

UNIVERSITY OF WISCONSIN

River Falls

SURVEY RESEARCH CENTER

Madison Region Economic Partnership Diversity & Inclusion Survey Report 2016 – 2022

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The Survey Research Center (SRC)

The Survey Research Center (SRC) is a research organization at the University of Wisconsin – River Falls in River Falls, Wisconsin. Since 1990, the SRC has provided statistically sound, low-cost information gathering services for academics, local units of government, non-profit groups, school districts, and other organizations. The SRC conducts surveys on a wide variety of topics including customer satisfaction, resident experience, business climate, equity and inclusion, labor needs, etc. The SRC is directed by Dr. Shaheer Burney and currently employs two staff members, Sarah Jensen, and Dr. David Trechter, and seven student assistants.

Acknowledgements

We especially want to thank Gene Dalhoff for his assistance throughout this process and since the inception of this project seven years ago.

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 2022 effort.

Finally, we would like to thank the businesses in the MadREP region who completed the survey during a trying time.

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Executive Summary

This is the seventh 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). The 2022 survey was implemented when many COVID-19 restrictions had been at least partially lifted. Nevertheless, the economic stresses caused by the pandemic likely affected the 2022 responses.

Description of Responding Organizations

The organizations that responded to the 2022 diversity and inclusion survey had profiles very similar to those who replied to earlier iterations of the survey. Specifically:

- More than 90% operate only in the MadREP area (not, for example across Wisconsin or the U.S.)
- Half had operations in Dane County
- About 80% employ between 10 and 49 people
- About 80% have been operating for more than 10 years
- About 80% were for-profit businesses
- About 75% had annual revenue of less than \$5 million

A substantially higher proportion of respondents said that employment in their organization in 2022 was lower than prior to the COVID-19 pandemic (34%) than said employment had increased (21%).

Overall Conclusions Regarding Race/Ethnicity and Gender Representation

In terms of representation of women and people of color in various roles in organizations in the MadREP region, 2022 was generally a year in which gains made in representation by women and black, indigenous, and people of color (BIPOC) were consolidated.

Women held 40% of board seats, 42% of top leadership positions, 45% of supervisory slots and were 50% of the total workforce.

About 11% of the overall population in the MadREP region are BIPOC and 10% of board seats were held by BIPOC individuals. BIPOC were 8% of top leaders, 12% of supervisors, and 17% of the total workforce. While a minority of organizations have no women on their boards, in top leadership, or in supervisory positions, that is not the case with respect to BIPOC representation. Approximately 80% of organizations have no BIPOC representation on boards, in top leadership or in supervisory roles.

Overall Conclusions Regarding Equity and Inclusion Policies and Practices

There appear to be on-going increases in the proportion of organizations in the MadREP area that are addressing equity and inclusion concerns. Specifically:

- The proportion of organizations with a full- or part-time staff position with equity and inclusion responsibilities has been increasing; nearly one-in-five organizations had such a position in 2022.
- Nearly one-half of 2022 firms allow employees to self-identify disabilities and sexual orientation; the proportion has been increasing for both.
- Between about one-quarter and one-third of organizations offer domestic partnership benefits, a written diversity statement and demographic goals; the proportion of all three have been increasing in recent years.

While few organizations have supplier diversification programs; nearly 20% have initiatives to increase spending with historically underutilized businesses, including minority-owned, women-owned, veteran-owned, LGBTQ+ owned, and service disabled-owned organizations. The proportion of organizations with supplier diversification programs has been growing in recent years.

About 75% of responding organizations have a foundation or a budget item for charitable donations and about 25% offer company-sponsored volunteer days or time off for employees who are volunteering. Both have been fairly constant over time.

Analysis by Subgroups

Dane County Compared to Other Counties. Organizations with a presence in Dane County were more likely to compare favorably to organizations operating elsewhere in the MadREP region with respect to many equity and inclusion policies. Specifically, Dane County organizations:

- Had higher proportions of BIPOC people on boards, in top leadership positions, working as supervisors and in their total workforce. This may just reflect that Dane County's population is more diverse than the populations of other MadREP Counties.
- Were more likely to have staff with equity and inclusion responsibilities, to have diversity goals, to allow employees to self-identify their disabilities and sexual preferences, to offer domestic partner benefits and to have a supplier diversity program.

Organizations with Fewer than 50 Employees vs. Larger Employers. While organizations with fewer employees had fewer BIPOC people in their total workforce, they had more females in supervisory positions than larger employers. Smaller employers were less likely to have staff with equity and inclusion responsibilities, to have a written diversity statement, to allow

employees to self-identify disabilities, to offer domestic partner benefits, or to have a supplier diversity program.

Newer vs. Longer-Established Organizations. There were few statistically significant differences in the employment practices of organizations that had been existence for 10 years or less and those that were older. Newer organizations had more women in their total workforces and more BIPOC employees in top leadership slots. They were more likely to allow employees to self-identify sexual orientation but less likely to offer domestic partner benefits.

For-Profit Organizations vs. Non-Profits, Academic and Governmental Organizations. There were also few differences in employment practices of for-profit versus other types of organizations. For-profit organizations had a higher proportion of BIPOC employees in their total workforce but fewer women in top leadership positions.

Organizations with Less than \$5 Million in Annual Revenue vs. Larger Organizations. There were a moderate number of statistically significant differences between organizations with lower levels of annual revenue and those generating at least \$5 million in revenue per year, but the results were mixed. Smaller organizations had higher proportions of women on their boards, in supervisory positions and in their overall workforce. Organizations generating at least \$5 million had a higher proportion of BIPOC people on their boards of director, were more likely to allow their employees to self-identify their disabilities, to offer domestic partner benefits and to have a supplier diversity program.

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. The Accommodation and Food Service, Health Care and Social Services, Ag, Forestry, Fishing and Hunting, Admin & Support & Waste Management & Remediation Services, and Educational Services all had higher proportions of **BIPOC** in at least two position categories (board members, top leaders, supervisors and total workforce).

In contrast, the Finance and Insurance (all four position categories), Public Administration (two position categories), Retail Trade (two position categories), and Information (two position categories) sectors had lower proportions of **BIPOC** in their organizations.

With respect to **women**, the Health Care and Social Assistance (all four position categories), and Educational Services (three position categories) sectors had relatively high proportions of women in their organizations.

Women were less well-represented in the Wholesale Trade (three position categories), Construction (three position categories), and Ag, Forestry, Fishing and Hunting (two position categories) sectors.

In terms of **policies and practices**, the Finance and Insurance (5 factors), Admin & Support & Waste Management & Remediation Services (5 factors) and Information (4 factors) were **top sectors** in terms of relatively high proportions of organizations with inclusive practices and policies.

Two sectors, Public Administration and Ag, Forestry, Fishing and Hunting, had relatively low proportions of organizations with a number of equity and inclusion policies and practices (7 of 10 for each).

There was only modest correlation between the 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 2022 survey was the seventh 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 changes to the demographic profile of workers and leaders in area organizations. The 2022 survey was implemented when many COVID-19 restrictions had been at least partially lifted. Nevertheless, the economic stresses caused by the pandemic likely affected the 2022 responses.

Survey Methods 2022

In mid-February 2022, the SRC mailed surveys to 2,118 randomly selected employers with 10 or more employees in the Columbia, Dane, Dodge, Green, Iowa, Jefferson, Rock, and Sauk Counties in Wisconsin. The survey was mailed to 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, a questionnaire, 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. The cover letter also included a set of definitions for racial/ethnic groups about which respondents were asked. In early-March 2022, non-respondents received a postcard reminder to complete the survey and in early April 2022 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 2022 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, 270 in 2021, and 325 in 2022. According to the Wisconsin Department of Administration, there are 5,931 organizations in the MadREP region with at least 10 employees, an increase from the 5,634 that existed in 2021. With 325 responses, the estimates provided in this report are expected to be accurate to within plus/minus 5.3%.

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 2022 MadREP Diversity 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

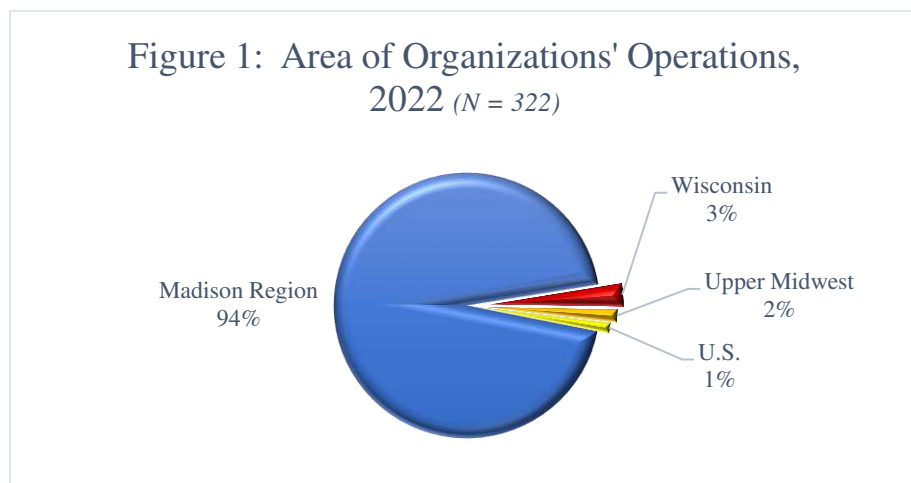
The survey instrument included several questions about the responding organization:

- 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.

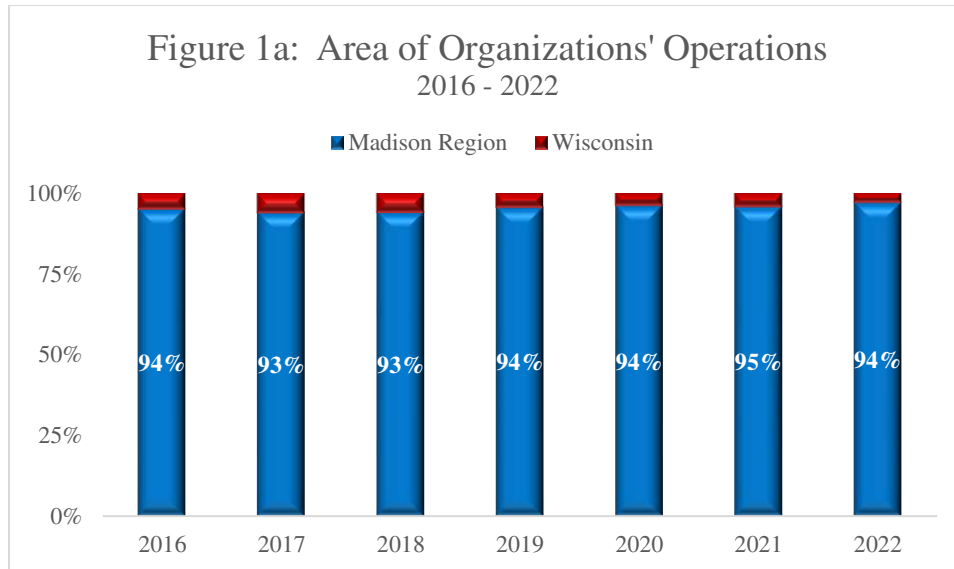
In addition, the mailing list provided by the Wisconsin Department of Workforce Development included the number of employees each firm had and its NAICS (North American Industrial Classification System) Code. These “embedded” data were aligned with the organizations’ responses to the questionnaire.

Organizations’ Geographic Scope

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



In 2022, the vast majority of responding organizations (94%) said that their responses pertain to operations in the MadREP counties (Figure 1). A modest percentage of respondents operated across Wisconsin (3%), 2% operate across the upper Midwest and only 1% operate 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 3% - 6% their operations across Wisconsin (Figure 1a). The remaining 1% - 3% are for organizations operating in the Upper Midwest (WI, MN, IA, IL, and/or MI) or across the United States. There were more firms in 2022 that said they operate outside of Wisconsin than in any previous year (3%).

MadREP Counties in which Organizations Have Locations

Table 1 (next page) 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, 9% had operations in Dodge, Sauk, and Jefferson Counties, 7% in Columbia County, 6% in Green County, and 5% in Iowa County. The distribution of responses across MadREP counties has been similar in all seven years, though 2022 saw a substantially lower proportion of respondents from Dodge County than typical.

Over the 2016 – 2022 period, the average number of counties in which respondents said they operated was 1.1, equal to the average for 2022. In all seven years, at least 90% of respondents said they have a location in only one county.

Table 1: Counties in which Responding Organizations Have Locations, 2016 – 2022							
	2016	2017	2018	2019	2020	2021	2022
Dane	58%	56%	56%	58%	59%	58%	56%
Rock	11%	14%	15%	11%	19%	14%	14%
Sauk	9%	10%	8%	9%	9%	10%	10%
Jefferson	8%	8%	12%	10%	8%	9%	9%
Columbia	6%	7%	8%	8%	6%	7%	8%
Dodge	10%	9%	8%	9%	9%	10%	6%
Green	7%	7%	6%	6%	6%	6%	5%
Iowa	3%	6%	5%	5%	4%	6%	5%
Count	302	457	357	341	217	265	314

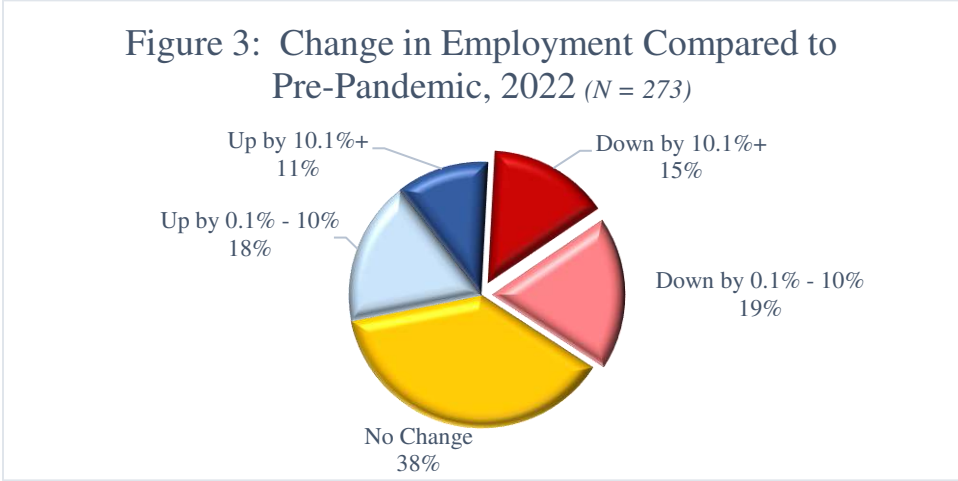
Number of Employees per Organization

About four of every five responding organizations in 2022 had 10 – 49 employees (78%), nearly one out of five employed between 50 and 249 people (18%), 3% employed between 250 and 999 people and less than 1% had more than 1,000 employees (Figure 2).





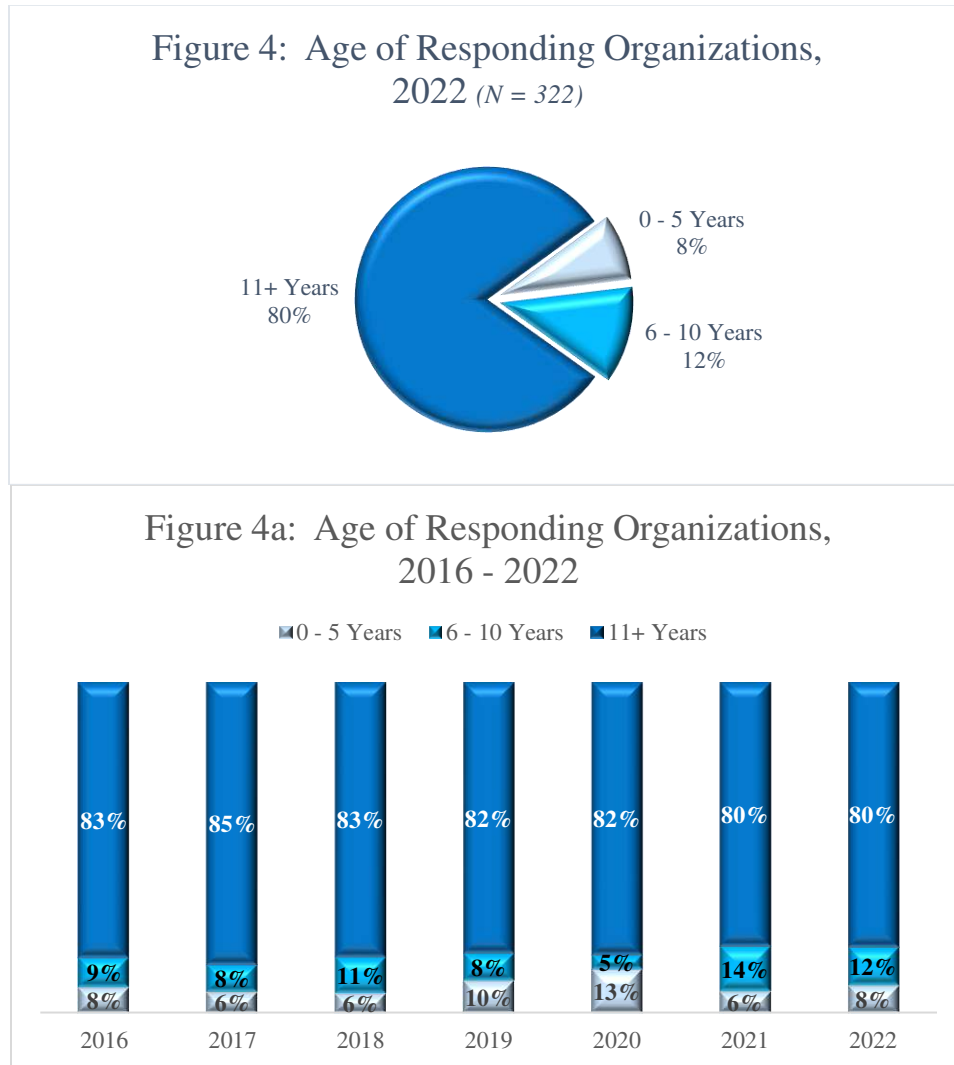
Over the seven years, an average of 77% of the respondents had between 10 and 49 employees, 19% had 50 – 249 employees, and 4% had between 250 – 999 employees. In only four years, 2017 (2 organizations), 2018 (1), 2021 (1), and 2022 (1) have any organizations with 1,000 or more employees responded to the Diversity and Inclusion Survey. The distribution of respondents by number of employees in 2022 was very similar to the average over the seven iterations of the survey.



In 2022, responding organizations were asked to indicate how their employment had changed from pre-pandemic levels and their responses are summarized in Figure 3. As shown, slightly more than one-third of responding organizations experienced a decline in employment levels by up to 10% (19% of respondents) or more (15% of respondents). Only 21% of 2022 respondents said their employments were higher now than pre-pandemic. Interestingly, **a significantly higher proportion of 2022 respondents said employment at their organization had declined (34%) than was the case in 2021 (31%)**

Age of the Organization

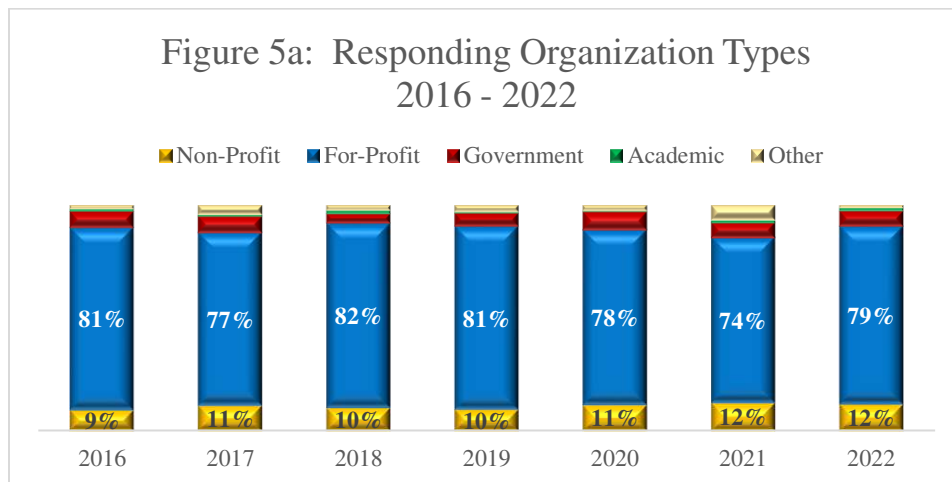
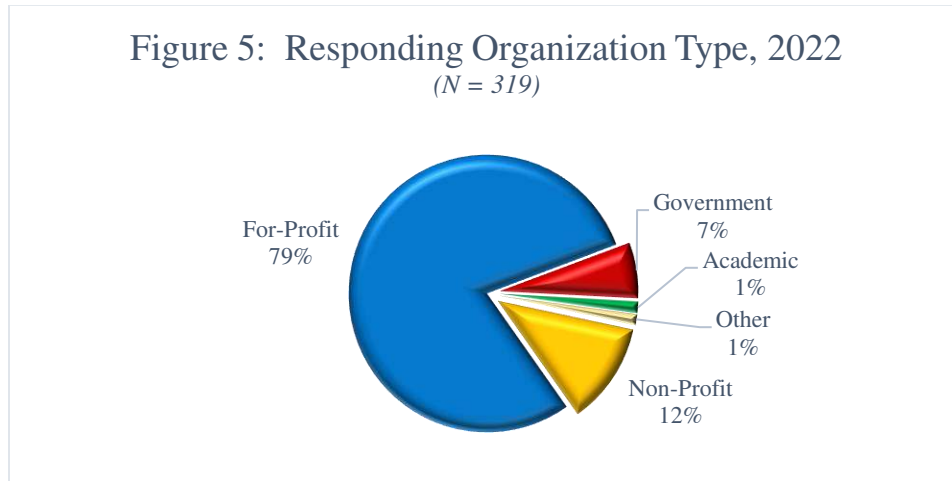
Four-in-five responding organizations in 2022 (80%) said they had existed for eleven years or more (Figure 4). More than one-in-ten organizations had been in existence for between six and ten years (12%) and 8% for five years or less.



Compared to the average of earlier years, in 2022 there was a slightly higher proportion of organizations that had been in existence for 6 – 10 years and somewhat fewer longer-term businesses (Figure 4a). Over the 2016 – 2022 period, 82% of responding organizations had been in existence for more than 10 years, 10% for 6 – 10 years, and 8% for five or fewer years.

Organizational Type

Figure 5 shows that most responding organizations in 2022 were for profit businesses (79%), 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 5a¹). An average of 79% of the responding organizations to the 2016 – 2022 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 the average from 2016 to 2021, there was a significantly lower proportion of for-profit businesses in 2022.

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

Annual Revenue of Responding Organizations

In 2022 the distribution of the annual revenue of responding firms was similar to the average over the seven years. A bit more than one-third (38%) had annual revenues of less than \$1 million, a similar proportion (35%) had annual revenues between \$1 million and \$5 million, and a bit less than one-third (27%) had annual revenues of at least \$5 million.

Table 2: Annual Revenue Participating Organizations, 2016 - 2022							
	2016	2017	2018	2019	2020	2021	2022
<\$500,000	12%	18%	16%	18%	17%	12%	18%
\$500,000 - \$999,999	17%	17%	20%	16%	20%	21%	20%
\$1,000,000 - \$4,999,999	37%	39%	35%	42%	41%	42%	35%
\$5,000,000 - \$9,999,999	12%	10%	10%	8%	8%	10%	11%
\$10,000,000 - \$49,999,999	17%	11%	12%	9%	5%	9%	12%
\$50,000,000 - \$99,999,999	1%	1%	2%	3%	4%	1%	1%
\$100,000,000+	3%	4%	4%	5%	4%	5%	3%
Count	289	449	340	343	207	262	314

Based on the analysis presented above, the organizations responding to the 2022 MadREP Diversity and Inclusion Survey appear to be similar to those that responded in earlier years.

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.

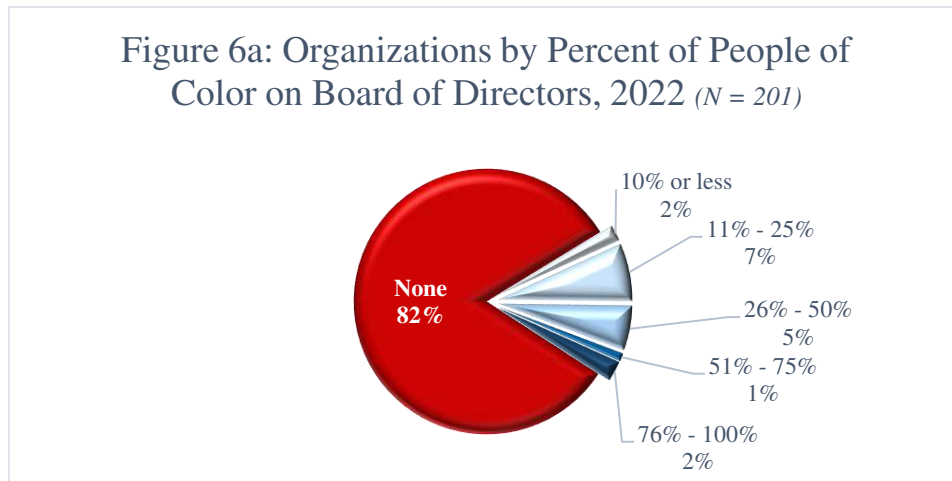
Board of Directors

About 10% of board of director positions in 2022 were held by people of color (Table 3). Less than 1% of board members are younger than 25 and nearly three-quarters (71%) 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

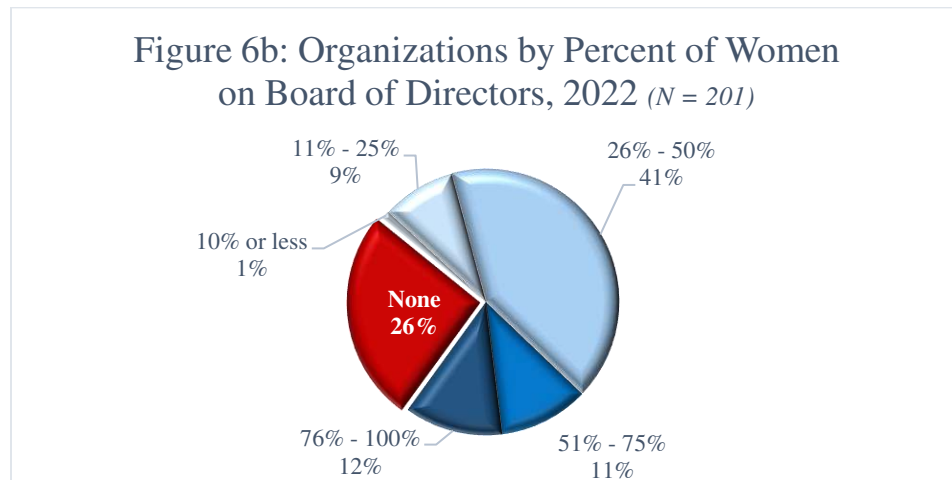
Table 3: 2022 Board of Directors Demographic Data		
	Board of Directors	
Composition by Ethnicity, Race, and Gender	(201 orgs.) Count: 918	
	Male	Female
Hispanic/Latino	1%	2%
White	56%	34%
Black/African American	1%	1%
Native Hawaiian/Pacific Islander	0%	0%
Asian	1%	1%
American Indian/Alaska Native	0%	0%
Two or More Races	0%	1%
Total	60%	40%
	Board of Directors	
Composition by Age and Gender	(145 orgs.) Count: 638	
	Male	Female
Age 14-17	0.0%	0.0%
Age 18-24	0.3%	0.5%
Age 25-44	14%	14%
Age 45-64	30%	18%
Age 65+	17%	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 201 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 6a shows that 82% of the 201 organizations that provided data about their board of directors had no BIPOC members. Of the 18% with people of color on their board, a majority either had between 11% and 25% (7%) or 26% to 50% (5%) of board members who are non-white. Hispanic/Latino (3.5%), Black/African Americans (2.6%), Asian-Americans (2.5%) were the most common racial/ethnic groups represented on boards of directors. The 82% of boards without any people of color is slightly lower than the average of 83% across all of the Diversity and Inclusion surveys that the SRC has done (2016 – 2022) for the MadREP region.



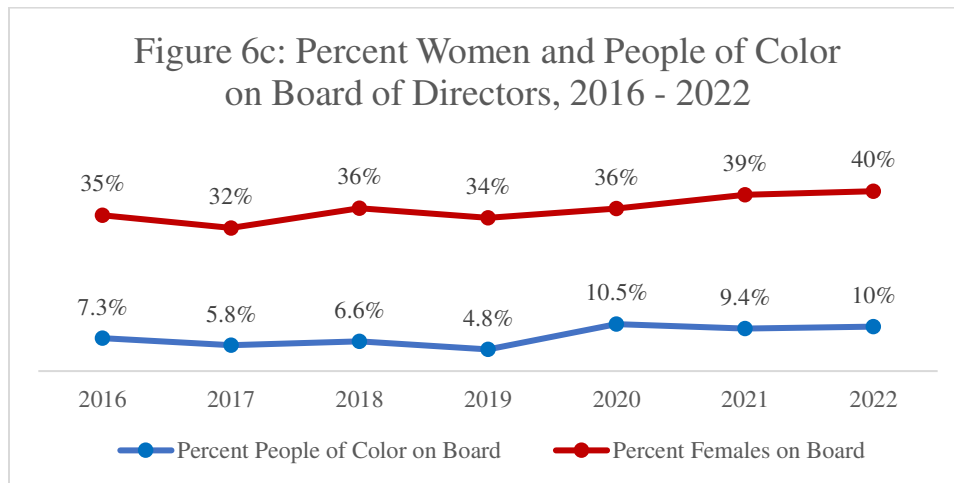
The boards of about one-quarter of the organizations providing data (26%) were all male in 2022 (Figure 6b). Women comprised between one-quarter and one-half of the boards at 41% of the organizations in the 2022 survey and were a majority on 23% of boards.³



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 6c indicates that 2022 was another strong year in terms of representation of women on boards of directors; the 40% of board seats filled by women surpassed the previous high mark of 39% in 2021.

With respect to the representation of people of color on boards of directors, 2022 was similar to the past two surveys, in which people of color were a higher proportion of board members than during the 2016 – 2019 period. According to the U.S. Census, about 89% of the total population in the MadREP region is White. The proportion of board seats held by people of color is, therefore, similar to their percentage of the overall population. We know, however, from Figure 5a, that non-white representation on boards is concentrated in a minority of organizations with boards, since 82% of the organizations reporting had all-white boards of directors.



Given the stresses that organizations experienced from March of 2020 and into 2022, 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 surveys.

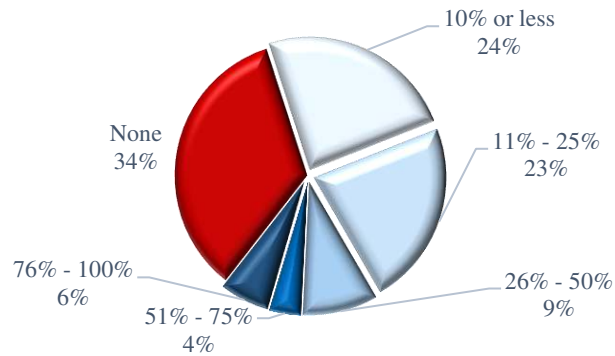
Total Workforce

While White individuals held nearly 90% of the board positions, they represented slightly less than 83% of the overall workforce among responding organizations in 2022 (Table 4). Hispanic/Latino workers comprised 8.5% of the total workforce at reporting organizations, Black/African Americans 3.4%, and Asians 3.8%. Females and males were equally represented in the total workforce. In terms of age, 46% of the total workforce fell into the 25 – 44 age group.

Table 4: 2022 Total Workforce Demographic Data		
	Total Workforce	
Composition by Ethnicity, Race, and Gender	(296 orgs.) Count: 16,230	
	Male	Female
Hispanic/Latino	4.7%	3.8%
White	40.9%	41.7%
Black/African American	1.6%	1.8%
Native Hawaiian/Pacific Islander	0.1%	0.1%
Asian	1.9%	1.9%
American Indian/Alaska Native	0.1%	0.1%
Two or More Races	0.7%	0.7%
Total	49.9%	50.1%
	Total Workforce	
Composition by Age and Gender	(241 orgs.) Count: 13,709	
	Male	Female
Age 14-17	0.9%	0.8%
Age 18-24	5.0%	4.5%
Age 25-44	22.8%	23.6%
Age 45-64	18.0%	19.3%
Age 65+	3.1%	2.0%

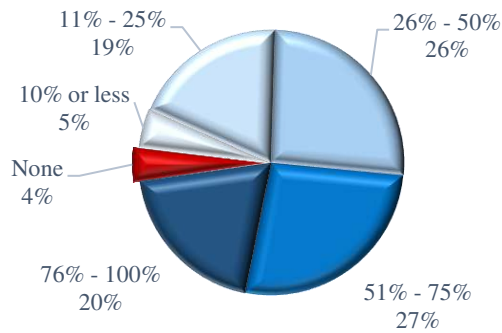
About one-third (34%) of respondent organizations had no employees of color, about one-quarter (24%) had up to 10% people of color and nearly one-quarter (23%) had between 11% and 25% (Figure 7a, next page). Ten percent of the organizations in 2022 reported that a majority of their employees were people of color.

Figure 7a: Organizations by Percent of People of Color in Total Workforce, 2022 (N = 296)



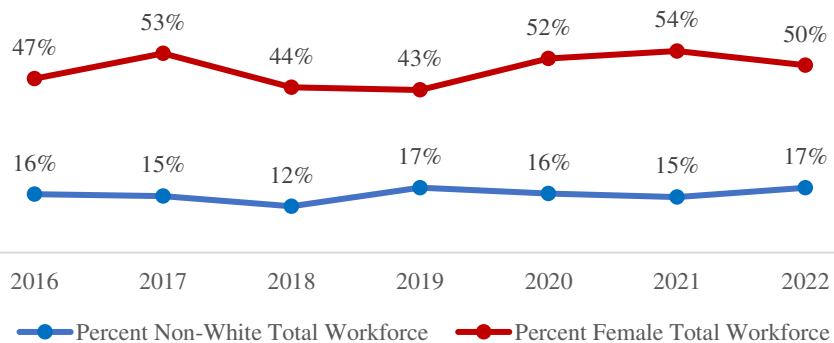
Very few firms had no female employees (4%) in 2022 (Figure 7b) and for slightly less than half of the responding organizations (47%), women made up at more than half of the workforce.

Figure 7b: Organizations by Percent of Women in Total Workforce, 2022 (N = 296)



Since bottoming out in 2019, the percentage of women in the total workforce has been half or more over the past three surveys (Figure 7c).

Figure 7c: Percent Women and People of Color in Total Workforce, 2016 - 2022



In contrast, the proportion of people of color in the total workforce has been fairly consistent over the seven years this survey has been administered; though 2018 was a bit anomalous. As noted above, people of color make up about 11% 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 and 2022 results do not indicate that women and people of color suffered disproportionately from layoffs associated with the economic downturn of 2020-21.

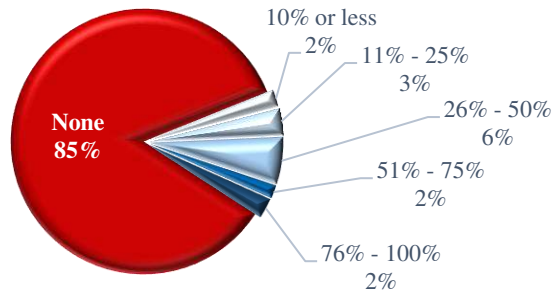
Top Leaders

For reporting organizations, 8% of the top leadership positions (Vice Presidents and above) were held by people of color and more than 42% by females in 2022 (Table 5). Most people of color holding top leadership positions in 2022 were Hispanic/Latino (4.2%). 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: 2022 Top Leadership Demographic Data		
	Top Leadership	
Composition by Ethnicity, Race, and Gender	(243 orgs.) Count: 828	
	Male	Female
Hispanic/Latino	1.8%	2.4%
White	53.7%	38.3%
Black/African American	0.4%	0.8%
Native Hawaiian/Pacific Islander	0.0%	0.1%
Asian	1.1%	0.4%
American Indian/Alaska Native	0.2%	0.2%
Two or More Races	0.1%	0.4%
Total	57.4%	42.6%
Composition by Age and Gender	(176 orgs.) Count: 584	
	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%

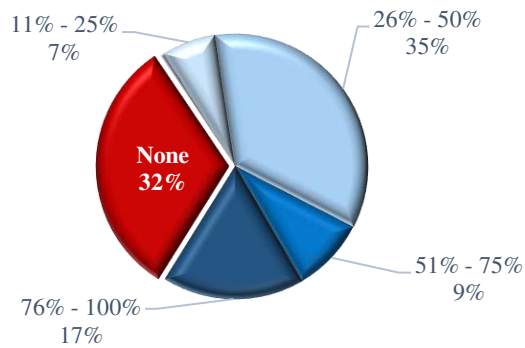
A large majority (85%) of organizations responding to the Diversity and Inclusion Survey in 2022 had no people of color in top leadership positions (Figure 8a). People of color comprised more than one-quarter of the top leadership positions in 10% of the organizations in the 2022 dataset.

Figure 8a: Organizations by Percent of People of Color in Top Leadership, 2022 (*N* = 243)

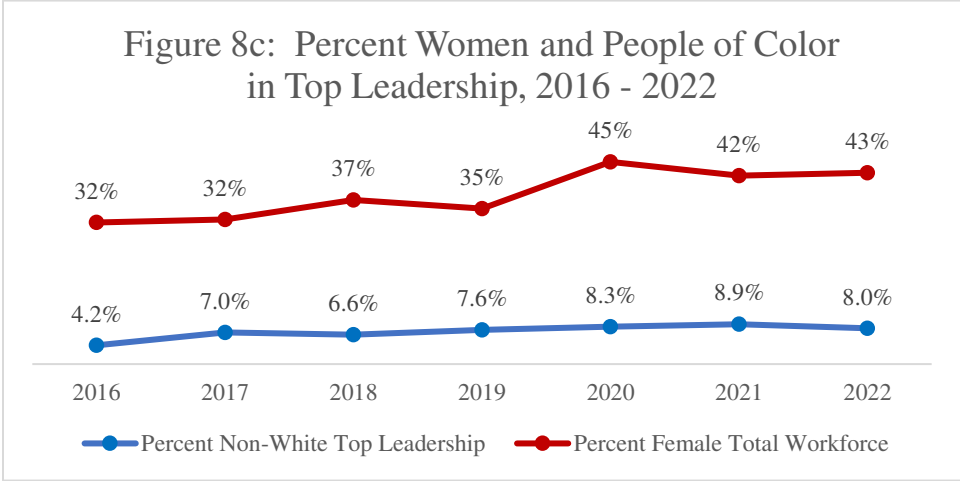


Slightly less than one-third of responding organizations (32%) said they had no women in top leadership positions and in about one-quarter (26%) women held a majority of the top leadership posts (Figure 8b).

Figure 8b: Organizations by Percent of Women in Top Leadership, 2022 (*N* = 243)



The trend lines for the percentage of women and people of color in leadership positions are both slightly positive, meaning that their representation has increased over time (Figure 8c). Over the 2016 to 2022 time period, the proportion of women in top leadership positions has increased by an average of 2.1% points per year. For people of color, the rate of increase has been considerably slower (0.6% points per year), but even so, the proportion of BIPOC top leaders in 2022 is roughly double the level seen in 2016.

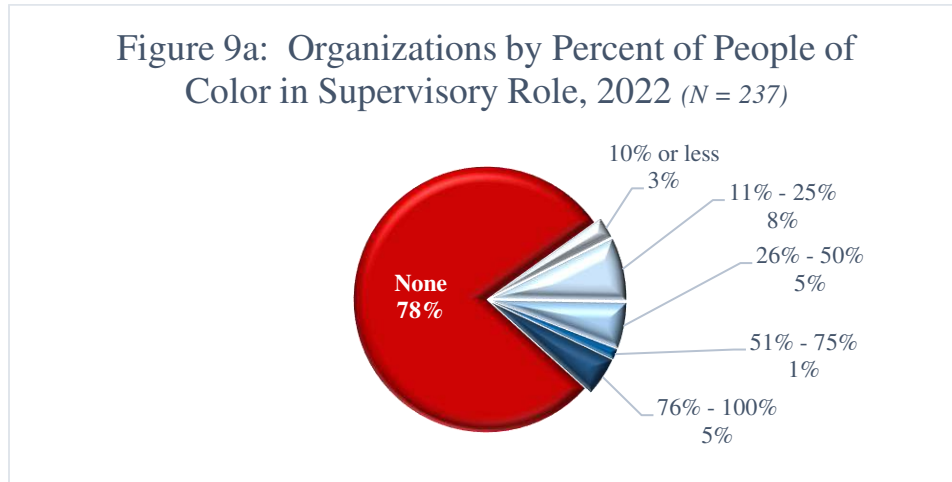


Other Supervisors

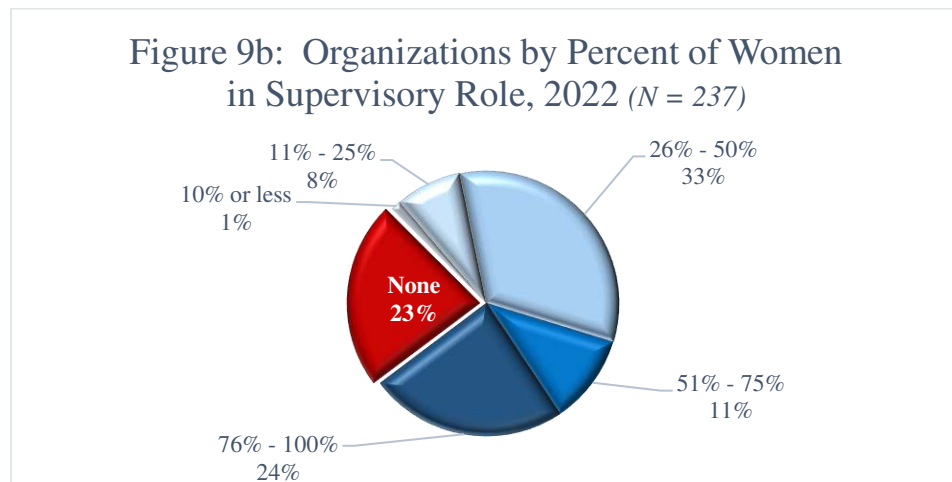
In 2022, 88% of the other supervisors (managers, supervisors, and department directors) in responding organizations were white (Table 6). Of the 12% who were people of color, more than half were Hispanic/Latino and about one-fifth were Black/African American. Women held 45% of the other supervisor positions. 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 (5.5% of the total) compared to those 65 or older (2.9%).

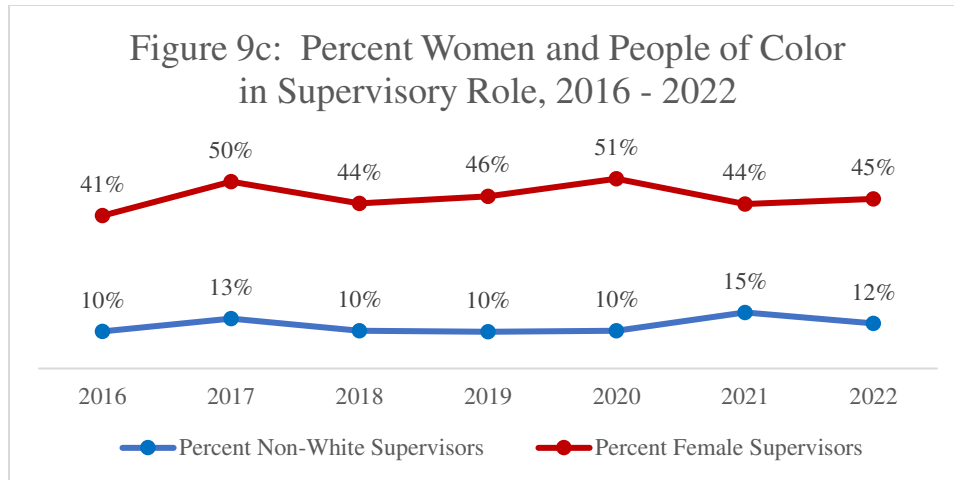
Table 6: 2022 Other Supervisor Demographic Data		
	Other Supervisors	
Composition by Ethnicity, Race, and Gender	(237 orgs.) Count: 1,796	
	Male	Female
Hispanic/Latino	3.8%	3.2%
White	48.2%	39.8%
Black/African American	0.9%	1.4%
Native Hawaiian/Pacific Islander	0.0%	0.1%
Asian	1.0%	0.4%
American Indian/Alaska Native	0.1%	0.2%
Two or More Races	0.6%	0.3%
Total	54.6%	45.4%
Composition by Age and Gender	(177 orgs.) Count: 1,462	
	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, 78%, of organizations had no people of color in other supervisor positions (Figure 9a). But, in 6% of organizations a majority of other supervisors were people of color.



Twenty-three percent of the responding organizations had no women in the other supervisor category (Figure 9b). In contrast, 35% of the 2022 responding organizations reported that a majority of other supervisors were women.





Over the entire 2016 – 2022 time period, women have comprised an average of 46% of other supervisors and people of color averaged 11%. Thus, 2022 was close to average for both groups (Figure 9c). Women regained a small portion of the representation they lost from 2020 to 2021, but people of color regressed toward the average of previous years from the highest-ever proportion of other supervisors registered in 2021.

In summary, the 2022 diversity and inclusion survey results were not quite as rosy as in 2021 in terms of representation of women and people of color in the MadREP area workforce, but were still generally positive.

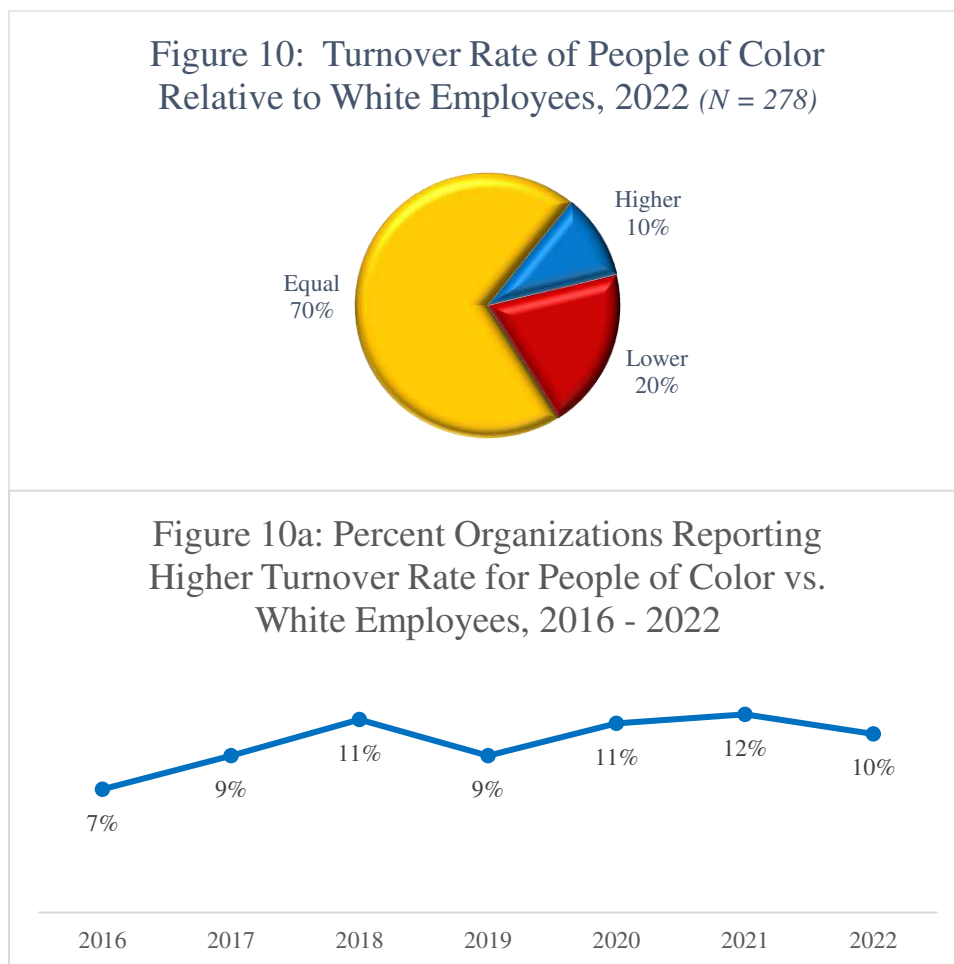
- *Representation of women on boards of directors reached an all-time high, while non-white representation seems to have consolidated gains first seen in 2020.*
- *The proportion of people of color in the overall workforce tied for the highest level over the 2016 – 2022 period in 2022. Further, the proportion of non-white employees in the total workforce exceeds their proportion of the total population. Women comprised half of the total workforce.*
- *The proportions of both women and people of color in top leadership positions have increased since 2016. Women have expanded their representation in top leadership positions much more rapidly than have people of color.*
- *There have been no clear trends in the proportion of women and people of color in other supervisory positions. Both women and people of color were, in 2022, close to the average percentage of other supervisors over the seven years the survey has been implemented.*

Diversity and Inclusion Policies and Practices

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.”

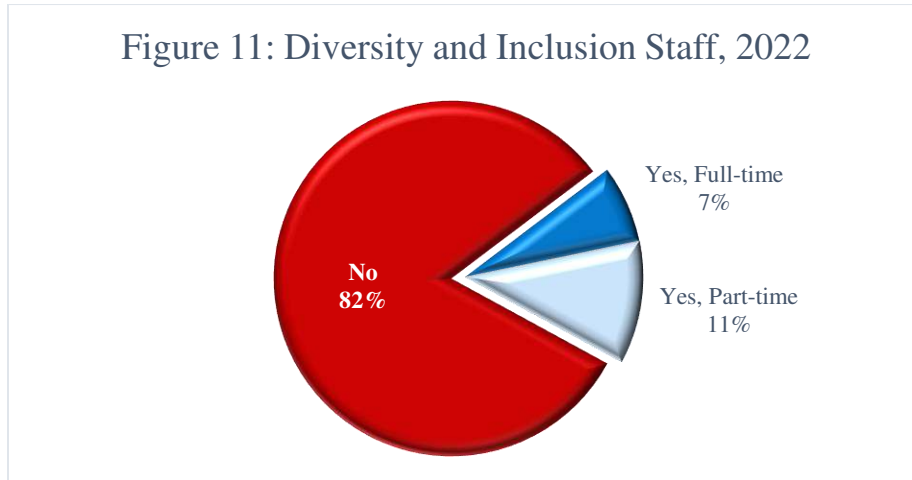
Seven-in-ten of the responding organizations said the turnover rate of people of color was the same as for white employees (Figure 10). Of those who noted a difference in turnover rates, twice as many said the turnover rate of people of color was lower than for white workers as said it was higher.



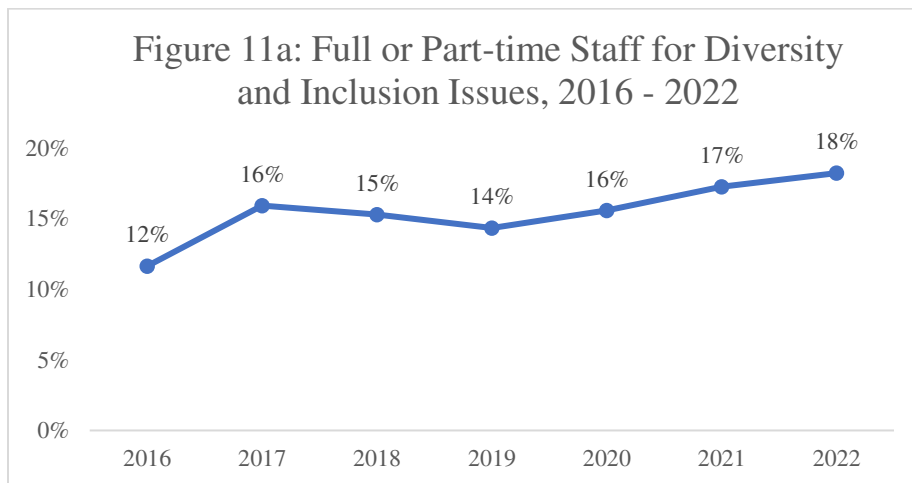
The percentage of firms saying that the turnover rate for their non-white employees is higher than for their white workers has averaged 10% over the seven surveys, exactly the proportion for 2022 (Figure 10a). Non-white employee turnover does not appear to be a disproportionate issue for organizations in the MadREP area.

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.”



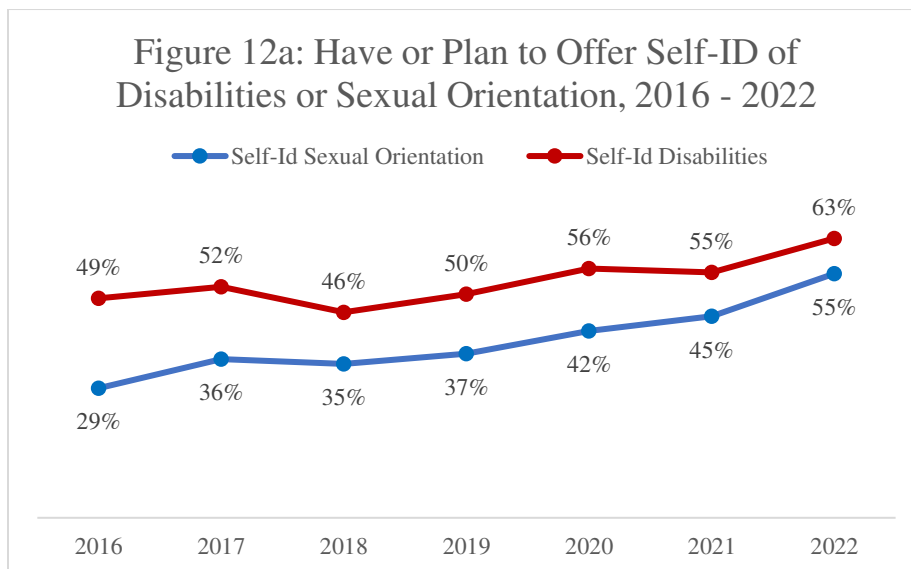
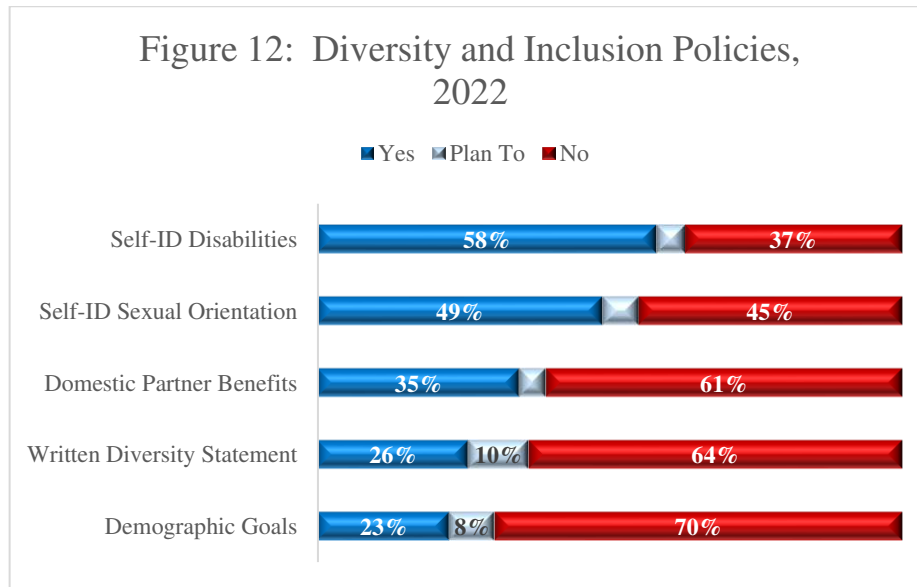
In 2022, 18% of responding organizations said they have staff dedicated to diversity and inclusion issues either part time or full time (Figure 11). Less than half of organizations with a diversity and inclusion staff member employed that person full-time.



The proportion of organizations with a staff position responsible for diversity and inclusion efforts **reached an all-time high in 2022** and has been increasing steadily over the last three iterations of the survey (Figure 11a).

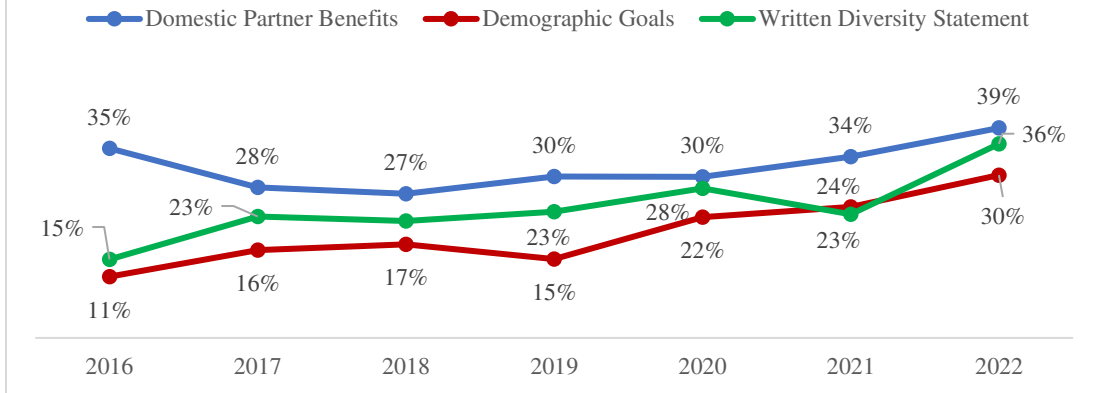
Diversity and Inclusion Policies

In 2022, more than half of the responding organizations currently offer employees the option of self-identifying their disabilities and nearly half currently offer the option of self-identifying their sexual orientation (Figure 12). About one-third offer domestic partner benefits, about one-quarter have a written diversity statement (and another 10% plan to have one in the coming year), and about one-quarter have demographic goals for their workforce (and another 8% plan to have them in the coming year).



From 2017 to 2019 the percentages of employers offering their workers the option of identifying their disabilities or sexual orientation or who plan to do so in the coming year were fairly flat. Since 2019, both indicators have seen sharp increases (Figure 12a).

Figure 12b: Have or Plan to Offer Dom. Partner Benefits, Have Demographic Goals, or Written Diversity Statement, 2016 - 2022



Comparing Figure 12b to 12a 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 **substantial increases through 2021 and 2022**.

The proportion of organizations with a **written diversity statement**, or expecting to have one in the coming year, was fairly steady from 2017 to 2021 but saw a sharp increase in 2022. Future surveys will need to determine if 2022 is an outlier or represents a substantial change in organizational practices.

After holding fairly steady in the mid-teens until 2019, the proportion of respondents who have or plan to have **workforce demographic goals grew sharply through 2022**. At 30%, the proportion of firms in 2022 who have or expect to have demographic workforce goals within a year was at an all-time high and is twice the proportion with such goals in 2019.

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% (10 out of 311 organizations) had such a program (Figure 13).

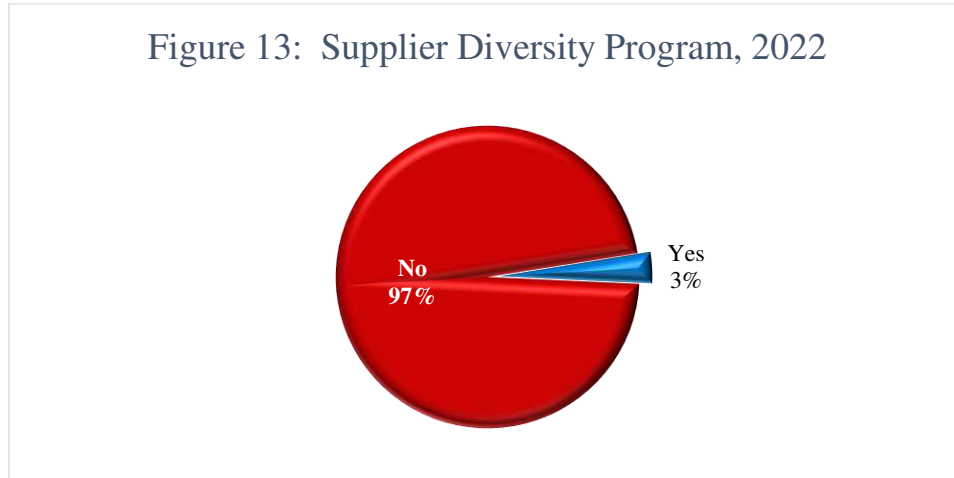
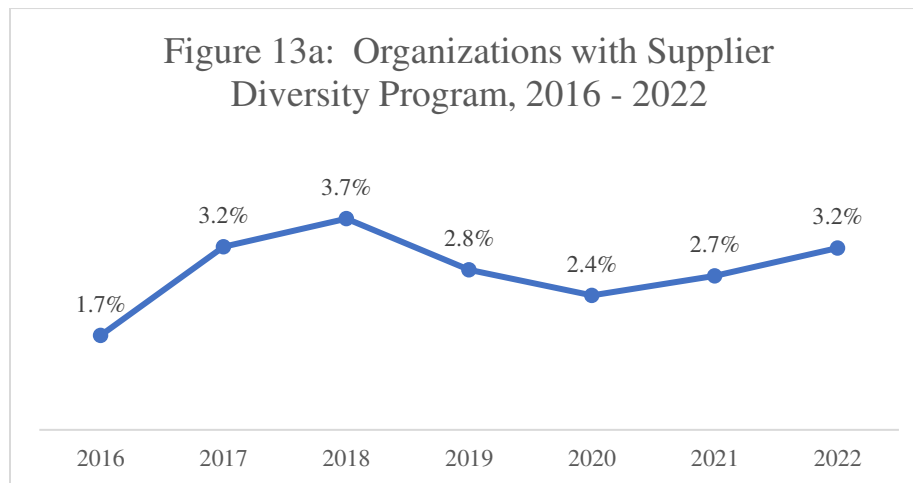


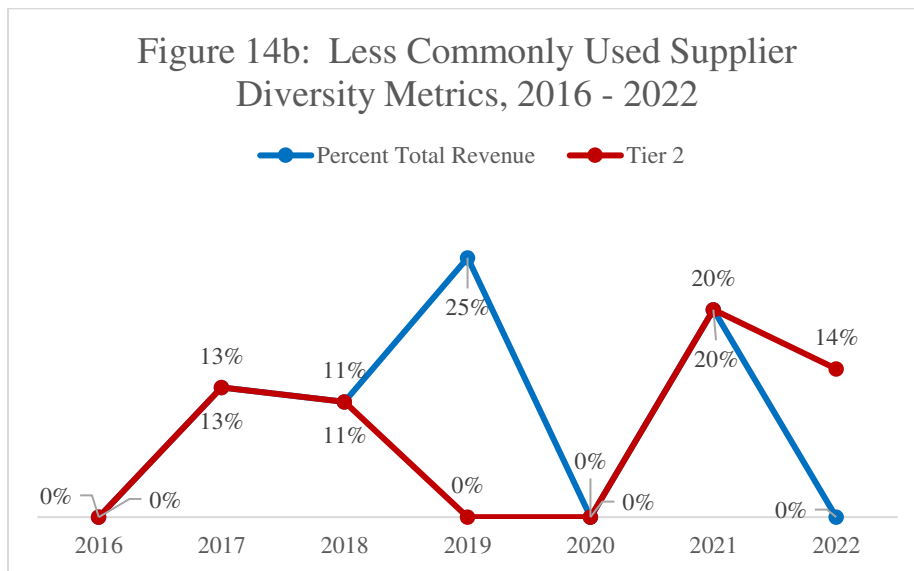
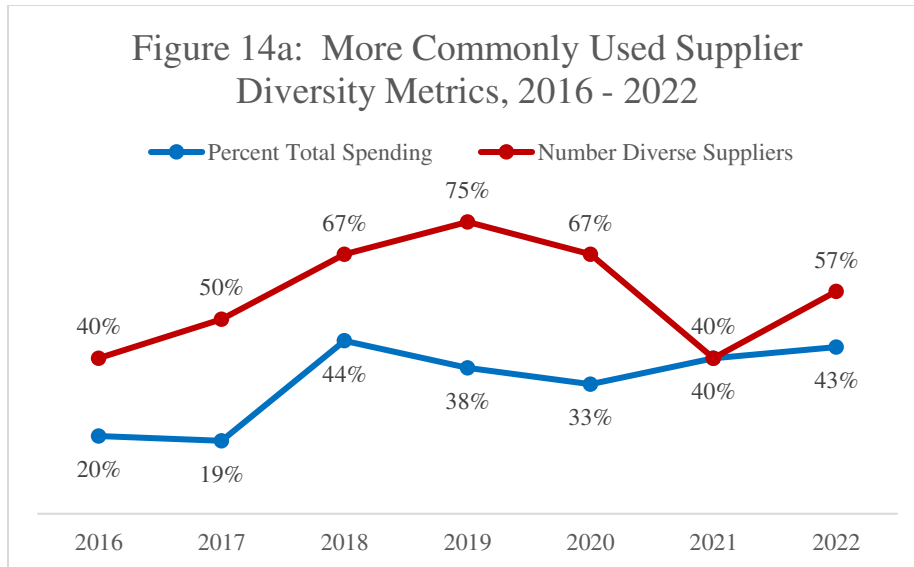
Figure 13a indicates that the proportion of organizations with a supplier diversity program has been quite low in all the years in which the Diversity and Inclusion Survey has been administered. The proportion with such a program has changed relatively little over the last six years.



Of the ten organizations in 2022 that said they had a supplier diversity program, seven responded to a follow-up question asking about the metrics used to track their progress. Four organizations measure their progress on this goal in terms of the number of diverse suppliers they have, three based on total spending, one based on Tier 2 purchases.

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 14a and 14b⁴. 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 an organization’s total spending going to targeted suppliers and the number of diverse suppliers used.

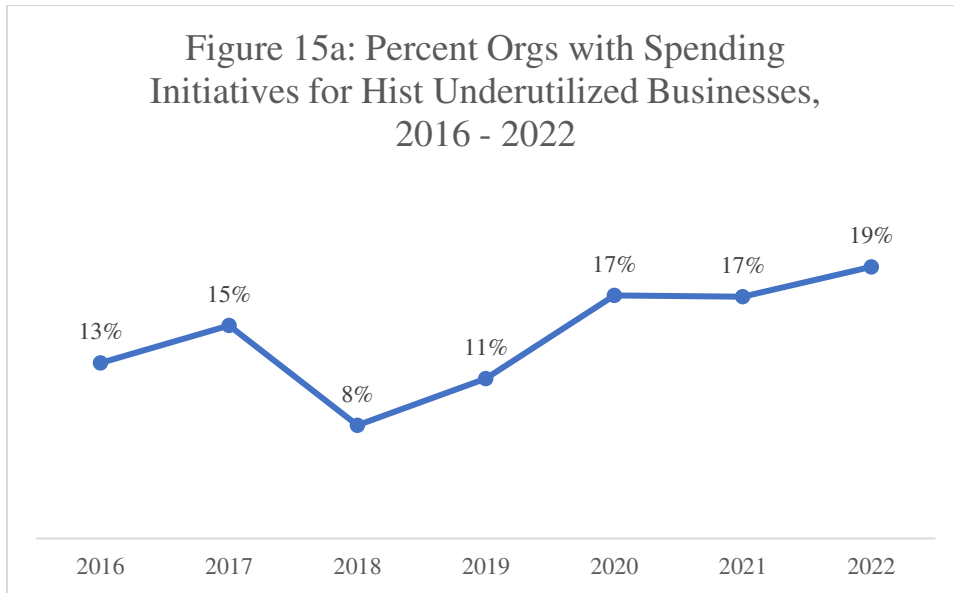
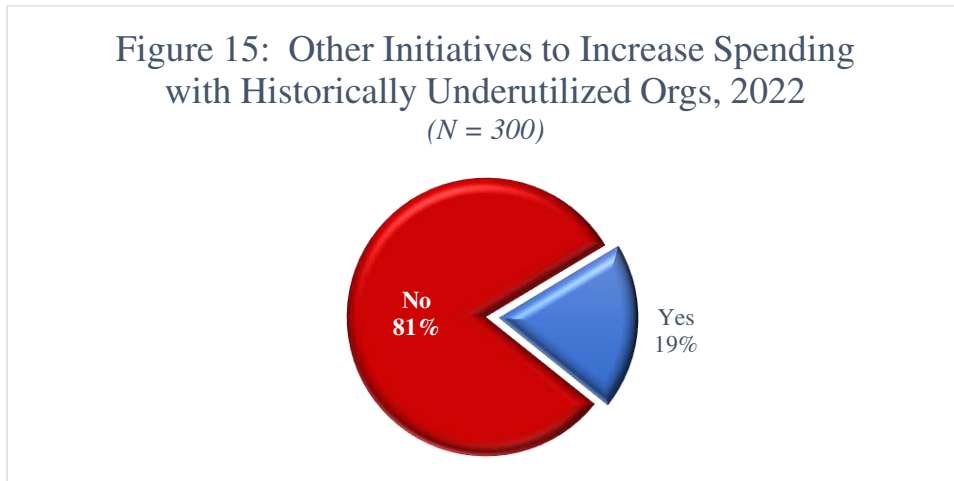


In Figure 14b, the proportion using the percent of total revenue and Tier 2 purchases to measure the effectiveness of the organization’s supplier diversity program were identical in 2016 through 2018, and from 2020 to 2021. So, the blue line for the percent of total revenue is hidden by the red line 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, 5 in 2021, and 10 in 2022.

Organizations in the MadREP region were asked if, other than the programs discussed in Figure 14a and 14b, 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 15 indicates that, in 2022, 19% of responding organizations said they have such initiatives. Interestingly, this is more than six-times the proportion that said they have a supplier diversity program (3%) (Figure 13).

Figure 15a indicates that the proportion of organizations with other **programs to increase spending with historically underrepresented businesses has generally been on a positive trajectory since 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. A total of 178 organizations responded to this question in 2022.



A large majority of the organizations that responded to the 2022 Diversity and Inclusion Survey reported that they have a foundation or budget line for charitable giving (Figure 16). About one-in-four have some “other” initiatives or sponsor volunteer days. In 2022, about one-in-six organizations said they match the charitable contributions of their employees.

Table 7: Categories of Other Initiatives for Underrepresented Groups, 2022	
Category	Number Comments
Donations (money/materials)	13
Support Under-represented Communities	7
Outreach/Community support	5
Scholarships/Sliding Fees/Pro Bono	4
Volunteer	4
Fundraisers	2
Health care	1
Miscellaneous	1

Figure 16 indicates that 24% 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 37 responses received into the 9 categories shown in Table 7.

By far the most common response category was that the organization donates money or materials to targeted groups. Examples of comments in this category include:

“Numerous donations of products to help support charitable organizations.”

“We make numerous cash, in-kind and product donations throughout the year, with a focus on small and under-represented charities and needs.”

Comments in the “Under-represented Communities” category included:

“Partner with Latino Academy on manufacturing apprenticeship program”

“We sponsor LBGTQ+ hockey teams & a Veteran's hockey team.”

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

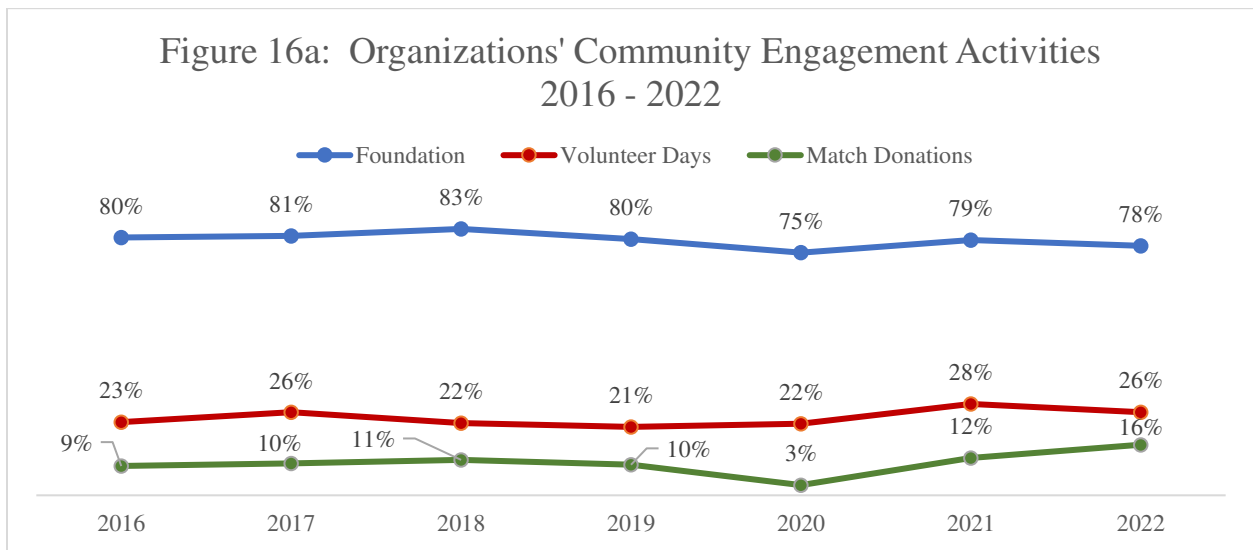


Figure 16a shows that an organizational foundation or a budget line for charitable giving has consistently been the most common type of community engagement activity for MadREP respondents. About one-in-five organizations have, through the years, said they sponsor volunteer days, though this was up substantially in 2021 and 2022. There was a notable up-tick in the proportion of 2022 organizations who said they match their employees’ charitable donations. Because of their disparate nature, “Other Initiatives” were not included in Figure 16a.

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 53 responses were received for this question and the SRC placed them into the categories shown in Table 8.

Table 8: Other Diversity and Inclusion Initiatives, 2022	
Category	Number Comments
Recruitment/Retention practices	15
Hire best candidate regardless of characteristics	9
Organizational preferences/mission for under-represented groups	9
Community support/Buy local	5
Few under-represented people available/apply for jobs	5
Diversity training/education for staff	4
Internships/Training/Mentors	2
Miscellaneous	4

Comments in the “Recruitment/Retention practices” category included the following very comprehensive statement:

*“We believe a diverse team achieves better outcomes. We strive to create an environment that makes everyone feel welcome, regardless of race, ethnicity, gender, age, sexual orientation, religious beliefs, veteran status, disability, or other attribute. {Our} maxim, “Be You,” encourages us to celebrate our authentic selves, include all people, and embrace our differences. We have a strategic goal dedicated to Diversity, Equity and Inclusion, as well as Employee Resource Groups and an ERG Executive Steering Committee. In addition, we align our team with the following diversity, equity and inclusion approaches: **Recruitment:** We recruit from a diverse set of job boards through the Professional Diversity Network to ensure we’re reaching candidates from a wide variety of backgrounds. We design our jobs to alleviate traditional barriers to underserved populations, such as education, to allow access to a wider range of potential candidates, including ethnic and disabled groups. We also work with local chamber and non-profit organizations to provide career services to promote how you can establish a career at [our firm]. **Talent Development:** We provide diversity, equity and inclusion training to all new employees, and hold specific training sessions for our new people managers. Our Employee Resource Groups (ERGs) provide professional development opportunities for their members throughout the year, and we’re in process of refreshing our DEI learning plan for all employees in HUB/SMWVBE Partnerships. We have established successful partnerships with HUB/SMWVBE-certified firms across the country to*

*complement our teams, and support our client partners' vision. We look for new opportunities to grow these partnerships, and establish new alliances. **Succession Planning:** We use diversity as a factor in succession planning conversations. **Workplace Environment:** Our workplace flexibility and results-oriented time off policies are some of our most attractive employee benefits for those with families. We also have features of our office that are intentionally designed for meeting the needs of people with disabilities. In addition, we offer wellness rooms that provide a private space for working mothers. As a part of our [firm's] perks' program, we also provide discounted services so that those with families are able to get routine services accomplished during the workday and preserve their evenings and weekends for fun with their families (e.g. car cleaning, bike servicing, chair massages, CSA, etc.)."*

Comments in the "Organizational preferences/mission for under-represented groups" category included:

"Merchandise coordinator is looking source inventory from inclusive suppliers. Upper management is actively seeking to add PoC (people of color) staff."

"We are an LGBTQ-owned and operated brewery. That's uncommon within the industry."

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 2022 based on:

- Did the organization have a location in Dane County or not?
- Did the organization employ fewer than 50 people or 50 or more?
- 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 less than \$5 million or more than that?
- The economic sector of responding organizations based on their NAICS code.

In this section, the SRC will test for significant differences in 2022 between the above groups with respect to employment practices and policies:

Employment practices and policies:

- 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 of disabilities
- Whether the organization offers domestic partner benefits
- Whether the organization has a diversity supplier program

*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 325 organizations that indicated the MadREP county or counties in which they operate, 54% (175 organizations) said they have a presence in Dane County. Table 9 summarizes the variables for which there was a statistically significant difference between organizations operating in Dane County compared to those operating elsewhere in the MadREP area.

Table 9: Significant Differences, Dane vs. Other MadREP Counties, 2022			
Variable	Indicator	Dane	Other Counties
Organizational Factors			
Number of Counties Operating In	% 1 County	87%	97%
Type of Organization	% Non-Profit/% Gov't	15%/3%	7%/10%
Employment Practices and Policies			
% Minorities on Board	Average Percent	10%	3%
% Minorities in Total Workforce	Average Percent	19%	14%
% Minorities in Top Leadership	Average Percent	10%	3%
% Minorities in Supervisor Position	Average Percent	11%	6%
Has Full/Part time Diversity Position	% Yes	22%	13%
Has Workforce Diversity Goal	% Yes	29%	14%
Allows Self-Id Sex Preference	% Yes	55%	41%
Allows Self-Id Disabilities	% Yes	68%	46%
Offers Domestic Partner Benefits	% Yes	42%	25%
Has Supplier Diversity Program	% Yes	5%	1%

In terms of organizational differences, respondents with a presence in Dane County were more likely to operate in multiple MadREP Counties, were more likely to be non-profits and less likely to be governmental.

There were a substantial number of significant differences in the employment practices and policies of Dane County organizations in the 2022 survey. Specifically, organizations with a presence in Dane County:

- Had a significantly higher proportion of minorities on their boards of directors (10% vs. 3% in other MadREP Counties), their total workforce (19% vs. 14% elsewhere), in top leadership positions (10% vs. 3% elsewhere), and in other supervisory positions (11% vs. 6%).
- Were significantly more likely to have a full- or part-time staff member responsible for diversity and inclusion efforts – in Dane County 10% of organizations had a full time staff position responsible for diversity 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.

These results indicate that organizations operating in Dane County generally have a stronger record with respect to diversity and inclusion. This, however, may mainly reflect the greater diversity of Dane County residents compared to those in the other MadREP counties.

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 10 – 49 employees as smaller and those with 50 or more as a larger employer. Based on this criteria, 250 responding organizations were classified as smaller employers and 70 as larger employers. The hypothesis is 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 diversity and inclusion practices.

Table 10: Significant Differences, Smaller vs. Larger Employers, 2022			
Variable	Indicator	< 50 Wkrs	50+ Wkrs
Organizational Factors			
Number of Counties Operating In	% 1 County	94%	86%
Age of Organization	% 11+ Years	76%	96%
Annual Revenue	% <5 Million	84%	36%
Employment Practices and Policies			
% Minorities in Total Workforce	Average Percent	14%	24%
% Females in Supervisor Position	Average Percent	50%	38%
Has Full/Part Time Diversity Position	% Yes	13%	35%
Has Diversity Statement	% Yes	23%	34%
Allows Self-Id Disabilities	% Yes	55%	70%
Offers Domestic Partner Benefits	% Yes	30%	51%
Has Supplier Diversity Program	% Yes	2%	6%

As one would expect, larger employers operated in more MadREP counties, had been in existence longer and had significantly higher annual revenue (Table 10).

There were seven statistically significant differences between larger and smaller employers out of 12 diversity and inclusion employment practices and policies considered.

- Women were a larger proportion of supervisors in smaller employers (50% vs. 34% at larger employers).
- People of color made up a larger percentage of the total workforce at larger employers (24% vs. 14% at smaller employers).
- Larger employers were more likely to have a full-time or part-time staff person with responsibilities for diversity and inclusion efforts (35% vs. 13% of smaller employers).
- A significantly higher proportion of larger employers had a written diversity statement (34% vs. 23% at smaller employers).
- Larger employers were more likely to allow employees to self-identify disabilities (70% vs. 55% at smaller organizations), to offer domestic partner benefits (51% vs. 30% of smaller organizations), and to have a supplier diversity program (6% vs. 2% of smaller organizations).

Organizations with a larger number of employees are more likely to have greater diversity in their workforce and, hence, the need for more formal diversity and inclusion policies. These results largely support this hypothesis. It is interesting that women comprised a larger proportion of supervisors, often the first rung on a corporate ladder, at smaller organizations.

Newer vs. Longer-Established Organizations

A majority of responding organizations in 2022 had been in existence for more than 10 years (258 organizations, compared to 64 organizations newer organizations).

Table 11: Significant Differences, Newer vs. Older Organizations, 2022			
Variable	Indicator	<= 10 Yrs	11+ Yrs
Organizational Factors			
Total Employees	Ave Number	21	64
Type of Organization	% for Profit	89%	72%
Annual Revenue	% <5 Million	92%	68%
Industry Area	%Food Serv/% Pub Admin	27%/0%	9%/7%
Impact of COVID on Employment	% Down 10+%	21%	13%
Employment Practices and Policies			
% Females in Total Workforce	Average Percent	21%	15%
% Minorities in Top Leadership	Average Percent	13%	6%
Allows Self-ID Sexual Orientation	% Yes	57%	47%
Offers Domestic Partner Benefits	% Yes	18%	39%

In terms of organizational factors, organizations that have been in existence longer, not surprisingly, tend to have a larger number of employees and larger annual revenue. COVID-19 had a significantly more negative employment impact on newer organizations with more than one-in-five experiencing a decline of more than 10% compared to pre-pandemic levels. Newer organizations were particularly prevalent in food service and longer-term organizations were more common in public administration. A higher proportion of newer organizations were for-profit businesses.

There were relatively few differences in the employment practices and policies of newer versus older organizations in 2022. Younger organizations tended to have a higher proportion of women in their total workforce and a higher proportion of minorities in top leadership positions. This might hint at a slight cultural shift in hiring practices in the MadREP area. Newer organizations were more likely to allow employees to self-identify their sexual orientation but less likely to offer domestic partnership benefits.

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

Four-of-five 2022 respondents classified themselves as for-profit organizations (255, or 80% of the 320 organizations that responded to this question). The remaining 65 organizations in the 2022 dataset are non-profits, governmental, academic organizations, or other types of organizations.

Table 12: Significant Differences, For-Profit vs. Other Organizations, 2022			
Variable	Indicator	For Profit	Other
Organizational Factors			
Total Employees	Ave Number	21	64
Age of Organization	% Under 10 Years	22%	9%
Industry Area	%Manufacturing	16%	2%
	%Food Serv & Accom.	16%	0%
	%Education	0%	15%
	% Pub Admin	0.4%	27%
Employment Practices and Policies			
% Minority in Total Workforce	Average Percent	18%	12%
% Females in Total Workforce	Average Percent	45%	62%
% Females in Top Leadership	Average Percent	38%	52%

In terms of organizational factors, for-profit organizations had significantly smaller workforces (an average of 21 employees vs. 64 at other types of organizations) and were more likely to be involved in manufacturing or food service and accommodations. The other organizations were more likely to be in the educational or public administrative sectors of the economy.

There were relatively few differences in the diversity and inclusion practices of organizations in the for-profit sector versus other types of organizations. People of color were a higher proportion of the total workforce of non-profits and females comprised greater proportions of the total workforce and top leadership in the other types of organizations.

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

Of the 314 organizations that responded to this question, 72% (228 organizations) said they had less than \$5 million in annual revenue and 28% (86 organizations) had annual revenues of \$5 million or more.

Table 13: Significant Differences, Organizations with Smaller/Larger Revenues, 2022			
Variable	Indicator	< \$5 Mil	\$5 Mil +
Organizational Factors			
Number Counties	% only 1	95%	86%
Total Employees	Ave Number	32	112
Age of Organization	% Under 10 Years	25%	6%
Type of Organization	% Non-Profits	15%	9%
Industry Area	%Manufacturing	8%	24%
	%Health & Social Srvc.	17%	6%
	%Food Serv & Accom.	17%	1%
Impact of COVID on Employment	% Down 10+%	17%	10%
Employment Practices and Policies			
% Minority on Board of Directors	Average Percent	5%	10%
% Female on Board of Directors	Average Percent	43%	29%
% Female in Total Workforce	Average Percent	52%	38%
% Females Supervisors	Average Percent	52%	45%
Self-Identify Disabilities	% Yes	54%	68%
Offer Domestic Partner Benefits	% Yes	26%	57%
Supplier Diversity Program	% Yes	2%	6%

In terms of organizational factors, those with larger annual revenue flows tended to operate in more MadREP Counties, to have more employees, to be older and were less likely to be in the non-profit sector. COVID-19 had a more deleterious impact on smaller firms in the MadREP area than on those with revenues of \$5 million or more. Larger firms were much more likely to be involved with manufacturing and less likely to be in the health and social services or food service and accommodations sectors.

There were a substantial number of significant differences in employment practices and policies related to annual revenue levels, but the pattern of differences is mixed. Organizations with larger annual revenues had a higher proportion of people of color on their boards of directors,

were more likely to allow employees to self-identify disabilities, more likely to offer domestic partner benefits and more likely to have a supplier diversity program. On the other hand, organizations with less than \$5 million in annual revenue had higher proportions of women on their board, in their total workforce and in supervisory positions.

Responses by NAICS Groups

The mailing list from the Wisconsin Department of Workforce Development included the 6-digit North American Industrial Classification System (NAICS) code for each organization. NAICS 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 17. About half of the 2022 responding organizations fell into four 2-digit NAICS categories: Health Care and Social Assistance, Accommodation and Food Service, Manufacturing, and Retail Trade. These four were also the top four sectors across the entire span of years during which the SRC has conducted a diversity and inclusion survey for MadREP (2016 – 2022).



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. We use the data collected over the past five years (2018 – 2022) and have excluded three sectors: management of companies and enterprises (2 observations), utilities (5 observations), and mining, quarrying, and oil and gas extraction (8 observations) because there are too few responses to produce reliable results.

Boards of Directors by Economic Sector

Table 14 shows the sectors with the highest and lowest percentages of people of color and women on boards of directors.

Table 14: Sectors with Boards with Higher/Lower Ave. Percent Women and People of Color, 2018 – 2022					
Boards with Higher Average Percent of People of Color and Women					
	N	% People of Color		N	% Women
Health Care and Social Assistance	185	13%	Retail Trade	185	50%
Accommodation and Food Services	214	8%	Admin & Support & Waste Management & Remediation Services	55	50%
Professional, Scientific, and Technical Services	108	7%	Public Administration	103	47%
Boards with Lower Average Percent of People of Color and Women					
	N	% People of Color		N	% Women
Construction	131	3%	Professional, Scientific, and Technical Services	56	24%
Public Administration	76	2%	Information	48	24%
Finance and Insurance	25	2%	Educational Services	21	18%

On average, 6% of board seats were held by BIPOC individuals. The Health Care and Social Services, Accommodation and Food Services, and Professional, Scientific, and Technical Services sectors had higher proportions people of color on boards of directors. In these sectors people of color represented about 13% of the seats on boards of directors, slightly more than their proportion of the underlying population. In the Construction, Public Administration, and Finance and Insurance sectors only 3% or less of the board seats were held by people of color. The top sectors have two to three times the proportion of board seats held by people of color compared to those at the bottom.

On average 37% of board seats were held by women. Half of the board seats in the Retail Trade and Administration & Support & Waste Management & Remediation Services were held by

women, and they held 47% of the seats in the Public Administration sector. Less than one-quarter of the seats on boards of directors for organizations in the Professional, Scientific and Technical Services, and Educational Services sectors were held by women. Women held about twice the proportion of board seats in the top sectors as in the lower sectors.

Total Workforce by Sector by Economic Sector

On average BIPOC people comprised 15% of the total workforce among organizations in the MadREP area over the 2018 – 2022 time period, a slightly higher proportion of BIPOC people in the total MadREP-area adult population. Among sectors with more than a handful of respondents, organizations in Transportation and Warehousing, Public Administration, and Finance, and Information 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 15). In contrast, in the Agriculture, Forestry, Fishing and Hunting (29%), Administrative Support and Waste Management and Remediation Services (23%), and Accommodation and Food Service (22%) sectors, people of color made up more than 20% of their total workforce. The top sectors have three or more times the proportion of people of color in their total workforce as those at the bottom.

Table 15: Sectors with Higher/Lower Percent Total Workforce, Women and People of Color, 2018 – 2022					
Organizations with Higher Average Percent People of Color and Women in Total Workforce					
	N	% People of Color		N	% Women
Agriculture, Forestry, Fishing and Hunting	47	29%	Health Care and Social Assistance	185	75%
Admin & Support & Waste Management & Remediation Services	70	23%	Educational Services	55	66%
Accommodation and Food Services	214	22%	Finance and Insurance	25	64%
Organizations with Lower Average People of Color and Women in Total Workforce					
	N	% People of Color		N	% Women
Transportation and Warehousing	48	7%	Agriculture, Forestry, Fishing and Hunting	47	33%
Public Administration	76	7%	Construction	131	22%
Information	21	4%	Transportation and Warehousing	48	19%

Over the 2018 to 2022 period, women made up 48% of the total workforce, similar to the proportion of women in the total adult population in the MadREP region. For organizations in the Health Care and Social Services (75%), Educational Services (66%), and Finance and Insurance (64%), women comprised about two-thirds or more of the total workforce. In contrast, in Transportation and Warehousing (19%), Construction (22%), and Agriculture, Forestry,

Fishing and Hunting (33%) women make up one-third or less of the total workforce. The top sectors have two to three times the proportion of women in their total workforce compared to the bottom sectors.

Top Leaders by Economic Sector

On average, 7% of top leaders in MadREP organizations over the 2018 – 2022 period were BIPOC. Sectors in which there are **higher** proportions of people of color in top leadership positions were Real Estate, Rental and Leasing (16% of top leaders were people of color), Health Care and Social Services (12%), and Educational Services (10%) (Table 16). Sectors with **lower** proportions of people of color in top leadership positions were Construction (3%), Finance and Insurance (3%), and Information Services (0%). There were more than three-times the proportion of people of color in top leadership positions in the top sectors compared to those at the bottom.

Table 16: Sectors with Higher/Lower Percent Top Leaders, Women and People of Color, 2018 - 2022					
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	22	16%	Health Care and Social Assistance	185	60%
Health Care and Social Assistance	185	12%	Educational Services	55	56%
Educational Services	55	10%	Other Services (except Public Administration)	103	48%
Organizations with Lower Average Percent People of Color and Women in Top Leaders					
	N	Ave % People of Color		N	Ave % Women
Construction	131	3%	Transportation and Warehousing	48	27%
Finance and Insurance	25	3%	Wholesale Trade	56	26%
Information	21	0%	Real Estate and Rental and Leasing	22	24%

Thirty-eight percent of top leaders in MadREP organizations over the 2018 – 2022 period were women. Women occupied **high** proportions of top leadership positions in the Health Care and Social Assistance (60%), Education Services (56%), and Other Services (48%) sectors. In contrast, about one-quarter of the top leaders in the Transportation and Warehousing (27%), Wholesale Trade (26%), and Real Estate and Rental and Leasing (24%) sectors were women. Women were about twice as prevalent among top leaders in the top sectors as in the bottom sectors.

Other Supervisors by Economic Sector

An average of 11% of supervisors in the MadREP area were BIPOC. Sectors with **higher** percentages of responding organizations with people of color in other supervisory positions were Agriculture, Forestry, Fishing and Hunting (25%), Administrative Support and Waste Management and Remediation (17% of other supervisors), and Accommodation and Food Service (15%) (Table 17). Transportation and Warehousing (5%), Education Services (3%), and Finance and Insurance (3%) had **low** proportions of people of color in other supervisory positions.

Table 17: Sectors with Higher/Lower Percent Supervisors, Women and People of Color, 2018 – 2022					
Organizations with Higher Average Percent People of Color and Women in Supervisor Positions					
	N	Ave % People of Color		N	Ave % Women
Agriculture, Forestry, Fishing and Hunting	47	25%	Health Care and Social Assistance	185	75%
Admin & Support & Waste Management & Remediation Services	70	17%	Finance and Insurance	25	73%
Accommodation and Food Services	214	15%	Real Estate and Rental and Leasing	22	63%
Organizations with Lower Average Percent People of Color and Women in Supervisor Positions					
	N	Ave % People of Color		N	Ave % Women
Transportation and Warehousing	48	5%	Wholesale Trade	56	37%
Educational Services	55	3%	Manufacturing	152	36%
Finance and Insurance	25	3%	Construction	131	26%

The average proportion of women in supervisory positions in MadREP over the 2018 – 2022 period was 49%. Women comprised **about two-thirds or more** of all other supervisors in the Health Care and Social Assistance (75%), Finance and Insurance (73%) and Real Estate and Rental and Leasing (63%) sectors. In contrast, **only about one-third** of other supervisors in the Wholesale Trade (37%), Manufacturing (36%), and Construction (26%) sectors were women. The proportion of women in supervisory positions was more than two times greater in the top sectors as in the bottom sectors.

Overall Representation of People of Color and Women

Table 18 summarizes the foregoing analysis and indicates the sectors in the MadREP area that are providing benchmark performance in terms of having BIPOC and female representation.

The top performer with respect to people of color is the Accommodation and Food Service sector, which appears in the top three for the percentage of BIPOC individuals on boards of director, total workforce and 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 has stronger than average representation. 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 18: Overall Top Sectors for People of Color and Women 2016 - 2022									
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		✓		✓	Finance & Insurance		✓		✓
Admin Support, Waste Mgmt, Remediation		✓		✓	Retail Trade	✓			
Education Services			✓		Admin Support, Waste Mgmt, Remediation	✓			
Real Estate, Rental, Leasing			✓		Real Estate, Rental, Leasing				✓
Professional, Sci Services	✓				Other Services			✓	
					Public Administration	✓			

The sector with **the strongest level of representation of women** is Health Care and Social Services. Education Services (total workforce and top leaders) and Finance and Insurance (total workforce and top leaders) are each benchmark sectors in two of the four categories.

Table 19 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 occupation categories other than total workforce. Public Administration (boards and total workforce), Information (total workforce and top leaders), Transport & Warehousing (total workforce and supervisors), and Construction (boards and leaders) were in the bottom three in two categories.

Table 19: Overall Bottom Sectors for People of Color and Women, 2016 - 2022									
People of Color					Women				
	Board	Workforce	Leaders	Supervisor		Board	Workforce	Leaders	Supervisors
Finance & Insurance	X		X	X	Wholesale Trade			X	X
Public Administration	X	X			Construction		X		X
Information		X	X		Transport & Warehousing		X	X	
Transport & Warehousing		X		X	Ag, Forestry, Fishing, Hunting		X		
Construction	X		X		Information	X			
Education Services				X	Manufacturing				X
					Real Estate and Rental and Leasing			X	
					Professional, Sci, and Tech Services	X			
					Educational Services	X			

Women are relatively poorly represented in the Wholesale Trade sector (few women are in top leadership roles and other supervisors), Construction (few women in the total workforce and top leadership), and Transport and Warehousing (total workforce and top leaders).

In this section of the report we will summarize how well/poorly different NAICS sectors perform with respect to employment policies and practices.

Turnover Rates for Employees of Color by Economic Sector

Over the 2018 – 2022 period, an average of 16% of organizations said the turnover rate of BIPOC employees was lower than that of white workers.

- The sectors with the highest percentage saying the turnover of BIPOC employees was **lower** than for white employees were the Public Administration (30% said turnover was lower among BIPOC employees), Transportation and Warehousing (28%), and Wholesale Trade (23%).
- The sectors with the lower than average proportions of respondents saying the turnover of employees of color was **lower** than for white employees were the Accommodation and Food Services sector (9% said turnover was lower for BIPOC employees), Administrative Support and Waste Management and Remediation (10%), and Health Care and Social Assistance (11%) sectors.

Top sectors had about twice the proportion of firms saying their BIPOC employees have lower turnover rates than their White employees than those at the bottom.

Diversity and Inclusion Staff by Economic Sector

Over the 2018 – 2022 period, 31% of responding organizations had a full- or part-time position with responsibilities for diversity and inclusion efforts

- The sectors most likely to have a full- or part-time staff person dedicated to diversity and inclusion efforts were the Information (42%), Ag, Forestry, Fishing and Hunting (41%), and Administrative Support and Waste Management and Remediation and Educational Services (37% for each) sectors.
- The sectors least likely to have a full or part-time staff person dedicated to diversity and inclusion efforts were the Transportation and Warehousing (27%), Retail Trade (26%), and Other Services (except Public Administration (22%).

There was relatively little difference between the top and bottom sectors with respect to this metric.

Diversity and Inclusion Policies by Economic Sector

Written Diversity Statement by Economic Sector

In terms of currently having a written diversity statement, over the 2018 – 2022 period, 23% of organizations affirmed that they have such a document.

- About one-third or more of the responding organizations in the Information (35%), Health Care and Social Assistance (32%), and Administrative Support and Waste Management and Remediation (29%) sectors reported that they currently have a written diversity statement.
- Sectors in which relatively few organizations reported having a written diversity statement were Agriculture, Forestry, Fishing and Hunting (5%), Transportation and Warehousing (13%), and Retail Trade (18%).

The top sectors had about twice the proportion of organizations with written diversity statements as the bottom sectors.

Workforce Demographic Goals by Economic Sector

On average over the 2018 – 2022 period, 25% of respondents said they currently have workplace demographic goals.

In terms of having workforce demographic goals:

- Sectors with higher proportions of firms with such goals were Information (47%), Finance and Insurance (44%), and Health Care and Social Assistance (33%).
- Sectors with lower proportions of firms with such goals were Agriculture, Forestry, Fishing and Hunting (16%), Public Administration (5%), and Real Estate Rental and Leasing (5%).

The top sectors had a minimum of twice the proportion of organizations with demographic goals as was the case in the bottom sectors.

Option to Self-Identify Sexual Orientation by Economic Sector.

Forty-three percent of all firms over the 2018 – 2022 period offered their employees the option of formally identifying their sexual orientation.

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

- Sectors most likely to do so were Health Care and Social Assistance (57%), Manufacturing (49%), and Administrative Support and Waste Management and Remediation (49%).
- Sectors least likely to do so were Information (25%), Transportation and Warehousing (32%), and Real Estate Rental and Leasing (33%).

There was a difference of at least 16% between the proportion of top sectors that offered their employees the option of self-identifying sexual orientation and sectors at the bottom.

Option to Self-Identify Disabilities by Economic Sector.

Nearly half (48%) of the organizations in the dataset said they currently provide their employees the option of formally self-identifying disabilities.

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

- Respondents from the Health Care and Social Services (62%), Administrative Support and Waste Management and Remediation (59%), and Finance and Insurance (56%), sectors were the most likely to say they allow their employees to self-identify their disabilities.
- Sectors with the lowest proportion of respondents allowing employees to self-identify disabilities were the Agriculture, Forestry, Fishing and Hunting (25%), Arts, Entertainment, and Recreation (32%), and Public Administration (35%) sectors.

There is nearly a 30% spread between the top and bottom sectors with respect to this human resource policy.

Domestic Partner Benefits by Economic Sector

About one-quarter (24%) of all organizations said they currently offer domestic partner benefits to their employees.

With respect to offering domestic partner benefits:

- Sectors most commonly offering this benefit were Wholesale Trade (40%), Real Estate Rental and Leasing (38%), and Finance and Insurance (36%).
- Sectors least commonly offering this benefit were Arts, Entertainment, and Recreation (16%), Agriculture, Forestry, Fishing and Hunting (16%), and Public Administration (15%).

At least twice the proportion of organizations in the top sectors offered their employees domestic partner benefits compared to those at the bottom.

Supplier Diversity by Economic Sector

As noted above, few organizations have a supplier diversity program; 58 of the 1,875 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.

Community Engagement by Economic Sector

Foundation/Budget Item for Charity by Economic Sector. Just over half (54%) of the 1,311 organizations that have responded to this question since 2018 said their organization has a foundation or a budget item for charitable donations.

- Sectors more likely to have foundations/budget items for charitable donations were Real Estate, Renting and Leasing (82%), Finance and Insurance (76%), and Wholesale Trade (67%).
- Sectors less likely to have foundations/budget items for charitable donations were Public Administration (16%), Agriculture, Forestry, Fishing and Hunting (32%), and Administrative Support and Waste Management and Remediation (36%).

Again, a minimum of almost twice the proportion of organizations in the top sectors said they had a foundation or budget item for charitable donations compared to those at the bottom.

Organization-Sponsored Volunteer Days by Economic Sector. Of the 1,194 organizations that have answered this question since 2018, 18% said their organization offers company-sponsored volunteer days and/or volunteer time off for employees.

- Sectors more likely to sponsor volunteer days were Finance and Insurance (63%), Real Estate and Rental and Leasing (37%), and Information (33%).
- Sectors less likely to sponsor volunteer days were Public Administration (9%), Accommodation and Food Service (11%), and Agriculture, Forestry, Fishing and Hunting (13%).

Finance and Insurance is very much an outlier with respect to offering company-sponsored volunteer days or time off for employees to engage in volunteer activity. The other two top sectors were about three times as likely to have a volunteering program compared to sectors at the bottom.

Organization Matches Employees Charitable Contributions by Economic Sector. Only 94 of 1,166 organizations that responded to this question (8%) said their organization matches charitable contributions made by their employees.

- Sectors more likely to match employees' charitable contributions were the Finance and Insurance (32%), Other Services (except Public Administration) (16%), Real Estate and Rental and Leasing (14%) sectors.
- The Public Administration sector (2%), the Administrative and Support and Waste Management and Remediation Services (2%) and Agriculture, Forestry, Fishing and Hunting (2%), and Arts, Entertainment, and Recreation (0%) were the sectors least likely to match employees' charitable donations.

The Finance and Insurance sector again stands far above the other sectors in terms of matching employees' charitable donations.

Summary of Experiences, Policies, Supplier Diversity and Community Engagement

Table 20 summarizes the top performers with respect to respondents' experiences, their diversity policies, other supplier diversification efforts, and community engagement.

Table 20: Top Performers Experiences, Policies, Supplier Diversity, and Community Engagement, 2016 - 2022											
	Experience		Policies					Community Engagement			Total
	Low Turnover	Diversity Staff	Written Div Statement	Workforce Goals	Sex Pref Id	Disability Id	Domestic Benefits	Foundation	Volunteer Days	Match Donations	
Finance & Insurance				✓		✓	✓	✓	✓	✓	6
Admin Support and Waste Mgmt, Remediation		✓	✓		✓	✓					4
Information		✓	✓	✓					✓		4
Real Estate, Rent, Lease							✓	✓	✓	✓	4
Health Care, Social Assistance			✓	✓	✓	✓					4
Wholesale Trade	✓						✓	✓			3
Manufacturing					✓						1
Transport & Warehousing	✓										1
Ag, Forestry, Fish, Hunt		✓									1
Other Services (not Pub Ad)										✓	1
Public Administration	✓										1

Overall, the Finance and Insurance sector was a benchmark sector with respect to six of the factors and was particularly strong with respect to community engagement. Four sectors were top performers in four areas: Administration & Support & Waste Management Remediation, Information, and Real Estate & Rental & Leasing, Health Care and Social Assistance. Administration & Support & Waste Management Remediation and Health Care and Social Services were strong in the policy area, Real Estate & Rental and Leasing in the community engagement area and Information did well in all three areas.

Table 21 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 and Public Administration (each with seven factors) appear most frequently. Agriculture, Forestry, Fishing and Hunting is particularly weak with respect to diversity policies; Public Administration fell into the bottom three sectors in a more dispersed set of criteria and may be more legally constrained with respect to participating in the community engagement factors.

Table 21: Bottom Performers Experiences, Policies, Supplier Diversity, and Community Engagement, 2016 – 2022											
	Experience		Policies					Community Engagement			Total
	Low Turnover	Diversity Staff	Written Div Statement	Workforce Goals	Sex Pref Id	Disability Id	Domestic Benefits	Foundation	Volunteer Days	Match Donations	
Ag, Forestry, Fish, Hunt			X	X		X	X	X	X	X	7
Public Administration				X		X	X	X	X	X	6
Admin, Support, Waste Mgmt, Remediation	X							X		X	3
Transport & Warehousing		X	X		X						3
Retail Trades		X	X								2
Arts, Entertainment and Recreation						X	X				2
Real Estate, Rent, Lease				X	X						2
Accommodation and Food Service	X								X		2
Other Services (not Pub Ad)		X									1
Information					X						1
Health Care, Social Assistance	X										1

Comparing the results of Tables 20 Tables 18 and 19 (representation of people of color and women in four workforce roles), there are some interesting correlations.

In terms of positive correlations, the Administrative Support, Waste Management and Remediation sector was a top performer in terms of the percentage of supervisors and the overall workforce who are people of color and was also strong in Experiences, Policies and Community Engagement categories. Health Care and Social Services also ranked high with respect to the

proportion of the boards of directors and top leaders who were people of color and also compared well with respect to diversity and inclusion policies.

With respect to women, both the Health Care and Social Assistance and the Finance and Insurance sectors did relatively well with respect to having a high proportion of women in various roles and with respect to the policies and practices comparisons.

On the other hand, Finance and Insurance, which as noted was quite strong with respect to policies and practices, was weak with respect to having people of color on their boards, and in top leadership, in supervisory roles.

The information sector, which ranked highly with respect to practices, policies and community engagement was relatively weak with respect to the proportion of women on boards of directors and Real Estate & Rental & Leasing, which was particularly strong with respect to community engagement was near the bottom with respect to the proportion of women in top leadership positions.

There are also some interesting relationships that emerge from a comparison of Table 21 to Tables 18 and 19. Specifically, the lack of diversity and inclusion practices doesn'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.

However, the Public Administration has relatively few people of color on their boards of director and in their overall workforce and, as noted, is near the bottom with respect to a number of diversity and inclusion policies and practices

Conclusions

The nature of the organizations participating in the 2022 survey were similar to those over the 2016 – 2021 period.

In large part, the results for 2022 were a continuation of a number of positive recent trends in terms of diversity and inclusion indicators for the MadREP region:

- 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 caused by the COVID-19 pandemic over the past two years, these results are remarkable.

In terms of diversity experiences and practices the 2022 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 other initiatives to develop spending with historically underutilized businesses reached 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, longevities, and type of organization (e.g. for-profit vs. non-profits, government or education).
- When looking at diversity and inclusion issues by sector of the economy, there appears to be modest and somewhat inconsistent 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 a given 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 respondents said they have a supplier diversity program, whereas most of those who did not respond 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 154 variables for statistically significant differences between the 201 organizations that responded to the first mailing and the 124 who responded to the second. There were only 10 statistically significant differences between the two groups (Table A1). The mailing in which the given outcome was more prevalent is shown in bold.

Table A1: Statistically Significant Differences Between Mail 1 and Mail 2 Respondents			
Variable	Significance Level	Mail 1	Mail 2
Average Number Hispanic Males in Total Workforce	.025	4	8
Average Number White Females in Total Workforce	.050	30.3	15.1
Average Number 65+ Males in Total Workforce	.043	3	6
Average Number Asian Males in Top Leadership	.045	0.13	0.36
Average Number 65+ Males in Top Leadership	.049	0.5	0.75
Average Number Hispanic Male Supervisors	.027	0.6	2.4
Average Number 18 – 24 Year Male Supervisors	.002	0.1	0.7
Average Number 25 – 44 Year Female Supervisors	.044	3.8	2.2
Allow Self-identify Sexual Preference (% Yes)	.017	54%	40%
Allow Domestic Partner Benefits (% Yes)	.003	40%	26%

Respondents to the first mailing had, on average, a larger number of women in their workforce and more female supervisors in the 25 – 44 year range. First responders were more likely to allow their employees to self-identify their sexual preference and to offer domestic partner benefits.

Respondents to the second mailing had, on average, a larger number of Hispanic males and males over 65 years of age in their total workforce, more Asian men and men 65+ in top leadership positions, a larger number of Hispanic male supervisors, and more male supervisors in the 18 – 24 age category.

Because there are few significant differences and no clear pattern in the differences identified, the SRC sees little evidence that non-response bias is a problem for this data set.

Appendix B – 2022 Diversity & Inclusion Survey Open-Ended Responses

Question 3b: Type of Organization, Other (21 Responses) (*note – the SRC recoded many of these to their type of organization (non-profit, for profit, etc.)*)

- Manufacturing (3x)
- Cooperative (2x)
- 501C(8) - Not for Profit
- Agricultural
- Campground
- Dairy Farming
- Dental Office
- Dental Specialists
- Farm- Fresh Produce
- Fire/Ems Department
- Health Services
- Hotel owned by UW Health
- Hotel/hospitality
- K-12 Education
- Not for profit
- Partnership
- Restaurant
- S-Corp

Q12: There are many ways to support underrepresented communities. Which of the following does your organization offer? (37 Responses)

Donations Money/Materials (13 Responses)

- Church donation of labor and material, school activities and programs, community center programs
- Employees paid the City of Madison Living Wage plus Revenue Sharing...no tips are accepted for staff, all tips are donated to a rotating Nonprofit Partner, which is personally selected, local, and working in direct community impact (not foundations).
- Habitat for Humanity along with several other donations.
- Invitation to on-air interviews and promotional exchanges with nonprofits.
- Myself as the owner donates to charities out of pocket.
- Numerous donations of products to help support charitable organizations.
- Our organization has a partnership with schools in the community that are underfunded and under-represented. The organization donates supplies and resources for the children in these schools.
- Participates in United Way annual giving and other causes on an ad-hoc basis
- Sunshine place, shelter from the storm, St. Jude's, Leukemia & Lymphoma Society
- Vets Rau, Covets, Meals n Wheels, Salvation Army, United Way
- We are involved with, and support, organizations that offer services to underrepresented communities.
- We do a lot to support local nursing homes. We donate time and money to supporting schools, nursing homes and do highway cleanup quarterly.
- We make numerous cash, in-kind and product donations throughout the year, with a focus on small and under-represented charities and needs.

Under-Represented Communities (7 Comments)

- Crossroads conversations Events & speeches about diversity/inclusion putting together groups D+I conversations + to establish an elastic environment
- Our entire non-profit mission is to serve students in underrepresented communities.
- Partner with Latino Academy on manufacturing apprenticeship program
- Potter's uses MARC and Chrysalis for recruitment
- We have a Latino night, a salsa night taught by a Peruvian and we display gay pride flags
- We provide services to under-represented communities
- We sponsor LBGTQ+ hockey teams & a Veteran's hockey team.

Outreach/Community Support (5 Comments)

- Active participant in Baraboo Community Heroes
- Local area
- Special Needs people from Hondor Center
- Strive to help people from local area where LMI percentage is high
- We collaborate with different groups in the area on advocacy issues.

Scholarships/Sliding Scales/Pro Bono (4 Comments)

- Financial Aid & scholarship programs, continual efforts to diversify faculty & staff
- Reduced fees + swim programs for families in need
- We provide kids camp and therapy at discounted rates, as well as accept CLTS waiver participants. We are working to make these programs more available to low income families.
- We support the coda project which helps any child who cannot afford to be in a school music program

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

Volunteer (4 Comments)

- Partner with other agencies regularly to support work
- Volunteer for Luke House serving homeless and coordinate with St. Vincent de Paul and shelters
- We do a service day as a company annually to help in our community
- Work with schools and food banks and youth organizations

Fundraisers (2 Comments)

- Fundraisers with mini-grants to support underrepresented communities
- We host benefit events with local non-profits that advocate for underrepresented communities.

Miscellaneous (2 Comments)

- We are a volunteer governmental 3rd service ambulance service.
- Rosap

Q13: Does your organization have other diversity and inclusion initiatives you would like to highlight? (53 Responses)

Recruitment/Retention Practices (15 Comments)

- "At Nordic, we believe a diverse team achieves better outcomes. We strive to create an environment that makes everyone feel welcome, regardless of race, ethnicity, gender, age, sexual orientation, religious beliefs, veteran status, disability, or other attribute. Nordic's maxim, ""Be You,"" encourages us to celebrate our authentic selves, include all people, and embrace our differences. We have a strategic goal dedicated to Diversity, Equity and Inclusion, as well as Employee Resource Groups and an ERG Executive Steering Committee. In addition, we align our team with the following diversity, equity and inclusion approaches: Recruitment: We recruit from a diverse set of job boards through the Professional Diversity Network to ensure we're reaching candidates from a wide variety of backgrounds. We design our jobs to alleviate traditional barriers to underserved populations, such as education, to allow access to a wider range of potential candidates, including ethnic and disabled groups. We also work with local chamber and non-profit organizations to provide career services to promote how you can establish a career at Nordic. Talent Development: We provide diversity, equity and inclusion training to all new employees, and hold specific training sessions for our new people managers. Our Employee Resource Groups (ERGs) provide professional development opportunities for their members throughout the year, and we're in process of refreshing our DEI learning plan for all employees in HUB/SMWVBE Partnerships. We have established successful partnerships with HUB/SMWVBE-certified firms across the country to complement our teams, and support our client partners' vision. We look for new opportunities to grow these partnerships, and establish new alliances. Succession Planning: We use diversity as a factor in succession planning conversations. Workplace Environment: Our workplace flexibility and results-oriented time off policies are some of our most attractive employee benefits for those with families. We also have features of our office that are intentionally designed for meeting the needs of people with disabilities. In addition, we offer wellness rooms that provide a private space for working mothers. As a part of our Nordic perks' program, we also provide discounted services so that those with families are able to get routine services accomplished during the workday and preserve their evenings and weekends for fun with their families (e.g. car cleaning, bike servicing, chair massages, CSA, etc.). "
- Attend many or hold many career fairs. Job opportunities
- Diversity recruitment using Jobs in Madison
- Jobs in Madison - Diversity Recruitment Process
- Offer years of service bonuses. Have been hiring more women for our typically male dominated warehouse work.
- Our organization is small, we have hired people of diverse backgrounds, color, and representation. All have reported feeling welcome
- posting on diverse job boards/groups, unconscious bias training
- recruitment, retention, sponsorship for training.
- We are an equal opportunity employer
- We attempt to post job opportunities with sources to reach diverse populations.
- We have a high amount of minority employees

- We partner with local organizations such as Urban League and WRTP/ Big Setp to help promote opportunities in the skilled trades.
- We use mostly initiatives, like pay surveys and hiring panels to attract diverse staff
- We work with Veteran programs and are increasing our initiatives to focus on increasing our Latino workforce
- yes. We give each employee the opportunity to celebrate their ethnic/religious holidays in the office, offer days off for non-traditional holidays (Juneteenth, Chinese New Year, etc.)

Hire best candidate regardless of characteristics (9 Comments)

- It doesn't matter your sexual orientation or color of your skin - we are inclusive to all.
- No, we just have the best employer for the job & purchase from the suppliers that meet our needs regardless of other factors - isn't that equality?
- Right now- in a small town +with a small business we are blessed to have a great staff that has been with us for many years. We do not discriminate- rather pull from the people in our area that apply. We serve all people.
- This is a family farm. We don't hire anyone who is not a family member.
- We are a small working farm, we hire by ability to do the job on the farm, we don't discriminate
- We hire based on qualifications no by ethnicity or how someone self-identifies. With respect to purchases, we have to go with whoever has the lowest responsible bid.
- We hire the most qualified person for the job no matter what they look like. We buy our products locally when possible.
- We love all people in all shapes and sizes. We hire people NOT things.
- we take every possible employee we can get .. we're in a rural community and a small business. Struggling to offer benefits along with decent wages.

Community Support/Buy Local (5 Comments)

- Black Is Beautiful Beer (started in 2020), donated all proceeds: \$18,844.91 in two years for Freedom Inc and Nehemiah - black community service organizations.
- Community Involvement: In addition to our internal corporate social responsibility efforts, our Employee Resource Groups have annual goals focused on community outreach and philanthropic giving to organizations that are women/minority led or whose mission is in service of underrepresented communities
- Our organization is mostly volunteers we have both male and female teams, coaches and staff. We host the mad gay hockey league have LGBTQ employees.
- We buy locally whenever possible
- Currently building partnership w area groups.

Few Under-Represented People Apply (5 Comments)

- No- it's hard enough to find anyone to work here this year. Do you consider Amish to be an under-represented community?
- Our workforce is representative of the demographics of our community. As a government unity [sic] devote are guidelines for supplies, etc.

- Small family business owner only full time small town in Lafayette County. No minorities in town at this time. Employees mostly under 20 hours/week
- We are a very small business in a small, rural community so there are not a lot of diversity opportunities in our particular field in our community
- We would love to have formal initiatives but have really struggled in the last few years to just keep staff!

Diversity Training/Education for Staff (4 Comments)

- Change team, consumer advisory committee, annual training and strategic work around EID
- Coordinated implicit bias training & awareness for all staff involved in hiring.
- Diversity and Inclusion workshops
- I am currently taking a 13 week accelerated course through CADIA in DEI and working on a capstone project

Internships/Training/Mentors (2 Comments)

- Our mission is to work with students, and have staff from underrepresented communities in the STEM field. We also make an effort to work with local groups, companies, and other orgs that are women and/or minority owned and operated or that also have a focus in serving those in underrepresented communities.
- We have mentored with a minority owned business to assist them in meeting their goals and establish their business in the industry. We partner with several women-owned businesses in our portfolio but we currently lack an active plan with metrics.

Miscellaneous (4 Comments)

- DEI workgroup formed for this purpose.
- No, we are small pharmacy with five full time-staff and two part-time staff.
- Since the start of Covid-19, we are just surviving!
- We belong to organization called W.A.C.O. Wisconsin Association Campground Owners. We support the vendors that are members.

Appendix C – 2022 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.	
304	Madison Region (Columbia, Dane, Dodge, Green, Iowa, Jefferson, Rock, Sauk)
9	Wisconsin
5	Upper Midwest (including WI and one or more of the following states: MN, IA, IL, MI)
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
25	175	18	17	16	28	44	32

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
31	219	58	11	1	26	38	258

3. b. Type of organization				
Non-profit	For-profit	Government	Academic	Other, specify
38	253	21	4	4

3. c. Annual Revenue						
<\$500,000	\$500K to \$999K	\$1M to \$4.99M	\$5M to \$9.99M	\$10M to \$49.99M	\$50M to \$99.99M	\$100M++
56	62	110	33	39	4	10

Industry (derived from embedded data in mailing list)							
14	Ag., Forestry, Fishing, Hunting	10	Wholesale	3	Real Estate and Rental Leasing	46	Health Care and Social Assistance
2	Mining, Quarrying, and Oil and Gas Extr.	29	Retail	21	Professional, Scientific, and Technical Services	13	Arts, Entertainment, and Recreation
0	Utilities	9	Transportatio n and Warehousing	1	Management of Companies and Enterprises	40	Accommodation and Food Services
23	Construc- tion	5	Information	14	Administrative Support and Waste Management and Remediation Services	18	Other services except Public Administration
40	Man.	2	Finance and Ins.	12	Educational Services	18	Public Administration

Workforce Demographics

4. Composition of Board of Directors and Total Workforce					
	Board of Directors			Total Workforce	
	(201 orgs.) Count: 918			(296 orgs.) Count: 16,230	
Composition by Ethnicity, Race, and Gender	Male	Female		Male	Female
Hispanic or Latino	11	21		763	613
White (non-Hispanic or Latino)	511	316		6641	6775
Black or African American (non-Hispanic or Latino)	11	13		252	291
Native Hawaiian or Other Pacific Islander (non- Hispanic or Latino)	0	0		9	16
Asian (non-Hispanic or Latino)	10	13		304	314
American Indian or Alaska Native (non-Hispanic or Latino)	3	0		17	18
Two or More Races (non- Hispanic or Latino)	4	5		107	110
	Board of Directors			Total Workforce	
Composition by Age and Gender	(145 orgs.) Count: 638			(241 orgs.) Count: 13,709	
Age 14-17	0	0		119	113
Age 18-24	2	3		686	617
Age 25-44	89	91		3120	3238
Age 45-64	191	118		2465	2650
Age 65+	106	38		423	278

5. Composition of Top-level Leadership and Other Supervisors					
	Top Level Leadership			Other Supervisors	
	(243 orgs.) Count: 828			(237 orgs.) Count: 1796	
Composition by Ethnicity, Race, and Gender	Male	Female		Male	Female
Hispanic or Latino	15	20		69	58
White (non-Hispanic or Latino)	445	317		865	714
Black or African American (non-Hispanic or Latino)	3	7		17	25
Native Hawaiian or Other Pacific Islander (non-Hispanic/Latino)	0	1		0	2
Asian (non-Hispanic or Latino)	9	3		18	7
American Indian or Alaska Native (non-Hispanic or Latino)	2	2		2	4
Two or More Races (non- Hispanic or Latino)	1	3		10	5
Composition by Age and Gender	(176 orgs.) Count: 584			(177 orgs.) Count: 1462	
# Age 14-17	0	0		0	0
# Age 18-24	2	2		13	13
# Age 25-44	95	100		368	310
# Age 45-64	197	131		394	332
# Age 65+	38	19		18	14

6. What is your relative turnover rate for non-White employees?		
Higher than White employees	Lower than White employees	Equal to White employees
29	55	194

7. Does your organization have dedicated staff responsible for diversity & inclusion efforts?	Yes, Full time	Yes, Part-time	No
	22	35	256

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)?	80	198	32
b. Have workforce demographic goals?	70	216	24
c. Offer its employees the option to formally self-identify their sexual orientation?	149	138	19
d. Offer its employees the option to formally self-identify disabilities?	176	113	15
e. Offer domestic partner benefits?	106	187	14

Supplier Diversity

9. Does your organization have a supplier diversity program?	Yes	No, skip to Question 11
	10	301

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
3	0	4	1	1

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
	58	242

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)	
138	Our organization has a foundation or budget item for charitable donations
46	Our organization offers company-sponsored volunteer days and/or volunteer time off for employees
28	Our organization matches charitable contributions made by employees
43	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)