

YEAR  
**ONE**  
REPORT

**2021**

Building Momentum for a Movement



**ONETEN**





# Together, We Are OneTen

OneTen is a coalition of leading chief executives and their companies working together to upskill, hire and promote one million Black individuals without four-year degrees into family-sustaining jobs with opportunities for advancement over the next ten years.

Founded by leading executives Ken Chenault, Ken Frazier, Ginny Rometty, Charles Phillips and Kevin Sharer, OneTen's mission is to hire, promote and advance one million Black individuals who do not have a four-year degree into family-sustaining careers over the next 10 years. We take a skills-first approach and create pathways for success in an aim to close the opportunity gap and ignite potential for generations to come.

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# Introduction





## Introduction

# Letter From Our Board Co-Chairs

OneTen originated in conversations that took place between several CEOs following the tragic murder of George Floyd. As our nation was reeling from the alarming number of racially biased events that had taken place over the span of a few short months, we decided it was time for our companies to play an even more active role in dismantling structural barriers that disproportionately affect Black Americans. Motivated and encouraged by nationwide calls for justice and equity — in a country founded on those very principles — we conceived the idea for OneTen.

CEOs have the power to fundamentally shift the way their companies do business, and right now there is not a corporate board in this country that would argue that the current system is working.

We knew the way we currently hire, retain and advance Black talent was ultimately not expanding opportunity and upward mobility with enough scale

and sustainability. The system that has enabled companies to thrive for generations — while categorically excluding large swaths of the population — needed to change. For that change to happen, we knew the cycle of the status quo approach that reinforces systemic barriers for Black talent had to be broken.

Our goal is to harness the power of American companies to train, hire and advance one million Black talent in America over the next ten years into family-sustaining jobs with opportunities for advancement.

In the United States, the average Black family has a net worth of \$17,000 in comparison to more than \$171,000 for the average white family. Disparities in employment are a major contributor to this wealth gap — the opportunity for prosperity and success is not available to millions of Black Americans simply because they do not have four-year college degrees, which has been considered a proxy for success in the workplace.

The training that leads to gainful employment is the most important equalizer in our society. And so, we put out the call to Corporate America, imploring the private sector to step up and lead this charge. The way to do that, we believe, is to shift to a skills-first approach. It is an imperative for creating greater equity and inclusion. The only way to open the talent pipeline is to think differently about how we consider candidates, and to be realistic about the skill sets we seek. Focusing solely on education when thinking about available talent not only does an enormous disservice to the nearly 80% of Black

Americans who do not have a four-year college degree, but it also severely curtails the potential of our own organizations. When barriers are lifted, business outcomes are drastically improved and all employees benefit.

We are gratified and humbled by the overwhelming support this initiative has received. Under CEO Maurice Jones' able leadership, we already have more than 60 member companies and 50 talent developers on board across nearly 25 markets in the largest private sector-led mobilization of its kind.

But our work is far from over. There are around 25,000 companies in the U.S. that have more than 1,000 employees. We have only scratched the surface. We can — and will — continue to challenge the system and agitate for the change that will provide Black individuals meaningful pathways to earn success in our society.

The nation's eyes are focused more keenly than ever on issues of diversity, but diversity alone isn't enough. Inclusion is a choice that must be made deliberately, time and again. We believe that together, we can choose to make a meaningful, measurable and lasting systemic impact on racial and economic justice to create a more equitable society.



*Ken Frazier*

**Ken Frazier**

OneTen co-chair & former chairman & CEO of Merck



*Ginni Rometty*

**Ginni Rometty**

OneTen co-chair & former chairman & CEO of IBM





# Letter From Our CEO

## Transforming the Hiring Ecosystem

Dear friends,

Every now and then, an event happens that invites us, as a people, to do some much-needed self-reflection. Watershed moments that force us to step back and take stock, not only of who we are, but also of who we aspire to be.

In 1963, that event was the brutal attack by Alabama State troopers on peaceful demonstrators led by Dr. Martin Luther King, Jr. and other civil rights leaders—a scene forever immortalized by news photojournalists and a major turning point in the Civil Rights movement. Fifty-five years later, in the midst of a pandemic and recession, following countless killings of Black residents, including those of Ahmaud Arbery and Breonna Taylor, George Floyd was murdered by police in broad daylight and livestreamed for the world to see. In the days, weeks and even months that followed, we replayed the hellish scene of former police officer Derek Chauvin kneeling on George's neck for nine and a half minutes. Hearing George call out for his mother in his final moments of life made an indelible

impression on those of us who watched and wept alongside him. And, as a people, many, many more of us decided: no more.

Though the scene of police violence against Black talent is one we've seen — and experienced — many times before, the murder of George Floyd sparked something unique in the American people. That event, captured against the backdrop of a pandemic and recession that laid bare the deep disparities Black individuals in the United States experience daily, was for us as a nation a moment of incalculable clarity, heartbreak and shame.

It was also a moment of grace. Through tears, more of us than ever before were able to see more clearly the two Americas that persist today. One America designed to fulfill our Founding Fathers' promise that if you can dream it, you can achieve it — but especially and perhaps only if you look like me and share similar beliefs. The other is designed to maintain a status quo that works for many, but certainly not for all.

It was through the reckoning of these two Americas that OneTen was born.

Our mission — to catalyze new pathways for Black talent to climb the economic ladder, after a century of inertia, by opening up one million family-sustaining jobs over the next ten years — will enable us to build and scale a sustainable enterprise that will help our country to pursue its original promise as well as become a more perfect union.

Continued on next page



The enormity of this task is staggering. We have to remove systemic barriers like the requirement of a four-year college degree to access opportunities that enable one to earn their way into the middle class. We have to efficiently and effectively partner with Black talent, as well as talent developers, like community colleges and online educators, and those that provide support, such as childcare, coaching and transportation, that can equip talent for success both in work and life. And, if that weren't enough, we have to permanently change mindsets that have perpetuated a reality in which the only folks for whom our American Dream seems intended are those who share in common the same race, religion and educational journey.

There is no doubt: this is hard work. But I am optimistic and encouraged by the progress we've already accomplished since starting this journey only a year ago. The commitment to making this mission a reality across the board is as strong as I've seen in my lifetime. We have an unprecedented instance of leadership in corporate America, and more than 60 major American companies, more than 40 talent developers and thousands of Black talent are actively working together to dismantle the notion that only those with four-year degrees or higher are capable or worthy of climbing higher.

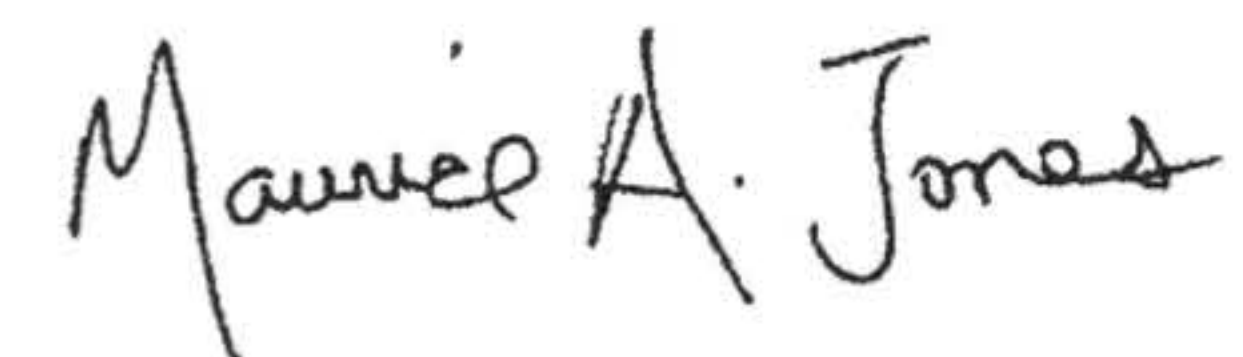
This is indeed a new era of new opportunity — a historical inflection in which we have a real fighting chance to shift the mindset of our society and rebuild trust with a population for whom trust has

been broken time and again — and our mandate is clear. We must do better. We *will* do better. And in doing so, we will transform the American journey.

By collaborating with Black talent to catalyze opportunity and enable all to thrive, we can in turn enable America to thrive. Closing the alarming prosperity and ten-to-one racial wealth gap that exists between Black and white families is not only a *moral* imperative, it's one that will add more than one trillion dollars to the U.S. GDP.

As I look forward to 2022 and beyond, I am struck that our call to action has not changed. If anything, it has redoubled. Sixty corporate partners are not enough to achieve our goal of one million family-sustaining jobs for Black talent in America. Nor is our network of 50 talent development organizations and dozens of community partners across 25 markets. We need at least ten times these numbers. And we need everyone playing a part. Every day, we must wake up, re-earn trust on both sides, and keep building higher so that this moment — this *movement* — doesn't end here.

Sincerely,



**Maurice A. Jones**  
CEO

**Our mission — to catalyze new pathways for Black talent to climb the economic ladder, after a century of inertia, by opening up one million family-sustaining jobs over the next ten years — will enable us to build and scale a sustainable enterprise that will help our country to pursue its original promise as well as become a more perfect union.**



# Our Progress so Far

## June 2020

Ken Frazier & Ken Chenault envision a corporate-led initiative to address systemic & economic inequity affecting Black individuals in America following the murder of George Floyd

## August 2020

Ken Frazier and Ken Chenault enlist Charles Philips, Ginni Rometty and Kevin Sharer as OneTen's executive committee to help formulate OneTen

## October 2020

Momentum is underway with Bain & Co., The Bridgespan Group, Bully Pulpit Interactive, Grads of Life, Teneo, YearUp and others on board as the OneTen's first strategic partners

## December 2020

OneTen is publicly announced with the commitment of 30+ founding coalition member companies

## June 2021

First OneTen hire is made by Merck in Pennsylvania

## April 2021

Apprenticeship, Skills-first & Market Lead working groups kickoff, marking the start of OneTen's internal and external systems change approach

## March 2021

OneTen hosts its inaugural Employer Community of Practice which brought together CEOs of 40+ bold & ambitious coalition companies to share practices and drive change

## January 2021

OneTen announces Maurice Jones as new CEO to start in March 2021

## July 2021

Beta version of OneTen jobs marketplace platform launches amongst OneTen coalition companies and endorsed talent developers

## September 2021

OneTen announces new executive leadership hires to lead key functions of Technology, Growth Strategy and Communications & Marketing

## October 2021

Coalition reaches 60 member companies, 50 endorsed talent developers, 17,000 hires and 4,000 promotions



# Year One Impact

17K

OneTen-qualifying hires\*,†

89%

OneTen talent retention rate\*,†, ‡

4K

OneTen-qualifying promotions\*,†

250

CEOs, CHROs, D.E.I. executives and other senior leaders actively working to change hiring practices within coalition member companies

+360

Locations across the U.S. with OneTen job opportunities

+1720

Hours spent by senior leadership representatives in coalition member companies working on change

+30

Industries represented amongst jobs

60

Coalition member companies that have formally joined the coalition

50

Endorsed talent developers and content partners providing education and upskilling

25

Regional markets with a scalable OneTen presence

\* OneTen-qualifying talent are self-identifying Black Americans without four-year degrees who are working in family-sustaining roles.

† All numbers represent data self-reported by coalition member companies as of October 26, 2021. Not all companies used the full Jan. 1 – Sep. 30, 2021 period for data reporting. For companies that did not submit data by Oct. 26, July hiring and promotion numbers were used where applicable; otherwise, non-submitting coalition member companies are excluded.

‡ OneTen talent retention rate is defined as the percentage of OneTen-qualifying talent active in the workforce as of Jan. 1, 2021 who remain in the workforce as of Sep. 30, 2021. This is a straight average retention rate across coalition member companies that submitted.



Unlocking  
Opportunity  
Everywhere





Unlocking Opportunity Everywhere

# Closing the Racial Wealth Gap

Consider this: The net worth of a typical white family in the U.S. is nearly 10x greater than that of a Black family.

Significantly lower family net wealth



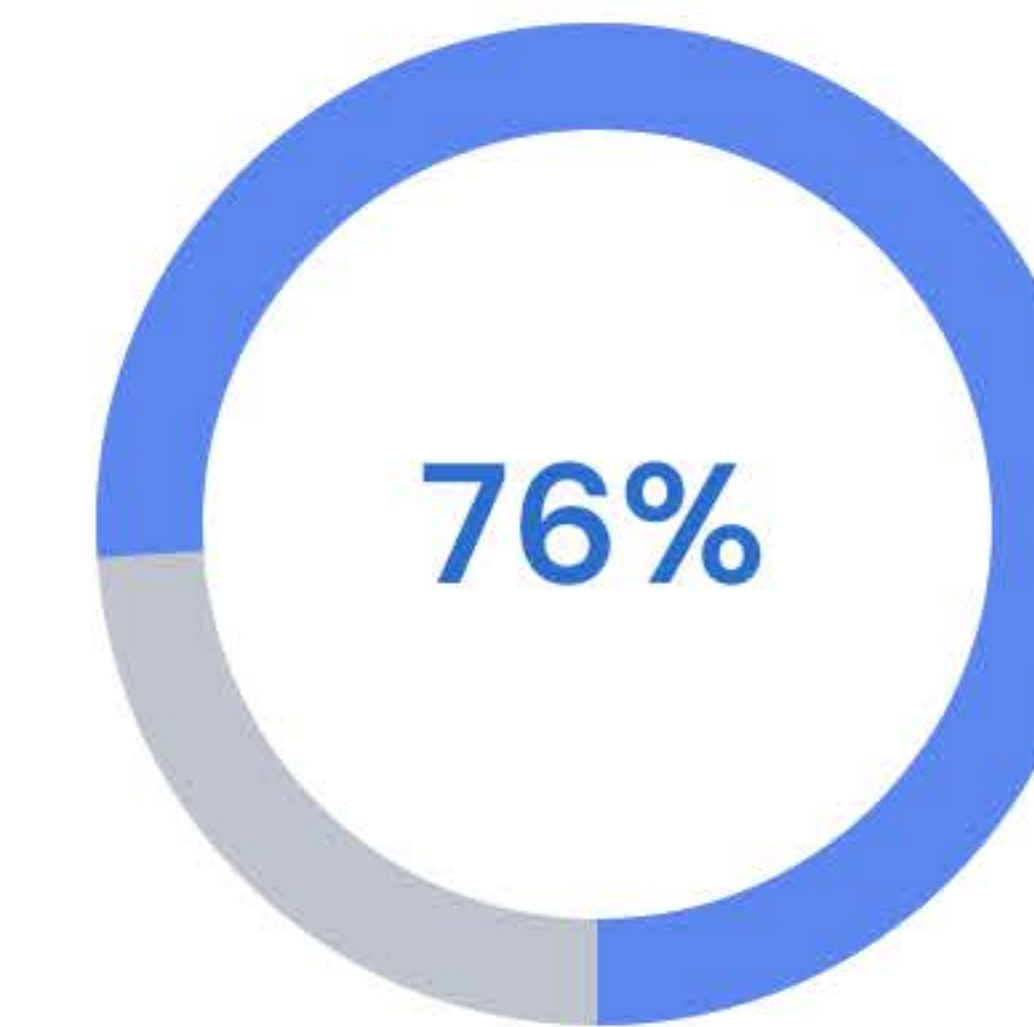
Opportunity gaps, such as the requirement of a four-year degree for the vast majority of family-sustaining jobs, are preventing millions from fulfilling their potential and achieving success.

We're here to change this.

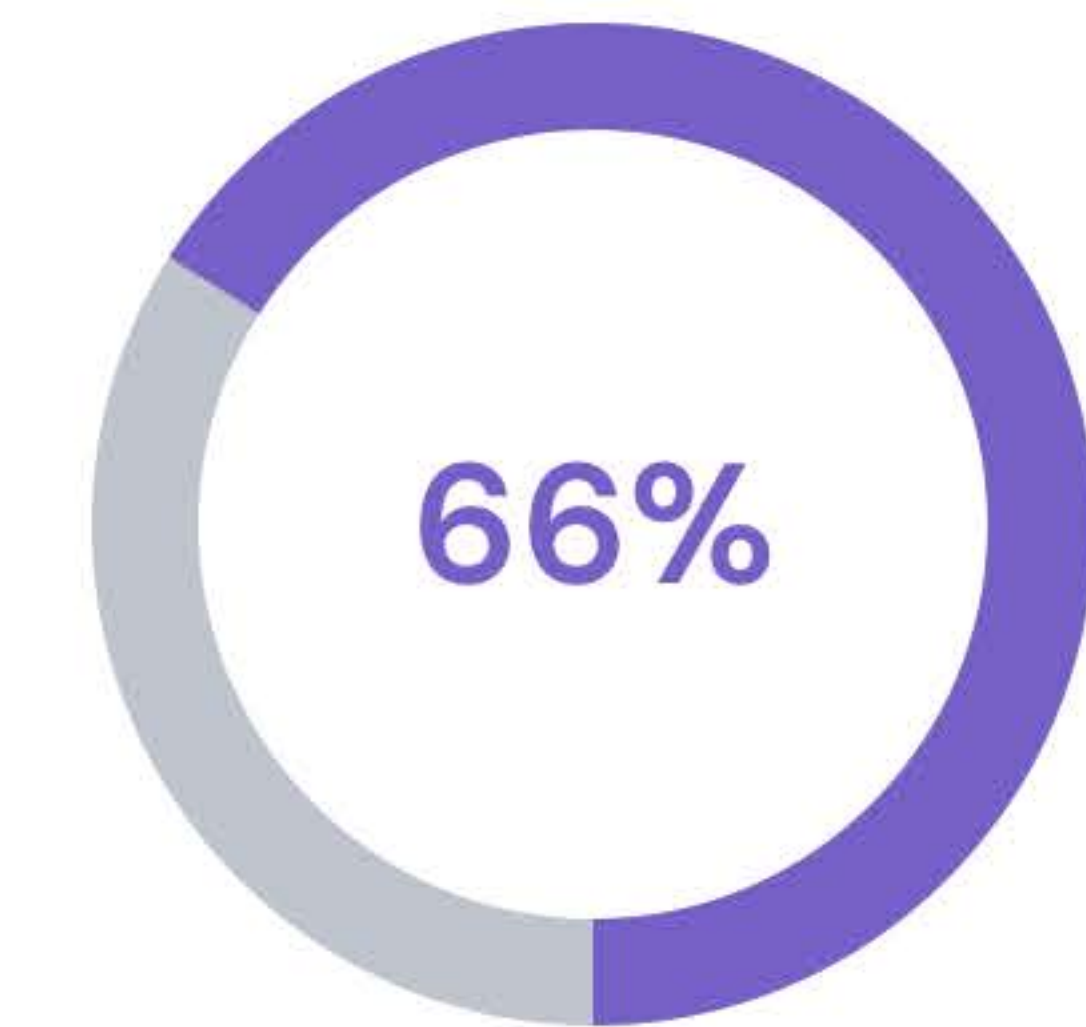
## Black individuals also experience:

### Lower Rate of College Degrees

Percentage of adults without a four-year degree



Black Americans



White Americans

### Less Chance of Achieving a Family-Sustaining Job

Percentage of jobs that require a four-year degree, by salary



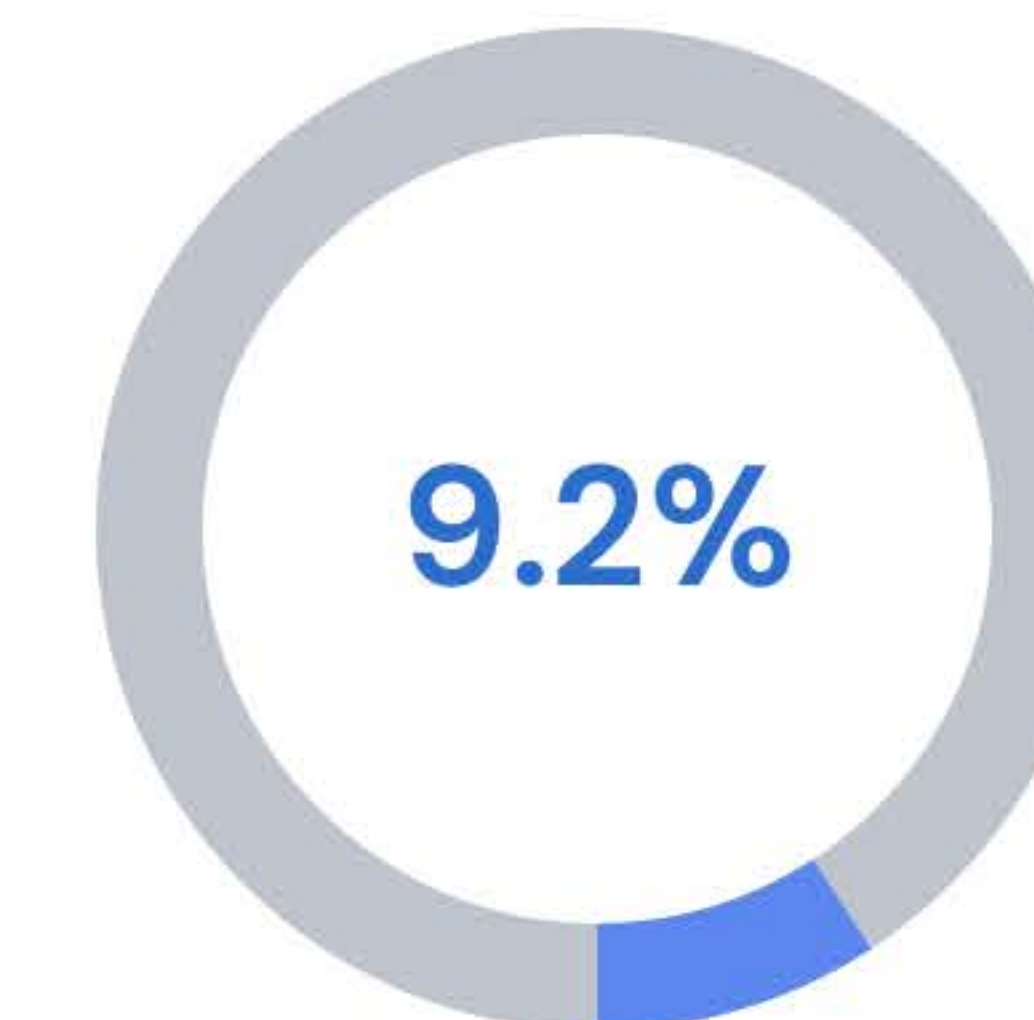
Black Americans



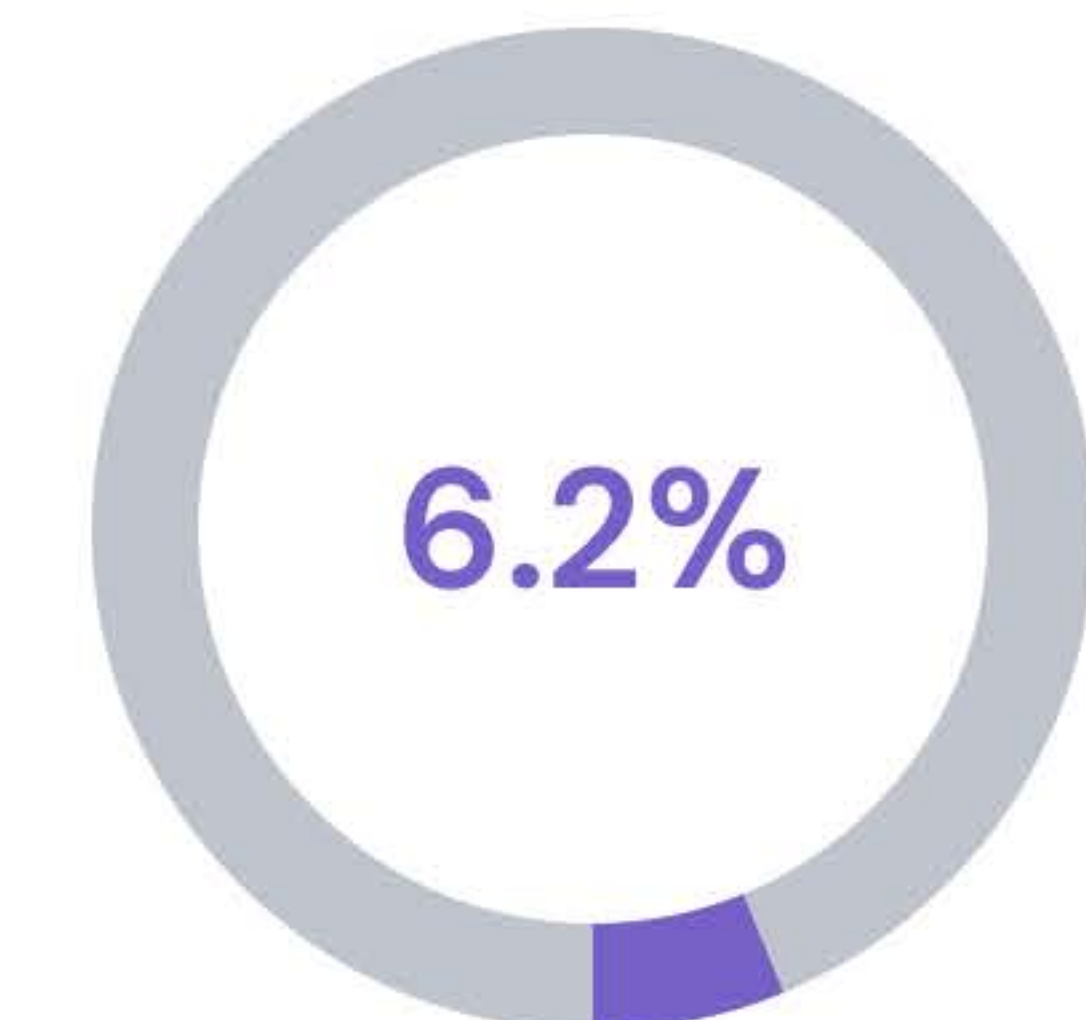
White Americans

### Higher Rate of Unemployment

Unemployment, Black vs. U.S. average as of Feb. 2021



Black Americans



U.S. Average





# Shifting Hiring Practices

We know that education and training are powerful equalizers towards gainful employment. We also know that current hiring and advancement practices — such as the requirement of a four-year college degree — are leaving millions of workers behind.

**The good news? By working with companies to shift status quo hiring practices and open new pathways for Black talent to enter family-sustaining careers, we can unlock opportunities for all Americans.**

“Tackling racial disparities in employment requires the reimagination of how we hire, develop and promote talent. By prioritizing skills over degrees, companies can create greater access to an expanded talent pipeline. OneTen is playing a critical role in promoting a skills-first approach to talent management, which will make a real impact in the long-term.

– Arvind Krishna  
Chairman and CEO of IBM

“Having a workforce that reflects society across all dimensions is key to how we serve our clients and the communities in which we work and live.

– Brian Moynihan  
CEO of Bank of America



Let's face the facts. Ten out of 16 million Black workers currently active in the labor market possess relevant skills obtained through routes like military service, certificate programs and community colleges that qualify them for higher-paying jobs.

Yet, when it comes to accessing family-sustaining career opportunities, these high-potential candidates are left sitting on the sidelines. Research shows that when an employer requires a bachelor's degree screen for a job, they screen out 70 percent of Black workers. In fact, nonessential degree requirements exclude two-thirds of all adults in the U.S., regardless of race, from securing a job that pays a family-sustaining wage. With an estimated four million jobs in the U.S. that can be recredentialed to remove the requirement for a four-year college degree, we see limitless potential.

#### **Skills-First Pathways to Economic Mobility**

OneTen is working hand-in-hand with each of our 60 coalition member companies to examine the skills that their jobs require and recredential the roles based on competencies and experience, rather than degrees. Because here's the thing: skills-first hiring is

## 5X & 2.5X

**5x more predictive of a person's future performance than their education, and 2.5x better than their experience.** It also diversifies talent pools, accelerates the hiring process and increases the likelihood of retention.

However, we know that having just any job isn't enough. Black Americans are already at a severe disadvantage when it comes to upward mobility. Black talent without four-year college degrees make up only 22 percent of middle wage occupations and a mere two percent of high wage occupations.\* It's why we insist that the roles our coalition member companies hire into meet the following four criteria:

#### **Pays Family-Sustaining Wages**

Compensation covers the basic needs for a family in each target area, based on the family-sustaining wage determined with the MIT Living Wage calculator.

#### **Accessible**

These jobs do not require a four-year college degree for a candidate to perform successfully and do not require more than five years of experience.

#### **Opportunities for Advancement**

These jobs have opportunities for career development, skills growth and pathways for more senior positions within the company.

#### **Attractive**

These jobs have a relatively low risk of being automated, informed by an Oxford study, allowing a longer-term career to develop.

Creating long-lasting and sustainable systems change requires all of us to do more than just hire skilled Black talent. It requires building a thriving ecosystem of employers, talent developers, community-led organizations and leaders who are committed to championing and partnering with Black talent every step along their career journey.

“**Our philosophy complements OneTen's skills-focused approach and reminds us that there are multiple pathways for candidates to establish the skills and knowledge required for any job.**

– Donna Morris

Executive Vice President and Chief People Officer at Walmart

“**It's not only the right thing to do, but a business imperative. We have a highly skilled workforce with varying levels of education and on-the-job experience inside of Delta. To discount the richness in talent, culture, education and thinking would sell everyone short.**

– Joanne Smith

Executive Vice President and Chief People Officer at Delta

\*Source: Opportunity@Work analysis of IPUMS Current Population Survey data, 2019



# Member Companies

The companies who have joined our coalition share one common goal: to hire and promote one million Black Americans over the next ten years into family-sustaining jobs, and be accountable for their ongoing retention, development and advancement.

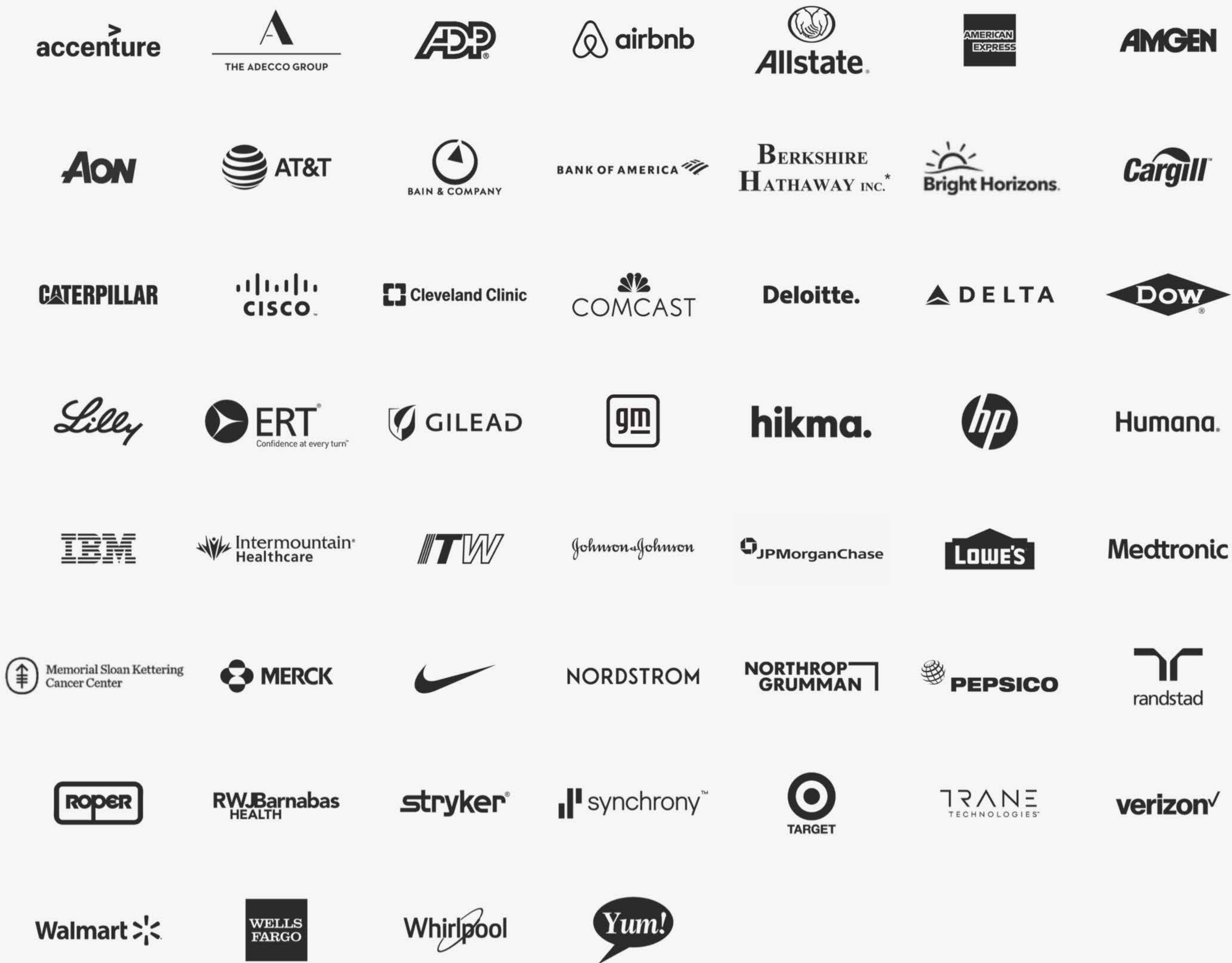
They are dismantling structural barriers that have long kept qualified workers on the sidelines by:

- Adopting skills-first hiring
- Reclassifying jobs
- Strengthening internal diversity, equity and inclusion practices

We hold each other accountable, and work closely with our member employers to support their ability to:

- Meet shared goals
- Access a diverse talent pipeline — helping them effectively and efficiently match skilled talent to family-sustaining roles
- Engage in peer learning and practice sharing

These companies, which represent some of the largest employers in the United States, have committed to changing practices and mindsets in ways that empower not only Black talent to build and thrive in successful careers, but all talent.





## Talent Developers

When it comes to advancement, skills can make all the difference. For individuals without a four-year degree, talent developers play an important role in enabling talent to progress from good to great.

These organizations provide fast, effective and quality ways – from hands-on vocational programs and apprenticeship programs to online boot camps and MOOCs – for individuals to gain new skills and job-ready expertise.

“OneTen has been a powerful force in focusing companies on hiring Black, middle skill talent. Thanks to connections from OneTen, we’ve met with some of the biggest companies in our country who are interested in hiring Year Up talent and investing in our program, and in instituting practices like apprenticeships that can help boost diversity.

– Gerald Chertavian  
Founder and CEO YearUp

Our process for identifying talent development partners involves scouring the country for programs comprising curricula, training and supports that meet five key criteria:

1. **Demonstrate an active commitment** to and processes for supporting Black talent without four-year degrees
2. **Drive employment in family-sustaining jobs**, as demonstrated by placement and/or promotion rate, average starting salary, and retention rate
3. **Ensure job preparation and transferable credentials**, as demonstrated by combined work/project-based and class-based learning and industry-validated competencies
4. **Meet the needs of Black talent without four-year degrees**, as demonstrated by program outcomes disaggregated by race and education and range of supports offered
5. **Provide a strong return on investment** as demonstrated by program cost in relation to learner and employer feedback

As a result of this rigor, our diverse network of 50 vetted and endorsed talent developers represent some of the best education, training and upskilling programs and institutions in the country.





## Community Partners

Our approach to strengthening the talent ecosystem is anchored in relationship-building at the local level. We know this work will take all of us, working together, which is why we continue to forge new relationships everyday with community leaders and talent connectors in key regions across the U.S.

Through multi-stakeholder partnerships, we are able to strengthen local ecosystems in ways that address the unique needs of the market. On-the-ground in cities across the country, we are building an understanding of the local workforce development landscape and our place in it.

By engaging with:

- Community-based intermediaries
- Nonprofit organizations
- Community colleges
- Government agencies
- Faith communities
- Business roundtables
- Local chamber organizations

We're also harnessing these partnerships to help remove barriers that have historically kept career opportunities out of reach — barriers, rooted in disparities, such as lack of access to transportation, professional education, childcare services and more.



**Because of OneTen, we have been able to learn and share best practices across industries in ways that have positioned us to better support this important work. As such, we have been able to scale our open employment opportunities to not just meet our hiring commitments to OneTen, but surpass them.**

– **Marvin Ellison**  
President and CEO of Lowe's

### Community Partner Spotlight

## HIRING OUR HEROES

Hiring Our Heroes (HOH) connects the military community—service members, military spouses and veterans—with American businesses to create economic opportunity and a strong and diversified workforce.

By partnering with OneTen, HOH's Career Connectors will invite their Black talent without four-year degrees to join OneTen's newly-launched online jobs marketplace platform to discover and get matched with family-sustaining roles that leverage their unique skillsets and interests.



# Championing Black Talent







## Championing Black Talent

# Unleashing Immeasurable Opportunities

We believe in the transformative power of Black talent. City by city, OneTen is forging new and strengthening existing relationships to identify robust new talent sources and to build a connected ecosystem to support Black talent.

We recognize that fostering this talent includes more than simply getting people hired, so we're investing in wraparound services — including transportation, childcare and financial literacy — to help eliminate common barriers that block individuals from engaging in their potential in the first place. This is not a philanthropic exercise. This is a collective unleashing of agency, dignity and, ultimately, our country's ability to realize its greatest potential.

In the following pages, you'll meet four talented professionals — Brandi, Niki, Cammy and Krista — who are forging new paths in their respective industries.

The experiences of these four individuals illustrate a powerful and salient point: that when you unlock more equitable pathways for the genius that's been sitting on the sidelines, anything is possible.

**The single most powerful thing companies can do to advance racial equity in this country is to increase access to good jobs for Black talent, which is what OneTen companies have committed to do.**

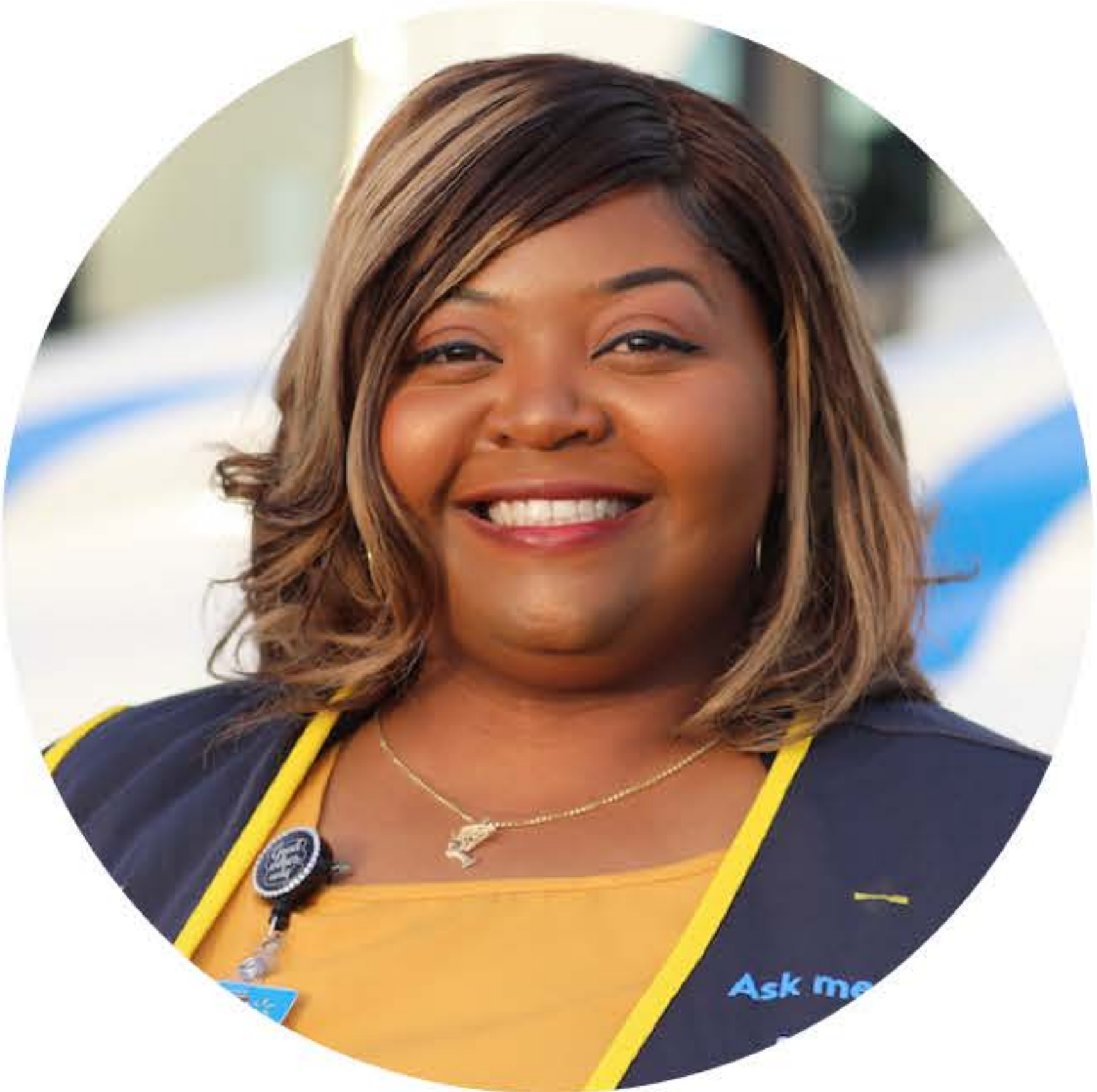
— Elyse Rosenblum  
Founder and Managing Director  
of Grads of Life

**Our purpose is to shape decisions for the better — to protect & enrich the lives of people around the world. We can't do that until we have every voice in the room and at the table.**

— Greg Case  
CEO of Aon



Talent Spotlight



Meet Brandi

Brandi Kindell  
Area Manager, Walmart

“If there’s one thing I’m proud of, it’s my ability to turn ‘no’ into something positive,” Brandi Kindell says with a smile. “I turn ‘no’ into my next opportunity.”

After starting at Walmart’s shoe department in 2004, two days after her high school graduation, Brandi moved up the ranks: working first as a dry shipping loader and then as an asset protection associate.

Eventually, Brandi was ready to move into management, and applied for leadership roles. She had several interviews, but got the same response every time: no. Instead of feeling rejected, Brandi felt motivated.

“They would tell me that I had a strong interview,” she says, “but they were looking for someone with experience and an education. So, I decided: I wanted to make sure that the things they said I didn’t have, I did have.”

Achieving Bigger and Better Things

To get management experience, Brandi went outside the organization, taking a second job as a shift manager at McDonald’s to learn how to manage a team. But earning her education presented a more complicated challenge. As a single mother with two children and a full-time job, she needed an educational opportunity that aligned with her personal, professional and financial responsibilities.

Then Walmart introduced the Live Better U program.

Designed to help their employees upskill through degree and certificate programs, Live Better U empowers employees to pursue higher education in areas that include healthcare, business and skilled trainings.

At the time, associates were responsible for investing \$1 a day towards their tuition, which made the program a great choice for Brandi.

Because she already held her associate’s degree, Brandi was able to graduate with her Bachelor’s in Business Management and Leadership within two years. Now, 17 years after first stepping into Walmart’s shoe department, she now works in supply chain, managing more than 100 associates as a freezer, dairy and deli shipping manager.

But of course, Brandi’s not done yet.

“This is not the end,” she laughed. “Y’all will hear some more from me.”

“They would tell me that I had a strong interview,” she says, “but they were looking for someone with experience and an education. So, I decided: I wanted to make sure that the things they said I didn’t have, I did have.”



## Talent Spotlight



# Meet Niki

**Niki Alexander**

Fiber Solutions Executive, AT&T

In 1996, Niki Alexander found herself in a difficult position: pregnant and looking for work after being laid off, in a time when companies were less than likely to hire a visibly pregnant woman. AT&T offered her a position, albeit a temporary one. Niki took it.

"I guess I made a good impression," she says with a smile. "Because after I went to have my child, they called me back to be a permanent employee!"

She became an executive assistant to three female executives, who Niki credits with fostering her growth and recognizing her potential. After a year in the role, she was promoted to a team manager position, where she transformed a previously struggling team into top performers. Her success in the role bolstered Niki's confidence and inspired her to apply to manage a call center opening up in Little Rock, AR. It would be the first of several promotions – and relocations – of Niki's career with AT&T.

But soon enough, Niki was told that if she wanted to continue to further her career with the company, she had to go back to school to finish her degree. Otherwise, she ran the risk of being overlooked in favor of other candidates who had one.

"I have five children altogether, and they were always the excuse I used not to go back to school," Niki says. "But then I turned that excuse into a reason. My kids became the reason for me to go back to school, because I didn't want my career to be stagnant. I wanted to grow."

Niki enrolled as a full-time student while continuing her full-time position at AT&T. It was difficult, but her hard work and perseverance paid off: she graduated with her bachelor's in business management in 2017. And she's not done yet: Niki is on track to finish her MBA later this year.

Participating in AT&T's tuition reimbursement plan and management development programs gave Niki more than an education: it gave her confidence in herself. "I realized: it's not just about what AT&T can do for me, but what I can do for myself," Niki explains. "It gave me the confidence I needed to say, 'I can work anywhere and do anything.' That all started with someone believing in me."

## Opening the Door for Others

As a Black professional who benefitted from her relationships with strong mentors, Niki is passionate about paying it forward.

"I remember hearing someone say once: 'When you get to the table, you move over so you can bring someone else to the table.'" Niki says. "I know the importance of diversity and inclusion, so I use any opportunity I have to give back to people. It's the best way to grow as a person and get fulfillment. I know I need to do my best in my roles, and with the influence I've had, to help others."



**I remember hearing someone say once: 'When you get to the table, you move over so you can bring someone else to the table.'**



## Talent Spotlight



# Meet Cammy

**Cammy Crockett-Smith**

Apprentice in Commercial Risk Solutions, Aon

"When you're part of a group that's marginalized and disenfranchised – or if you're someone who has experienced trauma or suffered from adverse environmental circumstances – it's difficult to recognize an opportunity that's right in front of you. The only thing that you see is a wall, and you don't even realize that it isn't a wall, but a door. All you need to do is knock it down."

Born and raised on the South Side of Chicago, Cammy Crockett-Smith is a master at recognizing opportunity. The self-proclaimed economics nerd was working at a bank while attending community college when he was accepted into an apprenticeship program offered by Aon, a professional services firm headquartered in Chicago.

The two-year program combines in-class learning at a local community college with on-the-job learning at Aon, allowing participants to earn a competitive salary and full benefits while earning an associate degree. It also offers a high level of support that, for Cammy, has been vital.

"I'm in a cohort with other apprentices and we have a WhatsApp group where we can share ideas or get help if we need it," Cammy explains. "Like if someone is having trouble understanding how to calculate the future value on something in finance, we'll set up a group Zoom call and work through it together."

Another major benefit of the program has been the opportunity to explore different areas of the business. Cammy is especially enthusiastic about Aon's internal IQ program, which allows employees to earn badges based on their knowledge of various business lines in the firm, which are then displayed on each employee's Finder profile.

"It's great because when you're networking with a senior colleague – or with anyone, really – they'll look your profile up," Cammy says, "And then they can see that you've gone the extra mile to learn different sides of the business."

## Building a Strong Foundation for the Future

Cammy has also been pleasantly surprised by his colleagues' willingness to take the time to teach and support him – something he wasn't exactly expecting on his first day at the firm.

"It was odd stepping into the office space at first," he explains, "because I was one of three Black people out of 300 people on my floor. I had come from a bank where I worked on a team filled entirely with Black women, so to go into a space with primarily white faces... was a bit of a culture shock to me."

"I came in there thinking, 'Okay, I'm going to be singled out. I'm not going to fit in,' but it has been the exact opposite. I've been given projects. I've been invited to lunches by senior colleagues who wanted to connect with me, I've been given shadowing opportunities, and I've been given countless speaking opportunities. Aon has invested in me."

But even though he appreciates the warm welcome and support he's been given, Cammy also recognizes that companies can – and should – be doing more to support the professional growth of young Black people like him.

**In general, "Cammy says, "businesses need to do more – they need to pour more money into areas like the South Side of Chicago. It'll go a long way in increasing diversity and attracting the young talent that they need to push their businesses forward."**



## Talent Spotlight



# Meet Krista

## Krista Bourne

Senior Vice President & President,  
Consumer Sales and Operations Verizon

In 1998, Krista Bourne applied to join Verizon as a Call Center supervisor.

"I had a young son, I myself was young," Krista says. "My college plans were disrupted, period. I got pregnant, and that meant I had to find another path to secure the kind of life that I was looking to have."

But instead of the supervisor job she originally wanted, Krista was offered a position in the mail room. Her ego was bruised, but Krista didn't let that stop her from taking the role – and quickly turning it into an even greater opportunity.

"In the mailroom, my job was very simple. It was to get the mail where it needed to go. But after a while, I noticed there was a bucket of letters coming in from customers that no one was the owner of. I was a little nosey, but I was also trying to learn."

Sorting through the letters and connecting customers to the right person not only motivated Krista, but allowed her to learn the business in a unique way.

"I realized I was actually making a difference," she explains. "I was contributing to positive change, and that became my anchor."

Bolstered by her purpose, Krista reached out to others in the company to see where else she could help. Twenty-two years later, she is still continuing to learn and grow at Verizon.

## Building a Path for Herself – and for Those Who Come After Her

Krista went on to work in multiple departments across Verizon, including in the company's sales and customer service department, before taking on her current role as a senior Vice President and President for Consumer Sales and Operations.

And she did it all without a college degree.

"I tried – I took classes. I did what I could. But I'm not that kind of learner," she says. "I learn through doing. I had to figure out what skills I would learn through a degree program, and I position myself within the company to get that same skill development. I turned my company's investment in me into my own advantage."

Now, Krista is using everything she's learned over the course of her two-decades long career at Verizon to help the next generation of diverse leaders make their own mark.

Her biggest piece of advice for others starting their careers? Make sure the company you want to join not only has values you connect with, but that they also demonstrate tangible actions to advance their mission.

**“Understand the company that you're looking to build a career with. Make sure it is aligned with who you are and your values. Then, make sure that you're effective at communicating who you are, what your story is and what you can contribute.”**



# 2022 Vision







## 2022 Vision

# What's Next for OneTen

While we still have a long way to go until we achieve all of our goals, we're proud of the momentum we've created and excited for the progress yet to come. Entering 2022, we will have:

65

Member Companies

75

Talent Developers

21,000

OneTen hires and promotions

Our coalition, which currently includes 60 member companies actively employing and advancing Black talent, is a good start, but it's only the beginning. Throughout the coming year, we'll expand the foundation we've already created by refining and scaling our efforts.

This includes continuing to build our highly effective skills-first, job-matching online platform for Black talent in the U.S. We'll create, sustain and grow regional teams across 25 priority metropolitan markets, which will include employers, talent developers, support services providers, nonprofit organizations, local government and, of course, Black talent. We'll also continue to identify and recruit additional CEOs and companies to join our coalition.

To evolve our talent strategies – the ways in which we find and prepare Black talent to enter and build careers in coalition member companies – we'll forge new and innovative partnerships that allow us to be even more transformative, bold and daring.

Finally, we'll continue to collaborate with coalition member companies to eliminate systemic barriers – such as four-year degree requirements for skilled jobs that keep Black talent at the margins – through our catalytic community of practice forums, as well as broaden career advancement models that work, such as apprenticeship programs.

The year ahead will be filled with challenges as well as excitement. We look forward to inviting new partners – and continuing to collaborate with existing coalition members – as we work together to achieve our goal to hire Black talent into one million family sustaining jobs by 2030.



# Board Executive Committee and Founders

**Ken Frazier**

OneTen co-chair & former  
chairman & CEO of Merck

**Ginni Rometty**

OneTen co-chair & former  
chairman & CEO of IBM

**Ken Chenault**

Former CEO and chairman  
of American Express

**Charles Phillips**

Former CEO and  
chairman of Infor

**Kevin Sharer**

Former CEO and  
chairman of Amgen

To read more about our leadership, please visit:

[oneten.org/leadership](https://oneten.org/leadership)



**Never before have corporations acted so unanimously and boldly on issues of racial justice. Maintaining progress will require ongoing commitment, investment and persistence from corporations, and from their leaders. We will need to think and act boldly, in ways we haven't before.**

**– Manny Maceda**

Worldwide Managing Partner and CEO, Bain & Co.





## Join Us

Learn more about our  
mission – and discover  
how you can get involved.

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