2008 Greater Cleveland Employers Survey™ on Diversity

COMMISSION on Economic Inclusion

2008 GREATER CLEVELAND EMPLOYERS SURVEY ON DIVERSITY™

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I. Introduction

For the past eight years, the Commission on Economic Inclusion has worked to help ensure that minority businesses and minority workers have the opportunity to participate in the economic prosperity of Northeast Ohio. With a broad-based coalition of 101 Northeast Ohio employers (Commission members), the Commission is led by business leaders who have joined together to implement regional initiatives that address challenges to economic inclusion. The Commission has sought to be a regional catalyst for economic development by creating, supporting, and implementing initiatives that will significantly improve economic inclusion within Northeast Ohio's employer community.

In 2008, the Commission was ably led, for the fifth year, by Christopher M. Connor, chairman and CEO of The Sherwin-Williams Co., and Brian E. Hall, chairman and CEO of Industrial Inventory Solutions LLC. The Commission continues to draw upon the resources of its member organizations to support the work of its committees. A complete listing of 2008 leadership volunteers is included as Appendix A, in Section VIII, Appendices.

The Commission's work is based on the idea that partnerships that lead to the inclusion of minorities in economic activities are vital to the overall economic well-being of Greater Cleveland. In a diverse environment such as Northeast Ohio, economic growth cannot be sustained without the inclusion of minority leaders, a diverse workforce, and the utilization of minority suppliers/vendors.

The Commission's approach is fundamentally simple. We:

- Periodically assess the status of diversity and inclusion efforts within the Northeast Ohio employer community
- Establish benchmarks for improvement
- Encourage member organizations to develop or enhance practices that foster inclusion
- Facilitate the identification of resources
- Measure and report on progress on a regular basis
- Assist minority businesses in developing and securing business deals with Commission member organizations

Assessing the status of diversity and inclusion efforts by Northeast Ohio employers is the first step in the process of economic inclusion. Measurement has been conducted annually, utilizing the Commission's *Greater Cleveland Employers Survey on Diversity*™, now in its eighth year. The survey has been updated several times, based on participant feedback. The Commission's Membership Impact and Member Products & Services Committees have taken the lead in overseeing the design, distribution, and analysis of the survey. This report presents the 2008 survey findings and makes recommendations for future diversity management and economic inclusion goals and activities.

II. Executive Summary

The Commission has administered its annual *Greater Cleveland Employers Survey on Diversity*™ for eight years. For the second year, the survey incorporates comparative data and best practices provided by *DiversityInc*, a leading national publication and diversityinc.com, a Web site that reports on diversity and inclusion trends, issues, and strategies in the workplace. This data is drawn from their most recent administration numbers for the *DiversityInc Top 50 Companies for Diversity*® survey. This partnership allowed the Commission to add national reference data, including scores related to the four metrics that the Commission survey has monitored since 2001: board diversity, senior management diversity, workforce diversity, and supplier diversity. Data was compared on the actual percentages for each metric and for the presence of related policies and practices within the responding organization. As expected, the majority of the average scores of the companies selected by *DiversityInc* as top 50 performers, exceeded the Commission survey averages, particularly in board, senior management and workforce areas. These scores serve as aspirational targets for Commission members.

This executive summary provides an overview of the 2008 survey results. In reviewing the results, a few general areas represent positive progress from 2007 to 2008. This includes:

1. For the year-to-year group of survey participants, minority representation rose within the organizational leadership. Board minority representation rose from 16.9 to 18.8 percent. Senior management minority representation rose slightly from 11.9 to 12.1 percent.
2. Companies that include diversity management goals and objectives within the business or strategic plan increased from 65 percent to 71 percent of the year-to-year group.
3. Total dollars spent with minority businesses within Northeast Ohio rose for both the year-to-year (from $133 million to $ 172 million) and the aggregate groups (from $181 to $285 million).
4. The incidence of formal supplier diversity programs rose sharply for the year-to-year group (30 percent to 45 percent).
5. Commission organizations reported a higher percentage of their chief diversity officers reporting directly to the CEO at 31 percent (aggregate group). This is greater than the *DiversityInc* Top 50, which is at 28 percent.

From a historical perspective – looking at the survey results from the survey's inception in 2001 through the current 2008 survey – there are a few general areas that represent positive progress from 2001 to 2008. These results compare the aggregate groups in 2001 and 2008. Results include:

1. **Minority inclusion on boards** rose from 14 percent to 17.5 percent.

2. **Minorities as a percentage of senior managers** increased from 9 percent to 13.8 percent.

3. **The number of participants reporting and the corresponding spend with minorities** increased. Six organizations reported a negligible amount for 2001, while 59 organizations reported total and/or regional spend in 2008. Total 2008 aggregate minority spend was $1.24 billion dollars.

All of the aforementioned points represent positive highlights for Northeast Ohio. The remainder of this report covers many more data points and findings. A brief description of the six remaining sections of the report is included below.

Section III. Survey Administration and Methodology

This year, 96 companies (53 for profits and 43 nonprofit) participated in the survey, vs. 101 last year. Although this is a slight decrease, the region still remains committed to inclusion. The 96 companies participating this year represent 177,005 employees in Northeast Ohio. The survey incorporates comparisons on peer-to-peer, industry, and the *Diversity Inc*. Top 50 companies.

The *Employers Survey on Diversity*™ is a confidential tool that helps companies asses their commitment to diversity and inclusion. It also allows a company to identify strengths and weaknesses to be addressed in their diversity plan as they embark on organizational change. The Commission uses the survey to drive systemic change, encourage members to adopt best practices, and guide the work of Commission initiatives.

This survey was distributed to Commission members with an expected completion date of April 2009. For the most part, analysis of the data focuses on calculating the averages across the participants. It is important to note that all questions are not completed by all participants, and thus the reported averages are based on the responses to each question. The data is broken down between for profit and nonprofit. The data also is analyzed at the aggregate level, incorporating all 96 participants, and at the year-to-year level, which incorporates 83 companies that participated in the survey for both 2007 and 2008.

Section IV. Context

Each year, the Commission works to add value for our members, by putting some context around the survey results. Last year, we added national benchmarking data from the *Diversity Inc*, Top 50. This year, working with *Diversity Inc*, in addition to the benchmarking data, we also reviewed results from Columbus, Ohio, and Jacksonville, Florida – cities that have some similarities to Cleveland. This will help to provide yet another perspective on how other cities have dealt with the diversity challenge.

A. Columbus, Ohio

Columbus, Ohio, has been recognized for its impressive downtown-revitalization. In the late 1980s, the downtown area began to decline as businesses began to move to the suburbs. Downtown Columbus had one of the highest building vacancies in the nation. Likewise, employment in the downtown area services industries dropped 30 percent.

Faced with these major challenges, the leadership in Columbus developed a strategic plan, with a focus on four key items:

1. Public/private partnerships that encouraged leading companies to stay committed to the city
2. Job creation that leveraged central location of the city and transportation accessibility (highways and aviation)
3. Workforce diversity efforts that recognized the growth in Hispanic and Somalis immigrants moving to the city
4. Business development efforts that supported the growth of small and minority-owned businesses

As a result of these efforts, large businesses have remained in Columbus, new businesses have moved into Columbus, job opportunities are attracting a younger population, educational institutions are producing a highly educated workforce that is attractive to employers, and the number of small businesses has increased – 14 percent of the businesses are owned by African Americans and 1.3 percent are owned by Latinos versus 4.4 percent and .9 percent respectively for the rest of Ohio.

B. Jacksonville, Florida

Jacksonville, Florida has a strong history of organizations coming together to increase opportunities and inclusiveness. The city has significant CEO commitment to diversity, and the human capital of the larger companies in Jacksonville, mirrors the local demographics. Their workforces are 29.3 percent African American, 4.6 percent Latino, and 6.5 percent Asian. Between 2002 and 2007, more people were moving out than people moving into the city. The city was experiencing "Brain Drain", as it appeared that more educated individuals were leaving.

To address these challenges, Jacksonville developed a plan of attack that included:

1. A consolidated city government to be more efficient and corporate friendly in public/private partnerships
2. An economic inclusion organization composed of 30 major corporations, which supports the growth of groups that are traditionally underrepresented (this is similar to the Commission on Economic Inclusion)
3. A strategic talent attraction program
4. An investment in workforce and youth development

Consequently, Jacksonville has developed a great quality of life for the residents. New diverse companies are moving to Jacksonville – creating new high-paying jobs, and the per-capita income of the residents has increased 4 percent over the past four years – attracting high-income, skilled workers.

The “compare and contrast” to Cleveland is not totally similar, but there are a few key lessons that might be learned. While many cities have suffered during economic downturns, some have learned how to recover, while others have not. Cleveland appears to have the talent, resources, and leadership commitment to stage a comeback. We have to channel our resources into a focused effort, as have the cities that have recovered.

Section V. Overview of Findings

Each survey section contains several questions related to a particular topic. This overview section examines some the critical questions within each topic. In 2008, there was a pattern of modest changes in minority representation in the five survey areas: organizational leadership; CEO commitment, human capital-workforce; human capital-retention; and supplier diversity. A brief summary of the overview of findings by each survey topic is listed below.

A. Organizational Leadership

Organizational leadership measures inclusion from board and senior management perspectives. Both senior management and board diversity increased from 2007 to 2008. Additionally, in comparing 2007 to 2008, the number of organizations whose boards had a written policy on diversity and inclusion in board membership increased.

B. CEO Commitment

For the second year, the survey included questions on CEO commitment. The focus of this area is to measure the level of CEO commitment to diversity and inclusion. In particular, it seeks to measure:

- CEO leadership role on diversity council(s)
- CEO commitment to and participation in diversity councils
- Compensation tied to diversity goals
- Evidence of diversity metrics
- Supplier diversity goals
- Appointment of a Chief Diversity Officer

Overall, the survey results indicate that the scores for the aggregate group of respondents on this item, representing 96 companies, lagged significantly when compared to the *DiversityInc* Top 50.

C. Human Capital - Workforce and New Hires

The goal in this area is to measure inclusion around workforce and new hires. The focus is to understand the composition of the workforce and new hires as they relate to minorities. Between 2007 and 2008, the percentage of minorities in the workforce, for the year-to-year group rose by a percentage point (23 percent in 2007 and 24 percent in 2008). For the *DiversityInc* Top 50, minorities in the workforce equaled 32.8 percent. Among Commission survey participants; there was a slight decrease for minorities, dropping from 28 percent to 27 percent as a percentage of new hires. One other important element is having a written policy for recruitment of minorities, and 62 percent of respondents reported having such a policy in both 2007 and 2008.

D. Human Capital - Retention

Within this area, the goal is to measure inclusion around retention. The focus is to understand the level of retention in the workforce and on the management team. It is particularly important to compare retention of whites versus minorities. Interestingly, for the aggregate group for total workforce retention and in Northeast Ohio workforce retention, white employees were at the lower end of the range of averages for racial and ethnic groups. For the total workforce group, whites averaged 77 percent retention, and minority groups ranged from 78 percent to 87 percent. For Northeast Ohio workforce retention, whites averaged 78 percent as did African Americans, while other minorities ranged up to 88 percent. Another way of looking at retention, is to understand management representation and promotions, comparing whites to minorities. As with workforce retention, white managers' retention fell at the lower end of the racial group year-to-year comparison – both for total management retention (whites 75 percent, minorities 77 percent to 89 percent) and in Northeast Ohio, (whites 74%, minorities 77 percent to 90 percent)

E. Corporate Practices

The focus of this area is to measure the level of commitment to employee resource groups and diversity training:

- CEO leadership role in diversity council(s); and
- CEO commitment and participation in diversity councils.

The Commission survey respondents had mixed results in this area. The overall year-to-year group fell from 44 percent to 42 percent in those having official employee resource groups. For profits increased from 39 percent to 41 percent in the year-to-year comparison, while nonprofits dropped from 50 percent to 42 percent. An increase from 77 percent to 84 percent was reported in funding for such resource groups by the overall survey participants, compared to 88 percent of the *DiversityInc* Top 50 group.

F. Supplier Diversity

Supplier diversity is the area that measures procurement dollars spent with Minority Business Enterprises (MBEs). In analyzing 2008, the results were mixed with a decline in the percentage of total procurement with minority-owned businesses (from 5.2 percent to 4.6 percent for the year-to-year group). This compares to 5.4 percent for *DiversityInc* Top 50. The Commission's year-to-year group increased its regional spend with minority companies from 9.4 percent to 11. 1 percent of its overall spend in Northeast Ohio.

- Total procurement spent with MBEs reported by the aggregate group declined by $1 billion ($2.4 b. to $1.24 b.) This likely can be explained, in large part, by the absence of data from one large local company that typically reports minority spend in this range. At the regional level, the aggregate group of respondents spent $285 million with minority-owned companies, compared with $181 million for the 2007 aggregate group.

Section VI. Survey Item Responses

The detailed responses to all of the survey questions are documented in this section, which provides both a year-to-year comparison of the 2007 and 2008 responses from the 83 organizations that participated in both years, and results for the 96 organizations that participated in 2008.

Section VII. Conclusion and Next Steps

In reviewing the 2008 survey, the results are mixed. There are positive signs of progress from the historical perspective of the survey. Over the eight-year history of the survey, in comparing 2001 to 2008 results, there is no doubt that the region is much better off today compared to 2001. We have many more survey participants, higher levels of board representation, and higher levels of senior management representation in organizations across the region. Additionally, significantly more data is available on supplier diversity and on expenditures with minority owned companies, and many more organizations are focusing on increasing spend in that area.

Going forward, the challenge is to avoid becoming complacent and, more importantly, not go backwards. The Commission is working closely with our Commission members to identify, recommend, support, and drive positive results around economic inclusion. In addition, the Commission has established three-year goals, 2008-2010, to drive and monitor change. There is opportunity to do much more, and the Commission is uniquely positioned, as a program of the Greater Cleveland Partnership, to help integrate economic inclusion into the region's overall economic development agenda.

Section VIII. Appendices.

This section contains the appendices for the report, including a list of survey participants, the Commission's Advisory Board and committee volunteers.

III. Survey Administration and Methodology

This year, 96 companies participated in the Commission on Economic Inclusion (Commission) survey, compared with 101 companies last year, 100 in 2007, 87 in 2006 and 75 in 2005. Of the 96, 13 were first-time participants. Although slightly fewer organizations participated in the 2008 survey versus 2007, we see this not as an indication that inclusion is losing importance to our members, but as a result of leaner staffs due to the current economic downturn. The organizations participating this year represent 177,005 employees in Northeast Ohio. A complete listing of the members who participated in the 2008 survey is included as Appendix B, in Section VIII Appendices.

The Commission has administered its annual *Greater Cleveland Employers Survey on Diversity*™ for eight years, with periodic updates based on feedback from participants. For the second year in a row, the survey report incorporates research information from *DiversityInc Top 50 Companies for Diversity*® survey. This research information includes comparison results on specific survey items, metrics for certain industry groups, and best practices from *Top 50 Companies*. As background, *DiversityInc* is the leading national publication on corporate diversity, with a monthly magazine (circulation 200,000) and a Web site that receives 1 million unique visitors a month. *DiversityInc*'s Top 50 survey is currently in its ninth year and this year received 401 applications- up 14 percent from last year and 240 percent since 2003. To participate in the Top 50 survey, a company must have at least 1,000 U.S. employees (*source: www.diversityinc.com)*.

In reviewing this 2008 Commission survey report, it is important to note that the majority of information presented in the overview section is based on year-to-year comparisons of responses from organizations that participated in both the 2007 and 2008 Commission surveys. For items added to the survey this year, only aggregate responses for the year are presented. Survey results are a snapshot of how the Greater Cleveland region is doing at this time.

A. Survey Description

The Commission's *Employers Survey on Diversity*™ is a tool for assessing:

1. An organization's commitment, actions, and success in maintaining a competitive edge by having an inclusive workplace environment; and
2. The presence of policies and practices that demonstrate effective diversity management and inclusion.

The survey provides individual organizations with a tool for examining their own diversity and inclusion efforts. Completing the survey allows organizations to identify strengths and weaknesses related to diversity management and inclusion. Progress is measurable:

- on a year-to-year basis within one's own organization
- by comparing one's organization to other for-profit or nonprofit organizations that completed the survey this year and
- by comparing one's organization to all organizations completing the survey this year

Additionally, participants receive an organizational scorecard that compares their performance against quantitative criteria and qualitative goals. This self-assessment can be used as a first step toward organizational change.

The survey provides information that can be used to gain insights about the overall diversity management and inclusion practices of Commission member organizations. More importantly, the survey provides information concerning systemic barriers and successes related to diversity and inclusion. While the information provided by member organizations is kept confidential, the aggregate information will be used to guide the work of the Commission's volunteer committees. Specifically, the information is used to create goals for systemic change, encourage member organizations to adopt identified best practices that promote diversity and inclusion, and facilitate the identification and utilization of resources that support Commission initiatives.

B. Survey Distribution and Collection Methods

The surveys were distributed electronically during February 2009. Surveys were completed by the staff of each organization and returned to the Commission between February 2009 and April 2009. Incomplete submissions prompted follow-up communications, resulting in the receipt of additional, but not always fully responsive data. Further discussion of this issue is included in the analysis section of this report in Section VI Item by Item Responses.

C. Survey Analysis Methods

For the most part, analysis of the data involved frequency analysis and averaging of percentages. It is important to note that not every organization answered every question on the survey. Therefore, the reported percentages are based on the number of organizations that respond to each of the questions in the survey. The individual responses are kept confidential. Only Commission employees conducting the analysis have access to the information contained in individual surveys.

The data was analyzed using four groupings:

- For-profit - includes 53 publicly and privately held for-profit entities
- Nonprofit - includes 43 government, charitable and educational organizations, including hospitals
- Aggregate - includes information from each of the 96 organizations that responded to each question this year
- "Year- to-year" - includes 83 organizations that completed the survey in both 2007 and 2008.

Additionally, for definition purposes, the term "minorities" includes African American, Asian, Latino, and Native American.

IV. Context: A Comparison of Regional Inclusion Strategies

Introduction

The Commission annual survey on diversity has provided participating organizations with local comparative data for eight years. Last year, the Commission added national benchmark data from the *DiversityInc* Top 50 survey. This national data includes:

- Averages on key diversity and inclusion metrics for the *DiversityInc* Top 50 companies
- Averages for subgroups within the *DiversityInc* Top 50 (healthcare, manufacturing, financial services, and professional services)

This year, we have also included comparative data from two other metropolitan areas of the country. Columbus, Ohio and Jacksonville, Florida, are also summarized in the context section of this report. The comparison provides perspective on Cleveland and northeast Ohio's current state and capability to capitalize on our region's diverse business community and area population.

Background

DiversityInc conducted research, including administering a shortened version of their annual diversity survey, in each of the two cities. Selected findings from that research are presented in this section. Particular attention is paid to:

- The strength of the local overall economy
- The corporate community's level of organization around diversity and inclusion
- Prevalence of local economic development organizations (including public-private partnerships) and initiatives targeted to support diversity and inclusion

A. Columbus, Ohio

Eleven companies filled out the shortened version of the 2008 *DiversityInc* Top 50 survey: Huntington Bank, Fifth Third Bank, KeyBank, JPMorgan Chase, Nationwide Children's Hospital, Vorys, Sater, Seymour and Pease, Bob Evans Farms, Worthington Industries, Ohio State University Medical Center, Cardinal Health and Mount Carmel.

DiversityInc surveyed Columbus because of its impressive downtown-revitalization effort and its ability to successfully build public/private partnerships and reach out to immigrant and traditionally underserved communities. Columbus never experienced the urban flight or rustbelt downturn of other cities, such as Cleveland. Its greatest challenges came from the flight of some businesses to the suburbs and the need to successfully include large new immigrant populations, especially Mexicans and Somalis.

The public/private partnership, spearheaded by companies such as Huntington Bank and Nationwide Mutual, has helped Columbus thrive and grow. Education efforts, especially the remarkable Science Technology Engineering Mathematics (STEM) program featured here, are helping ALL youngsters in Columbus reach their potential and are a vital step in alleviating the future work-force shortages, especially in science and technology.

DiversityInc found under examination that the Columbus, Ohio companies as a group were not nearly as strong as the 2008 *DiversityInc* Top 50, against which they were compared.

In terms of racial and ethnic group representation, the participating Columbus companies had lower percentages in workforce, new hires, and management representation. However, for senior managers (CEO and direct reports), Columbus companies actually exceeded the *DiversityInc* Top 50 – 17 percent vs. 14 percent.

The Columbus region has enjoyed a steady population growth since the 1950s, and its 20 colleges and universities, including Ohio State, produce skilled employees. (About 30 percent of the 1.7 million residents hold a bachelor's degree or higher, versus 25 percent nationally).

In the late 1980s, however, the downtown area began to decline as businesses moved out. Retailers relocated to new malls in outskirts of the city. Employers migrated to the suburbs and elsewhere for more-plentiful and less-expensive real estate. "Downtown had one of the highest building-vacancy rates in the nation," recalls Columbus Development Director Boyce O. Safford III.

From 1990 to 2001, urban employment fell 9 percent in the finance, insurance and real-estate sectors, while the rest of Franklin County experienced a 54 percent increase. Likewise, employment in the downtown area's service industries dropped 30 percent, compared with a county growth rate of more than 65 percent.

Fortunately, downtown Columbus is home to the state capital and The Ohio State University, two of the largest employment sectors in the area. It is also the headquarters of Nationwide, The Limited and other regional corporations that made a commitment to remain in the city and whose core values include community involvement. Moreover, the city has Mayor Michael B. Coleman, who introduced a Strategic Business Plan in 2001, to be completed by 2012. The plan includes building 10,000 new housing units, stabilizing the office market and creating new neighborhoods.

To stimulate development, the city initiated:

- **Urban real-estate tax abatements**
- **City Office Incentive program:** For companies relocating to or expanding downtown that have 10 or more employees
- Through **public-private partnerships**, once-distressed neighborhoods are being restored, while new residential and mixed-use commercial real estate is being built.

Spurring Job Creation, Stability

Community leaders have also leveraged the city's central location (60 percent of the nation's population is within a one-day truck drive or 90-minute flight from Columbus) to attract logistics-industry and aviation companies and generate higher-paying jobs. Example: The recently arrived aviation company NetJets created about 2,000 jobs and is building a $200-million campus near Port Columbus, potentially igniting an aviation- and aerospace-industry boom. What's more, the region's R&D funding and educational institutions, which produce more than 25,000 graduates each year, are luring biotechnology firms, one of the nation's fastest-growing economic-development sectors. Currently, 60 percent of the Columbus work force is employed in white-collar occupations, compared with 51 percent nationwide, reports ColumbusChamber.

As a result of these and other employment opportunities, "we've become a place of attraction for the young and talented … for the diverse," says Mayor Coleman, who has helped gain or retain about 30,000 jobs for all residents since taking the helm in 1999. According to the U.S. Census Bureau 2006 American Community Survey, 27.6 percent of Columbus residents are Black (versus 12.4 percent nationally); 67 percent are younger than 44 (compared with 37 percent nationally), reports Next Generation Consulting.

New Challenges and responses

Job opportunities are luring new Americans to Columbus as well. The largest groups of recent immigrants include Latinos (city estimate: 50,000, a 69 percent increase compared to 2006 Census Bureau data) and Somalis, which may number 45,000 (comparable Census Bureau data is unavailable). To ease the transition for these two groups of immigrants, several groups and programs have been created:

- **Somali Community Association of Ohio (SCAO)**—Formed in 1999, its goal is "to pull the African community together," explains SCAO President Hassan Omar. The organization has assisted as many as 60,000 through job-skills training, career-placement services, counseling and more.
- **Community Intervention Team (CIT)**—Launched in 2005 and representing community and city officials, "the CIT is made up of people who have a stake in resolving some of our issues," says Jim Stowe, executive director of the Community Relations Commission (CRC), which oversees the team. Efforts include: cultural-sensitivity training provided by the Somali to law enforcement; recruiting Somali-speaking police officers and community liaisons; and opening the lines of communication between city, state, township and county law enforcement.
- **New American Initiative**—Initiated by Mayor Coleman, this program fosters access to city programs, such as healthcare and translation services, to transition new immigrant families to the area and to educate residents and city employees on cultural diversity.
- **Hispanic Chamber of Commerce of Greater Columbus—**This 75-member nonprofit helps Latino business owners market their companies through networking and educational workshops, such as how to get the most out of employee-resource groups. Soon to come: lower-cost group health-insurance and workers'-compensation plans.

Stimulating Business Growth

"In our communities, there's an entrepreneurial spirit," says Mayor Coleman, citing the north side's gentrified Global Mall, filled with East African–owned shops and numerous Latino markets that have sprung up throughout the city. According to the latest U.S. Census Bureau data, nearly 14 percent of Columbus businesses are owned by Blacks (versus 4.4 percent in Ohio), 1.3 percent are owned by Latinos (.9 percent statewide) and 33.1 percent are women owned (28.1 percent statewide). To help these entrepreneurs gain access to business opportunities, Columbus has the following:

- **The City of Columbus Equal Business Office**
- **DiversityBridge.com,** a supplier-diversity web portal (a partnership between the city, Columbus Chamber and organizations such as Nationwide and Columbus State Community College) launched in 2007. For corporations seeking locally certified MWBEs, the site offers a database of more than 250; for diverse vendors wanting to bid on regional projects, it provides a simplified, single-form certification process.
- **Minority Contractors Business Assistance Program,** administered through the state-funded Central Ohio Minority Business Association in Columbus, works with more than 5,000 small businesses to gain access to contracts through procurement "matchmaking" fairs and counseling, such as how to prepare a loan application, write a business plan or get certified.
- In addition, in November 2008, voters approved a public question to fund future public-infrastructure projects by selling $1.66 billion in bonds. From sanitation improvements to road resurfacing, these initiatives are expected to generate thousands of jobs and have a $3-billion economic impact on the region over the next five years, officials report.

Columbus assets are the strength of the local overall economy, the prevalence of local economic development organizations (including public-private partnerships) and initiatives targeted to support diversity and inclusion.

B. Jacksonville, Florida

Jacksonville, Fla., has a strong history of companies and organizations banding together to increase economic opportunity and inclusiveness.

The city, which is 27 percent Black, 6 percent Latino and 3 percent Asian, also has a group of employers who have come together to enhance workplace-diversity demographics and best practices. That group, the First Coast Diversity Council (FCDC), has been in existence for eight years and now has 30 organizations as members. First Coast Diversity Council joined *DiversityInc* in reaching out to companies in Jacksonville or with significant local operations there, with at least 250 employees, to participate in the scaled-down *DiversityInc* survey.

Of those companies, three are larger companies with long-term demonstrated commitments to diversity: Blue Cross and Blue Shield of Florida, No. 32 in the 2009 *DiversityInc Top 50 Companies for Diversity®* survey and headquartered in Jacksonville; CSX, No. 49 in the *DiversityInc* Top 50 and also headquartered in Jacksonville; and Aetna, No. 48 in the *DiversityInc* Top 50, which has a strong presence in Jacksonville.

Other Jacksonville companies that completed the survey were (in alphabetical order): Community First Credit Union of Florida; Convergys Corp.; Federal Reserve Bank of Atlanta-Jacksonville Branch; the Jacksonville Fire and Rescue Department; JEA; Medtronic; and the Shands Jacksonville Development Office/Foundation.

The companies have many diversity strengths in the four areas we measure. For starters, their CEOs personally care about diversity—for example, 70 percent of their CEOs meet regularly with employee-resource groups, just slightly less than the 74 percent average for the *DiversityInc* Top 50. Eighty percent of their CEOs personally review and sign off on diversity metrics, compared with 96 percent of the *DiversityInc* Top 50.

When it comes to human capital, the 10 Jacksonville companies that participated mirror the local demographics. Their work forces are 29.3 percent Black, 4.6 percent Latino and 6.5 percent Asian, while their new hires are 33 percent Black, 5.3 percent Latino and 3.8 percent Asian, showing progress in two of the three demographic areas.

Strength of the Local Economy

Companies in Jacksonville, Fla., are in better shape than most others in the nation to ride out the economic crisis and compete with other cities for top talent. That is because this northeast Florida region (population: 849,159) is home to more than 80 diversified corporate and regional businesses, many in recession-resistant sectors.

As noted earlier, several of Jacksonville's corporations have joined forces to help build an economically inclusive community that recruits and promotes Blacks, Latinos, Asians and others from traditionally underrepresented groups. The First Coast Diversity Council (FCDC), founded in 2001, provides corporations with access to a network of diversity experts, input on new inclusion initiatives, and more.

In addition, Jacksonville boasts a consolidated city-county government (it has one law-enforcement body, for example), which means that companies expanding or relocating to the region don't have to deal with a tangle of local, duplicate government regulations. As a result, Jacksonville has earned a reputation as a welcoming, corporate-friendly city that's building a cluster of sustainable sectors capable of creating high-wage jobs for everyone.

"The fundamentals here are positive: We have a great quality of life and a unified city-county government that's efficient," says Mayor John Peyton. "This tells a compelling story—that Jacksonville is a great place to raise a family and find a job."

Another plus: The Jacksonville Naval Air and Mayport Naval Stations offer a ready-made source of skilled, disciplined and diverse labor for companies when military personnel retire. About 33,000 active-duty personnel call the Jacksonville area home, according to the mayor's office. Each year, about 7 percent (or 2,400 people) retire from these bases, settle in Jacksonville and search for jobs, reports the Jacksonville Regional Chamber of Commerce. "Retired military are one of our greatest work-force assets," says Jerry Mallot, executive director of Cornerstone, the chamber's economic-development arm. If Jacksonville continues to grow its local economy as planned, corporations will be scrambling for more skilled knowledge workers.

The Challenge: Brain Drain

The population gain of Jacksonville's Duval County (the city is the county seat) began slowing down in 2007, when nearly as many people moved out as moved into the region. Between 2002 and 2007, the migration dropped 42 percent (from 11,820 in 2002 to about 6,800 in 2007). Although no one tracks the skills level of those who migrate from the region, “we know that many who are leaving are educated,” says Henry Luke, a consultant to the city and founder of Jacksonville-based Luke Planning.

To combat brain drain on the state level, the Board of Governors recently asked the Legislature to approve $65.4 million to increase the stagnant salaries of college professors and staff by 4 percent at Florida’s 11 state universities, including the University of North Florida at Jacksonville (UNF). In addition, the University of Florida system, which includes UNF, announced that it would allocate $11 million of its own resources to give faculty and staff members raises of up to 3 percent. The goals are to stem the tide of nationally known educators leaving the Sunshine State and to retain students and educational dollars.

Locally, Jacksonville community leaders collaboratively crafted a 46-page economic-development strategy four years ago to attract talent and increase the education/income levels of all Duval County residents to national levels. Called the Blueprint for Prosperity, the city, the chamber and the work-force-development agency WorkSource, along with the input of 11,000 citizens, set several benchmarks. One includes driving up the per-capita income of Duval County residents as a percentage of the U.S. per-capita income by 0.5 percent annually beginning in 2007. Good news: The income gap has been closing steadily. According to the U.S. Department of Commerce, Duval County residents’ per-capita income was $29,498 in 2002 (95.7 percent of the national per-capita income). By 2006, that figure jumped to $36,616, which is 99.7 percent of the U.S. per-capita income ($36,714)—an increase of 4 percentage points over the past four years.

“As our income increases toward national levels, we will increasingly attract high-income, skilled people,” says Luke, who served on the blueprint’s executive committee.

Another goal is to decrease the per-capita income gap, as a percentage of the U.S. per-capita income, between whites and other racial/ethnic groups by 50 percent by 2020. In 1999, for instance, there was a 47 percent gap between white and Black per-capita income, and a 33 percent gap between white and Latino per-capita income, when comparing Duval County residents’ per-capita incomes as a percentage of the total United States. By 2020, the goal is to close the per-capita-income gap to 23 percent for Blacks and 16 percent for Latinos.

“If we can pull up these income levels, the whole tide will rise,” says Mayor Peyton. Although it’s too soon to gauge the progress, the plan also includes developing targeted business sectors that require advanced degrees and encouraging social/business interactions between people of different races/ethnicities to create opportunities.

City administrators are also trying to diversify the economy even more to lure brainpower. Unlike some cities in Florida, “ours is not built exclusively on tourism,” says Jacksonville Economic Development Commission (JEDC) Executive Director Ron Barton. Top sectors include: healthcare, transportation/logistics, international trade.

These and other recently-relocated global companies- including financial giant Deutsche Bank, bringing an estimated 1,000 high-wage jobs by 2011, and Italian aerospace company Alenia, adding some 300 new jobs at an above-average wage of $55,000, contribute to the region's diversity. "Global companies bring new business models that create a more diverse environment," says JEDC's Barton. Such efforts are part of the city's long-term plan "to become the leading port on the East Coast," Mayor Peyton recently stated.

"Plus, much of this economic development is occurring in communities with the lowest per-capita income," points out Mayor Peyton. This will help to level the economic playing field.

Community Organizations

"Education is the equalizer that will put an end to our income disparities," says Mayor Peyton. "We're all about creating opportunities in Jacksonville, and it starts with educating our youth."

As part of the city's youth-development plan, the Jacksonville Children's Commission and United Way partnered to oversee a citywide mentor-matching program: to recruit and train 1,000 mentors throughout the community to serve as role models to greater Jacksonville's roughly 45,000 at-risk youth. So far, 1,200 mentors have signed on.

In addition, Mayor Peyton allocated $1 million toward The Jacksonville Commitment, a new initiative to establish a college-going culture in the city. A partnership between the Duval County Public School system and Jacksonville's four colleges and universities—including the HBCU Edward Waters College—the program includes advisers to help students take college-prep courses and provide college-application assistance, scholarships and more.

Community organizations have launched numerous work-force-development initiatives as well:

- IMPACTjax, a Jacksonville Regional Chamber of Commerce networking program that connects 21- to 40-year-old professionals to the community so they can learn about new job and business-growth opportunities.
- JCCI Forward, an initiative launched by the nonprofit Jacksonville Community Council, helps men and women ages 25 to 45 become more involved in civic initiatives.
- Leadership: Evolution, another chamber-led leadership-development effort, is a 10-month program designed to teach problem-solving, communications and interview skills to select individuals to help close the disparities gap in the workplace. To increase income levels for all in Jacksonville, Jarik E. Conrad, Ph. D., executive director of the Blueprint for Prosperity, says, "We need to understand why some people are opting out." This program is designed to break through self-imposed barriers in the workplace. Among the 17 women and Black graduates whose on-the-job performance has been tracked over the past two years, "40 percent have been promoted," explains Elizabeth Cline, an independent human-resources consultant who facilitates the program.

- FCDC offers diversity-related educational sessions every month. Ranging from how to start an affinity group or supplier-diversity program to panel discussions on cultural competency and race relations, the council's sessions consist of "about 50 to 75 people who help each other out," says FCDC's President Simmons.

C. Implications for Greater Cleveland Diversity and Inclusion

Metropolitan areas across the country must constantly balance the factors that impact the health of their local economy. All three of the cities, Jacksonville, Columbus, and Cleveland, are actively and visibly struggling with this balancing act. It is generally agreed that, among the three cities, Cleveland's economy has experienced the greatest challenge and slowest recovery from an economic downturn.

What can we learn from these comparisons? The studies of Jacksonville and Columbus provided evidence of the keys to their respective success strategies:

1. **Capitalize on the area's assets**
   - For Columbus: The Ohio State University and the presence of a large state government as a local economic driver
   - For Jacksonville: Tourism, a regional government, recession-resistant industries, a pool of retired military personnel

2. **Accurately identify the greatest challenges/opportunities**
   - For Columbus: Managing the sudden influx of Somali and Hispanic immigrants
   - For Jacksonville: Responding to a brain drain

3. **Multiple players must play a role in the balancing act and can have a strong impact**.
   - There must be a strong champion within each strategic partner who communicates the value of diversity and inclusion in order to focus that partner's efforts

4. **The partners must set a common agenda**, be clear on their respective roles and communicate often and clearly with each other and the larger community.

Cleveland can put these keys into action. The Commission on Economic Inclusion can play an important role in maximizing the value of diversity and inclusion to grow our economy because of what the Commission is and where it sits. The Commission has a broad membership of large local employers and the engagement of their CEOs. The Commission operates within the Greater Cleveland Partnership (GCP), one of the state's largest private-sector economic development organizations. Working with like-minded organizations and public-private partnerships, the Commission and the GCP will be active participants in the recovery and stabilization of our region's economy.

V. Overview of Findings

Each survey section contains several questions related to a particular topic. The detailed responses to all of the survey questions are documented in Section VI. Survey Item by Item Responses. This overview section examines some the critical questions within each topic. Note that all of the numbers below represent year-to-year comparisons between the group of 83 employers that participated in the survey, both in 2007 and 2008, unless noted otherwise.

A. Organizational Leadership

Organizational leadership is a very important aspect of diversity and inclusion. By examining an organization from the "top" (that being the composition of the board and the senior management team), one can gain insight into leaderships' ability to lead and drive change.

Boards

Question 3.1

The percent of minority members of boards of directors of Commission survey participants increased to 18.8% minority, compared to 16.9% from a year ago. This is compared with a *DiversityInc* Top 50 average of 25.8 percent.

- For-profit boards in the Commission increased slightly to 11.9 percent minority from 11.1 percent minority
- Nonprofit boards increased from 18.7 percent minority to 20.5 percent minority

On a positive note, nationally, boards are 3 percent minority, according to data from the Executive Leadership Council, the Hispanic Association on Corporate Responsibility and the Committee of 100, so the Commission survey averages exceeded these reference points for all participant categories. Within each of the specific minority categories (African American, Latino, Asian or Native American), each increased slightly, between .4 percent and 1.2 percent.

Note: Native Americans comprised negligible to zero percent in all categories in which data was collected.

Board/Trustees Statement on Diversity

Question 3.3

When asked if the board of directors/trustees or governing committee has a written statement/policy on diversity and inclusion of board membership, 42 percent of the year–to-year group said "yes". This compares with 40 percent a year ago.

- Of the for-profits, 46 percent said yes in both years.
- For the nonprofits, there was an increase from 34 percent to 37 percent

Question 3.4

When asked if the business or strategic plan included diversity-management goals and objectives, we see improvement over last year's results thanks to an increase in the nonprofit sector of respondents. Seventy-one percent of the total said “yes”, compared with 65 percent last year.

- Of the for-profits, 70 percent said “yes” in both years
- Of the nonprofits, 73 percent said “yes”, compared with 60 percent last year

This question was not asked in the *DiversityInc* Top 50 survey, so we do not have national comparative data on this dimension.

Senior Management

Question 5.5

In a comparison of 2007 and 2008 data for those organizations which provided senior management data in both years, minority representation within senior management (first two levels of management reporting to the CEO) increased slightly from 11.9 percent to 12.1 percent for the total group.

- Decreased from 10.7 percent to 10.4 percent for the for profit group
- Increased from 13.7 percent to 14.6 percent for the nonprofit group

DiversityInc Top 50 reported an average of 15.7 percent on this variable.

Best Practices Recommendations – *DiversityInc* Top 50 on Organizational Leadership

- Look beyond the obvious choices (national figures, people on other boards) to find talented people from traditionally underrepresented groups who can contribute to your board.
- Consider people from lower levels (vice presidents instead of presidents).
- Have mentors on your board actively guide new board members for at least a year.
- Identify people with potential for leadership early on and make sure they have cross-cultural mentors and significant feedback.
- Give them frequent access to senior managers and to the largest clients/customers.
- Offer training for leadership for women, and leadership for Blacks, Latinos, Asians and American Indians.
- Communicate top leadership's commitment to diversity on web site, internal and external messaging.
- Use employee-resource groups to identify and nurture talent. Have them meet with the CEO and top leadership as often as possible.

The following list represents a list of recommendations compiled by the Commission.

- Orient board members on diversity goals and encourage board attendance at any organizational diversity events.
- Encourage diverse board leadership (chair, other officers, committee heads).
- Develop and maintain relationships in the community to ensure of a pool of diverse, local board candidates.

- Incorporate pieces of employee diversity training into board meetings.
- Engage board members in company-wide diversity training or conferences.
- Examine the existing board profile when outlining requirements for board candidates. Consider criteria related to diversity.
- Access valuable information and statistics about diverse directors and suggestions on sourcing from Spencer Stuart's 2006 Board Diversity Report at www.spencerstuart.com/research/boards/955 establish a mentoring program for those diverse candidates targeted for senior management.
- Measure the most senior managers on their ability to diversify lower ranks of senior management. Base bonuses on these results.
- Focus on diversity as part of the succession planning process.
- Create an action plan for ascension in the organization for high performing/high potential minorities that includes: discussion of their career interests, the skills and experiences they need to progress in the organization and how they will obtain those skills and experiences; who is mentoring them; and what internal/external contacts they need to be building relationships with.
- Create a team of senior managers inclusive of all lines of business and staff functions that assists in the development of plans to address obstacles and barriers to diversity in senior management.
- Encourage "visible" support of diversity from senior managers through their hosting of diversity events and welcoming participants.

B. CEO Commitment

Sustainable improvement in building an inclusive workplace requires the broad and continuing involvement of the CEO. This section includes data on the aggregate and year-to-year survey participant groups and the *DiversityInc* Top 50 companies.

Question 2.1a

When asked if the CEO personally signs off on executive compensation tied to diversity, which *DiversityInc* finds is a critical means of ensuring improved human-capital demographics, 31 percent of all Commission companies said "yes".

- 33 percent of for-profits
- 29 percent of nonprofits
- This compares with 88 percent of *DiversityInc* Top 50 companies.

Question 2.1b

Fourteen percent of Commission respondents said the CEO chairs the diversity council, which is a best practice increasingly common at *DiversityInc* Top 50 companies (48 percent).

- 14 percent of for-profits
- 13 percent of nonprofits

With smaller companies, there may not be a diversity council, which could explain the discrepancy. Among Commission members, 50 percent have a diversity council. (question 2.11)

- 46 percent of for-profits
- 56 percent of nonprofits

All *DiversityInc* Top 50 companies have a diversity council. This council is usually comprised of internal senior leaders from all areas of the business.

Question 2.1c

Twenty-eight percent of Commission respondents say the CEO appoints members of the diversity council.

- 26 percent of for-profits
- 32 percent of nonprofits

This compares with 80 percent of the DiversityInc Top 50 and again may be attributed to the lack of diversity councils in smaller companies.

Question 2.1d

Forty-five percent of Commission respondents reported that the CEO meets personally with employee resource groups, which is increasingly important in recruitment, retention and relating to customers.

- 47 percent of for-profits
- 42 percent of nonprofits

This compares with 84 percent of the *DiversityInc* Top 50.

Question 2.1e

Among Commission respondents, 60 percent said the CEO personally signs off on diversity metrics and progress.

- 58 percent of for-profits
- 61 percent nonprofits

This compares with 98 percent of the *DiversityInc* Top 50.

Question 2.1f

When it comes to specific supplier-diversity goals and achievements, 43 percent of the Commission companies say the CEO signs off on these.

- 40 percent of for-profit
- 48 percent nonprofit

This compares with 82 percent of the *DiversityInc* Top 50.

Question 2.5

A growing trend at *DiversityInc* Top 50 companies is for the head of diversity (increasingly called the chief diversity officer) to report directly to the CEO. For the Commission, this occurs at 31 percent of companies.

- 28 percent of for-profits
- 33 percent of nonprofits

This now occurs at 28 percent of *DiversityInc* Top 50 companies.

Best Practices Recommendations – The *DiversityInc* Top 50 on CEO Commitment

- Immediately post a quote from the CEO on the home page of your company's Web site stressing the importance of diversity to the company's business strategy.
- Ensure the CEO personally signs off on diversity goals and metrics.
- Tie a portion of senior-executive compensation to meeting diversity goals (in some *DiversityInc* Top 50 companies, this is as high as 50 percent of bonuses but usually is in the 15 percent range) and have the CEO personally sign off on this compensation.
- Have the head of diversity report directly to the CEO, not to the head of HR. This sends the message that diversity is essential to the company's main lines of business and is not just a "soft" staff function.
- Create an internal diversity council and have the CEO chair this council. The council should meet at least quarterly and have goals and objectives.
- Have regularly scheduled meetings between the CEO and employee groups. This gives much needed bidirectional feedback and allows employees who might otherwise never get the chance to present to and interact with the CEO.
- Encourage your CEO to join boards and assume leadership positions in organizations tied to traditionally underrepresented communities.

C. Human Capital - Workforce and New Hires

One of the most critical ratios to examine is the demographics of the total workforce compared with new hires. The essential factor here is to show progress in a company's hiring direction toward diversifying the entire workforce. Examining the Commission's workforce year-to-year group and its new hires, we note progress in all sectors measured: the total Commission submissions for both for-profits and nonprofits.

Workforce

Question 5.1 (aggregate and year to year)

Specifically, the percentage of minorities in the workforce increased slightly from 23 percent last year to 24 percent this year. This compared with a 32.8 percent average for The 2008 *DiversityInc* Top 50 Companies for Diversity®.

- The for-profits year-to-year group showed the most improvement, increasing from 20 percent minority to 22 percent minority
- The nonprofits increased from 26 percent to 27 percent

When we examine workforce numbers for companies in Northeast Ohio (since this was not broken down geographically last year, we do not have year-to-year numbers), the workforce is 24 percent minority.

- 22 percent among for-profits
- 27 percent among nonprofits

New Hires

Question 5.2 (year to year)

Based on the data on new hires during 2008, results are mixed. For the total group, minorities decreased from 26 to 25percent of new hires. For 2008, they were 24 percent of for-profit new hires and 26 percent of nonprofit new hires. In Northeast Ohio, they dropped from 28 to 27percent of all new hires.

- The for-profit group increased slightly from 23 to 24 percent for the total group
- The nonprofit group declined from 29 to 26 percent for the total group

Policies on Recruitment

Question 4.2

The Commission survey asked whether the organization had written and communicated policies or practices for recruitment and selection of minorities. In a year-to-year comparison, the percentage of organizations having these policies actually stayed constant at 62 percent.

- Among for-profits, the percentage saying “yes” remained at 61 percent
- The nonprofits stayed at 63 percent

Best Practices Recommendations – *DiversityInc* Top 50 on Workforce and New Hires

- Develop strong relationships with Historically Black Colleges and Universities (HBCUs), Hispanic-serving institutions and nonprofit organizations aimed at women, Blacks, Latinos and Asians.
- Brand yourself as a diversity leader on your web site and in internal and external communications.
- Use your employee-resource groups to attend job fairs and meet with prospective employees. Once a person is hired, have members of the group help with on-boarding.
- Require both internal and external recruiters to give you a diverse slate of candidates for openings. Do not let them tell you they "can't find" people, especially in this economy.

D. Human Capital – Retention

Workforce Retention (aggregate)

In measuring retention, it is important to consider both overall employee retention and whether retention is equal across race and ethnicity. The aggregate of the 96 Commission companies, demonstrate a slight slight trend in favor of minority groups. For the total group, for profit, and nonprofit groups, retention for white employees is at the lower end of the averages for racial and ethnic groups.

Question 5.3

For the overall workforce numbers, Commission members reported this year that whites were retained at a 77 percent rate, while African-Americans (78 percent), Latinos (82 percent) and Asians (82 percent) were all retained at a higher rate.

- This breaks down among for-profits to whites, 78 percent; African Americans, 79 percent; Latinos, 81 percent; and Asians, 84 percent. For nonprofits, retention rates are whites, 76 percent; African Americans, 78 percent; Latinos, 82 percent; and Asians, 80 percent.

In Northeast Ohio, white employee retention is reported at 78 percent; with African Americans at 78 percent; Latinos and Asians at 83 percent.

- Among for-profits, retention rates are Whites, 78 percent; African Americans, 78 percent; Latinos, 83 percent; and Asians, 85 percent.
- Among nonprofits, the rates are Whites, 77 percent; African Americans, 78 percent; Latinos, 82 percent; and Asians, 81 percent.

Management Retention

For management retention, the same trend of a lower retention rate for white managers compared to other racial and ethnic groups appeared.

Questions 5.4

Overall, whites in management were retained at a 75 percent level, compared with 77 percent for African Americans, 82 percent for Asians, and 84 percent for Latinos.

- Among for-profits, whites had an average 76 percent retention rate, compared with 79 percent for African Americans; 82 percent for Asians; and 83 percent for Latinos.
- Among nonprofits, management retention was whites, 74 percent; African Americans, 76 percent; Asians, 81 percent; and Latinos, 85 percent.
- For managers in Northeast Ohio, the rates were whites, 74 percent; African Americans, 77 percent; Asians, 82 percent; and Latinos, 84 percent.
- Among for-profits, rates were whites, 74 percent; African Americans, 77 percent; Asians 83 percent; and Latinos, 84 percent.
- Among nonprofits, retention rates were whites 74 percent; African Americans, 76 percent; Asians, 80 percent; and Latinos 85 percent.

Management Representation

Question 5.6

On survey item: "all other managers/professionals not included in the top two levels of management", Northeast Ohio results for the aggregate group were 86 percent white and 14 percent minority (approximately 10 percent African American, 2 percent Asian and 1 percent Latino).

- For-profit managers in this category among Commission members were 88 percent white and 12 percent minority (8 percent African-American, 2 percent Asian and 1 percent Latino).
- Among nonprofit Commission members, the totals were 83 percent white and 17 percent minority (approximately 13 percent African-American, 3 percent Asian and 1 percent Latino).

Nationally, managers are 83 percent white and 17 percent minority, (7 percent African American, 4 percent Asian and 6 percent Latino—source: U.S. Equal Employment Opportunity Commission (EEOC). When compared to EEOC references, only nonprofit Commission survey respondents report a similar level of minority representation on management retention.

Management Promotions

It is very important to measure management promotions, because it is a clear indication of the pipeline being developed to senior management. It is desirable to see a clear progression from management representation to promotions. Unfortunately, that is not currently happening among Commission survey respondents, although nonprofits are showing potential.

Question 5.7

The distribution of Northeast Ohio management promotions shows the following averages: 85 percent white and 15 percent minority (approximately 11 percent African American, 3 percent Asian and 1 percent Latino).

- Among for-profits, the figures are 91 percent white and 9 percent minority (7 percent African American, 1 percent Asian and 1 percent Latino).
- Among nonprofits, the numbers are better: 79 percent white and 21 percent minority (16 percent African American, 5 percent Asian and 1 percent Latino).

Written Retention Policies

Question 4.3:

In a year-to-year comparison on the question of whether the organization has written and communicated policies or practices for proactive retention of minorities, the percentage of Commission organizations with these policies or practices fell from 33 percent last year to 32 percent this year.

- Among for-profits, there was an increase from 27 percent last year to 32 percent this year
- Among nonprofits, those with these policies fell from 40 percent last year to 32 percent this year

Best Practices Recommendations – *DiversityInc* Top 50 on Retention:

- Develop formal mentoring programs in which mentors and mentees are both from the same and different racial/ethnic/gender groups.
- Use employee resource groups to identify talented people and nurture them.
- Have mandatory diversity training for all employees, not just managers.
- Establish innovative work/life programs, including childcare assistance, health/fitness, elder-care assistance and religious accommodations.
- Survey employees at least once a year on employee engagement, including diversity concerns.

E. Corporate Practices

One of the most important means of recruiting, retaining and promoting a diverse workforce and reaching new customers is employee resource groups. These groups increasingly are integrated into all lines of business and are seen as valuable strategic arms of the company, a trend particularly shown by the for profit participants in the Commission survey. This year, several questions were asked to measure local use of proven best practices related to using employee resource groups effectively.

Employee Resource Groups

Question 4.4

When asked if their organization has written and communicated polices or practices directed toward training and development of minorities, the response from Commission year-to-year survey participants was 22 percent “yes,” compared with 18 percent last year.

- 26 percent of for-profits versus 16 percent last year
- 19 percent of nonprofits, the same as last year

Question 4.5

All (100 percent) of the *DiversityInc* Top 50 companies have employee resource groups, sometimes called affinity groups or employee networks. In the year-to-year comparison, scores on this metric for the overall group dropped from 44 to 42 percent.

- For the for-profits, the scores rose from 39 to 41 percent
- For the nonprofits, the scores dropped sharply from 50 to 42 percent

Question 4.7

When the organizations with employee resource groups were asked if the company funds them, which 88% of the *DiversityInc* Top 50 do, the year to year group reported an increase from 77 to 84 percent.

- For the for-profits, the scores rose from 88 to 94 percent
- For the nonprofits, the scores rose from 67 to 73 percent

Question 4.8

When asked if the organization allows these groups to meet during the workday, the year to year group reported an increase from 93 to 97 percent”.

- For the for-profits, the scores rose from 87 to 100 percent
- For the nonprofits, the scores declined from 100 to 93 percent

Ninety percent of the *DiversityInc* Top 50 do this.

Question 4.9

When asked if a senior executive is a member of these groups, which is crucial to sending the message that these groups are vital to the core business, the year to year group was stable at 60 percent..

- For the for-profits, the scores rose from 67 to 73 percent
- For the nonprofits, the scores declined from 53 to 47 percent

Of the *DiversityInc* Top 50, 84 percent said “yes.”

Question 4.10
When asked if employee groups were used to augment recruitment efforts, 82 percent of Commission members said “yes” in both years.

- 93 percent of for-profits in both years
- 69 percent of nonprofits in both years

Of the *DiversityInc* Top 50, 88 percent responded affirmatively.

Question 4.11
When asked if the groups are used to augment marketing efforts to their communities, 75 percent of the Commission respondents said “yes” in both years.

- 86 percent of for-profits in both years
- 64 percent of nonprofits in both years

Of the *DiversityInc* Top 50, 88 percent said yes.

Diversity Training
Diversity training is essential to creating an inclusive workforce and to recruitment, retention and promotion of people in traditionally underrepresented groups. The *DiversityInc* Top 50 data reveals that the best training is mandatory for all employees. Many companies start by making it mandatory for managers and:

(1) offering it frequently (at least each month) so no one misses it;
(2) having it last a full day (a half-day is really just compliance); and
(3) having formal metrics and follow-up.

Question 4.12
In examining year-to-year data from the Commission surveys, we find that 71 percent offer diversity training, down from 73 percent a year ago. That breaks down to:

- 66 percent among for-profits, compared with 63 percent a year ago
- 76 percent among nonprofits, compared with 84 percent a year ago

Among the *DiversityInc* Top 50, 98 percent offer diversity training.

Question 4.13
For those organizations that offer diversity training, 63 percent make it mandatory for managers, up from 61 percent in 2007.

- 65 percent of for-profits, compared to 61 percent a year ago
- 61 percent of nonprofits, in both years

This is compared with 80 percent of the *DiversityInc* Top 50. Forty-three percent of Commission organizations make diversity training mandatory for the entire workforce up from 41 percent in 2007 (38 percent of for-profits in both years, and an increase from 43 to 46 percent for nonprofits). This compares with 64 percent of the DiversityInc Top 50

Question 4.15

Twenty-eight percent of the Commission respondents offer diversity training at least monthly in both years.

- 18 percent of for-profits in both years
- 38 percent of nonprofits in both years

This compares with 74 percent of the DiversityInc Top 50.

Question 4.17

When asked whether their organization has metrics to measure success of diversity training, the year-to-year group reported an increase from 39 to 41 percent.

- For profit scores dropped from 46 to 38 percent
- Nonprofit scores rose from 33 to 44 percent

This compares with 78 percent of the *DiversityInc* Top 50.

Question 4.18

On the question of whether the organization has formal follow-up to the training, the year-to-year group reported an increase from 33 to 37 percent.

- For profit scores held at 38 percent in both years
- Nonprofit scores increased from 30 to 37 percent on this item

The *DiversityInc* Top 50 average 66 percent with formal follow-up to training.

Question 4.19

When asked if employees are surveyed on diversity issues, the year-to-year group reported a small increase from 50 to 51 percent.

- For profit companies reported a rise from 51 to 58 percent
- Nonprofit group average fell from 50 to 44 percent

This compares with 94 percent of the *DiversityInc* Top 50.

Question 4.24

When asked if they have a diversity section on their corporate Web site home page, which is critical to sending the message to employees, recruits, suppliers and customers, the year-to-year group experienced a drop from 41 to 39 percent.

- For profits held steady at 53 percent in both years
- Nonprofit numbers dropped from 30 to 24 percent

This compares with 78 percent of the *DiversityInc* Top 50.

Best Practices Recommendations – *DiversityInc* Top 50 on Corporate Practices

- Use **employee resource groups** to their full extent, as recruitment, retention, talent development and marketing tools of the business. A senior executive (preferably a direct report to the CEO) should be a member of each group. The groups should be funded by the company and be allowed to meet during the day. They should be inclusive (anyone can join, whether or not they are members of this particular under-represented group).
- **Diversity training** must be mandatory for the entire workforce (or those who most need it will not attend). It must last at least a full day and be offered monthly, so there are not excuses not to participate. Formal metrics must be attached to the training, and there must be follow-up.
- The **corporate Web site** should have a link to diversity on the home page, a quote from the CEO emphasizing the importance of diversity, and multiple images of African Americans, Latinos, Asians and people with visible disabilities. Within the scope of the organizational definition of diversity, there also should be content stressing that the company is inclusive of gay, lesbian, bisexual and transgender employees and customers. In addition, the company's corporate vision statement should include a specific mention of diversity.

F. Supplier Diversity

Supplier diversity is an essential way to build strong and lasting community relationships, which lead to community wealth and lifelong customers. When assessing supplier-diversity success, it is most crucial to examine the percentage of the total procurement budget spent with MBEs, rather than the dollar amount, because larger companies obviously have larger procurement budgets.

Reflecting the demographics of their region, Commission organizations' average expenditures with MBEs exceeds the *DiversityInc* Top 50 average, which is a strong signal they support their local communities. However, the Commission percentages dropped slightly in a year-to-year comparison of expenditures at the national level.

Total Spend

The *DiversityInc* Top 50 average for percentage of total procurement spent with MBEs is 5.4 percent. In a comparison of organizations that provided minority-spend information for both 2007 and 2008, the Commission companies spent 4.6 percent with MBEs this year. This is a drop from 5.2

percent last year. Within this group, the year-to-year change for for-profits was from 4.3 percent in 2007 to 3.1 percent in 2008. Among nonprofits, the percentage increased slightly from 6.3 percent in 2007 to 6.7 percent in 2008

Regional Spend

For minority spend within Northeast Ohio, the percentage increased year-to-year respondents from 9.4 percent to 11.1 percent. This represents a drop from 6.4 percent to 5.6 percent for for-profits, and an increase from 17.7 percent to 26.9 percent for nonprofits this year versus last year.

Question 6.8

When asked if they audit their supplier-diversity numbers, a practice that assesses the validity of those numbers, 41 percent of the year-to-year group said "yes" (compared to 42 percent as last year).

- 43 percent of for-profits, compared to 49 in the previous year
- 39 percent of nonprofits, compared to 36 in the previous year

This compares with 96 percent of the *DiversityInc* Top 50.

Question 6.14

Both aggregate and year-to-year comparative data is available on the question of whether organizations track purchases made from MBEs. For the year-to-year group, 67 percent reporting tracking in both years.

- for-profits held at 68 percent
- nonprofits held at 67 percent

Sixty percent of the aggregate group track purchases from MBEs.

- 61 percent of for-profits
- 57 percent of nonprofits

This compares with 100 percent of the *DiversityInc* Top 50.

Supplier Diversity

Question 6.16

When asked if they require second-tier (subcontractor) supplier diversity, the score rose from 26 to 28 percent

- 27 percent of for-profits, compared to 31 percent in 2007
- 30 percent of nonprofits, compared to 20 percent in 2007

Ninety percent of the *DiversityInc* Top 50 do this.

Question 6.18

When asked if they tie procurement-management compensation to successful supplier-diversity results, scores declined from 39 to 30 percent in terms of those respond in the affirmative.

- 37 percent of for-profits, from 47 percent in 2007
- 21 percent of nonprofit, from 29 percent in 2007

This compares with 84 percent of the *DiversityInc* Top 50.

Question 6.19

When asked if they have formal external training or mentoring programs for suppliers which nurtures relationships and builds community wealth, scores rose from 19 to 20 percent of Commission respondents.

- 21 percent of for-profits, compared to 18 in 2007
- 19 percent of nonprofits in both years

This compares with 86 percent of the *DiversityInc* Top 50.

Question 6.20

When asked if they provide financial assistance for MBEs, also critical to building community wealth, percent of the Commission companies saying "yes" dropped from 15 to 14 percent.

- 21 percent of for-profits, from 18 in 2007
- 4 percent of nonprofits, from 12 in 2007

This compares with 78 percent of the *DiversityInc* Top 50.

Best Practices Recommendations – *DiversityInc* Top 50 on Supplier Diversity

- Use vendors who are third-party certified as MBEs or WBEs (NMSDC and WBENC are the most common certifying agencies).
- Do not exclude any industry categories (that don't have MBEs or WBEs) when calculating supplier diversity.
- Provide mentoring and training for MBEs and WBEs.
- Make supplier diversity part of your procurement department.
- Tie procurement executive compensation to supplier-diversity goals.
- Have the CEO sign off on supplier-diversity goals and metrics.
- Develop mentoring programs for diverse suppliers so they gain in strength and understand the challenges.
- Provide financial assistance, usually in the form of loans, to MBEs to build community wealth.
- Mandate supplier diversity from Tier II (subcontractors).

- Audit supplier-diversity numbers to make sure they are valid and that anyone counted as a supplier is certified by a reputable third party, such as the National Minority Supplier Development Council.
- Require supplier diversity in all RFPs (requests for proposals).

VI. Survey Item by Item Responses

The results from the survey are presented in cumulative form. In keeping with our commitment to survey participants, individual responses were kept confidential. Responses are presented for each survey item based on available data. For questions introduced on the 2008 survey, aggregate group data is presented. If the item was also asked on the 2007 survey, data from organizations which answered the question in both years, was also analyzed. On these items, both aggregate group and year-to-year data is presented.

The percentages reported under the year-to-year, aggregate, for-profit, and nonprofit categories were calculated based on the number of participants in each category that responded to each question. For example, if a total of 20 nonprofit organizations answered either "yes" or "no" to a question, the percentage of "yes" responses is based on 20. The results will be reported as x/20. The number of year-to-year, aggregate, for -profit, and nonprofit respondents for each question varies. The nonprofit group includes nonprofit, educational, and governmental organizations. Several of the questions in the survey request information regarding racial identity of an organization's personnel. The categories used for these questions include White, African American, Latino, Asian/Pacific Islander and Native American.

If the question asked for a response to be expressed as a percentage (example: by what percentage do you anticipate your diversity spend will increase) the average of all responses is listed followed by the number of respondents (10.8% / 43).

A. PARTICIPANTS - INDUSTRIES & EMPLOYEES

TOTAL NUMBER OF EMPLOYEES	Inside Northeast Ohio	Outside Northeast Ohio	TOTAL
NONPROFIT	126,086	19,417	145,503
FOR-PROFIT	50,919	1,782,811	1,833,730
TOTAL	177,005	1,802,228	1,979,233

2.1: CEO Support for Diversity Issues

	For-Profit	Nonprofit	Total
a. Personally signs off on executive compensation tied to diversity			
Year-to-Year Group 2007	15/35 (42.9%)	8/25 (32.0%)	23/60 (38.3%)
Year-to-Year Group 2008	12/35 (34.3%)	7/25 (28.0%)	19/60 (31.7%)
Aggregate Respondents 2008	14/44 (31.8%)	9/31 (29.0%)	23/75 (30.7%)
b. Chairs diversity council			
Year-to-Year Group 2007	5/35 (14.3%)	5/25 (20.0%)	10/60 (16.7%)
Year-to-Year Group 2008	5/35 (14.3%)	4/25 (16.0%)	9/60 (15.0%)
Aggregate Respondents 2008	6/44 (13.6%)	4/31 (12.9%)	10/75 (13.3%)
c. Appoints members of diversity council			
Year-to-Year Group 2007	13/35 (37.1%)	10/25 (40.0%)	23/60 (38.3%)
Year-to-Year Group 2008	10/35 (31.7)	9/25 (36.0%)	19/60 (31.7%)
Aggregate Respondents 2008	11/44 (25%)	10/31 (32.3%)	21/75 (28%)
d. Meets regularly with employee-resource groups			
Year-to-Year Group 2007	18/35 (51.4%)	11/25 (44.0%)	29/60 (48.3%)
Year-to-Year Group 2008	17/35 (48.6%)	12/25 (48.0%)	29/60 (48.3%)
Aggregate Respondents 2008	33/75 (44%)	20/44 (45.5%)	13/31 (41.9%)
e. Personally reviews and signs off on diversity metrics and progress			
Year-to-Year Group 2007	25/35 (71.4%)	14/25 (56.0%)	39/60 (69.0%)
Year-to-Year Group 2008	22/35 (62.9%)	16/25 (64.0%)	38/60 (63.3%)
Aggregate Respondents 2008	26/44 (59.1%)	19/31 (61.3%)	45/75 (60%)
f. Personally signs off on goals and achievements for supplier diversity			
Year-to-Year Group 2007	10/35 (28.6%)	13/25 (52.0%)	23/60 (38.3%)
Year-to-Year Group 2008	14/35 (40.0%)	13/25 (52.0%)	27/60 (45.0%)
Aggregate Respondents 2008	17/44 (38.6)	15/31 (48.4%)	32/75 (42.7%)

g. Has senior advisory position at not-for-profit or educational organization that focuses on people of color

Year-to-Year Group 2007	10/35 (28.6%)	8/25 (32%)	18/60 (30.0%)
Year-to-Year Group 2008	14/35 (40.0%)	10/25 (40.0%)	24/60 (40.0%)
Aggregate Respondents 2008	16/44 (36.4%)	12/31 (38.7%)	28/75 (37.3%)

2.2: Does your organization hold managers accountable through performance appraisals and/or incentive processes for demonstrated success in managing diversity effectively in the workplace? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	26/45 (57.8%)	21/37 (56.8%)	47/82 (57.3%)
Year-to-Year Group 2008	23/45 (51.1%)	22/37 (59.5%)	45/82 (54.9%)
Aggregate respondents 2008	26/53 (49.1%)	22/42 (52.4%)	48/95 (50.5%)

2.3A: Has your diversity budget increased within the 2008? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	15/43 (34.9%)	15/34 (44.1%)	30/77 (39.0%)
Year-to-Year Group 2008	11/43 (25.6%)	13/34 (38.2%)	24/77 (31.2%)
Aggregate respondents 2008	13/49 (26.5%)	13/38 (34.2%)	26/87 (29.9%)

2.3B: If so, by what percentage has it increased within 2008?

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	14.3% / 43	19.9% / 34	16.7% / 77
Year-to-Year Group 2008	8.9% / 43	17.1% / 34	12.5% / 77
Aggregate respondents 2008	7.9% / 49	15.3% / 38	11.1% / 87

2.4:By what percentage do you anticipate it will increase in 2009?

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	10.3% / 6	28.6% / 7	20.2% / 13
Year-to-Year Group 2008	6.5% / 6	44.1% / 7	26.8% / 13
Aggregate respondents 2008	19.6% / 12	45.1% / 9	30.5% / 21

2.5: To whom does your diversity director or head of diversity report?

	For-profit	Nonprofit	Total
Chief Executive Officer			
Year-to-Year Group 2007	7/38 (18.4%)	8/33 (24.2%)	15/71 (21.1%)
Year-to-Year Group 2008	7/38 (18.4%)	8/33 (24.2%)	15/71 (21.1%)
Aggregate Respondents 2008	13/47 (27.7%)	13/39 (33.3%)	26/86 (30.2%)
Chief Operating Officer			
Year-to-Year Group 2007	0/38 (0%)	1/33 (3%)	1/71 (1.4%)
Year-to-Year Group 2008	0/38 (0%)	1/33 (3%)	1/71 (1.4%)
Aggregate Respondents 2008	1/47 (2.1%)	2/39 (5.1%)	3/86 (3.5%)
Head Of Human Resources			
Year-to-Year Group 2007	6/38 (15.8%)	6/33 (18.2%)	12/71 (16.9%)
Year-to-Year Group 2008	6/38 (15.8%)	6/33 (18.2%)	12/71 (16.9%)
Aggregate Respondents 2008	10/47 (21.3%)	8/39 (20.5%)	18/86 (20.9%)
Other			
Year-to-Year Group 2007	15/38 (39.5%)	8/33 (24.2%)	23/71 (32.4%)
Year-to-Year Group 2008	15/38 (39.5%)	8/33 (24.2%)	23/71 (32.4%)
Aggregate Respondents 2008	23/47 (48.9%)	16/39 (41%)	39/86 (45.3%)

2.6: If diversity director doesn't report to the CEO, is his/her boss a direct report to the CEO? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	17/21 (81%)	15/17 (88.2%)	32/38 (84.2%)
Year-to-Year Group 2008	17/21 (81%)	15/17 (88.2%)	32/38 (84.2%)
Aggregate respondents 2008:	20/28 (71.4%)	19/21 (90.5%)	39/49 (79.6%)

2.8: Does your diversity director formally present diversity initiatives or findings to the board of directors? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	14/36 (38.9%)	15/31 (48.4%)	29/67 (43.3%)
Year-to-Year Group 2008	14/36 (38.9%)	16/31 (51.6%)	30/67 (44.8%)
Aggregate respondents 2008:	18/45 (40%)	19/35 (54.3%)	37/80 (46.3%)

2.9: Does your diversity director formally present diversity initiatives or findings to the executive committee? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	25/36 (69.4%)	17/30 (56.7%)	42/66 (63.6%)
Year-to-Year Group 2008	22/36 (61.1%)	20/30 (66.7%)	42/66 (63.6%)
Aggregate respondents 2008:	26/44 (59.1%)	24/35 (68.6%)	50/79 (63.3%)

2.10: Does your diversity director formally present diversity initiatives or findings to senior management? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	32/37 (86.5%)	25/31 (80.6%)	57/68 (83.8%)
Year-to-Year Group 2008	28/37 (75.7%)	29/31 (93.5%)	57/68 (83.8%)
Aggregate respondents 2008:	34/46 (73.9%)	32/36 (88.9%)	66/82 (80.5%)

2.11: Does your company have an internal diversity Council? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	20/46 (43.5%)	20/37 (54.1%)	40/83 (48.2%)
Year-to-Year Group 2008	20/46 (43.5%)	21/37 (56.8%)	41/83 (49.4%)
Aggregate respondents 2008:	23/51 (45.1%)	23/41 (56.1%)	46/92 (50%)

2.12: The leader of the diversity council, if not the CEO, is:

	For-profit	Nonprofit	Total
Direct Report to CEO			
Year-to-Year Group 2007	2/14 (14.3%)	3/16 (18.8%)	5/30 (16.7%)
Year-to-Year Group 2008	2/14 (14.3%)	3/16 (18.8%)	5/30 (16.7%)
Aggregate Respondents 2008	7/23 (30.4%)	5/22 (22.7%)	12/45 (26.7%)
Report to direct Report to CEO			
Year-to-Year Group 2007	1/14 (7.1%)	4/16 (25%)	5/30 (16.7%)
Year-to-Year Group 2008	1/14 (7.1%)	4/16 (25%)	5/30 (16.7%)
Aggregate Respondents 2008	4/23 (17.4%)	7/22 (31.8%)	11/45 (24.4%)
Other Manager			
Year-to-Year Group 2007	6/14 (42.9%)	4/16 (25%)	10/30 (33.3%)
Year-to-Year Group 2008	6/14 (42.9%)	4/16 (25%)	10/30 (33.3%)
Aggregate Respondents 2008	8/23 (34.8%)	9/22 (40.9%)	17/45 (37.8%)

2.13: How often does the council meet?

	For-profit	Nonprofit	Total
Every Month			
Year-to-Year Group 2007	2/17 (11.8%)	3/16 (18.8%)	5/33 (15.2%)
Year-to-Year Group 2008	2/17 (11.8%)	3/16 (18.8%)	5/33 (15.2%)
Aggregate Respondetns 2008	4/23 (17.4%)	7/22 (31.8%)	11/45 (24.4%)
Every other Month			
Year-to-Year Group 2007	3/17 (17.6%)	1/16 (6.3%)	4/33 (12.1%)
Year-to-Year Group 2008	3/17 (17.6%)	1/16 (6.3%)	4/33 (12.1%)
Aggregate Respondents 2008	6/23 (26.1%)	2/22 (9.1%)	8/45 (17.8%)

Every Quarter			
Year-to-Year Group 2007	4/17 (23.5%)	4/16 (25%)	8/33 (24.2%)
Year-to-Year Group 2008	4/17 (23.5%)	4/16 (25%)	8/33 (24.2%)
Aggregate Respondents 2008	9/23 (39.1%)	9/22 (40.9%)	18/45 (40%)
Twice a Year			
Year-to-Year Group 2007	0/17 (0%)	1/16 (6.3%)	1/33 (3.0%)
Year-to-Year Group 2008	0/17 (0%)	1/16 (6.3%)	1/33 (3.0%)
Aggregate Respondents 2008	1/23 (4.3%)	2/22 (9.1%)	3/45 (6.7%)
Once a Year			
Year-to-Year Group 2007	0/17 (0%)	1/16 (6.3%)	1/33 (3.0%)
Year-to-Year Group 2008	0/17 (0%)	1/16 (6.3%)	1/33 (3.0%)
Aggregate Respondents 2008	0/23 (0%)	2/22 (9.1%)	2/45 (4.4%)
Never			
Year-to-Year Group 2007	0/17 (0%)	0/16 (0%)	0/33 (0%)
Year-to-Year Group 2008	0/17 (0%)	0/16 (0%)	0/33 (0%)
Aggregate Respondents 2008	0/23 (0%)	0/22 (0%)	0/45 (0%)
Other			
Year-to-Year Group 2007	2/17 (11.8%)	0/16 (0%)	2/33 (6.1%)
Year-to-Year Group 2008	2/17 (11.8%)	0/16 (0%)	2/33 (6.1%)
Aggregate Respondents 2008	3/23 (13%)	0/22 (0%)	3/45 (6.7%)

2.14: Does your company have an external diversity council? (An external council is defined as a board of people outside of the company that advises the company on diversity management.) Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	3/45 (6.7%)	8/37 (21.6%)	11/82 (13.4%)
Year-to-Year Group 2008	2/45 (4.4%)	5/37 (13.5%)	7/82 (8.5%)
Aggregate respondents 2008:	2/51 (3.9%)	6/41 (14.6%)	8/92 (8.7%)

2.15: How often does the council meet?

	For-profit	Nonprofit	Total
Every Month			
Year-to-Year Group 2007	0/2 (0%)	0/4 (0%)	0/6 (0%)
Year-to-Year Group 2008	0/2 (0%)	0/4 (0%)	0/6 (0%)
Aggregate Respondents 2008	0/2 (0%)	1/4 (25%)	1/6 (16.7%)
Every other Month			
Year-to-Year Group 2007	0/2 (0%)	0/4 (0%)	0/6 (0%)
Year-to-Year Group 2008	0/2 (0%)	0/4 (0%)	0/6 (0%)
Aggregate Respondents 2008	0/2 (0%)	0/4 (0%)	0/6 (0%)
Every Quarter			
Year-to-Year Group 2007	1/2 (50.0%)	0/4 (0%)	1/6 (16.7%)
Year-to-Year Group 2008	1/2 (50.0%)	0/4 (0%)	1/6 (16.7%)
Aggregate Respondents 2008	1/2 (50%)	1/4 (25%)	2/6 (33.3%)
Twice a Year			
Year-to-Year Group 2007	1/2 (50.0%)	1/4 (25.0%)	2/6 (33.3%)
Year-to-Year Group 2008	1/2 (50.0%)	1/4 (25.0%)	2/6 (33.3%)
Aggregate Respondents 2008	1/2 (50.0%)	1/4 (25.0%)	2/6 (33.3%)
Once a Year			
Year-to-Year Group 2007	0/2 (0%)	1/4 (25.0%)	1/6 (16.7%)
Year-to-Year Group 2008	0/2 (0%)	1/4 (25.0%)	1/6 (16.7%)
Aggregate Respondents 2008	0/2 (0%)	1/4 (25.0%)	1/6 (16.7%)
Less than once a year			
Year-to-Year Group 2007	0/2 (0%)	0/4 (0%)	0/6 (0%)
Year-to-Year Group 2008	0/2 (0%)	0/4 (0%)	0/6 (0%)
Aggregate Respondents 2008	0/2 (0%)	0/4 (0%)	0/6 (0%)

2.16: Please check all the following measures used by your company to evaluate diversity:

	For-profit	Nonprofit	Total
Data on recruiting of people of color and women			
Year-to-Year Group 2007	36/39 (92.3%)	25/31 (80.6%)	61/70 (87.1%)
Year-to-Year Group 2008	32/39 (82.1%)	28/31 (90.3%)	60/70 (85.7%)
Aggregate Respondents 2008	39/48 (81.3%)	32/36 (88.9%)	71/84 (84.5%)
Data on Promotion of people of color and women			
Year-to-Year Group 2007	33/39 (84.6%)	25/31 (80.6%)	58/70 (82.9%)
Year-to-Year Group 2008	29/39 (74.4%)	28/31 (90.3%)	57/70 (81.4%)
Aggregate Respondents 2008	34/48 (70.8%)	32/36 (88.9%)	66/84 (78.6%)
Data on salaries of people of color and women			
Year-to-Year Group 2007	29/39 (74.4%)	17/31 (54.8%)	46/70 (65.7%)
Year-to-Year Group 2008	18/39 (46.2%)	15/31 (48.4%)	33/70 (47.1%)
Aggregate Respondents 2008	22/48 (45.8%)	19/36 (52.8%)	41/84 (48.8%)
Data on retention of people of color and women			
Year-to-Year Goup 2007	36/39 (92.3%)	24/31 (77.4%)	60/70 (85.7%)
Year-to-Year Group 2008	34/39 (87.2%)	27/31 (87.1%)	61/70 (87.1%)
Aggregate Respondents 2008	39/48 (81.3%)	30/36 (83.3%)	69/84 (82.1%)
Supplier-diversity data			
Year-to-Year Group 2007	27/39 (69.2%)	17/31 (54.8%)	44/70 (62.9%)
Year-to-Year Group 2008	26/39 (66.7%)	20/31 (64.5%)	46/70 (65.7%)
Aggregate Respondents 2008	29/48 (60.4%)	24/36 (66.7%)	53/84 (63.1%)
Data on advertising spending with multicultural media			
Year-to-Year Group 2007	13/39 (33.3%)	8/31 (25.8%)	21/70 (30.0%)
Year-to-Year Group 2008	10/39 (25.6%)	14/31 (45.2%)	24/70 (34.3%)
Aggregate Respondents 2008	11/48 (22.9%)	15/36 (41.7%)	26/84 (31.0%)

<u>Employee focus-group feedback on diversity</u>			
Year-to-Year Group 2007	13/39 (33.3%)	14/31 (45.2%)	27/70 (38.6%)
Year-to-year Group 2008	15/39 (38.5%)	15/31 (48.4%)	30/70 (42.9%)
Aggregate Respondents 2008	15/48 (31.3%)	17/36 (47.2%)	32/84 (38.1%)
<u>Industry diversity-benchmarking data</u>			
Year-to-Year Group 2007	21/39 (53.8%)	10/31 (32.3%)	31/70 (44.3%)
Year-to-Year Group 2008	20/39 (51.3%)	18/31 (58.1%)	38/70 (54.3%)
Aggregate Respondents 2008	23/48 (47.9%)	19/36 (52.8%)	42/84 (50.0%)

C. YOUR GOVERNING BOARD/COMMITTEE

3.1: Please provide demographics on your Board of Directors/Trustees on December 31, 2008 (if your organization is a division, please use data for parent company). If your organization has no board, please report number on your governing committee.

Board of Directors/Total						
	White	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (70.0)	83.1%	12.5%	2.1%	1.8%	0.1%	0.4%
Year-to-Year Group 2008 (70.0)	81.6%	13.3%	2.0%	2.2%	0.5%	0.3%
2008 Aggregate	82.5%	12.7%	1.8%	2.0%	0.5%	0.5%
Board of Directors/For-Profit						
	White	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (35.0)	89.0%	8.3%	1.1%	1.1%	0.3%	0.3%
Year-to-Year Group 2008 (35.0)	88.3%	9.2%	0.8%	1.4%	0.3%	0.0%
2008 Aggregate	87.9%	8.8%	0.8%	1.3%	0.3%	1.0%
Board of Directors/Nonprofit						
	White	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (35.0)	81.3%	13.8%	2.4%	2.0%	0.1%	0.4%
Year-to-Year Group 2008 (35.0)	80.0%	14.3%	2.3%	2.4%	0.6%	0.4%
2008 Aggregate	81.1%	13.7%	2.1%	2.2%	0.5%	0.4%

3.2 Please check if either statement applies to your organization:

Our board is appointed by public appointing authorities.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	5/20 (25.0%)	11/12 (91.7%)	16/32 (50.0%)
Year-to-Year Group 2008	5/20 (25.0%)	11/12 (91.7%)	16/32 (50.0%)
Aggregate respondents 2008	5/23 (21.7%)	12/13 (92.3%)	17/36 (47.2%)

Our organization is a partnership or limited liability company. We do not have a separate board of directors or governing committee.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	15/20 (75.0%)	1/12 (8.3%)	16/32 (50.0%)
Year-to-Year Group 2008	15/20 (75.0%)	1/12 (8.3%)	16/32 (50.0%)
Aggregate respondents 2008	18/23 (78.3%)	1/13 (7.7%)	19/36 (52.8%)

3.3: Does your Board of Directors/Trustees or governing committee have a written statement/policy on diversity and inclusion of board membership? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	18/40 (45.0%)	12/35 (34.3%)	30/75 (40.0%)
Year-to-Year Group 2008	18/40 (45.0%)	13/35 (37.1%)	31/75 (41.3%)
Aggregate respondents 2008	20/47 (42.6%)	16/42 (38.1%)	36/89 (40.4%)

3.4: Does your business or strategic plan include diversity management goals and objectives? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	29/41 (70.7%)	22/37 (59.5%)	51/78 (65.4%)
Year-to-Year Group 2008	28/41 (68.3%)	27/37 (73.0%)	55/78 (70.5%)
Aggregate respondents 2008	35/51 (68.6%)	30/43 (69.8%)	65/94 (69.1%)

D. YOUR PRACTICES

4.1: Does your organization have a specific written and communicated statement (Other then what is legally required) about the organization's policy on diversity? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	29/43 (67.4%)	26/38 (68.4%)	55/81 (67.9%)
Year-to-Year Group 2008	29/43 (67.4%)	28/38 (73.7%)	57/81 (70.4%)
Aggregate respondents 2008	33/51 (64.7%)	30/43 (69.8%)	63/94 (67.0%)

4.2: Does your organization have written and communicated policies for recruitment and selection of minorities? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	27/45 (60.0%)	24/38 (63.2%)	51/83 (61.4%)
Year-to-Year Group 2008	27/45 (60.0%)	24/38 (63.2%)	51/83 (61.4%)
Aggregated respondents 2008	31/53 (58.5%)	26/43 (60.5%)	57/96 (59.4%)

4.3: Does your organization have written and communicated policies or practices for proactive of minorities? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	12/45 (26.7%)	15/38 (39.5%)	27/83 (32.5%)
Year-to-Year Group 2008	14/45 (31.1%)	12/38 (31.6%)	26/83 (31.3%)
Aggregate respondents 2008	16/53 (30.2%)	14/43 (32.6%)	30/96 (31.3%)

4.4: Does your organization have written and communicated policies or practices specifically directed toward the training and development of minorities? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	7/44 (15.9%)	7/37 (18.9%)	14/81 (17.3%)
Year-to-Year Group 2008	11/44 (25.0%)	7/37 (18.9%)	18/81 (22.2%)
Aggregate respondents 2008	14/52 (26.9%)	8/42 (19.0%)	22/94 (23.4%)

4.5: Does your company have employee-resource groups, affinity groups, employee networks or other groups of employees including African, Latino, Asian or Native American? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	17/45 (37.8%)	19/38 (50.0%)	36/83 (43.4%)
Year-to-Year Group 2008	18/45 (40.0%)	16/38 (42.1%)	34/83 (41.0%)
Aggregate respondents 2008	19/53 (35.8%)	19/43 (44.2%)	38/96 (39.6%)

4.6: Please check what you call these groups available at your company:

	For-profit	Nonprofit	Total
Employee-resource groups.			
Year-to-Year Group 2007	5/16 (31.3%)	4/16 (25.0%)	9/32 (28.1%)
Year-to-Year Group 2008	5/16 (31.3%)	6/16 (37.5%)	11/32 (34.4%)
Aggregate respondents 2008	5/19 (26.3%)	8/19 (42.1%)	13/38 (34.2%)
Affinity groups.			
Year-to-Year Group 2007	5/16 (31.3%)	8/16 (50.0%)	13/32 (40.6%)
Year-go-Year Group 2008	5/16 (31.3%)	8/16 (50.0%)	13/32 (40.6%)
Aggregate respondents 2008	6/19 (31.6%)	8/19 (42.1%)	14/38 (36.8%)
Employee networks.			
Year-to-Year Group 2007	6/16 (37.5%)	1/16 (6.3%)	7/32 (21.9%)
Year-to-Year Group 2008	5/16 (31.3%)	4/16 (25.0%)	9/32 (28.1%)
Aggregate respondents 2008	7/19 (36.8%)	4/19 (21.1%)	11/38 (28.9%)
Other.			
Year-to-Year Group 2007	7/16 (43.8%)	10/16 (62.5%)	17/32 (53.1%)
Year-to-Year Group 2008	7/16 (43.8%)	7/16 (43.8%)	14/32 (43.8%)
Aggregate respondents 2008	7/19 (36.8%)	8/19 (8.0%)	15/38 (39.5%)

4.7: Does the company fund these groups? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	14/16 (87.5%)	10/15 (66.7%)	24/31 (77.4%)
Year-to-Year Group 2008	15/16 (93.8%)	11/15 (73.3%)	26/31 (83.9%)
Aggregate respondents 2008	15/18 (83.3%)	12/18 (66.7%)	27/36 (75.0%)

4.8: Does the company allow them to meet during the workday? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	13/15 (86.7%)	14/14 (100%)	27/29 (93.1%)
Year-to-Year Group 2008	15/15 (100%)	13/14 (92.9%)	28/29 (96.6%)
Aggregate respondents 2008	18/18 (100%)	16/17 (94.1%)	34/35 (97.1%)

4.9: Is a senior executive a member of each of these groups? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	10/15 (66.7%)	8/15 (53.3%)	18/30 (60.0%)
Year-to-Year Group 2008	11/15 (73.3%)	7/15 (46.7%)	18/30 (60.0%)
Aggregate respondents 2008	13/18 (72.2%)	9/18 (50%)	22/36 (61.1%)

4.10: Are the groups used to augment recruiting efforts? Yes.

	For-profit	Nonprofit	Total
Year-to-year Group 2007	14/15 (93.3%)	9/13 (69.2%)	23/28 (82.1%)
Year-go-Year Group 2008	14/15 (93.3%)	9/13 (69.2%)	23/28 (82.1%)
Aggregate respondents 2008	15/18 (83.3%)	10/16 (62.5%)	25/34 (73.5%)

4.11: Are the groups used to augment marketing effort to their communities? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	12/14 (85.7%)	9/14 (64.3%)	21/28 (75.0%)
Year-to-Year Group 2008	12/14 (85.7%)	9/14 (64.3%)	21/28 (75.0%)
Aggregate respondents 2008	14/17 (82.4%)	11/18 (61.1%)	25/35 (71.4%)

4.12a: Does your company offer diversity training? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	27/42 (64.3%)	32/38 (84.2%)	59/80 (73.8%)
Year-to-Year Group 2008	27/42 (64.3%)	29/38 (76.3%)	56/80 (70.0%)
Aggregate respondents 2008	32/52 (61.5%)	31/42 (73.8%)	63/94 (67%)

4.12b: Is diversity training mandatory for the entire work force? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	10/26 (38.5%)	12/28 (42.9%)	22/54 (40.7%)
Year-to-Year Group 2008	10/26 (38.5%)	13/28 (46.4%)	23/54 (42.6%)
Aggregate respondents 2008	13/36 (36.1%)	13/32 (40.6%)	26/68 (38.2%)

4.13: Is diversity training mandatory for managers? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group2007	14/23 (60.9%)	17/28 (60.7%)	31/51 (60.8%)
Year-to-Year Group2008	15/23 (65.2%)	17/28 (60.7%)	32/51 (62.7%)
Aggregate respondents 2008	21/32 (65.6%)	17/31 (54.8%)	38/63 (60.3%)

4.14: How long does the training last?

	For-profit	Nonprofit	Total
Less than 1/2 day.			
Year-to-Year Group 2007	7/15 (46.7%)	11/14 (78.7%)	18/29 (62.1%)
Year-to-Year Group 2008	7/20 (35.0%)	11/24 (45.8%)	18/44 (40.9%)
Aggregate respondents 2008	15/27 (55.6%)	14/27 (51.9%)	29/54 (53.7%)
1/2 day.			
Year-to-Year Group 2007	3/20 (15.0%)	5/24 (20.8%)	8/44 (18.2%)
Year-to-Year Group 2008	3/20 (15.0%)	5/24 (20.8%)	8/44 (18.2%)
Aggregate respondents 2008	8/27 (29.6%)	9/27 (33.3%)	17/54 (31.5%)
1 day.			
Year-to-Year Group 2007	2/20 (10.0%)	1/24 (4.2%)	3/44 (6.8%)
Year-to-Year Group 2008	2/20 (10.0%)	1/24 (4.2%)	3/44 (6.8%)
Aggregate respondents 2008	4/27 (14.8%)	2/27 (7.4%)	6/54 (11.1%)
More than 1 day.			
Year-to-Year Group 2007	0/20 (0%)	0/24 (0%)	0/44 (0%)
Year-to-Year Group 2008	0/20 (0%)	0/24 (0%)	0/44 (0%)
Aggregate respondents 2008	0/27 (0%)	2/27 (7.4%)	2/54 (3.7%)

4.15: How frequently does your company offer diversity training?

	For-profit	Nonprofit	Total
Every month.			
Year-to-Year Group 2007	4/22 (18.2%)	9/24 (37.5%)	13/46 (28.3%)
Year-to-Year Group 2008	4/22 (18.2%)	9/24 (37.5%)	13/46 (28.3%)
Aggregate respondents 2008	5/31 (16.1%)	13/29 (44.8%)	18/60 (30.0%)
Every quarter.			
Year-to-Year Group 2007	4/22 (18.2%)	4/24 (16.7%)	8/46 (17.4%)
Year-to-Year Group 2008	4/22 (18.2%)	4/24 (16.7%)	8/46 (17.4%)
Aggregate respondents 2008	5/31 (16.1%)	6/29 (20.7%)	11/60 (18.3%)
Twice a year.			
Year-to-Year Group 2007	1/22 (4.5%)	1/24 (4.2%)	2/46 (4.3%)
Year-to-Year Group 2008	1/22 (4.5%)	1/24 (4.2%)	2/46 (4.3%)
Aggregate respondents 2008	2/31 (6.5%)	3/29 (10.3%)	5/60 (8.3%)
Once a year.			
Year-to-Year Group 2007	5/22 (22.7%)	0/24 (0%)	5/46 (10.9%)
Year-to-Year Group 2008	5/22 (22.7%)	0/24 (0%)	5/46 (10.9%)
Aggregate respondents 2008	10/31 (32.3%)	3/29 (10.3%)	13/60 (21.7%)
Less than once a year			
Year-to-Year Group 2007	4/22 (18.2%)	1/24 (4.2%)	5/46 (10.9%)
Year-to-Year Group 2008	4/22 (18.2%)	1/24 (4.2%)	5/46 (10.9%)
Aggregate respondents 2008	8/31 (25.8%)	4/29 (13.8%)	12/60 (20.0%)
Never			
Yeat-to-Year Group 2007	0/22 (0%)	0/24 (0%)	0/46 (0%)
Year-to-Year Group 2008	0/22 (0%)	0/24 (0%)	0/46 (0%)
Aggregate respondents 2008	1/31 (3.2%)	0/29 (0%)	1/60 (1.7%)

4.16: Is the training performed by external or internal in-house trainers?

	For-profit	Nonprofit	Total
External			
Year-to-Year Group 2007	5/23 (21.7%)	5/27 (18.5%)	10/50 (20.0%)
Year-to-Year Group 2008	5/23 (21.7%)	5/27 (18.5%)	10/50 (20.0%)
Aggregate respondents 2008	9/31 (29%)	6/30 (20%)	15/61 (24.6%)
Internal			
Year-to-Year Group 2007	6/23 (26.1%)	5/27 (18.5%)	11/50 (22.0%)
Year-to-Year Group 2008	6/23 (26.1%)	5/27 (18.5%)	11/50 (22.0%)
Aggregate respondents 2008	9/31 (29%)	9/30 (30%)	18/61 (29.5%)
Both			
Year-to-Year Group 2007	7/23 (30.4%)	5/27 (18.5%)	12/50 (24.0%)
Year-to-Year Group 2008	7/23 (30.4%)	5/27 (18.5%)	12/50 (24.0%)
Aggregate respondents 2008	13/31 (41.9%)	15/30 (50%)	28/61 (45.9%)

4.17: Are there metrics in place to measure the success of the training? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	11/24 (45.8%)	9/27 (33.3%)	20/51 (39.2%)
Year-to-Year Group 2008	9/24 (37.5%)	12/27 (44.4%)	21/51 (41.2%)
Aggregate respondents 2008	11/30 (36.7%)	14/31 (45.2%)	25/61 (41%)

4.18: Is there a formal follow-up to training? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	9/24 (37.5%)	8/27 (29.6%)	17/51 (33.3%)
Year-to-Year Group 2008	9/24 (37.5%)	10/27 (37.0%)	19/51 (37.3%)
Aggregate respondents 2008	11/30 (36.7%)	12/31 (38.7%)	23/61 (37.7%)

4.19: Does your Company survey employees on diversity issues? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	22/44 (50.0%)	18/36 (50.0%)	40/80 (50.0%)
Year-to-Year Group 2008	25/44 (56.8%)	16/36 (44.4%)	41/80 (51.3%)
Aggregate respondents 2008	28/53 (52.8%)	18/41 (43.9%)	46/94 (48.9%)

4.20: Are these surveys mandatory? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	4/23 (17.4%)	4/16 (25.0%)	8/39 (20.5%)
Year-to-Year Group 2008	3/23 (13.0%)	2/16 (12.5%)	5/39 (12.8%)
Aggregate respondents 2008	3/28 (10.7%)	2/18 (11.1%)	5/46 (10.9%)

4.21: How often the surveys held?

	For-profit	Nonprofit	Total
Every month.			
Year-to-Year Group 2007	1/17 (5.9%)	1/13 (7.7%)	2/30 (6.7%)
Year-to-Year Group 2008	1/17 (5.9%)	1/13 (7.7%)	2/30 (6.7%)
Aggregate respondents 2008	1/24 (4.2%)	1/15 (6.7%)	2/39 (5.1%)
Every quarter.			
Year-to-Year Group 2007	1/17 (5.9%)	1/13 (7.7%)	2/30 (6.7%)
Year-to-Year Group 2008	1/17 (5.9%)	1/13 (7.7%)	2/30 (6.7%)
Aggregate respondents 2008	1/24 (4.2%)	2/15 (13.3%)	3/39 (7.7%)
Twice a year.			
Year-to-Year Group 2007	2/17 (11.8%)	1/13 (7.7%)	3/30 (10.0%)
Year-to-Year Group 2008	2/17 (11.8%)	1/13 (7.7%)	3/30 (10.0%)
Aggregate respondents 2008	2/24 (8.3%)	2/15 (13.3%)	4/39 (10.3%)

Once a year.			
Year-to-Year Group 2007	6/17 (35.3%)	5/13 (38.5%)	11/30 (36.7%)
Year-to-Year Group 2008	6/17 (35.3%)	5/13 (38.5%)	11/30 (36.7%)
Aggregate respondents 2008	11/24 (45.8%)	6/15 (40%)	17/39 (43.6%)
Less than once a year			
Year-to-Year Group 2007	5/17 (29.4%)	1/13 (7.7%)	6/30 (20.0%)
Year-to-Year Group 2008	5/17 (29.4%)	1/13 (7.7%)	6/30 (20.0%)
Aggregate respondents 2008	9/24 (37.5%)	4/15 (26.7%)	13/39 (33.3%)
Never			
Yeat-to-Year Group 2007	0/17 (0%)	0/13 (0%)	0/30 (0%)
Year-to-Year Group 2008	0/17 (0%)	0/13 (0%)	0/30 (0%)
Aggregate respondents 2008	0/24 (0%)	0/15 (0%)	0/39 (0%)

4.22: Does your intranet feature content on diversity issues? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	19/42 (45.2%)	19/35 (54.3%)	38/77 (49.4%)
Year-to-Year Group 2008	17/42 (40.5%)	20/35 (57.1%)	37/77 (48.1%)
Aggregate respondents 2008	20/52 (38.5%)	23/40 (57.5%)	43/92 (46.7%)

4.24: Is there a section of your corporate homepage labeled "diversity"? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	20/38 (52.6%)	11/37 (29.7%)	31/75 (41.3%)
Year-to-Year Group 2008	20/38 (52.6%)	9/37 (24.3%)	29/75 (38.7%)
Aggregate respondents 2008	21/46 (45.7%)	11/42 (26.2%)	32/88 (36.4%)

4.25: Is this accessible in one click from the homepage? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	15/32 (46.9%)	7/27 (25.9%)	22/59 (37.3%)
Year-to-Year Group 2008	20/32 (62.5%)	7/27 (25.9%)	27/59 (45.8%)
Aggregate respondents 2008	21/48 (43.8%)	11/42 (26.2%)	32/90 (35.6%)

E. YOUR EMPLOYEES

5.1: Provide a breakdown, in percentages, Of your total work force in 2008 (men and women) - Northeast Ohio and Total.

Total Work Force						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (68)	77%	17%	2%	3%	0%	0%
Year-to-Year Group 2008 (68)	77%	17%	2%	3%	0%	1%
Aggregate 2008 (81)	76%	18%	2%	3%	0%	1%
Total Work Force						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (36)	79%	14%	2%	4%	0%	0%
Year-to-Year Group 2008 (36)	79%	14%	2%	4%	0%	1%
Aggregate 2008 (44)	77%	15%	2%	4%	0%	1%
Total Work Force						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (32)	75%	20%	2%	2%	0%	0%
Year-to-Year Group 2008 (32)	74%	21%	3%	2%	0%	0%
Aggregate 2008 (37)	74%	21%	2%	2%	0%	1%

Northeast Ohio Work Force						
Total						
	Whites	**Blacks**	**Asians**	**Latinos**	**Native Americans**	**Others**
Year-to-Year Group 2007 (76)	78%	18%	2%	2%	0%	0%
Year-to-Year Group 2008 (76)	77%	18%	2%	2%	0%	0%
Aggregate 2008 (90)	76%	19%	2%	2%	0%	1%

Northeast Ohio Work Force						
For-Profit						
	Whites	**Blacks**	**Asians**	**Latinos**	**Native Americans**	**Others**
Year-to-Year Group 2007 (42)	81%	15%	2%	2%	0%	0%
Year-to-Year Group 2008 (42)	80%	16%	2%	2%	0%	0%
Aggregate 2008 (50)	78%	17%	2%	2%	0%	1%

Northeast Ohio Work Force						
Nonprofit						
	Whites	**Blacks**	**Asians**	**Latinos**	**Native Americans**	**Others**
Year-to-Year Group 2007 (34)	74%	21%	2%	2%	0%	0%
Year-to-Year Group 2008 (34)	74%	21%	2%	2%	0%	1%
Aggregate 2008 (40)	74%	21%	2%	2%	0%	1%

5.2: Provide a breakdown, in percentages, of your new hires (men and women) in 2008

Total New Hires						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (61)	74%	18%	3%	4%	0%	0%
Year-to-Year Group 2008 (61)	75%	16%	4%	4%	0%	1%
Aggregate 2008 (78)	73%	18%	3%	4%	0%	2%
Total New Hires						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (31)	77%	14%	3%	5%	0%	1%
Year-to-Year Group 2008 (31)	76%	13%	3%	6%	0%	1%
Aggregate 2008 (39)	74%	16%	2%	6%	0%	2%
Total New Hires						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (30)	71%	23%	3%	3%	0%	0%
Year-to-Year Group 2008 (30)	74%	19%	4%	2%	0%	1%
Aggregate 2008 (39)	73%	21%	3%	2%	0%	1%

Northeast Ohio New Hires						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (69)	72%	22%	3%	2%	0%	1%
Year-to-Year Group 2008 (69)	73%	19%	4%	2%	0%	1%
Aggregate 2008 (82)	73%	20%	3%	3%	0%	1%
Northeast Ohio New Hires						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (36)	74%	21%	2%	2%	0%	1%
Year-to-Year Group 2008 (36)	74%	19%	4%	3%	0%	1%
Aggregate 2008 (44)	72%	20%	3%	4%	0%	1%
Northeast Ohio New Hires						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (33)	70%	23%	4%	3%	0%	1%
Year-to-Year Group 2008 (33)	73%	20%	4%	2%	0%	1%
Aggregate 2008 (38)	73%	21%	3%	2%	0%	1%

5.3: Employee Retention: Provide a breakdown, in percentage, of your annual total retention rate in 2008 for your entire Northeast Ohio work force and for your total workforce for the following categories. Note: Retention rate is defined as the reverse of turnover rate. Please include only full-time employees who were with the company on Dec. 31, 2007, and still are with the company on Dec. 31, 2008. Retention rates are individual for each racial/ethnic group. For example, a company could have a 90% retention rate for whites and a 90% retention rate for blacks simultaneously. The percentages here do not need to add up to a total of 100%. As an example, if you have 200 Latinos and 20 leave over the year, your turnover rate is 10% and your retention rate is 90%.

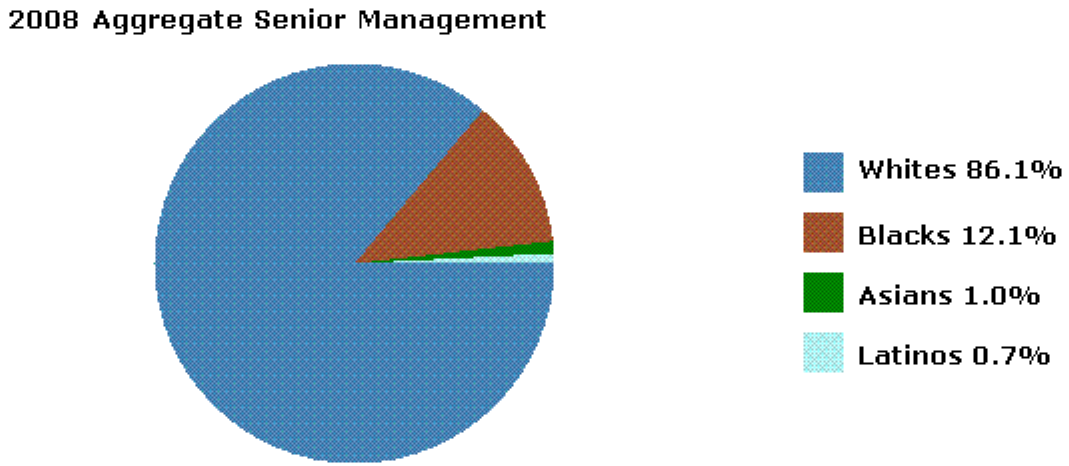
Total Work Force Retention						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (51)	77%	79%	82%	82%	87%	93%
Year-to-Year Group 2008 (51)	77%	78%	82%	81%	87%	95%
Aggregate 2008 (71)	77%	78%	82%	82%	87%	94%
Total Work Force Retention						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (27)	78%	80%	82%	83%	86%	92%
Year-to-Year Group 2008 (27)	78%	80%	83%	81%	84%	94%
Aggregate 2008 (38)	78%	79%	84%	81%	84%	93%
Total Work Force Retention						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (24)	76%	78%	81%	82%	90%	94%
Year-to-Year Group 2008 (24)	76%	77%	80%	81%	90%	96%
Aggregate 2008 (33)	76%	78%	80%	82%	90%	95%

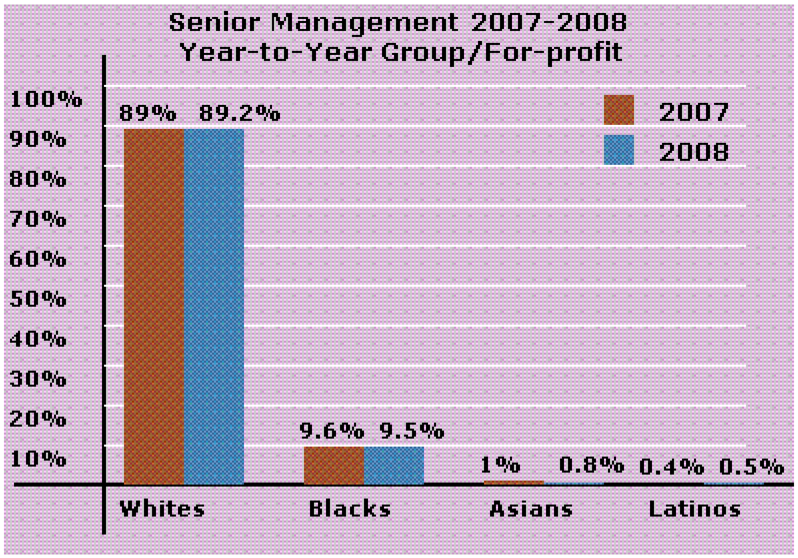
5.4 - Management Retention.

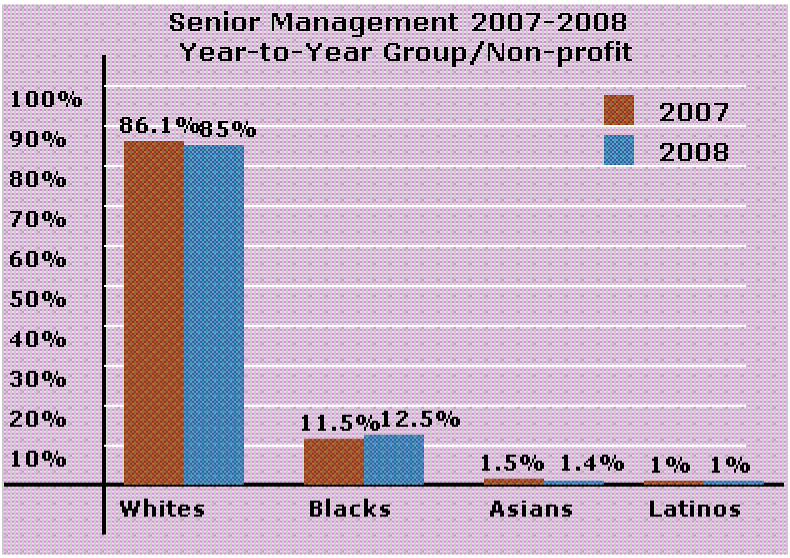
Total Management Retention						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (53)	73%	78%	80%	84%	90%	94%
Year-to-Year Group 2008 (53)	75%	78%	82%	85%	89%	92%
Aggregate 2008 (71)	75%	77%	82%	84%	89%	93%
Total Management Retention						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (27)	75%	80%	80%	83%	89%	93%
Year-to-Year Group 2008 (27)	76%	80%	82%	84%	87%	90%
Aggregate 2008 (38)	76%	78%	83%	83%	88%	92%
Total Management Retention						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (26)	71%	75%	80%	86%	93%	95%
Year-to-Year Group 2008 (26)	73%	75%	81%	86%	92%	94%
Aggregate 2008 (33)	74%	76%	81%	85%	91%	94%

Northeast Ohio Management Retention						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (60)	74%	76%	82%	84%	90%	95%
Year-to-Year Group 2008 (60)	75%	76%	82%	85%	90%	93%
Aggregate 2008 (78)	74%	77%	82%	84%	90%	94%
Northeast Ohio Management Retention						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (33)	74%	77%	82%	83%	89%	95%
Year-to-Year Group 2008 (33)	75%	77%	83%	84%	89%	91%
Aggregate 2008 (44)	74%	77%	83%	84%	89%	93%
Northeast Ohio Management Retention						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (27)	73%	74%	81%	85%	92%	95%
Year-to-Year Group 2008 (27)	74%	75%	80%	86%	91%	95%
Aggregate 2008 (34)	74%	76%	80%	85%	91%	94%

5.5 - Provide a breakdown, in percentages, of your management employees (men and women) in the following categories in 2008: CEO and direct reports and one level below in Northeast Ohio only.







5.6 All Other managers/professionals not included in first two levels

Northeast Ohio Management						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (53)	85%	11%	2%	1%	0%	0%
Year-to-Year Group 2008 (53)	85%	11%	2%	1%	0%	0%
Aggregate 2008 (66)	86%	10%	2%	1%	0%	0%
Northeast Ohio Management						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (31)	88%	9%	2%	1%	0%	0%
Year-to-Year Group 2008 (31)	87%	9%	2%	1%	0%	0%
Aggregate 2008 (39)	88%	8%	2%	1%	0%	0%
Northeast Ohio Management						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (22)	82%	14%	3%	1%	0%	0%
Year-to-Year Group 2008 (22)	83%	13%	3%	1%	0%	0%
Aggregate 2008 (27)	83%	13%	3%	1%	0%	0%

5.7 Of the Northeast Ohio part-time new hires in 2008, what percentage were:

Northeast Ohio Promotions in Management						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (39)	85%	12%	2%	1%	0%	0%
Year-to-Year Group 2008 (39)	90%	8%	1%	1%	0%	0%
Aggregate 2008 (57)	85%	11%	3%	1%	0%	0%
Northeast Ohio Promotions in Management						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (22)	90%	6%	2%	1%	0%	0%
Year-to-Year Group 2008 (22)	92%	5%	1%	2%	0%	0%
Aggregate 2008 (29)	91%	7%	1%	1%	0%	0%
Northeast Ohio Promotions in Management						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (17)	79%	18%	2%	1%	0%	0%
Year-to-Year Group 2008 (17)	88%	10%	1%	0%	0%	0%
Aggregate 2008 (28)	79%	16%	5%	1%	0%	0%

F. MINORITY SPEND INFORMATION

6.1 Please provide the amount of the organization's total 2008 purchasing budget

2008 Minority Spend - Total Aggregate			
	MBE spend	total purchasing	%
For-Profit	$499,646,984	$20,695,484,127	2.4%
Non Profit	$597,367,459	$9,034,578,086	6.6%
Total	**$1,097,014,443**	**$29,730,062,213**	**3.7%**
2008 Minority Spend - NE Ohio Aggregate			
	MBE spend	total purchasing	%
For-Profit	$91,865,804	$1,924,173,356	4.8%
Non Profit	$169,262,898	$1,326,252,900	12.8%
Total	**$261,128,702**	**$3,250,426,256**	**8.0%**

* survey participants reported an additional $24 million in minority spend without reporting the total regional spend so those dollars were not included in the percentage calculation above.

6.2: Does your company have a formal supplier-diversity program? (The definition of a formal program includes the presence of a policy, full- or part-time staff dedicated to managing the program, a budget, and outcome measurement) Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	13/41 (31.7%)	10/36 (27.8%)	23/77 (29.9%)
Year-to-Year Group 2008	18/41 (43.9%)	15/36 (41.7%)	33/77 (42.9%)
Aggregate respondents 2008:	22/50 (44.0%)	17/41 (41.5%)	39/91 (42.9%)

6.3: What percentage of total procurement was spent with minority-owned businesses (tier 1 only)?

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	5.8% / 17	16.7% / 15	10.9% / 32
Year-to-Year Group 2008	7.5% / 17	22.1% / 15	14.3% / 32
Aggregate respondents 2008:	9.9% / 24	16.5% / 22	13% / 46

6.4: What dollar amount was spent with minority-owned businesses (tier 1 only)? (total reported $ amount/respondents)

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	$708,483,999/18	$210,807,115/15	$919,291,114/33
Year-to-Year Group 2008	$2,113,742,828/18	$167,150,528/15	$2,280,893,356/33
Aggregate respondents : 2008	$2,154,296,139/24	$573,255,241/22	$2,727,551,380/46

6.5: What percentage of total procurement was spent with minority-owned businesses (tier 2 only)?

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	5.7% / 6	7.6% / 7	6.7% / 13
Year-to-Year Group 2008	3.8% / 6	7.8% / 7	6% / 13
Aggregate respondents : 2008	9.9% / 9	6.2% / 11	7.9% / 20

6.6: What dollar amount was spent with minority-owned businesses (tier 2 only)? (total reported $ amount/respondents)

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	$213,687,029/6	$93,686,718/8	$307,373,747/14
Year-to-Year Group 2008	$2,339,335,602/6	$126,899,585/8	$2,466,235,187/14
Aggregate respondents : 2008	$2,342,824,041/8	$127,065,770/11	$2,469,889,811/19

6.7: Do you integrate supplier-diversity initiatives into your overall corporate-business-plan goals? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	15/36 (41.7%)	11/32 (34.4%)	26/68 (38.2%)
Year-to-Year Group 2008	14/36 (38.9%)	18/32 (56.3%)	32/68 (47.1%)
Aggregate respondents 2008:	18/43 (41.9%)	19/34 (55.9%)	37/77 (48.1%)

6.8: Do you audit your supplier-diversity numbers (audit is defined as an internal or external process of reviewing and verifying pertinent data related to expenditures with diverse suppliers)? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	17/35 (48.6%)	11/31 (35.5%)	28/66 (42.4%)
Year-to-Year Group 2008	15/35 (42.9%)	12/31 (38.7%)	27/66 (40.9%)
Aggregate respondents 2008:	**17/42 (40.5%)**	**13/34 (38.2%)**	**30/76 (39.5%)**

6.9: To whom does your supplier-diversity director report?

Aggregate respondents 2008:	For-profit	Nonprofit	Total
Director of Human Resources	5/32 (15.6%)	1/26 (3.8%)	6/58 (10.3%)
Head of Procurement	8/32 (25%)	7/26 (26.9%)	15/58 (25.9%)
Diversity Director	1/32 (3.1%)	4/26 (15.4%)	5/58 (8.6%)
Other	18/32 (56.3%)	14/26 (53.8%)	32/58 (55.2%)

6.10: What number of minority-owned suppliers did you use in 2008?

Respondents	For-profit	Nonprofit	Total
Year-to-year Group 2007	18	12	30
Year-to-year Group 2008	18	12	30
Aggregate respondents 2008:	25	19	44
MBE's used			
Year-to-Year Group 2007	2831	421	3252
Year-to-Year Group 2008	2549	674	3223
Aggregate respondents 2008:	5,078	2,556	7,634
Average per respondent			
Year-to-Year Group 2007	157	35	108
Year-to-Year Group 2008	141	56	107
Aggregate respondents 2008:	203	134	173

6.11: Do you exclude any categories where you cannot find diverse suppliers from your total spending figures in your supplier-diversity spend-tracking? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	6/27 (22.2%)	6/24 (25.0%)	12/51 (23.5%)
Year-to-Year Group 2008	7/27 (25.9%)	9/24 (37.5%)	16/51 (31.4%)
Aggregate respondents 2008:	7/40 (17.5%)	10/28 (35.7%)	17/68 (25.0%)

6.12: Does your supplier-diversity department meet or communicate regularly with your corporate-communications department? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	13/24 (54.2%)	7/23 (30.4%)	20/47 (42.6%)
Year-to-Year Group 2008	13/24 (54.2%)	10/23 (43.5%)	23/47 (48.9%)
Aggregate respondents 2008:	17/38 (44.7%)	10/27 (37.0%)	27/65 (41.5%)

6.13: Do you communicate supplier-diversity initiatives internally to all employees? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	13/34 (38.2%)	9/26 (34.6%)	22/60 (36.7%)
Year-to-Year Group 2008	16/34 (47.1%)	14/26 (53.8%)	30/60 (50.0%)
Aggregate respondents 2008:	21/44 (47.7%)	16/32 (50.0%)	37/76 (48.7%)

6.14: Do you track your purchases made from minority-owned vendors and suppliers? Yes:

Tracks purchases from MBEs	
Total	
Year-to-Year Group 2007 (61.0)	**67.2%**
Year-to-Year Group 2008 (61.0)	**67.2%**
Aggregate 2008 (79.0)	59.5%
For-Profit	
Year-to-Year Group 2007 (34.0)	**67.6%**
Year-to-Year Group 2008 (34.0)	**67.6%**
Aggregate 2008 (44.0)	61.4%
Non Profit	
Year-to-Year Group 2007 (27.0)	**66.7%**
Year-to-Year Group 2008 (27.0)	**66.7%**
Aggregate 2008 (35.0)	57.1%

6.15: What measurements are used for tracking the success of your supplier-diversity program?

Diversity as percentage of total spend	**For-profit**	**Nonprofit**	**Total**
Year-to-Year Group 2007	**18/19 (94.7%)**	**13/14 (92.9%)**	**31/33 (93.9%)**
Year-to-Year Group 2008	**16/19 (84.2%)**	**13/14 (92.9%)**	**29/33 (87.9%)**
Aggregate respondents 2008	**22/28 (78.6%)**	**16/18 (88.9%)**	**38/46 (82.6%)**
Diversity as percentage of total revenue			
Year-to-Year Group 2007	**4/19 (21.1%)**	**0/14 (0%)**	**4/33 (12.1%)**
Year-to-Year Group 2008	**3/19 (15.8%)**	**3/14 (21.4%)**	**6/33 (18.2%)**
Aggregate respondents 2008	**3/28 (10.7%)**	**3/18 (16.7%)**	**6/46 (13.0%)**
Number of diverse suppliers			
Year-to-Year Group 2007	**15/19 (78.9%)**	**8/14 (57.1%)**	**23/33 (69.7%)**
Year-to-Year Group 2008	**14/19 (73.7%)**	**7/14 (50.0%)**	**21/33 (63.6%)**
Aggregate respondents 2008	**19/28 (67.9%)**	**8/18 (44.4%)**	**27/46 (58.7%)**

	For-profit	Nonprofit	Total
Revenue growth of diverse suppliers			
Year-to-Year Group 2007	5/19 (26.3%)	2/14 (14.3%)	7/33 (21.2%)
Year-to-Year Group 2008	4/19 (21.1%)	1/14 (7.1%)	5/33 (15.2%)
Aggregate respondents 2008	**4/28 (14.3%)**	**1/18 (5.6%)**	**5/46 (10.9%)**
Diverse-supplier development metrics			
Year-to-Year Group 2007	4/19 (21.1%)	0/14 (0%)	4/33 (12.1%)
Year-to-Year Group 2008	5/19 (26.3%)	3/14 (21.4%)	8/33 (24.2%)
Aggregate respondents 2008	**6/28 (21.4%)**	**3/18 (16.7%)**	**9/46 (19.6%)**
Recognitions received for supplier-diversity success from outside organizations			
Year-to-Year Group 2007	7/19 (36.8%)	3/14 (21.4%)	10/33 (30.3%)
Year-to-Year Group 2008	5/19 (26.3%)	3/14 (21.4%)	8/33 (24.2%)
Aggregate respondents 2008	**5/28 (17.9%)**	**3/18 (16.7%)**	**8/46 (17.4%)**

6.16: Do you require second-tier supplier diversity? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	8/26 (30.8%)	4/20 (20.0%)	12/46 (26.1%)
Year-to-Year Group 2008	7/26 (26.9%)	6/20 (30.0%)	13/46 (28.3%)
Aggregate respondents 2008:	**11/37 (29.7%)**	**6/26 (23.1%)**	**17/63 (27.0%)**

6.17: Is your supplier-diversity program part of your procurement department? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	17/30 (56.7%)	13/22 (59.1%)	30/52 (57.7%)
Year-to-Year Group 2008	18/30 (60.0%)	16/22 (72.7%)	34/52 (65.4%)
Aggregate respondents 2008:	**19/40 (47.5%)**	**17/26 (65.4%)**	**36/66 (54.5%)**

6.18 Is procurement-management compensation tied to successful supplier-diversity results?

If yes, is procurement-management compensation tied to successful supplier-diversity results Yes:	
Total	
Year-to-Year Group 2007(33.0)	39.4%
Year-to-Year Group 2008(33.0)	30.3%
Aggregate 2008 (54)	18.5%
For-Profit	
Year-to-Year Group 2007(19.0)	47.4%
Year-to-Year Group 2008(19.0)	36.8%
Aggregate 2008 (34)	20.6%
Nonprofit	
Year-to-Year Group 2007(14.0)	28.6%
Year-to-Year Group 2008(14.0)	21.4%
Aggregate 2008 (20)	15%

6.19: Do you have formal external training or mentoring programs for suppliers? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	6/33 (18.2%)	5/26 (19.2%)	11/59 (18.6%)
Year-to-Year Group 2008	7/33 (21.2%)	5/26 (19.2%)	12/59 (15.3%)
Aggregate respondents 2008:	8/41 (19.5%)	5/31 (16.1%)	13/72 (18.1%)

6.20: Do you provide financial assistance for your diverse suppliers? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	6/34 (17.6%)	3/25 (12.0%)	9/59 (15.3%)
Year-to-Year Group 2008	7/34 (20.6%)	1/25 (4.0%)	8/59 (13.6%)
Aggregate respondents 2008:	8/41 (19.5%)	1/31 (3.2%)	9/72 (12.5%)

6.21: Do you require third-party certification of minority-owned vendors? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2007	13/31 (41.9%)	9/24 (37.5%)	22/55 (40.0%)
Year-to-Year Group 2008	10/31 (32.3%)	10/24 (41.7%)	20/55 (36.4%)
Aggregate respondents 2008:	13/42 (31.0%)	10/30 (33.3%)	23/72 (31.9%)

VII. Conclusions and Next Steps

The results of the 2008 *Greater Cleveland Employers Survey on Diversity*™ are encouraging for our region. Three key indicators lead to this conclusion:

1. Demonstrated positive progress in all four inclusion categories measured by the survey:
   - Board
   - Senior Management
   - Workforce
   - Supplier Diversity Spend
2. Commission members who remain very willing and ready to complete the self-assessment survey and use it as tool for improvement
3. A community that has made the annual celebration for the best-in-class winners in the four inclusion categories, and the peer-to-peer competition, a highly valued award in the community.

Another important area of encouragement is the strong CEO commitment from the largest public and private sector companies in the region, in support of the inclusion efforts. The motivation and the cooperative spirit to participate in the survey, begins at the top of the organization. While only 96 companies completed the survey this year, as compared to 101 last year, it still indicates that inclusion is an important agenda item for our region. This is especially true when considering that 2008 represented a very challenging time, and 2009 may offer some of the same challenges.

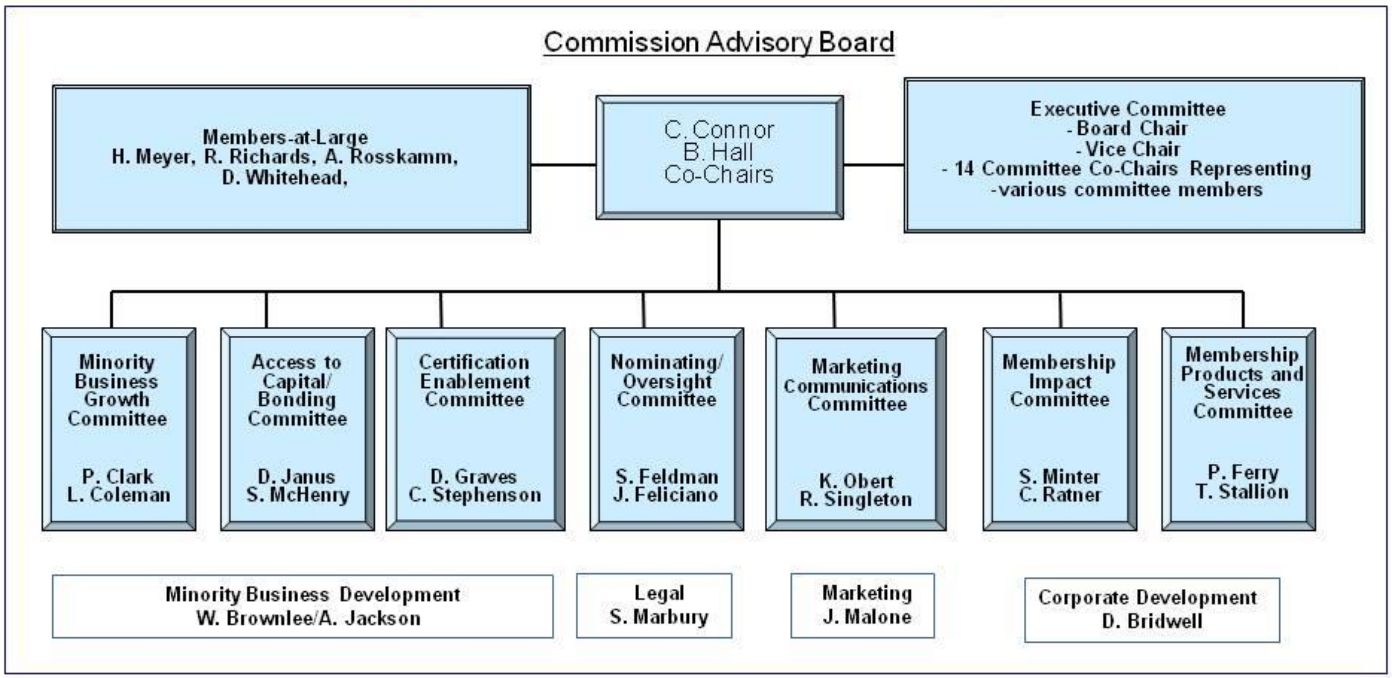
Going forward, inclusion must continue to remain a top priority for our region. During difficult times, it is very easy for inclusion to become low priority, diminished, or eliminated. The Commission will continue to work with our constituents to maintain the momentum. This assistance includes:

1. Continuing to work with the CEOs and their inclusion leadership, on the Commission 5X3 CEO Agenda, that focuses on actionable items for CEOs to address in order to improve inclusion results around Board, Senior Management, Workforce, and Supplier Diversity Spend
2. Working with our Commission members to identify opportunities for them to achieve impactful results
3. Providing our Commission members with resources (i.e. sourcing of talent, inclusion best practices, referrals to diversity professionals) to assist them in executing inclusion action plans
4. Supporting Minority Business Enterprises (MBEs) in gaining access to opportunities
5. Helping to build capability and capacity for MBEs to be successful
6. Building win-win business relationships between larger companies and MBEs

   The bottom line is that the Commission needs to be poised to support our constituents as we continue to strive for success in 2009. We will work to be collaborative with other entities that share our same values - - creating Jobs, Wealth, and Titles for minorities. This is very important, as we want to make sure that we do not lose the momentum during difficult times - - the goal is to go forward, not backwards!

A. Commission on Economic Inclusion Commission Volunteers

Commission on Economic Inclusion Governance Structure



- Seven Integrated Committees (encourage cross committee meetings)
- Each Committee with two co-chairs
- Each Committee Composed of Various Committee Members
- Each Committee with Measurable Metrics and Outcomes

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Poppie Parish, Senior Vice President, Supplier Diversity, KeyCorp
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Shirley Stineman, Director, Marketing and Community Affairs, *The Plain Dealer*
Jason Therrien, President, Thunder::tech
Chris Thompson, Director, Marketing, Communications and Civic Outreach, Fund for Our Economic Future
Terry Travis, President, UPG Media; Founder, Cleveland365.com

B. 2008 Survey Participating Organizations

Akron Children's Hospital
Akron General Medical Center
American Greetings Corporation
American Red Cross, Greater Cleveland Chapter
Baker & Hostetler LLP
Baldwin-Wallace College
Benesch Friedlander Coplan & Aronoff LLP
Buckley King LPA
Calfee, Halter & Griswold LLP
Case Western Reserve University
Cavaliers Holdings LLC
City of Cleveland
Cleveland Clinic
The Cleveland Foundation
Cleveland Indians Baseball Club, Inc.
Cleveland Metropolitan School District
The Cleveland Museum of Art
The Cleveland Orchestra (Musical Arts Association)
The Cleveland Play House
Cleveland Public Library
Cleveland State University
Cuyahoga Community College
Cuyahoga County Board of Commissioners
Cuyahoga County Public Library
Developers Diversified Realty, Inc.
The Diversity Center of Northeast Ohio
Dix & Eaton, Inc.
Doan Pyramid Electric LLC
Dominion East Ohio
Eaton Corporation
Edward Howard
EMH Regional Healthcare System
Energizer Global Technology Center
Ernst & Young LLP
Federal Reserve Bank of Cleveland
Fifth Third Bank, Northeastern Ohio
FirstEnergy Corp.
FirstMerit Bank, Cleveland Region
Forest City Enterprises, Inc.
Frantz Ward LLP
Goodyear Tire & Rubber Company
Great Lakes Science Center
Greater Cleveland Partnership
Greater Cleveland Regional Transit Authority
The Albert M. Higley Construction Company
Hiram College
Huntington National Bank
Industrial Transport, Inc.
InfoCision Management Company
John Carroll University
Jones Day
Kaiser Foundation Health Plan of Ohio
KeyCorp
Lake Hospital System
Lakeland Community College
LifeBanc
The Lubrizol Corporation
Marcus Thomas LLC
Marous Brothers Construction
Medical Mutual of Ohio
The MetroHealth System
Museum of Contemporary Art Cleveland
Myers Industries, Inc.
NASA Glenn Research Center
Nordson Corporation
Northeast Ohio Regional Sewer District
Olympic Steel, Inc.
Ozanne Construction Company
Parker Hannifin Corporation
Porter Wright Morris & Arthur LLP
Rock and Roll Hall of Fame and Museum
RPM International (DayGlo Color Corp, and Tremco)
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ShoreBank, Cleveland Region
Spero-Smith Investment Advisers, Inc.
Squire, Sanders & Dempsey LLP
St. Vincent Charity Hospital
Summa Health System
Taft Stettinius & Hollister LLP
Thompson Hine LLP
Time Warner Cable, Northeast Ohio
TLC Springwater LLC
U.S. Bank
Ulmer & Berne LLP
United Church of Christ
United Way of Greater Cleveland
University Circle, Inc.
University Hospitals
The University of Akron
Vertex Computer Systems
Wal-Mart Region #198
WEWS NewsChannel 5
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YWCA of Greater Cleveland
ZIN Technologies, Inc

COMMISSION
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