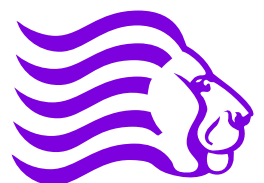


GENDER DIVERSITY AND INCLUSION SURVEY

Beyond managing to integrating diversity
into organizational cultures



AmChamWomen
SINGAPORE

ADVOCACY | INSIGHTS | CONNECTIONS



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INSIGHTS...FROM OUR 2018 GENDER DIVERSITY AND INCLUSION SURVEY



About The Insights... Series

AmCham Women's Research and Publications Committee presents a series of short articles sharing promising practices to promote gender diversity.

In the Fall of 2018, AmCham Women administered a quantitative survey to explore how member organizations are approaching gender, and diversity and inclusion (D&I). An overall summary of the [survey](#) was previously published to the AmCham Web site. However, this analysis focuses on responses from those responsible for D&I within their organizations (practitioners as well as business leaders and champions)¹. Below we pull out four headlines, and offer three practical steps to start or continue a robust D&I strategy within your own organization.

Diversity vs. Inclusion

- Whereas diversity refers to the spectrum of human differences, inclusion refers to the extent to which a team, group, or organization integrates differences into "the way we do things."
- Diversity-focused organizations might emphasize recruiting talent across different demographics and identity groups; inclusion-focused organizations might focus on creating an environment where all employees can contribute and be rewarded equitably.

1 Many member organizations are making progress, but are still on the journey

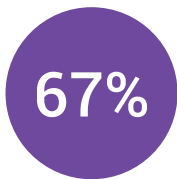


of AmCham member organizations are described as having an inclusion focus

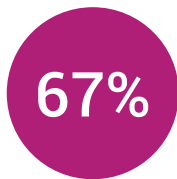
However...

their approach to differences is inconsistent with an inclusion mindset ...and programs and practices most likely to encourage inclusive behaviors are not as prevalent as expected

2 Across member organizations, a number of diversity management basics are in place



have executive sponsorship for D&I



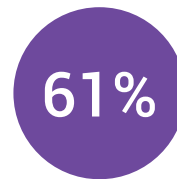
have a designated D&I leader



have D&I councils



have diversity training



have diversity celebrations / events



have diversity policies



have informal dialogues about D&I



have employee resource groups



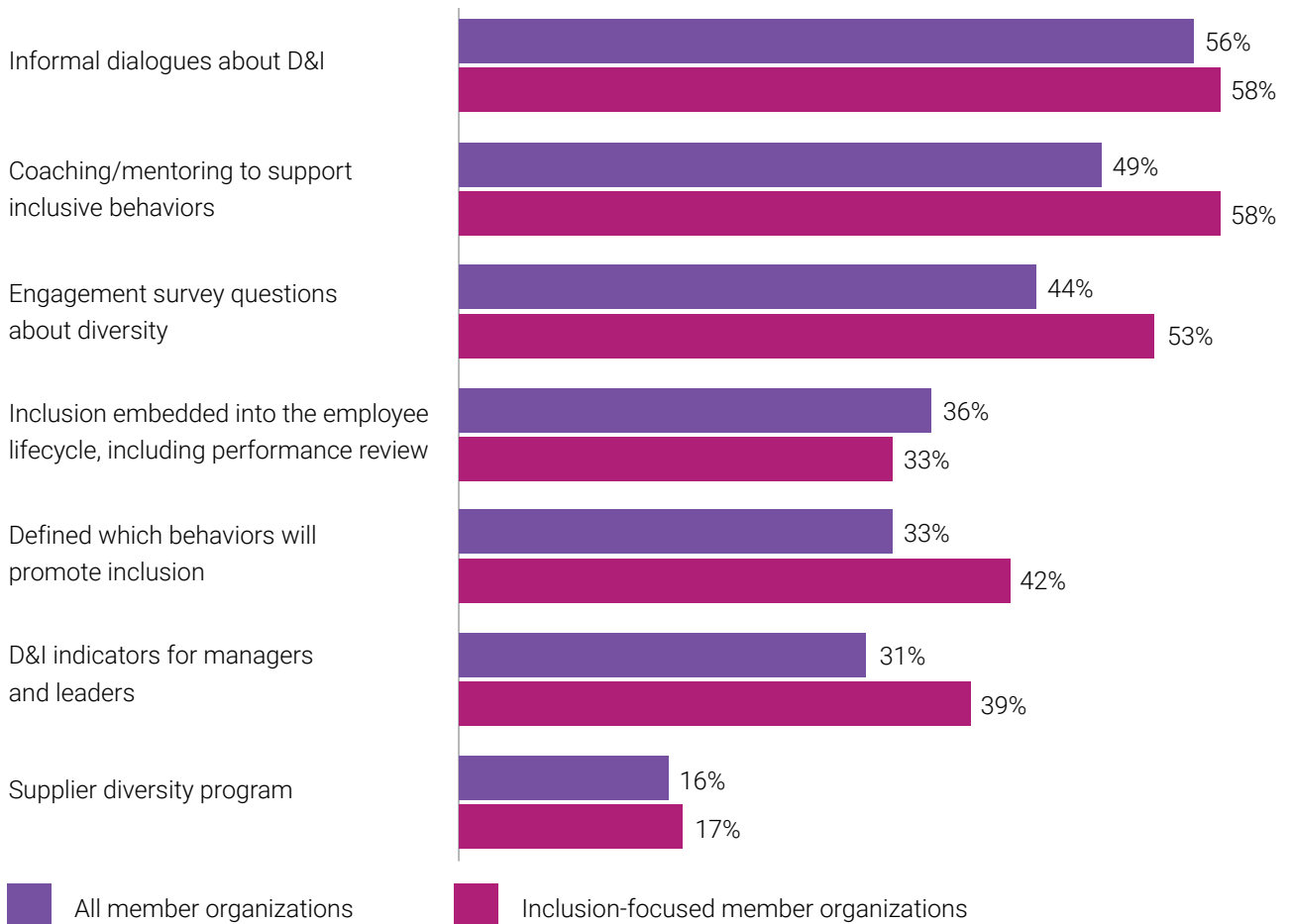
have formal dialogues about D&I



have a diversity vision or statement

3 Inclusion features aren't yet prevalent within member organizations...

...even among member organizations with a declared focus on inclusion



4 Many member organizations are increasing investment in D&I, but perhaps not in the right places



...and the majority of increased investment is going to training (75%) and events (60%)

IN SUMMARY

As leaders who advise clients on D&I initiatives, we were heartened to see increased activities and enthusiasm across our membership base for D&I. Indeed, it is difficult to pick up a business magazine or textbook that does not extol the benefits of inclusion. However, the output of this survey suggests opportunities exist to continue encouraging and supporting organizations to transition from managing diversity to integrating diversity into organizational culture.

Ultimately, we advise that organizations adopt inclusion solutions that align and evolve with the organization's purpose, vision, and strategy. However, there are two common D&I pitfalls that surfaced in the data that we advise organizations to avoid: overinvesting in short-term interventions and underestimating the level of commitment needed to execute well.

Organizations put the ROI of their D&I investment at risk by over-relying on just one dedicated staff (or fewer) to drive regional shifts and proceeding without adequate data to determine their baseline and evaluate their continual progress. Events like D&I conferences and summits can be valuable—if they support a larger D&I strategy and build capacity. In isolation and without follow-up (when organizations don't walk their talk), events may raise unmet expectations and therefore have an adverse effect on D&I efforts.

Organizations often underestimate the cultural and systemic changes necessary to engender inclusion. Lasting shifts in the attitudes and beliefs that drive inclusive behaviors require deeper levels of intervention and consistent reinforcement. The items listed under [Headline #3](#) (not exhaustive) are examples of interventions that activate and impact culture and systems.

PRACTICAL NEXT STEPS

STEP 1

Reset/refresh.

Use this article to revisit your organization's approach to D&I. Double check your philosophy—diversity or inclusion, and your collective understanding of each—and the importance/relationship of both to your organization's strategy. What's working/not working? Are activities and investment aligned with intention?

STEP 2

Start with behavior.

Define and encourage inclusive behaviors. Don't make employees guess what the organization means by D&I, and let them know specifically what they should be doing differently.

STEP 3

Follow your data/money.

There certainly is no shortage of documented best practices, and benchmarking has become a common practice. However, every organization is unique. To the extent possible, gather relevant internal D&I data and analyze gaps (e.g., where does the leadership pipeline leak, and why?) before setting an agenda.

D vs. I: An Example

Company X hires an employee with an inability to see the full color spectrum.

Diversity Approach

The employee's manager and the team are made aware of the employee's difference, and encouraged to produce a special version of key team documents for the employee

The employee is given extra time to review key documents

The employee is assigned an assistant and/or given special software to "translate" key documents

Inclusion Approach

All employees are encouraged to revisit how they might communicate more effectively across audiences, and support and hold each other accountable

Changes are made to the corporate style guide to promote accessibility for all, supported by training: key documents (internal and external) should use other features besides color to convey information and incorporate assistive features standard in existing software so documents can be more easily and widely read

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