

Diversity at Xerox

At Xerox, we recognize and respect diversity of thought and we embrace and empower individuality. As a result, ours is a corporate culture of inclusion which creates more productive people and a more innovative company. In fact, the company's commitment to diversity can be traced back to its first chairman, Joseph C. Wilson, who took proactive steps to create a more diverse workforce in response to race riots in Rochester, NY, in the 1960s. The commitment is as strong today as it was then; it is how we do business.

May 1968: Xerox Chairman Joseph C. Wilson found himself and the company in the midst of the 1960's race riots in Rochester. He and President C. Peter McColough write a letter to all Xerox managers calling for **increased hiring of African-Americans**. The letter began a ground-breaking effort by Xerox to achieve equality among its workforce.

Joe Wilson arranges a meeting with community activists, which generates an idea for a black-owned and operated manufacturing company that could provide both new pride and new jobs. To help ensure its success, Wilson ensures Xerox would be a customer. These actions are the root of what is today's world class supplier diversity program at Xerox.

1969: **The first Xerox caucus group** – BABE (Bay Area Black Employees) started in San Francisco. Once organized, BABE members helped black Xerox employees in Los Angeles form their own caucus group (LAGE.) The groups' primary desire and strategy was to increase the number of blacks working at Xerox and to ensure that only the best possible black employees were hired.

1970: BABE convinces regional management to provide them a role in the hiring of black employees. A system is developed under which a **black Xerox employee was present whenever white managers interviewed a black candidate**.

1977: **Hispanic caucus** – Hispanic Association for Professional Advancement – begins.

Xerox establishes an **internal affirmative action office** to ensure compliance with federal legislation on the subject. As a result, Xerox begins to **hire a significant number of minority employees**.

The company institutes **corporate-wide management training** to communicate expected practices and behaviors to ensure respect for all employees' race, culture, beliefs and opportunities.

Early 1980s: Xerox develops long term **Affirmative Action strategy**, which later gives way to its **Balanced Workforce Strategy (BWF.)**. BWF aims to achieve equitable representation for women and minorities throughout the organization at all times, including during times of restructuring. It also commands that managers are fair and equitable in their approach to subordinates.

Xerox begins to see an influx of **women** in the workforce who **were balancing work and family commitments**. In response, Xerox HR initiated "**flex time**" and other HR policies to maintain a high level of productivity and satisfaction among its workforce.

1984: A handful of senior women, noting the success of the black caucus group at Xerox, establish **The Women's Alliance**.

Xerox establishes a **formal job posting process**, ensuring that all interested candidates are made aware of opportunities for which they may be qualified.

The company begins to place **emphasis on minority and female advancement**.

Barry Rand, an African American, is named **first minority president of a division**.

1985: Xerox establishes its first formal supplier diversity program, positioning the company as a preferred vendor with both government agencies and Fortune 500 accounts.

1986: Thirteen black women band together to establish the **Black Women's Leadership Caucus**. Although there is a black caucus, the women felt they needed a caucus specifically addressing the needs and interests on black *female* employees.

1990s: **Sexual orientation** is included in the company's Equal Opportunity/Affirmative Action and On-discrimination policy.

Management Resource Planning, known as Succession Planning today, is established to identify and develop management candidates ensuring the balanced representation of minority groups.

Corporate champions are established to act as liaisons between national caucus groups and corporate leaders. Champions ensure ongoing communication to senior management to voice employee concerns and recommend improvements.

Annual diversity employee roundtables with senior managers begin, providing employees the opportunity to engage in unfiltered discourse with management about best practices, strengths and weaknesses of Xerox's diversity initiatives.

- 1992:** **Galaxe Pride at Work**, a caucus group for gay, lesbian, bisexual and transgender employees, is established. Galaxe Pride At Work's mission is to offer support and visibility within Xerox and beyond to its members, and to provide an official point of contact between its membership and Xerox Corporation, as well as with other gay, lesbian, bisexual, and transgender organizations external to Xerox.
- 1997:** Xerox begins to provide **domestic partner benefits** for gay, lesbian, bisexual and transgender employees.
- 1999:** **Asians Coming Together (ACT)** established by a small group of employees in California. ACT advocates equitable recognition and advancement opportunities for Asian employees within Xerox.
- 2001:** The **Xerox Executive Diversity Council is founded**, serving as an executive leadership body and focus group for diversity and work environment initiatives and concerns. 12 to 15 members, including Xerox CEO Anne Mulcahy, meet two to three times per year to review, recommend and advise on Xerox diversity practices.
- 2001:** **Anne M. Mulcahy becomes the first female CEO** of Xerox
- 2002:** **Mulchay is named the company's first female chairman.**
- 2007:** **Ursula Burns is named the first African American, female president** of Xerox Corporation.

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