

# Annual Spectra Assessment Report (ASAR)

Small and medium-sized  
business DEI insights



**SpectraDIVERSITY**

Powering Inclusive Cultures

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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.*

## **Welcome to the third 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 in a single survey.

Our first report looked at four years of data. Our second report looked at two years of data which covered the start of the pandemic and the social unrest after the murder of George Floyd. In this report we look at two years of data and take a deeper dive into how those within different industries perceive our three organizational categories (Management, Culture and Policies, Practices and Procedures). We also take a deeper dive into each of the industries we measure.

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

**Chris Jones**  
CEO, Co-founder  
Spectra Diversity Inc.

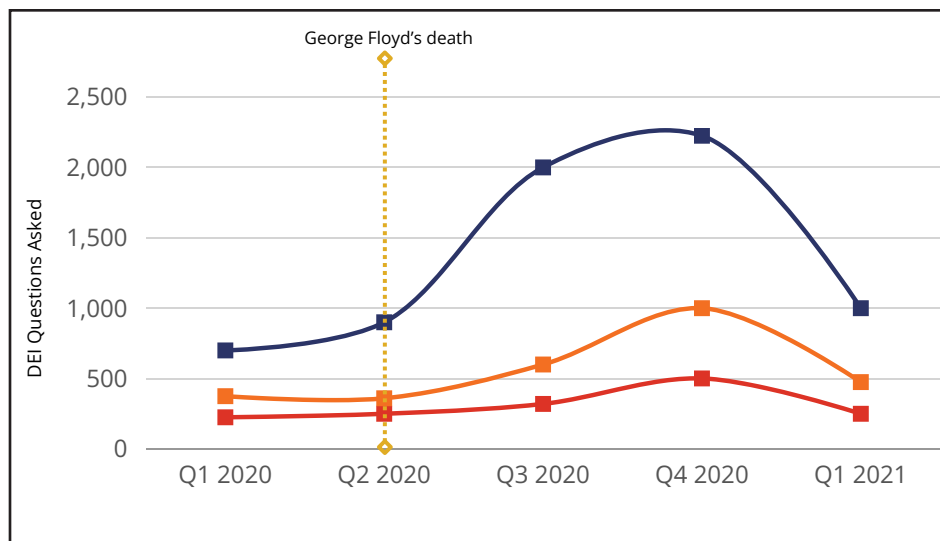
# ASAR Background

## The State of Workplace DEI from 2020-2023

In early 2020 the covid pandemic and the murder of George Floyd created a massive movement in the diversity, equity and inclusion industry. One of the ways this was reflected was in the rise in prominence of the Black Lives Matter movement and increasing calls for systemic racism to be acknowledged and addressed by corporations. Answering this call, we saw a massive increase in the recruitment efforts for DEI positions and DEI work in businesses throughout the US. In October of 2020, 96% of CEOs agreed that DEI was a strategic priority or goal for them.<sup>1</sup>

It did not take long however, before those promises were walked back with increasing backlash in certain segments of the population and the interest in DEI returned to pre-2020 levels as shown in the quantitative data illustration below.

### Interest in DEI: Q1 2020 - Q1 2021



Other recent troubling trends include:

- One in three DEI professionals **lost their role** between 12/2021 and 12/2022.<sup>2</sup>
- Texas and Florida recently **banned DEI offices** in public universities.<sup>3</sup>
- Wells Fargo and the NFL are two of many organizations that have been accused of **conducting sham interviews** for candidates of diverse backgrounds, when those positions have already been filled.<sup>4</sup>
- Since 2022, America First Legal, an organization run by former Trump advisor Stephen Miller, has filed at least **nine EEOC complaints** accusing major companies of hiring people based solely on immutable characteristics (any sort of physical attribute which is perceived as being unchangeable, entrenched and innate).

Spectra Diversity's discussions with our DEI experts and colleagues (qualitative data) indicate that in some circles even the word "diversity" has become problematic, as have "woke" and "Black Lives Matter", while for others these same terms can indicate psychological safety and a positive workplace culture. "Respect" and "civility" are still OK to mention and supported more widely.

In our eyes, DEI in organizations has become polarized, as has our nation.

Some organizations feel DEI is no longer needed (they feel they're off the hook) while other organizations are renewing their commitment and doubling down on the DEI efforts they know attract and retain talent.

# ASAR Background

In the case of *Students for Fair Admissions, Inc. v. University of North Carolina and Students for Fair Admissions, Inc. v. President & Fellows of Harvard College* the U.S. Supreme Court ruled that Harvard's and UNC's race-conscious admissions policies failed strict scrutiny, and therefore were unlawful. The majority opinion focused on the limitations, such as the need for measurable goals and a logical end to race-based admissions practices in making its decision.

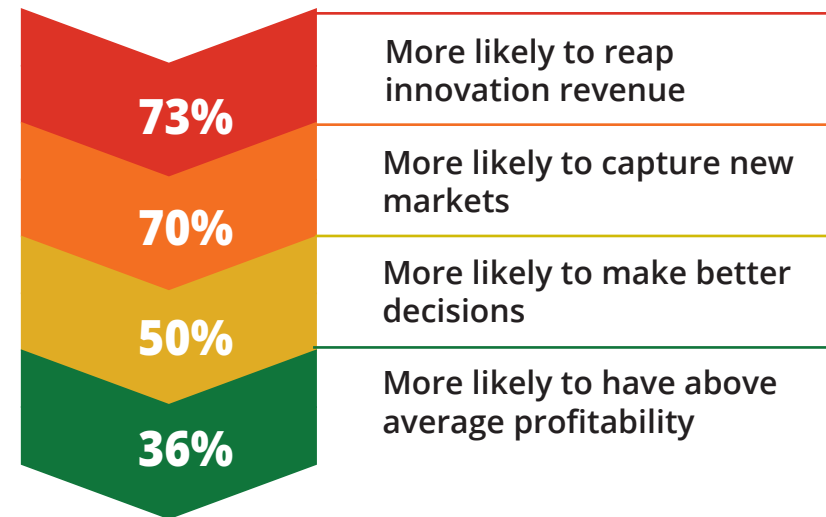
Harvard Business Review had this to say about the U.S. Supreme Court's ruling:

*"While the Supreme Court's recent ruling on affirmative action is focused on government actors and universities, it's inevitable that some corporate leaders will use it as a reason to abandon diversity, equity, and inclusion programs they already opposed. Three common practices will endure even if the law continues to evolve in a conservative direction: 1) practices to counteract bias, such as removing stereotypical language from job descriptions or conducting structured interviews with a standardized list of questions; 2) ambient policies that work to advance overall diversity, such as employee resource groups, mentorship programs, or family-friendly policies; and 3) universal policies, such as increasing psychological safety. These strategies are legally safe because they benefit everyone, but it's the people at the margins who stand to benefit most, precisely because they feel most excluded from workplaces without such initiatives."*<sup>5</sup>

## Our Work Continues Because DEI Works

The backlash is clear, and so is the data that diversity, equity and inclusion efforts contribute many positive benefits for organizations of any size.

## Inclusive Organizations are:<sup>6</sup>



Spectra Diversity helps organizations better assess where to focus their DEI efforts so they are most beneficial and sustainable. While we may disagree with those who believe DEI isn't important, one thing we can all agree on is that DEI work can be much more effective than it has been in the past. 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 you to create an inclusive culture within your organization.

# ASAR Background

## Looking Ahead

As we reported in last year's ASAR, Lyra Health, Boston University, and Future Workplace conducted a survey in 2020 to determine the top five HR priorities.

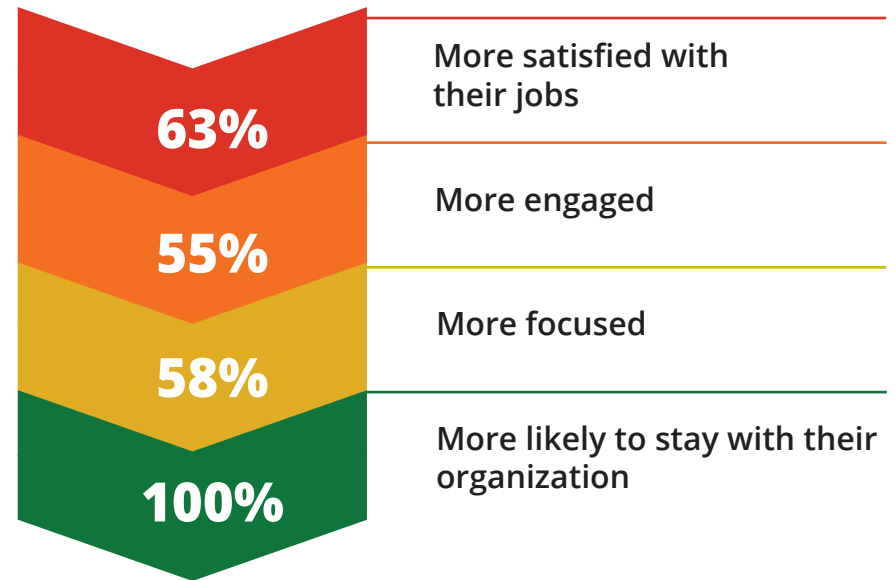
Those were, in order: employee experience, leadership development, learning transformation, next-generation leaders, and people analytics. In 2021, that same list saw a remarkable shift, with priorities in order being: employee wellbeing/mental health, DEI, leadership development, employee experience, and managing remote workers.

*"[F]or leaders to lead with an inclusive mindset...[it] requires articulating an authentic commitment to diversity...and holding managers accountable for creating an inclusive work environment for all workers — on-site and remote."*<sup>7</sup>

— Jeanne Meister

## Employees Treated with Respect are Happier

The Energy Project, as reported in the Harvard Business Review,<sup>8</sup> found that employees who felt their leaders treated them with interpersonal respect are:



*The question remains: with so many positive aspects of DEI work and benefits, why not start now? Start with measurement and data-driven DEI.*



# Executive Summary & Methodology

## What's included in the ASAR?

The Annual Spectra Assessment Report includes:

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



*Spectra Diversity reporting gives insight into individual attitudes and organizational opportunities for workplace inclusion.*

## Data and Insights from 10 Industries

Spectra Diversity has been growing steadily since our launch in 2016. In addition to cross-referencing the DEI and demographic categories, we collected industry data from our clients in ten industries to present our statistically significant insights. A total of 9,108 respondents are included in our analysis; selected findings are presented in this report.

## Spectra Diversity Maturity Model Data

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 DEI status in Management, Culture and Policies, Practices and Procedures (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.

## 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). Responses are scored as values ranging from 1 to 5.

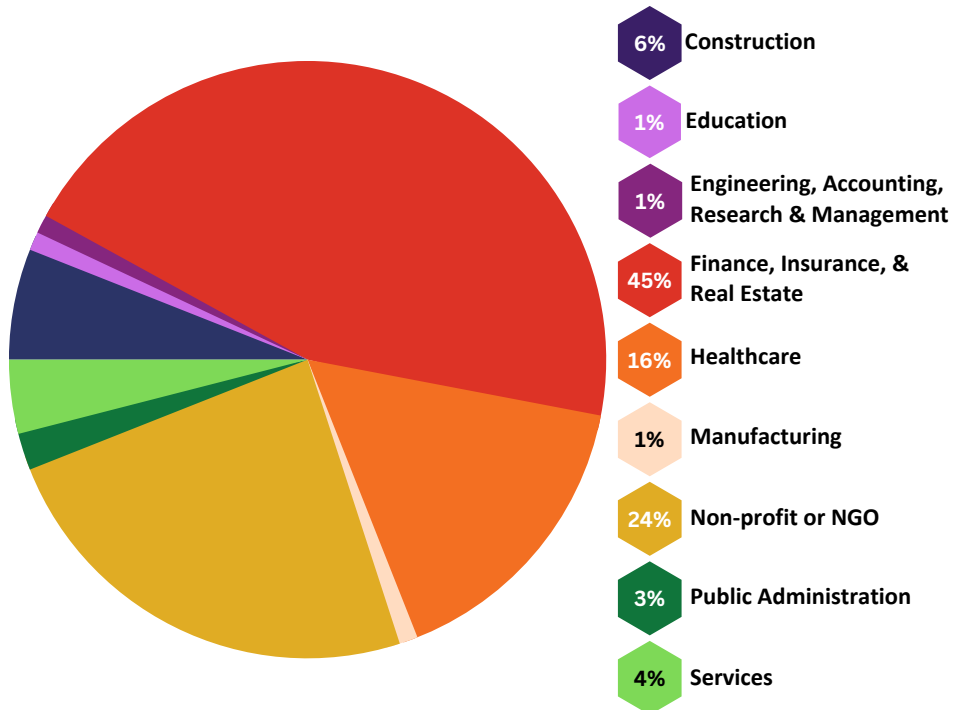
The Spectra Assessment is administered through a proprietary, web-based survey platform that presents email invitations to staff within organizations. All individual responses are kept confidential. No clients are given access to raw data from individual respondents. However, survey respondents are provided with an individual report.

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.

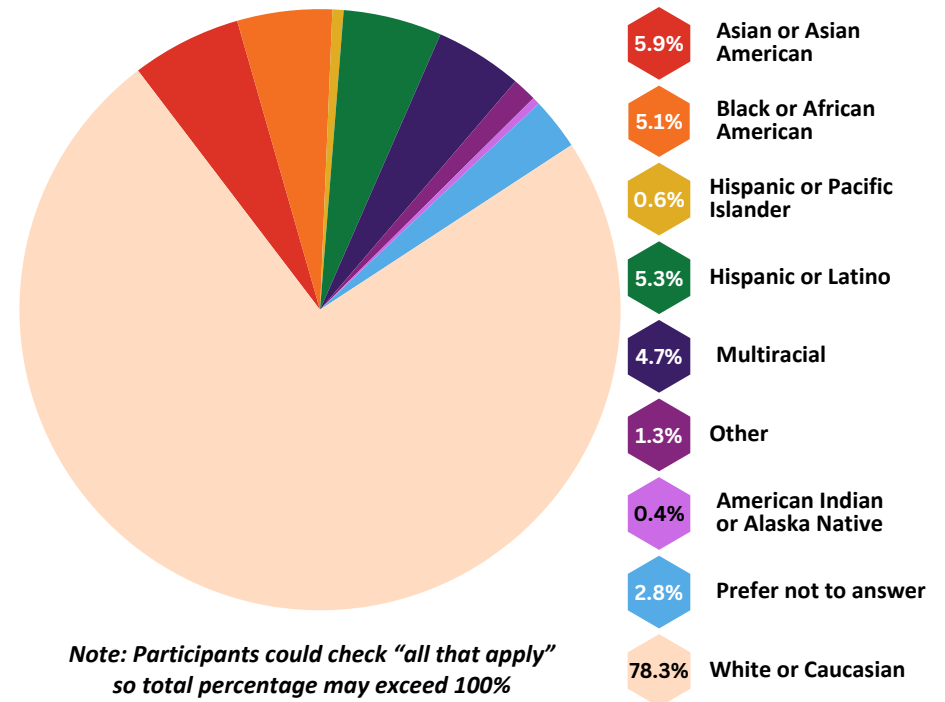
In keeping with the AERA/APA-NCME Standards (AERA/APA/NCME, 2014), Spectra Diversity reports have been developed at the organization-wide and individual levels to provide their intended audiences with appropriate interpretations of the reports and guidelines outlining the appropriate use of results. 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: ASAR Participants

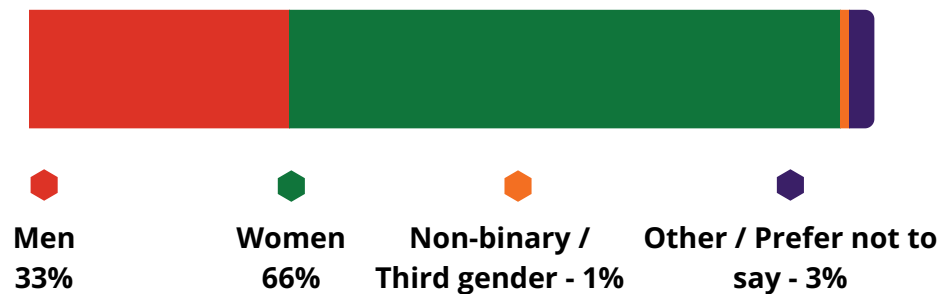
## Industries



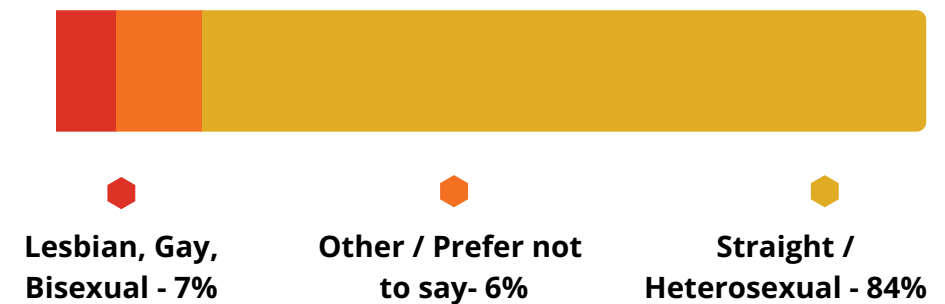
## Race / ethnicity



## Gender Identity

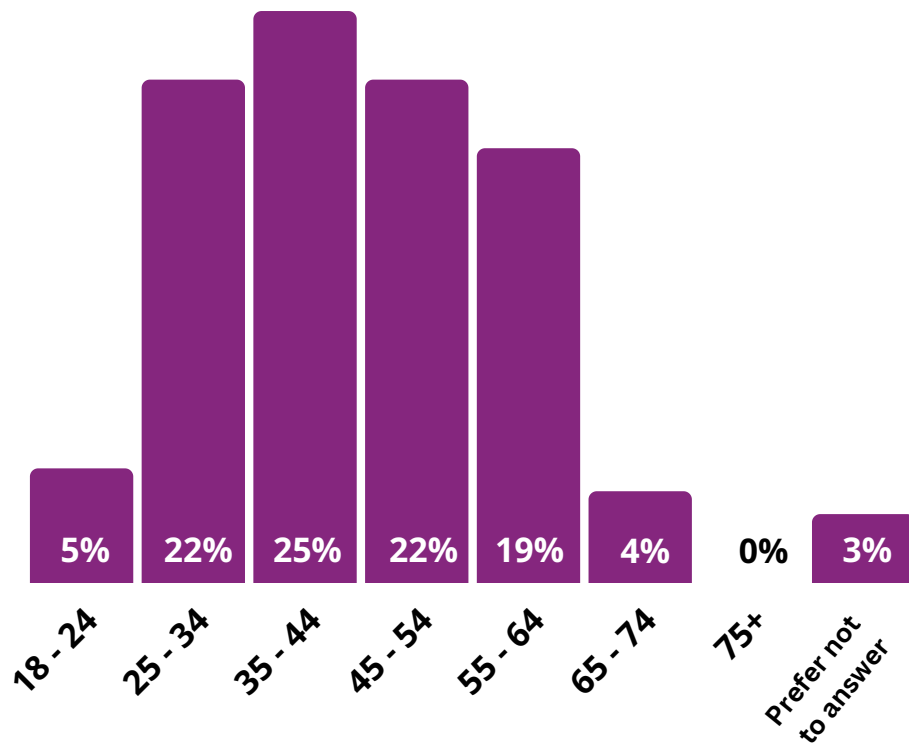


## Sexual Orientation

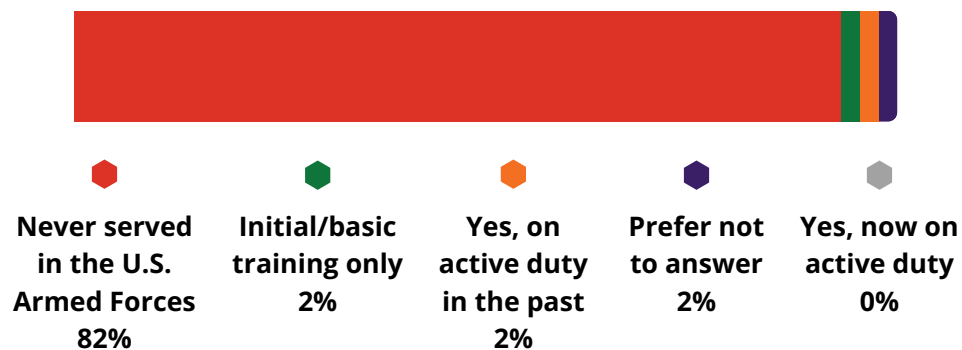




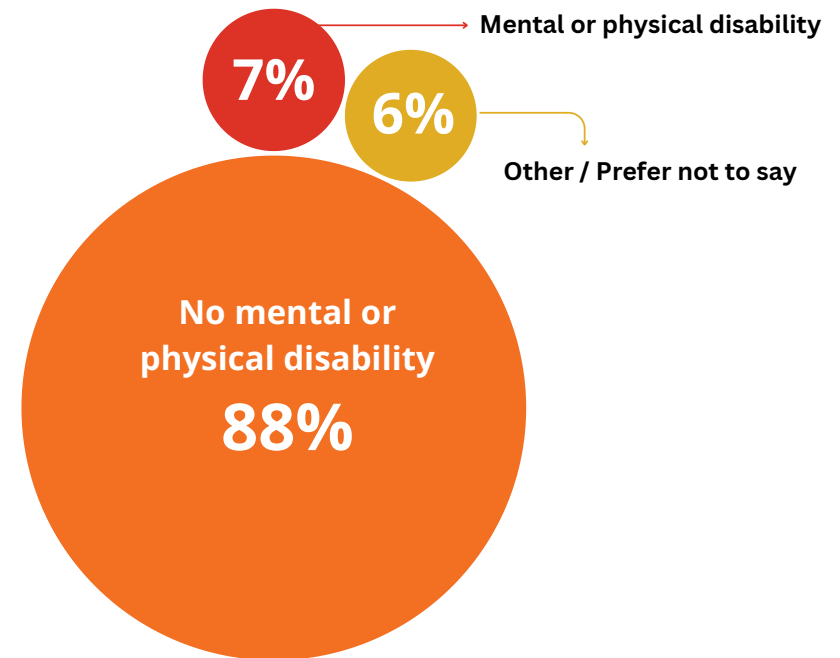
## Ages



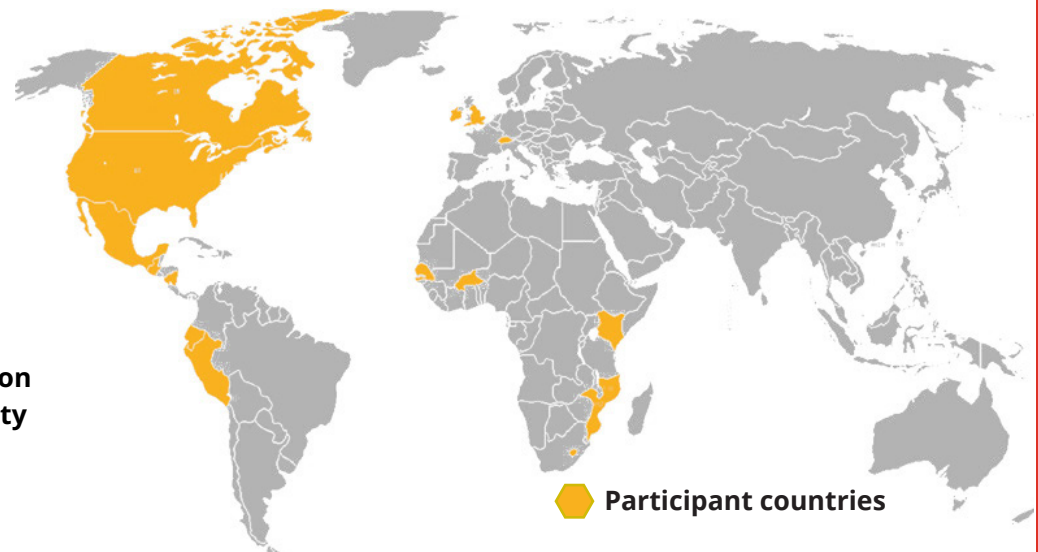
## Veteran Status



## Disability



## Country of Origin

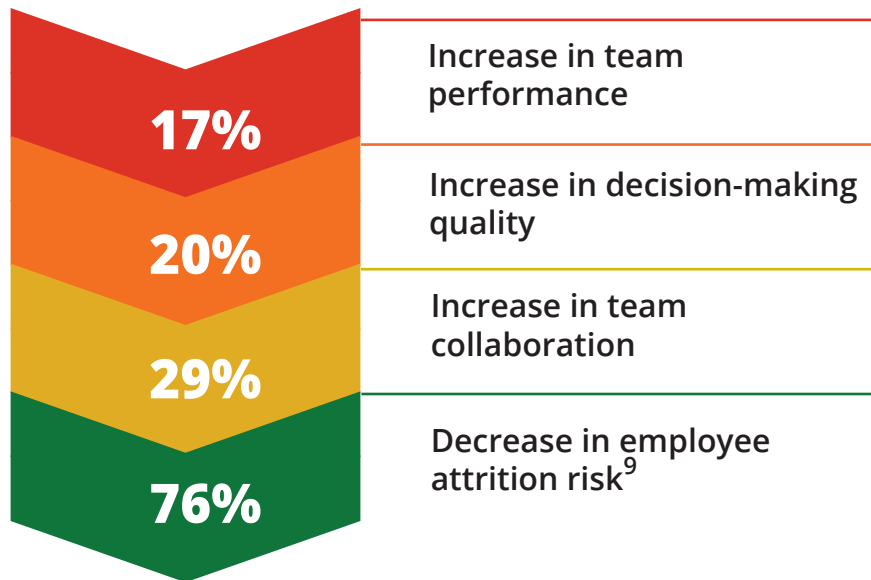


## Participants View: Management

An article in Harvard Business Review confirmed what we all either know or suspect: **leaders play a particularly critical role in fostering diversity and inclusion within their organizations.**

Leaders account for up to 70 percentage points in employees' experience of belongingness and psychological safety.

### Inclusive Leadership Results

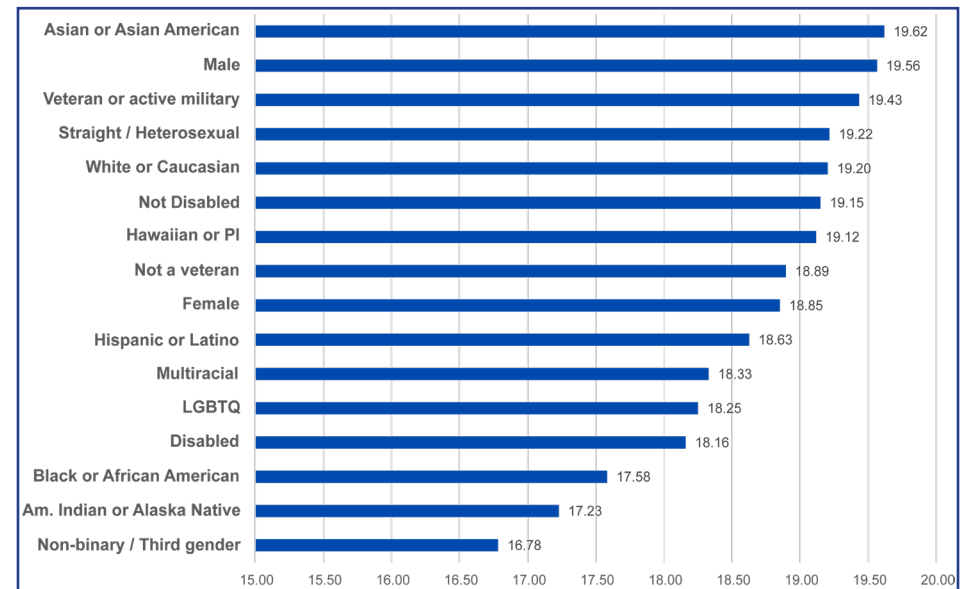


### Management in the Spectra Assessment

In reviewing the management category, we can clearly see how the management of an organization is perceived by people of various demographics. These perceptions can impact whether employees feel their management demonstrates support for diversity and inclusion.

We have separated the assessment results into two charts. The first chart shows how race/ethnicity, gender identity, sexual orientation, disability and veteran status alter a respondent's perception.

All scores shown are out of the possible range from 5 to 25, with higher scores demonstrating a more positive view.



The notably low ranking of management by BIPOC, multiracial and LGBTQ or Non-binary groups relative to white/Caucasian respondents coincides with a larger perception captured by a 2020 Pew Research survey. The research showed 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."<sup>10</sup> Unfortunately, this has been shown to be true even at the top levels of business.

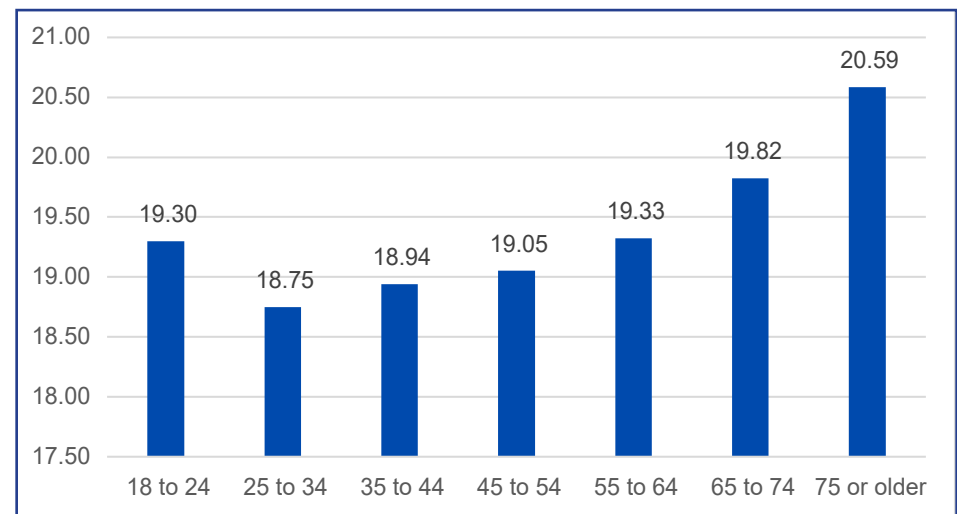
Women scoring lower than men in their perception of management is a more widely known long-term issue with hiring, training and retention in organizations. Although women earn more bachelor's degrees than men, and have for a while, they are less likely to be hired into entry-level jobs. At the first 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 management positions, while women hold only 38

percent.”<sup>11</sup> This gap is something women are well aware of and carry with them to work every day, so it is not surprising they feel less positively about the inclusivity of management at their organizations.

According to research, “being open about one’s sexual orientation as a gay man or lesbian woman (LG) can have negative consequences in the workplace. Professional environments—even contexts that lesbian and gay employees define as LG friendly—may still involve forced choices between acceptance and visibility. Identifying as lesbian or gay still implies the experience of stigma. Studies based on self-reported data show that lesbian and gay workers report difficulties in coming out at work; experience rumors, innuendo and mockery; presume that talking openly about being lesbian or gay might harm their professional careers; and even feel they may have missed an opportunity for promotion due to their sexual orientation.”<sup>12</sup>

Although the acceptance of gay, lesbian, bisexual and other orientations has improved following the Respect for Marriage Act of 2022 and the 2015 Supreme Court decision that legalized same-sex marriage nationwide, known as *Obergefell v. Hodges*, there is still more progress to be made in inclusion of the LGBTQ community in the workplace and in society. This is reflected in the lower perception scores in the Spectra Assessment.

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.<sup>13</sup> Given its alignment with the white or 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.



According to a new study by Deloitte, “for values-driven generations like Gen Z and millennials, the ability to drive change on social issues has the potential to make or break recruitment and retention efforts. Nearly four in 10 (44% of Gen Zs and 37% of millennials) say they have rejected assignments due to ethical concerns, while 39% and 34%, respectively, have turned down employers that do not align with their values.”<sup>14</sup> The message we’re seeing in the chart above is that older employees have a more positive view of management when compared to those 54 or younger.

### Key Findings

*The overall results show a tendency toward the dominant paradigm of white, straight males holding more positive perceptions of management than other demographic groups. Female, Black/African American, people with a disability, or gay, lesbian, bisexual and non-veteran respondents have the lowest perceptions of DEI related to management. Given that management is often composed of mostly white, straight males, it is not surprising that the overall results line up in this manner.*

# Participants View: 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.

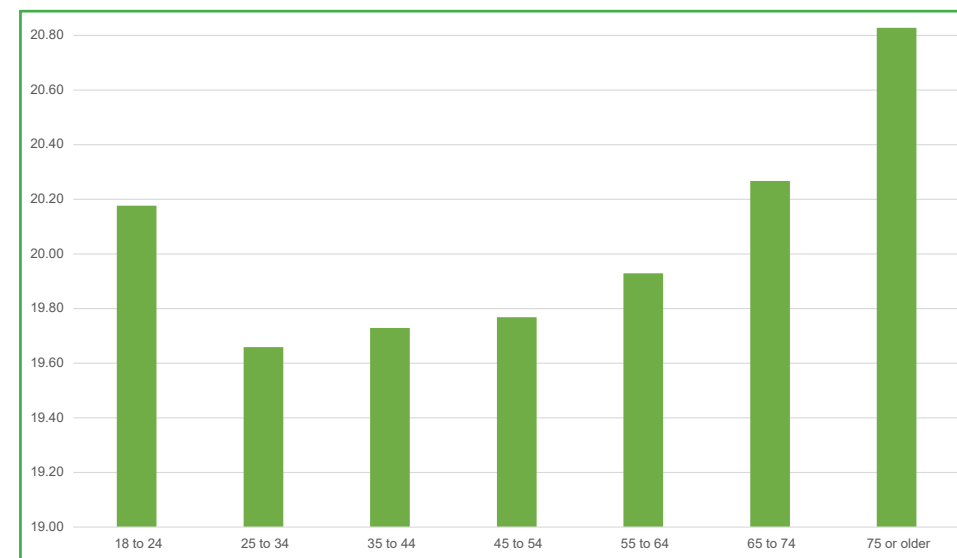
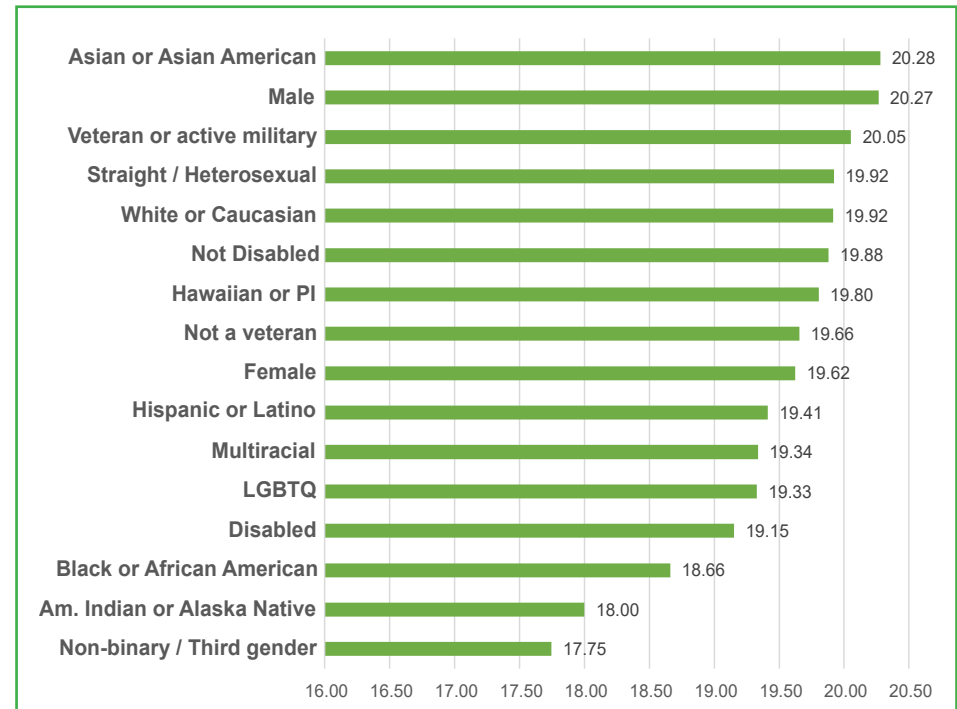
## Culture in the Spectra Assessment

In reviewing the culture category insights, we are putting into context how an individual's demographic categories impact 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 impacts 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 which states: "Black Americans are more likely [in 2020] than in 2019 to say being Black puts people at a disadvantage in our society and that being White helps."<sup>15</sup>

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. Once again, straight white males and veterans have the most positive perceptions of their culture – joined by the Asian/Asian American group.

The lower Management and Culture scores by BIPOC and LGBTQ employees 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, "U.S. 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."<sup>16</sup>

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

The employees in the 25-34, 35-44 and 45-54 year range have a markedly different ranking compared to older employees, and to the very youngest employees. It is important to recognize that "The cultural awareness of younger generations reinforces the need for companies to address culture or risk losing younger employees."<sup>17</sup>

### **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).*

*Last year's scores ranged from 20.1 (male) to 16.8 (Non-binary/Third gender). Compared to last year's ASAR, the differences in perceptions according to age showed slightly higher perceptions this year with a range of 19.66 - 20.83 this year compared to 19.3 - 20.3 for last year.*

*The cultural awareness of younger generations reinforces the need for companies to address culture or risk losing younger employees.*

## Participants View: Policies, Practices & Procedures (3Ps)

An organization's Policies, Practices and Procedures (3Ps) are an indication of the equity which employees feel may, or may not, be exhibited in the workplace.

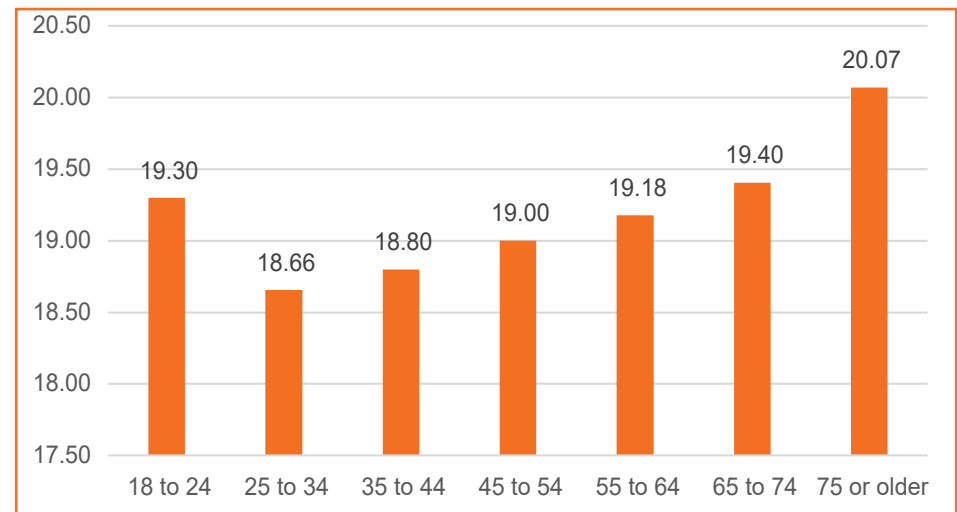
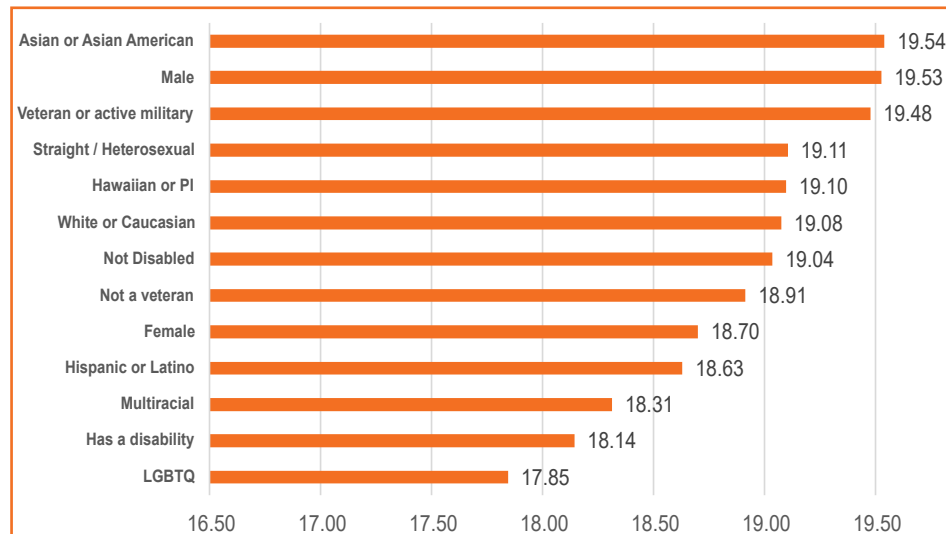
The 3Ps give guidance as to how employees believe the company Policies, Practices and Procedures treat individuals in terms of diversity, equity and inclusion. This is particularly important among marginalized groups.

### 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, white, straight male veterans scored high, joined this year by Asian/Asian Americans and Hawaiian/other Pacific Islanders. Among all groups, there is a slight increase.

For example, this year's Non-binary/Third gender score was 16.4 and last year the same group was 15.7. Although this group is still at the bottom of the list, there has been improvement.

Without explicit policies in place to address inclusion, psychological safety may be compromised for this group.

## DEI efforts in some organizations are more performative than transformative.

According to a study done by the American Psychological Association, nearly half (47%) of those within companies with DEI initiatives, felt the efforts are mostly for show. This performative nature would show up in the organization's Policies, Practices and Procedures.

"This view of [DEI] policies was most common for employees between ages 26 and 43; three-fifths (60%) of workers in this age group said the efforts are mostly for show.

More than half of 18- to 25-year-olds (53%) also said they think the efforts are mostly for show, with much smaller percentages of older groups feeling the same.

The percentage dropped to 37% among workers between ages 44 and 57, dropped to 29% among those 58 to 64, and to 25% of those 65 and older." <sup>18</sup>

### 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 early and mid-career stages, more so than those in the three older or the very youngest categories.*

*Lower scores, such as those seen in the non-binary / third gender group, may indicate psychological safety is compromised for marginalized individuals at work.*

*Younger employees may view DEI efforts as more performative than transformative, indicating a disconnect between DEI actions and impact.*

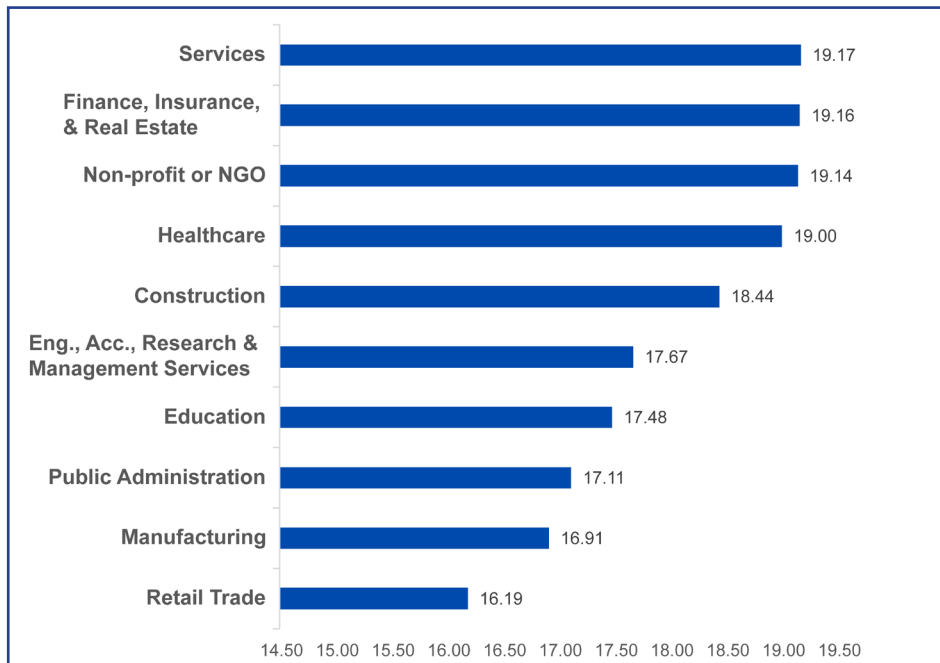
# Industry Overview

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.”<sup>19</sup>

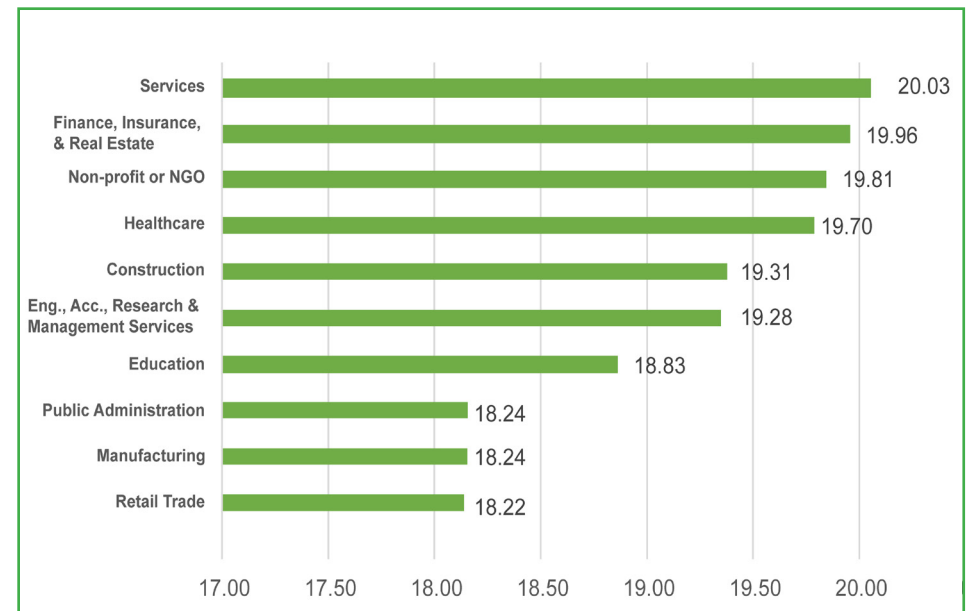


## Key Findings

*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.”<sup>20</sup> So what does the perception of this organizational prioritization with regard to Culture look like across industries in the Spectra Diversity Inclusion Assessment™?





The rankings of Culture are quite close to the rankings of Management by Industry, with only small shifts between industries. Manufacturing, Public Administration and Retail Trade are the bottom three industries. 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.

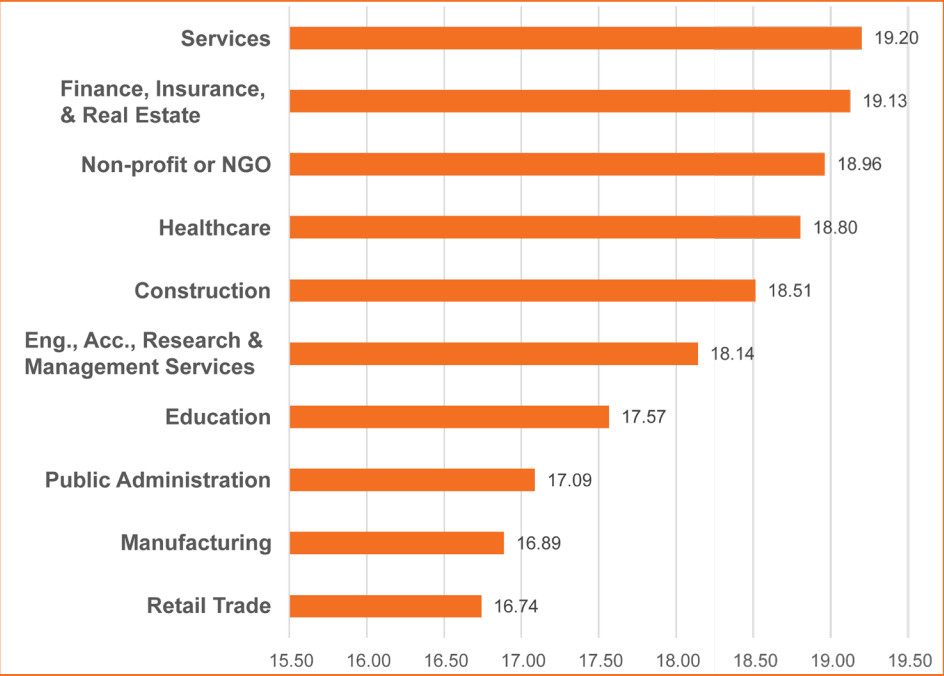
**Key Findings**

*Management and Culture are closely tied in industry rankings, and the change in management structure in the Public Administration industry from the previous report to this one, shows this most markedly. Culture, overall, improved in comparison to our last ASAR.*

*78% of respondents said that “it is important to them to work at an organization that prioritizes diversity and inclusion.”*

**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.



**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 regarding how DEI efforts can be elevated and encouraged.*

## Industry Specific Insights 2017-2023

This section of the Annual Spectra Assessment Report takes a deeper dive into each of the industries we capture, to gain insight as to how they differ and what could be improved. The data included in this section is from the start date of the Spectra Diversity Inclusion Assessment which began collecting data in 2017.

Each section will include their ranking on Spectra Diversity's Maturity Model, demographic characteristics and participant quotes which may inform our insights.

Each organization falls somewhere within the Adopt level on our Maturity Model. Adopt is defined as:

*"Views diversity and inclusion as a key driver of organizational efficiency, employee engagement and/or opportunities to expand market opportunities. Measurements are in place to evaluate diversity and inclusion initiatives. There is some infrastructure (e.g., diversity and inclusion council, employee resource groups, etc.). Diversity and inclusion are aligned with the organization's mission and vision. Works to promote inclusion."*

### Agriculture, Forestry & Fishing

#### Your Organization's Relative Maturity Level: Adopt



The Agriculture, Forestry and Fishing sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber and fish and other animals from a farm, ranch or their natural habitats. The largest number of employers in this group is private industry.<sup>21</sup>

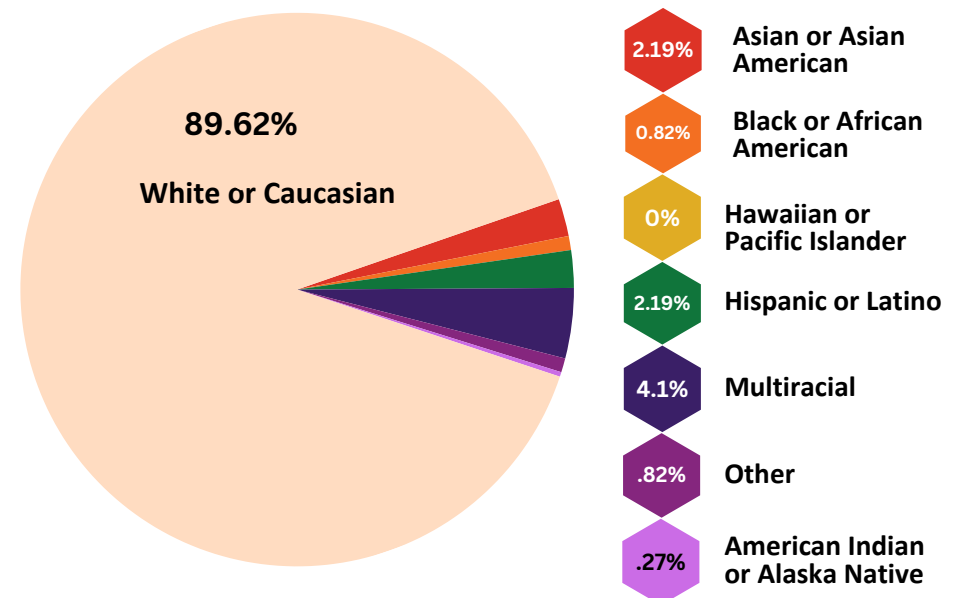
Spectra Diversity's collection of data comes from four assessments, so it is not a large sample size, Nevertheless, it does show some interesting data.

According to the U.S. Bureau of Labor Statistics, this industry has low unemployment (3.9% in September 2023) and low wages (\$34k for farmworkers, \$56k for front line supervisors).

The average wage in this industry was \$30,022 in 2021, much lower than the national average wage of \$59,596 for the same time period.

*"When I led our education department, I noticed we struggled to attract and retain employees who are over the age of 40. I suspect is it due to low wages."*  
— Anonymous Respondent

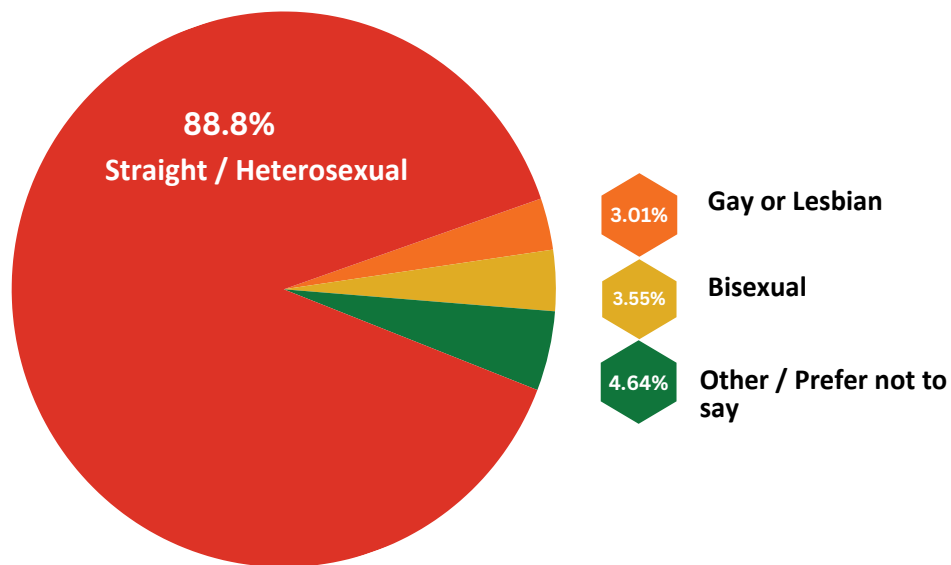
In 2021, 64.6% of the Farming, Fishing, & Forestry Occupations workforce were white, of which 23.8% were women and 76.2% men. Other races that concentrated a significant number of workers were Other (19.2%) and Two or More Races (9.31%).<sup>22</sup> The data regarding race is mirrored in Spectra Diversity's data as shown below.



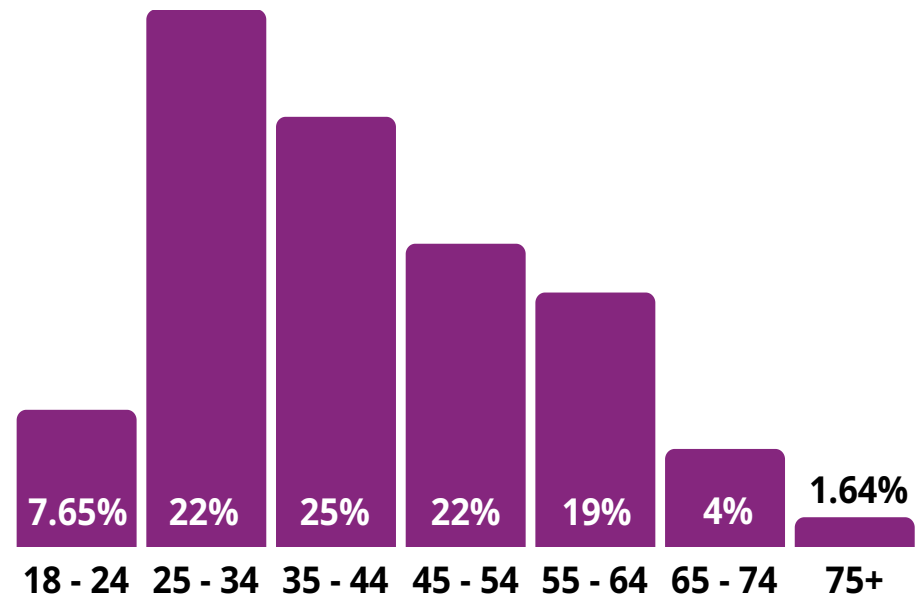
*"Management's lack of understanding what the 'goal' is. For example, is the goal to have a diverse staff? Does that include genders, or only oppressed genders? Does that include age? What population should our diversity reflect? Our users? Our state? Additionally, there has been a challenge in accountability from management. New staff, or growth-minded staff, are held to a higher standard than long-term or less-growth minded staff."*

— Anonymous Respondent

One of the surprises in our data was that this population has percentages of Gay, Lesbian and bisexual employees that is at or above national averages.



At Spectra Diversity one of our common sayings is that data tells us the **what** but not the **why**. In this case we will use additional data, the ages of our respondents, to give us an explanation as to the 'why'.



Research has shown that younger generations, specifically Gen Z (born 1995-2010), do not consider themselves exclusively heterosexual (20%), as opposed to 10% for other generations. "Sixty percent of Gen Zers think that same-sex couples should be able to adopt children—ten percentage points more than people in other generations do."<sup>23</sup>

The growing numbers of Gen Z in this industry explain the increasing percentages of LGBTQ employees.

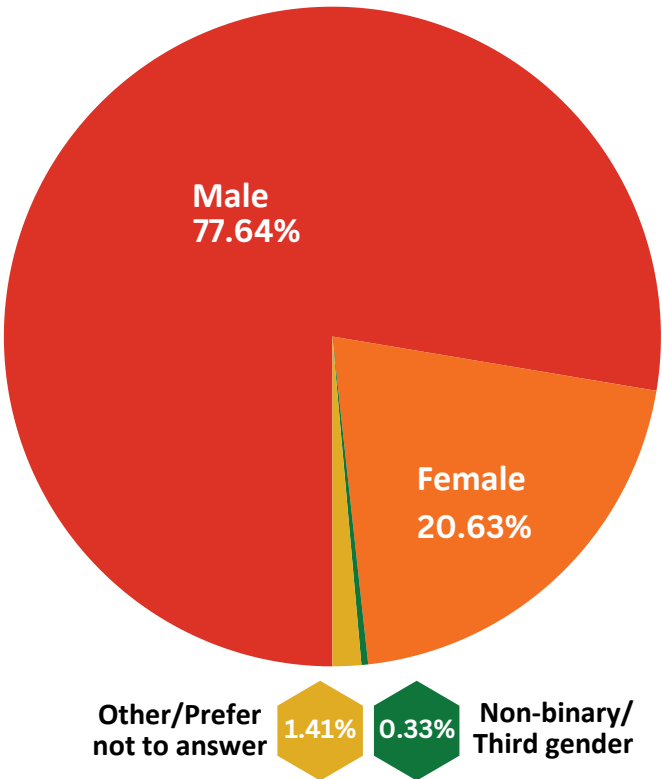
# Industry Specific Insights 2017-2023

## Construction

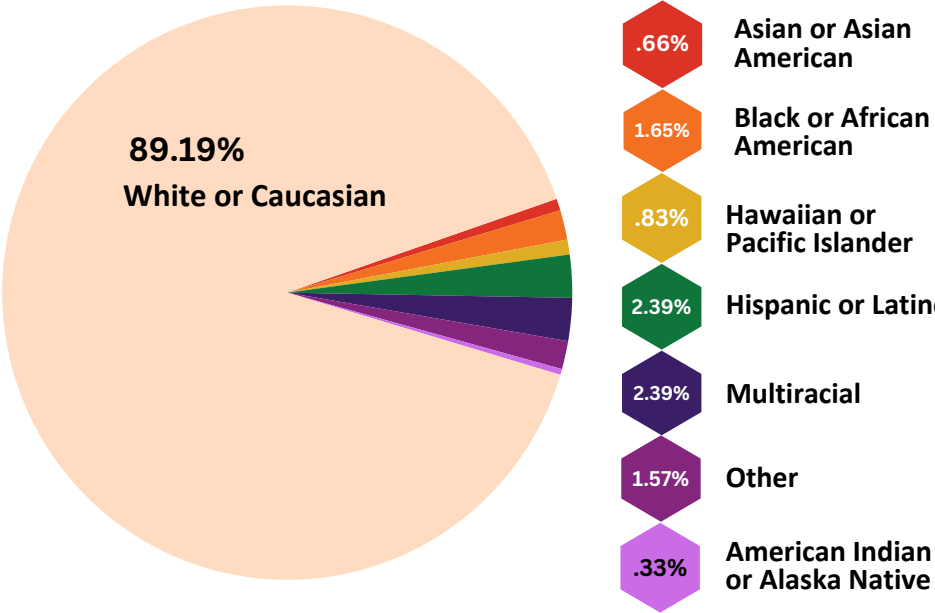
### Your Organization's Relative Maturity Level: Adopt



The construction industry scored relatively high on the Maturity Model in comparison to many industries. They are still in the Adopt phase, however, indicating that there is much room for improvement. The higher score conforms to the ranking of straight white men, as shown in our earlier sections for Management, Culture and the 3Ps.



The data regarding race is mirrored in Spectra Diversity's data as shown below.



On the above pie chart, please note that the chart adds up to more than 100% because our data gathering collects race/ethnicity as the data is entered, and then adds a new category of multiracial/multiethnic when preparing the report.

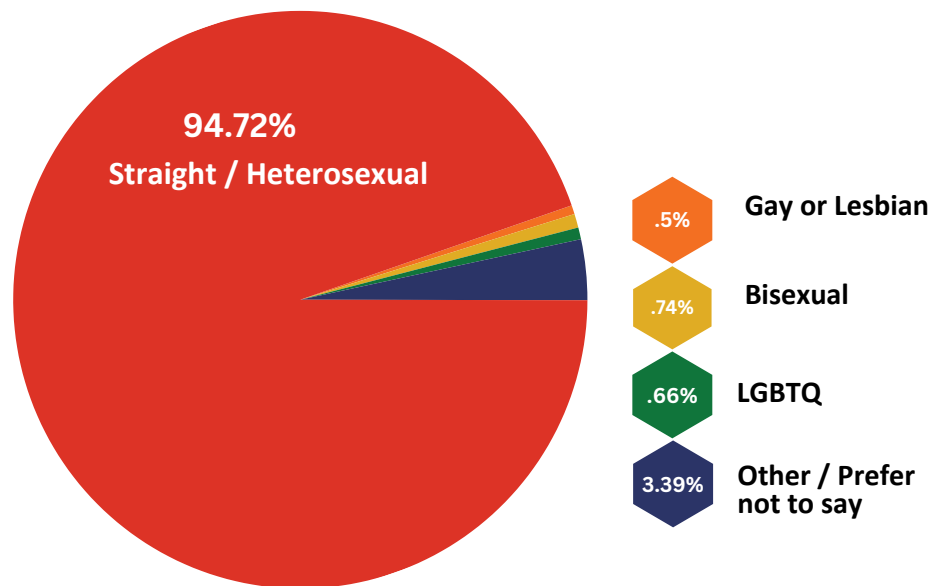
The average age of a construction worker in the U.S. is 38 years old – which is in alignment with Spectra Diversity's data for this industry. The most common ethnicity of construction workers in the U.S. is white (52.9%), Hispanic (27.7%) Black/ African American (11.1%) and unknown (4%).<sup>24</sup>

In Spectra Diversity's sample of this industry, those who were surveyed were full-time workers. Part-time or seasonal workers were not included, and this may be reflected in the race and ethnicity portion of our reporting which shows 89% white.



*"Women are treated differently in the organization. Many times, throughout my time here, I've been asked to perform tasks that are absolutely 100-percent outside of my job description and I believe I am asked to do these tasks because I am a female. I have worked very hard to get to where I am (e.g., higher education, hard work ethic, time, etc.), and it is deflating when I am asked to do these types of tasks. I cannot speak much to how different races are treated at [our company], but women are definitely treated different here."*

— Anonymous Respondent



Note: You see the LGBTQ community represented in three categories above because our sexual orientation demographics category was updated with lesbian or gay and bisexual as options. Demographic data on gender identity is shown on the previous page. We also changed the wording from prefer not to say to prefer not to answer and have combined these answers in "other" as shown above.

The Labor Department reports that unemployment for this industry is low (3.8%), and union membership is also low (11.7%). Spectra Diversity's participants for this industry were non-union participants. Wages in this industry were primarily above the U.S. National average. The mean in 2022 according to job roles was:

- Carpenters \$59,070
- Construction laborers \$47,350
- Construction managers \$110,160
- Electricians \$64,760
- Operating engineers and other construction equipment operators \$63,530<sup>25</sup>

Nonunion workers were paid less than union workers.

*"I do think it will be incredibly important that the senior leadership actually goes through training to further understand their own biases that they may not even be aware that they have. I would never say that there has been mal intent from leadership here, but I do believe that our culture of "this is how we've always done things" has unfortunately gotten in the way of ensuring people maintain an open mind to new talent and other, more diverse voices in this organization. If leadership isn't willing to take a hard look in the mirror and truly recognize where their own biases are, then we have little hope of translating an open, diverse, and inclusive culture across this organization. D&I starts at the top."*

— Anonymous Respondent

# Industry Specific Insights 2017-2023

## Education

### Your Organization's Relative Maturity Level: Adopt



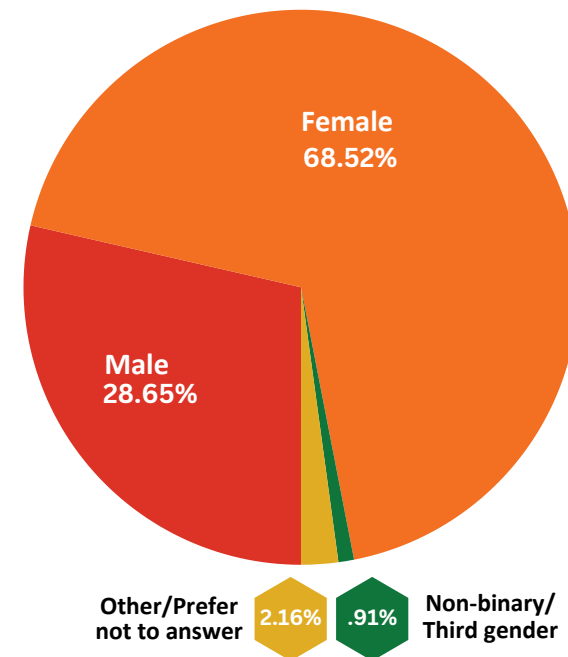
The individuals in the education category who took the Spectra Assessment were primarily staff at public and private universities. As incoming students are more racially and ethnically diverse, as well as more inclined to self-identify with the LGBTQ community, staff has a need to be able to act in an inclusive manner when dealing with each other, as well as with students.

In general terms, the percentage of adults with a bachelor's degree or higher, is 41.8% for the non-Hispanic white population, 27.6% for the Black/African American population and 59.3% for Asian/Asian Americans and 20.9% for the Hispanic population. According to the 2020 census, 41.6% of naturalized citizens and 43.4% of the children of immigrants were reported as having a bachelor's degree or higher. In 2022, a greater share of U.S. immigrants (15.2%) than U.S. natives (14.0%) held advanced degrees, such as master's degrees, professional degrees or doctorates.<sup>26</sup>

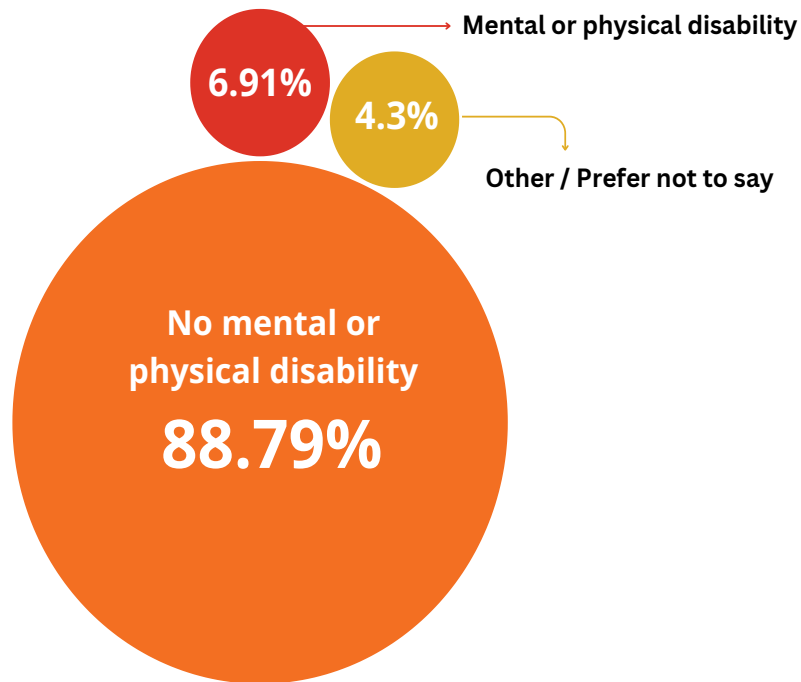
In terms of gender, the staff of the universities measured was predominantly female. The reverse is true in terms of the faculty. In 2022, women were just 44% of tenure-track faculty members and just 36% of full professors.<sup>27</sup>

*"Diversity and inclusion training should be mandatory across the entire campus. In some cases, we will be preaching to the choir, and in some the people who really need to hear it will blindly assume it doesn't refer to them...but there are still many people across campus who have no idea about the diversity and inclusion issues that are taking place on this campus. Training is definitely needed in the classroom as well - we have instructors who make inappropriate comments about race and those who refuse to call people by their chosen name. We've started good processes in some areas, but they need to be expanded."*

— Anonymous Respondent



Our results show a low percentage of those who self-identified as having a disability. According to the Bureau of Labor Statistics, about 21% of people with a disability were employed in the U.S. This is an increase from 19% in 2021.



*"When embarking on graduate work that I thought would lead to a career as a college professor, I took a statistics class and researched women in academia. During that process I discovered that academia is one of the last great holdouts in terms of women's roles and equity. So, I chose another path."*

— Chris Jones, CEO Spectra Diversity

At the end of its term, the Supreme Court upended established equal protection law in 2023 with its decision in *SFFA v. Harvard* and *SFFA v. UNC*. This effectively eliminated the use of affirmative action in college admissions. Legacy admissions and athletic scholarship admission policies remain unchanged.

At the same time, Hanover Research conducted a higher education DEI survey. Hanover's research include:

- A two-year decline in student perceptions of institutional support for DEI
- A decline in students' belief that topics relevant to DEI are prominent in their coursework
- Striking disparities when disaggregated by race, gender identity, sexual orientation and institution type
- A consistent number of students who feel they must change or hide an aspect of their identity to fit in at their institution.<sup>28</sup>

*"Have intentional training focused on DEI work. Stop trying to create committees and initiatives that have no focus and act as a performative means of action, but not tangible action and outcomes. Listen to the students: They may complain sometimes, but they often have great ideas that need to be funded and backed."*

— Anonymous Respondent

# Industry Specific Insights 2017-2023

## Engineering, Accounting, Research & Management Services

### Your Organization's Relative Maturity Level: Adopt

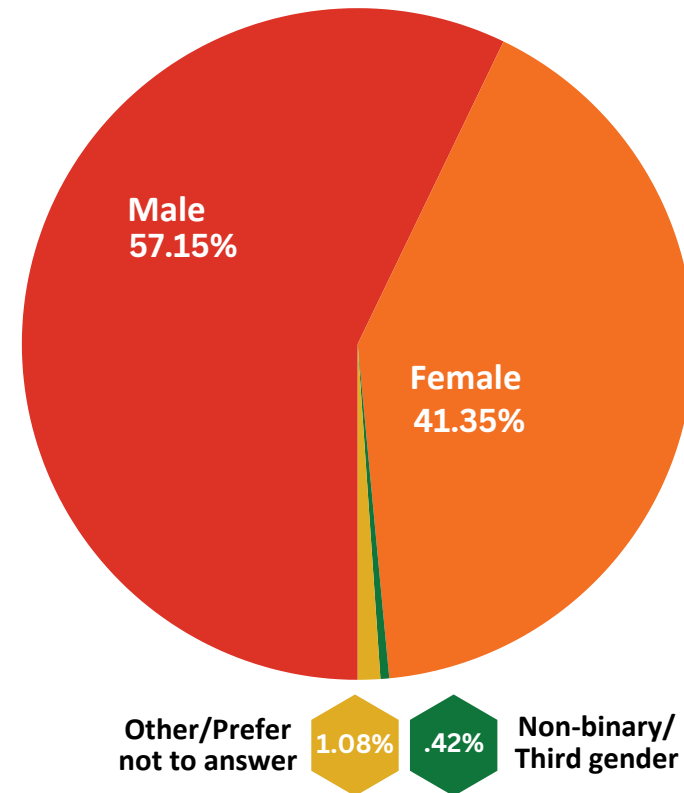


Spectra Diversity collects both quantitative and qualitative data. In terms of qualitative data, the Engineering, Accounting, Research and Management Services participants had a lot to say about what their organizations could do to improve Diversity and Inclusion!

*"Allow people to choose which religious holidays they take off; More teaming with women-owned businesses as subs or primes; Support of girls and women in STEM efforts; Make diversity a focus of charitable giving; Continue/expand efforts to recruit at HBCUs; Offer more generous leave, from Short Term Disability to sick leave to parental leave to bereavement leave - will benefit employees with disabilities and other chronic health issues as well as women who tend to be caregivers more frequently."*

— Anonymous Respondent

Spectra Diversity's data shows a predominance of men in this field, which is not unusual.



Entering and maintaining STEM careers (science, technology, engineering, math) remain a challenge for women as well as for the BIPOC community.



Pew Research reports that Black and Hispanic workers remain underrepresented in the STEM workforce compared with their share of all workers, including in computing jobs, which have seen considerable growth in recent years.

“The representation of women varies widely across STEM occupations. Women make up a large majority of all workers in health-related jobs, but remain underrepresented in other job clusters, such as the physical sciences, computing and engineering.”<sup>29</sup>

Research by the National Center for Education Statistics shows more degrees in STEM fields have been awarded to men than women, despite women receiving more degrees overall. The trend was noted among all racial and ethnic groups, with the smallest gap in STEM degrees awarded to men vs. women among African American students.

Compared to trends in 1970, representation among women in STEM fields increased by 8% through 2019. Women represent 75% of workers in healthcare, 64% of workers in social science, 50% of workers in life sciences and 47% in math. There is lower representation among women in the physical sciences, computer science and engineering. Additional research conducted by the American Association of University Women about gaps in STEM fields can be found in *The STEM Gap: Women and Girls in Science, Technology, Engineering and Mathematics*.

STEM occupations are also largely Caucasian.

*“There’s certainly initiatives and programs rolled out and it’s discussed in company meetings, but I don’t see it demonstrated in my day-to-day interactions with my co-workers, it feels pretty homogeneous which is one of my main dislikes of [our] office is so white and almost everyone is from the Midwest originally and has never lived anywhere else or gone to school outside of the Midwest.”*

— Anonymous Respondent

# Industry Specific Insights 2017-2023

## Finance, Insurance & Real Estate

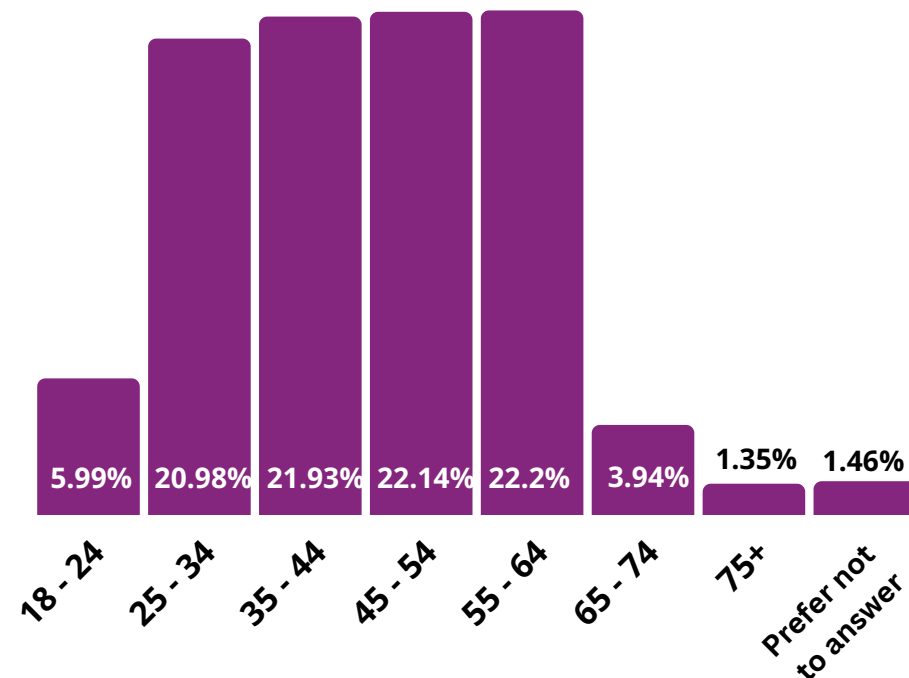
### Your Organization's Relative Maturity Level: Adopt



It may not be surprising that the Maturity Model level score of 3.83 for this industry is higher than others. According to the U.S. Bureau of Labor Statistics, the median annual wage for business and finance occupations was \$76,570 in 2021. It also appears from our age data that employees in this industry stay in the industry for the duration of their careers. There is a big jump from age 18-24 to ages 25-34, which makes sense when considering that most in this industry have a bachelor's degree at minimum.

*"The work and customer products are good. As far as creating and maintaining a diverse and inclusive workplace, it starts with management. When employees feel valued and appreciated, employees tend to want to work harder and do more. The overall feeling is why should I put in the extra effort when nothing you say or do is ever good enough for management. I will always work hard for my customers, but I know I don't put in the effort I should with management because they just don't care.."*

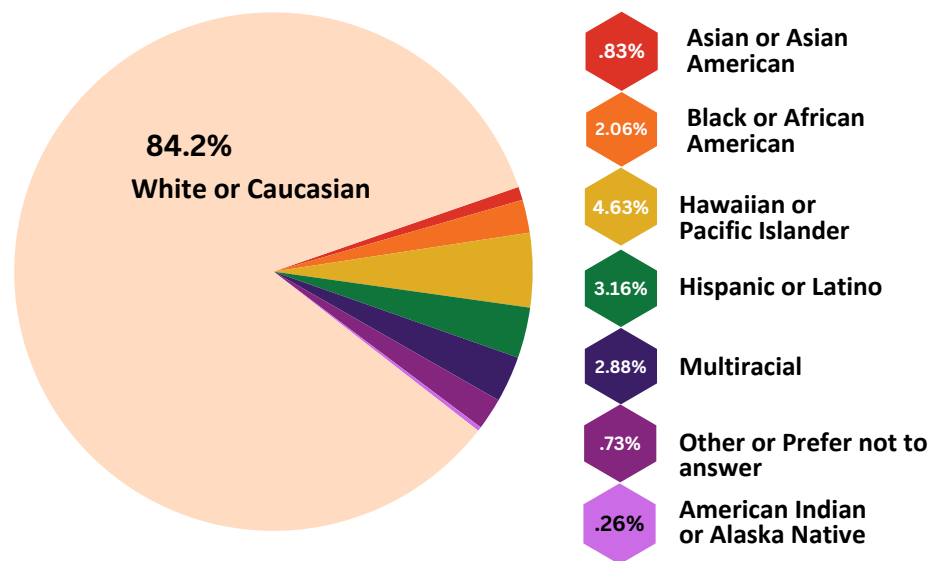
— Anonymous Respondent



Despite their overall reliance on data, Chief Financial Officers in this industry have the following responses according to a recent study:

- 89% of finance leaders are making monthly decisions they know are based on inaccurate or incomplete data
- 56% of finance leaders have been asked to make decisions and forecast for departments over which they lack visibility
- 53% of finance leaders lack access to the right tools to conduct long-term growth planning.<sup>30</sup>

In terms of race and ethnicity, our reporting is confirmed by data from the Equal Employment Opportunity Commission (EEOC). The GAO analyzed diversity in the financial services industry shows a slight increase in representation of non-white groups and women in management positions from 2007 to 2020. “EEOC data (for 2018–2020) showed representation for both minorities and women were relatively flat or marginally increased. Black and Hispanic representation remained at about 3 and 4 percent, respectively. Female representation increased from 31 to 32 percent in that period. Representatives of financial services firms and other stakeholders with whom GAO spoke for the November 2017 report (GAO-18-64) described challenges in recruiting and retaining members of minority groups and women.”<sup>31</sup>



*“I think workloads should be more equal between male and female employees. Often, I have felt like women, especially subordinates, are given extra work that could be performed by the male supervisor. And some male counterparts are not expected to do the same level of work. And some races are given less to do because they are a minority. They get by with doing less work, and performing at a lower level because they are a minority. I think to continue our diverse and inclusive workplace that we need to continue to strive to make everyone feel equal and heard.”*

— Anonymous Respondent

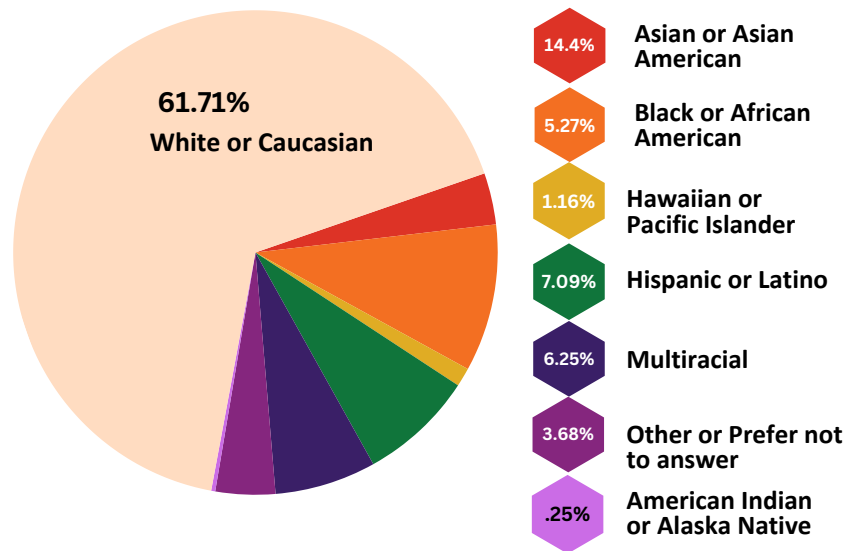
# Industry Specific Insights 2017-2023

## Healthcare

### Your Organization's Relative Maturity Level: Adopt



As confusing as the healthcare industry may be to those of us who are consumers, those who work in the industry give it higher marks than several other industries in terms of diversity, equity and inclusion.



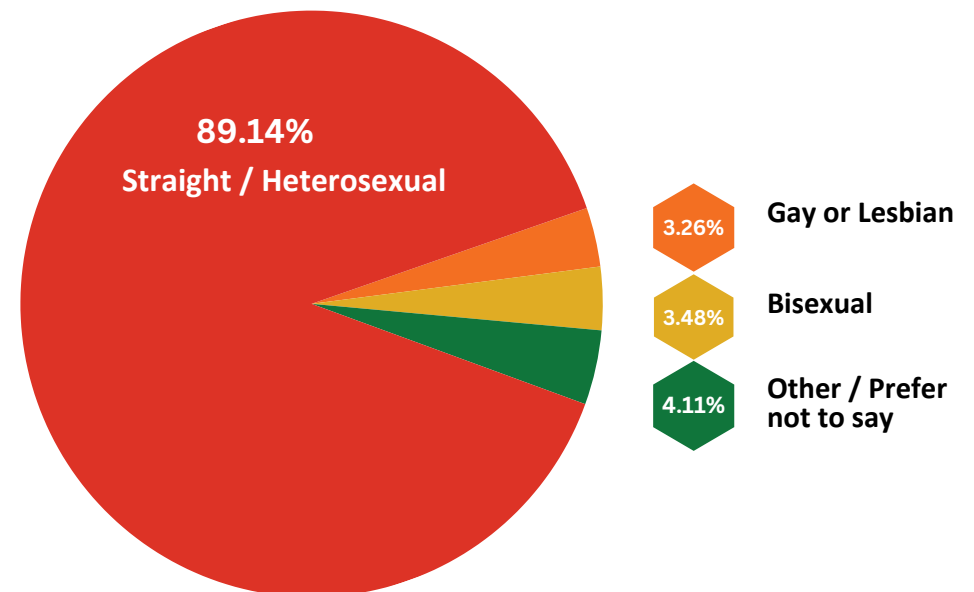
The healthcare industry serves the entire population and so it is important to have a healthcare workforce which represents the tapestry of our communities as it relates to race/ethnicity, gender, sexual orientation, immigration status, physical disability status and socioeconomic level to render the best possible care to the diverse patient populations.

"The Liaison Committee on Medical Education (LCME) is the

US Department of Education body which accredits programs leading to the M.D. degree in the U.S. and Canada, and it is jointly sponsored by the Association of American Medical Colleges (AAMC) and the American Medical Association (AMA). In 2009, they developed two diversity accreditation standards. After implementation of the LCME diversity accreditation standards (2012–2017), there was an increase in female, Black, and Hispanic matriculants in medical schools in the US. In 2017:

- 50.4% of matriculants identified as female
- 7.3% as Black
- 8.9% as Hispanic
- 24.6% as Asian
- 58.9% as white

While there is some progress, the current number of medical school matriculants does not mirror the population of Black and Hispanic persons in the U.S." <sup>32</sup>



A survey of ~3500 healthcare professionals found minorities and women were less likely to rank their organization as culturally competent, and they concluded organizational efforts to achieve cultural competency would benefit from measuring this factor to target their efforts.<sup>33</sup>

Our data shows that the percentage of employees self-identifying as gay, lesbian or bisexual, is just slightly less than national averages – which speaks well of the industry’s ability to recruit and retain LGBTQ+ individuals. However, LGBTQ+ employees need more support from their employers and improved benefits. They are more likely to experience health inequities, be uninsured or under-insured, and delay or forgo needed medical treatment than their cisgender and heterosexual counterparts.<sup>34</sup>

*“I have had issues with pay parity, specifically learning that there were major pay discrepancies at the organization at a race-level (attributed to inconsistencies in communication regarding starting salaries, bonuses, and promotion adjustments) that were presented to senior leadership and not addressed. I have also dealt with implicit biases manifesting in the form of people making inappropriate comments about my hair and clothing / skin. I have had conversations with other colleagues with similar experiences. I think certain people who fit [our] brand are elevated to a level that is not truly reflective of the diverse experiences and cultures present at the organization.”*

— Anonymous Respondent

*“I am a woman, young by many people’s standards. It can be difficult to feel heard in the beginning, having an opinion or offering an alternative solution often results in being shot down or ignored, I felt that way in at least the first 6 months here. In this company, and in the healthcare world I would say more often than not women are leaders, so I do not feel gender is the reason. I would say it is more about age, and this company should be doing more to empower the younger generation of workers.”*

— Anonymous Respondent

Age varies across healthcare occupations. In our data, we show that approximately 28% were ages 35 to 44 and another ~23% were ages 45-54.

Other research shows that nearly two-thirds of all workers were in the prime working ages of 25 to 54 in 2022. “Among the largest 25 healthcare occupations, physician assistants (88 percent) contained the largest share of 25- to 54-year-old workers. Nurse practitioners (83 percent), speech-language pathologists (80 percent), pharmacists (79 percent), physical therapists (78 percent), and occupational therapists (78 percent) also had a sizable share of workers that were 25 to 54 years old. The share of home health aides who were ages 55 years and older was much larger than that of all workers in the nation (36 percent, compared with 24 percent). Personal care aides (33 percent), medical records specialists (30 percent), and physicians (28 percent) also had large shares of workers who were ages 55 years and older.”<sup>35</sup>



# Industry Specific Insights 2017-2023

## Manufacturing

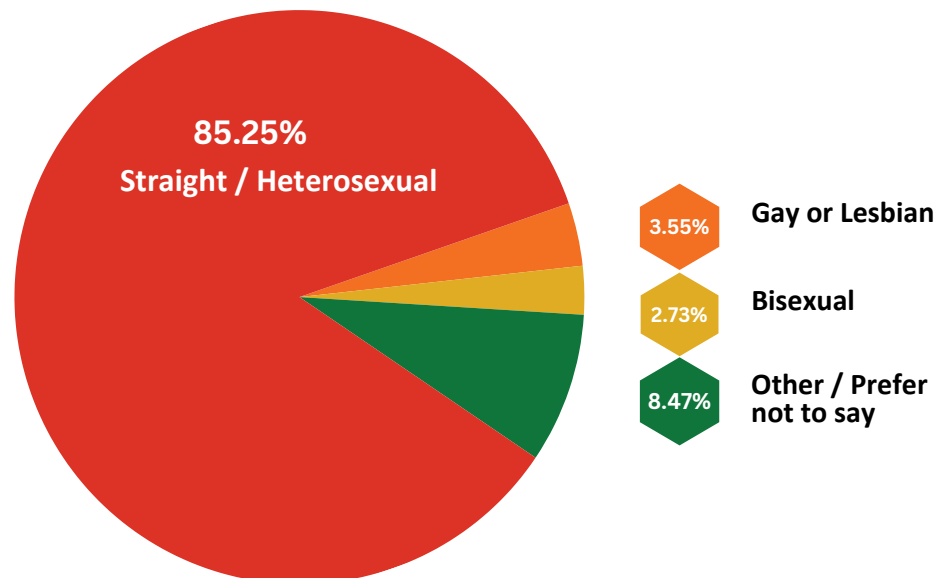
### Your Organization's Relative Maturity Level: Adopt



The 2023 strike of union workers in the automotive industry made the news, although a very small percentage (8.6%) of workers within the manufacturing industry are represented by a union.<sup>36</sup> Compared to healthcare and the financial sector, manufacturing wages are lower.

The median incomes are:

- Helpers--production workers: \$35,670
- Inspectors, testers, sorters, samplers and weighers: \$44,900
- Machinists: \$48,310
- Purchasing agents, except wholesale, retail and farm products: \$69,060
- Team assemblers: \$38,780<sup>37</sup>



Unemployment is low in manufacturing, as it is in many industries as of this writing. Many manufacturers citing the shortage of skilled labor as a major business challenge.

"Panelists at a recent Roundtable: Recruiting and Retaining LGBT+ Employees, hosted by The Manufacturing Institute, discussed the growing awareness among manufacturers of ensuring that their companies are LGBT+-friendly workplaces. "When you build a psychologically safe environment, all employees benefit from it because all employees will start to share their ideas without [fear of] retribution," said Entegris Senior Manager of Talent Management & Development Phillip Spencer.

More generations identify as part of the LGBTQ+ community and want to work for companies that ... support [them]. So, it really will benefit everyone and the bottom line of all of our companies to be inclusive of the LGBT+ community. Say no to "rainbow washing": To recruit talent who identify as LGBT+, panelists agreed, manufacturers must genuinely create an accepting, open culture rather than just engage in "rainbow washing,"—i.e., adding a rainbow to company branding while offering few, if any, benefits to actual LGBT+ people."<sup>38</sup>

*"We need to celebrate groups/occasions that will foster greater feelings of inclusion - Int'l Women's Day, Pride, etc. Trainings led by employees with the backgrounds we are trying to attract - Women in Manufacturing, LGBTQIA, etc. Affinity groups - start with one or two and go from there. Recruit out of these groups from colleges."*

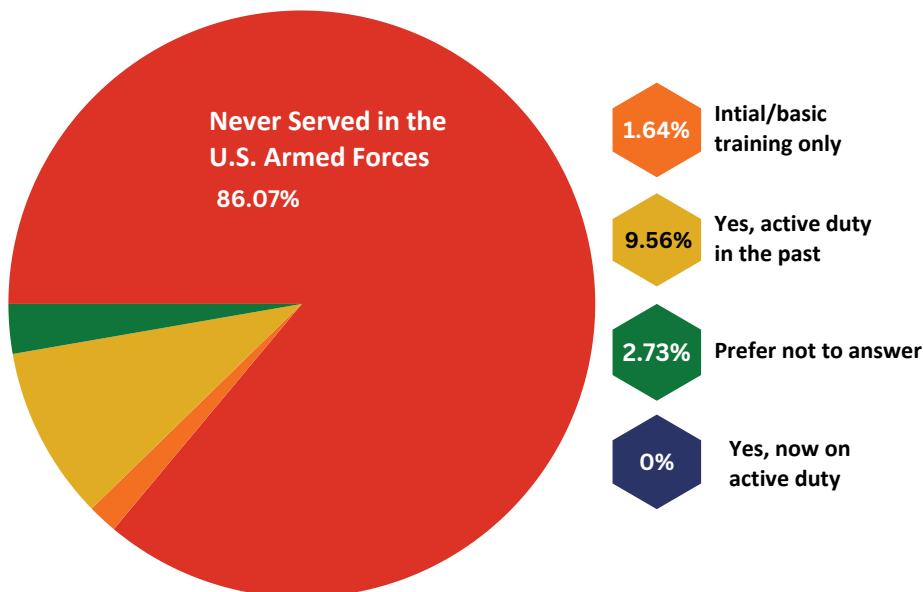
— Anonymous Respondent

The percentage of veterans who were employed in 2022 was just 2.9%. Within the manufacturing industry, 9.56% of our respondents were veterans, a considerably higher proportion compared to other industries. In the U.S. manufacturing sector has the most veterans employed – other than the government with has 22.8%.<sup>39</sup>

More than 200,000 men and women transition out of the military each year. The Manufacturing Institute estimates that manufacturers will need to fill 4.6 million jobs by 2028. “With their technical skills, ability to lead and follow under pressure and experience working in teams, veterans bring exceptional value to the manufacturing industry—even more so during these challenging times.”<sup>40</sup>

*“I think employees overall would be more engaged with the idea of [our] core values if everyone felt included and supported. Women in management is a big thing that is not really represented here.”*

— Anonymous Respondent



# Industry Specific Insights 2017-2023

## Non-profit or NGO

### Your Organization's Relative Maturity Level: Adopt



The IRS classifies non-profits as:

- Charitable Organizations — IRC 501(c)(3)
- Churches & Religious Organizations — IRC 501(c)(3)
- Private Foundations — IRC 501(c)(3)
- Political Organizations
- Other Nonprofits: Organizations meeting specified requirements may qualify for exemption under subsections other than Section 501(c)(3). These include social welfare organizations, civic leagues, social clubs, labor organizations and business leagues.

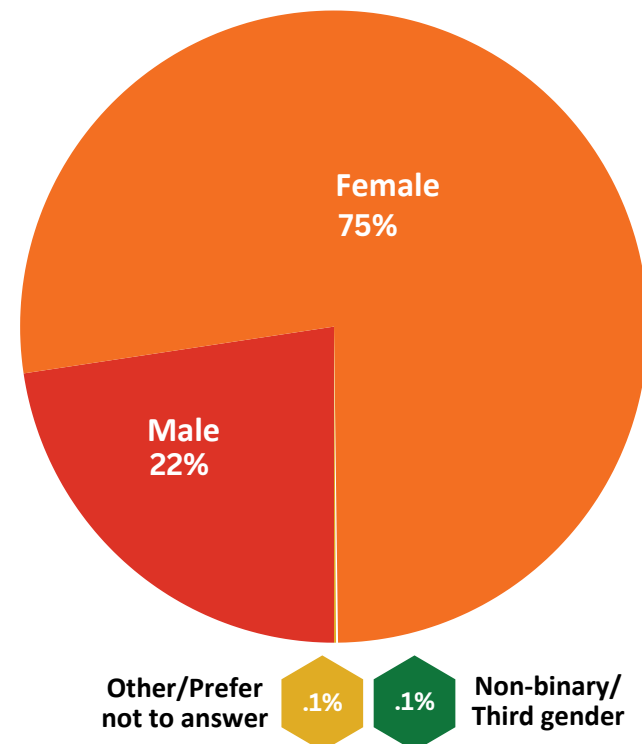
In Spectra Diversity's data, we also include NGOs, which includes global organizations in our sample. Like many industries, the non-profit sector was impacted by COVID-19. "By the third year of the pandemic, March 2022 through February 2023, overall employment had fully recovered, with the largest gain among the self-employed, with 5.0 percent more self-employed workers than pre-pandemic." The second largest gain was among those in non-profits with a 2.4% gain.<sup>41</sup>

In our sample, the industry is overwhelmingly female in terms of employment. According to the Bureau of Labor Statistics, about two-thirds of those employed in the private nonprofit sector were female. Women also outnumbered men among those working in government, at 56.6 percent. Of those

employed in 2022, 18.2 percent were foreign born—that is, born outside the United States to parents who were not U.S. citizens. Seventy percent of them worked in management and professional occupations.<sup>42</sup>

The jobs according to services provided are:

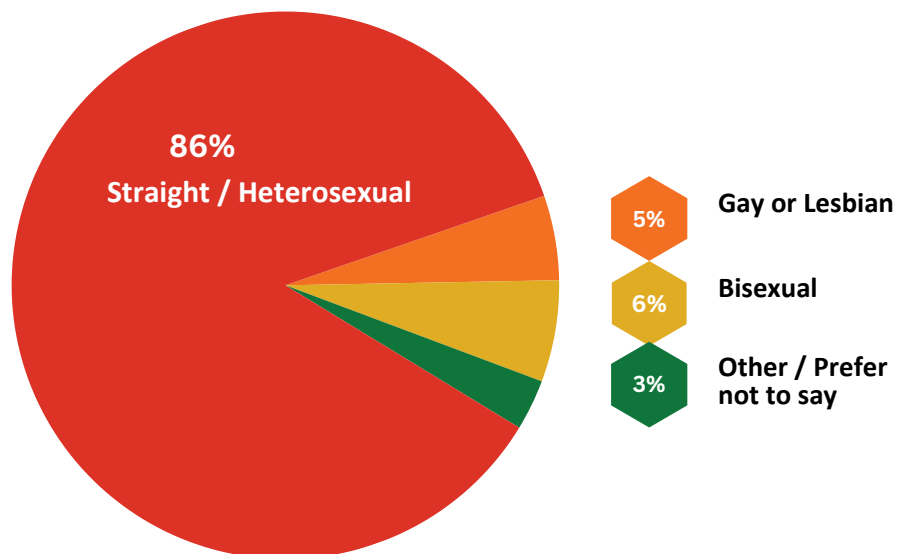
- 55% for health services
- 16% for education
- 12% for social assistance
- 7% for grant makers, religious organizations, civic, professional and similar organizations such as environmental groups
- 3% for arts and recreation
- 4% for other services
- 2% for professional services<sup>43</sup>



*"I have seen people promoted into positions because they're "diverse", but not given the additional resources and support needed to be successful. That behavior concerns me that D&I is "window dressing" for some without the commitment to the tough work it takes to make a truly inclusive work environment. I've personally experienced biases against women and seen things play out due to race that trouble me as a professional. I fully believe in the organization's commitment to improvement, and it starts with listening and acknowledging where we haven't been great in the past."*

*— Anonymous Respondent*

In Spectra Diversity's sample of nonprofits and NGOs, we see a relatively larger proportion of those who self-identify as something other than heterosexual.



*"The organization does a good job in terms of hiring people of diverse gender backgrounds. From the CEO down, women and men are included at all levels of the organization. And when I came out as transgender to the director of [our company], no judgment was passed, and it changed nothing."*

*— Anonymous Respondent*

As in other industries, when the intersectionality of race, gender and sexual orientation are combined, the challenges are multiplied. "LGBTQ staff of color reported facing adverse effects of racism in their attempts to advance in the nonprofit sector, which were compounded by barriers related to their sexuality. In fact, LGBTQ people of color respondents reported significantly more challenges in almost every area of their career, as compared to straight people of color and both LGBTQ and straight whites. The findings indicate that the nonprofit sector needs to address the structural barriers to leadership based on race, and must simultaneously consider the additional impact of sexuality."<sup>44</sup>

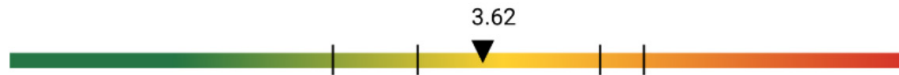
*"I have felt that certain members of the leadership team treat me differently because I am a woman being interrupted, being told flat out 'oh I'm sorry, I wasn't listening' by a male colleague, being asked to repeat myself multiple times (sharing the same info each time) only to have it fall flat until another male colleague repeated what I said and it seemed to land, etc."*

*— Anonymous Respondent*

# Industry Specific Insights 2017-2023

## Public Administration

### Your Organization's Relative Maturity Level: Adopt

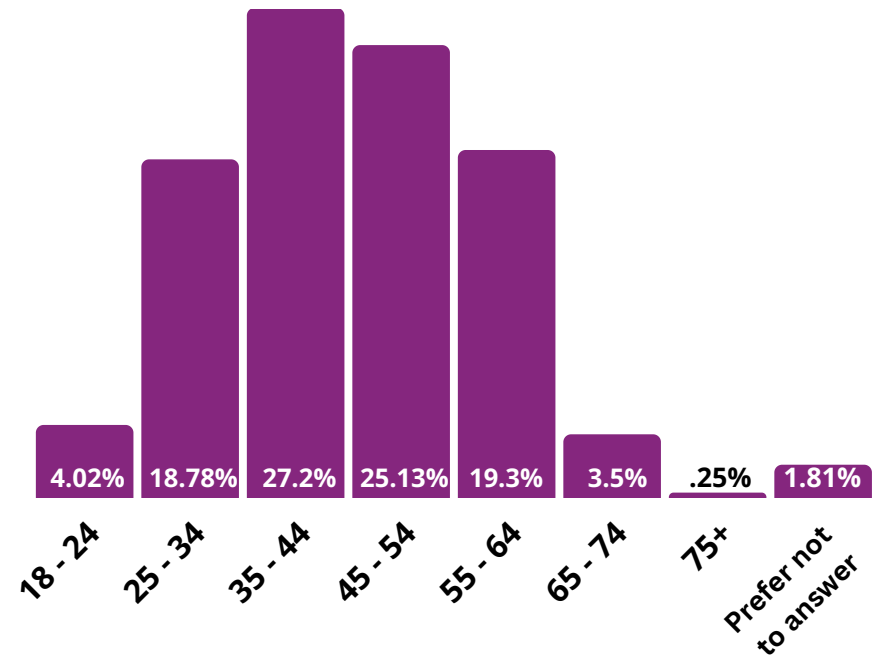


The data collected by Spectra Diversity includes police departments, public utilities, parole offices and county government.

A few items stand out for us in terms of their overall industry report. One of those is age which appeared in the data and in the open-ended comments. As you can see in the chart below, there is a significant number of millennials in this industry. Also significant is the lack of Gen Z employees. There may be an obvious reason for the lack of young people.

According to a recent study, 48% of survey respondents ages 18-36 considered themselves politically engaged or active. Many of them also reported that they didn't feel represented or well served by their "largely white, male and wealthy" local, state or federal government representatives.<sup>45</sup>

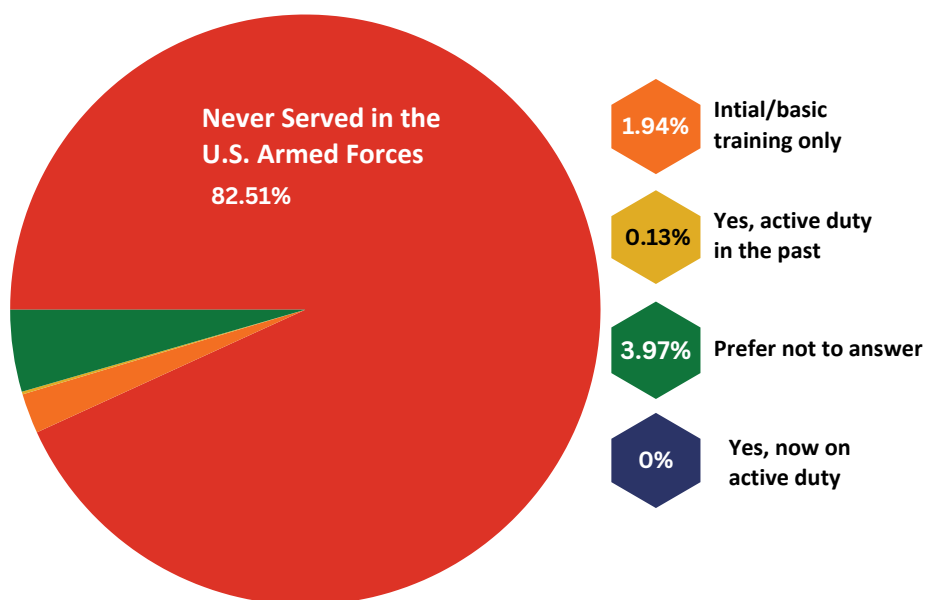
Just 24% agreed or strongly agreed with the statement: "I believe that local government wants to hire people like me." Equally troubling is that just 18% agreed or strongly agreed with the statement: "I want to work in local government at some point in my career."<sup>46</sup>



*"Personally, I have experienced a number of challenges related to my gender and age. There tends to be a hierarchy of age and gender-related biases that are not only prevalent, but sometimes lauded and accepted as cultural norm. These biases and beliefs are cultivated by our Board members and, although much improved in several areas of our organizational structure, still strongly adhered to in others. This is not to say that issues with racial, sexual orientation, and other forms of bias do not exist - these biases do exist, and we do little to address them.."*

— Anonymous Respondent





Another interesting finding in our data is that the percentage of veterans in this industry is higher than in other industries and higher than the national average (which is 7%). In terms of industries, the highest industry in terms of veterans employed is government (22.8%) followed by manufacturing at 12%. Of the veterans in the US, 63.18% of them are men 65 years or older, which would include WWII, the Korean War and Vietnam. In that same age group of 65 or older, 2.44% are women.<sup>47</sup>

*"Individuals are pre-selected for advancement and resources are allocated in their favor. Not all individuals are given the same opportunity for advancement. This is done behind closed doors. There is a bias in favor of males for resources for higher education. Money gets found in the budget when it's convenient."*

— Anonymous Respondent

Interestingly, Spectra Diversity's data includes a majority female workforce with 55.84% female, 41.71% male, 0.26% non-binary or third gender and 2.2% other / prefer not to answer.

*"I think that, overall, young women in this organization are not taken seriously. Unless there is an existing female manager to bolster prospects, the overall tone of management in the organization is not welcoming to young females who are talented and trying to achieve more in their careers. There are top administrators and managers in this County (male) who don't take women, including others in similar leadership positions, seriously."*

— Anonymous Respondent

# Industry Specific Insights 2017-2023

## Retail Trade

### Your Organization's Relative Maturity Level: Adopt

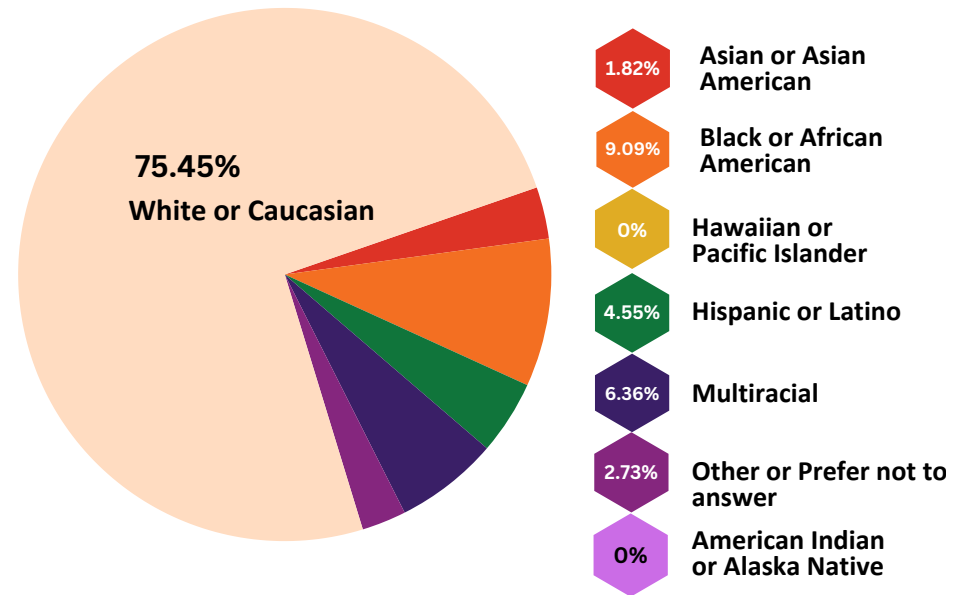


The retail trade organizations scored low in the Adopt phase of Spectra Diversity's Maturity Model.

The retail trade organizations were also at a low level two (out of three levels) for Management, Culture and the 3Ps. In our sample there were slightly more men (53.6%) than women (44.6%) with 1.8 % identifying as Non-binary or Third gender. 90% identify as straight, and 6.4% are U.S. veterans.

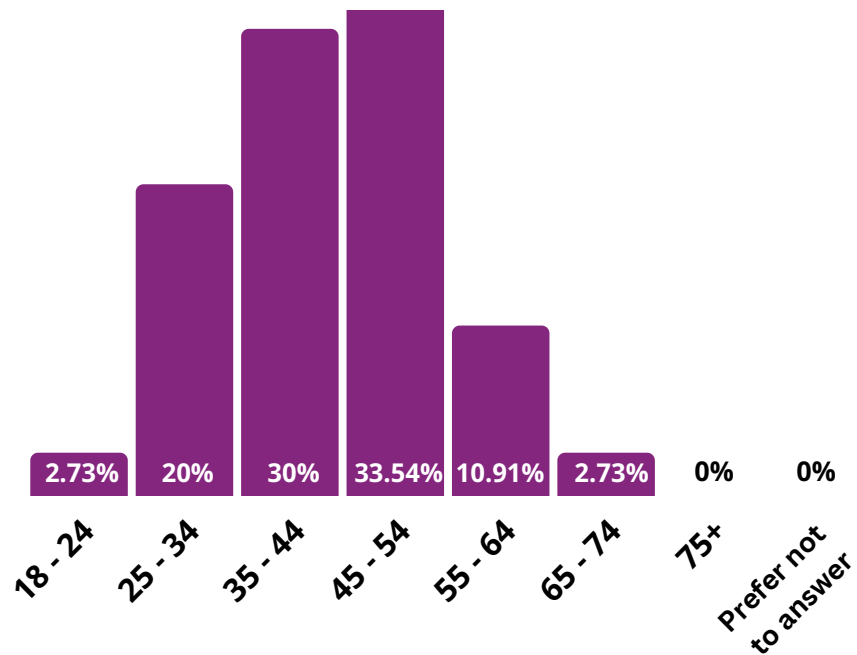
*"There are 120,000 employees at this company, and they are all in a different place on their own journeys (frankly, I know we have employees that do not want to go on the journey at all). How we truly hold leaders and their teams accountable to creating an inclusive culture (including policies and procedures) and how we hold our employees accountable to civil discourse and inclusive behaviors will be extremely difficult.."*

— Anonymous Respondent



In terms of race, as shown above, the retail trade population Spectra Diversity surveyed was slightly less diverse than the U.S. working population. The last Census report shows white as 60.8%, Black as 11.7% and Hispanic as 16.8% of the adult population.

While just slightly less diverse than the census bureau results, race and ethnicity in retail is critical for the industry's success. According to a study by the Journal of Consumer Affairs, "about one-third of minority consumers responded that they have experienced racial discrimination from an advertisement. That percentage spikes when looking at what happens physically inside a retailer's doors. More than 60 percent of African Americans say they have experienced racial discrimination inside a retail store, and half have experienced racial discrimination when making a purchase"<sup>48</sup>



Age matters in this industry as well. A recent survey by McKinsey & Company found that more than 75% of Gen Z consumers will end relationships with companies that run ad campaigns perceived as macho, racist or homophobic.<sup>49</sup>

*"I want to start and say [this organization] has their heart in the right spot. I think we can improve in the following areas: Additional education, boots on the ground HR walking the floor available to our employees. Tiered leadership syncs to provide consistent support for leadership as we learn new skills together and scenarios. Tiered leadership is having supervisors work with HR, managers work with HR managers and directors. Right now, its directors and managers and supervisors are excluded and cascading information in both HR and ops I feel is getting lost."*

— Anonymous Respondent

*"Bringing enough of the organization along to truly change the opinions of those that don't understand or support inclusion and diversity efforts (or feel they are biased or political as opposed to rooted in our values). I feel we must confront head on the argument for why our position on diversity and inclusion is critical to the company's future and a human issue versus a political one."*

— Anonymous Respondent

# Industry Specific Insights 2017-2023

## Services

### Your Organization's Relative Maturity Level: Adopt

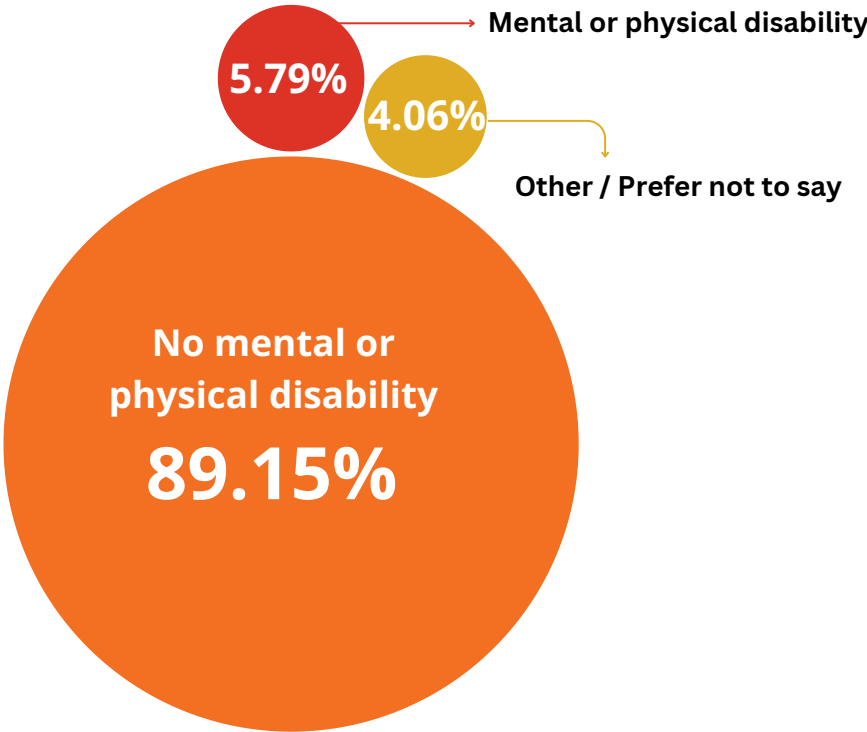


The services industry carries a broad range of employees and independent contractors within its ranks. Those in the services sector provide people with intangible products or services and completes tasks that are useful to customers, clients, businesses or the general public. Individuals who work in the service sector focus on completing tasks and providing services. Spectra Diversity Inc. is in the services industry, typically viewed as a subset of human resources.

Employment in the services sector for those with disabilities mirrors data found elsewhere. The U.S. Bureau of Labor Statistics found that 8 out of 10 individuals with disabilities were not in the labor force in 2020. Additionally, “research indicates that this disparity will continue to increase over time. Globally, the United Nations reports that 80-90% of persons with disabilities of working age are unemployed in developing countries. In industrialized countries, this figure is between 50% and 70%.”

Those with mental or physical disabilities face many challenges. There can be biases in the hiring process, fear of negative judgments and repercussions, lack of accessibility and unwillingness by employers to provide reasonable accommodations.

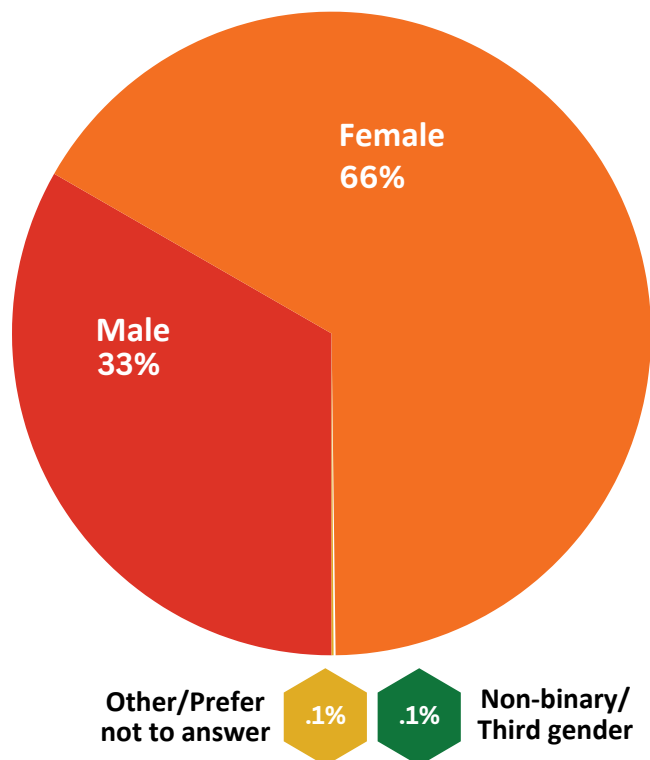
*“Inclusion of mental health in the workplace as a disability and area of need to know how to discuss, embrace and manage.”*  
— Anonymous Respondent



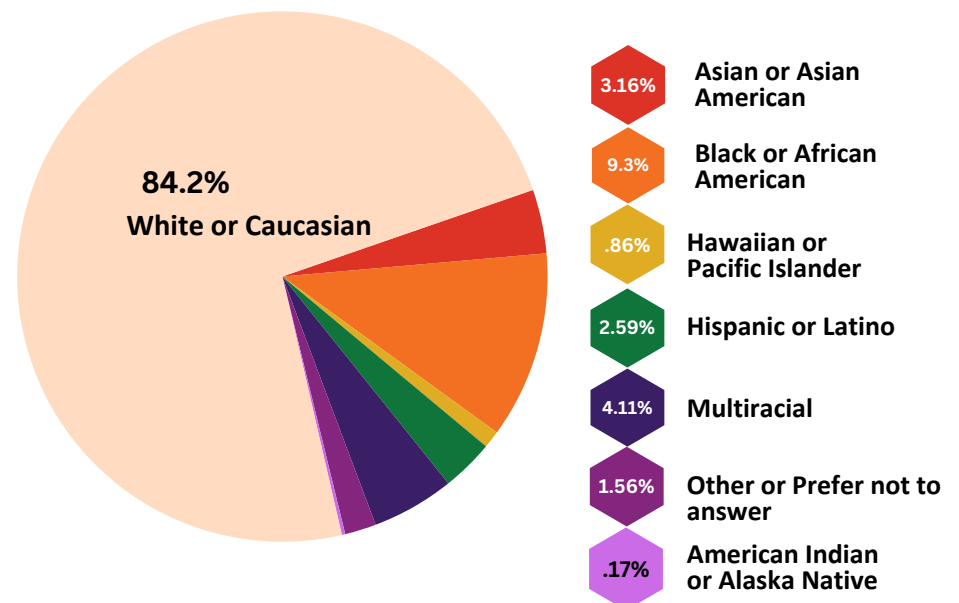
The services industry also has disparities where women and POC are concerned. In Spectra Diversity’s data, more women are employed in this industry in comparison to men. According to our open-ended comments and the demographic data for our Management category, women’s perception of Management was 18.85 on a scale of 5-25 compared to men’s perception which was 19.56.

*"Equitable wages are a big consideration. I've been involved in a lot of hiring and have seen white men negotiate for higher salaries than black women hired at the same time for very similar positions. I have personally had to fight for young women's entry level salaries to match entry level men's. Although the difference was small, it was a lengthy and persistent effort to convince HR that women entering the workforce at a slight financial disadvantage would never quite catch up."*

— Anonymous Respondent



In terms of race, Spectra Diversity data shows slightly less diversity compared to national data. Our data going back to 2016 is nearly 60% white. According to the last census, the race of those in services jobs was 22.9% Hispanic, 21.5% Black, 15% white and 14.3% Asian.



*"We consistently hire and promote white women. That is what and whom we value. We do not hire diverse candidates and in the rare circumstance where we do, we treat them so poorly that they rarely stay for more than 1-2 years. We need to actively turn over our middle and upper management and hire more diverse candidates with more inclusive and open ways of thinking and doing international development."*

— Anonymous Respondent



# ASAR Closing Thoughts

## Measurement is Key

We believe that the best way for an organization to begin (or continue) on its diversity, equity and inclusion journey is to measure perceptions.

Collect quantitative data as well as qualitative data. And as with training sessions, sometimes the best information sometimes comes from colleagues.

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Get data-driven DEI insights on the Spectra blog, gather insights from our white papers, or schedule a free demo to get the details on the Spectra Assessment.

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*"I think it all starts at the top and trickles down by recognizing that "our people are our most valuable assets, and we must treat them as such" and building relationships by fostering a more collaborative culture. Provide (productivity) tools that promote collaboration and break down the department silos. (In some cases, silos exist within (department) silos.) Expand the opportunities for different mixes of employees to work together on "work" projects (as opposed to volunteer committees) or think tanks. This would broaden exposure to others' ideas and "otherness". If it's a good experience, future engagement is more likely. It's (supposed to be) much harder to ostracize someone with whom you've established some sort of relationship."*

— Anonymous Respondent

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