Memorial Day

For All Employees

For Memorial Day, we are giving you a valuable tool to share with all your employees as you continue their education in cultural competence. We are supplying a Timeline of military battles, legislation and events impacting veterans and their achievements in the United States; Facts & Figures demonstrating veteran demographics; and “Memorial Day: Think Before You Say ‘Thank You For Your Service.’”

This information should be distributed to your entire workforce and also should be used by your veterans employee resource group both internally and externally as a year-round educational tool. It also can be particularly valuable to your disability, women’s and LGBT employee resource groups.
TIMELINE

We recommend you start your employees’ cultural-competence lesson on veterans by using this Timeline, which documents significant military operations, legislation and other historic events impacting veterans in the United States.

Discussion Questions for Employees

>> Why — or why not — have veterans been valued in this country?
   Ask employees what contributions veterans have made to their country and why after certain military operations there was more or less support for them. How does treatment and reputation of veterans impact their role in the workplace?

>> Why have some barriers, such as women in combat and Don’t Ask, Don’t Tell, been so hard to end?
   How do the military, political and social climates in this country impact issues of civil rights in the armed services? How does this affect veterans and their spouses in the private sector?
FACTS & FIGURES

After discussion of the Timeline, the next step is to review available data and understand demographics of veterans (important for diversity recruiters) as well as benefits they bring the workplace, such as education, leadership training and ability to act in crisis.

The data we have chosen to present here represents information of relevance to corporate America, such as racial/ethnic, gender, age, education and business ownership (vital for supplier diversity). We also feature the Top 18 Companies for Veterans and the best practices they employ, such as an employee resource group for veterans, having recruitment efforts aimed at veterans, hiring practices aimed at spouses of veterans and increased philanthropic endeavors and supplier diversity for veterans.

Discussion Questions for Employees

Does your company have an employee resource group for veterans?
If not, how would this group benefit your company in increased hiring, engagement and promotion rates? If so, does the group communicate regularly with other employee resource groups, such as groups for people with disabilities? Is the group tasked with improving recruitment, retention and leadership development, as well as community outreach?

Increasingly, veterans’ employee resource groups are being used to also help with onboarding and ensure that veterans acclimate to corporate cultures. It’s also vital to have their managers and other employees understand veterans to ensure a successful transition to corporate life.

Does your company have a supplier diversity program aimed at veterans and/or veterans with disabilities?
Veteran-owned businesses are a valuable part of your procurement chain and can bring important skills and criteria to your organization. Similarly, vendors owned by people with disabilities and especially veterans with disabilities are increasingly included (and targeted) as vital pieces of the procurement budget.

Does your company publicly support veterans?
Strong support from CEOs, such as Johnson & Johnson’s Alex Gorsky and Prudential Financial’s John Strangfeld, cements a company’s reputation as a supporter for veterans (Prudential Financial is No. 18 on the 2018 Top 18 Companies for Veterans list). This helps with recruitment, engagement, leadership development and procurement.
MEMORIAL DAY: THINK BEFORE YOU SAY ‘THANK YOU FOR YOUR SERVICE’

Memorial Day tends to be viewed as either another instance of Veterans Day or the unofficial start of summer. But it is not in fact the day to thank a veteran for his or her service. Two veterans spoke with DiversityInc to explain what Memorial Day really is.

Discussion Questions for Employees

Why might Memorial Day be more difficult for some veterans than others?
No two servicemembers’ experiences are the same. Discuss why some veterans may be more strongly affected by past experiences on Memorial Day than others.

If you can’t say thank you to a living veteran, what can you do to give thanks on Memorial Day?
Connect with your veterans resource group to find out about any volunteer or tribute opportunities you can participate in around this time, such as visiting a veterans cemetery.
ADDITIONAL RESOURCES: CAREER ADVICE ON VETERANS

PwC’s Chris Crace Gives Advice on Overcoming Roadblocks, Getting Back on Track and Not Being Afraid to Fail
PwC’s Veteran’s Advocacy Leader Chris Crace gives career advice on overcoming roadblocks, getting back on track and not being afraid to fail.

Comcast Veterans Give Advice on Balancing Military and Civilian Careers
Veterans now working for Comcast give advice on transitioning, balancing your military life with the civilian world and more.

Wells Fargo Veterans Give Advice on Transitioning From Military to Civilian Work
Military veterans at Wells Fargo give career advice on transitioning to corporate life, including adapting your leadership and communications style.

Accenture’s Tauni Crefeld on Challenges Veterans Face When Transitioning
After leaving the Air Force, Tauni joined Accenture as an analyst — at new joiner level — and 19 years later is a Managing Director in the company's Communications, Media and Technology Consulting practice, leading large complex delivery projects for clients.

EY Manager: To Emerge Stronger Professionally, Veterans Should Employ the Same Resilience Learned While Serving
Ben Bing is a Manager in EY's Advisory services practice and based in the firm’s New York City office. Prior to joining EY, he was an Officer in the United States Navy, where he spent 11 years as a Naval Aviator and staff officer.

TIAA’s Veteran Focus
Veterans are an important part of TIAA's employee-base and mentorship is crucial to making a transition back to the workforce successful.

Principal at EY: Military Experiences Taught Me I Am The Master of My Own Limitations
Jennifer Kamrowski, Principal in EY's Advisory services practice, talks about her military service and how it set her up for success at EY.
Timeline

1775–1783  Revolutionary War

1812–1815  War of 1812

1846–1848  Mexican-American War

1861–1865  Civil War

1868  Major General John Logan, leader of the Grand Army of the Republic, issues a proclamation calling for a Decoration Day to decorate the graves of fallen Civil War veterans with flowers. It is first observed on May 30 of this year. Many Southern states did not observe the holiday until after World War I. It is unclear when the holiday officially becomes known as Memorial Day

1877  Henry Flipper becomes first Black person to graduate from U.S. Military Academy

1898–1902  Spanish-American War

1917  Loretta Walsh becomes first woman to enlist in the military, in the U.S. Naval Reserve

1877–1918  World War I

1919  President Woodrow Wilson declares Nov. 11 Armistice Day to remember “the heroism of those who died in the country’s service”

1921  Congress establishes the Tomb of the Unknown Soldier at Arlington National Cemetery

1938  Congress makes Nov. 11, Armistice Day, a federal holiday

1940  Benjamin O. Davis Sr. is promoted to brigadier general, becoming first Black general in U.S. military history

1941–1945  World War II

1950–1953  Korean War

1954  President Dwight Eisenhower signs legislation changing name of Armistice Day to Veterans Day

1964–1975  Vietnam War

1966  Congress and President Lyndon Johnson declare Waterloo, N.Y., as the birthplace of Memorial Day. On May 5, 1866, the community had held a ceremony to honor local Civil War veterans

1968  Congress passes a law that moves Veterans Day to the fourth Monday of October, effective in 1971. It also makes Memorial Day the last Monday in May

1970  Anna Mae Hays, Chief of the Army Nurse Corps, is promoted to brigadier general, becoming first female general in U.S. military history

1975  Congress passes legislation to move Veterans Day back to Nov. 11, after 46 states continued to observe the holiday in November

1976  U.S. service academies admit first female cadets

1978  Veterans Day observance returns to Nov. 11

1979  Hazel Johnson is promoted to brigadier general and Chief of Army Nurse Corps, becoming first Black female general in U.S. military history

1990–1991  Gulf War I (Operation Desert Shield, Operation Desert Storm)
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1994</td>
<td>Military adopts Don’t Ask, Don’t Tell policy regarding service by gays and lesbians</td>
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<tr>
<td>1994</td>
<td>Department of Defense prohibits women from serving in combat</td>
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<tr>
<td>2000</td>
<td>President Bill Clinton signs National Moment of Remembrance Act, which encourages Americans to pause at 3 p.m. local time on Memorial Day for a minute of silence</td>
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<tr>
<td>2001-present</td>
<td>Gulf War II (Operation Enduring Freedom, Operation Iraqi Freedom)</td>
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<tr>
<td>2010</td>
<td>Department of the Navy reverses policy and allows women to serve on submarines</td>
</tr>
<tr>
<td>2011</td>
<td>Don’t Ask, Don’t Tell policy officially ends on Sept. 20</td>
</tr>
<tr>
<td>2014</td>
<td>The VA announces it will provide information on potential toxic exposure for soldiers stationed at Fort McCellan</td>
</tr>
<tr>
<td>2015</td>
<td>U.S. Military announces it is opening all combat positions to women</td>
</tr>
<tr>
<td>2016</td>
<td>Lt. Gen. Nadja Y. West becomes the first Black woman promoted to three-star army general. She was also the army’s first Black surgeon general</td>
</tr>
<tr>
<td>2016</td>
<td>Wounded Warrior Project, a nonprofit that supports veterans who suffered physical and/or mental injuries following Sept. 11, fires its CEO and COO for overspending charity funds. The group says it wants to once again focus “on the men and women who have so bravely fought for our country and who need our support”</td>
</tr>
<tr>
<td>2016</td>
<td>U.S. Military Academy at West Point announces 16 Black female cadets in a photograph with raised fists did not violate Department of Defense or Army regulations</td>
</tr>
<tr>
<td>2016</td>
<td>U.S. Senate unanimously confirms Eric Fanning as Secretary of the Army, making him the highest-ranking openly gay official at the Pentagon and the first openly gay man to lead a branch of the U.S. military</td>
</tr>
<tr>
<td>2017</td>
<td>A judge blocks President Donald Trump’s ban on transgender troops in the military</td>
</tr>
</tbody>
</table>

Sources: timetoast.com, U.S. Army Center of Military History, U.S. Department of Veterans Affairs, vetshq.org
Facts & Figures

DEMOGRAPHICS

Population

<table>
<thead>
<tr>
<th>Total Veteran Population</th>
<th>Female Veterans</th>
</tr>
</thead>
<tbody>
<tr>
<td>19,535,341</td>
<td>1,586,519</td>
</tr>
</tbody>
</table>

8% of total population; 8.1% of total veterans

States With Population More than 10% Veterans

- California: 1,624,519
- Texas: 1,460,267
- Florida: 1,429,330

Age

- 18 to 34: 8.6%
- 35 to 54: 24.1%
- 55 to 64: 19.4%
- 65 to 74: 24.9%
- 75+: 23.0%

Disability

- With any Disability: 28.3%
- Without a Disability: 71.7%
- Has a Service-Connected Disability: 3,777,653

Race/Ethnicity

- White: 78.7%
- Black: 11.5%
- Hispanic: 6.2%
- Asian: 1.5%
- American Indian/Alaska Native: 0.7%
- Native Hawaiian/Other Pacific Islander: 0.2%
- Two or More Races: 1.8%
- Other: 1.2%

Fraumatic Brain Injuries (TBI)

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
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</thead>
<tbody>
<tr>
<td>2000</td>
<td>10,958</td>
</tr>
<tr>
<td>2001</td>
<td>11,619</td>
</tr>
<tr>
<td>2002</td>
<td>12,407</td>
</tr>
<tr>
<td>2003</td>
<td>12,815</td>
</tr>
<tr>
<td>2004</td>
<td>14,468</td>
</tr>
<tr>
<td>2005</td>
<td>15,530</td>
</tr>
<tr>
<td>2006</td>
<td>17,036</td>
</tr>
<tr>
<td>2007</td>
<td>23,218</td>
</tr>
<tr>
<td>2008</td>
<td>28,538</td>
</tr>
<tr>
<td>2009</td>
<td>28,958</td>
</tr>
<tr>
<td>2010</td>
<td>29,442</td>
</tr>
<tr>
<td>2011</td>
<td>32,907</td>
</tr>
<tr>
<td>2012</td>
<td>30,801</td>
</tr>
<tr>
<td>2013</td>
<td>27,646</td>
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<tr>
<td>2014</td>
<td>25,093</td>
</tr>
<tr>
<td>2015</td>
<td>22,672</td>
</tr>
<tr>
<td>2016</td>
<td>18,282</td>
</tr>
<tr>
<td>2017</td>
<td>17,707</td>
</tr>
<tr>
<td>Total</td>
<td>379,519</td>
</tr>
</tbody>
</table>
## PERIOD OF SERVICE

<table>
<thead>
<tr>
<th>Period of Service</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gulf War (9/2001 or later)</td>
<td>2,120,250</td>
</tr>
<tr>
<td>Gulf War (8/1990 to 8/2001)</td>
<td>2,214,044</td>
</tr>
<tr>
<td>Vietnam Era</td>
<td>6,155,401</td>
</tr>
<tr>
<td>Korean War</td>
<td>1,419,660</td>
</tr>
<tr>
<td>World War II</td>
<td>686,455</td>
</tr>
<tr>
<td>Pre-WWII</td>
<td>7,241</td>
</tr>
<tr>
<td><strong>Multiple Wars</strong></td>
<td></td>
</tr>
<tr>
<td>Both Gulf Wars</td>
<td>1,150,328</td>
</tr>
<tr>
<td>Both Gulf Wars and Vietnam Era</td>
<td>65,562</td>
</tr>
<tr>
<td>Gulf War (8/1990) and Vietnam Era</td>
<td>288,341</td>
</tr>
<tr>
<td>Vietnam Era and Korean War</td>
<td>285,649</td>
</tr>
<tr>
<td>Korean War and WWII</td>
<td>56,105</td>
</tr>
<tr>
<td>Vietnam Era, Korean War and WWII</td>
<td>25,703</td>
</tr>
<tr>
<td>Between Korean War and WWII</td>
<td>87,323</td>
</tr>
<tr>
<td>Between Vietnam Era and Korean War</td>
<td>1,554,924</td>
</tr>
<tr>
<td>Between Gulf War and Vietnam Era</td>
<td>2,528,191</td>
</tr>
</tbody>
</table>

## EDUCATION

- **25 and Older With a High School Diploma or Equivalent**
  - Veterans: 28.7%
  - Total Population: 27.6%

- **25 and Older With Some College or Associates Degree**
  - Veterans: 37.0%
  - Total Population: 29.1%

- **25 and Older With a Bachelors Degree or Higher**
  - Veterans: 27.4%
  - Total Population: 30.3%

## BUSINESS

- **Percent of Veteran-Owned Businesses Owned by Racial Minorities:** 6%
- **Number of U.S. Businesses Owned by Veterans:** 398,453
- **Veterans 18 and Older in the Civilian Labor Force:** 9,268,774
- **Percent of Labor Force Unemployed:** 3.56%

## FINANCES

- **Median Income (2016)**
  - Male Veterans: $40,076
  - Female Veterans: $34,178
  - Nonveteran Males: $35,365
  - Nonveteran Females: $23,445
  - Total: $29,591

## DIVERSITYINC 2018 TOP 18 COMPANIES FOR VETERANS

1. Northrop Grumman
2. The Boeing Company
3. Southern Company
4. Exelon
5. AT&T
6. Comcast NBCUniversal
7. First Data Corp.
8. Spirit AeroSystems
9. The Hershey Company
10. Humana
11. Kellogg Company
12. FCA
13. ADP
14. BASF
15. Toyota
16. Wells Fargo
17. Kaiser Permanente
18. Prudential Financial
As Memorial Day draws near, the thought of warm weather, beach days and BBQs often comes to mind. And when you’re reminded to remember the real meaning of the holiday, your first instinct may be to tell the nearest veteran, “Thank you for your service.” While your intentions may be kind-hearted, Memorial Day is not the day to give gratitude to a living veteran. Rather than being a day to thank living veterans for their service, Memorial Day is a day to remember veterans who are no longer with us, whether they died in combat or not.

DiversityInc caught up with a couple of veterans who shed some light on how best to approach Memorial Day and clarified the common misconceptions surrounding the holiday.
David Casey: ‘A Day for Remembering and Honoring’

David Casey, VP, Workforce Strategies & Chief Diversity Officer, CVS Health
Casey is a veteran of the United States Marine Corps and served in Operation Desert Storm.

For many Americans, Memorial Day is one of the most cherished holidays we observe. For some, it marks the beginning of the summer with family gatherings and cookouts. For me, it’s a time to reflect back on my eight years of service as a U.S. Marine. The honor, sense of duty and commitment to country that served as the foundation for my service were born out of unwavering gratitude and respect for those who made the ultimate sacrifice in their service to country. While it’s perfectly okay to celebrate what many people mark as the start of warmth and sunshine, I hope you will also take the time to reflect on the true meaning of the day.

It’s not uncommon for those who know me to thank me for my service on Memorial Day. While I doubt any veteran would be angry at such a gracious statement of appreciation any day of the year, we often take advantage of that opportunity to reiterate what Memorial Day represents and why it’s more appropriate to express gratitude for the living on Veterans Day instead. Memorial Day is a day for remembering and honoring military service members who died in the service of their country, particularly those who died in battle or as a result of wounds sustained in battle. While those who died are also remembered, Veterans Day is the day set aside to thank and honor ALL those who served honorably in the military—in wartime or peacetime. In fact, Veterans Day is largely intended to thank LIVING veterans for their service, to acknowledge that their contributions to our national security are appreciated, and to underscore the fact that all those who served—not only those who died—have sacrificed and done their duty.

As you take time to celebrate this Memorial Day, please also take time to remember.

Anthony L. Winns: ‘May We Never Forget Them’

Anthony L. Winns, Fortune 100 Company Executive, Retired Navy Admiral

This Memorial Day we remember those who have made the ultimate sacrifice for our country. As a retired Navy Admiral, Memorial Day has special meaning to me. During my 32 years of service to our great nation I saw first-hand men and women who bravely answered the call of service to our country. This Memorial Day we reflect and honor those who have made the greatest sacrifice in service for our country to give us the freedoms that we now enjoy. May we never forget them, and may we seek to live lives worthy of their sacrifices.