



A Literature Review

Building Employee Engagement and Supporting Equity-Deserving Employees

Final 1/14/2022

DISCLAIMER

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The views expressed in this publication reflect those of the various contributing authors identified in the research publications listed in the bibliography and do not necessarily reflect, nor are necessarily proposed, by the requesting Office of Audit and Evaluation.

Table of Contents

Acknowledgements.....	ii
Key Insights.....	iii
Actionable Recommendations	iv
Introduction.....	1
Literature Review Findings.....	2
Engagement Differences Between Employee Groups	2
Causes of Lower Levels of Comfort in Returning to the Physical Workplace	7
Management Actions	15
Annexes.....	20
Annex I Glossary of Terms	20
Annex II Methods	23
Annex III Article Table.....	27
Annex IV Survey Tools	37
References	40

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We hope that this report will prove useful to the OAE team in its efforts to a) support the timely return among equity deserving groups to the office workplace, as well as to b) better inform future management action plans that advance the Government of Canada's initiatives to further promote equity, diversity, and inclusion in the workplace.

From the Weeyacom Literature Review Team:

Anna Williams, Principal Researcher and Lead Author

F. Richard Gaeta, Ph.D., Senior Monitoring, Evaluation Advisor and Assistant Researcher

Ami Henson, Technical Director of this task and Chief Executive Officer of Weeyacom, LLC



Key Insights

- Black, Latinx and Native American minority groups in the U.S have experienced **disproportionately higher levels of COVID-19 infection and death** than other ethnic groups relative to the size of their populations. This has resulted in the perception of elevated individual risk and psychological stress due to members of these employees' social networks being hospitalized or dying from COVID-19.
- Members of all equity deserving groups are more likely to experience **microaggressions, negative bias and harassment** at work. These groups tend to perceive their workplaces as less fair, less accepting and less equitable than the dominant group/s. This affects mental health and reduces engagement, leading to the sense of "not bringing one's whole self to work" and/or a lack of authentic self-expression in the workplace. It also fosters higher levels of burnout among these groups compared to their peers. There is evidence indicating that remote work during the pandemic has mitigated some of these effects.
- Women overall spend more time on caregiving at home and on emotional labor at work than men. **Black and Latina women** are more likely than women overall to be responsible for all their family's housework and caregiving. These factors also contribute to the higher levels of burnout seen among women in comparison to men.
- **Asian-Americans and people living with disabilities** tend to be overlooked groups in companies' diversity and inclusions programs. Disability inclusion efforts lag behind race, gender and sexual minority diversity inclusion efforts.
- **LGBTQ+** identifying individuals have experienced unique identity-related stress during the pandemic due to **reduced connections** with supportive social and professional networks.
- When there is a lack of **psychological safety regarding identity-related discussions** in the workplace, individuals experiencing identity-related stress suppress those feelings to conform to the dominant workplace cultural norm. This leads to task withdrawal and social disengagement.
- When **open discussion about bias and discrimination** (both in and outside the workplace) is signaled to be acceptable by leadership, managers and workers, this can help members of equity deserving groups to feel safe, accepted and valued at work because of (as opposed to in spite of) their identity.
- **Allyship, sponsorship and mentorship** programs are effective and valued ways of improving equity in the workplace.
- As the proportion of the population with disabilities increases, major efforts are needed to **mainstream disability inclusion** in the workplace. Proactive leadership and management actions are needed to recruit and retain employees with disabilities. This includes giving consideration to the concept of universal design, in which spaces and products are designed from the outset to be accessible to all people, regardless of age, size, disability or other factors.

Actionable Recommendations

1. Follow a **flexible approach for returning to the office**. A flexible approach should take into account employees' caregiving responsibilities (for children and/or for adults), as well as the potential of varying pandemic-related psychological effects across different employees. Psychological effects may include elevated concern about transmission risk based on demographics (and health status), and stress due to hospitalization and/or deaths due to COVID-19 among some employees' social networks.
2. Acknowledge and document the occurrence of **microaggressions and biases** toward equity-deserving groups in the workplace. Ensure data collection, accessible response mechanisms, and evidence-based training programs are employed to combat them. Data should focus on prevalence and types of microaggressions among different groups. Types include being talked over, having one's expertise questioned, being mistaken for another employee with the same identity characteristic/s, hearing frequent comments made about appearance/hair, and being complimented (with surprise) for being articulate.
3. Establish **psychological safety of identity-based discussions** at work to enable equity-deserving groups to feel comfortable speaking openly about microaggressions, bias, prejudice and discrimination that occur in and outside of work. Discussions may take the form of employees from the dominant group reaching out (formally by managers, or informally by coworkers) to those who share the same identity characteristics as groups experiencing harm due to their identity, especially for incidents with significant media attention. Leadership should also send signals that these issues are important to them through employee-wide, public communications.
4. Proactively ensure that **people living with disabilities and Asian Americans** feel valued. Ten actions for leadership and 18 policies and procedures for mid-level managers, supervisors and staff to support disability inclusion are listed in Table 1. They include hiring a manager with a disability, having a mentoring program to promote advancement of diverse employees, and making all job interview candidates aware of the option to request accommodations for the interview. Asian American employees need more recognition and support to advance into management and leadership.
5. Use **allyship and sponsorship programs** to support members of equity-deserving groups to advance. These are valued tools for participants, but often not enough effort is invested in making them effective. There is also a discordance between behaviors self-identified allies perform and actions members of equity deserving groups find most valuable. Allyship is more effective when members of dominant groups advocate for new opportunities and provide mentorship or sponsorship for members of equity deserving groups.
6. Consider moving away from traditional employee segmentation and toward **needs-based segmentation** that takes into account identity factors as well as life stage, caregiving responsibilities and personality/emotional needs. This approach may foster more connections between employees across identity groups, such as fathers of young children and LGBTQ+ caregivers, as well as extroverts, and people without dependents.

Introduction

This report describes the findings from a literature review conducted by Weeyacom to support the Office of Audit and Evaluation (OAE) of Shared Services Canada (SSC). The review examined evidence from the United States (U.S.) on reasons for lower levels of comfort in returning to the physical workplace among equity deserving groups, following working from home during the COVID-19 pandemic. The review also gathered evidence of potential moderators to that reluctance, which could inform management action plans.

Equity deserving groups are identity groups that face barriers to equal access, opportunities and resources due to disadvantage and/or discrimination. For this review, the following groups of interest included individuals identifying as female, Indigenous, Black and racialized, LGBTQ+, and persons with disabilities (visible and non-visible).

Specifically, the review sought to address the following questions:

1. What are the benefits of having high levels of employee engagement? What is known about how employee engagement differs between equity deserving groups and their peers?
2. What is the emerging U.S. evidence base showing for causes for lower levels of engagement in the workplace during the pandemic among equity deserving groups?
3. What are examples of management actions that have been effective in promoting employee engagement for members of equity deserving groups?

Literature Review Findings

Engagement Differences Between Employee Groups

Research Question 1: What are the benefits of having high levels of employee engagement? What is known about how employee engagement differs between equity deserving groups and their peers?

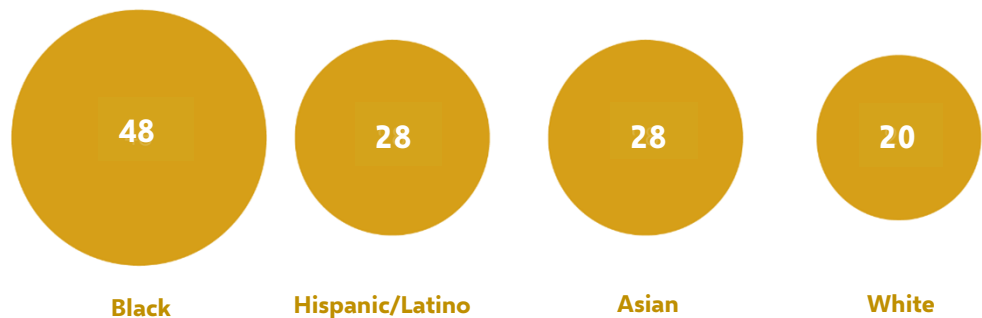
Employee engagement describes the cognitive, physical, social and emotional connection employees experience in relation to their work¹. These parameters are reflected in Shared Services Canada's 2020 handbook, *Psychological Health and Safety in the Workplace*^{*}. Though a somewhat broad concept, researchers specify that the various pathways toward engagement at work span: 1) how employees feel about the value they create, 2) alignment with a sense of purpose, 3) autonomy, 4) trust, 5) self-efficacy and 6) social belonging^{2,3}. In addition, research indicates that employee engagement is intrinsically linked to employee wellbeing, as well as job and organizational performance^{4,5,6}.

In the U.S. context, women and minorities experience lower levels of engagement in comparison to their peers for various reasons. For instance, national survey data of 25,000 private sector employees during the pandemic found a trust deficit among **Black employees** in that a significant portion **perceive their workplaces to be less fair, less accepting and less equitable** than members of other races (Figure 1).

Figure 1: Employee perceptions of how their race or ethnicity will impede career growth

Progression and advancement, % of employees answering "strongly agree" or "agree"

My **race or ethnicity** will make it harder to achieve my career goals at this company



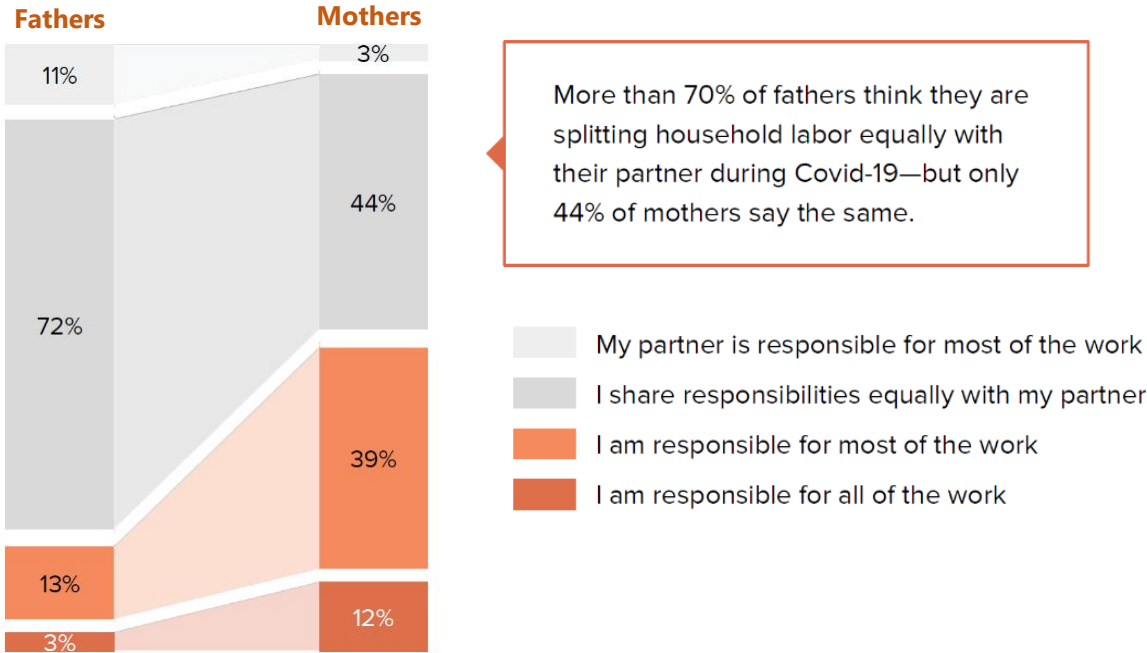
Source: *Race in the Workplace, The Black Experience in the U.S. Private Sector*, McKinsey & Company 2021

^{*} Shared Services Canada defines employee engagement in *Psychological Health and Safety in the Workplace, The 13 Psychosocial Factors: A Guide for Managers and Supervisors* (2020) as follows: "Engagement as present in a work environment where employees feel connected to their work and are motivated to do their job well. Employee engagement can be physical, emotional and/or cognitive. Physical engagement is based on the amount of exertion an employee puts into his or her job. Physically engaged employees view work as a source of energy. Emotionally engaged employees have a positive job outlook and are passionate about their work. Cognitively engaged employees devote more attention to their work and are absorbed in their job. Whatever the source, engaged employees feel connected to their work because they can relate to, and are committed to, the overall success and mission of their organization."

According to the survey’s findings, fewer Black employees agreed that their companies welcome diverse perspectives, reward employees in line with their contributions, and allow employees to be themselves, speak up and share with colleagues about their lives outside of work. Only one-third of Black employees expressed that they believe their company’s diversity programs are effective. The survey also found a lack of managerial sponsorship and allyship for Black employees⁷.

Looking at women, those with children spend significantly more time performing caregiving duties at home than fathers. Yet this work often goes unrecognized because male partners perceive the burden of household labor to be equally shared. According to McKinsey & Company’s *Women in the Workplace 2020* survey, **mothers were 1.5 times more likely than fathers to spend 20 hours a week on this kind of unpaid care**. Figure 2, extracted from the survey, depicts this discrepancy in self reports from working mothers and fathers during the pandemic⁸.

Figure 2: Differing views on distribution of household labor between couples during the pandemic



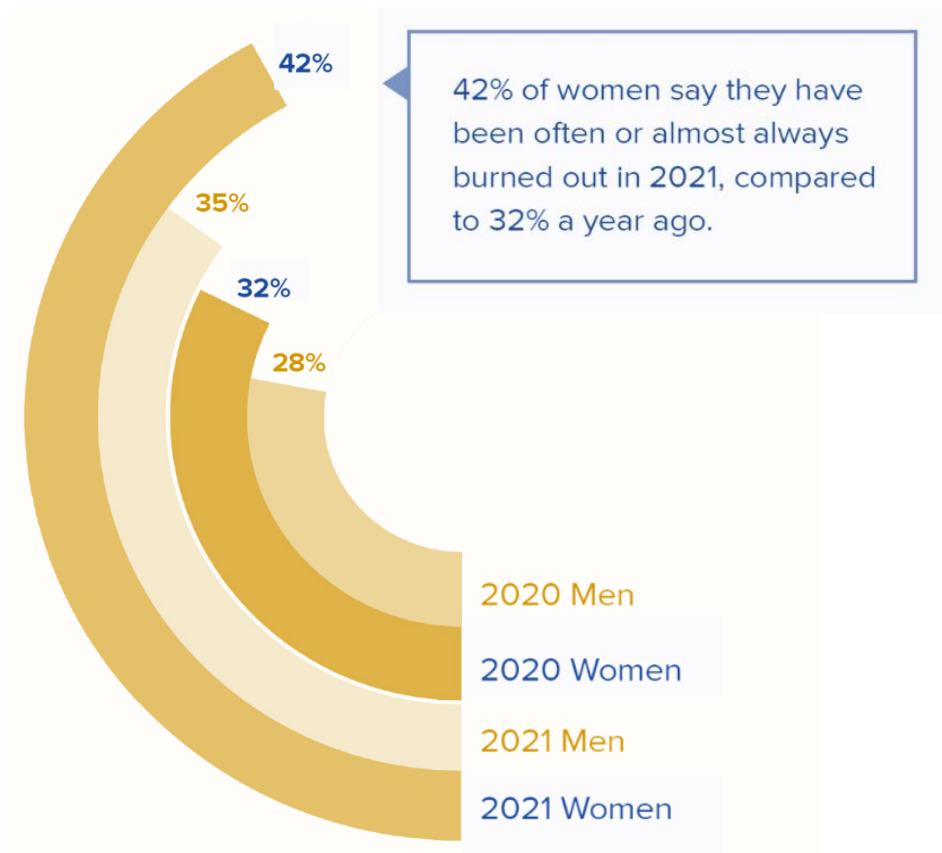
Source: *Women in the Workplace 2020*, McKinsey & Company

In addition, women overall spend more time on emotional labor at work than men. Data collected during the pandemic representing women and men in leadership positions indicate that this has been carried out in various forms. For example, mentoring others, supporting others’ wellbeing, helping subordinates balance workload, and more intensively engaging in diversity, equity and inclusion (DEI) work than men. Specific DEI work includes activities such as

mentoring an employee of color, recruiting employees from underrepresented groups, and speaking out against discrimination⁹.

Both of these factors (caregiving duties at home and emotional labor at work) contribute to women reporting higher levels of burnout than men. Indeed, during the COVID-19 pandemic, **women’s burnout increased 10 percentage points from 32 percent to 42 percent** of women reporting feeling “often” or “almost always” burned out at work. Over the same period, **men reporting the same levels of burnout increased from 28 percent to 35 percent** (Figure 3)⁹.

Figure 3: Women’s versus men’s burnout



Source: *Women in the Workplace 2021*, McKinsey & Company 2021

When caregiving responsibilities are examined more closely, it is found that Black and Latina women bear the largest burden⁸. During the pandemic, they were more likely than women overall to report being responsible for all their family’s housework and caregiving. For example, **43 percent of Latinas reported spending five or more hours per day on housework and caregiving, compared to 34 percent of women overall**. In addition, close to **one third of Latinas reported caring for both children and an elderly family member** at home, which significantly adds to their workload. Furthermore, compared to women overall, Latinas were less

likely to take regular breaks and prioritize their own well-being when they work from home. All of these factors contribute to burnout⁹.

One study among 16,000 National Institutes of Health employees, trainees, contractors, fellows and volunteers conducted in 2019 found that one in five survey respondents had experienced sexual harassment at work. Women, sexual and gender minorities, and persons with disabilities were more likely to experience harassment than other respondents. This affected their physical and mental health and their feeling of belonging on their team. It also led to a deterioration of these employees' work conditions, and reduced job satisfaction¹⁰. The Human Rights Campaign's 2018 survey, *A Workplace Divided: Understanding the Climate for LGBTQ Workers Nationwide*, used probability sampling to survey 804 LGBTQ and 811 non-LGBTQ employees on their perspectives of workplace climate. It found that **46 percent of LGBTQ+ workers had not disclosed their identity at work** due to concerns about being stereotyped, making others uncomfortable, losing connections with coworkers, and colleagues thinking they may be attracted to them. In addition, 25 percent of LGBTQ+ employees report feeling that colleagues with whom they disclosed their identity seem uncomfortable when they mention something about their sexual orientation or gender identity, such as mentioning a spouse, partner or personal history. Further, a substantial **59 percent of non-LGBTQ+ workers think that it is unprofessional to talk about sexual orientation or gender identity at work**. These workplace climate issues lead to a quarter or more of LGBTQ+ workers feeling unhappy or depressed at work, avoiding certain colleagues, lying about their personal life and/or feeling distracted from work tasks. Further, close to 20 percent have stayed home from work because their workplace isn't always accepting of members of the LGBTQ+ community, avoided social events at work, felt exhausted from spending their time and energy hiding their sexual orientation, or searched for another job¹¹.

There is comparatively less data available on the experiences of Asian and Native Americans in the workplace, as well as a dearth of primary research on workplace engagement among people living with visible and non-visible disabilities. Making up six percent of the population but 12 percent of the professional workforce, **Asian Americans** are not considered an underrepresented minority and **receive less attention than other minority groups in workplace diversity and inclusion programs**. However, Asian Americans struggle in the workplace with the "model minority" stereotype (i.e., being well-educated and professionally successful) and are underrepresented in leadership positions^{12,13,14}. In addition, Asian American women notably report the feeling of being unnoticed and overlooked in the workplace⁵. Among women who hold leadership positions, Asian American women are most likely to be judged as unfit for leadership, while White women are judged for their interpersonal style¹⁵.

Native Americans are often grouped into an "other people of color" category in surveys, if reflected at all, likely due to their relatively small population size—about one percent of the U.S. population¹⁶. Within Native American communities, though, there is a historical context of marginalization and poverty, and **one third of Native Americans report being personally discriminated against because of their ethnicity in the areas of equal pay and work promotions**^{5,17,18}.

Living with a (visible or invisible) disability is a common experience in the U.S. According to the Centers for Disease Control and Prevention, 26 percent of the U.S. population is living with a disability¹⁹. However, disability status remains highly stigmatized in the workplace. As of October 2021, 77 percent of persons with disabilities were not in the labor force, compared to 33 percent of people with no disability. Among those in the labor force, the unemployment rate for individuals with disabilities was nine percent in comparison to four percent for those without²⁰. The National Organization on Disability's Employment Tracker reports that, on average, four percent of employees identify as having a disability²¹. Yet, in 2016, the Center for Talent Innovation conducted a national survey of white-collar workers finding that up to 30 percent of white-collar workers live with disabilities, with 62 percent of them having an invisible disability²². Many employees do not disclose their disability if it is not always visible due to fear of negative bias and discrimination. Indeed, **significant levels of prejudice toward people with disabilities exist in the workplace, resulting in people with disabilities feeling like their judgement is not trusted, they do not receive recognition for good work, their skills are not put to good use, and they do not have equal opportunity for advancement.** Finally, data show that disability inclusion in the workplace lags behind diversity inclusion²¹. Indeed, disability inclusion is still sometimes seen as separate from diversity and inclusion efforts, while research indicates that including disability in companies' diversity and inclusion efforts is an effective way of recruiting and retaining employees with disabilities²³.

Causes of Lower Levels of Comfort in Returning to the Physical Workplace

Research Question 2: What is the emerging U.S. evidence base showing for causes for lower levels of comfort returning to the physical workplace during the pandemic among equity deserving groups?

Very limited information was available that directly answered this research question. However, a substantial body of research exists on issues pre-dating the pandemic that cause women and minorities to experience greater levels of discomfort in the workplace. Many of these issues have been examined throughout the pandemic. Both to mitigate the limited availability of directly relevant literature, and due to the rich depth of literature on identity related stressors in the workplace, the latter was considered relevant to the research question.

Findings directly related to the research question

Only one study, by Liu and associates (2020), explicitly examined employees' reluctance to return to the physical workplace by identity characteristics, aiming to uncover reasons for the reluctance. Liu and associates studied a sample of 333 energy sector employees, examining how three factors influenced willingness to return to the physical workplace. The factors were individual and health characteristics, exposure to COVID-19 among employees' professional and social networks, and organizational virus transmission control strategies.

Ordinal logistic regression analysis revealed that women, non-white employees, those living in multi-generational households and those with childcare concerns were more reluctant to return to work than their peers. Individuals with people in their social or professional networks who were either sick, hospitalized or died from COVID-19 were also less willing to return than their peers. This study did not examine the perspectives of persons with disabilities or those identifying as LGBTQ+. Underlying health conditions were not significantly related to willingness to return to work, while older age was positively related. Provision of personal protective equipment to employees was also positively related to willingness to return. However, other organizational measures such as disinfection protocols, health checks, and compensation policies for sick employees were not related to willingness to return.

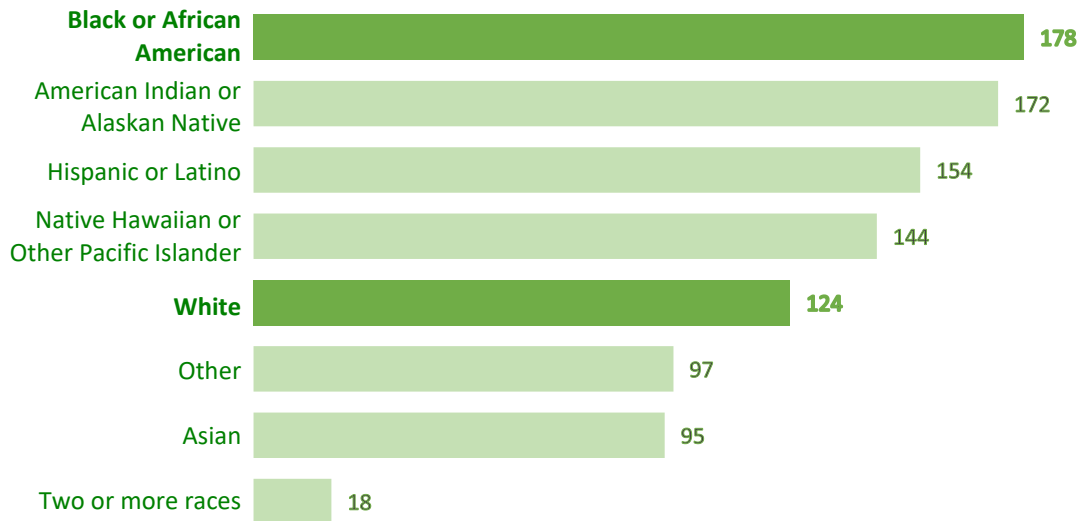
The study authors drew the conclusion that organizations should assess employees' well-being and develop flexible arrangements for returning to the office on an individual basis.

Return plans should take into account employees' caregiving responsibilities as well as demographics, and the psychological impact of elevated risk and network exposure among certain groups²⁴. The study conclusions point to the importance of considering the greater impact that COVID-19 has had on minority groups in the U.S., who have experienced disproportionately higher levels of infection and death than the rest of the population.

This is a critical issue that scholars have extensively documented over the course of the pandemic. For example, **Black, Latinx and Native American populations have contracted and**

died from COVID-19 at higher rates than other ethnic groups in the U.S. relative to the size of their populations²⁵. It is also notable that across race and ethnicity categories, men are more likely to die from COVID-19 than women[†]. This indicates the possibility of elevated COVID-19 related concerns among minority men in comparison to minority women. According to The COVID Tracking Project, as of March 2021, the death rate among Black people was 1.4 times the rate among White people (Figure 4).

Figure 4: Mortality due to COVID-19 by race/ethnicity,



Source: [The COVID Tracking Project, March 2021](#)

Blacks, Latinx and Native Americans also tend to be more concentrated in jobs that have placed them at a higher risk of contracting coronavirus and are more likely to live in multi-generational households²⁶. In addition, Blacks and Latinx faced higher rates of job losses than members of other groups when the economy shut down²⁷. These factors offer further depth to the Liu and associates (2020) study findings, indicating that increased COVID-19 impact among minority employees is connected to potential elevated stress related to personal risk; caregiving challenges in multi-generational households; and social proximity to others who have experienced illness, hospitalization or death due to COVID-19.

COVID-19 and race as pandemic-related mega-threats

Scholarly research has also examined the linkages between the disparate impacts of COVID-19 on minority populations, as well as race-related stress and trauma overall, and employee engagement in the workplace. Leigh (2020) for instance, has studied COVID-19 as an identity-related threat to racial minorities that affects workplace engagement²⁸. Her research defines a **theoretical model (see page 15) describing that mega-threats can increase the personal**

[†] See [U.S. Centers for Disease Control and Prevention’s COVID Data Tracker](#) for case and death rates by demographic characteristics.

experience of threat among individuals who have a common identity with victims of mega-threats. A mega-threat is defined as a negative, identity-related event that receives significant media attention. When individuals experience a lack of psychological safety during identity-related discussions at work, this results in an elevated personal threat. Individuals then engage cognitive and emotional resources to suppress feelings associated with the threat in order to conform to the dominant workplace cultural norm (i.e., White Eurocentric and colorblind). Leigh and Melwani (2021) define this process of threat suppression as **identity labor, in which employees distance themselves from work tasks and interpersonal connections at work** in order to both conserve psychological resources required to manage their emotional experience, and conceal it from others²⁹.

Leigh and Melwani's research found that **Black professionals felt that their race made them more vulnerable to getting sick from COVID-19 to a significantly greater degree than White professionals, and that this indeed fit their mega-threat model** leading to identity labor and reduced workplace engagement. However, their work focuses to a greater degree on race-based incidents of violence that receive significant media attention as mega-threats, such as murders targeting unarmed civilians due to their race. Specifically, it looks at their impact on workplace behaviors among Asian and Black professionals. In one study, they looked at the effects of the 2021 Atlanta spa shooting where individuals of Asian descent were targeted, looking at differential effects on people of Asian versus White descent. In another study, they examined differential emotional effects among Black and White professionals after various police killings of unarmed Black men and women in 2019 and 2020. Across their studies, they found that **a lack of psychological safety in the workplace for discussions of prejudice, racism and inequality was a key contributor to Asian and Black professionals suppressing aspects of their identity in order to effectively maneuver interpersonal exchanges with the majority of their colleagues.**

Identity-related stressors partially linked with the pandemic

Related work has looked more broadly at unique and intersectional experiences in and outside the workplace of people of color, caregivers, women, people living with disabilities and individuals who identify as LGBTQ+. Many of these pre-dated the pandemic, though most of the studies described here explored them during the pandemic. Some studies focused on identity-related stress fueled by the pandemic. Overall, the research shows that there are unique stressors particular to all identity groups. Some have been exacerbated during the pandemic while others—microaggressions in particular—were long-standing pre-pandemic.

PANDEMIC-FUELED ISSUES

Research has documented pandemic-related **stressors specific to sexual and gender minorities, such as isolation from social networks due to stay-at-home orders and social distancing requirements, that have contributed uniquely to elevated emotional distress**³⁰. In addition, COVID-19 has fueled overt anti-Asian discrimination that in some cases has manifested in uncivil behavior in workplace settings³¹. Quotation 1 reflects the experience of an Asian American professional early on in the pandemic³².

Quotation 1

"I was the only Asian American at a conference with work colleagues and I had an allergy flare up that day. One woman, seeing me sneeze, told me I couldn't be there, that I needed to leave, and ordered me not to touch any of the coffee and cookies put out by the convention. She singled me out when other people in the conference were sneezing, sniffing and coughing."

- Asian American professional

There are also intersectional issues that extend even beyond overlaps between these groups to challenges unique to workers without dependents, fathers of young children, and 'onlys' (defined in Box 1). McKinsey & Company and Lean In's *Women in the Workplace 2021* survey of 65,000 professionals across U.S. public and private sector industries documented many of these issues in detail during the pandemic. For instance, **social isolation has been a particular challenge for workers without dependents**. At the same time, data indicate that **mothers with young children have fared worse than fathers with young**

children due to work-life balance being a larger barrier to engagement for mothers. **While remote working fathers overall fared relatively well, 15-17 percent reported disengagement and negative well-being**. Meanwhile, remote working mothers who reported attainment of work-life balance were more likely to also report a positive sense of well-being^{8,10}.

ISSUES BEYOND THE PANDEMIC

In addition, McKinsey & Company's and Lean In's *Women in the Workplace 2020* and *2021* studies point out, unrelated to the pandemic, that 'onlys' stand out in the workplace due to having one or more identity that is different from everyone else's. Focusing on 'onlys' allows for recognition of the compounding effect of having traits that are not shared by any other colleagues, in low diversity work environments. It acknowledges the different experiences of, for example, being the only woman in the room or the only person of color in a room compared to being among even a few other women or people of color. **The experience of being an only is characterized in this research by a greater likelihood of having one's accomplishments and challenges being closely scrutinized and experiencing bias and microaggressions**. Being a double only—being the only woman and the only person of color, or being the only person identifying as LGBTQ+ and living with a disability—makes this experience more intense, increasing the likelihood of burnout^{8,10}.

Box 1: Definition of 'only' as an identity status

An 'only' is an individual who is often the only person with their identity characteristics (e.g., race, gender, sexual orientation, caregiving responsibilities etc.) in the room at work. Being an only is dependent not just on an individual's identity but on the identities of the majority of their colleagues being different from theirs.

Source: *Women in the Workplace 2021*, McKinsey & Company and Lean In

Another topic looked at, though not directly pandemic related, was the common experience of microaggressions in the workplace among women and minorities. Notably, **Black women were more likely than all other groups of women to report experiencing disrespectful and othering microaggressions.** This category of microaggressions includes Black professionals overhearing insults about Blacks and other minorities, being confused by non-Black colleagues for someone else, having others comment on their appearance, being expected to speak for all members of their race or gender, and non-Black colleagues expressing surprise at Black colleagues' eloquent or articulate language skills. In Quotation 2, one Black senior manager described her take on the frequency of microaggressions experienced at work by people of color¹⁰.

Quotation 2

"The average person has no idea about the stress that women and people of color carry. They have no idea about the small ways that women and people of color get humiliated, that make them feel undermined or made to feel smaller than they are. It happens all the time."

- **Black senior manager (female)**

Further to this, **women with visible and non-visible disabilities** were more likely than women overall to experience microaggressions in which their competency was challenged. This type of microaggression takes the form of being interrupted or spoken over and having their judgement in their area of expertise questioned or their emotional state commented on. More than 50 percent of women with disabilities reported feeling often or almost always burned out and close to 25 percent reported that their disability had led to missing out on a raise, promotion, or chance at getting ahead. They were also more likely to feel judged when requesting or taking advantage of flexible and remote work options. Parallel to this, they were twice as likely as women overall to say that in the past year, during the pandemic, setting

Quotation 3

"I haven't told my managers about my disability. It's not something I talk about at work. I'm very open with my personal life, but mental health is not something that's very openly talked about in my workplace."

- **White lesbian with an invisible disability**

boundaries around their availability or taking time off for mental health reasons had hurt their career. These negative repercussions lead to high levels of non-disclosure of invisible disabilities, hurting the disability inclusion cause overall, and are evidenced by Quotation 3 by a White lesbian with an invisible disability^{10,21}.

Broadly, the research illustrates that persons with disabilities in the workplace experience powerful negative bias. Across genders, a national U.S. study pre-dating

the pandemic found that 34% of employees with disabilities reported having experienced discrimination or negative bias in their current workplaces. Close to half of this group felt they were misjudged, 1/3 had been insulted, and 20 percent had experienced other colleagues avoiding them. Well over half (57 percent) felt unable to advance in their careers, while this was reported by 44 percent of employees without disabilities²². This negative bias often goes

unnoticed and unaddressed as only 25 percent of employees report that their companies prioritize disability in their diversity, equity and inclusion efforts. More employees—40 percent—report that their companies prioritize gender and sexual orientation while 60 percent report that their companies prioritize race¹⁰. Overall, the literature points to disability inclusion efforts in the workplace receiving less attention than other company diversity efforts directed toward race and gender inclusion²¹.

The frequency of experiences of different types of microaggressions are depicted in Figure 5. Each row represents a type of microaggression, and each column is an identity category. Identity categories include men, women, LGBTQ+ women, women with disabilities, White women, Asian women, Latinas and Black women. Cells are shaded to indicate prevalence level with light shading being lower prevalence and dark being higher. The groups that reported the highest prevalence of microaggressions are women with disabilities and Black women.

Figure 5: Frequency and types of microaggressions experienced by women from different identity categories

All Men	All Women	LGBTQ+ Women	Women with Disabilities	Challenges to Competence	White Women	Asian Women	Latinas	Black Women
15%	28%	34%	40%	Being interrupted or spoken over more than others	27%	29%	27%	32%
24%	31%	37%	46%	Having your judgement in your area of expertise questioned	31%	25%	29%	38%
12%	18%	25%	30%	Having others comment on your emotional state	18%	13%	16%	21%
				Disrespectful and "othering" behavior				
6%	8%	10%	13%	Hearing people express surprise at your language skills or other abilities	5%	11%	13%	18%
7%	7%	12%	14%	Hearing or overhearing insults about your culture or people like you	5%	9%	9%	16%
5%	7%	9%	9%	Being confused with someone else of the same race/ethnicity	4%	17%	6%	17%
6%	9%	16%	13%	Feeling like you are expected to speak on behalf of all people with your identity	5%	14%	11%	31%
4%	6%	11%	11%	Heaving others comment on your hair of appearance	5%	5%	5%	14%

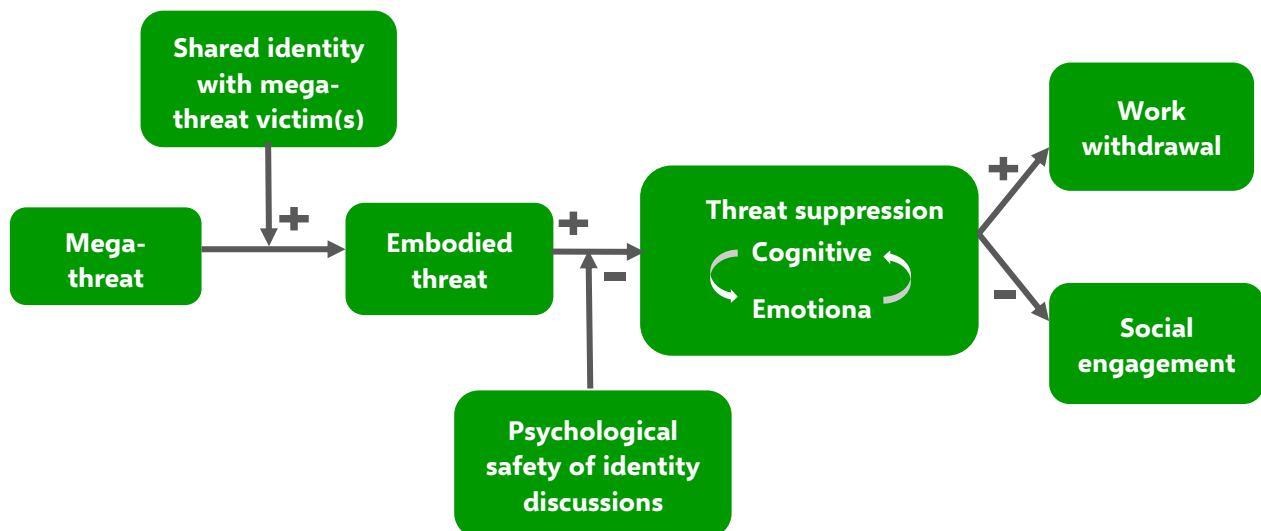
Source: *Women in the Workplace 2021*

TAKEAWAYS

The literature paints a clear picture of women, racial minorities, individuals identifying as LGBTQ+ and individuals with disabilities experiencing unique identity-related stressors in their work environments, both prior to and during the pandemic. Indeed, during the pandemic these groups have reported higher levels of anxiety and depression than their White (or male) peers. An ongoing U.S. Census Bureau multi-wave Household Pulse Survey[‡] of pandemic-related anxiety and depression has gathered time series data starting from April 2020. With samples at data collection intervals ranging from 40,000-120,000 individuals, the survey data show consistently higher levels of anxiety and depression among all race/ethnicity categories (except Asian) compared to Whites, women compared to men, sexual and gender minorities compared to straight and 'cisgender'[§] individuals, and persons with disabilities compared to those without.

It is thus reasonable to consider that the unique identity-related stressors experienced by diverse identity groups contribute to elevated anxiety and depression and may contribute to task withdrawal and social avoidance behaviors at work, as illustrated in the mega-threat model, Figure 6, by Leigh and Melwani (2021). As depicted in the model, having a shared identity with persons affected by mega-threats contributes toward those individuals' personal experience of threat (i.e., embodied threat). This then leads to employees utilizing psychological resources to suppress the experience of threat, resulting in elevated work withdrawal and reduced social engagement. However, the model theorizes that the establishment of psychological safety within the workplace for identity-related discussions (e.g., on topics such as bias, discrimination, inequity and racism etc.) can moderate the experience of threat suppression and its negative effects on behaviors at work.

Figure 6: Theoretical model of the Influence of Mega-Threats on Individuals at Work



Source: Leigh and Melwani. (2021). Am I Next? The Spillover Effects of Mega-Threats on Avoidance Behaviors at Work. Unpublished, under peer review as of Nov 22, 2021 (adapted).

[‡] [U.S. Census Bureau Household Pulse Survey](#)

[§] A person whose sense of personal identity and gender corresponds with their birth sex.

At the same time, there are indications that working remotely has relieved some of the work environment stressors described in the previous section. For example, remote work and flexibility have been described as having been critical to the health and safety of women with disabilities¹⁰. In addition, a 2021 survey among 10,000 knowledge workers (across the U.S., Australia, France, Germany, Japan and the U.K.) found that employee experience measures (i.e., valuing relationships with colleagues, being treated fairly, and management being supportive) rose significantly from mid-2020 to mid-2021 among Black workers. Scores rose by about 30 percentage points, from the 43-48 percent range to the 73-78 percent range. In the U.S., employee experience scores among Black workers rose the most steadily, while they plateaued for other groups. In addition, **Black workers were more likely to report that working remotely improved their sense of belonging than the opposite, while White workers reported feeling that working remotely lessened their sense of belonging.** As shared by one researcher in Quotation 4, work environment stressors related to being different from the majority are eased when work is remote³³.

Quotation 4

“A big part of the experience of race at work is your sense of comfort or belonging. If you work in an environment where you’re in the minority, the office might be less comfortable. But if you can work at home and not feel a sense of being constantly on the outside—if you remove that ‘everyday tension’—that can improve your experience. You don’t have to go into the cafeteria and wonder who you’re going to sit with or who is eating with whom.”

- **Brian Lowery, social psychologist and professor of organizational behavior at Stanford University’s Graduate School of Business**

Across the board, the literature points to the fact that individuals have unique identity-related experiences of, contributors to and responses to stress, in and outside the workplace. Factors include, race, gender, sexual orientation, disability status, caregiving responsibilities, and the extent to which people work with others who share similar characteristics. As recommended by Liu and associates (2020), flexible approaches are needed to meet employees’ diverse needs, and needs should be assessed on an individual basis given their intersectional diversity across different population groups. For instance, all individuals with caregiving responsibilities—whether women, fathers of young children, or LGBTQ+ employees caring for a partner or parent—should be given consideration for needing certain flexibilities that others may not. Further, while many minorities feel relief in being their full selves while working remotely, some without dependents may acutely experience social isolation. Approaches toward flexibility and inclusion that meet individual needs are elaborated on in the subsequent section.

Management Actions

Research Question 3: What are examples of management actions that have been effective in promoting employee engagement for members of equity deserving groups?

This section summarizes the literature on management actions to address employee equity in the post-pandemic period. Some management actions focus specifically on COVID-19. Others are more geared toward addressing diversity and inclusion issues that pre-dated the pandemic.

Hybrid and Remote Work

With regard to COVID-19, the literature consistently describes the need to promote and normalize hybrid and remote work, which will in turn set norms for collaboration, communication and boundary setting for work-life balance³⁴. It is also important to establish clear and strong safety precautions for minimizing COVID-19 transmission risk in the office, as this is associated with increased comfort in returning to the physical workplace²⁰. There is evidence that 'job resources' (i.e., safety systems, communication, decision-making, situational awareness, fatigue management, and participation in decision-making) are a buffer to the emotional exhaustion created by perceived risk of being infected at work³⁵.

Psychological Safety in the Workplace

Leigh and Melwani (2021) propose that increasing the psychological safety of identity-based discussions in the workplace can reduce the need for employees to engage in the task withdrawal and social disengagement behaviors associated with identity labor and threat suppression. This is articulated by others as well. Specifically, engaging in open dialogue about race-related violence in the news in the form of public acknowledgement by senior leaders, as well as formal and informal discussions and check-ins, both initiated by managers and between colleagues, are discussed as effective strategies^{3,25}. Positive workplace social connections are also discussed across literature focusing on supporting LGBTQ+ employee engagement³⁶.

Allyship, Sponsorship and Mentorship

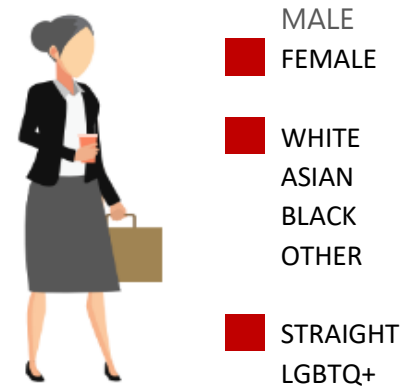
More broadly, allyship, sponsorship and mentorship programs for equity deserving employees are also well-documented for being effective in increasing equity in the workplace. Common allyship behaviors in the workplace include informing oneself about diversity issues and standing up for others who may be experiencing an injustice. However, allyship programs tend to not be as effective as they could be. More effective allyship entails advocating for new opportunities and mentoring or sponsoring equity deserving employees^{37,38}. Referred to as the 'allyship gap', these key allyship actions are reported as critical by women of color but are less employed by women who consider themselves to be allies⁹. One way to expand and enhance the effectiveness of employee mentorship/sponsorship is through partnerships with professional networks that specialize in addressing equity issues within certain fields. An example of this would be when a science or medicine research organization partners with a professional network that works on gender equity within a science, technology, engineering, mathematics, and medicine field³⁹.

Address Inclusion Through Needs-Based Identity Segmentation

Recent diversity, equity and inclusion literature has also discussed a forward-looking approach that expands beyond traditional equity or intersectional groupings. The new approach includes all employees and focuses on needs-based identity segmentation. This means examining individuals' identity-related needs, but including intersectional identities, life-stage, caregiving responsibilities and personality needs, in addition to race, gender, sexual orientation or disability status^{40,41}. For example, in the traditional approach to DEI, a woman might be classified as female, White and straight (Figure 7), and a man might be classified as an Asian male.

However, in reality the woman may have an invisible disability, prefers to not have children, likes to think out loud, and feels energized by interacting with a lot of people at work. The man may identify as LGBTQ+, have an adopted child or be caring for an elderly parent, and is best able to recharge and focus when alone. Figure 8 provides a visual depiction of the more dynamic reality of employee identity.

Figure 7: Traditional segmentation

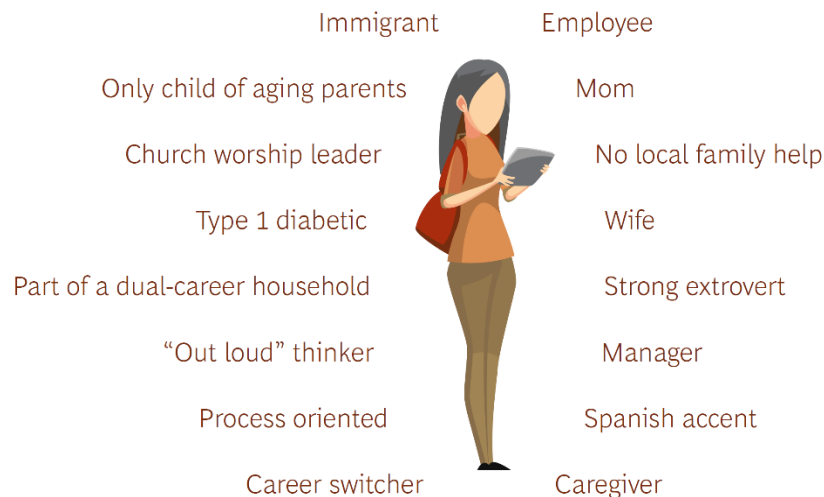


STATIC

- **Profile:** Female, likely to be the primary parent in the future
- **Benefits that should be offered:** Maternity leave, part-time options

Source: *It's Time to Reimagine Diversity, Equity, and Inclusion* (2021) Boston Consulting Group (adapted)

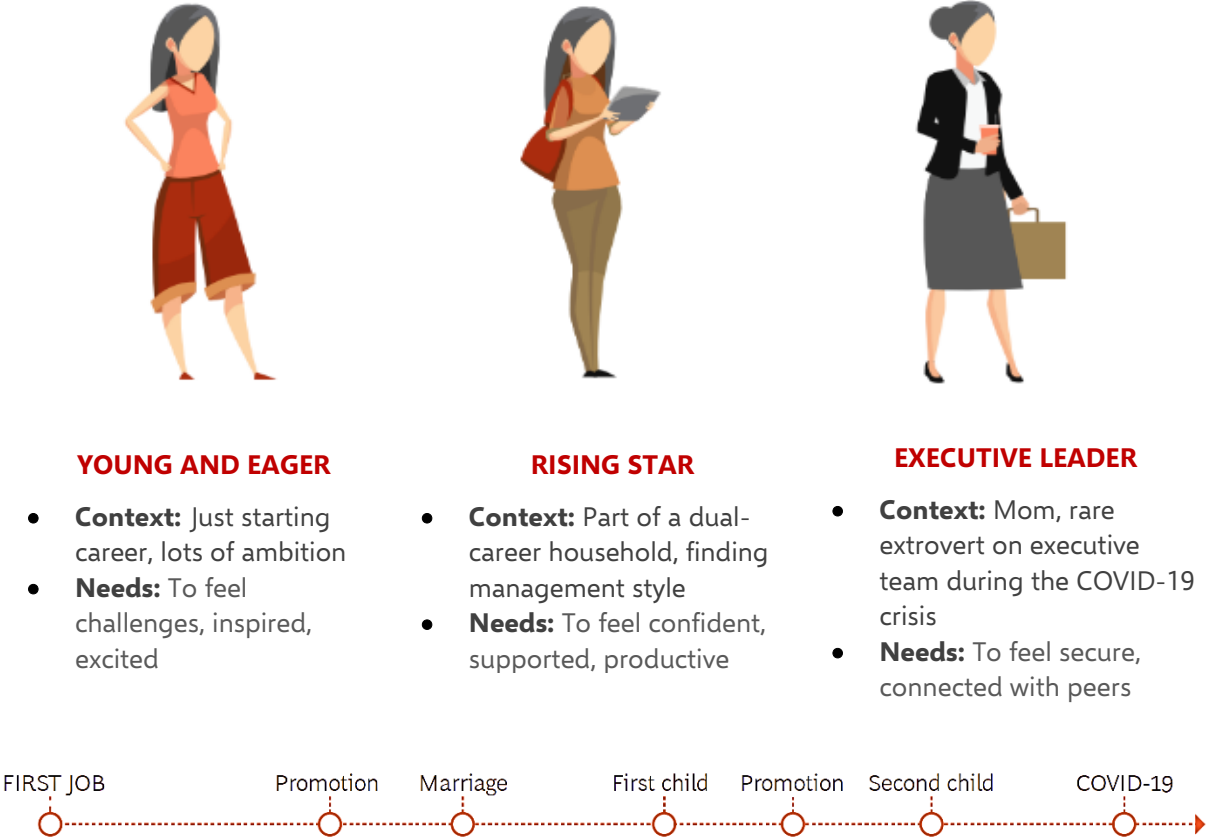
Figure 8: Dynamic reality of employee identity



Source: *It's Time to Reimagine Diversity, Equity, and Inclusion* (2021) Boston Consulting Group (adapted)

The needs-based identity segmentation approach takes into consideration not only the standard identity categories, but also needs specific to individuals' personality types and priorities related to their life-stage. Figure 9 provides a visual depiction of how employee needs may be classified according to a needs-based segmentation. With this approach, individual needs may align with different groupings depending on their personality and life-stage as well as race, gender, disability status, sexual orientation and caregiving responsibilities. The key point is that identity characteristics that are relevant for the workplace are not static. Employee needs vary, and may change over the course of an employee's career.

Figure 9: Employee needs change based on career trajectory and evolving life circumstances



Source: *It's Time to Reimagine Diversity, Equity, and Inclusion* (2021) Boston Consulting Group (adapted)

Disability Inclusion

While management actions to support disability inclusion are discussed separately from diversity initiatives in the literature, the evidence shows that ensuring disability inclusion is integrated into organizations' diversity programs is key to recruiting and retaining employees with visible and invisible disabilities. One study identified 28 effective disability inclusion practices and separated them by actions to take at the leadership/executive level and policies and procedures for mid-level managers, supervisors, and staff (Table 1)⁴².

Table 1: Management actions that promote disability inclusion

Actions that demonstrate commitment of leadership/executive management	Policies and procedures for mid-level managers, supervisors and staff
<ol style="list-style-type: none"> 1. Have an accommodations budget line item to cover costs of accommodations for employees. 2. Participate in job fairs for people with disabilities. 3. Have annual targets and assess performance to achieve application and employment goals of persons with disabilities 4. Have in-house (or contractual) disability management personnel that are responsible for handling issues related to the ADA and job accommodations. 5. Have a hiring manager with a disability. 6. Senior leadership clearly communicates its commitment to employment of people with disabilities. 7. Post statement of commitment to hiring people with disabilities on the company website. 8. Have a senior executive with a disability. 9. Provide disability inclusion training for company's HR recruiters. 10. Have a mechanism to assess the number of people with disabilities in the company. 	<ol style="list-style-type: none"> 1. Report progress toward hiring persons with disabilities to senior management. 2. Have internship and summer employment programs directed toward high school and college students with disabilities. 3. Identify and select partners that can be valuable in recruiting qualified individuals with disabilities. 4. Include "work and disability" as a topic in the company's diversity and inclusion training. 5. Have internal and external resources to support the goals of the company's disability employment and inclusion program. 6. Have a mentoring program to promote advancement of diverse persons. 7. Communicate emergency preparedness policy or procedures with specific mention of persons with disabilities. 8. Have strategies to attract qualified applications from persons with disabilities. 9. Include disability in the company's diversity and inclusion policies and procedures. 10. Senior leadership communicates clearly and affirmatively the company's commitment to recruit and hire people with disabilities. 11. Have contracts with employment agencies. 12. Have a disability accommodation policy. 13. Include "work and disability" as a topic in the company's new employee orientation training. 14. Offer an Employee Assistance Program. 15. Have a process to assess website for compliance of coding with existing law and regulations. 16. Have a policy to make all job interview candidates aware of the option to request accommodations for the interview 17. Emergency preparedness policy or procedures in place with specific mention of persons with disabilities. 18. Offer health care coverage to employees with disabilities.

There is also research suggesting that universal design—design usable by all people to the greatest extent possible, without the need for adaptation or specialized measures—may be appropriate for organizations in the U.S. to consider. The purported advantages of universal design include reducing disability stigma and the need for individual accommodations, as well as increasing employee productivity overall¹⁵. As described by Sheppard-Jones et al. (2021), it encompasses:

- The physical work environment (e.g., effective lighting, space for travel and maneuvering, minimal noise levels, color contrast in walkways to help with wayfinding);
- Workplace technologies and tools (e.g., captioning, speech to text software, machines that can be fully operated without visual cues, providing access to cognitive support technology); and
- Within-work policies, communications, and safety processes (e.g., multi-sensory alarm signals, high contrast signage, clearly identified and placed emergency equipment, reflecting respect for all employees within policies and procedures)

At a minimum, employers should understand that there are likely many more people with disabilities within their workplace than they are aware of. Employees with disabilities tend to disclose their disability to their manager or direct supervisor prior to their human resources office. Yet, while disclosure is associated with greater engagement, disclosing comes with fear by many employees of negative repercussions, such as discrimination or the perception of being unable to take on certain work projects. Employers should be aware of this, as well as that disability inclusion encompasses a wide range of activities that go well beyond recruitment and ensuring representation. Maintaining engagement of employees with disabilities requires an equity approach throughout employees' tenure in the workplace¹⁸.

Annexes

Annex I Glossary of Terms

Allyship

Allyship describes actively promoting and advancing the culture of inclusion through intentional, positive and conscious efforts by members of an ingroup, to advance the interests of an oppressed or marginalized outgroup for the benefit of all.

Cisgender

A person whose sense of personal identity and gender corresponds with their birth sex. The word cisgender is the antonym of transgender. The prefix cis- is derived from Latin meaning on this side of. Coined in 1994, cisgender began to be added to dictionaries in 2015, as a result of changes in the way people discussed gender.

Disability / Persons with Disabilities

The definition recognizes that barriers to inclusion are often related to a society's norms, attitudes, and beliefs, rather than solely the capacity of the person. A person with disability is someone who a) has a significant and persistent mobility, sensory, learning, or other physical or mental health impairment, which may be permanent or temporary, b) experiences functional restrictions or limitations of their ability to perform the range of life's activities; and/or c) may experience attitudinal and/or environmental barriers that hamper their full and self-directed participation in life.

Diversity

Differences in the lived experiences and perspectives of people that may include race, ethnicity, color, ancestry, place of origin, political belief, religion, marital status, family status, physical disability, mental disability, sex, gender identity or expression, sexual orientation, age, class, and/or socio-economic situations. Diversity is a concept meant to convey the existence of difference. Each person's unique combination of differences contributes to their experiences in ways that can be both positive and negative. Diversity is not a spectrum or a measure. One person cannot be more diverse than another.

Equity / Equitable

Equity refers to achieving parity in policy, process and outcomes for historically and/or currently underrepresented and/or marginalized people and groups while accounting for diversity. It differs from the concept of equality in that it considers differential power, access, opportunities, and treatment by recognizing that not everyone is starting from the same place or history. Thus, fair treatment requires deliberate measures to remove barriers to opportunities for some to ensure fair processes and outcomes.

Equity Seeking / Deserving

Equity seeking/deserving groups are communities that experience significant collective barriers in participating in society. This could include attitudinal, historic, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation and transgender status, etc. Equity-seeking groups are those that identify barriers to equal access, opportunities, and resources due to disadvantage and discrimination, and actively seek social justice and reparation.

Inclusion

Inclusion is an active, intentional, and continuous process to address inequities in power and privilege and to build a respectful and diverse community that ensures welcoming spaces and opportunities to flourish for all.

Intersectionality

A theoretical framework that was developed by professor Kimberlé Crenshaw in 1989 in a paper for the University of Chicago Legal Forum entitled “Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics” to explain how African-American women face overlapping disadvantages and discrimination related to sexism and racism. This approach or lens is a best practice and assists researchers to better understand and address the multiple barriers and disadvantages that individuals with intersecting social identities face. Barriers can be systemic and may be related to race, gender, sexuality, and/or class—they affect access to opportunities in a multitude of areas (e.g., health, education, wealth, access to justice, etc.) across the lifespan. Using an intersectional approach to develop policies and research projects helps to better identify and address these systemic barriers.

LGBTQ+

Lesbian, Gay, Bisexual, Trans, Queer (or Questioning). The ‘+’ refers to intersex, asexual and all the new and growing ways humans are becoming aware of sexual orientations and gender diversity. Some Indigenous Nations use the phrase ‘two spirit’ (2S) to recognize non-binary identities and/or diversity in sexual orientation.

Mega-threat

A negative, large-scale, diversity-related episode that receives significant media attention. A mega-threat occurs when an individual or group is attacked, or otherwise harmed, because of their social identity group and that event is then highly publicized. This term was coined by Dr. Angelica Leigh in her work examining the emotional impacts on Black people as a result of exposure to significant media coverage of murders of unarmed Black civilians in the U.S. between 2016 and 2020.

Microaggression

Refers to brief and common verbal, behavioural or institutional actions that play into stereotypes or discrimination against a group of people, often from underrepresented groups. First coined by Dr. Chester M. Pierce in his 1970s research looking at the experiences of Black

Americans, research on microaggressions has since expanded to examine the experiences of Indigenous Peoples, people with disabilities, women, LGBTQ+ people and a number of racial, ethnic and religious groups. Taken in isolation, one instance of microaggression can seem like a minor event; however, members of underrepresented groups often experience the same microaggression/s repeatedly over time, producing adverse emotional, social, psychological and health impacts (trauma) which can also affect their level of productivity and sense of inclusion at work. Examples of microaggression include implying a member of an underrepresented group is an “equity hire”; asking where someone is “really from”; downplaying the effects of race, gender, ability, etc. on lived experiences; implying that someone’s reaction is due to sensitivity, not the nature of the situation they are in.

Systemic Barriers

Patterns of behaviour, policies or practices that are part of the social or administrative structures of an organization or system, and which create or perpetuate a position of relative disadvantage for some persons.

Threat Suppression

This term, also coined by Dr. Angelica Leigh, describes the act of using psychological resources to hide emotional distress felt from an identity-based mega-threat while in the workplace. The actions related to threat suppression are also described as identity labor because they are carried out to avoid expressing certain aspects of one’s identity in order to conform to the workplace cultural norm. This type of identity labor may also occur in reaction to routine microaggressions and bias at work.

Universal Design

Universal Design is the design of buildings, products or environments to make them accessible to all people, regardless of age, disability or other factors. The term was coined by the architect Ronald Mace to describe the concept of designing all products and the built environment to be aesthetic and usable to the greatest extent possible by everyone, regardless of their age, ability, or status in life.

Annex II Methods

Design Overview

We employed a comprehensive search strategy intended to cast a wide net to ensure as much existing evidence as possible was gathered within the allotted level of effort. The search aimed to gather all directly relevant published literature available, and as much directly relevant grey literature as possible. Only English language sources were used. Articles, reviews, websites and other sources published/produced in 2020 and 2021 that shared evidence directly related to the literature review questions were considered gold standard and the most important type of source for this review. Beyond this, research-informed literature (including reports and websites) was gathered, as well as results from relevant research studies published prior to 2020. We anticipated that the research-informed literature would mainly consist of suggested frameworks and approaches for understanding and addressing engagement issues particular to equity deserving groups. Research published or conducted prior to 2020 was considered relevant if it discussed issues related to employee engagement among equity deserving groups and/or management actions that were effective in enhancing engagement among these groups. These three tiers of evidence-types are summarized in Table 2.

Table 2: Tiers of Evidence Types

<u>Tier one:</u> Recent evidence-based findings	Articles, reviews, websites and other sources published/produced in 2020 and 2021 that share evidence directly related to the literature review questions.
<u>Tier two:</u> Relevant research published/conducted prior to 2020	Research that discusses employee engagement among equity deserving groups and/or management actions that were effective in enhancing engagement among these groups outside of the context of the COVID-19 pandemic.
<u>Tier three:</u> Research-informed literature	Suggested frameworks and approaches (e.g., authoritative thought pieces) understanding and addressing engagement issues particular to equity deserving groups.

Information Sources and Methods

A three-pronged strategy was employed to cast a broad net across peer reviewed journal articles and grey literature. Table 3 shows the search approaches and sources that were utilized. Reference lists of all articles and reports found were scanned to identify additional useful studies.

Table 3: Information Sources

Search Approaches	Sources
Database platforms	University of Virginia’s Virtual Library of Virginia, the State Library of Oregon’s Gale database platform, APA PsychNet, ScienceDirect, Pubmed
Web and websites	Google, Google Scholar Boston Consulting Group, McKinsey & Company, Harvard Business Review, Gallup
Contacts	Directly relevant research as yet unpublished was also included, via direct contact established with Dr. Angelica Leigh at Duke University’s Fuqua School of Business.

Search Strategy

A search strategy was systematically employed using keywords, Boolean operators and pre-determined filters. The search strategy encompassed the following terms and limits:

Table 4: Search Strategy

Phrase	Combination	Filters
“return to office,” “work from the office,” “physical workplace,” “resistance to returning to the office,” “remote work,” “work from home,” “hybrid work”	“gender,” “minority,” “equity deserving group,” “diversity,” “inclusion,” “intersectionality,” “Black,” “African American,” “Asian,” “Latino,” “Latinx,” “Hispanic,” “Native American,” “Indigenous,” “racialized,” “disability,” “people with disabilities,” “people with visible and non-visible disabilities,” “LGBTQ,” “LGBTQ+,” “non-binary,” “pansexual,” “asexual,” “intersex,” “gay,” “lesbian,” “Queer,” “Bisexual,” “Transgender”	Published in 2020/2021

"employee engagement," "workplace," "employee well-being," "workplace culture," "workplace climate"	"gender," "minority," "equity deserving group," "diversity," "inclusion," "intersectionality," "Black," "African American," "Asian," "Latino," "Latinx," "Hispanic," "Native American," "Indigenous," "racialized," "disability," "people with disabilities," "people with visible and non-visible disabilities," "LGBTQ," "LGBTQ2+," "non-binary," "pansexual," "asexual," "intersex," "gay," "lesbian," "Queer," "Bisexual," "Transgender"	Since 2010
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Inclusion Criteria

Papers were included if they addressed reluctance to return to the office and/or discussed employee engagement among equity deserving groups. Studies were prioritized if participants belonged to equity deserving group/s and the results depicted unique results for specific groups and/or intersectional identities. In addition, studies were selected based on their alignment with at least one of the three evidence tiers (refer to Table 1). Example survey questions and survey tools were gathered as part of the original scope of work. However, these have been included as an annex to this report following the cancellation of an anticipated OAE-planned survey.

Data Charting

All relevant bibliographic references and associated URLs were documented in a user-friendly searchable spreadsheet included as a separate annex to the report. This resource is intended to be a tool for information users in order to quickly identify articles that address certain topics by using Excel’s filter function. An abbreviated version is also included in Annex III. Consistency in data extraction was ensured among the consultants through review and discussion. Detailed findings were also charted in a word document organized by key topics (i.e., evidence-base, employee engagement, management actions).

Limitations

There were some limitations of this review, largely related to gaps in the available body of literature with respect to the topics. Broadly, there is a limited availability of primary research exploring levels of comfort in returning to the physical workplace following the pandemic-related work from home period. At the same time, there is a broad body of literature on identity-related stressors that affect members of certain identity groups uniquely, both within and outside the workplace. Both to mitigate the limited availability of directly relevant literature, and due to the rich depth of literature on identity related stressors in the workplace, the latter was considered relevant to the research questions. However, it should be recognized that the specific focus of many of these studies was broader than the pandemic and/or physical

workplace. In addition, the available bodies of literature on workplace engagement among some identity groups (e.g., women, and Black and Latinx populations) was much larger than that of others (e.g., individuals living with visible and non-visible disabilities and Native Americans). To ensure representation across identity groups, information somewhat more disparately related to the essential literature review questions was sought out, such as labor force participation statistics and experiences with discrimination. This was particularly relevant for Native American populations, for whom the information gap is largest. Finally, consideration of differences in the legal, historical, socio-demographic, political and workplace contexts between the U.S. and Canada should be made when applying the findings to the Canadian context, though this was an implicit assumption from the outset.

Annex III Article Table

Title + url	Year	Publisher	S scholarly article R report O opinion	Sample size	Data collection period	Study location	Sector/ industry
"Are We Doing Enough": An Evaluation of the Utilization of Employee Assistance Programs to Support the Mental Health Needs of Employees During the COVID-19 Pandemic https://content.naic.org/sites/default/files/inline-files/JIR-ZA-39-08-EL.pdf	2020	Journal of Insurance Regulation	S	Secondary analysis of six large surveys with samples between 250 and 100,000+	Sept 2019-July 2020	U.S.	public & private/ various
A Workplace Divided, Understanding the Climate for LGBTQ Workers Nationwide https://hrc-prod-requests.s3-us-west-2.amazonaws.com/files/assets/resources/AWorkplaceDivided-2018.pdf	2018	Human Rights Campaign Foundation	R	1,615 LGBTQ and non-LGBTQ workers	2018	U.S.	public & private/ various
Allyship at Work https://leanin.org/allyship-at-work	2021	Lean In	NA	NA	NA	NA	NA
Am I Next? The Influence of Mega-Threats on Individuals at Work	2020	academic presentation; not published	S	Study 1: 204 Study 2: 121	May 2019; Oct 2019	U.S.	NA
Am I Next? The Spillover Effects of Mega-Threats on Avoidance Behaviors at Work	2021	not published/ under peer review	S	Study 1: 332 Study 2: 712	May-19	U.S.	NA
Anxiety and Depression Household Pulse Survey https://www.cdc.gov/nchs/covid19/pulse/mental-health.htm	2021	Centers for Disease Control and Prevention	R	57,000-118,000	April 2020-Oct 2021	U.S.	NA

Asian Americans Are the Least Likely Group in the U.S. to Be Promoted to Management https://hbr.org/2018/05/asian-americans-are-the-least-likely-group-in-the-u-s-to-be-promoted-to-management	2018	Harvard Business Review	O	NA (review)	NA	U.S.	NA
Asian Americans Racial Discrimination Experiences During COVID-19: Social Support and Locus of Control as Moderators https://psycnet.apa.org/fulltext/2021-92258-001.pdf?sr=1	2021	Asian American Journal of Psychology	S	218	March 27-April 17, 2020	U.S.	university students
Assessing Workplace Culture and Disability Inclusion Climate: A Preliminary Study https://connect.springerpub.com/content/sgriarc/early/2021/01/11/JARC-D-20-00001.full.pdf	2021	Journal of Applied Rehabilitation Counseling	S	384	NA	U.S.	private/ IT, healthcare, social services, scientific and technical services, retail, trade, finance and insurance
Collaboration, Networks, and Role of Professional Organizations https://www.nap.edu/download/26061	2021	The National Academies Press	S	NA	NA	U.S.	public & private/ science, medicine
Company Characteristics, Disability Inclusion Practices, and Employment of People with Disabilities in the Post COVID 19 Job Economy: A Cross Sectional Survey Study https://link.springer.com/content/pdf/10.1007/s10926-020-09941-8.pdf	2020	Journal of Occupational Rehabilitation	S	466	NA	U.S.	public, private, social/ various

<p>COVID-19 and advancing Asian American recovery</p> <p>https://www.mckinsey.com/~media/mckinsey/industries/public%20and%20social%20sector/our%20insights/covid%2019%20and%20advancing%20asian%20american%20recovery/covid-19-and-advancing-asian-american-recovery-v3.pdf</p>	2020	McKinsey & Company	R	NA (review)	NA	U.S.	NA
<p>COVID-19 and the employee experience: How leaders can seize the moment</p> <p>https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Organization/Our%20Insights/COVID%2019%20and%20the%20employee%20experience%20How%20leaders%20can%20seize%20the%20moment/COVID-19-and-the-employee-experience-How-leaders-can-seize-the-moment.pdf</p>	2020	McKinsey & Company	R	800	Mar-20	U.S.	NA
<p>COVID-19 and the workplace: Implications, issues, and insights for future research and action</p> <p>https://psycnet.apa.org/record/2020-58612-001</p>	2021	American Psychologist	O	NA	NA	U.S.	NA
<p>COVID-19 Employer Plans and Employee Perceptions</p> <p>https://www.worldatwork.org/media/CDN/resources/surveys/COVID-19%20Employer%20Plans%20and%20Employee%20Perceptions.pdf</p>	2021	World at Work	R	1,798	Feb-21	U.S.	private
<p>COVID-19 Widens Disparities for Workers of Color</p> <p>https://www.americanbar.org/content/dam/aba/publications/aba_journal_of_labor_employment_law/v35/number-1/covid-19-widens.pdf</p>	2020	ABA Journal of Labor & Employment Law	O	–	–	–	low wage service workers
<p>Disabilities and Inclusion, US Findings</p> <p>https://www.talentinnovation.org/_private/assets/DisabilitiesInclusion_KeyFindings-CTI.pdf</p>	2017	Center for Talent Innovation	R	3,570	Oct-Nov 2016	U.S.	NA

Disability Inclusion Data https://www.nod.org/resources/data/	2021	National Organization on Disability	R	8.7 million	2020	U.S.	NA
Discrimination in America: Experiences and Views of Native Americans https://legacy.npr.org/documents/2017/nov/NPR-discrimination-native-americans-final.pdf	2017	NPR/Robert Wood Johnson Foundation/Harvard T.H. Chan School of Public Health	S	3,453	Jan-April 2017	U.S.	NA
Diversity, Equity and Inclusion Still Matter in a Pandemic https://web-assets.bcg.com/6a/9e/0c904c1348b084a772576cc6f1a3/bcg-diversity-equity-and-inclusion-still-matter-in-a-pandemic-dec-2020.pdf	2020	Boston Consulting Group	O	NA	NA	NA	NA
Employee Engagement and Its Role during Crisis Management: A Conceptual Model https://www.iiste.org/Journals/index.php/EJBM/article/view/13730/13894	2014	European Journal of Business and Management	S	NA (review)	NA	India	Hospitality
Ethnic and minority group differences in engagement with COVID-19 vaccination programmes – at Pandemic Pace; when vaccine confidence in mass rollout meets local vaccine hesitancy https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8155798/	2021	Israel Journal of Health Policy Research	S	NA (review)	NA	U.S., U.K. Israel	NA

Experiences of the COVID-19 Pandemic Among African American, Latinx, and White Sexual Minority Women: A Descriptive Phenomenological Study https://psycnet.apa.org/fulltext/2021-70060-002.pdf?sr=1	2021	Psychology of Sexual Orientation and Gender Diversity	S	18 in-depth interviews	July 30-Oct 24, 2020	U.S.	NA
Gender Diversity, Business-Unit Engagement, and Performance https://www.researchgate.net/publication/272088778_Gender_Diversity_Business-Unit_Engagement_and_Performance	2014	Journal of Leadership & Organizational Studies	S	532 stores (+/-69,500 ppl); 284 restaurants (+/-10,000 ppl)	April-June 2004 & May 2002	U.S.	private/retail & hospitality
Honorary Whites? Asian American Women and the Dominance Penalty https://journals.sagepub.com/doi/pdf/10.1177/2378023119836000	2019	Sociological Research for a Dynamic World	S	276	NA	U.S.	NA
How do ethnic minority foodservice workers perceive employee well-being? An exploratory study https://www.sciencedirect.com/science/article/pii/S147677021000140?via%3Dihub	2021	Journal of Hospitality and Tourism Management	S	411	NA	U.S.	food service
How Racially-Charged Incidents Across the U.S. Affect Black Employees https://www.fuqua.duke.edu/duke-fuqua-insights/angelica-leigh-how-racially-charged-incidents-across-us-affect-black-employees	2020	Duke Fuqua School of Business	R	NA	NA	U.S.	NA

<p>How Risk of Exposure to the Coronavirus at Work Varies by Race and Ethnicity and How to Protect the Health and Well-Being of Workers and Their Families</p> <p>https://www.urban.org/sites/default/files/publication/103278/how-risk-of-exposure-to-the-coronavirus-at-work-varies_0.pdf</p>	2020	Urban Institute	R	1% of U.S. population	Jan-Dec 2018	U.S.	public & private/ various
<p>How to Measure Diversity, Equity and Inclusion</p> <p>https://www.bcg.com/capabilities/diversity-inclusion/measuring-diversity-equity-inclusion</p>	2021	Boston Consulting Group	O	NA	NA	NA	NA
<p>I Don't Want to Go Back Examining the Return to Physical Workspaces During COVID-19</p> <p>https://journals.lww.com/joem/Fulltext/2020/11000/I_Don_t_Want_to_Go_Back__Examining_the_Return_to.10.aspx</p>	2020	Journal of Occupational and Environmental Medicine	S	333	April 27-May 8, 2020	U.S.	private/ energy
<p>Immediate and Long-Term Implications of the COVID-19 Pandemic for People With Disabilities</p> <p>https://ajph.aphapublications.org/doi/10.2105/AJPH.2020.305890?url_ver=Z39.88-2003&rfr_id=ori%3Arid%3Acrossref.org&rfr_dat=cr_pu b++0pubmed</p>	2020	American Journal of Public Health	O	NA	NA	U.S.	NA
<p>Inequities Exposed: How COVID-19 Widened Racial Inequities in Education, Health, and the Workforce</p> <p>https://republicans-edlabor.house.gov/uploadedfiles/wilson_testimony.pdf</p>	2020	Testimony before the U.S. House of Representatives Committee on Education and Labor	R	NA	NA	U.S.	public & private/ various

Investigating the incremental validity of employee engagement in the prediction of employee effectiveness: A meta-analytic path analysis https://www.researchgate.net/publication/301319839_Investigating_the_incremental_validity_of_employee_engagement_in_the_prediction_of_employee_effectiveness_A_meta-analytic_path_analysis	2016	Human Resource Management Review	S	22,090	–	various countries	various
It's Time to Reimagine Diversity, Equity, and Inclusion https://web-assets.bcg.com/0b/c4/c45a07e54f48ae0dc784667a66dd/bcg-its-time-to-reimagine-diversity-equity-and-inclusion-may-2021-r.pdf	2021	Boston Consulting Group	R	20,000+	2020	global; 16 countries	NA
NIH Workplace Climate and Harassment Survey https://diversity.nih.gov/sites/coswd/files/images/docs/NIH_Workplace_Climate_and_Harassment_Survey_Executive_Report_508.pdf	2020	National Institutes of Health	R	16,000	Jan-19	U.S.	public/research
Peer mentoring for professional and personal growth in academic medicine https://jim.bmj.com/content/jim/68/6/1128.full.pdf	2020	Journal of Investigative Medicine	S	NA	NA	U.S.	public & private/academic medicine
Public relations and zones of engagement: Employees' lived experiences and the fundamental nature of employee engagement https://www.sciencedirect.com/science/article/abs/pii/S0363811117302655?via%3Dihub	2018	Public Relations Review	S	32	NA	NA	NA
Race in the workplace, The Black experience in the US private sector https://www.mckinsey.com/featured-insights/diversity-and-inclusion/race-in-the-workplace-the-black-experience-in-the-us-private-sector	2021	McKinsey & Company	R	25,000	Sept 2020-Jan 2021	U.S.	private/most major U.S. industries

Racial discrimination as race-based trauma, coping strategies and dissociative symptoms among emerging adults https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4982826/	2016	Psychological Trauma	S	743 students	NA	U.S.	NA
Racial Wealth Snapshot: American Indians/ Native Americans https://ncrc.org/racial-wealth-snapshot-american-indians-native-americans/	2019	National Community Reinvestment Coalition	R	NA (review)	2018	U.S.	NA
Reconsidering the LGBT Climate Inventory: Understanding Support and Hostility for LGBTQ Employees in the Workplace https://journals.sagepub.com/doi/pdf/10.1177/1069072718788324	2018	Journal of Career Advancement	S	100+	2005-2009; 2010-2011	U.S.	NA
Reframing workplace inclusion through the lens of universal design: Considerations for vocational rehabilitation professionals in the wake of COVID-19 https://content.iospress.com/download/journal-of-vocational-rehabilitation/jvr201119?id=journal-of-vocational-rehabilitation%2Fjvr201119	2021	Journal of Vocational Rehabilitation	S	NA (review)	NA	U.S.	NA
Revisiting the bamboo ceiling: Perceptions from Asian Americans on experiencing workplace discrimination https://psycnet.apa.org/doiLanding?doi=10.1037%2Faa0000193	2020	Asian American Journal of Psychology	S	1,013	Nov 2016-Feb 2017	U.S.	NA

The Disproportionate Impact of COVID-19 on Racial and Ethnic Minorities in the United States https://academic.oup.com/cid/article/72/4/703/5860249?login=true	2020	Clinical Infectious Diseases	S	NA (review)	NA	U.S.	NA
The evolution of the employee engagement concept: communication implications https://www.deepdyve.com/lp/emerald-publishing/the-evolution-of-the-employee-engagement-concept-communication-WwA9pmDTU9	2011	Corporate Communications: An International Journal	S	NA (review)	NA	U.K.	NA
The perceived risk of being infected at work: An application of the job demands–resources model to workplace safety during the COVID-19 outbreak https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0257197	2021	PloS ONE	S	358 workers	Oct-Nov 2020	Italy	NA
The Relationship Between Engagement at Work and Organizational Outcomes https://www.gallup.com/workplace/321032/employee-engagement-meta-analysis-brief.aspx	2020	Gallup	R	2,708,538	NA	96 countries	various
The Reset: Connecting Internal Crisis Communication Strategy with Post-Pandemic Remote Worker Populations Through an Employee Engagement Framework https://www.proquest.com/openview/2ac860f9449e032e0cb278798423b4dc/1?pq-origsite=gscholar&cbl=18750&diss=y	2021	Erin Black, Liberty University	S	NA (review)	NA	U.S.	private

The role of diversity practices and inclusion in promoting trust and employee engagement https://onlinelibrary.wiley.com/doi/abs/10.1111/jasp.12273	2014	Journal of Applied Sociology	S	4,597	NA	U.S.	NA/ healthcare
The What, the Why, and the How: A Review of Racial Microaggressions Research in Psychology https://link.springer.com/article/10.1007/s12552-013-9107-9	2014	Race and Social Problems	S	NA (review)	NA	NA	NA
Women in the Workplace 2020 https://leanin.org/women-in-the-workplace-report-2020/introduction	2020	McKinsey & Company and Lean In	R	40,000	May-Aug 2020	U.S. & Canada	public, private, social/ various
Women in the Workplace 2021 https://wiw-report.s3.amazonaws.com/Women_in_the_Workplace_2021.pdf	2021	McKinsey & Company and Lean In	R	65,000	May-Aug 2021	U.S. & Canada	public, private, social/ various

Detailed searchable Excel spreadsheet (referred to as the charting form) submitted separately. It was used to record bibliographic references, associated URLs, and details on study methods and topics.

Annex IV Survey Tools

Initially, this review was to include a search for survey questions and tools on employee engagement during the pandemic and on topics related to returning to the physical workplace for equity deserving employees. The following survey questions and tools were gathered during the early phase of the literature review. Different from the Human Resources and Workplace pulse surveys and the Public Service Employee Survey, surveys in the U.S. during the pandemic have asked about 1) exposure, hospitalization and deaths related to COVID-19 in employees' networks (e.g., "Someone I am close to has been hospitalized with symptoms"), 2) impact and support from colleagues around stress/trauma related to current events that affect particular communities 3) microaggressions experienced by employees (e.g., judgement questioned in area of expertise, comments made about appearance/hair, compliments about being articulate, 4) percent of housework and childcare responsible for at home, 5) time spent supporting other employees' well-being and helping them manage their workload , 6) time spent on diversity, equity and inclusion efforts (e.g., mentorship/sponsorship of employees of color) at work.

- [I Don't Want to Go Back, Examining the Return to Physical Workspaces During COVID-19](#) (*Journal of Occupational and Environmental Medicine*, 2020; U.S. research): Survey in May 2020 of 333 energy sector workers examining individual and health factors, COVID-19 network exposure and organizational transmission control factors in relation to employee willingness to return to physical workspaces.
- [The Relationship Between Engagement at Work and Organizational Outcomes](#) (*Gallup* 2020; global research): Uses a propriety, formative 12-item measure of factors that contribute to engagement for routine global survey.
- [COVID-19 and the employee experience: How leaders can seize the moment](#) (*McKinsey and Company* 2020, U.S. research): Surveyed 800 employees in March 2020 and identified top needs and employee experience factors that contribute to engagement, well-being and work effectiveness. These are described in the article.
- [How do ethnic minority foodservice workers perceive employee well-being? An exploratory study](#) (*Journal of Hospitality and Tourism Management* 2021; U.S. research): National survey of 411 food service employees 1) to explore how ethnic minority foodservice workers perceive employee well-being and 2) to investigate how employee well-being affects their job performance, organizational commitment, and turnover intentions.
- [How to Measure Diversity, Equity and Inclusion](#) (*Boston Consulting Group*, 2021; evidence-informed opinion): Boston Consulting Group's Diversity and Inclusion Assessment for Leadership (DIAL) tool measures diversity, equity and inclusion with range of employee perception and other questions within the categories: recruitment, retention, advancement, representation, and pay.
- [Women in the Workplace 2020](#) and [Women in the Workplace 2021](#) (*McKinsey and Company*, U.S. research) – select survey questions are available here, extracted from the endnotes of the two reports. Some select all that apply questions did not list all answer options.

- While interacting with co-workers during the past few months, there have been times when I felt uncomfortable sharing: [Select all that apply] | My work-life challenges; My status as a parent.
- In response to the Covid-19 crisis, which of the following has your company instructed managers to do? | Take steps to ensure that mothers' work-life needs are being met, Take steps to ensure that fathers' work/life needs are being met. In this instance, percentage of employees is restricted to responses from parents.
- How much do you agree with the following statements? I feel I can bring my whole self to work. | I have strong allies on my team (i.e., people who use their power to advocate for people with less power). | Somewhat/strongly disagree.
- While interacting with co-workers during the past few months, there have been times when I felt uncomfortable sharing | My thoughts about racial inequity; My experience of grief or loss.
- Since the start of the Covid-19 crisis, which of the following have you experienced at work? | Feeling like I can't talk about the impact current events are having on me or people in my community.
- In the last year, during the normal course of business, have you experienced any of the following? [Respondents selected from "Yes," "No," or "Not sure"] | Being interrupted or spoken over more than others; Hearing others express surprise at your language skills or other abilities; Having your judgment questioned in your area of expertise; Hearing or overhearing insults about your culture or people like you; Feeling like you have to be careful when talking about yourself or your life outside work; Being confused with someone else of the same race/ethnicity; Having others comment on your emotional state (e.g., you're too angry, feisty, emotional); Feeling like you are expected to speak on behalf of all people with your same identity; Having others comment on your hair or appearance in a way that made you uncomfortable; Feeling judged because a child interrupted or appeared on-screen in a video call.
- Which of the following do you do on a consistent basis to support women of color (including Black, Indigenous, Latina, Asian women) at work? | [Select all that apply] I actively listen to the personal stories of women of color about bias and mistreatment; I publicly acknowledge or give credit to women of color for their ideas and work; I mentor or sponsor one or more women of color; I actively solicit the perspectives of women of color when making decisions; I take a public stand to support racial equality; I take a public stand to support gender equality; I educate myself (e.g., read books, attend events) about the experiences of women of color; I advocate for new opportunities for women of color; If I see discrimination against women of color, I actively work to confront it.
- In your opinion, which of the following actions most convey meaningful allyship to women of color? | [Select up to three] Advocate for new opportunities for women of color; Actively confront discrimination against women of color; Give credit to women

of color for their ideas and work; Educate themselves about the experiences of women of color; Mentor or sponsor one or more women of color

References

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- ² [The Reset: Connecting Internal Crisis Communication Strategy with Post-Pandemic Remote Worker Populations Through an Employee Engagement Framework](#) (*Erin Black, Liberty University*, 2021; U.S. research)
- ³ [Public relations and zones of engagement: Employees' lived experiences and the fundamental nature of employee engagement](#) (*Public Relations Review*, 2018)
- ⁴ [The role of diversity practices and inclusion in promoting trust and employee engagement](#) (*Journal of Applied Sociology*, 2015; U.S. research)
- ⁵ [The evolution of the employee engagement concept: communication implications](#) (*Corporate Communications: An International Journal*, 2011)
- ⁶ [Employee Engagement and Its Role during Crisis Management: A Conceptual Model](#) (*European Journal of Business and Management*, 2014; India research)
- ⁷ [Race in the workplace, The Black experience in the US private sector](#) (*McKinsey and Company 2021*, U.S. research)
- ⁸ [Women in the Workplace 2020](#) (*McKinsey and Company 2020*, U.S. research)
- ⁹ [Women in the Workplace 2021](#) (*McKinsey and Company 2021*, U.S. research)
- ¹⁰ [NIH Workplace Climate and Harassment Survey, Summary Findings Report](#) (*ICF Next*, 2020; U.S. research)
- ¹¹ [A Workplace Divided, Understanding the Climate for LGBTQ Workers Nationwide](#) (*Human Rights Campaign Foundation*, 2018; U.S. research)
- ¹² [Asian Americans Are the Least Likely Group in the U.S. to Be Promoted to Management](#) (*Harvard Business Review*, 2018; U.S. review)
- ¹³ [COVID-19 and advancing Asian American recovery](#) (*McKinsey & Company*, 2020; U.S. review)
- ¹⁴ [Revisiting the Bamboo Ceiling: Perceptions From Asian Americans on Experiencing Workplace Discrimination](#) (*Asian American Journal of Psychology*, 2020; U.S. research)
- ¹⁵ [Honorary Whites? Asian American Women and the Dominance Penalty](#) (*Sociological Research for a Dynamic World*, 2019; U.S. research)
- ¹⁶ [American Community Survey Demographic and Housing Estimates](#) (*United States Census Bureau*, 2018; U.S. dataset)
- ¹⁷ [Racial Wealth Snapshot: American Indians/ Native Americans](#) (*National Community Reinvestment Coalition*, 2019; U.S. review)
- ¹⁸ [Discrimination in America: Experiences and Views of Native Americans](#) (*NPR/Robert Wood Johnson Foundation/Harvard T.H. Chan School of Public Health*, 2017; U.S. research)
- ¹⁹ [Reframing workplace inclusion through the lens of universal design: Considerations for vocational rehabilitation professionals in the wake of COVID-19](#) (*Sheppard-Jones et al., Journal of Vocational Rehabilitation*, 2021; U.S. review)
- ²⁰ [Employment status of the civilian population by sex, age, and disability status, not seasonally adjusted](#) (*U.S. Bureau of Labor Statistics*, accessed Nov 22, 2021).
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- ²³ [Assessing Workplace Culture and Disability Inclusion Climate: A Preliminary Study](#) (*Journal of Applied Rehabilitation Counseling*, 2021; U.S. research)
- ²⁴ [I Don't Want to Go Back, Examining the Return to Physical Workspaces During COVID-19](#) (*Liu et al., Journal of Occupational and Environmental Medicine*, 2020; U.S. research)
- ²⁵ [The Disproportionate Impact of COVID-19 on Racial and Ethnic Minorities in the United States](#) (*Clinical Infectious Disease*, 2020; U.S. review article)
- ²⁶ [How Risk of Exposure to the Coronavirus at Work Varies by Race and Ethnicity and How to Protect the Health and Well-Being of Workers and Their Families](#) (*Urban Institute*, 2020; U.S. research)
- ²⁷ [Inequities Exposed: How COVID-19 Widened Racial Inequities in Education, Health, and the Workforce](#) (*Testimony before the U.S. House of Representatives Committee on Education and Labor*, 2020)
- ²⁸ Am I Next? The Influence of Mega-Threats on Individuals at Work (*Angelica Leigh*, 2020; U.S. research)
- ²⁹ Am I Next? The Influence of Mega-Threats on Avoidance Behaviors at Work (*Angelica Leigh and Shimul Melwani*, 2021; U.S. research)
- ³⁰ [COVID-19-related Depression, Anxiety, and Psychological Stress in Sexual and Gender Minority Populations](#) (*Journal of Research in Gender Studies*, 2021; U.S. research)
- ³¹ [Asian Americans Racial Discrimination Experiences During COVID-19: Social Support and Locus of Control as Moderators](#) (*Asian American Journal of Psychology*, 2021; U.S. research)
- ³² [Civility as Public-Mindedness During COVID-19](#) (*Nature Public Health Emergency Collection*, 2021; U.S. research)
- ³³ [The great executive-employee disconnect, Study of global knowledge workers shows the view of the office looks different from the top](#) (*Future Forum*, 2021; U.S. and global research)
- ³⁴ [Diversity, Equity, and Inclusion Still Matter in a Pandemic](#) (*Boston Consulting Group* 2020, evidence-informed opinion)
- ³⁵ [The perceived risk of being infected at work: An application of the job demands–resources model to workplace safety during the COVID-19 outbreak](#) (*PLoS ONE*, 2021; Italy research)
- ³⁶ [Reconsidering the LGBT Climate Inventory: Understanding Support and Hostility for LGBTQ Employees in the Workplace](#) (*Journal of Career Advancement*, 2018; U.S. research)
- ³⁷ [Allyship at Work](#) (*Lean In* 2021, U.S. research-informed diversity & inclusion training program)
- ³⁸ [Peer mentoring for professional and personal growth in academic medicine](#) (*Journal of Investigative Medicine*, 2020; U.S. research/secondary review)
- ³⁹ [The Impact of COVID-19 on Collaboration, Mentorship and Sponsorship, and Role of Networks and Professional Organizations](#) (*The National Academies of Science, Engineering, and Medicine*, 2021; U.S. research/consensus review paper).
- ⁴⁰ [It's Time to Reimagine Diversity, Equity, and Inclusion](#) (*Boston Consulting Group* 2021, global research)
- ⁴¹ [COVID-19 and the employee experience: How leaders can seize the moment](#) (*McKinsey and Company* 2020, U.S. research)
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⁴² [Company Characteristics, Disability Inclusion Practices, and Employment of People with Disabilities in the Post COVID-19 Job Economy: A Cross Sectional Survey Study](#) (*Journal of Occupational Rehabilitation* 2020, U.S. research)