UNDERSTANDING THE SHIFTING MINDSETS OF HISPANICS IN THE WORKPLACE
Lili is an award-winning entrepreneur, TEDx speaker, recognized Cultural Intelligence® expert, TV contributor and World Economic Forum Young Global Leader. After a 10-year tenure at Johnson & Johnson, where she pioneered several multicultural marketing strategies and co-founded the Hispanic EBRG “HOLA,” Lili co-founded CIEN+ and CulturlInteI. Her firm is globally recognized as a leader in AI-powered market research, business strategy design and inclusive marketing to help leaders tap into diverse markets, cultural trends and inclusion as growth drivers. She has been recognized as US Hispanic Businessperson of the Year by the USHCC, Pioneering Women of 2021, Top 100 Most Influential Latinas of 2021-2022 and PRWeek's Top 50 Most Influential in Healthcare.
“The ability to be

AWARE OF,
UNDERSTAND,
AND APPLY

cultural competence &
inclusive data into our
everyday business.”

TEDx: Diversity if Overrated
COVID-19 HAPPENED...
Companies are making bold promises about greater diversity, but there’s a long way to go.

The Atlantic
Brands Have Nothing Real to Say About Racism
Corporate America is ready to take action ... or something.
Shareholder Complaints Seek to Hold Directors Liable for Lack of Diversity

Institutional investors are rapidly incorporating climate risk mitigation and improvements in workforce inclusion and diversity into long-term performance evaluations for their investment holdings. This includes encouraging companies to consider linking executive pay to ESG performance.

Source: Shareholder Complaints Seek to Hold Directors Liable for Lack of Diversity
THE GREAT RESIGNATION
A.k.a. The Big Quit, is the trend of employees voluntarily leaving their jobs, from Spring to the present, in response to the COVID-19 pandemic.
Antony Klotz, Professor of management at Mays Business School & Texas A&M University.

4.3 million people quit their jobs in January as the Great Resignation shows no sign of slowing down
3 TRENDS
At play “before COVID”
“B.C.”
#1 POWER OF DEMOGRAPHICS AND ECONOMICS

OF THE U.S. POPULATION GROWTH IS DRIVEN BY MULTICULTURAL SEGMENTS. BY 2040 THE U.S. WILL BE A MAJORITY MINORITY NATION WITH HISPANICS DRIVING MORE THAN 50% OF THAT GROWTH.

Source: U.S. Census
“Latinos accounted for 82% of the growth in U.S. labor force participation...despite accounting for less than 20% of the country’s overall population between 2010 and 2017”

Source: Latinos may be the key to future US economic growth, study argues
Hispanics are projected to account for 78% of net new workers between 2020 and 2030. Non-Hispanic growth was negligible over the past 10 years, at just 0.5%. With Hispanic workers’ growth factored in, the nation’s overall labor force growth rate clocked in at 4.5%.

Source: Hispanics in the Labor Force: 5 Facts
Hispanics are 6% of those in STEM workforce, yet are 18% of the population and 12% of STEM graduates.

**6%** Hispanic men and women vs. 18% population

**3x** HISPANIC TALENT GAP
4% of large U.S. companies’ most senior executives in 2021 were Hispanic. That’s essentially flat with the 5 percent reported in 2020 and 2019.

Meanwhile, Hispanic individuals represented 19 percent of the U.S. population in 2020, up from 16 percent a decade earlier, according to the U.S. Census Bureau.

Source: 2021 HACR Corporate Inclusion Index Report, Hispanic Association on Corporate Responsibility.
MATHEMATICALLY IMPOSSIBLE!
ECONOMICS$
THERE IS NO PIPELINE WITHOUT INCLUSIVITY
In 2022, Get Ready for the Great Onboarding

It's time for leaders to look at where employees are headed next and to get ready for the next phase of the ever-changing employment situation: The Great Onboarding.
HOW HAVE THE EXPECTATIONS AND WORKPLACE SENTIMENT SHIFTED FOR HISPANIC PROFESSIONALS?
How the analysis was conducted
CulturIntel’s proprietary methodology conducts quantitative analysis of qualitative data, with agility, inclusivity and scale

**HARVEST**
Harvest all available and unstructured open-source digital discussions everywhere they happen on the web

**CLUSTER**
Cluster, segment and discover patterns in public opinion, sentiment, tonality and key drivers and barriers to sentiment

**REPORT**
Visualize and report Insights and implications Cultural intelligence® Across segments and geographies

With the power of NLP, A.I and a leading tool stack, we have tech-enabled a way to mine millions of conversations online to discover actionable Cultural Intelligence®, straight from the voice of the people- without having to ask a question.
ABOUT THE STUDY

Here, you will find insights to better understand attitudes about tech careers in the U.S., and the barriers to entering the industry, from the lens of Hispanics.

How do Hispanics feel about careers in tech?
What’s driving their sentiment?
How has their sentiment evolved across time?
Have any of the drivers or barriers evolved?
What’s preventing Hispanics to enter the tech industry and What are their preconceptions about this industry?

www.culturintel.com/hitecstudy
HOW MANY ONLINE CONVERSATIONS HAPPENED ABOUT THE WORKPLACE IN 2021?

28.4M

Relevant digital conversations about work and the workplace mined from December 2020 to December 2021.

NUMBER OF CONVERSATIONS BY SEGMENT:
- Hispanic 1.8M
- Black Americans 3.2M
- Asian American 1.2M
- LGBTQ+ 2.4M
- Living w/Disabilities 985K
- Boomer 2.2M
- Gen X 2.8M
- Millennial 3.9M
- Asian American 584.3K

ONLY 12% OF CONVERSATIONS COME FROM SOCIAL NETWORKS, while the vast majority, 63%, come from message boards and topical sites.

*Based on people's self-identification in the conversation or on their public profile.
WHEN IT COMES POSITIVE MOTIVATORS OR DRIVERS TO WORKPLACE SATISFACTION, THESE ARE THE 5 MAIN THEMES WE FOUND:

<table>
<thead>
<tr>
<th>ORGANIZATIONAL</th>
<th>PERSONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMPENSATION</strong></td>
<td><strong>COMPANY MISSION</strong></td>
</tr>
<tr>
<td>Excellent pay and benefits</td>
<td>Truly looking to make a difference in the community and from a diversity standpoint</td>
</tr>
<tr>
<td><strong>SUPPORTIVE CULTURE</strong></td>
<td><strong>GROWTH/OPPORTUNITY</strong></td>
</tr>
<tr>
<td>Tons of resources to support anything you need to get done and in a variety of formats, including people</td>
<td>Chart-your-own-courses mentality that rewards those who aggressively seek out the job they want and pursue it, or sometimes even create it</td>
</tr>
<tr>
<td><strong>WORK–LIFE FLEXIBILITY</strong></td>
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<tr>
<td>Understands that people have differences and seeks to understand how to work with those differences rather than saying this is the way it goes</td>
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</table>

Based on CulturInTel’s analysis of digital conversations about work and the workplace mined from December 2020 to December 2021. N = Overall- 28.4M, Hispanic 1.8M. Black- 3.2M
HOW DO THESE FACTORS TO WORKPLACE SATISFACTION VARY BY SEGMENT?

Key Drivers to Workplace Satisfaction by Segment (FY)

**TOP 3 HISPANIC MOTIVATORS**
1. Compensation
2. Opportunity/ Growth
3. Supporting Culture (1.3x+)

Based on CulturIntel’s analysis of digital conversations about work and the workplace mined from December 2020 to December 2021. N = Overall- 28.4M, Hispanic 1.8M. Black- 3.2M
WHERE IS THE DATA COMING FROM FOR HISPANICS IN TECH SECTOR?

When discussing careers in tech online, most of the conversations come from topical sites & message boards. Social networks only represent 13% of all conversations.

Message board and topical sites represent 63% of all data source destinations.
HOW DO HISPANICS IN TECH FEEL?

SENTIMENTER™ TREND SHOWS AN EROSION IN SENTIMENT AT 43% NEGATIVE AND ONLY 1 IN 3

- 2019: 51% (1.6X variation against overall population, N=114K)
- 2020: 41% (1.2X variation against overall population, N=59K)
- 2021: 43% (1.2X variation against overall population, N=197K)

Variations against Overall Population

7% (3.4X)
There are seven main reasons why people feel negative towards careers in tech, moving from personal barriers to structural ones.

**PERSONAL BARRIERS**

- **Quality of life** affected by the amount and type of work
  - "The work life balance is non-existent for very bad reasons."
- **Dissatisfaction** related to salary or wages
  - "They don't pay what you are worth."
- **A sense of job instability** or not feeling essential
  - "I feel extremely expendable to the suits way up at the top."
- **Unequal opportunities to thrive**
  - "I feel undervalued because I know that there are employees with less experience in higher tiered roles."
- **Instances of prejudice for or against one person or group**
  - "Chances are good that if you are a white dude with no experience, you will be offered more money than a woman of color with many years of experience."
- **Feeling unwelcome and unaccepted in the industry**
  - "You'll get fired for having a disability, reporting sexual harassment, being gay, etc."
- **A culture that is not human-centered**
  - "Doesn't care about people, just about the dollar."

**STRUCTURAL BARRIERS**

- **Workload/Life Balance**
  - Quality of life is affected by the amount and type of work
- **Compensation**
  - Dissatisfaction related to salary or wages
- **Job Security**
  - A sense of job instability or not feeling essential
- **Personal Growth Limitations**
  - Unequal opportunities to thrive
- **Insular/Bias/Exclusive**
  - Instances of prejudice for or against one person or group
- **Unsupportive/Bias Industry**
  - Feeling unwelcome and unaccepted in the industry
- **Company Values**
  - A culture that is not human-centered

**WHAT'S DRIVING THAT SENTIMENT?**

**SENTIMETER™ BARRIERS:**

HITEC 2021 Study powered by Culturintel analysis from September 2020 to September 2021 | www.culturintel.com/hitecstudy
WHAT HAS CHANGED FROM 2020 TO 2021?
They are more concerned about their personal growth within an organization and compensation plays a stronger role as a key driver. Being competitive in offers will be key.

HITCE 2021 Study powered by Culturintel analysis from September 2020 to September 2021 | www.culturintel.com/hitecstudy
Over 2.3 million Hispanic discussions analyzed revealed that half of the conversations Hispanics are having about social issues are related to inflation, jobs and crime, similar to Americans overall.

Based on 2.3M online conversations among Hispanics in the U.S. From 12 months conversations ending on April 2022.
HISPANIC BARRIERS TO ENTERING THE TECH INDUSTRY

N= 647K Overall
N= 45K Hispanic

HITEC 2021 Study powered by Culturintel analysis from September 2020 to September 2021| www.culturintel.com/hitecstudy
WHEN IT COMES TO ENTERING THE TECH INDUSTRY, HISPANICS DISCUSS 7 BARRIERS WHICH MAY BE OF A SYSTEMIC OR PSYCHOLOGICAL TYPE

<table>
<thead>
<tr>
<th>SYSTEMIC/ ENVIRONMENTAL</th>
<th>PSYCHOLOGICAL/ PERSONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HIRING BIAS</strong></td>
<td><strong>UNCERTAINTY/ LACK OF A MENTORING PERSPECTIVE</strong></td>
</tr>
<tr>
<td>Unfair and negative first impressions</td>
<td>“I feel I could do the job just fine; however, there are other factors that are considered whenever they are hiring — factors (no one looks like me!) in a critical and highly competitive environment.”</td>
</tr>
<tr>
<td><strong>UNWELCOMING WORKPLACE</strong></td>
<td><strong>ANXIETY/FEAR OF INTERVIEW</strong></td>
</tr>
<tr>
<td>Unfair office treatment and prejudices</td>
<td>“I've too many stories of people like me who get hired, but then they leave prematurely, because once they're in the environment, it is not inclusive or it's hostile. They just do not feel welcome.”</td>
</tr>
<tr>
<td><strong>JOB/INTERVIEW ACCESS</strong></td>
<td><strong>QUESTIONS QUALIFICATIONS</strong></td>
</tr>
<tr>
<td>Lack of access to opportunities</td>
<td>“I can't seem even get to the interview stage, ever.”</td>
</tr>
<tr>
<td><strong>INADEQUACY TO ACHIEVE ONE'S OBJECTIVES</strong></td>
<td><strong>SELF-DOUBT</strong></td>
</tr>
<tr>
<td>Inadequacy to achieve one’s objectives</td>
<td>“I really need a brain to pick, an ear to listen, and a push in the right direction.”</td>
</tr>
<tr>
<td><strong>STRONG FEELINGS OF CONCERN</strong></td>
<td></td>
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<tr>
<td>Strong feelings of concern</td>
<td>“It would be really intimidating for me to go to an interview. Everyone seems so confident and assertive, and I don’t.”</td>
</tr>
<tr>
<td><strong>LACK OF CONFIDENCE IN ONE'S ABILITIES</strong></td>
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<tr>
<td>Lack of confidence in one’s abilities</td>
<td>“I always think in the back of my head, maybe the best candidate is a lot more qualified than me.”</td>
</tr>
<tr>
<td><strong>LACK OF CONFIDENCE IN ONESelf</strong></td>
<td></td>
</tr>
<tr>
<td>Lack of confidence in oneself</td>
<td>“We probably hold ourselves back in some sense because we don't think we're capable of competing in that industry.”</td>
</tr>
</tbody>
</table>
### WHAT ARE THE TOP BARRIERS TO ENTRY?

<table>
<thead>
<tr>
<th>Rank</th>
<th>Barrier</th>
<th>Overall N=647K</th>
<th>Hispanics N=44.7K</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hiring Bias</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>2</td>
<td>Uncertainty/Lack of Mentoring Perspective</td>
<td>15%</td>
<td>21%</td>
</tr>
<tr>
<td>3</td>
<td>Unwelcoming Workplace</td>
<td>19%</td>
<td>19%</td>
</tr>
<tr>
<td>4</td>
<td>Questions Qualifications</td>
<td>18%</td>
<td>9%</td>
</tr>
<tr>
<td>5</td>
<td>Job/Interview Access</td>
<td>24%</td>
<td>12%</td>
</tr>
<tr>
<td>6</td>
<td>Self-Doubt</td>
<td>21%</td>
<td>16%</td>
</tr>
<tr>
<td>7</td>
<td>Anxiety/Fear of Interview</td>
<td>9%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Hiring bias, lack of a mentoring perspective, and unwelcoming workplaces are the main barriers that prevent Hispanics from entering technology careers.

Hispanics seem to feel confident in their qualifications and less anxious than the overall population. In fact, the challenges they discuss are of a systemic nature; and contrary to the overall, they are less concentrated in psychological barriers.

Variations against Overall Population:
- Hiring Bias: 4.2x+ ↑1.4x
- Uncertainty/Lack of Mentoring Perspective: 2.4x+ ↑1.3x
- Unwelcoming Workplace: 2x
- Questions Qualifications: 2x
- Job/Interview Access: 1.3x
- Self-Doubt: 2x
- Anxiety/Fear of Interview: 4.5x

HITEC 2021 Study powered by Culturintel analysis from September 2020 to September 2021 | www.culturintel.com/hitecstudy
NET NET

1. Competitive compensation
2. A clear path to growth opportunities
3. Supporting Culture (1.3x+)
CULTURAL ROI
“The ability to be AWARE OF, UNDERSTAND, AND APPLY cultural competence & inclusive data into our everyday talent recruiting, retention and development.”
DIVERSITY Representation

INCLUSION Innovation!
GRACIAS.

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