EXPERIENCED LEADERS: Leveraging Employee Networks to Recruit, Retain & Promote Diverse Talent

Facilitator:
Consuelo Rodriguez / Senior Manager, Global Diversity & Inclusion / Dell

Presenters:
Kevin Jordan / National Manager, Diversity & Corporate Responsibility / KPMG (African American Network)
Dave LaGassa / Managing Vice President, Business Analysis / Capital One (Military Network)
Walter McCollum / Director, Organizational Development / Sodexo Honoring Our Nation's finest with Opportunity & Respect (HONOR)

www.DiversityBestPractices.com
Leveraging Employee Networks to Recruit, Retain & Promote Diverse Talent

Dave LaGassa
Network and Affinity Leadership Congress
September 6, 2012
Capital One at a Glance

• A leading diversified bank with $296.6 billion in assets, $202.7 billion in loans and $213.9 billion in deposits
  • 6th largest bank based on U.S. deposits
  • 4th largest retail depository institution in metro New York
  • Largest consumer and commercial banking institution headquartered in the Washington, DC region
  • 4th largest credit card issuer in the U.S.
  • The 3rd largest issuer of small business Visas and MasterCards in the U.S.
  • The 3rd largest independent auto loan originator
  • Largest US direct bank

• Major operations in 15 U.S. cities, Canada, U.K.

• More than 50 million customer accounts and 37,000 associates

• A FORTUNE 500 Company - #148

• Numerous recent awards including:
  • Named to 100 Best Companies to Work For by FORTUNE Magazine
  • Listed in Top 50 Companies for Diversity by Diversity Inc.
  • Received J.D. Power & Associates Call Center Certification
  • Fortune Top Companies for Leaders
  • Named to Working Mother’s 100 Best Companies list & Best Companies for Hourly Workers
  • Human Rights Campaign Foundation’s 2012 Best Places to Work for LGBT Equality

1) Domestic deposits ranking as of Q1 2012.
2) Source: FDIC, June 2011, deposits capped at $1B per branch.
3) Company-reported domestic Outstandings, Q2 2012.
4) Source: Nilson, Q4 2010.
5) Source: JD Power, Q2 2012.
6) FDIC, company reports as of Q1’12
Capital One Military Recruiting approach

Capital One Military Recruiting

Brand

Signature sponsor of Military Spouse Business Alliance and Hiring 500,000 Heroes
Small Business Campaigns

Print Advertisements in GI Jobs, Civilian Jobs

Banner ads on Recruitmilitary.com

Recruiting Pipeline

100 Hiring Fairs
Chairman’s Circle on Veteran’s Employment Council
Dedicated Military Recruiting Team
Transition support from internal Military Network

Outreach

Hire Heroes USA national veteran workforce program
Military Spouse Corporate Career Network
Easter Seals Wounded Warrior

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Capital One Military Network Mission & Focus Areas

- **Mission:**
- To make Capital One a preferred employer for the veterans and families of the Armed Forces of the United States. By doing this, we will attract, develop, retain, and encourage associates who have served, and those who continue to serve our country.

**Focus Areas**
- Recruiting
- Transition Support
- Community Service
- Celebration

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Leveraging Employee Networks to Recruit, Retain & Promote Diverse Talent
Kevin Jordan
National Manager, Diversity & Corporate Responsibility
# Network Scorecard Assessment: African American Network (AAN)

## Diversity Network Priorities

<table>
<thead>
<tr>
<th>Priority</th>
<th>No Activity</th>
<th>Some Activity</th>
<th>Consistent Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruiting / Onboarding</td>
<td>0</td>
<td>43%</td>
<td>57%</td>
</tr>
<tr>
<td>Membership / Visibility</td>
<td>0</td>
<td>43%</td>
<td>57%</td>
</tr>
<tr>
<td>Retention</td>
<td>29%</td>
<td>57%</td>
<td>14%</td>
</tr>
<tr>
<td>Talent Development</td>
<td>14%</td>
<td>43%</td>
<td>43%</td>
</tr>
<tr>
<td>Go to Market</td>
<td>0</td>
<td>57%</td>
<td>43%</td>
</tr>
<tr>
<td>Community Involvement</td>
<td>14%</td>
<td>14%</td>
<td>72%</td>
</tr>
</tbody>
</table>

## Response by Region

- Pacific: 14%
- Atlantic: 29%
- Central: 14%
- Northeast: 43%
<table>
<thead>
<tr>
<th>Priority</th>
<th>Key Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recruiting/Onboarding</strong></td>
<td>▪ Collaboration with local state CPA society and National Association of Black Accountants (NABA) in support of activities targeting diverse high school and college students.</td>
</tr>
<tr>
<td><strong>Membership/Visibility</strong></td>
<td>▪ Meetings with local office leadership to discuss the path to promotion for AAN senior managers and directors.</td>
</tr>
<tr>
<td><strong>Retention</strong></td>
<td>▪ Regularly invited HR representative to network meetings to discuss retention concerns.</td>
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<tr>
<td><strong>Talent Development</strong></td>
<td>▪ Mentoring lunch roundtables with leaders on a variety of topics including effective mentoring relationships, career development, maintaining active networks, and preparing for leadership roles.</td>
</tr>
<tr>
<td><strong>Go to Market</strong></td>
<td>▪ Collaborative networking event with Hispanic Latino Network and employee resource groups of key clients and targets.</td>
</tr>
<tr>
<td><strong>Community Involvement</strong></td>
<td>▪ Community service event attended by KPMG professionals and a campus recruiting candidate; the candidate subsequently accepted his offer based on the experience.</td>
</tr>
<tr>
<td></td>
<td>▪ 9/11 remembrance event co-sponsored with Abilities in Motion (Disabilities) Network; this officewide letter writing campaign for the troops resulted in over 600 letters by KPMG professionals and their families and was also leveraged as a team building opportunity for employees.</td>
</tr>
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</table>
Walter R. McCollum, PhD
Senior Director Organizational Development
HONOR National Chair
To provide an inclusive environment for military and veteran employees that will lead to strategies toward recruitment, engagement and retention.

To leverage the military and veteran experience for individual growth and development as well as increase productivity and growth for Sodexo.

To help identify and promote the appropriate training of Sodexo employees and managers.

To provide mentoring opportunities for Sodexo military and veteran employees.

To provide support for the Armed Forces families in time of need.
HONOR 2012
Objectives/Initiatives

Objectives

- **Increase** membership
- **Enhance** brand development
- **Partner** with Talent Acquisition on recruitment and retention
- **Expand** our presence in the Community
- **Recognition** and community partners

Initiatives

- Launch 2-4 regional chapter
- Develop the HONOR Communications Council
- Engage members through Social Networking, Webinars, NetworkNews, SodexoNet, Member Highlights
- Focus on military members seeking employment
- Launch mentoring program
- Provide military Transition Assistance Programs and career services
- Successful sponsorship of Marathon participant
- Reward Regional Leadership Teams

Source: Walter McCollum
Increased membership by 216 members with a total membership of 533

Supported military families overseas by collecting and sending over $50,000 in coupons to our adopted USMC base in Iwakuni, Japan

Established partnership with the Buffalo Veterans Administration to support local initiatives including a drive to collect books and books on CD for local in-patients in the VA

Created HONOR Facebook page and used Sodexo’s Career blogs to raise awareness about issues faced by veterans transitioning to the workplace

Defined professional development curriculum for HONOR members with a concentrated focus on tools and tips for military transition in the civilian workplace

George Chavel signed the Employer Support of the Guard and Reserve (ESGR) program agreement at our Veterans Day program reaffirming Sodexo’s commitment to our employees who serve in the Guard and Reserve
Brigadier General Michael W. Miller
Assistant Surgeon General, Strategic Medical Plans, Programs and Budget, and Chief of the Medical Service Corps, Office of the Surgeon General, Arlington, Va.

Michael W. Miller, George L. Doetsch Jr. from ESGR*, George Chavel and Michael Sternfeld from ESGR*
Global Diversity & Inclusion

ERG Talent Development

Consuelo Rodriguez / Senior Manager, Global Diversity & Inclusion / Dell
Our diversity & inclusion focus supports Dell’s purpose & people philosophy

To build Enduring Relationships, we must create a welcoming workplace where differences are embraced and people of all backgrounds come together to do their best work.

What is diversity?
It is not about erasing differences; it's about benefiting from them. It's about how we bring together and connect the diversity of our global team members, customers, partners and stakeholders from different backgrounds, cultures, and thinking styles, providing remarkably different talents, perspectives, life and career experiences to help people everywhere grow and thrive.

What is inclusion?
Our values framework states that Dell wants our team members to be able to do their best work. We strongly believe that to do your best work, our commitment to a culture of inclusion is essential. Inclusion creates an environment where people feel valued, supported, respected, involved and engaged. It provides an environment for you to do your best work.
Employee Resource Groups

- ERG’s are a priority in Dell’s Diversity & Inclusion strategy by helping team members benefit from:
  - Opportunities to sharpen leadership skills
  - Connecting to the communities we work and live in
  - Building relationships across the organization
  - Playing a key role in advancing Dell’s business initiatives

- More than just networks, ERG’s are aligned with Dell’s strategic business & people priorities through these focus areas:
  - Globalization
    - Driving multicultural awareness, cultivating local leaders
  - Representation
    - Strategic proactive recruiting, development and retention
  - Inclusive Culture
    - Creating a positive and supportive work environment
Employee Resource Groups

- Virtus: Military Community
- Planet: Environment, Sustainability
- Asians in Motion: Asian Community
- GenNext: Young Professionals
- Wise: Global Women
- Dell: African American – Building Relationships in Diverse Group Environments
- Adelante: Hispanic Community
- Pride: LGBT Community
- True Ability: Abilities, Special Needs
Global ERG Footprint

- ERG memberships up 80% year over year
- Continued expansion expected with:
  - New ERGs: Virtus & Planet
  - Increasing awareness of the ERGs

North America – 6100 memberships
- 9 ERGs across 24 chapters
- Growth across US & Canada with M&A activity

EM EA – 1200 members
- 3 ERGs across 23 chapters
- Wise, GenNext & True Ability
- ERG expansion focus

Current ERG Sites
• ERG memberships up 80% year over year
• Continued expansion expected with:
  • New ERGs: Virtus & Planet
  • Increasing awareness of the ERGs

Latin America – 1800 members
- 5 ERGs across 12 chapters
- Wise, Pride, True Ability, GenNext & Planet

APJ – 4400 members
- 4 ERGs across 18 chapters
- Wise, GenNext, True Ability & Planet

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Cross ERG leadership development program design criteria

- Provide a development framework focused on areas of greatest impact to accelerate the leadership readiness of our top ERG talent
- Leverage existing corporate programs and tools to design a solution set specific for the ERG population
- Design the program to better leverage technology virtual and scale to be global
- Leverage past ERG series graduates as program leads

FY13 Target Audience:

- NA top, active ERG members demonstrating leadership potential
- Individual contributors, most ready for leadership (IG-II career levels)
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<tr>
<th>Program Components</th>
<th>Development Offering</th>
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<tbody>
<tr>
<td>Build your network</td>
<td>Gain <strong>SMaC certification (online)</strong> to help you connect, broaden your perspective and be seen as an influential leader internally and externally. <strong>Virtual debrief</strong> to summarize key learnings and brainstorm how to put ideas into practice.</td>
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<tr>
<td>Build your personal brand</td>
<td><strong>Top Floor Coaching virtual workshop</strong> to help you build your “elevator pitch” around your personal brand. Top Floor coaching includes two coaching sessions with a Dell executive (virtual or face to face 1x1’s). Participants will practice their “pitch” with each other.</td>
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<td>Map your career</td>
<td>Leverage the <strong>online Career Resource Center tools</strong> to identify your values and aspirations and map your career in preparation for mid year development conversations with your manager. <strong>Virtual opportunities</strong> to share your draft plan and thoughts with class participants and executives.</td>
</tr>
<tr>
<td>Develop key leadership skills</td>
<td>Complete <strong>online Connected Learning Solution Set</strong> to accelerate the leadership readiness of our top ERG talent. Take courses at your own pace. Attend <strong>virtual debrief</strong> to discuss key ideas and brainstorm how to put ideas into practice. Attend a <strong>face to face</strong> class to build executive presence /business presentation skills</td>
</tr>
<tr>
<td>Graduation: Bringing it all together</td>
<td><strong>Face to face Development Dialogues</strong> with executives to share and get feedback on your personal brand, career aspirations, IDP and key leadership skills</td>
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<td></td>
<td><strong>Program Close - Virtual Graduation</strong> to celebrate success and accomplishment.</td>
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<td>Idea Generation</td>
<td>Product Impact</td>
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<tr>
<td>Provide Fresh Ideas for</td>
<td>Ensure Dell Products</td>
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<td>business &amp; technology</td>
<td>Capture Heartshare</td>
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<th>GameChangers</th>
<th>Streak Testing</th>
<th>Internship Program</th>
<th>Sports Leagues</th>
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<td>100 GenNext employees</td>
<td>10 GenNext Employees</td>
<td>GenNext members</td>
<td>GenNext members</td>
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<td>work in 20 Cross-</td>
<td>test device and</td>
<td>establish informal</td>
<td>build stronger cross-</td>
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<td>functional teams of 5</td>
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<td>to develop a solution</td>
<td>to design team in</td>
<td>summer interns to</td>
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<td>to a real business</td>
<td>the form of an MRD</td>
<td>provide them with a</td>
<td>interactions via</td>
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<td>issue</td>
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<td>support network</td>
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<th>Think Tank</th>
<th>Product Review</th>
<th>Recruiting Program</th>
<th>Social Media Platform</th>
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<tr>
<td>New perspective on</td>
<td>Global Insight &amp;</td>
<td>Proactive recruiting</td>
<td>Medium for driving</td>
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<td>feedback on new</td>
<td>process for top-talent</td>
<td>positive collaboration &amp;</td>
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<td>referrals</td>
<td>innovation</td>
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<td>Innovation Forum</td>
<td>Catching trends of</td>
<td>University Recruiting</td>
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<td></td>
<td>new Technology</td>
<td>&amp; On-boarding</td>
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<tr>
<th>Product Creation</th>
<th>Buddy Program</th>
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<td>Tap into network of new</td>
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<td>ideas</td>
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B.R.I.D.G.E. Organizational Structure

Mel and Tonya, Co-Chairs
Cathy, Gary, Michael, Jamie, Roger, Anthony, Sherri, Gerald

Steve

ELT Sponsors
Cathy / Gerald
Gary / Jamie
Roger / Sherri
Anthony / Tonya
Michael / Jamie / Me

Planning & Administration
- Comms/Website
- Board & Ops Mtg
- Calendar
- Budget
- Membership
- Scorecard
- Brown Bag Series
- Interactive Series

Recruiting & Retention
- Key conference participation to source talent
- Support Hiring
- On-boarding
- Ambassador Buddy Program

Community Involvement
- Impact community through member participation, key partnerships, financial contributions, etc.

Leadership & Development
- Development & Coaching Series
- Owning Your Own Power
- Succeeding at Dell
- National Speakers

Business Support
- Support business in the areas that align with B.R.I.D.G.E. expertise and core capabilities

Core Team Leads: Richard, Earl, Joi, Tiffany, Greg, Kimberly, Kendra, Shannon, Stephanie, Carolyn, Brian, Herbert, Eric, Pamela, Olanda, Shalita, Lisa

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