



Control Number: 30240



Item Number: 2332

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**WORKFORCE AND SUPPLIER DIVERSITY FORM  
COMPANY INITIATIVES**



**CenturyLink™**

2015-10-16 PM 2:24

FILED OCT 16 2015

**Project 30240**

*CenturyLink Workforce and Supplier Diversity Plan and Reports on  
Five-Year Plan to Enhance Supplier and Workforce Diversity Docket No. 23411  
December 31, 2014*

**CenturyLink's Commitment to Equal Opportunity**

CenturyLink ("Company") follows a very clear and comprehensive equal employment opportunity policy, but its commitment goes well beyond this important statement. The Company and its predecessor companies have a long history of supporting, developing and advancing diverse populations in the workplace.

As a Federal Contractor, The Company annually reviews its workforce which includes a job group analysis, establishment of goals to work towards mirroring the interested and skilled labor force in the locations in which The Company operates. The Company annually creates Affirmative Action Plans pursuant to the provision of the Executive Order 11246, as amended Section 503 of the Rehabilitation Act of 1973 as amended and the Vietnam Era Readjustment Assistance Act of 1974.

The 2014 analysis of The Company's employee profile in Texas ("CenturyLink Texas") indicates CenturyLink Texas has job groups where the rate of female employment and the rate of minority employment is less than would statistically be expected.

**Employment Goals for the CenturyLink Texas Establishment for Female**

Job Group & Name	Total	Employment % Female	Availability % Female	Placement Goal Female	Annual Goal
CRWS - CRAFT WORKERS	241	2.49	11.81	Yes	11.81
PRI17 - PROFESSIONALS	43	13.95	17.70	Yes	17.70
MMM4 - 1ST/MID LEVEL OFFICIALS & MGRS	16	12.5	25.74	Yes	25.74
MMM3 - 1ST/MID LEVEL OFFICIALS & MGRS	20	20.00	27.57	Yes	27.57
PRI18 - PROFESSIONALS	26	23.08	29.53	Yes	29.53
PRI15 - PROFESSIONALS	22	4.55	30.63	Yes	30.63
MMM5 - 1ST/MID LEVEL OFFICIALS & MGRS	13	23.08	32.63	Yes	32.63
SAI15 - SALES WORKERS	9	11.11	34.88	Yes	34.88
SAI16 - SALES WORKERS	24	20.83	34.88	Yes	34.88
SAN15 - SALES WORKERS	10	0	34.88	Yes	34.88

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**WORKFORCE AND SUPPLIER DIVERSITY FORM  
COMPANY INITIATIVES**

PRI19 - PROFESSIONALS	3	0	39.94	Yes	39.94
SAI17 - SALES WORKERS	18	22.22	40.59	Yes	40.59
MMM5S - 1ST/MID LEVEL OFFICIALS & MGRS	10	10.00	43.50	Yes	43.50
MMM6S - 1ST/MID LEVEL OFFICIALS & MGRS	3	0	43.50	Yes	43.50
CLN15 - OFFICE AND CLERICAL WORKERS	11	0	64.87	Yes	64.87
TEN10 - TECHNICIANS	8	0	67.18	Yes	67.18
TEN14 - TECHNICIANS	3	0	70.45	Yes	70.45
TEN15 - TECHNICIANS	34	11.76	72.53	Yes	72.53
CLN10 - OFFICE AND CLERICAL WORKERS	11	63.64	73.05	Yes	73.05
TEN13 - TECHNICIANS	28	7.14	75.32	Yes	75.32

**Employment Goals for the CenturyLink Texas Establishment for Minority**

Job Group & Name	Total	Employment % Minority	Availability % Minority	Placement Goal Minority	Annual Goal
MMM5S - 1ST/MID LEVEL OFFICIALS & MGRS	10	0	24.64	Yes	24.64
MMM4 - 1ST/MID LEVEL OFFICIALS & MGRS	16	6.25	27.21	Yes	27.21
MMM3 - 1ST/MID LEVEL OFFICIALS & MGRS	20	20.00	27.97	Yes	27.97
MMM5 - 1ST/MID LEVEL OFFICIALS & MGRS	13	23.08	28.03	Yes	28.03
SAI15 - SALES WORKERS	9	0	29.15	Yes	29.15
SAI16 - SALES WORKERS	24	8.33	29.15	Yes	29.15
SAN15 - SALES WORKERS	10	10.00	29.15	Yes	29.15
PRI17 - PROFESSIONALS	22	13.64	30.99	Yes	30.99
SAI17 - SALES WORKERS	18	0	31.48	Yes	31.48
PRI15 - PROFESSIONALS	22	13.64	32.23	Yes	32.23
PRI14 - PROFESSIONALS	38	21.05	34.49	Yes	34.49
PRI16 - PROFESSIONALS	96	19.79	35.03	Yes	35.03
CLN10 - OFFICE AND CLERICAL WORKERS	11	9.09	45.04	Yes	45.04

## WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES

TEN10 - TECHNICIANS	8	0	46.91	Yes	46.91
TEN15 - TECHNICIANS	34	38.24	47.98	Yes	47.98
CRWS - CRAFT WORKERS	241	16.18	48.40	Yes	48.40
TEN13 - TECHNICIANS	28	42.86	49.69	Yes	49.69
CLWS - OFFICE AND CLERICAL WORKERS	2	0	53.33	Yes	53.33
CLN15 - OFFICE AND CLERICAL WORKERS	11	9.09	56.62	Yes	56.62

**All other goals for this plan are met.**

In an effort to eliminate identified problem areas and achieve established goals, CenturyLink Texas initiates a variety of good faith efforts designed to attract and retain qualified women and minorities for positions throughout the organization. These initiatives include but are not limited to:

### SELECTION PROCESS

An analysis of position descriptions will be conducted periodically to ensure that they accurately reflect job duties and are consistent from job to job.

1. Job requirements will be validated by job group. Special attention will be given to academic, experience, physical and skill requirements to ensure that the requirements themselves do not constitute discrimination. Job specifications will be made consistent for the same job type in all allocations and free from bias with regard to race and gender.
2. Approved position descriptions and essential qualifications will be prepared and made available to all management and Human Resources personnel involved in the recruiting, screening, selection and promotion process.
3. All personnel having any role in the selection process are qualified for such roles to ensure that the selection process remains nondiscriminatory.

### RECRUITMENT

The Company will continue to seek new sources for qualified minority and female candidates. Those responsible for recruitment and selection will continue to be advised of the Company's Affirmative Action goals and obligations. In addition, the following methods may be used to improve recruitment and increase minority and female applicant flow.

1. Professional and community organizations may be contacted to include female and/or minority applicant flow.
2. Potential recruitment sources may be contacted and supported in various ways including briefing sessions, facility tours, and presentations by minority and female employees.
3. The Company will actively campaign among its minority and female employees to have them encourage their friends and associates who possess the requisite skills to apply for positions at the Company. The Company has an active employee referral plan.

## **WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES**

4. The inclusion of minority and female employees on the recruiting staff.
5. Minority and female participation in career days, youth motivation plans and other similar plans in the community.
6. Minority and female participation in "job fairs."
7. Advertising of open positions are extended to include the minority news media, women interest media, VETS Central, and state job services offices. Additionally, CenturyLink Texas sends advertised positions to a large number of women and minority diversity partners for placement on their career sites found on the internet.

CenturyLink Texas has expanded its recruiting through CareerBuilder and purchased a service through DirectEmployers to ensure CenturyLink Texas positions would be distributed to local Job Services agencies.

An applicant may initially find the job advertisement through a diverse site and then follow CenturyLink Texas procedures of completing a profile through the CenturyLink.com site. Openings are also made available to existing employees on the Company's intranet and employees are encouraged to refer their friends and families to the CenturyLink.com site to apply.

CenturyLink Texas jobs are posted through DirectEmployers Association as shown in the table below:

Diversity Sites	
The Black Collegian Online	The North 40 Network
The Black Perspective	Teachers of Color
DiversityWorking.com	US.jobs Diversity
IMDiversity	Women For Hire
Hispanic Today	Women in Business and Industry
AfricanAmericanJob.com	AsianAmericanJobsite.com
BabyBoomerJobs.net	Diversityjobs.ca
Diversityjobsite.com	Diversityworkers.com
Fathers and Family Center	Hispanicjobsite.com
RetiredStars.com	SeniorJobsNetwork.com
Jobs4Women.net	Minorityjobsite.com

Disability Sites	
Agency for Persons with Disabilities (APD)	Think Beyond The Label
Deaf To Work	United Spinal Association
Land A Job	US.jobs Disability
Maryland Works, Inc	VetCentral – Disabled Veteran Outreach Program
Options Unlimited Inc.	Work In Iowa Disability (Iowa State Workforce)
Quest	Workforce Recruitment Program
Enable America	

Military Network Sites	
ArmedServicesJobs.com	SDWorks Veterans (South Dakota State Workforce)
CASY/National Guard Employment Program	USA Cares
eBenefits Employment Center Veterans Job Bank	VetCentral /Local Veteran Employment Representatives & Disabled Veteran Outreach Program Representatives (LVERS & DVOP's)
Hero 2 Hired (H2H)	US.jobs Veterans
Honor Guard Network	Veteran's Enterprise
MarineGigs.com	VeteranJobSite.com
MarineJobsite.com	State Workforce Agency Veteran/Military Sites

Military Spouse Employment Program (MSEP)	KansasWorks Veterans (Kansas State Workforce)
Military Spouse Connections	Mass Veterans (Massachusetts State Workforce)
Military Spouse Corporate Career Network (MSCCN)	RecruitMilitary
My Next Move for Veterans – U.S. DOL/ETA	Save Our Veterans
NYWorks Veterans (New York State Workforce)	WorkInAZ Veterans (Arizona State Workforce)
MO Veterans (Missouri State Workforce)	WorkInIllinois Veterans (Illinois State Workforce)
Nevada Veterans (Nevada State Workforce)	WorkInIowa Veterans (Iowa State Workforce)
NYWorks Veterans (New York State Workforce)	WorkInOregon Veterans (Oregon State Workforce)
SDWorks Veterans (South Dakota State Workforce)	WorkInTexas Veterans (Texas State Workforce)

#### Federal Government Sites

American Job Center (USDOL)	My Next Move for Veterans (USDOL/ETA)
CareerOneStop (USDOL/ETA)	My Skills My Future (USDOL/ETA)
Hero 2 Hired (H2H)	Summer.jobs (White House Sponsored Initiative)
My Next Move (USDOL/ETA)	Virtual Career Network Healthcare (USDOL/ETA)

#### State Government Sites

US. Jobs National Labor Exchange (operated through a public-private partnership between NASWA and DirectEmployers Association)	State of California
VetCentral /Local Veteran Employment Representatives & Disabled Veteran Outreach Program Representatives (LVERS & DVOP's) (State)	State of Colorado
Pennsylvania Career Connect – Pittsburgh/Alleghany County, PA	State of Connecticut
Rescare Workforce Services - Indiana	State of Delaware
State Workforce Agency Job Banks (State) (See list of state job banks below that accept the download).	District of Columbia
State of Alabama	State of Florida
State of Alaska	State of Georgia
State of Arizona	State of Hawaii
State of Arkansas	State of Illinois

State of Indiana	State of South Dakota
State of Iowa	State of Tennessee
State of Kansas	State of Texas
State of Kentucky	State of Utah
State of Louisiana	State of Vermont
State of Maryland	State of Virginia
State of Massachusetts	State of Washington
State of Michigan	State of Wisconsin
State of Minnesota	State of Wyoming
State Of Mississippi	State Workforce Agency Microsites (See list of specific state microsites below)
State of Missouri	EmployNevada (Nevada State Workforce)
State of Montana	KansasWorks Veterans (Kansas State Workforce)
State of Nebraska	Mass Veterans (Massachusetts State Workforce)
State of Nevada	Missouri Veterans ( Missouri State Workforce)
State of New Hampshire	NYWorks Veterans (New York State Workforce)
State of New Jersey	SDWorks Veterans (South Dakota State Workforce)
State of New Mexico	WorkInAZ Veterans (Arizona State Workforce)
State of New York	WorkInIllinois Veterans (Illinois State Workforce)
State of North Carolina	WorkInIowa Veterans (Iowa State Workforce)
State of North Dakota	WorkInOregon Veterans (Oregon State Workforce)
State of Ohio	WorkInTexas Veterans (Texas State Workforce)
State of Oklahoma	State of Rhode Island
State of Oregon	State of South Carolina
Puerto Rico Job Bank	

Other Sites	
Adsdeck	Juju
Beyond.com	The Ladders
Career Bliss	Meelieu
Facebook Social Jobs Partnership	Mitula
Info.com	mybrightmountain.com
Jobalot	Recruiter.com
Job Inventory	Servant@Heart Christian Business Directory
Jobsearch.net	Skipthedrive.com



SimplyHired	Trovit
St. Christopher Parish	Universal Technical Institute
TalentPlanet	

Global Sites	
Australia.recruit.net	Jobespresso.net – Italy
China.recruit.net	Jobrapido.com.ar – Argentina
HongKong.recruit.net	Jobrapido.at – Austria
India.recruit.net	Jobrapido.com.au – Australia
Japan.recruit.net	Jobrapido.br – Brazil
Malaysia.recruit.net	Jobrapido.cl – Chile
NewZealand.recruit.net	Jobrapido.fr – France
Singapore.recruit.net	

Simply Hired Global Sites	
Simply Hired – Australia	Simply Hired – India
Simply Hired – Brazil	Simply Hired – Ireland
Simply Hired – Belgium	Simply Hired – Italy
Simply Hired – Canada	Simply Hired – Netherlands
Simply Hired – France	Simply Hired – Spain
Simply Hired – Germany	Simply Hired – United Kingdom

## College Network

Abilene Christian University	Monroe College
Alabama State	Moorpark College
Albany College of Pharmacy & Health Sciences	Morehead State University
Albany State University	Morton College
Alcorn State University	Moultrie Technical College
Alfred University	Mount St. Mary's College (Los Angeles)
Alma College	Mt. Holyoke College
American Jewish University	Mt. Hood Community College, Business Center
American Public University System	Mt. San Antonio College
American Sentinel University	Mt. San Jacinto College
Amherst College	National Park Community College
Amridge University	National University
Anderson University (IN)	Navarro College
Anne Arundel	Nevada State College
Appalachian State University	New Jersey Institute of Technology
Arizona State University	New York University
Arkansas Northeastern College	New York University, Abu Dhabi
Arkansas State University	Newberry College
Arkansas State University Beebe	Norfolk State University
Arkansas State University Mountain Home	North Carolina A&T State University
Arkansas State University Newport	North Carolina Central University
Armstrong Atlantic	North Carolina State University
Assumption College	North Central University
Athens State University	North Dakota State University
Auburn University	Northeast Alabama Community College
Augsburg College	Northern Essex Community College
Augustana College, Illinois	Northwest Arkansas Community College
Averett University	Northwest Missouri
Azusa Pacific University	Northwestern University
Babson College	Northwestern University School of Communication
Baker College	Norwich University
Ball State	Notre Dame de Namur
Barnard College	Nova Southeastern
Bates College	Nyack College
Bay Path College	Oakland University
Bellevue College (WA)	Oberlin College
Belmont Abbey College	Occidental College
Beloit College	Ohio Christian University
Bennington College	Ohio Northern University
Bentley University, Career Services	Ohio State, Arts & Sciences Career Services
Berkeley College	Ohio State, Buckeye Careers Network
	Ohio State, College of Food, Agriculture & Environmental Sciences
Berklee College of Music	

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Bethel University (Minnesota)  
Biola University  
BJU Press  
Black River Technical College  
Bloomsburg University of Pennsylvania (PASSHE)  
Bluegrass Community and Technical College  
Bob Jones University  
Boise State University  
Boston Architectural College  
Boston College  
Boston University  
Boston University, College of Communication  
Boston University, College of Engineering  
Boston University, School of Hospitality  
Boston University, School of Management  
  
Boston University, School of Public Health  
Bow Valley College  
Bowie State University  
Bowling Green  
Brandeis University, Graduate School of Arts & Sciences  
University, Hiatt Career Center  
Brandman University  
  
Bridgepoint Education - Ashford University  
Brigham Young University  
Brigham Young University, Hawaii  
Brigham Young University, Idaho  
Brown University  
Brown University, Alumni  
Bucks County Community College  
Burlington County College  
Butler Community College  
Cabrillo College  
Cabrini College  
Cairn University  
Cal Poly Pomona  
Cal Poly San Luis Obispo  
California Baptist University  
California Institute of Integral Studies  
California Institute of Technology (Caltech)  
California Lutheran University  
California Lutheran University, Institute of Finance  
California State University Channel Islands  
California State University Fresno  
California State University Fullerton

Ohio State, Engineering Career Services  
Ohio University  
Old Dominion University  
Oral Roberts  
Oregon State University  
Oregon State University, Cascades  
Ouachita Baptist  
Palm Beach Atlantic University  
Pasadena City College  
Peirce College  
Penn State University, Schreyer Honors College  
Penn State, Alumni  
Penn State, Behrend  
Penn State, College of Agricultural Sciences  
Penn State, College of Engineering  
Penn State, College of Information Sciences & Technology  
Penn State, College of the Liberal Arts  
Penn State, Consortia  
Penn State, Eberly College of Science  
Penn State, Harrisburg Brandeis  
Penn State, University Park  
Pennsylvania College of Technology  
Pepperdine University, Graduate School of Education & Psychology  
Pepperdine University, School of Public Policy  
Pepperdine University, Seaver Career Center  
Philadelphia University  
Philander Smith College  
Piedmont Community College  
Piedmont Virginia Community College  
Pikes Peak Community College  
Pima Community College  
Pittsburgh Technical Institute  
Pitzer (Claremont MSE)  
Pomona College (Claremont MSE)  
Prairie View A&M University  
Purdue University  
Quinnipiac University  
Rasmussen College  
Reed College  
Regent University  
Rensselaer Polytechnic Institute  
Rice University  
Roane State Community College  
Rochester Institute of Technology

California State University Long Beach  
California State University Monterey Bay  
California State University Northridge  
California State University Sacramento  
California State University San Bernardino  
California University of Pennsylvania (PASSHE)  
Calvin College

Cañada College

Cape Fear Community College

Capella University

Capitol College

Carleton College

Carnegie Mellon

Carnegie Mellon, Heinz School of Public Policy &  
Management

Case Western Reserve University

Case Western Reserve University, School of Engineering

Catholic University of Portugal

Cedarville University

Central Arizona College

Central College

Central Lakes College at Brainerd

Central Methodist University

Central New Mexico Community College

Central Oregon Community College

Central State

Central Virginia Community College

Centre College

Chadwick School

Chaffey College

Chaminade University of Honolulu

Champlain College

Chapman University

Charleston Southern University

Chatham University

Cheyney University of Pennsylvania (PASSHE)

Chicago State University

Christian Brothers University

City Colleges of Chicago

Claremont Graduate University (Claremont MSE)

Claremont McKenna College (Claremont MSE)

Rockhurst University

Rocky Mountain College

Rollins College

Ron Brown Scholar Fund

Russell Sage College

Rutgers University Camden

Rutgers University New Brunswick

Rutgers University New Brunswick, Environmental &  
Biological Sciences (E | MSE)

Rutgers University New Brunswick, Professional  
Science Master's Program

Rutgers University New Brunswick, School of  
Management and Labor Relations

Rutgers University New Brunswick, School of Planning  
and Public Policy

Rutgers University New Brunswick, Undergraduate  
Business

Rutgers University Newark

Rutgers University Newark, Undergrad Business

Sacred Heart University

Saddleback College

Saginaw Valley State University

Saint Josephs College

Saint Peter's University

Samford University

San Diego State University

San Jose State University

Santa Barbara City College

Santa Clara University

Sarah Lawrence

Savannah College of Art and Design

Savannah State University

School of Visual Arts

Scripps (Claremont MSE)

Seattle Pacific University

Sewanee, the University of the South

Shippensburg University of Pennsylvania (PASSHE)

Siena College

Simpson College

SIT Graduate Institute

Skidmore College

Skyline College

Slippery Rock University of Pennsylvania (PASSHE)

Smith College

Soka University of America

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Clarion University of Pennsylvania (PASSHE)	Sonoma State University
Clark University	South Central College
Clarkson University	Southeast Arkansas College
Clayton State University	Southeastern Oklahoma State University
Clemson University	Southern Adventist University
Clemson University, Alumni Association	Southern Connecticut State University
Clemson University, Cooperative Education Program	Southern Crescent Technical College
Coastal Carolina University	Southern Oregon University
Coker College	Southern University and A & M College
Colby College	Southern Wesleyan University
Colgate University	Southwestern University
College of Coastal Georgia	Spokane Community College, Career Services
College of Idaho	Spokane Falls Community College, Student Employment Office
College of Marin	Spring Arbor University
College of New Jersey	Springfield College
College of San Mateo	St. Ambrose University
College of Southern Nevada	St. Bonaventure University
College of St. Benedict & St. John's University	St. John's University
College of St. Rose	St. Joseph's University
College of Staten Island	St. Lawrence University
College of the Bahamas	St. Leo University
College of the Holy Cross	St. Louis University
College of Wooster	St. Mary's College of California
Colorado School of Mines	St. Michael's College (VT)
Columbia College	St. Olaf College
Columbia College of South Carolina	St. Paul College
Columbia Southern University	St. Thomas Aquinas College
Columbus College Of Art and Design	St. Thomas University
Columbus State Community College	St. Xavier University
Columbus State University	Stanford University (MSE)
Concordia College at Moorhead	Stanford University School of Medicine
Concordia College, New York	Stanford University, School of Education
Concordia University (St. Paul)	Stevenson University
Concordia University Ann Arbor	Stratford University
Concordia University Irvine	SUNY Albany, Rockefeller College of Public Affairs & Policy
Cornell College	SUNY Alfred State College
Cornerstone University	SUNY Buffalo State College
Cuesta College	SUNY College at Brockport
Cumberland University	SUNY College at Oneonta
CUNY Baruch College	SUNY College of Plattsburgh
CUNY Baruch College, School of Public Affairs	SUNY Fredonia
CUNY Baruch College, Weissman School of Arts & Sciences	SUNY Jefferson Community College
CUNY Borough of Manhattan Community College	SUNY Oswego
CUNY Central Internship Programs	SUNY Purchase College

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CUNY Graduate Center  
CUNY Graduate School of Journalism  
CUNY Hostos Community College  
CUNY Hunter College  
CUNY John Jay College of Criminal Justice  
CUNY LaGuardia Community College  
CUNY Lehman College  
CUNY Macaulay Honors College  
CUNY Medgar Evers College  
CUNY Queens College  
CUNY Service Corps  
CUNY York College

Cypress College  
Dallas County Community College District (DCCCD)  
Daniel Webster College  
Dartmouth College, Health Policy & Clinical Practice  
Dartmouth College, Thayer School of Engineering  
Davidson College  
Dean College  
Delaware State University  
Delaware Technical Community College  
Delaware Valley College  
Delta State  
Denison University  
Depauw University  
DeSales University  
Dominican College  
Dominican University of California  
Dowling College  
Drake University  
Drew University  
Drexel University  
Dunwoody College of Technology  
Earlham College  
East Georgia State College  
East Stroudsburg University of Pennsylvania (PASSHE)  
Eastern Illinois University  
Eastern Washington University  
Eckerd College  
Edinboro University of Pennsylvania (PASSHE)  
EduK Group  
Ehove Career Center  
Elmhurst College

Emerson College, Los Angeles Center

SUNY University at Buffalo  
Susquehanna University  
Syracuse University  
Tallahassee Community College  
Tarleton State  
Tennessee State  
Texas A&M Central Texas  
Texas A&M College Station  
Texas A&M Kingsville  
Texas A&M San Antonio  
Texas A&M Texarkana  
Texas A&M University Qatar

Texas Tech, Health Sciences Center School of Nursing  
Texas Tech, Rawls College of Business  
Texas Wesleyan University  
Texas Woman's University  
The Citadel  
The College of New Rochelle  
The King's College  
The New School  
The Universities at Shady Grove  
The University of the Arts  
Thomas Jefferson University  
Touro College  
Trident Technical College  
Trine University  
Trinity College (CT)  
Trinity Washington University  
Troy University  
Truckee Meadows Community College  
Tufts University, Office of Public Health  
Tulane University  
Tuskegee  
UCAN, University Career Action Network  
UCLA  
UCLA, School of Public Affairs  
University of Akron  
University of Alabama  
University of Alaska Fairbanks  
University of Arizona  
University of Arkansas at Fayetteville  
University of Arkansas at Fort Smith  
University of Arkansas at Little Rock  
University of Arkansas at Little Rock, College of Engineering & Information Technology

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Emmanuel College	University of Arkansas at Pine Bluff
Emory University	University of Arkansas Community College at Batesville
Emory University, Alumni Association	University of Baltimore
Emory University, Public Health	University of California Berkeley
Everest University	University of California Berkeley Haas Undergrad Alumni
Excelsior College	University of California Berkeley, Goldman School of Public Policy
Fairmont State University	University of California Berkeley, School of Public Health
Fashion Institute of Design & Merchandising (FIDM)	University of California Berkeley, School of Social Welfare
Fashion Institute of Technology, Career Services Office	University of California Davis
Fayetteville State University	University of California Irvine
Ferris State University	University of California Merced
Florida International	University of California Riverside
Florida State University	University of California San Diego
Florida State University, College of Social Work	University of California San Diego, Graduate School of International Relations & Pacific Studies
Fordham University	University of California Santa Barbara
Fordham University, Gabelli School of Business	University of California Santa Cruz
Fort Lewis College	University of Central Missouri
Foundation for California Community Colleges	University of Charleston
Franklin and Marshall College	University of Chicago
Franklin W. Olin College of Engineering	University of Chicago, Harris School of Public Policy
Friends University	University of Colorado Denver, College of Architecture and Planning
Full Sail University	University of Connecticut
Furman University	University of Delaware
Gadsden State Community College	University of Denver
Gallaudet University	University of Denver, Graduate School of International Studies
Gateway Community College	University of Evansville
Geneva College	University of Florida
George Washington University, Career Services	University of Georgia
George Washington University, College of Professional Studies	University of Great Falls
George Washington University, School of Education	University of Houston, College of Technology
Georgetown College	University of Houston, Health and Human Performances
Georgetown University	University of Idaho
Georgetown University, Communication, Culture & Technology	University of Illinois at Chicago
Georgia Regents University	University of Illinois at Springfield

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Georgia Southern University  
Georgia Southwestern State University  
Georgia State University  
Georgia Tech  
Georgia Tech, Division of Professional Practice  
Georgian Court University  
Gettysburg College  
Golden Gate University  
Gonzaga University  
Grambling State University  
Grantham University  
Great Bay Community College  
Grinnell College  
Hamilton College  
Hamline University  
  
Hampden -Sydney College  
  
Hampshire College  
Hanover College  
Harding University  
  
Hartwick College  
  
Harvard University  
  
Harvard University, Institute of Politics  
  
Harvard University, Kennedy School of Government  
Harvey Mudd (Claremont MSE)  
Hawaii Pacific University  
Hendrix College  
  
Henry Ford College  
Heritage University  
Herzing University  
High Point University  
Hofstra University  
Hood College  
Houston Community College Engineering  
Howard University  
  
Hudson Valley Community College  
Husson University  
Illinois Institute of Technology

University of Illinois at Urbana - Champaign, Alumin Assoc.  
University of Illinois at Urbana  
University of Illinois Theta Xi  
University of Iowa  
University of Iowa, College of Public Health  
University of Kansas  
University of Kentucky  
University of La Verne  
University of Louisville  
University of Louisville, Speed School of Engineering  
University of Maine  
University of Maine at Augusta  
University of Mary Washington  
University of Maryland Baltimore County  
University of Maryland College Park  
University of Maryland College Park, Clark School of Engineering  
University of Maryland College Park, School of Public Policy  
University of Maryland Eastern Shore  
University of Michigan Ann Arbor  
University of Michigan Ann Arbor, Engineering Career Resource Center  
University of Michigan Ann Arbor, School of Information  
University of Michigan Ann Arbor, School of Natural Resources and Environment  
University of Michigan Ann Arbor, School of Public Health  
University of Michigan Athletic Department  
University of Michigan Dearborn  
University of Michigan Flint  
University of Michigan, College of Literature, Science and the Arts  
University of Missouri Kansas City  
University of Nebraska Kearney  
University of Nebraska Lincoln  
University of Nebraska Omaha  
University of Nevada Las Vegas  
University of Nevada Reno  
University of New Hampshire  
University of New Hampshire, College of Health and Human Services  
University of New Haven  
University of New Mexico



Illinois State University	University of North Alabama
Indiana University -Purdue University, Fort Wayne (IPFW)	University of North Carolina at Asheville
Indiana University Alumni Association	University of North Carolina at Chapel Hill
Indiana University Bloomington, Career Development	University of North Carolina at Greensboro
Indiana University Bloomington, School of Education	University of North Texas at Dallas
Indiana University Bloomington, School of Informatics	University of Northern Iowa
Indiana University Bloomington, School of Public & Environmental Affairs	University of Northwestern - St. Paul
Indiana University Bloomington, School of Public Health	University of Notre Dame
Indiana University of Pennsylvania (PASSHE)	University of Oregon
Indiana University South Bend	University of Oregon, School of Architecture & Allied Arts
Indiana University Southeast	University of Pennsylvania
Indiana University, East	University of Pittsburgh
Indiana University, Herron School of Art and Design (Talent)	University of Pittsburgh at Bradford
Indiana University, Kelley School of Business (Talent)	University of Pittsburgh at Greensburg
Indiana University, Kelley School of Business Bloomington	University of Pittsburgh at Johnstown
Indiana University, Kokomo	University of Pittsburgh, Graduate School of Public and International Affairs
Indiana University, Northwest	University of Pittsburgh, School of Education
Indiana University, Richard M. Fairbanks School of Public Health (Talent)	University of Puget Sound
Indiana University, School of Education (Talent)	University of Rhode Island Office of Experiential Learning and Community Engagement
Indiana University, School of Engineering and Technology (Talent)	University of Richmond
Indiana University, School of Health and Rehabilitation Sciences (Talent)	University of Rochester
Indiana University, School of Informatics and Computing (Talent)	University of San Diego
Indiana University, School of Liberal Arts (Talent)	University of San Francisco
Indiana University, School of Philanthropy (Talent)	University of South Carolina Upstate
Indiana University, School of Physical Education and Tourism Management (Talent)	University of Southern California
Indiana University, School of Public and Environmental Affairs (Talent)	University of Southern California, Annenberg School
Indiana University, School of Science (Talent)	University of Southern California, Marshall Undergraduate
Indiana University, School of Social Work (Talent)	University of Southern Indiana
Indiana University, Talent	University of St Francis (IL)
Indiana University, University College (Talent)	University of St. Francis, Fort Wayne
Indiana University/Purdue University, Indianapolis (IUPUI)	University of St. Joseph
Indiana Wesleyan University	University of St. Thomas
iNet Internship Network	University of Texas at Austin, School of Architecture
Iona College	University of Texas at Austin, School of Information

Iowa Central Community College	University of Texas at Austin, Student Employment
Iowa State University	University of Texas at Tyler
Ivy Tech Group	University of Texas Austin, Moody College of Communications
Ivy Tech Indianapolis	University of Texas, College of Fine Arts
Jackson State University	University of the Ozarks
Jacksonville State University (Alabama)	University of the Pacific
Jacksonville University (Florida)	University of Toledo
James Madison University	University of Tulsa
Johns Hopkins University	University of Utah
Johnson C Smith University	University of Vermont
Johnson University	University of Virginia
Juniata College	University of Washington, Daniel J. Evans School of Public Affairs
Kansas Wesleyan University	University of Washington, Engineering Coop & Internship Program
Keck Graduate Institute (Claremont MSE)	University of Washington, Information School
Kendall College	University of Wisconsin at Madison, School of Education
Kendall College of Art and Design	University of Wisconsin, School of Human Ecology
Kennesaw State University	Upper Iowa University
Kenyon College	Ursinus College
Kingsborough Community College	USC Occupational & Physical Therapy and Dentistry
Kutztown University of Pennsylvania (PASSHE)	USC Rossier School of Education
Lake Land College	Valencia College
Lander University	Vanderbilt University
Lawrence Tech	Vanderbilt University, Graduate School
Lewis & Clark College	Vanguard University
Lewis University	Vassar College
Liberty University	Ventura College
Life University	Vincennes University
LIM College	Virginia Highlands Community College
Linfield College	Virginia International University
Linn - Benton Community College	Virginia State University
Lock Haven University of Pennsylvania (PASSHE)	Virginia Union University
Longwood University	Virginia Western Community College
Lorain County Community College	Wade College Louisiana
State University	Walla Walla University
Louisiana Tech University	Warner Pacific College
Loyola Marymount University	Warren Wilson College
Loyola Marymount University, School of Film and Television	Wartburg College
Loyola University Chicago	Washington College
Luther College	Washington State University
Lynchburg College	Washington University in St. Louis

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Macalester College

Madonna University  
Manchester University  
Manhattan College

Marian University  
Marist College  
Marlboro College  
Marshall University  
Marygrove College  
Marymount California University

Marymount Manhattan College  
Maryville University of St. Louis  
Massachusetts School of Professional Psychology (MSPP)  
McDaniel College  
McNeese State University  
Menlo College  
Mercer University  
Mercy College  
Merrimack College  
Metropolitan Community Colleges of Kansas City  
Metropolitan State University (Minnesota)  
Miami University (OH)  
Michigan State University  
Michigan Technological University  
Middle Tennessee State University  
Middlebury College  
Millersville University of Pennsylvania (PASSHE)  
Milligan College  
Mills College  
Milwaukee Institute of Art and Design  
York College of Pennsylvania Minnesota Mankato  
Mansfield University of Pennsylvania (PASSHE)  
Mississippi College  
Missouri Baptist University  
Williamson College of Business Administration

Washington University in St. Louis, Olin Undergrad  
Business School

Washington University in St. Louis, School of Social  
Work  
Washtenaw Community College  
Wayland Baptist University  
Wayne State University, School of Business Admin  
Webster  
Wentworth Institute of Technology  
West Chester University of Pennsylvania (PASSHE)  
West Virginia State University  
Western Kentucky  
Western Oregon

Western Washington University  
Westmont College  
Wheaton College Illinois  
Wheaton College Massachusetts  
Whitman College  
Whitworth University  
Willamette University  
William & Mary  
William Woods University  
Williams College  
Wilmington College  
Wingate University  
Winthrop University  
Wiregrass Georgia Technical College  
Woodbury University  
Worcester Polytechnic Institute  
Wytheville Community College  
Xavier University of Louisiana  
Yale University  
Yeshiva University Minneapolis Community and  
Technical College  
York Technical College  
Mississippi State University  
Youngstown State University  
Youngstown State University, Science, Technology,  
Engineering, and Mathematics

## Metro Areas on U.S. jobs

**STATES: METRO AREAS:**

<b>Alabama:</b>	Birmingham	Huntsville	Mobile	Montgomery	
<b>Alaska:</b>	Anchorage	Fairbanks	Juneau		
<b>Arizona:</b>	Flagstaff	Phoenix	Tucson		
<b>Arkansas:</b>	Fayetteville	Little Rock			
<b>California:</b>	Bakersfield Oakland San Francisco	Fresno Sacramento San Jose	Lancaster Salinas Santa Clara	Los Angeles San Bernardino Stockton	Modesto San Diego Vellejo
<b>Colorado:</b>	Colorado Springs	Denver	Fort Collins	Pueblo	
<b>Connecticut:</b>	Bridgeport	Hartford	New Haven	Stamford	Waterbury
<b>Delaware:</b>	Dover	Wilmington			
<b>District of Columbia:</b>	Washington				
<b>Florida:</b>	Clearwater St. Petersburg	Fort Lauderdale Tallahassee	Jacksonville Tampa	Miami	Orlando
<b>Georgia:</b>	Athens	Atlanta	Augusta	Columbus	Savannah
<b>Hawaii:</b>	Hilo	Honolulu			
<b>Idaho:</b>	Boise	Pocatello			
<b>Illinois:</b>	Aurora Springfield	Chicago	Joliet	Peoria	Rockford
<b>Indiana:</b>	Evansville	Fort Wayne	Gary	Indianapolis	South Bend
<b>Iowa:</b>	Cedar Rapids	Des Moines			
<b>Kansas:</b>	Kansas City	Topeka	Wichita		
<b>Kentucky:</b>	Frankfort	Lexington	Louisville		
<b>Louisiana:</b>	Baton Rouge	Lafayette	New Orleans	Shreveport	
<b>Maine:</b>	Augusta	Portland			
<b>Maryland:</b>	Annapolis	Baltimore			
<b>Massachusetts:</b>	Boston	Springfield	Worcester		
<b>Michigan:</b>	Ann Arbor	Battle Creek	Detroit	Grand Rapids	Lansing
<b>Minnesota:</b>	Minneapolis	St. Paul			

**WORKFORCE AND SUPPLIER DIVERSITY FORM  
COMPANY INITIATIVES**

<b>Mississippi:</b>	<i>Gulfport</i>	<i>Jackson</i>			
<b>Missouri:</b>	<i>Independence</i>	<i>Jefferson City</i>	<i>Kansas City</i>	<i>Springfield</i>	<i>St. Louis</i>
<b>Montana:</b>	<i>Billings</i>	<i>Helena</i>			
<b>Nebraska:</b>	<i>Lincoln</i>	<i>Omaha</i>			
<b>Nevada:</b>	<i>Carson City</i>	<i>Las Vegas</i>	<i>Reno</i>		
<b>New Hampshire:</b>	<i>Concord</i>	<i>Manchester</i>			
<b>New Jersey:</b>	<i>Elizabeth</i>	<i>Jersey City</i>	<i>Newark</i>	<i>Patterson</i>	<i>Trenton</i>
<b>New Mexico:</b>	<i>Albuquerque</i>	<i>Santa Fe</i>			
<b>New York:</b>	<i>Albany</i> <i>Syracuse</i>	<i>Buffalo</i>	<i>Elmira</i>	<i>New York</i>	<i>Rochester</i>
<b>North Carolina:</b>	<i>Asheville</i> <i>Durham</i>	<i>Charlotte</i> <i>Winston-Salem</i>	<i>Fayettesville</i>	<i>Greensboro</i>	<i>Raleigh</i>
<b>North Dakota:</b>	<i>Bismarck</i>	<i>Fargo</i>			
<b>Ohio:</b>	<i>Akron</i> <i>Toledo</i>	<i>Cincinnati</i>	<i>Cleveland</i>	<i>Columbus</i>	<i>Dayton</i>
<b>Oklahoma:</b>	<i>Oklahoma City</i>	<i>Tulsa</i>			
<b>Oregon:</b>	<i>Eugene</i>	<i>Portland</i>	<i>Salem</i>		
<b>Pennsylvania:</b>	<i>Allentown</i>	<i>Erie</i>	<i>Philadelphia</i>	<i>Pittsburgh</i>	
<b>Rhode Island:</b>	<i>Providence</i>				
<b>South Carolina:</b>	<i>Charleston</i>	<i>Columbia</i>			
<b>South Dakota:</b>	<i>Pierre</i>	<i>Sioux Falls</i>			
<b>Tennessee:</b>	<i>Chattanooga</i>	<i>Clarksville</i>	<i>Knoxville</i>	<i>Memphis</i>	<i>Nashville</i>
<b>Texas:</b>	<i>Abilene</i> <i>Corpus Christi</i> <i>Laredo</i> <i>Waco</i>	<i>Amarillo</i> <i>Dallas</i> <i>Longview</i> <i>Wichita Falls</i>	<i>Austin</i> <i>El Paso</i> <i>Lubbock</i>	<i>Beaumont</i> <i>Fort Worth</i> <i>San Antonio</i>	<i>Brownsville</i> <i>Houston</i> <i>Tyler</i>
<b>Utah:</b>	<i>Provo</i>	<i>Salt Lake City</i>			
<b>Vermont:</b>	<i>Burlington</i>	<i>Montpelier</i>			
<b>Virginia:</b>	<i>Alexandria</i>	<i>Norfolk</i>	<i>Richmond</i>	<i>Virginia Beach</i>	
<b>Washington:</b>	<i>Olympia</i>	<i>Seattle</i>	<i>Spokane</i>	<i>Tacoma</i>	

## WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES

<b>West Virginia:</b>	<i>Charleston</i>	<i>Huntington</i>			
<b>Wisconsin:</b>	<i>Green Bay</i>	<i>Madison</i>	<i>Milwaukee</i>		
<b>Wyoming:</b>	<i>Casper</i>	<i>Cheyenne</i>			

The following is a list of diversity partners available to Recruiters through CareerBuilder:

**1001 Consejos.com** - <http://www.1001consejos.com/app/index.php>

1001 Consejos.com represents the new generation of internet portals offered in Spanish. 1001 Consejos.com helps visitors find information on investments, employment, sports, immigration, entertainment and more. CareerBuilder.com powers their career channel.

**55-Alive!** - <http://www.55-alive.com/>

55-Alive! provides an online community for people age 55 and up. On this site you will find answers to diverse issues such as health matters, insurance, financial issues, and travel. CareerBuilder.com powers their career channel.

**AAUW** - <http://www.aauw.org/>

The mission of AAUW (American Association of University Women) is to advance the equity for women and girls through advocacy, education and research. The Association has about 100,000 members, 1,000 branches and 500 college/university institution partners nationwide. CareerBuilder.com powers their career channel

**AbilityLinks.org** - <http://www.abilitylinks.org/jobseekers/forms.aspx?pageid=509>

AbilityLinks is a nationwide, web-based community where job seekers with disabilities and inclusive employers meet and gain access to valuable networking opportunities. CareerBuilder is advertised on this site.

**African American Times.net** - <http://africanamericantimes.net>

The mission of African American Times.net is to provide the African-American community with information that is of current relevance in the areas of health care, careers, politics, entertainment, religion, family and many other issues. CareerBuilder.com is advertised on their site.

**AfroGotham.com** - <http://www.afrogotham.com/>

AfroGotham.com is a Black-owned webmagazine featuring original and syndicated articles focusing on the arts, lifestyle, business and social commentaries from a Pan-African perspective. CareerBuilder.com powers their career center.

**After Fifty Living** - <http://www.afterfiftyliving.com/>

After Fifty Living is an online resource for baby boomers. This site offers retirement living information, senior adult resources, social security guidance and more. CareerBuilder.com powers their career channel.

**AgingHipsters.com** - <http://www.aginghipsters.com>

AgingHipsters.com is a Baby Boomer Generation site that provides trends, research, comment and discussion of and by people born from 1946 - 1964. CareerBuilder.com is advertised on this site.

**Alliance of Professional Women** - <http://www.apwcolorado.org/>

For over 20 Years, the Alliance of Professional Women has helped female professionals in Denver, Colorado connect. Through this organization, women are able to share information regarding business

## WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES

opportunities, build professional networks, coordinate volunteer activities within the community and help women around the world. CareerBuilder.com is advertised on this site.

### **Baby Boomer Lifeboat - <http://www.babyboomerlifeboat.com/>**

Baby Boomer Lifeboat offers information for Baby Boomers seeking to retire on a fixed income. Visitors will find tips on cutting household expenses, shopping for health insurance, managing your retirement savings and more. CareerBuilder.com powers their career channel.

### **BabyBoomerGold.com - <http://www.babyboomergold.com/>**

BabyBoomerGold (BBG) is a new and rewarding enterprise founded and developed by baby boomers to provide an organization that meets baby boomer challenges and needs. BBG partners with vendors, companies, political allies and agencies to provide the ultimate in care, support and provision for the baby boomer generation. CareerBuilder.com powers their job channel.

### **BabyBoomer-Magazine - <http://www.babyboomer-magazine.com/>**

BabyBoomer-Magazine is a complete resource magazine for the Baby Boomer generation. Visitors to this site can find information on health, fitness, travel, and more. CareerBuilder.com powers their career channel.

### **Being Latino - <http://www.beinglatino.us/>**

Being Latino is a communication platform designed to educate, entertain and connect all peoples across the global Latino spectrum. CareerBuilder.com powers their career channel.

### **Black Men in America.com - <http://www.blackmeninamerica.com/>**

The goal of Black Men in America.com is to utilize the internet to improve the image of black men from all walks of life and focus on their successes. This site also provides a forum for visitors to read and exchange information on a variety of issues. CareerBuilder.com is advertised on this site.

### **Black Wall Street Merchants Association - <http://blackwallstreet.org/>**

The Black Wall Street Merchants Association is a not-for profit enterprise that serves as an advocate for commerce in the African American and culturally diverse community in East Oakland, California. The BWSMA promotes ethics, to preserve economic growth, social and ethnic vitality. Since 1999, BWSMA has served as an effective business and social networking organization in California. CareerBuilder.com is advertised on this site.

### **Blue Suit Mom - <http://www.bluesuitmom.com>**

Blue Suit Mom is a site exclusively designed to meet the needs of executive working mothers. This site offers online virtual classes, as well as provides seminars, training sessions to corporations who strive to retain their valuable female executives who also happen to be mothers. CareerBuilder.com powers their career channel.

### **Boomernet - <http://www.boomernet.com/pn/index.php>**

Boomernet offers a collection of ideas and services to benefit Boomers everywhere. This site features information on past events, current news and thoughts for the future. CareerBuilder.com powers their career channel.

### **ChicagoPride.com - <http://www.chicagopride.com>**

ChicagoPride is the premiere site on the web for the best eats, nightlife, social calendar and event photos for gays in Chicago. The site offers editorial columns, restaurant advice, a travel guide, and fitness information among other various services. The site also gives weather information, stock updates as well as interviews with various celebrities. CareerBuilder.com powers their career channel.

## **WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES**

### **Chinatown Connection - <http://www.chinatownconnection.com>**

Our vision is to open up the Asian-Chinese culture and share it with everyone. From delicious, original cooking to shopping for items unique to the Asian culture, we are determined to bring out the best in Chinatown and Asian businesses. By doing so, people can make informed decisions to where to go and spend time and money with the click of a mouse. CareerBuilder.com powers their career channel.

### **ChristianCommunityNetworking.com - <http://www.christiancommunitynetworking.com/>**

The mission of ChristianCommunityNetworking.com (CCN) is to provide a community for Christian singles in fellowship, evangelism, business, health and dating. CareerBuilder.com powers their career channel.

### **Diario La Estrella - <http://www.diariolaestrella.com>**

Diario La Estrella has been serving the Dallas/Fort Worth Hispanic community since 1994 via a mix of home delivery and outside racks. Now, our vision and commitment to the community have grown, with publication five days a week. The new Diario La Estrella offers daily, relevant and useful information, with at least three sections in each issue. Backed by a winning team of journalism professionals from the Fort Worth Star-Telegram and Knight Ridder, Inc. CareerBuilder.com is advertised on this site.

### **Direct Sales Moms - <http://www.directsalesmoms.com>**

DirectSalesMoms.com totally focuses on supporting and promoting moms that work from home. We take our business very seriously and in turn have many WAHM's that support us monthly by renewing their advertising. We want your business to grow and to flourish so you can continue to work at home. We want to help moms find a home business they can be productive in and promote that business for you. CareerBuilder.com powers their career channel.

### **DisabilityScoop.com - <http://www.disabilityscoop.com/>**

Founded in 2008, Disability Scoop is the nation's premier source for developmental disability news. With daily coverage of autism, intellectual disability, cerebral palsy, Down syndrome and more, no other news source offers a more timely and comprehensive take on the issues that matter to the developmental disability community. Readers include parents, caregivers, educators, professionals and people with disabilities themselves. What's more, lawmakers and the nation's most influential disability advocates rely on Disability Scoop to stay in the know. CareerBuilder.com powers their career channel.

### **Diversity News Magazine - <http://diversitynewsmagazine.com/>**

Diversity News Magazine is a consumer news magazine covering News, Entertainment, Features, Sports, Events and more. CareerBuilder.com powers their career channel.

### **Diversity News Publications - <http://diversitynewspublications.com/>**

Diversity News Publications is a news/entertainment multimedia and public relations firm specialized in Advertising, Design, Marketing, Printing & Public Relations services who combines all sources in one. CareerBuilder.com powers their career channel.

### **DiversityBusiness.com - <http://www.diversitybusiness.com>**

DiversityBusiness.com is the nation's primary resource portal for small businesses and large organizational buyers (i.e., Fortune 1000 Companies, Government Agencies and College/Universities). It is a membership-based exchange platform that facilitates contacts and communication, streamlines business processes and provides vital business news and information. CareerBuilder.com powers their career channel.



## **WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES**

**El Nuevo Herald** - <http://www.miami.com/mld/elnuevo>  
Miami, FL. CareerBuilder.com powers their career channel.

**FemaleThiink.com** - <http://www.femalethiink.com>

FemaleThiink is a source for today's woman. Our goal is to enhance and impact the lives of women seeking to find innovative ways to live more productive lives. This is done by providing a platform for women to obtain vital information needed to enhance the woman she is today; and assist in the developmental process of the woman she desires to be. We provide alternative education in areas such as Business, Career Development, Health & Wellness, Finance, Personal Growth, Family and Relationship Development. Our programs are presented in various settings. Whether it is a seminar, lecture, short course, panel or roundtable discussion - FemaleThiink is committed to providing quality information. CareerBuilder.com is advertised on this site.

**Gayapolis** - <http://www.gayapolis.com>

Gayapolis, Inc. provides Internet-based community services to gay, lesbian, bisexual, and transgendered individuals. Founded in 2000, we are an alternative to the larger portal sites available for the community. Our mission is not only to provide the highest level of services to individual visitors, but also to serve as a resource to smaller gay and lesbian owned businesses, by offering lower advertising rates that are more affordable to small businesses, as well as a variety of new business solutions currently in development. CareerBuilder.com powers their career channel.

**Greater Philadelphia Hispanic Chamber of Commerce** - <http://philahispanicchamber.org/>

The mission of the Greater Philadelphia Hispanic Chamber of Commerce is to develop, promote and advocate for Hispanic business in the Greater Philadelphia area while encouraging the advancement and economic growth of the Hispanic community. CareerBuilder.com powers their career channel.

**Immigrant Magazine** - <http://www.immigrantmagazine.com/>

The Immigrant Magazine connects the United States' growing immigrant population to one another. This site offers information on visas, green cards, deportation and other vital immigration news. CareerBuilder.com powers their career channel.

**KoreaDirect.com** - <http://www.koreadirect.com/>

KoreaDirect.com provides resources for the English speaking Korean community. Site visitors will find the latest Korean news, a business and church directory and other information for the Korean community. CareerBuilder.com powers their career channel.

**LaPlaza.net** - <http://laplaza.net/speakup/index.php/pages/home>

La Plaza is a space where friends can catch up, professionals can network, and ideas can be heard. It is La Plaza's goal to be a one-stop resource for the Hispanic community. CareerBuilder.com powers their career channel.

**Memphis Minority Online** - <http://www.memphisminorityonline.com>

This website was designed to bring about positive interaction between communities in the Memphis Metropolitan Area and beyond. Memphis Minority Online's goal is to increase the level of diversity awareness and cultural sensitivity in our nation. We hope to achieve this goal by spotlighting different communities in the Memphis Area and beyond. Memphis Minority Online will promote cultural inclusion and widespread interaction at every opportunity. Memphis Minority Online features a career center, photos, a business directory, events and more. CareerBuilder.com powers their career channel.

**MSN Latino** - <http://www.latino.msn.com>

## **WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES**

MSN Latino, the Hispanic portal of MSN, is a leading network of Spanish-language sites that responds to the great need for easy-to-use and relevant offerings on the Web in Spanish. With over 14 million unique visitors each month, MSN Latino enables its large and loyal audience of Spanish-speaking consumers in the United States and Latin America to take full advantage of all the benefits the Web has to offer. CareerBuilder.com powers their career channel.

**Multicultural Women's Council - <http://www.multiculturalwomenscouncil.org/home.php>**

The Multicultural Women's Council is a non-profit organization headquartered in Texas. It was created to serve as an inclusive resource and networking organization committed to bridging the divide amongst women of different racial, cultural and ethnic backgrounds, impacting social change and improving the lives of women around the world. CareerBuilder.com powers their career channel.

**MyBrotha.com - <http://www.mybrotha.com>**

The goal of MyBrotha.com is to provide education, information, and entertainment resources to black men and black communities. Among other things, MyBrotha.com offers information on health/fitness, entertainment, relationships, business and more. CareerBuilder.com powers their career channel.

**National Association of Professional Women (NAPW) - <http://www.napw.com/>**

The National Association of Professional Women (NAPW) provides a wealth of resources and services to empower women. NAPW provides educational tools, a networking forum, seminars, podcasts, webinars and more. CareerBuilder.com powers their career channel.

**News From Indian Country - <http://www.indiancountrynews.com/>**

News From Indian Country (NFIC) supplies national news, pow-wow dates and information on all of Indian Country to all of the world. NFIC contains national, cultural and regional sections plus special interest articles, features, entertainment letters and more. CareerBuilder.com is advertised on this site.

**NewsOnWomen.com - <http://www.newsonwomen.com/>**

NewsOnWomen.com reports the news about women achievers every day. These news posts include promotions, board appointments, honors, awards, job opportunities and more. CareerBuilder.com powers their career channel.

**NYC Up & Out - <http://www.nycupandout.com/>**

NYC Up & Out was designed specifically to provide the GLBT community with a convenient way to receive information about events and activities that are entertaining, useful or relevant to the diversity of the gay community in New York. In addition to event listings, this site also offers a directory of community organizations and government offices. CareerBuilder.com powers their career channel.

**Phxsoul.com - <http://www.phxsoul.com/>**

Phxsoul.com is the online hotspot for African Americans in Phoenix, AZ. This site provides a local business directory, community groups and organizations and more. CareerBuilder.com is advertised on this site.

**Qcitymetro.com - <http://www.qcitymetro.com/>**

Qcitymetro.com is an independent online news source based in Charlotte, N.C. Their mission is to be the leading source of news, opinion and other information relevant to the region's thriving African American Community. CareerBuilder.com powers their career channel.

**REAL - <http://www.realforme.com/>**

## **WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES**

REAL, powered by Humana, provides a wealth of information for the Boomer community. Visitors can find information and tips on physical and mental health, work and finances, social relationships and more. CareerBuilder.com powers their career channel.

**RenoBoomers.com - <http://www.renoboomers.com/>**

RenoBoomers.com is an online resource for Baby Boomers living in Reno, NV. This site offers information on government resources, local weather, entertainment and more. CareerBuilder.com powers their career channel.

**RetirementJobs.com - <http://www.retirementjobs.com/>**

RetirementJobs.com's goal is to identify companies most-suited to older workers and match them with active, productive, conscientious, mature adults seeking a job or project that matches their lifestyle, whether seeking to supplement income, a new challenge, a way to get out and meet people, or another reason.

**Terra.com - <http://terra.com/>**

Terra Networks is a global Internet group with a presence in the U.S. and Latin America. The group operates some of the most popular Web sites in the United States, Spain and Latin America, and is the largest access provider in Spain and Latin America. Terra.com is the U.S. Hispanic arm of the Terra Networks group providing portal and value-added services to Spanish speaking users in the U.S. Terra is a leader in the U.S. Hispanic online market according to comScore Media Metrix and Nielsen/NetRatings. CareerBuilder.com is advertised on this site.

**The African News Journal - <http://www.anjnews.com/home>**

The African News Journal is an online news source. This site offers the latest in African and world news and events. CareerBuilder.com powers their career channel.

**The Jack Brewer Foundation - <http://www.jackbrewerfoundation.org/>**

The mission of the Jack Brewer Foundation is to promote diversity and higher education in business, targeting underprivileged youth who exhibit a drive to succeed. They aim to provide these young adults with the resources necessary to achieve their educational and professional goals. CareerBuilder.com powers their career channel.

**Univision - <http://www.univision.com>**

Univision is the leading Spanish-language media company in the United States. Their powerhouse portfolio includes Television, Radio, Music and Internet offerings that educate, entertain and inform more Hispanics each day than any other media company in the United States. Univision operations include the Univision Network, TeleFutura Network, Galavisión, Univision Radio, Univision Music Group and Univision Online. CareerBuilder will power a co-branded career site for Univision Online which receives 8 million unique visitors per month. In addition, we will power career sites on their 10 local station websites, which include Chicago, Dallas, Fresno, Houston, Los Angeles, Miami, New York, Sacramento, San Antonio and San Francisco. Univision will promote their new online career site through extensive television promotional spots on their local stations and national broadcast as well through permanent links and quick search boxes throughout the UOL website.

**US Black - <http://www.usblack.com>**

US Black.Com will provide a forum that represents the concerns of most African-Americans in the United States. US Black.Com will provide a critical forum for other ethnic groups and people to learn what it means to be African-American in the United States.

## **WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES**

### **Woman Knows - <http://www.womanknows.com>**

Woman Knows is an online resource for women. Topics they cover include home & family, diet & fitness, relationships, beauty, entertainment, careers and more. CareerBuilder.com powers their career channel.

### **Women on Business - <http://www.womenonbusiness.com/>**

Women on Business offers a powerful online network for businesswomen. The goal of Women on Business is to broaden the online discussion between today's male and female business thought leaders. CareerBuilder.com powers their career channel.

### **WOWNOW.com - <http://wownow.com/>**

WOWNOW.com is an online source for Atlanta's South Asian community. They provide information on community events, entertainment, local organizations and more. CareerBuilder.com powers their career channel.

## **AUDITS**

As a contractor, the Company is randomly selected for audits of the Affirmative Action Plans and all personnel activities by the Department of Labor, Office of Federal Contract Compliance Programs. During the course of these reviews, the Company conducts analysis of applicants versus hires, promotions and terminations to ensure that race and gender of those impacted is not a factor.

These audits have reviewed thousands of employment transactions, e.g., applicants, hires, terminations, promotions, compensation analysis. Audits often included on site visits by Compliance Officers who reviewed personnel files, interviewed employees and managers involved in the hiring and recruiting functions.

During 2014, the Company successfully closed 8 Compliance Reviews of our Affirmative Action Program conducted by the U S Department of Labor, Office of Federal Contract Compliance. They are currently 4 additional audits in process and it is anticipated that they will close with a letter of compliance.

## **WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES**

### **DIVERSITY**

The Company's Human Resources Director of Diversity continues to work with the senior executive Diversity Steering Committee to assist and support the Company's overall diversity strategy -- including corporate-wide programs and initiatives that support the Company's diversity philosophy. The Diversity Director is charged with working with internal and external partners to implement that strategy. In addition, the position will provide leadership to the Company's Employee Resource Groups.

The Company supports and encourages its Employee Resource Groups, which are groups of current employees with a common interest in promoting the Company's diversity philosophy both within and outside the Company. The Company recognizes and funds the following Employee Resource Groups. Additionally, the staffing team partners with the internal Resource Groups to ensure high quality, diverse candidate pools.

1. CenturyLink ABTP – Alliance of Black Telecommunication Professionals
2. CenturyLink EAGLE – Employee Association for Gay, Lesbian, Bisexual and Transgender Employees
3. CenturyLink FRIENDS – Resource Group for Persons with Disabilities
4. CenturyLink PAAN – Pacific Asian American Network
5. CenturyLink SOMOS – Success Oriented Members Offering Support (Hispanic Resource Network)
6. CenturyLink Voice of Many Feathers - American Indian Employee Resource Group
7. CenturyLink Veterans – Resource Group to assist Veterans and their Families
8. CenturyLink Women Empowered – Resource Group for Women Leading CenturyLink to Success
9. CenturyLink and INROADS - CenturyLink continues a long standing partnership with the INROADS program
  - o ([www.inroads.org](http://www.inroads.org)). The INROADS program provides talented minority youth with internship opportunities in corporations across the country. Since 1984 CenturyLink has sponsored over 400 interns, providing them with learning opportunities to prepare them for the future. In addition, this program compliments our belief that diversity is a key element to our success. As a company we play an integral role in fostering and developing the future leaders of corporate America.

## **WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES**

### **ADDITIONAL INITIATIVES**

- All employees must annually complete the Code of Conduct review and certify that they have done so. Managers have a responsibility to ensure there is an environment that supports the following Policies, which are covered annually in the Code of Conduct Review and/or available in the Employee Handbook:

#### **Equal Employment Opportunity**

The Company is committed to:

- Complying with all applicable civil rights, human rights and labor laws.
- Providing equal employment opportunity to employees and job applicants.
- Complying with affirmative action requirements relating to employment of minorities, women, qualified individuals with disabilities and "covered veterans."
- Maintaining a workplace free from illegal discrimination, harassment, intimidation and retaliation.
- Recruiting, hiring, training and promoting applicants and employees without regard to race, color, ancestry, citizenship, national origin, religion, veteran status, disability, genetic characteristic or information, age, gender, sexual orientation, marital status, family status, pregnancy or any other characteristic protected by applicable law.
- Basing all hiring and promotion decisions on the qualifications of the individual applicants or employees.
- Making reasonable accommodations for religious practices and disabled job applicants as required by law. Contact HR with questions regarding such accommodations.

#### **Sexual and Other Harassment**

Employees are personally responsible for ensuring that conduct is free of any actions that constitute discrimination or harassment.

- The Company strives to provide a work environment that promotes dignity and mutual respect, and that is free of harassment or discrimination based on age, color, race, national origin, veteran status, religion, sex, sexual orientation, ethnicity, marital or family status, disability or any other legally protected category.
- Even harassing conduct that is not prohibited by law may violate The Company's policy and be grounds for discipline. The Company will not tolerate harassment in any form – conduct, speech, written notes, photos, cartoons or electronic mail. Sexual harassment may include, among other things:
  - Unwelcome sexual advances.
  - Requests for sexual favors.
  - Unsolicited physical contact such as unwanted hugs or touches.
  - Unwelcome flirtations.
  - Offensive verbal, visual or physical conduct of a sexual nature, suggestive or lewd remarks.
  - Offensive jokes or visuals, pornography and sexually explicit material.
- If an employee observes or experiences any form of harassment, report it immediately to the supervisor, HR, or the Integrity Helpline.
- Manager must take appropriate action on suspected violations of The Company's harassment policies, and report all such suspected violations to the Integrity Helpline.
- It is not considered harassment by supervisors and other members of management to enforce job performance requirements and standards of conduct.
- The Company's harassment rules apply in the workplace as well as in work-related settings outside the workplace, such as business trips and Company-sponsored or authorized social events or other functions. They also apply to outside vendors, professionals and other providers of goods or services to any Company unit when they are working in Company-related settings.

## **WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES**

- The Company maintains several ways in which employees can raise complaints about EEO issues and employment practices. Employees may make complaints (including anonymous complaints) through the Integrity Hotline, to the human resources department, to their supervisors, and the leadership of the Company. The Company maintains an open door policy and any employee may raise issues with management at any level in the Company. The Company maintains a staff of EEO investigators whose sole function is to investigate EEO issues. The EEO investigators will promptly investigate charges of alleged discrimination and then work with HR and others to recommend any necessary changes to process and discipline for violations. If issues are identified, the EEO organization provides feedback and counsel to management with respect to any appropriate corrective action, for example, additional training, coaching and mentoring.
- Staffing managers train or work with hiring managers on an interview process prior to those managers interviewing and making selection decisions. Managers are trained or reviewed on their obligations under equal employment opportunity. Selections are then reviewed by the staffing organization.
- Job descriptions are reviewed periodically to assure that nondiscrimination requirements are being met.
- Annually, the job structure is reviewed based on its effectiveness. Depending on the outcome, the job structure may be altered to better accommodate the strategic needs of the business.
- Throughout the year and typically at the request of supervisors, jobs are reviewed based on their primary responsibilities. Based on these evaluations, jobs may or may not be reclassified to a different level within the organization to accurately reflect the level of work being performed. Job reclassifications require review and approval by Compensation.
- In addition, the compensation provided to employees is reviewed. Employees' salaries are determined based on market research and salary surveys which provide ranges based on the nature of the work being performed and market conditions. Individuals are provided salaries within those ranges based solely on their experience, education level, market conditions, skills, and performance. Represented employees' salaries are established based on the respective collective bargaining agreement.
- All regular, non-represented employees are eligible for and provided the same coverage under the Company's Benefits plans, including the Medical Expense Plan, Dental Plan, Prescription Plan, Long Term Disability Plan, Pension Plan, Savings and Security Plan, Short Term Disability Plan, Vision Care Plan. Represented employees are offered benefits consistent with the respective collective bargaining agreement.
- Employees may participate in the Pathway Program to provide opportunities for education and skill development. The program provides pre-paid tuition and fees for most undergraduate degree programs.
- Reference and background checks are conducted by a third party vendor on all potential new hires, with their consent after job offer and prior to the actual hire date. All tests are validated for their intended use and are administered according to standard procedures to ensure that applicants receive an equal opportunity to demonstrate their job-related skills and abilities.

## **WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES**

- Notices are posted at all locations informing job seekers of the Company's policy of equal employment opportunity.
- The internet-based application system includes a statement informing applicants of the Company's policy of equal employment opportunity.
- All recruitment advertisements include the tag line "CenturyLink is an Equal Employment Opportunity Employer."
- The Employee Assistance Program, EAP, is designed to assist employees and their families work through problems that may be affecting their life in a negative way. The EAP's role is to help define the problem, organize the appropriate resources to help solve the problem, and ultimately follow through with these plans once they are in place. The program, a free service, is accessible seven days a week, 24 hours a day. Counseling services are provided by telephone, web site, and in person.
- Supplier Diversity – the Company is committed to building a team of suppliers that reflects its diverse customer base and communities. A dedicated supplier diversity department ensures equal opportunity for qualified suppliers to win business without set asides or quotas to meet. Working with the best of the Minority, Woman and Disabled Veteran-owned Business Enterprises (MWDVBE) population, as well as non-minority controlled suppliers, helps achieve mutual business goals.
- All employees are given equal opportunity for positions. The Company provides employees with assistance, guidance, and training where necessary to enable our employees with interest and potential to qualify themselves for higher-paid positions.
- The Company affirms its commitment and pledges its full support to employment opportunity for all persons and has implemented the following policy:

### **Policy Statement:**

It is the policy of the Company to provide equal employment opportunities to all persons regardless of race, color, religion, ancestry, sex, citizenship, national origin, marital or veteran status, disability, age, sexual orientation, family status, pregnancy, or other legally protected status (collectively, "protected statuses"). The Company does not tolerate unlawful discrimination in any employment decisions, including recruiting, hiring, compensation, promotion, benefits, discipline, termination, job assignments or training.

If an employee believes they may have been harassed or discriminated against by a Company employee, vendor, customer, consultant or contractor, or has observed such conduct in the workplace, they should report the occurrence as follows:

**Report the incident to their supervisor, the next level of management, a Human Resources representative or to another member of management with whom you are comfortable. If the supervisor or a higher level management employee is the person engaging in the offending behavior, report the matter to another member of management, a Human Resource representative or the Integrity Helpline at 1-888-788-5769.**

The Company is committed to a policy of equal employment opportunity. The Company believes that such a policy is a proper concern of business as we encourage each employee to fully support this policy.



## **WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES**

In addition, it is the policy of the Company to take Affirmative Action to employ and advance in employment qualified individuals without regard to an individual's race, color, religion, sex, sexual orientation, age, disability, pregnancy, national origin or ancestry, as well as citizenship, marital, veteran, or family status, or other legally protected status and is committed to a policy of compliance with applicable affirmative action requirements relating to the employment of minorities, women, qualified individuals with disabilities, and "covered veterans."

The Company invites any employee or applicant for employment to review written Affirmative Action Plans for Disabled Individuals, Covered Veterans and Minorities and Females by contacting the Human Resources department at [HRPolicyAdvice@centurylink.com](mailto:HRPolicyAdvice@centurylink.com).

### **Workforce Diversity Plan:**

CenturyLink Texas will continue to seek and investigate new sources for qualified minority and female candidates. Those responsible for recruitment and selection will continue to be advised of the Company's diversity goals. The following methods may be used to improve recruitment and increase minority and female job candidates:

1. Professional and community organizations will be contacted to increase female and/or minority applicants.
2. Potential recruiting sources will be contacted and supported in various ways including briefing sessions, facility tours, and presentations by minority and female employees.
3. The Company will actively campaign among its minority and female employees to have them encourage their friends and associates who possess the requisite skills to apply for positions at the Company.
4. The inclusion of minorities and women on the recruiting staff.
5. Minority and female participation in career days, youth motivation programs and other similar programs in the community.
6. Minority and female participation in "job fairs."
7. Advertising of open positions will be extended to include the minority news media and women's interest media. This may include newspapers and professional publications. Advertising includes the indication that the Company is an equal employment opportunity/affirmative action employer. Job positions are also located on the company's Internet site with instructions on applying for specific open positions.
8. When contacting referral agencies, those agencies may be requested to seek out and refer both minorities and female candidates.