

FAIR360

The 2024 Fair360 Top 50 Companies for Workplace Fairness Survey

9/23/2023

CONFIDENTIAL AND PROPRIETARY

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Welcome to the 2024 Fair360 Top 50 Companies for Workplace Fairness Survey

Important Information

- Survey close date is **March 1, 2024** by 11:59 PM in your time zone
- Results will be announced **May 7, 2024**.

Fair360 will provide a webinar for tips on completing the Fair360 Top 50 Competition on **Dec. 20, 2023, Jan. 10, 2024 and Feb. 7, 2024 (other dates may be added)**.

- 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 human capital metrics.
- **ITEM MAPPING** has been implemented throughout the assessment.
 - Items tagged with “New” or the item number that was used in 2023 are highlighted in **Blue**.
 - Note that some items with a number for 2023 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 assessment handout and will produce a warning message within the submission platform if left blank.

Requirements for All Participants

- Answer all applicable questions in this assessment.
- You must complete and submit the [NOD Disability Employment Tracker](#) by **March 1, 2024**, 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 Equity Officer or person responsible for fairness & inclusion must be submitted affirming that all data submitted is accurate. This can be submitted through DocuSign.

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 questions that only hospitals and health systems will complete. Q8 and 5 subsequent questions (Q8A-E) as well as Q51 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 2024 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 2023)** Please provide the following information about your company and U.S. headquarters (*write “NA” if not applicable for 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 2023)** Please provide contact information for the *most senior level executive or manager responsible for U.S. fairness management*:

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

Q3. **(Q4 in 2023)** 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. **(Q10 in 2023)** Is your company publicly traded?

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

Q5. **(Q11 in 2023)** Is your company’s global headquarters located within the U.S.?

- A. Yes
- B. No

Q6. **(Q12 in 2023)** Please select the region(s) where your organization has at least 10% of its workforce at the end of the 2023 calendar year: (*Select all that apply.*)

- A. **New England** (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)
- B. **Mid-Atlantic** (New Jersey, New York, Pennsylvania)

- C. **East North Central** (Illinois, Indiana, Michigan, Ohio, Wisconsin)
- D. **West North Central** (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)
- E. **South Atlantic** (Delaware, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, District of Columbia, West Virginia)
- F. **East South Central** (Alabama, Kentucky, Mississippi, Tennessee)
- G. **West South Central** (Arkansas, Louisiana, Oklahoma, Texas)
- H. **Mountain** (Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming)
- I. **Pacific** (Alaska, California, Hawaii, Oregon, Washington)
- J. **U.S. Territories** (Puerto Rico, Guam, etc.)

Q7. **(Q13 in 2023)** Choose the NAICS industry code that **best** describes your main business.

Note: The definition of 2023 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)

Q8. (Q14 in 2023) 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. (Q112B in 2023) Please indicate the percentages 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. Percentage must be based on your overall amount 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 least one resource group	

Q8B. (Q129E&F in 2023) Do any of the following positions require approval for diverse slate exceptions: (Select all that apply)

- A. Physicians
- B. Nurses

Q8C. [Required response] (Q130F&G in 2023) Do you use diverse 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. (Q135E&F in 2023) Does your company use staffing agencies/Recruitment Process Outsourcing (RPO) firms to source talent for any of the following? (Select all that apply)

- A. Physicians
- B. Nurses

Q8E. [Required response] (Q142H&I in 2023) Does your company have **formal** onboarding programs for any of the following positions? (Select all that apply)

- A. Physicians
- B. Nurses

Organizational Structure – [Q9-Q32]

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

Q9. **[Required response]** **(Q17 in 2023)** Does your company have any of the following: *(Select all that apply)*

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

Q10. **[SKIP IF 9 = G]** **(Q19 in 2023)** Please identify the formal fairness 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 fairness results	Sponsoring fairness events	Setting and/or approving corporate enterprise goals	Other
B. Executive Fairness Council [IF 9B SELECTED]	Promoting talent fairly	Monitoring workforce representation	Monitoring supplier fairness results	Sponsoring fairness events	Setting and/or approving enterprise fairness goals	Other
C. External Fairness Council(s) [IF 9C SELECTED]	Promoting talent fairly	Monitoring workforce representation	Monitoring supplier fairness results	Sponsoring fairness events	Setting and/or approving enterprise fairness goals	Other
D. Regional Fairness Council(s) [IF 9D SELECTED]	Promoting talent fairly	Monitoring workforce representation	Monitoring supplier fairness results	Sponsoring fairness events	Setting and/or approving enterprise fairness goals	Other
E. Other Fairness Council(s) [IF 9E SELECTED]	Promoting talent fairly	Monitoring workforce representation	Monitoring supplier fairness results	Sponsoring fairness events	Setting and/or approving enterprise fairness goals	Other
F. Other Fairness and Inclusion Committee(s) [IF 9F SELECTED]	Promoting talent fairly	Monitoring workforce representation	Monitoring supplier fairness results	Sponsoring fairness events	Setting and/or approving enterprise fairness goals	Other

Q11. [SKIP IF 9 = G] (Q21 in 2023) 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 Fairness Council(s) [IF 9B SELECTED]	Every month	Every other month	Every quarter	Three times a year	Twice a year	Once a year	Less than once per year
C. External Fairness 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 Fairness Council(s) [IF 9D SELECTED]	Every month	Every other month	Every quarter	Three times a year	Twice a year	Once a year	Less than once per year
E. Other Fairness Council(s) [IF 9E SELECTED]	Every month	Every other month	Every quarter	Three times a year	Twice a year	Once a year	Less than once per year
F. Other Fairness and Inclusion Committee(s) [IF 9F SELECTED]	Every month	Every other month	Every quarter	Three times a year	Twice a year	Once a year	Less than once per year

Q12. [DISPLAY IF 9B SELECTED] (Q22 in 2023) Who chairs the Executive Fairness 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] (Q24 in 2023) How are members of your Executive Fairness 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] (Q26 in 2023) Who sets the agenda for the Executive Fairness 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] (Q28 in 2023) Is compensation for Executive Fairness Council members tied to Enterprise Fairness goals?

- A. Yes
- B. No

Q16. [DISPLAY IF 15 = YES] (Q29 in 2023) What percentage of Executive Fairness 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, then leave the field blank.

Q17. [Required response] (Q30 in 2023) Please select whether each of the following had bonuses linked to No 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 have a 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. [DISPLAY IF ANY VALUE IN 17A THROUGH E = Reports a specific percentage linked] (Q31 in 2023) What percent of bonuses were tied to fairness results in 2023 for...

- A. Level 1 [DISPLAY IF 17A = SPECIFIC %] _____%
- B. Level 2 [DISPLAY IF 17B = SPECIFIC %] _____%
- C. Level 3 [DISPLAY IF 17C = SPECIFIC %] _____%
- D. Level 4 [DISPLAY IF 17D = SPECIFIC %] _____%
- E. Other management [DISPLAY IF 17E = SPECIFIC %] _____%

Q19. [DISPLAY IF ANY VALUE IN 17A THROUGH E reports a specific percentage linked] (Q32 in 2023)

What percentage of managers (at each level) received the full bonus tied to fairness results in 2023 for...

- A. Level 1 [DISPLAY IF 17A = SPECIFIC %] _____%
- B. Level 2 [DISPLAY IF 17B = SPECIFIC %] _____%
- C. Level 3 [DISPLAY IF 17C = SPECIFIC %] _____%
- D. Level 4 [DISPLAY IF 17D = SPECIFIC %] _____%
- E. Other management [DISPLAY IF 17E = SPECIFIC %] _____%

Q20. (Q44 in 2023) Which department or division at 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

Q21. (Q45 in 2023) 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. CEqO (Chief Equity 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

Q22. (Q46 in 2023) 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)

Q23. (Q48 in 2023) Is the CEqO (Chief Equity Officer or equivalent) formally involved in any of the following? (Select all that apply) 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 fair candidate slate commitments
- G. Signing off on exceptions for fair candidate slates
- H. Tracking representation across talent program(s)
- I. Tracking representation across the workforce
- J. None of the above

Q24. (Q49 in 2023) What is your company's Human Rights Campaign (HRC) 2023 Corporate Equality Index (CEI) or Health Equity Index (HEI) rating?

Please type a number in the below boxes. If not applicable or the answer is unknown, then leave the field(s) blank.

	Percent
2023 CEI rating (%)	

Q25. (Q50 in 2023) 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 marketing department) 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, then leave the field(s) blank. _____

B. How many full-time employees in your company have some fairness responsibilities, as well as responsibilities in other departments

Please type your response (whole numbers only; no decimals) into the field below. If not applicable or the answer is unknown, then leave the field(s) blank. _____

C. How many direct reports does the CEqO (Chief Equity 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, then leave the field(s) blank. _____

D. [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, then leave the field(s) blank. _____%

Q26. (Q51 in 2023) What is your average annual fairness team budget that is managed by your CEqO (Chief Equity 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

Q27. (Q53 in 2023) Which of the following organization-wide inclusion 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 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) _____

Q28. [Required response] (Q54 in 2023) 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

Q29. (Q56 in 2023) 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}

Q30. (Q58 in 2023) Are your goals for environmental, social and governance (ESG) factors... (Select all that apply) For the Fair360 survey definition of Environmental, Social and Governance, please see item 1.6 in the Glossary of Terms.

- A. Discussed at board meetings
- B. Created with input from the most senior level fairness executive or manager
- C. Annually reviewed
- D. None of the above

Q31. (Q59 in 2023) Please describe your commitments to each of the following.

Note: You may also upload supplemental materials below.

A. ESG as a core management issue

B. ESG as a regular agenda item for level 1 of management

C. The importance of ESG is communicated in the company's purpose and core values, internally and externally

D. CEO/company makes a public stance on important ESG issues

Q32. (Q60 in 2023) Please upload any supplemental materials illustrating your organizational commitments to your selections. Please make sure your supplemental materials address all of your selections. (Optional)

A. {Upload field}

Human Capital Metrics – [Q33-Q51]

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 from January through December 2023.

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 composition for 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 % (overall workforce, overall management, levels 1-4 management)
- b. People with disabilities % (overall workforce, overall management, levels 1-4 management)
- c. LGBTQ+ % (overall workforce, overall management, levels 1-4 management)

4. Organizational divisions

- a. Board of Directors
 - b. Executive Fairness Council
 - c. Faculty, residents, nurses and physicians (hospitals and *healthcare organizations only*)
-

- Q33. [Required response] (Q62 in 2023) 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 include categories 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 33 = B]

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

Q34. (Q87 in 2023) Please upload your human capital metrics using the field below. **Note:** The file must be saved in the .xlsx format. Please do not modify the template in any way other than to add your data (i.e., do not change formatting, add formulae, etc.).

- A. {Upload field}

Q35A. [Required response] (Q63A in 2023) Does your company use “other” for any other reason than what is listed above?

- A. Yes
- B. No

Q35B. [DISPLAY IF 35A = YES] (Q63B in 2023) Please describe how “other” is used in human capital metrics by your company.

Q36. [DISPLAY IF 35A AND/OR 35B = YES] (Q65 in 2023) You may also upload supplemental materials explaining your company’s use of “other” and/or “unknown.” (Optional)

- A. {Upload field}

Q37. (Q68 in 2023) How many employees did your company have at the end of the calendar year 2023?

Note: The gray cell value (total) is automatically calculated. Please enter only whole numbers, and 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	

Q38. [Required response] (Q69 in 2023) Tell us how your organization defines *management* for the purpose of this assessment.

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. one. If you do not have any Board, please enter zeros in corresponding fields. For the Fair360 survey definition of Board of Directors, please see item 2.12 in the Glossary of Terms.
Executive Fairness Council	The internal fairness council, which is comprised of high-level leaders or management levels 1 through 4 only. (See below Executive Fairness Council Human resources staff for the explanation of the management levels.) If you do not have an Executive Fairness Council, please enter zeros in corresponding fields. For the Fair360 survey definition of Executive Fairness 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. 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. 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. 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 to Dec. 31, 2023). 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, 2022) but no longer with the company on the last day of the current survey year (Dec. 31, 2023). 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 to Dec. 31, 2023).
Within-management promotions	Members of management overall who received promotions during the survey year (from Jan. 1 to Dec. 31, 2023). They should have already been a member of management overall prior to 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 2 turnovers (voluntary)	Voluntary turnovers within management level 2. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.
Management level 2 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.

Voluntary turnover <i>(excluding retirement)</i> (NEW in 2024)	Men	
	Other	
	Unknown	
<i>Retirement voluntary turnover</i> (NEW in 2024)	Women	
	Men	
	Other	
	Unknown	
<i>Highest paid 10%</i> Other	Women	
	Men	
	Unknown	

turnover

(NEW in 2024)

Men	
Other	
Unknown	

--	--

(excluding retirement)
level 1 management
(NEW in 2024)

Men	
Other	
Unknown	
Women	
Men	
Other	
Unknown	

Retirement voluntary
turnover
level 1 management
(NEW in 2024)

(NEW in 2024)

Other	
Unknown	
Women	
Men	
Other	
Unknown	

*Retirement voluntary
turnover
level 2 management*
(NEW in 2024)

(excluding retirement)
level 3 management
(NEW in 2024)

Men	
Other	
Unknown	

Retirement voluntary
turnover
level 3 management
(NEW in 2024)

Women	
Men	
Other	
Unknown	

(excluding retirement)
level 4 management
(NEW in 2024)

Men	
Other	
Unknown	

Retirement voluntary
turnover
level 4 management
(NEW in 2024)

Women	
Men	
Other	
Unknown	

Q45. (Q76 in 2023) Provide a percentage of your employees who identified as military/veterans in 2023 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. 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	%

Q46. (Q77 in 2023) Provide a percentage of your overall workforce, overall management and levels 1-4 of management who identified as people with disabilities in 2023.

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	%

Q49. **(Q80 in 2023)** Provide a breakdown, in whole numbers, of your **Executive Fairness Council** in 2023, by gender and ethnicity. Please type whole numbers (no decimals) into the boxes below. In the event you have more than one executive fairness council, please aggregate the human capital metrics to reflect representation for all executive fairness 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
<i>Executive fairness Council</i>	Women										
	Men										
	Other										
	Unknown										

Q50. **(Q81 in 2023)** Please provide the breakdown of the Executive Fairness Council by the following management levels. Note: The gray cell value (total) is automatically calculated.

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

Talent Program Metrics – [Q52-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 program membership from January through December 2023.

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 Mentoring, Formal Mentoring Program, Sponsorship, Sponsor, Formal Sponsorship Program, and Employee Resource Groups, 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 composition for the following categories:

1. Talent Programs (if applicable)
 - A. Mentorship
 - (a) Mentors and mentees management levels 1-4
 - (b) Mentors and mentees within management
 - (c) Mentors and mentees overall workforce
 - (d) Percentage of mentors and mentees by levels of management who received promotions between Dec. 31, 2022 and Dec. 31, 2023
 - (e) Mentorship success metrics
 - (f) Mentoring introduced during onboarding
 - B. Sponsorship
 - (a) Sponsors and sponsored management levels 1-4
 - (b) Sponsors and sponsored within management
 - (c) Sponsors and sponsored overall workforce
 - (d) Percentage of sponsors and sponsored employees by management levels who received promotions between Dec. 31, 2022 and Dec. 31, 2023
 - (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 program
 - (e) Percentage of high potentials by management levels who received promotions between Dec. 31, 2022 and Dec. 31, 2023
 - (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 headquarters
- (e) Percentage of ERG members by management levels who received promotions between Dec. 31, 2022 and Dec. 31, 2023
- (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 group/subgroups/chapters
- (i) ERGs with different purpose and functionality
- (j) ERG success metrics

- Q52. [Required response] (Q91 in 2023) Which of the following ways would you prefer to enter your data?
- A. Enter it per question onscreen into Momentive online platform
 - B. Use an Excel template to upload your data form into 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 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 52 = B]

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

- Q53. (Q114 in 2023) Please upload your talent program human capital 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]

- Q54. [Required response] (Q92 in 2023) Does your organization use “*other*” for any reason than what is listed above?

- A. Yes
- B. No

- Q55. (Q93 in 2023) [DISPLAY IF 54 = YES] Please describe how “*other*” is used in human capital metrics by your company.

- Q56. [Required response] (Q94 in 2023) Does your company use “*unknown*” for any reason than what is listed above?

- A. Yes

B. No

Q57. (Q95 in 2023) [DISPLAY IF 56 = YES] Please describe how “*unknown*” is used in human capital metrics by your company.

Q58. (Q96 in 2023) [DISPLAY IF 54 OR 56 = YES] You may also upload supplemental material explaining your company’s use of “*other*” and/or “*unknown*.” (Optional)

A. {Upload field}

Q59. (Q98 in 2023) Tell us how your company defines *Mentorship*.

Q60. (Q99 in 2023) Provide a breakdown of the U.S. *mentors* in your company’s mentoring program(s), by gender and ethnicity, in 2023:

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Ethnicities	Other	Unknown	Total
<i>Mentors, level 1 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Mentors, level 2 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Mentors, level 3 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Mentors, level 4 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Mentors, overall management</i>	Women										
	Men										
	Other										
<i>Mentors, overall workforce</i>	Women										
	Men										
	Other										
	Unknown										

Q61. (Q100 in 2023) Provide a breakdown of the U.S. *mentees* in your company’s mentoring program(s), by gender and ethnicity, in 2023:

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Ethnicities	Other	Unknown	Total
<i>Mentees, level 1 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Mentees, level 2 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Mentees, level 3 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Mentees, level 4 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Mentees, overall management</i>	Women										
	Men										
	Other										
	Unknown										
<i>Mentees, overall workforce</i>	Women										
	Men										
	Other										
	Unknown										

Q62. (Q107A&B in 2023) Please indicate the percentages of participants in the **formal mentorship program** who received a promotion between Dec. 31, 2022 and Dec. 31, 2023. For example, if there are a formal track of 100 mentees in your organization’s talent program in which 10 of them got promoted in 2023 FY, then the response for part A will be 10/100 (10%).

- A. Mentors _____%
- B. Mentees _____%

Q63. [Required response] (Q154B in 2023) What Key Performance Indicators (KPIs) do you generally use to measure success across your **formal mentorship programs**? (Select all that apply)

B. Mentoring	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
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Q63B. [DISPLAY IF ANY VALUE FOR 63 = OTHER] (Q155B in 2023) Please describe the other methods used to measure success across **formal mentorship programs**:

Q64. (Q147 in 2023) Is mentoring 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 (NEW in 2024)
F. Overall workforce (NEW in 2024)

Q65. (Q101 in 2023) Tell us how your organization defines *Sponsorship*.

Q66. (Q102 in 2023) Provide a breakdown of the U.S. employee *sponsors* in your company's sponsorship program(s), by gender and ethnicity, in 2023:

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Ethnicities	Other	Unknown	Total
<i>Sponsors, level 1 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Sponsors, level 2 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Sponsors, level 3 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Sponsors, level 4 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Sponsors, overall management</i>	Women										
	Men										
	Other										
	Unknown										
<i>Sponsors, overall workforce</i>	Women										
	Men										
	Other										
	Unknown										

Q67. (Q103 in 2023) Provide a breakdown of the U.S. employees sponsored in your company’s sponsorship program(s), by gender and ethnicity, in 2023:

Type	Gender	White	Black	Asian	Native Hawaiian / Other Pacific Islander	Native American / Alaskan Native	Latino or Hispanic	Two or More Ethnicities	Other	Unknown	Total
<i>Sponsored, level 1 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Sponsored, level 2 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Sponsored, level 3 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Sponsored, level 4 management</i> (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
<i>Sponsored, overall management</i>	Women										
	Men										
	Other										
	Unknown										
<i>Sponsored, overall workforce</i>	Women										
	Men										
	Other										
	Unknown										

Q68. (Q107C&D in 2023) Please indicate the percentages of participants in the **formal sponsorship program** who received a promotion between Dec. 31, 2022 and Dec. 31, 2023. For example, if there are a formal track of 100 sponsors in your organization’s talent program in which 10 of them got promoted in 2023 FY, then the response for part A will be 10/100 (10%).

- A. Sponsors _____%
- B. Sponsored _____%

Q69. [Required response] (Q154C in 2023) What Key Performance Indicators (KPIs) do you generally use to measure success across your **formal sponsorship programs**? (Select all that apply)

C. Sponsorships	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
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Q69B. [DISPLAY IF ANY VALUE FOR 69 = OTHER] (Q155C in 2023) Please describe the other methods used to measure success across your **formal sponsorship programs**:

Q70. [Required response] (Q104 in 2023) Tell us how your company defines *highpotentials* and who in your organization is eligible to be designated as a high potential.

Q71. (Q105 in 2023) Provide a breakdown of all U.S. employees in your **HighPotential Program**, by gender and ethnicity in 2023:

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 (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
High Potentials, level 2 management (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
High Potentials, level 3 management (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
High Potentials, level 4 management (NEW in 2024)	Women										
	Men										
	Other										
	Unknown										
High Potentials, overall management	Women										
	Men										
	Other										
	Unknown										
High Potentials, overall workforce	Women										
	Men										
	Other										
	Unknown										

Q72. (Q106 in 2023) 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 mentoring program (U.S. employees only)	
Percentage of high potentials who have formal sponsors (U.S. employees only)	

Q73. (Q107E in 2023) Please indicate the percentages of participants in the **formal high potential programs** who received a promotion between Dec. 31, 2022 and Dec. 31, 2023. For example, if there are a formal track of 100 high potentials in your organization’s talent program in which 10 of them got promoted in 2023 FY, then the response for part A will be 10/100 (10%).

High potentials - %

Q74. [Required response] (Q151 in 2023) What criteria are used to identify 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. (Q153 in 2023) How does your organization measure the success of high 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 benchmark such as all other managers
- E. Organizational retention
- F. Other (*please specify*) _____
- G. We do not measure success of high potentials

Q76. (Q109 in 2023) Tell us how your company defines an *Employee Resource Group*.

Q77. (Q110 in 2023) Provide a breakdown of all U.S. *Employee Resource Groups (ERGs)* members, by gender and ethnicity in 2023:

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

Q78. (Q111 in 2023) How many corporate-wide resource groups does your company have in the U.S.?

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

Q79. (Q112A_B&C in 2023) Please indicate the percentages of employees who are members of *at least* one resource group.

Note: for this question you need to divide the total number of corporate headquarters' employees who are ERG members by the total number of corporate headquarters' 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 <i>outside</i> of corporate headquarters (that is, outside headquarter ERG participation rate)	[0-100 only: 1 decimal]

Q80. (Q113 in 2023) Please indicate what percentage of Corporate Employee Resource Groups (ERGs) have an executive sponsor at Level 1 & 2:

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

Q81. (New in 2024) Please indicate the percentages of participants in the **formal ERG programs** who received a promotion between Dec. 31, 2022 and Dec. 31, 2023.

ERG (NEW in 2024) %

Q82. [Required response] (Q154A in 2023) 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
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Q82B. [DISPLAY IF ANY VALUE FOR 82 = OTHER] (Q155A in 2023) Please describe the other methods used to measure success across the following:

Employee Resource Groups [DISPLAY IF 82 = OTHER]

Q83. (New in 2023) 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. (Q149 in 2023) Does your company have a resource group for any of the following:

- A. Age
- B. Asians
- C. Blacks
- D. Caregivers (NEW in 2024)
- E. Employees with disabilities
- F. International employees
- G. Latino or Hispanic
- H. LGBTQ+ employees
- I. Multicultural (NEW in 2024)
- J. Native American/Alaskan Native
- K. Native Hawaiian/Other Pacific Islanders
- L. Religion/interfaith
- M. Veterans
- N. Women
- O. Women of color
- P. Other employee groups (please specify)
- Q. None of the above

Q85. (Q150 in 2023) Please indicate the ways in which your organization leverages its employee resource groups? (Select all that apply)

- A. Acquisition of talent fairly
- 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 fair suppliers
- J. Other (please describe) _____

Talent Acquisition, Development and Management – [Q86-Q120]

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. **(Q117 in 2023)** Which of the following industries do you primarily recruit from for salaried positions? *(Select all that apply)*

Note: The definition of the 2023 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. **(Q119 in 2023)** 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] (Q120 in 2023) 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
- F. LGBTQ+
- G. Other (please specify) _____
- H. None of the above

Q89. [SKIP IF 88 = H] (Q121 in 2023) Please briefly describe your unique recruiting practices for:

- People of color [IF 88A SELECTED]

- Women [IF 88B SELECTED]

- Women of color [IF 88C SELECTED]

- Veterans/military [IF 88D SELECTED]

- People with disabilities [IF 88E SELECTED]

- LGBTQ+ [IF 88F SELECTED]

- Other [IF 88G SELECTED]

Q90. [Required response] (Q122 in 2023) Does your company have fair slate commitments (either optional or required) for any of the following: (Select all that apply). 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 fair slate commitments

Q91. [SKIP IF 90 = D: Required response] (Q123 in 2023) How does your company define fair slates?

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

Q92. [DISPLAY IF 90A IS SELECTED: Required response] (Q124 in 2023) Are fair slates for gender generally:

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. [DISPLAY IF 90B IS SELECTED: Required response] (Q125 in 2023) Are fair slates for ethnicity generally:

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

Q94. [DISPLAY IF 90C IS SELECTED: Required response] (Q126 in 2023) Are fair slates for others:

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

Q95A. [SKIP IF 90=D OR IF 92, 93, & 94= NO POSITIONS / NEW HIRES ONLY] (Q127A in 2023) Overall, what percentage of *promotion* slates are required to be inclusive?

Note: The A version of Q127 could be 100%, if your slate requirement is in place for all promotions.

_____ %

Q95B. [SKIP IF 90=D OR IF 92, 93, & 94= NO POSITIONS / NEW HIRES ONLY] (Q127B in 2023) On average, what percentage of a particular *promotion* slate is required to be inclusive?

Note: what percentage of an *individual promotion* slate must be inclusive. Answering 100% here would imply that your requirement is that a non-inclusive candidate could not be considered for any of your promotion positions. The B version of this question should be answered by dividing your stated slate requirement (say a female and person of color) by the average size of a slate presented to a manager for promotion consideration (say 5). With this example, this would give 2/5 or 40%.

_____ %

Q96A. [SKIP IF 90=D OR IF 92, 93, & 94= NO POSITIONS / PROMOTIONS ONLY] (Q128A in 2023) Overall, what percentage of *new hire* slates are required to be inclusive?

Note: The A version of Q128 could be 100%, if your slate requirement is in place for all external hires.

_____ %

Q96B. [SKIP IF 90=D OR IF 92, 93, & 94= NO POSITIONS / PROMOTIONS ONLY] (Q128B in 2023) On average, what percentage of a particular *new hire* slate is required to be inclusive?

Note: what percentage of an *individual hiring* slate must be inclusive. Answering 100% here would imply that your requirement is that a non-inclusive candidate could not be considered for any of your new hiring positions.

The B version of this question should be answered by dividing your stated slate requirement (say a female and person of color) by the average size of a slate presented to a hiring manager (say 5). With this example, this would give 2/5 or 40%.

_____ %

Q97. (Q131 in 2023) Are inclusive interview panels generally:

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

Q98. (Q132 in 2023) Are inclusive interview panels typically required to have representation among: (*Select all that apply*)

- A. Women
- B. Women of color
- C. People of color
- D. Different age groups
- E. Management
- F. Veterans/military
- G. People with disabilities
- H. LGBTQ+
- I. None of the above

Q99. (Q133 in 2023) 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 _____%

Q100. (Q134 in 2023) Does your company have recruiters who formally target: (*Select all that apply*)

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

Q101. (Q135 in 2023) Does your company use staffing agencies/Recruitment Process Outsourcing (RPO) firms to 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

Q102. (Q136 in 2023) Does your company have formal 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. K. Other (*please specify*)
- L. None of the above

Q103. **(Q137 for 2023)** Does your organization partner with LGBTQ+, People with disabilities and Veteran organizations to recruit potential candidates? (*Select all that apply*)

- A. People with disabilities
- B. Veterans
- C. MBA Veterans
- D. National Organization on Disability (NOD)
- E. Student Veterans Association
- F. Reaching OUT MBA
- G. Out and Equal
- H. Out 4 Undergrad
- I. Out in STEM
- J. Other (*please specify*)
- K. None of the above

Q104. **(Q138 in 2023)** For the recruitment of STEM talent, does your company partner with: (*Select all that apply*)

- A. Society of Women Engineers (SWE)
- B. National Society of Black Engineers (NSBE)
- C. Latinos in Science and Engineering (MAES)
- D. American Indian Science and Engineering Society (AISES)
- E. Advancing Science, Enhancing Diversity Program (ASCEND)
- F. Great Minds in STEM
- G. Society of Hispanic Professional Engineers (SHPE)
- H. National Action Council for Minorities in Engineering (NACME)
- I. Grace Hopper Celebration
- J. Anita Borg Institute
- K. Other (*please specify*) _____
- L. None of the above

Q105. **(Q139 in 2023)** Does the company have a specific numerical representation aspirational goal for any of the following groups in its overall workforce: (*Select all that apply*)

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

Q106. (Q140 in 2023) Does the company have a specific numerical representation aspirational goal for any of the following groups in its overall management: (Select all that apply)

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

Q107 (Q141 in 2023) Does the company have a specific numerical representation aspirational goal for any of the following groups in management levels 1-4: (Select all that apply)

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

Q108. (Q143 in 2023) How does your company measure the outcomes of its onboarding program(s)? (Select all that apply)

- A. Through employee focus groups and surveys
- B. Check-in calls/communication by HR after a certain period (for example, six months)
- C. One-on-one discussion with the hiring manager after a certain period
- D. Analyzing e-learning completion rates and results (scores)
- E. Individual performance evaluation of the new hires
- F. Participation in onboarding programs (such as a new hire buddy system)
- G. Retention rates of new hires
- H. Other (please specify) _____
- I. None of the above

Q109. (Q146 in 2023) Do any of the following employee segments have the ability to self-identify at your company? (Select all that apply)

- A. Active military service
- B. Veteran status
- C. Veteran spouse status
- D. Disability status
- E. LGBTQ+
- F. Gender identity (NEW in 2024)
- G. Ethnicity group (NEW in 2024)
- H. Other (please specify) _
- I. None of the above

Q110. (Q148 in 2023) Does your company have a formal internship/co-op program that targets: (Select all that apply)

- A. Women
- B. Women of color
- C. People of color
- D. Different generations within the organization
- E. Veterans/military community
- F. People with disabilities
- G. LGBTQ+
- H. Other (please specify) _____
- I. None of the above

Q111. [Required response] (Q157 in 2023) 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, respectively.

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

Q111B. [Optional] (NEW in 2024) What other relevant training programs does your organization offer that are not listed above, explaining their scope and requirement.

The name of additional training	Please specify the purpose of training	External or internal?	Provide certification after completion?	Required for all employees	Required for some employees	Optional for all employees

Q112. **[DISPLAY IF 111A THROUGH I = Req for some]** **(Q158 in 2023)** Is your training **mandatory** For:

	(NEW in 2024)			(NEW in 2024)		
A. Anti-racist training [IF 111A = Req. some]	Upper management (levels1-4)	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed
B. Respect and civility [IF 111B= Req. some]	Upper management	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed
C. Inclusion in the workplace [IF 111C = Req. some]	(levels1-4)	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed roles
D. Cultural awareness [IF 111D = Req. some]	Upper management	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed
E. Religious understanding [IF 111E = Req. some]	(levels1-4)	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed
F. Disability awareness [IF 111F = Req.some]	Upper management	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed
G. Unconscious bias [IF 111G= Req. some]	(levels1-4)	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed
H. Gender identity [IF 111H = Req. some]	Upper management	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed
I. Generations in the workplace [IF 111I = Req. some]	(levels1-4)	Hiring managers	All managers	Some regions and/or business units	Entire workforce	Not required for any roles listed

Q112B. **[If 111B selected, the name of training transfer here]** **(NEW in 2024)** Is your training **mandatory** for:

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

Q113. **(Q160 in 2023)** Which of the following talent management inclusion 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 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)*

Q114. (Q161 in 2023) In 2023, has 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

Q115. (SKIP IF 114 = E) (Q162 in 2023) Please describe how your company has done the following: (Optional)

You may also upload supplementals below.

- A. (DISPLAY IF 114A SELECTED) Changed internal practices or policies around talent acquisition

- B. (DISPLAY IF 114B SELECTED) Changed internal practices or policies around talent development

- C. (DISPLAY IF 114C SELECTED) Expanded philanthropic endeavors to assist impacted groups

- D. (DISPLAY IF 114D SELECTED) Other

Q116. (Q163 in 2023) You may upload supplemental documentation outlining your organization's actions using the field below. (Optional)

- A. {Upload field}

Q117. (Q164 in 2023) Which of the following has become **more** challenging due to changes in current events of SCOTUS Title VI 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

Q118. **(Q165 in 2023)** If any of your organizational structure has changed — such as the dissolution or addition of a talent program — from Dec. 31, 2022 through Dec. 31, 2023, 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 fairness results.

J. Any other changes related to programs and/or practices around talent acquisition, development or management from Dec. 31, 2022 through Dec. 31, 2023 that you would like to share.

Q119. **(Q166 in 2023)** You may also upload supplemental materials describing any relevant changes below.
(Optional)

A. {Upload field}

Philanthropy – [Q120-Q137]

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.

Q120. (Q168 in 2023) 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)? _____

Q121. (Q169 in 2023) In 2023, 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 (NEW in 2024)	_____ \$
Contribution monetized in-kind (NEW in 2024)	_____ \$
Total giving (Q169 in 2023)	_____ \$

Q122. (Q170 in 2023) In 2023, what was your company’s total giving as a percent of gross revenue and as a percent of earnings?

Total giving as a percent of gross revenue (Q170 in 2023)	_____ %
Total giving as a percent of pre-tax earnings (NEW in 2024)	_____ %

Q123. [Required response] (Q171 in 2023) Please identify whether any of the following are on board(s) of nonprofit 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 (Chief Operating Officer) or similar	Yes	No	N/A
D. CFO (Chief Financial Officer) or similar	Yes	No	N/A

E. CAO (<i>Chief Administrative Officer</i>) or similar	Yes	No	N/A
F. CMO (<i>Chief Marketing Officer</i>) or similar	Yes	No	N/A
G. CPO (<i>Chief Procurement Officer</i>) or similar	Yes	No	N/A
H. CTO (<i>Chief Technology Officer</i>) or similar	Yes	No	N/A
I. CEqO (<i>Chief Equity Officer</i>) or similar	Yes	No	N/A

Q124. **[SKIP IF 123 = I]** **(Q172 in 2023)** Please identify the board(s) of nonprofit organizations, colleges and universities each of the following sit on.

- A. CEO (*Chief Executive Officer*) or similar **[IF 123A Yes SELECTED]** _____
- B. CHRO (*Chief Human Resources Officer*) or similar **[IF 123B Yes SELECTED]** _____
- C. COO (*Chief Operating Officer*) or similar **[IF 123C Yes SELECTED]** _____
- D. CFO (*Chief Financial Officer*) or similar **[IF 123D Yes SELECTED]** _____
- E. CAO (*Chief Administrative Officer*) or similar **[IF 123E Yes SELECTED]** _____
- F. CMO (*Chief Marketing Officer*) or similar **[IF 123F Yes SELECTED]** _____
- G. CPO (*Chief Procurement Officer*) or similar **[IF 123G Yes SELECTED]** _____
- H. CTO (*Chief Technology Officer*) or similar **[IF 123H Yes SELECTED]** _____
- I. CEqO (*Chief Equity Officer*) or similar **[IF 123I Yes SELECTED]** _____

Q125. **(Q173 in 2023)** What percentage of your organization’s senior management sit on the boards of nonprofit organizations 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) %	

Q126. **[Required response]** **(Q174 in 2023)** 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 (one level below CEO and direct reports) (NEW in 2024)	Participation in volunteering	Hours spent volunteering	Charitable donations	We do not track this information
E. Level 3 management (NEW in 2024)	Participation in volunteering	Hours spent volunteering	Charitable donations	We do not track this information
F. Level 4 management (NEW in 2024)	Participation in volunteering	Hours spent volunteering	Charitable donations	We do not track this information

Q127. [DISPLAY IF 126A THROUGH C = Participation in formal volunteering selected] (Q175 in 2023)

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, then leave the box blank.

- A. Overall U.S. workforce _____% [IF 126A SELECTED]
- B. Overall U.S. management _____% [IF 126B SELECTED]
- C. Level 1 management (CEO and direct reports) _____% [IF 126C SELECTED]
- D. Level 2 management (one level below CEO and direct reports) (NEW in 2024) _____% [IF 126D SELECTED]
- E. Level 3 management (NEW in 2024) _____% [IF 126E SELECTED]
- F. Level 4 management (NEW in 2024) _____% [IF 126F SELECTED]

Q128. [DISPLAY IF 126A THROUGH C = Hours spent volunteering] (Q176 in 2023) Please provide the total hours the following groups spent volunteering:

- A. Overall U.S. workforce [IF 126A SELECTED] _____
- B. Overall U.S. management [IF 126B SELECTED] _____
- C. Level 1 management (CEO and direct reports) [IF 126C SELECTED] _____
- D. Level 2 management (one level below CEO and direct reports) (NEW in 2024) [IF 126D SELECTED] _____
- E. Level 3 management (NEW in 2024) [IF 126E SELECTED] _____
- F. Level 4 management (NEW in 2024) [IF 126F SELECTED] _____

Q129. [Required response] (Q178 in 2023) Does your organization do any of the following? (Select all that apply)

- 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 take action on the issues which matter to them
- I. Company-wide days of service
- J. Dollars for doers
- K. Flexible scheduling
- L. None of the above

Q129_1. [DISPLAY IF 129A SELECTED] (Q179 in 2023) What is your employee donation match percent?
_____ %

Q129_2. [DISPLAY IF 129C SELECTED] (Q180 in 2023) What percentage of your overall U.S. management takes time off to volunteer? _____ %

Q129_3. [DISPLAY IF 129D SELECTED] (Q181 in 2023) What percentage of your overall U.S. workforce takes time off to volunteer? _____ %

Q129_4. [DISPLAY IF 129E SELECTED] (Q182 in 2023) How much money was provided in the form of volunteer grants for 2023? _____

Q130. [DISPLAY IF 129I IS SELECTED] (Q185 in 2023) Please explain how you select the opportunities available to employees during the organization-wide day of service. You may also upload supplemental materials.

Q131. [DISPLAY IF 129I IS SELECTED] (Q186 in 2023) Upload any supplemental material for your organization-wide day(s) of service (Optional)

A. {Upload field}

Q132. (Q187 in 2023) In 2023, what percent 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 _____%

Q133. (Q188 in 2023) In 2023, what percent 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 & 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 support 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 _____%
- G. LGBTQ+ _____%

Q134. (Q189 in 2023) How does your organization measure the success of its philanthropic endeavors? (Select all 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

Q135. **(Q190 in 2023)** 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 that 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)*
-

Q136. **(Q191 in 2023)** Please describe any changes to your philanthropic programs, practices and policies from Dec. 31, 2022 to Dec. 31, 2023.

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

Q137. **(Q192 in 2023)** Please upload any supplemental documents describing changes to your programs, practices and policies from Dec. 31, 2022 through Dec. 31, 2023. *(Optional)*

- A. **{Upload field}**
-

Supplier Fairness – [Q138-Q170]

About this section. The following section is designed to assess your programs and practices around supplier fairness.

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

For the Fair360 survey definitions of Supplier Fairness Staff, Procurement Staff, and Fair Supply Chain, please see items 2.15, 2.16, and 6.1 in the Glossary of Terms, respectively.

Q138. **(Q193 in 2023)** How many full-time employees does your company have in its supplier fairness department? _____

Q139. **(Q194 in 2023)** What was your total procurement spend for 2023?

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.

\$ _____

Q140. **[Required response] (Q195 in 2023)** Please describe how you define your company's total procurement spend as reported above.

Q141. **[Required response] (Q196 in 2023)** Does the total procurement spend you provided exclude any categories?

Be advised: The purpose of an exception is to allow an organization to exclude portions of their procurement spend for products, services or materials where there is no possibility of identifying a certified inclusive vendor.

A. Yes

B. No

Q141B. **[IF Q141 = YES: Required response]** **(Q197 in 2023)** The following contains a list of exceptions we can recognize. Please select the exception and enter the monetary amount for it.

<i>Exception</i>	<i>Amount</i>
A. Business development	_____
B. Bulk materials	_____
C. Charitable giving	_____
D. Check requests	_____
E. Employee spend & benefits	_____
F. Hospitals	_____
G. Insurance	_____
H. Lease/rent	_____
I. Legal – Council (settlements, fees)	_____
J. Legal – Settlements	_____
K. Legal – Fees	_____
L. Lobbying and political contributions	_____
M. Patents	_____
N. Payments and fees (banking, unions, refunds, royalties, revenue share, etc.)	_____
O. Postage	_____
P. Taxes	_____
Q. Travel – Aviation	_____
R. Travel – Ground transit	_____
S. Travel – Rail	_____
T. University/educational research	_____
U. Utilities (power, telecom, etc.)	_____
V. Other	_____

Q142. **[IF Q197V > 0]** **(Q198 in 2023)** Please provide a description of all expenses that were part of the “other” procurement exceptions you selected.

Note: You may also upload supplemental materials outlining these expenses below.

A. **[Upload Field]**

Q143. **(Q200 in 2023)** What was the total dollar amount spent with certified inclusive suppliers?

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

Q144. **(NEW in 2024)** Are you able to report the dollar amount spent in 2023 with third-party certified diverse vendors owned by racial/ethnic groups (racially diverse MBEs)? For the Fair360 survey definition of Minority-Owned Business Enterprises, please see item 6.2 in the Glossary of Terms.

Note: If you choose No, you can report total MBE spend in first row of Q145B (instead of breakdown of race in Q145A). If you select Yes, the total categorized spend reported in Q145A should be equal to MBE spend reported on Q145B.

A. Yes

B. No

Q145A. **(Q201 in 2023)** [skip if Q144 =No] What dollar amount was spent in 2023 with third-party certified vendors owned 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	Tier III only
Black (e.g., NMSDC)			
Latino or Hispanic (e.g., NMSDC)			
Asian (e.g., NMSDC)			
Native Hawaiian / Other Pacific Islanders (e.g., NMSDC)			
Native American/Alaskan Native(e.g., NMSDC)			
Total (auto calculation)			

Q145B. **(Q201 in 2023)** What dollar amount was spent in 2023 with third-party certified vendors owned 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. For the Fair360 survey definition of Women-Owned Business Enterprises, please see item 6.3 in the Glossary of Terms.

	Tier I only	Tier II only	Tier III only
Racially diverse MBE (NEW in 2024) [Skip IF Q144 is Yes]			
Women (e.g., WBENC)			
LGBTQ+ people (e.g., NGLCC)			
People with disabilities (e.g., Disability:IN)			
Veterans (e.g., NVBDC)			
HUBZones (e.g., SBA)			

Q146. **(202 in 2023)** How many unique certified inclusive vendors did you use during 2023 and how many unique vendors did you retain?

Total certified vendors	Vendors used in 2023	Vendors retained from 2023
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Q147. **(NEW in 2024)** Are you able to report the number of primary suppliers/direct MBE vendors you use and retained from 2023?

Note: If you choose No, you can report total MBE (used and retained) in the first row of Q148B (instead of breakdown of race in Q148A). If you select Yes, the total categorized vendors (for both used and retained) reported in Q148A should be equal to MBE numbers (for both used and retained) on Q148B

- C. Yes
- D. No

Q148A. **(Q203 in 2023)** In 2023, how many of the following primary suppliers/direct vendors did you use and how many from 2023 did you retain?

Note: Please include only the direct vendors/suppliers (also known as Tier I suppliers). Note that this year, a vendor may appear in more than one category if they have multiple certifications. Enter only whole numbers.

Note: in retained column below, please use number of vendors you retained at the end of 2023 FY and do not use retention percentage.

Note: For the Fair360 survey definition of Short-Term Vendors, please see item 6.4 in the Glossary of Terms.

	# of Vendors used in 2023	# of short-term Vendors used in 2023 (NEW in 2024)	# of Vendors retained from 2023	# of short-term Vendors retained in 2023 (NEW in 2024)	Retention percent (Auto calculation; retained/used%)	Retention percent for short-term (Auto calculation; retained/used%)
Black (e.g., NMSDC)	1	3	2	4		
Latino or Hispanic (e.g., NMSDC)						
Asian (e.g., NMSDC)						
Native Hawaiian / Other Pacific Islander (e.g., NMSDC)						
Native American / Alaskan Native (e.g., NMSDC)						
Total (auto calculation)						

Q148B. (Q203 in 2023) In 2023, how many of the following primary suppliers/direct vendors did you use and how many from 2023 did you retain?

Note: Please include only the direct vendors/suppliers (also known as Tier I suppliers). Note that this year, a vendor may appear in more than one category if they have multiple certifications. Enter only whole numbers.

Note: in retained column below, please use number of vendors you retained at the end of 2023 FY and do not use retention percentage.

	# of Vendors used in 2023	# of short-term Vendors used in 2023 (NEW in 2024)	# of Vendors retained from 2023	# of short-term Vendors retained in 2023 (NEW in 2024)	Retention percent (Auto calculation; retained/used%)	Retention percent for short-term (Auto calculation; retained/used%)
Racially diverse MBE (NEW in 2024)						
Women (e.g., WBENC)						
LGBTQ+ people (e.g., NGLCC)						
People with disabilities (e.g., Disability:IN)						
Veterans (e.g., NVBDC)						
HUBZones (e.g., SBA)						
Total (auto calculation)						

Q149. (Q204 in 2023) Do you outsource tracking of supplier fairness vendor ownership for any of the following groups? (Select all that apply)

- A. Vendors owned by Blacks, Latino or Hispanic, Asian, Native Hawaiians/Other Pacific Islanders, Native Americans/Alaskan Natives
- B. Vendors owned by women
- C. Vendors owned by LGBTQ+ individuals
- D. Vendors owned by people with disabilities
- E. Vendors owned by a veteran
- F. HUBZone located businesses
- G. We do not outsource tracking for any of the above

Q150. [Required response] (Q205 in 2023) What platform/service do you use to monitor your supplier fairness?

	Tier 1 (NEW in 2024)	Tier 2 (NEW in 2024)
A. Coupa		
B. Diversity Spend Solutions		
C. Dun & Bradstreet		
D. JAGGAER ONE		
E. Quantum SDS		
F. SAP Ariba		
G. SupplierGATEWAY		
H. Supplier.io / CVM		
I. Viva		
J. An internal platform		
K. Diversity Trax (NEW in 2024)		
L. GEP (Global eProcure) (NEW in 2024)		
M. TealBook (NEW in 2024)		
N. UniTier (NEW in 2024)		
O. Other		
P. We do not monitor supplier fairness		

Q150B. [DISPLAY IF 150 = O/OTHER] (Q206 in 2023) Please list the platform you use to monitor supplier fairness

Q151. (Q208 in 2023) What type of metrics/results do you use to assess the quality of your supplier fairness program? (Select all that apply)

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

Q152. [Required response] (Q209 in 2023) Who reviews supplier fairness metrics/results? (Select all that apply)

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

Q153. [SKIP IF 152 = G] (Q210 in 2023) How often are supplier fairness metrics/results *formally* reviewed?

A. Level 1 management [IF 152A SELECTED]	More than once a month	Monthly	Quarterly	Semi-annually	Annually	Less than once annually	Never formally reviewed
B. Level 2 management [IF 152B SELECTED]	More than once a month	Monthly	Quarterly	Semi-annually	Annually	Less than once annually	Never formally reviewed
C. Level 3 management [IF 152C SELECTED]	More than once a month	Monthly	Quarterly	Semi-annually	Annually	Less than once annually	Never formally reviewed
D. Board of Directors [IF 152D SELECTED]	More than once a month	Monthly	Quarterly	Semi-annually	Annually	Less than once annually	Never formally reviewed
E. Executive Fairness Council [IF 152E SELECTED]	More than once a month	Monthly	Quarterly	Semi-annually	Annually	Less than once annually	Never formally reviewed
F. Other [IF 152F SELECTED]	More than once a month	Monthly	Quarterly	Semi-annually	Annually	Less than once annually	Never formally reviewed

Q154. (Q212 in 2023) Is compensation for the following employees tied to supplier fairness metrics/results? (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. CEQO (Chief Equity Officer) or similar	Yes	No	N/A
D. CPO (Chief Procurement Officer) or similar	Yes	No	N/A
E. General counsel or similar	Yes	No	N/A
F. CAO (Chief Administrative officer) or similar	Yes	No	N/A
G. Other (please specify)			
H. None of the above			

Q155. [Required response] (Q213 in 2023) Which of the following benefits does your organization offer to suppliers: (Select all that apply)

	Only inclusive suppliers	Some inclusive suppliers (NEW in 2024)	All suppliers (NEW in 2024)
A. Formal external training on company processes			
B. Formal mentoring in business practices			
C. Formal financial education			
D. Financial assistance (provide example)			
E. Conference(s) and/or summit(s)			
F. None of the above			

Q156. [DISPLAY IF 155D IS SELECTED] (Q214 in 2023) What forms of financial assistance are offered to suppliers? (Select all that apply)

- A. Scholarships
- B. Economic need grants
- C. Business investment grants
- D. Quick pay
- E. Loans
- F. Other (please specify)
- G. None of the above

Q157. [Required response] (Q216 in 2023) Are your primary suppliers required to report their percentage of spend with inclusive suppliers (i.e., MBE, WBE, people with disabilities, veterans and LGBTQ+):

Required	Recommended	No requirement	Does not apply
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Q158. (Q217 in 2023) What percent of your primary suppliers report their spend with inclusive suppliers?

Note: Please calculate percentage based on your total number of unique suppliers.

_____ %

Q159. (Q218 in 2023) What is the average percentage of spend with inclusive suppliers that your primary suppliers reported to you in 2023?

Note: Please calculate percentage based on your total amount of unique suppliers.

_____ %

Q160. (Q219 in 2023) What types of mechanisms are in place to encourage primary suppliers to accomplish their fairness and inclusion goals? (Select all that apply)

- A. Award/recognition program(s)
- B. Favorable/continued consideration for future bids
- C. Sponsorship of program(s)/conference(s)
- D. Removal of contracts
- E. Impose limitations on future spending
- F. Other (please specify)
- G. None of the above

Q161. (Q221 in 2023) You may also upload supplemental materials describing how you established and monitored specific monetary goals for percentage spend with inclusive suppliers. (Optional)

A. [Upload Field]

Q162. (Q223 in 2023) You may also upload supplemental materials describing the types of supplier fairness initiatives you integrated into your overall corporate business plans and how you monitored them. (Optional)

A. [Upload Field]

Q163. [Required response] (Q224 in 2023) What types of social impact were part of your supplier fairness initiatives for 2023? (Select all that apply)

- A. Human rights
- B. Environmental sustainability
- C. Combating climate change
- D. Supporting HUBZones
- E. Enhancing workplace fairness
- F. Other
- G. None of the above

Q164. (Q230 in 2023) You may also upload supplemental materials outlining how supplier fairness has made a social impact. Please make sure your supplemental materials fully address each of your selections. (Optional)

- A. {Upload field}
-

Q165. [Required response] (Q231 in 2023) Does your organization use its supplier fairness program for any of the following: (Select all that apply)

- A. Acquiring talent
- B. Expanding its talent network
- C. Enhancing brand awareness
- D. Other strategic purposes
- E. None of the above

Q165B. [DISPLAY IF 165 =D/Other strategic purposes SELECTED] (Q232 in 2023) Please describe all other ways supplier fairness is used as part of your organization's business strategy.

Q165C. [DISPLAY IF 165 =D/Other strategic purposes SELECTED] (Q233 in 2023) You may also upload supplemental materials outlining how supplier fairness has made a social impact. (Optional)

- A. {Upload field}
-

Q166. [Required response] (Q234 in 2023) Does your company have certification, scholarship or sponsorship relationship(s) with any of the following organizations: (Select all that apply)

Note: Sponsorship Relationship: The participant sponsors events and activities hosted by the certifying body

Note: Certification Assistance Relationship: The participant, through direct funding, supports the potential supplier to become certified/maintain their certification.

Note: Scholarship Relationship: Leadership Development Programs for suppliers to attend accredited business schools or non-profit credentialing organizations.

A. Disability: IN	Certification	Scholarships	Sponsorships	No relationship
B. NMSDC	Certification	Scholarships	Sponsorships	No relationship
C. NWBC	Certification	Scholarships	Sponsorships	No relationship
D. NGLCC	Certification	Scholarships	Sponsorships	No relationship
E. SBA	Certification	Scholarships	Sponsorships	No relationship
F. USHCC	Certification	Scholarships	Sponsorships	No relationship
G. WBENC	Certification	Scholarships	Sponsorships	No relationship
H. Other	Certification	Scholarships	Sponsorships	No relationship

Q166B. [Display if Q166 H/Other = Certification] (Q235 in 2023) Please list all other organizations you have *certification* relationships with.

Q166C. [Display if Q166 H/Other = Scholarship] (Q236 in 2023) Please list all other organizations you have *scholarship* relationships with.

Q166D. [Display if Q166 H/Other = Sponsorship] (Q237 in 2023) Please list all other organizations you have *sponsorship* relationships with.

Q167. (Q238 in 2023) Which of the following supplier fairness 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 supplier spend with traditionally underrepresented groups at tier I
- B. Increasing supplier spend with traditionally underrepresented groups at tier II
- C. Increasing awareness of supplier fairness endeavors with internal people/groups (e.g., employees, ERGs, etc.)
- D. Increasing awareness of supplier fairness endeavors with external people/groups (e.g., clients, brand partners, etc.)
- E. Enhancing tracking of supplier fairness endeavors across the company
- F. Enhancing the way fairness and inclusion strategy is incorporated into supplier fairness endeavors
- G. Enhancing supplier fairness metric reporting
- H. Other (please specify) _____

Q168. [Required response] (Q239 in 2023) Does your company verify that changes to procurement spend do not disproportionately impact suppliers (i.e., MBE, WBE, people with disabilities, veterans and LGBTQ+)?

- A. Yes
- B. No

Q168B. [DISPLAY IF 168 = Yes] (Q240 in 2023) Please describe how you verify that changes in procurement spend do not disproportionately impact inclusive suppliers.

Q169. (Q241 in 2023) You may also upload supplemental materials explaining how your verified changes in procurement spend did not disproportionately impact inclusive suppliers. (Optional)

- A. {Upload field}
-
-

Q170. (Q243 in 2023) Please upload any supplemental documents describing any changes to your supplier fairness practices from 2022 to 2023. (Optional)

- A. {Upload field}
-

Review and Submit – [Q171]

Q171. (Q244 in 2023) 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 2024 Fair360 Top 50 Companies for Workplace Fairness Assessment!

Now that you have supplied all of your responses, the next steps require you to finalize these responses by providing a verification letter through DocuSign.

[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)	<p>Sustainable and ethical practices that make a positive impact or minimize risks of business operations.</p> <ul style="list-style-type: none"> • 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, 2022 and still active employees on Dec. 31, 2023.
2.2 Promotions	Employees in the U.S. (including U.S. territories) promoted to a higher position and/or ranking after Dec. 31, 2022 and still active employees on Dec. 31, 2023.
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, 2022) but no longer with the company on the last day of the current survey year

Term	Definition
	(Dec. 31, 2023). 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	<p>Overall Workforce: U.S. workforce including Alaska, Hawaii, Puerto Rico or any other U.S. territories. Workforce includes all employees, both management and non-management. Sometimes we use the term "total workforce," which is synonymous with "workforce."</p> <p>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. Workforce includes all employees, both management and non-management.</p> <p>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. Workforce includes all employees, both management and non-management.</p> <p>Workforce new hires: All the new hires into workforce (as defined above) during the survey year (from Jan. 1, 2023 to Dec. 31, 2023).</p> <p>Workforce turnover (voluntary): By turnover, we mean the employees who were with the company on the last day of the previous year (Dec. 31, 2022) but no longer with the company on the last day of the current survey year (Dec. 31, 2023). Include retirees in the category of Retirement voluntary turnovers; exclude them from Voluntary turnover.</p> <p>Workforce turnovers (involuntary): Involuntary turnovers are the turnovers due to firing, lay-offs, etc. Only include those retirees impacted by a mandatory retirement age.</p>
2.6 Management Overall	<p>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."</p> <p>Management new hires: All the new hires into management overall (as defined above) during the survey year (from Jan. 1, 2023 to Dec. 31, 2023).</p> <p>Within-management promotions: Members of management overall who received promotions during the survey year (from Jan. 1, 2023 to Dec. 31, 2023). They should have already been a member of management overall prior to being promoted.</p>

Term	Definition
	<p>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.</p> <p>Management turnovers (voluntary): Voluntary turnovers within management overall. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.</p> <p>Management turnovers (involuntary): Involuntary turnovers within management overall. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.</p>
2.7 Management Level 1	<p>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."</p> <p>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.</p> <p>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.</p> <p>Management level 1 turnovers (voluntary): Voluntary turnovers within management overall. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.</p> <p>Management turnovers (involuntary): Involuntary turnovers within management level 1. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.</p>
2.8 Management Level 2	<p>Management level 2: One level below management level 1 (non-administrative).</p> <p>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.</p> <p>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.</p> <p>Management level 2 turnovers (voluntary): Voluntary turnovers within management overall. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.</p> <p>Management turnovers (involuntary): Involuntary turnovers within management level 2. See above, "Workforce turnovers (involuntary),"</p>

Term	Definition
	for the definition of involuntary turnovers.
2.9 Management Level 3	<p>Management level 3: Two levels below management level 1 (non-administrative).</p> <p>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.</p> <p>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.</p> <p>Management level 3 turnovers (voluntary): Voluntary turnovers within management overall. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.</p> <p>Management turnovers (involuntary): Involuntary turnovers within management level 3. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.</p>
2.10 Management Level 4	<p>Management level 4: three levels below management level 1 (non-administrative).</p> <p>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.</p> <p>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.</p> <p>Management level 4 turnovers (voluntary): Voluntary turnovers within management overall. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.</p> <p>Management turnovers (involuntary): Involuntary turnovers within management level 4. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.</p>
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 Fairness Council	The internal fairness council, which is comprised of high-level leaders or management levels 1 through 4 only. (See below Executive Fairness Council Human resources staff for the explanation of the management levels.) If you do not have an Executive Fairness 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 Fairness Staff	U.S. employees whose formal responsibilities include overseeing supplier fairness.
2.16 Procurement Staff	U.S. employees who are part of your company's procurement division.
3.1 Mentoring	Refers to helping a person grow personally and professionally by providing them advice, feedback and coaching.
3.2 Formal Mentoring 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 Fair 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;

Term	Definition
	generally based on social stereotypes.
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 Fair 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.