

Diversity and Inclusion Career Path Analysis

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Abstract

Even a decade ago, the field of Diversity Equity and Inclusion—as a field and as a specific job title—did not exist. Today, the field has hit an apex—likely as a result of the corporate zeitgeist with the “business case” for diversity consistently in the forefront of business news, demonstrating organisations with diverse workforces are more innovative, more profitable and have better staff retention. This research study aims to provide a comprehensive understanding of Diversity, Equity and Inclusion (DEI) practitioners in Australia by analyzing LinkedIn profiles. The study examines career patterns, job titles, industry distribution, and gender representation among DEI officers. Using a dataset of 1000 profiles, we investigate average employment durations, career shifts, and part-time DI roles. Our research utilizes descriptive statistics and visualizations to highlight key insights. By leveraging LinkedIn data, we enhance insights into the roles, tenure, and impact of DEI practitioners, contributing to a deeper understanding of this field’s dynamics.

Keywords

Diversity, Diversity and Inclusion, Career Path, DEI, DnI

1. Introduction

Diversity, Equity and Inclusion (DEI) initiatives have gained significant importance in contemporary workplaces, reflecting a commitment to equitable and diverse environments. Despite growing interest in the field, there remains a need for a comprehensive understanding of the practitioners who drive these initiatives. This study addresses this gap by investigating the profiles of 1000 DEI officers on LinkedIn, aiming to uncover key patterns and dynamics within this profession. The research problem centers on delineating the career trajectories, job roles, and industry distributions of DEI practitioners in Australia, ultimately contributing to a more nuanced understanding of their contributions and challenges. Through an analysis of LinkedIn data and the application of descriptive statistics and visualizations, the research objective is to shed light on the diverse

dimensions of DEI practitioners' roles and their impact on organisations.

For a considerable duration, diversity has been under-emphasised, necessitating a thorough comprehension (Moieni et al., 2017). Fractal analysis, as proposed by (Moieni & Mousaferiadis, 2022), has encompassed four dimensions—namely, ethnicity, birth country, languages, and worldviews—to evaluate diversity. Moreover, their 2021 contribution introduced a methodology to gauge the degree of representation or mutual inclusiveness between two cohorts (Moieni et al., 2017). Emerging technologies such as machine learning hold promise for identifying and mitigating gender and age biases present in job postings. Through the programming of machine learning algorithms to identify gender-specific terminology and age-associated phrases, impartial evaluations of potential biases within job descriptions can be executed (Moieni & Mousaferiadis, 2022). A recent endeavor by Moieni et al. (2023) employed a machine learning algorithm to prognosticate organizational diversity in the year 2023.

Employees within the corporate world identify opportunities for advancement based on their unique skills, interests, and career objectives. From both the individual and the employer's perspective, it is important that career progression take place. Progression within one's chosen field improves job satisfaction, thus yielding better results for organisations looking to retain talent. Our everyday actions shape our future, therefore we need to be adaptable, and each individual job search must be considered in the wider context of the career as a whole.

It is therefore important to create both short and long-term future career strategies in order for the desired outcome to be accomplished. Short term goals are those that can be carried out in a limited time frame. In making a longer-term career plans, one must be free from barriers such as loss of motivation and family strain and peer pressure. By avoiding these obstacles, it is far more viable to create a successful plan (Al-Bahrani et al., 2020).

An individual's own pressure on themselves may affect the outcome of decisions detrimentally. Wrong information and decisions will impact the future of the jobseeker. Therefore, people need to be both positive and realistic about their future career plans, taking into account interests and long term personal goals. It is then possible to adapt to industry and workforce changes, while still maintaining long term career objectives, and to integrate more seamlessly into new employment situations. One must engage in ongoing career training in order to remain current, and be able to identify his own strengths and weaknesses. This means in stable times, the individual is able to make changes to their plans based on the current corporate climate and be able to examine the likelihood of achieving career objectives (IvyPanda, n.d.).

It is also necessary to understand one's own personality. More than ever, there is language we can use to define ourselves, and use this to investigate our ideal career—including career flow, various alternative pathways, starting from the present and moving forward. These steps are what make up a career plan. Proper research is key to deciding on a career path—including what credentials are expected, industry standards, and how long one is expected to stay in a role. This

will offer a good idea of a realistic timeframe in which to complete goals, balanced with a realistic view of oneself (Al-Bahrani et al., 2019).

In the career analysis path, there is the advancement analysis group. It makes certain that every employee advances professionally. This should be performed by way of giving them the perfect preparation in order that they own the abilities wished for that unique activity. It is tough to perform as predicted if one isn't always completely educated. It could be required of one to place their schooling to apply. A lack of right work overall performance results from this lack of training. To attain the important input for making changes to the areas that call for improvement, employers ought to maintain a regular verbal exchange with their workforce (IvyPanda, n.d.).

It is therefore necessary to create a plan to obtain the necessary qualifications and credentials, and then be aware of the time and adjustments these will entail. Resources for career transitions should include checklists and there is a need for consultants to assist with career planning. Planning should take into account a person's hobbies, worldviews and values, and the chosen career trajectory should align to these (Duffy, 2010).

When choosing a new career, transferrable skills are a factor to consider that may facilitate a more rapid career progression. The individual can through this understand strategies that are required for their new position, through use of SWOT analysis, and promote oneself accordingly.

One must establish a plan for personal development, in both work life and personal life separately. The latter encompasses the essential social and leisure components of life. Through working a suitable career, the personal life should be enhanced rather than subsumed. There is a necessity to have appropriate objectives—realistic goals, training and learning objectives, and realistic timeframes for the desired outcome. Knowing any obstacles that might arise is necessary, too, in assisting the individual to achieve their goals (Duffy & Dik, 2009).

2. Literature Review

The emergence of the call for experts in diversity, equity, and inclusion (DEI) is an increasingly growing phenomenon around the world, and more so within the United States. As a result, DEI programs and initiatives have become a part of an ever-increasing trend that seeks to address diverse needs, mainly in light of the United States' divisive political context and social unrest. From 2017 to 2019, DEI positions within the US increased by 18%, with recent data showcasing that as of March 2020, DEI roles were at an all-time high. Nonetheless, the COVID-19 pandemic was to see a decline in this trend at almost twice the trend of previous growth, to a whopping -60%. The need for works surrounding DEI was seen to be more evident following the murder of George Floyd in the United States when public sentiments sparked an all-out call for DEI to be at the fore of human rights (Griffen, 2021).

The importance of understanding what DEI in lieu of the above crises cannot be understated. This understanding can be achieved by first breaking diversity,

equity and inclusion into its base words to provide a better perspective on the term. Diversity includes the presence of unique differences within any given setting. In a workplace context, this could mean various ethnicities, gender identities, ages and socioeconomic classes. Furthermore, it also includes the unique differences in veteran status, abilities, and whether or not an individual has children. All these are elements of diversity. Equity, on the other hand, entails the process that ascertains that programs and practices within a defined setting are fair and impartial and provide for as many identical outcomes for all concerned. Finally, inclusion comprises ascertaining that individuals feel they have a sense of belonging, especially within the workplace (Heinz, 2022).

In Comes Team DEI... Over time, a deliberate component has been the career path that DEI team takes. A reasonably new role within many organisations, only some have been able to illustrate the distinct career role and job responsibilities. Unlike other areas that have mapped career paths, DEI professionals are drawn from a range of different backgrounds, seemingly on an ad hoc basis. Correspondingly, DEI professionals have different levels of authority and so confusing DEI positions within the organisational structure (see **Appendix B**). For instance, DEI could be recognised as part of Human Resources function within large enterprise (see **Figure A1**), as a separate department (see **Figure A2**), or as part of different work groups (see **Figure A3**).

However, to better understand this, it is crucial to comprehend that, as mentioned in the introduction, the diversity function has evolved mainly due to the aftermath of a discrimination lawsuit.

It is important to note that the DEI industry as a field is increasingly growing and needs dynamic and innumerable skills and career experience. Organisations are hiring staff who are able to use their respective skills, such as cultural humility, challenging structural inequalities, and awareness of one's own social identities, to assist them in increasing their DEI engagement while improving the well-being of employees (Cancio, 2022).

Within the workplace, DEI teams are now more than ever before coming up with programs and policies that uproot sexism, homophobia, racism, as well as a myriad of other forms of discrimination. The power of DEI is such that it can transform organisations from the inside out and address critical functions such as business principles, power dynamics, and hiring practices. When applied appropriately, DEI assists small to large size organisations create crucial structural changes that enable them to mitigate any chance of future bias while correcting past wrongs. Initiatives that DEI professionals could potentially be involved in include the removal of existing barriers and biases during application processes to increase the representation of minority groups such as people of color and women within the workplace.

Additionally, DEI professionals have more power to ensure that an organisation's policies elevate equality and diversity, such as including pictures of underrepresented groups in visible locations. DEI staff could also use the inclusivity of language in their hiring and training sessions and materials to support their

employees within varying demographics such as disability, religion, gender, age, and race (Cancio, 2022).

A number of distinct roles can easily be found within the DEI spectrum today. Such roles include administrative duties, education, leadership, and even executive roles. As a result, specific skills have proven to be present in the candidate for a successful DEI role over time. Personal attributes include being confident, optimistic, and resilient. Nevertheless, because DEI is still a relatively new area for many organisations, career switches have usually been witnessed to stem from most parts of the workforce.

Nonetheless, some careers have facilitated the switch to DEI roles with less difficulty than others (Buss, 2022). Such careers include project management, human resources, and business development. The related skill sets within these careers usually rotate around communication, monitoring, delegation, employee engagement, empathy, training, development, evaluation, awareness, and strategy.

In this novel frontier, a clearly defined and well-understood scope (by all stakeholders) is pivotal in consolidating its goals and objectives and the skills required to achieve them. It also goes a long way in the workplace in ensuring that all these stakeholders are on the same page. Luckily, its scope can easily be understood through a deeper comprehension of its goals and strategic priorities, which is highlighted in the individual components of its career title. Let's understand these fundamental objectives deeper, shall we?

1) Achieving Diversity

This entails an intentional paradigm shift towards acknowledging, valuing, and harnessing the benefits of our differences in the following areas:

- Socioeconomic status and culture
- Gender and sexual orientation
- Race and ethnicity
- Religion and spirituality
- Generation and age
- Disability

2) Achieving Equity

This involves “leveling the playing field” by factoring in both individual and contextual advantages and disadvantages of team members in your workplace to ensure the accordance of fair opportunities for all.

3) Achieving Inclusion

This is realized when the two preceding objectives have been well understood, implemented, and achieved. In other words, it is the automatic outcome of achieving both diversity and equity.

3. Methodology

This study has two stages. The first stage scrapes LinkedIn profile data to analyse general patterns in terms of state distribution, gender distribution, job title and position, industry, and job tenure. The second stage uses questionnaire methodology to understand the rationale of the practitioners to leave the industry.

3.1. First Stage

The data set of 1000 LinkedIn profiles includes data on demographics and work experience from 1000 D&I practitioners based in Australia, which are divided into 2 types:

- “*Dedicated*” D&I practitioners: individuals whose job title contains key D&I-related terms including diversity, inclusion, equity, and belonging.
- “*Part-time*” D&I practitioners: individuals whose job title does not relate to D&I, but they obtain related job responsibility, or part of the responsibility, as mentioned in the job descriptions.

This research focuses mainly on dedicated D&I practitioners, as well as a limited number of part-time D&I practitioners. All profiles were searched from personal connections and randomly selected. Keyword search of profiles includes “diversity”, “inclusion”, “equity”, and “belonging”, which are common job titles and responsibilities in the D&I industry (see **Appendix A**).

HTML profiles were collected and processed to extract the sections of demographics and work experience of each profile. All job entries of each person were harvested, including current and previous employment information. Gender pronouns and self-introduction on the profiles were used to identify the gender of the person. Besides, the data set was enlarged by searching companies’ profiles on LinkedIn to identify the company industry which recruited the practitioners, enabling the research to provide more insights about the feeders of the D&I industry. **Table 1** provides a summary of data that was collected from the profiles.

3.2. Second Stage

A questionnaire that targets D&I practitioners who have left a role in the Diversity, Equity, and Inclusion industry was established through Diversity Atlas platform and distributed on LinkedIn. The questionnaire was structured into two main parts. The first part consisted of demographic questions about gender, education, country of birth, ancestry, language, worldview or religion, branch, and denomination. The second section contains 2 questions:

- Have you ever left a role in the Diversity Equity and Inclusion (DEI) industry?
- Why did you leave the role in DEI?

A total of 22 responses were collected by posting the questionnaire link on LinkedIn. Of the respondents, 86.36% (n = 19) have even left a role in the industry.

4. Results and Findings

A total of 1000 LinkedIn profiles were collected, which included 909 dedicated D&I practitioners and 91 part-time D&I practitioners. The employment of D&I ranged from 1983 to 2022. 1841 current and past D&I job entries from the dedicated D&I practitioners, and 650 non-DI job entries with D&I-related job descriptions were identified. The analysis of dedicated D&I practitioners will be the main focus of the following sections, while the last section will focus on the part-time D&I jobs.

Table 1. A table to show the data harvested.

Demographics			Work Experience								
Name	Gender	State	Job status	Title	Position	Company name	Industry	Join Date	Leave Date	Duration	Job description

This study presents key insights:

- **Tenure:** On average, the practitioners spend about 2.08 years in a single D&I job and have around 2.03 D&I jobs throughout their careers, summing up to 4.22 years in the D&I industry. Similar durations of approximately 2 years are observed across hierarchical levels.
- **State Distribution:** The practitioners are concentrated in Victoria and New South Wales due to their higher populations. However, Queensland, despite its larger population, experiences a considerable gap in experts. Professionals from Victoria have shorter tenures in one D&I job compared to those from South Australia and Tasmania.
- **Position Distribution:** Most practitioners hold managerial and individual contributor positions, with limited entry-level roles.
- **Industry Engagement:** The public administration/government sector offers the most D&I job opportunities, followed by education and financial services.
- **Job Titles:** D&I job titles lack standardization, with “diversity” and “inclusion” being the most common terms. Specialized titles related to categories like disability and LGBTIQ+ are also observed.
- **Gender Representation:** The industry is female-dominated across all levels, with both genders typically spending less than 3 years in the industry.
- **Career Transitions:** The primary source of D&I practitioners is the human resources field, with frequent transitions between D&I and human resources roles.

4.1. State Distribution

There are more dedicated D&I practitioners from Victoria (n = 386; 42.46%), followed by New South Wales (n = 290; 31.90%), Queensland (n = 102; 11.22%), Western Australia (n = 65; 7.15%), Australian Capital Territory (n = 30; 3.30%), South Australia (n = 29; 3.19%), Tasmania (n = 6; 0.66%), and Northern Territory (n = 1; 0.11%). The distribution shows a high density of D&I practitioners in Victoria and New South Wales, which is associated with the latest statistics regarding state population in Australia

(<https://www.abs.gov.au/statistics/people/population/national-state-and-territory-population/latest-release>). **Figure 1** suggests the dedicated D&I practitioners from Queensland, as the third largest state in terms of population, are underrepresented, which presents the biggest gap in comparing the number of D&I practitioners to population among all the states. Nonetheless, the chart indicates a gap between states that people from Queensland, Western Australia, Tasmania, and Northern Territory do not have equal access to the D&I industry, in comparison to people from Victoria and New South Wales.

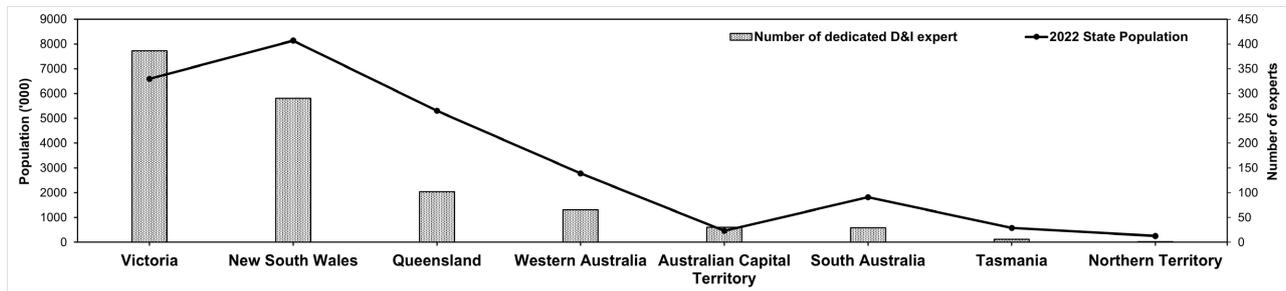


Figure 1. A combo chart to show the relationship between D&I practitioners distribution and state population. The bar chart represents the number of dedicated D&I practitioners. The line chart represents the state population.

Victoria appears as the biggest job market with the greatest number of dedicated D&I job entries ($n = 786$; 42.69%), followed by New South Wales ($n = 641$; 34.82%). **Figure 2** illustrates the numerical proportion of dedicated D&I jobs in different states. Notably, there is a certain limitation of this result when the practitioners work outside the state as they introduced in their profiles, which could be appeared as a potentially wrong classification.

4.2. Gender Distribution

Among the dedicated D&I practitioners, 82.51% ($n = 750$) are females and 17.49% ($n = 159$) are males, reflecting the dominance of females in the workplace. Females also dominates every position level of the 1841 dedicated D&I jobs, in which females occupied 82.13% ($n = 1512$) of the jobs whereas males occupied 17.87% ($n = 329$) of the jobs. Most of the D&I jobs are of individual contributor levels, including advisor, business partner, consultant, officer, specialist, and coordinator. **Table 2** summarises the gender distribution of the D&I job entries by 4 position levels.

Figure 3 visualises the gender divide across position levels, in which the largest gender gap appears at managerial-level jobs. Notably, this finding has limitations because non-binary people were not identified in the study.

4.3. Job Title and Position Level

Almost two-fifths ($n = 705$; 38.29%) of the dedicated D&I job titles are unique, implying that job titles in the D&I space are not standardised or regulated. **Table 3** provides insight into the patterns of D&I job titles, in which “diversity” and “inclusion” appears most often, and a few specialise in fields related specifically to disability, First Nation concerns, gender, LGBTIQ+, and equal opportunity. **Table 4** summarises the top 10 most frequent job titles.

The job titles also include information about the position held by the practitioners, who were normalised into 4 position levels: entry level, individual contributor level, managerial level, and directorial level. The vast majority of the dedicated D&I jobs were held at the individual contributor level ($n = 856$; 46.50%) and managerial level ($n = 827$; 44.92%). About 8.26% ($n = 152$) of the jobs were at the directorial level, while only 0.33% ($n = 6$) of entry-level jobs

were found. **Table 5** summarises the top 10 most frequent positions, in which the most common positions are at the managerial level.

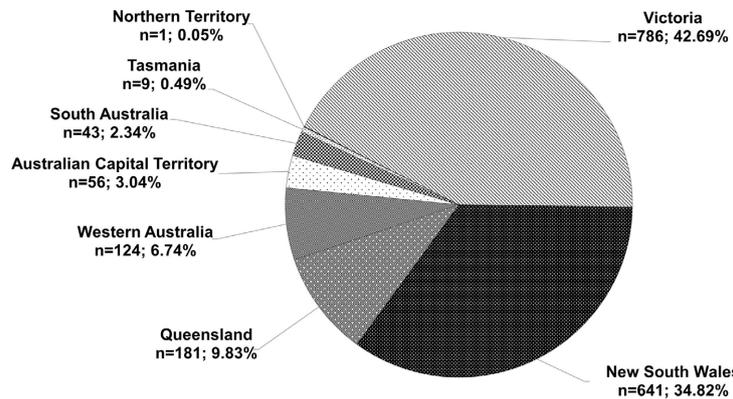


Figure 2. A pie chart to show the distribution of dedicated D&I job between states.

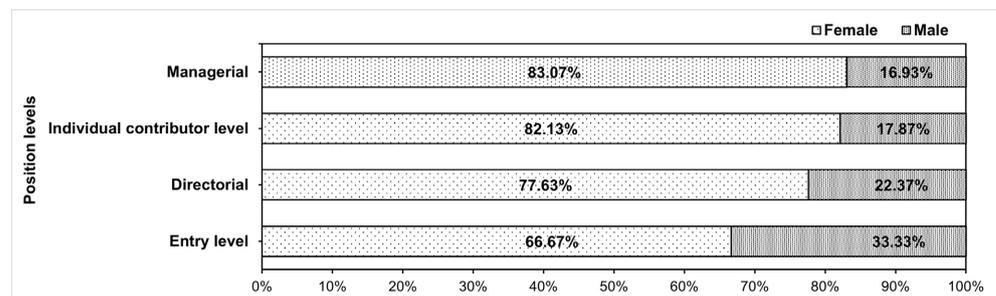


Figure 3. A stacked bar chart to visualise gender divide of dedicated D&I jobs across position levels.

Table 2. A table to show gender distribution of the 1841 dedicated D&I jobs by 4 position levels.

Position Level of the Job	Female		Male	
	Frequency	Percentage	Frequency	Percentage
Managerial (n = 827)	687	83.07%	140	16.93%
Individual contributor level (n = 856)	703	82.13%	153	17.87%
Directorial (n = 152)	118	77.63%	34	22.37%
Entry level (n = 6)	4	66.67%	2	33.33%

Table 3. A table to show the occurrence of keywords on D&I job titles.

	Keyword	Frequency	Percentage
General	diversity	1331	72.30%
	inclusion	1209	65.67%
	equity	201	10.92%
	belonging	48	2.61%
Speciality	disability	59	3.20%
	aboriginal	51	2.77%
	gender	47	2.55%
	LGBTIQ+	13	0.71%
	equal opportunity	4	0.22%

Table 4. A table to show the top 10 D&I job titles that appear most often.

Top 10 Job Title	Frequency	Percentage
diversity and inclusion	455	24.71%
inclusion and diversity	116	6.30%
diversity, equity and inclusion	43	2.34%
diversity	38	2.06%
diversity, inclusion and wellbeing	19	1.03%
inclusion	19	1.03%
equity and diversity	17	0.92%
equity, diversity and inclusion	15	0.81%
D&I	10	0.54%
diversity, inclusion, and belonging	10	0.54%

Table 5. A table to show the top 10 D&I job positions that appears most often.

Top 10 Job Position	Managerial (n = 827)	Individual contributor level (n = 856)	Directorial (n = 152)	Entry level (n = 6)	Percentage
manager	414	-	-	-	22.49%
lead	162	-	-	-	8.80%
officer	-	128	-	-	6.95%
head	108	-	-	-	5.87%
advisor	-	107	-	-	5.81%
consultant	-	105	-	-	5.70%
coordinator	-	86	-	-	4.67%
specialist	-	62	-	-	3.37%
director	-	-	59	-	3.20%
senior manager	56	-	-	-	3.04%
Total	740	488	59	0	
Percentage	89.48%	57.01%	38.82%	0.00%	

4.4. Industry

The D&I practitioners are employed by, or self-employed, 802 organisations that span 43 industries, including but not limited to government agencies (e.g. Australian Federal Government, Australian Government Departments, City Councils), consultancies (e.g. KPMG, Deloitte, PwC, Synergy Group), colleges and universities (e.g. University of Melbourne, TAFE NSW), the sports industry (e.g. Australian Football League, Football Australia), the IT industry (e.g. Telstra, Google, Amazon, Gartner), staffing and recruiting agencies (e.g. Australian HR

Institute, Hays, Maxima Group), health care institutions (e.g. The Royal Melbourne Hospital, Diabetes Victoria), civic and social organisations (e.g. YMCA, Settlement Services International, ACON), and financial institutions (e.g. Commonwealth Bank, Macquarie Group).

Among the dedicated D&I job entries, most of the jobs ($n = 342$; 18.58%) were provided by public administrators, followed by industries of education ($n = 208$; 11.30%) and financial service ($n = 152$; 8.26%). **Table 6** summarises the top 10 industries that provide the most dedicated D&I jobs. **Figure 4** summarises the total number of jobs of all 43 industries.

4.5. Tenure: Overall

The dedicated D&I practitioners, on average, work 2.08 years for every dedicated D&I job. Throughout their career, they take up 2.03 dedicated D&I jobs and spend 4.22 years in the D&I industry in total. Regarding the reason for leaving the industry, nearly half of the questionnaire participants had experienced burnout and were lacking tools to do their job, and about one-third of them were looking for a more financially secure job and thought there was a lack of career growth in D&I (see **Appendix C** for detailed questionnaire results).

In terms of D&I career span, more than half of the practitioners ($n = 479$, 52.70%) have spent less than 3 years in the D&I industry in total throughout their career, 18.04% ($n = 164$) of practitioners have spent 3 to 5 years, 19.47% ($n = 177$) of practitioners have spent 5 to 10 years, and 9.79% ($n = 89$) of practitioners have spent more than 10 years. **Table 7** summarises the tenure patterns of these 4 cohort groups.

A positive relationship between the average number of D&I jobs per person and average employment duration per job was found in **Figure 5**, which appears highly correlated. It shows a general tendency that the more D&I jobs the practitioners have worked, the longer they will stay for a job.

Table 6. A table to show the top 10 company industries that appear most often.

Top 10 Company Industry	Total number of D&I job	Percentage
Public Administration	342	18.58%
Education	208	11.30%
Financial Services	152	8.26%
Civic and Social Organisations	136	7.39%
Business Consulting and Services	110	5.98%
Energy, Oil, and Gas	88	4.78%
Sports	78	4.24%
Hospital, Health Care, and Wellbeing	72	3.91%
Transportation and Aviation	62	3.37%
IT Services and IT Consulting	60	3.26%

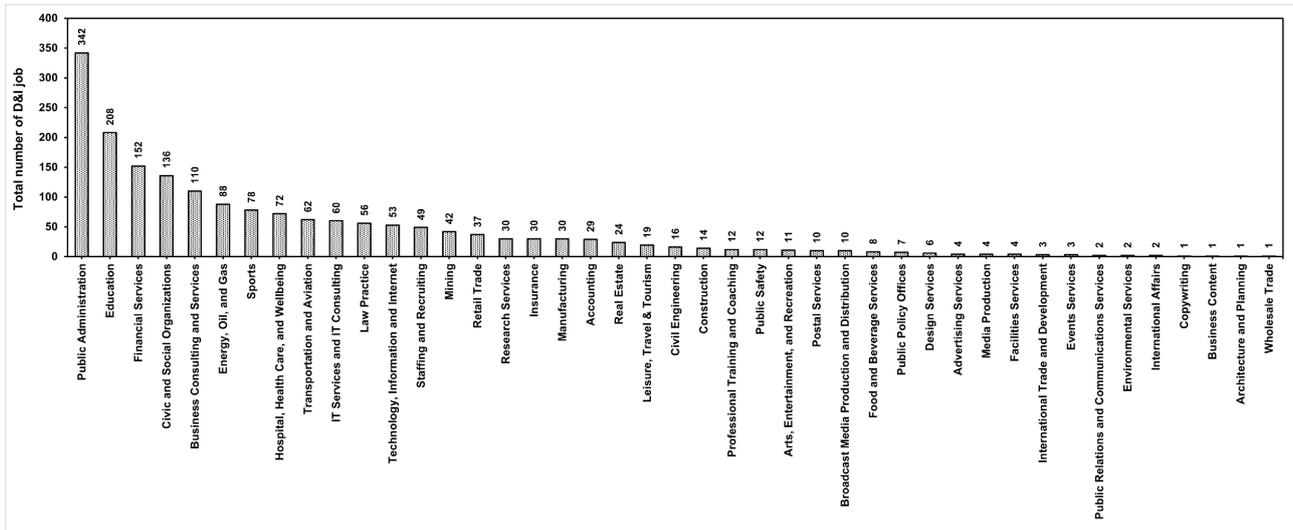


Figure 4. A bar chart to show the total number of dedicated D&I jobs of 43 industries.

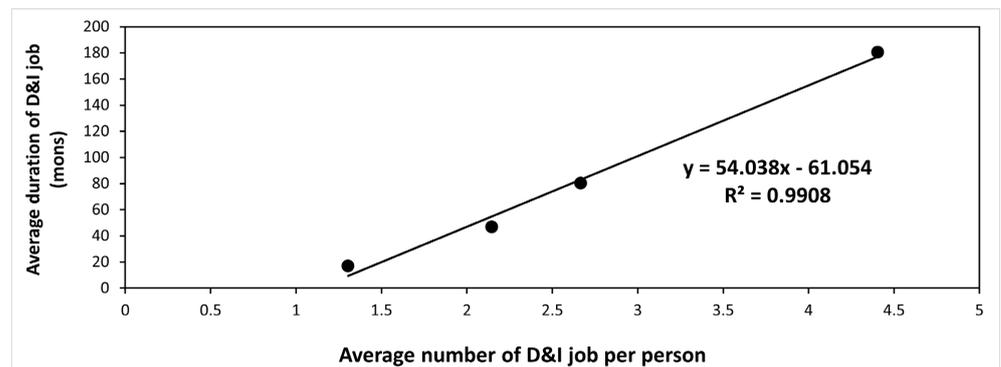


Figure 5. A scatter plot to show the relationship between the average number of D&I jobs of each expert and average duration of D&I jobs. It shows a positive correlation.

Table 7. A table to summarise employment duration of all practitioners and of each cohort which has a D&I career span of less than 3 years, 3 to 5 years, 5 to 10 years, and more than 10 years.

	Total number of D&I jobs	Total employment duration of D&I jobs (mons)	Average employment duration per D&I job (mons)	Average D&I career span per person (mons)	Average number of D&I job per person
All (n = 909)	1841	46037	25.01	50.65	2.03
Less than 3 years (n = 479)	625	8086	12.94	16.88	1.30
3 to 5 years (n = 164)	352	7673	21.80	46.79	2.15
5 to 10 years (n = 177)	472	14228	30.14	80.38	2.67
More than 10 years (n = 89)	392	16050	40.94	180.34	4.40

4.6. Tenure: States

Practitioners from various states take on 1.00 to 2.21 dedicated D&I jobs on average, work 4 months to 3.37 years (40.44 months) for a job, and spend 4 months to 5.06 years (60.67 months) in the D&I field throughout their career. **Table 8** summarises the employment duration of practitioners from each state. We have seen that in Victoria, the state which has the most D&I practitioners, the practitioners on average stay 1.97 years (23.64 months) for each D&I job, which is shorter than most other states, whilst South Australia and Tasmania have fewer D&I practitioners but the practitioners stay relatively longer. Furthermore, while Victoria and New South Wales have larger job markets with a greater number of D&I jobs available, it does not attract practitioners from those states to take on more jobs.

Figure 6 depicts a comparison of the total number of jobs and average employment length among states. Despite having fewer D&I practitioners and fewer D&I jobs in Western Australia, South Australia, and Tasmania, practitioners in these three states stay on the job for a longer period of time.

Comparing cohorts in terms of practitioners from different states, more practitioners from Victoria were willing to spend less than 3 years ($n = 209$; 43.63%), 3 to 5 years ($n = 74$; 45.12%), and 5 to 10 years ($n = 67$; 37.85%) in total on D&I industry throughout their career. Practitioners from both Victoria and New South Wales dominate the cohort of more than 10 years by 40.45% ($n = 36$). **Figure 7** depicts the state divide across each cohort. **Table 9** summarises the distribution of practitioners from different states in each cohort.

Table 8. A table to summarise employment duration of dedicated D&I practitioners from each state.

	Total number of D&I jobs	Total employment duration of D&I jobs (mons)	Average employment duration per D&I job (mons)	Average D&I career span per person (mons)	Average number of D&I job per person
Victoria ($n = 386$)	786	18583	23.64	48.14	2.04
New South Wales ($n = 290$)	641	16800	26.21	57.93	2.21
Queensland ($n = 102$)	181	4567	25.23	44.77	1.77
Western Australia ($n = 65$)	124	3450	27.82	53.08	1.91
Australian Capital Territory ($n = 30$)	56	950	16.96	31.67	1.87
South Australia ($n = 29$)	43	1319	30.67	45.48	1.48
Tasmania ($n = 6$)	9	364	40.44	60.67	1.50
Northern Territory ($n = 1$)	1	4	4.00	4.00	1.00

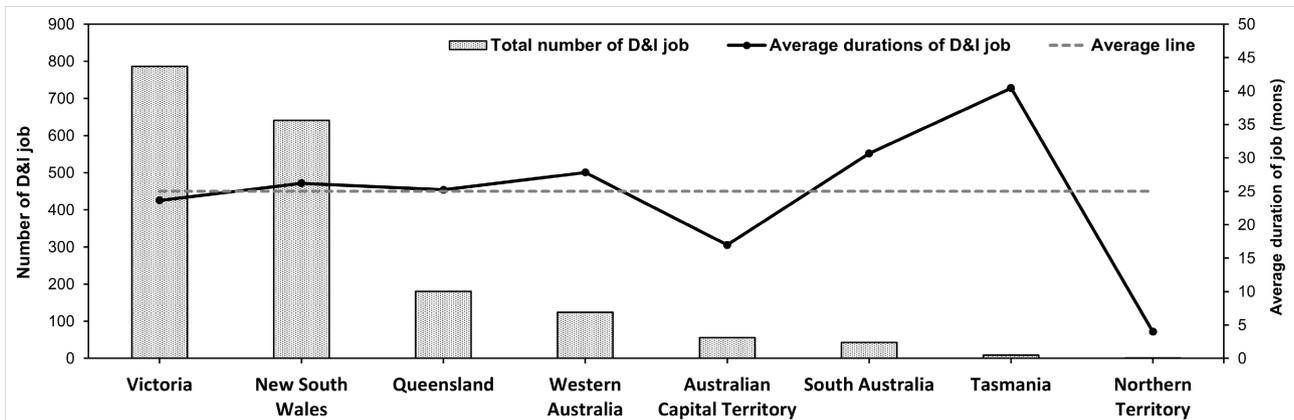


Figure 6. A combo chart to compare tenure in different states. The bar chart shows the total number of D&I practitioners. The solid line demonstrates the average duration of D&I jobs for each state. The dotted line shows the overall average duration of D&I jobs (i.e. 25.01 months).

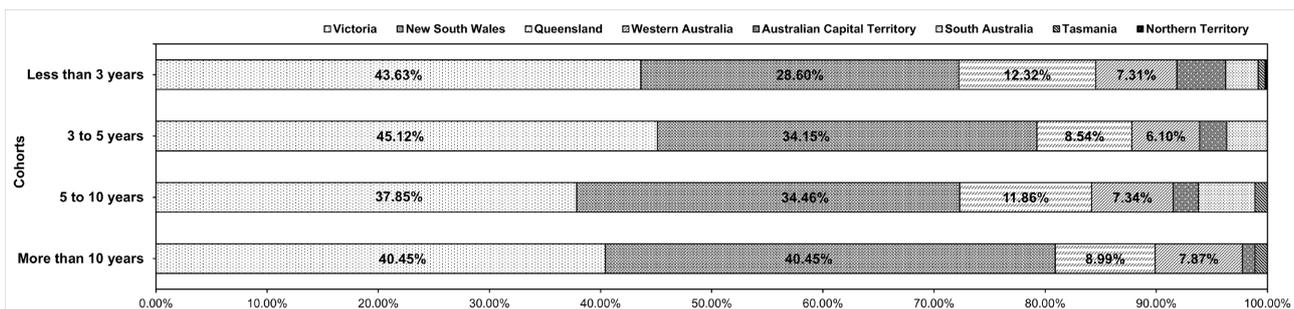


Figure 7. A stacked bar chart to visualise state divide across each cohort.

Table 9. A table to summarise the total number of practitioners from different states across each cohort.

Cohorts	Victoria		New South Wales		Queensland		Western Australia	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
All (n = 909)	386	42.46%	290	31.90%	102	11.22%	65	7.15%
Less than 3 years (n = 479)	209	43.63%	137	28.60%	59	12.32%	35	7.31%
3 to 5 years (n = 164)	74	45.12%	56	34.15%	14	8.54%	10	6.10%
5 to 10 years (n = 177)	67	37.85%	61	34.46%	21	11.86%	13	7.34%
More than 10 years (n = 89)	36	40.45%	36	40.45%	8	8.99%	7	7.87%
Cohorts	Australian Capital Territory		South Australia		Tasmania		Northern Territory	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
All (n = 909)	30	3.30%	29	3.19%	6	0.66%	1	0.11%
Less than 3 years (n = 479)	21	4.38%	14	2.92%	3	0.63%	1	0.21%
3 to 5 years (n = 164)	4	2.44%	6	3.66%	0	0%	0	0%
5 to 10 years (n = 177)	4	2.26%	9	5.08%	2	1.13%	0	0%
More than 10 years (n = 89)	1	1.12%	0	0%	1	1.12%	0	0%

4.7. Tenure: Gender

Women on average work 2.92 months longer than men for one D&I job and 4.69 months longer in the D&I industry than men do throughout the course of their careers. **Table 10** describes the job length of practitioners in genders.

When taking into account the various cohorts, both women and men generally spend less than 3 years in total in the D&I industry throughout their careers. **Table 11** summarises the figure of women and men within the cohorts. The gender disparity is the biggest in the 5-to-10-year cohort, which contains 76.28% more women. In contrast, the smallest gender disparity appears in the cohort of less than 3 years, with women outnumbering men by 60.34%. Nonetheless, there is a female predominance in every cohort, as visualised in **Figure 8**.

Table 10. A table to employment duration of females and males.

	Total number of D&I jobs	Total employment duration of D&I jobs (mons)	Average employment duration per D&I job (mons)	Average D&I career span per person (mons)	Average number of D&I job per person
Females (n = 750)	1512	38599	25.53	51.47	2.02
Males (n = 159)	329	7438	22.61	46.78	2.07

Table 11. A table to summarise the total number of practitioners in females and males in different cohorts.

Cohorts	Female		Male	
	Frequency	Percentage	Frequency	Percentage
All (n = 909)	750	82.51%	159	17.49%
Less than 3 years (n = 479)	384	80.17%	95	19.83%
3 to 5 years (n = 164)	136	82.93%	28	17.07%
5 to 10 years (n = 177)	156	88.14%	21	11.86%
More than 10 years (n = 89)	74	83.15%	15	16.85%

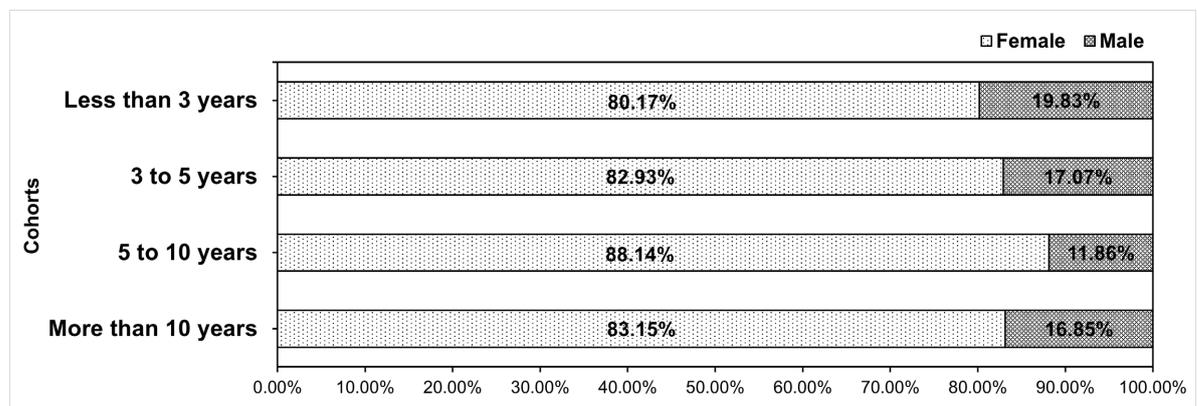


Figure 8. A stacked bar chart to visualise gender divide across each cohort.

4.8. Tenure: Job Title and Position Level

When it comes to job titles, there is not much of a difference in the length of employment. The average employment tenure for dedicated D&I jobs with the keywords “diversity,” “inclusion,” “equity,” and “belonging” range from 1.55 years (18.63 months) to 2.08 years (25.01 months). **Table 12** describes the employment duration of jobs with each keyword.

Entry-level jobs have the shortest average employment duration in comparison to other position levels, in which the jobs at the individual contributor, managerial, and directorial levels vary from 2.05 years (24.58 months) to 2.10 years (25.19 months). **Table 13** describes the employment duration of jobs at each position level.

4.9. Tenure: Industry

The average employment tenure for dedicated D&I jobs across 43 industries ranges 1 month to 6.42 years (77 months), with the practitioners from public relations and communications services staying the longest, and those from wholesale trade staying the shortest. **Table 14** summarises the D&I employment duration of all industries.

Figure 9 depicts a comparison of the total number of D&I jobs and average employment length among 43 industries. Even though public administration contributes the most D&I employment with the highest total employment duration of D&I jobs, the practitioners from public administration, on average, tend to leave their position after 1.78 years (21.3 months), which is shorter than average.

Table 12. A table to summarise employment duration of dedicated D&I jobs with different job title keywords.

	Total employment duration of D&I jobs (mons)	Average employment duration per D&I job (mons)
diversity (n = 1331)	33290	25.01
inclusion (n = 1209)	28207	23.33
equity (n = 201)	4662	23.19
belonging (n = 48)	894	18.63

Table 13. A table to summarise employment duration of dedicated D&I jobs at different position levels.

	Total employment duration of D&I jobs (mons)	Average employment duration per D&I job (mons)
Managerial (n = 827)	20704	25.04
Individual contributor level (n = 856)	21559	25.19
Directorial (n = 152)	3736	24.58
Entry level (n = 6)	38	6.33

Table 14. A table to summarise the employment duration of dedicated D&I jobs in 43 industries.

	Total employment duration of D&I jobs (mons)	Average employment duration per D&I job (mons)
Public Administration (n = 342)	7283	21.30
Education (n = 208)	5985	28.77
Financial Services (n = 152)	4128	27.16
Business Consulting and Services (n = 110)	3022	27.47
Civic and Social Organisations (n = 136)	3004	22.09
Energy, Oil, and Gas (n = 88)	2455	27.90
Hospital, Health Care, and Wellbeing (n = 72)	2094	29.08
Law Practice (n = 56)	1800	32.14
Sports (n = 78)	1797	23.04
IT Services and IT Consulting (n = 60)	1565	26.08
Staffing and Recruiting (n = 49)	1495	30.51
Technology, Information and Internet (n = 53)	1010	19.06
Mining (n = 42)	1002	23.86
Research Services (n = 30)	967	32.23
Transportation and Aviation (n = 62)	956	15.42
Insurance (n = 30)	809	26.97
Retail Trade (n = 37)	805	21.76
Accounting (n = 29)	793	27.34
Leisure, Travel & Tourism (n = 19)	559	29.42
Real Estate (n = 24)	556	23.17
Manufacturing (n = 30)	549	18.30
Postal Services (n = 10)	532	53.20
Professional Training and Coaching (n = 12)	459	38.25
Broadcast Media Production and Distribution (n = 10)	316	31.60
Public Safety (n = 12)	282	23.50
Construction (n = 14)	259	18.50
Civil Engineering (n = 16)	226	14.13
Food and Beverage Services (n = 8)	165	20.63
Design Services (n = 6)	155	25.83
Public Relations and Communications Services (n = 2)	154	77.00
Arts, Entertainment, and Recreation (n = 11)	150	13.64
Advertising Services (n = 4)	147	36.75
International Trade and Development (n = 3)	136	45.33
Public Policy Offices (n = 7)	102	14.57
Events Services (n = 3)	69	23.00
Environmental Services (n = 2)	68	34.00
Media Production (n = 4)	60	15.00
Facilities Services (n = 4)	58	14.50
International Affairs (n = 2)	21	10.50
Copywriting (n = 1)	17	17.00
Business Content (n = 1)	16	16.00
Architecture and Planning (n = 1)	10	10.00
Wholesale Trade (n = 1)	1	1.00

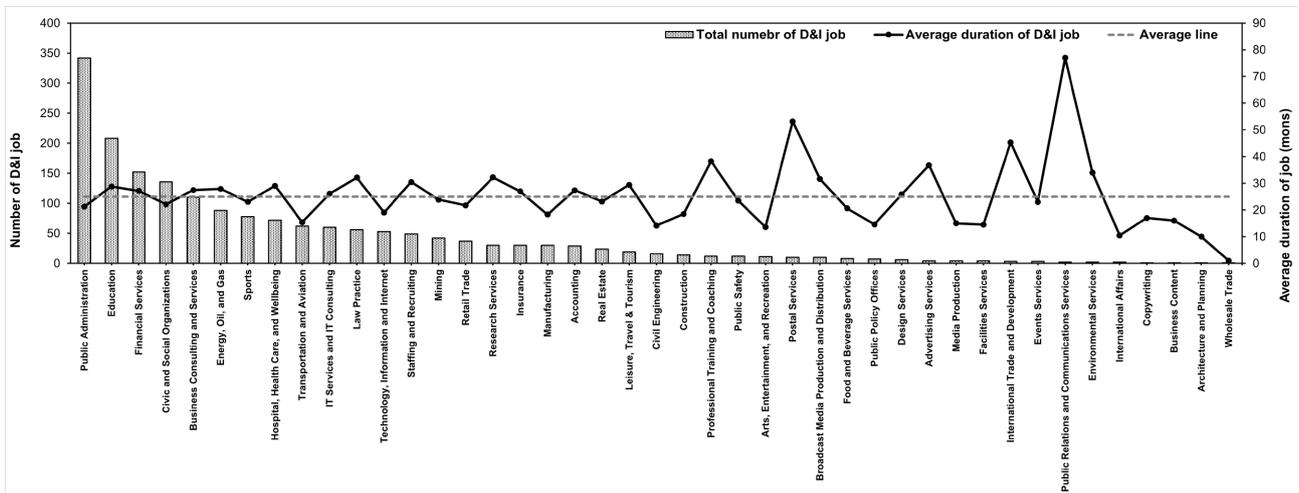


Figure 9. A combo chart to compare tenure in different industries. The bar chart shows the total number of D&I practitioners. The solid line shows the average duration of D&I jobs for each industries. The dotted line show the overall average duration of D&I jobs (i.e. 25.01 months).

4.10. Career Shift

In addition to the D&I job entries, we also looked at the non-D&I positions that each expert held prior to changing their job title to D&I ($n = 1142$), and (/or) the non-D&I jobs that they held after leaving the D&I position ($n = 659$). **Table 15** lists the top 5 job titles that represent career change patterns. It demonstrates the great frequency with which people from human resources enter the D&I sector. Additionally, the practitioners frequently transit to the human resources sector after leaving the D&I fields.

4.11. Part-Time D&I Jobs

The sections above have concentrated on dedicated D&I jobs that contain titles related to D&I. Nonetheless, there is a number of “part-time D&I jobs” that do not carry obvious D&I titles but have relevant job responsibilities as described in the job descriptions. This section will present the patterns of the 650 part-time D&I job entries found.

1) *State distribution*: The state distribution of part-time D&I jobs is similar to that of the dedicated D&I jobs, as **Figure 10** shows. Victoria appears as the biggest job market with greatest number of part-time D&I jobs ($n = 307$; 47.23%), followed by New South Wales ($n = 230$; 35.38%), Queensland ($n = 50$; 7.69%), Western Australia ($n = 32$; 4.92%), South Australia ($n = 15$; 2.31%), Australian Capital Territory ($n = 13$; 2%), and Tasmania ($n = 3$; 0.46%). No job from Northern Territory is found.

2) *Gender distribution*: The gender distribution of part-time D&I jobs is also similar to that of the dedicated D&I jobs. Women occupy 82.62% ($n = 537$) of the jobs whereas men occupy 17.38% ($n = 113$) of the jobs. Women also dominate all position levels, as **Figure 11** shows, resulting gender divide. **Table 16** summarises the gender distribution of the jobs by 4 position levels.

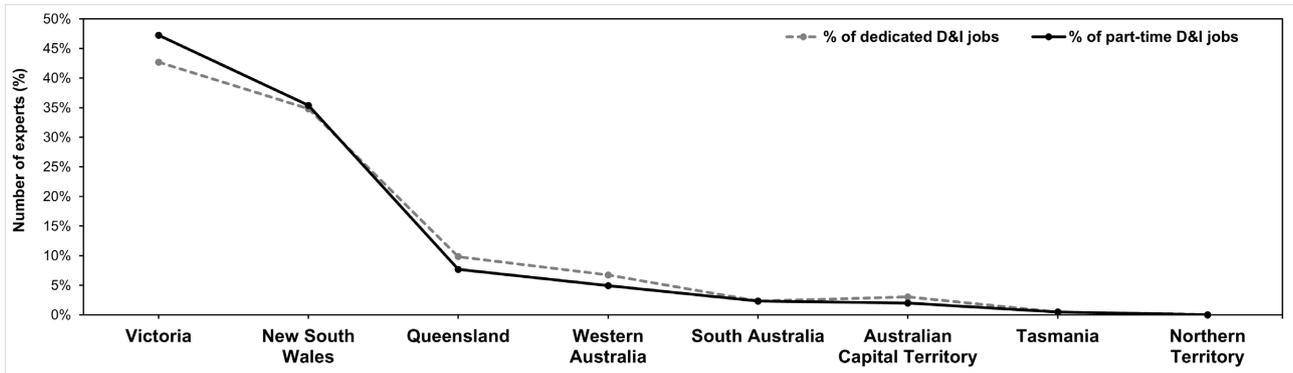


Figure 10. A line chart to compare the number of dedicated and part-time D&I jobs across states.

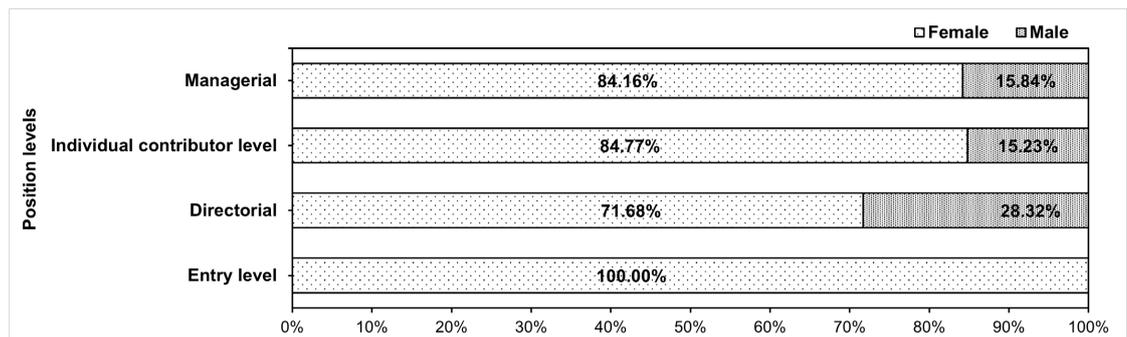


Figure 11. A stacked bar chart to visualise gender divide of part-time D&I jobs across each position level.

Table 15. Tables to show the pattern of career shift of D&I practitioners before they take on D&I position and/or after they leave D&I position. Top: Top 5 last job titles before the practitioners join D&I. Lower: Top 5 first job titles after the practitioners leave D&I.

Top 5 Last job title before joining D&I	Frequency	Percentage
Human resources	320	28.02%
Employee learning and development	52	4.55%
Organisational development	43	3.77%
Project management	39	3.42%
Education	34	2.98%

Top 5 First job title after leaving D&I	Frequency	Percentage
Human resources	148	22.46%
Director	20	3.03%
Consulting	20	3.03%
Employee learning and development	20	3.03%
Organisational development	20	3.03%

3) *Job title and position level*: As for the pattern of job titles, human resources and organisational development appear most often. It illustrates the notion that D&I is seen as part of the role of human resources to manage and develop internal employees’ capabilities in the context of the organisation. Table 17 summa-

rises the top 10 most frequent job titles. Regarding position level, consistent with the pattern of dedicated D&I jobs, the majority of the part-time D&I jobs were held at the individual contributor level (n = 302; 46.46%) and managerial level (n = 221; 34.00%). About 17.38% of the jobs were at the directorial level, and only 2.15% (n = 14) of entry-level jobs were found.

4) *Industry*: The part-time D&I jobs were provided by 38 industries in total, in which civic and social organisations offered most of the jobs (n = 103; 15.85%), followed by public administration (n = 78; 12.00%) and business consulting and services (n = 67; 10.31%). **Figure 12** summarises the total number of jobs across all 38 industries.

5) *Tenure*: Part-time D&I positions were held on average for 2.88 years (34.52 months), which is 9 months longer than the dedicated DI positions (25.01 months). In terms of position level, the average employment duration ranges from 1.40 years (16.86 months) to 2.77 years (33.22 months). **Table 18** describes the employment of the jobs at each position level. Jobs at the directorial level have the longest tenure on average. Interestingly, at all position levels, the average tenure of part-time D&I jobs is longer than that of dedicated D&I jobs. **Figure 13** shows the differences in employment duration between dedicated and part-time D&I jobs.

Table 16. A table to show gender distribution of the 650 part-time D&I jobs by 4 position levels.

Position Level of the Job	Female		Male	
	Frequency	Percentage	Frequency	Percentage
Managerial (n = 221)	186	84.16%	35	15.84%
Individual contributor level (n = 302)	256	84.77	46	15.23%
Directorial (n = 113)	81	71.68%	32	28.32%
Entry level (n = 14)	14	100%	0	0%

Table 17. A table to show the top 10 D&I part-time job titles that appear most often.

Top 10 Job Title	Frequency	Percentage
human resources	29	4.46%
organisational development	27	4.15%
hr	24	3.69%
people and culture	16	2.46%
founder	12	1.85%
director	10	1.54%
co-founder	9	1.38%
consultant	8	1.23%
managing director	8	1.23%
people	7	1.08%
talent	7	1.08%

Table 18. A table to summarise employment duration of part-time D&I jobs at different position levels.

	Total employment duration of D&I jobs (mons)	Average employment duration per D&I job (mons)
Managerial (n = 221)	7341	33.22
Individual contributor level (n = 302)	9252	30.64
Directorial (n = 113)	5609	49.64
Entry level (n = 14)	236	16.86

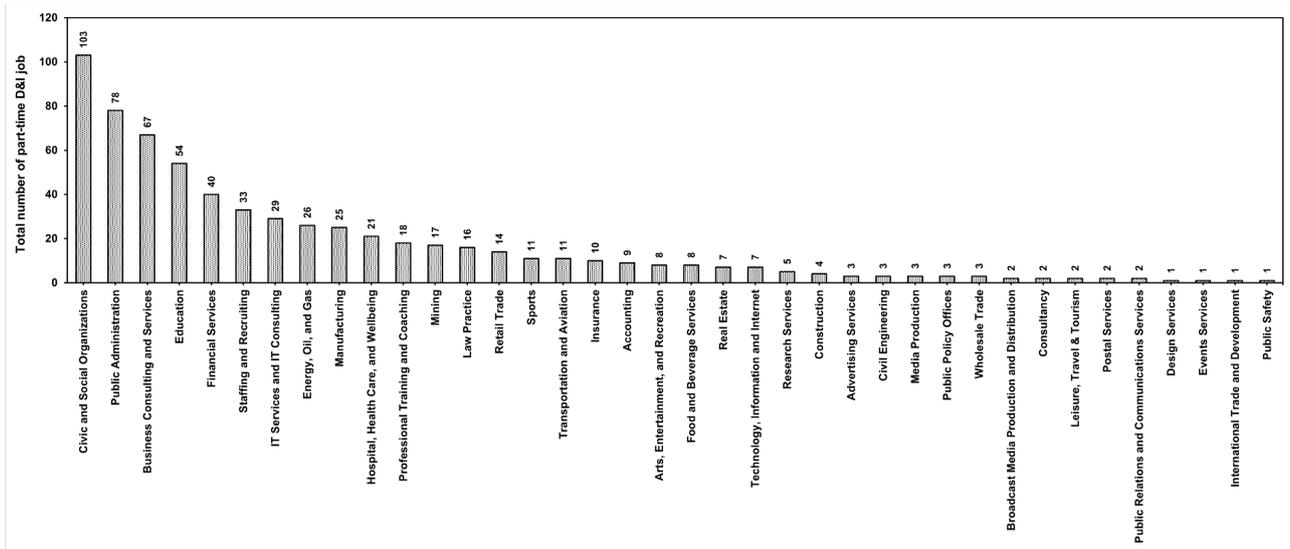


Figure 12. A bar chart to show the total number of part-time D&I jobs of 38 industries.

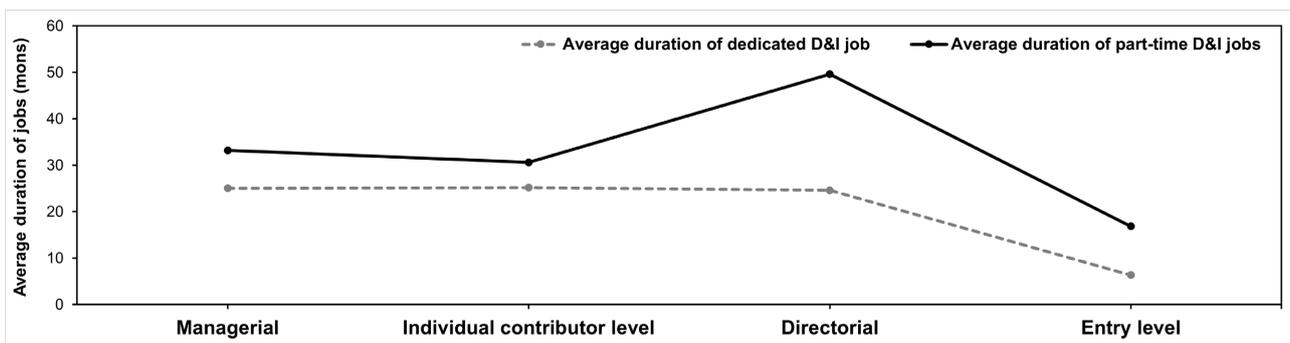


Figure 13. A line chart to compare the average duration of dedicated D&I jobs and part-time D&I jobs.

5. Conclusion

Drawing from the insights obtained through the analysis of 1000 Australian D&I officers' LinkedIn profiles, this study illuminates the intricate dynamics of the field. These include the transient nature of D&I roles with an average tenure of around 2 years per position, the concentration of practitioners in Victoria and New South Wales, the prominence of managerial and individual contributor positions, and the intertwining of the field with human resources. Females domi-

nate D&I roles and career transitions between D&I and human resources are evident. By leveraging LinkedIn, this study enriches our understanding of the industry, contributing essential insights into their roles and organisational impact.

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Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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Appendix

Appendix A. Responsibilities for DEI Positions

The table below listed out 10 DEI job types and associated duties and responsibilities. The listed jobs have been searched from two major platforms—Indeed and Glassdoor—listing thousands of DEI job ads, as well as a number of journal articles (Grubbs, 2020) and news articles (Gilchrist, 2020; Miller, 2021).

Type of DEI Job	Duties/Responsibilities
Chief Diversity officer (CDO)	<ul style="list-style-type: none"> •Reports directly to the CEO. •Head of the Department, i.e., leads the directors, managers, and other diversity units and oversees other departments •Member of the Executive Leadership Team. •Lead other department leadership councils to build a web of an inclusive culture. •Work with other seniors/executives to drive strategic company/organisational goals. •Establish a state-wide equity and inclusion framework. •Manager of the department budget. •Advice president and executives on key DEI Practices, i.e., inclusivity and fairness in recruitment, hiring, and other workplace programs. •Design company policies that reinforce Diversity in the workplace. •Address all types of harassment and protect minority women groups. •Plan and guide affirmative action matters of equity and Diversity. •Implements equality programs and exercise monitoring. •Serve as a resource on matters related to discrimination, harassment, or any violation of the DEI guidelines. •Advocate for fair and equitable treatment of employees within an organisation. •Hiring, evaluating, training, and recommending dismissal of staff as needed.
Chief Diversity, Inclusion & Belonging Officer	<ul style="list-style-type: none"> •Drive the development and implementation of the organisation's diversity, inclusion, and belonging initiatives and strategies. •Lead the design, development, and delivery of educational programs and initiatives to ensure a diverse, inclusive and equitable workplace. •Monitor, track, and report on progress toward organisational goals and objectives related to diversity, inclusion, and belonging. •Develop and manage relationships with external organisations, professional groups, and consultants to facilitate networking, resource sharing, and collaboration. •Oversee the recruitment, hiring, retention, and advancement of diverse talents. •Create and oversee programs to promote cultural competency and understanding. •Partner with Human Resources to ensure equitable policies and practices. •Act as a trusted advisor and consultant to leadership and other stakeholders on diversity, inclusion, and belonging matters. •Monitor industry best practices and research emerging diversity, inclusion, and belonging trends. •Collaborate with other departments to ensure a cohesive and comprehensive approach to diversity, inclusion, and belonging.

Continued

<p>Director of Culture</p>	<ul style="list-style-type: none"> •Establish and promote a shared vision and mission for the organisation’s cultural initiatives. •Establish and maintain relationships with internal and external stakeholders to ensure the success of cultural initiatives. •Develop and implement policies, procedures, and programs to promote diversity, equity, and inclusion in the organisation. •Lead the development and execution of initiatives to enhance the organisation’s cultural awareness and appreciation. •Monitor and assess the effectiveness of cultural initiatives and make recommendations for improvement. •Develop and manage budgets for cultural programs and projects. •Develop and deliver training and educational materials to promote cultural awareness and understanding. •Represent the organisation at cultural events and conferences. •Collaborate with other departments to ensure a comprehensive and integrated approach to cultural initiatives. •Track and report on the progress of cultural initiatives.
<p>Vice president of Diversity and belonging</p>	<ul style="list-style-type: none"> •Report to the CEO or the DEI. •Promote pay equality. •Develop strategic training programs. •Acknowledge Holidays for all cultures. •Promote participation of employees in resource groups. •Develop strategy and lead the establishment of a welcoming, supportive, and just environment. •Work across the organisation’s administrative units to advance key priorities of inclusion, justice, and fair treatment. •Work closely with board members, top executives, the CEO, and community partners. •Implement organisational development opportunities for a workforce focused on learning, growing, and transforming.
<p>Diversity and (/or) Inclusion manager</p>	<ul style="list-style-type: none"> •Oversee on department diversity efforts and initiatives. •Play a lead role in the evaluation of company culture and current practices. •Advise managers and staff on strategies and best practices for inclusivity and a friendly workplace. •Develop and create training programs to educate teams and illustrate ways to achieve Diversity and equity. •Investigate concerns or reports related to discrimination or harassment. •Engage with work groups to develop, communicate and implement work group activities. •Measure, track and analyze DEI performance and communicate outcome(s). •Build or maintain systems to track, measure, and report diversity initiative. •Work closely with the DE&I team to ensure consistency across operations. •Strategic insights with operational expertise in designing, implementing, and improving DEI&B programs that support all employees. •Maintain a strong awareness of diversity issues and trends. •Educate internal partners on Diversity and equity and includes areas of focus. •Oversee, manage, and champion the annual diversity budget and external partnerships. •Participate in continued diversity training to stay abreast of best practices. •Reports directly to the Chief Human Resources Officer.

Continued

D&I Lead	<ul style="list-style-type: none"> •Develop and implement a comprehensive diversity and inclusion strategy for the organisation. •Lead the creation of a D&I policy and ensure the policy is adhered to. •Monitor the organisation’s compliance with equal opportunity laws, regulations, and guidelines. •Develop and monitor initiatives designed to increase diversity in the workplace. •Work with HR and other departments to ensure that recruitment and selection processes are non-discriminatory. •Establish and nurture relationships with external partners and organisations that promote diversity and inclusion. •Collaborate with other departments to create initiatives that promote diversity and inclusion in the workplace. •Create and deliver training programs to help foster a culture of inclusion. •Monitor diversity and inclusion metrics and progress reports. •Stay updated with current best practices and industry trends in diversity and inclusion.
Employment Equity Manager	<ul style="list-style-type: none"> •Ensure that employees receive equal opportunities and are treated fairly by the employer. •Protect staff/employees from unfair treatment and any form of discrimination. •Fight against women’s discrimination in the workplace and gendered roles. •Report the progress of employment equity to the CEO. •Implement the provisions of the Employment Equity Act (EEA) within the workplace/organisation. •Ensure fair and unbiased transformation. •Promote equitable representation of employees from designated groups through affirmative action/measures. •Work with other groups designated under the EEA, e.g., women, people with disabilities, black people, whites, etc. •Advocate for equality in the recruitment/hiring process.
Inclusion Specialist	<ul style="list-style-type: none"> •Provide academic and behavioral support to students with special needs. •Develop and implement individualized education plans (IEPs). •Collaborate with teachers, administrators, parents, and other professionals to create a positive learning environment for students with special needs. •Monitor student progress and adjust IEP goals and objectives as needed. •Facilitate assessments and evaluations to identify students’ strengths and weaknesses. •Use adaptive technology and other instructional strategies to support learning. •Advocate for students with special needs. •Collaborate with school personnel to develop and implement behavior intervention plans. •Participate in meetings with parents, teachers, and other stakeholders to discuss student progress and challenges. •Train teachers and other school personnel in special education best practices.

Continued

	<ul style="list-style-type: none"> •Regular monitoring and data tracking. •Collaborate with the Head of DEI to implement and manage employee networks and champion. •Propose potential DEI initiatives or tools to benefit the organisation and its members. •Design company policies that reinforce Diversity in the workplace address all kinds of harassment and protect minority groups and women. •Train hiring staff on how to select, manage, evaluate and retain diverse employees. •Revise and update all communication on our website, social media pages, Diversity and job descriptions, and internal documents to ensure we use non-discriminatory language.
Diversity and Inclusion Analyst	<ul style="list-style-type: none"> •Review our selection criteria to verify they're objective and strictly job-related. •Recommend benefits packages that cater to all employees. •Measure and forecast diversity metrics. •Act as a consultant to underrepresented groups and make sure all voices are heard. •Organize training to boost employees' communication abilities and team spirit. •Represent our company at various career events (like job fairs). •Ensure compliance with state or country regulations on Diversity and Equity.
DEI Program Coordinator	<ul style="list-style-type: none"> •Identify areas for improvement and standardization across all DEI related systems and processes. •Ensure DEI programs are executed with excellence through detail-oriented coordination and communication. •Assist DEI Program Manager with managing the DEI communications and activities calendar. •Schedule and attend DEI meetings, record and communicate minutes.

Appendix B. DEI in Organisational Charts

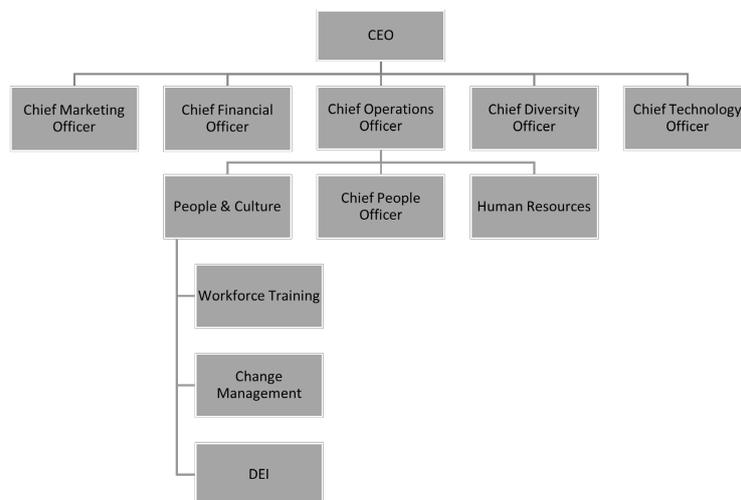


Figure A1. Hierarchical organisational chart at four levels created by Michael Walmsley from observation. DEI is generally recognised as part of Human Resources or Operation function within enterprises.

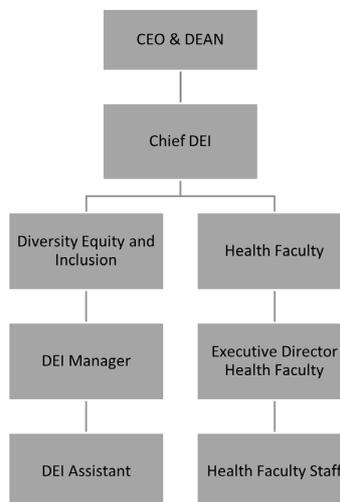


Figure A2. Hierarchical organisational chart at five levels researched from company websites.

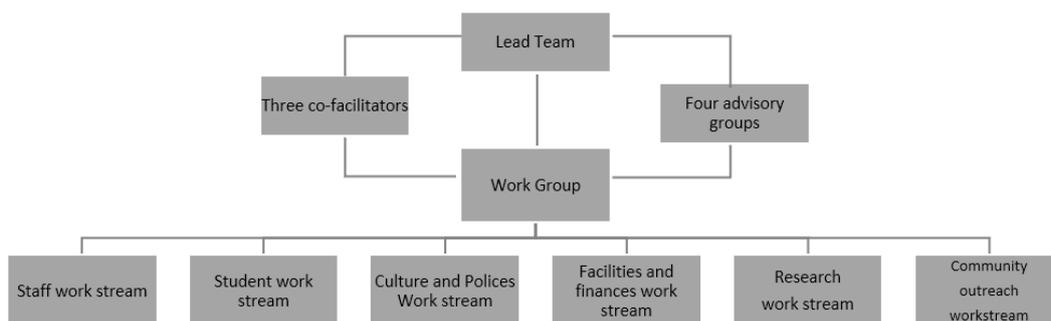


Figure A3. Network organisational chart researched from company websites.

Appendix C. Questionnaire Results

The following **Table A1** provides the results of the questionnaire regarding the reason for leaving the D&I industry. A total of 22 responses have been received, from which one participant did not indicate the reason for leaving. The participants can choose more than one reason.

Table A1. Result of the questionnaire regarding the reason for leaving the industry.

Reason for leaving	Percentage (over 22 participants)	Number of participant
Experienced burnout	45%	10
Lack of tools to do my job	45%	10
Seeking a more financially secure job	32%	7
Lack of career growth	27%	6
Feeling conflicted with work policies	9%	2
Other	9%	2
Unsatisfied with the work environment	5%	1
Lack of flexible work options	5%	1