

I'LL BELIEVE IT WHEN I SEE IT: WIDESPREAD USE OF DIVERSITY STATEMENTS
UNDERMINES PERCEIVED SINCERITY AND ORGANIZATIONAL ATTRACTION

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Abstract

As diversity has become highly valued, organizational diversity statements as a means to attract prospective applicants have become widespread and normative. Consequently, it is critical to understand in this context whether they are effective at enhancing applicant attraction. Drawing on and integrating a signalling perspective of organizational initiatives (Bowen & Ostroff, 2004; Leslie, 2019) with the literature on authenticity (Lehman et al., 2019), I theorize that awareness of the prevalence of organizational diversity statements undermines a prospective applicant's attraction to the organization because of lower perceived sincerity of the organization's commitments. In Study 1 using qualitative methods and a sample of organizational diversity statements (i.e., *Fortune* 100), I establish that statements are indeed highly prevalent and sophisticated. I follow up on this finding with an experiment in Study 2 testing the negative effects of awareness of this prevalence on applicant attraction via decreased perceived sincerity. Next, I identify and test potential factors to mitigate this negative effect on applicant attraction to the organization by intervening on the proposed mediator of perceived sincerity. In Study 3, I appeal to values and particularly diversity as a social responsibility (vs. the business case for diversity) which I expect to be perceived as more sincere and which should thus increase applicant attraction even for those made aware of the prevalence of statements. Finally, in Study 4, I examine whether providing evidence of an organization's accountability for making progress (i.e., workforce demographic data) can boost perceived sincerity by helping applicants see the organization as living up to its claims. Theoretical and practical implications of this work will be discussed.

Keywords: diversity statements, diversity initiatives, sincerity, authenticity, organizational attraction, business case for diversity.

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I'll Believe It When I See It: Widespread Use of Diversity Statements Undermines Perceived Sincerity and Organizational Attraction

Diversity has become highly valued and, especially following recent social movements, organizations increasingly aim to portray themselves as committed to diversity and inclusion (e.g., Friedman, 2020). In fact, statements expressing support for diversity have become normative with 87% of *Fortune* 500 organizations posting statements even by 2017 (Jones & Donnelly, 2017). Such statements are supposed to be recruiting tools that increase organizational attraction by signalling that diversity is valued and consequently contribute to organizational goals by increasing the diversity of the applicant pool (Avery et al., 2013; Leslie, 2019). Yet the reality is that major companies have made varying amounts of progress on diversity and inclusion goals and missteps often receive significant popular and media attention (e.g., Ghaffary, 2020). This raises the possibility that prospective job applicants may doubt the sincerity of diversity statements, which would undermine the intended effects.

Past research investigating the effectiveness of statements has shown that it can depend on the content of messaging and in particular whether differences among people are emphasized or downplayed (e.g., Purdie-Vaughns et al., 2008; Gündemir et al., 2017). This research suggests diversity messaging can enhance attraction to an organization because it signals to prospective applicants and particularly targets (i.e., members of underrepresented and equity-deserving groups) that they will be valued within an organization. Yet this requires such messaging be perceived as a sincere indication of an organization's commitment to diversity (McKay & Avery, 2005). Key social movements in our recent history mean that support for diversity and inclusion from organizations is increasingly a must (e.g., Roberts & Washington, 2020; Segal, 2021). This

prevalence and requirement for such statements may invoke the question of sincerity from applicants and consequently may undermine the effectiveness of pro-diversity messaging.

The goal of my proposed dissertation is to examine the effect of prevalence of diversity statements on a key effectiveness outcome, applicant attraction to the organization. Drawing on and integrating the signalling perspective of organizational and diversity initiatives (Bowen & Ostroff, 2004; Leslie, 2019) with the literature on authenticity (Lehman et al., 2019a; Radoynovska & King, 2019), I theorize that making prospective job applicants aware of the widespread and prevalent nature of diversity statements may dampen perceptions that the organization is sincerely committed to increasing workforce diversity and consequently undermine attraction to the organization. I first establish in Study 1 using a qualitative analysis of a subset of *Fortune* 500 diversity statements, that such statements are indeed quite prevalent and elaborate messages are used by most organizations. I also code for information that might signal sincerity to prospective applicants, namely underlying values for diversity expressed in statements and evidence of accountability for making progress. I follow up on this qualitative study in Study 2 with an experiment examining the effect of increased awareness of organizational diversity statement prevalence on perceived sincerity of an organization's commitments and consequent applicant attraction to the organization.

Next, I seek to identify and test factors to mitigate the potential negative effect of diversity statement prevalence on applicant attraction by intervening on the proposed mediator, i.e., perceived sincerity. Theory on authenticity emphasizes that one way to increase perceived sincerity is to align perceptions of an organization's internal values and beliefs with what it does publicly (e.g., Cuypers et al., 2016). Thus, I propose and test in Study 3 that appealing to diversity as a social responsibility (compared to a business imperative) can increase perceived

sincerity and mitigate potential negative effects of prevalence on applicant attraction. People recognize social issues like diversity promotion are morally imbued (Mayer et al., 2019; Sonenshein, 2016) and I propose it appears more sincere when the organization recognizes rather than obscures social responsibility as an underlying motivation when stating its commitments. Finally, in Study 4, I examine a second approach to boost perceived sincerity, i.e., providing evidence of organizational accountability for making progress on diversity goals. More specifically, I propose that publishing workforce demographic information emphasizes accountability for making progress and consequently can mitigate any losses in perceived sincerity among applicants aware of the prevalence of diversity statements. Such information should reduce doubts that the organization has posted a statement for external or normative reasons and increase perceived sincerity because it supports their public claims with action.

This dissertation stands to make important theoretical and practical contributions. First, my research contributes to the literature on the effects of organizational diversity statements, which has largely focused on how different elements of diversity messages can influence applicant perceptions that they will be valued and treated fairly in an organization (e.g., Apfelbaum et al., 2016; Avery et al., 2013; Gündemir et al., 2017). My studies build on this past work by examining effectiveness in this unprecedented context of widespread diversity messaging. In addition to establishing the prevalence and sophistication of diversity statements among leading North American organizations, I demonstrate that this contextual factor can have consequences for a key effectiveness outcome, i.e., applicant attraction to the organization, because it has the potential to undermine perceived sincerity of an organization's commitments to diversity and inclusion. By doing so, my research provides critical insight into a factor that

must be considered and possibly mitigated if diversity statements are to remain effective tools for organizations to distinguish themselves and attract applicants.

Second, by identifying perceived sincerity as an important underlying mechanism for enhancing organizational attraction, my research provides insight into approaches for intervening and combatting the negative effects of the prevalence of diversity statements and messaging. More specifically, my research considers how appealing to different values can influence attitudes and attraction and highlights increased sincerity as a previously unexplored benefit of an emphasis on diversity as a social responsibility. By doing so, my research adds to studies suggesting that sole reliance on a business case logic may compromise diversity goal progress and even backfire (e.g., Eagly, 2016; Ely & Thomas, 2020; Georgeac & Rattan, 2022; Kaplan, 2020). However, my work offers nuance to this debate by taking a different angle and suggesting that it is critical prospective applicants *believe* what an organization says about diversity. In other words, a potentially important reason for appealing to the terminal value of diversity as a social responsibility may be its benefits for perceived sincerity.

Third, a handful of studies examining evidence-based cues (e.g., depictions of diverse employees) in diversity statements have shown that it can reduce concerns that the organization is misrepresenting diversity and enhance anticipated belonging for those targeted by such statements (e.g., Kroeper et al., 2020; Purdie-Vaughns et al., 2008). My research builds on these previous studies by highlighting how this information can boost perceived sincerity of an organization's claims and mitigate the negative effect that awareness of the prevalence of diversity statements may have on an applicant's attraction to an organization. Moreover, understanding the effects of this type of information is pertinent given increasing pressure upon organizations to be accountable for their commitments and publish data such as workforce

demographics (e.g., Beyoud, 2021; Craig, 2021). My work provides insight into an overlooked benefit of sharing this information for organizations that remain reluctant and suggests this could be an underutilized opportunity for such organizations to increase perceptions of alignment between their words and actions.

Finally, this research provides practical insights. The literature on diversity statements has grown significantly in recent decades and this has been mirrored in organizational practice where many organizations throughout North America—and especially major and leading organizations—appear to have taken the advice of organizational scholars and used statements to communicate their commitments to diversity and inclusion (Jones & Donnelly, 2017). Given that a focus on diversity promotion is likely to persist or increase (e.g., Society for Industrial and Organizational Psychology, 2021), insight into factors that prompt and prevent perceived insincerity is important for providing guidance to organizations genuinely committed to embracing inclusion and increasing workforce diversity but who need an effective approach to attract applicants and particularly diverse applicants they are aiming to recruit.

Below I review past literature examining the effects of organizational diversity statements on applicant attitudes and introduce theoretical arguments exploring the potential effects of prevalence of diversity statements on perceived sincerity and consequent attraction. Subsequently, I present four studies establishing the prevalence of such statements among major organizations and its potential negative impacts on applicant attraction as well as identifying and testing factors that may boost perceived sincerity and mitigate those effects.

Literature Review

How Organizational Diversity Statements Influence Applicant Reactions

Organizational diversity statements are expressions of support for diversity posted on a corporate website or in job advertisements. They are typically one component of a wider set of diversity practices and aim to communicate support and opportunities for targets of diversity initiatives (Leslie, 2019). Thus, statements are ultimately intended to increase the diversity of the applicant pool by signalling to applicants that they will be valued within the organization (e.g., Avery et al., 2013; Purdie-Vaughns et al., 2008).

Past research examining the effectiveness of diversity statements has taken a signalling perspective of organizational initiatives (e.g., Bowen & Ostroff, 2004), which proposes that people may interpret diversity statements as signals about what working in an organization would be like (e.g., whether they will belong). This plays out in the recruitment process as organizations attempt to distinguish themselves from others (Rynes, 1991). Since organizations recruiting from the same pool of applicants are often similar in terms of key factors like pay and location (Lievens & Highhouse, 2003), diversity statements and the initiatives described within them might allow an organization to distinguish itself because such initiatives reflect a discretionary choice to allocate resources to promoting diversity and inclusion. Thus, diversity statements can send signals to potential applicants that inform their perceptions and expectations, which are the mechanisms through which statements consequently influence attraction to the organization (Rynes, 1991). Previous studies have mostly examined how different messages that outline *how* and *why* diversity is managed and promoted in an organization (Olsen & Martins, 2012) signal to people how they can expect to be treated and whether they may belong in the organization. However, an emerging body of research also considers how practices that emphasize accountability for diversity goal progress (Leslie, 2019) may be viewed.

How Diversity is Managed

With respect to *how* diversity is managed, this messaging provides information to people about how they may be treated and whether they can be themselves at work. Past research has investigated in particular how identity-blind messaging that emphasizes non-discrimination compares to identity-conscious messaging that highlights resources for targets (i.e., members of underrepresented and equity-deserving groups). Generally, studies have found that targets respond positively to identity-conscious messages that emphasize the value of diversity and highlight additional support and resources. For example, Purdie-Vaughns et al. (2008) showed that targets' anticipated sense of belonging was boosted when they read statements that emphasized the value of different cultures and identities and depicted diverse employees. However, such reactions can also be shaped by individual characteristics such as the strength of group identification (Kirby & Kaiser, 2020) and contextual factors such as existing representation in the organization. For example, Apfelbaum and colleagues (2016) showed that the effectiveness of identity-conscious messaging (i.e., multicultural versus colorblind messaging for racial minorities, gender aware versus blind messaging for women) can depend on representation in the organization, where being highly versus moderately underrepresented predicts a preference for identity-conscious messaging.

Further, an important finding is that identity-conscious statements that indicate or imply additional resources will be provided to targets can also have negative effects as people, particularly in North America, generally value non-discrimination and prefer organizational decisions to be based on qualifications and not demographic factors (e.g., Horowitz, 2019). In particular, non-targets exposed to diversity statements may doubt the fairness of organizational practices and experience lower attraction to the organization (e.g., Dover et al., 2016; Plaut et al., 2011). However, and further highlighting the complexity of effects, targets can also feel

threatened by diversity messaging which may imply they may not succeed without additional help provided by the organization (e.g., Hideg & Ferris, 2014, Leslie et al., 2014).

Why Diversity is Valued

Although research into messaging that communicates how diversity is managed within an organization is most prevalent, another key element, i.e., *why* diversity is valued and promoted in an organization (cf. Olsen & Martins, 2012), has been shown to influence applicant reactions in a handful of studies. This work is grounded in social psychological theory on values (Rokeach, 1973), which proposes that values can be categorized as instrumental (i.e., a means to a desired end) or terminal (i.e., a desired end in and of itself). The dominant approach has been to test whether an emphasis on the instrumental value of diversity (i.e., diversity as a means to maximize business objectives) might enhance attraction to the organization. Social issues such as promoting diversity and inclusion are ethically imbued, which means they can be considered outside the purview of organizations (Sonenshein, 2016). Thus, aligning diversity with organizational objectives by highlighting its instrumental value has been proposed as a way to increase support for diversity messaging and initiatives by non-targets and reduce perceived threat among targets. However, results of existing studies are mixed.

On the one hand, and consistent with this perspective, Gündemir et al. (2017) found that “multicultural meritocracy” messaging that celebrated diversity and merit by highlighting the value of diversity for achieving business outcomes increased feelings of inclusion for targets and non-targets. Similarly, Olsen and Martins (2016) showed that invoking the instrumental value of diversity increased organizational attraction by enhancing perceptions that the organization used merit-based selection practices. On the other hand, a recent set of studies suggest this approach can undermine a target’s anticipated sense of belonging in an organization (Georgeac & Rattan,

2022). Further, Mayer and colleagues (2019) showed that drawing on a business logic to advocate for social issues was not particularly convincing to organizational management. Similarly, Leslie et al. (2021) found that messaging that emphasized the instrumental value of diversity was less effective at generating employee support for diversity initiatives than messaging that recognized that benefits are only realized when challenges of diversity are overcome. Consequently, significant debate has erupted in the academic and practitioner literatures about the business case for diversity with many suggesting a need to set aside the business case and begin emphasizing the terminal value of diversity as a social responsibility (e.g., Eagly, 2016; Kaplan, 2020; Ely & Thomas, 2021). However, few studies have examined how prospective applicants may react to this focus within diversity statements with exceptions being Olsen and Martins (2016) who found it neither increased nor decreased organizational attraction and Georgeac and Rattan (2022) who found it could increase anticipated belonging (relative to the business case) for people from underrepresented groups (e.g., LGBTQ+ individuals, women in STEM).

Accountability for Progress

In her recent review of diversity initiatives, Leslie (2019) differentiates between practices that focus on the how and why of diversity management and an emerging set of practices aimed at increasing accountability and responsibility for making progress such as hiring a chief diversity officer or setting targets (Kalev et al., 2006; Richard et al., 2013). Relatively little research has examined applicant reactions to an emphasis on accountability and taking action within diversity statements but recent studies hint at its importance. In one study, Windscheid et al. (2016) showed that organizational attraction was lessened for job seekers who read an organizational diversity statement yet then saw that all members of the board of directors were

men. Similarly, Kroeper and colleagues (2020) found that women experienced identity threat after reading an organization's diversity statement and then finding out there were few women employed by the organization. By contrast, depicting genuine diversity among employees has been shown to reinforce the messaging in an organization's statement and lessen skepticism (Purdie-Vaughns et al., 2008; Wilton et al. 2020), which supports the potential for information signalling accountability to be impactful in the recruitment context.

Taken together, a significant body of research establishes that the effects of diversity statements and messaging are not straightforward. Moreover, while past research has extensively explored how different types of messaging can influence prospective applicant reactions and boost or undermine attraction to an organization, the context in which applicants encounter diversity statements appears to have shifted over time. Namely, most major organizations post diversity statements on their websites (Jones & Donnelly, 2017) and recent social movements including #MeToo and #BlackLivesMatter may have accelerated this trend, with organizations even being expected to express support and make commitments (e.g., Friedman, 2020; Roberts & Washington, 2020; Segal, 2021). Thus, establishing the prevalence of diversity statements and examining its potential consequences for applicant reactions is necessary to understand whether statements are effective tools for enhancing attraction among prospective applicants, including those who are currently underrepresented in many organizations.

Theoretical Background

Perceived Sincerity of Organizational Diversity Statements

Drawing on and integrating the organizational literature on authenticity (e.g., Lehman et al., 2019a) with a signalling perspective of organizational initiatives (e.g., Bowen & Ostroff, 2004), I theorize that highlighting the widespread and prevalent nature of diversity statements to

prospective job applicants may undermine perceptions that the organization is sincerely committed to increasing workforce diversity. Authenticity is not an intrinsic property of actors (e.g., people, organizations) but a “claim that is made by or for [them]... and either accepted or rejected by relevant others” (Peterson, 2005, p. 1086). Further, there are multiple ways that people may conceptualize authenticity and come to perceive an organization as sincere in its claims and these forms of authenticity can be empirically distinguished (Radoynovska & King, 2019; Lehman et al., 2019b). Although different frameworks and dimensions of authenticity have been put forward, most have in common a category of *moral authenticity* (Baugh, 1988, Carroll & Wheaton, 2009) or authenticity as *consistency* (Lehman et al., 2019a), which refers to an organization being true to itself and its espoused values, i.e., showing consistency between the “front” and “back” stages (Goffman, 1959). Such models also typically include *type authenticity* (Carroll & Wheaton, 2009) or authenticity as *conformity* (Lehman et al., 2019a), which captures the extent to which an organization conforms to or represents its claimed category (Grazian, 2003).

In the context of organizational diversity statements, at issue is whether an organization’s claims (i.e., its diversity statement) are *consistent* with its internal values and represent a genuine effort to make progress on diversity goals versus being claimed for normative or socially prescribed reasons (i.e., moral authenticity). However, the extent to which statements are viewed as a sincere reflection of an organization’s underlying commitments may be influenced by the current context where they have become widespread among major and leading organizations and expressing support for diversity has potentially even become a requirement. Prospective applicants made more aware that most organizations have diversity statements may question an organization’s motivations and be more likely to see a statement as posted for normative or

external reasons rather than out of a sincere commitment to diversity goal progress. By contrast, prospective applicants who are less aware of the prevalence of diversity statements should have less reason to question whether a statement reflects the organization's underlying motivations and values and should tend to perceive them as sincerely committed to increasing diversity.

Thus, I propose:

Hypothesis 1. Greater (versus lesser) awareness of the prevalence of organizational diversity statements decreases perceived sincerity of an organization's commitment to diversity.

From a signalling perspective, diversity statements are effective at attracting applicants because they distinguish an organization from similar others by highlighting the discretionary investment of resources into diversity and inclusion initiatives (Rynes, 1991). Such investments communicate information to prospective employees about the organization's culture and conditions (Bowen & Ostroff, 2004). Thus, organizational attraction, i.e., positive attitudes toward an organization as a potential place of employment (Highhouse et al., 2003), is often enhanced by diversity statements because applicants anticipate fair treatment or a sense of belonging (e.g., Avery et al., 2013, Olsen & Martins, 2016; Purdie-Vaughns et al., 2008). Yet most organizations having diversity statements may mean that prospective applicants will struggle to differentiate among organizations making similar claims but different amounts of progress on diversity-related goals. If this unprecedented context leads to doubts about whether a diversity statement is a sincere reflection of an organization's commitments, then statements may not effectively signal key information about the organization's culture and conditions that applicants need to feel attracted. As such, I expect that lower perceived sincerity of an organization's commitment to increasing diversity should negatively impact applicant attraction

and thereby undermine the benefits that reading a diversity statement may typically have. Taken together, I put forward the following mediation model:

Hypothesis 2. Perceived sincerity of an organization's commitment to diversity mediates the negative effect of greater (versus lesser) awareness of the prevalence of organizational diversity statements on organizational attraction.

Below, I first present in Study 1 a qualitative analysis establishing the prevalence of diversity statements among major organization. In Study 2, I test my proposed hypotheses and examine the consequences of such prevalence for perceived sincerity and organizational attraction among prospective applicants to an organization.

Study 1

In Study 1, I analyze the content of public diversity statements from the top 100 organizations listed on the 2020 *Fortune* 500, which lists the largest public and private sector organizations in the United States. The top 100 organizations were selected for practical reasons (i.e., the length and sophistication of diversity statements prohibited coding statements of all listed) and members of this group are afforded particular prestige given their size and scale of operations (e.g., Kenton, 2021). Given that leading organizations often set the standards and shape norms for actions that others must emulate to be viewed as legitimate (e.g., DiMaggio & Powell, 1989; Chang et al., 2018), this sample also provides a useful starting point for understanding the prevalence of diversity statements among large and well-known organizations and in turn building a foundation upon which to examine their effectiveness at enhancing prospective applicant attraction.

Study 1 Method

Database of Diversity Statements

The list of organizations was drawn from the *Fortune* 500 list published in 2020 (<https://fortune.com/fortune500/2020/>). I visited each website and searched for a page referencing “diversity,” “inclusion,” and/or “equity.” An initial search revealed that 97% of firms listed in the top 100 post diversity statements somewhere on their websites. Of those with statements, 89% ($n = 86$) of organizations post statements on their main websites (e.g., listed under general information about the company or in a section on corporate values) and 50% ($n = 49$) post statements on the recruitment and careers section of their websites. A significant portion (42%, $n = 41$) post both statements on both corporate and recruitment pages and there tends to be significant overlap in information (e.g., the statements were similar with few differences). In many cases, the pages were the same and linked directly to each other.

Given that the focus of my research is on understanding applicant reactions, I coded recruitment statements where they were available and corporate statements only when there was no corresponding statement in the recruitment section of the website. Further, after generating a list of statements and reading through them, I decided to code (a) the entire webpage and (b) only information that was visible on the main page (i.e., the coders noted where there were links to different initiatives or reports but did not click on the links). Generally, the webpages contain a vast amount of information—they are elaborate, elegantly designed, and often interactive. The written portion was often fragmented across the page and messaging throughout a page was not always consistent. For this reason, I coded information in the context it appears to applicants.

Coding Diversity Statements

After an initial review of the webpages, I developed a coding scheme designed to capture elements of the webpage and design and information about the organization’s current diversity practices and approach to diversity (see Appendix 1). I coded elements of the webpage and

design (e.g., photographs, video) to understand the complexity and sophistication of modern diversity statements. Additionally, I examined how diversity was defined within the statement and whether underrepresented groups were explicitly mentioned as targets of diversity initiatives.

I coded information about the organization's current practices and approach to diversity to identify potential factors that might influence perceptions of sincerity, namely values and accountability practices. First, I coded for values invoked by organizations when justifying a focus on promoting diversity and inclusion to understand the prevalence of terminal (i.e., inclusion, social responsibility) and instrumental values (i.e., business case). In addition to the possibility that terminal and instrumental values may signal sincerity to varying degrees, more unique justifications may also help organizations to be perceived as more sincere (Radoynovska & King, 2019).

Second, I coded for reference to accountability practices by asking whether statements broadly signalled accountability and examining whether statements portrayed a longstanding commitment to diversity and inclusion, included stories or testimonials from current employees, and/or published evidence of workforce diversity (i.e., employee demographic data). Such practices may help an organization increase perceived sincerity by communicating that it has taken action to realize its diversity goals. Finally, given that Leslie (2019) differentiates accountability practices from non-discrimination (i.e., those that aim to ensure decision-making is based on qualification and ability and not demographics) and resource practices (i.e., those that aim to increase access and attractiveness of jobs for specific groups), I also coded whether statements broadly signal non-discrimination and/or resources and compare their prevalence to accountability practices.

Two research assistants who were blind to my research objectives independently coded each webpage for the presence (1) or absence (0) of these elements. Analyses indicated that the two coders evaluated the statements similarly. Interrater reliability ranged from fair to substantial and was deemed sufficient ($M_k = .49$, K range = .27 to .74; Landis & Koch, 1977) and disagreements were resolved through discussion until 100% agreement was reached. It should be noted that where interrater reliability was fair, disagreement typically reflected one coder having missed an item due to the length and complexity of the webpages (e.g., did not see a link to a report that was indeed present).¹

Study 1 Results

Almost all organizations (97%) listed in the top 100 of the 2020 *Fortune* 500 post diversity statements on their websites. The statements are elaborately designed, contain significant amounts of information, and are often interactive. They average 1550 words ($SD = 1129$ words) and are visually appealing with 87% ($n = 80$) including photographs of diverse people and/or employees and 40% ($n = 39$) including videos. Further, 90% ($n = 87$) contained links to an array of diversity initiatives such as employee resource groups, targeted recruitment programs, or investments made by the organization in specific communities.

A slight majority (54%, $n = 52$) explicitly referred to diversity as encompassing a broad set of differences and characteristics among employees beyond demographic factors or those factors protected under employment law (e.g., “*Diversity and inclusion of thought, skill, knowledge, and culture make [our organization] more competitive, more resilient and better able to navigate the complex and constantly changing global business.*”). However, almost all organizational diversity statements (94%, $n = 91$) also clearly referred to members of protected

¹ An exception is where coders categorized statements as primarily reflecting non-discrimination, resources, or accountability. Interrater agreement was .27 and discussion with the coders indicated that this reflected genuine uncertainty and disagreement about the primary message within statements. I return to this point in the discussion.

and/or promoted groups including women (89%, $n = 86$), visible/racial minorities (89%, $n = 86$), people with disabilities (68%, $n = 66$), people who identify as LGBTQ+ (79%, $n = 77$) or other categories such as nationality or veteran status (76%, $n = 74$).

Justifying a Diversity Focus

Organizations invoked both instrumental and terminal values to justify promoting diversity. A large majority (92%, $n = 89$) described the benefits of diversity for business and made statements such as, *“Diversity breeds innovation and the companies that attract the most talented and diverse workforce will succeed in our rapidly changing world”* and *“We must leverage different perspectives, backgrounds and thinking styles in order to craft the best products, services and experiences for our customers and communities.”* Similarly, almost all organizations (99%, $n = 96$) invoked the terminal value of inclusion. For example, *“We strive for everyone to feel valued and connected. We provide our employees with access and opportunity to reach their full potential and contribute their best”* or *“We believe inclusion changes the game for all of us.”* By contrast, fewer organizations (54%, $n = 52$) explicitly invoked diversity as a social responsibility (e.g., *“Intolerance, discrimination, inequality, racism, and injustice have no home here. And we want to do our part to make sure it has no home in our society or community either.”*). Finally, it is worth noting that almost all statements (98%, $n = 95$) included multiple reasons and they were often listed in the same sentence or paragraph.²

Accountability and Other Practices

Less than half of organizations (47%, $n = 46$) clearly identified accountability practices within their diversity statements such as hiring a chief diversity officer or setting targets. More

² Further analysis of justifications provided by organizations suggested five sets of values (i.e., instrumental value of diversity, instrumental value of inclusion, terminal value of inclusion, terminal value of diversity as a social responsibility, and terminal value of diverse representation). Given issues differentiating these values in an experiment, examples are presented in Appendix 2 rather than discussed in the main paper.

specifically, 31% ($n = 30$) included quotes or testimonials from employees about their experience in the organization and 24% ($n = 23$) highlighted a longstanding commitment to diversity and inclusion. A minority of organizations (18%, $n = 17$) included workforce demographic data within the statement and an additional 23% ($n = 22$) linked to this information on another webpage or in a sustainability/corporate social responsibility report. A subsequent review of all 86 corporate and 49 recruitment statements posted by the top 100 companies showed that workforce diversity information (e.g., EEO-1 filings, percentage of women in leadership) was more likely to be shared on the corporate (57%, $n = 49$) rather than recruitment version of the statement (31%, $n = 15$).

With respect to other practices described in diversity statements, almost all organizations (91%, $n = 88$) described resource practices such as targeted recruitment programs (e.g., from historically Black universities and colleges) and employee resource/affinity groups whereas only 34% ($n = 33$) identified non-discrimination practices such as diversity training. Finally, in terms of whether each statement *primarily* focused on resource, non-discrimination, or accountability practices, agreement between coders was limited and consensus was not reached.

Study 1 Discussion

Study 1 examined diversity statements of leading North American organizations and established that they are indeed highly prevalent. All firms listed in the top 100 have statements except for three and two of the exceptions have limited public-facing business and websites (i.e., one is a holding company and the other is in financial services). Further, modern diversity statements are sophisticated and appear to represent a significant investment of attention and resources. This suggests that organizations are likely intending they be impactful rather than merely symbolic gestures (cf. Dobbin & Kalev, 2017).

Most organizations explained that they valued diversity because it has benefits for business-related outcomes (e.g., innovation, teamwork) and because they aimed to build an organizational culture in which everyone feels included. By contrast, fewer organizations explicitly justified a focus on diversity because of social responsibility. This may reflect a reluctance to frame diversity in terms of its social and ethical implications as that can position the issue outside of an organization's area of responsibility (Sonenshein, 2016). However, this also raises the possibility that this more unique justification may boost perceived sincerity given that diversity promotion involves inherently ethical values.

Whereas almost all organizations describe resource practices that highlight programs and opportunities geared toward different groups, few emphasized non-discrimination. This pattern likely reflects recognition that diversity ideologies and approaches to diversity management such as colorblindness may be unrealistic and becoming less widely endorsed (e.g., Apfelbaum et al., 2012). However, there are elements of non-discrimination threaded throughout statements where organizations described practices such as equal opportunity hiring or unconscious bias training alongside resource practices including targeted recruitment programs and employee resource/affinity groups. This made it difficult clearly categorize diversity statements. There was an extensive amount of information displayed on the webpages and distilling the messaging into one key category proved difficult—coders were unable to reach agreement. What strikes people may depend on individual differences (e.g., whether they are an intended beneficiary of diversity initiatives, attitudes toward diversity promotion) as well as what information people view. That is, the statements are interactive and applicants may form different impressions of the organization based on whether they read or scroll by an employee testimonial, watch a video, or follow a link about a specific initiative.

Finally, an emphasis on accountability for making progress was more limited. For example, some organizations appear cognizant of a need to distinguish themselves by emphasizing a longstanding commitment to diversity and inclusion or sharing stories from employees about their experience in the organization. Further, a minority of organizations released workforce demographic data and this information was typically partial. This is consistent with recent surveys of major organizations, which reveal that while an increasing number of organizations release at least some data, only a small percentage (e.g., approximately 5%) release a full breakdown (Quiroz-Gutierrez, 2021) and this has not improved significantly over the past few years (Jones & Donnelly, 2017). Further, my analysis also showed that workforce demographic information was more often contained on corporate versus recruitment pages. This appears to reflect that corporate pages are oriented toward the general public, shareholders, and regulators and these groups of stakeholders have increasingly pressured organizations to release this type of information about workforce diversity (e.g., Beyoud, 2021; Craig, 2021). By contrast, statements posted on recruitment websites and geared toward potential applicants only sometimes included demographic data but more often highlighted information about resources available to employees or organizational culture.

Taken together, this qualitative analysis of existing diversity statements establishes they have indeed become highly prevalent and sophisticated. Although the adoption of diversity statements among large and leading organizations may be viewed positively as a sign that diversity is widely valued, another implication is that prospective applicants may come to question the sincerity of such statements and organizational commitments to diversity and inclusion (e.g., Dowell & Jackson, 2020). Consequently, organizations genuinely concerned with increasing diversity may struggle to differentiate themselves in the eyes of potential applicants

from those who have adopted diversity rhetoric in response to institutional and normative pressure from stakeholders (e.g., Chang et al., 2018). As such, it is critical to establish whether greater awareness of the prevalence of diversity statements may undermine their ability to enhance applicant attraction by decreasing perceived sincerity of an organization's commitments.

Study 2

In Study 2, I examine whether awareness of the prevalence of organizational diversity statements can influence a key effectiveness outcome, i.e., applicant attraction to the organization. Specifically, I test the possibility that greater awareness of prevalence may undermine the perceived sincerity of an organization's diversity commitments (Hypothesis 1) and consequently decrease organizational attraction (Hypothesis 2).

Study 2 Method

Participants and Procedure

This study was reviewed by the Ethics Review Board at York University (STU 2021-122). Participants were 199 individuals in the United States recruited from Prolific, which is an online platform that connects researchers with participants willing to complete studies in exchange for payment. Recent studies have shown that Prolific is comparable to other online data collection platforms (e.g., Amazon's Mechanical Turk) and is useful for connecting with more diverse participants than often seen in university research pools (e.g., Palan & Schitter, 2018; Peer et al., 2017).

Participants were people who indicated in the platform's screening survey that they were currently searching for employment in any industry or field. They received £1.25 in exchange for completing the study in October 2021. I aimed to recruit at least 75 participants per condition

(see Simmons et al., 2011) for a total of 150 across two conditions and oversampled in anticipation of inattentive responding. After excluding 3 participants who did not correctly answer at least two of three attention checks (i.e., “respond to this item with ‘*not at all*’”) (Meade & Craig, 2012), the sample included 196 participants (76.5% identified as women; 19.9% identified as men, and 3.6% identified as non-binary; average age = 24.32 years old, $SD = 6.84$, 45.9% White, 23% Latino, 14.5% Asian/Pacific Islander, 6.6% Black, 1% Middle Eastern, 7.7% mixed race, 1% preferred not to answer; average work experience = 8.45 years, $SD = 20.06$).³

This study employed a one-factor (lesser versus greater awareness of the prevalence of diversity statements) between-subjects experimental design. Participants were told that the study examined prospective applicant perceptions of organizational practices and were asked to review screenshots of a company’s website and imagine they were potentially interested in a position with the company. All participants reviewed background information about the company and read the company’s diversity statement (see Appendix 3). The diversity statement included a brief explanation about the company’s approach to diversity and inclusion, a quote from the CEO explaining the importance of diversity in the organization, and a snapshot of the company’s employee resource groups. This reflected the pattern observed in Study 1 where diversity was often defined broadly but resources were targeted at members of underrepresented and equity-deserving groups such as women and racialized people.

Participants were then randomly assigned to either (a) proceed with the study or (b) read an article from *Fortune* magazine that made them explicitly aware of the prevalence of diversity statements among major organizations. The article was fictional but patterned after Jones and

³ The gender imbalance in this study was unexpected and further investigation indicated that Prolific gained popular attention on social media prior to this study and in particular among younger women (Charalambides, 2021). As such, I tested participant gender as a control variable in analyses and in subsequent studies used a new feature introduced by Prolific to promote sex-balanced samples.

Donnelly (2017). Those who read the article were asked to imagine they had encountered it during their job search and research. The article was titled “Why we counted major company’s diversity commitments” and explained that 87% of organizations listed on the *Fortune* 500 included a statement expressing support for diversity and inclusion. The author described being interested in understanding what information was discoverable by someone considering employment at an organization (see Appendix 4).

After reviewing the company’s background information and diversity statement and reading the article (where applicable), participants completed questionnaires assessing perceived sincerity and organizational attraction as well as manipulation check and demographic items.

Measures

Unless otherwise indicated, measures used a 7-point Likert response scale ranging from 1 (*not at all*) to 7 (*very much*).

Perceived Sincerity

Perceived sincerity of the company’s commitment to diversity was assessed with two items from Kroeper et al. (2020). Items were: “To what extent do you think the company is sincerely interested in increasing diversity in their workforce?” and “How believable is the company’s interest in increasing diversity in their workforce?” ($\alpha = .89$).

Organizational Attraction

Organizational attraction was measured with Highhouse et al.’s (2003) five-item scale. Items were: “For me, this company would be a good place to work,” “I would not be interested in this company except as a last resort (reverse-scored),” “This company is attractive to me as a place for employment,” “I am interested in learning more about this company,” and “A job at this company is very appealing to me” ($\alpha = .94$).

Manipulation Check

I used one item to verify that participants perceived the manipulation as intended: “To what extent do you think that most major organizations post diversity and inclusion statements?” using a response scale from 1 (*almost none*) to 7 (*almost all*).

Study 2 Results

Manipulation Check

As expected, an independent-samples *t*-test indicated that participants who read the article about the prevalence of organizational diversity statements ($M = 5.58$, $SD = 1.16$) showed greater awareness that almost all major organizations tend to post statements compared to those who did not read the article ($M = 4.97$, $SD = 1.37$), $t(194) = -3.38$, $p < .001$ ($d = -.48$).

Hypotheses Tests

Table 1 presents descriptive statistics and zero-order correlations between variables. Supporting Hypothesis 1, an independent samples *t*-test showed that prospective applicants more aware of the prevalence of diversity statements perceived the organization’s commitment to increasing diversity as less sincere ($M = 4.86$, $SD = 1.31$) than those who were less aware ($M = 5.60$, $SD = 1.24$), $t(194) = 4.01$, $p < .001$ ($d = .57$). Further, organizational attraction was decreased for those made more aware of the prevalence of diversity statements ($M = 4.41$, $SD = 1.52$) compared to those who were not ($M = 4.93$, $SD = 1.32$), $t(194) = 2.54$, $p = .006$ ($d = .36$).

Next, I tested my proposed mediation model in Hypothesis 2 using Hayes’s (2017) PROCESS Model 4. Supporting Hypothesis 2, perceived sincerity mediated the negative effect of greater (versus lesser) of the prevalence of diversity statements on organizational attraction (indirect effect = $-.55$, $SE = .15$, 95% CI $[-.85, -.26]$) (see Figure 1). Thus, prospective applicants made explicitly aware of how prevalent and widespread diversity statements are tended to

perceive an individual organization's diversity commitments as less sincere compared to when not made aware of this contextual factor. Lower perceived sincerity consequently undermines their attraction to the organization.

Supplementary Analyses

Given that past research has shown individuals who stand to benefit from diversity initiatives can react more positively than those not targeted (e.g., Dover et al., 2016; Harrison et al., 2006), I also conducted supplementary analyses to examine whether target status interacted with greater (versus lesser) awareness of the prevalence of statements to influence perceived sincerity or organizational attraction.

Participants were asked to indicate whether they consider themselves a person who would benefit from diversity and inclusion initiatives and 76% ($n = 149$) indicated they were targets. However, target status (coded as 0 = *non-target*, 1 = *target*) did not interact with greater (versus lesser) awareness of the prevalence of diversity statements to influence perceived sincerity, $F(1,192) = .24, p = .626$ ($\eta_p^2 = .001$) or organizational attraction, $F(1,192) = .01, p = .917$ ($\eta_p^2 = .000$). Further, controlling for beneficiary status in main analyses did not influence the results.

Given that the sample included mostly people identifying as women (76.5%) and women compared to men are often targeted by diversity and inclusion initiatives, I also examined whether participant gender influenced the results. A small number of participants ($n = 7$) who identified as non-binary were excluded from this analysis. Participant gender (coded as 0 = *man*, 1 = *woman*) did not interact with greater (versus lesser) of the prevalence of diversity statements to influence perceived sincerity, $F(1,185) = 2.44, p = .120$ ($\eta_p^2 = .012$) or organizational attraction, $F(1,185) = 3.06, p = .082$ ($\eta_p^2 = .016$). Further, controlling for participant gender in main analyses did not influence the results.

Study 2 Discussion

Study 2 provided initial evidence that a greater awareness of the widespread and normative use of diversity statements by organizations can undermine their effectiveness by shifting prospective applicant attitudes and attraction. Compared with those who were not made aware of the prevalence of statements, those made explicitly aware perceived a commitment to increasing workforce diversity as less sincere. Consequently, decreased perceptions of sincerity undermined their attraction to the organization. Supplemental analyses further highlighted the critical impact of this contextual factor as analyses of individual differences among prospective applicants (i.e., target status, participant gender) revealed no effects.

One consequence of this finding is that organizations sincerely committed to achieving diversity goal progress (e.g., increasing workforce diversity or removing barriers for people from underrepresented and equity-deserving groups) need a way to communicate their intentions. Thus, identifying factors that increase perceived sincerity and mitigate the negative effect of awareness of the prevalence of diversity statements on applicant attraction is critical. Given that judgments of sincerity follow from perceiving that an organization lives up to its values, one possibility is that different values may signal sincerity to a different extent. In particular, invoking values that are consistent with how people view this issue, i.e., as an inherently social and ethical issue, could mitigate the undermining effect of prevalence by boosting perceived sincerity. To expand on and further probe this possibility, I explore in Study 3 how invoking different values for diversity may interact with greater (versus lesser) awareness of the prevalence of statements to influence perceived sincerity and consequent attraction to the organization.

Study 3

In Study 3, I consider the impact of emphasizing a terminal (versus instrumental) value for diversity on prospective applicant attitudes and reactions. Specifically, I examine whether a diversity statement that highlights the value of diversity as a social responsibility compared to diversity as bringing business benefits (i.e., the business case) can boost perceived sincerity and mitigate the negative effect of prevalence awareness on applicant attraction to the organization.

Effects of Terminal and Instrumental Values on Perceived Sincerity

Values reflect the underlying *why* component of component diversity management and are often invoked to justify the organization's focus on diversity (Georgeac & Rattan, 2022; Olsen & Martins, 2012). They are defined as “an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state existence” (Rokeach, 1973, p. 5). Whereas instrumental values describe preferences that lead to a desired end state, terminal values are considered valuable in and of themselves. In the workplace diversity and inclusion context, diversity is often argued to have instrumental value because it can benefit organizational outcomes (e.g., Ely & Thomas, 2001). At the same time, diversity can be framed as a terminal value because it reflects a social responsibility and an ethical imperative for organizations (e.g., Kaplan, 2020; Noon, 2007).

I theorize that people may perceive explicit recognition of diversity as a social responsibility in an organizational diversity statement as genuine and sincere regardless of awareness of prevalence because this explanation is more consistent with how people generally view diversity promotion, i.e., as a social issue that involves inherently ethical values. Organizations have been reluctant to frame diversity as a social responsibility and instead tend to invoke instrumental values and make a business case in diversity statements (Georgeac & Rattan, 2022) because social issues like diversity promotion carry “an extra burden” (Piderit & Ashford,

2003, p. 1477). Thus, using a business case logic to justify the allocation of attention and resources to this issue is one way to legitimize it in the organizational context (Sonenshein, 2016).

However, recent data suggests employees are skeptical of straightforward business case arguments that highlight the benefits of diversity without recognizing that it also presents challenges to be overcome (Leslie et al., 2021). In fact, this is consistent with most of the research which suggests that benefits of diversity are often contingent on numerous factors (e.g., Ely & Thomas, 2001; Galinsky et al., 2015; Joshi & Roh, 2009). Thus, justifying a focus on diversity as solely for business benefits when such benefits are not even guaranteed is unlikely to be especially convincing to prospective applicants. In particular, when awareness of the prevalence of diversity statements is emphasized, prospective applicants should be less likely to perceive a sincere commitment to increase workforce diversity when the business case is made because it reflects the normative approach without acknowledging underlying ethical values.

By contrast, expressing the terminal value of diversity as a social responsibility provides public acknowledgement that diversity promotion involves inherently issues of ethics and fairness and is increasingly seen as a key societal issue. This should help convince prospective applicants that the organization is sincere, even as prospective applicants become more aware how prevalent statements have become, because the organization's external expressions are more consistent with what is widely understood as an important and underlying motivation. Further, the relative uniqueness of making this argument may also boost perceived sincerity as organizations seem more genuine making distinctive rather than normative and potentially socially prescribed claims (cf. Carroll & Wheaton, 2009). Thus, even when made explicitly aware of the prevalence of diversity statements, I expect that prospective applicants exposed to

statements emphasizing diversity as a social responsibility justification will perceive the organization's diversity commitments as sincere.

Hypothesis 3. Emphasizing diversity as a social responsibility (versus the business case for diversity) mitigates the negative effect of greater (versus lesser) awareness of the prevalence of organizational diversity statements on perceived sincerity of an organization's commitment to diversity.

Taken together, this suggests a possibility that invoking diversity as a social responsibility that is valued in and of itself may mitigate the negative effect that becoming more aware of the prevalence of diversity statements can have on organizational attraction. Despite knowing that statements are widespread and highly prevalent, statements emphasizing this terminal value of diversity (versus the instrumental business case) should boost perceived sincerity of an organization's diversity commitments and consequent attraction to the organization because applicants can take at face value the positive information a statement signals about the organization's conditions and culture. Thus, I propose the following moderated mediation model:

Hypothesis 4. Emphasizing diversity as a social responsibility (versus the business case for diversity) mitigates the negative effect of greater (versus lesser) awareness of the prevalence of organizational diversity statements on organizational attraction via perceived sincerity of an organization's commitment to diversity.

Study 3 Method

Participants and Procedure

This study was reviewed by the Ethics Review Board at York University (STU 2021-122). Participants were 304 individuals in the United States recruited from Prolific who were

currently searching for employment. They received £1.25 in exchange for completing the study in November 2021. Given the gender imbalance among participants observed in Study 2, the sample was recruited using a new feature introduced by the platform to encourage sex-balanced samples. Specifically, upon selecting this option, Prolific reserves half of study spaces for people who self-identify in the platform's pre-screening survey as male and half of the spaces for those who identify themselves as female (Charalambides, 2021). I aimed to recruit at least 75 participants per condition for a total of 300 participants across four conditions and excluded 6 participants who did not correctly answer at least two of three attention checks. The final sample included 298 participants (44% identified as women; 54.5% identified as men, and 1.6% identified as non-binary; average age = 27.30 years old, $SD = 9.45$, 57.4% White, 14.1% Latino, 11.5% Asian/Pacific Islander, 10.7% Black, .7% Middle Eastern, 4.7% mixed race, 1% preferred not to answer; average work experience = 4.61 years, $SD = 5.83$).

This study employed a 2 (lesser versus greater awareness of diversity statements) x 2 (business case for diversity versus diversity as a social responsibility) between-subjects experimental design. The procedure was similar to Study 2 where all participants reviewed background information about the company and read the company's diversity statement. However, in this study, the content of the diversity statement emphasized either (a) the instrumental value of diversity for benefiting business or (b) the terminal value of diversity as a social responsibility (see Appendices 5A and 5B). These statements were developed using language common to statements as identified in Study 1. As in Study 2, participants were then randomly assigned to (a) proceed with the study or (b) read an article that described the prevalence of diversity statements among major organizations.

After reviewing the materials, participants completed measures assessing perceived sincerity and organizational attraction and manipulation check and demographic items.

Measures

Measures of *perceived sincerity* ($\alpha = .89$) from Kroeper et al. (2020) and *organizational attraction* ($\alpha = .94$) from Highhouse et al. (2003) were the same as in Study 2. The manipulation check assessing the perceived prevalence of diversity statements was also the same.

Given my interest in uncovering factors that might mitigate the negative effect of greater awareness of prevalence of diversity statements and increase perceived sincerity, in this study, participants were also asked an open-ended question, “What would convince you that the company was sincere about its commitment to diversity and inclusion?”

Study 3 Results

Manipulation Checks

As expected, an independent-samples *t*-test indicated that participants who read the article describing the prevalence of organizational diversity statements ($M = 5.71$, $SD = 1.11$) showed greater awareness that almost all major organizations tend to post statements compared to those who did not read the article ($M = 5.33$, $SD = 1.16$), $t(296) = -2.88$, $p = .002$ ($d = -.34$).

An error in the survey display logic meant participants did not respond to a manipulation check verifying they perceived the values within the diversity statements as intended. However, an independent sample of 101 participants recruited from Prolific (65.3% identified as women, 30.7% as men, and 4% as non-binary; average age = 30.10 years old, $SD = 11.37$ years; 54.5% White, 10.9% Latino/Hispanic, 12.9% Black, 21.8% Asian/Pacific Islander, 5% mixed race, 1% preferred not to answer; average work experience = 6.22 years, $SD = 8.67$) confirmed that participants who reviewed the statement emphasizing the business case for diversity more

strongly agreed that the organization valued diversity because “diversity is good for business” ($M = 5.37$, $SD = 1.76$) compared to those who reviewed the statement emphasizing diversity as a social responsibility ($M = 4.71$, $SD = 1.43$), $t(99) = 2.03$ $p = .045$ ($d = .41$). Further, those in business case condition perceived that the organization valued diversity because “diversity is a social responsibility” ($M = 4.25$, $SD = 1.87$) less than those in the social responsibility condition ($M = 4.96$, $SD = 1.54$) $t(99) = -2.06$, $p = .042$ ($d = -.41$).⁴

Hypotheses Tests

Table 2 presents descriptive statistics and zero-order correlations between variables. First, to examine whether emphasizing the terminal value of social responsibility (versus the instrumental value of the business case) mitigates the negative effects of awareness of diversity statement prevalence on sincerity (Hypothesis 3), I conducted a 2 x 2 analysis of variance (ANOVA). The interaction between diversity values and awareness of the prevalence of statements on perceived sincerity was not statistically significant, $F(1, 294) = 2.90$, $p = .090$ ($\eta_p^2 = .010$) (see Figure 2). However, given that my hypothesis specifically proposed differences between social responsibility and business case values when awareness of prevalence of diversity statements was higher, I proceeded with simple effect analyses to test those differences. Simple effects tests revealed no significant differences in perceived sincerity between those who viewed statements emphasizing social responsibility versus the business case at either level of awareness (p -values $> .10$). However, prospective applicants who read a statement emphasizing the business case for diversity perceived lower sincerity when made aware of the prevalence of

⁴ This study included three additional conditions designed to communicate the (a) instrumental value of inclusion (i.e., inclusion as critical for harnessing the benefits of diversity), (b) the terminal value of inclusion (i.e., inclusion as a desirable end-state) and (c) the terminal value of diverse representation (i.e., achieving a workforce that reflects the organization’s customers or community). However, manipulation checks indicated that the manipulation failed and participants did not perceive these values as intended. Thus, these conditions were excluded from the main analysis but full results with all five conditions are presented in Appendix 6 for transparency.

diversity statements ($M = 4.86$, $SD = 1.40$) compared to when they were not ($M = 5.62$, $SD = 1.26$), $F(1, 294) = 11.29$, $p < .001$ ($\eta_p^2 = .037$). By contrast, perceived sincerity did not differ significantly for those who read a statement emphasizing the terminal value of diversity as a social responsibility regardless of whether they were made aware of the prevalence of statements ($M = 5.19$, $SD = 1.41$) or not ($M = 5.41$, $SD = 1.38$), $F(1, 294) = 1.00$, $p = .319$ ($\eta_p^2 = .003$).

Hypothesis 4 proposed conditional indirect effects (i.e., moderated mediation) and analysis using Hayes's (2017) PROCESS Model 8 showed that, for applicants who read a statement emphasizing the business case, perceived sincerity mediated the negative effect of greater (versus lesser) awareness of the prevalence of diversity statements on organizational attraction (conditional indirect effect = $-.50$, $SE = .16$, 95% CI $[-.83, -.21]$) (see Figure 3). By contrast, the mediation was not significant for those who read a statement emphasizing social responsibility (conditional indirect effect = $-.15$, $SE = .15$, 95% CI $[-.44, .14]$) (see Figure 4). Although the index of moderated mediation was not statistically significant, these results provide preliminary indication that prospective applicants perceive an organization's diversity commitments as sincere and in turn display higher attraction when the organization invoked diversity as a social responsibility in the statement, regardless of whether they were made more aware of the prevalence of diversity statements. By contrast, perceived sincerity varied and consequent organizational attraction depended on amount of awareness when the business case was emphasized.

Supplementary Analyses

As in Study 2, I also examined whether individual differences (i.e., target status, participant gender) interacted with an awareness of the prevalence of statements and diversity values to influence perceived sincerity or organizational attraction.

A majority of participants (71.5%, $n = 213$) indicated they considered themselves targets of diversity and inclusion initiatives. Target status did not interact with greater (versus lesser) awareness of prevalence and diversity values to influence perceived sincerity, $F(4, 290) = 1.89$, $p = .118$ ($\eta_p^2 = .025$) or organizational attraction $F(4, 290) = .12$, $p = .977$ ($\eta_p^2 = .002$). Further, controlling for target status in main analyses did not influence the results.⁵

With respect to participant gender, a small number of participants ($n = 3$) who identified as non-binary were excluded from this analysis. Participant gender did not interact with an awareness of prevalence and diversity values to influence perceived sincerity, $F(4, 285) = 1.61$, $p = .172$ ($\eta_p^2 = .022$) or organizational attraction $F(4, 285) = .62$, $p = .649$ ($\eta_p^2 = .009$). Further, controlling for participant gender in main analyses did not influence the results.

Finally, in this study, I included an open-ended question asking participants to indicate what would convince them an organization was sincerely committed to promoting diversity and inclusion. Results indicated that a majority of participants (81%, $n = 241$) suggested that they would be convinced if the organization could provide evidence of accountability and action (e.g., employee testimonials, workforce diversity statistics) or if they could see for themselves through speaking to employees how diverse the organization was and/or whether employees felt genuinely included. Further, 24% ($n = 73$) specifically requested evidence of workforce diversity such as by publishing demographic data for employees and managers.

Study 3 Discussion

⁵ There was a significant two-way interaction between target status and an awareness of the prevalence of statements (controlling for diversity values) in predicting perceived sincerity, $F(1, 293) = 4.21$, $p = .041$ ($\eta_p^2 = .014$). Simple effects tests revealed that there were no differences between targets and non-targets for those in the control condition without an emphasis on the prevalence of diversity statements. However, when made more aware of the prevalence of statements, targets perceived higher sincerity ($M = 5.29$, $SD = 1.17$) than non-targets ($M = 4.48$, $SD = 1.71$), $F(1, 293) = 10.38$, $p = .001$ ($\eta_p^2 = .034$).

Study 3 provided additional evidence that greater awareness of the widespread and prevalent nature of diversity statements can undermine the effectiveness at enhancing applicant attraction by decreasing perceptions that an organization is sincerely committed to diversity.

In particular, this effect was observed when the organization emphasized the business case for diversity in its statement and not when invoking social responsibility. Thus, this study provides insight into one potential factor for mitigating this negative effect, i.e., highlighting the value of diversity as a social responsibility. Although the interaction between awareness of the prevalence of diversity statements and values was not statistically significant and the study may have lacked statistical power to detect this effect, results show preliminary indication that the undermining effect of prevalence on attraction may be offset by emphasizing diversity as a social responsibility. Invoking the terminal value of diversity in this way appears to help an organization be perceived as sincere in its commitments to increase diversity regardless of the wider context. While this justification for a focus on diversity is less common among organizations, fairness and ethical values are widely recognized as at least partially underlying why organizations take up the issue. Thus, it appears more sincere to prospective applicants when organizations directly acknowledge that motivation. By contrast, an emphasis on the business case for diversity and the instrumental value of diversity was not as persuasive to prospective applicants. For those aware of the prevalence of diversity statements, this business case logic seemed unable to overcome their perception that diversity messaging is driven by external and/or business motives and not a real desire for change.

Although this research provides a promising avenue for organizations to communicate sincere intentions to embrace and increase diversity, another potential factor to boost perceived sincerity and mitigate the negative effect of prevalence on applicant attraction could be providing

evidence of the organization's accountability for making progress. At issue is whether prospective applicants see statements as reflecting a genuine commitment to taking action and increasing diversity. Given that it is difficult to directly assess the sincerity of organizational values or beliefs, people often look for evidence that the organization's actions live up to its claims (e.g., Cuypers et al., 2016; Kroeper et al., 2020; Skilton & Purdy, 2017; Wilton et al., 2020). This perspective is consistent with a supplementary finding of Study 3 that suggests most people are willing to take diversity rhetoric seriously when it is paired with action. Thus, I propose in Study 4 to investigate whether evidence of accountability and action may be another factor to increase perceived sincerity and offset the negative effect of awareness of statement prevalence on organizational attraction.

Study 4

In Study 4, I explore the effects of providing evidence of accountability for making diversity goal progress on prospective applicant attitudes and reactions. Specifically, I examine whether a diversity statement that includes workforce demographic data can mitigate the negative effect that awareness of the prevalence of diversity statements can have on applicant attraction by increasing perceptions that the organization is sincerely committed to diversity.

Effects of Accountability Practices on Perceived Sincerity

Whereas most diversity practices and policies are focused on the process of increasing diversity and making progress, accountability practices are an emerging set of practices such as hiring a chief diversity officer, forming a diversity committee, and setting targets that aim to increase responsibility for achieving diversity goals (Leslie, 2019).

Although perceived sincerity follows from perceiving that what an organization expresses publicly is consistent with its underlying motivations and beliefs (Carroll & Wheaton, 2009),

given that it is difficult to directly assess the internal values of an organization, people often make their judgments by considering whether an organization's *actions* align with its espoused values. An organization deemed to live up to its claims is perceived as sincere (e.g., Cuypers et al., 2016; Skilton & Purdy, 2017). Building on this perspective, I theorize that people may see the provision of information that signals accountability for making progress (i.e., workforce demographic data) as highly sincere because it reinforces and pairs action with what an organization expresses in its diversity statement (Kroeper et al., 2020; Purdie-Vaughns et al., 2008; Wilton et al., 2020; Windscheid et al., 2016). In other words, telling prospective applicants about the importance of diversity and inclusion to the organization may not be convincing unless they have the means to assess the genuineness of claims (cf. Lehman et al., 2019a).

Further, my analysis in Study 1 affirms that publishing this type of information remains comparatively rare among top organizations (see also Jones & Donnelly, 2017; Quiroz-Gutierrez, 2021). It also presents a risk for organizations because it opens them up to scrutiny and potential criticism for lack of diversity, particularly when peer organizations are not sharing their data (e.g., Harrison, 2019). A willingness to be transparent despite potential downsides should reinforce that an organization is true to its claims. Thus, providing (versus not providing) workforce demographic data in a statement is expected to maintain perceived sincerity and applicant attraction even when applicants are made explicitly aware of how widespread and prevalent diversity statements are. More specifically, I propose:

Hypothesis 5. Evidence (versus no evidence) of accountability mitigates the negative effect of greater (versus lesser) awareness of the prevalence of organizational diversity statements on perceived sincerity of an organization's commitment to diversity.

Taken together, these arguments suggest that including evidence of accountability may be a key factor in mitigating the negative effect of greater awareness of diversity statement prevalence on applicant attraction to an organization. Regardless of the extent to which prospective applicants are aware of the prevalence of statements, diversity statements that include evidence of the organization's accountability by providing (versus not providing) workforce demographic data should enhance applicant attraction to the organization by increasing perceptions that the organization is sincerely committed to diversity. Ultimately, this information should mean that employees can take seriously what is signalled in the diversity statement. Thus, I hypothesize the following moderated mediation model:

Hypothesis 6. Evidence (versus no evidence) of accountability mitigates the negative effect of greater (versus lesser) awareness of the prevalence of organizational diversity statements on organizational attraction via perceived sincerity of an organization's commitment to diversity.

Exploring Effects on Perceived Authenticity and Anticipated Treatment

In this study, I also include measures of moral, idiosyncratic, and category authenticity and conduct exploratory analyses. Although my theoretical arguments and measure of perceived sincerity are in line with the form of authenticity known as moral authenticity (i.e., consistency between internal values and external expressions), there are other ways to conceptualize and perceive authenticity (e.g., Carroll & Wheaton, 2009, Lehman et al., 2019a). For example, using a more unique and distinctive justification for diversity (e.g., as a social responsibility) or publishing rarely shared information (e.g., workforce demographic data) may enhance perceptions of idiosyncratic authenticity. Carroll and Wheaton (2009) argued that this is a subset of moral authenticity because greater uniqueness should enhance the perception that an

organization is true to its values because espousing distinctive and non-normative beliefs or values otherwise does not make sense. However, these dimensions of moral and idiosyncratic authenticity can be empirically distinguished (e.g., Radoynovska & King, 2019) and it would be fruitful to understand how increasing prevalence of diversity statements might impact such perceptions. Further, another form known as type or category authenticity (Carroll & Wheaton, 2009) is expected to increase for organizations displaying characteristics that *align* it with similar others (e.g., this organization is a “real” *Fortune* 500 because it looks and acts as major and leading organizations do). From this perspective, authenticity could potentially increase as prospective applicants become more aware that most organizations in this category have diversity statements. Ultimately, exploring further these different dimensions could provide critical insight into how diversity statements are perceived and interpreted by prospective applicants in this unprecedented context.

I also include measures of anticipated belonging and fairness as it is important to explore and consider how awareness of the increased prevalence of diversity statements might influence other attitudes that have been shown to increase prospective applicant attraction to the organization, namely anticipated treatment. Generally, my theoretical arguments position anticipated treatment further along the mediation chain. In other words, I propose that previous studies linking diversity statements to more positive attitudes among prospective applicants about how they may be treated in an organization (e.g., Gündemir et al. 2017, Purdie-Vaughns et al., 2008) depend upon them first believing what is communicated in those statements. However, empirically exploring the potential impact that the contextual factor of becoming more aware of diversity statement prevalence may have on such attitudes is important for building a

comprehensive foundation upon which to understand effectiveness of diversity statements in the modern context.

Study 4 Method

Participants and Procedure

This study was approved by the Ethics Review Board at York University (STU 2022-055). Participants were 400 individuals in the United States recruited from Prolific and who were currently searching for employment. They were paid £1.25 to complete this study in June 2022. As in Study 3, a sex-balanced sample was recruited. I aimed to recruit at least 100 participants per condition for a total of 400 participants across four conditions and excluded 5 participants who did not correctly answer at least two of three attention checks. The final sample included 395 participants (48.9% identified as women, 48.6% identified as men, and 2.6% identified as non-binary; average age = 37.13 years, $SD = 13.79$, 59.7% White, 14.7% Asian/Pacific Islander, 11.6% Latino, 9.6% Black, 3.5% mixed race, .8% preferred not to answer; average work experience = 9.41 years, $SD = 20.70$ years).

This study employed a 2 (lesser versus greater awareness of the prevalence of diversity statements) x 2 (no evidence versus evidence of accountability) between-subjects experimental design. The procedure was similar to Studies 2 and 3 where all participants reviewed background information about the company and read the company's diversity statement. However, in this study, participants were randomly assigned to read a diversity statement that either (a) did not include or (b) included workforce demographic data (see Appendix 7). As in previous studies, participants were then randomly assigned to (a) proceed with the study or (b) read the article describing the prevalence of organizational diversity statements among major organizations.

After reviewing these materials, participants completed measures assessing perceived sincerity and organizational attraction and manipulation check and demographic items.

Measures

Measures of *perceived sincerity* ($\alpha = .89$) from Kroeper et al. (2020) and *organizational attraction* ($\alpha = .95$) from Highhouse et al. (2003) were the same as in Studies 2 and 3.

The manipulation check assessing perceived prevalence of diversity statements was also the same. To verify that participants viewed workforce demographic information shared in the diversity statement as evidence of accountability, they were also asked to indicate the extent to which “the organization emphasized accountability for making progress on diversity in its diversity statement?”

Exploratory Measures

Perceived moral, idiosyncratic, and category authenticity were measured with three items each from Radoynovska and King (2019). Items for moral authenticity were: “The motivations of the organization seem sincere,” “This statement seems to express the true values of the organization,” and “This statement is presented sincerely” ($\alpha = .96$). Items for idiosyncratic authenticity were: “There is something distinctive about this statement,” “This is a statement unlike any other,” and “It would be difficult to imitate this statement” ($\alpha = .88$). Items for category authenticity were: “This statement reinforces and/or builds on tradition,” “This statement uses traditional techniques or methods,” and “This statement fits a familiar mold” ($\alpha = .82$).

Anticipated inclusion was measured with Pearce and Randal’s (2004) three-item scale. Items were: “I would feel like an accepted part of the team,” “I would feel included in most activities at work,” and “Sometimes I would feel like an outsider (reverse-scored)” ($\alpha = .85$).

Anticipated fairness was measured with Ambrose and Schminke's (2009) six-item scale. Items were: "Overall, I would be fairly treated by this organization," "In general, I could count on this organization to be fair," "In general, the treatment I receive around this organization would be fair," "Usually, the way things would work in this organization would not be fair (reverse-scored)," "For the most part, this organization would treat its employees fairly," and "Most of the people who work here would say they are often treated fairly" ($\alpha = .95$).

Study 4 Results

Manipulation Checks

As expected, an independent samples *t*-test indicated that participants who read the article describing the prevalence of organizational diversity statements ($M = 5.56$, $SD = 1.25$) showed greater awareness that almost all major organizations tend to post statements compared to those who did not read the article ($M = 5.02$, $SD = 1.44$), $t(393) = -4.04$, $p < .001$ ($d = -.41$). Further, an independent samples *t*-test indicated that participants who viewed workforce demographic data in the diversity statement ($M = 5.36$, $SD = 1.40$) perceived a greater organizational emphasis on accountability for making progress compared to those who did not view demographic data ($M = 4.79$, $SD = 1.63$), $t(393) = -3.68$, $p < .001$ ($d = -.37$).

Hypotheses Tests

Table 3 presents descriptive statistics and zero-order correlations between variables. First, to examine whether providing evidence of accountability (versus not) mitigates the negative effect of awareness of diversity statement prevalence on sincerity (Hypothesis 5), I conducted a 2 x 2 ANOVA. The interaction between evidence of accountability and awareness on perceived sincerity was not statistically significant, $F(1, 391) = .48$, $p = .489$ ($\eta_p^2 = .001$) (see Figure 5). However, given that my hypothesis specifically proposed differences between including versus

not including evidence of accountability (i.e., workforce demographic data) when awareness of prevalence of diversity statements was higher, I proceeded with simple effect analyses to test those differences. Simple effects tests revealed that perceived sincerity did not differ significantly for those with lower awareness of the prevalence of diversity statements regardless of whether they viewed workforce demographic data ($M = 5.60$, $SD = 1.32$) or not ($M = 5.36$, $SD = 1.28$), $F(1, 391) = 1.74$, $p = .189$ ($\eta_p^2 = .004$). By contrast, for prospective applicants who read an article about the prevalence of diversity statements, perceived sincerity was significantly higher when they viewed workforce demographic data ($M = 5.58$, $SD = 1.24$) compared to when they did not ($M = 5.13$, $SD = 1.34$), $F(1, 391) = 5.25$, $p = .022$ ($\eta_p^2 = .013$). Simple effects tests also showed that there were no significant differences in perceived sincerity between those more or less aware of the prevalence of diversity statements at either level of evidence of accountability (p -values $> .10$).

Hypothesis 6 proposed conditional indirect effects (i.e., moderated mediation). Analyses using Hayes's (2017) PROCESS Model 8 showed that although the index of moderated mediation was not statistically significant, for applicants not made more aware of the prevalence of diversity statements, perceived sincerity did not mediate the effect of viewing evidence of accountability in the form of workforce demographic data (versus not) on organizational attraction (conditional indirect effect = .16, $SE = .12$, 95% CI [-.07, .39]) (see Figure 6). By contrast, for those who were made explicitly aware of the prevalence of diversity statements, perceived sincerity mediated the positive effect of viewing evidence of accountability (versus not) on organizational attraction (conditional indirect effect = .27, $SE = .12$, 95% CI [.05, .51]) (see Figure 7). Thus, these results provide initial indication that among participants who were made highly aware of the prevalence of diversity statements, viewing evidence of accountability

led to increased perceived sincerity and consequent attraction compared to those who did not see such evidence.

Supplementary Analyses

As in previous studies, I also examined whether individual differences (i.e., target status participant gender) interacted with awareness of the prevalence of statements and evidence of accountability to influence perceived sincerity or organizational attraction.

A majority of participants (67.1%, $n = 265$) indicated they considered themselves targets of diversity and inclusion initiatives. Target status did not interact with greater (versus lesser) awareness of prevalence and evidence of accountability to influence perceived sincerity, $F(4, 386) = .56, p = .695$ ($\eta_p^2 = .006$) or organizational attraction $F(4, 386) = 2.34, p = .055$ ($\eta_p^2 = .024$). Further, controlling for target status in main analyses did not influence the results.

With respect to participant gender, a small number of participants ($n = 10$) who identified as non-binary were excluded from this analysis. Participant gender did not interact with an awareness of prevalence and evidence of accountability to influence perceived sincerity, $F(4, 377) = .90, p = .462$ ($\eta_p^2 = .009$) or organizational attraction $F(4, 377) = .86, p = .488$ ($\eta_p^2 = .009$). Further, controlling for participant gender in main analyses did not influence the results.

Perceived Moral, Idiosyncratic, and Category Authenticity

As described above, measures of perceived moral, idiosyncratic, and category authenticity were included to explore how making prospective applicants explicitly aware of the prevalence of diversity statements may impact different forms of authenticity.

The interaction between awareness of the prevalence of statements and evidence of accountability was not significant in predicting moral authenticity, $F(1, 391) = .15, p = .700$ ($\eta_p^2 = .000$) (see Figure 8). Analysis of simple effects indicates that perceptions of moral authenticity

did not differ significantly for those not made aware of the prevalence of diversity statements regardless of whether they viewed workforce demographic data ($M = 5.43$, $SD = 1.44$) or not ($M = 5.20$, $SD = 1.37$), $F(1, 391) = 1.36$, $p = .244$ ($\eta_p^2 = .003$). Similarly, for prospective applicants who read an article about the prevalence of diversity statements, moral authenticity was not significantly different when they viewed workforce demographic data ($M = 5.33$, $SD = 1.25$) compared to when they did not ($M = 5.00$, $SD = 1.45$), $F(1, 391) = 2.92$, $p = .088$ ($\eta_p^2 = .007$). Further, simple effects tests also showed that there were no significant differences in moral authenticity between those more or less aware of the prevalence of diversity statements at either level of evidence of accountability (p -values $> .10$). Although these effects failed to reach significance, the pattern of results is similar to that observed for perceived sincerity in the main analyses. This provides initial evidence that among those made aware of diversity statement prevalence, viewing evidence of accountability may increase the sense that a diversity statement is a genuine representation of organizational values.

The interaction between awareness of the prevalence of statements and evidence of workforce diversity was not significant in predicting idiosyncratic authenticity, $F(1, 391) = .03$, $p = .868$ ($\eta_p^2 = .000$) (see Figure 9) and simple effects tests revealed no significant effects (all p -values $> .10$). However, there was a significant main effect where those who viewed workforce demographic data perceived higher idiosyncratic authenticity ($M = 3.80$, $SD = 1.48$) compared to those who did not ($M = 3.47$, $SD = 1.62$), $F(1, 391) = 4.31$, $p = .039$ ($\eta_p^2 = .011$). Results indicate that prospective applicants appeared to recognize that organizational diversity statements with such data contained somewhat unique information.

The interaction between awareness of the prevalence of statements and evidence of accountability was not significant in predicting category authenticity, $F(1, 391) = .04$, $p = .837$

($\eta_p^2 = .000$) (see Figure 10) and simple effects tests revealed no significant effects for either outcome (all p -values $> .10$). Prospective applicants' perceptions that the statement was representative of its relevant category did not differ based on what they read.

Finally, I examined whether target status interacted with awareness of the prevalence of statements and evidence of accountability but the interactions were not significant in predicting moral authenticity, $F(1, 386) = .30, p = .881$ ($\eta_p^2 = .003$), idiosyncratic authenticity, $F(1, 386) = .19, p = .942$ ($\eta_p^2 = .002$), or category authenticity, $F(1, 386) = .51, p = .727$ ($\eta_p^2 = .005$). Similarly, there were no significant three-way interactions with participant gender to predict moral authenticity, $F(1, 377) = .98, p = .419$ ($\eta_p^2 = .010$), idiosyncratic authenticity, $F(1, 377) = .64, p = .637$ ($\eta_p^2 = .007$), or category authenticity, $F(1, 377) = .45, p = .776$ ($\eta_p^2 = .005$). Controlling for these individual differences in main analyses did not influence the results.

Anticipated Inclusion and Fairness

Measures of anticipated inclusion and fairness were also included to explore how making prospective applicants explicitly aware of the prevalence of diversity statements may impact these important attitudes that shape applicant attraction.

The interaction between awareness of the prevalence of statements and evidence of accountability was not significant in predicting anticipated inclusion, $F(1, 391) = .95, p = .330$ ($\eta_p^2 = .002$) (see Figure 11). Analysis of simple effects indicates that anticipated inclusion did not differ significantly for those not made aware of the prevalence of diversity statements regardless of whether they viewed workforce demographic data ($M = 5.08, SD = 1.39$) or not ($M = 4.99, SD = 1.34$), $F(1, 391) = .26, p = .611$ ($\eta_p^2 = .001$). Similarly, for prospective applicants who read an article about the prevalence of diversity statements, anticipated inclusion was not significantly different when they viewed workforce demographic data ($M = 5.23, SD = 1.25$)

compared to when they did not ($M = 4.85$, $SD = 1.38$), $F(1, 391) = 3.56$, $p = .060$ ($\eta_p^2 = .009$). Further, simple effects tests also showed that there were no significant differences in anticipated inclusion between those more or less aware of the prevalence of diversity statements at either level of evidence of accountability (p -values $> .10$). Although this result failed to reach significance, the pattern of results is again similar to that observed for perceived sincerity and moral authenticity where, for those made aware of diversity statement prevalence, viewing evidence of accountability may increase an anticipated sense of inclusion.

I also conducted exploratory mediation analyses using Hayes's PROCESS Model 83 (i.e., moderated serial mediation). Although the index of moderated mediation was not statistically significant, analysis of conditional indirect effects showed that for applicants less aware of the prevalence of statements, perceived sincerity and inclusion did not serially mediate the effect of viewing workforce demographic data (versus not) on organizational attraction (conditional indirect effect = .09, $SE = .07$, 95% CI [-.04, .23]). By contrast, for those made explicitly aware of the prevalence of diversity statements, perceived sincerity and inclusion serially mediated the positive effect of viewing evidence of accountability (versus not) on organizational attraction (conditional indirect effect = .16, $SE = .16$, 95% CI [.03, .30]).

The interaction between awareness of the prevalence of statements and evidence of accountability was not significant in predicting anticipated fairness, $F(1, 391) = .006$, $p = .936$ ($\eta_p^2 = .000$) (see Figure 12). Analysis of simple effects indicates that anticipated fairness was higher for those not made aware of the prevalence of diversity statements if they viewed workforce demographic data ($M = 5.58$, $SD = 1.24$) versus when they did not ($M = 5.14$, $SD = 1.16$), $F(1, 391) = 3.96$, $p = .047$ ($\eta_p^2 = .010$). For prospective applicants who read an article about the prevalence of diversity statements, anticipated fairness was not significantly different

when they viewed workforce demographic data ($M = 5.46$, $SD = 1.00$) compared to when they did not ($M = 5.15$, $SD = 1.27$), $F(1, 391) = 3.51$, $p = .062$ ($\eta_p^2 = .009$). Simple effects tests also showed that there were no significant differences in anticipated fairness between those more or less aware of the prevalence of diversity statements at either level of evidence of accountability (p -values $> .10$). Again, although the effect did not reach statistical significance, the pattern suggests that viewing evidence of accountability in a statement appears to boost anticipated fairness of treatment inside an organization regardless of the extent to which applicants are aware of statement prevalence.

As above, I conducted exploratory mediation analyses using Hayes's PROCESS Model 83 (i.e., moderated serial mediation). The index of moderated mediation was not statistically significant but analysis of the conditional indirect effects showed that for applicants less aware of the prevalence of diversity statements, perceived sincerity and fairness did not serially mediate the effect of viewing evidence of accountability (versus not) on organizational attraction (conditional indirect effect = .11, $SE = .08$, 95% CI [-.05, .27]). By contrast, those made who were made explicitly aware of the prevalence of diversity statements, perceived sincerity and fairness serially mediated the positive effect of viewing evidence of accountability (versus not) on organizational attraction (conditional indirect effect = .18, $SE = .08$, 95% CI [.03, .35]).

Finally, I examined whether target status interacted with awareness of the prevalence of statements and evidence of accountability but the interactions were not significant in predicting anticipated inclusion, $F(1, 386) = .77$, $p = .543$ ($\eta_p^2 = .008$) or fairness, $F(1, 386) = .48$, $p = .752$ ($\eta_p^2 = .005$). Similarly, there were no significant three-way interactions with participant gender to predict anticipated inclusion, $F(1, 377) = 1.44$, $p = .219$ ($\eta_p^2 = .015$) or fairness, $F(1, 377) =$

1.02, $p = .395$ ($\eta_p^2 = .011$). Controlling for these individual differences in main analyses did not influence the results.

Study 4 Discussion

Study 4 adds to the body of evidence that awareness of the prevalence of diversity statements can have implications for the perceived sincerity of an organization's commitments. Although the interaction between awareness of the prevalence of diversity statements and evidence of accountability was not statistically significant and the study may have lacked statistical power to detect this effect, results provide initial evidence that at higher levels of awareness, prospective applicants who viewed evidence of organizational accountability (i.e., workforce demographic data) reported higher perceived sincerity than those who did not view such evidence. In turn, this has consequences for their attraction to the organization.

This finding highlights the impact of accountability related information in organizational diversity statements and provides additional support for a nascent body of work suggesting that such information may be becoming crucial in the context of organizational diversity promotion (e.g., Kroeper et al., 2020, Wilton et al., 2020). Particularly in this modern context where such statements are increasingly widespread and prevalent, prospective applicants appear more likely to trust the organization's motivations for posting a statement and believe they are sincerely committed to enhancing diversity and making change because they are displaying visible and concrete actions that reinforce commitments.

Results of exploratory analyses into the effects on different forms of authenticity and anticipated treatment were somewhat weaker but provide additional support for my proposed theoretical model. That is, results for moral authenticity were consistent with the pattern observed in main analyses using perceived sincerity and these variables (i.e., moral authenticity

and perceived sincerity) were very highly correlated. By contrast, effects on idiosyncratic and category authenticity were weaker and more mixed. Although these findings are in line with my theoretical arguments that the critical form of authenticity in this context is consistency between what an organization expresses in its external statement and what a prospective applicant perceives to be the organization's actual intentions, additional research should focus specifically on understanding the importance of highly idiosyncratic information or information that aligns an organization with similar others and in turn how it may impact perceived important recruitment outcomes such as organizational attraction.

With respect to anticipated inclusion and fairness, results provide initial indication that evidence of accountability may positively impact anticipated treatment within an organization as well as that sincerity is positively related to anticipated inclusion and fairness, which in turn lead to higher organizational attraction. Additional research should investigate the causal relationships between perceived sincerity and anticipated treatment to understand more clearly how they work together in the modern context of widespread diversity statements.

General Discussion

This dissertation establishes that the unprecedented current context in which diversity statements and messaging have become ubiquitous among organizations can have implications for a key effectiveness outcome, i.e., applicant attraction to the organization. Drawing on and integrating a signalling perspective on organizational initiatives with theory on authenticity, I theorize and show in a series of studies that awareness of the prevalence of diversity statements can decrease applicant attraction by undermining perceived sincerity of the organization's diversity commitments. Ultimately, if statements are not taken as genuine signals of an organization's commitments, they are ineffective for enhancing attraction. Further, by

establishing perceived sincerity as a key underlying mechanism, I also identify and test potential factors to mitigate this negative effect of prevalence on attraction, i.e., appealing to the value of diversity as a social responsibility and providing evidence of accountability and action. By doing so, my research makes a number of important theoretical contributions to the literatures on diversity statements and pro-diversity messaging, the unintended consequences of diversity initiatives, and authenticity. My research also has practical implications for organizations.

Contributions to the Literature on Pro-Diversity Messaging and Statements

First, my qualitative analysis of *Fortune* 100 diversity statements establishes the prevalence and sophistication of such statements among major North American organizations and contributes to emerging research considering whether organizational diversity rhetoric is helping or compromising diversity goal progress (e.g., Georgeac & Rattan, 2022; Leslie et al., 2021). My studies extend this existing work beyond the messaging within statements and demonstrates subtle yet undermining effects of the context in which applicants encounter statements. Ultimately, my findings show that the pervasiveness of diversity messaging can have a paradoxical effect of hindering effectiveness because people come to question the perceived sincerity of such messaging and an organization's actual commitments to making change.

Further, some have speculated that organizational diversity statements may be primarily symbolic actions by organizations (Brooks, 2021; Dowell & Jackson, 2020). However, the sophistication of modern statements suggest that significant time and resources have been invested into developing them as a tool to communicate an organization's commitments and approach to diversity management. Thus, it seems likely that diversity statements are perceived as an important tool by human resource managers and posted mostly by organizations with good intentions and the aim of contributing to diversity goal progress (cf. Dobbin & Kalev, 2017).

However, an important implication of my findings is that organizations with genuine intentions and sincerely trying to increase diversity may struggle to differentiate themselves from those that have adopted statements and diversity initiatives in response to normative pressures.

Building Upon the Business Case for Diversity

Second, my research contributes to a large literature that has examined how tweaking pro-diversity messaging can avoid alienating people while still attracting and encouraging targets of diversity initiatives to apply (e.g., Apfelbaum et al., 2016; Gündemir et al., 2017, 2019). In fact, subtle shifts in messaging may fail to have impact if people are doubting the sincerity of pro-diversity messaging altogether and my studies suggest it is critical in the current context to establish what messages are perceived as sincere indicators of the organization's diversity commitments. The findings of Study 3 highlight one potential factor and element of messaging that could mitigate the negative effects of prevalence on applicant attraction, i.e., justifying a focus on diversity because it is a social responsibility. It appears that prospective applicants respond positively to organizations invoking the terminal value of diversity as a social responsibility, perhaps because they recognize social issues such as promoting diversity as ethically imbued (Piderit & Ashford, 2003; Sonenshein, 2016) and it may be more authentic for organizations to acknowledge this than obscure those underlying values and suggest promoting diversity is merely about benefiting the bottom line.

Further, although the logic of the business case has been touted as a means to increase the relevance of social issues to organizations and key stakeholders (Dutton & Ashford, 2003; Sonenshein, 2016), recent studies suggest that the straightforward argument that diversity benefits business and financial outcomes is not particularly effective at engendering support for diversity (Leslie et al., 2019; Mayer et al., 2019) and can even lead to negative outcomes in some

settings (Georgeac & Rattan, 2022). One possibility is that as support for diversity and inclusion have become increasingly valued, organizational stakeholders including managers, employees, and prospective applicants as well as investors and regulators have expanded their view of the responsibilities of organizations. For example, top corporate leaders have publicly signalled that the purpose of organizations should extend beyond serving shareholders (Business Roundtable, 2019). In light of this apparent shift, some researchers have called for an end to overreliance on the business case for diversity (e.g., Eagly, 2016; Ely & Thomas, 2021; Georgeac & Rattan, 2022; Kaplan, 2020). My findings do not speak to whether the business case may backfire or compromise diversity goal progress but instead add nuance to this debate by suggesting that incorporating terminal values such as diversity as a social responsibility may help organizations enhance perceived sincerity of their messaging.

Ultimately, further exploration of the role that values may play in the current context of widespread diversity messaging is needed. Given the results of Study 1 showing that most diversity statements include a combination of instrumental and terminal values for diversity (see also Georgeac & Rattan, 2022) future research should consider how instrumental and terminal values interact to influence prospective applicant attitudes. Additionally, it would be useful to integrate the theoretical logic underlying Study 4 with messaging about values to investigate whether organizations providing evidence of upholding their values can in particular bolster perceived sincerity. For example, an organization espousing social responsibility could provide data proving their diversity initiatives have contributed to reducing inequities such as the gender pay gap.

Emphasizing Accountability and Action

Third, my fourth study identifies an additional factor with implications for perceived sincerity, i.e., providing evidence of accountability and action. By doing so, my research contributes to a nascent literature showing that evidence of accountability and action can override or reinforce pro-diversity messaging (Kroeper et al., 2020; Purdie-Vaughns et al., 2008; Windscheid et al., 2016; Wilton et al., 2020). Given that such information can increase perceived sincerity among prospective applicants who are made aware of the prevalence of diversity statements, my findings suggest that accountability practices may have differential effects for applicants compared to existing employees and managers. That is, where I find that such information and practices may be useful for convincing applicants that diversity statements reflect sincere commitments, Leslie (2019) theorizes that accountability practices may have an unintended consequence within organizations of engendering false progress because they enhance extrinsic motivation and thereby undermine intrinsic motivation to take action. This possibility reinforces a need to ensure that such practices as hiring a chief diversity officer or publishing demographic data each year are paired with genuine progress over time as they do not indicate progress in and of themselves.

Contributions to the Literature on Unintended Consequences of Diversity Initiatives

My research also contributes to work exploring the unintended consequences of diversity initiatives (e.g., Dover et al., 2019; Leslie, 2019; Nishii et al., 2018). Past work has mostly focused on backlash from non-targets or those who see initiatives as unfair and violating merit principles (e.g., Harrison et al., 2006; Son Hing et al., 2011) or examined how the presence of diversity initiatives can prevent people from recognizing bias and discrimination (e.g., Kaiser et al., 2013; Dover et al., 2014). By contrast, few studies have explored the implications for prospective applicants of an increasing amount of organizational diversity messaging. Such

rhetoric has been increasing for decades (Edelman et al., 2001) and accelerated in response to recent social movements such as #MeToo and #BlackLivesMatter (e.g., Friedman, 2020). Yet associating diversity with business organizations has the potential to undermine its social and ethical value (Ruttan & Nordgren, 2021) and my findings reveal a potential negative spiral where pro-diversity messaging becomes so pervasive that it undermines itself. This would be akin to the “greenwashing” phenomenon, where rhetoric about environmentally friendly products and business practices has become so widespread it has almost entirely diluted the usefulness of potential signals and led to skepticism of claims made by organizations regardless of their actual practices and track records (Chen & Chang, 2013).

Contributions to the Literature on Organizational Authenticity

Finally, my findings are in line with theory on authenticity that one pathway to perceiving sincerity depends on seeing alignment between an organization’s actions and espoused values (e.g., Cuypers et al., 2016; Skilton & Purdy, 2017). Indeed, exploratory analyses that consider other forms of authenticity generally support my theoretical arguments although the results are inconclusive and important to follow up on. Additional research is needed to further unpack how an increasing amount of diversity-related information might be influencing how prospective applicants form perceptions of organizations and in turn if such perceptions have differential outcomes. For example, one possibility is in the context of major and leading organization such as the *Fortune* 500, failing to post a diversity statement could be a category violation and make a company seem illegitimate when such organizations are increasingly expected to value and promote diversity (Roberts & Washington, 2020; Segal, 2021). In other words, even though the widespread nature of statements could undermine the perceived sincerity of an organization’s underlying intentions, an alternate perspective on authenticity suggests that

the absence of a statement could be viewed suspiciously, which could in turn undermine applicant attraction in the eyes of prospective applicants who have come to expect such information. Future research should explore this possibility.

Strengths, Limitations, and Future Directions

This research has a number of strengths as well as limitations that should be acknowledged and addressed in future research. First, results of interaction hypothesis tests in Studies 3 and 4 were not statistically significant and the studies may have lacked statistical power to detect such effects. Further, the pattern of significant simple effects in these two studies differed and this may have to do with the accountability manipulation being a stronger intervention as well as participants in Study 4 generally perceiving lower sincerity in the control condition than in previous studies. Despite this, both studies are consistent with my theorizing and provide preliminary evidence that social responsibility values and evidence of accountability can boost perceived sincerity and mitigate negative effects of awareness.

A key strength is my use of mixed methods and combining a content analysis that established the prevalence and sophistication of modern organizational diversity statements with a series of experiments that were informed by the results of that analysis and which provide casual evidence for the effect of statement prevalence on perceived sincerity of an organization's intentions. However, one limitation of using an experimental design is that it prevented me from measuring the actual behavioral outcome, i.e., whether applicants applied to an organization. Instead, I measured organizational attraction, which is in line with a large literature on recruitment (e.g., Highhouse et al., 2003) and theory suggesting that attitudes are highly correlated with intentions and a key antecedent to behaviors (Ajzen, 1985).

Further, my analysis of diversity statements of top North American organizations captures a snapshot in time and place, and these are living documents that change as organizations respond to current events and industry trends. However, the implication of my arguments and findings is that such shifts in messaging may not be discerned by potential applicants and especially if they mirror changes made by other organizations and thereby fail to distinguish them from others. By contrast, the effects that the wider context of prevalence has on applicant attraction is more likely to persist.

Perhaps more meaningful is that the results may not generalize to organizations and industries that are outside this context of major and leading organizations (e.g., *Fortune* 500, *Financial Post* 500). There is some evidence that diversity statements are increasingly common in other professional settings such as higher education (e.g., Bell, 2021, Wilson et al., 2012) but little research speaks to how diversity rhetoric shows up in settings like small businesses. Theoretically, if statements are not particularly common in certain industries or roles, then increased awareness of them among major organizations as manipulated in this study is unlikely to have negative effects. However, future research could explore potential spillover effects.

Another limitation is that my focus on diversity statements in particular can imply that they have idiosyncratic effects relative to other diversity practices (Leslie, 2019). Although an investigation of prospective and current employees' perceptions of the sincerity of a wider set of diversity-related initiatives within organizations is beyond the scope of this research, future research should investigate whether and which factors might be causing employees to become skeptical of a wider set of practices that have also become normative (e.g., employee resource groups). On the one hand, perceived sincerity of other initiatives may also decrease as their prevalence is emphasized. However, there may be elements of certain practices that make them

more resilient to such judgements and future research should investigate this possibility. For example, some practices may involve more significant investment of resources on the part of organizations compared to posting diversity statements, which may boost perceived sincerity.

In addition, my proposed evidence of accountability (i.e., workforce demographic information) is most closely aligned with the goal of increasing workforce diversity. However, diversity initiatives may have varying goals including enhancing diversity and representation, improving career success (e.g., leadership attainment) among targets of initiatives, and boosting inclusion for employees throughout the organization (Leslie, 2019). As such, matching accountability and action with the goal that the organization wants to reinforce may be necessary and future research could examine this more closely.

In this research I propose and uncover two potential factors to mitigate the negative effect that awareness of the prevalence of diversity statements can have on applicant attraction. However, other factors may also be identified and recent research highlights some possibilities that may be convince applicants that organizations are sincere and should be studied further. For example, Leslie et al. (2021) showed that employees are most supportive of diversity initiatives when a contingent argument is used that acknowledges diversity can be beneficial for organizations if challenges are overcome. Recognizing potential downsides of diversity could increase perceived sincerity by making an organization appear more honest and/or thorough in its approach to diversity promotion and management. Further, acknowledgement of risks and downsides seems less likely by organizations who are merely responding to pressure from stakeholders or hoping to capitalize on the popularity of diversity messaging.

Practical Implications

Diversity statements have become highly prevalent and expressing support for diversity is increasingly a must for organizations (e.g., Roberts & Washington, 2020; Segal, 2021). In this unprecedented context, there is a critical need for organizations to appear sincerely committed to embracing and increasing diversity if they are to effectively use diversity statements to attract potential employees. Despite the significant investment of resources, they will be ineffective tools unless prospective applicants take the information within them seriously. My findings offer insight into invoking diversity as a social responsibility to mitigate these potential negative effects and increase perceived sincerity. In particular, organizational leaders who believe that diversity and inclusion fall within the organization's responsibility but are concerned about whether prospective applicants may feel it to be irrelevant may benefit from knowing that it can convince this key stakeholder group that the organization is sincere. Perhaps including this perspective alongside the business case for diversity may help alleviate such concerns.

Further, my findings in Study 4 identify a second factor with implications for perceived sincerity, i.e., providing evidence of accountability and action. Highlighting accountability practices in a diversity statement remains comparatively rare and few organizations publish their workforce demographic data. However, organizations are under increasing pressure from key stakeholders to share this information (e.g., Beyoud, 2021) and my findings offer novel insight into the benefit of increased sincerity that organizations may reap from communicating that they are sharing this data to enhance accountability. Yet this also raises a critical question about what steps organizations should take if they are currently lacking diversity. Falsely portraying demographic diversity or misrepresenting the diversity climate in an organization heightens identity threat and increases skepticism of an organization's diversity practices (Kroeper et al., 2020; Wilton et al., 2020). Thus, organizations are not advised to misrepresent current diversity.

Instead, one recommendation would be for organizations to share their workforce demographic data alongside their targets and aspirations, which can boost perceived sincerity (Kroeper et al., 2020). However, it is worth noting that there may be an upper limit on how long people may take seriously that an organization is striving to increase diversity when employee demographics change slowly or not at all. For example, technology companies have been releasing workforce demographic data for several years and there is growing frustration about a continued lack of progress (e.g., Harrison, 2020). This suggests that there may be a point at which sharing demographic information that displays a lack of diversity or progress, even alongside targets, comes to be perceived as insincere. Ultimately, this approach should be used as a tool to emphasize accountability and action but cannot be a substitute for progress itself.

Conclusion

My dissertation research reveals a key issue with modern diversity statements, i.e., the unprecedented context that prospective applicants encounter them within. By integrating a signalling perspective on organizational initiatives with theory on authenticity, my findings show that diversity statements have become highly prevalent and sophisticated and this can ultimately compromise their effectiveness and ability to enhance applicant attraction. Further, by establishing perceived sincerity of the organization's diversity commitments as a key underlying mechanism, I identify two potential factors to mitigate this negative effect. Namely, appealing to the value of diversity as a social responsibility and providing evidence of accountability can align perceptions of the organization's values and actions and increase perceived sincerity. This provides a path forward for organizations needing a way to distinguish themselves and signal a genuine commitment to diversity to attract applicants and especially those from diverse groups.

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Table 1*Means, Standard Deviations, Reliabilities, and Zero-Order Correlations (Study 2)*

Variable	Lesser Awareness of Prevalence (<i>n</i> = 100)	Greater Awareness of Prevalence (<i>n</i> = 96)	1	2
1. Perceived sincerity	5.60 (1.24)	4.86 (1.31)	.89	
2. Organizational attraction	4.93 (1.32)	4.41 (1.52)	.69**	.94

Note. *N* = 196. Columns display means and standard deviations (in parentheses).
Cronbach's alphas are bolded on the diagonal.

***p* < .01.

Table 2*Means, Standard Deviations, Reliabilities, and Zero-Order Correlations (Study 3)*

Variable	Business Case for Diversity		Diversity as a Social Responsibility		1	2
	Lesser Awareness of Prevalence (<i>n</i> = 84)	Greater Awareness of Prevalence (<i>n</i> = 63)	Lesser Awareness of Prevalence (<i>n</i> = 81)	Greater Awareness of Prevalence (<i>n</i> = 70)		
1. Perceived sincerity	5.62 (1.26)	4.86 (1.40)	5.41 (1.38)	5.19 (1.41)	.89	
2. Organizational attraction	4.88 (1.48)	4.52 (1.38)	4.83 (1.52)	4.67 (1.46)	.62**	.94

Note. *N* = 298. Columns display means and standard deviations (in parentheses). Cronbach's alphas are bolded on the diagonal.

***p* < .01.

Table 3*Means, Standard Deviations, Reliabilities, and Zero-Order Correlations (Study 4)*

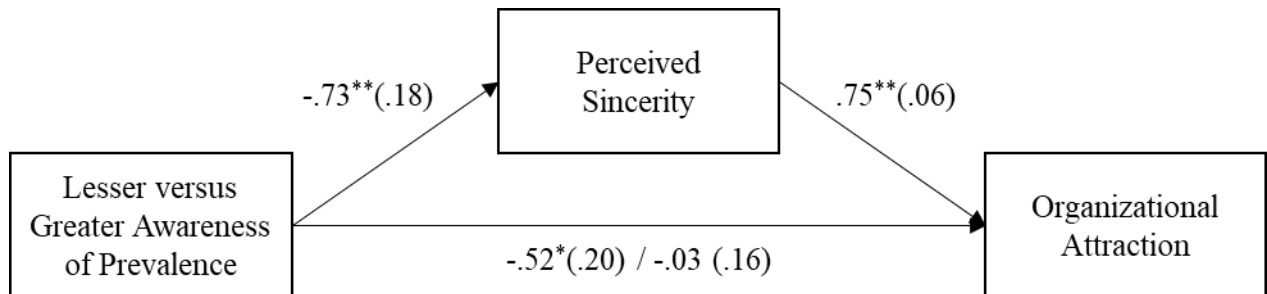
Variable	No Evidence of Accountability		Evidence of Accountability		1	2	3	4	5	6	7
	Lesser Awareness of Prevalence (<i>n</i> = 98)	Greater Awareness of Prevalence (<i>n</i> = 101)	Lesser Awareness of Prevalence (<i>n</i> = 100)	Greater Awareness of Prevalence (<i>n</i> = 96)							
1. Perceived sincerity	5.36 (1.28)	5.13 (1.34)	5.60 (1.32)	5.56 (1.24)	.89						
2. Org. attraction	4.99 (1.50)	4.91 (1.50)	5.17 (1.46)	5.35 (1.36)	.58**	.95					
3. Moral auth.	5.20 (1.37)	5.00 (1.45)	5.43 (1.44)	5.33 (1.25)	.84**	.65**	.96				
4. Idiosyncratic auth.	3.54 (1.60)	3.41 (1.64)	3.84 (1.48)	3.76 (1.49)	.48**	.55**	.59**	.88			
5. Category auth.	4.37 (1.28)	4.45 (1.37)	4.25 (1.28)	4.38 (1.26)	.08	.11*	.12*	.09	.82		
6. Ant. inclusion	4.99 (1.34)	4.85 (1.38)	5.08 (1.39)	5.22 (1.25)	.55**	.76**	.61**	.47**	.04	.85	
7. Ant. fairness	5.14 (1.16)	5.14 (1.26)	5.48 (1.24)	5.46 (1.00)	.65**	.73**	.70**	.53**	.08	.81**	.95

Note. *N* = 395. Columns display means and standard deviations (in parentheses). Cronbach's alphas are bolded on the diagonal. Org. = Organizational, auth. = authenticity, ant. = anticipated.

p* < .05. *p* < .01.

Figure 1

Indirect Effect of Awareness of the Prevalence of Organizational Diversity Statements on Organizational Attraction Via Perceived Sincerity (Study 2)



Note. Awareness of the prevalence of organizational diversity statements is coded as 0 = *lesser awareness*, 1 = *greater awareness*. Unstandardized coefficients are reported with standard errors in parentheses. The mediator mediates the effect of the predictor on the outcome. The regression coefficient ($-.52^{*}$) for the direct effect of the predictor on the outcome is the first value below the arrow connecting the predictor to the outcome. The second regression coefficient ($-.03$) is the effect of the predictor on the outcome after controlling for the mediator variable.

* $p < .05$. ** $p < .01$.

Figure 2

Interaction Between Awareness of the Prevalence of Organizational Diversity Statements and Values for Diversity on Perceived Sincerity (Study 3)

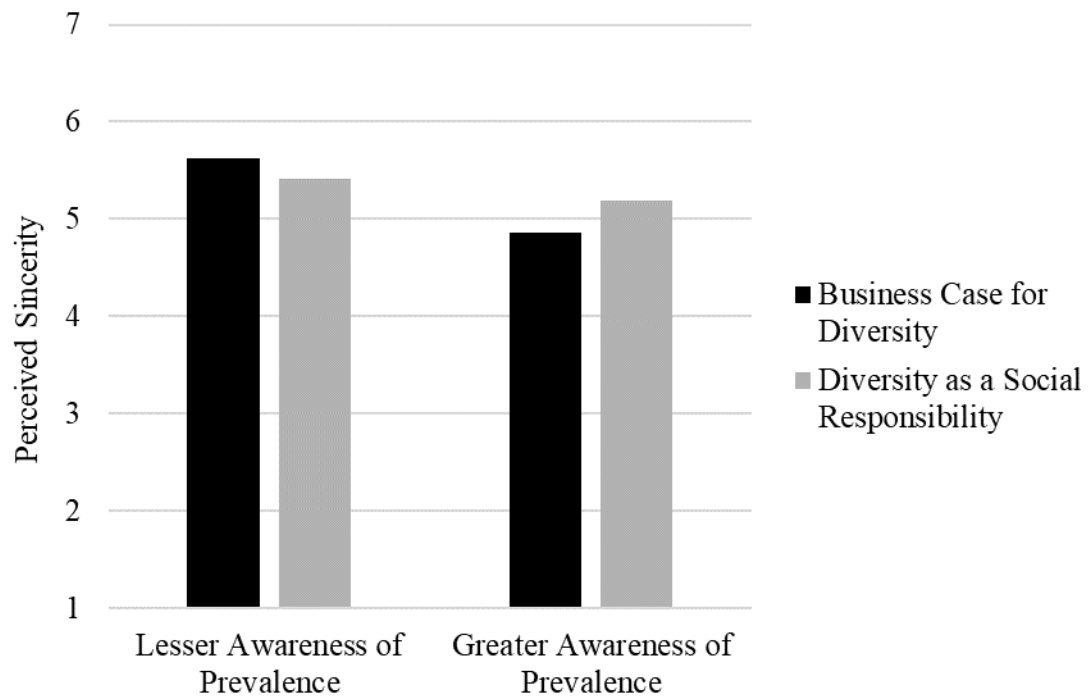
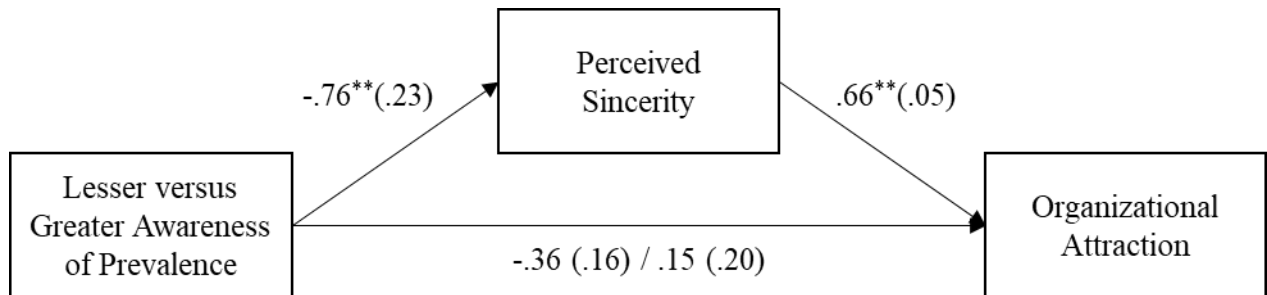


Figure 3

Indirect Effect of Awareness of the Prevalence of Organizational Diversity Statements on Organizational Attraction Via Perceived Sincerity when the Business Case for Diversity is Emphasized (Study 3)

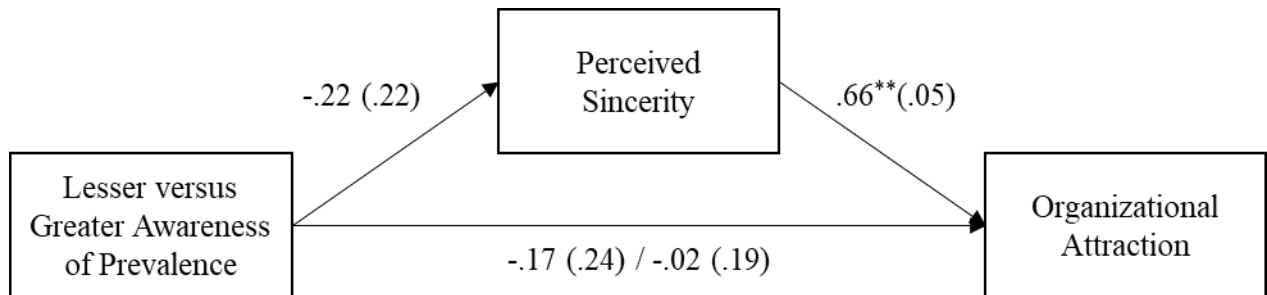


Note. Awareness of the prevalence of organizational diversity statements is coded as 0 = *lesser awareness*, 1 = *greater awareness*. Unstandardized coefficients are reported with standard errors in parentheses. The mediator mediates the effect of the predictor on the outcome. The regression coefficient (-.36) for the direct effect of the predictor on the outcome is the first value below the arrow connecting the predictor to the outcome. The second regression coefficient (.15) is the effect of the predictor on the outcome after controlling for the mediator variable.

** $p < .01$.

Figure 4

Indirect Effect of Awareness of the Prevalence of Organizational Diversity Statements on Organizational Attraction Via Perceived Sincerity when Diversity as a Social Responsibility is Emphasized (Study 3)



Note. Awareness of the prevalence of organizational diversity statements is coded as 0 = *lesser awareness*, 1 = *greater awareness*. Unstandardized coefficients are reported with standard errors in parentheses. The mediator mediates the effect of the predictor on the outcome. The regression coefficient ($-.17$) for the direct effect of the predictor on the outcome is the first value below the arrow connecting the predictor to the outcome. The second regression coefficient ($-.02$) is the effect of the predictor on the outcome after controlling for the mediator variable.

$^{**}p < .01$.

Figure 5

Interaction Between Awareness of the Prevalence of Organizational Diversity Statements and Evidence of Accountability on Perceived Sincerity (Study 4)

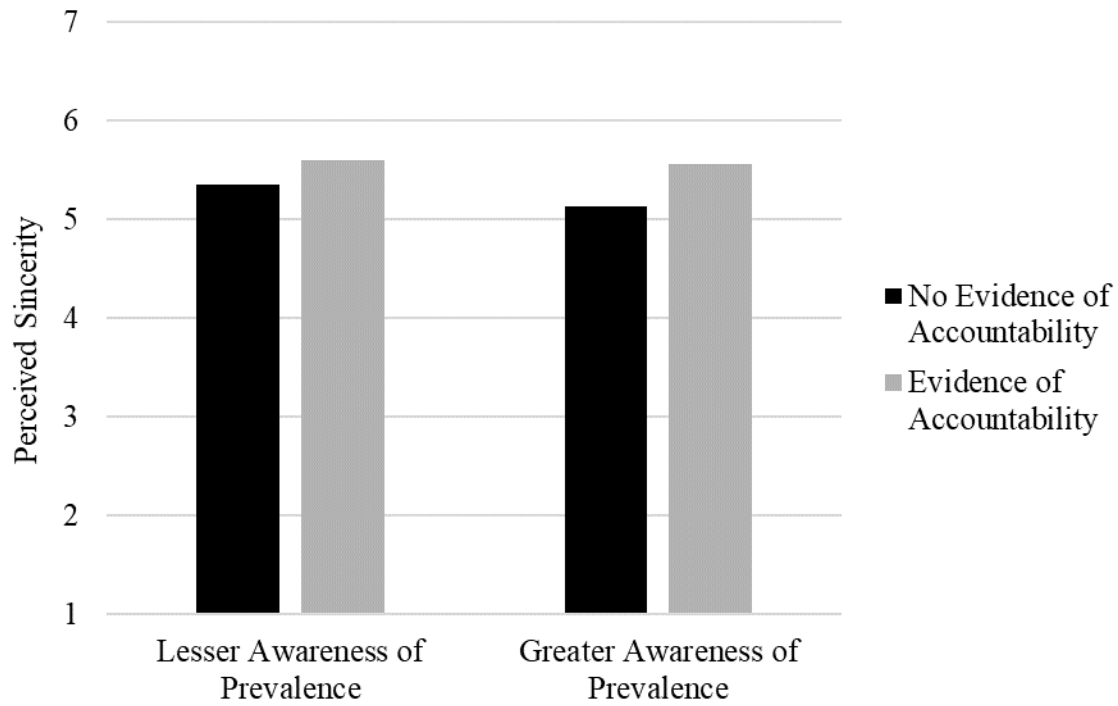


Figure 6

Indirect Effect of Evidence of Accountability on Organizational Attraction Via Perceived Sincerity with Lesser Awareness of the Prevalence of Organizational Diversity Statements (Study 4)

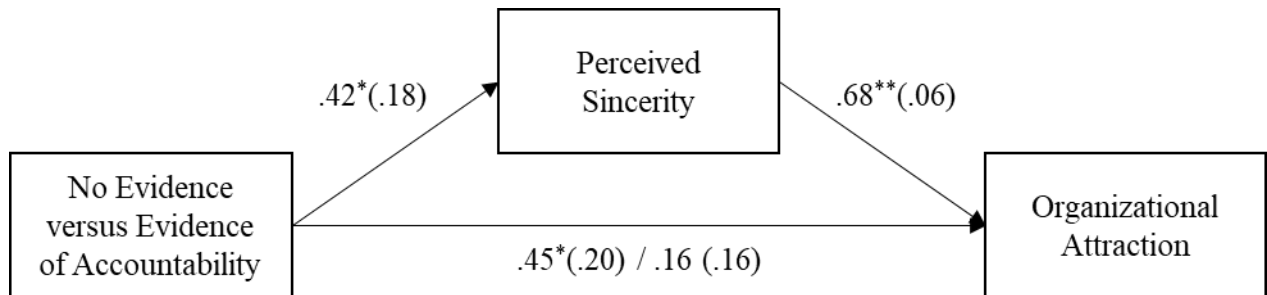


Note. Evidence of accountability is coded as 0 = *no evidence*, 1 = *evidence*. Unstandardized coefficients are reported with standard errors in parentheses. The mediator mediates the effect of the predictor on the outcome. The regression coefficient (.19) for the direct effect of the predictor on the outcome is the first value below the arrow connecting the predictor to the outcome. The second regression coefficient (.04) is the effect of the predictor on the outcome after controlling for the mediator variable.

** $p < .01$.

Figure 7

Indirect Effect of Evidence of Accountability on Organizational Attraction Via Perceived Sincerity with Greater Awareness of the Prevalence of Organizational Diveristy Statements (Study 4)



Note. Evidence of accountability is coded as 0 = *no evidence*, 1 = *evidence*. Unstandardized coefficients are reported with standard errors in parentheses. The mediator mediates the effect of the predictor on the outcome. The regression coefficient ($.45^*$) for the direct effect of the predictor on the outcome is the first value below the arrow connecting the predictor to the outcome. The second regression coefficient ($.16$) is the effect of the predictor on the outcome after controlling for the mediator variable.

* $p < .05$. ** $p < .01$.

Figure 8

Interaction Between Awareness of the Prevalence of Organizational Diversity Statements and Evidence of Accountability on Moral Authenticity (Study 4)

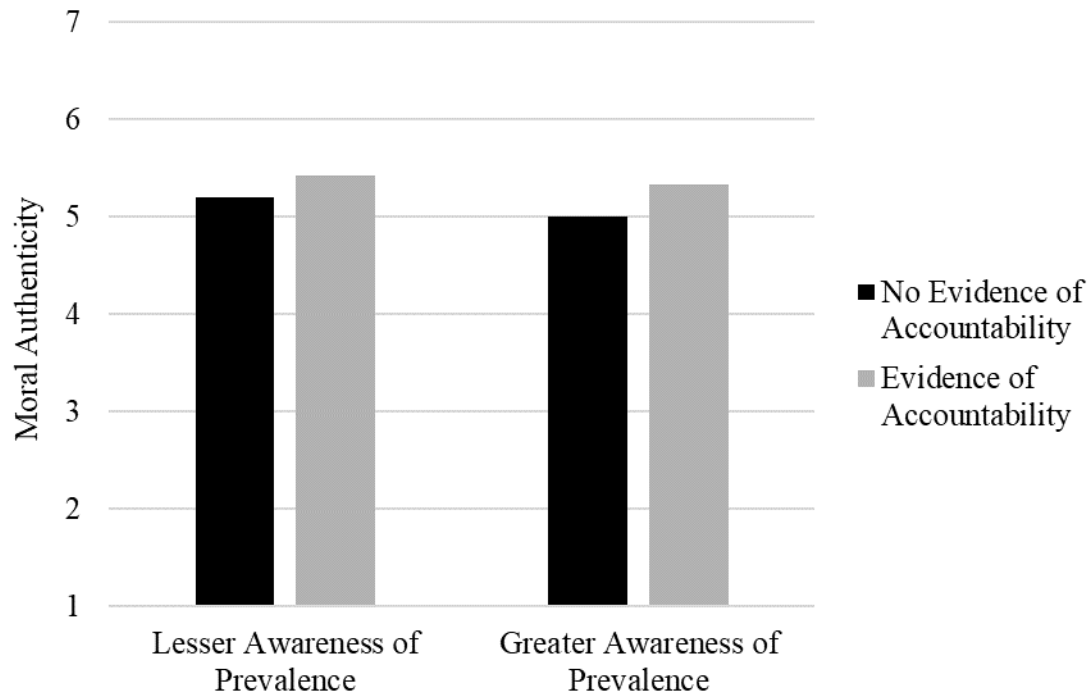


Figure 9

Interaction Between Awareness of the Prevalence of Organizational Diversity Statements and Evidence of Accountability on Idiosyncratic Authenticity (Study 4)

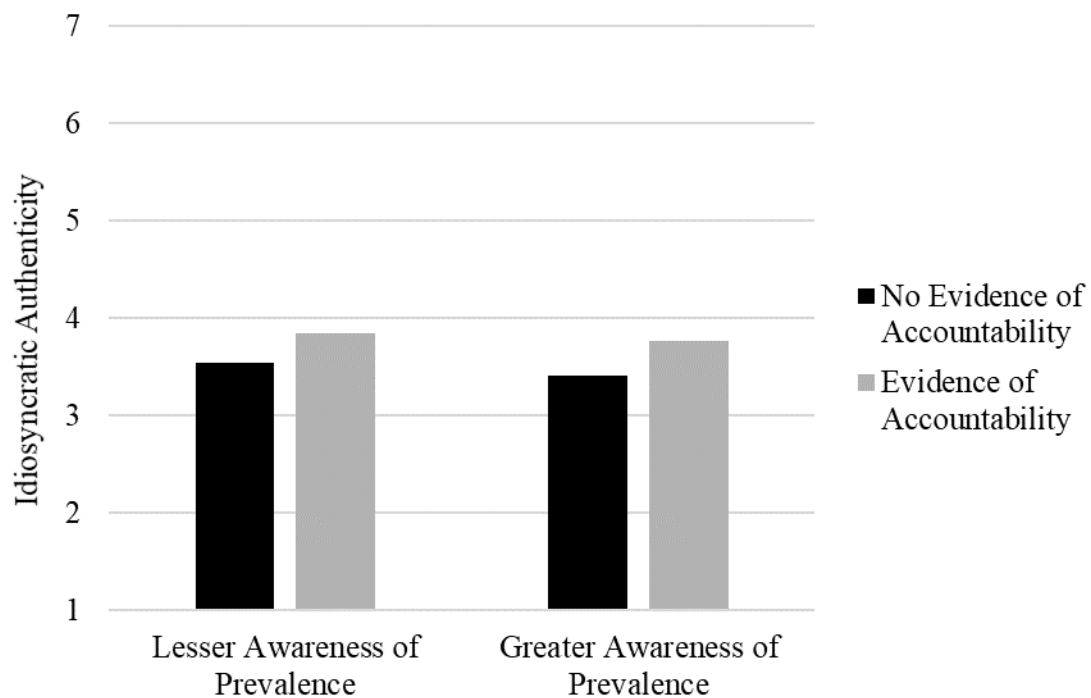


Figure 10

Interaction Between Awareness of the Prevalence of Organizational Diversity Statements and Evidence of Accountability on Category Authenticity (Study 4)

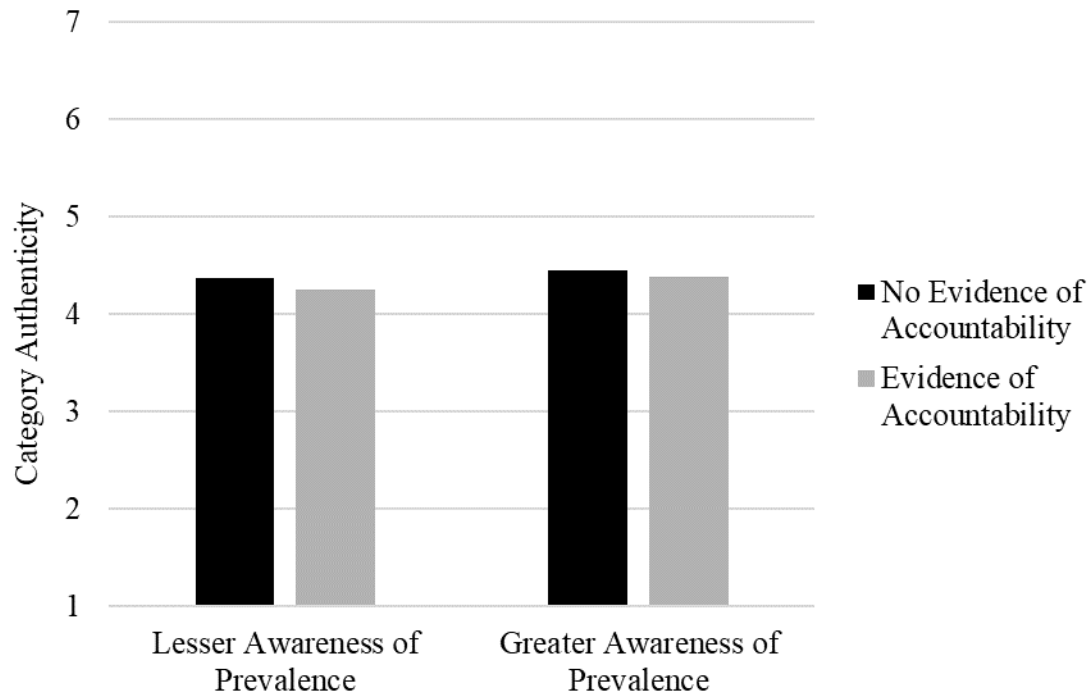


Figure 11

Interaction Between Awareness of the Prevalence of Organizational Diversity Statements and Evidence of Accountability on Anticipated Inclusion (Study 4)

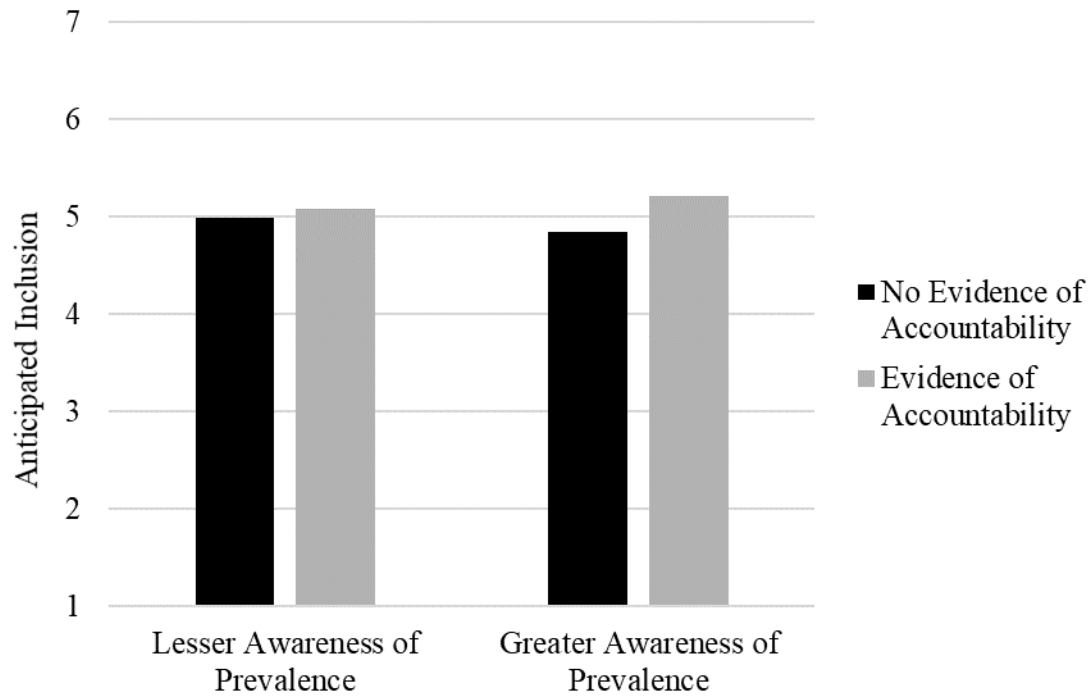
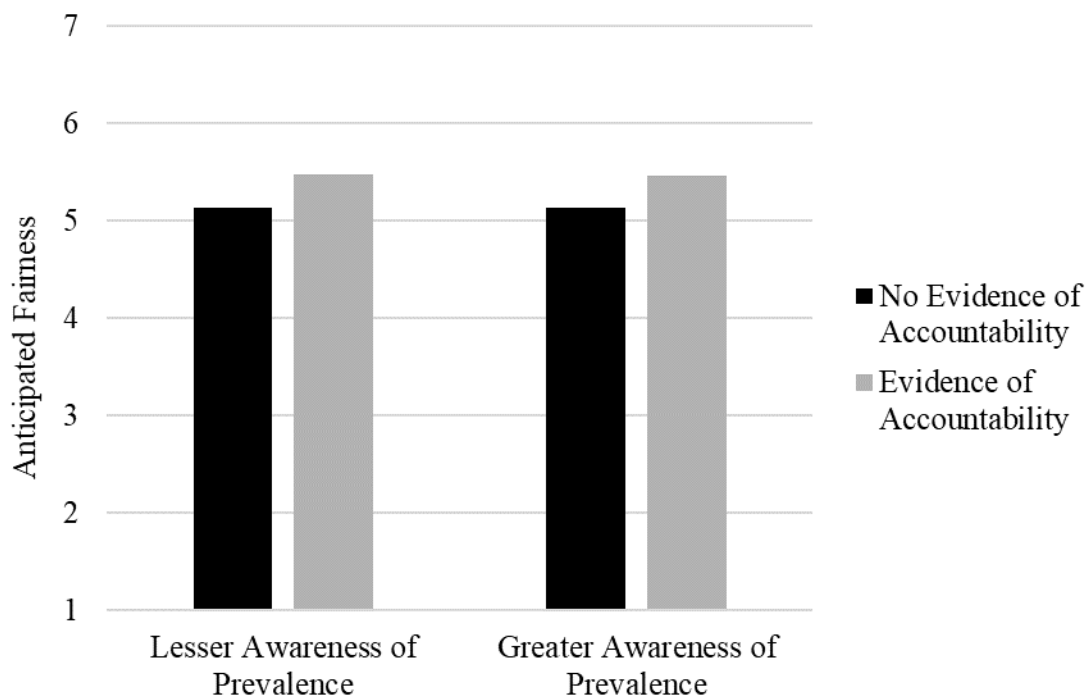


Figure 12

Interaction Between Awareness of the Prevalence of Organizational Diversity Statements and Evidence of Accountability on Anticipated Fairness (Study 4)



Appendix 1: Coding Scheme (Study 1)

1. Did the webpage have the following?
 - a. Photographs of employees and/or stock photographs of diverse people
 - b. Video(s)
 - c. Quotes/stories from employees
 - d. Information/links to specific initiatives
 - e. Evidence of workforce diversity (e.g., graph)
2. Did the statement explicitly refer to diversity as encompassing a broad set of differences such as profession, education, experience, or perspective?
3. Did the statement explicitly refer to specific protected/promoted groups?
 - a. Women
 - b. Visible/racial minorities
 - c. Indigenous (First Nations, Metis, Inuit) / Native American, Pacific Islander
 - d. People with disabilities
 - e. LGBTQ+
 - f. Other groups (e.g., veterans, nationality)
4. Did the statement invoke business-related reasons for promoting diversity such as improving decision-making or enhancing performance?
5. Did the statement invoke justice-related reasons for promoting diversity such as enhancing equality or remedying discrimination?
6. Did the statement invoke inclusion-related reasons for promoting diversity such as creating a sense of belong or including everyone?
7. Did the statement signal accountability? Accountability refers to practices that hold the organization and managers accountability for increasing workforce diversity such as setting targets, evaluating managerial effectiveness in enhancing diversity, or appointing people to oversee initiatives (e.g., Chief Diversity Officer).
8. Did the statement invoke a longstanding commitment to diversity, equity, or inclusion such as by referencing how long they have had initiatives?
9. Did the statement signal non-discrimination? Non-discrimination refers to practices that aim to ensure decision-making is based on qualifications and abilities, not demographics. Examples include using objective tools in hiring (e.g., name-blinding resumes) and using anti-bias training to prevent discrimination.

10. Did the statement signal resources? Resources refers to practices that increase access and attractiveness of jobs for specific groups and include providing additional support through practices such as targeted recruitment or employee resource groups.
11. If you had to pick one, does the statement strike you as signalling most non-discrimination, resources, or accountability?²

Note. Each webpage was coded for the (1) presence or (0) absence of these elements. Superscripts indicate that another response option was available to coders: ¹(2) link to report; ²(0) non-discrimination, (1) resources, (2) accountability.

Appendix 2: Values for Diversity Invoked in Statements (Study 1)

After the coders completed their analysis, I compiled all components of statements that referenced the value, importance, or benefits of diversity in the organization and/or provided an explanation for why the organization was promoting diversity. This analysis resulted in five sets of values, which are presented below.

Diversity an Instrumental Value for Business Benefit

At [organization] we believe we are best equipped to help our associates, customers and the communities we serve live better when we really know them. That means understanding, respecting and valuing diversity—unique styles, experiences, identities, ideas and opinions.

We are a company of builders who bring varying backgrounds, ideas, and points of view to inventing on behalf of all customers.

We are committed to diversity, equity, and inclusion, and leveraging our unique perspectives to scale our impact and grow.

[The organization's] ability to innovate on behalf of our global customers and communities is dependent upon the skills, perspectives, and knowledge of people from all backgrounds.

The diversity of ideas, perspectives, skills, knowledge, and cultures across our company facilitates innovation and is a key competitive advantage.

Diversity and inclusion of thought, skill, knowledge and culture make [organization] more competitive, more resilient and better able to navigate the complex and constantly changing global energy business.

Diversity strengthens us by promoting unique viewpoints and challenging each of us, every day, to think beyond our traditional frames of reference.

It takes all kinds of people to make our products so personal.

A diverse workforce brings the innovation, agility and creativity we need to deliver for patients, customers, communities and one another.

Diversity breeds innovation and the companies that attract the most talented and diverse workforce will succeed in our rapidly changing world.

Embracing a diverse workforce is a business imperative and key enabler to delivering [organization's plan].

Inclusion as an Instrumental Value for Harnessing Diversity

[Organization] fosters an inclusive culture that celebrate our differences and recognizes diversity of all kinds of as our strength.

We will advance our culture of belonging where open hearts and minds combine to unleash the potential of the brilliant mix of people, in every corner of [organization].

Inclusion is an integral part of how we leverage that uniqueness into our company.

We lead with inclusion, enabling diversity to thrive.

[Organization] actively fosters a productive work environment where individual and cultural differences are respected and valued, and where all employees are encouraged to contribute fully to the achievement of superior business results.

We know that when everyone's unique story is celebrated, we're able to connect, create and innovate in real and meaningful ways.

By unleashing the power of our globally diverse workforce in an inclusive and welcoming environment, we create belonging and establish a solid platform for long term growth that ultimately benefits the patients and customers we serve.

We also want an equitable and inclusive culture that is accepting of differences and open to new ideas, which will result in better decision-making and innovative solutions that provide a competitive advantage in the marketplace.

At [organization], inclusion drives the collection of diverse ideas, perspectives and values that create an exceptional employee experience.

Inclusion as a Terminal Value

Our company was founded on a people-first philosophy, and respect for everyone has always been an everyday business practice

Inclusion at [organization] is about creating a deep sense of belonging. It's about a culture where you are valued, your ideas are heard and you advance this culture for everyone.

Our goal is to ensure that [organization] is a compelling destination where team members feel valued, engaged and inspired to do their best work.

For over 100 years we have fostered a culture where all employees can contribute and succeed. We take care of the whole you and physically, mentally, spiritually, and financially.

At Walmart, inclusion is the goal.

We're dedicated to building teams where every individual is recognized for their unique experience and contributions.

We celebrate our differences. We all belong.

Inclusion will be a north star for us.

[Organization] has always strived for inclusion both in how we support our employees and how we operate globally with customers.

We're committed to a collaborative, inclusive environment that encourages authenticity and fosters a sense of belonging.

We help people who work here expand their skillsets—including their capabilities to build inclusive team environments where everyone is seen, heard and valued. [Organization], and the tech industry, must be a space where everyone is welcome and has the opportunity to succeed.

We believe inclusion changes the game for all of us

At [organization], we aspire to be the most inclusive company in the world.

Diversity as a Terminal Value of Representation

Through a range of programs, activities and investments, we strive to create and maintain a diverse workforce representative of the numerous geographies where we do business.

Reflect the billions of diverse people we serve around the world, at every level of the company.

We recognize that representation is a continued commitment, and it's one of many ways we make and measure our progress.

Diversity gives us perspective.

Our workforce reflects the communities we serve.

At [organization], we believe in the value of your unique identity, background, and experiences.

[Organization] is becoming a better reflection of the world we live in.

Colleague demographics reflecting the demographics of the communities we serve.

[Organization] understands the value of diversity.

Our goal is for the diversity of our workforce to reflect the diversity of the communities we serve.

At [organization], we're as diverse as the world we serve.

Diversity as a Terminal Value for Social Responsibility

[Organization] has a proud history of advocacy and action, and we're committed to standing for equality and ensuring our employees' voices are represented and heard.

As [organization] continues to grow, we have a responsibility to scale our diversity, equity, and inclusion initiatives to increase pathways to tech in the communities we call home.

It always has been and continues to be [organization's] policy that employees should be able to enjoy a work environment free from all forms of unlawful employment discrimination.

We support universal human rights and work to improve the quality of life in the countries where we operate.

Intolerance, discrimination, inequality, racism and injustice have no home here. And we want to do our part to make sure it has no home in our society or community either.

As a global technology leader, we have a responsibility to our people and the world.

It's never been clearer that our collective energy is necessary to achieve true and lasting equality.

We also believe that equality benefits all of us – and it will take all of us, working together, to make a bigger impact.

We embrace diversity and inclusion because it's simply the right thing to do.

Now more than ever, people expect institutions and companies to play a role in creating a more inclusive and equitable society for everyone, and the influence [organization] can have on the U.S. and our culture is significant. We are committed to creating equity, and ensuring our intentions have a meaningful impact for our teams, guests and communities.

It is more than doing the right thing. We embrace the opportunity to educate ourselves in ways that correct bias and inequality where it exists, and ensure that we lead, cultivate and develop talent inclusively.

But there's another, far more important reason why we embrace diversity and inclusion: It's simply the right thing to do.

At [organization], we aspire to create a company and a world where equality and inclusion is achievable for all; where respect and inclusion are the cornerstones of our culture; where equal access and opportunity to learn, grow, succeed and thrive are available to everyone.

Appendix 3: Background Information and Diversity Statement (Study 2)

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About Us

Corporate Fast Facts

- **Global Headquarters:** Philadelphia, Pennsylvania
- **Senior Leadership:** Brent Kerry, Chief Executive Officer
- **Our Workforce:** 46,000 employees who work to help people focus on what matters

Our business is innovative and committed to transforming insurance. No matter where you start, you'll be leaving the world a better place than you found it.



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Culture

Diversity and Inclusion

We are committed to diversity and inclusion. Diversity brings us the widest range of opinions, backgrounds, experiences, and values and inclusion is how we take that diversity and make our company stronger.

“ We view diversity as an imperative and are committed to building a culture of inclusion where every employee feels respected and valued.

Brent Kerry
Chief Executive Officer

A Place for Everyone

Employee Resource Groups help you to find a community that values you

BOND ▼

Black Organization for Networking and Development

ASPIRE ▼

Asian and Pacific Islanders Reaching for Excellence

WIN ▼

Women's Impact Network

VIA ▼

Veterans in Action

PRIDE ▼

LGBT+ and allies

ABLE ▼

Achieving better lives for everyone

Appendix 4: Article Describing Prevalence of Diversity Statements (Studies, 2, 3, &4)

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Why We Counted Major Company's Diversity Commitments

June 16, 2020 1:30 PM EDT

Last week, the *Fortune* data team revealed we spent the months leading up to the launch of the this year's *Fortune* 500 collecting information about the diversity and inclusion statements at each company on the list.

Altogether, the data showed that 87% of the companies on this year's *Fortune* 500 include a statement expressing support for diversity and inclusion on their websites. Ultimately, we wanted to see what was discoverable by someone considering employment at these firms and curious about their commitment to diversity and inclusion. We also found that these statements are common among other major firms outside of the top 500.

All of the data were collected and verified by hand. We realize that corporate diversity and hiring pages change, so if the information in this dataset is inaccurate or out of date, please send a note to the *Fortune* data team.

Appendix 5A: Statement Emphasizing Business Case for Diversity (Study 3)

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Culture

Diversity and Inclusion

We are committed to diversity and inclusion. Diversity brings us the widest range of opinions, backgrounds, experiences, and values and makes us more competitive, resilient, and better able to navigate a constantly changing industry.

“ *Diversity is an imperative – building a diverse organization is the key to driving growth and progress.* ”

Brent Kerry
Chief Executive Officer

Appendix 5B: Statement Emphasizing Diversity as a Social Responsibility (Study 3)



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Culture

Diversity and Inclusion

We are committed to diversity and inclusion. We believe that equality benefits all of us and it will take all of us, working together, to make a bigger impact.

“ *Diversity is an imperative – we’re building an organization that takes seriously our responsibility to our people and society.* ”

Brent Kerry
Chief Executive Officer

Appendix 6: Study 3 Supplemental Analyses

Method

Participants and Procedure

This study was reviewed by the Ethics Review Board at York University (STU 2021-122). Participants were 751 individuals in the United States recruited from Prolific who currently searching for employment. They received £1.25 in exchange for completing the study in November 2021. Given the gender imbalance among participants observed in Study 2, the sample was recruited using a new feature introduced by the platform to encourage sex-balanced samples. Specifically, upon selecting this option, Prolific reserves half of study spaces for people who self-identify in the platform's pre-screening survey as male and half of the spaces for those who identify themselves as female (Charalambides, 2021). I aimed to recruit at least 75 participants per condition for a total of 750 participants across ten conditions and excluded 7 participants who did not correctly answer at least two of three attention checks. The final sample included 744 participants (48% identified as women; 49.3% identified as men, and 2.7% identified as non-binary; average age = 27.50 years old, $SD = 10.06$, 56.7% White, 12.1% Latino, 13.3% Asian/Pacific Islander, 11.4% Black, .3% Middle Eastern, 4.4% mixed race, 1.7% preferred not to answer; average work experience = 4.72 years, $SD = 5.98$).

This study employed a 2 (lesser versus greater awareness of diversity statements) x 5 (instrumental value for diversity, instrumental value for inclusion, terminal value for inclusion, terminal value for diverse representation, terminal value for social responsibility). The procedure was similar to Study 2 and as described in the paper where all participants first read background information about the company and were randomly assigned to read one of the following

diversity statements. The statements were designed based on the content analysis of statements presented in Study 1 (see Appendix 2).

(1) Instrumental Value of Diversity:

We are committed to diversity & inclusion. Diversity brings us the widest range of opinions, backgrounds, experiences, and values and makes us more competitive, resilient and better able to navigate a constantly changing industry. “Diversity is an imperative – building a diverse organization is key to driving growth and progress.”

(2) Instrumental Value of Inclusion:

We are committed to diversity & inclusion. Diversity brings us the widest range of opinions, backgrounds, experiences, and values and inclusion is the key to leveraging that uniqueness in our company. “Inclusion is an imperative – building an inclusive organization is the key to driving growth and progress.”

(3) Terminal Value of Inclusion

We are committed to diversity & inclusion. Inclusion is about creating a sense of belonging and we’re working to make our organization a place where everyone is recognized for their unique experience and contributions. “Inclusion is an imperative – we’re building an organization where everyone is seen, heard, and valued.”

(4) Terminal Value of Diverse Representation

We are committed to diversity & inclusion. Diversity brings us the widest range of opinions, backgrounds, experiences, and values and we’re working to make our organization as diverse as the world we serve. “Diversity is an imperative – we’re building an organization that reflects the communities where we do business.”

(5) Terminal Value of Diversity as a Social Responsibility

We are committed to diversity & inclusion. We believe that equality benefits all of us and it will take all of us, working together, to make a bigger impact. “Diversity is an imperative – we’re building an organization that takes seriously our responsibility to our people and society.”

Next, participants were randomly assigned to (a) proceed with the study or (b) read an article that described the prevalence of diversity statements among major organizations. After reviewing the materials, participants completed measures assessing perceived sincerity and organizational attraction and manipulation check and demographic items.

Measures

Measures of *perceived sincerity* ($\alpha = .91$) from Kroeper et al. (2020) and *organizational attraction* ($\alpha = .94$) from Highhouse et al. (2003) were the same as in Study 2. The manipulation check assessing the perceived prevalence of diversity statements was also the same.

Results

Manipulation Checks

As expected, an independent-samples *t*-test indicated that participants who read the article describing the prevalence of organizational diversity statements ($M = 5.75$, $SD = 1.10$) showed greater awareness that almost all major organizations tend to post statements compared to those who did not read the article ($M = 5.27$, $SD = 1.25$), $t(742) = -5.57$, $p < .001$ ($d = -.41$).

An error in the survey display logic meant participants did not respond to a manipulation check verifying they perceived the values within the diversity statements as intended. However, an independent sample of 253 participants recruited from Prolific (64% identified as women, 32.4% as men, and 3.6% non-binary; average age = 30.33 years old, $SD = 11.98$ years; 54.5% White, 9.9% Latino/Hispanic, 11.5% Black, 18.6% Asian/Pacific Islander, 4.3% mixed race, .8% preferred not to answer; average work experience = 6.23 years, $SD = 7.04$) indicated that the manipulations failed and participants did not perceive all values as intended.

Specifically, participants were asked to indicate the extent to which the statement they read most strongly emphasized: (a) diversity is good for business, (b) inclusion is the key to leveraging diversity, (c) everyone deserves to be included and valued in the company, (d) the company should be as diverse as the people they serve/communities they work in, and (e) diversity is a social responsibility. It was intended that participants in each value condition would perceive greater emphasis on the item corresponding to the statement they read (i.e., people in

the instrumental value for inclusion condition should see a stronger emphasis than those in other conditions that “inclusion is the key to diversity”). However, the results were inconsistent.

Participants in the instrumental value of diversity condition perceived an emphasis on “diversity is good for business” more than those in the terminal diversity conditions but not the instrumental or terminal inclusion conditions. Participants in the instrumental value of inclusion condition perceived an emphasis on “inclusion is the key to leveraging diversity” more than the diversity and inclusion terminal value conditions but not the instrumental diversity condition. Those in the terminal value of inclusion condition perceived less emphasis on “everyone deserves to be included and valued in the company” than those in the terminal value of diversity representation condition but did not differ from the others. Participants in the terminal value of diverse representation condition perceived as similar emphasis on “the company should be as diverse as the people they serve/communities they work in” compared to all other conditions. Finally, those in the terminal value for diversity as a social responsibility condition perceived greater emphasis on “diversity is a social responsibility” than those in the instrumental value of diversity condition but not the others (see Supplemental Table 1).

Consequently, a comparison of instrumental value for diversity and terminal value for diversity as a social responsibility was included in the main paper because those conditions could be clearly differentiated from each other. Full results are presented below for transparency.

Main Analyses

Supplemental Table 2 presents descriptive statistics and zero-order correlations between study variables. First, to examine whether diversity values mitigate the negative effects of awareness of diversity statement prevalence on perceived sincerity, I conducted a 2 x 5 ANOVA. The interaction between diversity values and awareness was not statistically significant, $F(4,$

734) = .59, $p = .590$ ($\eta_p^2 = .004$). However, I conducted simple effect analyses to examine effects of values when awareness of prevalence of diversity statements was higher. Results indicate that that prospective applicants who read a statement emphasizing the instrumental value of diversity (i.e., a business case) perceived lower sincerity when made more aware of the prevalence of statements ($M = 4.86$, $SD = 1.40$) compared to when they were not ($M = 5.62$, $SD = 1.26$), $F(1, 734) = 10.64$, $p = .001$ ($\eta_p^2 = .014$). Further, the same pattern was observed for those who read a statement emphasizing the instrumental value of inclusion (greater awareness: $M = 4.84$, $SD = 1.56$; lesser awareness: $M = 5.35$, $SD = 1.50$), $F(1, 734) = 5.06$, $p = .025$ ($\eta_p^2 = .007$) and terminal value for inclusion (greater awareness: $M = 5.00$, $SD = 1.28$; lesser awareness: $M = 5.49$, $SD = 1.41$), $F(1, 734) = 4.30$, $p = .038$ ($\eta_p^2 = .006$).

By contrast, perceived sincerity did not differ significantly for prospective applicants who read a statement emphasizing the terminal value of diversity as a social responsibility regardless of whether they were more ($M = 5.19$, $SD = 1.41$) or less aware of the prevalence of statements ($M = 5.41$, $SD = 1.38$), $F(1, 734) = .04$, $p = .333$ ($\eta_p^2 = .001$). Further, a similar pattern was observed for those who read a statement emphasizing the terminal value of diverse representation (greater awareness: $M = 4.93$, $SD = 1.56$; lesser awareness: $M = 5.35$, $SD = 1.20$), $F(1, 734) = 3.48$, $p = .063$ ($\eta_p^2 = .005$).

Next, I examined conditional indirect effects using Hayes's (2017) PROCESS Model 8. Although indices of moderated mediation were not significant, analysis of the conditional indirect effects showed that perceived sincerity mediated the negative effect of greater awareness of the prevalence of diversity statements on organizational attraction for prospective applicants who read a statement emphasizing the instrumental value of diversity (conditional indirect effect = $-.51$, $SE = .15$, 95% CI $[-.82, -.21]$), instrumental value of inclusion (conditional indirect effect

= -.34, $SE = .17$, 95% CI [-.68, -.02]), and terminal value of inclusion, (conditional indirect effect = -.32, $SE = .15$, 95% CI [-.63, -.03]). This suggests that prospective applicants perceive an organization's diversity commitments as less sincere and consequently experience lower attraction when more aware of the prevalence of diversity statements and regardless of whether the statement invokes the instrumental value of diversity or inclusion or the terminal value of inclusion.

By contrast, the mediation was not significant for those who read a statement emphasizing the terminal value of diversity as a social responsibility (conditional indirect effect = -.15, $SE = .22$, 95% CI [-.46, .14]) or diverse representation (conditional indirect effect = -.28, $SE = .15$, 95% CI [-.58, .01]). These results provide initial evidence that prospective applicants appear to perceive an organization's diversity commitments as sincere when the organization invokes the terminal value of diversity (as a social responsibility or diverse representation), regardless of whether they were aware of the prevalence of diversity statements.

Supplementary Analyses

I also examined whether individual differences (i.e., target status, participant gender) interacted with an awareness of the prevalence of statements and diversity values to influence perceived sincerity or organizational attraction.

A majority of participants (71%, $n = 530$) indicated they considered themselves targets of diversity and inclusion initiatives. Target status did not interact with greater (versus) lesser of prevalence and diversity values to influence perceived sincerity, $F(13, 724) = 1.48$, $p = .121$ ($\eta_p^2 = .026$) or organizational attraction $F(13, 724) = .40$, $p = .970$ ($\eta_p^2 = .007$). Further, controlling for target status in main analyses did not influence the results.

With respect to participant gender, a small number of participants ($n = 20$) who identified as non-binary were excluded from this analysis. Participant gender did not interact with an awareness of prevalence and diversity values to influence perceived sincerity, $F(13, 704) = .75$, $p = .713$ ($\eta_p^2 = .017$) or organizational attraction $F(13, 704) = .65$, $p = .817$ ($\eta_p^2 = .012$). Further, controlling for participant gender in main analyses did not influence the results.

Supplemental Table 1*Means and Standard Deviations of Manipulation Check Items (Study 3)*

<u>Item</u>	Instrumental Values		Terminal Values		
	Diversity (n = 52)	Inclusion (n = 49)	Inclusion (n = 52)	Diverse Representation (n = 51)	Social Responsibility (n = 49)
Diversity is good for business	5.37 (1.76)	5.63 (1.54)	5.12 (1.55)	4.69 (1.85)	4.71 (1.43)
Inclusion is the key to leveraging diversity	5.31 (1.63)	5.80 (1.47)	5.04 (1.55)	5.16 (1.30)	5.15 (1.47)
Everyone deserves to be included and valued	4.35 (2.00)	5.35 (1.79)	4.79 (1.61)	5.80 (1.01)	4.86 (1.68)
The company should be as diverse as the people they serve/communities they work in	4.48 (1.84)	5.29 (1.78)	5.46 (1.57)	4.98 (1.50)	5.12 (1.62)
Diversity is a social responsibility	4.25 (1.87)	4.90 (1.87)	4.75 (1.70)	5.10 (1.45)	4.96 (1.54)

Note. $N = 251$. Columns display means and standard deviations (in parentheses).

Supplemental Table 2*Means, Standard Deviations, Reliabilities, and Zero-Order Correlations (Study 3)*

	Lesser Awareness of Prevalence					Greater Awareness of Prevalence						
	ID (N = 84)	II (N = 70)	TI (N = 70)	TDR (N = 77)	TDS (N = 81)	ID (N = 63)	II (N = 85)	TI (N = 69)	TDR (N = 75)	TDS (N = 70)	1	2
1. Perceived sincerity	5.62 (1.26)	5.35 (1.50)	5.49 (1.41)	5.35 (1.20)	5.41 (1.38)	4.86 (1.40)	4.84 (1.56)	5.00 (1.28)	4.93 (1.56)	5.19 (1.41)	.91	
2. Organizational attraction	4.88 (1.48)	4.89 (1.40)	5.01 (1.59)	4.65 (1.41)	4.83 (1.52)	4.52 (1.38)	4.63 (1.53)	4.60 (1.34)	4.62 (1.38)	4.67 (1.46)	.65**	.94

Note. $N = 744$. Columns labelled "ID," "II," "TI," "TDR" and "TDS" present means and standard deviations (in parentheses). Cronbach's alphas are bolded on the diagonal. ID = instrumental value of diversity, II = instrumental value of inclusion, TI = terminal value of inclusion, TDR = terminal value of diverse representation, TDS = terminal value of social responsibility.

** $p < .01$

Appendix 7: Evidence of Accountability (Study 4)

