



# DE&I for Early Talent: Actionable Solutions for Progress

LDP Summit 2023 | May 11, 2023



The Association of  
Accountants and  
Financial Professionals  
in Business

# A Global DE&I Resource



WORLD  
ECONOMIC  
FORUM

# Today's Presenters



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# Overview

Why Focus on DE&I?

Catalysts for DE&I Action

Actionable DE&I Solutions



# Why Focus on DE&I?

# “Diversity,” “Equity,” and “Inclusion”

## DIVERSITY

Any dimension that can be used to differentiate groups and people from one another. These dimensions, such as age, ethnicity, and gender, can be visible or tangible, or they may be invisible or intangible, such as thoughts, perspective, experiences, belief systems, faith, culture, and sexual orientation.

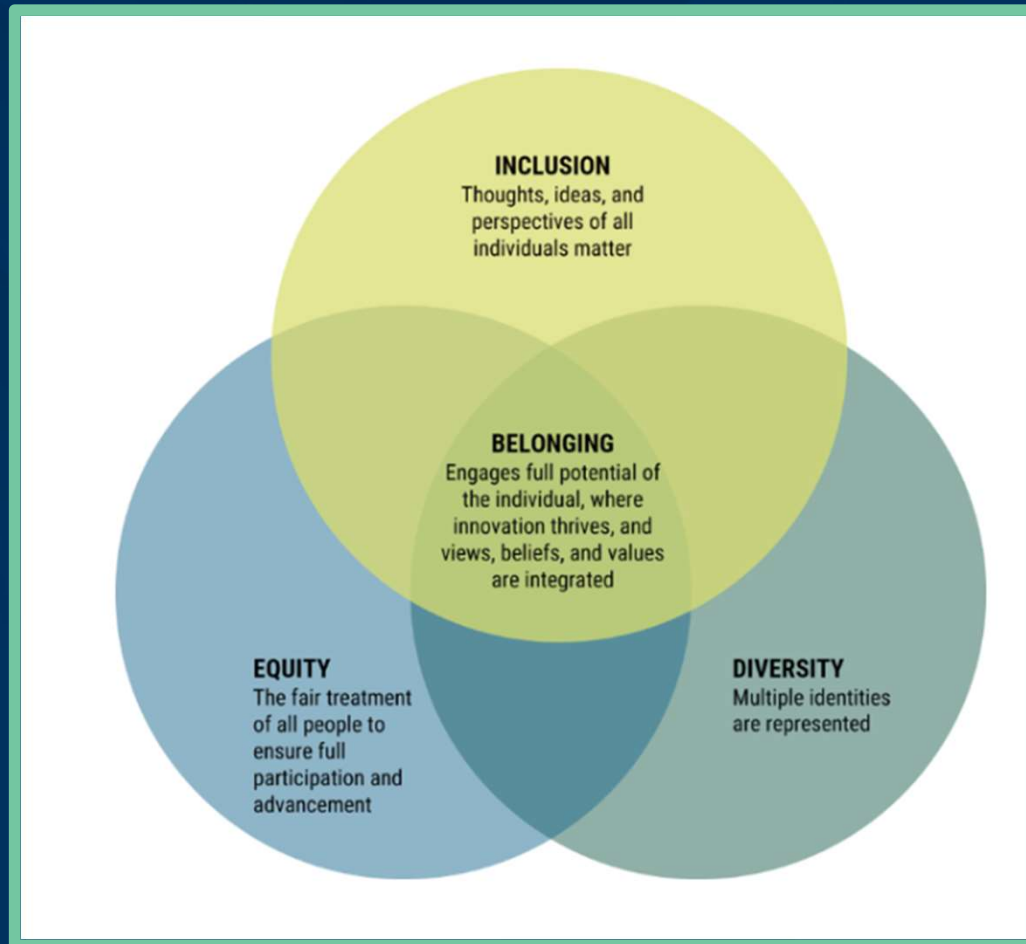
## EQUITY

The promotion of justice, impartiality, and fairness within the procedures, processes, and distribution of resources.

## INCLUSION

A state of being valued, respected, and supported.

# How does **Belonging** fit in?

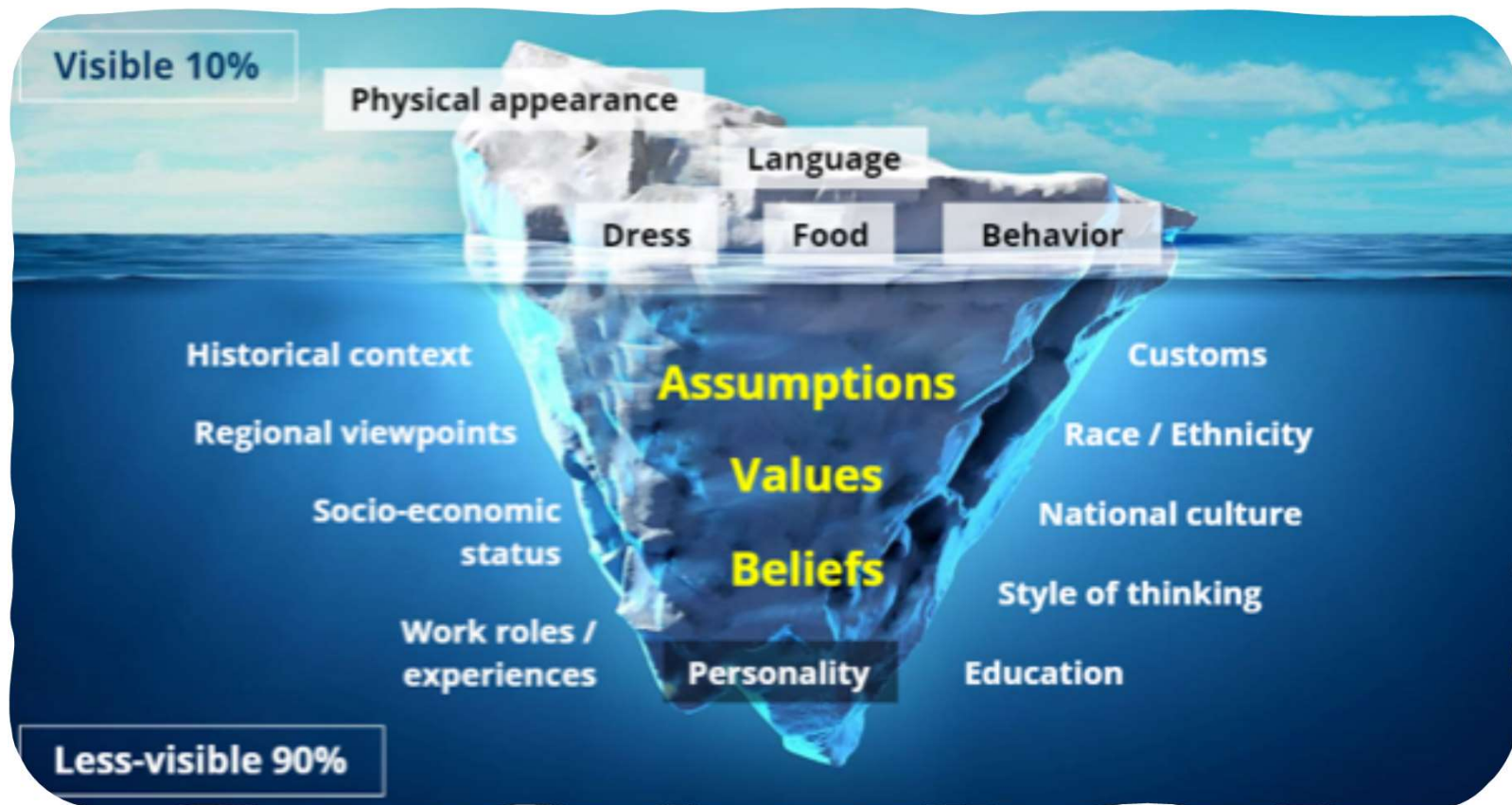


# The Diversity Wheel



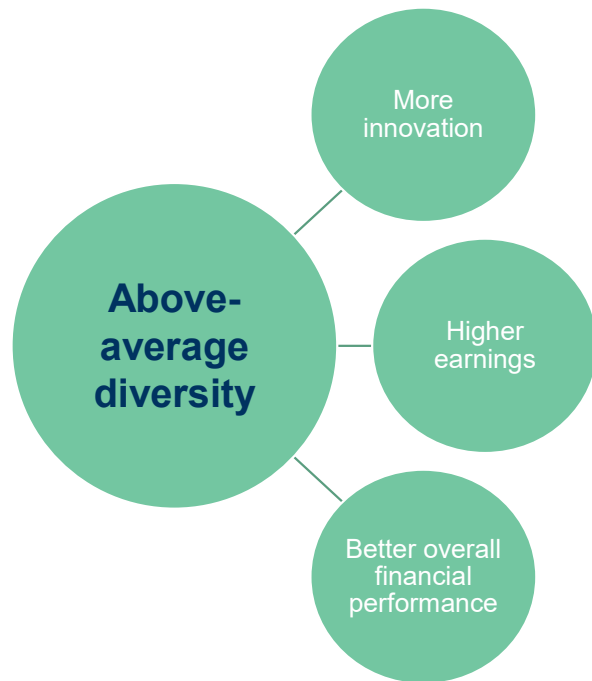


# Objective and Subjective Culture



# Diversity and Performance

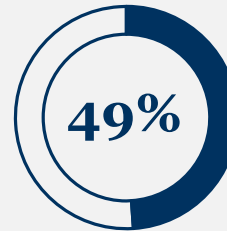
Research shows greater diversity leads to more innovation and stronger value delivery.



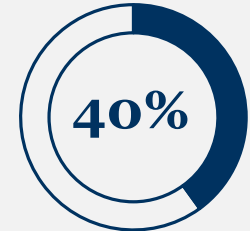
# Talent Pipeline Impact:

Diverse talent leaves employers and the profession altogether due to a lack of DE&I.

On average, diverse groups reported:



I left a company because of a lack of equitable treatment.



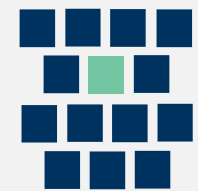
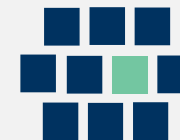
I left a company because of a lack of inclusion.

A lack of DE&I contributes to diverse talent *leaving the profession*.



LGBTQIA  
1 in 5

Nonwhite,  
Hispanic, &  
Latino  
1 in 10

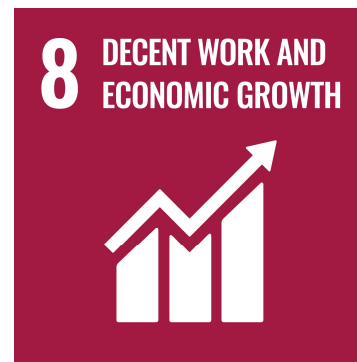


Females  
1 in 14

# United Nations Sustainable Development Goals



DE&I-related SDGs



# Polling Question 1



**Before this session, were you familiar with the UN Sustainable Development Goals?**

- YES**
- NO**

# IMA DE&I Research

# Diversifying Global Accounting Talent: Research Series Overview

Research findings informed by:



Dozens of research  
partners



8,500+ survey  
respondents



100+ interviews

Amplifying the voices of practitioners across the globe:



North  
America:  
U.S.



Asia-Pacific



Europe & the  
Mediterranean  
Middle East &  
North Africa

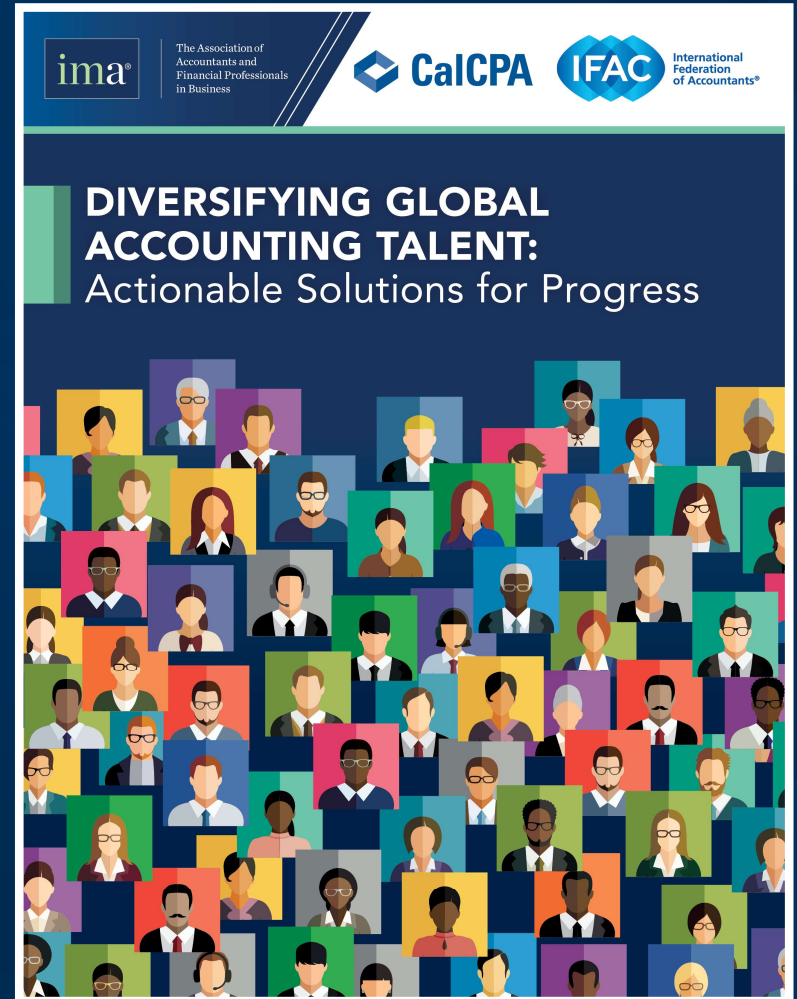
# Report Contents

## **PART I: Catalyst for DE&I Action**

- Current State of DE&I in Accountancy
- Protecting the Public Interest
- Demand for Sustainable Business Information around DE&I

## **PART II: Actionable DE&I Solutions**

- Inhibitors of Progress
- Inventory of Actionable Practices
- Ethical Commitment





**Part I:**

*Catalysts* for DE&I Action

# Catalysts for DE&I Action

Current State of DE&I

Protecting the Public Interest

Demands for Sustainable Business Information around DE&I

- **The Diversity Gap:**

Greater diversity across the broader profession than in leadership positions.

- **Perceptions of Equity & Inclusion:**

Fewer than 60% of respondents view the profession as equitable and inclusive.

- **Why isn't diverse talent advancing?**

Diverse talent reports they aren't advancing because of inequity and exclusion.

## Current State of DE&I in Accounting & Finance

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## Polling Question 2



The IMA research shows that less than 60% of respondents find the *accounting profession* to be equitable and inclusive. Think about the functional area that you support. Do you feel that it's equitable and inclusive?

- YES
- NO
- NOT SURE

# Current State of DE&I: The Diversity Gap

The low presence of diverse talent among *leadership ranks* in comparison to the demographic diversity across *the profession*.

Also, the low presence of diverse talent *within the profession* in comparison to the *local population*.

# Current State of DE&I: The Diversity Gap (U.S.)

For every 10 of the accounting profession's most senior leaders, *9 are white*, *8 are male*, and *few openly identify as LGBTQIA* (lesbian, gay, bisexual, transgender, queer, intersex, and asexual).



Sources: U.S. Bureau of Labor Statistics - Current Population Survey, Crist | Kolder Volatility Report 2019, and AICPA, 2019 Trends in the supply of accounting graduates and the demand for public accounting recruits



## Diverse talent says they aren't advancing because of **inequity** and **exclusion**.

40% or more of **women** from each region cite women...

...are the object of unfair prejudice or bias from leadership,

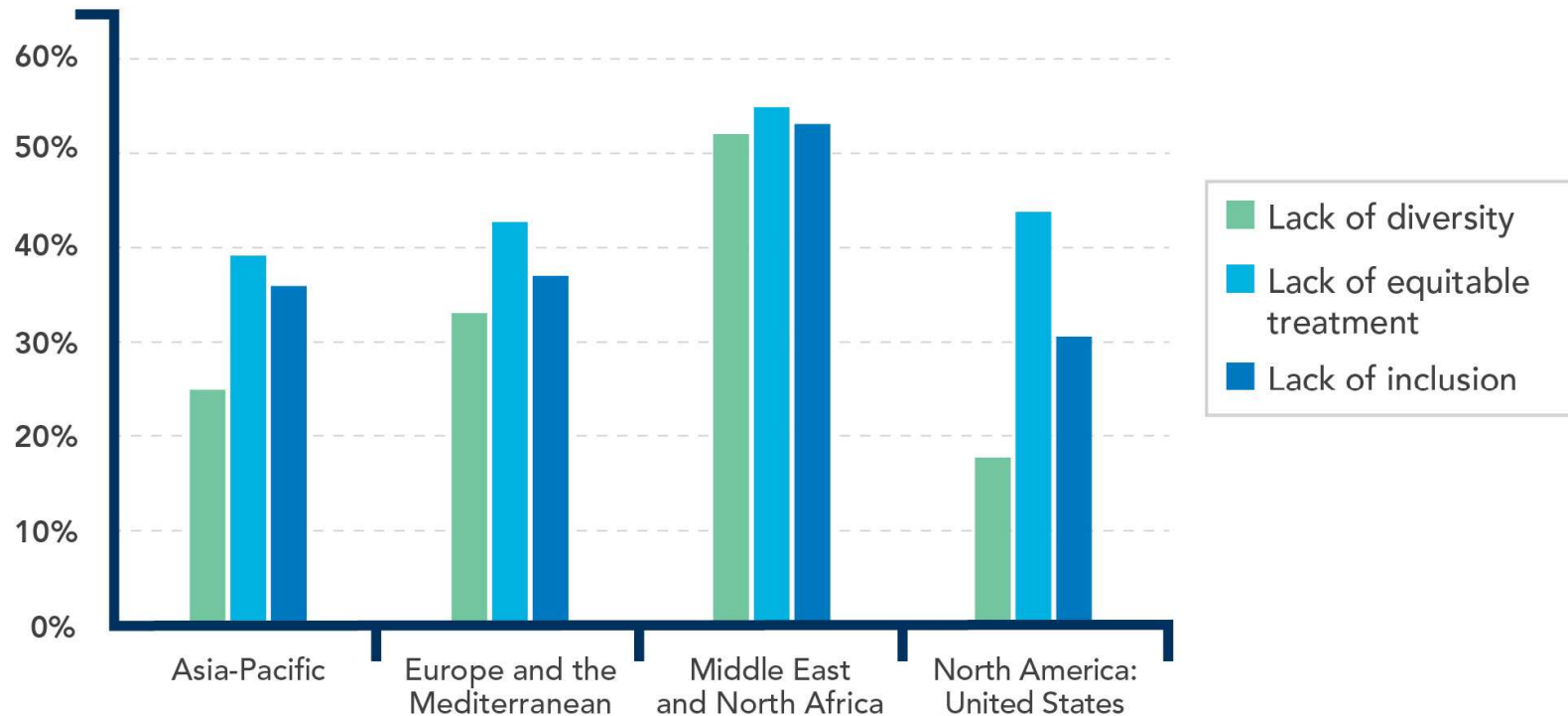
have inequitable access to sponsors and mentors, and

inconsistently receive fair treatment during recruitment.

40%

## FEMALE RESPONDENTS:

“I LEFT A COMPANY WHILE WORKING IN THE ACCOUNTING PROFESSION BECAUSE OF A LACK OF DIVERSITY, EQUITABLE TREATMENT, OR INCLUSION.”





**FEMALE RESPONDENTS:**  
“I EXPERIENCED BEHAVIORS THAT I PERCEIVED TO BE ROOTED IN BIAS AGAINST PEOPLE LIKE ME AND THAT CONTRIBUTED TO MY **LEAVING THE PROFESSION.**”

Asia-Pacific	Europe and the Mediterranean	Middle East and North Africa	North America: United States	All Regions
17%	13%	25%	7%	12%



There is increasing demand for sustainable business information around **DE&I**.

**Part II:**  
**Actionable DE&I**  
*Solutions*

# Inhibitors of DE&I Progress



# Polling Question 3



Which of these inhibitors do you see as the biggest challenges within your organization?

- Diversity is not a true priority
- Bias affects decisions and behavior
- Lack of role models, mentors, and sponsors
- DE&I viewed as a short-term plan, not a cultural shift
- Some believe that no action is needed
- All of the above

# Solutions: Strategic Objectives

Attract diverse  
talent

Retain and  
promote diverse  
talent



# Strategic Objective: Attract Diverse Talent

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## Long-term outcomes

- Heightened awareness of the profession as a viable & desirable career path for all
- Improved access & preparation for diverse persons to the accounting profession
- Persons of all backgrounds feel welcome to the profession
- Fair and equitable hiring practices & recruitment processes
- Increased number of diverse accounting faculty



**OUTCOMES**

## STRATEGIC OBJECTIVE: ATTRACT DIVERSE TALENT

**Long-term outcome: Heightened awareness of the profession as a viable and desirable career path for all**

### Actionable Practice

Implement communication, marketing, and awareness campaigns highlighting the benefits and intellectual rewards of accounting that target persons of underrepresented groups. Identify the key motivations and strongest influencers of target groups in career path selection and tailor messages accordingly.

(Ross, Clarke, Wells, 2014; CAQ; CPA-EFI; ICPAS; JICPA)

### Indicators and Metrics

1. Do you have communication or awareness campaigns that promote the development of a skilled workforce? (Proposed | 4.4)
2. Do you have communication or awareness campaigns that increase access for girls and youth from vulnerable, marginalized, or underrepresented groups to the accounting profession? (Proposed | 4.4, 4.5)

**Relevant U.N. SDGs:** 4 10

**Relevant U.N. SDG Targets:** 4.3, 4.4, 4.5, 10.2, 10.3

**Long-term outcome: Fair and equitable hiring and recruitment processes**

Anonymize (or hire a consultant to anonymize) résumés (by scraping names and other details that can prompt discrimination from résumés) prior to having them reviewed during the recruitment process to minimize the effects of bias.

(Blendoor)

Do you leverage techniques to anonymize résumés prior to review in the recruitment process to minimize the effects of bias? (Proposed | 5.1, 10.3)

**Relevant U.N. SDGs:** 5 8 10

**Relevant U.N. SDG Targets:** 5.1, 8.5, 8.6, 10.3

# ACTIONS



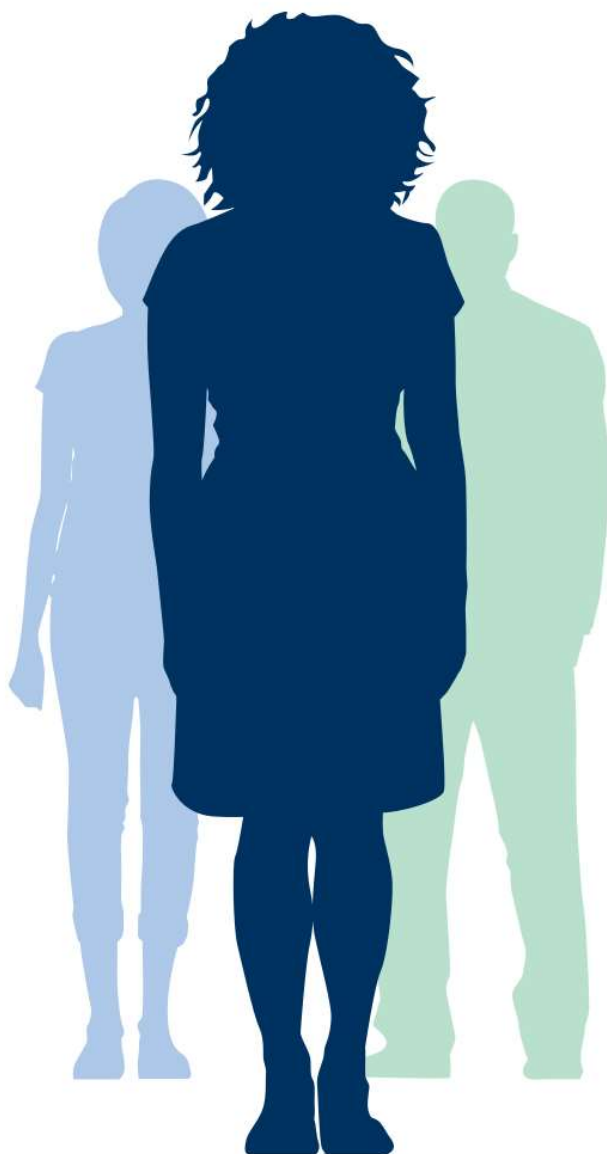
# Polling Question 4



Do you anonymize resumés for the review process at your company?

- YES
- NO
- IN SOME CASES
- I'M NOT SURE

# OUTCOMES



## Strategic Objective: Retain and Promote Diverse Talent

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### Long-term outcomes

- Fair & equitable talent management processes
- Robust bias detection & mitigation processes
- Accountability through transparent reporting & communication
- Culture of belonging
- DE&I treated as an ongoing strategic priority

# ACTIONS

## STRATEGIC OBJECTIVE: RETAIN AND PROMOTE DIVERSE TALENT

Long-term outcome: Culture of belonging		
Actionable Practice (Source)	Indicators and Metrics (Source   Specific U.N. SDG Targets)	Supplemental Guidance
<p>Employ "perspective-taking" training exercises (the process of mentally walking in someone else's shoes) for underrepresented demographic groups. Consider having participants write "a few sentences imagining the distinct challenges a marginalized minority might face.... [This] can improve pro-diversity attitudes and behavioral intentions toward these groups."</p> <p>(Lindsey, King, Membere, et al., 2017; COCPA)</p>	<p>Percentage of employees receiving cultural competency training? (Proposed   5.1, 10.2)</p> <p><b>Relevant U.N. SDGs:</b> 5 10 16</p> <p><b>Relevant U.N. SDG Targets:</b> 5.1, 10.2, 16.7</p>	
Actionable Practice (Source)	Indicators and Metrics (Source   Specific U.N. SDG Targets)	Supplemental Guidance
<p>Regularly conduct a survey through anonymous data collection to assess the climate and culture of the organization as it relates to DE&amp;I (inquiring of perceptions of inclusion and equity in the workplace and among leadership).</p> <p>(Romansky, Garrod, Brown, et al., 2021—GII)</p>	<p>1 - Do you conduct a survey through anonymous data collection to assess the climate and culture of the organization as it relates to DE&amp;I or specific aspects of job satisfaction (happiness, interteam relationships, recognition, etc.)? (Proposed   16.6)</p> <p>2 - Do employees/students/members perceive an inclusive culture? (Proposed   16.6)</p> <p><b>Relevant U.N. SDGs:</b> 5 16</p> <p><b>Relevant U.N. SDG Targets:</b> 5.5, 16.6, 16.7</p>	<p>Job satisfaction and inclusion are not always directly linked, so focus should be ascribed to specific subject areas to better understand if employees feel welcome at their job. For example, if employees are content with job responsibilities but lack relationships with other employees or do not feel comfortable speaking up in meetings, these could be signs that they do not feel included.</p> <p>(Harver, 2021)</p>

# Our Commitment to Action

## ACTION YOU CAN TAKE NOW



**Read** the report.  
[myima.org/DEIsolutions](https://myima.org/DEIsolutions)



**Identify** which practices you are already performing.



**Adopt** practices for **outcomes** aligned to your strategy.

## ACTION WE ARE TAKING NOW



**Promoting** DE&I opportunities in the profession.



**Facilitating** partnerships with DE&I advocates.



**Collaborating** for widespread DE&I improvement.

# Thank You!



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# Download the Report!

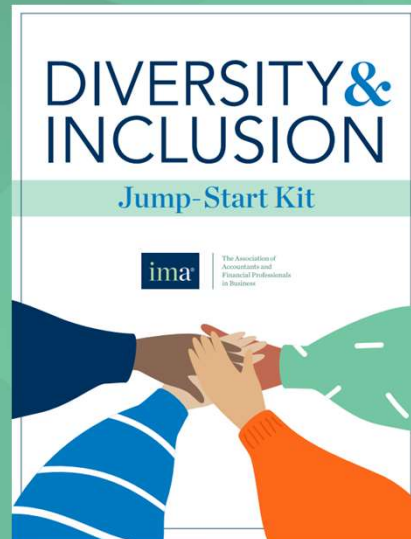


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# Additional DE&I Resources from IMA



**DE&I Certificate Course**



**D&I Jump-Start Kit**



**Thought Leadership Articles**

# Our Contact Info



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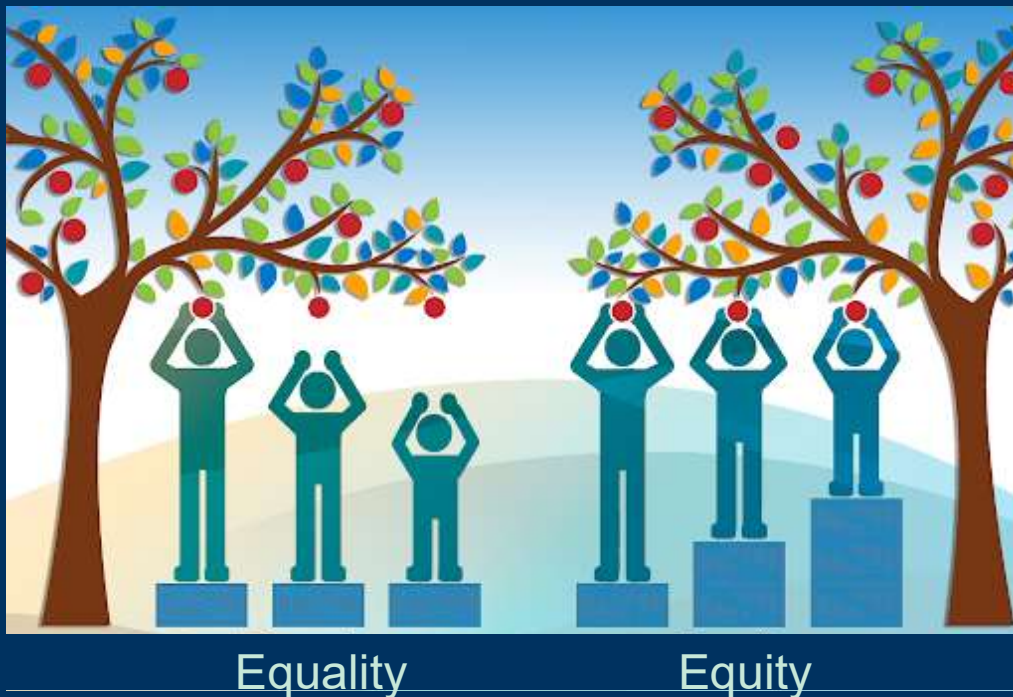


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# Appendix

# Equity and Equality



Sometimes *sameness of treatment* (equality) does not result in *proportional fairness* (equity).