



## OVERVIEW

# DIVERSITY, EQUITY, & INCLUSION CONTENT MODULE



### STRATEGIC ALIGNMENT



### MERGER & ACQUISITION



### TRANSFORMATION & TURNAROUND



### TALENT MANAGEMENT

Today's workforce is more diverse than ever before. By bringing people together from different backgrounds and providing them with the proper support, organizations can increase effectiveness and foster stronger cultures. Not only is increasing diversity and inclusion the right thing to do, but it is also the smart thing to do.

The Denison Diversity, Equity, and Inclusion (DEI) Module was specifically designed to assess how effectively organizations promote diversity in their workforce and ensure that opportunities are equally available to all employees. Paired with the Denison Organizational Culture Survey (DOCS), this module provides insight into how organizations can develop a culture that fosters diversity, equity, and inclusion.

### Defining Diversity, Equity, & Inclusion

To develop a strong workforce, organizations must strive to foster diversity and practice equity and inclusion. Emphasizing these is necessary to create an organization where employees from all backgrounds feel welcomed and supported. While diversity, equity, and inclusion are strongly related, they each make unique contributions to the workplace.

Diversity refers to "the differences and the demographic composition of groups or organizations." Equity is defined as "fairness or justice in the way people are treated and their access to opportunities and resources." Inclusion deals with "organizational objectives designed to increase the participation of all employees and to leverage the impact of diversity on the organization." With these definitions in mind, Denison's DEI Module aligns closely with the existing body of both academic literature and popular press.

### The Link to Organizational Culture

In an initial study, we found that organizations with strong overall cultures also have positive behaviors and beliefs surrounding DEI.

While not enough data has been collected to observe the organization-level link with culture, there is strong overlap between the DEI Module and the DOCS.

For example, the DEI Module focuses on increasing the participation of all employees, which is also captured by the DOCS trait of Involvement – building human capability and creating a shared sense of ownership and responsibility throughout the organization.

This includes behaviors such as empowering employees through participatory decision making, creating interdependent and collaborative work environments, and developing employees by demonstrating a commitment to continuous learning and capability development.

## The Module

The DEI Module measures four key areas:

- (1) perceptions of inclusion and respect
- (2) a workplace free of discrimination
- (3) fair and equal access to opportunities
- (4) leadership commitment to diversity values

Research with over 30 organizations and 34,000 survey respondents demonstrates that the module is statistically reliable.

## Survey Items

1. People with different backgrounds are treated with respect.
2. People with different backgrounds are made to feel included and like they belong.
3. Even subtle forms of discrimination are not tolerated.
4. Our recruiting and hiring practices enhance our diversity.
5. People with different backgrounds have fair and equal access to personal and professional development.
6. People with different backgrounds have fair and equal opportunities for promotion.
7. There is good support for learning about diversity.
8. We can be proud of our diversity.
9. Leaders are committed to diversity and inclusion as top priorities.
10. We do a good job of rewarding positive diversity efforts.

## FOR MORE INFORMATION

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