An Employer’s Guide to Embracing an Inclusive Workplace

In an inclusive workplace, individual and group differences are valued and leveraged. Embracing different backgrounds and perspectives increase talent development, innovation, and creativity.

Organizations that want to go beyond providing opportunities for equal employment and truly embrace an inclusive workplace understand that doing so is crucial for attracting and retaining talent and critical to business survival. For employers with affirmative action obligations, an Affirmative Action Plan (AAP) can provide a foundation to achieve their desired inclusion goals. Employers without affirmative action obligations can use their existing EEO activities as a catalyst to developing inclusion goals.

The following Guide links EEO practices with suggested inclusion and diversity strategies, tactics and measurements, along with the business value:

EEO Best Practices →	**Inclusion & Diversity Strategies, Tactics & Measurements →**	**Business Value**
Evaluation and Reporting • EEO-1 and Vets 4212 • Compensation Evaluation • Adverse Impact Analysis of hires, promotions and terminations • AAP (contractors)	Forecast and develop a strategically broad recruitment strategy Establish promotion goals and strategies Restructure compensation using evaluation as the basis Evaluate wage disparities by race, gender, age, etc. Chart and internally communicate mid-year progress toward diversity hiring and promotion goals Publish inclusion & diversity metrics in Board of Director (BOD) reports	Company vision and values reflect inclusion & diversity as a strength – internal and external branding Company strategies and initiatives reflect inclusive perspectives – internal and external branding Diverse talent pipeline ready to fill vacant positions; minimizes costs of turnover Greater interest in the company from competent applicants Improved utilization of the competencies of all employees; one study found engaged employees were as much as 43% more productive[1] Leadership team and BOD diverse in composition: “For every 10 percent increase in racial and ethnic diversity on the senior-executive team, earnings before interest and taxes (EBIT) rise 0.8 percent.”[2] “Having at least 30% of women in leadership positions, or the “C-suite,” adds 6% to net profit margin.” [3]

[1]http://www.diversityinc.com/diversity-management/how-diversity-and-inclusion-drives-employee-engagement/ [2]https://hbr.org/2013/12/how-diversity-can-drive-innovation [3]https://qz.com/612086/huge-study-find-that-companies-with-more-women-leaders-are-more-profitable/

EEO Best Practices→	Inclusion & Diversity Strategies, Tactics & Measurements →	Business Value
Recordkeeping and Retention • HRIS • Wage and Hour • Applicant Tracking • Employee Relations Documentation • Surveys	Evaluate retention by race, gender, age, etc. High level of employees self-identify Employer and employees are satisfied with accommodations Measurable reduction of employee complaints Measurable timely response/resolution to employee complaints Evaluate engagement surveys by race, gender, age, etc. Engagement survey results trigger company change initiatives Workplace improvements address areas of employee group concerns Unique employee talents and perspectives are noted within talent tracking systems to build cognitively diverse teams	Increased employee retention; one study claims the cost of losing a talented employee can be 400 times the annual salary[4] Reduced employee turnover; studies show investing in inclusion education produces greater than 100% return from reduced turnover[5] Increased employee engagement; engagement surveys show measurable improvements[1] Reduced employee absenteeism[6] Diverse workforce composition leads to increased productivity; gender diverse companies are 15% more likely to outperform gender uniform companies and ethnically diverse companies are 35% more likely to outperform racially uniform companies[7] Inclusive company culture: employees advocate for inclusion & diversity within the company Teams solve problems faster when they're more cognitively diverse[8]
Internal Dissemination • Policies • Posters • Handbook	Inclusion is articulated as a value and vision of the company Inclusion strategy is part of company's business plan and communicated internally Company leaders model and promote inclusion vision internally Inclusion is promoted by affinity groups Affinity groups active and growing Company recognizes inclusion initiatives Company recognizes accomplishments of diverse teams	Leaders drive inclusion initiatives within the company Company business decisions reflect inclusive thinking Company is more agile in thinking; operates with greater adaptability and flexibility in a rapidly changing marketplace. "Research provides compelling evidence that diversity unlocks innovation and drives market growth."[7] Recognized as an employer of choice company

[1]http://www.diversityinc.com/diversity-management/how-diversity-and-inclusion-drives-employee-engagement/ [4]https://www.eremedia.com/tlnt/what-was-leadership-thinking-the-shockingly-high-cost-of-employee-turnover/ [5]http://www.nxtbook.com/nxtbooks/mediatec/de_20110304/#/22 [6]http://www.degarmo.com/the-importance-of-organizational-diversity-cues-in-reducing-employee-absenteeism [7]http://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters [8] https://hbr.org/2017/03/teams-solve-problems-faster-when-theyre-more-cognitively-diverse [9]https://www.marketplace.org/2016/04/19/world/15-years-labor-shortages-predicted-us-economy

EEO Best Practices→	Inclusion & Diversity Strategies, Tactics & Measurements →	Business Value
External Dissemination • Job Postings • Recruiting Sources • Suppliers	Engage in inclusive community events and partnerships Sponsor corporate social responsibility efforts Establish diverse supplier program Design products and marketing with diverse appeal Invite recruiters and professional diversity groups to tour company Attend diversity focused job fairs	Leaders drive inclusion initiatives beyond the company Customers recognize company as provider of choice Company has increased understanding of diverse customer requirements Company gains and keeps greater/new markets with an expanded diverse customer base Company makes the news (in a good way)
Good Faith Efforts • Selection and Employment Procedures • Management Training • Leadership Development and Succession Planning • Workplace Culture	Integrate inclusion with manager/supervisor performance measures Train company on harassment prevention, workplace respect, and unconscious bias awareness Train managers in unbiased interviewing techniques Incorporate inclusion & diversity training in new employee onboarding Focus development opportunities around affinity employee groups Design unconventional career paths that support an inclusive workplace Select diverse candidates for leadership training and professional development opportunities Form mentorships between dissimilar employees Create cross functional teams Sponsor inclusion related employee events Provide applicable accommodations in meetings and/or company events	Diverse pool of trained internal talent Advancement decisions reflect talent and diversity Inclusive and diverse succession plan Diverse candidates prepared for and fill senior leadership positions Company is well prepared for predicted employee shortage[9] Manager's decisions promote inclusivity, collaboration and innovation among their employees Employees use their strengths more frequently Increased efficiency in business operations Employee collaboration demonstrates "We belong together"

[9] https://www.marketplace.org/2016/04/19/world/15-years-labor-shortages-predicted-us-economy