



DIVERSITY
EQUITY
INCLUSION
GOING
BEYOND
GOOD
INTENTIONS

There's no doubt that the last couple of years have marked a turning point in terms of how companies approach inclusive hiring. The events of 2020 were a catalyst, and while 2021 was all about having conversations to create awareness and strategize DEI agendas, 2022 is poised to be the year for taking action.

In fact, in the [Monster Future of Work 2022](#) global survey of employers and candidates, nearly 4 in 10 employers cited the need to build a diverse workforce as their top DEI priority. With more of a shift toward program implementation, it's incumbent upon employers to make sure they don't simply have good intentions, but that they're following through and doing things right.



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Monster’s 2022 Future of Work Report said one thing loud and clear: companies are moving beyond talking about inclusive hiring, and they’re ready to take action. And the demographic who cares most about DEI? Gen Z. 47% of Gen Z recruiters told Monster that more candidates than ever expect to learn about a company’s DEI efforts, and 32% of younger candidates ranked gender DEI initiatives, gender pay equity and proactive response to social issues as becoming increasingly important to them.

“In 2020, it’s like the lights came on and now we’re just looking at stuff that’s already been here all along,” says Ruhal Dooley, an HR knowledge advisor at SHRM. “Employers can’t deny what they’re seeing, what their employees are forcing them to pay attention to.”

In fact, it was projected that 66% of tech companies would report their DEI metrics in 2021, up from just 31% that did so prior to 2020, according to

Built In’s “[State of DEI in the Tech Industry](#)” report. Not just that, Dooley points out a direct correlation between diversity and the bottom line. “Your revenue is tethered to culture whether you like it or not, and culture includes all of your contributors,” he says. “The best talent available is proven to be everywhere, not just in some historically reserved place where everyone is the same. If the best talent yields the best result, diversity is necessary to compete.”

In other words, to succeed in an ever-competitive marketplace, DEI efforts need to be front and center. “Diversity & Inclusion and Equity is to these times what technology was to business transformation 10 or 20 years ago,” says Mark Morial, president and CEO for the National Urban League.

DEI IS GOOD FOR BUSINESS – AND EMPLOYEE ENGAGEMENT

Research from think tanks and consulting firms have consistently found correlations between diversity efforts and company success. Here are just a few to ponder:



According to the “Diversity Wins” Report by McKinsey, organizations in the top quartile for gender diversity on executive teams were 25% more likely to have above-average profitability than companies in the fourth quartile. For ethnic and cultural diversity, top-quartile companies were 36% more profitable.

The World Economic Forum’s report “[Diversity, Equity, and Inclusion 4.0](#)” suggests that companies with diverse employees have “up to 20% higher rate of innovation and 19% higher innovation revenues.”

[CEB research](#) found that in a more diverse and inclusive workforce, intent to stay improves by 20%, and team collaboration and commitment improve by about 50%.

And consider these findings from Josh Bersin’s *Elevating Equity: The Real Story Of Diversity And Inclusion: When DEI is embedded in every HR program, companies are 8.2X more likely to satisfy and retain customers. Plus, it found that high performing organizations are 10X more likely to make the DEI strategy an integral part of the business strategy.*

As Lindsay-Rae McIntyre, chief diversity officer at Microsoft, shared in Forrester’s ebook, “[Inclusive Leadership Enhances the Powers of Creativity](#)”: “Creativity and innovation occur when you have a range of experiences and perspectives in your company and on your teams, and that can only happen when you nurture a culture of inclusion where people are comfortable sharing their ideas.”

HOW TO IMPLEMENT YOUR INCLUSIVE HIRING PLAN

Now that you know why you should have a more inclusive hiring plan, you need to figure out how to execute it. In simple terms, it's really about opening up your talent acquisition pipeline and making sure you're fishing in pools you wouldn't ordinarily fish in, says Dooley. To find and access these diverse pools, here are some actionable strategies to put in place:



LOOK INWARD FIRST

Employers can start by tracking diverse candidates when they enter your organization, the length of their tenure, and how their careers develop while at your organization. This will provide an understanding of which aspects of your candidate life cycle and employee experience needs improvement.

Something that all companies should consider implementing is sponsorship and mentorship programs that can help the development and advancement of diverse employees. “Companies should identify high potential diverse employees that are promoted as a result of sponsorship and mentorship and find ways to amplify those actions. Access to C-Suite leaders is critical for women and other diverse groups to advance,” said Audra Jenkins, chief diversity & inclusion officer, Randstad North America in a Monster report on “[Women in the Workforce.](#)”



CREATE MORE INCLUSIVE JOB DESCRIPTIONS

Even if you think that your job postings are universally appealing to all, your hiring criteria might be saying otherwise, says Kay Martinez, founder of Kay Martinez Consulting, which helps organizations with DEI planning. “Is it inclusive or unintentionally exclusive?” they ask. For example, if you post that you need 10 years of senior management experience, is there a way to think more broadly about what you’re really looking for so the position is accessible to more women?

“We know women of color in particular aren’t in these leadership positions, so if your criteria says 10 years of leadership is required, you’ve already put in a barrier,” says Martinez. “To disrupt these cycles that keep creating the status quo, think about whether it’s more important to have leadership experience, or can you look for comparable experience without the senior title?” they say.

Some good news on that front: Given the tight labor market, 70% of U.S. recruiters indicated in the Monster Future of Work report that they are open to hiring candidates with transferable skills that they can train.



HIGHLIGHT YOUR COMMITMENT TO DEI

Finding ways to showcase your company's commitment to inclusive hiring, equal pay, and support for underrepresented groups can also help prospective candidates see that your DEI is more than a few bullet points on your career site. It's also helpful for candidates to hear from your diverse employees in videos and see them in social media posts.

Having inclusive benefits like paid leave for all parents is another important way to illustrate how your employer brand supports all employees. "Highly sought-after candidates

are going to be looking at what types of benefits there are for same sex partners or trans-inclusive health care," says Martinez. "These are big signals that companies care about diversity and inclusion," they add.

It also helps to post about company-wide events that promote awareness and celebrate diversity during various times of the year. If the company supports community and nonprofit groups related to achieving equality, those sorts of partnerships should also be publicized.



BE TRANSPARENT

While having a dedicated DEI staff member or department is a step in the right direction, Dooley says he's seen some companies that don't follow through with meaningful action. "More important than having a chief diversity officer is showing me what your population looks like," he says.

Sharing annual reports on DEI that include a racial breakdown, or female/male ratio are becoming more and more standard, says Martinez. "For industries to publish and show who works here and what level they are, it shows that a company is studying itself," they say. In addition, publishing your DEI plan indicates that a company is going beyond superficial statements.

COMPANIES TO WATCH:

Among Diversity Inc.'s Top 50 Companies for Diversity in 2021, many highly-ranked employers shared examples of how their DEI plans are being implemented. Some examples:



The Hershey Company stands out as a leader in pay equity, with their salaried women, Black, Latinx and Asian employees earning the same, dollar-for-dollar, salary as white men.



BASF made the commitment that 50% of the candidates interviewed and 50% of their interviewers must be from diverse populations.



Target succeeded in reaching many of its key DEI goals last year, which included more than doubling promotions for women of color.



AUDIT YOUR HIRING PROCESS

Even if your job description and employer branding assets illustrate a company committed to DEI, candidates will come away with their own impressions once they begin interacting with your hiring process. “More important than what you see is what you hear in the conversations you’re having,” says Dooley.

If candidates get a vibe from interviewers or hiring managers that are not welcoming, that’s not something they will ignore. That’s why, Dooley says, it’s important to make sure that your interviewers are trained to check their biases. Going through multiple scenarios can help managers identify biased statements and allow them to make corrections.

It could also help to have more diverse interviewers during the hiring process – something that 84% of tech professionals

said was at least somewhat important to them, in Built In’s report. More important is making sure interviewers use a set of standardized questions so every candidate has the same experience, says Martinez. “Otherwise, that doesn’t create a fair evaluation. Companies didn’t intend to do these things – they may have just wanted to seem informal asking questions on the spot. But that creates inequity,” they say.

Finally, organizations must ensure that fair and equitable packages are offered to all new hires. “Companies that want to retain and attract women, people of color, or LGBTQ candidates, must make sure they are offering competitive packages,” says Martinez.



REVAMP YOUR TALENT PIPELINE

That's certainly the plan among 67% of Gen Z recruiters who said in the Monster Future of Work survey that they are increasing outreach to outside organizations to make their inclusive hiring goals happen.

The key is to draw from institutions that have different populations, whether it's Historically Black Colleges and Universities, community colleges, or trade schools. In addition, talent professionals could participate in more career fairs dedicated to minorities, veterans or LGBTQ communities, and partner with local organizations that support underrepresented groups.



DON'T STOP AT INCLUSIVE HIRING

Once you are able to improve your reach to underrepresented candidates, you need to have a plan to support those new hires for the long haul. Creating leadership and development programs that support underrepresented talent from early career all the way up the ladder can help propel diverse talent into leadership roles.

Along the way, it's also important to ensure that your diverse employees feel comfortable to speak their mind, says Martinez. "A workplace is only safe when an employee can raise an issue, like that a manager might be biased," they say. "If people feel safe, women and

BIPOC candidates are more likely to succeed and raise concerns themselves."

One strategy being implemented by more companies is Employee Resource Groups (ERGs). This gives your diverse team members an open forum to discuss their needs and challenges, pool resources, and foster a sense of belonging. If you have ERGs, that should be mentioned in your job postings, on company career pages, and on social media.

PUT YOUR DEI HIRING GOALS INTO ACTION

Connect with our
DEI hiring team

Monster's solutions give you access to our diverse network of candidates, employer branding, and targeted hiring tools.

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