

# 2019 NORTHWEST ARKANSAS WORKPLACE DIVERSITY AND INCLUSION SURVEY HIGHLIGHTS

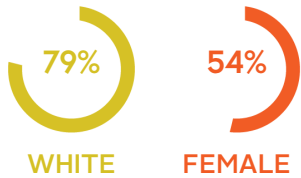
Survey conducted by  UNIVERSITY OF ARKANSAS Sam M. Walton College of Business Center for Business & Economic Research

The 2019 Northwest Arkansas Workplace Diversity and Inclusion Survey collected information about organizational demographics, workforce, leadership and supervisor composition, diversity and inclusion initiatives and programs, and employer accommodations. The results were filtered down to 149 for-profit organizations. Of those, 77% employed less than 50 employees. Highlights from that sample are below.

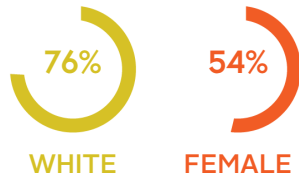
## WORKFORCE DEMOGRAPHICS

Regional Demographics: 73% WHITE, 50% MALE

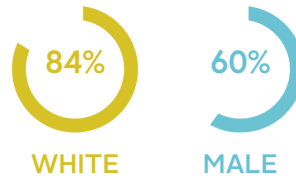
### WORKFORCE



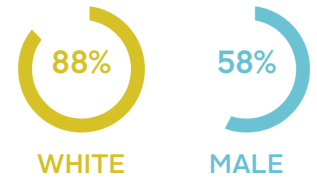
### SUPERVISORS



### TOP-LEVEL LEADERSHIP



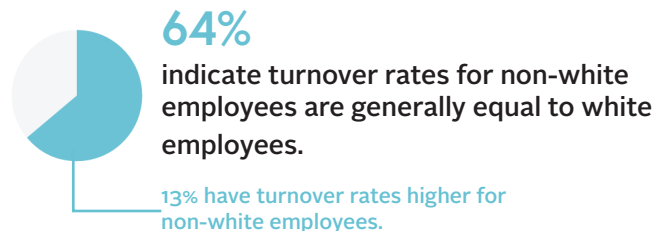
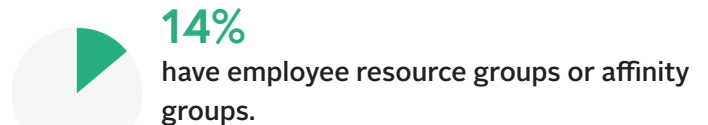
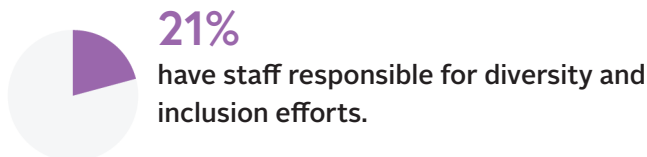
### BOARD OF DIRECTORS



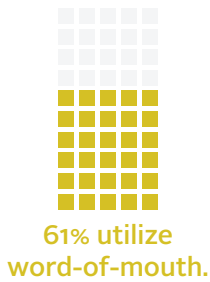
## INITIATIVES AND PROGRAMS



## RECRUITMENT, TRAINING AND RETENTION



Respondents were also asked about the outlets used to recruit diverse talent:



## SUPPLIER DIVERSITY



have initiatives to develop spending with historically underutilized businesses, organizations owned by minorities, women, veterans, and LGBTQ.

## PARENTAL LEAVE BENEFITS

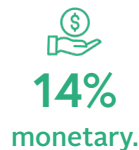
Paid maternity, paternity and adoption leave offered at rates of:



## COMMUNITY ENGAGEMENT

39%

support diversity and inclusion through community outreach programs and efforts. The most common types of support are:



## ACCOMMODATIONS



15%

of respondents have a separate written diversity statement (unique from the EEO statement as required by the EEOC).

# NORTHWEST ARKANSAS WORKPLACE DIVERSITY & INCLUSION STUDY

*Produced for EngageNWA and the Northwest Arkansas Council*



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## Executive Summary

The Center of Business and Economic Research, on behalf of EngageNWA and the Northwest Arkansas Council, conducted an online Northwest Arkansas Workplace Diversity and Inclusion Survey from April 23rd, 2019 to July 24th, 2019. The purpose of the survey was to gauge the ongoing diversity and inclusion efforts at Northwest Arkansas businesses and identify the regions' strengths and challenges in these efforts.

The 2019 Northwest Arkansas Workplace Diversity and Inclusion Survey had 39 questions which collected information about organizational demographics, workforce, leadership and supervisor composition, diversity and inclusion initiatives and programs, and employer accommodations. A total of 177 organizations across Benton and Washington counties responded to the survey, but was filtered down to 149 for-profit organizations. The analysis presented in this report will allow EngageNWA, the Northwest Arkansas Council and other stakeholders to formulate strategies to attract and retain diverse talent in the region. Highlights from the survey include:

### Organizational Profile

- 58% of respondents had operations solely based in Washington County, while 28% were based only in Benton County.
- 77% of respondents employed less than 50 employees, 74% of organizations had been in operation for six-plus years, and 77% of organizations had annual revenues below \$5 million.
- The largest industry groups in the survey were in professional, scientific and technical services at 16% of respondents, retail trade at 11%, health care and social assistance at 10%, construction at 10%, and finance and insurance at 10%.
- The survey respondents' industrial composition was similar to the composition of all Northwest Arkansas businesses as reported by the U.S. Census Bureau's 2016 Community Business Patterns (CBP).

### Workforce Demographics

- The workforce composition at 79% white and 51% male was mostly reflective of regional demographics, as reported by the Census Bureau, at 73% white and 50% male.<sup>1</sup> However, boards of directors were 89% white and 67% male, top-level leaders were 84% white and 63% male, and supervisors were 79% white and 51% male.
- The Hispanic/Latino population represents 13% of the regional population,<sup>2</sup> although they are only represented in 6% of boards of directors and 11% of top level leadership roles.

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<sup>1</sup> The Census Bureau's American Community Survey for 2013-2017 was used for the demographic statistics of Northwest Arkansas. Effectively, the figures presented in this report from the Census are an annual average over the 2013-2017 period. Ex. Northwest Arkansas was 73% white and 50% male over the 2013-2017 period.

<sup>2</sup> The Northwest Arkansas region was 13% Hispanic/Latino over the 2013-2017 period.

- Among large employers<sup>3</sup>, the workforce composition was 77% white and 71% male. Supervisors were 72% white and 61% male whereas, top-level leaders were 83% white and 71% male. Boards of directors members were 93% white and 81% male.
- Among small employers<sup>4</sup>, the workforce composition was 79% white and 54% female. Supervisors were 76% white and 54% female while the top-level leadership positions were 84% white and 60% male. Boards of directors members were 88% white and 58% male.

### **Diversity and Inclusion Initiatives and Programs**

- 44% of respondents indicated they had an internal group responsible for supervising their organization's diversity and inclusion efforts. The rate was 82% among large employers and 35% among small employers.
- Northwest Arkansas firms were more proactive than the respondents of a 2011 Forbes Global survey where 31% of its respondents had internal groups responsible for monitoring organizational diversity and inclusion efforts.
- 35% of all organizations monitored pay discrepancies and 33% monitored promotion discrepancies in their workforce. The results for Northwest Arkansas were generally better than a 2017 PricewaterhouseCoopers (PWC) national survey. Among the PWC sample, 33% of respondents monitored pay discrepancies and 26% of respondents monitored promotion discrepancies
- Among large employers in Northwest Arkansas, 50% monitored pay discrepancies and 50% monitored promotion discrepancies. However, among small employers, 33% monitored pay discrepancies and 30% monitored promotion discrepancies.

### **Diversity and Inclusion Recruitment, Training and Retention**

- 23% of respondents indicated that they had workforce demographic goals, while an additional 6% of respondents planned to adopt such measures. Among large employers, 48% had such goals. Among small employers, 18% had such goals and another 8% planned to implement such measures.
- Among respondents, 25% reported they had staff responsible for diversity and inclusion efforts. 37% of large employers and 21% of small employers had staff responsible for these efforts.
- 58% of respondents did not have specific programs towards fostering a diverse or inclusive workforce. 62% of respondents indicated that their turnover rates for non-white employees were generally equal to white employees. Small employers were more likely to respond that they had similar turnover rates (64%) than large employers (48%).

### **Diversity and Inclusion Accommodations**

- Among respondents, 63% offered religious accommodations and 52% offered their employees the option to self-identify disabilities. However, only 17% of respondents offered domestic partner benefits.

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<sup>3</sup> Large employers are classified as organizations with 50 or more employees.

<sup>4</sup> Small employers are classified as organizations with fewer than 50 employees.

- Among large employers, 88% offered religious accommodations and 74% offered their employees the option to self-identify disabilities. Domestic partner benefits were offered by 27% of respondents.
- Among small employers, 54% offered religious accommodations and 43% offered their employees the option to self-identify disabilities. Domestic partner benefits were offered by 14% of respondents.
- In comparison with national surveys, the region performed well in regards to religious accommodations (43% of firms nationally) but lags in the provision of domestic partner benefits (48% of firms nationally). This may be due to recent Supreme Court decisions removing the need for the provision of domestic partner benefits.
- 23% of respondents had a separate written diversity statement (unique from the EEO statement as required by the EEOC). The rate was 42% among large employers and 15% among small employers.

### **Parental Leave Benefits**

- 35% of respondents provided paid maternity leave, a rate equal to the 35% in a 2018 Society for Human Resource Management (SHRM) national survey. However, paid paternity leave and adoption leave was offered by 21% of respondents of respondents in Northwest Arkansas, lagging behind national rates of 29% and 28%, respectively.
- Among large employers, paid maternity, paternity and adoption leave were offered at rates of 41%, 20% and 28%, respectively.
- Among small employers, paid maternity, paternity and adoption leave were offered at rates of 33%, 22% and 18%, respectively.

### **Supplier Diversity**

- Only 4% of organizations in the region had supplier diversity programs and all these firms had annual revenues greater than \$5 million.
- The active supplier diversity programs most commonly utilized the metrics of percentage of total spending, number of diverse suppliers, and tier 2 purchases.<sup>5</sup>

### **Community Engagement**

- 39% of respondents reported that their organizations supported diversity and inclusion through community outreach programs and efforts. The rate was 46% among large employers and 39% among small employers.
- Among the respondents, the most common types of support were in-kind support (goods/services provided and/or monetary donations, volunteer hours, etc.) at 24%, monetary donations (solely) at 14% and employee participation at 12%.

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<sup>5</sup> Tier 2 purchases refers to prime supplier sub-contracts with a minority supplier for goods and services.

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## Introduction

The purpose of the survey was to better understand the diversity and inclusion efforts among the business community in Northwest Arkansas, specifically in Washington and Benton counties. The survey sought information regarding workplace demographics, parental leave policies, accommodation policies – for religious practices, sexual orientation, and disabilities, along with organizational diversity & inclusion policies and initiatives. The survey was sponsored by EngageNWA and the Northwest Arkansas Council as part of an initiative to aid in regional efforts to attract and retain talent in the Northwest Arkansas region and help residents seek out economic, educational, civic, and cultural opportunities.

## Survey Methodology

The 2019 Northwest Arkansas Workplace Diversity and Inclusion Survey was compiled, with permission, from surveys conducted by Madison Region Economic Partnership’s 2017 Diversity & Inclusion Survey Report<sup>6</sup>, Forbes’ Global Diversity and Inclusion Survey<sup>7</sup>, and PWC’s Diversity & Inclusion Benchmarking Survey<sup>8</sup>. The Center for Business and Economic Research is grateful to these organizations for allowing the use of their survey instruments.

From April 23<sup>rd</sup>, 2019 to July 24<sup>th</sup>, 2019, a mixture of regional newsletters from area Chambers of Commerce and the Northwest Arkansas Human Resources Association and emails to members of the Northwest Arkansas Council, were used to solicit survey responses. The regional business directories included for-profit businesses, non-profit organizations, government operations, and academic institutions. The newsletters and emails consisted of a brief description of the survey’s purpose, with privacy and confidentiality conditions, and a link to a survey hosted on Qualtrics. A total of 177 responses were received, the results in this report are focused on the 149 for-profit respondents. The focus on the for-profit subgroup will provide insight into how market pressures impact aspects of diversity and inclusion initiatives and accommodations.

Appendix A contains the survey questionnaire, and Appendices B and C contain summaries of responses by question.

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<sup>6</sup> James Janke and David Trechter, “Madison Region Economic Partnership 2017 Diversity & Inclusion Survey Report,” *Madison Region Economic Partnership*, May 2017, <http://madisonregion.org/wp-content/uploads/2017/06/MadREP-Workplace-DI-Survey-2017-Report.pdf>.

<sup>7</sup> Christiaan Rizy et al. “Global Diversity and Inclusion: Fostering Innovation Through a Diverse Workforce,” *Forbes Insights*, July 2011, [https://www.forbes.com/forbesinsights/innovation\\_diversity/](https://www.forbes.com/forbesinsights/innovation_diversity/).

<sup>8</sup> Bhushan Sethi et al. “Diversity & Inclusion Benchmarking Survey: North America Data Sheet,” *PricewaterhouseCoopers*, 2017.

## Organizational Profile

58% of organizations were solely based in Washington County and 28% were based only in Benton County. About 77% of responding organizations employed fewer than 50 employees, and 78% reported annual revenues of less \$5 million. The responding organizations also tended to be more established, as 74% had been operating for six-plus years, with 59% (overall) in operation for eleven-plus years.

An examination of the U.S. Census Bureau's 2016 Community Business Patterns (CBP) provides a comparison of the survey respondents to the population of firms in the Northwest Arkansas region. Overall, firms in Northwest Arkansas are predominantly smaller employers as 94% are reported to employ fewer than 50 employees whereas only 77% of the survey respondents employed fewer than 50 employees. The regional business directories that were used to recruit survey participants likely comprised larger firms which resulted in their greater representation among respondents.

The profile of for-profit survey respondents and their corresponding organizational characteristics is shown in the tables below.

**Table 1: Location of Respondents**

<b>Organizational Profile of Respondents – 2019 - Location</b>				
<b>County</b>	<b>Washington</b>	<b>Benton</b>	<b>Benton, Washington</b>	<b>Total</b>
<b>Total</b>	86	41	22	149
<b>Percent</b>	57.7%	27.5%	14.8%	

**Table 2: Employee Totals of Respondents**

<b>Organizational Profile of Respondents – 2019 – Total Employees</b>							
<b>Number of Employees</b>	<b>1 to 9</b>	<b>10 to 49</b>	<b>50 - 249</b>	<b>250 - 999</b>	<b>1000 - 2499</b>	<b>2500+</b>	<b>Total</b>
<b>Total</b>	56	38	19	3	1	5	122
<b>Percent</b>	45.9%	31.1%	15.6%	2.5%	0.8%	4.1%	

**Table 3: Organizational Age of Respondents**

<b>Organizational Profile of Respondents – 2019 – Organizational Age</b>				
<b>Age of Organization</b>	<b>0-5 years</b>	<b>6-10 years</b>	<b>11+ years</b>	<b>Total</b>
<b>Total</b>	39	22	88	149
<b>Percent</b>	26.2%	14.8%	59.1%	

**Table 4: Organizational Structure of Respondents**

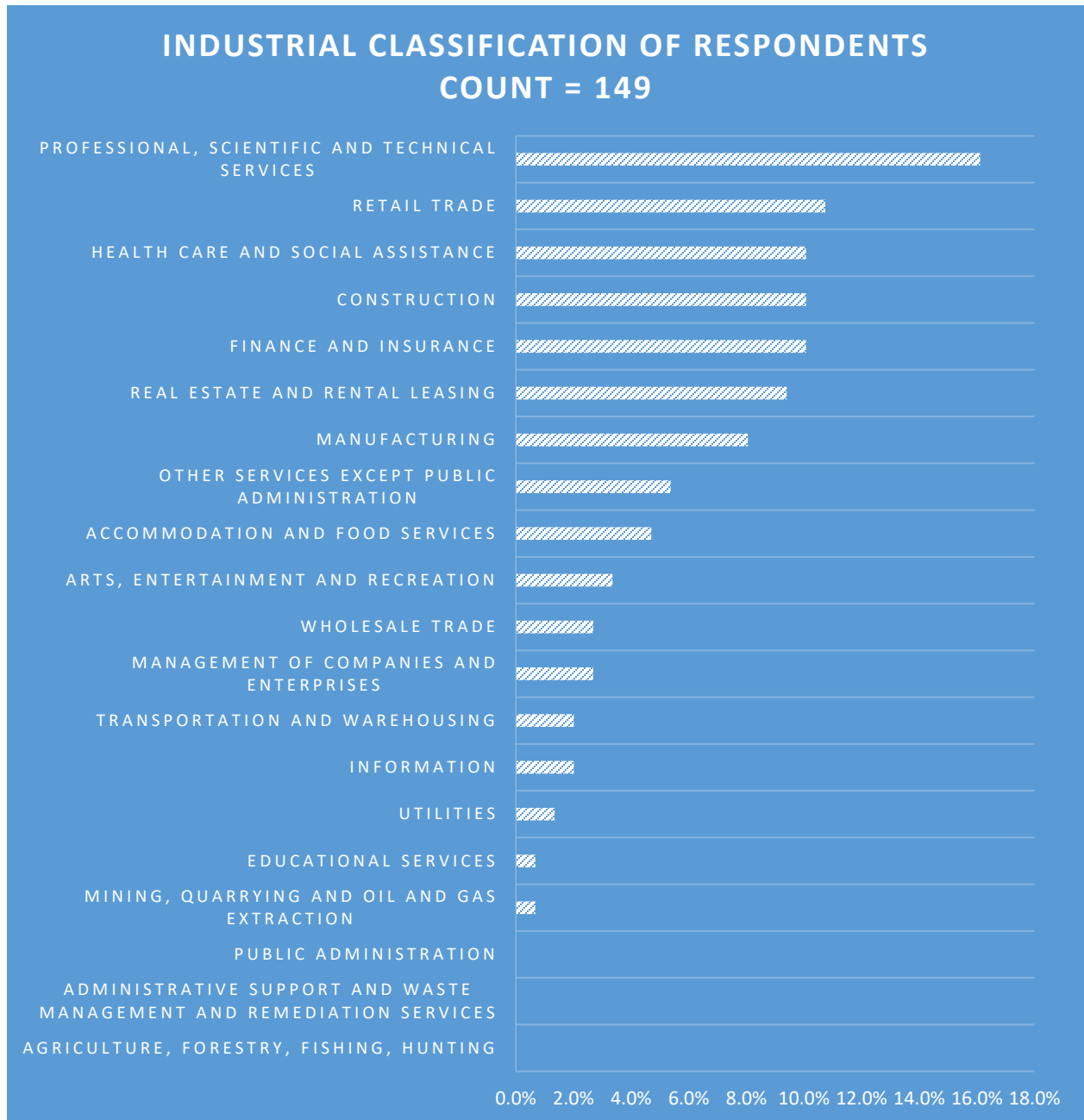
<b>Organizational Profile of Respondents – 2019 – Organizational Structure</b>					
<b>Organizational Structure</b>	<b>For-profit</b>	<b>Non-profit</b>	<b>Government</b>	<b>Academic</b>	<b>Total</b>
<b>Total</b>	149	18	5	5	177
<b>Percent</b>	84.2%	10.2%	2.8%	2.8%	

Table 5: Annual Revenue of Respondents

Organizational Profile of Respondents – 2019 – Organizational Annual Revenue								
Revenue	Less than \$500,000	\$500K to \$999K	\$1M to \$4.99M	\$5M to \$9.99M	\$10M to \$49.99M	\$50M to \$99.99M	\$100M +	Total
<b>Total</b>	49	20	39	8	15	1	6	138
<b>Percent</b>	35.5%	14.5%	28.3%	5.8%	10.9%	0.7%	4.3%	

Respondents were asked to report their organization’s industry of classification according to the 18 industry groups in the North American Industry Classification System (NAICS). The largest industry groups in the survey were in professional, scientific and technical services at 16% of all respondents, retail trade at 11%, health care and social assistance at 10%, construction at 10%, and finance and insurance at 10%. The industrial composition and ranking of the survey respondents was similar to the industry composition for Northwest Arkansas as a whole according to data from the U.S. Census Bureau’s 2016 Community Business Patterns (CBP).

**Figure 1: Industry Classification of Respondents**



## Workforce Demographics

Respondents were asked to provide compositions of their board of directors, total workforce, top-level leadership (VP and above) and other supervisory employees (managers, supervisors, and department directors) with breakdowns by gender, ethnicity/race, and age. Responding organizations submitted approximate percentages of their employee composition in each category. The statistics are presented in tables for the overall group and filtered by large employers (50+ employees) and small employers (<50 employees), a modification from the small business definition used by US government agencies.<sup>9</sup>

The overall compositions for board of directors, total workforce, top-level leadership, and other supervisors may deviate from the averaged compositions among the small and large employers. These observations occur in instances where respondents without employment information display compositions which deviate from the trends of respondents with reported employment information. In addition, the overall total count of organizations will be greater than the sum from the total count of organizations between the small and large employers.

The workforce population in Northwest Arkansas for 2017,<sup>10</sup> defined as individuals 18 years of age and older, was 73% white and 13% Hispanic, as reported by the Census Bureau. In addition, the workforce population in Northwest Arkansas for 2017 was split about 50% male and 50% female.

**Table 6: Northwest Arkansas' Workforce Population Demographics**

<b>Northwest Arkansas' Workforce Population Demographics (Age 18+)</b>			
<b>Composition by Ethnicity, Race</b>			
<b>Composition by Ethnicity, Race, and Gender</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Hispanic</b>	6.9%	6.3%	13.1%
<b>White</b>	35.8%	36.8%	72.6%
<b>Black</b>	1.3%	1.0%	2.3%
<b>Pacific Islander</b>	0.5%	0.5%	1.0%
<b>Asian</b>	1.5%	1.4%	2.9%
<b>American Indian</b>	0.6%	0.8%	1.4%
<b>Two or More Races (non-Hispanic or Latino)</b>	3.6%	3.2%	6.8%
<b>Total</b>	50.0%	50.0%	100.0%
<b>Composition by Gender</b>			
<b>Age 18- 24</b>	8.4%	8.1%	16.5%
<b>Age 25- 44</b>	20.8%	20.3%	41.1%
<b>Age 45- 64</b>	16.0%	16.2%	32.2%
<b>Age 65 +</b>	4.8%	5.4%	10.2%
<b>Total</b>	50.0%	50.0%	100.0%

Source: Census Bureau 2017 5-Year American Community Survey

<sup>9</sup> "Table of Small Business Size Standards Matched to North American Industry Classification System Codes," U.S. Small Business Administration, August 19, 2019, [https://www.sba.gov/sites/default/files/2019-08/SBA%20Table%20of%20Size%20Standards\\_Effective%20Aug%202019%2C%202019\\_Rev.pdf](https://www.sba.gov/sites/default/files/2019-08/SBA%20Table%20of%20Size%20Standards_Effective%20Aug%202019%2C%202019_Rev.pdf).

<sup>10</sup> The figures presented here are an annual average over the 2013-2017 period.

A total of 85 organizations provided ethnic/racial composition of their boards of directors. Board members were 67% male and minorities were 11% of members. The age composition question had 58 responding organizations and organizations reported that 62% of board members were older than 45. At large employers, board compositions were 81% male, 93% white, and 57% of member were ages 45 and older (see Table 8). Among small employers, board compositions were 58% male, 88% white, and 58% were ages 45 and older (see Table 9). Workforce composition was reported by 98 organizations. Responding organizations indicated that their workforce was 51% male and 79% white. Among the 80 organizations who submitted age composition, 81% of their workforce was in the age range of 25-64. Among the large employers, displayed in Table 8, their workforce was 71% male, 77% white, and 92% were in the age range of 25-64. Among small employers, their workforce was 54% female, 79% white, and 80% were in the age range of 25-64.

**Table 7: Composition of Board of Directors and Total Workforce**

<b>Composition of Board of Directors and Total Workforce</b>						
	<b>Board of Directors (85 Orgs)</b>			<b>Total Workforce (98 Orgs)</b>		
<b>Composition by Ethnicity, Race, and Gender</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Hispanic</b>	2.9%	3.1%	6.0%	5.7%	7.9%	13.6%
<b>White</b>	59.7%	28.9%	88.6%	41.8%	37%	78.8%
<b>Black</b>	2.2%	0.1%	2.3%	1.8%	1.8%	3.6%
<b>Pacific Islander</b>	0.3%	0.0%	0.3%	0.2%	0.4%	0.6%
<b>Asian</b>	0.0%	0.0%	0.0%	0.1%	0.0%	0.1%
<b>American Indian</b>	0.5%	0.0%	0.5%	0.5%	0.4%	0.9%
<b>Two or More Races (non-Hispanic or Latino)</b>	1.1%	1.2%	2.3%	1.1%	1.2%	2.3%
<b>Total</b>	66.7%	33.3%	100.0%	51.2%	48.7%	99.9%
<b>Composition by Age and Gender</b>	<b>58 Organizations</b>			<b>80 Organizations</b>		
<b>Age 14 - 17</b>	0.0%	0.0%	0.0%	0.0%	0.2%	0.2%
<b>Age 18- 24</b>	0.3%	2.4%	2.7%	2.8%	10.5%	13.3%
<b>Age 25- 44</b>	23.0%	12.9%	35.9%	25.5%	23.1%	48.6%
<b>Age 45- 64</b>	36.1%	16.5%	52.6%	14.8%	17.9%	32.7%
<b>Age 65 +</b>	7.0%	1.9%	8.9%	3.4%	1.9%	5.3%
<b>Total</b>	66.4%	33.7%	100.1%	46.5%	53.6%	100.1%

Note: Percentages may not sum to 100% due to rounding.

The workforce compositions had similarities to the U.S. Census Bureau’s 2017 5-Year American Community Survey (ACS) for the demographics of the population, age 16 years and over, as reported for Northwest Arkansas, displayed in Table 6. Men comprised 49% of the population and women were 51% of the population. The survey respondents’ gender composition matched the data from the Census. Among racial and ethnic categories, African Americans in the workforce were overrepresented at 4% among survey respondents but only made up 2% of the Census’ regional population. The Asian workforce was underrepresented at 0.1% among survey respondents but made up 3% in the Census population. The other race and ethnicity categories in the survey closely matched the Census data.



**Table 8: Composition of Board of Directors and Total Workforce at Large Employers**

<b>Composition of Board of Directors and Total Workforce – Large Employers</b>						
<b>Composition by Ethnicity, Race, and Gender</b>	<b>Board of Directors (17 Orgs)</b>			<b>Total Workforce (12 Orgs)</b>		
	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Hispanic	1.7%	1.4%	3.1%	9.7%	5.1%	14.8%
White	75.2%	17.9%	93.1%	55.6%	21.6%	77.2%
Black	1.4%	0.3%	1.7%	3.7%	1.7%	5.4%
Pacific Islander	0.0%	0.0%	0.0%	0.1%	0.0%	0.1%
Asian	0.0%	0.0%	0.0%	0.6%	0.3%	0.9%
American Indian	1.7%	0.0%	1.7%	0.7%	0.5%	1.2%
Two or More Races (non-Hispanic or Latino)	0.5%	0.0%	0.5%	0.4%	0.0%	0.4%
<b>Total</b>	<b>80.5%</b>	<b>19.6%</b>	<b>100.1%</b>	<b>70.8%</b>	<b>29.2%</b>	<b>100.0%</b>
<b>Composition by Age and Gender</b>	<b>8 Organizations</b>			<b>8 Organizations</b>		
Age 14 - 17	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Age 18- 24	0.0%	0.0%	0.0%	4.3%	1.1%	5.4%
Age 25- 44	40.3%	2.6%	42.9%	42.1%	22.6%	64.7%
Age 45- 64	33.9%	4.7%	38.6%	16.8%	10.2%	27.0%
Age 65 +	14.3%	4.3%	18.6%	0.6%	2.3%	2.9%
<b>Total</b>	<b>88.5%</b>	<b>11.6%</b>	<b>100.1%</b>	<b>63.8%</b>	<b>36.2%</b>	<b>100.0%</b>

Note: Percentages may not sum to 100% due to rounding.

**Table 9: Composition of Board of Directors and Total Workforce at Small Employers**

<b>Composition of Board of Directors and Total Workforce – Small Employers</b>						
<b>Composition by Ethnicity, Race, and Gender</b>	<b>Board of Directors (51 Orgs)</b>			<b>Total Workforce (68 Orgs)</b>		
	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Hispanic	2.9%	3.8%	6.7%	4.4%	9.2%	13.6%
White	51.7%	36.6%	88.3%	38.1%	40.8%	78.9%
Black	2.1%	0.0%	2.1%	1.5%	2.3%	3.8%
Pacific Islander	0.0%	0.0%	0.0%	0.3%	0.6%	0.9%
Asian	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
American Indian	0.0%	0.0%	0.0%	0.2%	0.1%	0.3%
Two or More Races (non-Hispanic or Latino)	1.0%	2.0%	3.0%	1.5%	0.9%	2.4%
<b>Total</b>	<b>57.7%</b>	<b>42.4%</b>	<b>100.1%</b>	<b>46.0%</b>	<b>53.9%</b>	<b>99.9%</b>
<b>Composition by Age and Gender</b>	<b>37 Organizations</b>			<b>58 Organizations</b>		
Age 14 - 17	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%
Age 18- 24	0.0%	2.7%	2.7%	3.1%	11.6%	14.7%
Age 25- 44	23.7%	15.6%	39.3%	24.3%	23.5%	47.8%
Age 45- 64	29.2%	22.1%	51.3%	11.6%	20.1%	31.7%
Age 65 +	4.7%	2.0%	6.7%	3.9%	1.6%	5.5%
<b>Total</b>	<b>57.6%</b>	<b>42.4%</b>	<b>100.0%</b>	<b>42.9%</b>	<b>57.1%</b>	<b>100.0%</b>

Note: Percentages may not sum to 100% due to rounding.

100 organizations submitted information about the demographic composition of their top-level leadership roles. These organizations reported that their top-level leadership roles were 63% male and 84% white. A total of 83 organizations provided age composition for their top-level leadership roles. The top-level leadership roles for respondents were 52% comprised of individuals who were ages 45 and older. Among large employers, as displayed in Table 11, top-level leadership was 71% male, 83% white, and 59% were ages 45 and older. Among small employers, as displayed in Table 12, top-level leadership was 60% male, 84% white, and 50% were ages 45 and older.

**Table 10: Composition of Top-Level Leadership and Other Supervisors**

<b>Composition of Top-Level Leadership and Other Supervisors</b>						
<b>Composition by Ethnicity, Race, and Gender</b>	<b>Top Level Leadership (100 Orgs)</b>			<b>Other Supervisors (48 Orgs)</b>		
	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Hispanic</b>	5.5%	5.7%	11.2%	8.0%	9.4%	17.4%
<b>White</b>	55.8%	28.6%	84.4%	42.0%	36.5%	78.5%
<b>Black</b>	0.5%	0.3%	0.8%	1.3%	2.4%	3.7%
<b>Pacific Islander</b>	0.5%	0.5%	1.0%	0.0%	0.0%	0.0%
<b>Asian</b>	0.4%	0.8%	1.2%	0.0%	0.2%	0.2%
<b>American Indian</b>	0.3%	0.5%	0.8%	0.0%	0.2%	0.2%
<b>Two or More Races (non-Hispanic or Latino)</b>	0.0%	0.4%	0.4%	0.0%	0.0%	0.0%
<b>Total</b>	63.0%	36.8%	99.8%	51.3%	48.7%	100.0%
<b>Composition by Age and Gender</b>	<b>83 Organizations</b>			<b>38 Organizations</b>		
<b>Age 14 - 17</b>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Age 18- 24</b>	0.5%	1.7%	2.2%	0.0%	8.2%	8.2%
<b>Age 25- 44</b>	29.2%	17.0%	46.2%	25.4%	19.4%	44.8%
<b>Age 45- 64</b>	31.8%	12.7%	44.5%	26.0%	19.7%	45.7%
<b>Age 65 +</b>	4.3%	2.9%	7.2%	1.4%	0.0%	1.4%
<b>Total</b>	65.8%	34.3%	100.1%	52.8%	47.3%	100.1%

Note: Percentages may not sum to 100% due to rounding.

Composition of other supervisors was reported for 48 organizations. Supervisors were 51% male and 79% white. Among the 38 organizations who submitted age compositions, 45% of supervisors were in the 25-44 age range. Among the large employers, as displayed in Table 11, supervisors were 61% male, 72% white, and 61% were in the 25-44 age range. Among small employers, as displayed in Table 12, supervisors were 54% female, 76% white, and 39% were in the 25-44 age range.

Table 11: Composition of Top-Level Leadership and Other Supervisors at Large Employers

Composition of Top Leadership and Other Supervisors – Large Employers						
Composition by Ethnicity, Race, and Gender	Top Level Leadership (16 Orgs)			Other Supervisors (11 Orgs)		
	Male	Female	Total	Male	Female	Total
Hispanic	6.9%	2.3%	9.2%	12.3%	11.3%	23.6%
White	61.7%	21.3%	83%	46.6%	25.5%	72.1%
Black	2.2%	1.7%	3.9%	1.3%	1.2%	2.5%
Pacific Islander	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian	0.1%	0.2%	0.3%	0.2%	0.7%	0.9%
American Indian	0.1%	3.4%	3.5%	0.1%	0.8%	0.9%
Two or More Races (non-Hispanic or Latino)	0.0%	0.1%	0.1%	0.0%	0.0%	0.0%
<b>Total</b>	<b>71.0%</b>	<b>29.0%</b>	<b>100.0%</b>	<b>60.5%</b>	<b>39.5%</b>	<b>100%</b>
Composition by Age and Gender	13 Organizations			10 Organizations		
Age 14 - 17	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Age 18- 24	0.0%	0.0%	0.0%	0.1%	0.0%	0.1%
Age 25- 44	27.6%	13.7%	41.3%	33.8%	27.5%	61.3%
Age 45- 64	42.0%	12.7%	54.7%	28.7%	9.8%	38.5%
Age 65 +	0.2%	3.8%	4.0%	0.2%	0.1%	0.3%
<b>Total</b>	<b>69.8%</b>	<b>30.2%</b>	<b>100.0%</b>	<b>62.8%</b>	<b>37.4%</b>	<b>100.2%</b>

Note: Percentages may not sum to 100% due to rounding.

Table 12: Composition of Top-Level Leadership and Other Supervisors at Small Employers

Composition of Top Leadership and Other Supervisors – Small Employers						
Composition by Ethnicity, Race, and Gender	Top Level Leadership (65 Orgs)			Other Supervisors (28 Orgs)		
	Male	Female	Total	Male	Female	Total
Hispanic	5.1%	6.9%	12.0%	8.9%	11.6%	20.5%
White	52.5%	31.2%	83.7%	37.6%	38.3%	75.9%
Black	0.2%	0.0%	0.2%	0.0%	3.6%	3.6%
Pacific Islander	0.8%	0.8%	1.6%	0.0%	0.0%	0.0%
Asian	0.5%	0.5%	1.0%	0.0%	0.0%	0.0%
American Indian	0.4%	0.0%	0.4%	0.0%	0.0%	0.0%
Two or More Races (non-Hispanic or Latino)	0.5%	0.5%	1.0%	0.0%	0.0%	0.0%
<b>Total</b>	<b>60.0%</b>	<b>39.9%</b>	<b>99.9%</b>	<b>46.5%</b>	<b>53.5%</b>	<b>100.0%</b>
Composition by Age and Gender	56 Organizations			24 Organizations		
Age 14 - 17	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Age 18- 24	0.0%	1.8%	1.8%	0.0%	10.9%	10.9%
Age 25- 44	29.2%	19.0%	48.2%	26.2%	13.0%	39.2%
Age 45- 64	25.5%	15.0%	40.5%	27.1%	20.8%	47.9%
Age 65 +	6.3%	3.3%	9.6%	2.1%	0.0%	2.1%
<b>Total</b>	<b>61.0%</b>	<b>39.1%</b>	<b>100.1%</b>	<b>55.4%</b>	<b>44.7%</b>	<b>100.1%</b>

Note: Percentages may not sum to 100% due to rounding.

## Diversity and Inclusion Initiatives and Programs

The development and implementation of successful diversity and inclusion programs comes from the efforts of senior leadership. Respondents were asked about aspects of top-level initiatives and attitudes towards diversity and inclusion strategies, programs, and outreach. Among the responding organizations, 44% of respondents indicated they had an internal group responsible for supervising their organization's D & I efforts. Among large employers, 82% of these respondents indicated they had such a group but only 35% of small employers indicated they had such a group.

According to a 2011 Forbes global survey,<sup>11,12</sup> only 31% of respondents had internal groups monitoring the firm's D & I efforts. In comparison, organizations in Northwest Arkansas, regardless of size, appear to be more proactive with regards to this initiative than some larger global organizations.

Figure 2: Presence of Internal Board or Committee to Oversee Diversity/Inclusion Strategy and Initiatives

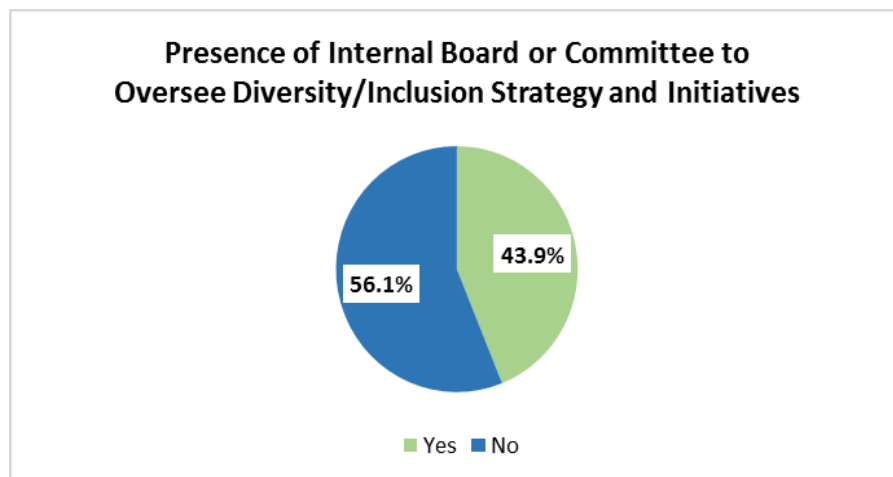
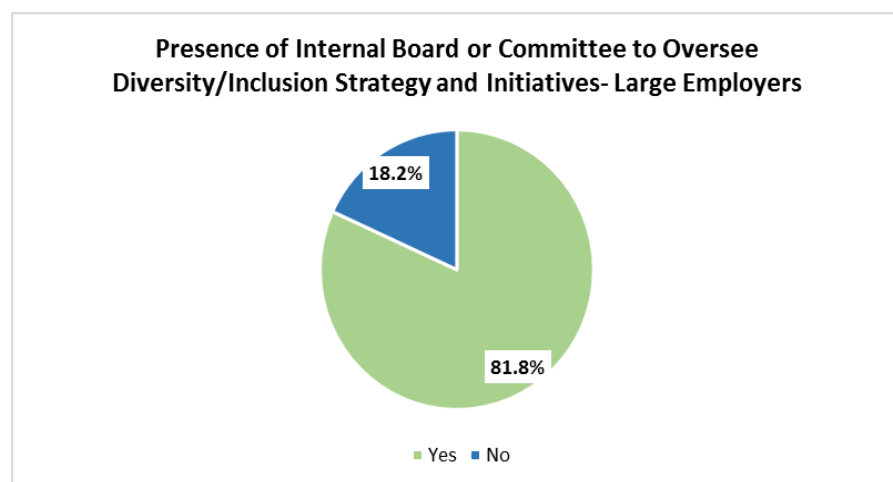


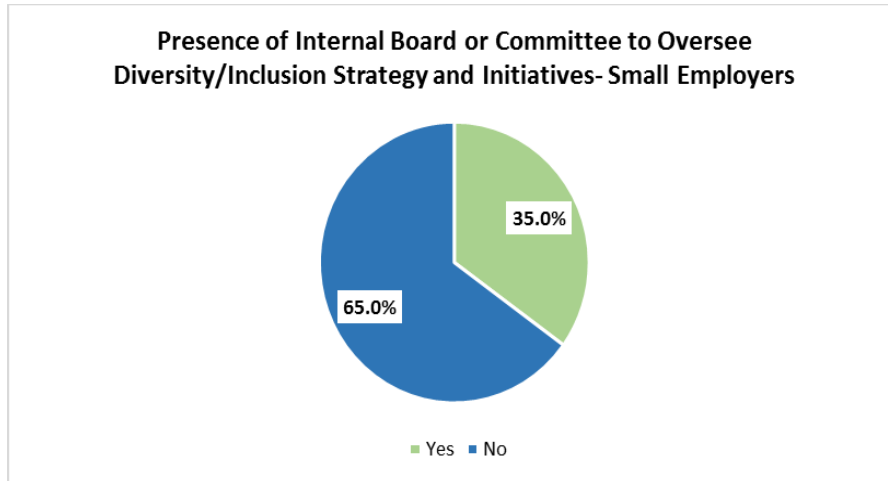
Figure 3: Presence of Internal Board or Committee to Oversee Diversity/Inclusion Strategy and Initiatives - Large Employers



<sup>11</sup> Forbes published a report on diversity and inclusion based on a survey of 321 executives from global firms with revenues in excess of \$500 million.

<sup>12</sup> Christiaan Rizy et al.

**Figure 4: Presence of Internal Board or Committee to Oversee Diversity/Inclusion Strategy and Initiatives - Large Employers**



Organizations who indicated that they had internal groups to monitor diversity and inclusion efforts were also asked to select all the metrics they used to determine accountability. 25% of organizations measured leaders’ progression towards D & I goals, 17% tasked their leaders with specific D & I goals, 17% utilized D & I goals to influence evaluations and pay for all their employees, and 11% utilized D & I goals to influence evaluations and pay for their leaders. About 44% of organizations used other metrics not listed above.

A North American survey conducted by PWC in 2017,<sup>13</sup> showed that firms implemented these accountability metrics at higher rates than in Northwest Arkansas.<sup>14</sup> In the PWC survey, 35% of organizations had tasked their leaders with specific D & I goals, 30% measured leaders’ progression towards D & I goals, 23% utilized D & I goals to influence evaluations and pay for all their employees, and 16% utilized D & I goals to influence evaluations and pay for their leaders.

**Table 13: Organization's Diversity and Inclusion Accountability Measures**

Diversity & Inclusion Accountability Measures		
	Total	Percent
Leaders are tasked with specific D & I goals	6	16.7%
Leaders' progress toward meeting their D & I goals is measured	9	25.0%
D & I goals influence performance evaluation and compensation outcomes for leaders	4	11.1%
D & I goals influence performance evaluation and compensation outcomes for all employees	6	16.7%
None of the above	16	44.4%

Note: Percentages will sum to over 100% as respondents were allowed to select multiple options

<sup>13</sup> PWC conducted a diversity and inclusion survey, in 2017, among 159 North American corporations and published a report with the results.

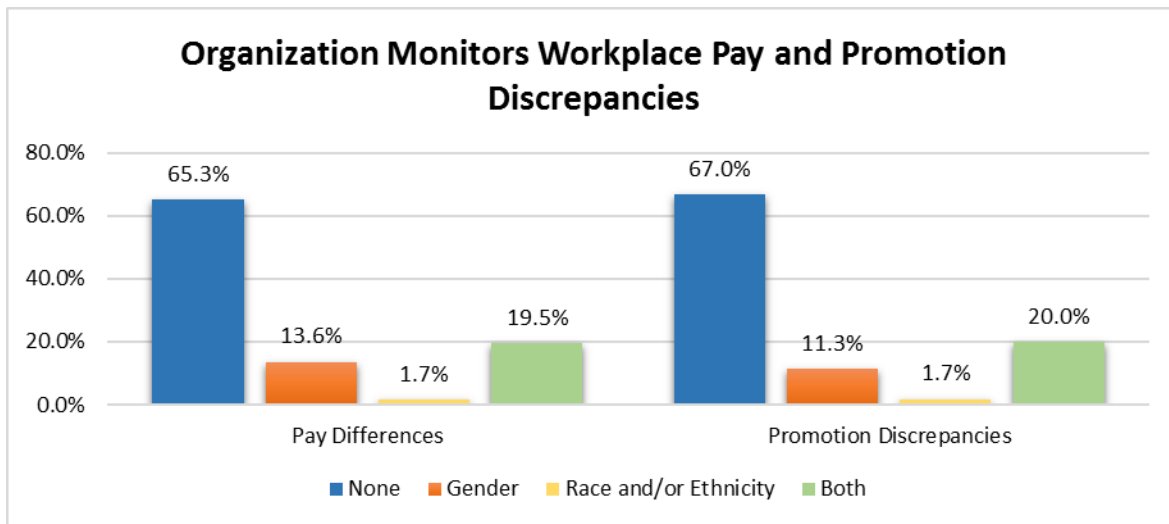
<sup>14</sup> Bhushan Sethi et al.

Organizations were asked if they kept track of discrepancies regarding pay and/or promotions based on gender and racial or ethnic characteristics. As shown in Figure 5, 65% of organizations did not monitor pay discrepancies and 67% did not monitor promotion discrepancies. Gender and race or ethnicity were considered in monitoring pay discrepancies for 20% of organizations and 14% of organizations monitored pay discrepancies solely based on gender. 20% of organizations monitored promotion discrepancies for both gender and race or ethnicity while 11% monitored only gender.

Among large employers, as shown in Figure 6, 36% of respondents reported they monitor pay discrepancies for gender and race or ethnicity. Promotions were monitored by 35% of respondents for both gender and race and ethnicity. Among small employers, as shown in Figure 7, 16% of respondents reported they monitor pay discrepancies for gender and race or ethnicity and promotions were monitored by 18% of respondents.

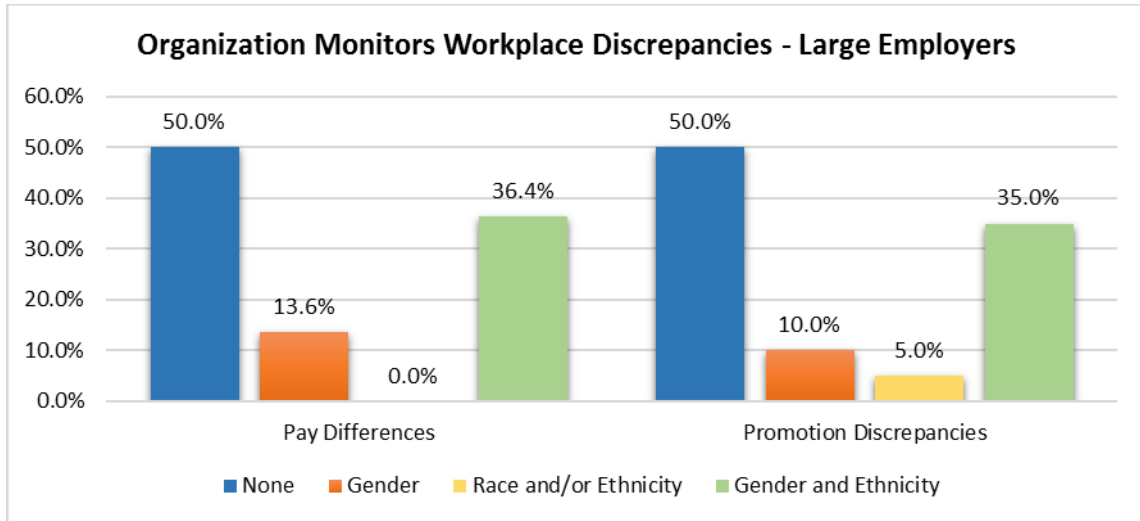
A 2017 PWC report<sup>15</sup> noted that 33% of North American organizations utilized data to monitor discrepancies in compensation and 26% use it to monitor discrepancies in promotion. Northwest Arkansas organizations are slightly more proactive in monitoring both pay discrepancies, at 35%, and promotion discrepancies, at 33%, than the PWC sample. This is stronger among the large employers in the region, 50% monitor pay discrepancies and 50% monitor promotion discrepancies. However, smaller employers monitor pay and promotion discrepancies at 31% and 30%, respectively, rates that are similar or slightly better than the PWC sample.

**Figure 5: Organizations who Monitor Workplace Pay and Promotion Discrepancies**

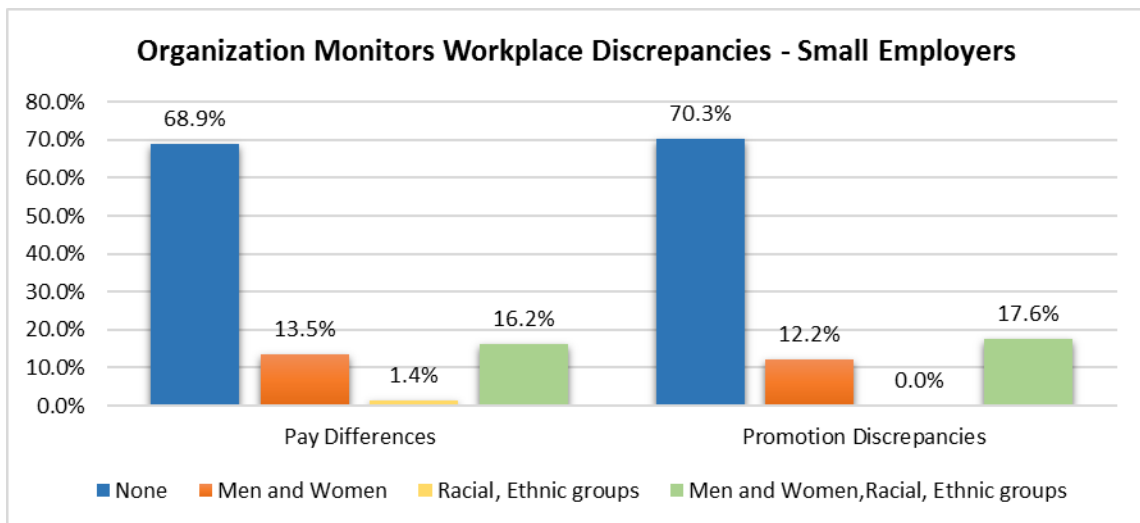


<sup>15</sup> Ibid.

**Figure 6: Organizations who Monitor Workplace Discrepancies - Large Employers**



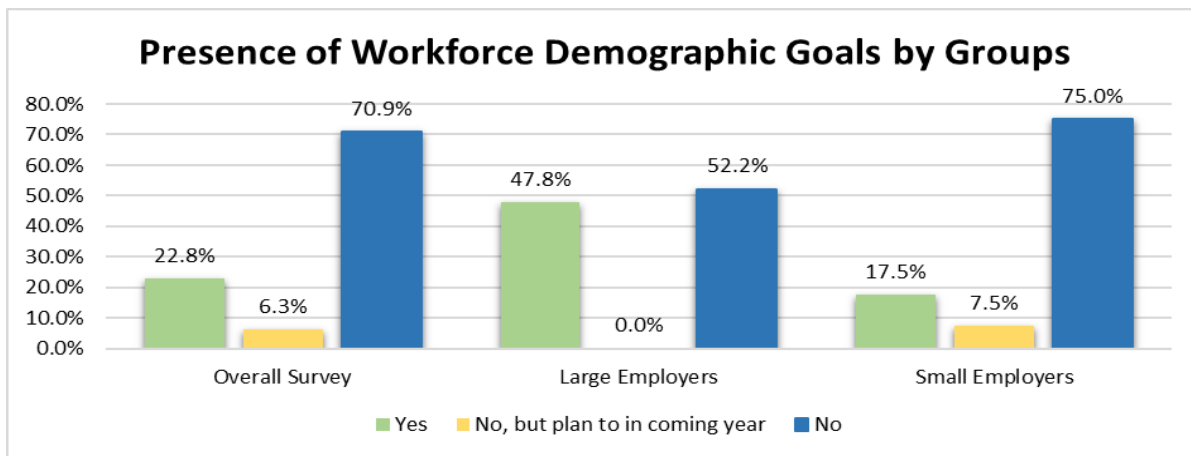
**Figure 7: Organizations who Monitor Workplace Discrepancies - Small Employers**



## Diversity and Inclusion Recruitment, Training and Retention

Organizations were asked if they had specific workforce demographic goals or targets. Among respondents, 71% did not have specific workforce demographic goals or targets at their organizations. Among large employers, 48% of respondents had workforce demographic goals. Among small employers, 75% of respondents did not have workforce demographic goals.

Figure 8: Presence of Workforce Demographic Goals by Group



Among Northwest Arkansas businesses responding to the survey, 25% of respondents indicated that they had staff responsible for diversity and inclusion efforts at their firm. Another 4% of respondents indicated they were planning to add staff with these responsibilities in the coming year. Among large employers, as displayed in Figure 10, 37% of respondents had staff responsible for diversity and inclusion efforts and another 7% stated they were planning to in the coming year. Among small employers, as displayed in Figure 11, 21% of respondents had staff responsible for diversity and inclusion efforts and another 4% stated they were planning to in the coming year.

Figure 9: Organizations with Staff for Diversity and Inclusion Efforts

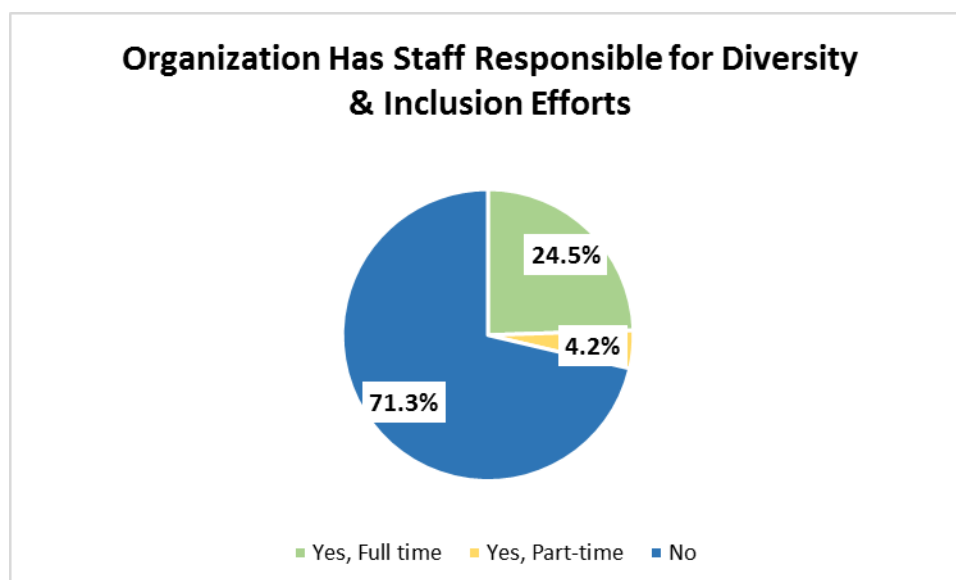




Figure 10: Organizations with Staff for Diversity and Inclusion Efforts by Large Employers

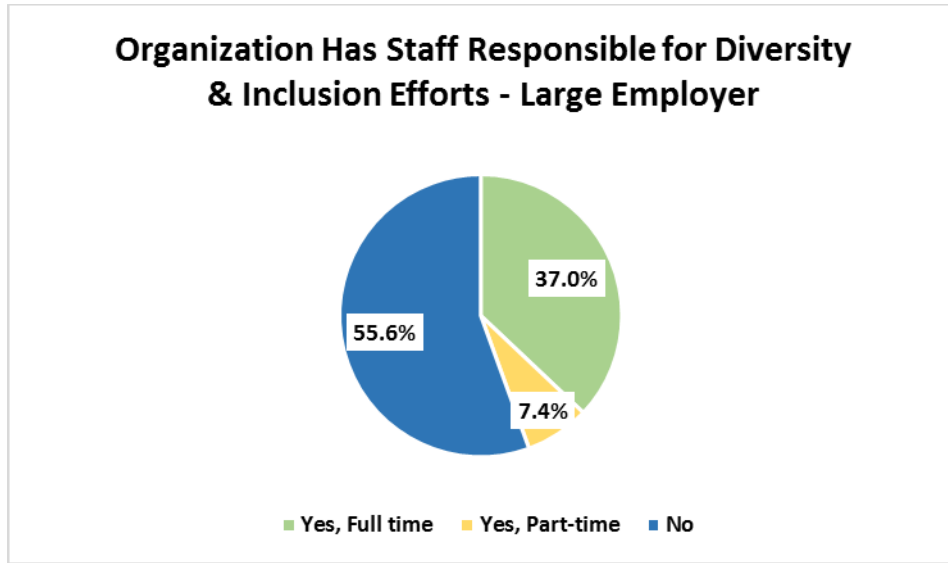
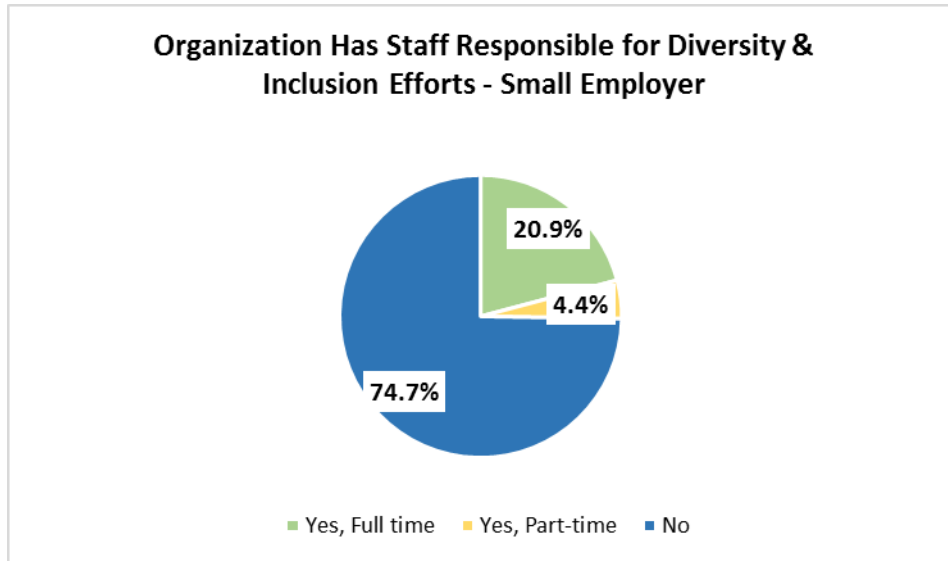


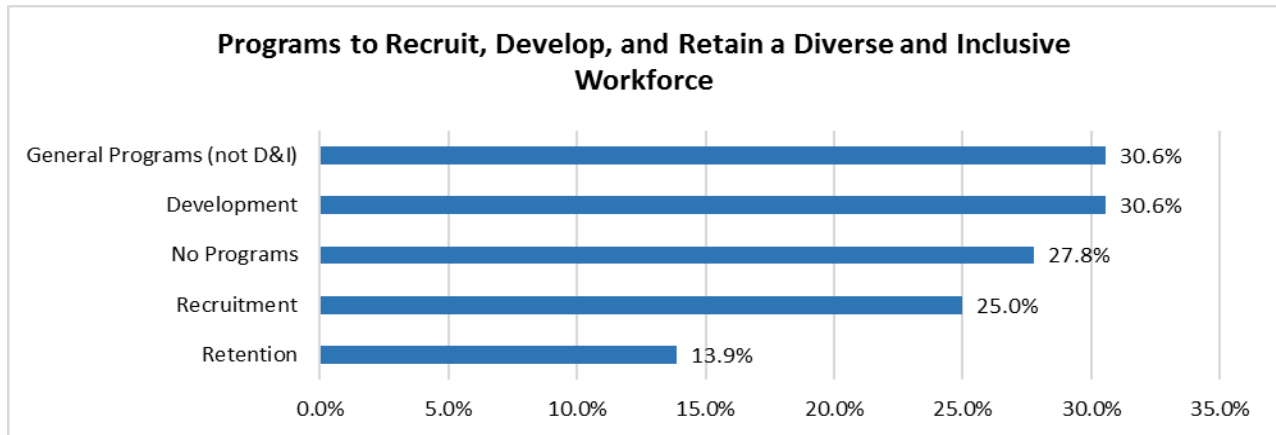
Figure 11: Organizations with Staff for Diversity and Inclusion Efforts by Small Employers



Respondents were asked about any and all programs they had in place to recruit, develop or retain a diverse workforce. 58% of Northwest Arkansas firms did not have specific programs to foster a diverse workforce, as displayed in Figure 12, while 25% of respondents had specific programs for recruitment, 31% had programs for development of a diverse or inclusive workforce, and 14% had retention programs.

Global firms responding to the 2011 Forbes survey<sup>16</sup> indicated much higher rates for programs that recruit, develop or retain a diverse workforce: 65% of them had specific programs for recruitment, 53% had development programs, and 44% had retention programs. However, in comparison to the Forbes group, Northwest Arkansas organizations were much more likely to have general workforce programs recruitment, development and retention as opposed to specific ones for diversity and inclusion.

**Figure 12: Programs to Recruit, Develop, and Retain a Diverse and Inclusive Workforce**

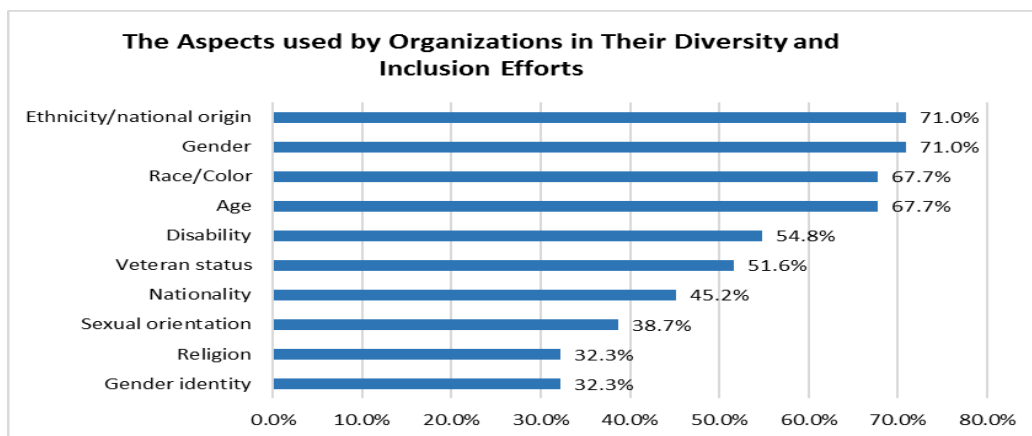


Note: Percentages will sum to over 100% as respondents were allowed to select multiple options

Among the organizations who had programs to encourage diversity and inclusion in recruiting, 71% of respondents had programs focused on ethnic diversity, 71% had programs focused on gender diversity, and 68% had programs focused on racial diversity.

Among the respondents to the 2011 Forbes global survey, 81% had programs focused on recruiting for gender diversity, 77% had programs for ethnic diversity, and 70% had programs for racial diversity.<sup>17</sup> The Forbes results show a pattern similar to the results from the Northwest Arkansas organizations.

**Figure 13: Aspects Incorporated by Organizations in their Diversity and Inclusion Efforts**



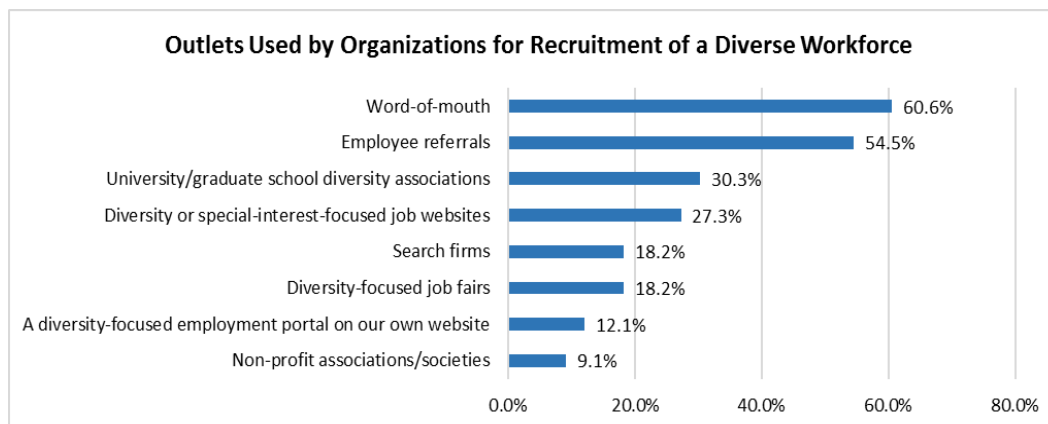
Note: Percentages will sum to over 100% as respondents were allowed to select multiple options

<sup>16</sup> Christiaan Rizy et al.

<sup>17</sup> Ibid.

Respondents were also asked about the outlets used to recruit diverse talent. About 61% of respondents utilized word-of-mouth, 55% utilized employee referrals, and 30% utilized university/graduate school diversity associations. In comparison, 52% of the Forbes global survey respondents used university/graduate school diversity associations, 50% used search firms, and 49% used diversity-focused job fairs.<sup>18</sup> The results contrast with the Northwest Arkansas and highlight the need to use best practices to recruit a diverse workforce.

**Figure 14: Outlets Utilized by Organization in Recruitment of a Diverse Workforce**

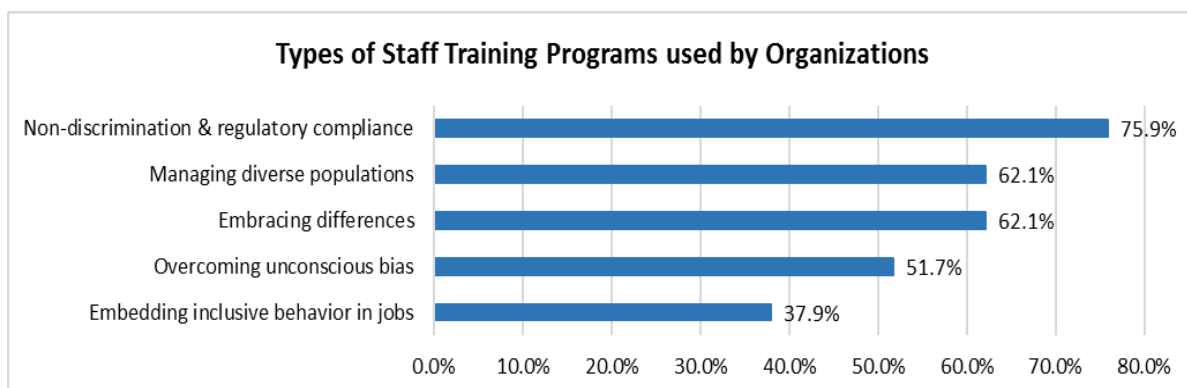


Note: Percentages will sum to over 100% as respondents were allowed to select multiple options

Respondents to the survey were asked about the focus of diversity and inclusion staff training programs in their organizations and about 10% of all respondents indicated they such programs. Among the responding organizations with such programs, 76% had programs for non-discrimination & regulatory compliance, 62% had programs “embracing differences”, and 62% had programs “managing diverse populations.”

Responses to the 2017 PWC North American survey followed a similar pattern to Northwest Arkansas. 52% of respondents had programs for “embracing differences”, 52% had programs for non-discrimination & regulatory compliance, while 34% had programs “managing diverse populations.”<sup>19</sup>

**Figure 15: Diversity and Inclusion Staff Training Programs utilized by Organizations**



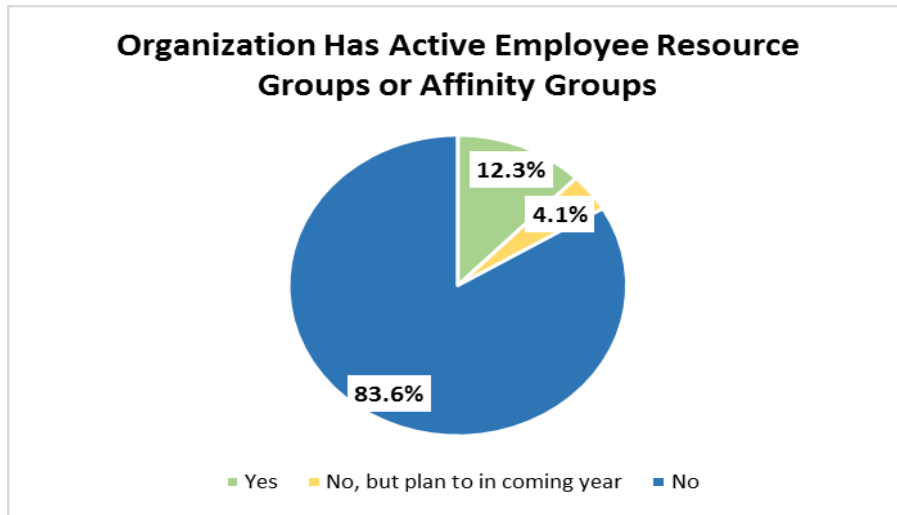
Note: Percentages will sum to over 100% as respondents were allowed to select multiple options

<sup>18</sup> Ibid.

<sup>19</sup> Bhushan Sethi et al.

Affinity groups were present at 12% of organizations responding to the survey in Northwest Arkansas, and 4% stated that they were planning on incorporating these groups in the coming year. Affinity groups were present more often among large employers, as 27% of these respondents claimed to have these groups. Among small employers, 14% of respondents reported they had affinity groups (refer to Figure 18).

**Figure 16: Organizations with Active Employee Resource Groups or Affinity Groups**



**Figure 17: Organizations with Active Employee Resource Groups or Affinity Groups by Large Employers**



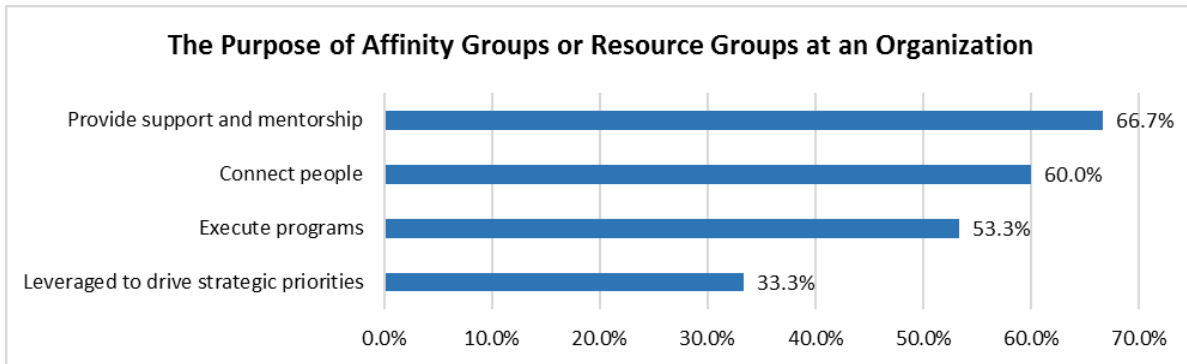
**Figure 18: Organizations with Active Employee Resource Groups or Affinity Groups by Small Employers**



Among the organizations with affinity groups, 67% of the affinity groups had a purpose to provide support and mentorship, 60% had a purpose to connect people, 53% had a purpose to execute programs, and 33% had a purpose to leverage to drive strategic priorities.

About 84% of corporations in the 2017 PWC North American survey reported having affinity groups. Among these corporations with affinity groups, 60% of organizations stated their purpose was to execute programs and 54% utilized their affinity groups to provide support and mentorship.<sup>20</sup>

**Figure 19: The Organizational Purpose of Affinity Groups or Resource Groups**



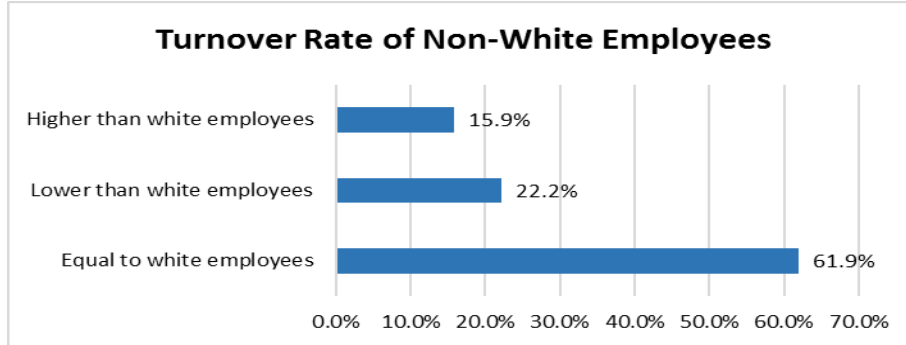
Note: Percentages will sum to over 100% as respondents were allowed to select multiple options

For the overall survey, 62% of all respondents indicated there was no difference in the turnover between white and non-white employees, as displayed in Figure 20. 16% of all respondents indicated that the turnover rate among non-white employees was higher than for white employees. Among large employers, 48% of all respondents indicated that the turnover rate for non-white employees was equal to white employees while 29% of all respondents stated the turnover rate was higher for non-white employees.

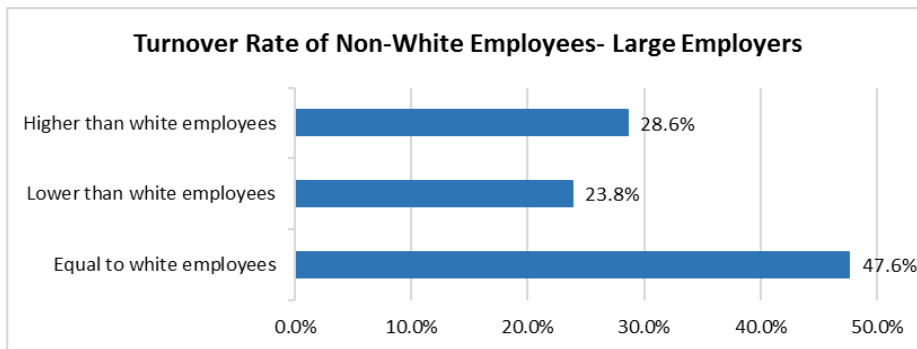
<sup>20</sup> Bhushan Sethi et al.

Among small employers, 64% of all respondents indicated that the turnover rate for non-white employees was equal to white employees while 13% of all respondents stated the turnover rate was higher for non-white employees.

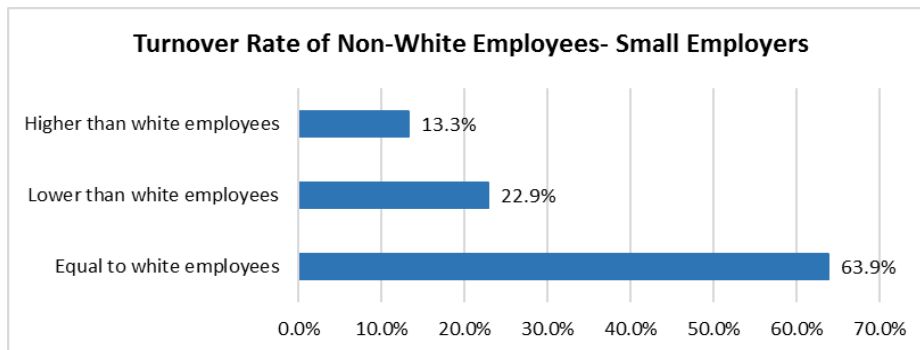
**Figure 20: Relative Turnover Rate of Non-white Employees**



**Figure 21: Relative Turnover Rate of Non-white Employees at Large Employers**



**Figure 22: Relative Turnover Rate of Non-white Employees at Small Employers**



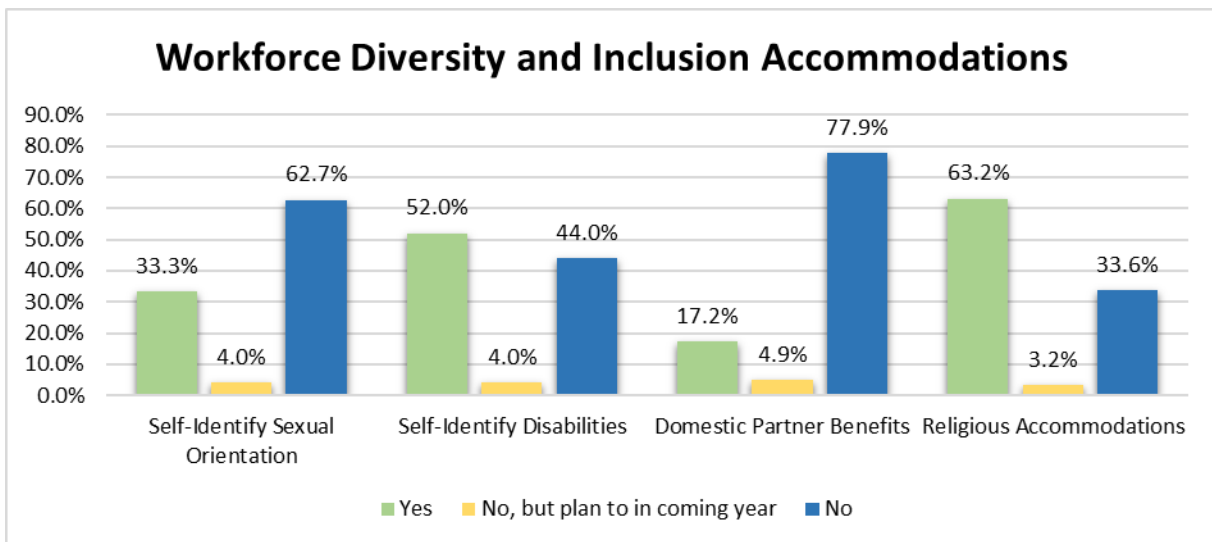
## Diversity and Inclusion Accommodations

The survey asked Northwest Arkansas businesses to enlist specific steps taken to provide accommodations that further diversity and inclusion such as specific workforce demographic goals, a procedure for employees to self-identify the sexual orientation or any disabilities, provisions for domestic partner benefits, or accommodations for religious practices.

Among respondents, 63% provided religious accommodations and 52% offered employees an option to self-identify disabilities. Only 17% of respondents offered domestic partner benefits and 33% offered employees an option to self-identify their sexual orientation.

Religious accommodations were provided by Northwest Arkansas firms more often than the last reported national average of 43% of organizations.<sup>21</sup> However, a 2018 Human Rights Campaign national survey of 947 employers indicated that 49% of their respondents allowed voluntary employee disclosure of sexual orientation and gender identity, a rate much higher than in Northwest Arkansas firms.<sup>22</sup> The availability of domestic partner benefits at Northwest Arkansas firms also lags behind a 2016 survey by the International Foundation of Employee Benefits Plans which found 48% of employers provided benefits to domestic partners.<sup>23</sup> The provision of domestic partner benefits has declined since the nationwide legalization of same-sex marriage.

Figure 23: Workplace Diversity and Inclusion Accommodations



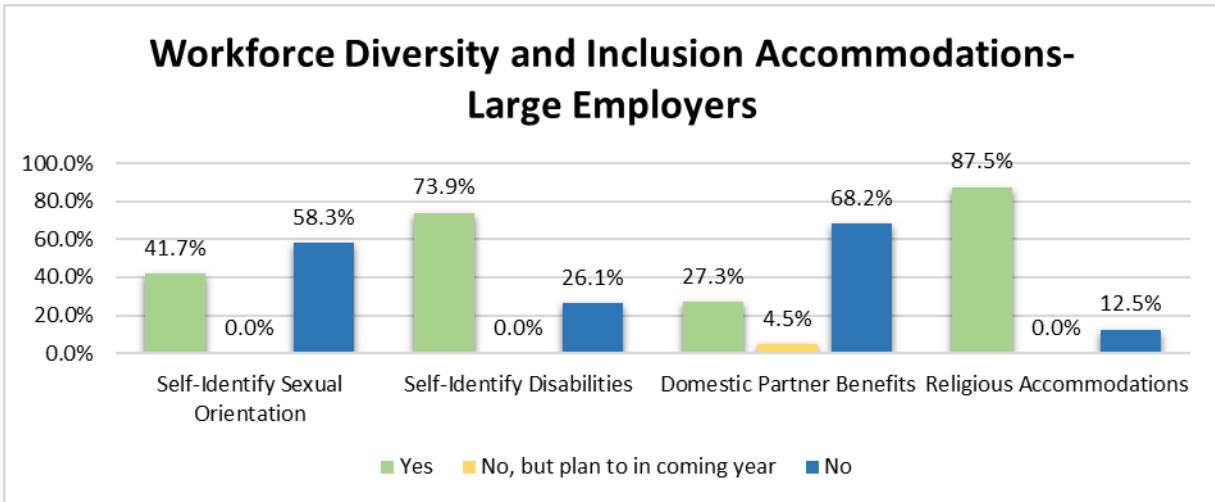
<sup>21</sup> Justina Victor et al. "Religion and Corporate Culture: Accommodating Religious Diversity in the Workplace," *Society for Human Resource Management*, 2008, [https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/documents/08-0625religionsr\\_updtfinal.pdf](https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/documents/08-0625religionsr_updtfinal.pdf).

<sup>22</sup> "Self-Identification of LGBTQ Employees," *Human Rights Campaign*, accessed August 7, 2019, <https://www.hrc.org/resources/self-identification-of-lgbt-employees>.

<sup>23</sup> Brenda Hofmann, "Employers Dropping Domestic Partner Benefits," *International Foundation of Employee Benefit Plans*, August 1, 2017, <https://www.ifebp.org/aboutus/pressroom/releases/Pages/Employers-Dropping-Domestic-Partner-Benefits.aspx>.

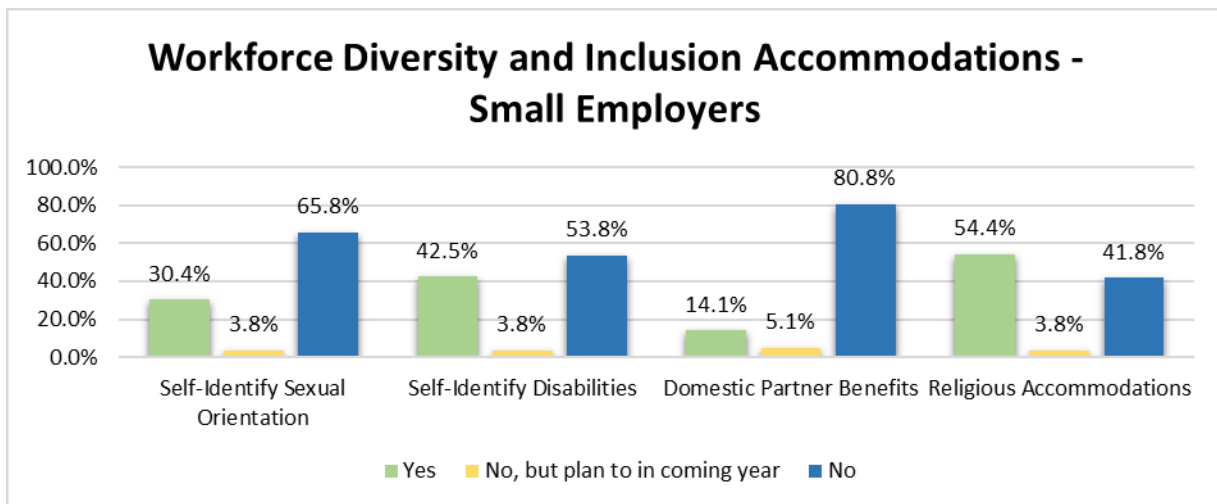
The region's large employers were more likely to provide specific accommodations than the overall respondent group. Among this group, 88% provided religious accommodations, and 74% provided an option for employees to self-identify disabilities. However, only 27% provided domestic partner benefits and 42% provided an option to allow employees to self-identify their sexual orientation; both were lower than national comparisons.

Figure 24: Workplace Diversity and Inclusion Accommodations from Large Employers



The region's small employers were more likely to provide specific accommodations than the overall respondent group. Among this group, 54% provided religious accommodations, 43% provided an option for employees to self-identify disabilities, 14% provided domestic partner benefits, and 30% provided an option to allow employees to self-identify their sexual orientation.

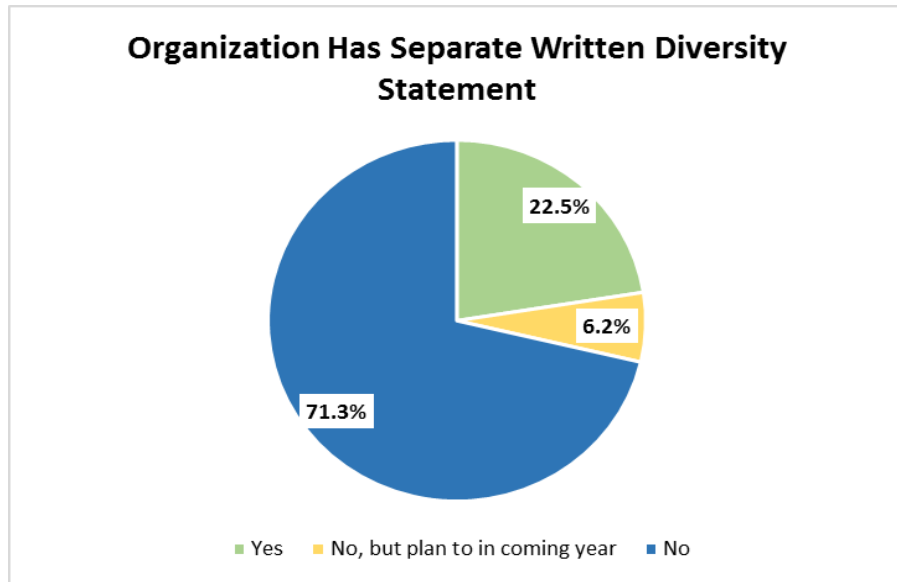
Figure 25: Workplace Diversity and Inclusion Accommodations from Small Employers





When asked whether Northwest Arkansas firms had a separate written diversity statement (unique from the EEO statement as required by the EEOC), 23% of all respondents indicated that their organization had such a statement. Among large employers, 42% of these respondents reported they had a separate written diversity statement. Among small employers, as displayed in Figure 28, 15% of these respondents reported they had a separate written diversity statement.

**Figure 26: Organizations with Separate Written Diversity Statement**



**Figure 27: Organizations with Separate Written Diversity Statement – Large Employers**

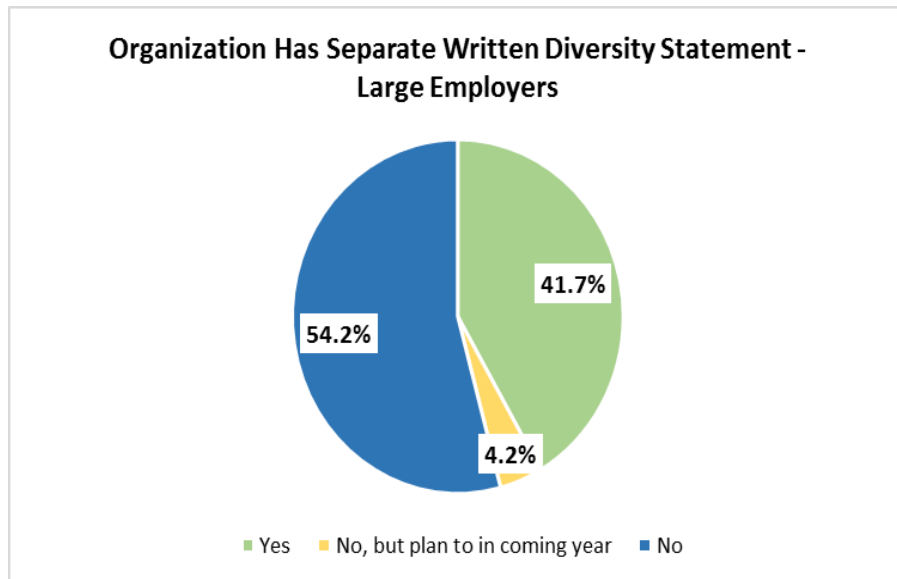
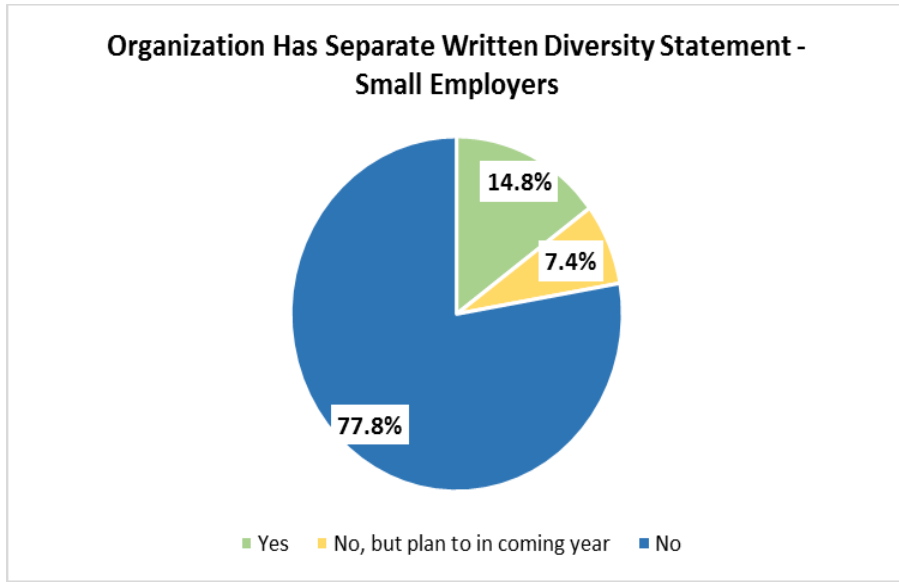


Figure 28: Organizations with Separate Written Diversity Statement – Small Employers

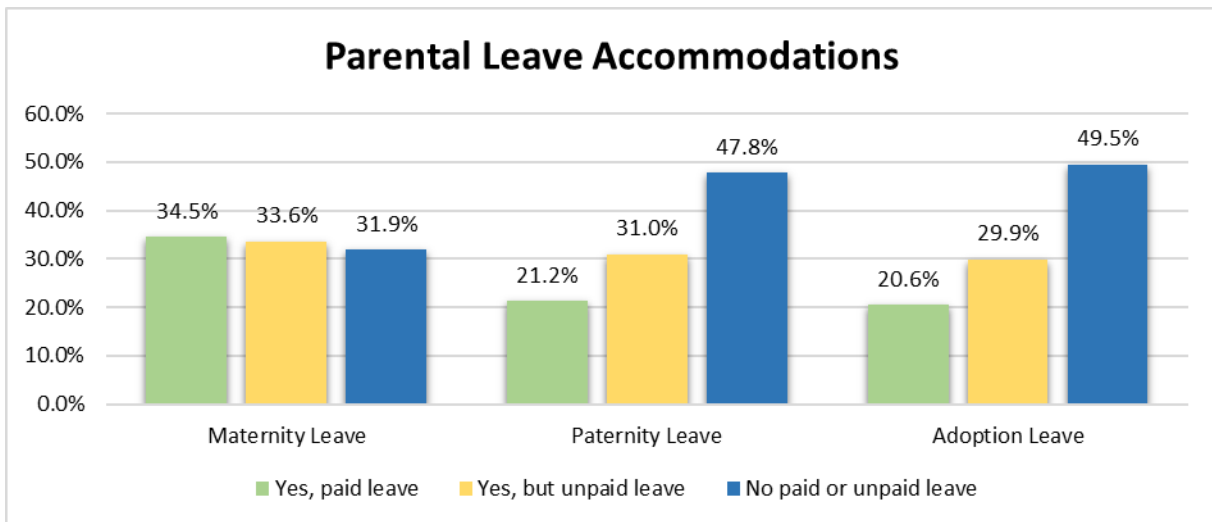


## Parental Leave Benefits

Respondents were asked about their parental leave policies (maternity, paternity and adoption) and whether the policies offered were paid or unpaid. Among Northwest Arkansas firms, 68% of respondents offered maternity leave, of which 34% was paid leave and 34% was unpaid leave. Paternity leave was offered by 52% of respondents of which 21% was paid leave and 31% was unpaid leave. Adoption leave was offered by 51% of respondents of which 21% was paid leave and 30% was unpaid leave.

Northwest Arkansas firms offered paid maternity leave at a similar rate to a 2018 SHRM national survey of 3,518 human resource professionals which reported 35% of organizations offered paid maternity leave.<sup>24</sup> In addition, the overall maternity leave rate for Northwest Arkansas organizations, 68%, was lower than the private sector national average of 89%.<sup>25</sup> Accommodations of paid paternity and adoption leave in Northwest Arkansas were also lower than the rates reported by national firms in the 2018 SHRM survey, at 29% and 28%, respectively.<sup>26</sup>

Figure 29: Parental Leave Accommodations



In Figure 30, the rates of parental leave accommodations are presented for large employers. Maternity leave was offered by 96% of respondents, 41% of them offered paid leave while 55% offered unpaid leave. Paternity leave was offered by 75% of respondents, 20% offered paid leave and 55% was unpaid leave. Adoption leave was offered by 78% of respondents, 28% offered paid leave and 50% offered unpaid leave.

<sup>24</sup> Karen Wessels et al. "2018 Employee Benefits: The Evolution of Benefits," *Society for Human Resource Management*, June 2018, <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2018%20Employee%20Benefits%20Report.pdf>.

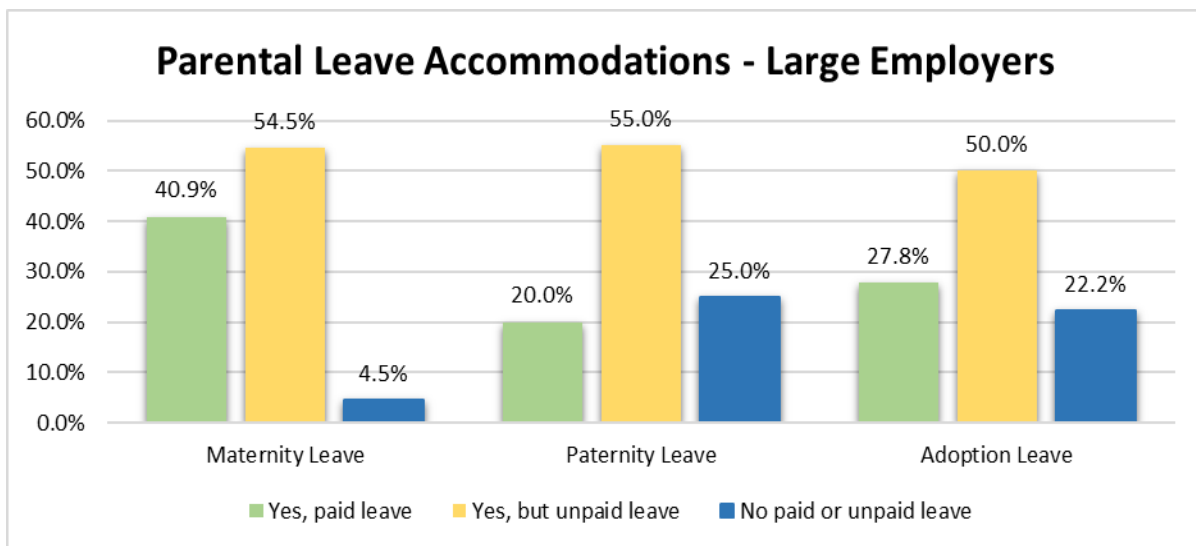
<sup>25</sup> R. Alexander Acosta and William J. Wiatrowski, "National Compensation Survey: Employee Benefits in the United States, March 2018," *Bureau of Labor Statistics*, September 2018, <https://www.bls.gov/ncs/ebs/benefits/2018/employee-benefits-in-the-united-states-march-2018.pdf>.

<sup>26</sup> Karen Wessels et al.

Large employers in Northwest Arkansas provided paid maternity and adoption leave at rates higher or similar to those found in the 2018 SHRM survey.<sup>27</sup> In addition, the overall maternity leave rate at large employers in Northwest Arkansas, 96%, was higher than the private sector national average of 89%.<sup>28</sup> However, paid paternity leave was provided at a rate significantly lower than the 2018 SHRM survey.<sup>29</sup>

The vast difference in parental leave accommodations between the overall sample and large employers is likely linked to the dynamics of the benefit. The costs to provide parental leave involve potentially replacing the productivity of the employee taking the leave and these costs are increased if paid leave is provided. Firms are more inclined to provide the benefit if it is used as a retention tool and a way for employers to differentiate themselves from other consumers of labor. Such benefits are generally provided to high-skilled labor and from larger employers who can shoulder the costs.<sup>30</sup>

Figure 30: Parental Leave Accommodations Provided from Large Employers



In Figure 31, the rates of parental leave accommodations are presented for small employers. Maternity leave was offered by 61% of respondents of which 33% was offered as paid leave while 28% was offered as unpaid leave. Paternity leave was offered by 45% of respondents, 22% of it was paid leave and 23% was unpaid leave. Adoption leave was offered by 41% of respondents of which 18% offered paid leave and 23% offered unpaid leave.

Small employers in Northwest Arkansas provided paid maternity, paternity, and adoption leave at rates lower than those found in the 2018 SHRM survey.<sup>31</sup> In addition, the overall maternity leave rate at large employers in Northwest Arkansas, 61%, was much lower than the private sector national average of 89%.<sup>32</sup>

<sup>27</sup> Karen Wessels et al.

<sup>28</sup> R. Alexander Acosta and William J. Wiatrowski.

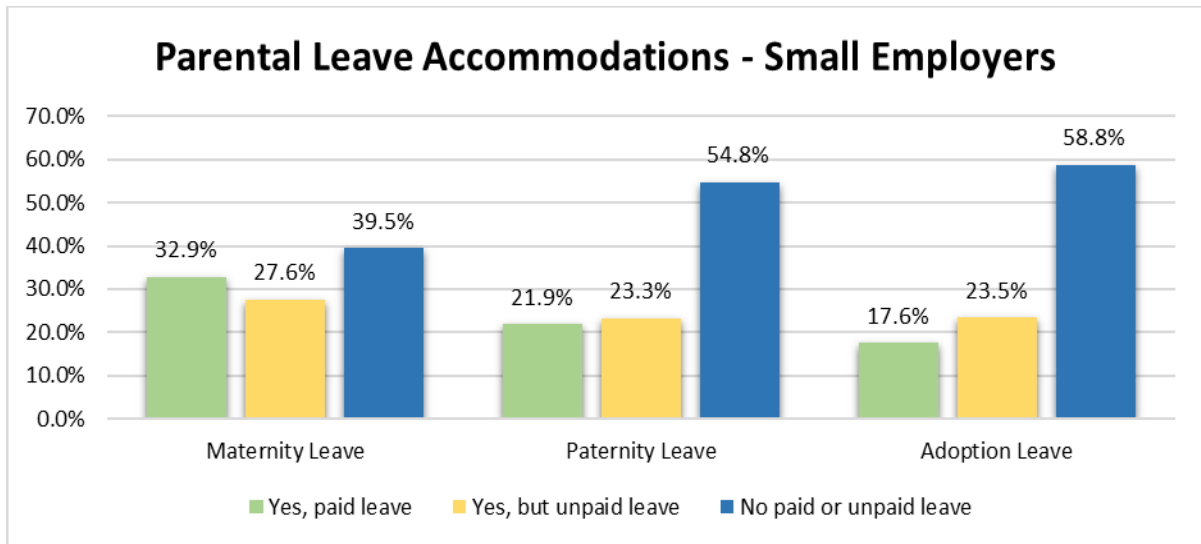
<sup>29</sup> Karen Wessels et al.

<sup>30</sup> Harry J. Holzer, "Paid family leave: Balancing benefits and costs," *Brookings Institute*, January 3, 2017, <https://www.brookings.edu/blog/social-mobility-memos/2017/01/30/paid-family-leave-balancing-benefits-and-costs/>.

<sup>31</sup> Karen Wessels et al.

<sup>32</sup> R. Alexander Acosta and William J. Wiatrowski.

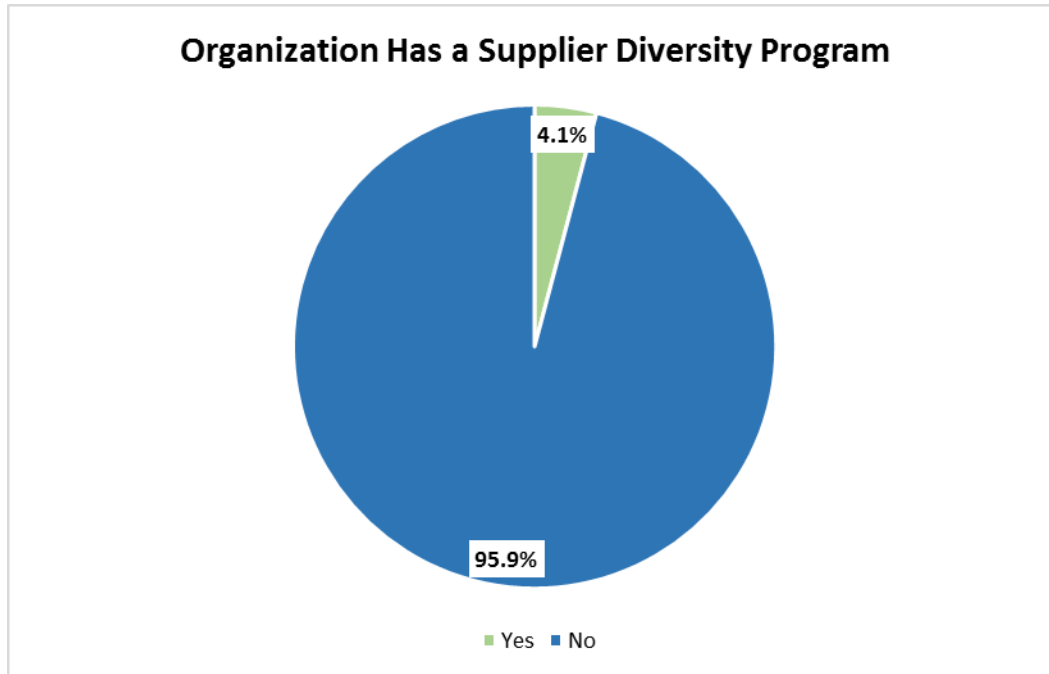
Figure 31: Parental Leave Accommodations Provided by Small Employers



## Supplier Diversity

Respondents were asked two questions about their supplier diversity practices, since studies indicate that a wider range of supplier types in a supply chain creates a more innovative, forward-thinking and resilient supplier mix.<sup>33</sup> A supplier diversity program could help businesses better deal with non-conventional problems. As seen in Figure 25, only 4% of organizations responding to the survey in Northwest Arkansas had a supplier diversity program.

Figure 32: Organizations with a Supplier Diversity Program



The 4% (5 organizations) of respondents with a supplier diversity program also reported the type of metrics used to monitor progress. The tabulations are displayed in Table 14 and organizations were allowed to select multiple options. The results indicate that 60% of these organizations utilized percentage of total sales and 40% utilized the number of diverse suppliers as a metric to judge their supplier diversity programs. Percentage of total revenue and tier 2 purchase (the degree to which the prime supplier sub-contracts with a minority supplier for goods and services) were both utilized by 20% of these organizations.

<sup>33</sup> Rod Robinson, "Does Supplier Diversity Really Matter?," *Wharton Magazine*, June 6, 2016, <http://whartonmagazine.com/blogs/does-supplier-diversity-really-matter/#sthash.CvhstaAV.dpbs>.

**Table 14: Types of Supplier Diversity Programs**

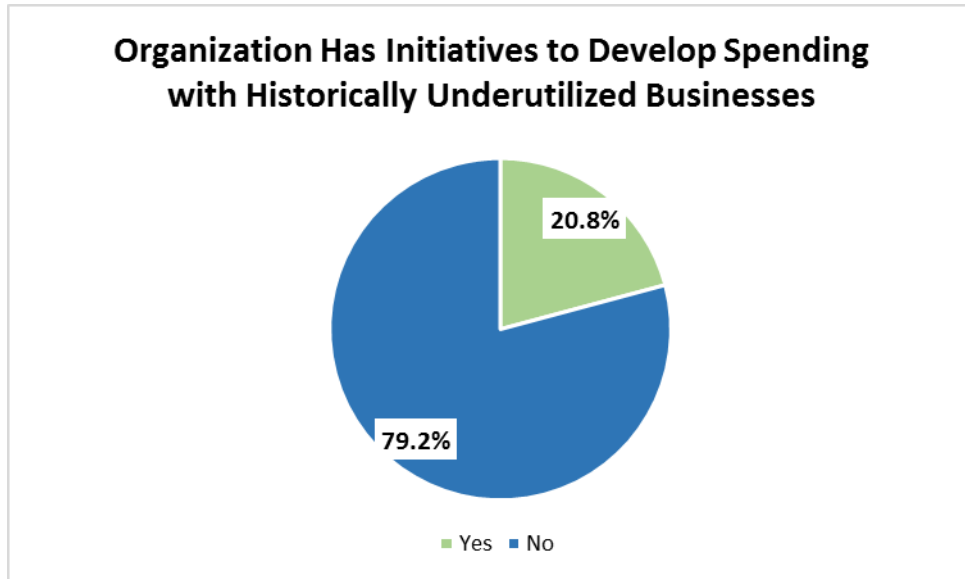
<b>Types of Supplier Diversity Programs</b>	
	<b>Percent</b>
<b>Percentage of total spending</b>	60.0%
<b>Number of Diverse Suppliers</b>	40.0%
<b>Percentage of total revenue</b>	20.0%
<b>Tier 2 Purchases<sup>34</sup></b>	20.0%

Note: Percentages will sum to over 100% as respondents were allowed to select multiple options

The supplier diversity program results should be taken with caution given the limited number of responding organizations. It should also be noted that among the few organizations who did reply, they all reported annual revenues greater than \$5 million.

Organizations were also asked if they had other initiatives to develop spending with historically underutilized businesses, organizations owned by minorities, women, veterans, and LGBTQ. Only 21% of respondents reported having this type of initiative. Among large employers, as displayed in Figure 34, 18% of respondents indicated that their organizations had these initiatives. Among small employers, as displayed in Figure 35, 23% of respondents indicated that their organizations had this type of initiative.

**Figure 33: Organizations with Initiatives to Develop Spending with Historically Underutilized Businesses**



<sup>34</sup> Tier 2 purchases refers to prime supplier sub-contracts with a minority supplier for goods and services.

Figure 34: Organizations with Initiatives to Develop Spending with Historically Underutilized Businesses by Large Employers

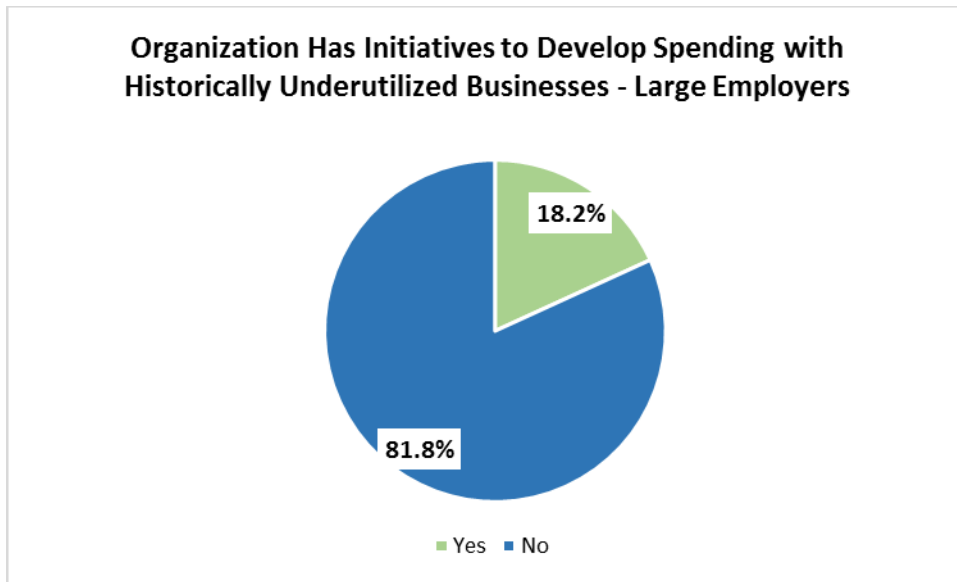
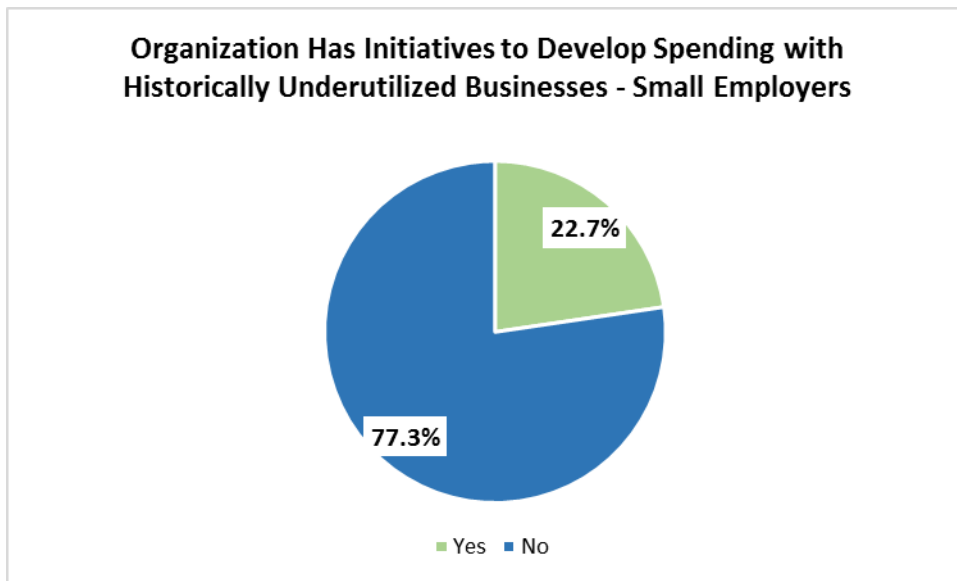


Figure 35: Organizations with Initiatives to Develop Spending with Historically Underutilized Businesses by Small Employers





## Community Engagement

The survey sought to quantify Northwest Arkansas firm's support for diversity and inclusion through community outreach programs and efforts. Community outreach efforts that supported diversity and inclusion were present at 39% of respondents. Among large employers, 46% of respondents reported having such efforts while 39% of small employers reported having such efforts, as displayed in Figure 38.

Figure 36: Organizations who Support Diversity and Inclusion through Community Outreach in Northwest Arkansas

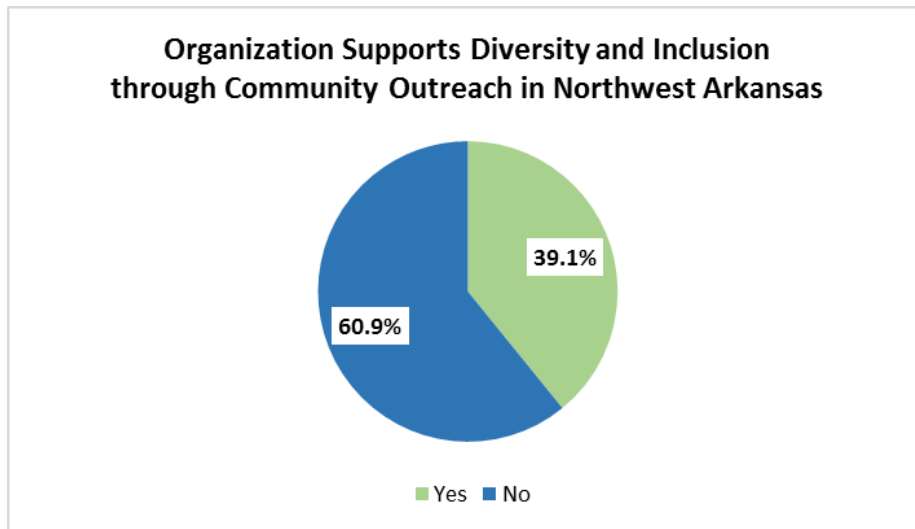
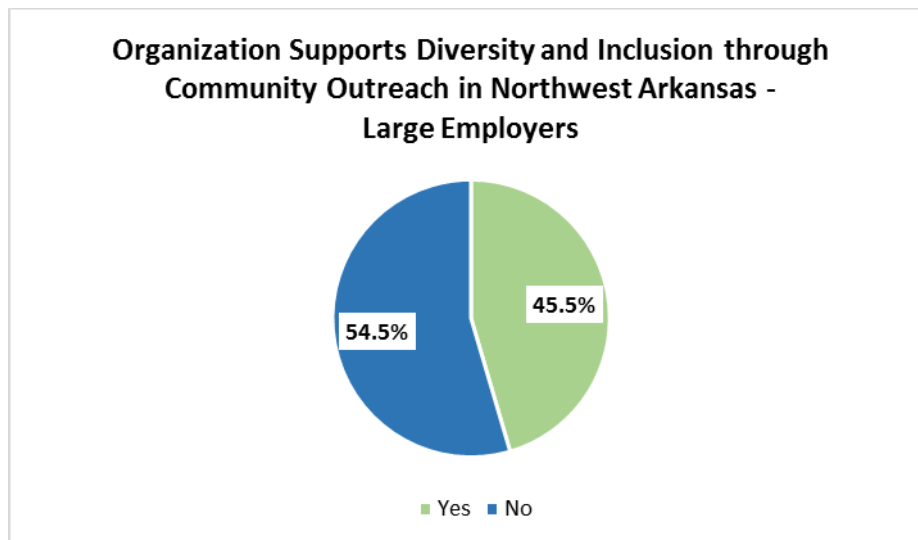
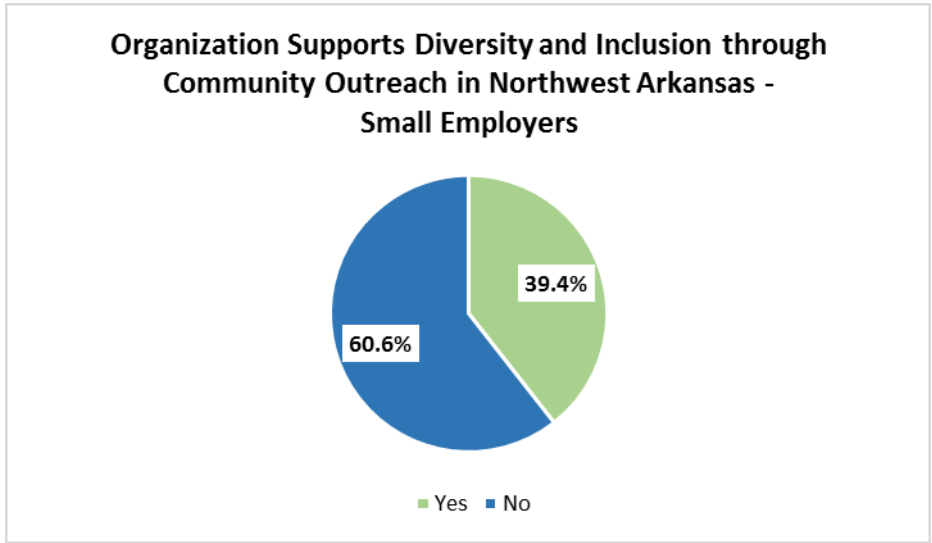


Figure 37: Organizations who Support Diversity and Inclusion through Community Outreach in Northwest Arkansas - Large Employers

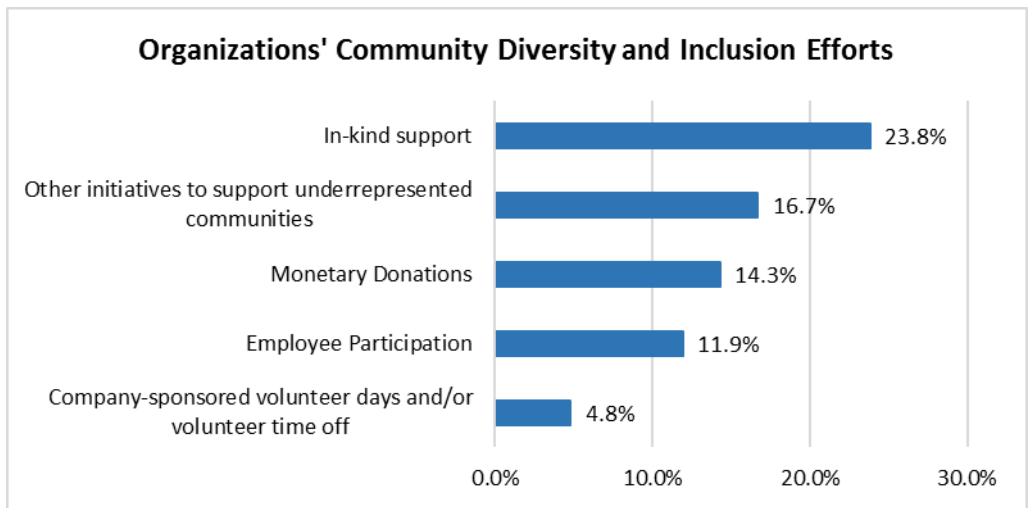


**Figure 38: Organizations who Support Diversity and Inclusion through Community Outreach in Northwest Arkansas - Small Employers**



Among respondents who reported actively supporting community diversity and inclusion efforts, several specific initiatives were highlighted. The most common initiative was in-kind support, at 24% of respondents, which consisted of a mix of monetary donations, volunteer hours, and goods and/or services rendered. Monetary donations were reported by 14% of organizations, employee participation was reported by 12% of organizations, and company-sponsored volunteer days were reported by 5% of organizations. Other initiatives were reported by 17% of organizations and included actions such as the promotion of community events or programs among their employees.

**Figure 39: Community Diversity and Inclusion Efforts by Organizations**



Among total respondents, 4% of organizations reported they pursued additional diversity and inclusion initiatives. A detailed description of these initiatives can be found in Appendix C.

## Conclusions

This survey of diversity and inclusion metrics at Northwest Arkansas businesses provides regional stakeholders with a baseline to assess the region's collective strengths and challenges in recruiting and retaining a diverse and inclusive workforce. Businesses responding to the survey highlighted areas where Northwest Arkansas performs better than national comparison metrics and other areas where businesses can make improvements. The key findings of this survey are the following:

### Organizational Profile

The responding organizations of Northwest Arkansas were generally smaller employers (less than 50 employees), had been operating for six-plus years, and had modest annual revenues (below \$5 million). A majority of respondents had their operations located solely in Washington County while more than a quarter of respondents were based solely in Benton County. The remaining respondents had operations in both Benton and Washington counties. The survey respondents' industrial composition was similar to the composition of all Northwest Arkansas businesses as reported by the U.S. Census Bureau's 2016 Community Business Patterns (CBP).

### Workforce Demographics

The bulk of Northwest Arkansas' workforce was white, as were the board of directors, top-level leadership, and supervisors. The demographics of Northwest Arkansas' overall workforce, as reported by respondents, is similar to the working age population (age 18 – 74) data from the Census Bureau. In addition, supervisor compositions showed proportions by gender and race/ethnicity which were similar to Census data.

However, the compositions for the upper levels of management (top-level leadership and board members) were overwhelmingly white and male. Given the relative representativeness of the overall workforce and supervisors, there appears to be some friction for a diverse workforce entering upper management roles.

These deficiencies in relative representation in the upper management can be addressed in a number of ways. Leadership development programs within the businesses and community need to ensure that the relatively representative supervisory employees are provided professional development opportunities that will ensure a pipeline of diverse candidates for upper management roles.

Survey respondents tended to use passive and counterproductive outlets in their recruitment of a diverse workforce, such as word-of-mouth and employee referrals. A shift towards more active outlets such as recruitment at diversity-focused job fairs, or implementing a diversity-focused employment portal could help to develop more representative compositions of upper-level management. In addition, organizations may consider greater staff training to overcome unconscious bias and/or to embed inclusive behavior in jobs, as these were the least likely type of staff training provided by responding organizations.

## **Diversity and Inclusion Initiatives and Programs**

Among respondents, less than half had internal groups responsible for supervising their diversity and inclusion efforts. In addition, only about a third of respondents monitored pay discrepancies or promotion discrepancies among their staff. Organizations have access to pay and promotions data so incorporating monitoring across these fields, with regards to gender and/or race, appears to be a relatively feasible goal.

53% of responding organizations indicated an interest in learning to establish diversity and inclusion policies and programs if the resources were available. Organizations in the region display an interest and willingness to adopt diversity and inclusion if barriers to implementation are reduced.

## **Diversity and Inclusion Recruitment, Training and Retention**

Few organizations had workforce demographic goals, staff responsible for diversity and inclusion efforts, official programs to foster a diverse or inclusive workforce, or affinity groups to foster support and inclusion. The implementation of these initiatives in the straightforward manner to remedy diversity and inclusion issues, although organizations have other options available.

Organizations can review if their outlets for recruitment, training, and retention are helping to develop diverse candidates and employees who can be groomed into senior leaders. The relative absence of affinity groups can be addressed by the formation of cross-industry affinity groups. The affinity groups could be created and overseen by a mix of enterprise-oriented and non-profit organizations. The groups could help provide mentorship, skill-development, and/or other specific tasks/objectives for its membership. The affinity groups would help to provide the foundation for its membership to advance in their careers and produce organizers for future affinity group cohorts.

## **Diversity and Inclusion Accommodations**

Northwest Arkansas businesses generally compare favorably to national average in providing accommodations for religious practices and disabilities, but not in areas such as domestic partner benefits and LGBTQ issues. Organizations may consider if the provision of LGBTQ-related accommodations and benefits would aid their recruitment and retention efforts. In addition, most organizations did not have a separate written diversity statement (unique from the EEO statement as required by the EEOC) and the development of such a statement must be seen as a priority.

## **Parental Leave Benefits**

Organizations in Northwest Arkansas provided parental leave at rates which lagged behind the national private sector average. However, paid maternity leave in the region is near the national average for employers. These results may explain the observed compositions of women among the region's senior leadership roles.

The burden of initial childcare appears to be disproportionately placed on women, especially those with young children (under six years old). The cost of childcare is certainly a burden which impacts families and is directly related to parental leave. The Care Index, a 2016 collaborative study by Care.com and

New America, suggests the cost of annual childcare for one child<sup>35</sup> in Northwest Arkansas was \$7,160.<sup>36</sup> The cost of childcare is a significant factor preventing women from career advancement.

The region's organizations may need to consider providing greater flexibility among their workforce to handle the transition required for childbirth and childcare. Some potential options may include temporary part-time schedules, flexible hours, telecommuting, on-site childcare, and provision of paid maternity and paternity leave.

### **Supplier Diversity**

Few organizations in Northwest Arkansas had supplier diversity programs and/or initiatives to do business with historically underutilized businesses. The region has a few manners to address the absence of such initiatives.

The promotion of supplier diversity, specifically aimed at historically underutilized businesses, could be developed in a few ways. Northwest Arkansas has many municipal Chambers of Commerce with strong connections to the regional business community. The Chambers could look to develop a list of minority businesses within different sectors and to promote these firms among Chamber members. In addition, the Chambers could create dialogue among larger companies to incorporate smaller businesses into their supplier consideration and request for proposal (RFP) process.

### **Community Engagement**

Numerous organizations supported diversity and inclusion through community outreach programs and efforts. The most common support was in-kind support (goods/services provided and/or monetary donations, volunteer hours, etc.), followed by only monetary donations, and employee participation.

The Diversity and Inclusion survey provides a baseline to examine diversity and inclusion efforts among the business community in Northwest Arkansas. The survey allows residents, organizations and stakeholders to understand the region's workplace demographics, parental leave policies, accommodation policies – for religious practices, sexual orientation, and disabilities, along with organizational diversity & inclusion policies and initiatives. The Center of Business and Economic Research recommends biennial follow-up surveys, with alternating annual surveys sent exclusive to small employers and large employers, to understand how Northwest Arkansas organizations respond to organizational needs, the economic environment, and talent pools.

The organizations in Northwest Arkansas have an opportunity to continue to offer a great quality of life and to enhance the lives of their employees by developing more robust diversity and inclusion practices. As the region continues to grow, businesses will need to address the type of environment they wish to foster for their workforce and how the region will be portrayed to a national and international workforce seeking job opportunities in Northwest Arkansas.

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<sup>35</sup> Cost was defined as 40 hours per week of care for 52 weeks for one child.

<sup>36</sup> "The Care Index," *Care.com*, 2016, accessed December 12, 2019, <https://www.care.com/care-index>.

## Appendix A – Survey Instrument

### Contact Information

Please provide your name, company name and email address. This information will help ensure unique company responses and will not be released to the public.

Name (1) \_\_\_\_\_

Company Name (2) \_\_\_\_\_

Email Address (3) \_\_\_\_\_

Q1. Within the Northwest Arkansas region, in what counties does your organization have locations? (Select all that apply)

Benton (1)

Washington (2)

Q2.1 Total number of employees in your organization

1-9 (1)

10 - 49 (2)

50 - 249 (3)

250 - 999 (4)

1000 - 2499 (5)

2500+ (6)

---

Q2.2 Age of organization

0-5 years (1)

6-10 years (2)

11+ years (3)

---

Q2.3 Type of organization

- Non-profit (1)
  - For-profit (2)
  - Government (3)
  - Academic (4)
  - Other, specify (5) \_\_\_\_\_
- 

Q2.4 Annual Revenue

- <\$500,000 (1)
- \$500K to \$999K (2)
- \$1M to \$4.99M (3)
- \$5M to \$9.99M (4)
- \$10M to \$49.99M (5)
- \$50M to \$99.99M (6)
- \$100M++ (7)

---

Q2.5 What industry is your organization in?

- Agriculture, Forestry, Fishing, Hunting (1)
- Mining, Quarrying and Oil and Gas Extraction (2)
- Utilities (3)
- Construction (4)
- Manufacturing (5)
- Wholesale Trade (6)
- Retail Trade (7)
- Transportation and Warehousing (8)
- Information (9)
- Finance and Insurance (10)
- Real Estate and Rental Leasing (11)
- Professional, Scientific and Technical Services (12)
- Management of Companies and Enterprises (13)
- Administrative Support and Waste Management and Remediation Services (14)
- Educational Services (15)
- Health Care and Social Assistance (16)
- Arts, Entertainment and Recreation (17)
- Accommodation and Food Services (18)
- Other services except Public Administration (19)
- Public Administration (20)



Q3.1 What is the composition of your Board of Directors and total workforce. (Please type the percent up to one decimal point)

	Board of Directors (Males) (1)	Board of Directors (Females) (2)	Total Workforce (Males) (3)	Total Workforce (Females) (4)
Hispanic or Latino (1)				
White (non-Hispanic or Latino) (2)				
Black or African American (non-Hispanic or Latino) (3)				
Native Hawaiian or Other Pacific Islander (non-Hispanic or Latino) (4)				
Asian (non-Hispanic or Latino) (5)				
American Indian or Alaska Native (non-Hispanic or Latino) (6)				
Two or More Races (non-Hispanic or Latino) (7)				
Age 14 - 17 (8)				
Age 18 - 24 (9)				
Age 25 - 44 (10)				
Age 45 - 64 (11)				
Age 65+ (12)				

Q3.2 What is the composition of top-level leadership and other supervisors (Please type the percent up to one decimal point)

	Top Level Leadership (Male) (1)	Top Level Leadership (Female) (2)	Other Supervisors (Male) (3)	Other Supervisors (Female) (4)
Hispanic or Latino (1)				
White (non-Hispanic or Latino) (2)				
Black or African American (non-Hispanic or Latino) (3)				
Native Hawaiian or Other Pacific Islander (non-Hispanic or Latino) (4)				
Asian (non-Hispanic or Latino) (5)				
American Indian or Alaska Native (non-Hispanic or Latino) (6)				
Two or More Races (non-Hispanic or Latino) (7)				
Age 14 - 17 (8)				
Age 18 - 24 (9)				
Age 25 - 44 (10)				
Age 45 - 64 (11)				
Age 65+ (12)				

End of Block: Workforce Demographics. Please type the number.

Start of Block: Block 4

Q4.1 What is your relative turnover rate for non-white employees?

- Higher than white employees (1)
  - Lower than white employees (2)
  - Equal to white employees (3)
- 

Q4.2 Does your organization have dedicated staff responsible for diversity & inclusion efforts?

- Yes, Full time (1)
- Yes, Part-time (2)
- No (3)

End of Block: Block 4

---

Start of Block: Dedicated staff question block

Q5.1 Does your organization have an internal board or committee in place to oversee diversity/inclusion strategy and initiatives?

- Yes (1)
  - No (2)
- 

Q5.2 How does your organization drive accountability for diversity & inclusion (D&I) results? (Select all that apply)

- Leaders are tasked with specific D & I goals (1)
  - Leaders' progress toward meeting their D & I goals is measured (2)
  - D & I goals influence performance evaluation and compensation outcomes for leaders (3)
  - D & I goals influence performance evaluation and compensation outcomes for all employees (4)
  - None of the above (5)
-

Q5.3 Do you have any official programs in place specifically to recruit, develop, or retain a diverse or inclusive workforce? (select all that apply)

- Yes, recruitment (1)
  - Yes, development (2)
  - Yes, retention (3)
  - No. We have general programs in place, but not specifically focused on diversity/inclusion (4)
  - No, we do not have any programs in place (5)
- 

Q5.4 Which of the following is currently part of your organization's diversity and inclusion efforts? (Select all that apply)

- Gender (1)
  - Ethnicity/national origin (2)
  - Age (3)
  - Race/Color (4)
  - Disability (5)
  - Nationality (6)
  - Sexual orientation (7)
  - Veteran status (8)
  - Religion (9)
  - Gender identity (10)
-

Q5.5 When it comes to recruitment of a diverse workforce, where do you go to find your talent?

- University/graduate school diversity associations (1)
  - Search firms (2)
  - Diversity-focused job fairs (3)
  - Diversity or special-interest-focused job websites (4)
  - Employee referrals (5)
  - A diversity-focused employment portal on our own website (6)
  - Word-of-mouth (7)
  - Non-profit associations/societies (8)
- 

Q5.6 Training programs for staff in your organization focus on (select all that apply)

- Non-discrimination & regulatory compliance (1)
- Embracing differences (2)
- Overcoming unconscious bias (3)
- Managing diverse populations (4)
- Embedding inclusive behavior in jobs (5)

End of Block: Dedicated staff question block

---

Start of Block: Block 9

Q6.1 Does your organization have a written diversity statement (separate & distinct from an EEO statement)?

- Yes (1)
  - No (2)
  - No, but plan to in coming year (3)
- 

Q6.2 Does your organization have workforce demographic goals?

- Yes (1)
  - No (2)
  - No, but plan to in coming year (3)
-

Q6.3 Does your organization offer its employees the option to formally self-identify their sexual orientation?

- Yes (1)
  - No (2)
  - No, but plan to in coming year (3)
- 

Q6.4 Does your organization offer its employees the option to formally self identify disabilities?

- Yes (1)
  - No (2)
  - No, but plan to in coming year (3)
- 

Q6.5 Does your organization offer accommodations for employees with different religious beliefs?

- Yes (1)
  - No (2)
  - No, but plan to in coming year (3)
- 

Q6.6 Does your organization offer domestic partner benefits?

- Yes (1)
  - No (2)
  - No, but plan to in coming year (3)
- 

Q6.7 Does your organization have active employee resource groups or affinity groups?

- Yes (1)
  - No (2)
  - No, but plan to in coming year (3)
-

Display This Question: If Does your organization have active employee resource groups or affinity groups? = Yes

Q6.8 Affinity groups or resource groups at my organization (select all that apply)

- are leveraged to drive strategic priorities (1)
- execute programs (2)
- connect people (3)
- provide support and mentorship (4)

Q6.9 Does your organization offer parental leave? (select all that apply)

	Yes, but unpaid leave (1)	Yes, paid leave (2)	No paid or unpaid leave (3)
Maternity Leave (6)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paternity Leave (7)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adoption (8)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q6.10 Does your organization monitor pay differences among (select all that apply)

- Men and women (1)
- Racial, ethnic groups (2)
- None of the above (3)

Q6.11 Does your organization monitor promotion discrepancies between (select all that apply)

- Men and women (1)
- Racial, ethnic groups (2)
- None of the above (3)

End of Block: Block 9

Start of Block: Supplier Diversity

Q7.1 Does your organization have a supplier diversity program?

Yes (1)

No (2)

*Skip To: Q7.3 If Does your organization have a supplier diversity program? = No*

Q7.2 If you have a supplier diversity program, what metrics are used to track progress? (Select all that apply)

Percentage of total spending (1)

Percentage of total revenue (2)

Other, specify (5) \_\_\_\_\_

Number of Diverse Suppliers (3)

Tier 2 Purchases (4)

Q7.3 Does your organization have other initiatives to develop spending with historically underutilized businesses, including minority-owned, women-owned, veteran-owned, LGBT-owned, and service disabled veteran-owned organizations?

Yes (1)

No (2)

**End of Block: Supplier Diversity**

**Start of Block: Community Engagement**

Q8.1 Does your company support diversity and inclusion through community outreach in Northwest Arkansas (can include monetary donations, in-kind support, or employee participation)?

No (1)

If yes, please describe (2) \_\_\_\_\_

Q8.2 Does your organization have other diversity and inclusion initiatives (i.e. - related to recruitment, retention, supply chain, or other) you would like to highlight?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Q8.3 If there were resources available to help you establish diversity and inclusion policies and programs at your company, would be interested in learning more about them?

Yes (1)

No (2)

---

*Display This Question: If there were resources available to help you establish diversity and inclusion policies and prog... = Yes*

Q8.4 Would you be willing to share your contact information with the Northwest Arkansas Council to be contacted about potential resources to help establish diversity and inclusion policies and programs at your company?

Yes (1)

No (2)

---



## Appendix B – Open Ended Questions

**Q8.1. Does your company support diversity and inclusion through community outreach in Northwest Arkansas (can include monetary donations, in-kind support, or employee participation)? - If yes, please describe.**

### **Company-sponsored volunteer days and/or volunteer time off (2 Responses)**

- Team members have one day of volunteer time each quarter. We have team members who use that time for nonprofits that support diversity and inclusion.
- We support any options presented by our staff that they want to be a part of during the year.

### **Employee Participation (5 Responses)**

- Participate in EngageNWA.
- Hispanic Heritage Festival.
- We encourage all of our employees to participate in all community activities. We have a very diverse client base and treat everyone in the same manner.
- Each staff member has programs they support in the community.
- Our employees are involved in many outside efforts to get involved with the diverse culture in NWA.

### **In-kind support (10 Responses)**

- We are long-time supporters of NWA Equality, and Pride Parade. We also support local initiatives that help other communities as well.
- In-kind and monetary support of organization with diversity and inclusion centric programming.
- We try to help support many different groups and organizations, mostly with either monetary donations or product donations for silent auctions to help them with fundraising.
- Participate in various community cultural events through sponsorships and employee participation
- Donations and participation to Arkansas United, NWA Center for Sexual Assault and RootED Northwest Arkansas events.
- We contribute free exams and reduced cost exams as well as monetary gifts to these organizations.
- Employee participation and significant charitable support to multiple quality entities.
- Our philanthropic activities are vary widely and target various diversity efforts both locally and regionally.
- We just finished a campaign to help unwed mothers with expenses. Our company is fair trade, so we understand how important diversity is in our community. We support all manner of people throughout the world.
- We offer reduced pricing of our memberships to all minorities and have averaged an investment of over \$20K in scholarships or reduced-member fees per year to reduce the barrier that price may have on a prospect joining or not joining. We currently have Women, Latinos, Venezuelans, Columbians, handicapped participating in one of these programs. Diversity % of membership reached as high as 40% 3 years ago but has fallen back to 28%.

### **Monetary Donations (6 Responses)**

- Through a foundation.
- We are a small business, who donate a portion of our profits back to their youth programs at the Springdale Youth Center that include a diverse group of participants.
- A give back initiative. We go into the community and look for ways to give back to those less fortunate, forgotten or just underserved.
- We donate to Women's Shelter, Recovery outlets, any crisis we can help with.
- We donate to organizations that have a focus on community development with inclusion goals.
- We are very committed to diversity outreach in NWA. We have supported a number of organizations and events including the Network of Executive Women, the NWA pride parade and several recruiting events for people of color and veterans. We also have an Upward Academy program which provides team members in NWA with ESL, GED and citizenship classes.

### **Other initiatives to support underrepresented communities (7 responses)**

- We are conscientious about developing programming for women and minority founders, as well as employing intentional outreach to help diversify the audience in the room.
- Share all types of events locally – LGBTQ+, various cultural communities, etc.
- We support a variety of local organizations in the community.
- Participate in ways that benefit a diverse and strong workforce.
- In all of our community projects we do support diversity.
- We take any opportunity to support diversity and inclusion that we are aware of by promoting the event/program, attending the event/program or helping others be aware of the event/program.
- We encourage participation at diverse events in the NWA area.

**Q8.2. Does your organization have other diversity and inclusion initiatives (i.e. - related to recruitment, retention, supply chain, or other) you would like to highlight?**

### **Specific Diversity and Inclusion Practices (7 Responses)**

- Recently hired a Chief Diversity Officer, who is building a Diversity & Inclusion Council and preparing to launch Associate Resource Groups.
- Yes, we offer a week-long diversity initiative offering an internship to graduating college seniors.

### **Have Diverse Staff (2 Responses)**

- None that come to mind. We hire Latino personal every year and I am proud that they continue to come back to work each season.
- We are currently running ads with Univision to try and attract and hire bilingual Hispanic employees.

### Miscellaneous (3 Responses)

- We've discussed standing up a supplier diversity program, but it has not been formalized.
- In 2020 we're hoping to hire a bilingual (Spanish-speaking) receptionist because we have a large population of Spanish-speaking customers.
- "We seek diversity at every turn. It is the right thing to do and the richest way to learn about and value people with differences and experiences. We worry when decisions are being made by a majority and minorities are not at the table. We know we may not have well-rounded input or understanding and could make a decision without clear vision and with the unintentional biases we may have built up getting weighted too strong. "

## Appendix C – Quantitative Summary of Responses by Question

<b>Q1. Within the Northwest Arkansas region, in what counties does your organization have locations? (Select all that apply)</b>		
<b>County</b>	<b>Total</b>	<b>Percent</b>
Washington	86	57.7%
Benton	41	27.5%
Benton, Washington	22	14.8%
<b>Total</b>	<b>149</b>	

<b>Q2.1. Total number of employees in your organization</b>		
<b>Number of Employees</b>	<b>Total</b>	<b>Percent</b>
1 to 9	56	45.9%
10 to 49	38	31.1%
50 - 249	19	15.6%
250 - 999	3	2.5%
1000 - 2499	1	0.8%
2500+	5	4.1%
<b>Total</b>	<b>122</b>	

<b>Q2.2. Age of Organization</b>		
<b>Age</b>	<b>Total</b>	<b>Percent</b>
0-5 years	39	26.2%
6-10 years	22	14.8%
11+ years	88	59.1%
<b>Total</b>	<b>149</b>	

<b>Q2.3. Type of organization - Selected Choice</b>		
<b>Organizational Structure</b>	<b>Total</b>	<b>Percent</b>
For-profit	149	84.2%
Non-profit	18	10.2%
Government	5	2.8%
Academic	5	2.8%
<b>Total</b>	<b>177</b>	

<b>Q2.4. Annual Revenue</b>		
<b>Revenue</b>	<b>Total</b>	<b>Percent</b>
<b>Less than \$500,000</b>	49	35.5%
<b>\$500K to \$999K</b>	20	14.5%
<b>\$1M to \$4.99M</b>	39	28.3%
<b>\$5M to \$9.99M</b>	8	5.8%
<b>\$10M to \$49.99M</b>	15	10.9%
<b>\$50M to \$99.99M</b>	1	0.7%
<b>\$100M +</b>	6	4.3%
<b>Total</b>	138	

<b>Q2.5. What industry is your organization in?</b>		
<b>Classification</b>	<b>Total</b>	<b>Percent</b>
<b>Agriculture, Forestry, Fishing, Hunting</b>	0	0.0%
<b>Administrative Support and Waste Management and Remediation Services</b>	0	0.0%
<b>Public Administration</b>	0	0.0%
<b>Mining, Quarrying and Oil and Gas Extraction</b>	1	0.7%
<b>Educational Services</b>	1	0.7%
<b>Utilities</b>	2	1.4%
<b>Information</b>	3	2.0%
<b>Transportation and Warehousing</b>	3	2.0%
<b>Management of Companies and Enterprises</b>	4	2.7%
<b>Wholesale Trade</b>	4	2.7%
<b>Arts, Entertainment and Recreation</b>	5	3.4%
<b>Accommodation and Food Services</b>	7	4.8%
<b>Other services except Public Administration</b>	7	4.8%
<b>Manufacturing</b>	11	7.5%
<b>Real Estate and Rental Leasing</b>	14	9.5%
<b>Finance and Insurance</b>	15	10.2%
<b>Construction</b>	15	10.2%
<b>Health Care and Social Assistance</b>	15	10.2%
<b>Retail Trade</b>	16	10.9%
<b>Professional, Scientific and Technical Services</b>	24	16.3%
<b>Total</b>	147	

<b>Q3.1. What is the composition of your Board of Directors and total workforce. (Please type the percent up to one decimal point)</b>						
	<b>Board of Directors (85 Orgs)</b>			<b>Total Workforce (98 Orgs)</b>		
<b>Composition by Ethnicity, Race, and Gender</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Hispanic	2.9%	3.1%	6.0%	5.7%	7.9%	13.6%
White	59.7%	28.9%	88.6%	41.8%	37.0%	78.8%
Black	2.2%	0.1%	2.3%	1.8%	1.8%	3.6%
Pacific Islander	0.3%	0.0%	0.3%	0.2%	0.4%	0.6%
Asian	0.0%	0.0%	0.0%	0.1%	0.0%	0.1%
American Indian	0.5%	0.0%	0.5%	0.5%	0.4%	0.9%
Two or More Races (non-Hispanic or Latino)	1.1%	1.2%	2.3%	1.1%	1.2%	2.3%
<b>Total</b>	<b>66.7%</b>	<b>33.3%</b>	<b>100.0%</b>	<b>51.2%</b>	<b>48.7%</b>	<b>99.9%</b>
<b>Composition by Age and Gender</b>	<b>58 Organizations</b>			<b>80 Organizations</b>		
Age 14 - 17	0.0%	0.0%	0.0%	0.0%	0.2%	0.2%
Age 18- 24	0.3%	2.4%	2.7%	2.8%	10.5%	13.3%
Age 25- 44	23.0%	12.9%	35.9%	25.5%	23.1%	48.6%
Age 45- 64	36.1%	16.5%	52.6%	14.8%	17.9%	32.7%
Age 65 +	7.0%	1.9%	8.9%	3.4%	1.9%	5.3%
<b>Total</b>	<b>66.4%</b>	<b>33.7%</b>	<b>100.1%</b>	<b>46.5%</b>	<b>53.6%</b>	<b>100.1%</b>

Note: Percentages may not sum to 100% due to rounding.

<b>Q3.2. What is the composition of top-level leadership and other supervisors (Please type the percent up to one decimal point)</b>						
	<b>Top Level Leadership (100 Orgs)</b>			<b>Other Supervisors (48 Orgs)</b>		
<b>Composition by Ethnicity, Race, and Gender</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Hispanic	5.5%	5.7%	11.2%	8.0%	9.4%	17.4%
White	55.8%	28.6%	84.4%	42.0%	36.5%	78.5%
Black	0.5%	0.3%	0.8%	1.3%	2.4%	3.7%
Pacific Islander	0.5%	0.5%	1.0%	0.0%	0.0%	0.0%
Asian	0.4%	0.8%	1.2%	0.0%	0.2%	0.2%
American Indian	0.3%	0.5%	0.8%	0.0%	0.2%	0.2%
Two or More Races (non-Hispanic or Latino)	0.0%	0.4%	0.4%	0.0%	0.0%	0.0%
<b>Total</b>	<b>63.0%</b>	<b>36.8%</b>	<b>99.8%</b>	<b>51.3%</b>	<b>48.7%</b>	<b>100.0%</b>
<b>Composition by Age and Gender</b>	<b>83 Organizations</b>			<b>38 Organizations</b>		
Age 14 - 17	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Age 18- 24	0.5%	1.7%	2.2%	0.0%	8.2%	8.2%
Age 25- 44	29.2%	17.0%	46.2%	25.4%	19.4%	44.8%
Age 45- 64	31.8%	12.7%	44.5%	26.0%	19.7%	45.7%
Age 65 +	4.3%	2.9%	7.2%	1.4%	0.0%	1.4%
<b>Total</b>	<b>65.8%</b>	<b>34.3%</b>	<b>100.1%</b>	<b>52.8%</b>	<b>47.3%</b>	<b>100.1%</b>

Note: Percentages may not sum to 100% due to rounding.

<b>Q4.1. What is your relative turnover rate for non-white employees?</b>		
<b>Result</b>	<b>Total</b>	<b>Percent</b>
Equal to white employees	78	61.9%
Lower than white employees	28	22.2%
Higher than white employees	20	15.9%
<b>Total</b>	<b>126</b>	

<b>Q4.2. Does your organization have dedicated staff responsible for diversity &amp; inclusion efforts?</b>		
	<b>Total</b>	<b>Percent</b>
Yes, Full time	35	24.5%
Yes, Part-time	6	4.2%
No	102	71.3%
<b>Total</b>	<b>143</b>	

<b>Q5.1 Does your organization have an internal board or committee in place to oversee diversity/inclusion strategy and initiatives?</b>		
	<b>Total</b>	<b>Percent</b>
Yes	18	43.9%
No	23	56.1%
<b>Total</b>	<b>41</b>	

<b>Q5.2. How does your organization drive accountability for diversity &amp; inclusion (D&amp;I) results? (Select all that apply) *Percentages will sum to more than 100%</b>		
	<b>Total</b>	<b>Percent</b>
Leaders are tasked with specific D & I goals	6	16.7%
Leaders' progress toward meeting their D & I goals is measured	9	25.0%
D & I goals influence performance evaluation and compensation outcomes for leaders	4	11.1%
D & I goals influence performance evaluation and compensation outcomes for all employees	6	16.7%
None of the above	16	44.4%
<b>Total (Unique responses)*</b>	<b>36</b>	

**Q5.3. Do you have any official programs in place specifically to recruit, develop, or retain a diverse or inclusive workforce? (select all that apply)**  
**\*Percentages will sum to more than 100%**

	<b>Total</b>	<b>Percent</b>
<b>Development</b>	11	30.6%
<b>Retention</b>	5	13.9%
<b>Recruitment</b>	9	25.0%
<b>General Programs (not D&amp;I)</b>	11	30.6%
<b>No Programs</b>	10	27.8%
<b>Total (Unique Responses)*</b>	36	

**Q5.4. Which of the following is currently part of your organization's diversity and inclusion efforts? (Select all that apply)**  
**\*Percentages will sum to more than 100%**

	<b>Total</b>	<b>Percent</b>
<b>Gender</b>	22	71.0%
<b>Ethnicity/national origin</b>	22	71.0%
<b>Age</b>	21	67.7%
<b>Nationality</b>	14	45.2%
<b>Disability</b>	17	54.8%
<b>Sexual orientation</b>	12	38.7%
<b>Race/Color</b>	21	67.7%
<b>Veteran status</b>	16	51.6%
<b>Gender identity</b>	10	32.3%
<b>Religion</b>	10	32.3%
<b>Total (Unique Responses)*</b>	31	

**Q5.5. When it comes to recruitment of a diverse workforce, where do you go to find your talent? (Select all that apply) \*Percentages will sum to more than 100%**

	<b>Total</b>	<b>Percent</b>
<b>Diversity-focused job fairs</b>	6	18.2%
<b>Search firms</b>	6	18.2%
<b>University/graduate school diversity associations</b>	10	30.3%
<b>Employee referrals</b>	18	54.5%
<b>Word-of-mouth</b>	20	60.6%
<b>Diversity or special-interest-focused job websites</b>	9	27.3%
<b>A diversity-focused employment portal on our own website</b>	4	12.1%
<b>Non-profit associations/societies</b>	3	9.1%
<b>Total (Unique Responses)*</b>	33	



**Q5.6. Training programs for staff in your organization focus on (select all that apply)**  
**\*Percentages will sum to more than 100%**

	<b>Total</b>	<b>Percent</b>
Overcoming unconscious bias	15	51.7%
Non-discrimination & regulatory compliance	22	75.9%
Embracing differences	18	62.1%
Managing diverse populations	18	62.1%
Embedding inclusive behavior in jobs	11	37.9%
<b>Total (Unique Responses)*</b>	<b>29</b>	

**Q6.1. Does your organization have a written diversity statement (separate & distinct from an EEO statement)?**

	<b>Total</b>	<b>Percent</b>
Yes	29	22.5%
No, but plan to in coming year	8	6.2%
No	92	71.3%
<b>Total</b>	<b>129</b>	

**Q6.2. Does your organization have workforce demographic goals?**

	<b>Total</b>	<b>Percent</b>
Yes	29	22.8%
No, but plan to in coming year	8	6.3%
No	90	70.9%
<b>Total</b>	<b>127</b>	

**Q6.3. Does your organization offer its employees the option to formally self-identify their sexual orientation?**

	<b>Total</b>	<b>Percent</b>
Yes	42	33.3%
No, but plan to in coming year	5	4.0%
No	79	62.7%
<b>Total</b>	<b>126</b>	

**Q6.4. Does your organization offer its employees the option to formally self identify disabilities?**

	<b>Total</b>	<b>Percent</b>
Yes	65	52.0%
No, but plan to in coming year	5	4.0%
No	55	44.0%
<b>Total</b>	<b>125</b>	

<b>Q6.5. Does your organization offer accommodations for employees with different religious beliefs?</b>		
	<b>Total</b>	<b>Percent</b>
<b>Yes</b>	79	63.2%
<b>No, but plan to in coming year</b>	4	3.2%
<b>No</b>	42	33.6%
<b>Total</b>	125	

<b>Q6.6. Does your organization offer domestic partner benefits?</b>		
	<b>Total</b>	<b>Percent</b>
<b>Yes</b>	21	17.2%
<b>No, but plan to in coming year</b>	6	4.9%
<b>No</b>	95	77.9%
<b>Total</b>	122	

<b>Q6.7. Does your organization have active employee resource groups or affinity groups?</b>		
	<b>Total</b>	<b>Percent</b>
<b>Yes</b>	15	12.2%
<b>No, but plan to in coming year</b>	5	4.1%
<b>No</b>	103	83.7%
<b>Total</b>	123	

<b>Q6.8. Affinity groups or resource groups at my organization (select all that apply)</b>		
	<b>Total</b>	<b>Percent</b>
<b>Leveraged to drive strategic priorities</b>	5	33.3%
<b>Execute programs</b>	8	53.3%
<b>Provide support and mentorship</b>	10	66.7%
<b>Connect people</b>	9	60.0%
<b>Total</b>	15	

<b>Q6.9.1. Does your organization offer parental leave? (select all that apply) - Maternity Leave</b>		
	<b>Total</b>	<b>Percent</b>
<b>Yes, paid leave</b>	41	34.5%
<b>Yes, but unpaid leave</b>	40	33.6%
<b>No paid or unpaid leave</b>	38	31.9%
<b>Total</b>	119	

<b>Q6.9.2. Does your organization offer parental leave? (select all that apply) - Paternity Leave</b>		
	<b>Total</b>	<b>Percent</b>
Yes, paid leave	24	21.2%
Yes, but unpaid leave	35	31.0%
No paid or unpaid leave	54	47.8%
<b>Total</b>	<b>113</b>	

<b>Q6.9.3. Does your organization offer parental leave? (select all that apply) - Adoption</b>		
	<b>Total</b>	<b>Percent</b>
Yes, paid leave	22	20.6%
Yes, but unpaid leave	32	29.9%
No paid or unpaid leave	53	49.5%
<b>Total</b>	<b>107</b>	

<b>Q6.10. Does your organization monitor pay differences among (select all that apply)</b>		
<b>Groups</b>	<b>Total</b>	<b>Percent</b>
None	77	65.3%
Men and Women	16	13.6%
Racial, Ethnic groups	2	1.7%
Men and Women, Racial, Ethnic groups	23	19.5%
<b>Total</b>	<b>118</b>	

<b>Q6.11. Does your organization monitor promotion discrepancies between (select all that apply)</b>		
<b>Groups</b>	<b>Total</b>	<b>Percent</b>
None	77	67.0%
Men and Women	13	11.3%
Racial, Ethnic groups	2	1.7%
Men and Women, Racial, Ethnic groups	23	20.0%
<b>Total</b>	<b>115</b>	

<b>Q7.1. Does your organization have a supplier diversity program?</b>		
	<b>Total</b>	<b>Percent</b>
Yes	5	4.1%
No	116	95.9%
<b>Total</b>	<b>121</b>	

**Q7.2. If you have a supplier diversity program, what metrics are used to track progress? (Select all that apply) - Selected Choice**

	<b>Total</b>	<b>Percent</b>
Percentage of total spending	2	40.0%
Number of Diverse Suppliers	1	20.0%
Percentage of total revenue	1	20.0%
Percentage of total spending, Number of Diverse Suppliers	0	0.0%
Percentage of total spending, Number of Diverse Suppliers, Tier 2 Purchases	1	20.0%
<b>Total</b>	<b>5</b>	

**Q7.2.5. If you have a supplier diversity program, what metrics are used to track progress? (Select all that apply) - Other**

No Responses

**Q7.3. Does your organization have other initiatives to develop spending with historically underutilized businesses, including minority-owned, women-owned, veteran-owned, LGBT-owned, and service disabled veteran-owned organizations?**

	<b>Total</b>	<b>Percent</b>
Yes	25	20.8%
No	95	79.2%
<b>Total</b>	<b>120</b>	

**Q8.1. Does your company support diversity and inclusion through community outreach in Northwest Arkansas (can include monetary donations, in-kind support, or employee participation)? - Selected Choice**

	<b>Total</b>	<b>Percent</b>
If yes, please describe	45	39.1%
No	70	60.9%
<b>Total</b>	<b>115</b>	

<b>Q8.1.2. Does your company support diversity and inclusion through community outreach in Northwest Arkansas (can include monetary donations, in-kind support, or employee participation)? - If yes, please describe</b>		
	<b>Total</b>	<b>Percent</b>
Monetary Donations	6	14.3%
In-kind support	10	23.8%
Employee Participation	5	11.9%
Company-sponsored volunteer days and/or volunteer time off	2	4.8%
Other initiatives to support underrepresented communities	7	16.7%
N/A	7	16.7%
Blank	5	11.9%
<b>Total</b>	<b>42</b>	

<b>Q8.2. Does your organization have other diversity and inclusion initiatives (i.e. - related to recruitment, retention, supply chain, or other) you would like to highlight?</b>		
	<b>Total</b>	<b>Percent</b>
Equal Treatment to Any Applicant	0	0.0%
Specific Diversity and Inclusion Practices	2	28.6%
Have Diverse Staff	2	28.6%
Miscellaneous	3	42.9%
<b>Total</b>	<b>7</b>	

<b>Q8.3. If there were resources available to help you establish diversity and inclusion policies and programs at your company, would be interested in learning more about them?</b>		
	<b>Total</b>	<b>Percent</b>
Yes	60	52.6%
No	54	47.4%
<b>Total</b>	<b>114</b>	

<b>Q8.4. Would you be willing to share your contact information with the Northwest Arkansas Council to be contacted about potential resources to help establish diversity and inclusion policies and programs at your company?</b>		
	<b>Total</b>	<b>Percent</b>
Yes	36	61.0%
No	23	39.0%
	59	

## Appendix D – References

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