



## Memorandum

**DATE:** November 9, 2023

**TO:** Chairman and Members of the Board

**FROM:** Kevin H. Roche, CEO/General Manager

**SUBJECT:** **Agenda for the Board of Directors Meeting**

There is an **ecomaine** Board of Directors Meeting scheduled for **Thursday, November 16, 2023 @ 4PM**. The meeting will be held at **ecomaine**. The agenda for this meeting is as follows:

1. Approval of the Minutes (*Attachment A*)
2. **Presentation:** Dustin Ward, President & Founder "It Is Time"  
Diversity, Equity & Inclusion (*Attachment B*)
3. **Presentation: ecomaine Investment Portfolio** – Noah Petrucci & Daniel Lay, HM Payson
4. Finance & Audit Committee Report – Anne Bilodeau, Chair
  - Update – Bonding/Financing Plans
5. Outreach & Recycling Committee Report – Caleb Hemphill, Chair
6. Manager's Report:
  - Update – 90 Blueberry Road
  - Update – Recycling Markets (*Attachment C*)
  - Summary – Outage (Oct. 14-28)

**Finance Report – FY 24 – (Year to Date) (*Provided under separate cover*)**

- Financial Summary
- Tonnage Summary
- Statistical Data
- Statement of Revenue & Expenses
- Statement of Cash Balances
- Summary Analysis of All Tons
- Electrical Generation

7. Other Business:

**Future Committee Meetings:**

Full Board of Directors	12-14-2023 @ 4pm
Finance & Audit Committee	01-18-2024 @ 3pm
Full Board of Directors	01-18-2024 @ 4pm
Outreach & Recycling Committee	02-08-2024 @ 4pm
Executive Committee	02-15-2024 @ 4pm
Full Board of Directors	03-21-2024 @ 4pm
Finance & Audit Budget Review	03-28-2024 @ 4pm
Outreach & Recycling Committee	04-11-2024 @ 4pm
Full Board of Directors	04-18-2024 @ 4pm
Finance & Audit Committee	05-16-2024 @ 3pm
Executive Committee	05-16-2024 @ 4pm
Outreach & Recycling Committee	05-23-2024 @ 4pm
Annual Board of Directors Meeting	06-20-2024 @ 11:30am



## Memorandum

### Attachment A

**DATE:** October 30, 2023  
**TO:** Chairman and Members of the Board  
**FROM:** Kevin H. Roche, CEO/General Manager  
**SUBJECT:** **Agenda – Full Board of Directors Meeting**

There was an **ecomaine** Board of Directors Meeting held on **October 19, 2023**. The meeting was called to order by Chairman Bill Shane.

**Item 1:** **Approval of the Minutes**

Matthew Frank motioned to approve the minutes from the June 15, 2023, Annual Board Meeting. The motioned was second by Boudreau. All in favor.

**Item 2:** **Outreach & Recycling Committee Report – Caleb Hemphill, Chair**

Caleb Hemphill reported that the committee last met on May 25, 2023, and reported out the following:

Through September 2023, staff has reached 2,334 people through educational outreach. Digital outreach remained very strong with an impressive 18,250 views across all platforms. Recyclopedia had 4856 items searched in September.

The Recycling is a Work of Art Painting Contest is underway, we have received 5 entries to date. A press release will be issued with the winning design.

**ecomaine** awarded \$16,846.06 to nine schools to support projects that improve waste recovery programs. The first half of progress reports are due December 15, 2023, and the second half is due April 24, 2024.

Maine Celtics Partnership – The 2023 partnership with the Maine Celtics and Maine Mariners will begin in November, allowing **ecomaine** a venue to share messaging with thousands of fans.

The eco-Excellence Awards will launch in November with a deadline of January. Please think about nominations from your community.

**Item 3:** **Finance & Audit Committee Report – Anne Bilodeau, Chair**

Anne Bilodeau reported that Jennifer Connors provided a presentation of the FY 23 audit results and gave an overview of FY 23 finances. The results of the audit were unmodified (clean) opinion.

Greg L'Heureux (Staff) provided a brief overview of the FY 24 year-to-date financials. He stated that revenues are on track except for commercial and recycling sales. Expenses are good (under budget).

Greg L'Heureux (Staff) also discussed cash flow needs in detail to include overall July to September operating cash flow. Cash Flow and Five-Year Plan anticipates a draw on reserves this year of

approximately \$3 million. This will require additional shifts of funds from the Long-Term reserve to Short Term Reserves.

Anne Bilodeau noted that the board will review the 5-year plan and establish the rates for next year for MSW and Recycling. The Executive Committee reviewed the plan and supports moving forward with tipping fee increases.

The next Finance & Audit committee meeting will be held on January 18, 2024.

**Item 4:**

**Review of the Five-year Plan**

Kevin Roche (Staff) presented the five-year plan. He began discussion by describing the significant changes from last year such as the Turbine, 90 Blueberry, Recycling commodities, inflation, and capital investments. Kevin reviewed the capital investment needs and summarized the proposed rate increases for MSW & Recycling. He discussed financing for the projects as well as the proposed borrowing from Long Term Debt as well as opportunities and incentives in several areas such as Extended Producer Responsibility Program, Re-purposing the old MRF and a number of other opportunities for ecomaine. In Final he reviewed the Five-Year Projections numbers. There was a lengthy discussion and Q & A on rates adjustments and borrowing.

**Review and Approval of FY 25 Rates**

There was a review of the rates adjustments and continued discussion.

Troy Moon motioned to approve the Rate increased for FY 25 to 97.50 for MSW and \$65.00 for Recycling. The motion was second by Anne Bilodeau. Motion passed – 1 opposed.

**Item 6:**

**MRF Facility Project**

**Approval of the Resolution on the Lease Addendum**

Kevin Roche (staff) opened the discussion on the cost estimate that has been done for the Recycling Facility. He reviewed access and construction needs and the landlord desire to have an addendum to the agreement because the elevation of the tipping floor (lowering it) was not reflected in the original agreement.

Linda Boudreau motioned to approve as written (Attachment D2) (1) Resolution on Addendum to Lease Agreement. Motion was second by Tony Ward. All in favor.

**Resolution of New Materials Recovery Facility Project**

Linda Cohen motioned to approval of the Cost Estimate and Financing Arrangements on the New MRF project in the amount of \$25,200,000 as written (Attachment D1 & D3) of the agenda. Motion was seconded by Tony Ward. All in favor.

**Item 7:**

**Diversity Equity & Inclusion (DEI)**

Bill Shane, Chairman briefly discussed the upcoming DEI training scheduled for our upcoming Board of Directors meeting on November 16, 2023 @ 4pm.

**Item 8**

**Managers Report**

**Leachate Binding** – Kevin Roche (Staff) provided an update on the issue of the Leachate binding. He explained the process of the collection system under the landfill. He reviewed the landfill project location and discussed plans for remediation. The cost is not in the budget, but some could be capitalized. Currently out for BIDS for Winter or Early Spring. For Information Only.

**Outage Report** – Outage is on schedule and due for completion on October 27<sup>th</sup>. We have approximately 150 contractors working on the project.

**Recycling Market Report** – Kevin Roche (Staff) reviewed the Recycling Market Report with the board.

**Carbone Capture** – Kevin Roche (Staff) provided an update on the Carbon Capture Project. He reported that the Executive Committee had a presentation at their last meeting from Mantel. The decarbonization project reduces CO2 to possibly make us carbon neutral. Mantel applied for a grant for 8 million. He reviewed the benefits to ecomaine as it related to reduction in NOx, a possible partnership with the state. Ecomaine has no investment other than staff and office space.

Staff are requesting authorization for a letter of intent to move forward with the Carbon Capture Project.

Erik Street motioned to authorize staff to move forward with the Carbon Capture Project. The motion was seconded by Calbe Hemphill. All in favor.

**Adjourn:** Linda Boudreau motioned to adjourn. The motion was second by Dave Durrell. All in favor.

**Present:**

Dennis Abbott, Anne Bilodeau, Linda Boudreau, Carrie Castleman-Ross, Linda Cohen, Terry Deering, Dave Durrell, Matthew Frank, Caleb Hemphill, Doug Howard, Katie Johnston, Steve Kelley, Troy Moon, Mike Murray, Cass Newell, Rod Regier, Tim Reiniger, Bill Shane, Erik Street, Amber Swett, Tony Ward & Rob Wood

**Guest:**

Justine Hutching, Gray Finance Director

**Staff:**

Wei Huang, Greg L'Heureux, Denise Mungen & Kevin Roche

**It is time...**

**ecomaine**

**Engaging with DEI**

**ecomaine: Board**

November 16<sup>th</sup> 2023

4:00 p.m. – 5:00 p.m.

- I. Introductions
  - A. DEI and It's Connection
    - 1. Why Are We Here
    - 2. Humanity & Identity
  - B. Identity Begins With A Name: Getting To Know Each Other
    - 1. Name Activity
    - 2. Making Safe Space
- II. Terminology
  - 1. Setting Terms Together
  - 2. Diversity, Equity, Inclusion
- III. What Can Eco Maine Board Do To Enhance DEI
  - 1. Hearing Narratives & Making Connection
  - 2. Disrupt Old systems
  - 3. Diverse lived experiences

## Report: Majority of Black Americans say race shapes identity

About three-quarters of Black people consider their Blackness important to their identity regardless of where they come from, their economic statuses or their educational backgrounds.



— Rein Morton waves a Pan-African flag on horseback during a Juneteenth celebration in Los Angeles on June 19, 2020. Jae C. Hong / AP file

[f](#) [Twitter](#) [Email](#) [Comments](#) | [Bookmark](#) [SAVE](#)

April 18, 2022, 3:46 PM EDT / Source: Associated Press

**By Associated Press**

A majority of Black Americans say being Black is central to how they think about themselves and shape their identities, even as many have diverse experiences and come from various backgrounds, according to a new report by Pew Research Center. About three-quarters of Black people said so despite where they come from, their economic status or educational backgrounds.

Overall, 14 percent say being Black is only somewhat important to their identity and 9 percent say it has little to no impact, highlighting the diversity of thought among Black Americans, which include U.S.-born Black people and Black immigrants, and different ethnicities, political party affiliations and ages.

Pew Research Center released its [report on Black identity](#) on Thursday, and the results pinpoint the critical role race plays in shaping identity in the U.S.

“What our data suggests to me is that being Black is important to all Black people, according to our findings, regardless of the intersections of their identity,” said Kiana Cox, research associate and co-author of the report. A “majority of Black people, 76 percent, said that being Black was really important to them.”

Cox, who has worked with Pew Research Center in Washington, D.C., for about four years, said they wanted to make sure they had a large enough sample to “get this kind of nuance within racial and ethnic groups, but also to understand sort of life and society as Black people understand it.”

Shelly Eversley, a professor at The City University of New York, said the 76 percent of survey respondents who consider their Blackness important to their identity was still less than she would expect it to be because “race informs every aspect of Black life.”

“Understanding the way race informs daily life is protection for a lot of Black people,” said Eversley, who has taught about race for 20 years and is interim chair for the Department of Black and Latinx Studies. She was not a participant in the report.

She said being Black is something you are aware of at a young age. Black children are often disciplined harder at school and other places, and their parents tend to have conversations with them about the dangers of racism when they are still young, she added.

The report also points to how the importance that people place on being Black fosters a sense of connectedness among communities, Cox said.

People who say that being Black is an important part of their personal identity were more likely to express a sense of connection with Black people in their local communities, in the U.S. and around the world than those who said Blackness is relatively less important.

There are 47 million Black people in the U.S., about 14 percent of the population, according to the 2020 census. Most Black adults in the U.S. were born in the country, but an increasing portion of the population is comprised of immigrants, about 12 percent. Of the Black immigrant population, 90 percent were born in the Caribbean or Africa.

---

## Get the Morning Rundown

Get a head start on the morning's top stories.

Enter your email

**SIGN UP**

---

THIS SITE IS PROTECTED BY RECAPTCHA  
[PRIVACY POLICY](#) | [TERMS OF SERVICE](#)

**Growth of Black immigrant population projected to outpace growth of U.S. born**

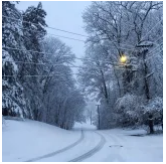
Cox also said she was shocked to learn that place – or where people grew up and were living – played a large role in identity and how people shaped their values and what they viewed as



important issues.

## Recommended

---



### WEATHER

**April nor'easter drops more than a foot of snow, knocks power out for thousands**



### RUSSIA-UKRAINE CONFLICT

**Russia-Ukraine war live updates: Moscow launches a new phase of the conflict**

Black Americans cited violence and crime, along with economic issues such as poverty and homelessness as the most important issues to address in their communities, according to the report. The most important local issues named across subgroups of Black Americans does vary but often violence and crime, economic issues and housing issues rank among the top three.

Overall, 17 percent of Black Americans said the most important issue is violence or crime – a category that includes drug activity, theft and vandalism, among other offenses. Eleven percent cited economic issues as the most important, 7 percent cited housing and 6 percent cited Covid-19 and public health. Nearly half of Black adults said local leaders are most responsible for addressing these important issues.

A separate [poll conducted in March by The Associated Press-NORC Center for Public Affairs Research](#) revealed an overwhelming majority of adults say more progress is needed in achieving equal treatment for Black people in dealings with police and the criminal justice system. That's two years after protests against the police killing of George Floyd in Minneapolis sparked a racial reckoning across the country.

When asking about community issues, the survey used an open-ended question, so “the answer of what Black Americans think is important is a little more multilayered than just violence or crime,” Cox said, noting that there is so much more that goes into that category than police violence.

The report also showed that about half of Black people who say being Black is crucial to personal identity feel very or extremely informed about the history of Black people in the U.S. Of that

group, about half say they learned that history from family and friends. A large majority, regardless of how Blackness shapes their personal identities, say they have spoken to their families about their own history.

“The clarity in which family as a source of history for both U.S. Black history, like the kind of history we expect to learn in school, and ancestral history, what we learn about our family histories, was very interesting. It came through so strongly,” Cox said. “What that is telling us, is it confirms what scholars and historians have told us about the strength of family for Black Americans, especially in terms of greater knowledge.”

The survey of 6,513 U.S. adults, including 3,912 Black Americans, was conducted Oct. 4-17, 2021. The margin of sampling error for Black respondents is plus or minus 2.8 percentage points.

**Follow [NBCBLK](#) on [Facebook](#), [Twitter](#) and [Instagram](#).**

---

Associated Press

---

ABOUT

DO NOT SELL MY PERSONAL INFORMATION

CONTACT

CA NOTICE

HELP

TERMS OF SERVICE

CAREERS

NBC NEWS SITEMAP

AD CHOICES

ADVERTISE

PRIVACY POLICY

© 2022 NBC UNIVERSAL

 NEWS

 MSNBC

 TODAY

SUBSCRIBE

Search

**U.S.**

**World**

**Business**

**Tech & Science**

**Culture**

**Newsgeek**

**Sports**

**Health**

**The Debate**

**Experts**

**Vantage**

## OPINION

# 'BIPOC' Isn't Doing What You Think It's Doing | Opinion

**ANDREA PLAID AND CHRISTOPHER MACDONALD-DENNIS**, *AUTHOR OF PENNING WITH THE PEOPLE AND CHIEF DIVERSITY OFFICER AT MASSACHUSETTS COLLEGE OF LIBERAL ARTS*



ON 1/10/21 AT 1:50 PM EST

Unlimited 30 Day Ad Free Trial

**SUBSCRIBE NOW >**

**You have 5 free articles remaining this month**

Sign-up to our daily newsletter for more articles like this + access to 5 extra articles

**SUBSCRIBE >**



OPINION

PEOPLE OF COLOR

**T**he long list of Black people killed in America at the hands of police and vigilantes culminating in the murder of George Floyd last summer has forced this country to truly reckon with issues like racism, police brutality, mass incarceration, and white supremacy, perhaps for the first time in our history. But a piece of this long-overdue reckoning has been concerning to us: the substitution of the term "BIPOC"—which stands for Black, Indigenous, and (Other) People of Color—for we used to call people of color.

We say this is concerning because this new acronym just isn't doing what those using it think it's doing.

Unlimited 30 Day Ad Free Trial

**SUBSCRIBE NOW >**

**You have 5 free articles remaining this month**

Sign-up to our daily newsletter for more articles like this + access to 5 extra articles

**SUBSCRIBE >**

and 70s. We matured and marched through the multicultural 80s and 90s, and now watch and reflect on the 21st century's robust intersectionality.

As such, our lives and professional experiences have made us sensitive to the ever-shifting social-justice lingo. And we have come to the understanding that there are concepts that can and should endure. But there are also concepts that are too fragile because they're doing too much. "People of color" or POC is the former; BIPOC is the latter.

### **NEWSWEEK NEWSLETTER SIGN-UP >**

The advantages of the term POC over BIPOC are numerous, when you start to think about it. The term "people of color" was a phrase chosen by Black, Latino, Native American, and Asian and Pacific Islander activists in the 90s to actively decenter whiteness. As longtime reproductive-justice activist Loretta Ross explains it, the phrase came to replace the then-popular terms "non-white" and "minorities," which carried with them the idea that we were "less than." The hope was that bringing together people from disparate communities under a common term would further cement the coalitions that formed when these marginalized groups came together to wage war against white

Unlimited 30 Day Ad Free Trial

**SUBSCRIBE NOW >**

**You have 5 free articles remaining this month**

Sign-up to our daily newsletter for more articles like this + access to 5 extra articles

**SUBSCRIBE >**

"People of color" is a political idea, explains Ross, not a biological one. And its political import entails bringing racial minorities into solidarity with one another.

The substitution of BIPOC just doesn't accomplish the same goal. For starters, it's confusing. We both seen people claim that BIPOC stands for Black, Indigenous, and (Other) People of Color while others say that it means Black, Indigenous, and People of Color or even Black, Indigenous, People of Color. Beyond the confusion, when you insist on naming Black people separately from other people of color, as BIPOC does, you are in effect claiming that Black people aren't people of color, though Black people coined the term.

### NEWSWEEK SUBSCRIPTION OFFERS >

Of course, we understand that the acronym is well-intentioned; it's designed to extract and emphasize the particular histories and experiences of Black people, in particular the enslaved and their descendants, and the many Indigenous nations in the United States. In drawing out the experiences of Black and Indigenous people, the term names Black and Indigenous oppressions as elemental to the founding and racial infrastructure of the U.S.

We also recognize another noble aim the term sought to solve: It came out of noticing how white and non-Black people of color used the term "POC" to obfuscate issues concerning Black people, even their own anti-Blackness. It sought to reclaim the conversation and recenter it on our experiences.

These are both noble goals. And yet, as activists and educators, we think that is a lot of heavy lifting for an acronym to do. We agree with entrepreneurial connector A Walton

Unlimited 30 Day Ad Free Trial

**SUBSCRIBE NOW >**

**You have 5 free articles remaining this month**

Sign-up to our daily newsletter for more articles like this + access to 5 extra articles

**SUBSCRIBE >**

I'm sorry BIPOC still makes the change.

3:12 AM · Feb 25, 2021



8.4K 198 [Share this Tweet](#)

You can just as easily address the problems BIPOC aims to solve by being specific when you're talking about a specific group. If you're talking about Black folks, say Black folks.

But there's another danger to BIPOC. If Audre Lorde famously said that there is no hierarchy of oppression, the term BIPOC sets up just such a hierarchy. While we appreciate highlighting the unique experiences of Black and Indigenous folks, what about the histories and realities of Latino Americans and Asian Americans? Their experiences are also foundational to particular parts of the country, namely the Southwest and the West Coast. These racial groups played a vital role as the dominant "Other" in the white imagination as well, such as when the U.S. government crafted its first anti-immigration law, the Chinese Exclusion Act, in 1882, or in the violent takeover of Mexican territories of what we know as The American West under the guise of "Manifest Destiny," and the malevolent stereotypes of both groups in demonizing opium and marijuana in early 20th-century versions of "The War on Drugs."

Unlimited 30 Day Ad Free Trial

**SUBSCRIBE NOW** >

**You have 5 free articles remaining this month**

Sign-up to our daily newsletter for more articles like this + access to 5 extra articles

**SUBSCRIBE** >

Unfortunately, this is built into the acronym itself: BIPOC sets up an "us vs. them" binary. The acronym for Black and Indigenous shifts Asian/Pacific Islander Americans and Latino Americans "over there," reinforcing the idea of inter-racial conflict rather than interracial solidarity.

ISTOCK

We cannot allow that to happen. Interracial conflicts between people of color allow the

Unlimited 30 Day Ad Free Trial

**SUBSCRIBE NOW ›**

**You have 5 free articles remaining this month**

Sign-up to our daily newsletter for more articles like this + access to 5 extra articles

**SUBSCRIBE ›**



color. We as people of color must do the work within our own communities, but not at the expense of our solidarity.

The term "people of color" conveys that solidarity admirably. Let's insist on keeping it around.

*Christopher MacDonald-Dennis is the Chief Diversity Officer at Massachusetts College of Liberal Arts. [Andrea Plaid's](#) work on race, gender, sex, and sexuality has appeared in [Vogue.com](#), [In These Times](#), [On The Issues](#), [Bitch.com](#), and [Rewire](#). Her forthcoming stylebook, *Penning with the People*, is forthcoming.*

*The views in this article are the writers' own.*

Unlimited 30 Day Ad Free Trial

**SUBSCRIBE NOW >**

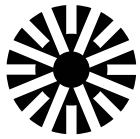
**You have 5 free articles remaining this month**

Sign-up to our daily newsletter for more articles like this + access to 5 extra articles

**SUBSCRIBE >**



Read our research on: [World Leaders](#) | [Artificial Intelligence](#) | [Science Issues](#)



# Pew Research Center



RESEARCH TOPICS ▾ ALL PUBLICATIONS METHODS SHORT READS TOOLS & RESOURCES EXPERTS ABOUT

[Home](#) > [Research Topics](#) > [Economy & Work](#) > [Business & Workplace](#)

REPORT | MAY 17, 2023



## Diversity, Equity and Inclusion in the Workplace

*A majority of U.S. workers say focusing on DEI at work is a good thing, but relatively small shares place great importance on diversity in their own workplace*

BY [RACHEL MINKIN](#)

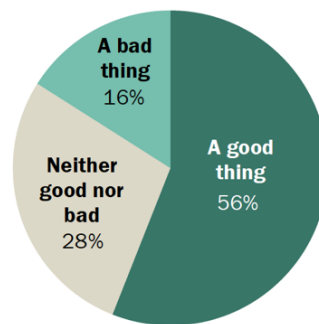


## How we did this

## Terminology

### A majority of workers say focusing on DEI at work is a good thing

*% of employed adults saying that in general, focusing on increasing diversity, equity and inclusion at work is mainly ...*



Note: Based on workers who are not self-employed and work at a company or organization with 10 or more people. Share of respondents who didn't offer an answer (<0.5%) not shown.

Source: Survey of U.S. workers conducted Feb. 6-12, 2023.

"Diversity, Equity and Inclusion in the Workplace"

PEW RESEARCH CENTER

Workplace diversity, equity and inclusion efforts, or DEI, are increasingly [becoming part of national political debates](#). For a majority of employed U.S. adults (56%), focusing on increasing DEI at work is a good thing, according to a new Pew Research Center survey. But opinions about DEI vary considerably along demographic and political lines.

Most workers have some experience with DEI measures at their workplace. About six-in-ten (61%) say their company or organization has policies that ensure fairness in hiring, pay or promotions, and 52% say they have trainings or meetings on DEI at work. Smaller shares say their workplace has a staff member who promotes DEI (33%), that their workplace offers salary transparency (30%), and that it has affinity groups or employee resource groups based on a shared identity (26%). Majorities of those who have access to these measures say each has had a positive impact where they work.

**Related:** [How Americans View Their Jobs](#)

---

## Jump to:

- [The value of DEI efforts at work](#)
- [The importance of a diverse workforce](#)
- [DEI measures and their impact](#)
- [How gender, race and ethnicity impact success in the workplace](#)

This nationally representative survey of 5,902 U.S. workers, including 4,744 who are not self-employed, was conducted Feb. 6-12, 2023, using the Center's [American Trends Panel](#).<sup>1</sup> The survey comes at a time when DEI efforts are facing some backlash and many major companies are [laying off their DEI professionals](#).

## Some key findings from the survey:

- **Relatively small shares of workers place a lot of importance on diversity at their workplace.** About three-in-ten say it is extremely or very important to them to work somewhere with a mix of employees of different races and ethnicities (32%) or ages (28%). Roughly a quarter say the same about having a workplace with about an equal mix of men and women (26%) and 18% say this about a mix of employees of different sexual orientations.
- **More than half of workers (54%) say their company or organization pays about the right amount of attention to increasing DEI.** Smaller shares say their company or organization pays too much (14%) or too little attention (15%), and 17% say they're not sure. Black workers are more likely than those in other racial and ethnic groups to say their employer pays too little attention to increasing DEI. They're also among the most likely to say focusing on DEI at work is a good thing (78% of Black workers say this), while White workers are the least likely to express this view (47%).
- **Women are more likely than men to value DEI at work.** About six-in-ten women (61%) say focusing on increasing DEI at work is a good thing, compared with half of men. And larger shares of women than men say it's extremely or very important to them to work at a place that is diverse when it comes to gender, race and ethnicity, age, and sexual orientation.
- **There are wide partisan differences in views of workplace DEI.** Most Democratic and Democratic-leaning workers (78%) say focusing on DEI at work is a good thing, compared with 30% of Republicans and Republican leaners. Democrats are also far more likely than Republicans to value different aspects of diversity. And by wide margins, higher shares of Democrats than Republicans

say the policies and resources related to DEI available at their workplace have had a positive impact.

- **Half of workers say it's extremely or very important to them to work somewhere that is accessible for people with physical disabilities.**

About three-in-ten workers (29%) say this is somewhat important to them, and 21% say it's not too or not at all important. A majority of workers (76% among those who do not work fully remotely) say their workplace is at least somewhat accessible for people with physical disabilities.

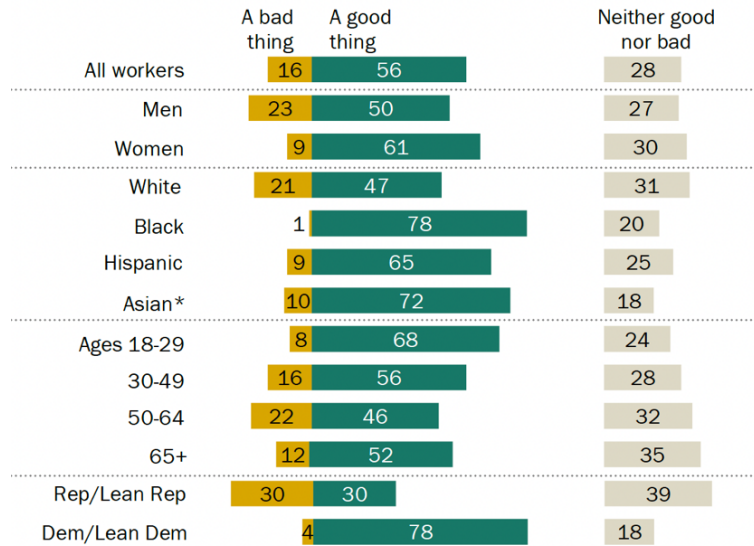
- **Many say being a man or being White is an advantage where they work.** The survey asked respondents whether a person's gender, race or ethnicity makes it easier or harder to be successful where they work. Shares ranging from 45% to 57% say these traits make it neither easier nor harder. But far more say being a man and being White makes it easier than say it makes it harder for someone to be successful. Conversely, by double-digit margins, more say being a woman, being Black or being Hispanic makes it harder than say it makes it easier to be successful where they work.

## **The value of DEI efforts at work**

A majority of workers (56%) say focusing on increasing diversity, equity and inclusion at work is mainly a good thing; 28% say it is neither good nor bad, and 16% say it is a bad thing. Views on this vary along key demographic and partisan lines.

## Views of DEI in the workplace vary along demographic and partisan lines

% of employed adults saying that in general, focusing on increasing diversity, equity and inclusion at work is mainly ...



\*Estimates for Asian adults are representative of English speakers only.

Note: Based on workers who are not self-employed and work at a company or organization with 10 or more people. Share of respondents who didn't offer an answer not shown. White, Black and Asian adults include those who report being only one race and are not Hispanic. Hispanics are of any race.

Source: Survey of U.S. workers conducted Feb. 6-12, 2023.

"Diversity, Equity and Inclusion in the Workplace"

PEW RESEARCH CENTER

Half or more of both men and women say focusing on increasing DEI at work is a good thing, but women are more likely than men to offer this view (61% vs. 50%). In turn, men are more than twice as likely as women to say it is a bad thing (23% vs. 9%).

About two-thirds or more of Black (78%), Asian (72%) and Hispanic (65%) workers say that focusing on DEI at work is a good thing. Among White workers, however, fewer than half (47%) say it's a good thing; in fact, 21% say it's a bad thing. But there are wide partisan, gender and age gaps among White workers, with majorities of White Democrats, women and those under age 30 saying focusing on DEI at work is a good thing.

Workers under 30 are the most likely age group to say focusing on DEI at work is a good thing. About two-thirds (68%) of workers ages 18 to 29 say this, compared with 56% of workers 30 to 49, 46% of those 50 to 64, and 52% of those 65 and older.

Views also differ by educational attainment, with 68% of workers with a postgraduate degree saying focusing on DEI at work is a good thing, compared with 59% of those with a bachelor's degree only and 50% of those with some college or less education.

Democratic and Democratic-leaning workers are much more likely to say focusing on DEI at work is a good thing (78%) than to say it is a bad thing (4%) or that it is neither good nor bad (18%). Views among Republican and Republican-leaning workers are more mixed:

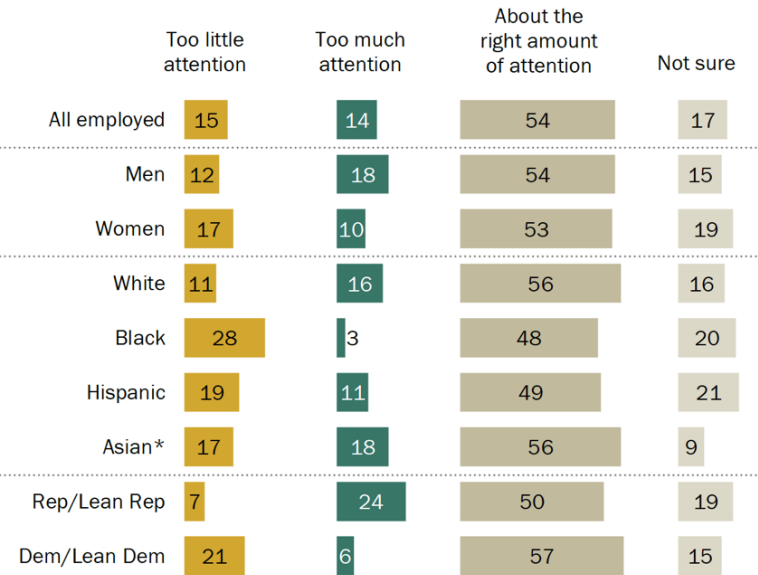
Some 30% say focusing on DEI at work is a good thing, while the same share (30%) say it's a bad thing, and 39% say it's neither good nor bad.

**A majority of workers say their employer pays the right amount of attention to DEI**

When it comes to the focus of their own employer, 54% of workers say their company or organization pays about the right amount of attention to increasing diversity, equity and inclusion. The remainder are divided between saying their employer pays too much (14%) or too little attention (15%), or that they're not sure (17%).

**About three-in-ten Black workers say their employer pays too little attention to DEI**

*% of employed adults saying their company or organization pays \_\_\_\_ to increasing diversity, equity and inclusion*



\*Estimates for Asian adults are representative of English speakers only.  
Note: Based on workers who are not self-employed and work at a company or organization with 10 or more people. Share of respondents who didn't offer an answer not shown. White, Black and Asian adults include those who report being only one race and are not Hispanic. Hispanics are of any race.  
Source: Survey of U.S. workers conducted Feb. 6-12, 2023.  
"Diversity, Equity and Inclusion in the Workplace"

**PEW RESEARCH CENTER**

Women are more likely than men to say their employer pays too little attention to increasing DEI (17% vs. 12%). In turn, men are more likely than women to say too much attention is paid to this where they work (18% vs. 10%).

Black workers (28%) are the most likely to say their company or organization pays too little attention to increasing DEI, compared with smaller shares of White (11%), Hispanic (19%) and Asian (17%) workers who say the same.

Views on this question also differ by party. While half or more of both Republican and Democratic workers say their company or organization pays the right amount of attention



to DEI, Democrats are more likely than Republicans to say their employer pays too little attention to it (21% vs. 7%). In turn, Republicans are more likely than Democrats to say their employer pays *too much* attention to DEI (24% vs. 6%).

## The importance of a diverse workforce

### Workers have mixed opinions on the value of different aspects of diversity where they work

*% of employed adults saying that regardless of how diverse the place where they work is, it is \_\_\_\_ to them personally to work at a place that has a mix of employees of ...*

	Extremely/Very important	Somewhat important	Not too/Not at all important
Different races and ethnicities	32	30	38
Different ages	28	34	37
About an equal mix of men and women	26	29	44
Different sexual orientations	18	24	58

Note: Based on workers who are not self-employed and work at a company or organization with 10 or more people. Share of respondents who didn't offer an answer not shown.

Source: Survey of U.S. workers conducted Feb. 6-12, 2023.

"Diversity, Equity and Inclusion in the Workplace"

PEW RESEARCH CENTER

While a majority of workers say focusing on increasing diversity, equity and inclusion at work is a good thing, relatively small shares place great importance on working at a place that is diverse when it comes to gender, race and ethnicity, age, and sexual orientation. About three-in-ten workers say it's extremely or very important to them to work somewhere with a mix of employees of different races and ethnicities (32%) and ages (28%), while 26% say the same about having about an equal mix of men and women. And 18% say this about having a mix of employees of different sexual orientations at their workplace.

Women are more likely than men to say it's extremely or very important to them to work at a place that is diverse across all measures asked about in the survey. For example, there are 11 percentage point differences in the shares of women compared with men saying it is extremely or very important to them to work somewhere that has a mix of employees of different races and ethnicities (37% vs. 26%) and about an equal mix of men and women (31% vs. 20%).

Black workers are among the most likely to value racial, ethnic and age diversity in the workplace. Some 53% of Black workers say it is extremely or very important to them to work somewhere with a mix of employees of different races and ethnicities, compared with 39% of Hispanic workers and 25% of White workers who say the same; 43% of Asian



workers say this is important to them. (There is no statistically significant difference between the share of Asian workers and the shares of Black and Hispanic workers who hold this view.) And while 42% of Black workers highly value working somewhere with a mix of employees of different ages, smaller shares of Hispanic (33%), Asian (30%) and White (24%) workers say the same.

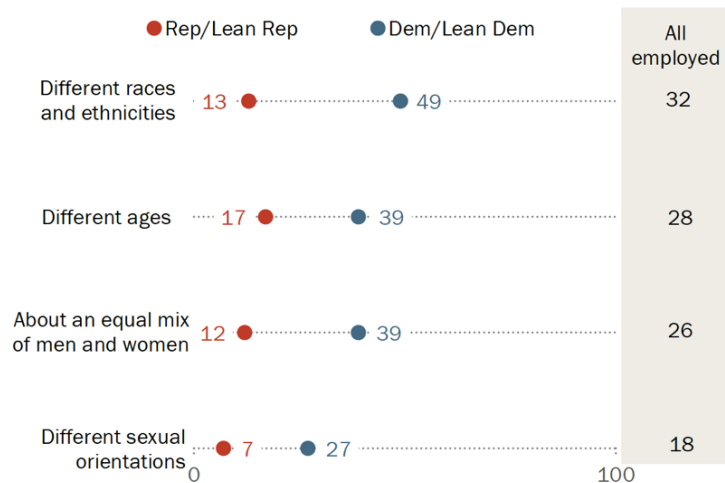
When it comes to diversity of sexual orientation, 28% of Black workers and 22% of Hispanic workers say it is extremely or very important to them to work somewhere that is diverse in this way; 15% each among White and Asian workers say the same.

Workers under age 50 are more likely than those 50 and older to say racial and ethnic diversity in their workplace is extremely or very important to them (35% vs. 26%). Workers younger than 50 are also more likely to say having about an equal mix of men and women is important to them, with workers ages 18 to 29 the most likely to say this (34% vs. 26% of workers 30 to 49, and 20% each among those 50 to 64 and 65 and older).

There are also differences by educational attainment, with larger shares of workers with a postgraduate degree than those with less education saying it's extremely or very important to them that their workplace is diverse across all measures asked about in the survey. For example, 44% of workers with a postgraduate degree say having a mix of employees of different races and ethnicities is extremely or very important to them, compared with 34% of those with a bachelor's degree only and 27% of those with some college or less.

### Democrats are much more likely than Republicans to see value in different aspects of workplace diversity

*% of employed adults saying that regardless of how diverse the place where they work is, it is extremely/very important to them personally to work at a place that has a mix of employees of ...*



Note: Based on workers who are not self-employed and work at a company or organization with 10 or more people.

Source: Survey of U.S. workers conducted Feb. 6-12, 2023.  
"Diversity, Equity and Inclusion in the Workplace"

PEW RESEARCH CENTER

Democratic workers are much more likely than Republican workers to say working somewhere that is diverse when it comes to gender, race and ethnicity, age, and sexual orientation is extremely or very important to them. In fact, about half of Democrats (49%) place great importance on having a mix of employees of different races and ethnicities where they work, compared with 13% of Republicans. And there are differences of at least 20 points between the shares of Democrats and Republicans saying it's extremely or very important to them to work somewhere that has about an equal mix of men and women (39% of Democrats say this vs. 12% of Republicans) and a mix of employees of different ages (39% vs. 17%) and sexual orientations (27% vs. 7%).

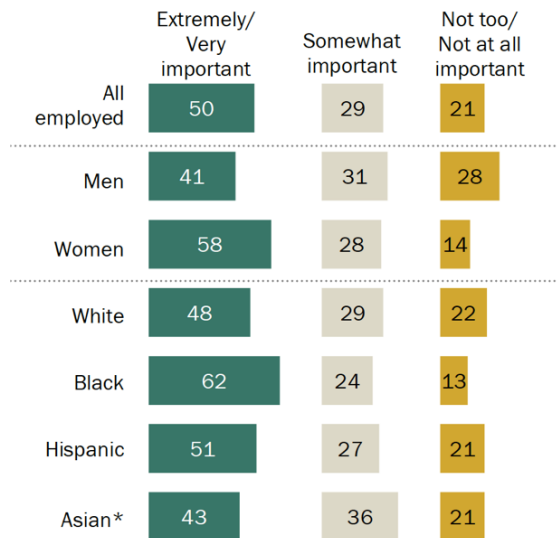
Overall, a majority of workers say their workplace has a mix of employees of different ages (58% say this describes their current workplace extremely or very well). Smaller shares say their workplace has about an equal mix of men and women (38%) and a mix of employees of different races and ethnicities (46%) and sexual orientations (28%). These assessments do not vary much across demographic groups.

### **Half of workers place great importance on working at a place that is accessible for people with physical disabilities**

Half of workers say it is extremely or very important to them to work somewhere that is accessible for people with physical disabilities; 29% say it is somewhat important and 21% say it is not too or not at all important to them.

## Half of workers place great value in working somewhere that's accessible to those with physical disabilities

*% of employed adults saying that regardless of how accessible the place where they work is, it is \_\_\_\_ to them personally to work at a place that is accessible for people with physical disabilities*



\*Estimates for Asian adults are representative of English speakers only.

Note: Based on workers who are not self-employed and work at a company or organization with 10 or more people. Share of respondents who didn't offer an answer not shown.

Source: Survey of U.S. workers conducted Feb. 6-12, 2023.

"Diversity, Equity and Inclusion in the Workplace"

**PEW RESEARCH CENTER**

Highly valuing an accessible workplace varies by gender, race and ethnicity, and party, but there is no significant difference in responses between those who do and don't report having a disability.

About six-in-ten women (58%) say it is extremely or very important to them that their workplace is accessible, compared with 41% of men.

Black workers are more likely than workers of other racial and ethnic groups to place great importance on their workplace being accessible: 62% of Black workers say this is extremely or very important, compared with 51% of Hispanic, 48% of White and 43% of Asian workers.

A majority of Democrats (59%) say it is extremely or very important to them to work somewhere that is accessible for people with physical disabilities; 40% of Republican say the same. Some 27% of Republicans say this is not too or not at all important to them, compared with 15% of Democrats.

There is no statistically significant difference in the shares of workers who have a disability and those who do not saying it is extremely or very important to them to work somewhere

that is accessible for people with physical disabilities. But workers who do not have a disability are more likely than those who do to say this is not too or not at all important to them (21% vs. 15%).

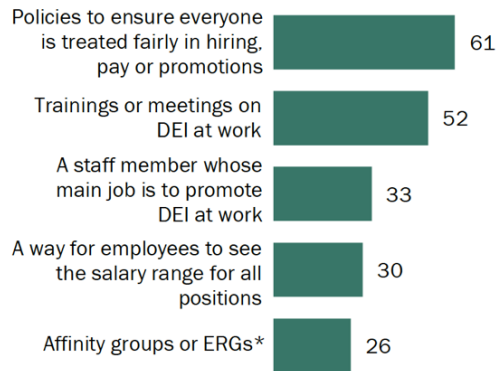
Among those who don't work fully remotely, about three-quarters of workers (76%) say their workplace is at least somewhat accessible for people with physical disabilities, with 51% saying it is extremely or very accessible. Some 17% say their workplace is not too or not at all accessible, and 8% are not sure.

## DEI measures and their impact

---

### Majority of workers say their workplace has policies to ensure fairness in hiring, pay or promotions

*% of employed adults saying the company/organization they work for has each of the following*



\*Full question wording asked about groups created by employees, sometimes called affinity groups or employee resource groups (ERGs), based on their shared identities or interests such as gender, race or being a parent.

Note: Based on workers who are not self-employed and work at a company or organization with 10 or more people.

Source: Survey of U.S. workers conducted Feb. 6-12, 2023. "Diversity, Equity and Inclusion in the Workplace"

PEW RESEARCH CENTER

---

When asked whether the company or organization they work for has a series of measures that are typically associated with diversity, equity and inclusion efforts, a majority of workers say their employer has policies that ensure everyone is treated fairly in hiring, pay or promotions (61%), and 52% say there are trainings or meetings on DEI where they work.

Smaller shares say their workplace has a staff member whose main job is to promote DEI at work (33%), a way for employees to see the salary range for all positions (30%), and groups created by employees sometimes known as affinity groups or employee resource groups (ERGs) based on shared identities such as gender, race or being a parent (26%).

Responses do not vary much by most demographic characteristics. However, workers with at least a bachelor's degree are consistently more likely than those with less education to say each of these five measures is available where they work.

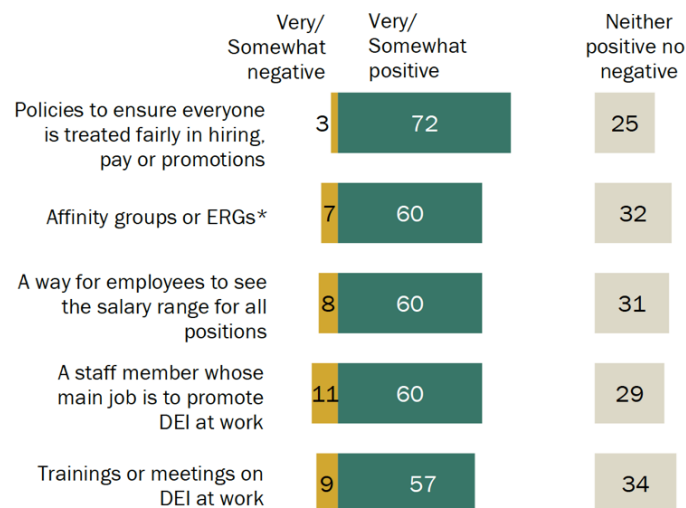
### Workers tend to see positive impact from policies and resources associated with DEI where they work

Among those whose workplace offers each policy or resource, a majority of workers say each measure has had a somewhat or very positive impact where they work. About a third or fewer workers say each resource has had neither a positive nor negative impact, and about one-in-ten or fewer say each of these has had a somewhat or very negative impact.

---

#### A majority of workers say DEI-related policies and resources have had a positive impact at their workplace

*Among employed adults who say each of the following is available where they work, % saying each has had a \_\_\_\_ impact where they work*



\*Full question wording asked about groups created by employees, sometimes called affinity groups or employee resource groups (ERGs), based on their shared identities or interests such as gender, race or being a parent.

Note: Based on workers who are not self-employed and work at a company or organization with 10 or more people. Share of respondents who didn't offer an answer not shown.

Source: Survey of U.S. workers conducted Feb. 6-12, 2023.

"Diversity, Equity and Inclusion in the Workplace"

PEW RESEARCH CENTER

---

Democrats and Republicans are about equally likely to say their workplace has these measures in place, but Democrats are more likely than Republicans to say the impact of each has been positive by margins ranging from 10 to 32 points (among those who say their workplace has these measures). For example, 66% of Democrats who say their workplace has a way for employees to see the salary range for all positions say this has had a somewhat or very positive impact, compared with 56% of Republicans who say this. And while about three-quarters of Democrats (74%) say having a staff member whose main job is to promote DEI at work has had a positive impact, fewer than half of Republicans (42%) say the same.

Women are more likely than men to say each of these policies and resources has had a very or somewhat positive impact where they work. This is mainly driven by gender differences among Republicans: There are double-digit differences in the shares of Republican women and Republican men who say many of these resources have had a positive impact. For example, 58% of Republican women say having a staff member whose main job is to promote DEI at work has had at least a somewhat positive impact where they work, compared with 31% of Republican men who hold this view. The same share of Republican women (58%) say having affinity groups or ERGs has had a positive impact, compared with 38% of Republican men who say the same.

Among Democrats, majorities of both men and women offer positive assessments of these resources in their workplace, but Democratic women are more likely than Democratic men to say having trainings or meetings on DEI at work have had a positive impact (72% vs. 65%).

While there are differences by race, ethnicity and age on overall attitudes about DEI in the workplace, there are no consistent differences along these dimensions in how workers with access to these policies and resources at their workplace assess their impact.

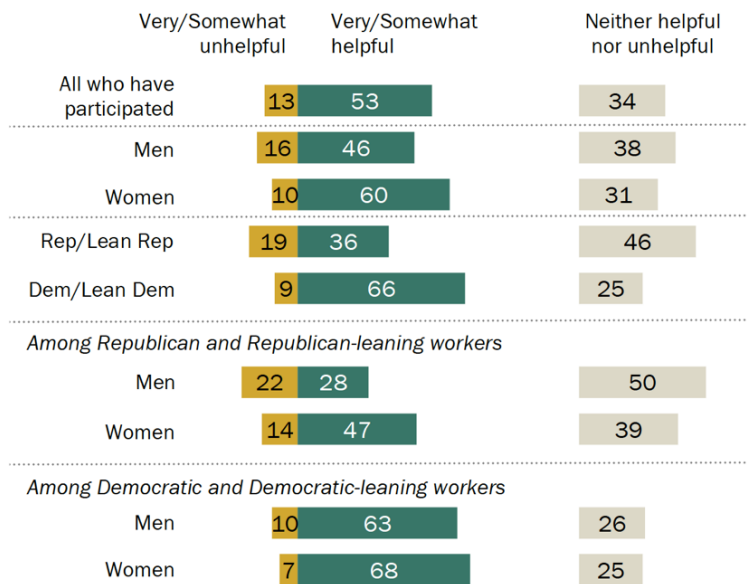
**About half of workers who have participated in DEI trainings in the last year say they've been helpful**

Out of all workers, about four-in-ten (38%) have participated in a DEI training in the last year. A similar share (40%) did not participate or say their workplace does not offer these trainings, and 21% are not sure if their employer offers these trainings.

---

## Republican women are more likely than Republican men to say the DEI trainings they have participated in have been helpful

*Among employed adults who say their company/organization has trainings or meetings on DEI and have participated in such trainings at work in the last year, % saying the DEI trainings they participated in have been ...*



Note: Based on workers who are not self-employed and work at a company or organization with 10 or more people. Share of respondents who didn't offer an answer not shown.  
Source: Survey of U.S. workers conducted Feb. 6-12, 2023.  
"Diversity, Equity and Inclusion in the Workplace"

PEW RESEARCH CENTER

---

Looking only at those whose company or organization has trainings or meetings on DEI, about three-quarters (73%) say they have participated in such trainings in the past year. And assessments of these trainings tend to be positive, with 53% of workers who've participated saying they were very or somewhat helpful. About a third (34%) give a more neutral assessment, saying the trainings were neither helpful nor unhelpful, and 13% say they were very or somewhat unhelpful.

While men and women are about equally likely to have participated in trainings on DEI in the past year, women are more likely than men to say the trainings have been at least somewhat helpful (60% vs. 46%).

Republicans and Democrats are also equally likely to say they've participated in these trainings in the past year, but Democrats are far more likely than Republicans to say the trainings have been helpful (66% vs. 36%). About one-in-five Republicans say they've been unhelpful (19%), compared with 9% of Democrats.

While both Democratic men and women offer similar assessments of the DEI trainings they've participated in, there are gender differences among Republican workers. Republican women are more likely than Republican men to say the trainings they've

participated in have been helpful (47% vs. 28%). Conversely, 22% of Republican men, compared with 14% of Republican women, say the trainings have been unhelpful.

### Few workers are members of affinity groups or ERGs at work

While 26% of workers say there are affinity groups or employee resource groups (ERGs) where they work, members of these groups account for a very small share of workers overall. Just 6% of workers say they are members of an affinity group or ERG, with 58% of workers saying these groups are either not available at their workplace or that they aren't a member. Another 37% say they are not sure if their workplace offers these groups.

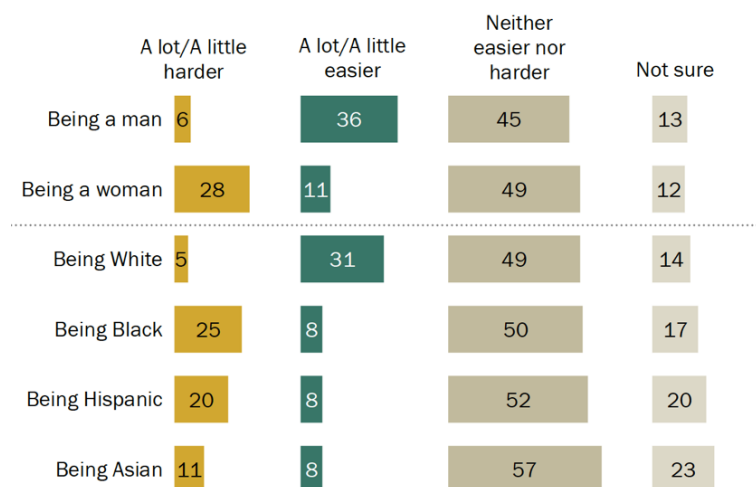
Among workers who say there are affinity groups or ERGs at their workplace, 22% say they are personally a member. Women are more likely than men to be members of these groups (28% vs. 16%). And 28% of non-White workers say they are a member of an affinity group or ERG, compared with 18% of White workers.<sup>2</sup>

### How gender, race and ethnicity impact success in the workplace

When asked about the impact a person's gender, race or ethnicity has on their ability to succeed at work, workers tend to say these characteristics neither make it easier nor harder to be successful at their workplace.

#### More than a third of workers say being a man makes it easier to be successful where they work

*% of employed adults saying each of the following makes it \_\_\_\_ to be successful where they work*



Note: Based on workers who are not self-employed and work at a company or organization with 10 or more people. Share of respondents who didn't offer an answer not shown.

Source: Survey of U.S. workers conducted Feb. 6-12, 2023.

"Diversity, Equity and Inclusion in the Workplace"

PEW RESEARCH CENTER

Still, when it comes to gender, workers are more likely to say being a man makes it easier to be successful where they work than to say it makes it harder (36% vs. 6%). In contrast, a



larger share says being a woman makes it harder to be successful than say it makes it easier (28% vs. 11%).

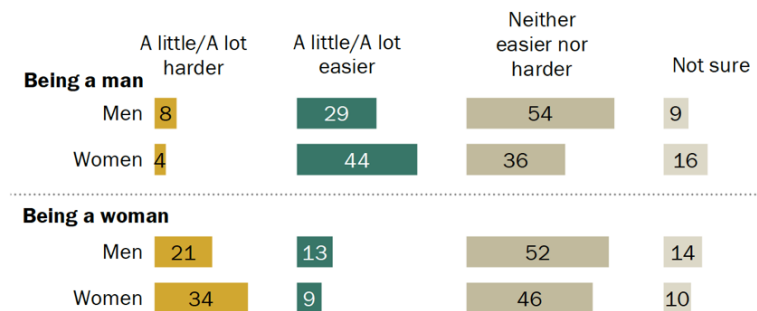
Men and women have different views on the impact gender has on a person's ability to succeed where they work. Some 44% of women say being a man makes it at least a little easier to be successful, including 24% who say it makes it *a lot* easier. This compares with 29% of men who say being a man makes it at least a little easier to be successful.

Similarly, 34% of women say being a woman makes it harder to be successful where they work, compared with 21% of men.

---

### About a third of women say being a woman makes it harder to be successful where they work

*% of employed men and women saying each of the following makes it \_\_\_\_ to be successful where they work*



Note: Based on workers who are not self-employed and work at a company or organization with 10 or more people. Share of respondents who didn't offer an answer not shown.

Source: Survey of U.S. workers conducted Feb. 6-12, 2023.

"Diversity, Equity and Inclusion in the Workplace"

PEW RESEARCH CENTER

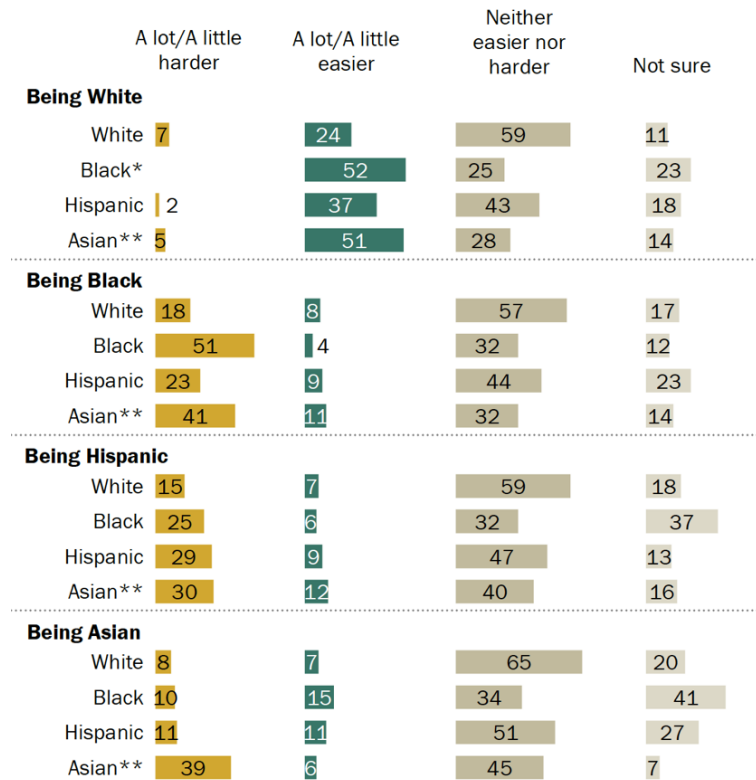
---

Women under age 50 are especially likely – more so than women ages 50 and older or men in either age group – to say being a man makes it easier to be successful where they work and that being a woman makes it harder. For example, 38% of women ages 18 to 49 say being a woman makes it harder to be successful where they work. This compares with 29% of women 50 and older, 25% of men younger than 50, and an even smaller share of men 50 and older (13%).

When it comes to views about how race or ethnicity affects people's ability to succeed at work, 51% of Black workers say being Black makes it harder to be successful where they work. This is significantly higher than the shares of Asian (41%), Hispanic (23%) and White (18%) workers who say the same about the impact of being Black.

## About half of Black and Asian workers say being White makes it easier to be successful where they work

% of employed adults in each racial or ethnic group saying each of the following makes it \_\_\_\_ to be successful where they work



\*Less than 0.5% of Black workers say being White makes it a lot/a little harder for someone to be successful where they work.

\*\*Estimates for Asian adults are representative of English speakers only.

Note: Based on workers who are not self-employed and work at a company or organization with 10 or more people. Share of respondents who didn't offer an answer not shown. White, Black and Asian adults include those who report being only one race and are not Hispanic. Hispanics are of any race.

Source: Survey of U.S. workers conducted Feb. 6-12, 2023.

"Diversity, Equity and Inclusion in the Workplace"

PEW RESEARCH CENTER

Similarly, about four-in-ten Asian workers (39%) say being Asian makes it harder to be successful in their workplace, a higher share than workers of other racial and ethnic groups who say the same about being Asian.

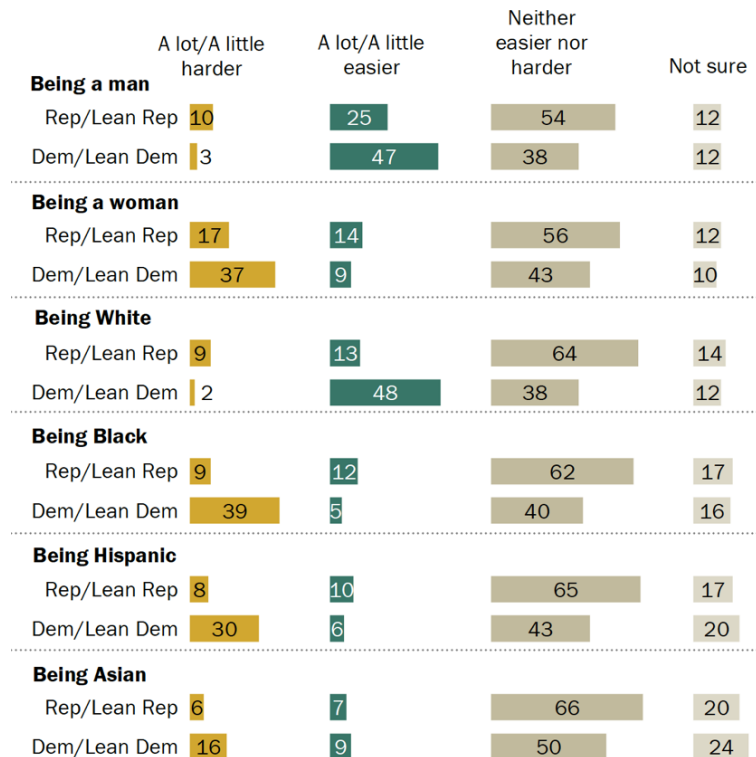
Hispanic, Black and Asian workers are about equally likely to say being Hispanic makes it harder to be successful where they work. A smaller share of White workers say the same about being Hispanic.

When asked about the impact of being White in their workplace, workers across racial and ethnic groups are more likely to say it makes it easier than to say it makes it harder to be successful. This is especially the case among Black and Asian workers. About half of Black (52%) and Asian (51%) workers say being White makes it easier to be successful where they work, compared with 37% of Hispanic and 24% of White workers who say the same about being White.

[Previously released findings](#) from this survey found that Black workers are more likely than White, Hispanic and Asian workers to report that they have experienced discrimination or have been treated unfairly by an employer in hiring, pay or promotions because of their race or ethnicity at some point in their careers (though not necessarily where they currently work). Women are also more likely than men to say they've experienced such discrimination because of their gender.

### Democrats and Republicans differ in views of how gender, race and ethnicity impact success at their workplace

*% of employed Democrats and Republicans saying each of the following makes it \_\_\_\_ to be successful where they work*



Note: Based on workers who are not self-employed and work at a company or organization with 10 or more people. Share of respondents who didn't offer an answer not shown.  
Source: Survey of U.S. workers conducted Feb. 6-12, 2023.  
"Diversity, Equity and Inclusion in the Workplace"

PEW RESEARCH CENTER

There are large partisan gaps in views of whether gender, race or ethnicity make it easier or harder to be successful at work. Some 47% of Democratic workers say being a man makes it at least somewhat easier to be successful at their workplace, compared with 25% of Republican workers. Democrats are also more likely than Republicans to say being a woman makes it harder to succeed (37% vs. 17%).

Democratic and Republican women are more likely than their male counterparts to say being a woman makes it harder – and being a man makes it easier – to be successful where they work. The differences between Republican women and Republican men are

particularly striking. About a quarter of Republican women (26%) say being a woman makes it harder to be successful, compared with 10% of Republican men. And while 36% of Republican women say being a man makes it easier to be successful where they work, just 16% of Republican men say the same.

Democratic workers are more than three times as likely as Republican workers to say being White makes it easier to succeed where they work (48% vs. 13%), and they are also more likely than Republicans to say being Black, Hispanic or Asian makes it harder. About four-in-ten Democrats (39%) say being Black makes it harder for someone to succeed at their workplace, compared with just 9% of Republicans. Similarly, 30% of Democrats say being Hispanic makes it harder to succeed, compared with 8% of Republicans. And while smaller shares in both parties say being Asian makes it harder to succeed, Democrats are more likely than Republicans to say this (16% vs. 6%). These partisan differences remain when looking only at Democrats and Republicans who are White.

Next: Acknowledgments

← PREV PAGE

1 2 3

NEXT PAGE →

1. For details, see the [Methodology](#) section of the report. The analysis in this report is based on U.S. workers who are employed full time or part time, who are not self-employed, and who have only one job or have multiple jobs but consider one their primary job (99% of workers who are not self-employed have one job or a primary job). Additionally, the analysis is restricted to workers at companies or organizations with at least 10 employees as certain federal requirements such as [non-discrimination mandates](#) apply to larger workplaces. ↩
2. Non-White adults include Black, Hispanic, Asian and other races besides White, as well as people who identify as more than one race. The sample sizes among Black, Hispanic and Asian workers who have affinity groups or ERGs at work are too small to analyze separately. ↩

## Social Trends Monthly Newsletter

Sign up to receive a monthly digest of the Center's latest research on the attitudes and behaviors of Americans in key realms of daily life



Sign Up

### REPORT MATERIALS

 Complete Report PDF

TABLE OF CONTENTS

**Diversity, Equity and Inclusion in the Workplace**

The value of DEI efforts at work

The importance of a diverse workforce

DEI measures and their impact

How gender, race and ethnicity impact success in the workplace

Acknowledgments

Methodology

RELATED

SHORT READ | MAR 30, 2023

About a third of U.S. workers who can work from home now do so all the time

---

REPORT | MAR 30, 2023

How Americans View Their Jobs

---

DATA ESSAY | MAR 1, 2023

The Enduring Grip of the Gender Pay Gap

---

SHORT READ | DEC 2, 2022

For today's young workers in the U.S., job tenure is similar to that of young workers in the past

---

REPORT | JUL 28, 2022

Majority of U.S. Workers Changing Jobs Are Seeing Real Wage Gains

TOPICS

Race & Ethnicity

Business & Workplace

Economics, Work & Gender

Gender & Work

- Asian Americans
- Black Americans
- Happiness & Life Satisfaction
- Racial Bias & Discrimination
- Whites
- Economy & Work
- Hispanics/Latinos
- Sexual Misconduct & Harassment
- Discrimination & Prejudice

MOST POPULAR

- 1 Most Asian Americans View Their Ancestral Homelands Favorably, Except Chinese Americans
- 2 Which U.S. Workers Are More Exposed to AI on Their Jobs?
- 3 8 facts about Americans and Twitter as it rebrands to X
- 4 China’s Approach to Foreign Policy Gets Largely Negative Reviews in 24-Country Survey
- 5 Most Americans favor restrictions on false information, violent content online







Pew Research Center 

1615 L St. NW, Suite 800  
Washington, DC 20036  
USA  
(+1) 202-419-4300 | Main  
(+1) 202-857-8562 | Fax  
[\(+1\) 202-419-4372](#) | [Media](#)  
[Inquiries](#)

RESEARCH TOPICS

- Politics & Policy
- International Affairs
- Immigration & Migration
- Race & Ethnicity
- Religion
- Age & Generations
- Gender & LGBTQ
- Family & Relationships
- Economy & Work
- Science
- Internet & Technology
- News Habits & Media
- Methodological Research
- [Full topic list](#)

FOLLOW US

-  [Email Newsletters](#)
-  [Instagram](#)
-  [Twitter](#)
-  [LinkedIn](#)
-  [YouTube](#)
-  [RSS](#)

**ABOUT PEW RESEARCH CENTER** Pew Research Center is a nonpartisan fact tank that informs the public about the issues, attitudes and trends shaping the world. It conducts public opinion polling, demographic research, media content analysis and other empirical social science research. Pew Research Center does not take policy positions. It is a subsidiary of [The Pew Charitable Trusts](#).

---

Copyright 2023 Pew Research Center   About   Terms & Conditions   Privacy Policy   Cookie Settings  
Reprints, Permissions & Use Policy   Feedback   Careers



BLOG DEI

# DEIB in the Workplace: How Leaders Can Promote Belonging

May 11, 2022 | Reading time: 14min

 BY KATE SUPER  
CONTENT WRITER



Do you have your magic wand handy? What if you learned that enacting *one thing* could [result in the following](#)?

- Increased job performance by 56%
- Reduction in turnover risk by 50%
- Increased [employer net promoter score](#) by 167%
- Promoting 18X more employees
- Reduction of used sick days by 75%

That one powerful game-changer is “belonging.” And while you can’t wave your wand to make it happen (sorry to lead you on there), your workplace environment *will* feel like a magical place once you prioritize your people’s feelings.

This intentionality is a part of DEI’s new rebrand to diversity, equity, inclusion, and belonging (DEIB). And while “belonging” may seem like an ambiguous term, it’s really not.

According to [Psychological Bulletin](#), belonging is the feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group or place. It’s the basic fundamental drive to form and maintain lasting, positive, and significant relationships with others.

## Share this



## Get in touch

Make one good decision that leads to a lot of others. Talk to ChartHop today.

Contact us





Sounds a little heavy, huh? It'd therefore be easy for leaders to say belonging isn't critical to company success or that they don't have time to develop a strategy for feelings. However, [34% of people](#) experience their greatest sense of belonging at their place of employment, and that number will [most likely continue to grow](#).

That's because remote work allows employees to live wherever they please. While "the world is your oyster" mentality may seem like a huge benefit, relocating also removes people from their established communities, such as their neighborhood, local associations, or favorite restaurants. As a result, people turn to their workplace to seek and establish connections.

Of course, employees can [take steps themselves](#) to find their people, but it's really not the same as leaders creating a culture of belonging. If anything, asking employees to find their own work friendships and respectful relationships creates silos and cliques that leads to further isolation.

Therefore, leaders should create a culture of belonging in the workplace, and can do so using these five approaches.

# 1. Foster a Workplace Culture That's Intentional About Belonging

Think about the workplace culture in the movie *The Wolf of Wall Street*. Yikes. That unhealthy atmosphere didn't develop overnight. Instead, it grew from toxic behaviors that weren't interrupted or challenged by leadership.

Adriana Roche, Chief People Officer at MURAL, believes that it's important for leaders to first define what they want their culture to look like before jumping in. [She explains](#): "Culture will happen whether you want it to or not, so it's really important to be deliberate about what kind of culture you want. Define your values, what do they mean in practice, and make sure you embed them into everything you do."

Establishing a strong workplace culture also includes [leadership walking the walk](#), [aligning departments](#), and facilitating clear and open communication.

Additionally, culture is not something you can establish without continuously revisiting, analyzing, and modifying it. Specifically, [Holly Danko](#), Chief People Officer at Unison, led an effort to embed DEIB into her company's culture as a measure to update internal policies and recruiting practices. With support from her leadership team, Danko achieved her goals, including creating transparency around DEIB data. As a result, Unison saw a positive impact on quarterly employee surveys, an increased eNPS score, and a more diverse, equitable, and inclusive company.

## Building a Diverse Workforce

It's easier to strengthen an inclusive workplace culture if you already have one. A trickier step is creating a culture with attributes that highlight DEIB initiatives, especially if your leadership and employees are relatively homogeneous.

While it's still incredibly important to strive for a diverse workforce, here's the hard truth: No one wants to be "the first."

Ivori Johnson, Director of DEIB at [ChartHop](#), warns that "it will most likely be uncomfortable for a new hire who identifies as underrepresented, especially if you are recruiting one person at a time instead of a class of new employees. But that's where intentional workplace culture comes in."

Consider the following after hiring someone from an underrepresented community:

- Do they feel comfortable speaking up?
- Are their ideas acknowledged?
- Do they have equal access to opportunities?
- Are you hiring the rest of the year to continue hiring underrepresented talent?
- How can you create community and connection for them early on?

Johnson concludes, "Asking these questions helps you support your first hire that identifies as underrepresented and ensure they're not your last."

In short, hiring a diverse workforce is important, but so is creating a culture in which they feel valued and want to stay. **Employing diverse talent is just one part of the process. Building a culture that's intentional about belonging makes employees feel heard, valued, and respected.**

# 2. Focus on Your People



Focusing on your people isn't hard if you lay the groundwork and continue to support employees at all levels. But doing so takes constant prioritization. However, when you take care of your people, everything – from employee engagement to operational scaling – reaps the benefits. AKA, this one good decision will lead to a lot of other ones.

There are many ways to create a sense of belonging and community for your employees. A few suggestions are:

**Build a Support Network.** This proven approach helps employees from “underrepresented racial and ethnic groups interpret daily challenges as common and surmountable,” says [Justin Dean](#), Managing Director and Partner of Boston Consulting Group.

**Create Employee Resource Groups (ERGs):** In addition to the above, ERGs are employee-led and help foster belonging and [psychological safety](#) at work.

**Survey Your Employees.** Asking your employees [experience-related questions](#) helps you understand what's working and what's not to help you make meaningful changes.

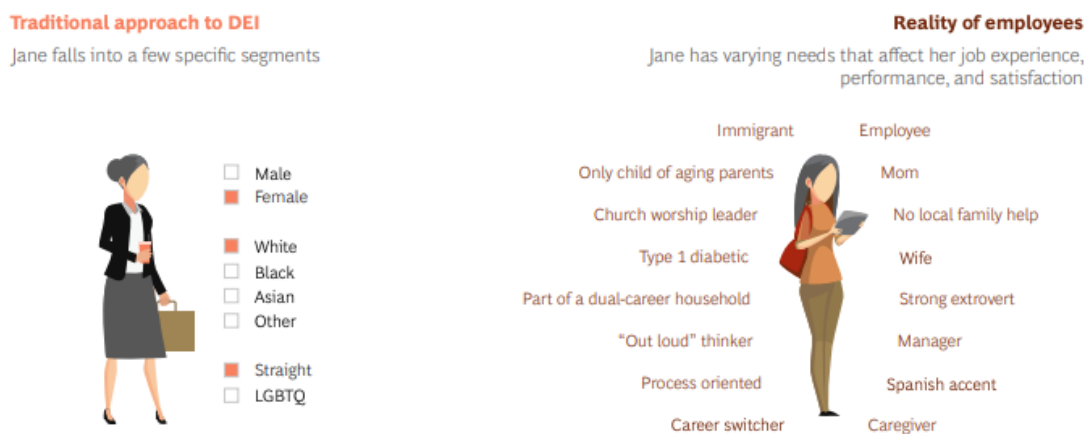
**Establish an Engaging Onboarding Process.** The employee experience starts well before new hires receive their first paycheck. Your [preboarding and onboarding processes](#) can help employees feel connected and welcomed the moment they join your company.

**Create a Company Culture Event Calendar.** [Bring awareness](#) to different religious, diversity, and inclusion days and events – such as Juneteenth and Hispanic Heritage Month. This will not only create a more informed, sensitive workplace environment, but also build internal traditions and provide more visibility into employees' social identities.

### 3. Acknowledge and Create Spaces for Employees’ Layered Identities

Race and gender are usually the first sub-groups People leaders consider when analyzing employee representation. But people are so much more than those noticeable boxes you can check off.

Boston Consulting Group believes that many businesses construct an overly simplistic approach to DEIB, which misses the multiplicity of identities – now and as employees age. Managing Director and Partner [Gabrielle Novacek](#) explains: “**Demographic factors** (like age, socioeconomic background, and immigrant status), **life context** (such as caregiver status or being part of a dual-career household), **and physical and mental differences** (such as physical disability, neurodiversity, chronic illness, mental health challenges, or even different personality or problem-solving styles) **can all play important roles in shaping who employees are when they come to work and how they experience the workplace.**”



*Traditional approaches to DEIB ignore the [intersectionality and layered identities](#) of your employees. By recognizing all aspects of your people, you'll create a more inclusive and personalized employee experience.*

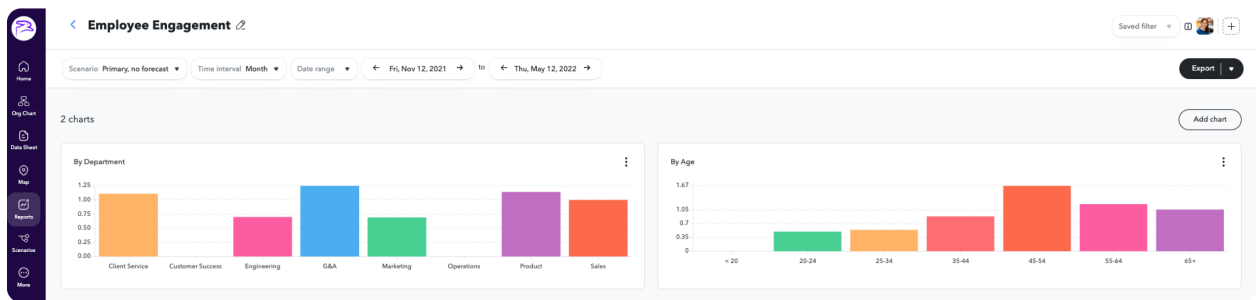
By acknowledging the reality of your employees' intersectionalities, you'll help them feel accepted and confident to be their true selves throughout the workday.

### 4. Encourage Engagement and Collaboration

Despite remote companies' best efforts, [loneliness is still a top concern](#) for work-from-home employees. It's therefore important to ensure your people make connections that help drive that sense of belonging. Additionally, there's a lot of evidence that points to how engagement directly correlates to profitability and productivity. Talk about a win-win.

One way to monitor employee engagement is through the use of [surveys](#), which can help leaders not only monitor the pulse of their people, but also spot commonalities and differences between departments.





*With the right technology, you can examine and break down your data to see how different populations within your workforce feel about topics like workplace culture, respect, and management support, all of which give insight to the desired result of belonging.*

There's other ways to observe employee engagement outside of survey results. Ben Harman, Chief of Staff at [Owl Labs](#), points to collaboration.

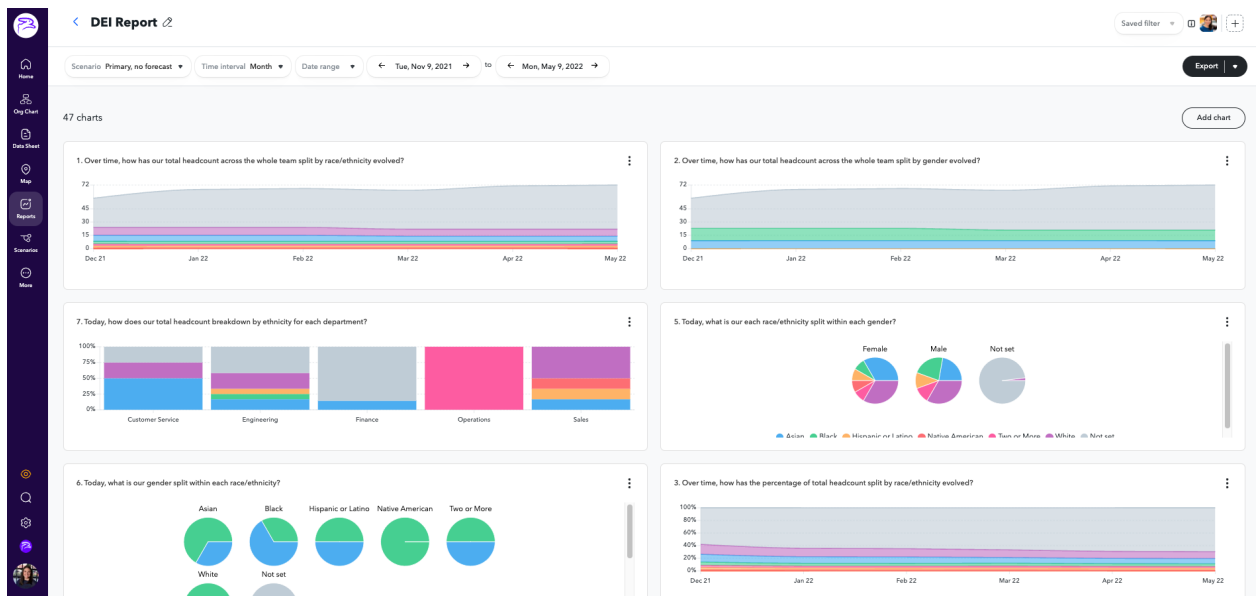
He suggests that team leads should design projects that encourage collaboration, not only because [diverse thinking leads to better results](#), but also because group work builds a stronger community. “Collaboration is a cyclical process,” he explains. “Working together gives people a sense of belonging from shared experiences. That leads to them feeling fulfilled, which makes them more open to collaborating again.”

## 5. Use Data to Drive Decisions

An advantage to concentrating on your People metrics is that you better understand your employee's needs as well as company and department-wide DEIB issues.

One way to discover and address DEIB disparities is to collect and compare your People data with various breakdowns, such as ethnicity by team or attrition by veteran status. It's crucial to use these aggregated reports to inspire company-wide initiatives and [drive action](#). Otherwise, if [leadership fails to address DEIB-related incidents](#), distrust and skepticism emerges, potentially resulting in churn or disengaged employees.

Luckily, with the right People Analytics platform, your leadership teams can compile the necessary metrics to make informed, data-driven decisions and communicate those throughout the organization.



*Identifying trends in your DEIB data allows you to set goals towards a more equitable, inclusive, and transparent organization.*

Perhaps equally important to quantitative data is qualitative data, as it provides “the why” behind the numbers. By instituting a [continuous performance management strategy](#), you can support your people, provide learning opportunities, and understand the behind-the-scenes to your reports.

[Erika Cosby](#), Senior Director at Grads of Life, agrees with the implementation of multiple touchpoints, saying leaders should take a comprehensive approach to understand the full breadth of DEIB problems. She reflects on when companies allow for meaningful conversations to take place: “We’ve seen companies unearth microaggressions, learn about numerous rejected promotion attempts, lack of sponsorship and support, and feelings of no clear career path. Employees openly shared difficulty in navigating environments which has led to low or no sense of belonging.”

Clearly, the combination of quantitative and qualitative data is critical when leading your company, making decisions, and ensuring that your people feel as if they belong.

## Leaders Should Take the First Step in Promoting Belonging at Work



People are named leaders for a reason. They drive change, model expected behaviors, and hold others accountable to company policies. They also know how to make employees feel heard, valued, and respected, all leading to a sense of belonging.

As companies now have to be more and more competitive to attract and retain a superior workforce, it's critical that they take their employees' feelings into consideration. And when leaders prioritize their people's sense of belonging, they'll see benefits not only at the individual level, but at the organizational one as well.

Interested in learning more about sustainable DEIB initiatives?

[Download the DEI Reporting Guide](#)

RELATED RESOURCES

Explore our latest blogs, eBooks, videos and more

[View all resources](#)

[BLOG](#) [DEI](#)



DEI vs. DEIB in the Workplace: What's the Difference?

When you commit to DEI, you're prioritizing your people. But leaders in the DEI field suggest taking it one step --and letter-- further. Introducing DEIB.

[BLOG](#) [DEI](#)





**4 DEIB Best Practices From a Leadership Perspective**

As the Director of Diversity, Equity, Inclusion, and Belonging, Ivori Johnson knows what works and what doesn't when it comes to DEIB initiatives. Read here take on best practices here.

[BLOG](#) [DEI](#)



**4 Ways to Celebrate Diversity and Inclusion in the Workplace**

Greater diversity and inclusion in the workplace fuels a wider range of ideas and expertise, helping evolve any organization's collective knowledge and overall mindset.





# The People Ops Weekly Newsletter

♥ by 4,000+ readers at people-first companies.

A 5-minute Friday email with curated ideas, stories, insights, and jobs from the world of People Ops at growing orgs.

EMAIL\*

Company Email

Subscribe

By submitting your info, you agree to opt-in to emails from ChartHop's newsletter, The People Ops Weekly.

## Make one good decision that leads to a lot of others

Sign up for a free demo today.

COMPANY EMAIL\*

email@company.com

HOW'D YOU HEAR

Request a demo



### Platform

- [Platform Overview](#)
- [People Analytics](#)
- [Org Chart](#)
- [Headcount Planning](#)
- [Surveys & Feedback](#)
- [Employee Tools](#)
- [Compensation Reviews](#)
- [Manager Tools](#)
- [Integrations](#)
- [Performance Reviews](#)
- [Security](#)
- [Recruiter Experience](#)

### Solutions

- [Solutions Overview](#)
- [Culture and Experience](#)
- [Performance Management](#)
- [Compensation Management](#)
- [Diversity, Equity & Inclusion](#)
- [Employee Engagement](#)
- [Org Planning](#)

### Resources

- [Customer Stories](#)
- [Blog](#)
- [Videos](#)
- [Insights](#)
- [The People Ops Community](#)
- [The People Ops Weekly Newsletter](#)

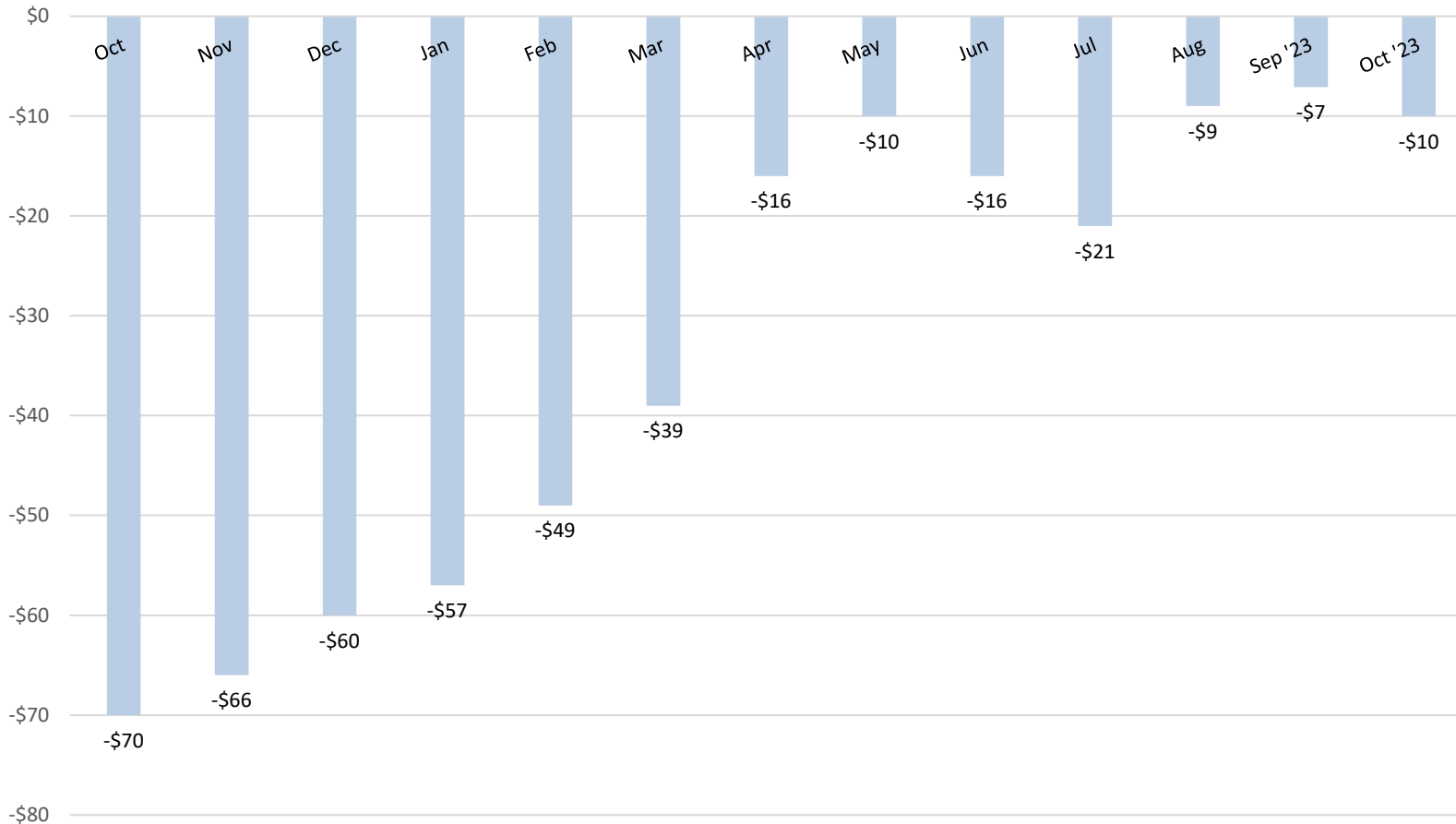
### About us

- [About Us](#)
- [Contact Us](#)
- [Press](#)
- [Careers](#)
- [Our Investors](#)
- [Leadership](#)
- [ChartHop Connect](#)
- [Pricing](#)



# Mixed Paper

Paper Pricing (per ton)



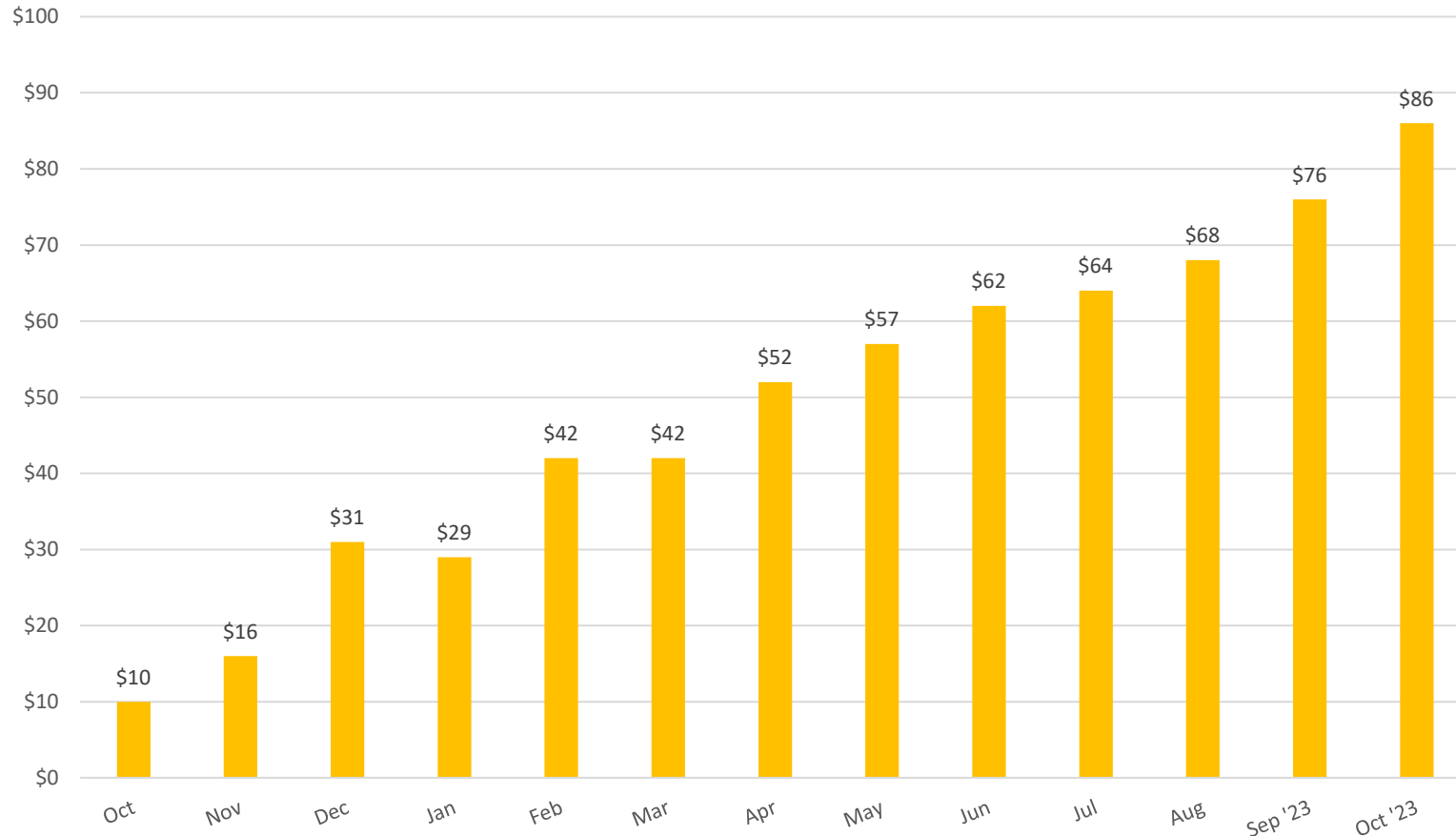
**86%  
increase**  
(Oct '22 to Oct  
'23)

*Markets & pricing are  
subject to fluctuation,  
due to supply &  
demand and  
transportation /  
shipping*

All information property of ecomaine

# Cardboard

Cardboard Pricing (per ton)



**760%  
increase**  
(Oct '22 to Oct '23)

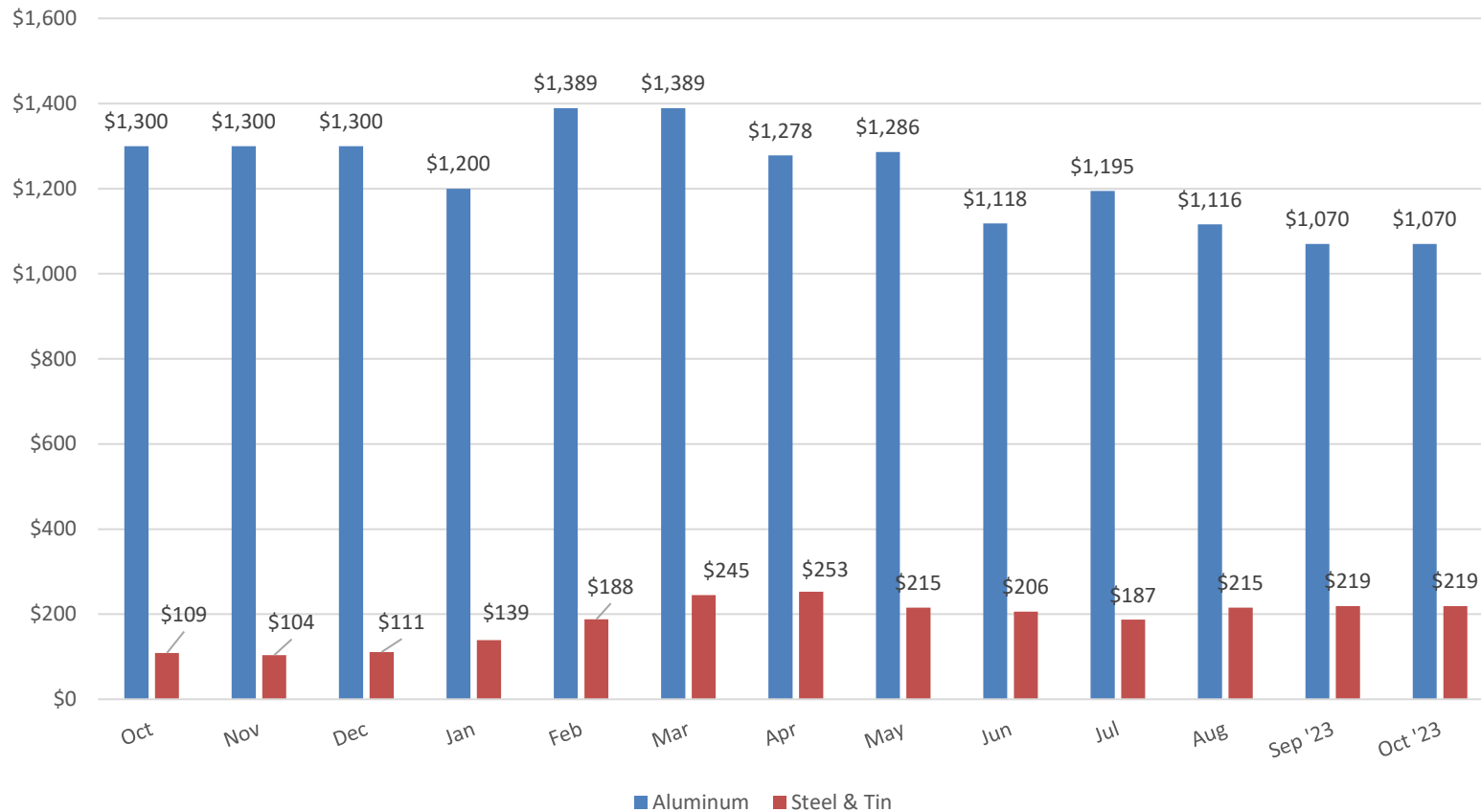
*Markets & pricing are  
subject to fluctuation,  
due to supply &  
demand and  
transportation /  
shipping*

*All information property of ecomaine*



# Metal

Metal Pricing (per ton)



**18% decrease**  
(Oct '22 to Oct '23)

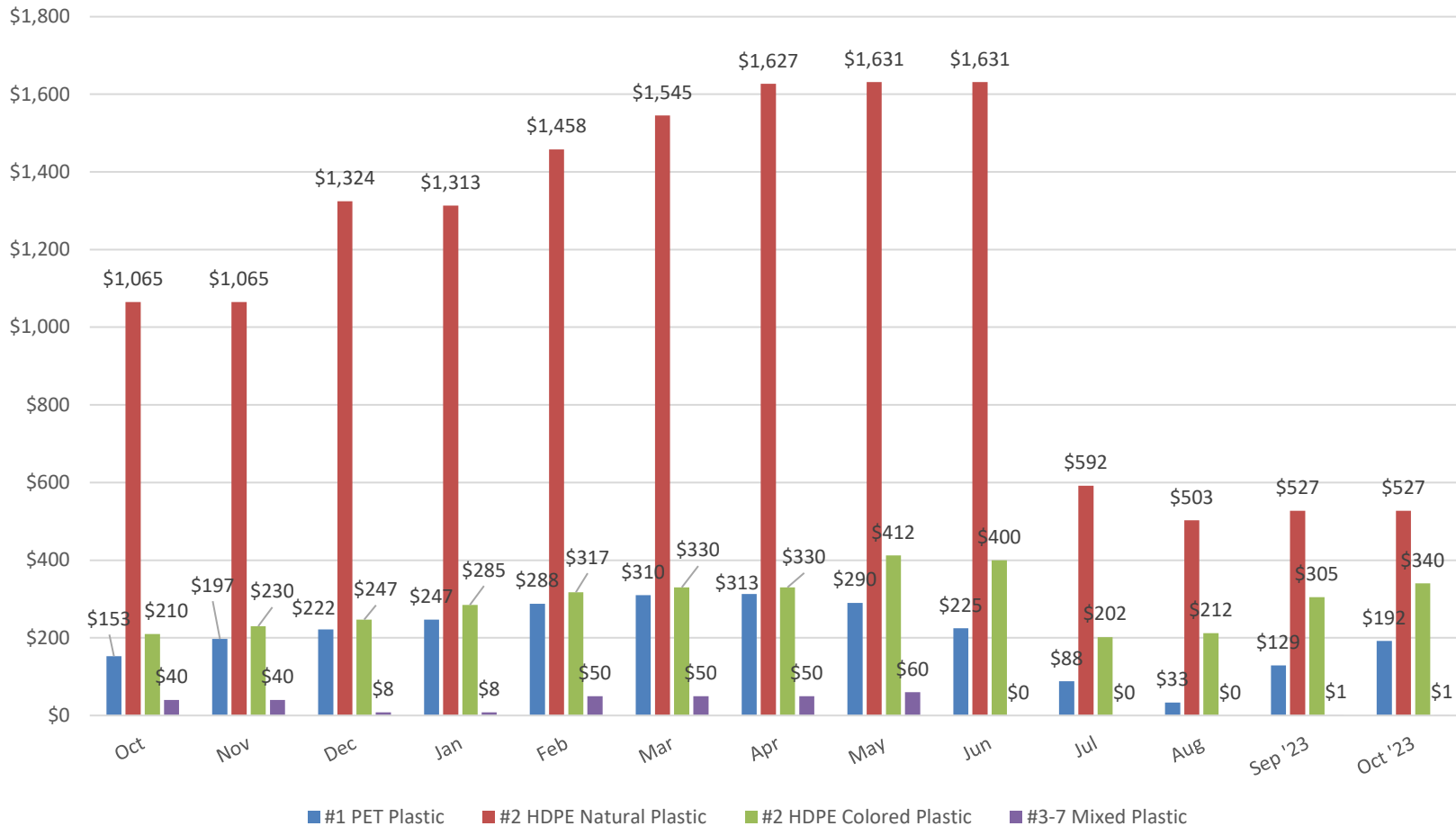
**101% increase**  
(Oct '22- Oct '23)

*Markets & pricing are subject to fluctuation, due to supply & demand and transportation / shipping*

All information property of ecomaine

# Plastics

Plastics Pricing (per ton)



**25% increase**  
(October '22 to October '23)

**51% decrease**  
October '22 to October '23

**62% increase**  
(October '22 to October '23)

**98% decrease**  
(October '22 to October '23)

*Markets & pricing are subject to fluctuation, due to supply & demand and transportation / shipping*

All information property of ecomaine