

# AGENDA

**Equal Employment  
Opportunity  
Committee**

**Meeting Date**

September 8, 2016

**Time**

2:30 P.M.

**Location**

Board Room (532)

CALL TO ORDER

Robert F. Nolan

ADOPTION OF MINUTES

Robert F. Nolan

JUNE 9, 2016

SENIOR VICE PRESIDENT'S REPORT

Salvatore J. Russo

INTERIM CHIEF DIVERSITY OFFICER'S REPORT

Matilde Roman

CONDITIONAL CONTRACTORS

Matilde Roman

SUNGARD AVAILABILITY SERVICES, LP  
ALTICE USA DBA CABLEVISION LIGHTPATH, INC.  
MICROSOFT CORPORATION  
CANON SOLUTIONS AMERICA, INC.

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

**EQUAL EMPLOYMENT  
OPPORTUNITY  
COMMITTEE**

**MINUTES**

Meeting Date  
June 9, 2016

**BOARD OF  
DIRECTORS**

**EQUAL EMPLOYMENT OPPORTUNITY  
COMMITTEE MEETING**

A meeting of the Equal Employment Opportunity Committee of the HHC Board of Directors was held on June 9, 2016 in the Board Room at 125 Worth Street, New York City with Robert F. Nolan, Committee Chair, presiding.

**COMMITTEE MEMBERS**

Robert F. Nolan, Chairperson  
Ramanathan Raju, MD, President  
Helen Arteaga Landaverde, MPH  
Barbara Lowe, Board Member

**HHC STAFF**

Paul Albertson, Supply Chain Services  
Brittney Blakeney, Metropolitan Hospital Center  
Shazana Cochran, Kings County Hospital Center  
Martin O. Everette, Diversity & Inclusion  
Sharon Foxx, Supply Chain Services  
Blanche Greenfield, Legal Affairs  
Norma Irizarry, EEO  
Barbara Keller, Legal Affairs  
James Keys, Coney Island Hospital  
Ava Laughman, Supply Chain Services  
Patricia Lockhart, Chairman's Office  
Antonio D. Martin, President's Office

Camellia Mortezaazadeh, Diversity & Inclusion  
Luz Nazario, South Manhattan Healthcare Network  
Carlos Pato, State University of New York (SUNY) Health Science Center at Brooklyn  
Kings County Hospital Center  
Gail Proto, Diversity & Inclusion  
Matilde Roman, Diversity & Inclusion  
Salvatore J. Russo, Legal Affairs  
Keith Tallbe, Supply Chain Services

**OTHER ATTENDEES**

**SODEXO OPERATIONS, LLC**

Rosa Coppedge, Sodexo Operations, LLC  
Pam O'Brien, Sodexo Operations, LLC  
Robyn Welter, Sodexo Operations, LLC

**CROTHALL FACILITIES MANAGEMENT, INC.**

Theresa Howell, Crothall Facilities Management, Inc.  
Sally Mazzola, Crothall Facilities Management, Inc.  
Raj Pragasam, Crothall Facilities Management, Inc.

**CALL TO ORDER**

The meeting was called to order at 2:00 p.m. by Robert F. Nolan, Committee Chairman. The minutes of the April 12, 2016 EEO Committee were adopted as submitted.

**SENIOR VICE PRESIDENT'S REPORT**

Salvatore J. Russo, Senior Vice President/General Counsel, Legal Affairs, stated that as he mentioned at the last meeting, the activities of the Equal Employment and Affirmative Action Office has been split up into three different component areas of the NYC Health + Hospitals. He stated that the first falls under his Office, Blanche Greenfield, Senior Counsel, oversees the EEO Officers' response to the complaints that are made by employees either internally to the officers or to external agencies. He further stated that the EEO officers investigate the complaints, work on issues of reasonable accommodation and provide EEO training to staff. He then asked the EEO Officer's to introduce themselves and state where they are presently assigned.

Matilde Roman, Interim Chief, Diversity and Inclusion, stated that the Office of Diversity and Inclusion is intended to serve as a resource to internal stakeholders to support and provide technical assistance to enable meaningful access, inclusion and patient centered care by providing employees with the appropriate resources and tools necessary to effectively serve the diverse populations and foster a strong culture of inclusion in the workplace. Recently, the office directed the implementation of the newly enacted NYC

Gender Equity policy on gender neutral bathroom signage. All of the systems' health care facilities have been directed to change signs in bathrooms and other single sex areas. Going forward they will be designated gender neutral and available to all persons consistent with their gender identity and expression regardless of their assignment at birth. Information on this is being sent to staff to help reinforce this message and to help navigate critical conversations that might arise as a result of this new policy. Ms. Romans' office is also working closely with Supply Chain Services to review current policies and to improve efficiencies including how we analyze and use our data to better inform the Committee. In addition, the office is in the process of developing a template to standardize how the vendors will deliver their Plans of Action to alleviate job group underutilizations to the Committee moving forward. Finally, the office is gathering information on local trade associations that have connections with minority and women applicants to create a resource list to support vendors who might be interested in making those connections to assist them to eliminate underutilizations.

Keith Tallbe, Associate Counsel, Supply Chains Services, outlined some of the efforts moving forward and stated that since his role is to review all NYC Health + Hospitals contracts from execution that it made sense that the M/WBE goals and workforce goals be part of his due diligence to make sure the contracts meet all of our legal obligations. He stated that he hired Ava Laughman, Assistant Director, Supply Chain Services, to help manage the day-to-day operations in getting the vendors to get their paperwork in place. He has also begun to implement the B2GNow industry standard software to capture the data for vendor diversity and compliance monitoring goals. He also stated that his department is also responsible for the day-to-day operations of vendors' workforce diversity and that Sharon Foxx, Assistant Director, Supply Chain Services, is responsible for that function. He then stated that when his office assessed the numbers that had been tracked, it was only NYS Certified M/WBE vendors and did not include federal or city classifications. One of the difficulties that was presented was trying to match the policies and procedures to other corporate goals. He further stated that the System is unique in that the NYS law envisions that NYC Health + Hospitals will be able to meet a 30% subcontractor M/WBE goal, but in healthcare, with so many large national and multi-national vendors, it is difficult to meet that goal. Going forward, his office will also capture federal, city and/or state data and other third party identified diversity classifications. Mr. Russo stated that in Supply Chain Services they try to guide vendors that are already being utilized, but that are not yet certified, to become certified. Paul Albertson and his colleagues are also exploring to see where there is opportunities for certain functions with a big organization to be subcontracted out with a minority or women owned business enterprise (MWBE). They will report further on this process in a few months to gauge how the vendor portfolio is improving.

Dr. Raju explained that it is important that a public system like ours must be certain that there is Patient Equity. He further stated that more and more people understand that the disparity in health care is because of the lack of equity of care. He stated that externally, we need to figure out how to get additional patients and internally we have to work with the employees to be proactive and to figure out that our focus needs to be on educating employees on patient equity. In the future, NYC Health + Hospitals must be aware of not

only diverse employees or contractors, but also looking to see if there is a particular pool of patients not getting the equitable care which they deserve regardless of the color of their skin, sexual orientation, language that they speak or country that they come from. He also stated that it is his dream that one day we will be discussing the patient experience at these Committee meetings and they would not be about what the vendors have accomplished.

## **CONDITIONAL APPROVALS**

### **SODEXO OPERATIONS, LLC**

Sodexo Operations, LLC is located in Gaithersburg, Maryland. Sodexo Operations, LLC was represented by Rosa Coppedge, Director, EEO/AA, Robin Welter, Assistant General Counsel, and Pam O'Brien, Senior Manager. Ms. Welter stated that in all their health care business the patient is at the forefront of everything they do and that Sodexo offers many cultural competency trainings to their patient-facing employees. They are also proud of the fact that they offer training in every area across the diversity spectrum. Sodexo services 17 of NYC Health + Hospitals locations with a total of 114 employees of which 90% are minorities and 41% are females. They eliminated three minority underutilizations and two female underutilizations from last year. They have a total of three underutilizations for females for 2016. The first is in the Senior Management Job Group 1D which was also underutilized in 2015. Sodexo representatives stated that there was no turnover in this job group in the past year. The other two are new this year; Professionals Job Group 2C and Landscape Worker, Stock Worker and Laborers/Laundry Room Workers Job Group 8A. She stated that pertaining to their Laundry business in New York City their operations only had an underrepresentation in job group 8A and that their shortfall is only one person. She further stated that entry level laundry workers are a very transient group and they reported that 39 or 15% are females, thirteen were African Americans and two were Hispanic. Pam O'Brien stated that previously there was not a process to move from entry level to leadership and that they wanted to focus on attracting and keeping talent to help promote employees. They created a hierarchy where folks could walk in the door with no talent, skills or experience and be groomed for a higher operations manager position. The Senior Management and Professionals categories are the groups that support their laundry business in their Maryland headquarters, their Buffalo accounting operation, and Allentown payroll operations. They believe that we differ from their analysis in that we do not utilize internal feeder pools.

Dr. Raju stated that in their Senior Director Job Group 86% of Senior Staff are White and that 99% of junior level employees in Job Group 8A are African American and that that could never be equitable as the people who supervise need to look like the people they manage.

Mr. Nolan questioned the impact of the 57 employee reduction in their workforce and Sodexo responded that their Global restructuring had no adverse impact for women and minorities.

**CROTHALL FACILITIES MANAGEMENT, INC.**

Crothall Facilities Management, Inc. was represented by Raj Pragasam, Chief Inclusion Officer and Senior Vice President of Human Resources, Sally Mazzola, Human Resources Director, Theresa Howell, Recruiter. Ms. Mazzola stated that they eliminated two of the three female underutilizations from last year. This year, they only have one underutilization for females in Middle/Lower Level VPs & Directors Job Group 1B which was also underutilized in 2015. She stated that due to the high cost of living in New York City, it has been difficult to recruit for this job group. Mr. Pragasam reported that their ongoing diversity strategy was part of the core business objectives. As an organization they emphasize creating awareness and knowledge of diversity, employee engagement, and understanding and appreciation of cultural differences in the organization. Their programs emphasize inclusive recruitment strategies and learning programs, and focuses on preventing workplace harassment and on anti-discrimination policies. They engage with their Resource Groups including diversity and inclusion action council, (DIAC), leadership legacy networks and veteran's associate resource group (VARG). They are continually in the process of measuring their progress including viewing social media. In an effort to recruit additional females, this year they have developed a partnership with DeVry University with two specific programs, Biomedical Engineering Technology and Electronic Engineering Technology. In addition, they are now working with High Schools in putting together programs where they sponsor female students at universities.

Mr. Nolan asked what is their action plan for improvement. Mr. Pragasam explained that they are exploring ways to encourage mobility as an entity for the family including what opportunities they can offer a potential female hire, partner or spouse. They are looking into affording help with leasing properties, and possibly offering other subsidies due to the fact that the cost of living is very expensive in New York City. In addition, they are utilizing targeted recruitment using social media and looking into extra activities. They are also very much focused on retention as the problem is not just about attracting female staff, but retaining them and a diverse workgroup as well.

There being no further business, the meeting was adjourned at 2:02 pm.

**CONDITIONALLY APPROVED CONTRACTORS**

**ANNUAL UPDATE**

Sungard Availability Services, LP  
Wayne, PA

EITS IT Financial Administration  
(Alternate Data Center)  
\$20,000,000.00

MetroPlus Health Plan  
(Colocation and Work Recovery  
Services)  
\$1,800,000.00

Altice USA dba/Cablevision Lightpath, Inc.  
Jericho, NY

EITS IT Financial Administration  
(Telecommunications)  
\$9,249,235.00

Microsoft Corporation  
New York, NY

EITS IT Financial Administration  
(Enterprise License Agreement)  
\$34,500,000.00

Canon Solutions America, Inc.  
Melville, NY

Materials Management  
(Managed Print Services)  
\$74,334,132.00

**SUNGARD AVAILABILITY SERVICES, LP**

**2016 UPDATE**

	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>Difference</u></b>
<b>Total # of Employees</b>	368	341	(27)
<b># of Job Groups</b>	20	19	(1)
<b># of Underutilizations</b>	3	3	-
<b># of Minority Underutilizations</b>	1	2	1
	Managers JG 3	Managers JG 3 Sales JG 5	
<b># of Female Underutilizations</b>	2	1	(1)
	Professional JG 3 Sales JG 5	Professional JG 3	

**NOTE:** Sungard eliminated one female underutilization from last year, yet gained it as a minority underutilization.



### Sungard Availability Underutilizations Comparison of Incumbency to Availability and Placement Goals

Job Group: M JG 3 - Managers  
 Test: Standard Deviation  
 Total Employees: 23

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat Amer.	NHOPI	Two +
Employees (#)	17	6	1	22	0	0	1	0	0	0
Employees (%)	73.9	26.1	4.3	95.7	0.0	0.0	4.3	0.0	0.0	0.0
Availability (%) Goal	70.2	29.8	23.8	76.2	8.1	2.2	11.7	0.0	0.0	1.8
Test: Standard Deviation	NO 0.39	NO -0.39	YES -2.19	NO 2.19	NO -1.42	NO -0.72	NO -1.09	NO -0.04	NO -0.08	NO -0.65
Add'l Needed to Eliminate Problem Area (#)	0	0	1	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	1	5	0	2	1	2	0	0	1

**Sungard Availability Underutilizations  
Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** P JG 3 - Professional  
**Test:** Standard Deviation  
**Total Employees:** 54

	Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat Amer.	NHOPI	Two +	
Employees (#)	41	13	13	41	4	1	8	0	0	0	0
Employees (%)	75.9	24.1	24.1	75.9	7.4	1.9	14.8	0.0	0.0	0.0	0.0
Availability (%) Goal	55.8	44.2	25.5	74.5	14.0	4.1	6.4	0.0	0.0	0.0	0.9
Test: Standard Deviation	NO 2.97	YES -2.97	NO -0.24	NO 0.24	NO -1.39	NO -0.84	NO 2.51	NO -0.09	NO -0.12	NO -0.71	NO 0
Add'l Needed to Eliminate Problem Area (#)	0	4	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	11	1	0	4	2	0	0	0	0	1

**Sungard Availability Underutilizations  
Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** S JG 5 - Sales  
**Test:** Standard Deviation  
**Total Employees:** 39

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	30	9	3	36	1	1	0	1	0	0
Employees (%)	76.9	23.1	7.7	92.3	2.6	2.6	0.0	2.6	0.0	0.0
Availability (%) Goal	66.6	33.4	21.7	78.3	7.1	8.4	4.5	0.3	0.1	1.2
Test: Standard Deviation	NO 1.36	NO -1.36	YES -2.12	NO 2.12	NO -1.11	NO -1.31	NO -1.35	NO 2.55	NO -0.18	NO -0.70
Add'l Needed to Eliminate Problem Area (#)	0	0	1	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	5	6	0	2	3	2	0	1	1

**Sungard Availability Services LP  
Response to New York City Health and Hospitals Corporation  
September 8, 2016  
Correction Plan – Wayne, PA (Headquarters)**

In accordance with the letter to Sungard AS dated August 19, 2016, Sungard Availability Services LP (“Sungard AS” or the “Company”) submits the following Correction Plan to New York City Health and Hospitals Corporation (the “Corporation”) with respect to the data analysis for our Wayne, PA headquarters location:

**1) Identification of Problem Areas:**

- a) **Manager Job Group 3 -- underrepresentation of minorities; one (1) minority hire, transfer or promotion into the job group will eliminate the problem area. There are only 23 employees in this job group, 1 of whom is a minority; no particular job title is driving the underutilization.**
- b) **Professional Job Group 3 -- underrepresentation of females; four (4) female hires, transfers or promotions into the job group will eliminate the problem area. The Solutions Engineer, Information Systems Engineer and Software Development Engineer titles are driving the underrepresentation.**
- c) **Sales Job Group 5 -- underrepresentation of minorities; one (1) minority hire, transfer or promotion into the job group will eliminate the problem area. The Inside Sales Representative title is driving the underrepresentation.**

**2) Causes of underutilization/ability to correct:**

- a) **Manager Job Group 3 - The Company hired only 1 employee into this job group in the current period, a white female. There is one minority employee who was in this Job Group in both 2015 and 2016. We will be able to correct this issue if we expand the size of this group in 2016/2017.**
- b) **Professional Job Group 3 - The Company hired only 2 employees into this group in the current period, both were female. However, 2 female employees voluntarily resigned from this group during the year, resulting in no net change in the number of women. In addition, the team decreased in number overall from 59 to 34. We will be able to correct this issue if we are able to expand the size of this group in 2016/2017.**
- c) **Sales Job Group 5 - In 2015, there were 5 minority employees in this group; the number decreased to 3 minority employees in 2016 because one minority employee voluntarily resigned and another was terminated due to substandard sales performance. We should be able to correct this problem because there is a great deal of job movement in this category, i.e., during 2016, the Company hired 14 new employees to replace 14 existing employees who either resigned or were terminated during the year.**

**3) Underrepresentations reflected in prior years:**

- a) **Manager Job Group 3 - there has been an underrepresentation of minorities since 2015, but only to the extent that adding one minority employee in the job group would eliminate the problem area. Although we continue to closely review promotions and new hires into the managerial levels for representation by minorities, we have been unsuccessful in this particular job group in correcting the underrepresentation. Please see the responses to questions 5 through 8 below for a description of some of the programs that the Company has instituted to increase overall representation of females and minorities in the workforce.**
- b) **Professional Job Group 3 - there has been an underrepresentation of females since 2013. As noted in 1) above, our difficulty in attracting and retaining female engineers is primarily responsible for this issue. We continue to improve and broaden our programs for female professionals, as indicated in our responses to questions 5 through 8 below.**
- c) **Sales Job Group 5 - there was no underrepresentation of minorities in prior periods. There was, however, an underrepresentation of females in 2015 that was corrected in 2016.**

4) **New actions to correct underutilizations:**

- a) **Manager Job Group 3** – Our recruiting department will ensure that a diverse slate of candidates is presented for each new hire or promotion into a managerial role.
- b) **Professional Job Group 3** – The Company will make its best efforts to broaden the talent pool for female candidates, through the efforts described in the responses to questions 5 through 8 below.
- c) **Sales Job Group 5** – The Company will make its best efforts to broaden the talent pool for minority candidates, through the efforts described in the responses to questions 5 through 8 below.

5) **New strategies to broaden the applicant pool:**

During 2016, the Company launched a global internship/new hire program, targeted to entry level candidates. As part of this effort, we focused on recruiting at universities in the Philadelphia/Wayne area that have a diverse student body, such as Drexel University, and historically black universities, such as Lincoln University. We hosted Lincoln University students at our Philadelphia data center for presentations by our Cyber Security, Cloud and Data Center Operations team and conducted a tour of the data center. In addition, we participated in resume writing workshops and campus job fairs.

We expanded our use of diversity-based recruiting websites through LinkedIn and also broadened our outreach efforts to additional organizations focused on helping women and minorities.

6) **Modifications to recruitment and hiring process to achieve goals:**

We will continue to modify our processes to ensure that minority and female applicants are adequately represented in the candidate pool, especially in the internal hiring process. Our goal is to identify diverse employees who are strong performers, further develop their skills, provide mentoring and encourage them to seek promotional opportunities.

7) **Career development opportunities to support advancement of minorities and/or women:**

In April 2016, we sponsored 10 female employees to participate in the Women in Tech Summit in Philadelphia. This event is a day-long conference for women in the technology industry that have technical and business roles. It provides attendees with a unique combination of deep-dive, hands-on tech workshops; information and discussions about careers in tech and how to pursue them; and connection and networking opportunities with other women in various aspects of and careers in technology.

In 2016, 24 female employees in the US participated in “Sculpt,” a program geared for early to mid-career women to help them boost their professional acumen and careers. The program consists of instructor-led workshops and peer group meetings which focus on skill development, career strategies, and networking.

Based on the success of our mentoring programs in the UK and US, we have expanded the program globally. Mentoring enables women and minorities to identify role models on which to shape their careers.

8) **Other approaches to ensure better representation of minorities and/or women in the identified job groups and other efforts to improve diversity:**

Sungard Availability Services hosted a TechGirlz TechShop for 16 middle school girls on January 18, 2016, in Wayne, PA. TechGirlz is an organization that empowers middle school girls to be future technology leaders. Through free, project based workshops, they are exposed to technology and professionals working in the technology field. TechGirlz aims to eliminate the gender gap by sparking passion for technology early in girls’ lives. The girls participated in a “how to build your own app” TechShop. They used the “POP” app on their iPhones to brainstorm and code their ideas.

At the end of 2015, we established the global Diversity Employee Resource Group. This group meets at least quarterly to collaborate and identify organizations and opportunities that accept and leverage differing perspectives. The goal for this group is to educate, motivate, and engage other Sungard AS employees on diversity issues.

**ALTICE USA DBA CABLEVISION LIGHTPATH, INC.**

**2016 UPDATE**

	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>Difference</u></b>
<b>Total # of Employees</b>	521	516	(5)
<b># of Job Groups</b>	15	15	-
<b># of Underutilizations</b>	3	4	1
<b># of Minority Underutilizations</b>	1 Directors JG 1B	1 Directors JG 1B	-
<b># of Female Underutilizations</b>	2 Executive JG 1A Directors JG 1B	3 Executive JG 1A Directors JG 1B Sr. Sales JG 4B	1

**NOTE:** Cablevision added an additional underutilization to last year's three.

**Alice USA d/b/a Cablevision Lighpath Underutilizations  
Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** 1A - VPs & Executives  
**Test:** Standard Deviation  
**Total Employees:** 18

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat Amer.	NH/PI	Two +
Employees (#)	17	1	1	17	0	1	0	0	0	0
Employees (%)	94.4	5.6	5.6	94.4	0.0	5.6	0.0	0.0	0.0	0.0
Availability (%) Goal	69.7	30.3	17.0	83.0	4.4	5.5	5.5	0.4	0.1	1.1
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
Addtl' Needed to Eliminate Problem Area (#)	2.28	-2.28	-1.30	1.30	-0.91	0.00	-1.03	-0.25	-0.11	-0.46
Addtl' Needed to Reach Availability (#)	0	1	0	0	0	0	0	0	0	0
	0	5	3	0	1	0	1	1	1	1

**Altice USA d/b/a Cablevision Lightpath Underutilizations  
Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** 1B - Directors  
**Test:** Standard Deviation  
**Total Employees:** 30

	Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +	
Employees (#)	25	5	3	27	2	1	0	0	0	0	0
Employees (%)	83.3	16.7	10.0	90.0	6.7	3.3	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	60.2	39.8	28.2	71.8	7.3	9.4	10.0	0.1	0.0	1.4	
Test: Standard Deviation	NO 2.59	YES -2.59	YES -2.22	NO 2.22	NO -0.14	NO -1.15	NO -1.83	NO -0.14	NO -0.04	NO -0.64	
Add'l Needed to Eliminate Problem Area (#)	0	2	1	0	0	0	0	0	0	0	
Add'l Needed to Reach Availability (#)	0	7	6	0	1	2	4	1	0	1	



**Alice USA d/b/a Cablevision Lighthouse Underutilizations  
Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** 4B - Sr Sales  
**Test:** Standard Deviation  
**Total Employees:** 34

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	31	3	6	28	0	3	1	0	0	2
Employees (%)	91.2	8.8	17.6	82.4	0.0	8.8	2.9	0.0	0.0	5.9
Availability (%) Goal	71.1	28.9	19.9	80.1	6.2	8.2	4.0	0.3	0.1	1.1
Test: Standard Deviation	NO 2.59	YES -2.59	NO -0.32	NO 0.32	NO -1.49	NO 0.14	NO -0.32	NO -0.33	NO -0.15	NO 2.61
Addtl Needed to Eliminate Problem Area (#)	0	2	0	0	0	0	0	0	0	0
Addtl Needed to Reach Availability (#)	0	7	1	0	3	0	1	1	1	0

Lightpath, Inc. ("Lightpath") is an industry leader in providing advanced Ethernet-based data, Internet, voice, video transport solutions and managed services to businesses across the New York metropolitan area. Exclusively focused on meeting customer business communication needs in the world's largest business market for more than 20 years, Lightpath has been continually recognized for its high level of customer service.

In June of this year Lightpath and its parent company were sold to Altice NV. Lightpath continues to provide the same services and at the same high level, as before the sale.

Lightpath has continued to see areas of under representation in 2016 in three job groups. As a result of both HHC's and our review of Lightpath's employment data, the following areas of under representation were identified:

- Job Group VPs & Executives 1A – Females
- Job Group Directors 1B – Females and Total Minorities
- Job Group Sr. Sales 4B - Sr. Account Executives - Females

In the VP & Executives job group no single job title drove the underutilization. However, during 2015 – 2016, there were no open VP or Executive positions, so there was no opportunity to impact the underutilization. Currently there is one active VP, Enterprise Technology search in progress. For this position we will ensure that there are diverse candidates included in the slate. Further we are advertising the role with organizations such as National Association for Multi-Ethnicity in Communications (NAMIC). As discussed in more detail below, we are doubling our efforts to secure diverse qualified female candidates for this role in and other areas.

While there were no open positions posted in this job group during the period, there was an internal promotion that was not a recruiting initiative. The recipient of that promotion was a white male.

In the Managers Job Group, the Director positions were driving the underutilization. Although we continue to be underutilized in this job group, in 2015-2016 we did hire both a female and a Hispanic male into Director titles. These employees were sourced through our company website and Indeed. However, as discussed in more detail below, we are tapping into more diversity focused outlets to source qualified female and minority candidates.

New this year is an underutilization in the Sr. Sales job group, which includes Account Executives Senior, Account Executive III, Manager Channel Partner Sales and Engineer Senior Field Sales. The underutilization results from a data correction year over year. Three female Manager Account Services positions were moved from the Sr. Sales Job Group to the Sr. Administrative Professionals Job Group which more accurately matches with the duties of the title.

Historically, the number of male candidates for Sr. Sales positions at Lightpath have far outnumbered the number female candidates. This is primary reason for the underutilization, but one the company is addressing.

In addition to the actions described above Lightpath will take additional steps to address the underutilization. We have been using social media for the last two years, but noticed over time that by merely using LinkedIn, Glassdoor and other job boards we only saw a slight increase in the diversity of

our applicant pool. As a result, earlier this year we began incorporating more targeted networks through LinkedIn such as Women in Technology Sales, Black Women in Science & Engineering, Women in Science, Engineering & Technology, and Women in Software Engineering (WISE) and Diversity a World of Change. Additionally, in Q4 2015 we tapped into WICT and the Hispanic Sales Network (HSN) to reach female and Hispanic candidates for Sr. Sales positions. Participation in these groups enables us to post our positions in an environment specifically designed for diverse candidates. Currently we are monitoring candidate slates and have two female candidates in the pipeline for final Sr. Sales positions, which were sourced directly by our Senior Recruiter.

In January 2016 Lightpath modified its recruiting strategy by centralizing recruiting efforts and identifying one key point of contact to oversee hiring activities for Lightpath. Previously, there were multiple recruiters servicing Lightpath along with other businesses. This one key recruiting contact has begun to develop strategies that will foster a greater level of awareness with hiring managers on the importance of building diverse pipelines and reaching a more diverse candidate pipeline.

Additionally, we are augmenting our other efforts to include “boots on the ground” recruiting efforts to include conducting New Hire Debriefing Sessions where the Lightpath recruiter will debrief with a new hire to gather names of potential female candidates in the market place as well as developing Diversity Market intelligence which will consist of developing lists of diverse candidates at our target companies for targeted companies. We expect this type of rigor to aide in the correction of under representation in the affected job categories because we have found that targeted recruitment is more effective than only relying on posting a position on a diversity website.

Finally, this year we are committed to leveraging the partnerships we have previously established with professional organizations representative of diverse groups within the telecommunication industry including NAMIC and Women in Cable Television (WICT). As a result of our recent acquisition by Altice, we had a leadership change with the appointment of Kevin Stephens as the President of Business Services which includes Lightpath. Currently, Kevin is the Vice Chair of NAMIC and has been voted one of the most influential minorities in Cable every year since 2007. Kevin is committed to working with our Talent Acquisition professionals to take the necessary steps to improve our outreach efforts to diverse populations within the telecom industry. By collaborating with NAMIC and Kevin, we will be better able to position career opportunities to a diverse network. In September, Talent Acquisition will attend the 2016 NAMIC Annual Conference. Recruiters will attend the conference with the intention of building relationships with candidates for current and future staffing needs. We are advertising opportunities for employment and marketing our company through banner ads. Additionally, we are collaborating with NAMIC to develop more creative recruiting strategies to help make inroads with their members. With Kevin's support we will be implementing a requirement to include diverse candidates in the slate for every open Lightpath position except, in the short term, as to some select new roles where we may be moving incumbents around to fill positions that are critical to maintain stability after the acquisition.

MICROSOFT CORPORATION

2016 UPDATE

	<u>2015</u>	<u>2016</u>	<u>Difference</u>
<b>Total # of Employees</b>	500	587	87
<b># of Job Groups</b>	14	15	1
<b># of Underutilizations</b>	4	4	-
<b># of Minority Underutilizations</b>	1 Prof JG 3	1 Prof JG 3	-
<b># of Female Underutilizations</b>	3 Prof JG 1 Prof JG 2 Prof JG 6	3 Prof JG 1 Prof JG 2 Prof JG 12	-

**NOTE:** Although Microsoft eliminated one professional female underutilization from last year, they gained a new one.

**Microsoft 2016 Underutilizations  
Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** 200 - Professionals JG-1  
**Test:** Standard Deviation  
**Total Employees:** 101

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	98	3	42	59	6	7	26	0	0	3
Employees (%)	97.0	3.0	41.6	58.4	5.9	6.9	25.7	0.0	0.0	3.0
Availability (%) Goal	66.2	33.8	40.3	59.7	9.0	6.4	23.0	0.1	0.1	1.7
Test: Standard Deviation	NO 6.55	YES -6.55	NO 0.27	NO -0.27	NO -1.08	NO 0.23	NO 0.66	NO -0.36	NO -0.31	NO 0.99
Add'l Needed to Eliminate Problem Area (#)	0	22	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	32	0	2	4	0	0	1	1	0

**Microsoft 2016 Underutilizations  
Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** 208 - Professionals JG-2  
**Test:** Standard Deviation  
**Total Employees:** 31

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	30	1	16	15	3	2	10	1	0	0
Employees (%)	96.8	3.2	51.6	48.4	9.7	6.5	32.3	3.2	0.0	0.0
Availability (%) Goal	66.2	33.8	40.3	59.7	9.0	6.4	23.0	0.1	0.1	1.7
Test: Standard Deviation	NO 3.60	YES -3.60	NO 1.29	NO -1.29	NO 0.13	NO 0.02	NO 1.23	NO 4.87	NO -0.17	NO -0.73
Add'l Needed to Eliminate Problem Area (#)	0	4	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	10	0	4	0	0	0	0	1	18

**Microsoft 2016 Underutilizations  
Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** 212 - Professionals JG-3  
**Test:** Standard Deviation  
**Total Employees:** 22

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat Amer.	NHOPI	Two +
Employees (#)	11	11	5	17	0	0	4	0	0	1
Employees (%)	50.0	50.0	22.7	77.3	0.0	0.0	18.2	0.0	0.0	4.5
Availability (%) Goal	78.6	21.4	46.6	53.4	4.2	4.3	36.3	0.1	0.0	1.6
Test: Standard Deviation	YES	NO	YES	NO	NO	NO	NO	NO	NO	NO
Add'l Needed to Eliminate Problem Area (#)	-3.27	3.27	-2.25	2.25	-0.98	-0.99	-1.77	-0.17	-0.09	1.07
Add'l Needed to Reach Availability (#)	7	0	6	0	1	1	4	1	0	0

**Microsoft 2016 Underutilizations  
Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** 228 - Professionals JG-12  
**Test:** Standard Deviation  
**Total Employees:** 27

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	25	2	16	11	5	5	5	0	0	1
Employees (%)	92.6	7.4	59.3	40.7	18.5	18.5	18.5	0.0	0.0	3.7
Availability (%) Goal	66.2	33.8	40.3	59.7	9.0	6.4	23.0	0.1	0.1	1.7
Test: Standard Deviation	NO 2.90	YES -2.90	NO 2.01	YES -2.01	NO 1.73	NO 2.59	NO -0.55	NO -0.18	NO -0.16	NO 0.80
Add'l Needed to Eliminate Problem Area (#)	0	2	0	1	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	8	0	6	0	0	2	1	1	0



**NYC HEALTH AND HOSPITALS CORPORATION  
CORRECTION PLAN SUBMITTED BY MICROSOFT CORPORATION  
August 2016**

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

<b>Job Group</b>	<b>Roles</b>	<b>Flagged by HHC 2016</b>
200 Professionals JG1	Technical Sales	Females
208 Professionals JG2	Services	Females
212 Professionals JG3	Engineering Evangelism Technical Sales	Total Minorities
228 Professionals JG 12	Services	Females

2. Provide a brief explanation of the causes for the underutilization and highlight any challenges in your ability to correct underrepresentation. It is difficult to recruit and hire qualified and interested candidates with the required knowledge, expertise and customer service skills needed to meet the demands of our clients. Most of the Professionals job groups require employees to manage large-scale technical projects for third-party customers by providing professional consulting services in the areas of infrastructure design and/or customized application development, typically at the client's place of business. They work closely with immediate team members, Microsoft business groups, and functions to identify customer/partner issues; investigate solutions and deliver a coordinated response within their areas of expertise, which results in timely resolution of issues and increases customer/partner commitment to the Microsoft platform. These positions require strong communication skills, demonstrated advanced technical knowledge in the required areas of focus, hands-on experience in project management, proven ability to work independently, and excellent customer service and account management skills. In most cases, positions typically require a BA/BS degree in Computer Science or Engineering fields with 7+ years of relevant experience; MCSE Certifications are a plus.
3. If the underrepresentation is reflected in the same job categories as in prior year(s), please highlight and include an explanation of all actions taken in prior year(s), the year the action was taken, and its effectiveness in addressing the underrepresentation. There are 2 job categories with female underutilization based on HHC's calculations in both 2015 and 2016. (job groups 200 and 208). The Since the submission of a report filed earlier this summer, three more women were added to these 2 job categories. We will continue to review and broaden our good faith outreach efforts to attract and retain qualified candidates when openings occur. A detailed description of the Company's recruitment efforts is included in the section below.
4. Include new actions to be taken to correct the underutilization as a separate item for each job category impacted. The New York Metro area has a dedicated team of recruiters and sourcers, who are responsible for casting a wider net to attract and recruit more female and minority talent. Efforts to cast a wider net are inclusive of online sourcing and recruiting to attending conferences such as National Society of Black Engineers and National Black MBA to hosting networking events. In 2015, several such networking events were held to network and recruit women and minorities for technical and traditional sales roles. To assist with sourcing talent for these events, the local recruiting team partnered with minority owned firm to identify talent that may be suitable for these roles. The events have yielded hires and have helped us to build a pipeline of talent. The New York Metro area will hold additional events in 2016.

5. **Identify new strategies to expand the applicant pool that will result in increased opportunities for attracting minorities and women by broadening the recruitment search. Some of these efforts might include community outreach, participation in Job Fairs, targeted advertisements, etc. Microsoft has an unwavering and long standing commitment to diversity and inclusion. We believe that diversity and inclusion is a critical enabler to help us achieve our mission to empower every person and every organization on the planet to achieve more. Our global four pillar diversity and inclusion strategy (Transform the Culture, Empower Our People, Expand our Pipeline, Delight Our Customers) guides the development and execution of our annual plans, inclusive of the plan for the New York Metro Area. Developing a pipeline of diverse talent not just for Microsoft, but for the industry as a whole, is very important to us. To succeed in this effort, Microsoft joins with other companies and non-profits to help broaden the pipeline of diverse talent flowing into the technology industry.**
6. **Explain any modifications to your recruitment and hiring processes that may help you achieve your goal. Please see the response provided to Question #2.**
7. **Highlight talent or career development opportunities to support advancement of minorities and/or women to achieve your goal (if position is not entry level). Our CEO, Satya Nadella, and his senior leadership team set the tone for our diversity journey in continuously championing and ensuring a heightened level of awareness of diversity and inclusion. In 2015, Satya and the senior leadership team mandated that the entire company take an online unconscious bias training which provides learners with a core understanding of diversity and inclusion and how bias can affect our behavior. To continue in the learning journey in 2016, the SLT has mandated two additional workshops for managers, namely Dialogue Across Differences and Inclusive Hiring. Dialogue Across Differences leverages real life actors who act out scenarios in the workplace, which highlight bias, in/group out group dynamics and impact. Inclusive Hiring provides learners with tools/tips on how to effectively minimize bias in creating job descriptions, reviewing resumes and interviewing. In 2015, approximately 99% of employees in the New York Metro area have completed the online unconscious bias training. This year, the sales managers in the New York Metro area have begun completing Dialogue Across Differences. All remaining managers will complete the trainings by CY 2017. Empower our People: At Microsoft, we endeavor to be known as a great place to work; where people from all dimensions of diversity can come and have long-term rewarding careers. We are more focused now, than ever before, on empowering our people through our retention and career development initiatives. With development opportunities ranging from manager coaching, peer feedback, on the job stretch assignments, classroom instruction, lateral and promotion opportunities, no one data point captures the breadth of learning availability or utilization of our offerings to our employees in the New York Metro area. Two additional noteworthy offerings in the New York Metro area are the Management Excellence Communities (MEC) and Sponsorship Initiatives. Annually, the managers in the sales and services teams attend MEC training, which is designed to help build and/or sharpen managerial skills. A component of the schedule also focuses on an aspect of managing diverse talent. The Sponsorship Initiatives pairs high potential female and minority talent in the sales and services team with senior leaders who can help develop them and advocate for their careers at Microsoft. While this initiative is not new to Microsoft, there was additional structure, resources and monitoring placed on this beginning in 2015.**
8. **Highlight any other approaches or initiatives that you believe will be successful to ensure better representation of minorities and/or women in the job groups. In 2015 and 2016, our New York Metro Blacks at Microsoft (BAM) chapter held two outreach events geared toward building long term pipeline of individuals interested in technology careers. Minority Student Day, took place in 2015 and was a one-day event, whereby BAM members hosted 100 high school minority students and exposed them to careers in technology. This summer, BAM held a six-week summer immersion program held for 10 high school minority students. The program included job shadowing, mentoring and workshops geared toward expanding business knowledge and understanding of technology careers. Similarly, our New York Metro**

**Citizenship group held a seven-week summer immersion “Girls Who Code” program for rising junior and senior high school level females to expose them to technology careers. The New York Metro Citizenship group also partnered with numerous local non-profit organizations including She’s the First, City Year, Network for Teaching Entrepreneurship, Pencil, Asian Women in Business, VetTech and Power My Learning. The partnership support included the donation of Microsoft office space to hold meetings to hosting numerous workshops ranging from 150-300 students with the goal of exposing them to fields in science, technology, engineering and math.**

**CANON SOLUTIONS AMERICA**

**2016 UPDATE**

	<b><u>2016</u></b>
<b>Total # of Employees</b>	562
<b># of Job Groups</b>	15
<b># of Underutilizations</b>	4
<b># of Minority Underutilizations</b>	-
<b># of Female Underutilizations</b>	4
	Managers JG 1C Managers JG 1D Prof JG 2A Admin JG 5C

**NOTE:** This is the first year analysis for Canon Solutions.

**Canon Solutions America, Inc. Underutilizations  
Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** 1C - Managers  
**Test:** Standard Deviation  
**Total Employees:** 30

	Males		Females		Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	28	2	8	22	1	7	0	0	0	0	0	0
Employees (%)	93.3	6.7	26.7	73.3	3.3	23.3	0.0	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	64.7	35.3	32.1	67.9	11.0	11.3	8.2	0.1	0.0	0.0	1.4	
Test: Standard Deviation	NO 3.29	YES -3.29	NO -0.63	NO 0.63	NO -1.34	NO 2.07	NO -1.64	NO -0.12	NO -0.01	NO -0.66	NO 0	NO 1
Add'l Needed to Eliminate Problem Area (#)	0	3	0	0	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	9	2	0	3	0	3	1	0	0	1	1
<b>Total</b>												

**Canon Solutions America, Inc. Underutilizations  
Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** 1D - Managers  
**Test:** Standard Deviation  
**Total Employees:** 23

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	17	6	16	7	6	9	1	0	0	0
Employees (%)	73.9	26.1	69.6	30.4	26.1	39.1	4.3	0.0	0.0	0.0
Availability (%) Goal	36.1	63.9	42.9	57.1	15.9	18.0	7.3	0.1	0.0	1.6
Test: Standard Deviation	NO 3.78	YES -3.78	NO 2.58	YES -2.58	NO 1.34	NO 2.65	NO -0.55	NO -0.18	NO -0.08	NO -0.61
Add'l Needed to Eliminate Problem Area (#)	0	4	0	1	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	9	0	7	0	0	1	1	0	1

**Canon Solutions America, Inc. Underutilizations  
Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** 2A - Professionals  
**Test:** Standard Deviation  
**Total Employees:** 16

	Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOP1	Two +	
Employees (#)	16	0	8	8	3	5	0	0	0	0	0
Employees (%)	100.0	0.0	50.0	50.0	18.8	31.3	0.0	0.0	0.0	0.0	0.0
Availability (%) Goal	69.8	30.2	47.7	52.3	8.9	7.4	29.6	0.0	0.1	1.8	
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	YES	NO	NO	NO	
Addtl Needed to Eliminate Problem Area (#)	2.63	-2.63	0.18	-0.18	1.39	3.65	-2.60	-0.05	-0.11	-0.54	
Addtl Needed to Reach Availability (#)	0	1	0	0	0	0	1	0	0	0	
	0	5	0	1	0	0	5	0	1	1	

**Canon Solutions America, Inc. Underutilizations  
Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** 5C - Admin  
**Test:** Standard Deviation  
**Total Employees:** 134

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	104	30	113	21	55	49	4	1	0	4
Employees (%)	77.6	22.4	84.3	15.7	41.0	36.6	3.0	0.7	0.0	3.0
Availability (%) Goal	57.5	42.5	62.3	37.7	27.6	22.1	10.5	0.0	0.0	2.1
Test: Standard Deviation	NO 4.71	YES -4.71	NO 5.26	YES -5.26	NO 3.47	NO 4.03	YES -2.83	NO 11.48	NO -0.03	NO 0.75
Add'l Needed to Eliminate Problem Area (#)	0	16	0	19	0	0	3	0	0	0
Add'l Needed to Reach Availability (#)	0	27	0	30	0	0	11	0	0	0



September 6, 2016

TO: Matilde Roman, Senior Director, Office of Diversity and Inclusion  
NYC Health + Hospital  
FR: William E. Mayer, Senior Vice President, Human Resources  
Canon Solutions America

RE: Conditional approval for Managed Print Services Contract – Correction Plan AMENDED

**1. Identification of Problem Areas:**

The submission to NYC Health + Hospitals showed four (4) areas of female underutilization:

Job Group 1C: Sales and Service Managers

Job Group 1D: Supervisors

Job Group 2A: Professionals

Job Group 5C: Interns, Representative Site, Representative Site PT, Representative Site Lead,  
Representative Client Services, Representative Parts III

2. In Job Group 1C, we have two female service managers. CSA's service organization repairs office equipment. It is a physically demanding role and historically few female candidates have applied for these positions. As a result, we do not have large numbers of female technicians in the pipeline that could be eligible for promotion. We also have a small pool of female sales reps which presents a limited pipeline for promotion. There is also historically infrequent turnover in either of these management roles, which provides few recruiting or promotional opportunities.

Job Group 1D: The bulk of the supervisory positions within NYC are found in our business out-sourced services division. Positions are tied to the number of contracts that we have and the number of outsourced employees attached to the contract. Our supervisor-to-employee ratios tend to be relatively small which results in a limited number of supervisory positions. If the number of our contracts grow, however, opportunities to place females in these positions will become more numerous.

Job Group 2A Professionals: The Job Group 2A positions have a technical service skills background that has historically attracted few women. This is also a stable group with little turnover, thus offering little opportunity for recruiting or promoting candidates.

Job Group 5C: The employees in this group are in our out-sourced services division. This population tends to grow when we land a new contract - although we may also be requested by the client to hire many of the existing staff from the predecessor company which limits our ability to diversify - and extremely stable at other times.

3. The underrepresentation in prior years was primarily with Job Group 1C. As the field service technician/repair person role is a non-traditional skill for women, we have had difficulty identifying female technicians. The limited feeder pool, coupled with minimal turnover, impacts promotable candidates. For sales management, in addition to a limited feeder pool, for personal reasons women have been unwilling to make the move into sales

management. However, we continue our efforts to broaden our outreach to attract more female technicians and sales reps who, can move into management roles when those opportunities present themselves.

4. To address the underutilization we plan the following:

**Job Group 1C:** Work more closely with Sales management to identify potential female sales reps who can participate in our Emerging Leaders training program for sales management. A new program is slated for 2017 for which we have already identified female participants.

**Job Group 1D:** Develop an Emerging Leaders program for our out-sourcing division and identify potential female candidates who will be groomed for promotional opportunities.

**Job Group 2A:** There has been no turnover in 2015 or 2016 in Job Group 2A. Thus there has been little opportunity to fill or backfill jobs. When there is an opening, we will source female candidates and make every effort to hire at least one additional female into this group.

**Job Group 5C:** The employees in this group are primarily our out-sourced division employees. As such they are often subject to the terms and conditions of our contractual agreements, and we often have limited ability to impact hiring. However, we are committed to hiring at least 3 women in this group as the opportunities present themselves.

5. In an effort to attract more women, we will broaden the recruitment search by using the employee referral program in a more targeted manner. For a limited time we will offer a special referral bonus for every successful hire in the impacted job groups. We will also reach out directly to current female employees and ask them to refer female candidates for open positions. We have also begun working with a community training program (Per Scholas) to identify more female candidates with technical ability for Job Group 5C. We will search out organizations and schools that help women train for and find non-traditional roles so that we also widen technical management candidates.

6. As of August 2016, we began highlighting open positions and the Company Referral Program in our Company news magazine to raise awareness of the program and career opportunities. We have also reinvigorated our college recruitment/outreach program with local colleges/universities, (Fordham, Malloy and Manhattan) to attract more candidates for the impacted job groups, especially 1D and 2A.

7. As stated earlier, most of the positions in Job Group 1D are in our outsourced services division. We are developing an Emerging Leaders program for 2017 for this division to provide more career development opportunities which would allow us to foster the promotional advancement of more female employees. This could also provide an option for career development for Job Group 2A for professional positions within the outsourced services division that supports NYC. In addition, summer 2016 was our first structured internship program for the outsourced services division, and it was specifically targeted at women. We are trying to widen our pool of candidates for the future and encourage the interns to view us as an employer of choice and return after graduation as regular full time employees for job group 2A or 1D.

8. For the outsourced services division, we are in the process of forming a partnership with the Transition Network (formerly Women's Transition Network) to help women work through unemployment to return to the workplace. This will hopefully provide us candidates for women in all job groups. This Network could also provide talent development and networking opportunities.

## Equal Employment Opportunity Committee

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Thursday, September 8, 2016

2:30 pm

Board Room (532)



**CONDITIONALLY APPROVED CONTRACTORS**

Annual Update

Sungard Availability Services, LP  
Wayne, PA

EITS IT Financial Administration  
(Alternate Data Center)  
\$20,000,000.00

MetroPlus Health Plan  
(Colocation and Work Recovery  
Services)  
\$1,800,000.00

Alice USA dba/Cablevision Lighthouse, Inc.  
Jericho, NY

EITS IT Financial Administration  
(Telecommunications)  
\$9,249,235.00

Microsoft Corporation  
New York, NY

EITS IT Financial Administration  
(Enterprise License Agreement)  
\$34,500,000.00

Canon Solutions America, Inc.  
Melville, NY

Materials Management  
(Managed Print Services)  
\$74,334,132.00



**SUNGARD AVAILABILITY SERVICES, LP**

**2016 UPDATE**

	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>Difference</u></b>
<b>Total # of Employees</b>	368	341	(27)
<b># of Job Groups</b>	20	19	(1)
<b># of Underutilizations</b>	3	3	-
<b># of Minority Underutilizations</b>	1	2	1
	<i>Managers JG 3</i>	<i>Managers JG 3 Sales JG 5</i>	
<b># of Female Underutilizations</b>	2	1	(1)
	<i>Professional JG 3 Sales JG 5</i>	<i>Professional JG 3</i>	

**NOTE:** Sungard eliminated one female underutilization from last year, yet gained it as a minority underutilization.



SUNGARD AVAILABILITY SERVICES, LP		2013	2014	2015	2016
# EMPLOYEES		294	378	368	341
# JOB GROUPS		17	20	20	19
# OF JOB GROUPS WITH UNDERUTILIZATION		2	1	3	3
# OF TOTAL MINORITY & FEMALE UNDERUTILIZATION		2	1	3	3
# TOTAL MINORITY		1 CLERICAL JG 5 TOTAL MINORITY 0 TOTAL EMPLOYEES 12	0	1 MANAGERS JG 3 TOTAL MINORITY 1 TOTAL EMPLOYEES 26	2 MANAGERS JG 3 TOTAL MINORITY 1 TOTAL EMPLOYEES 23
		-2.02, 1		-2.30, 1	-2.19, 1
# FEMALE		1 PROFESSIONALS JG 3 TOTAL FEMALES 14 TOTAL EMPLOYEES 54	1 PROFESSIONALS JG 3 TOTAL FEMALES 7 TOTAL EMPLOYEES 54	2 PROFESSIONALS JG 3 TOTAL FEMALES 13 TOTAL EMPLOYEES 59	1 PROFESSIONALS JG 3 TOTAL FEMALES 13 TOTAL EMPLOYEES 54
		-2.09, 1	-2.92, 3	-3.03, 4	-2.97, 4
				SALES JG 5 TOTAL FEMALES 7 TOTAL EMPLOYEES 38	
				-2.02,	





## Summary Highlights - Sungard Availability Services, LP

- In **Managers JG 3** there has been minority underutilizations for 2015 and 2016; Last year's, correction plan, stated vendor wanted to promote at least 1 minority in the Managers JG 3, but this year their plan states that the company hired 1 white female for the group.
- **Sales JG 5**- In 2015, there were 5 minority employees and decreased to 3 in 2016 as a result of 1 minority employee voluntarily resigning and another terminated due to substandard sales performance. Vendor states that they should be able to correct underrepresentation.
- Underutilization of females in the **Professional JG 3** from 2013 to 2016; Vendor hired 2 female employees in the current period, but 2 female employees voluntarily resigned during the same period; Job group decreased from 59 to 54\*.

\*Vendor reported that JG decreased to 31. However, the data we received reflects a decrease to 54.



CABLEVISION LIGHTPATH

2016 UPDATE

	<u>2015</u>	<u>2016</u>	<u>Difference</u>
<b>Total # of Employees</b>	521	516	(5)
<b># of Job Groups</b>	15	15	-
<b># of Underutilizations</b>	3	4	1
<b># of Minority Underutilizations</b>	1 <i>Directors JG 1B</i>	1 <i>Directors JG 1B</i>	-
<b># of Female Underutilizations</b>	2 <i>Executive JG 1A Directors JG 1B</i>	3 <i>Executive JG 1A Directors JG 1B Sr. Sales JG 4B</i>	1

**NOTE:** Cablevision added an additional underutilization to last year's three.





CABLEVISION LIGHTPATH, INC.		2013	2014	2015	2016
# EMPLOYEES		519	518	521	516
# JOB GROUPS		10	15	15	15
# Job Groups with UNDERUTILIZATIONS		5	2	3	3
# OF TOTAL MINORITY & FEMALE UNDERUTILIZATIONS		7	3	3	4
# TOTAL MINORITY		4 CLERICAL JG 5 TOTAL MINORITY 18 TOTAL EMPLOYEES 50 -3,02, 4 MANAGERS JG1 TOTAL MINORITY 7 130	2 MANAGERS JG 1B DIRECTORS TOTAL MINORITIES 2 TOTAL EMPLOYEES 31 -2,73, 2 MANAGERS JG 1C 2 MGRS TOTAL MINORITIES 10 TOTAL EMPLOYEES 59 -2,16, 1	1 DIRECTORS JG 1B TOTAL MINORITIES 2 TOTAL EMPLOYEES 32 -2,79, 2	1 DIRECTORS JG 1B TOTAL MINORITIES 3 TOTAL EMPLOYEES 30 -2,22, 1
SALES JG 4 TOTAL EMPLOYEES 80 TECHNICIANS JG3 TOTAL EMPLOYEES 106	TOTAL MINORITY 13 -3,14, 5 TOTAL MINORITY 38 -2,87, 5	SALES JG 4 TOTAL EMPLOYEES 80 -3,88, 8	SALES JG 4 TOTAL EMPLOYEES 80 -3,16, 3	SALES JG 4 TOTAL EMPLOYEES 32 -3,29, 4	SALES JG 4 TOTAL EMPLOYEES 30 -2,59, 2 SENIOR SALES JG 4B TOTAL EMPLOYEES 34 -2,59, 2
# FEMALES	3 PROFESSIONAL JG 3 TOTAL FEMALES 2 TOTAL EMPLOYEES 11 -2,40, 1 MANAGERS JG1 TOTAL FEMALES 23 TOTAL EMPLOYEES 130 SALES JG4 TOTAL FEMALES 11 TOTAL EMPLOYEES 80	1 MANAGERS JG 1B DIRECTORS TOTAL FEMALES 4 TOTAL EMPLOYEES 31 -3,16, 3	2 VP's & EXECUTIVES JG 1A TOTAL FEMALES 1 TOTAL EMPLOYEES 17 -2,14, 1 DIRECTORS JG 1B TOTAL FEMALES 4 TOTAL EMPLOYEES 32 -3,29, 4	3 VP's & EXECUTIVES JG 1A TOTAL FEMALES 1 TOTAL EMPLOYEES 18 -2,28, 1 DIRECTORS JG 1B TOTAL FEMALES 5 TOTAL EMPLOYEES 30 -2,59, 2 SENIOR SALES JG 4B TOTAL FEMALES 3 TOTAL EMPLOYEES 34 -2,59, 2	



## Summary Highlights – Altice USA d/b/a Cablevision Lightpath

- **Executive JG 1A** no single job title drove underutilization; Only 1 additional female employee will eliminate this underutilization; There is currently 1 active VP Enterprise Technology search in progress, and vendor will ensure diverse candidates are included in slate; In 2016, there were no open positions in **Executive JG 1A** but there was one internal promotion of a white male.
- Although underutilization of female and minority employees in **Directors JG 1B** for 2015 and 2016, vendor hired 1 female and 1 Hispanic male into Director titles.
- Female underutilization in the **Sr. Sales JG 4B** is new; vendor attributes underutilization to data correction year over year; Historically the number of male candidates for **Sr. Sales JG 4B** far outnumber female candidates; company is addressing this underutilization.



MICROSOFT CORPORATION

2016 UPDATE

	<u>2015</u>	<u>2016</u>	<u>Difference</u>
Total # of Employees	500	587	87
# of Job Groups	14	15	1
# of Underutilizations	4	4	-
# of Minority Underutilizations	1 Prof JG 3	1 Prof JG 3	-
# of Female Underutilizations	3 Prof JG 1 Prof JG 2 Prof JG 6	3 Prof JG 1 Prof JG 2 Prof JG 12	-

NOTE: Although Microsoft eliminated one professional female underutilization from last year, they gained a new one.



MICROSOFT CORPORATION	2013	2014	2015	2016
# EMPLOYEES	611	593	500	587
# JOB GROUPS	15	16	14	15
# Job GROUPS With UNDERUTILIZATIONS	1	3	4	4
# OF TOTAL MINORITY & FEMALE UNDERUTILIZATIONS	1	3	1	4
# MINORITY	0	0	1	1
# FEMALES	1 PROFESSIONALS JG 1 TOTAL FEMALES 5 TOTAL EMPLOYEES 64 -3.88, 7	3 PROFESSIONALS JG 1 TOTAL FEMALES 4 TOTAL EMPLOYEES 70 -4.97,12 PROFESSIONALS JG 2 TOTAL FEMALES 4 TOTAL EMPLOYEES 28 -219,1 PROFESSIONALS JG 6 TOTAL FEMALES 8 TOTAL EMPLOYEES 74- 3.05,4	1 PROFESSIONALS JG 3 TOTAL MINORITIES 6 TOTAL EMPLOYEES 24 -2.07,1 3 PROFESSIONALS JG 1 TOTAL FEMALES 4 TOTAL EMPLOYEES 71 -5.00, 12 PROFESSIONALS JG 2 TOTAL FEMALES 1 TOTAL EMPLOYEES 34 -3.81, 5 PROFESSIONALS JG 6 TOTAL FEMALES 9 TOTAL EMPLOYEES 72 -2.84, 3	1 PROFESSIONALS JG 3 TOTAL MINORITIES 5 TOTAL EMPLOYEES 22 -2.25,1 3 PROFESSIONALS JG 1 TOTAL FEMALES 3 TOTAL EMPLOYEES 101 -6.55,22 PROFESSIONALS JG 2 TOTAL FEMALES 1 TOTAL EMPLOYEES 31 -3.60, 4 PROFESSIONALS JG 12 TOTAL FEMALES 2 TOTAL EMPLOYEES 27 -2.90,2



## Summary Highlights- Microsoft Corporation

- Underutilization of female employees in **Professionals JG 1** from 2013-2016; The vendor needs to hire 22 female employees to eliminate problem; In 2016, the vendor hired an additional 30 employees, and lost 1 female employee.
- In **Professionals JG 2 vendor** would need 4 female employees to eliminate problem
- In **Professionals JG 3** vendor would need 1 minority employee to eliminate problem
- In 2015, the Premier Field Engineer title (currently a sole title in **Professionals JG 12**) was one of five titles in Professionals JG 6.
- Over the summer 3 additional women were added to professional job groups.



**CANON SOLUTIONS AMERICA**

**2016 UPDATE**

	<b><u>2016</u></b>
<b>Total # of Employees</b>	562
<b># of Job Groups</b>	15
<b># of Underutilizations</b>	4
<b># of Minority Underutilizations</b>	-
<b># of Female Underutilizations</b>	4

Managers JG 1C  
Managers JG 1D  
Prof JG 2A  
Admin JG 5C

**NOTE:** This is the first year analysis for Canon Solutions.



<b>CANON SOLUTIONS AMERICA, INC.</b>	<b>2016</b>
# EMPLOYEES	562
# JOB GROUPS	15
# Job GROUPS with UNDERUTILIZATIONS	4
# OF TOTAL MINORITY & FEMALE UNDERUTILIZATIONS	4
# MINORITY	0
# FEMALES	<b>4 MANAGERS JG 1C</b> TOTAL FEMALES 2 TOTAL EMPLOYEES 30 -3.29, 3 <b>MANAGERS JG 1D</b> TOTAL FEMALES 6 TOTAL EMPLOYEES 23 -3.78, 4 <b>PROFESSIONAL JG 2A</b> TOTAL FEMALES 0 TOTAL EMPLOYEES 16 -2.63, 1 <b>ADMINISTRATIVE JG 5C</b> TOTAL FEMALES 30 TOTAL EMPLOYEES 134 -4.71, 16





## Summary Highlights- Canon Solutions America, Inc.

- In **Managers JG 1C** there are 2 female service managers; Historically low recruitment area with difficulty attracting female candidates.
- In **Manager JG 1D** most supervisory positions within NYC are within business outsourced services division; Positions are tied to the number of contracts and have minimal supervisory positions.
- **Professionals JG 2A** positions have required a technical skills background that has historically attracted few women; This is a stable group with little turnover.
- In **Administrative JG 5C**, need 16 female employees to eliminate problem.
- Vendor reports difficulty attracting women to technical positions, limited female staff in promotion pipeline, females turn down service representative jobs due to schedule, little turnover.

