



Diversity Success:

LEARNING FROM OTHER'S SUCCESSFUL PROGRAMS,
BEST PRACTICES, AND ACHIEVEMENT

MAY 2007

People · Process · Solutions™
careerbuilder.com™
Experience Better

Diversity Success

OVERVIEW

In the United States today the proportion of Caucasians to People of Color has shifted at an incredible rate. According to the 2000 US Census data, in the 40 to 49 age group there are 2½ Caucasians for every 1 person of color. In the 20 to 29 age range, we are at a 1½ to 1 ratio, the lowest in recent recorded history. Below the age of 20 it has reached a one-to-one ratio. At the same time the 2005 census shows that the cultural demographic of the United States is 76% Caucasian, a number that tends to mislead peoples understanding of the employment workforce. The largest concentration of Caucasians is in the 60 to 79 age range, with the ratios being 5 ½ to 1 on the top end. These numbers are a testament to the incredibly fast shift of the ethnic composition of the population.

This fast shift has left many organizations struggling to engage their workforce with diverse and inclusive programs, let alone support diverse and inclusive recruitment and retention. Yet even more companies are struggling to even get started with their own diversity programs. Daunted by having to make a huge cultural shift, they continue to allow things to remain unaltered.

Diversity in the workforce has long been a polarizing topic for employers. So much so that the word “diversity” often has a negative stigma attached to it. It is now common to see organizations re-branding their programs as Inclusion Efforts. Some organizations have gone even further to remove the negative stigma of diversity by referring to their entire development program as Human Capital Optimization, Comprehensive Employee Support, or even Workforce Advancement Programs.

All these programs are in an effort to bring their company’s culture in line with the changing demographics. Yet at the core their purpose, to embrace their workforce, celebrate their differences as business advantages, and grow as an organization is often overlooked. Our view on this is summed up as this; diversity is not a problem with answers, but a challenge in which you look for opportunities that impact your organization in a positive way.

This study’s goal is to help demystify diversity programs in general, and gain a better understanding of how diversity programs are developed by focusing on the following:

1. The gap that was identified and why it was necessary to address
2. Development of the program to have the greatest impact
3. The results that this program has had for the organization
4. Future growth plans for these or other programs.

To answer these questions, we are going to look at several different diversity programs at leading companies to understand the steps they have taken. The participants in this discussion are Hospital Corporation of America, Verizon Wireless, Weyerhaeuser, and Wells Fargo. Also at the end of this report, we will share ideas and information from many other organizations that have provided a best practice for others to utilize for their own companies.

We intend to provide an idea, thought, or opportunity to be used within your own company to drive diversity forward from not only a recruitment aspect, but from an on-boarding, retention, and organizational cultural aspect as well; addressing the challenges and impacting your organization for the better.

HOSPITAL CORPORATION OF AMERICA

Hospital Corporation of America (HCA) faces the same challenge that many organizations face; how to bring a cohesive diversity message to all employees in a decentralized business structure. They also have the added challenge of ensuring that their patients have an experience that leaves them feeling welcomed, understood, and respected. Their vision for diversity and inclusion is to provide culturally competent care to all patients they serve. They also seek to foster a culture of inclusion across all areas of their company that embraces and enriches diversity in their workforce, physicians, partners, patients, and communities. We spoke with Kim Sharp, Vice President Diversity and Inclusion, of HCA in regards to their current strategy and to understand the environment and business reasons HCA has embraced diversity and inclusion.

Diversity Success

HCA is the nation's leading provider of healthcare services, composed of locally managed facilities that include 173 hospitals and 108 outpatient centers in 20 states, as well as international locations in England, and Switzerland. At its founding in 1968, Nashville-based HCA was one of the nation's first hospital companies. In 2006 their revenues were over \$25 billion with assets of more than \$23 billion. HCA and its affiliates currently employ approximately 180,000 people.

Part of the overall challenge for all healthcare organizations including HCA, is dealing with the healthcare philosophies and expectations that exist within different ethnicities. By focusing their organization locally and on how their organization is serving its community they are able to make seemingly small adjustments to their process, allowing for better service to their patients and the surrounding community. First they had to understand the communities they were serving, who their patients were, the mix of ethnicity, culture or other dimensions of diversity, what they were currently doing to serve these groups, and educate their own employees based on the results.

One example is the city of Nashville, where HCA not only has several hospital locations, but it also serves as their headquarters. Nashville, Tennessee, also happens to host the fastest growing Hispanic populations in the United States. This is important information for anyone in an industry that deals with personal one-on-one situations. This information better helped HCA train their staff with cultural and language knowledge to be better prepared to treat these patients.

Another situation that presented itself in Florida enabled HCA to make relatively small changes that effects their patient and community relations. They were able to determine that during healthcare issues such as a birth in the family, the members of a family that came to the hospital were different for each ethnic group. On average a Caucasian family had three to five visitors, African Americans received five to seven visitors, and Hispanic families averaged 15 to 20 visitors. The challenge was in the services available for those families. The organization expanded the size of and created new waiting areas to accommodate all visitors. They

also sent their culinary staff for additional training to align food service with the tastes of visitors and patients pallet, and are now known for having one of the best flans in the area.

While these seem like small changes, it has enabled the organization to become more aligned with the community, and provided them with a base to develop programs that increase their patient care and employee satisfaction. At their Aventura Hospital location, a review of their records showed a variation in the care outcomes for cancer patients in the surrounding community. Too many of the cancer patients were not seeking the preventative screenings, for what otherwise may have been treatable cases. With the support of their staff they went to the community and educated them about what they could do to improve their health, make changes for better care, and help them learn the early warning signs. This gave them an incredible ability to partner with the community and become one with the local area. In turn, the community now views them as a valuable neighbor, increasing their interactions from every aspect including employment.

While grass roots level programs are essential, HCA also realizes that any program has to be supported from the top levels as well. Leadership has to be the standard barer for all the other employees to follow. Diversity and inclusion are embedded in the organizational goals and strategies to be executed by all management. The focus is not only on employees, community relations, culturally sensitive patient care, and philanthropy, but also across purchasing and marketing as well.

A broad approach is allowing them to align their diversity and inclusion strategies with their business objectives and goals, all the while maintaining fiscal responsibility. With many different programs in so many locations on top of corporate initiatives it has been important for HCA to empower its people. One of the ways Kim Sharp measures the success of their programs is by not owning them. Being able to turn business and programs back to the appropriate owners, rather than pulling it away from them allows for maximum impact

Hospital Corporation of America faces the same challenge that many organizations face; how to bring a cohesive diversity message to all employees in a decentralized business structure.

Diversity Success

In the end HCA's mission is to treat each other with loyalty, dignity, and respect. The same mission applies to their patients; they strive to increase their satisfaction while growing in the quality and volume of care. With their focus on community, cultural sensitivity, and striving to be diverse and inclusive as an organization, HCA is set to not only meet the changing demographics, but be a workplace leader as well.

VERIZON WIRELESS

The value of Diversity begins with each and every employee. Verizon wireless' culture defines who they are and what they value – and what it feels like to work there. They work tirelessly to promote, develop and retain a diverse workforce utilizing key initiatives to achieve their goal. We met with Kathy Bowman-Williams to discuss the unique programs they have in place at Verizon Wireless.

The Verizon Wireless Talent Management Process helps to identify High Potential diverse talent and seeks developmental and training opportunities for them. One program in particular, Insights for Success, provides diverse Verizon Wireless employees with an intense two-day leadership workshop designed to enhance knowledge and skills important for professional and personal growth. Employees are encouraged to explore their strengths, opportunities for improvement, and goals, and then working with mentors and advisors, they are able to map out potential career paths that best align with their personal and professional ambitions within Verizon Wireless' Culture. A key focal point of this training is that each session focuses on a specific demographic. Understanding that there are cultural differences that may impede an employee's understanding or assimilation into an organization's culture, this course also focuses on how to maximize employee's potential. By identifying the micro-inequities that exist in the workplace or with others, they help to create an understanding of how to deal with them in a positive way. With small classes that top out at 25, the connection made in these sessions helps these employees to network with other professionals.

Another program they offer for High Potential executives is the "REALIZE" Leadership Development Program. The strategic intent of the program is to develop executive leadership talent that positions Verizon Wireless to win in the current and future marketplace. This intense three day program focuses on leadership culture, developing

executive communication, critical thinking, complex decision-making and results/execution capabilities. The session combines group discussions, hands-on activities, and projects that push participants outside of their comfort zone that promotes the transference of their learning back in the workplace.

Verizon Wireless also addresses diversity in a variety of broad-based programs aimed at all employees. On a quarterly basis Verizon wireless hosts Portraits in Diversity employee networking receptions. These sessions offer employees an opportunity to meet key diverse leaders in the business and learn from their success stories. In addition to that, all managers attend a half day training session on how to lead and develop diverse teams. Large scale town hall style meetings are hosted annually around the country as well, giving all employees the opportunity to hear from senior leadership what Verizon Wireless is doing internally and in the business and local communities.

Verizon Wireless' commitment to diversity has been recognized as best in class. Their awards include...

- DiversityInc's "Top 50 Companies for Diversity" (2years)
- Working Mother Magazine's "100 Best Companies for Working Mothers" (6 Years)
- Training Magazine's "Top 25" (5 Years)
- Computer world "100 Best Places to Work in IT" (4 Years)
- Latina Style "50 Best companies for Latinas"
- Black MBA Magazine "Best companies for African Americans"

Verizon Wireless views diversity as a business strategy designed to attract and retain the most talented and productive people from all backgrounds and provide employees with an environment which enables them to achieve their maximum potential.

WEYERHAEUSER

At Weyerhaeuser Company, diversity is recognized as a business imperative from the top down. Chief Executive Officer, Steven R. Rogel has stated "at Weyerhaeuser, we recognize that diversity is integral to our ability to remain competitive and innovative and key to becoming the best forest products company in the world."

Diversity Success

Weyerhaeuser is an international forest products company with annual sales in excess of \$21 billion. The company currently employs about 46,000 people in 18 countries. They are as diverse in their business units as they are in their employee base, from forestry to construction and many things in between. Ranked 90 by Fortune magazine's 2006 ranking of America's largest corporations, Weyerhaeuser has been on the front-line of diversity programming. Senior leadership has been a driving factor behind growing their inclusion programs, and is held personally accountable for the success of the programs. Standout programs have been their Business Support Groups and internal Diversity Best Practice recognition. Effenus Henderson, Director Workforce Representation and Diversity and Chief Diversity Officer spent some time with us to talk about how they continue to grow these standout programs along with their business.

Business Support Network Groups are chartered by the organization to develop and provide groups of employees gathered by a focus on ethnicity, gender, age, or other issue, an opportunity to impact the company. Current business support network groups include Women in Action, Weyerhaeuser Black Employee Alliance, Hispanic Opportunities for Leadership Achievement, COLORS (GLBTE), Generation Next, and an Asian/Pacific Islander group under development.

These groups focus on workplace issues unique to diverse groups and assist with the recruitment and retention of talent. The groups, which each have a direct link to senior management who sit as part of the group, provide mentoring programs to employees throughout the company. The internal mentoring programs are focused on developing employee's careers, understanding the company culture, and helping each employee reach their full potential. The company also provides an internal website giving employees and managers tools and a process to ensure the effectiveness of the relationships. They are responsible for developing training and educational pieces that can be rolled out to all employees to understand their impact. Educational programs are aimed at assisting leaders in effectively developing internal employees while growing a respectful and inclusive workforce.

Rewarding innovation is part of the culture at Weyerhaeuser and this extends to their diversity programs. Through a process of nominations that are open to everyone in the company, individuals or groups can be recognized for innovation in diversity. This "Employer of Choice" strategy

invites employees to share with the company what it takes to create the culture they are striving for. This past year over 31 nominations were submitted from all different areas and locations. The top ideas were brought to a national meeting where the winners were announced.

Weyerhaeuser has seen very positive results and benefits from the efforts of its local work teams and leaders. Surveying has shown they are closing the gap on satisfaction levels by minorities in the organization. They have gone a great distance in fostering a culture that values and embraces diversity in the workforce. Through a continued focus on mentoring and coaching at all levels within the organization they continue to improve further. With in-depth surveying and record keeping in place they are able to monitor and chart changes in not only their workforce demographics but also employee satisfaction levels.

They continue to lead by partnering with such organizations as UNCF, NSBE, The King Center, SHPE, SWE, Catalyst, Red Lake Fellowship Center, Aboriginal Human Resources Council (Canada), NAACP, and the National Urban League. The company is building its supplier diversity program and building metrics to measure progress.

WELLS FARGO

With over 165,000 employees and 45 separate business lines, Wells Fargo's diversity program is focused on fostering an environment of respect for all employees. Called America's "Most Admired" large bank and ranked 52 in revenue among all companies in all industries by Fortune magazine, Wells Fargo also has \$482 billion in assets. They operate over 6,000 stores and embrace all employees across their locations. To learn about how Wells Fargo is embracing their diversity programs we met with Linda McConley, Project Manager for Diversity Programs and Initiatives.

Wells Fargo CEO Richard Kovacevich is quoted as stating "Diversity is not only good policy, it's good Business." With senior leadership taking a strong stance it is no wonder they see their people as their competitive advantage, in a challenging marketplace. Their focus on their people has been noticed by others. Not only have they been named to the DiversityInc's "Top 50 Companies for Diversity", but they have also been named to Working Mothers Magazine's "100 Best Companies for Working Mothers" and LATINA Style Magazine's "Top 50 Companies for Latinos."

Diversity Success

To understand the day-to-day challenges and opportunities Wells Fargo has created a multi-layered Diversity network. The company's Corporate Diversity Council has members from each business unit, who each serve a rotational three year term. They convene the group six times a year, three meetings in person, and interacting with all the affected human resources groups and management groups. This group is charged with spearheading Wells Fargo's direction with their diversity programming and driving the message of inclusion to leadership and all employees.

The Corporate Diversity Council also developed the following "Six Steps to Diversity," which all employees within the organization are educated on and held to.

1. Executive management team takes responsibility for diversity. We hold ourselves and others accountable.
2. People from diverse backgrounds are in all levels of management. Managers are accountable for attracting diverse candidates and for developing and retaining a diverse leadership pipeline. We want managers to consider diverse candidates for every open position at Wells Fargo. Wells Fargo has a plan for increasing diversity in senior management.
3. We have long-term relationships with diverse communities. We use targeted marketing and advertising to build awareness of the products and services we tailor to respond to their needs.
4. We contribute to the diverse communities in which we live and work. We have a supplier-diversity program, our corporate giving benefits diverse communities, and we partner with many national and community-based groups.
5. Diversity pervades all company communications. Our websites, our company magazine (Connections), our Annual Report, and our marketing materials.
6. We're known as a diverse company. Job candidates, customers, vendors and stockholders seek out Wells Fargo because of our diverse reputation. Our Team Members have avenues to voice their opinions on how Wells Fargo can be more inclusive.

Feeding into the Corporate Diversity group are 75 separate Business Diversity Councils which are formed within each different business units. These Business Diversity Councils are charged with implementing the programs within each business and providing a channel for employees to become a part of overall diversity initiatives. Another channel that enables employees to get involved is the Team Member Resource groups. With over 95 different groups, each with two members of local leadership, these affinity type networks are driven by over seven to eight thousand active members whose goal is to be inclusive to everyone across business lines and provide value to the organization.

With well defined programs like their Team Member Resource groups and Corporate and Business Diversity councils, they have been able to achieve a positive change in culture in a relatively short period of time. The Corporate Diversity council was first put in place in 2002 to address the issues facing the organization and how they could proactively engage the workforce.

The challenge for many organizations is quantifying those changes in a measurable way. To do this, Wells Fargo has instituted surveying their employees every two years in order to appropriately set their goals as well as get an understanding of the prevailing culture. Within the survey they ask the employee to rate them on the six steps to diversity, their manager's/management's support of diversity and inclusion and the companies overall performance in these areas. They are able to break down the blind results by business unit, tenure, level, gender, and ethnic demographic. Over 48% of the employees participated in the survey, and information was delivered back to the overall diversity council and the individual business units to help them set their future goals.

The overall goal at Wells Fargo is to not make diversity and inclusion something extra that people have to work on, but to integrate it into everyday business for all employees. Within four years they were able to take a company that had very little information available on their diversity programs, to an award winning leader that has standardized information across all business lines.

CONCLUSION

As a society, people in the United States tend to feel defined by their career choice and employment situation.

Diversity Success

It is typical for many employees to work 50 to 60 hours a week. With so much of an employee's time dedicated to the workplace, providing the employee with a culture where they feel valued and supported for who they are, will lead to better retention and higher productivity. The opportunity for these socially minded employees to become involved in these programs allows for an even greater return on investment as they then become standard bearers of the companies culture and will represent that in all their interactions both internally and externally.

There are many studies, such as Cedric Herrings "Does Diversity Pay?: Racial Composition of Firms and the Business Case for Diversity," that show the benefits of a diverse workforce. In this study he provides tangible evidence that there is a positive relationship between the racial diversity of firms and increased sales revenue, more customers, greater market share, and greater relative profits. So the business case to develop diversity and inclusion programs within each organization can be made on many levels, with the end result being a win-win situation for the company.

Any organization that looks to address diversity and inclusion in their recruitment, on-boarding, and workforce will see the many challenges that lay ahead. These challenges can seem overwhelming for any organization, if taken on all at once. The opportunity presents itself for a company to take small steps in the right direction, and empowering employees to become involved. The programs detailed in this study are just a few examples of things that any organization can do. While they may not be an exact fit, they are a starting point that can be modified for any group. Our hope is that we have provided an idea that you can implement with your own organization to build upon your own unique company culture.

CAREERBUILDER.COM DIVERSITY MISSION STATEMENT - CareerBuilder.com recognizes that an inclusive workforce with a variety of views, perspectives, and backgrounds is integral to our client's success. This unique mixture in the workforce provides unlimited ideas and innovative solutions that are imperative to thriving and propelling their business forward. Through our extensive network of partners and unparalleled reach to effectively recruit, hire and retain a diverse workforce and driving a commitment to inclusion and diversity.

ABOUT CAREERBUILDER.COM

CareerBuilder.com is the nation's number one online job network with more than 21 million unique monthly visitors, over 1.5 million jobs, and over 15,000 fresh resumes added daily.

Owned by Gannett Co., Inc. (NYSE: GCI), Tribune Company (NYSE: TRB), The McClatchy Company (NYSE: MNI) and Microsoft Corp. (Nasdaq: MSFT), the company offers a vast online and print network to help job seekers connect with employers. Our vast network is the only resource that captures quality candidates where they live, work, and play.

Through our over 1,100 online partners such as AOL and MSN, over 150 newspaper affiliates, and unprecedented national advertising campaign, we provide employers with maximum exposure, consistently delivering the most and best candidates.

CareerBuilder.com is committed to helping clients meet their diversity needs. Through our growing list of over 100 strategic diversity partner sites, including BET and Univision; year-round, nationwide Diversity Career Fairs; diversity branding packages; and exclusive partnerships with MSN and AOL, we give employers access to nearly 80 million diverse job candidates. Our corporate clients range from FORTUNE 1000 to small-to-medium size businesses across all industries and regions.

If you would like to learn more about CareerBuilder.com's diversity initiatives and solutions contact your sales representative today or:

Brett Kashanitz
Director of Diversity Marketing - CareerBuilder.com

200 North LaSalle, Suite 1100
Chicago, IL 60602 Phone:

773.527.3632

People · Process · Solutions™
careerbuilder.com™
Experience Better

Diversity Success

DIVERSITY BEST PRACTICES

In this section CareerBuilder.com is sharing best practices that have been submitted by employers with the express idea of sharing with the business community. We are providing detailed information on each company along with their best practice in an effort to show different organizations of all types and how they are embracing diversity.

INDYMAC BANK - At Indymac Bank, our commitment to diversity runs deep. Diversity has been one of our key corporate values for the past 14 years and has contributed significantly to enhancing both our corporate culture and financial performance. We realize that delivering for customers and shareholders is largely a function of the quality, creativity and efforts of all of our people. Therefore, our focus on diversity stems from a desire to not only service our ever-changing marketplace but also to win the talent competition. In the aggregate, Indymac has 42.9% minorities, compared to 37.4% in the communities in which we operate and 24.9% in the U.S. overall. The strides we have made as of today in achieving diversity at all levels of employment can be attributed to the synergy between our culture of meritocracy – where individuals and teams are evaluated and rewarded based solely on their performance and without regard to race, religion, ethnic background, sexual orientation, gender and favoritism - and our emphasis on maintaining a bias-free environment and a zero-tolerance policy on discrimination. We are looking for top performers from diverse backgrounds who want to advance their careers in a fast-paced meritocracy. For more information, please contact:

Jim Hazboun
First Vice President – Human Resources
626.535.5967
Indymac Bank - Corporate Headquarters
888 East Walnut Street
Pasadena, CA 91101
www.indymacbank.com

ROBERT HALF INTERNATIONAL - Robert Half International, the world's largest specialized staffing and consulting firm, is proud of our outreach to diverse undergraduate and graduate students. We participate in the college recruiting programs of Historically Black Colleges and Universities, Hispanic-Serving Institutions, and mainstream

diverse colleges, some of which include a large percentage of Asian students.

Striving to play an active role on college campuses, RHI facilitates informational sessions in which students have an opportunity to learn more about our company, as well as professional sessions with a career-development focus. Additionally, RHI prizes cultivating personal relationships with students and attends numerous college networking luncheons/receptions to meet them.

SOUTHERN CALIFORNIA EDISON - Southern California Edison embraces a commitment to diversity that extends from the highest levels of the organization and is tightly woven into the company culture. Currently, SCE has nine formally recognized “affinity groups” which are employee organizations that honor and celebrate various cultures. Beyond the traditional celebrations honored by the company, the groups host events celebrating such occasions as Ramadan, Nowruz (Persian New Year), and the Los Angeles and Long Beach, Calif. Pride Parades. These events are attended by affinity group members, other employees, and executives—which sets a tone of inclusion throughout the company.

Southern California Edison has an outstanding track record when it comes to retaining minority employees. Among the practices this can be attributed to are extensive leadership development and mentoring programs that help open doors for minority employees to new opportunities within the company.

The company's Executive Leadership, Management Certification, and Future Leaders programs, which are overseen by senior management, help prepare today's employees for potential opportunities available to them tomorrow. Activities like “Brown Bag” lunches and networking events encourage employees to share their unique points of view and backgrounds with others, which ensures employees feel supported and valued.

Southern California Edison
HR Recruitment
8631 Rush Street
Rosemead, CA 91770
www.edisonjobs.com

Diversity Success

THE PEPSI BOTTLING GROUP - The Pepsi Bottling Group, recently ranked #2 on DiversityInc's Top 50 Companies for Diversity. Their Diversity Advisory Board has provided thought leadership, and helped shape Pepsi Bottling Group's diversity agenda since its inception in April of 2000. The "DAB", as it is known, is comprised of Pepsi Bottling Group's most talented senior executives from its field operations and headquarters. It meets three times a year to monitor progress and provide input on key diversity issues. Pepsi Bottling Group's CEO is actively engaged in the efforts of the DAB, which is also co-chaired by its President of North America and Senior Vice President of Human Resources.

Pepsi Bottling Group's Diversity Advisory Board has led the development and implementation of a number of key initiatives. These include a "Focus on Five" mentoring program targeting key diverse talent and a Diverse Leaders Conference that provides 100 of Pepsi Bottling Group's most talented diverse employees with access to senior executives, along with opportunities for professional development and networking

In 2006, the DAB developed and rolled out a new three year Diversity Framework that will guide its overall diversity efforts and progress. In addition to a mission statement that focuses on "celebrating" the diversity of its employees, consumers, customers and communities, this Framework contains four key strategic objectives including: Build an Inclusive Culture, Look Like the Market, Capture Multicultural Consumers, and Connect with Community.

Having a Diversity Advisory Board comprised of cross-functional executives that is actively led by Pepsi Bottling Group's top management has resulted in measurable progress in both female and minority representation at the executive level. The DAB has also helped ensure the integration of Pepsi Bottling Group's diversity strategy into the core fabric of the organization.

JOHNSON & JOHNSON - Our commitment to honor the dignity, merit and individuality of all employees is deeply rooted in our value system, and our culture. We embrace our responsibility for equal opportunity in employment, development and advancement for those qualified by demonstrating respect for each employee's unique background, perspectives, talents, and capabilities. To help cultivate environments in which people feel valued for their unique contributions and skills, our companies utilize

best-in-class developmental tools, resources and programs designed to promote diversity and inclusion across our global organization. These resources may include structured mentoring programs, affinity groups, educational websites, and training programs. We also have a Global Office of Diversity and Inclusion that works closely with our executives, employees, and global business units to achieve our Diversity Vision and enhance our ability to meet the needs of patients, customers, and communities worldwide.

HMSHOST - HMSHost Corporation is a recognized leader in retail, food and beverage concessions with operations in some of the largest airports in North America, as well as in travel plazas and tourist attractions. They represent over 200 nationally recognized brands from quick service to full fine dining. As a wholly owned subsidiary of Autogrill S.P.A., located in Italy, they have combined operations in a total of nineteen countries with annual revenues of over \$4 billion.

One of HMSHost's most successful recruitment strategies since 1999 has been their participation in the Work and Travel Program. Sponsored by the U.S. Department of State, the purpose of this program is to promote cultural and educational exchange around the globe. Students participate in the program to see America while improving their English language skills. They come to the U.S. to work during their spring, summer, or winter breaks, and many participate in the program year after year. In return, American students visit and work in foreign countries to learn more about their culture.

To participate in the program, students must be enrolled in college, maintain good grades, and pass a thorough screening conducted by the American Embassy of each country. The entire VISA process takes about 90 days and once the student is approved for the program, he/she receives a J1 Visa which entitles them to work in the U.S. for up to 120 days. The student pays a nominal fee to participate in the program and also pays for airline travel, housing and meals during their stay in the U.S. However, HMSHost does make every effort to help the students secure affordable and safe housing, and in many instances, provides free transportation to their jobs.

While HMSHost began with only 50 students from the program in 1999, each year has seen a progressive increase with 2,600 students participating in 2006, and a projection

Diversity Success

for 3,000 students to work at HMSHost locations in 2007. HMSHost has recruited students from countries such as Peru, Chile, Thailand, Poland, Russia and Bulgaria, and this year will expand into Malaysia, Viet Nam, Hong Kong and the Philippines – to name a few. Language is not a barrier as students in foreign countries are schooled in two languages: their native tongue as well as English. So at a minimum, they possess intermediate English language skills.

Sam Chandler, HMSHost's Director of Human Resources, leads a varying team from the company that spends many weeks each year traveling to the various countries to interview students at job fairs that are arranged by the Council on International Educational Exchange (CIEE). CIEE is a not for profit organization whose partnership has been invaluable in making the Work and Travel program a success for HMSHost. CIEE sponsors the students for the program and provides medical and dental insurance while they are working in the U.S. and also helps them in the event an emergency should arise. While CIEE is not the only organization that sponsors students for the program, HMSHost has found them to be the best at meeting their needs.

EDUCATIONAL PLACEMENT SERVICE -

Educational Placement Service is frequently asked to find candidates for bilingual Spanish positions. We utilize several techniques to recruit highly qualified candidates for our school clients. These include; using college job boards at institutions with high Hispanic populations, contacting organizations committed to improving education in Hispanic communities and emphasizing bilingual positions on our home page. Well established connections and relationships in the Hispanic community will lead to more bilingual candidates.

MANPOWER - Manpower Inc., a global employment services company, has launched "Making ALL the Difference: Manpower's Path to Inclusion," a diversity education seminar aimed at building company-wide awareness about what diversity means to Manpower and its employees.

A 15-member diversity council, made up of representatives from throughout Manpower, oversaw the development of the interactive seminar, which explains key demographic trends affecting the contemporary workplace and how to apply basic diversity and inclusion concepts. The seminar is being presented to all employees at Manpower's Milwaukee corporate headquarters. Plans call for the program

to be rolled out to the company's field organization in 2007. **XEROX** - Since the 1960's, Xerox Corporation has committed to maintaining an inclusive, progressive workplace environment. As part of that commitment, in 1985 Xerox began a program known as Xerox's Balanced Workforce strategy (BWF). BWF is a corollary to Xerox's affirmative action plans which are designed to correct past imbalances in minority and female representation throughout the Company. BWF is not a quota. BWF is a complimentary measurement tool which facilitates an organization's ability to assess the composition of its workforce and available opportunities for providing upward mobility within the Company. To fulfill the mission of BWF, Xerox monitors the career opportunities provided to its employees, both upon initial hire and as they progress through the Company.

Along with its affirmative action program, mentoring programs, and caucus groups, BWF is one of many initiatives used by the Company as part of a comprehensive strategy to ensure equal opportunity for all its employees. Moreover, Xerox prohibits discrimination in any aspect of the employment relationship. As a matter of both policy and practice, managers are instructed to hire and promote the most qualified candidate regardless of race, sex, age, national origin, disability or any other protected category.

ACCOUNTSOURCE - AccountSource, Inc is committed to enhancing the diversity of our workplace through the recruitment, hiring, retention, training, professional development and advancement of a diverse group of candidates and employees on the basis of demonstrated merit and performance.

We also strive to maintain and promote an inclusive culture in which individual differences are respected, appreciated, recognized and valued as qualities that strengthen our working environment and contribute to our ability to serve our clients.

AccountSource currently represents numerous large clients in South Carolina to meet diversity requirements. Candidates are obtained from job boards, target recruiting, candidate referrals and web site job postings.

SPX CORPORATION - Our commitment to diversity at SPX Corporation is a commitment to the unique individuals that we recruit from around the globe and to the SPX team. To us, embracing diversity is about creating an environment in which all associates can fulfill their potential without artificial barriers, and in which the team is made stronger

Diversity Success

by the diverse backgrounds, experiences and perspectives of individuals. It's about giving all of us -- individually and together -- the best possible chance to succeed.

Christine Goodson
Director of Talent Sourcing - SPX Corporation

MATRIX RESOURCES - MATRIX Resources, a national information technology staffing and solutions company, is committed to diversity both in policy and practice. A Diversity Council, consisting of a group of company employees and management, has the charter of ensuring that this mission is met at MATRIX as well as for overseeing and administering the company's various diversity programs. The company has branded these initiatives "Diversity that Works!" and continually monitors their effectiveness.

In addition to establishing various internal programs that support diversity, MATRIX has formed a number of alliances and supplier relationships. In addition, MATRIX has served as a business mentor to MBE/WBE protégés, including several through the Georgia Governor's Mentor Protégé program.

The MATRIX mentoring model leverages the company's two-plus decades of experience and success to help MBE/WBE companies assess and move forward to shape business plans, develop marketing, and Web site materials, brand positioning, and other initiatives that fuel growth. MATRIX believes that effective mentoring isn't simply a holding of hands; it often involves a professional assessment of the protégé's strengths, weaknesses and strategic insights, ultimately delivering business value that provides opportunities, challenges and rewards to both parties.

"Mentoring is good business," said Don Palmer, vice president of field operations at MATRIX. "It's not just a feel good program, but an open forum whereby both parties can explore and learn from one another. That's especially true for those that are in similar or complementary businesses."