

Aversion to Publicly Sharing Quantified Diversity Goals in Organizational Communications

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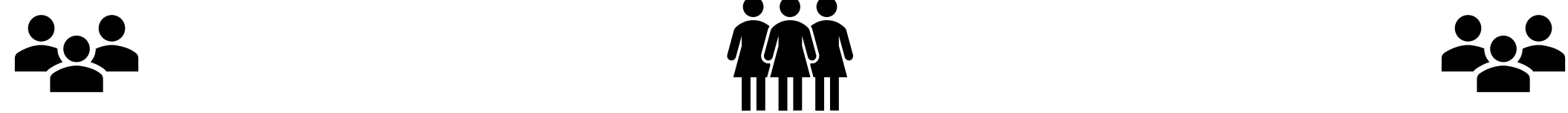
SUMMARY

To increase diversity, organizations might consider setting specific, quantified goals for the representation of historically marginalized groups and communicating those goals with prospective applicants. Public goal-setting might have two benefits: internally, it may motivate employees' pro-diversity efforts, and externally, it may increase application rates among job-seekers from historically underrepresented groups.

However, just 16% of Fortune 100 organizations communicate quantified diversity goals on their websites.

We strive to create an environment that brings diversity to life.

... That's why we've committed to increase female representation by 30%.



RESEARCH QUESTION

If *setting* quantified diversity goals is effective at increasing diversity, why are decision-makers reluctant to **communicate** quantified diversity goals?

STUDY DESIGN

Stage 1: Do you think QuantumCorp should implement a hiring goal for **gender** / **racial** diversity?

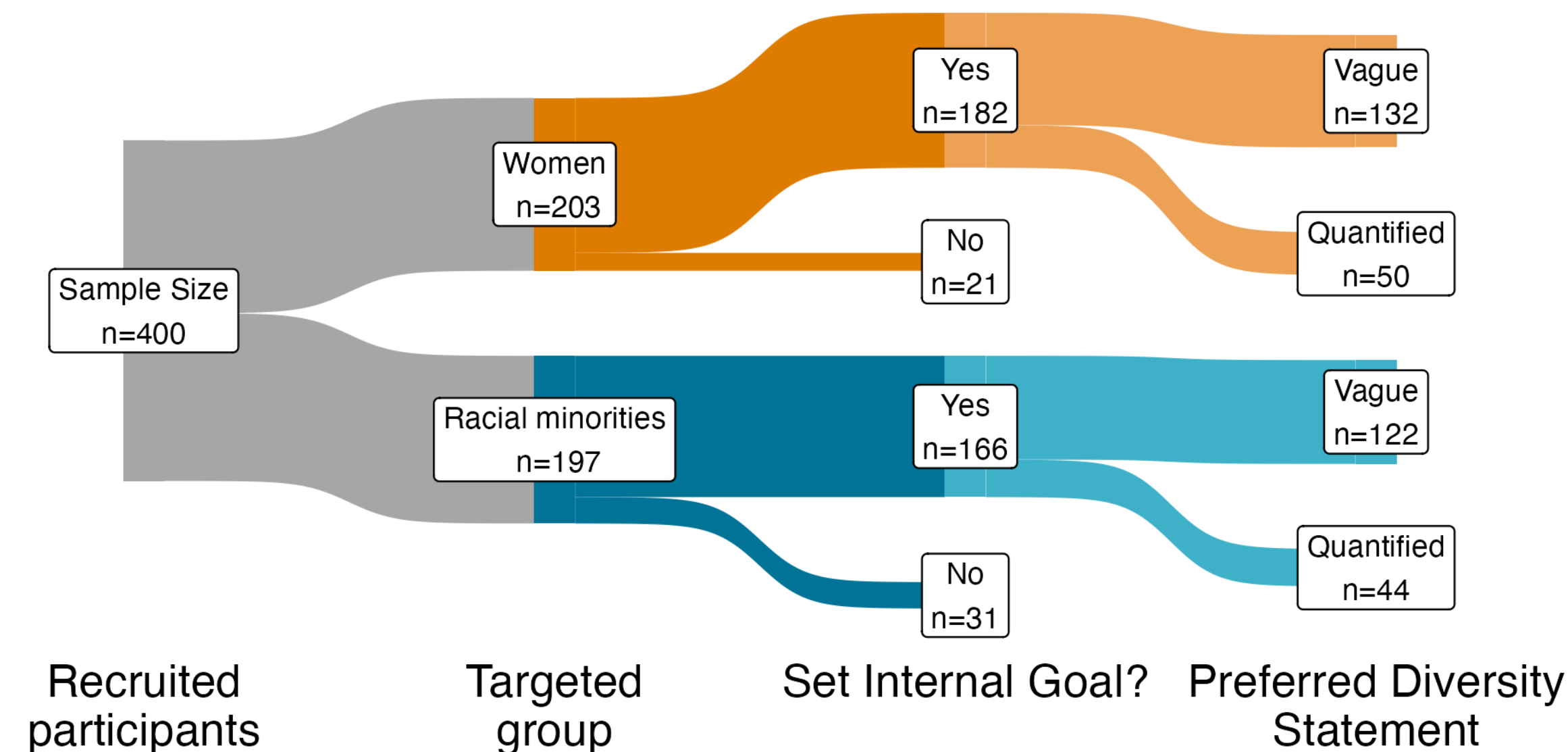
STOP if against implementing a diversity hiring goal

Stage 2: Set preferred hiring target for **women** / **racial minorities**

Stage 3: How would you prefer to communicate QuantumCorp's commitment to diversity in job advertisements?

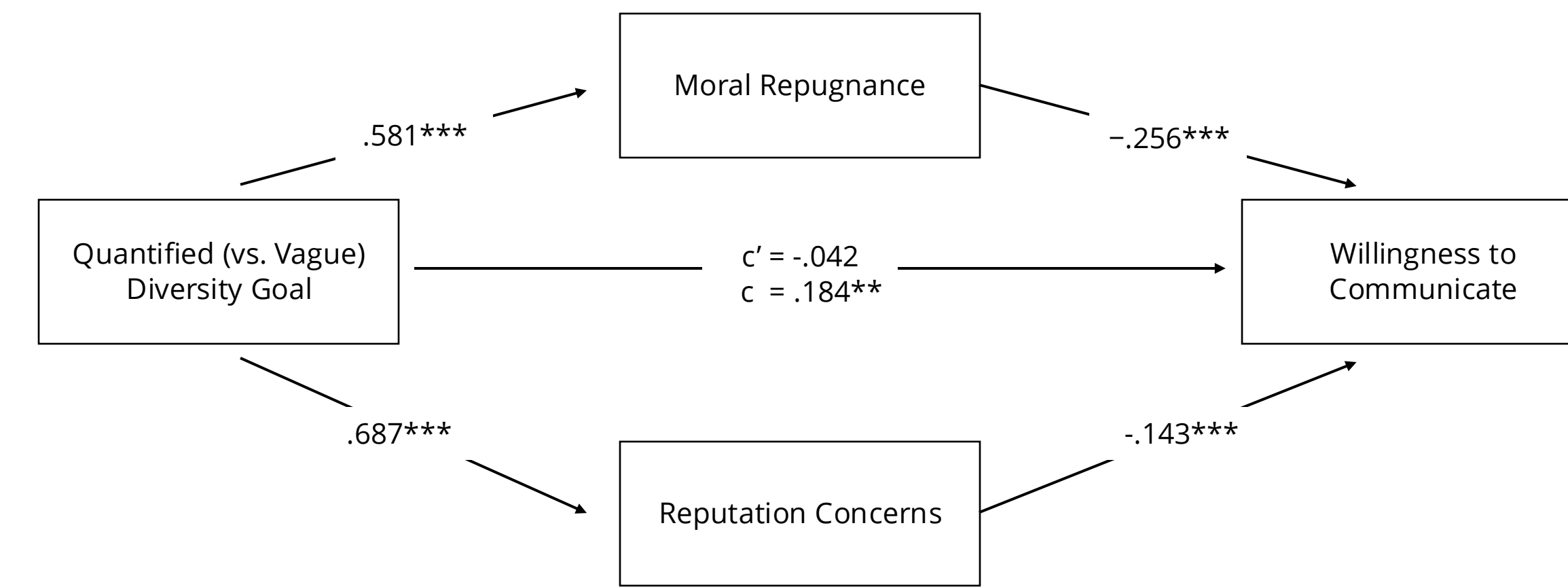
- Vague:** "QuantumCorp is proud to be a place where different points of view and backgrounds can thrive. We are committed to employing a **gender** / **racially** diverse workforce."
- Quantified:** "... That's why we aim to hire ___% **women** / **racial minorities** in the coming year."

STUDY 1A (Downtown Chicago Lab)



*Study 1B replicates this pattern with a Prolific sample

STUDY 3 (Prolific)



Willingness to Communicate: "I would support posting the job ad with this commitment to diversity."

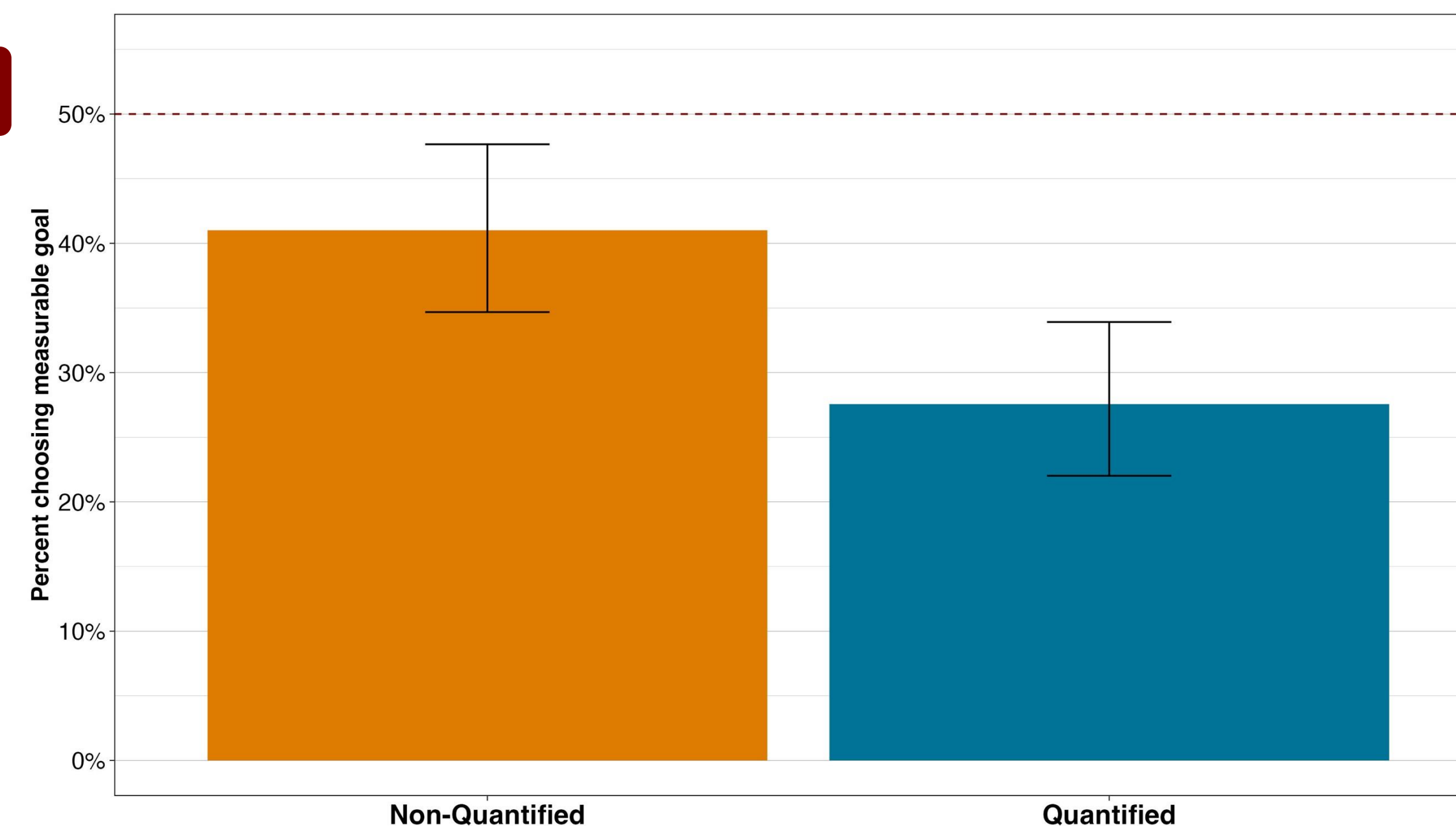
Moral Repugnance (4 items): e.g., "Communicating this kind of commitment to diversity is unfair."

Reputation Concerns (4 items): e.g., "I am worried that the job ad's commitment to diversity could lead to backlash."

*Non-significant mediators removed for simplicity

STUDY 2 (Prolific)

- Non-Quantified:** "... That's why we aim to hire **more racial minorities** in the coming year."
- Quantified:** "... That's why we aim to hire ___% **racial minorities** in the coming year."



ROBUSTNESS & META-ANALYSIS

In follow-up studies, we've found that this aversion to communicate quantified diversity goals is:

- Not due to legal concerns (Supp Study 1)
- Specific to diversity and not other CSR domains (Supp Study 2a)
- Not due to a general aversion to counting people (Supp Study 2b)

