



COMMISSION
on Economic Inclusion

2010 Employers Survey on Diversity™

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I. Introduction

For the past 10 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 100 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 2010, the Commission was led by 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 2010 leadership volunteers is included as Appendix A, in Section VI, 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 agenda is multi-faceted. The organization:

- Periodically assess the status of diversity and inclusion efforts within the Northeast Ohio employer community
- Establishes benchmarks for improvement
- Encourages member organizations to develop or enhance practices that foster inclusion
- Facilitates the identification of resources
- Measures and reports on progress on a regular basis
- Assists 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 *Employers Survey on Diversity*™, now in its 10th 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 2010 survey findings and makes recommendations for future diversity management and economic inclusion goals and activities.

II. Executive Summary

This Executive Summary provides an overview of the 2010 survey results. The results present a mixed picture. For the year-to-year group (those 95 organizations which participated in both the 2009 and 2010 survey):

1. Board minority representation stayed even at 15.8 percent. Senior management minority representation rose slightly from 12.7 to 13.4 percent.
2. On measures related to three critical aspects of a successful diversity and inclusion strategy, responses pointed in different directions:
 - a. *CEO commitment- indicator rose.* CEOs who personally sign off on executive compensation tied to diversity rose from 36 to 38%.
 - b. *Holding managers accountable- indicator remained flat.* The percentage of organizations that hold managers accountable through performance appraisals and or incentive processes for demonstrated success in managing diversity effectively in the workplace was flat at 62%.
 - c. *Employee resource groups focused on business outcomes-indicator fell.* The percentage of organizations reporting having ERGs dropped from 45 % to 44% and funding for such groups fell from 79% to 72%.
3. Though the total dollars spent with minority-owned companies increased, for those organizations in the year-to-year group, MBE spend as a percentage of both the total and regional spends fell.

From a historical perspective – looking at the survey results from the survey's inception in 2001 through the current 2010 survey – there are a few general areas that represent positive progress from 2001 to 2010. These results compare the aggregate groups in 2001 and 2010. Results include:

1. **Minority inclusion on boards** rose from 14 percent to 15 percent.
2. **Minorities as a percentage of senior managers** increased from 9 percent to 12 percent.
3. **Minorities as a percentage of workforce** began and ended the decade as 22 percent.
4. **The number of participants reporting and the corresponding spend with minorities** increased. Six organizations reported a negligible amount for 2001, while 52 organizations reported total and/or regional spend in 2010. Total 2010 aggregate minority spend was \$2.23 billion dollars.

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 four remaining sections of the report is included below.

Overview of Findings

This overview section examines some of the critical questions within each topic. In 2010, 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; corporate practices; 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. While board diversity held steady at 15.8 percent for the year-to-year group, senior management diversity increased slightly (12.7 to 13.4) from 2009 to 2010. Additionally, in comparing 2009 to 2010, the number of organizations whose boards had a written policy on diversity and inclusion in board membership increased from 49 percent to 53 percent (year-to-year group).

B. CEO Commitment

For the third year, the survey included questions on CEO commitment. This area focuses on 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 section measures 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 2009 and 2010, the percentage of minorities in the workforce for the year-to-year group decreased from 23 percent to 22 percent. Among aggregate Commission survey participants; minorities make up 24 percent of new hires. There were increases on two important elements of an inclusive workforce strategy: policy on recruitment of minorities (increased from 64 percent to 68 percent) and minority employee training and development (up from 34 percent to 36 percent).

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 79 percent retention, and minority groups ranged from 80 percent to 86 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 76 percent, minorities 78 percent to 91 percent) and in Northeast Ohio, (whites 75 percent, minorities 77 percent to 91 percent).

E. Corporate Practices

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

The overall year-to-year group decreased from 45 percent to 44 percent in those having official employee resource groups. For-profits stayed at 45 percent in the year-to-year comparison, while nonprofits decreased from 45 percent to 43 percent. A decrease from 79 percent to 72 percent was reported in funding for such resource groups by the overall survey participants. The percentage of organizations offering diversity training increased from 70 percent to 75 percent.

F. Supplier Diversity

Supplier diversity is the area that measures dollars spent with Minority Business Enterprises (MBEs). In analyzing 2010, there was a decrease in the percentage of total procurement with minority-owned businesses (from 9.0 percent to 7.3 percent for the year-to-year group). The Commission's year-to-year group decreased its regional spend with minority companies from 8.8 percent to 8.1 percent of its' overall spend in Northeast Ohio.

- Total procurement spend with MBEs reported by the aggregate group increased from \$2.17B to \$2.23B. At the regional level, the 2010 aggregate group of respondents spent \$339 million with minority-owned companies, compared with \$283 million for the 2009 aggregate group.
- In addition, one result of concern was the drop in the reported presence of a formal supplier diversity program (from 52 percent to 51 percent).

Section III. Survey Administration and Methodology

This year, 97 companies (47 for-profits and 50 nonprofit) participated in the survey, vs. 98 last year. The 97 organizations participating this year represent 180,914 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 an organization 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 2011. 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 97 participants, and at the year-to-year level, which incorporates 95 companies that participated in the survey for both 2009 and 2010.

Section IV – 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 2009 and 2010 responses from the 95 organizations that participated in both years, and results for the 97 organizations that participated in 2010.

Section V – Conclusion and Next Steps

The 2010 survey's quantitative results should cause our membership to question our rate of progress on our four diversity and inclusion metrics (board, senior management, workforce and supplier diversity) over the past decade. Though our membership has shown an undeniable increase in their focus on and tracking of expenditures with minority-owned businesses since 2001, we have yet to build sustained working relationships with the local minority business community in ways which could capitalize on both procurement and the significant current construction opportunities in the region.

On the leadership (board and senior management) and workforce metrics, the survey reflects incremental increases year-to-year which have not kept pace with national workplace averages. The Commission will continue to offer our membership a range of resources which can facilitate a more substantial pace of improvement in any committed organization. We strongly encourage all survey participants to utilize the results of this survey to identify meaningful opportunity for changes that will benefit their organizations, local minority businesses, and the larger economic community.

Section VI – 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, 97 companies participated in the Commission on Economic Inclusion (Commission) survey, compared with 98 in 2009. Of the 97, two were first-time participants. The organizations participating this year represent 180,914 employees in Northeast Ohio. A complete listing of the members who participated in the 2010 survey is included as Appendix B, in Section V Appendices.

The Commission has administered its annual *Employers Survey on Diversity*[™] for 10 years, with periodic updates based on feedback from participants. In reviewing 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 2009 and 2010 Commission surveys. Survey results are a snapshot of how Greater Cleveland 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 November 2010. Surveys were completed by the staff of each organization and returned to the Commission by February 15, 2011. 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 95 organizations that responded to each question this year
- "Year-to-year" - includes 93 organizations that completed the survey in both 2009 and 2010.

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

IV. 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 2010 survey, aggregate group data is presented. If the item was also asked on the 2009 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 non-profit 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 non-profit respondents for each question varies. The non-profit group includes non-profit, 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	133,997	6,453	140,450
FOR-PROFIT	46,917	371,356	418,273
TOTAL	180,914	377,809	558,723

B. CEO COMMITMENT

2.1: CEO Support for Diversity Issues

	FOR-PROFIT	NON-PROFIT	TOTAL
a. Personally signs off on executive compensation tied to diversity			
Year-to-Year Group 2009	15/31 (48.4%)	7/30 (23.3%)	22/61 (36.1%)
Year-to-Year Group 2010	16/31 (51.6%)	7/30 (23.3%)	23/61 (37.7%)
Aggregate Respondents 2010	17/33 (51.5%)	9/33 (27.3%)	26/66 (39.4%)
b. Chairs diversity council			
Year-to-Year Group 2009	8/31 (25.8%)	3/30 (10.0%)	11/61 (18.0%)
Year-to-Year Group 2010	7/31 (22.6%)	3/30 (10.0%)	10/61 (16.4%)
Aggregate Respondents 2010	7/33 (24.2%)	4/33 (12.1%)	11/66 (16.7%)
c. Appoints members of diversity council			
Year-to-Year Group 2009	9/31 (29.0%)	10/30 (33.3%)	19/61 (31.1%)
Year-to-Year Group 2010	10/31 (32.3%)	12/30 (40.0%)	22/61 (36.1%)
Aggregate Respondents 2010	12/33 (36.4%)	13/33 (39.4%)	25/66 (37.9%)
d. Meets regularly with employee-resource groups			
Year-to-Year Group 2009	14/31 (45.2%)	15/30 (50.0%)	29/61 (47.5%)
Year-to-Year Group 2010	14/31 (45.2%)	15/30 (50.0%)	29/61 (47.5%)
Aggregate Respondents 2010	15/33 (45.5%)	16/33 (48.5%)	31/66 (47.0%)
e. Personally reviews and signs off on diversity metrics and progress			
Year-to-Year Group 2009	21/31 (67.7%)	22/30 (73.3%)	43/61 (70.5%)
Year-to-Year Group 2010	24/31 (77.4%)	22/30 (73.3%)	46/61 (75.4%)
Aggregate Respondents 2010	25/33 (75.8%)	24/33 (72.7%)	49/66 (74.2%)
f. Personally signs off on goals and achievements for supplier diversity			
Year-to-Year Group 2009	9/31 (29.0%)	16/30 (53.3%)	25/61 (41.0%)
Year-to-Year Group 2010	10/31 (32.3%)	17/30 (56.7%)	27/61 (44.3%)
Aggregate Respondents 2010	11/33 (33.3%)	18/33 (54.5%)	29/66 (43.9%)

g. Has senior advisory position at not-for-profit or educational organization that focuses on people of color			
Year-to-Year Group 2009	9/31 (29.0%)	14/30 (46.7%)	23/61 (37.7%)
Year-to-Year Group 2010	10/31 (32.3%)	14/30 (46.7%)	24/61 (39.3%)
Aggregate Respondents 2010	11/33 (33.3%)	14/33 (42.4%)	25/66 (37.9%)

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	Non-profit	Total
Year-to-Year Group 2009	24/38 (63.2%)	23/38 (60.5%)	47/76 (61.8%)
Year-to-Year Group 2010	23/38 (60.5%)	24/38 (63.2%)	47/76 (61.8%)
Aggregate respondents 2010	24/40 (60.0%)	26/44 (59.1%)	50/84 (59.5%)

2.3A: Has your diversity budget increased within the 2010? Yes:

	For-profit	Non-profit	Total
Year-to-Year Group 2009	10/35 (28.6%)	9/36 (25.0%)	19/71 (26.8%)
Year-to-Year Group 2010	9/35 (25.7%)	8/36 (22.2%)	17/71 (23.9%)
Aggregate respondents 2010	10/37 (27.0%)	10/43 (23.3%)	20/80 (25.0%)

2.3B: If so, by what percentage has it increased within the 2010?

	For-profit	Non-profit	Total
Year-to-Year Group 2009	448.6/35 (12.8%)	222.6/36 (6.2%)	671.2/71 (9.5%)
Year-to-Year Group 2010	79.7/35 (2.3%)	197.5/36 (5.5%)	277.1/71 (3.9%)
Aggregate respondents 2010	89.7/37 (2.4%)	209.5/43 (4.9%)	299.1/80 (3.7%)

2.4: By what percentage do you anticipate it will increase 2011?

	For-profit	Non-profit	Total
Year-to-Year Group 2009	62.6/9 (7.0%)	144.2/5 (28.8%)	206.8/14 (14.8%)
Year-to-Year Group 2010	70/9 (7.8%)	47/5 (9.4%)	117/14 (8.4%)
Aggregate respondents 2010	295/15 (19.7%)	350/9 (38.9%)	645/24 (26.9%)

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

	For-profit	Non-profit	Total
Chief Executive Officer			
Year-to-Year Group 2009	11/34 (32.4%)	12/33 (36.4%)	23/67 (34.3%)
Year-to-Year Group 2010	11/34 (32.4%)	12/33 (36.4%)	23/67 (34.3%)
Aggregate Respondents 2010	11/36 (30.6%)	15/41 (36.6%)	26/77 (33.8%)
Chief Operating Officer			
Year-to-Year Group 2009	0/34 (0.0%)	2/33 (6.1%)	2/67 (3.0%)
Year-to-Year Group 2010	0/34 (0.0%)	2/33 (6.1%)	2/67 (3.0%)
Aggregate Respondents 2010	0/36 (0.0%)	2/41 (4.9%)	2/77 (2.6%)
Head Of Human Resources			
Year-to-Year Group 2009	8/34 (23.5%)	5/33 (15.2%)	13/67 (19.4%)
Year-to-Year Group 2010	8/34 (23.5%)	5/33 (15.2%)	13/67 (19.4%)
Aggregate Respondents 2010	13/36 (36.1%)	8/41 (19.5%)	21/77 (27.3%)
Other			
Year-to-Year Group 2009	7/34 (20.6%)	11/33 (33.3%)	18/67 (26.9%)
Year-to-Year Group 2010	7/34 (20.6%)	11/33 (33.3%)	18/67 (26.9%)
Aggregate Respondents 2010	12/36 (33.3%)	16/41 (39.0%)	28/77 (36.4%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	14/15 (93.3%)	13/15 (86.7%)	27/30 (90.0%)
Year-to-Year Group 2010	13/15 (86.7%)	20/15 (80.0%)	25/30 (83.3%)
Aggregate respondents 2010:	16/21 (76.2%)	17/20 (85.0%)	33/41 (80.5%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	18/34 (52.9%)	20/31 (64.5%)	38/65 (58.5%)
Year-to-Year Group 2010	19/34 (55.9%)	17/31 (54.8%)	36/65 (55.4%)
Aggregate respondents 2010:	20/37 (54.1%)	19/38 (50.0%)	39/75 (52.0%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	22/34 (64.7%)	22/31 (71.0%)	44/65 (67.7%)
Year-to-Year Group 2010	23/34 (67.6%)	22/31 (71.0%)	45/65 (69.2%)
Aggregate respondents 2010:	25/38 (65.8%)	24/38 (63.2%)	49/76 (64.5%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	30/36 (83.3%)	29/31 (93.5%)	59/67 (88.1%)
Year-to-Year Group 2010	30/36 (83.3%)	28/31 (90.3%)	58/67 (86.6%)
Aggregate respondents 2010:	32/38 (84.2%)	32/38 (84.2%)	64/76 (84.2%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	24/37 (64.9%)	20/36 (55.6%)	44/73 (60.3%)
Year-to-Year Group 2010	20/37 (54.1%)	20/36 (55.6%)	40/73 (54.8%)
Aggregate respondents 2010:	22/39 (56.4%)	23/43 (53.5%)	45/82 (54.9%)

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

	For-profit	Non-profit	Total
Direct Report to CEO			
Year-to-Year Group 2009	6/16 (37.5%)	4/14 (28.6%)	10/30 (33.3%)
Year-to-Year Group 2010	6/16 (37.5%)	4/14 (28.6%)	10/30 (33.3%)
Aggregate Respondents 2010	8/22 (36.4%)	5/23 (21.7%)	13/45 (28.9%)
Report to direct Report to CEO			
Year-to-Year Group 2009	4/16 (25.0%)	6/14 (42.9%)	10/30 (33.3%)
Year-to-Year Group 2010	4/16 (25.0%)	6/14 (42.9%)	10/30 (33.3%)
Aggregate Respondents 2010	6/22 (27.3%)	8/23 (34.8%)	14/45 (31.1%)

Other Manager			
Year-to-Year Group 2009	4/16 (25.0%)	2/14 (14.3%)	6/30 (20.0%)
Year-to-Year Group 2010	4/16 (25.0%)	2/14 (14.3%)	6/30 (20.0%)
Aggregate Respondents 2010	4/22 (18.2%)	7/23 (30.4%)	11/45 (24.4%)

2.13: How often does the council meet?

	For-profit	Non-profit	Total
Every Month			
Year-to-Year Group 2009	3/20 (15.0%)	3/17 (17.6%)	6/37 (16.2%)
Year-to-Year Group 2010	3/20 (15.0%)	3/17 (17.6%)	6/37 (16.2%)
Aggregate Respondents 2010	7/22 (31.8%)	6/23 (26.1%)	13/45 (28.9%)
Every other Month			
Year-to-Year Group 2009	2/20 (10.0%)	4/17 (23.5%)	6/37 (16.2%)
Year-to-Year Group 2010	2/20 (10.0%)	4/17 (23.5%)	6/37 (16.2%)
Aggregate Respondents 2010	5/22 (22.7%)	6/23 (26.1%)	11/45 (24.4%)
Every Quarter			
Year-to-Year Group 2009	7/20 (35.0%)	2/17 (11.8%)	9/37 (24.3%)
Year-to-Year Group 2010	7/20 (35.0%)	2/17 (11.8%)	9/37 (24.3%)
Aggregate Respondents 2010	8/22 (36.4%)	7/23 (30.4%)	15/45 (33.3%)
Twice a Year			
Year-to-Year Group 2009	2/20 (10.0%)	1/17 (5.9%)	3/37 (8.1%)
Year-to-Year Group 2010	2/20 (10.0%)	1/17 (5.9%)	3/37 (8.1%)
Aggregate Respondents 2010	2/22 (9.1%)	1/23 (4.3%)	3/45 (6.7%)
Once a Year			
Year-to-Year Group 2009	0/20 (0.0%)	1/17 (5.9%)	1/37 (2.7%)
Year-to-Year Group 2010	0/20 (0.0%)	1/17 (5.9%)	1/37 (2.7%)
Aggregate Respondents 2010	0/22 (0.0%)	2/23 (8.7%)	2/45 (4.4%)
Never			
Year-to-Year Group 2009	0/20 (0.0%)	0/17 (0.0%)	0/37 (0.0%)
Year-to-Year Group 2010	0/20 (0.0%)	0/17 (0.0%)	0/37 (0.0%)
Aggregate Respondents 2010	0/22 (0.0%)	0/23 (0.0%)	0/45 (0.0%)

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	Non-profit	Total
Year-to-Year Group 2009	2/38 (5.3%)	6/36 (16.7%)	8/74 (10.8%)
Year-to-Year Group 2010	2/38 (5.3%)	5/36 (13.9%)	7/74 (9.5%)
Aggregate respondents 2010:	2/40 (5.0%)	5/43 (11.6%)	7/83 (8.4%)

2.15: How often does the council meet?

	For-profit	Non-profit	Total
Every Month			
Year-to-Year Group 2009	0/2 (0.0%)	0/4 (0.0%)	0/6 (0.0%)
Year-to-Year Group 2010	0/2 (0.0%)	0/4 (0.0%)	0/6 (0.0%)
Aggregate Respondents 2010	0/2 (0.0%)	1/5 (20.0%)	1/7 (14.3%)

	For-profit	Non-profit	Total
Every other Month			
Year-to-Year Group 2009	0/2 (0.0%)	0/4 (0%)	0/6 (0%)
Year-to-Year Group 2010	0/2 (0.0%)	0/4 (0%)	0/6 (0%)
Aggregate Respondents 2010	0/2 (0.0%)	0/5 (0%)	0/7 (0%)

	For-profit	Non-profit	Total
Every Quarter			
Year-to-Year Group 2009	1/2 (50.0%)	3/4 (75.0%)	4/6 (66.7%)
Year-to-Year Group 2010	1/2 (50.0%)	3/4 (75.0%)	4/6 (66.7%)
Aggregate Respondents 2010	1/2 (50.0%)	3/5 (60.0%)	4/7 (57.1%)

	For-profit	Non-profit	Total
Twice a Year			
Year-to-Year Group 2009	1/2 (50%)	1/4 (25%)	2/6 (33.3%)
Year-to-Year Group 2010	1/2 (50%)	1/4 (25%)	2/6 (33.3%)
Aggregate Respondents 2010	1/2 (50%)	1/5 (20%)	2/7 (28.6%)

	For-profit	Non-profit	Total
Once a Year			
Year-to-Year Group 2009	0/2 (0.0%)	0/4 (0.0%)	0/6 (0.0%)
Year-to-Year Group 2010	0/2 (0.0%)	0/4 (0.0%)	0/6 (0.0%)
Aggregate Respondents 2010	0/2 (0.0%)	0/5 (0.0%)	0/7 (0.0%)

	For-profit	Non-profit	Total
Less than once a year			
Year-to-Year Group 2009	0/2 (0.0%)	0/4 (0.0%)	0/6 (0.0%)
Year-to-Year Group 2010	0/2 (0.0%)	0/4 (0.0%)	0/6 (0.0%)
Aggregate Respondents 2010	0/2 (0.0%)	0/5 (0.0%)	0/7 (0.0%)

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

	For-profit	Non-profit	Total
Data on recruiting of people of color and women			
Year-to-Year Group 2009	32/35 (91.4%)	26/30 (86.7%)	58/65 (89.2%)
Year-to-Year Group 2010	33/35 (94.3%)	26/30 (86.7%)	59/65 (90.8%)
Aggregate Respondents 2010	36/38 (94.7%)	30/36 (83.3%)	66/74 (89.2%)
Data on Promotion of people of color and women			
Year-to-Year Group 2009	30/35 (85.7%)	25/30 (83.3%)	55/65 (84.6%)
Year-to-Year Group 2010	30/35 (85.7%)	26/30 (86.7%)	56/65 (86.2%)
Aggregate Respondents 2010	32/38 (84.2%)	30/36 (83.3%)	62/74 (83.8%)
Data on salaries of people of color and women			
Year-to-Year Group 2009	20/35 (57.1%)	17/30 (56.7%)	37/65 (56.9%)
Year-to-Year Group 2010	22/35 (62.9%)	17/30 (56.7%)	39/65 (60%)
Aggregate Respondents 2010	23/38 (60.5%)	19/36 (52.8%)	42/74 (56.8%)
Data on retention of people of color and women			
Year-to-Year Group 2009	30/35 (85.7%)	25/30 (83.3%)	55/65 (84.6%)
Year-to-Year Group 2010	29/35 (82.9%)	23/30 (76.7%)	52/65 (80.0%)
Aggregate Respondents 2010	30/38 (78.9%)	26/36 (72.2%)	56/74 (75.7%)
Supplier-diversity data			
Year-to-Year Group 2009	23/35 (65.7%)	25/30 (83.3%)	48/65 (73.8%)
Year-to-Year Group 2010	23/35 (65.7%)	21/30 (70.0%)	44/65 (67.7%)
Aggregate Respondents 2010	24/38 (63.2%)	23/36 (63.9%)	47/74 (63.5%)
Data on advertising spending with multicultural media			
Year-to-Year Group 2009	10/35 (28.6%)	12/30 (40.0%)	22/65 (33.8%)
Year-to-Year Group 2010	10/35 (28.6%)	12/30 (40.0%)	22/65 (33.8%)
Aggregate Respondents 2010	11/38 (28.9%)	13/36 (36.1%)	24/74 (32.4%)
Employee focus-group feedback on diversity			
Year-to-Year Group 2009	14/35 (40.0%)	17/30 (56.7%)	31/65 (47.7%)
Year-to-year Group 2010	16/35 (45.7%)	16/30 (53.3%)	32/65 (49.2%)
Aggregate Respondents 2010	17/38 (44.7%)	17/36 (47.2%)	34/74 (45.9%)

Industry diversity-benchmarking data

Year-to-Year Group 2009	16/35 (45.7%)	16/30 (53.3%)	32/65 (49.2%)
Year-to-Year Group 2010	16/35 (45.7%)	18/30 (60.0%)	34/65 (52.3%)
Aggregate Respondents 2010	19/38 (50.0%)	22/36 (61.1%)	41/74 (55.4%)

C. YOUR GOVERNING BOARD/COMMITTEE

3.1: Please provide demographics on your Board of Directors/Trustees on December 31, 2010 (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 2009 (66.0)	84.2%	11.6%	2.2%	1.5%	0.4%	0.1%
Year-to-Year Group 2010 (66.0)	84.2%	11.3%	1.7%	2.1%	0.1%	0.7%
2010 Aggregate	84.9%	10.9%	1.6%	1.9%	0.1%	0.6%
Board of Directors						
For-Profit						
	White	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (29.0)	88.1%	8.6%	1.1%	1.8%	0.4%	0.0%
Year-to-Year Group 2010 (29.0)	87.8%	9.2%	1.0%	1.7%	0.3%	0.0%
2010 Aggregate	88.1%	9.2%	0.9%	1.5%	0.3%	0.0%
Board of Directors						
Non-profit						
	White	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (37.0)	83.2%	12.4%	2.5%	1.4%	0.4%	0.1%
Year-to-Year Group 2010 (37.0)	83.2%	11.8%	1.9%	2.2%	0.0%	0.9%
2010 Aggregate	84.1%	11.4%	1.8%	2.0%	0.0%	0.8%

3.2 Please check if either statement applies to your organization:

Our board is appointed by public appointing authorities.

	For-profit	Non-profit	Total
Year-to-Year Group 2009	4/16 (25.0%)	13/15 (86.7%)	17/31 (54.8%)
Year-to-Year Group 2010	4/16 (25.0%)	13/15 (86.7%)	17/31 (54.8%)
Aggregate respondents 2010	4/18 (22.2%)	15/17 (88.2%)	19/35 (54.3%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	12/16 (75.0%)	2/15 (13.3%)	14/31 (45.2%)
Year-to-Year Group 2010	12/16 (75.0%)	2/15 (13.3%)	14/31 (45.2%)
Aggregate respondents 2010	14/18 (77.8%)	2/17 (11.8%)	16/35 (45.7%)

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	Non-profit	Total
Year-to-Year Group 2009	16/29 (55.2%)	16/37 (43.2%)	32/66 (48.5%)
Year-to-Year Group 2010	17/29 (58.6%)	18/37 (48.6%)	35/66 (53.0%)
Aggregate respondents 2010	18/34 (52.9%)	19/43 (44.2%)	37/77 (48.1%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	28/35 (80.0%)	30/38 (78.9%)	58/73 (79.5%)
Year-to-Year Group 2010	30/35 (85.7%)	31/38 (81.6%)	61/73 (83.6%)
Aggregate respondents 2010	32/40 (80.0%)	34/43 (79.1%)	66/83 (79.5%)

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	Non-profit	Total
Year-to-Year Group 2009	30/38 (78.9%)	29/39 (74.4%)	59/77 (76.6%)
Year-to-Year Group 2010	30/38 (78.9%)	31/39 (79.5%)	61/77 (79.2%)
Aggregate respondents 2010	32/41 (78.0%)	35/43 (81.4%)	67/84 (79.8%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	26/38 (68.4%)	23/39 (59.0%)	49/77 (63.6%)
Year-to-Year Group 2010	28/38 (73.7%)	24/39 (61.5%)	52/77 (67.5%)
Aggregated respondents 2010	29/41 (70.7%)	27/43 (62.8%)	56/84 (66.7%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	17/38 (44.7%)	14/40 (35.0%)	31/78 (39.7%)
Year-to-Year Group 2010	17/38 (44.7%)	15/40 (37.5%)	32/78 (41.0%)
Aggregate respondents 2010	18/41 (43.9%)	15/44 (34.1%)	33/85 (38.8%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	13/38 (34.2%)	13/39 (33.3%)	26/77 (33.8%)
Year-to-Year Group 2010	12/38 (31.6%)	16/39 (41.0%)	28/77 (36.4%)
Aggregate respondents 2010	13/41 (31.7%)	16/43 (37.2%)	29/84 (34.5%)

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	Non-profit	Total
Year-to-Year Group 2009	17/38 (44.7%)	18/40 (45.0%)	35/78 (44.9%)
Year-to-Year Group 2010	17/38 (44.7%)	17/40 (42.5%)	34/78 (43.6%)
Aggregate respondents 2010	18/41 (43.9%)	20/44 (45.5%)	38/85 (44.7%)

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

	For-profit	Non-profit	Total
Employee-resource groups.			
Year-to-Year Group 2009	4/15 (26.7%)	6/17 (35.3%)	10/32 (31.3%)
Year-to-Year Group 2010	5/15 (33.3%)	7/17 (41.2%)	12/32 (37.5%)
Aggregate respondents 2010	6/18 (33.3%)	7/20 (35.0%)	13/38 (34.2%)
Affinity groups.			
Year-to-Year Group 2009	4/15 (26.7%)	8/17 (47.1%)	12/32 (37.5%)
Year-to-Year Group 2010	4/15 (26.7%)	8/17 (47.1%)	12/32 (37.5%)
Aggregate respondents 2010	4/18 (22.2%)	9/20 (45.0%)	13/38 (34.2%)
Employee networks.			
Year-to-Year Group 2009	5/15 (33.3%)	4/17 (23.5%)	9/32 (28.1%)
Year-to-Year Group 2010	5/15 (33.3%)	4/17 (23.5%)	9/32 (28.1%)
Aggregate respondents 2010	7/18 (38.9%)	4/20 (20.0%)	11/38 (28.9%)
Other.			
Year-to-Year Group 2009	6/15 (40.0%)	9/17 (52.9%)	15/32 (46.9%)
Year-to-Year Group 2010	8/15 (53.3%)	9/17 (52.9%)	17/32 (53.1%)
Aggregate respondents 2010	8/18 (44.4%)	11/20 (55.0%)	19/38 (50.0%)

4.7: Does the company fund these groups? Yes.

	For-profit	Non-profit	Total
Year-to-Year Group 2009	14/15 (93.3%)	9/14 (64.3%)	23/29 (79.3%)
Year-to-Year Group 2010	13/15 (86.7%)	8/14 (57.1%)	21/29 (72.4%)
Aggregate respondents 2010	14/18 (77.8%)	11/18 (61.1%)	25/36 (69.4%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	14/14 (100%)	14/15 (93.3%)	28/29 (96.6%)
Year-to-Year Group 2010	14/14 (100%)	14/15 (93.3%)	28/29 (96.6%)
Aggregate respondents 2010	18/18 (100%)	17/18 (94.4%)	35/36 (97.2%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	12/15 (80.0%)	7/14 (50.0%)	19/29 (65.5%)
Year-to-Year Group 2010	12/15 (80.0%)	7/14 (50.0%)	19/29 (65.5%)
Aggregate respondents 2010	14/18 (77.8%)	10/18 (55.6%)	24/36 (66.7%)

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

	For-profit	Non-profit	Total
Year-to-year Group 2009	12/15 (80.0%)	10/15 (66.7%)	22/30 (73.3%)
Year-go-Year Group 2010	12/15 (80.0%)	11/15 (73.3%)	23/30 (76.7%)
Aggregate respondents 2010	15/18 (83.3%)	12/18 (66.7%)	27/36 (75.0%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	12/15 (80.0%)	8/15 (53.3%)	20/30 (66.7%)
Year-to-Year Group 2010	12/15 (80.0%)	8/15 (53.3%)	20/30 (66.7%)
Aggregate respondents 2010	14/18 (77.8%)	9/18 (50.0%)	23/36 (63.9%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	27/37 (73.0%)	26/39 (66.7%)	53/76 (69.7%)
Year-to-Year Group 2010	27/37 (73.0%)	30/39 (76.9%)	57/76 (75.0%)
Aggregate respondents 2010	29/39 (74.4%)	33/43 (76.7%)	62/82 (75.6%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	8/24 (33.3%)	9/25 (36.0%)	17/49 (34.7%)
Year-to-Year Group 2010	9/24 (37.5%)	11/25 (44.0%)	20/49 (40.8%)
Aggregate respondents 2010	13/32 (40.6%)	16/35 (45.7%)	29/67 (43.3%)

4.13: Is diversity training mandatory for managers? Yes.

	For-profit	Non-profit	Total
Year-to-Year Group2009	16/24 (66.7%)	17/25 (68.0%)	33/49 (67.3%)
Year-to-Year Group2010	17/24 (70.8%)	19/25 (76.0%)	36/49 (73.5%)
Aggregate respondents 2010	21/28 (75.0%)	24/33 (72.7%)	45/61 (73.8%)

4.14: how long does the training last?

	For-profit	Non-profit	Total
Less than 1/2 day.			
Year-to-Year Group 2009	7/14 (33.3%)	10/15 (41.7%)	17/29 (37.8%)
Year-to-Year Group 2010	7/21 (33.3%)	10/24 (41.7%)	17/45 (37.8%)
Aggregate respondents 2010	9/25 (36%)	19/33 (57.6%)	28/58 (48.3%)
1/2 day.			
Year-to-Year Group 2009	4/21 (19%)	4/24 (16.7%)	8/45 (17.8%)
Year-to-Year Group 2010	4/21 (19%)	4/24 (16.7%)	8/45 (17.8%)
Aggregate respondents 2010	9/25 (36%)	8/33 (24.2%)	17/58 (29.3%)
1 day.			
Year-to-Year Group 2009	3/21 (14.3%)	2/24 (8.3%)	5/45 (11.1%)
Year-to-Year Group 2010	3/21 (14.3%)	2/24 (8.3%)	5/45 (11.1%)
Aggregate respondents 2010	4/25 (16%)	4/33 (12.1%)	8/58 (13.8%)
More than 1 day.			
Year-to-Year Group 2009	1/21 (4.8%)	1/24 (4.2%)	2/45 (4.4%)
Year-to-Year Group 2010	1/21 (4.8%)	1/24 (4.2%)	2/45 (4.4%)
Aggregate respondents 2010	3/25 (12%)	2/33 (6.1%)	5/58 (8.6%)

4.15: How frequently does your company offer diversity training?

	For-profit	Non-profit	Total
Every month.			
Year-to-Year Group 2009	3/20 (15%)	9/26 (34.6%)	12/46 (26.1%)
Year-to-Year Group 2010	3/20 (15%)	9/26 (34.6%)	12/46 (26.1%)
Aggregate respondents 2010	6/23 (26.1%)	11/33 (33.3%)	17/56 (30.4%)
Every quarter.			
Year-to-Year Group 2009	5/20 (25%)	2/26 (7.7%)	7/46 (15.2%)
Year-to-Year Group 2010	5/20 (25%)	2/26 (7.7%)	7/46 (15.2%)
Aggregate respondents 2010	7/23 (30.4%)	7/33 (21.2%)	14/56 (25%)
Twice a year.			
Year-to-Year Group 2009	1/20 (5%)	1/26 (3.8%)	2/46 (4.3%)
Year-to-Year Group 2010	1/20 (5%)	1/26 (3.8%)	2/46 (4.3%)
Aggregate respondents 2010	1/23 (4.3%)	4/33 (12.1%)	5/56 (8.9%)

Once a year.

Year-to-Year Group 2009	5/20 (25%)	2/26 (7.7%)	7/46 (15.2%)
Year-to-Year Group 2010	5/20 (25%)	2/26 (7.7%)	7/46 (15.2%)
Aggregate respondents 2010	6/23 (26.1%)	3/33 (9.1%)	9/56 (16.1%)

Less than once a year

Year-to-Year Group 2009	1/20 (5%)	5/26 (19.2%)	6/46 (13%)
Year-to-Year Group 2010	1/20 (5%)	5/26 (19.2%)	6/46 (13%)
Aggregate respondents 2010	3/23 (13%)	8/33 (24.2%)	11/56 (19.6%)

Never

Year-to-Year Group 2009	0/20 (0%)	0/26 (0%)	0/46 (0%)
Year-to-Year Group 2010	0/20 (0%)	0/26 (0%)	0/46 (0%)
Aggregate respondents 2010	0/23 (0%)	0/33 (0%)	0/56 (0%)

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

	For-profit	Non-profit	Total
External			
Year-to-Year Group 2009	4/22 (18.2%)	3/26 (11.5%)	7/48 (14.6%)
Year-to-Year Group 2010	4/22 (18.2%)	3/26 (11.5%)	7/48 (14.6%)
Aggregate respondents 2010	4/25 (16%)	7/33 (21.2%)	11/58 (19%)
Internal.			
Year-to-Year Group 2009	8/22 (36.4%)	8/26 (30.8%)	16/48 (33.3%)
Year-to-Year Group 2010	8/22 (36.4%)	8/26 (30.8%)	16/48 (33.3%)
Aggregate respondents 2010	11/25 (44%)	11/33 (33.3%)	22/58 (37.9%)
Both			
Year-to-Year Group 2009	9/22 (40.9%)	12/26 (46.2%)	21/48 (43.8%)
Year-to-Year Group 2010	9/22 (40.9%)	12/26 (46.2%)	21/48 (43.8%)
Aggregate respondents 2010	10/25 (40%)	15/33 (45.5%)	25/58 (43.1%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	11/24 (45.8%)	12/26 (46.2%)	23/50 (46.0%)
Year-to-Year Group 2010	12/24 (50.0%)	12/26 (46.2%)	24/50 (48.0%)
Aggregate respondents 2010	14/27 (51.9%)	16/33 (48.5%)	30/60 (50.0%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	8/24 (33.3%)	10/24 (41.7%)	18/48 (37.5%)
Year-to-Year Group 2010	9/24 (37.5%)	9/24 (37.5%)	18/48 (37.5%)
Aggregate respondents 2010	11/27 (40.7%)	12/32 (37.5%)	23/59 (39.0%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	20/33 (60.6%)	18/36 (50.0%)	38/69 (55.1%)
Year-to-Year Group 2010	18/33 (54.5%)	18/36 (50.0%)	36/69 (52.2%)
Aggregate respondents 2010	20/36 (55.6%)	22/41 (53.7%)	42/77 (54.5%)

4.20: Are these surveys mandatory? Yes.

	For-profit	Non-profit	Total
Year-to-Year Group 2009	3/21 (14.3%)	3/17 (17.6%)	6/38 (15.8%)
Year-to-Year Group 2010	4/21 (19.0%)	3/17 (17.6%)	7/38 (18.4%)
Aggregate respondents 2010	4/24 (16.7%)	4/23 (17.4%)	8/47 (17.0%)

4.21: How often the surveys held?

	For-profit	Non-profit	Total
Every month.			
Year-to-Year Group 2009	0/16 (0.0%)	1/15 (6.7%)	1/31 (3.2%)
Year-to-Year Group 2010	0/16 (0.0%)	1/15 (6.7%)	1/31 (3.2%)
Aggregate respondents 2010	1/23 (4.3%)	2/23 (8.7%)	3/46 (6.5%)

Every quarter.			
Year-to-Year Group 2009	1/16 (6.3%)	3/15 (20.0%)	4/31 (12.9%)
Year-to-Year Group 2010	1/16 (6.3%)	3/15 (20.0%)	4/31 (12.9%)
Aggregate respondents 2010	1/23 (4.3%)	3/23 (13%)	4/46 (8.7%)

Twice a year.			
Year-to-Year Group 2009	1/16 (6.3%)	0/15 (0.0%)	1/31 (3.2%)
Year-to-Year Group 2010	1/16 (6.3%)	0/15 (0.0%)	1/31 (3.2%)
Aggregate respondents 2010	2/23 (8.7%)	2/23 (8.7%)	4/46 (8.7%)

Once a year.

Year-to-Year Group 2009	10/16 (62.5%)	5/15 (33.3%)	15/31 (48.4%)
Year-to-Year Group 2010	10/16 (62.5%)	5/15 (33.3%)	15/31 (48.4%)
Aggregate respondents 2010	14/23 (60.9%)	9/23 (39.1%)	23/46 (50.0%)

Less than once a year.

Year-to-Year Group 2009	2/16 (12.5%)	2/15 (13.3%)	4/31 (12.9%)
Year-to-Year Group 2010	2/16 (12.5%)	2/15 (13.3%)	4/31 (12.9%)
Aggregate respondents 2010	5/23 (21.7%)	7/23 (30.4%)	12/46 (26.1%)

Never.

Year-to-Year Group 2009	0/16 (0.0%)	0/15 (0.0%)	0/31 (0.0%)
Year-to-Year Group 2010	0/16 (0.0%)	0/15 (0.0%)	0/31 (0.0%)
Aggregate respondents 2010	0/23 (0.0%)	0/23 (0.0%)	0/46 (0.0%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	20/35 (57.1%)	22/35 (62.9%)	42/70 (60.0%)
Year-to-Year Group 2010	20/35 (57.1%)	22/35 (62.9%)	42/70 (60.0%)
Aggregate respondents 2010	21/38 (55.3%)	24/41 (58.5%)	45/79 (57.0%)

4.23 . How else is diversity communicated internally?

	For-profit	Non-profit	Total
Briefings by management.			
Year-to-Year Group 2009	22/27 (81.5%)	18/22 (81.8%)	40/49 (81.6%)
Year-to-Year Group 2010	22/27 (81.5%)	18/22 (81.8%)	40/49 (81.6%)
Aggregate respondents 2010	28/30 (93.3%)	22/30 (73.3%)	50/60 (83.3%)
Other.			
Year-to-Year Group 2009	11/27 (40.7%)	12/22 (54.5%)	23/49 (46.9%)
Year-to-Year Group 2010	11/27 (40.7%)	12/22 (54.5%)	23/49 (46.9%)
Aggregate respondents 2010	13/30 (43.3%)	16/30 (53.3%)	29/60 (48.3%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	22/35 (62.9%)	12/37 (32.4%)	34/72 (47.2%)
Year-to-Year Group 2010	23/35 (65.7%)	15/37 (40.5%)	38/72 (52.8%)
Aggregate respondents 2010	24/40 (60.0%)	16/43 (37.2%)	40/83 (48.2%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	20/31 (64.5%)	10/25 (40.0%)	30/56 (53.6%)
Year-to-Year Group 2010	20/31 (64.5%)	12/25 (48.0%)	32/56 (57.1%)
Aggregate respondents 2010	21/33 (63.6%)	15/34 (44.1%)	36/67 (53.7%)

E. YOUR EMPLOYEES

5.1: Provide a breakdown, in percentages, of your total work force in 2010 (men and women) - Northeast Ohio and Total.

Total Work Force						
Total						
	White	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (53)	77%	16%	2%	3%	0%	1%
Year-to-Year Group 2010 (53)	78%	16%	2%	3%	0%	0%
Aggregate 2010 (69)	78%	16%	2%	3%	0%	0%
Total Work Force						
For-Profit						
	White	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (23)	81%	12%	2%	4%	1%	1%
Year-to-Year Group 2010 (23)	81%	11%	2%	4%	0%	1%
Aggregate 2010 (28)	79%	13%	3%	4%	0%	0%
Total Work Force						
Non-profit						
	White	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (30)	75%	20%	2%	2%	0%	1%
Year-to-Year Group 2010 (30)	75%	20%	2%	2%	0%	0%
Aggregate 2010 (41)	77%	18%	2%	2%	0%	0%

Northeast Ohio Work Force						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (61)	79%	16%	2%	2%	0%	1%
Year-to-Year Group 2010 (61)	80%	15%	2%	2%	0%	0%
Aggregate 2010 (76)	80%	16%	2%	2%	0%	0%
Northeast Ohio Work Force						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (28)	84%	11%	2%	2%	0%	0%
Year-to-Year Group 2010 (28)	85%	10%	2%	2%	0%	0%
Aggregate 2010 (33)	84%	12%	2%	2%	0%	0%
Northeast Ohio Work Force						
Non-profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (33)	75%	19%	2%	2%	0%	1%
Year-to-Year Group 2010 (33)	76%	19%	3%	2%	0%	0%
Aggregate 2010 (43)	76%	19%	3%	2%	0%	0%

5.2: Provide a breakdown, in percentages, of your new hires (men and women) in 2010

Total New Hires						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (49)	72%	18%	3%	4%	0%	2%
Year-to-Year Group 2010 (49)	73%	19%	3%	4%	0%	1%
Aggregate 2010 (65)	76%	16%	3%	4%	0%	1%
Total New Hires						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (21)	76%	13%	4%	5%	0%	2%
Year-to-Year Group 2010 (21)	73%	16%	3%	6%	0%	1%
Aggregate 2010 (27)	75%	14%	3%	6%	0%	1%
Total New Hires						
Non-profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (28)	70%	22%	3%	4%	0%	2%
Year-to-Year Group 2010 (28)	73%	21%	3%	2%	0%	1%
Aggregate 2010 (38)	76%	18%	3%	2%	0%	1%

Northeast Ohio New Hires						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (51)	73%	18%	4%	4%	0%	1%
Year-to-Year Group 2010 (51)	77%	17%	3%	2%	0%	1%
Aggregate 2010 (66)	78%	16%	3%	2%	0%	1%
Northeast Ohio New Hires						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (22)	77%	12%	6%	4%	0%	1%
Year-to-Year Group 2010 (22)	81%	13%	2%	2%	0%	1%
Aggregate 2010 (29)	82%	12%	2%	3%	0%	1%
Northeast Ohio New Hires						
Non-profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (29)	70%	22%	3%	3%	0%	2%
Year-to-Year Group 2010 (29)	74%	20%	3%	2%	0%	1%
Aggregate 2010 (37)	76%	19%	3%	2%	0%	1%

5.3: Employee Retention: Provide a breakdown, in percentage, of your annual total retention rate in 2010 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, 2009, and still are with the company on Dec. 31, 2010. 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 up 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 2009 (47)	79%	80%	81%	83%	86%	92%
Year-to-Year Group 2010 (47)	79%	80%	82%	83%	86%	91%
Aggregate 2010 (60)	79%	80%	82%	83%	86%	91%
Total Work Force Retention						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (20)	79%	82%	83%	82%	83%	90%
Year-to-Year Group 2010 (20)	80%	82%	83%	84%	84%	86%
Aggregate 2010 (24)	80%	82%	83%	84%	85%	86%
Total Work Force Retention						
Non-profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (27)	79%	79%	79%	83%	87%	93%
Year-to-Year Group 2010 (27)	78%	79%	80%	82%	87%	94%
Aggregate 2010 (36)	77%	79%	81%	82%	87%	94%

Northeast Ohio Work Force Retention						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (53)	79%	80%	81%	82%	87%	90%
Year-to-Year Group 2010 (53)	78%	79%	82%	82%	88%	91%
Aggregate 2010 (64)	78%	79%	82%	82%	88%	92%
Northeast Ohio Work Force						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (25)	79%	81%	83%	81%	87%	89%
Year-to-Year Group 2010 (25)	78%	80%	83%	84%	88%	87%
Aggregate 2010 (28)	78%	80%	82%	84%	88%	88%
Northeast Ohio Work Force Retention						
Non-profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (28)	79%	79%	80%	83%	87%	92%
Year-to-Year Group 2010 (28)	78%	78%	80%	81%	88%	94%
Aggregate 2010 (36)	77%	78%	81%	81%	87%	95%

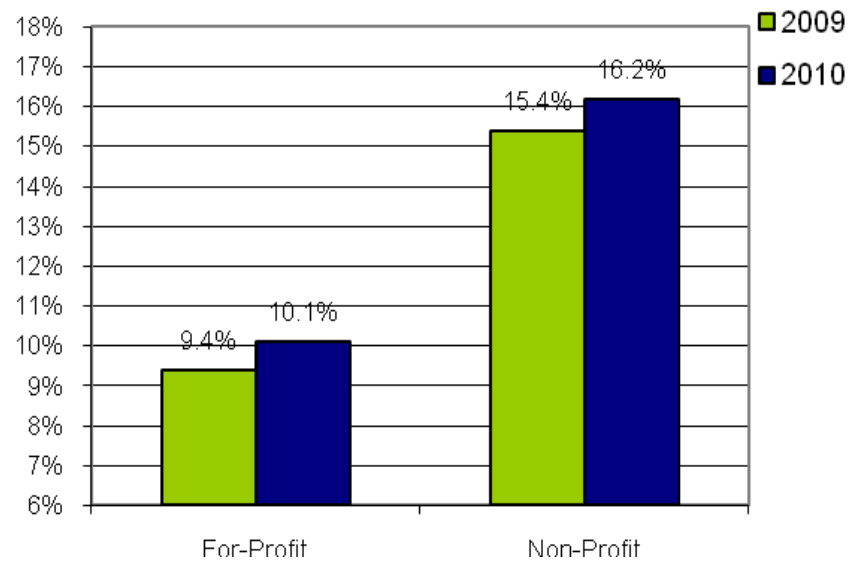
5.4 - Management Retention.

Total Management Retention						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (45)	76%	79%	80%	83%	92%	90%
Year-to-Year Group 2010 (45)	75%	78%	81%	82%	92%	92%
Aggregate 2010 (54)	76%	78%	82%	82%	91%	92%
Total Management Retention						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (18)	76%	79%	82%	82%	91%	90%
Year-to-Year Group 2010 (18)	76%	79%	82%	82%	91%	90%
Aggregate 2010 (21)	77%	80%	82%	82%	90%	90%
Total Management Retention						
Non-profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (27)	76%	79%	79%	83%	92%	91%
Year-to-Year Group 2010 (27)	75%	76%	81%	82%	92%	93%
Aggregate 2010 (33)	75%	77%	82%	82%	91%	93%
Northeast Ohio Management Retention						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (50)	76%	78%	80%	83%	92%	91%
Year-to-Year Group 2010 (50)	74%	76%	82%	83%	92%	92%
Aggregate 2010 (59)	75%	77%	82%	83%	91%	92%

Northeast Ohio Management Retention						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (22)	75%	76%	82%	82%	94%	91%
Year-to-Year Group 2010 (22)	73%	76%	82%	86%	92%	91%
Aggregate 2010 (26)	75%	78%	82%	85%	90%	90%
Northeast Ohio Management Retention						
Non-profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (28)	77%	79%	79%	83%	92%	91%
Year-to-Year Group 2010 (28)	75%	77%	81%	82%	92%	94%
Aggregate 2010 (33)	75%	77%	82%	82%	91%	94%

5.5 - Provide a breakdown, in percentages, of your management employees (men and women) in the following categories in 2010: CEO and direct reports and one level below in Northeast Ohio only.

**Senior Management 2009-2010
Year-to-Year Group**



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 2009 (43)	84%	11%	3%	2%	0%	0%
Year-to-Year Group 2010 (43)	84%	11%	3%	2%	0%	0%
Aggregate 2010 (60)	86%	10%	3%	2%	0%	0%
Northeast Ohio Management						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (20)	87%	9%	2%	2%	0%	0%
Year-to-Year Group 2010 (20)	87%	9%	2%	2%	0%	0%
Aggregate 2010 (25)	88%	8%	2%	2%	0%	0%
Northeast Ohio Management						
Non-profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (23)	80%	13%	4%	2%	0%	0%
Year-to-Year Group 2010 (23)	81%	13%	3%	2%	0%	0%
Aggregate 2010 (35)	84%	11%	3%	1%	0%	0%

5.7 Of the Northeast Ohio part-time new hires in 2010, what percentage were:

Northeast Ohio Promotions in Management						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (32)	87%	8%	2%	2%	0%	0%
Year-to-Year Group 2010 (32)	82%	12%	2%	4%	0%	0%
Aggregate 2010 (45)	84%	11%	1%	3%	0%	1%

Northeast Ohio Promotions in Management						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (16)	90%	5%	2%	4%	0%	0%
Year-to-Year Group 2010 (16)	94%	3%	2%	1%	0%	0%
Aggregate 2010 (22)	93%	3%	1%	2%	0%	2%
Northeast Ohio Promotions in Management						
Non-profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2009 (16)	84%	12%	2%	2%	0%	0%
Year-to-Year Group 2010 (16)	70%	22%	2%	6%	0%	0%
Aggregate 2010 (23)	76%	18%	1%	4%	0%	0%

F. MINORITY SPEND INFORMATION

6.1 Please provide the amount of the organization's total 2010 purchasing budget

2010 Minority Spend - Total Aggregate			
	MBE spend	total purchasing	%
For-Profit	1,653,359,312	24,741,703,401	6.7%
Non Profit	550,929,191	9,496,509,428	5.8%
Total	2,204,288,503	34,238,212,829	6.4%
2010 Minority Spend - NE Ohio Aggregate			
	MBE spend	total purchasing	%
For-Profit	105,632,207	1,804,807,151	5.9%
Non Profit	223,748,651	1,740,633,748	12.9%
Total	329,380,858	3,545,440,899	9.3%

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	Non-profit	Total
Year-to-Year Group 2009	19/35 (54.3%)	16/32 (50.0%)	35/67 (52.2%)
Year-to-Year Group 2010	18/35 (51.4%)	16/32 (50.0%)	34/67 (50.7%)
Aggregate respondents 2010:	19/36 (52.8%)	17/40 (42.5%)	36/76 (47.4%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	112/17 (6.6%)	173.8/17 (10.2%)	285.9/34 (8.4%)
Year-to-Year Group 2010	194.1/17 (11.4%)	109.2/17 (6.4%)	303.3/34 (8.9%)
Aggregate respondents 2010:	209/23 (9.1%)	112.2/18 (6.2%)	321.2/41 (7.8%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	\$376,823,133/16	\$524,159,411/17	\$900,982,544/33

Year-to-Year Group 2010	\$578,361,362/16	\$414,248,279/17	\$992,609,641/33
Aggregate respondents : 2010	\$689,959,314/22	\$415,948,279/18	\$1,105,907,593/40

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	28.3/5 (5.7%)	130.9/13 (10.1%)	159.3/18 (8.9%)
Year-to-Year Group 2010	21.8/5 (4.4%)	135.9/13 (10.5%)	157.8/18 (8.8%)
Aggregate respondents : 2010	33.6/9 (3.7%)	147.9/14 (10.6%)	181.6/23 (7.9%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	\$42,030,512/5	\$39,486,643/13	\$81,517,155/18
Year-to-Year Group 2010	\$27,122,047/5	\$54,797,844/13	\$81,919,891/18
Aggregate respondents : 2010	\$50,410,166/10	\$56,305,344/14	\$106,715,510/24

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	15/29 (51.7%)	19/28 (67.9%)	34/57 (59.6%)
Year-to-Year Group 2010	16/29 (55.2%)	18/28 (64.3%)	34/57 (59.6%)
Aggregate respondents 2010:	18/34 (52.9%)	19/34 (55.9%)	37/68 (54.4%)

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	Non-profit	Total
Year-to-Year Group 2009	17/29 (58.6%)	12/28 (42.9%)	29/57 (50.9%)
Year-to-Year Group 2010	16/29 (55.2%)	16/28 (57.1%)	56.1/56.1 (56.1%)
Aggregate respondents 2010:	18/33 (54.5%)	17/34 (50.0%)	35/67 (52.2%)

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

Aggregate respondents 2010:	For-profit	Non-profit	Total
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Director of Human Resources	2/28 (7.1%)	0/28 (0.0%)	2/56 (3.6%)
Head of Procurement	9/28 (32.1%)	9/28 (32.1%)	18/56 (32.1%)
Diversity Director	0/28 (0.0%)	1/28 (3.6%)	1/56 (1.8%)
Other	17/28 (60.7%)	18/28 (64.3%)	35/56 (62.5%)

6.10: What number of minority-owned suppliers did you use in 2010?

	For-profit	Non-profit	Total
Year-to-year Group 2009	14	22	36
Year-to-year Group 2010	14	22	36
Respondents	19	25	44
Year-to-Year Group 2009	3384	3280	6664
Year-to-Year Group 2010	1654	3401	5055
MBEs used	1,818	3,486	5,304
Year-to-Year Group 2009	241	149	185
Year-to-Year Group 2010	118	154	140
Average per respondent	95	139	120

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	Non-profit	Total
Year-to-Year Group 2009	9/28 (32.1%)	8/27 (29.6%)	17/55 (30.9%)
Year-to-Year Group 2010	8/28 (28.6%)	8/27 (29.6%)	16/55 (29.1%)
Aggregate respondents 2010:	9/32 (28.1%)	8/32 (25.0%)	17/64 (26.6%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	12/29 (41.4%)	14/23 (60.9%)	26/52 (50.0%)
Year-to-Year Group 2010	10/29 (34.5%)	13/23 (56.5%)	23/52 (44.2%)

Aggregate respondents 2010: 12/33 (36.4%) 15/32 (46.9%) 27/65 (41.5%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	15/31 (48.4%)	13/28 (46.4%)	28/59 (47.5%)
Year-to-Year Group 2010	13/31 (41.9%)	13/28 (46.4%)	26/59 (44.1%)
Aggregate respondents 2010:	15/34 (44.1%)	16/34 (47.1%)	31/68 (45.6%)

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

Tracks purchases from MBEs	
Total	
Year-to-Year Group 2009 (62.0)	74.2%
Year-to-Year Group 2010 (62.0)	71.0%
Aggregate 2010 (71)	67.6%
For-Profit	
Year-to-Year Group 2009 (31.0)	77.4%
Year-to-Year Group 2010 (31.0)	67.7%
Aggregate 2010 (35)	68.6%
Non Profit	
Year-to-Year Group 2009 (31.0)	71.0%
Year-to-Year Group 2010 (31.0)	74.2%
Aggregate 2010 (36)	66.7%

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

Diversity as percentage of total spend	For-profit	Non-profit	Total
Year-to-Year Group 2009	20/21 (95.2%)	19/20 (95.0%)	39/41 (95.1%)
Year-to-Year Group 2010	20/21 (95.2%)	19/20 (95.0%)	39/41 (95.1%)
Aggregate	24/25 (96.0%)	23/26 (88.5%)	47/51 (92.2%)
Diversity as percentage of total revenue	For-profit	Non-profit	Total
Year-to-Year Group 2009	1/21 (4.8%)	3/20 (15.0%)	4/41 (9.8%)
Year-to-Year Group 2010	2/21 (9.5%)	3/20 (15.0%)	5/41 (12.2%)
Aggregate	4/25 (16.0%)	3/26 (11.5%)	7/51 (13.7%)
Number of diverse suppliers	For-profit	Non-profit	Total
Year-to-Year Group 2009	15/21 (71.4%)	14/20 (70.0%)	29/41 (70.7%)
Year-to-Year Group 2010	14/21 (66.7%)	16/20 (80.0%)	30/41 (73.2%)
Aggregate	16/25 (64%)	19/26 (73.1%)	35/51 (68.6%)
Revenue growth of diverse suppliers	For-profit	Non-profit	Total
Year-to-Year Group 2009	4/21 (19.0%)	0/20 (0.0%)	4/41 (9.8%)
Year-to-Year Group 2010	4/21 (19.0%)	0/20 (0.0%)	4/41 (9.8%)
Aggregate	5/25 (20.0%)	0/26 (0.0%)	5/51 (9.8%)
Diverse-supplier development metrics	For-profit	Non-profit	Total
Year-to-Year Group 2009	4/21 (19.0%)	2/20 (10.0%)	6/41 (14.6%)

Year-to-Year Group 2010	4/21 (19.0%)	2/20 (10.0%)	6/41 (14.6%)
Aggregate	6/25 (24.0%)	2/26 (7.7%)	8/51 (15.7%)
Recognitions received for supplier-diversity success from outside organizations			
	For-profit	Non-profit	Total
Year-to-Year Group 2009	5/21 (23.8%)	6/20 (30.0%)	11/41 (26.8%)
Year-to-Year Group 2010	5/21 (23.8%)	7/20 (35.0%)	12/41 (29.3%)
Aggregate	7/25 (28.0%)	9/26 (34.6%)	16/51 (31.4%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	9/23 (39.1%)	11/24 (45.8%)	20/47 (42.6%)
Year-to-Year Group 2010	9/23 (39.1%)	9/24 (37.5%)	18/47 (38.3%)
Aggregate respondents 2010:	11/29 (37.9%)	9/30 (30.0%)	20/59 (33.9%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	19/29 (65.5%)	15/26 (57.7%)	34/55 (61.8%)
Year-to-Year Group 2010	21/29 (72.4%)	15/26 (57.7%)	36/55 (65.5%)
Aggregate respondents 2010:	24/34 (70.6%)	16/31 (51.6%)	40/65 (61.5%)

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 2009(41)	14.6%
Year-to-Year Group 2010(41)	17.1%
Aggregate 2010 (53)	17.0%
For-Profit	
Year-to-Year Group 2009(24)	20.8%
Year-to-Year Group 2010(24)	20.8%
Aggregate 2010 (29)	24.1%
Non-Profit	
Year-to-Year Group 2009(17)	5.9%
Year-to-Year Group 2010(17)	11.8%
Aggregate 2010 (24)	8.3%

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	7/30 (23.3%)	7/28 (25.0%)	14/58 (24.1%)
Year-to-Year Group 2010	5/30 (16.7%)	8/28 (28.6%)	13/58 (22.4%)
Aggregate respondents 2010:	7/34 (20.6%)	9/34 (26.5%)	16/68 (23.5%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	5/28 (17.9%)	1/28 (3.6%)	6/56 (10.7%)
Year-to-Year Group 2010	3/28 (10.7%)	1/28 (3.6%)	4/56 (7.1%)
Aggregate respondents 2010:	5/34 (14.7%)	1/34 (2.9%)	6/68 (8.8%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	14/30 (46.7%)	7/28 (25.0%)	21/58 (36.2%)
Year-to-Year Group 2010	15/30 (50.0%)	9/28 (32.1%)	24/58 (41.4%)
Aggregate respondents 2010:	17/35 (48.6%)	9/34 (26.5%)	26/69 (37.7%)

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

	For-profit	Non-profit	Total
Year-to-Year Group 2009	5/32 (15.6%)	5/30 (16.7%)	10/62 (16.1%)
Year-to-Year Group 2010	7/32 (21.9%)	6/30 (20.0%)	13/62 (21.0%)
Aggregate respondents 2010:	9/36 (25.0%)	8/36 (22.2%)	17/72 (23.6%)

V. Conclusion and Next 10 Years

The survey has served as a monitor of the Commission's impact over our first decade. During that time, there has been modest progress on three of the metrics (board, senior management, and workforce), and greater reported strides in member expenditures with minority-owned businesses.

From a historical perspective – looking at the survey results from the survey's inception in 2001 through the current 2010 survey – there are a few general areas that represent positive progress from 2001 to 2010. These results compare the aggregate groups in 2001 and 2010. Results include:

1. Minority inclusion on boards rose from 14 percent to 15 percent.
2. Minorities as a percentage of senior managers increased from 9 percent to 12 percent.
3. Minorities as a percentage of workforce began and ended the decade as 22 percent.

On the metric of supplier diversity, the number of participants reporting and the corresponding spend with minorities increased. Six organizations reported a negligible amount for 2001, while 52 organizations reported total and/or regional spend in 2010. Total 2010 aggregate minority spend was \$2.22 billion dollars

This latter progress is due in large part to the fact that the number of our members tracking and reporting such expenditures grew by over ten-fold during the period (from 5 to 52). We will not become complacent regarding our mission and community impact as we move forward. Each year, this survey will shine a light on our members' true economic inclusion results and our level of progress.

The Commission's purpose is to dramatically increase economic inclusion in our region, by providing resources, monitoring and reporting that change. This annual Employers Survey on Diversity will continue to play a valuable role in our support by providing data on:

- Changes in inclusion on our four key metrics
- Comparative information for the aggregate, year-to-year, for profit, and nonprofit/government participant groups
- Incidence of specific diversity and inclusion policies and practices among survey participants

Our organization began with great leadership, Alexander M. (Sandy) Cutler, chairman and CEO of Eaton Corporation, and former Congressman Louis Stokes, as the original co-chairs (2001-2004). They were followed by Christopher M. Connor, chairman and CEO, The Sherwin-Williams Company, and Brian Hall, chairman and CEO, Innogistics, LLC (2004-2008), who transferred leadership to the

current co-chairs Lyle G.Ganske, partner-in-charge, Cleveland Office, Jones Day, and Kenneth D. Hardy, president and CEO, Bonnie Speed Logistics™ (2008 - present). That leadership continues to this day.

In addition, the Commission has been established appropriately as a program of the Greater Cleveland Partnership. This made a clear statement that the business community recognized the need for economic inclusion and made a commitment to improving board, senior management, workforce, and supplier diversity and inclusion. Leadership, coupled with business community commitment, has given the Commission on Economic Inclusion 10 years of staying power.

The Next 10 Years

As the Commission embarks on the next 10 years, we must build on our momentum. Our goal is to achieve economic inclusion, not just inclusion. True economic inclusion allows individuals and organizations who are traditionally underrepresented to be included in a meaningful and impactful way. Inclusion without economics is nonsense; it must be coupled with impactful economics.

True economic inclusion requires legitimate opportunities for minorities to participate in this economy. We need an environment that supports minorities and minority-owned businesses in building capability and capacity. This needs to be coupled with receptive customers, business partners, and employers who create an environment in which minorities can fully plan, control, and execute. The ultimate goals are personal development, business profitability, growth, and sustainability. The road to achieving true economic inclusion is filled with challenges that the Commission seeks to address for its members and for the minorities and minority-owned companies with whom our members do business.

We will continue to create awareness, measure results, drive processes, and create programs. But more importantly, we will strive for impactful outcomes around board, senior management, workforce, and supplier diversity and inclusion. Our results will determine our relevance. The data collected through this annual survey remains an important tool for our members and our region.

VI. Appendices

A. BOARD OF ADVISORS - 2011

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CO-CHAIR

Kenneth D. Hardy, President and CEO, Bonnie Speed Logistics

AT-LARGE:

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Jose Feliciano, Partner, Baker & Hostetler

Brian Hall, CEO, Innogistics LLC

Dennis Lafferty, Executive-in-Residence, Cleveland State University

Henry L. Meyer, III, Chairman and Chief Executive Officer, KeyCorp

Richard Pogue, Sr. Advisor, Jones Day

Ronn Richard, President, The Cleveland Foundation

Alan Rosskamm, CEO, Breakthrough Charter Schools

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Suzane Bradley, Diversity Director, Energizer Battery Company

Tony Brown, Director, Human Resources and Administration, Thompson Hine LLP

Eral Burks, President & CEO, Minority Executive Search, Inc.

Andre Burton, District Director - Affirmative Action, Diversity, and Vendor Relations, Cuyahoga Community College

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Karen Gilliam, Ph.D., Manager, Organizational and Employee Development, Northeast Ohio Regional Sewer District

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Winnell Mason, Chief Diversity Officer, MetroHealth System

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Annetta Provens, Manager, Employee Relations, Akron Children's Hospital

Sharon Reaves, Director, Human Resources, Cleveland Museum of Art

George Sample, Director of Diversity, The Lubrizol Corporation

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CO-CHAIR

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Charmaine Brown, Director of Diversity and Outreach, Forest City Enterprises

Paul Federico, Vice President, Investor Development, Greater Cleveland Partnership

Peggy Zone Fisher, Chief Executive Officer, The Diversity Center of Northeast Ohio

Margaret Hewitt, Vice President of Construction, University Hospitals

Paul James, Director of Campus Diversity Affairs, Baldwin-Wallace College

Carolyn Lee, Vice President, Supply Chain Management, PNC Bank

Kevin Moore, Chief Executive Officer, Cleveland Play House

Stuart Otts, Director, Human Resources, Eaton Corporation

Laurence Talley, Sr. Manager Advisory Services, Ernst & Young LLP

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CO-CHAIR

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Margot J. Copeland, Exec. V. P., & Director, Civic Affairs & Corporate Diversity, KeyCorp

Andres Gonzalez, Director of Diversity, Cleveland Clinic

Kathryn Hall, Chief Executive Officer, The Essence Group

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Stanley R. Miller, Executive Director, Cleveland NAACP

Steven A. Minter, Interim Vice President for Advancement, Cleveland State University

Frederick R. Nance, Partner, Squire, Sanders & Dempsey LLP

CERTIFICATION ENABLEMENT

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CO-CHAIR

Renee Singleton, President, Singleton & Partners, Ltd.

Henry Butler, Co-Chairman & CEO, LCR Enterprises

Alexis Clark-Amison, President & CEO, Northern Ohio Minority Supplier Development Council (NOMSDC)

George Coulter, Project Manager, Cleveland Metropolitan Housing Authority (CMHA)

Constance Haqq, Director, Northeast Ohio Regional Sewer District (NEORS)

Lenora Lockett, Director, Cuyahoga County of Ohio

Kazell Pugh, President & CEO, TLC Spring Water of Ohio

Natoya Walker, Director, Mayor's Office of Equal Opportunity, City of Cleveland

David Whitehead, Retired Vice President & Corporate Secretary, FirstEnergy Services

Rick Zamora, President & CEO, Global Point Technologies

B. 2010 COMMISSION MEMBER ORGANIZATIONS

1. Akron Children's Hospital
2. The Albert M. Higley Construction Co.
3. American Greetings Corporation
4. Aultman Hospital
5. Baker & Hostetler LLP
6. Baldwin-Wallace College
7. Beck Center for the Arts
8. Benesch Friedlander Coplan & Aronoff LLP
9. Bonnie Speed Logistics
10. Calfee, Halter & Griswold LLP
11. Case Western Reserve University
12. Cavaliers Holdings LLC
13. City of Cleveland
14. Cleveland Clinic
15. Cleveland Indians Baseball Club
16. Cleveland Institute of Music
17. Cleveland Metropolitan School District
18. Cleveland Museum of Art
19. Cleveland Play House
20. Cleveland Public Library
21. Cleveland State University
22. Coleman Spohn Corp.
23. Cuyahoga Community College
24. Cuyahoga County Board of Commissioners
25. Cuyahoga County Board of Developmental Disabilities
26. Cuyahoga County Public Library
27. Cuyahoga Metropolitan Housing Authority
28. Developers Diversified Realty, Inc.
29. Diversity Center of Northeast Ohio
30. Dix & Eaton, Inc.
31. Dominion East Ohio
32. Eaton Corporation
33. EMH Regional Healthcare System
34. Energizer Global Technology Center
35. Ernst & Young, LLP
36. Federal Reserve Bank of Cleveland
37. Fifth Third Bank, Northeastern Ohio
38. FirstEnergy Corp.
39. FirstMerit Bank
40. Forest City Enterprises, Inc.
41. Frantz Ward LLP
42. Gilbane Building Company
43. Great Lakes Science Center
44. Great Lakes Theatre Festival
45. Greater Cleveland Partnership
46. Greater Cleveland Regional Transit Authority
47. Hiram College
48. Huntington National Bank
49. InfoCision Management Corporation
50. Innogistics LLC
51. Invacare
52. Jones Day
53. Kaiser Foundation Health Plan of Ohio
54. Kent State University
55. KeyCorp
56. Lake Health
57. Lakeland Community College
58. Lifebanc
59. Marous Brothers Construction
60. Medical Mutual
61. Mercy Medical Center

62. MetroHealth System
63. Museum of Contemporary Art Cleveland
64. Myers Industries, Inc.
65. NASA Glenn Research Center
66. New Era Builders, Inc.
67. Nordson Corporation
68. Northeast Ohio Regional Sewer District
69. Olympic Steel
70. Ozanne Construction Company
71. Parker Hannifin Corporation
72. PlayhouseSquare
73. PNC Financial Services Group
74. Porter Wright Morris & Arthur LLP
75. Rock and Roll Hall of Fame and Museum
76. The Sherwin Williams Co.
77. Spero-Smith Investment Advisers, Inc.
78. Squire, Sanders & Dempsey (US) LLP
79. Summa Health System
80. Taft Stettinius & Hollister LLP
81. The Cleveland Foundation
82. The Cleveland Institute of Art
83. The Lubrizol Corporation
84. The University of Akron
85. Thompson Hine LLP
86. Time Warner Cable, Northeast Ohio
87. TLC Springwater LLC
88. Turner Construction Company
89. U.S. Bank
90. Ulmer & Berne LLP
91. United Church of Christ
92. United Way of Greater Cleveland
93. University Circle Incorporated
94. University Hospitals
95. Vertex Computer Systems

96. Visiting Nurse Association
97. Walsh University
98. WEWS
99. WVIZ/PBS & 90.3 WCPN ideastream
100. YWCA of Greater Cleveland



A program of
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