



AGENDA

**Equal Employment
Opportunity
Committee**

Meeting Date

May 2, 2017

Time

3:30 P.M.

Location

Board Room (532)

CALL TO ORDER

Robert F. Nolan

ADOPTION OF MINUTES

Robert F. Nolan

MARCH 7, 2017

CHIEF DIVERSITY OFFICER'S REPORT

Dr. Rosa Colon-Kolacko
Sr. VP/ Chief People Officer

Matilde Roman, Esq.
Chief Diversity Officer

CORPORATE M/WBE UPDATE

Keith Tallbe, Esq.

CONDITIONAL CONTRACTORS

Matilde Roman, Esq.

SODEXO OPERATIONS, LLC (Dietary)
US FOODS, INC.
CARETECH SOLUTIONS, INC.

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

**EQUAL EMPLOYMENT
OPPORUNITY COMMITTEE**

MINUTES

Meeting Date
March 7, 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 March 7, 2017 in the Board Room at 125 Worth Street, New York City with Josephine Bolus, RN Chairing the Committee in the temporary absence of Committee Chair, Robert F. Nolan.

COMMITTEE MEMBERS

Josephine Bolus, RN,
Helen Arteaga Landaverde, Board Member
Stanley Brezenoff, Interim President/ Chief Executive Officer

HHC STAFF

Paul Albertson, Supply Chain Services
Shazana Zumpfe-Cochran, EEO
Rosa Colon-Kolacko, Ph.D., Chief People Officer
Colicia Hercules, Chairman's Office
Sharon Foxx, Supply Chain Services
Blanche Greenfield, Legal Affairs
John Kim, Legal Affairs
Patricia Lockhart, Chairman's Office
Antonio D. Martin, President's Office
Steven Newmark, President's Office
Nicole Phillips, EEO
Gail Proto, Diversity & Inclusion
Matilde Roman, Diversity & Inclusion
Salvatore J. Russo, Legal Affairs
Lara Sawczuk, EEO
David Smart, EEO
Keith Tallbe, Supply Chain Services
Christopher Tommarello, Supply Chain Services

OTHER ATTENDEES

W.B. MASON COMPANY, INC.

Roger Ahlfeld, W.B. Mason Company, Inc.
Bob Berrian, W.B. Mason Company, Inc.
Brian Charpentier, W.B. Mason Company, Inc.
Trevis Hinds, W.B. Mason Company, Inc.
Chris Mooney, W.B. Mason Company, Inc.
Adrienne Rosa, W.B. Mason Company, Inc.

CALL TO ORDER

The meeting was called to order at 3:45 p.m. by Josephine Bolus. The minutes of the September 8, 2016 EEO Committee were adopted as submitted.

CHIEF PEOPLE OFFICER'S REPORT

Dr. Rosa Colon-Kolacko, the Systems' new Chief People Officer, introduced herself to the Board and outlined a People strategy which highlights diversity and inclusion goals tied to the workforce, workplace and marketplace. Dr. Colon- Kolacko expressed her desire to connect diversity and inclusion to the way we work, the way we deliver patient care, and how we interact with our community and the marketplace. She further advocated for developing our employees to maximize their potential to improve services to diverse communities that will result in better patient outcomes. She then stated that this integration of diversity and inclusion principles and goals will foster a strong culture of inclusion in the workplace, build cultural competency capacity among staff, promote and improve supplier diversity and improve access to equitable care among our patient and local community populations. Dr. Colon-Kolacko also explained that the Office of Diversity and Inclusion, led by Matilde Roman, Chief Diversity and Inclusion Officer, provides system wide strategies and initiatives to embed a culture of inclusion in the workplace and support capacity building on cultural competency through training and education.

CHIEF DIVERSITY OFFICER's REPORT

Ms. Roman spoke about the demographic composition of the Systems' workforce pulled from June 2016 data. She stated that out of 40,000 plus employees, our workforce is 83.1% Minority (43.6% African American, 19.4% Hispanic, and 19.9% Asian), 16.9% White and 80.5% is Non-Hispanic. In addition, our workforce is representative of 68.7% Females and 31.30% Males. Lastly, 52.4% of employees are between the ages of 40-59, and average employee tenure is 8.2 years of service.

Ms. Roman discussed the Job Groups that were underrepresented for total Minorities, Females, Hispanics and Asians and the numbers necessary to eliminate the underrepresentation. She stated that further analysis will be conducted that will allow the organization to be more strategic in efforts to find opportunities to fill gaps in key demographics to ensure that our workforce is representative of, and better able to serve our diverse patient population.

There are 469 Executive Senior Level Officials in Job Group 1A of which 45% are female and 55% are male. In terms of racial and ethnic composition, 52% are white and 48% are minority (including 21% Black/African American, 17% Asian, and 10% Hispanic).

Mid-Level Officials in Job Group 1B - Middle Managers and First-Level Managers in Job Group 1C together equal 5,455 employees of which there are 65% female and 35% male. In these job groups there are 25% White, 40% Black/African American, 20% Hispanic, and 17 % Asian.

Ms. Roman went on to say that based on Dr. Colon's recommendations we reviewed our Nursing Titles to glean the ethnic and racial composition within these titles.

There are 35 Nursing titles across several job groups including 9 nurse management titles in Job Group 1B- Middle Managers and 26 Nursing titles in the 2D- Nurses Job Group which together result in a total of 9,355 employees. The nursing titles revealed a predominant female population in the Nursing categories with 88% female and 12% males. The racial and ethnic composition is 14% White, 42% Black/African American, 7% Hispanic, and 36% Asian.

In response to Board Member Helen Arteaga Landaverde inquiry about the lack of Hispanic employees in nursing titles, Ms. Roman stated that although the global figure reflects 80% minority representation of NYC H+H's workforce, you find underrepresentation of specific ethnic/minority groups when you segregate the data. Ms. Roman went on to say that in the coming months the Office of Diversity and Inclusion will do a deeper dive of workforce data to explore opportunities to improve representation and to target recruitment and hiring practices to better meet the needs of our diverse patients.

Ms. Roman stated that an analysis was recently conducted that determined there are about 8100 employees in our workforce were "work authorized", which represents employees who are non-citizens, and include work authorization such as Employment Authorization Cards, Lawful Permanent Residents and other non-immigrant employment categories (.e.g., H1, TN, J1). Permanent residents are considered non-citizens and may also be impacted by travel bans when they leave the U.S. and try to reenter. Given the current political climate with the new Administration there are employees who may be directly or indirectly impacted by what is happening at the federal level. Mrs. Bolus asked about the number of work authorized employees who are in Management and nursing titles who have become naturalized citizens. Ms. Roman stated that we will do more research and provide the answers to her.

Ms. Roman stated that there is an underrepresentation of Hispanic employees in key job groups. Total Minority underrepresentation in the employee workforce were found in two job groups: 6A – Supervisors-Skilled Craft which needs 4 additional Minority employees (of which 1 or more can be Hispanic) to eliminate the underrepresentation and 6C – Construction Trades which needs 37 additional Minority Hires (of which 31 or more could be Hispanic Employees).

In Job Group 2N – Math Management & Computer Analysts there is an underrepresentation of Asian employees that needs 36 to eliminate the underrepresentation. In Job Group 6D – Precision Production Occupations an additional 26 Hispanic employees are needed to eliminate the underrepresentation and in Job Group 7A – Motor Vehicle Operators 25 additional Hispanic hires are needed to eliminate the underrepresentation.

Of the 7 jobs groups that have female underrepresentation Job Group 1A – Senior Staff requires the hire of 50 additional women to eliminate the underrepresentation. In the Job Group 9B – Health Services Occupations 602 additional female hires is needed to eliminate the underrepresentation, and for the 9F Cleaning Building Services job group an additional 147 female hires is needed to eliminate that underrepresentation. Dr. Rosa Colon-Kolacko stated that in Senior Management we have gaps that can be identified by facility and department for those 50 and that we can work with those facilities to create a recruitment strategy to improve female representation.

Ms. Roman reported that during the fall of 2016 we collected data on gender, race and ethnicity from the following affiliate groups: Mt. Sinai School of Medicine (Mt. Sinai), New York University School of Medicine (NYU), Physician Affiliate Group of New York, P.C. (PAGNY), and State University of New York (SUNY) Health Science Center at Brooklyn. Statistical analysis of this data determined that there were no underrepresentation found for any of the 9,242 affiliate staff across the system. Ms. Roman went on to state that the affiliates were also asked to provide us with a plan of how they would recruit and hire going forward. Some of the patterns that we found from the responses include: visiting medical schools with a high proportion of Black and Hispanic enrollment, attending diverse conferences, advertising on various diverse job bank internet sites, holding recruitment fairs, attending committee meetings, initiating mentoring partnerships and visiting public and private colleges and universities.

CORPORATE M/WBE UPDATE,

Keith Tallbe Associate Counsel, Legal Affairs, Director of Procurement Systems and Operations, Supply Chain Services explained that he recently restructured the M/WBE vendor diversity process to ensure that there is a strong checkpoint to ensure MWBE goals are included in all contracts from Supply Chain Services that cross his desk in accordance with NYS Executive Law 15A. He also shared that he is assisted in this process by Sharon Foxx and Christopher Tommarello.

Keith Tallbe reported on the B2GNow software which is a compliance tool that Supply Chain instituted last year for tracking contracting between a prime vendor and its subcontractors (“Tier 2 Contracting”). Mr. Tallbe stated that over the past year this software enabled NYC Health + Hospitals to capture \$5 million in spend and we expect to increase M/WBE spend over the coming years as we add additional vendors to our system.

In response to a question asked by Mrs. Josephine Bolus about our ability to track whether subcontractors were not receiving payments, Mr. Tallbe answered that the B2GNow software system is capable of confirming subcontractor payments but that until our new Financial Management System, (ERP), is in place we can only find spend against the vendor not against the sub-contractor. He went on to say that we don’t have the ability to track each payment going to a particular sub-contractor. Mr. Tallbe stated that as the person responsible for Vendor Diversity in Supply Chain he has not been aware of a subcontractor payment problem but would look into it.

Mr. Tallbe went on to state that Supply Chain has put in place their first two very large enterprise wide contracts with M/WBE goals, one with W.B. Mason for Office Supplies and the other with Canon for Managed Print Services. He further explained that the annual spend for M/WBE’s in the past few years

has been between \$33 million dollars and \$36 million dollars and that we are on target to achieve \$38 million dollars this year.

Mr. Tallbe next reported on ongoing work with our systems' largest GPO, (Group Purchasing Organization), Premier to prioritize contracting and M/WBE spend. Premier has been working on their Seeds Program (Sourcing Education and Enrichment for Diverse and Small Suppliers) and this resulted in having twelve Tier 1 Vendors (which have direct contracts with NYC Health +Hospitals) in the New York State Minority and Women Owned Business Enterprise certification pipeline. He went on to state that additional work is underway to increase the visibility of vendors whom have subcontracts with NYC Health + Hospitals Tier 1 Vendors. Premier also held a meet and greet with Chrysler to learn about vendor diversity best practices in the automotive industry. The biggest take away that Premier shared with us as a hospital system interested in advancing M/WBE's and health care diversity contracting was that we need to strongly align with other hospital colleagues especially our other State entities (including Westchester County and SUNY) to have a conversation on how to present a more unified message to our vendor base stating that vendor diversity and M/WBE's is a priority for the system.

The last point Mr. Tallbe made was that in terms of process, in the past each solicitation that had gone through supply chain had an M/WBE search done by a contract manager and that now this is being done in the Office of Legal Affairs to make sure it is being done thoroughly.

2016 CONDITIONALLY APPROVED CONTRACTORS UPDATE

CONDITIONAL APPROVAL CONTRACTS

W.B. MASON COMPANY, INC.,

W.B. Mason Company, Inc. was the sole conditionally approved contractor to report to the Committee. They were awarded an \$8.8 million dollar office supplies contract in November of 2016. They had nine job groups with an underrepresentation. Of the nine, Managers Level 2, Operatives Level 3 and Sales Workers Levels 1, 2 and 3 each had both a minority and female underrepresentation. In addition, Job Group Administrative Workers Level 2 and Operatives Level 2 each had a minority underrepresentation and job groups Laborers Level 1 and Managers Level 3 each had a female underrepresentation.

Ms. Roman welcomed them and Mr. Roger Ahlfeld, Vice President, Human Resources introduced Chris Mooney, Chief Financial Officer, Trevis Hinds, Regional HR Director, Bob Berrian, Regional HR Manager, Adrienne Rosa, HR Representative and Brian Charpentier Branch Manager for Manhattan.

Mr. Ahlfeld began by explaining that it is the policy of W.B. Mason Company to recruit, develop and promote for all job classifications without regard to race, color, religion, sex, national origin, disability, sexual orientation, age, or veteran status and went on to detail the components of their affirmative action philosophy and the focus of their Affirmative Action Plans. He then explained their policies regarding termination and staff reductions.

To address representation deficiencies, W.B. Mason has sourced Interactive Business Inclusion Solutions (IBIS), a certified and minority owned business, to provide input at all levels of hiring decisions and

training on recruiting and hiring. W.B. Mason Human Resources employees and hiring managers will be required to attend “Unconscious Bias”, “Hiring and Selection” and Career Development and Performance Feedback” training. Human Resources will work with personnel managers to ensure that the priority going forward is to grant full opportunities including training for women and minorities in the company. The goal for these initiatives is to increase the number of minorities and women in their applicant pools and available for promotion. In addition their new recruiting activities include posting on 25 diversity websites, attending diversity job fairs and recruiting at colleges and other highly diverse institutions.

Board Member Helen Arteaga Landaverde, asked about the number of positions currently open for Sales Workers, especially entry level workers. Mr. Ahlfeld responded that they don’t have a large number of open positions but that they are constantly hiring sales people and that it is his guess that the total number of entry level sales positions will increase in the next year and that as many as possible of those will be filled by female and minority applicants.

Dr. Rosa Colon-Kolacko stated that she believes that more conversation is needed and she suggested that they include a timeline of their milestones. She also stated that training is great but it is not going to get the required talent pool.

Mrs. Bolus stated that they need follow up because to have a plan sounds good but since they haven’t really done anything yet she would like them to come back and talk to us about their progress.

Chris Mooney stated that he leads by example and that as CFO he has hired or promoted 5 female minority candidates out of 7 direct reports and each are on the Director level or higher. In addition, in his finance department 90 out of 120 minority candidates were promoted from within and his local managers understand they are to follow his lead. Mr. Mooney would like us to follow up to see that they are doing what they have pledged to do. Stanley Brezenoff, Interim President/ Chief Executive Officer stated their plan has potential.

WORKFORCE DIVERSITY INITIATIVES

Dr. Colon-Kolacko identified next step initiatives including developing recruitment strategies to fill identified gaps; implementing “Diversity Impact Groups” to align workforce and patient populations; utilize analytics and data collection practices to measure factors including employee retention, language assets, LGBTQ workforce, and employee disabilities to name a few.

She stated that in addition, we will publish our Diversity Index survey findings and utilize the results to develop action plans to promote employee self-awareness around respect and trust, implement targeted training strategies to provide culturally responsive care and promote inclusion of LGBTQ, disabled employees, interfaith diversity etc. to improve and patient outcomes.

There being no further business, the meeting was adjourned at 4:35 pm.

RFN: gp

Equal Employment Opportunity Committee

Tuesday, May 2, 2017



Diversity & Inclusion Initiatives



- Baseline workforce data analysis conducted. Started to research and analyze employee demographic data by facility.
- Analyzing results of “Diversity Index” survey questions measuring employee’s perceptions of working with leadership in order to develop action plans that promote trust, respect and consideration of ideas.
- Completed organizational Cultural Competency/ Health Literacy and LGBTQ Readiness Assessments- Findings and recommendations will be released in the summer 2017
- Community Engagement- Immigrant Health Know Your Rights Forums
- Continue to roll out targeted training strategy to build workforce capacity to provide culturally responsive care and promote workplace inclusion (e.g., interreligious, diversity, LGBTQ, etc.)



Conditional Contracts

SODEXO OPERATIONS, LLC (Dietary)
US FOODS, INC.
CARETECH SOLUTIONS, INC.



NYC HEALTH+ HOSPITALS

SODEXO OPERATIONS, LLC (DIETARY)	2015 (12/2014 data) April 14, 2015 AGENDA	2016 (12/2015 data) APRIL 12, 2016 AGENDA	2017 (12/2016 data) MARCH 7 2017 AGENDA
# EMPLOYEES	1488	1576	1772
# JOB GROUPS	15	19	18
# JOB GROUPS With UNDERREPRESENTATION	5	4	2
# Of TOTAL MINORITY & FEMALE UNDERREPRESENTATION	5	4	2
# MINORITY	<p>ADMINISTRATION RELATED – ENTRY/MODERATE (GRADED) JOB GROUP 5B TOTAL MINORITIES: 13 TOTAL EMPLOYEES: 67 -2.31, 1</p> <p>PROFESSIONAL JOB GROUP 2F –PARALEGAL, RECRUITER, EEO, PAYROLL TOTAL MINORITIES: 69 TOTAL EMPLOYEES: 290 -2.62, 5</p> <p>ADMINISTRATION RELATED – HIGHLY SKILLED (GRADED) JOB GROUP 5A TOTAL MINORITIES: 30 TOTAL EMPLOYEES: 128 -2.25, 2</p>	<p>ADMINISTRATION RELATED – ENTRY/MODERATE (GRADED) JOB GROUP 5B TOTAL MINORITIES: 22 TOTAL EMPLOYEES: 157 -5.04, 18</p>	<p>ADMINISTRATION RELATED – ENTRY/MODERATE (GRADED) JOB GROUP 5B TOTAL MINORITIES: 35 TOTAL EMPLOYEES: 160 -3.05, 6</p>
# FEMALES	<p>MANAGEMENT – JOB GROUP 1D SENIOR DIRECTOR, EXECUTIVE DIRECTOR TOTAL FEMALES: 29 TOTAL EMPLOYEES: 95 -3.13, 6</p> <p>SALES, JOB GROUP 4A SALES VP, SALES EXECUTIVES, NATIONAL CLIENT EXECUTIVE TOTAL FEMALES: 1 TOTAL EMPLOYEES: 11 -2.35, 1</p>	<p>MANAGEMENT – JOB GROUP 1D SENIOR DIRECTOR, EXECUTIVE DIRECTOR TOTAL FEMALES: 36 TOTAL EMPLOYEES: 116 -2.69, 4</p> <p>SALES, JOB GROUP 4A SALES VP, SALES EXECUTIVES, NATIONAL CLIENT EXECUTIVE TOTAL FEMALES: 0 TOTAL EMPLOYEES: 7 -2.32, 1</p> <p>PROFESSIONAL JOB GROUP 2C –Technical (Information Technology/HRMS) High Skill TOTAL FEMALES: 38 TOTAL EMPLOYEES: 112 -6.40, 23</p>	<p>MANAGEMENT – JOB GROUP 1D SENIOR DIRECTOR, EXECUTIVE DIRECTOR TOTAL FEMALES: 24 TOTAL EMPLOYEES: 89 -3.42, 7</p>



EEO Action Plan – Sodexo Dietary Services - 2017

Prepared for:

**NYC
HEALTH
HOSPITALS**

**LEGAL
AFFAIRS**

Submitted by:



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March 29, 2017

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Identification of Underrepresentation of Minorities and/or Females

Sodexo performs services for H+H in New York City. Sodexo has no underrepresentation in any job group for its positions in NYC. Based on Sodexo's understanding of its reporting obligations, Sodexo provides H+H employment data for three locations outside of NYC—its Gaithersburg, MD headquarters, its Buffalo (Williamsville), NY office, and its Allentown, PA office. The non-NYC locations are included because those offices include contracting, finance, human resources, supply management, and other corporate services that *may* be involved indirectly in performing work on the H+H contract. The majority of employees at these other locations do not touch the H+H contract at all.

I. Sodexo Employment Report

Sodexo's Employment Report includes workforce data for four (4) Sodexo locations-

- New York, NY
- Gaithersburg, MD
- Buffalo, NY
- Allentown, PA

II. Sodexo's H&H Analysis

Sodexo has 15 NYC/H+H locations

Sodexo employs a total of 69 employees at the NYC/H+H locations:

- 68 exempt level employees of which 33 or 47.8% are minorities and 41 or 59.4% are females, and
- One hourly minority female.

An analysis of Sodexo's NYC/H+H dietary locations indicated no underrepresentation of minorities and/or females in any job groups.

III. Additional Locations That May Support the H+H Contract

An analysis of the workforce at the additional locations that may support H+H indicated underrepresentation in only the two job groups listed below, out of 18 job groups at issue.

- a. 1D/Sr. Directors
 - i. Underrepresented Group – Females (45.0%)
- b. 5B/Clerical – Administrative Assistants, office clerks
 - i. Underrepresented Group – Minorities (32.9%)

B. Action Plan to Address Underrepresentation

- 1) For each underutilized job group identify the specific job titles that are driving the underutilization and whether the focus is on females and /or total minorities.

Response: See attached spreadsheet – Response_1.xlsx

- 2) Provide a brief explanation of the causes for the underutilization and highlight any challenges in your ability to correct underrepresentation.

Response: The two job groups experiencing underutilization consist of positions that fall under our Headquarters and Buffalo, NY locations, not NYC H+H Sodexo locations. One job group (1D) comprises jobs that are filled nationwide and the other job group (5B) comprises jobs locally inherent to the Buffalo, New York area.

- Job Group 1D/Sr. Directors (nationwide positions- Females) - As seen in Response_1.xlsx spreadsheet the job titles vary with most requiring different skill sets. There is not a lot of turnover in this job group. During calendar year 2016, there were only **two** hiring opportunities. One of the two new hires was female or 50%.
 - While the analysis indicates underutilization for females, we see no challenges in our recruiting/sourcing processes that are specifically causing underutilization.
- Job Group 5B/Entry Clerical (Buffalo, New York positions – Minorities) – An analysis of this job groups indicates an impact specifically in the Accounting Assistant position. Our analysis further indicates that there were only **two** hiring opportunities in this position during calendar year 2016.
- Note: Thus far this year there have been 4 hires into Job Group 5B, 1 of which or 25% was a minority.
- Our challenge for the entry level clerical accounting position is partly attributed to the location. While it falls under Erie County census geographical area, which includes Buffalo City (proper), Sodexo’s office is closer to the Amherst County geographical area which is where most of our job seekers come from for this position. Amherst County does not have significant representation of minorities. The racial makeup of the county is
 - 83.8% White
 - 5.7% African American

- 2.3% Hispanic or Latino
- 0.2% Native American
- 7.9% Asian
- 0.0% Pacific Islander
- 0.5% from other races
- 1.8% from two or more races

Job Seekers from Buffalo City proper (which has greater minority representation) without a car would need to catch 2 or 3 buses to get to the location for a position that pays minimum wage.

- Another challenge is this entry-level position is a good fit for students who are currently enrolled in an Accounting Degree program and who have completed at least 2 years of their degree program. Unfortunately, we have found that most of these students have a focus on getting their CPA. To do this, they must work under a CPA for a period of time. Our position does not qualify them to get the credits they need for the CPA license.
- 3) If the underrepresentation is reflected in the same job categories as in prior year(s), please highlight and include an explanation of all actions taken in prior year(s), the year the action was taken, and its effectiveness in addressing the underrepresentation.

Response: Last year Job Group 5B/Clerical also experienced underutilization of minorities (32.9%)¹. Sodexo focused on external recruiting sources in the Buffalo area to increase the pipeline of minority job seekers.

- Recruiters conducted cross posting to local colleges and universities. The colleges and universities allow our Recruiters to post our positions on their websites and Recruiters can also search the universities' database for possible future employees.
 - We continue to post our positions with New York Department of Labor Employment Services whose clients include minorities.
 - Sr. Management approved the use of Temp Agencies to assist in increasing the pool of minorities.
- 4) Include new actions to be taken to correct the underutilization as a separate item for each job category impacted.

Response: Job Group 1D/Sr. Director/Female --

¹ Although H+H found underrepresentation in Job Group 1D last year, Sodexo's internal analysis, which accounts for internal feeder pools as well as external availability, did not find underrepresentation in this job group.

- Talent Acquisition team members will be attending, and in some instances, sponsoring external organization conferences to be able to tap into their membership and build a database that can be used to source diverse job seekers. Groups include:
 - Women in Culinary Forum - women chef association
 - ISSA (Internal Sanitary Supply Association) - a housekeeping management association. We are working with partnering with them and their Hygeia group, which is a network group of women members in housekeeping management.

- Job Group 5B/Entry Clerical/Minority
 - Recruiter will contact and work with the International Institute of Buffalo that assists immigrants and refugees in finding employment
 - Attend two new area universities/colleges job fairs in May – Niagara University (College of Business Administration/Accounting) and Daemen College (Accounting-BS&MS)
 - In the past, a member of our African American Leadership Forum EBRG (Employee Business Resource Group) attended the Buffalo Urban League Annual job fair to inform participants of positions available at Sodexo. The participation did not yield any applicants, but we are going to look into doing this again.

5) Identify new strategies to expand the applicant pool that will result in increased opportunities for attracting minorities and women by broadening the recruitment search. Some of these efforts might include community outreach, participation in Job Fairs, targeted advertisements, etc.

Response: - see #4 above

6) Explain any modifications to your recruitment and hiring processes that may help you achieve your goal.

Response – See #4 above

7) Highlight talent or career development opportunities to support advancement of minorities and/or women to achieve your goal (if position is not entry level).

Response: Job Group 1D/Sr. Director/Female – Career development processes –

- Open positions are broadcast via internal eBulletins
- Annual Performance Appraisals
- Database of former employees maintained which assist in direct sourcing
- Mentoring programs

Job Group 5B/Clerical – is an entry level clerical job group

- 8) Highlight any other approaches or initiatives that you believe will be successful to ensure better representation of minorities and/or women in the job groups.

Response: see Continuing Programs below.

C. Continuing Programs

Sodexo's recruiting mission is to contribute to Sodexo's success by attracting and recruiting a highly talented and diverse workforce. Currently, Sodexo has implemented the following programs and procedures to ensure that minority and female employees are given equal opportunities for hiring, promotion, retention opportunities:

- **Diversity Scorecard** - A strategic management tool that measures our company's progress in increasing diversity and inclusion within management. Results for diversity scorecard are tied to the annual manager incentive plan. As a management tool, the scorecard allows Sodexo to:
 - Direct attention to key focus areas for diversity
 - Focus on targeted outcomes while tracking the underlying processes that drive those outcomes
 - Measure workforce diversity against internal and external labor force availabilities
 - Measure diversity progress monthly with quarterly and yearly trending
 - Use qualitative measures to provide connectivity between diversity initiatives and quantitative outcomes
 - Calibrate each year as priorities evolve
- **Star Finder:** Sodexo's Employee Referral Program. Employees refer top talent, and play a vital role in Sodexo's growth and a friend's individual success.
- **Reconnexions:** Maintains contact with exiting and former employees and interns, and encourages them to continue communication with Sodexo after they have moved on from our organization.
- **Geographic Cross-Market Talent Planning:** Identify market-to-market opportunities such as account openings, stretch assignments and special invites to cross-market meetings for top performers.
- **Tuition reimbursement** benefit is available to employees.

Externally, Sodexo has relationships with, and posts positions with a host of diverse agencies/organizations, and websites.

- **Candidate Sourcing, Networks and Opportunities:**

- Sodexo's Career Center
- Facebook
- LinkedIn
- Twitter
- You Tube
- Monster.com
- CareerBuilder.com
- Sodexo Careers Blog
- Career Connections Newsletter
- Job Search Widgets

NYC HEALTH+ HOSPITALS

US FOODS, Inc.	2015 April 14, 2015 AGENDA	2016 (12/2015 data) April 12, 2016 AGENDA	2017 (12/2016 data)
# EMPLOYEES	701	698	707
# JOB GROUPS	14	14	14
# JOB GROUPS With UNDERREPRESENTATION	7	7	4
# Of TOTAL MINORITY & FEMALE UNDERREPRESENTATION	6	2	6
# MINORITY	<p>MIDDLE MANAGEMENT JOB GROUP 1C TOTAL MINORITIES: 1 TOTAL EMPLOYEES: 25 -2.96, 2</p> <p>COMMISSION ONLY SALES JOB GROUP 4A TOTAL MINORITIES: 13 TOTAL EMPLOYEES: 117 -3.86, 9</p>	<p>MIDDLE MANAGEMENT JOB GROUP 1C Grade 12-14 TOTAL MINORITIES: 2 TOTAL EMPLOYEES: 25 -2.47, 1</p> <p>COMMISSION ONLY SALES JOB GROUP 4A TOTAL MINORITIES: 11 TOTAL EMPLOYEES: 113 -4.12, 10</p>	<p>MANAGEMENT JOB GROUP 1C Mid Management (Grades 12-14) TOTAL MINORITIES: 1 TOTAL EMPLOYEES: 24 -2.80, 2</p> <p>SALES JOB GROUP 4A COMMISSION ONLY SALES TOTAL FEMALES: 10 TOTAL EMPLOYEES: 112 -2.21, 1</p>
# FEMALES	<p>MIDDLE MANAGEMENT JOB GROUP 1C TOTAL FEMALES: 4 TOTAL EMPLOYEES: 25 -2.89, 2</p> <p>PROFESSIONALS, ADMINISTRATIVE JOB GROUP 2A TOTAL FEMALES: 14 TOTAL EMPLOYEES: 41 -2.66, 2</p> <p>COMMISSION ONLY SALES JOB GROUP 4A TOTAL FEMALES: 16 TOTAL EMPLOYEES: 117 -4.39, 12</p> <p>WAREHOUSE JOB GROUP 7A TOTAL FEMALES: 1 TOTAL EMPLOYEES: 176 -2.02, 1</p> <p>SENIOR MANAGEMENT JOB GROUP 1B Grade 15-18 TOTAL FEMALES: 1 TOTAL EMPLOYEES: 10 -1.98, 1</p>	<p>MIDDLE MANAGEMENT JOB GROUP 1C GRADE 12-14 TOTAL FEMALES: 3 TOTAL EMPLOYEES: 25 -2.88, 2</p> <p>PROFESSIONALS, ADMINISTRATIVE JOB GROUP 2A TOTAL FEMALES: 14 TOTAL EMPLOYEES: 40 -2.52, 2</p> <p>COMMISSION ONLY SALES JOB GROUP 4A TOTAL FEMALES: 15 TOTAL EMPLOYEES: 113 -4.40, 12</p> <p>WAREHOUSE JOB GROUP 7A TOTAL FEMALES: 0 TOTAL EMPLOYEES: 181 -2.48, 1</p> <p>DRIVERS JOB GROUP 7B TOTAL FEMALES: 0 TOTAL EMPLOYEES: 213 -2.48, 1</p>	<p>MANAGEMENT JOB GROUP 1C MID MANAGEMENT (GRADES 12-14) TOTAL FEMALES: 5 TOTAL EMPLOYEES: 24 -2.15, 1</p> <p>PROFESSIONALS, JOB GROUP 2A ADMINISTRATIVE TOTAL FEMALES: 9 TOTAL EMPLOYEES: 32 -2.71, 2</p> <p>SALES JOB GROUP 4A COMMISSION ONLY SALES TOTAL FEMALES: 12 TOTAL EMPLOYEES: 112 -3.92, 9</p>





April 10, 2017

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

Dear Ms. Foxx:

In response to the Conditional Approval dated February 2, 2017, US Foods, Inc. (USF) submits the following action plan:

USF provides equal opportunity in all areas of its employment practices and prohibits unlawful discrimination against any employee on the grounds of race, color, creed, religion, sex, gender identity or expression, sexual orientation, pregnancy, status as a parent, age, marital status, national origin, ancestry, citizenship status, disability, genetic information, political beliefs, protected veteran status or other basis protected by law. USF also takes affirmative action to employ, advance in employment and otherwise treat minorities, women, qualified individuals with disabilities and protected veterans without discrimination in all employment practices, terms, conditions and privileges of employment.

USF's Metro New York Distribution Center, located in Perth Amboy, NJ, has an Affirmative Action Program (AAP) to satisfy its equal employment opportunity/affirmative action responsibilities under Executive Order 11246, as amended, and the implementing rules and regulations of the Secretary of Labor. As part of that AAP, USF established percentage annual placement goals for minorities and/or women in those job groups where the percentage of minorities and/or women employed was less than would reasonably be expected given their availability. These placement goals are objectives or targets reasonably attainable by means of applying every good faith effort to make all aspects of its AAP work.

USF has developed and will execute action-oriented programs designed to correct any focus areas identified in the AAP. USF's Metro New York Distribution Center utilizes the following local recruitment sources to provide opportunities for the advancement of minorities and females:

- Hiring Our Heroes
- Middlesex County Department of Workforce Development
- Mercer County Labor & Workforce Development
- Lincoln Technical Institute
- Rider University
- Puerto Rican Association for Human Development
- The College of New Jersey
- Perth Amboy Housing Authority
- Driver Recruitment Events
- Woodbridge Military Assistance Center

| ROSEMONT HEAD OFFICE |

- US Chamber of Commerce

USF's outreach partnership with the above organizations includes, but is not limited to, posting its open positions, attendance at job fairs, providing facility tours and conducting informational sessions about USF and its employment opportunities. To the extent that NYC Health and Hospitals is aware of other recruitment sources in the New York Metro area, USF is open to considering additional outreach partners recommended.

To address the areas of underrepresentation¹ identified by NYC Health and Hospitals, USF makes the following commitments to developing a plan that will be directed toward increasing the percentage of minorities and/or women in 2017:

- **1C Mid Management (Females and Total Minorities):** USF set a 26.0% goal for hiring minorities when weighing its internal availability (22.3%) with its external availability (31.7%) and did not set a goal for hiring women. As openings occur, USF will work with the professional and community based outreach organizations indicated above, including posting open jobs.
- **2A Administrative Professionals (Females):** USF is in agreement with the 52.1% goal set for women. As openings occur, USF will work with the professional and community based outreach organizations indicated above, including posting open jobs.
- **4A Commission Only Sales (Females and Total Minorities):** USF is in agreement with setting goals for women and minorities. As openings occur, USF will work with the professional and community based outreach organizations indicated above, including posting open jobs.

In addition to the above outreach efforts, USF utilizes the following programs to provide opportunities for the advancement of minorities and females within its organization:

- tuition assistance
- performance evaluation
- job posting
- on-the-job training
- external training
- succession planning
- high potential programs
- emerging leader programs
- coaching

USF monitors the above training and development programs to ensure that they are carried out in a non-discriminatory manner.

Finally, USF conducts a periodic review of its affirmative action programs, including a review of employment transactions and progress toward the goals and objectives identified in the AAP. USF analyzes its employment transactions to verify that its selection processes are non-discriminatory and that staff reductions do not impact disproportionately on minorities and/or women.

USF is committed to the above action plan that is directed toward increasing the percentage of minorities and women in its workforce, particularly where underrepresentation² exists.

If you have any questions, I can be reached at the telephone number below or my email address is cindy.kaneshiro@usfoods.com.



Cindy R. Kaneshiro
Director, Workplace Compliance

¹ Use of the term "underrepresentation" is not an admission that minorities and/or women have been or presently are being discriminated against in any way in violation of federal, state or local fair employment practices laws.

² Use of the term "underrepresentation" is not an admission that minorities and/or women have been or presently are being discriminated against in any way in violation of federal, state or local fair employment practices laws.

February 23, 2017

New York City Health + Hospitals
160 Water Street, 13th Floor
New York, NY 10038
Attn: Sharon Foxx, Assistant Director, Affirmative Action/EEO

RE: Correction Plan for NYC Health + Hospitals; EITS Contract

Dear Ms. Foxx,

This correction plan is a direct response to the 2017 Comparison of Incumbency to Availability and Placement Goals report received on February 07, 2017.

Diversity and inclusion are part of CareTech Solutions' values at the highest level. Having diverse employees, business partners and community relationships are vital to fostering advantageous partnerships for our diverse customers around the world.

The company's commitment to diversity means providing a work environment for all employees that is welcoming, respectful and engaging, with opportunities for personal and professional development. This in turn increases productivity, quality, creativity and innovation.

Since receiving the standard deviation report, Mr. Peter Cleveland from our company, discussed with representatives of NYC Health + Hospitals the areas of underrepresentation identified in the report. As a result, it was learned that not all of the areas identified as underrepresented required immediate action on the part of CareTech Solutions. There were, however, six areas identified as requiring immediate attention. These areas are:

1. 1B..... Mid-level Leaders Directors (females)
2. 2A..... Professional Applications (minorities)
3. 3B..... Technician SD Entry Level (females)
4. 3C..... Technician SD Mid-Level (females)
5. 3E..... Technician IT Entry Level (females)
6. 3F..... Technician IT Senior Level..... (females)

In order to focus and make progress on these areas, here are the current efforts in place.

TRAINING AND EDUCATION PROGRAMS

CareTech has a long standing commitment to attract and retain top performers and to provide them with opportunities to enhance their skills and abilities and succeed in their roles. Being prepared to advance at their present job, or at one they might have in the future, includes a commitment to ongoing education. We do encourage supervisors and managers to nominate their employees for appropriate training and development. The objective is to improve their performance on their current roles but also prepare them for higher responsibilities.

Our approach to training and education is used to fill our company's needs in areas such as awareness-building; skill building, helping employees understand the need for valuing diversity, educating employees on specific cultural differences, providing the skills necessary for working in diverse work teams, and providing skills and development activities necessary for diverse groups to do their job and have the opportunity for advancement. Although our training and education program varies in style and content from more conventional organizations, the program is heavily influenced by CareTech's definition of diversity.

CareTech's Total Rewards program provides educational assistance through tuition reimbursement as well as a variety of training and development programs including on-the-job training opportunities, special projects, mentoring, seminars and technical certifications. The Educational Assistance program provides two avenues for education; a) coursework toward an Associate or Bachelor's degree and, b) Individual classes for certification and/or professional development. The degree program and/or coursework must be job-related and successfully completed. Both of these programs are designed to foster and promote opportunities for minorities and or women to enter or be promoted within our organization.

RECRUITING AND HIRING ACTIVITIES

CareTech Solutions is committed to providing equal employment opportunity without regard to race, color, religion, gender, sexual orientation, national origin, age, disability, marital status, veteran status or other personal characteristics protected by applicable law, and to achieving its objectives in compliance with applicable federal, state and local laws and regulations that prohibit discrimination in employment.

In calendar year 2016, there were more than 500 candidates who applied for CareTech positions, specifically the ones listed above. Of those candidates, we ended up hiring more than 200; most of which were minority and half of them were female. The details are as follows:

Male	115	Minority	150	Asian	9
Female	101	White	66	Black or African American	122
TOTAL	216	TOTAL	216	Hispanic or Latino	6
				Two or More Races	13
				TOTAL	150

Unfortunately, we are functioning in an industry that typically male dominated. According to an article written by Emily Peck, Executive Editor of Business and Technology, the percentage of computing jobs held by women has actually fallen over the past 23 years. In 2013, just 26 percent of computing jobs in the U.S. were held by women, down from 35 percent in 1990, according to the study released by the American Association of University Women, a nonprofit that promotes gender equality.

Additionally, we are in an industry, especially the Service Desk area, which is prone to high levels of attrition. We have experienced more than 30% attrition in this category in 2016.

All recruitment, transfer, promotion and termination decisions are based on the job-related qualifications and abilities of employees and applicants. All of CareTech's policies, including those covering compensation, benefits, and discipline are administered and conducted without regard to any individual's race, color, religion, sex (including pregnancy), sexual orientation, age, national origin, military status or application, height, weight, disability, marital status, or on any other basis protected by state, federal, or other applicable law.

To encourage minorities and women to pursue a career in IT in general and specifically with CareTech, we leverage multiple channels to source, listed below:

- ✓ Referrals from employees and clients
- ✓ Internal Job Posting
- ✓ Advertisement in all major job portals, newspapers and publications
- ✓ Participation in job fairs and industry forums
- ✓ Regular Open Houses
- ✓ Engage headhunting firms
- ✓ Placement Offices at local universities/colleges

In addition, our parent company, HTC Global Services, Inc. is a member of the Asian Pacific American Chamber of Commerce (APACC) within the Metro Detroit, a member of the certified Minority firm with Michigan Minority Supplier Development Council (MMSDC), and a member of the and National Minority Supplier Development Council (NMSDC). We participate in the events organized by these organizations to recruit the required talent.

At CareTech Solutions, networking is viewed as one of the best methods of advertising to enhance workforce diversity. Our recruiters recognize their participation in the process includes far more than screening resumes and interviewing applicants. They make every attempt to assure that the pool of applicants includes qualified candidates from diverse backgrounds including minorities and women.

All regular exempt and non-exempt job openings are posted in the Talent Acquisition System (Internal Recruiting System) and are updated on a daily basis. Available jobs will remain posted until the position is filled or removed at the discretion of Management.

Internal applications are accepted through CareTech's employee web-site. Non-employees can access the postings by going to www.caretech.com. Posting the job internally is an opportunity for current employees to advance their careers.

An employee may apply for only one position at a time, and the following requirements must be met:

- ✓ The Employee's skill-set must match the open position
- ✓ The Employee must have been in his/her current position at least one year. The minimum time requirement for their current position may be reduced or waived at the discretion of the employee's Manager and the Vice President, Human Resources
- ✓ Employees working in the Service Desk may transfer to another Service Desk position after a minimum of six months, if qualified for an open position within their department
- ✓ The Employee's performance must be at an acceptable level. Employees on a Performance Plan (PIP) or disciplinary action are NOT eligible for transfer.
- ✓ The transfer must be beneficial to the Company and its customer(s), No manager can make a counter offer to encourage an employee to stay in their department.

STAFF REDUCTIONS

It is CareTech Solutions' philosophy and policy to treat our employees without regard to race, color, religion, gender, sexual orientation, national origin, age, disability, height, weight, marital status or veteran status. Discrimination against any employee or applicant based on any of these conditions will not be tolerated. This Policy applies to all employment practices including recruitment, hiring, staff reductions, pay rates, training and development, promoting and other terms and conditions of employment. Any staff reduction either performance drive or otherwise is reviewed by the Human Resource personnel to ensure compliance with the company policies and regulatory requirements.

FUTURE ACTIONS

After reviewing many of the CareTech procedures, policies, and documents, we have found a few actions we will be implementing to attract more women and minorities is. These future actions are:

- ✓ Re-evaluated our job post descriptions
We have found that language matters. Women can be (and are) all of these things in the "average" sections: competitive, dominant, and strong, but it's worth noting that this wording is often a cue for an atmosphere and culture that is unwelcoming and gender specific.
- ✓ Track the gender of our applicants, not just the hires
We will begin tracking the gender of applicants to ensure 50/50 men-to-women ratio.
- ✓ Recruit better: invest in existing women's tech communities
We have hired a female recruiter who is skilled in recruiting female applicants. We will also be reaching out to women's groups, and minority organizations.

We trust the above gives an idea of the policies and effort we are making to address the issues mentioned in your letter. I will plan on presenting this report in person when I appear before the Corporations' Board of Directors Equal Employment Opportunity Committee on Tuesday, May 02, 2017, at 3:30PM at the office located at 125 Worth Street, Fifth Floor Board Room, New York, New York. Please advise if there are any changes to this meeting so that necessary travel adjustments can be made.

Please feel free to contact the undersigned for any questions or clarifications you have on this matter.

Sincerely yours,



Venu G. Vaishya
Vice President, Human Resources
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E-mail: venu.vaishya@caretech.com