

## Division of Human Resources

### Update on the context and trends

In 2022, the OneHR community developed its vision to support the implementation of UNICEF 2022-2025 Strategic Plan, the related OneHR Strategy 2022-2025 and the new Global HR Delivery Model. The OneHR community aims to **shape an agile, people-centred HR community that actively works with its partners to accelerate results for the children we serve**. The OneHR Community and Human Resources function is transforming to ensure **a fit-for-purpose structure and service delivery model** to meet UNICEF's ambitious organizational priorities, **appropriately skilled HR professionals** to provide strategic advice to business partners, and a **talent management strategy and framework** to attract, develop and retain the right talent across UNICEF.

#### *Delivering the ambitious 'People and Culture' goals of UNICEF Strategic Plan 2022-2025*

Human Resources is one of the enablers of UNICEF Strategic Plan 2022-25, as fostering a dynamic and inclusive people and culture function is a key enabler of organizational performance. As part of the Strategic Plan, UNICEF relies on OneHR, under DHR leadership to:

- Enable managers and leaders to enhance staff motivation and engagement
- Empower managers and leaders to manage the performance of their staff effectively
- Ensure that the right people are in the right place at the right time
- Provide clarity on what is expected from staff and ensure they are equipped to deliver on expectations
- Implement the systems and tools in place to foster a culture of continuous learning, professional and career development in UNICEF
- Strengthen the skills for strategic engagement with new partnerships

The OneHR Leadership Team redesigned the **Global HR Delivery Model** to implement these key priorities and to adapt to the new business realities and ways of working in UNICEF. The Model shows how HR delivers services for our clients and how our clients inform its delivery. It also demonstrates how the UNICEF Strategic Plan and OneHR Strategy – and children's needs and aspirations – guide our actions.

There are five main workstreams in the Global HR Delivery Model:

1. **People Experience** focuses on our individual experience as UNICEF workforce members and on tailored, people-centric solutions for workplace situations. It is founded on UNICEF's CRITAS core values.
2. **Talent Management** consolidates Talent Planning, Acquisition, Onboarding, Performance Management, Development, and Succession Planning to ensure we deliver UNICEF's mandate.
3. **Strategic Delivery** enables us to plan for and deliver the most efficient services and outcomes to our clients and partners, utilizing evidence-based approaches.
4. **Humanitarian Preparedness and Response** ensures we are fit for purpose during emergencies and that adequate and appropriately resourced support structures be established.
5. **Special Projects and Innovation** creates the space for innovative projects, processes, and structures. It allows us to tackle critical business issues in a timely manner, finding the best solutions using a mix of internal and external expertise or piloting new initiatives that draw on lessons learned.

#### *Leveraging opportunities from the current global context*

The organization has been operating in an increasingly constrained resource environment in terms of

Regular Resources. We have witnessed a flattening and expect a decrease in the proportion of Regular Resources in the overall budget in the coming years. In parallel, in the last five years, staff costs across UNICEF have increased by 40.5% in headquarters locations – as opposed to 28.5% outside of headquarters. Therefore, there is an imperative to accelerate efficiency efforts across the organization, including in people management.

The COVID-19 pandemic continues to impact the context of work, employee expectations and ways of working. It provided the stimulus to embed organizationally, people-centered best practice policies and processes. The pandemic has also made obvious the challenges of a fast-changing global context which requires UNICEF to remain constantly adapt to deliver results for children.

In 2022, UNICEF responded to 442 new or ongoing humanitarian crises (compared to 455 in 2020 and 483 in 2021) in 128 countries. UNICEF’s credibility and reputation depends largely on how fast and well the organization can respond to humanitarian crises and emergencies. The Humanitarian Review has made recommendations to sustain and enhance UNICEF capability to respond to the needs of all children in crises settings.

As a result, the business models for delivering results for children are changing across the organization. The OneHR Community needs to adjust its business model, processes, structures, and systems – in alignment with other organizational improvement initiatives – to continue creating value for its business partners across the organization, and to attract and retain the right talent to deliver results for children.

The OneHR strategy 2022-2025 intends to address the current challenges and to leverage the emerging opportunities focusing on four strategic result areas:

- 1. People centric HR professionals, appropriately skilled, with the ability to leverage the best-in-class resources to provide client-focused, strategic, and operational guidance to enable all UNICEF offices to deliver results for children**
- 2. The Global HR Delivery Model is adequately redesigned and resourced to deliver on the Strategic Plan 2022-25, the 2030 Agenda and beyond.**
- 3. The OneHR Community partners with stakeholders to build a culture where the working environment is psychologically safe, diverse, and inclusive.**
- 4. The OneHR Community partners across UNICEF to enable and empower high performing teams that are agile and innovative.**

### *DHR Transition*

To fully implement the Global HR Delivery Model and fulfil the objectives of the OneHR Strategy, the Division of Human Resources is transitioning to a more fit-for-purpose structure and cost-effective location. It positions the Division to enhance UNICEF people experience, ultimately enabling staff to deliver UNICEF programmes more effectively and efficiently.

DHR is relocating to Istanbul – a move that will significantly reduce its footprint in New York and help DHR to better collaborate and respond to the needs of the clients, including country and regional offices, by being in a central time zone. The relocation enabled the Division to redesign its organizational chart, reinvesting savings achieved from working in more cost-effective locations and moving more transactional work to the Global Shared Services Centre (GSSC), thus allowing more focus on strategic functions including talent management, people analytics and organizational development and design.

## **Major contributions and drivers of results**

### **1. People-centric HR professionals are appropriately skilled**

### *1.1. Learning strategies for continuous learning and career development*

The improved user experience and expanded target audience enabled the enhancement of bite-sized learning and development initiatives, such as Shared Reflections and Learning Paths, where UNICEF staff and leaders can access on-demand video-based learning. Through 50 Shared Reflections videos on leadership, UNICEF was able to showcase the progress made in advancing the organization's culture, particularly in the areas of self-awareness, resilience, and leading teams.

In the post-COVID-19 era, personal wellbeing remained a vital aspect of work, and Headspace continued to provide an essential resource for 2,534 UNICEF colleagues to maintain their mental health and wellbeing (12% of the staff and consultant workforce).

To enhance the culture of continuous learning as well as the access to just-in-time relevant learning opportunities, LinkedIn Learning Licenses continued to provide staff with access to a vast repository of online courses to develop both professional and personal soft skills and technical knowledge. In 2022, 3,500 learners (i.e., a 46% of increase compared to 2021) accessed over 6,000 hours of learning time, accessing 3,768 courses and 105,414 unique learning videos without any costs/barriers of travel, etc.

Finally, a total of 739 GS, NO, and IP staff members are enrolled on the English as a Second Language (ESL) programme, which support them to attain the functional language proficiency required to perform their duties and to further develop their careers.

### *1.2. Leadership and management capacity in humanitarian action*

A Humanitarian Leadership Talent Management Strategy was drafted in 2022, following the recommendations from the 2019-2020 Humanitarian Review. The Review identified a need to address the perceived inconsistencies and unpredictability in UNICEF's humanitarian action at the country-level, which was too dependent on the experience, skills, and preferences of the different leaders.

The Talent Management Strategy focuses on strengthening leadership in humanitarian action. It advocates for a refreshed vision of leadership aligned with UNICEF's dual mandate. The Strategy was developed and endorsed by a global cross-functional working group and presented to EMOPS and DHR Directors and Deputies, EMOPS and DHR Sections Chiefs, Regional Chief Human Resources and Emergencies Advisers, Young UNICEF as well as the Global Staff Association and DED Management and DED Programmes. The final endorsement from EMOPS and DHR Directors is pending.

### *1.3. HR professionals adequately skilled*

The Organizational Priority Change agenda coupled with the adoption of a new Global HR Delivery model, the transition to hybrid work, the multiple change initiatives across UNICEF and the current surge in emergency responses, emphasized the need to enhance the OneHR community's capability to effectively support these priorities and staff as they deliver results for children. New initiatives were introduced, such as the HR Champions of Change, the Transformational Leadership Coaching, and the Introduction to Coaching and Organizational Coach Mentor programmes. An accredited coach training and International Coaching Federation (ICF) certification programme was also launched, with 14 HR leaders enrolled.

The OneHR External Knowledge Bank continued to provide HR Business Partners with access to external best practices and concise information on critical topics, enabling them to effectively support their managers and clients. In response to ongoing changes across the organization, particularly at the

HQ level, the HR Champions of Change programme was developed in partnership with CIPD to equip HRBPs with the relevant skills to partner with change leaders and support staff members going through transitions. By investing in the development of HRBPs as change champions, the organization is proactively engaging in change and building resilience within its workforce.

UNICEF's partnerships with leading think tanks and thought leaders, including Gartner, continue to offer HR leaders access to the latest research, innovation and data on key HR trends.

In 2022, the third cohort for the accredited Chartered Institute of Personnel Development (CIPD) was launched, with a total of 36 learners globally bringing the total target audience reached since the inception to 100 HR professional (i.e., 16% of the targeted audience). 173 staff accessed 27 different courses and videos on HR on LinkedIn Learning.

## **2. Global HR delivery Model is adequately designed, communicated and resourced**

In 2022, the OneHR function adopted a new OneHR strategy for the period 2022-2025 and a new Global HR Delivery Model. Four strategic result areas were identified as part of the OneHR Strategy, with the overall objective to shape an agile, people-centric HR community that actively works with its partners to accelerate results for the children we serve. The Global HR delivery model includes five workstreams: people experience, emergency preparedness and response, talent management, strategic delivery, and special projects/innovation.

### *2.1. Talent outreach, recruitment, and deployment*

The launch of the career site in French was the first linguistic expansion of the UNICEF Careers website, which benefited from 5.3 million visitors in 2022 (a 4.6% of increase compared to 2021).

In 2022, 96 Junior Professional Officers (JPOs) were onboard, the highest number since 2012. The Internship and Fellowship programme maintained its focus on engaging institutions from the Global South, Historically Black colleges, and universities (HBCUs), Disability Friendly intuitions, and non-traditional students, bringing the total to 50 academic partnerships out of which 10 are with a Diversity & Inclusion focus. The UN Volunteer programme recruitment increased by 32%, with a total of 1644 UNV assignments compared to 1,243 in 2021. 29 UNVs with disabilities were deployed in 25 Country Offices.

Consultations continued to take place, including with global HR leadership, on the revision and development of key resources and tools to support the implementation of forthcoming revisions to the UNICEF Staff Selection Policy (SSP).

The establishment of the Recruitment hub in GSSC was initiated as part of DHR's transition and transformation. The Recruitment Hub will centralize transactional recruitment activities, enabling HRBPs to provide enhanced strategic and operational guidance to their client offices.

UNICEF continued to ensure timely deployment of its workforce at the onset of emergencies, providing the organization with additional capacity in supporting 63 countries with a total 442 deployments from internal mechanisms, including 257 deployed through DHR's Humanitarian Surge Deployment (HSD) mechanism. UNICEF was also able to get people on the ground faster, with deployment turn-around times of 16 days in 2022, compared to 31 days in 2021. Several initiatives were undertaken to provide HR colleagues with information and tools which increase effectiveness and efficiency when preparing and responding to crises, building on experience earned during past responses. A Cluster Talent Management Strategy was also developed.

## *2.2. Talent development*

In addition to recruiting for 486 vacant posts, i.e., a 79% increase from 2021, many divisions have developed talent management strategies. 2,240 staff have completed their skills assessment and had the opportunity to express their career aspirations.

Senior Leadership Support continues to provide high quality talent management for senior staff and deputy representatives, remaining committed to achieving diversity and equity in representation in the leadership cadre. Diversity targets for senior staff roles and Deputy Representative Programme were maintained, while the Deputy Representative Operations cadre requires targeted efforts. The Senior Staff Rotation and Reassignment Exercise included 51 positions and received over 200 applications. The Assessment Centre for the Leadership Talent Groups was successfully piloted, including 28 participants.

## *2.3. Employee experience*

Initiatives to improve the working environment were launched following the analysis of the Pulse check results, and the design of actions plans, which included the introduction of the 360-degree feedback and coaching sessions.

The 2022-2025 Headquarters Efficiencies Initiative (HQEI) impacted 496 positions in NYHQ Divisions and PFP Geneva, including 129 vacant positions to be relocated. DHR provided change management support to 256 affected staff in NYHQ (i.e., 25% of IPs and 9% GS population). Accountability mechanisms were put in place, ensuring compliance with the HR Staff Support Strategy. As particularly affected by the HQEI, special support to GS staff was provided.

Following extensive consultation with business, the Global Staff Association (GSA) and the OneHR Community, the new DHR Procedure on Talent Mobility was launched. The 2022 Mobility Exercise, which combined 2021 and 2022 exercise resulted in the initial inclusion of more than 900 staff members, with a significant gap between the number of participating staff members and posts.

## *2.4. Human Capital Intelligence*

Leadership in the analysis and interpretation of HR data continued to be provided to drive business impact and data-driven decision-making. The first phase of the career progression analysis was completed. A study on the current UNICEF Performance Scorecard on Recruitment Speed was finalized, which will inform the revision of the People management Office scorecard framework. To strengthen HR data reporting, three innovative HR Dashboards were launched in 2022, namely the Recruiters, Staff Movement, and Flexible Work Arrangements Dashboards. HR data integrity was further strengthened, with a particular focus on staff Mobility and Functional-area related data.

In close collaboration with key stakeholders, including ICTD and GSSC, strategic and advisory support continued to be provided through system enhancements and business solutions in response to organizational priorities. Several system enhancements were conducted to support the development and implementation of global projects.

## **3. A culture where the working environment is psychologically safe, diverse and inclusive**

In 2022, the OneHR strategy 2022-2025, which constitutes a building block of the overall People Strategy was adopted and will be further developed in 2023 to define the UNICEF People Experience Vision, in collaboration with major UNICEF offices.

### *3.1. Enhancing people experience: wellbeing strategy and initiatives*

Steps were taken to implement, revise or pilot initiatives contributing to minimizing psychosocial risk and creating a healthy workplace. 366 new UNICEF Peer Support Volunteer (PSV) were trained, bringing the total to 574. The UN Workplace Mental Health & Wellbeing: Lead & Learn training programme was launched to strengthen the capacity of managers to be key partners in supporting the mental health of their teams.

A staff counsellors' guide was published as part of the Change Management Wellbeing Toolkit to ensure consistent staff support during organizational restructurings. The staff wellbeing team continued to take a role in the UN Domestic Abuse (DA) and UNICEF DA intersectional working groups, designing the UN DA Managers train-the-trainer and training 63 UN counsellors.

To improve staff awareness of the wellbeing offering, the UN-wide World Mental Health Day 2022 programme of "Make mental health for all a global priority" was rolled out, alongside the launch of the UNICEF "Mindful Minutes" video series. Over 500 wellbeing sessions were attended by 17,199 participants globally, who learnt how to regulate emotions, prevent burnout, handle change, cope with loss, and support children during uncertain times. Sessions on compassionate leadership, vicarious trauma, and PFA were offered to specific audiences.

### *3.2. HR in Emergencies*

The focus on supporting staff to feel prepared for emergency deployment continued with 309 pre-deployment briefings, the pilot of voluntary post-deployment briefings, etc. Support was provided via 4,151 individual counselling sessions, 26 percent of which were for staff in emergency duty stations, and 6 percent for critical. Incident response. 85 wellbeing missions took place, up from 34 in 2021, including to support L2/3 emergencies.

In response to the humanitarian review findings around Staff Wellbeing (SWB), recommending further support for our workforce serving in high-risk/threat environments, a SWB working group was created. It has helped to ensure a shared alignment and understanding of the continuum of care in humanitarian work. This was key in ensuring all humanitarian working groups integrated the UNICEF staff well-being model coherently into their work. Through the auspices of the Humanitarian Review, an all-working group session on raising awareness and fostering aligned narrative of wellbeing in humanitarian settings was organized and attended by more than 60 colleagues.

To ensure an evidenced-based approach, a needs assessment and benchmark study helped elaborate the objectives of a Minimum Service Package (MSP) for the humanitarian workforce.

A session on Psychological First Aid (PFA) was delivered to HR staff from all offices that actively support humanitarian action, which served to strengthen HR capacity in staff wellbeing.

### *3.3. Talent development to support enhance psychological safety and DEI*

The Management MasterClass (MMC) learning and development programme included Diversity, Equity and Inclusion (DEI) elements. Module 2 was launched in ESAR and MENA, with 57 participants (27 females, 30 males). Module 1 was delivered to 288 participants (142 females, 145 males, 1 of undisclosed gender).

Module 2 of the ASPIRE programme was finalized, and the in-person soft-skills workshop was launched after being on hold during the pandemic. The virtual Module 1 was also delivered to 10 cohorts, with a total of 365 participated (134 males, 231 females). 7% of eligible staff have participated to date. The IMPACT+ programme enrolled a total of 128 individuals from three regions

(77 females and 51 males).

The new 'Leading for the Future' online learning series was launched in collaboration with Harvard Business Publishing to help senior leaders enhance their ability to lead in times of complexity, fostering a team culture of diversity, inclusion, and a sense of belonging. More than 100 participants attended the programme.

80% of SSR-members benefited from a 360-degree feedback exercise since the launch, in 2017, of the Executive Insight Programme – aimed to enable senior leaders to leverage their impact as leaders while role modelling behaviours in alignment with UNICEF's desired culture. Through Module 1 of the Senior Leaders Orientation programme, a record number of 92 newly appointed and rotating senior leaders of the SSR-cadre were equipped with leadership skills on DEI, driving change, strategic partnerships, and humanitarian response. 25 staff members were enrolled in the Transitional Leadership Coaching programme and received the support needed for transitioning into key leadership roles.

#### **4. OneHR community contribution to enable and empower high performing teams that are agile and innovative**

##### *4.1. Managing performance, career support and culture change*

In support to UNICEF culture change, performance management was contextualized in 2022, as Managing Performance with a focus on the individual accountabilities, the workplace culture and the provision of feedback to colleagues.

Based on the 2021 Pulse Survey results, 9 offices received Team Coaching to address areas of concern impacting individual and team performance.

As part of the Values in Actions campaign, a workshop was piloted in 16 offices and the 'Spectrum of Behaviours' online Tool was launched. The online tool is accessible to all managers and staff and empower them to respond appropriately to inappropriate behaviours, thus enhancing the working environment and directly impacting the workplace culture.

A new Career Support programme for staff with disabilities was piloted to address the expressed needs of staff with disclosed disabilities.

A career support programme for 75 female staff under 45 was also piloted. The REACH programme continued to be implemented, with the participation of MENA, to enhance the chances of participants in achieving international careers. 94 staff members including 10 staff from the NatComs participated in the 'The You Are Leaders' (YAL) programme that aims to build a cadre of future leaders with the relevant management skills to take UNICEF into the future with a shared organizational vision.

##### *4.2. Policies to enhance people experience*

Major policy revisions were undertaken, achieving further organizational efficiency, enhancing staff morale, and fostering impartial and fair employment practices. The new procedure on talent mobility includes more inclusive parameters for consideration and limits the potential mismatch of number of included posts versus number of staff on rotation. These policy updates address some critical staff concerns, and the changes will alleviate related anxieties.

The revised consultancy policy phased out potential misuse of individual contractors and ensured an appropriate use of consultancy contracts – limited to specialized deliverable-based work – thus enforcing the use of proper staff contracts with benefits and entitlements for staff-like functions.

Other policy changes that directly improved the working conditions of staff include the revised flexible work policy, which clarified the parameters on teleworking outside the duty station, rolled out in collaboration with GSSC and with system support. Besides, new types of special leave were introduced through the revised special leave policy, which will support staff with caretaking obligation or during times of grief and loss. Compared to other UN agencies, UNICEF offers the broadest spectrum of flexible work and special leave arrangements. These contribute to making UNICEF an attractive employer of choice.

#### *4.3. People relations*

147 complex cases were supported by DHR in 62 offices globally, a 60% increase from 2021. 18 rebuttal processes were managed, up by 38% from 2021.

UNICEF staff and management continued to be supported in accessing medical including, medical evacuations of critically ill staff and dependents, oversight of medical insurance plans, and managing complex sick, disability or service-incurred medical or death cases. DHR rolled out enhancements to the medical insurance plan in optical care and offered a new IVF/fertility benefit for national staff.

UNICEF successfully designed and implemented a global Covid-19 vaccine mandate for its 22,000 strong workforce – the first of its kind UN-wide. DHR as global focal point for vaccine deployment for UNICEF also enabled the administration of 13,202 doses to UNICEF colleagues, dependents and partners. These efforts protected colleagues from severe Covid symptoms and made UNICEF workplace and project sites safer for all.

DHR administered communications or provided clarifications on 92 newly issued local salary scales, 102 medical expert requests, 37 confirmed service-incurred injury, illness or death cases, and 15 exception requests on insurance enrolment.

The consistent interpretation of applicable HR policies was ensured by providing centralized advice to HR practitioners, with 1,367 written inquiries responded to. Additional dedicated advice and priority support were provided to offices going through organizational reform, such as the HQEI, or emergencies such as the response in Ukraine and surrounding countries, both in supporting affected staff and meeting surge requirements.

#### *4.4. Operations*

The revised 2022-25 DHR Office Management Plan (OMP) was developed. As a result of the location analysis as part of the DHR Transformation and Transition exercise, Istanbul, Türkiye was identified a cost-effective location for DHR – with a few positions in Budapest when there are synergies with the GSSC. Türkiye, which is closer to most UNICEF programmes and colleagues, is expected as a location, to contribute to making DHR more agile in responding to requests from UNICEF people, whether they are individuals or offices.

### **Lessons Learned and Innovations**

The OneHR function is now equipped with a Global HR Delivery Model which follows a people-centric approach using a client-centric model. It includes the whole OneHR community and positions it as a strong and valued partner in UNICEF to deliver results for children, linking HR delivery both to UNICEF Strategic Plan and to our ultimate organizational goal, every child. The OneHR function has also developed a Strategy to deliver on the People and Culture goals of the Strategic Plan, breaking potential silos between headquarters and the field and between different portfolios within the OneHR



function. A few lessons can be drawn from this large transformational project, in particular the importance to closely partner with both the Culture and Diversity team (OED) and the Internal Communication and Staff Engagement Team to deliver people and culture objectives.

In addition, the development of the OneHR Strategy 2022-2025 enabled DHR to draw the following lessons, which will also serve as a foundation for the development of a broader UNICEF People Strategy in 2023/2024:

- A stakeholders' analysis and a robust consultation process will contribute to reaching a common vision for what we aspire for the UNICEF people experience to be. The process will involve consultation to agree on a common vision that is compelling, yet simple and understandable by all colleagues. This vision to be sponsored by the GMT and rolled out to all offices and colleagues should not be viewed as an HR product but rather, a UNICEF one.
- Storytelling will be utilized as a an efficient engagement mechanism for all colleagues to realize “what is in it for them” as the vision is rolled out. This will mitigate the risk of the Strategy remaining as a high-level policy document that does not resonate adequately with UNICEF people.
- The development of the OneHR strategy has proven the need of a dedicated project manager to appropriately coordinate the development of a major strategy. The UNICEF People Strategy including convening consultations, drafting documents and maintaining momentum among stakeholders along the process will require a high level of dedication for ensuring success.
- To develop the draft Talent Management Strategy for Leaders in Humanitarian Action, it was important to utilize data insights for a solid evidence-based approach, as well as use a collaborative and participatory process (the participation of at least 50 key informant interviews with staff in emergency Country Offices as well as leaders across UNICEF).
- The following additional lessons can also be drawn from the increased focus on Humanitarian Preparedness and Response as a dedicated workstream in the Global HR Delivery Model:
  - Further investment in an Information Management System is required to enable data driven decision making in emergencies, enabling Country and Regional offices to access up-to-date, real-time information.
  - DHR's mobilization and coordination of 60 UNICEF colleagues at Country, Regional and Headquarters level to participate in the DHR Humanitarian Review Working Groups was viewed as an excellent contribution in raising awareness of the strategic importance of HR in Emergencies actions, and the advancement of DHR-related recommendations. This resulted in breaking of silos and the creation of strategies and related resources that were considered more fit for purpose.
  - Achievements were possible through a strong and collaborative partnership with EMOPS, who continuously provided technical input and financial backing.
- Whilst a great deal of resources exist for Staff Wellbeing, greater focus is needed for ensuring effective dissemination to reach those who need these resources, in a format and in languages that are readily accessible. Feedback from the Humanitarian Review working groups reiterated the need to strengthen the Deployment Briefing system to ensure that those persons serving in high-threat environments understand how and where to access it and avail of the resource both before and after assignment. These findings were instrumental in strengthening surge onboarding during Humanitarian scale-ups and ensuring better support and experience for deployees.
- The conceptual shift to Managing Performance requires a change management approach with a communication strategy for accelerating the shift across the organization. Finally, the career support programme for staff with disabilities benefited only those with disclosed disabilities. The fear of discrimination, if disability is disclosed, remains a significant challenge and a barrier to equity and inclusion.