After spending over a year working remotely, Reynolds Walker Hunt (RWH), a mid-sized local supply chain company, has spent the last couple of months in a hybrid model. Employees at the RWH headquarters have been working in the office 3 days a week and working remotely the other 2 days. RWH wants 80% of their workforce to be in the office 80% of the time by the start of 2022. To reduce office space costs,10% of their office will remain fully remote and 10% will be mostly remote. However, many employees expressed hesitation about this return to the office in a survey issued by RWH. An internal survey conducted by RWH reported that over 60% of underrepresented employees felt more comfortable working from home than in the office because they could more easily avoid workplace microaggressions concerning their race and culture. These numbers are an improvement over the data presented in [Slack’s Future Forum](https://futureforum.com/2021/03/11/dismantling-the-office-moving-from-retrofit-to-redesign/), which gives RWH’s senior management hope that they can act now and improve their company culture.

Psychologist Kevin Nadal, who has researched and written several books on the effects of microaggressions, defines them as “everyday, subtle, intentional – and oftentimes unintentional – interactions or behaviors that communicate a bias toward historically marginalized groups. The difference between microaggressions and overt discrimination or macroaggressions, is that people who commit microaggressions might not even be aware of them.” RWH knows that allowing its minority employees to remain remote would not improve workplace inclusivity. RWH is seeking ways to retain its diverse talent and create a healthy workplace where employees can successfully collaborate.

The HR team at RWH knows it should act quickly to avoid losing their talented employees, so it has hired you as a consultant in hopes to learn what the current research and initiatives are on reducing microaggressions and creating a more inclusive, welcoming environment.

**Your task**: Compose a 2-page, single-spaced business brief that gives two recommendations to help RWH create a more welcoming and inclusive workplace for **all** of its employees. Be mindful of your tone, as the goal is to recommend action, not dictate it.

**Note:** you will need to cite 4 different sources in APA on your references page. Your references page will not count towards the 2-page requirement. When citing sources, use parenthetical citations (see *Publication Manual of APA* 6.11-21), not footnotes. The readings cited below are all in APA format but remove the hyperlinks when you cite.

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Mullen, C. (2021, July 15). Microaggressions, work stress more manageable for women of color working remotely. The Business Journals. https://www.bizjournals.com/bizwomen/news/latest-news/2021/07/women-of-color-aren-t-ready-to-give-up-remote-work.html?page=all

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Sherbin, L. and Rashid, R. (2017, February 1). *Diversity Doesn’t Stick Without Inclusion*. Harvard Business Review*.* <http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,sso&db=bth&AN=121272865&site=ehost-live&scope=site&custid=s8428489>

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*Why diversity, equity, and inclusion matter for nonprofits*. *(n.d*.). Council of Nonprofits. <https://www.councilofnonprofits.org/tools-resources/why-diversity-equity-and-inclusion-matter-nonprofits>

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