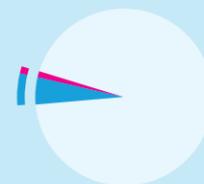# UNCOVERING TALENT

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

0 Fortune 1000 CEOs are openly gay

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

HOWEVER...

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.

49%

*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*, Deloitte LLP.

INDIVIDUALS CAN COVER AN IDENTITY ALONG FOUR DIMENSIONS

APPEARANCE

26% of respondents engage in appearance-based covering

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

> *I have a form of MD that no one in my business world knows about. I am supposed to use a cane when I walk which I do not bring with me to work. When walking with someone in my organization, I just tell them I am a slow walker.*

ASSOCIATION

14% of respondents engage in association-based covering

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

> *The first network group formed was for women and I did not want to join a group that focused on women and their issues. I found the best thing to do was to fit in with the men and fit in with the group.*

ADVOCACY

26% of respondents engage in advocacy-based covering

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

> *Embarrassed to admit, but I do not tell co-workers that actively mock 'gay' characteristics to stop because everyone else in the office thinks it is funny.*

AFFILIATION

32% of respondents engage in affiliation-based covering

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

> *I have put in extra hours and missed family events throughout my career in order to not be included in the 'young people are lazy' stereotype.*

LGBT, BLACK, DISABLED, *and* MILLENNIAL

respondents report the *highest incidences* of *covering* their respective identities

67%	58%	55%	36%
LGBT	BLACK	DISABLED	MILLENIAL
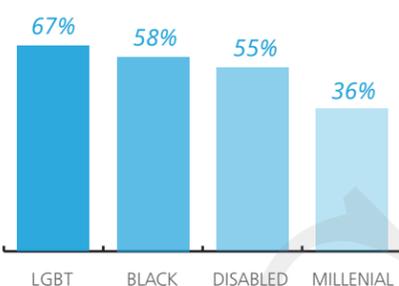
however

No group is immune to covering, including *straight, white men* who have traditionally been left out of inclusion programs.

45% of straight, white men report covering on at least one identity

68% Personal Choice

42% Organizational Culture

37% Leadership Expectations

Personal choice, organizational culture & leadership expectations

ARE THE

LEADING SOURCES *of* COVERING

COVERING *has* CONSEQUENCES FOR PEOPLE & ORGANIZATIONS

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

COVERING	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)*

42% of respondents indicated that covering has led to more opportunities to succeed, indicating that covering may be rewarded in some parts of the organization.
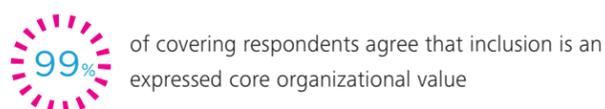
But, greater opportunities may come at the cost of one's sense of self; 32% of respondents state that covering has negatively impacted their sense of self.

Success Opportunities
NEGATIVE 18%
POSITIVE 42%

Sense of Self
NEGATIVE 32%
POSITIVE 15%

UNCOVERING *our* VALUES

to Create a **COVER-FREE** *Workplace*

99% of covering respondents agree that inclusion is an expressed core organizational value

however, of these respondents...

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

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 & 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