



# Diversity, Equity & Inclusion: An Introduction

NEW ENGLAND WATER ENVIRONMENT ASSOCIATION  
DEI COMMITTEE



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# WEF DEI Policy (2021)

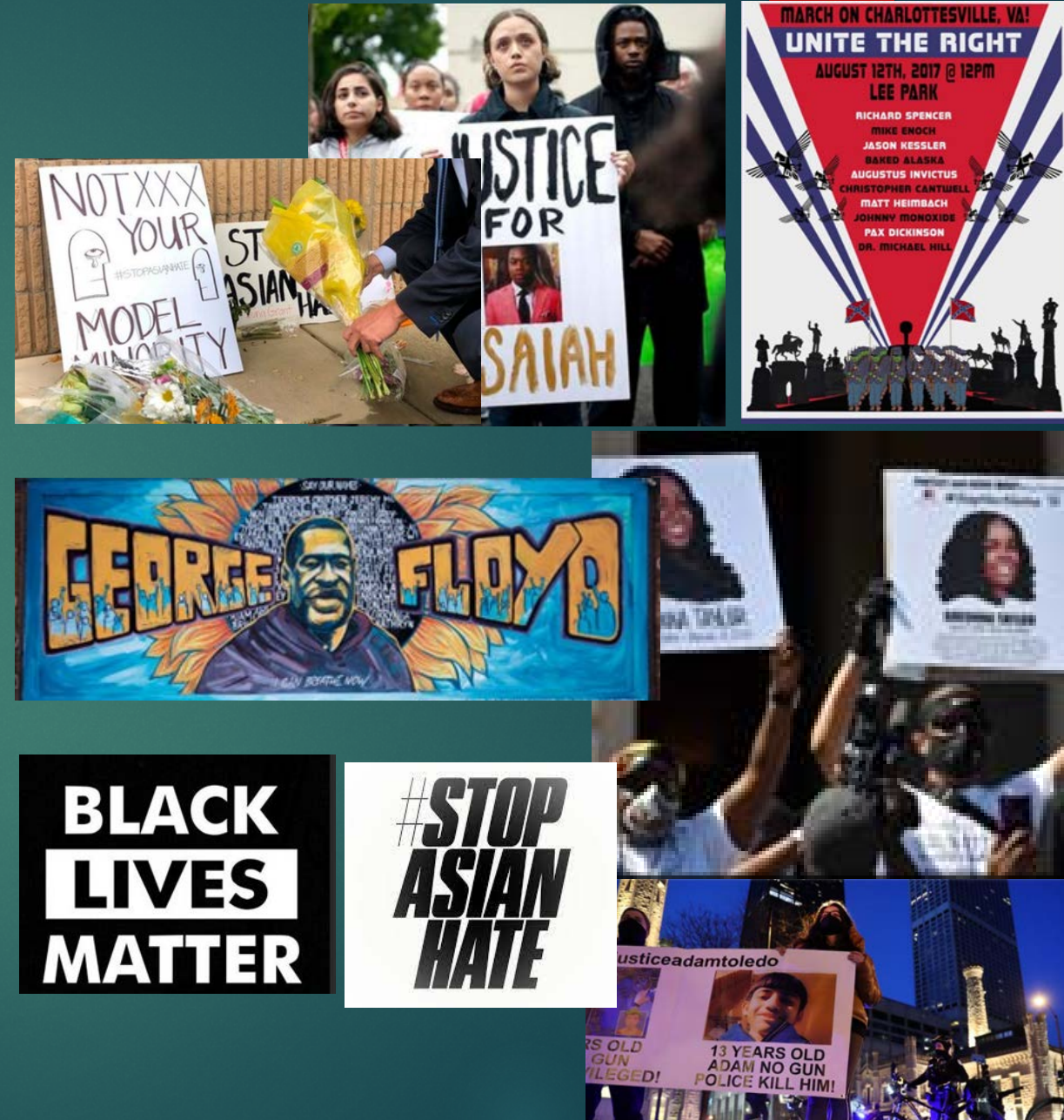
- *Diversity, equity, and inclusion (DE&I) are integral to the mission of WEF. We believe that creating an inclusive and equitable organization is vital to ensuring that the diverse perspectives of our members are valued, respected, and considered.* WEF believes that enhancing DE&I with respect to sex, pregnancy, maternity, marital or family status, genetic information, age, race, color, ethnic or national origin, citizenship, gender identity/expression, sexual orientation, disability or perceived disability status, religion, accent, ancestry, veteran status, socioeconomic status, cultural heritage, personality type, political perspective, job classification, and all other characteristics of DE&I *allow us to better serve our members and the diverse water workforce.*



# Why DEI Today?

## Recent events

- ▶ The Unite the Right white supremacist rally in Charlottesville, VA in August 2017
- ▶ May 2019 – Oklahoma teenager Isaiah Lewis was shot and killed by police
- ▶ March 2020 – Breonna Taylor was fatally shot in her Louisville, KY apartment by plainclothes police officers
- ▶ The death of George Floyd at the end of May 2020 in Minneapolis, MN
- ▶ Black Lives Matter movement (began in 2013) organized protests around the world
- ▶ March 2021 – Shooting death of six Asian women in Atlanta, GA
- ▶ April 2021 – Shooting death of Adam Toledo in Chicago, IL
- ▶ MANY OTHERS!





# What is Diversity & Inclusion?

- **Questions:**
  - **What is your definition of Diversity & Inclusion?**
  - **Is it applicable to you?**



*Diversity and Inclusion in the VA Workforce,  
George Coffey, US Dept of VA Affairs.*

# What Diversity & Inclusion is not ...

## Is Not

<b>Compliance</b>	<b>Affirmative Action</b>
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## Is

<b>Diversity &amp; Inclusion</b>
Provide an inclusive environment where all persons, regardless of differences, have the opportunity to maximize his/her/their performance

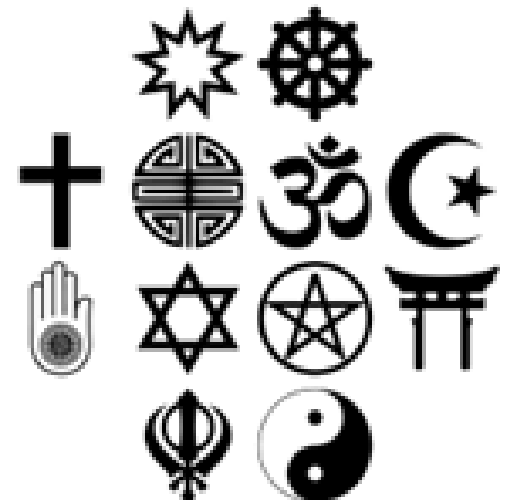
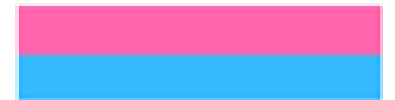
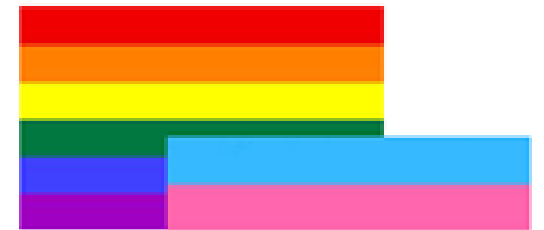


# What Is Diversity?

*Diversity* simply describes the many ways in which people differ from one another.

This can come in the form of...

- Race
- Ethnicity
- Nationality
- Socioeconomic status
- Religion
- Economic class
- Education
- Age
- Gender
- Sexual orientation
- Marital Status
- Mental/physical abilities
- Learning Styles
- And much more!



# Diversity = You!

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## Diversity:

**“The collective mixture of differences and similarities that includes for example, individual and organizational characteristics, values, beliefs, experiences, backgrounds, preferences, and behaviors.”**



***How are you diverse?***

*Society of Human  
Resource Management  
- definition 2010*



# Inclusion Defined

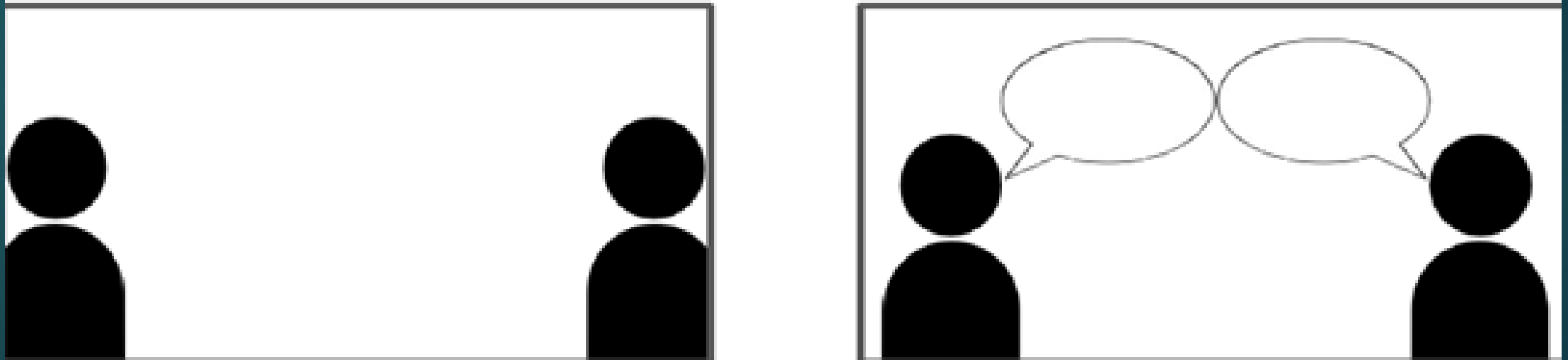
**“The achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization’s success.”**

**- The Society for Human Resource Management**

# Diversity vs. Inclusion

“Diversity is defined by who sits at the table,  
while inclusion is which voices get heard,”

Jamie Velazquez, Ph.D and Director of Staff Development at [Crittenton Services for Children and Families](#).



Credit – Isle, “Embedding Diversity and Inclusion in the Water Sector: Challenging Culture for Change, September 23, 2020



# Ultimate Goal: Belonging

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DIVERSITY	INCLUSION	BELONGING
is being invited to the Party	is being asked to Dance	is dancing like no one's Watching

Resource: <https://www.youtube.com/watch?v=R9TxD2QmcY8>

# How are we doing in the water industry?

**Let's take a look.**



# US Age Distribution

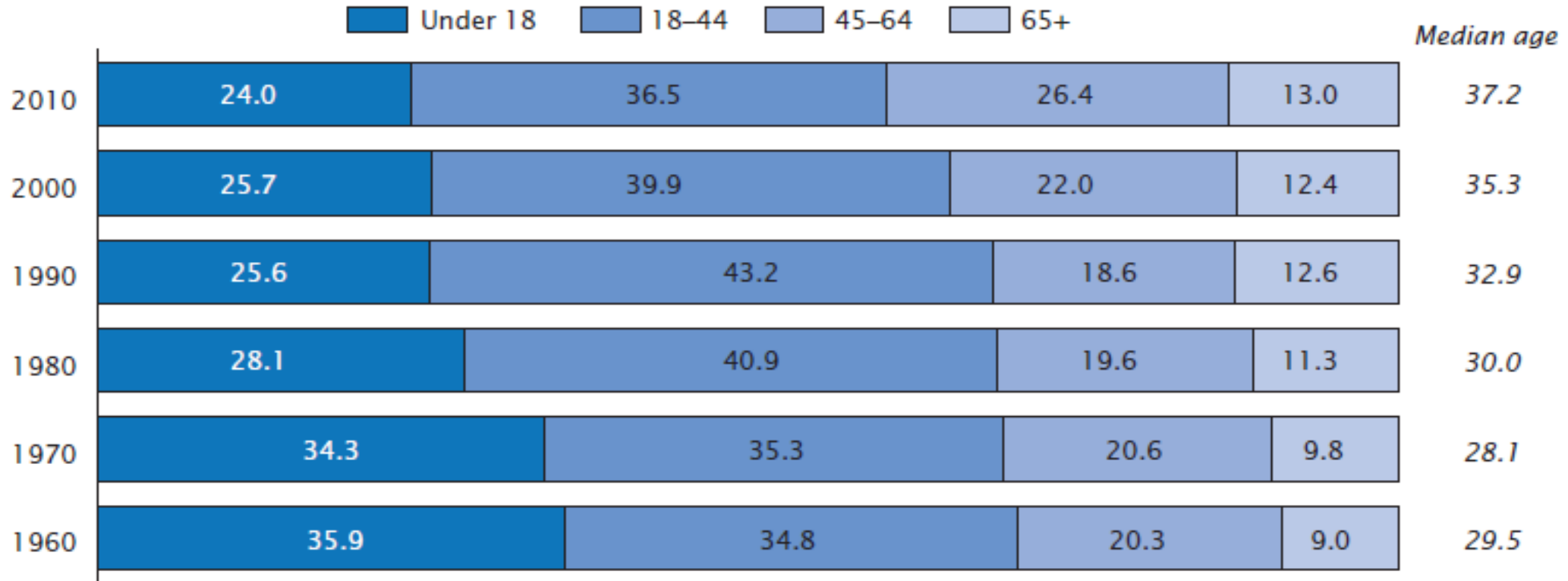
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39.4%  
Over 45  
in 2010

\*41.8%  
Over 45  
in 2019

## Age Distribution and Median Age: 1960 to 2010

(In percent. For information on confidentiality protection, nonsampling error, and definitions, see [www.census.gov/prod/cen2010/doc/sf1.pdf](http://www.census.gov/prod/cen2010/doc/sf1.pdf))



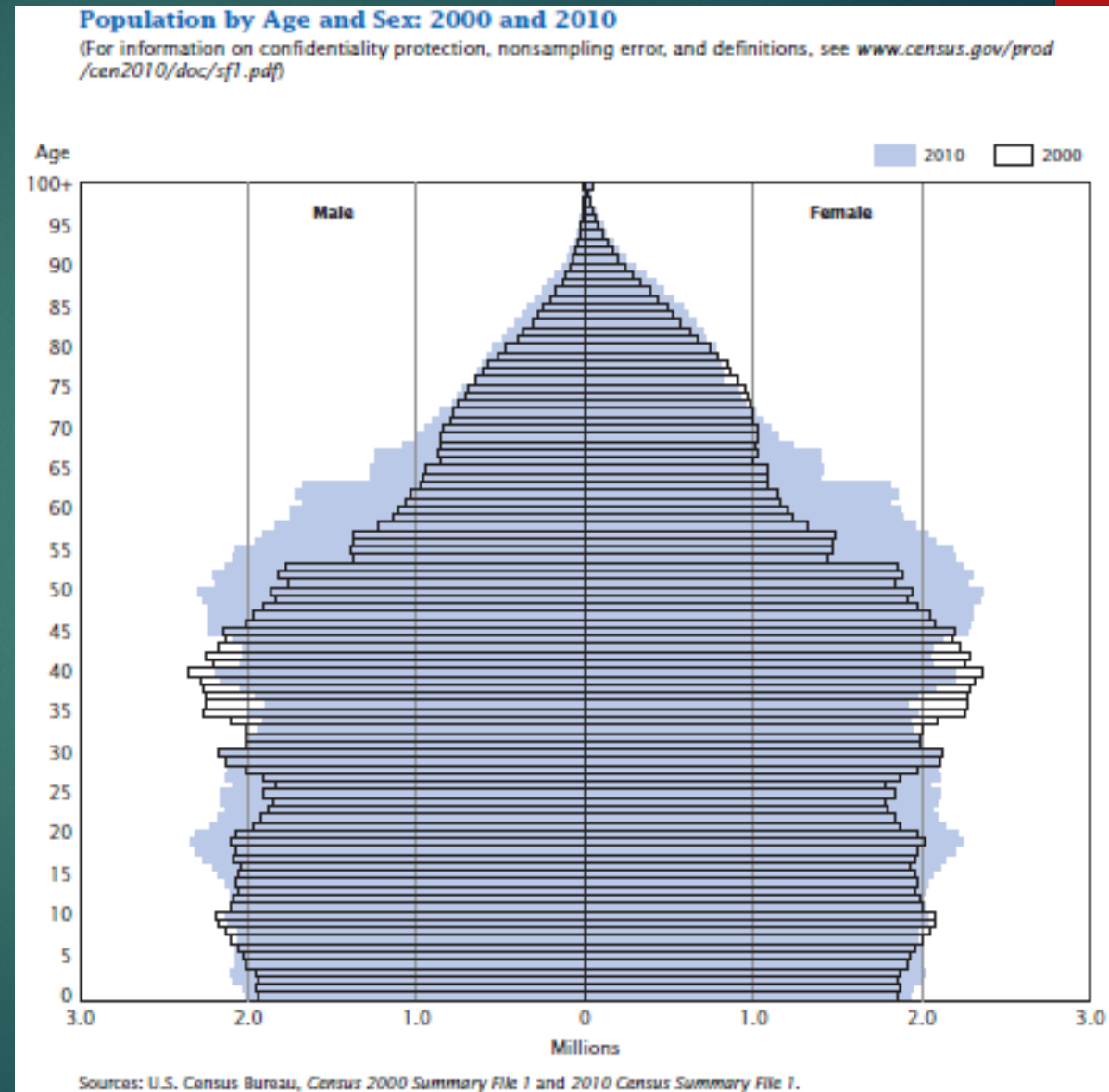
Sources: U.S. Census Bureau, 2010 Census Summary File 1, Census 2000 Summary File 1, 1990 Census Summary File 2C, 1980 Census Summary File 2C, 1970 Census of Population, Vol. 1, Characteristics of the Population, Chapter B, Table 50, and 1960 Census of Population, Vol. 1, Characteristics of the Population, Chapter C, Table 156.

# US Gender Distribution

50.8%

Female

In 2010



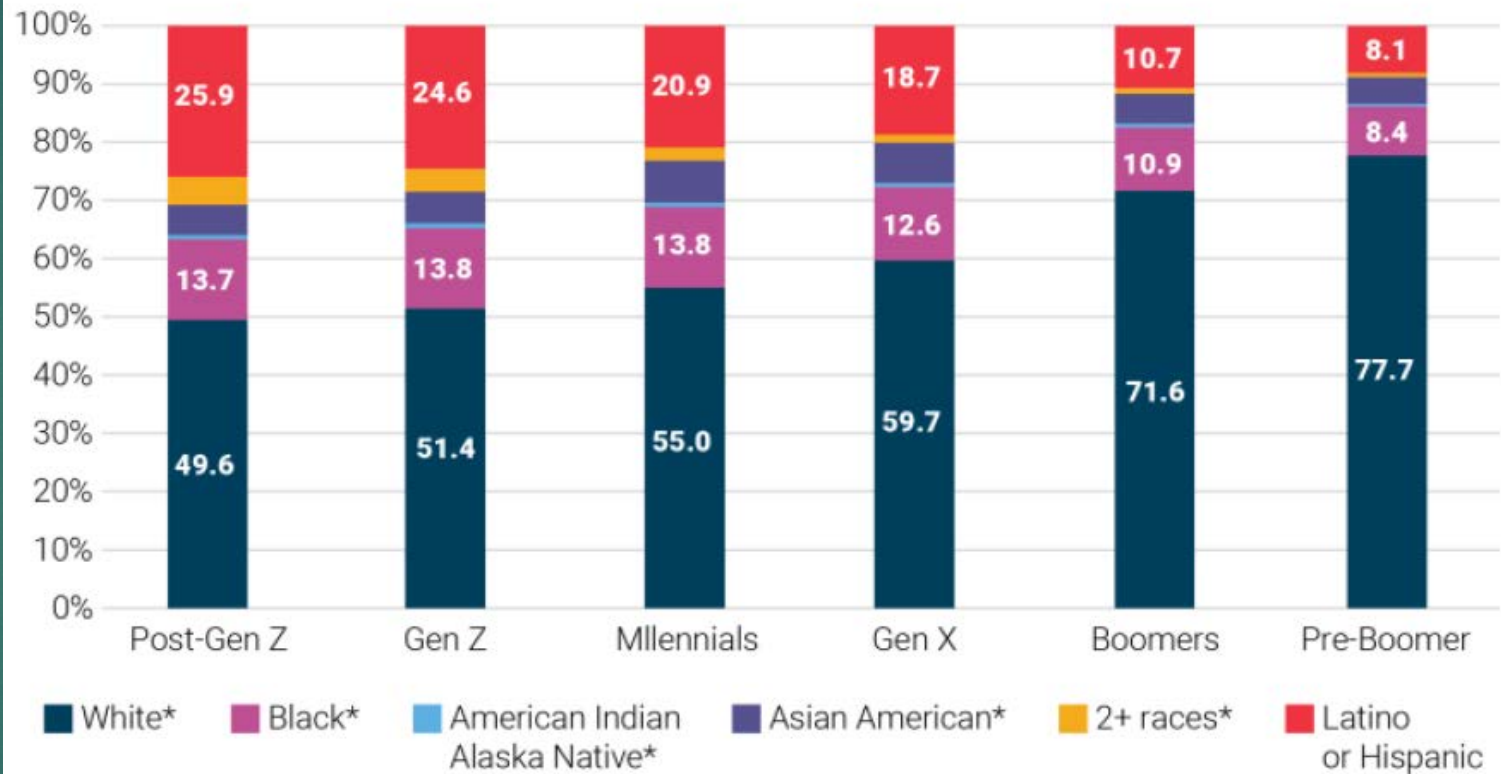


# Changing US Demographics

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- ▶ Demographic change
  - ▶ Aging population
  - ▶ Increased racial diversity – increases in Hispanic, Asian, Black, and mix-race
  - ▶ Decline in white population largely attributable to its older age structure
  - ▶ Greater racial diversity among millennials and Gen Z (42% of total population)
- ▶ 2020 Census – 60.1% white/ Non-Hispanic or Latinx

**Figure 6. US racial profiles by generation**



Notes: Numbers pertain to July 1, 2019. Asian American includes Native Hawaiian and other Pacific Islanders  
\* Non Hispanic members of race

Source: William H. Frey analysis of Census Bureau population estimates released June 25, 2020.

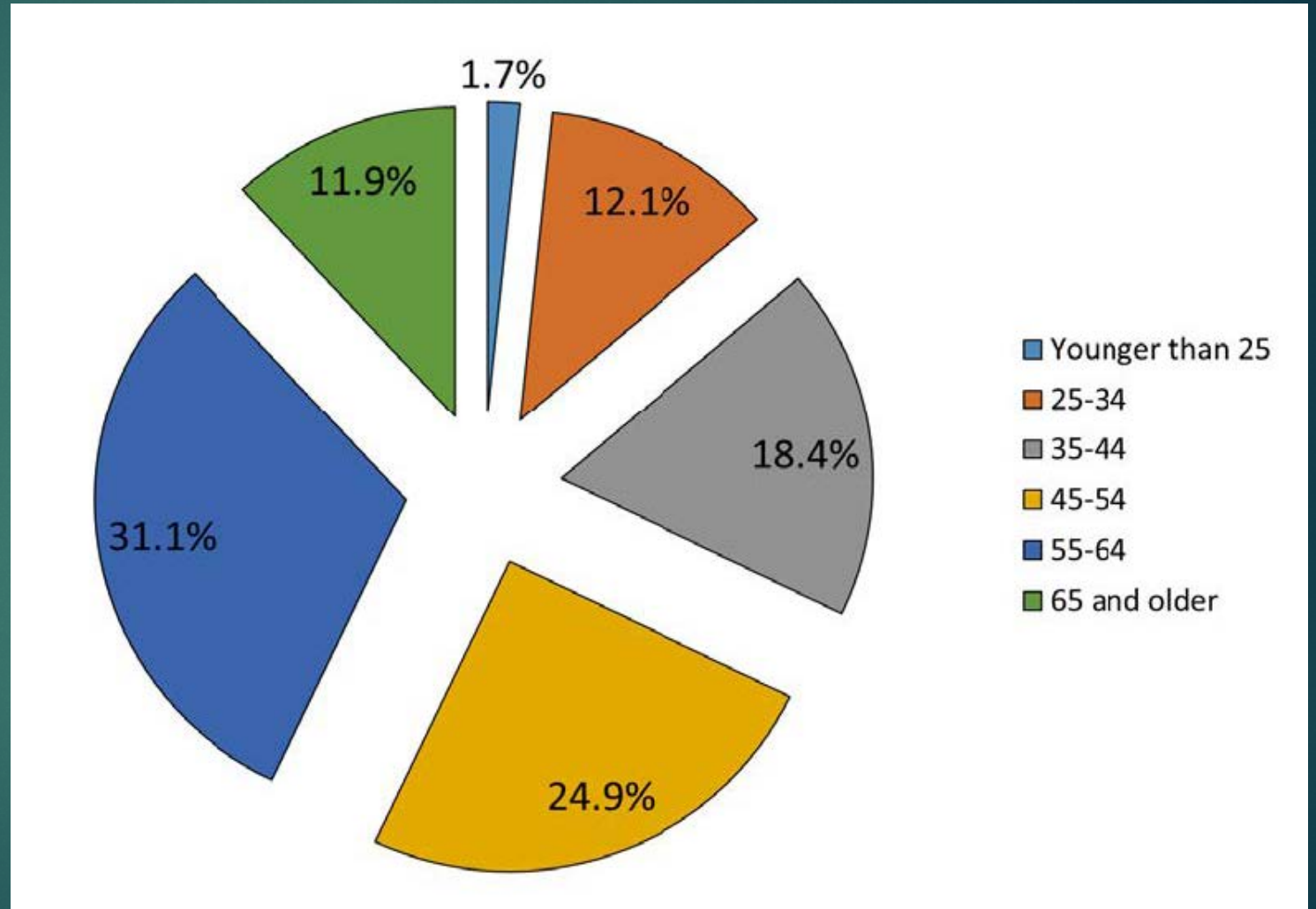
**B** Metropolitan Policy Program  
at BROOKINGS

<https://www.brookings.edu/research/what-the-2020-census-will-reveal-about-america-stagnating-growth-an-aging-population-and-youthful-diversity/>

# Age Diversity in the US Water Sector

67.9%

Over 45



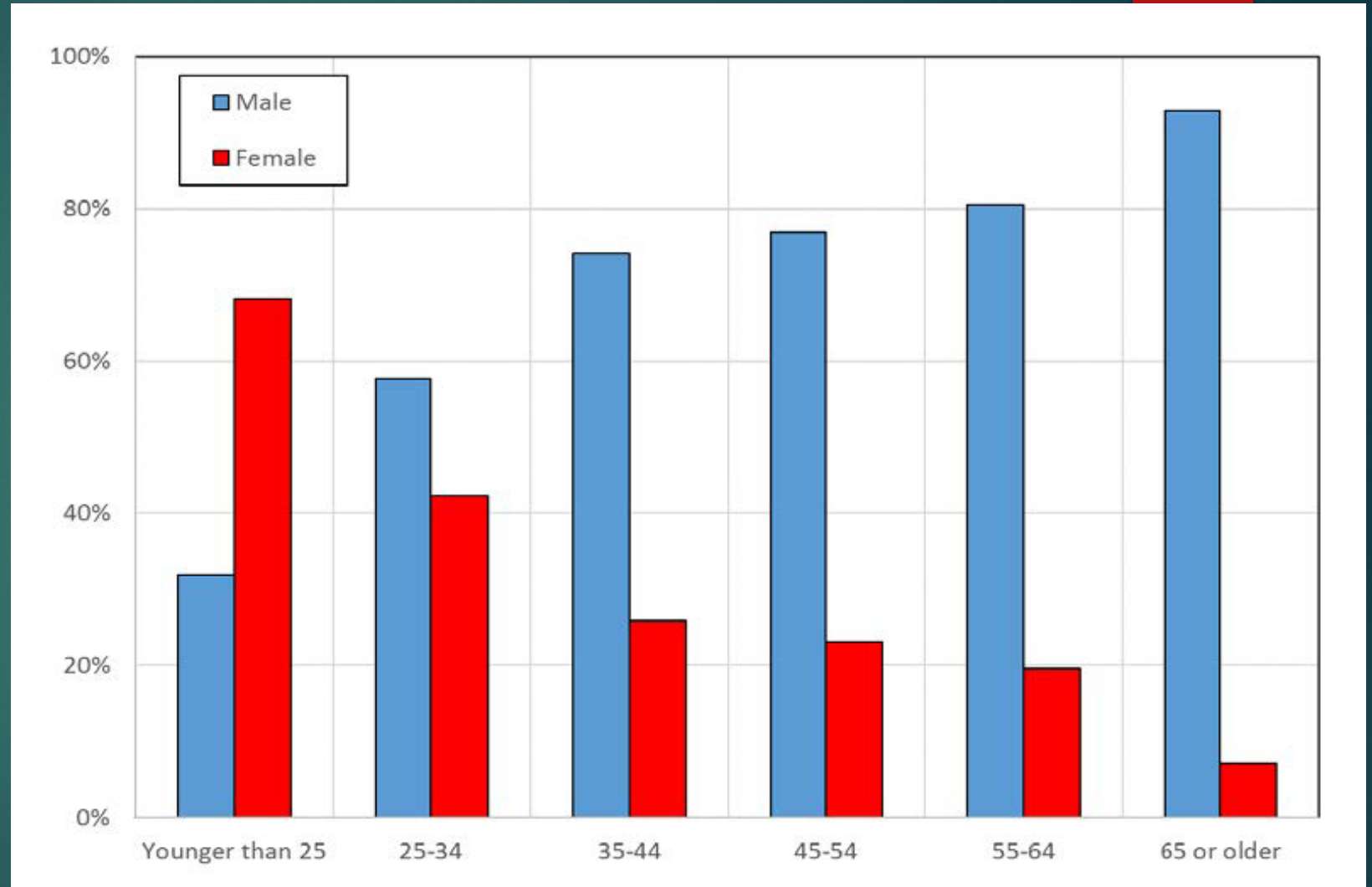
Source: The American Water Works Association's 2017 State of the Water Industry (SOTWI) report. Credit – Isle, "Embedding Diversity and Inclusion in the Water Sector: Challenging Culture for Change, September 23, 2020



# Gender Diversity in the US Water Sector<sup>17</sup>

76%

Male

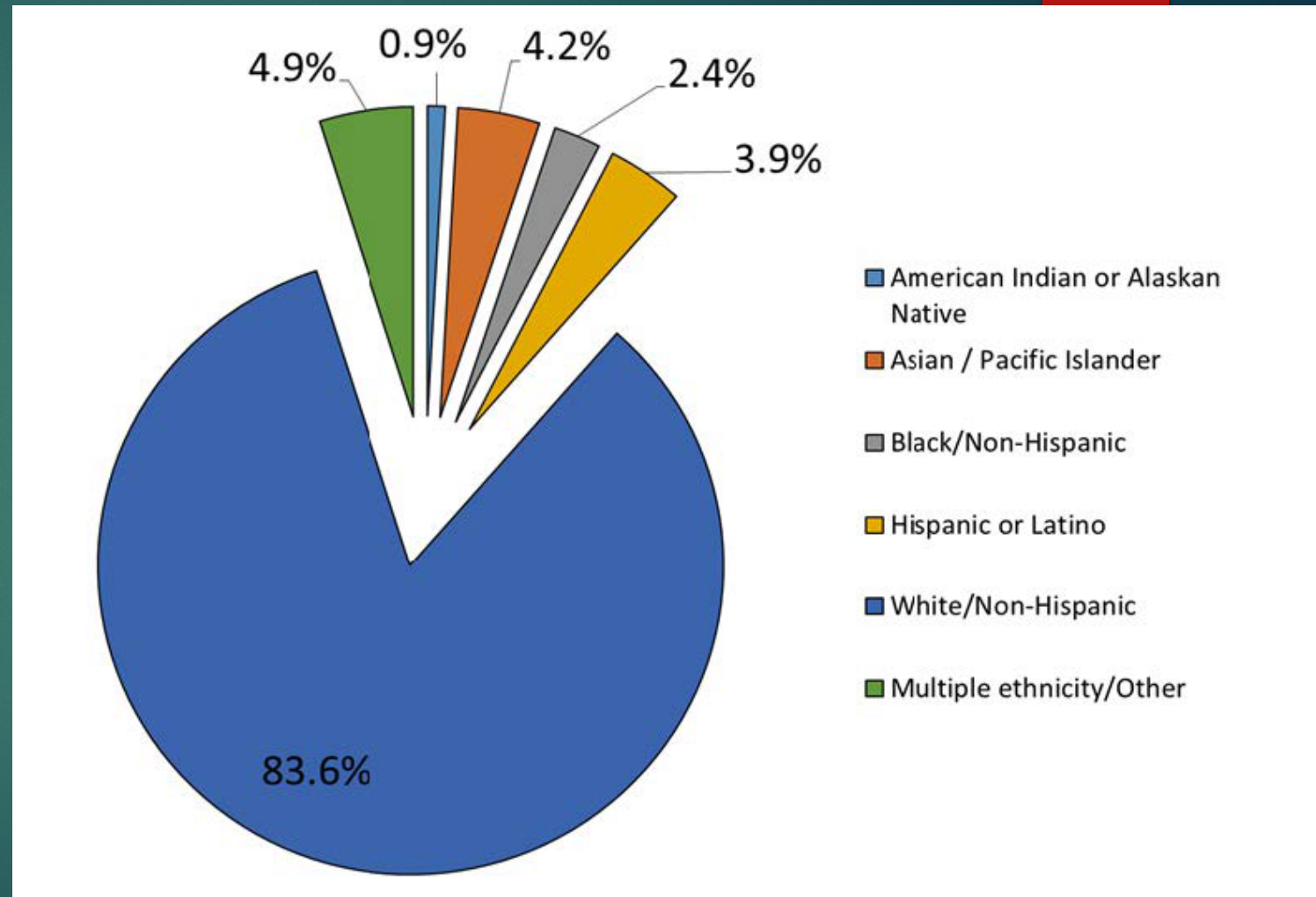


Source: The American Water Works Association's 2017 State of the Water Industry (SOTWI) report. Credit – Isle, "Embedding Diversity and Inclusion in the Water Sector: Challenging Culture for Change, September 23, 2020

# Ethnic Diversity in the US Water Sector

83.6%

White/Non-Hispanic  
or Latinx



Source: The American Water Works Association's 2017 State of the Water Industry (SOTWI) report. Credit – Isle, "Embedding Diversity and Inclusion in the Water Sector: Challenging Culture for Change, September 23, 2020



# Selected occupations with high and low shares of female workers, 2016

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Water occupation	Water employment	Average hourly wage	Share of female workers
Secretaries and administrative assistants, except legal, medical, and executive	35,141	\$17.38	94.6%
Receptionists and information clerks	4,150	\$14.00	90.1%
Billing and posting clerks	2,973	\$18.06	89.0%
Bookkeeping, accounting, and auditing clerks	22,308	\$19.34	88.5%
Human resources specialists	3,385	\$31.20	74.6%
Plumbers, pipefitters, and steamfitters	324,500	\$26.94	1.4%
Heating, air conditioning, and refrigeration mechanics and installers	70,811	\$23.23	1.4%
Pipelayers	33,810	\$20.61	1.4%
Crane and tower operators	6,189	\$26.58	0.8%
Mobile heavy equipment mechanics, except engines	8,584	\$24.43	0.5%
<b>All water occupations</b>	<b>1,679,971</b>	<b>\$25.22</b>	<b>14.9%</b>

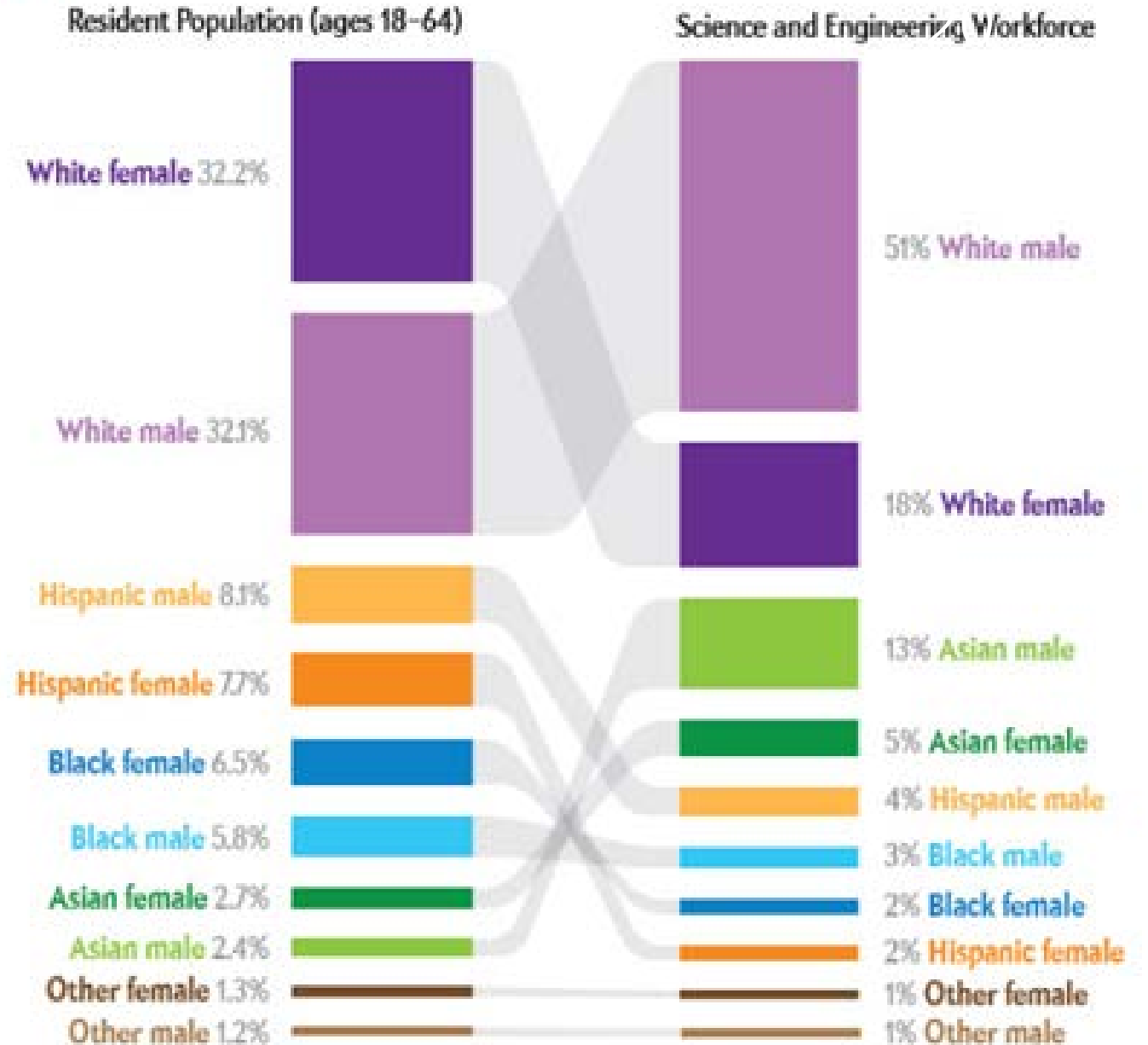
Source: Brookings analysis of BLS Occupational Employment Statistics and CPS data. Credit – Isle, “Embedding Diversity and Inclusion in the Water Sector: Challenging Culture for Change, September 23, 2020

# US STEM Workforce

- ▶ Participation by POC in STEM fields is still a challenge
- ▶ Issues with STEM
  - ▶ Participation of Hispanic, Black, and Native American is small.
  - ▶ Trends have not improved significantly in decades.

<https://www.pewresearch.org/social-trends/2018/01/09/women-and-men-in-stem-often-at-odds-over-workplace-equity/>

U.S. (2010)





# US STEM Workforce

- Georgetown University Report on the nearly 1.7 million prime-age (25-45) engineering workers in the U.S. in 2019
  - 14% either Black or Latinx
  - 15% Asian
  - 66% White
  - 16% women
  - 3% Black or Latinx women
  - Salary gap

<https://1gyhoq479ufd3yna29x7ubjn-wpengine.netdna-ssl.com/wp-content/uploads/cew-fr-engineering.pdf>



(Courtesy of Georgetown University Center on Education and the Workforce)

# The Diversity Dividend is Real!

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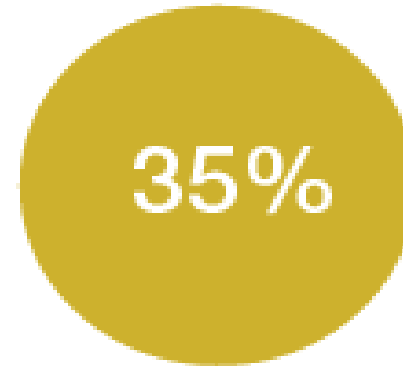
## Diversity's dividend

What's the likelihood that companies in the top quartile for diversity financially outperform those in the bottom quartile?<sup>1</sup>



more likely  
to outperform

**Gender-diverse  
companies**



more likely  
to outperform

**Ethnically diverse  
companies**

<sup>1</sup>Results show likelihood of financial performance above the national industry median. Analysis is based on composite data for all countries in the data set. Results vary by individual country.

Source: McKinsey analysis



# Organizations with Inclusive Cultures are....



2x

as likely to meet or  
exceed financial targets



3x

as likely to be  
high-performing



6x

more likely to be  
innovative and agile



8x

more likely to achieve  
better business outcomes

Source: Juliet Bourke, Which Two Heads Are Better Than One? How Diverse Teams Create Breakthrough Ideas And Make Smarter Decisions (Australian Institute of Company Directors, 2016). Credit – Isle, “Embedding Diversity and Inclusion in the Water Sector: Challenging Culture for Change, September 23, 2020.

## **COURT APPROVES \$1.2 MILLION SETTLEMENT BETWEEN EEOC AND MCKESSON FOR RACE DISCRIMINATION**

LOS ANGELES - The U.S. Equal Employment Opportunity Commission (EEOC) today announced that a federal court has approved a \$1,245,000 settlement of a class action race discrimination lawsuit brought by EEOC and private counsel against McKesson Water Products Company and Groupe Danone (which acquired McKesson in 2000). The suit was filed under Title VII OF the Civil Rights Act of 1964.



# Cost of Losing Employees

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## DIRECT COSTS

- Average expense to replace an entry-level employee can be up to 50% of that employee's salary.
- Replacing a supervisor as high as 150% of the annual salary.

## INDIRECT COSTS

- 8 to 12 weeks to replace a knowledge worker.
  - 4 to 8 weeks – minimum- before the hire is fully trained, comfortable, and productive.
  - Loss of knowledge, relationships, workflows, maneuvering organizational culture.
- IT ADDS UP FAST!



# DEI Relevant Terms and Concepts





## **DIVERSITY**

of people,  
perspectives



## **EQUITY**

in policy, practice  
& position



## **INCLUSION**

via power, voice &  
organizational culture

# EQUALITY VERSUS EQUITY

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## Equality



## Equity



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CITY OF SAN ANTONIO  
OFFICE OF EQUITY



# Microaggression and Discrimination

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- ▶ Microaggression
  - ▶ Brief and common daily verbal, behavioral or environmental indignities communicating hostile, derogatory or negative attitudes
- ▶ Discrimination
  - ▶ Act of making unjustified distinctions between people based on groups, classes or other categories to which they are perceived to belong including race, gender, age, religion or sexual orientation (Illegal under the law)





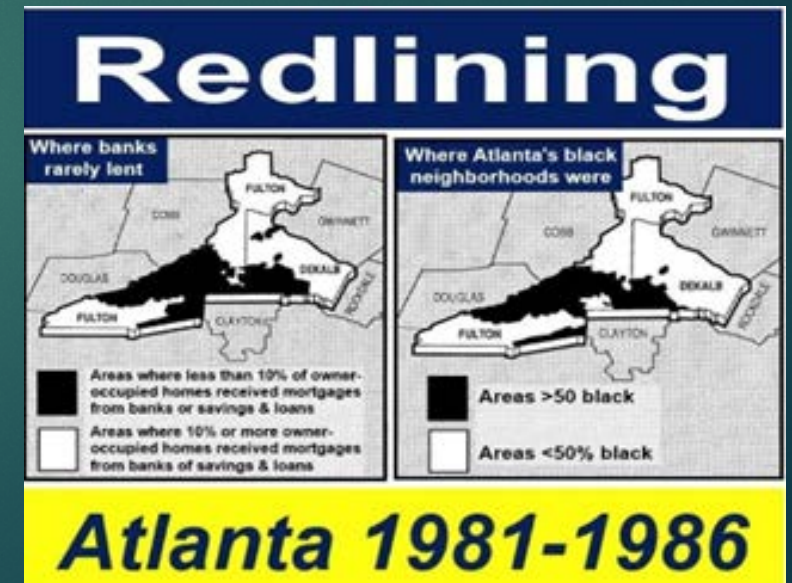
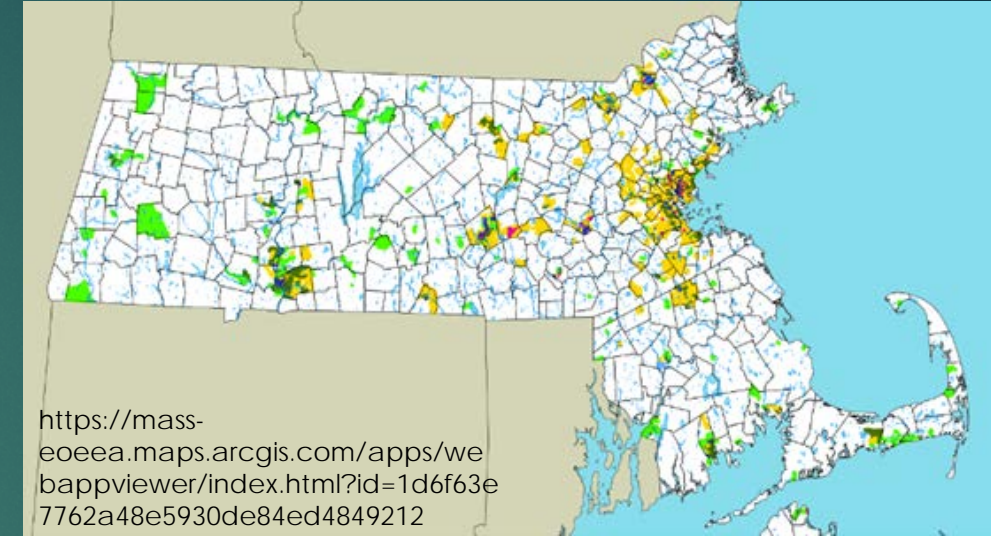
# Environmental Justice and Redlining

## ► Environmental Justice

- Environmental justice is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income, with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. (USEPA)

## ► Redlining

- Redlining is the systematic denial of various services or goods by governments or the private sector either directly or through the selective raising of prices.





# Structural Racism and Restorative Justice

## ▶ Structural Racism

- ▶ Conditions that limit opportunities and well-being of individuals and populations based on race/ethnicity and other status factors

## ▶ Restorative Justice

- ▶ Repairing harm through a collaborative process that is agreed to bring justice to alleviate the risk or harm.

### Examples of Structural Racism

- Black unemployment in the US is 12%, while the national average is 6.7%.
  - In St. Louis County, 47% of African American men ages 16-24 are unemployed.
- According to the US Census, 1 in 4 black families live in poverty. For women headed households, the number increases to almost 50%.

# Implicit Bias

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- ▶ In social identity theory, an implicit bias or implicit stereotype, is the pre-reflective attribution of particular qualities by an individual to a member of some social out group.

## EXPLICIT AND IMPLICIT BIAS

### Explicit bias

Expressed directly

Aware of bias / operates consciously

Example – Sign in the window of an apartment building – “we don’t rent to \_\_\_\_\_”

### Implicit bias

Expressed indirectly

Unaware of bias / operates sub-consciously

Example – a property manager doing more criminal background checks on African Americans than whites.



# DEI in Practice

# The road to success....

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## Equality



The assumption is that everyone benefits from the same supports. This is equal treatment.

## Equity



Everyone gets the supports they need (this is the concept of "affirmative action"), thus producing equity.

## Justice



All 3 can see the game without supports or accommodations because **the cause(s) of the inequity was addressed.** The systemic barrier has been removed.



# DEI Maturity Stages

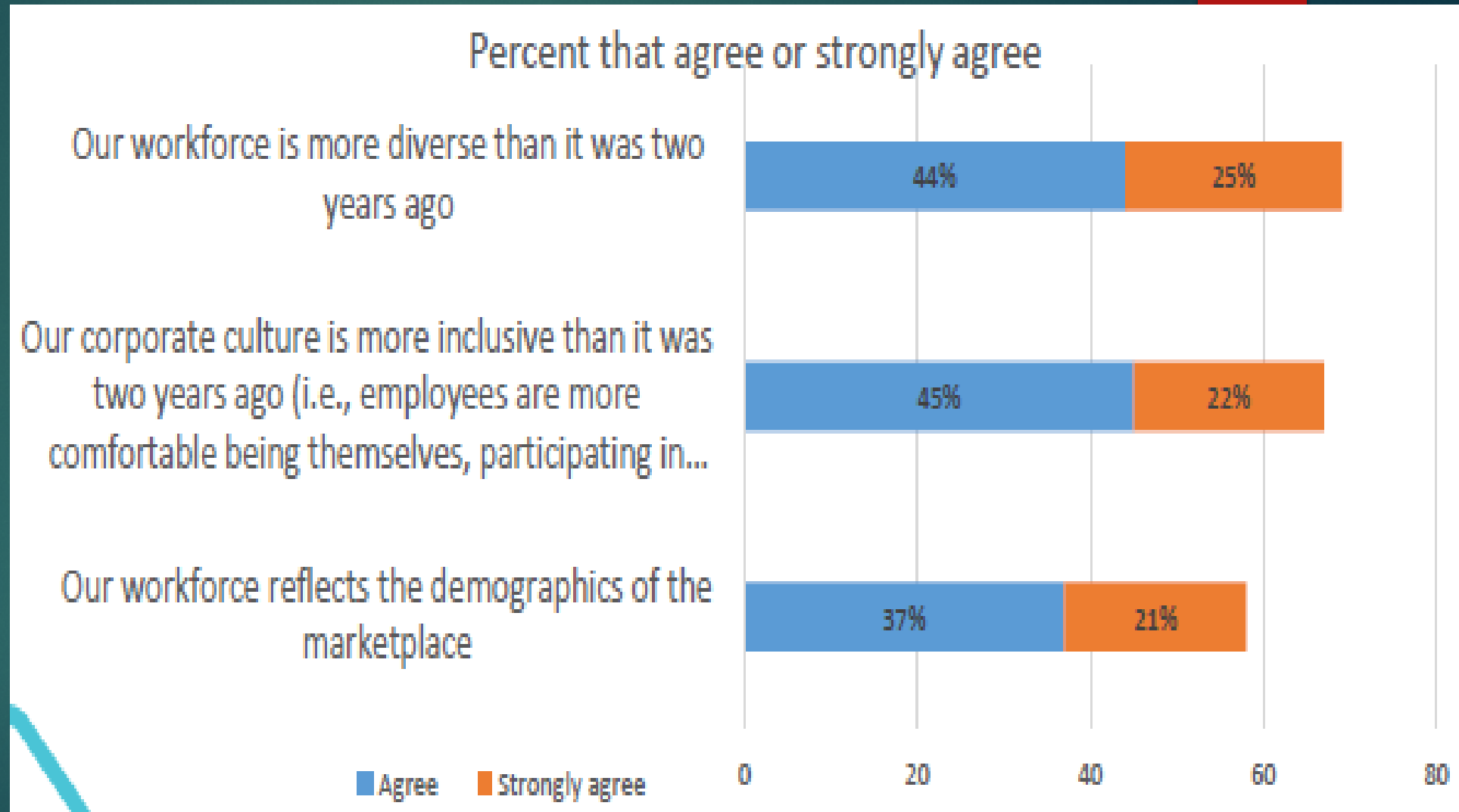
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- ▶ **Undeveloped:** Little or nothing has been done to increase DEI or integrate DEI goals with organizational goals.
- ▶ **Beginning:** Try to maintain compliance but have made a few efforts at DEI and thinking about how DEI helps to position our organization in the marketplace.
- ▶ **Intermediate:** Have deployed several different DEI initiatives piecemeal. It is viewed as moderately important, but don't spend a lot of time measuring success.
- ▶ **Advanced:** Have a strategic framework that has multiple pillars aligned with the organizational goals. Efforts include metrics and setting goals for improvement. Closely follow DEI at leadership levels.
- ▶ **Expert:** DEI is embedded in the culture and leadership team make it a priority. Ownership of DEI initiatives is at the senior leadership level. Use analytics to address recruiting, succession planning and other talent-related issues, and managers are assessed based on DEI goals that contribute to the achievement of the organization.

# Progress in Overall Workforce Diversity

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- ▶ As it pertains to your organization, to what degree do you agree with the following statements:





# Incorporating DEI into your Workplace

## TOP REASONS COMPANIES FOCUS ON DIVERSITY



to improve  
culture



to improve  
company performance



to better  
represent customers

# Incorporating DEI into your Workplace

- Better financial Performance
- Better innovation
- Improved customer satisfaction
- Improved employee retention
- Better outcomes in sustainability & compliance
- Improved community relations





“Inclusive and diverse workplaces support our goals to be an ‘industry of Choice’. Inclusion and diversity is **not** a ‘nice-to-have’ program: it’s a **strategic objective with executive ownership** that helps urban water utilities represent our customer base.”

- Adam Lovell, Executive Director,  
WSAA



# DIVERSITY & INCLUSION: *Our Approach*





# Food for thought...

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Uh-oh Syndrome

<https://www.youtube.com/watch?v=ZpJGGcwusA4>

Making the unconscious conscious

[https://www.youtube.com/watch?v=NW5s\\_-NI3JE](https://www.youtube.com/watch?v=NW5s_-NI3JE)

How to Be an Antiracist by Ibram X. Kendi

<https://www.ibramxkendi.com/how-to-be-an-antiracist>

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