

SEPTEMBER 2020

WHITEPAPER:

HOW DIVERSITY BUILDS BETTER TEAMS

PREPARED BY



UNIDINE[®]

1000 WASHINGTON STREET,
BOSTON MA, 02118

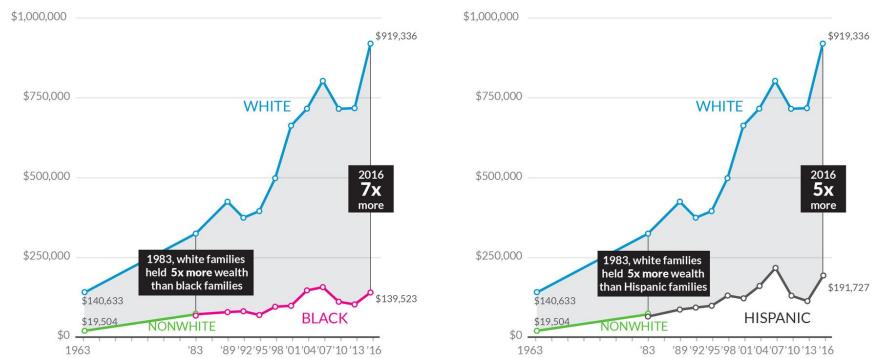
877-UNI-DINE
marketingteam@unidine.com



ABSTRACT

In 1964, President Lyndon B. Johnson signed into law The Civil Rights Act. Within that Act, Title VII prohibits employment discrimination based on sex, race, color and national origin.[i] Born out of The Civil Rights Act was the Equal Employment Opportunity Commission, which aims to eliminate unlawful employment discrimination. While many companies tout the claim of an equal opportunity employer, how many live and breathe its values day-in and day-out? How many organizations champion and empower all individuals to succeed versus empty green washing gestures of equity? While it's never too late to commit to diversity and inclusion initiatives, the truth of genuine organizational intentions lies in their history of actions.

Average Family Wealth by Race/Ethnicity, 1963–2016



Source: Urban Institute calculations from Survey of Financial Characteristics of Consumers 1962 (December 31), Survey of Changes in Family Finances 1963, and Survey of Consumer Finances 1983–2016.

Notes: 2016 dollars. No comparable data are available between 1963 and 1983. Black/Hispanic distinction within nonwhite population available only in 1983 and later.

URBAN INSTITUTE

[ii]

ISSUE:

A CRY FOR UNIVERSAL EQUALITY

The recent events of 2020 have demonstrated an inequality outcry, with hundreds of thousands pouring into the streets to protest calling for racial justice and unity. Despite policies designed to eliminate unfair disparities, reports from both the U.S. Bureau of Labor Statistics and the U.S. Census Bureau indicate that the pay gap between white and Black workers has continued to widen since 2000. In 2017, Black men earned \$0.697 on the white male dollar, and Black women earned \$0.608 on the white male dollar.[iii]

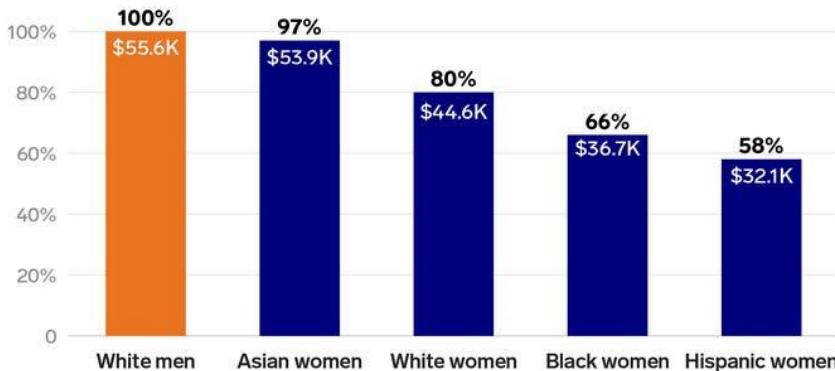
ISSUE :

Beyond racial injustices, gender equality remains a global issue, particularly for women of color. The Census Bureau data from 2018 indicates that women of all races earned an average of \$0.82 for every dollar earned by men of all races.[iv] For Black women specifically, that number drops to \$0.62 for every male dollar and drops even further for Hispanic and Latino women to \$0.54 per male dollar.[v]

How do organizations drive diversity and inclusion? There is no singular approach to becoming a better employer. Generally, team members need equal championing, respect and trust to succeed in their role. Culturally, it's a collection of intentional actions that foster diversity and inclusion. The innovative and financial benefits that come with equity and diversity are born out of a genuine commitment in every aspect of an organization's procedures, from hiring processes to mitigating workplace bias in day-to-day communications.



Women's annual earnings compared to white men's



Note: Data shows median earnings for full-time, year-round civilian employees 16 and over in 2018.

Source: US Census Bureau, "2018 American Community Survey"

BUSINESS INSIDER

PROOF POINT:

Intentionally building and supporting workplace diversity is foremost the right decision morally, and it is also a beneficial business decision. Non-homogeneous teams represent the diversity of the world. They hold different life experiences that bring unique opinions and perspectives to the table. Diversity of thought gives way to increased innovation and objectivity allowing thoughts and ideas to stray from conformity.

A 2015 McKinsey report on 366 public companies found that those in the top quartile for ethnic and racial diversity in management were 35% more likely to have financial returns above their industry mean. Those in the top quartile for gender diversity were 15% more likely to have returns above the industry average. [vi] Diversity is more than just a metric to strive for – it is an essential component of an organization's culture and, ultimately, their bottom line.

Janet Depiero, a board member of the Diversity, Equity, and Inclusion Council at Unidine, asserts, "At Unidine, rethinking our recruiting process, actively engaging our workforce to solicit ideas and involvement and creating total buy-in from senior leaders leads to a comprehensive metric-driven diversity, equity and inclusion plan. This will drive continued growth, increases team engagement and exemplifies our strong corporate culture." Janet serves as the chief people officer at Unidine, making her part of the 29% of women who serve in senior roles globally. [vii]

INTENTIONAL SOLUTION: CREATE A DIVERSITY & INCLUSION COUNCIL

The first step for organizations desiring to create a more inclusive culture is creating a Diversity and Inclusion Council. The importance of this group lies in its focus on driving diversity internally by way of direct action. The council aids in communicating a bigger picture of cultural importance surrounding equity and delivering specific plans that work for the whole organization. In short, they assist the leadership team in bringing about diversity by providing insight on where the organization lies now and where it needs to grow in the future.

This group exhibits diversity across all levels of the organization, from the executive level to hourly team members. Executive sponsors aid in driving inclusion, engagement and diversity directly into the business strategy.

Unidine's Victoria Vega, an advocate for the advancement of women, minorities and veterans, states "As a career proponent of diversity and inclusion, I use my voice to draw attention to the immediate need of all food service companies to socially support the changing composition of our workforce. We need to be culture carriers providing nondiscriminatory access, inclusion and career advancement, welcoming diverse perspectives at all levels of service. Having equal access and welcoming more diverse perspectives ensures our industry segment is leveraging our differences so we can unleash our unrealized strengths." Vega serves as the senior vice president of operations at Unidine making her part of the 29% of women who serve in senior roles globally.[viii]



INTENTIONAL SOLUTION:

DISCLOSE DIVERSITY COMPOSITION IN YOUR ORGANIZATION

Being transparent in your internal employee's makeup helps not only create trust for your potential clients, but it serves as an opportunity to take accountability for furthering diversity within your organization across all levels.

On February 6, 2019, the Securities and Exchange Commission released Compliance and Disclosure Interpretations that addresses the disclosure of self-identified diversity characteristics to board members and requires that a company's board-nominating committee considers self-identified diversity. The disclosure goes on to state that the SEC expects the company to include identifying how each candidate is considered.^[ix] To clarify, the SEC requires companies to discuss what qualifications and experiences led to choosing a specific candidate.

The SEC's actions demonstrate increasing demand by investors to push corporate social responsibility on the diversity front. Companies across the world have begun releasing their board and executive's demographic makeup, some boasting their high diversity, others promising to do better. Investors will continue to press companies in the future to disclose more information on diversity, equality and inclusion. For many companies, this could present an opportunity to differentiate themselves as an organization that stands by its values.



INTENTIONAL SOLUTION:

WELCOME DIALOG AND MEANINGFUL STORYTELLING

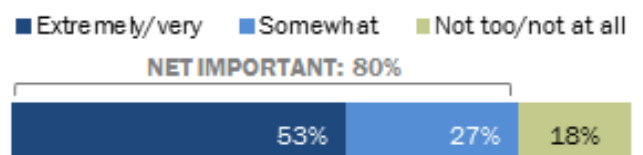
Organizations that regularly demonstrate their commitment to equity and conversations around diversity by repeated exposure help promote an attitude that inclusion is not only normal but essential in seeing the dividends of success.

In-house corporate newsletters and messages that encourage employee inclusion can help further embed the message of diversity. Emphasizing the cultural importance of universal value for everyone through storytelling can become one of the most powerful ways to institute acceptance. Richard B. Schenkel, founder, president and CEO of Unidine, created time within his daily culture-connection call titled Daily Line-Up to spread both understanding and awareness around the recent Black Lives Matter movement, and equality at large.

A study done by the Pew Research Center demonstrated, "Eight in ten Americans say it is at least somewhat important to have racial and ethnic diversity in today's workplaces, including around half who categorize this as "extremely" (26%) or "very" important (27%)."^[x] It is essential to demonstrate that as an organization, diversity is a priority not only because it's good in and of itself, but because it creates successful business outcomes.

Eight-in-ten Americans view racial and ethnic diversity in the workplace as at least somewhat important

% of U.S. adults who say it is __ important to have racial and ethnic diversity in workplaces today



CONCLUSION:

Efforts surrounding diversity and inclusion are far from over. Organizations that fail to demonstrate that their initiatives drive meaningful progress will lose both in their internal culture and in their bottom line. They must take a step back and commit to a multi-prong approach to tackling diversity and inclusion internally to contribute to the issue at large.

Recent events have further demonstrated what industry leaders have long known – that diversity and inclusion are growing in importance to stakeholders. A collection of diversity goals, difficult conversations on workplace bias, employee recognition, minority training programs and hiring protocols will come together to form a strong front in driving equality. Organizations that take a progressive approach to create space and demonstrate allyship for minorities, veterans, women, those with disabilities and those in LGBTQ communities will see successful business outcomes.

ABOUT UNIDINE:

Unidine has long been a leader in diversity and inclusion. From the initial creation of Unidine in 2001, the organization has historically demonstrated its commitment to providing an environment of fairness, dignity and equality. At Unidine, equality is, “The state of being equal, in status, in rights and opportunities.” The current employee minority ratio is 52.4%, and there are systems in place to both protect and maintain that number now and in the future.

Unidine is committed to furthering equity with the ongoing development of a Diversity, Equity and Inclusion Council, which includes executive sponsors, committee members, and committee co-chairs. New systems and plans aid to drive increased diversity of management teams, growing the ranks of female executive chefs and targeted hiring from diverse institutions and veteran services. Along with enhanced social content and greater access to resources for training and skills development. All of which serve to drive equity and diversity from a multifaceted approach.



REFERENCES:

[i] "Timeline of Important EEOC Events." U.S. Equal Employment Opportunity Commission, www.eeoc.gov/youth/timeline-important-eeoc-events.

[ii] McKernan, Signe-Mary, et al. Nine Charts about Wealth Inequality in America (Updated), Urban Institute, 4 Oct. 2017, apps.urban.org/features/wealth-inequality-charts/.

[iii] "The Unexplainable, Growing Black-White Wage Gap : Monthly Labor Review." U.S. Bureau of Labor Statistics, U.S. Bureau of Labor Statistics, 1 Nov. 2017, www.bls.gov/opub/mlr/2017/beyond-bls/the-unexplainable-growing-black-white-wage-gap.htm.

[iv] Bleiweis, Robin. "Quick Facts About the Gender Wage Gap." Center for American Progress, www.americanprogress.org/issues/women/reports/2020/03/24/482141/quick-facts-gender-wage-gap/.

[v] Bleiweis, Robin. "Quick Facts About the Gender Wage Gap." Center for American Progress, www.americanprogress.org/issues/women/reports/2020/03/24/482141/quick-facts-gender-wage-gap/.

[vi] About the author(s)
Vivian Hunt is a director in McKinsey's London office. "Why Diversity Matters." McKinsey & Company, www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters.

[vii] Thornton, Grant "Women in Business, Building a Blueprint for Action", March 2019 www.grantthornton.global/globalassets/global-insights---do-not-edit/2019/women-in-business/gtil-wib-report_grant-thornton-spreads-low-res.pdf

[viii] ^

[ix] "Securities and Exchange Council." SEC Emblem, 12 Oct. 2017, www.sec.gov/divisions/corpfin/guidance/regs-kinterp.htm.

[x] Parker, Cary Funk and Kim. "Racial Diversity and Discrimination in the U.S. STEM Workforce." Pew Research Center's Social & Demographic Trends Project, 31 Dec. 2019, www.pewsocialtrends.org/2018/01/09/blacks-in-stem-jobs-are-especially-concerned-about-diversity-and-discrimination-in-the-workplace/