

BLACK EXECUTIVE (UNDER) REPRESENTATION

The infographic below shows the representation of Black workers across the nine job occupations, as defined by the EEOC. The **blue bar** represents the percentage of those occupations held by Black workers by the end of the study (2013). The **yellow line** represents the percentage of the workforce that was Black during the time of the study - **14%**.

An **equitable representation** of Black workers would result in Black workers making up approximately 14% of workers across all nine occupations. However, workforce data collected by the EEOC from 1966 to 2013 shows a clear pattern of **overrepresentation at entry-level** and **underrepresentation at executive level** for Black workers, as compared to their overall presence in the workforce.

Occupations that create and drive organizational strategy, policy, and direction; supported by those occupations that oversee and direct implementation



Includes occupations that typically requires a bachelor/graduate degree, professional certificate, or extensive depth of experience



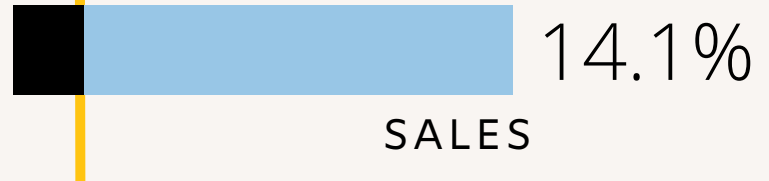
Black workers tend to be **underrepresented at higher levels** of the organization and **less likely to break into management.**

NON-MANAGERIAL ROLES

Includes occupations that require applied scientific skills



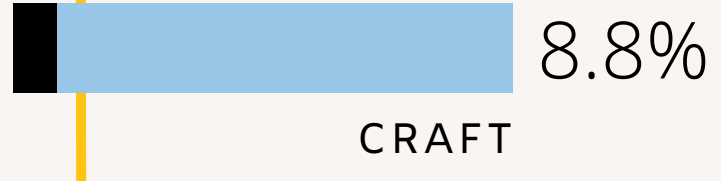
Includes occupations primarily involving sales



Includes occupations providing administrative support

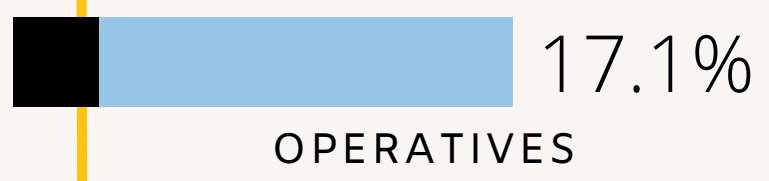


Includes higher skilled construction occupations



Black workers tend to be **overrepresented at lower levels** of the organization and **more likely to remain entry-level.**

Includes intermediate skilled occupations in construction, (e.g. factory machine operations)



Includes occupations that require brief on-the-job training



Includes food service, cleaning service, personal service, and protective service occupations



Clearly, the inequitable representation of Black workers at senior levels in organizations is evidence of **ongoing, systemic barriers that limit progression.**

We can attempt to remove these barriers by engaging in fair and equitable best practices in **across the entire talent lifecycle** - including but not limited to selection, onboarding, performance management, development, and promotion.



Source: American Experiences Versus American Expectations; U.S. Equal Employment Opportunity Commission (2013)