

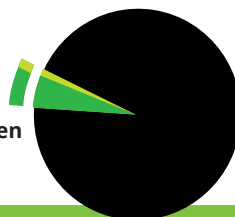
## Uncovering talent—A new model of inclusion

### Recovering the ideal of inclusion

Today, nearly every Fortune 500 company has a diversity and inclusion officer and an impressive array of programs focused on the needs of a diverse workforce.

Despite that, only:

1% of Fortune 500 CEOs are **black**  
 <5% of Fortune 500 CEOs are **women**  
 1 Fortune 1000 CEO is **openly gay**



Changing these numbers requires a shift that allows all individuals to be authentic and bring their full selves to work.

### Covering at work

Nearly one out of every two respondents covers at least one identity. Covering is a strategy through which individuals manage or downplay their differences.\* Covering can prevent an individual from bringing their authentic selves to work and hinder an organization from creating a true culture of inclusion. Individuals can cover an identity along four dimensions:



26% of respondents engage in appearance-based covering

#### Appearance

Individuals may alter their self-presentation (e.g., grooming, attire, mannerisms, speech) to blend in with the mainstream.



14% of respondents engage in association-based covering

#### Association

Individuals may avoid professional or personal contact with individuals belonging to their identity or group.



26% of respondents engage in advocacy-based covering

#### Advocacy

Individuals may avoid showing public support for their identity or group.



32% of respondents engage in affiliation-based covering

#### Affiliation

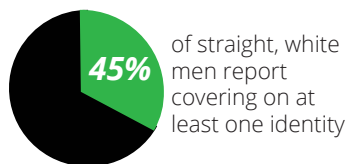
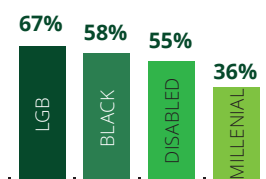
Individuals may alter their behavior to avoid engaging in conduct associated with their identity or group to avoid being stereotyped.

\*Uncovering Talent, a whitepaper co-authored by NYU School of Law Professor Kenji Yoshino and Deloitte University Leadership Center for Inclusion Managing Principal Christie Smith, LLP.

### The impact of covering

LGB, Black, Disabled and Millennial respondents report the highest incidences of covering their respective identities, however no group is immune to covering, including straight, white men, who have traditionally been left out of inclusion programs.

Respondents who cover feel considerably more negative about their workplace and work experience than those who do not cover.



Covering vs. Non-covering

78% vs. 94%

**Less committed** to the organization (16% lower)

71% vs. 85%

**Lower sense of belonging** to the organization (14% lower)

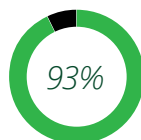
58% vs. 73%

Less likely to perceive having **opportunities to advance** (15% lower)

52% vs. 25%

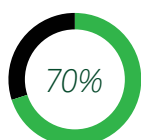
More likely to have **seriously considered leaving** the organization within the past 12 months (27% higher)

### Uncovering our values



93% of covering respondents agree that **inclusion is an expressed core organizational value**

VS



70% agree that the organization lives up to this **expressed commitment to inclusion**

The majority of covering respondents agree (75%) that it would be beneficial to create a workplace where no one is expected to cover. Recommendations and next steps include:

- ✓ **Implement a storytelling campaign** to create understanding and connections between leadership and employees
- ✓ Consider using **Inclusion Labs to develop deep-dive strategies** for impacted areas and at-risk cohorts
- ✓ Develop strategies and leadership action plans to target **organizational culture change** and close the gap on inclusive values and living up to these values