



Madison Region Economic Partnership Diversity & Inclusion Survey Report, 2016 – 2020

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UNIVERSITY OF WISCONSIN

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GLOBAL. INNOVATIVE. EXCELLENT.

This is the fifth year that the Survey Research Center (SRC) has worked with the Madison Region Economic Partnership (MadREP) on its diversity and inclusion survey. The 2020 survey was severely impacted by the COVID-19 pandemic, which effectively shut down the Wisconsin economy in the middle of the data-gathering phase.

We would like to thank the student assistants who work in the SRC – Hannah Nelson, Jennifer Pflum, David Forester, Luke Spaeth, Ana Spinler and Tyler Schmidt – for their hard work on this project.

We would also like to thank Jeff Becker, Data Sharing Coordinator at the Wisconsin Department of Workforce Development, for assisting us with obtaining the mail list of businesses surveyed in the 2020 effort.

We especially want to thank Gene Dalhoff for his assistance throughout this process and his flexibility in the face of the pandemic. Finally, we would like to thank the businesses in the MadREP region who completed the survey during a trying time.

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Executive Summary

This report summarizes the results of the 2020 MadREP Diversity and Inclusion Survey, tracks changes over time and examines these issues across organizations in different sectors of the economy.

In mid-February 2020, the SRC sent surveys to 1,900 organizations in the MadREP region (Columbia, Dane, Dodge, Green, Iowa, Jefferson, Rock, and Sauk Counties). A post card was sent to non-respondents in early March, which, in normal circumstances, would have been followed by mailing a second survey to non-respondents in mid-March. Unfortunately, the arrival of COVID-19 in Wisconsin and the shelter-in-place directive it engendered, precluded that second mailing. As a result, the SRC received only 219 responses, which is substantially fewer than in previous iterations of this survey. The SRC expects the estimates presented in this report to be accurate to within about +/-6.5% with 95% confidence.

It is possible that the organizations who responded to the single mailing are more focused on diversity issues than average, which would skew this year's results.

Description of Responding Organizations

For more than 90% of the responses received, the answers applied to the MadREP region rather than Wisconsin as a whole, the upper Midwest or the U.S. (**Figure 1**). This is consistent with previous MadREP diversity and inclusion surveys; in all five years, more than 90% of the respondents said their responses applied to the 8-county region (**Figure 1a**).

In all five MadREP diversity and inclusion surveys, more than half the respondents had operations in Dane County and more than 10% of the respondents had operations in Rock County (**Table 1**).

About three-quarters of the responding organizations in 2020 had 10 – 49 employees (**Figure 2**). Over the past five years, an average of 76% of the respondents had between 10 and 49 employees, 20% had 50 – 249 employees and 4% had between 250 – 999 employees. (**Figure 2a**).

More than four-in-five responding organizations said they had existed for eleven years or more (**Figure 3**). Compared to earlier years, in 2020 there was a significantly higher proportion of newer organizations (5 years or less) and a lower proportion of ones that had been in existence for 6 – 10 years (**Figure 3a**).

Slightly more than four out of five responding organizations in 2020 were for-profit businesses, one-in-ten were from the non-profit sector, and 6% were governmental organizations (**Figure 4**). An average of 80% of the responding organizations to the 2016 – 2020 surveys said they are

for-profit businesses, 10% were non-profits, 6% were governmental organizations, 3% were “other” organizations and 1% were academic organizations. (Figure 4a).

In 2020, there was a somewhat higher proportion of responding organizations with annual revenue of less than \$5,000,000 (Table 2). As with the preceding organizational factors, however, the distribution of annual revenue of responding organizations has been fairly stable year to year.

In sum, the organizations responding to the 2020 MadREP Diversity and Inclusion Survey appear to be similar to those responding in earlier years.

Race and Age Data

Boards of Directors. Slightly more than 10% of board of director positions in 2020 were held by people of color (Table 3). Only about 2% of board members are younger than 25 and more than 70% are 45 or older. About 60% of board members in 2020 were male and 40% were female. There were no people of color on the boards of 82% of the responding organizations (Figure 5a). Only 22% of the boards of directors of participating organizations were all-male (Figure 5b). The proportions of females on boards of directors has remained fairly consistent over the five years the Diversity and Inclusion Survey has been done by the SRC, but there was a sharp up-tick in 2020 in the percentage of boards with people of color. (Figure 5c). Organizations that have been in existence for 10 or fewer years (compared to older organizations) and those located in Dane County (vs. other MadREP Counties) were more than twice as likely to have people of color on their boards.

Total Workforce. People of color comprised about 16% and women comprised a slight majority of the total workforce in responding organizations in 2020 (Table 4). Hispanic/Latino workers comprised nearly 8% of the total workforce at reporting organizations and black/African Americans nearly 5%. In 2020, 32% of the responding organizations had no employees of color, and in nearly 10%, minorities made up a majority of the workforce (Figure 6a). Only 7% of organizations in 2020 had no female employees and women were a majority of workers in nearly half (Figure 6b). The proportion of females in the total workforce was much higher in 2020 than in 2018 and 2019 (Figure 6c). The proportion of the people of color in the total workforce has generally remained between 15% and 17% over the past five years, which is greater than the proportion of people of color in the overall MadREP area population (10%).

Top Leaders. For reporting organizations, 8.3% of the top leadership positions were held by people of color and 45% by women in 2020 (Table 5). A majority of top leaders were between 45 and 64 years of age. A large majority (85%) of organizations responding to the Diversity and Inclusion Survey in 2020 had no people of color in top leadership positions (Figure 7a). In 2020, slightly more than one-third (35%) of responding organizations said they had no women in top leadership positions, but in 26% of organizations, a majority of top leadership was female (Figure 7b). Women were significantly more likely to be in leadership positions in organizations under 10 years of age, outside of the commercial/for-profit sector, and in organizations with

fewer than 50 employees. The percentage of females and people of color in top leadership positions both appear to be trending upward (**Figure 7c**). Both are, however, slightly lower than the proportion of women and people of color in the overall workforce of responding organizations.

Other Supervisors. Slightly less than 90% of the other supervisors in 2020 responding organizations were white (**Table 6**). Of the nearly 10% who were people of color, more than half were Hispanic/Latino and one-quarter black/African American. Most other supervisors were in the 25 – 44 and 45 – 64 age categories with nearly equal proportions of men and women. A large majority, 70%, of organizations had no other supervisors who were listed as people of color (**Figure 8a**). In more than 40% of the 2020 responding organizations, a majority of other supervisors were women (**Figure 8b**), though 21% reported having no women in other supervisor positions. Females were significantly more likely to be in a supervisory position if the organization employed less than 50 people and had annual revenues under \$5 million. The proportion of other supervisors identified as people of color has been fairly consistent at about 10% over most years in the 2016 – 2020 period and the proportion who are female has trended slightly upward. (**Figure 8c**).

Given the caveat that data gathering in 2020 was not identical to previous years because of the coronavirus pandemic, the 2020 data suggest there were gains for people of color and women in the MadREP labor market.

Organizational Experiences, Practices, and Policies

Turnover Rates for Employees of Color. Nearly 70% of the responding organizations said the turnover rate of people of color was the same as for white employees and twice as many said turnover was lower as said it was higher (**Figure 9**). There is no clear trend in the percentage of organizations saying the rate of turnover among people of color is higher than for white employees (**Figure 9a**).

Diversity and Inclusion Staff. Only 16% of the 2020 responding organization have someone on staff dedicated to diversity and inclusion issues on a full- (9%) or part-time (7%) basis (**Figure 10**). For the past four iterations of the survey, between 14% and 16% of responding organizations have had at least a part-time staffer focused on diversity and inclusion issues (**Figure 10a**).

Diversity and Inclusion Policies

Diversity and Inclusion Policies. In 2020, more than one-half the responding organizations offer employees the option of self-identifying their disabilities, more than four-in-ten offers the option of self-identifying their sexual orientation, 30% offer domestic partner benefits, about one-quarter have a written diversity statement, and about one-in-five have demographic goals for their workforce (**Figure 11**). Organizations in Dane County were significantly more likely to have all of these policies. After several years of relative stability, there were sharp increases in

the percentage of organizations in the MadREP region that offer their employees the option to self-identify their disabilities or sexual orientation (**Figure 11a**). Since 2017, about 30% of organizations said they offer domestic partner benefits (**Figure 11b**). There is a positive and significant trend in the proportion of organizations with a written diversity statement and a significant increase in 2020 in the proportion with demographic goals for their workforce.

Supplier Diversity

As in previous years, it was very rare in 2020 for an organization to have a supplier diversity program; only 2% (5 organizations) had such a program (**Figure 12**). The proportion of organizations with a supplier diversity program has been between 2% and 4% in every year the survey has been administered (**Figure 12a**). Counting the number of diverse suppliers with which the organization works has been the most common metric used in the few Supplier Diversity Programs that exist in all five years of the survey (**Figure 13a**).

Other Supplier Diversity Initiatives. In 2020, fewer than two out of ten responding organizations said they had other supplier diversity initiatives (**Figure 14**). The proportion of organizations with other programs to increase spending with historically underrepresented businesses has more than doubled since 2018 and the 17% of organizations in 2020 with such a program was significantly higher than the average over the 2016 – 2019 period (**Figure 14a**).

Community Engagement

A large majority of the organizations that responded to the 2020 Diversity and Inclusion Survey reported that they have a foundation or budget line for charitable giving (75%), slightly less than one-quarter offer company-sponsored volunteer days and/or volunteer time off for employees and only 3% match their employees' charitable donations (**Figure 15**). Larger organizations (revenues in excess of \$5 million) were significantly more likely to do all three of these. There has been relatively little variation over time in the level of community engagement by organizations in the MadREP region, though there was a significant decline in 2020 in the percentage of organizations that match their employees' charitable donations (**Figure 15a**).

Most of the other initiatives aimed at underrepresented groups noted in an open-ended question were focused on local community initiatives and on donations and/or fundraisers (**Table 7**).

In response to a final open-ended question inviting respondents to comment on other diversity and inclusion initiatives that their organizations undertake, most had to do with hiring practices or training and outreach efforts (**Table 8**).

Analysis by Economic Sector

More than half the 2020 responding organizations fell into five 2-digit NAICS categories: Accommodation and Food Service, Health Care and Social Assistance, Construction, Other Services, and Retail Trade (**Figure 16**). The mix of respondents in 2020 was, compared to earlier years, relatively rich with respect to Health Care and Social Services and Accommodation and Food Service; it was light with respect to Manufacturing and Retail Trades. (**Figure 16a**).

Representation of People of Color and Women by Economic Sector

There are details about sectors with the highest and lowest percentages of organizations with people of color and women in:

- **Table 9:** Boards of Directors
- **Table 10:** Total Workforce
- **Table 11:** Top Leaders
- **Table 12:** Other Supervisors

Overall Representation of Minorities Economic Sector. The top performers with respect to people of color are somewhat dispersed; only the Accommodation and Food Service sector is among the top three sectors in three categories (board, overall workforce and other supervisors) (**Table 13**). Health Care and Social Assistance and Transport and Warehousing have stronger than average representation at the top of the organizational hierarchy (board and top leaders) and Agriculture, Forestry, Fishing and Hunting and Administrative Support and Waste Management and Remediation are stronger in the lower levels (other supervisors and total workforce).

At the other end of the spectrum, Public Administration (board and total workforce), Finance and Insurance (top leaders and other supervisors), and Retail Trade (top leaders and other supervisors) sectors had among the lowest representation of minorities (**Table 14**).

Overall Representation of Women by Economic Sector. The sectors with the strongest level of representation of women are more concentrated (**Table 13**). The Health Care and Social Services sector is in the top three sectors in all four employment categories. Education and Other Services are benchmark sectors in three of the four categories and Finance and Insurance is strong in the lower portions of the hierarchy (Workforce and Supervisors).

Women are relatively poorly represented in the Wholesale Trade sector (few women are on boards, in top leadership roles, or in other supervisors). Ag, Forestry, Fishing and Hunting (total workforce, and top leaders) and Construction (total workforce and other supervisors) have relatively low proportions of women in two categories (**Table 14**).

Diversity and Inclusion Experiences, Practices and Policies by Economic Sector

The SRC identified sectors that performed better or worse than average with respect to:

- Turnover rates for employees of color compared to white workers
- The proportion with staff dedicated to equity and inclusion issues
- The proportion with a written diversity statement
- The proportion with workforce demographic goals
- The proportion that provide an option to self-identify sexual orientation
- The proportion that provide an option to self-identify disabilities
- The proportion that offer domestic partner benefits
- The proportion with a supplier diversity program
- The proportion with other programs for historically underutilized businesses
- The proportion with a foundation or budget item for charitable giving
- The proportion that sponsor volunteer days
- The proportion that match employees' charitable donations

Better than Average Sectors in Diversity and Inclusion Experiences, Practices and Policies.

Overall, Information was a benchmark sector with respect to six factors and was notably strong with respect to diversity policies (having a written diversity statement, workplace demographic goals, offering domestic partner benefits) and having a staff member focused on diversity issues, having a supplier diversity program and sponsoring volunteer days. Last year's lead sector, Education Services, was a benchmark sector with respect to four factors discussed and were particularly strong with respect to diversity experiences (low turnover for non-white employees and having a staff person devoted to diversity issues) and policies (having a written diversity statement and allowing staff to self-identify sexual preference) (**Table 15**).

Weaker than Average Sectors in Diversity and Inclusion Experiences, Practices and Policies.

The Agriculture, Forestry, Fishing and Hunting Sector (seven factors) and the Public Administration (five factors) appear to be weaker in terms of diversity and inclusion outcomes. Agriculture, Forestry, Fishing and Hunting is particularly weak with respect to diversity policies (having a written diversity statement, having workforce goals, allowing self-identification of sexual preferences and disabilities) and Public Administration is weak with respect to community engagement (having a foundation/charitable donation budget, sponsoring volunteer days, matching employees' charitable contributions) (**Table 16**).

Survey Purpose and Methods

Survey Purpose

The 2020 survey was the fifth installment in a longitudinal study of workplace diversity and inclusion practices among employers in eight counties in southern Wisconsin that was carried out by the Survey Research Center (SRC) at the University of Wisconsin at River Falls. The Madison Region Economic Partnership (MadREP) sponsors this initiative in order to understand workforce practices in this region and document any changes to the demographic profile of workers and leaders.

Survey Methods 2020

In mid-February 2020, the SRC mailed surveys to 1,900 randomly selected employers with 10 or more employees in the Columbia, Dane, Dodge, Green, Iowa, Jefferson, Rock, and Sauk Counties in Wisconsin. 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 pre-addressed postage-paid return envelope. In addition, the cover letter included a link to an internet web site with an identical online version of the survey. In early March 2020, non-respondents received a postcard reminder to complete the survey.

Normally, two-weeks after sending the postcard reminder, organizations that had still not responded would have received a second packet with a cover letter, survey and postage-paid return envelope. Because of the COVID-19 pandemic, which closed most businesses in the MadREP region and closed the UW-River Falls campus, it was impractical to send the second packet.

The lack of the second, follow-up survey resulted in a smaller final sample than in previous years.¹ The SRC received a total of 219 responses (154 paper surveys and 65 online). Based on the number of organizations in the region with at least 10 employees (6,041²), the results are expected to be accurate to within $\pm 6.5\%$ with 95% accuracy. Because not every respondent answered every question in the survey, the confidence interval for individual questions may be slightly greater than $\pm 6.5\%$.

The following analysis will also determine if responses varied significantly over the 2016 to 2020 time period. The time series analysis will be based on the 305 surveys completed in 2016, 468 from 2017, 367 from 2018, 363 in 2019 and 219 in 2020.

In previous reports, the SRC has conducted non-response bias tests as a means of assessing how representative the data are (see Appendix A). Because the second mailing was eliminated in 2020 because of COVID-19, the SRC was not able to complete the non-response bias testing.

¹ For the 2016 – 2019 MadREP Diversity and Inclusion surveys, the SRC received an average of 376 completed surveys.

² 2020 Wisconsin Department of Workforce Development mail list.

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

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

Description of Responding Organizations

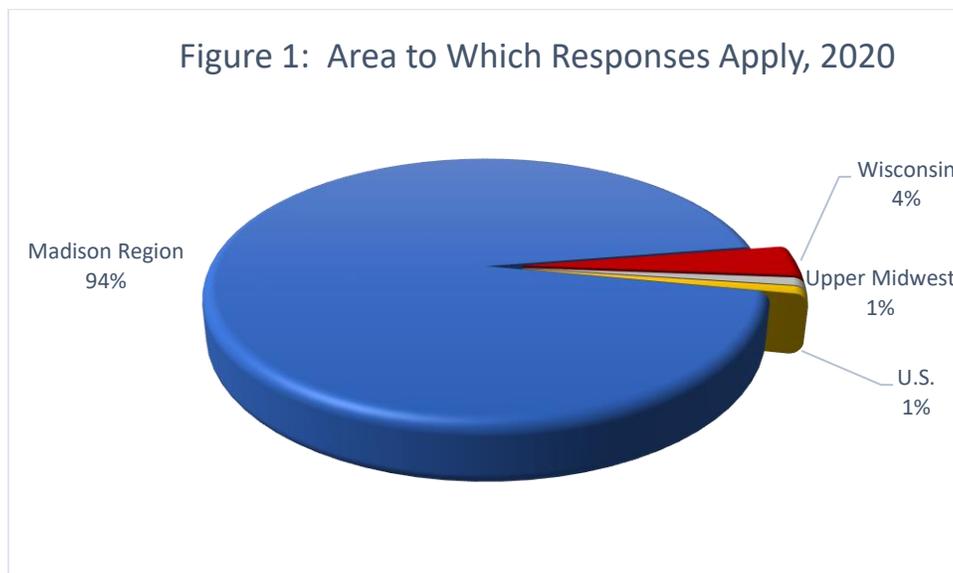
The survey instrument included several questions about the responding organization:

- The geographic area over which the organization’s responses apply.
- The MadREP counties in which the organization has a location.
- The number of years the organization has been in existence.
- The type of organization it is (e.g. non-profit, for profit, government, etc.).
- The organization’s annual revenue.

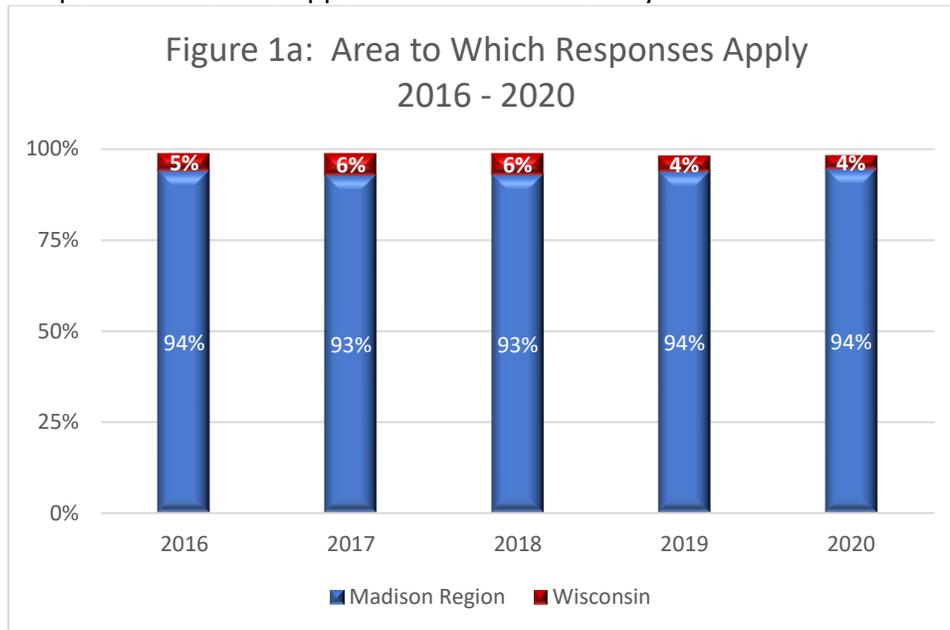
In addition, the mailing list from the Wisconsin Department of Workforce Development included the number of employees each firm had and its NAICS (North American Industrial Classification System) Code. These “embedded” data were aligned with the organizations’ responses to the questionnaire.

Organizations’ Geographic Scope

Respondents were asked to specify the geographic area to which their survey answers apply. Answer options were Madison Region (Columbia Co., Dane Co., Dodge Co., Green Co., Iowa Co., Jefferson Co., Rock Co., Sauk Co.), Wisconsin, Upper Midwest, and the U.S.



In 2020, the vast majority of responding organizations (94%) said that their responses pertain to the MadREP counties (Figure 1). A modest percentage of respondents operate across Wisconsin (4%) and few operate across the upper Midwest or nationally.



In each of the five years the SRC has been collecting these data, 93% – 94% of the respondents’ answers represent their operations in the MadREP region and 4% - 6% their operations across Wisconsin (Figure 1a). The remaining 1% - 2% are for organizations operating in the Upper Midwest (WI, MN, IA, IL, and/or MI) or across the United States. There are no statistically significant differences in the area on which organizations’ answers are based across the five years.

MadREP Counties in which Organizations Have Locations

	2016	2017	2018	2019	2020
Dane	58%	56%	56%	58%	59%
Rock	11%	14%	15%	11%	19%
Jefferson	8%	8%	12%	10%	9%
Sauk	9%	10%	8%	9%	9%
Dodge	10%	9%	8%	9%	8%
Columbia	6%	7%	8%	8%	6%
Green	7%	7%	6%	6%	6%
Iowa	3%	6%	5%	5%	4%
Count	302	457	357	341	217

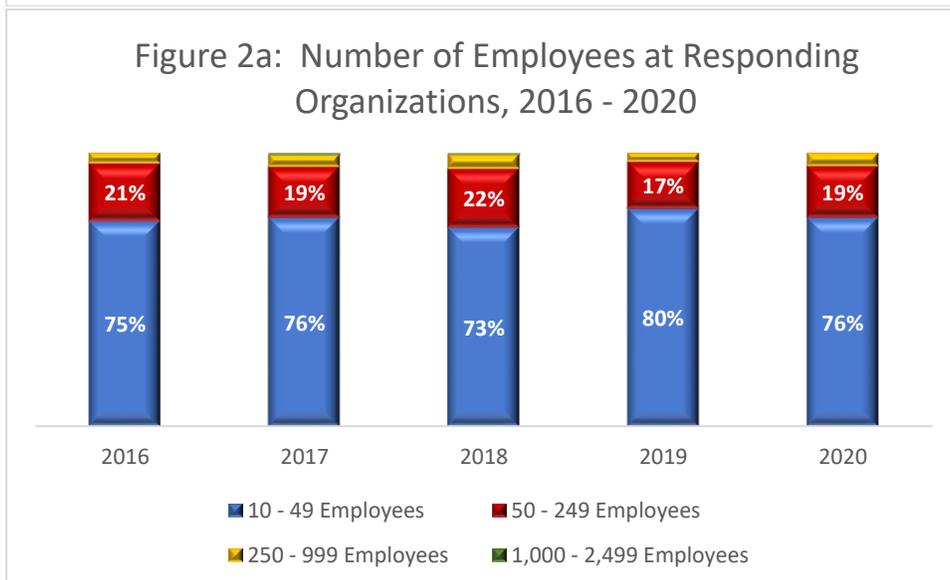
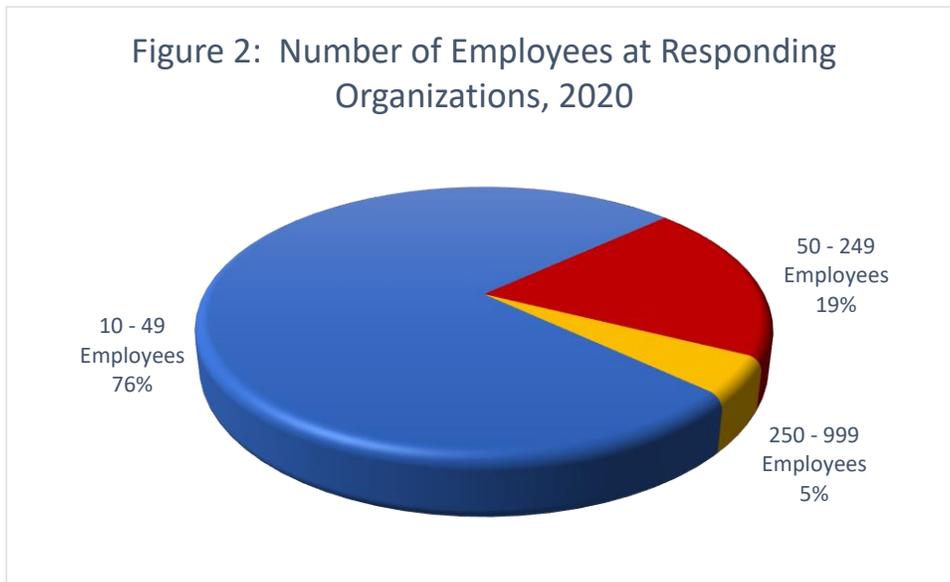
Table 1 shows that in all five years, more than one-half the respondents had operations in Dane County. On average, a bit more than 10% of the respondents had operations in Rock County, about 9% had operations in Jefferson, Sauk and Dodge Counties, 7% in Columbia and Green Counties and 5% in Iowa County. The distribution of responses across MadREP counties has been similar in all five years. However, there was a significantly higher proportion of

respondents from Rock County in 2020 compared to the 2016 – 2019 period.

Over the 2016 – 2019 period, the average number of counties in which respondents said they operated was 1.1, which increased slightly to 1.2 in 2020. The increase is not significant. In all five years, at least 90% of respondents said they have a location in only one county. The more MadREP counties in which a responding organization operated, the more likely its geographic area of operations extended beyond those eight counties.

Number of Employees per Organization

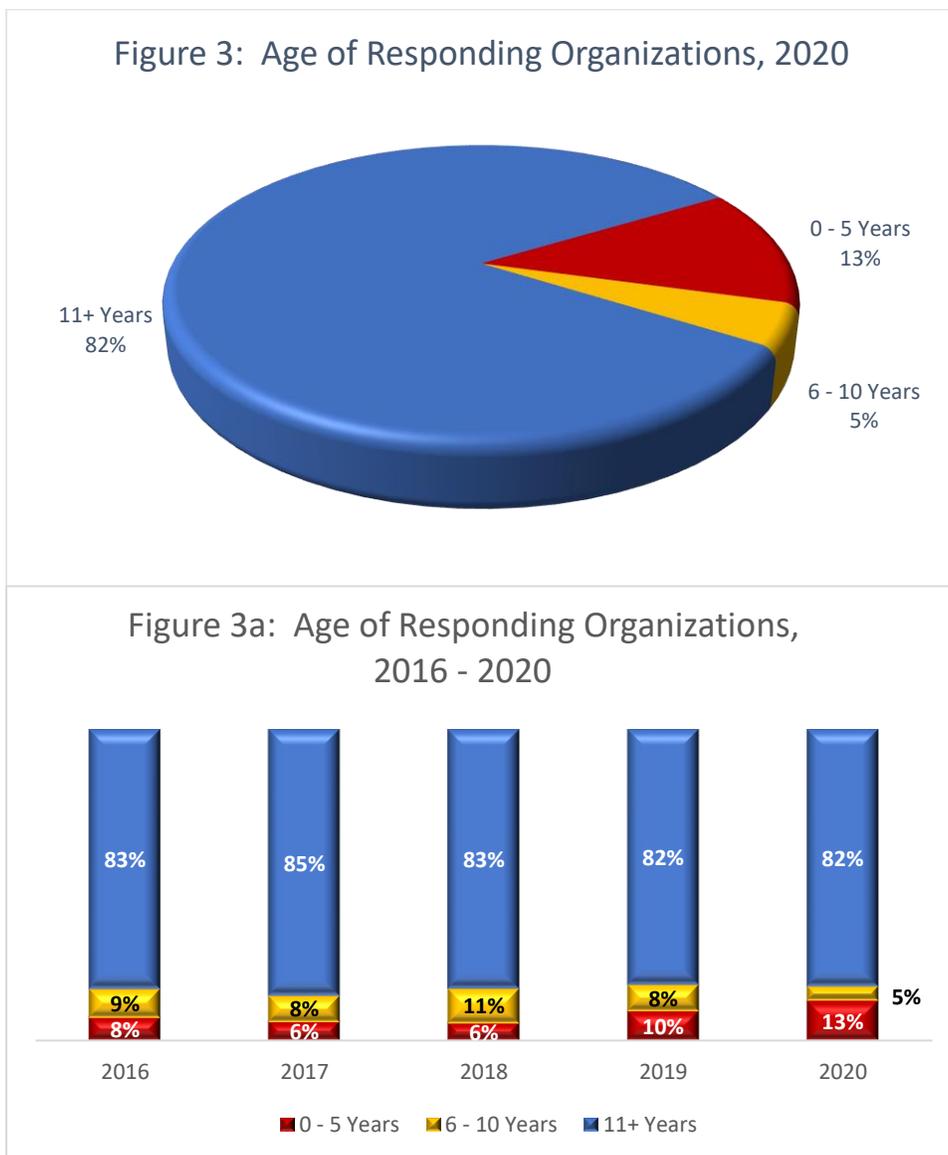
Three of every four responding organizations in 2020 had 10 – 49 employees, about one out of five employed between 50 and 249 people and the remaining 5% had 250 or more employees (Figure 2).



Over the five years, an average of 76% of the respondents had between 10 and 49 employees, 20% had 50 – 249 employees, and 4% had between 250 – 999 employees. In only two years, 2017 (2) and 2018 (1) have any firms with 1,000 or more employees responded to the Diversity and Inclusion Survey. The distribution of respondents by number of employees in 2020 was very similar to the average over the five years (Figure 2a).

Age of the Organization

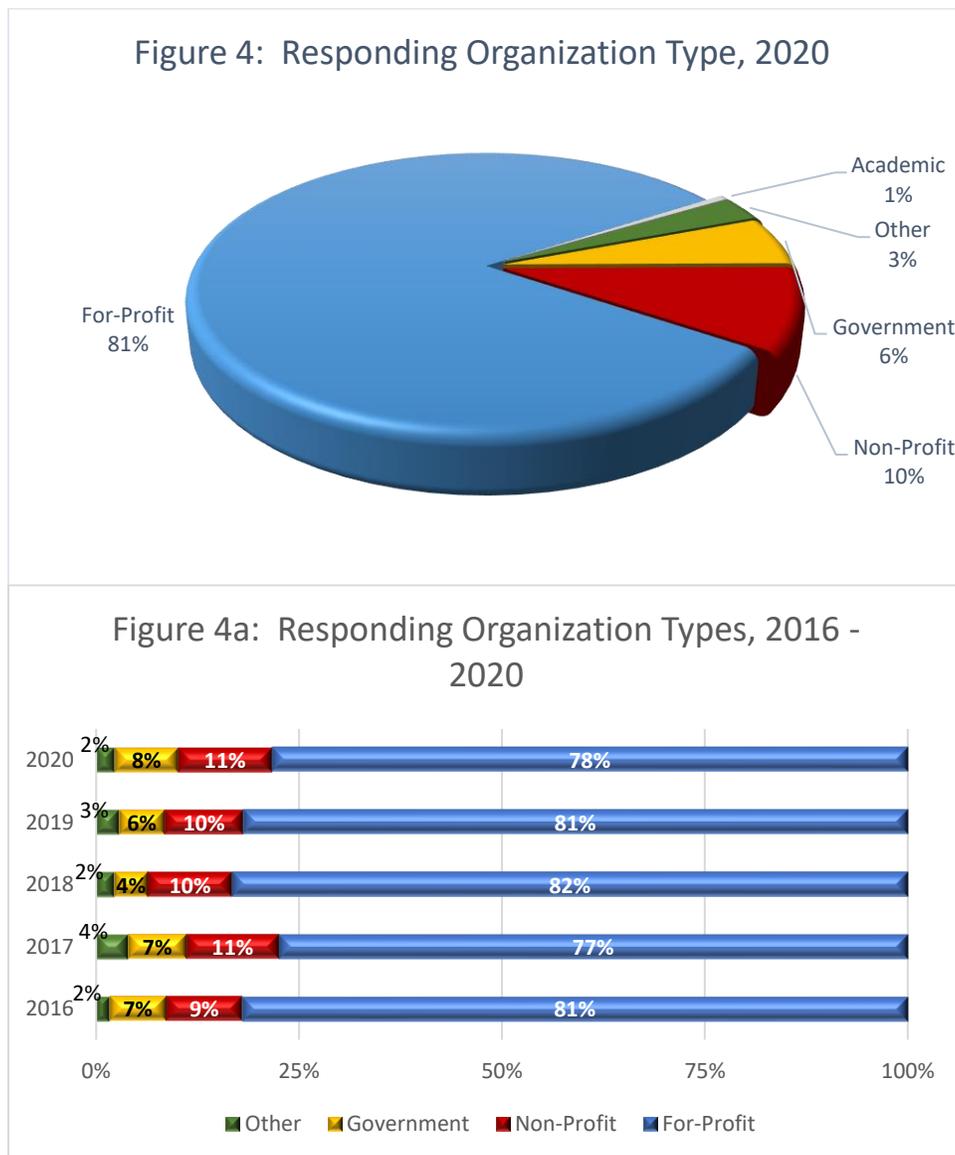
More than four-in-five responding organizations said they had existed for eleven years or more (Figure 3). A bit more than one-in-ten organizations had been in existence for five years or less and 5% for between six and ten years.



Compared to earlier years, in 2020 there was a significantly higher proportion of newer organizations (5 years or less) and a lower proportion of ones that had been in existence for 6 – 10 years (Figure 3a). Over the 2016 – 2020 period, 83% of organizations had been in existence for more than 10 years, 8% for 6 – 10 years and 8% for five or fewer years.

Organizational Type

Figure 4 shows that most responding organizations in 2020 were for profit businesses, one-in-ten were from the non-profit sector, and 6% were governmental organizations. The responses in the “Other” category mostly entered their legal structure (e.g. LLC, cooperative, not-for-profit corporation).



The slight year-to-year variation in the type of organizations that responded to the Diversity and Inclusion survey are not statistically significant (Figure 4a³). An average of 80% of the responding organizations to the 2016 – 2020 surveys said they are for-profit businesses, 10% were non-profits, 6% were governmental organizations, 3% were “other” organizations and 1% were academic organizations.

Annual Revenue of Responding Organizations

In 2020 there was a somewhat higher proportion of responding organizations with annual revenue of less than \$5,000,000 (78%) than over the 2016 – 2019 period (72%), but the difference is not statistically significant. As with the preceding organizational factors, the distribution of annual revenue of responding organizations has been fairly stable year to year.

Table 2: Annual Revenue Participating Organizations, 2016 - 2020					
	2016	2017	2018	2019	2020
<\$500,000	12%	18%	16%	18%	17%
\$500,000 - \$999,999	17%	17%	20%	16%	20%
\$1,000,000 - \$4,999,999	37%	39%	35%	42%	41%
\$5,000,000 - \$9,999,999	12%	10%	10%	8%	8%
\$10,000,000 - \$49,999,999	17%	11%	12%	9%	5%
\$50,000,000 - \$99,999,999	1%	1%	2%	3%	4%
\$100,000,000+	3%	4%	4%	5%	4%
Count	289	449	340	343	207

Based on the analysis presented above, the organizations responding to the 2020 MadREP Diversity and Inclusion Survey appear to be similar to those responding in earlier years. The only significant deviations from previous years’ data are a significantly higher proportion of respondents from Rock County and a higher proportion of organizations that are five years or less years old. In all other respects, the 2020 data are similar to earlier years, despite the disruption in data gathering caused by the coronavirus pandemic.

³ In Figure 4a, academic organizations, which comprised 1% or less in each of the 5 years, were excluded to reduce visual clutter.

Race and Age Data

The Diversity and Inclusion Survey gathers demographic data about the board of directors, total workforce, top leaders and other supervisors.

Board of Directors

Slightly more than 10% of board of director positions in 2020 were held by people of color (Table 3). Only about 2% of board members are younger than 25 and more than 70% are 45 or older. Whether calculated based on race/ethnicity or by age in Table 3, about 60% of board

Table 3: 2020 Board of Directors Demographic Data		
	Board of Directors	
Composition by Ethnicity, Race, and Gender	(157 orgs.) Count: 793	
	Male	Female
Hispanic/Latino	1%	3%
White	59%	31%
Black/African American	3%	2%
Native Hawaiian/Pacific Islander	0%	0%
Asian	1%	0%
American Indian/Alaska Native	0%	1%
Two or More Races	1%	0%
Total	64%	36%
	Board of Directors	
Composition by Age and Gender	(110 orgs.) Count: 582	
	Male	Female
Age 14-17	0%	0%
Age 18-24	1%	1%
Age 25-44	13%	13%
Age 45-64	28%	18%
Age 65+	18%	7%

members are male and 40% are female.⁴

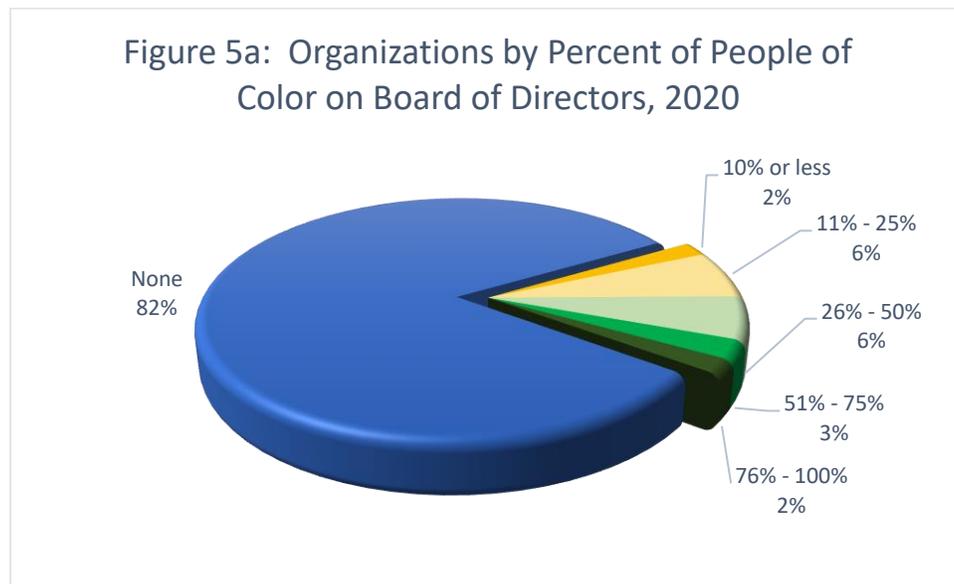
Figure 5a (next page) shows that 82% of the 157 organizations that have a board of directors were all white. Of the 18% with people of color on their board, a majority either had between 11% and 25% (6%) or 26% to 50% (6%) of board members who are non-white. Black/African Americans (5%), and Hispanic/Latino (4%) were the most common racial/ethnic groups represented on boards of directors. It should be noted that the 82% of boards without any people of color is the lowest proportion recorded in the five

iterations of the survey that the SRC has done; the comparable figures were 87% in 2019, 83% in 2018, 86% in 2017, and 83% in 2016.

⁴ To calculate the percent of board seats held by women and people of color, the SRC added up the total number of people of color holding board seats in the 157 organizations that provided data and divided that by the total number of board seats. The same type of calculation was done for the other three categories of workers that will be discussed.

The SRC analyzed responses to the Diversity and Inclusion surveys in 2020 based on:

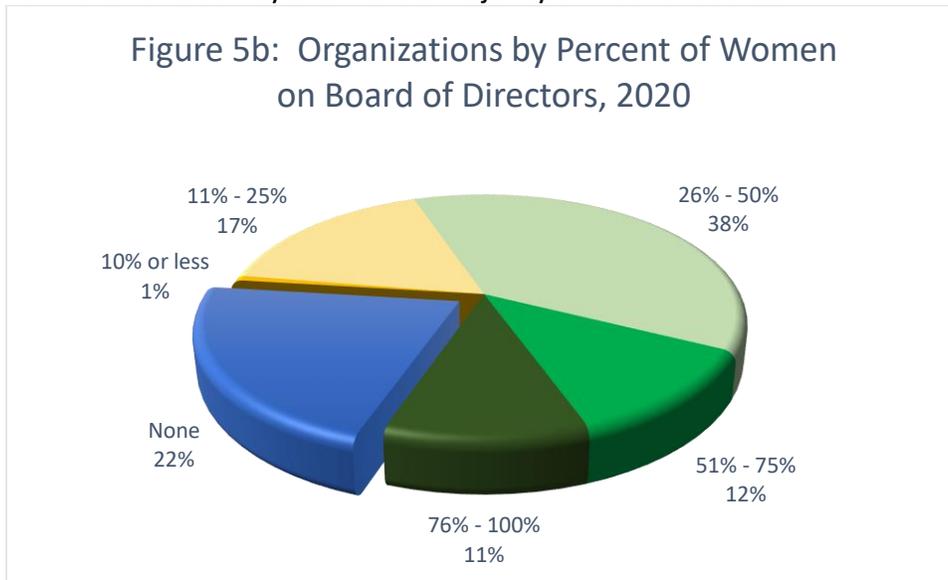
- Did the organization have a location in Dane County or not?
- Did the organization employ fewer or more than 50 people?
- Has the organization been in existence for 10 or fewer years or longer than that?
- Is the organization a for-profit business vs. a non-profit, academic, or governmental organization?
- Was the organization's annual revenue more or less than \$5 million?



With respect to the percentage of people of color on boards of directors, there were weakly significant differences (at the 10% level) between:

- Organizations with a presence in Dane County (25% included people of color) vs. those without a location in that County (9% with people of color).
- Organizations in existence for 10 or fewer years (14%) were more likely to include people of color on their board than older organizations (6%).

Only 22% of the boards of directors of participating organizations were all-male (Figure 5b). Women comprised between one-quarter and one-half of the boards at 38% of the organizations in the 2020 survey and were a majority on 23% of boards.⁵



With respect to women’s representation on boards, there were significant differences at the 5% level between:

- Those in Dane County had more women (43%) vs. those in other MadREP Counties (33%).
- Organizations employing fewer than 50 people (41% had women on the board) vs. those with more employees (29%).
- Organizations with annual revenues of less than \$5 million (41%) vs. those with higher revenues (30%).

The fact that newer organizations (for people of color) and smaller organizations in terms of number of employees and revenues (for women) have more diverse boards, might be a positive sign for the future if they persist and grow in the future.

⁵ In looking at the percent of board seats held by people of color (Figure 5a) or women (Figure 5b), the SRC divided the number of board seats in a given organization held by those groups by the total number of board seats in that organization. When looking at the relationship, if any, between the percent of women and people of color on the board and whether the organization had a location in Dane County, its age, type of organization, number of employees or annual revenue, all organizations with a board are treated equally. Therefore, averages of the percent of women and people of color will differ from the average overall as presented in Table 3. This same process is used in the three other employee categories discussed.

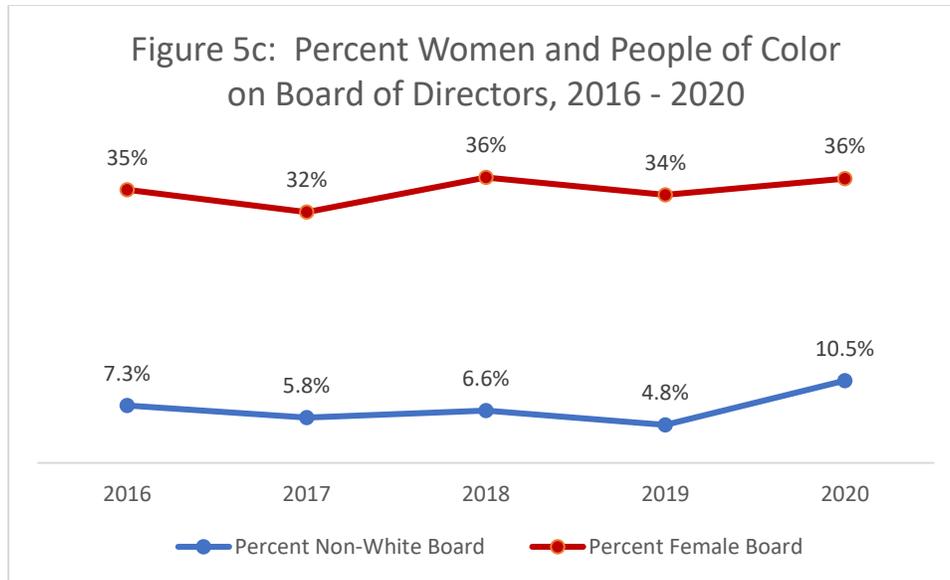


Figure 5c confirms that 2020 was a strong year in terms of representation of women and non-whites on boards of directors. With respect to women, 2020 equaled the high point of 36% of board seats held by women and this is significantly higher than the average over the 2016 – 2019 period.

According to Figure 5c, people of color held more than twice the proportion of board seats in 2020 compared to 2019. According to the American Community Survey of the U.S. Census, about 91% of the total population in the MadREP region is white. The proportion of board seats held by people of color is, therefore, similar to their percentage of the overall population. We know also, from Figure 5a, that non-white representation on boards tends to be concentrated in a minority of organizations with boards.

It should also be borne in mind that data collection in 2020 was not normal because of the coronavirus pandemic. It is possible, for example that the organizations who responded to the single mailing are more diverse than average, which would skew this year's results. But, given that caveat, 2020 appears to have seen an increase in the diversity of boards of director in the MadREP region, particularly with respect to people of color.

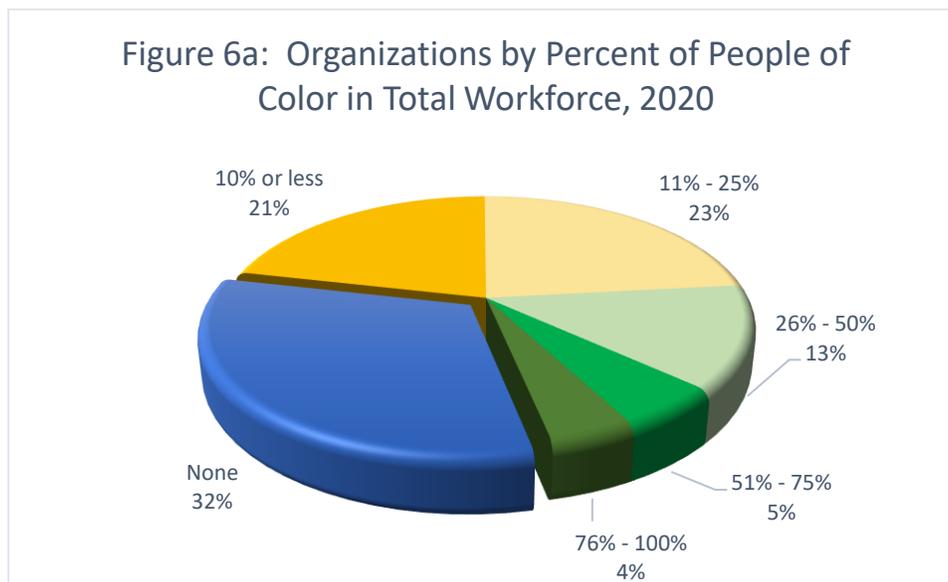
Total Workforce

While white people held nearly 90% of the board positions, they represented only slightly more than 84% of the overall workforce in 2020 (Table 4). Hispanic/Latino workers comprised 7.7% of the total workforce at reporting organizations, black/African Americans 4.8% and Asians less

Table 4: 2020 Total Workforce Demographic Data		
	Total Workforce	
Composition by Ethnicity, Race, and Gender	(201 orgs.) Count: 11,008	
	Male	Female
Hispanic/Latino	4.4%	3.3%
White	39.3%	44.9%
Black/African American	2.7%	2.1%
Native Hawaiian/Pacific Islander	0.2%	0.1%
Asian	0.7%	0.9%
American Indian/Alaska Native	0.1%	0.1%
Two or More Races	0.6%	0.6%
Total	48.0%	52.0%
	Total Workforce	
Composition by Age and Gender	(163 orgs.) Count: 8,054	
	Male	Female
Age 14-17	1.2%	1.6%
Age 18-24	7.0%	8.0%
Age 25-44	20.1%	24.9%
Age 45-64	13.7%	19.0%
Age 65+	2.7%	1.9%

than 2%. Females were a majority (52%) of the total workforce. In terms of age, nearly half of the total workforce fell into the 25 – 44 age group. There were relatively few in the total workforce in the 14 – 17 age group (2.8%) or in the 65+ age group (4.6%) in 2020.

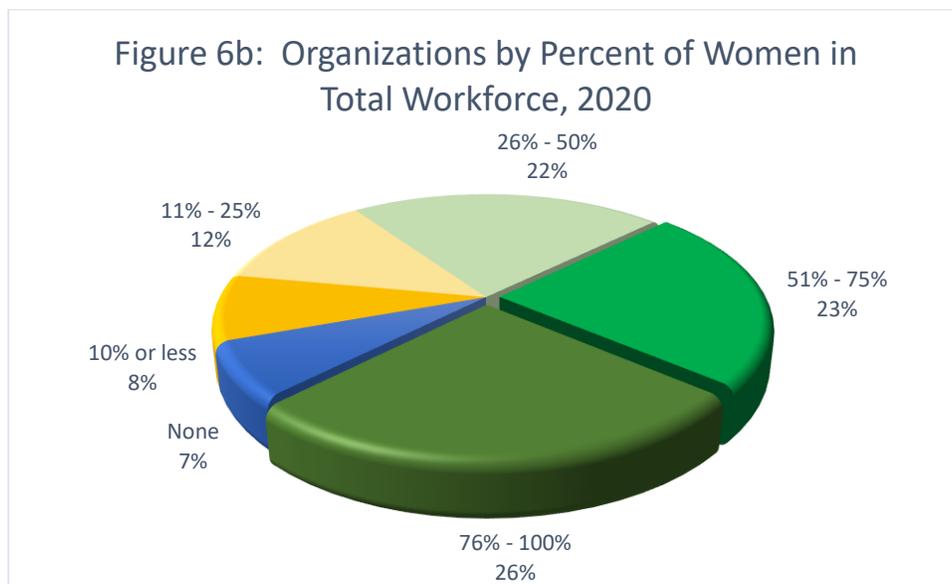
Only about one-third of the respondent organizations had no employees of color (32%), and about one-fifth either had up to 10% people of color (21%) or between 11% and 25% (23%) (Figure 6a). Nearly 10% of the organizations in 2020 reported that a majority of their employees were people of color.



In 2020, people of color made up a larger proportion of the total workforce in:

- Dane County (20% vs. 14% in the other MadREP Counties).
- Organizations employing more than 50 people (23% vs. 16% in smaller employers).
- Organizations that have existed for 10 years or less (28% vs. 15% in older organizations).
- For-profit businesses (20% vs. 10% in non-commercial organizations).
- Businesses with less than \$5 million in annual revenue (18% vs. 12% in higher revenue organizations).

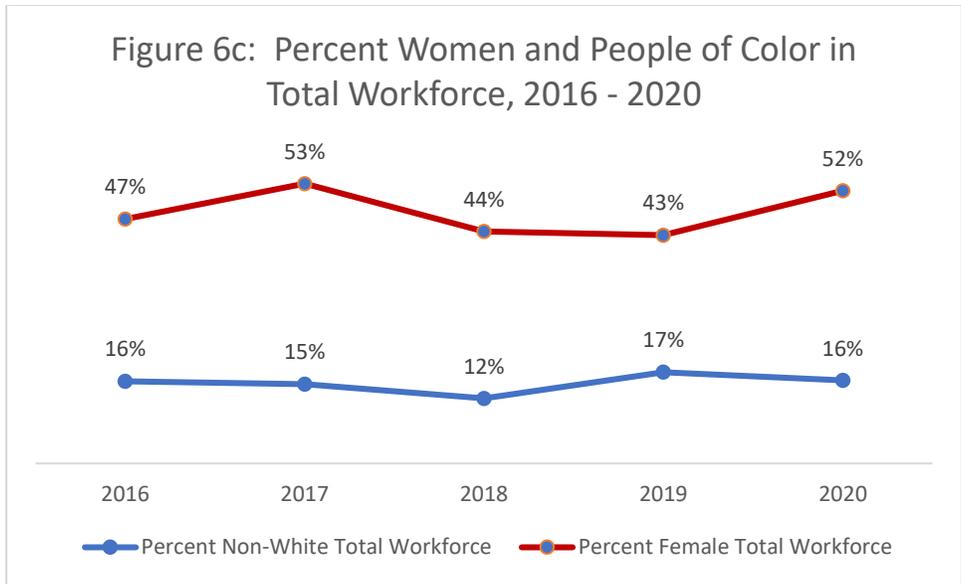
Very few firms had no female employees (7%) in 2020 (Figure 6b) and for half of the responding firms, women made up at least half of the workforce.



Women made up a larger proportion of the total workforce in:

- Organizations employing less than 50 people (53% vs. 40% in larger employers).
- Organizations that have existed for 10 years or less (57% vs. 48% in older organizations).
- Not-for-profit businesses (65% vs. 45% in commercial organizations).
- Businesses with less than \$5 million in annual revenue (53% vs. 36% in higher revenue organizations).

It is interesting that the experiences for women and minorities are different when looking at the size of the organization in terms of employment and whether it is a for-profit business or not. Minorities were a larger part of the total workforce in larger, for-profit businesses and women in smaller, not-for-profit organizations.



Neither the proportion of women nor of people of color appear to have a clear trend over time (Figure 6c). The proportion of women in the total workforce has been somewhat more volatile over this five-year period and in 2020 nearly equaled the all-time high. The proportion of non-white workers in the total workforce has consistently been a bit less than one-in-five workers. As noted above, the overall population in the MadREP region is about 90% white, so the responding firms are somewhat more racially diverse than the underlying population.

Top Leaders

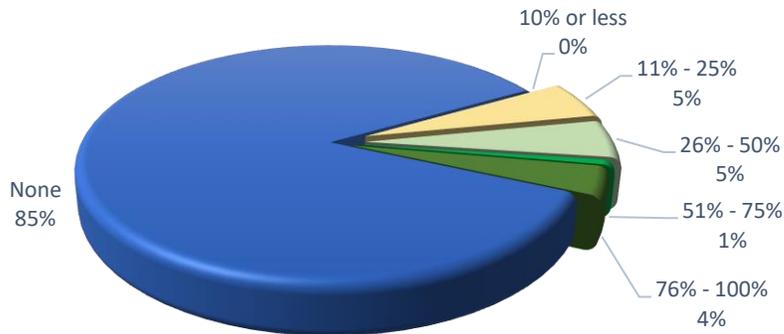
For reporting organizations, 8.3% of the top leadership positions were held by people of color and 45% by females in 2020 (Table 5). Most people of color holding top leadership positions in 2020 were Hispanic/Latino (3.3% or Black/African American (2.7%). There were very few top leaders who were younger than 25; a majority were between 45 and 64 years of age.

Table 5: 2020 Top Leadership Demographic Data		
	Top Leadership	
Composition by Ethnicity, Race, and Gender	(154 orgs.) Count: 457	
	Male	Female
Hispanic/Latino	1.8%	1.5%
White	50.1%	41.6%
Black/African American	1.8%	0.9%
Native Hawaiian/Pacific Islander	0.0%	0.0%
Asian	1.3%	0.4%
American Indian/Alaska Native	0.0%	0.0%
Two or More Races	0.0%	0.7%
Total	54.9%	45.1%
Composition by Age and Gender	(113 orgs.) Count: 368	
	Male	Female
Age 14-17	0.0%	0.0%
Age 18-24	0.3%	0.5%
Age 25-44	16.8%	13.6%
Age 45-64	36.1%	25.0%
Age 65+	5.4%	2.2%

A large majority (85%) of organizations responding to the Diversity and Inclusion Survey in 2020 **had no** people of color in top leadership positions (Figure 7a). People of color comprised at least a quarter of the top leadership positions in 10% of the organizations in the 2020 dataset.

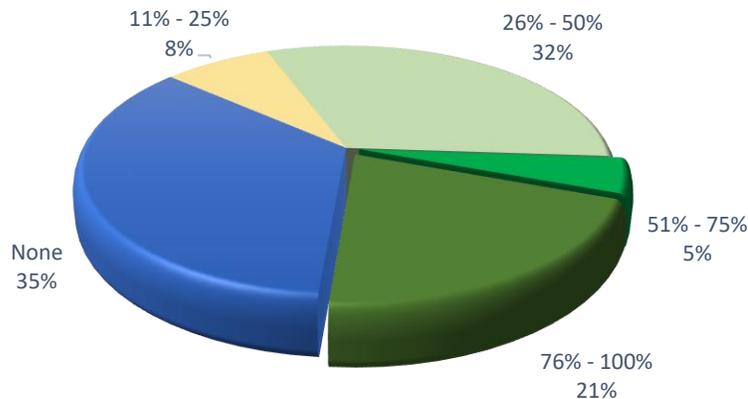
There were no statistically significant differences in the proportion of top leaders from minority populations and whether the organization operated in Dane County, its number of employees, or other characteristics.

Figure 7a: Organizations by Percent of People of Color in Top Leadership, 2020



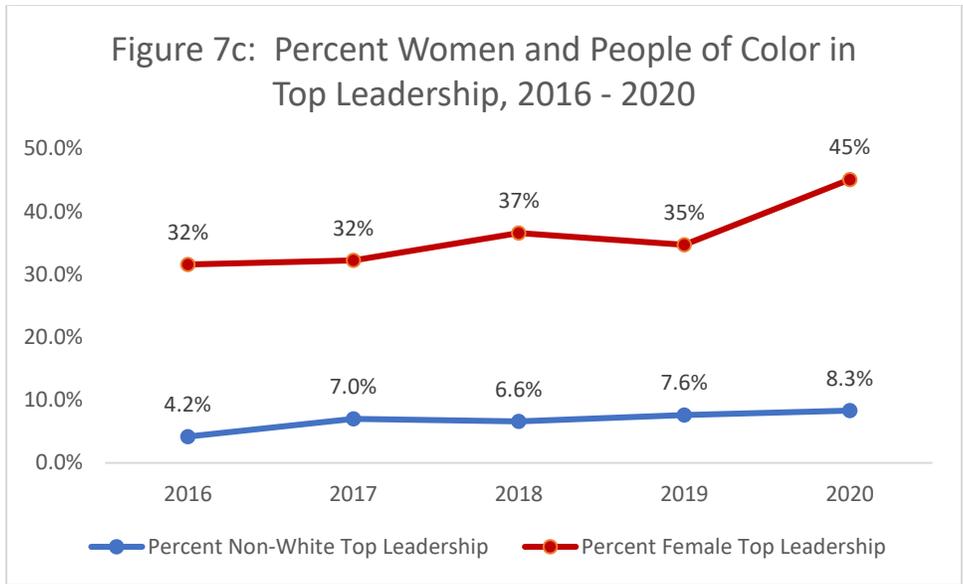
Only about one-third of responding organizations said they had no women in top leadership positions (Figure 7b), in about one-quarter, women held a majority of the top leadership posts.

Figure 7b: Organizations by Percent of Women in Top Leadership, 2020



There were significantly higher proportions of women in top leadership positions in organizations that:

- Employed fewer than 50 people (44% vs 25% at larger employers).
- Were under 10 years of age (53% vs. 33% in older organizations).
- Were not in the commercial sector (53% vs. 31% in the for-profit sector).



The percentage of women and people of color in top leadership positions both appear to be trending upward (Figure 7c). The proportion of women in top leadership in 2020 was significantly greater than the average over the 2016 – 2019 period.

Other Supervisors

Slightly less than 90% of the other supervisors in 2020 responding organizations were white (Table 6). Of the 10.1% who were people of color, more than half were Hispanic/Latino and more than one-quarter were black/African American. There were more females (51%) than

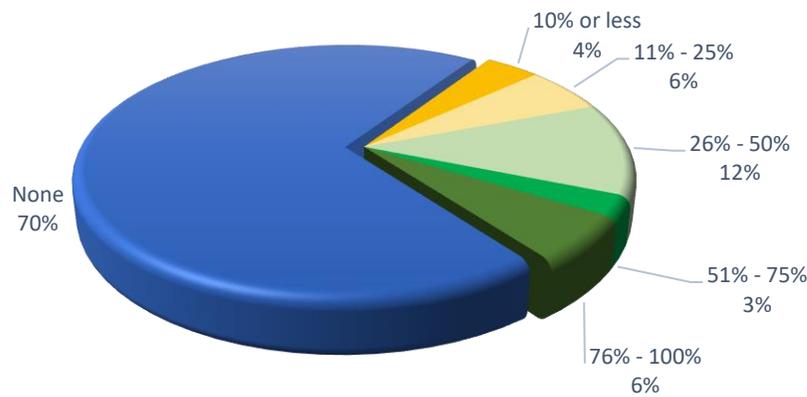
Table 6: 2020 Other Supervisor Demographic Data		
	Other Supervisors	
Composition by Ethnicity, Race, and Gender	(219 orgs.) Count: 850	
	Male	Female
Hispanic/Latino	3.3%	2.0%
White	43.8%	46.1%
Black/African American	1.3%	1.5%
Native Hawaiian/Pacific Islander	0.2%	0.1%
Asian	0.4%	0.8%
American Indian/Alaska Native	0.0%	0.1%
Two or More Races	0.2%	0.1%
Total	49.2%	50.8%
Composition by Age and Gender	(121 orgs.) Count: 735	
	Male	Female
Age 14-17	0.0%	0.0%
Age 18-24	1.6%	3.1%
Age 25-44	21.0%	25.7%
Age 45-64	22.7%	21.4%
Age 65+	3.0%	1.5%

males (49%) in the other supervisor category. Most other supervisors were in the 25 – 44 (47%) or 45 – 64 (44%) age categories. There were slightly more other supervisors under 25 as 65 or older.

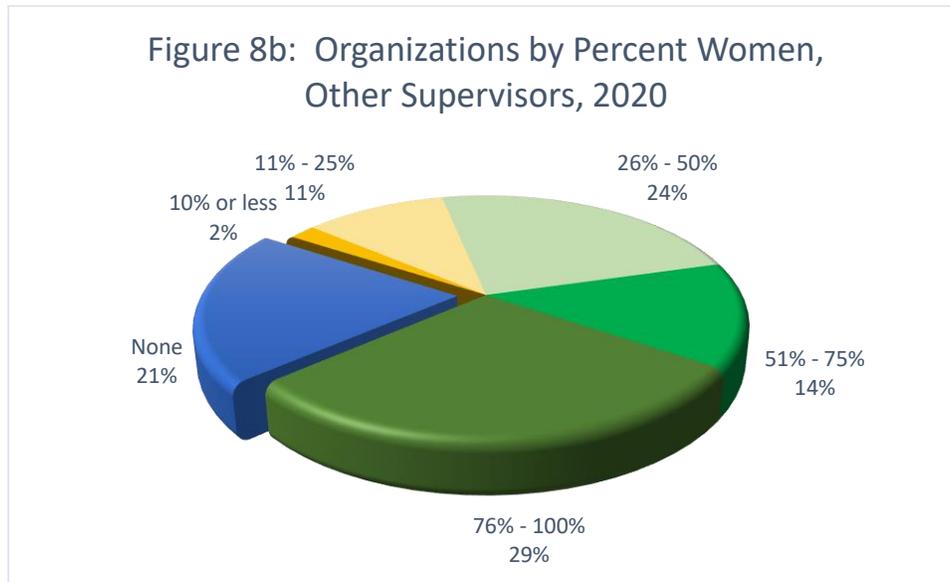
A large majority, 70%, of organizations had no other supervisors who were listed as people of color (Figure 8a). But, in nearly 10% of organizations a majority of other supervisors were people of color.

Though significant only at the 10% level, it appears that responding organizations with less than \$5 million in sales (16% vs. 9% of those with sales of \$5 million or more), and those in existence for less than 10 years (25% vs. 11% of older organizations) have higher proportions of people of color in other supervisory positions.

Figure 8a: Organizations by Percent People of Color, Other Supervisors, 2020

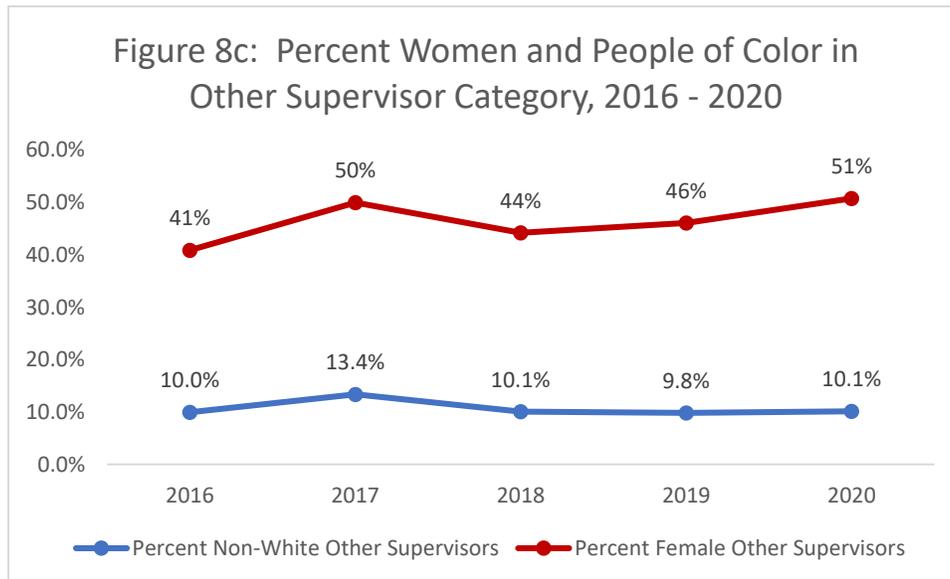


Twenty-one percent of the responding organizations had no women in the other supervisor category (Figure 8b). In contrast, 43% of the 2020 responding organizations reported that a majority of other supervisors were women.



Women were more likely to be in other supervisory positions in organizations that:

- Employ fewer than 50 people (53% vs. 37% in organizations employing 50 or more people).
- Generate less than \$5 million in revenue (53% vs. 40% in organizations with greater revenue).



The proportion of other supervisors identified as people of color has been fairly consistent at about 10% over the 2016 – 2020 period (Figure 8c). Though not statistically significant, largely

because of the 2017 results, it appears that there is an upward trend in the percentage of other supervisors who are female.

In summary, given the caveat that data gathering in 2020 was not identical to previous years because of the coronavirus pandemic, the 2020 data suggest there were gains for people of color and women in the MadREP labor market:

- *Minorities held a higher proportion of **board of director** seats in 2020 compared to previous years and women continued to hold more than one-third of director positions. The percentage of boards with no people of color or women fell in 2020.*
- *Minorities made up a larger percentage of the **total workforce** than of the overall population in the 8-county region and women represented more than half the total workforce, the highest percentage seen over the 2016-2020 period.*
- *Both women and people of color increased their representation among **top leaders** in 2020 and the percentage of organizations with **no** women or people of color in such roles both fell to all-time lows*
- *With respect to **other supervisors**, people of color continued to hold about 10% of those positions and women about one-half of them.*
- *Women and people of color tend to have higher representation among smaller, newer organizations that are not for profit businesses, especially in Dane County.*

Organization Experiences and Opinions

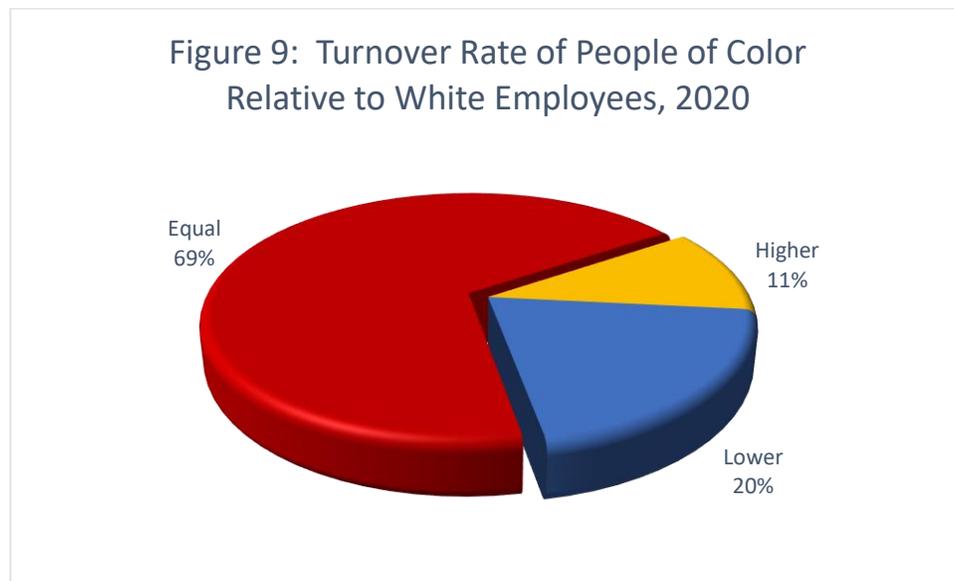
Turnover Rates for Employees of Color

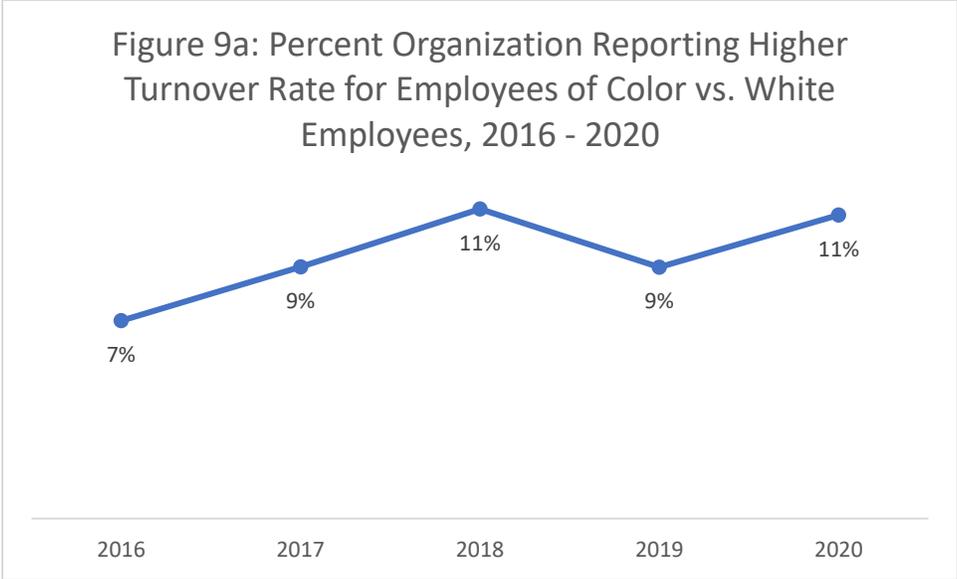
Respondents were asked, “*What is your relative turnover rate for non-white employees?*” Answer options were “Higher than white employees,” “Lower than white employees,” or “Equal to white employees.”

Nearly seven-in-ten of the responding organizations said the turnover rate of people of color was the same as for white employees (Figure 9). Of those who noted a difference in turnover rates, about twice as many said the turnover rate of people of color was lower than for white workers as said it was higher.

In 2020, organizations that had existed for 10 years or less had a significantly more variable experience with respect to turnover of non-white employees. Higher proportions of younger organizations said their non-white workers had a higher turnover rate (16% vs. 10% for older organizations) and that their turnover rate was lower (31% vs. 18% for older organizations).

Over the 2016 – 2020 period as a whole, 27% of firms with \$5 million or more in revenue reported the turnover rate for people of color was lower than for white workers, compared to only 20% of organizations with less than \$5 million in revenue.

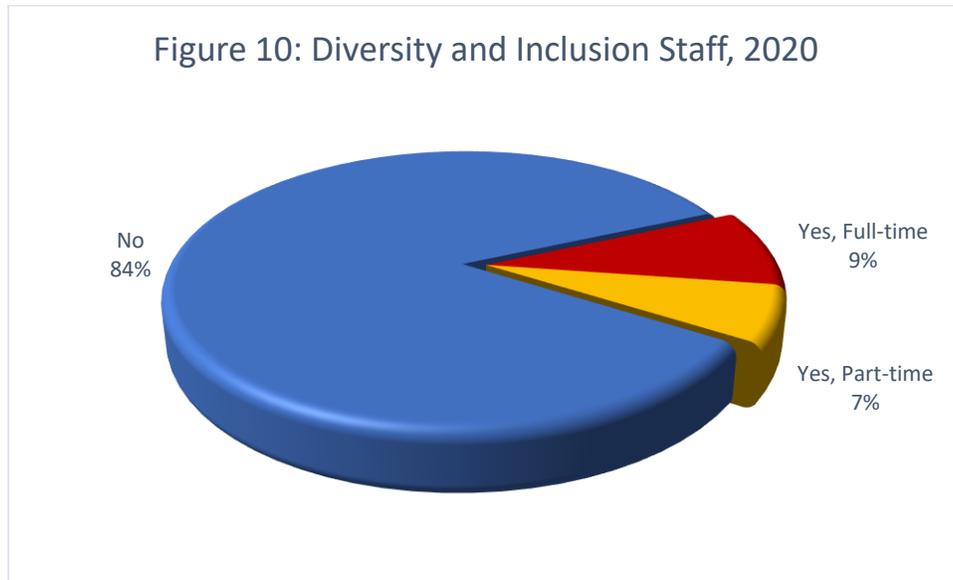




The percentage of firms saying that the turnover rate for their non-white employees is higher than for their white workers has hovered around 10% for the past four surveys (Figure 9a).

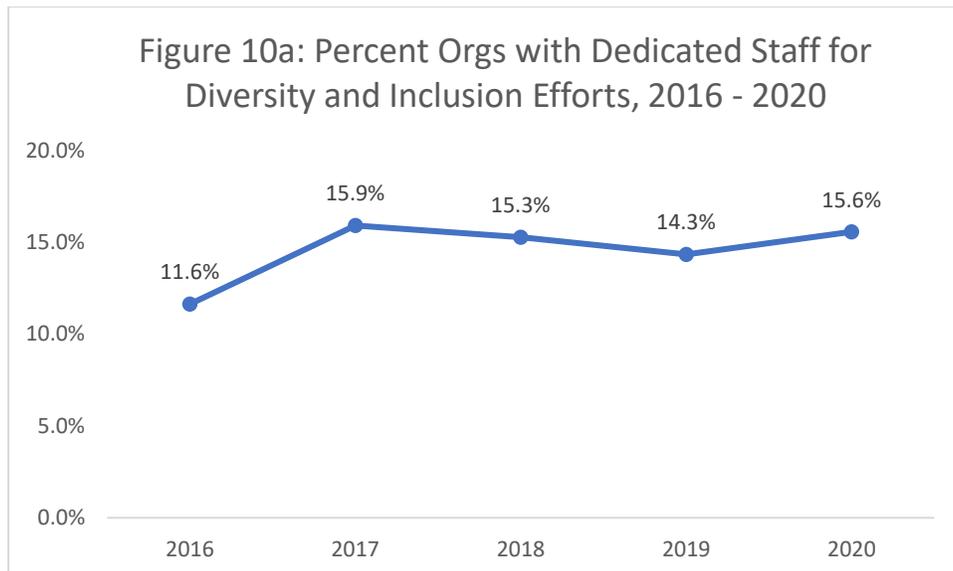
Diversity and Inclusion Staff

Respondents were asked, “Does your organization have dedicated staff responsible for diversity & inclusion efforts?” Answer options were, “Yes, full-time,” “Yes, part-time,” or “No.”



In 2020, 16% of responding organizations said they have staff dedicated to diversity and inclusion issues (Figure 10). For comparative purposes, 14% of 2019 organizations said they had a full- or part-time staff member focused on diversity and inclusion. More than half of those organizations with a diversity and inclusion staff member employed that person full-time, up from about one-third in 2019.

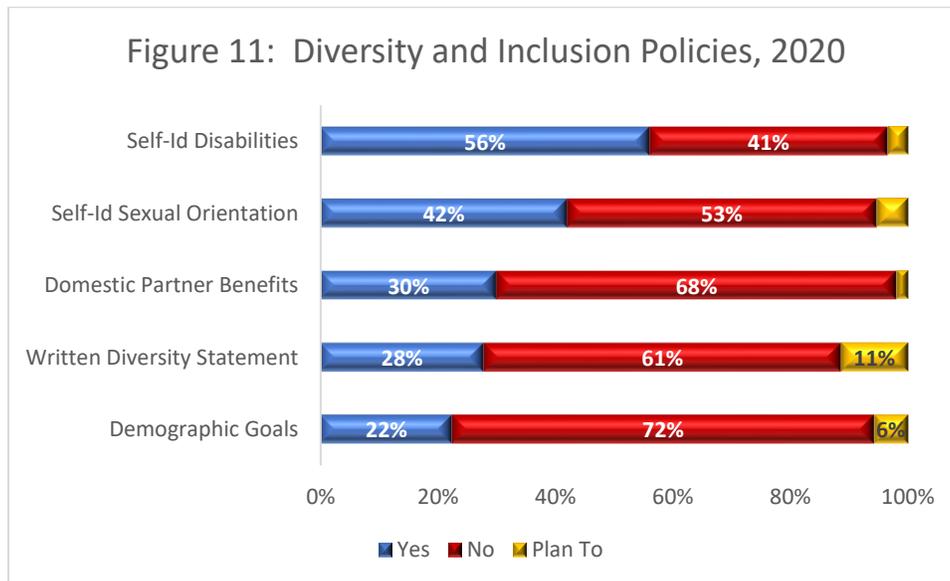
Though not quite statistically significant, a higher percentage of businesses located in Dane County (19%) said they had a full- or part-time staff member responsible for diversity and inclusion efforts than was the case in other MadREP Counties (10%).



The proportion of organizations with a staff position responsible for diversity and inclusion efforts has, for the past four years, been fairly constant. Encouragingly, after two years of small declines, 2020 saw an increase in the proportion of organizations with this sort of position (Figure 10a).

Diversity and Inclusion Policies

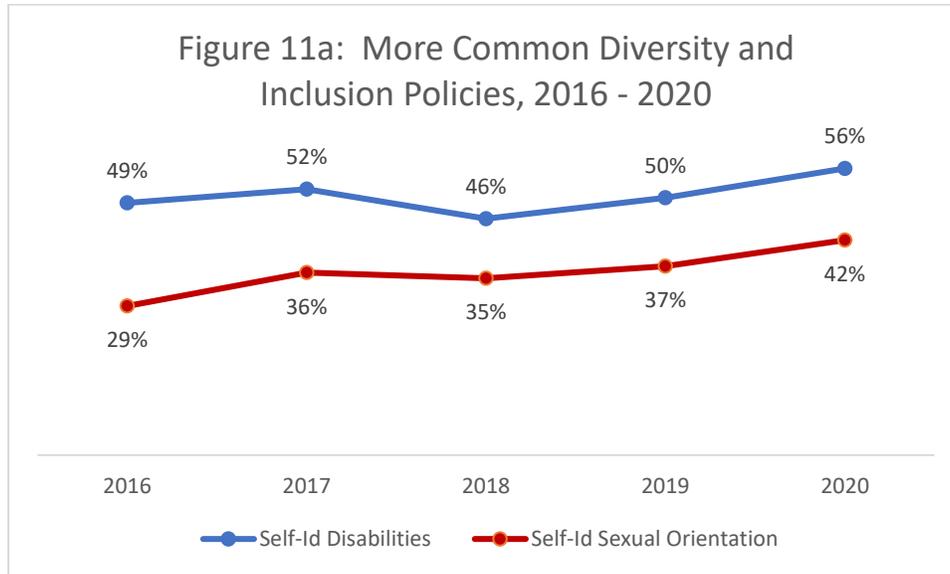
In 2020, more than half the responding organizations offer employees the option of self-identifying their disabilities, more than four-in-ten offer the option of self-identifying their sexual orientation, 30% offer domestic partner benefits, about one-quarter have a written diversity statement (and another 11% plan to have one in the coming year) and about one-in-five have demographic goals for their workforce (with another 6% planning to have such goals in the coming year) (Figure 11). Compared to 2019, the percent of organizations responding yes was higher by 5% - 7% for all items in Figure 11 except domestic partner benefits, which was unchanged. Perhaps not surprisingly, if an organization has a staff position focused on diversity and inclusion efforts, they are significantly more likely to have the policies listed in Figure 11.



There were significant differences in 2020 with respect to the policies shown in Figure 11:

- **Dane County:** organizations were more likely to have a diversity statement (35% vs. 18% in other MadREP Counties), to have workforce demographic goals (27% vs. 16%), to offer the option of self-identifying sexual orientation (51% vs. 29%), to offer the option of self-identifying disabilities (63% vs. 46%), and to offer domestic partner benefits (41% vs. 14%).

- Domestic Partner Benefits: organizations with 50 or more employees (41% vs 27% of those with fewer than 50 employees) were more likely to offer domestic partner benefits.
- Written Diversity Statement: organizations in the for-profit sector (36% vs. 25% in the non-commercial sector) and those with revenues of \$5 million or more (43% vs. 24% with revenues less than that) were more likely to have a written diversity statement.
- Workforce Demographic Goals: Organizations with 50 or more employees were more likely than smaller organizations to have demographic diversity goals (38% vs. 18%).



After several years of relative stability, there were sharp increases in the percentage of organizations in the MadREP region that offer their employees the option to self-identify their disabilities or sexual orientation (Figure 11a). 2020 was the third consecutive year in which the percentage of organizations allowing these self-identifications has increased. The higher percentages in 2020 relative to earlier years are statistically significant.⁶

The only statistically significant difference with respect to the variables in Figure 11b is that 2016 is significantly higher than 2017 and 2018 with respect to offering domestic partner benefits.

⁶ For this analysis the SRC excluded the “no, but plan to in the coming year” answers.

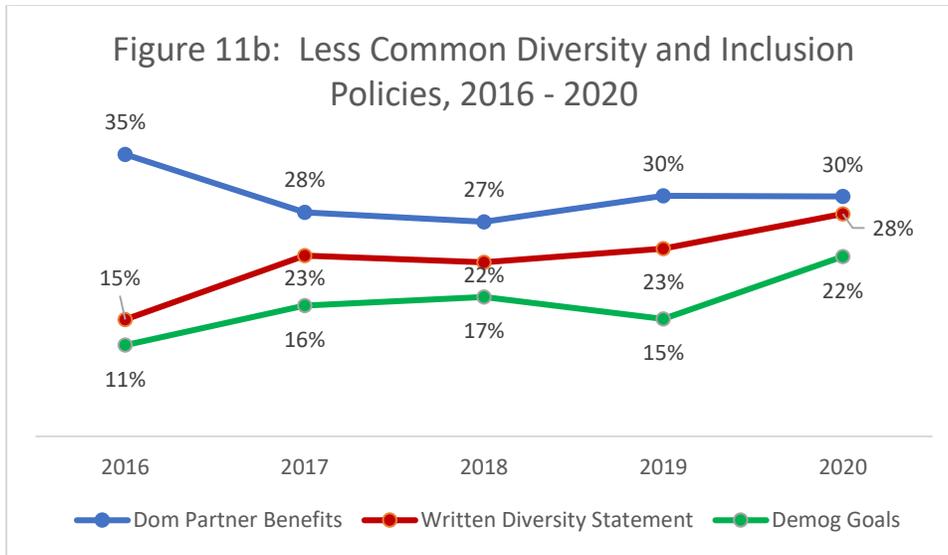


Figure 11b shows that it is less common for organizations to offer domestic partner benefits, to have a written diversity statement or to have demographic goals for their workforce. The proportion of organizations offering domestic partnership benefits has been steady at about 30% since 2017. There is a positive and significant trend in the proportion of organizations that have a written diversity statement over the 2016 – 2020 period. There was a statistically significant increase in 2020 in the proportion of organizations with demographic goals for their workforce.

Supplier Diversity

In 2020, it was very rare for an organization to have a supplier diversity program. Only 2% (5 organizations out of 210) had such a program (Figure 12).

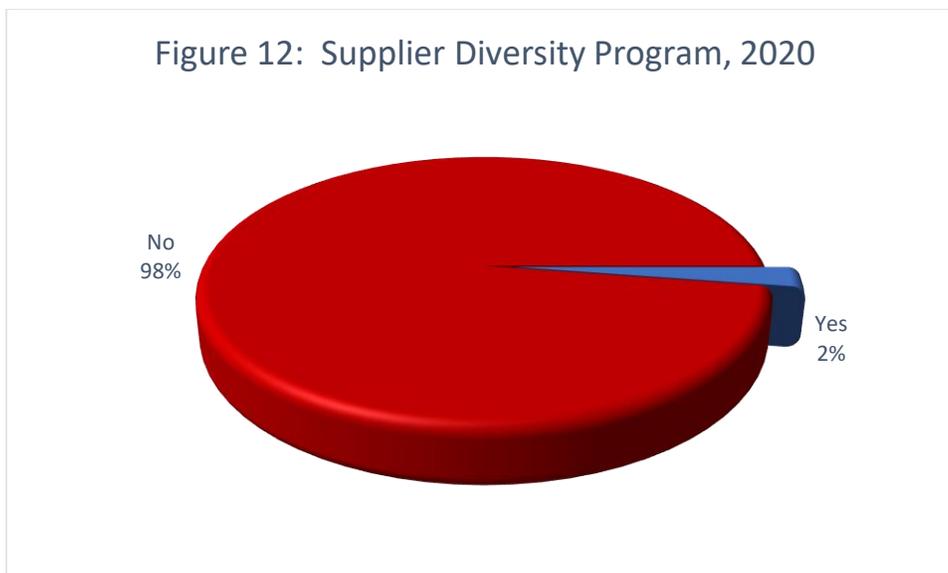
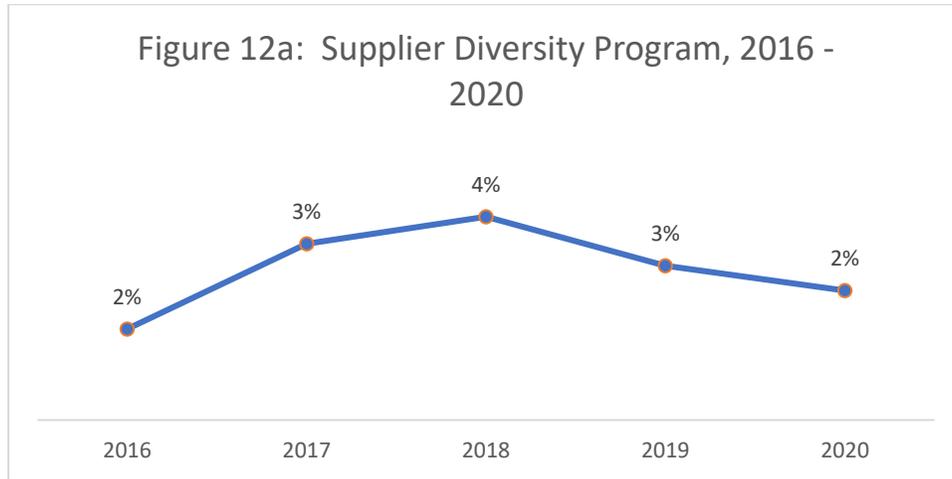
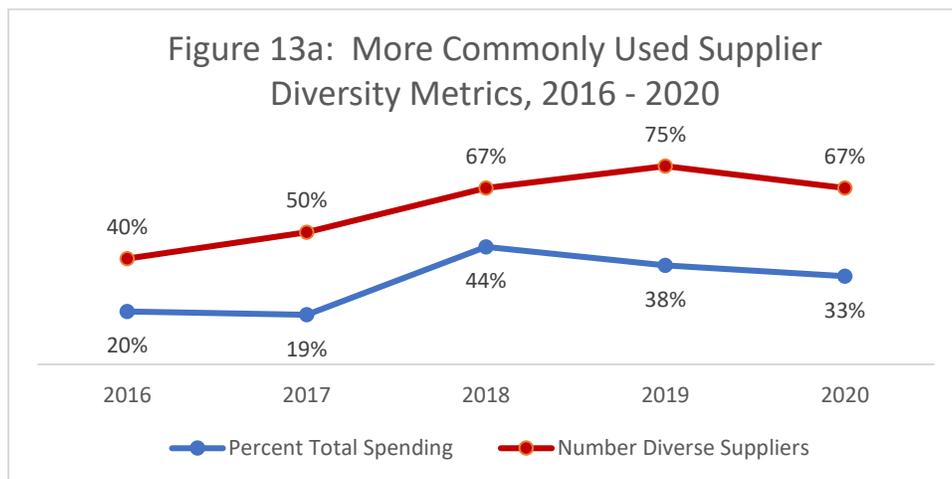


Figure 12a indicates that the proportion of organizations with a supplier diversity program has been quite low in all the years in which the Diversity and Inclusion Survey was administered. The proportion with such a program has, essentially, been flat over this 5-year period.



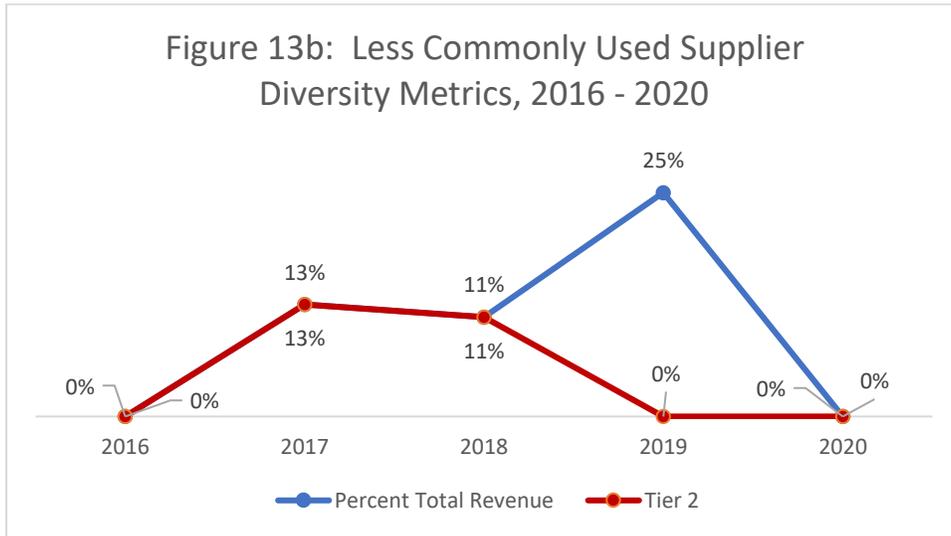
Of the five organizations in 2020 that said they had a supplier diversity program, only three responded to a follow-up question asking about the metrics used to track their progress. Two organizations measure their progress on this goal in terms of the number of diverse suppliers they have and one in terms of the percentage of total spending going to those suppliers.

Because very few organizations said they had a supplier diversity program in any of the years during which the Diversity and Inclusion Survey has been conducted by the SRC, we cannot do statistical comparisons on the results in Figures 13a and 13b⁷. But, based on the limited data available, it appears that it is more common to measure the degree to which the supplier diversity program has been successful in terms of the percent of total spending going to those firms and the number of diverse suppliers used.



⁷ The percentages in Figures 13a and 13b are based on 5 observations in 2016, 16 in 2017, 9 in 2018, 8 in 2019, and 3 in 2020.

In Figure 13b, the proportion using the percent of total revenue and Tier 2 purchases to measure the effectiveness of the organization’s supplier diversity program were identical in 2016 through 2018. So, the blue line for the percent of total revenue is hidden by the red line for Tier 2 purchases. Neither of these metrics appear to be used very often by organizations in the MadREP region.



Organizations in the MadREP region were asked if they ‘have any other initiatives to develop spending with historically underutilized businesses, including minority-owned, women-owned, veteran-owned, LGBT-owned and service disabled veteran-owned organizations?’ Figure 14 indicates that, in 2020, 17% of responding organizations said they have such initiatives. Interestingly, this is more than ten-times the number that said they have a supplier diversity program (Figure 13). Organizations with locations in Dane County were more likely to have some other spending initiative (21.5% vs. 11.5% in other counties).

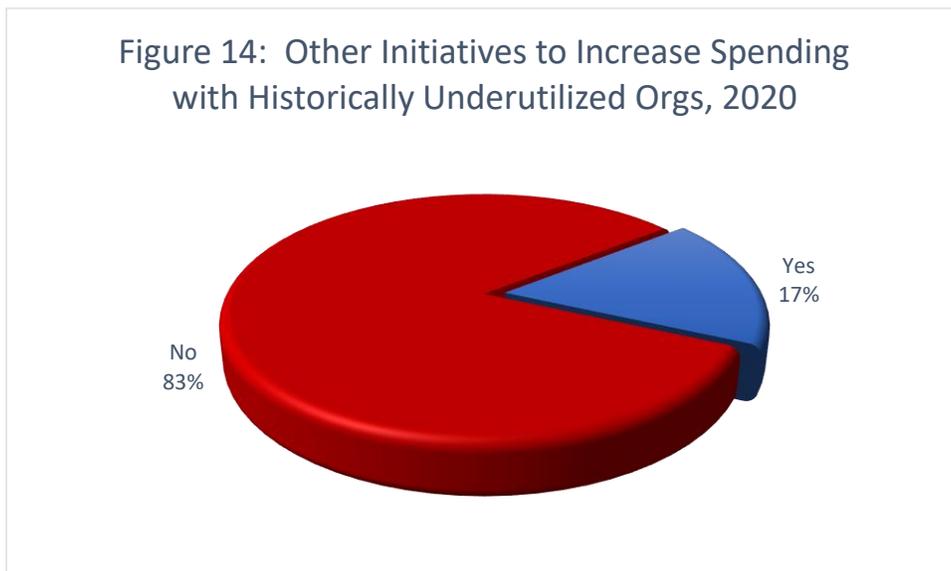
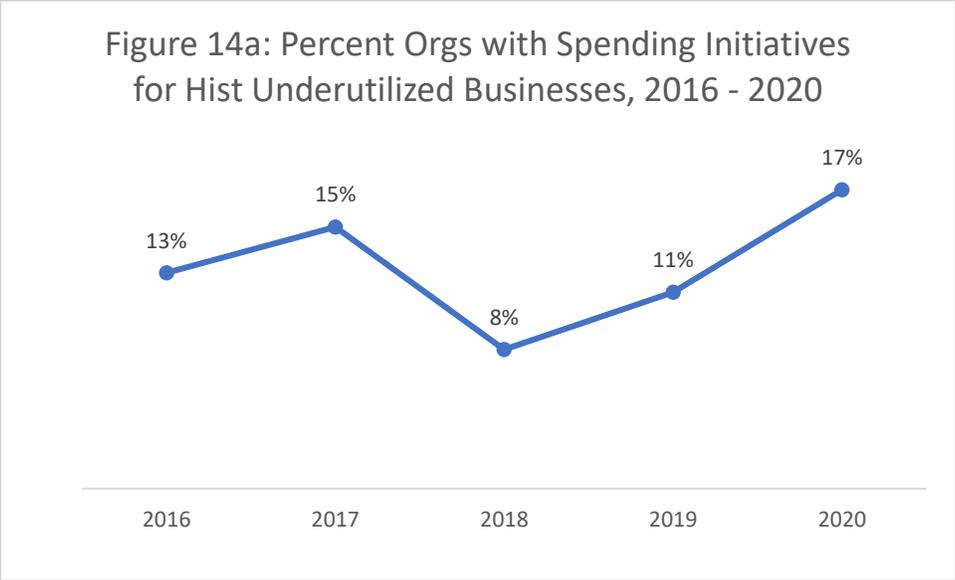


Figure 14a indicates that the proportion of organizations with other programs to increase spending with historically underrepresented businesses has more than doubled since 2018. The 17% of organizations in 2020 with a spending initiative with historically underutilized organizations was significantly higher than the average over the 2016 – 2019 period.



Community Engagement

Organizations were told that there were many ways to support underrepresented communities and asked if their organization had a foundation or budget line for charitable donations, if they sponsor volunteer days/gave their employees time off to volunteer, if they match their employees' charitable contributions or have other initiatives to support underrepresented communities. 126 organizations responded to this question.



A large majority of the organizations that responded to the 2020 Diversity and Inclusion Survey reported that they have a foundation or budget line for charitable giving (Figure 15). About one-in-four have some “other” initiatives or sponsor volunteer days. Relatively few organizations match the charitable contributions of their employees.

Organizations with annual revenues of \$5 million or more were significantly more likely to have a foundation, sponsor volunteer days, and match the charitable donations of its employees. Organizations in the commercial/for-profit sector were significantly more likely to report having a foundation than those in the non-profit/educational/governmental sector. Organizations with more than 50 employees were more likely to participate in volunteer days and to match their employees' charitable contributions.

Table 7: Categories of Other Initiatives for Underrepresented Groups, 2020	
Category	Number Comments
Donations/Fundraisers	13
Local Community Initiatives	7
Hiring/Staffing Practices	5
School/Education/Scholarships	5
Miscellaneous	3

Figure 15 indicates that 29% of the respondents said they have “other initiatives” to support underrepresented communities. Those selecting this response were asked to describe these other initiatives. The SRC placed the 33 responses received into the 5 categories shown in Table 7. The complete set of responses is included in Appendix B, Question 12.

The “donations and fundraisers” included contributions of money, goods and time. In the “local community initiatives”, a number of respondents noted services they provide free in their community (e.g. medical care for those with insufficient insurance) and to specific groups (veterans, those of Asian descent).

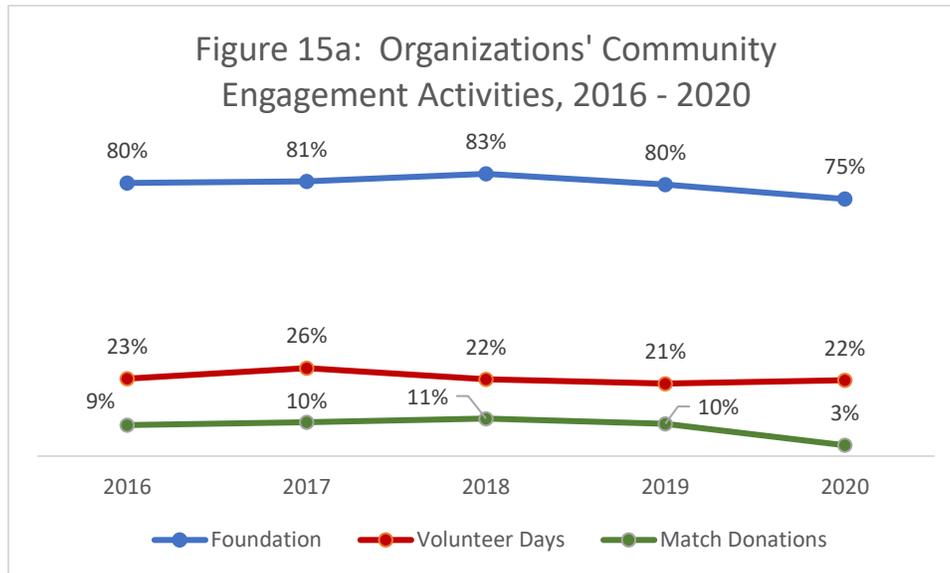


Figure 15a shows that an organizational foundation or charitable giving has consistently been the most common type of community engagement. About one-in-five organizations have, through the years, said they sponsor volunteer days. Prior to 2020, consistently about one-in-ten said they match their employees’ charitable contributions. The decline in employer matches of charitable donations in 2020 is statistically significant. The reason for this decline is unclear. Because of their disparate nature, “Other Initiatives” were not included in Figure 15a.

Other Diversity and Inclusion Initiatives

The final substantive question asked respondents an open-ended question, “Does your organization have other diversity and inclusion initiatives (e.g. related to recruitment, retention, supply chain, or other) you would like to highlight?” A total of 21 responses were received for this question and the SRC placed them into the four categories shown in Table 8.

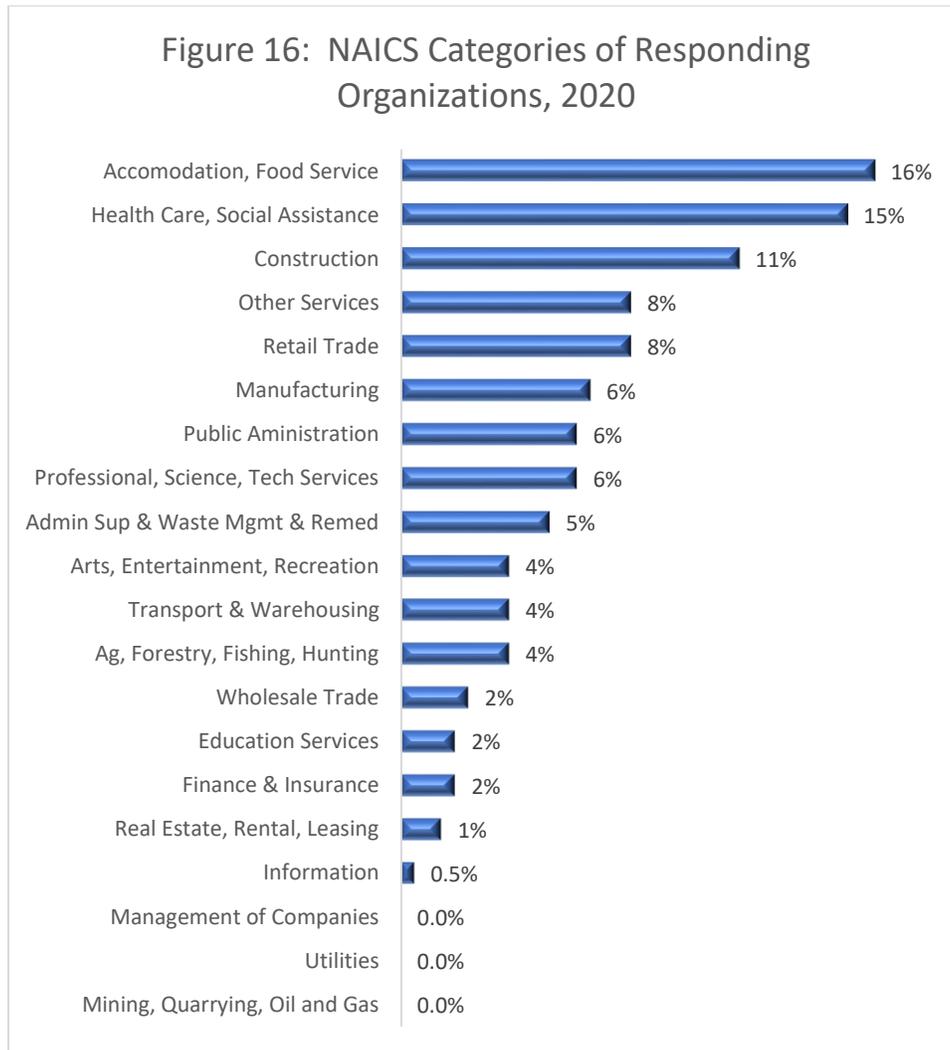
Category	Number Comments
Staffing	8
Training/Outreach	6
No	5
Miscellaneous	2

The comments in the staffing category included comments about being an equal opportunity employer, trying to improve retention by celebrating the holidays that are important to their workers, and a commitment to hiring a diverse staff. In the training and outreach category, there were comments about creating a racial advisory group, exhibiting at Pridefest, and diversity materials on organizational websites. The complete set

of comments received for this question are included in Appendix B, Question 13.

Analysis by Economic Sector

The mailing list from the Wisconsin Department of Workforce Development included the 6-digit North American Industrial Classification Code (NAIC). NAIC Codes are used to classify all businesses in the U.S, into different sectors of the economy. The SRC converted this to the broader 2-digit code and have summarized the results in Figure 16. More than half the 2020 responding organizations fell into five 2-digit NAICS categories: accommodation and food service, health care and social assistance, construction, other services, and retail trade. Four of these five were also among the top five sectors in the 2019 report; the exception is that Other Services replaced Manufacturing from the 2019 list.



There are significant relationships between the sector in which the organization operates and the employment they reported. Respondents with higher than average total employment in 2020 were in the construction, food and accommodation, and manufacturing sectors. Those with smaller than average total workforces were health and social services, retail trade, and public administration.

There were also significant differences in annual revenue across NAICS sectors. Higher revenues were associated with construction, retail trades, and professional, science, and technical services. Lower revenue levels were associated with food and accommodation, public administration, and administrative support and waste management and remediation.

There were significantly higher proportions of organizations in existence for 10 years or less in food and accommodation, health care and social assistance, and professional services and more older organizations in construction, manufacturing, and professional, science, and technical services.

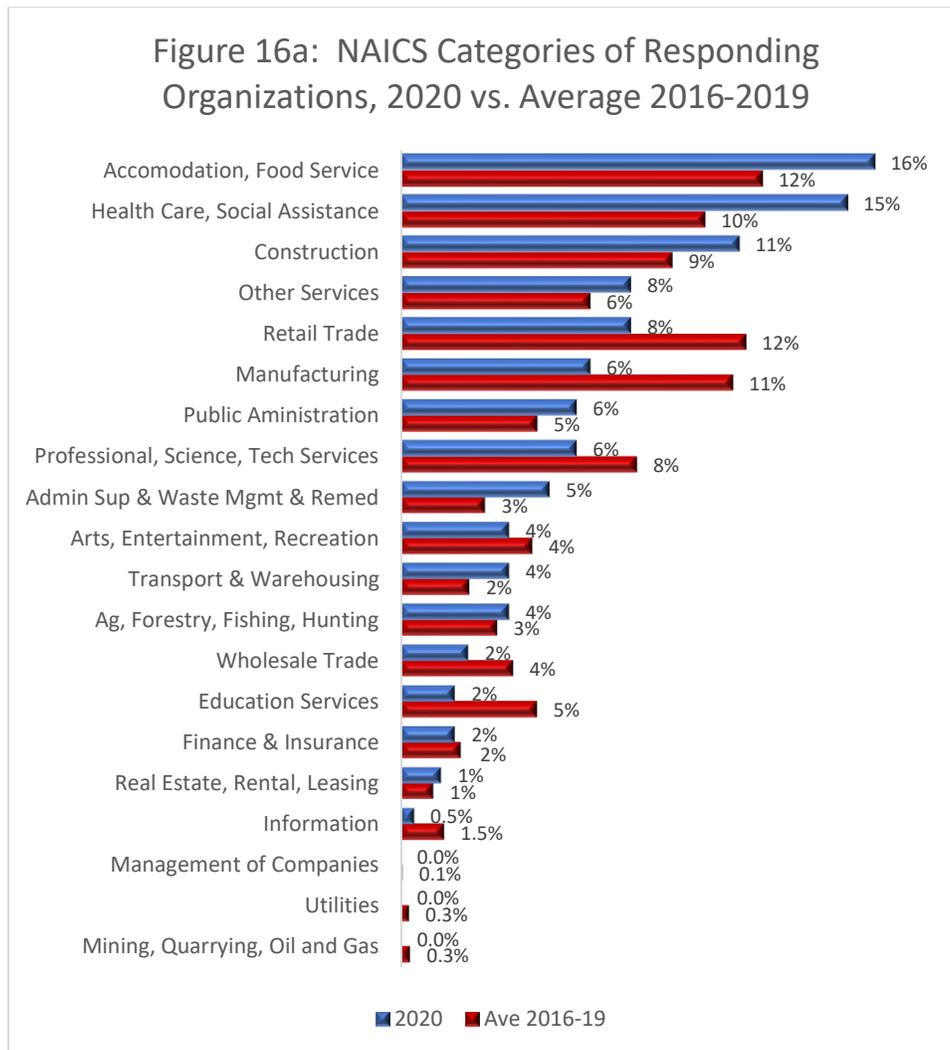


Figure 16a compares the NAICS code distribution for 2020 to the average over the 2016 – 2019 Diversity and Inclusion Surveys. There are some variations in the mix of organizations and the differences are weakly statistically significant. The mix of respondents in 2020 was relatively rich with respect to health care and social services and accommodation and food service; it was light with respect to manufacturing and retail trades.

Boards of Directors by Sector by Economic Sector

In this section, the SRC is looking at the combined data over the 2016 – 2020 period. The percentages discussed in this section may differ from those in the previous section. In the previous section, respondents who skipped a question were excluded from the analysis. In this section we report the percentage of organizations who answered in a particular way out of the total number of organizations in that economic sector (even if they skipped the question). This will be an issue only for questions in which an organization could select multiple answers (e.g. in the Community Engagement section, organizations were asked if they have a foundation, sponsor volunteer days, match employees’ charitable contributions, or other initiatives and firms could select as many as were appropriate).

There were some differences in the representation of women and people of color on boards of directors over the 2016 - 2020 surveys by the organizations’ NAICS codes. Excluding the sectors for which data were received for a small number of organizations (Mining, Quarrying, Oil, and Gas; Management of Companies; Utilities), Table 9 shows the sectors with the highest and lowest percentages of people of color and women on boards of directors.

Table 9: Sectors with Boards with Higher/Lower Ave. Percent Women and People of Color, 2016 – 2020					
Boards with Higher Average Percent of People of Color and Women					
	N	% People of Color Rep		N	% Women Rep
Health Care, Social Assistance	186	11%	Health Care, Social Assistance	186	50%
Transport & Warehousing	42	10%	Education Services	66	50%
Accommodation, Food Service	212	9%	Other Services	113	44%
Boards with Lower Average Percent of People of Color and Women					
	N	% People of Color Rep		N	% Women Rep
Wholesale Trade	63	3%	Finance & Insurance	33	23%
Real Estate, Rental, Leasing	19	3%	Wholesale Trade	63	20%
Public Administration	82	1%	Information	22	15%

Health Care and Social Services, Transport and Warehousing, and Accommodation and Food Services had higher proportions of boards with people of color. In these sectors people of color represented about 10% of the seats on boards of directors, similar to their proportion of the underlying population. In the Public Administration, Real Estate, Rental, and Leasing, and Wholesale Trade sectors only 3% or less of the board seats were held by persons of color.

Women are more broadly represented on boards of directors. **Up to half** of the board seats in the Health Care and Social Assistance, Educational Services, and Other Services sectors were held by women. **Less than one-quarter** of the seats on boards of directors for organizations in the Information, Wholesale Trade, and Finance and Insurance sectors were held by women.

Total Workforce by Sector by Economic Sector

Among sectors with more than a handful of respondents over the 2016 – 2020 surveys, organizations in Transport and Warehousing, Information, and Public Administration have relatively few people of color working for them – in these sectors people of color make up 6% or less of their total workforce (Table 10). In contrast, in the Agriculture, Forestry, Fishing and Hunting (27%), Administrative Support and Waste Management and Remediation Services (23%), and Accommodation and Food Service (20%) sectors, people of color made up more than 20% of their total workforce.

Table 10: Sectors with Higher/Lower Percent Total Workforce, Women and People of Color, 2016 - 2020					
Organizations with Higher Average Percent People of Color and Women in Total Workforce					
	N	Ave % People of Color		N	Ave % Women
Ag, Forestry, Fishing, Hunting	52	27%	Health Care, Social Assistance	186	78%
Admin Support and Waste Mgmt & Remediation	55	23%	Education Services	66	71%
Accommodation, Food Service	212	20%	Finance & Insurance	33	66%
Organizations with Lower Average People of Color and Women in Total Workforce					
	N	Ave % People of Color		N	Ave % Women
Transport & Warehousing	42	6%	Ag, Forestry, Fishing, Hunting	52	30%
Information	22	5%	Construction	160	22%
Public Administration	82	4%	Transport & Warehousing	42	22%

For organizations in the Health Care and Social Services (78%), Educational Services (71%), and Finance and Insurance (66%), women comprised a majority of the total workforce. In contrast, in Transportation and Warehousing (22%), Construction (22%), and Agriculture, Forestry, Fishing and Hunting (30%) women make up less than one-third of the total workforce.

Top Leaders by Economic Sector

Sectors in which there are somewhat **higher proportions** of people of color in top leadership positions were Real Estate, Rental and Leasing (13% of top leaders were people of color), Transportation and Warehousing (12%), and Health Care and Social Services (10%) (Table 11). Sectors with **lower proportions** of people of color in top leadership positions were Retail Trade (3%), Finance and Insurance (2%), and Information Services (0%).

Table 11: Sectors with Higher/Lower Percent Top Leaders, Women and People of Color, 2016 - 2020					
Organizations with Higher Average Percent People of Color and Women in Top Leaders					
	N	Ave % People of Color		N	Ave % Women
Real Estate, Rental, Leasing	19	13%	Health Care, Social Assistance	186	58%
Transport & Warehousing	42	12%	Education Services	66	50%
Health Care, Social Assistance	186	10%	Other Services	113	45%
Organizations with Lower Average Percent People of Color and Women in Top Leaders					
	N	Ave % People of Color		N	Ave % Women
Retail Trade	180	3%	Wholesale Trade	63	25%
Finance & Insurance	33	2%	Public Administration	82	24%
Information	22	0%	Ag, Forestry, Fishing, Hunting	52	23%

Women occupied high proportions of top leadership positions in the Health Care and Social Assistance (58%), Education Services (50%), and Other Services (45%) sectors. In contrast, one-quarter or fewer of the top leaders in the Wholesale Trade (25%), Public Administration (24%), and Agriculture, Forestry, Fishing and Hunting (23%) sectors were women.

Other Supervisors by Economic Sector

Sectors with **higher** percentages of responding organizations with people of color in other supervisory positions were Administrative Support and Waste Management and Remediation (19% of other supervisors), Agriculture, Forestry, Fishing and Hunting (15%), and Accommodation and Food Service (15%) (Table 12). Retail Trade (5%), Education Services (2%), and Finance and Insurance (1%) had low proportions of people of color in other supervisory positions.

Table 12: Sectors with Higher/Lower Percent Supervisors, Women and People of Color, 2016 - 2020					
Organizations with Higher Average Percent People of Color and Women in Supervisor Positions					
	N	Ave % People of Color		N	Ave % Women
Admin Support and Waste Mgmt & Remediation	55	19%	Health Care, Social Assistance	186	77%
Ag, Forestry, Fishing, Hunting	52	15%	Finance & Insurance	33	71%
Accommodation, Food Service	212	15%	Other Services	113	64%
Organizations with Lower Average Percent People of Color and Women in Supervisor Positions					
	N	Ave % People of Color		N	Ave % Women
Retail Trade	180	5%	Manufacturing	172	35%
Education Services	66	2%	Wholesale Trade	63	33%
Finance & Insurance	33	1%	Construction	160	27%

Women comprised more than three-quarters of all other supervisors in the Health Care and Social Assistance (77%) sector and well more than half in the Finance and Insurance (71%) and Other Services (64%) sectors. In contrast, only about one-third of other supervisors in the Manufacturing (35%), Wholesale Trade (33%), and Construction (27%) sectors were women.

Overall Representation of People of Color and Women

Table 13 summarizes the foregoing analysis and indicates the sectors in MadREP that are, in a way, providing benchmark performance in terms of having representation by people of color and females.

The top performers with respect to people of color are somewhat dispersed, only the Accommodation and Food Service sector is among the top three sectors in three categories (board, overall workforce and other supervisors). If the board of directors and top leaders are at the top of the organizational hierarchy, we see that Health Care and Social Assistance and Transport and Warehousing have stronger than average representation. In contrast the Agriculture, Forestry, Fishing and Hunting and Administrative Support and Waste Management and Remediation are stronger in the lower levels of the organizational hierarchy (overall workforce and other supervisors).

Table 13: Overall Top Sectors for People of Color and Women 2016 - 2020									
People of Color					Women				
	Board	Workforce	Leaders	Supervisors		Board	Workforce	Leaders	Supervisors
Accommodation and Food Service	✓	✓		✓	Health Care, Social Assistance	✓	✓	✓	✓
Health Care, Social Assistance	✓		✓		Education Services	✓	✓	✓	
Ag, Forestry, Fishing, Hunting		✓		✓	Other Services	✓		✓	✓
Admin Support, Waste Mgmt, Remediation		✓		✓	Finance & Insurance		✓		✓
Transport & Warehousing	✓		✓						
Real Estate, Rental, Leasing			✓						

The sectors with the strongest level of representation of women are more concentrated. The Health Care and Social Services sector is in the top three sectors in all four employment categories. Education and Other Services are benchmark sectors in three of the four categories and Finance and Insurance is strong in the lower portions of the hierarchy (Workforce and Supervisors). Interestingly, Finance and Insurance also ranked in the top three sectors for two employment categories in the 2019 report, but in the board and leadership categories. Finance and Insurance had the fourth highest proportion of respondents with respect to the average percentage of top leaders who were female in 2020 but was only 15th out of 20 sectors with respect to board seats held by women.

Table 14 summarizes the other end of the spectrum, those sectors that fall to the bottom of the pile with respect to the representation of people of color and women.

With respect to people of color, Public Administration (board and total workforce), Finance and Insurance (top leaders and other supervisors), and Retail Trade (top leaders and other supervisors) sectors were in the bottom three in two categories. The Wholesale Trade and Real Estate, Leasing, Rental (board of directors), Transport and Warehousing (overall workforce), and educational services (other supervisors) sectors had few people of color in one employment category.

Table 14: Overall Bottom Sectors for People of Color and Women, 2016 - 2020									
People of Color					Female				
	Board	Workforce	Leaders	Supervisors		Board	Workforce	Leaders	Supervisors
Wholesale Trade	X				Wholesale Trade	X		X	X
Public Administration	X	X			Public Administration			X	
Finance & Insurance			X	X	Finance and Insurance	X			
Information		X	X		Information	X			
Transport & Warehousing		X			Transport & Warehousing		X		
Education Services				X	Ag, Forestry, Fishing, Hunting		X	X	
Real Estate, Leasing, Rental	X				Construction		X		X
Retail Trade			X	X	Manufacturing				X

Women are relatively poorly represented in the Wholesale Trade sector (few women are on boards, in top leadership roles, or in other supervisors). Ag, Forestry, Fishing and Hunting (total workforce, and top leaders) and Construction (total workforce and other supervisors) have relatively low proportions of women in two categories. Respondents from the Finance and Insurance and Information sectors have relatively few female board members, the Public Administration respondents have few top leaders who are female, the Manufacturing sector has fewer female supervisors, and the Transport and Warehousing sector has few women in the overall workforce.

Turnover Rates for Employees of Color by Economic Sector

Over the 2016 – 2020 period, the turnover rate of non-white employees compared to white workers:

- was substantially lower than average in the Real Estate, Rental, Leasing (0%), Arts, Entertainment, and Recreation (4%), Educational Services (4%), and Public Administration (4%) sectors.
- was substantially higher than average in the Construction (14%), Wholesale Trade (14%), Administrative Support and Waste Management and Remediation (16%), and Agriculture, Forestry, Fishing and Hunting (20%) sectors.

Diversity and Inclusion Staff by Economic Sector

In terms of whether organizations have staff with responsibilities for diversity and inclusion efforts, over the 2016 – 2020 period:

- the sectors most likely to have a full or part-time staff person dedicated to diversity and inclusion efforts were the Educational Services (22%), Information (29%), and Administrative Support and Waste Management and Remediation (31%).
- the sectors least likely to have a full or part-time staff person dedicated to diversity and inclusion efforts were the Retail Trade (6%), Manufacturing (9%), and Finance and Insurance (9%).

Diversity and Inclusion Policies by Economic Sector

Written Diversity Statement by Economic Sector

In terms of currently having a written diversity statement:

- one-third or more of the responding organizations in the Education Services (35%), Health Care and Social Assistance (35%), and Information (33%) sectors reported that they currently have a written diversity statement.
- sectors in which relatively few firms reported having a written diversity statement were Accommodation and Food Service (14%), Finance and Insurance (12%), and Agriculture, Forestry, Fishing and Hunting (6%).

In terms of not currently having a diversity statement, but expecting to develop one in the coming year:

- sectors with higher percentages in this category include Education Services (15%), Health Care and Social Assistance (11%), and Agriculture, Forestry, Fishing and Hunting (10%).

- sectors with lower percentages in this category include Finance and Insurance (3%), Transport and Warehousing (2%), and Real Estate, Rental, and Leasing (0%).

Interestingly, many of the sectors that ranked highest in terms of already having a written diversity statement also ranked high in terms of expecting to develop one in the coming year.

Workforce Demographic Goals by Economic Sector

In terms of having workforce demographic goals:

- sectors with higher proportions of firms with such goals were Information (35%), Administrative Support and Waste Management and Remediation (29%) and Construction (25%).
- Sectors with lower proportions of firms with such goals were Retail Trade (8%), Real Estate Rental and Leasing (6%), and Agriculture, Forestry, Fishing and Hunting (4%).

With respect to expecting to develop workforce demographic goals in the coming year:

- the sectors most likely to have such goals were Agriculture, Forestry, Fishing and Hunting (12%), Educational Services (10%), Finance and Insurance (9%), and Health Care and Social Assistance (9%).
- the sectors least likely to have such goals were Accommodation and Food Services (4%), Public Administration (3%), and Arts, Entertainment and Recreation (1%).

In the 2019 report, Agriculture, Forestry, Fishing and Hunting was also the sector most likely to plan on developing demographic goals for their workforce and the percentage in 2020 in that sector with such a plan doubled from 2% in 2019 to 4% this year.

Option to Self-Identify Sexual Orientation by Economic Sector.

In terms of providing the option of self-identifying sexual orientation:

- the sectors most likely to do so were Administrative Support and Waste Management and Remediation (53%), Health Care and Social Assistance (45%), and Educational Services (44%).
- the sectors least likely to do so were Information (24%), Public Administration (20%), and Agriculture, Forestry, Fishing and Hunting (18%).

With respect to organizations' expectations to offer their workers the opportunity to self-identify their sexual orientation next year:

- the sectors most likely to plan to do so were Health Care and Social Assistance (8%), Educational Services (7%), and Manufacturing (5%).
- the sectors least likely to plan to do so were Real Estate Rental and Leasing (0%), Administrative Support and Waste Management and Remediation (0%) and Information (0%).

Option to Self-Identify Disabilities by Economic Sector.

In terms of providing employees with the option of self-identifying disabilities:

- Respondents from the Administrative Support and Waste Management and Remediation (67%) and Health Care and Social Services (62%) were, by a substantial margin, the most likely to say they allow their employees to self-identify their disabilities.
- In contrast, only slightly more than one-third of respondents in the Agriculture, Forestry, Fishing and Hunting (38%) and Public Administration (34%) said they allow employees to self-identify their disabilities.

Plans to develop formal means for employees to self-identify disabilities were:

- most common in Health Care and Social Services (8%) and Agriculture, Forestry, Fishing and Hunting (6%) sectors.
- none of the organizations in the Administrative Support and Waste Management and Remediation, Information, Arts, Entertainment and Recreation, or Real Estate Rental and Leasing sectors plan to offer a formal means to self-identify disabilities.

Domestic Partner Benefits by Economic Sector

With respect to offering domestic partner benefits:

- sectors most commonly offering this benefit were Information (45%), Wholesale Trade (43%), and Finance and Insurance (42%).
- sectors least commonly offering this benefit were Accommodation and Food Service (20%), Retail Trade (19%), and Agriculture, Forestry, Fishing and Hunting (12%).

Plans to offer domestic partner benefits in the coming year were:

- most common in the Transportation and Warehousing sector (10%).
- none of the organizations in the Information, Finance and Insurance, Real Estate, Leasing and Renting, and Arts, Entertainment and Recreation sectors said they plan to offer domestic partner benefits.

Supplier Diversity by Economic Sector

As noted above, few respondents have a supplier diversity program; 48 of the 1,673 organizations that have answered this question since 2016 have such a program.

- The sectors with the highest proportion of supplier diversity programs are the Wholesale Trade (8%), Construction (6%), Information (5%) and Other Services (4%) sectors.
- No respondents in Agriculture, Forestry, Fishing and Hunting, Administrative Support and Waste Management and Remediation, Transportation and Warehousing, Finance and Insurance, or Real Estate, Rental and Leasing sectors had a supplier diversity program.

Supplier Diversity Based on Total Spending. Over the 2016 – 2020 timeframe, only 12 respondents said their supplier diversity program was measured as a percent of total spending. Of these, two were in each of the Construction, Wholesale Trade and Public Administration sectors, and Accommodation and Food sectors and one in each of the Educational Services, Other Services, Administrative Support and Waste Management and Remediation, and Arts, Entertainment and Recreation.

Supplier Diversity Based on Total Revenue. Over the 2016 – 2020 timeframe, only five respondents said their supplier diversity program was measured as a percent of total revenue. Of these, two were in the Wholesale Trade Sector and one each in Public Administration, Administrative Support and Waste Management and Remediation, and Professional, Science and Technical Services.

Supplier Diversity Based on Number of Diverse Suppliers. Over the 2016 – 2020 timeframe, 24 respondents said their supplier diversity program was measured in terms of the number of diverse suppliers they use. Sectors in which respondents said they measured their supplier diversity program in terms of the number of diverse suppliers were Construction (5 organizations), Health Care and Social Services (4), Other Services (4), Wholesale Trade (2), Retail Trade, (2), Education Services (2), Accommodation and Food Services (2), Information (1), Administrative Support and Waste Management and Remediation (1), and Arts, Entertainment and Recreation (1).

Supplier Diversity Based on Tier 2 Purchases. Over the 2016 – 2020 timeframe, only three respondents said their supplier diversity program was measured in terms of Tier 2 purchases. Sectors with Tier 2 purchase programs included Administrative Support and Waste Management and Remediation (2) and Construction (1).

Other Supplier Diversity Initiative.

When asked about other initiatives to develop spending with historically underutilized businesses, including minority-owned, women-owned, veteran-owned, LGBT-owned, and service disabled veteran-owned organizations, 193 of 1,494 organizations that answered this question said they have such initiatives.

- There were higher proportions of respondents with other supplier diversity initiatives in the Construction (19%), Other Services (17%), Health Care and Social Assistance (17%), Professional, Science and Technology Services (16%), Arts, Entertainment and Recreation Sectors (16%), and Information (16%) sectors.
- Lower proportions of respondents with other supplier diversity initiatives were in the Agriculture, Forestry, Fishing and Hunting (2%), Manufacturing (8%), Wholesale Trade (8%), Transportation and Warehousing (8%), and Public Administration (8%) sectors.

Community Engagement by Economic Sector

Foundation/Budget Item for Charity by Economic Sector. Just over half of the organizations that have responded to this question since 2016 (813/1,597) said their organization has a foundation or a budget item for charitable donations.

- Sectors more likely to have foundations/budget items for charitable donations were Finance and Insurance (76%), Wholesale Trade (69%), and Real Estate, Renting and Leasing (69%).
- Sectors less likely to have foundations/budget items for charitable donations were Administrative Support and Waste Management and Remediation (35%), Educational Services (33%), and Public Administration (16%).

Organization-Sponsored Volunteer Days by Economic Sector. Of the 1,523 organizations that have answered this question since 2016, 235 (15%) said their organization offers company-sponsored volunteer days and/or volunteer time off for employees.

- Sectors more likely to sponsor volunteer days were Finance and Insurance (45%) and Information (32%).
- Sectors less likely to sponsor volunteer days were Education Services (9%), Transportation and Warehousing (8%), and Public Administration (7%).

Organization Matches Employees Charitable Contributions by Economic Sector. Only 92 of 1,509 organizations that responded to this question (6%) said their organization matches charitable contributions made by their employees.

- Sectors more likely to match employees’ charitable contributions were Finance and Insurance (19%), Transportation and Warehousing (11%), Professional, Science and Technology Services (9%) and Construction (9%).
- None of the respondents in the Public Administration and Real Estate, Renting and Leasing sectors said they match employees’ charitable donations.

Summary of Experiences, Policies, Supplier Diversity and Community Engagement

Table 15 summarizes the top performers with respect to respondents’ experiences, their diversity policies, other supplier diversification efforts, and community engagement.

Table 15: Top Performers Experiences, Policies, Supplier Diversity and Community Engagement, 2016 - 2020											
	Experience		Policies					Sup Div	Community Engagement		
	Turnover	Diversity Staff	Written Div Statement	Workforce Goals	Sex Pref Id	Disability Id	Domestic Benefits	Supplier Diversification	Foundation	Volunteer Days	Match Donations
Information		✓	✓	✓			✓	✓		✓	
Education Services	✓	✓	✓		✓						
Admin Support and Waste Mgmt, Remediation		✓		✓	✓	✓					
Finance & Insurance							✓		✓	✓	✓
Health Care, Social Assistance			✓		✓	✓					
Wholesale Trade							✓	✓	✓		
Construction				✓				✓			✓
Real Estate, Rent, Lease	✓								✓		
Public Administration	✓	✓									
Professional, Sci Services											✓
Transport & Warehousing											✓
Manufacturing											
Other Services								✓			
Arts, Entertainment, Rec	✓										

Overall, Information was a benchmark sector with respect to six of the factors and was notably strong with respect to diversity policies (having a written diversity statement, workplace demographic goals, offering domestic partner benefits) and having staff focused on diversity

and inclusion efforts, having a supplier diversity program and sponsoring volunteer days. Last year's lead sector, Education Services, was a benchmark sector with respect to four of the factors discussed and were particularly strong with respect to diversity experiences (low turnover for non-white employees and having a staff person devoted to diversity issues) and policies (having a written diversity statement and allowing staff to self-identify sexual preference). Administrative Support and Waste Management and Remediation was even stronger with respect to policies but less so with respect to diversity experiences.

Public Administration, which did not do well with respect to representation of women and, especially people of color (Table 14), appears to be quite strong with respect to having a low rate of turnover among non-white employees and having a staff person focused on diversity issues.

The Finance and Insurance sector appear to be the most engaged with their communities.

Table 16 shows the sectors with the lowest percentage of respondents with respect to diversity experience, policies, supplier diversity and community engagement. The Agriculture, Forestry, Fishing and Hunting Sector (seven factors) and the Public Administration (five factors) appear most frequently. Agriculture, Forestry, Fishing and Hunting is particularly weak with respect to diversity policies and Public Administration is weak with respect to community engagement.

Table 16: Bottom Performers Experiences, Policies, Supplier Diversity and Community Engagement, 2016 - 2020											
	Experience		Policies					Sup Div	Community Engagement		
	Turnover	Diversity Staff	Written Div Statement	Workforce Goals	Sex Pref Id	Disability Id	Domestic Benefits	Supplier Diversification	Foundation	Volunteer Days	Match Donations
Ag, Forestry, Fish, Hunt	X		X	X	X	X	X	X			
Public Administration					X	X			X	X	X
Retail Trades		X		X			X				
Finance & Insurance		X	X					X			
Admin, Support, Waste Mgmt, Remediation	X							X	X		
Real Estate, Rent, Lease				X				X			X
Accommodation and Food			X				X				
Transport & Warehousing								X		X	
Education Services									X	X	
Wholesale Trade	X										
Information					X						
Construction	X										
Manufacturing		X									

Retail Trades, Finance and Insurance. Administrative Support – Waste Management Remediation, and Real Estate, Rent and Lease all appear three times in Table 16. All except Retail Trades are unlikely to have a supplier diversification program and Retail Trades and Finance and Insurance are unlikely to have staff dedicated to diversity efforts. Otherwise, the four sectors are each weak in their own way with respect to diversity issues.

Conclusions

The nature of the organizations participating in the 2020 survey were broadly similar to those over the 2016 – 2019 period. Two exceptions were that there was a significantly higher proportion of respondents from Rock County and a higher proportion of organizations that had been in operation for five years or less. But, as in previous years, more than half had locations in Dane County, about three-quarter have fewer than 50 employees, about eight-in-ten have been in operation for more than 10 years and are for-profit organizations, and most generate less than \$5 million in annual revenue.

Because the coronavirus necessitated a significant deviation from the SRC's standard data-gathering methods, this years' results may not be completely comparable to those obtained in earlier years. But, given that proviso, there appear to have been a number of positive developments in 2020:

- boards of directors were more diverse in 2020 than in earlier years, both in terms of people of color and women.
- people of color represented a higher proportion of the total workforce than of the overall population in the MadREP region.
- top leaders also became more diverse in 2020 with more of those slots held by women and people of color and fewer organizations without any women or people of color in top leadership posts.
- the proportion of women and people of color in other supervisory positions held steady relative to previous years.

There were some patterns in diversity and inclusion efforts across economic sectors:

- the Accommodation and Food Service does particularly well in terms of the proportion of people of color on boards of directors, overall workforce and other supervisory position.
- Health Care and Social Assistance has strong representation of women in all four employment categories and Education Services and Other Services also have better than average representation of women in three of the four. The Wholesale Trade sector has few women on boards of directors, top leadership, or other supervisory positions.
- the Information and Education Services Sectors were better than average in a number of diversity experiences and policies. The Agriculture, Forestry, Fishing and Hunting Sector, though it made gains in several areas, remains below average in all diversity and inclusion policy areas.

Appendix A – Non-response Bias

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.

Because the COVID-19 pandemic prevented the second mailing of the MadREP 2020 Diversity and Inclusion Survey, the SRC could not complete a non-response bias test.

Appendix B – 2019 Diversity & Inclusion Survey Open-Ended Responses

Question 3b: Type of Organization, Other (5 Responses)

- Cooperative, for profit
- Corporation
- LLC
- MFG. (CMS)
- Not for profit corp.

Q12: There are many ways to support underrepresented communities. Which of the following does your organization offer? (32 Responses)

Donations/Fundraisers (13 Responses)

- An annual United Way campaign
- Buy a sponsorship for community festivals and parades.
- Frequent involvement/product donation to fundraising events/centers for underrepresented communities.
- Participate in the annual Second Harvest food drive
- Offer employees workplace saving option to give to non-profit of their choice through community shares in WI.
- Our management team serves on boards of diverse non-profit in our community including the 2020 Census complete count committee
- Partner in giving campaign to donate to charities or communities programs
- "Share nights"= donation of % of sales to local initiative either promote the night and then come and represent their groups, orgs, or initiative in person
- We average over \$500.00 per year in donated gift certificates to various charitable organizations.
- We do charitable donations to our communities
- We host charitable fundraisers and donate some proceeds.
- We offer gift certificates in support of underrepresented organizations, i.e., silent auctions.
- We have a loan fund for minority entrepreneurs, and we also use minority owned businesses as often as possible as vendors for events, etc.

Local/Community Initiatives (7 Responses)

- Agrace offers "care for all" to help patient pay for services when they don't have enough insurance coverage for their care and have no other way to pay for the services they need. Agrace supports center offers grief support on a sliding scale to anyone in the community
- Art space for those desire to share their Asian ethnicity.
- Bring our underrepresented community to table with funders.
- Full line of service targeting underserved population
- RSVP driver service program, Vets helping Vets offers rides to those in need to medical appointments as well as home delivered meals. We are partnering with New Bridge for (Bond) Food Bonds Program to deliver food pantry items to those who are not able to go to the food pantry themselves. FOP Program low income seniors help in classroom to tutor students falling below grade level.

- We are a nonprofit charitable foundation with no budget to give to others. However, we try to purchase services and good from minority-owned business and appreciate funding toward other nonprofits that focus on culturally-specific clients
- We are women-owned and make a point of supporting other minority-owned businesses.
- We have special projects to support underrepresented and underserved communities and we typically cover funding for those projects in absence of grants.

Hiring/Staffing Practices (5 Responses)

- Partnership to hire [illegible] with several companies throughout the US.
- We have very few minorities in our area; they want to work close to home. If any apply for and are qualified for a job, they will be considered.
- We hire many individuals from many backgrounds. We also have 50% ownership that is female.
- We hire people who need a 2nd chance. Rehab program
- We routinely need PT staff who have disabilities

Scholarships/Sponsorships (5 Responses)

- MCPASD education foundation- we do not have a budget item for donation we do budget an addition per pupil allocation based on the numbers, by builders and buildings are able to use additional funds to support engagement resources for underrepresented families.
- Offer grant funded educational programming in poor school districts, offer scholarship tickets to productions for school groups
- Scholarship program to help kids
- Scholarship to employees
- We offer scholarships and free programming for underrepresented groups.

Miscellaneous (3 Responses)

- Also, me
- Government agency
- It is the stated mission of our organization (non-profit)

Q13: Does your organization have other diversity and inclusion initiatives you would like to highlight? (21 Responses)

Staffing (8 Responses)

- As a River Falls graduate, diversity is a personal priority. My force needs to represent the community I operate in. I'm proud to have a great start on this.
- Our goals include increasing diversity among actors, artisans, and year round staff. Also increasing diversity in our audiences.
- Retention: holidays celebrated by all employees are celebrated in the workplace.
- We are an equal opportunity employer
- We are diverse to the extent we get applications; we have hired every Black/Latino that comes to us. Turn over high in the hospitality business.
- We hire based on ability and are fair to all.
- We work extremely hard on outreach recruitment for open (portion) position on staff and board. The agency has an affinity group for people of color and an education group for white people that meets twice monthly.
- We organize family engagement events to build community among our families. We also promote additional budget funds both distinct building, for extra-curricular and engagement of students and families. We have started an employee support group for staff of color recruitment, we have stated a priority to hire and retain staff of color.

Training/Outreach (6 Responses)

- Annual training and development event
- Creation of racial advisory groups to be sounding boards for [illegible] work and culturally relevant curriculum. Board members will be paid for their professional and lived experience
- Outreach programs
- Promotional video to advertise diversity on web page.
- We are a retail store that exhibits at Pridefest. We purchase from any local supplier which can meet our design and quality standards. Sales ability is the most requirement in our hiring practice. We have a very diverse staff
- Working to offer minority scholarships for CNA and also with the nursing advancements programs. Agrace Diversity Facebook Page. Launched a diversity resource website on Agrace intranet for staff reference

No (5 Responses)

- No, we are very small and have no budget room to spend on anything really aside from basics.
- No, we just hire the most qualified individual regardless of race.
- No. I hire based on merit and ability to do the job. It is hard enough to find qualified people, much less exclude anyone. I don't care what background they have. This is a waste of money, to expect a small non-profit like us to spend money on this, and an insult to minorities to think they need all this special treatment. Competency is what matters!
- No. We only have the committee for Economic Development in our village. Most of these questions don't apply to our situation.
- Not for staff- all students

Miscellaneous/Unique (2 Responses)

- Given our location, our initiatives are most often related to support our local rural business community by buying and referring local as much as possible.
- We are a small local government, by law we have to award bids and work to the low cost provider.

Appendix C – 2020 Quantitative Response Summary

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.	
204 <u>94%</u>	Madison Region (Columbia Co., Dane Co., Dodge Co., Green Co., Iowa Co., Jefferson Co., Rock Co., Sauk Co.)
8 <u>4%</u>	Wisconsin
2 <u>1%</u>	Upper Midwest (including WI and one or more of the following states: MN, IA, IL, MI)
2 <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
13 <u>6%</u>	128 <u>59%</u>	19 <u>9%</u>	13 <u>6%</u>	9 <u>4%</u>	17 <u>8%</u>	41 <u>19%</u>	20 <u>9%</u>

Total number of employees in your organization (derived from embedded data in mailing list)					3.a. Age of organization		
10-49	50-249	250-999	1000-2499	2500+	0-5 years	6-10 years	11+ years
167 <u>76%</u>	42 <u>19%</u>	10 <u>5%</u>	0 <u>0%</u>	0 <u>0%</u>	28 <u>13%</u>	10 <u>5%</u>	179 <u>82%</u>

3. b. Type of organization				
Non-profit	For-profit	Government	Academic	Other, specify
25 <u>11%</u>	170 <u>78%</u>	17 <u>8%</u>	1 <u><1%</u>	2 <u>3%</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++
36 <u>17%</u>	41 <u>20%</u>	84 <u>41%</u>	17 <u>8%</u>	11 <u>5%</u>	8 <u>4%</u>	9 <u>4%</u>

Industry (derived from embedded data in mailing list)											
8	4%	Ag., Forestry, Fishing, Hunting	5	2%	Wholesale	3	1%	Real Estate and Rental Leasing	33	15%	Health Care and Social Assistance
0	0%	Mining, Quarrying, and Oil and Gas Extr.	17	8%	Retail	13	6%	Professional, Scientific, and Technical Services	8	4%	Arts, Entertainment, and Recreation
0	0%	Utilities	8	4%	Transportation and Warehousing	0	0%	Management of Companies and Enterprises	35	16%	Accommodation and Food Services
25	11%	Const	1	0.5%	Information	11	5%	Administrative Support and Waste Management and Remediation Services	17	8%	Other services except Public Administration
14	6%	Mfg	4	2%	Finance and Ins.	4	2%	Educational Services	13	6%	Public Administration

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	
	(157 orgs.) Count: 793		(201 orgs.) Count: 11,008	
Composition by Ethnicity, Race, and Gender	Male	Female	Male	Female
Hispanic or Latino	1%	3%	4%	3%
White (non-Hispanic or Latino)	59%	31%	39%	45%
Black or African American (non-Hispanic or Latino)	3%	2%	3%	2%
Native Hawaiian or Other Pacific Islander (non- Hispanic or Latino)	0%	0%	<1%	<1%
Asian (non-Hispanic or Latino)	1%	<1%	1%	1%
American Indian or Alaska Native (non-Hispanic or Latino)	0%	1%	<1%	<1%
Two or More Races (non- Hispanic or Latino)	1%	0%	1%	1%
Composition by Age and Gender	(110 orgs.) Count: 582		(163 orgs.) Count: 8,054	
Age 14-17	0%	0%	1%	2%
Age 18-24	1%	1%	7%	8%
Age 25-44	13%	13%	21%	25%
Age 45-64	28%	18%	14%	19%
Age 65+	18%	7%	3%	2%

5. Composition of Top-level Leadership and Other Supervisors				
	Top Level Leadership		Other Supervisors	
	(154 orgs.) Count: 457		(151 orgs.) Count: 851	
Composition by Ethnicity, Race, and Gender	Male	Female	Male	Female
Hispanic or Latino	2%	2%	3%	2%
White (non-Hispanic or Latino)	50%	42%	44%	46%
Black or African American (non-Hispanic or Latino)	2%	1%	1%	2%
Native Hawaiian or Other Pacific Islander (non- Hispanic or Latino)	0%	0%	<1%	<1%
Asian (non-Hispanic or Latino)	1%	<1%	<1%	1%
American Indian or Alaska Native (non-Hispanic or Latino)	0%	0%	0	<1%
Two or More Races (non- Hispanic or Latino)	0%	1%	<1%	<1%
Composition by Age and Gender	(113 orgs.) Count: 368		(121 orgs.) Count: 735	
# Age 14-17	0%	0%	0%	0%
# Age 18-24	<1%	1%	2%	3%
# Age 25-44	17%	14%	21%	26%
# Age 45-64	36%	25%	23%	21%
# Age 65+	5%	2%	3%	1%

6. What is your relative turnover rate for non-White employees?		
Higher than White employees	Lower than White employees	Equal to White employees
20 <u>11%</u>	37 <u>20%</u>	124 <u>69%</u>

7. Does your organization have dedicated staff responsible for diversity & inclusion efforts?	Yes, Full time	Yes, Part-time	No
	19 <u>9%</u>	14 <u>7%</u>	179 <u>84%</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)?	38 <u>28%</u>	129 <u>61%</u>	24 <u>11%</u>
b. Have workforce demographic goals?	47 <u>22%</u>	150 <u>72%</u>	12 <u>6%</u>
c. Offer its employees the option to formally self-identify their sexual orientation?	87 <u>42%</u>	109 <u>53%</u>	11 <u>5%</u>
d. Offer its employees the option to formally self-identify disabilities?	116 <u>56%</u>	84 <u>41%</u>	7 <u>3%</u>
e. Offer domestic partner benefits?	63 <u>30%</u>	143 <u>68%</u>	4 <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.

9. Does your organization have a supplier diversity program?	Yes	No, skip to Question 11
	5 <u>2%</u>	205 <u>98%</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
1 <u>33%</u>	0 <u>0%</u>	2 <u>67%</u>	0 <u>0%</u>	0 <u>0%</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
	36 <u>17%</u>	172 <u>83%</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)	
95 <u>75%</u>	Our organization has a foundation or budget item for charitable donations
28 <u>22%</u>	Our organization offers company-sponsored volunteer days and/or volunteer time off for employees
4 <u>3%</u>	Our organization matches charitable contributions made by employees
36 <u>29%</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)