

Self **I**dentification &

Full **D**isclosure

Insights on Practices

Prepared by: Pam McElvane, CEO & DMBA Research Team
published: February 9, 2018



Companies have increased their efforts to encourage their workforce to self identify their identity as it relates to diversity dimensions. Encouraging persons with disabilities, LGBTQ orientation and veterans to not only self identify but to fully disclose their authentic selves. One could ask why is this necessary? Self-identification nor full disclosure is a legal requirement, yet companies want to know who is in their workforce to successfully provide resources and support to all employees.

We are aware that everyone does not respect persons that are different, and that includes cultural ethnicity, but with the changing world, it is not only right but necessary for everyone to engage and be respected. This is the essence of inclusion. This report will share insights on what companies are doing to encourage self identification and full disclosure of three groups: Persons with Disabilities, Veterans and LGBTQ orientation. However, we do recognize each group is different with their own set of challenges, yet the main similarities are reasons they do not self identify and fully disclose who they are.

This report will analyze each group and identify the differences and collectively present the similarities. The insights are from the DMBA Inclusive Leadership Index with more than 350 participants. This executive summary is intended to highlight best practices and provide insights on self-identification and full disclosure practices.

PERSONS WITH DISABILITIES (PWDs)

Persons with Disabilities (PWDs) are the world's largest minority population with **650** million persons or **10** percent of the population. **35** percent of the US population are persons with a disability. What's unique about this group is that they transcend identity, gender, age, generations, culture and ethnicity. 1 in 2 persons in the world is connected to a person with a disability, visible or invisible.

PATH TO SELF IDENTIFICATION

57 percent of persons with disabilities want a disability friendly environment;

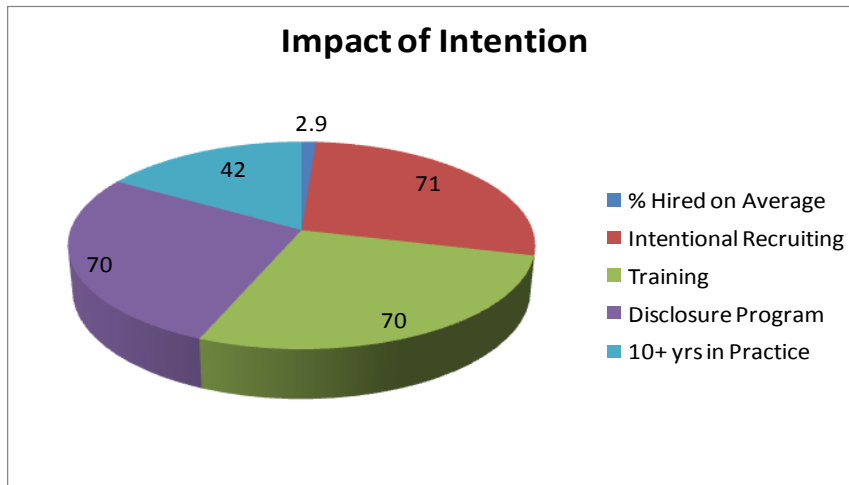
53 percent of persons with disabilities want flexibility;

50 percent of persons with disabilities want opportunities and career growth;

62 percent of companies have ERGs focused on persons with disabilities.

While companies are improving their identity recruiting efforts there are still many inconsistencies with sourcing efforts and actual hires. The largest gap is with PWDs, then LGBTQ. Veteran hiring continues to rise (96 percent of companies target recruiting) as companies focus their initiatives on increasing awareness.

Persons with Disabilities

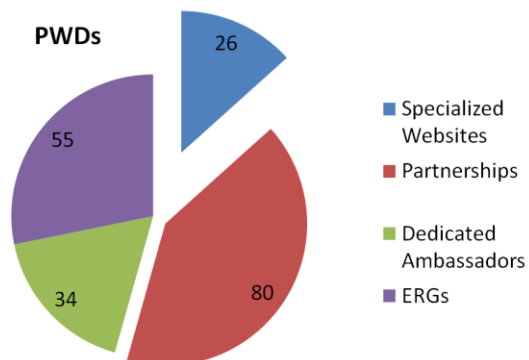


This chart illustrates the impact of company's efforts to recruit, engage for disclosure and support self identification among persons with disabilities. Only federally contracted companies are required to track and report hiring results for persons with disabilities. 65 percent of companies do not track results primarily because they are not required to track hiring results. However, because of diversity and inclusion integration into talent management, companies are attempting to increase efforts for self identification and full disclosure.

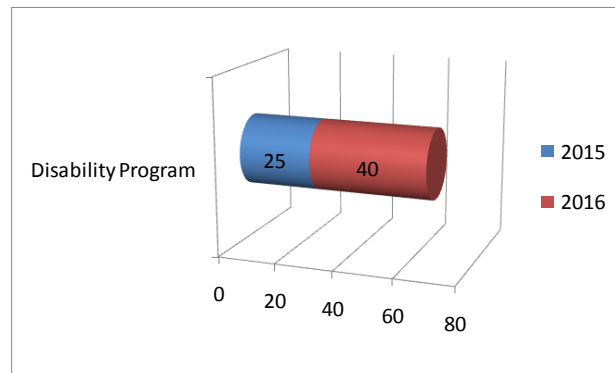
These are the top reasons why companies do not mandate self identification:

- 1) Not required information so companies do not track
- 2) Disclosure is voluntary
- 3) Individually tracked by region but not reported into a central location
- 4) Do not track because company systems cannot guarantee complete accuracy

Companies are leveraging training and external partnerships with targeted organizations to support engagement and recruitment of persons with disabilities. in 2016 40 percent of colleges have a program for students with disabilities.



Percent Companies with Campus Program



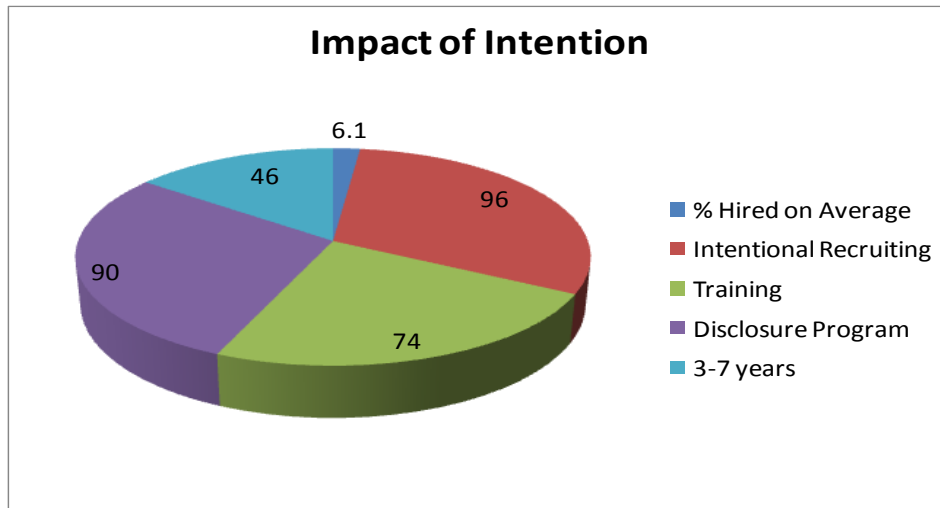
Resources Companies are using to support recruitment and engagement of persons with disabilities. Source: DMBA 2017 Inclusive Leadership Index

- ❖ Gettinghired.com
- ❖ State Rehabilitation Agencies
- ❖ US Diversity Network
- ❖ Career Opportunities for Students with Disabilities (COSD)
- ❖ LaunchAbility
- ❖ Best Buddies
- ❖ Disabled American Veterans
- ❖ AHRC
- ❖ Project Search
- ❖ Ability Links
- ❖ Anixter Center
- ❖ National Organization for Disability
- ❖ Goodwill Industries
- ❖ Disabled Persons.com
- ❖ Sources
- ❖ AAPD
- ❖ USBLN
- ❖ Autism Alliance
- ❖ The Nevis Center
- ❖ University & College Disability Services
- ❖ Bender Consulting Services
- ❖ Springboard Consulting Services
- ❖ Wounded Warrior Project
- ❖ National Empowerment Team
- ❖ Independence Center
- ❖ Job Opportunities for Disabled Veterans
- ❖ EmployAbility
- ❖ AHEAD
- ❖ American Corporate Partners
- ❖ State Vocational Rehabilitation Sites
- ❖ Judson Center
- ❖ Disabledperson.com
- ❖ US. Jobs. Disability

INITIATIVES COMPANIES ARE DOING TO ENCOURAGE FULL DISCLOSURE AND SELF IDENTIFICATION OF PERSONS WITH DISABILITIES

- ❖ Employee Resource Network Group named Community for overcoming the Obstacles in Life (COOL). This group exists to provide support, resources and ideas to employees facing significant life challenges. This group creates a supportive community that discloses their disabilities. It is open to everyone, as COOL strives to break down real and perceived biases and stereotypes and behaviors often associated with life challenges. COOL focuses on 4 main types of obstacles: Physical, Emotional, mental, and Life Events. Information is shared to increase awareness and understanding to all employees which is supported by and includes leadership.
- ❖ Self disclosure is encouraged during acquisition of accommodations and ERG is leveraged to support on boarding and setting up buddy system.
- ❖ Created internal social media campaign #icount for individuals to self identify. Additional functionality was added to mobile app for employees to self identify outside of work.
- ❖ Administrating corporate wide survey, and application twice a year and leveraging internal talent portals that support self identification.
- ❖ Human Resource Regulatory Compliance Team was created to establish a comprehensive campaign to create a self identification campaign to provide greater understanding and awareness to all employees. The HR team collaborated with ABLE BRG, HR Information Technology, Members of Senior Management, Outreach Team and communications. This created an environment that encouraged full disclosure.
- ❖ During employee resource group week, Employee Resource Summits self identification campaigns are launched to encourage and support full disclosure.
- ❖ Abilities Network provides a culture of inclusion as a cross functional resource that promotes physical and virtual accessibility. The Network's goal is to ensure that the business goals are connected to global disability market and serving as a valuable resource around the world.
- ❖ Many companies have HR platforms that support self identification in multiple ways for persons with disabilities. Types of systems include: HRIS Workday platform; PeopleSoft HR Database, HR online self-service system and informal application process. Reporting occurs during on-boarding, coaching and employee resource group engagement.

VETERANS



This chart illustrates the impact of company's efforts to recruit, engage for disclosure and support self identification among veterans. Companies have been focused on veteran disclosure programs in the past 7 years. Although, federally contracted companies are required to track and report hiring results for veterans, a significant number of companies are embarking on the veteran hiring challenge through 100,000 Veteran Jobs Initiative. On average 6.1 percent of Veterans are hired through targeted recruiting efforts.

79% of non-government companies intentionally recruit veterans;

61% of companies have Veterans employee resource groups;

United States Navy is the largest employer of Veterans

It is important to recognize that companies are doing more and more to encourage self identification among veterans. Several ongoing platforms for veterans to voluntary self identify and fully disclose exists on a continuous basis. Surveys are administered throughout the year, programs are designed specifically by Veteran networks and ERGs to support veterans. HR databases, People Soft systems have been augmented to support anonymous and voluntary identification. Hiring veteran consultants and providing dedicated resources to further understand and increase awareness among the workforce is becoming a requirement to move the needle. And finally leveraging external partnerships has been a practice for more than a decade, it is now a best practice.

Resources Companies are using to support recruitment and engagement of Veterans.
Source: DMBA 2017 Inclusive Leadership Index

- ❖ Campus Veteran Clubs
- ❖ MBA Veterans
- ❖ Recruit Military
- ❖ Upstate Warrior Solution
- ❖ Army Partnership for Youth Services
- ❖ Moriane
- ❖ One Stop
- ❖ Transition Assistance Program (TAPS)
- ❖ Department of Employment Services
- ❖ Lucas Group
- ❖ Undergrad Veterans
- ❖ Marines for Life
- ❖ U.S. Veterans Magazine
- ❖ Orien International
- ❖ Veterans Enterprise
- ❖ Service Academy Career Conference
- ❖ National Able
- ❖ Military MOJO
- ❖ Grace After Fire
- ❖ The Bunker
- ❖ Workforce Opportunity Service (WOS)
- ❖ Vet Jobs
- ❖ Military Medical News
- ❖ National Guard Careers
- ❖ NeoVets
- ❖ eQuest (Job delivery and connection for Veterans)
- ❖ GI Jobs Magazine
- ❖ Folds of Honor

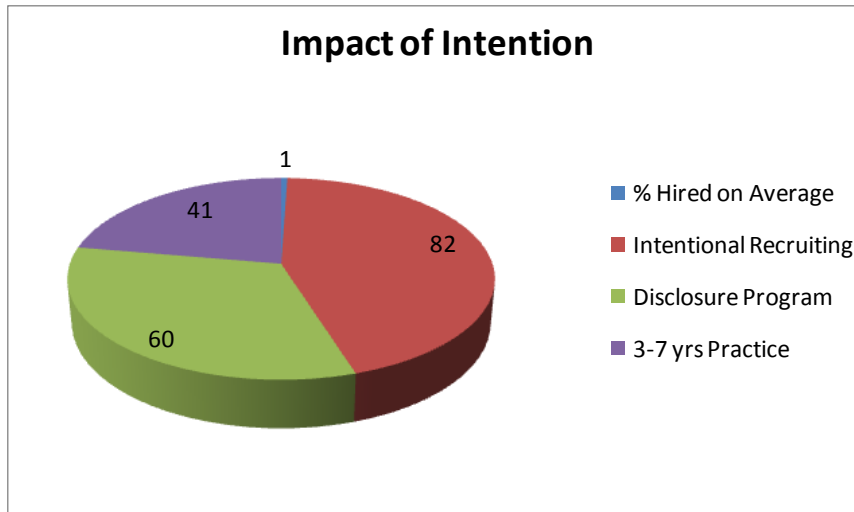
INITIATIVES COMPANIES ARE DOING TO ENCOURAGE FULL DISCLOSURE AND SELF IDENTIFICATION OF VETERANS

- ❖ Partnering with external organizations that support the development and implementation of veteran programs. Providing peer to peer support/mentoring workshops for veterans and families to help with transition back into civilian life and workforce. This builds trust and helps with full disclosure.
- ❖ Walmart has one of the most robust and comprehensive Veterans program to support workforce re-entry and self identification. The Walmart's Foundation has made significant investment in the development and retention of Veterans over the next decade. It is widely communicated throughout the enterprise, and especially at the stores. Walmart has created an echo system to support Veterans and build trust, thereby, fostering continuous self identification and full disclosure among its workforce.
- ❖ Dedicated resource to support development of external relationships for veterans and to create innovative ways to work with internal groups, like, ERGs, talent acquisition and networks to encourage self identification and disclosure.
- ❖ Military Advisory Council staffed by senior leaders across the enterprise works with the military employee resource group to actively engage veterans through events and programming. Formalized process to have veteran's self identify and disclose from recruiting to on-boarding to culture integration.
- ❖ Employee referral bonus program that pays for veteran referrals.
- ❖ HCSC created a comprehensive internal communications campaign utilizing every communication source available to employees to help employees feel safe about self identification and full disclosure. HCSC created a technical solution where employees can self manage disclosure anonymously. Both efforts increased self identification results.
- ❖ Updated and redesigned website to feature images of veterans in the workplace. Recognized and celebrated employees that are veterans', so the exposure creates an inclusive and respectful culture for veterans to self identify.
- ❖ Pairing veteran students with veteran employees support the self identification process earlier with this type of mentorship. Veteran ERGs as well as other employee volunteers to engage veterans in self identification.

- ❖ Clorox has senior leaders that are veterans and this exposure to employees support the workforce to feel safe in full disclosure. Clorox has engaged in community initiatives engaging participation of senior leaders. This has resulted in double digit results for self identification.
- ❖ Email campaigns to all employees encouraging Veterans to self identify their status.
- ❖ Bank of America partners with a significant number of veteran

organizations and completed a comprehensive strategy that includes veterans and engagement of their families. The Military Transition Action Timeline provides a road map for veterans 18 months prior to separation from Military. This is public information and provides veterans the ability to establish goals and prepare for their future. Another cutting-edge program is the virtual battle buddies where employees can learn more about the unique experiences veterans bring to the workforce.

LGBTQ



This chart illustrates the impact of company's efforts to recruit, engage for disclosure and support self-identification among LGBTQ community. Companies have been focused on LGBTQ self-identification and full disclosure programs in the past 3-7 years. Because there are no direct requirements, disclosure and self-identification of this group is going to be slower and thus take longer for employees to trust their environments.

60% of companies intentionally recruit LGBTQ and

62% of companies have LGBTQ employee resource groups

Most of the efforts to encourage employees to self-identify as LGBTQ are at the on-boarding stages. Leveraging internal resource groups and networks is predominantly used to provide workshops, information sessions and peer mentoring. Equally important, more and more companies are assessing the legal climate for implications of requesting any group to self identify. At the end of the day, companies just want to know who is in their workforce to better prepare employees for advancement and engage them in a culture of inclusion.

Resources Companies are using to support recruitment and engagement of LGBTQ community.
Source: DMBA 2017 Inclusive Leadership Index

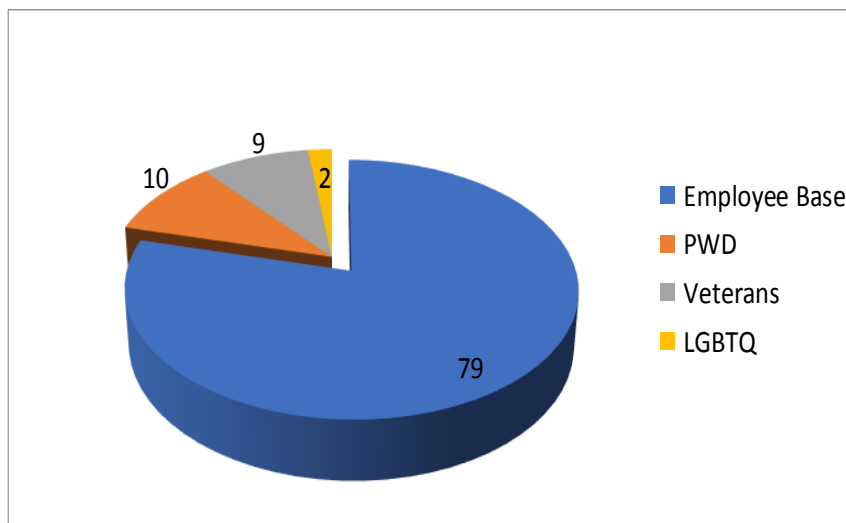
- ❖ Reaching Out MBA (ROMBA)
- ❖ Out ProNet
- ❖ PRIDE at Work
- ❖ PRIDE Festival
- ❖ Plexus Education Foundation
- ❖ Ruth Ellis Center
- ❖ Gender Benders
- ❖ Galaxe Pride at Work
- ❖ Time Out Youth
- ❖ Out to Innovate
- ❖ LGBTQ Community Center
- ❖ National LGBTQ Chamber of Commerce
- ❖ Out and Equal
- ❖ Windy City Media Group
- ❖ On-Campus LGBTQ Groups
- ❖ Out for Undergraduate Business Conference
- ❖ Human Rights Campaign
- ❖ Coming Out Project
- ❖ AIDS Partnership
- ❖ Out 4 Undergrads

INITIATIVES COMPANIES ARE DOING TO ENCOURAGE FULL DISCLOSURE AND SELF IDENTIFICATION OF LGBTQ COMMUNITY

- ❖ Employee Resource Groups host monthly meetings and significant amount of programming to support self identification and full disclosure of this group.
- ❖ Utilize bias training as a platform to support employees in understanding stereotypes and creating awareness and sensitivities so the LGBTQ community feels safe in identifying.
- ❖ Ongoing social media campaign to encourage voluntary self identification.
- ❖ Companies that achieve 100 score on the Human Rights Corporate Equality Index indicates they are committed to the advancement of all dimensions of diversity and value inclusion for everyone. Celebrating and communicating this achievement has helped candidates self-identify upon hiring and during the application process.
- ❖ Developed curriculum specifically for the LGBTQ community to support them in understanding how to evolve in the culture and create a safe environment to allow employees to be authentic at work.
- ❖ A.T. Kearney has a unique LGBTQ MBA student high potential candidate program that puts them through a boot camp type of training and supports their entry to a workforce that is safe and inclusive.
- ❖ Positioning senior leaders publically as part of the LGBTQ community supports the workforce to come out and feel safe to self identify and to fully disclose. Companies are also able to develop supportive programming with senior leadership engagement.
- ❖ Develop strong relationships with community social action groups that advocates on behalf of the LGBTQ community. These groups support with policy for equality in service and care in the community from both economic and health positioning.

Why is it important to self-identify? What use is it for companies to know who is in their workforce? Is there a competitive advantage? Who benefits? Is it enough to know gender and ethnicity?

EMPLOYEES BY IDENTITY



This chart illustrates that outside of gender and ethnicity, companies are not aware of all the dimensions of diversity within their workforce. It is a business imperative for companies to know, yes, because, diversity and inclusion has become a strategic part of their culture. In order, for inclusion to evolve, you should know the issues of safety in coming to work and not hiding who you really are. Questions.....Questions with so many answers.

XIII. About the Author

Pam McElvane, MBA, MA, CEO, P & L Group, Ltd./Founder DMBA Inclusive Leadership Index

Pam's business experience in the diversity space spans more than 20 years. As publisher of Diversity MBA Magazine, Diversity Business Review Journal (DBR, ***Inclusive Leadership Index (ILI)***) and the White Paper Series, she has become one of the leading experts and resources on how companies recruit, develop, retain, and advance women and diverse talent.

Pam has spent the past 20 years as an entrepreneur building a business that recognizes and develops women and diverse talent on a national scale. Diversity MBA is a national recognized brand that ranks Fortune 500 companies for the Best Places to Work; recognized Top 100 executive leaders through events and customized platforms. Diversity MBA provides services to more than 100 companies and Universities on a national scale. Pam has her MBA in Finance and International Marketing, and MA in Public Policy, from University of California, at Berkeley. She has several executive certifications and a host of awards recognizing her contributions to leadership. She serves on five national community boards, and is a loving wife and supportive mother of three young men.

Acknowledgements:

"Deep and much gratitude to my colleagues who have supported me in achieving this level of thought leadership to share with my business and professional community. I would like to offer a special thank you to my colleagues for providing their expertise and insights; Nadine

Vogel, CEO of Springboard Consulting, LLC", and "One dream I have is that we all can be seen as equal regardless of our ability and identity."

Pam

