The 2025 Fair360 Top 50 Companies for Workplace Fairness Survey

9/18/2024

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Welcome to the 2025 Fair360 Top 50 Companies for Workplace Fairness Survey

Important Information

- Survey close date is **March 7, 2025**.
- *The deadline will not be extended*.
- The online survey will be available on **October 1, 2024,** with access through the link to Momentive. Here is an instruction on how to register/login to Momentive portal.
- Results will be announced on **May 6, 2025**.
- *You can now report your organization's Human Capital and Talent Program Metrics and Supplier Diversity Metrics based on your organization's fiscal year rather than the traditional calendar year reporting (January 1 to December 31).*

Fair360 will host several webinars to share best practices, tips and changes to the survey.

- The survey is organized into categories to correspond with organizational functions.
- You will have the option to manually enter or upload a pre-defined XLS template for human capital metrics and talent programs.
- **ITEM MAPPING** has been implemented throughout the survey.
    - Items tagged with "*New*" or the item number that was used in 2024 are highlighted in Blue.
        - Note that some items with a number for 2025 have been ***modified*** in terms of their structure and/or options you may select.
        - These tags can be found in parentheses immediately after the question number.
- **RESPONSES ARE REQUIRED** for items that are linked using display and skip logic. Items that are required are noted on the survey handout and will produce a warning message within the submission platform if left blank.

Requirements for All Participants

- Answer all applicable questions in the survey.
- You must complete and submit the NOD Disability Employment Tracker by **TBD**, to rank on any one of our lists.
    - You will still receive a free report card if you do not complete the NOD tracker.
- A signed letter by your CEO/U.S. Lead, the Chief Human Resources Officer (CHRO) or a corporate officer other than the Chief Diversity Officer or person responsible for fairness & inclusion must be submitted affirming that all data submitted is accurate. This can be submitted through Adobe.

Hospitals and Health Systems

Hospitals and health systems will complete the same survey as other major U.S. employers competing for a spot on one of Fair360's lists. There are additional questions that only hospitals and health systems will complete. Q8 and 5 subsequent questions (Q8A-E) as well as Q48 are designed only for Hospitals and health systems.

All other participants should skip these questions by making the appropriate selections throughout the form.

Contact Us

To understand the language used in the Top 50 survey, view our Top 50 Glossary of Terms and Top 50 Competition FAQs. For any other questions, please email top50@fair360.com.

Welcome to the 2025 Fair360 Top 50 Companies for Workplace Fairness Survey.

Thank you for participating. The following section will ask you for your organization's contact information, followed by questions assessing your organizational structure.

Company Profile – [Q1-Q8]

Q1. *(Q1 in 2024)* Please provide the following information about your company and U.S. headquarters ***(write "NA" if not applicablefor City, State and Zip Code)***:
Note: The company name entered here will be used in your free report card.

A. Company name _____
B. City _____
C. State / Province / Region _____
D. Zip Code _____
E. Country _____
F. Corporate website _____

Q2. *(Q2 in 2024)* Please provide contact information for the ***most senior level executive or manager responsible for U.S. diversity management***:

A. First name _____
B. Middle initial _____
C. Last name _____
D. Title _____
E. Email _____
F. Phone (primary: no dashes)

Q3. *(Q3 in 2024)* Please provide contact information for the ***head of human resources***:

A. First name _____
B. Middle initial _____
C. Last name _____
D. Title _____
E. Email _____
F. Phone (primary: no dashes) _____

Q4. *(Q4 in 2024)* Is your company publicly traded?

A. Yes, on a U.S. stock exchange
B. Yes, on an international stock exchange
C. No

Q5. *(Q5 in 2024)* Is your company's global headquarters located within the U.S.?

A. Yes
B. No

Q6. *(Q6 in 2024)* Please select the region(s) where your organization had at least 10% of its workforceat the end of the 2024 calendar year: (*Select all that apply.*)

1. Alabama ____%
2. Alaska ____%
3. Arizona ____%

4. Arkansas ____%
5. California ____%
6. Colorado ____%
7. Connecticut ____%
8. Delaware ____%
9. District of Columbia (Washington D.C.) ____%
10. Florida ____%
11. Georgia ____%
12. Hawaii ____%
13. Idaho ____%
14. Illinois ____%
15. Indiana ____%
16. Iowa ____%
17. Kansas ____%
18. Kentucky ____%
19. Louisiana ____%
20. Maine ____%
21. Maryland ____%
22. Massachusetts ____%
23. Michigan ____%
24. Minnesota ____%
25. Mississippi ____%
26. Missouri ____%
27. Montana ____%
28. Nebraska ____%
29. Nevada ____%
30. New Hampshire ____%
31. New Jersey ____%
32. New Mexico ____%
33. New York ____%
34. North Carolina ____%
35. North Dakota ____%
36. Ohio ____%
37. Oklahoma ____%
38. Oregon ____%
39. Pennsylvania ____%
40. Rhode Island ____%
41. South Carolina ____%
42. South Dakota ____%
43. Tennessee ____%
44. Texas ____%
45. Utah ____%
46. U.S. Territorios (Puerto Rico, Guam, etc.) ____%
47. Vermont ____%
48. Virginia ____%
49. Washington ____%
50. West Virginia ____%
51. Wisconsin ____%
52. Wyoming ____%

Q7. *(Q7 in 2024)* Choose the NAICS industry code that **best** describes your main business.

Note: The definition of 2024 North American Industry Classification System (NAICS) industry codes (listed next to each industry) can be found in this Census Bureau web document: Definition. For the Fair360 survey definition of the NAICS, please see item 1.4 in the Glossary of Terms.

A. Accommodation and Food Services (72)
B. Administrative and Support and Waste Management and Remediation Services (56)
C. Agriculture, Forestry, Fishing and Hunting (11)
D. Arts, Entertainment and Recreation (71)
E. Construction (23)
F. Educational Services (61)
G. Finance and Insurance (52)
H. Health Care and Social Assistance (62)
I. Information (51)
J. Management of Companies and Enterprises (55)
K. Manufacturing (31-33)
L. Mining, Quarrying and Oil and Gas Extraction (21)
M. Other Services (except Public Administration) (81)
N. Professional, Scientific and Technical Services (54)
O. Public Administration (92)
P. Real Estate and Rental and Leasing (53)
Q. Retail Trade (44-45)
R. Transportation and Warehousing (48-49)
S. Utilities (22)
T. Wholesale Trade (42)
U. Other (NEW in 2025): Please specify the NAICS Codes not listed above. _____

Q8. *(Q8 in 2024)* Is your company competing for a spot on the Hospitals and Health Systems list?

A. Yes
B. No

DISPLAY only Q8=Yes (ONLY for hospitals and health systems competition)

Q8A. *(Q8A in 2024)* Please indicate the percentage of physicians and nurses who are members of *at least* one **Employee Resource Group (ERG)**.

Note: Enter a number between zero (0.0) and one hundred (100.0). If not applicable or the answer is unknown, leave the input box blank. The percentage must be based on the overall number of physicians and nurses within your workforce.

	Percent
Percentage of physicians who are members of at least one resource group	
Percentage of nurses who are members of at leastone resource group	

Q8B. *(Q8B in 2024)* Do any of the following positions requireapproval for inclusive slate exceptions: (*Select all that apply*)

A. Physicians
B. Nurses

Q8C. *(Q8C in 2024)* Do you use inclusive interview panels for any of the following positions:

(*Select all that apply*). For the Fair360 survey definition of Interview Panel, please see item 4.4 in the Glossary of Terms.

A. Physicians
B. Nurses

Q8D. *(Q8D in 2024)* Does your company use staffing agencies/Recruitment Process Outsourcing (RPO) firmsto source talent for any of the following? (*Select all that apply*)

A. Physicians
B. Nurses

Q8E. *(Q8E in 2024)* Does your company have **formal** onboarding programs for any ofthe following positions? (*Select all that apply*)

A. Physicians
B. Nurses

Organizational Structure – [Q9-Q28]

Now that you have provided your contact information, we will ask a few questions about your organizational structure and responsibilities.

Q9. [Required response] *(Q9 in 2024)* Does your company have any of the following: (*Select all that apply*)

A. Board of Directors
B. Executive Diversity Council(s)
C. External Diversity Council(s)
D. Regional Diversity Council(s)
E. Other Diversity Council(s) not listed above
F. Other Diversity and Inclusion Committee(s)
G. None of the above

Q10. [SKIP IF 9 = G] *(Q10 in 2024)* Please identify the formal diversity and inclusion responsibilities for each of the following groups: (*Select all that apply*) For the Fair360 survey definition of fair, please see item 1.1 in the Glossary of Terms.

A. Board of Directors [IF 9A SELECTED]	Promoting talent fairly	Monitoring workforce representation	Monitoring Supplier Diversity results	Sponsoring fairness events	Setting and/or approving enterprise fairness goals	Other
B. Executive Diversity Council(s) [IF 9B SELECTED] [Required response]	Promoting talent fairly	Monitoring workforce representation	Monitoring Supplier Diversity results	Sponsoring fairness events	Setting and/or approving enterprise fairness goals	Other
C. External Diversity Council(s) [IF 9C SELECTED]	Promoting talent fairly	Monitoring workforce representation	Monitoring Supplier Diversity results	Sponsoring fairness events	Setting and/or approving enterprise fairness goals	Other
D. Regional Diversity Council(s) [IF 9D SELECTED]	Promoting talent fairly	Monitoring workforce representation	Monitoring Supplier Diversity results	Sponsoring fairness events	Setting and/or approving enterprise fairness goals	Other
E. Other Diversity Council(s) [IF 9E SELECTED]	Promoting talent fairly	Monitoring workforce representation	Monitoring Supplier Diversity results	Sponsoring fairness events	Setting and/or approving enterprise fairness goals	Other
F. Other Diversity and Inclusion Committee(s) [IF 9F SELECTED]	Promoting talent fairly	Monitoring workforce representation	Monitoring Supplier Diversity results	Sponsoring fairness events	Setting and/or approving enterprise fairness goals	Other

Q11. [SKIP IF 9 = G] (*Q11 in 2024*) How often does each of the following meet (meetings can be in person or virtual)? Note that if subcommittees meet more frequently than the main body, you may select the more frequent meeting cadence.

A. Board of Directors [IF 9A SELECTED]	Every month	Every other month	Every quarter	Three times a year	Twice a year	Once per year	Less than once per year
B. Executive Diversity Council(s) [IF 9B SELECTED] [Required response]	Every month	Every other month	Every quarter	Three times a year	Twice a year	Once a year	Less than once per year
C. External Diversity Council(s) [IF 9C SELECTED]	Every month	Every other month	Every quarter	Three times a year	Twice a year	Once a year	Less than once per year
D. Regional Diversity Council(s) [IF 9D SELECTED]	Every month	Every other month	Every quarter	Three timesa year	Twice a year	Once a year	Less than once per year
E. Other Diversity Council(s) [IF 9E SELECTED]	Every month	Every other month	Every quarter	Three timesa year	Twice a year	Once ayear	Less than once per year
F. Other Diversity and Inclusion Committee(s) [IF 9F SELECTED]	Every month	Every other month	Every quarter	Three timesa year	Twice a year	Once a year	Less than once per year

Q12. [DISPLAY IF 9B SELECTED] *(Q12 in 2024)* Who chairs the Executive Diversity Council?

A. CEO chairs or co-chairs the Council
B. A direct report of the CEO chairs the Council
C. An executive who does not report to the CEO chairs the Council
D. Other (*please specify*)

Q13. [DISPLAY IF 9B SELECTED] *(Q13 in 2024)* How are members of your Executive Diversity Council selected? (*Select all that apply*)

A. Selected by the Council chair
B. Nominated by Council members
C. Self-selected
D. Other *(please specify*)

Q14. [DISPLAY IF 9B SELECTED] *(Q14 in 2024)* Who sets the agenda for the Executive Diversity Council?

A. CEO sets the agenda or partially sets the agenda
B. A direct report of the CEO sets the agenda
C. An executive who does not report to the CEO sets the agenda
D. Other (*please specify*)

Q15. [DISPLAY IF 9B SELECTED] *(Q15 in 2024)* Is compensation for Executive Diversity Council members tied to Enterprise Fairness goals?

A. Yes
B. No

Q16. [DISPLAY IF 15 = YES] *(Q16 in 2024)* What percentage of Executive Diversity Council members' compensation is tied to Enterprise Fairness goals?

Please type a numeric value between 0.0 and 100.0 into the box below. If not applicable or the answer is unknown, leave the field blank.

Q17. [Required response] *(Q17 in 2024)* Please select whether each of the following had bonuses linked to workplace fairness results:

Note: A bonus is a dollar amount which is earned in addition to regular pay. Please do not include merit increases, executive compensation or other financial arrangements.

A. Does level 1 management (*CEO and direct reports*) have:	A specific percentage of their bonus linked to workplace fairness results	A bonus that incorporates workplace fairness results but does not have a specific percentage	No bonuses linked to workplace fairness results
B. Does level 2 management (*one level below level 1*) have:	A specific percentage of their bonus linked to workplace fairness results	A bonus that incorporates workplace fairness results but does not have a specific percentage	No bonuses linked to workplace fairness results
C. Does level 3 management (*one level below level 2*) have:	A specific percentage of their bonus linked to workplace fairness results	A bonus that incorporates workplace fairness results but does not havea specific percentage	No bonuses linked to workplace fairness results
D. Does level 4 management (*one level below level 3*) have:	A specific percentage of their bonus linked to workplace fairness results	A bonus that incorporates workplace fairness results but does not have a specific percentage	No bonuses linked to workplace fairness results
E. Does any other management (*not in levels 1 - 4*) have:	A specific percentage of their bonus linked to workplace fairness results	A bonus that incorporates workplace fairness results but does not have a specific percentage	No bonuses linked to workplace fairness results

Q18. *(Q20 in 2024)* Which department or division of your organization is primarily responsible for fairness and inclusion? (*Select all that apply*)

A. Corporate Sustainability or Social Responsibility
B. Human Resources
C. Operations
D. Legal
E. Talent Acquisition
F. Talent Development
G. Other (*please specify*) _
H. No department or division is primarily responsible for fairness and inclusion

Q19. *(Q21 in 2024)* Which executive(s) meet with the CEO most regularly about issues regarding fairness? (*Select all that apply*)

A. CHRO (*Chief Human Resources Officer*) or similar
B. CDO (*Chief Diversity Officer*) or similar
C. CTO (*Chief Technology Officer*) or similar
D. Other (*please specify*) _
E. No executives meet with the CEO regularly about issues regarding fairness

Q20. *(Q22 in 2024)* Who does the most senior level fairness executive or manager report to in your organization? (*Please select all that apply in the event of dual reporting*):

A. CEO (*Chief Executive Officer*) or similar

B. COO (*Chief Operating Officer*) or similar
C. CAO (*Chief Administrative Officer*) or similar
D. CHRO *(Chief Human Resources Officer*) or similar
E. Other (*please specify*)

Q21. *(Q23 in 2024)* Is the CDO (*Chief Diversity Officer* or equivalent) formally involved in any of the following? (*Select all that apply*) Note: For the Fair360 survey definition of Talent Reviews, please see item 4.2 in the Glossary of Terms.

A. Presenting to the Board of Directors on matters of fair representation and inclusion
B. Identifying talent
C. Selecting talent
D. Participating in talent reviews
E. Onboarding
F. Setting representational candidate slate commitments
G. Signing off on exceptions for representational candidate slates
H. Tracking representation across talent program(s)
I. Tracking representation across the workforce
J. None of the above

Q22. *(Q24 in 2024)* What is your company's Human Rights Campaign (HRC) 2024 Corporate Equality Index (CEI) or Health Equity Index (HEI) rating?
Please type a number in the boxes below. If not applicable or the answer is unknown, leave the field(s) blank.

	Percent
2024 CEI/HEI rating (%)	

Q23. *(Q25 in 2024)* Please answer the following questions with whole numbers.
Note: The full-time employees' number pertains to those employees who specifically work in your workplace fairness department and does not include dotted-line or matrix employees in other functions of the company. However, the number of employees having some fairness responsibilities refers to the number of employees in other departments (for example, the marketingdepartment) with some responsibility or accountability for fairness within their own department.

A. How many **full-time (or equivalent) employees** in your company are responsible for fairness and inclusion?
Please type your response (whole numbers only; no decimals) into the field below. If not applicable or the answer is unknown, leave the field(s) blank.
_____

B. How many direct reports does the CDO (*Chief Diversity Officer* or equivalent) have at your company?
Please type your response (whole numbers only; no decimals) into the field below. If not applicable or the answer is unknown, leave the field(s) blank.
_____

C. [Required response] What percentage of members of your senior leadership (levels 1 and 2) have formal fairness and inclusion responsibilities? For the Fair360 survey definition of Senior Leadership, please see item 2.11 in the Glossary of Terms.
Please type your response (whole numbers only; no decimals) into the field below. If not applicable or the answer is unknown, leave the field(s) blank.
_____%

Q24. *(Q26 in 2024)* What is your annual fairness team budget that is managed by your CDO (Chief Diversity Officer *or equivalent*)?
Note: Please exclude shared accounts and/or funding. Only include the amount formally dedicated to fairness and inclusion for the company.

A. Under $100,000
B. $100,000 – $249,999
C. $250,000 – $499,999
D. $500,000 – $999,999
E. $1,000,000 – $4,999,999
F. $5,000,000 – $10,000,000
G. Over $10,000,000

Q25. *(Q27 in 2024)* Which of the following organization-wide inclusion goals are prioritized for theupcoming year? (*Please select and rank the top 3*)

Note: This item is optional. Please click next if you do not wish to answer.

A. Increasing the resources offered to people from traditionally underrepresented groups
B. Increasing inclusion programming throughout the company
C. Enhancing the company culture to embrace fairness and inclusion
D. Retaining talent fairly
E. Enhancing tracking of key fairness metrics
F. Expanding fairness and inclusion communications and awareness
G. Other (*please specify*) _____

Q26. [Required response] *(Q28 in 2024)* Which of the following issues has your company made specific commitments to addressing in the upcoming year? (*Select all that apply*)

A. Improving opportunities for women
B. Improving opportunities for multicultural populations
C. Increasing opportunities for segmented populations (LGBTQ+, people with disabilities, veterans)
D. Overall workforce well-being
E. Linking executive compensation to fairness metrics
F. None of the above

Q27. (NEW in 2025) [DISPLAY IF any selection is made in Q26] please elaborate on your selection:

_____

Q28. *(Q29 in 2024)* Please upload any supplemental materials illustrating your organizational commitments to your selections. Please make sure your supplemental materials address all selections. (*Optional*)

A. {Upload field}

_____

Human Capital Metrics – [Q29-Q48]

The following section is designed to collect information on your human capital metrics.

About this section. In this section, you will be asked to report total counts for intersectionality (gender: female, male, non-binary, unknown; and ethnicity: Black, Asian, Native Hawaiian/other Pacific Islander, Native American/Alaskan Native, Latino or Hispanic, two or more races/ethnicities, Other, Unknown) for your workforce. *You have the option to report human capital metrics based on your organization's fiscal year rather than the traditional calendar year (Jan. 1, 2024, to Dec. 31, 2024).*

You may want to consider responding to this section in partnership with your human resources division or any staff who manages data or reporting for human capital metrics.

What you will be asked. Specifically, you will be asked to provide the gender and ethnicity compositionfor the following categories:

1. **Overall workforce**
    a. Overall totals (entire U.S. workforce)
    b. Hourly
    c. Non-hourly exempt
    d. New hire totals
    e. Promotions to management
    f. Turnover
        i. Involuntary
        ii. Voluntary
        iii. Retirement
    g. Highest paid 10%
2. **Overall management**
    a. Overall totals (all U.S. management)
        i. Including subtotals for level 1, level 2, level 3 and level 4
    b. New hire totals
    c. Promotions within management
    h. Turnover
        i. Involuntary
        ii. Voluntary
        iii. Retirement
3. **Special populations**
    a. Veterans percentage (overall workforce, overall management, levels 1-4 management)
    b. People with disabilities percentage (overall workforce, overall management, levels 1-4 management)
    c. LGBTQ+ percentage (overall workforce, overall management, levels 1-4 management)
4. **Organizational divisions**
    a. Board of Directors
    b. Executive Diversity Council
    c. Faculty, residents, nurses and physicians (hospitals and ***healthcare organizations only***)

Q29. [Required response] *(Q33 in 2024)* Which of the following ways would you prefer to enter your data?

A. Enter the data for each question on screen in Momentive
B. Download a form and upload that form to Momentive

Note: You may change your selection any time by navigating back to this question and selecting the desired response. When you select the "forward" arrow, questions appropriate and your choice will then display.

You will be asked to complete a series of tables for human capital metrics across your workforce, which includecategories for "*Other"* and *"Unknown*" for both ethnicity and gender.

"*Other*" should only be used for instances where the existing categories do not capture the ethnicity or gender that are listed. "*Unknown*" should only be used when an employee chooses not to self-identify (self-ID).

[DISPLAY TABLE UPLOAD PAGE IF 29 = B]

Please **click here** to download the Human Capital Excel template.

Q30. (Q34 in 2024) Please upload your human capital metrics using the field below. **Note:** The file must be saved in the .xlsx format. Do not modify the template other than to add your data (i.e., do not change formatting, add formulae, etc.).

A. {Upload field}

Q31. *(Q35A in 2024)* Does your company use "*other"* for any other reason than what is listed above?

A. Yes
B. No

Q32. [DISPLAY IF 31A = YES] *(Q35B in 2024)* Please describe how "*other*" is used in human capital metrics by your company.

_____

Q33. [DISPLAY IF 31 AND/OR 32 = YES] *(Q36 in 2024)* You may also upload supplemental materials explaining your company's use of "*other*" and/or "*unknown.*" (*Optional*)

A. {Upload field}

Q34. *(Q37 in 2024)* How many employees did your company have at the end of the calendar year or fiscal year in 2024?

Note: The gray cell value (total) is automatically calculated. Please enter only whole numbers. The maximum digits allowed is nine. "U.S." includes employees in Puerto Rico, Guam and other U.S. territories.

	Number of employees
U.S.	
Non-U.S.	
Total	

Q35. [Required response] *(Q38 in 2024)* Tell us how your organization defines *management* for the purpose of this survey.

Please answer each of the following questions by filling out the tables listed below with your organization's human capital metrics. You can refer to the definitions by reviewing the table below.

Category	Definition
Board of Directors	U.S. Board of Directors. Use global board if you do not have a U.S. board. If you do not have any Board, please enter zeros in the corresponding fields. For the Fair360 survey definition of Board of Directors, please see item 2.12 in the Glossary of Terms.
Executive Diversity Council	The internal Diversity Council, which is comprised of high-level leaders or management levels 1 through 4 only. (See below Executive Diversity Council/Human Resources staff for the explanation of the management levels.) If you do not have an Executive Diversity Council, please enter zeros in the corresponding fields. For the Fair360 survey definition of Executive Diversity Council, please see item 2.13 in the Glossary of Terms.
Workforce	U.S. workforce including Alaska, Hawaii, Puerto Rico or any other U.S. territories. The workforce includes all employees, both management and non-management. Sometimes we use the term "total workforce," which is synonymous with "workforce." For the Fair360 survey definition of Overall Workforce, please see item 2.5 in the Glossary of Terms.
Workforce hourly	U.S. workforce paid on an hourly basis for the amount of time spent working, including Alaska, Hawaii, Puerto Rico or any other U.S. territories. The workforce includes all employees, both management and non-management.
Workforce non-hourly exempt	U.S. workforce employees who are exempt from hourly and overtime pay, including Alaska, Hawaii, Puerto Rico or any other U.S. territories. The workforce includes all employees, both management and non-management.
Workforce new hires	All the new hires into workforce (as defined above) during the survey year (from Jan. 1, 2024, to Dec. 31, 2024). For the Fair360 survey definition of New Hires, please see item 2.1 in the Glossary of Terms.
Workforce turnover (voluntary)	By turnover, we mean the employees who were with the company on the last day of the previous year (Dec. 31, 2023) but were no longer with the company on the last day of the current survey year (Dec. 31, 2024). Include retirees in the category of Retirement voluntary turnovers; exclude them from Voluntary turnover. For the Fair360 survey definition of Voluntary Turnover, please see item 2.3 in the Glossary of Terms.
Workforce turnovers (involuntary)	Involuntary turnovers are the turnovers due to firing, lay-offs, etc. Only include those retirees impacted by a mandatory retirement age. For the Fair360 survey definition of Involuntary Turnover, please see item 2.4 in the Glossary of Terms.
Management overall	All the management/professional employees as defined by your company (and as answered for the survey question Q38). This includes management levels 1 through 4 and all other management/professional employees at the lower levels. (See below for the explanation of the management levels.) As a part of workforce, management overall includes only U.S. (including Alaska, Hawaii, Puerto Rico or any other U.S. territories). We often use the terms "management" or "management employees," both of which are synonymous with "management overall." For the Fair360 survey definition of Management Overall, please see item 2.6 in the Glossary of Terms.
Management new hires	All the new hires into management overall (as defined above) during the survey year (from Jan. 1, 2024, to Dec. 31, 2024).
Within-management promotions	Members of management overall who received promotions during the survey year (from Jan. 1, 2024, to Dec. 31, 2024). They should have been a management member overall before being promoted. For the Fair360 survey definition of Promotions, please see item 2.2 in the Glossary of Terms.
Employees promoted into management	All U.S. employees who were promoted into management. They should have been non-management employees prior to being promoted and became management employees. Leave these cells blank if your company does not allow this.
Management turnovers (voluntary)	Voluntary turnovers within management overall. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.

Management turnovers (involuntary)	Involuntary turnovers within management overall. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.
Management level 1	CEO and his/her direct, non-administrative reports. This is the highest level in management. Sometimes it is shortened to "level 1" or even "lev1." For the Fair360 survey definition of Management Level 1, please see item 2.7 in the Glossary of Terms.
New hires to management level 1	All new hires into management level 1 during the survey year. This refers to new hires from outside of the company.
Promoted to management level 1	All new members who were promoted into management level 1 during the survey year. Exclude new hires from outside the Company.
Management level 1 turnovers (voluntary)	Voluntary turnovers within management level 1. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.
Management level 1 turnovers (involuntary)	Involuntary turnovers within management level 1. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.
Management level 2	One level below management level 1 (non-administrative). For the Fair360 survey definition of Management Level 2, please see item 2.8 in the Glossary of Terms.
New hires to management level 2	All new hires into management level 2 during the survey year. This refers to new hires from outside of the company.
Promoted to management level 2	All new members who were promoted into management level 2 during the survey year. Exclude new hires from outside of the company.
Management level 1 turnovers (voluntary)	Voluntary turnovers within management level 2. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.
Management level 1 turnovers (involuntary)	Involuntary turnovers within management level 2. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.
Management level 3	Two levels below management level 1 (non-administrative). For the Fair360 survey definition of Management Level 3, please see item 2.9 in the Glossary of Terms.
New hires to management level 3	All new hires into management level 3 during the survey year. This refers to the new hires from outside of the company.
Promoted to management level 3	All new employees promoted into management level 3 during the survey year. Exclude new hires from outside of the company.
Management level 3 turnovers (voluntary)	Voluntary turnovers within management level 3. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.
Management level 3 turnovers (involuntary)	Involuntary turnovers within management level 3. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.
Management level 4	Three levels below management level 1 (non-administrative). Notice that level 4 does not have to be the lowest level within management overall. The ladder may include lower levels below level 4. For the Fair360 survey definition of Management Level 4, please see item 2.10 in the Glossary of Terms.
New hires to management level 4	All new hires into management level 4 during the survey year. This refers to the new hires from outside of the company.
Promoted to management level 4	All new members who were promoted into management level 4 during the survey year. Exclude new hires from outside of the company.
Management level 4 turnovers (voluntary)	Voluntary turnovers within management level 4. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.
Management level 4 turnovers (involuntary)	Involuntary turnovers within management level 4. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.
Highest paid 10%	The 10% highest paid employees among your U.S. workforce.

Faculty	This is for hospitals and health systems only. Please leave corresponding fields blank if you do not have faculty.
Residents	This is for hospitals and health systems only. Please leave corresponding fields blank if you do not have residents.
Nurses	This is for hospitals and health systems only. Please leave corresponding fields blank if you do not have nurses.
Physicians	This is for hospitals and health systems only. Please leave corresponding fields blank if you do not have physicians.

Q36. *(Q39 in 2024)* Provide the gender and ethnicity breakdowns of your total workforce. This includes total hourly workforce,totally non-hourly exempt workforce, workforce new hires and voluntary and involuntary turnovers in 2024:

Note: The total for workforce (women) and workforce (men) should be equal to the number of U.S. employees reported in the previous question. Please include all employees in all U.S. territories. New hires are those who were hired after Dec. 31, 2023, and were employed during the 2024 calendar year. Turnovers are the employees who were with the companyon the last day of the previous year (Dec. 31, 2023) but were no longer with the company on the last day of the current survey year (Dec. 31, 2024). Note: Include retirees in the category of Retirement voluntary turnovers; exclude them from Voluntary turnover.

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Races / Ethnicities	Other	Unknown	Total
Overall workforce	Women										
	Men										
	Other										
	Unknown										
Hourly workforce	Women										
	Men										
	Other										
	Unknown										
Non-hourly exempt workforce	Women										
	Men										
	Other										
	Unknown										
New hires	Women										
	Men										
	Other										
	Unknown										
Promotions	Women										
	Men										
	Other										
	Unknown										
Involuntary turnover	Women										
	Men										
	Other										
	Unknown										

Voluntary turnover *(excluding retirement)*	Women	
	Men	
	Other	
	Unknown	
Retirement voluntary turnover	Women	
	Men	
	Other	
	Unknown	
Highest paid 10%	Women	
	Men	
	Other	
	Unknown	

Q37. *(Q40 in 2024)* Provide the gender and ethnicity breakdowns of your management overall, management newhires, non-management employees promoted into management, within-management promotions and management turnovers (voluntary and involuntary) in 2024:

Note: Please enter the number of all the management employees as defined by your company (and as answered previously). This includes entry-level management up to your U.S. CEO. Please include all management employees in all U.S. territories. Management new hires are those who are hired into management after Dec. 31, 2023, and were active management employees during the 2024 calendar year. The same applies for non-management employees promoted into management. Turnovers are defined as the management employees who were with the company on the last day of the previous year (Dec. 31, 2023) but no longer with the company on the last day of the current survey year (Dec. 31, 2024). Note: Include retirees in the category of Retirement voluntary turnovers; exclude them from Voluntary turnover.

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Races/Ethnicities	Other	Unknown	Total
Overall management	Women										
	Men										
	Other										
	Unknown										
New hires	Women										
	Men										
	Other										
	Unknown										
Promotions within management	Women										
	Men										
	Other										
	Unknown										
Promotions into management	Women										
	Men										
	Other										
	Unknown										
Involuntary turnover	Women										
	Men										
	Other										
	Unknown										
Voluntary turnover (excluding retirement)	Women										
	Men										
	Other										
	Unknown										

Retirement voluntary turnover	Women	
	Men	
	Other	
	Unknown	

Q38. *(Q41 in 2024)* Provide the gender and ethnicity breakdowns of your management level 1, new hires to management level 1 from outside of your company, those who were promoted to this level and total turnover in this level in 2024. **The total formanagement level 1 (women and men) must not exceed 25**.

Note: Your CEO and your CEO's direct reports are management level 1, which represents the highest level in management. Level 1 does not include administrative people, except for the Chief Administrative Officer, if you have one. Please include employees in this level in all U.S. territories only. Turnovers are defined as those who were with the company on the last day of the previous year (Dec. 31, 2023) but no longer with the company on the last day of the current survey year (Dec. 31, 2024). Note: Include retirees in the category of Retirement voluntary turnovers; exclude them from Voluntary turnover.

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Ethnicities	Other	Unknown	Total
Total level 1 management	Women										
	Men										
	Other										
	Unknown										
New hires to level 1 management	Women										
	Men										
	Other										
	Unknown										
Promotions to level 1 management	Women										
	Men										
	Other										
	Unknown										
Involuntary turnover level 1 management	Women										
	Men										
	Other										
	Unknown										
Voluntary turnover	Women										

(excluding retirement) level 1 management	Men	
	Other	
	Unknown	
Retirement voluntary turnover level 1 management	Women	
	Men	
	Other	
	Unknown	

Q39. *(Q42 in 2024)* Provide the gender and ethnicity breakdowns of your management level 2, new hires tomanagement level 2 from outside of your company, those who were promoted to this level and total turnover in this level in 2024.

Note: Management level 2 is one level below level 1, or direct reports to your CEO's direct reports. Please include employees in this level in all U.S. territories only. Turnovers are defined as those who were with the company on the last day of the previous year (Dec. 31, 2023) but no longer with the company on the last day of the current survey year (Dec. 31, 2024). Please ensure turnover numbers are not greater than the workforce numbers for each cohort. Note: Include retirees in the category of Retirement voluntary turnovers; exclude them from Voluntary turnover.

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Ethnicities	Other	Unknown	Total
Total level 2 management	Women										
	Men										
	Other										
	Unknown										
New hires to level 2 management	Women										
	Men										
	Other										
	Unknown										
Promotions to level 2 management	Women										
	Men										
	Other										
	Unknown										
Involuntary turnover level 2 management	Women										
	Men										
	Other										
	Unknown										
Voluntary turnover	Women										

(excluding retirement) level 2 management	Men	
	Other	
	Unknown	
Retirement voluntary turnover level 2 management	Women	
	Men	
	Other	
	Unknown	

Q40. *(Q43 in 2024)* Provide the gender and ethnicity breakdowns of your management level 3, new hires tomanagement level 3 from outside of your company, those who were promoted to this level and total turnover in this level in 2024.

Note: Management level 3 is two levels below level 1, or direct reports to level 2. Please include employees in this level in all U.S. territories only. Turnovers are defined as those who were with the company on the last day of the previous year (Dec. 31, 2023) but no longer with the company on the last day of the current survey year (Dec. 31, 2024). Please ensure turnover numbers are not greater than the workforce numbers for each cohort. Note: Include retirees in the category of Retirement voluntary turnovers; exclude them from Voluntary turnover.

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Ethnicities	Other	Unknown	Total
Total level 3 management	Women										
	Men										
	Other										
	Unknown										
New hires to level 3 management	Women										
	Men										
	Other										
	Unknown										
Promotions to level 3 management	Women										
	Men										
	Other										
	Unknown										
Involuntary turnover level 3 management	Women										
	Men										
	Other										
	Unknown										
Voluntary turnover	Women										

(excluding retirement) level 3 management	Men	
	Other	
	Unknown	
Retirement voluntary turnover level 3 management	Women	
	Men	
	Other	
	Unknown	

Q41. *(Q44 in 2024)* Provide the gender and ethnicity breakdowns of your management level 4, new hires tomanagement level 4 from outside of your company, those who were promoted to this level and total turnover in this level in 2024.

Note: Management level 4 is three levels below level 1, or direct reports to level 3. Please include employees in this level in all U.S. territories only. Turnovers are defined as those who were with the company on the last day of the previous year (Dec. 31, 2023) but no longer with the company on the last day of the current survey year (Dec. 31, 2024). Please ensure turnover numbers are not greater than the workforce numbers for each cohort. Note: Include retirees in the category of Retirement voluntary turnovers; exclude them from Voluntary turnover.

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Ethnicities	Other	Unknown	Total
Total level 4 management	Women										
	Men										
	Other										
	Unknown										
New hires to level 4 management	Women										
	Men										
	Other										
	Unknown										
Promotions to level 4 management	Women										
	Men										
	Other										
	Unknown										
Involuntary turnover level 4 management	Women										
	Men										
	Other										
	Unknown										
Voluntary turnover	Women										

(excluding retirement) level 4 management	Men	
	Other	
	Unknown	
Retirement voluntary turnover level 4 management	Women	
	Men	
	Other	
	Unknown	

Q42. (*Q45 in 2024*) Provide the percentage of employees who identified as military/veterans in 2024 for your overall workforce, overall management and levels 1-4 of management.

Note: Enter a number between zero (0.0) and one hundred (100.0). If not applicable or the answer is unknown, leave the input box blank. The percentage must be based on your overall workforce.

	Role	Percent
Military / veterans	Overall workforce	%
	Overall management	%
	Workforce new hires	%
	Management new hires	%
	Level 1 management	%
	Level 2 management	%
	Level 3 management	%
	Level 4 management	%

Q43. (*Q46 in 2024*) Provide a percentage of your overall workforce, overall management and levels 1-4 of management who identified as People with Disabilities (PwD) in 2024.

Note: Enter a number between zero (0.0) and one hundred (100.0). If not applicable or the answer is unknown, leave the input box blank. Percentage must be based on your overall workforce.

Status	Role	Percent
People with Disabilities	Overall workforce	%
	Overall management	%
	Workforce new hires	%
	Management new hires	%
	Level 1 management	%
	Level 2 management	%
	Level 3 management	%
	Level 4 management	%

Q44. (*Q47 in 2024*) Provide a percentage of your employees who identified as LGBTQ+ in 2024 in the overall workforce, overall management and levels 1-4 of management.

Note: Enter a number between zero (0.0) and one hundred (100.0). If not applicable or the answer is unknown, leave the input box blank. Percentage must be based on your overall workforce.

Status	Role	Percent
LGBTQ+	Overall workforce	%
	Overall management	%
	Workforce new hires	%
	Management new hires	%
	Level 1 management	%
	Level 2 management	%
	Level 3 management	%
	Level 4 management	%

Q45. [Optional response] *(Q48 in 2024)* Provide a breakdown, in whole numbers, of your ***Board of Directors*** in 2024, by gender andethnicity.

Note: The total number of people on your board of directors should not exceed 100.

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Races / Ethnicities	Other	Unknown	Total
Board of Directors	Women										
	Men										
	Other										
	Unknown										

Q46. *(Q49 in 2024)* Provide a breakdown, in whole numbers, of your Executive Diversity Council in 2024, by gender andethnicity.

Please type whole numbers (no decimals) into the boxes below. In the event you have more than one Executive Diversity Council, please aggregate the human capital metrics to reflect representation for all Executive Diversity Councils.

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Races / Ethnicities	Other	Unknown	Total
Executive Diversity *Council*	Women										
	Men										
	Other										
	Unknown										

Q47. *(Q50 in 2024)* Please provide the breakdown of the Diversity Council by the followingmanagement levels.

Note: The gray cell value (total) is automatically calculated.

	Number of people
Level 1 (*CEO and direct reports*)	
Level 2 (*One level below level 1*)	
Level 3 (*Two levels below level 1*)	
Level 4 (*Three levels below level 1*)	
Other	
Total	

Q48. [SKIP IF 8 = NO] *(Q51 in 2024)* Please provide a breakdown, in whole numbers, of your ***faculty, residents, nurses and physicians*** by gender and ethnicity in 2024. *Note: Please leave any fields which do not apply blank.*

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Ethnicities	Other	Unknown	Total
Faculty	Women										
	Men										
	Other										
	Unknown										
Residents	Women										
	Men										
	Other										
	Unknown										
Nurses	Women										
	Men										
	Other										
	Unknown										
Physicians	Women										
	Men										
	Other										
	Unknown										

Talent Program Metrics – [Q49-Q85]

The following section is designed to collect information on your human capital metrics across talent programs.

About this section. In this section, you will be asked to report total counts for intersectionality (gender: female, male; and ethnicity: Black, Asian, Native Hawaiian/other Pacific Islander, Native American/Alaskan Native, Latino or Hispanic, two or more races/ethnicities) for talent programs. *You have the option to report talent program metrics based on your organization's fiscal year rather than the traditional calendar year (Jan. 1, 2024, to Dec. 31, 2024).*

You may want to consider responding to this section in partnership with your human resources division or any staff who manages data or reporting for talent programs and human capital metrics.

For the Fair360 survey definitions of Mentorship, Formal Mentorship Program, Sponsorship, Sponsor, Formal Sponsorship Program and Employee Resource Groups (ERGs), please see items 3.1-3.6 in the Glossary of Terms.

What you will be asked. Specifically, you will be asked to provide the gender and ethnicity compositionfor the following categories:

Talent Programs (if applicable)

A. Mentorship
   (a) Mentors and mentees in management levels 1-4
   (b) Mentors and mentees within management
   (c) Mentors and mentees in the overall workforce
   (d) Percentage of mentors and mentees by levels of management who received promotions between Dec. 31, 2023, and Dec. 31, 2024
   (e) Mentorship success metrics
   (f) Mentorship introduced during onboarding
B. Sponsorship
   (a) Sponsors and sponsored in management levels 1-4
   (b) Sponsors and sponsored within management
   (c) Sponsors and sponsored in the overall workforce
   (d) Percentage of sponsors and sponsored employees by management levels who received promotions between Dec. 31, 2023, and Dec. 31, 2024
   (e) Sponsorship success metrics
C. High potentials
   (a) Management levels 1-4
   (b) Overall management
   (c) Overall workforce
   (d) Percentage of high potentials by levels of management in mentorship/sponsorship programs
   (e) Percentage of high potentials by management levels who received promotions between Dec. 31, 2023, and Dec. 31, 2024
   (f) High potential identification criteria and success metrics
D. Employee Resource Groups (ERGs)
   (a) Management levels 1- 4

(b) Overall management
(c) Overall workforce
(d) ERG members among employees at corporate headquarters and outside of headquarters
(e) Percentage of ERG members by management levels who received promotions between Dec. 31, 2023, and Dec. 31, 2024
(f) Percentage of nurses and physicians who are members of ERGs (*healthcare systems only*)
(g) Percentage of senior leadership (level 1 and 2) who participate as mentors, sponsors and executive sponsors of Employee Resource Groups (ERGs)
(h) ERG groups/subgroups/chapters
(i) ERGs with different purpose and functionality
(j) ERG success metrics

Q49. [Required response] *(Q52 in 2024)* Which of the following ways would you prefer to enter your data?
A. Enter it per question onscreen in Momentive online platform
B. Use an Excel template to upload your data form to Momentive

Note: You may change your selection at any time by navigating back to this question and selecting the desired response. When you select the "forward" arrow, questions appropriate and your choice will then display.

You will be asked to complete a series of tables for talent programs and human capital metrics across your workforce which include a category for "*other"* and *"unknown*" for both ethnicity and gender.

"*Other*" should only be used for instances where the existing categories do not capture the ethnicity or gender that are listed. "*Unknown*" should only be used when an employee chooses not to self-identify (self-ID).

[DISPLAY UPLOAD PAGE IF 49 = B]

Please **click here** to download the Talent Programs Excel template.

Q50. *(Q53 in 2024)* Please upload your talent program metrics using the field below. Note: The file must be saved in the .xlsx format. The template is locked so it cannot be modified. Please do not attempt to modify the template in any way other than to add your data (i.e., do not change formatting, add formula, etc.).
B. {Upload field}

Q51. *(Q54 in 2024)* Does your organization use "*other*" for any reason than what islisted above?
A. Yes
B. No

Q52. *(Q55 in 2024)* [DISPLAY IF 51 = YES] Please describe how "*other*" is used in human capital metrics by your company.

_____

Q53. *(Q56 in 2024)* Does your company use "*unknown*" for any reason than what islisted above?
A. Yes
B. No

Q54. *(Q57 in 2024)* [DISPLAY IF 53 = YES] Please describe how "*unknown*" is used in human capitalmetrics by your company.

_____

_____

Q55. *(Q58 in 2024)* [DISPLAY IF 51 OR 53 = YES] You may also upload supplemental materials explaining your company's use of "*other*" and/or "*unknown*." (*Optional*)

A. {Upload field}

Q56. (NEW in 2025) Does your organization have a formal mentorship program?

A. Yes
B. No

Q56B. (NEW in 2025) [DISPLAY IF 56 = YES] For which levels of management (e.g. L1, L2, etc.)?

_____

Q57. *(Q59 in 2024)* Tell us how your company defines M*entorship*.

_____

Q58. *(Q60 in 2024)* Provide a breakdown of the U.S. ***mentors*** in yourcompany's mentorship program(s), by gender and ethnicity, in 2024:

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Ethnicities	Other	Unknown	Total
***Mentors**, level 1 management*	Women										
	Men										
	Other										
	Unknown										
***Mentors**, level 2 management*	Women										
	Men										
	Other										
	Unknown										
***Mentors**, level 3 management*	Women										
	Men										
	Other										
	Unknown										
***Mentors**, level 4 management*	Women										
	Men										
	Other										
	Unknown										
***Mentors**, overall management*	Women										
	Men										
	Other										
	Unknown										
***Mentors**, overall workforce*	Women										
	Men										
	Other										
	Unknown										

Q59. *(Q61 in 2024)* Provide a breakdown of the U.S. ***mentees*** in yourcompany's mentorship program(s), by gender and ethnicity, in 2024:

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Ethnicities	Other	Unknown	Total
***Mentees**, level 1 management*	Women										
	Men										
	Other										
	Unknown										
***Mentees**, level 2 management*	Women										
	Men										
	Other										
	Unknown										
***Mentees**, level 3 management*	Women										
	Men										
	Other										
	Unknown										
***Mentees**, level 4 management*	Women										
	Men										
	Other										
	Unknown										
***Mentees**, overall management*	Women										
	Men										
	Other										
	Unknown										
***Mentees**, overall workforce*	Women										
	Men										
	Other										
	Unknown										

Q60. *(Q62 in 2024)* Please indicate the percentages of participants in the **formal mentorship program** who received a promotion between Dec. 31, 2023, and Dec. 31, 2024. For example, if there is a formal track of 100 mentees in your organization's talent program and 10 of them got promoted in 2024 FY, then the response for part A will be 10/100 (10%).

A. Mentors _____%
B. Mentees _____%

Q61. [Required response] *(Q63 in 2024)* What Key Performance Indicators (KPIs) do you generally use to measure success across your **formal mentorship programs**? (*Select all that apply*)

B. Mentorship	Engagement or other employee attitudes such as satisfaction, commitment, etc.	Employee retention	Overall participation	Promotions	Representation	Other	We do not measure success across this program

Q61B. [DISPLAY IF ANY VALUE FOR 61 = OTHER] *(Q63B in 2024)* Please describe the other methods used to measure success across **formal mentorship programs**:

_____
_____

Q62. *(Q64 in 2024)* Is mentorship introduced during onboarding for any of the following: (*Select all that apply*)

A. Level 1 management
B. Level 2 management
C. Level 3 management
D. Level 4 management
E. Overall management
F. Overall workforce

Q63. (NEW in 2025) Does your organization have a formal sponsorship program?

A. Yes

B. No

Q63B. (NEW in 2025) [DISPLAY IF 63 = YES] For which levels of management (e.g. L1, L2, etc.)?

_____

Q64. *(Q65 in 2024)* Tell us how your organization defines S*ponsorship*.

_____

Q65. *(Q66 in 2024)* Provide a breakdown of the U.S. employee ***sponsors*** in your company's sponsorship program(s), by gender and ethnicity, in 2024:

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Ethnicities	Other	Unknown	Total
***Sponsors**, level 1 management*	Women										
	Men										
	Other										
	Unknown										
***Sponsors**, level 2 management*	Women										
	Men										
	Other										
	Unknown										
***Sponsors**, level 3 management*	Women										
	Men										
	Other										
	Unknown										
***Sponsors**, level 4 management*	Women										
	Men										
	Other										
	Unknown										
***Sponsors**, overall management*	Women										
	Men										
	Other										
	Unknown										

Q66. *(Q67 in 2024)* Provide a breakdown of the U.S. employees ***sponsored*** in your company's sponsorship program(s), by gender and ethnicity, in 2024:

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Ethnicities	Other	Unknown	Total
Sponsored, *level 1 management*	Women										
	Men										
	Other										
	Unknown										
Sponsored, *level 2 management*	Women										
	Men										
	Other										
	Unknown										
Sponsored, *level 3 management*	Women										
	Men										
	Other										
	Unknown										
Sponsored, *level 4 management*	Women										
	Men										
	Other										
	Unknown										
Sponsored, *overall management*	Women										
	Men										
	Other										
	Unknown										

Q67. *(Q68 in 2024)* Please indicate the percentage of participants in the **formal sponsorship program** who received a promotion between Dec. 31, 2023, and Dec. 31, 2024. For example, if there is a formal track of 100 sponsors in your organization's talent program and 10 of them got promoted in 2024 FY, then the response for part A will be 10/100 (10%).

A. Sponsors _____%
B. Sponsored _____%

Q68. [Required response] *(Q69 in 2024)* What Key Performance Indicators (KPIs) do you generally use to measure success across your **formal sponsorship programs**? (*Select all that apply*)

C. Sponsorship	Engagement or other employee attitudes such as satisfaction, commitment, etc.	Employee retention	Overall participation	Promotions	Representation	Other	We do not measure success across this program

Q68B. [DISPLAY IF ANY VALUE FOR 68 = OTHER] *(Q69B in 2024)* Please describe the other methods used to measure success across your **formal sponsorship programs**:

_____

Q69. (NEW in 2025) Does your organization have a formal High Potential Program?

A. Yes

B. No

Q69B. (NEW in 2025) [DISPLAY IF 69 = YES] For which levels of management (e.g. L1, L2, etc.)?

_____

Q69C. (NEW in 2025) What percentage of your workforce is high potential?

_____

Q70. [Required response] *(Q70 in 2024)* Tell us how your company defines *high potentials* and who in your organization is eligible to be a high potential.

_____

Q71. *(Q71 in 2024)* Provide a breakdown of all U.S. employees in your ***High Potential Program***, by gender and ethnicity in 2024:

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Ethnicities	Other	Unknown	Total
High Potentials, *level 1 management*	Women Men Other Unknown										
High Potentials, *level 2 management*	Women Men Other Unknown										
High Potentials, *level 3 management*	Women Men Other Unknown										
High Potentials, *level 4 management*	Women Men Other Unknown										
High Potentials, *overall management*	Women Men Other Unknown										
High Potentials, *overall workforce*	Women Men Other Unknown										

Q72. [*(Q72 in 2024)* Please indicate the following percentages.

Note: Enter a number between zero (0.0) and one hundred (100.0). If not applicable or the answer is unknown, leave the input box blank.

	Percent
Percentage of ***high potentials*** who have mentors in the ***formal mentorship*** program (*U.S. employees only*)	
Percentage of ***high potentials*** who have ***formal sponsors*** (*U.S. employees only*)	

Q73. *(Q73 in 2024)* Please indicate the percentages of participants in the **formal High Potential programs** who

received a promotion between Dec. 31, 2023, and Dec. 31, 2024. For example, if there is a formal track of 100 high potentials in your organization's talent program in which 10 of them got promoted in 2024 FY, then the response for part A will be 10/100 (10%).

High potentials _____ %

Q74. [Required response] *(Q74 in 2024)* What criteria are used toidentify high potentials? (*Select all that apply*)

A. Strength-based assessments (e.g., talent reviews, 9-box)
B. Self-identified career and/or leadership aspirations
C. Selection based on current level/job titles
D. Capability to perform at one or more higher level(s)
E. Demonstrated capacity for learning agility
F. Amount of responsibility candidates take on above regularly assigned role
G. Other (please describe) _____
H. None of the above

Q75. *(Q75 in 2024)* How does your organization measure the success ofhigh potentials? (*Select all that apply*)

A. Evaluate individual performance goal(s)
B. Track progress in developmental program(s)
C. Movement/mobility between levels or sectors of the organization
D. Promotion rates compared to internal benchmarks such as all other managers
E. Organizational retention
F. Other (*please specify)* _____
G. We do not measure success of high potentials

Q76. (NEW in 2025) Does your organization have ***Employee Resource Groups(ERGs)***?

A. Yes

B. No

Q76B. (NEW in 2025) [DISPLAY IF 76 = YES] For which levels of management or workforce (e.g. L1, L2, etc.)?

_____

Q76C. *(Q76 in 2024)* Tell us how your company defines an *Employee ResourceGroup*.

_____

Q77. *(Q77 in 2024)* Provide a breakdown of all U.S. ***ERG*** members, by gender and ethnicity in 2024:

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Ethnicities	Other	Unknown	Total
Employee resource group, *level 1 management members*	Women										
	Men										
	Other										
	Unknown										
Employee resource group, *level 2 management members*	Women										
	Men										
	Other										
	Unknown										
Employee resource group, *level 3 management members*	Women										
	Men										
	Other										
	Unknown										
Employee resource group, *level 4 management members*	Women										
	Men										
	Other										
	Unknown										
Employee resource group, *overall management members*	Women										
	Men										
	Other										
	Unknown										
Employee resource group *overall workforce members*	Women										
	Men										
	Other										
	Unknown										

Q78. *(Q78 in 2024)* How many corporate-wide resource groups does yourcompany have in the U.S.?

A. Number of groups	[Numeric only]
B. Number of chapters and sub-groups	[Numeric only]

Q79. *(Q79 in 2024)* Please indicate the percentage of employees who aremembers of *at least* one resource group.

Note: for this question you need to divide the total number of corporate headquarter employees who are ERG members by the total number of corporate headquarter employees (for part A) and total number of employees outside headquarters who participated in ERGs by the total number of employees outside headquarters (for part B).

Enter a number between zero (0.0) and one hundred (100.0). If not applicable or the answer is unknown, leave the input box blank.

	Percent
A. % of ERG members among employees at corporate headquarters (that is, headquarter ERG participation rate)	[0-100 only: 1 decimal]
B. % of ERG members among employees *outside* of corporate headquarters (that is, outside headquarter ERG participation rate)	[0-100 only: 1 decimal]

Q80. *(Q80 in 2024)* Please indicate what percentage of corporate Employee Resource Groups (ERGs) have an executive sponsor in Senior Management Levels 1 & 2.

	Level 1 (CEO and Direct reports) & Level 2 (one level below CEO and direct reports)
% of Corporate ERGs sponsored by:	

Q81. *(Q81 in 2024)* Please indicate the percentage of participants in **formal ERG programs** who received a promotion between Dec. 31, 2023, and Dec. 31, 2024.

ERG _____ %

Q82. [Required response] *(Q82 in 2024)* What Key Performance Indicators (KPIs) do you generally use to measure success across your **formal ERG programs**? (*Select all that apply*)

A. Employee Resource Groups	Engagement or other employee attitudes such as satisfaction, commitment, etc.	Employee retention	Overall participation	Promotions	Representation	Other	We do not measure success across this program

Q82B. [DISPLAY IF ANY VALUE FOR 82 = OTHER] *(Q82B in 2024)* Please describe the other methods used to measure success across the following:

Employee Resource Groups [DISPLAY IF 82 = OTHER] _____

Q83. *(Q83 in 2024)* Is formal ERG membership introduced during onboarding for any of the following: (*Select all that apply*)

A. Level 1 management
B. Level 2 management
C. Level 3 management
D. Level 4 management
E. Overall management
F. Overall workforce

Q84. *(Q84 in 2024)* Does your company have a resource group for any of the following:

A. Generational (Age)
B. Asians
C. Blacks
D. People with Disabilities (PwD)
E. Latino or Hispanic
F. LGBTQ+ employees
G. Multicultural
H. Native American/Alaskan Native
I. Native Hawaiian/Other Pacific Islanders
J. Interfaith (Religious)
K. Veterans
L. Women
M. Women of color
N. Other employee groups (please specify)
O. None of the above

Q85. *(Q85 in 2024) Please indicate how your organization leverages its ERGs.* (Select all that apply)

A. Fair acquisition of talent
B. Employee onboarding
C. Communication of fairness initiatives
D. Conducting self-ID campaigns
E. Internal talent development
F. Customer engagement (e.g., focus groups on products/services)
G. Community outreach/engagement/volunteerism
H. Philanthropic initiatives
I. Identification of diverse suppliers
J. Other (please describe) _____

Talent Acquisition, Development and Management – [Q86-Q112]

About this section. The following section is designed to assess your programs and practices around how you attract talent, what programs you offer to develop talent and how you manage talent.

You may want to consider responding to this section in partnership with your human resources division or any staff who manages or oversees talent acquisition, development and management. For the Fair360 survey definition of Talent Acquisition/Recruitment Staff, please see item 2.14 in the Glossary of Terms.

Q86. *(Q86 in 2024)* Which of the following industries do you primarily recruit from for salaried positions? (*Select all that apply*)

Note: The definition of the 2024 North American Industry Classification System (NAICS) industry codes (listed next to each industry) can be found in this Census Bureau web document: Definition.

A. Accommodation and Food Services (72)
B. Administrative and Support and Waste Management and Remediation Services (56)
C. Agriculture, Forestry, Fishing and Hunting (11)
D. Arts, Entertainment and Recreation (71)
E. Construction (23)
F. Educational Services (61)
G. Finance and Insurance (52)
H. Health Care and Social Assistance (62)
I. Information (51)
J. Management of Companies and Enterprises (55)
K. Manufacturing (31–33)
L. Mining, Quarrying and Oil and Gas Extraction (21)
M. Other Services (except Public Administration) (81)
N. Professional, Scientific and Technical Services (54)
O. Public Administration (92)
P. Real Estate and Rental and Leasing (53)
Q. Retail Trade (44–45)
R. Transportation and Warehousing (48–49)
S. Utilities (22)
T. Wholesale Trade (42)

Q87. *(Q87 in 2024)* Does your organization use Executive Search firms to source talent for any of the following positions? (*Select all that apply*)

A. Level 1 (*CEO and direct reports*)
B. Level 2 (*One level below CEO and direct reports*)
C. Level 3 (*Two levels below CEO and direct reports*)
D. Level 4 (*Three levels below CEO and direct reports*)
E. Other (*please specify*) _____
F. None of the above

Q88. [Required response] *(Q88 in 2024)* Do you have unique recruiting practices for any of the following? (*Select all that apply*)

A. People of color
B. Women
C. Women of color
D. Veterans/military
E. People with Disabilities (PwD)
F. LGBTQ+
G. Other (*please specify*) _____
H. None of the above

Q89. [Required response] *(Q90 in 2024)* Does your company have representational slate commitments (either optional or required) for any of the following: (*Select all that apply*). Note: For the Fair360 survey definition of Fair Slates, please see item 4.3 in the Glossary of Terms.

A. Gender
B. Ethnicity
C. Other (*please specify*) _____
D. We do not have representational slate commitments

Q90. [SKIP IF 89 = D: Required response] *(Q91 in 2024)* How does your company define representational slate commitments?

Note: Applicants of various gender, race and/or ethnicity, sexual orientation, gender identity, disability and/or veteran status.

_____

Q91. [Required response]*(NEW in 2025)* Are representational slate commitments for underrepresented groups:

A. Required for:	All position fills	No positions
B. Optional for:	All position fills	No positions

Q92. *(Q97 in 2024)* Are inclusive interview panels:

A. Required for:	Promotions only	New hires only	Both promotions and new hires	No positions
B. Optional for:	Promotions only	New hires only	Both promotions and new hires	No positions

Q93. *(Q99 in 2024)* What percentage of interview panels are required to be inclusive for:

A. Level 1 management _____%
B. Level 2 management _____%
C. Level 3 management _____%
D. Level 4 management _____%
E. Non-management full time _____%

Q94. *(Q100 in 2024)* Does your organization have recruiters for underrepresented groups?

A. Yes
B. No

Q95. *(Q101 in 2024)* Does your company use staffing agencies/Recruitment Process Outsourcing (RPO) firmsto source talent for any of the following? (*Select all that apply*)

C. Senior executives
D. Management positions
E. Exempt non-management
F. Non-exempt non-management
G. None of the above

Q96. *(Q102 in 2024)* Does your company have recruiting relationships that target: (*Select all that apply*)
A. Alaskan Native or Native Hawaiian-Serving Institutions (ANNHIs)
B. Asian American and Pacific Islander Serving Institutions (AAPISIs)
C. Community Colleges
D. Hispanic Serving Institutions (HSIs)
E. Historically Black Colleges and Universities (HBCUs)
F. Minority Serving Community Colleges
G. Native American-Serving Non-Tribal Institutions (NASNTIs)
H. Predominately Black Institutions (PBIs)
I. Technical/Trade Schools
J. Tribal Colleges and Universities (TCUs)
K. Other (*please specify*)
L. None of the above

Q97. *(Q103 for 2024)* Does your company have a relationship with organizations that will help you reach underrepresented groups?
A. Yes
B. No

Q97B. (NEW in 2025) [Display If Q97 = Yes] Please list the organization(s):
_____

Q98. *(Q104 in 2024) Does your company have a relationship with organizations that help you reach STEM talent?*
A. Yes
B. No

Q98B. (NEW in 2025) [Display If Q98 = Yes] Please list the organization(s):
_____

Q99. *(Q105 in 2024) Does your company have specific numerical goals for underrepresented groups in your overall workforce?*
A. Yes
B. No

Q100 *(Q107 in 2024) Does the company have aspirational goals for underrepresented groups in management levels 1 - 4?*
A. Yes
B. No

Q101. *(Q108 in 2024) Does your company measure the outcomes of its onboarding programs?*
A. Yes
B. No

Q101B. (NEW in 2025) [Display If Q101 = Yes] Please define/describe.

_____

Q102. *(Q109 in 2024)* Can any of the following employee segments self-identify (self-ID) at your company? (*Select all thatapply*)

A. Active military service
B. Veteran status
C. Veteran spouse status
D. Disability status
E. LGBTQ+
F. Gender identity
G. Ethnicity group
H. Other (*please specify*) _
I. None of the above

Q103. *(Q110 in 2024)* Does your company have internships/co-op programs that target underrepresented groups?

A. Yes
B. No

Q103B. (NEW in 2025) [Display If Q103 = Yes] Please define/describe.

_____

Q104. [Required response] *(Q111 in 2024)* Please identify the topics covered in your training programs from the list below, selecting whether they are required and/or optional. For the Fair360 survey definitions of Fair & Inclusive Workplace, Unconscious Bias and Cultural Awareness, please see items 4.1, 4.7 and 4.8 in the Glossary of Terms.

A. Respect and civility	Required for all employees	Required for some employees	Optional for all employees	Not offered
B. Inclusion in the workplace	Required for all employees	Required for some employees	Optional for all employees	Not offered
C. Cultural awareness	Required for all employees	Required for some employees	Optional for all employees	Not offered
D. Religious understanding	Required for all employees	Required for some employees	Optional for all employees	Not offered
E. Disability awareness	Required for all employees	Required for some employees	Optional for all employees	Not offered
F Unconscious bias	Required for all employees	Required for some employees	Optional for all employees	Not offered
G. Gender identity	Required for all employees	Required for some employees	Optional for all employees	Not offered
H. Generations in the workplace	Required for all employees	Required for some employees	Optional for all employees	Not offered

Q104B. [Optional] *(Q111B in 2024)* What other relevant training programs does your organization offer that are not listed above? Explain their scope and requirement.

Name of additional	Purpose of training program(s)	External or internal?	Certification after completion?	Required for all employees	Required for some employees	Optional for all employees

training program(s)						

Q105. [DISPLAY IF 104 A THROUGH H = **Req for some**] *(Q112 in 2024)* Is your training **mandatory** for:

A. Respect and civility [IF 104A= Req. some]	Upper management	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed
B. Inclusion in the workplace [IF 104B = Req. some]	(levels1-4)	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed roles
C. Cultural awareness [IF 104C = Req. some]	Upper management	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed
D. Religious understanding [IF 104D = Req. some]	(levels1-4)	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed
E. Disability awareness [IF 104E = Req.some]	Upper management	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed
F. Unconscious bias [IF 104F= Req. some]	(levels1-4)	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed
G. Gender identity [IF 104G = Req. some]	Upper management	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed
H. Generations in the workplace [IF 104H = Req. some]	(levels1-4)	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed

Q105B. [If 104B selected, the name of training transfer here] Is your training **mandatory** for:

Name of additional training program(s)	Upper management (levels 1-4)	Hiring managers	All managers	Some regions and/or business units	Not required for any roles listed

Q106. (Q113 in 2024) Which of the following talent management goals are prioritizedfor the upcoming year? (*Please select and rank the top 3*)

Note: This item is optional. Please click next if you do not wish to answer.

A. Increasing inclusion throughout the talent pipeline
B. Increasing attendance for employee training program(s)
C. Increasing participation in talent programs (sponsorship, mentorship, ERGs, etc.)
D. Increasing promotion rates of inclusive talent
E. Increasing responses to self-identification (self-ID) campaign(s)
F. Other (*please specify*)

Q107. *(Q114 in 2024)* In 2024, did your organization: (*Optional: Select all that apply*)

A. Changed internal practices or policies around talent acquisition
B. Changed internal practices or policies around talent development
C. Expanded philanthropic endeavors to assist impacted groups
D. Other (*please specify*) _____
E. None of the above

Q108. [SKIP IF 107 = E] *(Q115 in 2024)* Please describe how your company has done the following: (*Optional*)
You may also upload supplementals below.

A. [DISPLAY IF 107A SELECTED] Changed internal practices or policies around talent acquisition

_____

_____

B. [DISPLAY IF 107B SELECTED] Changed internal practices or policies around talent development

_____

_____

C. [DISPLAY IF 107C SELECTED] Expanded philanthropic endeavors to assist impacted groups

_____

_____

D. [DISPLAY IF 107D SELECTED] Other

_____

_____

Q109. *(Q116 in 2024)* You may upload supplemental documentation outlining your organization's actions using the field below. (*Optional*)

A. {Upload field}

Q110. *(Q117 in 2024)* Which of the following has become ***more*** challenging due to changes in current events and the SCOTUS Title VI ruling on affirmative action?(*Optional: select all that apply*)

A. Attracting inclusive talent
B. Retaining inclusive talent
C. Monitoring/tracking participation in talent programs
D. Monitoring/tracking internal fairness metrics
E. Other (*please specify*) _____
F. None of the above

Q111. *(Q118 in 2024)* If any of your organizational structure has changed — such as the dissolution or addition of a talent program — from Dec. 31, 2023, through Dec. 31, 2024, please describe them below. You may also upload supplemental material below. Provide examples of dissolution/addition.

A. Hiring/recruitment practice changes

_____

_____

B. Onboarding program changes

C. Employee Resource Group changes

D. Mentorship program changes

E. Sponsorship program changes

F. High Potential program changes

G. Continuing education changes

H. Internship(s)/co-op program(s) changes

I. Changes to compensation based on workplace fairness results

J. Any other changes related to programs and/or practices around talent acquisition, development or management from Dec. 31, 2023, through Dec. 31, 2024, that you would like to share.

Q112. *(Q119 in 2024)* You may also upload supplemental materials describing any relevant changes below. (*Optional*)

A. {Upload field}

Philanthropy – [Q113-Q130]

About this section. The following section is designed to assess your organization's contributions, community impact, volunteerism and philanthropic endeavors as they relate to workplace fairness and inclusion.
You may want to consider responding to this section in partnership with your philanthropic endeavors council/division or any staff who manages or oversees philanthropy.
NOTE: The entire Philanthropy section is OPTIONAL.

Q113. *(Q120 in 2024)* How many full-time employees does your organization have on/in its:

A. Corporate social responsibility council(s)/division(s) _____
B. Philanthropic giving council(s)/division(s) _____

Q114. *(Q121 in 2024)* In 2024, what was your company's total giving amount in dollars and monetized in-kind in the U.S.? For the Fair360 survey definition of Total Giving, please see item 5.1 in the Glossary of Terms.

Contribution in dollars	_____$
Contribution monetized in-kind	_____$
Total giving	_____$

Q115. *(Q122 in 2024)* In 2024, what was your company's total giving as a percentage of gross revenue and as a percent of earnings?

Total giving as a percentage of gross revenue	_____%
Total giving as a percentage of pre-tax earnings	_____%

Q116. *(Q123 in 2024)* Please identify whether any of the following are on board(s) of non-profit organizations, colleges and universities. (*Select all that apply*)

A. CEO (*Chief Executive Officer*) or similar	Yes	No	N/A
B. CHRO (*Chief Human Resources Officer*) or similar	Yes	No	N/A
C. COO (*ChiefOperating Officer*) or similar	Yes	No	N/A
D. CFO (*Chief Financial Officer*) or similar	Yes	No	N/A

E. CAO (*Chief Administrative Officer*) or similar	Yes	No	N/A
F. CMO (*Chief Marketing Officer*) or similar	Yes	No	N/A
G. CPO (*Chief Procurement Officer*) or similar	Yes	No	N/A
H. CTO (*Chief Technology Officer*) or similar	Yes	No	N/A
I. CDO (*Chief Diversity Officer*) or similar	Yes	No	N/A

Q117. [SKIP IF 116A THROUGH I = No/NA] *(Q124 in 2024)* Please identify the board(s) of non-profit organizations, colleges and universities each of the following sit on.

A. CEO (*Chief Executive Officer*) or similar [IF 116A Yes SELECTED] _____
B. CHRO (*Chief Human Resources Officer*) or similar [IF 116B Yes SELECTED] _____
C. COO (*Chief Operating Officer*) or similar [IF 116C Yes SELECTED] _____
D. CFO (*Chief Financial Officer*) or similar [IF 116D Yes SELECTED] _____
E. CAO (*Chief Administrative Officer*) or similar [IF 116E Yes SELECTED] _____
F. CMO (*Chief Marketing Officer*) or similar [IF 116F Yes SELECTED] _____
G. CPO (*Chief Procurement Officer*) or similar [IF 116G Yes SELECTED _____
H. CTO (*Chief Technology Officer*) or similar [IF 116H Yes SELECTED] _____
I. CDO (*Chief Diversity Officer*) or similar [IF 116I Yes SELECTED] _____

Q118. *(Q125 in 2024)* What percentage of your organization's senior management sit on the boards of non-profitorganizations with a purpose to improve the lives of people from underrepresented groups?

Note: Levels 1 and 2 are the CEO and direct reports and direct reports to the CEO's direct reports. Enter a number between zero (0.0) and one hundred (100.0). If not applicable or the answer is unknown, leave the input box blank.

Level 1 (*CEO and direct reports*) %	
Level 2 (*One level below level 1*) %	

Q119. *(Q126 in 2024)* Do you currently track any of the following across these workforce groups? (*Select all that apply*)

A. Overall U.S. workforce	Participation in volunteering	Hours spent volunteering	Charitable donations	We do not track this information
B. Overall U.S. management	Participation in volunteering	Hours spent volunteering	Charitable donations	We do not track this information
C. Level 1 management (CEO and direct reports)	Participation in volunteering	Hours spent volunteering	Charitable donations	We do not track this information.
D. Level 2 management	Participation in volunteering	Hours spent volunteering	Charitable donations	We do not track this information.

(one level below CEO and direct reports)				
E. Level 3 management	Participation in volunteering	Hours spent volunteering	Charitable donations	We do not track this information
F. Level 4 management	Participation in volunteering	Hours spent volunteering	Charitable donations	We do not track this information

Q120. [DISPLAY IF 119A THROUGH C = Participation in formal volunteering selected] *(Q127 in 2024)*
Please provide the percentage of the following groups who participated in volunteer programs:
Enter a number between zero (0.0) and one hundred (100.0). If not applicable or the answer is unknown, leave the box blank.

A. Overall U.S. workforce _____% [IF 119A SELECTED]
B. Overall U.S. management _____% [IF 119B SELECTED]
C. Level 1 management (*CEO and direct reports*) _____% [IF 119C SELECTED]
D. Level 2 management (*one level below CEO and direct reports*) _____% [IF 119D SELECTED]
E. Level 3 management _____% [IF 119E SELECTED]
F. Level 4 management _____% [IF 119F SELECTED]

Q121. [DISPLAY IF 119A THROUGH C = Hours spent volunteering] *(Q128 in 2024)* Please provide the total **hours** the following groups spent volunteering:

A. Overall U.S. workforce [IF 119A SELECTED] _____
B. Overall U.S. management [IF 119B SELECTED] _____
C. Level 1 management (*CEO and direct reports*) [IF 119C SELECTED] _____
D. Level 2 management (*one level below CEO and direct reports*) [IF 119D SELECTED] _____
E. Level 3 management [IF 119E SELECTED] _____
F. Level 4 management [IF 119F SELECTED] _____

Q122. *(Q129 in 2024)* Does your organization do any of the following? (*Select all thatapply*)

A. Match employee charitable donations
B. Match retiree charitable donations
C. Provide management with paid time off for volunteering
D. Provide non-management with paid time off for volunteering
E. Provide volunteer grants that match employee time with money given to the organization
F. Provide programs to support the internal philanthropic needs of your workforce (i.e., in times of natural disasters)
G. Offer awards/recognition ceremonies for volunteering
H. Share information with employees on how they can act on the issues that matter to them
I. Company-wide days of service
J. Dollars for doers
K. Flexible scheduling
L. None of the above

Q122_1. [DISPLAY IF 122A SELECTED] *(Q129_1 in 2024)* What is your employee donation match percentage? _____%

Q122_2. [DISPLAY IF 122C SELECTED] *(Q129_2 in 2024)* What percentage of your ***overall U.S. management*** takes time off to volunteer?_____%

Q122_3. [DISPLAY IF 122D SELECTED] *(Q129_3 in 2024)* What percentage of your ***overall U.S. workforce*** takestime off to volunteer?_____%

Q122_4. [DISPLAY IF 122E SELECTED] *(Q129_4 in 2024)* How much money was provided in the form ofvolunteer grants for 2024? _____

Q123. [DISPLAY IF 122I IS SELECTED] *(Q130 in 2024)* Please explain how you select the opportunities available to employees during the organization-wide day of service. You may also upload supplemental materials.

_____

_____

Q124. [DISPLAY IF 122I IS SELECTED] *(Q131 in 2024)* Upload any supplemental material for your organization-wide day(s) of service (*Optional*)

A. {Upload field}

Q125. *(Q132 in 2024)* In 2024, what percentage of total giving (U.S.) was directed to the following program areas:(*Select all that apply*)

A. Education (*K - 12*) _____%
B. Education (*Higher Education*) _____%
C. Health and Social Services _____%
D. Community & Economic Development _____%
E. Culture & Arts _____%
F. Civics & Public Affairs _____%
G. Environment _____%
H. Other _____%

Q126. *(Q133 in* 2024) In 2024, what percentage of total giving was directed to organizations that formally supported:

Note: For allocating funds to organizations that support various causes, especially when there is potential overlap (e.g., veterans and People with Disabilities), consider your values and objectives for categorizing the giving. For example, if your initiative was to contribute to an organization that supports veterans (and this organization supports PwD as well), you can consider the mentioned giving in the veterans' category. Please avoid double counting for cases that have overlap.

A. Women _____%
B. Women of color _____%
C. People of color _____%
D. Age groups _____%
E. Veterans/military _____%
F. People with Disabilities (PwD) _____%
G. LGBTQ+ _____%

Q127. *(Q134 in 2024)* How does your organization measure the success of its philanthropic endeavors? (*Selectall that apply*)

A. Community impact
B. Business impact

C. Attracting new talent
D. Retaining talent
E. Participation in company endorsed volunteering
F. Percent of organizational giving
G. Other (*please specify*) _____
H. None of the above

Q128. *(Q135 in 2024)* Which of the following philanthropy goals are prioritized for the upcoming year? (*Please select and rank the top 3*)

Note: This item is optional. Please click next if you do not wish to answer.

A. Increasing charitable donations to traditionally underrepresented groups
B. Increasing the total hours employees volunteer
C. Increasing awareness of philanthropic endeavors with internal people/groups (e.g., employees, ERGs, etc.)
D. Increasing awareness of philanthropic endeavors with external people/groups (e.g., clients, brand partners, etc.)
E. Enhancing tracking of philanthropic endeavors across the company
F. Enhancing the way fairness and inclusion strategy is incorporated into philanthropic endeavors
G. Improving access to philanthropic resources and information throughout the company
H. Other (*please specify*)

Q129. *(Q136 in 2024)* Please describe any changes to your philanthropic programs, practices and policies from Dec. 31, 2023, to Dec. 31, 2024.

Note: You may also upload supplemental documentation using the field below.

_____

_____

_____

Q130. *(Q137 in 2024)* Please upload any supplemental documents describing changes to your programs, practices and policies from Dec. 31, 2023, through Dec. 31, 2024. (*Optional)*

A. {Upload field}

Supplier Diversity – [Q131-Q148]

About this section. The following section is designed to assess your programs and practices around Supplier Diversity.

You may want to consider responding to this section in partnership with your head of procurement or any staff who manages or oversees Supplier Diversity.

For the Fair360 survey definitions of Supplier Diversity Staff, Procurement Staff and Fair Supply Chain, please see items 2.15, 2.16, and 6.1 in the Glossary of Terms, respectively. *You have the option to report supplier diversity metrics based on your organization's fiscal year rather than the traditional calendar year (Jan. 1, 2024, to Dec. 31, 2024).*

Q131. *(Q138 in 2024)* How many full-time employees does your company have in its Supplier Diversity department? _____

Q132. *(Q139 in 2024)* What was your total procurement spend for 2024?

Note: Numeric only. Please enter your entire procurement spend as a whole number with no decimals. Do not abbreviate the amount (i.e., please write, "2000000" instead of "2 million" or "2000k").

Note: Please report your total procurement; even an approximation amount is more preferred than blank or zero response here. If no total procurement spend is reported here (whether zero or blank), we will not be able to calculate the spend as a percentage of total procurement.

$ _____

Q133. *(Q140 in 2024)* Please describe how you define your company's total procurement spend as reported above.

_____

Q134. *(NEW in 2025)* Are you able to onboard new suppliers in a category you weren't previously able to do?

A. Yes
B. No

Q134B. (NEW in 2025) [Display If Q134 =Yes] Please elaborate:

_____

Q135. *(Q143 in 2024)* What was the total dollar amount spent with certified diverse suppliers?

Note: amounts spent with diverse suppliers certified in multiple categories should only be counted once in this total.

_____

Q136. *(Q145A in 2024)* What dollar amount was spent in 2024 with third-party vendors certified by:

Note: Type the amount in U.S. dollars. Use only U.S.-based suppliers; do not include Puerto Rico or any other U.S. territories. Note that this year you may count vendors in more than one category if they have multiple certifications. All vendors should be certified by recognized third parties, such as Women's Business Enterprise National Council (WBENC), National Minority Supplier Development Council (NMSDC), National LGBT Chamber of Commerce (NGLCC), Disability:IN or be certified as an MBE or WBE. Please do not count state certifications unless affiliated with one of the national organizations listed above. If the amounts are not tracked, then leave the table cells blank. If the amount is tracked but the amount is none, then enter zero dollars ($0). 15 digits maximum per cell.

Note: Please report your total procurement on question 139; even an approximation amount is more preferred than blank or zero response there. If no total procurement spend is reported here (whether zero or blank), we will not be able to calculate the diverse spend as a percentage of total procurement.

	Tier I only	Tier II only
NMSDC	$_____	$_____
WBENC	$_____	$_____
Disability:IN	$_____	$_____
State certification bodies	$_____	$_____
Other third-party certification bodies	$_____	$_____
[DISPLAY if "State certification bodies" has a value of non-zero] please specify the name of state certifying body organization:	_____	_____
[DISPLAY if "Other third-party certification bodies" has a value of non-zero] please specify the name of other third-party certification bodies:	_____	_____
Total (auto calculation)		

Q137. *(146 in 2024)* How many unique certified diverse vendors did you use during 2024 and how manyunique vendors did you retain?

	Vendors used in 2024	Vendors retained from 2024
Total certified vendors		

Q138. *(Q151 in 2024)* What type of metrics/results do you use to assess thequality of your Supplier Diversity program? (*Select all that apply*)

A. Percentage of spend with diverse suppliers
B. Number of primary suppliers who report their spend with diverse suppliers
C. Number of vendors with certification for inclusive groups
D. Year-over-year change in spend with diverse suppliers
E. Vendor retention
F. Other
G. None of the above

Q139. (Q152 in 2024) Who reviews Supplier Diversity metrics/results? (*Select all that apply*)

A. Level 1 management
B. Level 2 management
C. Level 3 management
D. Board of Directors
E. Executive Diversity Council
F. Other (*please specify*) _____
G. None of the above

Q140. [SKIP IF 139 = G] (Q153 in 2024) How often are Supplier Diversity metrics/results formally reviewed?

A. Level 1 management [IF 139A SELECTED]	More thanonce a month	Monthly	Quarterly	Semi-annually	Annually	Less than once annually	Never formally reviewed
B. Board of Directors [IF 139D SELECTED]	More thanonce a month	Monthly	Quarterly	Semi-annually	Annually	Less thanonce annually	Never formally reviewed
C. Executive Diversity Council	More thanonce a month	Monthly	Quarterly	Semi-annually	Annually	Less thanonce annually	Never formally reviewed

[IF 139E SELECTED]							

Q141. *(Q154 in 2024)* Is compensation of business leaders tied to Supplier Diversity metrics/results?

A. Yes
B. No

Q141B. (NEW in 2025) [Display If Q141 =Yes] Please define:

_____

Q142. *(Q155 in 2024)* Which of the following benefits does your organization offer to suppliers: (*Select all that apply*)

	Only diverse suppliers	Some diverse suppliers	All suppliers
A. Formal external training on company processes			
B. Formal mentorship in business practices			
C. Formal financial education			
D. Financial assistance (provide example)			
E. Conference(s) and/or summit(s)			
F. None of the above			

Q143. [DISPLAY IF 142D IS SELECTED] *(Q156 in 2024)* Do you offer financial assistance to your suppliers?

A. Yes
B. No

Q143B. (NEW in 2025) [Display If Q143 =Yes] Please define:

_____

Q144. [Required response] *(Q157 in 2024)* Are your primary suppliers required to report their percentage of spend with diverse suppliers (i.e., MBE, WBE, People with Disabilities, veterans and LGBTQ+):

Required	Recommended	No requirement	Does not apply

Q145. *(Q160 in 2024)* What types of mechanisms are in place to encourage primary suppliers to accomplish their fairness and inclusion goals?

_____

Q146. *(Q161 in 2024)* You may also upload supplemental materials describing how you established and monitored specific monetary goals for percentage spend with diverse suppliers. (*Optional*)

A. {Upload Field}

Q147. *(Q162 in 2024)* You may also upload supplemental materials describing the types of Supplier Diversity initiatives you integrated into your overall corporate business plangoals and how you monitored them. (*Optional*)

A. {Upload Field}

Q148. *(Q168 in 2024)* Does your company conduct an adverse impact analysis to ensure that changes in procurement spend do not impact diverse suppliers?

A. Yes
B. No

Review and Submit – [Q149]

Q149. (*Q171 in* 2024) Upload a supplemental document.
Note: This section is for supplemental documents only. You can use up to 10 questions (one file per question)below including this one.

A. Upload a supplemental document {Upload field}

B. Upload a supplemental document {Upload field}

C. Upload a supplemental document {Upload field}

D. Upload a supplemental document {Upload field}

E. Upload a supplemental document {Upload field}

F. Upload a supplemental document {Upload field}

G. Upload a supplemental document {Upload field}

H. Upload a supplemental document {Upload field}

I. Upload a supplemental document {Upload field}

J. Upload a supplemental document {Upload field}

K. Upload a supplemental document {Upload field}

Thank you for completing the 2025 Fair360 Top 50 Companies for Workplace Fairness survey!

Now that you have recorded your responses, the next steps require you to finalize these responses by providing a verification letter through Adobe.

[VERIFICATION URL]

[Required response] Follow the verification URL (directly above), have the document **signed by your CEO, CHRO** or other leader not directly responsible for your workplace fairness and inclusion office. This verification letter ensures that your answers are reviewed and approved either by your CEO or CHRO. Once completed, please hit next. Do not hit next until this step is completed.

Once verified, please click "**Next**" to continue.

Next

Congratulations, you've reached the end of the survey. When you're ready to finalize your responses, please click "**Submit**" below. If you need to make changes to your responses, please go back and do so now.

Top 50 Survey Glossary of Terms

Term	Definition
1.1 Fair	Refers to race/ethnicity, gender, LGBTQ+, People with Disabilities and veterans.
1.2 Disadvantaged Groups	Groups that are subject to prejudice, discrimination or biases due to their social status, background and/or other characteristics (e.g., a woman denied a management position because of her gender).
1.3 Multicultural Organization	Refers to organizations that include people from multiple diverse group identities: race/ethnicity, gender, sexual orientation, People with Disabilities, veterans, nationality, class, religion or other groupings.
1.4 North American Industry Classification System (NAICS)	A coding system used by Federal agencies to classify businesses to report on the U.S. business economy. For more information, please refer to: https://www.census.gov/naics/
1.5 Federal Contractor	Refers to an organization that performs a specific job, supplies labor and materials and/or sales products and services to the United States (any department or agency) OR refers to an organization that conducts business with the U.S. Federal government. For more information, please refer to: https://www.dol.gov/odep/topics/FederalContractorRequirements.htm
1.6 Environmental, Social and Governance (ESG)	Sustainable and ethical practices that make a positive impact or minimize risks of business operations. • **Environmental:** minimizing risks that business operations may have on the environment OR regulating operations to minimize risks on the environment such as pollution, climate change, waste, etc. • **Social:** giving back to the community (i.e., volunteering, establishing programs) and managing relationships with employees (i.e., fair labor laws, fairness and inclusion, safety and health). • **Governance:** managing and controlling business operations in accordance with federal and local laws, rules, processes or a combination of all three.
2.1 New Hires	Employees in the U.S. (including U.S. territories) hired externally after Dec. 31, 2023 and still active employees on Dec. 31, 2024.
2.2 Promotions	Employees in the U.S. (including U.S. territories) promoted to a higher position and/or ranking after Dec. 31, 2023 and still active employees on Dec. 31, 2024.
2.3 Voluntary Turnover	By voluntary turnover, we mean the employees who were with the company on the last day of the previous year (Dec. 31, 2023) but no longer with the company on the last day of the current survey year

Term	Definition
	(Dec. 31, 2024). Include retirees in the category of Retirement voluntary turnovers; exclude them from Voluntary turnover.
2.4 Involuntary Turnover	Involuntary turnovers are the turnovers due to firing, lay-offs, etc. Only include those retirees impacted by a mandatory retirement age.
2.5 Overall Workforce	Overall Workforce: U.S. workforce including Alaska, Hawaii, Puerto Rico or any other U.S. territories. The workforce includes all employees, both management and non-management. Sometimes we use the term "total workforce," which is synonymous with "workforce." Workforce hourly: U.S. workforce paid on an hourly basis for the amount of time spent working, including Alaska, Hawaii, Puerto Rico or any other U.S. territories. The workforce includes all employees, both management and non-management. Workforce non-hourly exempt: U.S. workforce who are exempt from hourly and overtime pay, including Alaska, Hawaii, Puerto Rico or any other U.S. territories. The workforce includes all employees, both management and non-management. Workforce new hires: All the new hires into workforce (as defined above) during the survey year (from Jan. 1, 2024 to Dec. 31, 2024). Workforce turnover (voluntary): By turnover, we mean the employees who were with the company on the last day of the previous year (Dec. 31, 2023) but no longer with the company on the last day of the current survey year (Dec. 31, 2024). Include retirees in the category of Retirement voluntary turnovers; exclude them from Voluntary turnover. Workforce turnovers (involuntary): Involuntary turnovers are the turnovers due to firing, lay-offs, etc. Only include those retirees impacted by a mandatory retirement age.
2.6 Management Overall	Management overall: All the management/professional employees as defined by your company. This includes management levels 1 through 4 and all other management/professional employees at the lower levels. (See below for the explanation of the management levels.) As a part of workforce, management overall includes only U.S. (including Alaska, Hawaii, Puerto Rico or any other U.S. territories). We often use the terms "management" or "management employees," both of which are synonymous with "management overall." Management new hires: All the new hires into management overall (as defined above) during the survey year (from Jan. 1, 2024 to Dec. 31, 2024). Within-management promotions: Members of management overall who received promotions during the survey year (from Jan. 1, 2024 to Dec. 31, 2024). They should have already been a member of

Term	Definition
	management overall prior to being promoted. Employees promoted into management: All U.S. employees who were promoted into management. They should have been non-management employees prior to being promoted and became management employees. Leave these cells blank if your company does not allow this. Management turnovers (voluntary): Voluntary turnovers within management overall. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover. Management turnovers (involuntary): Involuntary turnovers within management overall. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.
2.7 Management Level 1	Management level 1: CEO and their direct, non-administrative reports. This is the highest level in management. Sometimes it is shortened to "level 1" or even "lev1." New hires to management level 1: All new hires into management level 1 during the survey year. This refers to new hires from outside of the company. Promoted to management level 1: All new members who were promoted into management level 1 during the survey year. Exclude new hires from outside the Company. Management level 1 turnovers (voluntary): Voluntary turnovers within management overall. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover. Management turnovers (involuntary): Involuntary turnovers within management level 1. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.
2.8 Management Level 2	Management level 2: One level below management level 1 (non-administrative). New hires to management level 2: All new hires into management level 2 during the survey year. This refers to new hires from outside of the company. Promoted to management level 2: All new members who were promoted into management level 2 during the survey year. Exclude new hires from outside of the company. Management level 2 turnovers (voluntary): Voluntary turnovers within management overall. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover. Management turnovers (involuntary): Involuntary turnovers within management level 2. See above, "Workforce turnovers (involuntary),"

Term	Definition
2.9 Management Level 3	for the definition of involuntary turnovers. Management level 3: Two levels below management level 1 (non-administrative). New hires to management level 3: All new hires into management level 3 during the survey year. This refers to the new hires from outside of the company. Promoted to management level 3: All new employees promoted into management level 3 during the survey year. Exclude new hires from outside of the company. Management level 3 turnovers (voluntary): Voluntary turnovers within management overall. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover. Management turnovers (involuntary): Involuntary turnovers within management level 3. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.
2.10 Management Level 4	Management level 4: three levels below management level 1 (non-administrative). New hires to management level 4: All new hires into management level 4 during the survey year. This refers to the new hires from outside of the company. Promoted to management level 4: All new employees promoted into management level 4 during the survey year. Exclude new hires from outside of the company. Management level 4 turnovers (voluntary): Voluntary turnovers within management overall. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover. Management turnovers (involuntary): Involuntary turnovers within management level 4. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.
2.11 Senior Leadership	Your CEO (or U.S. lead) and direct reports as well as their direct reports (management levels 1 & level 2).
2.12 Board of Directors	U.S. Board of Directors. Use global board if you do not have a U.S. one. If you do not have a Board, please enter zeros in corresponding fields.
2.13 Executive Diversity Council	The internal Diversity Council, which is comprised of high-level leaders or management levels 1 through 4 only. (See below Executive Diversity Council/Human resources staff for the explanation of the management levels.) If you do not have an Executive Diversity Council, please enter zeros in corresponding fields.
2.14 Talent	U.S. employees who are part of your company's Human Resources

Term	Definition
Acquisition/Recruitment Staff	division.
2.15 Supplier Diversity Staff	U.S. employees whose formal responsibilities include overseeing Supplier Diversity.
2.16 Procurement Staff	U.S. employees who are part of your company's procurement division.
3.1 Mentorship	Refers to helping a person grow personally and professionally by providing them advice, feedback and coaching.
3.2 Formal Mentorship Program	A company-sanctioned and company-run program that pairs mentors and mentees, tracks participation and assesses/measures the success of participant and program outcomes.
3.3 Sponsorship	The process of a person with authority, who actively uses their influence to help employees advance in the company.
3.4 Sponsor	Usually, someone at a more senior level and/or an individual with strong influence within an organization assists high potentials in gaining visibility for particular assignments, promotions or positions.
3.5 Formal Sponsorship Program	A company-sanctioned and company-run program that pairs sponsors with identified talent, tracks participation and assesses/measures the success of participant and program outcomes.
3.6 Employee Resource Groups (ERGs)	Internal networks within your organization that promote a fair and inclusive workplace.
3.7 Affinity Groups	A type of employee resource group that is organized based on a common interest/goal or to fulfill a specific purpose.
4.1 Fair and Inclusive Workplace	A work environment aimed at welcoming and providing equal treatment to employees from different backgrounds.
4.2 Talent Reviews	A process to review an employee's current (or past) performance, potential, development opportunities and career mobility within an organization. Could also include individuals identified as part of succession planning efforts.
4.3 representational Slates	Applicants who are diverse in gender, race and/or ethnicity, sexual orientation, gender identity, disability and/or veteran status.
4.4 Interview Panel	A group of employees assigned to conduct candidate interviews for an external hire or promotion.
4.5 Behavioral Interview	An interviewing technique that is used to evaluate a candidate based on past experiences to understand the way they would react in certain job-related scenarios.
4.6 Cognitive Ability Test	A selection procedure that measures candidates verbal reasoning, spatial awareness and/or mathematics.
4.7 Unconscious Bias	Automatic judgments made about an individual or a group of people; generally based on social stereotypes.

Term	Definition
4.8 Cross-Cultural Competence	Knowledge, skills and abilities that enable effective interactions and communication with people from cultures different from one's own.
5.1 Total Giving	Includes corporate cash, foundation cash and/or non-cash contributions to non-profit organizations. For organizations in the non-profit sector, total giving could apply to any social benefit/social mission work, including charitable activities and charitable contributions.
6.1 Diverse Supply Chain	Suppliers owned by people of color, women, People with Disabilities, military/veterans, LBGTQ+ individuals or those located in HUBZones.
6.2 Minority-Owned Business Enterprises (MBE)	A business that is at least 51% owned (for publicly traded businesses, at least 51% stock ownership), operated and controlled by one or more American citizens of an ethnic minority group (i.e., Asian, Black, Hispanic, Native American). For more information, please visit: https://www.nmsdc.org/mbes/what-is-an-mbe/
6.3 Women-Owned Business Enterprises (WBE)	A for-profit business that is at least 51% owned and controlled and whose daily operations are held by one or more women who are U.S. citizens or Legal Resident Aliens. For more information, please visit: https://www.wbenc.org/about-wbenc
6.4 Short-Term Vendors	Short-term vendors are short-term projects or contracts between your organization and a supplier that have less than a year duration.