

Supplier diversity
Female-owned businesses
access new markets

Power of Hispanic inclusion
Harnessing \$1 trillion
in buying power

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May 2012

CORPORATE DIVERSITY

3

TIPS

FOR RECRUITING
VETERANS

DIVERSITY AND INCLUSION

John Amaechi discusses his path from the NBA
to a second career in diversity

CHALLENGES

The time has come to touch the truth and talk about what is truly blocking diversity and inclusion from authentically taking hold in corporate America.



A courageous conversation

In a recent blog for The Huffington Post, I compared the business leaders of today to Moses and the Israelites, wandering the wilderness for 40 years, going around and around the same mountain. It seems that's where we are with diversity and inclusion—stuck circling the same mountain for 45 years.

As we delve deeper into the core intentions of diversity and inclusion and the why's and how's to get past this place I'm calling “stuck,” it is clear that it's not only the leaders of corporate America who have been wandering the wilderness. It is each of us – women and men, young and old, black, white and brown.

We have yet to experience the breakthrough because of our words, beliefs and actions—because of the way we think both consciously and subconsciously. Because of the judgments and incorrect or negative biases we hold onto, and because of our conversations inside our heads and out loud.

The time has come to touch the truth and talk about what is truly blocking diversity and inclusion from authentically taking hold in corporate America. It is time for courageous conversations. I believe courage is the last

thing that you experience before a breakthrough.

It will indeed take courage to confront the reality of what is happening in corporate America today, which is: Companies, leaders and those who “get it” will survive. Those who don't won't.

And what is the “it” we must “get?” It is leaders' ability to embrace differences, to respect differences and to learn from and with others who are different from ourselves. It is a conviction to level the playing field. It is being public champions for changing the game and creating a new rule that “everyone gets to play.”

According to the U.S. Census Bureau, by 2050 over half of the U.S. population will be Asian, African American and Hispanic. Those groups will hold \$520 billion of the buying power in the U.S. in the consumer packaged goods industry alone. That is a growth of over 74 percent from their buying power today (The Nielsen Company, 2010).

Companies who want to win do not have 40 more years to get this figured out. We as a society do not have 40 more years to get this figured out. This is about our children and grandchildren – our legacy and their reality.

This is a business imperative



Trudy Bourgeois
Founder and President of
Center For Workforce Excellence

BEST TIPS

- 1** Have an honest internal conversation. Touch the truth about how you engage with diversity and inclusion. Are you a game changer or are you watching from the sidelines?
- 2** Find the courage to get convicted about what you realize within yourself. Check your biases.
- 3** Get intentional. Connect with someone who is different from you and open yourself up to learning.
- 4** Make a decision and take action! Initiate and engage in courageous conversations with others who don't “get it.” Truly engage with D&I differently than you have in the past and with a sense of urgency.

that is directly related to connecting the dots from the workplace to the marketplace in today's global economy, an organization's leadership must mirror the face of the consumer in order to be more profitable – and to survive.

Every leader must engage in courageous conversations. Each of us must stand up for what is right. In the words of the late Senator Robert F. Kennedy, “Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope... and crossing each other from a million different centers, those ripples build a current that can sweep down the mightiest walls of oppression and resistance.”

Initiate the courageous conversations necessary to make authentic change. If we each do that, from the top-down and the bottom-up, we will leave a legacy for our grandchildren of a corporate America where the phrase “diversity and inclusion” won't need to be used anymore. It will be their reality.

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WE RECOMMEND



John Amaechi
Road to diversity

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“Companies have to do more than match their logo with a woman, a gay, an Asian, a Latino, and so on.”

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What if... every qualified diversity supplier could get directly connected to the Fortune 1000 buyers who want to buy their products and services? How many new jobs could we create? **Think About It.**



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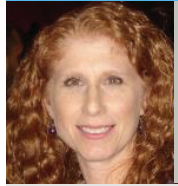
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QUESTION & ANSWER



Mindy Hanna
Senior Director
of Diversity and
Inclusion at
ADP discusses
Associate Resource
Groups

■ Why are ARGs so critical to corporations?

! ARG's are critical to corporations as they bring together associates with common experiences and provide a forum for the open candid exchange of information and ideas on issues of common interest. They are grass roots efforts but with company support they can provide associates the opportunity to develop and display their talents.

■ What makes a truly effective ARG?

! To be truly effective, the ARGs must have the support of leadership. Each ARG has defined goals that align with ADP's business growth agenda and receive guidance from an executive sponsor. However, they must be supported at the middle management level and the efforts of the ARG leadership must be recognized and rewarded by their direct supervisor and those in their immediate management chain.

■ What is the best business result you have seen from an ARG?

! There have been many success stories from the ARGs at ADP. The one that comes to mind is the company that was looking to switch payroll providers and one of the criteria for their new vendor needed to be an organization that supported diversity and more specifically, their LGBT associates. As a result of the LGBT Pride ARG and the incredible support of leadership, ADP secured the business of a company with these very high standards.

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Question: Why would a former NBA star pursue a second career requiring excessive travel, long hours and years of study?

Answer: Because for John Amaechi, teaching corporate diversity was an opportunity he couldn't pass up.

Road to diversity: A unique perspective

At the age of seven, John Amaechi knew he wanted to become a psychologist. Long before he played basketball for the Orlando Magic, Cleveland Cavaliers and a host of other professional teams, Amaechi was inspired to reach out to others and make a difference in their lives.

"My mother was a general practitioner," says Amaechi, who actually didn't pick up a basketball until he was 17. "In England, doctors made house calls to the sick and I would accompany her when we didn't have a babysitter. While she was upstairs with the patient, I would sit in the living room waiting.

"I remember watching her come down and meet with family members. She'd interact and help them cope with their circumstances when they didn't think they could change or adapt. That really made an impression on me as far as having an impact with the words you use."

First-hand experience

A motivational speaker and business consultant who divides his time between the U.S. and Europe, Amaechi, 41, knows firsthand what it's like to deal with hate speech. In 2007 he made history as the first former NBA player to announce he was gay. Although most of the reaction was positive or neutral, there were those who lashed out.

"It was only about ten percent, but they were very vocal about it. They were so much louder than everyone else. One thing I want people to realize is that it's not enough to accept or acknowledge something in your brain. To get the best out of

everyone, you need to be a vociferous advocate, to combat those who are staunchly against something."

Amaechi says being gay and African-American gives him unique perspective in dealing with diversity issues.

"People make determinations based on broad criteria. Often, when they see this massive black man walk in, they assume I'll speak only a few simple words. To hear my British accent and learn about my sexuality is not what they expected, and it can be confusing. But it's my personal experience that helps me connect with individuals and companies in ways others can't."

A new approach

Amaechi — an activist, educator, psychologist, broadcaster, philanthropist and New York Times best-selling author — is frustrated by cor-

porations that merely do lip service when it comes to promoting diversity.

"We have to broaden how we think and not just check off the standard EEOC categories. Companies have to do more than match their logo with that shot featuring a woman, a gay, an Asian, a Latino and so on."

As for the current state of corporate diversity in the U.S. and abroad, Amaechi says progress has

been made, but the journey is far from over.

"It's worth noting that America started the concept of corporate diversity and should be applauded for that. But there's another level we must strive to reach. Diversity isn't the same everywhere you go. In certain cultures, 'persons of color', for example, doesn't really mean anything. There's a level of nuance that needs to be applied.

"I also think it's important to recognize diversity doesn't just refer to things like ethnicity or religion. Personality comes into play, such as whether someone is an introvert or an extrovert. We need to be sensitive to all these factors if we want to take that next step."

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PHOTO: AMAECHI PERFORMANCE



TIP
2
CREATE
VETERAN-
SPECIFIC
EMPLOYEE
RESOURCE
GROUPS



BROWN-FORMAN

THE SPIRIT *of* DIVERSITY

Diversity honors the wealth of unique experiences that each of us brings to work as a result of our differences. We at Brown-Forman are proud of our commitment to develop diversity and inclusion in the workplace. We've learned from experience that unique individuals working together form a much more perfect whole.

INSIGHT

How far we've come

This past January, Sodexo received the 2012 Catalyst Award, honoring exceptional business initiatives that advance women in the workplace. This year marked the first that Sodexo—the world's 22nd largest employer, with over 413,000 employees in 80 countries worldwide—applied for the Catalyst award after a 10-year diversity and inclusion journey. Mediaplanet sat with Dr. Rohini Anand, Global Chief Diversity officer at Sodexo since 2002, to discuss the past decade and what the future holds for diversity and inclusion.

You grew up in India — what impact did that have in transitioning to the U.S. and becoming CDO at one of the largest companies in the world?

Being Chief Diversity Officer is not just a vocation but is something that is very personal. I formally started the work about 20 years ago, but informally it was my life experience that formed the work I do today. I grew up in India with others that looked like me, though there were differentiations in education and socioeconomic class, but it was only when I emigrated to the U.S. to go to graduate school that I was perceived as a minority and I learned to identify myself as such. Through that experience, both the positive and negative aspects of it, I have come to do the work that I do today.

You started working at Sodexo in 2002—how have things changed in your tenure?

I joined Sodexo because I recognized the commitment to diversity that senior leadership had. It's been a tremendous 10-year journey. There was a lot of heavy lifting from individuals across the organization, but in the end, I think the organization recognized the benefits of a comprehensive and systemic culture change across the board, and I think we're a much more nimble company with a far more engaged workforce than we previously had.

What is the biggest diversity challenge for you and Sodexo moving forward?

Ten years ago, the executive team at Sodexo were all white males. Fast forward to today, we have

three African-American division presidents; we have a female market president that manages over \$2 billion dollars in business. The challenge for most organizations and Sodexo is ensuring that your diverse talent pipeline is robust, so that you can see representation from various minorities at the top level. The focus becomes: Do we have the pipeline that can feed the CEOs of tomorrow?

What shifts in diversity ideals are becoming apparent to you?

I think the conversation has shifted from race and gender—and not to suggest that those issues have gone away in workplaces, because they are still very much alive—but more towards the inclusion of everyone; inclusion of the LGBT population, those with dis-



Dr. Rohini Anand Global Chief Diversity Officer, Sodexo

abilities, different language abilities, veterans, different generations, etc. I think the generational issue holds many challenges. Simultaneously, you have discussions of global diversity that need to be addressed.

The concept of "diversity" can mean many things to different cultures across the world. How do you negotiate that at a global scale, especially when operating in 80 countries?

Globally, the one area we focus

on is gender. This is one area that we can study metrics regardless of where we're operating at, as it remains a constant. The other areas we focus on will vary depending on what part of the world we're looking at because metrics can vary, so we focus on creating an all-inclusive environment. We have a global framework, but we implement these practices on a country-by-country basis.

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LEVERAGING PURCHASING POWER FOR CHANGE

I get to work with some of the biggest and the best corporations in the world. As industry leaders, these corporations are using their purchasing power to create shared value and to change the way the world does business so that it is more inclusive and sustainable.

For example, women control over 70 percent of global consumer spending and they own over 30 percent of the world's private businesses, but they are almost invisible as vendors to large organizations. Corporations that want to remain relevant and profitable are starting to look for

vendors that truly represent their customer base. Smart investors will start to track how well corporations do this.

While not all women entrepreneurs want to grow a business, we should all be investing in those that do because the world needs more innovative solutions and new jobs. If women really do reinvest 90 percent of their income in their families and communities, and men reinvest less than 40 percent, then women should be at the center of economic development efforts going forward.

Women have an opportunity and a responsibility to take their rightful place in the world as co-



ELIZABETH A. VAZQUEZ

creators and beneficiaries of our \$64 trillion global economy. If women are to play a more powerful role in building strong communities and sustainable econo-

mies, women must own more than 10 percent of the assets, and the means of production in particular. Women entrepreneurs need clear incentives to move from the informal sector to the formal sector, but they are only going to register a company if there are strong economic benefits and clear opportunities to compete for business.

Accessing new markets

Similar to access to finance, women business owners have a hard time accessing new markets. Identifying, educating, and certifying women's business enterprises are key steps to increasing

procurement opportunities for women who want to contribute to the global value chains of large organizations.

So what are the most important steps for women who want to grow their companies? Like most new business owners, women need to think global, write a solid business plan, get incorporated, build their credit, launch a website, and join business networks.

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INSIGHT



There is a growing, global realization that **women are the biggest emerging market ever seen.** Women will be the key to a competitive advantage in business, government, educational institutions, communities, and emerging markets around the world.

The “Four V’s” of career success

Gender inequality, polarization, and prevailing negative stereotypes remain a significant impediment to women advancing in the workforce. To advance professionally, women must be visionary, visible, vocal, and add value—the “Four V’s”.

1. Be a Visionary

Companies today are starving for visionary leadership—that is simply the ability to invoke followers without coercion, to recognize challenges and growth opportunities before they happen and to offer solutions, and position people to produce extraordinary results. Women have the emotional intelligence and the unique skills and strengths to do all three of these.



SHIRLEY DAVIS, PH. D.

It starts with having a personal vision that will carry over into your volunteer work, your career, your relationships, and your social life. Women who don’t know their vision risk having others define it

for them, leaving them limited and confined.

2. Be Visible

Seek broad exposure across the organization, your industry, and your community.

Being visible is also about building alliances, working your network, and leveraging the relationships in a way that can benefit both of you. It’s also about who you bring into your personal space and attach yourself to. Know what reputation they have and what associating with them might mean for your career. People make assessments and assumptions by the people you hang around because they know that association brings about assimilation.

3. Be Vocal

A prevailing weakness of women in the workplace is that we often shy away from finding our voice in the organization. We must learn to speak up, speak out, and be willing to have courageous conversations.

Studies reveal that women are less likely than men to demand more pay, promotions, and are uncomfortable “tooting their own horn.”

Women still tend to think that their results alone will speak for themselves. We have to learn how to politically, strategically, and tactfully toot our own horn: share new ideas that you implemented and the results you achieved; recognize the efforts of a project team that you led; or forward an email

to your boss with feedback about you from a client or customer. Men do it all the time.

4. Add Value

Women bring unique skills and insights that can be developed and leveraged. Don’t just shoot for trying to impress the world around you, but aim to impact the world. Leave a professional legacy.

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The power of Hispanic inclusion

The business case for Hispanic inclusion is clear: 50 million consumers, over \$1 trillion in buying power, and ensuring companies have the best and brightest talent.

With such powerful numbers, Hispanics are an attractive demographic for companies seeking to grow their customer base. However, why is corporate America not tapping into the full potential of this rapidly growing market?

Hispanics comprise approximately 16 percent of the total U.S. population, according to the 2010 U.S. Census. And while most Fortune 500 companies are doing well in expanding their external Hispanic marketing strategies, many still lack appropriate levels of Hispanic inclusion on their corporate boardrooms and C-suites.

According to the 2010 Alliance for Board Diversity Census, Hispanics held only 3 percent

of total board seats at Fortune 500 companies, while white men occupied nearly 75 percent. Additionally, Hispanic representation on C-suites fell from 8 percent in 2010 to 7 percent in 2011, according to the Hispanic Association on Corporate Responsibility’s (HACR) Corporate Inclusion Index survey.

It’s alarming that there is such a significant disparity between the leadership in corporate America and the booming U.S. Hispanic population. However, in order to take advantage of the business opportunities presented by the 50 million Hispanic consumer market, companies need to understand what resonates with Hispanic consumers and how to make viable connections with this community.

Despite the majority of corporate America lacking Hispanic leadership, there are a handful of companies that currently serve as champions for Hispanic inclusion. Companies, such as AT&T and

Sodexo, have been successful in their respective markets in part because they understand that having diverse leadership at the top better serves the community and consumers.

Several challenges exist for Hispanics to pursue a career in corporate America: a lagging economy and late retirement. Historically, educational requirements for CEO positions have been limited to individuals who attended elite schools. While educational opportunities for Hispanics have increased, a challenge remains with communicating to the public about the low representation of Hispanic inclusion in corporate America compared to their rising population.

To begin addressing the issue on a larger platform, it’s imperative for corporate America to embrace the need to build the talent pipeline for Hispanic inclusion. With Hispanics being such a valuable

consumer market, it’s important for companies to recruit employees with diverse perspectives for entry level to senior leadership positions.

Opportunities for corporations to recruit and develop Hispanic talent are available through His-

panic Serving Institutions and key programs dedicated to building a strong pipeline. HACR offers three specific leadership development programs focused on providing Hispanics in corporate America with professional advancement opportunities.

Hispanics are the fastest growing minority group and in 2050 they will be 25 percent of the total U.S. population, according to the 2010 U.S. Census. Given the demographic trends, the economic buying power, and war for talent, the business case for Hispanic inclusion is more than clear: it’s an imperative for companies who expect to be in business 40 years from now.



PHOTO: HACR

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IN THE BUSINESS OF YOUR SUCCESSSM

*in*dividual impact | collaborat*ing* | be*ing* myself

Diversity at ADP. Inclusion is a core value that's helped us become a \$10 billion global leader in workforce solutions. It's a promise that you'll be encouraged to share your views, build relationships and make a real impact on our business. It's a mindset that creates a workplace in which you feel good about yourself and the people around you. And it's an invitation to define, and achieve, your own idea of success.



Join us at ADP, and discover how we're counting on you to make a difference, every day.

We are proud to be recognized as one of DiversityInc's Top 50 Companies for Diversity.

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