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Diversity and Inclusion in High-Paying Jobs

and Recommendations for Improvement

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CHMURA

Recognizing the importance of diverse leadership, and in the spirit of the DEI movement, Chmura releases this report, which describes the current levels of diversity, equity, and inclusion for the highest wage earners in the U.S. workforce.

This white paper presents research designed to answer the question, *"do people in some of the highest-paying jobs in the nation look like the population as a whole?"*

About Chmura Economics and Analytics

Chmura Economics & Analytics is an applied economic consulting firm specializing in delivering advanced economic analysis. Our core competencies include economic consulting, economic impact studies, custom publications, and our data and software solutions. Our core audiences are economic development, workforce development, site selection, education, and staffing organizations. Chmura has the experience and expertise to transform data into information that drives effective strategy and business solutions. Our premier technology platforms - JobsEQ®, and LaborEQ® - are in widespread use across the United States. Headquartered in Richmond, Virginia, Chmura was founded in 1999 and operates a regional office in Cleveland, Ohio.

As data scientists, we help our clients answer big data questions, quickly. We provide a reliable picture of economic trends to our clients on a macro to a micro level. Our clients rely on historical, current, and predictive market reports we provide to cut through the confusing information they recieve on a daily basis from the media, politicians, and industry resources. Our clients view us as trusted economic advisors because we help them mitigate risk and prepare for growth by understanding the why, the how, and the what about their local economy.

"Our team found a partner in Chmura Economics. Chmura's level of professionalism and expertise helped provide a thorough labor analysis study for the area around Mobile, Alabama."

-- David Rodgers, Vice President of Economic Development
Mobile Chamber of Commerce

1. Introduction

Our country has made progress in advancing equality in the workplace. The Civil Rights Act of 1964 dramatically changed labor law by forbidding discrimination on the basis of sex and race in hiring, promoting, and firing. Sixty years later, the experiences of women and nonwhites have once again become a central part of the dialogue in the contemporary world. Movements such as MeToo and Black Lives Matters have demanded that society examine historical patterns of discrimination and take positive steps to remedy them. As more people from diverse communities share their stories, other people feel compelled to join the effort to make society become more equitable and inclusive.

Diversity, Equity, and Inclusion (DEI) has become a major trend in business policies and hiring trends. In 2019, nonwhite workers made up a majority of new hires for the first time.[1] Companies increasingly recognize the value of a diverse workforce for more than just social justice reasons. Diversity allows companies to generate a wider range of solutions to problems and increases both the available talent pool and the likelihood of attracting top talent.[2] Organizations that foster a more diverse climate benefit from increased productivity and better achieve their goals.[3] Companies that incorporate women into their senior leadership teams also see an increase in productivity.[4] A requirement of any company that contracts with the federal government is having an affirmative action policy to ensure equal opportunity in its workforce.[5] Policies directed to a more inclusive workforce can both open more business opportunities and boost a brand's reputation.

Recognizing the importance of diverse leadership, and in the spirit of the DEI movement, Chmura releases this report, which describes the current levels of diversity, equity, and inclusion for the highest wage earners in the U.S. workforce. This white paper presents research designed to answer the question, "do people in some of the highest-paying jobs in the nation look like the population as a whole?"

Chmura used JobsEQ® data to identify all occupations at the six-digit Standard Occupational Classification (SOC) level that have an average salary of at least

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[1] Heather Long and Andrew Van Dam, "For the first time, most new working-age hires in the U.S. are people of color", *The Washington Post* online, September 9, 2019, Available at https://www.washingtonpost.com/business/economy/for-the-first-time-ever-most-new-working-age-hires-in-the-us-are-people-of-color/2019/09/09/8edc48a2-bd10-11e9-b873-63ace636af08_story.html.

[2] Salvador Ordorica, "The How And Why Of Building A Diverse Workforce," *Forbes*, July 26, 2021, Available at https://www.forbes.com/sites/forbesbusinesscouncil/2021/07/26/the-how-and-why-of-building-a-diverse-workforce/?sh=22193b234cb1.

[3] Kuk-Kyoung Moon and Robert K. Christensen, "Realizing the Performance Benefits of Workforce Diversity in the U.S. Federal Government: The Moderating Role of Diversity Climate," *Public Personnel Management,* Vol 49(1) (2020): 141-165.

[4] Hema A. Krishnan, "What causes turnover among women on top management teams?" *Journal of Business Research,* no. 62 (2009): 1181-1186.

[5] Basia Hellwing, "What Affirmative Action Means for Businesses," *Investopedia*, June 1, 2021, Available at https://www.investopedia.com/articles/investing/021215/guide-affirmative-action-and-business.asp.

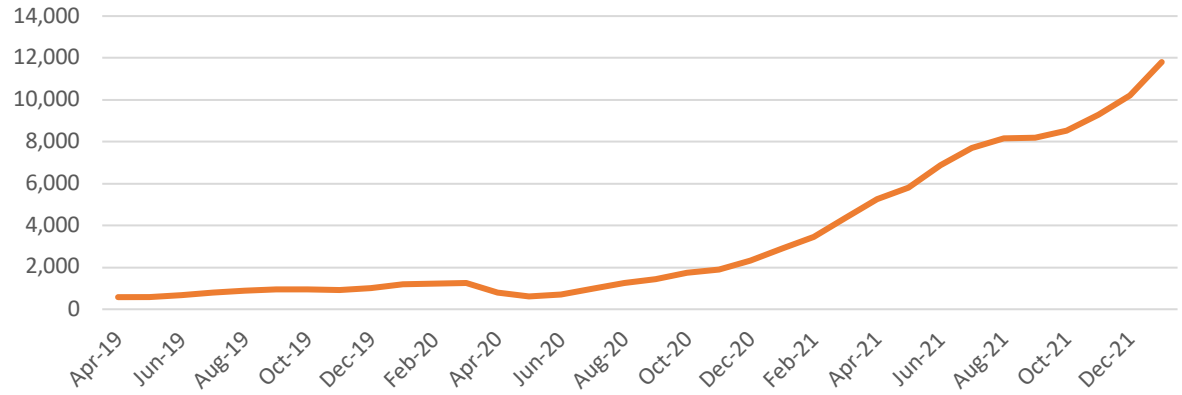
$100,000 nationwide and are projected to add at least 40,000 jobs nationwide in the next 10 years.[6] The Appendix lists these 45 jobs, which Chmura treats as "elite jobs" for this study.

After identifying elite jobs, Chmura compared the percentage of Black, Hispanic, and women workers who occupy these elite jobs with the percentage these groups occupy in all jobs in the 100 largest metropolitan statistical areas (MSAs).

The results show a picture of a workforce that badly needs DEI and its underlying principles. While the racial, ethnic, and gender distribution of elite jobs in some regions of the country is better than others, in no area does the distribution of elite jobs match the diversity of workers in all jobs. Not surprisingly, the United States' workplace still has a long way to go to make the people in the best jobs look like the general population. Arguably the first step to making the workplace more inclusive is to hire or retain workers who believe in that goal. By that metric, employers' interest in DEI is more than just talk. Over the past few years, they are prioritizing DEI more and more in their hiring decisions, according to a survey of 500 HR decision makers.[7]

Job postings are a good measure of the qualifications that employers seek in their new hires. If a skill or competency is not listed in a posting for a position, one might assume that the employer does not see that skill as central to the role and the tasks the new hire might perform. Chmura reports on trends in job posting data in its Real-Time Intelligence (RTI) analytic, available as part of the JobsEQ labor market information software. Each day, Chmura imports over one million job postings into its databases

Figure 1: "DEI" in Job Postings Has Sharply Accelerated Since 2020



Source: JobsEQ® by Chmura

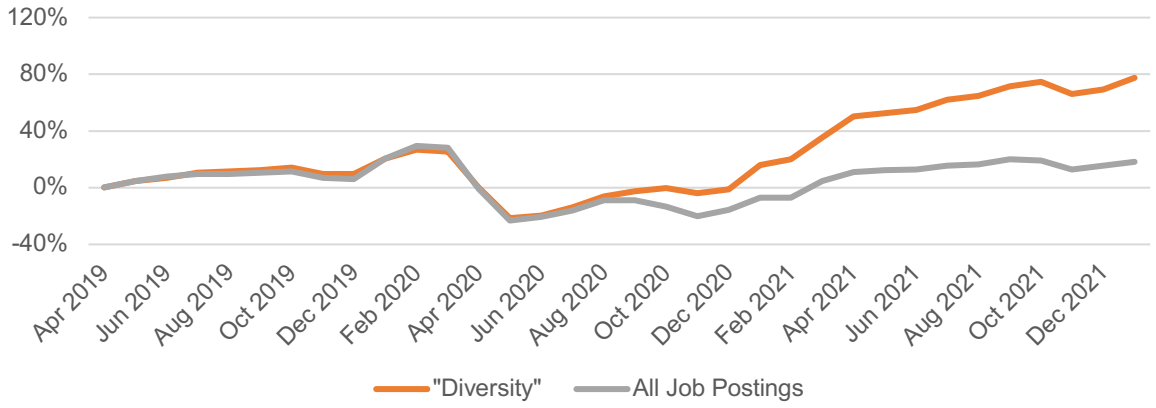
[6] Wage and demand data are from JobsEQ and represents 2021Q3. Readers may note that jobs with an average salary of at least $100,000 nationwide may pay less in certain regions of the country, particularly in low cost-of-living areas. The purpose of the $100,000 threshold is merely to establish what the high-paying jobs in each area are. In other words, whether Nurse Practitioners (SOC 291171) make more or less than $100,000 in a given region is less important than the fact that residents in any region would likely identify nurse practitioner as a desirable job.

[7] Alan Goforth, "More than half of employers say DEI a high priority: survey," Benefits Pro, August 23, 2021, Available at: https://www.benefitspro.com/2021/08/23/more-than-half-of-employers-say-dei-a-high-priority-survey/.

and deduplicates them. RTI allows JobsEQ users to analyze aggregate trends in job posting data at the state, metropolitan statistical area, county, and even zip code level. RTI users can identify which occupations, skills, certifications, and education requirements that employers most frequently seek on job postings in their region.

Employers now advertise DEI and diversity as important parts of their job searches. RTI data shows that employers nationwide are increasingly committed to hiring candidates with DEI qualifications. In 2019, only 3,569 job postings mentioned "DEI." By 2021, 32,306 job postings mentioned DEI, an increase of 805%.[8] This increase is not due to DEI becoming a popular buzzword, at least not entirely. Job postings mentioning "diversity" increased from 5.8 million in 2019 to 8.3 million in 2021, an increase of 44%. These increases are impressive, given that the total number of job postings rose only 4% from 2019 to 2021.[9]

Figure 2: Job Postings mentioning "Diversity" accelerated over ten times the rate of all Job Postings



Source: JobsEQ® by Chmura

To analyze whether workers in the most elite occupations represent the diversity of the United States, Chmura first needed to define which occupations were elite. As noted earlier, most people accept that an elite job is, in part, one that pays well and is likely to maintain or grow its importance in the future.

Chmura analyzed the demographic breakdown of all jobs in the 100 largest MSAs in the United States and compared the results to the demographic breakdown of the MSA's elite jobs. This comparison shows how well Blacks, Hispanics, and women are represented in elite jobs. To determine that representativeness, Chmura calculated an Inclusion Ratio, which is the percentage of Blacks, Hispanics, or women of all elite jobs divided by the percentage of each in all jobs.

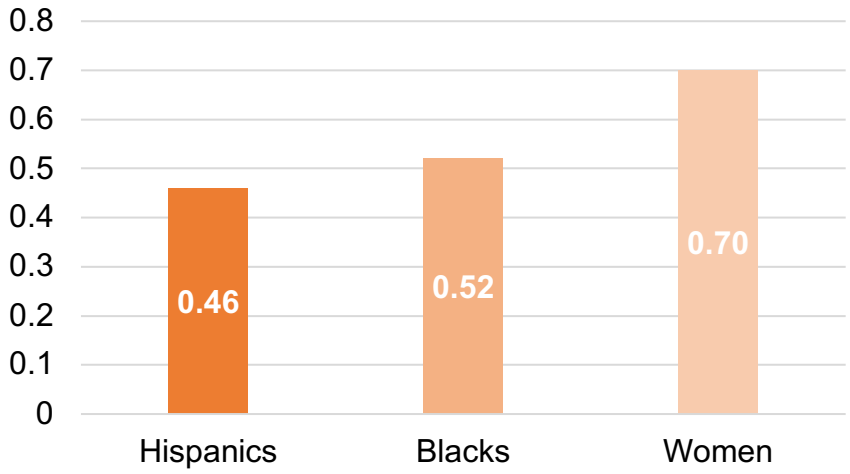
[8] All job posting data are from JobsEQ and collects job postings from March 2, 2019 to March 2, 2022.
[9] In 2019, JobsEQ shows 37,944,773 total job postings, compared to 39,514,500 in 2021.

If the Inclusion Ratio is…

=1	<1	>1
The demographic is perfectly represented in elite jobs	The demographic is underrepresented in elite jobs	The demographic is overrepresented in elite jobs

The main takeaway from this study is that the demographic mix of elite jobs in the United States does not resemble that of total employment. In every one of the Top 100 markets, Blacks, Hispanics, and women are significantly underrepresented among those who hold elite jobs. The median Inclusion Ratio is lowest for Hispanics at 0.46 followed by 0.52 for Blacks, and 0.70 for women. These ratios fall far below the standard of 1 for perfect representation.

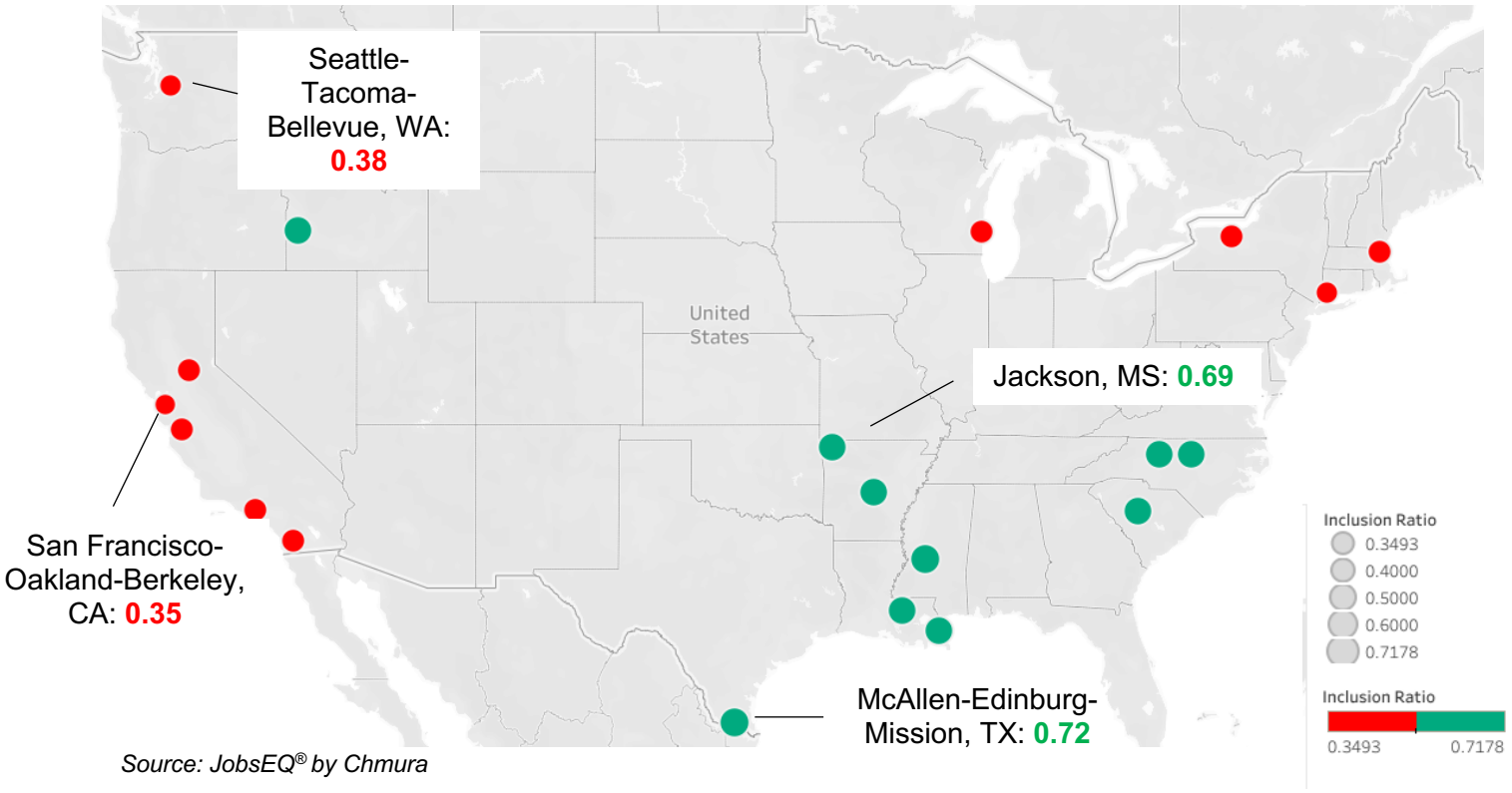
Figure 3: Hispanics have the lowest median Inclusion Ratio



2.1 Blacks

Figure 4 shows the 10 MSAs with the highest (green) and lowest (red) Inclusion Ratios for Blacks in elite jobs from the original 100 MSAs sampled. The demographic composition of elite jobs in no United States' MSA *perfectly represents* the proportion of Blacks in total occupations, but Table 1 shows the 10 MSAs that are *least unrepresentative.* Defying regional stereotypes, Southern states contain 9 of the 10 least unrepresentative MSAs.[10]

Figure 4: The South contains all but one of the most representative MSAs while the least representative MSAs are in the West and Northeast.



Source: JobsEQ® by Chmura

[10] On the whole, whether a state is located in the South is only moderately correlated with the Inclusion Ratio (Coefficient =.47).

Table 1: The 10 Most Representative MSAs for Blacks

	% Black: All Jobs	% Black: Good Jobs	Inclusion Ratio: Black
McAllen-Edinburg-Mission, TX	0.7%	0.5%	0.72
Jackson, MS	47.8%	33.1%	0.69
Columbia, SC	33.5%	23.0%	0.68
Baton Rouge, LA	32.5%	22.1%	0.68
Boise City, ID	0.9%	0.6%	0.66
Fayetteville-Springdale-Rogers, AR	2.6%	1.7%	0.66
Winston-Salem, NC	18.1%	11.8%	0.65
Little Rock-North Little Rock-Conway, AR	23.7%	15.4%	0.65
New Orleans-Metairie, LA	32.0%	20.7%	0.65
Durham-Chapel Hill, NC	27.9%	18.0%	0.65

Source: JobsEQ® by Chmura

Table 2 shows the 10 MSAs with the lowest Inclusion Ratios for Blacks in elite jobs. The demographic composition of elite jobs in these 10 MSAs is *most unrepresentative* of the proportion of Blacks among all workers. Again, defying stereotypes, 9 of the 10 least representative MSAs are located in the Northeast or West.

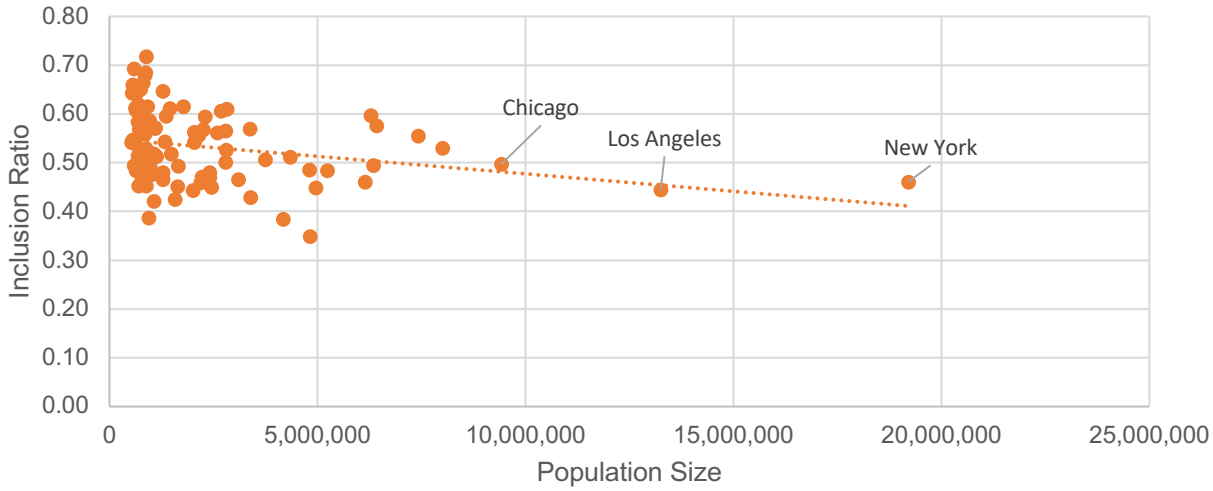
Table 2: The 10 Least Representative MSAs for Blacks

	% Black: All Jobs	% Black: Good Jobs	Inclusion Ratio: Black
Sacramento-Roseville-Folsom, CA	7.1%	3.2%	0.45
Boston-Cambridge-Newton, MA-NH	8.9%	4.0%	0.45
Los Angeles-Long Beach-Anaheim, CA	7.8%	3.5%	0.45
San Jose-Sunnyvale-Santa Clara, CA	3.0%	1.3%	0.44
San Diego-Chula Vista-Carlsbad, CA	5.0%	2.1%	0.43
Milwaukee-Waukesha, WI	13.5%	5.7%	0.42
Rochester, NY	10.0%	4.2%	0.42
Bridgeport-Stamford-Norwalk, CT	13.4%	5.2%	0.39
Seattle-Tacoma-Bellevue, WA	6.0%	2.3%	0.38
San Francisco-Oakland-Berkeley, CA	7.7%	2.7%	0.35

Source: JobsEQ® by Chmura

As Figure 5 shows, the Inclusion Ratio for Blacks has a small but significant negative correlation with total jobs among all MSAs.[11] Smaller metropolitan areas are associated with higher inclusion ratios, but the effect is small. Table 3 shows the Inclusion Ratios for Blacks for the 10 largest and 10 smallest MSAs in terms of total jobs.

Figure 5: Black Inclusion Rates Tend to Decrease as Population Increases



Source: JobsEQ® by Chmura

Table 3: MSAs with Smaller Populations Have Slightly Higher Inclusion Ratios for Blacks

10 Largest MSAs	Inclusion Ratio: Blacks	10 Smallest MSAs	Inclusion Ratio: Blacks
New York-Newark-Jersey City, NY-NJ-PA	0.46	Wichita, KS	0.54
Los Angeles-Long Beach-Anaheim, CA	0.45	Harrisburg-Carlisle, PA	0.49
Chicago-Naperville-Elgin, IL-IN-WI	0.50	Portland-South Portland, ME	0.64
Dallas-Fort Worth-Arlington, TX	0.53	Syracuse, NY	0.61
Houston-The Woodlands-Sugar Land, TX	0.56	Lakeland-Winter Haven, FL	0.52
Washington-Arlington-Alexandria, DC-VA-MD-WV	0.58	Jackson, MS	0.69
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	0.46	Lancaster, PA	0.55
Atlanta-Sandy Springs-Alpharetta, GA	0.60	Fayetteville-Springdale-Rogers, AR	0.66
Miami-Fort Lauderdale-Pompano Beach, FL	0.49	Lexington-Fayette, KY	0.54
Boston-Cambridge-Newton, MA-NH	0.45	Augusta-Richmond County, GA-SC	0.61

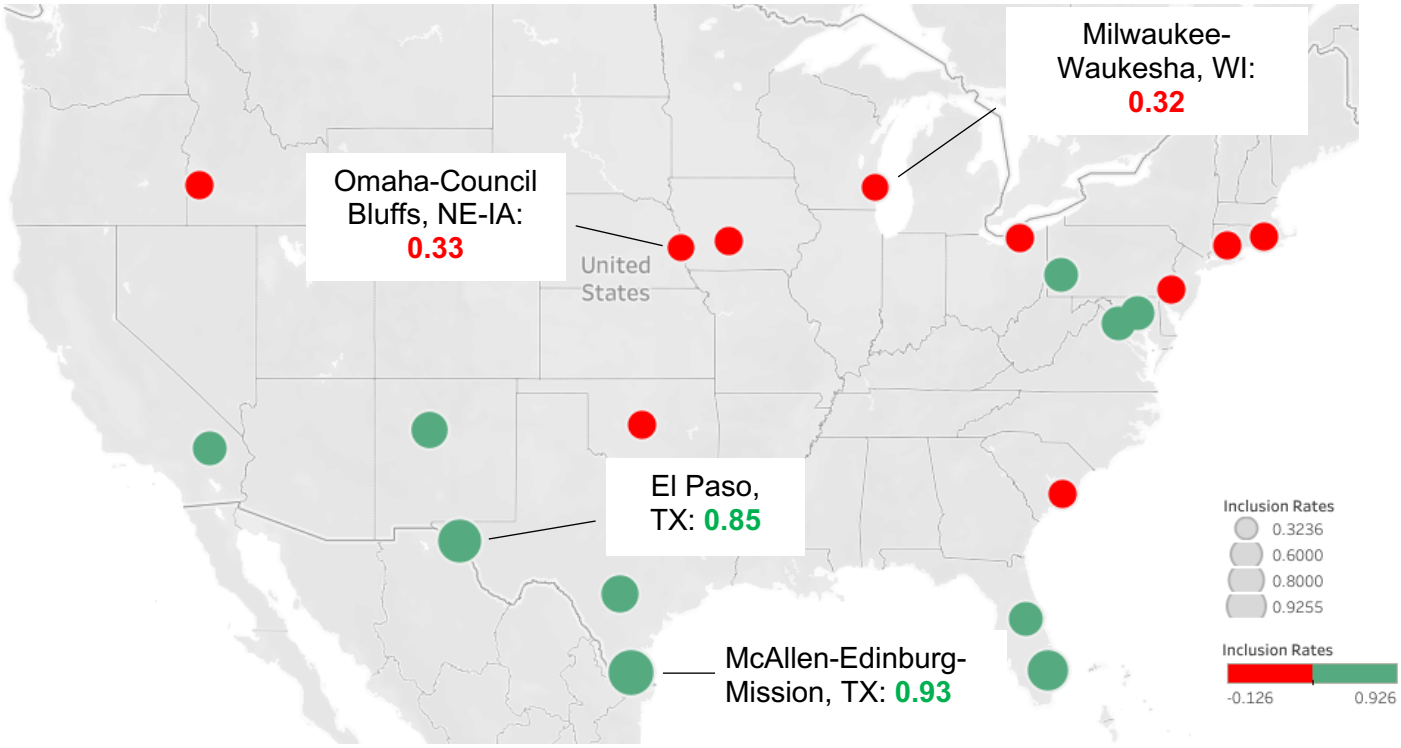
[11] Coefficient =-.28

Source: JobsEQ® by Chmura

2.2 Hispanics

Figure 6 shows the 10 MSAs with the highest Inclusion Ratios for Hispanics in elite jobs. Two of the top 10 MSAs (McAllen-Edinburg-Mission, TX MSA and El Paso, TX MSA) stand out as approaching perfect representativeness of Hispanics among elite jobs, with inclusion ratios of 0.93 and 0.85 respectively. Seven of the 10 least unrepresentative MSAs have a Hispanic population that makes up at least 15% of all jobs, which may imply that a critical mass of Hispanic workers is a necessary (but not sufficient) condition to ensure Hispanic representative among elite jobs. The correlation coefficient between Hispanic share of all jobs and the accompanying inclusion ratio is 0.66, which suggests a reasonably strong relationship between total Hispanic workers and inclusion among elite jobs.

Figure 6: The Highest Inclusion Rates are Mostly Concentrated in the South



Source: JobsEQ® by Chmura

Table 4: The 10 Most Representative MSAs for Hispanics

	% Hispanic: All Jobs	% Hispanic: Good Jobs	Inclusion Ratio: Hispanics
McAllen-Edinburg-Mission, TX	93.1%	86.1%	0.93
El Paso, TX	84.5%	71.9%	0.85
Miami-Fort Lauderdale-Pompano Beach, FL	47.4%	35.4%	0.75
San Antonio-New Braunfels, TX	54.3%	34.5%	0.64
Albuquerque, NM	49.0%	29.7%	0.61
Riverside-San Bernardino-Ontario, CA	52.1%	29.5%	0.57
Pittsburgh, PA	1.8%	1.0%	0.56
Baltimore-Columbia-Towson, MD	5.7%	3.0%	0.54
Orlando-Kissimmee-Sanford, FL	31.0%	16.5%	0.53
Washington-Arlington-Alexandria, DC-VA-MD-WV	15.9%	8.4%	0.53

Source: JobsEQ® by Chmura

Table 5 shows the ten MSAs with the lowest Inclusion Ratios for Hispanics in elite jobs. The demographic composition of elite jobs in these 10 MSAs is *most unrepresentative* of the proportion of Hispanics among all workers. Only two of these MSAs have Hispanic share of total occupations higher than the median for all 100 MSAs, which again lends credence to the hypothesis that a greater share of Hispanic workers in all jobs helps ensure that elite jobs are less unrepresentative.

Table 5: The 10 Least Representative MSAs for Hispanics

	% Hispanics: All Jobs	% Hispanics: Good Jobs	Inclusion Ratio: Hispanics
Charleston-North Charleston, SC	5.5%	2.1%	0.39
Cleveland-Elyria, OH	5.3%	2.0%	0.37
New Haven-Milford, CT	16.7%	6.2%	0.37
Oklahoma City, OK	12.4%	4.6%	0.37
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	8.3%	3.1%	0.37
Des Moines-West Des Moines, IA	6.5%	2.4%	0.37
Boise City, ID	13.4%	4.9%	0.37
Providence-Warwick, RI-MA	11.4%	4.2%	0.37
Omaha-Council Bluffs, NE-IA	9.2%	3.0%	0.33
Milwaukee-Waukesha, WI	9.4%	3.1%	0.32

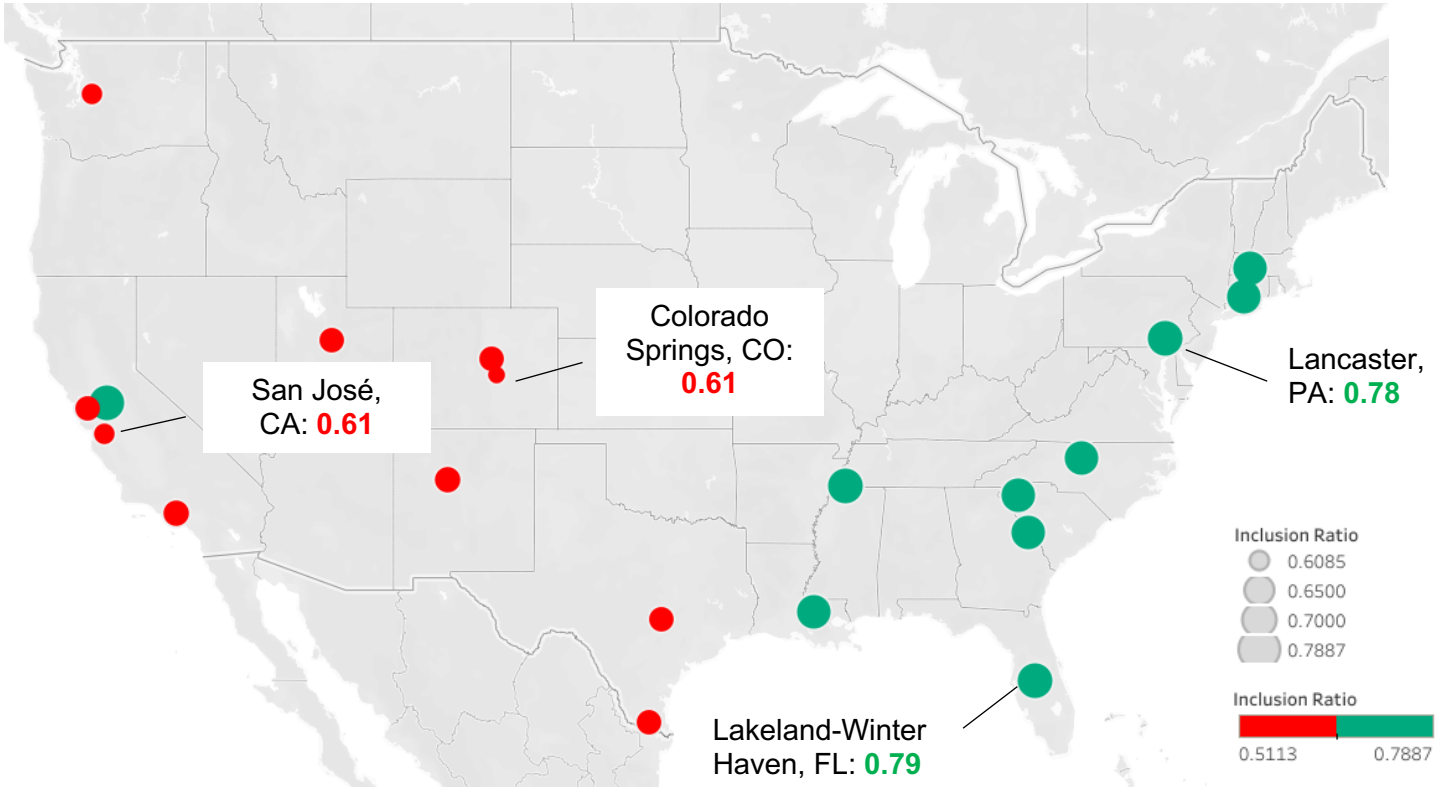
Source: JobsEQ® by Chmura

While the percentage of Hispanic workers in all jobs was positively correlated with the Hispanic Inclusion Ratio, the total number of jobs was not. In other words, no relationship existed between the size of an MSA and its Hispanic Inclusion Ratio.

2.3 Women

Figure 7 shows the 10 MSAs with the highest Inclusion Ratios for women in elite jobs. The demographic composition of elite jobs in no United States' MSA *perfectly represents* the proportion of women in total occupations, but Table 6 shows the 10 MSAs that are *least unrepresentative.* These 10 MSAs are scattered across different regions of the country, and the percent of total occupations that are women is only loosely associated with the Inclusion Ratio.[12]

Figure 7: Inclusion Ratios for Women are More Scattered Across MSAs



Source: JobsEQ® by Chmura

[12] Correlation coefficient=.41

Table 6: The 10 Most Representative MSAs for Women

	% Women: All Jobs	% Women: Elite Jobs	Inclusion Ratio: Women
Lakeland-Winter Haven, FL	47.3%	37.3%	0.79
Lancaster, PA	46.5%	36.2%	0.78
Memphis, TN-MS-AR	50.2%	38.7%	0.77
Stockton, CA	44.9%	34.6%	0.77
Baton Rouge, LA	49.1%	37.7%	0.77
Greensboro-High Point, NC	49.1%	37.3%	0.76
Augusta-Richmond County, GA-SC	49.8%	37.8%	0.76
Springfield, MA	51.0%	38.2%	0.75
New Haven-Milford, CT	50.1%	37.5%	0.75
Greenville-Anderson, SC	47.8%	35.8%	0.75

Source: JobsEQ® by Chmura

Table 7 shows the 10 MSAs with the lowest Inclusion Ratios for women in elite jobs. The demographic composition of elite jobs in these 10 MSAs is *most unrepresentative* of the proportion of women among all workers. California (3), Texas (2), and Colorado (2) account for 7 out of the 10 MSAs where women are most underrepresented in elite jobs.

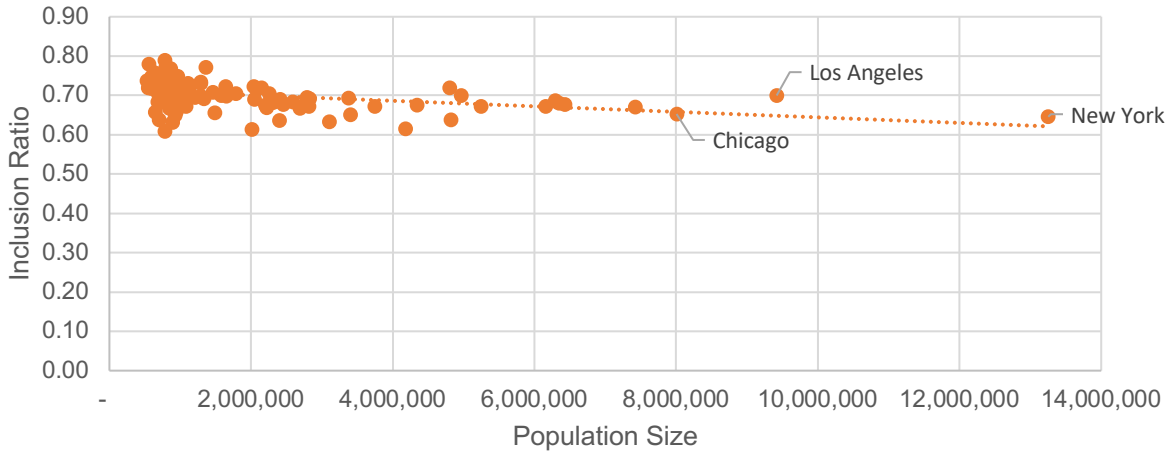
Table 7: The 10 Least Representative MSAs for Women

	% Women: All Jobs	% Women: Elite Jobs	Inclusion Ratio: Women
Albuquerque, NM	31.4%	48.4%	0.65
Los Angeles-Long Beach-Anaheim, CA	29.7%	46.0%	0.65
Provo-Orem, UT	27.1%	42.4%	0.64
San Francisco-Oakland-Berkeley, CA	29.8%	46.7%	0.64
Austin-Round Rock-Georgetown, TX	29.1%	45.7%	0.64
Denver-Aurora-Lakewood, CO	29.4%	46.5%	0.63
McAllen-Edinburg-Mission, TX	28.9%	45.7%	0.63
Seattle-Tacoma-Bellevue, WA	28.3%	46.0%	0.62
San Jose-Sunnyvale-Santa Clara, CA	27.1%	44.1%	0.61
Colorado Springs, CO	28.4%	46.8%	0.61

Source: JobsEQ® by Chmura

The Inclusion Ratio for women has a small but significant negative correlation with total jobs among all MSAs.[13] Smaller metropolitan areas are associated with higher inclusion ratios, but the effect is small. Figure 11 shows the Inclusion Ratios for women for the 10 largest and 10 smallest MSAs in terms of total jobs.

Figure 8: Women's Inclusion Ratio Slightly Decreases as Population Increases



Source: JobsEQ® by Chmura

Table 8: MSAs with Smaller Populations Have Slightly Higher Inclusion Ratios for Women

10 Largest MSAs	Inclusion Ratio: Women	10 Smallest MSAs	Inclusion Ratio: Women
New York-Newark-Jersey City, NY-NJ-PA	0.67	Wichita, KS	0.66
Los Angeles-Long Beach-Anaheim, CA	0.65	Harrisburg-Carlisle, PA	0.72
Chicago-Naperville-Elgin, IL-IN-WI	0.70	Portland-South Portland, ME	0.72
Dallas-Fort Worth-Arlington, TX	0.65	Syracuse, NY	0.75
Houston-The Woodlands-Sugar Land, TX	0.67	Lakeland-Winter Haven, FL	0.79
Washington-Arlington-Alexandria, DC-VA-MD-WV	0.68	Jackson, MS	0.75
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	0.67	Lancaster, PA	0.78
Atlanta-Sandy Springs-Alpharetta, GA	0.69	Fayetteville-Springdale-Rogers, AR	0.74
Miami-Fort Lauderdale-Pompano Beach, FL	0.68	Lexington-Fayette, KY	0.74
Boston-Cambridge-Newton, MA-NH	0.70	Augusta-Richmond County, GA-SC	0.76

Source: JobsEQ® by Chmura

[13] Coefficient =-.36

3. Analysis

The United States has an elite jobs inclusion problem. The proportion of Blacks, Hispanics, and women in elite jobs falls far below that of all jobs. Based on averages, workers in all three groups are more likely to occupy lower status, lower pay jobs. Likewise, these results imply that non-Black, non-Hispanic, and men are overrepresented among elite jobs. As referenced in the introduction, most studies find that diversity among elite jobs improves productivity, and the notion that racial, ethnic, and gender identity, rather than merit, play a significant role in who gets elite jobs should trouble anyone who wants society to be a meritocracy. Previous scholarship also suggests that the effects found here will compound when members are part of multiple groups.[14] While not examined, Chmura hypothesizes that the Inclusion Ratio for both Black women and Hispanic women is lower than the Inclusion Ratios for their component groups.

The analysis presented here also suggests that the factors that contribute to underrepresentation vary depending on the group.

- The Black results warn us not to assume that underrepresentation is a problem specific to one area of the country. One cannot deny the South's history of racial discrimination and violence, but these results suggest that inclusion of Blacks in selected Southern MSAs can be among the least unrepresentative. Likewise, California and other states thought to be progressive contain MSAs with a Black population most unrepresented among elite jobs.
- For Hispanics, this analysis provides some support for the hypothesis that a critical mass of Hispanics among the general worker population (and presumably the population at large) is necessary to achieve better representation among elite jobs.
- This analysis revealed no clear trends as to which MSAs better represent women among elite jobs, which suggests that female underrepresentation is a relatively equally distributed phenomenon.

Again, however, one should resist the temptation to celebrate one MSA being less unrepresentative than another. All MSAs considered in this study underrepresent Blacks, Hispanics, and women in elite jobs, and leaders in all MSAs should take steps to address these disparities.

Another factor that surely influences whether blacks, Hispanics, and women are represented in elite jobs is the extent to which they are represented in the general workforce of an industry or company. Table 9 shows the percent of Blacks, Hispanics, and women represented in five industries. Blacks, Hispanics, and women are more represented in the Health Care and Social Assistance industry relative to, for example, the Professional, Scientific, and Technical Services industry.

[14] For example, see Philip Q. Yang, "Race, Gender, and Perceived Employment Discrimination," *Journal of Black Studies,* 52(5): July 2021, Available at https://journals.sagepub.com/doi/abs/10.1177/00219347211006486.

One might reasonably expect occupations with a more inclusive workforce to have more inclusive leadership structures, although this hypothesis needs confirmation. Even in industries or organizations that are relatively more inclusive of Blacks, Hispanics, or women, leadership may still be relatively less inclusive.

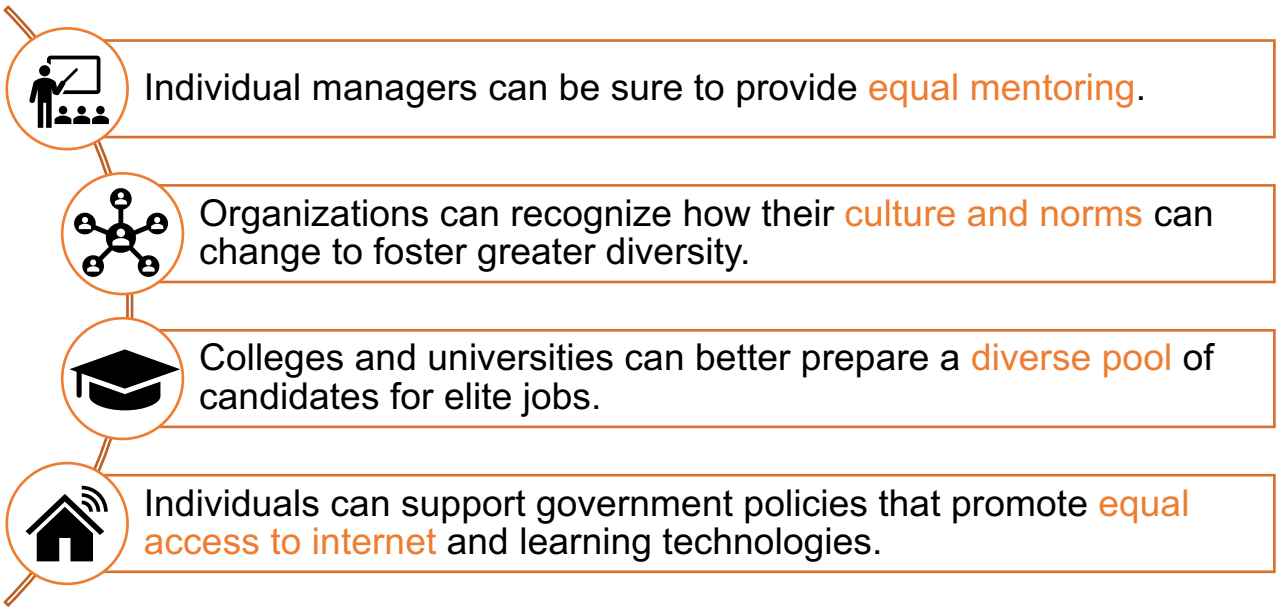
Table 9: The Health Care and Social Assistance Workforce Is Among the Most Representative of Blacks, Hispanics, and Women

	Black	Hispanic	Women
Educational Services	12.1%	15.9%	67.4%
Finance and Insurance	12.0%	13.2%	56.3%
Health Care and Social Assistance	21.0%	17.5%	76.3%
Management of Companies and Enterprises	11.2%	17.2%	51.8%
Professional, Scientific, and Technical Services	8.1%	11.2%	45.5%

Source: JobsEQ® by Chmura

4. Recommendations

The results presented here should convince even the most skeptical that DEI efforts are not misplaced. The United States has a real, well-documented problem with inclusion among elite jobs. What can individuals and institutions that want to remedy this problem do? **This section offers four suggestions**:



Individuals who want to help should realize their efforts alone can make a big difference. Those who hold elite jobs can provide equal mentorship to Blacks, Hispanic, women, and women of color. Mentors can play a significant role to help employees learn the culture and expectations that surround elite jobs and may provide nonwhite and female employees the champions in promotion decisions that they have lacked in the past.[15] Equitable mentorship may also help reduce alienation and increase trust that an organization is committed to helping one advance their career.

Put simply, organizations can better recognize the contributions of nonwhite and female employees and promote them to leadership positions. One should not underestimate the difficulty of this change. Only relatively recently in US history have Blacks, Hispanic, and women had the opportunity to become employed in elite jobs. These groups have historically not had equal input on shaping company culture. Nonwhites and women may be disadvantaged in their ability to conform to the unofficial norms and practices that help a worker achieve promotion to the highest level of organizations. Organizations with leadership that recognizes these dynamics can take steps to make

[15] For example, see Isis H. Settles, "Meaningful Moments: How Mentors and Collaborators Helped Transform Career Challenges into Opportunities," *Women & Therapy,* 43(1-2): 2019, Available at https://www.tandfonline.com/doi/abs/10.1080/02703149.2019.1684674.

their culture and expectations better represent the whole of their workforce, a task that professionals trained in DEI best practices and procedures may be able to help. They can also encourage leadership to separate out a promotion candidate's ability to conform to workplace norms from the quality of their work.

Many companies have already put policies in place to promote DEI efforts. An example of a best practice is the beauty brand L'Oréal, which has been recognized for its progress in promoting equality by multiple independent organizations. L'Oréal continues fostering a more diverse workforce through initiatives like multicultural mentorship programs and job training for vulnerable young populations.[16] Its efforts to promote diversity in leadership have been successful, with 55% of leadership positions currently filled by women, an increase from 37% in 2020.

Candidates for elite jobs are made in the nation's colleges and universities. Nearly every job this study considers requires a four-year college degree, if not graduate school. Thus, any long-term solution for the inequities described here requires the full participation of higher education. Postsecondary institutions must not only admit Black, Hispanic, and women students but take proactive steps to create environments in which they achieve the academic success necessary to break into high-quality professional occupations. Do these students receive career counseling that steers them towards elite jobs at the same rate that male and white students do? Are professors trained in culturally sensitive pedagogy, so that nonwhite students have an equal chance to learn?

Another important factor in educational success at all ages is access to technology. The Covid-19 pandemic showed the importance of strong internet access as schooling became remote across the country. According to the Education Trust, 42% of families of color do not have the technology required for online education.[17] This is a clear disadvantage in obtaining a quality education and will likely affect which career path minority populations will choose to follow. To bridge the demographic gap in elite jobs, policies should be promoted that increase funding for technology and expand internet access in disadvantaged communities. The availability of internet access also opens opportunities for remote work. Data show that Blacks and Hispanics are underrepresented in remote work occupations. Blacks account for 12.7% of the workforce but fill only 7.4% of remote work occupations. Hispanics account for 17.3% of all workers but only 9.0% within remote work occupations.[18] Some of the industries with the highest concentration of remote-work employment are those that contain elite jobs, such as Financial Services and Software Publishing.[19] Expanding internet access would likely increase opportunities for minority populations to occupy elite jobs that coincide with remote employment.

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[16] "Promoting Diversity, Equity & Inclusion", L'Oréal Groupe, accessed May 31, 2022, https://www.loreal.com/en/commitments-and-responsibilities/for-the-people/promoting-diversity-and-inclusion/.
[17] "Understanding the Digital Divide in Education," American University School of Education, December 15, 2020, https://soeonline.american.edu/blog/digital-divide-in-education.
[18] JobsEQ® by Chmura Economics & Analytics
[19] Greg Chmura, "Which Jobs Can Be Done Remotely?: A JobsEQ Analysis of Remote Occupations," Chmura Economics & Analytics, June 24, 2020, https://www.chmura.com/blog/2020/june/which-jobs-can-be-done-remotely-a-jobseq-analysis-of-remote-occupations.

5. Appendix

Table A1: In-Demand: 100k Salary, at least 40k needed in next 10 years in USA, 2021Q3[1]

		Current		10-Year Forecast
SOC	Occupation	Employment	Mean Ann Wages[2]	Total Demand
11-1021	General and Operations Managers	2,425,779	$125,700	2,470,548
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	1,898,419	$114,300	1,948,345
23-1011	Lawyers	811,791	$148,900	461,137
11-3031	Financial Managers	673,316	$151,500	679,434
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	547,470	$124,000	473,210
11-3021	Computer and Information Systems Managers	480,392	$161,700	453,615
11-9021	Construction Managers	458,088	$107,300	407,575
11-9111	Medical and Health Services Managers	424,865	$118,800	523,418
29-1228	Physicians, All Other; and Ophthalmologists, Except Pediatric	410,988	$218,900	136,576
11-2022	Sales Managers	401,623	$147,600	398,766
29-1051	Pharmacists	327,922	$125,500	136,608
11-2021	Marketing Managers	292,780	$154,500	300,976
11-3013	Facilities Managers	278,088	$108,100	270,912
13-2052	Personal Financial Advisors	276,707	$122,500	223,845
11-1011	Chief Executives	272,787	$197,800	176,649
11-9032	Education Administrators, Kindergarten through Secondary	256,605	$103,000	224,731
29-1171	Nurse Practitioners	224,548	$114,500	265,052
11-9041	Architectural and Engineering Managers	197,788	$158,100	154,685
11-3051	Industrial Production Managers	189,829	$118,200	148,794
17-2071	Electrical Engineers	189,630	$106,000	141,467
25-1071	Health Specialties Teachers, Postsecondary	188,442	$124,900	214,279
15-1245	Database Administrators and Architects	168,031	$101,100	139,512
15-1241	Computer Network Architects	166,140	$119,200	130,735
17-2199	Engineers, All Other	162,223	$107,100	118,508
11-3121	Human Resources Managers	161,304	$134,600	159,129
11-9033	Education Administrators, Postsecondary	150,188	$115,200	129,539

		Current		10-Year Forecast
SOC	Occupation	Employment	Mean Ann Wages[2]	Total Demand
11-3071	Transportation, Storage, and Distribution Managers	139,924	$105,100	128,868
15-1212	Information Security Analysts	139,471	$107,600	163,673
29-1071	Physician Assistants	132,246	$116,100	124,389
29-1021	Dentists, General	130,859	$180,800	53,710
19-1042	Medical Scientists, Except Epidemiologists	130,832	$101,800	145,234
17-2072	Electronics Engineers, Except Computer	121,147	$112,300	92,850
27-1011	Art Directors	102,858	$114,500	130,860
29-1131	Veterinarians	90,597	$108,400	53,109
53-2011	Airline Pilots, Copilots, and Flight Engineers	77,771	$186,900	96,125
25-1011	Business Teachers, Postsecondary	75,435	$107,300	68,140
11-3061	Purchasing Managers	72,856	$132,700	66,561
11-9121	Natural Sciences Managers	70,406	$154,900	68,003
17-2061	Computer Hardware Engineers	64,730	$126,100	49,683
15-2098	Data Scientists and Mathematical Science Occupations, All Other	62,873	$103,900	75,489
11-2033	Fundraising Managers	60,107	$135,600	62,052
17-2011	Aerospace Engineers	58,616	$121,100	44,429
19-3039	Psychologists, All Other	55,263	$100,100	40,098
25-1042	Biological Science Teachers, Postsecondary	48,808	$101,300	47,557
11-3131	Training and Development Managers	41,240	$125,900	43,334
53-2012	Commercial Pilots	40,585	$110,800	49,280

Source: JobsEQ®

Table A2: Inclusion Ratios for All MSAs: Black

Ranking		% Black: All Jobs	% Black: Good Jobs	Inclusion Ratio: Black
62	Akron, OH MSA	11.2%	5.6%	0.50
47	Albany-Schenectady-Troy, NY MSA	7.4%	3.9%	0.53
26	Albuquerque, NM MSA	2.9%	1.7%	0.58
87	Allentown-Bethlehem-Easton, PA-NJ MSA	6.8%	3.1%	0.46
20	Atlanta-Sandy Springs-Alpharetta, GA MSA	35.5%	21.2%	0.60
15	Augusta-Richmond County, GA-SC MSA	34.7%	21.2%	0.61
73	Austin-Round Rock-Georgetown, TX MSA	7.9%	3.8%	0.48
14	Bakersfield, CA MSA	5.5%	3.4%	0.61
17	Baltimore-Columbia-Towson, MD MSA	28.0%	17.0%	0.61
4	Baton Rouge, LA MSA	32.5%	22.1%	0.68
30	Birmingham-Hoover, AL MSA	29.0%	16.6%	0.57
5	Boise City, ID MSA	0.9%	0.6%	0.66
92	Boston-Cambridge-Newton, MA-NH MSA	8.9%	4.0%	0.45
98	Bridgeport-Stamford-Norwalk, CT MSA	13.4%	5.2%	0.39
57	Buffalo-Cheektowaga, NY MSA	10.8%	5.5%	0.51
60	Cape Coral-Fort Myers, FL MSA	9.9%	5.0%	0.51
55	Charleston-North Charleston, SC MSA	23.9%	12.4%	0.52
35	Charlotte-Concord-Gastonia, NC-SC MSA	24.3%	13.7%	0.57
63	Chicago-Naperville-Elgin, IL-IN-WI MSA	15.8%	7.9%	0.50
33	Cincinnati, OH-KY-IN MSA	11.0%	6.3%	0.57
44	Cleveland-Elyria, OH MSA	17.8%	9.7%	0.54
83	Colorado Springs, CO MSA	6.5%	3.0%	0.46
3	Columbia, SC MSA	33.5%	23.0%	0.68
86	Columbus, OH MSA	14.5%	6.6%	0.46
46	Dallas-Fort Worth-Arlington, TX MSA	16.7%	8.9%	0.53
78	Dayton-Kettering, OH MSA	14.5%	6.8%	0.47
82	Denver-Aurora-Lakewood, CO MSA	5.7%	2.7%	0.47
49	Des Moines-West Des Moines, IA MSA	4.7%	2.5%	0.52
58	Detroit-Warren-Dearborn, MI MSA	20.1%	10.3%	0.51
10	Durham-Chapel Hill, NC MSA	27.9%	18.0%	0.65
24	El Paso, TX MSA	3.2%	1.9%	0.59
6	Fayetteville-Springdale-Rogers, AR MSA	2.6%	1.7%	0.66
76	Fresno, CA MSA	4.7%	2.2%	0.48
31	Grand Rapids-Kentwood, MI MSA	5.9%	3.4%	0.57
22	Greensboro-High Point, NC MSA	27.9%	16.6%	0.59
25	Greenville-Anderson, SC MSA	17.2%	10.1%	0.59
64	Harrisburg-Carlisle, PA MSA	10.0%	4.9%	0.49
75	Hartford-East Hartford-Middletown, CT MSA	12.5%	6.0%	0.48

Ranking		% Black: All Jobs	% Black: Good Jobs	Inclusion Ratio: Black
40	Houston-The Woodlands-Sugar Land, TX MSA	18.5%	10.3%	0.56
39	Indianapolis-Carmel-Anderson, IN MSA	14.2%	7.9%	0.56
2	Jackson, MS MSA	47.8%	33.1%	0.69
67	Jacksonville, FL MSA	20.7%	10.2%	0.49
79	Kansas City, MO-KS MSA	11.8%	5.5%	0.47
28	Knoxville, TN MSA	5.6%	3.3%	0.58
52	Lakeland-Winter Haven, FL MSA	16.0%	8.3%	0.52
41	Lancaster, PA MSA	4.6%	2.5%	0.55
80	Las Vegas-Henderson-Paradise, NV MSA	12.6%	5.9%	0.47
43	Lexington-Fayette, KY MSA	11.0%	5.9%	0.54
8	Little Rock-North Little Rock-Conway, AR MSA	23.7%	15.4%	0.65
93	Los Angeles-Long Beach-Anaheim, CA MSA	7.8%	3.5%	0.45
81	Louisville/Jefferson County, KY-IN MSA	14.1%	6.6%	0.47
27	Madison, WI MSA	4.0%	2.3%	0.58
1	McAllen-Edinburg-Mission, TX MSA	0.7%	0.5%	0.72
21	Memphis, TN-MS-AR MSA	46.3%	27.6%	0.60
66	Miami-Fort Lauderdale-Pompano Beach, FL MSA	21.7%	10.7%	0.49
96	Milwaukee-Waukesha, WI MSA	13.5%	5.7%	0.42
59	Minneapolis-St. Paul-Bloomington, MN-WI MSA	7.6%	3.8%	0.51
36	Nashville-Davidson--Murfreesboro--Franklin, TN MSA	15.5%	8.7%	0.56
38	New Haven-Milford, CT MSA	14.1%	7.9%	0.56
9	New Orleans-Metairie, LA MSA	32.0%	20.7%	0.65
84	New York-Newark-Jersey City, NY-NJ-PA MSA	19.3%	8.9%	0.46
88	North Port-Sarasota-Bradenton, FL MSA	6.9%	3.1%	0.45
34	Ogden-Clearfield, UT MSA	1.2%	0.7%	0.57
16	Oklahoma City, OK MSA	9.9%	6.0%	0.61
68	Omaha-Council Bluffs, NE-IA MSA	7.1%	3.5%	0.49
61	Orlando-Kissimmee-Sanford, FL MSA	17.6%	8.8%	0.50
77	Oxnard-Thousand Oaks-Ventura, CA MSA	1.9%	0.9%	0.48
85	Philadelphia-Camden-Wilmington, PA-NJ-DE-MD MSA	19.4%	8.9%	0.46
71	Phoenix-Mesa-Chandler, AZ MSA	6.2%	3.0%	0.48
23	Pittsburgh, PA MSA	7.3%	4.3%	0.59
11	Portland-South Portland, ME MSA	2.0%	1.3%	0.64
37	Portland-Vancouver-Hillsboro, OR-WA MSA	2.7%	1.5%	0.56
56	Poughkeepsie-Newburgh-Middletown, NY MSA	11.8%	6.0%	0.51
90	Providence-Warwick, RI-MA MSA	6.4%	2.9%	0.45
12	Provo-Orem, UT MSA	0.5%	0.3%	0.62
54	Raleigh-Cary, NC MSA	20.9%	10.8%	0.52
42	Richmond, VA MSA	29.0%	15.8%	0.54

Ranking		% Black: All Jobs	% Black: Good Jobs	Inclusion Ratio: Black
70	Riverside-San Bernardino-Ontario, CA MSA	9.2%	4.5%	0.48
97	Rochester, NY MSA	10.0%	4.2%	0.42
91	Sacramento-Roseville-Folsom, CA MSA	7.1%	3.2%	0.45
74	Salt Lake City, UT MSA	1.9%	0.9%	0.48
19	San Antonio-New Braunfels, TX MSA	7.3%	4.4%	0.61
95	San Diego-Chula Vista-Carlsbad, CA MSA	5.0%	2.1%	0.43
100	San Francisco-Oakland-Berkeley, CA MSA	7.7%	2.7%	0.35
94	San Jose-Sunnyvale-Santa Clara, CA MSA	3.0%	1.3%	0.44
99	Seattle-Tacoma-Bellevue, WA MSA	6.0%	2.3%	0.38
89	Springfield, MA MSA	6.8%	3.1%	0.45
48	St. Louis, MO-IL MSA	16.7%	8.8%	0.53
50	Stockton, CA MSA	7.3%	3.8%	0.52
18	Syracuse, NY MSA	7.2%	4.4%	0.61
32	Tampa-St. Petersburg-Clearwater, FL MSA	12.9%	7.3%	0.57
72	Toledo, OH MSA	11.8%	5.7%	0.48
51	Tucson, AZ MSA	4.0%	2.1%	0.52
53	Tulsa, OK MSA	8.1%	4.2%	0.52
65	Urban Honolulu, HI MSA	2.0%	1.0%	0.49
13	Virginia Beach-Norfolk-Newport News, VA-NC MSA	31.2%	19.2%	0.62
29	Washington-Arlington-Alexandria, DC-VA-MD-WV MSA	26.9%	15.5%	0.58
45	Wichita, KS MSA	7.3%	3.9%	0.54
7	Winston-Salem, NC MSA	18.1%	11.8%	0.65
69	Worcester, MA-CT MSA	5.0%	2.4%	0.49

Source: JobsEQ®

Table A3: Inclusion Ratios for All MSAs, Including Ranking from Highest to Lowest by Inclusion Ratio: Hispanic

Ranking		% Hispanic: All Jobs	% Hispanic: Good Jobs	Inclusion Ratio: Hispanics
20	Akron, OH MSA	1.9%	1.0%	0.50
46	Albany-Schenectady-Troy, NY MSA	5.0%	2.3%	0.46
5	Albuquerque, NM MSA	49.0%	29.7%	0.61
74	Allentown-Bethlehem-Easton, PA-NJ MSA	16.2%	6.7%	0.41
13	Atlanta-Sandy Springs-Alpharetta, GA MSA	10.1%	5.2%	0.51
15	Augusta-Richmond County, GA-SC MSA	5.3%	2.7%	0.51
17	Austin-Round Rock-Georgetown, TX MSA	31.0%	15.7%	0.51
34	Bakersfield, CA MSA	53.5%	25.8%	0.48
8	Baltimore-Columbia-Towson, MD MSA	5.7%	3.0%	0.54
18	Baton Rouge, LA MSA	4.1%	2.1%	0.51
31	Birmingham-Hoover, AL MSA	4.6%	2.2%	0.49
97	Boise City, ID MSA	13.4%	4.9%	0.37
64	Boston-Cambridge-Newton, MA-NH MSA	10.5%	4.5%	0.43
75	Bridgeport-Stamford-Norwalk, CT MSA	20.1%	8.3%	0.41
41	Buffalo-Cheektowaga, NY MSA	4.1%	1.9%	0.46
53	Cape Coral-Fort Myers, FL MSA	25.0%	11.2%	0.45
91	Charleston-North Charleston, SC MSA	5.5%	2.1%	0.39
38	Charlotte-Concord-Gastonia, NC-SC MSA	9.7%	4.5%	0.47
76	Chicago-Naperville-Elgin, IL-IN-WI MSA	21.5%	8.9%	0.41
26	Cincinnati, OH-KY-IN MSA	2.9%	1.4%	0.49
92	Cleveland-Elyria, OH MSA	5.3%	2.0%	0.37
66	Colorado Springs, CO MSA	15.5%	6.6%	0.43
67	Columbia, SC MSA	5.2%	2.2%	0.43
44	Columbus, OH MSA	3.8%	1.8%	0.46
51	Dallas-Fort Worth-Arlington, TX MSA	27.2%	12.3%	0.45
33	Dayton-Kettering, OH MSA	2.7%	1.3%	0.48
87	Denver-Aurora-Lakewood, CO MSA	21.0%	8.2%	0.39
96	Des Moines-West Des Moines, IA MSA	6.5%	2.4%	0.37
86	Detroit-Warren-Dearborn, MI MSA	4.2%	1.6%	0.39
40	Durham-Chapel Hill, NC MSA	10.7%	4.9%	0.46
2	El Paso, TX MSA	84.5%	71.9%	0.85

Ranking		% Hispanic: All Jobs	% Hispanic: Good Jobs	Inclusion Ratio: Hispanics
42	Fayetteville-Springdale-Rogers, AR MSA	16.7%	7.7%	0.46
21	Fresno, CA MSA	52.3%	26.1%	0.50
88	Grand Rapids-Kentwood, MI MSA	8.8%	3.4%	0.39
89	Greensboro-High Point, NC MSA	8.2%	3.2%	0.39
30	Greenville-Anderson, SC MSA	7.2%	3.5%	0.49
59	Harrisburg-Carlisle, PA MSA	5.7%	2.5%	0.44
81	Hartford-East Hartford-Middletown, CT MSA	13.5%	5.4%	0.40
22	Houston-The Woodlands-Sugar Land, TX MSA	35.8%	17.7%	0.49
71	Indianapolis-Carmel-Anderson, IN MSA	6.1%	2.6%	0.42
25	Jackson, MS MSA	2.2%	1.1%	0.49
12	Jacksonville, FL MSA	9.0%	4.7%	0.52
82	Kansas City, MO-KS MSA	8.6%	3.4%	0.40
19	Knoxville, TN MSA	3.7%	1.9%	0.50
47	Lakeland-Winter Haven, FL MSA	23.9%	10.9%	0.46
29	Lancaster, PA MSA	10.3%	5.0%	0.49
65	Las Vegas-Henderson-Paradise, NV MSA	32.2%	13.8%	0.43
52	Lexington-Fayette, KY MSA	5.9%	2.6%	0.45
61	Little Rock-North Little Rock-Conway, AR MSA	5.1%	2.2%	0.44
24	Los Angeles-Long Beach-Anaheim, CA MSA	44.2%	21.7%	0.49
55	Louisville/Jefferson County, KY-IN MSA	5.2%	2.3%	0.45
23	Madison, WI MSA	5.2%	2.6%	0.49
1	McAllen-Edinburg-Mission, TX MSA	93.1%	86.1%	0.93
63	Memphis, TN-MS-AR MSA	5.2%	2.2%	0.43
3	Miami-Fort Lauderdale-Pompano Beach, FL MSA	47.4%	35.4%	0.75
100	Milwaukee-Waukesha, WI MSA	9.4%	3.1%	0.32
39	Minneapolis-St. Paul-Bloomington, MN-WI MSA	5.4%	2.5%	0.46
56	Nashville-Davidson--Murfreesboro--Franklin, TN MSA	6.7%	3.0%	0.45
93	New Haven-Milford, CT MSA	16.7%	6.2%	0.37
14	New Orleans-Metairie, LA MSA	9.3%	4.8%	0.51
49	New York-Newark-Jersey City, NY-NJ-PA MSA	23.9%	10.9%	0.46
72	North Port-Sarasota-Bradenton, FL MSA	15.1%	6.3%	0.42
60	Ogden-Clearfield, UT MSA	12.6%	5.5%	0.44
94	Oklahoma City, OK MSA	12.4%	4.6%	0.37

Ranking		% Hispanic: All Jobs	% Hispanic: Good Jobs	Inclusion Ratio: Hispanics
99	Omaha-Council Bluffs, NE-IA MSA	9.2%	3.0%	0.33
9	Orlando-Kissimmee-Sanford, FL MSA	31.0%	16.5%	0.53
28	Oxnard-Thousand Oaks-Ventura, CA MSA	42.6%	20.8%	0.49
95	Philadelphia-Camden-Wilmington, PA-NJ-DE-MD MSA	8.3%	3.1%	0.37
69	Phoenix-Mesa-Chandler, AZ MSA	30.3%	12.7%	0.42
7	Pittsburgh, PA MSA	1.8%	1.0%	0.56
50	Portland-South Portland, ME MSA	2.1%	1.0%	0.45
54	Portland-Vancouver-Hillsboro, OR-WA MSA	11.7%	5.2%	0.45
43	Poughkeepsie-Newburgh-Middletown, NY MSA	17.1%	7.9%	0.46
98	Providence-Warwick, RI-MA MSA	11.4%	4.2%	0.37
48	Provo-Orem, UT MSA	11.8%	5.4%	0.46
62	Raleigh-Cary, NC MSA	9.8%	4.3%	0.43
73	Richmond, VA MSA	6.3%	2.6%	0.42
6	Riverside-San Bernardino-Ontario, CA MSA	52.1%	29.5%	0.57
90	Rochester, NY MSA	6.4%	2.5%	0.39
32	Sacramento-Roseville-Folsom, CA MSA	21.4%	10.4%	0.48
85	Salt Lake City, UT MSA	17.3%	6.8%	0.39
4	San Antonio-New Braunfels, TX MSA	54.3%	34.5%	0.64
57	San Diego-Chula Vista-Carlsbad, CA MSA	33.5%	14.9%	0.44
68	San Francisco-Oakland-Berkeley, CA MSA	21.0%	8.9%	0.42
77	San Jose-Sunnyvale-Santa Clara, CA MSA	26.1%	10.7%	0.41
78	Seattle-Tacoma-Bellevue, WA MSA	9.4%	3.9%	0.41
70	Springfield, MA MSA	15.2%	6.4%	0.42
16	St. Louis, MO-IL MSA	3.0%	1.5%	0.51
36	Stockton, CA MSA	40.7%	19.4%	0.48
45	Syracuse, NY MSA	3.8%	1.7%	0.46
11	Tampa-St. Petersburg-Clearwater, FL MSA	20.7%	10.8%	0.52
80	Toledo, OH MSA	6.4%	2.6%	0.40
27	Tucson, AZ MSA	38.9%	19.1%	0.49
79	Tulsa, OK MSA	9.7%	4.0%	0.41
58	Urban Honolulu, HI MSA	8.5%	3.7%	0.44
35	Virginia Beach-Norfolk-Newport News, VA-NC MSA	6.3%	3.0%	0.48

Ranking		% Hispanic: All Jobs	% Hispanic: Good Jobs	Inclusion Ratio: Hispanics
10	Washington-Arlington-Alexandria, DC-VA-MD-WV MSA	15.9%	8.4%	0.53
84	Wichita, KS MSA	12.3%	4.8%	0.39
37	Winston-Salem, NC MSA	9.4%	4.4%	0.47
83	Worcester, MA-CT MSA	10.3%	4.0%	0.39

Source: JobsEQ®

Table A4: Inclusion Ratios for All MSAs: Women

Ranking		% Women: All Jobs	% Women: Good Jobs	Inclusion Ratio: Women
41	Akron, OH MSA	48.5%	34.3%	0.71
43	Albany-Schenectady-Troy, NY MSA	49.0%	34.6%	0.71
91	Albuquerque, NM MSA	48.4%	31.4%	0.65
22	Allentown-Bethlehem-Easton, PA-NJ MSA	47.8%	35.0%	0.73
62	Atlanta-Sandy Springs-Alpharetta, GA MSA	48.6%	33.3%	0.69
7	Augusta-Richmond County, GA-SC MSA	49.8%	37.8%	0.76
95	Austin-Round Rock-Georgetown, TX MSA	45.7%	29.1%	0.64
25	Bakersfield, CA MSA	43.7%	31.8%	0.73
59	Baltimore-Columbia-Towson, MD MSA	50.0%	34.5%	0.69
5	Baton Rouge, LA MSA	49.1%	37.7%	0.77
47	Birmingham-Hoover, AL MSA	48.8%	34.2%	0.70
40	Boise City, ID MSA	46.9%	33.2%	0.71
48	Boston-Cambridge-Newton, MA-NH MSA	49.2%	34.4%	0.70
86	Bridgeport-Stamford-Norwalk, CT MSA	47.5%	31.3%	0.66
33	Buffalo-Cheektowaga, NY MSA	49.5%	35.5%	0.72
15	Cape Coral-Fort Myers, FL MSA	48.0%	35.7%	0.74
37	Charleston-North Charleston, SC MSA	49.1%	34.9%	0.71
55	Charlotte-Concord-Gastonia, NC-SC MSA	47.8%	33.2%	0.69
49	Chicago-Naperville-Elgin, IL-IN-WI MSA	47.6%	33.3%	0.70
45	Cincinnati, OH-KY-IN MSA	48.4%	34.1%	0.71
61	Cleveland-Elyria, OH MSA	49.7%	34.3%	0.69
100	Colorado Springs, CO MSA	46.8%	28.4%	0.61
13	Columbia, SC MSA	49.9%	37.1%	0.74
75	Columbus, OH MSA	48.2%	32.5%	0.67
89	Dallas-Fort Worth-Arlington, TX MSA	45.9%	30.0%	0.65
65	Dayton-Kettering, OH MSA	48.8%	33.3%	0.68
96	Denver-Aurora-Lakewood, CO MSA	46.5%	29.4%	0.63
57	Des Moines-West Des Moines, IA MSA	48.0%	33.2%	0.69
74	Detroit-Warren-Dearborn, MI MSA	47.9%	32.3%	0.68
16	Durham-Chapel Hill, NC MSA	50.8%	37.6%	0.74
85	El Paso, TX MSA	46.8%	31.2%	0.67
19	Fayetteville-Springdale-Rogers, AR MSA	45.6%	33.7%	0.74
34	Fresno, CA MSA	45.6%	32.6%	0.71
24	Grand Rapids-Kentwood, MI MSA	47.3%	34.6%	0.73
6	Greensboro-High Point, NC MSA	49.1%	37.3%	0.76
10	Greenville-Anderson, SC MSA	47.8%	35.8%	0.75
32	Harrisburg-Carlisle, PA MSA	48.7%	34.9%	0.72

Ranking		% Women: All Jobs	% Women: Good Jobs	Inclusion Ratio: Women
54	Hartford-East Hartford-Middletown, CT MSA	49.3%	34.3%	0.70
82	Houston-The Woodlands-Sugar Land, TX MSA	44.7%	29.9%	0.67
29	Indianapolis-Carmel-Anderson, IN MSA	48.7%	35.0%	0.72
11	Jackson, MS MSA	50.5%	37.7%	0.75
51	Jacksonville, FL MSA	48.4%	33.9%	0.70
83	Kansas City, MO-KS MSA	48.0%	32.1%	0.67
18	Knoxville, TN MSA	47.5%	35.1%	0.74
1	Lakeland-Winter Haven, FL MSA	47.3%	37.3%	0.79
2	Lancaster, PA MSA	46.5%	36.2%	0.78
60	Las Vegas-Henderson-Paradise, NV MSA	46.6%	32.2%	0.69
20	Lexington-Fayette, KY MSA	48.6%	35.8%	0.74
36	Little Rock-North Little Rock-Conway, AR MSA	49.1%	34.9%	0.71
92	Los Angeles-Long Beach-Anaheim, CA MSA	46.0%	29.7%	0.65
21	Louisville/Jefferson County, KY-IN MSA	48.6%	35.7%	0.73
66	Madison, WI MSA	48.5%	33.1%	0.68
97	McAllen-Edinburg-Mission, TX MSA	45.7%	28.9%	0.63
3	Memphis, TN-MS-AR MSA	50.2%	38.7%	0.77
70	Miami-Fort Lauderdale-Pompano Beach, FL MSA	47.7%	32.5%	0.68
50	Milwaukee-Waukesha, WI MSA	49.2%	34.4%	0.70
77	Minneapolis-St. Paul-Bloomington, MN-WI MSA	48.5%	32.6%	0.67
28	Nashville-Davidson--Murfreesboro--Franklin, TN MSA	47.6%	34.4%	0.72
9	New Haven-Milford, CT MSA	50.1%	37.5%	0.75
23	New Orleans-Metairie, LA MSA	49.6%	36.3%	0.73
76	New York-Newark-Jersey City, NY-NJ-PA MSA	48.2%	32.5%	0.67
26	North Port-Sarasota-Bradenton, FL MSA	49.0%	35.5%	0.72
64	Ogden-Clearfield, UT MSA	44.5%	30.4%	0.68
39	Oklahoma City, OK MSA	47.2%	33.4%	0.71
46	Omaha-Council Bluffs, NE-IA MSA	48.0%	33.7%	0.70
68	Orlando-Kissimmee-Sanford, FL MSA	47.9%	32.6%	0.68
73	Oxnard-Thousand Oaks-Ventura, CA MSA	46.4%	31.4%	0.68
81	Philadelphia-Camden-Wilmington, PA-NJ-DE-MD MSA	49.4%	33.2%	0.67
78	Phoenix-Mesa-Chandler, AZ MSA	46.4%	31.2%	0.67
67	Pittsburgh, PA MSA	48.0%	32.7%	0.68
31	Portland-South Portland, ME MSA	49.5%	35.6%	0.72
63	Portland-Vancouver-Hillsboro, OR-WA MSA	46.8%	32.0%	0.68
42	Poughkeepsie-Newburgh-Middletown, NY MSA	47.7%	33.7%	0.71
27	Providence-Warwick, RI-MA MSA	49.6%	35.9%	0.72
93	Provo-Orem, UT MSA	42.4%	27.1%	0.64

Ranking		% Women: All Jobs	% Women: Good Jobs	Inclusion Ratio: Women
88	Raleigh-Cary, NC MSA	47.6%	31.2%	0.66
58	Richmond, VA MSA	50.0%	34.6%	0.69
30	Riverside-San Bernardino-Ontario, CA MSA	45.3%	32.6%	0.72
38	Rochester, NY MSA	49.6%	35.2%	0.71
71	Sacramento-Roseville-Folsom, CA MSA	48.2%	32.6%	0.68
53	Salt Lake City, UT MSA	45.4%	31.7%	0.70
84	San Antonio-New Braunfels, TX MSA	46.9%	31.3%	0.67
90	San Diego-Chula Vista-Carlsbad, CA MSA	46.3%	30.2%	0.65
94	San Francisco-Oakland-Berkeley, CA MSA	46.7%	29.8%	0.64
99	San Jose-Sunnyvale-Santa Clara, CA MSA	44.1%	27.1%	0.61
98	Seattle-Tacoma-Bellevue, WA MSA	46.0%	28.3%	0.62
8	Springfield, MA MSA	51.0%	38.2%	0.75
80	St. Louis, MO-IL MSA	49.4%	33.2%	0.67
4	Stockton, CA MSA	44.9%	34.6%	0.77
12	Syracuse, NY MSA	49.4%	36.8%	0.75
56	Tampa-St. Petersburg-Clearwater, FL MSA	48.7%	33.8%	0.69
14	Toledo, OH MSA	49.0%	36.4%	0.74
79	Tucson, AZ MSA	47.8%	32.2%	0.67
52	Tulsa, OK MSA	46.7%	32.6%	0.70
69	Urban Honolulu, HI MSA	48.3%	32.9%	0.68
44	Virginia Beach-Norfolk-Newport News, VA-NC MSA	50.0%	35.3%	0.71
72	Washington-Arlington-Alexandria, DC-VA-MD-WV MSA	48.5%	32.8%	0.68
87	Wichita, KS MSA	47.4%	31.2%	0.66
17	Winston-Salem, NC MSA	48.4%	35.8%	0.74
35	Worcester, MA-CT MSA	48.5%	34.6%	0.71

Source: JobsEQ®

Chmura puts the utmost care into assembling the reliable data our clients need to fulfill their missions. Below is a sampling of the data, analytics, and benchmark sources you'll find in JobsEQ.

Data

- Industry and Occupation Demand
- Online Jobs Data
- Education & Training Requirements
- Industry Staffing Patterns
- Occupation Wage Percentiles
- Certifications
- Commuting Patterns
- Underemployment
- Baseline & Alternative Forecasts
- Transferable Skills
- Per Capita Income
- Characteristics of the Unemployed
- English Langauge Demographics
- Household Income
- Economic Impact Modeling
- Clusters Analysis
- Shift Share
- Educational Attainment
- Separation Rates
- Participation Rates
- Gross Domestic Product
- Supply Chain
- Location Quotient
- Labor Availability
- Population Forecasts
- Regional Employers
- Occupation Unemployment

Sources

- Quarterly Census of Employmwnt & Wages (QCEW)
- IPEDS Completions Data
- Occupation Employment Statistics (OES)
- American Community Survey (ACS)
- Longitudinal Employer-Household Dynamics (LEHD)
- Online Jobs Analytics (RTI)
- Quarterly Workforce Indicators (QWI)
- O*NET
- NCES CIP-SOC Crosswalk
- Current Population Survey (CPS)
- Employment Projections Program (EPP)
- Nonemployer Statistics (Census)
- Census Population Estimates & Projections
- Local Area Unemployment Statistics (LAUS)
- Military Exits
- C2ER Cost of Living Index

Notes:

Key Takeaways

1. Diversity allows companies to generate a wider range of solutions to problems and increases the available talent pool and the likelihood of attracting top talent.

2. Organizations that foster a more diverse climate benefit from increased productivity and better achieve their goals.

3. Though the racial, ethnic, and gender distribution of elite jobs in some regions of the country is better than others, in no area does the distribution of elite jobs match the diversity of workers in all jobs. All MSAs considered in this study underrepresent Blacks, Hispanic, and women in elite jobs, and leaders in all MSAs should take steps to address these disparities.

4. Suggestions to remedy the problem of a lack of inclusion among elite jobs include:
   - Individual managers can provide equal mentoring, especially through recognizing the contributions of Blacks, Hispanic, women, and women of color.
   - Organizations can recognize how their culture and norms can change to foster greater diversity and eliminate those that hinder it.
   - Colleges and universities can better prepare a diverse pool of candidates for elite jobs.

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