Webinar Series:
How Executive Diversity Councils Yield Talent Results

Shane Nelson
Vice President, Editor, DiversityInc Best Practices
Encourage Your Colleagues to Sign Up to DIBP

• Use testimonials from employees that access DIBP.

• Promote DIBP to employee resource groups.

• Encourage talent-development leaders to use and educate employees about access to DIBP.

• Include message about DIBP or include links to career advice content on company intranet.
Top 20 Companies for Executive Diversity Councils

1. EY
2. Northrop Grumman
3. Sodexo
4. KPMG
5. Marriott International
6. Johnson & Johnson
7. Cox Communications
8. PwC
9. AT&T
10. Kaiser Permanente
11. Mastercard
12. Comcast NBCUniversal
13. KeyBank
14. Eli Lilly
15. ADP
16. Procter & Gamble
17. Abbott
18. Wells Fargo
19. Hilton
20. Cummins
Best Practices for Effective Executive Diversity Councils

• CEO chairs the executive diversity council (EDC)

• The EDC meets at least 6 times a year

• Executive compensation is tied to EDC goals

• Have rotational positions on EDC for high potentials

• EDC members participate in formal mentoring and sponsorship
Meet Today’s Panelist

Rolddy Leyva, VP, Global Diversity & Inclusion, Sodexo
How Executive D&I Councils Yield Talent Results
Rolddy Leyva | Vice President, Global Diversity & Inclusion

DiversityInc Webinar
May 8, 2018
Today’s dialogue

Our business

Our strategy

Our EDC

Your questions & participation
Our Business
At Sodexo, our mission is to improve the Quality of Life of all those we serve and contribute to the economic, social and environmental development of the communities, regions and countries in which we operate.
Diversity and Inclusion is an inherent part of our culture and drives Sodexo's global growth and innovation. With Diversity and Inclusion as a competitive advantage, Sodexo is an employer and business partner of choice, enriching the Quality of Life for our employees, customers, clients, communities and shareholders.

DIVERSITY AND INCLUSION
STRATEGIC PLAN

sodexo
QUALITY OF LIFE SERVICES
TOP-DOWN COMMITMENT

CEO chairs the Diversity Leadership Council, personally reviews diversity results and holds the ET accountable.

Advancing Diversity & Inclusion Is One Of Our Global Strategic Imperatives

The CDO reports to the CEO and sits on the executive team.

Ongoing diversity education for the Executive Team.

Executive Team involvement as Mentors, EBRG sponsors, and representatives of Sodexo in the community.

Business lines are supported by an accountable executive who leads a team in adaptation & implementation of corporate programs within each segment.
Diversity Leadership Council
Sodexo DLC

Provides direction, oversight, and accountability for the execution of the diversity strategy. This includes the implementation of best practices and review of diversity measurement.
D&I US Governance

Sodexo Diversity Leadership Council

**ROLE - ADVISE**
- Sets strategic priorities & performance expectations for D&I at US Regional Level
- Drive accountability for progress
- Role Model commitment to D&I

Diversity Leadership Team

**ROLES – ACCOUNTABILITY & DEPLOYMENT**
- Develops & advances regional D&I plan & objectives
- Sets strategic priorities & performance expectations at the segment level
- Develops and deploys programming

HR Leadership Team

**ROLES - ACCOUNTABILITY**
- Informs & advances segment D&I plans & objectives through HR processes
- Segment deployment accountability
- Role Models commitment to D&I

Diversity Working Group

**ROLES – RESEARCH & ANALYSIS**
- Diversity and HR resources research and analyze internal processes for equity
- Gathers external benchmarking resources
- Prepares results and presents options for DLT to execute
Criticality of the DLC structure

The Diversity Council Structure

- Council is chaired by our US Region CEO
  - CDO drives agenda with input from supporting teams

- Members include: General Counsel, SVPs of HR/Communications, and segment CEO representation

- General Counsel, HR and Communications SVPs provide essential SME

- Segment CEOs are a direct link to business and are essential in understanding the organization’s needs
  - CEOs rotate roughly every two years to ensure we get fresh perspectives

- Council is gender and racially diverse
Sodexo Diversity Leadership Council (DLC)

DLC Meetings

- Quarterly half day meetings; topics include:
  - Updates on the business needs
  - Review of internal diversity environment and measurement of programs
  - External environment
    - Benchmarking analysis and trends
  - Executive Diversity Training
Diversity Scorecard and Annual Incentive

The Sodexo Diversity Scorecard and included measures are the cornerstone of our Diversity strategy. Diversity is worth 10% of the annual incentive for our management staff.
Role of D&I
Office of Diversity & Inclusion: Provides information, training and awareness on internal and external diversity trends that affect the business.

- Develop programs and initiatives that will drive the D&I strategy.
- Implement measures and report on the effectiveness of programs.
Engagement of the DLC

Continuous Engagement with Council

• Provide the council with ongoing D&I education and insight
  • Create an environment for open executive dialogue
  • Executive Training on Diversity Topics (Race, Gender, Unconscious bias, etc.)

• Engage external experts for specialized presentations
  • Religion
  • LGBTQ+
  • Compensation

• Provide D&I analyses on employee processes – success and gaps
  • Benchmarking hires, promotions and retention
  • Compensation
  • Performance and succession planning
  • Diverse employee engagement
  • Training
Involving DLC for visibility and support

Utilization of the DLC

- Ensure Leadership understands the importance of their visible support of D&I programs and how they have an impact on the business case.

- Attain executive sponsorship and leadership for programs
  - Mentoring
  - Sponsorship
  - Training

- Utilizing the council for program visibility
  - Having key leaders within EBRGs or other program leads report out directly to the Council
  - Having DLC members directly involved in events and other D&I opportunities
    - Keynote speeches for D&I programs
    - Assignment of other leaders for support of programs
In Closing
Wrap Up

The development and engagement of an executive diversity council has been an instrumental component of the success of Sodexo’s D&I strategy. To ensure continued support and guidance from executives, the D&I organization plays a critical role by:

- Keeping the leadership team well informed and involved in both internal and external D&I events that can affect the business and D&I strategy.
- Providing education on current D&I topics and trends
- Ensuring open dialogue on key diversity topics
- Regularly reviewing D&I strategy and measures for internal success
- Conducting analysis on internal employee practices to ensure equality
- Pairing executives as sponsors of employee programs and initiatives
Recognition

Sodexo Diversity Awards 2018

- Human Rights Campaign | 2018: 100% Rating on Corporate Equality Index – 9th Consecutive Year
- FlexJobs | 2018: Top companies to watch for remote jobs in 2018 – 2nd Consecutive Year
- National Association for Female Executives (NAFE) | 2018: Top Companies for Executive Women – 5th Consecutive Year
- Canada's Top Employer for Young People | 2018: 6th Consecutive Year
- Canada's Best Diversity Employers | 2018: 5th Consecutive Year
- Brandon Hall Group | 2017: Gold Excellence in Leadership Development Award - Category of Best Advance in Coaching and Mentoring

DiversityInc | 2018
- DiversityInc's Top 50 Hall Of Fame
- Bloomberg: 2018 Gender-Equality Index (GEI)
- Women's Business Enterprise National Council's (WBENC): America's Top Corporations for Women’s Business Enterprises (WBEs)
- Fortune Magazine | 2017: World’s Most Admired Companies – 2nd in Diversified Outsourcing Services
- Diversity Best Practices | 2017: Score 70%+ on the 2017 Inclusion Index
- US Business Leadership Network | 2017: Score 90 out of 100 on the 2017 Disability Equality Index, 3rd Consecutive Year
How Executive D&I Councils Yield Talent Results

Rolddy Leyva | Vice President, Global Diversity & Inclusion

DiversityInc Webinar
May 8, 2018
Career Advice on Handling Unconscious Bias

• May 15, 2018 | 2-3 p.m. ET
  • Monsanto and TD Bank collaborate to help us understand what unconscious bias is, how to identify different types and how to address them from both an individual and organizational standpoint.

  Topics such as how unconscious bias shows up in the workplace, confirmation bias, micro-inequities, microaggressions and others will be covered.

• Panelists:
  • Damion S. Jones, PhD., SPHR, Global Director of Inclusion & Diversity, Global Talent, Monsanto
  • Kelley F. Cornish, SVP, Head of US Diversity & Inclusion, Human Resources, TD Bank
Cultural Competence for LGBT Pride Month

• June 12, 2018 | 2-3 p.m. ET
  • This webinar will focus on a wide range of LGBT topics in the workplace. You'll hear about leveraging the LGBT ERG for recruitment, communications and commerce and ensuring that your workplace is a safe space where LGBTs can thrive. We'll also talk about the transgender community and best practices in making sure they feel welcomed by your organization.

• Panelists:
  • Accenture
  • AT&T
  • General Motors
Thank You for Attending

• You will receive an email from us by this Friday containing a link to download this presentation.

• If you have questions/comments, please email us at Shane@DiversityInc.com.

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