



INNOVATION CONFERENCE

Leading the way forward

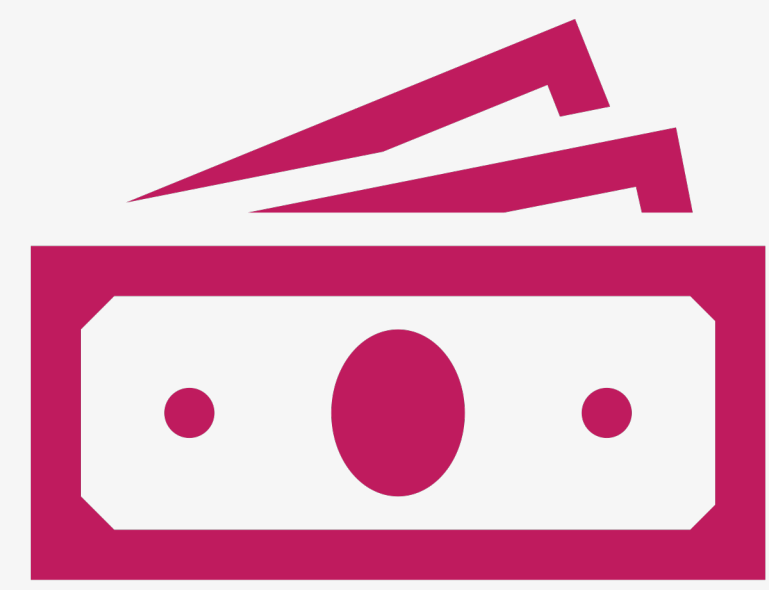
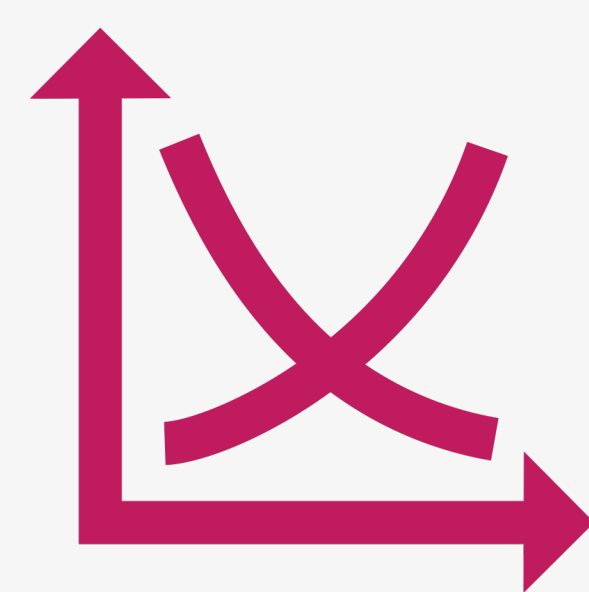
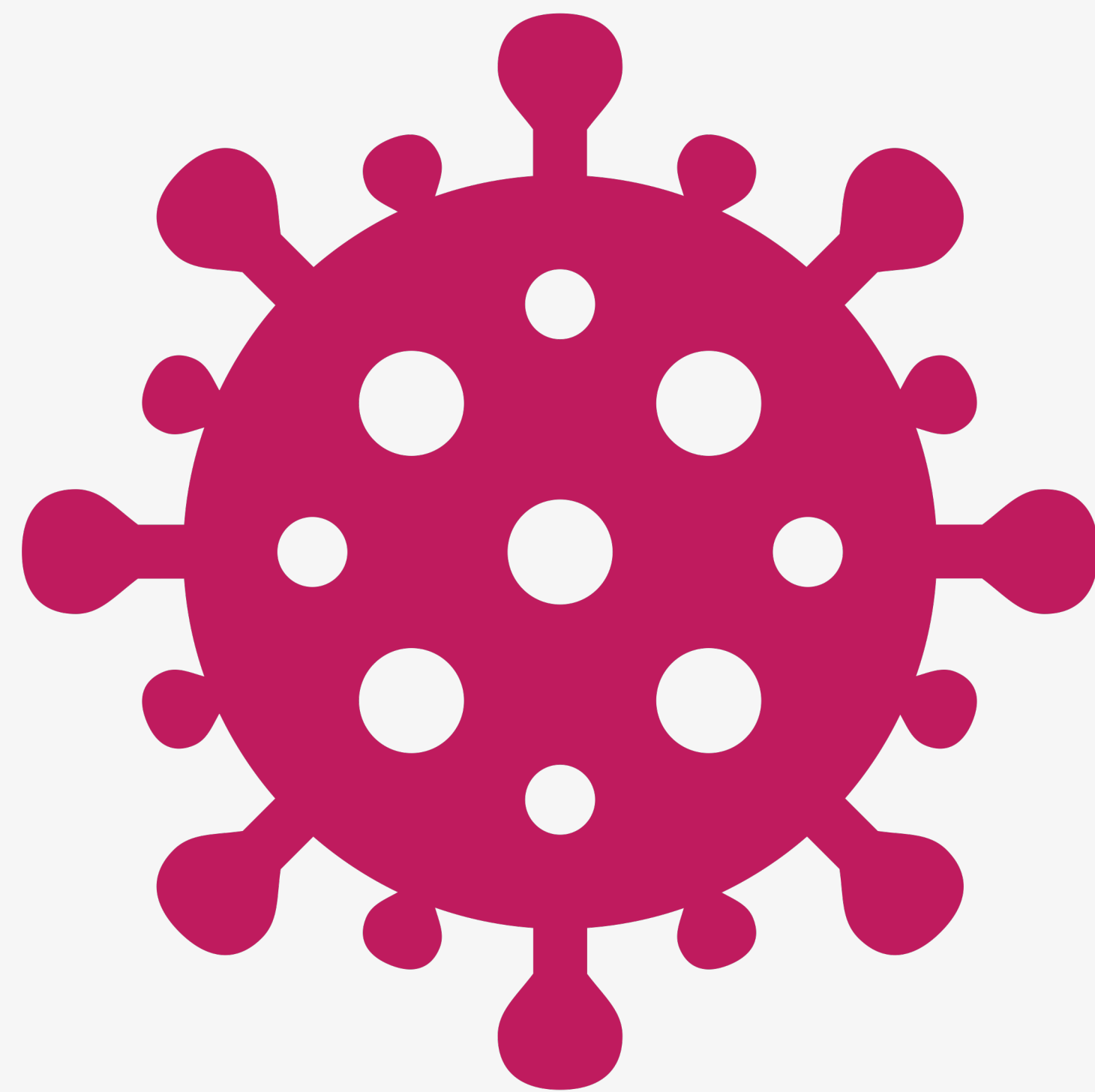
Diversity & Inclusion

Employees Want Organizational Support

2020: The Challenge / The Opportunity

- 2020 has been, and still is, a **very difficult year**: COVID-19 and the racial justice movement
- Those difficulties are impacting the **physical, financial, and emotional health of American workers**
- Those impacts differ for **employees of color and for women**
- A defining moment for CEOs: **The whole person is coming to work**
- **Courageous things are happening**
- We can all be part of **this next “normal”**

2020: Many challenges



2020: Opportunities to find joy, regardless!

Oct. 23, 2020
RELEASE 20-106

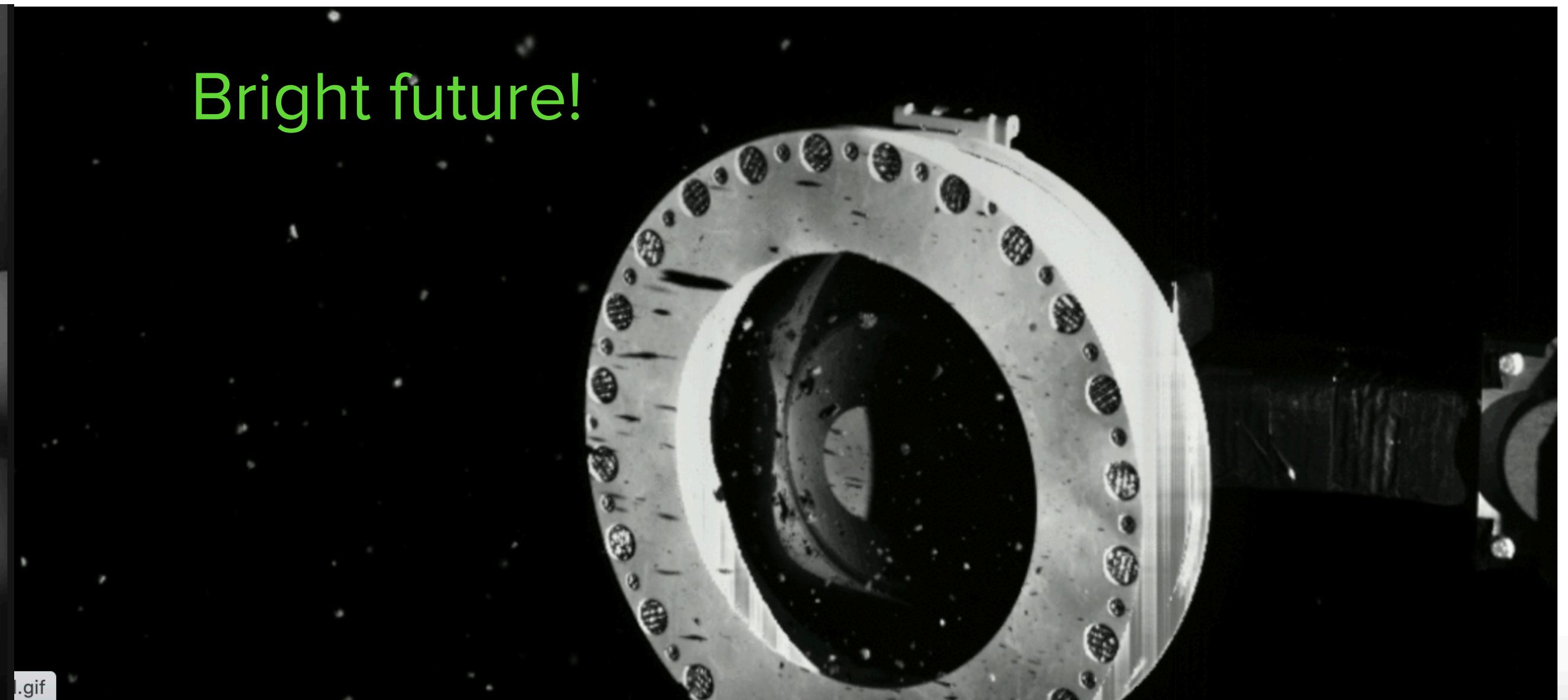
NASA's OSIRIS-REx Spacecraft Collects Significant Amount of Asteroid

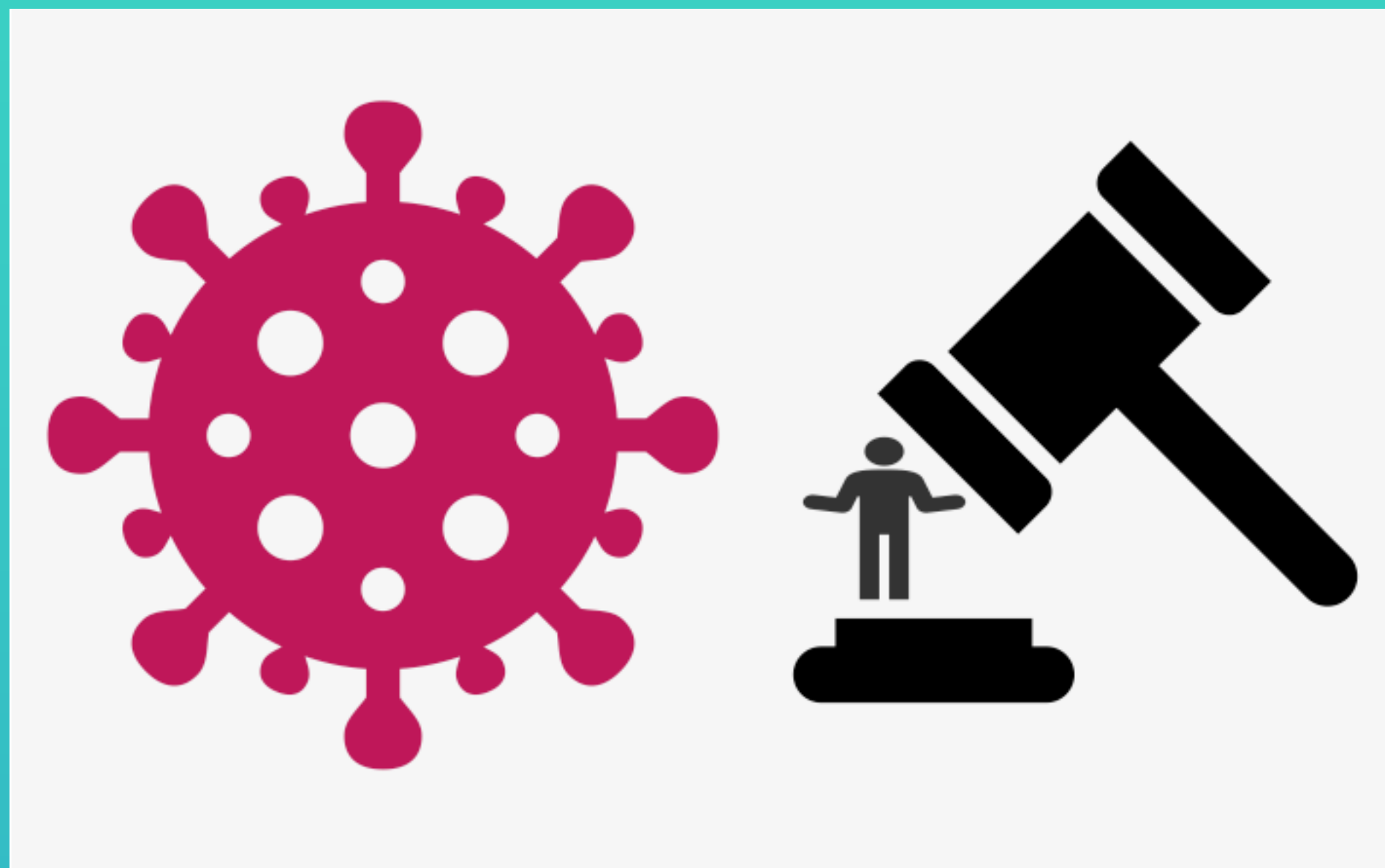


Re-Connecting



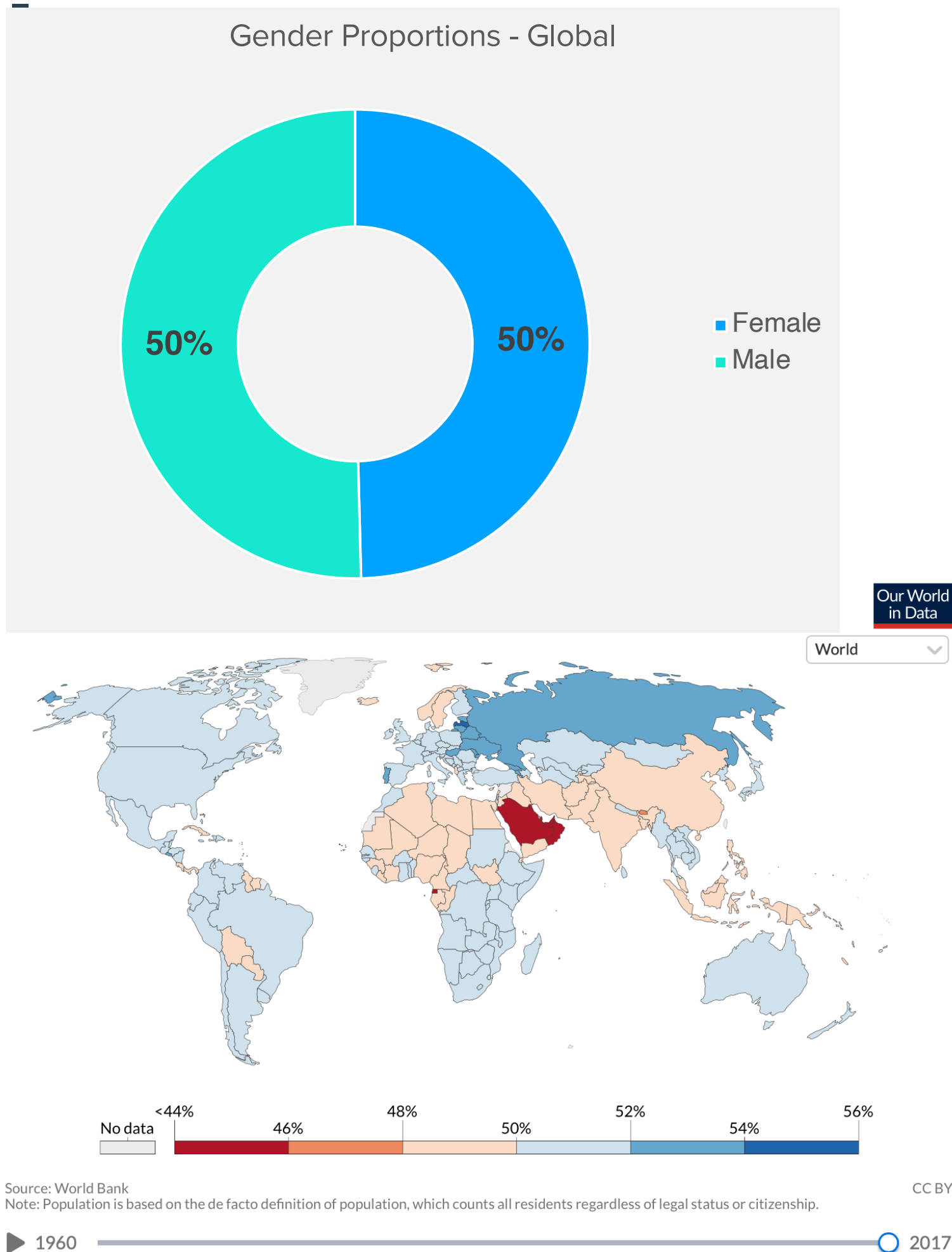
Bright future!





Disparate Impacts: People of Color

Under-represented & misunderstood groups: Focus on race/ethnicity and gender; primarily a US



Most countries around the world collect census information that categorizes people by race, ethnicity, national origin, or ancestry. Of the roughly 150 countries surveyed in an unpublished 2003 survey by the United Nations, the majority collected census data by national or ethnic origin. But the classification terms used in different countries vary widely and have different meanings and connotations from one country to another; "race" in one country might mean "ethnicity" in another.

We are all classifiable within

Race / Ethnicity
Gender

Many other possible dimensions of difference for analysis, including

LGBTQ+
Neurodiversity
Age

Some of what I say will seem US-focused

“Race” and “Black” and “Hispanic/Latino”

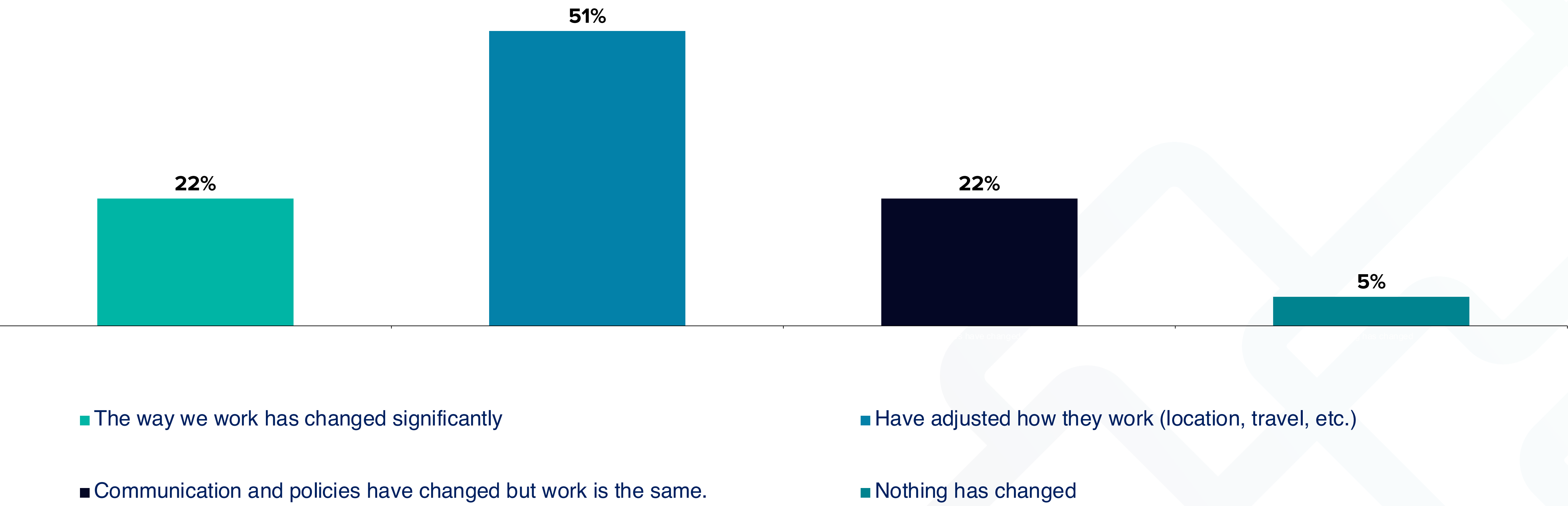
Race has no genetic basis. Although humans differ in appearance, they are more alike than different.

I use the terms:

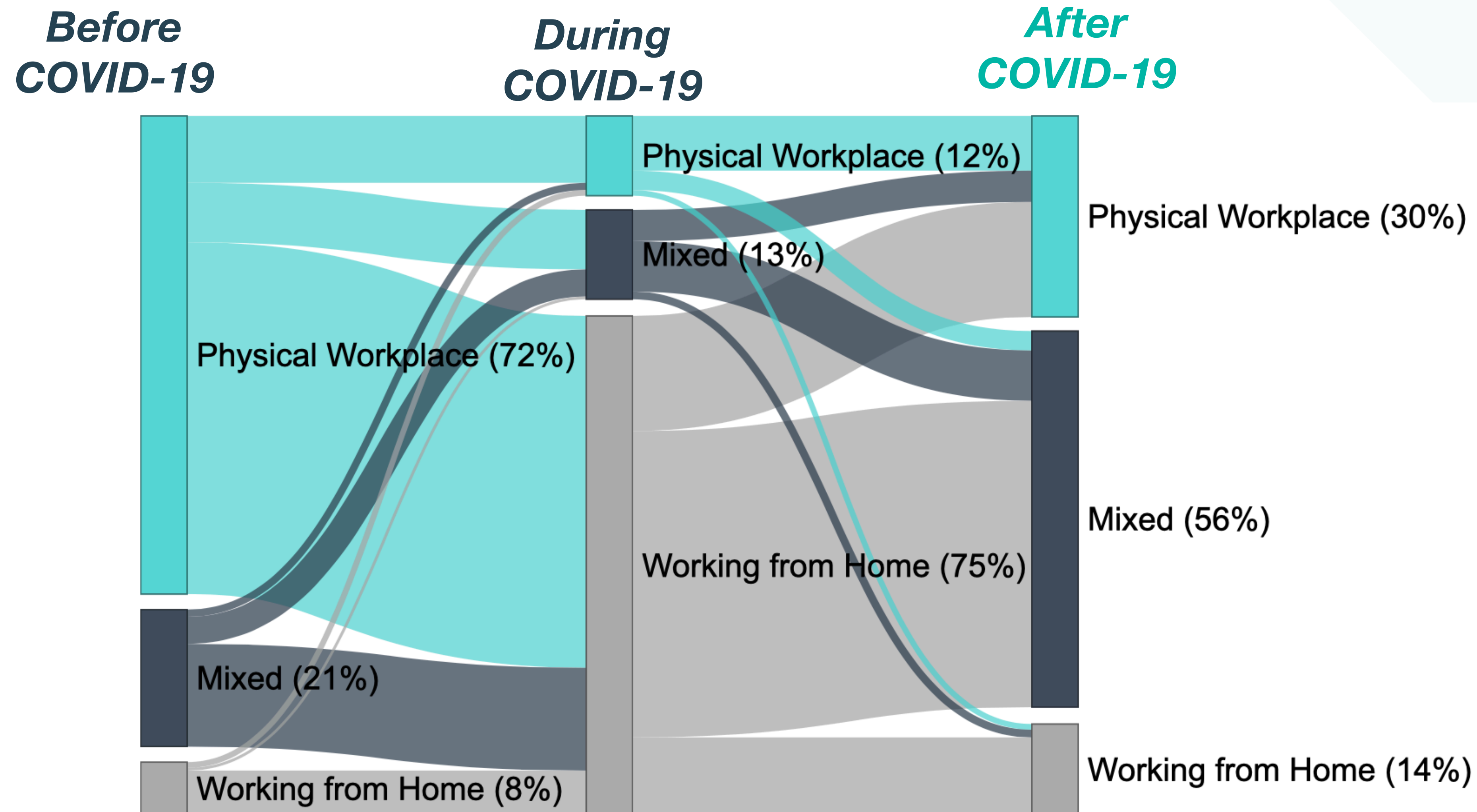
- “Black” to describe people who might variously be identified as “black”, “African-American”, “of African descent” and
- “Hispanic/Latino” to describe people who might variously be described as in other ways, including “Latinx”

None of these terms is universally acceptable to the people it is meant to identify. The choice of identifier should be left to the person being described (and to the author).

Most of us have been dramatically impacted by the pandemic



More working from home than ever



Work and life and school have been integrated!

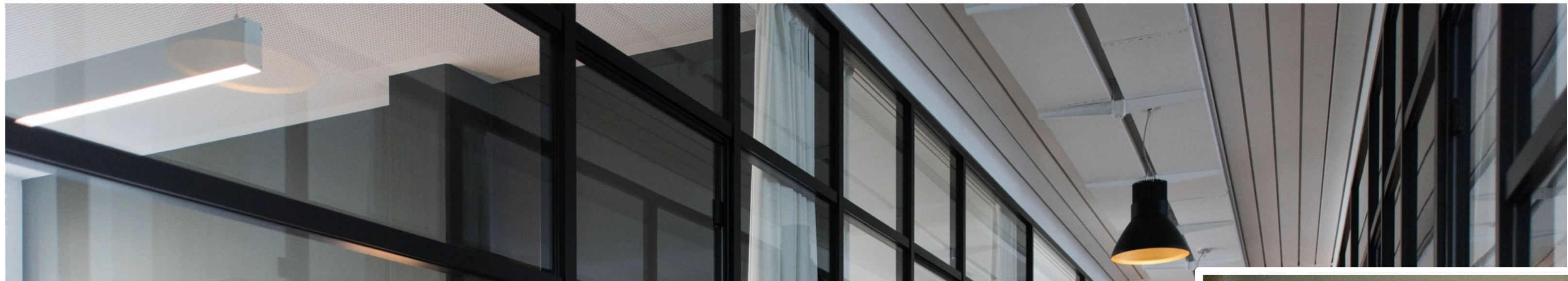


Photo by [Standsome Worklifestyle on Unsplash](#)

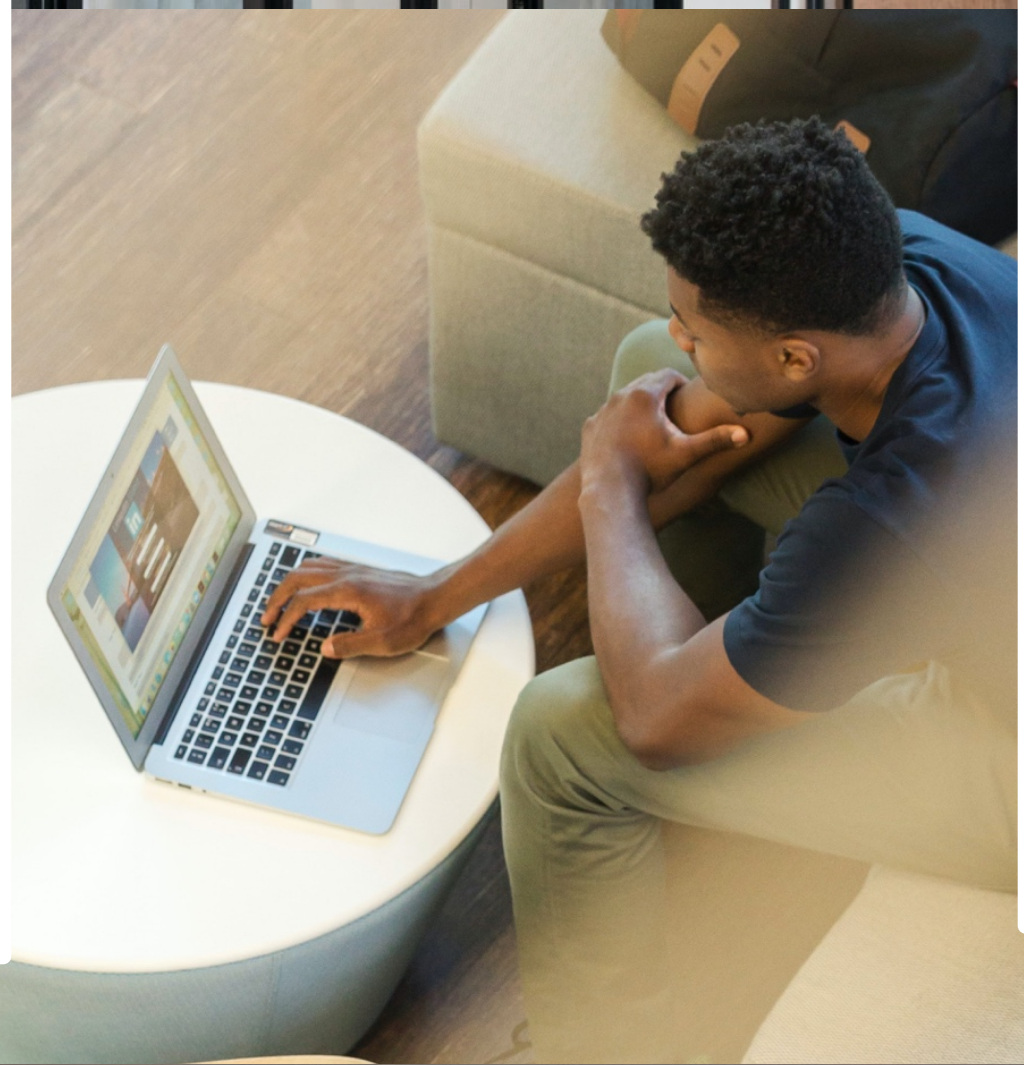
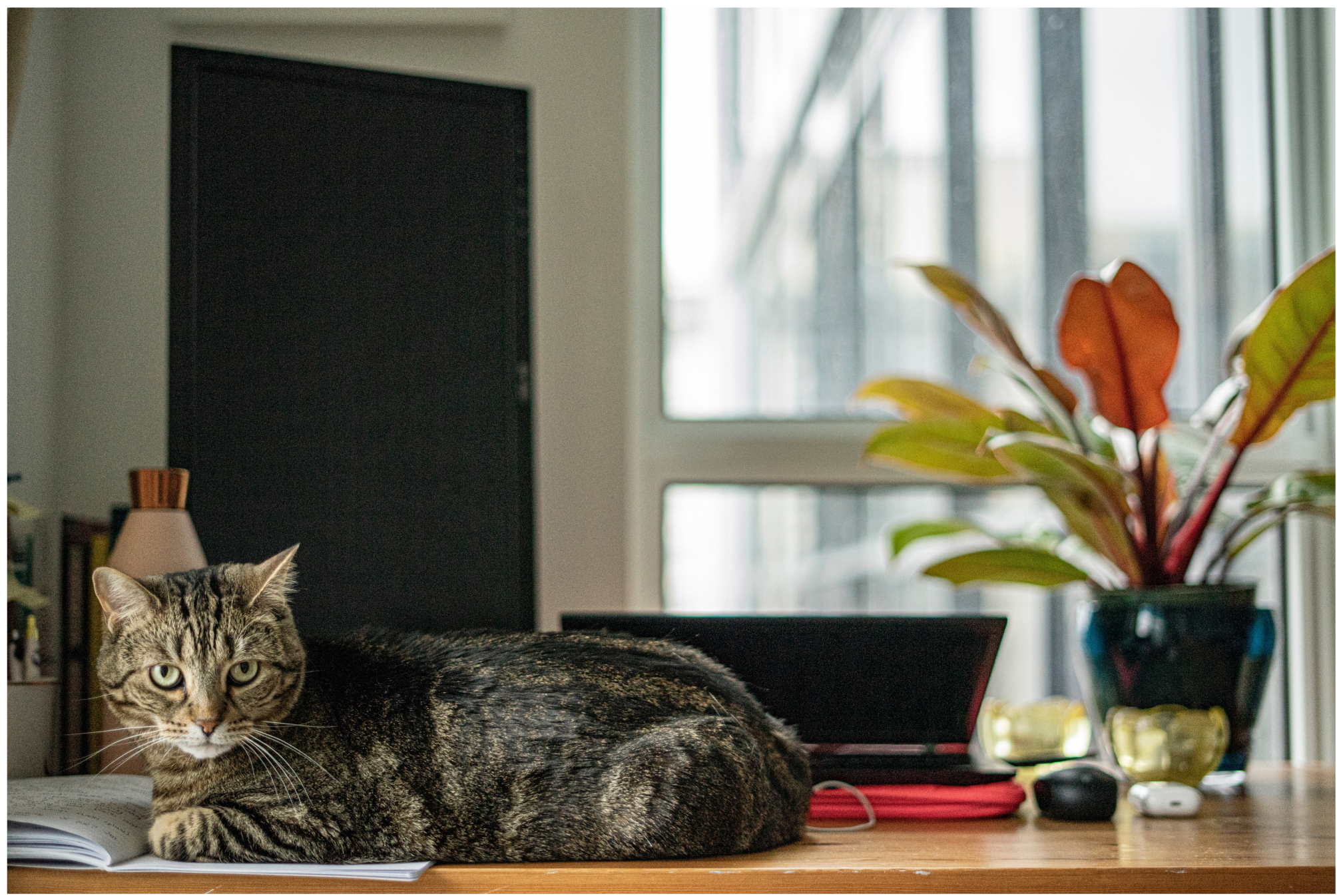
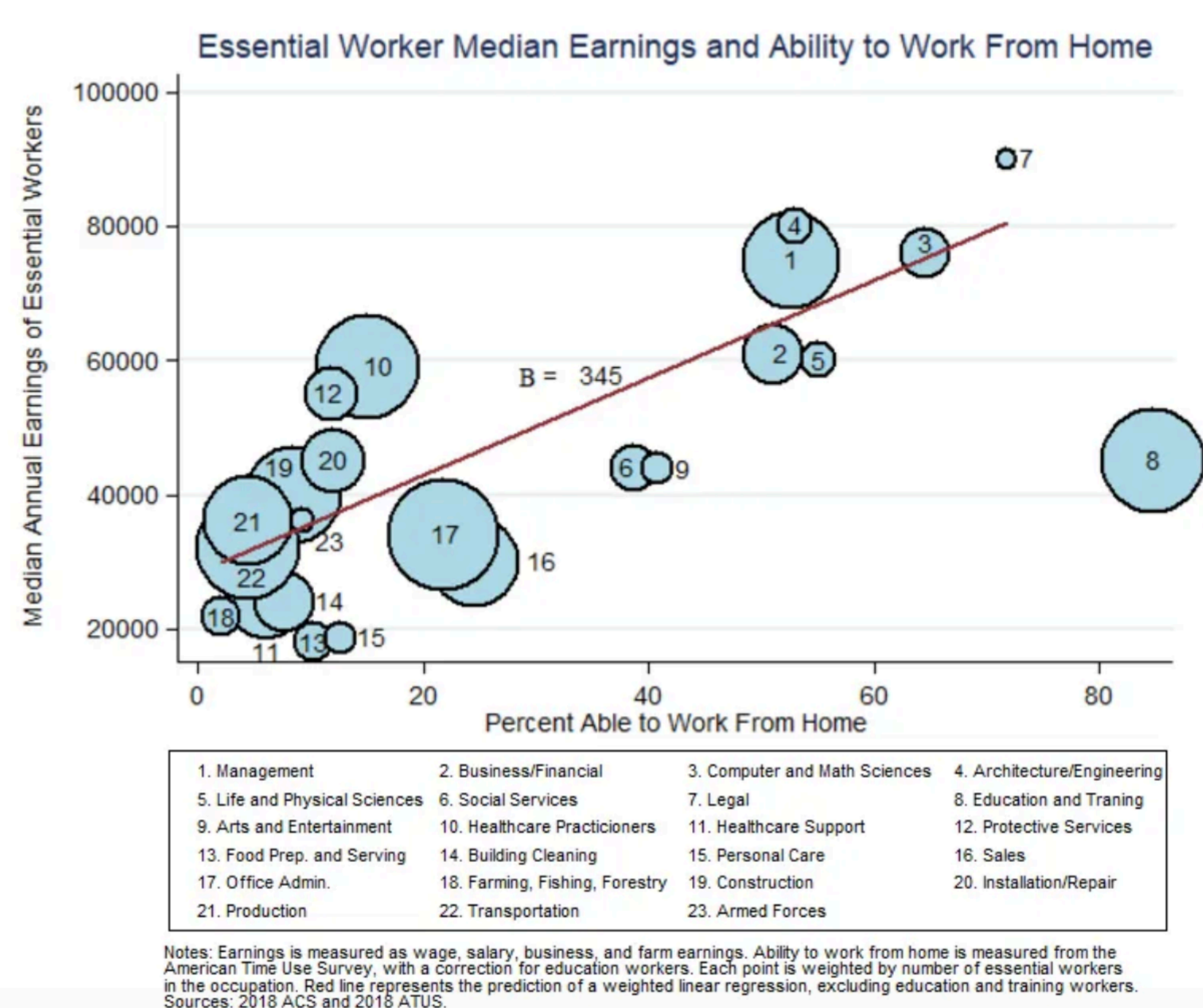


Photo by [Nastuh Abootalebi on Unsplash](#)



[Arsalan Noorakan on Unsplash](#)

Lower-earning essential workers can't work from home



“...the burden of continuing to work outside the home while the virus continues to spread through the population is disproportionately borne by lower wage, less educated, and non-white workers.”

<https://www.brookings.edu/research/exposure-on-the-job/>

Three major impacts; disparate outcomes

1

Physical
Health



2

Financial
Health



3

Mental
Health



1

Physical Health



People of color were more likely to be employed in essential industries; at greater risk for COVID-19

People of color were more likely to be employed in essential industries and in occupations with more exposure to infections and close proximity to others. Black workers in particular faced an elevated risk for all of these factors. Only about one in four white workers hold such jobs

Harvard University: COVID Disparity Best Explained by Occupational Exposure

The focus on comorbidities “makes me angry, because *this really is about who still has to leave their home to work, who has to leave a crowded apartment, get on crowded transport, and go to a crowded workplace, and we just haven’t acknowledged that those of us who have the privilege of continuing to work from our homes aren’t facing those risks,*” said Dr. Mary Bassett, the Director of the FXB Center for Health and Human Rights at Harvard University.

TABLE 1 Percent employment by essential industries, occupations with frequent exposure to infection and proximity to others, according to race/ethnicity, 2019

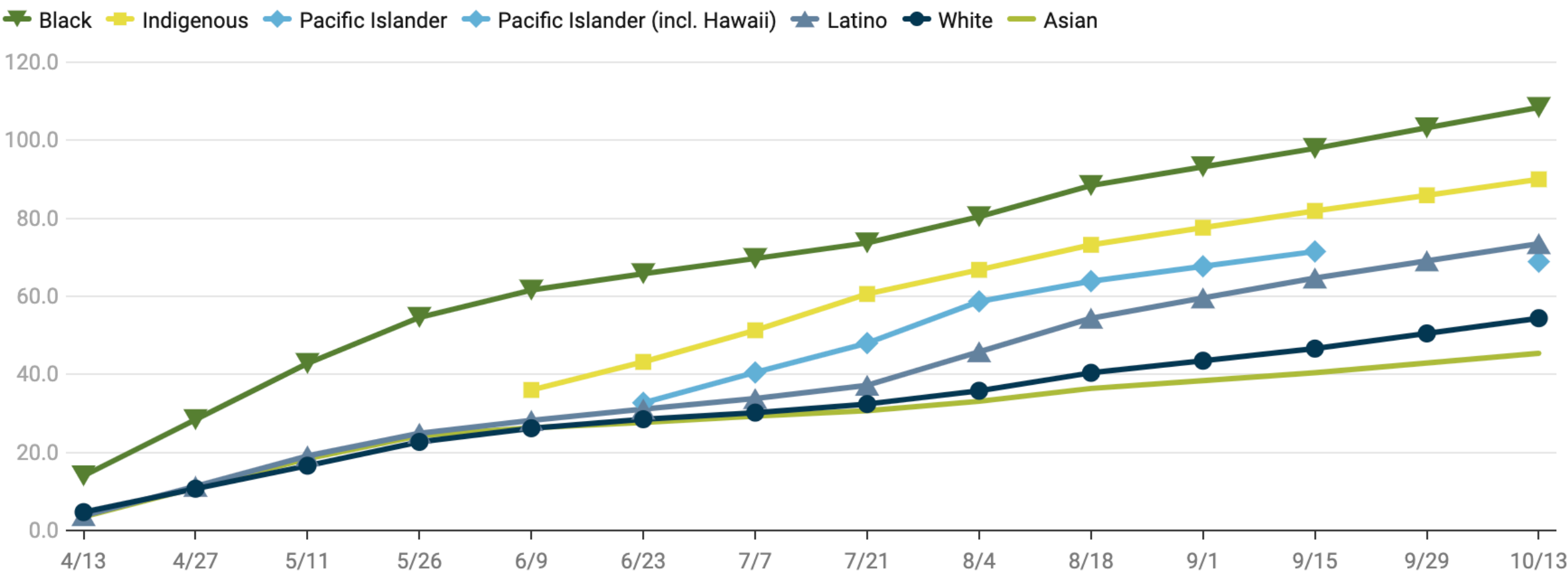
Variable	White (%)	Black or African American (%)	Asian (%)	Hispanic (%)
Likely employed in essential industry	26.89	37.75	26.16	27.20
Healthcare and social assistance	12.76	19.82	14.62	11.11
Hospital	4.36	6.13	6.45	2.89
Animal slaughtering and processing	0.32	0.66	0.32	0.75
Likely and possibly employed in essential industry	35.41	44.64	35.16	33.00
Employed in occupations with frequent exposure to infections	11.28	14.73	13.02	11.37
Respiratory therapist	0.08	0.17	0.13	0.04
Registered nurse	2.60	2.60	3.98	1.06
Licensed practical and vocational nurse	0.49	1.20	0.30	0.43
Employed in occupations with frequent close proximity to others	25.10	29.03	24.26	25.81
Physical therapists	0.25	0.12	0.57	0.06
Personal care aids	0.93	2.37	1.63	1.44
Medical assistants	0.47	0.59	0.38	0.79
Employed in occupations with frequent exposure to infections and close proximity to others	8.12	10.75	9.95	6.23
Bus drivers	0.39	0.96	0.23	0.37
Flight attendants	0.09	0.12	0.08	0.08

<https://www.nytimes.com/interactive/2020/07/05/us/coronavirus-latino-african-americans-cdc-data.html>

Black, Indigenous & Hispanic/Latino employees are very likely to know someone who has died of COVID-19

Black & Indigenous Americans experience highest death tolls from COVID-19

Cumulative actual COVID-19 mortality rates per 100,000, by race and ethnicity, April 13-Oct. 13, 2020



Note: All intervals are 14 days apart, except for 5/11-5/26, which is a 15-day period. 9/1 and 9/29 data has been interpolated. Pacific Islander data prior to 10/13 did not include Hawaii, as it was not releasing data; its inclusion resulted in an overall drop in the Pacific Islander rate, which begins a new series at 10/13.

Source: [APM Research Lab](#) • [Get the data](#) • Created with [Datawrapper](#)

KEY FINDINGS (from data through Oct. 13):

- These are the documented, nationwide actual mortality impacts from COVID-19 data (aggregated from all U.S. states and the District of Columbia) for all race groups:
 - **1 in 920 Black Americans has died** (or 108.4 deaths per 100,000)
 - **1 in 1,110 Indigenous Americans has died** (or 90.0 deaths per 100,000)
 - **1 in 1,360 Latino Americans has died** (or 73.5 deaths per 100,000)
 - **1 in 1,450 Pacific Islander Americans has died** (or 68.9 deaths per 100,000).
Note that this rate declined slightly from our prior update due to the new inclusion of data for the state of Hawaii, which was not previously available, in its calculation.
 - **1 in 1,840 White Americans has died** (or 54.4 deaths per 100,000)
 - **1 in 2,200 Asian Americans has died** (or 45.4 deaths per 100,000)

2

Financial Health



Black and Hispanic/Latino Americans are feeling greater financial pain than other groups

Financial pain points during coronavirus outbreak differ widely by race, ethnicity and income

% saying they have ____ since the coronavirus outbreak started in February

	Used money from savings/retirement to pay bills	Had trouble paying bills	Gotten food from a food bank/organization	Had problems paying rent/mortgage
All adults	33	25	17	16
White	29	18	11	11
Black	40	43	33	28
Hispanic	43	37	30	26
Asian*	33	23	14	15
Upper income	16	5	1	3
Middle income	33	19	12	11
Lower income	44	46	35	32

*Asian adults were interviewed in English only.

Note: White, Black and Asian adults include those who report being only one race and are not Hispanic. Hispanics are of any race. Family income tiers are based on adjusted 2019 earnings.

Source: Survey of U.S. adults conducted Aug. 3-16, 2020.

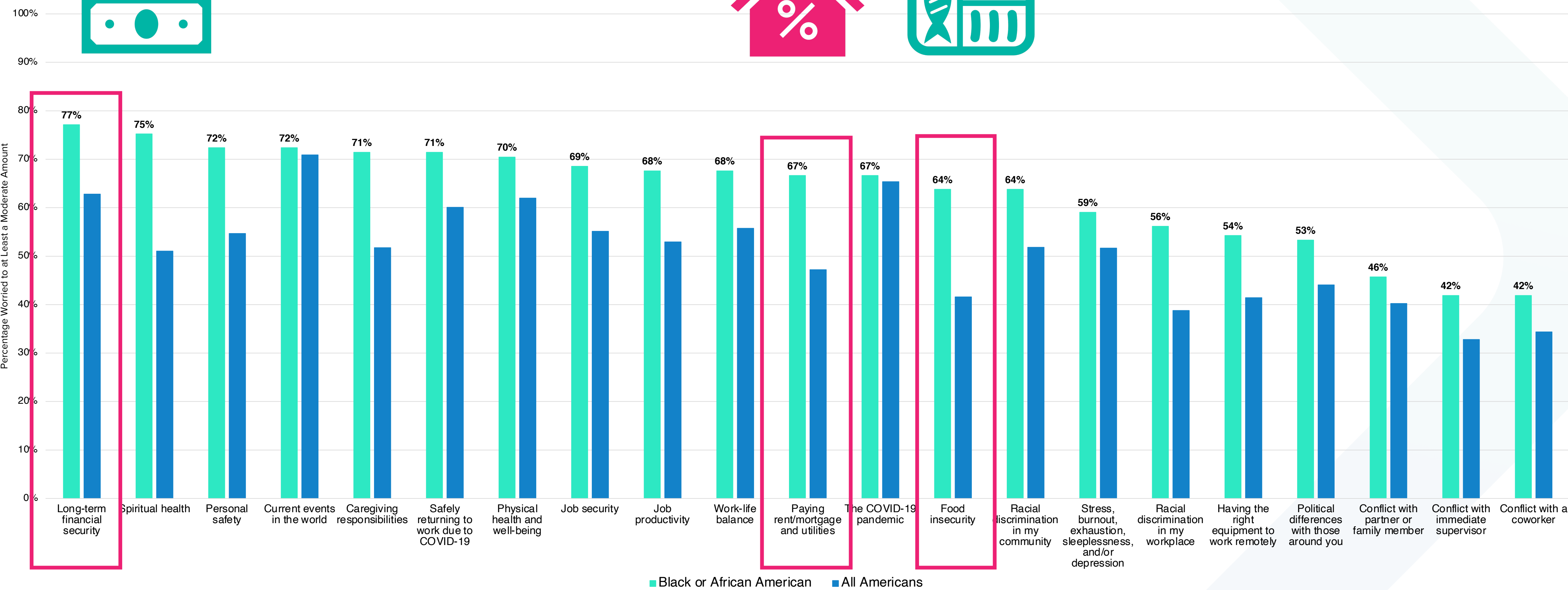
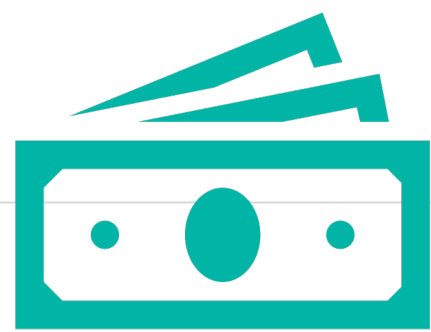
"Economic Fallout From COVID-19 Continues To Hit Lower-Income Americans the Hardest"

PEW RESEARCH CENTER

Many have concerns about basic human needs

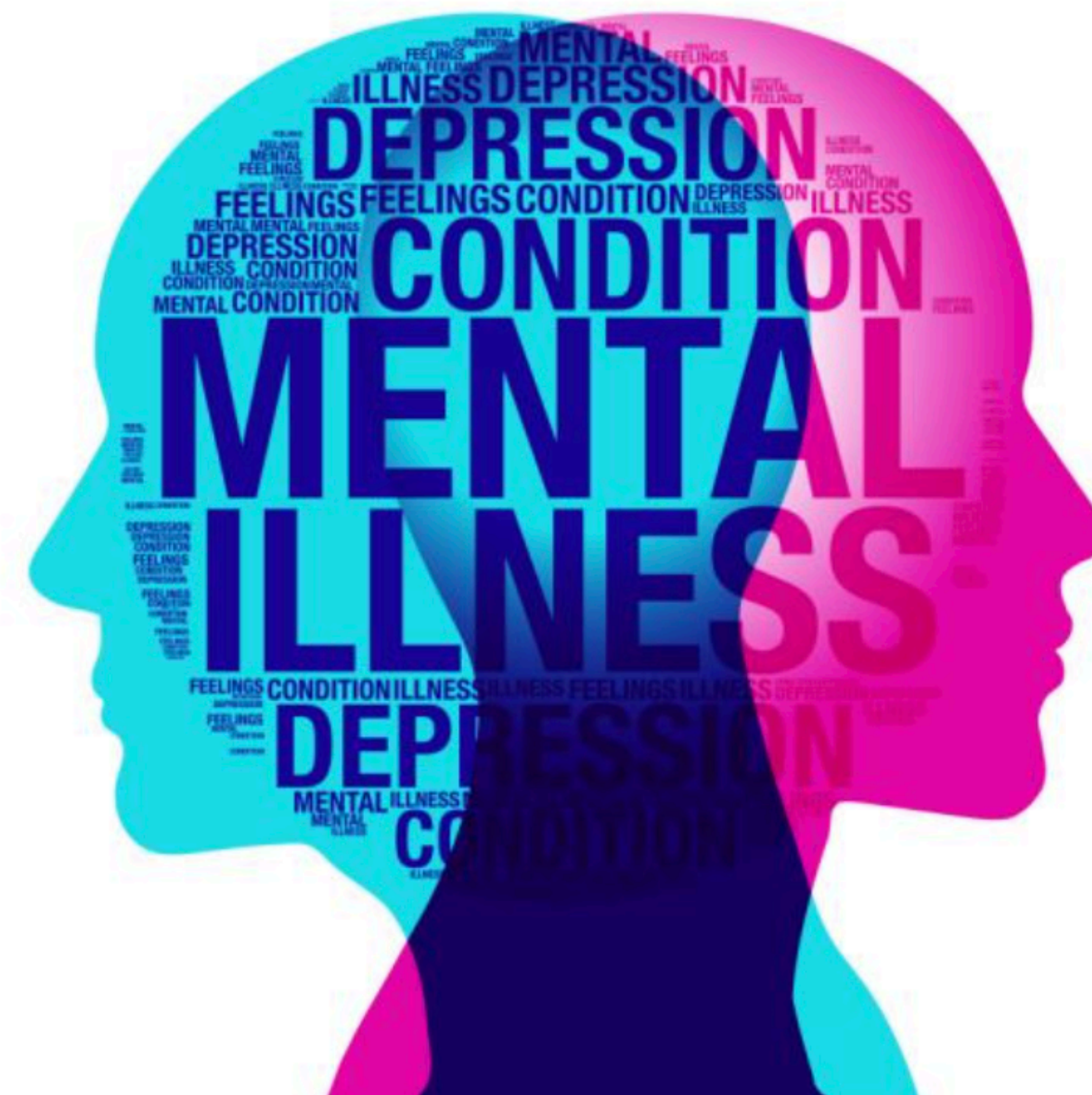


Black employees' concerns are stronger





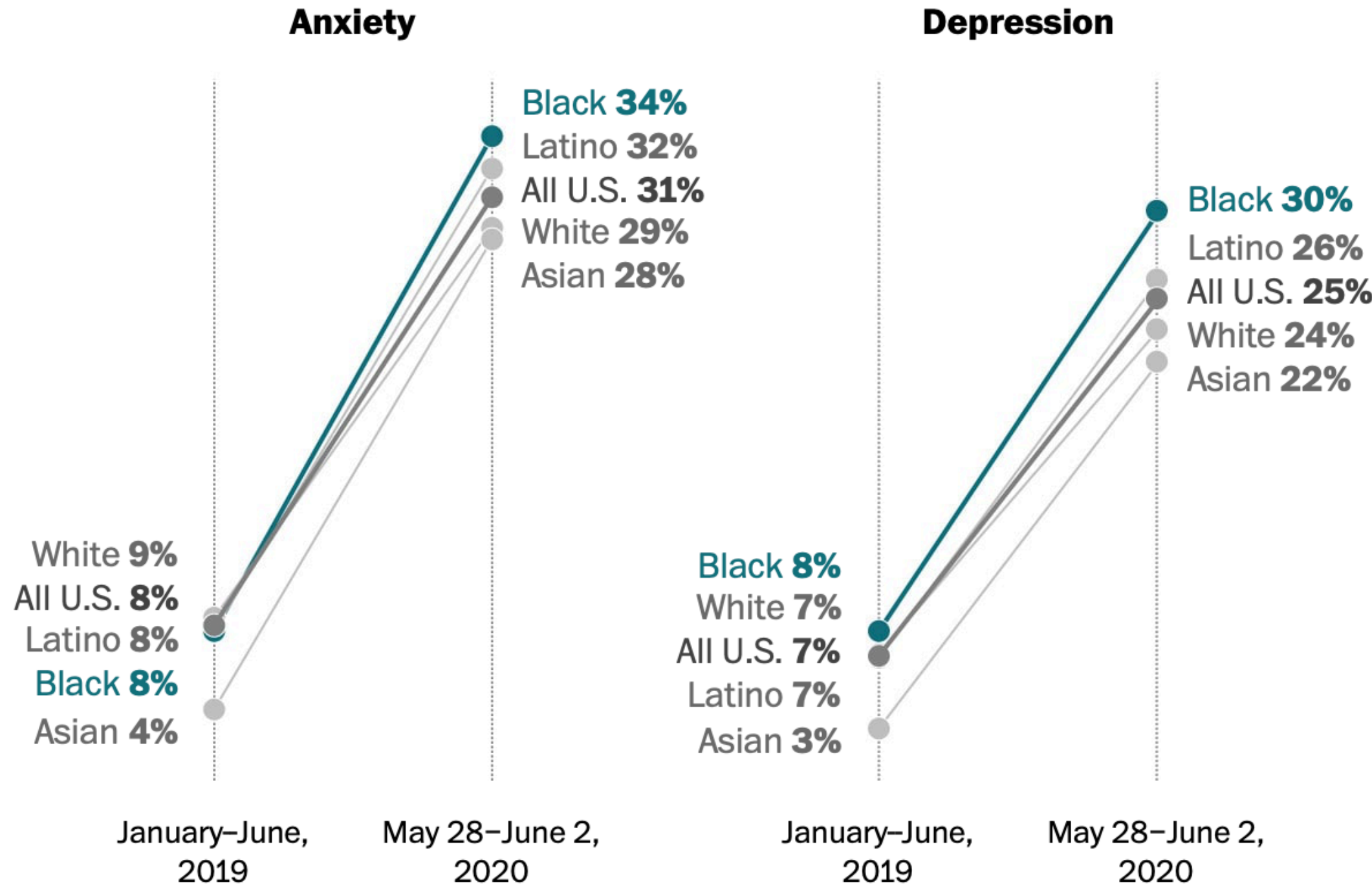
Mental Health



Disparate COVID-19 Impacts on Mental Health

Anxiety and depression symptoms have more than tripled since 2019, with black Americans shouldering the heaviest burden

Percent screening positive for anxiety or depression



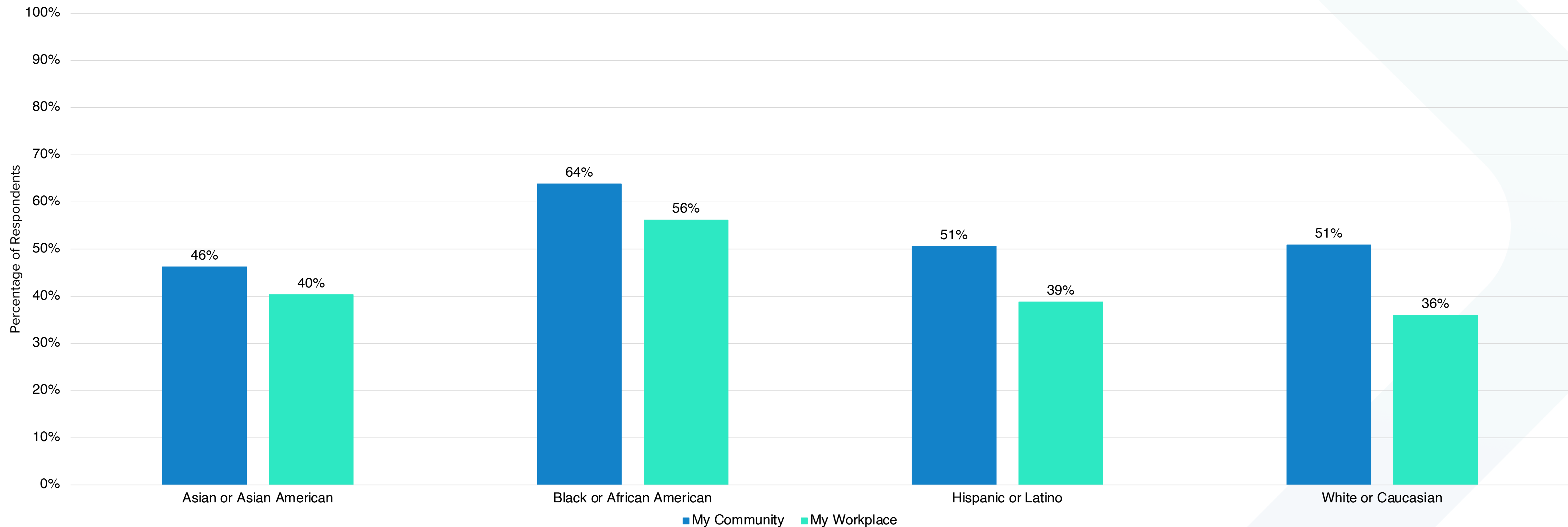
“Rates of depression and anxiety symptoms have more than tripled since the coronavirus hit. But the increases have hit Black Americans especially hard.”

Fowers, A. & Wan, W. (2020, June 12). Depression and anxiety spiked among Black Americans after George Floyd’s death. The Washington Post. <https://www.washingtonpost.com/health/2020/06/12/mental-health-george-floyd-census/?arc404=true>

>50% of Black Employees Worry about Racism in both the Community & the Workplace



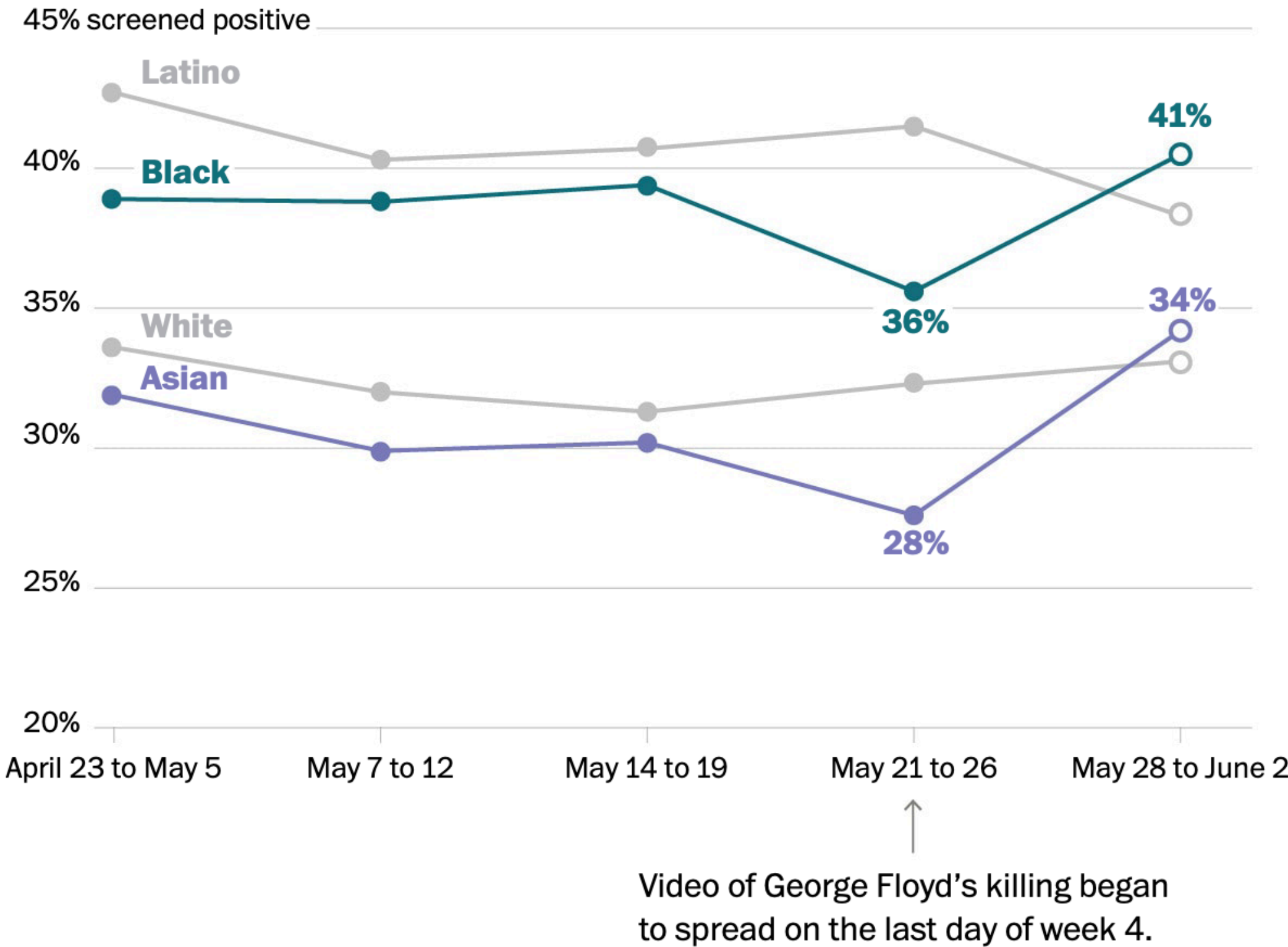
Worried about Racial Discrimination to a
“Moderate Amount” or “Great Deal”



Disparate Racial Justice Impacts on Mental Health

Anxiety and depression spike for black and Asian Americans after the police killing of George Floyd

Percent screening positive for anxiety and/or depression



“The rate of black Americans showing clinically significant signs of anxiety or depressive disorders jumped from 36 percent to 41 percent in the week after the video of Floyd’s death became public. That represents roughly 1.4 million more people.”

<https://www.washingtonpost.com/health/2020/06/12/mental-health-george-floyd-census/?arc404=true>

Essential workers are concerned about burnout

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'I cry before work': US essential workers burned out amid pandemic

Essential workers reported stress caused by increased workloads, understaffing, fears over Covid and struggles in enforcing social distancing

Michael Sainato

Wed 23 Sep 2020 05.00 EDT

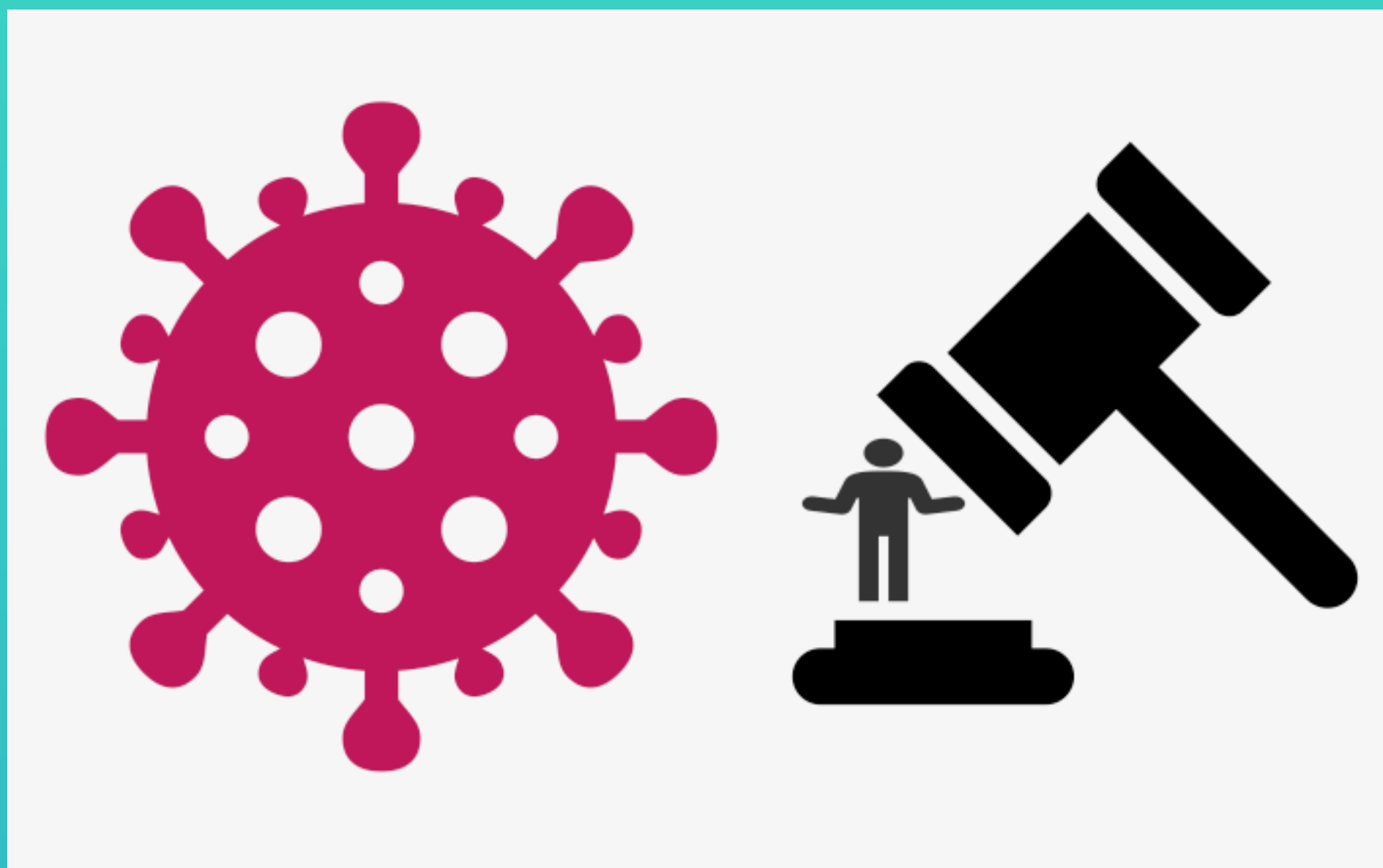
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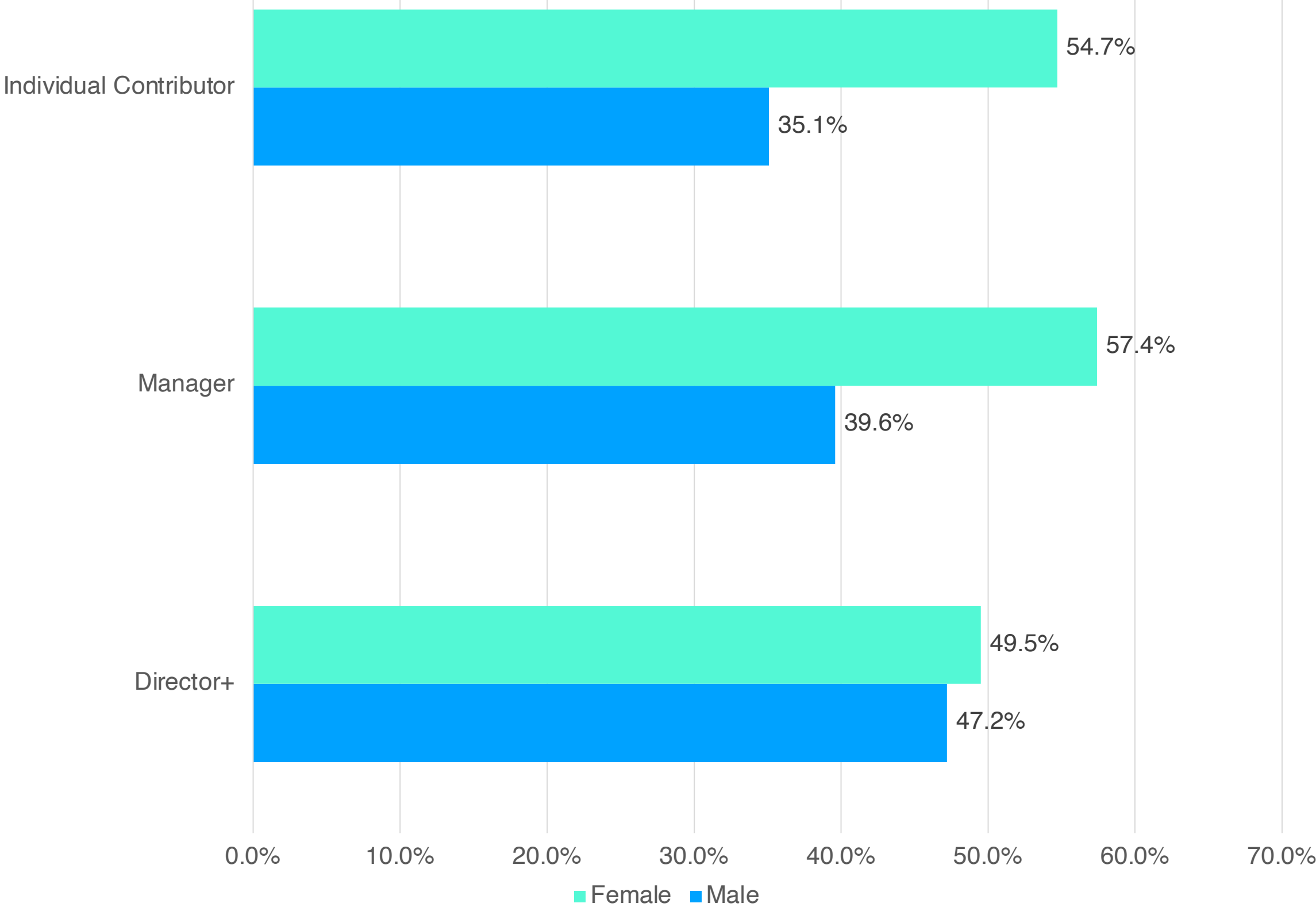
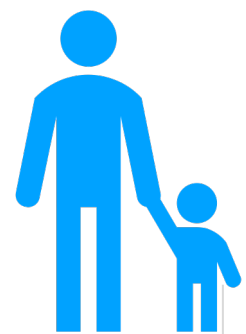


Disparate Impacts: Women

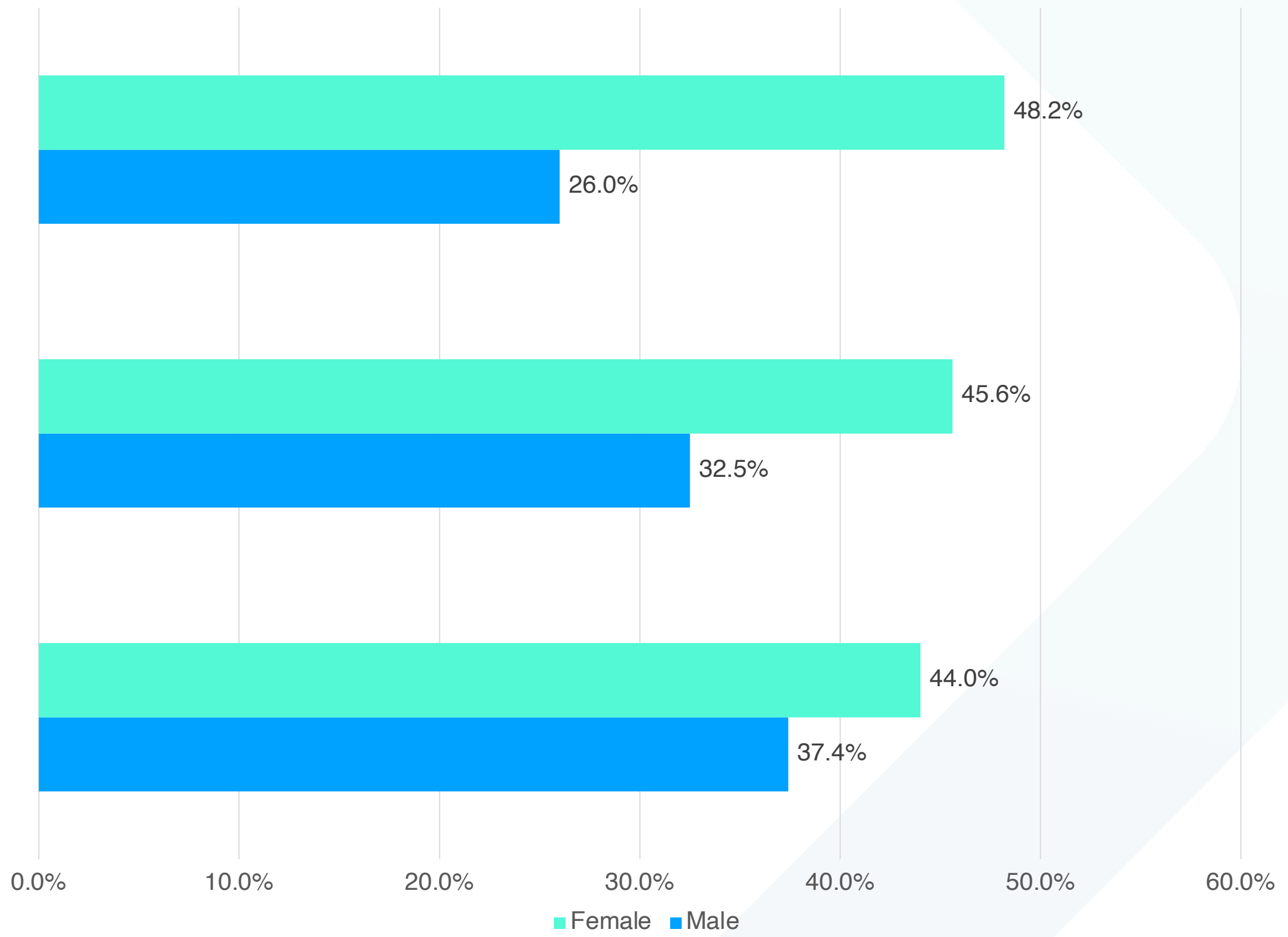
Bulk of the Caregiving Responsibility During Workday



Childcare Responsibility



Scheduling & Arrangements for Children

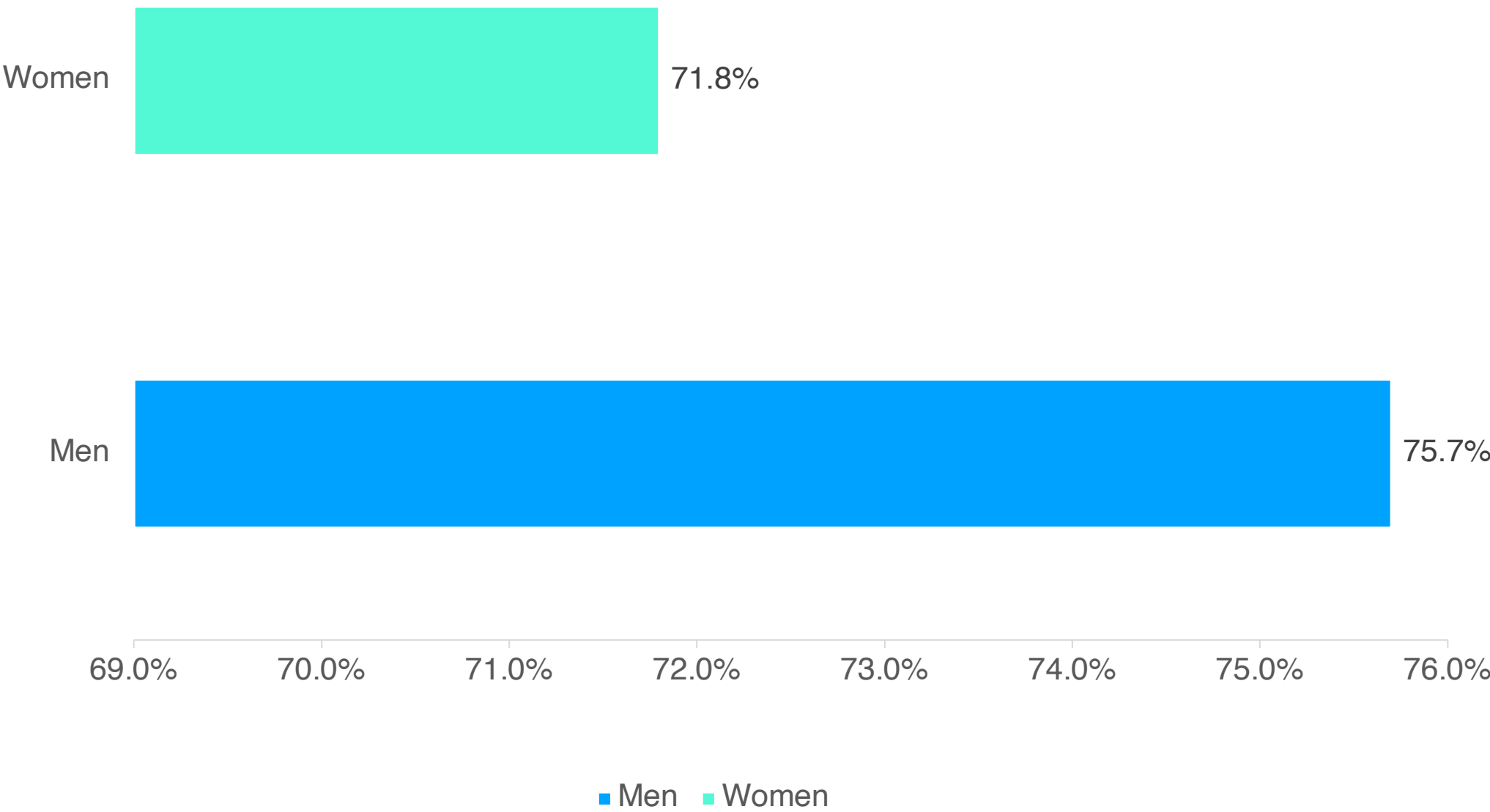


But Less Support from Their Workplaces than Male Caregivers



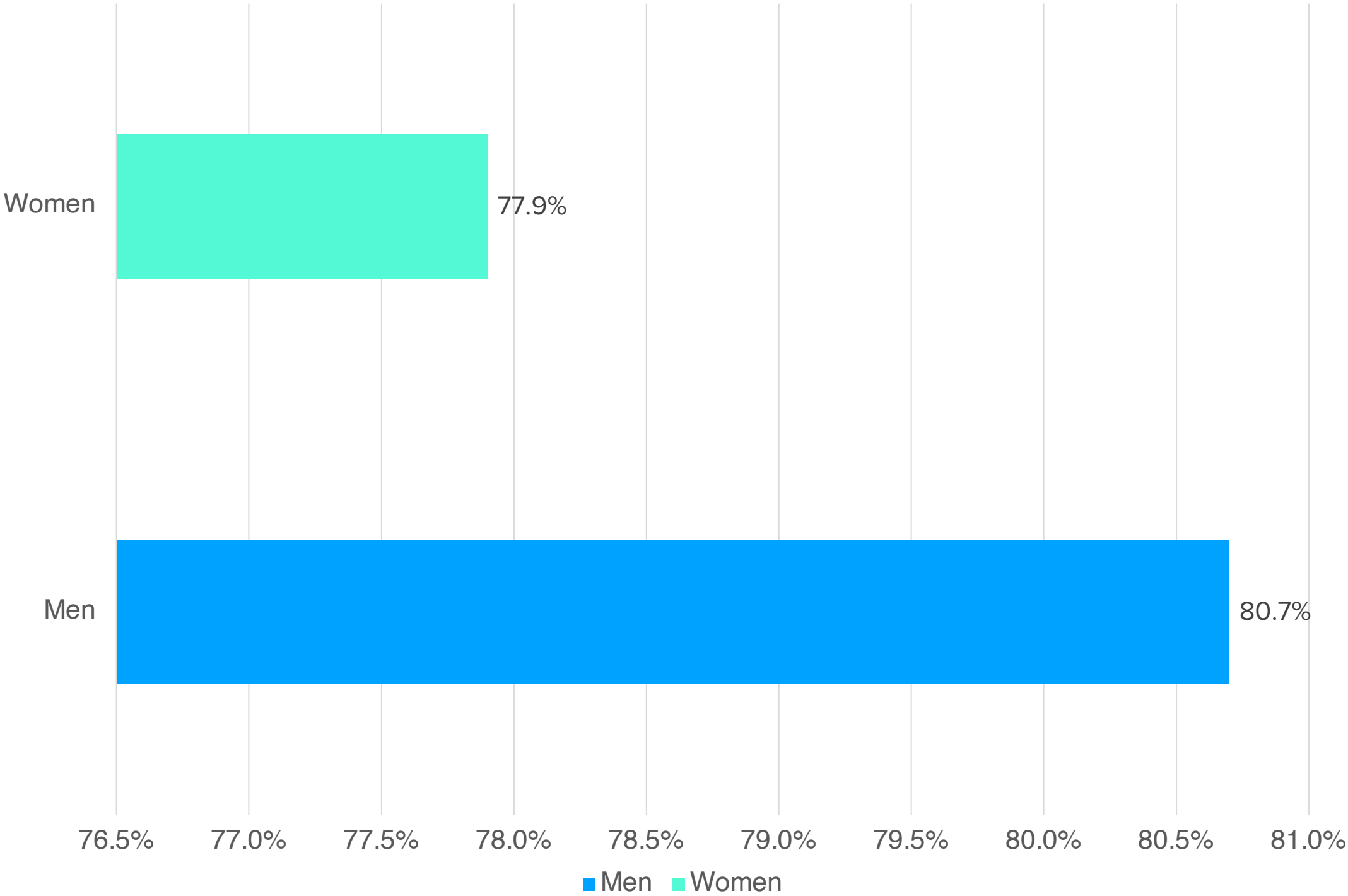
Managers Are Understanding About Unique Needs

% Favorable



Organizations Provide Flexibility to Work from Home with Children

% Favorable

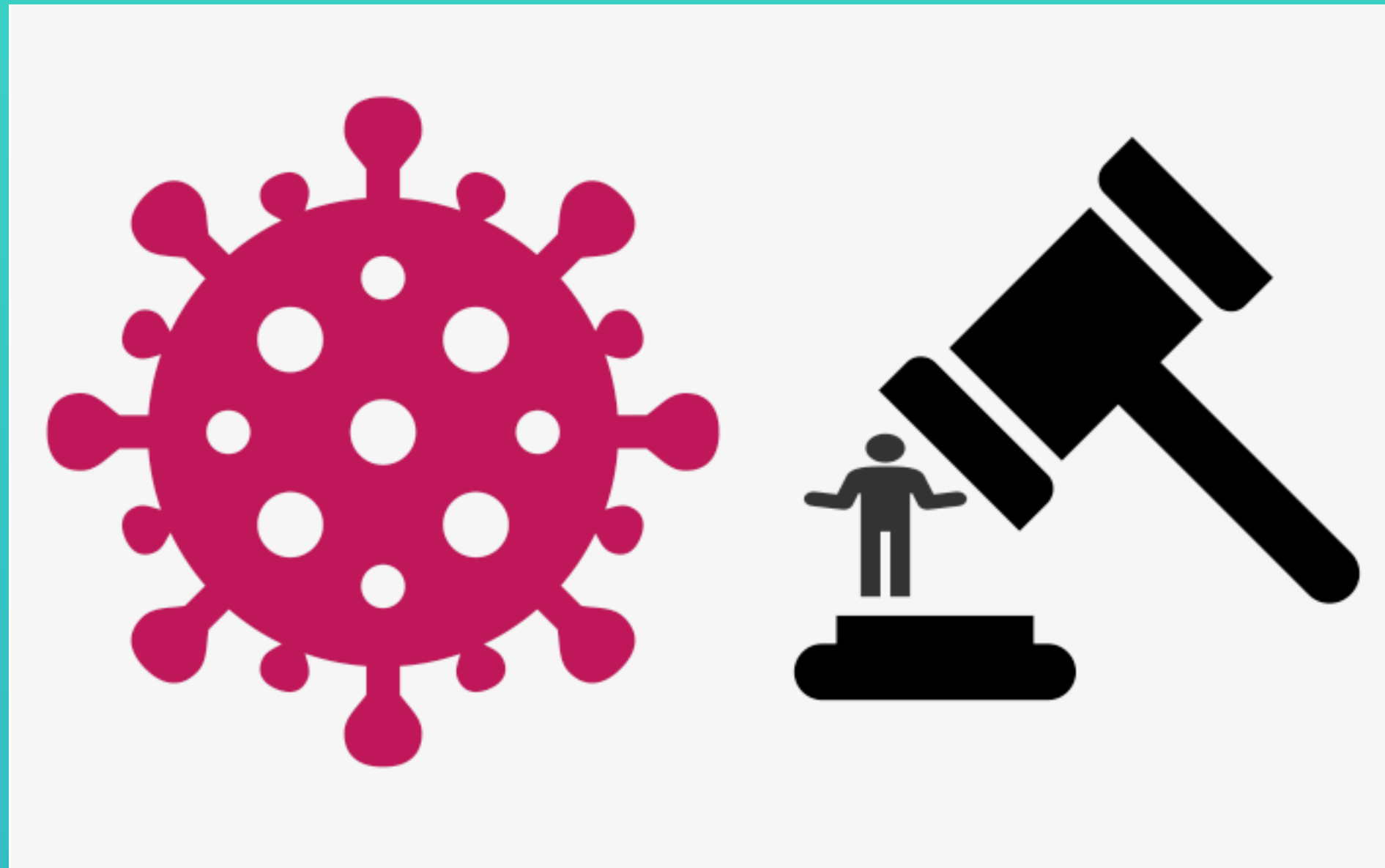




Perceptyx Research raises the alarm!

33% of women said they would need to make a change to their current working arrangement in the next six months, and

23% have already looked for a new job with different or fewer hours.



CEOs: Taking notice & taking action

CEO Voices: “a defining moment” | The whole person

“The coming together of the pandemic and social justice really put a bullseye on us. All of us in business now can’t just step aside and think these problems are going to solve themselves. All of us who are employers have to step up.”

— Margaret Keane
CEO, Synchrony

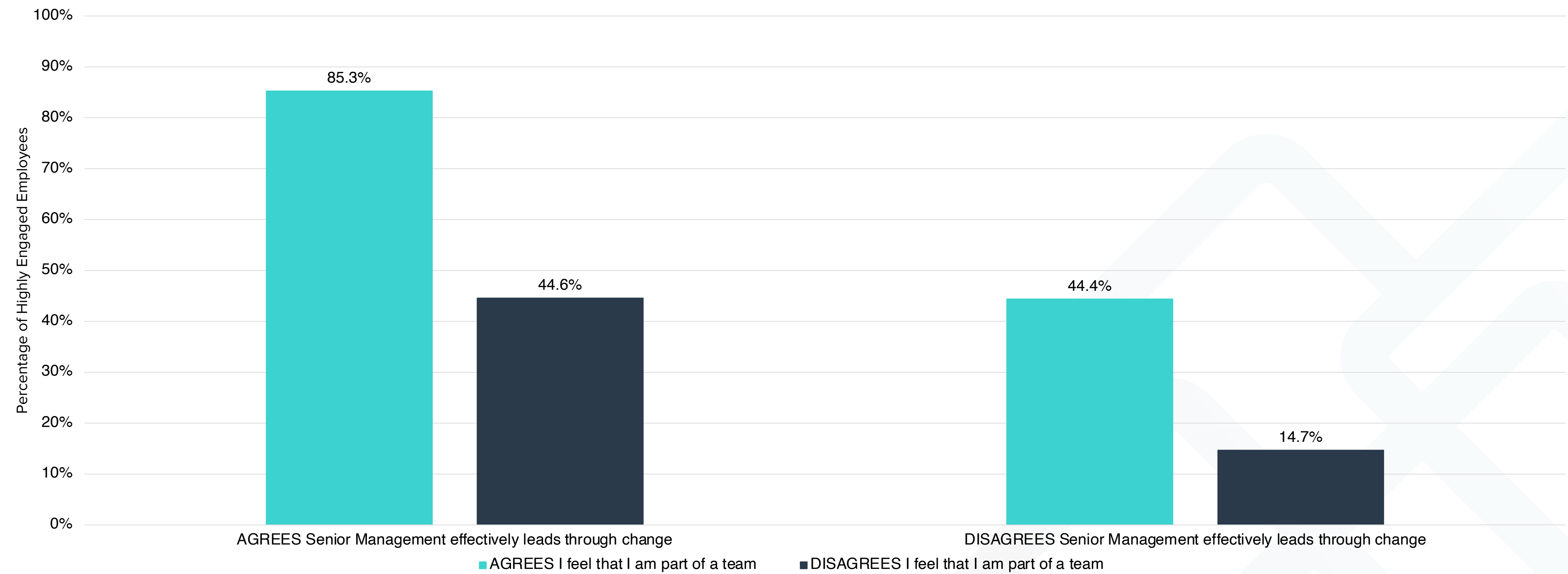
“What COVID has done is expose underlying issues in the economy in an even more stark way. SMEs and service-oriented businesses which tend to employ more women and minorities have been more heavily impacted.”

—Ajay Banga, CEO, Mastercard
10.27.2020

“We saw these ordinary people, factory workers, frontline workers, truck drivers, that we didn’t pay attention to all this time, that they were the ones moving us forward.”

—Hamdi Ulukaya
CEO, Chobani

Leadership & Connectedness Drive Engagement when Working From Home



Women Need Empowerment & Flexibility



Women:

Employee Empowerment

Pride & Engagement

Growth & Development

Recognition & Reward

Men:

Pride & Engagement

Performance

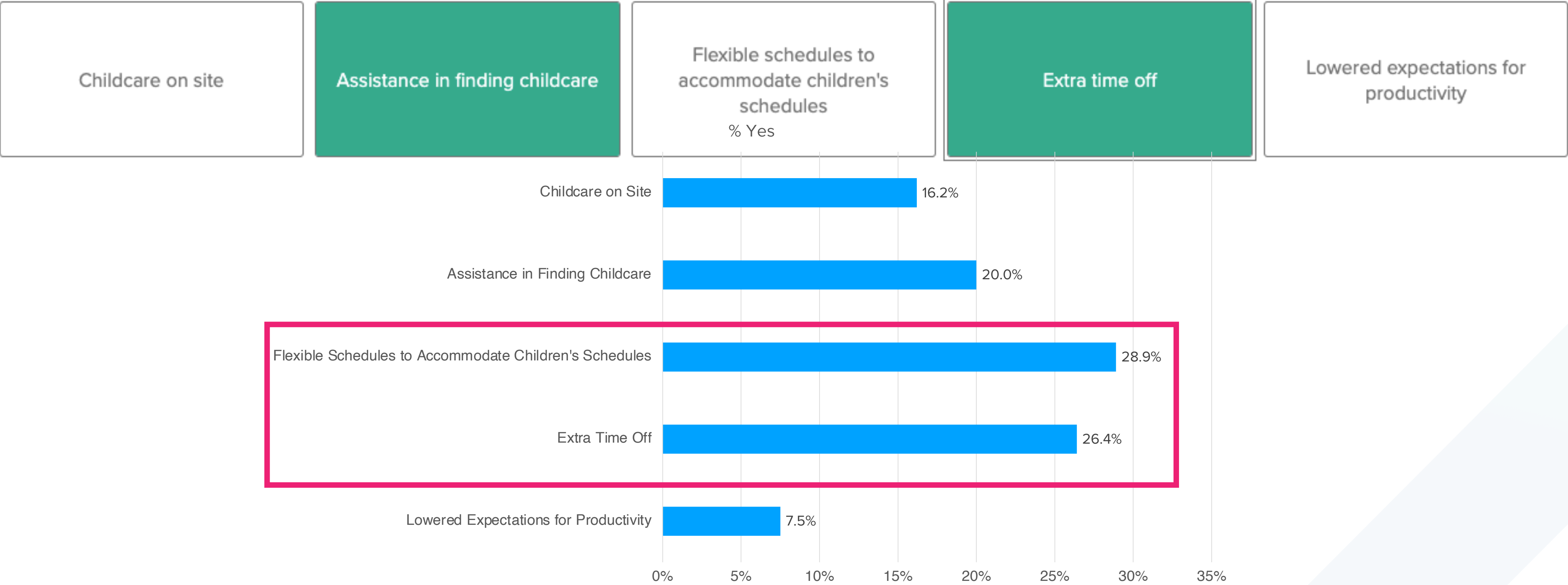
Management

Company Culture



Organizations are stepping up

Has your organization made any of the following accommodations to make balancing childcare and work responsibilities easier during the pandemic? (Check all that apply) *



Helping with the realities of remote work

The IBM Work From Home Pledge

During times of COVID-19

I pledge to be **Family Sensitive**.

I pledge to support **Flexibility for Personal Needs**.

I pledge to support “**Not Camera Ready**” times.

I pledge to **Be Kind**.

I pledge to **Set Boundaries** and **Prevent Video Fatigue**.

I pledge to **Take Care of Myself**.

I pledge to **Frequently Check In** on people.

I pledge to **Be Connected**.



Still room to
provide even
more support

COMPANIES HAVE STEPPED UP BUT CAN DO MORE TO ADDRESS BURNOUT AND FINANCIAL ANXIETY

% of companies that have communicated to employees vs. % of companies that have provided support to employees during Covid-19

What companies have communicated . . .

Childcare/homeschooling challenges

Information about your company's paid leave policies 88%

Burnout

Productivity expectations during the crisis 51%

Plans for performance reviews during the crisis 51%

Mental health & well-being

Commitment to the mental health and well-being of employees 90%

Information about your company's mental health services 97%

Financial anxiety

Information about your company's financial situation 86%

Information about how employees will be paid during the crisis (e.g., pay cuts or raises) 69%

Announcement that there will be no layoffs for a period of time 37%

What companies have provided to employees . . .⁹

Maintained Started or expanded

Parenting and homeschooling resources 18% 46%

Changed performance review process¹⁰ 37%

Mental health counseling 56% 44%

Health checks and healthcare services 51% 41%

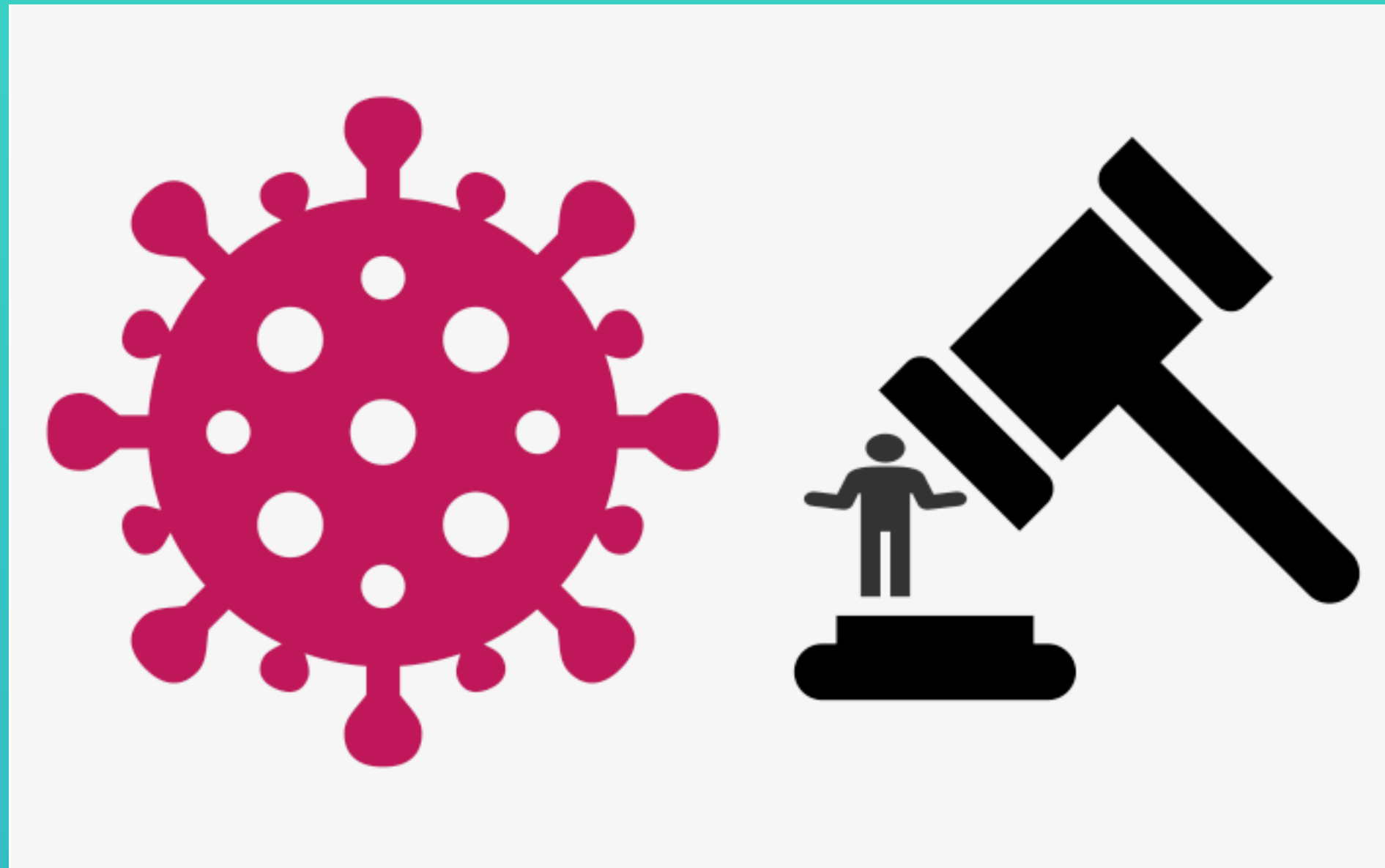
Personal well-being and enrichment programs 28% 63%

Bereavement counseling 82% 8%

Emergency loans/grants 21% 28%

Stipends to offset the costs of working from home 11% 33%

Job training and re-skilling 58% 21%



**Organizations are
listening intently**

Trends we're seeing from the clients with whom we work

Using flexible listening programs:

- ✓ Strategic surveys, as planned, through the lens of COVID-19 & social justice
- ✓ Ad hoc, just-in-time, pulse surveys

Focused on specific topics:

- ✓ Diversity & inclusion | Social justice
- ✓ Supporting women in the workforce
- ✓ Supporting essential and remote workforce
- ✓ Future of work

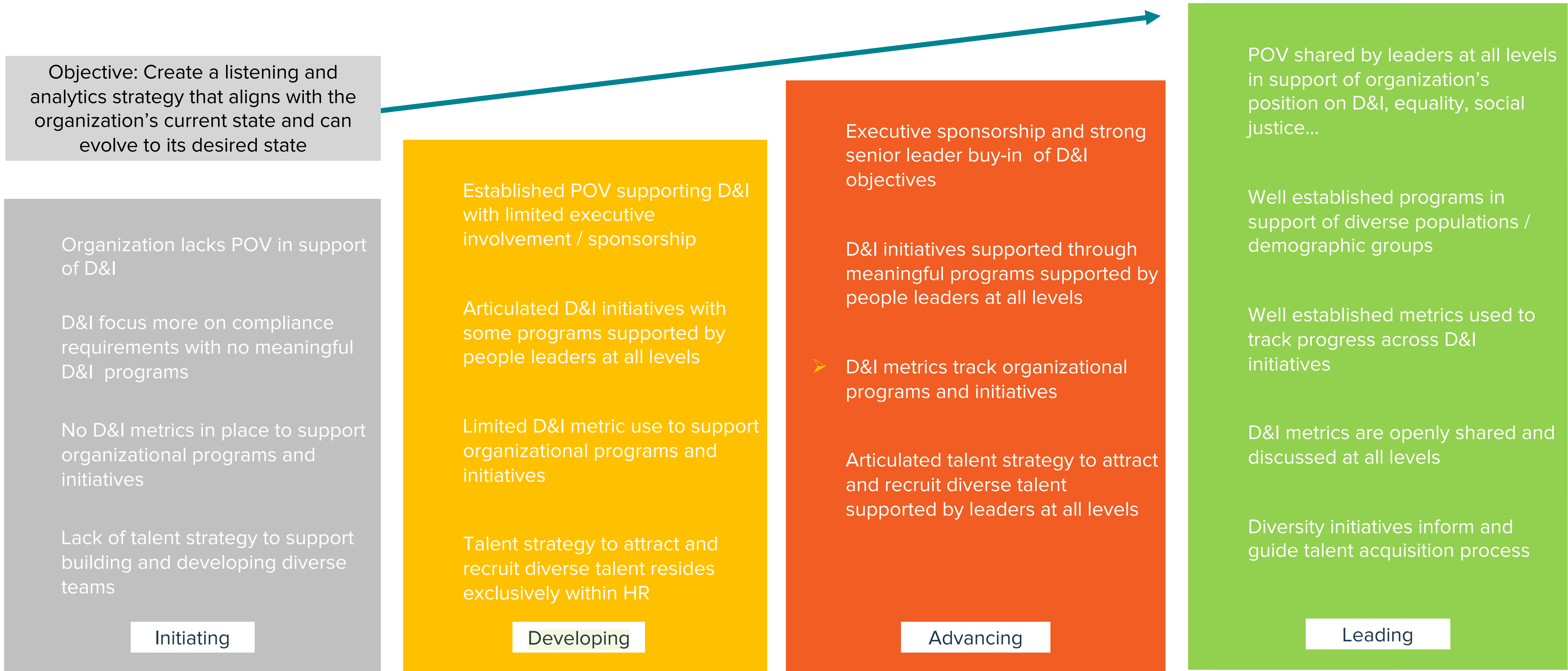


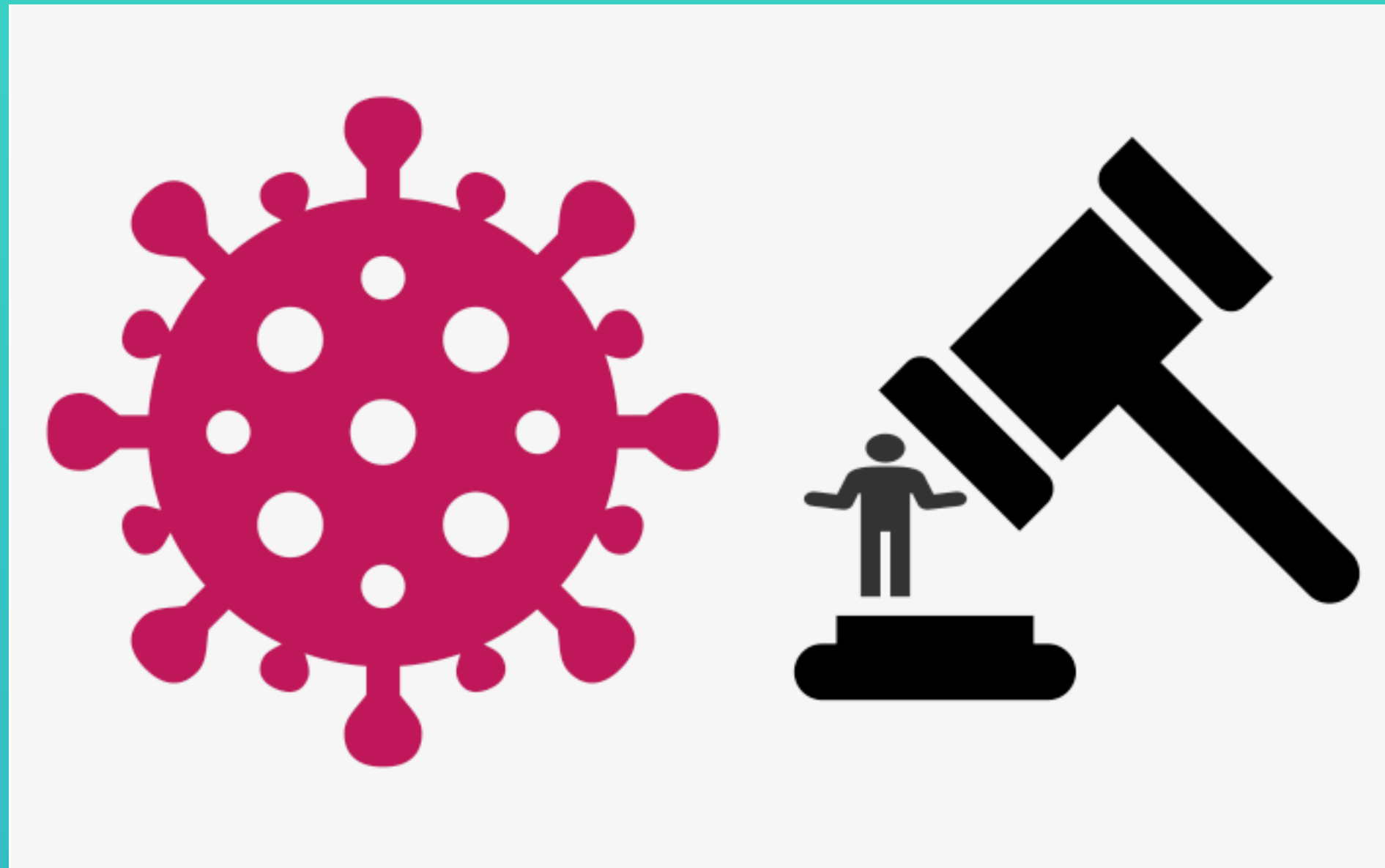
Perceptyx D&I Index measures progress

Belonging	I am appropriately involved in decisions that affect my work.
	My organization makes use of my unique talents.**
Authenticity	It is safe for me to speak up and express my views/opinions, without fear of negative consequence.**
	My immediate manager communicates openly and honestly, even when the conversations are difficult.
Opportunity	I believe my performance is evaluated fairly.**
	I am given opportunities to grow and develop in my current role.
Fairness	If I reported an incident of discrimination to my immediate manager, I'm confident they would do what is right.**
	My immediate manager treats all the colleagues fairly, regardless of their backgrounds.

** Shortened 4-item index that has the two asterisks for companies who can't include all 8 items in their survey

Supporting organizations along the continuum



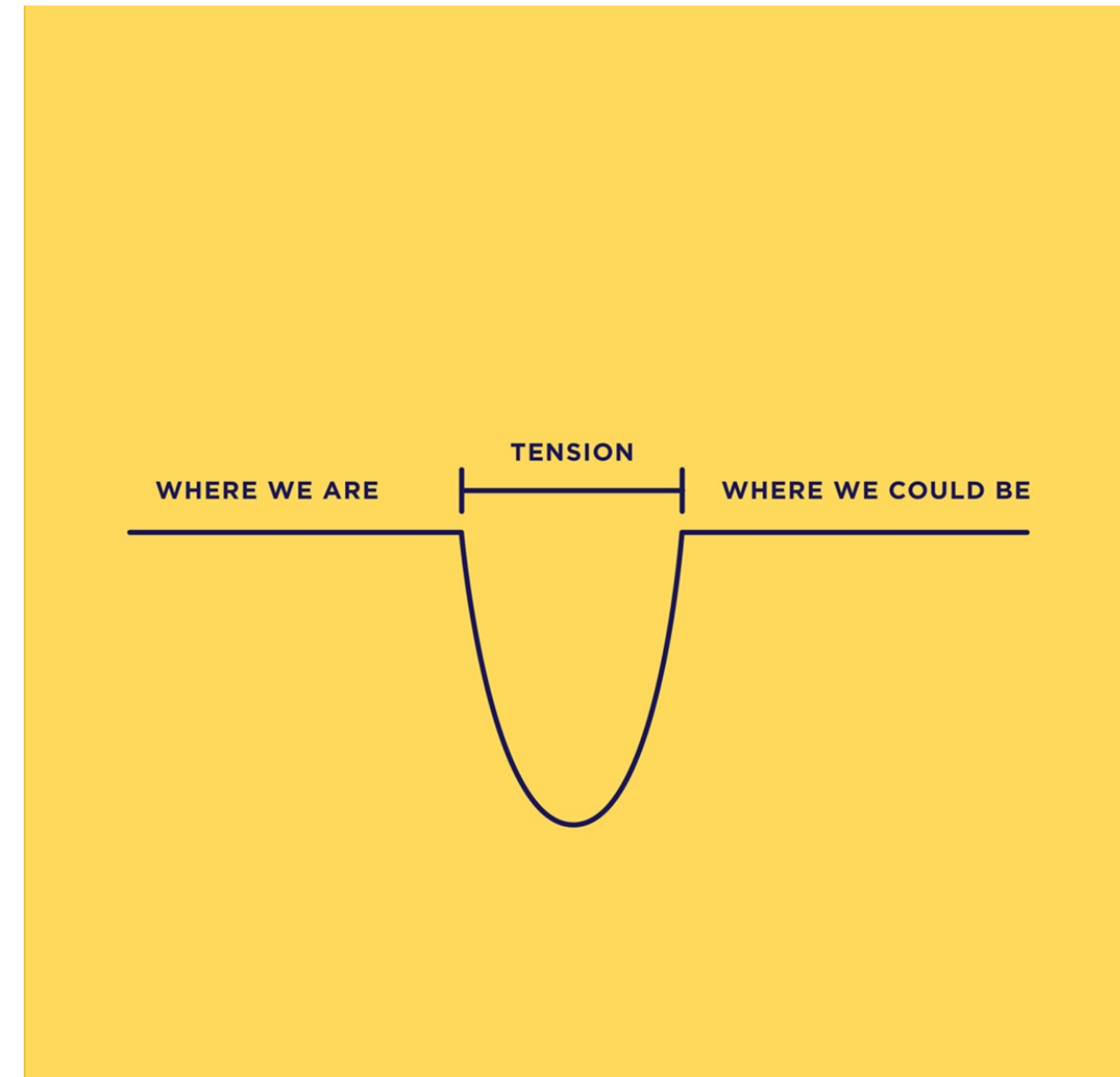


Listening strategies for 2021

Talk more to employees in turbulent times

- CEOs leading the listening and action effort
- Enhancing inclusiveness & belonging; social justice approach vs business case
- Dealing with the whole person:
 - Supporting employees with empathy, care, concern; How are you doing? How's the team doing?
 - Encouraging employee behaviors that reduce burnout and build optimism and resilience
- Planning now for the desired 2021 employee experience

We can all be
part of **this**
next
“**normal**”;
a marathon,
not a sprint!





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