



# MEMA 2021 DIVERSITY, EQUITY AND INCLUSION BAROMETER

# Executive Summary

## MEMA 2021 DIVERSITY, EQUITY AND INCLUSION BAROMETER



**MEMA 2021 DEI Barometer:  
66% of firms showed  
improved DEI performance  
in the past year**

Respondents reflect that suppliers showed gains in DEI performance in the past year, ranging from slight to significant improvements despite a range of market pressures including the semiconductor crisis, tightening labor conditions, and shortages of raw materials and components. Leading firms are eager to draw top talent supported by their DEI commitments.



**Top categories ranking current performance of DE&I include *Company Culture that Embraces DEI* as well as *Diverse Hourly workforce*, followed closely by *Corporate DEI Strategy or Action Plan*.**

The past year shows a tremendous breadth of activity and a concerted effort on behalf of suppliers that remain focused on DEI, despite additional industry challenges. Firms that reflect positive performance point to growing momentum in terms of measurable progress and a broader level of employee engagement.



**Some sixty-eight percent of firms have DEI strategies that are fully endorsed and supported by the C-Suite. Another seventeen percent of respondents are reviewing such plans to implement.**

At many leading companies, DEI plans have strong leadership support, as executives work with DEI leaders and committees to confirm priorities, while endorsing policy and training initiatives. Top leaders also communicate values through regular company-wide sessions.

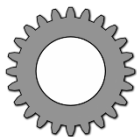
# Executive Summary

## MEMA 2021 DIVERSITY, EQUITY AND INCLUSION BAROMETER



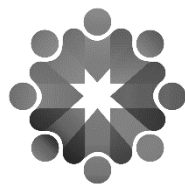
**Nearly 70% of firms have employees with responsibilities for managing the DEI function within their organizations, with another 8% considering implementation.**

Suppliers reflect varying levels of employee responsibility depending on their current phase within their DEI journey or company size, ranging from executive level representation (CDO), or DEI Ambassador, to others that are engaged yet not full-time in nature.



**Suppliers reflect high levels of DE&I engagement (62%) through visible support for policies & efforts on internal and/or external company websites and increased engagement at lower levels within organizations, via Employee Resource Groups (ERGs).**

Visible support for DE&I on company websites is key for recruiting efforts.. Current employees see greater opportunity to engage via ERGs.



**Some sixty-one percent of respondents confirm their company monitors and strives to reflect diversity within their executive teams. For thirty-three percent of suppliers, more than 20% of their executive teams are diverse. Seventy-two percent of firms are actively working to include diversity among salaried employees.**



**On average, nearly seventy percent of suppliers have already conducted employee training in four areas of DEI, including: Inclusive Leadership, Belonging and Inclusion, DEI Fundamentals & Unconscious Bias.**

The majority of suppliers have provided employee training in these key areas, with more than one third of firms providing recurring training.



**Over the past year, a large and growing number of supplier firms have achieved sizable wins in support of their DE&I efforts.**

These wins range from new hires, expanded Employee Resource Groups, gains in C-suite diversity, to 100% retention of diverse employees. Other firms provided 24 hours of DEI awareness training to 100% of employees while another completed DEI training in 15 countries and 11 languages.

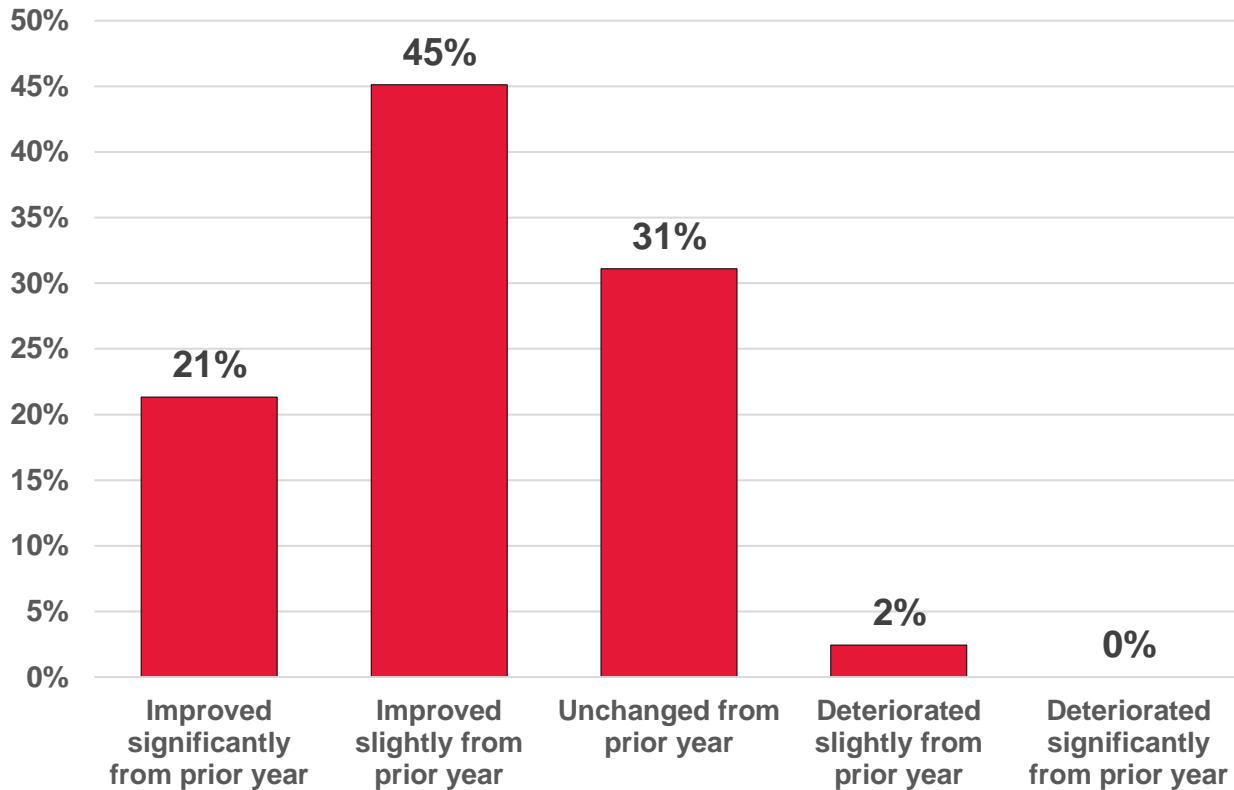


**Leading supplier executives see DE&I as an opportunity to make a profound impact as a world class talent magnet.**

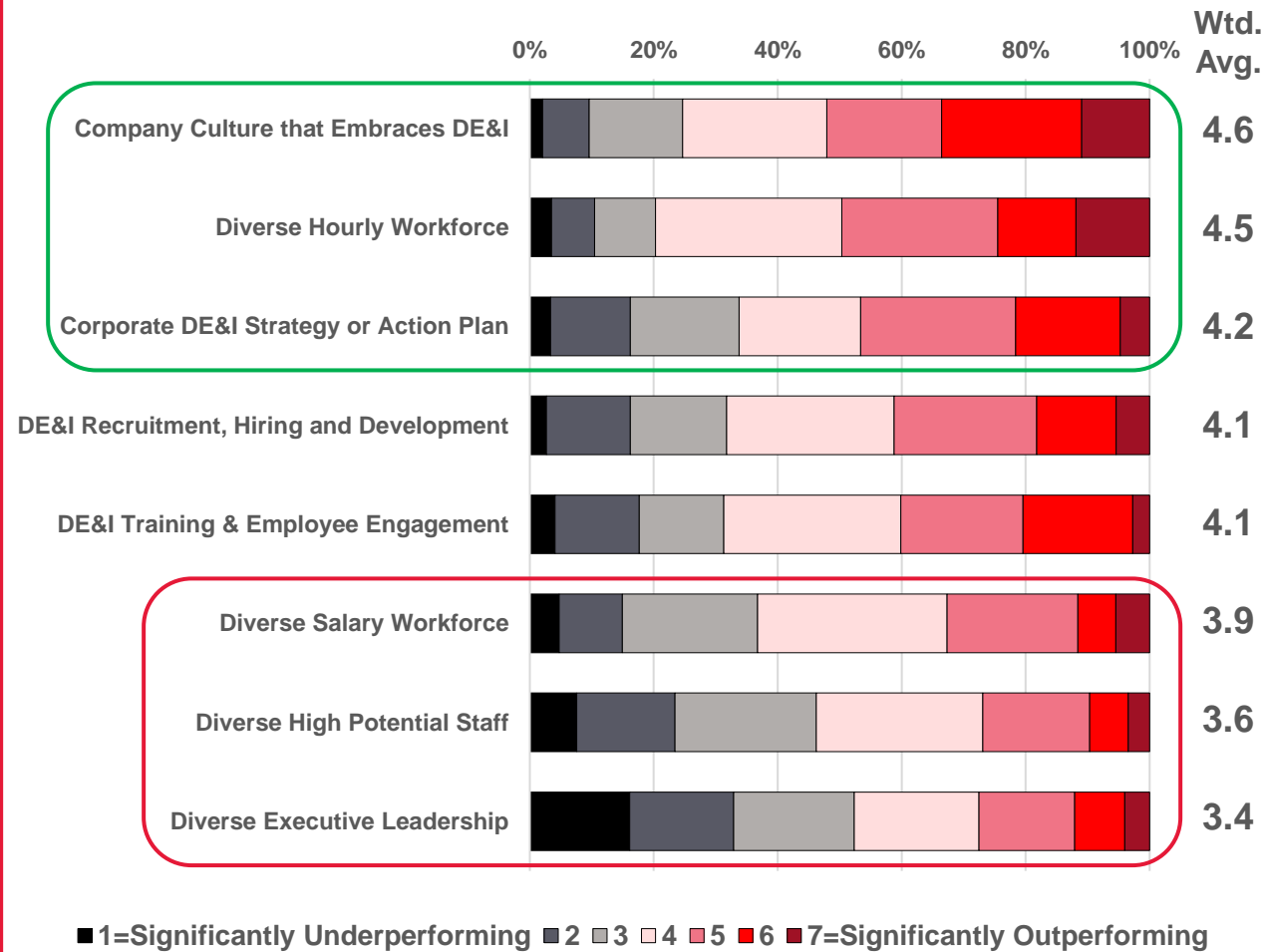
Responses reflect a desire to expand DE&I efforts within their organizations locally and in other regions of the world by embedding these values into all business strategies.

# 2021 MEMA DE&I Barometer

Please indicate your company's overall performance related to Diversity, Equity and Inclusion (DE&I).



Please rate your company's current performance of the following aspects of DE&I.



# 2021 MEMA DE&I Barometer

Please indicate your company's overall performance related to Diversity, Equity and Inclusion (Comments).

## Improved from prior year:

- Included DE&I metrics in annual compensation.
- Positive: Focus on policies to support inclusion. negative: hiring - limited availability of diverse population for high qualification jobs
- Increased focus and actions launched over the past 12 months.
- Each quarter we have awareness sessions with Salary and Hourly employees and regular discussions regarding our progress.
- We have taken further incremental steps in hiring, recruiting, job postings/descriptions and training.
- We have yet to make significant improvements, but the topic is more frequently discussed.
- We kicked off our formal efforts late last year and have been in implementation mode in 2021, making modest improvements.
- A year ago, we had a thought. Today we have a process for driving diversity and inclusion into our company.
- Added 2 new employee resource groups this year, Latin heritage & focused on wellbeing & mental health
- More attention, communication and small pockets of action
- Additional BRG's were added
- Inclusion index on culture survey increased 6 percentage points; have put some initial things in place, e.g., Inclusion Advisory Council headed by CEO; but still a long way to go
- Diverse recruitment, especially at senior levels has been successful. Employee training has also been improved and increased.
- We have an additional focus however measured progress is slower than anticipated.
- We are currently finalizing our DEI strategy and will begin implementing many new initiatives in 2022. In 2021, we focused on inclusion and began work in racial equity initiatives.
- More people buying into process
- Some turnover including perhaps a slightly disproportionate Diverse employee turnover.
- New DEI Officer named; several DEI local teams empowered. DEI
- Dedicated full-time DE&I director Various training opportunities some mandatory

## Improved from prior year (continued):

- Our company already does very well with diversity and inclusion but continues to find ways to improve further
- We have shifted from an informal approach to establishing a formal approach.
- Company formed a diversity advisory council across a wide range of employees in 2020.
- Formally launched our DEI initiative start of 2021 & have made good strides in awareness & strategic analysis.
- Diversity Equity and Inclusion Councils have been created in each region, supporting regional priorities.
- We have always had focus on DE&I and a vast number of resource groups for employees. The organization has taken it to the next level dialing it in to ensure our community is safe, supported and heard. We live are values and are pretty awesome place to work in my opinion.

## Unchanged from prior year:

- Focus has been shifted to dealing with COVID-19.
- Our Company, as an MBE, has always strived to perform extremely well in DEI initiatives, including diverse spend (purchasing), as well as with our employment practices Etc.
- No focus on DEI
- Activity not needed. Employer issues responsibility and authority based on merit only.
- Not a priority
- Haven't hired anyone new
- I fail to see how we could improve; we have hired all cultures and it is up to them to advance and achieve better positions as they become available upon their own merit.
- It has always been diverse.

## Deteriorated from prior year:

- Efforts have focused on the pandemic.

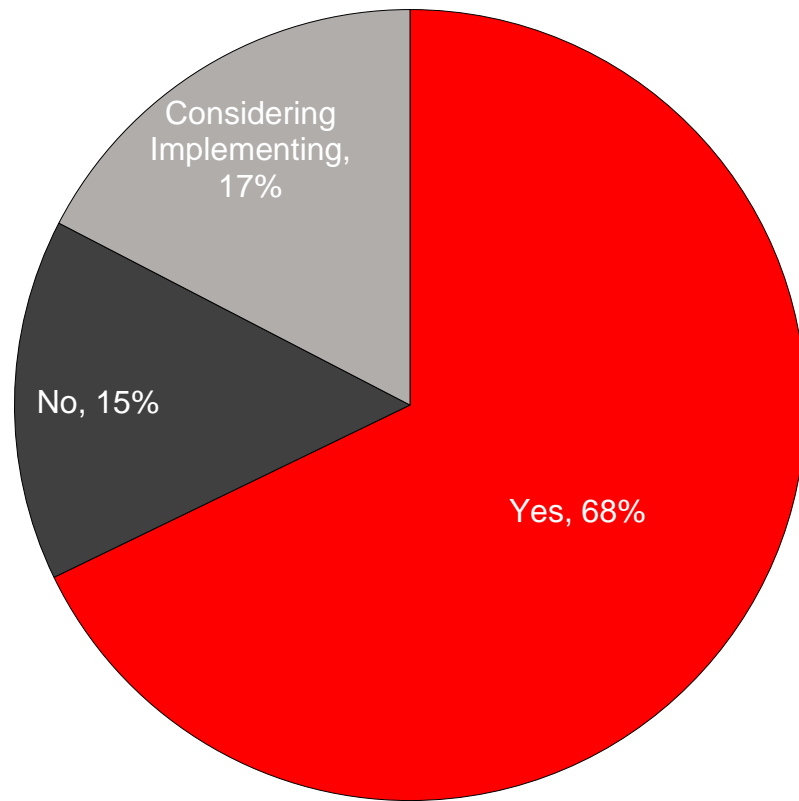


**LEADERSHIP AND CORPORATE STRATEGY**

# Leadership and Corporate Strategy

Which of the following DE&I Leadership and Corporate Strategy programs and initiatives does your company utilize...

DE&I strategy that is fully endorsed and supported by the C-Suite.



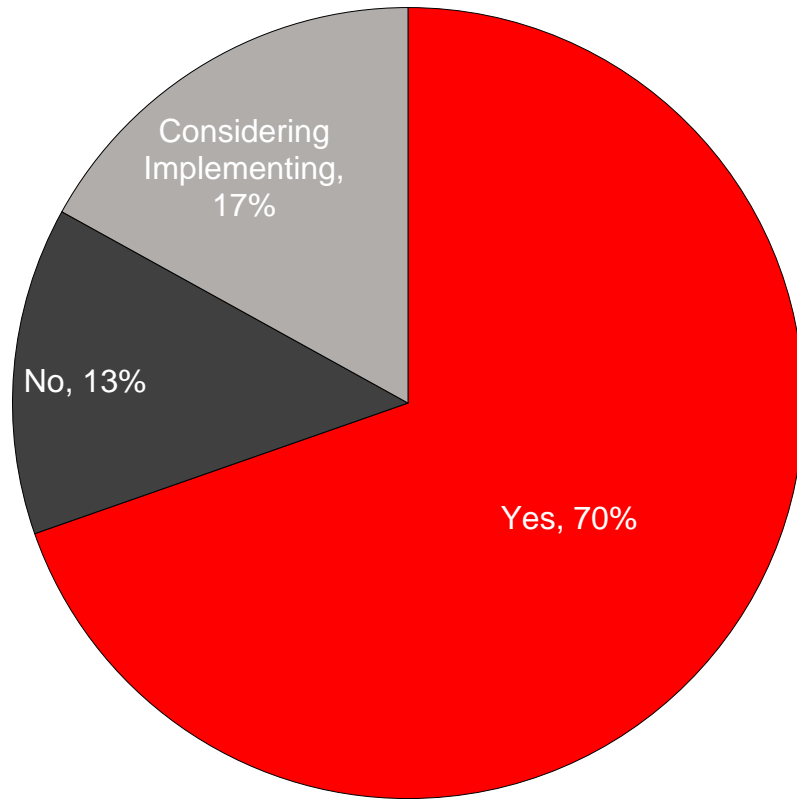
Comments:

- Want to implement. Tough to do at our size.
- Our diversity strategy focused on gender diversity.
- President sends a quarterly message to all employees on the importance of our initiative, and we have quarterly sessions with 100% of Salaried workforce
- The President is on the D&I Oversight committee and participates on one of the working teams
- Verbally supported, no visible actions
- We are a minority business and recruit and hire from a minority network.
- As an MBE company, we work hard to ensure DEI principles in all employment and purchasing practices, as well as equitable treatment of all employees in benefit programs Etc.
- On paper this is true, but really this is being driven only by the VP HR. If she were not driving, little to nothing would be happening.
- Made significant changes, we now have a diversity rate of 50% in exec team
- C-Suite supports our current DEI initiatives (inclusion training, racial equity initiatives, diversity hiring) and will be signing on and supporting our DEI strategy in early 2022.
- Started a program to educate and encourage in hiring and in current workplaces
- No formal programs. Most leadership are white males over 50
- Discussed but not formalized
- US President driving awareness and group discussions quarterly with 100% of Salaried workforce. Working to include hourly
- Rolled out in FY20
- Leadership team has given permission for the development of a formal approach for the DE&I strategy.
- C-Suit works closely with rotating DEI Steering Committee to strategize & prioritize initiative efforts

# Leadership and Corporate Strategy

Which of the following DE&I Leadership and Corporate Strategy programs and initiatives does your company utilize...

DE&I statement as part of the employee handbook



Comments:

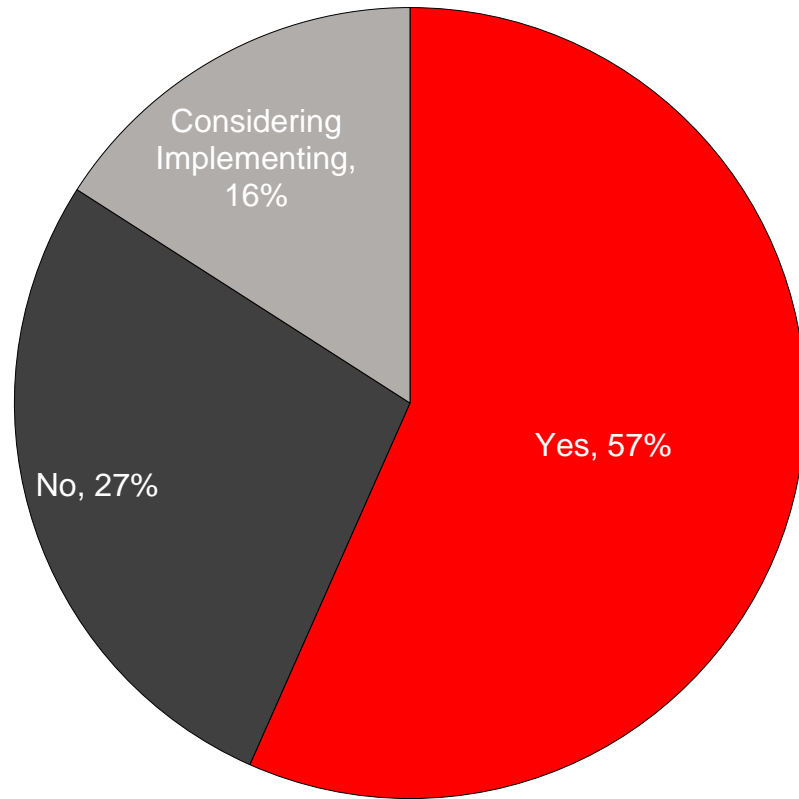
- But a DEI section on the internal portal has a DEI statement.
- Right now, a generalized statement. Considering replacing with Inclusion Advisory Council mission-vision statement
- We don't have a handbook, but inclusion is one of our Beliefs and we discuss DEI in onboarding.
- No programs
- We simply live it within our culture. Majority minority workforce, inclusive of office, and workforce. Openly supportive of LGBTQ rights, teammates and hiring.



# Leadership and Corporate Strategy

Which of the following DE&I Leadership and Corporate Strategy programs and initiatives does your company utilize...

DE&I statement included in your company's sustainability report



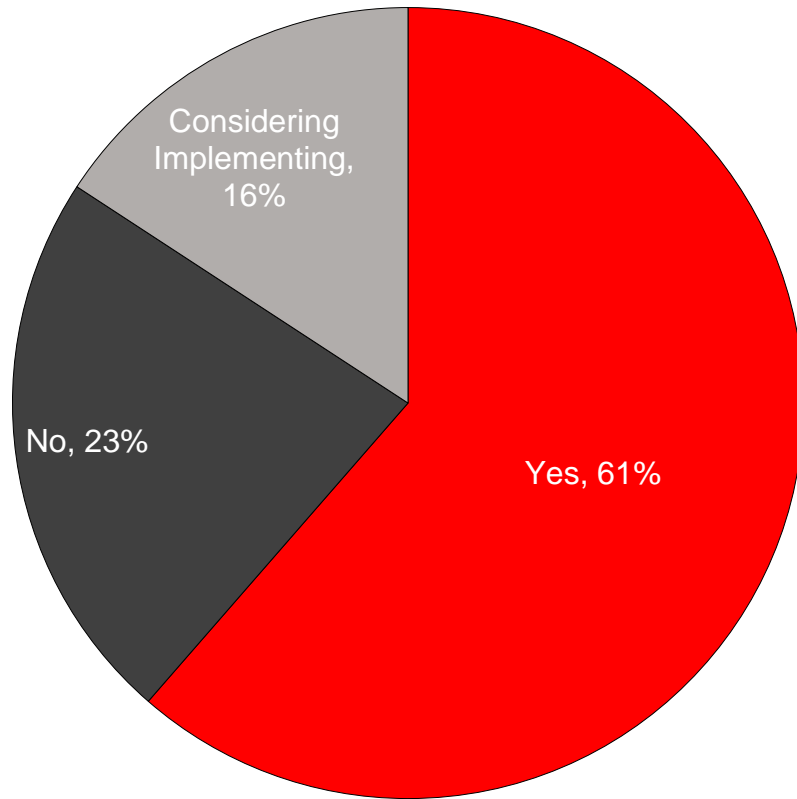
Comments:

- Same as employee handbook
- Pro Bono initiatives around country focused on diverse constituents.

# Leadership and Corporate Strategy

Which of the following DE&I Leadership and Corporate Strategy programs and initiatives does your company utilize...

Monitor and strive to include diversity on your executive leadership team



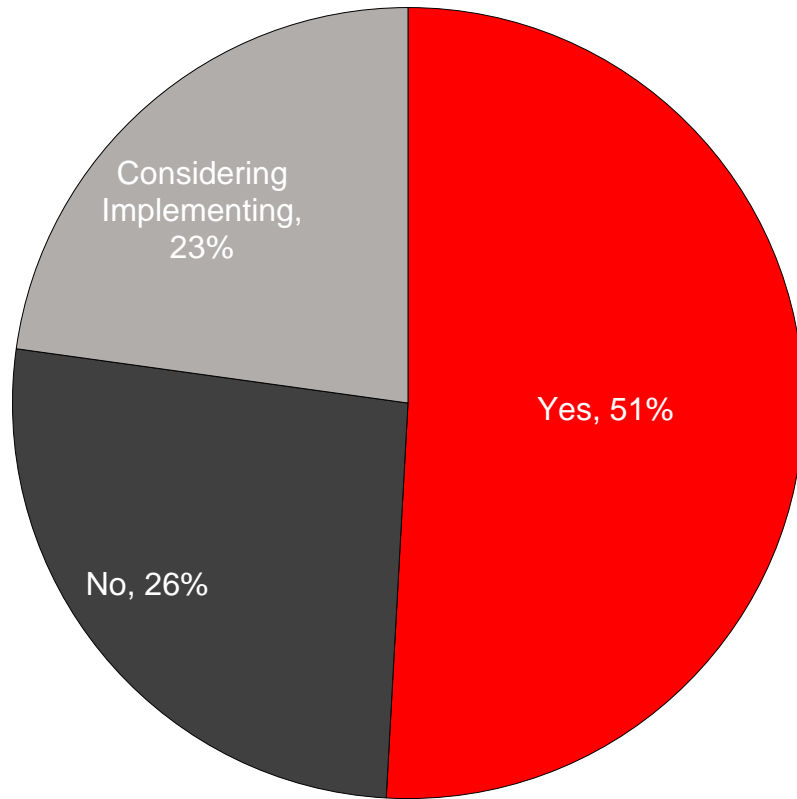
Comments:

- Only so many positions.
- KPI and action plans focused on gender diversity within the executive team.
- Is a factor in succession planning discussions and employee development actions.
- We can see it, as the team is shown on our internet site. But there is not a formal measurement nor any consideration of action to address.
- Half women already
- Part of compensation process.
- Diversity of experience. Race and gender are not applicable.
- Plans in place to recruit Diverse BOD's

# Leadership and Corporate Strategy

Which of the following DE&I Leadership and Corporate Strategy programs and initiatives does your company utilize...

DE&I considerations in your company's progression and succession planning process



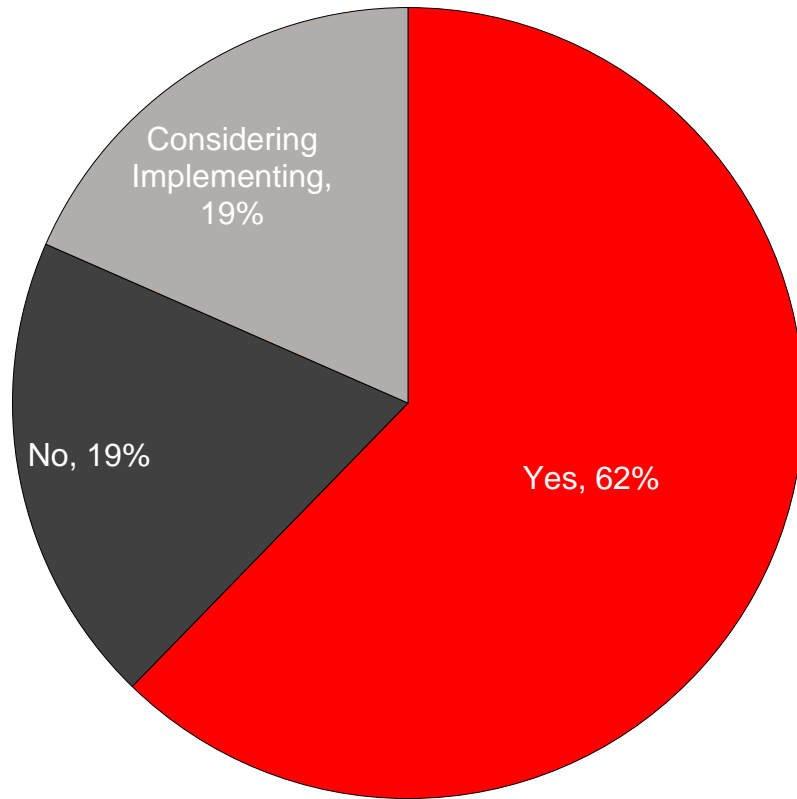
## Comments:

- Succession planning focused on female progression within the company.
- Under review goal for 2022
- MBE Company.
- This will take some convincing. Also, our basic process needs to be made more robust in general in terms of the follow-through to developing successors and top talent, so that is first priority; i.e., if you won't develop your top talent, you are merely making charts.
- Best candidate for the job! Could be anybody
- Strategic considerations for diverse talent is in place...

# Leadership and Corporate Strategy

Which of the following DE&I Leadership and Corporate Strategy programs and initiatives does your company utilize...

DE&I addressed on the company's internal and/or external website



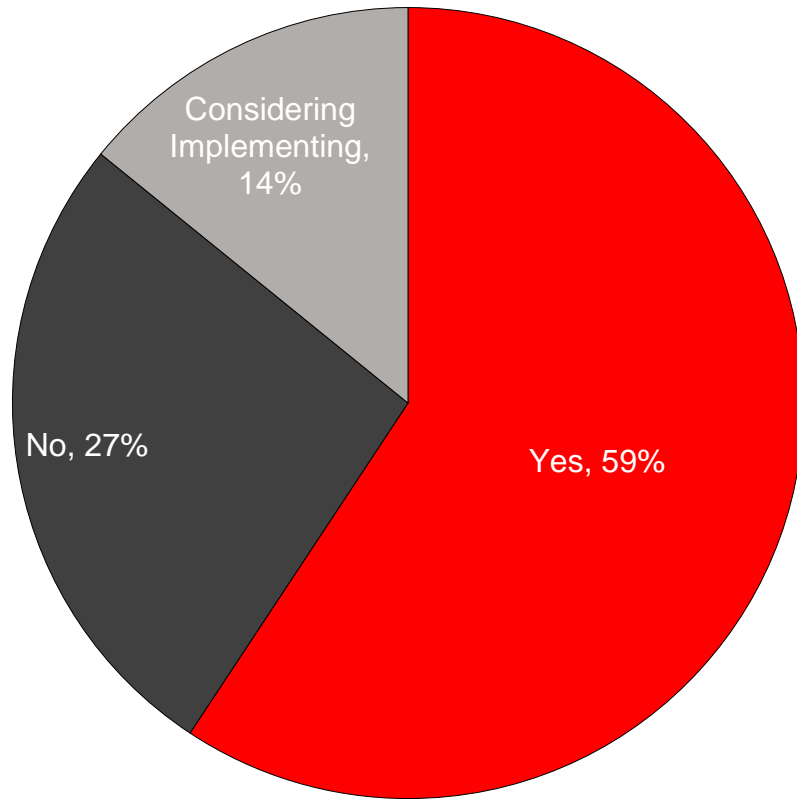
## Comments:

- Primarily addressed and promoted on the company intranet site
- Self described as an MBE
- In progress hope to launch in Q1 2022. Just completed a DEI communication framework.
- External: right now, only through company mission-vision statement and Code of Conduct, which is posted on website. Considering adding page. Also looking to do much more on social media. Internal: adding/expanding pages on intranet.

# Leadership and Corporate Strategy

Which of the following DE&I Leadership and Corporate Strategy programs and initiatives does your company utilize...

DE&I mission/vision statement



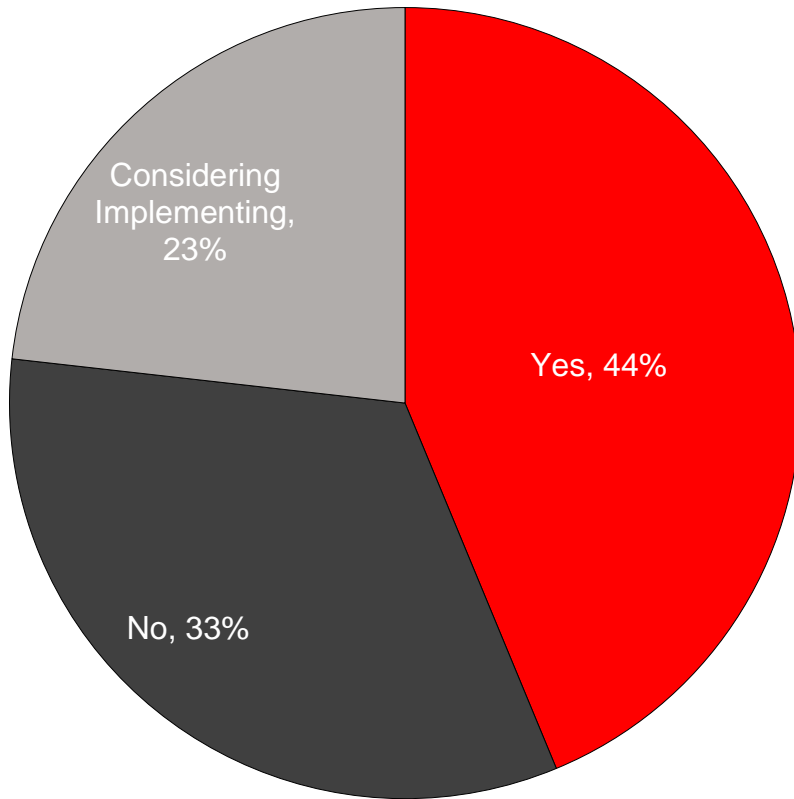
Comments:

- Posters in locations & on corp. web page

# Leadership and Corporate Strategy

Which of the following DE&I Leadership and Corporate Strategy programs and initiatives does your company utilize...

## DE&I employee engagement survey



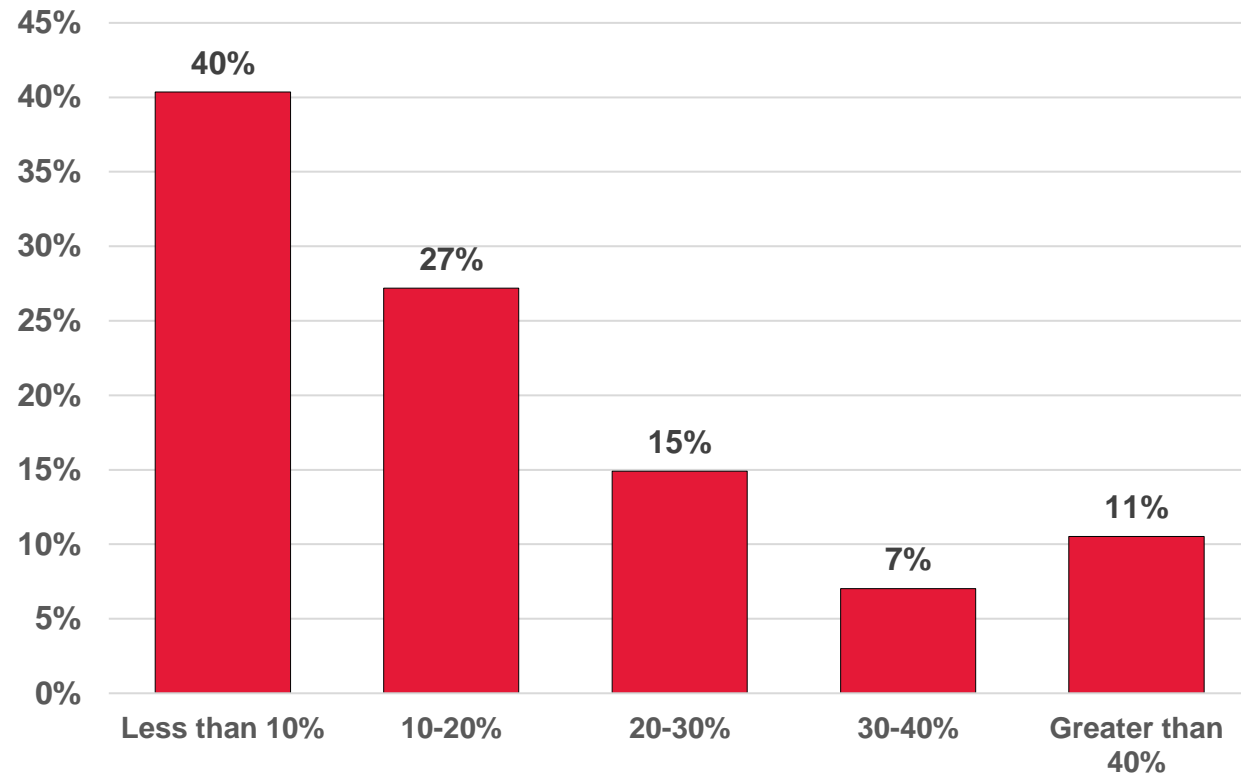
## Comments:

- DE&I elements included in our engagement survey topics.
- It's built into our overall associate survey.
- Part of company's culture survey; not a stand-alone but it is the portion that has the most focus.
- Will start Q4 of 2021
- We ask questions in our employee survey on DEI, look at the data by diversity, and we are implementing employee belonging index pulse surveys starting in 2022.
- Completed spring of this year

# Leadership and Corporate Strategy

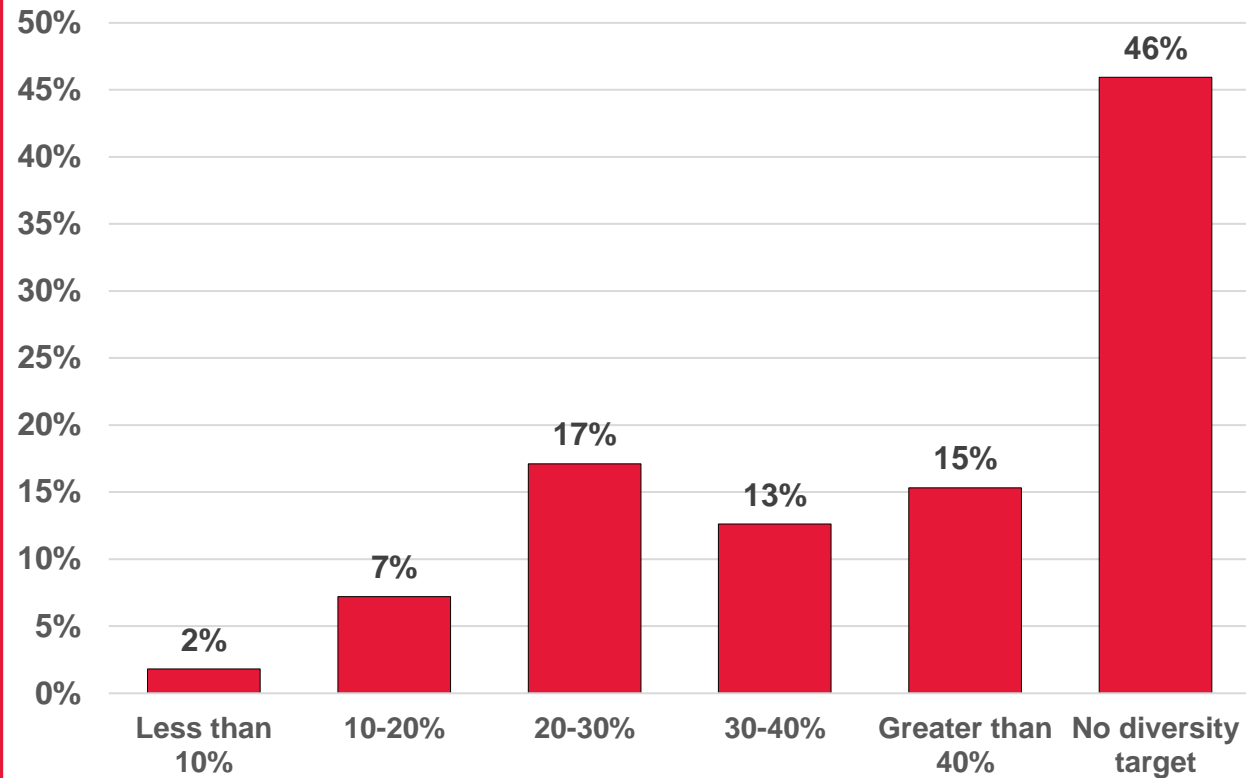
What percentage of your executive leadership team is diverse?

Wtd. Avg.\* = 17%



What is your target diversity percentage for your leadership team?

Wtd. Avg.\*\* = 31%

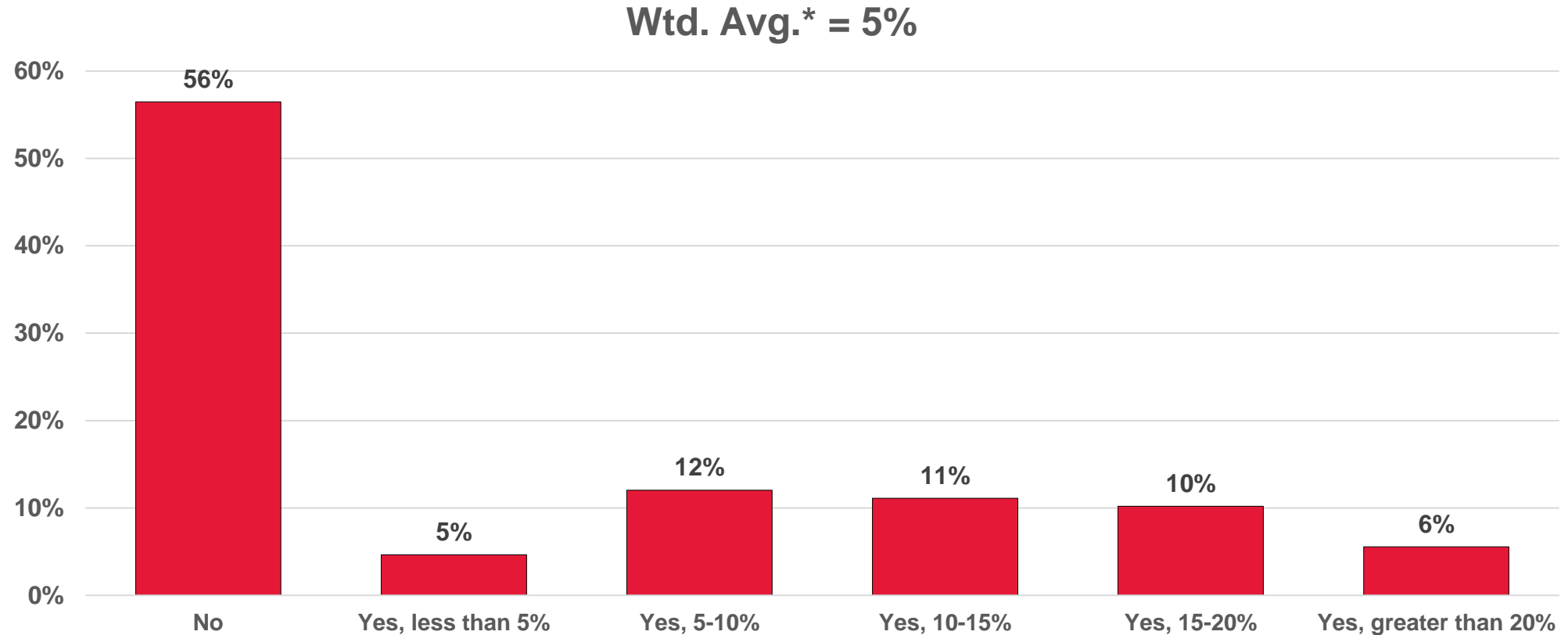


\* Assumes mid-point of each range, >40% = 45%

\*\* Assumes mid-point of each range, >40% = 45%, excludes "No target" responses

# Leadership and Corporate Strategy

Does your company set annual targets for corporate purchases from third-party certified diverse suppliers?



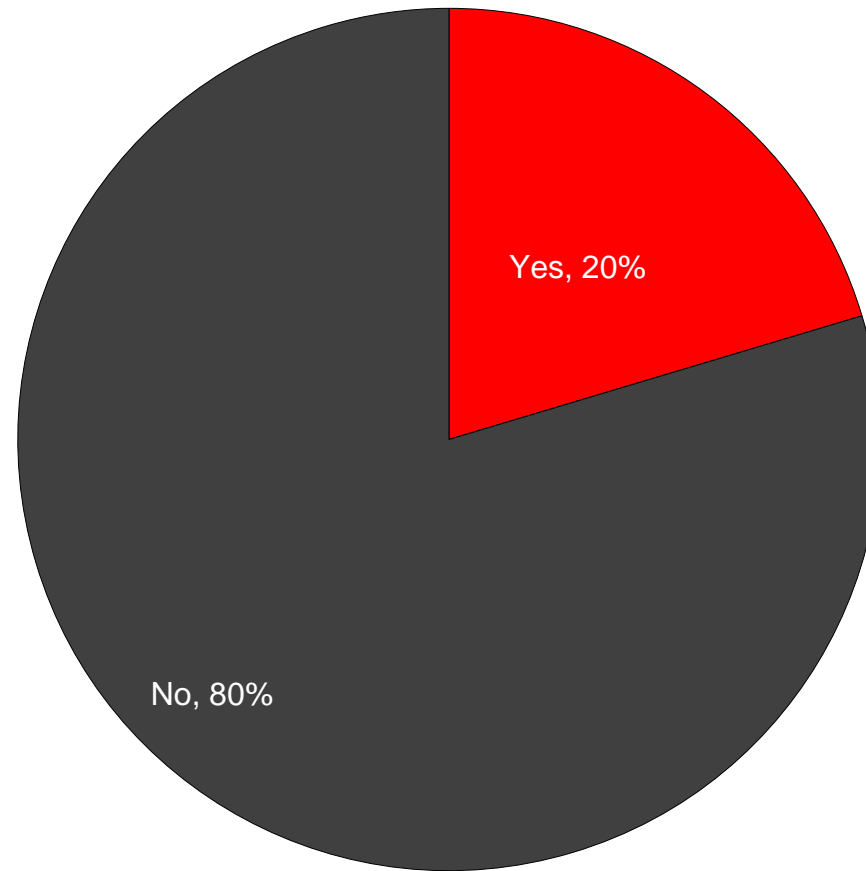
\* Assumes mid-point of each range, >20% = 22.5%



# Leadership and Corporate Strategy

Is your company part of CEO Action for Diversity and Inclusion?

CEO Action for Diversity & Inclusion is the largest CEO-driven business commitment to advance D&I in the workplace.  
([www.ceoaction.com](http://www.ceoaction.com))



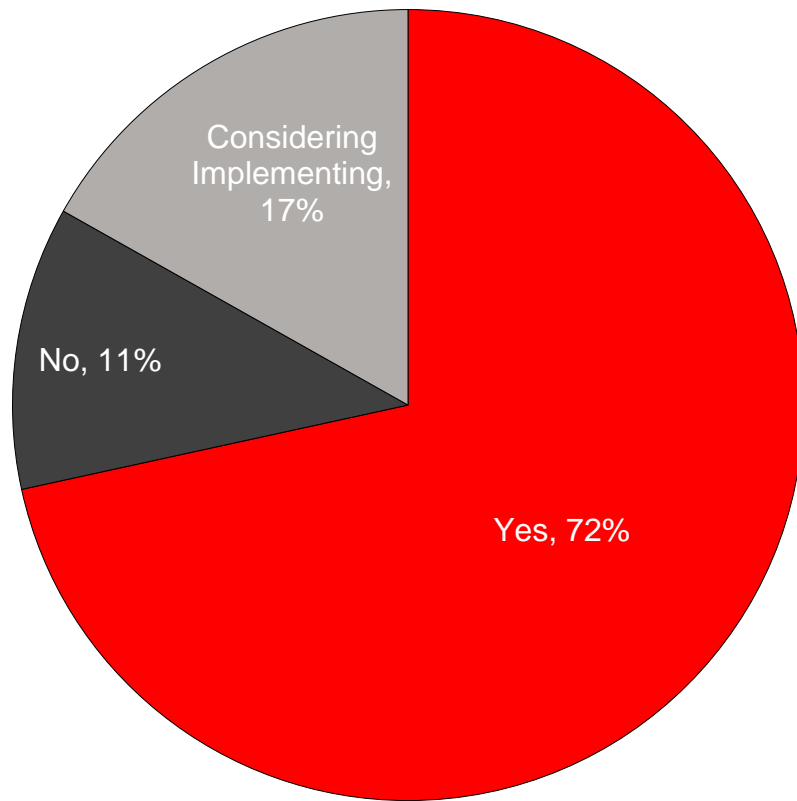


**STAFF AND RECRUITING**

# Staff and Recruiting

Which of the following staff and recruitment programs and initiatives does your company utilize...

Monitor and strive to include diversity amongst salary employees



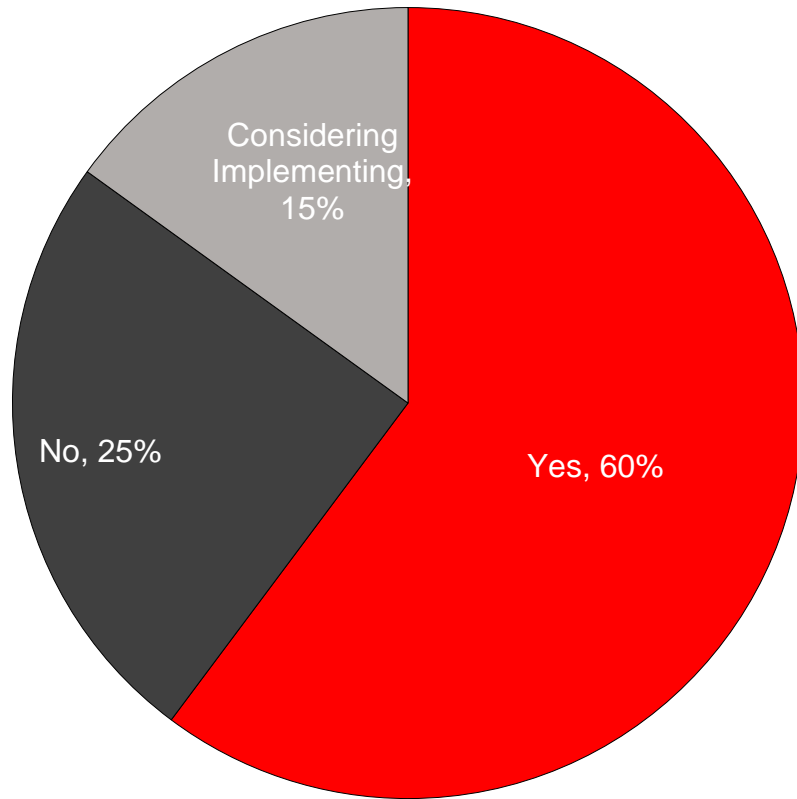
Comments:

- Talent pool is limited
- Tracking hiring of women as a percentage of our total hires as well as % of women at each level.
- In the process of developing programs and initiatives
- Monitor on DEI Dashboard
- Will implement in 2022
- Just implementing
- Small company employee base - easy to track employee diversity
- Looking to ensure selection panels include diverse members
- Resource groups
- Monitor, but not necessarily strive

# Staff and Recruiting

Which of the following staff and recruitment programs and initiatives does your company utilize...

Monitor and strive to include diversity amongst hourly employees



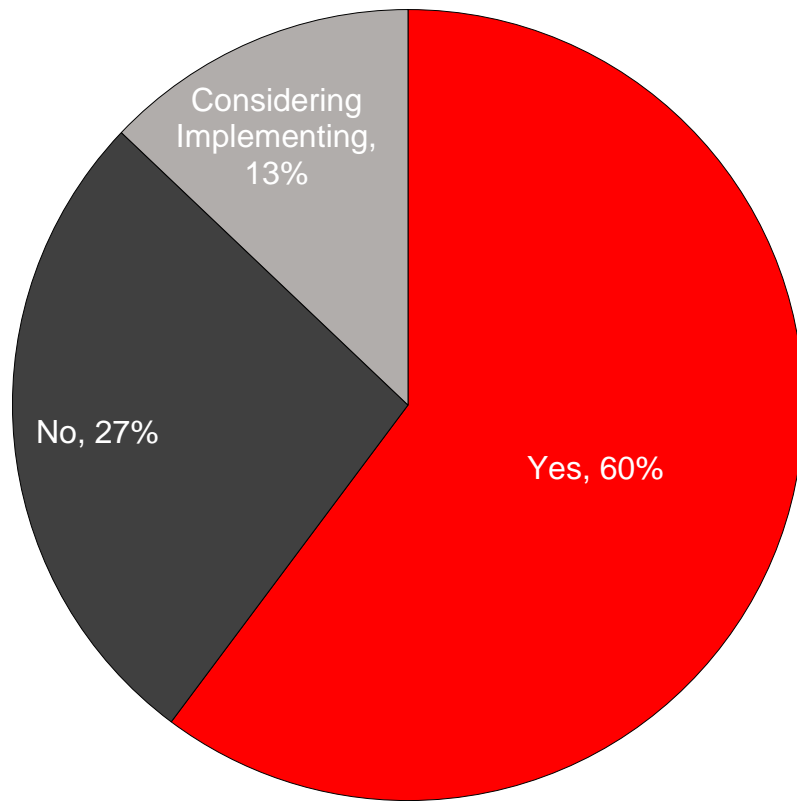
Comments:

- In the process of developing programs and initiatives
- Monitor on DEI Dashboard
- Just implementing
- Small company employee base - easy to track employee diversity
- Hire whoever will come to work
- Monitor, but not necessarily strive

# Staff and Recruiting

Which of the following staff and recruitment programs and initiatives does your company utilize...

Track employee turnover by employee demographics



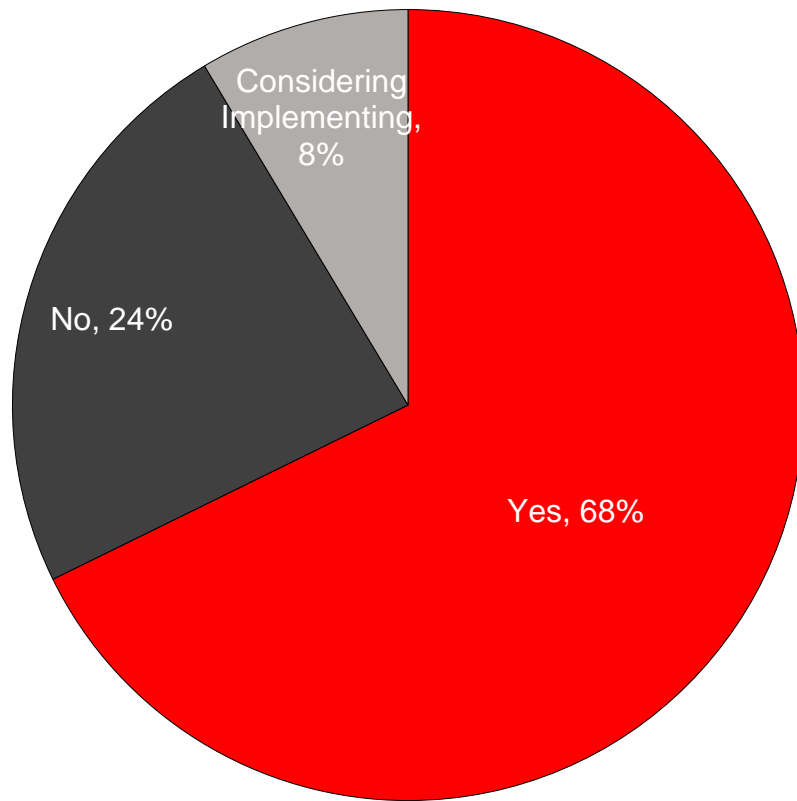
Comments:

- Monitor on DEI Dashboard
- Very small turnover at the company, making it easy to track by demographics.
- Special mentoring to retain diverse employees.

# Staff and Recruiting

Which of the following staff and recruitment programs and initiatives does your company utilize...

Staff member(s) with responsibilities related to DE&I



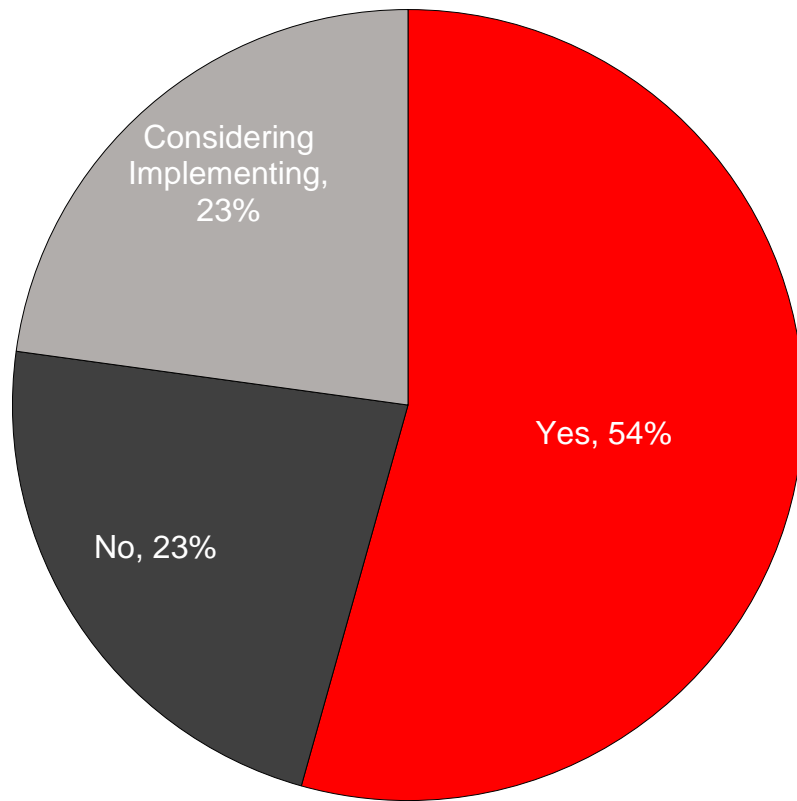
Comments:

- At corporate level and locally focused on Diverse purchasing spend.
- Staff members are apart of diversity council
- DEI Officer; DEI Ambassadors, BRGs
- Not a dedicated DE&I associate(s)
- Not full-time job
- Not solely dedicated.
- Chief Diversity Officer is a member of management committee
- In beginning stages of development

# Staff and Recruiting

Which of the following staff and recruitment programs and initiatives does your company utilize...

Programs to increase recruitment, retention, and promotion of a diverse staff



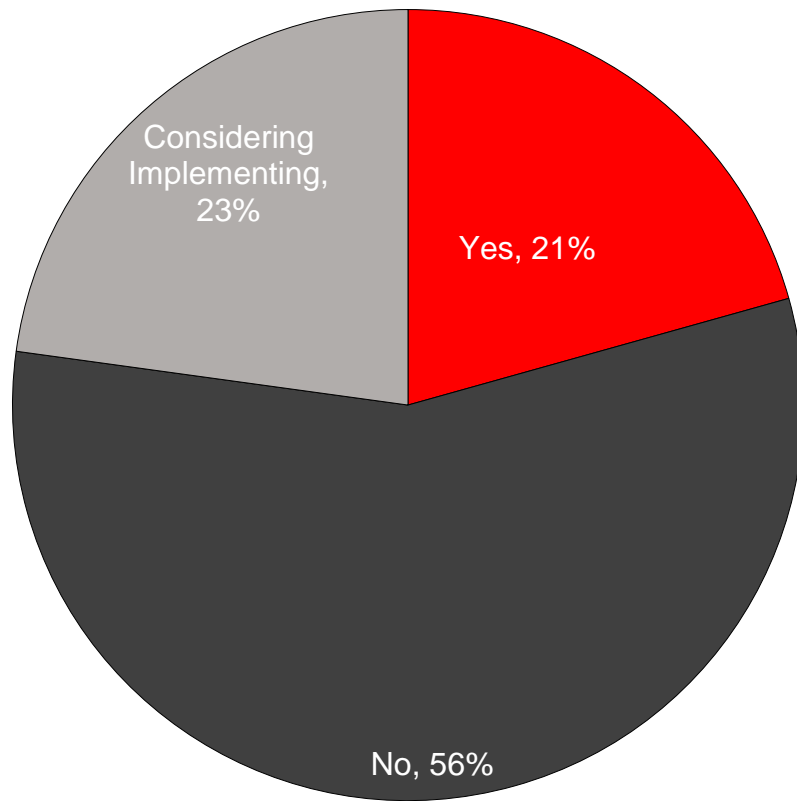
Comments:

- Program to recognize and promote women within the executive levels of the company.
- Redesigned our Talent Acquisition Process
- Diverse recruiting: SWE, NSBE, SHPE
- Internships

# Staff and Recruiting

Which of the following staff and recruitment programs and initiatives does your company utilize...

Recruitment strategy for target candidates that attended Historical Black Colleges Universities (HBCUs)



Comments:

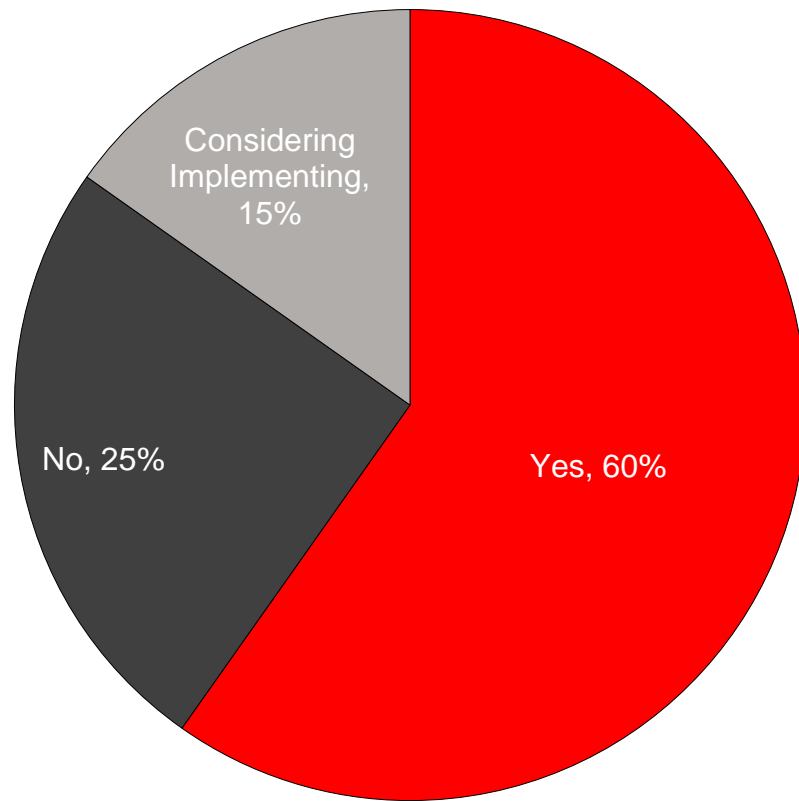
- In our plans for 2022
- We have talked about it, a lot. Looking into this but still some resistance from recruiting team due to lack of HBCUs in MI - pretty narrow-minded approach if you ask me.



# Staff and Recruiting

Which of the following staff and recruitment programs and initiatives does your company utilize...

Recruit from diverse job boards



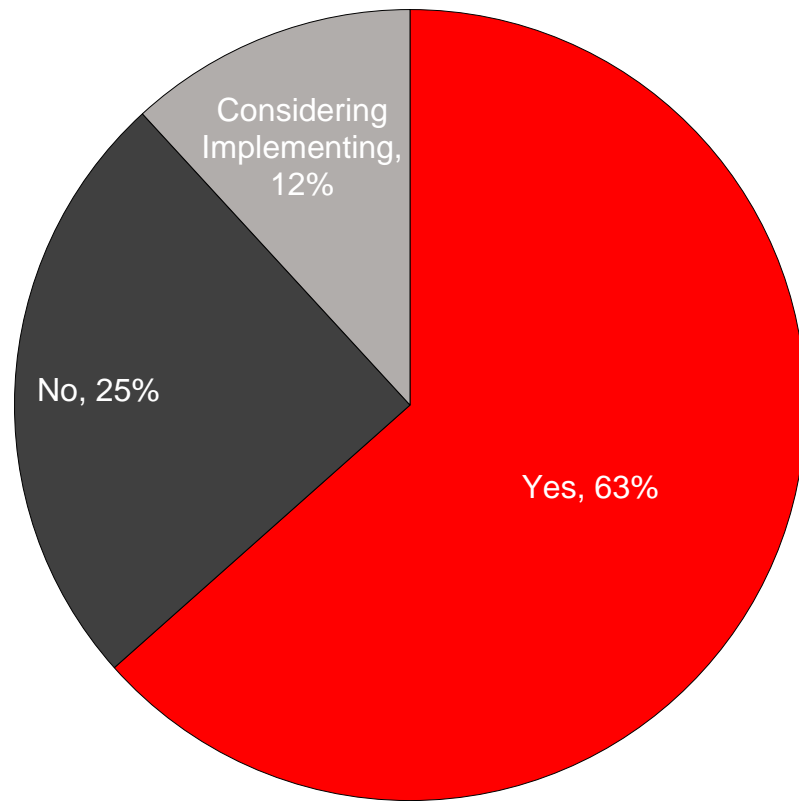
Comments:

- LGBTQ and Black candidate focuses

# Staff and Recruiting

Which of the following staff and recruitment programs and initiatives does your company utilize...

Leadership development programs for high potential staff



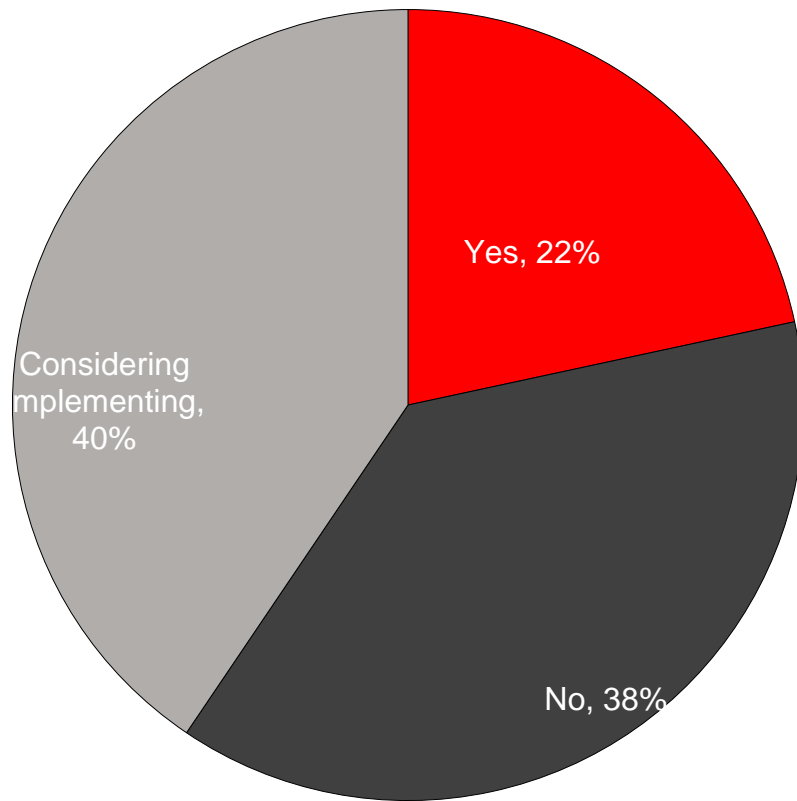
Comments:

- Corporate sponsored leadership training opportunities.
- In the process of developing
- Not specifically for minorities.
- Only succession planning

# Staff and Recruiting

Which of the following staff and recruitment programs and initiatives does your company utilize...

Leadership performance goals related to DE&I activities



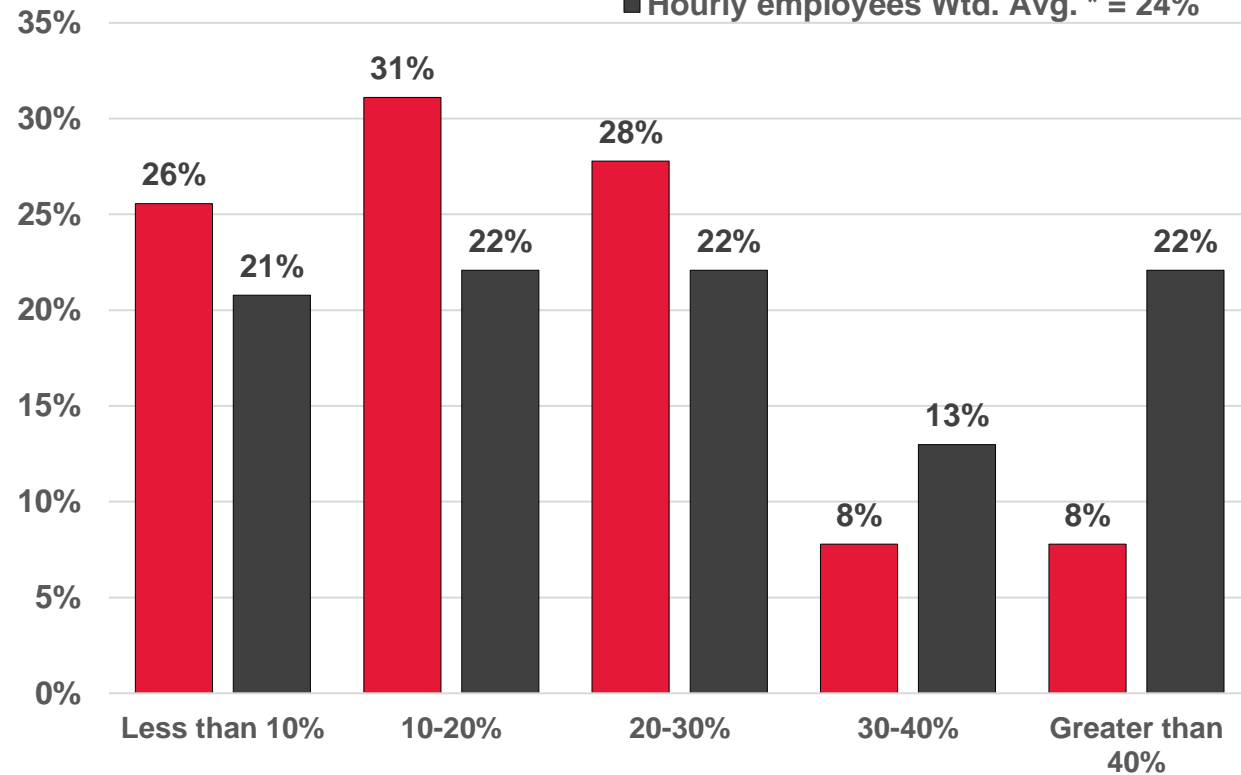
Comments:

- In the process of developing
- This is a future state goal set for 2023
- In our plans for 2022
- For senior leaders, not for all leaders - working up to all employees.

# Staff and Recruiting

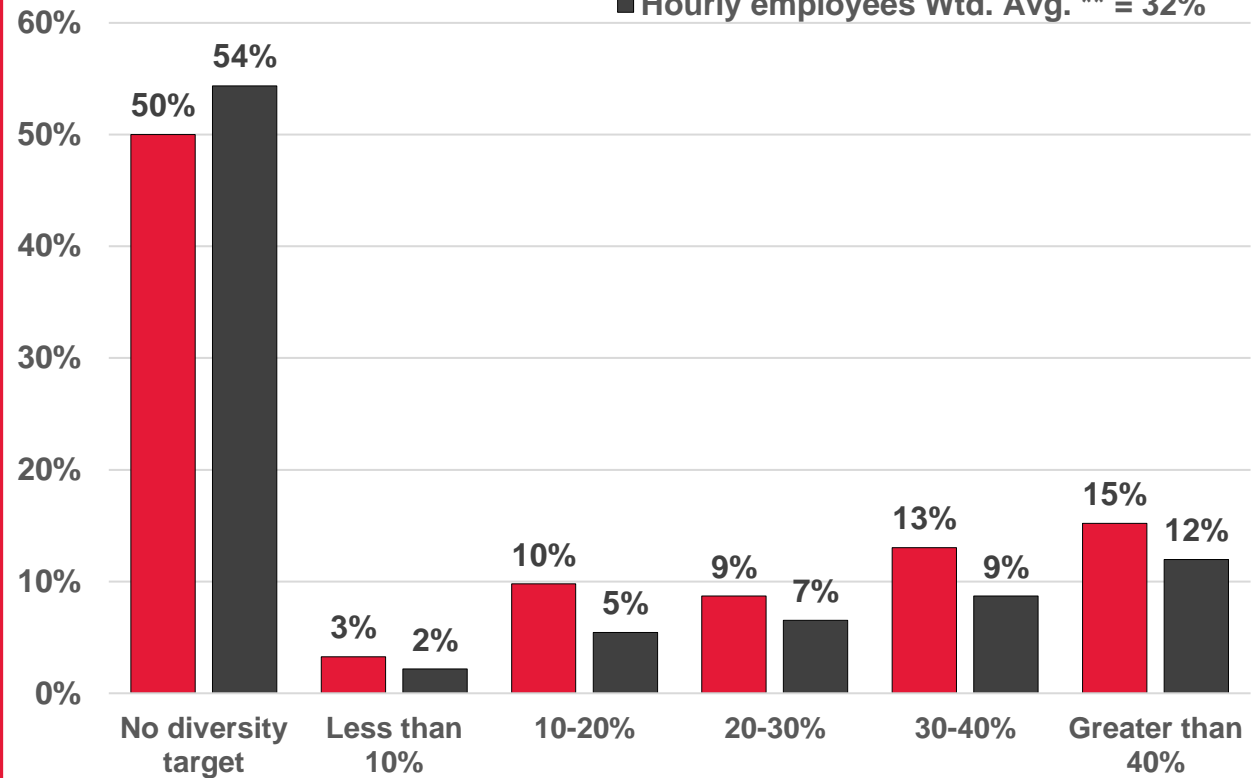
What percentage of your high potential staff is diverse?

■ Salary employees Wtd. Avg. \* = 19%  
 ■ Hourly employees Wtd. Avg. \* = 24%



What is your target diversity percentage for your leadership team?

■ Salary employees Wtd. Avg. \*\* = 30%  
 ■ Hourly employees Wtd. Avg. \*\* = 32%

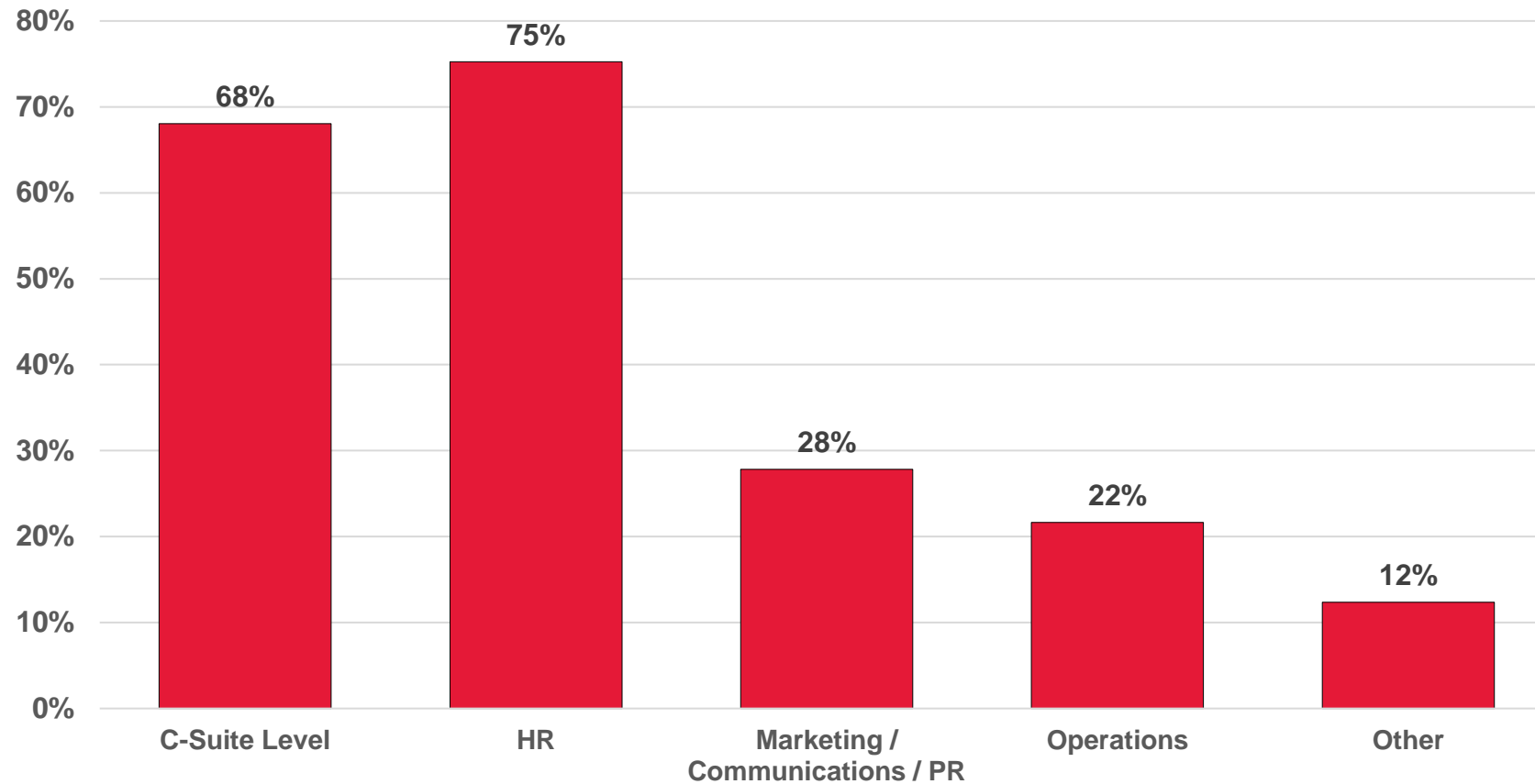


\* Assumes mid-point of each range, >40% = 45%

\*\* Assumes mid-point of each range, >40% = 45%, excludes "No target" responses

# Staff and Recruiting

Which internal stakeholders drive DE&I in your organization?



**Other:**

- Chief Diversity Officer
- ERG leads
- Board of Directors
- VP NAPIC
- Global Council
- Legal
- Engineering
- DEI Organizational Leader
- Everyone - It's just part of our culture without making it a headline just because it's currently in the headlines. We just always have followed fair labor hiring practices and diversity and inclusion is just part of that. No need to make it a special focus when it's already understood as part of our culture.
- Continuous Improvement
- We live it within our culture.
- None; the company is too small at this point.

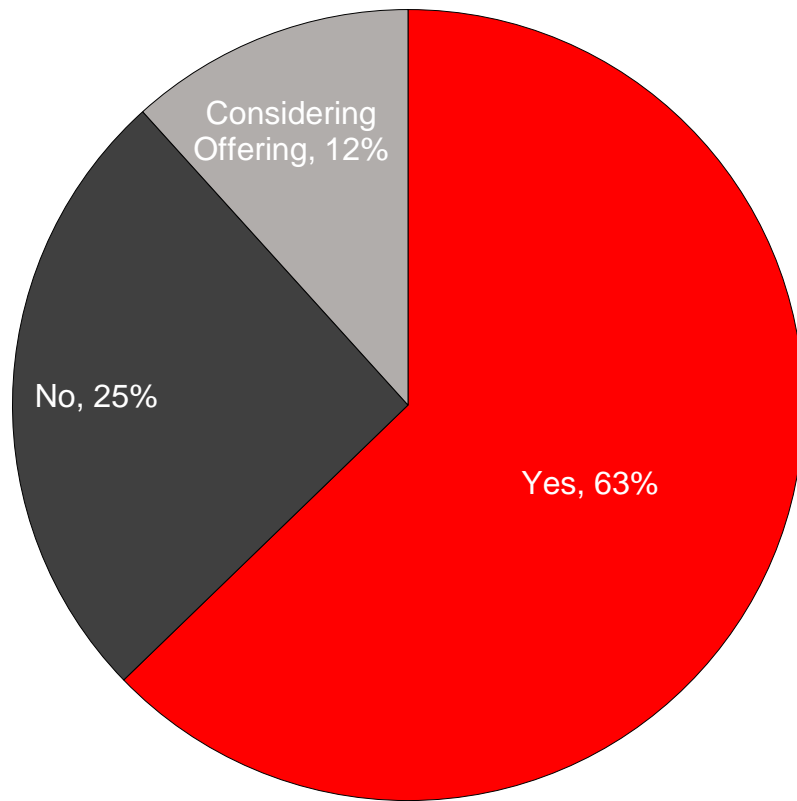


**RESOURCES AND OPPORTUNITIES**

# Resources and Opportunities

Which of the following employee resources and opportunities does your company offer...

Celebrating or recognizing cultural or religious diversity



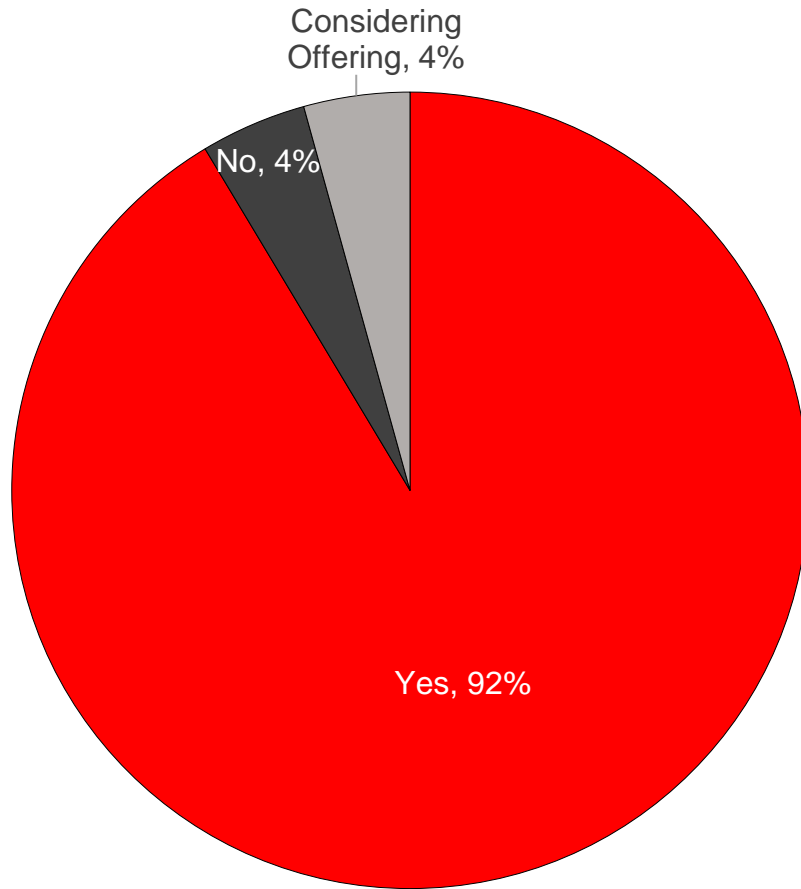
Comments:

- In the process of developing programs and initiatives
- Adding a floating holiday to support this.
- Looking to start with a women's ERG; we do communications around various events (e.g. anniversary of Global Women's Day, George Floyd murder, Hispanic Heritage Month, Global Diversity Month)
- Some Mexico and Hindu holidays
- Numerous affinity groups
- We respect cultural diversity

# Resources and Opportunities

Which of the following employee resources and opportunities does your company offer...

## Flexible work environment



## Comments:

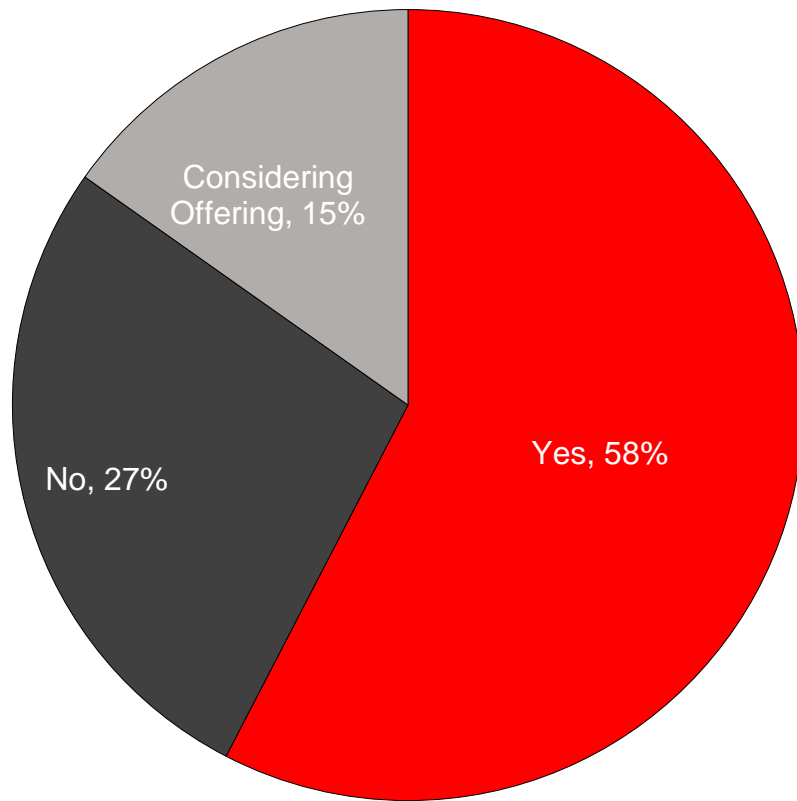
- Launching flexible work policy for hybrid model.
- Hybrid work schedule
- Hybrid Covid model



# Resources and Opportunities

Which of the following employee resources and opportunities does your company offer...

DE&I Committee or employee resource group



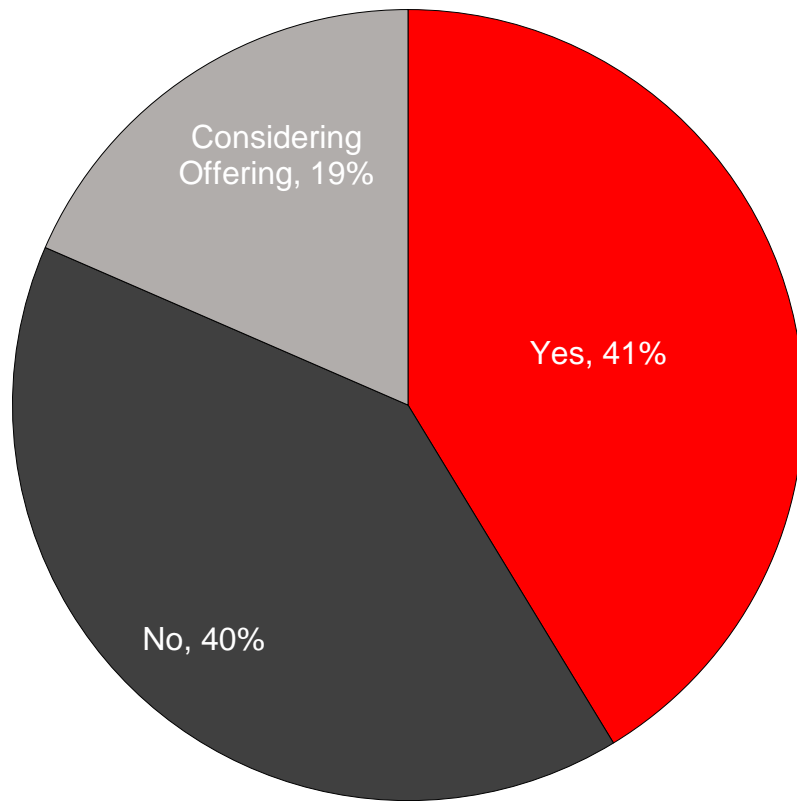
Comments:

- Implementing in 2022
- Affinity groups
- It's called HR

# Resources and Opportunities

Which of the following employee resources and opportunities does your company offer...

## Employee volunteer programs for DE&I



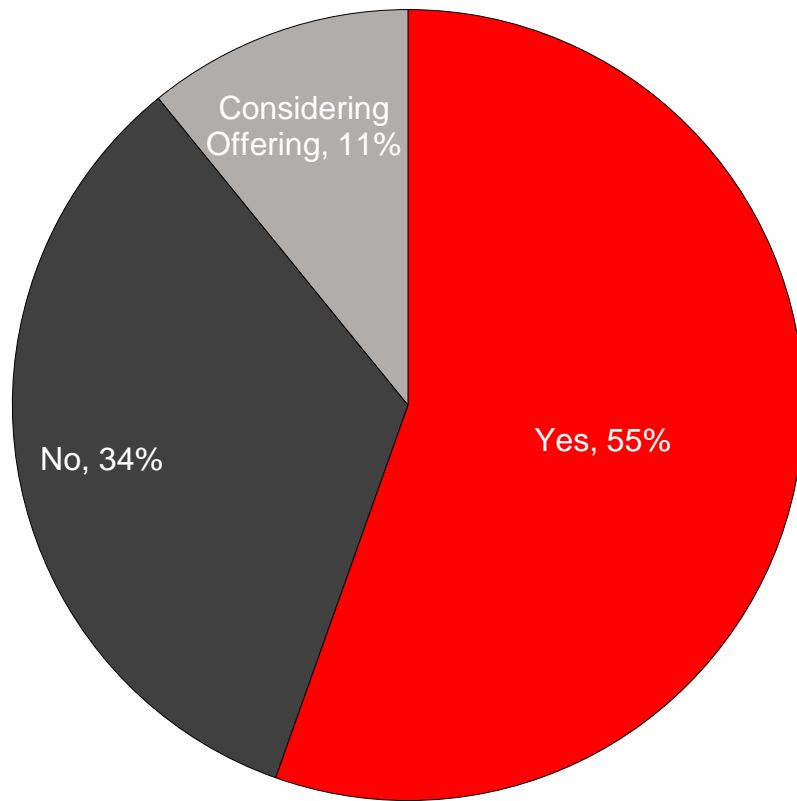
## Comments:

- Implementing in 2022
- In the works. Will launch in 2022.
- We offer volunteer programs, but it is not yet linked to DEI specifically. This is something we are looking at in 2022

# Resources and Opportunities

Which of the following employee resources and opportunities does your company offer...

## Employee resource groups (ERGs)



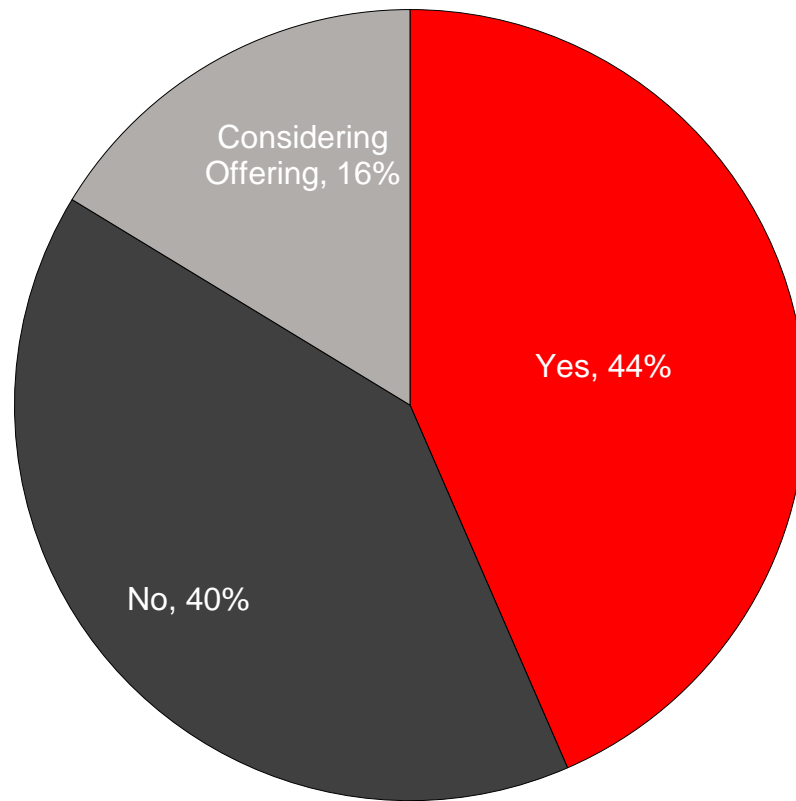
## Comments:

- To date, only a women's resource group.
- Implementing in 2022
- Looking to start with a women's ERG
- This is something we are focused on building enterprise wide vs. locally driven
- Outsourced
- C.O.R.E is an internal projects group positioned as a resource for employees to use in order to implement their ideas.

# Resources and Opportunities

Which of the following employee resources and opportunities does your company offer...

## Employee resource groups with executive sponsors



## Comments:

- Implementing in 2022
- Looking to start with a women's ERG
- We are at the beginning stages and only have 1 global ERG with an executive sponsor at the point.

# Resources and Opportunities

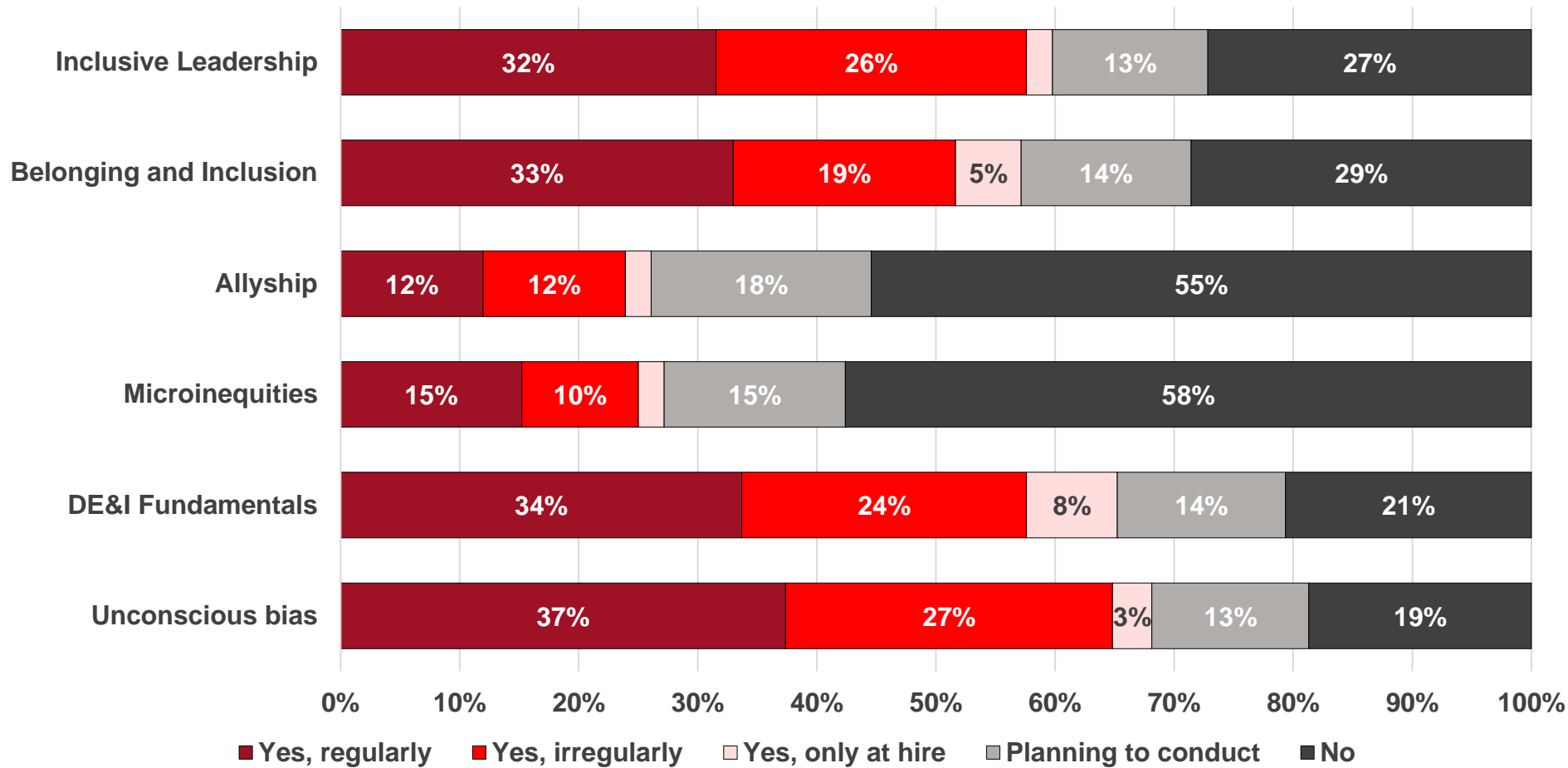
## How do your company's ERGs communicate internally and collaborate with one another?

- ERG leadership meetings every 2 months.
  - We do not have ERGs
  - Through Microsoft Teams and email correspondence
  - We call them BRGs Business Resource Group, and the Chief Diversity Officer coordinates the collaboration of BRGs. We use an internal communications intranet site.
  - They have communicated virtually for the most part and have in person events limited due to COVID. Communication is done via all of our corporate communication channels.
  - Due to COVID what was monthly lunches have turned into virtual lunches and gatherings.
  - In the planning stage at this point.
  - We have a D&I Oversight Comm that monitors the activities of the 3 action groups (diversity, inclusion and vibrant marketplace). These groups report out monthly on their projects and activities to all the groups and the oversight comm.
  - SharePoint site, TEAMS calls
  - Monthly roundtable meetings with BRG representatives throughout US
  - We have a global diversity ERG meeting every other month to share best practices.
  - Just starting. Use of WebEx primarily at this point.
- Via DEI Council, DEI Advisory Board
  - Regular Lunch and Learns Social Collaboration via internal platform
  - We have DEI Councils and a small sub-set of ERGs. At this point, they are not collaborating across business units with each other except to learn best practices on how to launch. Inside business units, they meet at least quarterly to advance DEI objectives.
  - Good question
  - Teams
  - Face to face where available and on Teams Groups
  - Regular meetings, written and brown halls, etc.
  - Intranet, executive report outs across groups, newsletters, personal stories
  - Scheduled meeting cadence
  - ERGs communicate internally using a MS Team and posting articles in our intranet
  - No formal structure for this - HR coordinates formal programs
  - Specific email addresses for groups



# Resources and Opportunities

Does your company conduct training for any of the following topics?



**Other:**

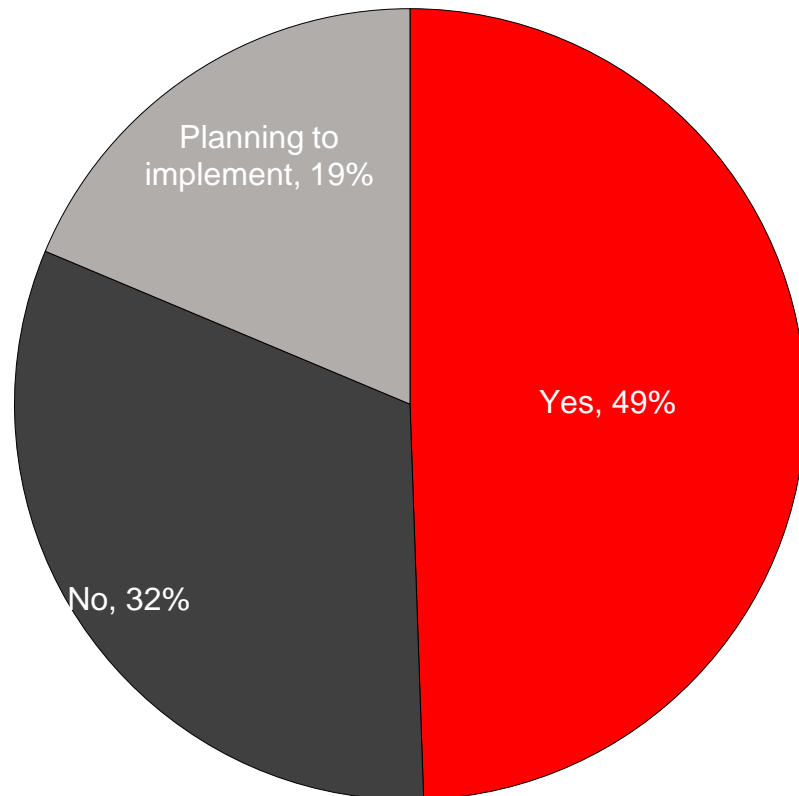
- Difficult Conversations (Planning to conduct)
- Inclusive Recruiting (Planning to conduct)
- Women's Leadership (Regularly)



# Resources and Opportunities

Studies have shown that providing a comprehensive remote work policy helps organizations attract top talent from other locations you wouldn't otherwise reach...

Does your company offer a comprehensive remote work policy



Comments:

- Hybrid model encouraging 2 days remote work / week.
- Remote in the sense you can work from home regularly/hybrid model. We have not fully embraced a work from anywhere or any state model at this time. This is case by case.
- 100% flexible schedule as long as the job allows
- Employees in administrative functions (fin., purch., engr., etc.) are required to be in the office a minimum of 2 days per week and have given the necessary tools to insure this is possible.
- But not implemented without implications to career growth
- Our Company maintained a remote work policy before the pandemic began, as we had enabled such work from home for several years before the pandemic.
- For HQ only, not applicable to plant locations
- One office only at this time - looking to expand
- Not sure on what you mean by "comprehensive" but we do offer a flexible / agile work policy that includes remote work options.
- Yes, but not comprehensive
- Hybrid when COVID over- three days two remote
- The studies are a joke. People working remotely do not have tenure. That is a fact. There is no cultural experience, thus less loyalty also.
- As a manufacturing business we don't treat people differently just because their job could be done remotely. Our hourly team members must be here ever day or product doesn't get made, revenue isn't generated, and salaries don't get paid. So why would we allow one person to work from home when the people who make the products we sell cannot. We are very strict on treating everyone equally, consistently, and fairly.
- It is being studied but not to implementation consideration.
- Working to implement an agile hybrid working environment.



**DE&I WINS AND THE FUTURE**



# DE&I Wins and the Future

## What was your biggest DE&I win over the past year?



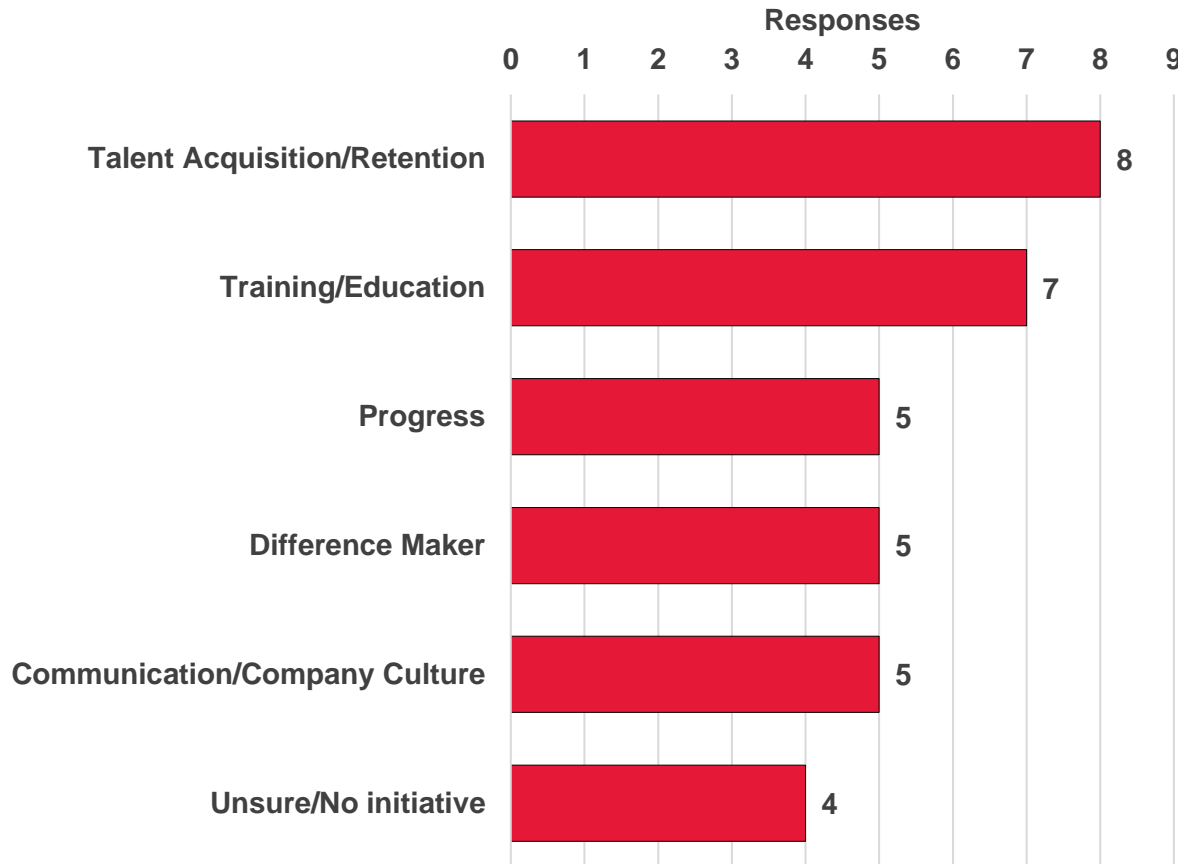
## Comments Selected:

- In 2021 we published our D&I Policy, D&I Corporate Statement and Commitment, Defined a D&I Journey for the next 5 years and conducted global trainings on D&I, Unconscious Bias and Leadership D&I Training in 15 countries, in 11 different languages. We have also developed our first D&I Dashboard, including demographics, talent processes as hiring, performance, succession and compensation and key external and internal KPIs
- Executive level set accomplished. ERG's running and making an impact. Coveted executive leadership position to be filled with a person of color.
- Designing, installing, and enabling the following: DEI in Talent Acquisition DEI Roadmap DEI Leadership Guide DEI Dashboard reaffirm leadership commitment and accountability
- Launched our DE&I strategy and committee
- Substantially improved awareness and training around this topic. 100% of Salaried employees have had over 24 hours of awareness training. Started in the 4th Quarter rollout of awareness training to the hourly workforce.
- Removing unconscious bias from the job descriptions, postings, and recruiting/hiring process as well as adding a comprehensive emerging leaders DE&I training.

[Link to Comments](#)

# DE&I Wins and the Future

How do you see your company playing a role in a Diverse, Equitable and Inclusive future?



## Comments Selected:

- Very prominently. Vision is to be World-Class, Make a Difference and be a Talent Magnet so this will adjust to the situations at hand from where we are located.
- Increased focus on hiring, retention, and promotion of diverse talent.
- By establishing a formal committee and DE&I strategy we will help set the bar for our industry and smaller supplier to follow. We are also going to be an active part developing the DE&I standards within our company.
- We aren't going to stop our efforts to educate our workforce on these important subject matters.
- We plan to keep taking steps to move forward both formally and informally through our global organization.
- Embedding DEI into all of our business strategies. Going beyond an HR activity that leadership supports, but something that everyone considers in our business decisions.
- I am positive that we are contributing to closing the gap among minorities in STEM careers.
- Modelling excellence and driving these discussions into other regions of the world

[Link to Comments](#)

# Appendix



**MEMA DE&I Barometer** is a survey of the top executives of MEMA regular member companies. MEMA DE&I Barometer measures the direction of the suppliers' twelve-month DE&I progress from MEMA's four divisions; AASA, HDMA, MERA, OESA. In addition, it provides a detailed overview of industry benchmarks, DE&I initiatives, and future guidance of the automotive supply base. [www.mema.org](http://www.mema.org)

**CADIA** was launched in 2017 with the idea that diverse talent had long been overlooked and undervalued in the automotive industry. CADIA set about to create avenues of success for people of all diversity dimensions in automotive by providing professional development opportunities.

In 2019, CADIA reinvented itself as a mission-driven, member-oriented organization to provide Diversity, Equity & Inclusion tools, networks, insights and practical advice to companies in the auto-mobility space. <https://www.automotivediversity.org/>

## Survey Methodology

- Data collected October 15 – November 9 via invitation to online survey.
- Executives of MEMA supplier companies.
- 97 complete survey responses were received.

The information and opinions contained in this report are for general information purposes. Comments are edited only for spelling and may contain grammatical errors due to their verbatim nature. Responses to this survey are confidential. Therefore, only aggregated results will be reported, and individual responses will not be released or shared.

### Antitrust Statement:

Respondents/participants should not contact competitors to discuss responses, or to discuss the issues dealt with in the survey. It is an absolute imperative to consult legal counsel about any contacts with competitors. All pricing and other terms of sale decisions and negotiating strategies should be handled on an individual company basis.

## Contacts

April Buford  
Senior Director, Communications, OESA  
248.430.5964  
[abuford@oesa.org](mailto:abuford@oesa.org)

Keiyania Mann  
Director, Councils, OESA  
248.430.5952  
[kmann@oesa.org](mailto:kmann@oesa.org)

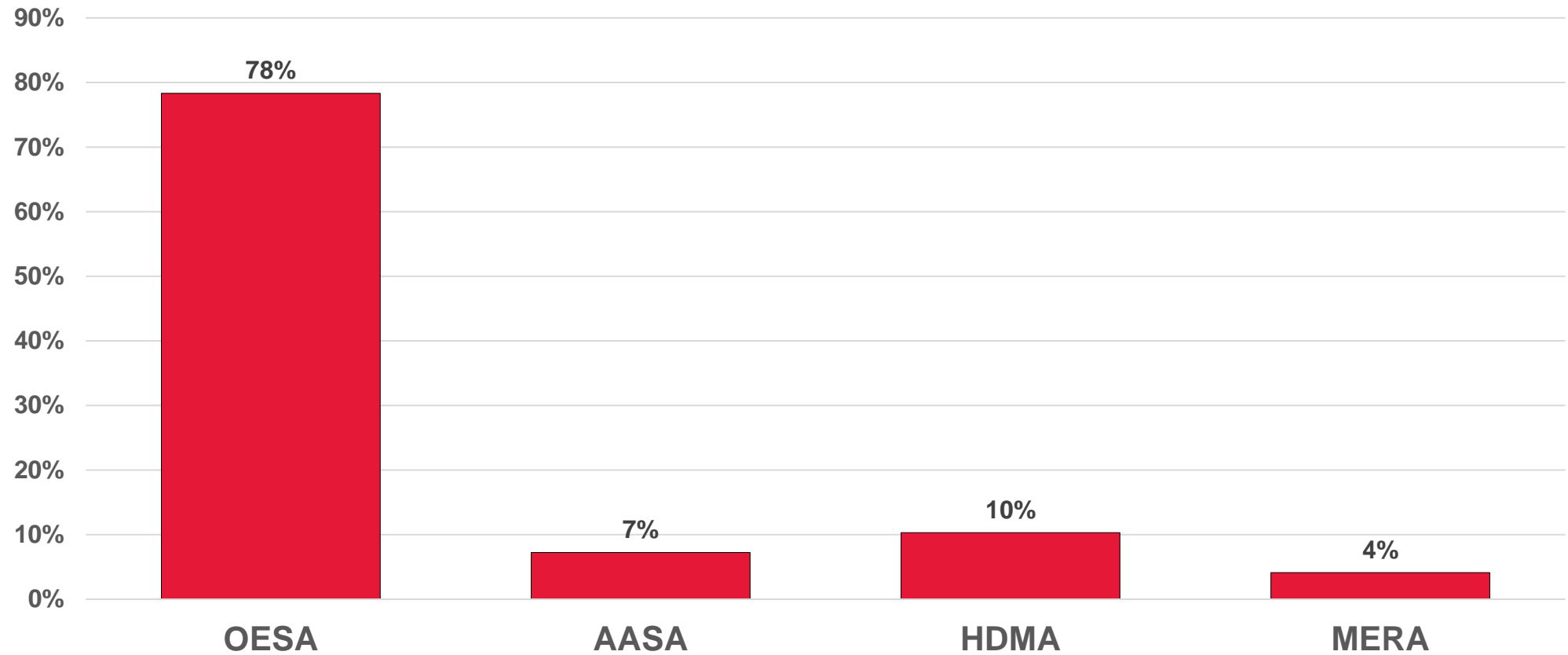
Cheryl Thompson  
Founder and CEO, CADIA  
734.716.9612  
[cheryl@automotivediversity.org](mailto:cheryl@automotivediversity.org)

Mike Jackson  
Executive Director, Strategy and Research, OESA  
248.430.5954  
[mjackson@oesa.org](mailto:mjackson@oesa.org)

Joe Zaciek  
Manager, Research and Industry Analysis OESA  
248.430.5960  
[jzaciek@oesa.org](mailto:jzaciek@oesa.org)

MEMA  
79 TW Alexander Drive  
4501 Research Commons, Suite 200  
Research Triangle Park, NC 27709

# Response Demographics



97 responses



# DE&I Wins and the Future

## What was your biggest DE&I win over the past year?

- Creating a global team to lead initiative
- In 2021 we published our D&I Policy, D&I Corporate Statement and Commitment, Defined a D&I Journey for the next 5 years and conducted global trainings on D&I, Unconscious Bias and Leadership D&I Training in 15 countries, in 11 different languages. We have also developed our first D&I Dashboard, including demographics, talent processes as hiring, performance, succession and compensation and key external and internal KPIs
- Hiring a diversity lead and developing our DEI strategy
- Designing, installing, and enabling the following: DEI in Talent Acquisition DEI Roadmap DEI Leadership Guide DEI Dashboard reaffirm leadership commitment and accountability
- Executive level set accomplished ERG's running and making an impact Coveted executive leadership position to be filled with a person of color
- Substantially improved awareness and training around this topic. 100% of Salaried employees have had over 24 hours of awareness training. Started in the 4th Quarter rollout of awareness training to the hourly workforce.
- We joined Catalyst as a DE&I partner
- Removing unconscious bias from the job descriptions, postings, and recruiting/hiring process as well as adding a comprehensive emerging leaders DE&I training.
- Launched our DE&I strategy and committee
- Simply more exposure to the subject and its importance.
- Establishing our efforts formally by using a Third party to accelerate our efforts.
- Having the organization realize the true value that diversity and inclusion brings to a business. How the difference in thought and perspective offers new avenues of improvement and opportunity for the business as a whole and seeing the opportunities these bring for every individual.
- Establishing a mission statement, D&I logo, SharePoint site, establishing BRGs
- Active BRG membership and growing collaboration with site-to-site BRG charters
- Hiring another diverse manager
- Zero turnover (quits) for any diverse employee within our Company, reflecting a very good track record of retaining talent.
- Floating holiday Day of Understanding events DEI Council structure Gaining a budget for DEI activities!!!!
- Activity of the Inclusion Advisory Council
- Executive recruitment to set the tone at the top; Launching our Global D&I Roundtable with highly diverse representatives; global training regarding unconscious bias.
- Moved from 20% C-suite diversity to +50% in last Q
- We established an Inclusion Advisory Council with representation from both genders, all regions, all races and all levels in the organization.
- That the company is willing to formally implement a DEI program.
- Tier 2 sourcing
- Displaying our DEI Ideology across the campus, Launching Unconscious Bias Workshop for all Hiring Managers, Spanish Manufacturing Lines, Tier 2 Supplier Diversity Spend Program
- Announcement of DEI Council to be implementing with an Executive sponsor.
- Commitment from leadership to support DEI that included 90% completion of Unconscious Bias training for all directors and above and a commitment to supporting racial equity initiatives.
- Educating employees on a variety of DE&I topics/subjects.
- Establish a dedicated team.
- Developing a DEI strategy and budget.
- First woman on our Board, moving minority woman up prod. engineer.
- Hired a Chief diversity officer with global responsibility
- Started worldwide education
- 55% diverse new hires
- None

# DE&I Wins and the Future

## What was your biggest DE&I win over the past year? (Continued)

- Set up committee
- Executive ownership and c suite leader identified,, strategy, mission, actions
- Recognition of the. Wed to establish a policy.
- Racial Justice and Equity pro bono practice group
- Education, awareness and frank conversations based on the learnings
- Really have implemented a dedicate DEI team with specific goals along with SR management sponsors. We've executed around the DEI plans that have come from this team.
- We hire the best person for the position regardless of race, color, creed, ethnic background or religious beliefs. We have a diverse staff that promoted fairness to all.
- The ability to create open forums to discuss sensitive I&D topics.
- Established an employee led DE&I council with executive leadership sponsorship. Global company wide visibility of the team, objectives, and roadmap.
- Hiring a corporate leader for DEI full time, versus high level leaders voluntarily driving the programs
- Not changing who we are already just because the media decided to finally talk about something we've always done naturally because its the right thing to do.
- Our biggest with this year with DE&I was getting the attention of the executive team on the corporate social responsibility to invest in such activities.
- Establishment of company wide cross function diversity advisory committee.
- We are recognized in our general area for openly supporting and hiring minority and LGBTQ teammates. This came to me informally, from our teammates.
- None
- Completing our survey & focus groups
- Women's Leadership Programs
- None, the company is too small for any of these topics to be applicable.
- Implementation of a remote work policy.



# DE&I Wins and the Future

## How do you see your company playing a role in a Diverse, Equitable and Inclusive future?

- We plan to keep taking steps to move forward both formally and informally through our global organization.
- Unsure
- None at this time due to foreign ownership and global management that is not interested in US based goals or policies.
- Very prominently. Vision is to be World-Class, Make a Difference and be a Talent Magnet so this will adjust to the situations at hand from where we are located.
- Increased focus on hiring, retention, and promotion of diverse talent.
- Embedding DEI into all of our business strategies. Going beyond an HR activity that leadership supports, but something that everyone considers in our business decisions.
- We aren't going to stop our efforts to educate our workforce on these important subject matters.
- Increased awareness and recruiting strategies.
- Constantly communicating and letting DEI issues be addressed.
- Numerous
- Doing OK but still a ways to go in the technical community
- Trying hard to make a difference
- We will help drive this and make it a core competency for all.
- Continue to implement programs and improve opportunities for diverse employees
- Huge opportunity
- Educating employees or families
- Continue to refine and improve in this area.
- We will address it no differently than in the past. These are new buzzwords for the "now" environment. We have always respected others and do not discriminate.
- I am positive that we are contributing to closing the gap among minorities in STEM careers.
- It needs to be a way of life and fully integrated into the culture.
- Modelling excellence and driving these discussions into other regions of the world
- By staying true to who we are and always have been as an equal opportunity employer.
- By establishing a formal committee and DE&I strategy we will help set the bar for our industry and smaller supplier to follow. We are also going to be an active part developing the DE&I standards within our company.
- Needs to become a greater focus especially at the highest levels of the company. Very little diversity at the top.
- Continue to live it day to day, as we work to solve both business and support personal issues and opportunities.
- Need to step up and making it a priority
- We will create a DEI strategy based on our specific organizational DEI challenges. We'll identify these challenges by assessing our current DEI state through organizational data, surveys and focused groups. Next, our Steering Committee will define a clear, purposeful DEI mission statement that is supported by key doctrines, and executed by tailored initiatives (e.g. inclusive leadership behavior training, implementing sponsorship programs, expanding campus recruitment to more diverse schools). All of which will be overseen by our governance model that includes three critical levels of responsibilities: setting strategy, designing and building out, and implementing to create better alignment with our business priorities. Lastly, we'll implement DEI across the organization with initiatives that support all aspects of the employee lifecycle.
- Starting with our Advisory Board and internal development programs
- The same as today, not a priority whatsoever.
- Continuous leadership training to promote hiring in accordance with DE&I standards.