



DIVERSITY AND INCLUSION

MARCH 2018

DIVERSITY, EQUITY AND INCLUSION FRAMEWORK

RECLAIMING DIVERSITY, EQUITY AND INCLUSION FOR RACIAL JUSTICE

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INTRODUCTION

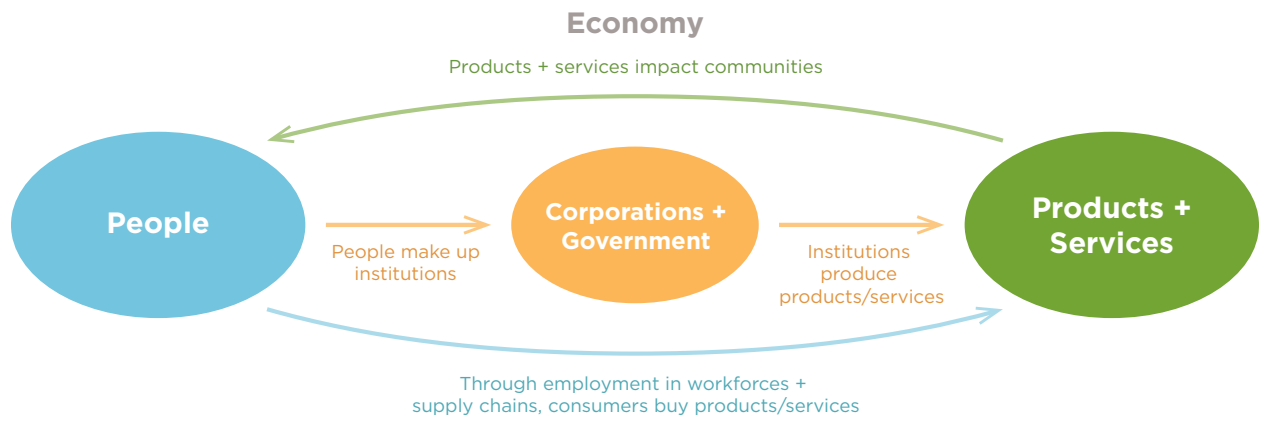
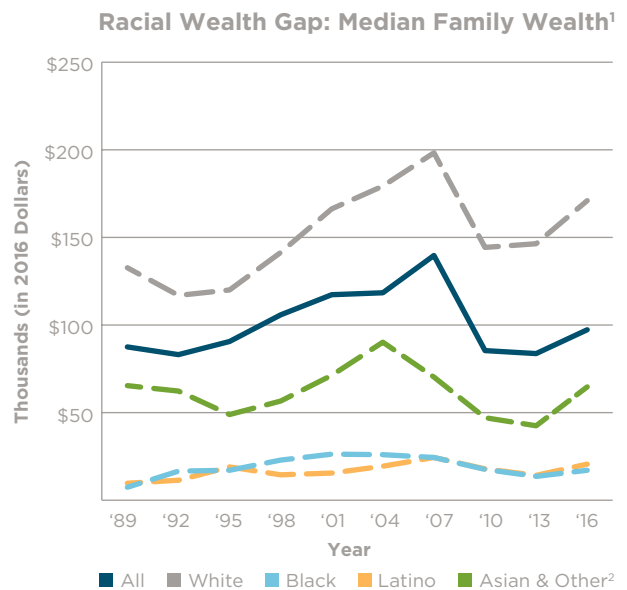
Buzzwords like “diversity,” “equity” and “inclusion” receive more attention than ever. From Oscar nominations to the president’s cabinet, major new headlines and social media hashtags make one thing clear: Their absence is bad, and people care. What remains uncertain, however, is 1) these values’ relevance to larger social movements and 2) how to go beyond “moving the needle” to make significant gains.

This publication explains the critical role of diversity, equity and inclusion (DEI) in the fight for racial justice. It forms the foundation for our forthcoming toolkit, which will provide resources to companies, advocates and others seeking to utilize DEI in advocacy to create jobs for communities of color.

CLOSING THE RACIAL WEALTH GAP WITH DIVERSITY, EQUITY AND INCLUSION

At Greenlining, we use diversity, equity and inclusion to close the racial wealth gap in two ways. First, we advocate for increased access to products and services for communities of color in [various industries](#), including mortgages, health care, and many others. Second, we ensure people of color are fully included in and benefit from job creation in those same spaces.

This job creation takes place through workforces and supply chains, which racial justice advocates too often overlook. They determine which communities benefit from wealth creation—whether through direct employment or contracts that generate ripple effects through local economies—and who gets left out. Making these spaces diverse, equitable and inclusive for communities of color can serve as the antidote to redlining in the job market.



Our strategy consists of making clearer the relationship between institutions, their products and services, and the people who buy them. When people of color can fully and fairly access jobs (via workforces and supply chains), this ecosystem is **stronger and healthier for all**.

¹ Board of Governors of the Federal Reserve System. Survey of Consumer finances (SCF), 2016. <https://www.federalreserve.gov/econres/scfindex.htm>

² “Asian and Other” includes American Indian, Alaska native, native Hawaiian and Pacific Islander. Asians represent approximately 80 percent of this group in population estimates published by the Census Bureau.

DEFINING DIVERSITY, EQUITY AND INCLUSION

While DEI may be used interchangeably in everyday conversations, we believe the field needs explicit language and strong theories of change in order to identify systems of power and pursue racial justice.

The following concepts are interdependent and require specific attention.

- *Diversity* refers to difference or variety of a particular identity. This framework focuses on race, but other markers of difference like gender and sexual orientation can be addressed as well. Diversity measures an entity's composition.
 - Example: In 2012 Greenlining served as chief sponsor of [AB 53](#), which required insurance companies in California to disclose contracting data for minority, women, and disabled veteran-owned businesses. Creating transparency in this industry's contracting enabled companies to identify disparities and take concerted action to [increase](#) business with diverse suppliers from \$930 million in 2012 to \$1.7 billion in 2016.
- *Equity* refers to resources and the need to provide additional or alternative resources so that all groups can reach comparable, favorable outcomes. For further information on racial equity and examples of racially equitable policies, see Greenlining's 2013 [Racial Equity Toolkit](#).
 - Example: In partnership with [The Justice Collective](#), Greenlining's internal Workplace Equity and Inclusion initiative ensures we hold ourselves accountable to embodying DEI at all levels. Our goals and objectives include but are not limited to:
 - Diversity, equity and inclusion become institutionalized at Greenlining through **trainings, formalized policies, and practices**,
 - Greenlining will have an explicit, achievable and **sustainable plan** to address, rectify and proactively prevent inequities in the workplace,
 - Greenlining will have a deeply rooted and radically inclusive workplace **culture**,
 - Diversity, equity and inclusion will be a **core competency** for all staff,
 - Greenlining can **communicate best practices and lessons learned** during this process and lead the sector in this regard, and
 - All **staff buy in** to this mission and feel **"ownership"** to drive sustainability.
- *Inclusion* refers to internal practices, policies, and processes that shape an organization's culture. It speaks to how community members of a shared identity experience their environment. Inclusion benefits existing populations represented within an organization. Spaces can be inclusive of particular groups while still lacking representation (i.e. diversity) of others.
 - Example: Greenlining's [Breaking Down Barriers for Women Physicians of Color](#) case study details how these professionals face exclusion throughout their medical education and careers. In addition to diversifying the field, recommendations focus heavily on inclusion within the health workforce. They include mentorship opportunities, cultural sensitivity training, anti-discrimination and reporting policies, and pay equity.

EVOLUTION OF DIVERSITY, EQUITY AND INCLUSION

Too often forgotten, the Civil Rights Movements fought for jobs and economic opportunity. The seminal Civil Rights Act of 1964 prohibits discrimination in employment while the Minority Business Development Agency, created in 1969, supports entrepreneurs of color.



The American DEI field grew out of the 1960's Civil Rights Movement. It expanded over time to include identities other than race, including gender, sexual orientation, veteran status, etc. The following graphic gives a high-level overview of DEI's evolution as it applies to race.

	Defining Principle	Leading Argument Used
Tolerance <i>1960s–Mid 1970s</i>	Toleration, or restrained acceptance , of people of color integrating into workplaces, education, and/or neighborhoods.	Tolerance 1) satisfies moral arguments for equality and 2) mitigates the rising disruption caused by people of color demanding access to previously segregated spaces.
Multiculturalism and Awareness <i>Mid 1970s–1990s</i>	Recognition, and sometimes respect or celebration , of racial minorities and their accomplishments. Metaphors of the American Melting Pot or Salad Bowl are repurposed from the 19th century immigration wave.	Multiculturalism prepares the nation for the growing population and impending demographic revolution when people of color will be the majority.
Diversity <i>1990s–Present Day</i>	Expectation that corporations and government reflect the nation. In the early 2010s the field became more nuanced to incorporate inclusion and equity as distinct, but related concepts. Traditional and social media are heavily used to hold entities accountable.	Diverse groups make more efficient decisions and benefit the larger organization . This is sometimes called the " <u>Business Case</u> " for diversity.

DEI has certainly evolved over time, as the narrative shifted from mere toleration to recognition, and now to valuation. Despite these advances, diversity, equity and inclusion will not reach their full potential until viewed as instrumental tools for racial justice. DEI must be operationalized to first and foremost benefit people of color—not used to increase corporate profits or mitigate racial tensions. In short, DEI must return to its radical civil rights origins and become purposed for justice.

FOUR WS FOR DEI ADVOCACY

Diversity, Equity and Inclusion do not exist in a vacuum. Effective advocacy will understand and explicitly communicate their use in a specific context. Greenlining uses the Four Ws, “Who, What, Where, and Why,” to ensure our strategies are outcomes-oriented and secure tangible benefits for communities of color.

Who am I advocating on behalf of? Who are their allies/similarly impacted communities? Who am I not including in this effort? Have I analyzed this issue from an intersectional lens?

We advocate on behalf of communities of color. Because communities of color are [too often pitted against one another](#), fighting for crumbs, we intentionally work across racial lines.

[Intersectionality](#) explains how social identities such as race, class, and gender intersect to create overlapping or interdependent systems of oppression or privilege. For example, our Bridges to Health Team’s [Boys and Men of Color](#) and [Girls and Women of Color](#) portfolios specifically recognize and address the intersections of race and gender.

What am I advocating for: diversity, equity and/or inclusion? What area do I want to impact?

Depending on the situation, we champion various combinations of diversity, equity and/or inclusion. Examples in the Defining Diversity, Equity and Inclusion Section (page 3) demonstrate how we tailor our advocacy to the context.

All of Greenlining’s advocacy promotes economic opportunity in communities of color. DEI can also be used to address other areas, including education, arts and culture, etc.

Where does this take place? Does it impact a workforce, supply chain, or another area? Will you engage individual entities on their internal practices or advance policies to impact an entire region or industry?

Our work focuses on California and has national implications. It impacts both the products and services *and* the workforces and supply chains of the health care, financial services, energy, environmental, and technology industries. We advance policies on the state and federal level to make systemic change.

Why does diversity, equity and/or inclusion matter? Why should stakeholders prioritize this, and what are the consequences if no action is taken? Page four’s graphic demonstrates how “the why” for DEI evolved over time.

Our “why” is simple: justice. Communities of color have been, and continue to be, redlined out of economic opportunity. Greenlining’s [Publications page](#) offers extensive research across a variety of industries on this point.

CALL TO ACTION: JOIN GREENLINING'S DEI WORKING GROUP



Greenlining cannot enact change alone. To most effectively advocate, we are building on existing [DEI research](#) and seeking to partner with others to engage in thought leadership and influence the larger racial justice community. This publication serves as the first step in that process. We will form a Working Group of interdisciplinary stakeholders and produce a toolkit that reflects the principles laid out here. Outcomes we want to see include:

- Corporations adopt justice-oriented diversity, equity and inclusion standards into their workforces and supply chains.
- Policymakers draw on the toolkit for best practices as they craft legislation.
- Economic development practitioners, civil rights advocates, funders, and other relevant stakeholders incorporate DEI into their work.
- Communities of color better understand how to identify and secure economic opportunities within workforces and supply chains.

To learn more about the Working Group and stay up-to-date on diversity, equity and inclusion news, please email DEI@greenlining.org to join our listserv.



About the Greenlining Institute

Founded in 1993, The Greenlining Institute envisions a nation where communities of color thrive and race is never a barrier to economic opportunity. Because people of color will be the majority of our population by 2044, America will prosper only if communities of color prosper. Greenlining advances economic opportunity and empowerment for people of color through advocacy, community and coalition building, research, and leadership development. We work on a variety of major policy issues, from the economy to environmental policy, civic engagement and many others, because economic opportunity doesn't operate in a vacuum. Rather than seeing these issues as being in separate silos, Greenlining views them as interconnected threads in a web of opportunity.

About the Diversity and Inclusion Team

The Greenlining Institute's Diversity and Inclusion program leads the organization's workforce and supplier diversity advocacy through policy, coalition building, and research. It advances a concerted agenda across our core policy concentrations of Economic Equity, Environmental Equity, Bridges to Health, Energy and Telecommunications, Philanthropy, Insurance, and Technology.

Author's Biography

Danielle Beavers *Director of Diversity and Inclusion, The Greenlining Institute*

As the Diversity and Inclusion Director, Danielle works to promote job creation for people of color. She leads Greenlining's workforce and supplier diversity advocacy in the banking, environmental, health, technology, insurance, and utility industries. Danielle views diversity as the antidote to redlining in the job market, and works to ensure that anchor institutions and their regulators fully reflect and benefit communities of color. She serves as Vice Chair of the California Department of Insurance's Diversity Task Force and is also a member of the California Utilities Diversity Council, Wells Fargo's Supplier Diversity Advisory Group, and the Small Business Administration's Los Angeles PLUM (Partnership for Lending in Underserved Markets) Market Research Action Group. She first came to Greenlining as the 2012 Community Reinvestment Fellow and received her B.A. from Stanford University in Comparative Studies in Race and Ethnicity with Honors.

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