Carol Glazer  
President, National Organization on Disability (NOD)

Sandy Harris,  
Vice President, Global Diversity & Inclusion, Sodexo

• Best practices on educating your workforce about disabilities, accomplishments of people with visible and non-visible disabilities
• How to recruit, retain and promote employees with disabilities

Moderated by:  
Tamika Cody  
Managing Editor
Housekeeping

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• Basic technical assistance, (can’t see slides, can’t hear, etc.) use question box.

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- You may submit your questions via the web by using the text chat box on your screen.

- Simply type in your question and click send.
## 2015 DiversityInc Top 50 Companies for Diversity

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company Name</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Novartis Pharmaceuticals Corporation</td>
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<td>2</td>
<td>Kaiser Permanente</td>
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<td>3</td>
<td>PricewaterhouseCoopers</td>
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<tr>
<td>4</td>
<td>EY</td>
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<td>5</td>
<td>Sodexo</td>
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<td>MasterCard</td>
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<td>7</td>
<td>AT&amp;T</td>
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<td>8</td>
<td>Prudential Financial</td>
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<td>9</td>
<td>Johnson &amp; Johnson</td>
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<td>10</td>
<td>Procter &amp; Gamble</td>
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<td>11</td>
<td>Wells Fargo</td>
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<td>12</td>
<td>Deloitte</td>
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<td>13</td>
<td>Marriott International</td>
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<td>Abbott</td>
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<td>Accenture</td>
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<td>16</td>
<td>Merck &amp; Co.</td>
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<td>17</td>
<td>Cox Communications</td>
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<td>KPMG</td>
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<td>Cummins</td>
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<td>IBM</td>
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<td>Anthem</td>
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<td>Eli Lilly and Company</td>
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<td>Target</td>
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<td>26</td>
<td>Kellogg Company</td>
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<td>27</td>
<td>New York Life</td>
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<td>BASF</td>
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<td>29</td>
<td>Wyndham Worldwide</td>
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<td>30</td>
<td>Comcast NBCUniversal</td>
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<td>31</td>
<td>Dell</td>
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<td>Aetna</td>
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<td>33</td>
<td>Allstate Insurance Company</td>
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<td>34</td>
<td>The Walt Disney Company</td>
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<td>Northrop Grumman</td>
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<td>36</td>
<td>Toyota Motor North America</td>
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<td>TIAA-CREF</td>
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<td>38</td>
<td>Colgate-Palmolive</td>
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<td>41</td>
<td>Time Warner</td>
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<td>42</td>
<td>Nielsen</td>
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<td>43</td>
<td>Monsanto</td>
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<td>44</td>
<td>AbbVie</td>
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<td>45</td>
<td>Kraft Foods</td>
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<td>46</td>
<td>MassMutual Financial Group</td>
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<tr>
<td>47</td>
<td>Hilton Worldwide</td>
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<tr>
<td>48</td>
<td>Rockwell Collins</td>
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<td>49</td>
<td>KeyCorp</td>
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<tr>
<td>50</td>
<td>Verizon Communications</td>
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</tbody>
</table>
Top 10 Companies for People with Disabilities

1. EY
2. Prudential Financial
3. Procter & Gamble
4. IBM
5. KPMG
7. AT&T
8. Sodexo
9. Kaiser Permanente
10. Comcast NBCUniversal
2016 DiversityInc Top 50 Survey Now Open!

• If you haven’t received your survey participation link email top50@DiversityInc.com
Sandy Harris, Vice President, Corporate Diversity Strategy & Internal Operations Sodexo

- Sandy Harris has been working with organizations to create diverse, inclusive & high performing work environments for over 25 years. Spanning 6 Fortune 500 companies and a premier international organizational development and training consulting firm, her progressively responsible experiences have led her to now serve as the Vice President, Global Diversity & Inclusion, at Sodexo. In this capacity, she is responsible for leading the ongoing advancement and implementation of Sodexo’s integrated diversity and inclusion strategy in collaboration with the 3 teams she leads.

- Sandy also has primary responsibility for the strategy and for operationalizing programming within North America’s corporate headquarters, Canada, and within Sodexo’s global Service Operations organization. Additionally, Sandy is also responsible for Sodexo’s global disabilities strategy.
Sodexo

Individuals with Disabilities

September 2015
Agenda

1. Strategy & Overview
2. Awareness & Training
3. Partnership
4. Q & A
Strategy and Overview
# The Strategy

## Summary of Strategy

<table>
<thead>
<tr>
<th>Recruiting</th>
<th>Welcoming</th>
<th>Living</th>
<th>Growing</th>
<th>Rewarding</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Pilot program with National Organization on Disability</td>
<td>- Employee Business Resource Groups</td>
<td>- EEO Essentials Training</td>
<td>- Diversity Summits / Conferences</td>
<td>- Spirit of Sodexo Awards</td>
</tr>
<tr>
<td>- ADA Website Accessibility Compliant</td>
<td>- SOAR (Sodexo’s Organization for disAbility Resources)</td>
<td>- Disabilities Online Training</td>
<td>- Virtual Learning Platform</td>
<td>- SOAR (Sodexo’s Organization for disAbilities Resources) Scholarships</td>
</tr>
</tbody>
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4 – Disabilities September 2015 | Confidential and proprietary to Sodexo. Do not share or post without proper consent.
Awareness & Training
Cornell Just-In-Time Toolkit

Purpose:
Build awareness of the business case for disability inclusiveness and receive updates on recent changes in disability law and trends.

Cornell and Sodexo customized ten short modules include tips, checklists, and resources to help managers lead a disability inclusive workforce.
Global Taskforce

DisAbility VOICE
- Full inclusion for individuals with disabilities
- Create visible allies
- Embrace all employees
- In conjunction with the OFCCP regulations in US

24 Countries
86% of our Global Workforce
56 Members
Global Taskforce Tools

- Raising Awareness Business Case
- Giving Value Book of Portraits
- Communicating our engagements Disability White Paper
- Acting How-To Guide
- Communicating every year on December 3rd

- Sharing Cloud9 open Community

"take a closer look at disabilities"
Partnership
Leveraging Relationships for Impact

Sodexo partners with NOD to:

- **Raise Awareness** among managers cross-divisionally
- **Engage** over 250 managers via training during Pilot
- **Connect** managers to information and community hiring resources

**Structure = Success:**

- **Getting the Word Out:** Sodexo communicates the importance of the national strategic partnership with NOD to C-Suite, Division Presidents, Regional Vice Presidents, District Managers and Hiring Managers
- **Accountability:** Sodexo collaborates bi-weekly with NOD and Community Partners to identify Advocates to partner, to raise awareness and hire individuals with disabilities across all of our locations
- **Keeping it Fresh:** Sodexo continually engages employees to ensure alignment with Federal Regulations
Leveraging Relationships for Impact

**Impact:**

- Sodexo managers communicate and troubleshoot workplace issues with NOD Service Providers and Coaches

- The Partnership creates work platforms to help transition individuals with disabilities into positions, with input from managers, employee and community support system

- Increased employee engagement enhances the Sodexo brand in terms of recruitment, positive morale among employees in the workplace, etc.
NOD worked with Sodexo to expand their disability employment efforts in several sites

<table>
<thead>
<tr>
<th>Employer</th>
<th>Program Overview</th>
<th>NOD Role</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Business Led - Provider Pipeline</td>
<td>• Worked in Chicago market and local business locations</td>
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<tr>
<td></td>
<td>• Corporate commitment to hiring people with disabilities</td>
<td>• Provided review of job descriptions assessed local partners &amp; conducted training for staff</td>
</tr>
<tr>
<td></td>
<td>• Success achieved due to local involvement and partnership between Sodexo business locations and local Service Providers</td>
<td>• Manage the relationship for a specified amount of time including bi-weekly calls, and provide technical assistance on questions from managers regarding disability employment issues and working with local partners</td>
</tr>
<tr>
<td></td>
<td>• Model is working -- one service provider serves as gate keeper for Sodexo employment initiative</td>
<td></td>
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</tbody>
</table>
NOD worked with Sodexo to expand their disability employment efforts in several sites

<table>
<thead>
<tr>
<th>RESULTS:</th>
</tr>
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<tbody>
<tr>
<td>Chicago:</td>
</tr>
<tr>
<td>1. Over 250 managers and Sodexo staff received Accommodations Training</td>
</tr>
<tr>
<td>2. Workforce has been selected as primary partner and coordinating recruitment and hiring for Sodexo business locations in Chicago metro area</td>
</tr>
<tr>
<td>3. Job description reviewed and on-going</td>
</tr>
<tr>
<td>4. NOD expanding their consulting to additional business managers in Chicago market</td>
</tr>
<tr>
<td>Additional Results:</td>
</tr>
<tr>
<td>1. Sodexo in process of completing NOD’s Disability Employment Tracker</td>
</tr>
<tr>
<td>2. NOD &amp; Sodexo replicating the Chicago success to Atlanta and Seattle – coordinating Accommodations Training and recruitment support for over 500 hiring managers across business locations</td>
</tr>
</tbody>
</table>
Questions?
Carol Glazer, President
National Organization on Disability (NOD)

• Carol Glazer joined the National Organization on Disability (NOD) in July 2006 as the Executive Director of its National EmployAbility Partnership. She became NOD’s President in October, 2008.

• Under Carol’s leadership, NOD has developed important new relationships with the US Army, leading employers, national and local foundations, allied disability organizations and scores of new corporate donors to NOD’s programs. She put in place NOD’s signature employment demonstrations, Wounded Warrior Careers and Bridges to Business.

• Carol holds a Master’s Degree in Public Policy from Harvard’s John F. Kennedy School of Government and in 2012, was awarded an honorary Doctorate of Humane Letters by Allegheny College for her work on behalf of individuals with disabilities. She has two children, one of whom was born with hydrocephalus and has physical and intellectual disabilities.
About the National Organization on Disability

✓ Industry leader:
  Advancing opportunities for people with all kinds of disabilities for > 30 years

✓ Employment focused:
  NOD helps companies welcome individuals with disabilities as a strategic diversity segment

✓ Driven by data

- Harris Interactive
- Sirota
- Disability Employment Tracker™
- GettingHired
What we’ll cover today

✓ Introduction
  • Definition of disability
  • Why make disability inclusion a priority?
✓ Disability employment in corporate America
  • Policies and practices
  • Engagement
  • Disclosure
✓ Practical solutions for your workplace
  • Tips for interacting with people with disabilities
  • Managing individuals with disabilities
What is a disability?

If an individual has a physical or mental impairment that substantially limits one or more major life activities, the individual is protected by the ADA.

**ADA Three Prong Definition:**

1. *having* an impairment
2. *a record* of an impairment
3. *a belief* that an impairment is present

- Paraplegia
- Deafness
- Multiple Sclerosis
- Hypertension
- Autism
- Cancer now in remission
- Heart attack 5 years ago
- Diabetes controlled by medication
- History of mental illness, though now recovered
- Individual is regarded as having a disability – whether real or perceived
Categories of Disability

While many people automatically think of mobility impairments, disability falls into five key categories.

Source: US Census Data 2010
Disability is Diversity

- Largest minority group in the United States
- Touches all segments of the diversity spectrum
- Majority have an invisible disability
- 83% acquire disability later in life

People with Disabilities 19%

- Caucasian 63.4%
- LGBT 3.4%
- Hispanic 16.7%
- African American 13.1%
- American Indian/Alaskan 1.2%
- Asian/Pacific Islander 5%

Sources: DiversityInc, www.invisibleillness.com

Why make disability inclusion a priority?

87% of consumers would prefer to give their business to companies that hire people with disabilities.

Required goal for federal contractors: employees with disabilities account for 7% of workforce.

Employers report strong ROI, including improved employee engagement, across their workforce.

Identifying qualified talent, and accommodating a steadily aging workforce will be key challenges for many companies – leading to new strategies and talent pools.

CSR

Documented Success

Race for Talent

Compliance

CORPORATE VALUE AT STAKE
ROI: Our research and our clients’ experiences have shown...

Equal or better employee performance:
- Equal or slightly better productivity
- More dedication
- Less turnover

Reduced cost-to-hire: in one case, seasonal hires converted at a rate more than 3X the average

Improved results across the workforce
- Improved communication
- Better teamwork
- Increased employee engagement
Results & Impact

Case Study: New Hires with Disabilities at Major Retailer

Ongoing Impact

Results: Employee Performance

- Absences ≤ other employees
- ≥ Retention
- = Productivity

NOD Piloted Program in Three Sites

Company Expanded Program
What We’ve Learned: Critical Success Factors

Tips to Maximize the Success of Your Disability Hiring Initiative

- Set hiring goals
- Involve HR and the business lines
- Hold managers accountable
- Recognize that this is not like hiring any other workforce.
  - Education required
  - Sourcing is challenging – get help
- Same standards, same expectations: Change the “how” but not the “what”
- Training is important – but not sufficient
DISABILITY EMPLOYMENT IN CORPORATE AMERICA
2010 Employer Survey

While 1/3 companies reported having a diversity program, few companies have a disability specific policy or program.

Diversity Policy/Program

- Diversity Policy: 59%
- Diversity Program: 33%
- No policy/pgm: 25%
- Not sure: 5%

Disability Policy/Program

- Policy: 25%
- Program: 12%
- No policy/pgm: 56%
- Not sure: 15%
Recruitment: employee referrals & word-of-mouth topped the list for sourcing strategies

- Employee referrals: 70%
- Friends or word-of-mouth referrals: 62%
- Online job boards or portals: 58%
- Non-profit or community-based service provider agencies, such as Goodwill, The Arc or other local groups: 40%
- State or federal service provider agencies, such as Vocational Rehabilitation or One-Stop Career Centers: 39%
- Outreach to educational or training institutions: 36%
- Temp agencies: 31%
- Independent or private recruiters or headhunters: 20%
- Other: 8%
- Not sure: 14%
What are the most important factors for job candidates with disabilities?

**Most Important When Choosing a New Job**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity/disability friendly environment</td>
<td>67%</td>
</tr>
<tr>
<td>Flexibility</td>
<td>52%</td>
</tr>
<tr>
<td>Benefits</td>
<td>50%</td>
</tr>
<tr>
<td>Compensation</td>
<td>57%</td>
</tr>
<tr>
<td>Career advancement opportunities</td>
<td>49%</td>
</tr>
</tbody>
</table>

Source: GettingHired 2015 survey of jobseekers with disabilities
Why do candidates with disabilities choose to disclose or not disclose?

**Top Reasons Cited:**

- Disability inclusiveness/ friendliness of employer (77%)
- Job security (69%)
- Whether the employer actively recruits people with disabilities (68%)

Source: GettingHired
Engagement Gap between employees with and without disabilities

Source: Sirota Consulting
PRACTICAL SOLUTIONS FOR YOUR WORKPLACE
Many people are uncomfortable when interacting with someone with a disability…

Fear can keep someone from interacting at all

What do I do?

How do I act?

What if I say the wrong thing?
What do you think of this résumé?

- **B.A Mathematics** – June 2007
- **B.A Economics** – June 2007 (Honors)
- **M.S Mathematics** – January 2010

**Work Experience**
- *Hamilton Lane Advisors* – Summer Intern May-Aug 2006
- *Statman Analyst Research Intern* – Feb 2010-Jun 2010
- *Blackfeather Enterprises LLC* (telecommute) July-Aug 2011

**Skills and Other Experience**
- C++ Perl, Python, VBA, MATLAB, SPSS, AMOS, SRATA, LATEX, LexisNexis, Access, SQL, MySQL, Power Point, Excel, ASP, Ajax PHP
- Certification – CMFS, Six Sigma Green Belt Lean/DFSS
- Senior Class Treasurer

What are your perceptions?
Meet the candidate: James Brady

Over the past 5 years, the candidate:

- Earned two degrees
- Applied for several hundred positions
- Had 100 interviews (completed hours of application work)
- Did not receive one job offer

How have your perceptions changed?
Tips for positive interactions

Use Person First Language

- Disability doesn't define the person

Don’t Lower Your Expectations

- Disability doesn’t define overall ability

Disability Doesn’t Need to Be Overcome

- Avoid inspirational language that implies people with disabilities are remarkable

Platinum Rule

- Always treat others as they would like to be treated!

Ask

- Don’t make assumptions about what the person wants/needs

Clarify

- Never pretend you understand when you don’t
Managing Individuals with Disabilities

**Do**
- Keep standards the same
- Ensure that leaders understand the accommodation process
- Involve employee in the accommodation process
- Respect employees’ privacy – trust is essential for disclosure

**Don’t**
- Substitute conversations about disability and personality for conversations about performance outcomes and behavior
- Try to be a counselor, psychiatrist or medical expert
Ready to get started?

The Disability Employment Tracker™ is a confidential assessment of your company’s approach to attracting, hiring and retaining employees with disabilities and veterans.

Areas Examined:

- Climate and Culture
  - Employee Engagement
  - Policies and Processes
- Employment Lifecycle
  - Recruitment
  - Onboarding
  - Performance management
  - Accommodations
- Tracking & Measurement
  - Disclosure Protocols
  - Employee Surveys
- Results & Opportunities
  - Outcomes in Past 12 Months
  - Goals for Next 12-18 Months
Partnership with DiversityInc

Completion of the Tracker™ is a requirement for the DiversityInc Top 10 Companies for People with Disabilities

“NOD and NBDC have powerful credibility and knowledge regarding employing people with disabilities. We have decided to have their Disability Employment Tracker play a crucial role in selection for our Top 10 Companies for People with Disabilities …

This is a metrics-driven, fact-based assessment tool that will help companies perform at peak efficiency.”

- Luke Visconti, DiversityInc CEO and Founder

Sign up at www.NOD.org/Tracker
2015 Web Seminar Schedule

• Oct. 13 – Diversity Councils
• Nov. 3 – Diversity Metrics

Please contact customer service at webseminars@diversityinc.com
Thank You for Attending

• You will receive a follow-up e-mail from us containing the link to download this presentation for future reference

• The presentation will be available approximately five to seven business days after this event

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