



AGENDA

Equity, Diversity and Inclusion Committee

Meeting Date

March 12, 2020

Time

10:00 A.M.

Location

Board Room (532)

CALL TO ORDER

Helen Arteaga Landaverde

ADOPTION OF MINUTES

Helen Arteaga Landaverde

NOVEMBER 12, 2019

CONDITIONAL CONTRACTORS

Matilde Roman, Esq.

ARCADIS U.S., INC.

W. B. MASON COMPANY, INC.

OFFICE OF DIVERSITY UPDATE

Matilde Roman, Esq.

NYU WAGNER PRESENTATION

S.A.I.N Capstone Team

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

**EQUITY, DIVERSITY AND
INCLUSION
COMMITTEE**

MINUTES

Meeting Date
November 12, 2019

**BOARD OF
DIRECTORS**

**EQUITY, DIVERSITY AND INCLUSION
COMMITTEE MEETING**

A meeting of the Equity, Diversity and Inclusion (EDI) Committee of the NYC Health + Hospitals Board of Directors was held on November 12, 2019 in the Board Room at 125 Worth Street, Room 532, New York City. Matthew Siegler represented CEO/President Dr. Mitchell Katz in a voting capacity.

COMMITTEE MEMBERS

Helen Arteaga Landaverde, Committee Chair
José Pagán, Chair of the Board of Directors
Matthew Siegler, Senior Vice President, Managed Care
Robert Nolan, Board Member
Feniosky Pena-Mora, Board Member

NYC HEALTH + HOSPITALS STAFF

Yvette Villanueva, Human Resources
Colicia Hercules, Chair's Office
Matilde Roman, Diversity and Inclusion
Blanche Greenfield, Legal Affairs
Keith Tallbe, Legal Affairs/ Supply Chain Services
Gail Garrett, Supply Chain Services
Nicole Delts, Corporate Human Resources Director, PAGNY
Margarita Larios, Diversity and Inclusion
William Murray, Diversity and Inclusion
Vincent Mulvihill, Kings County
Daniel Gadioma, Kings County
Mario Smith, Central Office
Erik Osborne, Central Office

CALL TO ORDER

The meeting of the Equity, Diversity and Inclusion Committee of the NYC Health + Hospitals' Board of Directors was held on November 12, 2019 in the Board Room at 125 Worth Street, Room 532, New York City. The meeting was called to order at 2:36 p.m. A motion to approve the minutes of the September 10, 2019, meeting was duly made and unanimously approved.

EEO REPORT

Blanche Greenfield, Deputy Counsel and Chief Employment Counsel, provided a global overview of the 2018 Equal Employment Opportunity (EEO) report. The EEO office is dedicated to reaffirming NYC Health + Hospitals commitment to equal employment opportunity to address workplace discrimination and review reasonable accommodation requests. Ms. Greenfield provided an overview for filing complaints or making requests for reasonable accommodation that included an explanation of commonly used terms and processes currently in place.

Ms. Greenfield explained, the EEO office reports to the Office of Legal Affairs, and is staffed by eight (8) EEO Officers who are assigned to designated facilities and business units to handle requests and complaints. These matters are handled in a centralized manner to ensure consistency and standard responses. Additionally, this centralized approach allows the Office of Legal Affairs to gain greater awareness of issues on the ground level.

Ms. Greenfield reported the 2018 data for reasonable accommodation requests. NYC Health + Hospitals experienced the highest number of requests for reasonable accommodation. The numbers went from 1,022 requests in 2016 to 1,733 requests in 2018, and 1,336 requests as of October 2019. For 2018, 83% of reasonable accommodation requests were approved. In reviewing requests, the EEO Office evaluates if the request is reasonable and whether it can grant the request without causing undue burden on the department. This process involves cooperative or interactive dialogue with the employee making the request and those in the department, which constitutes a large part of the job EEO officers do.

Feniosky Pena-Mora, NYC Health + Hospitals Board member, asked what were the most common types of requests, and if we knew the costs associated with reasonable accommodations requests to the System. Ms. Greenfield responded that the most common type of requests were related to a change in schedule, leave request, or lifting restriction to accommodate a medical condition, and stated that she did not have data on costs. Helen Arteaga Landaverde, EDI Committee Chair and Board member, asked if there are options to move employees who are requesting a schedule change to a different reporting location, even a different facility. Ms. Greenfield explained that it depends. For employees who have a permanent disability, and can fill a comparable position at another location that may be an option so long as they can fulfill the essential functions of the job. For employees who are temporarily disabled, it is more difficult to do this because the site location is looking for someone to fill the position permanently. The process of determining reasonable accommodation requests requires constant monitoring and adjusting.

Ms. Greenfield also reported on the number of internal and external EEO complaints for the System. In 2016, the number of internal complaints were 154. In 2017, 110 internal complaints were received, and 130 internal complaints were received in 2018. As of October 15, NYC Health + Hospitals received 125 complaints for 2019. External complaints are lower than internal complaints, and on a downward trend. Ms. Greenfield surmised that the trend may be associated with employees having assurance that they will receive a fair review of their case using the internal process. Ms. Greenfield noted that if an employee is not happy with the internal process, they can still file with an external agency. In response to a question posed by Robert Nolan, NYC Health + Hospitals Board member, Ms. Greenfield explained the difference between internal and external complaints.

Ms. Greenfield announced a new tracking system, the EEO gateway. This system will capture data to identify trends, which will inform training curriculum, and an ability to identify and address patterns at particular locations or facilities. Ms. Greenfield provided the members data on sexual harassment complaints. She also mentioned efforts in 2018 to have employees complete sexual harassment training. A board member asked about the level of compliance in the

completion of the training. Yvette Villanueva, Vice President for Human Resources, stated that 98% of the workforce completed sexual harassment training, and the training is mandatory. Blanche Greenfield also mentioned that the EEO policy would be updated to include sexual and reproductive health decisions as a new protected class category. In addition, there was a discussion on NYC Health + Hospitals efforts in establishing lactation rooms to accommodate requests.

OFFICE OF DIVERSITY UPDATE

Matilde Roman, Chief Diversity and Inclusion Officer, provided the EDI Committee with an update of current projects. Ms. Roman announced a collaboration with NYU Wagner on two capstone projects. The first project will assist the Health system measure compliance with Executive Order 16 issued by the Mayor in 2016. The Executive Order requires signage posted in single-sex areas that are gender neutral and notice about the City's policy posted in multi-use areas, such as restrooms and locker rooms. The NYU capstone team will also support the development of written best practices guidelines to support transgender and gender non-conforming staff in the workplace.

The second NYU capstone project relates to improving effective communication for people with disabilities. The project will examine best practices and provide an implementation roadmap to improve identification and assistance to patients with hearing, vision, and cognitive disabilities. Ms. Roman introduced two members of the NYU capstone team that were present at the committee meeting, Isabelle Duvivier and Anjana Screedhar, who are both in their second year MPA graduate studies specializing in Health Services Management. Ms. Roman shared that the NYU team will be presenting their findings and recommendations before the EDI Committee this coming spring.

Ms. Roman stated that there will be a convening of a steering committee, made up of leaders and care providers, to guide the formation of an Equity and Access Council that will be tasked to support a system level equity agenda intended to complement and enhance culturally responsive

patient centered care. Moreover, the Office of Diversity and Inclusion was granted City levy baseline funding to develop an initiative to improve the process of connecting, engaging and facilitating affirming services to New York City's LGBTQ communities with the goals of improving the patient experience, and reducing barriers to access to care. The initiative has two key program components that includes community outreach and engagement, and targeted training for patient facing staff to build their capacity to provide affirming services. The program will have its official launch in January.

The Office of Diversity and Inclusion has been working with facilities to implement and expand an array of auxiliary devices now available for purchase to enhance communication. The auxiliary aids include assistive listening devices, captioning devices, portable notification systems, and signage. Demonstration sessions were held in October to allow facility representatives to learn more about these devices. Additional sessions will be held next year. On-sight language service contracts are in the final stage of completion that will expand available methods of sign language services, interpretation services for spoken language, and Communication Access Real-Time Translation (CART) services. Ms. Roman mentioned the launch of an in-person 90-minute workshop on interreligious awareness, which builds upon the previous live training session developed in 2016. Lastly, the Office of Diversity and Inclusion launched health literacy trainings geared toward clinical care teams and community health workers for the System.

Helen Arteaga Landaverde thanked Ms. Roman for the update and asked if there were any old or new business. Hearing none, she thanked the EDI Committee, NYC Health + Hospitals staff, and Board members for their time, and adjourned the meeting at 3:28 p.m.

HAL: mr

Conditional Approved Contracts

ARCADIS U.S. INC.
Highlands Ranch, CO

Supply Chain Services
(Engineering and Architectural Services)
\$5,000,000

W.B. MASON COMPANY, INC.
Brockton, MA
(New York location)

Supply Chain Services
(Office Supplies)
\$8,814,383

ARCADIS US (New York Meld)

2020 UPDATE

	<u>2017</u>	<u>2020</u>	<u>Difference</u>
Total # of Employees	694	804	(+110)
# of Job Groups	20	19	(-1)
# of Underutilizations	0	2	(+2)
# of Minority Underutilizations	0	2	(+2)
		Office and Clerical II JG 15 Dept/Ops Mgr II JG 17	
# of Female Underutilizations	0	0	-

NOTE: Arcadis US (New York) has gained two minority underutilizations since their 2017 3-year EEO approval.

Arcadis U.S., Inc. (2020) Underutilized Job Groups
Comparison of Incumbency to Availability and Placement Goals

Snapshot Date: 02/04/2020
Plan Date: 01/01/2020

Job Group: 15 - Office and Clerical II
Test: Standard Deviation
Total Employees: 66

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	18	48	10	56	5	0	2	2	0	1
Employees (%)	27.3	72.7	15.2	84.8	7.6	0.0	3.0	3.0	0.0	1.5
Availability (%) Goal	25.5	74.5	27.5	72.5	9.7	10.3	5.8	0.1	0.1	1.6
Test: Standard Deviation	NO	NO	YES	NO	NO	YES	NO	NO	NO	NO
	0.33	-0.33	-2.24	2.24	-0.57	-2.74	-0.96	7.90	-0.21	-0.04
Add'l Needed to Eliminate Problem Area (#)	0	0	1	0	0	2	0	0	0	0
Add'l Needed to Reach Availability (#)	0	2	9	0	2	7	2	0	1	1

This report was generated on 2/4/2020

Arcadis U.S., Inc. (2020) Underutilized Job Groups
Comparison of Incumbency to Availability and Placement Goals

Snapshot Date: 02/04/2020
Plan Date: 01/01/2020

Job Group: 17 - Dept/Ops Manager II
Test: Standard Deviation
Total Employees: 56

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	50	6	3	53	0	0	3	0	0	0
Employees (%)	89.3	10.7	5.4	94.6	0.0	0.0	5.4	0.0	0.0	0.0
Availability (%) Goal	89.4	10.6	19.2	80.8	3.4	5.0	9.1	0.2	0.0	1.4
Test: Standard Deviation	NO	NO	YES	NO	NO	NO	NO	NO	NO	NO
	-0.02	0.02	-2.63	2.63	-1.40	-1.72	-0.98	-0.37	0.00	-0.89
Add'l Needed to Eliminate Problem Area (#)	0	0	2	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	1	0	8	0	2	3	3	1	0	1

This report was generated on 2/4/2020

Arcadis North America (ANA) NYCHHC Workforce Analysis

- **Identification of Problem Areas:** This is Arcadis’s response to the 2020 workforce analysis of the Arcadis NY employee population. Based on the data review of the 2016 to 2020 New York Arcadis employees, we have resolved 14 of the 17 problem areas identified in 2016. In addition, the 3 problem areas identified in 2020 show improvements over the 2016 data. The table below shows a comparison of the 2015 and 2016 to 2020 data identified on this year’s report. Green numbers signify improvement from year to year. The 2020 Arcadis data represents 804 employees in 7 NY offices (Buffalo, Clinton Park, Fairport, Long Island City, Melville, Syracuse, & White Plans). Areas for improvement were noted in the Officer & Clerical II for Hispanics and Total Minorities as well as Dept Ops Managers II Total Minorities. (Reference Appendix Figure 1)
- **Explanation of Causes for underutilization and challenges with correcting underutilization - Main hurdles in 2019/2020.**
 - **Work Type.** Much of our work in New York state is in construction. Construction is a field which does not have as much diversity as other areas of business. The work we do also requires candidates with a bachelor’s degree or above, which limits the pool even further. (Appendix A, Figure 2).
 - **STEM Demographics.** While the overall workforce in our country is changing in diversity, demographics of STEM fields have not changed. There has been a decline in interest levels of high school students in science, which has been more drastic in minority groups. US News & World Report, “STEM Workforce No More Diverse Than 14 Years Ago”. This is a focus for us in the future, utilizing our leaders in community outreach efforts to promote STEM. Challenges are particularly acute with A/E/P and environmental consulting Firms, which are disproportionately white because of fewer minorities seeking careers in the industry. According to ZweigWhite, data from the U.S. Department of Education’s National Center for Educational Statistics compiled in 2010 indicate bachelor’s-degree completion rates for architecture/engineering-related studies are higher among white and Asian students than students who describe themselves as black, Hispanic, or “other.” In the environmental sector, people of color comprise only 12 to 16 percent of staff (Taylor 2014). A/E/P firms such as Arcadis will continue to compete for a limited number of diversity candidates, which impacts overall hiring success.
- **Explanation of actions taken in prior years and effectiveness to assist with underutilization:**
 - **Arcadis Diversity and Inclusion Council (D&I)** continues to build and expand on goals for increasing diversity and inclusion within ANA (Reference Appendix, Figure 3 for 2019 results). 2019 Goals included:
 - Hire women and underrepresented at the entry-level to match or exceed graduation rates in STEM programs. Benchmark: female (46%) and underrepresented (40%). Retain women and underrepresented at the same rate as the Arcadis population. Benchmark: Voluntary turnover of women not to exceed 35% of exits and underrepresented not to exceed 18% of exits. Promote women and underrepresented at the same rate as the Arcadis population. Benchmark: female (35%) and underrepresented (18%).
 - Participation of women and underrepresented in leadership training programs is proportional to the general population. Benchmark: female (35%) and underrepresented (18%).

- Track women and underrepresented in leadership roles (Region Manager/Area Leader and higher), with the ultimate goal to increase representation in management roles.
 - **Local D&I Chapters in US and Canada and Employee Affinity Groups** (Black Employee Network, Women's Network, ANA Pride Network) – noted no female issues in the 2016 or 2020 data as well as significant decreases in disparity in all minority groups. The networks actively pursue diversity and inclusion within Arcadis through webinars, resources, and events.
 - **Quarterly Compensation/Promotion Review Process** – continues to identify and address areas where minorities/females are disparate to males. Each quarter the Compensation team completes a wage gap analysis; as of Q4 2019 the data shows that for title to title comparison, ANA pays minorities at 100.04% of the average non-minority.
 - **Talent/Succession Planning** which includes diversity is completed throughout each calendar year by HR and Business Leaders.
 - **Affirmative Action.** HR team members participate in Biddle Consulting annual development of action plans based on best practices learned. In 2019 Arcadis filed 27 AAP reports (4 in NY: Clifton Park, New York City, Syracuse & White Plains) with no significant findings. Note: 2020 data submitted to Biddle for completion at end of January.
- **New actions to be taken to correct the underutilization for each job category:**
 - The Arcadis North America (ANA) Talent Acquisition team has been partnering closely with the ANA Diversity and Inclusion (D&I) Council. They are currently working on a project to evaluate recruiting guidelines and materials to support fair and unbiased selection procedures as well as standardizing the interview process. A second project from the group focuses on a multifaceted strategy to diversify the applicant pool including evaluating the inclusiveness of job postings, recruiter/manager training of inclusive language, leveraging university relations programs, utilizing social media to promote content on diversity, etc.
- **New strategies to expand applicant pool and Modifications to recruitment/hiring process that might help achieve goal:**
 - The ANA Talent Acquisition team has been partnering closely with the ANA D&I Council on the following activities:
 - engaging employees who are active members of various underrepresented professional groups (NSBE, SWE, etc.) by asking for their help in leveraging relationships to increase referrals.
 - exploring how to include local D&I chapter leaders and or local Employee Affinity Group leaders in interviews wherever possible.
 - Piloting a new selection policy to require at least one diverse candidate to be interviewed for each grade 10+ position before a hire can be made.
 - College Recruiting at Arcadis is working on a standardized interview packet for entry level hires that will enable recruitment teams to leverage the same question bank and introduce a consistent process when selecting entry level hires. The intent is to reduce unconscious bias and develop a more objective selection process.
 - The ANA Talent Acquisition team also partners closely with Universities and Colleges for recruitment fairs and other on campus engagement efforts. In 2019, Arcadis was present at 78 campus events, met 3648 candidates on campus, and hired 259 Full Time/109 Interns in 2019. Of the campus hires in 2019, 62.2% identified as White (Not Hispanic or Latino), with the remainder of the hires identifying as another ethnicity (6.6% did not self-identify). 41.7% of all college hires in 2019 were female.

- 35.2% of all hires by Arcadis North America were campus candidates.
 - Several diversity initiatives, including participation and sponsorship of inFLOW at WEFTEC in Chicago, as well as a presence at (and sponsorship of) career fairs and on campus activities that were tailored towards underrepresented minorities on campus.
 - These include the SHPE/NSBE Career Fair at RPI, sponsorship of a lecture at Morgan State (a HBCU), and presence at oSTEM (LGBTQ conference) and ISES (Indigenous Science and Engineering Society).
- **Arcadis talent/career opportunities to help support advancement of minorities to achieve goal:**
 - **D&I goal:** Arcadis to ensure participation of women and minority professionals in leadership training programs is proportional to the Arcadis population. Examples:
 - **Line Manager Experience** – This is an Arcadis leadership development program designed to develop leadership and management skills for aspiring, new, and experienced managers. The program consists of a variety of instructional formats, including classroom, online instructor-led and self-paced training, simulations, and assessments. The program is open to anyone of that demographic, with D&I factors taken into consideration for participation.
 - **LIFT** - This is an Arcadis leadership development program designed to develop advanced leadership skills for high potential leaders. The program consists of assessments and an intensive on-site session involving instruction, individual and team activities, role-plays and interviews with industrial psychologists to provide insights into the participant's leadership strengths and areas for development. Participants are nominated for participation with D&I factors taken into consideration for selection.
 - **Leadership Excellence Acceleration Program (LEAP)** testing in 2020 for a high potential female. Global focus on accelerating leadership development for women.
 - **Diversity** is consistent focus for all North America and Global development opportunities.
 - **Diversity and Inclusion Council Activities:**
 - The ANA Talent Development team has been partnering closely with the D&I council to enhance the current mentor program. In 2020 spots in the program will be reserved specifically for the D&I Council to encourage employees to participate/join the program as mentors and mentees.
 - Reviewing and updating Unconscious Bias Training in 2020.
 - In late 2019 an Inclusive Language Guide was published by the council.
- **Approaches/initiatives to ensure better representations in the job groups:**
 - **Diversity and Inclusion Council Activities:**
 - Created D&I communication channel on all employee Orange Line (communication platform) where D&I activities, celebrations, opportunities, etc. can be shared. As well as a D&I email box for employees to send in questions or ideas.
 - D&I Website created with focus on goals, metrics, inclusion moments, Arcadian stories, celebrations, opportunities, etc.
 - D&I metrics are shared with executive leadership on quarterly basis.

Appendix A

Figure 1 – 2016 vs. 2020 Analysis of Results








Job Group Title	Minority Group	2015 Std Dev	2016 Std Dev	2020 Std Dev	Job Titles
3 - Manager I	Total Minorities	-3.55	-2.5	-1.89	Manager/Supervisor: IT, Admin, Finance, Communications, Compliance, Transaction
4 - Sci/Eng/Des/Arch III	Total Minorities	-3.93	-3.8	-1.53	Senior/Principal: Architect, Engineer, Scientist, Geologist, Designer
	African American	-2.45	-2.33	-1.46	
5 - Sci/Eng/Des/Arch II	Total Minorities	-5.74	-4.47	-0.12	Project/Staff: /Principal: Architect, Engineer, Scientist, Geologist, Designer
	Asian	-3.95	-3.28	-1.33	
	African American	-3.39	-3.63	-0.97	
9 - Technician II	Total Minorities	-4.29	-3.9	-0.89	Inspector 1-4, Field Tech 5-6, Field Sup 2-3, Senior Construction Tech 1-2,
	Hispanic	-2.95	-2.95	-1.69	
10 - Technician I	Total Minority	-3.07	-3.11	1.54	Technical Intern, Field Tech 2-4, AFS Tec 4-5, Construction Tech 3
15 - Office & Clerical II	Total Minority	-4.32	-3.7	-2.24	Assistant/Acct Assistant 3-4, Com Assistant 3-4, IT Tech 5, Project Assistant 4, Sr Project Assistant 1
	Hispanic	-2.49	-2.76	-2.74	
17 - Dept/Ops Mgr II	Total Minority	-3.06	-3.02	-2.63	Senior Construction Manager 1-3, Tech Expert, Group Leader 4, Resource Manager 2-3, Ops Leader 1, Major Mkt Manager 2
	Hispanic	-2.11	-2.06	-1.72	
18 - Dept/Ops Mgr I	Total Minority	-2.57	-3.11	-0.94	Construction Supervisor 1-3, Group Leader 2-3, Principal Project Director, Resource Manager 2
	Asian	-1.99	-2.01	-1.76	
19 - Project Manager II	Total Minority	-2.65	-2.33	-1.24	Certified PM 2-3, Certified Principal In Charge
20 - Project Manager I	Total Minority	-1.76	-2.35	-1.23	Task Mgr 1-3, Associate PM 1-2, Certified PM 1, Group Leader 1

Figure 2-Demographics in Construction, Engineering & Architecture

Job	Women	African American	Asian	Hispanic
Construction Managers	6.7%	3.3%	3.2%	12.9%
Architectural & Engineering Managers	7.4%	6.3%	7.6%	9%

*Bureau of Labor Statistics

Figure 3 – D&I Goal

 2019 Diversity & Inclusion Goals Summary		
Goal	Notes	2019
1a) Maintain entry level hires of women to match graduating rates (STEM courses) by end of 2019	2016 STEM Rate 46% 2016 Female Hires 48.33% 2017 Female Hires 49.00% 2018 Female Hires 42.79% 2019 Female Hires: 41.70%	
1b) Increase entry level hires of underrepresented to approach graduating rates (STEM courses) and achieve 40% by end of 2019	2016 STEM Rate 40% 2016 Underrepresented Hires 27.22% 2017 Underrepresented Hires 34.0% 2018 Underrepresented Hires 28.93% 2019 Underrepresented Hires 31.27%	
2) Retain women and underrepresented at the same rate as the Arcadis population	2019 Population vs. Voluntary Turnover: 35% Females : 37.82% of Voluntary Terminations 18% Underrepresented : 22.22% of Voluntary Terminations	
3) Promote each gender and underrepresented minority at the same rate as Arcadis population by gender/underrepresented	2019 Population vs. Promotions: 35% Females : 43% Promotions 18% Underrepresented : 19% Promotions	
4) Participation of women and underrepresented minorities professionals in leadership training programs is proportional to the general population	2019 Population vs. Participation: 35% Females : 44% Participation 18% Underrepresented : 15% Participation	
5) Track women and underrepresented minorities in leadership roles (Region Manager/Area Leader and higher), with the ultimate goal to increase representation in management roles	2019 Population vs. Leadership Roles: 35% Females : 30.1% Leadership Roles 18% Underrepresented : 16.5% Leadership Roles	

Arcadis US, INC

New York City Health + Hospitals March 2020 Board Meeting



We Create Livable Cities - Arcadis is the leading global Design & Consultancy firm for natural and built assets. Applying our deep market sector insights and collective design, consultancy, engineering, project and management services we work in partnership with our clients to deliver exceptional and sustainable outcomes throughout the lifecycle of their natural and built assets. We are 28,000 people active in over 70 countries that generate more than \$3.25 billion in revenues. We support UN-Habitat with knowledge and expertise to improve the quality of life in rapidly growing cities around the world.

09 March 2020

15

New York Employee Locations Supporting the H+H

Seven offices in New York State – 804 employees

- Long Island City (NYC) – 152
 - Female 42%
 - Minority 43%
- Buffalo, NY – 47
- Clifton Park – 96
- Fairport – 43
- Melville – 38
- Syracuse – 266
- White Plains – 162

Arcadis North America employs 5600 employees

- **Affirmative Action** - In 2019 Arcadis filed 27 AAP reports (4 in NY: Clifton Park, New York City, Syracuse & White Plains) with no significant findings. Note: 2020 data submitted to Biddle for completion at end of January.

Review of Problem Areas

- Three problem areas were identified in the NY area for 2020:
 - **2 areas in Office & Clerical II - Hispanics and Total Minorities** – of the 66 employees in this group more than half reside in Accounting (Syracuse Billing hub) and IT/Office Admin, remaining are Assistants/Project Assistants
 - **1 area in Dept Ops Managers II - Total Minorities** - 56 managers comprise 13 job titles including construction management, group/area leaders, technical experts and operations/region directors

How are we meeting our obligations?

Internal – Diversity & Inclusion, Talent Acquisition, Talent Development



College Recruiting Program

The ANA Talent Acquisition team also partners closely with Universities and Colleges for recruitment fairs and other on campus engagement efforts.

In 2019, Arcadis was present at 78 campus events, met 3648 candidates on campus, and hired 259 Full Time/109 Interns in 2019.

- Of the campus hires in 2019, 62.2% identified as White (Not Hispanic or Latino), with the remainder of the hires identifying as another ethnicity (6.6% did not self-identify). 41.7% of all college hires in 2019 were female.
- 35.2% of all hires by Arcadis North America were campus candidates.
- Several diversity initiatives, including participation and sponsorship of inFLOW at WEFTEC in Chicago, as well as a presence at (and sponsorship of) career fairs and on campus activities that were tailored towards underrepresented minorities on campus.
- These include the SHPE/NSBE Career Fair at RPI, sponsorship of a lecture at Morgan State (an HBCU), and presence at oSTEM (LGBTQ conference) and ISES (Indigenous Science and Engineering Society).

Recruiting in the State of NY

- As part of the College Recruiting program, Arcadis has a presence at the following schools:
 - Rochester Institute of Technology
 - Rensselaer Polytechnic Institute (Troy, NY)
 - University at Buffalo (Buffalo, NY)
 - Cornell (Ithaca, NY)
 - Syracuse University (Syracuse, NY)
 - SUNY ESF (Syracuse, NY)
 - City College of NY (Queens, NY)
 - Clarkson (Potsdam, NY)
 - Manhattan College (New York, NY)
 - Cooper Union (New York, NY)
- Yearly attendance to the All-Ivy Environmental Career Fair held every March, sponsored by Columbia University (NYC).
- Fall 2019:
 - America Needs You (ANY) – Meeting in NY Tri State Area – meeting to explore partnerships
 - RPI Diversity Recruiting Fair – Engineering school in Troy NY, opportunity to review diverse candidate pool for engineering

Additional External Outreach

- **Job Boards** – including **Equest** - handles all compliance and diversity postings across the US to ensure we are reaching a broad audience with every job posting per state
- **External career site** with commitment to diversity
- **WEFTEC InFLOW** (introducing Future Leaders of Opportunities in Water)
- **Morgan State STEM Event** (Maryland)
- **Ohio State University SWE** - Society for Women Engineers Event (Columbus, Ohio)
- **Howard University Career Fair** for underrepresented minorities in engineering and Water Environment Federation events event (Washington DC)
- **ASCE Bayou Region Career Fairs** for underrepresented minorities (Baton Rouge, Louisiana)
- **University of Maryland Baltimore County** lecture series for underrepresented minorities (Baltimore, Maryland)
- **NSBE** National Event (Detroit, Michigan)

H+H Comments, Observations and Recommendations



W.B. MASON COMPANY, INC.

2020 UPDATE

	<u>2019</u>	<u>2020</u>	<u>Difference</u>
Total # of Employees	424	457	(+33)
# of Job Groups	10	10	-
# of Underutilizations	3	3	-
# of Minority Underutilizations	1	1	-
	Mid-Mgrs. JG 1B	Mid-Mgrs. JG 1B	
# of Female Underutilizations	3	4	(+1)
	Mid-Mgrs. JG 1B Sales JG 4A Lbrs JG 8A	Mid-Mgrs. JG 1B Sales JG 4A Operatives JG 7A Lbrs JG 8A	

NOTE: W.B. Mason has lost 4 minority underutilizations since 2018, yet still maintains female underutilizations.

Underutilized Job Groups
W.B. Mason (New York) 2020

Job Group: 1B - First/Mid-Level Officials and Managers

Test: Standard Deviation

Total Employees: 20

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	20	0	7	13	3	3	0	0	0	1
Employees (%)	100.0	0.0	35.0	65.0	15.0	15.0	0.0	0.0	0.0	5.0
Availability (%) Goal	68.2	31.8	34.4	65.6	9.7	14.5	8.9	0.1	0.1	1.0
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	3.05	-3.05	0.05	-0.05	0.80	0.05	-1.40	-0.13	-0.14	1.76
Add'l Needed to Eliminate Problem Area (#)	0	2	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	7	0	1	0	0	2	1	1	0

This report was generated on 2/4/2020

**Underutilized Job Groups
W.B. Mason (New York) 2020**

Job Group: 4A - Sales workers
Test: Standard Deviation
Total Employees: 129

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	113	16	28	101	9	12	4	0	0	3
Employees (%)	87.6	12.4	21.7	78.3	7.0	9.3	3.1	0.0	0.0	2.3
Availability (%) Goal	71.6	28.4	16.8	83.2	3.7	8.3	3.5	0.2	0.1	1.0
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	4.02	-4.02	1.48	-1.48	1.95	0.42	-0.23	-0.54	-0.34	1.43
Add'l Needed to Eliminate Problem Area (#)	0	11	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	21	0	7	0	0	1	1	1	0

This report was generated on 2/4/2020

Underutilized Job Groups
W.B. Mason (New York) 2020

Job Group: 7A - Operatives
Test: Standard Deviation
Total Employees: 196

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	194	2	172	24	49	119	2	1	0	1
Employees (%)	99.0	1.0	87.8	12.2	25.0	60.7	1.0	0.5	0.0	0.5
Availability (%) Goal	96.1	3.9	61.9	38.1	17.0	36.9	6.2	0.1	0.0	1.7
Test: Standard Deviation	NO	YES	NO	YES	NO	NO	YES	NO	NO	NO
	2.06	-2.06	7.45	-7.45	2.97	6.90	-2.99	1.63	-0.13	-1.26
Add'l Needed to Eliminate Problem Area (#)	0	1	0	37	0	0	3	0	0	0
Add'l Needed to Reach Availability (#)	0	6	0	51	0	0	11	0	0	3

Underutilized Job Groups
W.B. Mason (New York) 2020

Job Group: 8A - Laborers and helpers
Test: Standard Deviation
Total Employees: 35

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	35	0	34	1	12	21	0	0	0	1
Employees (%)	100.0	0.0	97.1	2.9	34.3	60.0	0.0	0.0	0.0	2.9
Availability (%) Goal	76.3	23.7	67.5	32.5	17.7	41.4	6.6	0.2	0.0	1.5
Test: Standard Deviation	NO	YES	NO	YES	NO	NO	NO	NO	NO	NO
	3.29	-3.29	3.74	-3.74	2.57	2.23	-1.57	-0.27	-0.10	0.64
Add'l Needed to Eliminate Problem Area (#)	0	3	0	5	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	9	0	11	0	0	3	1	0	0



February 18, 2020

Ms. Sharon Pringle
Assistant Director; EEO
Supply Chain Services
NYC Health & Hospitals
160 Water Street – 13th Floor
New York, NY 10038

Ms. Pringle:

W.B. Mason Company's mission continues to be committed to a fully diversified work place. It is the policy and philosophy of WB Mason Company to recruit, develop and promote for all job classifications without regard to race, color, religion, sex, national origin, disability, sexual orientation, age or veteran status. All decisions on employment are made to further the principle of equal employment.

W.B. Mason Company continually focuses on seeking diversity candidates for all organizational roles. For sales, customer service and distribution roles, we place emphasis on strategically recruiting candidates and graduates that can, through their own diversity, understand, connect to and build relationships in the many diverse and ethnic communities and neighborhoods throughout NYC. That is a strength and asset, as those candidates and graduates will be servicing those neighborhoods where relationships can be built.

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

- Branch Managers – (Total Minorities)
- Sales Managers – (Total Minorities)
- Distribution Managers – (Females)
- Gold Star Supervisors – (Females)
- Drivers – (Females)
- Warehouse/Truck Loaders – (Females)

WB Mason Company continually focuses on diversity attempting to increase both female and minority employee base.

2) Provide a brief explanation of the causes for the underrepresentation and highlight any challenges in your ability to correct the underrepresentation.

W.B. Mason Company utilizes an organic growth culture and process to promote employees from within beginning with our sales representative positions, through a series of promotions, assignments and elevated positions ending in Branch Manager for each location. We have undertaken a significant hiring initiative in 2019 focusing on recently graduated candidates which includes diversity candidates.

The same process and culture of promoting from within also exists in our customer service and distribution roles. Candidates are hired as customer service reps, drivers or warehouse personnel and are groomed and trained for increased responsibilities and promotions. We are remaining focused on identifying females in these roles partnering with several schools and city sponsored agencies for support.

The challenge in all underrepresented positions identified above lays in the qualified pool of candidates, an ultra-competitive environment and job market for similar roles in the past 2-3 years. Highly qualified candidates a plethora of choices of organizations to join. There are multiple factors on successfully hiring a candidate of choice (business model, compensation, working conditions, etc).

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.

In 2019, we increased or entered into relationships with the following schools and agencies in order to expand our footprint to increase all underrepresented areas. This included attending several job fairs and open house events that were both conventional and diversity themed (Included but not limited to).

Workforce One
Red Hook on the Road
Bronx Chamber of Commerce
Greater Harlem Chamber of Commerce
Ferrari Driving School
Queens College
LIU – Brooklyn
Bronx Community College
Queens borough Community College
St. Johns University
Yeshiva University

4) Include new actions to be taken to correct the underrepresentation as a separate item for each job category impacted.

Continuation and expansion from all items reflected in # 3 – See above.

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.

We strongly encourage and incentive employee referrals. We also target candidates and overall recruitment from diversity sites, organizations and programs committed to promoting and showcasing candidates who can represent W.B. Mason in the many diversified NYC neighborhoods we service and support. We no longer require college degrees for sales roles in order to increase potential applicant pools.

However, we still target and develop pipelines with CUNY, SUNY and other NYC schools and universities that have the ability to recruit and enroll the diverse students we'd want to join W.B. Mason.

6) Explain any modifications to your recruitment and hiring processes that may help you achieve your goal.

Continual recalibration of exploring opportunities to partner with local and national organizations and communities who specialized or emphasize diversity and inclusion and to improve employee offerings; including, internal discussions on benefits (ie; employee services & 401k), starting pay, pay and/or commission structure. Developing more applicant pipelines, building relationships in college from sophomore and junior year for sales roles.

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).

We have committed to this policy, incorporating our existing diversity, by hiring a Learning & Development Leader with 25 years of learning experience in 2017. During his 2 year tenure with W.B. Mason he has developed a robust cloud based training platform that can be provided via course enrollment in over 1000 individual training and development modules. These training modules range from 3 minutes to 45 minutes depending on topic or subject and can be accessed from home, work, laptops or through employee cell phones via app.

W.B. Mason Company have long championed promoting employees from within to supervisory and leadership roles. In fact, all current leadership responsible for servicing this account began their careers at an entry level. We are committed to internal growth. For the Customer Service in this service area: Our Leadership Team is above 60% women. In the Distribution group, our Leadership Team is above 70% minority employees. We are continuing to review internally all potential factors on how to increase our sales women, diversity and overall recruitment.

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.

W.B. Mason's primary objective is to train, promote and strengthen our upcoming future leaders which are in large part employees of color and women. Training in unconscious bias is included in our training platform in addition to overall coaching and development. This training is conducted two ways, both in person and through individual training modules via cell phone which provides more flexibility.

We have held annual leadership training seminars since 2017 and we have consistently achieved attendance and participation of over 40% diversified employees out of an overall attendance of over 100 W.B. Mason employees in the Tri-State Area. Those sessions were comprehensive and included modules such as "improving listening skills, managing a diverse work group, providing effective feedback and conflict resolution".

Greater NYC is W.B. Mason's most populous area for our workforce. For our employees who will service this account – over 60% will be diversity employees. (Bronx, Queens, Manhattan & Secaucus)

See our current representation breakdown below as requested:

Management – 22 out of 47 (minority) = 46.80%

Management – 2 out of 47 (women) = 4.25%

Customer Service – 40 out of 52 (women) = 76.87%

Sales – 27 out of 115 (minority) = 23.47%

Sales – 16 out of 115 (women) = 13.91%

Distribution; drivers & support staff – 220 out of 249 (minority) = 88.35%

Distribution; drivers & support staff – 2 out of 249 (women) = 0.80%

Human Resources – 3 out of 4 (minority) = 75%

Human Resources – 2 out of 4 (women) = 50%

It is important to highlight our strong organizational diversity, and especially for those involved locally in servicing and supporting the NYC H&H account.

Should you have further questions or follow up items of any type on this matter, please do not hesitate to contact me.

Sincerely,

Brian Charpentier
Branch Manager
W.B. Mason Company, Inc.

W.B Mason Company, Inc.
Office Supplies, Furniture & Printing
53 W. 23rd Street – 10th Floor, New York, NY 10010
1-888-WB-MASON

Equity, Diversity and Inclusion Committee

March 12, 2020

Diversity and Inclusion Update

Matilde Roman, Esq.

Chief Diversity and Inclusion Officer

Creation of a Equity & Access Council

Request permission to establish an advisory council to support the development of equity and access initiatives to advance racial and social justice on behalf of the System. Four areas of focus include:



Steering Committee Members: Natalia Cineas, Nichola Davis, Louis Hart, Justin List, & Matilde Roman

Equity, Diversity and Inclusion Committee

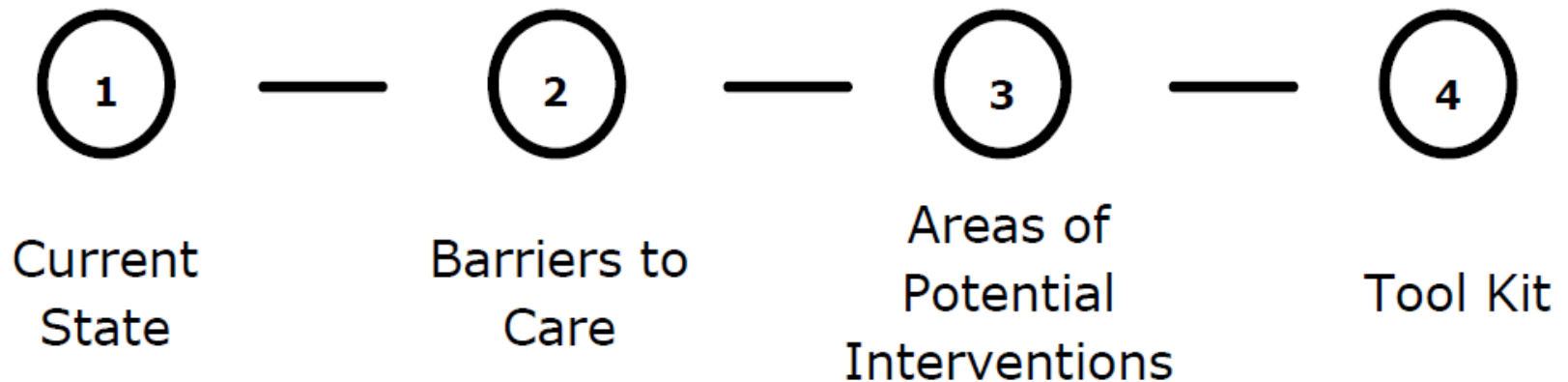
March 12, 2020

NYU Wagner Presentation
Improving Access and Communication
for Patients with Disabilities

S.A.I.N Capstone Team

Isabelle Duvivier, Nia McIntosh, Shelly Mei, & Anjana Sreedhar

Roadmap for Our Time Today



Current State:



Market
Analysis



Literature
Review



Interviews &
Listening
Session



Surveys

Barriers to Care

Individual



Lack of provider awareness & training



Lack of awareness among staff re: accommodations



Cultural and religious stigma among patients & providers

System



Lack of transparency around grievance process



Right resources not in place at the right time



Disability information not communicated across shifts

Areas of Potential Intervention



Provider training
and education



Improved access to
appropriate technology



Strengthened patient-
family/provider relationship



Strengthened
facility/community organization
relationship

Tool Kit



Glossary



Etiquette Guide



Technology

Next Steps



Continue gathering data from provider survey



Identify best dissemination practices for toolkit