

Overcoming Racial Inequities for Black Employees in the US Workforce

Health, wealth and career disparities between Black and white Americans are pervasive and well documented. In contrast, when it comes to strategies that employers can take to directly impact race-based inequality, there is still much to be understood — and much to be done.

The first step toward achieving progress in racial equity is to understand the dimensions of the gaps and determine root causes that can be effectively addressed through impactful changes.

This survey focuses on uncovering those root causes of workplace inequities for Black employees in the US, identifying which specific actions, policies and behaviors are helping to close these gaps and which may be exacerbating the problems.

To thank you for your participation, we're pleased to offer the following benefits if **you complete the entire survey and share your workforce data**:

- Full findings report (Q1 2022);
- Custom benchmark report that compares your organization's responses against US and industry data;
- Custom Internal Labor Market (ILM) map, an insightful view of your organization's current headcounts, hiring, promotion and turnover of Black employees compared to other employees;
- Custom 5- and 10-year workforce projections, based on adjustments in hiring, promotion and turnover;
- Virtual debrief meeting with Mercer consultants to review the results of the custom benchmark report/ILM map and discuss recommendations.

How to Take the Survey:

The questionnaire portion of survey will take approximately 90 minutes to complete. Additional time will be needed to complete the workforce data request. **Given the broad range of topics covered in the survey**, we recommend that a senior HR or DEI leader manages the process, with input from other functions and stakeholders (for example, DEI, health and financial wellness benefits, or talent management). Only one survey response should be submitted from your organization. For your convenience, here is a soft copy of the survey questions.

Unless otherwise instructed, please respond based only on your current operations in the US only.

To navigate through the survey, use the **Next** and **Back** buttons at the bottom of each page. If you wish to pause at any time during the survey, please click the **Next** or **Back** button to save your responses on the page, then proceed to close the browser and return later using your password. Your input is saved each time you press the **Next** or **Back** button. Once you have completed the questionnaire, please click **Submit** to record your responses.

If you have any questions or comments about this survey, please contact members of our Mercer DEI global consulting team:

Christine Lindsay at christine.lindsay@mercer.com or
Barbara Matysiak at barbara.matysiak@mercer.com.

Data Confidentiality:

Your frank responses to the questions are important to the success of the research and will be greatly appreciated. As is Mercer's standard in administering such surveys, all responses will be kept confidential and any benchmarks will be reported only in aggregate form.

Mercer reserves the right to determine eligibility to participate in Mercer surveys.

We understand that we are required to submit data to Mercer surveys in accordance with the survey submission requirements of the survey. The information we supply (or which is supplied on our behalf) is expected to be accurate and complete. As a standard part of Mercer's survey processing, Mercer reviews the data submitted for completeness and obvious errors. We agree to work with Mercer on a timely basis to answer any questions that arise from its review and to correct any identified problems, omissions or errors. Despite Mercer's review, we acknowledge that we remain accountable for the accuracy of our data.

- ☐ Agree - Continue with the survey
- ☐ Disagree - Exit the survey

How would you like to proceed?

- ☐ Generate a password for me and start the survey.
- ☐ I have my password to continue the survey.

Please provide your name and email address to receive your password. Your password will be sent to you by email.

- ☐ Organization name: _____
- ☐ Name of primary contact: _____
- ☐ E-mail address: _____

Contact Information

Please fill out the contact information below for the primary survey taker.

** Required*

Organization name*:	
Name of parent/holding company, if subsidiary or portfolio company:	
Name (first and last):*	
Position title:*	
E-mail address:*	
Address:	
City:	
Postal/zip code:	
Telephone number:	

Recognition

Please indicate below whether you would like your organization to be recognized as a benchmark participant. Note that individual survey responses **will always be confidential** and results only ever reported in the aggregate; this approval only relates to being listed as a participating organization.

- ☐ Yes, please recognize my organization as a survey participant
- ☐ No, please do not cite my organization as a survey participant

DEI Context

This section addresses leadership, commitment and accountability with respect to advancing diversity, equity and inclusion (DEI).

What type of pressure has your organization received in the past two years to improve racial/ethnic diversity, equity and/or inclusion outcomes?

- ☐ No pressure
- ☐ Infrequent pressure
- ☐ Sustained pressure

The pressure has come from:

Select all that apply.

- ☐ Shareholders
- ☐ Local communities in which we operate
- ☐ Customers/clients
- ☐ Board of Directors
- ☐ Employees
- ☐ Other internal or external parties

Does your organization have a Chief Diversity Officer (or comparable role)?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Are your organization's commitments to racial diversity, equity and inclusion publicly documented (e.g., in annual reports, on websites, etc.)?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

The information my organization discloses to the public includes:

Select all that apply.

- ☐ Equity of pay "all else equal" (i.e., adjusted pay gap) by race/ethnicity
- ☐ Representation of race/ethnicity at all levels of the organization
- ☐ Representation of race/ethnicity in people manager or other critical roles
- ☐ Other (please specify): _____

My organization publicly discloses race/ethnicity information as follows:

- ☐ In aggregate only (i.e., no breakout for individual groups)
- ☐ By each separate race or ethnicity
- ☐ A combination of aggregate and disaggregated

Career

This section addresses general talent management practices as well as career development programs specific to Black employees in your organization.

Which of the following policies and programs does your organization offer?

Select all that apply

- ☐ Allyship training (i.e., training to support the inclusion of underrepresented groups)
- ☐ Formal return-to-work programs (for those who have been out of the labor force)
- ☐ Racial/ethnic diversity and inclusion employee/business resource groups
- ☐ Formal training programs for identifying/mitigating/reporting racial discrimination or harassment
- ☐ Formal mentorship program
- ☐ Formal executive sponsorship program
- ☐ Formal mobility or rotational programs
- ☐ Formal high potential acceleration programs
- ☐ None of the above

Which of the following policies and programs does your organization offer, specifically for Black employees?

Select all that apply

- ☐ Formal mentorship program targeted to Black employees
- ☐ Formal executive sponsorship program targeted to Black employees
- ☐ Formal mobility or rotational programs targeted to Black employees
- ☐ Formal high potential acceleration programs for Black employees
- ☐ Diversity and inclusion employee/business resource group for Black employees specifically
- ☐ None of the above

Employee experience

Does your organization regularly conduct an employee engagement or similar survey?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does this survey include a statement/question similar to "I feel like I belong here"?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Do you analyze the survey results by race/ethnicity?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

In general, what do the most recent survey results for this question (i.e., “belonging”) reflect for your Black employees only:

- ☐ Black employee results are similar to all other employee groups
- ☐ Black employee results are lower than other employee groups
- ☐ Black employee results are higher than other employee groups
- ☐ Results are mixed for Black employees
- ☐ Prefer not to say

Does your organization implement targeted mitigation strategies if there are low engagement scores based on race/ethnicity?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Pay equity

This section addresses pay equity. By “pay equity” we mean equal pay for equivalent work, taking into account individual differences such as education, experience, and performance.

Is pay equity part of your organization's compensation philosophy/strategy?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

When was the last time your organization conducted a pay equity study?

- ☐ Within the last year
- ☐ Two years ago
- ☐ Three years ago
- ☐ Four or more years ago

My organization's primary objectives for analyzing pay equity are to:

Select up to two items

- ☐ Meet legal compliance requirements
- ☐ Respond to internal or external pressures
- ☐ Ensure fair pay relative to contributions
- ☐ Attract/retain the best talent
- ☐ Other (please specify): _____

Does your organization's pay equity analysis use a robust statistical approach (e.g., multiple regression)?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

My organization is taking the following actions to address pay equity gaps:

Select all that apply

- ☐ Analysis to identify root cause issues
- ☐ Revised standards for new hire pay rates
- ☐ Transparency of pay ranges
- ☐ Stricter guidance/enforcement of pay ranges
- ☐ Ensuring adjusted employees still receive target merit adjustments
- ☐ Making adjustments greater than the minimum needed to bring the employee's pay rate into the expected range
- ☐ Other (please specify): _____
- ☐ None, we are not taking any actions to address equity gaps

How effective have your pay equity efforts been in achieving pay equity for Black employees specifically?

- ☐ Very effective
- ☐ Fairly effective
- ☐ Somewhat effective
- ☐ Slightly effective
- ☐ Not effective at all
- ☐ Prefer not to say

Succession Talent Pipeline

What actions does your organization have in place to prepare and support talent for future leadership roles?

Select all that apply

- ☐ Formal succession planning process
- ☐ Formal career development program(s)
- ☐ Formal sponsorship program targeted to diverse talent
- ☐ Not applicable

How successful have these efforts been in driving career progression of Black employees to more senior leadership roles?

	Very successful	Fairly successful	Somewhat successful	Slightly successful	Not successful at all	Prefer not to say
Formal succession planning process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formal career development program(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formal sponsorship program targeted to diverse talent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Talent Management

Which of the following does your organization track/review by race/ethnicity and career level?

- ☐ Pre-employment hiring process (i.e., applicants at any stage of the interview and final selection process)
- ☐ Representation
- ☐ Rates of hiring, promotion, and exits
- ☐ Performance ratings
- ☐ None of these

Indicate the degree to which you agree or disagree with the following statements:

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
Attracting Black employees is a challenge for my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advancing Black employees is a challenge for my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Retaining Black employees is a challenge for my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Does your company track exit interview themes by race/ethnicity?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Which of the following talent acquisition strategies has your organization implemented?

	Implemented	Plan to implement in the next 2 years	N/A – We do not use do this today nor do we plan to	Prefer not to say
Proactively searching for employed candidates (i.e., passive sourcing)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diverse candidate slates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diverse interview slates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How well have each of the talent acquisition strategies below served to increase the hiring rates of Black employees in your US workforce?

	High efficacy	Moderate efficacy	Low efficacy	Too soon to know
Proactively searching for employed candidates (i.e., passive sourcing)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diverse candidate slates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diverse interview slates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance Management

Does your organization routinely review performance ratings by race/ethnicity?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does your organization routinely assess the distribution of performance ratings by race/ethnicity?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Has your organization's assessment of performance ratings revealed any evidence of inequity in the distribution of ratings by race/ethnicity?

- ☐ Yes, we have found evidence of inequity
- ☐ No, we have not found evidence of inequity
- ☐ Prefer not to say

Does your organization track employee perceptions of fairness of the performance management process?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does your organization use a calibration process to evaluate and approve performance ratings?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does your organization offer supervisors performance management training focused on preventing racial bias from influencing the process?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Sponsorship

Do you use formal sponsorship program for Black employees?

- ☐ Implemented
- ☐ Plan to implement in the next 2 years
- ☐ N/A – We do not use do this today nor do we plan to
- ☐ Prefer not to say

Rate the efficacy of formal sponsorship for Black employees in addressing racial equity:

- ☐ High efficacy
- ☐ Moderate efficacy
- ☐ Low efficacy
- ☐ Too soon to know

Transparency in Career Pathing

Does your organization track internal career mobility by race/ethnicity?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does your organization have formal talent management practices for high potential employees?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does your organization have any specific talent management programs or actions focused on high potential Black employees?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

To what extent do you agree with the following statements?

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
Black employees have equal access to the specific roles or positions that are more likely to lead to advancement into senior management or leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Black employees are equally represented in people manager roles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Black employees are equally represented in profit and loss (P&L) roles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Black employees are equally likely as other demographic groups to move across business units and/or geographies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Health

This section addresses your organization's programs and practices related to employee health benefits and needs.

Benefit Plan Design: Cost Impacts to the Members

Please indicate which of the following are tracked by race/ethnicity:

Select all that apply

- ☐ Employee utilization/enrollment of benefits
- ☐ Use of preventive services and medication
- ☐ Voluntary benefit participation rates
- ☐ Disability claims
- ☐ None of the above

Does your organization currently offer a high deductible health plan(s) to active employees?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

What percent of your organization's population is enrolled in a high deductible health plan?

	%
Overall organization's population	▼ 0-10 ... 91-100
Black employee population	▼ 0-10 ... 91-100

Do you provide education to members on how high-deductible plan designs may impact their financial wellness?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does your organization make an automatic annual employer contribution to Health Savings Account (HSA)?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

What percentage of your organization's employees is enrolled in a Health Savings Account (HSA)?

	%
Overall organization's population	▼ 0-10 ... 91-100
Black employee population	▼ 0-10 ... 91-100

Members: Health Disparities and Health Equity

Does your organization track COVID-19 vaccination rates by race/ethnicity?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

My organization has worked with our health plan carrier/PMB/ other third party to identify health disparities* in our employer sponsored health coverage by taking the following actions:

Hover over the blue text to see definitions

	Implemented	Plan to implement in the next 2 years	N/A – We do not use do this today nor do we plan to	Prefer not to say
Incorporate data on race/ethnicity in the data warehouse and/or with the health plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identify health disparities* through claims reporting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop health equity* initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Track use of prevention services such as cancer screenings by race/ethnicity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Track use and gaps in refills for medications for chronic disease such as diabetes and asthma	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Target wellness programs/specific benefits to plan participants based on race/ethnicity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Does your organization and/or your benefit partner(s) have taken action on the results of your health equity initiatives?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does your organization publicly report on progress of health equity initiatives?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does your organization's health plan contract with providers/provider networks who address racially-based disparities in health outcomes?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

My organization's primary medical carrier offers:

Select all that apply

- ☐ Provider directory with voluntarily reporting on self-identified race/ethnicity
- ☐ Cultural competency training of providers in treating Black patients, including reporting on member experience and clinical metrics by member race/ethnicity
- ☐ Evaluation of cultural competency of providers in treating Black patients, including reporting on member experience and clinical metrics by member race/ethnicity
- ☐ Specialty networks focused on providers who are culturally competent in treating Black patients
- ☐ None of the above

Is your health plan's provider cultural competency training voluntary or mandatory?

- ☐ Voluntary
- ☐ Mandatory
- ☐ Prefer not to say

Specialized Programs

Does your organization:

	Yes	No	Prefer not to say
Gather information from employees regarding their needs and obligations related to caregiving (e.g., child care, elder care).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide family or caregiver leave (e.g., additional time off and/or paid time off beyond government-provided or mandated levels) regardless of employee gender identity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please indicate whether your organization has or will implement each of the items below.

	Implemented	Plan to implement in the next 2 years	N/A – We do not use do this today nor do we plan to	Prefer not to say
Employee assistance program (EAP) with specific educational programs focused on Black members, such as surviving a hate crime, dealing with racism, handling micro-aggressions, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Loan support, such as for healthcare debt, purchasing a home, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coverage of disability periods due to surviving racial trauma	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Policy definition of family beyond traditional nuclear family, such as for bereavement leave and access to services from the EAP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listening sessions with the Black business resource group (BRG), employee resource group (ERG), or similar group regarding their experiences of health care and benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Programs to support access to community based organizations (CBOs) to meet the social needs and to address the social determinants of health (such as housing and food insecurity, transportation challenges, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paid sick leave	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Continued support of work from home/variety of flexible work options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health coverage for part time workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Financial Wellness

This section addresses your organization's programs and practices related to financial wellness and retirement.

Does your organization analyze the financial wellness of employees by race/ethnicity?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does your organization monitor retirement/savings plan deferral rates or investment elections by race/ethnicity?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does your organization customize/target your main retirement/savings education/training programs by race/ethnicity?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does your organization track the utilization of employer-sponsored budgeting, credit management, financial counseling, or other such tools by race/ethnicity?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Defined contribution plan

Does your organization track participation in the defined contribution plan by race/ethnicity?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does your organization track by both salaried and hourly workers?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does the eligible Black population participate in your defined contribution plan at the same rate relative to all other eligible employees?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

What percentage of eligible Black employees in your workforce participate in the defined contribution plan?

▼ 0-10 ... 91-100

Does your organization offer a company match in the defined contribution plan?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does your organization track racial/ethnic differences in:

	Yes	No	Prefer not to say
Saving behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Investment behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Does your organization respond to evidence of racial/ethnic differences in saving and/or investment behavior?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does your organization offer a company stock purchase plan outside of the 401(k)?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Does your organization track participation in the stock purchase plan by race/ethnicity?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

What percentage of Black employees participate in the company stock purchase plan?

▼ 0-10 ... 91-100

Select all financial well-being related policies and programs your organization offers:

Select all that apply

- ☐ Income smoothing offerings to participants
- ☐ Student loan debt relief/repayment/refinancing support
- ☐ Financial coaching to participants
- ☐ Other, please specify: _____
- ☐ None, we don't offer well-being related policies or programs

Does your organization provide access to banking on or near your primary office locations?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

My organization offers voluntary benefits related to:

Select all that apply

- ☐ Mortgages
- ☐ Home insurance
- ☐ Car insurance
- ☐ None of the above

Defined benefit (DB) plan:

The status of my organization's defined benefit plan is best described as:

Select one of the following answers

- ☐ Never sponsored a defined benefit plan
- ☐ DB plan completely frozen or terminated
- ☐ DB plan open to new hires
- ☐ Other (please specify): _____

What type of defined benefit plans(s) do you have?

Select all that apply

☐ Final average pay plan

☐ Career average pay plan

☐ Cash balance plan

☐ Flat dollar multiplier

☐ Other, please specify: _____

Background Information

Please provide the following additional information about your organization.

Indicate your organization's total revenue size (most recent fiscal year and revenue in \$USD).

- ☐ Less than \$100 million
- ☐ \$100 million < \$500 million
- ☐ \$500 million < \$2.5 billion
- ☐ \$2.5 billion < \$10 billion
- ☐ \$10 billion or more

Indicate your organization's primary industry type.

▼ Agriculture, Forestry, Fishing, Hunting ... Other

Please specify your industry type:

Is your organization a nonprofit?

- ☐ Yes
- ☐ No

Indicate your organization's headcount size based on most recently available data.
Total number of US employees:

Would you be willing to be interviewed about details related to your organization's DEI practices?

☐ Yes

☐ No

Headcount Data

Headcounts by Race/Ethnicity

This section collects aggregated headcount data by broad race/ethnicity categories, regarding your workforce during the most recently completed fiscal year or other 12-month period. We encourage you to engage with other members of your team as appropriate to complete the following data table.

Effective date of workforce data (month and year):

Please use the drop-down menus below to indicate the most recently completed fiscal year end for which you are providing data. If you prefer to submit data over a custom 12-month period, please choose the ending month and year below (e.g., data from July 1, 2020 to August 30, 2021 should be recorded as August 2021).

Year

Month

▼ 2020 ... 2021 ~ September

	White	Black/African American	Hispanic/Latinx	Asian or Pacific Islander	Native American/American Indian	Other Race/Ethnicity/Multiracial
Executives*						
Senior Managers*						
Managers*						
Professionals*						
Support Staff/Operations*						

Use the space below to record any important notes/comments regarding the data you have provided.

Internal Labor Market (ILM) Data – Workforce Data by Race and Ethnicity

This section collects aggregated data of your workforce during the most recently completed fiscal year or other 12-month period. Minimum headcount is 100 employees for custom reporting.

For **exits**, please provide total terminations (of any type, such as voluntary, involuntary, retirement) during the year reported.

For **promotions**, please include only promotions from each career level into the level immediately above; do not include promotions that occurred within a career level.

Please exclude any blue collar workers from your responses. Blue collar positions likely include production employees, laborers, helpers and service workers. Please provide data for your US workforce only.

Data table, standard career level definitions, and answers to **Frequently Asked Questions (FAQs)** can be found [here](#).

Now you will be asked to provide data for Black employees and non-Black employees separately for starting and ending headcount, hires, exists and promotions from the lowest career level to the top career level (in the separate table).

Data below should be provided as of the same effective date as the workforce data submitted earlier.

Effective date of workforce data (month and year):

Please use the drop-down menus below to indicate the most recently completed fiscal year end for which you are providing data. If you prefer to submit data over a custom 12-month period, please choose the ending month and year below (e.g., data from July 1, 2020 to August 30, 2021 should be recorded as August 2021).

Year

Month

▼ 2020 ... 2021 ~ September

Data for Black employees

Hover over categories to see text boxes with additional information and definitions.

	Starting Headcount:*	Ending Headcount:*	Hires*:	Exits*:
Executives*				
Senior Mangers*				
Managers*				
Professionals*				
Support Staff/Operations*				

Data for Black employees

Hover over categories to see text boxes with additional information and definitions.

	Promotions*:
Moved from Senior Manager to Executive*:	
Moved from Manager to Senior Manager*:	
Moved from Professional to Manager*:	
Moved from Support Staff/Operations to Professional*:	

Data for non-Black employees

Hover over categories to see text boxes with additional information and definitions.

	Starting Headcount:*	Ending Headcount:*	Hires*:	Exits*:
Executives*				
Senior Mangers*				
Managers*				
Professionals*				
Support Staff/Operations*				

Data for non-Black employees

Hover over categories to see text boxes with additional information and definitions.

	Promotions*:
Moved from Senior Manager to Executive*:	
Moved from Manager to Senior Manager*:	
Moved from Professional to Manager*:	
Moved from Support Staff/Operations to Professional*:	

Use the space below to record any important notes/comments regarding the data you have provided.

You reached to the end of this questionnaire. In order to record your answers please click the **Submit** button.

You may then view a **summary of your responses** and print or download your summary as a **PDF** document.