



AGENDA

**Equal Employment
Opportunity
Committee**

Meeting Date

November 14, 2017

Time

3:30 P.M.

Location

Board Room (532)

CALL TO ORDER

Robert F. Nolan

ADOPTION OF MINUTES

Robert F. Nolan

MAY 2, 2017

CHIEF DIVERSITY OFFICER'S REPORT

Dr. Rosa Colon-Kolacko /
Matilde Roman, Esq.

CONDITIONAL CONTRACTORS

Matilde Roman, Esq.

MICROSOFT CORPORATION
CANON SOLUTIONS AMERICA, INC.

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

**EQUAL EMPLOYMENT
OPPORTUNITY
COMMITTEE**

MINUTES

Meeting Date

May 2, 2017

**BOARD OF
DIRECTORS**

**EQUAL EMPLOYMENT OPPORTUNITY
COMMITTEE MEETING**

A meeting of the Equal Employment Opportunity Committee of the HHC Board of Directors was held on May 2, 2017 in the Board Room at 125 Worth Street, Room 532, New York City with Robert F. Nolan, Committee Chair, presiding.

COMMITTEE MEMBERS

Robert F. Nolan, Chairperson
Josephine Bolus, RN,
Helen Arteaga Landaverde, Board Member
Stanley Brezenoff, Interim President/Chief Executive Officer

HHC STAFF

Rosa Colon-Kolacko, Ph.D, Chief People Officer
Colicia Hercules, Chairman's Office
Sharon Foxx, Supply Chain Services
Blanche Greenfield, Legal Affairs
James Keys, Legal Affairs
John Kim, Legal Affairs
Patricia Lockhart, Chairman's Office
Gail Proto, Diversity & Inclusion
Matilde Roman, Diversity & Inclusion
Salvatore J. Russo, Legal Affairs
Keith Tallbe, Supply Chain Services

OTHER ATTENDEES

SODEXO OPERATIONS, LLC (Dietary)

Rosa Coppedge, Sodexo Operations, LLC
Robyn Welter, Sodexo Operations, LLC
William Powers, Sodexo Operations, LLC
CARETECH SOLUTIONS, INC.

Venu Vaishya, CareTech Solutions, Inc.

US FOODS INC.

Terri Brown-Edwards, US Foods Inc.
Cindy Kaneshiro US Foods, Inc.

PAGNY

Roger Franco PAGNY

CALL TO ORDER

The meeting was called to order at 3:40 p.m. by Robert F. Nolan. The minutes of the March 7, 2017 EEO Committee were adopted as submitted.

CHIEF PEOPLE OFFICER'S REPORT

Dr. Rosa Colon-Kolacko, Senior Vice President and Chief People Officer, provided an update of the systems' Diversity and Inclusion strategies. She stated that with Matilde Roman, Chief Diversity and Inclusion Officer, we are analyzing workforce data to identify strengths and opportunities for the facilities and the system, at all workforce levels.

Mrs. Roman went on to say that at the March meeting, aggregate data was provided. We are now analyzing subsets of the data at the facility level. We intend to correlate our workforce data with patient demographics as well as community group demographics information, available through the census, to better understand how our workforce compares to the patients and communities we serve. This will enable us to present a complete picture to the board at a future meeting.

Dr. Colon-Kolacko stated that a significant component of the data we seek is for our diversity index. This year, diversity questions were introduced in our employee engagement survey to help us better understand the perceptions of individuals in our diverse workforce. As 900+ self-identified LGBTQ employees responded to the survey, we will be able to correlate their perceptions about respect in the workplace with patient satisfaction. This will allow us to better understand the human experience from each individual's perspective, so we can continue working to improve each employee's perception of diversity at NYC Health + Hospitals.

Other elements in our strategy are the Cultural Competency/Health Literacy and LGBTQ Readiness Assessments. We have facilitated many key informant interviews and focus groups,

and collected survey data on the perceptions of both our workforce and patient populations. We aim to assess how ready our workforce is to provide culturally competent health care services to our patients. This has never been done, and we expect it to enable us to better assess our strengths and gaps. For example, we have gaps in Spanish speaking nurses. We expect that the findings and recommendations from the vendors performing the assessments, which include Culturalink and the National LGBT Health Education Center/Fenway Institute, will be released this summer.

In terms of community engagement, Dr. Colon-Kolacko and Mrs. Roman have been holding meetings at our facilities to inform immigrant patients of their rights, to let them know that they are safe at our facilities, and to emphasize our commitment to serving them. In addition, Mrs. Roman has given them information about New York City's many immigrant resources, including the Mayor's Office of Immigrant Affairs and the New York Immigration Coalition. We will continue to have these forums at Elmhurst, Harlem, and Lincoln through May and June.

The system is also focused on trainings that equip the workforce to better serve our LGBTQ patients. The goal is to build general competencies in respect to LGBT healthcare. We are working with providers who are experts in LGBTQ education, and creating a certification program that will enable our employees to become LGBTQ care experts. Our dialogue with them is confidential and in a private and safe space. We are also fostering interreligious diversity dialogues among staff. The goal is for all staff to improve the culturally competent care they provide as it relates to each patient's religious beliefs and practices.

Dr. Colon-Kolacko informed the committee that we are providing a real hospital index score to our CEOs, a patient satisfaction score, an employee engagement score, and a diversity index score. Going forward with planning, we can include interventions to improve patient satisfaction, while also considering the intervention's potential impact on employee satisfaction. Sometimes people do a lot of work on the patient side without considering its impacts on employee interactions. To improve both employee and patient satisfaction, we are creating action plans with Patient Experience Officers and Human Resource employee engagement experts.

In response to Mrs. Boulus' question on preventing workplace animosity, Mrs. Roman stated that inclusion work involves creating a welcoming and affirming environment not just for our patients, but for our staff. By looking holistically at every staff person and their individual characteristics, we are supporting that environment. This intervention is an effort to allow staff to understand each other's perspectives; its focus is on humanistic experience. Going forward, our action plans will consider how each intervention will impact all concerned.

Board Member Helen Arteaga Landaverde asked if the unions knew about these initiatives, to which Dr. Colon-Kolacko replied that there is a lot of interest from the unions regarding employee engagement and patient satisfaction. She went on to say that there will be a retreat to engender feedback from CEOs. Community Advisory Boards (CABs) and unions will be asked for input as well. Mr. Nolan asked Mrs. Roman if she observed a consistent level of cooperation across the system. She replied that she was pleasantly surprised to see the level of response from

the employees in respect to the organizational assessments. Even though it required an extensive time commitment, the response rate was high, a lot of information was compiled, and we expect the analyses from our vendors' assessments will help inform our strategy moving forward.

CORPORATE M/WBE UPDATE

Keith Tallbe, Associate Counsel, Legal Affairs, Director of Procurement Systems and Operations, Supply Chain Services, presented his Corporate Minority and Women's Business Enterprise Update. He stated that at the last meeting he provided a projected estimated amount, for our annual vendor diversity spend, of about \$38 million. Mr. Tallbe confirmed as an interim update that the spend is \$43.8 million, which exceeds the system's prior high of \$36 million. He further stated that the system has entered into three new contracts for promotional items and specialty print services, for an annual contract value of \$1.5 million. The 30% M/WBE subcontracting goal should result in additional vendor diversity spend for NYC Health + Hospitals.

2017 CONDITIONALLY APPROVED CONTRACTORS UPDATE

CONDITIONAL APPROVAL CONTRACTS

SODEXO OPERATIONS, LLC DIETARY SERVICES CONTRACT

Sodexo Operations Dietary Services contract was awarded in 2015, for \$358 million. This year, they have two areas of workforce underrepresentation: Management Job Group 1D, for Females, and Administrative Job Group 5B, for Minorities. Robin Walters, General Counsel Labor; Rosa Coppedge, EEO/AA Director, and Williams Powers, Operations, represented Sodexo Operations LLC. Ms. Coppedge pointed out that out of eighteen different job groups, only two were underrepresented.

Ms. Coppedge explained that Administrative Job Group 5B for minorities is an entry level job group for clerical positions paying minimum wage, and that the reported underrepresentation exists in the Williamsview, NY area. She further explained that it has been challenging for them to recruit an accounting assistant. Although Sodexo attended two new job fairs at Niagara University (College of Business Administration/Accounting) and Daemen College (Accounting), they found that the Accounting graduates preferred to work under a Certified Public Accountant (CPA), which Sodexo does not currently offer. The bad weather and remote location also contribute to recruiting difficulties. Without a car, it is difficult to get from Buffalo City proper, which has a higher minority representation, to Williamsview in Amherst County. The trip, by public transportation, would entail catching two or three buses.

For Management Job Group 1D, Senior Directors for females, the underrepresentation includes all of their employees in the Buffalo area as well as the Allentown, PA and Gaithersburg, MD areas. This job group was also underrepresented last year. Out of two job opportunities available last year, one additional female was hired. Another female was hired in January 2017. The Human Resources recruiter representative is doing more outreach and partnering with the

International Institute of Buffalo, an organization that assists immigrants and refugees in finding employment. They will also continue to recruit at job fairs.

Rosa Coppedge stated that she would like to partner with Mrs. Roman and her team for support in generating ideas for correcting this underrepresentation. Mr. Nolan stated that we are pleased that the number of underrepresented groups has decreased over the years.

CARETECH SOLUTIONS

CareTech Solutions provides Health Care Service Desk Services in Hospital Information Technology and has a contract valued at \$15 million. They had four areas of workforce underrepresentation in 2016 and six in areas of workforce underrepresentation in 2017. Underrepresented groups include: Managers Job Group 1B Middle Level Leaders/Directors, for females; Technicians Job Group 3B Entry Level, for Females; Technicians Job Group 3C Mid-Level Service Desk, for females; technicians Job Group 3E Entry Level IT and Technicians Job Group 3F Senior Level IT, both for females; and Professional Job Group 2A Applications, for minorities. Venu Vaishya, Vice President, Human Resources, CareTech Solutions, stated that the primary reason for this increase is that several hospitals where they provided services opted to insource this year, hiring two hundred plus of their employees, which changed the demographic mix.

Mr. Vaishya shared that millennials generally comprise the service desk area, which is an entry level job for 2-year college graduates, with wages starting at \$12.50. All employees in this area must have excellent communication skills and computer literacy, and must be trained to use Electronic Medical Records (EMRs). They need to be up to speed as the hospitals implement new programs and upgrade their systems. Currently, Mr. Vaishya uses job boards, Monster.com, employee referrals, and LinkedIN to recruit employee candidates. They also reach out to local two-year colleges.

Their recent experience has been that employees do not value working many years for one company. They found, that instead, millennials believe that if they job hop and have experience working in different firms, their value goes up. Some of their employees have left their job for a different one in Michigan for as little as 50 cents more an hour.

Mr. Vaishya then stated that CareTech Solutions has found it challenging to find female employees willing to work flexible shift hours for a 24 X 7 operation. Employees are assigned three-eight hour shifts weekly. He stated that since some of the shifts end after 5:00 pm or begin either late in the evening or after midnight, they are often difficult for women to fill.

CareTech Solutions has an attrition rate of 30%, which is high. It is even higher for women. Their tenure typically lasts from six months to two years. Mr. Vaishya pointed out that the IT industry is male-dominated. Mr. Nolan, President Brezenoff, and Mrs. Bolus stated that CareTech Solutions needs to address the high female attrition rate. They wondered if it was due to an unwelcoming company culture, and whether female employees feel unsupported and

undermined by male managers. Dr. Colon-Kolacko advised that Mr. Vaishya look into alternate recruitment strategies, and investigate company culture.

US FOOD, INC.

US Foods Inc. provides groceries on a daily basis and their contract with us is for \$15 million, (the same contract as Sodexo). They are located in Perth Amboy, NJ. They have five areas of workforce underrepresentation: the Managers Job Group 1C Mid Management for females and minorities; Administrative Professional's Job Group 2A, for females and Sales Commission only; Sales JG 4A, for female and minorities. Terry Brown Edwards, Regions Legal Counsel and Cindy Kanashero, Director of Workplace Compliance, represented US Foods, Inc.

Ms. Edwards stated that many of their challenges stem from the stamina and physical vigor associated with some of the jobs. They have increased internal communication about the importance of recruiting females and minorities in every segment of hiring. They also maintain communication with every manager and supervisor about employee retention. They have improved their job descriptions to more accurately reflect the breadth of physical labor required, and began a partnership with Rutgers University to recruit interns into the Sales degree program to target an increasing category 4A commission only sales numbers.

This year, they participated in the job fair at JFK Johnson Rehabilitation Institute and partnered with the Foodbank of Monmouth Ocean County. US Foods, Inc. is developing internal employees, so they are more likely candidates for promotion to their sales force. It is also training additional employees to become Territory Managers. US Foods continually evaluates their affirmative action plan and uses periodic reviews as part of their continuous improvement strategy.

Mr. Nolan thanked US Foods Inc. for correcting two of last year's underrepresented job groups: 7A Warehouse Workers and 7B Drivers. He asked if future promotions and bonuses of hiring managers will be tied to hiring and promoting female and minority employees in the underrepresented job groups. Ms. Edwards responded that if they see an unfair correlation with a group of supervisors or managers they will immediately address it. Mr. Nolan ask that US Foods keep us informed if they update their operating procedure to tie promotions and bonuses to hiring and promoting underrepresented job groups.

The goal for these initiatives is to increase the number of minorities and women who are in their applicant pools, and/or eligible for promotion.

There being no further business, the meeting was adjourned at 4:58 pm.

RFN: gp

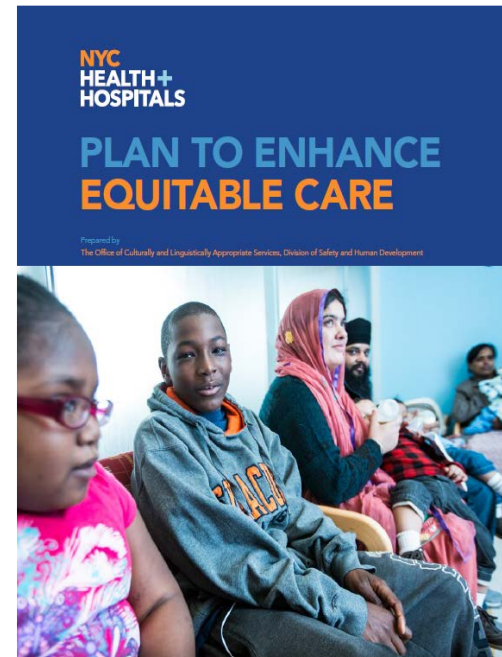
Equal Employment Opportunity Committee

Tuesday, November 14, 2017

Office of Diversity and Inclusion

Implements a strategic framework integrating diversity and inclusion goals across the system and provides system-wide support for the delivery of culturally and linguistically responsive care that is aimed to:

- Foster a culture of inclusion in the workplace
- Optimize opportunities to support and increase diversity among employees (staff and affiliates) to ensure it continues to reflect the diverse communities we serve.
- Build cultural competency capacity among our staff to promote respectful encounters.
- Improve access and equitable care among our patient and local community populations.



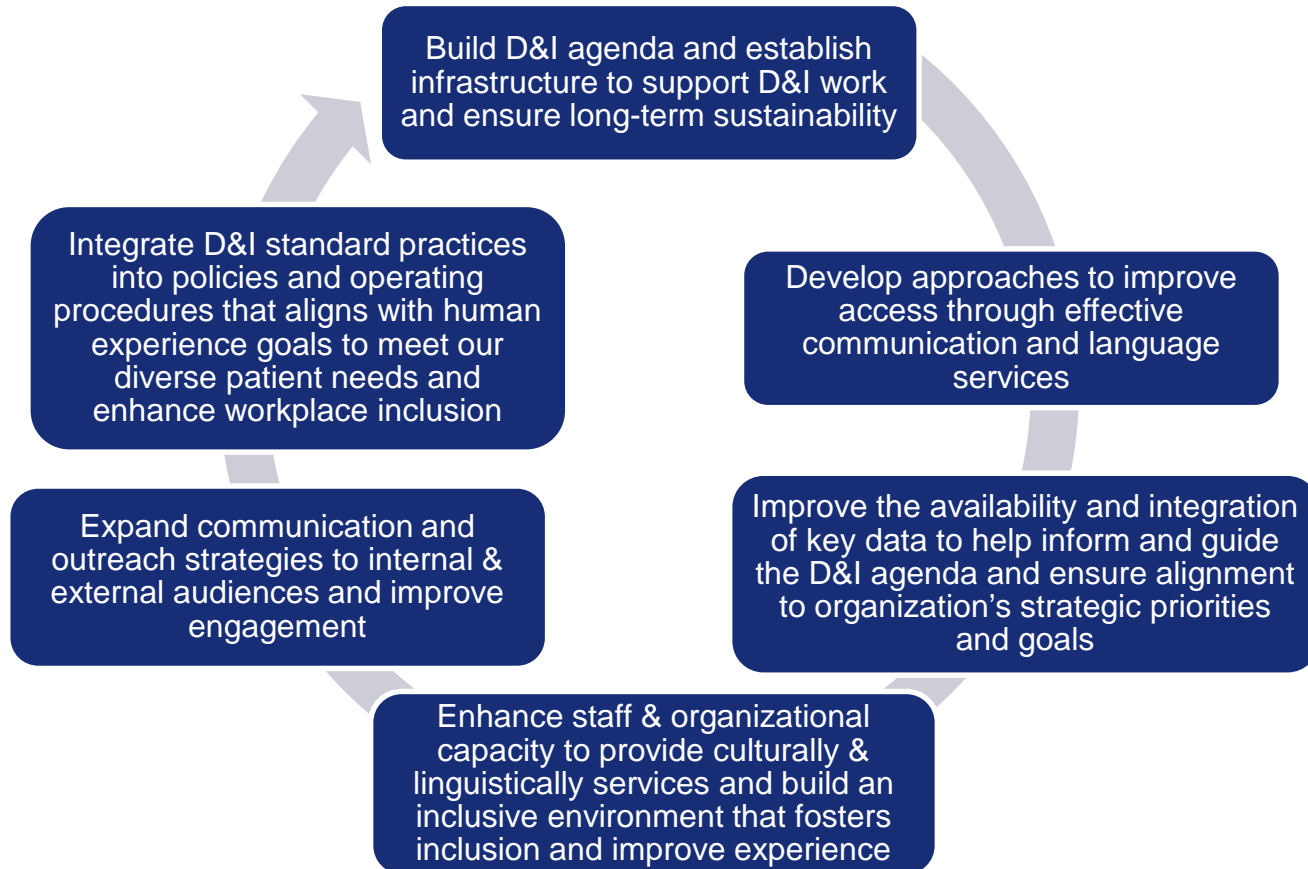
Transform employee and physician experience improving engagement to enable the delivery of the best patient experience

Human Experience

Patient Experience
and Satisfaction

Employee
Experience &
Engagement

Diversity and Inclusion Strategy



Last 6 Month's Accomplishments

- **Secured \$165K for FY 18** from City Hall to improve transgender health services for youth and to continue executing strategy for expansion of LGBTQ affirming healthcare services across the system.
- LGBTQ Health Care Training featured in **First Lady of NYC's Unity Project** (both Certificate of Advanced Training and SOGI Data Collection).
- 22 facilities earn designation of "**Leader in LGBTQ Healthcare Equality Index**" for third year in a row (2015, 2016, 2017)
- Launched **national Certificate of Advanced Training in LGBTQ Healthcare** (700+ staff enrolled in course to date).
- **Pride 2017** – largest ever H+H contingent in March, at Pridefest, and in-house staff networking event.
- Successfully **advocated for transgender affirming insurance coverage** now featured in city-wide Summary Plan Document.
- Successfully launched first System National Coming Out Day **employee engagement event** with attendance of 60+ staff.
- The **LGBTQ Voices Videos**, a series of short training videos and social media vignettes to reinforce employee standards of behavior and to be used to highlight NYC Health + Hospitals as the provider of choice for the LGBTQ community.
- **Launch of Human Experience Employee/Physician Engagement Committee** to support integration of a System's framework to improve physician and employee experience and engagement.
- **Released VRI and Translation Services RFP.** In an effort to diversify the current pool of vendors and reduce costs.
- **Cultural Competency/LGBTQ Assessment.** Successfully completed a climate assessment process to evaluate facilities on NYC Health + Hospitals policies, practices and efficacy in providing culturally-responsive care, communications and services to diverse patient populations.
- **Training Initiatives.** Instituted trainings system wide on diversity and cultural competency, LGBTQ health, and interreligious awareness through distance learning, new employee orientation and other in-person trainings such as grand rounds and small facilitated dialogues offered year round.
- **Immigrant Health Care Initiative.** Activities intended to reemphasize NYC Health + Hospitals' commitment to immigrant New Yorkers and engage with staff and communities:
 - Provided support for the "Open Letter to Immigrant New Yorkers";
 - Hosted a webinar with NYLAG Legal Health for staff to "Help our Immigrant Patients Cope in the Uncertain Political Climate"; and
 - Participated in Immigrant HealthCare Rights forums across the city to inform immigrants
- **Immigrant Heritage Week (IHW).** Participated in citywide IHW efforts aimed at building cross-cultural understanding between diverse New Yorkers to celebrate the rich experiences and contributions immigrants have and continue to make.

Conditional Approved Contracts

MICROSOFT CORPORATION
New York, NY

EITS Financial Administration
(Premier Support Services)
\$34,500,000.00

CANON SOLUTIONS AMERICA, INC.
Melville, NY

Materials Management
(Managed Print Services)
\$74,334,132.00

MICROSOFT CORPORATION

2017 UPDATE

	<u>2016</u>	<u>2017</u>	<u>Difference</u>
Total # of Employees	587	646	59
# of Job Groups	15	15	-
# of Underutilizations	4	3	-1
# of Minority Underutilizations	1	-	-1
	Prof JG 3		
# of Female Underutilizations	3	3	-
	Prof JG 1	Prof JG 1	
	Prof JG 2	Prof JG 2	
	Prof JG 12	Prof JG 12	

NOTE: Microsoft eliminated the minority underutilization, yet is still left with the female underutilizations.

MICROSOFT CORPORATION	2015	2016	2017
# EMPLOYEES	500	587	646
# JOB GROUPS	14	15	15
# JOB GROUPS WITH UNDERREPRESENTATION	4	4	3
# OF TOTAL MINORITIES & FEMALES TO ELIMINATE PROBLEM AREA	21	29	21
# MINORITY	Professionals JG- 3	Professionals JG- 3	
	Total Employees: 24	Total Employees: 22	
	Total Minorities: 6 -2.07	Total Minorities: 5 -2.25	
	1 to eliminate problem area	1 to eliminate problem area	
# FEMALES	Professionals JG-1	Professionals JG-1	Professionals JG-1
	Total Employees:71	Total Employees: 101	Total Employees: 115
	Total Females: 4 -5.00	Total Females: 3 -6.55	Total Females: 8 -4.63
	12 to eliminate problem area	22 to eliminate problem area	13 to eliminate problem area
	Professionals JG-2	Professionals JG-2	Professionals JG-2
	Total Employees: 34 -3.81	Total Employees: 31 -3.60	Total Employees: 40 -3.85
	Total Females: 1	Total Females: 1	Total Females: 2
	5 to eliminate problem area	4 to eliminate problem area	6 to eliminate problem area
	Professionals JG- 6		
	Total Employees: 72		
	Total Females: 9 -2.84		
	3 to eliminate problem area		
		Professionals JG- 12	Professionals JG- 12
	Total Employees: 27	Total Employees: 29	
	Total Females: 2 -2.90	Total Females: 3 -2.67	
	2 to eliminate problem area	2 to eliminate problem area	

Microsoft Underutilizations (2017)
Comparison of Incumbency to Availability and Placement Goals

Job Group: 200 - Professionals JG-1
 Test: Standard Deviation
 Total Employees: 115

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	107	8	46	69	6	7	31	0	0	2
Employees (%)	93.0	7.0	40.0	60.0	5.2	6.1	27.0	0.0	0.0	1.7
Availability (%) Goal	74.1	25.9	39.3	60.7	9.4	6.6	21.2	0.1	0.1	1.8
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	4.63	-4.63	0.15	-0.15	-1.52	-0.23	1.50	-0.38	-0.32	-0.06
Add'l Needed to Eliminate Problem Area (#)	0	13	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	22	0	1	5	1	0	1	1	1

Microsoft Underutilizations (2017)
Comparison of Incumbency to Availability and Placement Goals

Job Group: 208 - Professionals JG-2
 Test: Standard Deviation
 Total Employees: 40

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	38	2	22	18	2	4	14	1	0	1
Employees (%)	95.0	5.0	55.0	45.0	5.0	10.0	35.0	2.5	0.0	2.5
Availability (%) Goal	66.2	33.8	40.3	59.7	9.0	6.4	23.0	0.1	0.1	1.7
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	3.85	-3.85	1.89	-1.89	-0.88	0.94	1.80	4.23	-0.19	0.39
Add'l Needed to Eliminate Problem Area (#)	0	6	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	12	0	6	2	0	0	0	1	0

Microsoft Underutilizations (2017)
Comparison of Incumbency to Availability and Placement Goals

Job Group: 228 - Professionals JG-12
 Test: Standard Deviation
 Total Employees: 29

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	26	3	19	10	6	5	7	0	0	1
Employees (%)	89.7	10.3	65.5	34.5	20.7	17.2	24.1	0.0	0.0	3.4
Availability (%) Goal	66.2	33.8	40.3	59.7	9.0	6.4	23.0	0.1	0.1	1.7
Test: Standard Deviation	NO	YES	NO	YES	NO	NO	NO	NO	NO	NO
	2.67	-2.67	2.77	-2.77	2.19	2.39	0.14	-0.19	-0.16	0.72
Add'l Needed to Eliminate Problem Area (#)	0	2	0	2	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	7	0	8	0	0	0	1	1	0



SENT VIA E-MAIL

October 13, 2017

Ms. Sharon Pringle
Assistant Director, Supply Chain Services
NYC Health and Hospitals Corporation
160 Water Street, 13th Floor
New York, NY 10038

RE: Conditional Approval for Microsoft Corporation

Dear Ms. Pringle:

Thank you for the letter dated September 20, 2017 regarding your concerns about three of the job groups identified by HHC. Below is a summary that we trust addresses your concerns and confirms Microsoft's continued commitment to attract, hire, and retain qualified women in the IT industry globally—and specifically in the New York City area.

As illustrated in the reports submitted to HHC last month, Microsoft has made significant changes in the representation of women in Professionals Job Group 1. Below please find a summary of NY Metro's diversity and inclusion (D&I) initiatives in alignment with our overarching D&I strategy.

Retain and Develop:

- 1. Multiple Listening Meetings and Roundtables by senior business and HR leaders, where a diverse cross section of NY Metro employees, including women and Racial and Ethnic Minorities (REM), are invited to share their experiences around inclusion at the workplace. This feedback is used to shape our D&I initiatives and strategy.**
- 2. Laura Clayton McDonnell, District GM and an African American female leader, has been championing our D&I strategy internally and externally along with a team of leaders of our local Employee Resource Group (ERG) chapters (Women@Microsoft; Blacks@Microsoft; GLEAM (Gay and Lesbian employees at Microsoft); and HOLA (Hispanic/Latino)). The team organizes initiatives around talent development, community outreach, and recruiting. Some highlights include:**
 - A NY Metro Diversity and Inclusion Summit (March 2017) which was attended by 150+ participants across various ERGs. The program included a fireside chat with Microsoft's EVP & Chief Financial Officer Amy Hood. The objectives for the Summit were:**
 - Increasing membership to our D&I groups**

- Inter-Group networking and awareness of upcoming initiatives and activities
 - Create a dynamic conversation around a diverse workplace and a safe community inside and outside of work
 - Showcase resources for allies and D&I participants
 - The 10 Cup Initiative for the New York Metro Women@Microsoft chapter. Designed to provide women a framework around networking in an easy, fun, and effective way while growing their professional network and learning from one another.
3. NY female and REM employees nominated to Career Compass, a year-long learning program sponsored by the Global Diversity & Inclusion team.

Expand Our Inclusive Culture:

- To help transform our culture, we have invested in the Dialogue Across Differences experiential training, which is a 4 hour, in-person class, and the Inclusive Hiring online workshop in 2016. An in-person session of Dialogue Across Differences was conducted in NYC in February 2017, attended by over 50 managers. Both of these trainings are mandatory for all people managers companywide.
- Other NY Metro D&I initiatives focused on inclusion, engagement and retention
 - Take Your Child to Work Day on April 27th, 2017
 - New York Metro GLEAM PRIDE Parade, June 25th, 2017

Building Our Pipeline:

- DigiGirlz NY took place on May 17, 2017. This is pivotal piece of Microsoft's MakeWhatsNext initiative, which is focused on ensuring every young person has access to the digital skills needed to be successful.
- Microsoft NYC Girls Who Code Summer Immersion Program allows for female students to learn coding and get exposure to jobs in tech.
- We continue to leverage local professional networking events to recruit for our open positions. Our most recent events include:
 - o "Women on Wall Street"
 - o Hispanic/Latino Networking Event
 - o 2 diverse sourcing events at the Microsoft Store on 5th Avenue.
 - o Hosted a HBCU Connect event in NYC to meet and network with diverse talent.
 - o Participated in the Prospanica/NBMBA co-conference in Philadelphia.

We hope that these initiatives help to demonstrate Microsoft's commitment to diversity and inclusion and show some of the steps taken toward increasing representation in the job groups identified by HHC. Unfortunately, the industry continues to face challenges in these roles. Based on our sourcing team's research, the available female talent pool for positions #1, #2, and #4 in the NY area is less than 20%. For position #3, our research shows that the available talent pool is 40-45% female.

Ms. Sharon Pringle
Page 3 of 3
October 13, 2017

1. Account Technology Strategist
2. Cloud Solution Architect
3. Customer Success Manager (**please note this is a brand-new role that just opened at the end of August and we have just begun recruiting*)
4. Technology Solutions Professional

As we have shared in the past, affirmative action and diversity are extremely important to Microsoft and its employees. If you have any questions or concerns, please feel free to contact me at 425-882-8080. We are looking forward to discussing these issues with the HHC Board of Directors EEO Committee next month.

Sincerely,



June Kubo
Compliance Manager
Microsoft Corporation

CANON SOLUTIONS AMERICA

2017 UPDATE

	<u>2016</u>	<u>2017</u>	<u>Difference</u>
Total # of Employees	562	547	-15
# of Job Groups	15	15	-
# of Underutilizations	4	5	1
# of Minority Underutilizations	-	1	1
		Sales Wrkr JG 4A	
# of Female Underutilizations	4	4	-
	Managers JG 1C Managers JG 1D Prof JG 2A Admin JG 5C	Managers JG 1C Managers JG 1D Admin JG 5C Sales Wrkr JG 4A	

NOTE: Canon Solutions lost one female underutilization, yet picked up a new one, along with the minority underutilization within the same job group.

CANON SOLUTIONS AMERICA	2016	2017
# EMPLOYEES	562	547
# JOB GROUPS	15	15
# JOB GROUPS WITH UNDERREPRESENTATION	4	4
# OF TOTAL MINORITIES & FEMALES TO ELIMINATE PROBLEM AREA	24	30
# MINORITY		Sales Worker JG 4A
		Total Employees: 66 Total Minorities: 9 -2.43 2 to eliminate problem area
# FEMALES		Sales Worker JG 4A
		Total Employees: 66 Total Females: 13 -2.25 1 to eliminate problem area
		Managers JG-1C
		Total Employees: 30 Total Females: 2 -3.29 3 to eliminate problem area
		Managers JG-1C
		Total Employees: 27 Total Females: 2 -3.05 3 to eliminate problem area
		Managers JG-1D
		Total Employees: 23 -3.78 Total Females: 6 4 to eliminate problem area
		Managers JG-1D
		Total Employees: 25 -3.74 Total Females: 7 4 to eliminate problem area
Professionals JG-2A		
Total Employees: 16 -2.63 Total Females: 0 1 to eliminate problem area		
Admin JG- 5C		
Total Employees: 134 Total Females: 30 -4.71 16 to eliminate problem area		
Admin JG- 5C		
Total Employees: 154 Total Females: 32 -5.27 20 to eliminate problem area		

Canon Solutions Underutilizations (2017)
Comparison of Incumbency to Availability and Placement Goals

Job Group: 1C - Managers
 Test: Standard Deviation
 Total Employees: 27

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	25	2	7	20	1	6	0	0	0	0
Employees (%)	92.6	7.4	25.9	74.1	3.7	22.2	0.0	0.0	0.0	0.0
Availability (%) Goal	64.5	35.5	32.0	68.0	11.0	11.3	8.2	0.1	0.0	1.4
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	3.05	-3.05	-0.67	0.67	-1.20	1.78	-1.55	-0.11	0.00	-0.62
Add'l Needed to Eliminate Problem Area (#)	0	3	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	8	2	0	2	0	3	1	0	1

Canon Solutions Underutilizations (2017)
Comparison of Incumbency to Availability and Placement Goals

Job Group: 1D - Managers
 Test: Standard Deviation
 Total Employees: 25

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	18	7	16	9	7	8	1	0	0	0
Employees (%)	72.0	28.0	64.0	36.0	28.0	32.0	4.0	0.0	0.0	0.0
Availability (%) Goal	36.1	63.9	42.9	57.1	15.9	18.0	7.3	0.1	0.0	1.6
Test: Standard Deviation	NO	YES	NO	YES	NO	NO	NO	NO	NO	NO
	3.74	-3.74	2.12	-2.12	1.65	1.82	-0.63	-0.19	-0.08	-0.64
Add'l Needed to Eliminate Problem Area (#)	0	4	0	1	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	9	0	6	0	0	1	1	0	1

**Canon Solutions Underutilizations (2017)
Comparison of Incumbency to Availability and Placement Goals**

Job Group: 4A - Sales Wrkr
 Test: Standard Deviation
 Total Employees: 66

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	53	13	9	57	3	5	1	0	0	0
Employees (%)	80.3	19.7	13.6	86.4	4.5	7.6	1.5	0.0	0.0	0.0
Availability (%) Goal	67.3	32.7	26.9	73.1	5.0	11.4	9.5	0.0	0.0	1.0
Test: Standard Deviation	NO	YES	YES	NO	NO	NO	YES	NO	NO	NO
	2.25	-2.25	-2.43	2.43	-0.17	-0.97	-2.20	-0.14	0.00	-0.82
Add'l Needed to Eliminate Problem Area (#)	0	1	2	0	0	0	1	0	0	0
Add'l Needed to Reach Availability (#)	0	9	9	0	1	3	6	0	0	1

Canon Solutions Underutilizations (2017)
Comparison of Incumbency to Availability and Placement Goals

Job Group: 5C - Admin
 Test: Standard Deviation
 Total Employees: 154

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	122	32	125	29	64	51	4	1	0	5
Employees (%)	79.2	20.8	81.2	18.8	41.6	33.1	2.6	0.6	0.0	3.2
Availability (%) Goal	58.3	41.7	62.7	37.3	27.8	22.2	10.5	0.0	0.0	2.1
Test: Standard Deviation	NO	YES	NO	YES	NO	NO	YES	NO	NO	NO
	5.27	-5.27	4.74	-4.74	3.81	3.24	-3.20	17.54	-0.03	1.00
Add'l Needed to Eliminate Problem Area (#)	0	20	0	17	0	0	5	0	0	0
Add'l Needed to Reach Availability (#)	0	33	0	29	0	0	13	0	0	0

October 13, 2017

TO: Matilde Roman, Senior Director, Office of Diversity and Inclusion
NYC Health + Hospital

FR: William E. Mayer, Senior Vice President, Human Resources
Canon Solutions America

RE: Response to New York City Health & Hospitals Corporation – Correction Plan

1. *Identification of Problem Areas: For each underutilized job group, identify the specific job titles that are driving the underutilization and whether the focus is on females and/or minorities.*

The submission to NYC Health + Hospitals identified five (5) areas of underutilization:

Job Groups		Roles within Group	Placement Goals	
			Fem	Min
1C	First/Mid-Level Managers	Sales Managers, Field Service Managers	Yes	No
1D	First/Mid-Level	Site Supervisors, Parts Supervisor, Client Services Supersor	Yes	No
4A	Sales Worker	Sr. Acct Exec, Major Acct Exec, Production Print Sales	Yes	Yes
5C	Miscellaneous Clerical	Interns, Site Reps, Site Rep Leads, Client Site Rep etc.	Yes	No

2. *Provide a brief explanation of the causes for underutilization and highlight any challenges in our ability to correct.*

Job Group 1C: Within the Group, we have two female service managers and no female sales managers. Historically there is little turnover in either of these management roles, which provides few recruiting or promotional opportunities. In the past year, we reduced our total number of 1C positions by one (1) but maintained our females representation at two.

Job Group 1D: The majority of our supervisory positions within NYC are found in our business out-sourced services division (“EMSD”). Those positions are tied to the number of contracts that we have and the number of outsourced employees attached to the contract. When the number of our contracts grows, opportunities to place females in these positions will become more numerous. In the twelve months since the original plan was developed, we added two headcount to this Group, one of whom was female (50%). We remain underutilized.

Job Group 4A: This was not a category that was underutilized last year. While we did not reduce the number of female senior sales executives, it appears that the availability percent grew rather dramatically from 27.2% to 32.7% and that change, with which we did not keep up, caused us to become underutilized. Our turnover in this Group, our most senior and most successful sales executives, was under 5% in the past year and is historically very low, which limits our opportunities to add females or minorities. We did add five (5) positions, of which one was female (20.0%) and one was a minority.

The underutilization with regard to minorities also relates to a fairly dramatic increase in availability percentage, in this case for Asians, increasing from 3.4% to 9.5%. We did not

decrease our representation, but now find ourselves underutilized relative to Asians in this Job Group.

Job Group 5C: The employees in this group are also primarily in our out-sourced services division. This population tends to grow when we land a new contract - although we may also be requested by the client to hire many of the existing staff from the predecessor company which limits our ability to diversify - and is extremely stable at other times. We did hire 26 staff in this Group since our initial report, with eight (8) of the hires females (30.8%). Nonetheless, we remain underutilized.

3. If the underutilization is reflected in the same job category as the prior year, please highlight and include an explanation of all the actions taken in the prior year and its effectiveness in addressing the underutilization.

Job Group 1C: As we have very low turnover in this Job Group and most candidates come from within, our approach was to work closely with Sales and Service management to identify female candidates for our Emerging Leaders program which is designed to prepare participants for management roles. Our intent is to build the pipeline of internal candidates. As it turned out, in 2017 we actually reduced the headcount within this group by one (1) but maintained our representation of two (2) females in the Job Group.

Job Group 1D: We did establish an Emerging Leaders program for our EMSD division and had four (4) females among the twelve (12) participants spent the past six months being groomed for promotional opportunities. The class just graduated and we look forward to our first placements from the graduates.

Job Group 5C: The employees in this group are primarily our out-sourced division employees. As such they are often subject to the terms and conditions of our contractual agreements, and we often have limited ability to impact hiring. However, we did hire 26 employees into this Job Group, eight (8) of whom were females, representing 30.8% of the total. This is an 8% increase from our percent of female incumbents at the beginning of the twelve months but below what we require of ourselves.

4. Include any new actions to address the underutilization.

To address the underutilization we plan the following:

Job Group 1C: We will aggressively source females interested in technical careers from the Ho Ho Kus RETS School in Nutley, NJ, the Hunter Business School in Nassau County and Lincoln Technical Institute in Queens, each of which has proven a source of female candidates for our technical roles. We will also use our relationships with military placement resources. In addition, we will use our growing roster of Emerging Leader program graduates to determine if female managerial candidates from other disciplines might be interested in Field Service as a career opportunity. Finally, we will reach out to other business that have significant populations of technical service personnel to attempt to partner with them on best practices for recruiting females into these technical roles.

With regard to sales personnel, we will continue to focus on our Emerging Leaders programs as excellent avenues for aspiring female sales reps to move into sales management roles. Not surprisingly, we often find that our top female sales reps prefer the relatively lucrative individual contributor roles that also offers more freedom and flexibility of schedule than the is available in a manager's position.

Job Group 1D: As opportunities develop, we will tap our EMSD Emerging Leader program graduates, as well as graduates from other disciplines, to better utilize our internal pipelines.

Job Group 4A: As opportunities develop, we will ensure that every opening has at least one (1) qualified female candidate. As these positions are generally filled from within, we will concentrate on identifying Asian candidates for every entry level (Account Executive) sales representative in order to expand our pipeline for Job Group 2A positions.

Job Group 5C: We will work closely with our hiring managers to ensure we understand the skills, competencies and experience requirements for each role within this Job Group so we are only presenting a representational mix of fully qualified female and male candidates. We will also work closely with those hiring managers to understand the reasons candidates perceived by Talent Acquisition to be qualified are not chosen.

5. Identify any new strategies to expand the applicant pool that will result in increased opportunities.

Throughout the course of 2017, we have concentrated our recruiting efforts around expanding our applicant pool of females, particularly for the target Job Groups, with significant success. We increased our average monthly ratio of female applicants to male applicants from around 50% in 2016 to nearly 70% through September, or more than 20%. Our opportunity now, as we have candidates, is to identify and, when we have openings, present the most qualified candidates to ensure an intake rate that will increase our overall female representation in these Job Groups.

6. Explain any modification to your recruitment strategies.

As noted above, we made a concerted effort to expand our candidate pools. We also reached out to some local organizations who promote females in the workplace, such as Girls, Inc. but with very little tangible results. Our own efforts focused on growing our candidate pools was much more successful and will be continued.

7. Highlight any talent or career development opportunities.

As previously mentioned, we have a program called Emerging Leaders which is designed prepare participants for management roles and it is our intent to grow more of our talent for our Job Groups 1C and 1D opportunities from within. While this is more of a long term strategy, it has the greatest potential for a sustainable result.

8. Highlight any other approaches you believe will be successful.

Over the past few years, we have focused a great deal of energy and effort into our Succession and Development programs, which are intended to help us cultivate some of our high potential talent. These programs are important resources for us to develop both females and minorities for the important leadership roles so they can be role models for the next generation of talent. While we will continue to develop our candidate pools for external hiring, we are committed to growing our organizational diversity from within.