

# DEI Developments in 2026

An Employer Update from  
OutSolve and Roffman Horvitz

March 11, 2026



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# Housekeeping

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# Today's presenters



**Jeremy Mancheski**

Founder & Chief Executive Officer  
**OutSolve**



**Josh Roffman**

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**Alissa Horvitz**

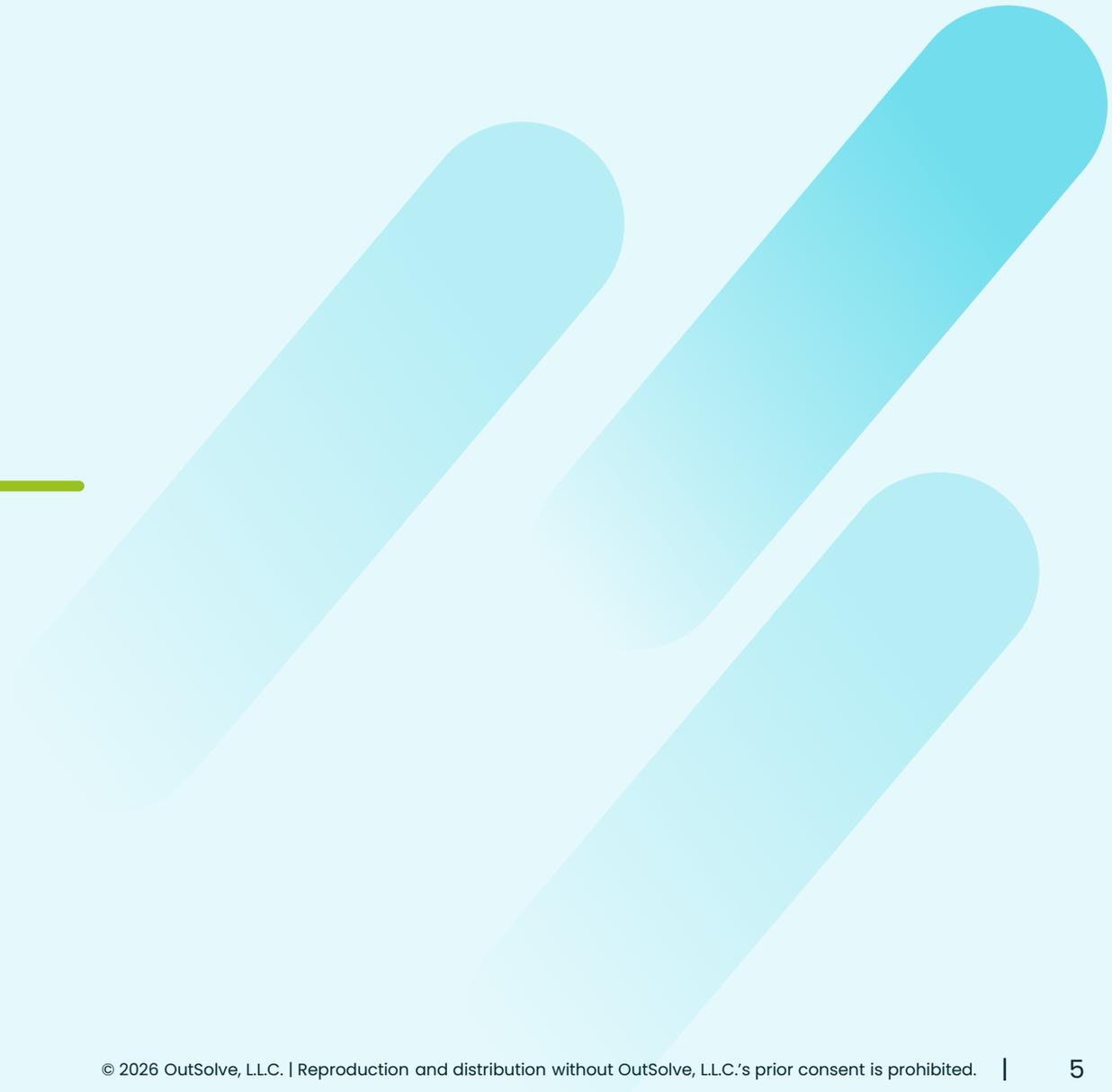
Member Attorney,  
**Roffman Horvitz, PLC**

# Our Agenda for Today

- ✓ “Affirmative Action”
- ✓ Proposed SAM Registration DEI Certification
- ✓ Unlawful DEI?
- ✓ EEOC Federal Court Subpoena Enforcement Actions
- ✓ Disparate Impact
- ✓ Other Federal Agency Activity

# “Affirmative Action”

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## OFCCP (1 of 2)

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- FY 2026 budget:

OFFICE OF FEDERAL CONTRACT COMPLIANCE  
PROGRAMS  
SALARIES AND EXPENSES  
For necessary expenses for the Office of Federal Contract Compliance Programs, \$100,976,000.

- OFCCP received about \$110,000,000 in FY 2024 and FY 2025
- OFCCP information collection requests related to VEVRAA and Section 503, including disability self-identification forms and VETS-4212s
- Publication of 2016-2020 EEO-1 consolidated (Type 2) reports data

## OFCCP (2 of 2)

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- Leadership
  - Director: Ashley Romanias
    - Previously a Senior Policy Advisor at DOL
    - Replaces Catherine Eschbach, who is now a senior EEOC attorney
  - New Deputy Director: Diana Sen
    - Previously the Regional Director (Northeast, Southeast Regions) and Acting Regional Director (Mid-Atlantic)
- Streamlining Agency organization
  - March 2, 2026 reporting by Bloomberg Law
  - Field staff will be moved to Branch of Field Operations within Division of Program Operations
  - “[R]egulatory, legislative, policy, outreach, and help desk functions” consolidated into the Division of Policy and Program Development

## Executive Order 14173

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- Rescinded EO 11246, eliminating federal contractor affirmative action plans for women and minorities
- Requires recipients of federal funds to certify that they do not operate any programs promoting DEI that violate federal anti-discrimination laws

# Proposed Changes to VEVRAA and Section 503 Regulations – July 1, 2025

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- VEVRAA
  - Principally to remove cross references to the enforcement provisions previously set out in the EO 11246 regulations
- Section 503
  - Remove cross references to the enforcement provisions previously set out in EO 11246 regulations (OFCCP)
  - Eliminate the collection of disability self-identification data from applicants and employees
  - Eliminate data collection analyses for individuals with disabilities
  - Eliminate the disability utilization analysis
  - Retain requirement to annually assess effectiveness of efforts in identifying and recruiting individuals with disabilities

## Other VEVRAA and Section 503 Developments (1 of 2)

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- Adjusted thresholds (November 25, 2025):
  - VEVRAA
    - Adjusted from \$150,000 to \$200,000
  - Section 503
    - Basic coverage: Adjusted from \$10,000 to \$20,000
    - AAP requirement: \$50,000, no change
- VEVRAA Hiring Benchmark: 5.1% (effective July 30, 2025)

## Other VEVRAA and Section 503 Developments ( 2 of 2)

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- Information Collection Activity
  - Renewal of VEVRAA data collection, AAP preparation, and recordkeeping requirements – January 7, 2026
    - New three-year renewal for period ending April 30, 2029
    - Supporting statement download
  - Modification of Section 503 data collection, AAP preparation, and recordkeeping requirements and self-identification form – August 25, 2025
    - Supporting statement download
  - Revision of complaint collection forms to remove references to EO 11246 – January 2, 2026

## State Affirmative Action: Summary of Approaches

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- Track Federal Executive Order 11246 AAP Requirements
- EEO-1 Type Reporting
- Pay Reporting
- Certifications
- Required Adoption of Policies
- Utilization of Minority, Women, Disadvantaged, and Small Business Enterprises as Subcontractors
- Passive Enforcement In Most States
  - Attestations in standard state contracting clauses
  - Some require submission only on request
- Information is very decentralized

# Jurisdictions with Contractor AAP / EEO or Employment Data Reporting Requirements

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- California
- Connecticut
- District of Columbia
- Illinois
- Kentucky
- Maine
- Minnesota
- New Jersey
- New York
- Pennsylvania
- Rhode Island
- Virginia
- Wisconsin

NOTE – There may be other states that have contractor AA/EEO obligations. Also, several municipalities have contractor AA/EEO obligations.

## Changes to State Affirmative Action Requirements

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- Ohio
  - Revoked affirmative action requirements for state contractors (Effective September 30, 2025)
- Minnesota
  - Many revisions to affirmative action materials and reports
  - Still requires utilization analysis
    - Removed instructions referring to the exercise as “setting goals”
  - Added note specifying that underutilizations are not quotas
  - Compliance Plan – replaces Affirmative Action Plan and removes affirmative action terminology

# U.S. Department of Justice Lawsuit Challenging Minnesota's State Agency Affirmative Action Plans – January 14, 2026

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- DOJ alleges Minnesota affirmative action requirements for **state and state agencies** violate Title VII
  - Requirement to assess utilization and set placement goals
    - Timetables
    - Pre-hire review for job groups with placement goals
    - Pre-layoff reviews for effect on goals and timetables
    - Required justification of non-affirmative action hires in competitive and noncompetitive appointments if goals not met
  - Claim 1: Minnesota makes staffing and personnel decisions based on race, color, national origin, and sex
  - Claim 2: Minnesota limits, segregates, and classifies employees based on protected categories
- DOJ [press release](#)

## Texas and Florida Attorneys General on State Laws and Programs

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- Texas
  - Opinion Letter on “Diversity, Equity and Inclusion” in Texas
  - Issued Monday, January 19, 2026
- Florida
  - Identification of Laws That Discriminate Based on Race
  - Issued Monday, January 19, 2026

# Proposed SAM Registration DEI Certification

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# Proposed Information Collection – SAM Registration Nondiscrimination and DEI Certification – Overview (1 of 2)

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- System for Award Management (SAM) – Registration with system to be eligible to be a recipient of federal financial assistance
- Proposed DEI-related certification requirement in SAM for entities wishing to be eligible for **federal financial assistance**
  - Published in Federal Register on January 28, 2026
  - Supporting statement webpage and download
- Accepting comments on proposal – March 30, 2026 deadline

## Proposed Information Collection – SAM Registration Nondiscrimination and DEI Certification – Overview (2 of 2)

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“The proposed amendment would update the Financial Assistance General Representations and Certifications to align with updated executive branch guidance including Department of Justice “Guidance for Recipients of Federal Funding Regarding Unlawful Discrimination” (July 29, 2025) and Executive Order (E.O.) 14173 of January 21, 2025, Ending Illegal Discrimination and Restoring Merit Based Opportunity applicable to all entities receiving grants, cooperative agreements, and financial assistance such as loans, insurance, and direct appropriations.”

## Proposed Information Collection – SAM Registration Nondiscrimination and DEI Certification – Certifications (1 of 3)

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February 18, 2026 Draft: "As the duly authorized representative of [organization], I certify that [organization] . . .

"Will comply with the U.S. Constitution, all Federal laws, and relevant executive orders prohibiting unlawful discrimination on the basis of race or color in the administration of federally funded programs (See Titles VI and VII of the Civil Rights Act of 1964, the Equal Protection Clause of the Fourteenth Amendment, and 2 C.F.R. § 200.303 Internal controls). Federal antidiscrimination laws apply to programs or initiatives that involve discriminatory practices, including those labeled as Diversity, Equity, and Inclusion (DEI) or "diversity, equity, inclusion, and accessibility" (DEIA) programs. Entities that receive federal funds, like all other entities subject to federal antidiscrimination laws, must ensure that their programs and activities comply with federal law and do not discriminate on the basis of race or color."

# Proposed Information Collection – SAM Registration Nondiscrimination and DEI Certification – Certifications (2 of 3)

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Examples of practices that may violate applicable Federal anti-discrimination laws include:

- (i) Granting **preferential treatment** based on race or color, such as race-based scholarships or programs, preferential hiring or promotion practices, or access to facilities or resources based on race or ethnicity, including through the use of “cultural competence” requirements, “overcoming obstacles” narratives, or “diversity statements;”
- (ii) Segregation based on race or color, such as **race-based training sessions, segregation in facilities or resources, or implicit segregation through program eligibility;**
- (iii) Other unlawful use of race or color as criteria, such as **race-based “diverse slate” policies** in hiring, **race-based selection for contracts, or race-based program participation or resource allocation;**
- (iv) **Training programs that stereotype, exclude, or single out** individuals based on protected characteristics or **create a hostile environment;** or
- (v) **Retaliation** by taking adverse actions against employees, participants, or beneficiaries because they engage in protected activities related to **opposing DEI practices** they reasonably believe violate federal antidiscrimination laws. Protected activities **include raising concerns or filing complaints** about, or **objecting to or refusing to participate** in, discriminatory programs, trainings, or policies;” (emphasis added)

## Proposed Information Collection – SAM Registration Nondiscrimination and DEI Certification – Certifications (3 of 3)

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Other notable certifications:

- “Will not knowingly bring or attempt to bring to the United States, transport, conceal, harbor, shield, hire, or recruit for a fee an **illegal alien**; and will not induce an alien to enter or reside in the United States with reckless disregard of the fact that the alien is illegal” (emphasis added)
- “Will not fund, subsidize, or facilitate violence, terrorism, or other illegal activities that threaten public safety or national security”
  - Administration has articulated broad view of what activities illegally threaten public safety or national security (i.e., Minneapolis protests)

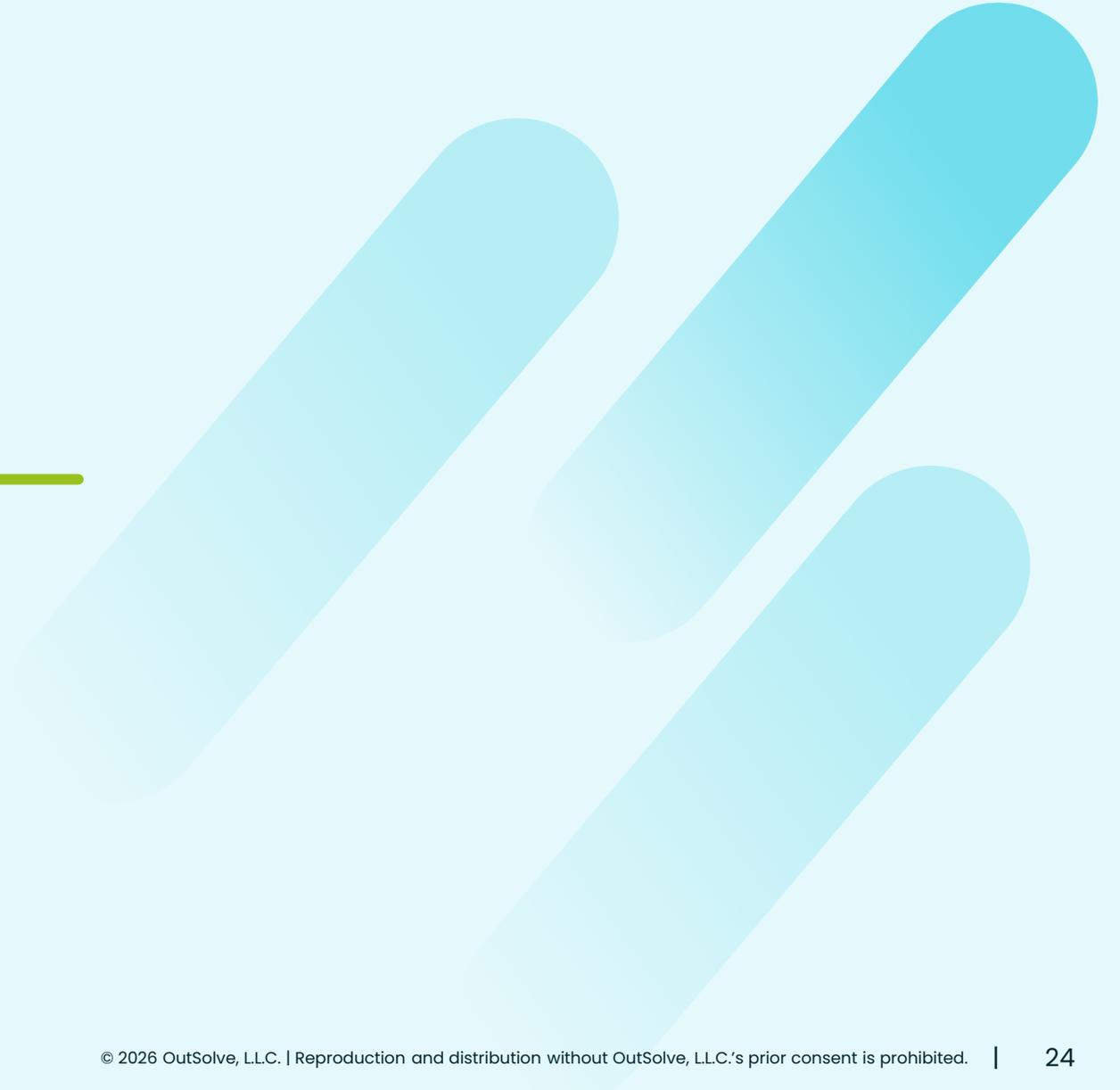
# Proposed Information Collection – SAM Registration Nondiscrimination and DEI Certification – Observations

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- Certifications mention only “unlawful discrimination on the basis of **race or color**”
  - No mention of gender (note Administration’s positions on segregating bathrooms and intimate spaces by sex; also religious freedom)
- Language goes well beyond Executive Order 14173 certification language
  - Agree that its **compliance in all respects with all applicable Federal anti-discrimination laws is material** to the government's payment decisions for purposes of the **False Claims Act**
  - Certify that it **does not operate** any **programs promoting DEI** that **violate any applicable Federal anti-discrimination laws**
- Still no Final Rule from FAR Council adopting Executive Order certifications
  - Interim Final Rule Implementing EO 14173 (FAR Council) submitted to OIRA on April 15, 2025
  - Pending federal court cases and injunctions?

# Unlawful DEI?

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## July 29, 2025 Attorney General Guidance (1 of 2)

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- Like proposed SAM certification, addressed only to **recipients of federal funding**
- Provides “best practices,” but notes they are not mandatory
- Broader than prior guidance:
  - Unlawful Proxies for Protected Classes
    - Selection or eligibility criteria designed to target certain protected classes
    - Geographic or institutional targeting in recruitment strategies
    - Best practices: document legitimate nondiscriminatory reasons for criteria
  - Segregation
    - Access to programs, activities, or resources based on protected classes
    - Separation of groups allowed to access or participate (i.e. target group and allies)
    - Programs, activities, or resources that are “technically” open to all, but identity-based in focus (perception of segregation; hostile work environment)

## July 29, 2025 Attorney General Guidance (2 of 2)

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- Broader than prior guidance (continued):
  - DEI Trainings and Harassment
    - Programs that through content, structure, or implementation stereotype, exclude, or disadvantage individuals based on protected characteristics
      - Excludes or penalizes individuals
      - Creates hostile work environment – severe or pervasive
      - Retaliation – adverse action against individuals that object or refuse to participate in trainings
  - Optional nondiscrimination flow-down clauses, and third-party liability

## EEOC Letter to Fortune 500 Companies

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- EEOC Letter to Fortune 500 – February 26, 2026
- Points to March 19, 2025 DOJ/EEOC guidance regarding unlawful DEI-related discrimination
  - One-page technical assistance document
  - Q&A document
- Refers to guidance as “non-binding documents”
- RH Perspective: guidance is a reasonable distillation of what DEI initiatives may violate nondiscrimination laws
- Counter-letter from EEO Leaders (Democratic former EEOC and OFCCP officials) – March 6, 2026
  - Guidance on lawful DEI efforts:
    - April 3, 2025
    - November 2025

## March 19, 2025 DOJ/EEOC Guidance (1 of 2)

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- Illegal DEIA:
  1. Disparate treatment in:
    - Hiring, firing, promotion, demotion, compensation, fringe benefits
    - Access to or exclusion from training (including training characterized as leadership development programs)
    - Access to mentoring, sponsorship, or workplace networking / networks
    - Internships (including internships labeled as “fellowships” or “summer associate” programs)
    - Selection for interviews, including placement or exclusion from a candidate “slate” or pool
    - Job duties or work assignments
  2. Limiting membership in ERGs or employee affinity groups
  3. Separating employees based on race, sex, or another protected category
  4. Harassment (DEI training messaging)

## March 19, 2025 DOJ/EEOC Guidance (2 of 2)

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- Does not identify what DEI programs are lawful; need to infer from things listed as unlawful (see guidance from EEO Leaders)
- Refers to discrimination by **race**, **sex**, or **another protected characteristic** under Title VII
- Attorney General February 5, 2025 Memorandum
  - Footnote: “This memorandum is intended to encompass programs, initiatives, or policies that discriminate, exclude, or divide individuals based on race or sex. It does not prohibit educational, cultural, or historical observances—such as Black History Month, International Holocaust Remembrance Day, or similar events—that celebrate diversity, recognize historical contributions, and promote awareness without engaging in exclusion or discrimination.”

## Federal Court Cases – “Unlawful DEI” (1 of 2)

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- *Chicago Women in Trades v. Trump* (7<sup>th</sup> Circuit)
  - Oral argument hearing – 1/30/2026
  - “What is ‘unlawful DEI?’”
- *Young v. Colorado Dept. of Corrections* (10<sup>th</sup> Circuit)
  - Oral argument hearing – 1/22/2026
  - Skeptical that DEI training created a hostile work environment
- *Missouri v. Starbucks* (E.D. Mo.)
  - Suit brought by Missouri Attorney General that alleged that Starbuck’s DEI programs were discriminatory was dismissed – 2/5/2026
  - “Plaintiff fails to allege any actual adverse employment action undertaken as a result of unlawful discrimination, and the policies and goals described do not confer employment opportunities to one protected class at the expense or to the exclusion of another. Plaintiff’s reliance on allegations that Defendant adopted certain alleged policies does nothing to establish actual justiciable claims without any allegations as to how those policies were actually enforced in a way that violated any law.”

## Federal Court Cases – “Unlawful DEI” (2 of 2)

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- *EEOC v. Coca-Cola Beverages Northeast, Inc.* (D.N.H., 2/18/2026)
  - EEOC lawsuit alleges that two-day employer-sponsored trip and networking event open only to female employees discriminated against male employees
  - EEOC [Press Release](#)

## Federal Court Cases – Status of Injunctions on Anti-DEI Executive Orders (1 of 2)

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*National Association of Diversity Officers in Higher Education v. Trump* (4<sup>th</sup> Circuit)

- Reversed injunction of Trump DEI Executive Orders – 2/6/2026
  - Plaintiffs lacked standing to challenge the Enforcement Threat Provision
  - Certification Provision and Termination Provisions not unlawful on their face
- Court won't read into how the provisions will be implemented or enforced
- Idea that how the provisions get enforced could be unlawful resonates with the panel

## Federal Court Cases – Status of Injunctions on Anti-DEI Executive Orders (2 of 2)

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### *Chicago Women in Trades v. Trump* (N.D. Ill)

- Preliminary Injunction – Provisions of Executive Order 14173
  - Initial Order – 4/15/2025
  - Rejection of Government’s Motion for Stay – 10/30/2025
- Enjoined Parties: “Secretary of Labor; the U.S. Department of Labor; its officers, agents, servants, employees, attorneys; and other persons who are in active concert or participation with any of them”
- Termination Provision Injunction: **Enjoined Parties** and **only for CWIT’s grant** identified in the litigation
- Certification Provision: “**Enjoined Parties** shall not require **any grantee or contractor** to make any “certification” or other representation pursuant to the Certification Provision . . . of Executive Order 14173
- False Claims Act: **Government** shall not initiate any False Claims Act enforcement action **against CWIT** pursuant to the Certification Provision
- Appealed to 7<sup>th</sup> Circuit

## Presentation by DOJ Official About False Claims Act Enforcement

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- Presentation of Deputy Assistant Attorney General Brenna Jenny – Federal Bar Association’s 2026 Qui Tam Conference – February 19, 2026
- According to reporting:
  - Existence of DEI programs doesn’t necessarily mean that employer is violating nondiscrimination laws
  - DOJ is focusing on discrimination (i.e., DEI programs that actually discriminate on the basis of sex and race/ethnicity)
  - Problematic practices:
    - Numeric demographic goals
    - Tying employee compensation and bonuses to meeting diversity targets
    - Tying performance evaluations to diversity efforts
    - Training or mentoring programs open only to certain groups
    - Diverse slate policies
  - DOJ using data-mining capabilities in addition to Qui Tam relators

# EEOC Federal Court Subpoena Enforcement Actions

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## EEOC Federal Court Subpoena Enforcement Actions (1 of 3)

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### Nike (E.D. Mo., 2/4/2026)

- Stems from 5/24/2024 Andrea Lucas Commissioner's Charge
  - Charge alleges DEI programs discriminate against White workers
  - Prompted by America First Legal 1/11/2024 investigation request
- Scope of Demand
  - Back to as far as June 1, 2018
- Same court that recently dismissed the state attorney general's case against Starbucks
- EEOC [Press Release](#)

### Napa Auto Parts (N.D. Tex., 2/5/2026)

- Stems from 5/20/2024 Kalpana Kotagal Commissioner's Charge
  - Charge alleges discrimination against Black workers in hiring and recruiting
- Scope of Demand
  - Essentially all data stored in the employers' various HRIS and applicant tracking systems, back to October 1, 2019
- EEOC [Press Release](#)

## EEOC Federal Court Subpoena Enforcement Actions (2 of 3)

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Northwestern Mutual (E.D. Wis., 11/20/2025)

- Stems from 3/1/2025 Charge Brought by Individual White Male Employee
  - Employee's charge alleges discrimination "against him and others on the bases of sex, race, color and national origin in violation of Title VII, when Respondent allegedly enhanced its existing Diversity & Inclusion policy to focus on providing additional support and opportunities for women and people of color."
- Scope of Demand
  - Tied to specific allegations of charging party and the identified DEI programs, back to January 1, 2022; in original information request, some (like the AAPs) back to January 1, 2020
- EEOC [Press Release](#)

[Blog post](#) by Alissa and Josh with more detail about these EEOC subpoena enforcement actions

## EEOC Federal Court Subpoena Enforcement Actions (3 of 3)

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University of Pennsylvania (E.D. Pa., 11/18/2025)

- EEOC investigation into antisemitic work environment
- Demand for names and personal contact information of Jewish student organizations and their members and Jewish faculty members
- EEOC [Press Release](#)
- Five faculty and student organizations intervened as defendants in support of the University's challenge of EEOC's subpoena ([court filing](#))
  - Student newspaper [article](#)
  - Other press releases ([AAUP](#), [ACLU](#))
- Oral Argument – Yesterday (3/10/2026)

# Disparate Impact

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# **Executive Order 14281: Restoring Equality of Opportunity and Meritocracy**

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## What It Does

- Defines the executive branch's view of disparate impact liability
- Instructs federal agencies not pursue disparate impact claims
  - “all agencies shall deprioritize enforcement of all statutes and regulations to the extent they include disparate-impact liability”

## What It Can't and Doesn't Do

- Remove disparate impact from Title VII and other federal civil rights laws
- Override state laws and practices related to disparate impact that don't “have constitutional infirmities”
- Eliminate the use of statistics in employment discrimination cases

## Disparate Impact

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In the context of employment practices, disparate impact liability establishes that if a **facially neutral employment practice** has a disparate impact on the basis of race, religion, sex, or national origin, the **employer must show that the practice is job related for the position and consistent with business necessity**

Disparate treatment, pattern or practice

## Legal Status of Disparate Impact Theory

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- EEOC
  - The Trump administration EEOC won't pursue cases on a disparate impact theory
  - If the EEOC does not conduct an investigation or elects not to enforce alleged violations, the Charging Party will receive a Notice of Right to Sue and may file a lawsuit in federal court within 90 days
- Civil Rights Act of 1991
- State Laws
  - New York State – codification of disparate impact – effective December 19, 2025
  - New Jersey – new regulations (press release) – effective December 15, 2025

## Trump Administration Use of Data and Statistics

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- EEOC Letters to Large Law Firms
- Investigations of Educational Institutions
  - IPEDS data to monitor race-based admissions
  - August 7, 2025 Presidential Memorandum
- EEOC Chair Andrea Lucas Social Media Post (next slide)
- Nike, Napa Auto Parts, and Northwestern Mutual EEOC Subpoena Enforcement Actions

## EEOC Chair Andrea Lucas Statement About The Use of Statistical Evidence in Pursuing Unlawful DEI – May 7, 2025 Post on X

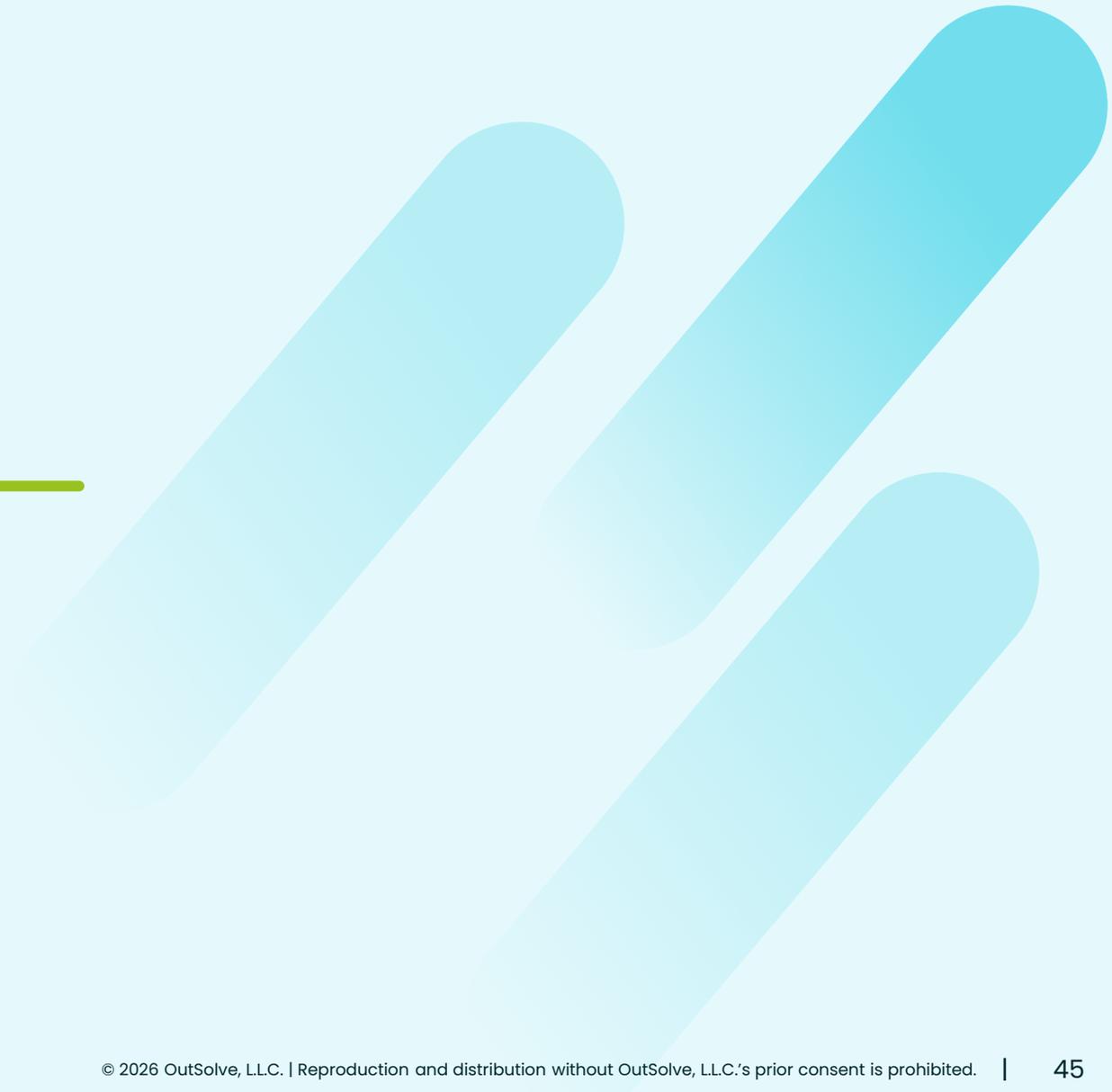
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“[E]mployers should take care not to conflate disparate impact claims arising from neutral employment practices with a materially different type of Title VII claim: intentional discrimination claims proven via the “pattern or practice” model of proof first set out by the Supreme Court in *Teamsters v United States*, which may entail the use of statistical evidence, along with other evidence, to prove disparate treatment.”

“The Commission will continue to relentlessly combat unlawful patterns or practices of intentional discrimination in violation of Title VII, including race and sex discrimination that may arise from DEI programs and national origin discrimination involving anti-American bias.”

# Other Federal Agency Activity

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## Other Federal Agency Activity – Department of Education (1 of 2)

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- “Dear Colleague” Letter and FAQs – February 14, 2025
- Office of Civil Rights Investigations of 51 universities for violation of Title VI of the Civil Rights Act
- Settlements: Columbia, Brown, Penn, Northwestern, Cornell, University of Virginia
- Pressure campaigns
- Use of IPEDS data to monitor race-based admissions

## Other Federal Agency Activity – Department of Education (2 of 2)

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- Certification Requirement for K-12 School Districts Receiving Federal Financial Assistance – Announced April 3, 2025
  - Cites Title VI and *Students for Fair Admissions v. Harvard*
  - Follow up from February 14 “Dear Colleague” Letter
  - Certification document explicitly references “illegal DEI practices” without specifying what practices are illegal
- **Withdrawn**
  - *New York v. Dept of Education* (D. Mass., 2/6/2026)
  - *National Education Assoc. v. Dept of Education* (D.N.H., 2/3/2026)
  - *American Fed. of Teachers v. Dept. of Education* (4th Cir., 1/21/2026 (appeal withdrawn); D. Md., 8/14/2025)

## Other Federal Agency Activity – Federal Communications Commission

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- FCC letters to Comcast / NBCUniversal (February 11, 2025) and Disney / ABC (March 27, 2025) about promotion of DEI
- Blocking mergers and acquisitions of businesses “promoting invidious forms of DEI discrimination”
  - Verizon – Frontier Communications
    - Letter about DEI programs sent to FCC on May 15, 2025
    - Approved May 16, 2025
  - T-Mobile – UScellular
    - Letter about DEI programs sent to FCC on July 8, 2025
    - Approved July 11, 2025
  - Skydance Acquisition of Paramount/CBS
    - Letter about DEI programs sent to FCC on July 22, 2025
    - Approved July 24, 2025

## Other Federal Agency Activity - Others

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- Federal Trade Commission
  - Letters to 42 Large Law Firms
    - Sent on January 30, 2026 (press release)
    - Diversity Lab's Mansfield Certification Program Participation = "Anticompetitive Collusion"
    - Program paused; Diversity Lab furloughed all but one employee
- EEOC Letters to 20 Large Law Firms
  - **Withdrawn**
    - *DOE 1 v. EEOC* (D.D.C., 2/9/2026)

# Wrap Up

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## Wrap Up

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- OFCCP = VEVRAA and Section 503 compliance
- EEOC and DOJ = Pursuit of unlawful DEI
- Achieving DEI retreat through regulatory/political pressure campaigns and via aggressive and burdensome information requests
- Reluctance and unwillingness to commit to specifics on what is “unlawful DEI”
  - Characterizing March 19, 2025 EEOC/DOJ and July 29, 2025 Attorney General documents as “nonbinding” or “best practices”
  - Won’t say in federal court
  - Holding back FAR Council approval of EO 14173 certification language
  - Why?
    - Risks invalidation of Executive Order
    - They’re losing when they do
    - As long as it’s not defined, they can take aggressive stances (except in court)

# Questions?

For additional questions, please don't hesitate to reach out:

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## Upcoming Events Featuring Alissa, Josh, and Jeremy

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- OutSolve Webinar – **I-9 Compliance & E-Verify Regulations Under Trump Administration** (Alissa Horvitz , Desiree Throckmorton) – March 18, 2026 – [Registration](#)
- DirectEmployers Webinar – **An HR Compliance Update on the Unlawful DEI Enforcement Landscape** (Roffman Horvitz) – March 19, 2026– [Registration](#)
- **DEAMcon26** – Indianapolis, IN – April 15-17, 2026
  - A Year Into Executive Order 14173: Lessons Learned from Self-Audits of Employer DEI Programs (Alissa Horvitz, Jeremy Mancheski, Josh Roffman) – April 15, 2026
  - Charting the Course: Actionable Takeaways & Forward Focus for Government Contractors (Alissa Horvitz, Josh Roffman) – April 17, 2026

## Upcoming OutSolve Sessions

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**MARCH 18 | 2pm ET**

I-9 Compliance & E-Verify Regulations Under Trump Administration

**APRIL 22 | 2pm ET**

Pay Transparency Best Practices: A Practical Playbook for HR and Total Rewards

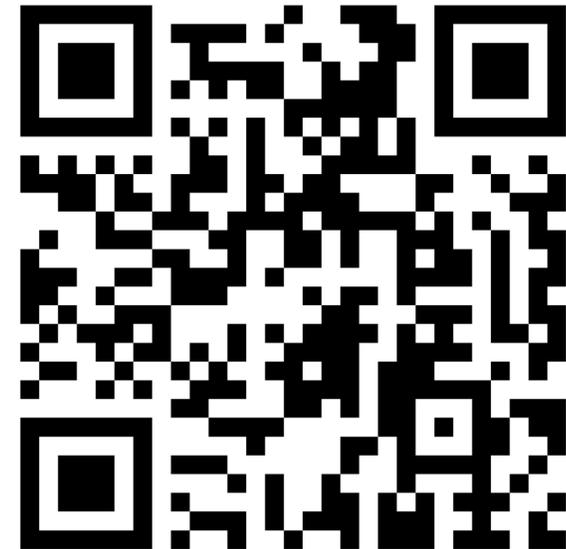
**MAY 13 | 2pm ET**

Compliant Recruiting, Executed: From Job Post to Day One

**JUNE 24 | 2pm ET**

Compliance Checkup: Mid-Year Review HR Cannot Skip

**Save Your Spot:**



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