



# **Madison Region Economic Partnership 2017 Diversity & Inclusion Survey Report**

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**Table of Contents**

Executive Summary ..... 3

Survey Methods ..... 5

Organizational Demographic Profile ..... 6

Workforce Demographics ..... 9

Supplier Diversity ..... 17

Community Engagement ..... 20

Comparison of Results 2016 to 2017 ..... 22

Conclusions ..... 23

Appendix A – Non-response Bias Tests ..... 24

Appendix B – Open-Ended Comments ..... 25

Appendix C – Quantitative Summary of Responses by Question ..... 29

## Executive Summary

The purpose of this survey was to study workplace diversity and inclusion practices among employers in eight counties in southern Wisconsin. The survey was sponsored by the Madison Region Economic Partnership (MadREP) as part of an initiative to establish benchmarks and to better understand workforce practices in the Madison Region.

In February 2017, the SRC mailed surveys to 2,464 randomly selected employers with 10 more employees in the eight counties comprising the MadREP service area. A reminder postcard and a second mailing were sent to non-respondents at two-week intervals. An internet web site address was provided for an identical online version of the survey. The SRC received 468 responses (396 paper and 72 online). The margin of error for this dataset is  $\pm 4.4\%$ .

Over 90% of respondents said their answers were based on their organization's operation(s) in the eight counties within the Madison Region. Over half (54%) said their organization operated within Dane County. Three-fourths of responding organizations had between 10 and 49 employees. More than eight in ten have been in existence for 11 plus years, and three-fourths operate as for-profit enterprises. Thirty-five percent have annual revenues of less than one million dollars, with 18% below \$500,000. The largest industry sectors were health and social assistance (13%), followed by accommodation/food industry (11%), manufacturing (10%), construction (10%), and retail trade (10%).

Respondents reported the highest percentage of their **total workforce** is White<sup>1</sup> and about evenly split between White men (40%) and White women (45%). Six percent are Latino, and six percent are Black. Forty-four percent of the total workforce is between 25 and 44 years old (Table 2).

**Boards of Directors** tend to be White (96%), and men outnumber women by more than two-to-one. Over half are age 45 to 64 (Table 2).

Nine in ten members of their **top-level leadership** are White, and more than 60% are White males. Six in ten are age 45 to 64 (Table 3).

Nearly nine in ten **other supervisors** are White and are about equally split between men and women. Most other supervisors are split evenly between ages 25-44 and 45-64.

Majorities of respondents said their organizations do not have a formal written diversity and inclusion statement (Chart 1) nor do they have staff dedicated to diversity efforts (Chart 2.)

Half the respondents offer employees the option to self-identify disabilities. Sixteen percent of respondents have workforce demographic goals, 28 percent offer domestic partner benefits, and 36 percent offer employees the option to self-identify their sexual orientation (Chart 3).

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<sup>1</sup> The SRC chose to capitalize "White" and "Black" to be consistent with the capitalization of other racial/ethnic groups (Native American, Hispanic, and Asian).

Two-thirds of respondents said their turnover rate did not differ between White employees and non-White employees (Chart 4).

Very few respondents have a supplier diversity program (Chart 5). Among those with a supplier diversity program, the most common metric for tracking progress is the number of diverse suppliers (Chart 6).

Fifteen percent of respondents have initiatives to develop purchases with historically underutilized businesses (Chart 7).

Half said their organization has a foundation or line item budget for charitable contributions (Chart 8).

## Survey Purpose

The purpose of this survey was to study workplace diversity and inclusion practices among employers in eight counties in southern Wisconsin. The survey was sponsored by the Madison Region Economic Partnership (MadREP) as part of an initiative to establish benchmarks and to better understand workforce practices in this region. This survey marks the third year of this MadREP initiative. For the past two years, MadREP has chosen to work with the Survey Research Center (SRC) at the University of Wisconsin-River Falls to implement this survey.

## Survey Methods

In February 2017, the SRC mailed surveys to 2,464 randomly selected employers with 10 more employees in the following Wisconsin counties: Columbia, Dane, Dodge, Green, Iowa, Jefferson, Rock and Sauk. The mailing list included for-profit businesses, non-profit organizations, governmental operations, and academic institutions. (This report will use the term “organization” as an umbrella term for all four employer groups). The mailing package contained a cover letter describing the purpose of the survey and a self-addressed postage-paid return envelope. A reminder postcard and a second mailing were sent to non-respondents at two-week intervals. An internet web site address was provided for an identical online version of the survey. The SRC received 468 responses (396 paper and 72 online). Based on the number of organizations in the region with at least 10 employees (7,818<sup>2</sup>), the results are expected to be accurate to within  $\pm 4.4\%$ .

Any survey has to be concerned with “non-response bias.” Non-response bias refers to a situation in which people who do not return a questionnaire have opinions that are systematically different from the opinions of those who return their surveys. Based upon a standard statistical analysis that is described in **Appendix A**, the Survey Research Center found little evidence that non-response bias is a significant concern for this survey.

In addition to numeric data, respondents provided additional written comments. **Appendix B** contains all the written responses.

**Appendix C** contains a copy of the survey questionnaire with a complete quantitative summary of responses by question.

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<sup>2</sup> US Census Bureau, County Business Patterns, 2013

## Organizational Demographic Profile

Table 1 summarizes the profile of the survey respondents based on a series of questions about organizational characteristics at the start of the questionnaire.

<b>Table 1. Organizational Profile of Respondents – MadREP Diversity and Inclusion - 2017</b>									
<b>Location-General</b>	<b>Count</b>	<b>Madison Region</b>	<b>Wisconsin</b>	<b>Upper Midwest</b>	<b>United States</b>				
Sample	461	93%	6%	1%	1%				
<b>Location-MadREP County</b>	<b>Count</b>	<b>Columbia</b>	<b>Dane</b>	<b>Dodge</b>	<b>Green</b>	<b>Iowa</b>	<b>Jefferson</b>	<b>Rock</b>	<b>Sauk</b>
Sample	468	7%	54%	9%	7%	6%	8%	13%	10%
<b>Total Employees</b>	<b>Count</b>	<b>1-9</b>	<b>10-49</b>	<b>50-249</b>	<b>250-999</b>	<b>1000-2499</b>	<b>2500+</b>		
Sample	460	0%	76%	19%	4%	<1%	0%		
<b>Age of Organization</b>	<b>Count</b>	<b>0-5 years</b>	<b>6-10 years</b>	<b>11+ years</b>					
Sample	468	6%	8%	85%					
<b>Organization Structure</b>	<b>Count</b>	<b>Non Profit</b>	<b>For Profit</b>	<b>Government</b>	<b>Academic</b>	<b>Other</b>			
Sample	460	11%	77%	7%	1%	4%			
<b>Annual Revenue</b>	<b>Count</b>	<b>&lt;\$500K</b>	<b>\$500K to \$999K</b>	<b>\$1M to \$4.9M</b>	<b>\$5M to \$9.9M</b>	<b>\$10M to \$49.9M</b>	<b>\$50M to \$99.9M</b>	<b>\$100M+</b>	
Sample	449	18%	17%	39%	10%	11%	1%	4%	

Respondents were encouraged to report results based on their locations within the Madison Region and were asked to indicate whether their data were based on the Madison Region, the entire State of Wisconsin, Upper Midwest (WI, MN, IA IL, and MI), or the US. A very large majority (93%) of respondents said their responses were based on their operations in the Madison Region. Respondents were asked to indicate the counties in the Madison Region in which they have operations. Multiple answers were allowed, and the total exceeds 100%. Dane County had the largest percentage by far (54%). Rock County had 13%. Columbia, Dodge, Green, Iowa, Jefferson, and Sauk Counties had about equal proportions (6% to 10%). Only 7% reported multi-county locations within the Madison Region.

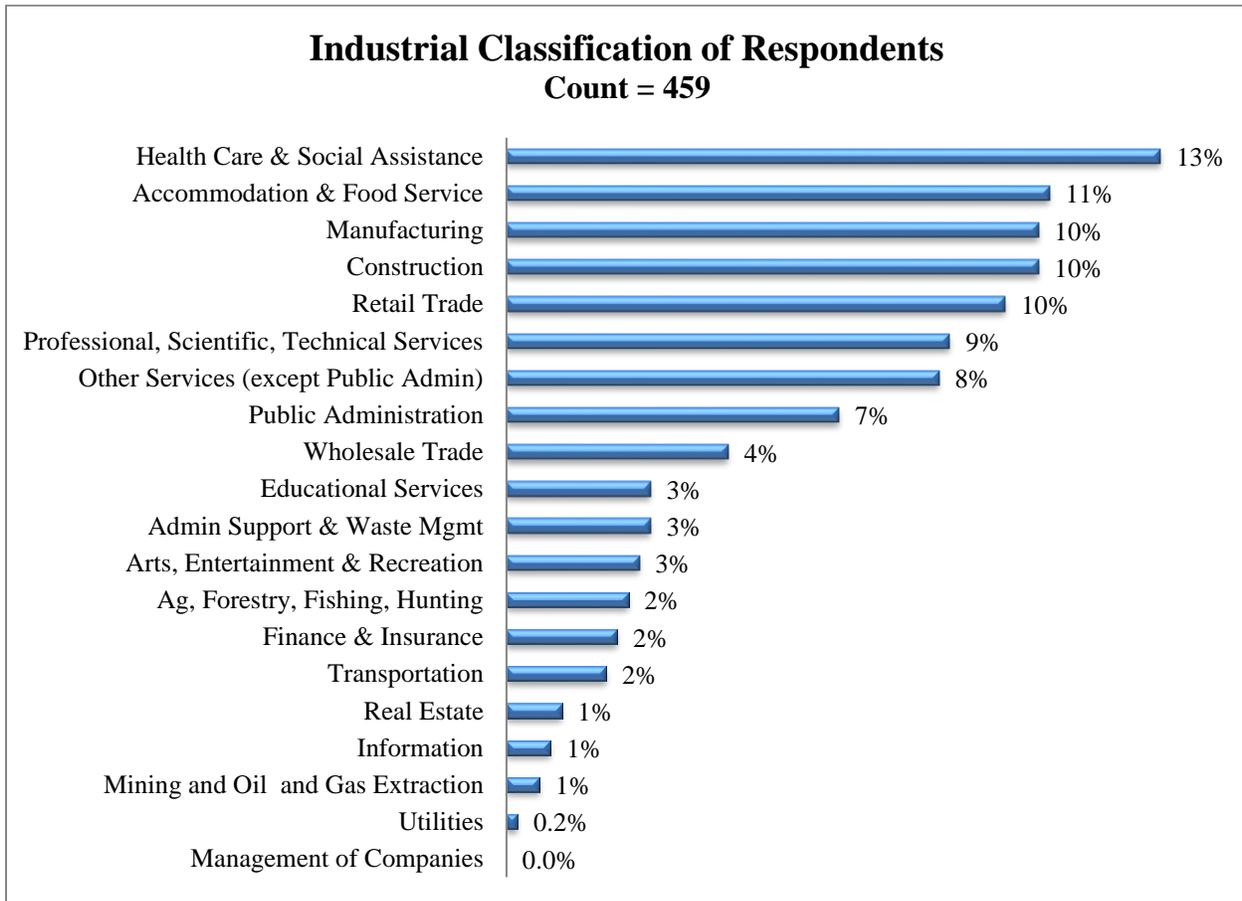
The largest portion of respondents had between 10 and 49 employees (76%).

Most responding organizations have been in existence for 11 or more years (85%).

For-profit enterprises made up 77% of the respondents. Non-profit organizations were 11%, followed by government operations (7%), academic institutions (1%), and other (4%).

The largest proportion of respondents had annual revenues of \$1 million to \$4.9 million (35%), while 18% had less than \$500,000 and 17% had between \$500,000 and \$999,000 annual revenue.

Responding organizations were from 19 of the industry groups in the North American Industry Classification System (NAICS). The largest percentages of respondents were in the health care and social assistance industry (13%), followed by accommodation/food industry (11%), manufacturing (10%), construction (10%), and retail trade (10%).



The SRC uses statistical tests to identify questions with statistically significant differences across the profile traits in Table 1. In statistics, a result is called **statistically significant** if it is unlikely to have occurred by chance. Statistical significance is expressed as a probability that the observed difference in average values is not real. A commonly used probability standard is .05 (5%). Statistical significance at the .05 level indicates there is only a 5 in 100 probability that the averages for two populations are actually the same. It does not mean the difference is necessarily large, important, or significant in the common meaning of the word. If there are a sufficiently large number of observations, even small differences of opinion can be statistically significant.

For the statistical analyses, the SRC combined some of the answer choices within particular organizational demographic questions. Many categories have few responses, and combining categories increases the number of observations and enhances the statistical analysis. In Q1, Wisconsin, the Upper Midwest and the United States were combined. In Q2, counties were combined into two groups, Dane County and all other counties in the MadREP service area. In

Q3a, 1 to 49 employees were combined into a single group, and 50 plus into a second group. In Q3b, 0 to 5 years and 6 to 10 years were combined. Annual revenue categories (3c) were combined into those with less than \$1 million and those with \$1 million or more. The SRC combined the NACIS codes into two sectors: goods producing and services. The SRC found relatively few statistically significant differences that were noteworthy. They will be noted in the report.

## Workforce Demographics

Respondents were asked to indicate the composition by gender, ethnicity/race, and age for their board of directors, total workforce, top-level leadership (VP and above), and other supervisory employees (managers, supervisors, and department directors). Respondents entered the appropriate number for their organization in each category. The SRC calculated percentages for each of the categories based on the total number of reported per category. The results are shown in Table 2 and Table 3. For example, respondents reported a total of 2,242 members of boards of directors, of which 18 are Black males, which equals 1% when rounded.

**Table 2: Board of Directors.** A total of 334 respondents reported the ethnic/racial composition of their organization’s board of directors. Two-thirds of the board members are males. Minorities comprise only 4% of the board memberships. With respect to age, 240 respondents reported the age distribution of their board membership. The highest proportions of board members are between age 45 and 64 (57%). A fifth of board members are between age 25 and 44, and 17% are age 65 and above.

**Table 2: Total Workforce.** Composition data were reported for 411 responding organizations. Gender composition is relatively evenly split, with slightly more women (53%) than men (47%). White employees comprise 85% of the reported workforce. Among minority groups, most are either Hispanic (6%) or Black (6%). Among the 317 organizations that reported age data, more than three fourths of the workforce is between 25 and 64.

<b>Table 2. Composition of Board of Directors and Total Workforce</b>					
	<b>Board of Directors</b>			<b>Total Workforce</b>	
	(334 orgs.) Count: 2,242			(411 orgs.) Count: 21,279	
<b>Composition by Ethnicity, Race, and Gender</b>	<b>Male</b>	<b>Female</b>		<b>Male</b>	<b>Female</b>
Hispanic or Latino	1%	1%		4%	2%
White (non-Hispanic or Latino)	68%	28%		40%	45%
Black or African American (non-Hispanic or Latino)	1%	1%		2%	4%
Native Hawaiian or Other Pacific Islander (non- Hispanic or Latino)	<1%	<1%		<1%	<1%
Asian (non-Hispanic or Latino)	<1%	<1%		1%	1%
American Indian or Alaska Native (non-Hispanic or Latino)	<1%	<1%		<1%	<1%
Two or More Races (non- Hispanic or Latino)	<1%	<1%		<1%	<1%
<b>Composition by Age and Gender</b>	(240 orgs.) Count: 1,297			(317 orgs.) Count: 15,383	
Age 14-17	0%	0%		1%	1%
Age 18-24	0%	1%		7%	7%
Age 25-44	10%	11%		21%	23%
Age 45-64	40%	20%		17%	18%
Age 65+	14%	4%		2%	2%

Organizational demographic comparisons. Non-profits, governments, and educational organizations were more likely to have Black females in their overall workforce, more females age 65 plus in their workforce, and more White females on their board of directors.

Organizations with less than a million dollars annual revenue were more likely to have White females on their board of directors.

Organizations in Dane County were more likely to have Hispanic males, Asian males, and males from two or more races in their workforce.

Larger proportions of respondents from service sectors said they have White female members on their board of directors. Goods producing sectors are more likely to employ Hispanic males.

Organizations with 50 or more employees were more likely to have Hispanic males and females in their overall workforce.

**Table 3: Top-level Leadership.** A total of 318 respondents reported ethnic/race and gender data for their organizations. Nearly seven in ten are male, and minorities comprise 7% of the top-level leadership. Age data were reported for 233 organizations. Upper management tends to be older than the overall workforce. Sixty percent are age 45 to 64, and an additional 9% are age 65 plus.

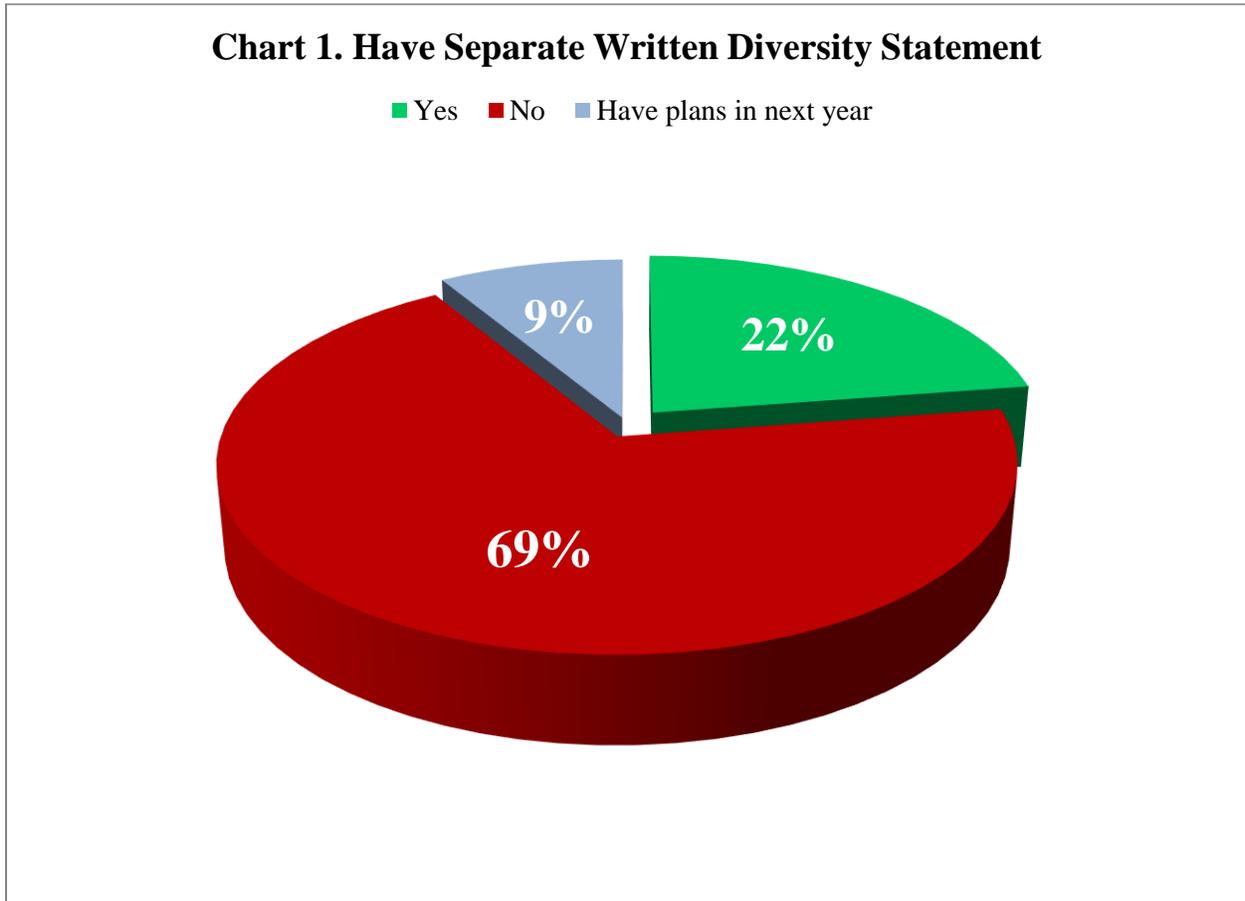
**Table 3: Other Supervisors.** Ethnic/race data were reported for 321 organizations. Gender composition is equally split. The higher level of representation of women in the “Other Supervisors” category may signal more gender balance in top leadership in years to come. About 14% of supervisory employees are from minority groups, with Latinos comprising about half of the minority supervisory employees. Respondents reported age data from 239 organizations. Compared to top-level leadership, the age of supervisory employees tends to be more broadly distributed. More than four in ten are either 25 to 44 or 45 to 64.

<b>Table 3. Composition of Top-level Leadership and Other Supervisors</b>				
	<b>Top Level Leadership</b>		<b>Other Supervisors</b>	
	(318 orgs.) Count: 1,139		(321 orgs.) Count: 2,550	
<b>Composition by Ethnicity, Race, and Gender</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>
Hispanic or Latino	3%	1%	4%	2%
White (non-Hispanic or Latino)	63%	30%	44%	42%
Black or African American (non-Hispanic or Latino)	1%	1%	1%	2%
Native Hawaiian or Other Pacific Islander (non- Hispanic or Latino)	0%	0%	0%	0%
Asian (non-Hispanic or Latino)	1%	<1%	<1%	<1%
American Indian or Alaska Native (non-Hispanic or Latino)	<1%	<1%	<1%	<1%
Two or More Races (non- Hispanic or Latino)	<1%	<1%	<1%	4%
<b>Composition by Age and Gender</b>	(233 orgs.) Count: 997		(239 orgs.) Count: 2,145	
# Age 14-17	0%	0%	<1%	1%
# Age 18-24	1%	2%	4%	4%
# Age 25-44	19%	9%	23%	18%
# Age 45-64	38%	22%	19%	23%
# Age 65+	7%	2%	6%	4%

**Organizational demographic comparisons.** Larger proportions of respondents from non-profits, governments, and educational organizations said they have female Hispanics within their top-level leadership.

Respondents were asked a series of questions about diversity and inclusion actions their organizations have taken.

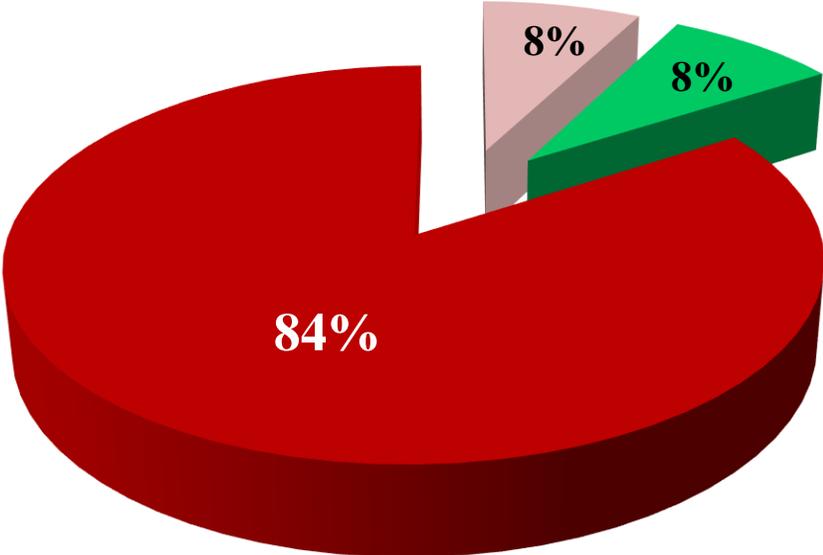
When asked if their organization has a written diversity statement separate and distinct from an EEO statement or staff dedicated to diversity and inclusion efforts, Chart 1 and Chart 2 (next page) show that large majorities said they do not have either.



Organizational demographic comparisons. The following groups were more likely to have a separate written diversity statement: Non-profits, governments, and educational organizations, organizations with operations in Dane County, and organizations with 50 or more employees.

**Chart 2. Staff Dedicated to Diversity Efforts**

■ Yes, Full-time ■ Yes, Part-time ■ No

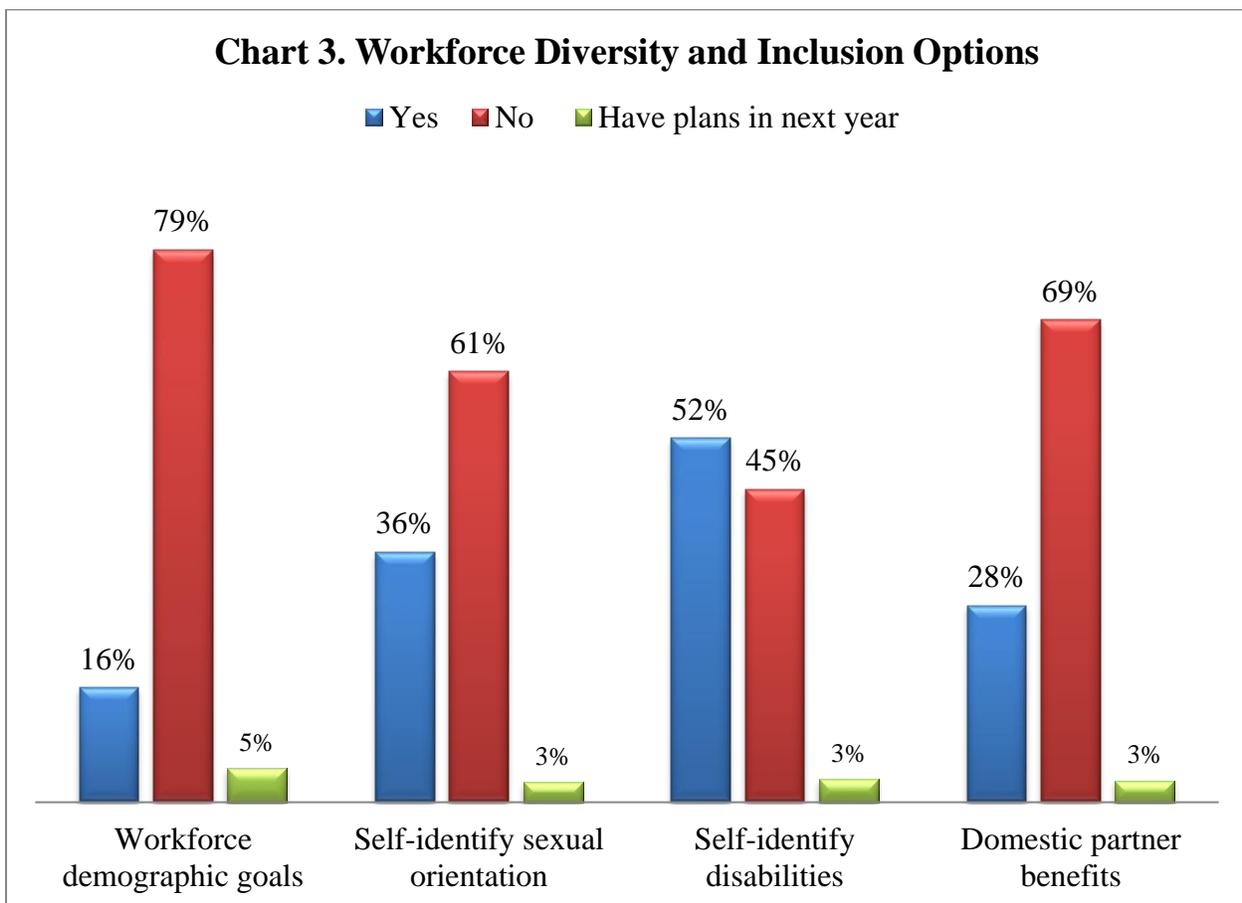


Organizational demographic comparisons. The following groups were more likely to have staff (either full-time or part-time) dedicated to diversity and inclusion efforts: non-profits, governments, educational organizations, organizations with operations in Dane County, and organizations with 50 or more employees.

Respondents were asked to indicate if their organization has any of the following: workforce demographic goals, an option for employees to formally identify their sexual orientation, an option for employees to formally identify disabilities, and the availability of domestic partner benefits. Answer choices were yes, no, and no, but plan to do so in next year.

The results are shown in Chart 3. The left column in each group is the percentage of “yes” responses, the middle column is the percentage of “no” responses, and the right column is the percentage of those who said “no, but plan to do so next year. Sixteen percent of responding organizations have developed workforce demographic goals, and five percent have plans to do so in the next year. About a third of respondents said their organization offers the option for employees to self-identify their sexual orientation, and three percent plan to do so in the next year. Twenty-eight percent of respondents said their organization offers domestic partner benefits, and three percent plan to do so next year.

With respect to the option for employees to self-identify disabilities, organizations were more evenly split. Half of respondents said they already offer this option, and 45% do not. Three percent said they have plans to do so in the coming year.

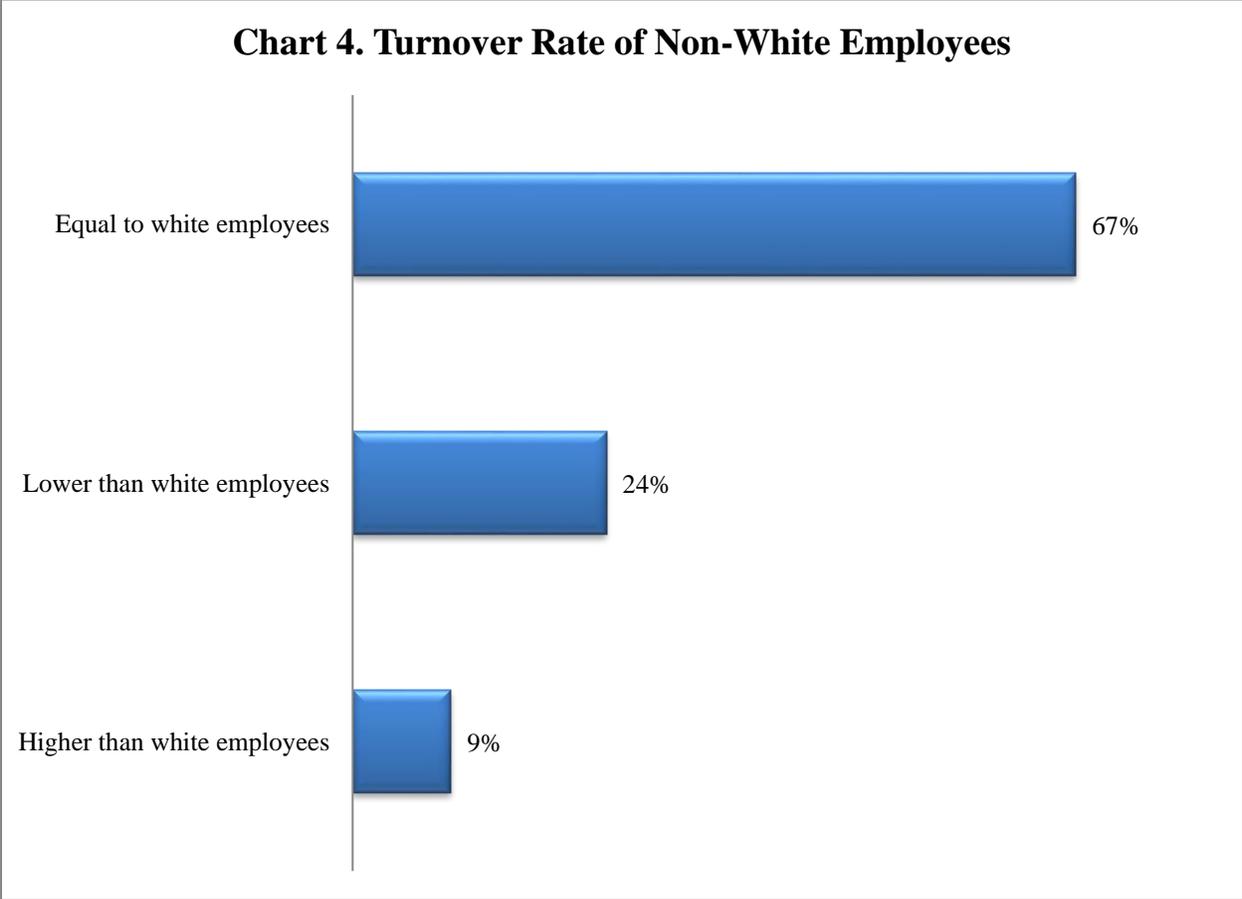


Organizational demographic comparisons. Organizations with more than 50 employees were more likely to have workplace demographic goals, offer the option to self-identify disabilities, and offer domestic partner benefits.

A higher percentage of organizations with operations in Dane County have workforce demographic goals, offer the option to self-identify sexual orientation, offer the option to self-identify disabilities, and offer domestic partner benefits.

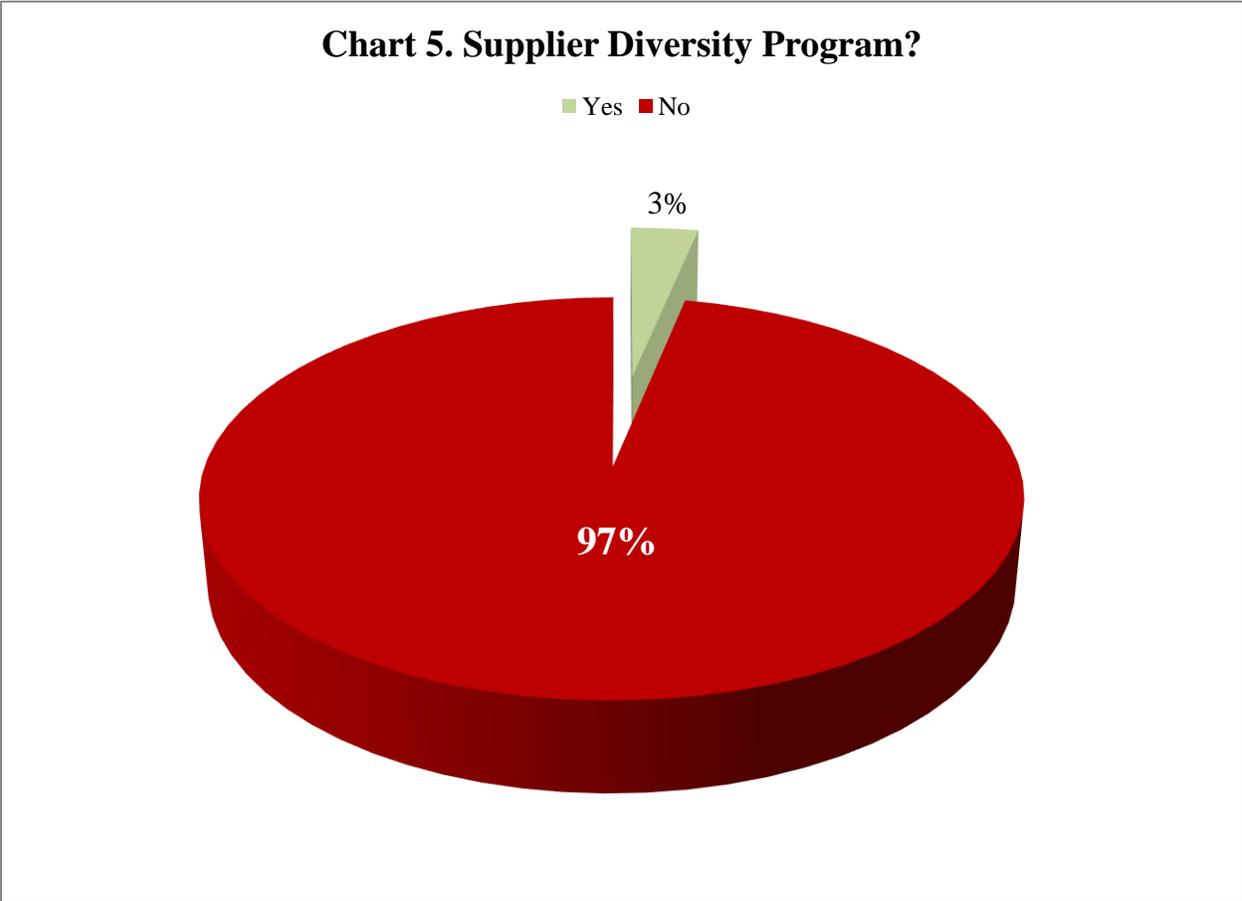
Non-profit, governmental and educational, organizations with over a million dollars of annual revenue were more likely to offer domestic benefits.

With respect to employee turnover, Chart 4 shows that two-thirds of the respondents said there is no difference in the turnover rate between White employees and non-White employees. Respondents who said there is a difference were about three times as likely to say that the turnover rate among non-White employees is lower than for White employees (24% to 9%).

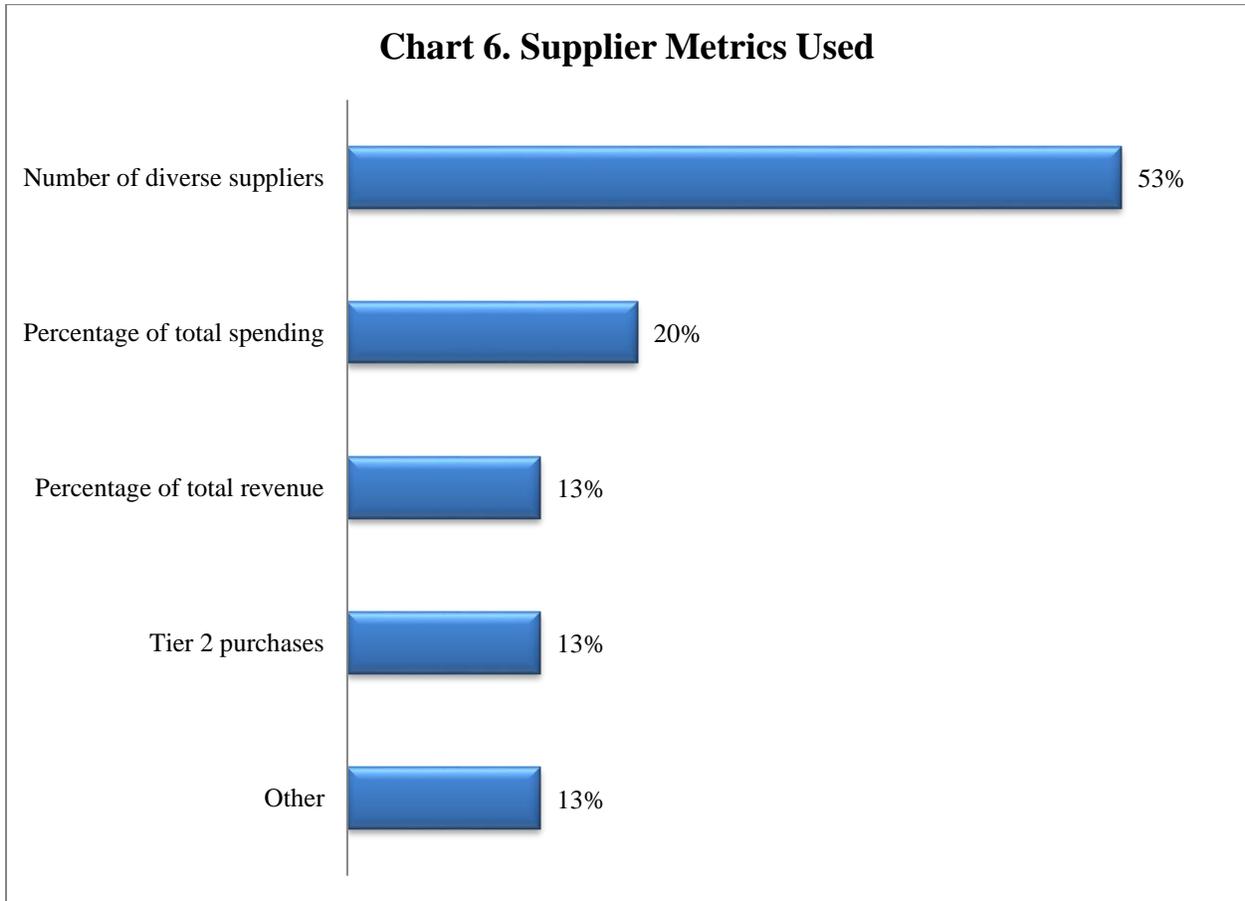


# Supplier Diversity

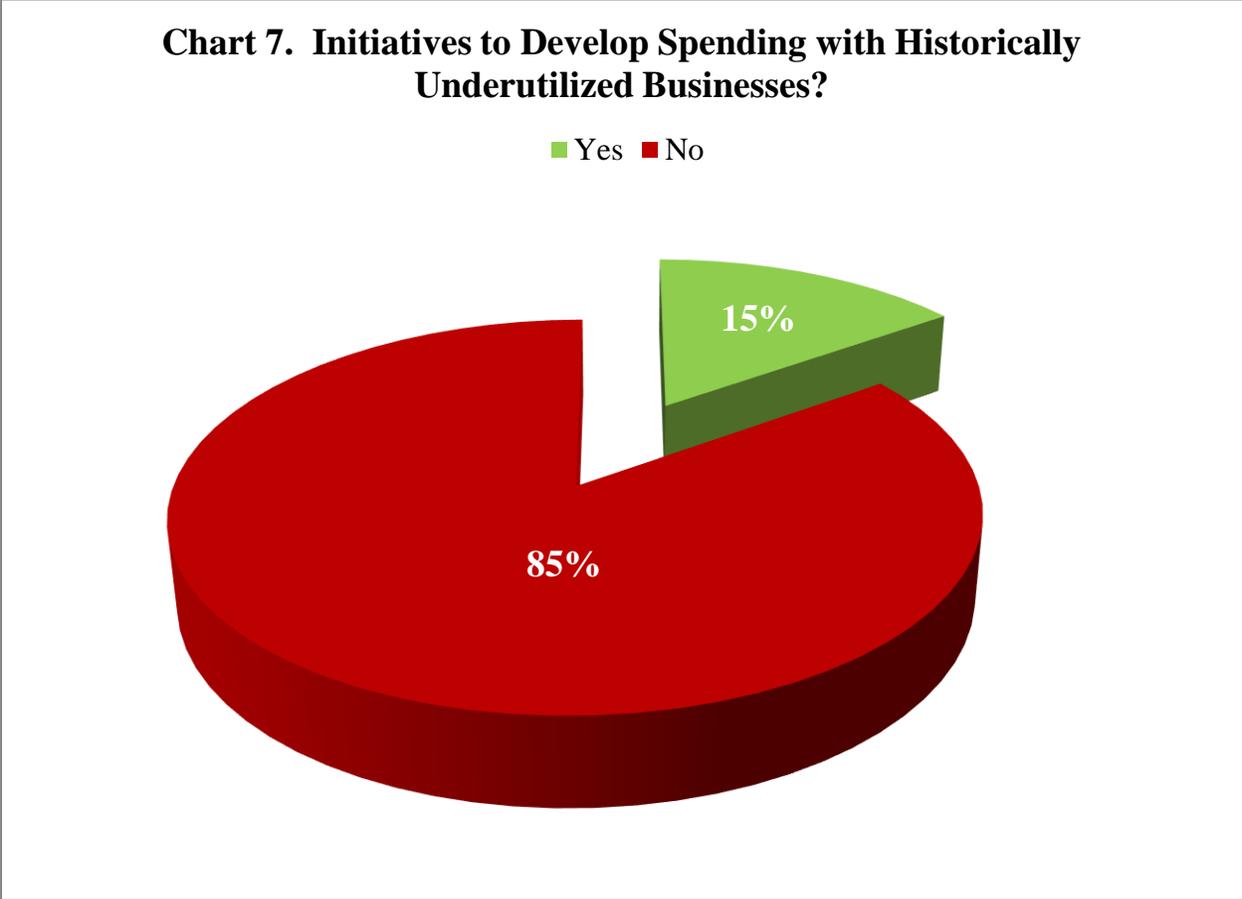
Respondents were asked a group of three questions about diversity practices with respect to their suppliers. As shown in Chart 5, very few responding organizations have a supplier diversity program. Only three percent said they have such a program in place.



The three percent (15 organizations) of respondents from organizations with a supplier diversity program were asked to indicate the type of metrics they use to track progress. The results are shown in Chart 6. Half of the respondents indicated that they use the number of diverse suppliers as a metric. One in five respondents uses the percentage of total revenue. Thirteen percent said they use the percentage of total spending or tier 2 purchases (the degree to which the prime supplier sub-contracts with a minority supplier for goods and services). Given that so few responding organizations have a supplier diversity program and responded to this follow-up question, these percentages must be used with caution.



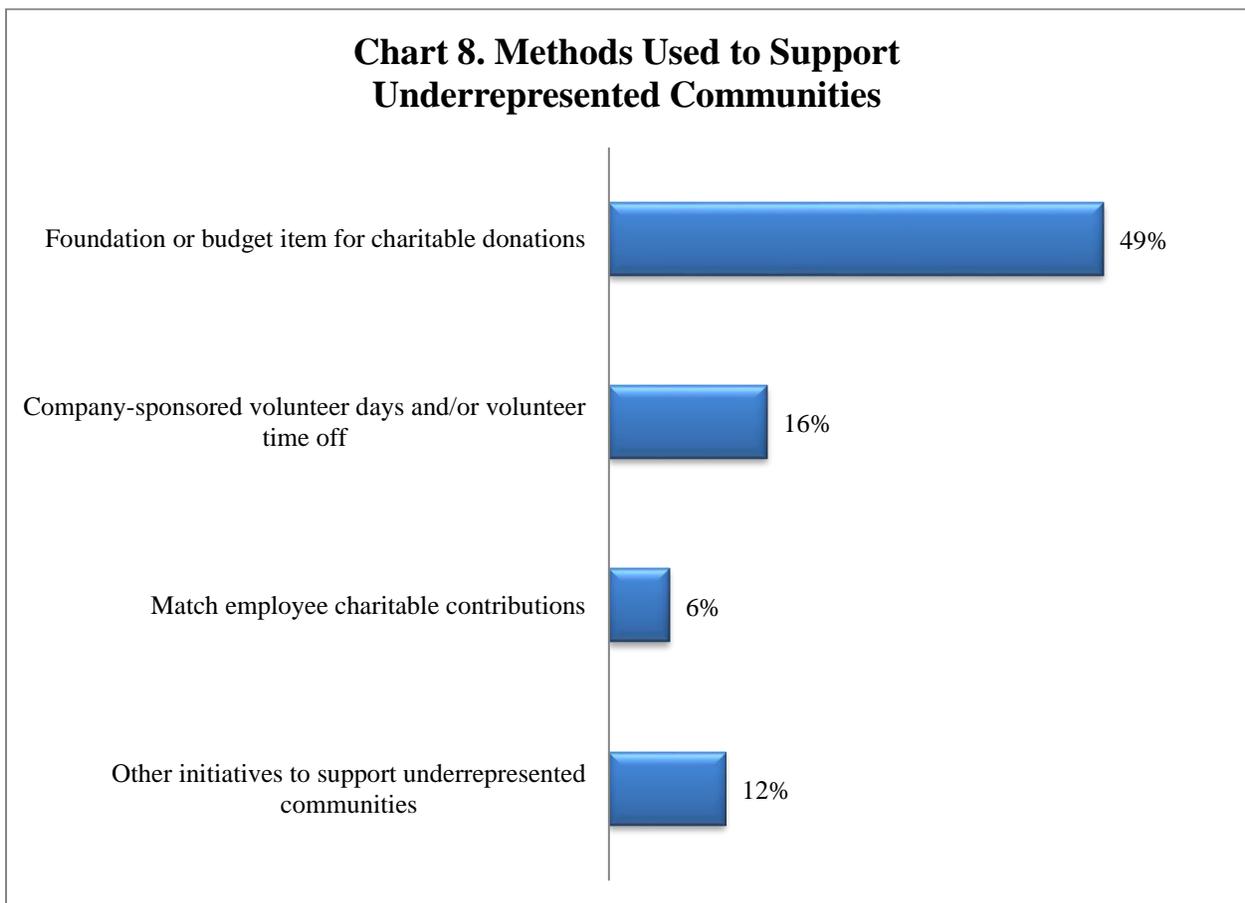
In the third question of this group, respondents were asked whether their organization has other initiatives to develop spending with historically underutilized businesses such as those owned by minorities, women, veterans, and LGBT. As shown in Chart 7, only 15% of respondents said they have initiatives of this type.



## Community Engagement

Respondents were given a list of actions that might be used to support underrepresented communities and asked to indicate which were in place within their organization. Chart 8 indicates that the most frequent action is charitable donations through a foundation or budget item, which is used by half of responding organizations. Far fewer respondents indicated their organization has company-sponsored volunteer days and/or volunteer time off (16%) or that the organization matches employee charitable contributions (6%).

Written responses in the “other” category included donations, free direct service, and sponsoring scholarships.



Organizational demographic comparisons. For-profit organizations are more likely to have a foundation or line item for charity.

A comment box was provided for respondents to highlight any other diversity and inclusion initiatives in their organization. Forty-one respondents entered a written comment, and the SRC categorized them into three topic categories and a miscellaneous group. As shown in Table 4, the largest portion (44%) of the written entries described a specific practice. The following quotes are examples of specific actions.

*“Targeted recruitment and retention programming”*

*“We actively seek minority applicants/candidates through contacts with minority/ethnic organizations”*

*“We have diversity inclusion initiatives in relation to recruitment for when positions are posted for our organization.”*

Slightly less than a third of the written comments said they give equal treatment to any applicant as shown in the following example.

*“We hire all races/backgrounds and do not discriminate.”*

<b>Table 4. Other Diversity and Inclusion Initiatives</b>		
<b>Topic</b>	<b>Count</b>	<b>%</b>
Specific Diversity and Inclusion Practices	18	44%
Equal Treatment to Any Applicant	12	29%
Have Diverse Staff	6	15%
Miscellaneous	5	12%
<b>Total</b>	<b>41</b>	<b>100%</b>

## **Comparison of Results 2016 to 2017**

The SRC used statistical tests to compare the results of the 2016 survey to the 2017 survey results. Among the 128 variables on the survey, the SRC found few changes, which are described below.

- A larger proportion of organizations in 2017 reported having staff dedicated to diversity and inclusion efforts, having workforce demographic goals, and offering domestic partner benefits.
- Within the organizational demographics, there was an increase in the proportion of organizations with 10 to 49 employees in 2017. In addition, there was an increase in the proportion of organizations in the health care and social assistance sector and decreases in the retail sector and utilities sector. The somewhat different mix of organizations in the 2017 survey may be associated with the previous bullet point (more organizations with diversity and inclusion efforts, workforce demographic goals and domestic partnership benefits).

## Conclusions

Key findings of this survey include the following:

- Large majorities of the workforce of Madison Region employers are White, as are boards of directors, top-level leadership, and other supervisors.
- There is relatively close gender balance within the total workforce. Boards of directors, top-level leadership, and other supervisors have a larger proportion of men than women.
- Gender balance in other supervisory roles may mean women will hold more top-level leadership and board of director positions in the future.
- Presently, few employers have a formal diversity statement, workforce demographic goals, staff dedicated to diversity and inclusion efforts, supplier diversity programs, or initiatives to develop spending with historically underutilized businesses. Although it is too soon to call it a trend, the 2017 survey indicates an increase in the proportion of organizations that have staff dedicated to diversity and inclusion efforts, organizations that have workforce demographic goals, and organizations that offer domestic partner benefits.
- About half of responding organizations make charitable contributions through a foundation or line item in their budget.

## Appendix A – Non-response Bias Tests

Any survey has to be concerned with “non-response bias.” Non-response bias refers to a situation in which people who do not return a questionnaire have opinions that are systematically different from the opinions of those who return their surveys. For example, suppose most non-respondents said they have a supplier diversity program, whereas most of those who responded said their organization did not have a supplier diversity program. In this case, non-response bias would exist, and the raw results would overestimate the percentage of responding organizations that have a supplier diversity program.

A standard way to test for non-response bias is to compare the responses of those who respond to the first mailing to those who respond to the second mailing. Those who respond to the second mailing are, in effect, a sample of non-respondents (to the first mailing, and we assume that they are more representative of all non-respondents).

There were 273 responses to the first mailing/invitation, and 195 to the second mailing. The SRC found only four variables with a statistically significant difference among the 128 variables on the survey.

As shown in Table A1, this difference is very small. In Question 8, 55% percent of respondents to the first mailing said they offer the opportunity to formally self-identify disabilities compared to 48% of respondents of second mailing respondents. In the workforce demographics respondents to the second mailing had slightly higher average numbers in the following categories: females of two or more races on their boards of directors, male employees age 45 to 64, and White males in their top leadership.

<b>Table A1 – Statistically Significant Differences Between Responses of First and Second Mailings</b>			
<b>Variable</b>	<b>Statistical Significance</b>	<b>Mean First mailing</b>	<b>Mean Second Mailing</b>
8. Self-identify disabilities	.034	1.47	1.58
4a. Board of Directors Female 2+ races	.041	.00	.02
4b. Total Workforce Male 45-64	.050	4.55	8.58
5a. Top Leadership Male White	.040	1.65	2.69

**The SRC concludes that there is little evidence that non-response bias is a concern for this sample**

## Appendix B – Open-Ended Comments

### Q.3b Type of organization (19 Responses)

- LLC (x2)
- Accommodations
- Agriculture
- Apple Orchard
- Bank
- Coffee shop & Bakery
- Corporation
- Farm
- Hospitality
- Law firm
- Not for profile
- Public Education
- Resale/Service
- Scrap
- Small Business
- Tavern/Restaurant
- Trucking
- Volunteer Fire and Ambulance Service

### Q.10 If you have a supplier diversity program, what metrics are used to track progress? (2 Responses)

- Not a tracking program per se, but we purchase and do tons of donating to disability and LBGT communities.
- We are minority diverse.

### Q.12 There are many ways to support underrepresented communities. Which of the following does your organization offer? (64 Responses)

#### Donations (15 Responses)

- Annual United Way Campaign.
- Contribute vet roll, food pantries, art coalition, and several school orgs.
- Donate to local charities.
- Donate/support to 4H, FFA, and other agriculture related areas as groups request a donation.
- Donated Cheese.
- Donates time and resources to community orgs.
- Donation of cheese to many organizations.
- Our organization makes community donations and participates in community programs.
- Provides over 10% of gross to charity in our community.
- Second Harvest Foodbank, Community Shares and United Way campaigns, donations to The Goodman Center.
- Support DAV.
- We do fundraisers per year and donate all the proceeds to a designated local community center that helps young adults at risk.
- We donate products for fundraising events to help non-profit organizations.
- We donate to youth sports, school activities.
- We send cheese to missions, rehab centers, (New Beginnings, Inner City programs for kids). Also cash donations to these places.

#### Direct Service (14 responses)

- All of our literacy programs offer support to underrepresented communities.
- All our programs serve a disproportionate # of low income people of color.

- Deliver internet to underserved urban areas.
- Free medical and dental clinics.
- Give kids a smile.
- Goodstock 24.
- Homeless lodging- veteran's support and sponsor, school bus and education support, Arts support, Family Promise sponsor, Business Development Sponsor, Sponsor school aged sports and arts development.
- Office going to Hatti in June to do dental work.
- Operate a food pantry, offer a free community meal.
- Our organization is funded by WI Medicaid and we do not have the luxury of large profit margins.
- Pro Bono legal services.
- We are a nonprofit offering services to underrepresented communities.
- We offer programs to underrepresented communities.
- We work with schools, Lions Club, and other organizations to give free eye exams and glasses to needy individuals.

### **Education and Scholarships (10 Responses)**

- Internship program with Boys and Girls club.
- Partnership with elementary school in underrepresented community.
- People Program Host Site, UW- Madison.
- Provide diversity trainings for outside organizations.
- Public Education.
- Scholarships to under resourced communities for events.
- Sponsorships & providing our space for use by organizations and non-profits focused on diversity goals.
- Student scholarship program.
- We have a small tuition scholarship to offer to assist parents in times of need.
- We support the UpStart Program <http://www.warf.org/through-programs-and-events/for-inventors-entrepreneurs-and-researchers/upstart/upstart.cmsxScholarship program/ free services/ specific programs>.

### **Local/ Community (10 Responses)**

- As a bank, we need to comply with CRA.
- Fire Dept., Police Dept.
- Local community support schools, fire dept. etc.
- Sponsorships, serves as fiscal agent.
- Use local vendors who are organized from underrepresented businesses.
- We are involved in Community Reinvestment Act.
- We participate in local initiative to help feed poor, disadvantaged of all races, [illegible]. We also host weekly "coffee with a cop" sessions to encourage communication between members of the community.
- We partner with community based organizations for hiring and people development opportunities.
- We partner with several community agencies designated as resources for our subject population- the elderly, and provide support and contributions throughout the year.
- Work with non-for-profits that work with folks in [illegible].

### **Fundraising/Drives (6 responses)**

- Food Drives, Clothing Drives, Book and Backpack drives.
- Regularly do collection (food, household, clothing, school supplies) for Middleton Outreach Ministry.

- Reimbursement for charitable run/walks.
- Support community fundraising.
- Support for autism-related disability events, autism and allergy walk.
- Support for classes and fundraisers for the autistic community.

**Other (9 Responses)**

- N/A (x2)
- Corporate level programs we participate in.
- None.
- Services provided through workforce development and economic development.
- Taxes for [illegible] fire protection district.
- Unable to offer - small business struggling in lower income county.
- When opportunities present, we can afford it, we do it!
- When possible.

**Q.13 Does your organization have other diversity and inclusion initiatives you would like to highlight? (41 Responses)**

**Specific Diversity and Inclusion Practices (18 responses)**

- Bilingual recruiters.
- Diversity Committee, part of RSVP of Dane County Strategic Plan.
- For retention.
- One week paternity leave.
- RSVP Intergenerational Program partners with Madison Metropolitan School District Tutor Network to develop more diverse volunteer base.
- RSVP of Dane County Foster Grandparent plan.
- Sponsorships & providing our space for use by organizations and non-profits focused on diversity goals.
- Strategic plan goal.
- Targeted recruitment and retention programming.
- We actively seek minority applicants/candidates through contacts with minority/ethnic organizations.
- We actively support student professional organizations at UW- Madison, Edgewood, UW-Stevens Point, and UW-Whitewater.
- We are in the process of developing a D&I strategic plan.
- We have a committee that organizes event to educate and help retain/recruit employees.
- We have diversity inclusion initiatives in relation to recruitment for when positions are posted for our organization.
- We offer reduced tuition to staff members.
- We strive to hire local youth and use local vendors, suppliers, and contractors.
- We try to buy local as much as possible.
- Yes, for many years, we've made an effort to recruit qualified women and minorities. The field of qualified women/minorities candidates is very limited.

**Equal Treatment to Any Applicant (12 responses)**

- Business is not such that we need to put initiatives in place, we are a small unit but we welcome all employees, vendors, the same as we are all humans.
- Have not been faced with diverse employee - would not be unwilling to hire as long as qualified.
- No, we grade our hiring on competency, this is a women owned business.
- None, hire who wants to work.

- Purchase goods and services locally when available even if economics do not support, we recruit people who have the ability to perform job responsibilities not based on sexual preference or origin of birth or race or religion. We have had successes and failures with all of the above.
- This is a small trucking company with 12 trucks. Anyone who is a qualified commercial motor vehicle will be hired if there is an opening.
- This is a very small company that has federal mandates that must be met. These qualifications you are looking for are not looked at. If you qualify you work, plain as that.
- We are a very small business with no HR department therefore we have no formal diversity program. We do business with other employers who have a diverse work force. We are happy to hire any and all minorities if they would apply. Currently have 2 disabled employees.
- We do not discriminate and have employed minorities in the past. Currently, do not have any right now.
- We hire all races/backgrounds and do not discriminate.
- We hire based on ability to perform and not on race, religion, sex or any protected/non protected group.
- We hire based on skill and needs of company. Color and gender are not hiring criteria. We are a rural business with a desire to work with local citizens in the same surrounding communities

#### **Have Diverse Staff (6 responses)**

- Diversity and inclusion are important in staffing. We have several long term employees who are disabled. We have a variety of backgrounds.
- Our employees speak Spanish and Hmong and include transgender people as well as people with disabilities and people who were formerly homeless.
- Very open, accepting business- served openly gay employees with superior employment histories.
- We are owned by a disabled veteran. Never had anyone hire us because of our status.
- We have a very diverse staff.
- We have multiple people with disabilities working for us. We try really hard to have a full, inclusive environment.

#### **Miscellaneous (5 responses)**

- As a small business in an upper middle class location we do what we can to recruit minorities. We don't have formal programs, which are probably much easier for larger businesses to develop.
- This is a family farm. We currently do not hire anyone who is not a family member.
- Type of physical work does not allow us to hire individuals with physical disabilities.
- We are a service firm with well-educated staff. I have tried to hire minorities, but often they don't apply for positions. We do not purchase anything from "suppliers."
- We do not have a need for this currently.

## Appendix C – Quantitative Summary of Responses by Question

### Madison Region Workplace Diversity & Inclusion Survey - 2017

<b>1. When possible, we encourage you to report results based on your locations within the Madison Region. From the choices below, please select the option which best represents the area which your survey answers will be based on.</b>	
428 <u>93%</u>	Madison Region (Columbia Co., Dane Co., Dodge Co., Green Co., Iowa Co., Jefferson Co., Rock Co., Sauk Co.)
27 <u>6%</u>	Wisconsin
3 <u>1%</u>	Upper Midwest (including WI and one or more of the following states: MN, IA, IL, MI)
3 <u>1%</u>	United States (including WI, other Upper Midwest states and at least one additional state)

<b>2. Within the Madison region, in what counties does your organization have locations? (• Mark all that apply)</b>							
Columbia	Dane	Dodge	Green	Iowa	Jefferson	Rock	Sauk
31 <u>7%</u>	254 <u>54%</u>	43 <u>9%</u>	34 <u>7%</u>	28 <u>6%</u>	38 <u>8%</u>	63 <u>13%</u>	46 <u>10%</u>

<b>Total number of employees in your organization (derived from embedded data in mailing list)</b>						<b>3.a. Age of organization</b>		
1-9	10-49	50-249	250-999	1000-2499	2500+	0-5 years	6-10 years	11+ years
0 <u>0%</u>	351 <u>76%</u>	87 <u>19%</u>	20 <u>4%</u>	2 <u>&lt;1%</u>	0 <u>0%</u>	29 <u>6%</u>	39 <u>8%</u>	400 <u>85%</u>

<b>3. b. Type of organization</b>				
Non-profit	For-profit	Government	Academic	Other, specify
52 <u>11%</u>	354 <u>77%</u>	33 <u>7%</u>	3 <u>1%</u>	18 <u>4%</u> (See Appendix B)

<b>3. c. Annual Revenue</b>						
<\$500,000	\$500K to \$999K	\$1M to \$4.99M	\$5M to \$9.99M	\$10M to \$49.99M	\$50M to \$99.99M	\$100M++
82 <u>18%</u>	77 <u>17%</u>	174 <u>39%</u>	46 <u>10%</u>	49 <u>11%</u>	5 <u>1%</u>	16 <u>4%</u>

Industry (derived from embedded data in mailing list)											
11	2%	Ag., Forestry, Fishing, Hunting	45	10%	Retail	40	9%	Professional, Scientific, and Technical Services	12	3%	Arts, Entertainment, and Recreation
3	1%	Mining, Quarrying, and Oil and Gas Extr.	9	2%	Transportation and Warehousing	0	0%	Management of Companies and Enterprises	49	11%	Accommodation and Food Services
1	<1%	Utilities	4	1%	Information	13	3%	Administrative Support and Waste Management and Remediation Services	39	8%	Other services except Public Administration
48	10%	Const	10	2%	Finance and Ins.	13	3%	Educational Services	30	7%	Public Administration
48	10%	Mfg	5	1%	Real Estate and Rental Leasing	59	13%	Health Care and Social Assistance			
20	4%	Wholesale									

### **Workforce Demographics**

The purpose of this section is to measure workforce demographics including data by race, gender, and age. The section also includes questions regarding organizational policies and practices. **NOTE: For questions 4 & 5, please use the definitions for race and ethnic identification on the back of the cover letter.**

<b>4. Composition of Board of Directors and Total Workforce</b>					
	<b>Board of Directors</b>		<b>Total Workforce</b>		
	(334 orgs.) Count: 2,242		(411 orgs.) Count: 21,279		
<b>Composition by Ethnicity, Race, and Gender</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>	
Hispanic or Latino	1%	1%	4%	2%	
White (non-Hispanic or Latino)	68%	28%	40%	45%	
Black or African American (non-Hispanic or Latino)	1%	1%	2%	4%	
Native Hawaiian or Other Pacific Islander (non- Hispanic or Latino)	<1%	<1%	<1%	<1%	
Asian (non-Hispanic or Latino)	<1%	<1%	1%	1%	
American Indian or Alaska Native (non-Hispanic or Latino)	<1%	<1%	<1%	<1%	
Two or More Races (non- Hispanic or Latino)	<1%	<1%	<1%	<1%	
<b>Composition by Age and Gender</b>	<b>(240 orgs.) Count: 1,235</b>		<b>(317orgs.) Count: 15,583</b>		
Age 14-17	0%	0%	1%	1%	
Age 18-24	0%	1%	7%	7%	
Age 25-44	10%	11%	21%	23%	
Age 45-64	40%	20%	17%	18%	
Age 65+	14%	4%	2%	2%	

<b>5. Composition of Top-level Leadership and Other Supervisors</b>				
	<b>Top Level Leadership</b>		<b>Other Supervisors</b>	
	(318 orgs.) Count: 1139		(321 orgs.) Count: 2550	
<b>Composition by Ethnicity, Race, and Gender</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>
Hispanic or Latino	3%	1%	4%	2%
White (non-Hispanic or Latino)	63%	30%	44%	42%
Black or African American (non-Hispanic or Latino)	1%	1%	1%	2%
Native Hawaiian or Other Pacific Islander (non- Hispanic or Latino)	0%	0%	0%	0%
Asian (non-Hispanic or Latino)	1%	<1%	<1%	<1%
American Indian or Alaska Native (non-Hispanic or Latino)	<1%	<1%	<1%	<1%
Two or More Races (non- Hispanic or Latino)	<1%	<1%	<1%	4%
<b>Composition by Age and Gender</b>	(233 orgs.) Count: 997		(239 orgs.) Count: 2145	
# Age 14-17	0%	0%	<1%	1%
# Age 18-24	1%	2%	4%	4%
# Age 25-44	19%	9%	23%	18%
# Age 45-64	38%	22%	19%	23%
# Age 65+	7%	2%	6%	4%

<b>6. What is your relative turnover rate for non-White employees?</b>		
Higher than White employees	Lower than White employees	Equal to White employees
33 <u>9%</u>	85 <u>24%</u>	242 <u>67%</u>

<b>7. Does your organization have dedicated staff responsible for diversity &amp; inclusion efforts?</b>	Yes, Full time	Yes, Part-time	No
	35 <u>8%</u>	38 <u>8%</u>	386 <u>84%</u>

<b>8. Does your organization:</b>			
	Yes	No	No, but plan to in coming year
a. Have a written diversity statement (separate & distinct from an EEO statement)?	104 <u>22%</u>	316 <u>69%</u>	40 <u>9%</u>
b. Have workforce demographic goals?	75 <u>16%</u>	362 <u>79%</u>	22 <u>5%</u>
c. Offer its employees the option to formally self-identify their sexual orientation?	162 <u>36%</u>	279 <u>61%</u>	13 <u>3%</u>
d. Offer its employees the option to formally self-identify disabilities?	236 <u>52%</u>	203 <u>45%</u>	15 <u>3%</u>
e. Offer domestic partner benefits?	127 <u>28%</u>	312 <u>69%</u>	14 <u>3%</u>

## Supplier Diversity

The purpose of this section is to determine the scope of regional efforts to purchase supplies and services from historically underutilized businesses, including minority-owned, women-owned, veteran-owned, LGBT-owned, and service disabled veteran-owned.

<b>9. Does your organization have a supplier diversity program?</b>	Yes	No, skip to Question 11
	15 <u>3%</u>	448 <u>97%</u>

<b>10. If you have a supplier diversity program, what metrics are used to track progress? (• Mark all that apply)</b>					
Percentage of total spending	Percentage of total revenue	Number of Diverse Suppliers	Tier 2 Purchases	Other, specify	
3 <u>20%</u>	2 <u>13%</u>	8 <u>53%</u>	2 <u>13%</u>	2 <u>13%</u>	

<b>11. Does your organization have other initiatives to develop spending with historically underutilized businesses, including minority-owned, women-owned, veteran-owned, LGBT-owned, and service disabled veteran-owned organizations?</b>	Yes	No
	67 <u>15%</u>	375 <u>85%</u>

## Community Engagement

The purpose of this section is to determine the scope of corporate and community social responsibility by the organization and collectively through employees.

<b>11. There are many ways to support underrepresented communities. Which of the following does your organization offer?(• Mark all that apply)</b>	
228 <u>49%</u>	Our organization has a foundation or budget item for charitable donations
73 <u>16%</u>	Our organization offers company-sponsored volunteer days and/or volunteer time off for employees
28 <u>6%</u>	Our organization matches charitable contributions made by employees
54 <u>12%</u>	Our organization offers other initiatives to support underrepresented communities. Please describe below: (See Appendix B)

<b>12. Does your organization have other diversity and inclusion initiatives (i.e. – related to recruitment, retention, supply chain, or other) you would like to highlight?</b>
(See Appendix B)