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| **Appendix B. Characteristics of Interview Respondents** |   |
| No. | Pseudonym | Sex | Industry and/or Sector | Race/Ethnicty | Title  |
| 1 | Yvonne | Female | Finance | Asian | HR manager |
| 2 | Craig | Male | Education | Latino | Senior HR specialist |
| 3 | Anna | Female | Entertainment | White | HR manager |
| 4 | Earl | Male | Consulting | African-American | HR generalist |
| 5 | Susan | Female | Retail | White | HR specialist |
| 6 | Dustin | Male | Consulting | White | HR generalist |
| 7 | Helen | Female | Restaurant | White | HR manager |
| 8 | Tim | Male | Tech | Asian | HR analyst |
| 9 | Nadine | Female | Non-Profit | African-American | HR manager |
| 10 | Brent | Male | Real Estate | White | HR specialist |
| 11 | Linda | Female | Entertainment | White | HR specialist |
| 12 | Suzanne | Female | Marketing | White | HR specialist |
| 13 | Lisa | Female | Tech | Asian | HR generalist |
| 14 | Tom | Male | Tech | Asian | Senior recruiter |
| 15 | Vince | Male | Tech | White | General recruiter |
| 16 | Eric | Male | Tech | African-American | HR generalist |
| 17 | Rudy | Male | Infrastructure | White | Owner |
| 18 | Diana | Female | Entertainment | White | HR assistant |
| 19 | Carolyn | Female | Pharmaceutical | White | HR generalist |
| 20 | Stacey | Female | Retail | Asian | HR analyst |
| 21 | Janet | Female | Accounting | White | HR analyst |
| 22 | Johanna | Female | Supply Chain Management | White | HR generalist |
| 23 | Glenda | Female | Healthcare | White | HR generalist |
| 24 | Adrian | Male | Education | White | Senior HR manager |
| 25 | Tanya | Female | Finance | Asian | Recruiting Coordinator |
| 26 | Kevin | Male | Infrastructure | Asian | HR specialist |
| 27 | Tara | Female | Government | Asian | HR Team leader |
| 28 | Eloise | Female | Non-Profit | Latino | HR generalist |
| 29 | Gwen | Female | Education | Latino | Talent Acquisition Assistant |
| 30 | Natalie | Female | Marketing | White | HR partner |
| 31 | Colleen | Female | Pharmaceutical | White | Senior HR specialist |
| 32 | Ashley | Female | Consumer Goods | White | Recruiting Coordinator |
| 33 | Connie | Female | Healthcare | Asian | HR generalist |
| 34 | Miranda | Female | Education | Latino | HR manager |
| 35 | Mandy | Female | Supply Chain Management | White | HR specialist |
| 36 | Josephine | Female | Transportation | White | Junior HR specialist |
| 37 | Nick | Male | Government | Asian | HR Coordinator |
| 38 | Joy | Female | Research/Think-tank | Asian | HR specialist |
| 39 | Lance | Male | Insurance | White | HR generalist |
| 40 | Jill | Female | Supply Chain Management | White | Senior HR specialist |
| 41 | Olivia | Female | Accounting | White | HR Coordinator |
| 42 | Anita | Female | Education | Asian | HR specialist |