



Xerox Diversity:
Different ideas. Diverse people.
Dramatic results.



More than a goal. A corporate-wide commitment.

Employees with different ways of thinking – and different ways of perceiving our world – are employees who create innovative solutions. In a business like Xerox, whose lifeblood is fresh ideas, this variety of perspectives is a priceless resource – and a key to achieving critical business results.

We have an ongoing mission here, to ensure a work environment where all employees treat each other with equality, dignity and respect; where an employee's individuality infuses our high-performing teams. Where organizations work together to achieve common business objectives. This is why we are committed to diversity in our workforce. **It is more than the right thing to do; it's critical to our success as a company.**

At Xerox, we promote understanding and inclusion through our actions – not just our words. We do this through a comprehensive set of diversity initiatives and strategies:

- Our **Balanced Workforce Strategy** drives equitable employee representation in all areas of the company.
- Our **Minority/Female Vendor Program** ensures we are actively committed to purchasing supplies and products from qualified female and minority owned businesses.
- Our **Work Life Programs** assist our employees in the many aspects of their personal lives.



"The power of our people development model is that it recognizes the value of diversity from entry-level positions to the top seats. When you have been at it as long as we have, the bench gets pretty strong of next generation leaders who represent the *real world*.

What they all have in common is strong skills, a solid work ethic, commitment and a will to win."

– Ursula Burns
CEO

Diversity is a way of life at Xerox.

Our diversity agenda includes:

- **Executive Commitment.** Our commitment begins at the top, with total executive support.
- **Communications.** We educate employees and management on diversity programs, policies and achievements.
- **Training/Competency.** We ensure that diversity principles are taught to all employees and cascade to all levels of management.
- **Operations Strengthening.** We address imbalances by identifying shortfalls and closing those gaps.
- **Strategy Development.** We continually develop strategies that leverage diversity to gain business advantage.

Today, Xerox is recognized as one of the most progressive companies in the world. We've received exceptional praise and numerous awards for building and maintaining an inclusive corporate culture. To see our latest awards for diversity achievements visit: www.xeroxcareers.com/working-xerox/diversity.aspx

Diversity, inclusion and opportunity.

Our goal is to make Xerox a great place to work. Through a comprehensive set of employee-focused initiatives, we promote diversity by nurturing a culture of inclusion and opportunity, and through measurable actions.

For over forty years, Xerox has built an inclusive workforce, and here are some U.S. results:

- Vice president and above – Females (29.9%), Minority Females (7.9%) Minority Males (11%)
- Minorities make up 30.2% of our U.S. workforce – Asian (6.3%), African American (14.4%), Hispanic (8.9%) and Native American (.7%) – 22.6% of officials or managers are minorities
 - 36.9% of new hires are minorities
 - 36% are female



We have established several initiatives designed to foster a diverse corporate community. Our employee caucus, affinity and social groups are instrumental in advocating openness, opportunity and inclusion across the entire Xerox community. They are vital to providing employee advocacy, self-development, positive change, and serve as a communications link between senior managers and the work environment.

Executive commitment and councils

The Corporate Champion program matches senior executives with caucus groups to facilitate and maintain open communications. Through executive roundtables, our Chairman, CEO and other senior leaders meet with diverse teams of Xerox employees. During these informal sessions, participants share their views on Xerox's work environment and business concerns, and identify actionable items for discussion with Xerox's senior team. The process ensures that the executive leadership team and the CEO are working together to create an effective work environment.

The Xerox Executive Diversity Council includes 15 senior leaders who meet three times a year to review Xerox diversity practices and to provide recommendations to our CEO and head of Human Resources. This group focuses on:

- Workforce representation
- Work environment
- Diverse customer markets
- Diversity practices, including training
- Organizational efforts to continually improve multicultural diversity

Employee Caucus Groups

Dating from the 1960s, independent caucus groups of Xerox employees continue to play an important role in our diversity story. These caucuses work with management to achieve common business objectives, self-advocacy and to create an environment of inclusion.

Six caucus groups currently exist to address the concerns and meet the needs of employees who are African-American; Hispanic; Asian; women; African-American women; and gay, lesbian, transgender and bisexual.

- National Black Employee Association: www.nbea.net
- Hispanic Association for Professional Advancement: www.hapa.org
- The Women's Alliance: www.thewomensalliance.net
- Black Women's Leadership Council: www.bwlc.com
- GALAXe Pride at Work: www.galaxe.org

" I have worked for many different companies, both large and small, and have never encountered a company that is as committed to diversity, both in word and deed, as Xerox."

- Women's Alliance caucus member

Additional Groups

- **Social Media @ Xerox** – We tweet! We blog! We Facebook! Xerox invites employees to stimulate discussions on our business, industry, technology, services, workplace, brand and other relevant issues. Talk with us. – www.blogs.xerox.com
 - www.youtube.com/xeroxcorp
 - www.twitter.com/xeroxcorp
 - www.facebook.com/XeroxCorp
- **The Young Professionals at Xerox** – The Young Professionals is a self organized group of employees enabling connection with other colleagues and professional groups through social, networking volunteering activities and seminars. Visit their website: www.xyponline.com/index.html
- **Xerox Innovation Women in Research** – Xerox Innovation Women's Council is a coalition of technical women from across the Innovation Group. They identify key projects to improve the work experience of men and women in research and represent the interests of the employees, especially women, to senior management in each of the global research centers.
- **Xerox Supplier Diversity** – Xerox encourages and supports diversity – not only inside the company, but outside as well. Our world-class Supplier Diversity Program achieves new levels of success every year. We find that Minority- and Women-owned Business Enterprises (MWBEs) meet and surpass corporate supply standards. Xerox has consistently established business partnerships with MWBE companies, Veterans/Service Disabled Veterans, HUB Zone programs, Protected Workshop Vendors and we are establishing business relationships with Gay and Lesbian Business Enterprises. Learn more: www.xerox.com/about-xerox/citizenship/supplier-diversity/enus.html

We're part of the community.

We recognize the importance of reaching beyond our own walls to the communities where our offices are located and our employees live. We strive to take a leadership role in local communities and in the global community.

The Xerox Foundation provides financial support in several key areas:

- **University Affairs** – supports graduate schools develop new technology and provide education on technology's use.
- **Community Affairs** – provides grant awards to social service programs in communities where Xerox people live and work.
- **Xerox Technical Minority Scholarship and our College Engineering Liaison Programs** – as part of a larger Xerox effort to help diverse individuals pursue technical, math and science degrees, the Xerox foundation helps the U.S. address its shortage of scientists and engineers. The programs provide excellent opportunities for Xerox people to be involved on campuses and enable us to recruit from a highly motivated and talented pool of technical people.
- **National Affairs** – provides grants to nonprofit organizations and programs finding solutions to improve the quality of American life. We also encourage employees to get involved in their own communities through community involvement programs and social service leave programs.

"Through caucus group involvement I improved my own leadership and communication skills and have seen how important diversity and inclusive behaviors are to the success of Xerox and the enrichment of our employees."

– GALAXe Pride at Work caucus member

It's not just a management responsibility.

Of course, perpetuating a diverse work environment is not just about management-driven programs and initiatives. Each employee plays an important role in ensuring that everyone is treated with dignity and respect, and valued for their unique talents and contributions. And each employee becomes readily familiar with the behaviors that support our inclusive culture. Among them:

- **Know Yourself/Seek Information.** We understand our own biases and assumptions. We find out what's fact or fiction about what we believe. We monitor our assumptions and behaviors around others.
- **Acknowledge and Value the Contribution of Each Employee.** We reward innovation and flexibility. We use inclusive language, and make each other feel comfortable showing our true personalities.
- **Create a Supportive Work Environment.** We solicit ideas and opinions, and encourage others to take ownership of ideas, investigate their feasibility and be empowered to carry them out. We listen, and allow others to challenge and disagree with us, without becoming defensive.
- **Create a Team Atmosphere.** We get to know our co-workers as team members, and we find common ground by focusing on similarities, not differences. We foster cooperation, build confidence and reward people as teams.
- **Use Personal Leadership to Enact Fair Practices.** Each of us is a visible spokesperson for change, working to shape policies.
- **Create and Enforce Human Resource Practices that Value Diversity.** We recruit, hire, and promote a diverse workforce, support flexible work systems, and provide performance feedback based on meeting objectives and behaviors.



Non-discrimination Policy

Xerox complies with Equal Employment Opportunity (EEO) guidelines and all applicable federal, state and local laws that govern the hiring and treatment of its employees. Xerox does not discriminate on the basis of race, color, religious belief, sex, age, national origin, citizenship status, marital status, union status, sexual orientation or gender identity. Nor does it discriminate against protected veterans, including veterans of the Vietnam era and disabled veterans, individuals with a disability or employees who take protected leave time.

The whole of who we are.

At Xerox, diversity is an initiative that occupies the whole of who we are as a company. We know that by providing our employees with the educational resources today, we will ensure the diverse leadership needed tomorrow.

As we continue our long history of inclusion, we strengthen our commitment to diversity for the future. In so doing, we improve our position in the global marketplace, and leverage our commitment into improved financial results for the company.

Join us!

"Xerox is up-front about how it values diversity and how that commitment affects the company."

- Xerox employee