heterosexual | 18.71 |
| People without a disability | 18.67 |
| Hispanic / Latino | 18.63 |
| Not a veteran | 18.60 |
| Asian / Asian American | 18.59 |
| American Indian / Alaska Native | 18.53 |
| Female | 18.16 |
| People with a disability | 17.74 |
| Multiracial | 17.49 |
| Sexual orientation – other/prefer not to say | 17.45 |
| LGBTQ or Gay, Lesbian, Bisexual | 17.32 |
| Prefer not to answer disability status | 17.15 |
| Black / African American | 16.87 |
| Other / Prefer not to say | 16.76 |
| Non-binary / Third gender | 15.95 |
| Does not apply / Prefer not to answer veteran status | 15.08 |

As one Spectra respondent explained:



Micro-aggressive behavior from white people, men, and older/more tenured staff is a major diversity and inclusion challenge I've had, as well as having a leadership that is not representative of my most salient identities. I'm also often forced to speak on behalf of all Black people and all people of color as if we exist in a monolith. Additionally, because of people's biases, networking and fostering professional relationships is difficult when I'm in spaces that aren't diverse and therefore full of people who do not look like me."

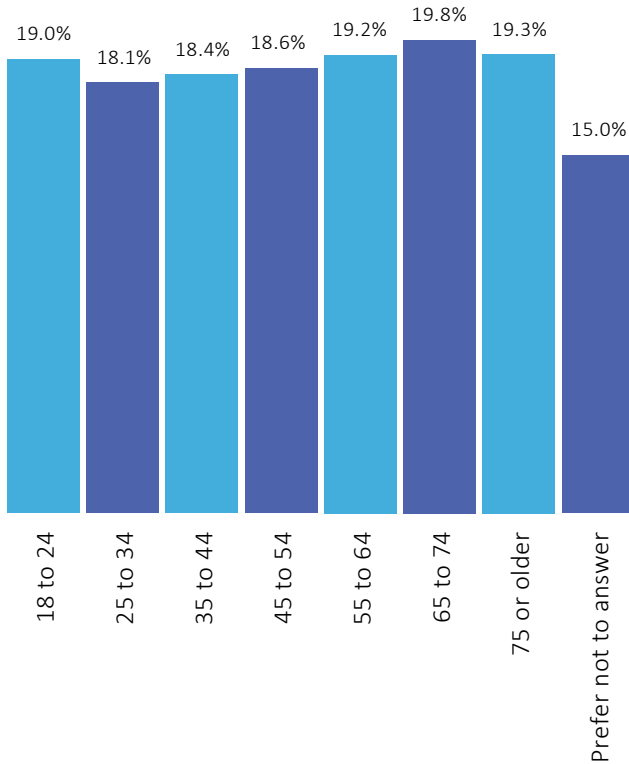
Interestingly, the Black / African-American and Non-binary / Third gender categories were among the most consistent categories compared to last year's report, pointing to longstanding and ongoing DEI challenges, rather than a relative improvement of perception, while Hawaiian / Other Pacific Islander (-1.96), Hispanic / Latino (-0.69), and Multiracial respondents (-0.6) experienced a drop in perception of Management.

According to the U.S. Veterans Affairs (VA) 2021 population model estimates, the demographics of the U.S. veteran population are 89% Male versus 11% Female, and 76% White / Caucasian, 8% Hispanic / Latino, and 13% Black / African-American.⁹ Given its alignment with the White / Caucasian ethnicity and the Male gender identity groups, the scores of those who identified in the survey as "Veteran or active military" track closely with those respective groups.

⁹ Pew Research Center, "The changing face of America's veteran population" (April 5, 2021).



2021 CHART



This ASAR also reveals differences between age groups. According to the U.S. Bureau of Labor Statistics, the average age of a chief executives or general/operations manager role is 48.4 years, with Chief Executive roles skewing older at an average age of 51.6 years and General and Operations Manager roles at 43.4 average years of age.¹⁰ We find it interesting that the age groupings in the Spectra Diversity survey that are representative of these averages (45 to 54 and 35 to 44, respectively) provided among the lowest ratings of Management in this survey, while every age group older than these average management ages had a higher perception of management’s efforts.

It was one of the youngest age groups, however, which ranked Management the lowest among all groups with clearly defined age ranges (not including those who did not provide their age). One younger Spectra respondent shared:



I believe that my age and professional background have previously excluded me from opportunities. Age (or one’s perceived age) is often misinterpreted as inexperienced. I still have people who think I’m too young to know anything. Or make comments like, ‘you wouldn’t know this experience because you’re just a baby.’ Comments like this, while may be intended to be joking are actually quite demeaning – especially when said often.”



Key Findings

Male, White/Caucasian, People without a disability, and Straight/Heterosexual respondents have more positive impressions of management than Female, Black/African-American, People with a disability, LGBTQ or Gay, Lesbian, Bisexual and Non-binary / Third gender respondents. Among age groups, those 25-44 were in the second-lowest-scoring group.

¹⁰ U.S. Bureau of Labor Statistics, “[Employed Persons by Detailed Occupation and Age](#)” (2020).





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.

Culture in the Spectra Assessment

In reviewing the culture category insights, we are putting into context how an individual's demographic categories affect their perception of how the culture of an organization demonstrates behaviors that support and promote diversity and inclusion.

We have separated the assessments into two separate charts. The first represents how race/ethnicity, gender identity, sexual orientation, ability and veteran status affect a respondent's perception. The second looks solely at age and its impact on perception of management. All scores shown are out of the possible range from 5 to 25, with higher scores demonstrating a more positive view.

Males scored higher on the perception of the impact of an organization's culture on advancing DEI principles than Females. Interestingly, however, there is more movement between demographic groups at the top of the perception range compared to ratings of Management, while Black/African-American respondents again assess their organization's culture at a lower rating. This could be indicative of an observation in the Pew Research Center study, that "Black Americans are more likely now than in 2019 to say being Black puts people at a disadvantage in our society and that being White helps."¹¹

As one Spectra Diversity survey respondent said:



Black colleagues who have left our organization confided in me the ways in which they were treated by other colleagues who questioned their competencies, how they spoke, the lack of belonging within the team. It was hard to hear about these experiences and not be able to do anything about it."

¹¹ Pew Research Center, "[Amid National Reckoning, Americans Divided on Whether Increased Focus on Race Will Lead to Major Policy Change](#)" (October 6, 2020).



| | |
|--|------|
| Male | 20.1 |
| American Indian / Alaska Native | 20.0 |
| Hawaiian / Other Pacific Islander | 20.0 |
| Veteran or active military | 19.9 |
| White / Caucasian | 19.7 |
| Straight / Heterosexual | 19.6 |
| People without a disability | 19.6 |
| Not a veteran | 19.5 |
| Asian / Asian American | 19.5 |
| Hispanic / Latino | 19.4 |
| Female | 19.2 |
| People with a disability | 19.0 |
| Multiracial | 18.7 |
| LGBTQ or Gay, Lesbian, Bisexual | 18.6 |
| Sexual orientation – other/prefer not to say | 18.4 |
| Prefer not to answer disability status | 18.3 |
| Black / African American | 18.0 |
| Other / Prefer not to say | 17.6 |
| Non-binary / Third gender | 16.8 |
| Does not apply / Prefer not to answer veteran status | 16.5 |

In the context of the Spectra Diversity Inclusion Assessment™, the Culture of an organization is rated, on average, at a higher score than is the Management of the organization across most demographic categories. This suggests some decoupling of Culture from Management in organizations.

In comparison to last year’s responses, average scores were more consistent across the board for Culture than they were in the Management category; however, just as was the case for Management, Culture’s categories reported lower average scores, in general, than last year.

These lower Management and Culture scores might be worth considering for those organizations facing employee retention challenges. According to a report published by Boston Consulting Group (BCG), “As many as 50% of employees have left a job because of DEI issues.” And in that same report, “US Black employees consistently show a 5- to 7-percentage-point lag in reported happiness (65% vs. 70%), desire to give their best (79% vs. 85%), and ability to be their authentic self (62% vs. 69%) compared with the overall employee population.”¹²

In a different BCG report, this one on LGBTQ workers, the authors found that, “Despite meaningful progress in some areas, the unavoidable fact is that most LGBTQ employees do not feel truly included in the workplace.”¹³ This finding is supported by another report that showed that people who identify as LGBTQ and “experience more discrimination are less innovative, less productive and less empowered. They are 13 times more likely to have quit because of company culture and are seven times more likely to have declined a job offer because of company culture.” And yet the consensus in research is that “a professional leaving an organization can cost as much as twice the average associate’s salary.”¹⁴

12 Gabrielle Novacek, Jean Lee, and Matt Krentz, “It’s Time to Reimagine Diversity, Equity, and Inclusion,” (Boston Consulting Group: May 2021).

13 Pierre Dupreelle, Gabrielle Novacek, Jeff Lindquist, Nathan Micon, Simon Pellas, and Glenda Testone, “A New LGBTQ Workforce Has Arrived—Inclusive Cultures Must Follow” (Boston Consulting Group: June 2020).

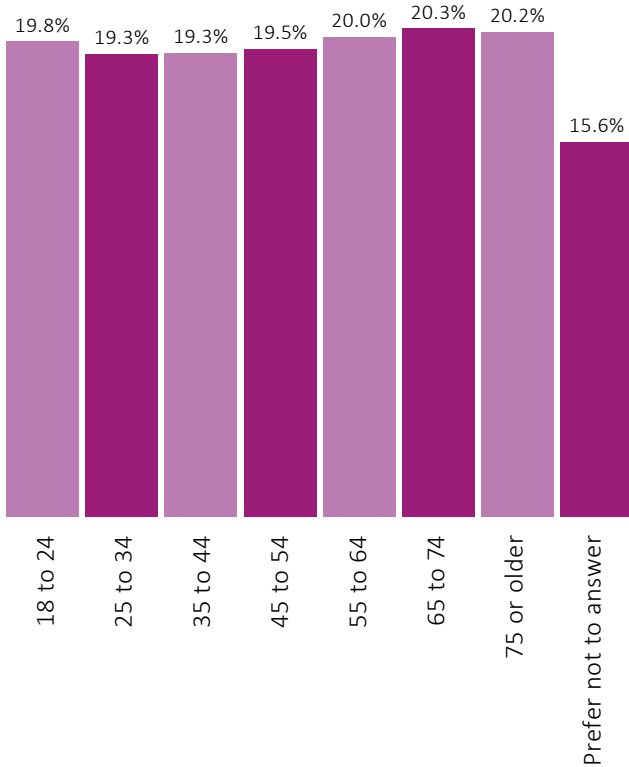
14 Dana M. Peterson and Catherine L. Mann, “Closing the Racial Inequality Gaps” (Citi GPS: September 2020).



We believe it is that disconnect, in part, which is manifested in the lower perception of culture reported in the survey by members of the LGBTQ or Gay, Lesbian, Bisexual and the Non-binary / Third Gender groups.

Just as in the Management category, the scores of those who identified in the survey as “Veteran or active military” is consistent with the White / Caucasian and Male groups.

2021 CHART



When looking at the perception of Culture by age group, we notice that the order therein matches the rankings of Management by age group. However, all age group categories assess Culture more highly than they do Management, just as we saw with Black/African-American respondents.

It is also important to recognize that, although the youngest demographic currently rates Culture in the middle of all age groups’ scores, as the BCG report on LGBTQ workers additionally states, “The cultural awareness of younger generations reinforces the need for companies to address culture or risk losing younger employees.”¹⁵

This was captured in the advice of one Spectra Diversity survey respondent:



Listen more closely to the insights of junior-level staff – they are more oriented towards diversity and inclusion and have good perspectives that are worth considering.”



Key Findings

This year’s ASAR shows that, on average, participants have more positive feelings about their organization’s Culture than their organization’s Management or the organization’s Policies, Practices and Procedures (3Ps). The highest respondents were men and those 55 years of age, or older.

15 Pierre Dupreelle, Gabrielle Novacek, Jeff Lindquist, Nathan Micon, Simon Pellas, and Glenda Testone, “A New LGBTQ Workforce Has Arrived—Inclusive Cultures Must Follow” (Boston Consulting Group: June 2020).



Policies, Practices and Procedures (3Ps)

An organization's Policies, Practices and Procedures (3Ps) are a small indication of the equity which employees feel may, or may not, be exhibited in the workplace. The 3Ps give guidance as to how employees believe the company Policies, Practices and Procedures treat individuals in terms of diversity, equity and inclusion. This is particularly important among marginalized groups.

"Nearly one-third of adult Americans (30%) said they directly experienced abusive conduct at work,"¹⁶ according to a study by Workplace Bullying Institute, while a *Frontiers in Psychology* article breaks down these experiences based on sexual orientation, finding over a six-month period that 6.4% of heterosexuals, 13.7% of gay individuals (here, "gay" refers to gay men by the study's authors), 16.9% of lesbians, and 19.2% of bisexuals experienced bullying.¹⁷

While these figures should be motivation enough for greater protections for LGBTQ workers to be formalized in an organization's policies, the scoring by LGBTQ or Gay, Lesbian, Bisexual in this year's data seem to suggest that is not what is happening in most workplaces.

The 3Ps in the Spectra Assessment

In reviewing the Policies, Practices, and Procedures category insights, we are putting into context how an individual's demographic categories affect their perception of how the 3Ps of an organization reflect attitudes that support and promote diversity and inclusion.

We have separated the assessments into two separate charts. The first represents how race/ethnicity, gender identity, sexual orientation, disability, and veteran status affect a respondent's perception. The second looks solely at age and its impact on perception of management. All scores shown are out of the possible range from 5 to 25, with higher scores demonstrating a more positive view.

Again, Males scored their organization's 3Ps the highest out of demographic groups, and there is some consistency with Management and Culture in the order of scoring of groups. However, this year showed drops in the perception of Policies, Practices and Procedures across all demographic groups for 2020-2021 when compared to the previous ASAR. Given the uniform decrease in perception, it is challenging to extrapolate that DEI-specific factors are at play in this change; rather, the ongoing uncertainty of the COVID pandemic, a shift to remote work and a changing labor market might be relevant influences.

Within these scores, though, there is a notable drop in the positioning of LGBTQ or Gay, Lesbian, Bisexual respondents' perception of Policies, Practices and Procedures compared to this same group's perception of Management and Culture. LGBTQ or Gay, Lesbian, Bisexual respondents provided the 15th-highest Management and 14th-highest Culture scores, but in the case of the 3Ps, this ranking fell to 17th. This drop was also observed in the previous ASAR. This coincides with the rise of hate crimes and laws impacting individuals who are transgender, including recently-passed legislation in Florida that was informally labelled the "Don't Say Gay" bill, which limits what educators can say about gender and sexuality.¹⁸

16 Workplace Bullying Institute, "[2021 WBI U.S. Workplace Bullying Survey](#)" (2021).

17 Carolina Pía García Johnson and Kathleen Otto, "[Better Together: A Model for Women and LGBTQ Equality in the Workplace.](#)" *Frontiers in Psychology* (February 20, 2019).

18 Florida House of Representatives. HB 1557. 2022 Legislature. <https://www.flsenate.gov/Session/Bill/2022/1557/BillText/er/PDF>



2021 CHART

Note: For respondents who did not have the option to indicate veteran status, those responses have been removed from this chart.

| | |
|--|------|
| Male | 18.9 |
| American Indian / Alaska Native | 18.9 |
| Hawaiian / Other Pacific Islander | 18.7 |
| Veteran or active military | 18.7 |
| White / Caucasian | 18.4 |
| Straight / Heterosexual | 18.4 |
| People without a disability | 18.3 |
| Not a veteran | 18.2 |
| Hispanic / Latino | 18.2 |
| Asian / Asian American | 18.2 |
| Female | 17.8 |
| People with a disability | 17.4 |
| Multiracial | 17.3 |
| Sexual orientation – other/prefer not to say | 17.2 |
| Prefer not to answer disability status | 17.0 |
| LGBTQ or Gay, Lesbian, Bisexual | 16.9 |
| Black / African American | 16.8 |
| Other / Prefer not to say | 16.8 |
| Does not apply / Prefer not to answer veteran status | 15.7 |
| Non-binary / Third gender | 15.7 |

Without explicit policies in place to address inclusion, psychological safety is compromised. One Spectra Survey response captures this with the comment that:

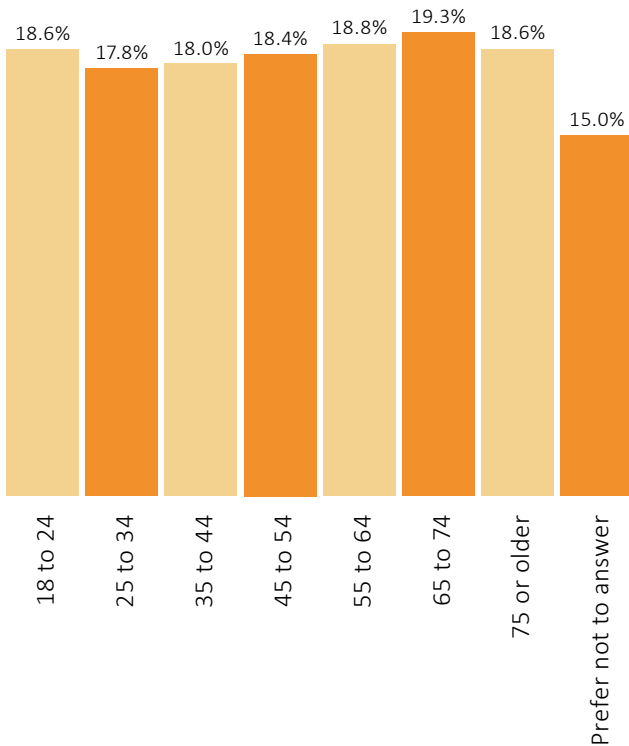


Some individuals in management positions are casually racist and sexist, often making inappropriate jokes or comments. There are microaggressions and I do not feel comfortable expressing my sexuality due to the fear of inappropriate comments/behavior.”

Just as in the Management and Culture categories, the scores of those who identified in the survey as “Veteran or active military” is consistent with the White / Caucasian and Male groups.



2021 CHART



Compared to this year’s Management and Culture, there is more movement in the age group categories regarding the 3Ps, with the oldest age group’s scoring of the 3Ps falling to the middle ranking, as opposed to the 2nd in both Management and Culture.

It is also interesting that, compared to the last ASAR, younger respondents’ age groups (18 to 24, 25 to 34, 35 to 44, and 45 to 54 years) saw decreases in their perception of DEI attitudes and practices in the 3Ps, while those of older age groups (55 to 64 and 65 to 74 years) increased or stayed the same.

These ranking suggest that Policies, Practices and Procedures might play an important role in reminding, enabling, and encouraging employees to foster career growth in younger colleagues, echoed in the advice from one respondent that:

Key Findings

Policies, Practices and Procedures (3Ps) seem to show an impact on LGBTQ or Gay, Lesbian, Bisexual employees who may not feel comfortable “being themselves” at work compared to other demographics. DEI efforts in the 3Ps also appear to be negatively perceived by employees in the mid-career stages, more so than those in the three older or the very youngest categories.



I think that senior management should work to empower younger members of the staff to speak up during meetings. They have a tendency to ramble on during meetings, bulldoze the conversation, or immediately challenge other ideas without really giving them consideration, and it personally dissuades me from speaking up.”



In reviewing the industry category insights, we are putting into context how each industry, overall, views Management, Culture, and the 3Ps, respectively.

We have separated the assessments into three charts to reflect each of these focus areas. All scores shown are out of the possible range from 5 to 25, with higher scores demonstrating a more positive view.

Management

Management plays a key role in setting the tone for DEI in the workplace. As a UPenn report says, “Managers are responsible for role modeling the behaviors they would like to see their team members exhibit. When it comes to growing a culture of respect, managers can set the tone by acting to...assign meaningful work [and] be transparent about how decisions are made.”¹⁹

2021 CHART

| Management Perception by Industry | Average Score |
|---|---------------|
| Finance, Insurance, & Real Estate | 19.40 |
| Healthcare | 19.03 |
| Engineering, Accounting, Research & Management Services | 18.77 |
| Education | 18.53 |
| Services | 18.52 |
| Public Administration | 18.32 |
| Manufacturing | 18.26 |
| Retail Trade | 17.48 |
| Non-profit / NGO | 17.36 |
| Agriculture, Forestry & Fishing | 16.92 |

Healthcare workers tended to rate their management more favorably. This is perhaps not surprising, and the healthcare industry has long been one of the most diverse in the U.S. Another heavily regulated industry—Finance, Insurance, and Real Estate—gives their management the highest score in the Spectra Assessment. Whether intense regulation is at play in this scoring is unclear; however, the scrutiny faced by organizations in these industries might impact their DEI approach.

A well-funded working environment might also influence DEI attitudes and practices, as the Bureau of Labor Statistics reports significantly higher wages earned by those in the top three industries above, while Retail Trade and Agriculture, Forestry, and Fishing workers earn among the lowest wages.²⁰ As one article states, “building an end-to-end inclusion ecosystem takes money, talent, and commitment”.²¹

19 Stephanie J. Creary, Nancy Rothbard, and Jared Scruggs, “[Improving Workplace Culture Through Evidence-Based Diversity, Equity and Inclusion Practices](#)” (July 1, 2021).

20 U.S. Bureau of Labor Statistics, “[May 2020 National Occupational Employment and Wage Estimates](#)” (May 2020).

21 Mita Mallick, “[Do You Know Why Your Company Needs a Chief Diversity Officer?](#)” Harvard Business Review (September 11, 2020).

We found it interesting that the new category of Non-profit / NGO received such low scoring by respondents. One explanation, according to a Building Movement report, is that “the data demonstrates that nonprofit organizations are defined by a pervasive and systemic white advantage, a term used in this report to describe the concrete ways that structure and power in nonprofit organizations reinforce the benefits of whiteness.”²²

Key Findings

DEI change can benefit from an industry-wide evaluation of and reckoning with systemic discrimination. Funding and higher income can help to create resources to focus on DEI work. Outward expressions of support for DEI can be reflected in internal attitudes.

Culture

Workplace culture matters. In a CNBC workplace survey, seventy-eight percent (78%) of respondents said that “it is important to them to work at an organization that prioritizes diversity and inclusion, and in fact more than half (53%) consider it to be ‘very important’ to them.”²³ So what does the perception of this organizational prioritization with regard to Culture look like across industries in the Spectra Diversity Inclusion Assessment™?

2021 CHART

| Management Perception by Industry | Average Score |
|---|---------------|
| Finance, Insurance, & Real Estate | 20.05 |
| Healthcare | 19.83 |
| Engineering, Accounting, Research & Management Services | 19.72 |
| Services | 19.58 |
| Education | 19.49 |
| Manufacturing | 19.33 |
| Public Administration | 19.23 |
| Retail Trade | 18.62 |
| Non-profit / NGO | 18.39 |
| Agriculture, Forestry & Fishing | 18.14 |

The rankings of Culture are quite close to the rankings of Management by Industry, with only small shifts between industries. Again, Agriculture, Forestry & Fishing, Non-profit / NGO, and Retail Trade industries all fall in the bottom three rankings for Culture. Given this consistency, we believe that Management and Culture are more strongly related when viewed through an industry lens than from individual workers who represent different demographics.

Key Findings

Management and Culture are closely tied in industry rankings, and the change in management structure in the Public Administration industry, in particular, from the previous report to this one, shows this most markedly.

22 Frances Kunreuther and Sean Thomas-Breitfeld, “[Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap](#)” (July 2020).

23 Laura Wronski, “[CNBC|SurveyMonkey Workforce Happiness Index](#)” (April 2021).



Policies, Practices and Procedures (3Ps)

Policies, Practices and Procedures that support DEI impact culture, psychological safety, retention, and ultimately business productivity. Without the underlying foundation in place to enable and foster DEI work, hiring policies around diversity will not have as much of an impact as workplace behavior policies.

A Gallup article captures this by stating, “Leaders can turn good intentions into reality by creating an employee experience with formal structures, clear strategies and alignment to values that uses employees’ perspectives to prioritize change and measure progress.”²⁴

2021 CHART

| 3Ps Perception by Industry | Average Score |
|---|---------------|
| Finance, Insurance, & Real Estate | 19.17 |
| Healthcare | 18.97 |
| Engineering, Accounting, Research & Management Services | 18.64 |
| Services | 18.42 |
| Education | 18.33 |
| Manufacturing | 17.99 |
| Public Administration | 17.72 |
| Retail Trade | 16.96 |
| Non-profit / NGO | 16.69 |
| Agriculture, Forestry & Fishing | 15.97 |

Rankings were once again fairly consistent when compared to the Management and Culture categories. However, the Manufacturing industry’s relative ranking of the 3Ps increased significantly.

Key Findings

The consistency of rank of each category by industry suggests that all industries would benefit from an industry-wide assessment of Policies, Practices and Procedures with regard to how DEI efforts can be elevated and encouraged.

24 Natasha Jamal and Teresa Tschida, “3 Actions for Leaders to Improve DEI in the Workplace” (Gallup: April 27, 2021).



Intersectionality

More than thirty years ago, law professor Kimberlé Crenshaw coined the term “intersectionality.” In 2020, she elaborated on its definition to say, “It’s basically a lens, a prism, for seeing the way in which various forms of inequality often operate together and exacerbate each other. We tend to talk about race inequality as separate from inequality based on gender, class, sexuality or immigrant status. What’s often missing is how some people are subject to all of these, and the experience is not just the sum of its parts.”²⁵

His explanation is further enhanced by a McKinsey report finding that, “Over the past decade, traditional identities of race and gender have fractured as people start to embrace openly a more fluid sense of who they are, highlighting the need to recognize multiple forms of intersectionality. Although this is more difficult to measure, it is a significant additional driver of the need to focus on inclusion.”²⁶



Imagine you’re a Black female entrepreneur with young children. Tables at a banquet are labeled “Black/African-American” “Women” “Business Owners” and “Parents”. Where do you sit? That is the issue with intersectionality. We aren’t one identity. We are many aspects, qualities and experiences rolled into one identity.

*Chris Jones,
Spectra Diversity CEO*

This year, the Spectra Diversity Inclusion Assessment™ includes data on intersectionality within two demographic groups: race/ethnicity and gender identity. Below, we present the results of this analysis for each of the three categories of Management, Culture, and the 3Ps. All scores shown are out of the possible range from 5 to 25, with higher scores demonstrating a more positive view.

25 Katy Steinmetz, “She Coined the Term ‘Intersectionality’ Over 30 Years Ago. Here’s What It Means to Her Today,” Time Magazine (February 20, 2020)

26 McKinsey & Company, “Diversity wins: How inclusion matters” (April 2020).

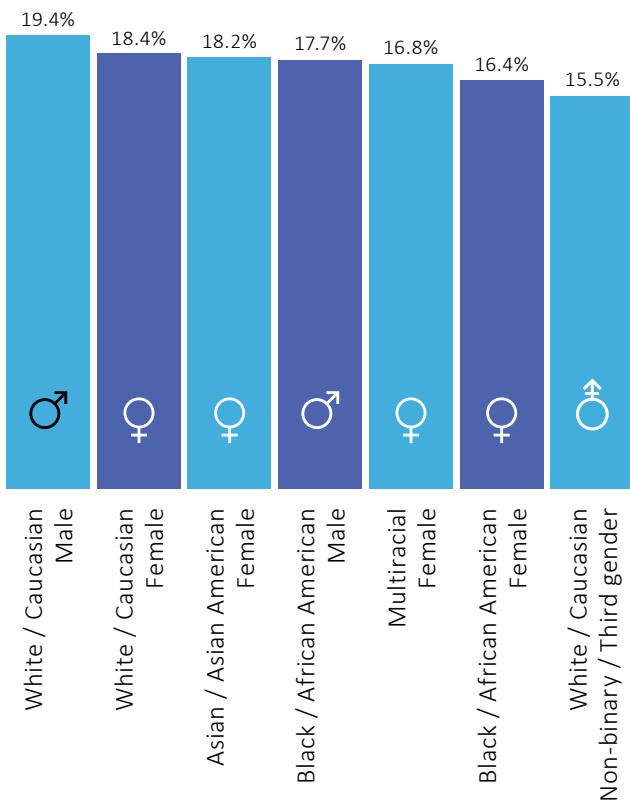


Management

When viewing Management through the lens of race and gender intersectionality, we have a **statistically significant difference** between 36 different intersectional pairings. Statistical significance is a term used to describe how certain we are that a difference or relationship between two variables exists and is not due to chance.

The dark blue symbol represents the “reference” group against which the other groups are compared. The light blue symbol represents the group which differs significantly from the “reference” group on the perception of Management statements in the Spectra Assessment. We have included the top 10 pairings which show a statistical difference.

2021 DATA



As in many diversity, equity and inclusion studies, the White / Caucasian male has the highest perception of how management is behaving. All ethnicities in the intersectionality measurements of the Spectra Assessment results show an over/under relationship between Males and Females in comparison to the overall group’s Management perception. However, the influence of gender in the Multiracial ethnicity group is especially worth noting because the difference is greater than two points (18.91 for Males versus 16.78 for Females), while the next largest gap is for Black / African-American genders (1.34). Multiracial respondents as a whole, when assessing Management gave an average score of 17.48.

When separated by gender, the intersectionality findings make it clear that the overall scores represent significantly different experiences.

Key Findings

White / Caucasian males occupy the top spot in how they view management behaviors with White / Caucasian Non-binary/third gender the least positive (15.47) in terms of their perception of management.



Culture

When viewing Culture through the lens of race/gender intersectionality, we have a statistically significant difference between 48 different intersectional pairings. Statistical significance is a term used to describe how certain we are that a difference or relationship between two variables exists and isn't due to chance.

The dark purple symbol represents the “reference” group against which the other groups are compared. The light purple symbol represents the group which differs significantly from the “reference” group on the perception of Management statements in the Spectra Assessment. We have included the top 10 pairings which show a statistical difference.

2021 DATA



Taken as a whole, the differences between baseline and intersectional categories tended to be more muted for Culture when compared to the Management category. However, in looking more closely at the groups, we see that White / Caucasian – Male, Black / African-American – Female, and White / Caucasian – Non-binary / Third Gender respondents all rated Culture with a more negative view when compared to their broader ethnicity categories than they did for Management. White / Caucasian – Female, Asian / Asian American – Female, Black / African American – Male, and Multiracial – Female respondents rated Culture more positively compared to their overall ethnicity categories than they did for Management.

Key Findings

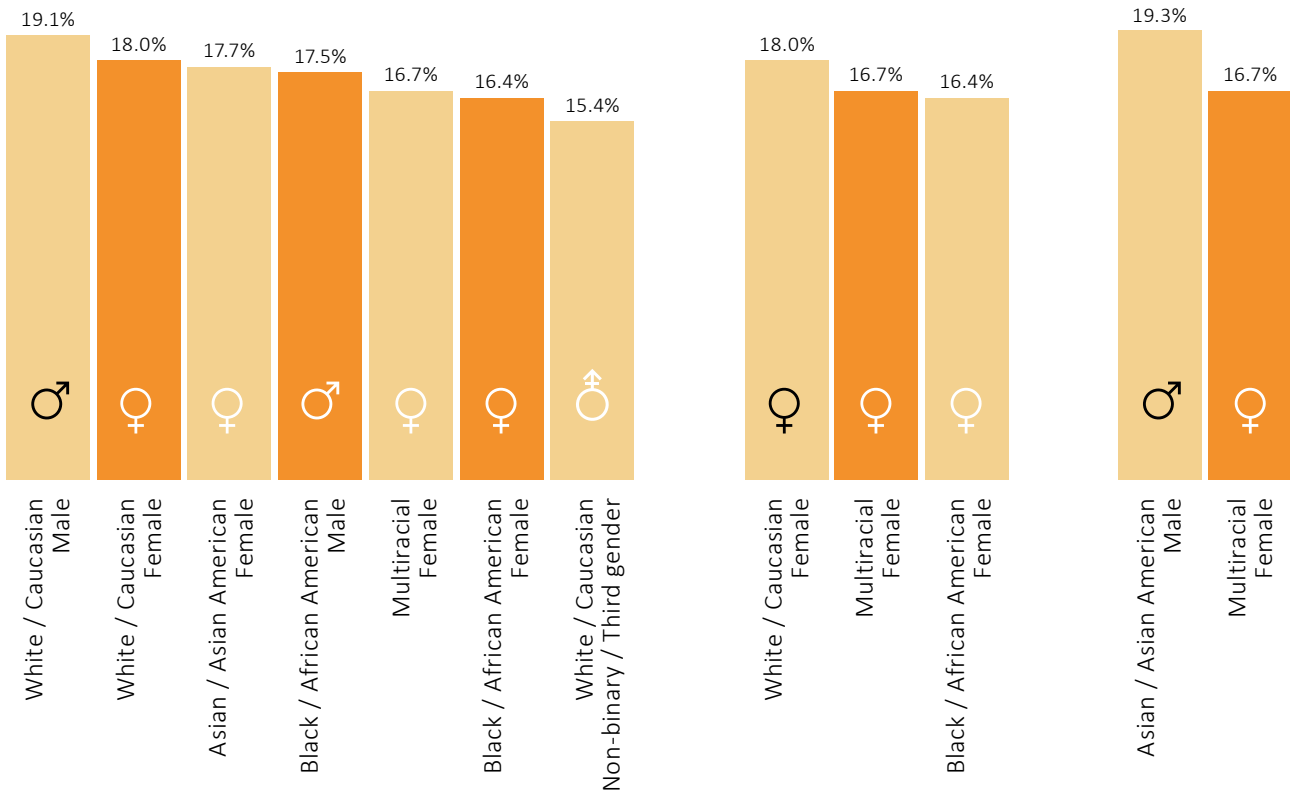
In statistically significant intersectionality pairings, Female respondents in a given ethnicity group tended to score Culture less positively than their Male counterparts for that same ethnicity and/or the overall ethnicity’s scoring of Culture. Non-binary / Third gender respondents, as well as those who marked “Other / Prefer not to say” for gender, scored Culture significantly less positively than their respective overall ethnicity’s scoring of Culture.



Policies, Practices and Procedures (3Ps)

Intersectionality data for the 3Ps showed similar rankings to that of Management and Culture. Intersections with respondents who identified as Female again tended to be statistically significant with greater frequency than their male counterparts.

2021 RAW DATA



Once again, White / Caucasian – Males appear at the top of the intersectionality ratings. As in Management intersectionality scores, the step down to the second-highest-scoring category—White / Caucasian – Females—is more than a full point (1.1 in both Management and the 3Ps), drawing an invisible line reminiscent of the glass ceiling. That this difference is less marked (0.85) for Culture further supports the idea of gender bias as a negative influence on career advancement, specifically.

In the case of ethnicity categories where both Male and Female groups show statistical significance in intersectional groupings, there is a similar gender divide, but just as with standalone demographic categories, the intersection between gender and ethnicity for non-White / Caucasian respondents is lower than those of White / Caucasian Males or Females.

Especially in the case of Black / African-American Female respondents, this could be explained by a finding in the McKinsey “Women in the Workplace 2021” report: “There is also a disconnect between companies’ growing commitment to racial equity and the lack of improvement we see in the day-to-day experiences of women of color. Women of color face similar types and frequencies of microaggressions as they did two years ago—and they remain far more likely than White women to be on the receiving end of disrespectful and ‘othering’ behavior.” Meaning, there is a perception-versus-experience component at play in these ratings.



There is one exception to the overall lower score for ethnic groups that are not White / Caucasian. For the first time in the intersectional categories, the Asian / Asian American – Male group yields a statistically significant result and scores the 3Ps only slightly below the top-scoring group: White / Caucasian – Male.

The intersectionality of Asian / Asian American – Male as statistically significant in Policies, Practices and Procedures but not in Management or Culture is interesting, especially as, according to one analysis of survey data: “They are the least likely group to be promoted to management — less likely than any other racial group, including African Americans and Latinos. Companies that aspire to diversify their leadership teams must increase transparency and build management programs to dismantle this corporate glass ceiling, which has barred Asian Americans from leadership ranks for decades.”²⁷

However, that same article goes on to explain: “[Asians] are regularly left out of discussions about discrimination in the workplace and overlooked for promotion. In fact, Asians are often excluded in diversity and inclusion plans entirely.” Being able to put these survey results into context for Asian / Asian-American respondents will remain a challenge while this practice persists.

Of the categories represented in the ratings of an organization’s Policies, Practices and Procedures, the differences between intersectional and baseline ethnicity categories between the 3Ps and Management are fairly similar for all but the Black / African-American – Male category, which showed a much lower gain for 3Ps (0.65) than for Management (0.85). White / Caucasian – Non-binary / Third gender respondents viewed the 3Ps much more positively than they did Management.

There is greater variation in the differences between intersectional and baseline Ethnicity categories when comparing 3Ps to Culture. The intersectional categories that rated the 3Ps more positively over Culture were: White / Caucasian – Male (0.66 to 0.55, respectively), White / Caucasian – Female (-0.33 to -0.44, respectively), Black / African-American – Female (-0.4 to -0.51, respectively), and White / Caucasian – Non-binary / Third gender (-3.03 to -3.38, respectively). Those that viewed the 3Ps more negatively than Culture were: Asian / Asian American – Female (-0.48 to -0.3, respectively), Multiracial – Female (-0.61 to -0.51, respectively), and Black / African-American – Male (0.65 to 0.88, respectively).

Key Findings

White / Caucasian – Male respondents again gave the 3Ps the highest score (19.08). Asian / Asian American – Male respondents ranked the 3Ps at almost the same score (19.03). Scoring was relatively consistent with Management category scores for the Black / African American – Male, Multiracial – Female, Black / African American – Female, and White / Caucasian – Non-binary / Third gender groups.

27 Christopher Tang, “[Op-Ed: Why successful Asian Americans are penalized at the workplace](#)” (Los Angeles Times: May 6, 2021).





SpectraDIVERSITY


Powering Inclusive Cultures



For more information:

 www.SpectraDiversity.com

 info@SpectraDiversity.com

 855-344-8688

