

THE 2018 YELLO DIVERSITY SURVEY

What Job Seekers Really Think About Your Diversity Practices

New Research from Yello

Conducted by the Harris Poll



yello

THE 2018 YELLO DIVERSITY SURVEY

Yello

**Talent Acquisition Software
to Simplify the Hiring Process**

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Introduction

What does diversity mean to job seekers? Do employees believe diversity programs make a difference in the workplace? How do diversity and inclusion practices impact a candidate's decision to accept a job?

The 2018 Yello Diversity Study set out to answer these questions and more. This study dives into the role diversity and inclusion practices play in the job search and workplace.

The report reveals findings HR and company leadership can't ignore.

- **Make no mistake: Your diversity commitment will impact your ability to recruit top talent.**
More than half of all employees (54%) say they would consider finding a new job if their employer didn't demonstrate a commitment to promoting a diverse workplace.
- **Diversity isn't what you'd expect: Today's job seekers view diversity as more than race or ethnicity.**
Employees weigh race/ethnicity (48%), personality (47%), age (47%) and gender (45%) nearly equally among the top ideal types of workplace diversity.
- **Candidates seek diverse employers: The current workforce knows diversity and inclusion programs make a difference for individuals and communities.**
Nearly nine in ten employees (88%) say that employer-based diversity and inclusion programs have an impact.

The 2018 Yello Diversity Study provides HR, talent acquisition and company leadership with data to inform recruitment and retention strategies, and lead world-class diversity and inclusion initiatives.

Methodology

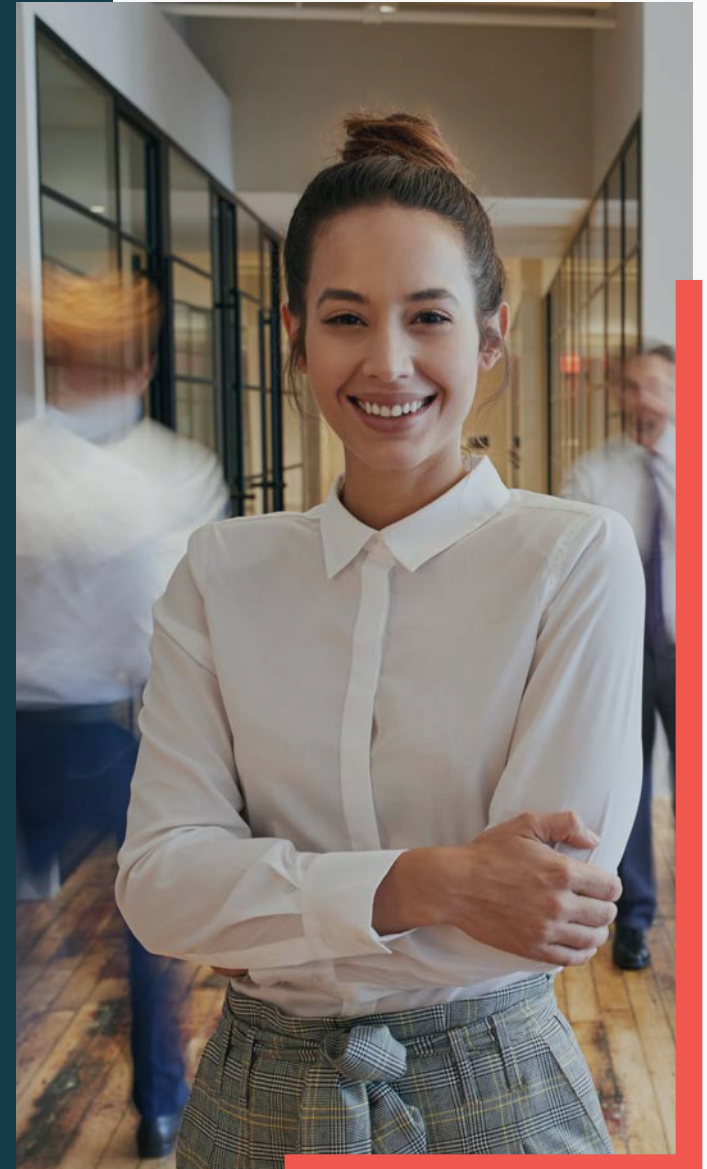
- This survey was conducted online within the United States by The Harris Poll on behalf of Yello between August 6 and August 8, 2018. It surveyed 1,206 employed adults (ages 18+) referred to as employees in this report.
- Results were weighted for age within gender, region, race/ethnicity, income and education where necessary to align them with their actual proportions in the population. Propensity score weighting was also used to adjust for respondents' propensity to be online.
- Respondents for this survey were selected from among those who have agreed to participate in online surveys. The data have been weighted to reflect the composition of the adult population.
- Please note when reading the report that some responses may not add up to 100% due to weighting, computer rounding or the acceptance of multiple responses.



The Strategic Importance of Your Diversity Program

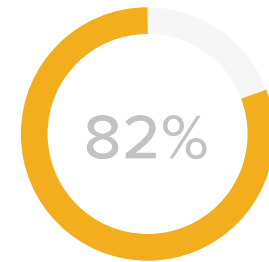
Make no mistake: your diversity commitment will impact your ability to recruit top talent.

The time to begin or expand your diversity recruitment program is now. Diversity impacts your ability to recruit and retain top employees. Strategic talent acquisition teams who develop diversity recruitment programs will reap the benefits of increased innovation, enhanced employee engagement and swelled-to-nearly-bursting pools of talent.



Companies that can demonstrate a clear commitment to diversity and inclusion will have a competitive edge in their recruiting. Why? Employees consider diversity part of the ideal workplace.

Four of every five employed Americans (82%) consider diversity a part of the ideal workplace.



..... YELLO BEST PRACTICE

Market your diversity commitment

Recruitment CRM software can help your organization showcase its commitment to diversity hiring initiatives in every candidate touchpoint, from the initial career page experience to email communications. Capture and engage diverse talent pools with targeted email and text campaigns incorporating your commitment to diversity of thought, background, nationality or identity.

Millennials and Generation Z aged 18–34 are more likely to say their ideal workplace includes diversity than those aged 35–54 or 55 and over.

Millennials and Gen Z	88%
Ages 35 +	79%

Your employee's definition of diversity may not be what you expect.

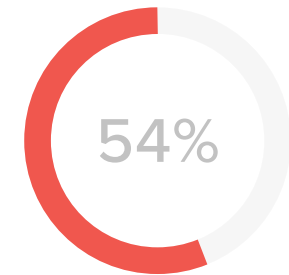
According to employees, the most important types of workplace diversity include more than a person's race or gender. In fact, 47% of all employees cite personality and age among the most important types of workplace diversity.

Race/Ethnicity	48%
Personality	47%
Age	47%
Gender	45%



If you can't promote a diverse and inclusive environment, you may lose top employees.

More than half of all employees (54%) say they would consider finding a new job if their employer didn't demonstrate a commitment to promoting a diverse workplace.

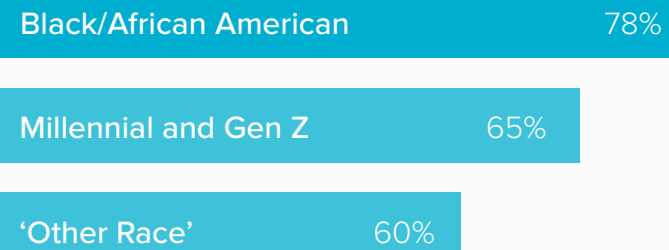


YELLO BEST PRACTICE

Include former employees in your talent pipelines

If employees do leave your company, continue to communicate with them. These employees may return someday as top performers who are already familiar with your business, goals and culture, helping to reduce onboarding time. The hiring team can also be confident in the new hire, with a prior understanding of their skills and qualifications.

More than three quarters (78%) of Black/African American employees, 65% of Millennial and Gen Z employees (age 18–34) and 60% of 'Other Race'* employees say they would consider finding a new job if their employer didn't demonstrate a commitment to promoting a diverse workplace.



* For the purposes of this report, 'other race' refers to those that identified as Asian/Pacific Islander/Native American/Alaskan native/Other race.

Why Diversity Matters to Job Seekers

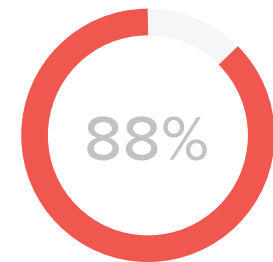
The vast majority of employees believe diversity and inclusion programs make a difference.

Top talent seek diverse workplaces. Employees want companies to take diversity seriously—they know it will contribute to more satisfied and productive workplaces.



The overwhelming majority of employed adults believe diversity and inclusion programs have an impact.

Nearly nine in ten employees (88%) say that employer-based diversity and inclusion programs make an impact.



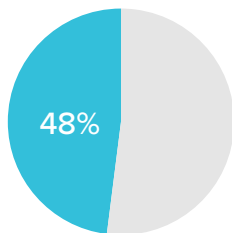
Black/African American (95%) and Hispanic (94%) employees are more likely overall to see the impact of employer-based diversity and inclusion programs.



Employees believe diversity and inclusion programs promote job satisfaction, pay equity and more.

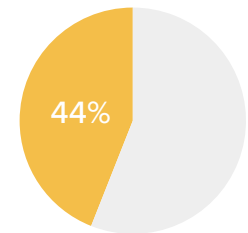
Job Satisfaction

Just under half of all employees (48%) say employer-based diversity and inclusion programs have an impact on job satisfaction.



Pay Equity

Two in five employees (44%) say equity in pay is impacted by employer-based diversity and inclusion programs.



→ **Women are significantly more likely to believe** in the impact of employer-based diversity and inclusion programs on pay equity than men (50% vs. 40%).

→ **Black/African American employees (57%) are more likely to see the benefits** of these programs on pay equity than White (44%) or 'Other Race' (38%) employees.

..... YELLO BEST PRACTICE

Establish (and showcase) employee resource groups

One of the most effective ways to make yourself attractive to diverse candidates is to provide resources and support to your current employees by establishing employee resource groups (ERGs). ERGs are voluntary, employee-led organizations made up of employees who share common interests, backgrounds and goals. They allow members and non-member allies to build connections, initiate conversations and promote learning and professional development.

While ERGs are excellent assets for retention purposes, you shouldn't overlook their value as idea machines. ERG members who already work for your organization can be an invaluable resource to your diversity recruiting efforts.

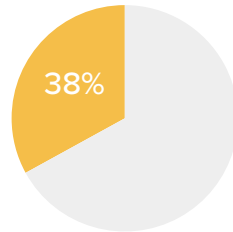
They can define the aspects of your workplace culture that could be attractive to diverse talent, serve as mentors for new hires and help shape your positioning as a diverse and inclusive employer.

Successful ERGs require conspicuous buy-in and rigorous support from senior management, strong employee leaders and active promotion both internally (flyers, company newsletters, email blasts, etc.) and externally (recruitment material, careers page, social media activity, etc.).



Productivity and Innovation

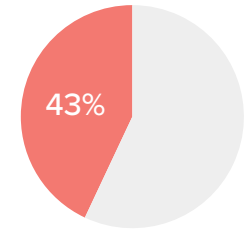
More than a third of employees (38%) think employer-based diversity and inclusion programs increase productivity and innovation (i.e., teams perform better and achieve improved results).



Women are more likely than men to believe these programs impact productivity and innovation (42% vs. 34%).

Company Culture

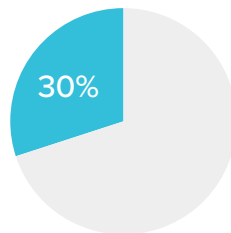
Two in five employees (43%) think employer-based diversity and inclusion programs contribute to a better company culture among employees (e.g., employees are collaborative and engaged).



Employees with a household income (HHI) of \$75k (49%) are more likely than those with HHI less than \$50k (35%) to believe in the benefits these types of programs can have on company culture among employees.

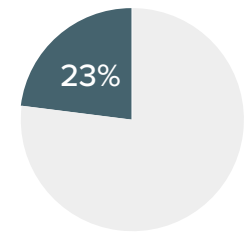
Community Mindedness

About one in three employees (30%) think a company's employer-based diversity and inclusion programs have an impact on the general community (i.e. increased contributions to the surrounding community).



Company Health

About one in four employees (23%) say employer-based diversity and inclusion programs lead to increased business competitiveness (i.e., ability to provide products/services more effectively).



..... YELLO BEST PRACTICE

Share your diversity stories

Once you've committed to inclusion and diversity, sharing your stories is the obvious follow-up. Your goal is to create content that promotes the activities, causes and conversations in which you've invested so you can attract the attention of possible candidates and pull them into your talent pipeline. Also, it's important to remember that just about anything counts as content—you don't have to plan a series of lengthy, heavily researched white papers. You can share a story in the signature section of a recruitment email, text message, tweet, short blog post or employee testimonial on your careers page—you're limited only by your imagination.



How Employers Can Walk the Talk

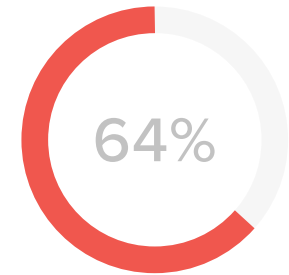
Sealing the deal: demonstrate your commitment to diversity.

Diversity attracts top talent, but a commitment to diversity seals the deal. If you want to attract diverse candidates, as well as candidates who value diversity, let potential employees know diversity is a priority for your organization.



Many candidates will take your word for it.

Two in three employees (64%) agree that “if an organization claims to be diverse in its marketing materials, website and executive communications, I trust that it is diverse.”



YELLO BEST PRACTICE

Include diversity statements in job descriptions

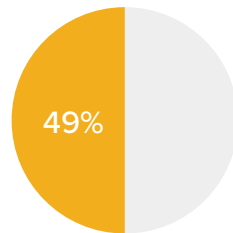
Every job description represents an opportunity to energize job seekers and serve as a springboard to action. Take the time to assemble a description that stands out and presents your company—and the opportunity—in the best possible (and most accurate) light. If your company values its commitment to promoting diversity, be sure to communicate this in your job descriptions.



But other employees want specific proof.

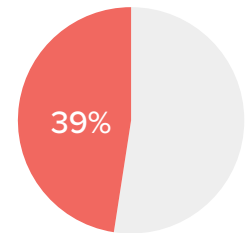
Management Positions

Nearly half (49%) of employees believe diverse persons in management positions (e.g., vice presidents, directors and managers) is a way for organizations to show a commitment to diversity.



Executive Leadership

39% of employees think diverse persons in executive leadership positions (e.g., CEO, CFO, COO) show an organization is committed to diversity.



Those identifying as 'Other Race' are more likely to feel this way than those considering themselves White (48% vs. 36%).

The percentage of diverse persons in executive leadership positions proves to be a better example of an organization's commitment to diversity for women (44%) than men (36%).

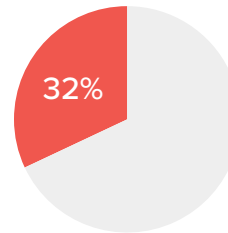
YELLO BEST PRACTICE

Celebrate promotions on social media

Promotion announcements are inbound recruitment marketing gold, especially for candidates with career advancement goals. Nothing generates positive feelings about career prospects like a pattern of internal promotions.

Company Statement

32% say public statements about diversity and inclusion on a company's website and in marketing materials shows the organization is committed to diversity.



YELLO BEST PRACTICE

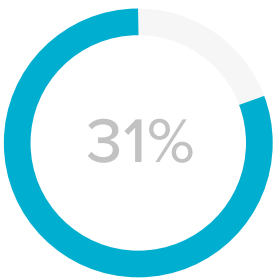
Pay attention to your careers page

Candidates visit your careers page to see if they can envision themselves working at your company. If you've neglected your careers page, or if it only serves the role of a job board, there is no way for potential applicants to know if they would be a cultural match. While the careers page should absolutely list open positions, it should also showcase your most compelling candidate content.



Involvement in National Organizations

31% say partnerships and presence at national diversity conferences and organizations show an organization’s commitment to diversity.



Examples of National Diversity Conferences:

- The National Black MBA Association Conference & Exposition
- The Society of Hispanic Professional Engineers National Convention
- Prospanica Conference & Career Expo
- Society of Women Engineers Annual Conference
- Grace Hopper Celebration of Women in Computing



Black/African American (49%) and ‘Other Race’ (36%) employees are more likely than their White counterparts (25%) to say that partnerships and presence at national diversity conferences and organizations are indicators of an organization’s commitment to diversity.

Millennial and Gen Z employees aged 18–34 (41%) are more likely to say that partnerships and presence at national diversity conferences and organizations demonstrate a commitment to diversity than their counterparts aged 35+ (26%).

Millennials and Gen Z	41%
Ages 35 +	26%

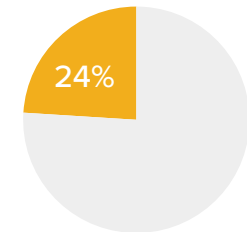
YELLO BEST PRACTICE

Maximize diversity conference hiring

Diversity conference career expos are crowded with job seekers looking for their next opportunities. With long lines and hundreds of candidates, tracking how many of these candidates visit your booth can seem like an impossible task. Instead of guessing by the pieces of swag handed out or the number of resumes collected, leverage recruiting technology at each event. With the technology, job seekers sign in and upload resumes the moment they step up to your booth, enabling the recruiting team to collect essential information from each candidate. After the event, view how many candidates spoke with recruiters and report this data to hiring managers without sorting through piles of paper resumes.

Diversity Program Recognition

24% say that recognition from diversity organizations shows an organization's commitment to diversity.



Examples of Diversity Organizations:

- National Diversity Council
- INROADs
- National Association for Female Executives (NAFE)
- Stonewall

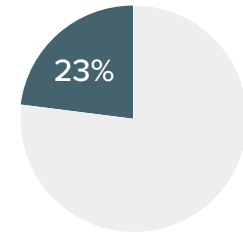
..... YELLO BEST PRACTICE

Create testimonials and curate employee content

A series of authentic, first-person testimonials from your happy employees can go a long way toward attracting top talent. Potential employees want to hear from their peers. Encourage your employees to share their work experiences on social media using a corporate hashtag, so your talent acquisition team can gather this content and share it with candidates. Collecting and distributing employee-curated content reduces communications the recruiting team creates, while providing authentic content to engage passive candidates. This content can be repurposed and shared in a variety of formats, including video, email and more.

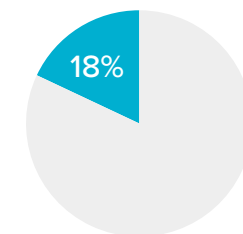
Social Media

23% say positive social media posts from a diverse array of current and former employees shows an organization's commitment to diversity.



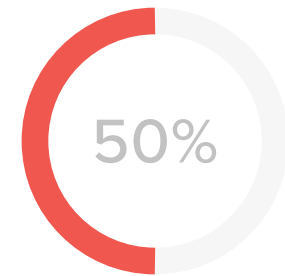
Business Publication Recognition

18% of employees say recognition from business publications (e.g., *Forbes*, *BusinessInsider*, *Fast Company*) shows an organization's commitment to diversity.



Be prepared to discuss your diversity commitment.

One in two employees (50%) would consider asking/have asked about the organization's workplace diversity and commitment to diversity directly in an interview setting.



Millennial and Gen Z employees are prepared to be proactive about diversity as well; three in five (60%) would consider asking/have asked about the organization's workplace diversity in an interview, compared with 45% of those aged 35+.

Millennial and Gen Z

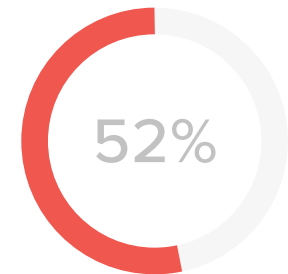
60%

Ages 35 +

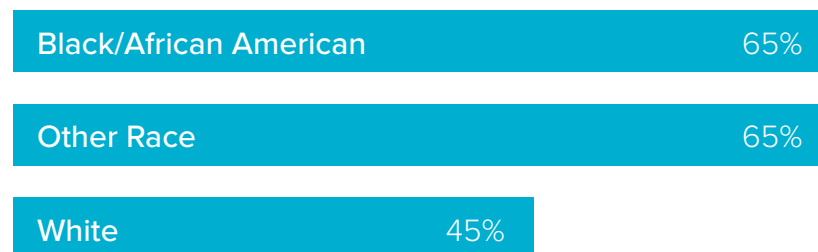
45%

Employees want to see proof of diversity throughout the interview process.

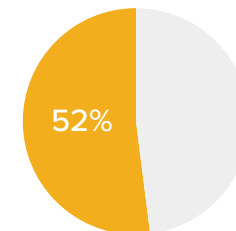
Half of all employees (52%) would be reluctant to accept an offer if they were to go through the recruiting process without meeting any diverse employees along the way.



Diverse employees would be more reluctant to accept a job from a company who claims it is diverse if they didn't meet any diverse employees during the interview process (Black/African American and 'Other Race' both 65%) compared with 45% of White employees.



A similar percentage of employed adults (52%) would be reluctant to accept an offer if a company doesn't have any diverse employees in its executive leadership positions (e.g., CEO, CFO, COO).



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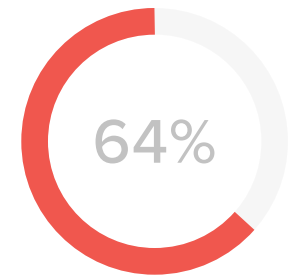
Ask for candidate feedback

Surveying candidates post-interview, whether they have accepted or rejected the offer, is a key component of the candidate lifecycle. Survey results will provide insight into what is working and what needs to be refocused going forward. Evaluate that feedback and notice any recurring trends from candidates; you may gain insight into gaps in your interview process you need to fine-tune. By seeking information from candidates, you can address problems in your hiring process you never knew existed or find out what is working well to ensure the experience keeps improving.



If you can't commit to diversity and inclusion in a meaningful way, candidates may decline your offers.

Two out of three employees (64%) say a potential employer's commitment to diversity and inclusion would be an important factor in their decision to accept an offer of employment.



Four out of five (81%) Black/African American employees and 70% of 'Other Race' employees say a potential employer's commitment to diversity and inclusion would be an important factor in their decision to accept a job with them.

Nearly three quarters (73%) of Millennial and Gen Z employees (those aged 18–34) say a potential employer's commitment to diversity and inclusion would be an important factor in their decision to accept a job, which is significantly higher than those aged 35+ (59%).

Millennials and Gen Z 73%

Ages 35 + 59%

Conclusion

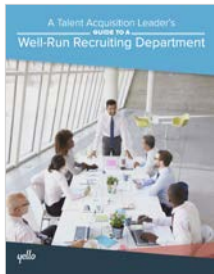
The 2018 Yello Diversity Study makes it clear: Employers can no longer ignore diversity as a critical component of recruitment strategies and workplace programs. **In fact, a lack of commitment to diversity may cost employers, leading to lost candidates and increased employee turnover.** Diversity programs need to be a top priority for HR, talent acquisition and company leadership.

Action Plan

- **Demonstrate a diversity commitment beginning with a candidate's first visit to your website.** Include diversity statements on the careers site and in job descriptions. Share bios for the C-Suite and management team on the company website to introduce candidates to diverse team members before they apply or interview.
- **The interview process must provide clear examples of diversity.** Introduce candidates to diverse team members, discuss diversity and inclusion programs in the interview process and be prepared with answers to candidate questions, or risk losing top talent.
- **Educate all employees on workplace diversity.** Every employee needs to be prepared to discuss this important subject with candidates. Empower employees by leading lunch-and-learns on aspects of diversity, hosting external speakers to provide additional viewpoints and offering employees the opportunity lead and engage with employee resource groups.
- **There's no need to go it alone—embrace partnerships.** Employees take note of partnerships and presence at national diversity conferences and organizations. Explore collaboration opportunities with these organizations. Partnerships can put your employer brand in front of target audiences and enable your company to make connections in diverse communities.

More Yello Thought Leadership

GUIDES



A Talent Acquisition Leader's Guide to a Well-Run Recruiting Department



The Ultimate Candidate Experience Guide



How to Sell the Value of Talent Acquisition Software to Your Leadership Team

CASE STUDIES



Goodman Networks: Engaging Millennials to Achieve High-Volume Hiring Goals



athenahealth: Leveraging Technology to Hire Top Student Talent



Cielo: Delivering a High Touch Recruiting Experience

About Yello

Yello's talent acquisition platform allows the world's leading brands to deliver personalized candidate experiences to every job seeker, resulting in quality hires and faster fills. The centralized platform is easy to use, enabling recruiters to collaborate with one another to attract and engage top talent. Key hiring statistics provide meaningful insights that lead to more accurate, data-driven decisions while staying on budget. For more information about Yello, visit <http://www.yello.co>.

Find us on social media (and don't forget to say "Yello!")



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