



Madison Region Economic Partnership Diversity & Inclusion Survey - 2018 Report

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Staff and students working for the Survey Research Center (SRC) at UW-River Falls were instrumental in the completion of this study. We would like to thank Denise Parks, Shelly Hadley, David Jacobson, Aaron Leiby, Beth Zimmer, Rachel Shamro, Jennifer Pflum, and Elle Peretz. We gratefully acknowledge their hard work and dedication.

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Finally, we would like to thank the organizational representatives who took time to complete their questionnaires.

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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 2018, the SRC mailed surveys to 1,903 randomly selected employers with 10 or 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. Recipients who received the survey were given the option of returning the survey by mail or completing it online. The SRC received 367 responses (295 paper and 72 online). The margin of error for this dataset is $\pm 5.0\%$.

More than nine in ten respondents said their answers were based on their organization's operation(s) in the eight counties within the Madison Region. Over half (56%) 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-six percent have annual revenues of less than one million dollars, with 18% below \$500,000. The largest industry sectors were accommodation & food service (18%), manufacturing (11%), and retail trade (11%) (Chart 1).

Respondents reported the highest percentage of their **total workforce** is White¹ with more White men (48%) than White women (39%) Six percent are Hispanic, and three percent are Black. Forty-one percent of the total workforce is between 25 and 44 years old (Table 2).

Boards of Directors tend to be White (93%) and male (64%). Over half are age 45 to 64. These proportions apply to the 1,173 board members from the 230 organizations providing information in the 2018 sample (Table 2).

More than nine in ten members of their **top-level leadership** are White, and half are White males. Nearly six in ten are age 45 to 64. These proportions apply to the 774 top-level leaders in the 260 organizations that provided racial composition information and the 186 organizations that provided age range information for 580 to top-level leaders for the 2018 sample (Table 3).

Ten percent of **other supervisors** are from minority groups, and Hispanics form the largest proportion of minority supervisors. Most other supervisors are split evenly between ages 25-44 and 45-64. Racial composition was provided for 1,550 other supervisors, and age range information was provided for 1,200 other supervisors in 2018 (Table 3).

Majorities of respondents said their organizations do not have a formal, written diversity and inclusion statement (Chart 17) nor do they have staff dedicated to diversity efforts (Chart 19.)

Half the respondents offer employees the option to self-identify disabilities. Seventeen percent of respondents have workforce demographic goals, 27 percent offer domestic partner benefits, and 35 percent offer employees the option to self-identify their sexual orientation (Chart 21).

¹ 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 23).

Very few respondents have a supplier diversity program (Chart 25). Among those with a supplier diversity program, the most common metric for tracking progress is the number of diverse suppliers (Chart 27).

Eight percent of respondents have initiatives to develop purchases with historically underutilized businesses (Chart 28).

Nearly half of respondents said their organization has a foundation or line item budget for charitable contributions (Chart 8).

Although it is too soon to call it a trend, the 2018 results indicate an increase in the proportion of organizations that have a formal diversity statement, have staff dedicated to diversity and inclusion efforts, and have workforce demographic goals compared to 2016.

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 fourth year of this MadREP initiative. For the past three 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 2018, the SRC mailed surveys to 1,903 randomly selected employers with 10 or 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, the survey itself, 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 367 responses (295 paper and 72 online). Thirty-four were returned as non-deliverable, and the net response rate was 19%. Based on the number of organizations in the region with at least 10 employees (7,818²), the results are expected to be accurate to within $\pm 5.0\%$. Because not every respondent answered every question in the survey, the confidence interval for individual questions will likely be slightly greater than $\pm 5\%$.

The following analysis will also determine if responses varied significantly between 2016 and 2017 (when similar surveys were conducted) and 2018.

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 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.

² US Census Bureau, County Business Patterns, 2013

Organizational Demographic Profile

Table 1 summarizes the profile of the survey respondents.

Table 1. Organizational Profile of Respondents – MadREP Diversity and Inclusion - 2018									
Location-General	Count	Madison Region	Wisconsin	Upper Midwest	United States				
Sample	364	93%	6%	1%	1%				
Operations in MadREP Counties	Count	Columbia	Dane	Dodge	Green	Iowa	Jefferson	Rock	Sauk
Sample	357	8%	56%	8%	6%	5%	12%	15%	8%
Total Employees	Count	10-49	50-249	250-999	1000-2499	2500+			
Sample	362	73%	22%	5%	<1%	0%			
Age of Organization	Count	0-5 years	6-10 years	11+ years					
Sample	363	6%	11%	83%					
Organization Structure	Count	Non Profit	For Profit	Government	Academic	Other			
Sample	363	10%	82%	4%	1%	2%			
Annual Revenue	Count	<\$500K	\$500K to \$999K	\$1M to \$4.9M	\$5M to \$9.9M	\$10M to \$49.9M	\$50M to \$99.9M	\$100M+	
Sample	340	16%	20%	35%	10%	12%	2%	4%	

Respondents were asked to indicate whether the data they report in the survey 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 (56%). Rock County had 15%, followed by Jefferson County with 12%. Columbia, Dodge, Green, Iowa, and Sauk Counties had about equal proportions (5% to 8%). About ten percent of respondents reported operations in multiple counties within the MadREP Region.

The largest portion of responding organizations had between 10 and 49 employees (73%).

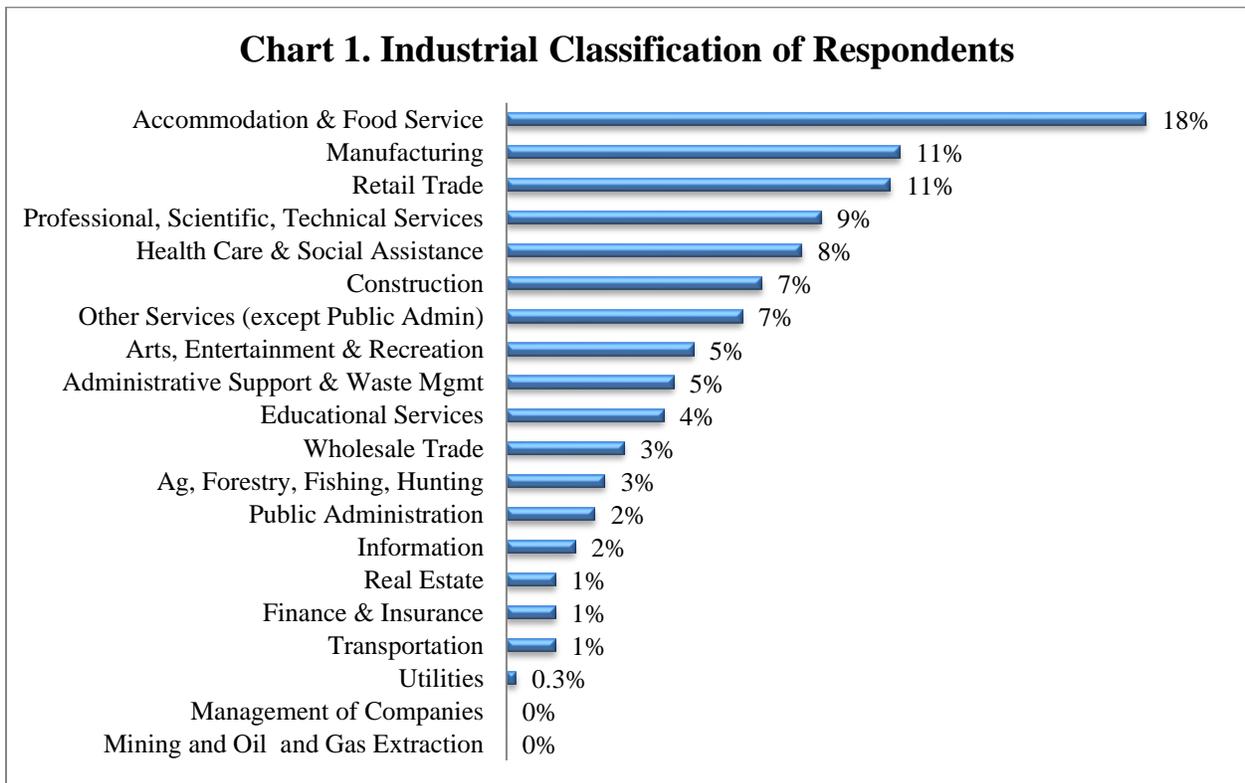
Most responding organizations have been in existence for 11 or more years (83%).

For-profit enterprises made up 82% of the respondents. Non-profit organizations were 10%, followed by government operations (4%), academic institutions (1%), and other (2%).

The largest proportion of respondents had annual revenues of \$1 million to \$4.9 million (35%). Sixteen percent had less than \$500,000, and 20% had between \$500,000 and \$999,000 annual revenue.

Responding organizations were from 18 of the 20 industry groups in the two-digit North American Industry Classification System (NAICS). As shown in Chart 1 (next page), accommodation and food service comprised the largest percentage (18%) of respondents. Manufacturing and retail trade were tied for second place with 11% each, followed by professional, scientific, and technical services (9%), health care and social assistance (8%),

construction (7%), and other services except public administration (7%). None of the remaining classifications had more than 5%.



Annual comparisons. Chart 2 to Chart 7 present the organizational demographic data for 2016, 2017, and 2018. With the exception of annual revenue (more with under \$1 million in 2016) and the industrial classification (more service sector organizations in 2018), the organizational demographic profile of the annual samples vary within a small range. This indicates that for the most part, the sample datasets represents a similar pool of organizations.

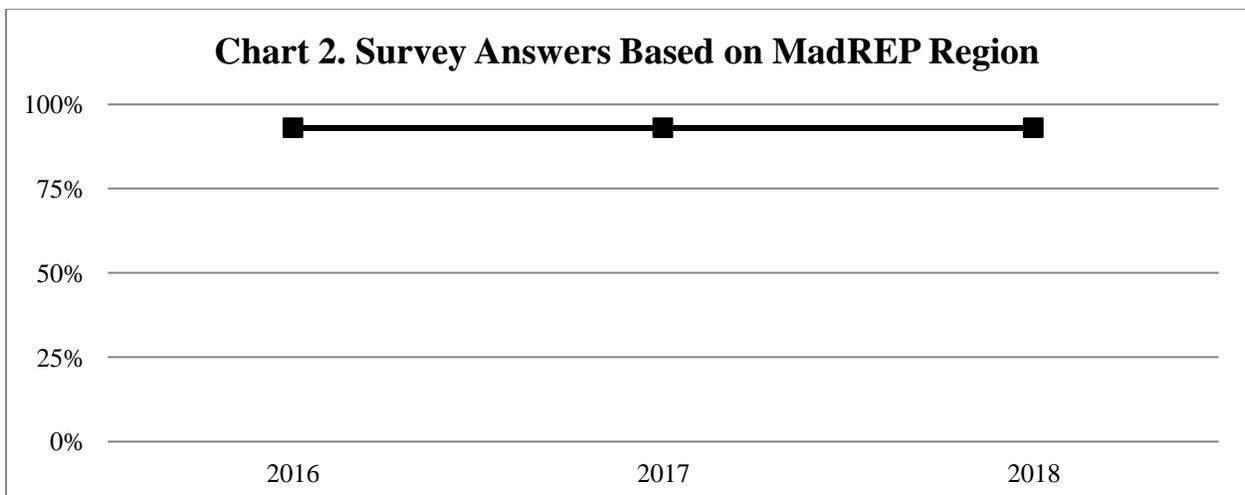


Chart 3. Facilities Location - Dane Co.

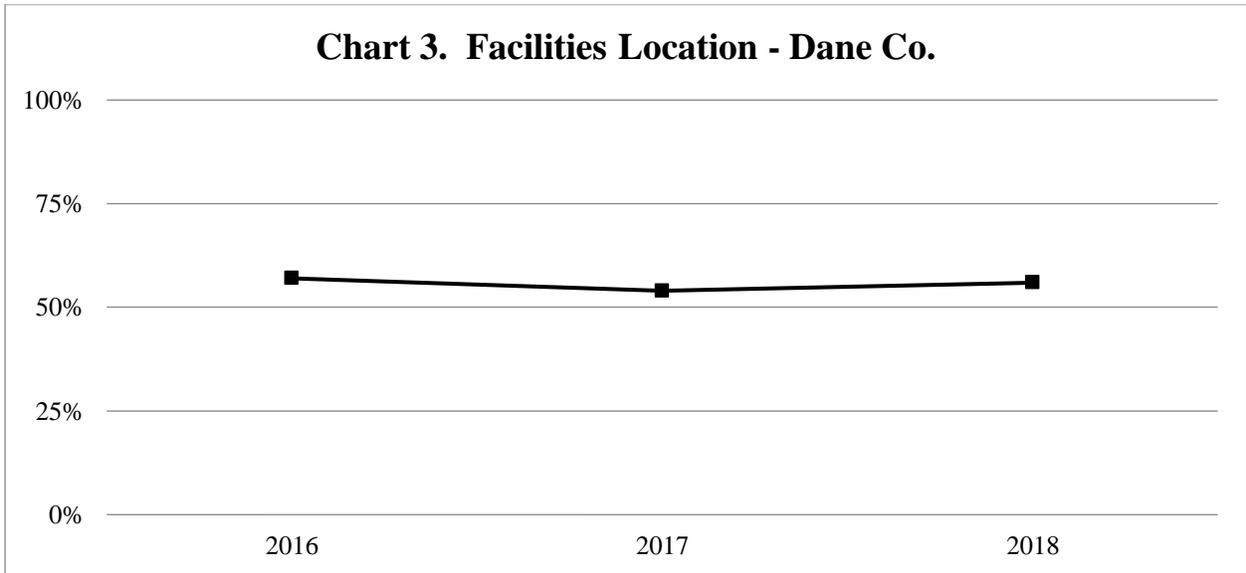
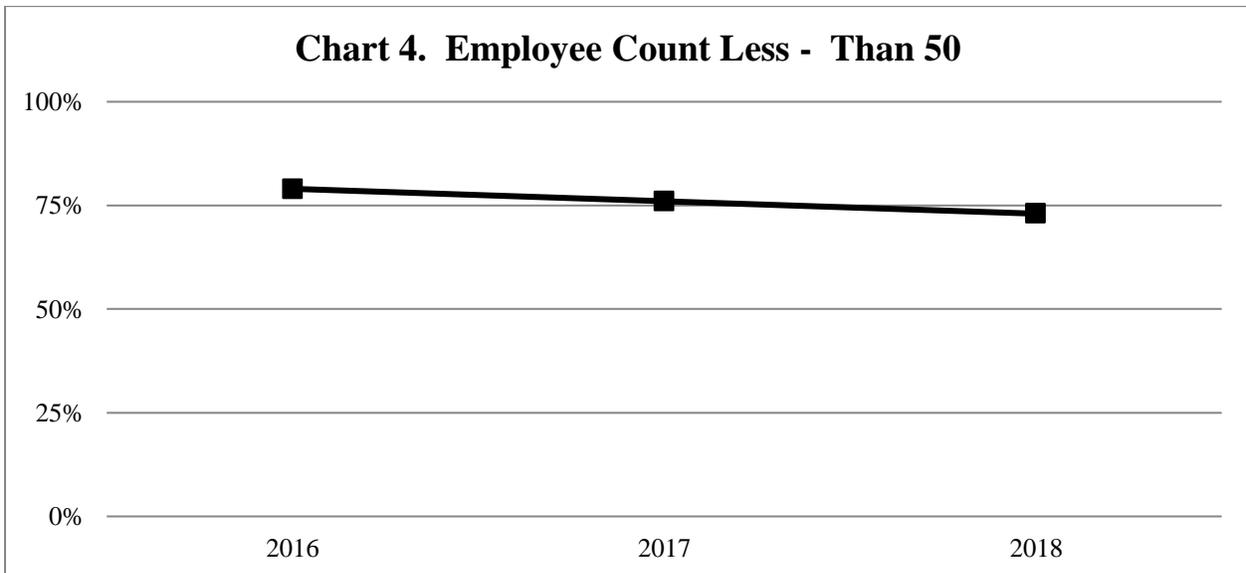


Chart 4. Employee Count Less - Than 50



Due to a coding error, the SRC mistakenly noted in the 2017 report that there had been an increase in the percentage of organizations with 10 to 49 employees between 2016 and 2017.

Chart 5. Age of Organization - 10 Plus Years

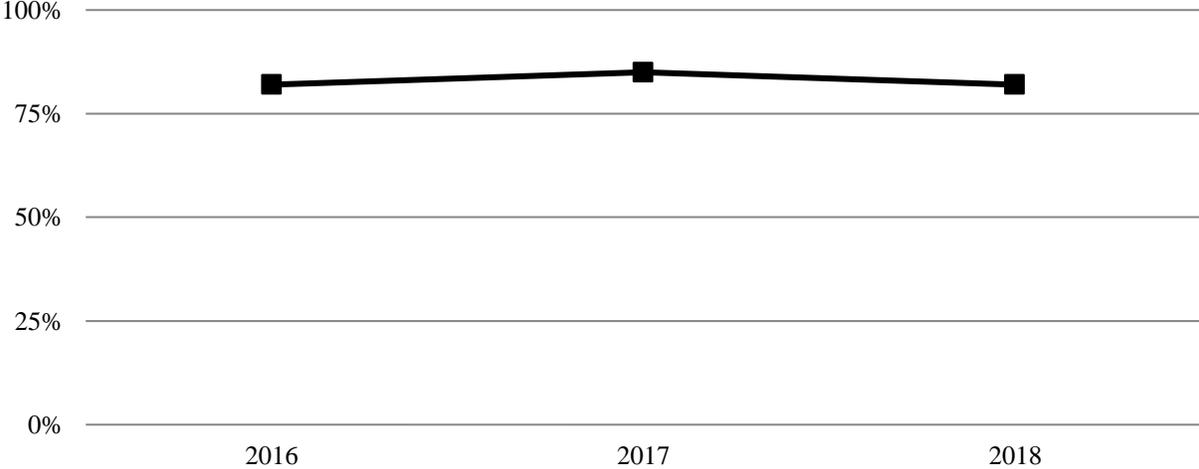


Chart 6. Type of Organization - For Profit

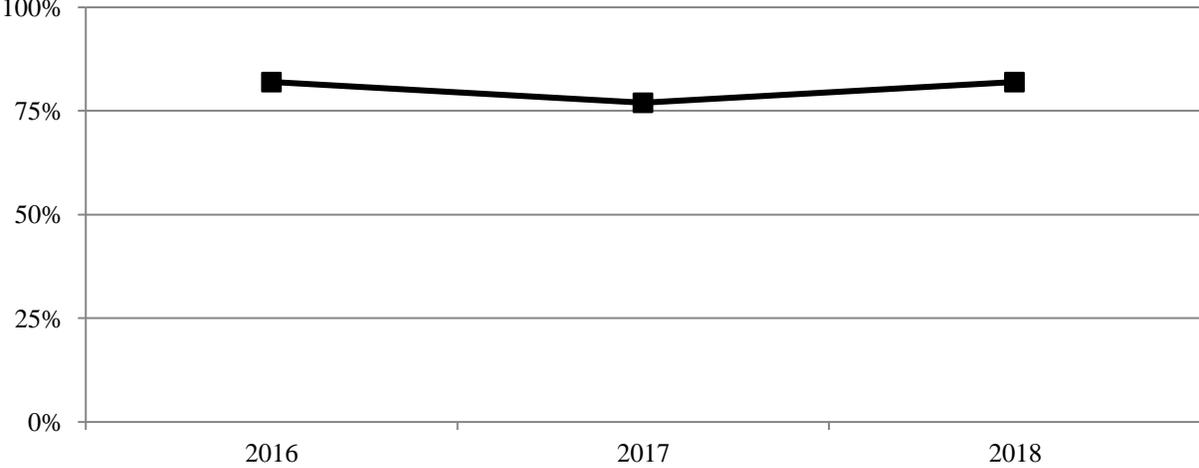
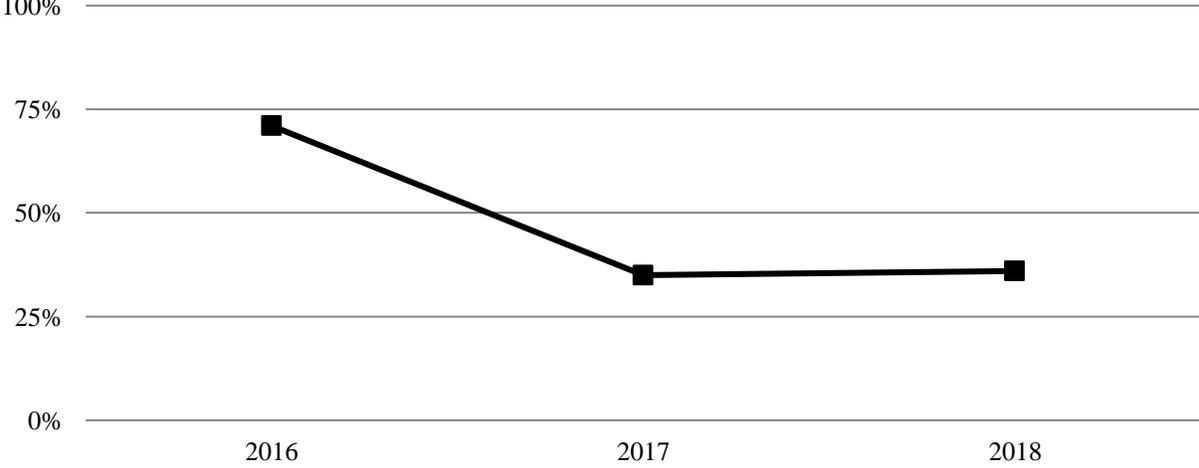
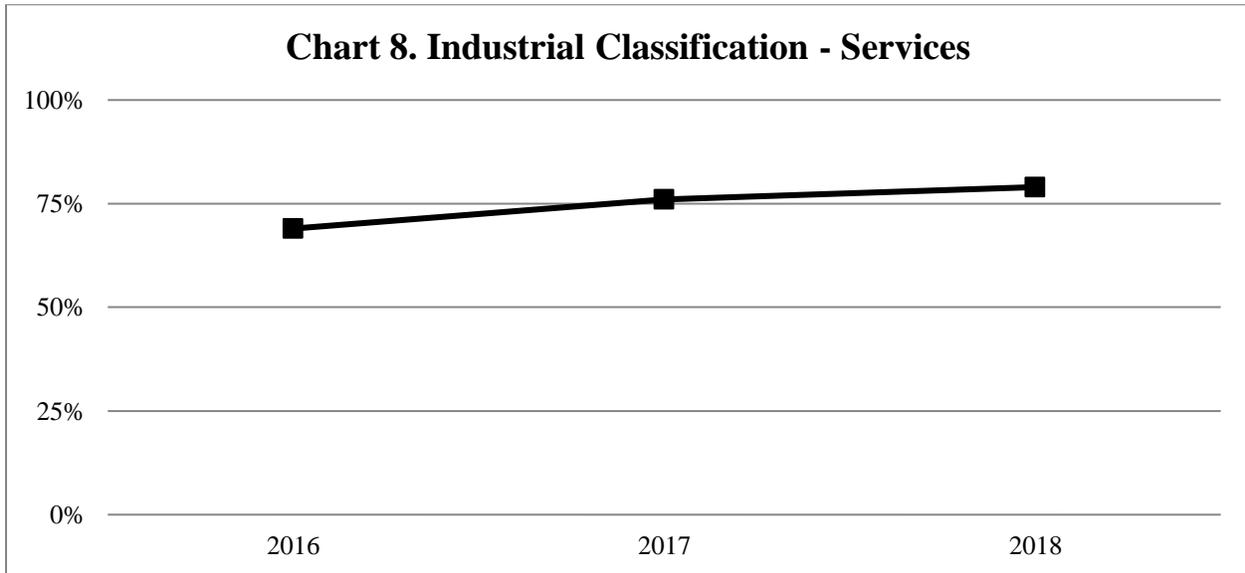


Chart 7. Annual Revenue - Less than \$1 Million





The SRC uses statistical tests to identify questions with statistically significant differences across the organizational profile traits. 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 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 to enhance the statistical analysis.

- **Location of operation:** Wisconsin, the Upper Midwest and the United States were combined as one group and Madison region was a second.
- **Counties in MadREP region in which they have operations:** Dane County was one group and all other counties in the MadREP service area were a second.
- **Number of employees:** Respondents with 1 to 49 employees were combined into a single group, and 50 plus employees into a second group.
- **Age of organization:** age groups 0 to 5 years and 6 to 10 years were combined into one group and those 11+ years were kept as a second group.
- **Type of organization:** government, academic and non-profit organizations were combined into one group; for-profit organizations were kept as a second group.
- **Annual revenue:** organizations were grouped into those with less than \$1 million and those with \$1 million or more.
- **NAICS codes:** the SRC grouped organizations into two categories: goods producing and services.
- **Employee numbers:** The count of employees was divided into those organizations with less than 50 employees and those with 50 or more employees.

The SRC will note statistically significant differences across these groupings 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 reported per category. The results are shown in Table 2 and Table 3. For example, respondents reported a total of 1,173 members of boards of directors, of which 11 are Black males, which rounds to 1% of the total.

Table 2: Board of Directors. A total of 230 respondents reported the ethnic/racial composition of their organization’s board of directors. More than six in ten board members are males. Minorities comprise 7% of the board memberships. With respect to age, 176 respondents reported the age distribution of their board membership. The highest proportions of board members are between age 45 and 64 (53%). Twenty-seven percent of board members are between age 25 and 44, and 19% are age 65 and above.

Table 2: Total Workforce. Composition data were reported for 319 responding organizations. Overall, there were more men (56%) than women (44%) among the respondents’ total workforce. White employees comprise 88% of the reported workforce. Among minority groups, the largest proportion are either Hispanic (7%) or Black (3%). Among the 268 organizations that reported age data, more than 80% of the workforce is between age 25 and 64.

Table 2. Composition of Board of Directors and Total Workforce				
	Board of Directors		Total Workforce	
	(230 orgs.) Count: 1,173		(319 orgs.) Count: 18,902	
Composition by Ethnicity, Race, and Gender	Male	Female	Male	Female
Hispanic or Latino	1.4%	0.8%	4.3%	2.4%
White (non-Hispanic or Latino)	60.1%	33.2%	48.4%	39.2%
Black or African American (non-Hispanic or Latino)	0.9%	1.0%	1.9%	1.3%
Native Hawaiian or Other Pacific Islander (non- Hispanic or Latino)	0.0%	0.0%	0.0%	0.1%
Asian (non-Hispanic or Latino)	0.8%	0.7%	0.8%	0.9%
American Indian or Alaska Native (non-Hispanic or Latino)	0.2%	0.3%	0.1%	0.1%
Two or More Races (non- Hispanic or Latino)	0.3%	0.3%	0.3%	0.3%
Composition by Age and Gender	(176 orgs.) Count: 866		(268 orgs.) Count: 14,273	
Age 14-17	0.6%	0.0%	1.5%	1.8%
Age 18-24	0.2%	0.6%	6.5%	6.1%
Age 25-44	14.7%	12.0%	22.7%	18.3%
Age 45-64	32.2%	21.2%	21.6%	17.6%
Age 65+	13.5%	5.0%	2.1%	1.9%

In Table 2a the SRC calculated the overall racial and ethnic composition of the population in the counties in the MadREP region using data from the American Community Survey five-year estimates. Table 2a (next page) presents the results of the calculation and a comparison to the total workforce composition in the survey results.

Table 2a. Percent Composition by Ethnicity and Race MadREP Counties Combined		
	Population	Workforce
Hispanic or Latino	5.9%	6.7%
White (non-Hispanic or Latino)	84.9%	87.6%
Black or African American (non-Hispanic or Latino)	3.4%	3.2%
Native Hawaiian or Other Pacific Islander (non- Hispanic or Latino)	0.02%	0.1%
Asian (non-Hispanic or Latino)	3.1%	1.7%
American Indian or Alaska Native (non-Hispanic or Latino)	0.3%	0.2%
Two or More Races (non- Hispanic or Latino)	2.2%	0.6%

- The percentage of Hispanics in the total workforce was 0.8% higher than the combined average of the eight counties
- The percentage of White workers was 2.7% higher than in the overall population.
- The percentage of African-Americans and Native Americans are closely aligned with the overall population.
- The percentage of Asians is 1.4% less than the overall population.
- The percentage of two or more races is 1.6% less than the overall population.

Table 3: Top-level Leadership. A total of 260 respondents reported ethnic/race and gender data for their organizations top-level leadership. Nearly two-thirds are male, and minorities comprise 7% of the top-level leadership. Age data were reported for 186 organizations. The age profile of top-level leadership is older than the overall workforce; nearly six in ten are age 45 to 64 and an additional 10% are age 65 plus.

Table 3: Other Supervisors. Ethnic/race data were reported for 252 organizations. There were more men among the other supervisors (56%) than women (44%). About 10% of supervisory employees are from minority groups, mostly Hispanic (6%) or African-American (3%). Respondents reported age data from 195 organizations. Compared to the boards of directors and top-level leadership, the age of other supervisors tends to be younger. Nearly half (47%) are age 25 to 44, and only three percent are age 65 plus.

Table 3. Composition of Top-level Leadership and Other Supervisors					
	Top-Level Leadership			Other Supervisors	
	(260 orgs.) Count: 774			(252 orgs.) Count: 1,550	
Composition by Ethnicity, Race, and Gender	Male	Female		Male	Female
Hispanic or Latino	1.7%	0.9%		3.7%	1.7%
White (non-Hispanic or Latino)	59.4%	34.0%		49.7%	40.2%
Black or African American (non-Hispanic or Latino)	0.9%	0.4%		1.8%	1.1%
Native Hawaiian or Other Pacific Islander (non- Hispanic or Latino)	0.1%	0.0%		0.0%	0.1%
Asian (non-Hispanic or Latino)	0.6%	0.9%		0.4%	0.6%
American Indian or Alaska Native (non-Hispanic or Latino)	0.3%	0.0%		0.0%	0.1%
Two or More Races (non- Hispanic or Latino)	0.4%	0.4%		0.1%	0.3%

Composition by Age and Gender	(186 orgs.) Count: 580			(195 orgs.) Count: 1,200	
# Age 14-17	0.0%	0.0%		0.0%	0.0%
# Age 18-24	0.3%	0.3%		1.0%	2.7%
# Age 25-44	17.9%	11.0%		24.6%	22.8%
# Age 45-64	38.4%	21.2%		27.3%	18.6%
# Age 65+	7.2%	3.4%		1.6%	1.5%

Organizational demographic comparisons.

Organizations from Dane County were more likely to have the following groups on their boards of directors: Hispanic males, Black males, Asian males, and males age 25 to 44. Dane County respondents were more likely to have Black females in their total workforce and Hispanic females on their top-level leadership.

Younger organizations, operating for 10 years or less, were more likely to have Hispanic males on their boards of directors and Asian females in their top-level leadership.

The group comprised of non-profits, government, and educational organizations were more likely to have minority groups (Hispanic, Black, Asian, and Native American), females, and people who are age 65 plus on their boards of directors and within their total workforce. Additionally they are more likely to have workers age 65 plus. Within their top-level leadership positions, this group of employers was more likely to have Hispanic females, Black males, Hawaiian males, Native American males, and females age 45 to 64. For-profit enterprises were more likely to have males age 45 to 64 in their top-level leadership, and their other supervisory positions included more Hispanic females, Black males, Asian females, and Native American females.

Organizations with less than a million dollars annual revenue were more likely to have White females on their board of directors and to have Hispanic males included in their other supervisors. Respondents with at least a million dollars of annual revenue were more likely to have White males and older individuals (age 65+) on their boards of directors. They were also more likely to have White males and males age 45 to 64 in other supervisory positions.

Larger proportions of respondents from service sectors said they have White females on their boards of directors, females age 65 plus in their top level leadership, and Hispanic females among their other supervisors.

Organizations with less than 50 employees were more likely to have Hispanic males and females in their workforce and Asian females among their other supervisors. Larger employers (100+ employees) were more likely to have multi-racial females in the group of other supervisors and males age 25 to 44.

Annual comparisons. Chart 9 to Chart 12 show the percentage of non-White employees in the composition of boards of directors, in the total workforce, in top-level leadership, and in other supervisory positions. Similarly, Chart 13 to Chart 16 show the percentage of women on boards of directors, in the total workforce, in top-level leadership, and in other supervisory positions.

Overall, this series of charts indicate that the percentages vary within a narrow range and that inclusion of non-Whites and women is much the same in each of the past three years. Any trends will be more identifiable with data from future surveys.

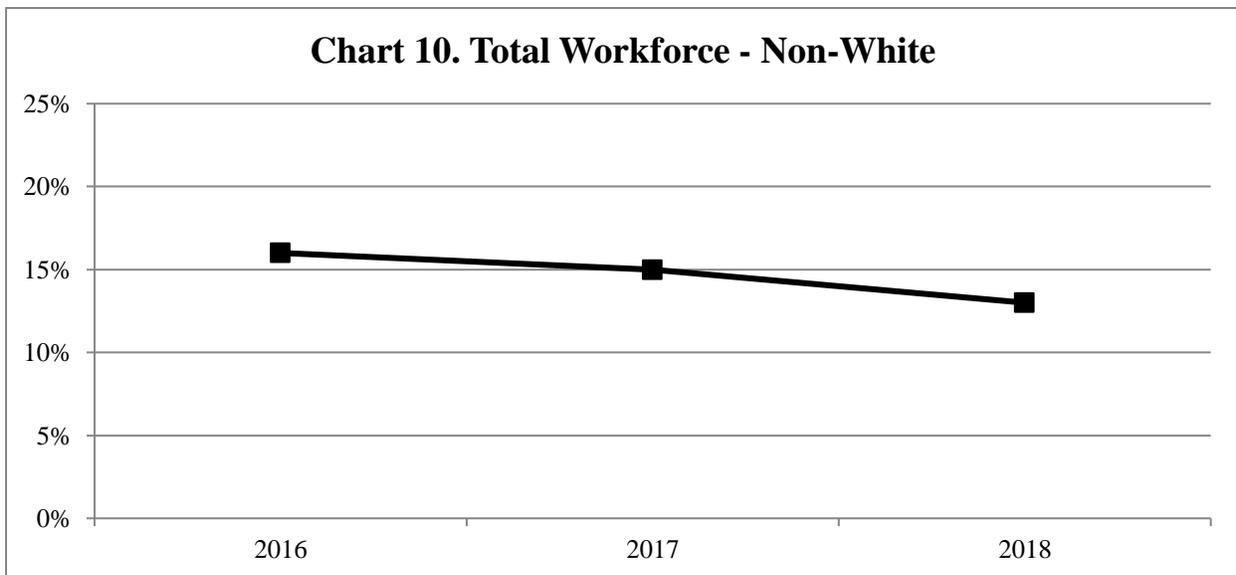
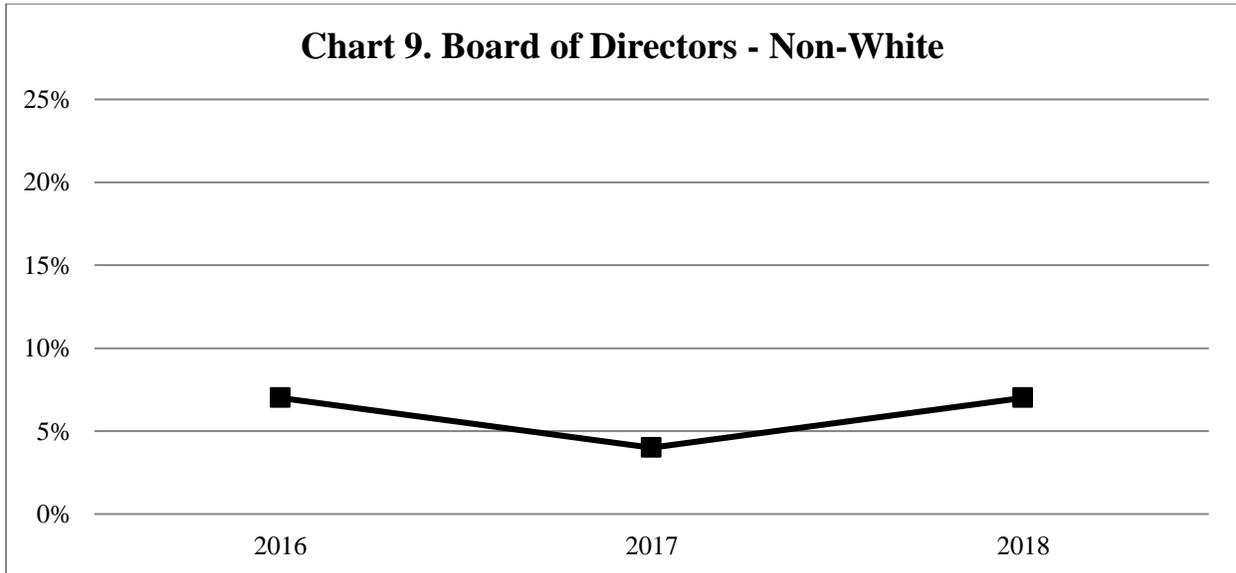


Chart 11. Top-Level Leadership - Non-White

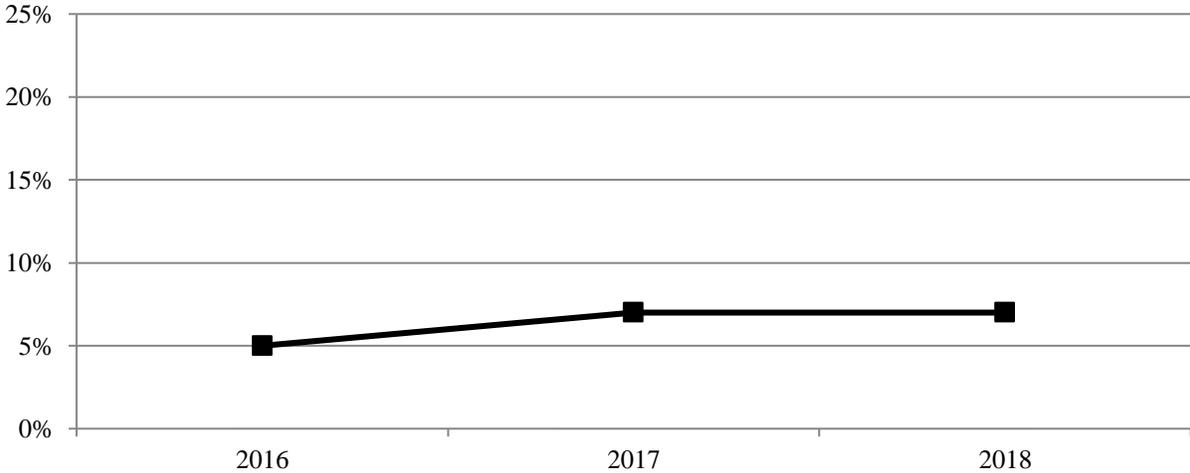


Chart 12. Other Supervisors - Non-White

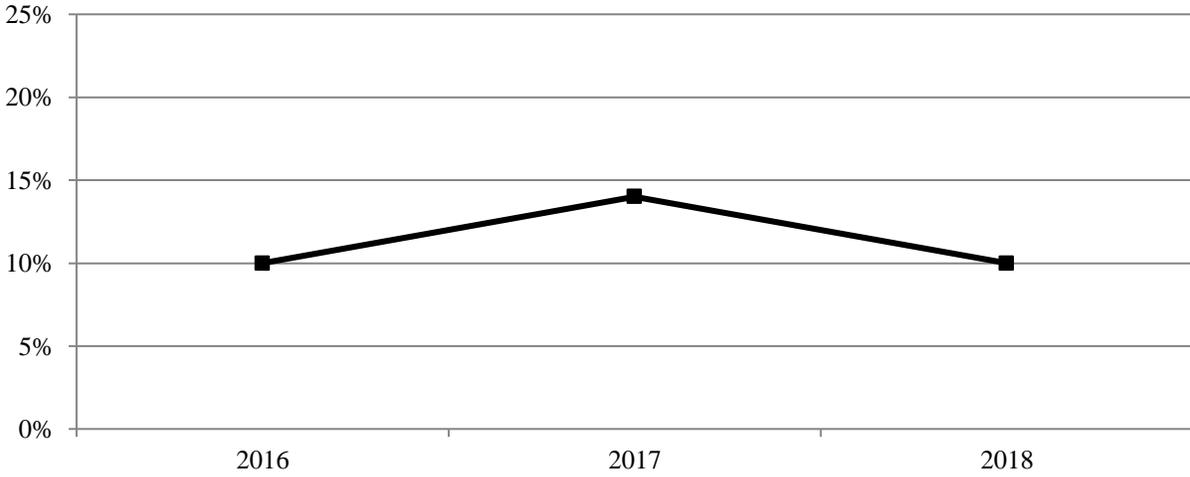


Chart 13. Board of Directors - Women

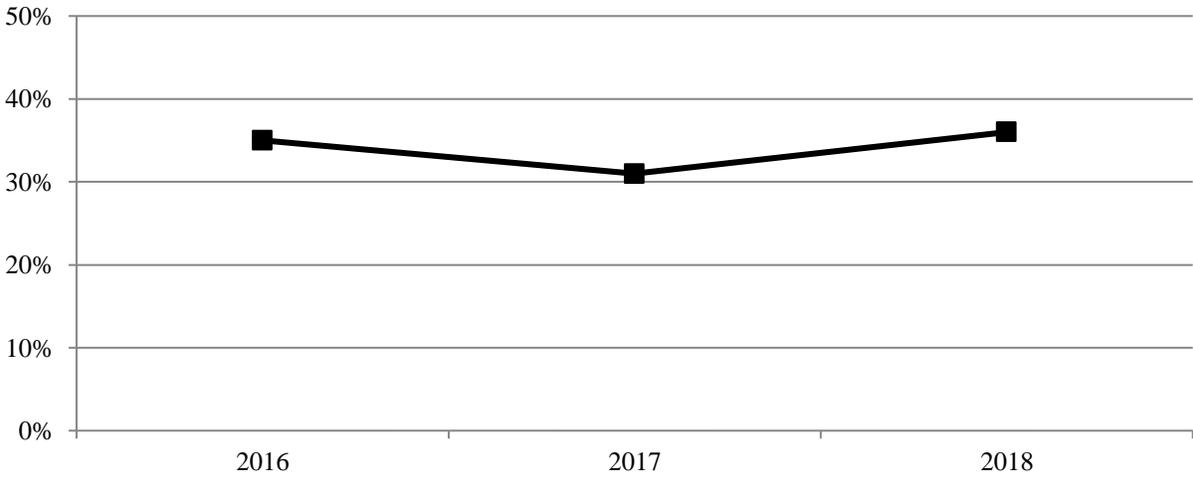


Chart 14. Total Workforce - Women

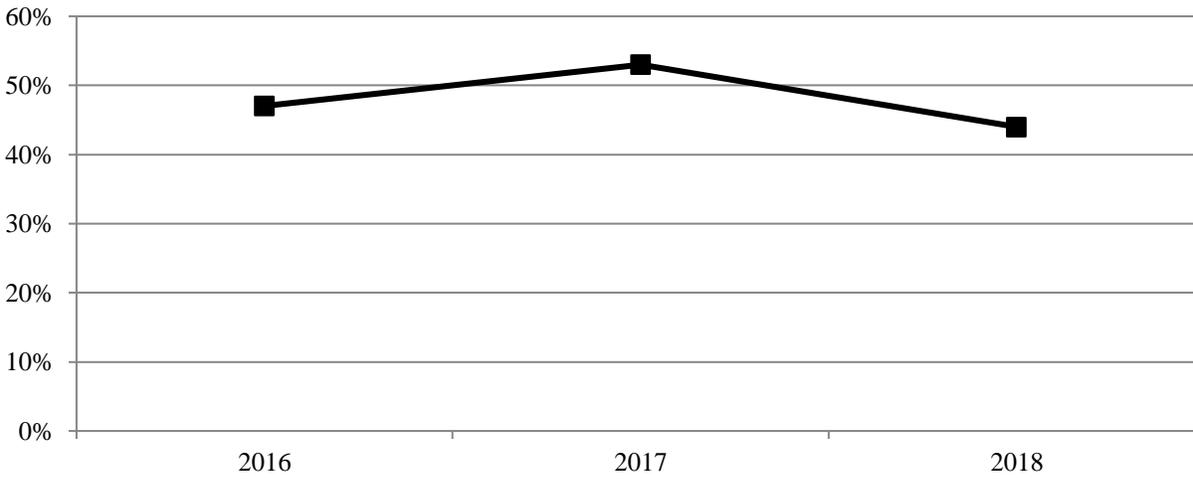


Chart 15. Top-Level Leadership - Women

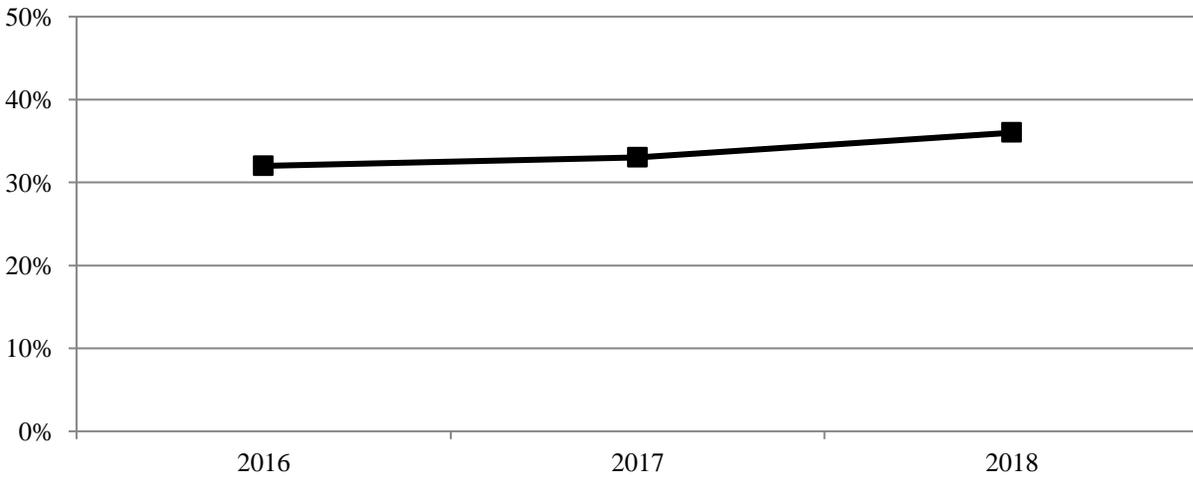
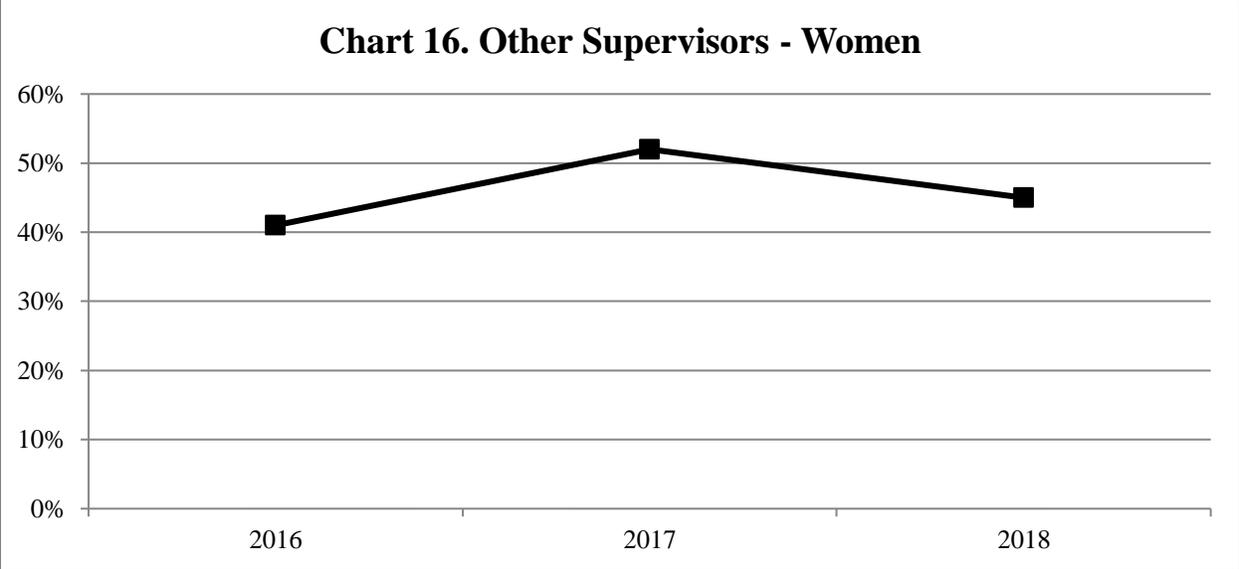
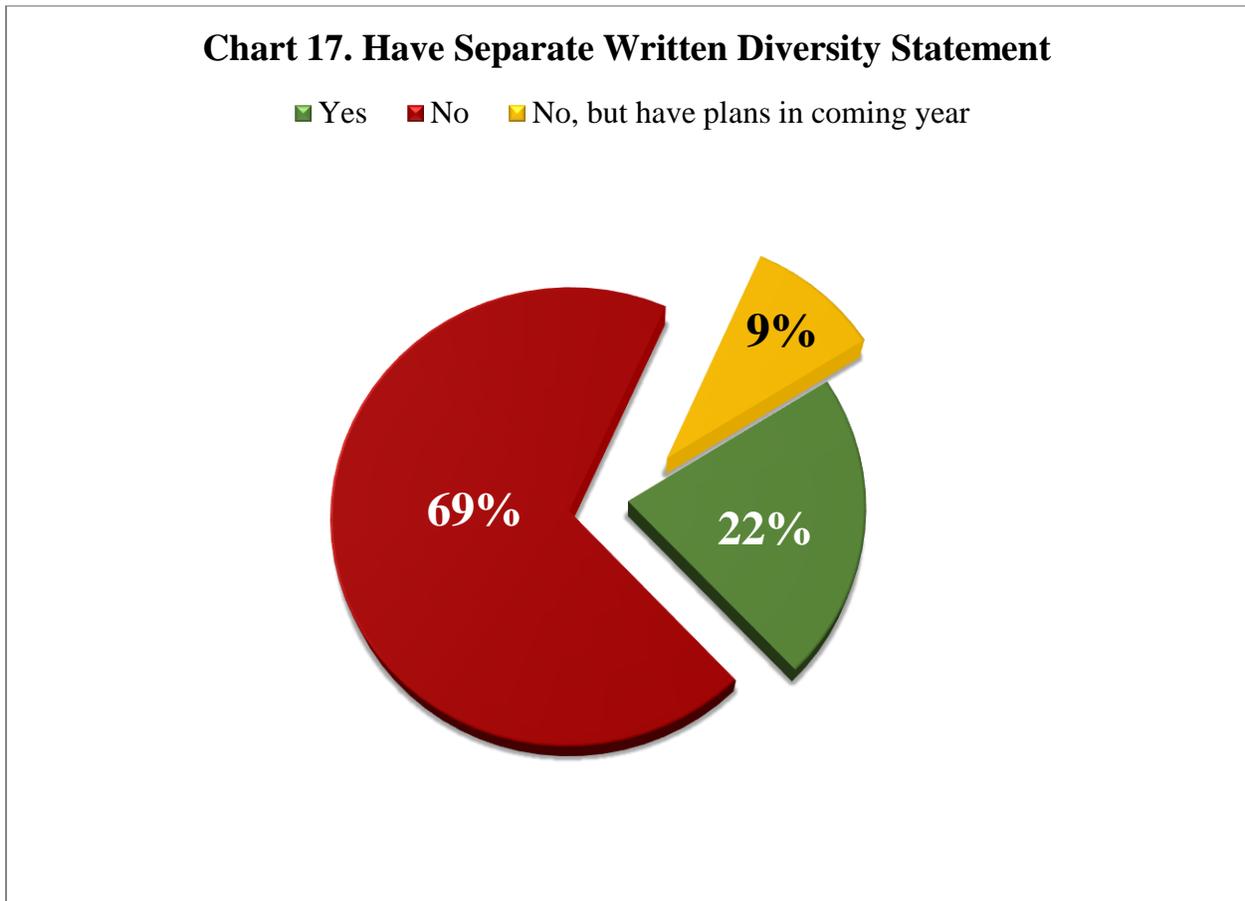


Chart 16. Other Supervisors - Women



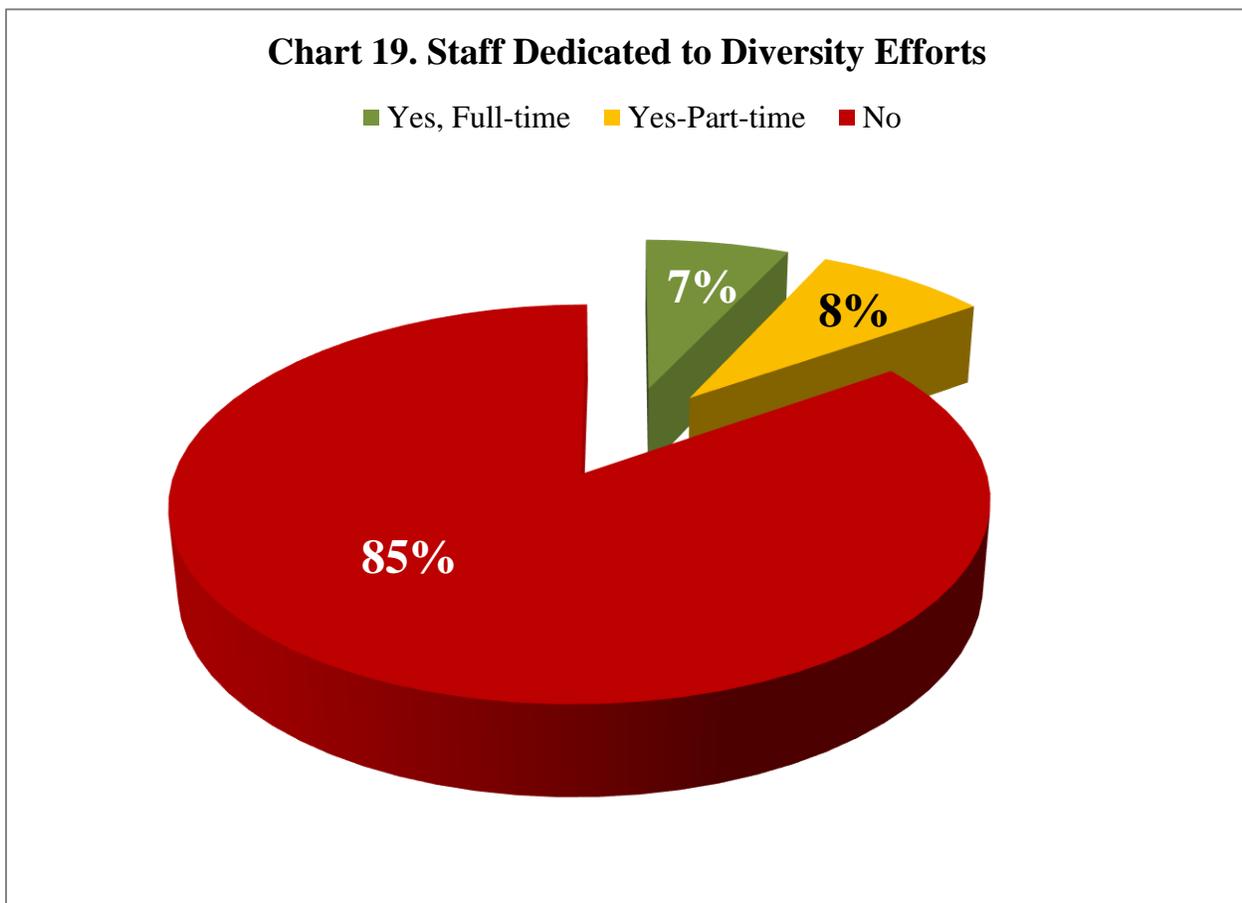
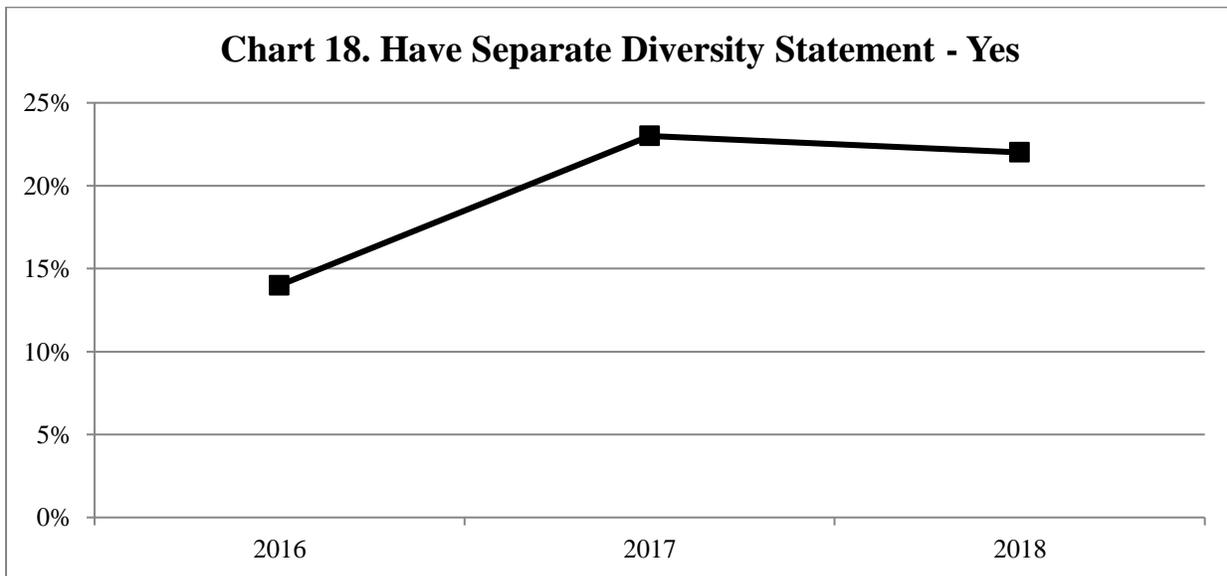
Respondents were asked a series of questions about diversity and inclusion actions their organizations have taken.

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 17 and Chart 19 (next page) show that large majorities said they do not have either. About one-third either have (22%) or expect to have next year (9%) a written diversity statement (Chart 17). Only 15% have either a full-time (7%) or part-time (8%) employee dedicated to working on diversity issues (Chart 19).



Organizational demographic comparisons. There were no statistically significant differences between the organizational groups defined above with respect to having a written diversity statement.

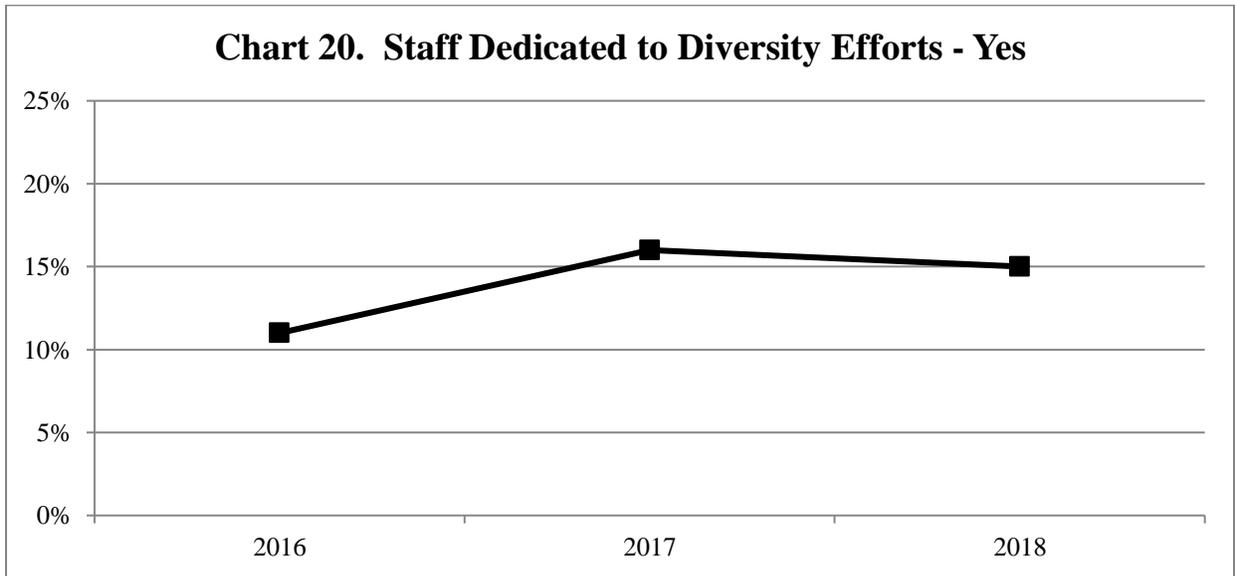
Annual comparisons. As shown in Chart 18, the percentage of organizations with a separate written diversity statement in 2017 and 2018 has increased since 2016.



Organizational demographic comparisons. Non-profit organizations, governments, and educational organizations were more likely to have staff (either full-time or part-time) dedicated to diversity and inclusion efforts.

Annual comparisons. As shown in Chart 20, the percentage of organizations with staff dedicated to diversity and inclusion efforts has shown a modest increase from 11% in 2016 to 15% in 2018,

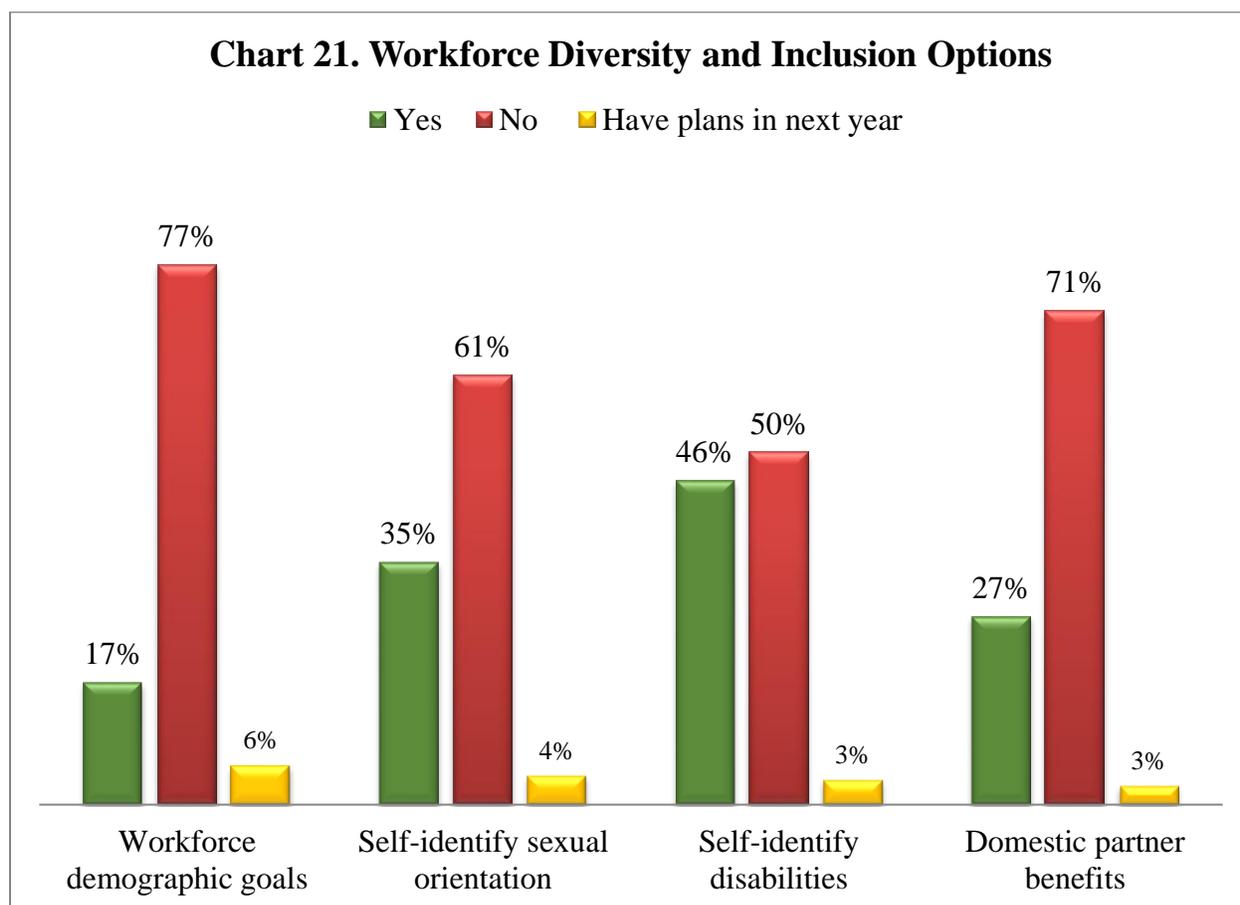
and 15% in 2018. There were significantly fewer staff dedicated to diversity efforts in 2016 compared to the two more recent surveys.



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.

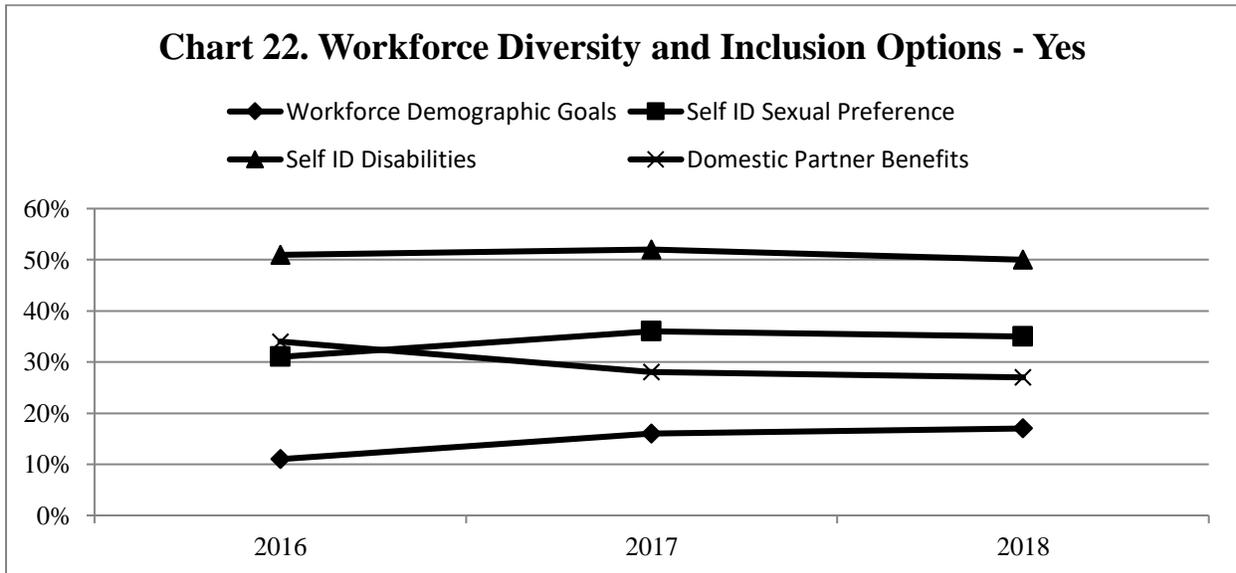
The results are shown in Chart 21. The left column in each group is the percentage of “yes” responses, the middle column is the percentage of “no” responses, and the right column is the percentage of those who said “no, but plan to do so next year. Seventeen percent of responding organizations have developed workforce demographic goals, and six 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 four percent plan to do so in the next year. Twenty-seven 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. Nearly half (46%) of respondents said they already offer this option, and 50% do not. Three percent said they have plans to do so in the coming year.

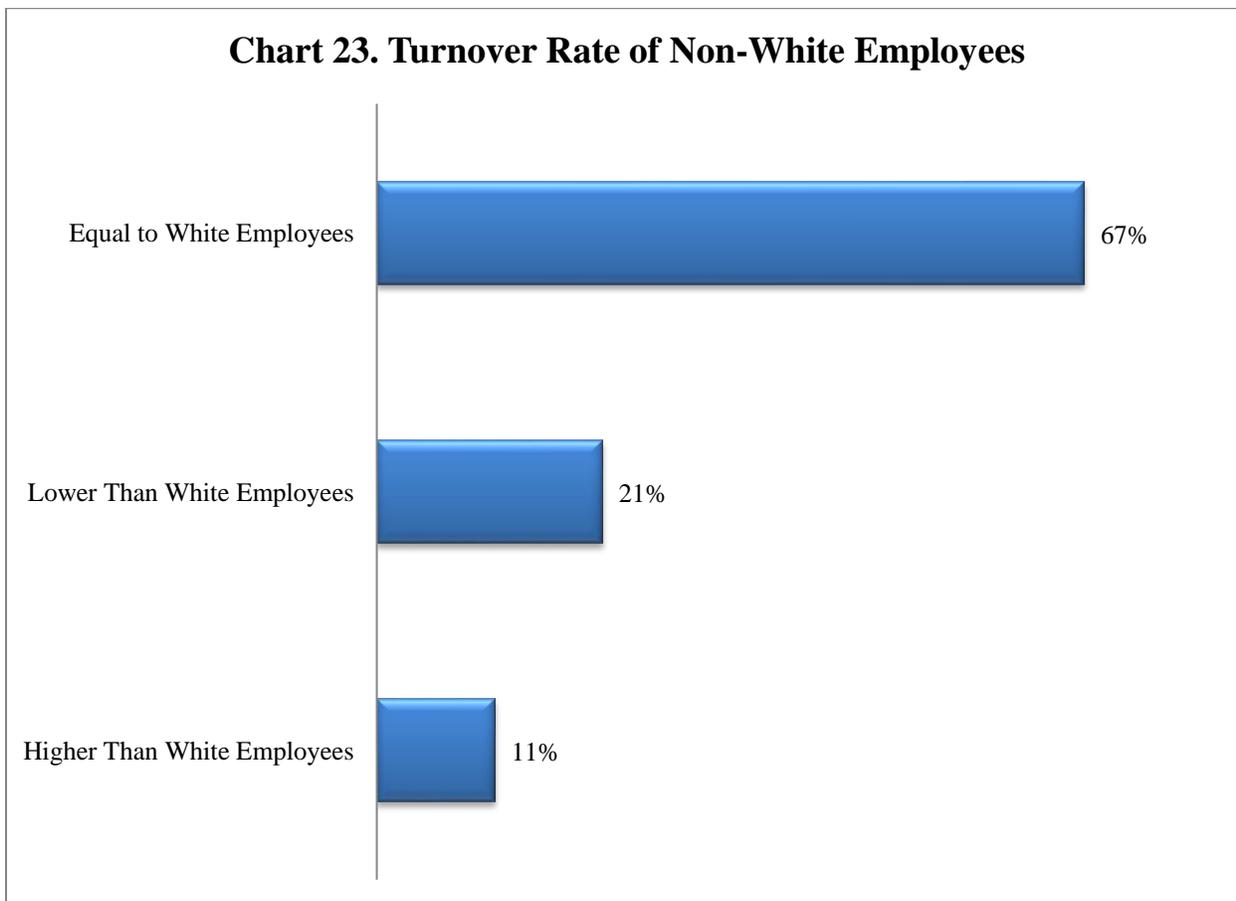


Organizational demographic comparisons. Younger organizations, 10 years or less, and organizations with less than 50 employees were more likely to offer the opportunity to self-identify sexual orientation. A higher percentage of respondents with Dane County operations, organizations older than 10 years, and organizations with less than \$1 million annual revenue offer domestic partner benefits.

Annual comparisons. Chart 22 indicates that since 2016 there has been an increase in the percentage of organizations that have workforce demographic goals from 11 percent in 2016 to 17% in 2018. This increase is statistically significant. Changes in the other workforce diversity and inclusion options were not significant.

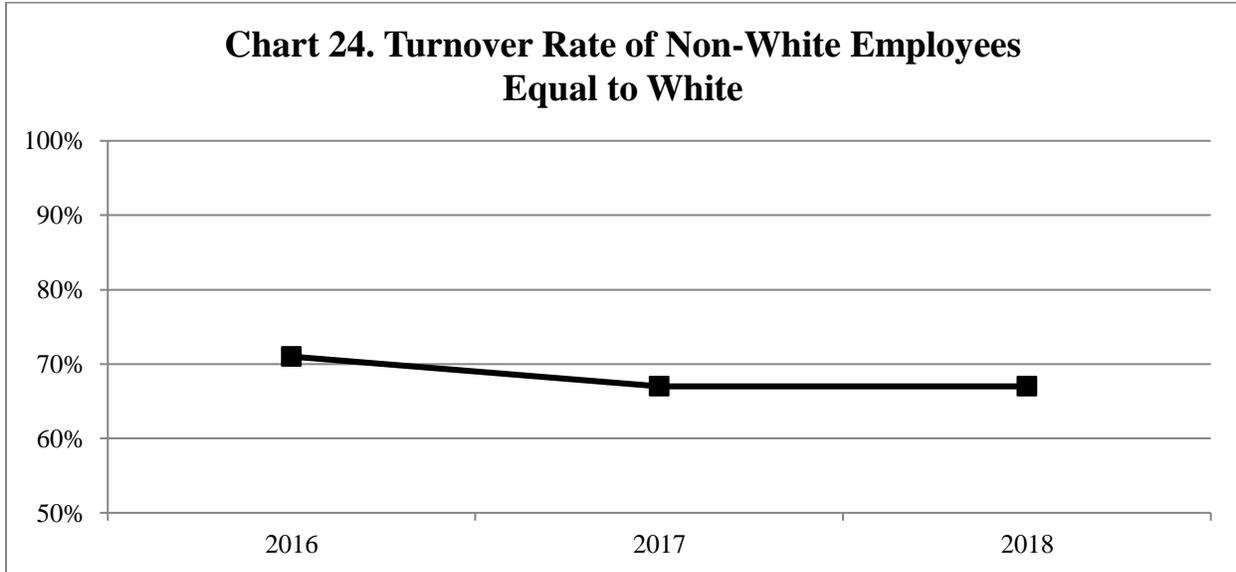


With respect to employee turnover, Chart 23 shows that two-thirds of the respondents said there is no difference in the turnover rate between their White employees and non-White employees. Respondents who said there is a difference were twice as likely to say that the turnover rate among non-White employees is lower than for White employees (21% to 11%).



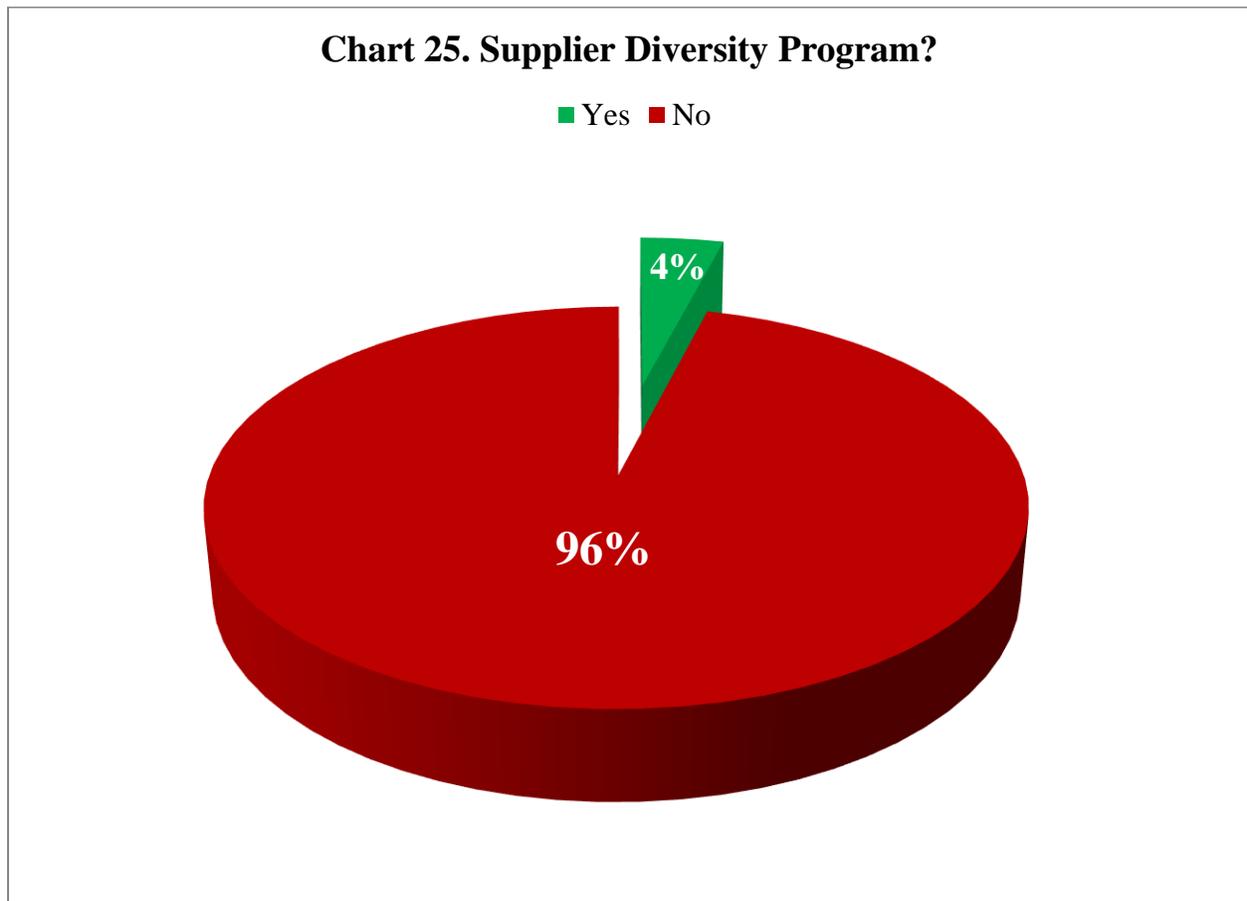
Organizational demographic comparisons. There were no statistically significant differences in the turnover rate of non-white employees across organizational groupings.

Annual comparisons. As shown in Chart 24, the turnover rate among non-White employees has remained within a narrow range between 2016 and 2018.



Supplier Diversity

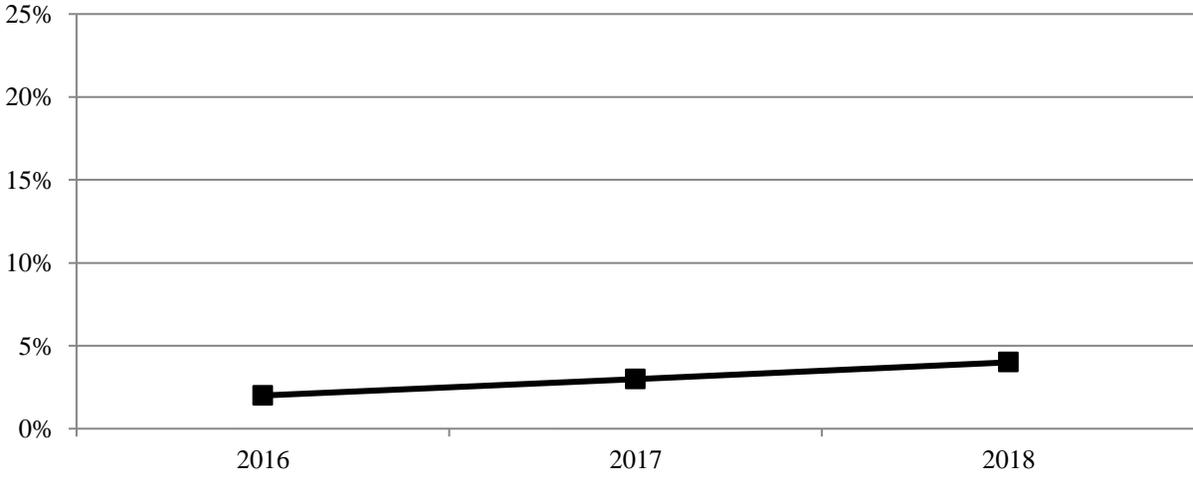
Respondents were asked a group of three questions about diversity practices with respect to their suppliers. As shown in Chart 25, very few responding organizations have a supplier diversity program. Only four percent said they have such a program in place.



Organizational demographic comparisons. Supplier diversity programs are more prevalent among organizations with less than 50 employees and among non-profit organizations, governments, and educational institutions.

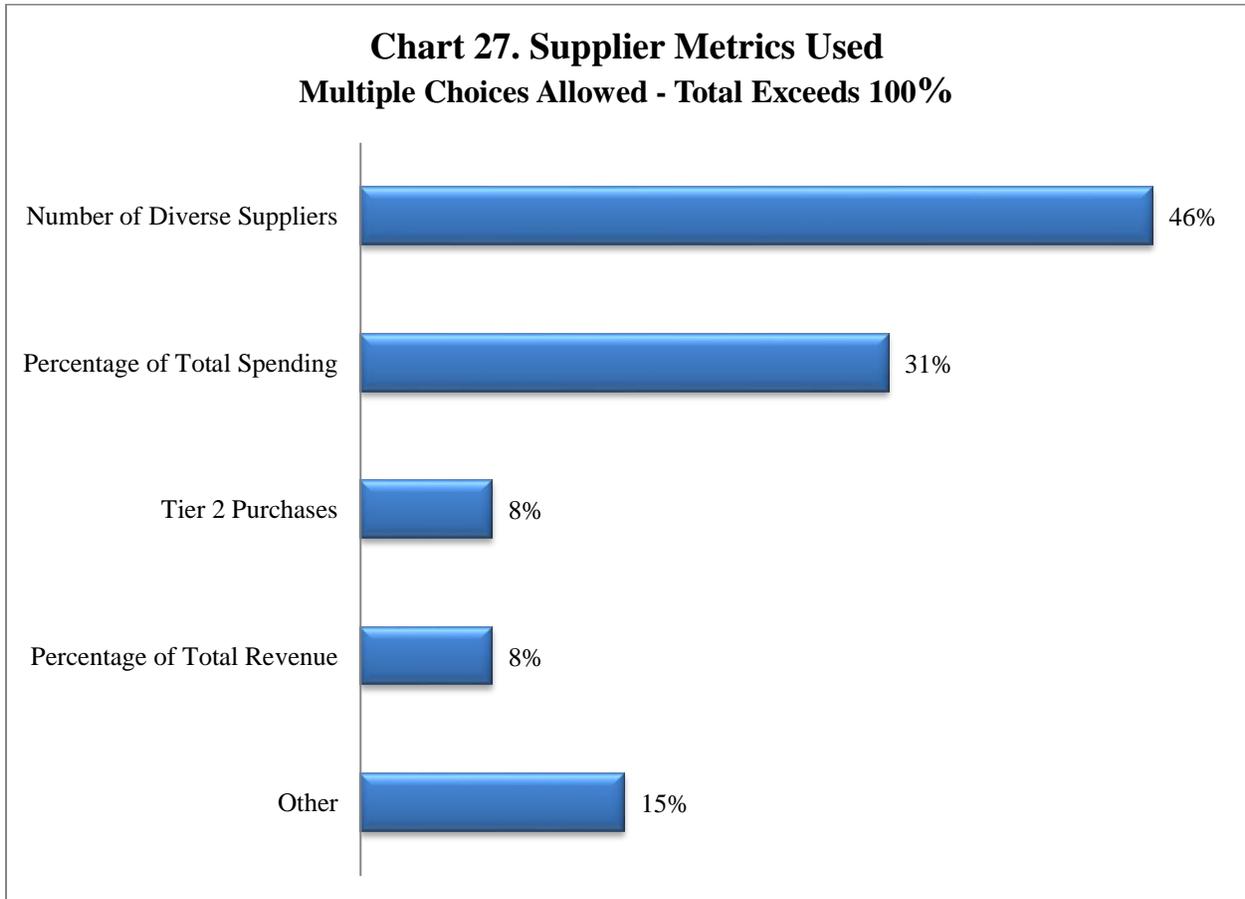
Annual comparisons. Chart 26 shows that the percentage of organizations with a diversity supplier program has changed little between 2016 and 2018, but the trend is positive.

Chart 26. Diversity Supplier Program - Yes



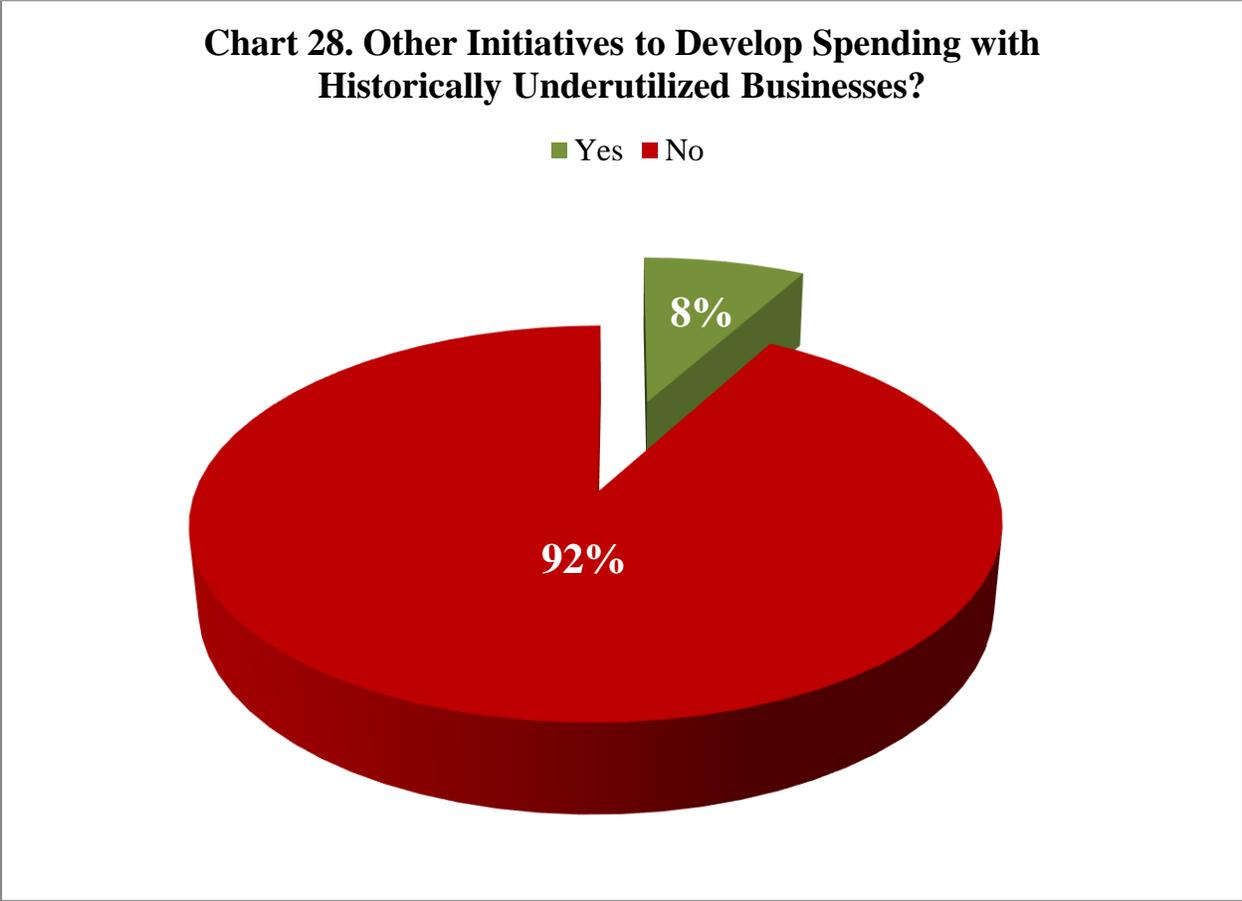
Respondents who indicated they have a supplier diversity program in the previous question were asked to indicate the type of metrics they use to track progress. Multiple answers were allowed. Only nine respondents answered this question. The results are shown in Chart 27. The most commonly used metrics were the number of diverse suppliers (46%) and the percentage of total spending (31%).

The metrics of percentages of total revenue or tier 2 purchases (the degree to which the prime supplier sub-contracts with a minority supplier for goods and services) were less common (8% each). 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.



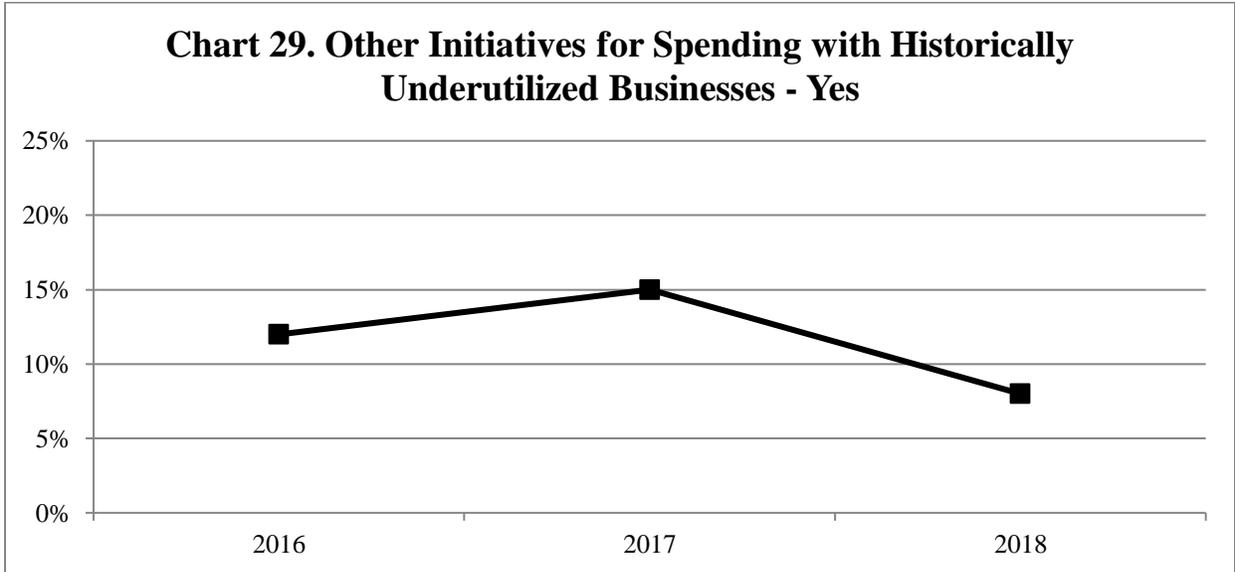
Organizational demographic comparisons. The group of non-profits, government, and educational organizations were more likely to include the number of diverse suppliers in their metrics. Organizations with 50 or more employees were more likely to include percentage of total spending as a metric.

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 28, only eight percent of respondents said they have initiatives of this type.



Organizational demographic comparisons. For-profit enterprises were more likely to have additional initiatives to develop spending with historically underutilized businesses.

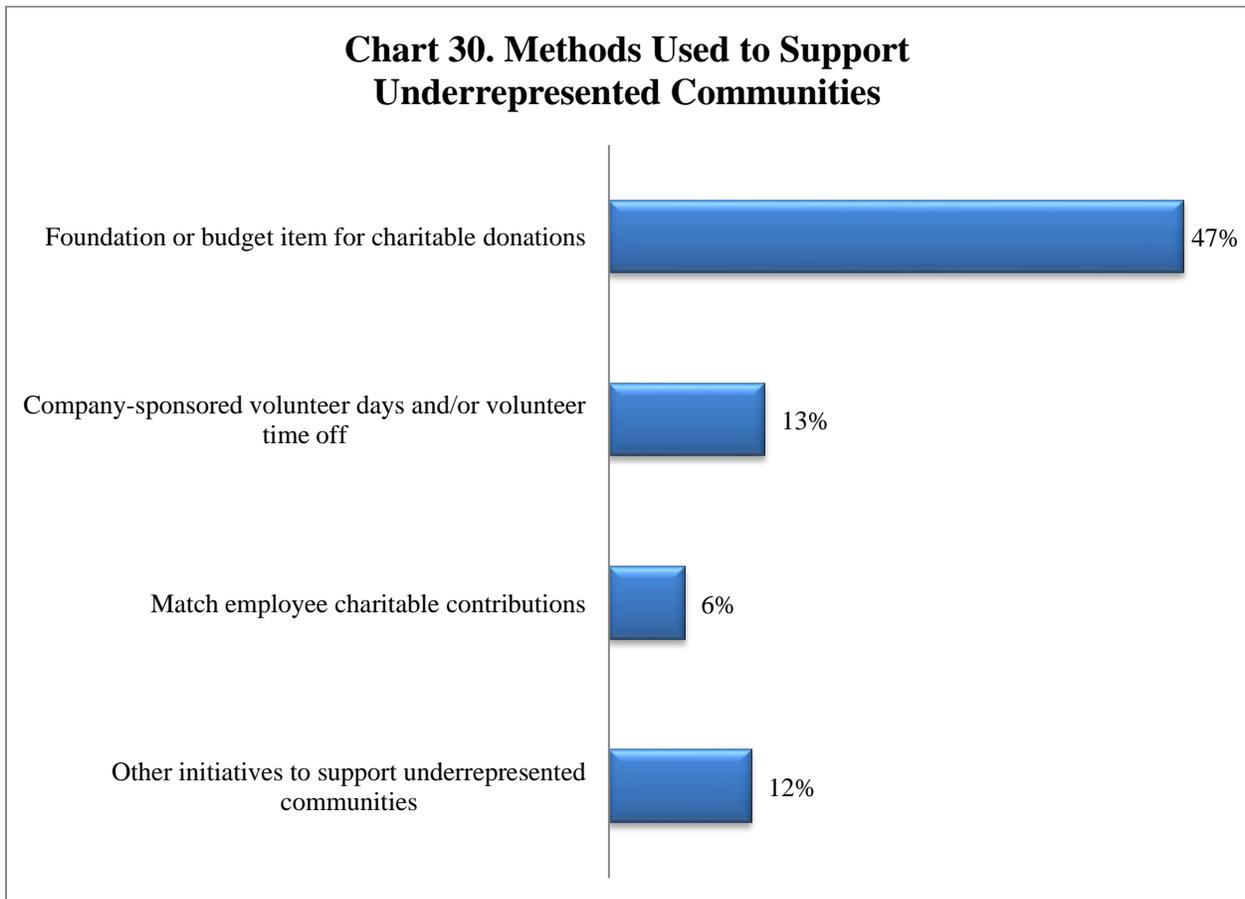
Annual comparisons. Results in 2018 showed a small, but statistically significant, decrease in the percentage of organizations with other incentives compared to 2017.



Community Engagement

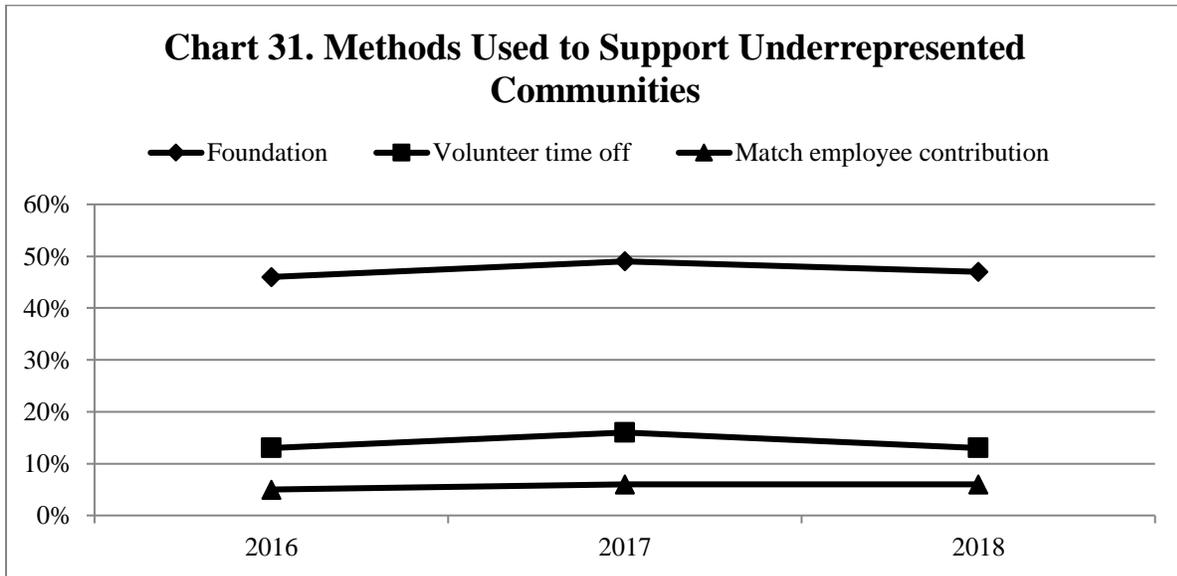
Respondents were given a list of actions that might be used to support underrepresented communities and asked to indicate which were in place within their organization. Chart 30 indicates that the most frequent action is charitable donations through a foundation or budget item, which is used by nearly 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 (6%).

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



Organizational demographic comparisons. Organizations with operations in Dane County were more likely to have company-sponsored time off. For-profit organizations are more likely to have a foundation or line item for charity. Organizations with more than \$1 million annual revenue were more likely to have a foundation or budget, to offer time off to volunteer, and to match employee charitable contributions.

Annual Comparisons. As shown in Chart 31, organizations reported little change in their methods used to support underrepresented communities.



A comment box was provided for respondents to highlight any other diversity and inclusion initiatives in their organization. Thirty-two 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 (63%) of the written entries described a specific practice. The following quotes are examples of specific diversity and inclusion actions.

“Our strategic plan has specific strategies and objectives around diversity and inclusion.”

“We partner with local job net to ensure that all of our job openings have exposure to diverse candidates.”

“We work with a program at Centro Hispanic helping the Latino population build their knowledge to obtain positions at companies.”

About 13% of the written comments said they give equal treatment to any applicant as shown in the following example.

“Diversity plays part in our business, we would be happy to hire and retain anyone who wants to work- regardless of race, religion, or sexual orientation.”

Table 4. Other Diversity and Inclusion Initiatives		
Topic	Count	Percent
Specific Diversity and Inclusion Practices	20	63%
Equal Treatment to Any Applicant	4	13%
Have Diverse Staff/Ownership	3	9%
Miscellaneous	5	16%
Total	32	100%

Conclusions

Key findings of this survey include the following:

- Large majorities of the total workforce of Madison Region employers are White, as are boards of directors, top-level leadership, and other supervisors.
- The total workforce gender balance leans toward men 55% to 45%. Boards of directors, top-level leadership, and other supervisors have a larger proportion of men than women.
- Presently, few employers have a separate 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 2018 results indicate an increase in the proportion of organizations that have a formal diversity statement, have staff dedicated to diversity and inclusion efforts, and have workforce demographic goals compared to 2016.
- About half of responding organizations make charitable contributions through a foundation or line item in their budget.
- Differences among workforce demographics and diversity and inclusion practices tend to be among the group of respondents from non-profit organizations, governments, and educational organizations, from organizations in Dane County and from smaller organizations.

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 247 responses to the first mailing/invitation, and 120 to the second mailing. The SRC found only three variables with a statistically significant difference.

As shown in Table A1, the differences are very small. In the workforce demographics, respondents to the second mailing had more Asian males in top leadership positions. Among other supervisors, respondents to the first mailing had more Asian females and fewer females age 18-24.

Variable	Statistical Significance	Mean First mailing	Mean Second Mailing
Q5a. Top Leadership Male Asian	.002	.00	.09
Q5b. Other Supervisors Female Asian	.002	.15	.07
Q5b. Other Supervisors Female age 18-24	.018	.03	.17

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

Appendix B – Open-Ended Comments

Q3b. Type of organization “Other” responses. (4 responses)

- Not for profit (credit union)
- Public/private partnership
- UC
- Worker Cooperative

Q10. If you have a supplier diversity program, what metrics are used to track progress? “Other” responses. (1 response)

- Council on Small Business

Q12. There are many ways to support underrepresented communities. Which of the following does your organization offer? (39 responses)

Local/ Community (17 responses)

- Alzheimer's banquet annually.
- As a school district, we offer community based focused workshops for families.
- Career fairs, volunteer projects.
- Collect used glasses to give to those who need, do eye exams and glasses thru Lions Club, Vision USA and any local school that has a child in need.
- LGBTQ Nights, groups for P.O.C. fundraisers for charities targeting for minority groups.
- Our company encourages involvement and service on boards and committees for organizations that serve underserved communities.
- Our company holds an annual fundraiser for underprivileged children.
- Our org is a NPO serving underrepresented communities.
- Partner with urban league united way hire initiative, Latino chamber of commerce, Latino professional association, second harvest foodbank, YMCA, inspire, and tops program, Centro Hispanic, Madison College.
- Serve on board. Mentoring.
- Strategic partners to target neighborhoods, where we can have a positive impact.
- Supports employees involved on boards of NFPs.
- "WBA Cares" initiative to volunteer staff time to various charities.
- We are [illegible] LGBT Roo Health club and spend time servicing the community.
- We have a partnership with Better Brodhead, which is an organization that helps underrepresented people.
- We sponsor and support some carefully selected minority promoting organizations.
- Work with school to learn how we can help with time or money

Donations (12 responses)

- Donations for different benefits/organizations (x2)
- Canned food drive, mitten tree, donations to nonprofit in employee's names.
- Deduct for United Way and EIE foundation through payroll.
- Donate meal deals or pizzas to local schools, churches, local organizations.
- Our organization offers employee charitable contribution withholding from their paychecks to United Way and Community Shares of Dane County.
- Pay for memberships.
- Service disabled, elderly of any ethnicity dental care.
- We annually support charities with pro bono work every year.
- We are a nonprofit serving underrepresented communities.
- We donate to people we want to help. No consideration to race, sex, or sexual choice.
- We make donations to FFA and other groups in our community.

Scholarships/Sponsorships (4 responses)

- Enhanced a price/model scholarship matrix aimed at attracting the under-resourced members of our community.
- Scholarships awarded.
- Sponsorships.
- Financial aid offered.

Miscellaneous (6 responses)

- Disabled hiring, autism walk participation.
- Every staff member has a goal focused on equity and inclusion supporting our strategic goals and mission.
- Staff members are blind or visually impaired all board members are blind or visually impaired.
- Veterans.
- We don't discriminate but have no specific initiative.
- We give [illegible] Household-Household Delivery-Charity to Employee Family. Ad-Neighborhood Directory.

Q13. Does your organization have other diversity and inclusion initiatives you would like to highlight? (32 responses)

Specific Diversity and Inclusion Practices (20 responses)

- All staff have participated in cultural competency dialogues facilitated by Dr. Don Coleman, These discussions continues to be built into the framework of the organization.
- Bonus Program.
- Encourage women and people of color to apply.
- Grew volunteer participation both internally and externally. All youth programs have volunteer opportunities for youth and their families. Developed a community outreach program. Focused our plan community outreach programs with staffing that is flexible and adaptive.
- Member of Intellectual Ratchet.
- Not at this time. Our area is very white unfortunately. We've advertised for employment in larger urban areas for more diversity.
- Our strategic plan has specific strategies and objectives around diversity and inclusion.
- Peer- to peer recognition, partner with a community and diversity outreach program connecting our open positions to community orgs. Working with minorities, women, veterans, etc. to attract more diverse group of applicants.
- Same. We give [illegible] Household-Household Delivery-Charity to Employee Family. Ad-Neighborhood Directory
- We are deliberately hiring one male and one female this month.
- We are doing the YMCA's Creating Equitable Organizations program.
- We are working on goals to diversify race and gender.
- We have a strong focus on equity initiatives in our district including an equity institute that we run each summer for staff.
- We have developed metrics, goals and a 3 - year plan to make progression happen in our efforts.
- We partner with local job net to ensure that all of our job openings have exposure to diverse candidates.
- We partner with WRTP/Big Step. Operation Fresh Start and YWCA.
- We route sponsorship spending with a diversity focus.
- We work with a program at Centro Hispanic helping the Latino population build their knowledge to obtain positions at companies. Starting to get involved with urban league as well.
- Yes, included in action-oriented programs in AA Plan.
- Yes, we work with local community action groups on recruitment.

Equal Treatment to Any Applicant (4 responses)

- Diversity plays part in our business, we would be happy to hire and retain anyone who wants to work- regardless of race, religion, or sexual orientation.
- This company is willing to employ any qualified person. We are short help- NO ONE is applying. We advertise and no one applies. NO ONE WANTS TO WORK - sad! Your questionnaire is really limited for response - rural area.
- We are a small company that hires, employs, and purchases based on quality and qualifications without restraints of any kind.
- We hire the best people regardless of race or sex. Always have, always will.

Have Diverse Staff (3 responses)

- In a town that is primarily white, we have had a history of being one of the most diverse businesses in our town. Unfortunately our staff is mainly high school kids and we lost most of our diversity to college last fall and had no employees other than white apply, which is a concern for us.
- I am a minority business owner.
- See above. [Staff members are blind or visually impaired. All board members are blind or visually impaired Diverse Staff]. Why doesn't this survey include differently abled demographics??

Miscellaneous (5 responses)

- Many of our suppliers are of foreign descent.
- Only a recognition that we need a more diverse workforce to remain successful in the future. We are a woman-owned business.
- We don't have extra money- Maybe DCF could support this!
- We have a strong commitment to diversity among students and faculty, but nothing formalized into a program or initiative.
- Would love to increase diversity - don't know how.

Appendix C – Quantitative Summary of Responses by Question

Madison Region Workplace Diversity & Inclusion Survey - 2018

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.	
338 <u>93%</u>	Madison Region (Columbia Co., Dane Co., Dodge Co., Green Co., Iowa Co., Jefferson Co., Rock Co., Sauk Co.)
21 <u>6%</u>	Wisconsin
4 <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)

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
27 <u>8%</u>	201 <u>56%</u>	27 <u>8%</u>	22 <u>6%</u>	18 <u>5%</u>	42 <u>12%</u>	53 <u>15%</u>	28 <u>8%</u>

Total number of employees in your organization (derived from embedded data in mailing list)						3.a. Age of organization		
1-9	10-49	50-249	250-999	1000-2499	2500+	0-5 years	6-10 years	11+ years
0 <u>0%</u>	263 <u>73%</u>	79 <u>22%</u>	19 <u>5%</u>	1 <u><1%</u>	0 <u>0%</u>	21 <u>6%</u>	40 <u>11%</u>	302 <u>83%</u>

3. b. Type of organization					
Non-profit	For-profit	Government	Academic	Other, specify	
37 <u>10%</u>	298 <u>82%</u>	15 <u>4%</u>	5 <u>1%</u>	8 <u>2%</u>	

3. c. Annual Revenue						
<\$500,000	\$500K to \$999K	\$1M to \$4.99M	\$5M to \$9.99M	\$10M to \$49.99M	\$50M to \$99.99M	\$100M++
56 <u>16%</u>	68 <u>20%</u>	120 <u>35%</u>	34 <u>10%</u>	40 <u>12%</u>	7 <u>2%</u>	15 <u>4%</u>

Industry (derived from embedded data in mailing list)											
10	3%	Ag., Forestry, Fishing, Hunting	39	1%	Retail	32	9%	Professional, Scientific, and Technical Services	19	5%	Arts, Entertainment, and Recreation
0	0%	Mining, Quarrying, and Oil and Gas Extr.	5	1%	Transportation and Warehousing	0	0%	Management of Companies and Enterprises	65	18%	Accommodation and Food Services
1	<1%	Utilities	7	2%	Information	17	5%	Administrative Support and Waste Management and Remediation Services	24	7%	Other services except Public Administration
26	7%	Const	5	1%	Finance and Ins.	16	4%	Educational Services	9	2%	Public Administration
40	11%	Mfg	5	1%	Real Estate and Rental Leasing	30	8%	Health Care and Social Assistance			
12	3%	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.

4. Composition of Board of Directors and Total Workforce					
	Board of Directors		Total Workforce		
	(230 orgs.) Count: 1,173		(319 orgs.) Count: 18,902		
Composition by Ethnicity, Race, and Gender	Male	Female	Male	Female	
Hispanic or Latino	1%	1%	4%	2%	
White (non-Hispanic or Latino)	60%	33%	48%	39%	
Black or African American (non-Hispanic or Latino)	1%	1%	2%	1%	
Native Hawaiian or Other Pacific Islander (non- Hispanic or Latino)	0%	0%	0%	<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%	
Composition by Age and Gender	(176 orgs.) Count: 866		(268 orgs.) Count: 14,273		
Age 14-17	1%	0%	2%	2%	
Age 18-24	<1%	1%	6%	6%	
Age 25-44	15%	12%	23%	18%	
Age 45-64	32%	21%	22%	18%	
Age 65+	14%	5%	2%	2%	

5. Composition of Top-level Leadership and Other Supervisors				
	Top Level Leadership		Other Supervisors	
	(260 orgs.) Count: 774		(252 orgs.) Count: 1,550	
Composition by Ethnicity, Race, and Gender	Male	Female	Male	Female
Hispanic or Latino	2%	1%	4%	2%
White (non-Hispanic or Latino)	59%	34%	50%	40%
Black or African American (non-Hispanic or Latino)	1%	<1%	2%	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)	<1%	0%	0%	<1%
Two or More Races (non- Hispanic or Latino)	<1%	<1%	<1%	<1%
Composition by Age and Gender	(186 orgs.) Count: 580		(195 orgs.) Count: 1,200	
# Age 14-17	0%	0%	0%	0%
# Age 18-24	<1%	<1%	1%	3%
# Age 25-44	18%	11%	25%	23%
# Age 45-64	38%	21%	27%	19%
# Age 65+	7%	3%	2%	2%

6. What is your relative turnover rate for non-White employees?		
Higher than White employees	Lower than White employees	Equal to White employees
32 <u>11%</u>	61 <u>21%</u>	191 <u>67%</u>

7. Does your organization have dedicated staff responsible for diversity & inclusion efforts?	Yes, Full time	Yes, Part-time	No
	24 <u>7%</u>	29 <u>8%</u>	294 <u>85%</u>

8. Does your organization:			
	Yes	No	No, but plan to in coming year
a. Have a written diversity statement (separate & distinct from an EEO statement)?	74 <u>22%</u>	234 <u>69%</u>	32 <u>9%</u>
b. Have workforce demographic goals?	60 <u>17%</u>	265 <u>77%</u>	19 <u>6%</u>
c. Offer its employees the option to formally self-identify their sexual orientation?	119 <u>35%</u>	211 <u>61%</u>	14 <u>4%</u>
d. Offer its employees the option to formally self-identify disabilities?	159 <u>46%</u>	173 <u>50%</u>	12 <u>3%</u>
e. Offer domestic partner benefits?	91 <u>27%</u>	239 <u>71%</u>	9 <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.

9. Does your organization have a supplier diversity program?	Yes	No, skip to Question 11
	13 <u>4%</u>	335 <u>96%</u>

10. 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	
4 <u>31%</u>	1 <u>8%</u>	6 <u>46%</u>	1 <u>8%</u>	2 <u>15%</u>	

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?	Yes	No
	22 <u>8%</u>	251 <u>92%</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.

12. There are many ways to support underrepresented communities. Which of the following does your organization offer? (● Mark all that apply)	
173 <u>47%</u>	Our organization has a foundation or budget item for charitable donations
47 <u>13%</u>	Our organization offers company-sponsored volunteer days and/or volunteer time off for employees
23 <u>6%</u>	Our organization matches charitable contributions made by employees
43 <u>12%</u>	Our organization offers other initiatives to support underrepresented communities. Please describe below: (See Appendix B)

13. 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)