UNIVERSITY OF WISCONSIN River Falls

SURVEY RESEARCH CENTER

Madison Region Economic Partnership Diversity & Inclusion Survey Report, 2016 – 2021

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Survey Research Center Report 2021/9
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This is the sixth year that the Survey Research Center (SRC) has worked with the Madison Region Economic Partnership (MadREP) on its diversity and inclusion survey. The 2021 survey was implemented when many COVID-19 restrictions were still in place. It is likely this affected the response rate.

We would like to thank Hannah Nelson, David Foerster, Tyler Schmidt, Luke Spaeth, Ellisa Fredrickson, Brigitte Ledford, Rachel Milbauer, and Jerry LaFord. We gratefully acknowledge their hard work and dedication.

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 2021 effort.

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

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This is the sixth year of a longitudinal study of workplace diversity and inclusion practices among employers in eight counties in southern Wisconsin carried out by the Survey Research Center (SRC) at the University of Wisconsin - River Falls on behalf of the Madison Region Economic Partnership (MadREP).

Overall Conclusions

In terms of representation of women and people of color in various roles in organizations in the MadREP region, 2021 was generally a continuation of positive trends. People of color and women continue to hold larger proportions of boards of directors, the total workforce, and top leaders.

In 2021, higher proportions of organizations reported having staff with diversity and inclusion responsibilities, having written diversity goals and a written statement, and allowing employees to voluntarily self-identify gender preferences and disabilities. Diversity practices appear to be more similar across the counties in the MadREP region and across organizations of different employment sizes than they have been in the past.

Survey Overview

In mid-February 2021, the SRC mailed surveys to 1,895 randomly selected employers with 10 or more employees in the Columbia, Dane, Dodge, Green, Iowa, Jefferson, Rock, and Sauk Counties in Wisconsin. Organizations invited to participate in the study could either complete a paper questionnaire and return it in a pre-addressed, postage-paid envelope or could complete it online. A total of 270 businesses completed the survey. According to the Department of Administration, there are 5,634 organizations in the MadREP region with at least 10 employees, so 270 responses are expected to provide estimates accurate to within plus/minus 5.8%.

Description of Responding Organizations

The following summary will show that, while there are some minor differences between the 2021 organizations who responded to the survey compared to previous iterations of this survey, they appear to be broadly similar.

The vast majority of responding organizations (95%) operate within the eight-county MadREP region only, with 4% across Wisconsin and less than 1% in the Upper Midwest or nationally **(Figure 1)**. The geography in which 2021 respondents operated was very similar to respondents in previous years **(Figure 1a)**.

As in previous years, more than half the respondents to the 2021 survey had operations in Dane County (58%) **(Table 1)**. Rock County (14%) again was the count with the second most responses. In all six years, at least 90% of respondents said they have a location in only one county.

Four of every five responding organizations in 2021 had 10 – 49 employees (81%) and most of the rest (17%) had between 50 and 249 employees **(Figure 2)**. Compared to earlier years, the distribution of respondents by number of employees in 2021 was tilted a bit toward employees with under 50 employees **(Figure 2a)**. The impact of COVID-19 had a clear, negative impact on employment in the MadREP region **(Figure 2b)**. While about half had no change in employment from pre-COVID levels, nearly twice as many responding organizations (31%) experienced a decline in employment as those that experienced employment growth (16%).

Four-in-five responding organizations in 2021 (80%) said they had existed for eleven years or more **(Figure 3)**. Only 6% of the responding organizations had been in existence for five years or less. Compared to earlier years, in 2021 there was a much higher proportion of organizations that had been in existence for 6 – 10 years and somewhat fewer newer businesses **(Figure 3a)**.

Nearly three-quarters (75%) of the 2021 responding organizations were for-profit businesses and 12% were from the non-profit sector **(Figure 4)**. Over the previous five years, 79% of respondents were for-profit businesses, so 2021 had somewhat fewer organizations of this type **(Figure 4a)**.

In 2021 there was a slightly lower proportion of responding organizations with annual revenue of less than $500,000 (12%) than over the 2016 – 2020 period (16% on average) **(Table 2)**.

Overview of Race and Age Data

Boards of Directors. Slightly less than 10% of Board of Director positions in 2021 were held by people of color, nearly 40% by women, and less than 2% of board members are younger than 25 **(Table 3)**.

Four-out-of-five boards in 2021 survey had no people of color on their boards **(Figure 5a)**. The boards of more than one-quarter of the organizations providing data (29%) were all male in 2021 **(Figure 5b)**. Over the 2016 – 2021 time period, the proportion of women on Boards of Directors has been trending upward; representation of people of color on boards of directors has been substantially higher the past two surveys than over the 2016 – 2019 period **(Figure 5c)**.

It is encouraging that the gender and racial/ethnic diversity of boards of directors in the MadREP area expanded or at least did not decline substantially during the COVID-19 pandemic.

Total Workforce. People of color are about 12% of the total population in the MadREP region, but were 15% of the total workforce of the organizations in the 2021 data set; women were 54% of the workforce for these organizations **(Table 4)**. People in the 25 – 44 age group made up 42% of the total workforce in 2021.

Nearly four-of-ten respondent organizations had no employees of color (39%), about one-fifth (18%) had up to 10% people of color and one-quarter had between 11% and 25% **(Figure 6a)**. For slightly more than half the responding organizations (52%), women made up a majority of the total workforce **(Figure 6b)**.

Women have represented a majority of the total workforce of responding organizations in the past two years **(Figure 6c)**. The proportion of people of color in the total workforce of responding organization has been flat over the 2016 – 2021 period at about 15%, which is slightly above their percentage of the total population in the area (12%).

The 2021 results do not indicate that women and people of color suffered disproportionately from layoffs associated with the economic downturn of 2020-21.

Top Leaders. In 2021, 8.9% of the top leadership positions were held by people of color and 42% by females in 2021 **(Table 5)**. Nearly six-in-ten top leaders were between 45 and 64 years of age (58%).

A large majority (83%) of organizations responding to the Diversity and Inclusion Survey in 2021 had no people of color in top leadership positions **(Figure 7a)**. While women comprised 42% of all leadership positions, nearly one-third of responding organizations (31%) said they had no women in top leadership positions **(Figure 7b)**. Both the percentage of women and people of color in leadership positions have been increasing over the 2016 – 2021 period **(Figure 7a)**.

Other Supervisors. In 2021, 85% of the other supervisors in responding organizations were white **(Table 6)**. Of the 15% who were people of color, about half were Hispanic/Latino and about one-quarter were Black/African American. Women held 44% of the other supervisor positions.

A large majority of organizations (71%) had no people of color in other supervisor positions **(Figure 8a)**. About one-quarter (24%) of responding organizations had no women in supervisory positions **(Figure 8b).** There have been no clear trends in the proportion of other supervisory positions held by women or by people of color over the 2016 – 2021 period **(Figure 8c)**.

In sum, the 2021 results generally continued trends seen since 2016. Given the impact of the COVID-19 pandemic on organizations across the country, this is a remarkable outcome.

Organization Experiences and Opinions

Turnover Rates for Employees of Color. Nearly two-thirds of respondents (64%) said the turnover rate of employees of color was equal to that of white employees and more than twice as many said the turnover rate for employees of color was lower (25%) than said it was higher (12%) than white employees **(Figure 9)**. 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 five surveys **(Figure 9a)**.

Diversity and Inclusion Staff. In 2021 fewer than 20% of responding organizations said they have a full- (8%) or part-time (9%) staff with diversity and inclusion responsibilities **(Figure 10)**. The proportion of organizations with a full- or part-time staff position with diversity and inclusion responsibilities has been increasing since 2016 and reached an all-time high in 2021 **(Figure 10a)**.

Diversity and Inclusion Policies. In 2021, a majority of responding organizations offered employees the option of self-identifying their disabilities, more than 40% allowed them to self-identify sexual orientation, and about one-third offered domestic partner benefits **(Figure 11)**. About one-quarter of responding organizations have demographic hiring goals (24%) or a written diversity statement (23%). The ability to self-identify disability and sexual orientation have been trending upward since 2016 **(Figure 11a)**. The proportions of organizations with demographic goals and written diversity statements have been trending upward since 2016, but the proportion offering domestic partner benefits has not had a discernible trend over that time period **(Figure 11b)**.

Supplier Diversity. Consistent with earlier surveys, few 2021 organizations reported having a supplier diversity program (3%) **(Figure 12)**. There has been no clear trend in the proportion of organizations in the MadREP area with a supplier diversity program **(Figure 12a)**.

Of the few organizations with supplier diversity programs most measure themselves based on the number of diverse suppliers used **(Figure 13a)**.

In 2021, 17% of responding organizations 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 **(Figure 14)**. The proportion of organizations with other programs to increase spending with historically underrepresented businesses has been 17% the past two years, which is more than double the low point of 2018 (8%) **(Figure 14a)**.

Community Engagement. Most (79%) of the 155 organizations who responded to a question about ways in which their organization engages in community activities said they have a foundation or a budget for charitable giving **(Figure 15)**. The proportion of organizations with a foundation/charity budget has generally been about 80% since 2016 **(Figure 15a)**.

Analysis by Subgroups

Dane County Compared to Other Counties. There were few statistically significant differences between the responses of the 158 Dane County based organizations and the 107 located in other MadREP counties. Dane County organizations, compared to those located in one of the seven other MadREP counties, had operations in more MadREP counties, had a higher proportion of white female board members, had more women in top leadership positions, were more likely to have a staff member with diversity and inclusion responsibilities, and were more likely to offer domestic partner benefits. Because there were fewer statistically significant differences between Dane County and the other MadREP counties in 2021 than in previous years, it suggests that diversity and inclusion efforts have broadened in the region.

Organizations with Fewer than 50 Employees vs. Larger Employers. The 52 organizations with 50 or more employees had significantly higher proportions of people of color in supervisory positions, were more likely to have a staff person with diversity and inclusion responsibilities and to have a written diversity statement, and they were more likely to match the charitable contributions of their employees. Interestingly smaller employers had a significantly higher average proportion of women in top leadership positions. The relatively few significant differences between smaller and larger employers suggest that diversity and inclusion practices are, perhaps, becoming more of a cultural norm for organizations in the MadREP area.

Newer vs. Longer-Established Organizations. Most responding organizations in 2021 (214) had been in existence for 10 years or more (54 had been established in the last 10 years). Newer organizations, compared to those that had been in existence for more than 10 years, had significantly higher proportions of women in top leadership positions, more people of color in supervisory positions, and people of color made up a higher proportion of their total workforce.

For-Profit Organizations vs. Non-Profits, Academic and Governmental Organizations. A substantial proportion of respondents in 2021 (206 or 77% of all respondents) classified themselves as for-profit organizations. Significantly higher proportions of for-profit organizations suffered job losses because of COVID-19 (36% vs. 23% for other types of organizations). For-profit organizations had lower average proportions of people of color on their boards of directors, lower proportions of women in top leadership positions, and were less likely to have a supplier diversity program.

Organizations with Less than $5 Million in Annual Revenue vs. Larger Organizations. Most responding organization (75%) had annual revenues of less than $5 million. In terms of diversity and inclusion issues, organizations with less than $5 million in annual revenue had significantly higher proportions of women on their boards of directors, in top leadership positions and in their total workforce. These smaller organizations were more likely to allow their workers to self-identify their sexual orientation and disabilities, and were more negatively affected by COVID-19 in terms of employment numbers.

In contrast organizations with at least $5 million in annual revenue were more likely to have a staff person with responsibilities for diversity and inclusion efforts, to have a diversity statement, and to offer domestic partner benefits.

Responses by NAICS Groups. In terms of people of color, the accommodation and food service sector had higher proportions of people of color on their boards of directors, in their total workforce and among their supervisory staff. The finance and insurance sector had few people of color on their boards of directors, among top leadership, among supervisors and in their total workforce.

With respect to women, the health care and social assistance sector had relatively high proportions of women on boards of directors, among top leadership, supervisors, and in the overall workforce. The educational services sector was strong in all of these categories except supervisors. The wholesale trade sector had comparatively few women on boards of directors, among top leaders or among supervisors.

In terms of diversity experiences policies and practices the finance and insurance sector had very low rates of turnover of people of color, were more likely to have diversity goals for their workforce, to have a foundation or budget line for charitable giving, to sponsor volunteer days, and to match employees charitable contributions. Agriculture, forestry, fishing and hunting were more likely to report a higher turnover rate among people of color, to not have a written diversity statement or workplace diversity goals, are less likely to allow employees to self-identify their sexual orientation or their disabilities, are less likely to offer domestic partner benefits, and less likely to match employees' charitable donations.

There is little correlation between the lack of diversity and inclusion policies and practices and the level of diversity in workforces across sectors of the economy.

Survey Purpose and Methods

Survey Purpose

The 2021 survey was the sixth year 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 2021

In mid-February 2021, the SRC mailed surveys to 1,895 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 mid-March 2021, non-respondents received a postcard reminder to complete the survey and in early April 2021 those who had still not responded received a second survey with return, postage-paid envelope.

The following analysis will also determine if responses varied significantly over the 2016 to 2021 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, 219 in 2020, and 270 in 2021. According to the Wisconsin Department of Administration, there are 5,634 organizations in the MadREP region with at least 10 employees, so 270 responses are expected to provide estimates accurate to within plus/minus 5.8%.

Any survey has to be concerned about "non-response" bias which is when people who don't respond to a survey hold views that are systematically different from those who did respond. Based on a standard test for non-response bias, the SRC found little evidence that this is a problem for this data set (**see Appendix A**).

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.

Report Organization

The 2021 MadREP Equity and Inclusion report will first summarize the overall results for the current year and chart changes observed over time. The second portion of the report will summarize any statistical differences in response patterns across subsets of the responding organizations (e.g. newer vs. older organizations, larger vs. smaller organizations, by NAICS sector, etc.).

Overall Survey Results

The survey instrument included several questions about the responding organization:

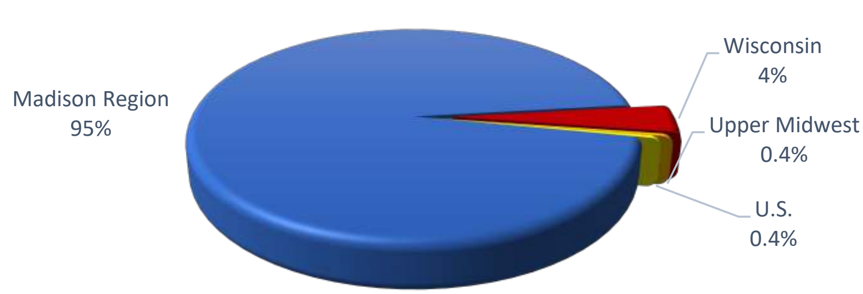
- The geographic area over which the organization's responses apply.
- The MadREP counties in which the organization has a location.
- The number of years the organization has been in existence.
- The type of organization it is (e.g. non-profit, for-profit, government, etc.).
- The organization's annual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

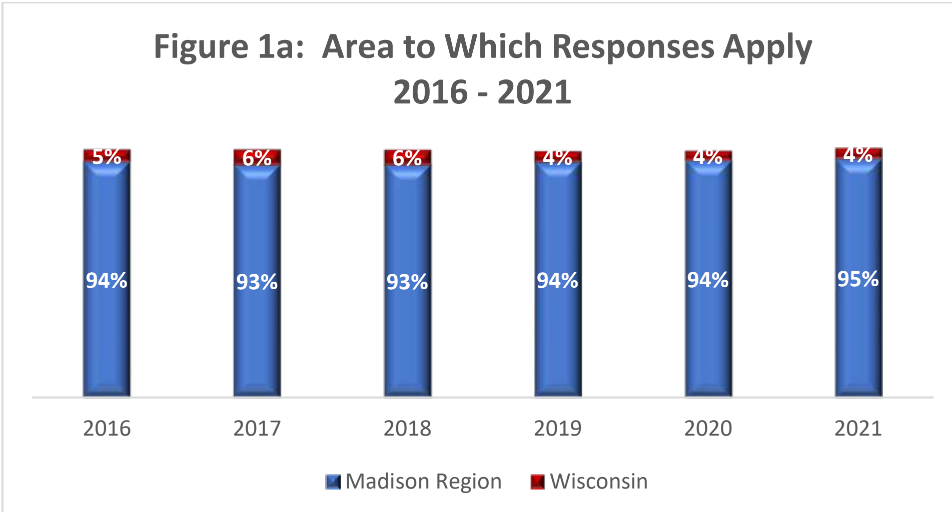
Organizations' Geographic Scope

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.

Figure 1: Area to Which Responses Apply, 2021
(N = 267)



In 2021, the vast majority of responding organizations (95%) said that their responses pertain to the MadREP counties (Figure 1a). A modest percentage of respondents operate across Wisconsin (4%) and fewer than 1% operate across the upper Midwest or nationally.



In all of the years the SRC has been collecting these data, 93% – 95% 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.

MadREP Counties in which Organizations Have Locations

Table 1: Counties in which Responding Organizations Have Locations, 2016 – 2020

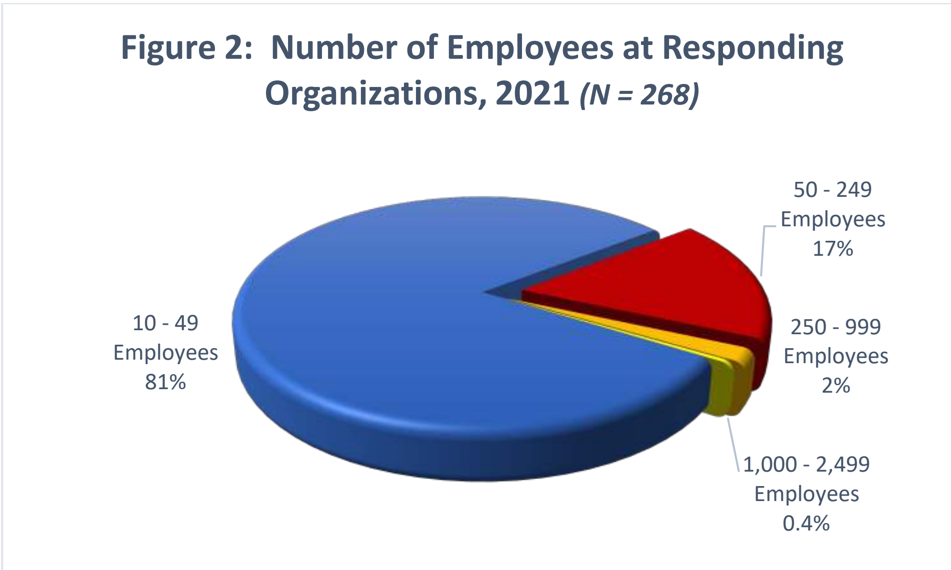
	2016	2017	2018	2019	2020	2021
Dane	58%	56%	56%	58%	59%	58%
Rock	11%	14%	15%	11%	19%	14%
Dodge	10%	9%	8%	9%	9%	10%
Sauk	9%	10%	8%	9%	9%	10%
Jefferson	8%	8%	12%	10%	8%	9%
Columbia	6%	7%	8%	8%	6%	7%
Green	7%	7%	6%	6%	6%	6%
Iowa	3%	6%	5%	5%	4%	6%
Count	**302**	**457**	**357**	**341**	**217**	**265**

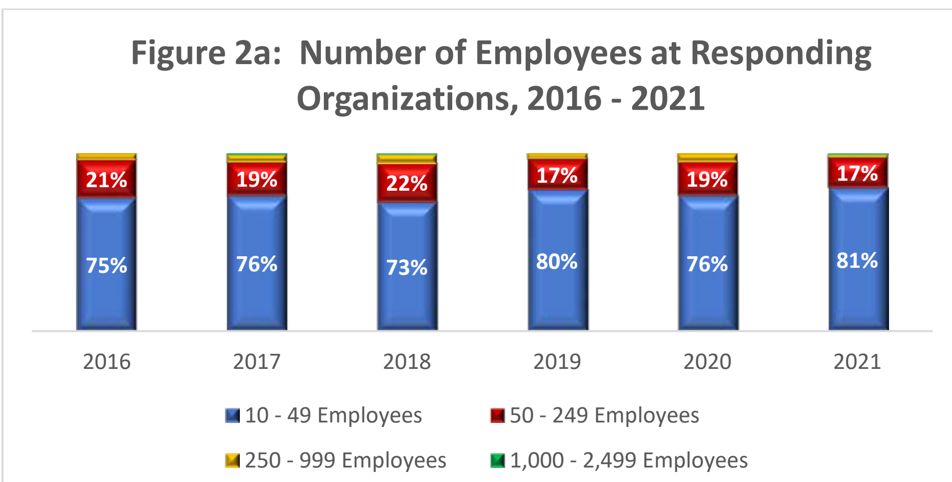
Table 1 shows that in every year, more than one-half of the respondents had operations in Dane County. On average, 14% of the respondents had operations in Rock County, about 9% had operations in Dodge, Sauk, and Jefferson Counties, 7% in Columbia and Green Counties and 5% in Iowa County. The distribution of responses across MadREP counties has been similar in all six years.

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 both 2020 and 2021. The increase is not significant. In all six years, at least 90% of respondents said they have a location in only one county.

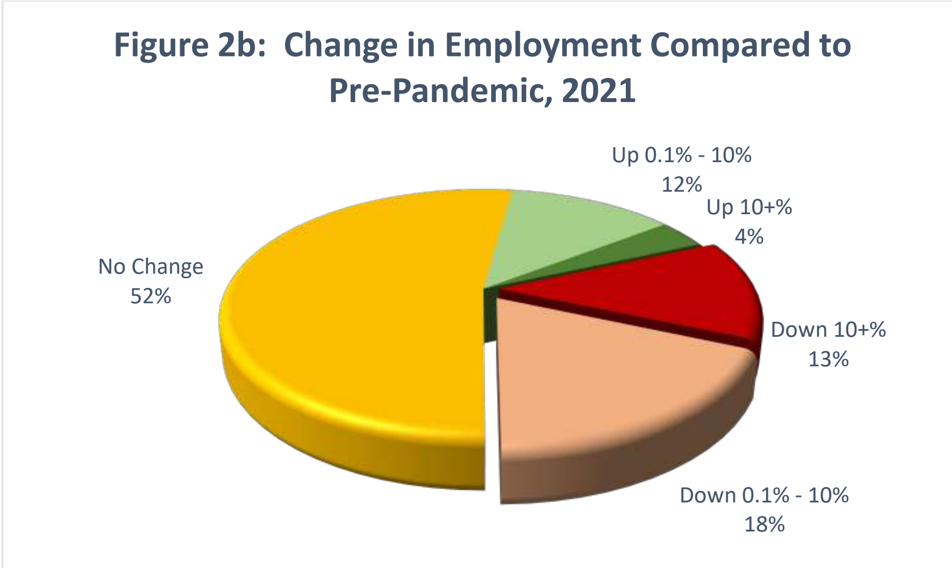
Number of Employees per Organization

Four of every five responding organizations in 2021 had 10 – 49 employees (81%), nearly one out of five employed between 50 and 249 people (17%), 2% employed between 250 and 999 people and less than 1% had more than 1,000 employees (Figure 2).





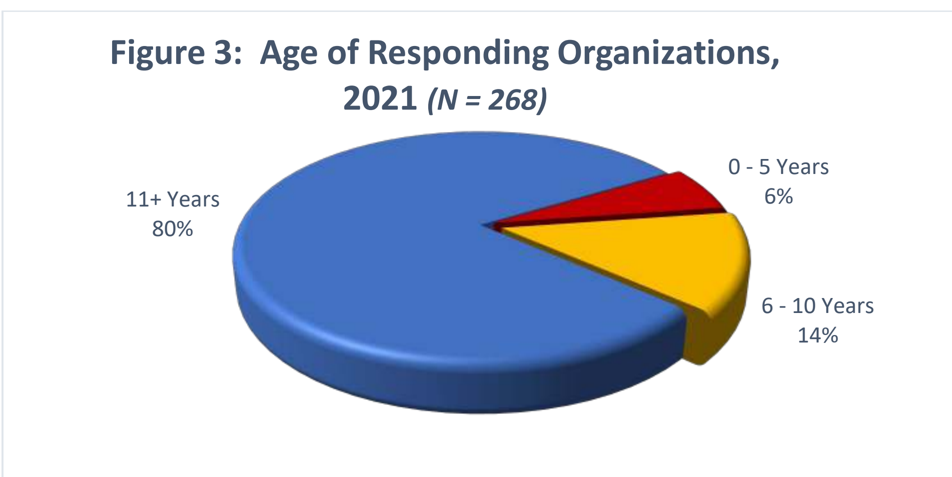
Over the six years, an average of 77% of the respondents had between 10 and 49 employees, 19% had 50 – 249 employees, and 4% had between 250 – 999 employees. In only three years, 2017 (2 organization), 2018 (1), and 2021 (1), have any organizations with 1,000 or more employees responded to the Diversity and Inclusion Survey. The distribution of respondents by number of employees in 2021 was tilted a bit toward employees with under 50 employees (Figure 2a).

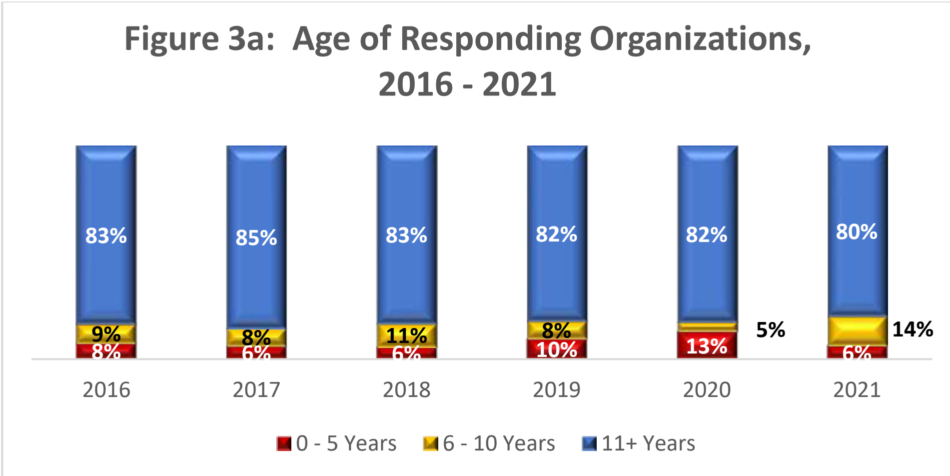


In 2021, responding organizations were asked to indicate how their employment had changed from pre-pandemic levels and their responses are summarized in Figure 2b. As shown, nearly one-third of responding organizations experienced a decline in employment levels by up to 10% (18% of respondents) or more (13% of respondents). About twice as many organizations saw employment decline relative to pre-pandemic levels as saw their employment levels increase.

Age of the Organization

Four-in-five responding organizations in 2021 (80%) said they had existed for eleven years or more (Figure 3). More than one-in-ten organizations had been in existence for between six and ten years (14%) and 6% for five years or less.

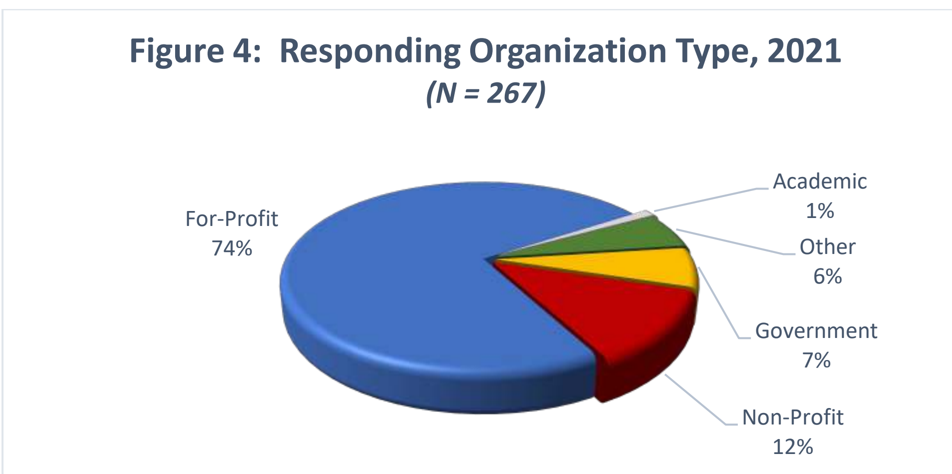


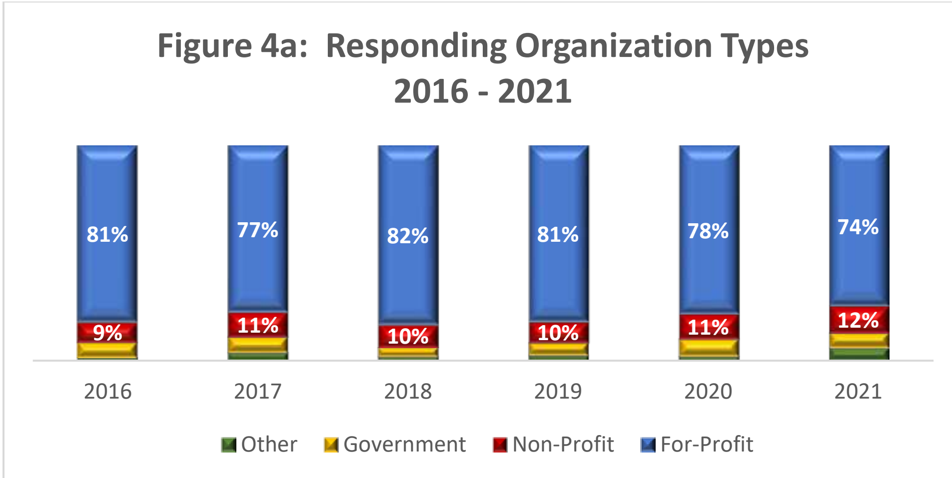


Compared to earlier years, in 2021 there was a much higher proportion of organizations that had been in existence for 6 – 10 years and somewhat fewer newer businesses (Figure 3a). Over the 2016 – 2021 period, 83% of responding organizations had been in existence for more than 10 years, 9% for 6 – 10 years, and 8% for five or fewer years.

Organizational Type

Figure 4 shows that most responding organizations in 2021 were for profit businesses (74%), slightly more than one-in-ten were from the non-profit sector (12%), and 7% were governmental organizations.





There are slight year-to-year variations in the type of organizations that responded to the Diversity and Inclusion survey but are not statistically significant (Figure 4a[1]). An average of 79% of the responding organizations to the 2016 – 2021 surveys said they are for-profit businesses, 11% were non-profits, 6% were governmental organizations, 3% were "other" organizations and 1% were academic organizations. Compared to earlier years, there was a sharp decline in the percentage of for-profit respondents in 2021.

Annual Revenue of Responding Organizations

In 2021 there was a slightly lower proportion of responding organizations with annual revenue of less than $500,000 than over the 2016 – 2020 period (16% on average), but otherwise the 2021 respondents were similar to those of earlier years in terms of their annual revenues.

Table 2: Annual Revenue Participating Organizations, 2016 - 2021

	2016	2017	2018	2019	2020	2021
<$500,000	12%	18%	16%	18%	17%	12%
$500,000 - $999,999	17%	17%	20%	16%	20%	21%
$1,000,000 - $4,999,999	37%	39%	35%	42%	41%	42%
$5,000,000 - $9,999,999	12%	10%	10%	8%	8%	10%
$10,000,000 - $49,999,999	17%	11%	12%	9%	5%	9%
$50,000,000 - $99,999,999	1%	1%	2%	3%	4%	1%
$100,000,000+	3%	4%	4%	5%	4%	5%
Count	289	449	340	343	207	262

Based on the analysis presented above, the organizations responding to the 2021 MadREP Diversity and Inclusion Survey appear to be similar to those responding in earlier years.

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

Overview of 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

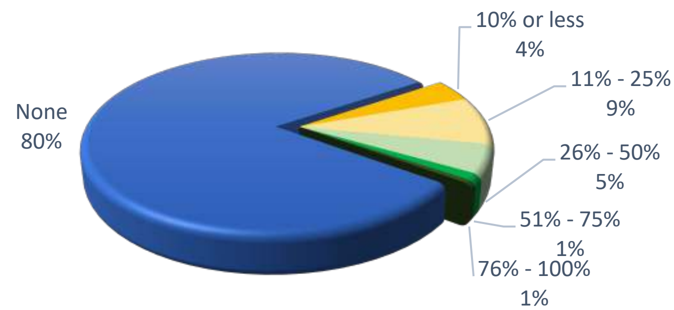
Slightly less than 10% of board of director positions in 2021 were held by people of color (Table 3). Less than 2% of board members are younger than 25 and more than three-quarters (77%) are 45 or older. Whether calculated based on race/ethnicity or by age in Table 3, about 60% of board members are male and 40% are female.[2]

Table 3: 2021 Board of Directors Demographic Data		
	Board of Directors	
Composition by Ethnicity, Race, and Gender	**(174 orgs.) Count: 921**	
	Male	Female
Hispanic/Latino	2%	1%
White	55%	35%
Black/African American	2%	2%
Native Hawaiian/Pacific Islander	0%	0%
Asian	1%	1%
American Indian/Alaska Native	0%	0.4%
Two or More Races	1%	0%
Total	60.7%	39.3%
	Board of Directors	
Composition by Age and Gender	**(134 orgs.) Count: 675**	
	Male	Female
Age 14-17	0.1%	0.1%
Age 18-24	0.4%	0.7%
Age 25-44	11%	11%
Age 45-64	32%	23%
Age 65+	16%	6%

[2] 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.

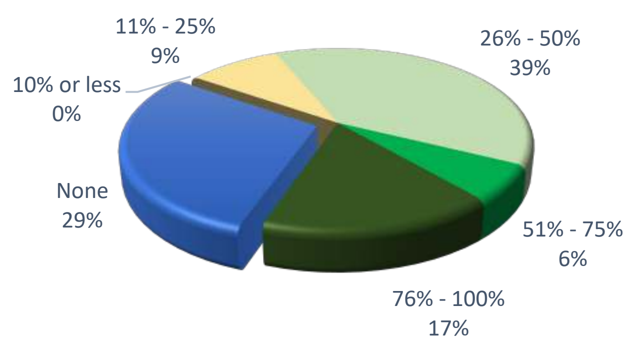
Figure 5a shows that 80% of the 174 organizations that provided data about their board of directors were all white. Of the 20% with people of color on their board, a majority either had between 11% and 25% (9%) or 26% to 50% (5%) of board members who are non-white. Black/African Americans (5%), and Hispanic/Latino (4%) were the most common racial/ethnic groups represented on boards of directors. It should be noted that the 80% 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 82% in 2020, 87% in 2019, 83% in 2018, 86% in 2017, and 83% in 2016.

Figure 5a: Organizations by Percent of People of Color on Board of Directors, 2021 ***(N = 174)***



The boards of more than one-quarter of the organizations providing data (29%) were all male in 2021 (Figure 5b). Women comprised between one-quarter and one-half of the boards at 39% of the organizations in the 2021 survey and were a majority on 23% of boards.[3]

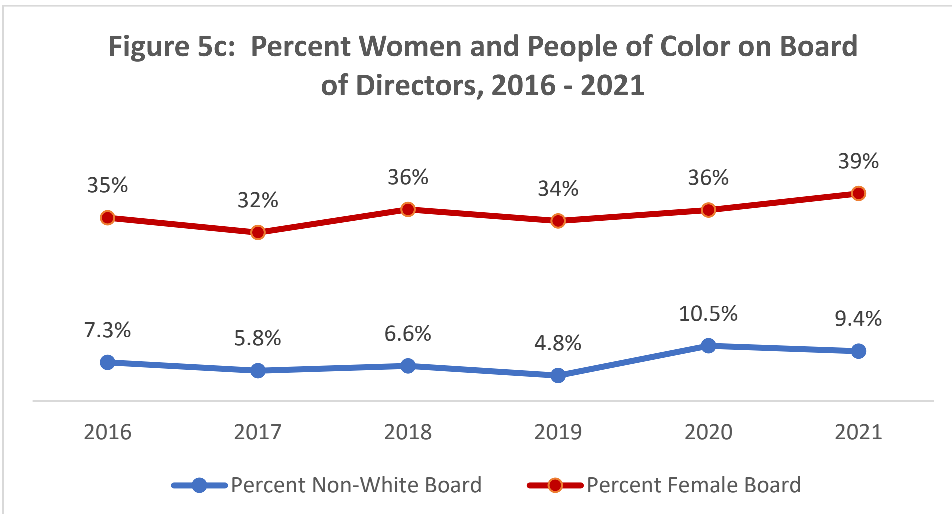
Figure 5b: Organizations by Percent of Women on Board of Directors, 2021 ***(N = 174)***



[3] 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 indicates that 2021 was a relatively strong year in terms of representation of women on boards of directors; the 39% of board seats filled by women surpassed the previous high mark by 3%.

With respect to the representation of people of color on boards of directors, 2021 declined slightly from the 2020 results, but is substantially higher than was the case over the 2016 – 2019 period. According to the American Community Survey of the U.S. Census, about 88% of the total population in the MadREP region is white. The proportion of board seats held by people of color is, therefore, slightly lower than 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, since 80% of the organizations reporting had all-white boards of directors.



Given the stresses that organizations experienced from March of 2020 and into 2021, it is encouraging that the gender and racial/ethnic diversity of boards of directors in the MadREP area expanded or at least did not decline substantially in the most recent survey.

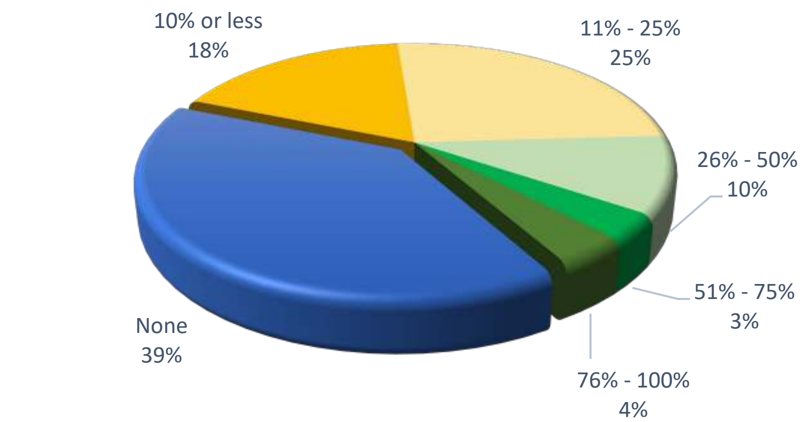
Total Workforce

While white people held nearly 90% of the board positions, they represented only slightly more than 85% of the overall workforce in 2021 (Table 4). Hispanic/Latino workers comprised 6.6% of the total workforce at reporting organizations, Black/African Americans 5.4%, and Asians less than 2%. Females were a majority (54%) of the total workforce. In terms of age, 42% of the total workforce fell into the 25 – 44 age group. Compared to 2020, those in the 14 – 17 age group (6.9%) or in the 65+ age group (4.6%) comprised a substantially higher proportion of the total workforce.

Table 4: 2021 Total Workforce Demographic Data		
	Total Workforce	
Composition by Ethnicity, Race, and Gender	**(233 orgs.) Count: 10,828**	
	Male	Female
Hispanic/Latino	3.8%	2.8%
White	38.4%	46.7%
Black/African American	2.5%	2.9%
Native Hawaiian/Pacific Islander	0.1%	0.0%
Asian	0.8%	0.8%
American Indian/Alaska Native	0.1%	0.2%
Two or More Races	0.4%	0.5%
Total	**46.1%**	**53.9%**
	Total Workforce	
Composition by Age and Gender	**(206 orgs.) Count: 10,472**	
	Male	Female
Age 14-17	2.4%	2.4%
Age 18-24	4.9%	6.0%
Age 25-44	19.6%	22.4%
Age 45-64	15.6%	19.8%
Age 65+	3.2%	3.7%

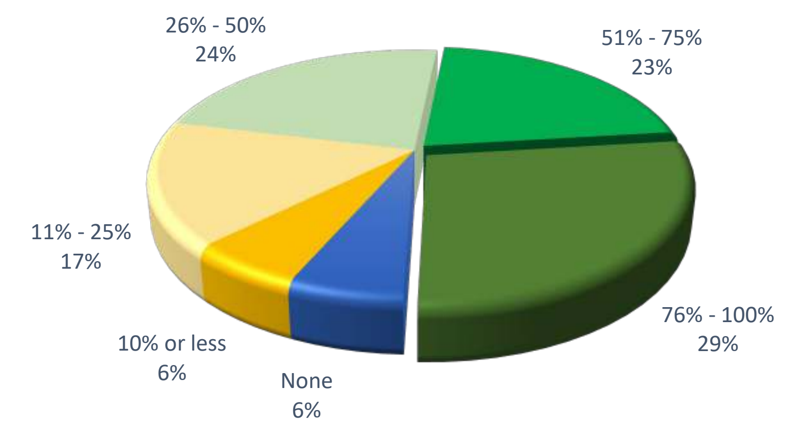
Nearly four-of-ten respondent organizations had no employees of color (39%), about one-fifth (18%) had up to 10% people of color and one-quarter had between 11% and 25% (Figure 6a, next page). Seven percent of the organizations in 2020 reported that a majority of their employees were people of color.

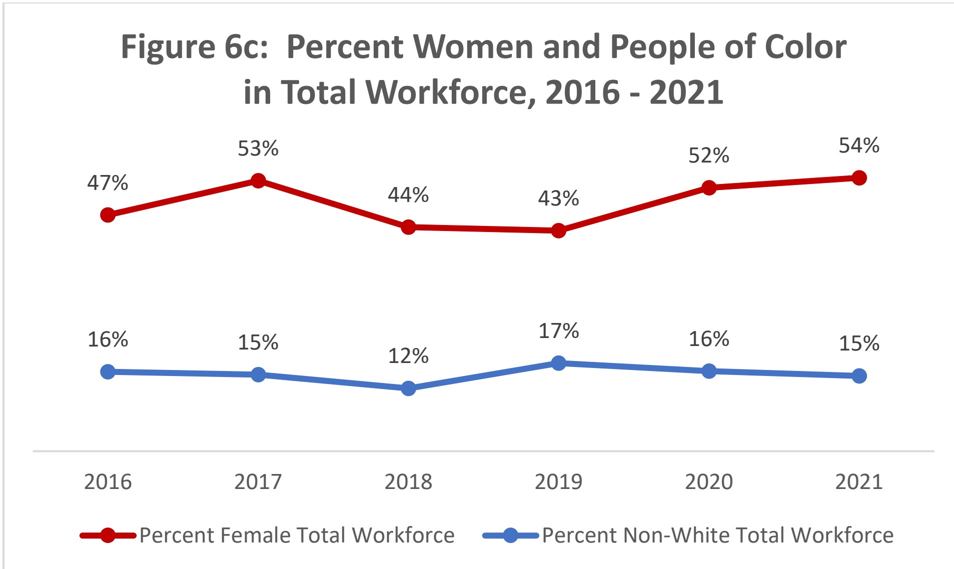
Figure 6a: Organizations by Percent of People of Color in Total Workforce, 2021 *(N = 141)*



Very few firms had no female employees (6%) in 2021 (Figure 6b) and for slightly more than half of the responding organizations (52%), women made up at least half of the workforce.

Figure 6b: Organizations by Percent of Women in Total Workforce, 2021 *(N = 219)*





Since bottoming out in 2019, the percentage of women in the total workforce has increased sharply the last two years (Figure 6c). In contrast, the proportion of people of color in the total workforce has been fairly consistent over the six years this survey has been administered. As noted above, people of color make up about 12% of the total population in the MadREP counties. So, people of color are slightly over-represented in the total workforce of responding organizations.

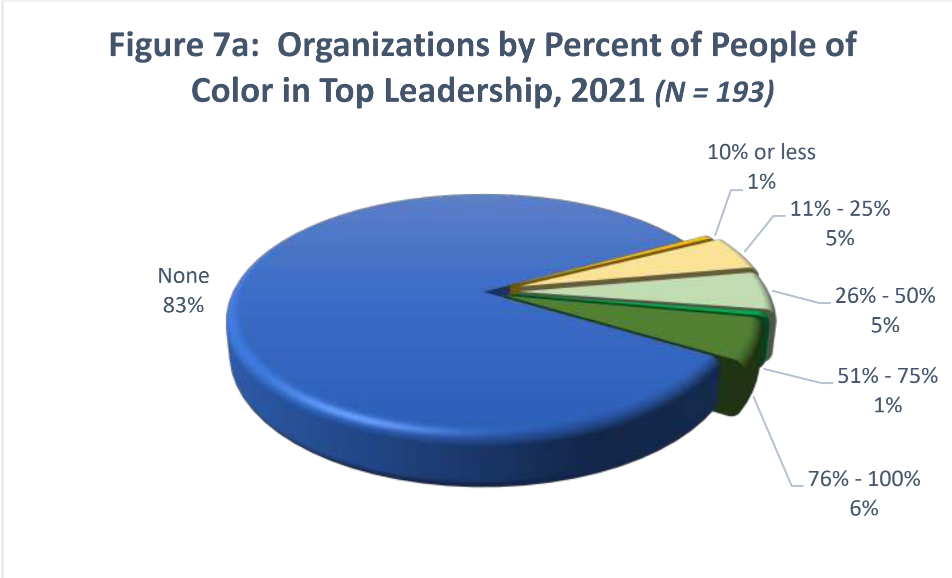
The 2021 results do not indicate that women and people of color suffered disproportionately from layoffs associated with the economic downturn of 2020-21.

Top Leaders

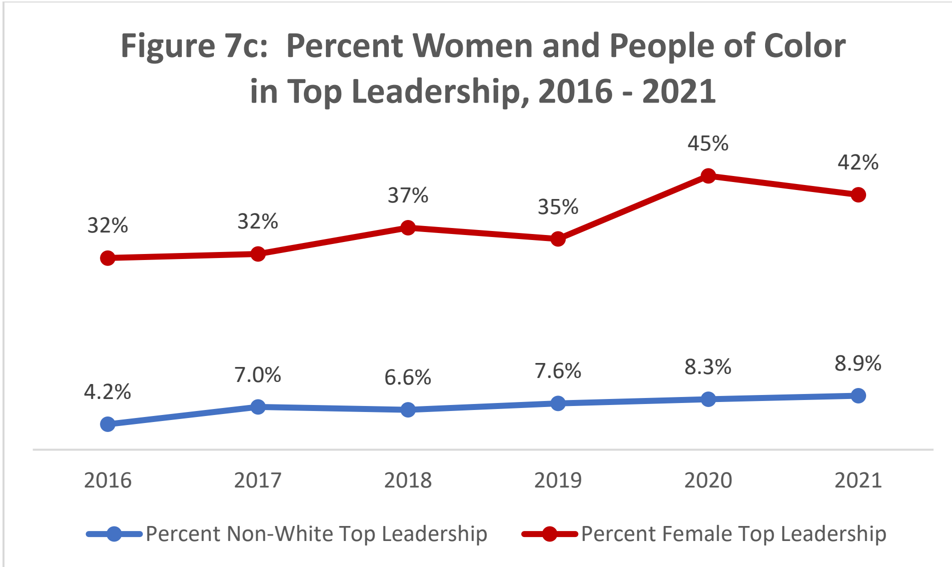
For reporting organizations, 8.9% of the top leadership positions were held by people of color and 42% by females in 2021 (Table 5). Most people of color holding top leadership positions in 2021 were Hispanic/Latino (3.8%) or Black/African American (3.1%). There were very few top leaders who were younger than 25; nearly six-in-ten were between 45 and 64 years of age (58%).

Table 5: 2020 Top Leadership Demographic Data		
	Top Leadership	
Composition by Ethnicity, Race, and Gender	**(193 orgs.) Count: 574**	
	Male	Female
Hispanic/Latino	1.4%	2.4%
White	54.0%	37.1%
Black/African American	1.6%	1.6%
Native Hawaiian/Pacific Islander	0.0%	0.0%
Asian	0.9%	0.7%
American Indian/Alaska Native	0.0%	0.0%
Two or More Races	0.2%	0.2%
Total	**58.0%**	**42.0%**
Composition by Age and Gender	**(152 orgs.) Count: 496**	
	Male	Female
Age 14-17	0.0%	0.0%
Age 18-24	0.2%	0.8%
Age 25-44	16.1%	15.9%
Age 45-64	38.5%	19.4%
Age 65+	6.3%	2.8%

A large majority (83%) of organizations responding to the Diversity and Inclusion Survey in 2021 had no people of color in top leadership positions (Figure 7a). People of color comprised more than one-quarter of the top leadership positions in 11% of the organizations in the 2021 dataset.



Slightly less than one-third of responding organizations (31%) said they had no women in top leadership positions (Figure 7b), in one-quarter, women held a majority of the top leadership posts.



The percentage of women in top leadership positions dropped slightly from 2020 to 2021, but is well above levels from 2016 to 2019 (Figure 7c). Over the 2016 to 2021 time period, the proportion of women in top leadership positions has increased by an average of 2.5% per year.

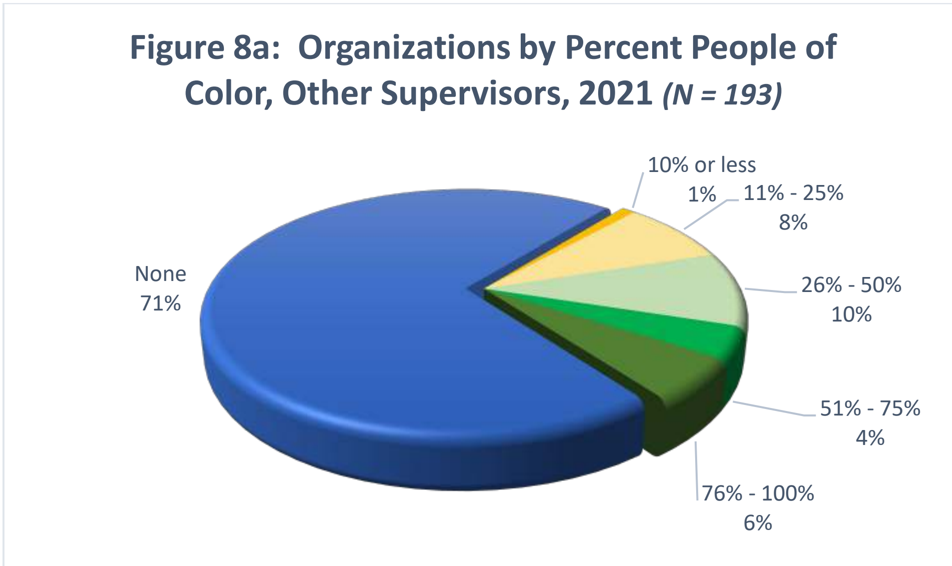
The proportion of people of color in top leadership positions has also been trending upward over the 2016 – 2021 time period, though more slowly than for women. Over the 2016 – 2021 time frame, the proportion of top leaders who are people of color has more than doubled.

Other Supervisors

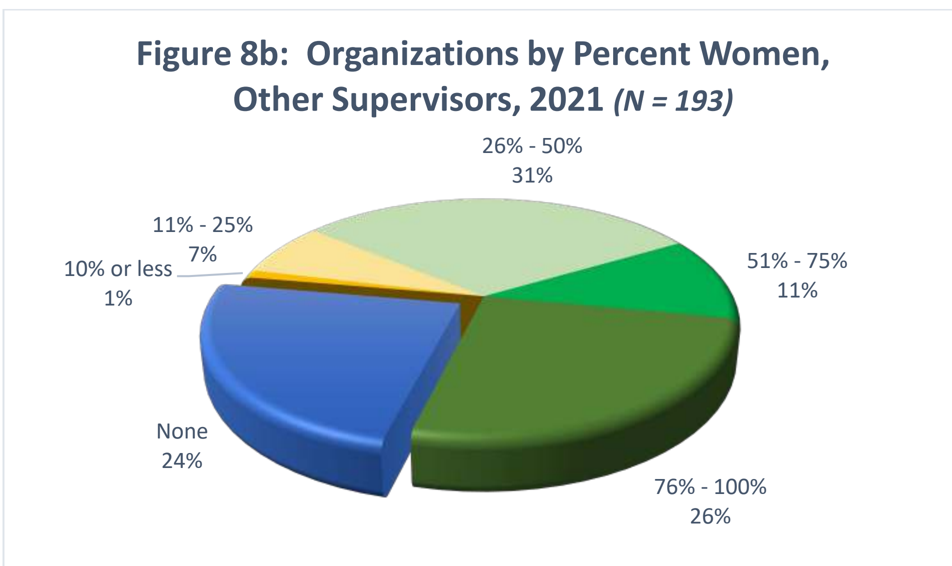
In 2021, 85% of the other supervisors (managers, supervisors, and department directors) in responding organizations were white (Table 6). Of the 15% who were people of color, about half were Hispanic/Latino and about one-quarter were Black/African American. Women held 44% of the other supervisor positions. Most other supervisors were in the 25 – 44 (50%) or 45 – 64 (42%) age categories. There were nearly twice as many other supervisors under 25 compared to those 65 or older.

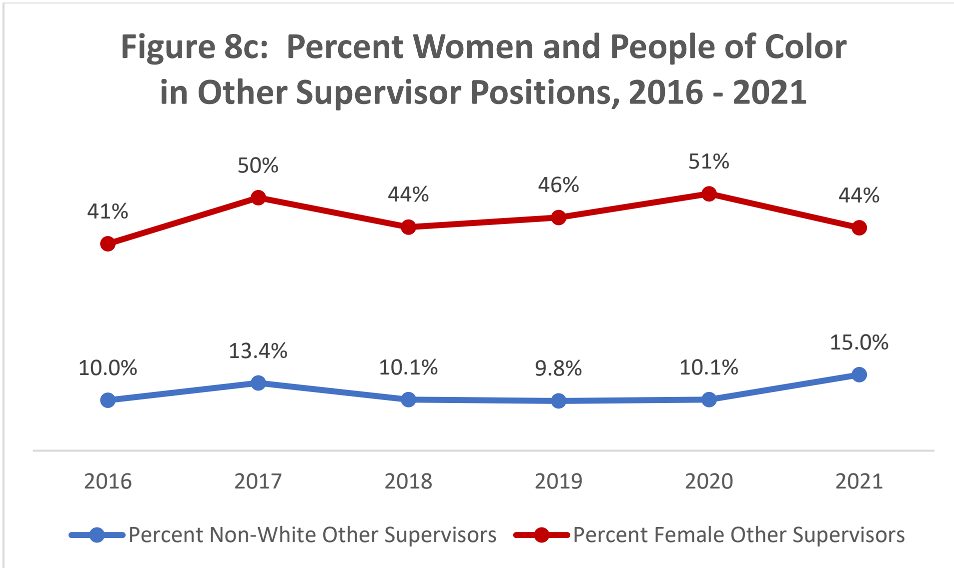
Table 6: 2021 Other Supervisor Demographic Data		
	Other Supervisors	
Composition by Ethnicity, Race, and Gender	**(193 orgs.) Count: 920**	
	Male	Female
Hispanic/Latino	4.2%	3.5%
White	48.0%	37.0%
Black/African American	1.5%	2.2%
Native Hawaiian/Pacific Islander	0.1%	0.0%
Asian	1.5%	0.5%
American Indian/Alaska Native	0.0%	0.3%
Two or More Races	0.5%	0.5%
Total	**56.0%**	**44.0%**
Composition by Age and Gender	**(158 orgs.) Count: 787**	
	Male	Female
Age 14-17	0.4%	0.1%
Age 18-24	1.7%	3.3%
Age 25-44	26.2%	23.5%
Age 45-64	23.6%	18.3%
Age 65+	1.0%	1.9%

A large majority, 71%, of organizations had no people of color in other supervisor positions (Figure 8a). But, in 10% of organizations a majority of other supervisors were people of color.



Twenty-four percent of the responding organizations had no women in the other supervisor category (Figure 8b). In contrast, 37% of the 2020 responding organizations reported that a majority of other supervisors were women.





Women and people of color in other supervisory positions had quite different outcomes in 2021 (Figure 8c). The proportion of other supervisors identified as people of color increased sharply in the 2021 data. In contrast, the percentage of other supervisor positions held by women fell to tied for the second lowest proportion since data collection began in 2016.

In summary, the 2021 equity and inclusion survey results were, relatively positive in terms of representation of women and people of color in the MadREP area workforce.

- *Representation of women and people of color on boards of directors were at or near all-time highs.*
- *While the proportion of people of color in the overall workforce has remained fairly constant, it is at a level that slightly exceeds their proportion of the total population; women were a majority of the total workforce.*
- *The proportion of both women and people of color in top leadership positions have tended to increase over time since 2016.*
- *There have been no clear trends in the proportion of women and people of color in other supervisory positions.*

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."

Approximately two-thirds 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, more than twice as many said the turnover rate of people of color was <u>lower</u> than for white workers as said it was higher.

Figure 9: Turnover Rate of People of Color Relative to White Employees, 2021 ***(N = 216)***

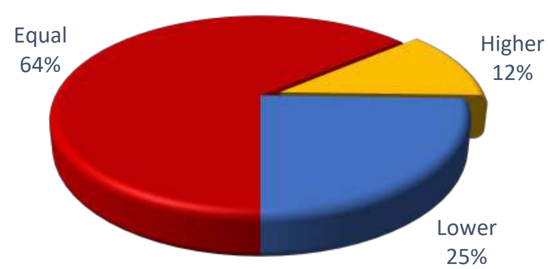
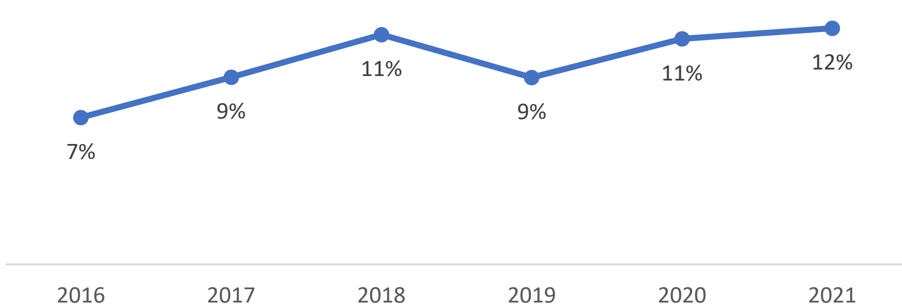


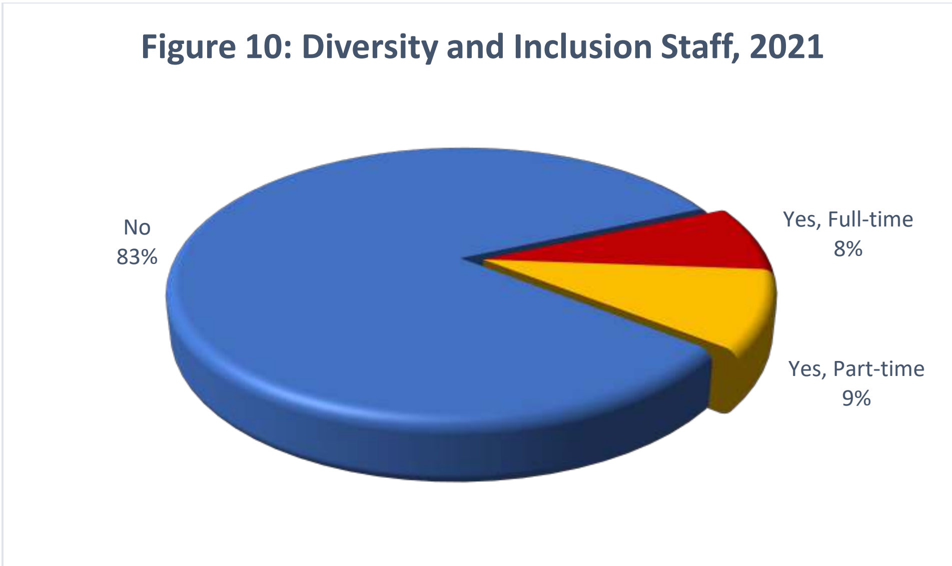
Figure 9a: Percent Organizations Reporting Higher Turnover Rate for Employees of Color vs. White Employees, 2016 - 2021



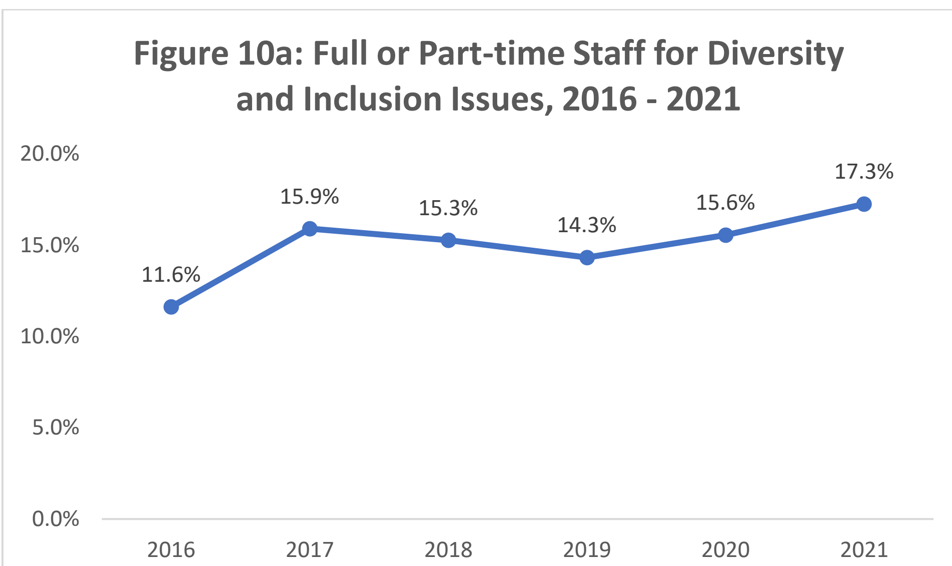
The percentage of firms saying that the turnover rate for their non-white employees is higher than for their white workers has hovered around 10% for the past five surveys (Figure 9a).

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."



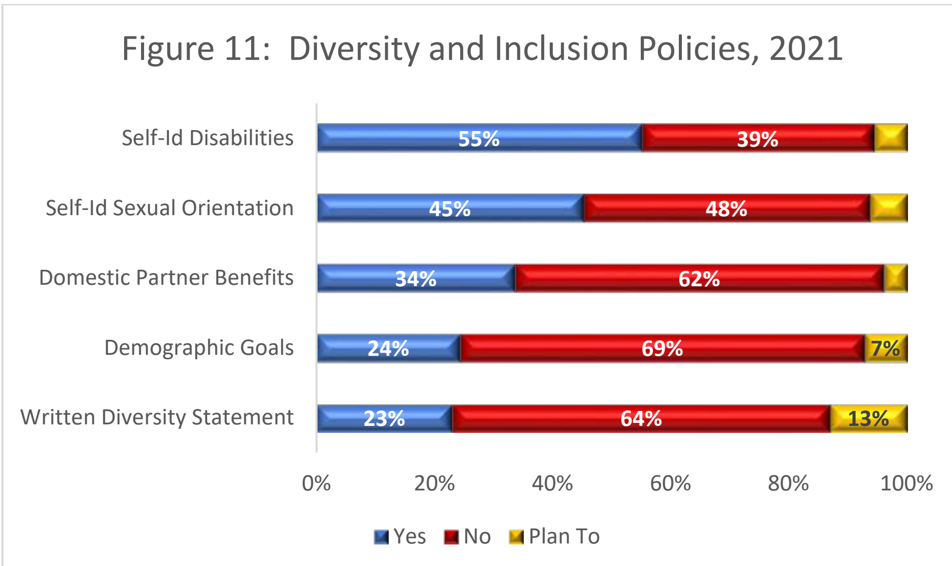
In 2021, 17% of responding organizations said they have staff dedicated to diversity and inclusion issues (Figure 10). Slightly more than half of organizations with a diversity and inclusion staff member employed that person full-time.

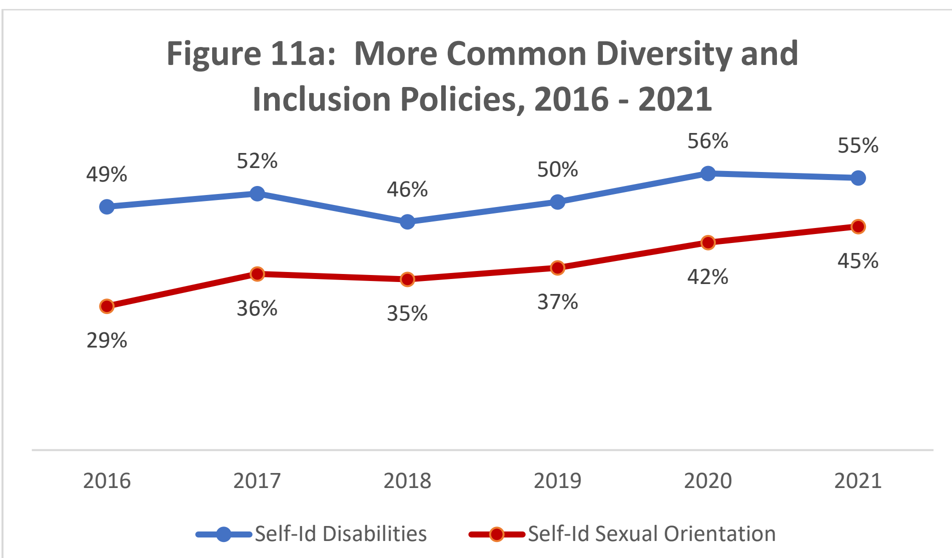


The proportion of organizations with a staff position responsible for diversity and inclusion efforts reached an all-time high in 2021. In addition, this is the second year in a row showing an increase in the proportion of organizations with this sort of position (Figure 10a).

Diversity and Inclusion Policies

In 2021, 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, about one-third offer domestic partner benefits, about one-quarter have demographic goals for their workforce (and another 7% plan to have them in the coming year) and a written diversity statement (and another 13% plan to have one in the coming year).





After three years of relative stability from 2018 to 2020 in the percentage of employers offering their workers the option of identifying their disabilities or sexual orientation, both saw sharp increases through 2021 (Figure 11a).

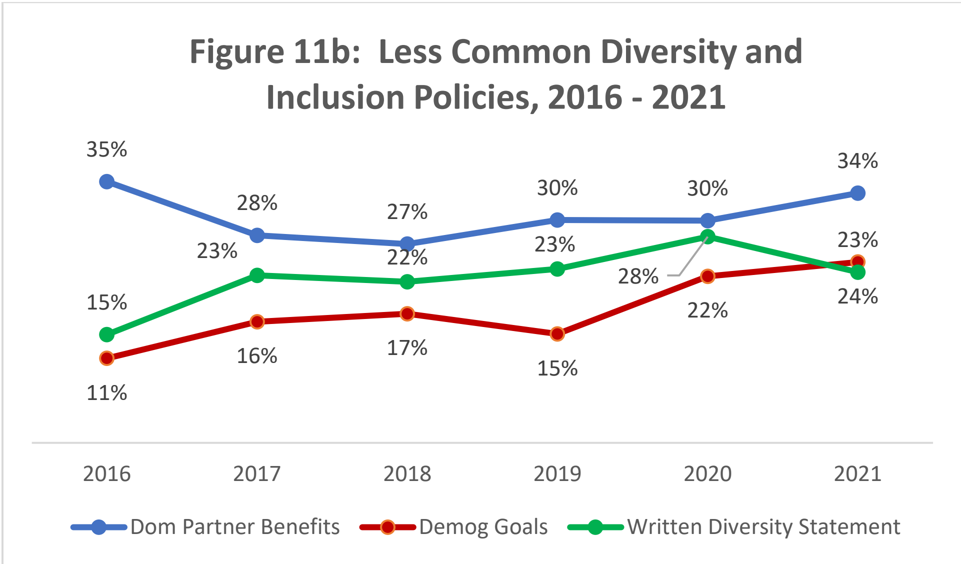


Figure 11b shows that it has long been less common for organizations to offer domestic partner benefits, to have a written diversity statement or to have demographic goals for their workforce.

The proportion of organizations offering domestic partnership benefits had been steady at about 30% from 2017 to 2020, but saw a substantial increase in 2021.

There was a fairly sharp decline in the proportion of organizations that have a written diversity statement in 2021 compared to 2020, but is similar to the proportions seen in 2017 to 2019.

The proportion of organizations with demographic goals for their workforce has increased at an average annual rate of about 1% per year since 2016. For the first time since this project began, a slightly higher proportion of organizations had demographic goals for their workforce than had a written diversity statement.

Supplier Diversity

Supplier diversity programs are efforts to purchase supplies and services from historically underutilized businesses, including minority-owned, women-owned, veteran-owned, LGBT-owned, and service disabled veteran-owned. As was found in previous years, it was very rare for an organization to have a supplier diversity program. Only 3% (7 organizations out of 257) had such a program (Figure 12).

Figure 12: Supplier Diversity Program, 2021

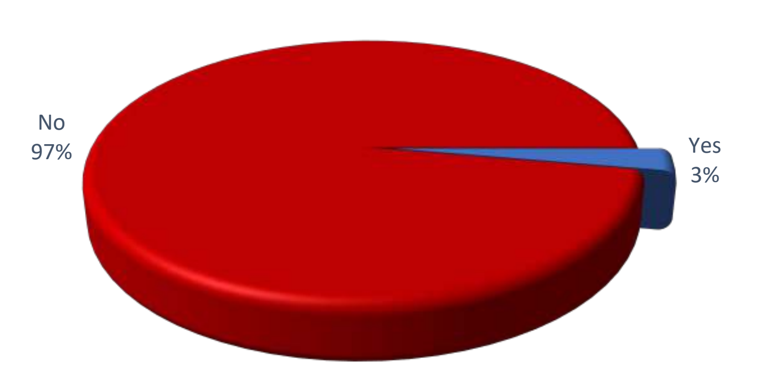
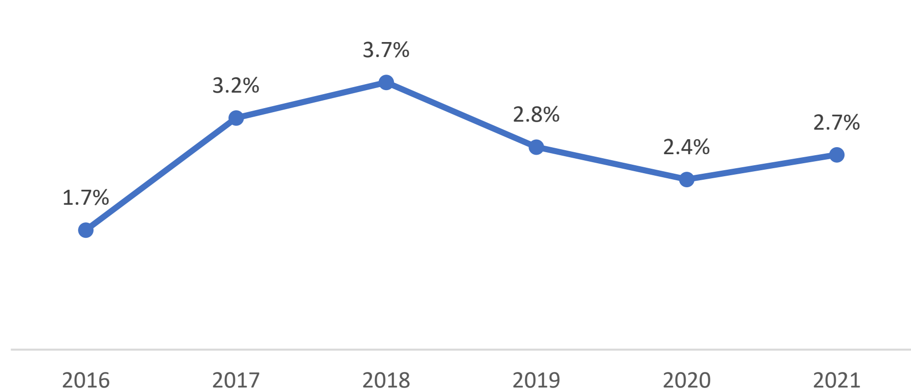


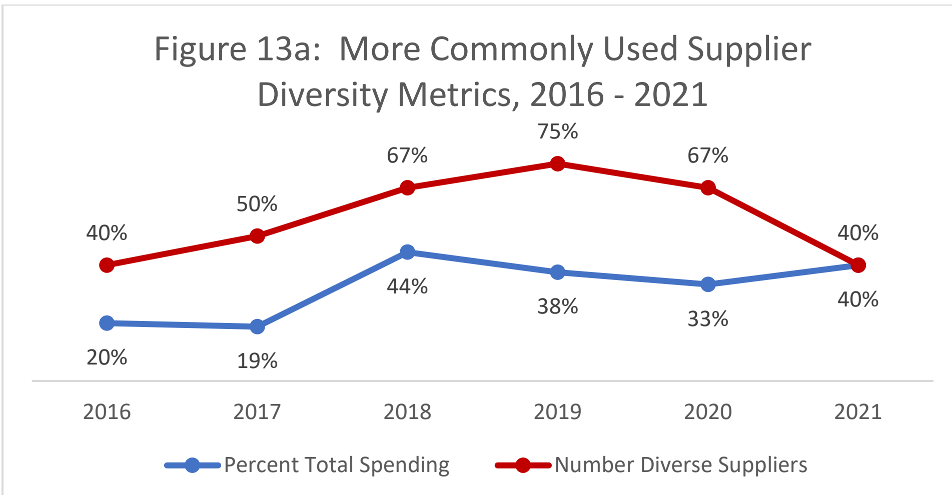
Figure 12a indicates that the proportion of organizations with a supplier diversity program has been quite low in all the years in which the Diversity and Inclusion Survey was administered. The proportion with such a program has, essentially, been flat over this 5-year period.

Figure 12a: Supplier Diversity Program 2016 - 2021



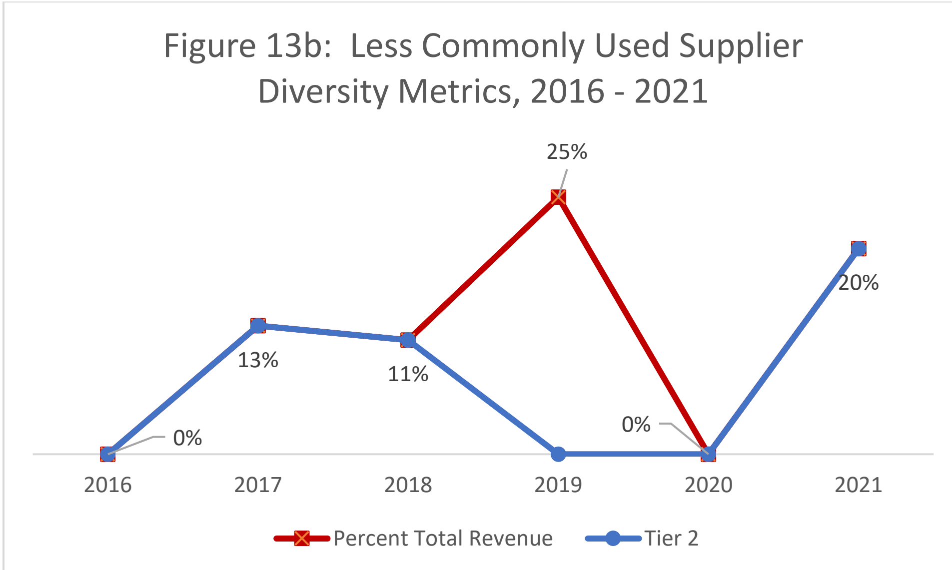
Of the seven organizations in 2021 that said they had a supplier diversity program, five responded to a follow-up question asking about the metrics used to track their progress. Two organizations measure their progress on this goal in terms of the number of diverse suppliers they have, two based on total spending, one in terms of the percentage of total revenue 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 13b[4]. 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.



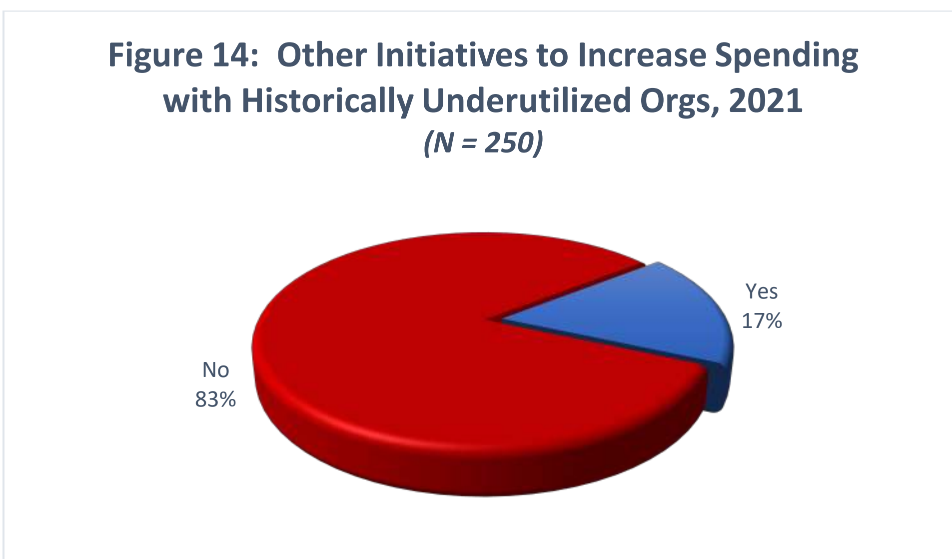
In Figure 13b, the proportion using the percent of total revenue and Tier 2 purchases to measure the effectiveness of the organization's supplier diversity program were identical in 2016 through 2018, and in 2021. So, the blue line for the percent of total revenue is hidden by the red line for Tier 2 purchases in those years. Neither of these metrics are used very often by organizations in the MadREP region.

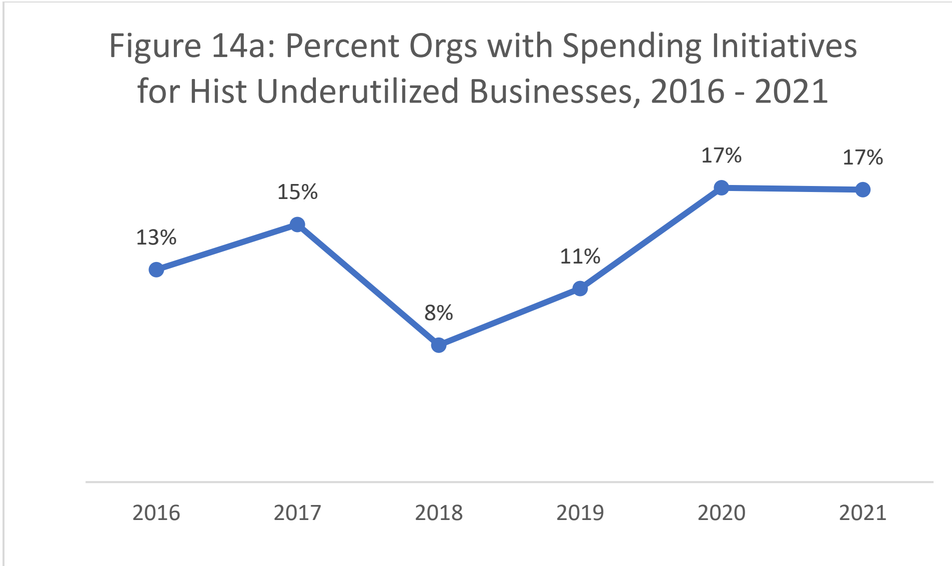
[4] The percentages in Figures 13a and 13b are based on 5 observations in 2016, 16 in 2017, 9 in 2018, 8 in 2019, 3 in 2020, and 5 in 2021.



Organizations in the MadREP region were asked if, other than the programs discussed in Figure 13 and 13a, 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 2021, 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).

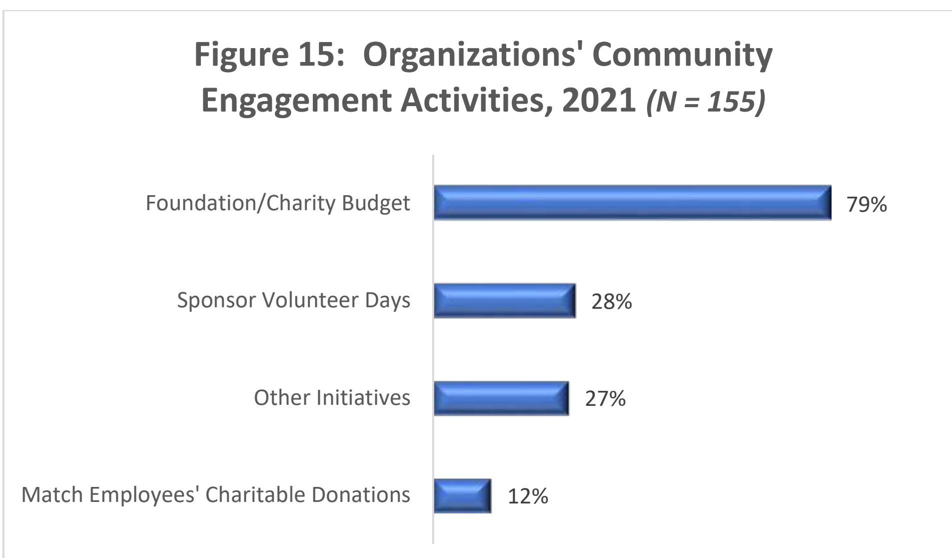
Figure 14a indicates that the proportion of organizations with other programs to increase spending with historically underrepresented businesses has been constant the past two years but is more than double the low point of 2018.





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. 155 organizations responded to this question in 2021.



A large majority of the organizations that responded to the 2021 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.

Table 7: Categories of Other Initiatives for Underrepresented Groups, 2021

Category	Number Comments
Underrepresented Communities	8
Scholarships/Sliding Fees/Pro Bono	6
Fundraisers	5
Food	4
Donations	4
Outreach/Community support	4
Volunteer	1
Health care	1
Miscellaneous	6

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 39 responses received into the 9 categories shown in Table 7.

The "Underrepresented Communities" categories generally listed outreach efforts to such groups. Examples of comments in this category include:

"Our entire non-profit is dedicated to adult literacy, which serves underserved, underrepresented and low income communities."

"We plan to fund and co-develop conservation and outdoor programs in partnership with historically underrepresented communities."

Comments in the "Scholarship/Sliding Fees/Pro Bono" category included:

"We offer pro bono services that any employee can request on behalf of underrepresented communities."

"Boys and Girls Club Endowment Fund"

The complete list of other initiatives noted by respondents is included in Appendix B.

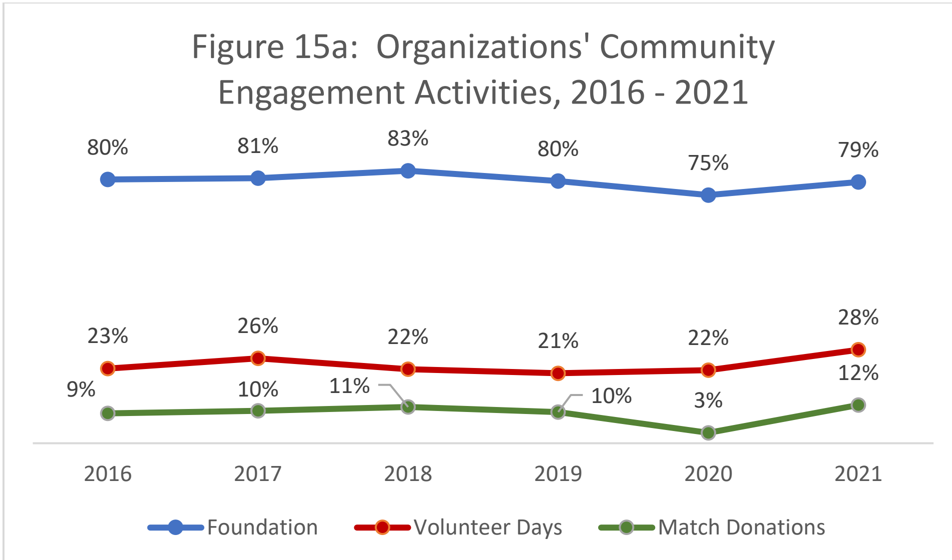


Figure 15a shows that an organizational foundation or charitable giving has consistently been the most common type of community engagement. About one-in-five organizations have, through the years, said they sponsor volunteer days, though this was up substantially in 2021. In every year, except 2020, about 10% of responding organizations say they match the charitable donations of their employees. 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 42 responses were received for this question and the SRC placed them into the four categories shown in Table 8.

Table 8: Other Diversity and Inclusion Initiatives, 2021	
Category	**Number Comments**
Diversity training/education for staff	10
Recruitment practices	9
Hire best candidate regardless of characteristics	6
Internships/Training/Mentors	4
Community support/Buy local	3
Bilingual staff/management	2
Miscellaneous	8

Comments in the "Diversity training/education for staff category included:

"Our organization is putting all employees through diversity and inclusion training in 2021. We meet for the training on a monthly basis."

"Partnering up with RecruitMilitary for a wider veteran pool of candidates, coaching program for mentoring employees, formal D&I training and learning resources available for employees."

"We have an IDEA (inclusion, diversity, equity, access) task force that meets on a regular basis."

Comments in the "Recruitment practices category included:

"My personal goal as hiring manager is to have a staff reflective of my community."

"We recruit in the area to help with our diversity numbers as well as veterans through job service and other avenues. In small town Wisconsin, many of our purchases are from suppliers that are focused around our customers and supporting local businesses. If they are minority or women owned, we support as we are able."

The complete set of comments are included in Appendix B.

Analysis by Respondent Subgroups

The SRC analyzed responses to the Diversity and Inclusion surveys in 2021 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?
- The economic sector of responding organizations based on their NAICS code.

In this section, the SRC will test for significant differences between the above groups with respect to:

- The number of MadREP counties in which the organizations operate
- The age of the organization
- The type of organization (e.g. for profit, non-profit, government, etc.)
- Annual revenue
- Impact of COVID-19 on employment levels
- Industrial classification
- Percent of the board of directors that is female and percent minority
- Percent of total workforce that is female and percent minority
- Percent of top leadership that is female and percent minority
- Percent of supervisors that is female and percent minority
- Turnover of employees of color relative to white employees
- Whether the organization has a full- or part-time diversity staff person.
- Whether the organization has a diversity statement
- Whether the organization has diversity goals
- Whether the organization allows voluntary self-identification of sexual preference
- Whether the organization allows voluntary self-identification disabilities
- Whether the organization offers domestic partner benefits
- Whether the organization has a diversity supplier program and, if so, whether they track progress based on percent of total spending, percent of total revenue, total number of diverse suppliers, or Tier 2 purchases

The SRC will also identify any significant differences in 2021 compared to the 2016 – 2020 period.

To test for significant differences, the SRC used T-tests and cross tabulations. In statistics, a result is ***statistically significant*** *if it is unlikely to have occurred by chance. Statistical significance is expressed as a probability that the observed difference between two groups' averages is not real. A commonly used probability standard is .05 (5%). Statistical significance at the .05 level indicates there is only a 5 in 100 probability that the average values for the two groups are actually equal.* ***Response patterns that vary at statistically significant levels ($p < .05$) are noted in this summary.***

Dane County Respondents vs. Those from Other Counties

Of the 265 organizations that indicated the MadREP county or counties in which they operate, 58% (158 organizations) said they have a presence in Dane County.

There were relatively few statistically significant differences between organizations with operations in Dane County vs. those with operations elsewhere in the MadREP region. Out of 28 variables tested, Dane County organizations:

- Were significantly more likely to operate in multiple MadREP Counties – 7% operated in three or more MadREP counties, compared to only 1% of those with operations outside of Dane County.
- Had a significantly higher proportion of female members on boards of directors – 43% of Dane County board seats were held by women vs. 32% in other MadREP counties.
- Had a significantly higher proportion of females in top leadership positions – 45% of top leaders in Dane county were female vs. 33% in other MadREP counties.
- Were significantly more likely to have a full- or part-time staff member responsible for equity and inclusion efforts – in Dane County 10% of organizations had a full time staff position responsible for equity and inclusion efforts and 15% had a part-time position with these responsibilities; the comparable figures for other MadREP counties were 6% with a full-time position and 2% with a part-time position.
- Were significantly more likely to offer domestic partner benefits – 46% of Dane County organizations currently offer domestic partner benefits vs. 21% of organizations in other MadREP counties. Five percent of Dane County organizations said they plan to offer such benefits in the next year compared to 2% of organizations in other MadREP counties.

Relative to previous years, there were substantially fewer significant differences between Dane County organizations and those in the other MadREP counties in 2021. Since most of the trends in representation of women and minorities in the region's workforce and equity and inclusion practices discussed in the first part of this report are increasing or flat, fewer significant differences in 2021 suggests a broadening of diversity and inclusion efforts across this region of Wisconsin.

Comparing Dane County results to previous years, in 2021 there were significantly higher percentages of women in top leadership positions (41% vs 35% over the 2016 – 2020 period) and people of color in supervisory positions (14% vs 10% in the earlier years). Further a higher proportion of firms said they have diversity goals and sponsored volunteer days for their employees. These results indicate that within Dane County, there appear to be at least small steps being taken toward more diverse workplaces.

Smaller vs. Larger Employers

The Wisconsin Department of Administration mailing list included the number of employees in each organization. The SRC classified any organization with fewer than 50 employees as smaller and those with 50 or more as a larger employer. Based on this criteria, 216 responding organizations were classified as smaller employers and 52 as larger employers. The hypothesis would be that, while there may be no particular expectations in terms of representation of women and minorities within the organization (board, leaders, supervisors, total workforce), larger companies may have more scope for including some equity and inclusion practices.

As one would expect, larger employers had significantly higher annual revenue. Two-thirds of larger employers had annual revenues of $5 million or more, while more than 80% of smaller employers had annual revenues of less than $5 million.

There were only six statistically significant differences between larger and smaller employers out of 28 equity factors considered.

- Interestingly, women were a larger proportion of top leaders in smaller employers (44% vs. 31% at larger employers).
- People of color made up a larger percentage of supervisors at larger employers (22% vs. 12% at smaller employers).
- Larger employers were more likely to have a full-time (13.7%) or part-time (19.6%) staff person with responsibilities for equity and inclusion efforts; comparable levels for smaller employers were 6.4% with a full-time position and 6.9% with a part-time slot.
- While a significantly higher proportion of larger employers had a written diversity statement (44% vs. 18% at smaller employers), the gap could shrink if the intentions of the 15% of smaller employers who said they intend to create such a statement in the

coming year are realized (only 4% of larger employers said they intend to add a written diversity statement in the coming year).

- Larger employers were more likely to match the charitable contributions of their employees (19% vs. 7% of smaller employers).

Again, it is encouraging to see that there are relatively few differences in equity and inclusion practices between larger and smaller employers in light of the flat to increasing trends noted above. This suggests that diversity and inclusion practices are becoming more of a cultural norm for organizations.

Newer vs. Longer-Established Organizations

A majority of responding organizations have been in existence for more than 10 years (214 of 268 organizations who answered this question, or 80% of all organizations). .

It is probably not surprising that organizations that have existed for more years have significantly higher average annual revenue; 31% of older organizations had annual revenues of at least $5 million compared to only 4% of those that have existed for 10 years or less.

Organizations that have existed for 10 years or less had significantly higher proportions of:

- Women in top leadership positions (51% vs. 39% for older organizations).
- People of color in supervisory positions (53% vs. 46% for older organizations).
- People of color in the total workforce (22% vs. 14% for older organizations).

Not only were there few statistically significant differences, but those that did exist suggest that newer organizations have somewhat more diverse workforces/leadership teams than older ones.

For Profit Organizations vs Non-Profits, Academic and Governmental Organizations

More than three-quarters of the 2021 respondents classified themselves as a for-profit organization (206, or 77% of the 267 organizations that responded to this question). The remaining 61 organizations in the 2021 dataset are non-profits, academic organizations, or other types of organizations.

In terms of sectors of the economy, for-profit firms were concentrated in manufacturing (13% of the 206 for-profit organizations), educational services (10%), and accommodation and food services (19%). Not-for-profit organizations were well represented in educational services (20% of the 61 not-for-profit organizations), other services (16%), and public administration (23%).

Significantly higher proportions of for-profit organizations suffered job losses because of the COVID-19 pandemic; 36% of for-profit organizations experienced employment declines compared to 23% of other types of organizations.

With respect to diversity and inclusion factors, for-profit organizations, compared to non-profit, academic, or governmental ones:

- Had significantly lower average proportions of people of color on their boards of directors (4% vs. 9% at other types of organizations).
- Had significantly lower proportions of women in top leadership positions (37% vs. 54% at other types of organizations).
- Were significantly less likely to have a supplier diversity program (1% vs. 7% at other types of organizations).

Organizations with Less than $5 Million in Annual Revenue vs. Larger Organizations

Of the 196 organizations who responded to this question, 75% (196 organizations) said they had less than $5 million in annual revenue and 25% (66 organizations) had annual revenues of $5 million or more. Organizations with larger revenues might be expected to have more formal diversity and inclusion practices in place.

The statistical comparison of organizations with less than $5 million in annual revenue to those with at least $5 million produced a number of differences. Organizations with smaller annual revenues:

- Were more likely to be in the construction industry, retail, health/social assistance, or accommodations and food sectors of the economy.
- Were significantly younger with 26% having existed for 10 years or less (vs. 3% of larger organizations).
- Had a significantly higher average proportion of women on their boards of directors (43% vs. 26% at organizations with $5 million or more in annual revenues).
- Had a significantly higher average proportion of top leaders who were women (45% vs. 33% for organizations with larger annual revenue amounts).
- Had a significantly higher proportion of women in their total workforce (53% vs. 43% for larger organizations).

- Were more likely to allow employees to self-identify their sexual preference (51%) currently allowed it and another 5% expect to in the coming year; comparable figures for larger organizations were 30% allow it now and 11% expect to in the coming year.
- Were more likely to allow employees to self-identify their disabilities (58%) currently allow and 4% expect to next year vs. 45% currently and 9% expecting to in the next year at larger organizations.
- Were significantly more negatively affected by the COVID-19 pandemic with 18% reporting that their employee numbers declined by more than 10% and another 20% saw declines of 10% or less; in larger organizations only 2% saw declines of more than 10% and 15% had declines of 10% or less.

Organizations with sales of $5 million or more were:

- More likely to be drawn from the manufacturing, wholesaling, financial/insurance, or professional/scientific/technology services sectors of the economy.
- Significantly larger in terms of the total number of employees (47% had 50 or more employees vs. 8% of smaller organizations).
- Significantly more likely to have a full- (18%) or part-time (16%) employee responsible for equity and inclusion efforts; the comparable figures for smaller organizations were 4% full-time and 7% part-time.
- Significantly more likely to have a diversity statement (41% have one and 11% expect to add one in the coming year vs. 17% of smaller firms with one and 14% expecting to add one in the coming year).
- Significantly more likely to offer domestic partner benefits (50% offer them currently and 8% expect to add them this year vs. 29% of smaller firms with them and 3% expecting to offer them in the coming year).

So, at least with respect to women, smaller organizations appear to be providing more opportunities than larger ones during what was a very challenging year for them because of COVID-19. Larger organizations seem to have more equity and inclusion structures in place, but these have not translated into significantly more diversity within their ranks.

Responses by NAICS Groups

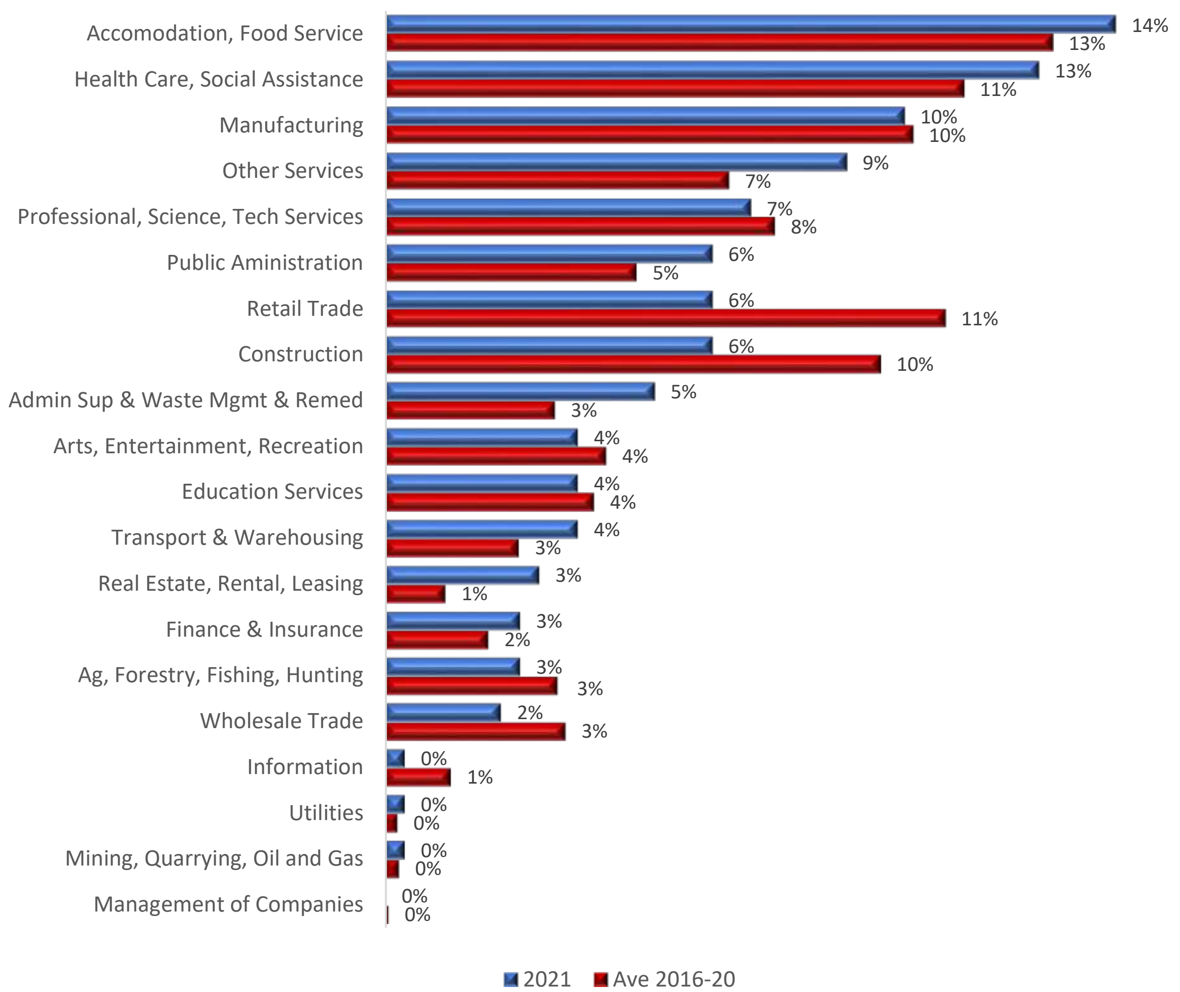
The mailing list from the Wisconsin Department of Workforce Development included the 6-digit North American Industrial Classification Code (NAIC). NAIC Codes are used to classify all businesses in the U.S, into different sectors of the economy. The SRC converted this to the broader 2-digit code and have summarized the results in Figure 16. More than half the 2021 responding organizations fell into five 2-digit NAICS categories: Accommodation and Food Service, Health Care and Social Assistance, Manufacturing, Other Services, and Retail Trade.

Four of these five were also among the top five sectors in the 2020 report; the exception is that Manufacturing replaced Construction from the 2020 list.

In this section of the report, the SRC will highlight differences across sectors with respect to the proportion of women and people of color on the boards of director, in top leadership positions, in supervisory positions, and in the total workforce.

Compared to the average over the 2016 – 2020 time period, the 2021 sample had a substantially higher proportion of responses in the Health Care and Social Services, Other Services, and Administrative Support and Waste Management and Remediation sectors (Figure 16a). On the other hand, the 2021 sample had much lower proportions of respondents from the Construction and Retail Trade sectors, both of which were likely impacted very negatively by the corona virus pandemic.

Figure 16a: NAICS Categories of Responding Organizations, 2021 vs. Average 2016-2020



Boards of Directors by Sector by Economic Sector

In this section, the SRC is looking at the combined data over the 2016 – 2021 period. Because we are using averages, the percentages discussed in this section may differ from those in the previous section.

There were some differences in the representation of women and people of color on boards of directors over the 2016 - 2021 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 (6 responses over 6 years); Management of Companies (1 response); and Utilities (5 responses)), 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 – 2021

Boards with Higher Average Percent of People of Color and Women						
	N	% People of Color Rep			N	% Women Rep
Health Care and Social Assistance	220	11%		Health Care and Social Assistance	220	51%
Transportation and Warehousing	52	9%		Educational Services	76	51%
Accommodation and Food Services	250	9%		Other Services (except Public Administration)	137	44%
Boards with Lower Average Percent of People of Color and Women						
	N	% People of Color Rep			N	% Women Rep
Wholesale Trade	69	3%		Finance and Insurance	40	22%
Finance and Insurance	40	3%		Wholesale Trade	69	20%
Public Administration	99	1%		Information	23	14%

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, Finance and Insurance, and Wholesale Trade sectors only 3% or less of the board seats were held by persons of color. All of the sectors with above and below average proportions of people of color on the board were the same as in the 2020 report except that Finance and Insurance replaced Real Estate, Rental and Leasing.

Women are more broadly represented on boards of directors. More than half of the board seats in the Health Care and Social Assistance and Educational Services were held by women, and they held 44% of the seats in the Other Services sector. 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. The sectors with higher and lower proportions of women on boards of directors were identical in 2020 and 2021.

Total Workforce by Sector by Economic Sector

Among sectors with more than a handful of respondents over the 2016 – 2021 surveys, organizations in Information, Public Administration, and Finance and Insurance have relatively few people of color working for them – in these sectors people of color make up 7% or less of their total workforce (Table 10). In contrast, in the Agriculture, Forestry, Fishing and Hunting (28%), Administrative Support and Waste Management and Remediation Services (25%), and Accommodation and Food Service (20%) sectors, people of color made up more than 20% of their total workforce. All of the sectors at the top and bottom in terms of the proportion of minorities in the total workforce were the same as in the 2020 report except Finance and Insurance, which replaced the Transportation and Warehousing sector.

Table 10: Sectors with Higher/Lower Percent Total Workforce, Women and People of Color, 2016 – 2021

Organizations with Higher Average Percent People of Color and Women in Total Workforce						
	N	Ave % People of Color			N	Ave % Women
Agriculture, Forestry, Fishing and Hunting	59	28%		Health Care and Social Assistance	220	78%
Administrative and Support and Waste Management and Remediation Services	69	25%		Educational Services	76	71%
Accommodation and Food Services	250	20%		Finance and Insurance	40	67%
Organizations with Lower Average People of Color and Women in Total Workforce						
	N	Ave % People of Color			N	Ave % Women
Finance and Insurance	40	7%		Agriculture, Forestry, Fishing and Hunting	59	30%
Public Administration	99	6%		Construction	177	22%
Information	23	5%		Transportation and Warehousing	52	20%

For organizations in the Health Care and Social Services (78%), Educational Services (71%), and Finance and Insurance (67%), women comprised a majority of the total workforce. In contrast, in Transportation and Warehousing (20%), Construction (22%), and Agriculture, Forestry, Fishing and Hunting (30%) women make up less than one-third of the total workforce. All of the sectors with the highest and lowest proportion of women in the total workforce were the same in the 2020 report.

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%). The sectors with the highest proportion of top leaders who are people of color are the same as in the 2020 report, though Health Care and Social Assistance and Transportation and Warehousing swapped positions. The sectors with the lowest proportion of people of color in top leadership positions were the same as in the 2020 report.

Table 11: Sectors with Higher/Lower Percent Top Leaders, Women and People of Color, 2016 - 2021

Organizations with Higher Average Percent People of Color and Women in Top Leaders						
	N	Ave % People of Color			N	Ave % Women
Real Estate and Rental and Leasing	27	13%		Health Care and Social Assistance	220	58%
Health Care and Social Assistance	220	12%		Educational Services	76	53%
Transportation and Warehousing	52	9%		Other Services (except Public Administration)	137	46%
Organizations with Lower Average Percent People of Color and Women in Top Leaders						
	N	Ave % People of Color			N	Ave % Women
Retail Trade	197	4%		Manufacturing	199	25%
Finance and Insurance	40	3%		Wholesale Trade	69	25%
Information	23	0%		Agriculture, Forestry, Fishing and Hunting	59	23%

Women occupied **high** proportions of top leadership positions in the Health Care and Social Assistance (58%), Education Services (53%), and Other Services (46%) sectors. In contrast, one-quarter or **fewer** of the top leaders in the Manufacturing (25%), Wholesale Trade (25%), and Agriculture, Forestry, Fishing and Hunting (23%) sectors were women. In the 2020 report, the same three sectors were at the top in terms of the proportion of top leaders who were women and two of the three at the bottom of Table 11 were the same. Wholesale Trade replaced Public Administration in this report.

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 (21% of other supervisors), Agriculture, Forestry, Fishing and Hunting (18%), and Accommodation and Food Service (16%) (Table 12). Transportation and Warehousing (5%), Education Services (2%), and Finance and Insurance (2%) had **low** proportions of people of color in other supervisory positions. Other than Transportation and Warehousing replacing Retail Trades, the same sectors were at the top and bottom in terms of the proportion of other supervisors who were people of color.

Table 12: Sectors with Higher/Lower Percent Supervisors, Women and People of Color, 2016 – 2021						
Organizations with Higher Average Percent People of Color and Women in Supervisor Positions						
	N	Ave % People of Color			N	Ave % Women
Administrative and Support and Waste Management and Remediation Services	69	21%		Health Care and Social Assistance	220	77%
Agriculture, Forestry, Fishing and Hunting	59	18%		Finance and Insurance	40	73%
Accommodation and Food Services	250	16%		Real Estate and Rental and Leasing	27	64%
Organizations with Lower Average Percent People of Color and Women in Supervisor Positions						
	N	Ave % People of Color			N	Ave % Women
Transportation and Warehousing	52	5%		Manufacturing	199	34%
Finance and Insurance	40	2%		Wholesale Trade	69	34%
Educational Services	76	2%		Construction	177	25%

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 (73%) and Real Estate and Rental and Leasing (64%) sectors. In contrast, **only about one-third** of other supervisors in the Manufacturing (34%), Wholesale Trade (34%), and Construction (25%) sectors were women. Compared to the 2020 report, the only change is that Real Estate and Rental and Leasing replaced Other Services among the top sectors with women in supervisory positions.

In general, the percentages at the top of Tables 9 – 12 for both women and people of color tended to increase slightly relative to the 2020 report, while the percentages for those at the bottom of those tables stayed the same or decreased.

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	Supervisor		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		✓		
Transportation & Warehousing	✓		✓		Real Estate and Rental and Leasing				✓
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. Finance and Insurance (total workforce) and Real Estate and Rental and Leasing (supervisors) were in the top three on one category with respect to the proportion of women in those positions.

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**, Finance and Insurance was among the three lowest sectors with respect to having people of color in all four occupation categories. Public Administration (boards and total workforce) and Information (total workforce and top leaders) were in the bottom three in two categories. The Wholesale Trade (board), Transport and Warehousing (supervisors), Educational Services (supervisors), and Retail Trades (top leaders) sectors had relatively few people of color in one employment category.

Table 14: Overall Bottom Sectors for People of Color and Women, 2016 - 2020

People of Color					Women				
	Board	Workforce	Leaders	Supervisor		Board	Workforce	Leaders	Supervisors
Wholesale Trade	X				Wholesale Trade	X		X	X
Public Administration	X	X			Public Administration			X	
Finance & Insurance	X	X	X	X	Finance and Insurance	X			
Information		X	X		Information	X			
Transport & Warehousing				X	Ag, Forestry, Fishing, Hunting		X	X	
Education Services				X	Construction		X		X
Retail Trade			X		Manufacturing			X	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), Construction (total workforce and other supervisors) and Manufacturing (top leaders and 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.

In this section, we will examine the equity and inclusion practices by economic sector over the 2016 – 2021 time period. Only sectors for which we have at least 20 responses will be included in these results.

Turnover Rates for Employees of Color by Economic Sector

Over the 2016 – 2021 period, the turnover rate of non-white employees compared to white workers:

- The sectors with the highest percentage saying the turnover of employees of color was **lower** than for white employees were the Finance and Insurance (30% of respondents said turnover was lower among employees of color), Real Estate, Rental, Leasing (27%), and Accommodation and Food Services (27).

- The sectors with the highest percentage saying the turnover of employees of color was **higher** than for white employees were the Administration and Support and Waste Management and Remediation Services (19% said turnover was higher among employees of color), Agriculture, Forestry, Fishing and Hunting (18%), and Wholesale Trade (16%) sectors. The same sectors reported higher than average turnover rates in the 2020 report.

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 Administrative Support and Waste Management and Remediation (30%), Information (29%), and Educational Services (22%). These were also the top three sectors in the 2020 report.
- The sectors least likely to have a full or part-time staff person dedicated to diversity and inclusion efforts were the Retail Trade (7%), Manufacturing (9%), and Transportation and Warehousing (10%). Relative to the 2020 report, Transportation and Warehousing replaced Finance and Insurance, but otherwise the sectors least likely to have staff with equity and inclusion responsibilities remained the same.

Diversity and Inclusion Policies by Economic Sector

Written Diversity Statement by Economic Sector

In terms of currently having a written diversity statement:

- About one-third or more of the responding organizations in the Health Care and Social Assistance (35%), Education Services (33%), and Information (32%) sectors reported that they currently have a written diversity statement. These sectors were also the most likely to have a written diversity statement in the 2020 report.
- Sectors in which relatively few firms reported having a written diversity statement were Agriculture, Forestry, Fishing and Hunting (5%), Retail Trade (15%), and Finance and Insurance (15%). In the 2020 report, Accommodation and Food Service appeared in this list but otherwise the list is unchanged.

Workforce Demographic Goals by Economic Sector

In terms of having workforce demographic goals:

- Sectors with <u>higher proportions</u> of firms with such goals were Administrative Support and Waste Management and Remediation (31%), Finance and Insurance (30%), and Construction (25%). In the 2020 report, Information was one of the top three sectors in terms of having demographic goals, but the other top sectors were the same.
- Sectors with <u>lower proportions</u> of firms with such goals were Agriculture, Forestry, Fishing and Hunting (4%), Real Estate Rental and Leasing (4%), and Retail Trade (10%). The same sectors were included in the 2020 report as those with the lowest proportion of demographic goals.

Option to Self-Identify Sexual Orientation by Economic Sector.

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

- Sectors <u>most likely</u> to do so were Administrative Support and Waste Management and Remediation (55%), Health Care and Social Assistance (49%), and Educational Services (44%). These are the same three sectors as appeared in the 2020 report.
- Sectors <u>least likely</u> to do so were Information (23%), Agriculture, Forestry, Fishing and Hunting (23%), and Wholesale Trade (25%). The only change from the 2020 report is that Wholesale Trade replaced Public Administration.

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 (65%), Health Care and Social Services (64%), Educational Services (58%) were <u>the most likely</u> to say they allow their employees to self-identify their disabilities.
- Sectors with the <u>lowest proportion</u> of respondents allowing employees to self-identify disabilities were the Arts, Entertainment, and Recreation (44%), Agriculture, Forestry, Fishing and Hunting (41%) and Public Administration (38%).

Domestic Partner Benefits by Economic Sector

With respect to offering domestic partner benefits:

- Sectors <u>most commonly</u> offering this benefit were Professional, Scientific, and Technical Services (45%), Information (43%), and Wholesale Trade (42%). Professional, Scientific, and Technical Services replaced Finance and Insurance from the 2020 report.

- Sectors least commonly offering this benefit were Administrative and Support and Waste Management and Remediation Services (21%), Retail Trade (19%), and Agriculture, Forestry, Fishing and Hunting (13%). The only change from the 2020 report is that Administrative and Support and Waste Management and Remediation Services Replaced Accommodation and Food Service.

Supplier Diversity by Economic Sector

As noted above, few respondents have a supplier diversity program; 53 of the 1,878 organizations that have answered this question since 2016 have such a program. Because the number of observations is so small, the utility of detailed analyses of these data is questionable. Table 15 shows the number of organizations, by sector, who said they have a supplier diversity program and the percentage of the total number of organizations from which we have data that have such a program.

Table 15: Organizations with Supplier Diversity Programs, by Sector, 2016 - 2021

	Number of Organizations	Percent
Information	2	9%
Wholesale Trade	5	8%
Construction	10	6%
Health Care and Social Assistance	9	4%
Other Services (except Public Administration)	5	4%
Accommodation and Food Services	7	3%
Educational Services	2	3%
Public Administration	2	2%
Retail Trade	4	2%
Administrative & Support & Waste Management &Remediation Services	1	2%
Professional, Scientific, and Technical Services	2	1%
Arts, Entertainment, and Recreation	1	1%
Manufacturing	2	1%
Real Estate and Rental and Leasing	0	0%
Finance and Insurance	0	0%
Transportation and Warehousing	0	0%
Agriculture, Forestry, Fishing and Hunting	0	0%

As Table 15 indicates, fewer than 10% of the organizations from which we've received feedback since 2016 reported they have a supplier diversity program. For four sectors, the SRC has never received information from an organization with a supplier diversity program (Real Estate, and Rental and Leasing; Finance and Insurance; Transportation and Warehousing; and Agriculture, Forestry, Fishing and Hunting).

- 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.

Data on the use specific supplier diversity options (based on total spending, total revenue, the number of diverse suppliers and Tier 2 purchases) are even more sparse and insufficient to provide reliable results.

Community Engagement by Economic Sector

Foundation/Budget Item for Charity by Economic Sector. Just over half (52%) of the 1,771 organizations that have responded to this question since 2016 said their organization has a foundation or a budget item for charitable donations.

- Sectors <u>more</u> likely to have foundations/budget items for charitable donations were Finance and Insurance (80%), Real Estate, Renting and Leasing (78%), and Wholesale Trade (68%).
- Sectors <u>less</u> likely to have foundations/budget items for charitable donations were Public Administration (16%), Educational Services (31%), and Administrative Support and Waste Management and Remediation (37%).

Both the most and least likely sectors to have a foundation or budget item for charitable giving were the same in 2020 and 2021.

Organization-Sponsored Volunteer Days by Economic Sector. Of the 1,681 organizations that have answered this question since 2016, 16% said their organization offers company-sponsored volunteer days and/or volunteer time off for employees.

- Sectors <u>more</u> likely to sponsor volunteer days were Finance and Insurance (54%), Information (35%), and Real Estate and Rental and Leasing (29%).
- Sectors <u>less</u> likely to sponsor volunteer days were Public Administration (7%), Transportation and Warehousing (9%), and Retail Trade (11%). In 2020, Education Services was in this set and was replaced by Retail Trade.

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 the Finance and Insurance (21%), Transportation and Warehousing (12%), Real Estate and Rental and Leasing (10%) sectors.

- None of the respondents in the Public Administration sector said they match employees' charitable donations; 2% of those in the Administrative and Support and Waste Management and Remediation Services and Agriculture, Forestry, Fishing and Hunting sectors did so.

Summary of Experiences, Policies, Supplier Diversity and Community Engagement

Table 16 summarizes the top performers with respect to respondents' experiences, their diversity policies, other supplier diversification efforts, and community engagement.

Table 16: Top Performers Experiences, Policies, Supplier Diversity, and Community Engagement, 2016 - 2021

	Experience		Policies					Community Engagement			
	Low Turnover	Diversity Staff	Written Div Statement	Workforce Goals	Sex Pref Id	Disability Id	Domestic Benefits	Foundation	Volunteer Days	Match Donations	**Total**
Finance & Insurance	✓			✓				✓	✓	✓	**6**
Information		✓	✓				✓		✓		**4**
Education Services		✓	✓		✓	✓					**4**
Admin Support and Waste Mgmt, Remediation		✓		✓	✓	✓					**4**
Real Estate, Rent, Lease	✓							✓	✓	✓	**4**
Health Care, Social Assistance			✓		✓	✓					**3**
Wholesale Trade							✓	✓			**2**
Construction				✓							**1**
Public Administration		✓									**1**
Professional, Sci Services							✓				**1**
Transport & Warehousing										✓	**1**
Accommodation and Food Service	✓										**1**

Overall, Finance and Insurance was a benchmark sector with respect to six of the factors and was notably strong with respect to community engagement. Last year's lead sector, Information, was a benchmark sector with respect to four of the factors discussed and were particularly strong with respect to policies (having a written diversity statement and providing domestic partner benefits). Education Services and Administrative Support and Waste

Management and Remediation were even stronger with respect to policies; each was in the top three sectors for three equity and inclusion policies.

Comparing the results of Tables 16 and Tables 13 and 14 (representation of people of color and women in four workforce roles), there is relatively little correlation between the sectors ranking relatively high with respect to diversity and inclusion policies and community engagement and having a more diverse (in terms of race/ethnicity or gender) workforce. For example, the Finance and Insurance sector, which ticked the most boxes in Table 16, ranked in the bottom three sectors with respect to the percentage of people of color serving on boards, in top leadership, as supervisors and the overall workforce and in the bottom three in terms of the percentage of women on boards of directors.

Table 17: Bottom Performers Experiences, Policies, Supplier Diversity, and Community Engagement, 2016 – 2021

	Experience		Policies					Community Engagement			
	High Turnover	Diversity Staff	Written Div Statement	Workforce Goals	Sex Pref Id	Disability Id	Domestic Benefits	Foundation	Volunteer Days	Match Donations	**Total**
Ag, Forestry, Fish, Hunt	**X**		**X**	**X**	**X**	**X**	**X**			**X**	**7**
Retail Trades		**X**	**X**	**X**			**X**		**X**		**5**
Public Administration						**X**		**X**	**X**	**X**	**4**
Admin, Support, Waste Mgmt, Remediation	**X**						**X**	**X**		**X**	**4**
Transport & Warehousing		**X**							**X**		**2**
Wholesale Trade	**X**				**X**						**2**
Finance & Insurance			**X**								**1**
Real Estate, Rent, Lease				**X**							**1**
Education Services								**X**			**1**
Information					**X**						**1**
Manufacturing		**X**									**1**
Arts, Entertainment and Recreation					**X**						**1**

Table 17 shows the sectors with the lowest percentage of respondents with respect to diversity experience, policies, and community engagement. The Agriculture, Forestry, Fishing and Hunting Sector (seven factors) and Retail Trades (five factors) appear most frequently. Agriculture, Forestry, Fishing and Hunting is particularly weak with respect to diversity policies; Retail Trades fell into the bottom three sectors in a more dispersed set of criteria.

Again, comparing the results of Table 17 to Tables 13 and 14 indicate that the lack of diversity and inclusion practices don't necessarily translate into less diverse workforces. Agriculture, Forestry, Fishing and Hunting, for example, ranks in the top three with respect to the percentage of people of color in supervisory positions and in the overall workforce, though the sector is among the bottom three sectors with respect to the representation of women in the total workforce and in top leadership positions.

Conclusions

The nature of the organizations participating in the 2021 survey were broadly similar to those over the 2016 – 2020 period. The 2021 data, compared to earlier years, had somewhat more responses from organizations with fewer than 50 employees, but fewer reporting annual revenues of less than $500,000.

There appear to have been a number of positive developments in 2021:

- Boards of directors continue to become more diverse, 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 and women, for the second year in a row constituted a majority of the total workforce.
- Top leaders, like boards of directors, continue to become more diverse in terms of women and people of color.
- The proportion of women and people of color in other supervisory positions held steady relative to previous years.

Given the economic stresses engendered by the COVID-19 pandemic, these results are remarkable.

In terms of diversity experiences and practices the 2021 results indicate:

- A continuation of the trend of more organizations with staff with diversity and inclusion responsibilities.
- The proportion of organizations with most diversity and inclusion policies (self-identification of sexual orientation and disability status, having a written diversity statement, and diversity goals) are continuing to trend upward.

- The proportion of respondents with initiatives to develop spending with historically underutilized businesses remained at an all-time high.
- Diversity practices seem to be spreading more evenly across the counties in the MadREP region and across organizations of different employment sizes.
- Newer organizations and those not in the for-profit sector appear to offer more leadership opportunities for people of color and, especially, for women.
- When looking at diversity and inclusion issues by sector of the economy, there appears to be little correlation between diversity and inclusion outcomes (in terms of the proportion of women and people of color in a sector's workforce) and the policies and initiatives in the sector.

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.

The SRC tested 133 variables for statistically significant differences between the 165 organizations that responded to the first mailing and the 105 who responded to the second. There were only three statistically significant differences between the two groups (Table A1).

Table A1: Statistically Significant Differences Between Mail 1 and Mail 2 Respondents			
Variable	Significance Level	Mail 1	Mail 2
Q2 Iowa County Presence	.050	5%	13%
Q4 Number White Female Board Members	.015	2.1	3.5
Q8d Allow Self-identify Disabilities (% Yes)	.043	49%	64%

Respondents to the second mailing were more likely to have a presence in Iowa County, had a higher average number of white, female board members and were more likely to allow employees to self-identify any disabilities they have.

The SRC sees little evidence that non-response bias is a problem for this data set.

Appendix B – 2021 Diversity & Inclusion Survey Open-Ended Responses

Question 3b: Type of Organization, Other (19 Responses) ***(note – the SRC recoded many of these to their type of organization (non-profit, for profit, etc.)***

- 501 (c) (7)
- Cooperative
- Dairy Farm
- Dental/ Ortho
- Essential
- Financial/Banking
- Fire District
- health/dental
- Instrumentality of municipalities
- Landscape and sod farm
- LLC
- Manufacturing
- Non-profit Cooperative
- Owned by the University of Wisconsin Hospital (in the care of UW Hospital clinics authority)
- Restaurant
- Retail
- School Bus Transportation
- Service
- Worker Cooperative

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

<u>Underrepresented Communities (9 Responses)</u>

- Connect black
- Diversity recognition events, on Juneteenth
- Hispanic business owner mentoring organization donate to this organization
- Much of our membership is a diversified group. We provide funeral services to members of many races and backgrounds
- Our entire non-profit is dedicated to adult literacy, which serves underserved, underrepresented and low income communities.
- Resource to minority owned business leader
- Serve adults across the states in underrepresented communities
- We plan to fund and co-develop conservation and outdoor programs in partnership with historically underrepresented communities

Scholarships/Sliding Fees/Pro Bono (6 Comments)

- Boys and Girls Club Endowment Fund
- Formal financial hardship policy to allow for reduction in service fees for un- and underinsured
- Scholarship program for swimmers
- Tuition assistance program for farmers
- We offer a scholarship to minority only applicants
- We offer pro bono services that any employee can request on behalf of underrepresented communities

Fundraisers (5 Comments)

- Alzheimer's dinner , diabetes dinner fundraisers
- Conduct fundraising auctions, drives, and events to support local charities
- Our main purpose is to raise funds to help the needy.
- We hold fundraising events for both the local food pantry and Boys and Girls Club
- We share proceeds with groups seeking donations to exchange for promoting a "share day"

Donations (4 Comments)

- Investment and creation of outdoor spaces in the downtown area
- We donate regularly to organizations
- We donate to our communities on youth programs of fire depts.
- Whenever possible we make charitable donations to MOM (Middleton Outreach Ministry)

Outreach/Community Support (4 Comments)

- Part of our D&I Committee goals are community involvement and empowerment. Working on tying that with our corporate CSR program.
- Partnership with community center
- Social outreach
- Support and host a power of community week throughout the state

Food Donations (3 Comments)

- Food pantry (2X)
- Food pantry, other programs

Health care (2 Comments)

- We are a nonprofit providing healthcare to underrepresented communities
- Health care and feeding programs

Volunteer (1 Comment)

- We have over 500 volunteers who provide thousands of hours of service to raise money to benefit children and seniors in the community

Miscellaneous (6 Comments)

- Floating holidays
- Providing diversity education to municipalities
- Significant partner supporting over 5,000 Wds served cids [sic]
- Small municipal government with limited resources
- We are a non-profit who serves low income families and individuals
- We are a volunteer organization

Q13: Does your organization have other diversity and inclusion initiatives you would like to highlight? (42 Responses)

Diversity training/education for staff (10 Comments)

- Affinity group where staff can meet to discuss Anti-Bias, Anti-Racist, Social Justice and other current topics for inclusion.
- Continuous training. Open dialogue after diversity trainings
- DEI ambassador programs regarding suggestions
- Diversity & Inclusion Institute for all staff
- Our organization is putting all employees through diversity and inclusion training in 2021. We meet for the training on a monthly basis.
- Partnering up with RecruitMilitary for a wider veteran pool of candidates, coaching program for mentoring employees, formal D&I training and learning resources available for employees.
- We are beginning to shift our efforts to employee retention and are in the early stages of offering professional development around restorative justice and associated practices.
- We are offering DEI-related trainings for our staff, board, volunteers, and partners. We are leading a "DEI Learning Cohort" to advance DEI work with our conservation partners. We have a DEI Committee made up of staff and board who are advancing DEI efforts within our organization
- We have a division that offers DEI training to the healthcare industry.
- We have an IDEA (inclusion, diversity, equity, access) task force that meets on a regular basis

Recruitment practices (9 Comments)

- Affirmative action in hiring
- Affirmative Action Program, recruitment (posting on diversity job boards)
- Diversity noted in recruitment ads
- Encourage recruitment of minority
- My personal goal as hiring manager is to have a staff reflective of my community
- Recruitment
- Veteran employment

- We recruit in the area to help with our diversity numbers as well as veterans through job service and other avenues. In small town Wisconsin, many of our purchases are from suppliers are focused around our customers and supporting local businesses. If they are minority or women owned, we support as we are able.
- While we do not have a written statement of diversity and inclusion, we do try to uphold inclusive practices during hiring and seeking out vendors.

Hire best candidate regardless of characteristics (6 Comments)

- No- we hire any qualified applicant. We have employed minority groups previously. No Minority applicants
- No- we support diversity and inclusion but as the leader of this company, my responsibility to my employees is to hire the best candidates available, regardless of age, race, gender or other factors.
- Small place, we hire anyone who is either qualified or trainable
- We are really small, so none of this is "formal" we have a hard time getting any qualified applicants at all, let alone worrying about demographics
- We hire anyone willing to work- the extra unemployment benefits have hindered our business- we can't get help we need
- We hire by ability not identity, we look at the individual not the group they belong to, This is B.S.

Internships/Training/Mentors (4 Comments)

- Mentorship program.
- Skill bridge program for army, Navy, Airforce and program
- We are reviewing our initiatives and plan to incorporate more internships/fellowships and other initiatives in the coming year.
- We support internship/fellowships and are in the process of evaluating our initiatives

Community Support/Buy Local (2 Comments)

- We try to support other local businesses and charities as much as possible. We do monthly community involvement activities and always try to give back and be actively involved in community outreach
- We work with many community organizations and work on recruitment in diversity work force

Bilingual Staff/Management (2 Comments)

- 56% of our clients are Spanish speaking. We strive to hire bilingual staff members for our non-profit clinics. We don't get an option to order from diversity suppliers because of the products we use (healthcare/dental supplies)
- We hire mostly minorities and support them with a living wage and as many benefits as a really small business can. We treat them fairly and with respect. We do have written respect polices in the employee handbook. We do not have specific "inclusion" policies or goals because we hire the best person for the job. We advertise in the Spanish speaking community. Our management staff speaks Spanish. We were inclusive from the beginning of the business. We have had felons, people from job programs, differently-abled, and from different cultures.

Miscellaneous (9 Comments)

- We live in a small community of around 16 people. We do not have many residents of other races than white. If we had someone of another race apply to the fire dept. or ambulance, they would be welcome.
- Contract with city of Madison. We must develop and maintain an acceptable AA plan
- N/A; Employees are represented by union
- The InnTowner is owned by the University of Wisconsin Madison Hospital and Clinics Authority, who may have supplier/vendor diversity and initiative programs in place. They operate our accounts payable department
- This is a family farm. We don't hire anyone who is not a family member.
- We are a women owned business
- We are in beginnings of working on DEI efforts
- We have contracts to perform construction related work for low income households and have initiatives in the contracts to serve a variety of inclusive sectors.
- Yes

Appendix C – 2021 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.	
254 95%	Madison Region (Columbia, Dane, Dodge, Green, Iowa, Jefferson, Rock, Sauk)
11 4%	Wisconsin
1 .4%	Upper Midwest (including WI and one or more of the following states: MN, IA, IL, MI)
1 .4%	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
18 7%	153 58%	27 10%	16 6%	15 6%	23 9%	38 14%	27 10%

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
216 81%	46 17%	2 5%	1 0.4%	0 0%	17 6%	37 14%	214 80%

3. b. Type of organization				
Non-profit	For-profit	Government	Academic	Other, specify
35 13%	206 77%	19 7%	3 1%	4 1%

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++
32 12%	54 21%	110 42%	26 10%	23 9%	3 1%	14 5%

Industry (derived from embedded data in mailing list)							
7 3%	Ag., Forestry, Fishing, Hunting	6 2%	Wholesale	8 3%	Real Estate and Rental Leasing	34 13%	Health Care and Social Assistance
1 .4%	Mining, Quarrying, and Oil and Gas Extr.	17 6%	Retail	19 7%	Professional, Scientific, and Technical Services	10 4%	Arts, Entertainment, and Recreation
1 .4%	Utilities	10 4%	Transportation and Warehousing	0 0%	Management of Companies and Enterprises	38 14%	Accommodation and Food Services
17 6%	Const	1 0.4%	Information	14 5%	Administrative Support and Waste Management and Remediation Services	24 9%	Other services except Public Administration
27 10%	Mfg	7 3%	Finance and Ins.	10 4%	Educational Services	17 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 (174 orgs.) Count: 921			**Total Workforce** (233 orgs.) Count: 10,828	
Composition by Ethnicity, Race, and Gender	**Male**	**Female**		**Male**	**Female**
Hispanic or Latino	2%	1%		4%	3%
White (non-Hispanic or Latino)	55%	35%		38%	47%
Black or African American (non-Hispanic or Latino)	2%	2%		2%	3%
Native Hawaiian or Other Pacific Islander (non- Hispanic or Latino)	0%	0%		0.1%	0%
Asian (non-Hispanic or Latino)	1%	1%		0.8%	0.8%
American Indian or Alaska Native (non-Hispanic or Latino)	0%	0.4%		0.1%	0.2%
Two or More Races (non- Hispanic or Latino)	1%	0.1%		0.4%	0.5%

	Board of Directors			Total Workforce	
Composition by Age and Gender	(134 orgs.) Count: 675			(205 orgs.) Count: 10,472	
Age 14-17	0.1%	0.1%		2%	2%
Age 18-24	0.4%	0.7%		5%	6%
Age 25-44	11%	11%		20%	22%
Age 45-64	32%	23%		16%	20%
Age 65+	16%	6%		3%	4%

5. Composition of Top-level Leadership and Other Supervisors					
	Top Level Leadership			**Other Supervisors**	
	(193 orgs.) Count: 574			(193 orgs.) Count: 920	
Composition by Ethnicity, Race, and Gender	**Male**	**Female**		**Male**	**Female**
Hispanic or Latino	1%	2%		4%	3%
White (non-Hispanic or Latino)	54%	37%		48%	37%
Black or African American (non-Hispanic or Latino)	2%	2%		2%	2%
Native Hawaiian or Other Pacific Islander (non-Hispanic/ Latino)	0%	0%		0.1%	0%
Asian (non-Hispanic or Latino)	1%	1%		1.5%	0.5%
American Indian or Alaska Native (non-Hispanic or Latino)	0%	0%		0%	0.3%
Two or More Races (non- Hispanic or Latino)	0.2%	0.2%		1%	1%
Composition by Age and Gender	(152 orgs.) Count: 496			(158 orgs.) Count: 757	
# Age 14-17	0%	0%		0.4%	0.1%
# Age 18-24	0.2%	1%		2%	3%
# Age 25-44	16%	16%		26%	24%
# Age 45-64	39%	19%		24%	18%
# Age 65+	6%	3%		1%	2%

6. What is your relative turnover rate for non-White employees?		
Higher than White employees	Lower than White employees	Equal to White employees
25 12%	53 25%	138 64%

7. Does your organization have dedicated staff responsible for diversity & inclusion efforts?	Yes, Full time	Yes, Part-time	No
	20 8%	24 9%	211 83%

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)?	59 23%	164 64%	33 13%
b. Have workforce demographic goals?	62 24%	174 69%	18 7%
c. Offer its employees the option to formally self-identify their sexual orientation?	116 45%	124 48%	16 6%
d. Offer its employees the option to formally self-identify disabilities?	139 55%	99 39%	14 6%
e. Offer domestic partner benefits?	86 34%	159 62%	10 4%

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
	7 3%	250 97%

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
2 40%	1 20%	2 40%	1 20%	0 0%

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
	43 17%	207 83%

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)	
123 79%	Our organization has a foundation or budget item for charitable donations
44 28%	Our organization offers company-sponsored volunteer days and/or volunteer time off for employees
18 12%	Our organization matches charitable contributions made by employees
42 27%	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)