

Diversity/Inclusion Appraisal



INTRODUCTION

The Diversity and Inclusion Appraisal is designed to assist organizations determine the effectiveness of their diversity and inclusion efforts. By administering this appraisal throughout different management levels, it will help organizations do the following:

- Evaluate the quality of diversity and inclusion processes;
- Quantify the impact of diversity and inclusion on business effectiveness;
- Discover areas where increased efforts may be needed;
- Determine how to increase the productivity of diversity and inclusion initiatives; and
- Learn where to prioritize what manpower may be required to achieve progress.

As with any similar tool, the value of this appraisal relates directly to the organization's culture and environment. While you should remain objective in your scoring of the different questions of each category, it is also suggested that you critically answer every question. **Throughout the appraisal, several key facts or company data has been provided as support documentation to assist you in answering questions.**

The uniqueness of this appraisal is that the process is designed as a self-scoring tool. After you have completed the appraisal, your individual results will be compared to other scores within your management ranks. Once the scores are calculated, your diversity and inclusion professionals will collect and analyze the results. All information collected will remain confidential.

Thank you for taking the time to complete this appraisal and taking the first step toward improving diversity and inclusion initiatives in your organization.

HOW THE TOOL WORKS

The Diversity and Inclusion Appraisal creates a roadmap for continuing to build diversity and inclusion efforts across your organization. It also gives an organization the opportunity to examine its progress and status regarding its diversity and inclusion initiatives by focusing on key organizational factors and processes critical for success.

The Diversity and Inclusion Appraisal is divided into four components research has determined to be critical for success and each component has a specific weighting. Those component areas are as follows:

- (1) Leadership and Business Rationale
- (2) Strategic Planning
- (3) Execution
- (4) Results and Measurements

SCORING

The scoring of the Diversity and Inclusion appraisal is the most critical part of evaluating your organization's diversity and inclusion efforts. This tool is designed to be used for internal use only and should not be viewed as a survey. Instead, organizations should use the tool as a basis for discussion and goal setting activities.

SCORING EACH COMPONENT

- 1) It is imperative that you answer each question **yes** or **no**. If you are unsure of your answer, please check **no**.
- 2) When prompted, rank the series of questions you just answered with an overall score of **0 – 5** on the Score Relationship Chart as exemplified below.
- 3) At the end of each component, total the sum of the scores placed in the Score Relationship Charts into the Total Component Score area provided.

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

SCORING NARRATIVE DESCRIPTION

- Area Not Addressed:** Indicates that there is no evidence the organization has deployed resources or other interventions to assist in this area.
- Below Expectation:** Indicates that there is some evidence that the organization is in the early stages of development in this area. The organization will have a few demonstrated results.
- Meets Expectation:** Indicates that there is evidence that the organization's leadership is committed to this area. Documentation exists to support this area and some supporting initiatives have been executed with desired results achieved.
- Exceeds Expectation:** Indicates that there is evidence that the organization legitimately supports this area. Clearly, there are well-defined initiatives, processes, financial benefits related to this area with ongoing, desired results. The organization may serve as an industry leader in this area.

SCORING SUMMARY

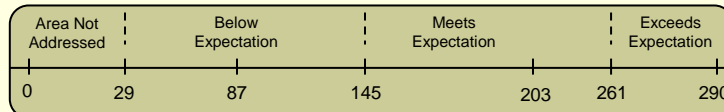
The sum of the four component scores represents your rating of the organization's overall score.

- 1) Place the score from each component of the questionnaire into the Organizational Appraisal Summary (see example below). Total the scores for an overall rating.

| Organizational Appraisal Summary | | |
|----------------------------------|----------------------|--------------|
| Components | Total Possible Score | Actual Score |
| Leadership & Business Rationale | 50 | _____ |
| Strategic Planning | 60 | _____ |
| Execution | 90 | _____ |
| Results & Measurements | <u>90</u> | _____ |
| TOTAL | 290 | _____ |

- 2) Take the total score from the Summary and plotted it onto the Diversity/Inclusion Achievement Continuum (see example below). This reflects your overall understanding and application of diversity and inclusion.

DIVERSITY/INCLUSION ACHIEVEMENT CONTINUUM



The Summary and Continuum can be found on the last page of the questionnaire.

Appraisal QUESTIONS



LEADERSHIP &

BUSINESS RATIONALE





LEADERSHIP & BUSINESS RATIONALE

1. Does senior leadership subscribe to and adopt an organization-wide diversity and inclusion strategy?

Y N

If yes, does it go beyond race and gender?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| | | | | | |
|--------------------|----------------|------------------------|---|------------------|---|
| 0 | 1 | 2 | 3 | 4 | 5 |
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

2. Is senior leadership actively involved in communicating the diversity and inclusion vision and mission to the entire organization?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| | | | | | |
|--------------------|----------------|------------------------|---|------------------|---|
| 0 | 1 | 2 | 3 | 4 | 5 |
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

3. Does your organization have a stated business initiative for diversity and inclusion?

Y N

If yes, does your organization quantify and qualify the impact of the following influences: (answer with a Yes or No)

| Influences | Quantitative Impact | Qualitative Impact |
|-----------------------------------|---------------------|--------------------|
| Public image | | |
| Community relations/contributions | | |
| Recruitment and retention | | |
| Procurement diversity | | |
| Advertising | | |

SCORING: Indicate your overall score for this total question, from 0 to 5

| | | | | | |
|--------------------|----------------|------------------------|---|------------------|---|
| 0 | 1 | 2 | 3 | 4 | 5 |
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

4. Does senior leadership clearly communicate your organization's business objectives for diversity and inclusion throughout the organization?

Y N

If yes, does your organization have mechanisms to ensure the organization understands this business rationale?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| | | | | | |
|--------------------|----------------|------------------------|---|------------------|---|
| 0 | 1 | 2 | 3 | 4 | 5 |
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |



LEADERSHIP & BUSINESS RATIONALE

5. Is a percentage of compensation tied to the achievement of diversity and inclusion objectives for management?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

6. Does your organization's senior leadership participate in formal mentoring programs designed to promote diversity and inclusion?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

7. Do you believe the workforce composition of your organization's senior leadership is comparable with the auto industry?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

8. Does the organization's succession planning process identify diverse talent?
If yes, does a development program exist for diverse talent?

Y N

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |



LEADERSHIP & BUSINESS RATIONALE

9. Does your organization provide philanthropic support to diverse organizations?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

10. In what ways do the senior leadership actively participate in organizations that serve diverse groups?

- a. Serve on Boards
b. Serve in advisory roles
c. Attend functions

Y N

Y N

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

Total Component Score = _____

Total Possible Score = 50

STRATEGIC PLANNING





STRATEGIC PLANNING

1. Does your organization have a formal diversity and inclusion strategic plan?

Y N

a. If your organization has a formal diversity and inclusion strategic plan, is it linked to the organization's overall strategic business plan?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

2. From which of the following stakeholder groups does your organization collect information and perceptions (baseline data) to develop the diversity and inclusion strategic plan:

a. associates

Y N

b. customers

Y N

c. vendors

Y N

d. community partners

Y N

e. other stakeholders

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

3. Does your organization have an external diversity and inclusion advisory council?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

4. Does your organization have an internal diversity and inclusion committee?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |



STRATEGIC PLANNING

5. Does your organization's diversity and inclusion strategic business plan commit financial resources to achieve diversity and inclusion goals?

Y N

Is there commitment throughout different levels of the organization?

- executive level (Level 5+)
- management level (AM/M)
- within individual department levels

Y N

Y N

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

6. Which management levels are held accountable for meeting diversity and inclusion goals?

- senior leadership
- mid-level managers (Level III & IV)
- other exempt/non-exempt supervisors

Y N

Y N

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

7. Does your organization's diversity and inclusion strategic business plan include a systematic process for monitoring progress and measuring results?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

8. Does your organization's diversity and inclusion strategic plan set time aside for senior leadership to discuss and review their activities and the organization's progress towards the goals and objectives of the diversity and inclusion strategic plan?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |



STRATEGIC PLANNING

9. Are periodic reviews of progress of diversity and inclusion goals conducted?

If yes, when?

- a. quarterly
- b. semi-annually
- c. annually

| | | | |
|--------------------------|---|--------------------------|---|
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

10. Which of the following standards does your organization use to set specific diversity and inclusion goals for its workforce:

- a. by your industry average?
- b. by local availability?
- c. by your organization's previous year's associate composition?
- d. by turnover?
- e. by promotions?
- f. by retention?

| | | | |
|--------------------------|---|--------------------------|---|
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

11. Does your organization use diverse organizations to locate external candidates from diverse groups (i.e., Urban League)?

| | | | |
|--------------------------|---|--------------------------|---|
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
|--------------------------|---|--------------------------|---|

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

STRATEGIC PLANNING

12. Does your organization employ procurement diversity initiatives?

Which of the following stakeholders are included in these initiatives?

- a. minority business entrepreneurs?
- b. women business entrepreneurs?
- c. the Procurement Diversity Department?

| | | | |
|--------------------------|---|--------------------------|---|
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

Total Component Score = _____

Total Possible Score = 60



EXECUTION





EXECUTION

RECRUITING, HIRING AND RETENTION

1. Does your organization have a plan for recruiting associates from diverse groups?

Y N

If yes, does the plan include recruiting for the following associate populations:

senior leadership?

Y N

managers (Level III & IV)?

Y N

engineers?

Y N

general associate population (Clerical, PA, etc.)?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|---|------------------------|---|------------------|
| Area Not Addressed | Below Expected | | Meets Minimum Expected | | Exceeds Expected |

2. Does your organization actively source/recruit candidates from diverse organizations (e.g., Historical Black Colleges/Universities, disability programs, minority search firms, internship programs)?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|---|------------------------|---|------------------|
| Area Not Addressed | Below Expected | | Meets Minimum Expected | | Exceeds Expected |

3. Does your organization provide specific skill development and training for recruiters and hiring managers to interview, assess, and hire a diverse work force?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|---|------------------------|---|------------------|
| Area Not Addressed | Below Expected | | Meets Minimum Expected | | Exceeds Expected |

4. Does your organization have a formal plan or process for retaining associates from diverse groups?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|---|------------------------|---|------------------|
| Area Not Addressed | Below Expected | | Meets Minimum Expected | | Exceeds Expected |



EXECUTION

5. Does your organization have a plan or process in place to measure achievement and maintaining diverse group representation?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

6. Does your organization proactively identify and develop a feeder pool or pipeline of diverse candidates for senior level positions?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

7. Does your organization have a plan or process for reviewing the parity of associates from diverse groups by:

- interview rates?
- employment offer rates?
- offer acceptance rates?
- first year retention rates?
- promotion rates?

Y N

Y N

Y N

Y N

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

8. Does your organization have a process for assessing and correcting pay inequity among associates?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |



EXECUTION

EDUCATION AND TRAINING

9. Does your organization's new hire associate orientation program clearly
- define diversity and inclusion in your company?
 - articulate the importance of diversity and inclusion?
 - set expectations for acceptable behavior?

Y N

Y N

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

10. Please specify the career development strategies or practices your organization uses to achieve its diversity and inclusion objectives:
- formal mentoring
 - internships
 - job rotations/enrichment
 - identification of high potential associates
 - high visibility assignments
 - other (specify) _____

Y N

Y N

Y N

Y N

Y N

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

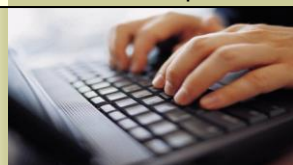
| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

11. Does your organization's career development strategy ensure equal access and participation of associates from diverse groups?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |



EXECUTION

12. Please specify the training and education strategies and practices your organization uses to achieve its diversity and inclusion objectives:

a. diversity and inclusion awareness training:
for senior managers

for associates

b. diversity and inclusion skills training:
for senior managers

for associates

c. executive coaching

d. external leadership forums

e. 360-degree feedback

Y N

Y N

Y N

Y N

Y N

Y N

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

13. Please specify the performance management strategies or practices your organization uses to achieve its diversity and inclusion objectives:

a. goal setting

b. career development planning and training

c. performance appraisal

Y N

Y N

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

14. Does your organization provide constructive performance feedback skills training for managers of diverse associates?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

**EXECUTION**

15. Does your organization provide sensitivity training for associates to interact effectively with diverse associates and/or potential diverse customers?

 Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

PROMOTION AND ADVANCEMENT

16. Does your organization consider diversity and inclusion during the promotion process?

 Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

MINORITY BUSINESS DEVELOPMENT (MBE's)

17. Does your organization use a formal process to monitor business activity with minority business development groups identified in your diversity and inclusion strategic business plan?

 Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

18. Does your organization manage the corporate giving process in a manner that supports the diversity and inclusion strategic business plan?

 Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

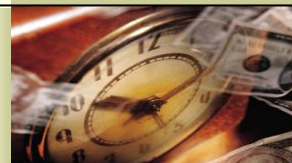
Total Component Score = _____

Total Possible Score = 90

RESULTS &

MEASUREMENTS





RESULTS & MEASUREMENTS

This section helps you measure the extent to which your organization has followed through with the various components of your diversity and inclusion plan. In some cases, a question may be “not applicable” because your plan does not include that specific goal or intended action. If that is the case, leave it blank. (However, it is expected that you still insert the appropriate scoring for each question.)

RECRUITMENT

1. Has your organization set goals for recruiting and selecting diverse associates at the following levels:

Sr. Executives?

Y N

Sr. Management?

Y N

Managers/Assistant Managers?

Y N

Other Exempts?

Y N

Technical?

Y N

Has your organization's performance improved by recruiting from sources specifically identified in your diversity and inclusion strategic business plan?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

REPRESENTATION

2. Has your organization assessed its performance for achieving overall representation of diverse groups over the past year?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |



RESULTS & MEASUREMENTS

3. Do you believe your organization has met its diversity and inclusion goals as compared to:

Your industry average?

Local availability?

Y N

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

RETENTION AND TURNOVER

4. Has your organization met its diversity and inclusion goals to reduce turnover of associates from diverse groups at the following levels:

Senior Leadership Results? (Level V+)

Mid-level Management Results? (Level III & IV)

Y N

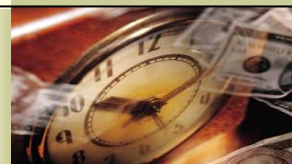
Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

RESULTS & MEASUREMENTS

CAREER DEVELOPMENT



5. Has your organization set goals for the participation of members of diverse groups in the following development activities:

Mentoring?

Y N

Internship?

Y N

Transfers?

Y N

Identification of high potentials?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

6. Are you satisfied with the percentage of associates from diverse groups participating in the following programs over the past year:

Mentoring?

Y N

Internship?

Y N

Transfers?

Y N

Identification of high potentials?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

7. Have positive outcomes resulted from the participation of associates from diverse groups in these programs (e.g., larger feeder pool, improved performance, increased promotions and so forth)?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |



RESULTS & MEASUREMENTS

8. Has your organization set goals to provide its diversity and inclusion training for:

- a. senior leadership
- b. managers
- c. associates

| | | | |
|--------------------------|---|--------------------------|---|
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |

Have positive outcomes resulted from diversity and inclusion training (i.e., increased promotions, improved morale, improved performance)?

SCORING: Indicate your overall score for this total question, from 0 to 5

| | | | | | |
|--------------------|----------------|---|------------------------|---|------------------|
| 0 | 1 | 2 | 3 | 4 | 5 |
| Area Not Addressed | Below Expected | | Meets Minimum Expected | | Exceeds Expected |

PROMOTION AND ADVANCEMENT

9. Has your organization met its diversity and inclusion goals to ensure the existence of a feeder pool or pipeline of diverse candidates for senior level positions?

| | | | |
|--------------------------|---|--------------------------|---|
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
|--------------------------|---|--------------------------|---|

SCORING: Indicate your overall score for this total question, from 0 to 5

| | | | | | |
|--------------------|----------------|---|------------------------|---|------------------|
| 0 | 1 | 2 | 3 | 4 | 5 |
| Area Not Addressed | Below Expected | | Meets Minimum Expected | | Exceeds Expected |

10. During the past year, are you satisfied with the number of associates from diverse groups that have been promoted to the following levels? (See promotion history by race and gender)

| | | | |
|--------------------------|---|--------------------------|---|
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
|--------------------------|---|--------------------------|---|

| | White | Black | Asian | Hispanic | AI | Women | Other |
|----------------|-------|-------|-------|----------|----|-------|-------|
| Sr. Leadership | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mid-Level Mgr | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Staff | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

SCORING: Indicate your overall score for this total question, from 0 to 5

| | | | | | |
|--------------------|----------------|---|------------------------|---|------------------|
| 0 | 1 | 2 | 3 | 4 | 5 |
| Area Not Addressed | Below Expected | | Meets Minimum Expected | | Exceeds Expected |



RESULTS & MEASUREMENTS

11. The number of associates from diverse groups that head business teams are:

Does the number of associates from diverse groups who are heads of business teams compare favorably to the automotive industry?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

ACCOUNTABILITY

12. Has your organization held leaders accountable for achieving diversity results:

a. senior leadership?

Y N

b. mid-level management?

Y N

c. other exempt/non-exempt supervisors?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

13. Has your organization employed compensation and rewards programs to encourage diversity and inclusion objectives?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

14. Has your organization rewarded outstanding diversity and inclusion results?

Y N

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

RESULTS & MEASUREMENTS**MINORITY BUSINESS DEVELOPMENT**

15. Has your organization met its diversity and inclusion goals for its minority business development programs, including
- minority business entrepreneurs?
 - women business entrepreneurs?
 - Procurement Diversity Department
 - use of DBD banks, pension fund management firms, risk management/insurance firms?

| | | | |
|--------------------------|---|--------------------------|---|
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

PHILANTHROPY

16. Has your organization met its diversity and inclusion goals to support philanthropic programs for diverse groups?

| | | | |
|--------------------------|---|--------------------------|---|
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
|--------------------------|---|--------------------------|---|

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

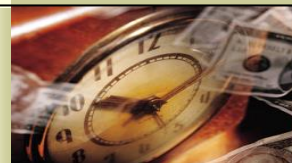
THE RESULTS

17. Has your organization achieved positive results from its diversity and inclusion initiatives in the following business areas:
- lower turnover?
 - increased productivity?
 - reduction in complaints/grievances?
 - increased customer satisfaction?
 - reduced legal expenditures?

| | | | |
|--------------------------|---|--------------------------|---|
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |
| <input type="checkbox"/> | Y | <input type="checkbox"/> | N |

SCORING: Indicate your overall score for this total question, from 0 to 5

| 0 | 1 | 2 | 3 | 4 | 5 |
|--------------------|----------------|------------------------|---|------------------|---|
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |



RESULTS & MEASUREMENTS

CONTINUOUS IMPROVEMENT

18. Based on your responses in the Results section, do you feel that the organization will be able to improve its future diversity and inclusion goals?

Y N

If you fell short in certain areas, do you have processes in place to help bridge the gap between your goals and your results?

Y N

If yes, explain _____

SCORING: Indicate your overall score for this total question, from 0 to 5

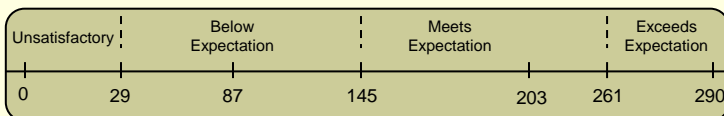
| | | | | | |
|--------------------|----------------|------------------------|---|------------------|---|
| 0 | 1 | 2 | 3 | 4 | 5 |
| Area Not Addressed | Below Expected | Meets Minimum Expected | | Exceeds Expected | |

Total Component Score = _____

Total Possible Score = 90

| Organizational Appraisal Summary | | |
|---|-----------------------------|---------------------|
| Components | Total Possible Score | Actual Score |
| Leadership & Business Rationale | 50 | _____ |
| Strategic Planning | 60 | _____ |
| Execution | 90 | _____ |
| Results & Measurements | <u>90</u> | _____ |
| TOTAL | 290 | _____ |

Diversity/Inclusion Achievement Continuum Rating



Place "x" on continuum to indicate organizational rating

Comments: _____
