



# **Madison Region Economic Partnership 2016 Diversity & Inclusion Survey Report**

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## Executive Summary

The purpose of this survey is 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 2016, the SRC mailed surveys to 1,464 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 267 responses (222 paper and 45 online), which was below expectations. In order to expand the number of observations and improve the reliability and validity of the data, in late March, the SRC drew a new sample of 1,000 employers and sent a survey package to this new sample. This additional mailing produced an additional 91 responses, bringing the total number of observations to 358. The margin of error for this dataset is  $\pm 5.06\%$ .

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 (57%) said their organization operated within Dane County. Nearly two-thirds of responding organizations had between 10 and 49 employees. Eight in ten have been in existence for 11 plus years and operate as for-profit enterprises. Seventy-one percent said their annual revenue is less than one million dollars, with 36% below \$500,000. Retail trade (15%) and manufacturing (13%) were the most common sectors among respondents.

Respondents reported the highest percentage of their **total workforce** to be white and to be about evenly split between white men (44%) and white women (40%). Seven percent are Latino and six percent are African-American. Forty percent of the total workforce is between 25 and 44 years old (Table 2).

**Boards of Directors** tend to be white (93%), and men outnumber women by two-to-one. Over half are age 45 to 64.

Nine in ten members of their **top-level leadership** are white, and two-thirds are white males. Fifty-eight percent are age 45 to 64 (Table 3).

Nine in ten **other supervisors** are white. Half are white males and 38% are white females. Most other supervisors are split evenly between being age 25-44 or 45-64.

Most respondents said their organization do not have a formal written diversity and inclusion statement (Chart 1) or have staff dedicated to diversity efforts (Chart 2.)

Half of respondents offer employees the option to self-identify disabilities. One in ten respondents have workforce demographic goals, one-third offer domestic partner benefits, and a third offer employees the option to self-identify their sexual orientation (Chart 3).

Seven in ten 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).

Nine in ten respondents do not have initiatives to develop spending with historically underutilized businesses (Chart 7).

Nearly 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. MadREP chose to work with the Survey Research Center (SRC) at the University of Wisconsin-River Falls to implement this survey.

## Survey Methods

In February 2016, the SRC mailed surveys to 1,281 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 267 responses (222 paper and 45 online), which was below expectations. In order to expand the number of observations and improve the reliability and validity of the data, in late March SRC drew an additional random sample of 1,000 employers and sent a survey package to this new sample. This additional sample produced an additional 91 responses, bringing the total number of observations to 358. Based on the number of organizations in the region with at least 10 employees (7,520<sup>1</sup>), the results are expected to be accurate to within  $\pm 5.06\%$ .

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>1</sup> US Census Bureau, County Business Patterns, 2013

## Profile of Respondents

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

<b>Table 1. Profile of Respondents – MadREP Diversity and Inclusion - 2016</b>									
<b>Location-General</b>	<b>Count</b>	<b>Madison Region</b>	<b>Wisconsin</b>	<b>Upper Midwest</b>	<b>United States</b>				
Q1. Sample	349	93%	5%	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>
Q2. Sample	353	7%	57%	10%	7%	3%	8%	10%	9%
<b>Total Employees</b>	<b>Count</b>	<b>1-9</b>	<b>10-49</b>	<b>50-249</b>	<b>1000-2499</b>	<b>2500+</b>			
Q3a. Sample	357	15%	64%	18%	3%	0%			
<b>Q3b. Age of Organiz.</b>	<b>Count</b>	<b>0-5 years</b>	<b>6-10 years</b>	<b>11+ years</b>					
Sample	141	9%	9%	82%					
<b>Q3c. Organization Structure</b>	<b>Count</b>	<b>Non Profit</b>	<b>For Profit</b>	<b>Government</b>	<b>Academic</b>	<b>Other</b>			
Sample	356	10%	80%	7%	1%	1%			
<b>Q3d. 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	339	36%	35%	10%	14%	1%	3%	0%	
<b>Q3e. Industry</b>	<b>Count</b>	<b>Agric. Forestry, Fishing, Hunting</b>	<b>Retail Trade</b>	<b>Professional Scientific Technical</b>	<b>Arts Entertain. Recreation</b>				
Sample	335	5%	15%	8%	4%				
		<b>Mining, Quarrying Oil, Gas</b>	<b>Transportation Warehousing</b>	<b>Management</b>	<b>Accommodation Food</b>				
Sample		0%	1%	0%	9%				
		<b>Utilities</b>	<b>Information</b>	<b>Admin Support Waste Mgmt.</b>	<b>Other Services Ex. Pub Admin</b>				
Sample		0%	1%	0%	4%				
		<b>Construction</b>	<b>Finance Insurance</b>	<b>Education Services</b>	<b>Public Administration</b>				
Sample		7%	2%	7%	4%				
		<b>Manufacturing</b>	<b>Real Estate &amp; Rental Leasing</b>	<b>Health Care Social Assist.</b>	<b>Unclassified</b>				
Sample		13%	1%	9%	7%				
		<b>Wholesale Trade</b>	<b>-----</b>	<b>-----</b>	<b>-----</b>				
Sample		1%							

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 had operations. Multiple answers were allowed and the total exceeds 100%. Dane County had the largest percentage by far (57%). Columbia, Dodge, Green, Jefferson, Rock, and Sauk Counties had about equal proportions (7% to 10%), and Iowa County had 3%. Only 7% reported multi-county locations within the Madison Region.

The largest portion of respondents had between 10 and 49 employees (64%).

Most responding organizations have been in existence for 11 or more years (82%).

For-profit enterprises made up 80% of the respondents. Non-profit organizations were 10%, followed by government operations (7%), and academic institutions (1%). Most of the written responses in the “Other” category were cooperatives.

Seven in ten respondents said the annual revenue of their organizations is less than one million dollars. Respondents were evenly split between those with less than \$500,000 revenue (36%) and those with \$500,000 to \$999,999 annual revenue (35%).

Responding organizations were from 17 of the 21 industry groups in the North American Industry Classification System used by the US Census Bureau. The largest percentages of respondents were in retail trade (15%), followed closely by 13% in manufacturing.

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 estimated difference in average values between two groups is not real. 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 categories. 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 Q3a, 1 to 49 employees were combined into a single group and 50 and above into a second group. In Q3b, 0 to 10 years were combined. Annual revenues greater than \$500,000 were combined in Q3d. Industry groups in Q3e were separated into “goods-producing” (agriculture, forestry, fishing and hunting, mining quarrying, oil and gas extraction, construction, and manufacturing) and “services.” The SRC found relatively few statistically significant differences, which 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 1,104 members of boards of directors, of which 17 are black males, which equals 2% when rounded.

**Table 2: Board of Directors.** A total of 238 respondents reported the ethnic/racial composition of their organization’s board of directors. Two-thirds of the board members are males. Minorities comprise only 7% of the board memberships. With respect to age, 171 respondents reported the age distribution of their board membership. The highest proportions of board members are between age 45 and 64 (56%). A quarter of board members are between age 25 and 44, and 18% are age 65 and above.

**Table 2: Total Workforce.** Composition data were reported for 316 responding organizations. Gender composition is relatively evenly split, with slightly more men (53%) than women (47%). White employees comprise 84% of the reported workforce. Among minority groups, most are either Hispanic (7%) or black (6%). Among the 256 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>	
	(238 orgs.) Count: 1,104			(316 orgs.) Count: 12,430	
<b>Composition by Ethnicity, Race, and Gender</b>	<b>Male</b>	<b>Female</b>		<b>Male</b>	<b>Female</b>
Hispanic or Latino	<1%	2%		5%	2%
White (non-Hispanic or Latino)	62%	31%		44%	40%
Black or African American (non-Hispanic or Latino)	2%	2%		3%	3%
Native Hawaiian or Other Pacific Islander (non- Hispanic or Latino)	0%	0%		<1%	<1%
Asian (non-Hispanic or Latino)	1%	0%		1%	1%
American Indian or Alaska Native (non-Hispanic or Latino)	<1%	0%		<1%	<1%
Two or More Races (non- Hispanic or Latino)	0%	0%		<1%	<1%
<b>Composition by Age and Gender</b>	<b>(171 orgs.) Count: 906</b>			<b>(256 orgs.) Count: 10,094</b>	
Age 14-17	0%	0%		1%	1%
Age 18-24	1%	<1%		6%	8%
Age 25-44	15%	10%		23%	20%
Age 45-64	36%	21%		18%	17%
Age 65+	15%	3%		2%	2%

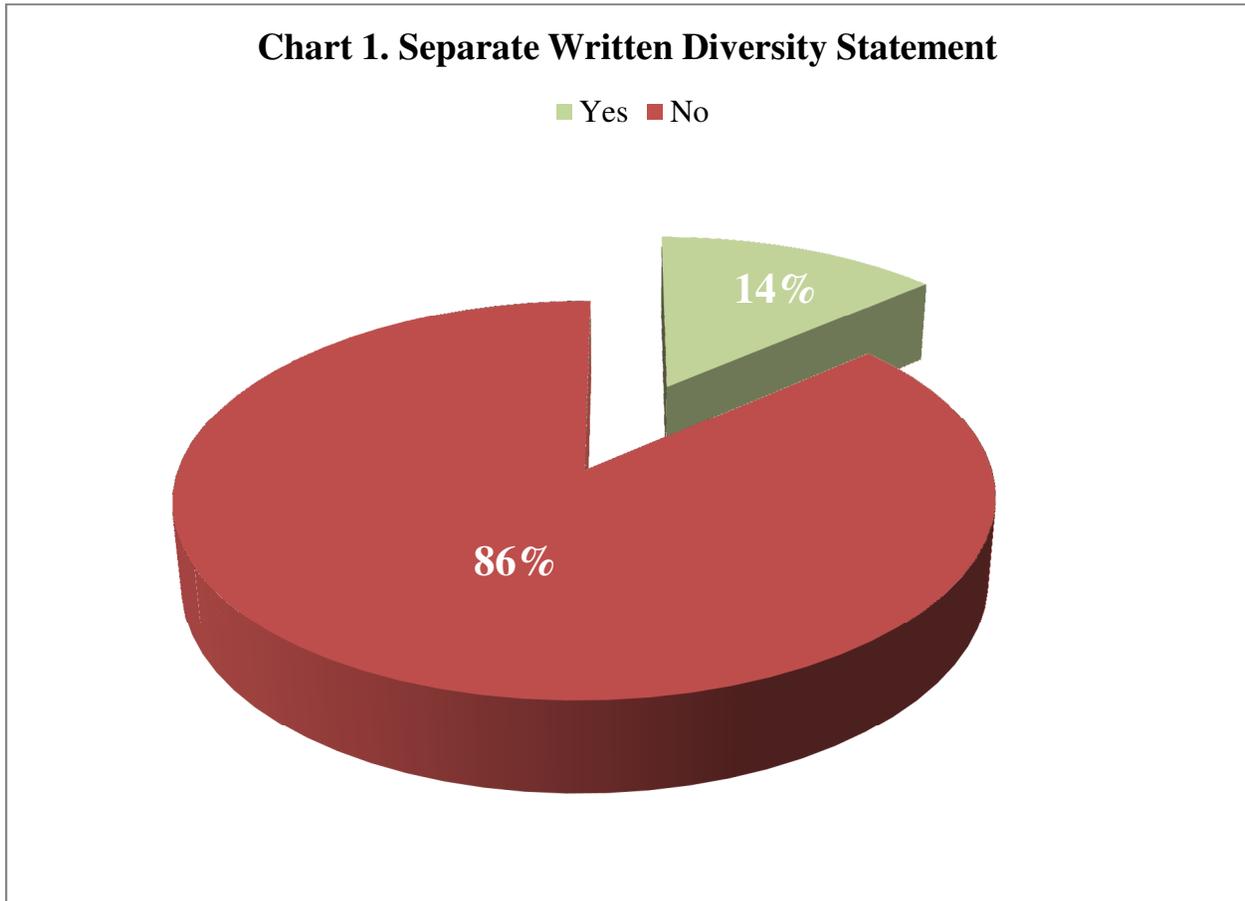
**Table 3: Top-level Leadership.** A total of 245 respondents reported ethnic/race and gender data for their organizations. Nearly seven in ten are male, and minorities comprise 5% of the top-level leadership. Age data were reported for 172 organizations. Upper management tends to be older than the overall workforce. Over half (56%) are age 45 to 64, and an additional 11% are age 65 plus.

**Table 3: Other Supervisors.** Ethnic/race data were reported for 243 organizations. Men comprise about six in ten supervisory employees. About 10% of supervisory employees are from minority groups, with Latinos comprising about half of the minority supervisory employees. Respondents reported age data from 181 organizations. Compared to top-level leadership, the age of supervisory employees tends to be more broadly distributed. More than four in ten are 25 to 44, and about half are 45 to 64.

<b>Table 3. Composition of Top-level Leadership and Other Supervisors</b>					
	<b>Top Level Leadership</b>			<b>Other Supervisors</b>	
	(245 orgs.) Count: 676			(243 orgs.) Count: 1,383	
<b>Composition by Ethnicity, Race, and Gender</b>	<b>Male</b>	<b>Female</b>		<b>Male</b>	<b>Female</b>
Hispanic or Latino	2%	1%		4%	1%
White (non-Hispanic or Latino)	65%	30%		52%	38%
Black or African American (non-Hispanic or Latino)	0%	<1%		1%	1%
Native Hawaiian or Other Pacific Islander (non- Hispanic or Latino)	<1%	0%		0%	<1%
Asian (non-Hispanic or Latino)	1%	<1%		1%	<1%
American Indian or Alaska Native (non-Hispanic or Latino)	0%	0%		<1%	<1%
Two or More Races (non- Hispanic or Latino)	0%	0%		1%	<1%
<b>Composition by Age and Gender</b>	<b>(172 orgs.) Count: 514</b>			<b>(181orgs.) Count: 1,045</b>	
# Age 14-17	0%	<1%		1%	<1%
# Age 18-24	1%	1%		2%	3%
# Age 25-44	18%	11%		26%	17%
# Age 45-64	41%	17%		28%	20%
# Age 65+	8%	3%		2%	1%

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

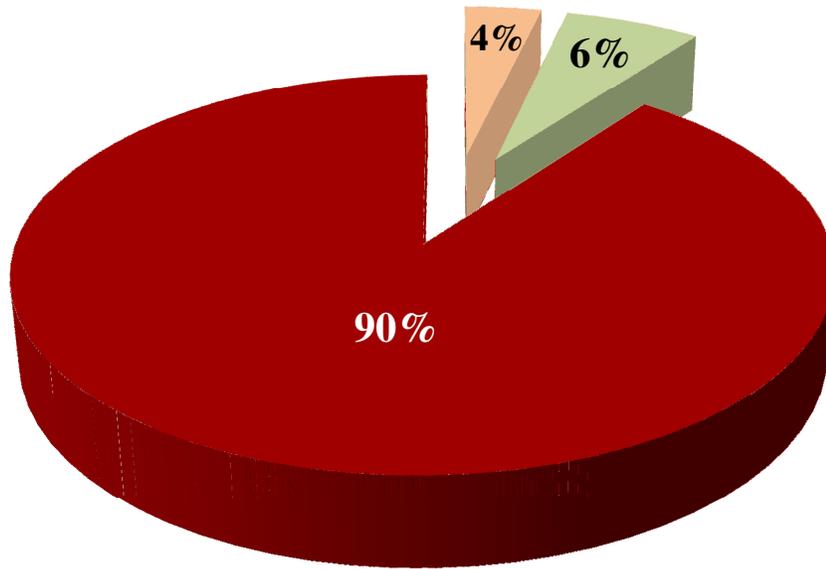
When asked if their organization has a written diversity statement separate and distinct from an EEO statement or staff dedicated to diversity and inclusion efforts, Chart 1 and Chart 2 (next page) show that large majorities said they do not have either.



The group of non-profit organizations, schools, and governments were more likely to have a separate written diversity statement.

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

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

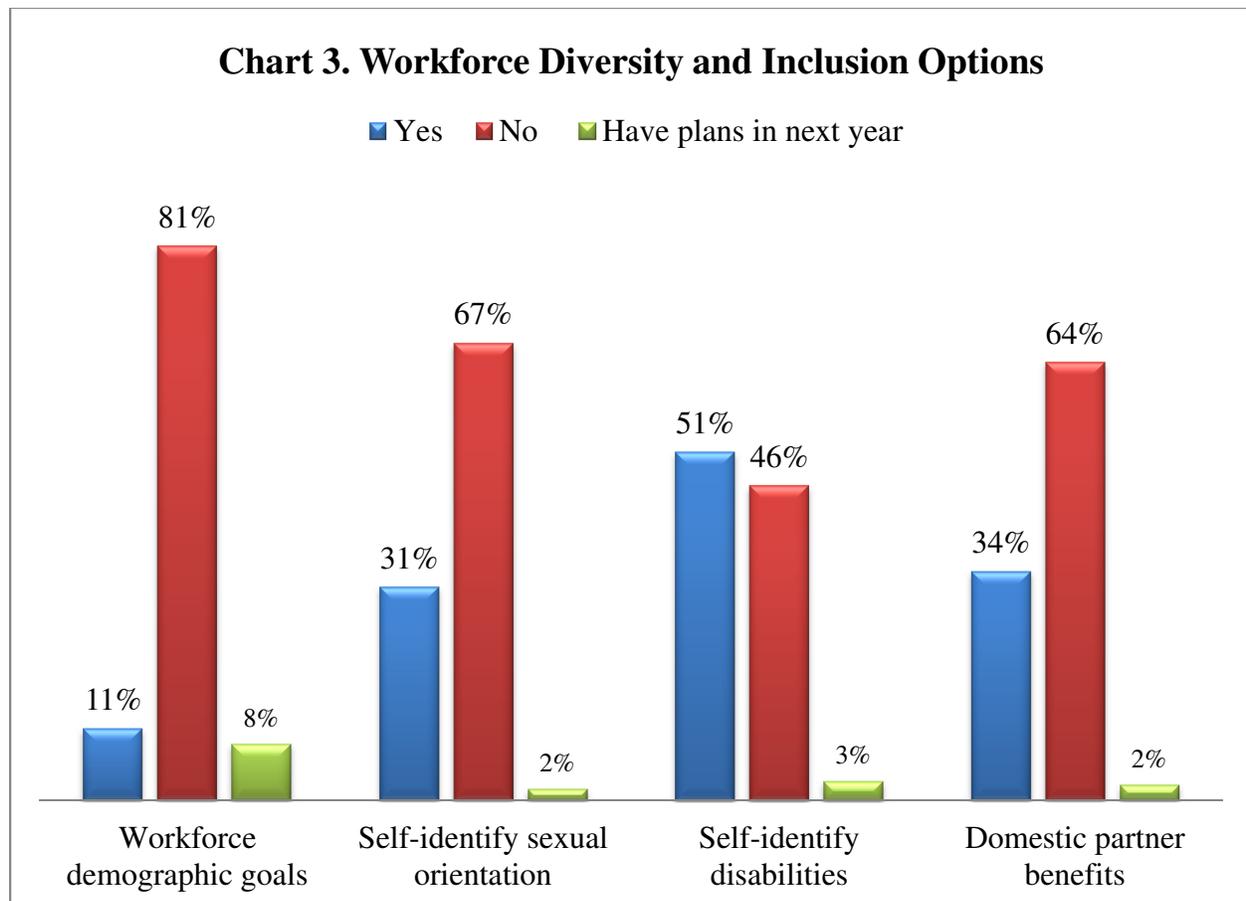


Respondents from for-profit organizations were less likely to have staff (either full-time or part-time) dedicated to diversity and inclusion efforts (9%) compared to 30% of non-profit, government, and academic organizations.

Respondents were asked to indicate if the 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.

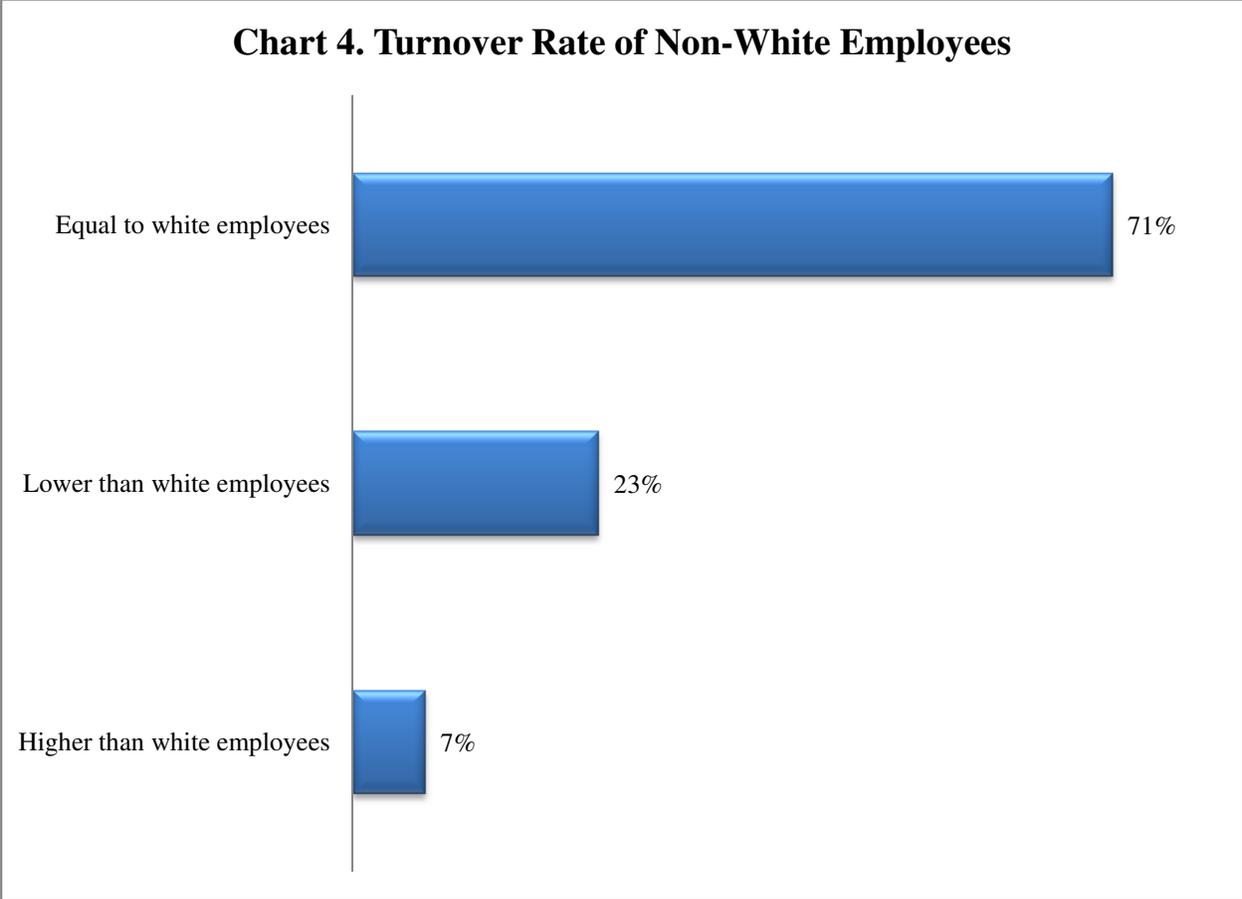
The results are shown in Chart 3. Eleven percent of responding organizations have developed workforce demographic goals, and eight percent have plans to do so in the next year. About a third of respondents said their organization offers the option for employees to self-identify their sexual orientation, and two percent plan to do so in the next year. Similarly, about a third of respondents said their organization offers domestic partner benefits.

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 46% do not. Three percent said they have plans to do so in the coming year.



Organizations with less than 50 employees were more likely to offer the option to self-identify sexual orientation, while a higher percentage of organizations with 50 plus employees offer domestic partner benefits. Organizations with more employees are also more likely to have dedicated staff responsible for diversity and inclusion efforts. A higher percentage of organizations with operations in Dane County have workforce demographic goals, offer the option to self-identify sexual orientation, and offer domestic partner benefits.

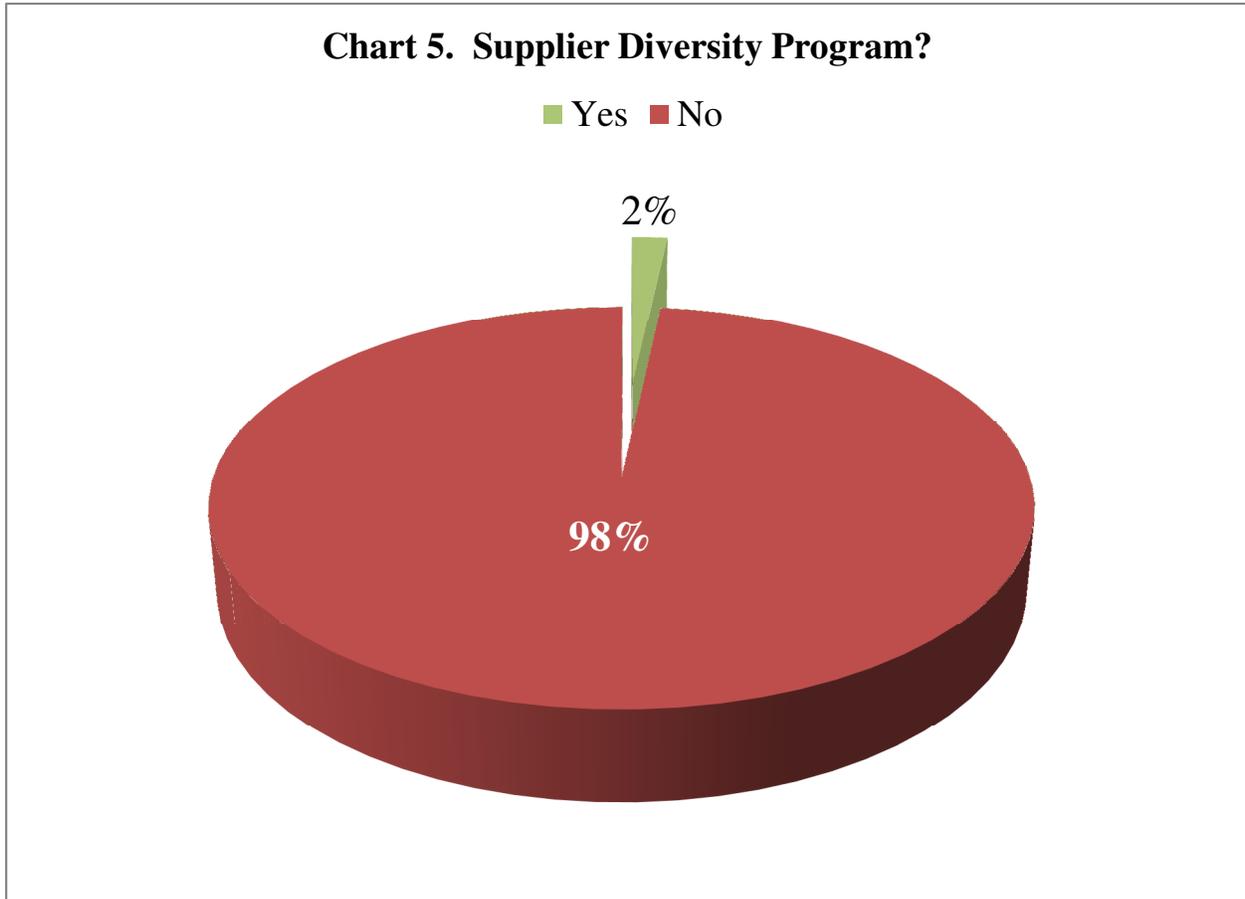
With respect to employee turnover, Chart 4 shows that seven in ten respondents said there is no difference in the turnover rate between white employees and non-white employees. Respondents who said there is a difference in the turnover rate between white employees and non-white employees were three times as likely to say that the turnover rate among non-white employees is lower than for white employees (23% to 7%).



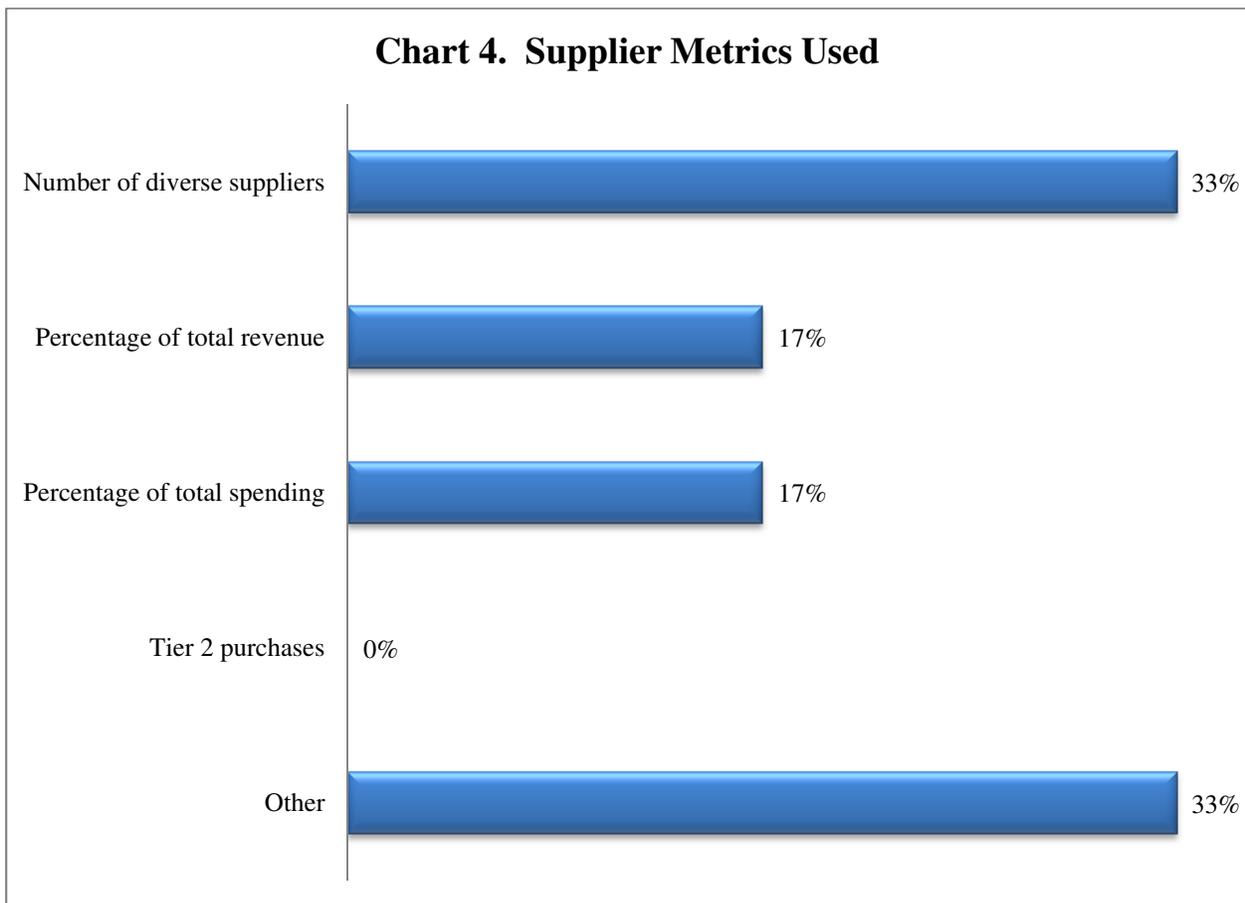
A larger proportion of organizations with at least \$500,000 annual revenue said their non-white turnover rate was lower than among their white employees.

## Supplier Diversity

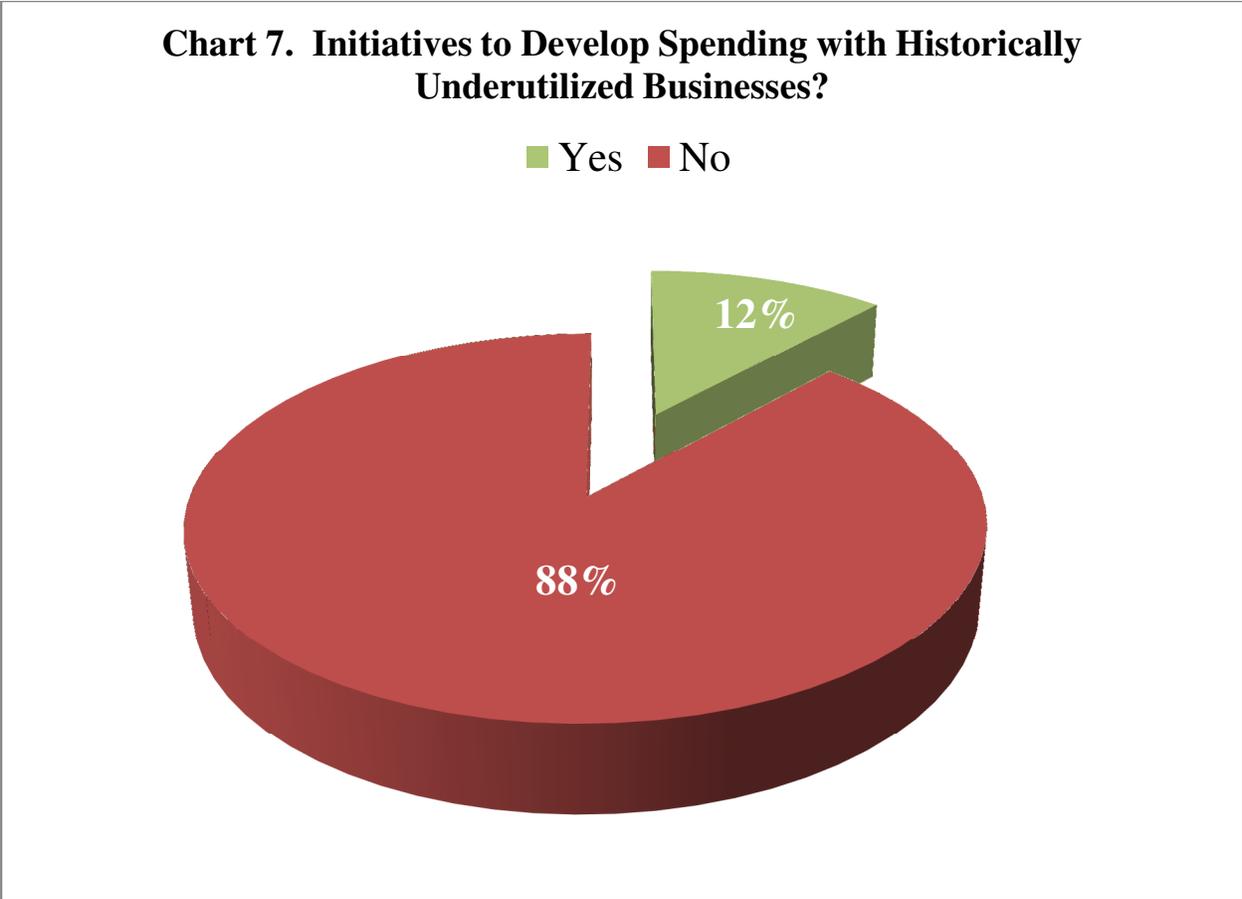
Respondents were asked a group of three questions about diversity practices with respect to their suppliers. As shown in Chart 5, very few responding organizations have a supplier diversity program. Only 2% said they have such a program in place.



The two percent 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. A third of the respondents indicated that they use the number of diverse suppliers as a metric. Seventeen percent use percentage of total revenue. Similarly, 17% said they use the percentage of total spending. None reported using tier 2 purchases. 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. Among the “other” responses were a random process (not explained) and a centralized function with numbers reported to the state government level of the agency.



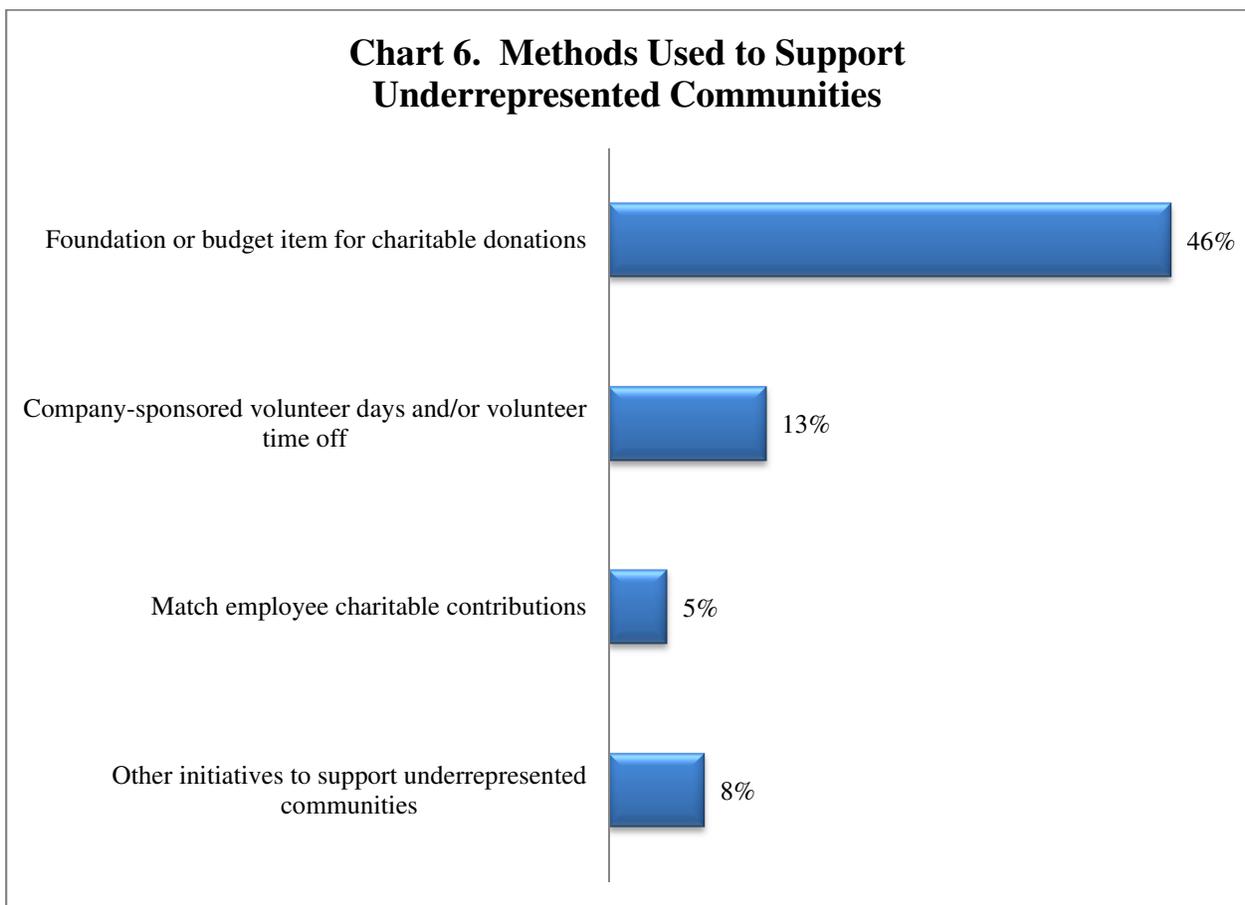
In the third question of this group, respondents were asked whether their organization has other initiatives to develop spending with historically underutilized businesses such as those owned by minorities, women, veterans, and LGBT. As shown in Chart 7, only one in eight organizations said they have any 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 in their organization. Chart 8 indicates that the most frequent action is charitable donations through a foundation or budget item, which is used by slightly less than half of responding organizations. Far fewer respondents indicated their organization has company-sponsored volunteer days and/or volunteer time off (13%) or that the organization matches employee charitable contributions (5%).

Written responses in the “other” category include sponsoring events, serving on planning committees, hosting seminars, offering scholarships to low-income students, and donations to local organizations.



For-profit organizations are more likely to have a foundation or line item for charity. Organizations in the following industry categories were more likely to have a foundation or line item for charitable contributions: retail trade, transportation/warehousing, information, finance/insurance, and other services except public administration.

A larger proportion of organizations with at least \$500,000 annual revenue have a foundation or line item budget.

A comment box was provided for respondents to highlight any other diversity and inclusion initiatives utilized in their organization. Thirty-two respondents entered a written answer, and the SRC categorized them into two topic categories and a miscellaneous group. As shown in Table 4, half of the written entries described a specific practice.

These practices include partnering with specific organizations as mentioned in these quotations:

*“Affirmative Action Employer. Work with Operation Fresh Start, Madison Urban Ministries, Foundation for the Trades. Find MBE's and SBE's to partner with on City and private projects.”*

*“We are a partner with the YWCA of Madison to create the Web Career Academy YWebCA.org.”*

Other responses in this broad group included the following actions:

*“Hire employees with criminal records.”*

*“Hiring people with disabilities.”*

Another group of responses described a less active approach to diversity and inclusion.

*“We hire anyone who shows up and can do the work.”*

*“We treat ALL our employees the same. Race doesn't matter.”*

<b>Table 4. Other Diversity and Inclusion Initiatives</b>		
<b>Topic</b>	<b>Count</b>	<b>%</b>
Specific Diversity and Inclusion Practices	17	53%
Equal Treatment to Any Applicant	9	28%
Miscellaneous	6	19%
<b>Total</b>	<b>32</b>	<b>100%</b>

## **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.
- Presently, few employers have a formal diversity statement, have workforce demographic goals, have staff dedicated to diversity and inclusion efforts, have supplier diversity programs, or initiatives to develop spending with historically underutilized businesses.
- 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 message 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 140 responses to the first mailing and 127 to the second mailing. The SRC found only a single variable with statistically significant differences among the 128 variables on the questionnaire. Ninety-one responses to the mailing to the additional sample were not included in the non-response bias tests.

As shown in Table A1, this difference is very small and focused on the location of the organization. In Question 2, one percent of respondents to the first mailing said they have operations in Iowa County compared to six percent of respondents to the second mailing.

<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>
2e. Wisconsin outside of MadREP counties	.011	.007	.063

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

## Appendix B – Open-Ended Comments

### 3c. Type of organization. Other (21 Responses)

- Cooperative (2x)
- Manufacturer (2x)
- Retail (2x)
- Commercial lighting repair and maintenance
- Dairy Operation
- Excavating
- Farming
- Fire Protection District
- For profit
- For profit independent worker cooperative
- Grocery store
- LLC
- Manufacture Cheese
- Public school district
- Restaurant
- Union non profit
- Veterans
- Worker Cooperative

### Q4. Does your organization have a written diversity statement? Comments (11 Responses)

- Civil Rights Compliance Assurance
- Do not have full time employees. Clerk and treasurer elected
- Draft of updated HR manual in the works...
- Have EEO Statement
- In our handbook
- Not needed - best person gets the job! No Quotas
- Planning on developing one in 2016
- Useless mental masturbation
- We are a small (II) staff with 6 fulltime and 5 part time employees
- We are currently working on an employee handbook
- We have an affirmative action plan, not a diversity statement per se

### Q14. If you have a supplier diversity program, what metrics are used to track progress?

#### Other: specify (9 Responses)

- N/A (3x)
- Centralized reporting at state government level
- No
- No choice. By random.
- None
- We are a small art gallery and really don't have this kind of structure
- We don't have one

**Q16. There are many ways to support underrepresented communities. Our organization offers other initiatives to support underrepresented communities. Please describe below: (31 Responses)**

- All local charities
- As a company, we make donations.
- Co. Go
- Donate to every local organization that requests.
- Donates to the salvation army
- Fundraisers
- Help when help is needed
- Item donation to groups in need
- Local organizations
- None (2x)
- Non-profit child care - offer scholarships to those who don't qualify for other assistance
- Our organization is the place other companies come to do the above.
- Our organization's mission is to serve underrepresented communities.
- Partner: Centrottispano/United Way
- Presence in Latino Outreach Fairs, attendance at Racial Diversity Conference
- Scholarships to low income who express need.
- Since we are a nonprofit we serve children and seek the assistance of local companies for help in serving homeless kids. Kids in poverty and ALL kids who need us
- Sponsoring events, serve on planning committees, host seminars
- This company participates in the annual United Way Campaign for Jefferson and N. Walworth Counties. The company matches these employee contributions at 50%
- Through payroll, employees may choose to make charitable contributions
- We are an underrepresented community
- We are on a bus line intentionally and we provide financial aid to 40% of our families
- We donate to a lot of nonprofit charities - both food and money
- We have given to charitable causes
- We offer some donations to nonprofit organizations
- We sponsor events of underrepresented communities doing similar work to our own.
- We sponsor fundraising events for big brothers and sisters
- We support local initiatives, but generally as a school we receive donations.
- We work with WRTP BIG Step locally
- When people ask us to support them we do.

**Q17. Does your organization have other diversity and inclusion initiatives you would like to highlight? (32 Responses)**

**Specific Diversity and Inclusion Practices (17 Responses)**

- Affirmative Action Employer. Work with Operation Fresh Start, Madison Urban Ministries, Foundation for the Trades. Find MBE's and SBE's to partner with on City and private projects.
- Constant outreach!
- Created bilingual construction training program this past year with the Latino academy.
- Hire employees with criminal records.
- Hiring people with disabilities.
- I'm committed to having a more diverse staff this is a good reminder to implement a structure for recruitment.
- Offering a diversity summit for our community for the first time in 2016.
- Retention, supply chain.
- Structured Interview/Selection Process
- Veterans.
- We are a partner with the YWCA of Madison to create the Web Career Academy YWebCA.org.
- We are active with the Keep WI Warm/Cool Fund.
- We have established relationships.
- We seek to hire people who qualify for work opportunity tax credit (WOTC).
- We work for the WI DOT. They require the use of disadvantaged businesses.
- We work with the City of Madison AA/EEO for all hiring and recruiting for office staff. We also send requests to our affiliated unions to send candidates for field employment with where minorities when possible.
- Yes, during the hiring process we ensure to advertise the position with diverse organizations.
- Yes, our curriculum is founded on peace education, cultural awareness, and celebration of diversity, we promote from within, and we sponsor our employees.

**Equal Treatment to Any Applicant (9 Responses)**

- No: we are open to employing qualified candidates - regardless of their race, diversity, etc.
- Show up to work you get paid - Too many do not want to work.
- We are a small bar and have based on who walked in when we needed help. We would love to employ more people of color. Not sure how to seek them out.
- We do not discriminate - we would hire anyone as long as they do the work assigned.
- We hire anyone who shows up and can do the work.
- We hire qualified employees (i.e. welders) and would consider any and all minorities, should they apply.
- We hire the best qualified candidate that applies.
- We recruit staff from local tech schools and colleges as well as club alumni.
- We treat ALL our employees the same. Race doesn't matter.

**Other (6 Responses)**

- Disability insurance, health and dental, 401K and \$0.25 match to every dollar up to 6%.

- I am amazed you spend your time on this.
- Nothing-we are a small restaurant barely scraping out a living.
- Rural WI business. We hire local and purchase local goods. No diversity issues.
- We are a village that only employs 3 people.
- Wow. Just, wow.

## Appendix C – Quantitative Summary of Responses by Question

### Madison Region Workplace Diversity & Inclusion Survey - 2016

**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>325</b>	<b><u>93%</u></b>	Madison Region (Columbia Co., Dane Co., Dodge Co., Green Co., Iowa Co., Jefferson Co., Rock Co., Sauk Co.)
<b>19</b>	<b><u>5%</u></b>	Wisconsin
<b>4</b>	<b><u>1%</u></b>	Upper Midwest (including WI and one or more of the following states: MN, IA, IL, MI)
<b>1</b>	<b><u>&lt;1%</u></b>	United States (including WI, other Upper Midwest states and at least one additional state)

**2. Within the Madison region, in what counties does your organization have locations (• Mark all that apply)**

Columbia	Dane	Dodge	Green	Iowa	Jefferson	Rock	Sauk
<b>25</b>	<b><u>7%</u></b>	<b>200</b>	<b><u>57%</u></b>	<b>34</b>	<b><u>10%</u></b>	<b>23</b>	<b><u>7%</u></b>
<b>12</b>	<b><u>3%</u></b>	<b>27</b>	<b><u>8%</u></b>	<b>35</b>	<b><u>10%</u></b>	<b>33</b>	<b><u>9%</u></b>

**3. a. Total number of employees in your organization**

1-9	10-49	50-249	250-999	1000-2499	2500+	0-5 years	6-10 years	11+ years
<b>53</b>	<b><u>15%</u></b>	<b>228</b>	<b><u>64%</u></b>	<b>65</b>	<b><u>18%</u></b>	<b>11</b>	<b><u>3%</u></b>	<b>0</b>
<b>0</b>	<b><u>0%</u></b>	<b>0</b>	<b><u>0%</u></b>	<b>0</b>	<b><u>0%</u></b>	<b>12</b>	<b><u>9%</u></b>	<b>13</b>
						<b>13</b>	<b><u>9%</u></b>	<b>116</b>
								<b><u>82%</u></b>

**3. b. Age of organization**

**3. c. Type of organization**

Non-profit	For-profit	Government	Academic	Other, specify
<b>37</b>	<b><u>10%</u></b>	<b>286</b>	<b><u>80%</u></b>	<b>25</b>
		<b>25</b>	<b><u>7%</u></b>	<b>3</b>
				<b><u>1%</u></b>
				<b>5</b>
				<b><u>1%</u></b>
				<u>See Appendix B</u>

**3. d. Annual Revenue**

<\$500,000	\$500,000 to \$999,999	\$1,000,000 to \$4,999,999	\$5,000,000 to \$9,999,999	\$10,000,000 to \$49,999,999	\$50,000,000 to \$99,999,999	\$100,000,000 +
<b>123</b>	<b><u>36%</u></b>	<b>119</b>	<b><u>35%</u></b>	<b>34</b>	<b><u>10%</u></b>	<b>49</b>
		<b>49</b>	<b><u>14%</u></b>	<b>4</b>	<b><u>1%</u></b>	<b>10</b>
				<b>10</b>	<b><u>3%</u></b>	<b>0</b>
						<b><u>0%</u></b>

**3. e. Industry**

<b>17</b>	<b><u>5%</u></b>	Ag., Forestry, Fishing, Hunting, Mining, Quarrying, and Oil and Gas Extr.	<b>50</b>	<b><u>15%</u></b>	Retail	<b>27</b>	<b><u>8%</u></b>	Professional, Scientific, and Technical Services	<b>15</b>	<b><u>4%</u></b>	Arts, Entertainment, and Recreation
<b>1</b>	<b><u>0%</u></b>		<b>5</b>	<b><u>1%</u></b>	Transportation and Warehousing	<b>0</b>	<b><u>0%</u></b>	Management of Companies and Enterprises	<b>31</b>	<b><u>9%</u></b>	Accommodation and Food Services
<b>1</b>	<b><u>0%</u></b>	Utilities	<b>3</b>	<b><u>1%</u></b>	Information	<b>0</b>	<b><u>0%</u></b>	Administrative Support and Waste Management and Remediation Services	<b>14</b>	<b><u>4%</u></b>	Other services except Public Administration
<b>24</b>	<b><u>7%</u></b>	Const	<b>7</b>	<b><u>2%</u></b>	Finance and Ins.	<b>24</b>	<b><u>7%</u></b>	Educational Services	<b>13</b>	<b><u>4%</u></b>	Public Administration
<b>42</b>	<b><u>13%</u></b>	Mfg	<b>3</b>	<b><u>1%</u></b>	Real Estate and Rental Leasing	<b>29</b>	<b><u>9%</u></b>	Health Care and Social Assistance	<b>25</b>	<b><u>7%</u></b>	Unclassified
<b>4</b>	<b><u>1%</u></b>	Wholesale									

**4. Does your organization have a written diversity statement (separate & distinct from an EEO statement)?**

Yes No  
**48 14%**      **305 86%**      Comments: See Appendix B

**5. Does your organization have dedicated staff responsible for diversity & inclusion efforts?**

Yes, Full time Yes, Part-time No  
**13 4%**      **23 7%**      **317 90%**

**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 6 & 7, please use the definitions for race and ethnic identification on the back of the cover letter.

6. Composition of:	a. Board of Directors (249 orgs.) N=1,104		b. Total Workforce (328 orgs.) N= 12,430	
	Male	Female	Male	Female
# Hispanic or Latino	<b>6 &lt;1%</b>	<b>22 2%</b>	<b>591 5%</b>	<b>288 2%</b>
# White (non-Hispanic or Latino)	<b>681 62%</b>	<b>347 31%</b>	<b>5529 44%</b>	<b>4986 40%</b>
# Black or African American (non-Hispanic or Latino)	<b>17 2%</b>	<b>18 2%</b>	<b>319 3%</b>	<b>378 3%</b>
# Native Hawaiian or Other Pacific Islander (non-Hispanic or Latino)	<b>0 0%</b>	<b>0 0%</b>	<b>13 &lt;1%</b>	<b>21 &lt;1%</b>
# Asian (non-Hispanic or Latino)	<b>10 1%</b>	<b>0 0%</b>	<b>113 1%</b>	<b>95 1%</b>
# American Indian or Alaska Native (non-Hispanic or Latino)	<b>3 &lt;1%</b>	<b>0 0%</b>	<b>9 &lt;1%</b>	<b>18 &lt;1%</b>
# Two or More Races (non- Hispanic or Latino)	<b>0 0%</b>	<b>0 0%</b>	<b>40 &lt;1%</b>	<b>30 &lt;1%</b>
	<b>(171 orgs.) N= 906</b>		<b>(256 orgs.) Count: 10,094</b>	
# Age 14-17	<b>0 0%</b>	<b>0 0%</b>	<b>126 &lt;1%</b>	<b>141 &lt;1%</b>
# Age 18-24	<b>6 1%</b>	<b>2 &lt;1%</b>	<b>642 6%</b>	<b>843 8%</b>
# Age 25-44	<b>135 15%</b>	<b>90 10%</b>	<b>2335 23%</b>	<b>2031 20%</b>
# Age 45-64	<b>323 36%</b>	<b>190 21%</b>	<b>1791 18%</b>	<b>1760 17%</b>
# Age 65+	<b>134 15%</b>	<b>26 3%</b>	<b>195 2%</b>	<b>230 2%</b>

7. Composition of:	a. Top Level Leadership (C-level, V.P. and above) (254 orgs.) N=676		b. Other Supervisory (Mgrs, Supervisors, Dept. Directors) (262 orgs.) N=1,383	
	Male	Female	Male	Female
# Hispanic or Latino	<b>15 2%</b>	<b>5 1%</b>	<b>53 4%</b>	<b>13 1%</b>
# White (non-Hispanic or Latino)	<b>440 65%</b>	<b>205 30%</b>	<b>719 52%</b>	<b>519 38%</b>
# Black or African American (non-Hispanic or Latino)	<b>0 0%</b>	<b>1 &lt;1%</b>	<b>16 1%</b>	<b>19 1%</b>
# Native Hawaiian or Other Pacific Islander (non-Hispanic or Latino)	<b>1 &lt;1%</b>	<b>0 0%</b>	<b>0 0%</b>	<b>2 &lt;1%</b>

# Asian (non-Hispanic or Latino)	8 <u>1%</u>	1 <u>&lt;1%</u>	8 <u>C</u>	4 <u>&lt;1%</u>
# American Indian or Alaska Native (non-Hispanic or Latino)	0 <u>0%</u>	0 <u>0%</u>	1 <u>&lt;1%</u>	5 <u>&lt;1%</u>
# Two or More Races (non- Hispanic or Latino)	0 <u>0%</u>	0 <u>0%</u>	10 <u>&lt;1%</u>	4 <u>&lt;1%</u>
	(172 orgs.) N= 514		(181orgs.) N=1,045	
# Age 14-17	0 <u>0%</u>	2 <u>&lt;1%</u>	7 <u>1%</u>	4 <u>&lt;1%</u>
# Age 18-24	4 <u>1%</u>	5 <u>1%</u>	24 <u>2%</u>	30 <u>3%</u>
# Age 25-44	90 <u>18%</u>	56 <u>11%</u>	274 <u>26%</u>	181 <u>17%</u>
# Age 45-64	209 <u>41%</u>	88 <u>17%</u>	288 <u>28%</u>	205 <u>20%</u>
# Age 65+	43 <u>8%</u>	17 <u>3%</u>	17 <u>2%</u>	15 <u>1%</u>

#### 8. Does your organization have workforce demographic goals?

Yes	No	No, but we have plans to set workforce demographic goals in the coming year
37 <u>11%</u>	284 <u>81%</u>	29 <u>8%</u>

#### 9. What is your relative turnover rate for non-white employees?

Higher than white employees	Lower than white employees	Equal to white employees
19 <u>7%</u>	65 <u>23%</u>	201 <u>71%</u>

#### 10. Does your organization offer its employees the option to formally self-identify their sexual orientation?

Yes	No	No, but we have plans to offer our employees the option to self-identify their sexual orientation in the coming year
108 <u>31%</u>	231 <u>67%</u>	6 <u>2%</u>

#### 11. Does your organization offer its employees the option to formally self-identify disabilities?

Yes	No	No, but we have plans to offer our employees the option to formally self-identify in the coming year
176 <u>51%</u>	159 <u>46%</u>	10 <u>3%</u>

#### 12. Does your organization offer domestic partner benefits?

Yes	No	No, but we plan to offer domestic partner benefits in the coming year
115 <u>34%</u>	220 <u>64%</u>	8 <u>2%</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.

#### 13. Does your organization have a supplier diversity program?

Yes	No,	skip to Question 15
6 <u>2%</u>	344 <u>98%</u>	

**14. If you have a supplier diversity program, what metrics are used to track progress? (• Mark all that apply)**

Percentage of total spending	Percentage of total revenue	Number of Diverse Suppliers	Tier 2 Purchases	Other, specify
1 <u>17%</u>	1 <u>17%</u>	2 <u>33%</u>	0 <u>0%</u>	2 <u>33%</u> <a href="#">See Appendix B</a>

**15. 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?**

Yes	No
39 <u>12%</u>	292 <u>88%</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.

**16. There are many ways to support underrepresented communities. (• Mark all that apply)**

- 165 46% Our organization has a foundation or budget item for charitable donations
- 46 13% Our organization offers company-sponsored volunteer days and/or volunteer time off for employees
- 17 5% Our organization matches charitable contributions made by employees
- 28 8% Our organization offers other initiatives to support underrepresented communities. Please describe below:

[See Appendix B](#)

**17. Does your organization have other diversity and inclusion initiatives (i.e. – related to recruitment, retention, supply chain, or other) you would like to highlight?**

[See Appendix B](#)

**Thank You for completing the Madison Region Workplace Diversity & Inclusion Survey.**

Individual workplace responses will remain anonymous and will become part of an aggregated data set for the region. Each year, MadREP will have the results analyzed and publish an overview report. Participating companies will not be listed in the report and will remain anonymous.

If you would like a copy of the report emailed to you, please list your email address below. If you would prefer not to list your email, the annual report will be available at (and following) MadREP's annual summit in the spring, next scheduled for May 9, 2016.

