



INCLUSION AT THE HEART OF WORK EFFECTIVENESS

Driving DEI strategy

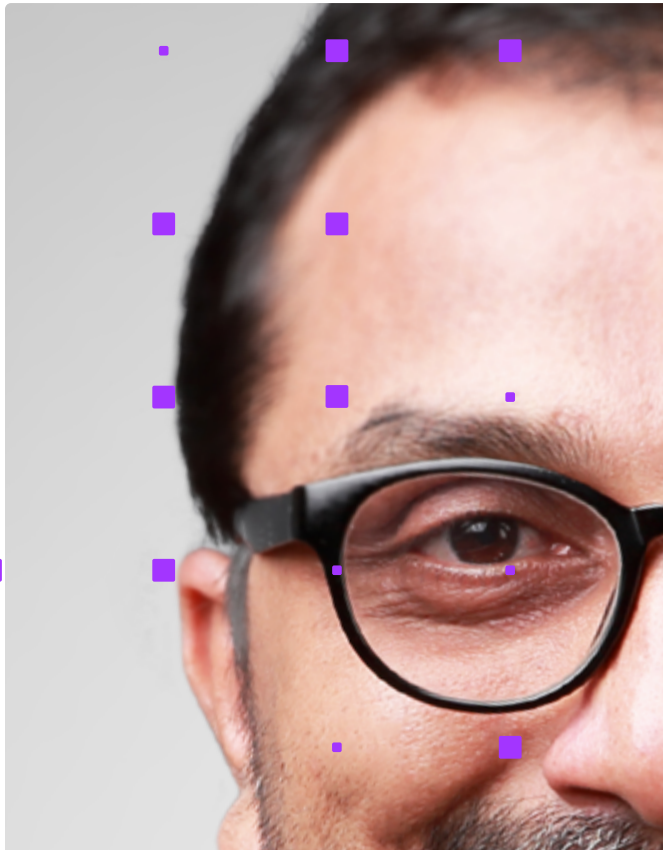
Ali Shalfrooshan
Head of International
Assessment R&D at Talogy

Nataliya Baytalskaya
Ph.D. Managing Research
Scientist at Talogy

We currently find ourselves in a very interesting moment in time. Technology has had an irreversible impact on how we work, what we work on, who we work with, and how organizations function. It has helped connect the world both virtually and physically in a way that felt unimaginable years ago. Society and culture in that time has transformed significantly, including how we define and perceive our personal identities, the demographics of the working age population across regions, and what behavior is deemed appropriate.

Adding to that the more recent growth of globalization, the prevalence of hybrid/virtual working, the staggering potential of generative AI, the impact of social media, and the large-scale societal changes we have alluded to, it is clear that the work environment has never been more complex. However, amid all this change, one aspect of work effectiveness has always remained true; the fundamental cornerstone of organizational effectiveness is its people, and more importantly whether they are able to work effectively with each other.

Consequently, DEI has become a critical strategy that many organizations are trying to implement. However, the key question remains how they implement these strategies successfully. In this white paper we explore the organizational benefits of DEI, and uncover how a greater focus on inclusion can take DEI practices to the next level.



Let's recap: What is DEI?

Diversity, equity, and inclusion (DEI) is a topic of extensive discussion for most organizations. It is an organizational strategy to ensure that there is fair treatment and opportunity for all, and when this strategy is executed successfully, it can enhance innovation, create more effective work relationships, improve decision-making, and facilitate a greater sense of belonging.

The acronym used by organizations may vary with some describing it as D&I, I&D, EDI, DEIB, SJEDI, and many other naming conventions. Whatever the term used, the true foundations of the DEI people strategy is on improving organizational effectiveness:

- **Diversity** is about ensuring that the organization is representative of the many fundamental characteristics that make employees unique.
- **Equity** is about understanding that providing equal treatment or resources doesn't necessarily deliver equality of results, and we need to account for some individuals having more obstacles than others.
- **Inclusion** is about enabling the diverse talents to thrive, ensuring that individuals of all backgrounds feel welcome, respected, and valued, and are included in important decision-making.

The result of an effective DEI strategy is to create an organization that is fair to all and that facilitates a sense of **belonging**. Belonging is a feeling of a shared community, where each group member is respected and valued while being their authentic selves. A sense of belonging for everyone is the core ultimate goal of this people strategy.



The benefits

The **emphasis on** DEI may vary significantly across organizations, and while for some organizations it may just be a strategic priority or something that fulfils a legal obligation, the value of DEI reaches much further than that.

The most commonly cited benefits highlighted in the research are:

- **Greater innovation:** There has been consistent evidence that diverse teams/ companies are more creative and innovative, and make better decisions when leaning on the variety of different perspectives (e.g. Giannetti & Zhao, 2016, 2019; Lee et al, 2018; Lorenzo & Reeves, 2018; Vafaei, et al, 2021). Organizations with effective DEI practices are 2.9x more likely to innovate successfully and are 3.1x more likely to effectively adapt to change (Bersin, 2021).
- **Better decision-making:** Research by Cloverpop (2017) has shown estimates that diverse teams make better decisions 87% of the time and delivered 60% better results when compared to non-diverse teams. One reason for this is that decision-making can be impacted negatively by our assumptions and hardwired biases. Diverse voices can mitigate this and highlight potential blind spots.
- **Higher engagement and retention:** Businesses that spend time and resources on removing barriers and promoting DEI initiatives are 2.6x more likely to engage and retain the workforce (Bersin, 2021). In addition, 51% of employees who left their jobs in the last six months reported not experiencing a sense of belonging (M De Smet, et al, 2022).

As a result of these benefits, it has been continually found that diverse teams and companies with diverse leadership achieve greater financial success than their less diverse counterparts, and this finding holds true across industries and countries (Hunt et al. 2023).

Organizations with effective DEI practices are
2.9x more likely to innovate successfully and are
3.1x more likely to effectively adapt to change.

Many organizations with greater diversity in both their leadership teams and overall organization show better financial performance. For example, the Wall Street Journal evaluated 20 of the most diverse S&P 500 companies and found that they performed better financially over five- and ten-year periods, in comparison to non-diverse firms.

Inclusion to the spotlight:

Moving the DEI strategy forward

Historically DEI strategy has focused heavily on enhancing the 'Diversity' of the organization to ensure the workforce is representative of the wider population. This is still a very important need for many organizations and should be a priority, but this may be less effective if inclusion was not a part of this organizational strategy. In some cases, this focus on only one aspect of DEI strategy led to team conflict, lack of trust, and erratic decision-making (Giannetti & Zhao, 2016, 2019, Stahl, et al, 2010, Homan, 2019).

With society changing, organizations becoming more global and teams meeting more virtually, we need to give more focus on 'Inclusion', the "I" that drives effective DEI. There is now a greater need than ever to focus on helping people work together in a cohesive way, to understand and utilize the differences (both visible and invisible) between them, and to ensure that everyone has an equal chance to contribute, regardless of group membership.

Given this shift, let's dive into the importance of inclusion, and why it is essential for both leveraging the benefits of diversity and enabling effective and meaningful collaboration. Having a diverse workforce does little for outcomes if people with various backgrounds are not included in decisions, feel like outsiders, or work in silos. Hiring a diverse workforce without properly bringing people together for optimal collaboration not only misses an important opportunity for success, but can also make those who are excluded feel frustrated, less engaged, or leave the organization altogether (Shore, et al, 2018).

The key to leveraging the unique ideas and perspectives that already exist in a diverse organization is to put more focus on inclusion. Research shows that adding inclusive practices (e.g. inclusive decision-making, inclusive leaders, inclusive organizational climate or culture) to a focus on diversity, negates the possible conflict that can come with diversity, while increasing the benefits (e.g. Homan, 2019, Shoreibah, et al, 2019) that can lead to improved performance.

In addition to impacting performance outcomes, inclusion has been shown to have positive impact on employee attitudes and outcomes. For example, inclusive practices have been associated with higher engagement, organizational commitment, and job satisfaction (Brimhall, et al 2022; Hwang & Hopkins, 2012, 2015). Inclusive leadership and work practices also help reduce turnover (Groeneveld, 2011; Nishii & Mayer, 2009), especially for those who are part of underrepresented groups. Furthermore, feelings of belonging and being included at work positively relates to employees going above and beyond their work tasks and engaging in organizational citizenship and helping behaviors (Cottrill, et al, 2014; Den Hartog, et al, 2007).

Inclusion is at the heart of working effectively with each other and when there are inclusive climates within organizations, people can collaborate, innovate, and be productive. Irrespective of an organization's goals and focus, when we are working in such a complex work environment, having people and organizations that are inclusive will be a key differentiator for success.



A big hurdle towards inclusion: Our biases

Inclusion can deliver significant benefits to organizational effectiveness, but one of the core issues that can be a barrier to inclusion is bias. This is particularly challenging as bias and the inability to make truly objective decisions are baked into the architecture of every human mind.

Society has moved forward significantly over the last hundred years when it comes to managing our biases. There is less open discrimination than there once was and there have been significant improvements in legislation, and overt prejudice is now something that is seen as off-limits. However, despite these improvements, the evidence suggests that these biases are still manifesting themselves across organizations, and in very observable ways. For example:

BIAS IN RECRUITMENT

- Recent research (Obenauer, 2023) has replicated the findings of a seminal study (Bertrand & Mullainathan, 2004), which found that applicants with white sounding names received 50% more invitations to interview than other applicants.
- A meta-analysis of experiments on hiring discrimination published between 2005 and 2020 (Lippens, et al, 2023) found that ethnic minority candidates on average receive nearly 33% fewer positive responses to their applications than their majority counterparts. Applicants with disabilities receive about two-fifths fewer positive responses on average, while the penalty for old(er) applicants is just above one-third.

BIAS IN PROMOTION

- A DDI Global Leadership report (2023) found that 49% of minority women and 46% of minority men in senior-level leadership roles say they expect to change employers to advance their careers; only 29% of non-minority men say the same.
- Although Black employees comprise 14% of all US employees, the Black workforce at the managerial level is just 7%. At senior-manager levels (vice president and senior vice president), it declines further, to 5% and 4%, respectively (McKinsey, 2021).

BIAS IN PAY

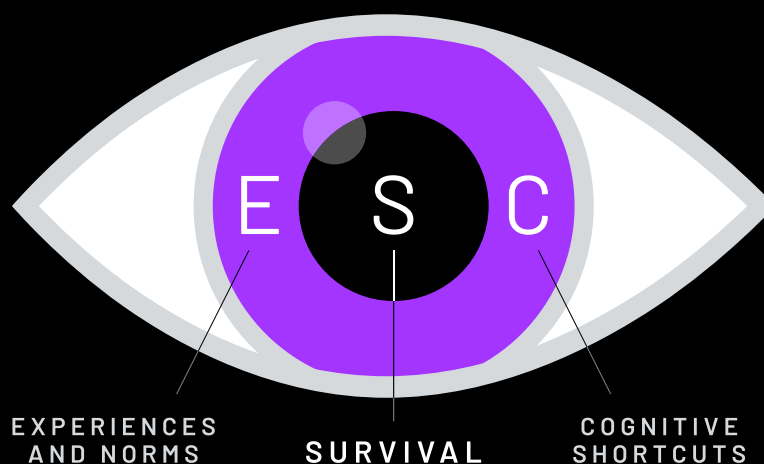
- According to Bureau of Labor Statistics data, in 2022, women in the US earned 17% less than men on average. In 2021, White women earned 82% as much as White men and the gap was even wider for many women of color. Black women earned 69% as much as White men and Hispanic women earned 63% as much.
- The Institute for Women's Policy Research (2022) projects that gender pay equity won't become a reality until 2059.

Therefore, despite there being significant progress over the last few years, bias is still manifesting itself in the workplace. While it is likely to be unconscious and benign in its origin, it is certainly damaging in its impact on efforts towards true inclusion.

The universality of bias

Our decisions and behavior are built around our perceptions of the world around us. We can sometimes think that our view of the world is truly objective. However, like our actual vision, the images we see are just representations of the world around us. Overall, our vision is an accurate representation, but it is still an abstraction.

Many of us believe we are simply observing the world completely clearly. However, the truth is our understanding of the world is an interpretation, using very sophisticated cognitive processes to determine a subjective viewpoint. Despite its impressive accuracy, our perceptions are influenced by a range of factors that may impact their accuracy.



Experiences and norms

As social animals we interpret and internalize our external environment. Our experiences influence our expectations, schemas we follow, and perspectives. We automatically internalize social norms and expected behaviors we are exposed to. Culture unconsciously influences us and means we all have unique filter we see the world through.

Survival

Our ability to internalize norms and deploy cognitive shortcuts is necessary for our survival. However, this instinct means we have a tendency to behave in ways that are optimal for survival, but not in the complex, integrated, and collaborative work environment we now work-in. Survival is an explanation for some non-optimal behavior.

Cognitive shortcuts

These are cognitive processes that help us process information accurately *enough* in a very short time. These processes are typically automatic and do not require effortful thought, some researchers refer to them as heuristics or 'fast-thinking'. Ultimately, they enable us to make quick and relatively accurate decisions, with limited time and effort, the challenge is not as accurate as we hope.

We believe that acknowledging that our point of view is a perception influenced by biases, increases inclusion and creates more effective work climates. Bias is something that every human is susceptible to, and recognizing bias is part of the human experience and how our brains work; a necessary step – and a starting point – to improving inclusion, brought to life through our actions and behaviors.

Talogy's approach

When focusing on a topic as complex as DEI strategy, many different approaches can be taken to improve it. These actions take different forms, from policy changes to internal communications. However, **at Talogy we believe that the most impactful approach to improving organizational effectiveness lies in focusing on people and the insights from psychology.** Consequently, our focus is on inclusion and how to understand it, measure it, and enable it to thrive at all organizational levels.

The way we think is at the heart of whether we will demonstrate inclusive behavior, overcome biases, and work effectively with each other. The knowledge and research within organizational psychology provides the greatest lever for facilitating inclusion and creating a sense of belonging. An effective DEI strategy is focused on inclusion, which is underpinned by the actions of people, how we behave with each other, and the climate we create. Therefore, all of us have a role in creating an inclusive organization and can influence it positively.

Inclusion is about everyone

Inclusion is about helping **everyone** in the organization, as we are all unique and different to each other, with many of these differences being both visible and hidden. Taking a universal approach to working effectively is the only way we can create organizations that are both effective and foster belonging. Inclusive organizations and teams allow **all** of its members to be wholly themselves, while being empowered and supported to meaningfully contribute to collective efforts and goals (Shore, et al, 2018). They create an environment of belonging and psychological safety and enable each individual to fully thrive.

The journey to inclusion requires a holistic approach

Our approach to inclusion is **holistic** in nature, putting equal focus on employees of all backgrounds and all levels of the organization. This is why our solutions consider employees, leaders, and the work environment as a whole. Without individual employees taking steps to develop and demonstrate inclusive behaviors, such as open-mindedness, flexibility, and respect towards others, organizational and leader initiatives can fall flat and not reach desired levels of success. Similarly, leaders who try to champion inclusive practices without buy-in from their employees or lack support from organizational practices will only make limited progress.

Behavior is the key to creating a truly inclusive climate

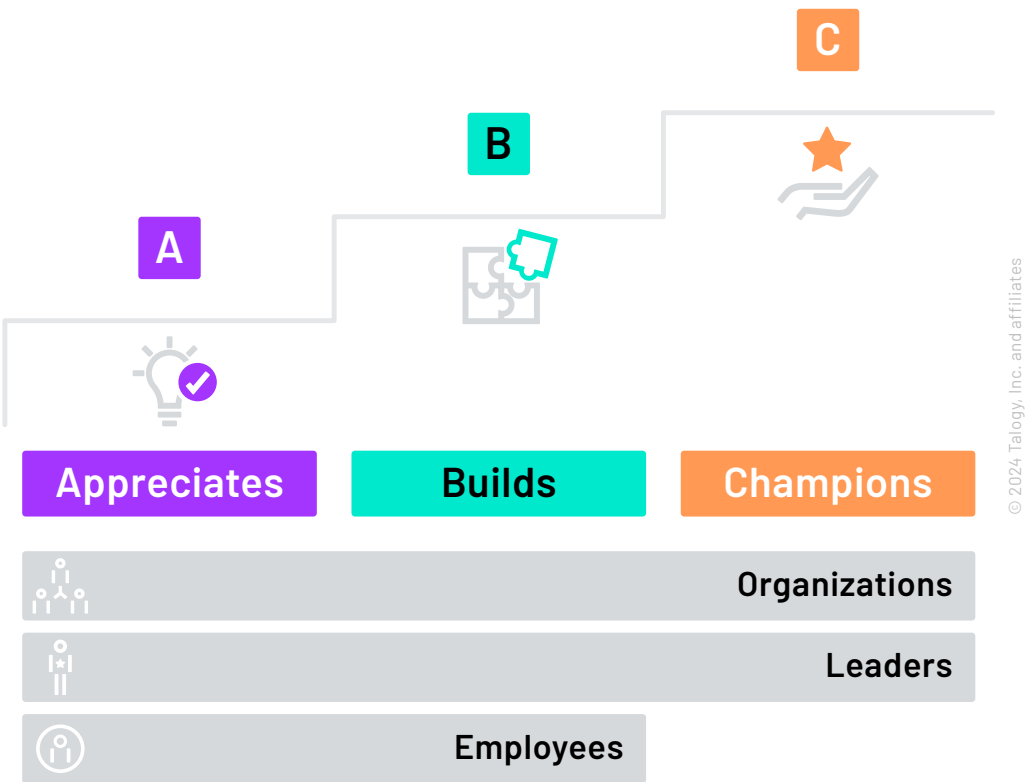
The benefits of diversity would be underutilized without the proper structures and behaviors in place to bring sources of diverse thought together to communicate effectively, engage respectfully, and collaborate for results. A concerted effort by the organization to foster inclusivity can create a collective sense of belonging, which can only be achieved through our behavior, as this will help us circumnavigate our natural biases, which are just a part of the architecture of our minds.



Introducing Talogy's ABC Model of Inclusion

Talogy's ABC Model of Inclusion takes a stepwise approach in understanding the behaviors required to create an inclusive workplace, with each step building on the one before. It provides a useful framework to help facilitate and enhance a sense of belonging across teams, departments, and organizations. This model accounts for the fact that all of us are on our own 'inclusion journey' and that we all may be at different stages.

The goal is to create a climate where employees are keen to promote and advocate inclusion. So that everyone in all their uniqueness can be treated fairly and work together effectively.



APPRECIATES

Inclusion begins with awareness and appreciation of the experiences of others. This stage reflects a sense of acceptance, openness, and a growth in understanding. Individuals and organizations in this phase are identifying the challenges of creating an inclusive environment and becoming open to learning about their need to act.

BUILDS

An inclusive climate is built by behavioral change. This second stage moves from gaining awareness and understanding of the challenges needed to improve inclusivity, to more proactive steps related to building an inclusive environment. Individuals and organizations in this phase are helping to build an inclusive, fair and equitable climate by their actions and behavior. They are proactively building a climate through action.

CHAMPIONS

The final step is more geared toward leaders and the organization as a whole and focuses on being advocates of inclusion. This phase is one of advocacy and facilitating change in others. This is where leaders and organizations look for opportunities to affect change formally and informally. To be successful at this stage, individuals and organizations need to be willing to champion the change they want to see.

Talogy’s ABC Model of Inclusion:

A focus on the individual, leader, and organization

In the following sections, we explain how we view each of the three organizational levels (individual, leader, organization) within the context of inclusion, how it manifests in each one, and why each level is crucial to achieve inclusion both on its own, and in conjunction with the other levels.

The individual

Why focus on the individual?

An organization is comprised of a group of individuals, ideally working towards a shared purpose. The actions of these individuals incrementally impact an organization’s overall success, climate, and DEI strategy. Therefore, our experiences when we are working, both positive and negative, are typically determined by our direct colleagues and our interactions with them.

Inclusion is not achieved by some external and an unknowable presence. Rather, the decisions, actions, and behaviors of those we work directly with, have the most significant impact on how we experience our work. Our interactions with others can shape how we perceive ourselves, and even though we may not feel that way, each person can have a positive influence on the experience of others.

The interactions and behaviors between individuals are fundamentally important, as they are the building blocks of an effective organization. Therefore, by focusing on self-insight and self-improvement, we can help organizations be more inclusive, by helping people become more objective and work more effectively with others.

How we focus on the individual

In this interconnected and diverse world, we all need to work effectively with people who are different to us, whatever that difference may be. Ultimately this capability leads to better outcomes for the individual and the organization, fostering an environment which enables collaboration, innovation, and success. In the psychological and business literature, there are a range of constructs that are related to this very valuable quality, most commonly referred to as intercultural competence, cultural agility, or cultural capability.

At Talogy, our preferred term is **Cultural Capability**, as a capability highlights how it is a positive skill that we may have some level of natural predisposition for, but can also be enhanced through direct action and effort. We define it as: “An individual’s capacity to behave fairly, inclusively and respectfully with all people regardless of how similar or different they are to them.”

Based on our research and that of the academic literature, this capacity is comprised of six inclusive behaviors.



Empathy is defined as understanding and showing sensitivity towards others' perspectives, views, and concerns, regardless of background and context.



Relationship building is defined as effectively building relationships with people from a wide range of different backgrounds, establishing rapport and trust.



Composure is defined as managing emotions in times of challenge, remaining appropriately calm, composed and in control of one's response to a situation.



Open-mindedness is defined as being tolerant and non-judgmental when dealing with others, avoiding assumptions and preconceptions, and treating each individual and situation separately.



Learning orientation is defined as seeking to learn and develop, taking steps to build knowledge about the world around them, and being open to new experiences and information.



Flexibility is defined as adapting one's approach, style and behavior depending on the individuals they are interacting with, and identifying solutions based on the specific needs of the situation.

Understanding their capabilities in each of these areas can enable employees to increase self-awareness when interacting with others, identify biases, and take a more open-minded, empathy-driven approach. Developing behaviors in these six areas are a key starting point to building an inclusive organization from the ground up.





Leaders

Why focus on leaders?

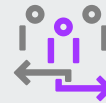
Leaders play a key role in both needing to practice inclusive behaviors with their own teams, as well as championing the importance of inclusivity to the rest of the organization. While leaders should be responsible for carrying out the same six inclusive behavior areas as the individuals in their organization, they also need to be inclusion advocates by displaying courage, accountability, and championing change. These three behaviors are detailed below:



Accountability is defined as ensuring fair and equal treatment of all group members by acting in line with one's words, and holding themselves and others accountable to the same standards.



Courage is defined as being brave in one's actions and taking a stand for what is right, fair, and equitable, even in the face of challenges.



Championing change is defined as maintaining a positive attitude toward change and facilitating change to improve fairness and inclusion.





While a focus on individuals is crucial in enabling strong inclusive behaviors, it is equally important to focus on the work environment of those individuals and how the organization as a whole supports (or hinders) DEI efforts. This is where understanding organizational climate comes in. While some organizations shy away from measuring their climate due to fears that it can be messy and confusing to interpret, with the right research and methodology behind it, it is not only *possible* to assess climate, but also highly beneficial.

While climate for DEI and inclusion specifically is often overlooked, it is just as important as employee behavior because it is the context and infrastructure without which an inclusive work environment cannot thrive. An inclusive organizational climate not only ensures that all members thrive, but also helps create equal opportunities, seeks out and integrates diverse perspectives, and facilitates engaging interaction between its members (Nishii, 2013). Measuring how inclusive an organization's climate is can help identify blind spots or offer suggestions for improvements. It can also pinpoint particular areas that are lacking, such as leadership communication or employees feeling excluded from important decisions. Measurement of inclusive climate should therefore focus on direct questions asking about various aspects of how groups in the organization behave as a whole (e.g. senior leadership, HR, employees in the organization), as well as addressing specific DEI-related policies, and whether or not they are in place/effective.

While there are many factors that require attention in order to achieve organizational inclusivity, our research has uncovered the 12 most important dimensions. As with individual behaviors, organization climate dimensions follow the same three levels of our ABC model, starting with showing understanding (Appreciates), to demonstrating inclusive practices (Builds), to driving positive change inside and outside of the organization (Champions). Our set of dimensions goes beyond previous inclusive climate scales and includes often forgotten constructs for a more thorough and comprehensive approach. The table below shows the 12 dimensions, where they fall within the ABC model, and their definitions.



ABC of Inclusion	Perceptions climate dimensions	Dimension definition
Appreciates	Respect	Positive regard and consideration for the feelings, opinions, and perspectives of others
	Intercultural Appreciation	Awareness, acceptance, and understanding of cultural differences
	Open-Mindedness	Open to questioning assumptions and biases
	Learning Orientation	Desire to learn by embracing opportunities to gain a greater understanding of others
Builds	Psychological Safety	Freedom to speak without negative consequences
	Inclusive Decision Making	Participation in important decisions and belief that opinions are taken seriously
	Authenticity	Acting and feeling true to themselves without negative consequences
	Building Diverse Relationships	Nurturing positive relationships with a diverse range of colleagues to enhance learning/performance
Champions	Fairness and Equity	Creating organizational programs and practices that explicitly address fairness and equity
	Transparency	Clarity of the organization's DEI policies and accomplishments
	Championing Change	Continuous drive toward improving inclusivity both inside and outside the organization
	Courage	Taking bold steps to advocate for and drive inclusion

Taking action on inclusive climate results

Measuring climate using psychometrically sound methodology is a crucial step to gathering accurate and precise insight. However, gaining insight on its own is not enough. It is just as important to enable an organization to use the results and the information gathered to take direct action. When gathering feedback, it is helpful to provide employees with a list of achievable, tangible actions and ask them to choose the most meaningful ones for them (e.g. create employee resource groups, introduce more flexible work policies).

While it would be difficult for any organization with limited resources to action every possible item, asking for employee input helps to focus the efforts on the ones that matter most. Leveraging information about the current state of inclusion climate paired with concrete steps for action is key to achieving maximum positive impact.

It is also critical to not let climate survey results be simply a snapshot in time. As an organization acts on desired items, and makes improvements in processes and practices, making the climate survey a yearly undertaking will allow the tracking of progress and highlight any new problem areas. While benchmarking against

other companies in the industry is always something organizations wish to see, with the inclusion topic in particular it is far more valuable to focus on the progress within the organization, rather than comparing yourself to others. **The desired level to strive for is the maximum level of perceived inclusion, where every single employee feel that they belong, and are valued and listened to.**

Making changes at the organizational level can seem like a daunting, challenging endeavor, but it is a worthwhile one that can directly and quickly create positive and lasting change. At the base level, signaling to employees that the organization has gathered their feedback in earnest, is taking it seriously, and is committed to acting on it, is a good first step. To further support organization-wide initiatives, leadership involvement and buy-in is essential, as is having several champions for the proposed changes. Depending on the areas that need improvement, it can also be beneficial to bring in external help (e.g. mediators, trainers/coaches, guest speakers). Finally, all changes should be communicated and promoted with transparency regarding timelines, potential impact, and expected benefits.



Conclusion

Based on the multitude of evidence over the past decade, it is no surprise that focusing on and enhancing inclusion should be at the forefront of organizational initiatives, and their DEI strategies. Within DEI, it is inclusion that truly brings all people and processes together, enhancing positive outcomes for all employees as well as the performance and financial health of the organization. Investing in it through **developing employees and leaders** can lead to vast improvements in how employees interact with each other and collaborate in meaningful and enriching ways, increasing empathy, open-mindedness, and flexibility. Improving working relationships and listening to diverse perspectives, for employees at all levels, benefits everyone involved and facilitates organizational success.

Similarly, addressing inclusion through the **organizational lens** will allow companies to build the support system needed for true inclusive practices. Both approaches are important in their own right and will lead to significant improvements in how people work together. However, taking a comprehensive approach and looking at all levels together is where inclusion and all its benefits can thrive the most, providing maximum benefit to organizational success.



References

- Bersin, J. (2021). Elevating Equity: The Real Story of Diversity and Inclusion. Josh Bersin Company.
- Bertrand, M., & Mullainathan, S. (2004). Are Emily and Greg More Employable Than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination. *American Economic Review*, 94(4), 991-1013.
- Brimhall, K. C., Williams, R. L., Malloy, B. M., Piekunka, L. R., & Fannin, A. (2022). Workgroup inclusion is key for improving job satisfaction and commitment among human service employees of color. *Human Service Organizations: Management, Leadership & Governance*, 46(5), 347-369.
- Bureau of Labor Statistics, U.S. Department of Labor, The Economics Daily. (2022). Median earnings for women in 2021 were 83.1 percent of the median for men. <https://www.bls.gov/opub/ted/2022/median-earnings-for-women-in-2021-were-83-1-percent-of-the-median-for-men.htm>.
- Cloverpop. (2017) White Paper: Hacking Diversity with Inclusive Decision-Making. <https://www.cloverpop.com/hacking-diversity-with-inclusive-decision-making-white-paper>.
- Cottrill, K., Denise Lopez, P., & C. Hoffman, C. (2014). How authentic leadership and inclusion benefit organizations. *Equality, Diversity and Inclusion: An International Journal*, 33(3), 275-292.
- DDI (2023). Global Leadership Forecast Report. <https://www.ddiworld.com/global-leadership-forecast-2023#>.
- De Smet, A., Dowling B., Hancock B. & Schaninger B. (2022). The Great Attrition is making hiring harder. Are you searching the right talent pools? McKinsey Quarterly.
- Den Hartog, D. N., De Hoogh, A. H., & Keegan, A. E. (2007). The interactive effects of belongingness and charisma on helping and compliance. *Journal of Applied Psychology*, 92(4), 1131.
- Giannetti, M., & Zhao, M. (2016). Board diversity and firm performance volatility (Vol. 15). Centre for Economic Policy Research.
- Giannetti, M., & Zhao, M. (2019). Board ancestral diversity and firm-performance volatility. *Journal of Financial and Quantitative Analysis*, 54(3), 1117-1155.
- Groeneveld, S. (2011). Diversity and employee turnover in the Dutch public sector: Does diversity management make a difference?. *International Journal of Public Sector Management*, 24(6), 594-612.
- Homan, A. C. (2019). Dealing with diversity in workgroups: Preventing problems and promoting potential. *Social and Personality Psychology Compass*, 13(5), e12465.
- Hunt, D. V., Dixon-Fyle, S., Huber, C., Del Mar Martínez, M., Prince, S., & Thomas, A. (2023). Diversity matters even more: The case for holistic impact. In McKinsey & Company. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-matters-even-more-the-case-for-holistic-impact>.
- Hwang, J., & Hopkins, K. (2012). Organizational inclusion, commitment, and turnover among child welfare workers: A multilevel mediation analysis. *Administration in Social Work*, 36(1), 23-39.

- Hwang, J., & Hopkins, K. M. (2015). A structural equation model of the effects of diversity characteristics and inclusion on organizational outcomes in the child welfare workforce. *Children and Youth Services Review*, 50, 44-52.
- Institute for Women's Policy Research. (2022). Pay Equity and Discrimination. <https://iwpr.org/equal-pay-about/>.
- Lee, H. W., Choi, J. N., & Kim, S. (2018). Does gender diversity help teams constructively manage status conflict? An evolutionary perspective of status conflict, team psychological safety, and team creativity. *Organizational Behavior and Human Decision Processes*, 144, 187-199.
- Lippens, L., Vermeiren, S., & Baert, S. (2023). The state of hiring discrimination: a meta-analysis of (almost) all recent correspondence experiments. *European Economic Review*, 151.
- Lorenzo, R. & Reeves, M. (2018). How and Where Diversity Drives Financial Performance. Harvard Business Review. <https://hbr.org/2018/01/how-and-where-diversity-drives-financial-performance>.
- McKinsey & Co. (2021). In corporate America, Black senior leadership remains scarce. <https://www.mckinsey.com/featured-insights/sustainable-inclusive-growth/chart-of-the-day/in-corporate-america-black-senior-leadership-remains-scarce>.
- Nishii, L.H. (2013) The Benefits of Climate for Inclusion for Gender-Diverse Groups. *Academy of Management Journal*, 56(6), 1754-1774.
- Nishii, L. H., & Mayer, D. M. (2009). Do inclusive leaders help to reduce turnover in diverse groups? The moderating role of leader-member exchange in the diversity to turnover relationship. *Journal of applied psychology*, 94(6), 1412.
- Obenauer, W. G. (2023). More on why Lakisha and Jamal didn't get interviews: Extending previous findings through a reproducibility study. *Journal of Management Scientific Reports*, 1(2), 114-145.
- Reichers, A.E. and Schneider, B. (1990). "Climate and culture: An evolution of constructs." In Schneider B. (Ed.) *Organizational Climate and Culture*, Jossey-Bass, San Francisco.
- Shore, L. M., Cleveland, J. N., & Sanchez, D. (2018). Inclusive workplaces: A review and model. *Human Resource Management Review*, 28(2), 176-189.
- Shoreibah, R. A., Marshall, G. W., & Gassenheimer, J. B. (2019). Toward a framework for mixed-gender selling teams and the impact of increased female presence on team performance: Thought development and propositions. *Industrial Marketing Management*, 77, 4-12.
- Stahl, G. K., Mäkelä, K., Zander, L., & Maznevski, M. L. (2010). A look at the bright side of multicultural team diversity. *Scandinavian Journal of Management*, 26(4), 439-447.
- Vafaei, A., Henry, D., Ahmed, K., & Alipour, M. (2021). Board diversity: female director participation and corporate innovation. *International Journal of Accounting & Information Management*, 29(2), 247-279.

