

Hispanic Employee Affinity and Network Groups Resource Guide



Making the

CONNECTION

in Corporate America



The National Council of La Raza (NCLR) – the largest national Hispanic civil rights and advocacy organization in the United States – works to improve opportunities for Hispanic Americans. Through its network of nearly 300 affiliated community-based organizations (CBOs), NCLR reaches millions of Hispanics each year in 41 states, Puerto Rico, and the District of Columbia. To achieve its mission, NCLR conducts applied research, policy analysis, and advocacy, providing a Latino perspective in five key areas – assets/investments, civil rights/immigration, education, employment and economic status, and health. In addition, it provides capacity-building assistance to its Affiliates who work at the state and local level to advance opportunities for individuals and families.

Founded in 1968, NCLR is a private, nonprofit, nonpartisan, tax-exempt organization headquartered in Washington, DC. NCLR serves all Hispanic subgroups in all regions of the country and has operations in Atlanta, Chicago, Los Angeles, New York, Phoenix, Sacramento, San Antonio, and San Juan, Puerto Rico.

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in Corporate America

National Council of La Raza
Washington, DC

This document has been prepared by
Jessica Priego Lopez and Jacqueline Priego of J Priego Communications.

Contributors

Delia de la Vara
Ron Estrada
Carmen Miller

Ashley Thompson
Jennifer Kadis
Rosemary Aguilar

Special Thanks

This resource guide was made possible by Sodexo.
Sodexo is committed to providing a diverse and inclusive work environment and
has received widespread recognition for its leadership in this area.



For more information, please contact
Ron Estrada, Deputy Vice President of NCLR, at (202) 776-1784
or visit our website at www.NCLR.org.

In early 2007, the National Council of La Raza (NCLR), with the support of Sodexo, launched a research initiative to find out where Hispanic Employee Affinity/Network Groups are across industry sectors and how they are organized and to establish a connection for future opportunities to enhance workforce development opportunities, partnership around key initiatives, and promote diversity in Corporate America. This valuable information is now compiled and presented here as a unique resource guide produced by NCLR of Hispanic Employee Affinity/Network Groups in Corporate America. Through this guide, affinity groups can easily connect with one another as well as with Hispanic community groups and organizations working to improve the quality of life for Hispanics in the U.S.

In addition, we asked participating companies key questions about the role of affinity groups in their organizations and the value they find in supporting them. The feedback we received provided insight into how Latino employees are impacted by affinity groups and what companies seek to gain by providing a platform for dialogue and interaction among distinct groups.

Key points identified through the effort include:

- Nearly 90% of responding companies stated having a formal Hispanic Employee Affinity/Network Group.
- More than 80% of responding companies stated a desire to be in contact with other affinity groups as well as with Hispanic-serving organizations to share knowledge and information.
- All of the responding companies stated that the main purpose of their affinity groups is networking.
- Companies that have supported diversity and inclusion initiatives for longer periods of time and that apply comprehensive approaches to meeting diversity goals view affinity groups as their best resource for talent recruitment, retention, and development.

It is evident that Hispanic Employee Affinity/Network Groups represent a powerful resource for talent recruitment, retention, and development as well as for community engagement and service. They are well organized and represent a long history within many of our nation's leading companies. The opportunity to further use the resources presented by Hispanic Employee Affinity/Network Groups is yet to be tapped. NCLR envisions many opportunities, starting with creating a first-of-its-kind dialogue with

this vast network of Latinos throughout the country to positively impact diversity challenges within Corporate America and to engage Latinos in meaningful causes and events important to our community on a national and local level.

We hope that you find this resource guide to be a useful tool in your work and look forward to receiving your comments for creating an updated version in the years to come.

Regards,



Janet Murguía
NCLR President and CEO



Dr. Rehini Anand
Sodexo Senior Vice President and
Global Chief Diversity Officer

AFFINITY AND NETWORK GROUPS

Predating current diversity and inclusion initiatives, Hispanic Employee Affinity/Network Groups have long provided a meeting place for individuals with common interests and backgrounds and are now becoming more organized, better funded, highly visible, and more business-focused in their missions. Groups today are positioned to help their employers identify and grow the best talent available in the market. Yet, we see in the data that, although leadership recognizes this opportunity, many are struggling with “activating” programs to strategically access the talent we know is out there..

While there is no standard definition of an affinity group used across corporations, we found that it is generally described as:

- Voluntary, employee-driven association organized around shared interests or characteristics
- Offers employees an opportunity to share experiences, provides advice, and addresses unique concerns of its employee members
- Serves as a resource for orienting new employees, offering employees a forum for the exchange of ideas, and providing personal and professional leadership opportunities
- Serves as a resource to the company by promoting diversity and cultural understanding and awareness
- Helps the company understand the value and business benefit of diversity and inclusion across the company

OBJECTIVE

While Latino employees are joining these groups and employers are supporting them, we still do not see adequate numbers of Latino representation in key roles at many U.S. corporations. An opportunity exists to examine how to harness the energy within affinity groups to help drive more recruitment, retention, and advancement of Latinos within Corporate America.

An important objective of affinity groups is to engage Latinos to participate in critical community events and civic opportunities which have an impact on the lives of Latinos everywhere. It is clear from respondents and one-on-one phone interviews we

conducted with a few Hispanic Employee Affinity/Network Group leaders that individuals want to “get involved” and want to feel that they are part of something larger than their single group. Through this new resource guide, there may be an opportunity to create a dialogue among groups so that members can learn from one another and together give back to the Latino community in more impactful ways. The research effort as a whole provided a positive snapshot of the state-of-the-state where Hispanic Employee Affinity/Network Groups are concerned. Yet, as always there is a strong opportunity for improvement to diversity challenges presented by the current low numbers of Latinos in leadership positions within Corporate America. In addition, a vehicle for engaging large numbers of Latinos who are in the workforce comes at a time when, as a community, we need as much networking, collaboration, and sharing of information as possible.

METHOD

To collect information, a strategic online questionnaire was developed including 30 key questions related to Hispanic Employee Affinity/Network Groups. The online survey was shared with a preapproved list of contacts across Corporate America via a personal invitation from NCLR President and CEO Janet Murguía and her team. Respondents were promised confidentiality and given four weeks to complete the survey. All responses were gathered by Sodexo’s technical assistance team and shared with J Priego Communications and NCLR project leaders for review on an ongoing basis.

RESPONDENTS

Fifty distinct companies responded, including:

- Forty-four companies which provided their name and completed the survey (Contact information begins on page 10)
- Six companies which completed the survey but did not provide their name

ADP

Aetna Inc.

A.G. Edwards & Sons, Inc.

Alcatel-Lucent

Alcoa

Allstate Insurance Company

American Airlines

American Express

AstraZeneca Pharmaceuticals

AT&T

Bank of America

Bausch & Lomb

Charles Schwab Corporation

Chevron Corporation

Citi

The Coca-Cola Company

ConAgra Foods

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CSX Corporation

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Ford Motor Company

Freddie Mac

The Goodyear Tire & Rubber Company

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Nordstrom

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Prudential Financial

Rockwell Collins

Ryder System, Inc.

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Time Warner Inc.

Wells Fargo & Company

Yum! Brands, Inc.

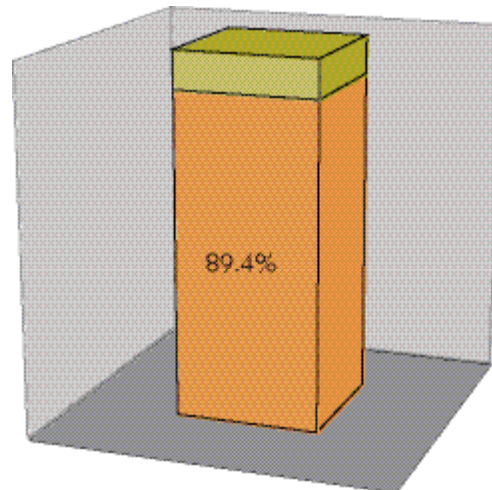
KEY FINDINGS AND INSIGHTS

The research revealed several interesting findings regarding affinity/network groups which may help to frame future discussions about how best to create the most diverse and inclusive workplaces possible and show us the elements of a truly effective affinity group. As the topic of diversity and inclusion in the workplace gains more and more recognition, we are certain to hear a great deal more about the role of affinity groups.

Do most companies in Corporate America have employee network/affinity groups?

- The majority of responding companies have some form of employee network group in place; 89.4% reported having a specific Hispanic Employee Affinity/Network Group.

COMPANIES WHO HAVE A SPECIFIC
HISPANIC AFFINITY/NETWORK
GROUP IN PLACE



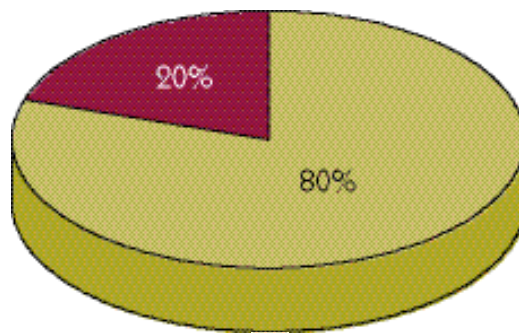
Why do U.S. companies have Hispanic Employee Affinity/Network Groups?

- Although most companies reported having affinity groups in place, they do not all have the same type of mission or reason for existing. More than ten different reasons were submitted as rationale for having affinity groups.
- The companies who have been pursuing diversity and inclusion goals for a longer period of time and that have more sophisticated approaches for meeting their goals view these groups as imperative to recruiting, retaining, and developing the best talent in the market. Affinity groups are a pipeline of talent.
- A significant number of companies leverage their affinity groups not only for talent but also for customer insights and product testing/feedback.
- Very few companies view the groups as solely existing for sharing of culture and tradition, although a small number did report this as their main activity.

In what types of activities do these groups engage?

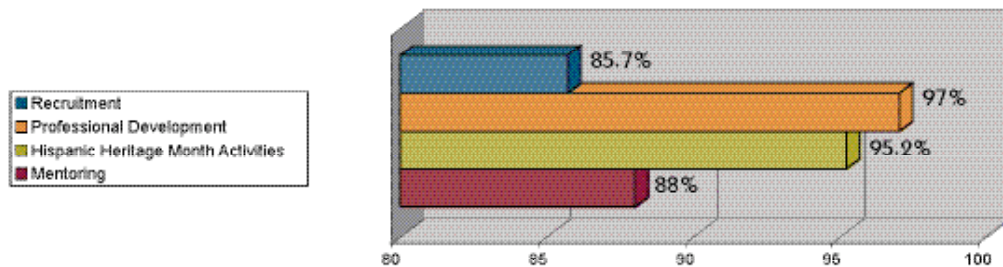
- 80% also said that they engage in some type of community outreach activity.

PERCENT WHO ENGAGE IN SOME TYPE OF COMMUNITY OUTREACH ACTIVITY



- Other activities reported in high percentages include :
 - Recruitment – 85.7%
 - Professional Development – 97%
 - Hispanic Heritage Month Activities – 95.2%
 - Mentoring – 88%

TYPES OF ACTIVITIES



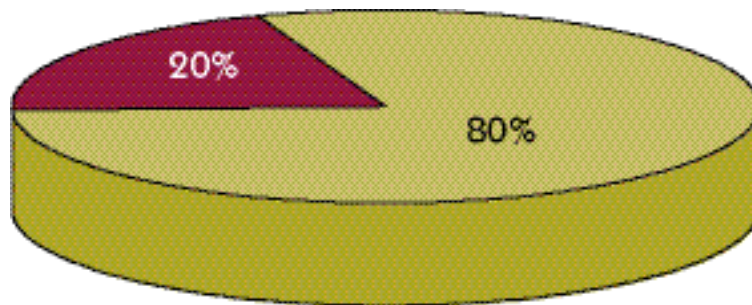
Are Hispanic Employee Affinity/Network Groups well received by other groups within corporate organizations?

- Unfortunately, affinity groups are not entirely supported or embraced, with nearly 22% of respondents saying that the groups have been or are currently met with negative sentiment for a variety of reasons.

How are the Hispanic Employee Affinity/Network Groups supported internally?

- Most groups have a management-level executive assigned to oversee their activity and also receive a budget allocation. This senior executive is usually the Chief Diversity Officer, a position which we noted existed for nearly 80% of respondents.
- We found disparity in how support is translated into financial terms for the groups with annual budgets ranging from \$5,000 a year to upwards of \$65,000 a year. The amount allocated for a group did not appear to correlate with the size or revenue of responding companies and is possibly dictated more by a group’s activities and individual missions.

80% OF GROUPS HAVE MANAGEMENT LEVEL EXECUTIVE FOR OVERSIGHT



Is there an opportunity to network between groups at different companies and work together toward common goals benefiting the Latino community?

- All respondents are interested in networking and being in touch with other groups for information-sharing and dialogues on best practices. It appears that the members of these groups are eager to meet other Latino professionals across companies to network, learn from each other, and collaborate on work in the community.
- More than 80% of respondents stated that they would be interested in receiving information about Hispanic community activities and issues.

How large are Hispanic Employee Affinity/Network Groups?

- Respondents shared a wide range of membership numbers starting at 15 for one group and going as high as 2,200 for another. The average group appeared to have between 100 and 200 members.
- Members are spread across various cities and states in many cases, and the groups are often divided into regional chapters.

We hope that this first edition of the NCLR Hispanic Employee Affinity/Network Group resource guide is useful to all who receive it. Having the resources to make connections among Hispanic groups operating within Corporate America is important and can help to make a real difference in advancing a variety of causes which are meaningful to Hispanics in this nation.

We look forward to sharing updated and expanded information for your reference in 2009 through a second resource guide as well as through information and resources presented through the NCLR Annual Conference and other special events. Please visit www.nclr.org for up-to-date information on events and opportunities.

Hispanic Employee Affinity
and Network Groups
Resource Guide:

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DIRECTORY OF RESPONDENTS

ADP

Clyde Jones

Vice President

1 ADP Boulevard
Roseland, NJ 07068-1728
Ph: (973) 974-7628
clyde_jones@adp.com

AETNA INC.

Raymond J. Arroyo

Chief Diversity Officer

151 Farmington Avenue
Hartford, CT 06156
Ph: (860) 273-3252
arroyor@aetna.com

Hispanic Affinity/Network Group Chairpersons

Jorge Marimon

Lisette Crespo-Ortiz

Tito Colon

Barbara Kerecz

A.G. EDWARDS & SONS, INC.

Bryan Gingrich

Associate Vice President and Director of
Diversity and Inclusion

One North Jefferson Avenue
St. Louis, MO 63103
Ph: (314) 955-5770
bryan.gingrich@agedwards.com

ALCATEL-LUCENT

Ethel G. Batten

Human Resources Vice President, Global
Diversity, Compliancy, and Policy

600 Mountain Avenue
Murray Hill, NJ 07974
Ph: (908) 582-8506
ethel@alcatel-lucent.com

Hispanic Affinity/Network Group Chairperson

Monica Sklodowski

Member of Technical Staff (MTS)

2000 Lucent Lane, Room 4B-419
Naperville, IL 60566
Ph: (630) 979-8840
sklodowski@alcatel-lucent.com

ALCOA

Dane Ingram

Director, Workforce Diversity

390 Park Avenue
New York, NY 10022
Ph: (212) 836-2758
dane.ingram@alcoa.com

ALLSTATE INSURANCE COMPANY

Anise Wiley-Little

Chief Diversity Officer

2775 Sanders Road, B6
Northbrook, IL 60062
Ph: (847) 402-5000
awiley@allstate.com

Hispanic Affinity/Network Group Chairperson

Jorge Quezada

Director

Ph: (847) 402-5000
jorge.quezada@allstate.com

AMERICAN AIRLINES

Denise Lynn

Vice President Diversity and Leadership Strategies

4333 Amon Carter Boulevard
Fort Worth, TX 76155
Ph: (817) 967-2661
Denise.Lynn@aa.com

Hispanic Affinity/Network Group Chairpersons

Augie Pastrana

Augie.Pastrana@aa.com

Ana Cristina Reymundo

Representative, Diversity Advisory Council (DAC)

4333 Amon Carter Boulevard MD 5137
Fort Worth, TX 76155
Ph: (817) 931-5903
Ana.Reymundo@aa.com

AMERICAN EXPRESS

Melinda B. Wolfe

Senior Vice President, Global Diversity and Inclusion, Executive Talent

World Financial Center
200 Vesey Street
New York, NY 10285
Ph: (212) 640-8672
melinda.b.wolfe@aexp.com

Hispanic Affinity/Network Group Chairperson

Doria Camaraza

Senior Vice President Card Operations Fort Lauderdale

777 American Expressway
Ft. Lauderdale, FL 33337
Ph: (954) 503-3100
doria.m.camaraza@aexp.com

ASTRAZENECA PHARMACEUTICALS

Orlando Ceaser

Senior Director of Diversity and Work Life

1800 Concord Pike, A1C
Wilmington, DE 19850
Ph: (302) 885-5605
orlando.ceaser@astrazeneca.com

Hispanic Affinity/Network Group Chairperson

Margaret Rivera

1800 Concord Pike AIC-511
Wilmington, DE 19850
Ph: (302) 886-1942
margaret.rivera@astrazeneca.com

AT&T

William Blasé

Senior Executive Vice President, Human Resources

175 E. Houston Street, Suite 1230
San Antonio, TX 78205
Ph: (210) 821-4105
att@equiserve.com

Hispanic Affinity/Network Group Chairperson

Raul Rios

National President
26971 Furnivall Avenue
Canyon Country, CA 91351

BANK OF AMERICA

Geri Thomas

Global Diversity and Inclusion Executive
FL0-955-03-15
700 Celebration Ave, 3rd Floor
Celebration, FL 34747

Hispanic Affinity/Network Group Chairperson

Kelly Sapp

Senior Vice President, Human Resources
and Diversity and Inclusion Executive
Ph: (980) 386-9514
kelly.e.sapp@bankofamerica.com

BAUSCH & LOMB

Clayton Osborne

Vice President
1 Bausch & Lomb Place
Rochester, NY 14604
Ph: (585) 338-5358
cosborne@bausch.com

Hispanic Affinity/Network Group Chairperson

Jose Aguilar

Manager of Marketing
1400 North Goodman Street
Rochester, NY 14609
Ph: (585) 338-6000
jaguilar@bausch.com

CHARLES SCHWAB CORPORATION

Lisa Toppin

Vice President, Human Resources
101 Montgomery Street
San Francisco, CA 94104
Ph: (415) 636-5280
lisa.toppin@schwab.com

Hispanic Affinity/Network Group Chairperson

Nathan Barba

Investment Consultant
2423 East Lincoln Drive
Phoenix, AZ 85016
Ph: (888) 294-7281, Ext. 64048
nathan.barba@schwab.com

CHEVRON CORPORATION

Carole A. Young

General Manager, Global Diversity
1500 Louisiana Street, Room 01605
Houston, TX 77002
Ph: (832) 854-7473
youngca@chevron.com

Hispanic Affinity/Network Group Chairperson

Gustavo Martineli

Financial Analyst
6001 Bollinger Canyon Road
San Ramon, CA 94583
Ph: (925) 842-3659
gagm@chevron.com

CITI

Ana Duarte McCarthy

Chief Diversity Officer

399 Park Avenue, 7th Floor
New York, NY 10043
Ph: (212) 793-1266
duartemccarthy@citi.com

Hispanic Affinity/Network Group Chairperson

Sam Rubino

Head of Employee Network Programs

One Court Square, 9th Floor
Long Island City, NY 11120
Ph: (718) 248-6163
rubinos@citi.com

THE COCA-COLA COMPANY

Neville Isdell

Chairman of Board and CEO

One Coca-Cola Plaza
Atlanta, GA 30313
Ph: (404) 676-2121
nisdell@na.ko.com

Hispanic Affinity/Network Group Chairperson

Victor I. Sanchez

International Account Manager

Ph: (404) 676-8671
visanchez@na.ko.com

CONAGRA FOODS

Angela Jones

Vice President Diversity and Inclusion

One ConAgra Drive
Omaha, NE 68102
Ph: (402) 595-5220
angela.jones@conagrafoods.com

Hispanic Affinity/Network Group Chairperson

Alejandro Castro

Sr. Director Finance

Ph: (402) 595-7487
alejandrocastro@conagrafoods.com

COORS BREWING COMPANY

Jill Sanford

Chief People Officer Coors, U.S.

12th and Ford Street
Golden, CO 80401
Ph: (303) 277-3553
jill.sanford@coors.com

Hispanic Affinity/Network Group Chairperson

Maribel Crespín

Senior Environmental Health and Safety
Systems Manager

Ph: (303) 277-3269
maribel.crespin@coors.com

CSX CORPORATION

Susan Hamilton

Assistant Vice President of Diversity and
Equal Employment Opportunity

500 Water Street, J400
Jacksonville, FL 32202
Ph: (904) 366-4092
Susan_Hamilton@CSX.com

Hispanic Affinity/Network Group Chairperson

Laura Gutteridge

Manager, Regulatory Reporting

500 Water Street, C729
Jacksonville, FL 32202
Ph: (904) 366-3016
Laura_Gutteridge@CSX.com

DARDEN RESTAURANTS, INC.

Clarence Otis, Jr.

CEO

5900 Lake Ellenor Drive
Orlando, FL 32809
Ph: (407) 245-6789
cotis@arden.com

Hispanic Affinity/Network Group Chairpersons

Lourdes Marrero

Department Secretary, Workforce Diversity

Ph: (407) 245-4650
lmarrero@arden.com

Stephanie Gutierrez

Assistant Brand Manager

Olive Garden
Ph: (407) 245-6238
sgutierrez@olivegarden.com

EASTMAN KODAK COMPANY

Essie L. Calhoun

Chief Diversity Officer and Director
Community Affairs and VP - EKC

343 State Street
Rochester, NY 14650
Ph: (585) 724-1980
essie.calhoun@kodak.com

Hispanic Affinity/Network Group Chairperson

Myrdna L. Vargas

President

myrdna.vargas@kodak.com

FORD MOTOR COMPANY

Joe Laymon

Group Vice President, Human Resources
and Labor Affairs

One American Road
Dearborn, MI 48126
Ph: (313) 337-3271
jlaymon@ford.com

Hispanic Affinity/Network Group Chairperson

Oscar Suiris

Director, Strategic Communications

Ph: (313) 594-1106
osuiris@ford.com

FREDDIE MAC

Tujuanna Williams

Senior Director, Diversity and Inclusion

8250 Jones Branch Drive
McLean, VA 22102
Ph: (703) 918-5547
tjuanna_williams@freddiemac.com

Hispanic Affinity/Network Group Chairperson

Marie Ruiz

Financial Analysis Director

8100 Jones Branch Drive
McLean, VA 22102
Ph: (703) 918-8818
marie_ruiz@freddiemac.com

THE GOODYEAR TIRE & RUBBER COMPANY

Faith Stewart

Director, Community, Diversity,
Philanthropy

1144 East Market Street
Akron, OH 44316
Ph: (330) 796-8928
fstewart@goodyear.com

IBM CORPORATION

Ron Glover

VP Global Workforce Diversity

1 North Castle Drive
Armonk, NY 10504-1785
Ph: (914) 765-5900
gloverr@us.ibm.com

INTEL CORPORATION

Rosalind Hudnell

Director Corporate Diversity

1900 Prairie City Road
Folsom, CA 95630
Ph: (530) 676-4850
rosalind.l.hudnell@intel.com

Hispanic Affinity/Network Group Chairperson

Leonardo Gonzalez

Engineer

leonardo.gonzales@intel.com

J.C. PENNEY COMPANY, INC.

Manny Fernandez

Corporate Inclusion and Diversity Director

6501 Legacy Drive
Plano, TX 75024
Ph: (972) 431-5598
mfernad@jcpenney.com

Hispanic Affinity/Network Group Chairperson

Art Avila

Manager of In-Store Operations

Ph: (972) 431-4829
aavila@jcpenney.com

KIMBERLY-CLARK

Ronald Moore

Director of Diversity and Inclusion

1400 Holcomb Bridge Road
Roswell, GA 30076
Ph: (770) 587-7779
ronald.moore@kcc.com

Hispanic Affinity/Network Group Chairpersons

Kelly Fritsch

Veronica Vazquez

MCDONALD'S CORPORATION

Patricia Harris

Global Chief Diversity Officer

2111 McDonald Drive
Oak Brook, IL 60523
Ph: (630) 623-3618
pat.harris@us.mcd.com

Hispanic Affinity/Network Group Chairperson

Rick Colon

U.S. Senior Vice President-GM

1 McDonalds Drive
Oak Brook, IL 60523-1911
Ph: (919) 279-6345
rick.colon@us.mcd.com

MERRILL LYNCH

Subha V. Barry

Managing Director, Global Diversity and
Inclusion

2 World Financial Center
225 Liberty Street, 41st Floor
New York, NY 10281
Ph: (212) 236-4944

Hispanic Affinity/Network Group Chairpersons

Gabriela Velasquez

Daniel Gutierrez

Ph: (212) 449-2942

NEWELL RUBBERMAID, INC.

Jackie Parker

Vice President, Diversity and Inclusion

10B Glenlake Parkway, Suite 300
Atlanta, GA 30328
Ph: (770) 407-3655
Jackie.parker@newellco.com

Hispanic Affinity/Network Group Chairperson

Mauricio Briceno

Senior Organization Effectiveness Manager

7840 Roswell Road, Building 201
Sandy Spring, GA 30350
Ph: (678) 534-5805
mauricio.briceno@newellco.com

NORDSTROM

Amelia Ransom Letcher

Vice President

1617 6th Avenue
Seattle, WA 98101
Ph: (206) 373-4384
amelia.letcher@nordstrom.com

PACIFIC GAS & ELECTRIC COMPANY

John Simon

Sr. Vice President, Human Resources

Hispanic Affinity/Network Group Chairperson

Marvin Lopez

Team Lead

General Address:
77 Beale Street
San Francisco, CA 94177
Ph: (415) 267-7000

PEPSI BOTTLING GROUP

Sherry Nolan

Vice President, Diversity

1 Pepsi Way
Somers, NY 10589
Ph: (914) 767-6000
sherry.nolan@pepsi.com

Hispanic Affinity/Network Group Chairpersons

Michael Munoz

Ph: (914) 767-6000
michael.munoz@pepsi.com

Sabrina Pean

sabrina.pean@pepsi.com

Vanessa Sobers

Director, Multicultural Marketing
vanessa.sobers@pepsi.com

PRUDENTIAL FINANCIAL

Emilio Egea

Chief Diversity Officer

751 Broad Street
Newark, NJ 07102
Ph: (973) 367-3759
emilio.egea@prudential.com

Gloria McDonald

Director Diversity

Ph: (973) 802-7825
gloria.mcdonald@prudential.com

Hispanic Affinity/Network Group Chairperson

Andres Reyes

President, Hispanic Heritage Network

100 Mulberry Street
Newark, NJ 07102
Ph: (973) 802-9609
andres.reyes@prudential.com

ROCKWELL COLLINS

Karen Brown

Director, Diversity

400 Collins Road, NE
Cedar Rapids, IA 52498
Ph: (319) 295-2032
kbrown2@rockwellcollins.com

Hispanic Affinity/Network Group Chairperson

Ivan Gonzalez

Electrical Engineer

Ph: (319) 295-1000
igonzal3@rockwellcollins.com

RYDER SYSTEM, INC.

Gerri Rocker

Group Director, Corporate Diversity and Work/Life Planning

11690 NW 105 Street
Miami, FL 33178
Ph: (305) 500-4049
Gerri_Rocker@Ryder.com

Hispanic Affinity/Network Group Chairperson

Odalys Ismail

Senior Manager, Compensation

Ph: (305) 500-4005
Odalys_Ismail@Ryder.com

SC JOHNSON

Maria L. Campbell

Director of Diversity

1525 Howe Street
Racine, WI 53403-5011
Ph: (262) 260-3475
MLCampbe@scj.com

Hispanic Affinity/Network Group Chairperson

Raquel Beckett

Senior Brand Manager

Ph: (262) 260-2000

SHELL OIL COMPANY

John Jefferson

Director of Diversity

910 Louisiana
Houston, TX 77002
Ph: (713) 241-0481
John.Jefferson@Shell.com

Hispanic Affinity/Network Group Chairperson

Jesse Lozano

Consultant

1500 Old Spanish Trail
Houston, TX 77574
Ph: (713) 245-2948
Jesse.Lozano@Shell.com

SODEXO

Dr. Rohini Anand

Senior Vice President and Global Chief Diversity Officer

9801 Washingtonian Boulevard
Gaithersburg, MD 20878
Ph: (301) 987-4256
rohini.anand@sodexousa.com

Hispanic Affinity/Network Group Chairperson

Rolddy Leyva

Senior Director, Diversity

9801 Washingtonian Boulevard,
Mail Stop 27A
Gaithersburg, MD 20878
Ph: (301) 987-4378
rolddy.leyva@sodexousa.com

TIME WARNER INC.

T. Hudson Williams

Vice President, Diversity and Multicultural Initiatives

One Time Warner Center

New York, NY 10019

Ph: (212) 484-6479

thudson.williams@timewarner.com

Hispanic Affinity/Network Group Emails

TurnerUNO@turner.com

unidos@warnerbros.com

alianza@hbo.com

hola@timeinc.com

WELLS FARGO & COMPANY

Director of Diversity

Position Open

420 Montgomery Street

San Francisco, CA 94104

www.wellsfargo.com

YUM! BRANDS, INC.

Terrian Barnes

Officer, Global Diversity and Inclusion

1441 Gardiner Lane

Louisville, KY 40213

Ph: (502) 874-8300

Hispanic Affinity/Network Group Chairperson

Richard-Abraham Rugno

Manager, Global Diversity and Inclusion



www.NCLR.org