

## THE PROBLEM

### A WEB OF EXCLUSION IN THE WORKPLACE

A web of racial and gendered exclusion pervades both our society and the organizations operating within it. These systems, through adverse policies, practices, behaviors, and attitudes have negative impacts on many groups, especially women, people of color, and women of color, which prevent them from being included at every level in institutions—particularly leadership. A plethora of data highlights the issue.

#### National Trends

- Women are underrepresented in leadership positions across all fields and sectors including academia, nonprofits, politics, and business. This is despite long-term and sustained demographic shifts in the US population.<sup>12</sup>
- Underrepresentation is more acute for women of color. Black women are 3x more likely than white women to aspire to leadership roles, and half as likely to get one.<sup>13</sup>
- Six percent of SP500 CEOs are women. Out of the Fortune 500 today, women CEOs number just 30, down from 33 a year ago.<sup>14</sup>
- There is a gendered and racialized pay gap. Compared to White men, Black, Native, and Latina women only make 62, 58 and 54 cents respectively on the dollar. Asian women on average make 90 cents, and White women make 76 cents.<sup>15</sup>
- Resumes with “Black sounding names” are less likely to get interview callbacks.<sup>16</sup>

#### Close to Home: Inequities in Boston

- Women are more likely to attain leadership in the social sector. However, in MA, only 21 out of 151 organizations had a board with at least 50% women.<sup>17</sup>
- *The Boston Globe* Spotlight Team’s 2017 series on race in Boston revealed many startling realities. For example, fewer than 1 in 50 senior managers at Boston-area companies are Black.<sup>18</sup>
- Boston’s top 10 largest law firms collectively have more than 1,000 partners while only 8 are Black.<sup>19</sup>

<sup>12</sup> *Women in the Workplace*, LeanIn.Org and McKinsey & Company, 2017. <https://www.mckinsey.com/featured-insights/gender-equality/women-in-the-workplace-2017>

<sup>13</sup> Hewlett, S. A., Green, T. *Black women ready to lead*. Center for Talent Innovation, Center for Talent Innovation, April 2015. [https://www.talentinnovation.org/\\_private/assets/BlackWomenReadyToLead\\_ExecSumm-CTI.pdf](https://www.talentinnovation.org/_private/assets/BlackWomenReadyToLead_ExecSumm-CTI.pdf)

<sup>14</sup> *List: Women CEOs of the S&P 500*, Catalyst. <https://www.catalyst.org/research/women-ceos-of-the-sp-500/>

<sup>15</sup> *America’s Women and the Wage Gap*, National Partnership For Women and Families, March 2020. <https://www.nationalpartnership.org/our-work/resources/economic-justice/fair-pay/americas-women-and-the-wage-gap.pdf>

<sup>16</sup> Bertrand, M., Mullainathan, S. *Are Emily and Greg More Employable than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination*, *American Economic Review*, September 2004. <https://pubs.aeaweb.org/doi/pdfplus/10.1257/0002828042002561>

<sup>17</sup> *Stability Isn’t Progress: The 2015 Census of Women Directors and Chief Executives of Massachusetts’ Largest Nonprofit Organizations*, The Boston Club, 2015.

<sup>18</sup> *For blacks in Boston, a power outage*, The Boston Globe, December 2017. <https://apps.bostonglobe.com/spotlight/boston-racism-image-reality/series/power/>

<sup>19</sup> Ibid.



#### Why this Matters

- By 2050, there will be no racial or ethnic majority in the United States.<sup>20</sup>
- Employees who experience bias (typically young professionals of color) are 3 times more likely to quit their jobs than those that do not perceive bias.<sup>21</sup> This costs employers \$30.5 billion annually.<sup>22</sup>
- Unfair treatment is cited as a turnover factor almost twice as much as a better job offer.<sup>23</sup>
- 67% of job seekers cite workplace diversity as important to them.<sup>24</sup>
- Contrary to myth, women are not leaving the workforce to focus on family. Women and men<sup>25</sup> leave their jobs at a similar rate and 81% of women who plan to leave their organization plan to stay in the workforce.<sup>26</sup>
- Greater board diversity leads to lower volatility and better performance.<sup>27</sup>

While nonprofits are driven by different motives than for-profit companies, if revenue is seen as a proxy for performance, the following data points can further illuminate why this matters:

- Companies with inclusive talent practices generate up to 30% higher revenue per employee.<sup>28</sup>
- Companies in the top quartile for gender diversity are 21% more likely to outperform those in the bottom quartile.<sup>29</sup>
- Those in the top quartile for racial diversity are 33% more likely to outperform their peers.<sup>30</sup>

<sup>20</sup> *The Changing Face of America, 1965-2065*, Pew Research Center, January 2016. [https://www.pewresearch.org/ft\\_16-01-25\\_nextamerica\\_fig2\\_1\\_495px](https://www.pewresearch.org/ft_16-01-25_nextamerica_fig2_1_495px)

<sup>21</sup> Hewell, S., Rashid, R., Sherbin, L., *Disrupt Bias, Drive Value*, Center for Talent Innovation, 2017. [https://www.talentinnovation.org/\\_private/assets/DisruptBias-DriveValue\\_Infographic-CTI.pdf](https://www.talentinnovation.org/_private/assets/DisruptBias-DriveValue_Infographic-CTI.pdf)

<sup>22</sup> *How Millennials Want to Work and Live*, Gallup, 2016. <https://www.gallup.com/workplace/238073/millennials-work-live.aspx>

<sup>23</sup> *Tech Leavers Study*, The Kapor Center, 2017. [https://www.kaporcenter.org/wp-content/uploads/2017/04/KAPOR\\_Tech-Leavers-Executive-Summary-FINAL-4-27-17.pdf](https://www.kaporcenter.org/wp-content/uploads/2017/04/KAPOR_Tech-Leavers-Executive-Summary-FINAL-4-27-17.pdf)

<sup>24</sup> Bourke, J., Dillon B., *The diversity and inclusion revolution: Eight powerful truths*, Deloitte, January 2018. <https://www2.deloitte.com/us/en/insights/deloitte-review/issue-22/diversity-and-inclusion-at-work-eight-powerful-truths.html>

<sup>25</sup> Data for non-gender conforming people is not currently available.

<sup>26</sup> *Women in the Workplace*, LeanIn.Org and McKinsey & Company, 2018. <https://leanin.org/women-in-the-workplace-report-2018/men-still-outnumber-women-at-every-level>

<sup>27</sup> Chanavat, A., Ramsden, K., *Climb to The Top - Tracking Gender Diversity on Corporate Boards*, Thomson Reuters, October 2014. <https://www.thomsonreuters.com/en/press-releases/2014/corporate-boards-make-steady-but-slow-progress-towards-gender-equality.html>

<sup>28</sup> Bourke, J., Garr, S., van Berkel, A., Wong, J., *Diversity and inclusion: The reality gap*, Deloitte, February 2017. <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2017/diversity-and-inclusion-at-the-workplace.html>

<sup>29</sup> Hunt, V., Prince, S., Dixon-Fyle, S., Yee, L., *Delivering through Diversity*, McKinsey & Company, January 2018. [https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Delivering%20through%20diversity/Delivering-through-diversity\\_full-report.ashx](https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Delivering%20through%20diversity/Delivering-through-diversity_full-report.ashx)

<sup>30</sup> Ibid.

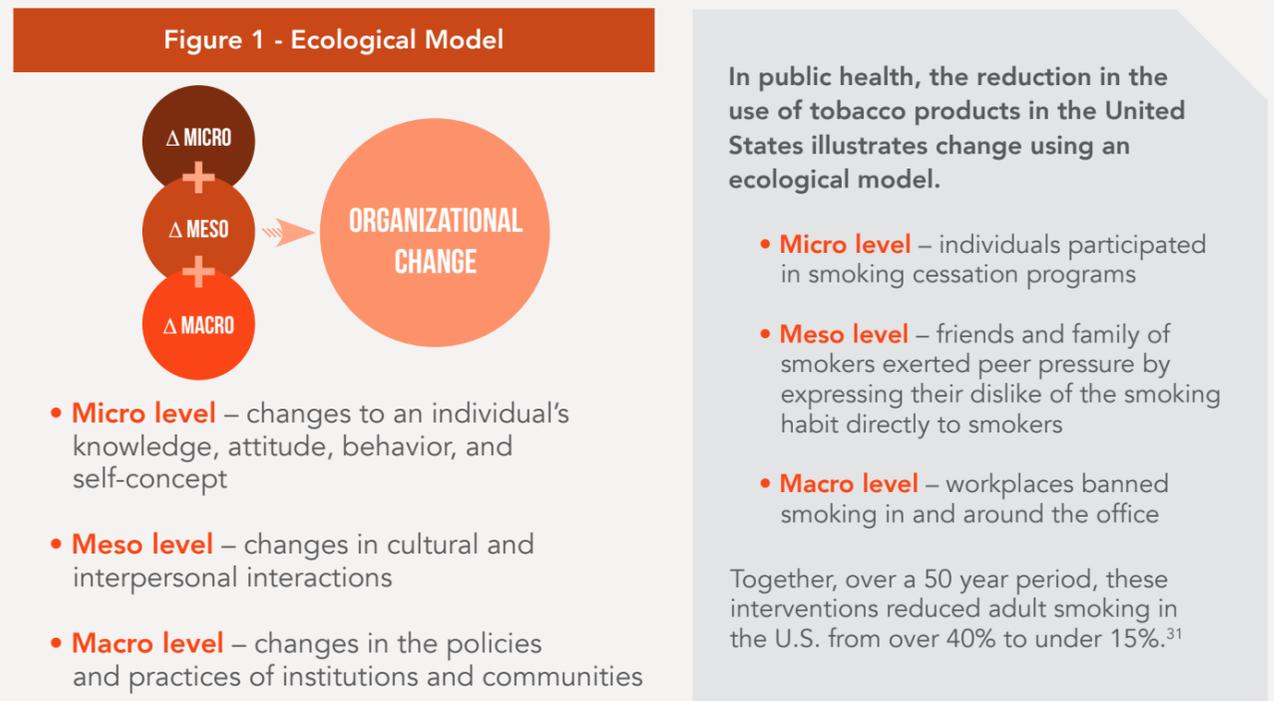
## CREATING CHANGE

Creating more inclusive environments is one of the toughest challenges faced by today's workforce. It requires change on various dimensions: policies, practices, attitudes, and behaviors.

Based on research, YW Boston believes that changes in people's attitudes and behaviors regarding race and gender, coupled with supportive policies and practices, will lead organizations to be more inclusive. As organizations become more inclusive and remove barriers that prevent women, people of color, and especially women of color from ascending into leadership positions, organizations will have greater diversity.

Historically, diversity, equity, and inclusion work has focused on explanatory theories and training models that support identifying what needs to change for either individuals or organizations. Innovating from the historical approach, YW Boston's approach resides solidly in change theory practice for both individuals and organizations. This change theory practice borrows from public health, organizational learning, organizational change, strategic renewal, and policy change.

For example, the ecological model borrowed from public health requires change at three levels:



These simultaneous actions set the conditions for sustainable change. Planned action and follow-up are required at all levels to ensure the change persists.

This ecological model, alongside ideas from the other aforementioned disciplines, provides a base for YW Boston's multifaceted approach to creating the change we hope to see in Boston. InclusionBoston is one critical pillar of that approach. Others elements include leadership development, cross-organizational knowledge sharing, and systems-level advocacy efforts.

<sup>31</sup> American Heart Association, *Smoking in America: Why more Americans are kicking the Habit*, August 2018. <https://www.heart.org/en/news/2018/08/29/smoking-in-america-why-more-americans-are-kicking-the-habit>

## THE INCLUSIONBOSTON MODEL



### OVERVIEW

**InclusionBoston** advances diversity, equity, and inclusion by supporting organizations looking for improved impact. Using our advanced assessment tool and the latest research on behavioral and organizational change, YW Boston partners with organizations to create an action plan and provides them with the resources needed to drive lasting change. Our customized, evidence-based approach builds internal capacity and a plan for cultural change while supporting organizations throughout their journey.

### HOW IT WORKS

**Diversity without inclusion is not enough.** InclusionBoston offers a variety of services that help advance diversity, equity, and inclusion within organizations. The services influence cultural, behavioral, and structural changes through the following components:

- Organizational assessment and process design
- Dialogue-based sessions empowering individuals and groups to take positive action
- Action plan development and implementation support

**The Civil Rights Act of 1964** banned racial discrimination in schools, employment, and public accommodations, yet data tells us discrimination still exists. History has shown that achieving racial equity does not happen if we rely on either passing laws, improving policies and practices, or changing attitudes and knowledge alone. Racial equity in organizations is achieved by incorporating multiple levers. That is why our approach includes culture change, policies and practices to support that change, as well as efforts to address systemic issues outside of organizations.

**Figure 2 - InclusionBoston Timeline**



The InclusionBoston model includes a thirteen-month plus partnership between an organization and YW Boston staff.