



COMMISSION
on Economic Inclusion

2009 Employers Survey on Diversity™

2009 Greater Cleveland Employers Survey on Diversity™

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I. Introduction

For the past nine 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 113 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 2009, the Commission was led by new co-chairs, Lyle G. Ganske, Partner-in-Charge of the Cleveland Office of Jones Day, and Kenneth D. Hardy, CEO and President of Bonnie Speed Logistics. The Commission continues to draw upon the resources of its member organizations to support the work of its committees. A complete listing of 2009 leadership volunteers is included as Appendix A, in Section V, 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 ninth 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 2009 survey findings and makes recommendations for future diversity management and economic inclusion goals and activities.

II. Executive Summary

The Commission has administered its annual *Employers Survey on Diversity*[™] for nine years.

This executive summary provides an overview of the 2009 survey results. In reviewing the results, a few general areas represent positive progress from 2008 to 2009. This includes:

1. For the year-to-year group of survey participants, minority representation rose within the organizational leadership. Board minority representation rose from 18.1 to 19.6 percent. Senior management minority representation rose slightly from 12.9 to 13.3 percent.
2. Companies that include diversity management goals and objectives within the business or strategic plan stayed steady at 74 percent of the year-to-year group.
3. For the year-to-year group, the percentage of CEOs who personally sign off on executive compensation tied to diversity increased from 35 percent to 37 percent.
4. In addition, a greater percentage of CEOs for this group personally reviews and signs off on diversity metrics and progress, rising from 65 percent to 70 percent from 2008 to 2009.

From a historical perspective – looking at the survey results from the survey's inception in 2001 through the current 2009 *survey* – there are a few general areas that represent positive progress from 2001 to 2009. These results compare the aggregate groups in 2001 and 2009. Results include:

1. **Minority inclusion on boards** rose from 14 percent to 18.6 percent.
2. **Minorities as a percentage of senior managers** increased from 9 percent to 13.5 percent.
3. **The number of participants reporting and the corresponding spend with minorities** increased. Six organizations reported a negligible amount for 2001, while 56 organizations reported total and/or regional spend in 2009. Total 2009 aggregate minority spend was \$2.17 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, 98 companies (50 for profits and 48 nonprofit) participated in the survey, vs. 96 last year. The 98 companies participating this year represent 141,506 employees in Northeast Ohio. The survey incorporates comparisons on an industry sector and total participant basis.

The *Employers Survey on Diversity™* is a confidential tool that helps companies assess 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 March 2010. 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 98 participants, and at the year-to-year level, which incorporates 81 companies that participated in the survey for both 2008 and 2009.

Overview of Findings

This overview section examines some of the critical questions within each topic. In 2009, 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 2008 to 2009. Additionally, in comparing 2008 to 2009, the number of organizations whose boards had a written policy on diversity and inclusion in board membership increased from 42 percent to 49 percent (year-to-year group).

B. CEO Commitment

For the third 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

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 2008 and 2009, the percentage of minorities in the workforce, for the year-to-year group remained at 25 percent. Among aggregate Commission survey participants; minorities continue to make up 28 percent of new hires. One other important element is having a written policy for recruitment of minorities. The percentage of the respondents reporting having such a policy dropped from 61 percent to 58 percent between 2008 and 2009.

D. Human Capital - Retention

Within this area, the goal is to measure the level of inclusion related to 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 78 percent retention, and minority groups ranged from 79 percent to 87 percent. For Northeast Ohio workforce retention, whites averaged 78 percent while African Americans averaged 79 percent, and 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 77 percent, minorities 78 percent to 91 percent) and in Northeast Ohio, (whites 76 percent, minorities 77 percent to 93 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 overall year-to-year group increased from 42 percent to 46 percent in those having official employee resource groups. For profits increased from 39 percent to 44 percent in the year-to-year comparison, while nonprofits also increased from 45 percent to 47 percent. A decrease from 74 percent to 68 percent was reported in funding for such resource groups by the overall survey participants.

F. Supplier Diversity

Supplier diversity is the area that measures procurement dollars spent with Minority Business Enterprises (MBEs). In analyzing 2009, there was an increase in the percentage of total procurement with minority-owned businesses (from 4.4 percent to 5.1 percent for the year-to-year group). The Commission's year-to-year group increased its regional spend with minority companies from 6.7 percent to 7.2 percent of its' overall spend in Northeast Ohio.

- Total procurement spent with MBEs reported by the aggregate group increased from \$1.24B to \$2.17B. This likely can be explained, in large part, by the addition 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 \$283 million with minority-owned companies, compared with \$285 million for the 2008 aggregate group. Total spend with minority suppliers dropped slightly while the corresponding percentage of regional spend increased based on a smaller total regional spend reported by Commission members.

Section 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 2008 and 2009 responses from the 81 organizations that participated in both years, and results for the 98 organizations that participated in 2009.

Conclusion and Next Steps

In reviewing the 2009 survey, the results are mixed. There are positive signs of progress from the historical perspective of the survey. Over the nine-year history of the survey, in comparing 2001 to 2009 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 to go backwards. The Commission is working closely with our 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 V. Appendices

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

III. Survey Administration and Methodology

This year, 98 companies participated in the Commission on Economic Inclusion (Commission) survey, compared with 96 companies last year, 100 in 2007, 87 in 2006 and 75 in 2005. Of the 98, 17 were first-time participants. The organizations participating this year represent 141,506 employees in Northeast Ohio. A complete listing of the members who participated in the 2009 survey is included as Appendix B, in Section V Appendices.

The Commission has administered its annual *Greater Cleveland Employers Survey on Diversity™* for nine years, with periodic updates based on feedback from participants. In reviewing this 2009 Commission survey report, it is important to note that the majority of information presented in the executive summary overview section is based on year-to-year comparisons of responses from organizations that participated in both the 2008 and 2009 Commission surveys. For items added to the survey this year, only aggregate responses for 2009 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 January 2010. Surveys were completed by the staff of each organization and returned to the Commission by March 15, 2010. 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 IV, 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 - including publicly and privately held for-profit entities
- Nonprofit - including government, charitable and educational organizations, including hospitals
- Aggregate - includes information from each of the 98 organizations that responded to each question this year
- "Year-to-year" - includes 81 organizations that completed the survey in both 2008 and 2009.

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

IV. 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 2009 survey, aggregate group data is presented. If the item was also asked on the 2008 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.

A. PARTICIPANTS - INDUSTRIES & EMPLOYEES

TOTAL NUMBER OF EMPLOYEES	Inside Northeast Ohio	Outside Northeast Ohio	TOTAL
NON PROFIT	103,071	25,582	128,653
FOR-PROFIT	38,435	186,175	224,610
TOTAL	141,506	211,757	353,263

B. CEO COMMITMENT

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 2008	12/32 (37.5%)	9/28 (32.1%)	21/60 (35.0%)
Year-to-Year Group 2009	15/32 (46.9%)	7/28 (25.0%)	22/60 (36.7%)
Aggregate Respondents 2009	18/38 (47.4%)	8/38 (21.1%)	26/76 (34.2%)
b. Chairs diversity council			
Year-to-Year Group 2008	6/32 (18.8%)	3/28 (10.7%)	9/60 (15.0%)
Year-to-Year Group 2009	9/32 (21.7%)	4/28 (14.3%)	13/60 (21.7%)
Aggregate Respondents 2009	10/38 (26.3%)	4/38 (10.5%)	14/76 (18.4%)
c. Appoints members of diversity council			
Year-to-Year Group 2008	10/32 (31.3%)	9/28 (31.3%)	19/60 (31.7%)
Year-to-Year Group 2009	11/32 (34.4%)	10/28 (35.7%)	21/60 (35.0%)
Aggregate Respondents 2009	13/38 (34.2%)	13/38 (34.2%)	26/76 (34.2%)
d. Meets regularly with employee-resource groups			
Year-to-Year Group 2008	13/32 (40.6%)	11/28 (39.3%)	24/60 (40.0%)
Year-to-Year Group 2009	14/32 (43.8%)	12/28 (42.9%)	26/60 (43.3%)
Aggregate Respondents 2009	19/38 (50.0%)	15/38 (39.5%)	34/76 (44.7%)
e. Personally reviews and signs off on diversity metrics and progress			
Year-to-Year Group 2008	20/32 (62.5%)	19/28 (67.9%)	39/60 (65.0%)
Year-to-Year Group 2009	22/32 (68.8%)	20/28 (71.4%)	42/60 (70.0%)
Aggregate Respondents 2009	24/38 (63.2%)	25/38 (65.8%)	49/76 (64.5%)
f. Personally signs off on goals and achievements for supplier diversity			
Year-to-Year Group 2008	11/32 (34.4%)	13/28 (46.4%)	24/60 (40.0%)
Year-to-Year Group 2009	9/32 (28.1%)	15/28 (53.6%)	24/60 (40.0%)
Aggregate Respondents 2009	11/38 (28.9%)	17/38 (44.7%)	28/76 (36.8%)

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

Year-to-Year Group 2008	14/32 (43.8%)	11/28 (39.3%)	25/60 (41.7%)
Year-to-Year Group 2009	10/32 (31.3%)	11/28 (39.3%)	21/60 (35.0%)
Aggregate Respondents 2009	11/38 (28.9%)	16/38 (42.1%)	27/76 (35.5%)

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 2008	22/42 (52.4%)	23/38 (60.5%)	45/80 (56.3%)
Year-to-Year Group 2009	22/42 (52.4%)	23/38 (60.5%)	45/80 (56.3%)
Aggregate respondents 2009	26/46 (56.5%)	25/45 (55.6%)	51/91 (56.0%)

2.3a: Has your diversity budget increased within 2009? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	12/40 (30.0%)	11/34 (32.4%)	23/74 (31.1%)
Year-to-Year Group 2009	11/40 (27.5%)	7/34 (20.6%)	18/74 (24.3%)
Aggregate respondents 2009	13/45 (28.9%)	10/43 (23.3%)	23/88 (26.1%)

2.3b: If so, by what percentage has it increased within 2009?

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	383/40 (9.6%)	556/34 (16.4%)	939/74 (12.7%)
Year-to-Year Group 2009	305.6/40 (7.6%)	119.5/34 (3.5%)	425.1/74 (5.7%)
Aggregate respondents 2009	370.6/45 (8.2%)	222.6/43 (5.2%)	593.2/88 (6.7%)

2.4: By what percentage do you anticipate it will increase in 2010?

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	65/7 (9.3%)	276/6 (46.0%)	341/13 (26.2%)
Year-to-Year Group 2009	40/7 (5.7%)	125.3/6 (20.9%)	165.3/13 (12.7%)
Aggregate respondents 2009	109.6/14 (7.8%)	155.3/8 (19.4%)	264.9/22 (12.0%)

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

	For-profit	Nonprofit	Total
Chief Executive Officer			
Year-to-Year Group 2008	12/37 (32.4%)	10/31 (32.3%)	22/68 (32.4%)
Year-to-Year Group 2009	12/37 (32.4%)	10/31 (32.3%)	22/68 (32.4%)
Aggregate Respondents 2009	20/43 (46.5%)	18/39 (46.2%)	38/82 (46.3%)
Chief Operating Officer			
Year-to-Year Group 2008	0/37 (0.0%)	1/31 (3.2%)	1/68 (1.5%)
Year-to-Year Group 2009	0/37 (0.0%)	1/31 (3.2%)	1/68 (1.5%)
Aggregate Respondents 2009	1/43 (2.3%)	2/39 (5.1%)	3/82 (3.7%)
Head Of Human Resources			
Year-to-Year Group 2008	6/37 (16.2%)	5/31 (16.1%)	11/68 (16.2%)
Year-to-Year Group 2009	6/37 (16.2%)	5/31 (16.1%)	11/68 (16.2%)
Aggregate Respondents 2009	9/43 (20.9%)	5/39 (12.8%)	14/82 (17.1%)
Other			
Year-to-Year Group 2008	10/37 (27%)	8/31 (25.8%)	18/68 (26.5%)
Year-to-Year Group 2009	10/37 (27%)	8/31 (25.8%)	18/68 (26.5%)
Aggregate Respondents 2009	13/43 (30.2%)	14/39 (35.9%)	27/82 (32.9%)

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 2008	15/19 (78.9%)	14/15 (93.3%)	29/34 (85.3%)
Year-to-Year Group 2009	15/19 (78.9%)	18/15 (93.3%)	29/34 (85.3%)
Aggregate respondents 2009:	18/22 (81.8%)	17/19 (89.5%)	35/41 (85.4%)

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 2008	15/36 (41.7%)	18/30 (60.0%)	33/66 (50.0%)
Year-to-Year Group 2009	18/36 (50.0%)	16/30 (53.3%)	34/66 (51.5%)

Aggregate respondents 2009: 20/41 (48.8%) 22/39 (56.4%) 42/80 (52.5%)

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 2008	23/35 (65.7%)	21/30 (70.0%)	44/65 (67.7%)
Year-to-Year Group 2009	23/35 (65.7%)	20/30 (66.7%)	43/65 (66.2%)

Aggregate respondents 2009: 25/40 (62.5%) 24/39 (61.5%) 49/79 (62.0%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	29/37 (78.4%)	29/31 (93.5%)	58/68 (85.3%)
Year-to-Year Group 2009	27/37 (73.0%)	29/31 (93.5%)	56/68 (82.4%)

Aggregate respondents 2009: 32/42 (76.2%) 33/38 (86.8%) 65/80 (81.3%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	22/41 (53.7%)	21/36 (58.3%)	43/77 (55.8%)
Year-to-Year Group 2009	22/41 (53.7%)	19/36 (52.8%)	41/77 (53.2%)

Aggregate respondents 2009: 25/45 (55.6%) 23/43 (53.5%) 48/88 (54.5%)

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

Aggregate respondents 2009:	For-profit	Nonprofit	Total
Direct Report to CEO			
Year-to-Year Group 2008	5/16 (31.3%)	2/17 (11.8%)	7/33 (21.2%)
Year-to-Year Group 2009	5/16 (31.3%)	2/17 (11.8%)	7/33 (21.2%)
Aggregate Respondents 2009	7/25 (28.0%)	7/23 (30.4%)	14/48 (29.2%)
Report to direct Report to CEO			
Year-to-Year Group 2008	3/16 (18.8%)	4/17 (23.5%)	7/33 (21.2%)
Year-to-Year Group 2009	3/16 (18.8%)	4/17 (23.5%)	7/33 (21.2%)
Aggregate Respondents 2009	4/25 (16.0%)	11/23 (47.8%)	15/48 (31.3%)
Other Manager			
Year-to-Year Group 2008	6/16 (37.5%)	3/17 (17.6%)	9/33 (27.3%)
Year-to-Year Group 2009	6/16 (37.5%)	3/17 (17.6%)	9/33 (27.3%)
Aggregate Respondents 2009	8/25 (32.0%)	3/23 (13.0%)	11/48 (22.9%)

2.13: How often does the council meet?

Aggregate respondents 2009:	For-profit	Nonprofit	Total
Every Month			
Year-to-Year Group 2008	3/19 (15.8%)	2/17 (11.8%)	5/36 (13.9%)
Year-to-Year Group 2009	3/19 (15.8%)	2/17 (11.8%)	5/36 (13.9%)
Aggregate Respondents 2009	4/25 (16.0%)	7/22 (31.8%)	11/47 (23.4%)
Every other Month			
Year-to-Year Group 2008	5/19 (26.3%)	2/17 (11.8%)	7/36 (19.4%)
Year-to-Year Group 2009	5/19 (26.3%)	2/17 (11.8%)	7/36 (19.4%)
Aggregate Respondents 2009	5/25 (20.0%)	6/22 (27.3%)	11/47 (23.4%)

Every Quarter			
Year-to-Year Group 2008	9/19 (47.4%)	3/17 (17.6%)	12/36 (33.3%)
Year-to-Year Group 2009	9/19 (47.4%)	3/17 (17.6%)	12/36 (33.3%)
Aggregate Respondents 2009	12/25 (48.0%)	5/22 (22.7%)	17/47 (36.2%)
Twice a Year			
Year-to-Year Group 2008	0/19 (0.0%)	1/17 (5.9%)	1/36 (2.8%)
Year-to-Year Group 2009	0/19 (0.0%)	1/17 (5.9%)	1/36 (2.8%)
Aggregate Respondents 2009	3/25 (12.0%)	2/22 (9.1%)	5/47 (10.6%)
Once a Year			
Year-to-Year Group 2008	0/19 (0.0%)	1/17 (5.9%)	1/36 (2.8%)
Year-to-Year Group 2009	0/19 (0.0%)	1/17 (5.9%)	1/36 (2.8%)
Aggregate Respondents 2009	0/25 (0.0%)	1/22 (4.5%)	1/47 (2.1%)
Never			
Year-to-Year Group 2008	0/19 (0.0%)	0/17 (0.0%)	0/36 (0.0%)
Year-to-Year Group 2009	0/19 (0.0%)	0/17 (0.0%)	0/36 (0.0%)
Aggregate Respondents 2009	0/25 (0.0%)	0/22 (0.0%)	0/47 (0.0%)
Other			
Year-to-Year Group 2008	1/19 (5.3%)	0/17 (0.0%)	1/36 (2.8%)
Year-to-Year Group 2009	1/19 (5.3%)	0/17 (0.0%)	1/36 (2.8%)
Aggregate Respondents 2009	1/25 (4.0%)	1/22 (4.5%)	2/47 (4.3%)

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 2008	2/40 (5%)	5/37 (13.5%)	7/77 (9.1%)
Year-to-Year Group 2009	2/40 (5%)	5/37 (13.5%)	7/77 (9.1%)
Aggregate respondents 2009:	2/45 (4.4%)	6/44 (13.6%)	8/89 (9%)

2.15: How often does the council meet?

Aggregate respondents 2009:	For-profit	Nonprofit	Total
Every Month			
Year-to-Year Group 2008	0/2 (0.0%)	0/2 (0.0%)	0/4 (0.0%)
Year-to-Year Group 2009	0/2 (0.0%)	0/2 (0.0%)	0/4 (0.0%)
Aggregate Respondents 2009	0/2 (0.0%)	0/5 (0.0%)	0/7 (0.0%)
Every other Month			
Year-to-Year Group 2008	0/2 (0.0%)	0/2 (0.0%)	0/4 (0.0%)
Year-to-Year Group 2009	0/2 (0.0%)	0/2 (0.0%)	0/4 (0.0%)
Aggregate Respondents 2009	0/2 (0.0%)	0/5 (0.0%)	0/7 (0.0%)
Every Quarter			
Year-to-Year Group 2008	1/2 (50.0%)	0/2 (0.0%)	1/4 (25.0%)
Year-to-Year Group 2009	1/2 (50.0%)	0/2 (0.0%)	1/4 (25.0%)
Aggregate Respondents 2009	1/2 (50.0%)	4/5 (80.0%)	5/7 (71.4%)
Twice a Year			
Year-to-Year Group 2008	1/2 (50.0%)	0/2 (0.0%)	1/4 (25.0%)
Year-to-Year Group 2009	1/2 (50.0%)	0/2 (0.0%)	1/4 (25.0%)
Aggregate Respondents 2009	1/2 (50.0%)	0/5 (0.0%)	1/7 (14.3%)
Once a Year			
Year-to-Year Group 2008	0/2 (0.0%)	0/2 (0.0%)	0/4 (0.0%)
Year-to-Year Group 2009	0/2 (0.0%)	0/2 (0.0%)	0/4 (0.0%)
Aggregate Respondents 2009	0/2 (0.0%)	0/5 (0.0%)	0/7 (0.0%)
Less than once a year			
Year-to-Year Group 2008	0/2 (0.0%)	0/2 (0.0%)	0/4 (0.0%)
Year-to-Year Group 2009	0/2 (0.0%)	0/2 (0.0%)	0/4 (0.0%)
Aggregate Respondents 2009	0/2 (0.0%)	1/5 (20.0%)	1/7 (14.3%)

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 2008	31/38 (81.6%)	26/30 (86.7%)	57/68 (83.8%)
Year-to-Year Group 2009	37/38 (97.4%)	26/30 (86.7%)	63/68 (92.6%)
Aggregate Respondents 2009	39/42 (92.9%)	32/37 (86.5%)	71/79 (89.9%)
Data on Promotion of people of color and women			
Year-to-Year Group 2008	29/38 (76.3%)	26/30 (86.7%)	55/68 (80.9%)
Year-to-Year Group 2009	33/38 (86.8%)	25/30 (83.3%)	58/68 (85.3%)
Aggregate Respondents 2009	35/42 (83.3%)	31/37 (83.8%)	66/79 (83.5%)
Data on recruiting of people of color and women			
Year-to-Year Group 2008	19/38 (50.0%)	14/30 (46.7%)	33/68 (48.5%)
Year-to-Year Group 2009	23/38 (60.5%)	16/30 (53.3%)	39/68 (57.4%)
Aggregate Respondents 2009	23/42 (54.8%)	21/37 (56.8%)	44/79 (55.7%)
Data on retention of people of color and women			
Year-to-Year Group 2008	32/38 (84.2%)	23/30 (76.7%)	55/68 (80.9%)
Year-to-Year Group 2009	33/38 (86.8%)	24/30 (80.0%)	57/68 (83.8%)
Aggregate Respondents 2009	34/42 (81.0%)	30/37 (81.1%)	64/79 (81.0%)
Supplier-diversity data			
Year-to-Year Group 2008	25/38 (65.8%)	22/30 (73.3%)	47/68 (69.1%)
Year-to-Year Group 2009	24/38 (63.2%)	22/30 (73.3%)	46/68 (67.6%)
Aggregate Respondents 2009	27/42 (64.3%)	26/37 (70.3%)	53/79 (67.1%)
Data on advertising spending with multicultural media			
Year-to-Year Group 2008	10/38 (26.3%)	13/30 (43.3%)	23/68 (33.8%)
Year-to-Year Group 2009	12/38 (31.6%)	11/30 (36.7%)	23/68 (33.8%)
Aggregate Respondents 2009	12/42 (28.6%)	14/37 (37.8%)	26/79 (32.9%)

Employee focus-group feedback on diversity

Year-to-Year Group 2008	12/38 (31.6%)	16/30 (53.3%)	28/68 (41.2%)
Year-to-year Group 2009	16/38 (42.1%)	15/30 (50.0%)	31/68 (45.6%)
Aggregate Respondents 2009	17/42 (40.5%)	18/37 (48.6%)	35/79 (44.3%)

Industry diversity-benchmarking data

Year-to-Year Group 2008	19/38 (50.0%)	17/30 (56.7%)	36/68 (52.9%)
Year-to-Year Group 2009	18/38 (47.4%)	16/30 (53.3%)	34/68 (50.0%)
Aggregate Respondents 2009	19/42 (45.2%)	19/37 (51.4%)	38/79 (48.1%)

C. YOUR GOVERNING BOARD/COMMITTEE

3.1: Please provide demographics on your Board of Directors/Trustees on December 31, 2009 (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 2008 (62.0)	81.9%	13.1%	1.9%	2.2%	0.5%	0.4%
Year-to-Year Group 2009 (62.0)	80.4%	13.2%	4.0%	1.7%	0.6%	0.1%
2009 Aggregate	81.4%	12.7%	3.6%	1.6%	0.5%	0.3%
Board of Directors						
For-Profit						
	White	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (29.0)	88.3%	8.0%	0.6%	1.5%	0.3%	1.2%
Year-to-Year Group 2009 (29.0)	87.3%	8.5%	2.5%	1.4%	0.4%	0.0%
2009 Aggregate	86.7%	8.7%	2.4%	1.7%	0.3%	0.0%
Board of Directors						
Nonprofit						
	White	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (33.0)	80.4%	14.2%	2.2%	2.4%	0.6%	0.2%
Year-to-Year Group 2009 (33.0)	78.9%	14.2%	4.3%	1.8%	0.6%	0.2%
2009 Aggregate	80.4%	13.4%	3.8%	1.6%	0.5%	0.3%

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 2008	3/16 (18.8%)	12/14 (85.7%)	15/30 (50.0%)
Year-to-Year Group 2009	3/16 (18.8%)	12/14 (85.7%)	15/30 (50.0%)
Aggregate respondents 2009	3/21 (14.3%)	13/15 (86.7%)	16/36 (44.4%)

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 2008	13/16 (81.3%)	2/14 (14.3%)	15/30 (50.0%)
Year-to-Year Group 2009	13/16 (81.3%)	2/14 (14.3%)	15/30 (50.0%)
Aggregate respondents 2009	18/21 (85.7%)	2/15 (13.3%)	20/36 (55.6%)

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 2008	14/35 (40.0%)	16/36 (44.4%)	30/71 (42.3%)
Year-to-Year Group 2009	16/35 (45.7%)	19/36 (52.8%)	35/71 (49.3%)
Aggregate respondents 2009	17/37 (45.9%)	22/45 (48.9%)	39/82 (47.6%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	27/36 (75.0%)	27/37 (73.0%)	54/73 (74.0%)
Year-to-Year Group 2009	26/36 (72.2%)	28/37 (75.7%)	54/73 (74.0%)
Aggregate respondents 2009	31/42 (73.8%)	35/45 (77.8%)	66/87 (75.9%)

D. YOUR PRACTICES

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	29/40 (72.5%)	25/37 (67.6%)	54/77 (70.1%)
Year-to-Year Group 2009	28/40 (70.0%)	30/37 (81.1%)	58/77 (75.3%)
Aggregate respondents 2009	33/45 (73.3%)	33/46 (71.7%)	66/91 (72.5%)

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 2008	25/41 (61.0%)	23/38 (60.5%)	48/79 (60.8%)
Year-to-Year Group 2009	24/41 (58.5%)	22/38 (57.9%)	46/79 (58.2%)
Aggregated respondents 2009	27/45 (60.0%)	25/47 (53.2%)	52/92 (56.5%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	12/41 (29.3%)	13/38 (34.2%)	25/79 (31.6%)
Year-to-Year Group 2009	14/41 (34.1%)	13/38 (34.2%)	27/79 (34.2%)
Aggregate respondents 2009	17/45 (37.8%)	14/47 (29.8%)	31/92 (33.7%)

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 2008	11/41 (26.8%)	8/36 (22.2%)	19/77 (24.7%)
Year-to-Year Group 2009	13/41 (31.7%)	12/36 (33.3%)	25/77 (32.5%)
Aggregate respondents 2009	15/45 (33.3%)	14/46 (30.4%)	29/91 (31.9%)

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 2008	16/41 (39.0%)	17/38 (44.7%)	33/79 (41.8%)
Year-to-Year Group 2009	18/41 (43.9%)	18/38 (47.4%)	36/79 (45.6%)
Aggregate respondents 2009	20/45 (44.4%)	20/47 (42.6%)	40/92 (43.5%)

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

	For-profit	Nonprofit	Total
Employee-resource groups.			
Year-to-Year Group 2008	4/16 (25.0%)	6/17 (35.3%)	10/33 (30.3%)
Year-to-Year Group 2009	4/16 (25.0%)	5/17 (29.4%)	9/33 (27.3%)
Aggregate respondents 2009	5/20 (25.0%)	6/20 (30.0%)	11/40 (27.5%)

	For-profit	Nonprofit	Total
Affinity groups.			
Year-to-Year Group 2008	6/16 (37.5%)	7/17 (41.2%)	13/33 (39.4%)
Year-to-Year Group 2009	4/16 (25.0%)	9/17 (52.9%)	13/33 (39.4%)
Aggregate respondents 2009	4/20 (20.0%)	9/20 (45.0%)	13/40 (32.5%)

	For-profit	Nonprofit	Total
Employee networks.			
Year-to-Year Group 2008	6/16 (37.5%)	4/17 (23.5%)	10/33 (30.3%)
Year-to-Year Group 2009	7/16 (43.8%)	3/17 (17.6%)	10/33 (30.3%)
Aggregate respondents 2009	8/20 (40.0%)	4/20 (20.0%)	12/40 (30.0%)

Other.

Year-to-Year Group 2008	6/16 (37.5%)	9/17 (52.9%)	15/33 (45.5%)
Year-to-Year Group 2009	5/16 (31.3%)	9/17 (52.9%)	14/33 (42.4%)
Aggregate respondents 2009	7/20 (35.0%)	11/20 (55.0%)	18/40 (45.0%)

4.7: Does the company fund these groups? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	13/16 (81.3%)	10/15 (66.7%)	23/31 (74.2%)
Year-to-Year Group 2009	12/16 (75.0%)	9/15 (60.0%)	21/31 (67.7%)
Aggregate respondents 2009	15/20 (75.0%)	11/17 (64.7%)	26/37 (70.3%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	16/16 (100%)	13/14 (92.9%)	29/30 (96.7%)
Year-to-Year Group 2009	16/16 (100%)	13/14 (92.9%)	29/30 (96.7%)
Aggregate respondents 2009	18/19 (94.7%)	16/17 (94.1%)	34/36 (94.4%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	11/16 (68.8%)	8/15 (53.3%)	19/31 (61.3%)
Year-to-Year Group 2009	10/16 (62.5%)	7/15 (46.7%)	17/31 (54.8%)
Aggregate respondents 2009	13/20 (65.0%)	9/17 (52.9%)	22/37 (59.5%)

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

	For-profit	Nonprofit	Total
Year-to-year Group 2008	13/16 (81.3%)	9/14 (64.3%)	22/30 (73.3%)
Year-to-year Group 2009	12/16 (75.0%)	8/14 (57.1%)	20/30 (66.7%)
Aggregate respondents 2009	14/20 (70.0%)	11/18 (61.1%)	25/38 (65.8%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	12/15 (80.0%)	10/15 (66.7%)	22/30 (73.3%)
Year-to-Year Group 2009	10/15 (66.7%)	8/15 (53.3%)	18/30 (60.0%)
Aggregate respondents 2009	13/20 (65.0%)	9/18 (50.0%)	22/38 (57.9%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	25/39 (64.1%)	26/37 (70.3%)	51/76 (67.1%)
Year-to-Year Group 2009	27/39 (69.2%)	26/37 (70.3%)	53/76 (69.7%)
Aggregate respondents 2009	30/44 (68.2%)	31/46 (67.4%)	61/90 (67.8%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	8/28 (28.6%)	11/27 (40.7%)	19/55 (34.5%)
Year-to-Year Group 2009	7/28 (25.0%)	10/27 (37.0%)	17/55 (30.9%)
Aggregate respondents 2009	9/32 (28.1%)	11/31 (35.5%)	20/63 (31.7%)

4.13: Is diversity training mandatory for managers? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	15/23 (65.2%)	15/25 (60.0%)	30/48 (62.5%)
Year-to-Year Group 2009	14/23 (60.9%)	16/25 (64.0%)	30/48 (62.5%)
Aggregate respondents 2009	19/29 (65.5%)	19/30 (63.3%)	38/59 (64.4%)

4.14: How long does the training last?

	For-profit	Nonprofit	Total
Less than 1/2 day.			
Year-to-Year Group 2008	6/16 (31.6%)	11/14 (52.4%)	17/30 (42.5%)
Year-to-Year Group 2009	6/19 (31.6%)	11/21 (52.4%)	17/40 (42.5%)
Aggregate respondents 2009	12/26 (46.2%)	15/29 (51.7%)	27/55 (49.1%)
1/2 day.			
Year-to-Year Group 2008	6/19 (31.6%)	5/21 (23.8%)	11/40 (27.5%)
Year-to-Year Group 2009	6/19 (31.6%)	5/21 (23.8%)	11/40 (27.5%)
Aggregate respondents 2009	8/26 (30.8%)	10/29 (34.5%)	18/55 (32.7%)
1 day.			
Year-to-Year Group 2008	1/19 (5.3%)	2/21 (9.5%)	3/40 (7.5%)
Year-to-Year Group 2009	1/19 (5.3%)	2/21 (9.5%)	3/40 (7.5%)
Aggregate respondents 2009	5/26 (19.2%)	3/29 (10.3%)	8/55 (14.5%)
More than 1 day.			
Year-to-Year Group 2008	0/19 (0.0%)	1/21 (4.8%)	1/40 (2.5%)
Year-to-Year Group 2009	0/19 (0.0%)	1/21 (4.8%)	1/40 (2.5%)
Aggregate respondents 2009	1/26 (3.8%)	1/29 (3.4%)	2/55 (3.6%)

4.15: How frequently does your company offer diversity training?

	For-profit	Nonprofit	Total
Every month.			
Year-to-Year Group 2008	2/20 (10.0%)	9/23 (39.1%)	11/43 (25.6%)
Year-to-Year Group 2009	2/20 (10.0%)	9/23 (39.1%)	11/43 (25.6%)
Aggregate respondents 2009	4/26 (15.4%)	14/31 (45.2%)	18/57 (31.6%)
Every quarter.			
Year-to-Year Group 2008	3/20 (15.0%)	2/23 (8.7%)	5/43 (11.6%)
Year-to-Year Group 2009	3/20 (15.0%)	2/23 (8.7%)	5/43 (11.6%)
Aggregate respondents 2009	8/26 (30.8%)	5/31 (16.1%)	13/57 (22.8%)
Twice a year.			
Year-to-Year Group 2008	1/20 (5.0%)	0/23 (0.0%)	1/43 (2.3%)
Year-to-Year Group 2009	1/20 (5.0%)	0/23 (0.0%)	1/43 (2.3%)
Aggregate respondents 2009	1/26 (3.8%)	2/31 (6.5%)	3/57 (5.3%)
Once a year.			
Year-to-Year Group 2008	6/20 (30.0%)	3/23 (13.0%)	9/43 (20.9%)
Year-to-Year Group 2009	6/20 (30.0%)	3/23 (13.0%)	9/43 (20.9%)
Aggregate respondents 2009	10/26 (38.5%)	4/31 (12.9%)	14/57 (24.6%)
Less than once a year			
Year-to-Year Group 2008	3/20 (15.0%)	3/23 (13.0%)	6/43 (14.0%)
Year-to-Year Group 2009	3/20 (15.0%)	3/23 (13.0%)	6/43 (14.0%)
Aggregate respondents 2009	3/26 (11.5%)	6/31 (19.4%)	9/57 (15.8%)
Never			
Year-to-Year Group 2008	0/20 (0.0%)	0/23 (0.0%)	0/43 (0.0%)
Year-to-Year Group 2009	0/20 (0.0%)	0/23 (0.0%)	0/43 (0.0%)
Aggregate respondents 2009	0/26 (0.0%)	0/31 (0.0%)	0/57 (0.0%)

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

	For-profit	Nonprofit	Total
External			
Year-to-Year Group 2008	3/21 (14.3%)	3/24 (12.5%)	6/45 (13.3%)
Year-to-Year Group 2009	3/21 (14.3%)	3/24 (12.5%)	6/45 (13.3%)
Aggregate respondents 2009	4/27 (14.8%)	7/31 (22.6%)	11/58 (19%)
Internal			
Year-to-Year Group 2008	5/21 (23.8%)	6/24 (25.0%)	11/45 (24.4%)
Year-to-Year Group 2009	5/21 (23.8%)	6/24 (25.0%)	11/45 (24.4%)
Aggregate respondents 2009	9/27 (33.3%)	10/31 (32.3%)	19/58 (32.8%)
Both			
Year-to-Year Group 2008	9/21 (42.9%)	8/24 (33.3%)	17/45 (37.8%)
Year-to-Year Group 2009	9/21 (42.9%)	8/24 (33.3%)	17/45 (37.8%)
Aggregate respondents 2009	14/27 (51.9%)	14/31 (45.2%)	28/58 (48.3%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	10/23 (43.5%)	12/25 (48%)	22/48 (45.8%)
Year-to-Year Group 2009	10/23 (43.5%)	11/25 (44%)	21/48 (43.8%)
Aggregate respondents 2009	13/29 (44.8%)	13/31 (41.9%)	26/60 (43.3%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	9/23 (39.1%)	10/25 (40.0%)	19/48 (39.6%)
Year-to-Year Group 2009	8/23 (34.8%)	8/25 (32.0%)	16/48 (33.3%)
Aggregate respondents 2009	10/29 (34.5%)	11/30 (36.7%)	21/59 (35.6%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	22/39 (56.4%)	17/37 (45.9%)	39/76 (51.3%)
Year-to-Year Group 2009	22/39 (56.4%)	20/37 (54.1%)	42/76 (55.3%)
Aggregate respondents 2009	25/44 (56.8%)	21/45 (46.7%)	46/89 (51.7%)

4.20: Are these surveys mandatory? Yes.

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	2/19 (10.5%)	3/15 (20.0%)	5/34 (14.7%)
Year-to-Year Group 2009	2/19 (10.5%)	3/15 (20.0%)	5/34 (14.7%)
Aggregate respondents 2009	3/26 (11.5%)	4/21 (19%)	7/47 (14.9%)

4.21: How often are the surveys held?

	For-profit	Nonprofit	Total
Every month.			
Year-to-Year Group 2008	1/14 (7.1%)	0/12 (0.0%)	1/26 (3.8%)
Year-to-Year Group 2009	1/14 (7.1%)	0/12 (0.0%)	1/26 (3.8%)
Aggregate respondents 2009	1/25 (4%)	2/20 (10.0%)	3/45 (6.7%)

Every quarter.

Year-to-Year Group 2008	1/14 (7.1%)	1/12 (8.3%)	2/26 (7.7%)
Year-to-Year Group 2009	1/14 (7.1%)	1/12 (8.3%)	2/26 (7.7%)
Aggregate respondents 2009	2/25 (8.0%)	3/20 (15.0%)	5/45 (11.1%)

Twice a year.

Year-to-Year Group 2008	1/14 (7.1%)	0/12 (0.0%)	1/26 (3.8%)
Year-to-Year Group 2009	1/14 (7.1%)	0/12 (0.0%)	1/26 (3.8%)
Aggregate respondents 2009	1/25 (4%)	0/20 (0.0%)	1/45 (2.2%)

Once a year.

Year-to-Year Group 2008	5/14 (35.7%)	6/12 (50.0%)	11/26 (42.3%)
Year-to-Year Group 2009	5/14 (35.7%)	6/12 (50.0%)	11/26 (42.3%)
Aggregate respondents 2009	15/25 (60.0%)	10/20 (50.0%)	25/45 (55.6%)

Less than once a year

Year-to-Year Group 2008	3/14 (21.4%)	2/12 (16.7%)	5/26 (19.2%)
Year-to-Year Group 2009	3/14 (21.4%)	2/12 (16.7%)	5/26 (19.2%)
Aggregate respondents 2009	6/25 (24.0%)	5/20 (25.0%)	11/45 (24.4%)

Never

Year-to-Year Group 2008	0/14 (0.0%)	0/12 (0.0%)	0/26 (0.0%)
Year-to-Year Group 2009	0/14 (0.0%)	0/12 (0.0%)	0/26 (0.0%)
Aggregate respondents 2009	0/25 (0.0%)	0/20 (0.0%)	0/45 (0.0%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	16/39 (41.0%)	19/34 (55.9%)	35/73 (47.9%)
Year-to-Year Group 2009	19/39 (48.7%)	20/34 (58.8%)	39/73 (53.4%)
Aggregate respondents 2009	21/43 (48.8%)	24/43 (55.8%)	45/86 (52.3%)

4.23: How else is diversity communicated internally?

	For-profit	Nonprofit	Total
Briefings by management.			
Year-to-Year Group 2008	18/23 (78.3%)	15/21 (71.4%)	33/44 (75.0%)
Year-to-Year Group 2009	16/23 (69.7%)	17/21 (81.0%)	33/44 (75.0%)
Aggregate respondents 2009	27/32 (84.4%)	21/29 (72.4%)	48/61 (78.7%)
Other.			
Year-to-Year Group 2008	0/0 (0%)	0/0 (0%)	0/0 (0%)
Year-to-Year Group 2009	10/23 (43.5%)	13/21 (61.9%)	23/44 (52.3%)
Aggregate respondents 2009	13/32 (40.6%)	17/29 (58.6%)	30/61 (49.2%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	20/34 (58.8%)	9/36 (25.0%)	29/70 (41.4%)
Year-to-Year Group 2009	20/34 (58.8%)	14/36 (38.9%)	34/70 (48.6%)
Aggregate respondents 2009	23/42 (54.8%)	15/44 (34.1%)	38/86 (44.2%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	17/32 (53.1%)	10/31 (32.3%)	27/63 (42.9%)
Year-to-Year Group 2009	20/32 (62.5%)	13/31 (41.9%)	33/63 (52.4%)
Aggregate respondents 2009	23/39 (59.0%)	13/36 (36.1%)	36/75 (48.0%)

E. YOUR EMPLOYEES

5.1: Provide a breakdown, in percentages, of your total work force in 2009 (men and women) - Northeast Ohio and Total.

Total Work Force						
Total						
	White	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (58)	75%	18%	2%	3%	0%	1%
Year-to-Year Group 2009 (58)	75%	18%	3%	3%	0%	1%
Aggregate 2009 (68)	75%	18%	3%	3%	0%	1%
Total Work Force						
For-Profit						
	White	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (30)	75%	17%	2%	4%	0%	0%
Year-to-Year Group 2009 (30)	76%	16%	3%	4%	1%	1%
Aggregate 2009 (34)	76%	15%	3%	4%	1%	1%
Total Work Force						
Nonprofit						
	White	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (28)	75%	20%	3%	2%	0%	0%
Year-to-Year Group 2009 (28)	75%	20%	2%	2%	0%	1%
Aggregate 2009 (34)	74%	21%	2%	2%	0%	1%

5.1: Provide a breakdown, in percentages, of your total work force in 2009 (men and women) - Northeast Ohio and Total (continued)

Northeast Ohio Work Force						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (65)	76%	19%	2%	2%	0%	1%
Year-to-Year Group 2009 (65)	76%	18%	2%	2%	0%	1%
Aggregate 2009 (77)	77%	18%	2%	2%	0%	1%
Northeast Ohio Work Force						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (35)	76%	18%	2%	2%	0%	2%
Year-to-Year Group 2009 (35)	78%	17%	2%	2%	0%	0%
Aggregate 2009 (39)	78%	16%	2%	3%	0%	0%
Northeast Ohio Work Force						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (30)	75%	20%	3%	2%	0%	1%
Year-to-Year Group 2009 (30)	75%	20%	2%	2%	0%	1%
Aggregate 2009 (38)	75%	20%	2%	2%	0%	1%

5.2: Provide a breakdown, in percentages, of your new hires (men and women) in 2009

Total New Hires						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (55)	72%	19%	3%	4%	0%	2%
Year-to-Year Group 2009 (55)	72%	19%	4%	4%	0%	1%
Aggregate 2009 (65)	72%	19%	3%	4%	0%	1%
Total New Hires						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (27)	70%	19%	3%	5%	0%	2%
Year-to-Year Group 2009 (27)	74%	16%	4%	5%	0%	1%
Aggregate 2009 (32)	75%	14%	4%	5%	0%	1%
Total New Hires						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (28)	74%	19%	4%	2%	0%	1%
Year-to-Year Group 2009 (28)	70%	22%	3%	3%	0%	1%
Aggregate 2009 (33)	69%	23%	3%	3%	0%	2%

5.2: Provide a breakdown, in percentages, of your new hires (men and women) in 2009 (continued)

Northeast Ohio New Hires						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (60)	72%	20%	4%	3%	0%	1%
Year-to-Year Group 2009 (60)	72%	18%	4%	4%	0%	1%
Aggregate 2009 (71)	72%	19%	4%	3%	0%	1%
Northeast Ohio New Hires						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (32)	71%	20%	4%	3%	0%	1%
Year-to-Year Group 2009 (32)	76%	14%	5%	4%	0%	1%
Aggregate 2009 (36)	76%	14%	5%	4%	0%	1%
Northeast Ohio New Hires						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (28)	74%	19%	4%	2%	0%	1%
Year-to-Year Group 2009 (28)	69%	24%	3%	3%	0%	2%
Aggregate 2009 (35)	68%	24%	3%	3%	0%	2%

5.3: Employee Retention: Provide a breakdown, in percentage, of your annual total retention rate in 2009 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, 2008, and still are with the company on Dec. 31, 2009. 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. They 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 for Latinos is 10% and your retention rate is 90%.

Total Work Force Retention						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (50)	78%	78%	82%	80%	87%	95%
Year-to-Year Group 2009 (50)	79%	79%	81%	82%	87%	92%
Aggregate 2009 (60)	78%	79%	81%	82%	87%	92%
Total Work Force Retention						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (25)	79%	80%	85%	81%	83%	93%
Year-to-Year Group 2009 (25)	80%	80%	83%	82%	84%	90%
Aggregate 2009 (29)	79%	80%	83%	82%	85%	91%
Total Work Force Retention						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (25)	76%	77%	79%	80%	91%	98%
Year-to-Year Group 2009 (25)	78%	78%	79%	82%	89%	94%
Aggregate 2009 (31)	78%	78%	79%	83%	89%	94%

5.3: Employee Retention (continued):

Northeast Ohio Work Force Retention						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (57)	78%	79%	82%	82%	88%	90%
Year-to-Year Group 2009 (57)	79%	79%	81%	82%	88%	91%
Aggregate 2009 (68)	78%	79%	81%	83%	88%	91%
Northeast Ohio Work Force						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (30)	80%	80%	84%	83%	85%	87%
Year-to-Year Group 2009 (30)	79%	79%	83%	83%	87%	89%
Aggregate 2009 (35)	78%	79%	82%	83%	88%	89%
Northeast Ohio Work Force Retention						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (27)	77%	78%	79%	81%	91%	94%
Year-to-Year Group 2009 (27)	78%	78%	79%	82%	89%	94%
Aggregate 2009 (33)	78%	78%	79%	82%	89%	93%

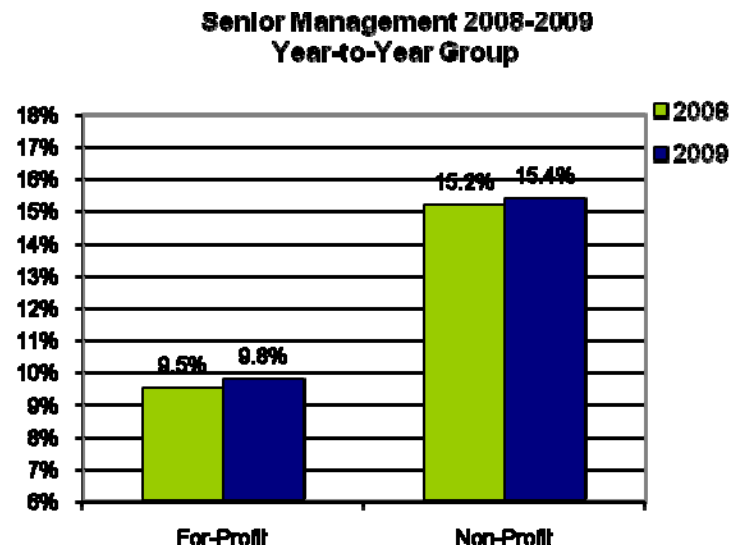
5.4 - Management Retention.

Total Management Retention						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (50)	76%	77%	82%	83%	89%	93%
Year-to-Year Group 2009 (50)	77%	78%	81%	83%	91%	91%
Aggregate 2009 (60)	77%	78%	80%	82%	91%	91%
Total Management Retention						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (26)	78%	78%	83%	82%	88%	92%
Year-to-Year Group 2009 (26)	78%	78%	83%	82%	89%	90%
Aggregate 2009 (29)	77%	78%	83%	82%	90%	91%
Total Management Retention						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (24)	75%	76%	79%	84%	91%	94%
Year-to-Year Group 2009 (24)	76%	77%	79%	83%	93%	92%
Aggregate 2009 (31)	76%	79%	78%	82%	93%	92%

5.4 - Management Retention (continued).

Northeast Ohio Management Retention						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (55)	76%	76%	81%	84%	90%	93%
Year-to-Year Group 2009 (55)	76%	77%	81%	83%	92%	91%
Aggregate 2009 (66)	76%	77%	80%	82%	93%	92%
Northeast Ohio Management Retention						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (29)	76%	77%	83%	83%	89%	92%
Year-to-Year Group 2009 (29)	76%	76%	82%	83%	92%	90%
Aggregate 2009 (33)	75%	76%	82%	82%	93%	91%
Northeast Ohio Management Retention						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (26)	75%	76%	79%	84%	91%	95%
Year-to-Year Group 2009 (26)	76%	77%	79%	83%	92%	93%
Aggregate 2009 (33)	76%	78%	79%	83%	92%	92%

5.5 - Provide a breakdown, in percentages, of your management employees (men and women) in the following categories in 2009: 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 2008 (43)	85%	11%	2%	1%	0%	0%
Year-to-Year Group 2009 (43)	86%	10%	3%	1%	0%	0%
Aggregate 2009 (57)	82%	13%	3%	2%	0%	0%
Northeast Ohio Management						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (24)	86%	10%	2%	1%	0%	0%
Year-to-Year Group 2009 (24)	88%	8%	2%	1%	0%	0%
Aggregate 2009 (30)	84%	12%	2%	2%	0%	0%
Northeast Ohio Management						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (19)	83%	13%	3%	1%	0%	0%
Year-to-Year Group 2009 (19)	83%	11%	3%	2%	0%	0%
Aggregate 2009 (27)	80%	14%	4%	2%	0%	0%

5.7 Of the Northeast Ohio part-time new hires in 2009, what percentage were:

Northeast Ohio Promotions in Management						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (29)	86%	11%	1%	1%	0%	0%
Year-to-Year Group 2009 (29)	88%	8%	2%	2%	0%	0%
Aggregate 2009 (44)	85%	10%	2%	2%	0%	0%
Northeast Ohio Promotions in Management						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (15)	92%	5%	1%	1%	0%	0%
Year-to-Year Group 2009 (15)	91%	4%	2%	3%	0%	0%
Aggregate 2009 (23)	86%	8%	2%	3%	0%	0%
Northeast Ohio Promotions in Management						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2008 (14)	80%	18%	1%	0%	0%	0%
Year-to-Year Group 2009 (14)	85%	12%	3%	0%	0%	0%
Aggregate 2009 (21)	84%	12%	2%	1%	0%	0%

F. MINORITY SPEND INFORMATION

6.1 Please provide the amount of the organization's total 2009 purchasing budget

2009 Minority Spend - Total Aggregate			
	MBE spend	total purchasing	%
For-Profit	\$1,342,094,823	\$19,351,350,807	6.9%
Non Profit	\$701,950,671	\$9,125,662,884	7.7%
Total	\$2,044,045,494	\$28,477,013,691	7.2%
2009 Minority Spend - NE Ohio Aggregate			
	MBE spend	total purchasing	%
For-Profit	\$102,777,537	\$1,197,933,863	8.6%
Non Profit	\$152,246,655	\$2,811,788,392	5.4%
Total	\$255,024,192	\$4,009,722,255	6.4%

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 2008	18/37 (48.6%)	14/32 (43.8%)	32/69 (46.4%)
Year-to-Year Group 2009	17/37 (45.9%)	14/32 (43.8%)	31/69 (44.9%)
Aggregate respondents 2009:	19/43 (44.2%)	17/39 (43.6%)	36/82 (43.9%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	132.2%/15 (8.8%)	222.6%/18 (12.4%)	354.8%/33 (10.8%)
Year-to-Year Group 2009	188.3%/15 (12.6%)	146.9%/18 (8.2%)	335.2%/33 (10.2%)
Aggregate respondents 2009:	239.5%/20 (12.0%)	189.2%/21 (9.0%)	428.7%/41 (10.5%)

6.4: What dollar amount was spent with minority-owned businesses (tier 1 only)?

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	\$327,018,264/15	\$543,391,047/19	\$870,409,311/34
Year-to-Year Group 2009	\$371,525,242/15	\$616,463,294/19	\$987,988,536/34
Aggregate respondents : 2009	\$392,803,821/20	\$643,262,692/21	\$1,036,066,513/41

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	10.1%/4 (2.5%)	36.3%/9 (4.0%)	46.4%/13 (3.6%)
Year-to-Year Group 2009	7.8%/4 (2.0%)	32.3%/9 (3.6%)	40.1%/13 (3.1%)
Aggregate respondents : 2009	33.3%/7 (4.8%)	133.8%/15 (8.9%)	167.1%/22 (7.6%)

6.6: What dollar amount was spent with minority-owned businesses (tier 2 only)?

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	\$23,576,673/4	\$121,741,196/9	\$145,317,869/13
Year-to-Year Group 2009	\$14,928,515/4	\$43,565,490/9	\$58,494,005/13
Aggregate respondents : 2009	\$53,369,454/8	\$65,785,366/15	\$119,154,820/23

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	15/30 (50.0%)	17/25 (68.0%)	32/55 (58.2%)
Year-to-Year Group 2009	13/30 (43.3%)	16/25 (64.0%)	29/55 (52.7%)
<hr/>			
Aggregate respondents 2009:	17/36 (47.2%)	19/33 (57.6%)	36/69 (52.2%)

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 2008	14/29 (48.3%)	12/26 (46.2%)	26/55 (47.3%)
Year-to-Year Group 2009	14/29 (48.3%)	11/26 (42.3%)	25/55 (45.5%)
<hr/>			
Aggregate respondents 2009:	17/35 (48.6%)	13/34 (38.2%)	30/69 (43.5%)

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

Aggregate respondents 2009:	For-profit	Nonprofit	Total
Director of Human Resources	4/28 (14.3%)	0/25 (0.0%)	4/53 (7.5%)
Head of Procurement	6/28 (21.4%)	7/25 (28.0%)	13/53 (24.5%)
Diversity Director	1/28 (3.6%)	2/25 (8.0%)	3/53 (5.7%)
Other	17/28 (60.7%)	16/25 (64.0%)	33/53 (62.3%)

6.10: What number of minority-owned suppliers did you use in 2009?

Aggregate respondents 2009:	For-profit	Nonprofit	Total
Year-to-year Group 2008	15	15	30
Year-to-Year Group 2009	15	15	30
Respondents	20	23	43
Year-to-Year Group 2008	3253	2325	5578
Year-to-Year Group 2009	1916	2644	4560
MBEs used	3,910	3,205	7,115
Year-to-Year Group 2008	216	155	185
Year-to-Year Group 2009	127	176	152
Average per respondent	195	139	165

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 2008	6/29 (20.7%)	10/22 (45.5%)	16/51 (31.4%)
Year-to-Year Group 2009	9/29 (31.0%)	8/22 (36.4%)	17/51 (33.3%)
Aggregate respondents 2009:	10/35 (28.6%)	8/31 (25.8%)	18/66 (27.3%)

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 2008	13/29 (44.8%)	9/20 (45.0%)	22/49 (44.9%)
Year-to-Year Group 2009	9/29 (31.0%)	11/20 (55.0%)	20/49 (40.8%)
Aggregate respondents 2009:	12/35 (34.3%)	14/28 (50.0%)	26/63 (41.3%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	15/33 (45.5%)	14/24 (58.3%)	29/57 (50.9%)
Year-to-Year Group 2009	12/33 (36.4%)	10/24 (41.7%)	22/57 (38.6%)
Aggregate respondents 2009:	15/38 (39.5%)	14/34 (41.2%)	29/72 (40.3%)

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

Tracks purchases from MBEs	
Total	
Year-to-Year Group 2008 (60.0)	68.3%
Year-to-Year Group 2009 (60.0)	70%
Aggregate 2009 (74.0)	64.9%
For-Profit	
Year-to-Year Group 2008 (33.0)	66.7%
Year-to-Year Group 2009 (33.0)	69.7%
Aggregate 2009 (38.0)	68.4%
Non Profit	
Year-to-Year Group 2008 (27.0)	70.4%
Year-to-Year Group 2009 (27.0)	70.4%
Aggregate 2009 (36.0)	61.1%

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	18/19 (94.7%)	12/13 (92.3%)	30/32 (93.8%)
Year-to-Year Group 2009	18/19 (94.7%)	12/13 (92.3%)	30/32 (93.8%)
Diversity as percentage of total spend	21/24 (87.5%)	18/19 (94.7%)	39/43 (90.7%)
Year-to-Year Group 2008	2/19 (10.5%)	3/13 (23.1%)	5/32 (15.6%)
Year-to-Year Group 2009	1/19 (5.3%)	2/13 (15.4%)	3/32 (9.4%)
Diversity as percentage of total revenue	1/24 (4.2%)	3/19 (15.8%)	4/43 (9.3%)
Year-to-Year Group 2008	12/19 (63.2%)	7/13 (53.8%)	19/32 (59.4%)
Year-to-Year Group 2009	14/19 (73.7%)	9/13 (69.2%)	23/32 (71.9%)
Number of diverse suppliers	17/24 (70.8%)	13/19 (68.4%)	30/43 (69.8%)
Year-to-Year Group 2008	3/19 (15.8%)	1/13 (7.7%)	4/32 (12.5%)
Year-to-Year Group 2009	3/19 (15.8%)	0/13 (0.0%)	3/32 (9.4%)
Revenue growth of diverse suppliers	4/24 (16.7%)	0/19 (0.0%)	4/43 (9.3%)
Year-to-Year Group 2008	4/19 (21.1%)	3/13 (23.1%)	7/32 (21.9%)
Year-to-Year Group 2009	5/19 (26.3%)	1/13 (7.7%)	6/32 (18.8%)
Diverse-supplier development metrics	5/24 (20.8%)	2/19 (10.5%)	7/43 (16.3%)
Year-to-Year Group 2008	3/19 (15.8%)	3/13 (23.1%)	6/32 (18.8%)
Year-to-Year Group 2009	5/19 (26.3%)	4/13 (30.8%)	9/32 (28.1%)
Recognitions received for supplier-diversity success from outside organizations	6/24 (25%)	6/19 (31.6%)	12/43 (27.9%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	8/27 (29.6%)	6/20 (30.0%)	14/47 (29.8%)
Year-to-Year Group 2009	7/27 (25.9%)	8/20 (40.0%)	15/47 (31.9%)
Aggregate respondents 2009:	9/34 (26.5%)	12/30 (40.0%)	21/64 (32.8%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	16/31 (51.6%)	15/21 (71.4%)	31/52 (59.6%)
Year-to-Year Group 2009	16/31 (51.6%)	14/21 (66.7%)	30/52 (57.7%)
Aggregate respondents 2009:	19/35 (54.3%)	17/31 (54.8%)	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 2008 (38)	21.1%
Year-to-Year Group 2009 (38)	13.2%
Aggregate 2009 (48)	12.5%
For-Profit	
Year-to-Year Group 2008 (23)	26.1%
Year-to-Year Group 2009 (23)	17.4%
Aggregate 2009 (28)	17.9%
Nonprofit	
Year-to-Year Group 2008 (15)	13.3%
Year-to-Year Group 2009 (15)	6.7%
Aggregate 2009 (20)	5.0%

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	7/30 (23.3%)	5/25 (20.0%)	12/55 (21.8%)
Year-to-Year Group 2009	7/30 (23.3%)	7/25 (28.0%)	14/55 (9.1%)
Aggregate respondents 2009:	8/35 (22.9%)	8/33 (24.2%)	16/68 (23.5%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	4/30 (13.3%)	1/25 (4.0%)	5/55 (9.1%)
Year-to-Year Group 2009	6/30 (20.0%)	1/25 (4.0%)	7/55 (12.7%)
Aggregate respondents 2009:	6/35 (17.1%)	1/32 (3.1%)	7/67 (10.4%)

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

	For-profit	Nonprofit	Total
Year-to-Year Group 2008	10/32 (31.3%)	9/23 (39.1%)	19/55 (34.5%)
Year-to-Year Group 2009	12/32 (37.5%)	7/23 (30.4%)	19/55 (34.5%)
Aggregate respondents 2009:	15/37 (40.5%)	7/33 (21.2%)	22/70 (31.4%)

6.22: Does your organization have a purchasing council? Yes:

(no year-to-year analysis available as this was a new question in 2009)

Aggregate respondents 2009:	5/40 (12.5%)	6/37 (16.2%)	11/77 (14.3%)
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V. Appendices

A. COMMISSION ON ECONOMIC INCLUSION BOARD OF ADVISORS LEADERSHIP TEAM - 2009

CO-CHAIR

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CO-CHAIR

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