

2013 Diversity & Inclusion Best Practices

American Speech-Language-Hearing Association

Nonprofit

Association

More than 250 Employees

At ASHA we celebrate the strength and vitality of our diverse workforce—ASHA’s National Office is a community of more than 250 individuals with more than 250 vibrant cultures. We differ in lifestyle, appearance, age, talents, ethnic background, sexual orientation, race, gender, work style, temperament, and in countless other ways. We share our similarities and celebrate our differences while honoring the integrity of the individual—and are committed to the belief that every staff member deserves dignity and respect. ASHA strives for continuous improvement in raising awareness and promoting discussion of diversity, and encourages staff to keep an open mind in our workplace. We seek clarity, not consensus, on our cultural assumptions, and encourage staff members to challenge stereotyped views of cultural diversity. ASHA’s expectation is that staff members will educate themselves and others on this topic and candidly and honestly discuss diversity issues. If employees need information, resources, or guidance on diversity-related issues, Human Resources (HR) and the Office of Multicultural Affairs (OMA) have expertise in this area. At ASHA we put our beliefs about diversity into action. Our Diversity Team offers events and activities to encourage cultural exchange. Broad opportunities exist to get to know other staff such as participating on teams, attending the monthly “Knowledge Exchange,” and casual Friday events or participating in an exercise class. Our programs and policies—flexible schedules, a floating holiday, and domestic partner benefits to name a few —support staff who have a wide variety of needs and preferences. Diversity is programmed into the structure of ASHA’s National Office, because our staff contribute significantly to the wealth of the Association—every individual, and all of us together.

Calvert Investments, Inc.

For Profit

Financial Services/Accounting

Between 50 - 249 Employees

Diversity and inclusion have been a part of our DNA as a company since its inception. Just as we've been an ecoleader in our business decisions since our early days that it feels counterproductive to write about it, so too is diversity and inclusion so ingrained in our DNA. As such, we don't have a lot of 'policies' related to diversity and inclusion (though of course, we have EEO, Affirmative Action, and Harassment Prevention policies)...it's such a part of our core, that policies are superfluous. Our approach to diversity and inclusion starts with recruitment, and with a senior leadership team comprised of a diverse group of professionals. It is sustained by each associate every day in our employment practices, our open door environment, our sustainability practices and our commitment to the community at large.

Carroll Hospital Center

Nonprofit

Healthcare

More than 250 Employees

Carroll Hospital Center promotes awareness, understanding and appreciation of equity and diversity in all of our interactions with patients, families, associates, medical staff, volunteers, visitors, vendors, etc. We are committed to creating a welcoming climate that supports the rights of individuals and reflects respect for diverse cultures, backgrounds, ideas, and needs. We have implemented some unique activities, events and programs to educate our Associates on Diversity and Inclusion to include but not limited to: -Multi Culture Awareness and Inclusion Committee (MCAIC) -Inclusion Fair -Monthly educational sessions -Multicultural Passports to encourage attendance at programs, educational sessions, activities and events -Potluck luncheons to promote multi-ethnic cuisine We have plans to continue to grow our programs and implement additional activities and events throughout 2013.

College of Southern Maryland

Nonprofit

Education

Between 1 - 49 Employees

*The Diversity Institute *Primary sponsor of "Unity in the Community" - an annual event that brings the entire Southern Maryland community together to celebrate each other and improve and enhance community dialogue across all peoples. *Focused effort, especially through recruitment activities, to attract a diverse workforce

Discovery Communications, Inc.

For Profit

Media, Telecommunications

More than 250 Employees

Below is a snapshot of Diversity and Inclusion best practices employed by Discovery. More detailed information can be required upon request. - Diversity Corporate Growth Trait - Global Mindset Corporate Growth Trait - Diversity & Inclusion Awareness Training - Employee Resource Groups - Global Diversity Ambassadors: - Diversity in Programming Content - Global Diversity Calendar - Partnerships with Diversity Organizations: - Diversity in Media Contest - Discover Our Taste

International Recipe Book - NAMIC Mid-Atlantic 1st Annual Creative Showcase - Connecting Global Teams initiative ...and much more.

Federal Realty Investment Trust

For Profit

Real Estate

Between 50 - 249 Employees

At Federal Realty, we have focused our diversity efforts around recruiting. We look at diversity recruiting as an opportunity to source candidates with skill-sets that are unique to their life experiences. Veterans, for instance, have an accelerated learning curve and unique leadership skills because of their military training and we welcome all candidates with this type of background. With that in mind, we currently use all available sources from traditional job board postings, we have expanded our use of social media, internal/external referrals and posting to over 20 diversity job boards in order to receive the highest response from the most diverse set of candidates looking to join Federal Realty. In 2012, we met with the Executive Director and Advisor to the President of the US Chamber and committed to hiring one veteran at the corporate level and hope to expand that number. Our ultimate goal is to hire the best of the best for each open position and based on Federal Realty's reputation we have succeeded over the years in reaching that goal and hiring an incredibly diverse set of dedicated people. We are committed to diversity and believe strongly that an environment of inclusion allows us to attract and retain the very best talent. Most importantly, this commitment is reflected within Federal Realty at all levels within our organization, including at the top. Nearly half of our senior executive team are women and/or ethnic minorities as are three of our seven member of our Board of Trustees.

FINRA

Nonprofit

Financial Services/Accounting

More than 250 Employees

At FINRA, our employees are our greatest asset and include many of the brightest and most talented individuals in the financial services industry. We strive to create a diverse and inclusive culture where the thoughts and ideas of all FINRA employees are valued, appreciated and respected. Since fairness is at the very heart of what we do, diversity in our workforce must mirror the same commitment. Diversity at FINRA means understanding, accepting, respecting, and valuing differences among people regardless of their age, gender, race, ethnicity, culture, religion or spiritual practices, disabilities, sexual orientation, gender identity, family status or veteran status. We are committed to leading by example and to maintaining a fair and inclusive work environment built on mutual respect and integrity. Our objective is for all employees to have the opportunity to develop and achieve their full potential and to contribute their unique perspectives to further FINRA's mission of enhancing market integrity and protecting

investors. FINRA values excellence and recognizes that by embracing the diverse backgrounds, skills and perspectives of its workforce, it will sustain a competitive advantage and remain an employer of choice. Diversity is a business imperative, enabling us to attract, retain and develop the best talent available, and to approach regulatory challenges with efficiency, creativity and innovation. FINRA's diversity programs are designed to foster an environment where all employees are valued and recognized for their contributions. Through our diversity initiatives – including diversity recruitment, engagement and educational programming; and, WorkLife programs and resources – we offer opportunities to help you perform your best in support of FINRA's mission.

Honest Tea

For Profit

Food and Beverage, Manufacturing

Between 50 - 249 Employees

-We offer insurance benefits to domestic partners -Our Employee Assistance Program and our program through Health Advocate extends to not only employees, but also their spouses, partners, children and parents -Corporate Work Study Program with underprivileged students at Don Bosco Cristo Rey High School in Takoma Park, MD

Intelsat Corporation

For Profit

Telecommunications

More than 250 Employees

Intelsat is the leading provider of satellite services worldwide. For more than 45 years, Intelsat has been delivering information and entertainment for many of the world's leading media and network companies, multinational corporations, Internet Service Providers and governmental agencies. Intelsat's satellite, teleport and fiber infrastructure is unmatched in the industry, setting the standard for transmissions of video, data and voice services. From the globalization of content and the proliferation of HD, to the expansion of cellular networks and broadband access, with Intelsat, advanced communications anywhere in the world are closer, by far. Networking opportunities: Pub Fridays Awards and Recognition Programs: CEO Awards Bi-Weekly Outreach efforts to local Veteran organizations

Marriott International, Inc.

For Profit

Hospitality

More than 250 Employees

- Board-led Committee for Excellence responsible for monitoring the progress of our global diversity and inclusion strategy and evaluating the company's efforts to promote an increasingly diverse workforce, owner, customer and supplier communities.
- Global Diversity and Inclusion Council led by Arne Sorenson, President and CEO. The Council complements the Committee for Excellence and defines our overarching vision, for diversity and inclusion, ensures integration across all dimensions and establishes metrics that will enhance our progress around the world.
- Enterprisewide Diversity and Inclusion Council infrastructure comprised of members that represent the broad scope of diversity at Marriott. Closely aligned with our formalized Corporate and Regional Councils are dozens of associate-initiated local network groups. These groups orchestrate and set the tone for creating an inclusive environment and drive initiatives that celebrate the differences of all Marriott associates.
- Annual Cultural Appreciation Day
- The J.W. Marriott, Jr. Diversity Excellence Award was established to recognize a business unit or individual for outstanding contributions in promoting diversity and inclusion at Marriott.
- Redesigned Diversity and Inclusion website resulted in a significant increase in visits and extensive coverage through news stories in trade and diversity and inclusion media.
- Culture Wizard, a learning resource designed to help leaders develop a deeper understanding of global cultures and how they influence the way we do business globally.
- Training programs and tools including a foundational cross-cultural workshop and Intercultural Development Inventory (IDI), a leadership tool designed to measure an individual's (or group's) fundamental orientation to cultural differences.
- New marketing campaign titled, "Everyone Brings Something Different to Marriott" which highlights our company's focus on diversity and inclusion.
- My Marriott Hotel, an innovative social media game that is designed to break through cultural barriers. In less than one year, it is being played in 130 countries, helping to introduce Marriott and hospitality to future associates and customers.
- Our Diversity Ownership Initiative focuses on outreach and education for diverse hotel owners and franchisees and offers an array of financial incentives to expand the diversity of property owners. As a result of this initiative, we continue to grow our diverse owner partnerships and today have 600 diverse-owned hotels.
- Our relationships with thousands of minority-, woman-, service veteran-, disabled-, and LGBT-owned businesses around the globe continue to grow and strengthen. Over the last decade, we have spent nearly \$4 Billion with diverse suppliers and are committed to increasing that number by providing opportunities within an ever-increasingly diverse and inclusive supply chain.
- Associate diversity and inclusion training: World Class Customer Service for the 21st Century, Building Global Leadership Effectiveness, Improving Communication in Our Diverse Workplace, Tapping the Power of the Individual, Generations at Work and Curriculum G.
- Our longstanding Women's Leadership Initiative guides our efforts to develop a strong pipeline of women leaders, provide opportunities and forums for women to network and build mentoring relationships, and promote work-life effectiveness.
- Women's Leadership Conferences were held in Los Angeles and Kansas. The LA event, "Born This Way: a Women's Leadership Experience," focused on key areas of leadership, mentoring and networking, and work-life integration.
- Evenings of Engagement provide opportunities for women and minority leaders to interact with senior leaders in a more informal setting. Attendees can ask questions on a variety of topics and also provide feedback on new market initiatives.
- An online Diversity Resource Center, available to properties through our intranet, is another tool to help promote diversity within our company. The toolbox offers a wide range of diversity activities and exercises, as well as a Diversity Calendar.

Maryland-National Capital Park & Planning Commission (M-NCPPC)

Government

Recreation, Parks and Planning

More than 250 Employees

M-NCPPC has a strong commitment to equal employment opportunity, and to fostering a culture that celebrates employee diversity. It is the policy of M-NCPPC that all applicants and employees receive fair and equal treatment. This commitment is demonstrated via strong EEO policies, regular and consistent training sessions, internal resources, and a workplace culture and environment dedicated administering EEO principles. M-NCPPC is located within the Washington Metropolitan Area, which is one of the most diverse areas in the United States. Every person is unique - whether it is because of culture, background, family, religious beliefs, race, education, and life experiences. This diversity adds richness to our community as it also does for an organization. M-NCPPC is proud to be an employer that embraces the diversity and unique talents of each employee. M-NCPPC created a Diversity Council to promote open dialogue and create initiatives that strengthen understanding and appreciation of individual uniqueness. Our Diversity Council just celebrated their 10 year anniversary by hosting an agency-wide event for all employees. M-NCPPC believes that it is the individual uniqueness that is the common bond each employee has in enriching the organization's tapestry. M-NCPPC sponsors many initiatives both internally and externally that celebrate diversity. Events are hosted to celebrate Black History Month, Asian-Pacific Heritage Month, Women's History Month, Hispanic Heritage Month, LGBT Pride Month, Native American Month. There are also diversity workshops and training provided to all employees to promote greater awareness and strategies to avoid misunderstandings in cross-cultural communications. We are also proud of Summer Employment Program for people with disabilities; this Program has been in existence since 1998.

MedStar St. Mary's Hospital

Nonprofit

Healthcare

More than 250 Employees

Annual Diversity Awareness Open House Executive and Senior Leadership Commitment and Advocacy of diversity and inclusion efforts. Quarterly Diversity Awareness program sessions focusing on learning Annual photo audit to ensure our marketing materials are diverse and inclusive Diversity Committee dedicated to ensuring that we are as diverse in all aspects of our business as possible. Full life cycle recruitment of diverse workforce to reflect the community we serve. Scholarship and Tuition Reimbursement program are supportive of our recruitment and retention efforts. Quarterly workforce metrics are reviewed against our patient population to ensure a balance.

Montgomery College

Nonprofit

Education

More than 250 Employees

Montgomery College is a learning community that encourages freedom of thought and expression that maintains civility in the meaningful exchange of ideas. The College's employees and students are encouraged to be the voice and example of reason with regard to maintaining mutual respect and civility, which are consistent with the mission, and goals of the institution. Each semester employees are provided information about the College's Equal Employment and Equal Education Opportunity policies and procedures and reminded of their responsibility to comply with these policies and procedures. Additionally, key policies and procedures are included as part of our on-boarding process and reviewed during new employee orientation. Further, our Center for Professional & Organizational Development have designed professional development opportunities that help to build a better understanding of our diverse, multilingual, international and multigenerational workplace. Cultural competence is cultivated throughout our organization through programs such as the Tapestry Institute for Cultural Competence, Community Conversations, and In Their Own Voices. The Tapestry Institute includes topics such as Cultural Competence for the 21st Century, Teamwork in the International Workplace, Cross-Cultural Hospitality 101, Evolution of Inclusion Initiatives, Multicultural History of US, Dialogue Practices, and World View. In Their Own Voices is a program in which panelists from the college and community describe their life experiences and cultural heritage in support of MC's growth in cultural competence. In addition to providing formal professional development opportunities to our employees, College leadership created Enrichment leave, which allows staff to participate in some of the unique opportunities available on campus, like attending a guest lecture, joining a Jefferson cafe, or listening to a panel discussion.

Montgomery County Government

Government

Government

More than 250 Employees

Minority Business Enterprise (MBE) Program: Montgomery County Government is committed to Minority Business Enterprise (MBE) which is founded on sound business policies as reflected in its laws, executive regulations and the desire to utilize minority and women owned businesses. The County is unique in its desire to maximize contracting with MBE businesses based solely on each procurement's requirements or work plan. This program negotiates with prime contractors to maximize minority utilization on every contract over \$50,000. The maximum utilization of minorities and women in business ensures Montgomery County vendors reflect the rich demographic diversity of the County, its skill sets and business environment. The Senior Fellowship Program: The Senior Fellowship Program provides temporary part-time job opportunities for experienced and seasoned professionals. Senior

Fellows will work no more than 20 hours a week on short-term or long-term projects. The Senior Fellowship provides individuals with an opportunity to remain professionally active in their community and local government. The Senior Fellowship program is intended for experienced and seasoned applicants in professional-level positions who want to contribute and provide leadership for their local government while remaining active in their field of work. Senior Fellows will utilize their skills and expertise assisting others in Montgomery County Government. The benefits are: learn about local government and today's challenges; share your professional skills directly with others in local government; earn money while taking an active role in your community and local government; share lessons learned, skills, and expertise; grow professionally and personally; flexible schedules; free parking/bus passes; and network and make new professional contacts. Based on Senior Fellows experience, skills and interests, and funding, individuals will be placed in available temporary, part-time professional positions in departments to facilitate implementation of the County's priorities.

Montgomery County Customized Employment Public Intern Project: The Customized Employment Public Intern Project is a national, award winning program which was created based on the County's knowledge that people with significant disabilities often have difficulty accessing the County's government positions. As an employer, Montgomery County recognizes that there are many job candidates with significant disabilities who have much to offer but have difficulty competing for traditional jobs within government. To go above and beyond what other County and State agencies have done, Montgomery County has established an initiative to create flexible work opportunities for individuals to fulfill the work requirements of County departments. This program has enabled public interns to gain job experience and that has enabled them to compete for merit positions within the County, as well as other places of employment. It has allowed Montgomery County to train and hire more job candidates with significant disabilities as a result of this program. Leading a Global Workplace Management Series--Designed for managers at all levels with supervisory responsibilities, this series offers practical solutions and insights into the everyday challenges of managing an increasingly diverse workforce. The 2-hour sessions provide a platform for managers to exchange ideas and good practices. Montgomery County Government offers a Diversity Studies Certificate Program where employees need to complete a total of four courses in the non-supervisory track or six courses in the supervisory/managerial track such as: Limited English Proficiency, Preventing Workplace Harassment, Communicating Across Cultures, Global Montgomery Series Program, Today's Diverse Workplace, Working with Multiple Generations, Americans with Disabilities Act- Employment Law, American's with Disabilities Act- Local Government Services, Americans with Disabilities Act-Serving Customers with Disabilities, Community Interpreter Training Program, EEO/Diversity Management for Managers and Supervisors.

Social & Scientific Systems, Inc.

For Profit

Consulting/Professional Services

More than 250 Employees

SSS has implemented the following activities/programs in an effort to promote Diversity and Inclusion in our company: Founders Award - Recipients are honored at a company-wide event for their sustained

performance that exemplifies SSS' core values: Exceptional Employee-Owners; Outstanding Client Service; Giving Back to the Community and Integrity and Viability. Recipients are selected by their colleagues. Exceptional Achievement Awards - Recipients are honored at a company-wide event and are chosen usually by colleagues. We continue to offer a variety of benefits to all employees, such as onsite weekly massages, onsite fitness classes during and after hours, and employees and their families are eligible for discounted gym memberships with many of the leading local gyms. Weight reduction and maintenance support groups, grief support groups, substance abuse, caregiver support, and stress management support group resources are provided through the Employee Assistance Program (EAP). Some of these benefits are at no-cost to employees.

SRA International, Inc.

For Profit

Consulting/Professional Services

More than 250 Employees

At SRA, we serve our employees by providing employee resource groups and affinity networks to offer them with education opportunities, networking, and leadership mentors. The Wounded Warrior Program provides a successful transition from military service to the civilian workforce. Our program is open to all qualified veterans, as well as their spouses or partners (for those veterans unable to work or who paid the ultimate sacrifice). At SRA, every warrior is supported by a network that includes the Wounded Warrior program manager, our wellwithin™ nurse care managers, the individual's supervisor and an independent mentor from our Veterans Employee Resource Group. In general, Employee Resource Groups are designed to link employees in similar situations allowing them to leverage their collective experiences to foster an effective network and voice within SRA. Whether you're a new parent, come from a certain area of the world, or like to be involved in specific types of activities, you can almost certainly find that there are others at SRA who share that facet of your life, and could benefit from being connected. We currently have 10 ERGs: African-American, Asian-Pacific Islanders, Early Career, Latin-American, Lesbian, Gay, Bisexual, and Transgender, Parents, Caregivers, International, Veterans, and Women in Leadership. The Caregivers and International ERGs are newly established groups this year. The Caregivers are for employees who are not only caring for children, but for parents and spouses as well. Our International ERG was created out of request from employees at our Stuttgart, Germany site, as a way to feel more connected with the happenings at our headquarters. Our Inclusion Council provides pathways that enable SRA's employees to achieve success on all possible levels. We work together to ensure that OneSRA is more than just a marketing approach because, beyond our individual differences, our unique strengths and distinct perspectives, we come together to create a single SRA that achieves more than the sum of the parts.