

**Women of Color
in the Workplace®**

The Status of Women of Color in the Workplace 2021



About

The study targets critical areas for women of color at work and encompasses feedback from women of diverse backgrounds, spanning across different sectors. Our respondents disclosed whether their experiences were positive or negative and whether their current place of work was where they foresaw long-term or transitional employment based on their pay, roles, responsibilities, and everyday experiences.

Navigating the workplace is complex. For women of color, it is far more complicated. First, they have to overcome politics in the workplace. What you know will take you far. However, who you know can take you where you want to go. In addition, women of color must develop immunity towards the biases, discrimination, and microaggressions that accompany being both a woman and a person of color. These are issues faced by many who find themselves at the intersection of identities, whether they are gender, race, sexual orientation, or disability. This concept is known as '**Intersectionality**.' Women of color face an emotional tax.

Thwarting their advancement can have a detrimental impact on their well-being and eventually result in them leaving their workplaces. Those that go through discrimination are more likely to opt-out of their jobs. Bias and discrimination are incredibly harmful to those experiencing it and to companies alike, who risk losing talented employees that can bring value to the firm. Read the report and learn what you can do to make a difference for women of color in the workplace.

The Status of Women of Color in the Workplace Study

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INTRODUCTION

The workplace is not a happy space for women of color.

The women of color demographic encompasses Latina women, Asian women, Black women, Native women, and anyone that defines themselves as a woman of color.

Through this study, women of color can learn how to overcome their experiences by advocating for themselves. Their counterparts can learn how to become allies, mentors, or sponsors. Leaders, managers, and HR professionals can take what you learn back to their companies and teams to improve company culture and revenue.

Our Findings

There are some positive and negative findings in our study. The good news is that more than 50% of women of color have an ally, mentor, or sponsor at work and are negotiating their compensation. In addition, women of color are a highly educated group. The majority of our respondents have received post-secondary education.

The bad news is that more than 50% of women of color are unhappy with their current place of work and their talent continues to be underutilized. As a result, a vast majority of women of color foresee opting out of their current workplace.

Even though women of color are making progress in the workplace, they still have barriers to overcome. To get over them, women of color need their companies to invest in diversity-equity-inclusion programs to ensure they are valued, have opportunities to advance, and are compensated fairly.



“I'd like to see a world where there are so many Latina women leaders - and women of all different backgrounds - in the top jobs around the country. When that happens, we've succeeded...”

—**GEISHA WILLIAMS**

The first Latina chief executive of a Fortune 500 company

PART ONE

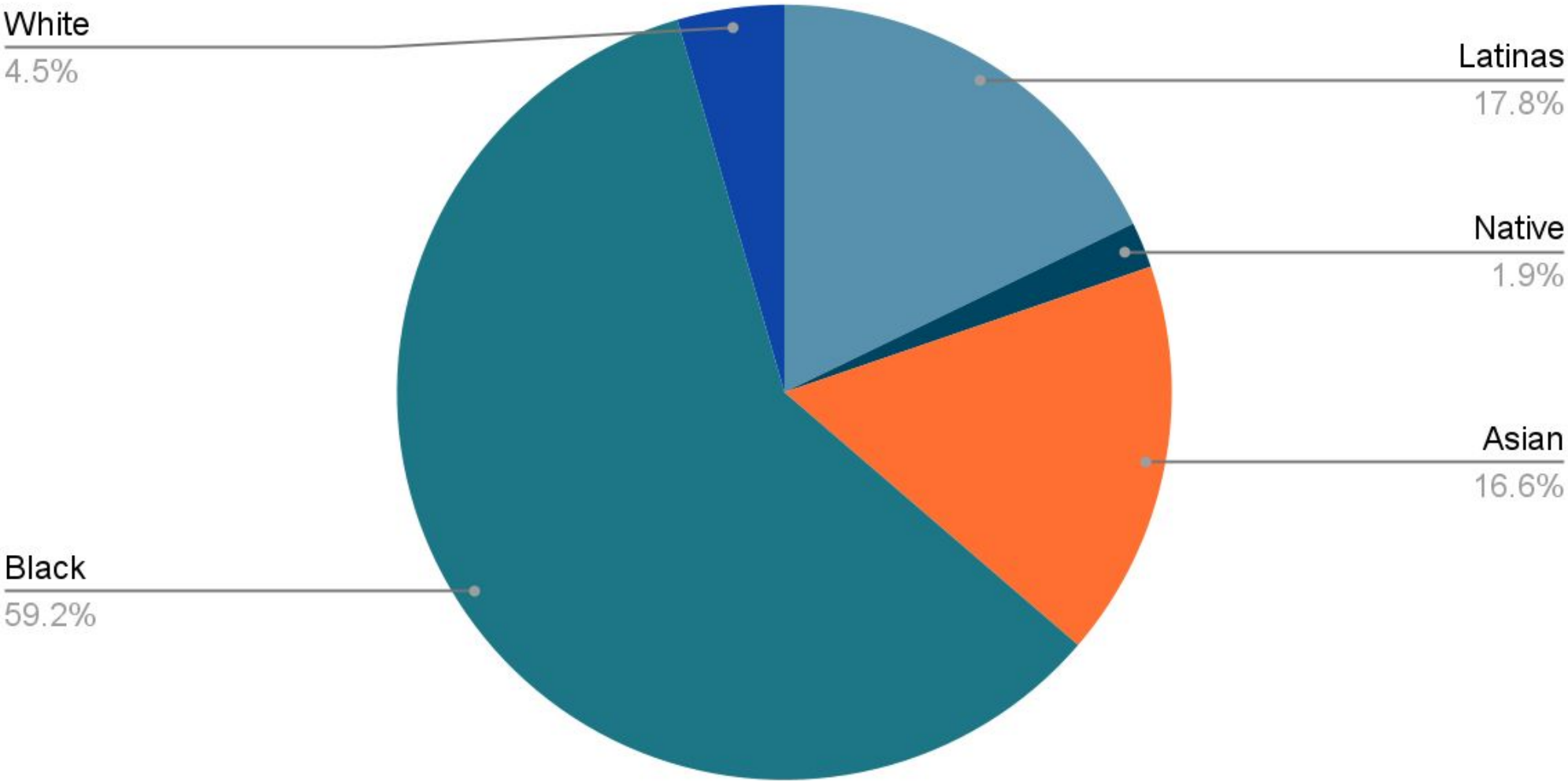
Defining Women of Color in the Workplace

Nearly 150 women from diverse backgrounds and industries responded to the study. Forty-one percent of respondents recommended that their company receive a copy of the study's results.

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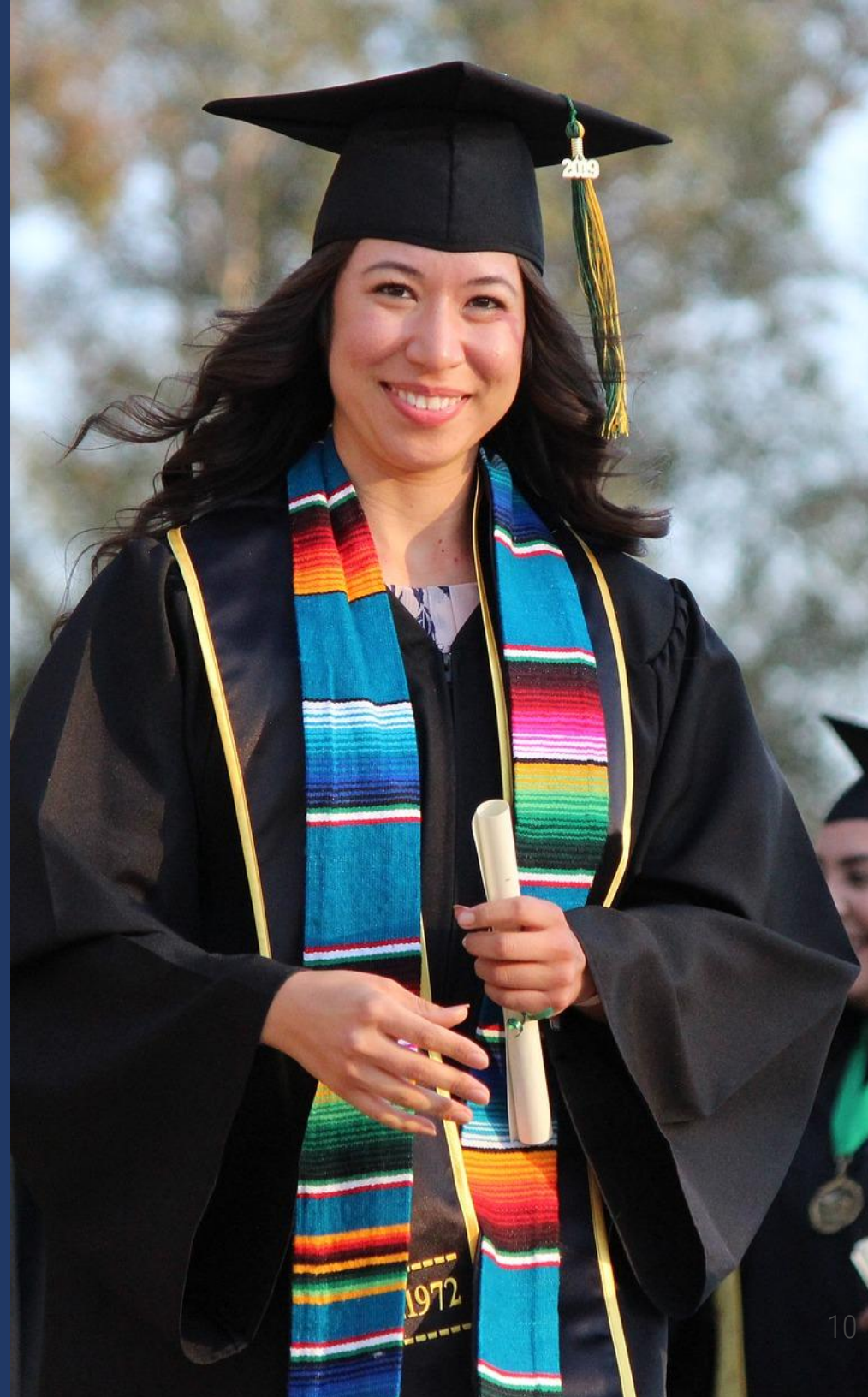


Overwhelmingly, Black women participated in the study. Approximately 18% of respondents were Latina, and close to 17% were of Asian descent. Unfortunately, Native women were almost elusive in our research.

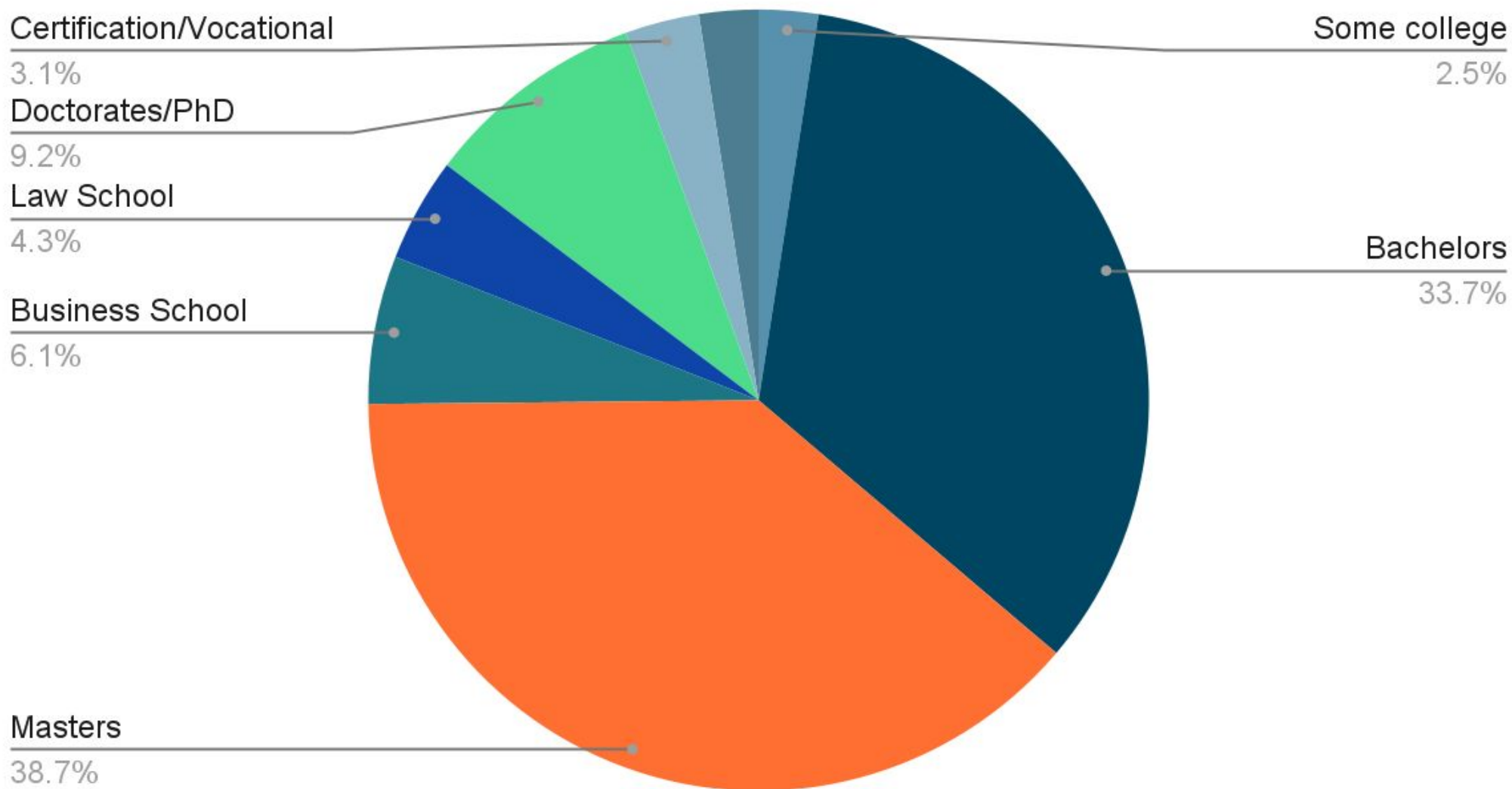


**Women of color in
the workplace
represent a highly
educated group with
the ambition and
talent to achieve
their full potential
and dreams.**

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Nearly 60% reported that their highest level of educational attainment is some form of post-undergraduate training.



PART TWO

Issues Women of Color Face at Work

**Women of color have the credentials,
competencies and skills to succeed.
Yet, many feel that their workplaces
do not acknowledge what they have to
offer.**

"My manager promised things during the interview they can't deliver. I only use 40% of my skills and experience."

IT EDUCATOR , EARLY CAREER LEVEL



Women of color opt out of the workplace at higher rates than their counterparts.¹

Even though they have the necessary talent, ambition, confidence and determination to succeed, they receive less support and access to the leadership at work which could help them get ahead.²

It is a very cut throat environment. Given the current climate it's difficult to gauge where I may end up. I am preparing for the worst but staying optimistic that things will improve.

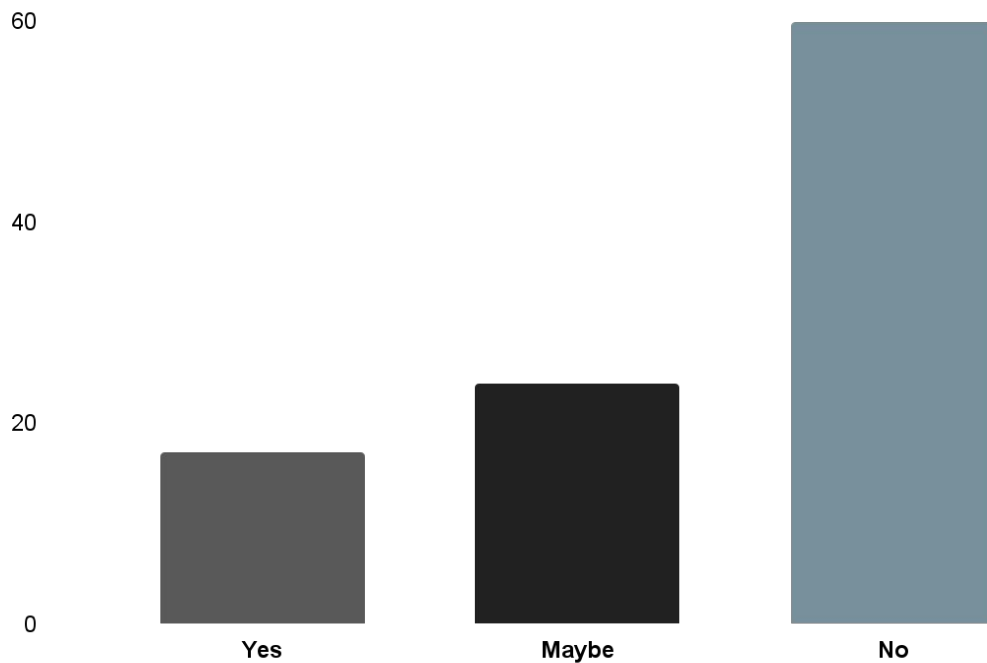
BUSINESS EVENTS, EARLY CAREER LEVEL

What would make me stay another five years at my current company? The truth is the way I would stay is if I cannot find a way out. I am the only person of color and it's taking its toll on me. I believe some of our stakeholders are racist. Many are sexist. One board member believes in a class system.

MARKETING, MID LEVEL CAREER



MOST WOMEN OF COLOR STATE THAT IT IS UNLIKELY THAT THEIR CURRENT PLACE OF WORK IS WHERE THEY WILL RETIRE.



YES

Seventeen women of color said they will retire at current company.

NO

Sixty women of color were sure that their current place of work is not where they foresee retirement.

MAYBE

Twenty four women of color are unsure if they will retire at current company.

Women of color face a double barrier. They are both women and people of color. Therefore, they have a steeper path to climb than white females and males of color.³ They are less sought after for leadership opportunities and for positions of influence.

Women of color often feel like outsiders, which thwarts their ability to contribute and can often contribute to their inability to advance. As a result, they may eventually opt out of the workplace at higher rates than other demographics.

Concrete Ceiling

Women of color face a different type of barrier, and it is a more difficult barrier to overcome. The glass ceiling does not apply to women of color. Experts refer to the ceiling for women of color as "concrete", because one cannot envision how it must be broken. Therefore, opportunities for women of color may seem less tangible.

Side by side view of the ceilings.

White Women	Asian-American Women	All Women of Color
<p>Glass ceiling - The term “glass ceiling” describes the situation women face. They find it difficult or unattainable to reach the top of their industries, and secure positions traditionally occupied by men. It mocks the infamous motivational phrase “the sky’s the limit.” The ceiling is described as glass because everyone can see the sky, but some are unable to reach that level of height professionally.⁴</p> <p>Women of Color in the Workplace®</p>	<p>Bamboo ceiling- South Korean-born leadership consultant, Jane Hyun coined the term bamboo ceiling. The term encompasses the challenges faced by high-achieving Asian-Americans who get into top schools, perform extremely well, but then face obstacles as they try to climb the career ladder. The “Bamboo Ceiling” refers to the lack of Asians occupying top leadership roles. Research shows that while Asian-Americans comprise about 5% of the U.S. population, there are just nine CEOs of Asian descent among the top 500 publicly traded companies. They make up only 0.3% of corporate officers, less than 1% of board members, and 2% of college presidents.⁵</p>	<p>Concrete ceiling - Women-of-color managers and professionals describe barriers to their advancement as a “concrete ceiling,” according to a Catalyst study. The study finds that 47% of over 1,700 women-of-color survey respondents from 30 leading U.S. companies cite as barriers the difficulty of not having an influential mentor or sponsor; Forty percent cite the lack of informal networking with influential colleagues; Twenty-nine percent note the lack of company role models who are members of their racial/ethnic group; and twenty-eight percent speak of the lack of high visibility assignments...“The metaphor of a ‘concrete ceiling’ stands in sharp contrast to that of the ‘glass ceiling.’ Not only is the ‘concrete ceiling’ reported to be more difficult to penetrate, women of color say they cannot see through it to glimpse the corner office”.⁶</p>

I feel like expectations for me as a Black woman are much higher than those of my white female counterparts. It seems that more is required of me emotionally as well. It feels like I am expected to go above and beyond while my colleagues at the same level just do what is described in our job descriptions.

EDUCATION SUPPORT STAFF, MID LEVEL CAREER



Women of color experience numerous barriers and biases everyday.

Sometimes people harbor ideas about folks who are different than them. Typically these ideas aren't accurate. These are called biases. Everyone has biases.

Biases compel people to judge others based on gender, race, class, or ability. Biases are prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair.

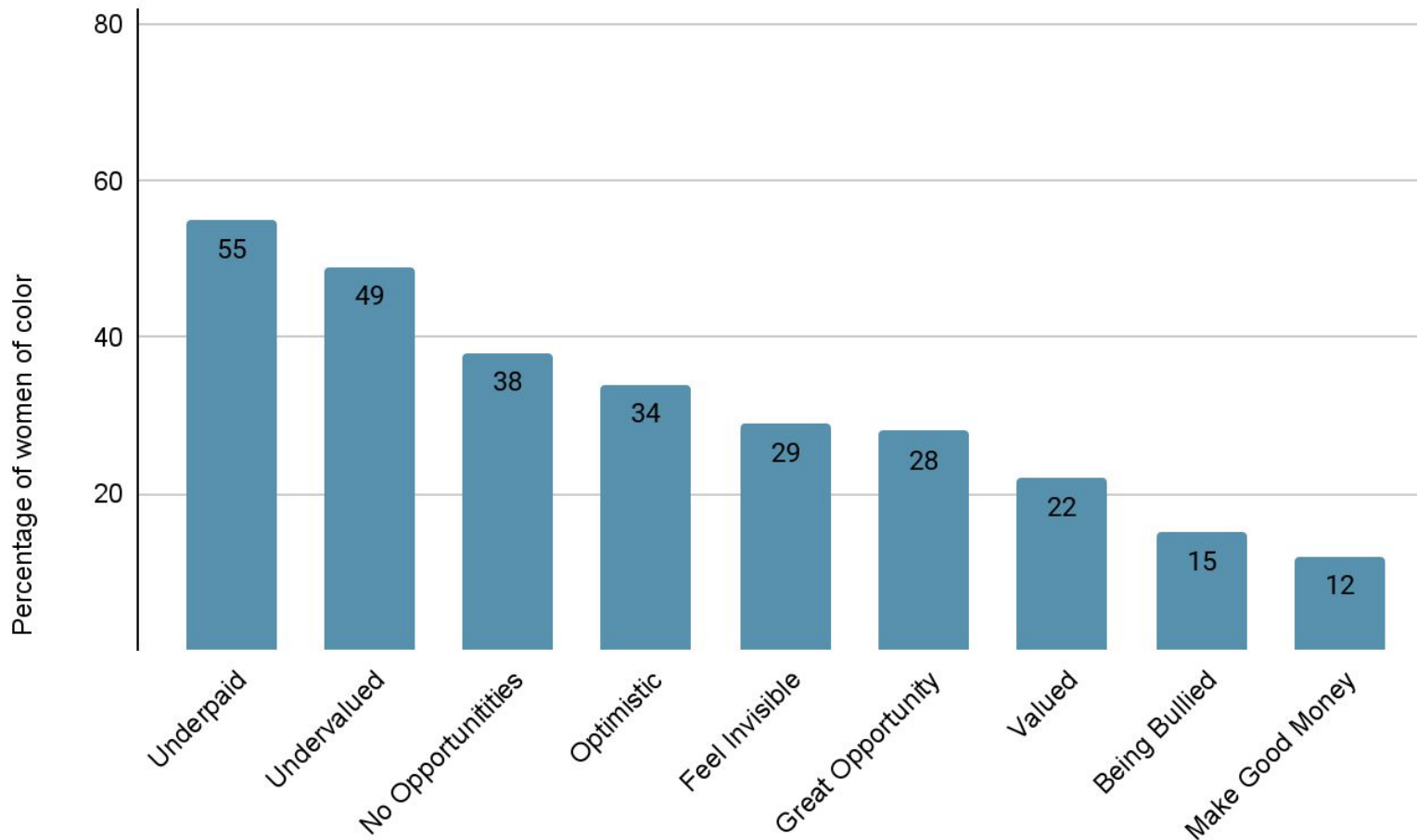
Sometimes biases prevent women of color from getting ahead.

Common Barriers and Biases for Women of Color

- **Prove-it Again** – Women often must prove themselves repeatedly. There is a common notion that women and women of color are not capable of leading or taking on specific responsibilities even though that's not true. As a result, their successes are discounted, and their expertise is often questioned.
- **The Tightrope, Double Bind, and Likeability Bias** – All women walk the tightrope between being liked and respected. There is a likeability penalty for women and women of color when they are assertive and driven. Women and women of color are perceived as competent, but when they adopt traditional masculine traits such as being assertive and aggressive, they are seldom liked. For the most part, women are expected to be feminine and communal. Women of color face a deeper penalty for being assertive and aggressive. Black women are perceived as being angry, Latina women are perceived as being saucy or spicy, and Asian women are perceived as contradicting a docile and submissive stereotype. This predicament is referred to as the double-bind. Women are disliked when they adopt traditional masculine traits but are seen as more competent. Yet if they behave in the manner of what is expected of them, it is very likely that they will be passed up for leadership opportunities.
- **Isolation** – Women feel they are without the necessary support the everyday workplace. They may go to lunch every day by themselves, be excluded from activities outside of work or feel as though they do not have the same access to opportunities as their counterparts.⁷

**Women of color are underpaid, undervalued,
and without the ability to advance in some
workplaces. Yet they often contribute more
and are overqualified.⁸**

Some responded to more than one sentiment below. Fifty-five percent think they are underpaid. Almost half feel undervalued, and nearly 40% feel there are no opportunities to advance. Twenty-eight percent feel like they landed a great opportunity in their current position, and 12% think they are making good money.



Did you know?

Thirty percent of Americans are bullied at work. Sixty-seven percent of bullies are men. Women bullies choose women targets 65% of the time. Each racial group experiences bullying differently. Hispanics at 53.8%, Whites at 47%, Blacks at 45%, and Asians at 32%.⁹

Women of color know that they are underpaid and research supports their lesser earnings.

There is a 20% pay gap between non-Hispanic white women and white men, and the disparity widens for women of color. The pay gap is 45% for Latina women, 40% for Native women, and 37% for Black women. While Asian women have the smallest pay gap at 15%, they face other unique barriers preventing them from being placed in executive positions.

Women earn less than men at virtually every occupation level, even though women makeup almost half the workforce, are more likely to be the sole heads of household, and pursue more education. Multiple factors contribute to the pay disparity, notably biases towards women and women of color in the workplace.¹⁰

Women of color feel lonely and are often undervalued in the workplace.

People of color and women feel the loneliest at work and often feel undervalued. Prejudice and microaggressions often contribute to their experiences.¹¹

Being treated like the other often perpetuates the idea that they are outsiders. For example, a common microaggression for Blacks and Hispanics are that they are deviant or professionally less ambitious. Microaggressions that single them out for their academic success or the way they articulate triggers the notion that Blacks and Hispanics are not an intellectual group and the notion that those who have succeeded in this area are the exception or out of their jurisdiction. Similarly, stereotypes paint Asian-Americans as an academically successful group. These same stereotypes construe them as a well-behaved demographic seldom sought out for leadership. These stereotypes obstruct the full potential of women of color at work.

“I want to be treated fairly and I want my input to be valued. I want my workplace to be on a level playing field and where I don't always feel required to go above and beyond when my white colleagues can do the bare minimum and still be promoted, rewarded with salary increases, and placed in positions of leadership.”

CONTRACTING OFFICER, MID LEVEL CAREER

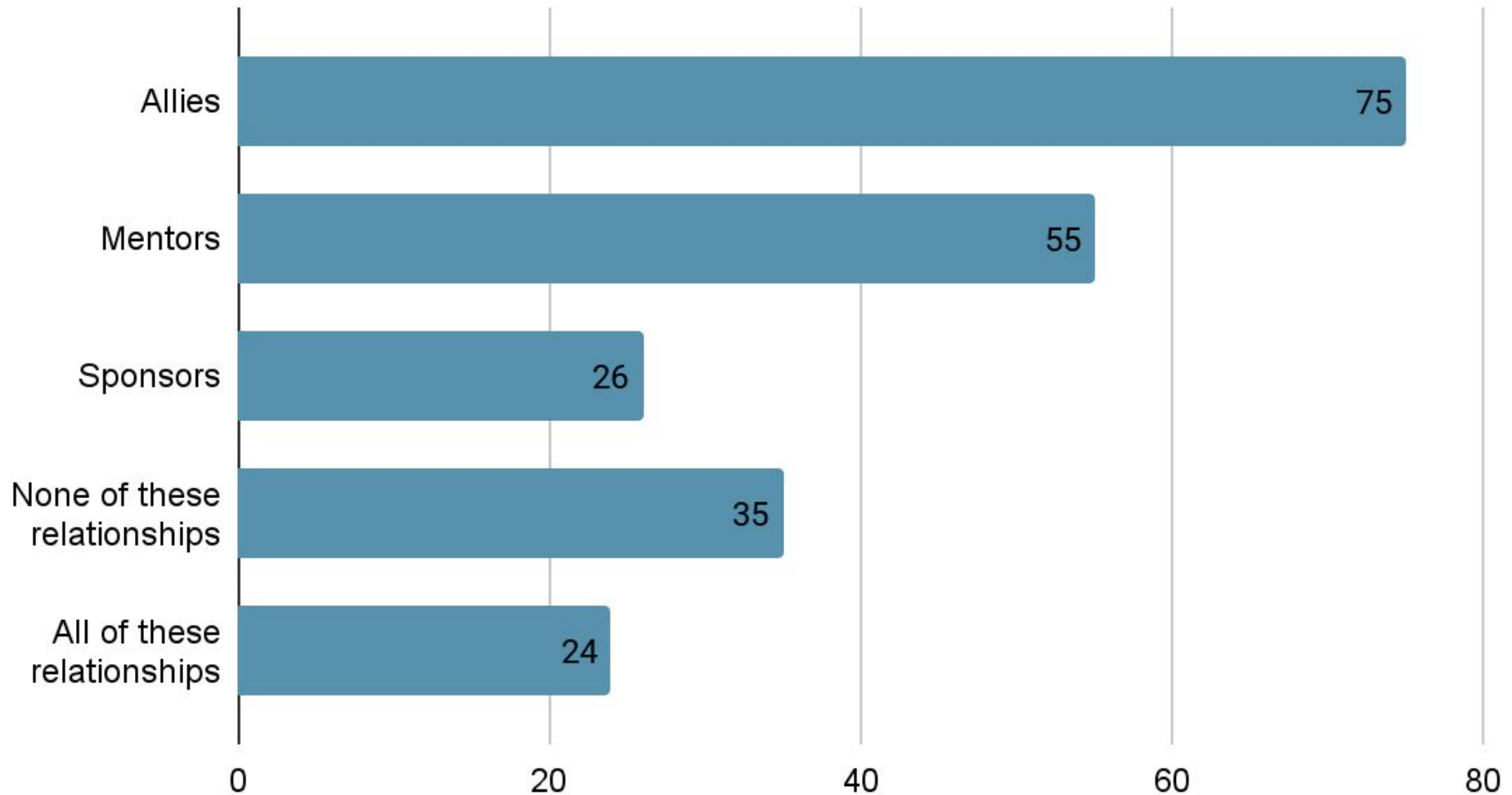


PART THREE

Overcoming Obstacles

Having an ally, mentor or sponsor at work is critical to the advancement and retention of women of color.

Seventy-five women of color surveyed reported having allies at work. Fifty-five women of color reported having mentors. Twenty-six have sponsors, and twenty-four have allies, mentors, and sponsors. Thirty-five of the women of color surveyed did not have any allies, mentors, or sponsors in the workplace.



How do allies, mentors and sponsors work?

Having an ally at work is like forming a buddy system. Colleagues vouch for one another at work and pledge to stick together. Usually, an ally is a person who is in a similar boat. Usually, a mentor is a person in a senior position who offers advice, consultation, and amicable support. A sponsor can make a difference between where an employee is now and where she would like to go professionally. Sponsors have a seat at the decision-making table at work and are willing to advocate on another employee's behalf behind closed doors. Typically, the employee they are advocating for is in a junior position.

“There is a lot of favoritism, bro culture and not enough diversity for women and women of color especially in the technical fields and leadership roles. I have had to help do extra work on my own time to help encourage more mentorship, sponsorship and more.”

CONTRACTING OFFICER, MID LEVEL CAREER

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Allies, mentors and sponsors can significantly aid women of color.

Having relationships at work is critical to the growth of any professional. Each relationship can offer something unique and valuable. Employees feel more secure when their companies invest in programs that encourage and facilitate relationship-building. Employees are more likely to feel grounded and confident when navigating the everyday workplace.¹² This is a critical resource for women of color.

In a nutshell, allies are skilled or have oversight and insight in areas the employee may not have. Mentors prep one for the journey, and sponsors can take them further on their journey.¹³

**While good relationships are
fundamental, women of color must
have their OWN back.**

When women of color advocate for themselves they send a message about their value.

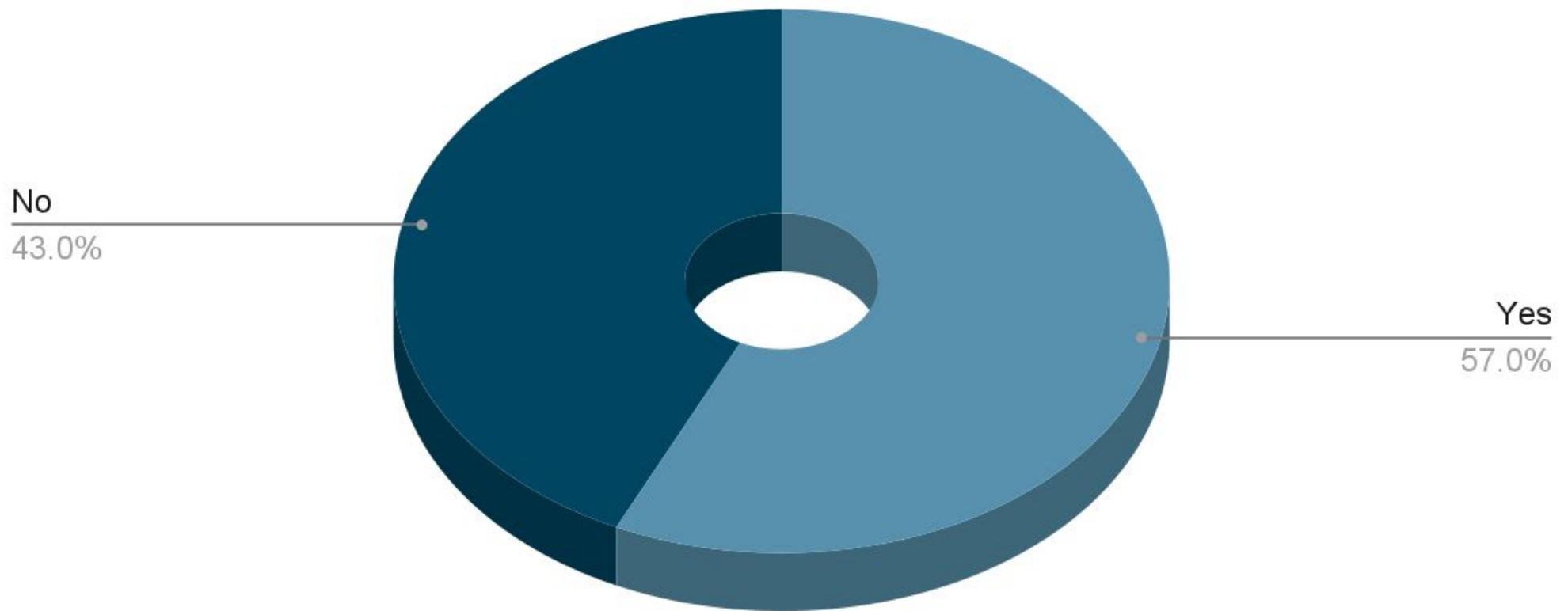
When women negotiate their salaries, they stand a greater chance of gaining and being fairly compensated for the opportunities they want. Negotiating builds confidence and plants the seed that the employee must be valued and considered for advancement opportunities.

On another note, women of color are still responding to the advice of their predecessors believing that they must show gratitude for opportunities or any amount of success. This mindset may lead them to believe that they should not ask for higher salaries and contributes to the wage gap.

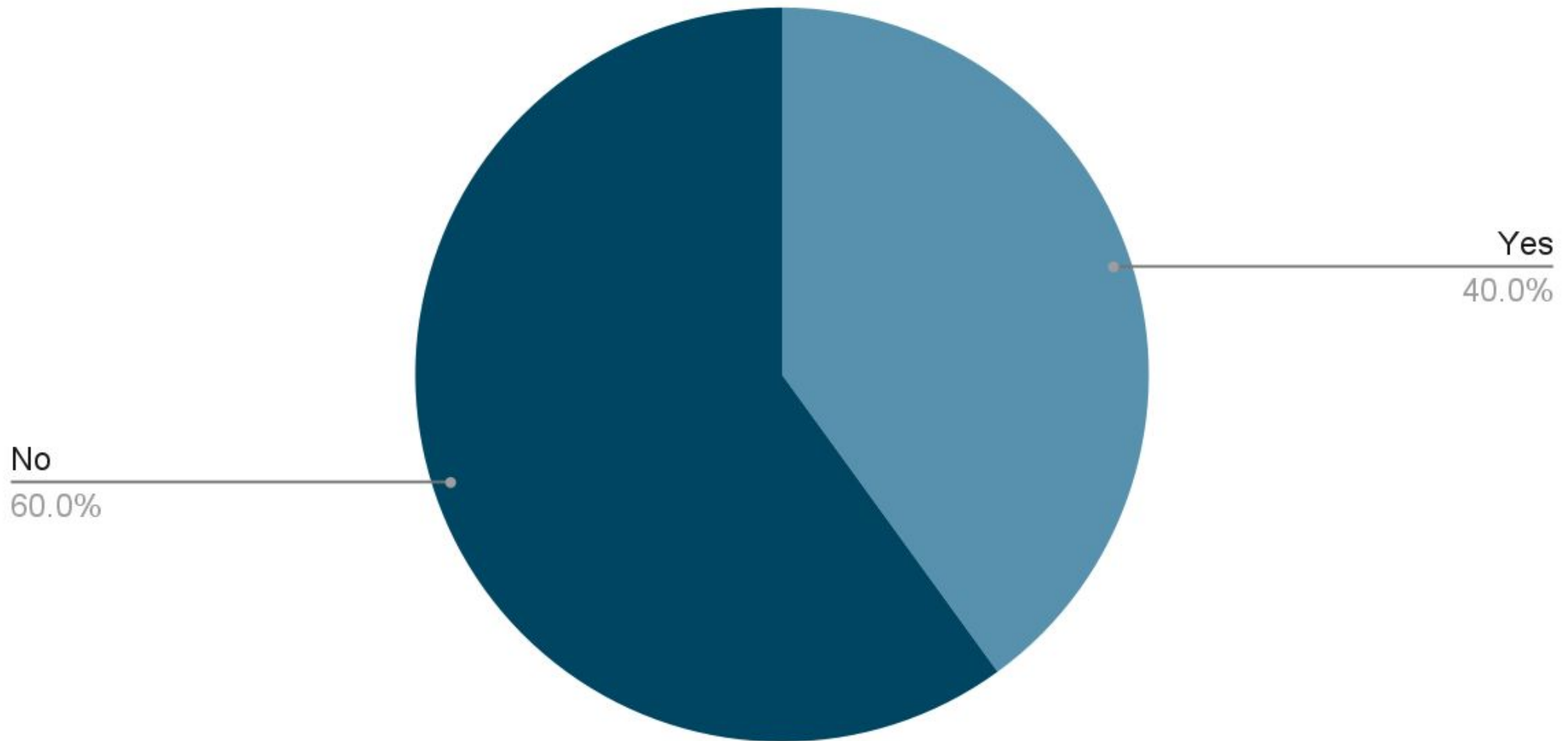
The good news is that more women of color today are negotiating their compensation packages, and some companies are responding positively. Too many who negotiate in the beginning are still hitting concrete walls after they are hired that thwart opportunities for advancement. Though it is frustrating, women of color must continue to do their part so companies can meet them the rest of the way.

Women of color are increasing negotiating their salaries.

Fifty-seven percent of the women of color surveyed have negotiated their salary.



Out of the 57% of women of color who negotiated, only 40% received more than the initial offer.



I was able to negotiate my base salary but only got a 2% increment. Also I was brought at a level that is not in line with my 20 years of experience and while the company argued that it was a lateral move it really was not, it feels lower than the level I had at my previous employer.

FINANCIAL SERVICES, MID LEVEL CAREER



While women of color may face challenges negotiating, when they opt-out of negotiating during interviews, annual reviews or when advancing, they stand to lose between 40% and 50% in earnings.

PART FOUR

The Status of Diversity, Equity and Inclusion

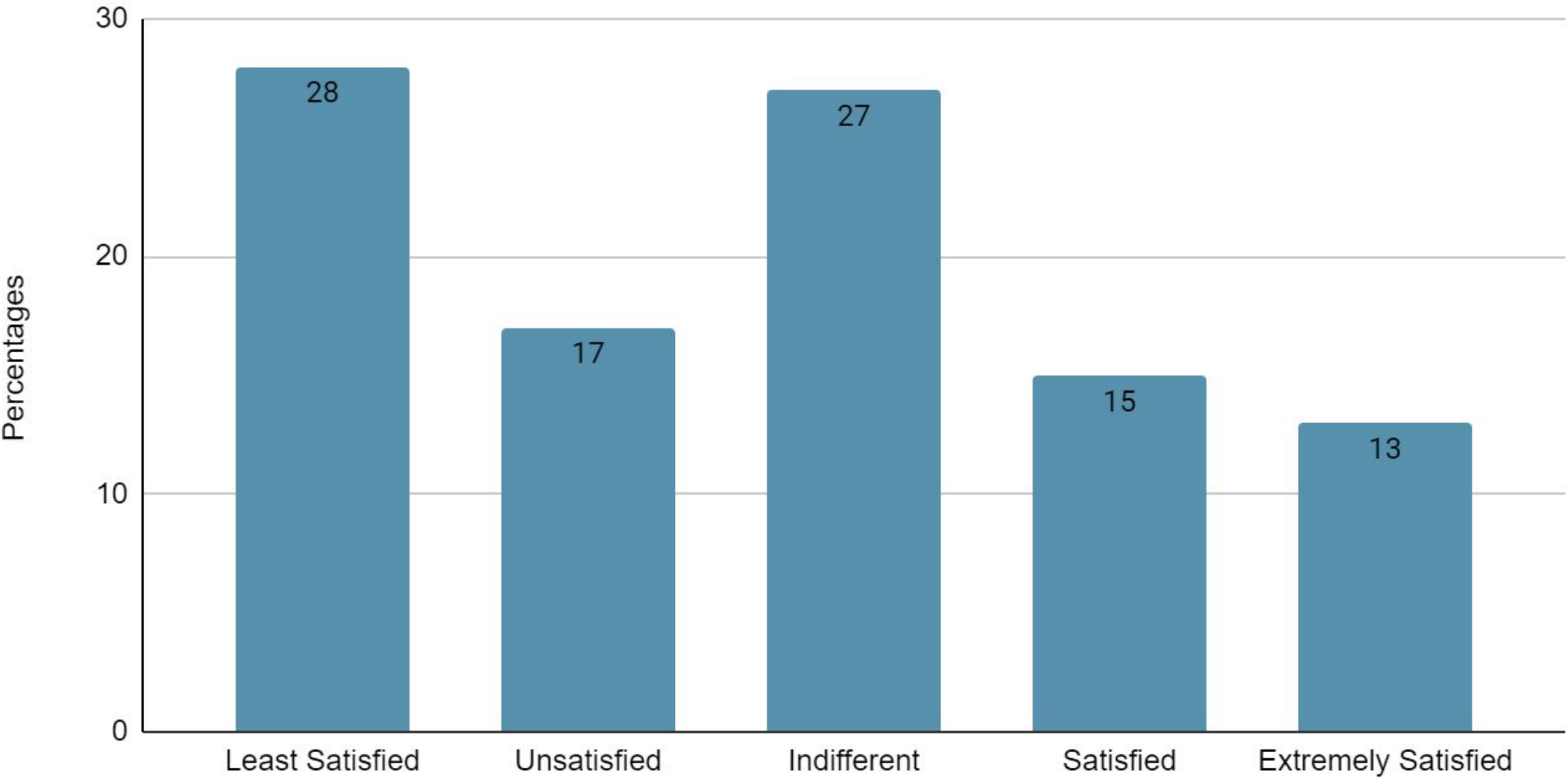
Women of color feel that their companies are not doing enough to forge a diverse, equitable, and inclusive workplace.

“Companies have responded to the lack of equity and inclusion by saying they’re doing something, even adding ERG groups. However, in reality people of color and especially women of color still have the hardest time making it out of a manager level into a director level or higher. I’ve experienced this first hand.”

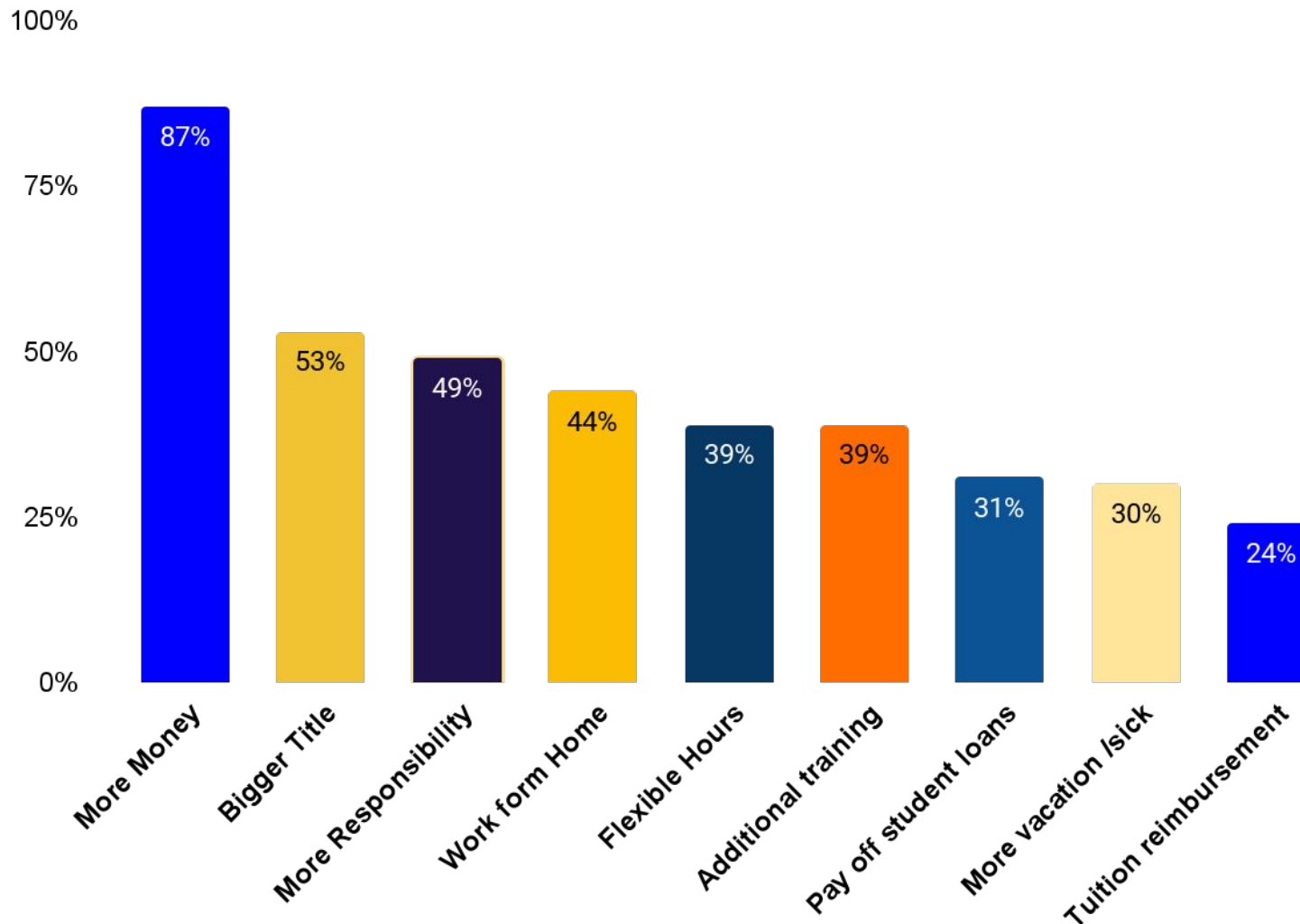
FINANCIAL SERVICES, MID LEVEL CAREER



With regard to their companies' DEI efforts, over 45% of women of color seem to be dissatisfied and 27% are indifferent. Just 28% of women of color are satisfied with their companies DEI efforts which indicates that companies still have more work to do to ensure the workplace meets the needs of the diverse demographics therein.



Many women of color are willing to stay at their current job if there are opportunities for them to grow professionally or if their company will aid in improving their quality of life.



Achieving a diverse workforce is only part of the effort. Inclusion has to be at the center of the company's mission which means members of the workplace must feel like valued contributors and have the opportunity to sit in decision-making rooms. In addition to having a seat at decision-making tables, women of color must feel as though they can use their voice without facing some sort of penalty.

PART FIVE

The Case for Women of Color

Retaining women of color talent is important.

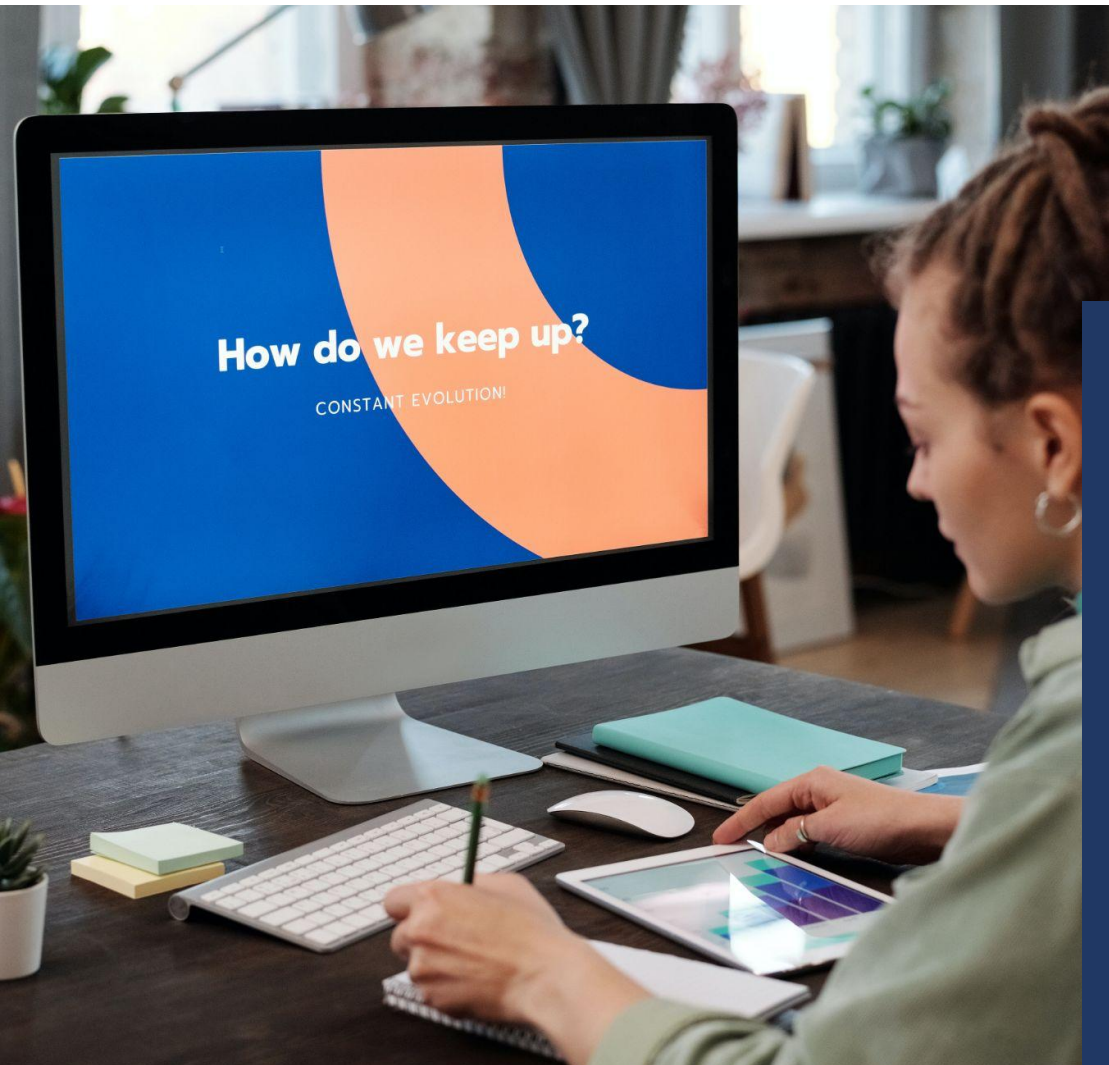


It is too costly for a business not to retain women of color. Hiring, retaining and promoting women of color at all levels provides a diverse set of experiences that enhances creativity and innovative ideas and practices within a company. The talent and experiences of women of color will enhance the bottom line. Particularly for companies who thrive off innovation and new ideas, women of color are critical members of decision-making teams.¹⁴

Women of color are invested in their company's DEI efforts.

Women of color are more likely to speak out against bias when it transpires, more likely to advocate for other women and people of color, as well as more likely to support their company's diversity work.¹⁵

DEI programming leads to Better everything.



- Diversity and inclusion measures inside the workplace increase employee confidence, trust and productivity. They also instill a happier workplace environment for every type of employee.
- Diverse talent leads to diverse innovation, ideas and decision making.
- Diverse team members and leaders build diverse clientele bases and increase customer trust.
- Diverse recruitment widens the pool of talent and establishes a competitive edge for a company.
- Diversity, equity, and inclusion is good for business.

PART SIX

Actions Women of Color, Companies, and Allies Can Take

What actions can women of color take to close the wage gap?

- Develop negotiation skills. Never accept the first offer. The initial offer is always less than what the employer is prepared to pay.
- Consult a mentor, a friend or someone within your industry for advice and support before accepting an offer. An outside party may be able to lend advice and support and may envision you as a greater asset than you see yourself.
- Seek out a mentor, coach or someone you look up to in a high-powered position who can help you prepare and work through your nerves in important situations.
- Do your homework. Find out what the market is paying for the work you are doing through online research or by asking around.
- Discuss money and pay with friends. Shying away from discussing money can keep us in the dark regarding fair and equitable pay.
- Do away with impostor syndrome (the phenomenon in which people, usually high-achieving professionals, do not consider themselves qualified for their position and convince themselves that they have cheated their way into it).

What can women of color do to overcome the concrete ceiling?

- Speak up and speak out at work. Regardless of your career level, or whether you are the first, only, or few at work, your voice matters, and whether you know it or not, the future of your company's DEI mission is dependent on all sorts of voices. So why not yours?
- Locate someone in the same boat as you and adopt one another as allies. If you are in a leadership position, take someone under your wing.
- Start an employee resource group (ERG) or join one at work. Traditionally, ERGs have been groups at work that allow members from marginalized communities to come together to forge an inclusive environment. There are groups for women, people of color, LGBTQ+ members, veterans, and disabled. In recent years, other types of interest-based groups have formulated, such as those for parents, community volunteers, and environmental advocates. Not only can an ERG be a space where you can establish a community with those you find commonality, but you can also use your voice and discuss issues that may be important to you at work. Since it is also a space where people from different career levels and fields come together, there is a pretty good chance you'll locate an ally, mentor and/or sponsor since these relationships are crucial to getting ahead at work.
- Before saying yes to a new opportunity, see what type of DEI practices are already in place. If the company requires more work in this area, see if they would be willing to do any of the following:
 - Start an internal matchmaking mentorship program
 - Provide leadership or professional training
 - Incorporate ERGs
 - Establish a DEI council

What can companies do to help eliminate the wage gap?

- Perform an audit to assess the scope of the pay gaps within the company and to identify where inequality exists in terms of compensation, benefits, promotion and advancement for women versus men and women of color versus everyone else.
- Invest in women of color leadership potential. Create pipeline programs for women of color through employee resource groups and through mentorship match-making programs.
- Be transparent about salary ranges and how compensation is determined. Eliminate practices that penalize employees for discussing their pay.
- Stop basing pay on salary history. The pay for women and women of color lags behind their colleagues' pay. Continuing to use their salary history as a basis for future salaries perpetuates wage inequities.¹⁶

How can companies achieve their DEI goals?

Leaders and managers can do the following:

- Sponsor an employee resource group (ERG) or become an ally of one. Let your employees know that you are committed to diversity and inclusion by establishing a budget for the ERG, inviting existing and new employees to participate, or attending meetings to show your support and commitment.
- Incorporate unconscious bias training since everyone has biases and prejudices. Unconscious bias training does not eliminate biases alone but can help identify those blind spots during job selection and policymaking. Mandate unconscious bias training for executives, senior leaders, and managers. Create mentorship and sponsorship matchmaking programs. Senior leaders benefit from establishing proteges, and new and early talent benefit from locating sponsors at work. Closing the gap between sponsorship and women of color leads to increased job satisfaction and an improved business framework.
- Got a small business? Sponsor women of color and take them under your wing.

A series of steps can bring companies closer to their DEI goals.



Companies are interested in hiring and retaining women of color. Fulfilling a diversity requirement is not enough. Companies need to take deliberate steps to ensure women of color feel like they belong in the workplace. There is not a one-size-fits-all approach, and diversity, equity and inclusion can not be achieved through one single act or overnight.

Companies must include Black women and their lived experiences at work.

- For Black women, issues impacting their communities such as police brutality, and poverty affect them deeply. Companies need to do more to be socially conscious about issues impacting Black women.
- More than 80 percent of Black mothers are breadwinners.¹⁷ That is a startling statistic since this may mean Black women are spending less time at home so they can provide for their families. For Black mothers, flexible work schedules, paid sick time and paid vacation time is critical to achieving work and family balance.
- Black women do not want to choose between outdated professional codes that frown upon wearing their natural hair. Eliminating hair discrimination is a necessary act.

Companies must include Latinas and their lived experiences at work.

- Aside from Asian-American women, Latinas are more likely to live in multi-generational households than any other group of women.¹⁸ This may mean flexible work schedules are necessary to account for child and elderly care and assistance benefits that tackle those two things will be desirable.
- Like other groups of women of color, Latinas suffer from job segregation. They are often pushed into jobs to work among other women or people of color. Even if they have the necessary credentials for more generous compensation, they are sometimes overlooked for these opportunities. Companies need to do more to desegregate their departments. Diversity means allowing entry for different types of team members at every level and in every occupation or sector.¹⁹
- Latinas are very much as American as anyone else. They do not want to choose between being American and their heritage. Companies can do their part by embracing their unique identities and needs. Companies can actively learn more about their diverse Latino/Hispanic employees and what matters to them.

Companies must include Native women and their lived experiences at work.

- Native women are a diverse demographic. Their identities, heritage, language, land, and traditions matter to them. Some Native women try to embrace as much of their ancestry as possible. Many are advocates of protecting natural resources and paying respect to land and drawn to companies that invest in natural resources or energy conservation.
- For Native women, their long-time heritage and history in America matter to them. They are the only group of Americans who never migrated. Acknowledging this part of their legacy is important.
- Holidays and traditions that smite Natives like Columbus Day or Thanksgiving are extremely painful for many Native people. These days remind them of their people's genocide. Relabeling these holidays to show respect to Natives is an honorable act.

Companies must include Asian women and their lived experiences at work.

- Asian-American women are often underestimated in terms of their ability to lead.²⁰ Companies need to provide pathways to ensure Asian women secure positions of influence. Consider Asian women for human resource leadership positions such as hiring managers, and in executive positions that lead large teams.
- Asian-American women are just as American as anyone else. Their American lineage often extends back multiple generations. It is critical for Asian-American women to feel like valued contributors at work since they are often painted as outsiders even though some of their ancestors have been in America as early as the 19th century.²¹
- Asian-American women need reliable access to paid family leave and childcare. They are more likely to shoulder the burden of responsibilities such as caring for children, parents, and extended family.²²

Be an ally.

- We all have some privilege. Step outside of your privilege to call out an unjust situation affecting someone else and use your power to empower others.
- Sponsor, mentor, and support women of color. Women of color are often over-advised. They are often told what to do because people often assume that they do not know much. Always ask whether you can give advice. Women of color benefit most when you use your resources and power to help them achieve their goals.
- Offer up assistance but understand that women of color are a prideful group. Many will work harder before they ask for help. They do not want to be cornered into feeling as though they have been rescued.

Conclusion

The truth is our companies have a long way to go and cannot afford to slow down or reduce their diversity, equity and inclusion efforts. Studies say by 2060, women of color will be the majority demographic of women with majority representation coming from Latina, Black, Asian, and Native women respectively. Out of any other group of women, Latina and Asian women will make up a large percentage of the labor force over the next decade. Yet additional research supports the claim that most women of color do not plan on staying with their current employer.²³

Low retention rates are bad for business.

We must do more.

Acknowledgments

Women of Color in the Workplace would like to thank the 148 women and women of color, spanning across the United States and other international regions, who responded to the first Women of Color in the Workplace study. By sharing their experiences at work, we were able to gain more insight on the status of women of color in the workplace.

We also would like to thank the entire Women of Color in the Workplace team and board of advisors.

A special thanks for expert advice from **Paloma Delgadillo**, Senior Data Analyst.

Contributors

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Julene Allen is a military veteran, former insurance professional, author, and CEO of Women of Color in the Workplace®. The brand provides educational resources and research documenting the experiences of women of color in the workplace to formulate a bridge between women of color and companies.

Allen is a former Lean In regional leader and founder of the global network, Lean In Women of Color, associated with the Sheryl Sandberg and Dave Goldberg Family Foundation.

Another initiative she spearheads is the Latinas Equal Pay Day Commemoration Project. Lean In Women of Color partnered with leading organizations such as the Hispanic Executive, The National Diversity Council, and The Alumni Council by asking them to nominate an outstanding leader at their organization on Latina Equal Pay Day. Julene also founded the Black Women's Equal Pay Day Commemoration Project which launched in 2019. The project features black women at the top of their industries who offer advice to inspire more women of color to leadership. This program is in collaboration with the podcast, Conversations for Equal Pay, hosted by Julene Allen.

Editor and Reviewer



Bhakti Mary is a project manager in the Department of Defense where she leads the operations of a multi-billion dollar defense aircraft project. She has worked at the national and international level in the fields of defense acquisition and military intelligence for more than 15 years.

Bhakti is the self-published author of three books in the brownBerry Series which focus on current well-being and preparation for a lifetime of abundant joy through sustained social, mental, and physical fitness. She is a human rights advocate, an active community and workplace mentor, and an avid supporter of empowerment and advancement for all people.

She also serves on the Board of Advisors for Women of Color in the Workplace. Bhakti has a Bachelor of Science in Management from the United States Air Force Academy and an MBA; she is also a graduate of Air Command and Staff College and Air War College.

Endnotes

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