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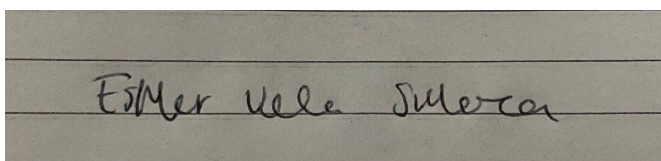
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Racial Diversity and Inclusion at Work in Ireland



(Workday, 2022)

Submission of Thesis and Dissertation

National College of Ireland
Research Students Declaration Form
(Thesis/Author Declaration Form)

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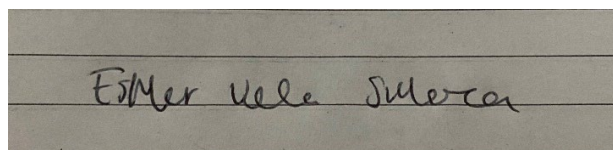
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Introduction

This introduction will highlight the aims of this research chosen of the importance of diversity and inclusion and the way companies should adapt to this concept. Diversity and inclusion is more than just policies and procedures. It is more than just having a certain look and attraction towards the brand or business you want to promote but it is about bringing in new ideas, different perspectives, a more hospitable working environment where people from different backgrounds, race and religion can feel welcomed, included, heard, and united. This research hopes to shed some light and some thoughts on why it is vital that companies should understand the importance of workplace inclusion and diversity.

To give a brief definition of the two, diversity and inclusion though they regularly coexist, they are not the same. Businesses must thus take into account both in their goals and methods for managing their human resources. Recognising and using people's individuality in order for everyone to achieve at work is what is meant by inclusion. Everyone may feel like they belong without needing to fit in, that their contributions are recognised, and that they can realise their full potential in an inclusive society, regardless of their background, identity, or situation. In an inclusive workplace, fair norms and procedures are in place, enabling a diverse set of individuals to work well together. (Wahab & Green, 2021).

Diversity's fundamental principle is acceptance of people's differences. It is about recognising the need of a variety of perspectives in decision-making as well as having a workforce that reflects the company's clientele. The idea of intersectionality, which asserts that everyone of us possesses several, interconnected characteristics that have an impact on our lives, takes this into account. (Wahab & Green, 2021).

Race (including colour, nationality, ethnicity, or national origin), age, disability, race (including colour, nationality, ethnicity, or national origin), sexual orientation, religion, civil status, family status, gender, and membership in the Traveller community are the nine distinctive grounds protected by discrimination law in Ireland to prevent someone from being unfairly targeted.. (Wahab & Green, 2021).

Visible and non-visible distinctions include things such as one's history, upbringing, attitude, office culture, dialect, and language. It is crucial to understand that a *"one-size-fits-all"* method to people management does not guarantee that every individual is treated the same and equitably. People have diverse particular desires, beliefs, and perspectives. To meet the

requirements of both people and businesses, good people management practises must be consistent, equitable, adaptable, and inclusive. (Wahab & Green, 2021).

Review of the literature

Changing our viewpoint in relation to diversity

Diversity can often be viewed negatively in the workplace. It is important to implement a change of attitudes within people then rather implement policies, while this is still important in bringing in policies and procedures, the change should start within the attitudes of people. This report has highlighted a few points relevant to this. The report suggests shifting the attention away from diverse groups of people and toward each and every individual of workers, their skills, talents, and potential. Businesses should also strive for a full set of skills in the people they hire. Equal opportunity rules and practices can assist employees in reaching this goal by bringing diversity to the table and making the transition from diversity as a liability to diversity as an advantage. Rather than a consistent culture, Taran and Gächter believe that a company's common aims and mutual benefits hold it together and that the openness of a firm to ideas and initiatives from all of its employees helps to its success. This translates to a reliance on diversity. (Taran & Gächter, n.d.).

Furthermore, diverse voices must be heard in order for the advantages of diversity to be realised. Employee engagement, rather than centralised administration, appears to be the most important factor in achieving diversity. (Taran & Gächter, n.d.). When asked which demographic groups companies can benefit the most from recruiting and maintaining, two out of every five employees stated they would want to see more colleagues from different ethnic origins to better reflect current society. According to recent data from recruiting business Hays Ireland, a fifth of Irish employees have rejected a job because they do not believe the company is a pro-diversity and inclusive workplace. (Glennon, 2020).

Employees who don't see their identities represented in their workplace feel less connected, which can lead to increased churn and decreased productivity. To develop a business culture where workers feel secure bringing their best selves to work, all employees must have a strong sense of belonging. A room full of diverse ideas won't make someone from a marginalised minority feel like they belong, but there are numerous things that can be done to help them feel more at home. (Bastian, 2019).

Increased diversity in the workplace begins with recruiting and is fully realized via the culture that employees encounter. To accomplish this right, it is important to remember why this work is being done in the first place, rather than celebrating achievements like diverse viewpoints without being responsible to the goals. (Bastian, 2019).

The benefits of an organisation being racially diverse

Granted managing personnel with similar backgrounds may give a sense of comfort, the drawback is that these individuals are more prone to approach problems from the same point of view. Without a diverse staff, the organisation risks continuing to operate in the same manner it always has, perceiving things from the same point of view. People from many ethnic backgrounds might question the status quo based on their personal experiences. A team with a varied population can nonetheless become cognitively homogenous; in spite of everything, various racial backgrounds offer up debates about possible answers to an issue that a team with a diverse demographic would not have explored. (Cotter, 2018).

Accenture Ireland's director of operations and coordinator of inclusion and diversity, Dr Michelle Cullen, explains that *“Diverse teams are more innovative, and they challenge one another to create better, more inclusive solutions”* (Cotter, 2018). She further continues to say that the inability to make use of all available skill to address challenges stifles creativity and innovation. Accenture helps our customers solve their most difficult problems, and these problems are best handled when different views and experiences are brought to the table. Their employees' variety allows them to better serve their clients. According to Anne Coleman, the company's founder, and director of Diversity Search, cultivating a diversified staff and having different position of leadership models assists to recruit and supports retention of talent in a market where skill is once again in short supply across most industries. (Cotter, 2018). Often, if a company does not prioritise diversity and inclusion, it is not seen as a desirable employer.

During the next few years, millennials are expected to make up 75% of the Irish workforce, and their perspectives and work habits are steadily changing the workplace culture. (Cotter, 2018). Company's values and ethics can make or break a person's choice to join and remain. Young people demand diversity and despise prejudice or discriminatory behaviour according to Valarie Daunt, a Deloitte partner who specialises in human capital. They are less selfish than earlier generations and care more about society as a whole. (Cotter, 2018). According to

the 2018 Deloitte Millennial Survey, people who regard their best teams as diverse have a greater likelihood to describe their workplace as encouraging and exciting. They are also more likely to remain in those companies, which is a big plus in a society where employment turnover is high and also because businesses are growing more global, any firm that recruits individuals who can speak many languages or originate from other cultures might gain a significant competitive edge. These individuals may represent the firm to international clients and assist management in identifying chances that they may not have thought of before.

Above all, a corporation pursuing workplace diversity is just a sensible economic decision. As reported by McKinsey's analysis from 2015, organisations up to 35% more likely to produce above-average financial gains for the industry when compared to businesses in the bottom percentile for ethnic and racial diversity. According to Daunt, racial diversity is similar to other forms of variety in that it involves being unique in some manner. (Cotter, 2018). As people progress through life, they are exposed to a variety of experiences depending on a variety of criteria such as ethnicity, gender, faith, socioeconomic status, and education. Considering they have a wide variety of experiences that give them a different perspective on the world than someone from a different background. By combining all of these various experiences and viewpoints, a team may be able to confront one another and avoid groupthink far more successfully than a homogenous group. (Cotter, 2018).

Consumers care about diversity and inclusion

'Diversity is being invited to the party – inclusivity is being asked to dance' (O'Connell, 2017). The struggle to make everyone at work feel safe and supported is never-ending, but great progress has been made in recent years in creating diversity and inclusion a major component of doing business. (Hogarty, 2021). Big global corporations are often the most visible in this sense, since the businesses often create the bar for signature diversity and inclusion efforts. Those guidelines allow them to not only keep a well and content workforce, but also to conduct business internationally and hire the greatest people from all different backgrounds. (Hogarty, 2021).

Small and medium-sized firms, in particular, have an even bigger role to play in encouraging workplace equality, not only because it is the right thing to do, but also because it may help a company become more adaptable, inventive, and competitive. (Hogarty, 2021).

Taking deliberate action can help shape an organisation's overall culture and values. A diversity and inclusion policy might serve as the foundation for the organisations whole equality approach. (Anon., n.d.) Having a policy that outlines areas of focus for eliminating bias and fostering equality and diversity can help employees be more motivated, have higher morale, and be more productive if such rules are implemented. They will also feel safer knowing that they are heard and recognised in the workplace. (Anon., n.d.)

Employees will be more motivated, have higher morale, and be more productive if such rules are implemented. Employees will also feel safer knowing that they are being heard and recognised in their place of work. Diversity and inclusion encompass more than simply policies, programmes, and the number of varied personnel in a company. Employers who recognise each team member's unique demands, viewpoints, and skills outperform their rivals. Due to the positive employer-employee relationships, workers are more inclined to believe and adhere to diverse and inclusive environments. (Bush, 2021).

If the company is not regarded as inclusive, a few customers would opt not to buy from their products and services. 52% of adult internet shoppers, according to Forbes, think about a company's ideals before making a purchase. The Millennial and Gen Z groups experience a markedly greater rate, who are particularly socially conscious in their buying habits. In an effort to increase sales, build more meaningful consumer ties, extend the client base, and finally boost income margins, businesses must be inclusive. (News, 2021). Creating a diverse workplace evokes confidence among whole organisation, resulting in higher employee satisfaction, loyalty, and decreased turnover. Including everyone defines the organisation as a desirable company and broadens the field of candidates who are interested in interviewing, starting work, and remaining with the organisation. By hiring a more varied workforce, this will enable management to gain a wider viewpoint, grow and increase their skills in creativity. (News, 2021).

People are drawn to brands that care about the well-being of others. For instance, if a company has a reputation for paying their workers under the minimum wage or do not treat their employees with respect because of their race or background. People tend to be less likely to purchases their product and would opt to buy from another company that does pay their employees well and treats them with respect. In a world where customers are more value-driven, any company that promotes diversity in its business will get a more favourable brand recognition. Supporting the community is essential and being able to have compassion

and make changes on favour of the most vulnerable members of our society, giving this kind of support is considered a valuable quality. (News, 2021).

Diversity and inclusion benefits both the people and the company

There will always be a need to ensure that everyone feels safe and supported at work, but in recent years, a great deal of progress has been made in making diversity and inclusion an essential part of doing business. (Hogarty, 2021). Since large corporations usually set the bar for flagship diversity and inclusion programmes, large multinational corporations are frequently the most notable in this respect. These regulations provide them the ability to not only keep a healthy and content workforce, but also to conduct business overseas and hire the finest applicants from all walks of life. In addition to being the right thing to do, small and medium-sized firms have an even greater need to promote equality in the workplace since doing so might make them more competitive, adaptable, and inventive. (Hogarty, 2021).

Although they frequently go hand in hand, inclusion and diversity are not the same thing. Recognizing and using people's uniqueness is what inclusion is referred to as in order for everyone to succeed at work. An inclusive workplace is one where every employee, regardless of their history, identity, or circumstances, feels appreciated for their contributions and has the opportunity to reach their full potential. The capacity to identify distinctions is what defines diversity. Acknowledging the usefulness of a diverse variety of viewpoints in decision-making at work and a staff that represents the organisations mission is inclusion. (Ali & Green, 2021)

'Diversity is being invited to the party – inclusivity is being asked to dance' (O'Connell, 2017). It is important that diversity is recognised in the workplace, but it is just as important that inclusion is too. There is little point in celebrating people's differences if they do not feel included when it comes to their work life and how they can feel at when being at the workplace.

The benefits of diversity and inclusion for businesses will be covered in this section, including enhanced public perception, advantage over rivals, improved work-life balance, and improved interactions with employees.

Enhanced public perception

If a company is not viewed as inclusive, some customers may decide not to purchase its goods and services. Forbes reports that 52% of all adult online shoppers consider a business's guiding principles prior buying a product. Even higher rates are found among the particularly socially concerned Millennial and Gen Z demographics. In order to maximise sales, build stronger customer relationships, expand their clientele, and ultimately boost profit margins, businesses must be inclusive. (News, 2021). Being an inclusive employer fosters pride throughout the organisation, which raises employee retention and satisfaction while reducing turnover. By being inclusive, the business stands out as an employer of choice and attracts a wider range of candidates interested in applying, getting a job there, and sticking around. By recruiting a more varied team, management will be able to have a wider viewpoint and become more creative. (News, 2021).

Advantage over rivals

More varied workplaces provide companies an edge over rivals and increase their chances of success. This approach may foster innovation, boost creativity, and broaden the reach of businesses. According to the Boston Consulting Group, businesses with more diverse management teams generate 19% more revenue from new products and services than those with less diverse leadership. (Picincu, 2020). Brands that care about the welfare of others are popular among consumers. In a market where customers are more value-driven, any business that supports diversity in its operations will benefit from a more positive brand identity. Being a supportive member of the community is essential and being compassionate and making changes for the benefit of those in our society who are most marginalised is seen as a beneficial quality. (News, 2021).

Increased revenue will arise from having a varied and inclusive staff and properly managing it. Employee satisfaction will rise, and as a result of fresh perspectives, productivity will rise. This will result in more corporate success, enabling the business to thrive and set itself apart from rivals. (Cole, 2020).

Improved work-life balance

Businesses that are adaptable are better able to handle sudden or quick changes in the economy. By offering time off work, part-time employment, as well as other options, the

ability to provide family-friendly/work-life balance alternatives can help to resolve talent shortages at certain times or provide an alternative to redundancy. (Anon., n.d.).

The number of women working and holding senior positions has increased, yet so many of them are still overburdened by childcare responsibilities. In the modern workplace, which is increasingly becoming the standard rather than the exception in the labour market, dual-earner relationships are also present. (Syed & Ozbilgin, 2020).

In reference to Kossek, individuals need and want to connect work and life in a variety of ways in order to manage their social identities. This leads to an increase in the number of employees who have different identities. Organisations must actively manage variances in addition to formally establishing flexibility rules and allowing for schedule modification. Workers must feel welcomed in how they handle work-life balance as a concern of diversity and inclusion. (Syed & Ozbilgin, 2020).

Improved interactions with employees

By acting with intention, organisations may better define their entire culture and set of values. An organisations diversity and inclusion policy may serve as the cornerstone of its whole equality strategy. A commitment statement can outline specific areas of engagement for eliminating bias and fostering equality and diversity. (Anon., n.d.). Implementing such measures may inspire workers, improve morale, increase productivity, and give them a sense of security about being heard and seen at work.

Diversity and inclusion go beyond policies, initiatives, and the proportion of diverse personnel an organisation employs. Employers who recognise the unique needs, viewpoints, and skills of each team member outperform their rivals. Since diverse and inclusive workplaces foster positive relationships between employers and employees, employees are more likely to trust and commit to them. (Bush, 2021).

Working in a workplace that encourages diversity and inclusion will increase employee satisfaction, which will manifest itself in their work. Employees will flourish in their jobs, and opportunities will present themselves that will allow the organisation as a whole to grow, leading to success that benefits both people and business. (Cole, 2020).

Conclusion of the Literature Review

Diversity and inclusion benefits organisations and employees alike, there is little dispute about that. In a truly inclusive workplace, people may collaborate effectively without fear or discomfort, and everyone benefits professionally when employers anticipate and take care of their employees' needs.

Although verbal support from senior management is essential, effective diversity and inclusion programmes also need codified rules and procedures. Organisations should regularly assess these and create plans for implementing them. Only when underrepresented workers feel comfortable and appreciated will they be able to contribute all of their innovative ideas to the business. (Anon., n.d.). Organisations need to learn how to hear what their employees have to say. Workers need to understand that their opinions matter.

Instead of seeing diversity and inclusion as merely an HR task, the goal is to see it as a complete transformation of how the organisation thinks and operates. To decide to be sincere, forthcoming, and responsible. (Anon., n.d.).

Research question and objectives

The research question is as follow; *How can companies incorporate/encourage more racial diversity and inclusion at the workplace in Ireland?*

This research question is important as Ireland in recent years has become much more incredibly diverse, there is a multitude of people from different cultural backgrounds and countries. It is important for employers in Ireland to be able to accommodate employees with different backgrounds when welcoming them into the company, especially if they are new to the country and have emigrated from another environment where their working culture is not the same as the working culture seen in Ireland. It may be hard for individuals to adjust to the new work environment, as being in a new city let alone a new country can be a hard for some people to adjust to. This research questions looks to find answers on how companies can incorporate certain policies and procedures to encourage more racial diversity and inclusion the workplace in Ireland.

This study intends to have a thorough examination of the research question and find out also what may be causing the lack of this. As previously stated, diversity and inclusion is nothing

but positive, it is a bonus to one's workplace and improves working conditions for both the employees and employers, but the question still stand why diversity is not well known in the workplace and what actions an employer can do to bring about this change in the workplace.

Objectives:

1. To identify policies that can be set in the workplace to attract more diversity
2. To assess the reasons why racial diversity and inclusion is not seen as much in Ireland
3. To enlighten the reader on the statistics behind the research question

Methodology:

The methodology section's objective is to analyse the overall research question and hypothesis shown in the study literature review. It aims to look at various different authors work and ideas in hopes to develop the authors own ideologies and conclusion.

Philosophical assumptions

Diversity and inclusion in the workplace are not priorities for young adult job searchers. They are a necessity when looking for work. In today's world young adult workers are more reluctant to apply for a job to a company that is perceived as lacking in diversity and inclusion and do not have these values embedded in their company policies. Diversity and inclusion entails employing a workforce that is more diverse, assisting people of colour in rising through the ranks, allowing them more influence over decisions, and facilitating difficult talks about institutional racism. As essential as they are, mission statements regarding racial fairness and quick responses to current affairs must be more than mere props. (Cole, 2020). The survey, which included 1,000 full-time office workers between the ages of 18 and 65, discovered that having a positive relationship with co-workers increases productivity and positive views about one's job.

University educated young professionals have given their personal values such as a dedication to sustainability, charity, or social impact more weight in choosing where to work during the previous ten years. Working professionals in the Millennial and Gen Z generations are rejecting organisations that lack a diverse workforce, a transparent promotion process, and a willingness to combat systematic racism within their ranks. (Miller, 2021). The

expectations of millennial job seekers are higher because they want firms to change as much as they do in this fast-growing environment, we currently live in.

Since the majority of working professionals' time are spent at work with their colleagues more than their own family and friends. Approximately 40 hours are worked by the typical full-time worker per week. So, it should come as no surprise that, according to a HP workplace poll, 56% of employees say they spend more time with their "*work family*" than with their actual family. (Umoh, 2017).

It is crucial that employees feel included and that their voices are being heard. Employees devote so much of their lives to these businesses. It is imperative for them to work toward further change so that they can feel comfortable, and ease in the workplace.

An Irish company has established a diversity, equality and inclusion policy into their workplace called '*EveryOne*'. This policy was drafted up by the HR personal officer and the company believes that this diversity, equality, and inclusion policy should acknowledge the abilities and capabilities of every member of their team and foster an environment that cherishes diversity and actively seeks it out. Every individual has a right to a bias-free working environment that rejects all forms of discrimination under our organisations culture of inclusion and mutual respect. They believe that a bigger pool of ideas is made available by a varied workforce that feels comfortable sharing different points of view. That they can use that pool of resources to more successfully satisfy the clients' demands and the needs of the company's plan. (Murphy, 2018) Through this policy, the hope to communicate to their team on the vision for their workplace that values diversity and treats everyone equally, no matter their views, status, or identity. In order to achieve this goal, they define why diversity, equality, and inclusion are critical components of their organisation and how they can build on their successes while addressing their weaknesses in order to realise their vision. (Murphy, 2018)

This company used seven steps in actively implementing this policy which the author believes that if these steps were applied in every company, diversity and inclusion issues can be tackled more efficiently. The first step the company takes is introducing the topic, the company discuss' their goals and duties in relation to the Department, the larger Civil Service, and 21st-century society. The second step being questioning what the company goals are and why do they value diversity? This outlines the goals the companies have in mind and their objective while creating this policy. The third step is making employees aware of the

laws relating to equality and discrimination. The fourth step is behaviour in the workplace, offering suggestions to help everyone uphold the values of inclusion, equality, and diversity. The fifth step is the department's obligations and pursuits with regards to diversity and inclusion are outlined in the Department Undertakings and Actions. The sixth step is the department undertakings and actions providing a list of the department's responsibilities and goals in relation to diversity, equality, and inclusion. The seventh step being, "what should I do?" This provides advice for workers who experience discrimination or unjust treatment at work.

Their main objective for this policy is to encourage the understanding of inclusion, equality, and diversity. Encourage conversation regarding prejudice, unconscious prejudice, and discrimination, as well as how it may impact the organisation. Challenge the way both the employers and employees think about their attitudes and ideals and how they impact the people they work with. Encourage and assist individuals who work in the department to actively promote inclusion, equality, and diversity for everyone. Support the anti-bias stance we take in all of their efforts. Encourage critical thought and reflection on stereotypes, biases, and discrimination. To treat each person as an individual and give the managers the authority to teach employees on both personal and organisational goals if the employers are to manage a multigenerational workforce effectively. To encourage the understanding that every generation is unique and provides a certain set of capabilities to the workplace.

The organisation's policy is to advance equality, safety, and respect for others in the workplace. Everyone should be aware that all types of bullying and harassment are unacceptable, and that it is the responsibility of all employees to act in a way that is appropriate and courteous. The policy promotes the use of informal dispute resolution techniques, such as local management and mediation, in order to quickly resolve disputes that may develop in the workplace.

Irish businesses are actively working to promote inclusion and diversity in the workplace. Many companies are looking at ways that they can be implemented such as the organisation, Vistatec, they are an international company who provides businesses that operate in different countries throughout the world global content solutions. Siobhán Gantly, who is the chief human resources officer at Vistatec stated that, Diversity is important to all they do. She occasionally finds it difficult to convey to those who are not familiar with their profession that creating high-quality global content entails much more than simple translation. Without

respect and admiration for the very traits that make us all different, they couldn't accomplish what they do. (Murray, 2021)

Additionally important to identifying and respecting the differences among us is the use of inclusive language. Maintaining stereotypes that are inaccurate or making assumptions that can offend others unnecessarily are no longer acceptable. In addition to being something Vistatec does, this is also a significant growth area for the company in terms of the services that they provide their clientele. All languages and different culture types have an increasing need for inclusive language review services.

Anna Scally, who is head of technology and media, fintech lead, at KPMG in Ireland also speaks out about the Irish company saying that the fact that there is so many inventive and creative companies have chosen Ireland is one of the characteristics of inbound investment. That comes as no surprise considering how heavily they rely on a staff that is diverse, multicultural, inventive, and creative. Since the company have teams with approximately 50 different nationalities, the company has grown significantly in recent years. It's not only pleasant to have an inclusive workplace; it's the responsible, modern-day thing to do. Having a diverse staff also promotes problem-solving and creativity and opens up new viewpoints. (Murray, 2021)

Surveys will be used to understand this concept more and to dive into the reality of this from working professionals' point of view. The author hopes that these surveys shed some light on how young workers feel and think in the workplace, if diversity and inclusion policies are in place and if they are, whether they are effective. The survey will be anonymous and will be distributed over various different social media platforms such as Snapchat, Instagram, and WhatsApp to young working professionals of a cultural background, people of colour and also individuals who may not have a cultural or racial background.

Research Design

This research will entail a qualitative method both secondary and primary research. With secondary research using journal articles, academic sources, newspaper articles, books and websites and primary research such as a survey where evidence will be gathered and analysed for further insight into the topic, taking on the public's view of the subject matter. The intention of the surveys is to gain a better understanding of racial diversity and inclusion in

the workplace and to discover whether if this is something that has been implemented in the survey participant's organisation or not. Presuming that racial diversity and inclusion has not been established at their place, to identify if it is something that they would be interested in seeing being implemented at their workplace. The questions in the survey hope to draw an inside perspective on the individuals own work environment on racial diversity and inclusion in Ireland.

Sampling data

Young adults will be the main target audience for this study as the growing workforce consists mostly of young working adults and there is an increasingly higher diversity rate in the younger working adults compared to the older working adults.

In 2016 compared to less than a quarter of Irish nationals, nearly half of all non-Irish citizens were between the ages of 25 and 42. Compared to Irish citizens, who made up roughly 15% of the population, people 65 or older made up fewer than 5% of the non-Irish population. Only 12.3% of non-Irish nationals were aged 0 to 14 years, compared to 22.5% of Irish nationals, in the younger age groups. (Office, 2016). According to recent study, Ireland is one of the most ethnically varied nations in the EU, with about 17% of its resident population having immigrant parents. Non-Irish citizens have an employment rate of 70%, which is greater than Irish citizens' employment rate of 66%. However, there are major differences in employment rates between sub-groups: only 45% of African residents in Ireland are employed. (Heaphy, 2018).

Probability sampling will be used as a sampling technique. This sampling approach is used to select samples from a large population, if the respondent is to be regarded as a probability sample, then that individual will be chosen at random. Online surveys will be used to reach this target audience as they are the most affordable, have the most audience reach when compared to other media, and they are also far more effective than other ways of gathering data. This method is much more effective rather than doing a traditional face-to-face or telephone surveys when there are a number of questions to be asked of the target audience.

By using probability sampling, the author can produce a sample that is a real representative of the target population. This type of sampling helps the study by taking the 52 participants and analysing their answers to the 10 questions that will be asked of them.

Data analysis

The primary objective of this survey is to analyse and comprehend people's perspectives on the subject of diversity and inclusion, what they believe about it, and if they believe it is something that should be addressed in the workplace. To evaluate this, surveys will be used to collect the data. The study contains both quantitative and qualitative questions. The quantitative questions which takes the form of yes/no and rating scale (1 to 5), whereas the qualitative questions presents a box where participants can write in their own words.

Quantitative research questions are unbiased inquiries that offer thorough information on a study issue. Quantitative research questions yield numerical data that may be statistically analysed. Quantitative research questions aid in understanding the study issue by examining trends and patterns. Making data-driven and smart judgments may be aided by the data collected, which can be generalised to the entire population.

Participants are able to provide concise responses to quantitative research questions and form their own opinions in their own way. This gives participants freedom to write their own thoughts however they like and to not be restricted in choosing an exact answer.

Limitations

With the exception of one, limitations were not truly present in the survey. A few participants left the survey incomplete and did not answer every question. It being a survey and not an interview meant that answers would be much more limited, and the usual response would consist of one word or a sentence or two.

Ethical considerations

This research does not raise any ethical concerns as it does not involve any vulnerable groups such as children or the elderly. All the participants range between the ages of 18 – 45. The research poses no risk of harm or distress to participants

Since this survey is entirely anonymous, any responses provided cannot be linked to a specific respondent. The researcher will not be aware of the identifies of the participants and their personal data will not be collected. Participants in the survey may choose not to participate at any moment, and any surveys that are not completed will not be included in the analysis of the results. Every participant is free and under no obligation to continue

participating in the study. Participants are not required to provide an explanation for leaving the study. The researcher will securely keep all of the data acquired in the survey. The results will be free from plagiarism, research misconduct and the results will be accurately presented.

Analysis & Findings

Survey results

This research survey looks to discover if working individuals feel racial diversity and inclusion is included in their workplace. This study aims to see if people feel welcome and comfortable talking about their cultural background in their organisation. This dissertation hopes to examine the reality of racial diversity and inclusion in the workplace in Ireland and the areas in which organisations can improve in implementing diversity and inclusion policies and procedures.

The first question that was asked was *'What age bracket do you belong in?'*

This question was an important question to ask as in identifying the age bracket in which the participants lay in, the researcher can have a better understanding of what the peer group genuinely feel and think when it comes to the topic of racial diversity and inclusion.

37 participants were aged between 18-24, 11 participants were aged between 25-34, 3 participants were aged between 35-44 and 1 participant was in the 45+ age mark.

The second question that was asked stated to *'Please specify your gender'*. The researcher does not believe that gender has a part to play in this topic, but it will be interesting to see whether there was a significant difference in the survey answers between males, females, and other participants. 14 participants stated that they were *'male'*, 37 stated that they were *'female'*, and 1 participant stated *'other'*.

The third question asked, *'In your opinion, is there racial diversity and inclusion at the workplace in Ireland?'* 24 participants responded yes, 11 responded no and the other 17 answers either weren't sure, stood in the middle or gave a long, detailed answer. One

participant said that *'In my opinion there is opportunity for much more racial diversity in the workplace in Ireland. Diversity to me does not pertain to 20+ non poc employees and around 5+ poc employees, despite common discourse, this is not a good representation or a number to display diversity and in the workplace. Concerning inclusion, I feel that there is a mostly a balance and representation of the sexes in different sectors in Ireland, however there is still an overrepresentation of them in the stereotypical assigned careers i.e., Nurse = women and Engineers = Men. When we add the factor of race into this, it depletes.'*

The participant believes that there is racial diversity and inclusion in the workplace in Ireland but there is a lot more work that needs to be done to increase the number of employees with diverse background into the work force. The participant also believes that there is *'an overrepresentation'* of women and men in *'stereotypical assigned careers'* and when we include race as a component, it lessens this fact.

The Irish government has made attempts at tackling this issue and have declared that any firm with more than 250 employees will be required to disclose information on the discrepancies between men and women getting bonuses and perks, as well as the variations between the average and median hourly pay and bonuses, under the Irish Government's Gender Pay Gap Information Bill. (Murray, 2021)

Irish culture has expanded in diversity over the past thirty years, however despite the fact that non-Irish citizens make up 15% of the workforce there, there are still significant problems with racial equality in the workplace. Employers must assess how they are promoting racial equality and act immediately to eliminate any systematic bias that could exist in their internal policies, procedures, and employee attitudes. (Healy, et al., 2021).

Another participant stated that racial diversity and inclusion is seen in Ireland *'Only when they can use it in their advertising'*. The author fails to see this as a true and reliable statement as the author is certain that not only is racial diversity and inclusion seen in Irish advertisements, but it is also seen in the workplace. This assumption makes the supposition that companies only exploit diversity and inclusion for their own and their business's advantage, not for the welfare of their employees.

The fourth question is more of a personal question, and it asks the participants, *'Do you think diversity and inclusion can be improved in your organisation?'* 40 participants stated yes, 10

participants stated no, 1 participant stated *'probably'*. One particular participant stated that *'There's always room for improvement'* and another participant made a similar comment saying, *'I think it would be ignorant to believe improvements can't be made'*. Indeed, there will always be room for improvement in the workplace, specifically in terms of racial diversity and inclusion. One of many ways that improvements can be made is conducting blind screenings that can be used to reduce unconscious biases throughout the resume assessment process. Studies have revealed that even if applicants are similarly competent, those with stereotypically ethnic names must submit more resumes before receiving a call back. Additionally, applications with feminine names are scored lower than those with masculine names. (Kim, 2020) Diversity and inclusion should be introduced early in the employee life cycle. Explain why diversity and inclusion is important to the business, how the company defines it, and the efforts the company will take to promote a sense of belonging at work throughout the onboarding process for new employees. Be prepared to respond to any inquiries the new hires may have on what the business is doing to advance diversity and to also make certain to conduct interviews with underrepresented candidates as well.

The fifth question asks, *'On a scale of 1-5, (1 being less and 5 being more likely), how comfortably can you talk about your social and cultural background in the workplace'*.

14 participants marked 5 on the scale, 12 participants marked 4 on the scale, 16 participants marked 3 on the scale, 7 participants marked 2 on the scale and 2 participants marked 1 on the scale.

People from many different cultures communicate in a variety of ways. One can be the sort of person that speaks quickly and directly. However, a co-worker could speak more slowly and in circles before getting to the point. It's important for not just the employers but also for the employees to have an awareness of the various communication styles and how culture differences affects them, this can assist to reduce miscommunication and foster understanding in order for people at work to feel more comfortable.

The sixth question asked, *'What changes can organisations bring about to make ethnic minorities feel more welcome?'* One participant mentioned to *'Educate people on diversity and inclusion'*. Another mentioned *'hosting ethnic and cultural diversity events and include*

these on social media to create awareness and acceptance'. In a similar context, a participant also mentioned. *'Strategically include more talk around diversity'*. Another participant also said *'Little events that support or talk about different cultures among staff*.

Shirley Comerford, the company's CEO, and Siobhán McKenna, its head of equality, diversity, and inclusion, recently took part in an event hosted by the Irish Human Rights and Equality Commission called Achieving Equality at Work Promoting Racial Inclusion and Diversity in Practice. The conference's goal was to advance diversity and racial equality in the workplace. The meeting brought to light the difficulties that members of racial or ethnic minorities, Traveller communities, migrants, refugees, candidates for refugee status, as well as other minority groups face in finding employment and moving up the corporate ladder on an equal basis. It highlighted ethical workplace conducted as well as doable strategies for achieving racial equality and preventing prejudice. (Jobs, 2021).

The Employment Equality Act of 1998, which supports equality in the workplace and forbids harassment and discrimination on nine grounds, is the cornerstone of workplace equality. The Act prohibits discrimination and harassment in the workplace on the grounds listed above in order to ensure equality of opportunity for all employed people. (Murphy, 2018). The Act permits constructive action with respect to specific groups.

According to the Irish Human Rights and Equality Commission Act 2014, public sector organisations have a duty to positively consider the need to end discrimination, advance equality, and defend human rights in their day-to-day operations. The term *"The Public Sector Duty"* is used to describe this. (Murphy, 2018). Public Sector Bodies are required by Section 42 of the Act to evaluate and identify the human rights and equality problems that are pertinent to their roles as employers.

While legislation establishes the legal framework surrounding obvious discrimination and our obligations, this bias is not consciously held by any one of us. People can and do unconsciously categorise people based on a range of factors, such as educational attainment, accent, social standing, and place of residence, automatically ascribing presumptive characteristics to everyone we unconsciously place in a specific group.

The obvious drawback of this unconscious behaviour is that it can cause us to form opinions about our co-workers, act in accordance with those opinions, and favour one group or person over another.

The seventh question that was asked stated *'I feel like I belong at my workplace.'* 35 participants voted yes, and 16 participants voted no.

David Wachs who is a human resource professional at Handwrytten, suggests that fostering open communication is the key to creating a work atmosphere where people feel safe, appreciated, and supported. (Wachs, 2021). When companies establish this type of communication, whether through anonymous comments and forums or by providing such a place in meetings, difficult issues will arise. Allowing staff to politely raise any concerns can aid in resolving issues they may be observing with the organisational structure or culture. Instead of merely apologising, it may assist the organisation in actively developing solutions and supporting better leadership and teams.

The eighth question asks, *'Do you actively engage with diversity and inclusion programs in your workplace?'* 21 participants voted yes, 30 participants voted no, and 1 participant voted other.

Michael Hennessy, who is a human resources professional at Diathrive suggests that a training programme that informs staff members about distinctions like neurodiversity can raise awareness of the value of inclusiveness. To address difficulties unique to them, training should be customised for the businesses and their staff. The purpose of the training should be explained to staff members, so they are aware of the objectives and motivated to participate. (Hennessy, 2021)

The ninth question that was asked stated, *'Diversity and inclusion is seen at my workplace'* 34 participants voted yes, and 18 participants voted no.

The epidemic highlighted societal injustices and how businesses address issues with diversity, equality, and inclusion. As a result, during the past year, more businesses have committed to creating diverse and inclusive workplaces and employment programmes. The author hopes that diversity and inclusion will be seen in the workplace for those that answered no in the coming years.

The tenth and last question asks, *'What do you think can be done at your workplace to improve diversity and inclusion?'* Participants answered, *'By hiring more people of ethnic background'*, *'By creating an open application process whereby all minorities are encouraged to apply'*, *'Being conscious of how your words/ actions may impact another race'*, *'More representation of poc in the workplace.'*

According to research included in the Hays Ireland Equity, Diversity & Inclusion Report 2021, Irish-based professionals believe their workplace would benefit from hiring people with more diverse backgrounds, particularly those from underprivileged socioeconomic backgrounds (43%) and different ethnic backgrounds. (Kennedy, 2021)

It is commonly known that having a more diverse and inclusive workplace has several advantages. Despite the fact that 70% of professionals claim their company actively discusses the value of equality, diversity, and inclusion in the workplace, just 57% think their employer actually does something about it. (Kennedy, 2021)

By fostering an atmosphere that enables workers to voice their opinions, businesses may demonstrate a diversified corporate culture. In order to do this, employee empowerment is essential. In a diverse workplace, employees should ideally not be reluctant to express their opinions in an open manner. Diversity in the workplace goes beyond just employing members of underrepresented groups. Peak organisational diversity is achieved when an organisation can demonstrate to its employees that they matter to it, despite variances in personality, ethnicity, age, gender, and identity.

Conclusion of analysis and findings

The survey was distributed to a diverse group of respondents from various backgrounds, yet they all had the same or similar opinions. It is evident that Irish workers believe this to be a significant issue in need of change and greater attention. The Irish working culture must be able to adapt to implementing diversity and inclusion methods into the workplace and make greater efforts to promote racial diversity and inclusion if it is to benefit the company and, more importantly, the wellbeing of their current and future employees. Employees, particularly those from ethnic backgrounds, need to feel heard and included.

Additionally, communication is essential since staff members might not always be aware of the tools and assistance that are available to them or how to get involved. Employers must, in

other words, be ready to move beyond talking about diversity and introduce concrete measures that really produce diversity. Without action, talking about fairness, diversity, and inclusion is generally meaningless and may even draw attention to a company's failings in this area. (Kennedy, 2021).

Details about the survey questions and answers can be found in the appendix from page 31.

Discussion & Conclusion

It is clear and evident that racial diversity and inclusion in Ireland is upcoming and something that employees are looking for in the workplace. Young working adults are refusing to work in an organisation that lacks diversity and inclusion, and people of ethnic backgrounds may feel out of place stepping into a new working environment with little diversity there.

As shown in a survey, more than half of younger workers would be reluctant to accept a job from a company that lacks a diverse leadership. In a survey of 2,000 UK workers of all ages, technology corporation Intel discovered 56% of those between the ages of 18 and 24 said they would be less likely to accept a job if there were no members of historically underrepresented groups in the senior leadership team. Only 38% of those aged 45 to 54 and 37% of people aged 55 to 64 felt this way, compared to an identical percentage of people aged 25 to 35. (Churchill, 2020)

According to the poll, 42% of participants among all age categories stated diversity was essential because it allowed for a greater depth of experience and insight within an organisation, and a comparable percentage (40%) believed it demonstrated an organisations commitment to putting people first. (Churchill, 2020)

In comparison to previous generations, the sole purpose for obtaining employment was purely for financial gain but in today's world employees look for so much more than that, employees require a sense of belonging, status, to be valued, equality, diversity, and inclusion. In this fast-paced technological world we are living in now, employees care about their work environment more than ever before. It is important in the workplace that managers and business owners keep up to date with these requirements that both current and future employees look for at the workplace.

Recommendations for future research

For future research it is recommended to try to reach a wider and more broader target audience in order to see as to whether if this is actually the mindset of the larger population and not just a selected few since as only 52 participants responded to the survey. Which made it difficult for those people to speak for the entire population and to judge whether the majority of Irish professional workers feel this passionately about change needed in diversity and inclusion in the workplace. It would be much more accurate for a small company but not for a whole country.

Another recommendation is to look at and assess what other countries in the EU are doing to address issues of diversity and inclusion. To determine whether they are doing it more effectively than Ireland. If so, for Ireland to possibly integrate other nations' policies and working cultures into its own organisations.

"Creating a culture of equality must be at the top of the business agenda. It starts with the belief that diversity is not only the right thing to do, but a business imperative that is treated the same as any other strategic priority." (Cullen, 2022)

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Appendix

Survey questions:

1. What age bracket do you belong in?

[More Details](#)

● Under 18	0
● 18-24	37
● 25-34	11
● 35-44	3
● 45+	1



(Fig 1.1)

2. Please specify your gender

[More Details](#)

● Male	14
● Female	37
● Other	1
● Prefer not to say	0



(Fig 1.2)

3. In your opinion, is there racial diversity and inclusion at the workplace in Ireland?

52 Responses

ID ↑	Name	Responses
1	anonymous	Only when they can use it in their advertising
2	anonymous	No
3	anonymous	Yes
4	anonymous	Not really
5	anonymous	Yes
6	anonymous	Yes in most places
7	anonymous	Yes
8	anonymous	No
9	anonymous	Yes

(Fig 1.3)

10	anonymous	Yes
11	anonymous	Yes
12	anonymous	No
13	anonymous	Yes
14	anonymous	yes
15	anonymous	Yes
16	anonymous	Yes
17	anonymous	Not as great as it coule be but better than it was
18	anonymous	No
19	anonymous	No

(Fig 1.4)

20	anonymous	Yes
21	anonymous	No
22	anonymous	Yes
23	anonymous	No
24	anonymous	Yes
25	anonymous	Honestly not that much and its a very big organisation.
26	anonymous	Yes
27	anonymous	Yes
28	anonymous	I do not see it, does not mean it's not there
29	anonymous	Yes

(Fig 1.5)

30	anonymous	Yes
31	anonymous	Yes
32	anonymous	Yes
33	anonymous	Yes
34	anonymous	I think the workplace is as diverse as Ireland is
35	anonymous	On a minimalist level/to some extent

(Fig 1.6)

36	anonymous	In my opinion there is opportunity for much more racial diversity in the workplace in Ireland. Diversity to me does not pertain to 20+ non poc employees and around 5+ poc employees, despite common discourse, this is not a good representation or a number to display diversity and in the workplace. Concerning inclusion, I feel that there is a mostly a balance and representation of the sexes in different sectors in Ireland, however there is still an overrepresentation of them in the stereotypical assigned careers ie Nurse = women and Engineers = Men. When we add the factor of race into this, it depletes.
37	anonymous	Yes/No
38	anonymous	Yes
39	anonymous	Some places
40	anonymous	Barely, but yeah
41	anonymous	I don't know

(Fig 1.7)

42	anonymous	I'm big companies yes
43	anonymous	So and so.
44	anonymous	Yes
45	anonymous	No
46	anonymous	Yes
47	anonymous	Not really
48	anonymous	i don't think so

(Fig 1.8)

49	anonymous	Yes
50	anonymous	No
51	anonymous	no
52	anonymous	No I don't

(Fig 1.9)

4. Do you think diversity and inclusion can be improved in your organisation?

51 Responses

ID ↑	Name	Responses
1	anonymous	Yes
2	anonymous	No
3	anonymous	I think it would be ignorant to believe improvements can't be made made
4	anonymous	Yes
5	anonymous	Yes
6	anonymous	Yes
7	anonymous	Yes
8	anonymous	Yes
9	anonymous	No

(Fig 2.1)

10	anonymous	Yes
11	anonymous	Yes
12	anonymous	Yes
13	anonymous	Yes
14	anonymous	no
15	anonymous	Yes
16	anonymous	No
17	anonymous	Yes
18	anonymous	Yes
19	anonymous	Yes

(Fig 2.2)

20	anonymous	Yes
21	anonymous	Yes, in some places
22	anonymous	Yes
23	anonymous	Yes
24	anonymous	Yes
25	anonymous	No
26	anonymous	No
27	anonymous	Not that I am aware of
28	anonymous	No we are a very inclusive company
29	anonymous	Yes

(Fig 2.3)

30	anonymous	Yes
31	anonymous	I think we are accepting of anyone who applies as long as they meet criteria
32	anonymous	Yes
33	anonymous	No
34	anonymous	Yes
35	anonymous	Yes - beginning with having more group focus talks and speakers and meetings concerning the topic go educate us all would be a very good start.
36	anonymous	Yes
37	anonymous	Yes
38	anonymous	Yes

(Fig 2.4)

39	anonymous	Yea
40	anonymous	Yes
41	anonymous	There's always room for improvement
42	anonymous	Yes.
43	anonymous	No
44	anonymous	Yes
45	anonymous	Yes
46	anonymous	Yes

(Fig 2.5)

47	anonymous	yes definitely
48	anonymous	Yes
49	anonymous	Yes
50	anonymous	probably
51	anonymous	Yes

(Fig 2.6)

5. On a scale of 1-5, (1 being less and 5 being more likely), how comfortably can you talk about your social and cultural background in the workplace

52 Responses

ID ↑	Name	Responses
1	anonymous	5
2	anonymous	5
3	anonymous	5
4	anonymous	3
5	anonymous	2
6	anonymous	4
7	anonymous	5
8	anonymous	5
9	anonymous	5

(Fig 2.7)

10	anonymous	4
11	anonymous	5
12	anonymous	3
13	anonymous	4
14	anonymous	5
15	anonymous	3
16	anonymous	4
17	anonymous	5
18	anonymous	3
19	anonymous	4

(Fig 2.8)

20	anonymous	3
21	anonymous	3
22	anonymous	4
23	anonymous	2
24	anonymous	1
25	anonymous	2
26	anonymous	5
27	anonymous	5
28	anonymous	5
29	anonymous	5

(Fig 2.9)

30	anonymous	3
31	anonymous	2
32	anonymous	4
33	anonymous	3
34	anonymous	4
35	anonymous	4
36	anonymous	2
37	anonymous	2
38	anonymous	5
39	anonymous	3

(Fig 3.1)

40	anonymous	3
41	anonymous	4
42	anonymous	3
43	anonymous	3
44	anonymous	3
45	anonymous	1

(Fig 3.2)

46	anonymous	4
47	anonymous	3
48	anonymous	3
49	anonymous	4
50	anonymous	2
51	anonymous	3
52	anonymous	3

(Fig 3.5)

6. What changes can organisations bring about to make ethnic minorities feel more welcome?

47 Responses

ID ↑	Name	Responses
1	anonymous	By selecting candidates that represent ethnic minorities and understanding the skills that they bring to the workforce without quota filling
2	anonymous	Have days celebrating people ethnicities respectfully
3	anonymous	Being more open and welcoming to cultural differences to your own
4	anonymous	Give them more opportunities
5	anonymous	Have cultural days
6	anonymous	Inclusiveness
7	anonymous	Chat about background more
8	anonymous	Hiring processes

(Fig 3.6)

9	anonymous	I'm not to sure
10	anonymous	Hire a larger percentage of people from ethnic minority communities and create an accepting and accommodating environment for peoples specific ethnic cultural and social needs
11	anonymous	culture days, holidays given for important cultural dates
12	anonymous	Open conversations
13	anonymous	Worldwide Cultural events
14	anonymous	Not act as though ethnic minorities are a gateway for ingorant questions and acts
15	anonymous	Being more mindful of their culture and express their appreciation of different cultures.
16	anonymous	Raise awareness around inclusion and diversity

(Fig 3.7)

17	anonymous	Culture days
18	anonymous	I don't know
19	anonymous	Start honest and transparent conversations
20	anonymous	Learn about different cultures for themselves and not rely on people from different ethnic backgrounds to educate them.
21	anonymous	Hiring more people of colour
22	anonymous	Idk
23	anonymous	Inclusion
24	anonymous	Treat every one like an equal member of there team
25	anonymous	More informed about pocs history
26	anonymous	Be fair it's as simple as that

(Fig 3.8)

27	anonymous	Discuss cultural differences and make it positive.
28	anonymous	To allow promotions and fund educational programs
29	anonymous	Hire fairly and have a workplace that reflects the society
30	anonymous	Specific enquiries into religious and cultural activities events and beliefs. (Prayer room for Muslims)
31	anonymous	An elaborate conversation with a balance between scholars and their employees who are POC about their lived reality to begin the conversation on the disparity in their lived reality. In addition to this, external guides on what race is and how it affects the lives of poc in comparison to non poc would be a good start.
32	anonymous	Culture day
33	anonymous	Host different ethnic minority days, such as traditional lunch/meal days of their culture, dress days etc

(Fig 3.9)

34	anonymous	Not sure
35	anonymous	Put people of colour in higher positions that matter
36	anonymous	I don't know
37	anonymous	Not sure
38	anonymous	Not secluding minorities to specific work departments
39	anonymous	Educational talks
40	anonymous	By hiring more people of ethnic background

(Fig 4.1)

41	anonymous	N/A
42	anonymous	Hire more minorities
43	anonymous	Cultural days
44	anonymous	Multicultural Day Events
45	anonymous	Put more in positions of leadership
46	anonymous	not making a spectacle of us and our differences; nobody cares that you did missionary work in zimbabwe or that your sister's daughter is biracial. additionally, giving us the same opportunities by offering us the same starting salaries.
47	anonymous	The organisations can begin to properly pronounce the ethnic people's names

(Fig 4.2)

7. I feel like I belong at my workplace.

[More Details](#)

● Yes	35
● No	16



(Fig 4.3)

8. Do you actively engage with diversity and inclusion programs in your workplace?

[More Details](#)

● Yes	21
● No	30
● Other	1



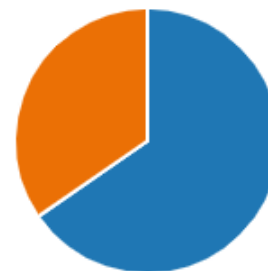
(Fig 4.4)

9. Diversity and inclusion is seen at my workplace

[More Details](#)

[Insights](#)

● Yes	34
● No	18



(Fig 4.5)

10. What do you think can be done at your workplace to improve diversity and inclusion?

40 Responses

ID ↑	Name	Responses
1	anonymous	By creating an open application process whereby all minorities are encouraged to apply
2	anonymous	Nothing
3	anonymous	I'm genuinely unsure, I hope and believe that no one is treated any differently based on their cultural background. I will however use this as food for thought.
4	anonymous	Team building days
5	anonymous	Educate people on diversity and inclusions
6	anonymous	When employing more people, be open to everyone
7	anonymous	They are already doing their best

(Fig 4.6)

8	anonymous	Same as Q6 plus hosting ethnic and cultural diversity events and include these on social media to create awareness and acceptance
9	anonymous	n/a
10	anonymous	Employee involvement
11	anonymous	.
12	anonymous	Hiring more diversely ethnic employees and expressing an appreciation of various cultures throughout their practices
13	anonymous	Strategically include more talk around diversity
14	anonymous	I don't know
15	anonymous	Being conscious of how your words/ actions may impact another race
16	anonymous	No stereotyping back people and allowing them to just exist

(Fig 4.7)

17	anonymous	Hiring more people of colour
18	anonymous	Idk
19	anonymous	Nothing that I am aware of
20	anonymous	Nothing we dont treat anyone different we are all one team and look out for each other
21	anonymous	Hire more people of colour
22	anonymous	Fairness
23	anonymous	I think we do everything we can and do not discriminate in any way
24	anonymous	Diversity at an administrative level
25	anonymous	More representation of poc in the workplace.

(Fig 4.8)

26	anonymous	Communicate about it
27	anonymous	Not sure
28	anonymous	Put people of colour in higher positions that matter
29	anonymous	Communication between current employees and if needs be experts in the field.
30	anonymous	Hire more diverse people
31	anonymous	More conversation about it.
32	anonymous	Nothing
33	anonymous	By hiring more people of ethnic background
34	anonymous	Little events that support or talk about different cultures among staff

(Fig 4.9)

35	anonymous	Hiring of more ethnicities
36	anonymous	More open honest and transparent conversations
37	anonymous	Employ more diverse workers
38	anonymous	Put more in positions of leadership
39	anonymous	if those that do not identify as an ethnic minority do their own personal work to remove their biases and not rely on a minority to "educate" them. we are too old and there are too many resources out there. historically, it wasn't only minorities that fought/campaigned for our rights.
40	anonymous	Hold A week where is solely dedicated to learning about other peoples ethnic background

(Fig 5.1)