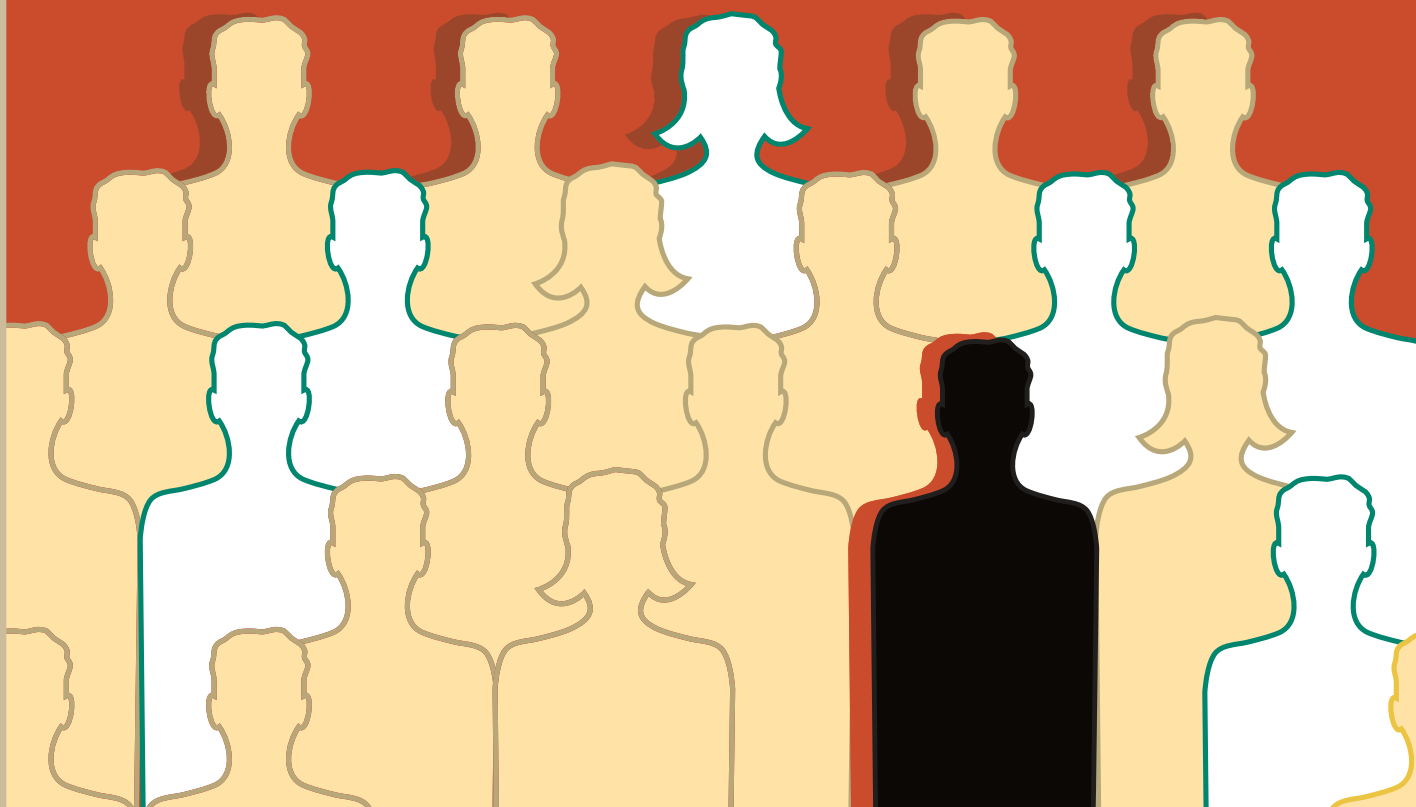


THE PITTSBURGH REGIONAL  
WORKFORCE  
**DIVERSITY**  
INDICATORS REPORT

# BEHIND THE TIMES

THE LIMITED ROLE OF  
MINORITIES IN THE GREATER  
PITTSBURGH WORKFORCE



WORKFORCE  
DIVERSITY  
INDICATORS  
INITIATIVE

2015



## INTRODUCTION

With mobility in the domestic and international workforce continuing to increase, regions across the United States face increasing competition to retain and attract the workers needed to fuel the maintenance and growth of their regional economies. Having a diverse workforce in which minority workers perceive that they can thrive is one key element in this competition for workers.

In this context, the **Workforce Diversity Indicators Initiative** was created in 2013. The Initiative comprises a group of Pittsburgh organizations intent on understanding and disseminating the facts surrounding Pittsburgh workforce diversity and on building a more diverse and inclusive regional workforce as an economic competitiveness and social equity imperative. The organizations included were convened by Vibrant Pittsburgh, following initial meetings of Pittsburgh Today's regional economy committee. Initiative organizations include: Vibrant Pittsburgh, Pittsburgh Today, the Allegheny Conference on Community Development, Three Rivers Workforce Investment Board, Rand Corporation, the University of Pittsburgh's University Center for Social & Urban Research and the University of Pittsburgh's Center on Race and Social Problems.

What follows is the first of a continuing series of reports that will examine workforce diversity issues in the Pittsburgh region.

Melanie Harrington, *President and CEO*, **Vibrant Pittsburgh**

Douglas Heuck, *Director*, **Pittsburgh Today**

March 2015

THE PITTSBURGH REGIONAL  
WORKFORCE  
**DIVERSITY**  
INDICATORS REPORT

*BEHIND  
THE TIMES*

### ABOUT THE DATA

This report is based on data collected and analyzed by the Workforce Diversity Indicators Initiative. The first round of analysis focused on workforce participation, job sector employment and worker income. Local data were benchmarked against 14 peer regions.

The data are largely drawn from U.S. Census Bureau Longitudinal Employer-Household Dynamics program's Quarterly Workforce Indicators. The program combines U.S. Census Bureau and state data to produce the most comprehensive data sets available on wages and employment. Primary sources include state unemployment insurance records and the Quarterly Census of Employment and Wages reported by employers covering 98 percent of U.S. jobs.

Other sources include minority employment-related data from the 2013 U.S. Census Bureau American Community Survey, an annual survey of U.S. households, and the findings of the Pittsburgh Regional Quality of Life Survey conducted in 2011 by UCSUR researchers and Pittsburgh Today. ■

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## KEY FINDINGS IN BRIEF

### The southwestern Pennsylvania workforce is lacking in diversity by almost any measure.

And the discrepancies seen in labor force participation, the type of jobs minority workers hold, and the incomes they earn, are issues with implications for the region's economy, businesses and citizens.

The lack of diversity and inclusion threatens the supply of workers ready to fill jobs vacated by retiring baby boomers. It segregates the benefits of gainful employment. It diminishes the region's appeal to companies looking to relocate or expand. And it makes it more difficult to convince talent of all races and ethnicities to consider southwestern Pennsylvania as a land of promise and a place to call home.

An examination of U.S. Census Bureau employment and household data finds a southwestern Pennsylvania workforce struggling to look like those across the rest of metropolitan America.

#### MINORITY WORKFORCE PARTICIPATION

African American, Asian and Hispanic workers hold 11 percent of the jobs in the Pittsburgh Metropolitan Statistical Area—the smallest share seen across the 15 U.S. metropolitan regions examined in this report.

- Minority workers overall account for 25 percent of the jobs across the 15 benchmark regions—more than double the share of the jobs in the Pittsburgh MSA that are held by minority workers.

Employers find a smaller minority population to hire from in southwestern Pennsylvania, where 86.4 percent of the general population is white. In fact, minorities in the Pittsburgh MSA claim a smaller share of the population than they do in any of the 14 peer regions.

- Yet, minorities in the Pittsburgh MSA still find it tougher to get jobs compared to those living in peer regions, data suggest. Rates of employment within the southwestern Pennsylvania African American, Asian and Hispanic working-age populations all fall below the averages among benchmark regions.

#### JOBS & INCOME

Every industry sector has employers with minorities on the payroll. But minority workers tend to concentrate in some industries more than others.

In several industries where minority workers are most heavily concentrated, their incomes are below the average worker income across all North American Industry Classification System sectors.

- Minorities overall hold 20 percent of the jobs in administrative and support services, the most diverse sector in the region. Minorities who work those jobs, which range from office work to maintenance and waste disposal, have average incomes that are among the lowest reported across all industry sectors in the region.
- The lowest incomes are seen among workers in the accommodation and food services industry, where the second-highest concentration of minority workers in the region is found.



Minorities are least likely to work in several of the highest-paying industries in the region.

- African American, Asian and Hispanic workers account for only 5 percent of the jobs in the mining, oil and gas industries in which workers have the highest average monthly income of any job sector in the region.

||| DIFFERENCES AMONG MINORITY WORKERS

African American, Asian and Hispanic workers each occupy a small share of the workforce. But the jobs they are more likely to hold and the average incomes they earn can vary and the differences are sometimes significant.

- The Asian working-age population has the highest rate of employment of any racial and ethnic group, including whites. Several industries in which they are highly concentrated have the highest average worker incomes, such as the professional, scientific and technology sector.

- While Hispanic workers earn less than whites in most job sectors, their incomes are higher than their white co-workers in a few, including mining, gas and oil, education, health care, and in hotel and food service jobs.

- African Americans, the largest minority population in the region, have the lowest rate of employment. African American workers are most heavily concentrated in administrative and support and waste management jobs and in the accommodation and food services industry, both of which provide for incomes that are among the lowest of all sectors.

||| GROWING, BUT SLOWLY

The share of the labor force claimed by minority workers overall has risen 2 percent in south-western Pennsylvania since 2002, which is the average rate of growth across the 15 benchmark regions. ■



## MINORITY WORKFORCE PARTICIPATION

**S**OUTHWESTERN PENNSYLVANIA’S decades-old recovery from the collapse of its industrial economy has long been recognized as nothing short of remarkable. More recently, other regions watched with envy as it proved resilient to the harshest consequences of recession.

“Pittsburgh’s transformation has captured the attention of other communities now confronted with economic crises of their own,” the Financial Times of London wrote in 2009 during the G20 Summit the city hosted. The Summit, the paper predicted, would “only highlight the city’s progress, signaling to cities such as Detroit and Cleveland that they can once again become vibrant.”

But such accolades ignore the lingering weakness of a regional workforce short on minority workers. In fact, Pittsburgh trails both Detroit and Cleveland when workforce diversity is the measure of progress and vibrancy.

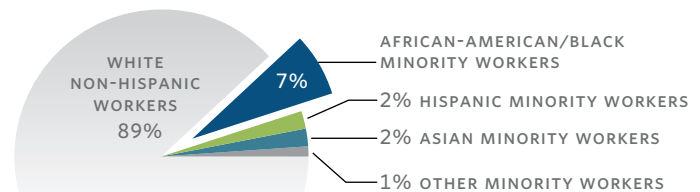
The share of jobs held by African American, Asian and Hispanic workers in the southwestern Pennsylvania workforce is so small it ranks last among 15 U.S. metropolitan regions benchmarked by

Pittsburgh Today and a coalition of organizations convened by the nonprofit Vibrant Pittsburgh to explore regional solutions to diversity issues.

African American, Asian and Hispanic workers hold 11 percent of the jobs in the Pittsburgh Metropolitan Statistical Area, according to 2013 data from the U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD) program’s Quarterly Workforce Indicators, which includes wage and employment data reported by employers covering 98 percent of U.S. jobs.

### Workforce participation by minority subgroups—Pittsburgh

Pittsburgh MSA, 2013



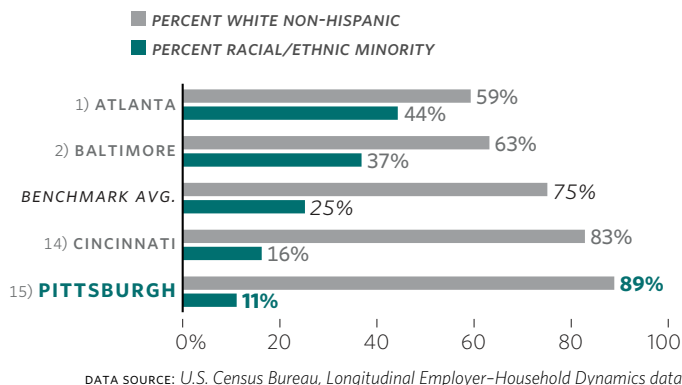
DATA SOURCE: 2013, U.S. Census Bureau, Longitudinal Employer-Household Dynamics data



||| RACIAL & ETHNIC DIFFERENCES

**Share of jobs held by minority workers**

By MSA, 2013



Minority workers claim an average of 25 percent of the jobs throughout all 15 benchmark regions. In Detroit, minorities hold 24 percent of the jobs—a rate slightly lower than the benchmark average, but more than double the rate reported in the Pittsburgh MSA. In Cleveland, minorities hold 21 percent.

In nearby Baltimore, minorities claim 37 percent of the jobs—a share that is more than three times greater than what minority workers in the Pittsburgh MSA have been able to claim. In Atlanta, minority workers account for 44 percent of the jobs, which stands as the most diverse workforce of any benchmark region.

Employers find a smaller minority population to hire from in southwestern Pennsylvania, where 86.4 percent of the region’s general population is white. In fact, minorities in the Pittsburgh MSA claim a smaller share of the population than they do in any of the 14 peer regions.

Even so, data suggest local minorities find it tougher to get jobs compared to those living in peer regions. Rates of employment within the region’s African American, Asian and Hispanic adult populations all fall below benchmark averages, according to 2013 U.S. Census Bureau American Community Survey data.

Southwestern Pennsylvania has seen the overall share of jobs held by minority workers rise 2 percent since 2002, which is the average rate of growth seen across the 15 benchmark regions.

“Diversity begets diversity,” says Melanie Harrington, president and chief executive officer of Vibrant Pittsburgh. “Part of the challenge of becoming more diverse is our current lack of diversity.”

Nearly 63 percent of white adults are participating in the southwestern Pennsylvania labor force. And they hold 89 percent of the jobs in the region. No subgroup of minority workers comes close to rivaling the share of jobs held by whites. Hispanic and Asian workers, for example, each hold 2 percent of the jobs in the region.

However, higher rates of labor force participation are seen within the Hispanic and Asian adult populations.

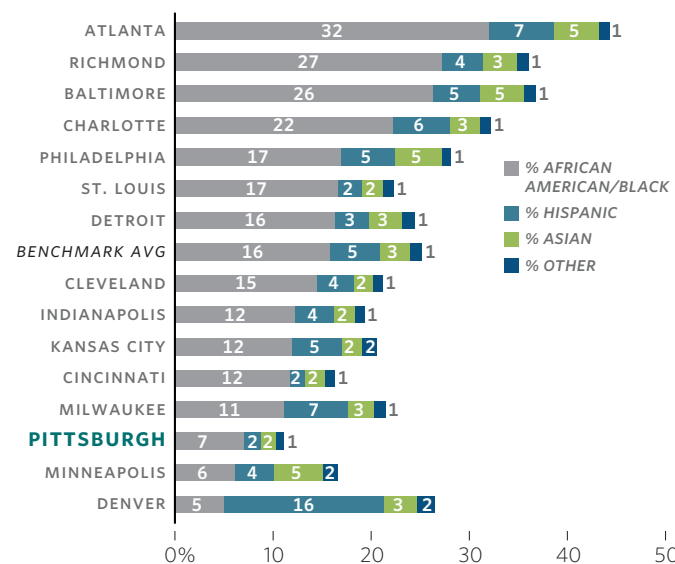
Some 67 percent of the region’s Asian adult population is engaged in the labor force, which is the highest participation rate of any racial and ethnic group. Asians make up 2 percent of the general population. Hispanic residents account for 1.5 percent of the general population of the region. Nearly 65 percent of Hispanic adults are in the workforce.

African Americans are the largest minority group in the region, making up 8.2 percent of the general population. An estimated 59 percent of African American adults are in the regional labor force. They hold 7 percent of the jobs.

Differences among minority workers are also seen in the kinds of jobs they tend to work and the incomes they earn. In some cases, the differences are significant. ■

**Workforce participation by minority subgroups—peer regions**

By MSA, 2013





## JOBS & INCOME

R

AYFIELD LUCAS HAD HEARD there were well-paying jobs to be had in the shale gas industry. Jobs that offered the opportunity to earn his way to a future more secure than the maintenance and warehouse work he'd done in the past could ever promise. He went for it.

A little more than a month after investing in a ShaleNET training program, he had a commercial driver's license, basic knowledge of shale gas operations and a job with energy giant Halliburton.

"I figure I only have 20 more years to work," says Lucas, 47, of Hopewell. "From what I hear, the gas industry will be around a lot longer than that."

His hiring is exceptional not for how quickly he landed a job with no previous experience, but for the fact he joins a local mining, gas and oil industry in which African Americans like him claim only 2 percent of the jobs.

It's not much better for minority workers in several other

southwestern Pennsylvania industries that offer employees the highest average incomes in the labor force.

Minority workers, as a group, tend to be concentrated elsewhere. They claim their largest share of jobs in several of the industries in which their incomes fall well below the average for all sectors. And when ranked by overall employment volume and average wages, minorities in the Pittsburgh MSA find themselves near the bottom of the benchmark regions.

### ||| EMPLOYMENT PATTERNS

Taken together, minority workers hold 20 percent of the jobs in administrative and support services, making that industry the most diverse in the Pittsburgh MSA. Those jobs range from marketing and office work to security, maintenance, cleaning services and waste disposal.

Minority workers in that sector have an average monthly income of \$2,761—one of the lowest of all employment sectors,

according to 2013 U.S. Census Bureau LEHD data.

The average income for minority workers across all North American Industry Classification System employment sectors in the southwestern Pennsylvania labor market is \$4,007 a month. That is one of the highest overall average incomes of minority workers across the benchmark regions,

although minorities in the Pittsburgh MSA are less likely to take advantage of such incomes given the small share of the jobs they claim.

The lowest average incomes are seen among workers in the accommodation and food service industry, where the second-highest concentration of minority workers in the Pittsburgh MSA is found. Minorities claim 16 percent of the jobs in that sector, which includes work in restaurants and hotels. Their average income is \$1,442 a month.

Minority workers do much better in the health care and social assistance sector, where they hold 14 percent of the jobs. Minority workers in those jobs have an average income of \$4,560 a month, which is higher than the average among their white co-workers.

The region's lowest concentrations of minority workers are found in the construction, mining, oil and gas industries. African American, Asian and Hispanic workers together hold only 5 percent of those jobs.

Minority workers in the region's mining, oil and gas industries have an average income of more than \$8,300 a month.

Minority construction workers have an average income of \$4,213 a month, a little above the average income of all job sectors. Minorities are also less likely to work in the utilities industry. Those who do hold utility jobs have the second-highest monthly incomes of minority workers in the region overall.

"When you see the potential for occupational segregation or clustering into lower-wage jobs that don't have a career trajectory, then you are going to see little growth in income and wealth through time for certain populations," says RAND Sociologist Gabriella Gonzalez. "These trends could have repercussions for those specific families and the economic growth of the region as well."

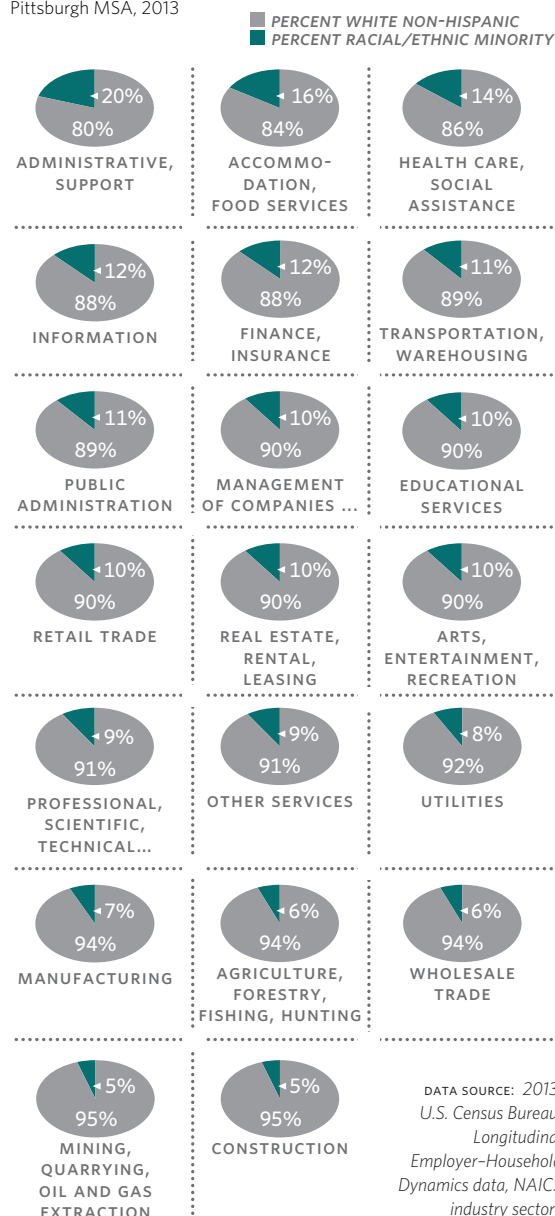
It also raises the risk that children of workers whose incomes are low and opportunities few will adopt a dim view of their own chances of success in the economy and will be left with little knowledge of the range of jobs and careers available and of the paths that lead to them. "It promotes an intergenerational cycle of clustering into certain types of jobs, which doesn't have to happen," Gonzalez says. "That is potentially what we are seeing in Pittsburgh."

Such consequences fall more heavily on some minority workers than others.



### Share of minority-held jobs by industry—Pittsburgh

Pittsburgh MSA, 2013





||| RACIAL & ETHNIC DIFFERENCES

While the region’s African American, Hispanic and Asian populations each occupy a thin slice of the workforce, the jobs they’re more likely to work and the incomes they earn can vary. And the differences can be significant.

Asian workers, for example, are more concentrated in several industries in which employee incomes are among the highest, such as in the professional, scientific and technology sector, and management, wholesale trade and health care. But Asians are not immune to economic disparities. The poverty rate of Asians in the Pittsburgh MSA averaged 13.4

percent from 2006–10, American Community Survey data suggest. While that is the lowest rate of any minority group, it is higher than the 9.3 percent of whites who live in poverty.

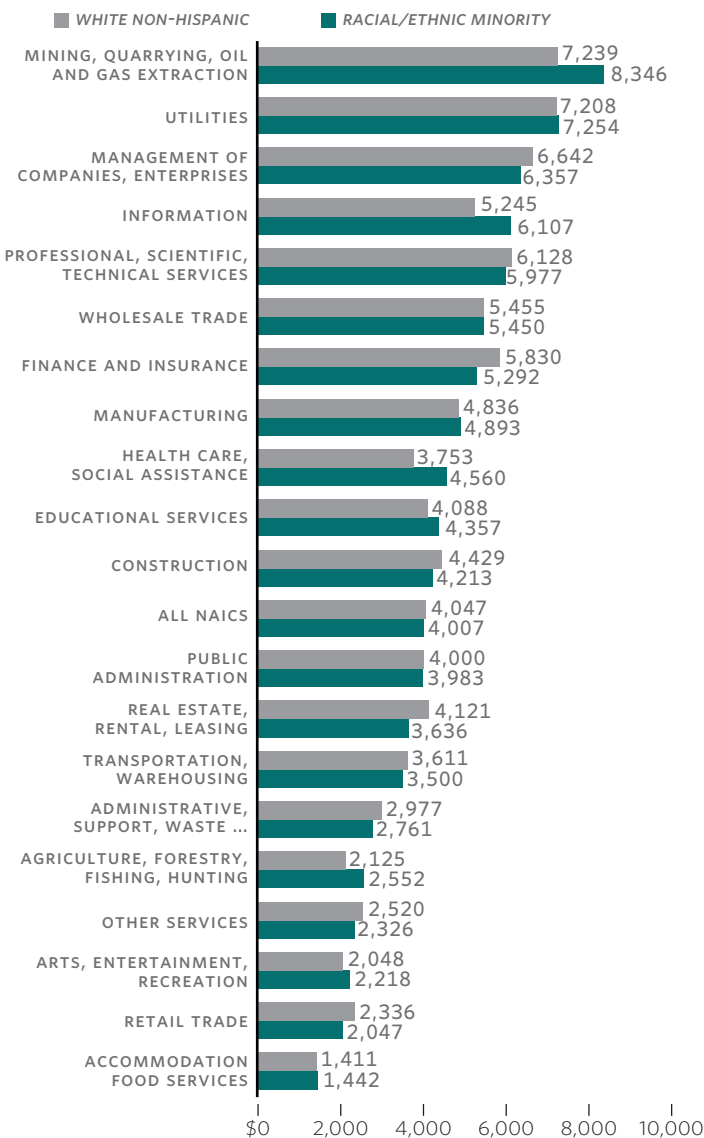
The industries in which Hispanic workers are most concentrated range from education to accommodation and food service. While they earn less than whites in most job sectors, they do better than their white co-workers in a few, including mining, gas and oil, education, health care, and in hotel and food service jobs.

African Americans are the largest single racial and ethnic minority group, making up 8.2 percent of the general population in southwestern Pennsylvania. They also have the deepest roots and a long history of struggling to claim their share of jobs, particularly those that offer careers with opportunities to advance their position and income.

They are, for example, the only minority workers with average incomes lower than their white co-workers in every industry. An estimated 59 percent of African American adults are in the regional labor force. They claim their largest share of jobs in administrative and support and waste management services, where workers earn some of the lowest monthly incomes. They are also heavily concentrated in the accommodation and food service industry, where the average employee income is the lowest of all sectors.

**Average monthly incomes of minority workers—Pittsburgh**

Pittsburgh MSA, in dollars, by industry, 2013



DATA SOURCE: U.S. Census Bureau, Longitudinal Employer-Household Dynamics data, NAICS industry sectors

African Americans do much better in health care and social work, where they hold 10 percent of the jobs and earn better-than-average incomes. Even then, the average income for African American workers in those jobs is much lower than what their white co-workers earn.

### ||| A QUALITY OF LIFE ISSUE

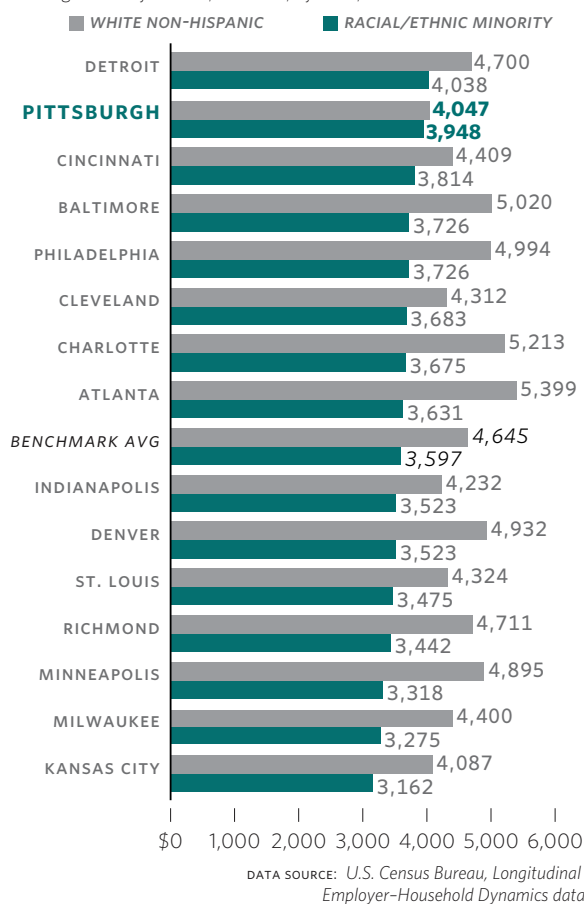
Nowhere is the racial divide in southwestern Pennsylvania more apparent than in household income and the ability to make ends meet.

More African Americans report earnings in the lower income brackets than other races and fewer African Americans earn enough to put them in the highest brackets, according to data from the 2011 Pittsburgh Regional Quality of Life Survey done by Pittsburgh Today and the University Center for Social and Urban Research at the University of Pittsburgh.

Nearly 18 percent of African Americans in the region say they often or always have trouble paying monthly bills for basic needs, such as housing and utilities—more than twice >>

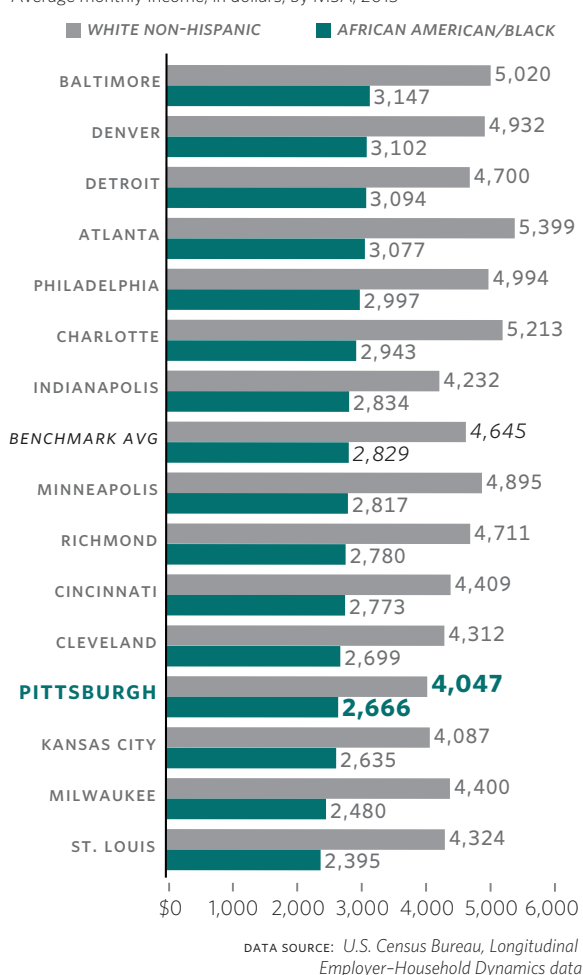
### Minority worker income—peer regions

Average monthly income, in dollars, by MSA, 2013



### African American worker income—peer regions

Average monthly income, in dollars, by MSA, 2013



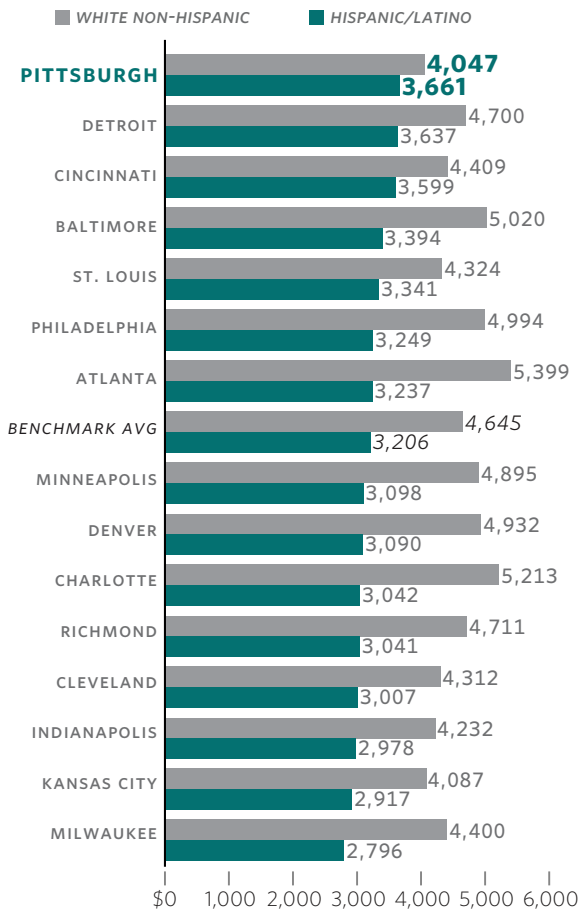
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the hardship rate residents of other races report. African Americans are much less likely to own a house. And they are more likely to skip a doctor visit in the past year because they couldn't afford it and to live in neighborhoods they consider to be less safe than others.

“The quality of life is so very different, and that’s because of the jobs we are working. African Americans are not well represented in the [industry sectors] where there are opportunities for growth and high incomes,” says Esther Bush, president and CEO of the Urban League of Greater Pittsburgh. “Every time they come out with a study that says Pittsburgh is the most livable city, we say, most livable for whom? That is an honest question.” ■

### Hispanic/Latino worker income—peer regions

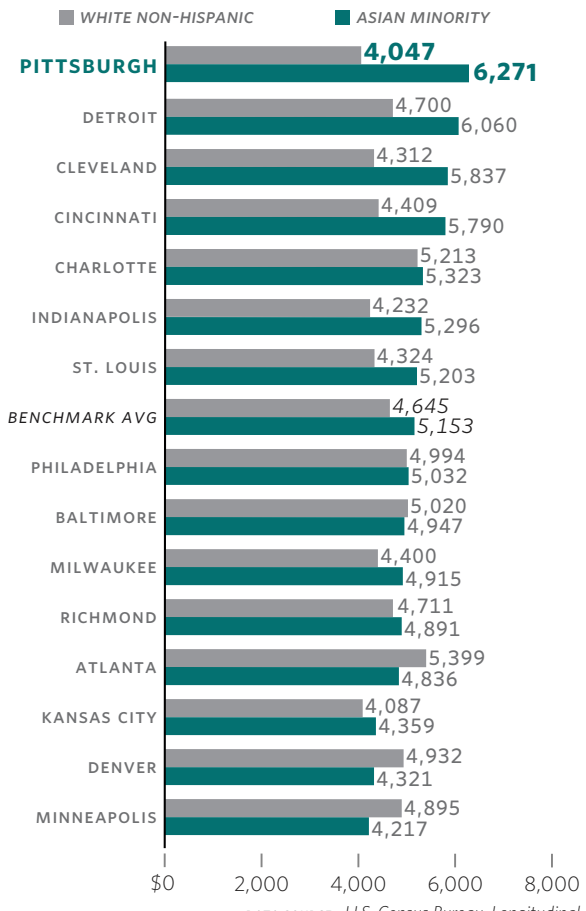
Average monthly income, in dollars, by MSA, 2013



DATA SOURCE: U.S. Census Bureau, Longitudinal Employer-Household Dynamics data

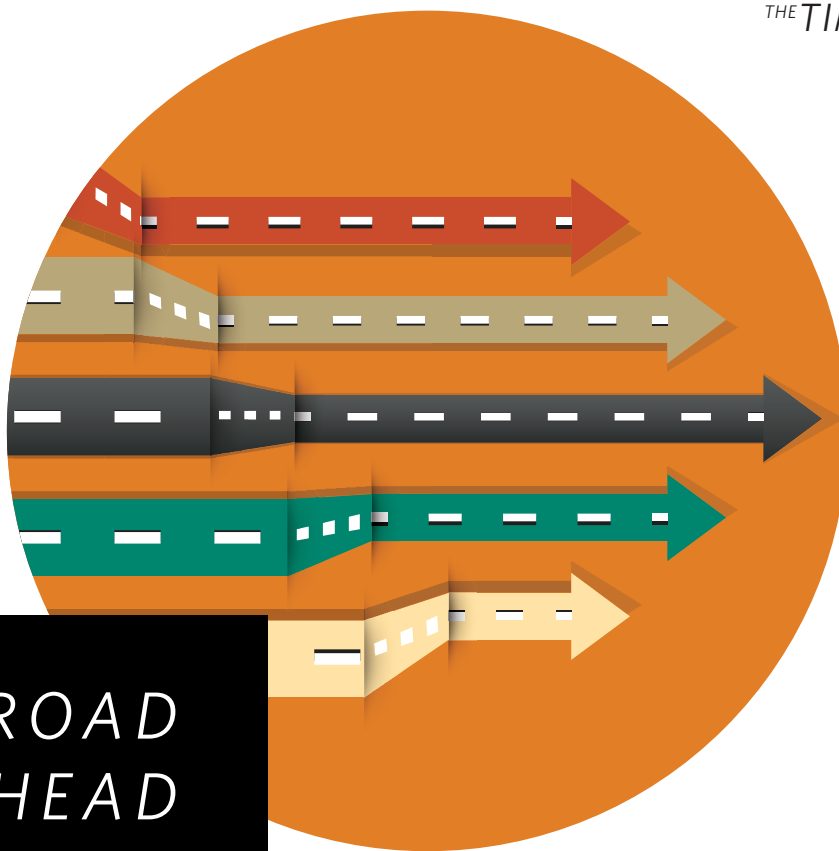
### Asian minority worker income—peer regions

Average monthly income, in dollars, by MSA, 2013



DATA SOURCE: U.S. Census Bureau, Longitudinal Employer-Household Dynamics data

THE PITTSBURGH REGIONAL  
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THE ROAD  
AHEAD

**T**HE DYNAMICS OF MINORITY workers and their role in the southwestern Pennsylvania labor force are complex, broad in scope and not fully understood. And for decades, those who've tried to diversify the workforce have found it largely resistant to change.

Data that depict a southwestern Pennsylvania labor force conspicuously low in minority workers lend little insight as to the precise reasons why that continues to be the case. However, research on workforce inequality, local experience and observations and other evidence suggest several possibilities.

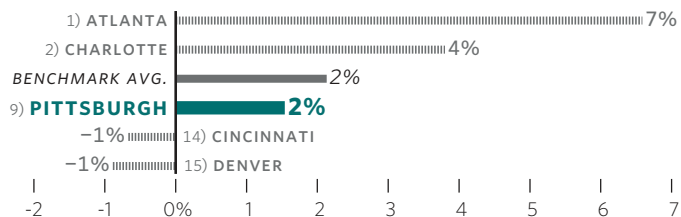
Among them is whether levels of education and skills align with requirements of available jobs.

Employers and economic development organizations, for example, express concern over what they see as a growing shortage of workers able to fill high-skill professions, such as engineering. And the concern extends to the supply of workers able to step into middle-skill jobs, which require a high school education and some additional training, but usually not a college degree.

The issue is particularly acute in southwestern Pennsylvania, which has undergone a profound shift from an industrial economy and the blue collar jobs that had sustained generations to an economy that rewards workers trained for vastly different occupations in medicine, research, education, finance, technology and energy. And it hasn't been kind to those whose skills, training and opportunities have not kept pace, particularly long-time minority workers and their families whose livelihoods and experience were tied to industries in decline. >>

**Growth in minority share of jobs**

By MSA, 2002 - 2013



DATA SOURCE: U.S. Census Bureau, Longitudinal Employer-Household Dynamics data



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Whether minorities have reliable transportation to and from training and jobs is another possible factor contributing to the lack of diversity in the region's workforce, particularly when the job opportunities lie beyond the reach of public transit. A Brookings Institute study reports, for example, that the migration of jobs away from urban central business districts isolates minorities from those jobs much more so than whites, exacerbating racial inequalities.

Another is the demographics of southwestern Pennsylvania, which find minority and foreign-born residents claiming a smaller share of the general population than in any other Pittsburgh Today benchmark region, offering employers a shallower pool of those workers to draw from.

And the lack of diversity in the workforce itself tends to limit the job options of minorities, denying them the awareness of a wide range of occupations, what they'd do in those jobs, the skills they need and a network of people they know who are working in those fields.

"Connection to jobs is no minor point," says Larry Davis, dean of the School of Social Work and director of the Center on Race and Social Problems at the University of Pittsburgh. "So much of what happens to us in life has to do with social capital. How are they going to find someone to teach them how to lay concrete or know someone with a nephew who can help them get a job doing that? They aren't, because they are out of the network.

"I had a kid in my house the other day who had never seen a black lawyer. This is 2015. This kid was 18 years old. You don't know what's possible if you never see it. And it's hard to be what you've never seen."

Rayfield Lucas spent most of his working life in maintenance and warehouse jobs that offered few opportunities for growth before he decided to retool for the shale gas industry at the age of 47. "That was what I knew and it was convenient for me," he says.

"We know from research and data that to imagine new careers and pursue them, it is critical to get a realistic preview of what life could be like in those careers," says Vera Krekanova Krofcheck, director of strategy and research with the Three Rivers Workforce Investment Board, which directs \$12 million a year in workforce development funding. "But we don't have enough of the cross pollination across careers that happens more organically when you have diversity in the workplace."

### ||| SEARCHING FOR SOLUTIONS

Corporate human resource departments, economic development groups, foundations and others have long worked to diversify the region's workforce in various ways, largely with individual programs and investments.

Recent, more coordinated efforts led by organizations such as Vibrant Pittsburgh, the Allegheny Conference on Community Development and Global Pittsburgh have focused on attracting and keeping minority workers from outside the region to help ease concerns of a manpower crisis in industries such as manufacturing, energy, finance and technology.

Of particular interest has been attracting foreign-born workers. As a group, the region's foreign-born residents are among the most highly educated in the nation. But they are few in number, claiming only 3.8 percent of the region's population. By comparison, foreign-born residents account for nearly 13 percent of the U.S. population as a whole. Meanwhile, conditions for convincing more foreign-born workers to settle in southwestern Pennsylvania have improved with growth in job opportunities and the continued strength of local universities.

¡Hola Pittsburgh! is an example of a recent effort to grow the region's minority population and workforce. The public-private partnership of businesses, government, nonprofit groups and Latino community leaders was created to help make southwestern Pennsylvania a more attractive place to live and work for Latinos, including both foreign-born and native U.S. citizens. Last year, its efforts focused on talent from the U.S. territory of Puerto Rico.

"The attraction piece is an awareness issue—making people aware of the opportunities and quality of life in Pittsburgh," says Dennis Yablonsky, chief executive officer of the Allegheny Conference on Community Development. "We have a large number of international and minority college students. The more we can do to keep them here after they graduate, the better off we're going to be. And there are populations on the move. Puerto Rico is an example where a lack of economic opportunity causes young people to leave the island every year. They're educated. They speak English. And they are trained in our areas of need."

How to increase the share of the regional workforce and the number of fulfilling jobs held by minorities with gener-



ations of history in southwestern Pennsylvania is a complex question the region has not been able to answer.

Several examples of efforts to address a piece of the puzzle can be found throughout the region.

Lucas broke into the shale gas industry with training from the region's ShaleNET program at Westmoreland County Community College, where in the first eight months of 2014 nearly one in five roustabout training graduates were

join the middle class they're going to need to be in a white collar profession. And it's all about whether there is anyone who looks like me that I can relate to who can show me the possibilities. Just not enough of that has been done," says Edward Scott, who heads the Urban Accounting Initiative as the George Rowland White Endowed Professor in Accounting and Finance at Point Park University.

Such efforts are small in scale compared to the breadth of the challenge of building the capacity of minorities to succeed, which includes addressing issues ranging from education and poverty to transportation, neighborhood disinvestment and attitudes about race and ethnicity.

"We talk about wanting diversity, wanting minorities to come to Pittsburgh. That's fine," says Pitt's Davis. "But the bottom line is: Pittsburgh needs to invest more in the capacity of its own people to take advantage of opportunities that are being created—in its black population, to be candid. You can't expect anything to grow if you don't plant the seeds and do the plowing."

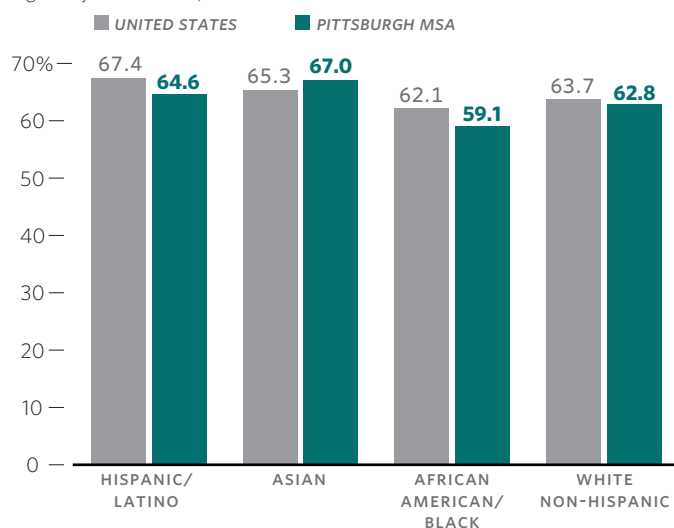
More work needs to be done to identify the characteristics of the southwestern Pennsylvania labor force that prevent minority workers from claiming a larger share of the jobs and wealth the economy has to offer, as they do in much greater numbers in metropolitan regions from Atlanta to Cleveland. A deeper understanding of the

factors behind wage discrepancies, for example, and those driving low minority hiring in several better-paying industries remains a work in progress.

What is clear is that the issue is pervasive and deeply entrenched, suggesting that a coordinated, community-wide strategy involving regional leaders and disparate stakeholders over the long term is needed to make southwestern Pennsylvania a place better known for diversity and inclusion than the lack of it. ■

### Percent of individual minority populations in labor force

Aged 16 years and older, 2013



DATA SOURCE: U.S. Census Bureau American Community Survey, 2011-2013

minority students. The Three Rivers Workforce Investment Board finds that a significant share of those who use placement services, such as CareerLinks, are minority jobseekers, although such services are not specific to them.

More targeted efforts include programs run by The Urban League intended to promote scientific, technology, engineering and mathematics education among minority students. At Point Park University, the Urban Accounting Initiative goes into middle schools and high schools and organizes summer programs to expose minority and female students to a field that few know about and even fewer enter.

"For these students to get meaningful employment and



A digital copy of this report can be found online at:

**[pittsburghtoday.org/workforcediversity.html](https://pittsburghtoday.org/workforcediversity.html)**



## CONTRIBUTORS

**The Workforce Diversity Indicators Initiative** is a coalition of organizations convened by Vibrant Pittsburgh to examine workforce diversity in southwestern Pennsylvania. Each of the following organizations contributed to the direction and data analysis that made this report possible:

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### ***Behind The Times: The Limited Role of Minorities in the Greater Pittsburgh Workforce***

Written and produced by **Pittsburgh Today**:

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Report design by Jennifer McNulty

Charts by James Hilston



*Growing a diverse workforce.  
And a brighter future for our region.*



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TODAY**

**WORKFORCE  
DIVERSITY  
INDICATORS  
INITIATIVE**