INCLUSION@WORK
BLACK AMERICANS

PRISCA

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I. EXECUTIVE SUMMARY

The current annual investment in DEI programs could be over $20 billion dollars by some estimates. In the last two years, businesses have pledged over $200 billion in additional funding to improve racial equity[1]. And with ISO 30415 focusing on the international standard of diversity and inclusion, industry is rethinking its organizational strategies. Despite those growing investments, even the companies that have consistently invested in DEI and run seasoned diversity programs have had to reflect and wonder if their efforts have been worth it.

The Inclusion@Work Annual Report Series set out to help executive leadership find answers about DEI. The series of seven annual reports was commissioned because the study sponsors found that the tough questions were not being asked. The seven reports cover various racial groups, gender, generations, and regions and present groundbreaking analysis which shows the value workers of different backgrounds associate with DEI. The findings can be used to provide benchmarks for business leaders as they develop future plans and budgets.

This Annual Report focuses on Black American Workers. The survey for this research and analysis was conducted on March 25-31, 2022, among a total sample of 1,255 adults ages 18 and over, including 217 Black Workers living in the United States. Respondents for these surveys were selected from more than two million people on panels cultivated

FORTUNE

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

BY JOAN WILLIAMS

and managed by pollsters Prisca, AAPI Data, Momentive, and their panel partners.

This survey was sponsored and commissioned by professional associations, companies, and NGOs interested in finding data around the practical outcomes of inclusion and business programs focused on workers of color. Because of scope and budget constraints, this initial survey is focused on Workers of Color. The breadth of representation will expand in subsequent survey years to include other diverse and under-researched groups. 2023 sponsors include title sponsor Prisca, lead sponsor APCO Worldwide, and associate sponsors Novartis, MMCA, Acend, Urban League of Greater San Francisco Bay Area, and PowerToFly.

BLACK AMERICANS — Action-Based Metrics for Executive Leadership
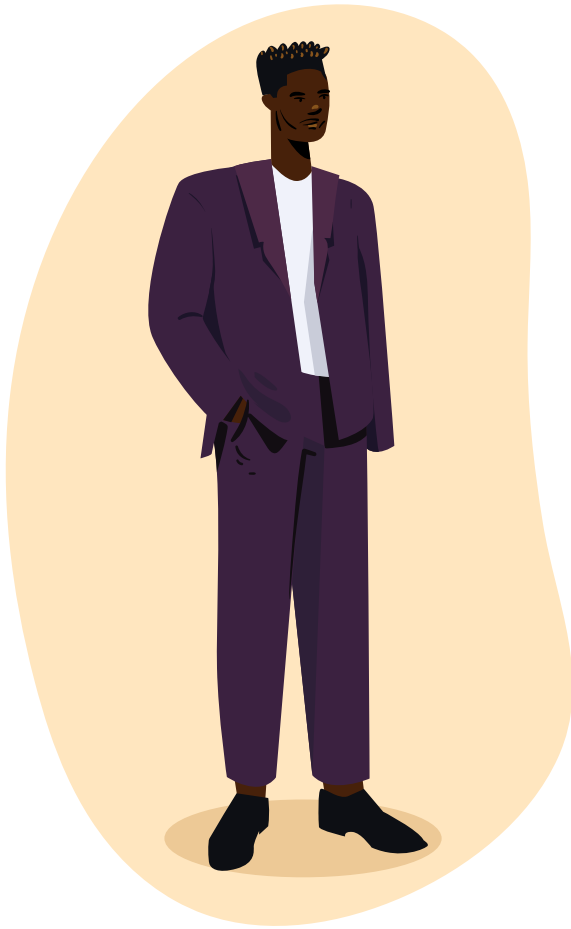
DESIGNED FOR DEI CHAMPIONS AND CORPORATE LEADERS

The target users for this non-profit study are human resources leaders, organizational strategists, DEI practitioners, executive leaders, and board directors – those who are champions of inclusion and trying to show the benefits of it in tangible ways. For instance, what is the dollar value of DEI perceived by Black Workers? What are the arguments for or against certain strategic inclusion tactics related to fiscal and long-term budgeting? The target users of this report will find the foundation to the DEI work they are setting out to do.

QUESTIONS CEOS ARE TOO AFRAID TO ASK

The questions in this survey are unlike those in other major DEI surveys. They are the tough questions executive leaders want to know the answers to but may not have the culture, board support, or resources to investigate. As is the case in some companies, having the answers may require an immediate response in policy which may not be what the company is ready for. This survey asks questions that are on the minds of many CEOs, including:

- How much DEI risk is in my company right now? What's the lawsuit potential?
- How much would having a DEI function cost the company? Am I getting the right ROI qualitatively and quantitatively?
- What is the value employees put on DEI? How much does DEI help mitigate legal & reputational risk or retention?
- Where are we compared to competitors:
- a laggard, fast follower, or leader?
- Is my company ready to move from ERGs to BRGs, ergo, DEI as business strategy instead of education and culture? Is my chief human resources officer the person to lead DEI?
- What are the trade-offs for perception vs action or internal vs external perceptions?
- What's the risk if we do or don't consider quotas systematically?

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

BLACK AMERICANS — Action-Based Metrics for Executive Leadership

KEY TAKEAWAYS & DISCOVERIES

54%

**of Black Workers think
they have more disadvantages
at work than other groups**

1. Alarming Disparity in Perceptions.

Two views generally characterize the business environment Black Workers face. One view is that much progress has been made nationally through the open market. Another view holds that the environment remains daunting when reflecting on the number of Black Workers in decision-making spaces. The survey shows that from the perspective of many Black American Workers, the situation is comparable to that of Sisyphus pushing a boulder up Mount Kilimanjaro. Despite the alarming struggle this community generally feels in business, few outside the Black Worker community see the struggles in the same light.

2. A High, Tangible Value is Placed on the Business Benefits of DEI.

Over the last five years, many board directors, CEOs, and executive leaders have moved boldly in advancing inclusion programs and training. Other than internal data analysis, there are few data points on broad industry understanding of the top and bottom lines of DEI. This groundbreaking analysis shows the value Workers of Color associate with DEI, providing a benchmark for business leaders as they form future plans.

TOP 5 ISSUES FOR BLACK WORKERS

MEN

Jobs and Economy	30%
Healthcare	17%
Foreign Policy	14%
The Environment	11%
Race Relations	10%

WOMEN

Jobs and Economy	43%
Race Relations	13%
Healthcare	11%
The Environment	9%
Terrorism	8%

3. Significant Lawsuit Risk.

The numbers of Black Workers from this study who considered a lawsuit because of how they believe they are treated at work is reason to cause concern. The work environment is motivating a wide-reaching feeling of Black Workers having to consider serious measures to improve inclusion at work.

27%

**of Black Workers have considered
a lawsuit because
of the way they were treated**

INCLUSION TRAINING MAKES MY COMPANY...

WEAKER
6.0%

NO RESPONSE
4.0%

NO DIFFERENT
44.0%

STRONGER
46.0%
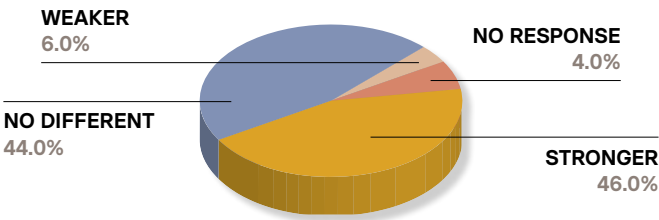
4. Black Women Workers Engage More, Men Say Failures Cost More.

[2]Why do many Black Women Workers tend to take on more leadership positions in DEI departments? The study shows that one reason is the Black Women Workers held a hopeful view about most core parts of the establishment being able to reach better inclusion. Black Men Workers expressed more caution.

**Black Workers aged 18-29
say Improving racial climate at work
by 50% is worth a**

14% PAY RAISE

5. Good/Bad DEI Energize Older and Younger Black Workers Differently.

Two conflicting experiences dominate Young Black Workers. The benefit of generational investment in societal equality, HBCUs, and programs like Men of Color has yielded greater hope. But simultaneously, there has been consistent trauma, including the last 25 years of unrest – from Rodney King to George Floyd. These two diametric signals are a part of why

Younger Black Workers respond with greater optimism and more pessimism to good and bad inclusion incidents, respectively. On the flip side, late career, especially those 60+, are generally less receptive to DEI investment[3].

1 IN 5

Black Workers say they themselves don't work with other worker groups

6. Black Workers Unafraid of Being Self Critical to Improve Inclusion.

There are two possible interpretations of why Black workers largely rate themselves critically. One, there are segments within the Black Worker community with different views, professional experiences, education that drive varying views on inclusion, thus representing a community that is not monolithic. An analogy is how political scientists often say Black Voters are not one block, but at least five blocks. A second interpretation to why this group is self critical could be its drive to self improve through the candid honesty of fellow professional colleagues, the 'this is business and there's not time to waste' view.

44%

of Black Workers say they are underrepresented in DEI leadership

7. Faces, Words, and Actions of Leadership Are Closely Watched.

5,000 feet, the tactile application of business DEI policies and programs manifests itself in the people that are assigned, the language they employ in formal and informal interactions, and the decisions that are made. What the study finds is that these one-on-one interactions are seen and experienced differently by the stakeholders they hope to reach. It finds Black Workers perceive that there are too few of their own community in DEI leadership, and that the language used by the leaders is not connecting to the issues or them. Black Workers are watching and listening closely to company leadership – but is the leadership willing to adapt in response?

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3 IN 4

Black Workers say they are likelier to work for or stay longer at a company with effective inclusion policies and programs

8. Retention, Hiring, and Inclusion Programs Are Paramount to Black Workers.

The study found large majorities agreeing, and in one case almost unanimity, on the importance of inclusion as a reason for taking a job and then staying on board. The study shows that

the payoff of investing in inclusion programs, training, and culture, even if only for retention and recruiting purposes, presents a very strong business case.

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9. Growing Need for Workers of Color to Know Each Other Better.

This is perhaps one of the more circular of the findings. Between different Workers of Color groups, individuals hold views about each other that they themselves describe they are experiencing and sensing from others. Much of this can be understood by looking at the perceived zero sum game that race-based preferential hiring efforts place upon Workers of Color. The perception that all Worker of Color groups pull from one limited pot which, as a result, intensifies stereotypical views Workers of Color hold about each other.

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10. Black Workers Share Belief with Other Workers on Business's Major Role.

When it comes to the big ideas, the hopes for what business can do, and the concerns, all workers of color groups share priorities in what industry must do next to address diversity and inclusion, and with shared intensity.

ACTIONABLE STEPS

The above 10 Major Discoveries led to the question of what can be done to further the benefits or mitigate the negatives. The following list of 10 Actionable Steps are suggestions based on study findings and summarized by consulted pollster members and Advisory Panelists (see Addendum 2):

1. Ask How Inclusion of Black Workers Can Be Improved by 50%
2. Address Your Legal Risk Head-On through Clear, Strong Policies
3. Throw Out the DEI Playbook on Black Workers, Culture, and Fluency
4. Disaggregate Black Workers – They're Not All the Same
5. Invest in Local CBOs and NGOs that Are Meaningful to Black Workers
6. What if … DEI was only about Recruiting and Retaining Top Black Talent?
7. Have No Favorites with DEI Training, Tactics, Program, and Culture
8. Highlight Black ERG / DEI Practices as a Model for Other Groups
9. Fund Black ERGs Independent of Each Other, Not under an Umbrella
10. Embrace Difference to Find Sameness

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

II. MAJOR DISCOVERIES

DISCOVERY 1

ALARMING DISPARITY IN PERCEPTIONS

For Black Workers, they believe that race matters in the workplace– more than any other ethnic group. Significant numbers of Black Workers think that their race gets in the way of their career goals, but few outside their community agree.

1. Triple Disadvantaged

54% of Black Workers think they face more disadvantages at work than other groups do. That's more than triple the view White Workers have about Black Workers, for only 17% of them think Black Workers have more disadvantages than other groups (Survey Q14). Lower income ($49,999 or lower) Black Workers were significantly more likely to say they have more disadvantages (66% vs. 44%) compared to middle income ($50,000-$149,999) Black Workers.

2. Black Workers' Racial Identity Affects Them More

Black Workers (nearly 1 in 3) more than any other group, believe their own race is relevant to how they are treated at work. White Workers felt the same about their own race at the lowest frequency of all groups (1 in 12).

3. Twice as Hard to Reach Career Goals

A significant number of Black Workers (30%) believe their race or ethnicity will make it harder for them to achieve their career goals in their company. In contrast, among White Workers, only 17% believe this about themselves.

See Case Example A. Black Workers in large companies (>1000 employees) are more likely to say their race or ethnicity will make it harder for them to achieve their career goals – 1 in 3 and the lowest being 1 in 5 Black Workers at medium companies (250 to 999 employees).

4. Top Issue for Black Workers Ranks Lowest for Other Workers

Race Relations was the topic that mattered most to Black Workers, after the Economy and Health Care. For White Workers, Race Relations was the least important topic, coming after the Economy, Health Care, the Environment, Foreign Policy, Terrorism, Education, and Immigration.

5. Almost Unanimous Support of Initiatives

Black Workers are more likely than any other ethnic group to see Diversity, Equity, and Inclusion (DEI) initiatives as an important factor in their company's ability to drive success. 83% of them agree with this statement, whereas 13% see DEI efforts as a distraction. Among White Workers, 61% view DEI initiatives positively as a driver of success and 32% see DEI initiatives as a distraction.

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CASE STUDY A

**DR. ANNAN:
Non-Performance,
Discrimination, and
Legal Action**

Born in Kenya, Dr. George Annan often felt out of place at the predominantly white Northern Plains University. At NPU, he alleges that he experienced small discriminatory behaviors that ultimately reduced his ability to advance within the school relative to his peers.

Compared to his white counterparts, Annan received fewer opportunities to teach courses relative to his background and expertise. For instance, Dan Riddle, started working at NPU in August 2003, received a salary much greater than Annan. In Riddle's case it was for service activity, participation in new student orientation, and American Council for Construction Education (ACCE) accreditation preparation.

Upon learning that a new hire was given higher pay for fewer responsibilities, Annan concluded, "As a white man, he isn't subjected to the same publication requirements as I am." Annan was met with stern reprimands to his complaints including that his work was subpar. He received feedback that students did not like his accent and did not want to study for his exams. Rather than take appropriate action to correct the students' viewpoints, faculty punished Annan in faculty reviews for this feedback.

Annan recalled a conversation with his supervisor where he "asked me to go to another place where I will be successful because the student population at NPU is largely white and I am black".

After the end of his second year, Annan's contract was terminated claiming his performance was not to the standard reasonably expected by a professor, thus hindering his chances at career advancements both internally and in future endeavors.

Annan decided to pursue legal action in defense of his case, claiming racial discrimination under Title VII of the Civil Rights Act of 1964.

Source: Harvard Business School
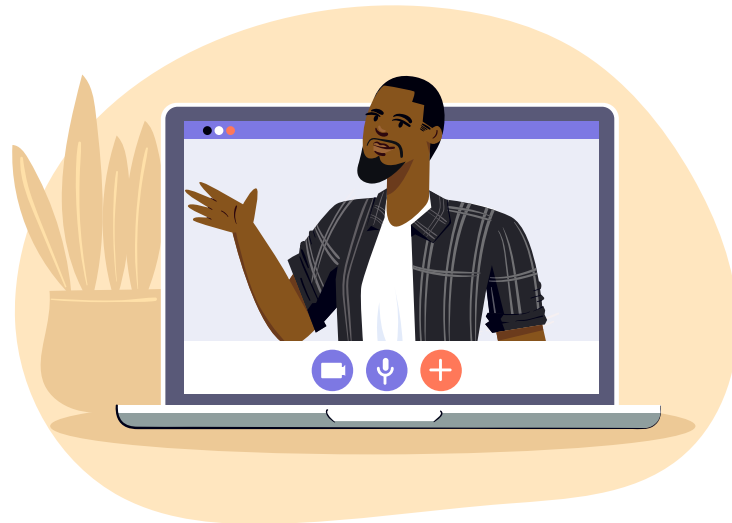
DISCOVERY 2

DEI ADDS SIGNIFICANT REVENUE AND SALARY VALUE

There are few data points on broad industry understanding of the top and bottom lines of DEI. This analysis shows the perceived value Workers of Color associate with DEI, providing a benchmark for business leaders to establish future plans.

1. Worth 9% of Revenue

Black Workers are more likely than other ethnic groups to say racial issues come at a price tag to their company. 62% of Black Workers believe that racial issues cost their company money and estimate this cost at approximately 9% of revenue. In contrast, only 45% of White Workers see a cost associated with racial issues and estimate it at 6% of revenue. (Survey Q18)

2. Like a 12% Salary Increase

When asked how much improving the racial climate at work by 50% would be worth in terms of a pay increase, 3 out of 4 of Black Workers and 1 out of 2 White Workers expressed it is worth something to them. Among these respondents, Black Workers estimated that this improvement would be equivalent to 12% of a salary increase, whereas corresponding White Workers measured it as equivalent to 7% of a pay raise.

6 IN 10

Black Workers say Racial Issues costs their company money

3. Higher Income Black Workers Attach Highest Economic Value to Improving Racial Climate

At the highest rate of 90%, higher income Black Workers ($150,000 plus) believe improving the racial climate at work is worth a 9% to 16% (also the highest) salary increase. When it comes to believing the racial climate causes a penalty or bump to company revenue, 81% of higher income Black Workers agreed, once again the highest percentage of any group by almost 30 percentage points.

4. Smaller Company Workers Place Highest Value on DEI Improvements

Smaller company Black Workers are more likely to say improving the racial climate at work by 50% is worth something in terms of a pay increase. 85% of workers at companies with less than 250 employees and 82% at companies with 50-249 employees said this.

DISCOVERY 3

STARTLING RISK OF LAWSUITS

Perhaps one of the most alarming findings of this study is the high percentage of Black Workers across generational, income, and gender lines who have considered lawsuits related to treatment based on identity and background.
The EEOC estimates the average settlement is $40,000, with 10% of cases settling for $1,000,000. The average cost of litigation is $160,000[1].

1. Half of Younger Black Workers Consider Legal Action

Younger Black Workers (under 30) were extremely likely (49%) to have thought of and/or talked about filing a lawsuit against their employer. Under 45 years olds were highly likely (39%) to consider filing a lawsuit as well.

2. One in Four of All Black Workers Considered Legal Action

More than a quarter of Black Workers (27%) have thought of and/or talked about filing a lawsuit against their current or former employer because of the way they were treated in relation to their identity or background. Perhaps surprisingly, given their perception of disadvantages (Q14), this sentiment remains lower than other workers of color. (Survey Q16)

1 IN 4

Black Workers have considered a lawsuit because of the way they were treated

3. Regardless of Income, Black Workers Consider a Lawsuit

Black Workers in higher income brackets (>$149,999 annually) tended to be less likely to have talked or thought about filing a discrimination-related lawsuit against their employer. But they generally followed overall tendencies, with middle income ($49,999-$149,999) at 29%, and lower income (<$49,999) at 26%.

4. Men 2.5X More Likely to Consider a Lawsuit

Male Black Workers (39%) are significantly more likely to have thought of and/or talked about filing a discrimination-related lawsuit against their employer than their female counterparts (15%)

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CASE STUDY B

EDITH COOPER:
Building Solutions

Edith Cooper sat patiently as she had a conversation with a 60-something white man, complaining about the current climate of diversity in the workplace and what that meant for his future hiring chances.

"There's no chance now, for the next 20 years," he said. "All they want are women. Edith, you must be in great demand — as a Black woman." Edith, the first Black woman to make partner at Goldman Sachs and on the board of Amazon and Pepsico, formerly on the Board of Etsy and Slack, was unphased.

"The statement struck me as a perfect illustration of what holds women and people of color back. First, there's the suggestion that my race and gender are the relevant credentials for me to get a board appointment — the kind of microaggression that I, like so many people of color, have had to deal with all through my career. Even more galling was his implied complaint about the injustice of it all: "How can a well-respected white man with solid experience lose out to women or people of color?"

The percentage of board members in Fortune 500 companies who were women was only 27 percent in 2020, according to the Alliance for Board Diversity and the consultancy Deloitte. Women of color made up only 6 percent of these boards. In her professional career, Edith has observed countless younger white men articulate that giving women and people of color equal opportunities is "lowering the bar — that we are not quite as qualified and the businesses that hire us will suffer."

But not everyone agrees. With a generation more in tune with racial and social equity than ever before, change is on the rise. Edith now co-runs a company with her 31-year old daughter Jordan Taylor, that brings people with diverse backgrounds together in group coaching sessions. "She is part of the generation that won't stand for bias. They get loud, and they take action."

Source: New York Times
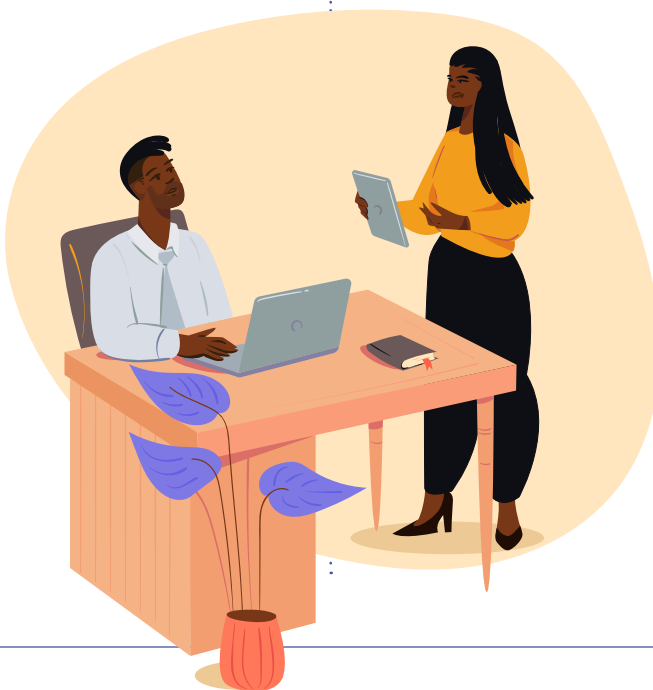
DISCOVERY 4

WOMEN ENGAGE MORE IN DEI, WHILE MEN SAY DEI FAILURES COST MORE

The study reveals gaps between Female and Male Black Workers on the importance of DEI and race relations:

1. Women Rank Race Relations Significantly More Important

Black Women Workers rank race relations higher than their male counterparts: It is the 2nd most important issue for women and 5th most important for men.

2. Women Are Big DEI Program Believers

More Black Women Workers (90%) believe Inclusion Programs drive business success compared to men (75%). More women (62%) think business DEI programs can change communities compared to men (47%).

3. Men Say Failures Cost More to the Company

Of the Black men who thought poor DEI culture cost the company revenue, they attributed deeper costs to the company than Black women did. On average, this group of Black men thought racial issues cost the company approximately 10% of revenue, whereas the Black women thought it cost 8% of revenue.

4. Women Are More Hopeful that Business Can Help Solve Racial Strife

63% of Black Women Workers compared to 47% of Black Male Workers agree with the statement that business can affect change on issues of race in their communities.

5. Inclusive Language is Valued, But Women Are Listening Very Carefully

88% of Black Women believe use of inclusive language by company leaders increases productivity, compared to 62% of Black Men. For women and men across ethnic groups, these rates are 66% and 58%, respectively.

6. Male Black Workers More Likely to See LGBTQ+ as Disadvantaged

Male Black Workers were more likely (14%) than female Black Workers (6%) to say that LGBTQ+ people have more disadvantages at their workplace compared with other groups. Interestingly, female Black Workers (58%) are more likely than Male Black Workers (41%) to say LGBTQ people at work tend to be friendly.

TOP 5 ISSUES FOR BLACK WORKERS

MEN

Jobs and Economy	30%
Healthcare	17%
Foreign Policy	14%
The Environment	11%
Race Relations	10%

WOMEN

Jobs and Economy	43%
Race Relations	13%
Healthcare	11%
The Environment	9%
Terrorism	8%

DISCOVERY 5

DEI ENERGIZES OLDER AND YOUNGER BLACK WORKERS DIFFERENTLY

Of Black Workers, younger workers (ages 18-29) respond with greater intensity to both effective DEI investment and inclusion missteps. In contrast, older workers, especially those 60+, are less responsive to DEI efforts and less likely to believe racial issues cost companies revenue.

1. Black Workers 60+ Feel Least Disadvantaged, Younger Feel Most Disheartened

Nearly 8 out of 10 Black Workers in the 18-29 age group believe that compared with other groups, Black Workers have more disadvantages. Over half of Black workers aged 30-44 and 45-60 believe that they are more disadvantaged than other groups. For Black workers over age 60, that rate falls to less than 2 in 10

AGE	Percent
18-29	79
30-44	52
45-60	54
> 60	16

2. Trust of Other Workers Starts High then Diminishes Over Time

Younger Black Workers are more likely to agree that there is trust and respect between employees from different backgrounds at their organization. 73% of 18-29 year olds and 61% of 30-44 year olds agree with that statement, compared to 53% of 45-60 year olds and 46% of >60 year olds.

3. Mid-Career Workers Most Hopeful About What Business Can Do

Black Workers in the 30-44 age range are substantially more likely (71%) to think businesses have the ability to improve issues around racial strife in our communities than other age groups (50%).

4. Young Workers More Often Place Highest Value on Inclusion at Work

Young Black Workers were 2nd highest in frequency to say there's value to improving the racial climate at work by 50%. They also placed the highest value of making that 50% improvement, saying it's worth a 14% salary increase[5]. The oldest worker group gave it the least value of 5% of a salary increase, yet conversely had the highest percentage of respondents saying it's worth something in general.

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**Black Workers aged 18-29
say Improving racial climate at work
by 50% is worth a**

14% PAY RAISE

5. Younger Workers More Often Believe Racial Issues Cost the Company

Black Workers under the age of 60 are more likely to believe racial issues cost the company, with as high as 73% agreeing with the statement, compared to only 47% of >60 year olds. 45-60 year old Black Workers believe it costs the lowest percentage of revenue at 8%, with the rest of the age groups at 10%.

CASE STUDY C

**CITYSIDE FINANCIAL SERVICES:
DEI Success Takes Time to Affect Culture**

In an attempt to better match their employees with their consumer demographic, Cityside Financial Services (a disguised consumer bank) set out with an affirmative action hiring program. The program raised the number of women to 50% of all employees and of African-Americans to 53% of middle managers and 25% of executives. The program was widely perceived as a successful model of the "business case for diversity."

However as time moved on, the program was surprised to learn that deeply-held prejudice remained, and was felt by Black Workers. For instance, the head of External Deposits explained that her department was, "the absolute perfect job for the sort of white, smart, dedicated, loyal workaholic. And not the perfect job for the sort of black, hard-working, needs a salary, will do a good job, but not that kind of worker."

A black employee recounts his experience at the bank and facing stereotypes around contributing to the conversation within his team, "When a black man disagrees, he's being negative and whiny, militant and kind of like Malcom X. So you have to be really careful about how you walk that line so that you don't get labeled and you don't sabotage your career."

Despite external evaluations regarding Cityside's diversity advancement programs as widely successful, DEI training and incentives take time to affect culture and improve worker behavior.

Source: Harvard Business School

DISCOVERY 6

BLACK WORKERS UNAFRAID OF LOOKING INWARD TO IMPROVE INCLUSION

Black Workers are not monolithic in their view of inclusion. They are more likely to be open to look inward to their own community as well as outward to find solutions. The study shows that they are more likely than other groups to be open to being self critical; more careful about taking DEI efforts at face value; and more willing than any other group to say they would sacrifice personal life for work. Interestingly, Black Workers disagreed that they themselves were friendly, team players at a higher rate than other groups.

1. Black Workers Don't Believe Fellow Black Workers Discuss Race at Work

Black (31%) and White Workers (28%) share the frequency of saying Black Workers do not discuss race at work. Yet 30% of Black Workers, the second highest group, believe their race or ethnicity makes it harder to achieve career goals.

2. Black Workers Most Often Say They Themselves Don't Work with Other Groups

20% of Black Workers say they do not tend to participate in communities other than their own at work. 16% of White Workers perceive this of Black Workers.

3. Split on Whether DEI Training Works

While 46% of Black Workers believe inclusion training makes their company stronger, 50% think that inclusion training leaves their company no different or weaker. Of that 50%, only 9% have DEI programs available in their companies. Black Workers are the most likely among workers of Color to say inclusion training doesn't change company inclusiveness. (Survey Q17)

4. Willing to Sacrifice

Black Workers are the least likely of all groups to say the ability to balance work and personal life was important to them when they decided to take their current job (40%)

5. Except Some Black Workers, Most Say Black Workers Are "Friendly/Team Players"

White (58%) and Black Workers (60%) share the opinion that "In the workplace context, Black people tend to be friendly." Black Workers (13%) disagreed with that idea at almost twice the rate of White Workers (8%). Similarly, when asked about Black Workers as team players, White (58%) and Black Workers (56%) shared similar views. Again, Black Workers (16%) disagreed more than White Workers (12%) on this point.

DISCOVERY 7

SUBSTANTIAL PAYOFF FOR ERG, BRG, AND DEI PROGRAMS, ESPECIALLY IN RECRUITING AND RETENTION

While they know the answer to the ethical questions on inclusion, executive leaders are less able to provide the context on the question of the bottom line: if X is invested in ERG, BRG, or DEI Programs, will the return be greater than X? The survey found some answers to that question that should help in establishing a strong business case for ERG, BRG, and DEI Programs. One of the important improvements on return were in recruiting and retention.

1. Almost All Black Workers Would Stay Longer if There Are ERG, BRG, or DEI Programs

Black Workers at companies with ERG, BRG, or DEI Programs almost unanimously (95%) say they would more likely stay longer at companies with inclusion policies. At companies without these programs, a lower number of Black Workers (60%) feel the same. For non-Black workers, the difference is not as large (79% and 56%).

2. Higher Likelihood of Taking and Keeping the Job in 3 of 4 Cases

73% of Black Workers indicate that they are more likely to work for or stay longer at a company that has effective inclusion policies and programs. In addition, Black Workers are likely to stay at an average duration of 45% longer than they would have otherwise at companies with quality DEI programs, which reduces exit and hiring replacement costs (2X to 4X of salary typical).

3. Large Trust and Respect Gains if There Are ERG, BRG, or DEI Programs

When a company has ERG, BRG, or DEI Programs, there is ~50% higher frequency of Black Workers saying there is trust and respect between employees from different backgrounds, compared to Black Workers who don't have these programs.

4. ERG, BRG, or DEI Programs Are Connected to Appreciation of Good Work Racial Climate

Black Workers at companies with ERG, BRG, or DEI Programs are more likely (81%) to say there is monetary value to improving racial climate at work, equivalent to as much as a 29% salary increase. Those without those programs are less likely to do so (68%).

5. Stronger Companies Linked to ERG, BRG, or DEI Programs

Black Workers with Diversity, Equity, and Inclusion programs are 3.7+ times more likely to think inclusion training strengthens their company.

5. Large Company Workers Stay Longer as a Result

Large company Black Workers are overwhelmingly more likely to work for or stay longer at a company that has effective inclusion at 87%. They are also more likely to say (65%) inclusion training makes their company stronger compared to those in smaller companies.

DISCOVERY 8

WORDS, ACTIONS, AND FACES OF LEADERSHIP CLOSELY WATCHED

Black Workers say that they are underrepresented in DEI leadership – and many are frustrated with the results of DEI. Black Workers are paying close attention to the words and actions of company leadership – but is the leadership willing to adapt in response?

1. More Black Workers Needed in Leadership and Programs

44% of Black Workers believe they are underrepresented in DEI leadership, while 44% believe they are underrepresented as speakers and trainers in their DEI programs. Lower income Black Workers ($49,999 or lower) were more likely to believe this at 49% compared to their middle income counterparts ($50,000-$149,999) at 38%.

2. Words Work

76% of Black Workers believe the use of inclusive language (e.g., together, communities of color, "we" and "us," huddle, gather, everybody, etc.) by company leaders would lead to increased productivity, whereas this number is 59% for White Workers. Lower income Black Workers were the most likely to agree with that statement at 84%, versus 64% of middle income Black Workers.

3. Many Frustrated with Leadership and Results

26% of Black Workers do not believe their company and leadership address diversity-related concerns in ways that are meaningful to them. Black Workers with lower household income are more likely (31%) to agree with that statement than those with middle income (17%).

26%

Black Workers say their company does not address diversity-related concerns in ways meaningful to them

4. Business Can Lead in Their Communities

55% of Black Workers strongly or somewhat agree with the statement "Overall, business has the ability to improve issues around racial strife in our communities." In comparison, 1 in 2 of all workers (51%) agrees with this statement.

5. But Why Can't I Say DEI Out Loud?

47% of Black Workers strongly or somewhat agree with the statement "I feel comfortable speaking about issues of race at work." This number is for the large part comparable to how other racial and ethnic minorities feel. 24% of Black Workers disagree with the statement, with 9% disagreeing strongly. There is a stark difference between Black Workers with low household income ($49,999 or lower) and those with middle income ($50,000-$149,999). Respectively, lower income workers are less likely (63%) to agree they feel comfortable speaking about issues of race at work compared to middle and higher income workers (39%).

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CASE STUDY D

SANDRA MCPHERSON: The Cost of Non-Inclusive Workplaces

When Sandra McPherson received an email on a Monday morning that she was expected to return to the office after a year of working from home, her heart sank.

Her sentiment was not uncommon; studies show 3% of Black professional workers were accepting of returning to the office. Compare this to 21% of White professionals who are looking forward to returning to full-time in person work. Why? "That's because they don't have to deal with the microaggressions we do," said Crystal Lowe, who works in marketing and public relations in Atlanta.

No longer forced to hear backhanded comments and face small microaggressions day to day, Black workers realized just how harmful a non-inclusive environment in the workplace can be. McPherson said, "I should

have done it long ago, when one of my white peers said to me one day, 'So, I thought affirmative action was over. How did you get here?' He thought it was funny," she said.

McPherson, who works in website development and maintenance, recounts her experience, "It was the snide remarks, almost always about race. I loved my job, what I did, but as one of three Black people

in an office of about maybe 80, there was always something from my white colleagues that made me feel uncomfortable or offended me."

Being asked to return to work, for many Black professionals, presents a troubling dilemma: the choice between potentially stunting their professional development or returning to a hostile work environment.

Rather than have to return to the office and face that skydiving feeling of dread, McPherson (using her maiden name to protect her identity) decided to quit her job and start her own company within 3 months instead. McPherson is one of many that chose this option, and even forged her own professional path instead. "It's sickening. And worse, it's tolerated by leadership. Once I learned I could do my job away from that, I couldn't go back."

Source: NBC News

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DISCOVERY 9

NEED FOR ALL WORKERS TO KNOW EACH OTHER BETTER

Study findings illuminate a lack of trust and friendliness between all workers, including many Workers of Color, presenting opportunities for DEI leadership to create spaces for shared dialogue.

1. Large Proportions Not Noticing Changes Expose Opportunity to Listen Better

By far the largest amount, almost half, of workers say experiences for Workers of Color neither got better nor worse compared to a year ago, with older, male, or White Workers being more likely to say so. For Black Workers the number saying their experience neither got better nor worse was 1 in 5, the highest of any worker group.

2. Older and Lower Income Black Workers Have Lower Trust

Age groups 45-60 (24%) and 60+ (17%) were the most likely to disagree that there is trust between employees of different backgrounds. Black Workers with lower income ($49,999 or lower) were less likely (50%) to say that there is trust and respect between employees from different backgrounds at their workplace than those with middle income ($50,000-$149,999) at 70%.

50%

Notice no difference in racial climate over a one year period

3. Men Have Higher Trust with Other Backgrounds

2 in 3 Black men surveyed say workers of different backgrounds can be trusted. 1 in 2 Black women said the same. When there is a feeling of lack of trust or inequity, men (51%) say they are more likely to speak out at work than women (44%).

4. Black Workers View Other Workers as Unfriendly

Black Workers are the least likely of any group to say White Workers (42%), AAPI Workers (48%), and Latino/Hispanic Workers (50%) tend to be friendly at work. They are more likely than other groups to disagree that AAPI Workers tend to be team players at 13%, with 9% of White Workers believing the same.

5. AAPI and Hispanic Workers View Black Workers Unfavorably

17% of AAPI and 13% of Hispanic Workers disagree that Black Workers tend to be friendly at work. For White Workers, this number is 8%. Similarly, 21% of AAPI Workers,17% of Hispanic Workers, and 12% of White Workers say Black Workers tend to be team players.

6. Programming Not Equally Effective at Reaching All Groups

Black Workers are more likely than any other group to say training programs are available at their workplace (52%). But the drop off is high when compared to Indigenous Workers (28%) and Latino/Hispanic (33%). White Workers (41%) and AAPI Workers (42%) are in the middle.

7. Employers Don't Prioritize LGBTQ+ Equity

Black Workers are least likely (16%) to say their employer prioritizes LGBTQ+ equity, compared to 22% of White Workers or 26% of AAPI Workers. Black Workers at large companies (30%) are also more likely to say it is a priority compared to their counterparts at small companies (10%). Young Black Workers (18-29) were more likely (25%) to say LGBTQ+ people experience more disadvantages at work than those aged 30-44 (8%) or older than 45 (6%).

DISCOVERY 10

BLACK WORKERS TAKE NOTICE OF COMPANIES' CAPABILITY TO DO GOOD

When it comes to big ideas, and hopes and concerns for what business can do, all Workers of Color share a common priority and intensity.

1. Workers of Color Agree on Business' Key Role

Half of all Workers of Color say business can help improve racial strife in communities. Agreement ranged from 51% among White Workers to 55% among AAPI Workers. Conversely, Black and AAPI Workers (62% and 56% respectively) say racial issues cost their company in terms of revenue.

2. Large Company Workers Say Business Can Improve Racial Strife ~2X More Often

Black Workers in large companies (>1000 employees) are more likely (80%) to believe business can improve issues around racial strife in their communities. Those at smaller companies ranged from 32% to 56%. Large company Black Workers are less likely (39%) to think they are more disadvantaged. Smaller company Black Workers responded affirmatively between 57% and 66%.

3. Black and AAPI Workers Share the Reasons They Stay at Their Jobs

Black (45%) and AAPI Workers (40%) are the top two groups to say equal opportunities for advancement and raises were important to them in taking on their current job. Both groups also shared the high likelihood (73% and 78%, respectively) of working for and staying longer at a company with effective inclusion policies and programs, as well as the monetary value of inclusion (represented by a 12% and 9% of a salary increase respectively).

4. Black, Latino/Hispanic, and Indigenous Workers Rank Race Relations as Most Important

Black Workers are similar to Hispanic Workers and Indigenous Workers in the extent they say

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that race relations matter to them. 10% of Indigenous Workers,12% of Hispanic Workers, and 11% of Black Workers rank race relations as the issue that matters to them most right now.

5. All Groups See Their Racial Identity as a Liability

Black Workers are similar to other Workers of Color in their perception that their race or ethnicity will make it harder for them to achieve their career goals in their company. Across all Workers of Color groups, approximately 1 of 3 workers agrees with this sentiment (34.8% of Hispanic Workers, 33.6% of AAPI Workers, 30.4% of Indigenous Workers, and 29.6% among Black Workers).

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III. ACTIONS, RESULTS, AND SWEETSPOTS

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

1. ASK HOW INCLUSION OF BLACK WORKERS CAN BE IMPROVED BY 50%

Each company and industry is different. The business averages provided in this study show high economic value associated with effective DEI programs, training, and culture. Companies should discuss how to invest into company-wide DEI programs, training, and culture, and consider what it would take to make a 50% improvement in Black Workers' perception of inclusion.

Why 50%? When Black Workers were asked to indicate the value of a 50% improvement in inclusion, they answered that the value was equivalent to ~10% salary increase. Great Place To Work found that while the S&P 500 suffered a 36% decline from 2007-2009, companies whose employees had very positive experiences posted a remarkable 14% gain. Tactics that best increased performance involved inclusivity, innovation, fairness, and integrity and included perceptions of treatment as full team members, management delivering on promises, and fair promotions[6].

Potential Results: a) makes tangible what 50% improvement looks like through development of metrics, b) closer inline with boardroom and CEO KPIs, c) reduction of future costs related to escalation, lawsuits, reputational damage, and combative company culture

2.ADDRESS YOUR LEGAL RISK HEAD-ON THROUGH CLEAR, STRONG POLICIES

Harvard Business Review

TO DRIVE DIVERSITY EFFORTS, DON'T TIPTOE AROUND YOUR LEGAL RISK

BY *EDWARD CHANG and BONNIE LEVINE*

How does the organization mitigate the legal and brand image risk from potential lawsuits that Black Workers say they've considered in significant numbers (1 in 3 have considered suing over treatment at their workplace due to their race)? This is consistent with Equal Employment Opportunity Commission (EEOC) data that show over 36% of all charges filed are based on racial discrimination, harassment, or retaliation[7]. One of the contributing factors may be "diversity washing." So called diversity washing is described as "where firms considerably overstate their DEI commitments relative to their actual DEI levels". For instance, a recent study found that companies that "talk the talk" of diversity but don't "walk the walk" are more likely to perform worse in DEI and receive more EEOC violations[8]. To offset the probability of lawsuits, SHRM (Society for Human Resource Management) suggests four items to consider: 1) adopt clear and meaningful anti-harassment and anti-discrimination policies, 2) conduct periodic training for the workforce, management, and HR personnel, 3) update mission statements that emphasize the company's commitment to a workplace free from unlawful harassment and discrimination, 4) host employee forums periodically to explore whether any discrimination or harassment is occurring.

Potential Results: a) companies will see a stronger understanding of different types of people based on their racial background, sexual orientation, gender, religion, disability, region, military or other background b) risk may be reduced by clearly written, codified policies, c) Fewer lawsuits may occur and more amicable solution outcomes can be possible.

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3. THROW OUT THE DEI PLAYBOOK ON BLACK WORKERS, CULTURE, AND FLUENCY

management, and the share of Black women actually decreased by 9%, while AAPI men and women shrank by almost 5%[9].

It's time to throw out the playbook and start innovating. The objectives remain: creating a sustainable pipeline program that looks at short and long term outcomes to develop and train Black Workers from graduates to the boardroom. Learn and use words that show a level of diversity, fluency, and comfort, not out of fear of making mistakes, but instead boldly showing a can-do, humble energy. Doing things differently isn't easy. But leaders can begin meeting regularly with the Black Worker community or adding publications that address Black Worker communities to their reading diet. Instead of looking to Black colleagues as the ambassador of Black Workers, leaders must take the time to develop their own deep understanding. Consider shifting the culture to systematically trying something new and not relying only on what has been done before.

Based on the survey results, some strategies have worked, but more have not, according to Black Workers. Data on the outcome of current practices have also shown that five years after instituting required manager training, some companies saw no improvement in numbers of White women, Black men, and Hispanics in

Potential Results: a) the development of a company team that reflects the demographic diversity of the country and its customers, b) the cross development of colleagues who can not only be allies, but also speak with informed adeptness on Black Worker objectives, despite not being Black, c) leaders who can evolve their leadership styles to speak not only from an outside-in, but also inside-out perspective.

4. DISAGGREGATE BLACK WORKERS – THEY'RE NOT ALL THE SAME

Political consultants often say that there are five types of Black Voters. Similarly in business, there are various segments of Black Workers. As this study shows, Black Workers are some of the most vigilant on inclusion issues at work, even if it means challenging their own community. That shows Black Workers are not monolithic. Young Black Workers react with higher intensity and sensitivity than their older counterparts, and are far likelier to see themselves as disadvantaged compared to other groups.

Take the opportunity to create new intersections at work by leveraging Male Black Workers' comfort with collaboration. Create opportunities for Female Black Workers as they engage with the topic of diversity at work and channel their reported positive, can-do energy to bring others along. Inclusion programs should disaggregate their Black Worker community and then address subgroups specifically and differently when possible. When subgroups feel left out, it can result in a rejection toward the overall effort of the group.

CNBC

DEI PROGRAMING STALLED IN 2022 — HOW THAT COULD 'ALIENATE' YOUNG WORKERS IN THE FUTURE

Potential Results: a) companies may reach more stakeholder groups simultaneously, b) leadership can refine their true intentions for their DEI efforts, c) more subgroups will feel included, d) there will be a broader understanding of the non-monolithic qualities of Black Workers.

5. INVEST IN LOCAL CBOS AND NGOS THAT ARE MEANINGFUL TO BLACK WORKERS
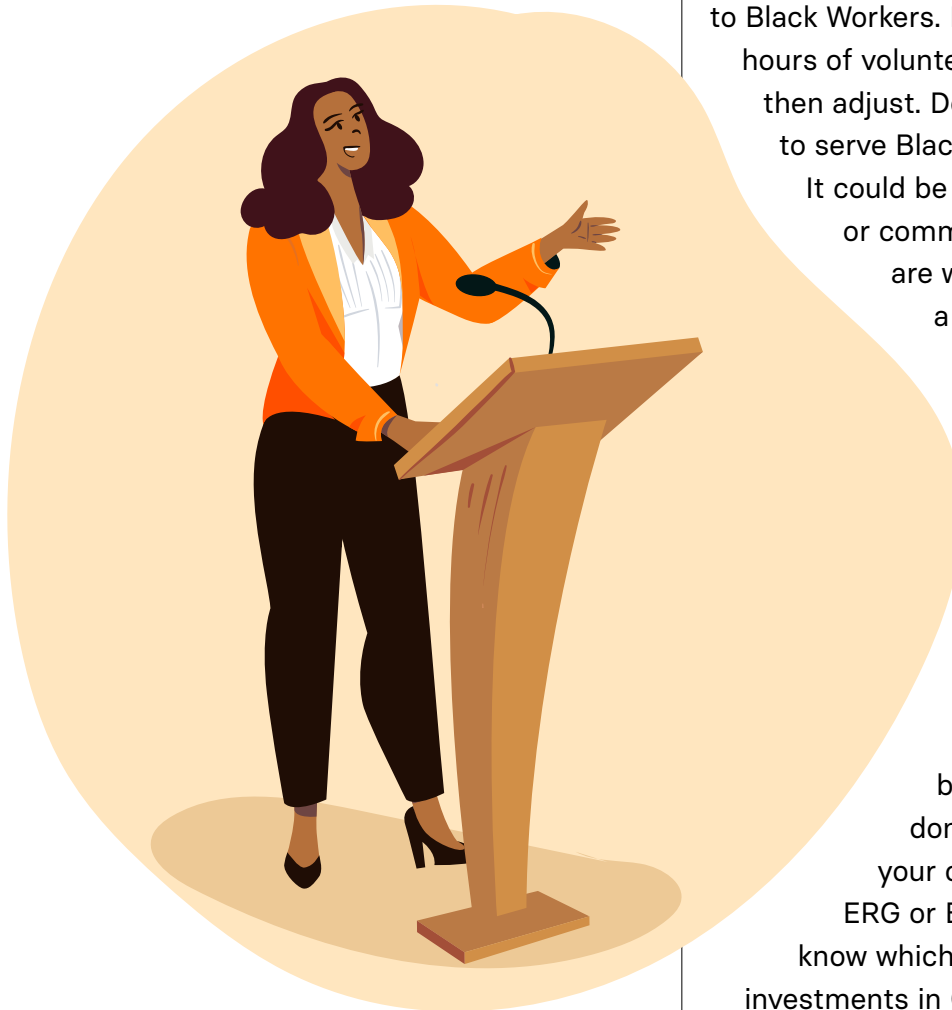
Consider investing treasure and time in community based organizations (CBOs) and NGOs that do work directly relevant to Black Workers. Leaders can start with five hours of volunteer time each month and then adjust. Donations can be earmarked to serve Black Workers interests directly. It could be a grant at the local university or community college for those who are working and are Black, a finance fellowship at an HBCU, or the youth center in the Black Community. Typically around 20% of annual donations to NGOs and CBOs are from corporations or foundations[10], so there is room to grow. An approach of reaching in to reach out can result in a common business practice of employee donation matching. In addition, your company's Black Workers ERG or BRG will have ideas and will know which groups to help. See these investments in CBOs and NGOs as smart money from your company that also increases cultural fluency.

Potential Results: a) companies directly serving the Black Workers in their community, b) leadership learning first-hand the key issues of the businesses' community, c) a solidification of the company's differentiators and competitive advantage as a result of selecting CBOs and NGOs that are an extension of company culture and purpose

CASE STUDY E

ASHIMA PATEL:
Solving the Women of Color Disconnect

In late September 2021, large retail conglomerate Shoppers Market's first ever mid-year DEI report was released. Ashima Patel, Chief Diversity, Equity, and Inclusion officer, was glad to see representation of people of color in management rise from 42% to 53%. But a major gap existed, women of color were only 4% of officers (president or vice president titles). In fact it declined by 8% overall, and by 33% in leadership positions over the last five years.

In 2007, the first senior director of diversity was appointed. By 2009, they established employee resource groups (ERGs) and community outreach initiatives.

With that success in mind, Patel formed a team to review progress and broaden strategy and objectives, specifically by integrating diversity, equity, and inclusion into company DNA, improve transparency and accountability around DEI metrics, and leverage firm scale to drive greater equity.

But the pandemic challenged these goals. Women were leaving at higher rates than men for the first time. Despite the company investing in hiring women of color (an increase of 23% in 2021), attrition continued. Patel set up conversations with women of color to get to the root of the issue.

Brandie Rae Alana, VP, felt that as the only woman of color in her department, she was more heavily scrutinized and had to constantly fight against being reduced to negative stereotypes.

Latoya Johnson, strategic manager, reported her manager perceiving her as a threat and becoming hostile as she became confident in her role and began receiving recognition. He started undermining her and blocking her access to career-building opportunities.

Patel recognized the pattern a McKinsey study confirmed: there was a disconnect between companies' growing commitment to racial equity and the day-to-day experiences of women of color. Patel had her DEI team develop a three part plan to solve the high turnover rates, increase representation in leadership positions, and drive awareness of the underlying causes of the barriers facing women of color internally. As the CEO put it, "There is no easy fix, and our solution will need to address the root causes rather than just the symptoms."

Source: Michigan Ross Case Centre

6. WHAT IF … DEI WAS ONLY ABOUT RECRUITING AND RETAINING TOP BLACK TALENT?

pool. Instead of following what other companies are doing or doing what you have always done before, it's time to try something new. But what? What if DEI's only purpose was for retention and recruiting of top Black talent? Should the company recruit only at HBCUs and open offices in predominantly Black communities to invest in Black employees and applicants? It could help – the odds of hiring a candidate of Color is 194 times higher when at least two applicants in the candidate pool are of Color[11]. The exercise of DEI's only focus on recruiting and retaining Black talent, whether implemented or not, could yield new best practices clouded by group think. As a part of the exercise, adopting new levels of transparency is crucial. Some organizations, for instance, have set goals of workplaces that are 50% women and 50% Workers of Color. And then tell their company where they are each year. These are not rigid quotas. They are targets. This "Black Workers" exercise will yield new ideas contextualized to a company, not to generalized practices with inconsistent outcomes.

The survey found Black Workers overwhelmingly stay more than a third longer at companies with an inclusive culture. In addition, the study found DEI was a major if not top reason Black Workers are at their current job. But despite industry's efforts, many struggle with their Black talent

Potential Results: a) exposes the best and worst practices b) reveals which groups current DEI practices favor in recruiting and retention, c) raises recruiting and retention yields, d) lower turnover and HR costs, e) higher productivity because teams have more experience working together

7. HAVE NO FAVORITES WITH DEI TRAINING, TACTICS, PROGRAM, AND CULTURE

Organizational inclusion efforts present themselves in programs, tactics, and culture. Black Workers perceive each of them differently and with varying opinions of these institutional efforts. Being successful in one part of DEI does not mean all efforts are doing well. As this survey found, a successful training program does not mean the culture is working. Doing one area well should not give comfort the entire machine is running well or garnering equal support. Instead, each part of a DEI organizational plan should be addressed.

For instance, a failure of culture can manifest itself in varying ways. For instance, when individuals do not want to declare their own racial identity, this can result in a 6% decrease in trust and camaraderie at work for every 10% of employees not declaring[12]. This metric does not apply to training, tactics, and the program overall, but it is especially relevant to good team culture. By making all the parts of DEI favorites, each can be evaluated and developed based on their unique context.
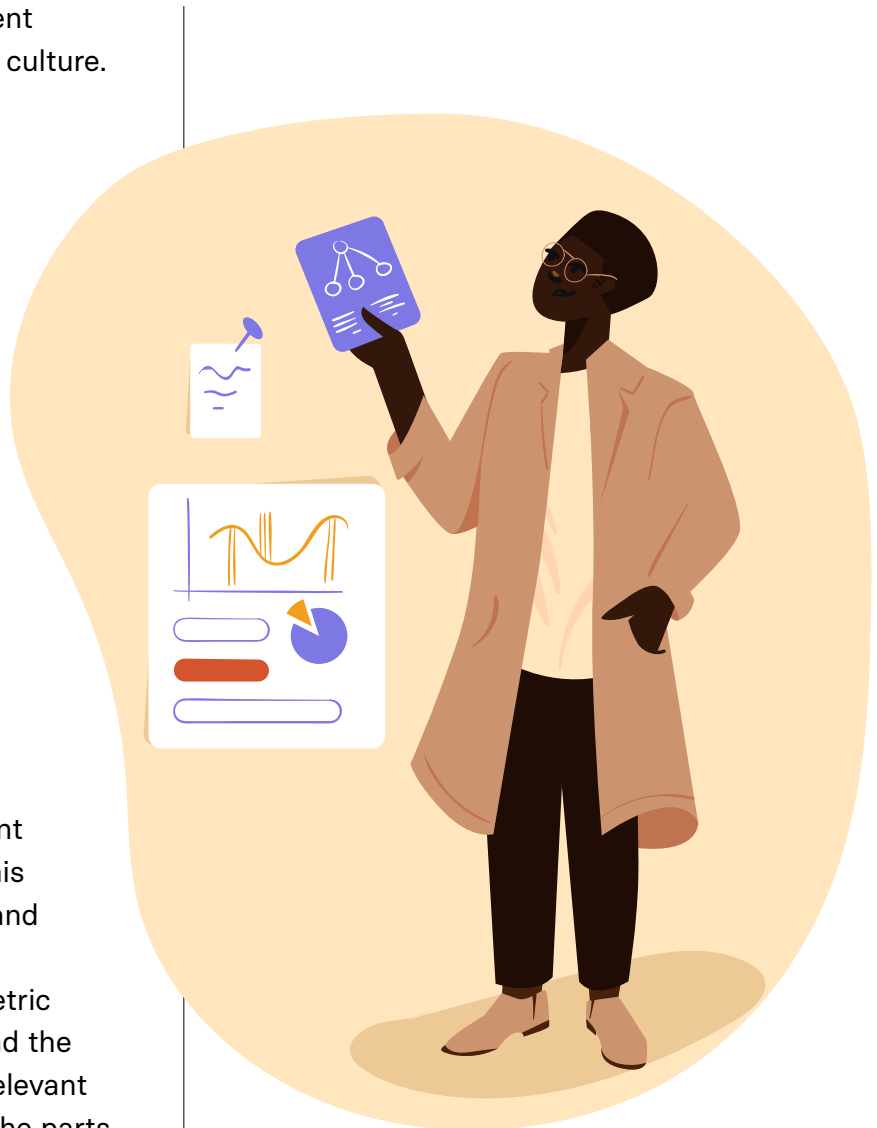
Potential Results: a) Fostering an open culture of self evaluation across all Workers of Color groups, b) Workers across the board develop a deeper understanding of what it means to be a Black Worker and who they are, c) Developing better collaboration within the Black Worker subgroups.

8. HIGHLIGHT BLACK ERG / DEI PRACTICES AS A MODEL FOR OTHER GROUPS

If you are managing a new or small inclusion effort, look at Black ERGs and programs for best practices, as well as the systems at larger firms. The study found that most Black Workers at larger firms were more satisfied with their DEI programs when compared to smaller firms. Good indicators of a well established Black ERG vary, but generally access to executive leadership, strong networking, and broad firm awareness are strengths of Black ERGs. Another indicator of a strong Black ERG ecosystem includes the overall number of ERGs available. Companies that lump all Communities of Color into one ERG are less developed and could be an indicator of the firm's operational aptitude in DEI. Whereas having a robust grouping of ERGs can yield as many as 70% of entry-level applicants wanting to apply[13]. It pays to benchmark your more successful ERGs to create or finetune others. Finally, though very uncommon (perhaps as low as 5% of businesses), consider paying your Black ERG lead as the job takes time and effort and it shows the firm values the return a Black ERG can provide[14].

Potential Results: a) developing benchmarks of internal capabilities, b) establish long-term goals that are relevant to the DEI market, c) learn from other programs' successes and failures, d) help other ERGs and DEI departments for synergistic outcomes.

9. FUND BLACK ERGS INDEPENDENT OF EACH OTHER, NOT UNDER AN UMBRELLA

An interesting finding from this study was that different Workers of Color saw each other in unfavorable ways. Yet on major issues, like why inclusion programs are good for business, all groups agreed in frequency and intensity for the most part. This exposes the zero sum game dynamic: 'if they get more, we get less.' It stands to reason given how little is given to ERGS.

In a 2021 study, 31% of ERG respondents said they didn't have an annual budget, up from 10% in 2020. 32% said their ERG budgets were small, ranging from $1,500 to $10,000[15]. To alleviate the scarcity mentality, consider more cross ERG activities and education to pool and magnify limited resources. Additionally, consider funding each ERG at the EVP or CEO level and not under a single umbrella budget line (e.g., DEI) where allocating money to one group can really mean less to another.

REUTERS

THE IMPORTANCE OF AFFINITY GROUPS: HOW TO NEVER FEEL ALONE

BY CAMERON JORDAN

Potential Results: a) increase collaborations and understandings between different Workers of Color groups, b) allow each group to thrive on its own characteristics, not in competition with other groups, c) increase each group's feeling of being unique, d) mitigate the inherent nature of feeling like each group is fighting with each other for a share of the pie, e) reduce costs by doing cross ERG events, f) mitigate the zero sum game dynamic.

10. EMBRACE DIFFERENCE TO FIND SAMENESS

An often heard criticism is that ethnic, gender, orientation, and other constituency groups separate businesses. As this study's Advisory Panel has found in practice, by highlighting difference, you find sameness—so long as the sameness is not ignored and celebrating differences is not the only end goal. To that end, reaching inward to ask workers what they think about race and dynamics between different groups might be a good step, as only a third of companies did so during the early 2020s[16].

In addition, provide opportunities for Black Workers to gather and share their differences and similarities within their community, as Black Workers are not a monolith. Then, consider how to build stronger relationships with other ERGs or informal groups in the organization. This is especially key for Black workers – 20% of whom say they do not tend to participate with communities other than their

own at work. Having executive leadership and the board participate would also show the organization's investment at all levels. Finally, consider investing, donating, and having some company employees volunteer to Community Based Organizations in your locality.

Potential Results: a) provide a counter narrative to divisionist themes that often ruminate, b) provide different Workers of Color a way to see how they can be themselves while at the same time can share ideas and energies with others, c) fostering learning and kinship between different Workers of Color about the challenges they face, d) Black Workers are better understood by other demographic groups.

SWEET SPOTS: WHAT IF YOUR COMPANY...

The following are associations based on regression analysis that show how if X, then Y (see Addendum 1). The outcomes were based on what would be helpful to executive leadership in their decision making to find sweet spots, where actions yield higher returns related to desired qualitative and quantitative outcomes.

Affecting Salary

1. If a company addresses diversity issues well, Black workers say they are 74%+ more likely to attribute a dollar amount to that strength in terms of their salary.
2. When Black Workers have trust and respect with others of different backgrounds at work, the cost or value in terms of their salary they give to racial climate at work falls >37%.
3. If a company reduces the level Black Workers feel disadvantaged compared to others at work, it also reduces the likelihood (falling >54%) Black Workers say improving work racial climate is worth a pay raise. In other words, the more Black Workers feel on equal ground at work, the demand for improving racial climate lowers, as does the monetary value they attach to the need for improvement.

Affecting Company Revenue

4. If a company reduces the frequency Black Workers feel more disadvantaged than others, then Black Workers are >67% less likely to attach a dollar value to how the racial climate costs the company revenue.

Affecting Lawsuits

5. If a company has DEI initiatives that Black Workers think are important to company success, they are >38% less likely to consider a lawsuit against their employer.
6. If a company has leadership that Black Workers think underrepresents them, they are 20%+ more likely to consider a lawsuit against their employer.

Affecting Recruiting and Retention

7. If a company has an environment where Black Workers feel comfortable speaking about race, they are >77% more likely to stay longer at a company with good inclusion initiatives, compared to a company where they feel uncomfortable speaking about race.
8. If a company that has good inclusion initiatives reduces how Black Workers feel disadvantaged at work, Black Workers are >65% more likely to stay longer.
9. If a large company has effective inclusion initiatives, Black workers are >32% more likely to stay longer, compared to medium-sized companies that have the same.

Regional Distinctions

1. Black Workers in the West are 41% more likely to think improving the racial climate is worth an amount in salary compared to those in the Midwest.
2. Black Workers who live in the West are 58%+ more likely to think that racial issues have a cost in revenue compared to those living in the Midwest.
3. Black Workers who live in the South are >34% less likely than those from the West to consider filing a lawsuit against their employer.
4. Compared to those from the West, Northeast Black Workers are almost 3X more likely to stay longer at a company with good inclusion initiatives.

ADDENDUM 1. METHODOLOGY

This survey was conducted March 25-31, 2022 among a total sample of 1,255 adults ages 18 and over, including 217 Black Americans living in the United States. Respondents for these surveys were selected from more than two million people on panels cultivated and managed by pollsters Prisca, AAPI Data, Momentive, and their panel partners. This survey was commissioned by title sponsor Prisca, lead sponsor APCO Worldwide, and associate sponsors Novartis, MMCA, Acend, Urban League of Greater San Francisco Bay Area, and PowerToFly.

The survey was based on a probabilistic sampling strategy, in which all members registered in the platform's database had equal chances of being selected. This strategy ensured a high degree of representativeness of the American population.

A raked weight of race by state of residence, gender, and educational attainment was used relying on the Census Bureau's American Community Survey to reflect the demographic composition of the United States age 18 and over.

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

BLACK AMERICANS — Action-Based Metrics for Executive Leadership

POLLSTERS

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

PRISCA is a not-for-profit formed in 2017 (non-profit status in Summer 2023). It creates high production value content for narrative change campaigns. Its work is inclusive of underrepresented groups related to 11 categories: 50+ and Generations, Asian American Pacific Islander, Black / African American, Disabilities and Caregiving, Geographic Inclusion, Latino American, LGBTQ+, Military and Veteran Families, Native American, Religious Inclusion, and Women and Gender Equity.

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

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

EXTRAPOLATIONS

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

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

The calculation would be: 25% (percentage of respondents of the '1-10%' option) x 5.5% (middle-point between 1 and 10%) + (15% x 15.5%) + (15% x 35%) + 25% x 75%. The result would be divided by the sum of the percentage of respondents who answered the question affirmatively (ie. 80%).

MARGIN OF ERROR

The tables below show the margins of error for the cross tabulations. Margin of error for the proportions were calculated considering an unknown population proportion (0.5) and a confidence level of 95%. Taking the Black race as an example, all discoveries made for Black workers would have a margin of error of 10.1% for men and 8.8% for women. Values omitted from the table are relative to cases with a sample size of less than 10 workers and were not considered in the report.

	Sample Size	Margin of Error
Full, National Sample	1,255	+/- 1.0 %
Asian/Pacific Islander Americans	220	+/- 3.0 %
Black or African Americans	217	+/- 3.0 %
Hispanic / Latino Americans	221	+/- 3.5 %
Indigenous, American Indian or Alaskan Native Americans	101	+/- 8.0 %
White / Caucasian Americans	480	+/- 1.5 %

* Sixteen respondents selected the "Multiple ethnicity / Other (please specify)" category.

	Gender		30 or more years old		45 or more years old		All Age Groups			
	Male	Female	No	Yes	No	Yes	18-29	30-44	45-60	>60
American Indian or Alaskan Native	14.1%	13.5%	19.6%	11.2%	12.2%	16.3%	19.6%	15.5%	17.3%	49.0%
Asian / Pacific Islander	10.3%	8.6%	12.7%	7.7%	8.6%	10.3%	12.7%	11.8%	11.1%	27.2%
Black or African American	10.1%	8.8%	13.3%	7.7%	9.2%	9.7%	13.3%	12.7%	11.0%	20.4%
Hispanic	9.6%	9.1%	13.2%	7.6%	8.8%	10.0%	13.2%	11.8%	10.6%	29.5%
White / Caucasian	6.5%	6.1%	9.8%	5.0%	6.5%	6.1%	9.8%	8.8%	7.5%	10.7%
Communities of Color	5.3%	4.8%	7.0%	4.1%	4.7%	5.4%	7.0%	6.4%	5.9%	13.7%

	Income			Company Size		
	Low income (<$49,999)	Middle income ($49,999-$149,999)	High income (>$149,999)	Small	Medium	Large
American Indian or Alaskan Native	12.0%	18.2%	-	-	-	-
Asian / Pacific Islander	11.4%	9.4%	21.4%	13.3%	26.3%	17.5%
Black or African American	9.8%	10.1%	24.5%	9.5%	15.2%	12.7%
Hispanic	9.3%	10.6%	29.5%	8.7%	11.1%	10.7%
White / Caucasian	7.8%	6.3%	13.6%	4.1%	7.8%	5.4%
Communities of Color	5.2%	5.5%	13.7%	5.7%	8.5%	7.4%

REGRESSION MODELS

As seen in "Decision Sweetspots," binary logistic regressions were applied to examine the determinant factors of particular opinions across workers. Whenever a statistically significant relationship was found, odds ratios were calculated and the lower limit of a 95% confidence interval was reported to ensure a lower level of uncertainty around the discovery. All models were controlled for sociodemographic variables and their parameters are shown in the tables below. A percentage increase or decrease was derived from the odds ratios by subtracting one from those odds, in case of odds higher than 1 (increase in likelihood), or subtracting the odds by one when the odds were lower than 1 (decrease in likelihood). For instance, an odds ratio of 1.1 would mean a 10% increase in likelihood (1 subtracted from 1.1), whereas an odds ratio of 0.5 would mean a 50% decrease in likelihood (1 subtracted by 0.5). Models were checked for the absence of multicollinearity and all models showed good fit according to the Omnibus Test of Model Coefficients ($p < 0.05$).

BLACK AMERICANS — Action-Based Metrics for Executive Leadership

Dependent variable: Considered filing a lawsuit	B	S.E.	p	OR	95% C.I.for OR Lower	Upper
Which aspects of your identity or background that are relevant to how you are treated at work: Your race	0.862	0.513	0.093	2.368	0.866	6.472
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	1.457	0.622	0.019	4.294	1.270	14.522
DEI Initiatives. An important factor in our company's ability to drive success	-1.931	0.740	0.009	0.145	0.034	0.619
I feel comfortable speaking about issues of race at work	0.926	0.558	0.097	2.525	0.846	7.535
There is trust and respect between employees from different backgrounds	0.268	0.529	0.613	1.307	0.464	3.686
My race or ethnicity will make it harder to achieve my career goals in this company	1.249	0.561	0.026	3.485	1.161	10.459
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Blacks	-0.475	0.641	0.459	0.622	0.177	2.186
Please fill in the blank: Inclusion training makes our company: stronger	-0.751	0.555	0.176	0.472	0.159	1.400
If you could put a price tag on how much racial issues are costing your company, Any amount	1.256	0.686	0.067	3.512	0.915	13.477
If you could improve the racial climate at work by 50%, how much would that be worth of your salary: any amount	0.356	0.910	0.695	1.428	0.240	8.502
Please fill in the blank: I am____ percent more likely to work for or stay longer: any percentage	1.361	1.054	0.197	3.902	0.494	30.814
When company leaders use inclusive language (e.g., together, communities of color, "we" and "us," huddle, gather, everybody, etc.), they increase productivity by the following amount: any	0.659	1.043	0.527	1.933	0.250	14.930
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Blacks	1.293	0.565	0.022	3.643	1.205	11.017
Gender=Female	-1.522	0.510	0.003	0.218	0.080	0.594
Age= 18-29	1.735	0.576	0.003	5.669	1.834	17.524
Age= 30-44	0.362	0.667	0.587	1.436	0.389	5.304
CompanySize=Small	0.298	0.593	0.615	1.347	0.422	4.302
CompanySize=Medium	0.965	0.828	0.244	2.624	0.518	13.295
USRegion=Northeast	0.495	0.953	0.603	1.641	0.254	10.612
USRegion=West	1.120	0.942	0.234	3.066	0.484	19.431
USRegion=South	-0.677	0.818	0.408	0.508	0.102	2.525
Income=Low income (<$49,999)	0.446	0.491	0.364	1.562	0.596	4.093
Constant	-3.816	1.199	0.001	0.022		

B: Beta coefficient   S.E.: Standard Error of B   p : p-value   OR: Odds Ratio   C.I: Confidence Level

PRISC⊙

BLACK AMERICANS — Action-Based Metrics for Executive Leadership

Dependent Variable: Thinking that racial issues have a cost in revenue	B	S.E.	p	OR	95% C.I.for OR Lower	Upper
Which aspects of your identity or background that are relevant to how you are treated at work - your race	0.594	0.419	0.156	1.810	0.797	4.112
DEI Initiatives: An important factor in our company's ability to drive success	0.054	0.608	0.929	1.055	0.321	3.473
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	0.496	0.451	0.272	1.642	0.678	3.977
I feel comfortable speaking about issues of race at work	-0.976	0.444	0.028	0.377	0.158	0.899
There is trust and respect between employees from different backgrounds	-0.753	0.430	0.080	0.471	0.203	1.094
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Blacks	2.255	0.578	0.000	9.535	3.071	29.601
Please fill in the blank: Inclusion training makes our company: stronger	0.718	0.441	0.103	2.051	0.865	4.865
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Blacks	-0.066	0.492	0.893	0.936	0.357	2.456
Gender=Female	1.016	0.428	0.018	2.761	1.194	6.385
Age= 18-29	0.644	0.524	0.219	1.905	0.682	5.315
Age= 30-44	1.113	0.580	0.055	3.043	0.976	9.484
CompanySize=Small	-0.751	0.464	0.106	0.472	0.190	1.172
CompanySize=Medium	-2.072	0.700	0.003	0.126	0.032	0.497
USRegion=Northeast	2.912	0.812	0.000	18.389	3.744	90.304
USRegion=South	1.160	0.593	0.051	3.189	0.997	10.196
USRegion=West	1.885	0.728	0.010	6.585	1.580	27.449
Income=Low income (<$49,999)	-0.530	0.405	0.191	0.589	0.270	1.302
Constant	0.233	0.702	0.740	1.262		

B: Beta coefficient   S.E.: Standard Error of B   p : p-value   OR: Odds Ratio   C.I: Confidence Level

BLACK AMERICANS — Action-Based Metrics for Executive Leadership

Dependent Variable: Improving racial climate by 50% would worth something of my salary	B	S.E.	p	OR	95% C.I.for OR	
					Lower	Upper
Which aspects of your identity or background that are relevant to how you are treated at work - your race	1.095	0.507	0.031	2.990	1.108	8.071
DEI Initiatives: An important factor in our company's ability to drive success	0.526	0.686	0.443	1.693	0.441	6.493
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	1.553	0.510	0.002	4.725	1.739	12.837
I feel comfortable speaking about issues of race at work	0.385	0.527	0.466	1.469	0.523	4.129
There is trust and respect between employees from different backgrounds	-1.493	0.524	0.004	0.225	0.080	0.628
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Blacks	2.037	0.647	0.002	7.665	2.159	27.221
Please fill in the blank: Inclusion training makes our company: stronger	0.119	0.525	0.821	1.126	0.402	3.155
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Blacks	-0.049	0.577	0.932	0.952	0.307	2.952
Gender=Female	0.247	0.465	0.595	1.280	0.515	3.184
Age= 18-29	0.178	0.615	0.772	1.195	0.358	3.986
Age= 30-44	0.611	0.620	0.324	1.843	0.547	6.207
CompanySize=Small	0.858	0.513	0.095	2.358	0.862	6.447
CompanySize=Medium	-0.595	0.686	0.385	0.551	0.144	2.114
USRegion=Northeast	2.581	0.854	0.003	13.210	2.477	70.455
USRegion=South	1.971	0.634	0.002	7.178	2.073	24.854
USRegion=West	1.920	0.805	0.017	6.819	1.407	33.054
Income=Low income (<$49,999)	-0.375	0.453	0.408	0.687	0.283	1.671
Constant	-2.688	0.919	0.003	0.068		

B: Beta coefficient   S.E.: Standard Error of B   p : p-value   OR: Odds Ratio   C.I: Confidence Level

BLACK AMERICANS — Action-Based Metrics for Executive Leadership

Dependent variable: Any likelihood of staying longer on a company that has effective inclusion policies and programs	B	S.E.	p	OR	95% C.I.for OR Lower	Upper
DEI Initiatives: An important factor in our company's ability to drive success	0.433	0.561	0.329	1.728	0.576	5.186
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	-0.223	0.445	0.904	0.948	0.396	2.266
I feel comfortable speaking about issues of race at work	1.325	0.469	0.001	4.450	1.774	11.159
There is trust and respect between employees from different backgrounds	0.476	0.452	0.263	1.660	0.684	4.030
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Blacks	1.660	0.608	0.005	5.428	1.647	17.888
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Blacks	-1.379	0.552	0.027	0.294	0.100	0.869
Gender=Female	0.766	0.419	0.065	2.167	0.952	4.931
Age= 18-29	0.275	0.540	0.775	1.167	0.405	3.365
Age= 30-44	-0.506	0.548	0.665	0.789	0.269	2.309
CompanySize=Small		0.515	0.095	0.423	0.154	1.161
CompanySize=Medium		0.641	0.017	0.216	0.062	0.760
USRegion=Northeast		1.113	0.004	25.547	2.885	226.251
USRegion=South		0.659	0.233	0.456	0.125	1.658
USRegion=West		0.579	0.209	2.071	0.665	6.442
Income=Low income (<$49,999)		0.437	0.484	0.737	0.313	1.734
Constant		0.720	0.384	0.534		

B: Beta coefficient   S.E.: Standard Error of B   p : p-value   OR: Odds Ratio   C.I: Confidence Level

BLACK AMERICANS — Action-Based Metrics for Executive Leadership

Dependent Variable: Thinking inclusion training strengthens the company	B	S.E.	p	OR	95% C.I.for OR Lower	Upper
In the past two years, has your employer done any of the following? None	0.460	0.499	0.357	1.583	0.596	4.207
In the past two years, has your employer done any of the following? 1. Instituted new training on gender-based harassment in the workplace	-0.532	0.496	0.283	0.588	0.222	1.552
In the past two years, has your employer done any of the following? 1. Instituted new policies about gender-based harassment in the workplace	-0.202	0.640	0.752	0.817	0.233	2.863
In the past two years, has your employer done any of the following? 1. Instituted new training on diversity in the workplace	-0.576	0.555	0.299	0.562	0.189	1.667
In the past two years, has your employer done any of the following? 1. Instituted new policies about diversity in the workplace	-0.949	0.672	0.158	0.387	0.104	1.445
Which, if any, of the following are available at your workplace? Childcare facilities	1.077	0.936	0.250	2.935	0.469	18.364
Which, if any, of the following are available at your workplace? 1. Mentoring programs within the company	0.111	0.571	0.845	1.118	0.365	3.421
Which, if any, of the following are available at your workplace? 1. Mentoring programs outside the company	0.107	0.713	0.881	1.113	0.275	4.501
Which, if any, of the following are available at your workplace? 1. Training programs	0.504	0.434	0.246	1.655	0.707	3.875
Which, if any, of the following are available at your workplace? 1. Professional development programs	1.833	0.548	0.001	6.250	2.136	18.287
Which, if any, of the following are available at your workplace? 1. Diversity, Equity, and Inclusion programs	2.430	0.573	0.000	11.364	3.696	34.939
Which, if any, of the following are available at your workplace? 1. Employee Resource Groups (ERGs)	2.634	0.782	0.001	13.925	3.009	64.434
Which, if any, of the following are available at your workplace? 1. Business Resource Groups (BRGs)	1.346	1.258	0.285	3.842	0.326	45.264
Which, if any, of the following are available at your workplace? 1. Opportunities to present to executives/senior management	1.271	0.550	0.021	3.566	1.214	10.475
Which, if any, of the following are available at your workplace? 1. Community volunteer work	0.358	0.593	0.546	1.430	0.447	4.572
Which, if any, of the following are available at your workplace? 1. Matching charitable donations	-0.770	0.592	0.193	0.463	0.145	1.477
Which, if any, of the following are available at your workplace? 1. Chief or Senior Diversity Officer	0.838	0.853	0.326	2.313	0.435	12.306

B: Beta coefficient   S.E.: Standard Error of B   p : p-value   OR: Odds Ratio   C.I: Confidence Level

BLACK AMERICANS — Action-Based Metrics for Executive Leadership

Dependent Variable: Thinking inclusion training strengthens the company	B	S.E.	p	OR	95% C.I.for OR	
					Lower	Upper
Age=2. 18-29	-0.257	0.549	0.639	0.773	0.264	2.267
Age=3. 30-44	0.169	0.533	0.752	1.184	0.416	3.365
Gender=Female	0.677	0.441	0.125	1.968	0.829	4.673
Income=Low income (<$49,999)	-0.050	0.407	0.902	0.951	0.428	2.112
USRegion=Northeast	0.021	0.662	0.975	1.021	0.279	3.734
USRegion=Midwest	-1.036	0.822	0.207	0.355	0.071	1.777
USRegion=South	-0.798	0.626	0.202	0.450	0.132	1.535
CompanySize=Small	0.451	0.489	0.357	1.570	0.602	4.096
CompanySize=Medium	0.530	0.655	0.418	1.699	0.471	6.136
Constant	-1.812	0.783	0.021	0.163		

B: Beta coefficient   S.E.: Standard Error of B   p : p-value   OR: Odds Ratio   C.I: Confidence Level

ADDENDUM 2. SPONSORS AND ADVISORY PANEL

TITLE SPONSOR

Prisca is a not-for-profit formed in 2017 (non-profit status in Spring 2023). It creates high production value content for narrative change campaigns. Its work is inclusive of underrepresented groups related to 11 categories: 50+ and Generations, Asian American Pacific Islander, Black / African American, Disabilities and Caregiving, Geographic Inclusion, Latino American, LGBTQ+, Military and Veteran Families, Native American, Religious Inclusion, and Women and Gender Equity.

LEAD SPONSOR

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

ASSOCIATE SPONSORS

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

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

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

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

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

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

ADVISORY PANEL

Licy Do Canto is the managing director of APCO Worldwide's Washington DC Headquarters. He has nearly three decades of experience at an international, national, and state level across industries ranging from non-profit to government sectors. With many accomplishments and a pinnacle thought leader in advancing diversity, equity, and inclusion strategies, Do Canto has a wide breadth of expertise in public policy and advocacy.

David Morgan is a co-founder and president of Minority Corporate Counsel Association, with 20+ years of experience in Washington government affairs with deep expertise in tax, financial services, and structuring and financing economic development projects. He develops winning strategies and management coalitions and has led diverse teams across various industries and sectors of corporate governance. His notable work includes creating and executing the Media Diversity Innovation Summit, creating the Big Break Fund to establish and support pilot initiatives designed to help legacy and emerging platforms develop sustainable business models and aspiring journalists and creators get their big break, and currently working to secure Congressional adoption of a resolution reaffirming its commitment to media diversity.

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

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

Jean Lee is the president and CEO of Minority Corporate Counsel Association. Lee has 25 plus years of experience as a clinical social worker and litigator addressing some of the most complicated societal and business issues with solutions-based diversity, equity, and inclusion. She has been recognized with the 2018 Vanguard Award - San Francisco Asian American Bar Association, the 2018 Edge Education Award - Council of Legal Education and Opportunity, the 2015 Trailblazer Honoree - Korean American Lawyers Association of Greater New York and more. Lee brings an intersectional approach to advocate for systems-level change to create greater opportunities for BIPOC communities.

Richard Lui is a veteran journalist with more than 30 years in television, film, technology and business. He is a Senior Fellow at the think tank German Marshall Fund, DEI Research Fellow at PowerToFly, and former Research Fellow at the University of California. He has op-eds in USA Today, Politico, San Francisco Chronicle and others. Currently at NBC / MSNBC and previously with CNN Worldwide, he is the first Asian American man to anchor a daily national cable news program, and a team DuPont and Peabody winner. Lui directed the award-winning feature documentary Sky Blossom, about young family caregivers, and Hidden Wounds, a film on mental health. In addition to journalism, Richard's 15-year business career involves a fintech patent and launching six tech brands over three business cycles.

Dr. Karthick Ramakrishnan is professor of public policy at the University of California, Riverside and founder of AAPI Data. He is also a Board Member of The California Endowment, Chair of the California Commission on APIA Affairs, and adjunct fellow at the Public Policy Institute of California (PPIC). He received his Ph.D. in politics from Princeton University. He has published many articles and 7 books, was named to the Frederick Douglass 200 and is currently working on projects related to racial equity in philanthropy and regional development. He has provided consultation to public officials at the federal and local levels, and has written dozens of op-eds and appeared in over 1,000 news stories, many in major news outlets such as the New York Times, Economist, Los Angeles Times, National Public Radio, PBS Newshour, MSNBC, CBS Evening News, and CNN.
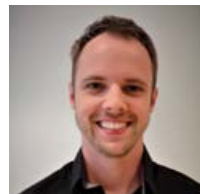
Dr. Rafael Reis is an industrial engineer and holds a PhD in Transport Studies from the University of Leeds, UK. He has served as a researcher at the Leeds Institute for Data Analytics (LIDA) and currently works as a consultant on data science and research methodology, having contributed to multidisciplinary projects for various organizations. He is also Professor of Data Analytics and has published 16 papers in the area of intelligent transportation systems and technology acceptance.

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

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

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

BLACK AMERICANS — Action-Based Metrics for Executive Leadership

Katharine Zaleski is the co-founder and president of PowerToFly. Zaleski has over 10 years of experience in the journalism sector, and also served a term on the Council for Foreign Relations. In 2014, she founded PowerToFly to fast track equity achievement within the global workforce and uplift marginalized communities.

Alex Lo is one of the "top 40 Young Journalists in America" as named by the Asian American Journalists Association. His award-winning breaking news reporting for NBC News national includes data-driven stories on business, politics, and communities of color. In 2021, he produced the $3.1M documentary feature "Sky Blossom," which was released in theaters nationwide and qualified for the Academy Awards. His volunteer contributions on this project are on behalf of AAJA.
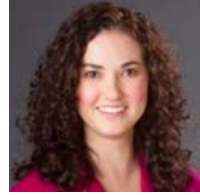
Jennifer McIntosh is the Senior Vice President of Public Relations at Marc Global Communications. She is also the president of JEM PR Group. McIntosh has over 20 years of experience in public relations and corporate communications including strategic planning, program publicity, talent relations, social media, media relations, crisis communications and event execution. Clients and employers have included media and lifestyle companies such as NBCUniversal, CBS Television Network, ESPN, Disney Channel, Freeform, PBS, Univision, STARZ, World Wrestling Entertainment, Universal Music and more.

INCLUSION@WORK SURVEY REPORTS

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

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

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

COLLABORATIVE ON INCLUSION AT WORK

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

ADDENDUM 3. SURVEY QUESTIONS IN DETAIL
WORK EXPERIENCE SURVEY

SURVEY QUESTION 1

Which issue matters MOST to you right now?

Response Options:
O Foreign policy
O The environment
O Terrorism
O Immigration
O Race relations
O Health care
O Jobs and the economy
O Education
O Other (please specify)

All respondents:

	Percent
Jobs and the economy	34.2
Health care	17.0
The environment	12.2
Foreign policy	7.8
Terrorism	6.6
Race relations	6.4
Education	5.8
Other (please specify)	5.2
Immigration	4.7

Crosstab A.

Those who responded to this question (Which issue matters MOST to you right now?) with "Race Relations" broken down by race:

All Respondents:

	Percent
O American Indian or Alaskan Native	10.4
O Asian / Pacific Islander	7.7
O Black or African American	11.4
O Hispanic	11.7
O White / Caucasian	3.9

Crosstab B.

Responses broken down by White and Black Workers

Black Workers

	Percent
Jobs and the economy	36.9
Health care	13.5
Race relations	11.4
The environment	9.7
Foreign policy	9.1
Terrorism	6.4
Education	6.2
Immigration	4.1
Other	2.8

White Workers

	Percent
Jobs and the economy	34.3
Health care	17.5
The environment	13.1
Foreign policy	9.1
Terrorism	6.8
Other	6.1
Education	5.0
Immigration	4.2
Race relations	3.9

Crosstab C.

Responses broken down by gender:

	Male	Female
Other (please specify)	2.5	3.1
Foreign policy	13.8	5.1
The environment	10.5	8.9
Terrorism	4.7	7.9
Immigration	6.9	1.6
Race relations	9.7	12.9
Health care	16.7	10.7
Jobs and the economy	29.7	43.2
Education	5.8	6.6

SURVEY QUESTION 2

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

O Strongly approve
O Somewhat approve
O Somewhat disapprove
O Strongly disapprove

All Respondents:

	Percent
Strongly approve	13.3
Somewhat approve	32.9
Somewhat disapprove	23.7
Strongly disapprove	30.0

SURVEY QUESTION 3

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

O American Indian or Alaskan Native
O Asian / Pacific Islander
O Black or African American
O Hispanic
O White / Caucasian
O Multiple ethnicity / Other (please specify)

All Respondents:

	Percent
O American Indian or Alaskan Native	0.5
O Asian / Pacific Islander	6.2
O Black or African American	12.0
O Hispanic	17.2
O White / Caucasian	63.9
O Multiple ethnicity / Other (please specify)	0.1

SURVEY QUESTION 4

What is the highest level of education you have completed?

O Less than high school
O High school degree or GED
O Two-year college degree or associate's degree
O Four-year college degree or bachelor's degree
O Graduate degree or professional degree

All Respondents:

	Percent
Less than high school	10.7
High school degree or GED	48.3
Two-year college degree or associate's degree	8.4
Four-year college degree or bachelor's degree	20.2
Graduate degree or professional degree	12.4

SURVEY QUESTION 5

What state do you reside in?

O Alabama   O Montana
O Alaska   O Nebraska
O Arizona   O Nevada
O Arkansas   O New Hampshire
O California   O New Jersey
O Colorado   O New Mexico
O Connecticut   O New York
O Delaware   O North Carolina
O Florida   O North Dakota
O Georgia   O Ohio
O Hawaii   O Oklahoma
O Idaho   O Oregon
O Illinois   O Pennsylvania
O Indiana   O Rhode Island
O Iowa   O South Carolina
O Kansas   O South Dakota
O Kentucky   O Tennessee
O Louisiana   O Texas
O Maine   O Utah
O Maryland   O Vermont
O Massachusetts   O Virginia
O Michigan   O Washington
O Minnesota   O West Virginia
O Mississippi   O Wisconsin
O Missouri   O Wyoming

All Respondents:

	Percent		Percent
Alabama	1.6	Montana	1.6
Alaska	0.2	Nebraska	0.3
Arizona	2.4	Nevada	0.3
Arkansas	0.5	New Hampshire	0.8
California	11.9	New Jersey	0.6
Colorado	2.6	New Mexico	2.7
Connecticut	0.9	New York	0.6
Delaware	0.1	North Carolina	5.1
Florida	0.3	North Dakota	3.5
Georgia	7.2	Ohio	0.1
Hawaii	2.4	Oklahoma	3.4
Idaho	0.2	Oregon	1.8
Illinois	0.7	Pennsylvania	1.3
Indiana	2.9	Rhode Island	3.8
Iowa	1.8	South Carolina	0.0
Kansas	1.7	South Dakota	1.8
Kentucky	0.9	Tennessee	0.1
Louisiana	2.3	Texas	2.2
Maine	0.8	Utah	9.7
Maryland	0.9	Vermont	1.0
Massachusetts	1.7	Virginia	0.3
Michigan	2.4	Washington	2.4
Minnesota	2.6	West Virginia	2.1
Mississippi	1.8	Wisconsin	0.7
Missouri	1.2	Wyoming	1.8

BLACK AMERICANS — Action-Based Metrics for Executive Leadership

What is your employment status?
- I work FULL TIME, for a company with fewer than 50 employees
- I work FULL TIME, for a company with 50 to 249 employees
- I work FULL TIME, for a company with 250 to 999 employees
- I work FULL TIME, for a company with 1000 employees or more
- I work PART TIME, for a company with fewer than 50 employees
- I work PART TIME, for a company with 50 to 249 employees
- I work PART TIME, for a company company with 250 to 999 employees
- I work PART TIME, for a company company with 1000 employees or more
- None of the above

All Respondents:

	Percent
I work FULL TIME, for a company with fewer than 50 employees	19.8
I work FULL TIME, for a company with 50 to 249 employees	15.9
I work FULL TIME, for a company with 250 to 999 employees	12.2
I work FULL TIME, for a company with 1000 employees or more	23.6
I work PART TIME, for a company with fewer than 50 employees	10.2
I work PART TIME, for a company with 50 to 249 employees	3.0
I work PART TIME, for a company company with 250 to 999 employees	4.0

	Percent
I work PART TIME, for a company company with 1000 employees or more	4.7
None of the above	6.7

Which aspects of your identity or background, if any, are relevant to how you are treated at work (Select up to two):

Response Options:
- Your age
- Your race
- Your educational background
- Your gender identification
- Your sexual orientation
- None of the above
- Something else (specify)

All respondents:

	Percent
None of the above	33.7
Your educational background	30.5
Your age	27.9
Your race	13.6
Your gender identification	8.4
Your sexual orientation	6.1
Something else	5.6

Those who responded to this question (Which aspects of your identity or background, if any, are relevant to how you are treated at work) with "Your race", broken down by race:

	Percent
Black or African American	32.5
Asian / Pacific Islander	23.6
Hispanic	17.8
American Indian or Alaskan Native	13.4
White / Caucasian	8.0

SURVEY QUESTION 8

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

Response Options:
O Environment / climate change
O Race relations
O Gender equity
O LGBT equity
O Disability issues
O Caregiving
O None of the above
O Other (please specify)

All respondents:

	Percent
None of the above	40.4
Race relations	26.7
Gender equity	26.2
Disability issues	23.0
LGBT equity	20.7
Environment / climate change	19.0
Caregiving	14.6
Other (please specify)	3.9

PART II: Next, we have some questions about initiatives at work related to diversity, equity, and inclusion. These are often referred to as DEI initiatives, or diversity initiatives.

SURVEY QUESTION 9

Which comes closer to your view, even if neither is exactly right? Diversity, Equity, and Inclusion (DEI) initiatives are:

Response Options:
O A distraction from our company's real work
O An important factor in our company's ability to drive success

All respondents:	Percent
A distraction from our company's real work	28.3
An important factor in our company's ability to drive success	65.0

Male	Percent
A distraction from our company's real work	17.7
An important factor in our company's ability to drive success	74.5

Female	Percent
A distraction from our company's real work	9.1
An important factor in our company's ability to drive success	90.1

White Race	Percent
A distraction from our company's real work	32.1
An important factor in our company's ability to drive success	61.2

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

Response Options:
- Instituted new training on gender-based harassment in the workplace
- Instituted new policies about gender-based harassment in the workplace
- Instituted new training on diversity in the workplace
- Instituted new policies about diversity in the workplace
- Don't know / Not sure
- None of the above

All respondents:

	Percent
Instituted new training on diversity in the workplace	28.4
None of the above	25.7
Instituted new training on gender-based harassment in the workplace	22.0
Instituted new policies about gender-based harassment in the workplace	21.3
Instituted new policies about diversity in the workplace	17.5
Don't know / Not sure	20.0

Please indicate the extent to which you agree with the following... My company and its leadership addresses diversity-related concerns in ways that are meaningful to me.

Response Options:
- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- No opinion

All respondents:

	Percent
Strongly agree	21.9
Somewhat agree	30.5
Somewhat disagree	13.2
Strongly disagree	9.0
No opinion	18.8

Low-income

	Percent
Strongly agree	18.5
Somewhat agree	40.0
Somewhat disagree	23.4
Strongly disagree	7.7
No opinion	7.1

Middle

	Percent
Strongly agree	28.0
Somewhat agree	44.9
Somewhat disagree	11.1
Strongly disagree	5.7
No opinion	4.4

High	Percent
Strongly agree	22.2
Somewhat agree	26.8
Somewhat disagree	47.1
Strongly disagree	4.0
No opinion	0.0

	Percent
Mentoring programs within the company	19.0
Employee Resource Groups (ERGs)	18.1
Matching charitable donations	16.8
Mentoring programs outside the company	9.9
Other	9.1
Chief or Senior Diversity Officer	8.4
Childcare facilities	8.3
Business Resource Groups (BRGs)	6.8

SURVEY QUESTION 12

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

Response Options:
O Childcare facilities
O Mentoring programs within the company
O Mentoring programs outside the company
O Training programs
O Professional development programs
O Diversity, Equity, and Inclusion programs
O Employee Resource Groups (ERGs)
O Business Resource Groups (BRGs)
O Opportunities to present to executives/senior
O management
O Community volunteer work
O Matching charitable donations
O Chief or Senior Diversity Officer
O Other (specify)

All respondents:

	Percent
Training programs	41.1
Professional development programs	27.9
Diversity, Equity, and Inclusion programs	26.6
Opportunities to present to executives/senior management	24.1
Community volunteer work	22.1

Crosstab A.

Responses broken down by race:

All Respondents:

	Training programs
American Indian or Alaskan Native	28.3
Asian / Pacific Islander	42.3
Black or African American	51.9
Hispanic	33.3
White / Caucasian	41.3

SURVEY QUESTION 13

To what extent do you agree or disagree with the following statements about your organization? (Indicate Strongly Agree / Agree Disagree / Strongly Disagree / No opinion)
A. I feel comfortable speaking about issues of race at work

	Percent
Strongly Disagree	9.6
Disagree	12.5
Agree	31.5
Strongly Agree	18.1
No opinion	10.7

Crosstab A.

**Responses to this question
(I feel comfortable speaking about issues of
race at work) broken down by income:**

I feel comfortable speaking about
issues of race at work

Low income (<$49,999)	Percent
Strongly Agree	14.5
Agree	23.9
Neither agree nor disagree	0.0
Disagree	14.9
Strongly Disagree	12.5
No opinion	1.7

Middle income ($49,999-$149,999)	Percent
Strongly Agree	26.1
Agree	36.9
Neither agree nor disagree	0.0
Disagree	13.6
Strongly Disagree	4.5
No opinion	2.4

High income (>$149,999)	Percent
Strongly Agree	30.1
Agree	22.6
Neither agree nor disagree	0.0
Disagree	43.2
Strongly Disagree	4.1
No opinion	0.0

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

	Percent
Strongly Disagree	2.3
Disagree	11.9
Agree	36.1
Strongly Agree	27.9
No opinion	7.7

Crosstab B.

**Responses to this question (There is trust and
respect between employees from different
backgrounds) broken down by age:**

There is trust and respect between employees from
different backgrounds

	18-29	30-44	45 or more
Strongly Agree	51.5	20.3	16.0
Agree	21.4	41.0	35.8
Neither agree nor disagree	0.0	0.0	0.0
Disagree	13.0	2.6	22.3
Strongly Disagree	0.7	6.6	0.5
No opinion	3.6	14.5	1.5

Crosstab C.

Responses to this question (There is trust and respect between employees from different backgrounds) broken down by income:

There is trust and respect between employees from different backgrounds

Low income (<$49,999)	Percent
Strongly Agree	24.9
Agree	24.9
Neither agree nor disagree	0.0
Disagree	21.4
Strongly Disagree	0.6
No opinion	4.3

Middle income ($49,999-$149,999)	Percent
Strongly Agree	24.5
Agree	45.5
Neither agree nor disagree	0.0
Disagree	12.2
Strongly Disagree	3.1
No opinion	2.1

High income (>$149,999)	Percent
Strongly Agree	27.7
Agree	61.5
Neither agree nor disagree	0.0
Disagree	6.0
Strongly Disagree	4.8
No opinion	0.0

Crosstab D.

Responses to this question (There is trust and respect between employees from different backgrounds) broken down by gender:

There is trust and respect between employees from different backgrounds

	Male	Female
Strongly Agree	36.3	13.9
Agree	30.3	36.7
Neither agree nor disagree	0.0	0.0
Disagree	18.7	14.9
Strongly Disagree	0.6	2.7
No opinion	3.4	5.3

Crosstab E.

Responses to this question (There is trust and respect between employees from different backgrounds) broken down by race:

American Indian or Alaskan Native	Percent
Strongly agree	34.9
Somewhat agree	33.0
Somewhat disagree	10.3
Strongly disagree	1.7
No opinion	7.4
Agree	67.9
Disagree	12.0

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Asian / Pacific Islander	Percent
Strongly agree	20.7
Somewhat agree	48.5
Somewhat disagree	4.8
Strongly disagree	2.8
No opinion	4.9
Agree	69.2
Disagree	7.6

Black or African American	Percent
Strongly agree	24.3
Somewhat agree	33.7
Somewhat disagree	16.7
Strongly disagree	1.7
No opinion	4.4
Agree	58
Disagree	18.4

Hispanic	Percent
Strongly agree	22.9
Somewhat agree	40.7
Somewhat disagree	6.6
Strongly disagree	3.7
No opinion	9.6
Agree	63.6
Disagree	10.3

White / Caucasian	Percent
Strongly agree	30.5
Somewhat agree	34.2
Somewhat disagree	13.2
Strongly disagree	2.0
No opinion	8.1
Agree	64.7
Disagree	15.2

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

	Percent
Strongly Disagree	27.7
Disagree	26.3
Agree	15.9
Strongly Agree	7.0
No opinion	9.4

Crosstab F.

Responses to this question (My race or ethnicity will make it harder to achieve my career goals in this company) broken down by company size:

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

	S	M	L
Strongly agree	13.5	11.5	8.4
Somewhat agree	17.4	15.7	24.6
Somewhat disagree	37.8	36.6	28.6
Strongly disagree	15.9	4.7	19.2
No opinion	1.4	6.6	11.6

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Crosstab G.

Responses to this question (My race or ethnicity will make it harder to achieve my career goals in this company) broken down by race:

American Indian or Alaskan Native

	Percent
Strongly agree	14.3
Somewhat agree	16.1
Somewhat disagree	38.0
Strongly disagree	13.9
No opinion	6.3
Agree	30.4
Disagree	51.9

Asian / Pacific Islander

	Percent
Strongly agree	6.8
Somewhat agree	26.8
Somewhat disagree	26.0
Strongly disagree	14.4
No opinion	6.6
Agree	33.6
Disagree	40.4

Black or African American

	Percent
Strongly agree	11.2
Somewhat agree	18.4
Somewhat disagree	33.5
Strongly disagree	14.0
No opinion	5.1
Agree	29.6
Disagree	47.5

Hispanic

	Percent
Strongly agree	8.8
Somewhat agree	26.0
Somewhat disagree	22.2
Strongly disagree	17.6
No opinion	13.0
Agree	34.8
Disagree	39.8

White / Caucasian

	Percent
Strongly agree	5.7
Somewhat agree	11.7
Somewhat disagree	26.0
Strongly disagree	34.3
No opinion	9.5
Agree	17.4
Disagree	60.3

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

	Percent
Strongly Disagree	6.5
Disagree	12.2
Agree	35.0
Strongly Agree	16.9
No opinion	14.7

BLACK AMERICANS — Action-Based Metrics for Executive Leadership

SURVEY QUESTION 14

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

Response Options:
O Asian Americans
O Black People
O Latinos or Hispanics
O Native Americans
O White people
O LGBTQ+ people
O Other (please specify)
O None of the above

All respondents:

	Percent
None of the above	40.0
Black People	22.0
Latinos or Hispanics	18.3
LGBTQ+ people	13.9
White people	11.6
Asian Americans	10.0
Native Americans	9.1
Other (please specify)	4.8

Crosstab A.

Those who selected Black People in response to this question (Compared with other groups, which of the following have more DISADVANTAGES at your workplace?), broken down by race:

	Percent
American Indian or Alaskan Native	15.0
Asian / Pacific Islander	21.8
Black or African American	54.3
Hispanic	18.4
White / Caucasian	17.0

Crosstab B.

Those who selected Black People in response to this question (Compared with other groups, which of the following have more DISADVANTAGES at your workplace?), broken down by income:

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

Black People	Percent
Low income (<$49,999)	65.8
Middle income ($49,999-$149,999)	44.1
High income (>$149,999)	23.0

SURVEY QUESTION 15

When you decided to take your current job, please indicate if any of the following were important to you? (select up to 3)

All respondents:
O The compensation including salary and benefits
O The ability to balance work and personal life
O The ability to do hybrid or remote work
O Equal opportunities for advancement and raises
O The employer's diversity and inclusion policies
O Having a chief / senior officer and a department devoted to diversity and inclusion
O Other (please specify)
O None of the above

All respondents:

	Percent
The compensation including salary and benefits	48.8
The ability to balance work and personal life	47.9
Equal opportunities for advancement and raises	34.6
The ability to do hybrid or remote work	23.9
The employer's diversity and inclusion policies	14.9
None of the above	8.0
Having a chief / senior officer and a department devoted to diversity and inclusion	4.5
Other (please specify)	1.8

Crosstab A.

Respondents broken down by race:

American Indian or Alaskan Native	Percent
None of the above	8.7
The compensation including salary and benefits	33.6
The ability to balance work and personal life	49.8
The ability to do hybrid or remote work	11.3
Equal opportunities for advancement and raises	27.5
The employer's diversity and inclusion policies	15.4
Having a chief / senior officer and a department devoted to diversity and inclusion	5.0

Asian / Pacific Islander	Percent
None of the above	2.4
The compensation including salary and benefits	51.7
The ability to balance work and personal life	48.6
The ability to do hybrid or remote work	34.0
Equal opportunities for advancement and raises	39.7
The employer's diversity and inclusion policies	19.4
Having a chief / senior officer and a department devoted to diversity and inclusion	4.4

Black or African American	Percent
None of the above	8.6
The compensation including salary and benefits	34.1
The ability to balance work and personal life	39.9
The ability to do hybrid or remote work	22.4
Equal opportunities for advancement and raises	44.7
The employer's diversity and inclusion policies	19.0
Having a chief / senior officer and a department devoted to diversity and inclusion	7.1

Hispanic	Percent
None of the above	11.1
The compensation including salary and benefits	37.6
The ability to balance work and personal life	51.0
The ability to do hybrid or remote work	22.2
Equal opportunities for advancement and raises	32.7
The employer's diversity and inclusion policies	22.4
Having a chief / senior officer and a department devoted to diversity and inclusion	4.9

White / Caucasian	Percent
None of the above	7.7
The compensation including salary and benefits	54.5
The ability to balance work and personal life	48.5
The ability to do hybrid or remote work	23.8
Equal opportunities for advancement and raises	32.8
The employer's diversity and inclusion policies	11.8
Having a chief / senior officer and a department devoted to diversity and inclusion	3.9

SURVEY QUESTION 16

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

All respondents:
O Yes, I have discussed it with others
O Yes, I have thought about it
O No, I have not thought about it
   nor discussed it with others
O Other (please specify)

All respondents:

	Percent
No, I have not thought about it nor discussed it with others	70.1
Yes, I have thought about it	13.7
Yes, I have discussed it with others	9.3
Other (please specify)	0.2

Crosstab A.

Responses to this question (Have you ever thought about filing a lawsuit against your current or former employer, because of the way you have been treated in relation to your identity or background?) broken down by race:

American Indian or Alaskan Native	Percent
Yes, I have discussed it with others	20.6
Yes, I have thought about it	14.6
No, I have not thought about it nor discussed it with others	55.4
Yes	35.2
No	55.4

Asian / Pacific Islander	Percent
Yes, I have discussed it with others	12.8
Yes, I have thought about it	18.7
No, I have not thought about it nor discussed it with others	56.9
Yes	31.5
No	56.9

Black or African American	Percent
Yes, I have discussed it with others	11.6
Yes, I have thought about it	15.1
No, I have not thought about it nor discussed it with others	69.0
Yes	26.7
No	69.0

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Hispanic	Percent
Yes, I have discussed it with others	11.6
Yes, I have thought about it	17.1
No, I have not thought about it nor discussed it with others	64.5
Yes	28.7
No	64.5

White / Caucasian	Percent
Yes, I have discussed it with others	7.8
Yes, I have thought about it	12.0
No, I have not thought about it nor discussed it with others	73.3
Yes	19.8
No	73.3

Crosstab B.

Responses to this question (Have you ever thought about filing a lawsuit...) broken down by gender:

	Male	Female
Yes, I have discussed it with others	19.1	4.9
Yes, I have thought about it	20.3	10.5
No, I have not thought about it nor discussed it with others	52.5	83.6

Crosstab C.

Responses to this question (Have you ever thought about filing a lawsuit...) broken down by income:

Low income (<$49,999)	Percent
Yes, I have discussed it with others	10.9
Yes, I have thought about it	15.3
No, I have not thought about it nor discussed it with others	70.1

Middle income ($49,999-$149,999)	Percent
Yes, I have discussed it with others	12.4
Yes, I have thought about it	16.6
No, I have not thought about it nor discussed it with others	65.2

High income (>$149,999)	Percent
Yes, I have discussed it with others	15.5
Yes, I have thought about it	6.1
No, I have not thought about it nor discussed it with others	78.4

Crosstab D.

Responses to this question (Have you ever thought about filing a lawsuit...) broken down by age:

18-29	Percent
Yes, I have discussed it with others	29.1
Yes, I have thought about it	20.4
No, I have not thought about it nor discussed it with others	45.1

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30-44

	Percent
Yes, I have discussed it with others	12.0
Yes, I have thought about it	14.5
No, I have not thought about it nor discussed it with others	65.9

45 or more

	Percent
Yes, I have discussed it with others	5.2
Yes, I have thought about it	13.0
No, I have not thought about it nor discussed it with others	78.5

SURVEY QUESTION 17

Please fill in the blank:

Inclusion training makes our company _____

Response options:
- Much weaker
- Weaker
- No different
- Stronger
- Much stronger

All respondents:

	Percent
Much weaker	4.7
Weaker	6.6
No different	31.7
Stronger	33.7
Much stronger	16.6

Crosstab A.

Respondents broken down by race:

American Indian or Alaskan Native	Percent
Much weaker	18.6
Weaker	7.6
No different	14.8
Stronger	26.6
Much stronger	26.7

Asian / Pacific Islander	Percent
Much weaker	2.6
Weaker	9.2
No different	23.7
Stronger	37.3
Much stronger	16.0

Black or African American	Percent
Much weaker	2.5
Weaker	3.3
No different	44.0
Stronger	21.5
Much stronger	24.6

Hispanic	Percent
Much weaker	9.9
Weaker	9.7
No different	22.4
Stronger	35.9
Much stronger	15.4

White / Caucasian	Percent
Much weaker	3.7
Weaker	6.2
No different	32.8
Stronger	35.1
Much stronger	15.4

Crosstab B.

Responses to this question (Inclusion training makes our company_____) broken down by company size:

	S	M	L
Much weaker	4.6	0.3	0.7
Weaker	4.0	4.5	1.6
No different	48.6	58.1	32.4
Stronger	19.0	14.8	34.1
Much stronger	23.8	22.4	31.2

Next, we have some questions that require you to provide some rough estimates.

SURVEY QUESTION 18

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

Response options:
○ Not at all
○ 1-5% of revenue
○ 5-10% of revenue
○ 10% or more of revenue

All respondents:	Percent
Not at all	45.9
1-5% of revenue	26.5
5-10% of revenue	16.3
10% or more of revenue	4.6

Crosstab A.

Respondents to this question (If you could put a price tag_____) broken down by race:

American Indian or Alaskan Native	Percent
Not at all	51.9
1-5% of revenue	20.2
5-10% of revenue	18.9
10% or more of revenue	3.3

Asian / Pacific Islander	Percent
Not at all	33.1
1-5% of revenue	27.1
5-10% of revenue	23.4
10% or more of revenue	5.2

Black or African American	Percent
Not at all	33.8
1-5% of revenue	28.7
5-10% of revenue	21.3
10% or more of revenue	12.2

Hispanic	Percent
Not at all	48.9
1-5% of revenue	23.3
5-10% of revenue	14.9
10% or more of revenue	6.3

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White / Caucasian	Percent
Not at all	48.6
1-5% of revenue	27.0
5-10% of revenue	15.0
10% or more of revenue	2.7

Crosstab B.

Respondents to this question (If you could put a price tag_____) broken down by gender:

	Male	Female
Not at all	36.5	31.4
1-5% of revenue	17.0	39.1
5-10% of revenue	25.6	17.4
10% or more of revenue	13.1	11.3

Crosstab C.

Respondents to this question (If you could put a price tag_____) broken down by gender:

18-29	Percent
Not at all	26.2
1-5% of revenue	18.9
5-10% of revenue	38.4
10% or more of revenue	11.1

30-44	Percent
Not at all	20.6
1-5% of revenue	28.9
5-10% of revenue	26.2
10% or more of revenue	17.4

45 or more	Percent
Not at all	40.5
1-5% of revenue	32.2
5-10% of revenue	13.6
10% or more of revenue	10.9

SURVEY QUESTION 19

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

Response options:
O Not at all
O 1-5% of my salary
O 5-10% of my salary
O 10% or more of my salary

All respondents:

	Percent
Not at all	41.0
1-5% of my salary	23.3
5-10% of my salary	19.3
10% or more of my salary	9.7

Crosstab A.

Respondents to this question (If you could improve the racial climate_____) broken down by company size:

	S	M	L
Not at all	15.2	46.8	23.3
1-5% of my salary	29.4	14.0	23.4
5-10% of my salary	31.1	9.8	23.5
10% or more of my salary	24.4	29.4	29.8
No Response	0.0	0.0	0.0

Crosstab B.

Respondents to this question (If you could improve the racial climate_____) broken down by race:

American Indian or Alaskan Native	Percent
Not at all	41.8
1-5% of revenue	23.2
5-10% of revenue	21.8
10% or more of revenue	7.5

Asian / Pacific Islander	Percent
Not at all	22.1
1-5% of revenue	29.4
5-10% of revenue	25.8
10% or more of revenue	11.6

Black or African American	Percent
Not at all	22.8
1-5% of revenue	23.6
5-10% of revenue	23.7
10% or more of revenue	25.8

Hispanic	Percent
Not at all	38.1
1-5% of revenue	20.4
5-10% of revenue	21.8
10% or more of revenue	13.0

White / Caucasian	Percent
Not at all	47.1
1-5% of revenue	23.5
5-10% of revenue	17.2
10% or more of revenue	5.5

Crosstab C.

Respondents to this question (If you could improve the racial climate_____) broken down by income:

Low income (<$49,999)	Percent
Not at all	19.6
1-5% of revenue	24.6
5-10% of revenue	22.1
10% or more of revenue	30.5

Middle income ($49,999-$149,999)	Percent
Not at all	29.9
1-5% of revenue	17.2
5-10% of revenue	26.6
10% or more of revenue	20.5

High income (>$149,999)	Percent
Not at all	9.9
1-5% of revenue	54.3
5-10% of revenue	14.7
10% or more of revenue	21.1

Crosstab D.

Respondents to this question (If you could improve the racial climate_____) broken down by age:

18-29	Percent
Not at all	19.6
1-5% of revenue	17.2
5-10% of revenue	25.3
10% or more of revenue	32.5

30-44

	Percent
Not at all	25.3
1-5% of revenue	19.2
5-10% of revenue	25.5
10% or more of revenue	23.0

45 or more

	Percent
Not at all	23.2
1-5% of revenue	27.3
5-10% of revenue	22.6
10% or more of revenue	24.3

SURVEY QUESTION 20

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

Response options:
- Not at all
- 1-10%
- 11 to 20%
- 20 to 50%
- 50% or more

All respondents:

	Percent
Not at all	28.2
1-10%	13.3
11 to 20%	13.4
20 to 50%	15.2
50% or more	23.1

Crosstab A.

Responses to this question (I am_____ percent more likely...) broken down by race:

American Indian or Alaskan Native

	Percent
Not at all	31.9
1-10%	14.2
11 to 20%	14.9
20 to 50%	11.3
50% or more	22.0

Asian / Pacific Islander

	Percent
Not at all	10.8
1-10%	16.5
11 to 20%	23.3
20 to 50%	16.2
50% or more	22.0

Black or African American

	Percent
Not at all	23.3
1-10%	8.0
11 to 20%	18.7
20 to 50%	12.2
50% or more	33.7

Hispanic

	Percent
Not at all	26.1
1-10%	17.5
11 to 20%	16.8
20 to 50%	11.3
50% or more	21.5

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White / Caucasian	Percent
Not at all	31.4
1-10%	12.9
11 to 20%	10.6
20 to 50%	16.7
50% or more	21.7

Crosstab B.

Responses to this question (I am_____ percent more likely...) broken down by company size:

	S	M	L
Not at all	24.2	40.9	13.0
1-10%	7.0	14.2	6.8
11 to 20%	22.0	10.7	21.2
20 to 50%	10.4	8.7	19.7
50% or more	36.4	25.5	39.3

SURVEY QUESTION 21

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

Response options:
- O Not at all
- O 1-10%
- O 11 to 20%
- O 20 to 50%
- O 50% or more

All respondents:

	Percent
Not at all	31.1
1-10%	16.8
11 to 20%	20.0
20 to 50%	12.2
50% or more	13.2

Crosstab A.

Responses to this question (When company leaders use inclusive language...) broken down by race:

American Indian or Alaskan Native	Percent
Not at all	41.2
1-10%	11.3
11 to 20%	14.7
20 to 50%	9.8
50% or more	17.3

Asian / Pacific Islander	Percent
Not at all	15.7
1-10%	22.1
11 to 20%	24.5
20 to 50%	12.4
50% or more	14.3

Black or African American	Percent
Not at all	19.8
1-10%	13.9
11 to 20%	19.1
20 to 50%	15.5
50% or more	27.7

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Hispanic	Percent
Not at all	33.4
1-10%	11.4
11 to 20%	22.5
20 to 50%	10.5
50% or more	15.5

Middle income ($49,999-$149,999)	Percent
Not at all	29.7
1-10%	13.8
11 to 20%	14.5
20 to 50%	21.5
50% or more	14.6

White / Caucasian	Percent
Not at all	34.1
1-10%	18.4
11 to 20%	19.1
20 to 50%	11.9
50% or more	9.8

High income (>$149,999)	Percent
Not at all	5.9
1-10%	43.2
11 to 20%	16.4
20 to 50%	27.4
50% or more	7.2

Crosstab B.

Responses to this question (When company leaders use inclusive language...) broken down by gender:

	Male	Female
Not at all	29.9	11.0
1-10%	8.7	18.6
11 to 20%	20.7	17.6
20 to 50%	14.8	16.0
50% or more	18.1	36.1

Crosstab C.

Responses to this question (When company leaders use inclusive language...) broken down by income:

Low income (<$49,999)	Percent
Not at all	12.8
1-10%	11.3
11 to 20%	23.0
20 to 50%	10.4
50% or more	39.2

SURVEY QUESTION 22

In your opinion, which of the following notable individuals should your employer recognize when forming their inclusion awareness and training programs? (SELECT ALL THAT APPLY)

Response options:
O Cesar Chavez
O Vincent Chin
O George Floyd
O Martin Luther King
O Wilma Mankiller
O Other (please specify)
O None of the above

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All respondents:

	Percent
Martin Luther King	54.5
None of the above	25.2
Cesar Chavez	22.7
George Floyd	21.5
Wilma Mankiller	10.1
Vincent Chin	8.9
Other (please specify)	4.4

SURVEY QUESTION 23

Which of the following notable events should your organization recognize when forming their inclusion awareness and training programs? (SELECT ALL THAT APPLY)

Response options:
O Atlanta Spa Shootings
O Japanese American Internment
O Selma to Montgomery Marches
O Wounded Knee
O Zoot Suit Riots
O Other (please specify)
O None of the above

All respondents:

	Percent
None of the above	40.0
Japanese American Internment	26.6
Selma to Montgomery Marches	26.0
Wounded Knee	24.4
Atlanta Spa Shootings	23.9
Zoot Suit Riots	15.3
Other (please specify)	3.6

SURVEY QUESTION 24

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

Response options:
O Asian Americans
O Black People
O Latinos or Hispanics
O Native Americans
O White people
O LGBTQ+ people
O Other (please specify)
O None of the above

All respondents:

	Percent
None of the above	53.5
Black People	16.4
White people	11.0
Asian Americans	9.6
Latinos or Hispanics	9.3
LGBTQ+ people	7.3
Native Americans	5.3

SURVEY QUESTION 25

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

Response options:
- Asian Americans
- Black People
- Latinos or Hispanics
- Native Americans
- White people
- LGBTQ+ people
- Other (please specify)
- None of the above

All respondents:

	Percent
None of the above	45.4
Black People	18.9
White people	15.2
Latinos or Hispanics	14.0
LGBTQ+ people	11.9
Asian Americans	8.0
Native Americans	4.9
Other (please specify)	1.8

SURVEY QUESTION 26

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

Response options:
- Asian Americans
- Black People
- Latinos or Hispanics
- Native Americans
- White people
- LGBTQ+ people
- Other (please specify)
- None of the above

All respondents:

	Percent
None of the above	37.3
Black People	20.4
Native Americans	20.4
Asian Americans	18.4
Latinos or Hispanics	17.8
LGBTQ+ people	12.4
White people	11.3
Other (please specify)	1.2

SURVEY QUESTION 27

In your company's diversity and inclusion programs, which of the following groups are under-represented as speakers and trainers? (SELECT ALL THAT APPLY)

Response options:
- Asian Americans
- Black People
- Latinos or Hispanics
- Native Americans
- White people
- LGBTQ+ people
- Other (please specify)
- None of the above

All respondents:

	Percent
None of the above	39.0
Latinos or Hispanics	22.9
Native Americans	22.9
Black People	20.9
Asian Americans	16.9
LGBTQ+ people	14.4
White people	7.4
Other (please specify)	0.7

SURVEY QUESTION 28

Based on your knowledge and perceptions, which American organizations and companies are DOING WELL with diversity and inclusion issues? (NAME UP TO 3)

Organization	Frequency
Amazon	134
Google	121
Walmart	87
Apple	85
Microsoft	55
Target	55
Facebook/Meta	33
McDonald's	20
Starbucks	19
Nike	18

Note: the sample size for this survey question was not sufficient for the answers to be included in this report.

SURVEY QUESTION 29

Based on your knowledge and perceptions, which American organizations and companies are NOT DOING WELL with diversity and inclusion issues? (NAME UP TO 3)

Organization	Frequency
Amazon	71
Walmart	51
Chick-fil-A	47
Facebook/Meta	36
Google	32
Apple	28
Disney	23
McDonald's	22
Tesla	21
Target	19

Note: the sample size for this survey question was not sufficient for the answers to be included in this report.

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SURVEY QUESTION 30

In your view, which leaders and influential figures (in politics, business, entertainment etc.) are doing well with diversity and inclusion issues? (NAME UP TO 3)

Organization	Frequency
Joe Biden/President Biden	151
Barack Obama	65
Donald Trump	56
Kamala Harris	48
Alexandria Ocasio Cortez/AOC	17
Oprah Winfrey	16
Elon Musk	15
Bill Gates	12
Michelle Obama	11
Jeff Bezos	10
Stacey Abrams	10

SURVEY QUESTION 31

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

In the workplace context, Asian Americans...
- Tend to be friendly
- Tend to be assertive
- Tend to be team players
- Tend to participate in communities other than their own
- Tend not to discuss issues of race in the workplace

All respondents:

	Friendly
Strongly Disagree	2.5
Disagree	6.0
Agree	36.0
Strongly Agree	18.1
No Opinion	23.9

	Assertive
Strongly Disagree	6.1
Disagree	15.2
Agree	26.0
Strongly Agree	11.8
No Opinion	29.5

	Team Players
Strongly Disagree	3.4
Disagree	6.7
Agree	36.1
Strongly Agree	18.6
No Opinion	23.6

	Participate in other communities
Strongly Disagree	4.0
Disagree	12.9
Agree	29.5
Strongly Agree	13.0
No Opinion	29.1

Do not discuss issues of race

Strongly Disagree	3.9
Disagree	9.9
Agree	26.2
Strongly Agree	14.7
No Opinion	30.2

Team Players

Strongly Disagree	5.3
Disagree	8.4
Agree	39.1
Strongly Agree	15.3
No Opinion	20.7

Participate in other communities

Strongly Disagree	5.2
Disagree	13.0
Agree	32.3
Strongly Agree	11.4
No Opinion	26.7

SURVEY QUESTION 32

In the workplace context, Black people...
- O Tend to be friendly
- O Tend to be assertive
- O Tend to be team players
- O Tend to participate in communities other than their own
- O Tend not to discuss issues of race in the workplace

Do not discuss issues of race

Strongly Disagree	9.4
Disagree	17.0
Agree	21.6
Strongly Agree	9.6
No Opinion	24.9

All respondents:

Friendly

Strongly Disagree	3.5
Disagree	6.5
Agree	39.2
Strongly Agree	17.0
No Opinion	19.8

Assertive

Strongly Disagree	4.7
Disagree	10.0
Agree	36.3
Strongly Agree	12.5
No Opinion	24.9

SURVEY QUESTION 33

In the workplace context, Latinos or Hispanics ...
- O Tend to be friendly
- O Tend to be assertive
- O Tend to be team players
- O Tend to participate in communities other than their own
- O Tend not to discuss issues of race in the workplace

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All respondents:

	Friendly
Strongly Disagree	4.1
Disagree	8.2
Agree	34.3
Strongly Agree	20.7
No Opinion	18.9

	Assertive
Strongly Disagree	5.8
Disagree	13.9
Agree	29.4
Strongly Agree	11.9
No Opinion	27.6

	Team Players
Strongly Disagree	3.7
Disagree	6.3
Agree	37.5
Strongly Agree	17.2
No Opinion	23.5

	Participate in other communities
Strongly Disagree	4.8
Disagree	11.3
Agree	34.0
Strongly Agree	12.9
No Opinion	25.2

	Do not discuss issues of race
Strongly Disagree	6.4
Disagree	13.0
Agree	26.3
Strongly Agree	11.5
No Opinion	27.8

SURVEY QUESTION 34

In the workplace context, White people ...
- Tend to be friendly
- Tend to be assertive
- Tend to be team players
- Tend to participate in communities other than their own
- Tend not to discuss issues of race in the workplace

All respondents:

	Friendly
Strongly Disagree	5.5
Disagree	10.6
Agree	38.5
Strongly Agree	13.1
No Opinion	18.6

	Assertive
Strongly Disagree	4.0
Disagree	8.9
Agree	35.9
Strongly Agree	18.0
No Opinion	20.6

Team Players

Strongly Disagree	4.4
Disagree	10.8
Agree	38.0
Strongly Agree	13.7
No Opinion	21.3

Friendly

Strongly Disagree	3.2
Disagree	6.2
Agree	36.9
Strongly Agree	19.9
No Opinion	20.0

Participate in other communities

Strongly Disagree	9.0
Disagree	15.0
Agree	30.5
Strongly Agree	12.2
No Opinion	22.3

Assertive

Strongly Disagree	5.7
Disagree	10.8
Agree	29.2
Strongly Agree	14.1
No Opinion	29.6

Do not discuss issues of race

Strongly Disagree	8.2
Disagree	13.0
Agree	26.4
Strongly Agree	14.7
No Opinion	22.6

Team Players

Strongly Disagree	6.5
Disagree	8.9
Agree	34.5
Strongly Agree	15.4
No Opinion	23.1

SURVEY QUESTION 35

In the workplace context, LGBTQ+ people ...
O Tend to be friendly
O Tend to be assertive
O Tend to be team players
O Tend to participate in communities
   other than their own
O Tend not to discuss issues of
   race in the workplace

Participate in other communities

Strongly Disagree	5.6
Disagree	10.7
Agree	32.0
Strongly Agree	14.0
No Opinion	25.2

Do not discuss issues of race

Strongly Disagree	7.5
Disagree	15.9
Agree	23.8
Strongly Agree	9.1
No Opinion	28.9

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Crosstab A.

Respondents who answered "Blacks: Tend to be friendly" broken down by race:

Blacks: Tend to be friendly

American Indian or Alaskan Native

Strongly Disagree	30.8
Disagree	41.5
Agree	10.1
Strongly Agree	2.8
No Opinion	2.7

Asian / Pacific Islander

Strongly Disagree	13.0
Disagree	34.2
Agree	10.5
Strongly Agree	6.7
No Opinion	15.3

Black or African American

Strongly Disagree	21.3
Disagree	38.3
Agree	10.4
Strongly Agree	2.9
No Opinion	11.4

Hispanic

Strongly Disagree	15.3
Disagree	34.2
Agree	8.1
Strongly Agree	4.6
No Opinion	21.0

White / Caucasian

Strongly Disagree	16.9
Disagree	41.2
Agree	4.9
Strongly Agree	3.0
No Opinion	21.6

Crosstab B.

Respondents who answered "Blacks: Tend to be team players" broken down by race:

Blacks: Tend to be team players

American Indian or Alaskan Native

Strongly Disagree	29.7
Disagree	42.9
Agree	13.3
Strongly Agree	1.1
No Opinion	3.3

Asian / Pacific Islander

Strongly Disagree	15.1
Disagree	32.5
Agree	12.3
Strongly Agree	8.8
No Opinion	14.5

Black or African American

Strongly Disagree	20.8
Disagree	37.6
Agree	8.6
Strongly Agree	7.3
No Opinion	11.6

	Hispanic
Strongly Disagree	13.9
Disagree	35.7
Agree	10.2
Strongly Agree	7.2
No Opinion	21.3

	Black or African American
Strongly Disagree	14.2
Disagree	16.6
Agree	14.6
Strongly Agree	14.3
No Opinion	14.4

	White / Caucasian
Strongly Disagree	14.6
Disagree	40.9
Agree	7.5
Strongly Agree	4.0
No Opinion	23.0

	Hispanic
Strongly Disagree	14.5
Disagree	25.2
Agree	10.3
Strongly Agree	10.7
No Opinion	17.1

Crosstab C.

Respondents who answered "Blacks: tend not to discuss issues of race in the workplace" broken down by race:

	White / Caucasian
Strongly Disagree	7.7
Disagree	20.8
Agree	19.8
Strongly Agree	8.1
No Opinion	29.8

Blacks: Tend not to discuss issues of race in the workplace

	American Indian or Alaskan Native
Strongly Disagree	25.9
Disagree	31.1
Agree	5.7
Strongly Agree	10.3
No Opinion	15.3

	Asian / Pacific Islander
Strongly Disagree	6.4
Disagree	29.1
Agree	12.6
Strongly Agree	10.4
No Opinion	18.2