

## The Role of Government and Employers

This section of the report details what workers think about the role of government and employers in managing diversity, equity, and discrimination issues, and their experiences with diversity, equity, and discrimination initiatives, describing key similarities and differences among workers by personal income, wage type, gender, and age.

### The Role of Government

#### *On Diversity and Equity*

**Of workers who say racial and ethnic diversity is essential or important in private companies, 53% of Black, 40% of Latino, and 39% of Asian-American workers, and just 25% of White workers, say government helping employers increase diversity is a proper role for government.** For all workers, 33% say they agree that government should help increase diversity in workplaces, 30% say the situation depends, and 12% say they are unsure. One in four say that it is not the proper role of government to help increase diversity in workplaces (Table 73).

#### Question:

***Should government help employers increase racial and ethnic diversity in workplaces, or is this not a proper role for government?***

	U.S. Workers	Asian-American Workers	Black Workers	Latino Workers	White Workers
Government should help increase diversity	33%	39%	53%	40%	25%
Not a proper role for government	25%	18%	11%	17%	32%
Depends	30%	33%	26%	29%	31%
Don't know	12%	10%	10%	13%	12%

**Table 73: Percent Government Should Help Increase Diversity, by Race and Ethnicity**

A majority of Black workers endorse required government action, and there are only slight differences when asking about government helping employers versus requiring employers increase diversity:

- One in four U.S. workers (27%) say government should **require** employers to maintain a certain level of racial and ethnic diversity in workplaces today; another 25% say it depends. Thirty-six percent say that it is not the proper role of government to require employers to have a certain level of racial and ethnic diversity in their workplaces (Table 74).

- When asked in 2002, 56% of all workers strongly or somewhat agreed that employers should be required by law to maintain a certain level of diversity, with another 25% saying they strongly disagreed.<sup>29</sup> In 2023, 33% of U.S. workers, 36% of Asian-American workers, 52% of Black workers, 37% of Latino workers, and 17% of White workers say requiring diversity is a proper role for government (Table 74).

## Question:

*Should government require employers maintain a certain level of racial and ethnic diversity in workplaces, or is this not a proper role for government?*

	U.S. Workers	Asian-American Workers	Black Workers	Latino Workers	White Workers
Government should require diversity	27%	36%	52%	37%	17%
Not a proper role for government	36%	26%	15%	26%	46%
Depends	25%	27%	24%	22%	26%
Don't know	11%	10%	9%	14%	10%

Table 74: Percent Government Should Require Increased Diversity, by Race and Ethnicity

**Of those who say that racial and ethnic equity is important or essential in private companies, Black workers are about twice as likely to say that government should help employers increase racial and ethnic equity in workplaces compared to White workers (54% vs. 28%, respectively) (Table 75), and that government should require that employers increase racial and ethnic equity in companies and organizations (51% vs. 21%) (Table 76).** Forty-two percent of White workers who say racial and ethnic equity is important in workplaces today also say government shouldn't require employers to increase equity.

**Of workers who think that racial and ethnic discrimination is a major problem in workplaces today, workers are split on the role of government in helping increase racial and ethnic diversity in workplaces.** For example, 50% say government should help increase racial and ethnic diversity in workplaces, while 10% say no and 39% say the situation depends or they don't know. Of workers who think racial and ethnic discrimination is not a problem in workplaces today, 17% say government should help increase racial and ethnic diversity in workplaces, while 53% say no and 30% say the situation depends or they don't know.

**When asked about the role that unions play, half of Black workers say workers need unions to help increase racial and ethnic equity in workplaces (51%), compared to 41% of Asian-American, 40% of Latino, and 29% of White workers.** Three in 10 White workers say they disagree that workers need unions (30%), nearly four times as many as Black workers (8%). Four in 10 of all workers say they neither agree nor disagree.

**Question:**

***Should government help employers increase racial and ethnic equity in workplaces, or is this not a proper role for government?***

	U.S. Workers	Asian-American Workers	Black Workers	Latino Workers	White Workers
Government should help increase equity	35%	44%	54%	41%	28%
Not a proper role for government	25%	17%	11%	20%	30%
Depends	28%	27%	25%	27%	30%
Don't know	10%	10%	8%	12%	10%

**Table 75: Percent Government Should Help Increase Equity, by Race and Ethnicity**

**Question:**

***Should government require employers to increase racial and ethnic equity in workplaces, or is this not a proper role for government?***

	U.S. Workers	Asian-American Workers	Black Workers	Latino Workers	White Workers
Government should require equity	30%	37%	51%	38%	21%
Not a proper role for government	33%	25%	13%	26%	42%
Depends	25%	27%	25%	24%	25%
Don't know	11%	9%	9%	12%	12%

**Table 76: Percent Government Should Require Increased Equity, by Race and Ethnicity**

**On Discrimination**

**There is broad support for laws that protect workers from discrimination.** As seen in Table 77, most U.S. workers who say racial and ethnic discrimination is a major or minor problem in private workplaces (74%) say it is necessary to have laws to protect people from discriminating in hiring because of race and ethnicity; 70% also say it is necessary to have laws to protect people from discriminating in promotions. Another 8% and 10%, respectively, of workers say that they are unsure if laws are needed. These numbers are similar to 2000, when CBS News reported that 66% of U.S. adults indicated that laws protecting “minorities” from discrimination in hiring and promotion was necessary, an increase from 57% in 1995, when asked about “racial minorities” (CBS News/New York Times, 1995a; CBS News/New York Times, 1995b; CBS News, 2000).

Nine in 10 Black workers age 45 and over (89%) and 6 in 10 White workers age 45 and over (66%) say laws protecting against discrimination in promotions are necessary.

### Question:

*These days, do you think it is necessary to have laws to protect people from discrimination in hiring/promotions at work because of race or ethnicity, or not?*

	U.S. Workers	Asian-American Workers	Black Workers	Latino Workers	White Workers
Necessary to have laws to protect people from discriminating in hiring	74%	75%	83%	74%	72%
Necessary to have laws to protect people from discriminating in promotions	70%	70%	82%	70%	68%

**Table 77: Necessary to Have Laws Against Discrimination in Hiring/Promotions, by Race and Ethnicity**

### Opinions by party identification on government, unions, and diversity

Twice as many Democrats as Republicans say government should help employers increase racial and ethnic diversity and equity. A large majority – 71% of Democrats – say they strongly agree or agree that the diversity of a company should reflect the diversity of a community, compared to 53% of Republicans and 48% of Independents/workers who do not align with either Democrats or Republicans (see Table 78).

	Democrat	Independent/Neither	Republican
Government should help employers increase racial and ethnic diversity (% yes/% depends)	43%/35%	27%/29%	20%/24%
Government should help employers increase racial and ethnic equity (% yes/% depends)	49%/32%	29%/28%	18%/25%
Government should require certain level of racial and ethnic diversity (% yes/% depends)	35%/30%	24%/25%	18%/16%
Government should require increased racial and ethnic equity (% yes/% depends)	39%/29%	25%/25%	18%/19%
Workers need unions to help increase racial and ethnic equity (% agree)	47%	24%	20%
Diversity should reflect diversity of community (% agree)	71%	48%	53%
Unweighted sample size	1,804	623	846

Table 78: Opinions about the Role of Government, Unions, and Diversity, by Party ID

## The Role of Employers

### *On Diversity*

**A majority of workers say that their workplaces value racial and ethnic diversity, and agree that they want to work for a company that values diversity. Black workers are more likely to say they want to work for a company that values diversity, rather than reporting that their current workplaces do value it.** For example, while 73% of Black workers say that they want to work for a company that values racial and ethnic diversity, 57% say the same about their current company.

When tabulated by personal income, White, Black, and Latino workers earning at least \$50,000 annually are more likely to say that their company values racial and ethnic diversity, compared to workers earning less than \$50,000 annually. And 76% of White salaried workers agree their company values racial and ethnic diversity, compared to 59% of White hourly workers, 64% of non-White salaried workers, and 57% of non-White hourly workers.

## On how seeing examples of valuing diversity affected one worker of color's job choice

"[In my] last two workplaces, [there was a] diversity/inclusion department that concentrates on that portion. A manager that runs the department, they reach out to others to join a 'club' and make champions of those people, and pick champions in the field and in the office, and those champions will go out and spread the word.

Make sure to know you matter, doesn't what you look like, where you are. That's the reason why I picked the last two companies I worked with. I see that they're trying. They're not just saying it to check a box. Companies say, "Oh yeah, we do that." They're actually doing it and it's part of their culture."

- Asian American male working in a nonprofit

Two-thirds of all workers (61%) say they agree that the diversity among a company or organization's employees should reflect the diversity of the company's location; there are no differences by race or ethnicity in the survey (Table 79). This finding is comparable to the Heldrich Center's study in 2002, when 63% of the labor force said they agree. White, Black, and Latino workers making at least \$50,000 per year are more likely to say that this should be the case.

### Question:

*Please indicate how much you agree or disagree with the following statement: the diversity among a company/organization's employees should reflect the diversity of the city or community in which it is located.*

	U.S. Workers	Asian-American Workers	Black Workers	Latino Workers	White Workers
Agree	61%	67%	65%	62%	60%
Neither agree nor disagree	32%	25%	28%	33%	34%
Disagree	6%	8%	7%	4%	7%

**Table 79: Diversity in Company Should Reflect Location's Diversity, by Race and Ethnicity**

**However, just 20% of workers say race and ethnicity should be taken into account when companies hire workers in order to increase diversity in the workplace;** 79% believe only a person's qualifications should be considered in hiring. Black workers (32%) are more likely than all others to say they think race and ethnicity should be taken into account in hiring, compared to Asian-American (24%), Latino (22%), and White workers (17%) (Table 80).

## Question:

*When it comes to hiring, some people think a person's race and ethnicity should be taken into account, in addition to their qualifications, in order to increase diversity in the workplace. Other people think a person's qualifications should only be taken into account, even if it results in less diversity in the workplace. Which comes closer to your views?*

	U.S. Workers	Asian-American Workers	Black Workers	Latino Workers	White Workers
% race and ethnicity should be taken into account	20%	24%	32%	22%	17%
% qualifications only	79%	75%	67%	77%	82%

**Table 80: Percent Agree Race and Ethnicity Should be Taken into Account When Hiring to Increase Diversity, by Race and Ethnicity**

## On Equity

Similar to 2002 when the Heldrich Center found that 21% of Americans agreed that Blacks and Latinos should receive preference over equally qualified candidates for jobs because of past discrimination, in the 2022 survey, 16% of U.S. workers say that people of color should be given preference in hiring (Table 81). Black and non-White salaried workers are more likely to say that people of color should be given preference because of past discrimination, compared to all other workers.

## Question:

When it comes to [hiring/promotions], some people think people of color should be given preference because of past discrimination. Other people think preference in hiring/promoting of people of color is wrong because it discriminates against workers of other races and ethnicities. Which comes closer to your views?

	U.S. Workers	Asian-American Workers	Black Workers	Latino Workers	White Workers
% yes - Hiring (asked of unfair treatment wording half-sample)	16%	17%	37%	17%	12%
% yes - Promotions (asked of discrimination wording half-sample)	13%	15%	30%	15%	8%

**Table 81: People of Color Given Preference Because of Past Discrimination, by Race and Ethnicity**

**When asked about equity in a different way – whether workers favor or oppose “recruitment, outreach, mentorship, or other programs that better assure people of color are treated equally in pursuit of job opportunities” in workplaces – 47% of workers say they favor them while 35% of workers say they have no opinion (Figure 18).**

- When tabulated by workers’ race and ethnicity, Black workers (65%) are more likely than Asian-American (50%), Latino (45%), and White workers (44%) to say they favor equity. When disaggregated by income and salary type:
  - ▶ 73% of Black workers earning at least \$50,000 per year say they favor these programs, compared to 57% of Black workers who earn less than \$50,000 per year.
  - ▶ 53% of salaried White workers favor these programs, compared to 39% of White hourly workers. Sixty percent of salaried non-White workers are in favor of equity programs, compared to 51% of non-White hourly workers.

**65% of Black workers say they favor “recruitment, outreach, mentorship, or other programs that better assure people of color are treated equally in pursuit of job opportunities”**

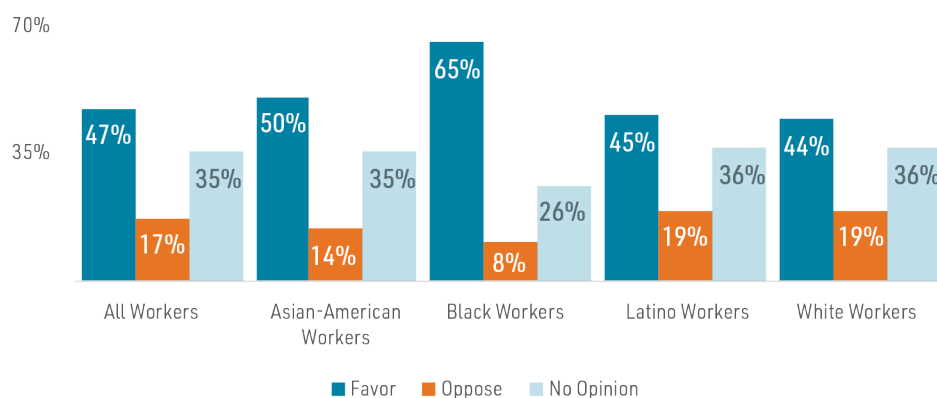


Figure 18: Percentage of Workers Favoring Equity Programs, by Race/Ethnicity

## Speaking Out Against Discrimination

**Majorities of workers say they want to work for companies that speak out against racial and ethnic discrimination: 68% of Black, 66% of Asian-American, 56% of Latino, and 54% of White workers (Figure 19).** However, fewer Black (47%) and Asian-American (52%) workers say they work in places where that is actually the case. Forty-nine percent of Latino and 51% of White workers say their company speaks out against racial and ethnic discrimination.

- Forty-nine percent of White workers who earn less than \$50,000 annually say they want to work for a company that speaks out against racial and ethnic discrimination, while 35% say they agree that their company/organization does so. And **64% of Black workers who earn less than \$50,000 annually say they want to work for a company that speaks out against racial and ethnic discrimination, while 42% say this is actually the case where they work (Table 82).**

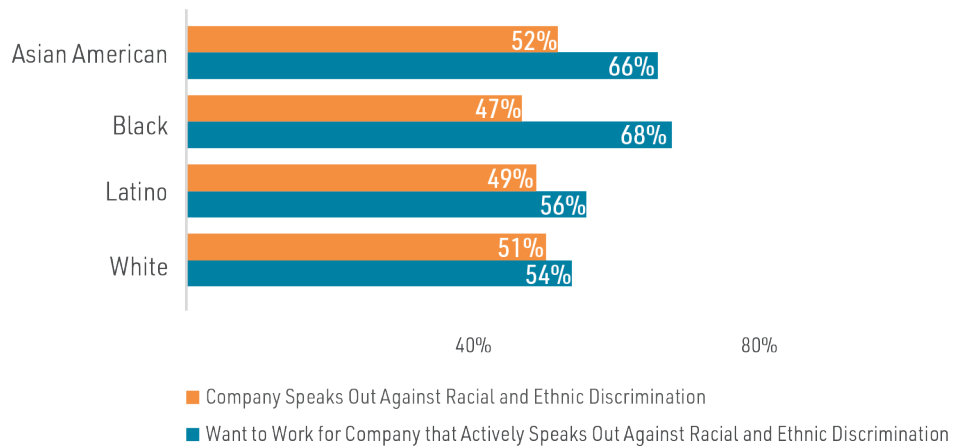


- ▶ For Black workers making at least \$50,000 per year, 72% want this, and 51% say this happens (Table 82). Salaried workers are more likely to say that their companies and organizations speak out against discrimination, compared to hourly workers, and that they want to work for companies that do this (Table 83).

**Question:**

*How much do you agree or disagree with the following statements? My company/organization actively speaks out against racial and ethnic discrimination/I want to work for a company/organization that speaks out against racial and ethnic discrimination. (Excludes not applicable responses.)*

**68% of Black workers say they want to work for a company that speaks out against racial and ethnic discrimination;  
47% of Black workers say their company does actively speak out**



**Figure 19: Percentage of Workers Who Agree They Want to Work for Company That Actively Speaks Out Against Discrimination vs. Percentage of Workers Who Agree Own Company Does Speak Out Against Discrimination, by Race and Ethnicity**

**Question:**

*How much do you agree or disagree with the following statements? My company/organization actively speaks out against racial and ethnic discrimination. I want to work for a company/organization that speaks out against racial and ethnic discrimination.*

	Asian-American Workers <\$50K	Asian-American Workers \$50K+	Black Workers <\$50K	Black Workers \$50K+	Latino Workers <\$50K	Latino Workers \$50K+	White Workers <\$50K	White Workers \$50K+
% agree want to work for company that speaks out against discrimination	67%	66%	64%	72%	53%	59%	49%	56%
% strongly agree	26%	33%	39%	39%	24%	35%	17%	27%
% agree company actively speaks out against discrimination	49%	52%	42%	51%	42%	56%	35%	57%
% strongly agree	12%	22%	20%	22%	17%	30%	15%	25%

**Table 82: Percent Agree Want to Work for Company That Speaks Out Against Discrimination vs. Company That Does Actively Speak Out, by Race and Ethnicity and Household Income**

**Question:**

*How much do you agree or disagree with the following statements? My company/organization actively speaks out against racial and ethnic discrimination. I want to work for a company/organization that speaks out against racial and ethnic discrimination.*

	White Workers Salary	White Workers Hourly	Non-White Workers Salary	Non-White Workers Hourly
% agree want to work for company that actively speaks out against discrimination	63%	47%	68%	58%
% strongly agree	32%	19%	36%	30%
% agree company actively speaks out against discrimination	65%	41%	57%	45%
% strongly agree	32%	17%	26%	18%

**Table 83: Percent Agree Want to Work for Company That Speaks Out Against Discrimination vs. Company That Does Actively Speak Out, by Race and Ethnicity and Hourly/Salary**

*Policies and Programs*

**About half of U.S. workers say their workplaces have policies or programs related to diversity, equity, and inclusion, or reducing discrimination (50%). A quarter (24%) say they are unsure** (Table 84).

**Question:**

*As far as you know, does your current company/organization have policies, procedures, or programs related to racial and ethnic diversity, racial and ethnic equity, inclusion, or discrimination?*

	U.S. Workers	Asian-American Workers	Black Workers	Latino Workers	White Workers
% yes	50%	49%	43%	46%	53%
% no	25%	29%	31%	29%	22%
% don't know	24%	20%	23%	24%	25%

**Table 84: Percent Company Has Policies Related to Equity, Inclusion, Diversity, or Reducing Discrimination, by Race and Ethnicity**

Older workers are more likely to say they have policies, procedures, or programs related to diversity, equity, and inclusion, or discrimination: 57% of Black workers who are age 45 and over say they have these policies, compared to 35% of Black workers ages 18 to 44 (there are statistically significant differences compared to all ages and races/ethnicities, with the exception of Latino workers ages 18 to 44). Fifty-eight percent of White workers age 45 and over say they have these policies, procedures, or programs compared to 48% of White workers ages 18 to 44 (Table 85.)

## Question:

***As far as you know, does your current company/organization have policies, procedures, or programs related to racial and ethnic diversity, racial and ethnic equity, inclusion, or discrimination?***

	Asian- American Workers 18-44	Asian- American Workers 45+	Black Workers 18-44	Black Workers 45+	Latino Workers 18-44	Latino Workers 45+	White Workers 18-44	White Workers 45+
% company has policies	46%	54%	35%	57%	42%	53%	48%	58%
% no	33%	24%	40%	18%	32%	22%	25%	19%
% don't know	19%	20%	23%	24%	25%	23%	26%	23%

**Table 85: Percent Company Has Policies Related to Equity, Inclusion, Diversity, or Reducing Discrimination, by Race and Ethnicity and Age**

Sixty percent of White workers who make at least \$50,000 annually say their company has policies related to diversity, equity, and inclusion, or discrimination. Thirty-six percent of Black workers earning less than \$50,000 annually say the same (Table 86). Salaried workers are more likely than hourly workers to say they have such policies or programs (Table 87).

Of workers who say their company does not have these policies, most say their companies do not have them because these issues are not a problem, or they don't know (Table 88).

**Most workers say these policies make workplaces better; help increase equity, diversity, and inclusion; and reduce discrimination, with little or no differentiation between these descriptors or among workers. Forty-eight percent of workers say the policies do enough, and 1 in 10 (13%) say they go too far** (Table 89).

Employer policies regarding equality of treatment, anti-discrimination, and required training are the most common strategies associated with increasing diversity and/or equity or reducing discrimination in workplaces, according to U.S. workers. In workers' own companies/organizations, employee surveys and policies are thought to be the most helpful if instituted in their own workplaces, though there is little variation between the various items.

**Question:**

*As far as you know, does your current company/organization have policies, procedures, or programs related to racial and ethnic diversity, racial and ethnic equity, inclusion, or discrimination?*

	Asian-American Workers <\$50K	Asian-American Workers \$50K+	Black Workers <\$50K	Black Workers \$50K+	Latino Workers <\$50K	Latino Workers \$50K+	White Workers <\$50K	White Workers \$50K+
% company has policies	48%	49%	36%	51%	37%	54%	36%	60%
% no	28%	30%	36%	27%	33%	25%	25%	20%
% don't know	22%	19%	26%	20%	29%	19%	38%	19%

**Table 86: Percent Company Has Policies Related to Equity, Inclusion, Diversity, or Reducing Discrimination, by Race and Ethnicity and Household Income**

**Question:**

*As far as you know, does your current company/organization have policies, procedures, or programs related to racial and ethnic diversity, racial and ethnic equity, inclusion, or discrimination?*

	White Workers Salary	White Workers Hourly	Non-White Workers Salary	Non-White Workers Hourly
% company has policies	66%	53%	59%	46%
% no	16%	20%	27%	24%
% don't know	17%	27%	14%	28%

**Table 87: Percent Company Has Policies Related to Equity, Inclusion, Diversity, or Reducing Discrimination, by Race and Ethnicity and Hourly/Salary**

**Question:*****Why doesn't your company/organization have these policies?***

	U.S. Workers	Asian-American Workers	Black Workers	Latino Workers	White Workers
% not a priority	11%	15%	15%	15%	8%
% not a problem	49%	54%	42%	39%	55%
% don't know	39%	31%	44%	44%	37%

**Table 88: Percent Company Without Policies Related to Equity, Inclusion, Diversity, or Reducing Discrimination Because Not a Priority or Not a Problem, by Race and Ethnicity**

**Question:*****Would you say these policies, procedures, or programs...?***

	U.S. Workers	Asian-American Workers	Black Workers	Latino Workers	White Workers
Help make your workplace a better place to work	60%	69%	69%	65%	57%
Help increase racial and ethnic equity at work	58%	65%	62%	67%	55%
Help reduce what you consider to be discrimination because of race or ethnicity at work	58%	67%	65%	66%	54%
Help increase inclusion at work	57%	67%	63%	63%	54%
Help increase racial and ethnic diversity at work	56%	64%	63%	60%	52%
Do enough	48%	48%	48%	52%	46%
Go too far	13%	15%	12%	11%	13%

**Table 89: Percent Agree, Various Descriptors re: Company Has Policies Related to Equity, Inclusion, Diversity, or Reducing Discrimination, by Race and Ethnicity**

## Company size

Compared to workers in smaller companies, workers in larger companies are more likely to say that:

- their workplace has racial and ethnic diversity (78% of workers in companies with 250+ employees, 68% in companies with 50 to 249 employees, and 59% in companies with 1 to 49 employees);
- their company/organization actively speaks out against racial and ethnic discrimination (60% of workers in companies with 250+ employees agree, 42% in companies with 50 to 249 employees, and 33% of companies with 1 to 49 workers);
- values diversity (69% of workers in companies 250+ employees agree, 56% in companies with 50 to 240 employees; and 50% in companies with 1 to 49 employees); and
- the company has various policies such as required training, a clear anti-discrimination policy, and an anonymous hotline (see Table 90).

	1-49 Employees	50-249 Employees	250+ Employees
Required training for current employees	22%	43%	61%
Policies to ensure equality in pay, hiring, or promotions	28%	44%	54%
Clear anti-discrimination policy	41%	61%	74%
Anonymous hotline	17%	34%	52%
Unweighted sample size	1,178	771	1,323

**Table 90: Percent Has Policies/Procedures/Programs in Workplace, by Company/Organization Size**

Table 91 shows responses based on workers who say racial and ethnic discrimination at their workplaces is a problem, and they have a policy, program, or practice in place.

## Question:

*What about your workplace? How helpful are the following things for reducing discrimination in your workplace? Based on respondents who say racial discrimination is a problem in own workplace and has the named program or policy...*

	Have Policy/ Program	Is Very/ Somewhat Helpful in Own Company	Is Very Helpful in Own Company
Required training given regularly	40%	79%	40%
Required training at hiring	39%	79%	38%
Optional training	31%	75%	30%
<b>Policies to ensure "equality" in pay/hiring/promotions</b>	<b>41%</b>	<b>89%</b>	<b>50%</b>
Group - taskforce/committee	27%	83%	41%
Anonymous hotline/way to report discrimination	33%	79%	41%
Mentoring program or way for employees to obtain a mentor	27%	84%	42%
<b>Clear anti-discrimination policy</b>	<b>57%</b>	<b>83%</b>	<b>53%</b>
Single person responsible for diversity, equity, inclusion, or discrimination issues	21%	78%	35%
Required training for White managers, supervisors, or other leaders	16%	82%	46%
Employee surveys	34%	81%	42%

**Table 91: Percent Have Various Policies/Programs, Helpful, U.S. Workers**



There are no differences by race and ethnicity when asking about knowledge of these policies, practices, or programs in workplaces. About 7 in 10 workers say they have at least one of the proposed policies, practices, or programs in place (Table 92).

## Question:

### *Do you have any of the following at work, or not?*

Yes, Number of Listed Programs	Asian-American Workers	Black Workers	Latino Workers	White Workers
<b>0</b>	<b>25%</b>	<b>28%</b>	<b>31%</b>	<b>28%</b>
1	7%	10%	11%	11%
2	8%	7%	8%	9%
3	8%	8%	10%	8%
4	7%	11%	7%	7%
5	6%	6%	7%	7%
6	7%	5%	6%	6%
7+	33%	25%	20%	24%
Total	100%	100%	100%	100%
All	6%	5%	4%	4%

**Table 92: Percent Have Various Policies/Programs, Based on Race and Ethnicity**

When asked about workplaces in general, policies are again thought to be the most helpful in reducing discrimination in workplaces today, particularly by Black workers (Table 93).

## Question:

*You said you think discrimination is a problem in workplaces today. How helpful would the following things be to reduce discrimination in workplaces today?*

	U.S. Workers	Asian-American Workers	Black Workers	Latino Workers	White Workers
Required training given regularly	35%	34%	45%	42%	30%
Required training at hiring	36%	33%	47%	42%	32%
Optional training	27%	28%	41%	35%	20%
<b>Policies to ensure "equality" in pay/hiring/promotions</b>	<b>49%</b>	<b>48%</b>	<b>53%</b>	<b>48%</b>	<b>49%</b>
Group - taskforce/committee	30%	32%	43%	36%	25%
Anonymous hotline/way to report discrimination	38%	37%	49%	42%	34%
Mentoring program or way for employees to obtain a mentor	35%	34%	43%	39%	32%
<b>Clear anti-discrimination policy</b>	<b>57%</b>	<b>54%</b>	<b>58%</b>	<b>55%</b>	<b>58%</b>
Single person responsible for diversity, equity, inclusion, or discrimination issues	24%	25%	36%	30%	19%
Required training for white managers, supervisors, or other leaders	30%	29%	41%	38%	25%
Employee surveys	39%	37%	48%	42%	36%

**Table 93: Percent Would Be Very Helpful to Reduce Discrimination in Workplaces Today, by Race and Ethnicity**

## Voices of Workers

In the individual interviews conducted for this study, workers discussed how their own experiences with diversity, equity, inclusion, and discrimination affected their opinions of and experiences with diversity, equity, and inclusion practices in their own workplaces, especially how leadership and culture in conjunction with training and other practices are critical to actively addressing these issues. For example, the value of a single program, practice, or policy was often brought up as less impactful, compared to the combination of various initiatives along **with** the role that company culture and strong leadership plays in carrying out those programs, practices, and policies. Workers described how their experiences with diversity and discrimination led to change, or not, either within the organization or ultimately leading them to look for another job. These descriptive snapshots offer the important perspectives of workers to help justify what action steps employers might take to improve the workplace for all employees, especially workers of color.<sup>30</sup> The interview guides used for these conversations can be found in Appendix D.

### **On the relationship between unintentional acts of racial and ethnic discrimination, and the burden on employers to provide training, because every workplace's culture is different**

"I believe this individual didn't know better. He thought it was just normal, fun and play and whatever the case may be. But it could have been because of the fact he's not used to working in this type of environment, the slightest thing can turn into the biggest thing. He might have worked at a smaller company that doesn't have many individuals like that. I know for myself I've worked in numerous locations that basically has harassment and discrimination courses. Not every employer has that. People go to work and they don't have the proper training they have to have to make it a safe environment at work. Once that was brought to life, supervisor told him you cannot do that. If you want to mess with someone outside of work, outside of our walls, more power to you., but when you're in these walls, you have to respect the people you work with. Just like any other place, everyone has zero tolerance of this kind of stuff."

- Latino male technical worker

### **On the role that culture plays in linking diversity, equity, and reducing discrimination**

"I think besides doing some self-reflection, I think this model of (diversity, equity, and inclusion training) once a year and then everyone goes about their business is not the way to handle it. Conversations about how power shows up – what inclusion really means – not just a single conversation but ongoing conversations and doing that work themselves. We have a strategic plan – and we have a diversity plan – that should be one plan and having actual benchmarks and seeing how we are proceeding through those benchmarks. Who are we retaining and who aren't we retaining? Going beyond the superficial. Having that real commitment to change – and to having difficult conversations with each other – not just about diversity – have an organizational culture that encourages that. Moving beyond lip service. Need reflective conversations about what we're doing."

- Black female academic librarian

## **On why “diversity” is not enough to guarantee an inclusive culture with an organization, and it led to a new job where inclusion and an absence of discrimination were apparent**

“I was not excited to go to work every day. {We had} Asian-American women, Hispanic {workers}, Black and Middle Eastern. But the culture, it was just completely the culture and dynamic was completely different. So it’s not about a diversity. I think it’s the quality of the people that you hire, and that their personality to see if you can really work together, or if the team is ready, so supporting each other.”

## **On why corporate-level policies may not be appropriate for, or fit, what’s happening in local stores**

“I think [the company is] doing what they’re supposed to be doing. But it’s there’s always room for human error. Just because who’s in place at the store level, like as a corporation. Those are great policies and things to have in place, but at a store level where it’s local. Unfortunately, things sometimes go a different way.

- Black female pharmacy technician

## **On why a single person in a company responsible for these issues may not work (various workers)**

- One person may be biased, as opposed to an entire group.
- One person cannot necessarily handle all of the problems at a company; there are too many problems.
- Not enough resources to do so and company won’t commit those resources.

## **On the “buy-in” from leadership that must accompany training**

“I think having mandatory training is a great idea as long as it is implemented well. The higher-ups really have to have that buy-in and communicate that. And communicate why it is important and it isn’t just something well we’re going to make you do so just so you have to do this we’re going to make you do this. the way it is presented and implemented really makes a big difference.”

- White female lab technician

### **On the role that leaderships plays, in conjunction with training**

"It starts with the initial orientation of every new employee. Definitely should be initial training that should be given...And of course additional conversations by that employee's direct supervisor, about working fairly and treating others respectfully and fairly. I think it helps to make it mandatory initially, and then there has to be some sort of conversation by employee's direct supervisor – why there are those training and why they keep redoing. It helps when someone understands something. It benefits the company and team, and they are more likely to do the trainings, and grow, and be more inclusive in the way they treat everyone."

- Asian-American male clinical health administrator

### **On why the "major problem" of discrimination because of race and ethnicity is no longer a problem at work**

"So now there's new management and a lot of I want to say the bad apples that were that were there in the beginning, that we cause a lot of these things that I mentioned in the survey are now gone. So either they were fired or they quit, because certain people reported them. So we managed to more or less get everyone out. That wasn't a good fit for the company just in general, not just in terms of performance, but also attitude."

- Latina female language translator

### **On the diversity, equity, and inclusion efforts in a large organization (academic university)**

"[Training] is a hard requirement nowadays. Then there were new committees formed, so first they called it diversity, equity, and Inclusion. D, E, I, and then now they call it E, D, I to emphasize the equity as being first. And then, yeah, so I think the thinking is that diversity is probably easy to achieve. It's just to have [a] diversity. Different people. But then equity is harder to achieve so then, to prioritize that, and to be clear that point. That is put first. That was the rationale that I remember people mentioning."

- Asian-American male in academia

## On a worker-initiated effort stemming from a discrimination experience

"I had a passion to get involved because I had experienced discrimination in the workplace and I didn't know how to bring awareness because sometimes you don't blame people for their perspective they probably don't know they probably have or been raised a certain way. So my real passion and goal was to create that awareness, to break the biases.

I brought the idea to my executive director, who sits on the same floor. I said, I have the opportunity, and he bought into that. So we did create a group and advisory groups. So we have those uncomfortable conversations...

Yeah, and it's progress, really good progress. And then people have really opened up about their biases before. [They] wish they could have done better, but it's a learning process, and you have to extend grace... I mean, through the conversations you're getting to know that people want to open up more.

People want to speak more people more comfortable about speaking about things that probably three or five years down the road. They were uncomfortable, or they fought well, it's okay. But they realize that the people who have privilege over others, and they realize that some people have to work five times as hard to get to where someone is. Others don't. So that's some of the passion, my experience, and the passion just drove me to.

Just get that out."

- Black female working in a corporate bank