



Equity, Diversity, and Inclusion in the Workplace – Selected Resources

Workplace EDI Business Case, Initiatives, and Best Practices

- What works: evidence-based ideas to increase diversity, equity, and inclusion in the workplace. Center for Employment Equity. (2020). UMass Amherst. <https://www.umass.edu/employmentequity/what-works-evidence-based-ideas-increase-diversity-equity-and-inclusion-workplace>
- 2020 global human capital trends. Volini, E., Schwartz, J., & Denny, B. (2020). Deloitte Insights. <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html>
- Diversity wins: how inclusion matters. Dixon-Fyle, S., Dolan, K., Hunt, V., & Prince, S. (2020, May 19). McKinsey & Company. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters#>
- 3 ways to make your organization more inclusive. Brennan, M. (2020, February 10). Koya Leadership Partners. <https://koyapartners.com/blog/inclusive-organizations/>
- It's time to face the facts: we have a gender and diversity problem in the nonprofit world. Kumar, A. (2020, February 3). Forbes. <https://www.forbes.com/sites/forbesnonprofitcouncil/2020/02/03/its-time-to-face-the-facts-we-have-a-gender-and-diversity-problem-in-the-nonprofit-world/>
- Eight powerful truths about diversity and inclusion. Bourke, J. (2018, March 9). Deloitte. <https://deloitte.wsj.com/cio/2018/03/09/8-powerful-truths-about-diversity-and-inclusion/>
- Race to lead: confronting the racial leadership gap. 2017. Building Movement Project. <https://racetolead.org/race-to-lead/>
- North Carolina businesses demonstrate their commitment to workplace equality for LGBTQ+ employees by receiving a perfect rating on the Human Rights Campaign 2018 Corporate Equality Index. Ballentine, C. (2017, November 17). These North Carolina businesses receive top honors for their LGBTQ policies. *The News and Observer*. Retrieved from <http://www.newsobserver.com/news/business/article185784918.html>

- Diversity and inclusion: the reality gap. Bourke, J., & Berkel, A. van. (2017, March 1). Deloitte Insights. <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2017/diversity-and-inclusion-at-the-workplace.html#endnote-sup-4>
- A national benchmarking report on corporate LGBTQ equality policies released in November 2017. Human Rights Campaign. (2017). Corporate equality index (CEI) 2018: Rating workplaces on lesbian, gay, bisexual, transgender, and queer equality. Retrieved from <https://www.hrc.org/campaigns/corporate-equality-index>
- A new initiative to help nonprofit organizations address the sector's racial and generational leadership gaps and policies, practices and organizational cultures that exacerbate these gaps. NC Center for Nonprofits. (2017). [Walking the Talk: Equity, Diversity and Inclusion in North Carolina Nonprofits](#).
- [CEO Action for Diversity & Inclusion](#):™ Over one hundred and fifty CEOs from leading companies made a commitment to cultivate diverse workplaces. Goals for this coalition include unconscious bias education and discussion about strategies and practices to achieve diversity and inclusion goals. Olson, E. (2017, June 12). 150 Executives commit to fostering diversity and inclusion. The New York Times. p. B4. Retrieved from <https://www.nytimes.com/2017/06/12/business/dealbook/work-racist-sexism-diversity.html>
- Publishing diversity numbers from companies requires transparency from companies. Effective and ineffective corporate diversity initiatives are analyzed including Uber, Google, and Facebook. Aperian Global. (2017, June 5). Corporate diversity programs in 2017: What's working and what's not [Blog post]. Retrieved from <http://www.aperianglobal.com/companies-making-diversity-programs-priority-2017/>
- BASF set goals to promote leadership balance in terms of gender and nationality. These goals attempt to promote diversity, attract employees and better understand diverse customer requirements. BASF Business and financial news. (2015, September 30). BASF sets global goals for diversity in leadership team [Blog post]. Retrieved from <https://www.basf.com/en/company/news-and-media/news-releases/2015/09/p-15-351.html>
- Diversity and inclusion best practices from six global companies are analyzed to make the business case for and indicate the importance of d&i workplace initiatives. Derwin, M. (2014, February 25). Diversity and inclusion by design: best practices from six global Companies. *Industrial and Commercial Training*, 46(2), 84-91. <https://doi.org/10.1108/ICT-09-2013-0063>
- 25 global diversity workplace initiatives prove to be effective when cultural norms are considered and when both global headquarters and local leadership are supportive.

Frankel, B. (2013, February 6). Global diversity research executive summary: 203 data submissions in 46 countries. Retrieved from <http://www.diversityinc.com/global-diversity/groundbreaking-global-diversity-research-203-data-submissions-in-46-countries/>

- Taking diversity and inclusion initiatives global. Goodman, N. R. (2013). *Industrial and Commercial Training*, 45(3), 180–183. <https://doi.org/10.1108/00197851311320603>
- European and US-based companies that received recognition for diversity management were analyzed in terms of their diversity and inclusion approaches and measures. Zhou, P. & Park, D. (2013). *Which organizations are best in class in managing diversity and inclusion, and what does their path of success look like?* Retrieved from Cornell University, ILR School site: <http://digitalcommons.ilr.cornell.edu/student/46/>
- Building a culture of inclusion. Schulman, S. (2011, March 2). *Profiles in Diversity Journal*. <https://diversityjournal.com/1768-building-a-culture-of-inclusion/>

EDI Policies

- LGBTQ inclusion in the workplace: updating policies and training. Nagele-Piazza, L. (2020, June 17). SHRM. <https://www.shrm.org/resourcesandtools/legal-and-compliance/employment-law/pages/lgbtq-inclusion-in-the-workplace-updating-policies-and-training.aspx>

Business Performance

- Valuing diversity in terms of physical and mental ability, age, gender, race, ethnicity, and culture can lead to business success. Achar, S. A. (2016). Improving productivity through diversity. *Human Capital*, 20(1), 22-24.
- Companies with diverse workforces in terms of race, ethnicity, and gender perform well financially. The correlation indicates that companies committed to diverse leadership are more successful. Hunt, V., Layton, D., Prince, S. (2015). McKinsey & Company. *Why diversity matters*. Retrieved from <https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matter>
- Employee engagement and gender diversity can result in financial benefits for businesses. Badal, S. and Harter, K. J. (2014). Gender diversity, business-unit engagement, and performance. *Journal of Leadership & Organizational Studies*, 21(4), 354-365.
- Improving workplace diversity is recommended to advance recruitment, retention, productivity, and maintain competitiveness. Bowes, B. J. (2007). The business case for workplace diversity. *CMA Management*, 81(8), 14–16.

- Greater diversity and inclusion positively impact companies' bottom line. The Kaleidoscope Group. Retrieved from: [How Diversity and Inclusion Impact the Bottom-Line and Other Key Performance Metrics](#) and download the [Diversity Working infographic](#).

Employee Recruitment and Retention

- Workplace diversity benefits are highlighted to demonstrate the importance of recruiting and retaining diverse employees. Abreu, K. (2015, December 9). The myriad benefits of diversity in the workplace. *Entrepreneur*. Retrieved from <https://www.entrepreneur.com/article/240550#>
- Fostering a culture of inclusion, establishing career paths for new employees, and coordinating recruitment among multiple departments and staff are recommended to avoid diversity and inclusion initiative pitfalls. Medina, S. (2014, June 25). Why you should do more than just talk about workplace diversity. *Fast Company*. Retrieved from <https://www.fastcompany.com/3032103/why-its-time-to-get-proactive-about-building-diversity-and-inclusion-into>

Employee Satisfaction

- Survey data aim to understand D&I programs and the impact they have on employee experiences. PWC Global: Global diversity and inclusion survey (2017). Retrieved from <https://www.pwc.com/gx/en/services/people-organisation/global-diversity-and-inclusion-survey.html>
- Employees feel valued, welcome, and comfortable if there is an inclusive workplace culture. Organizational commitment to diversity, employee resource groups, and leadership involvement improved workplace inclusion and business results. Moran, G. (2017, January 23). How these top companies are getting inclusion right. *Fast Company*. Retrieved from <https://www.fastcompany.com/3067346/how-these-top-companies-are-getting-inclusion-right>
- This brochure provides information about employee rights and obligations in a workplace that respects diversity. It also makes suggestions for improving the well-being of LGBTQ+ persons at work. Canadian Heritage and Parks Canada. (2008). Out and About. Towards a better understanding of gay, lesbian, bisexual, and transgendered persons in the workplace. Retrieved from <http://hrcouncil.ca/hr-toolkit/documents/CH37-4-9-2005E.pdf>

Innovation

- A causative link was found between companies promoting a diverse workforce and innovation and development of new products. Warr, R., & Shipman, M. (2018, January 9). Study finds diversity boosts innovation in U.S. Companies. *North Carolina State*

University. Retrieved from <https://news.ncsu.edu/2018/01/diversity-boosts-innovation-2018/>

- Company diversity policies that promote a diverse workforce in terms of race, gender, and sexual orientation lead to new products and create more patents. Martinez, R. (2017, January 18). Study: diverse companies are more innovative. *WUNC North Carolina Public Radio*. Retrieved from <http://wunc.org/post/study-diverse-companies-are-more-innovative#stream/>
- Workforce diversity and inclusion initiatives can increase innovation and creativity. These initiatives can also create internal and external challenges. Therefore, leadership accountability is recommended to implement and maintain diversity and inclusion initiatives. Forbes Insights. (2011). *Global diversity and inclusion: Fostering innovation through a diverse workforce*. New York. Retrieved from https://www.forbes.com/forbesinsights/innovation_diversity/index.html

Leadership

- How C-suite women of color have powerfully redefined executive presence. Bahadur, N. (2020, May 13). Working Mother. <https://www.workingmother.com/new-executive-presence>
- Living into leadership as a woman of color: sexism and subtle bias. Kumar, A. (2020, March 24). Forbes. <https://www.forbes.com/sites/forbesnonprofitcouncil/2020/03/24/living-into-leadership-as-a-woman-of-color-sexism-and-subtle-bias/>
- New report: getting real about inclusive leadership. Travis, D. J., Shaffer, E., & Thorpe-Moscon, J. (2019, November 21). Catalyst. <https://www.catalyst.org/research/inclusive-leadership-report/>
- Data reveals how the percentage of women in leadership has changed over the past 15 years. Predescu, S., & Chen, K. (2017, March 8). LinkedIn Talent Blog. <https://business.linkedin.com/talent-solutions/blog/trends-and-research/2017/data-reveals-how-the-percentage-of-women-in-leadership-has-changed-over-the-past-15-years>
- Data in this report focus on composition, practices, performance, and culture of nonprofit boards. The study indicates ethnic, racial and age gaps among nonprofit board executives, chairs and members. BoardSource, *Leading with Intent: 2017 National Index of Nonprofit Board Practices*. (Washington, D.C.: BoardSource, 2017).

Workplace Discrimination

- Worldwide, the number of women working in health-related fields is much higher than men. However, men have the majority of leadership roles. Developing systems to address inequitable practices in a field that is predominantly female first can lead to closing other societal leadership and power gaps. Garrett, L. (2017, December 26). The crime of gender inequality in global health. *Foreign Policy*. Retrieved from <http://foreignpolicy.com/2017/12/26/the-crime-of-gender-inequality-in-global-health/>
- How management addresses discrimination and harassment incidents in the tech industry is emphasized. Carson, E. (2017, November 27). Silicon Valley's diversity efforts get mired in scandal. *CNET*. Retrieved from <https://www.cnet.com/news/silicon-valleys-diversity-efforts-get-mired-in-scandal/>
HYPERLINK "http://foreignpolicy.com/2017/12/26/the-crime-of-gender-inequality-in-global-health/"

Organizational Culture and White Supremacy Culture

- [MCOD: Multicultural Organization Development: The Five Questions You Must Address Before Attempting to Initiate Diversity, Inclusion, and Multicultural Work](#), Inspirus Consulting
- [Jackson, B. W \(2006\). Theory and practice of multicultural organization development](#). In Jones, B. B. & Brazzel, M. (Eds.), *The NTL Handbook of Organization Development and Change* (pps. 139-154). San Francisco, CA: Pfeiffer.
- [Multicultural Organizational Development in Nonprofit Organizations: Lessons from the Cultural Competence Learning Initiative](#), CompassPoint Nonprofit Services
- [White Supremacy Culture](#) and [White Supremacy Culture worksheet](#), Tema Okun and Kenneth Jones
- [No, I Won't Stop Saying "White Supremacy" by Robin DiAngelo](#)

Unconscious Bias in the Workplace

- *Unconscious bias, implicit bias, microaggressions: What can we do about them?* Tyner, A. R. (2019, August 26). American Bar Association. https://www.americanbar.org/groups/gpsolo/publications/gp_solo/2019/july-august/unconscious-bias-implicit-bias-microaggressions-what-can-we-do-about-them/
- [Unconscious Bias In The Workplace: You Can't Afford To Ignore It](#), Laura Berger, *Forbes (2018)*
- *Breaking barriers: Unconscious gender bias in the workplace.* (2017). [Report]. http://www.ilo.org/actemp/publications/WCMS_601276/lang--en/index.htm

- [The Real Effects of Unconscious Bias in the Workplace](#), UNC Executive Development (2016)
- [Proven Strategies for Addressing Unconscious Bias in the Workplace](#), Cook Ross and Chubb (2008)

EDI Tools

- Inclusion challenge. BlueCross BlueShield of North Carolina. (2020). <https://www.bluecrossnc.com/sites/default/files/document/attachment/corporate/public/pdfs/Inclusion-Challenge.pdf>
- 21-day racial equity challenge. BlueCross BlueShield of North Carolina. (2020). <https://21daychallenge.bcbsnc.com/#/>
- *CEO action for diversity & inclusion resources*. (2020). CEO Action for Diversity & Inclusion. <https://www.ceoaction.com/resources/>
- Corporate Equality Index 2020. Human Rights Campaign Foundation. (2020). <https://www.hrc.org/resources/corporate-equality-index>
- *Equity, Diversity, and Inclusion in Your Workplace - Current State Assessment* (worksheet). [Global Citizen, LLC](#). (2020).
- Aperian Global has several online inclusion and diversity learning tools, including *Creating an Inclusive Workplace* and *Inclusive Behaviors Inventory*, and other resources on their website: <http://www.aperianglobal.com/inclusion-diversity/>
- Practical approaches to guide meaningful conversations about gender, race, and ethnicity in the workplace. Catalyst: New York. (2016). Engaging in conversations about gender, race, and ethnicity in the workplace. Retrieved from http://www.catalyst.org/system/files/engaging_in_conversations_about_gender_race_and_ethnicity_in_the_workplace.pdf
- Several guides are provided to assist organizations in building and maintaining a diverse and inclusive work environment. Community Foundations of Canada. (n.d.). Diversity at work. Retrieved from <http://hrcouncil.ca/hr-toolkit/diversity-at-work.cfm>
- A diversity discussion guide to help facilitate conversations about diversity. National Association of Corporate Directors. (2015). Diversity discussion guide for directors. Retrieved from <https://www.nacdonline.org/files/NACD%20Diversity%20Discussion%20Guide%20for%20Directors.pdf>

- D&I index and ratings powered by Thomson Reuters ESG data are designed to transparently and objectively measure the relative performance of companies against factors that define diverse and inclusive workplaces to support customers' investment decisions. [Thomson Reuters' D&I Index](#)
- Racial Equity Tools is designed to support individuals and groups working to achieve racial equity. This site offers tools, research, tips, curricula and ideas for people who want to increase their own understanding and to help those working toward justice at every level – in systems, organizations, communities and the culture at large. <https://www.racialequitytools.org/home>
- Project Implicit is a non-profit organization and international collaboration between researchers who are interested in implicit social cognition or thoughts and feelings outside of conscious awareness and control. The goal of the organization is to educate the public about hidden biases and to provide a “virtual laboratory” for collecting data on the Internet. <https://implicit.harvard.edu/implicit/aboutus.html>
- Basic Rights Oregon's organizational change toolkit for LGBTQ groups: [Coming Out for Racial Justice](#)
- A framework that focuses on approaches and actions to establish and maintain respect, equity, and diversity in the workplace. ACT Government. (2010). The respect, equity and diversity (RED) framework. Retrieved from http://www.cmd.act.gov.au/_data/assets/pdf_file/0007/205576/redframework2.pdf

DEI on Nonprofit Boards

- *Beyond political correctness: Building a diverse and inclusive board.* (2017, April 5). BoardSource. <https://boardsource.org/resources/building-diverse-inclusive-board/>
- 10 things to know about board diversity – Lessons from “Building a diverse board of directors: Turning intention to results.” Jones, A. (2019, December 16). *Maryland Nonprofits*. <https://www.marylandnonprofits.org/10-things-to-know-about-board-diversity-lessons-from-building-a-diverse-board-of-directors-turning-intention-to-results/>
- *Report addresses racial diversity on boards, but misses need for cultural change.* (2019, February 1). Non Profit News | Nonprofit Quarterly. <https://nonprofitquarterly.org/report-addresses-racial-diversity-on-boards-but-misses-need-for-cultural-change/>
- *Taking action on board diversity: five questions to get you started.* (2017). BoardSource. <https://boardsource.org/wp-content/uploads/2017/09/5-Questions-for-board-diversity->

[2.pdf?hsCtaTracking=ceaa92dc-eb26-4ba2-b457-c946f0450e13%7C89f7a0fe-e05a-4300-8c0e-92dd0a0f837f](https://www.pearsoned.com/content/dam/pearson-ed/education/usa/learning-centers/leadership/2018/07/CEP_Nonprofit-Diversity-Efforts_2018.pdf?hsCtaTracking=ceaa92dc-eb26-4ba2-b457-c946f0450e13%7C89f7a0fe-e05a-4300-8c0e-92dd0a0f837f)

- *Challenging assumptions and practices in board diversity.* Ramirez, J. (2016, November 29). Medium. <https://medium.com/new-faces-new-spaces/challenging-assumptions-and-practices-in-board-diversity-b2a6c2b67e55>
- *If your board looked like your community.* Ramirez, J. (2016, December 6). Medium. <https://medium.com/new-faces-new-spaces/if-your-board-looked-like-your-community-203c878bb0a0>
- *Different is better: why diversity matters in the boardroom.* (n.d.). Russell Reynolds Associates. Retrieved September 14, 2020, from <https://www.russellreynolds.com/insights/thought-leadership/different-is-better-why-diversity-matters-in-the-boardroom>
- Nonprofit diversity efforts: current practices and the role of foundations. (2018, July). *The Center for Effective Philanthropy.* http://cep.org/wp-content/uploads/2018/07/CEP_Nonprofit-Diversity-Efforts_2018.pdf

Videos on Unconscious Bias

- [Inclusion begins with “I.”](#) Accenture. (2017). (3:27 mins).
- [Unconscious Bias at Work – Making the Unconscious Conscious.](#) Google. (2014). (3:59 mins).
- [Addressing unconscious bias.](#) McKinsey & Company. (2015). (4:49 mins).
- [Hiring Bias - Diversity & Inclusion Dramas.](#) Marshall E-Learning Consultancy. (2017). (2:15 mins).
- The physiology of the “Like Me” syndrome of unconscious bias. [Episode 5 | In-Group/Out-Group.](#) The Brain with David Eagleman. PBS. (2015). (2:23 mins)
- The “like me” syndrome on building trusting relationships and impacts of manager assigning projects. [Unconscious Bias Exercise from Diversity.](#) Scott Horton. (2014). (3:48 mins).