

# Belden's Pathways to Employment

**A COMMUNITY-BASED SOLUTION BLENDING  
DRUG REHABILITATION WITH THE PROMISE  
OF EMPLOYMENT FOR WORKERS WILLING  
TO LEAD DRUG-FREE LIVES**

**BELDEN**  
SENDING ALL THE RIGHT SIGNALS

# 1

## COMPANY SNAPSHOT



# Who We Are

Belden was founded in 1902 by Joseph C. Belden in Chicago, Illinois. Today, Belden is a global high-tech company producing connectivity, networking and security solutions for enterprise and industrial markets. Because Belden operates in complex manufacturing environments, safety and quality are of utmost importance.

Belden is made up of the following brands.



<b>INDUSTRY</b>	Technology
<b>REVENUE/SALES</b>	\$2.4 billion
<b>EMPLOYEES</b>	9,000
<b>HEADQUARTERS</b>	St. Louis, Missouri

## BELDEN'S CULTURE AND VALUES

Belden is made up of a global team of dedicated people, committed to designing, creating and delivering world class-solutions. Belden is deeply rooted in the communities in which we live and work. At Belden, our Values help ensure

that we focus on results, continuous improvement, and stretch ourselves to deliver exceptional performance for our shareholders, our customers and for all of the people who work in Belden. We fundamentally believe

that by satisfying the demanding and sometimes seemingly paradoxical needs of these three critical stakeholders, we will continue to be a successful company and a great place to work.



**CUSTOMERS DEFINE OUR SUCCESS**



**WE PLAY TO WIN**



**CONTINUOUS IMPROVEMENT IS OUR WAY OF LIFE**



**WE REACH FOR GREATNESS**



**WE SUCCEED TOGETHER THROUGH TEAMWORK**



**WE INVEST IN TALENT**

# 2

## SITUATION



# The Impact of Addiction on Belden's Workforce in Richmond, Indiana

At Belden, we've seen the impact of drug addiction first hand at our cable manufacturing plant in Richmond, Indiana – a town of 36,000. While the opioid crisis has magnified the problem, all substance abuse disorders are of concern. Over the past four years, our pre-employment drug screen failures have averaged **10%**.

Our ability to hire qualified, skilled, substance-free workers was in jeopardy, compounded by an aging workforce – with a third of employees at the plant within five years of retirement age – and a shrinking labor pool for manufacturing workers. At the same time, customer demand was increasing, with a need for us to add capacity to our production lines.

**We had to take action.**

## SOBERING STATISTICS

### UNITED STATES POPULATION

325.7M

Nearly 1 million people are not working because of opioid addiction.

The opioid addiction crisis costs the U.S. \$41.8 billion in lost productivity annually.

### INDIANA POPULATION

6.7M

In 2017, 1,700 Hoosiers died from a drug overdose, a 75% increase from 2011.

Opioid use costs the state \$4.3 billion in economic damages from direct costs (hospitalizations, incarceration, foster care, etc.) and lost productivity.

### WAYNE COUNTY POPULATION

66K

In 2017, there were 91 drug-related overdose deaths.  
In 2017, 101 mothers tested positive for opioids at birth.

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## SOLUTION







# Belden Develops Pathways to Employment

With the support of Belden’s Board and senior management along with the expertise of local community partners, the company quickly developed and launched a pilot program to address the increase in drug screen failures.

Pathways to Employment<sup>SM</sup> is an 18-month program that offers a personalized drug rehabilitation program to potential Belden employees who have failed the pre-employment drug screen. Potential employees join Belden on a contract basis through our staffing partner, Manpower. After a failed pre-employment screen, the participant is referred to a treatment provider, who assess the individual for a high- or low-risk of substance use disorder. The participant voluntarily then enters an individualized and evidence-based treatment program that may include intensive outpatient treatment, individual therapy, relapse prevention, and/or other support groups.

When the treatment provider deems the participant safe to return to work, they join Belden in a safety sensitive role such as cleaning, organizing or 5S initiatives. We learned that ensuring a participant can return to work as quickly as possible so they could earn a wage was critical to their success in the program. As a precursor to a safety sensitive role at Belden, participants classified as high probability of a having substance use disorder may be offered a part-time, paid internship at Ivy Tech Community College of Richmond. The internship will be a minimum of eight weeks and will conclude within 16 weeks. To be eligible for the internship, the individual must be an Indiana resident without a bachelor’s degree, willing to complete a FAFSA, and be a Pathways to Employment participant.

KEY COMMUNITY PARTNERS		ROLES & RESPONSIBILITIES
 	Centerstone Indiana and Meridian Health Services	Treatment provider; Responsible for assessing likelihood of substance use disorder and providing recommended treatment, providing updates to company on participant status
	Ivy Tech Community College	Program support and provider of internship opportunities; Responsible for counsel to the core team, education and internship opportunities
	Manpower Richmond	Candidate recruiter and employer of new hires; Responsible for recruiting, oversight of employees, random drug screening



***“I’ve often said, stigma is our biggest killer and a significant barrier to solving our public health problems. We must shift the way we think about, talk about, and act towards people with substance use disorders. Pathways to Employment, is an example of how businesses can play a big role in addressing the opioid crisis in their communities and in the workplace.”***

**DR. JEROME ADAMS**  
U.S. Surgeon General

# 3

## SOLUTION



# Belden Develops Pathways to Employment

After a period of time designated by the treatment provider, the participant graduates to a machine operating role at Belden's manufacturing plant. Throughout the 18-month program, participants are routinely drug screened – with the frequency being dependent on their initial assessment of high-risk or low-risk of substance use disorder – to ensure they are encouraged to maintain a life free of substance misuse.

A key tenet of the program is two-way, open and honest communication. If a participant relapses and is transparent about his or her struggle, Belden will offer a second chance with increased treatment and support. However, if a participant fails a drug screening while in the program, but is not proactively honest about the relapse, they will be removed from the program.

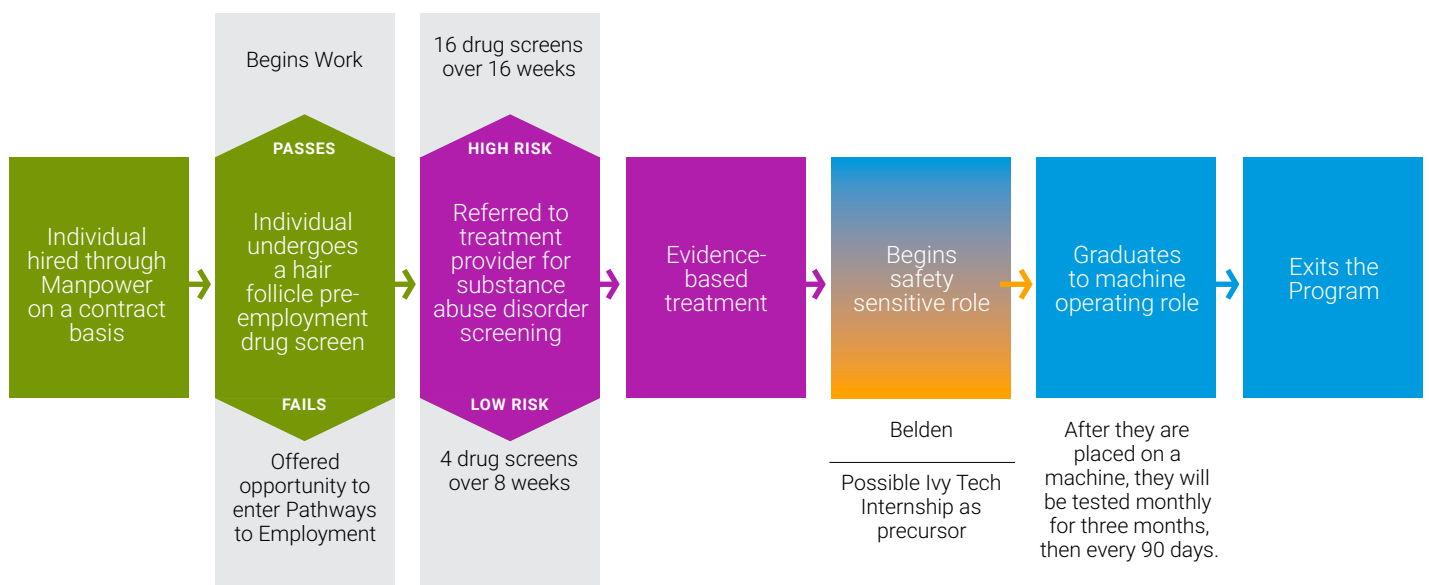
The program is also available to current employees with substance use disorders. Currently, Belden and our community partners are jointly funding the program, which includes treatment, drug screenings and overhead costs of safety sensitive jobs. We will seek additional support as state, federal or other funding becomes available.

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## PROCESS

Timeline: 18 months | *Monitoring, Treatment, and Drug Screening throughout the process*

■ Staffing Owner   ■ Treatment Provider   ■ Company Sponsor   ■ Community College



# 4

## RESULTS



# Building on the Success of Pathways to Employment

In the pilot of Pathways to Employment, the average cost per participant was \$16,000. A participant with low-risk of substance use disorder was approximately \$6,000, while a participant with high risk was approximately \$26,000. We saw a 50/50 split among participants who were high-risk and those who were low-risk for substance use disorder. The costs include treatment, drug screens and safety sensitive jobs.



*"According to the National Safety Council, an employee with a substance abuse problem costs an Indiana employer like Belden \$20,000 a year. For some applicants, the rehab program costs less than that – and we likely have cultivated a loyal employee for life. And even for those applicants where rehab costs more than \$20,000, we make up the economic costs in their second year working for us while reaping societal and community costs almost immediately."*

**JOHN STROUP**, Chairman, CEO and President of Belden Inc.

The Pathways to Employment program has attracted attention from other companies, government officials, community leaders and media. Pathways has had a positive impact on employee engagement and reinforced a strong brand reputation among external stakeholders.

We are committed to sharing the Belden Blueprint with companies and communities facing similar workforce challenges.

This year, Belden is expanding the Pathways program to two additional facilities in Syracuse, New York and Washington, Pennsylvania and is supporting other organizations and communities in efforts to address the addiction crisis.



In support of the continued fight against drug addiction and to encourage other organizations to take action, John Stroup recently signed the **"CEO Pledge to End Opioid Addiction."**

<b>PROGRAM CONCEIVED</b>	September 2017
<b>PILOT INITIATED</b>	February 2018
<b>PARTICIPANTS TO DATE</b>	29 (as of March 2019)

## RESULTS

2 are undergoing **ASSESSMENT AND TREATMENT**

6 are in **SAFETY SENSITIVE ROLES**

13 are in **MACHINE OPERATOR ROLES**

8 have **LEFT THE PROGRAM**

# 5

## KEY LEARNINGS



# Sharing the Belden Blueprint

Throughout the pilot program, we had many key learnings which allowed us to continually refine Pathways to Employment. Still, the Belden approach may not be appropriate for all companies. Our intention is to share our learnings and provide support to companies or communities to implement similar programs.

*"I'm grateful to be in the Pathways to Employment program. It saved my life... and my career."*

**SHAWN**

Program Participant

### In order for Pathways to Employment to be successful, we have identified key aspects a company should consider:

- ✓ **Have a "burning platform"** that necessitates action coupled with core values and company culture that expects active resolution
- ✓ **Build strong partnerships** with treatment provider(s) and community partners who share program objectives and standards
- ✓ **Standup small core project team** that enables and expects rapid action and shares information while retaining confidentiality
- ✓ **Ensure leadership and team buy-in** that is solution oriented
- ✓ **Minimize "out of work" time** from screen failure through assessment, treatment and return to work
- ✓ **Offer local coaching** or support resources
- ✓ **Be transparent in communication** of expectations by all parties including participants and broader employee base
- ✓ **Be willing to accept** setbacks and unanticipated challenges

# Commitment to Continuous Improvement

Addiction is a growing problem throughout the United States. Any resolution to this epidemic will require a holistic approach, with communities, government and industry working together.

At Belden, we developed Pathways to Employment to meet a business need – hiring qualified, skilled, substance-free workers – in a cost-effective manner. The result of the program has not only addressed this critical need, but has also increased employee engagement, improved brand reputation among customers and industry professionals, and has begun to combat the addiction epidemic in a community where we have set down roots.



*"We commend Belden's leadership and decision to provide an innovative response to the challenge the Opioid epidemic is having on their business and our community. Instead of turning their back on people battling drug addictions, Belden is coming alongside and providing an opportunity for the employee to get help and recover. This is not only good for the business, but this is also good for the employee's health and for the community."*

**KAREN PENCE**

Second Lady of the United States



#### FOR MORE INFORMATION:

Visit [www.belden.com/pathways-to-employment](http://www.belden.com/pathways-to-employment)

Email us at [pathwaystoemployment@belden.com](mailto:pathwaystoemployment@belden.com)