Hello All,

We appreciate your interest in this project, especially in the face of all the uncertainty in the world currently. We know that the COVID-19 pandemic has affected everyone in many ways.

The following slides share the high-level impacts of the pandemic on the Upwardly Global community (see slide 4) as well as impacts to some of the participating corporations and their associated workforce challenges (see slide 5).

This deck is intended to provide a summary of our key insights learned through our landscape interviews & market research. A high-level executive summary of our findings can be seen on slides 7 & 8, with further detail provided from slide 9 & on. While we’ve done our best to update the following slides to reflect the current economic situation, some data points may now be less pertinent due to the economic fluctuation resulting from the pandemic.

Thank you again for your understanding and support,

Upwardly Global & Accenture
COVID-19 UPDATE: IMPACT ON UPWARDLY GLOBAL JOBSEEKERS

LIVELIHOOD IMPACTS

Nearly 50% have lost their job as demand for survival jobs such as restaurant work and ride-sharing services has plummeted, leaving jobseekers without a primary source of income.

69% have no savings or one month’s worth of expenses or less in savings. With no safety net, it will be very difficult to meet basic needs.

JOB SEARCH IMPACTS

73% reported the COVID-19 crisis has impacted their professional job search.

40% have experienced slowing in the job market, including hiring freezes, halted interview processes, and suspended credential & training programs.

EMOTIONAL IMPACTS

1 in 3 specifically mentioned anxiety stemming from the uncertainty of the situation and the pandemic’s unknown long-term impact.

18% feel isolated as a result of the emotional distress caused by the pandemic.

STRENGTH & RESILIENCY

58% of jobseekers expressed a desire to continue to actively invest in their job search.

40% want to continue building hard skills, through online upskilling.

59% are interested in building soft skills, through virtual job coaching.
COVID-19 UPDATE: IMPACT ON CORPORATIONS
NEW WORKFORCE CHALLENGES & OPPORTUNITIES AS A RESULT OF THE COVID-19 PANDEMIC

1. Remote Work: Technical Enablement
   Ensuring that people have the technical capabilities and support for entire organizations to work from home at the same time

2. Remote Work: Health, Wellness, and Caretaking
   Supporting employees through high levels of stress, anxiety, and competing priorities (i.e. childcare, family support)

3. Remote Work: Shifting Mindsets
   Supporting employees to this new way of working while keeping momentum and excitement

4. Remote Work: Inclusive Culture
   Establishing inclusive workplace culture virtually, that allows for open communication and collaborative teamwork. Defining inclusive leadership and behavior

5. Future & Current Workforce Uncertainty
   Determining what to do about talent pipelines (i.e. interns and in-progress interviews) and forecasting future skill needs in a time of great uncertainty

6. Upskilling Opportunities
   Finding new ways to encourage cross training and targeted skills development for employees
EXECUTIVE SUMMARY
EXECUTIVE SUMMARY: AN OVERVIEW

THE FUTURE OF WORK

The immigrant and refugee population is a viable market to the future of the U.S. workforce: Without new immigrants, the total population of working-age adults is expected to decline over the next 20 years.¹ Research has shown that brain waste is high among skilled immigrants, making the immigrant and refugee population a viable market to source workforce talent, and between 2000 and 2050, new immigrants and their children will account for 83 percent of the growth in the working-age population.²

Research has found benefits to a diverse & inclusive corporation: There are enormous bodies of research and consensus within industry that a diverse workforce leads to increased productivity, better ideas, and happier workers.

BARRIERS & CHALLENGES

Immigrant and refugee job seekers face barriers throughout the entire job search process: From difficulty matching foreign experience to U.S. job titles to cultural differences causing barriers in the interview process (e.g. the use of eye-contact, handshakes, self-promoting oneself during the interview), the immigrant and refugee population faces many obstacles in finding a job in the U.S.

Immigrant and refugee employees often face challenges when others do not fully understand characteristics of different cultures: Immigrant and refugee employees face U.S. corporate cultural barriers, as well as a lack of formal mentorship, making it hard to navigate the U.S. workplace and leading to feelings of being excluded. Moreover, bias towards immigrant and refugee populations related to leadership style and opportunity can cause a barrier to immigrant and refugee advancement.

Source:¹ National Immigration Forum "Immigrants as Economic Contributors: They Are the New American Workforce"; ²Center for American Progress "Progress 2050";
EXECUTIVE SUMMARY: AN OVERVIEW

BARRIERS & CHALLENGES (CONTINUED)

There is a need for greater public diversity reporting: Fortune reports only a small share of Fortune 500 companies even report diversity stats, with only 3.2% of companies on the Fortune 500 list in 2017 releasing complete data for the race and gender of their employees in each job category and management level.¹

Most corporate participants have a high-level understanding of immigrant and refugee challenges: The majority of our corporate interviewees have a high-level understanding of the challenges and barriers that the immigrant and refugee population faces in the U.S. job search process and with inclusion in the workplace. Overall, they believe it is within the organization’s ability to address these barriers but to do so will need buy-in from more colleagues and leadership in the organization, as well as incentives to focus on this population.

Companies would need a strong case and best in class examples to include immigrant and refugee populations in their I&D initiatives: Companies would need a strong business case, best in class examples, and demand from employees to consider & prioritize immigrant and refugee populations in their I&D diversity metrics, workforce planning strategy, and inclusion goals. Companies have also presented interest in workforce alignment tools, as well as experienced-based understanding trainings of immigrant and refugee challenges (e.g. unconscious bias trainings).

BEST PRACTICES

Best practices provide strong examples & guidance to corporations in the inclusion & diversity space: The ability to identify best practices, as well as a way to inspire new ideas and solutions for the immigrant and refugee inclusion movement, is of the utmost importance for its success. Understanding recruitment strategy (e.g. Tent Foundation’s U.S. Employers’ Guide to Hiring Refugees), Inclusion movements (e.g. HRC’s Corporate Equality Index), and leaders in diversity tracking provide companies insights into how to achieve their workforce initiatives.

¹ Source: Fortune "Why We Logged Every Fortune 500 Company’s Diversity Data, Or Lack Thereof" 2017
THE FUTURE OF WORK
THE NEED FOR IMMIGRANTS IN THE U.S. WORKFORCE

WITHOUT NEW IMMIGRANTS, THE TOTAL POPULATION OF WORKING-AGE ADULTS IS EXPECTED TO DECLINE OVER THE NEXT 20 YEARS

Projected Change in the U.S. Working-age Population, 2015-2035 (in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Immigrants</th>
<th>U.S. born with immigrant parents</th>
<th>U.S. born with U.S. born parents</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>128.3</td>
<td>33.9</td>
<td>11.1</td>
</tr>
<tr>
<td>2035</td>
<td>120.1</td>
<td>38.5</td>
<td>24.6</td>
</tr>
</tbody>
</table>

Occupations with the Most Projected Job Growth, 2014-2024

<table>
<thead>
<tr>
<th>Occupation</th>
<th>New jobs 2014 – 2024</th>
<th>Percent change</th>
<th>Median annual wage</th>
<th>Skill level and typical educational credential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Software developers, applications</td>
<td>135,300</td>
<td>18.8%</td>
<td>$95,510</td>
<td>&quot;High skill&quot; – Bachelor's degree</td>
</tr>
<tr>
<td>Registered nurses</td>
<td>439,300</td>
<td>16.0%</td>
<td>$66,640</td>
<td>&quot;High skill&quot; – Bachelor's degree</td>
</tr>
<tr>
<td>Accountants and auditors</td>
<td>142,400</td>
<td>10.7%</td>
<td>$65,940</td>
<td>&quot;High skill&quot; – Bachelor's degree</td>
</tr>
<tr>
<td>General and operations managers</td>
<td>151,100</td>
<td>7.1%</td>
<td>$97,270</td>
<td>&quot;High skill&quot; – Bachelor's degree</td>
</tr>
</tbody>
</table>

Source: U.S. Dept. of Labor

Source: Pew Research Center

Source: National Immigration Forum "Immigrants as Economic Contributors: They Are the New American Workforce"
MYTHBUSTERS ON IMMIGRANT IMPACT

U.S. CHAMBER OF COMMERCE DEBUNKS THE BELIEF THAT IMMIGRANT WORKERS ARE NOT ESSENTIAL TO THE U.S. WORKFORCE

**MYTH:** The sluggish U.S. economy doesn’t need more immigrant workers.

**FACT:** Immigrants will replenish the U.S. labor force as millions of Baby Boomers retire.

MYTH: There is no shortfall of native-born Americans for open positions in the natural sciences, engineering, and computer science and thus no need for immigrant and refugee, high-tech workers.

**FACT:** Job openings are expanding at educational levels where demographic data show too few native-born students, so we can expect these shortfalls to persist in the future.

Source: U.S. Chamber of Commerce "Immigration Myths and Facts"
“BRAIN WASTE” AMONG HIGHLY SKILLED IMMIGRANTS

Underemployment and Unemployment of College-Educated Adults in Labor Force, by Nativity and Undergraduate Degree Field (%), 2009-13

Source: Migration Policy Institute "Untapped Talent: The Costs of Brain Waste among Highly Skill Immigrants in the United States"
**"BRAIN WASTE" IN THE IMMIGRANT AND REFUGEE POPULATION IN CALIFORNIA**

California has the highest immigrant and refugee population of the four workshop regions & over 400k immigrant and refugee, college-educated workers are under or unemployed.

<table>
<thead>
<tr>
<th>Immigrant and Refugee Population (16 and older)</th>
<th>Immigrant and Refugee % in the civilian labor force</th>
<th>Data Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,329,170</td>
<td>64.0%</td>
<td>2017</td>
</tr>
</tbody>
</table>

**Brain Waste – Skill Underutilization among College-Educated Workers (age 25 and older)**

<table>
<thead>
<tr>
<th>Total civilian, college-educated labor force, age 25+</th>
<th>U.S.-Born Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,896,200</td>
<td>4,573,200</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number underutilized (i.e. unemployed or employed in low-skilled jobs)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>431,800</td>
<td>780,600</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% of civilian college educated labor force, age 25+</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>21.1%</td>
<td>17.1%</td>
</tr>
</tbody>
</table>

Source: [Migration Policy Institute "California: Workforce"][1]

[1]: http://www.migrationpolicy.org/report/california-workforce
SAN FRANCISCO JOBS, SKILLS & OPPORTUNITIES IN THE AGE OF AI

RESULTS FROM SURVEY OF 250 BUSINESS LEADERS IN THE BAY AREA SUGGESTS THAT BUSINESSES EXPECT SIGNIFICANT CHANGES IN THE NEAR FUTURE AS THEIR COMPANIES INTEGRATE NEW TECH

To better prepare for the workforce transformation caused by the increased use of Artificial Intelligence and Automation, it is imperative for Bay Area organizations to:

- Redefine the roles for their organization
- Understand where automation can be applied, and can be more effective
- Understand where retraining and reskilling can be applied
- Plan for the cultural change that is expected from this workforce shift
- Look at nontraditional sources for hiring a diverse talent base
- Partner with institutions who are connected to the business community and provide companies with guidance & resources

Source: Accenture “Bay Area leaders tackle talent shortage in the Age of AI”
**“BRAIN WASTE” IN THE IMMIGRANT AND REFUGEE POPULATION IN NEW YORK**

**NEW YORK HAS A LARGE IMMIGRANT AND REFUGEE POPULATION, WITH 24.7% OF IMMIGRANT AND REFUGEE, COLLEGE-EDUCATED WORKERS BEING UNDERUTILIZED**

<table>
<thead>
<tr>
<th>Immigrant and Refugee Population (16 and older)</th>
<th>Immigrant and Refugee % in the civilian labor force</th>
<th>Data Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,363,041</td>
<td>64.5%</td>
<td>2017</td>
</tr>
</tbody>
</table>

**Brain Waste – Skill Underutilization among College-Educated Workers (age 25 and older)**

<table>
<thead>
<tr>
<th>Total civilian, college-educated labor force, age 25+</th>
<th>U.S.-Born Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>942,800</td>
<td>2,896,200</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number underutilized (i.e. unemployed or employed in low-skilled jobs)</th>
<th>% of civilian college educated labor force, age 25+</th>
</tr>
</thead>
<tbody>
<tr>
<td>233,200</td>
<td>24.7%</td>
</tr>
<tr>
<td>488,700</td>
<td>16.9%</td>
</tr>
</tbody>
</table>

Source: Migration Policy Institute "New York: Workforce"
NYC COMPANIES VALUE EMERGING TECH, BUT ARE THEY READY?

RESULTS FROM A SURVEY OF 400 NYC-BASED C-SUITE EXECUTIVES SHOW THAT BOTH LARGE COMPANIES AND STARTUPS BELIEVE IT IS IMPORTANT TO BE AT THE FOREFRONT OF EMERGING TECHNOLOGY – BUT FEW FEEL PREPARED

2020 HIRING PRIORITIES
NYC Companies are most focused on hiring local tech talent with expertise in

- Cyber Security: 63%
- Cloud: 52%
- Web Engineering: 50%

EXPERIENCE HIRES ARE THE MOST DIFFICULT TO ATTRACT

87% of NYC companies are confident they can find the talent they need locally – however nearly ¾ report difficulty recruiting experienced hires.

TALENT SCARCITY WOULD AFFECT INNOVATION

NEARLY 40% say they will not be able to innovate at the same pace as their competition if they can’t find the right talent over the next 12 months.

THREE WAYS TO FILL THE TECH TALENT PIPELINE

1. APPRENTICE PROGRAMS
Believe that apprenticeship programs will help open doors for more people to get access to tech jobs

50%

2. EDUCATION PROGRAMS
Rank starting new educational programs in K-12 as an important role in filling tech jobs

49%

3. NEW POLICIES
Feel that creating new policy that is friendly to companies and tech workers will help draw in more talent

46%
THE CASE FOR A ROBUST & INCLUSIVE CULTURE

ORGANIZATIONS WITH INCLUSIVE CULTURES ARE...

- 2x as likely to meet or exceed financial targets
- 3x as likely to be high-performing
- 6x more likely to be innovative and agile
- 8x more likely to achieve better business outcomes

I&D for Profitability
I&D for Productivity
I&D for Innovation and Creativity

Source: Juliet Bourke, Which Two Heads Are Better Than One? How Diverse Teams Create Breakthrough Ideas and Make Smarter Decisions (Australian Institute of Company Directors, 2016)
HOLISTIC DEFINITION OF INCLUSION

**Fairness and Respect**
People feel included when they are treated “equitably and with respect.” Participation without favoritism is the starting point for inclusion, and this requires attention to nondiscrimination and basic courtesy.

**Valued and Belonging**
Inclusion is experienced when people believe that their unique and authentic self is valued by others, while at the same time have a sense of connectedness or belonging to a group.

**Safe and Open**
Inclusion is expressed as feeling “safe” to speak up without fear of embarrassment or retaliation.

**Empowered and Growing**
At its highest point, inclusion is expressed as feeling “confident and inspired” to grow and do one’s best work.

Source: Deloitte Insights "Diversity and Inclusion at Work: 8 Powerful Truths"
BARRIERS & CHALLENGES
Overview of the current state of the immigrant and refugee journey & major pain points, as described by highly-skilled immigrant and refugee jobseekers through the landscape interviews.

Insights on the challenges that the immigrant and refugee inclusion movement is facing regarding:
- Recruitment & Retention
- Inclusion
- Diversity Tracking
- Leadership Commitment

Overview of the top challenges in the inclusion of the immigrant and refugee population during the phases of employment, as described by corporate interviewees during the landscape interviews. Phases of employment include finding talent, recruiting diverse talent, workplace culture, and measuring success through diversity tracking.
SKILLED IMMIGRANT AND REFUGEE POPULATION DEFINITION

UPWARDLY GLOBAL’S DEFINITION OF THE SKILLED IMMIGRANT AND REFUGEE POPULATION, AND THE TARGET SEGMENT FOR THIS INITIATIVE*

Immigrant and Refugee Jobseeker
This population is highly-skilled, with a minimum of a four-year degree and international experience. The immigrant and refugee population is fully-authorized to work in the U.S. and does not require visa sponsorship from employers.

*Note: See Appendix: Upwardly Global: Overview & Work for more Information on Upwardly Global’s target candidate pool
Immigrant and Refugee Jobseeker
This population is highly-skilled with a minimum of a four-year degree and international experience. This population is fully-authorized to work in the U.S.

Find Opportunities
- Difficulty matching foreign experience to U.S. job titles
- Being told to apply to entry-level positions despite years of experience
- Job postings with very specific requirements makes it difficult to know whether to apply

Apply to Jobs
- Online application forms with mandatory fields that do not include foreign institutions can prevent a jobseeker from even applying
- Not hearing anything is discouraging and can take an emotional toll on the jobseeker

Initial Screening
- Phone interviews are a huge barrier due to language differences and accents, as well as inability to use body language
- Feelings of bias towards accents and foreign education / experience

Interview
- Cultural differences present barriers in the interview process including the use of eye-contact, handshakes, self-promoting oneself during the interview
- Difficult to master the American way of “storytelling”

Job Offer
- Many jobseekers are so relieved to get an offer they don’t know if they should negotiate salary and benefits
- Uncertain about what fair salaries and benefits would look like given their experience

Training
- Many companies do not offer inclusion and diversity training during the onboarding process
- Challenges arise when others do not fully understand characteristics of different cultures, which can lead to feelings of being excluded

Mentorship
- Many companies do not offer formal mentorship programs for new hires
- Not having a mentor can be difficult for new hires to navigate the U.S. workplace
- Understanding tone through email and standard communication practices

Promotion
- Self-promotion is a big part of U.S. career advancement and may not come natural to the immigrant and refugee population
- Bias related to leadership style and opportunity, causing a barrier to immigrant and refugee advancement
CHALLENGES TO RECRUITMENT & RETENTION

EXERPT FROM TENT FOUNDATION’S U.S. EMPLOYERS’ GUIDE TO HIRING REFUGEES

OUT-OF-DATE OR LACK OF SKILLS
Living outside of their home country, refugees may have a skills deficit due to changing fields, gaps in employment due to displacement, and different technologies.

LACK OF CREDENTIALS
Refugees may arrive with their educational documents in a foreign language. Other times, due to the urgency with which they left their homes, refugees do not have their documents.

LIMITED ENGLISH PROFICIENCY
A language barrier can create difficulties for refugees and employers during the recruitment process as well as on-the-job at first.

CULTURAL DIFFERENCES
Cultural practices or traditions of a refugee’s home country may not align with expectations in the American workplace.

DIFFERING COMMUNICATION STYLES
Other cultures may utilize a more passive form of communication, while the assertive verbal communication style or body language typically practiced in the US might be viewed as rude.

LACK OF UNDERSTANDING
Native-born employees or other immigrants may fear refugees taking their jobs or do not know how to communicate with their new co-workers.

TRANSPORTATION
Recently arrived refugees are likely to rely on public transportation, as they may not have private vehicles to get to and from work, may not know how to drive, or may lack a U.S. driver’s license.

CHILD Care
A common barrier to employment is a lack of childcare especially for refugees who might have limited family or social networks to rely on for this.

Source: Tent Foundation “U.S. Employers’ Guide to Hiring Refugees”
BARRIERS TO INCLUSION

UNCONSCIOUS BIAS
Unconscious bias refers to the reference and prejudices that may occur when people are not even aware. Unconscious bias can impact:
• Selective Mentoring
• Career Advancement
• Inconsistent Responses
• Perceived Underperformance

OCCUPATIONAL SEGREGATION
Occupational segregation refers to the stereotypes that occur surrounding the likelihood of a person being hired into certain industries, based on the ethnic group or social class of the person

NEED FOR WIDESPREAD INTEGRATION
Need for widespread integration refers to the tendency to see inclusion and diversity as the responsibility of HR, or a specialist team, rather than integrating I&D into wider business management

NEED FOR TOP LEVEL COMMITMENT
Need for top level commitment refers to the necessity for consistent leadership commitment and accountability for the success of I&D. While some leaders may be engaged at a company, the majority are not, and many fail to convert good intent into meaningful action

INSENSITIVITY
Insensitivity refers to how changes in employee demographics may require tweaks to social traditions. Jokes, comments, and events that were traditional elements of an organization’s culture may have a negative impact on a more diverse workforce

Source: PWC “Real Diversity”, Launchpad “Overcoming the Barriers”, ASAE Center “Top 5 Barriers to Inclusion”
NEED FOR GREATER PUBLIC DIVERSITY REPORTING

FORTUNE REPORTS ONLY A SMALL SHARE OF FORTUNE 500 COMPANIES REPORT DIVERSITY STATS

17.5% of the total U.S. workforce is employed by Fortune 500 Companies

400 of Fortune 500 companies in 2017 share no data about the gender or ethnicity of their employees

3.2% of companies on the Fortune 500 list in 2017 released complete data for the race and gender of their employees in each job category and management level

75% of the companies that report their full diversity numbers are in the technology sector

Source: Fortune “Why We Logged Every Fortune 500 Company’s Diversity Data, Or Lack Thereof” 2017
# Need for Immigrant and Refugee Recognition

The pledge of hundreds of CEOs to increase diversity in the workplace lacks mention of immigrant and refugee populations.

## CEO Action for Diversity & Inclusion

800+ CEOs and Presidents supporting more inclusive workplaces

85 industries represented

50+ Academic Institutions and Associations

"equity for all, including Blacks, Latinos, Asians, Native Americans, LGBTQ, disabled, veterans and women"
The team interviewed 30+ corporate partners from 5 different states and over 7 industries, showcasing the vast amount of interest in inclusion & diversity efforts as well as the challenges and needs for corporations to include the immigrant and refugee population in these efforts.
Reasons why work-authorized immigrants are not a part of workforce planning conversations

- **Sponsorship Concerns**
  - Association of all immigrants with that of individuals requiring sponsorship, including H1B visa candidates

- **Prioritization of Skillset Mapping**
  - Focused on meeting the demand for certain skillsets (i.e. experts in a specific program or technology), not people of certain populations

- **Uncertain of Where to Locate Immigrant and Refugee Talent Pool**
  - Without connections to organizations such as UpGlo, companies do not know where to find this talent
  - Once they find the immigrant and refugee talent pool, organizations lack a targeted approach for matching talent with workforce needs

Barriers to recruiting & hiring a immigrant and refugee professional

- **Unconscious Bias in Evaluating Candidates**
  - Without a diverse interview panel or a standardized way of evaluating language competency and soft skills, unconscious bias can effect hiring decisions

- **Translation of Foreign Credentials**
  - Difficulty assessing the experience of non-U.S. degrees and work experience

- **Differences in Cultural Norms**
  - Unsuccessful interviews because of not fitting into the American cultural standard
  - For example: no eye contact comes across as lack of confidence, accents are perceived as difficult to understand, using “We” instead of “I” when explaining experience is not the norm

Barriers to effective, company-wide inclusion of the immigrant and refugee population

- **Difficult to Scale Trainings**
  - Unconscious bias training is sometimes available at the hiring manager level, but there is desire to make this training scalable to the entire corporation, no matter the level

- **Limited Training Options**
  - Lack of trainings that allow people to experience exclusion due to bias / experience different cultures, to better help open people’s minds

Challenges to tracking the immigrant and refugee population in Diversity metrics

- **Competing Priorities**
  - Gender equality, race & ethnicity equality, and equality for veterans, people with disabilities, and LGBTQ+ are of higher focus for corporations

- **Not Government Mandated**

- **Difficult Population to Measure**
  - Most companies do not measure country of origin, immigrant and refugee, highly-skilled immigrants, refugees, work authorization status, etc. in their I&D metrics / reporting

- “No one else is doing it”
A Strong Business Case
Quantitative analysis to understand the bottom-line benefits

Workforce Alignment Tools
Identification and alignment of specific skillsets / needs with the immigrant and refugee talent pool

Best in Class Examples
Examples of companies that are doing this well to use as a starting guide

Experienced-Based Understanding of Immigrant and Refugee Challenges
Help those in charge of hiring experience what it feels like to be disadvantaged

Demand from Current & Future Employees
A bottom-up movement of employees that are aware of the immigrant and refugee challenges and support the inclusion of this population

THE FOLLOWING ENABLERS CAN HELP COMPANIES BETTER INTEGRATE THE IMMIGRANT AND REFUGEE POPULATION IN DIVERSITY METRICS, WORKFORCE PLANNING STRATEGY, AND INCLUSION GOALS
BEST PRACTICES
RECRUITMENT STRATEGIES & DIVERSITY HIRING

Overview of potential solutions to recruitment barriers specific to the immigrant and refugee population and tools for diversity hiring.

INCLUSION IN THE WORKPLACE

Highlights the increase in Diversity & Inclusion professionals and quotes from leaders in the field on their inclusion best practices.

LEADERS IN DIVERSITY TRACKING

Calls out national leaders that are using diversity tracking to measure the success of other inclusion movements.
POTENTIAL SOLUTIONS TO RECRUITMENT & RETENTION CHALLENGES

EXERPT FROM TENT FOUNDATION’S U.S. EMPLOYERS’ GUIDE TO HIRING REFUGEES

OUT-OF-DATE OR LACK OF SKILLS
- Provide job shadowing
- Utilize skills interviews
- Provide on-the-job training
- Partner with community colleges to offer skills-based courses

LACK OF CREDENTIALS
- Have documents translated
- Utilize an independent agency to evaluate credentials
- Evaluate skills on-the-job or offer competency-based promotions

LIMITED ENGLISH PROFICIENCY
- Host on-site ESL classes
- Translate important docs into major languages
- Communicate clearly by speaking slower
- Ensure directions are clear and don’t use idiomatic language

CULTURAL DIFFERENCES
- Allow time off for religious holidays or accommodate holiday needs
- Reconfigure break times to align with religious needs, such as daily prayers
- Be open with employees about American business culture

DIFFERING COMMUNICATION STYLES
- Give employees a chance to give feedback anonymously
- Understand that some cultures do not practice direct eye contact and any lack of eye contact is not lack of confidence or sign of dishonesty

LACK OF UNDERSTANDING
- Offer diversity training to highlight the importance of diversity in the workplace
- Assign refugee employees with a mentor to help acclimate to American office culture
- Incorporate the sharing of cultures at events

TRANSPORTATION
- Arrange employee carpooling
- Use an employer-sponsored van for employees
- Provide subsides to rideshare services if outside a public transportation network

CHILDCARE
- Inform employees about childcare centers/programs nearby
- Encourage informal childcare arrangements within networks
- Offer childcare at the worksite

Source: Tent Foundation "U.S. Employers’ Guide to Hiring Refugees"
Tools for the Future of Recruiting

LinkedIn Highlights Top Technology Tools That Will Be the Future of Recruiting

- Soft Skills Assessments
- Tools to Analyze the Talent Market
- Tools to Find and Engage Candidates
- Video Interviewing
- Candidate Databases

Source: LinkedIn Talent Solutions Blog “The 5 Tech Tools That Will Have the Biggest Impact on the Future of Recruiting”
Evaluate your diversity hiring metrics and repeat process to hit all your goals

Conduct a diversity hiring audit on your current hiring process

Step 1

Step 6

Step 2

Step 5

Step 4

Step 3

Increase your diversity hiring in your candidate shortlisting
- **Tip 1**: The “two in the pool effect”
- **Tip 2**: Intelligent shortlisting

Increase your diversity hiring in your candidate screening
- **Tip 1**: Pre-hire assessment
- **Tip 2**: Blind hiring

Increase your diversity hiring in your candidate sourcing
- **Tip 1**: Re-word job postings
- **Tip 2**: Show your existing workplace diversity
- **Tip 3**: Offer workplace flexibility
- **Tip 4**: Encourage referrals from minority employees

Pick one metric to improve for your diversity hiring

DIVERSITY HIRING BEST PRACTICES

**IDEAL, AN ARTIFICIAL INTELLIGENCE COMPANY, OUTLINES BEST PRACTICES FOR HIRING BASED ON MERIT, WITH SPECIAL CARE TAKEN TO ENSURE PROCEDURES ARE FREE FROM BIASES**
DIVERSITY, EQUITY & INCLUSION ROLES

ZIPRECRUITER STUDY FINDS THAT D&I PRACTITIONERS ARE STEADILY INCREASING

Job postings for diversity, equity and inclusion practitioners are on the rise

Source: ZipRecruiter Inc. internal data • We identified job postings for DEI practitioners by searching for the words diversity, equity, and/or inclusion in job titles, and manually checking the results to include only relevant job postings.

Source: ZipRecruiter "Job Seekers Value Diversity When Looking for a Job"
INCLUSION BEST PRACTICES
BUILT-IN ASKS LEADERS TO SHARE THEIR TIPS FOR CREATING AN INCLUSIVE WORK ENVIRONMENT

To foster an inclusive environment, we offer unconscious bias training, which is mandatory for people managers; interview for ‘culture add’ instead of ‘culture fit’ and have piloted removing resumes from the engineering interview process. Our employee-driven diversity council focuses on providing opportunities for learning, community building and celebration during nationally recognized months of diversity.

Stacey Kraft,
Chief People Officer at Enova

Every new employee goes through an interactive training on diversity, equity and inclusion. While this isn’t too uncommon, we teach that the biggest barrier to diversity is indifference and have each employee consider moments in their lives in which they felt excluded.

Kelly O’Connell,
Principal Product Manager at ActiveCampaign

Source: Built In "How to Build an Inclusive Environment"
I. The Business Case
   • Explains the success of the Corporate Equality Index (CEI) and HRC initiatives to date
   • Highlights the benefits to talent attraction, workplace engagement, productivity, and risk mitigation

II. Evaluation of Current Conditions
   • Includes a questionnaire to help companies assess their current policies and practices

III. Best Practices
   • Gives recommendations for top policies and best practices for inclusion in the workplace, including tips for measuring success with self-identification

IV. Training & Education
   • Offers advice for how to shape a robust training and education platform

V. Concepts in Practice
   • Highlights a variety of realistic scenarios in which an individual or working team may be tested in the implementation of its inclusive workplace culture
   • Each of these scenarios are followed by discussion prompts, things to consider, and best practices

*Note: See Appendix: Other Inclusion Movements for more Information on the HRC, as well as more information on other inclusive movements
LEADERS IN DIVERSITY TRACKING
MANY COMPANIES DO A GREAT JOB TRACKING DIVERSITY, BUT DO NOT INCLUDE REFUGEES / IMMIGRANTS IN THEIR DIVERSITY REPORTING

Microsoft
Reports on Gender & Race / Ethnicity

LinkedIn
Reports on Gender, Race / Ethnicity, and Veterans

Facebook
Reports on Gender & Race / Ethnicity

Apple
Reports on Gender & Race / Ethnicity

ZipRecruiter
Annual Diversity Report mentions a variety of metrics, but does not mention refugees or immigrants

Google
2019 was the first year Google published data voluntarily, reporting on disability status, LGBTQ+, gender identity, and military experience, all through self-identification, with 39% of employees choosing to self-identify

Salesforce
In 2019, Salesforce started collecting voluntary Self-ID data for LGBTQ+, Veterans, and People with Disabilities. Every month, Salesforce leaders who have more than 500 reports, or who have a “large ability” to hire, receive a diversity scorecard from the Office of Equality that tells them:
• The number & percentage of women and underrepresented minorities (Black, Latinx or Hispanic, American Indian/Native Alaskan, Hawaiian/Pacific Islander, and multiracial) in their organization
• The number of women and underrepresented minorities who were hired into their organization in the previous month
• The number of each who were promoted
• The number of each who left the company
UPWARDLY GLOBAL OVERVIEW

UPWARDLY GLOBAL CANDIDATES
• Overview of the characteristics & skillsets that Upwardly Global candidates typically possess

REFUGEE SPOTLIGHT
• Information on refugee resettlement programs and various legal work status levels, including the definitions of refugee, asylee, and SIV

PROGRAM OVERVIEW
• Outline of Upwardly Global’s job coaching, reskilling, and English language programs
• Insight into Upwardly Global’s upcoming products and solutions for employers
GLOBAL
International work experience & global professional networks

DIVERSE
Bilingual, speaking English and their native language(s)

LOYAL & DRIVEN
Highly motivated, loyal to employers – 90% retention rate at 1-year mark

WORK AUTHORIZED
Fully authorized for work in the U.S. – No need for employment or visa sponsorship. 1 in 3 is a refugee, asylee, or SIV.

SPECIALIZED
Average of 9 years' experience; more than 50% have management experience

EDUCATED
100% completed a BA/BS (or equivalent); 50% have a Master’s degree
OUR CANDIDATES’ SKILLSETS

UPGLO CANDIDATES ARE BRINGING ADVANCED TECHNOLOGY SKILLS AND ARE FILLING ROLES ACROSS INDUSTRIES

- Technology Consultant: 18%
- IT Project Manager: 17%
- Engineer/Architect: 14%
- Healthcare: 11%
- Nonprofit: 4%
- Business/Logistics/Operations: 17%
- Marketing/Communications: 7%
- Admin/HR: 8%
- Finance/Banking: 10%
- Education: 6%
- Accounting: 5%
- Nonprofit: 4%

Copyright 2020 Accenture. All rights reserved.
All statuses are granted based on a foundation of “credible fear” that must be proven and accepted through an arduous process. Refugees, Asylees, and SIVs have been forced to flee their countries for many reasons and are deeply vetted as part of the U.S. screening process.

All are legally authorized to work -- no sponsorship required.

**REFUGEE**
A refugee has a well-founded fear of persecution for reasons of race, religion, nationality, political opinion or membership in a particular social group.

**ASYLLEE**
Asylees come to a new country (usually on a temporary VISA like student our tourist) and applies to stay in the country once they arrive.

**SIV**
This status is given to individuals who have worked with the U.S. Military or State department overseas, primarily in Iraq and Afghanistan.
WHAT IS RESETTLEMENT?

- Less than 1% of the global refugee population move past the initial application to resettle.

- The extensive United States resettlement process generally takes a year to 18 months.

- Upon arrival, refugees & SIVs are fully work authorized and are qualified for federal benefits.

- Asylees may be eligible for these benefits only after asylum has been granted.
PROGRAM OVERVIEW

OUR CORE JOB SEARCH PROGRAM

- Virtual Soft-Skills Training Program
- Personal Coaching
- Professional Networking

RESKILLING & ENGLISH PROGRAMS

UpGlo assesses technical skill gaps and supports job seekers in understanding and accessing the right technical training opportunities for them.

UpGlo partners with Education First to provide access to online English language instruction and utilizes volunteers for an English Language Coaching Program.

EMPLOYER PARTNERSHIPS

UpGlo connects jobs seekers with employer partners for skill building events, networking, technical training, and employment.
EMPLOYER-TARGETED PRODUCTS & SOLUTIONS IN PROGRESS

TALENT ACCESS

Talent Partnerships – Streamline access to our skilled talent pool and drive diverse hires at your company. Prescreened resumes for interns, contract, and regular employment.

Recruiter Readiness training equips recruiters with practical tools for inclusive hiring practices / establish two-way feedback loop.

Brand Awareness – Be featured as an UpGlo employer partner to promote inclusion & belonging.

NETWORK BUILDING

Opportunities to engage your staff in experiential learning through cultural immersion. Opportunity for talent exposure while building increased cultural awareness.

Skills-based volunteering events include mock-interviews, speed networking, panels, and more

INCLUSION TRAINING

Towards Workplace Inclusion training focuses on cultural paradigms to support hiring and retention of global teams, includes mock interview practicum

Digital Employer Learning Pathway co-designed to increase employer knowledge & competencies around how to effectively recruit, hire and retain immigrant and refugee talent (in progress)

SKILLS PARTNERSHIPS

In-Kind Corporate Partnerships designed to upskill STEM professionals & create pathways to in-demand technical roles. (new & developing)

Google: IT Support Certificate

Microsoft: AI, Data Science, Cybersecurity

Splunk: Splunk Administrator

Salesforce: Salesforce Administrator

Copyright 2020 Accenture. All rights reserved.
OTHER INCLUSION MOVEMENTS

WOMEN
• Movement started in the mid 60s to close the gender gap in the U.S. workforce
• EEOC (Equal Employment Opportunity Commission) created in 1964
• Indexes such as Working Mother Inclusion Index and Bloomberg Gender-Equality Index are spotlighting top employers for women

LGBTQ+
• An official movement started in 1973 with the formation of Lambda Legal
• In 2002, the Human Rights Campaign (HRC) Foundation created the Corporate Equality Index (CEI) to rate workplaces in LGBTQ equality

VETERANS
• The Vietnam Era Veterans’ Readjustment Assistance Act of 1974 (VEVRAA) set the stage for Veteran inclusion in the U.S. workforce
• The Hire Vets Act of 2017 established the HIRE Vets Medallion Program which recognizes companies or organizations’ commitment to veteran hiring, retention, and professional development

PEOPLE WITH DISABILITIES
• The Americans With Disabilities Act of 1990 kickstarted the movement for the inclusion of people with disabilities
• The American Association of People with Disabilities (AAPD) and Disability:IN® created the Disability Equality Index in 2014 to benchmark companies' disability inclusion practices
The 2019 index includes 230 companies headquartered in 36 countries and regions across ten sectors. The reporting framework includes extensive data collection across the following pillars of success:

- **Female Leadership & Talent Pipeline**: Measures recruitment, retention and development of women into senior leadership positions.
- **Equal Pay & Gender Pay Parity**: Addresses closing the gender pay gap through transparent and effective action plans.
- **Inclusive Culture**: Evaluates policies, benefits, and programs that contribute to an inclusive work environment.
- **Sexual Harassment Policies**: Assesses sexual harassment policies and procedures.
- **Pro-Women Brand**: Considers factors like supply chain, products and services, and external support for women in the community.
BLOOMBERG GENDER-EQUALITY INDEX

HISTORY OF THE GENDER-EQUALITY INDEX

PROGRESS TOWARDS PARITY

38% of revenue-producing roles are held by women.

43% of promotions in 2017 were earned by women.

34% of firms have programs for women looking to return to work after a career break.

2016

Bloomberg launched the Gender-Equality Index, which provided investors and organizations with standardized aggregate data across company gender statistics; employee policies; gender-conscious product offerings; and external community support and engagement.

26

Financial firms scored above the 60-point threshold requirement and were listed on the inaugural list in 2016.

230

Companies comprise the 2019 index. Those companies are headquartered in 36 countries and regions across 10 different sectors.

Source: Bloomberg Gender-Equality Index Key Findings
MEASURING LGBTQ+ INCLUSION SUCCESS

HISTORY & PILLARS OF THE HUMAN RIGHTS CAMPAIGN CORPORATE EQUALITY INDEX (CEI)

- Non-discrimination policies across business entities (30 points)
- Equitable benefits for LGBTQ workers and their families (30 points)
- Supporting an inclusive culture and corporate social responsibility (40 points)

2002
Year that the Corporate Equality Index was started

13
Number of companies with score of 100 out of 100 in the first index completed in 2002

572
Number of companies with score of 100 in the 2019 CEI report

Source: Human Rights Campaign Foundation "Corporate Equality Index 2019"
# MEASURING VETERAN INCLUSION SUCCESS

## THE U.S. DEPT. OF LABOR’S HIRE VET MEDALLION PROGRAM CRITERIA & OVERVIEW

<table>
<thead>
<tr>
<th>Category</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring</td>
<td>(Vets hired during previous year)</td>
</tr>
<tr>
<td>Retention</td>
<td>(Vets retained for 12 months)</td>
</tr>
<tr>
<td>Veteran Employee Percentage</td>
<td></td>
</tr>
<tr>
<td>Veteran Organization or Resource Group</td>
<td></td>
</tr>
<tr>
<td>Pay Differential Program</td>
<td></td>
</tr>
<tr>
<td>Leadership Program</td>
<td></td>
</tr>
<tr>
<td>Tuition Assistance Program</td>
<td></td>
</tr>
<tr>
<td>Dedicated HR Professional or HR Veterans Initiative</td>
<td></td>
</tr>
<tr>
<td>Labor Law Violations</td>
<td>(must not have any violations identified)</td>
</tr>
</tbody>
</table>

## 2017

Year that the Honoring Investments in Recruiting and Employing American Military Veterans Act of 2017 (HIRE Vets Act) was established

## 305

Of out the 427 employer-applicants received a **Gold** level HIRE Vets Medallion Award in 2019

## 112

Of out the 427 employer-applicants received a **Platinum** level HIRE Vets Medallion Award in 2019

Source: [HIREVets.gov “About”](https://hirévets.gov)
### MEASURING PEOPLE WITH DISABILITIES INCLUSION SUCCESS

#### HISTORY & PILLARS OF DISABILITY:IN AND AAPD’S DISABILITY EQUALITY INDEX

<table>
<thead>
<tr>
<th>Culture &amp; Leadership</th>
<th>Enterprise-Wide Access</th>
<th>Employment Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Engagement</td>
<td>Supplier Diversity</td>
<td>Non-U.S. Operations</td>
</tr>
</tbody>
</table>

- **2014**: Year that the Disability Equality Index was first piloted
- **43**: Number of top-scoring (meaning 80% or above) companies in the first official index in 2015
- **156**: Number of top-scoring companies in the 2019 DEI report

Source: Disability Equality Index 2019