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Meet the Trailblazers

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"Don't bother just to be better than your contemporaries or predecessors. Try to be better than yourself."
—William Faulkner

Industry leaders—especially those determined to build a culture of inclusion and diversity within their organizations—are becoming more abundant. You don't have to look far to see the effects of the efforts that so many visionary people have made in industry as well as in society. They are often unsung heroes that step up, face the unknown, and move forth in sometimes the darkest hours, clutching the belief that what they do now will have a lasting impact on others for years, and generations, to come.

These Trailblazers, as we will refer to them in this book, each have a story to go along with their incredible efforts and accomplishments. Each was carefully chosen to exemplify the true spirit of not only diversity and inclusion, but also of holding true to one's own and the organization's values.

As we conducted our interviews, what became apparent was that each person had unique experiences and stories, which shaped their views and behaviors regarding inclusion at a relatively young age. Each individual we've spotlighted has faced many challenges

along their journey. Rather than accept what was good enough and handing down the idea of a system that wasn't effective to the next generation, they instead focused on actions to create a better tomorrow for everyone.

All of these incredible people, both men and women, are pioneers in their fields. Many of them have worked for and led diversity and inclusion initiatives in more than one organization, moving forward to continue paving—and trailblazing—the way for others who will ultimately follow. These Trailblazers deserve more than they would accept, and ultimately, this qualifies them as true leaders of our age.

It's important that you get the chance to know each of these individuals from the outset. We want you to understand where they come from, what helped to guide them to their true calling, and what continues to inspire them to this day. Strangers are easily dismissed, but those with whom we become familiar can often inspire and instill hope in others to move toward the dreams and paths they have begun to lay out.

Take a moment to meet these 12 inspiring individuals we interviewed. Meet the 12 Trailblazers who have accomplished incredible objectives and continue to instill the benefits of inclusion and diversity within their organizations.

> *"The most dangerous phrase in the language is, 'We've always done it this way.'"*
>
> —Rear Admiral Grace M. Hopper, U.S. Navy

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Michael Collins

Managing Director of Diversity Strategies, American Airlines

The passion that inspires Michael Collins in the field of diversity and inclusion was sown at an early age. The son of a Baptist minister, Michael came into his faith when he was around 9 or 10. His faith puts forth the basic premise that all people matter, that everyone makes a difference. The color of your skin or where you come from doesn't matter; *everyone* is valuable.

Growing up in an environment of inclusion certainly had its impact on Michael's professional life. The concepts to which a person is introduced and with which he is surrounded can have a lasting impact on the rest of his life. Michael certainly captured that essence and carried it with him through his professional career.

In 1989, Michael Collins started his diversity work with true passion and desire. American Express was beginning to consider the concepts of diversity and inclusion within their business model. The company opened a new operations center in Greensboro, North Carolina, that was facing a much different workforce than any of its others. A large portion of the staff included highly educated African Americans; and the need to retain these employees for the long term meant that American Express would have to provide broader opportunities for advancement. Another issue that faced the company also had to do with maintaining satisfaction among all the employees as well as the community.

Michael Collins was only one of two African American managers at his level or higher at the time, and the company had already noticed his potential. While excelling in a leadership role that included managing two large groups, he developed a quality reputation within the organization. It was at this time that he began to research the idea and concept of diversity and inclusion.

Michael took it upon himself to present some innovative ideas to his leadership team. Due to his ambition and passion, American Express asked Michael to participate in helping them to develop a diversity strategy for the entire company. This allowed Michael to delve even deeper into the value of diversity and see how it impacts not only employee satisfaction and well-being, but productivity as well. The more he learned, the more he knew that this was what he wanted to do with his professional life. Michael has devoted 21 years so far to the field of diversity and inclusion. Today, with American Airlines, Michael has become an integral part of their continued growth and leadership with regard to diversity and inclusion.

As stated in American Airlines' Diversity Statement, "By encouraging and supporting the talents of diverse people, we've created a rich tapestry of engaged, dynamic teams, all committed to our airline. Our focus on diversity and inclusion is felt by our customers, employees, and the communities we serve around the world. We remain steadfast in the important everyday work of bringing people together through diversity and inclusion" (www.aa.com/i18n/aboutUs/diversityInclusion/leadershipSidebar.jsp).

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Company Profile
American Airlines

GERARD J. ARPEY, CEO

- Second largest airline in the industry.
- Encompasses American, American Eagle, and American Connection.
- Serves 250 cities in over 40 countries.
- Manages over 4,000 flights per day and has a workforce of nearly 80,000 employees.
- A founding member of the Global OneWorld Alliance, which unites the biggest names in the industry to offer more destinations and benefits than any single airline can offer.
- The first commercial airline to hire an African American pilot.
- Launched the first GLBT (gay, lesbian, bisexual, transgender) employee resource group (ERG) in the industry.
- Reported to be the first to establish a Christian ERG.

Diversity Awards and Recognitions:

- 2010 Diversity Leadership Award by *Profiles in Diversity Journal.*
- 50 Out Front Companies for Diversity Leadership by *Diversity MBA Magazine.*
- Honored by *Women of Color* magazine.
- Named Best Company for Blacks in Technology.
- Named to Corporate Honor Roll by *Latin Business* magazine.
- DiversityInc Top 50 Award: 2002, 2010.
- And many more.

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Elizabeth A. Campbell

Partner and Chief Diversity Officer, Andrews Kurth, LLP

Elizabeth Campbell's work with diversity and inclusion includes a long and personal awareness of the impact of the Civil Rights era. Though she doesn't feel that she was "called" to get involved in this kind of work, per se, her upbringing, the challenges she faced, and the accomplishments she achieved helped her to realize that her background positioned her to have a positive impact on others who were attempting to carve their own path through life.

Growing up in New Jersey during the earliest stages of the Civil Rights era, Elizabeth recalls experiencing overt discrimination and was impacted by comments from detractors that said she couldn't be a lawyer. The people who were telling her these things were not neighbors or peers; they were her educators and advisors, those who were meant to inspire and support young burgeoning talent such as hers.

But instead of allowing others to keep her dreams from coming true, Elizabeth took their lack of support as a challenge—and used it to press forward with her dreams and aspirations. As a young woman, Elizabeth was amazed that there were people in the world who not only failed to encourage others to become their best but in fact attempted to *undermine* their confidence and hinder their abilities to move ahead in life. Elizabeth turned this on its head, however, and used it as encouragement to apply to and eventually attend Princeton University and Michigan Law School. Today, she views the naysayers as catalysts for her success.

In her previous work for Aramark, and now for Andrews Kurth, LLP, Elizabeth realized that her life history—the path that brought her to this point in time—might serve as a positive influence for other people. She pondered the notion that people may not get a chance to succeed if they aren't told that their differences—the things that make them unique—are valued. Elizabeth truly believes that celebrating people's differences makes far more of a difference than merely "not discriminating."

This is the very tenet of proactive inclusion that Elizabeth has built into the diversity and inclusion strategic plan for Andrews Kurth,

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LLP. She works with the firm's leadership and marketing team to help drive branding strategies. In addition, she is a Community Relations ally who works within the community to help promote endeavors that align with the firm's strategic plans. Elizabeth, an attorney, has worked in a variety of positions in human resources, including employee relations and diversity with several large corporations. Elizabeth has used her past to help positively shape the future of countless other individuals by ensuring that they have the opportunity to contribute their talents in an organization that respects, needs, and encourages diversity of ideas to solve client issues.

Some of the awards she has received include: 2008 Diversity Officer Leadership Award by Diversity Best Practices and 2008 Legal Diversity Award by the Texas Diversity Council. She has had numerous articles published on diversity and inclusion in business and law journals throughout the nation.

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Company Profile
Andrews Kurth, LLP

Bob V. Jewell, Chair of Executive Committee and Managing Partner

- In business since 1902.
- An international law firm with over 400 lawyers.
- Andrews Kurth has a philosophy that "straight talk is good business."
- Offices in Austin, Beijing, Dallas, New York, Washington, D.C., and Houston.
- Received numerous honors and recognitions for several of its employees with regard to their involvement with D & I in the community.

Diversity Awards and Recognitions:

- CEO Diversity Leadership Award.
- Diversity Officer Leadership Award.
- Honoree, Ivy Educational & Charitable Foundation of Houston, Inc.
- And many more.

Ana Duarte McCarthy

Chief Diversity Officer, Citi

By her own account, Ana's path to the field of diversity and inclusion was unusual. Her life experiences as well as her passion are what guided her along this journey and ultimately planted the seeds for her to want to help others have a level playing field on which to compete.

Ana jokingly referred to herself in her youth as "a rebel without a cause." That soon changed, however, when she transitioned from life in an all-girls high school to a student at a co-ed university. The school Ana attended—Lafayette College in eastern Pennsylvania—had only recently begun admitting women, so there weren't many opportunities for women in leadership on campus at that time. Ana's school was dealing with the growing pains of change at the same time she was. She cites one particularly eye-opening example: The college didn't have any dining facilities where women could eat on campus after their freshmen year. Instead, these young women had to resort to invitations from local fraternity houses with dining facilities. She recalled that the fraternities actually voted on who they would invite to join them for meals! While it posed an incredible challenge for her and her women classmates, Ana was part of the tenth class of women at the school, and credits this particular pioneering experience for her and her peers as being a catalyst for change at Lafayette College.

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It can be challenging enough to attempt to fit into a college environment—with its demanding studies and need to forge new friendships and relationships—without having to face even more difficult challenges of being accepted based on your gender. Ana didn't view these hurdles as setbacks, but rather as opportunities to drive change. By the time Ana was a senior, she and her peers had created sororities that had become national. And she didn't stop there. Among other accomplishments, Ana and her peers worked with the administration at Lafayette College to establish dining facilities for all upperclassmen on campus, regardless of their gender.

Though Ana's initial major field of study had been in biology, by her senior year, her focus had turned to working with and advocating for

people to improve their lives and their place within it. To that end, she earned a graduate degree in multicultural counseling and psychology.

At her core, Ana is keenly interested in advocating for a fair and level playing field and equal access to opportunities for all people regardless of heritage, background, or any other factors. She leverages her role as chief diversity officer to execute a clear vision for a different and better future for the workforce at Citi. For Ana, as with many of the other Trailblazers, this is both exciting as well as exhausting at times.

Company Profile
Citi

RICHARD D. PARSONS, CEO

- Founded in 1812.
- Merged with Travelers in 1998.
- Earned a reputation as one of the most powerful platforms for financial products and services.
- Reports they attract some of the most talented individuals in the business due to their diversity and inclusion philosophy.
- Has over 200 million customer accounts in 100 countries.

Diversity Awards and Recognitions:

- DiversityInc Top 50 Award: 2003, 2004, 2005, 2006, 2007, 2008.

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Steve Bucherati

Chief Diversity Officer, The Coca-Cola Company

Steve Bucherati was presented with an opportunity. As he reflected on his current role, he confided that he didn't exactly choose this area of expertise. He admitted that he was instead "drafted." After the year 2000—when The Coca-Cola Company settled a highly publicized class action lawsuit alleging racial discrimination—the company agreed to make sweeping changes to their human resources policies

and procedures. They turned to Steve Bucherati to lead this significant cultural transformation.

As Steve related his story to us, he indicated that his selection to lead this effort initially puzzled him and he wasn't certain why he had been chosen. He was both happy in his current job and thought he possessed absolutely no foundation upon which to lead a diversity and inclusion function. Being a White male, he initially thought that he had no experiences of bias or prejudice and didn't have to deal with any of the same experiences that many underrepresented group members had dealt with. But as Steve began to do this work, he reconnected with several of his past experiences. One in particular stood out for him. As a young man, he was the only White basketball player on an otherwise predominately Black competitive traveling basketball team. Steve credits this experience in particular and the lessons he learned along the way around fairness as the basis for some of the pivotal work he has led at The Coca-Cola Company where he strives to foster a culture of fairness and inclusion.

Steve Bucherati is passionate about his work as a chief diversity officer. He strives for a more inclusive culture, improved engagement, and a culture of fairness with opportunities for advancement for all. He, like others in his role, truly sees the opportunity and the gains for the people of The Coca-Cola Company that come about when you treat all people with fairness and respect.

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Company Profile
The Coca-Cola Company

MUHTAR KENT, CEO

- Founded in 1886, The Coca-Cola Company is based in Atlanta, Georgia.
- The world's largest beverage company.
- It's most famous product, Coca-Cola, was invented by pharmacist John Stith Pemberton in 1886.
- Currently offers almost 400 brands in over 200 countries.
- Serves over 1.6 billion servings per day.

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Diversity Awards and Recognitions:

- DiversityInc Top 50 Award: 2003, 2004, 2005, 2006, 2007, 2010.
- Top 40 Best Companies for Diversity, *Black Enterprise* magazine 2009.
- America's Top Organizations for Multicultural Business Opportunities, DiversityBusiness.com 2009.
- And many more.

Gilbert "Gil" F. Casellas

Vice President—Corporate Responsibility and Chief Diversity Officer, Dell

Gil Casellas has a long career of being a supporter and advocate for equal employment and diversity and inclusion. His rich history of efforts in this field have included positions as the Chairman of the Equal Employment Opportunity Commission, and a partner in a major law firm before joining Dell. Having attended segregated schools in the South as a youth, Gil was exposed to the issues of bias and prejudice at an early age. As the son of immigrant workers who did not speak English, Gil understood early in life the importance of the concepts of inclusion and exclusion as applied to himself and so many others.

Gil recalls that many of his relatives were actively involved with the National Association for the Advancement of Colored People (NAACP) and the League of United Latin American Citizens (LULAC) during the height of the Civil Rights movement. His exposure to these movements helped him realize the opportunities and experiences that could be available to all people. His subsequent and later involvement in diversity and inclusion, then, was a matter of natural progression. Once he finished law school, he became involved in many organized bar activities that later included the formation of, and becoming President of, the Hispanic National Bar Association.

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As Gil, the only person of color, began work for one of the largest law firms in Philadelphia, his advocacy led him to become actively engaged in hiring matters as he strived to consistently make a difference for his firm by reflecting a core set of values of diversity and inclusion.

In 1993, President Clinton appointed Gil as General Counsel of the Air Force. Many are aware how former President Clinton was determined to create what was then the most diverse and inclusive administration that represented the people of the United States. Gil's boss, the Secretary of the Air Force, was the first woman in history to be named to that post.

During his time as General Counsel, Gil was asked to serve as Chairman of the Equal Employment Opportunity Commission, where he served for three and a half years. In this role, Gil was the chief enforcer of workplace antidiscrimination laws. In this role, he was the driving force and enforcer of equal employment opportunity for the American workforce. His legal acumen combined with his beliefs in diversity and inclusion have compelled him to continue to impact community organizations and his company as a dedicated, balanced advocate for corporate responsibility and diversity and inclusion. For Gil, diversity and inclusion is integral to the way he lives his life. Gil has devoted his passion to the forward momentum of equal access and inclusion in the workplace.

Gil has been a trustee of his alma mater the University of Pennsylvania for over 13 years and chairs the Yale committee on workplace diversity.

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Company Profile
Dell

MICHAEL DELL, CEO

- Founded in 1984.
- Is the number one producer of computer systems in the world.
- Ranks number 25 on the Fortune 500 list.

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- Employs more than 75,000 people worldwide.
- Headquartered in Round Rock, Texas.
- Ranks 8th on Fortune 500's most admired U.S. companies.

Diversity Awards and Recognitions:

- Reader's Choice Best Diversity Company by *Diversity/Careers in Engineering & Information Technology*.
- 100 Best Corporate Citizens for 2009 by *Corporate Responsibility* magazine.
- Ranked number 2 by *DiversityBusiness.com* for Top 50 Companies for Multicultural Business Opportunities.
- And many more.

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Kiersten Robinson

(Former) Director HR Strategy, Leadership Development and Inclusion, Ford Motor Company

Kiersten Robinson has seen both the favorable and less favorable aspects of being a person of difference. Born in Northern Ireland and immigrating to Australia while quite young, Kiersten explained that she looked and sounded very different from her peers—and she felt those differences quite acutely. As children can be prone to doing, these differences were frequently pointed out to her and manifested through her childhood experiences in the classroom as well as on the playground. She recalls understanding differences from an early age, and so appreciated that people can each bring something different—unique gifts and perspectives—to the table. This is an incredibly important and foundational element for Kiersten in her work as a CDO.

Kiersten believes these many experiences have had a profound impact on her interests from the broader perspective of leveraging human capital and talent management in organizations. Kiersten explains that

she's always taken an active role and been involved in diversity and inclusion—even when it wasn't her primary role.

She believes that experiencing others from diverse cultural backgrounds helps businesses take advantage of the insights, perspectives, and opportunities with regard to customer satisfaction. She's witnessed this firsthand at Ford with its 32 nationalities in Australia alone. Some of her early work involved teaching others how different ethnicities can create a culture of inclusion and foster distinctive experiences and business advantages that inclusion can bring to an organization.

In her work at Ford, Kiersten actively participates in events throughout the community that involve environmental, educational, and youth issues.

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Company Profile
Ford Motor Company

AL MULALLY, CEO

- Based in Dearborn, Michigan.
- Incorporated in 1903 by founder Henry Ford.
- The fourth largest auto manufacturer in the world.
- Recognized as a pioneer in workforce diversity dating back to its founder, Henry Ford.
- Some of Ford's earliest inclusion efforts were to offer twice the average daily wage in 1913 to attract immigrants and African Americans into the workforce.
- One of the first companies to adapt its work environments for people with disabilities in 1919, and to hire disabled veterans returning from World War I.

Diversity Awards and Recognition

- DiversityInc Top 50 Award: 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010.
- Top 10 DiversityInc Award 2010 for Supplier Diversity.
- Diversity Elite 60 Companies, Hispanic Magazine, 2009.
- And many more.

Ron Glover

Vice President of Diversity and Workforce Programs, IBM

Ron Glover's grandparents arrived in this country from Jamaica with no higher than sixth grade educations. One of the principles that they passed on to their children—and then their grandchildren—was that no one elevates their status on their own. No one can truly achieve the personal heights of accomplishment they desire if they merely use their own strength and abilities; rather, they must rely on others and be willing to help others achieve their best; then, all will rise.

Ron strongly believes that we are all supported by others throughout our lives and our careers; he experienced this level of sharing in the community in which he grew up. Ron believes you must give back what you receive, and he finds that belief to be a natural way of advancing about the process of diversity and inclusion.

In his early efforts in diversity and inclusion, Ron worked as an attorney for the U.S. Department of Labor. He was interested in finding ways to provide access and improve opportunities for other people. Realizing people resist mandated change, his idea of "suing people into compliance through litigation and other legal action didn't have the effect" he had hoped for; so he decided to temporarily move to corporate law. Ron decided with the urging of a mentor that he could effect change by helping the HR department with diversity as an insider. He worked to help promote diversity and align HR practices with the concepts of inclusion. What began as an 18-month assignment is now a career move in excess of 20 years. Leading diversity and inclusion at IBM, Ron is building upon the rich history of this organization as he trailblazes new frontiers to keep IBM at the head of their industry and as one of the premier companies for diversity and inclusion results.

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Company Profile
IBM

SAMUEL PALMISANO, CEO

- IBM is the largest technology firm in the world.
- Employs over 400,000 people worldwide.
- Generates sales of over $100 billion.
- Holds more patents than any other global technology company.
- IBM employees have earned five Nobel Prizes, four Turing Awards, five National Medals of Science, and Nine National Medals of Technology.

Diversity Awards and Recognitions:

- DiversityInc Top 50 Award: 2002, 2003, 2004, 2008, 2009, 2010.
- Top 10 DiversityInc Award for Supplier Diversity 2010.
- Named one of the Top Companies for Diversity by *Black Enterprise* magazine.
- Company of the Year by The Society of Hispanic Professional Engineers.
- And many more.

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Deborah "Deb" Dagit

Vice President and Chief Diversity Officer, Merck & Company

Deborah Dagit has become one of the most respected people in the field of diversity. A large part of her passion for this work has come from personal experience. Deb learned a great deal about inclusion and exclusion during her upbringing as a child and being exposed to underlying prejudice from others who didn't understand her physical difference in stature.

Deb related that when she was young, she was treated at Shriner's Hospital in Portland. There, surrounded by other children of diverse and varied backgrounds, she lived for extended periods of time in a supportive environment that felt more like a boarding school than a hospital. Deb and the other children attended school, went to Girl Scout and Boy Scout meetings, played games, and took part in art projects in addition to receiving physical therapy. It was at this time, Deb recalled, that she felt she truly began to develop an inner sense of the importance of diversity and inclusion. Though Deb was attuned to the particular unfavorable language that some of her extended family would occasionally use to describe some of the people from diverse backgrounds around her, she was fortunate that her immediate family—her mother, father, and siblings—were all open, accepting, and inclusive in their interactions with others.

While applying to colleges and universities, Deb approached the department chair at a local university to discuss her career plans. She was stunned when the professor told her she should consider going into the field of psychological research rather than being a clinician. He went on to state his biases when he told her that he felt no one would feel comfortable interacting with her because of her dis*Ability*. Though Deb had dealt with bias and prejudice in the past, up until this time, this particular individual was someone whom she had respected and known for a long time and believed him to be an ally. These hurtful comments forged a persistence and resolve in Deb that has never left her as it pertains to inclusion and diversity.

Deb used these words as motivation to continue applying to schools and was ultimately accepted to San Jose State University, where she got her masters degree in clinical psychology. In her time there, she realized she was more naturally drawn to the corporate world of business than to psychology and psychotherapy.

In her early career, Deb felt that she was consistently being passed over and denied promotions without explanation. This, too, inspired her, and later Deb founded a not for profit organization that helped people with disabilities find meaningful jobs. In this role, Deb and her team literally helped hundreds of very qualified persons with disabilities gain employment and obtain recognition for their abilities and the contributions they could make. Deb reflected that most of her clients were people of color,

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older individuals, and veterans who really needed the advocacy of her agency to help them find meaningful work. This intimate involvement with people, systems, the government, and other organizations helped to shape the very successful approach Deb uses in her work today with diversity and inclusion.

One of the things that stands out about Deb is that she is an advocate and an effective fighter. Deb was also key in writing, testifying on Capitol Hill, and fighting for the passage of the Americans with Disabilities Act. The day after it passed, Deb turned the page, so to speak, and began the work she currently is doing inside corporations where she continues to drive real, systemic, and lasting changes in the field of inclusion and diversity.

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Company Profile
Merck & Company

RICHARD T. CLARK, CEO

- One of the largest pharmaceutical companies in the world.
- Established in 1891 as a subsidiary of German company Merck KGA.
- In 1917, the U.S. government confiscated the company; it was then set up as an independent company.
- In 1957 the Merck Company Foundation was established and it has donated more than $480 million to educational and nonprofit organizations.

Diversity Awards and Recognitions:

- DiversityInc Top 50 Award: 2003, 2004, 2005, 2006, 2007, 2008, 2010.
- Top 10 DiversityInc Award for Best Companies for People with Disabilities, 2010.
- Working Mother 100 Best Companies, 2008.
- And many more.

Susan Johnson

Vice President Strategic Talent Management and Diversity Leadership, Pitney Bowes

For Susan Johnson, the idea of diversity and inclusion has taken a shape that was molded by influences dating back to the 1970s and 1980s: a period of time when the dialogue of women and people of color in the workplace was just beginning to expand. This gave Susan an enormous amount of inspiration and hope because of the opportunities she foresaw that it presented.

She recalled at the time it was a combination of her inexperience, youth, and optimism that helped establish a sense of opportunity that this new road was opening up for Susan and others. In her work, she simply hadn't encountered with executives who didn't understand the importance of inclusion.

Susan, like many other CDOs, has found that the CEOs she's worked with exhibit a desire to make a difference for their people, while at the same time improve business outcomes. She believes that this is a sign of more positive things to come with respect to diversity and inclusion.

One of the earliest lessons in diversity and inclusion came when Susan attended a diversity workshop facilitated by Pope and Associates. It was there that she learned that it was important to "care enough to be demanding" as the leader of the session, Merlin Pope would counsel. During this time frame, women and people of color were sometimes still facing overt barriers in the workplace, as companies were addressing how to make Affirmative Action and Equal Opportunity an enhancement to their employment systems versus a hindrance. Susan found that most organizations approached these concepts as obstacles rather than an opportunity to level the playing field and provide equal access to employment practices for all.

Susan believes that over time Affirmative Action helped people get past the notion that women or people of color were not as qualified as men or Caucasians. She continues to believe and teach that all people, regardless of their background, gender, color, or any other demographic, should be held to the same high standards. Though she began her work with inclusion and diversity by leading an employee resource group, Susan's reach, scope, and impact has broadened considerably

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through her role as CDO where she continues to drive sustainable change efforts.

Company Profile
Pitney Bowes

MURRAY MARTIN, CEO

- Established in 1957.
- One of only 87 existing firms that have been members of the S&P 500 since its creation.
- Headquarters in Stamford, Connecticut.
- Manufactures software and hardware related to packaging and mailing.
- Employs nearly 36,000 employees worldwide.

Diversity Awards and Recognitions:

- DiversityInc Top 50 Award: 2001, 2002, 2003, 2004, 2005.
- 40 Best Companies for Diversity by *Black Enterprise* magazine, 2005–2007.
- America's Top Organization for Multicultural Business Opportunities by *DiversityBusiness.com*, 2001–2006.
- 50 Best Companies for Black Professionals, *Black MBA* magazine, 2006.
- And many more.

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Francene Young

Vice President for Diversity Inclusion and Talent, Shell

From an early age, Francene has been a proponent of understanding the underlying intent, motives, and impact of behaviors.

She reflected that there were times in her early career when some of her colleagues hinted not so subtly that she and some of her White women colleagues were only hired because of Affirmative Action—that

she, and they, were token hires. Because Francene always liked to understand the root cause of issues, she began to look more closely at these inaccurate accusations and have conversations with those who held a different point of view. As she did so, she discovered that these thoughts and comments were not necessarily based on skin color. In fact, she recalled that there were several well-respected Black male counterparts in management who weren't spoken about in the same terms. Always looking for solutions, Francene had many conversations with others and hypothesized that perhaps the issue of gender in her highly male dominated industry—oil and gas—trumped the issue of race and ethnicity.

To test her hypothesis, Francene related an interesting story of inclusion and education that occurred early in her career. She and two of her White female colleagues decided to explore and address an office attire bias issue with the intent to change their colleagues' long-established perceptions. As part of their "experiment" Francene and her women colleagues wore slacks instead of skirts and heels to work over an extended period of time. They continued to contribute their ideas in meetings and speak up about the ineffective dress code. The women began to systematically address and subtly shape others' thinking regarding a woman's ability to make significant contributions, irrespective of whether she wore slacks or a skirt. Eventually the assumptions about the correlation between effectiveness and attire became a non-issue. Fast-forward. Today Francene continues to be a strong proponent of helping others recognize that inclusion and diversity are built into talent management and succession management practices by her oversight of those processes. For Shell, as with many other companies, it is critical to have a workforce that is representative of their global customers, and the labor market. Inclusion and diversity help shape the forward momentum of talent management within the company. Francene believes people contribute their best when they feel valued and respected, and when this occurs employees win, the customers win, and the company wins!

Francene's passion and vision for change and results have fueled Shell's continuation of fostering a more inclusive company. Francene is committed to helping Shell live the motto: "Diversity means all the ways we are different." Becoming a model of diversity means creating a strong and inclusive work environment with an established measurement and accountability system. It means continuing to develop relationships with

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diverse suppliers, customers, and communities to help Shell achieve its business goals.

Company Profile
Shell Oil Company

PETER VOSER, CEO

- Royal Dutch Shell is a multinational petroleum company of Dutch and British origins.
- Named the largest corporation for 2009 by *Fortune*.
- Shell operates in over one hundred forty countries worldwide.
- The Shell Oil Company, headquartered in Houston, Texas, is one of Houston's largest employers.

Diversity Awards and Recognitions:

- DiversityInc Top 50 Award: 2002, 2003, 2004.
- Employer of Choice Award 2010 Minority Corporate Counsel Association.
- Shell and Cargill Partnering on Supplier Diversity Award 2009.
- Diversity and Inclusion Practices Award, Catalyst 2004.
- And many more.

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Rohini Anand, PhD

Senior Vice President and Global Chief Diversity Officer, Sodexo

Rohini Anand, PhD, is responsible for the implementation, direction, and alignment of Sodexo's integrated global diversity initiatives. While this work is both personal and passionate for her, unlike some of the other CDOs, Rohini's upbringing and life experiences were *not* the catalyst. Growing up in Mumbai, India, she was surrounded by her people; people just

like her. Indians were the majority in her environment and there wasn't particularly any other diversity to note except there were marked differences regarding socioeconomic standing or more commonly known as caste standing within that society. Until coming to the United States, these were relatively minor issues in her experience.

After immigrating to the United States, Rohini became acutely aware that she was now in the minority ranks and had to learn to identify herself as such, which did not come naturally. She acknowledges that there is a distinct difference between her experience as an adult grounded in the knowledge of who she is as a person, and later being labeled a minority, versus those who grow up with the label of minority from childhood. Rohini reflected that she was aware that there were aspects of her life in which she had privileges and others that she did not. Being a so-called minority in the United States was a new experience and one that shaped her sense of the impact of being labeled by others. Having experienced both a majority and a minority status, Rohini developed a unique ability to relate to those in power as well as the disenfranchised. This insight helped to uniquely prepare her for future work in the field of global diversity and inclusion.

Rohini is aware that she is only one of less than a handful of Asian persons leading inclusion and diversity efforts in a major organization. As she observes the challenges of other ethnic minorities, her experience as an Asian and as an immigrant have enabled her to have a balanced perspective of the work needed to be done and how best to implement it. Two of the contrasts she observed are that immigrants generally think if they work hard they will succeed; their ethnicity will not be a negative factor. She understands also the importance of the concepts of group versus individual among many Asians and how it might impact their performance. For Rohini, these concepts represent personal cultural experiences, not just something she read in a book. Rohini has also noted that as she works with women in other countries, she has observed that they often do not wish to be identified as women managers or women leaders as this is perceived as a stigma to their success. Rohini's knowledge and understanding of cultural differences adds to her ability to drive results as a chief diversity officer.

Rohini has shared her expertise by authoring a number of manuals, as well as articles in trade journals. Because of her leadership and that of her CEO, Sodexo has been named #1 for 2010 on the DiversityInc Top 50 Companies for Diversity by *DiversityInc* magazine.

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Company Profile
Sodexo

MICHAEL LANDEL, CEO

- One of the largest food services and food management companies in the world.
- Serves many private and government agencies as well as schools and hospitals.
- Generated $6.5 billion in revenue for fiscal year 2009.

Diversity Awards and Recognitions:

- Featured as Top Company for Diversity by *Black Enterprise* magazine.
- DiversityInc Top 50 Award: 2008, 2009, 2010.
- #1 on the 2010 Diversity Inc. magazine Top 50 Companies for Diversity.
- Top 10 DiversityInc Award for Best Companies for People with Disabilities, 2010.
- Named Best Company for Multicultural Women by *Working Mother* magazine.
- Ranks in the Top Ten Companies for People with Disabilities.
- And many more.

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Magda Yrizarry

Vice President of Workplace, Cultural Diversity and Compliance, Verizon Communications, Inc.

Magda Yrizarry's upbringing in a poor neighborhood of Brooklyn, New York, helped to shape her work as a diversity advocate many years before she took on the role at Verizon. Magda has used her passion for her community and multicultural upbringing as motivation to take charge of Verizon's enterprise-wide successful inclusion and diversity efforts.

Magda's personal motto—one that she fondly recalls that was shared with her repeatedly by her mother when she was a child, guides much of Magda's approach to the work she does. Magda learned early from her mother: "To whom much is given, much is expected." Magda says she tries to live by this mantra every day.

Before joining Verizon, Magda earned her bachelor and master's degrees from Cornell University. In addition, Magda has worked as Director of Program Planning and Leadership Development at the New York City Mission Society, a nonprofit group that helped students from disadvantaged neighborhoods achieve their dreams of attending college.

During her earliest work with Verizon, and before being named chief diversity officer, Magda's role was dedicated to improving underserved communities like hers as a child, through education. Magda believes that it is both her desire and that of her company's to make things better as a result of Verizon's involvement in the community and workplace. Magda believes that diversity and inclusion are not simply about hiring a diverse workforce, but also about helping the Verizon workforce make significant contributions to the communities in which the organization operates.

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Company Profile
Verizon Communications, Inc.

IVAN G. SEIDENBERG, CEO

- Formed in 1983 as Bell Atlantic when AT&T was broken up into seven "Baby Bells."
- Headquartered in lower Manhattan, New York City.
- Merged with NYNEX in 1997.
- Currently employs over 260,000 people worldwide.

Diversity Awards and Recognitions:

- DiversityInc Top 50 Award: 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010.
- 2009 Vision Award by the Sacramento Asian Pacific Chamber of Commerce.

- 40 Best Companies for Diversity by *Black Enterprise* magazine.
- Named a Top American Corporation by Women's Business Enterprise National Council.
- 2009 Warrior Award by the American Indian Chamber of Commerce of California.
- And many more.

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