

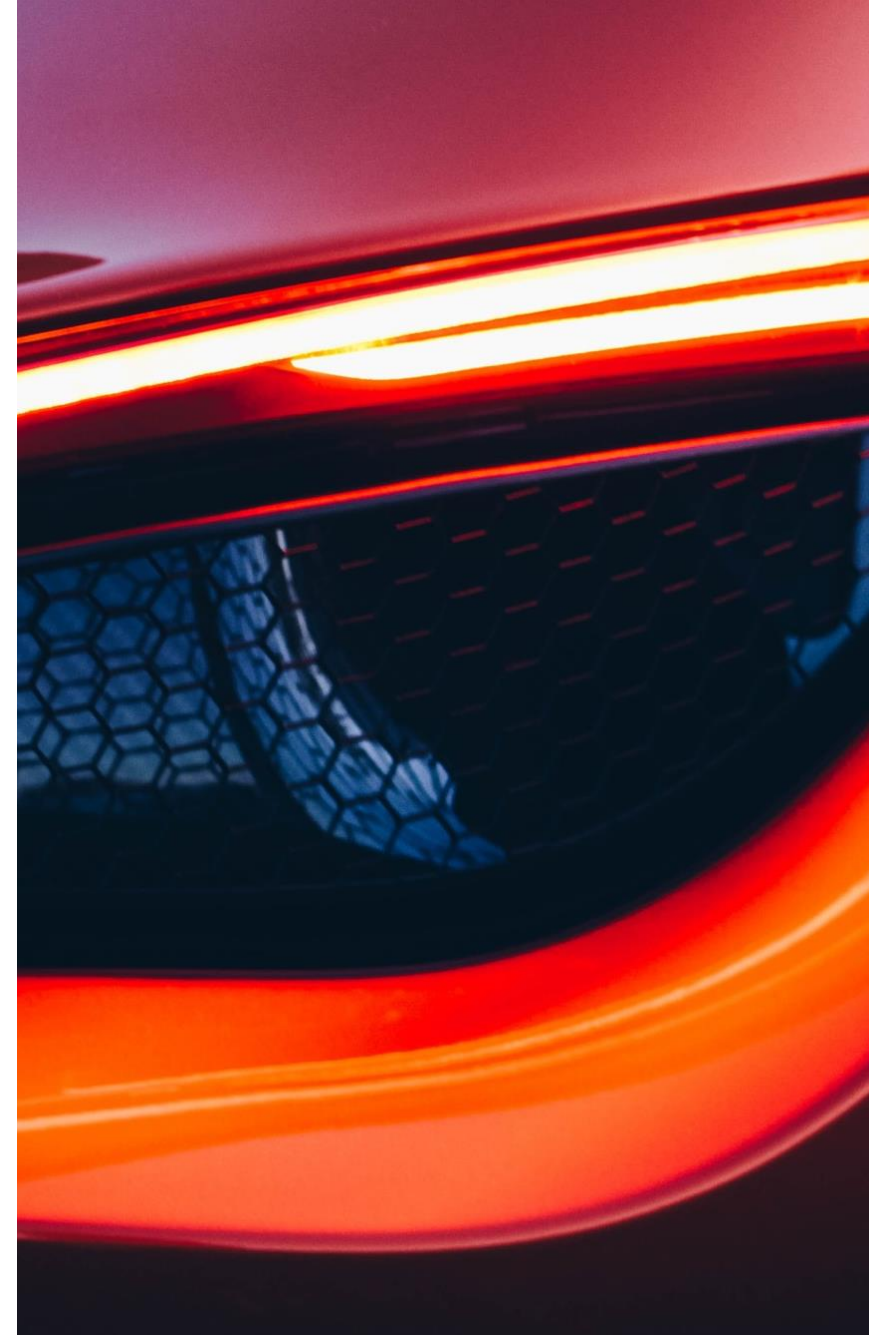
memca.

Original Equipment Suppliers



MEMA OE Suppliers 2023 Diversity, Equity and Inclusion Barometer

December 21, 2023



Executive Summary



**MEMA 2022 DEI Barometer:
82% 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 supply chain issues, tight labor conditions and UAW strikes. Leading firms remain eager to draw top talent supported by their DEI commitments.



Top categories ranking current performance of DE&I include *a Diverse Hourly Workforce, a company culture that embraces DE&I, and a Corporate DE&I 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 DE&I, 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. Firms continue to struggle with obtaining a diverse high potential staff and executive leadership, however, both extended last year's improvements into 2023.



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



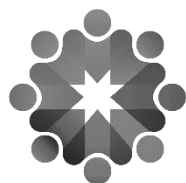
Nearly 70% of firms have employees with responsibilities for managing the DEI function within their organizations, with another 11% considering implementation.

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 (71%) 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 64% percent of respondents confirm their company monitors and strives to reflect diversity within their executive teams. For forty percent of suppliers, more than 20% of their executive teams are diverse. Some 71% of firms are actively working to include diversity among salaried employees.



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

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.

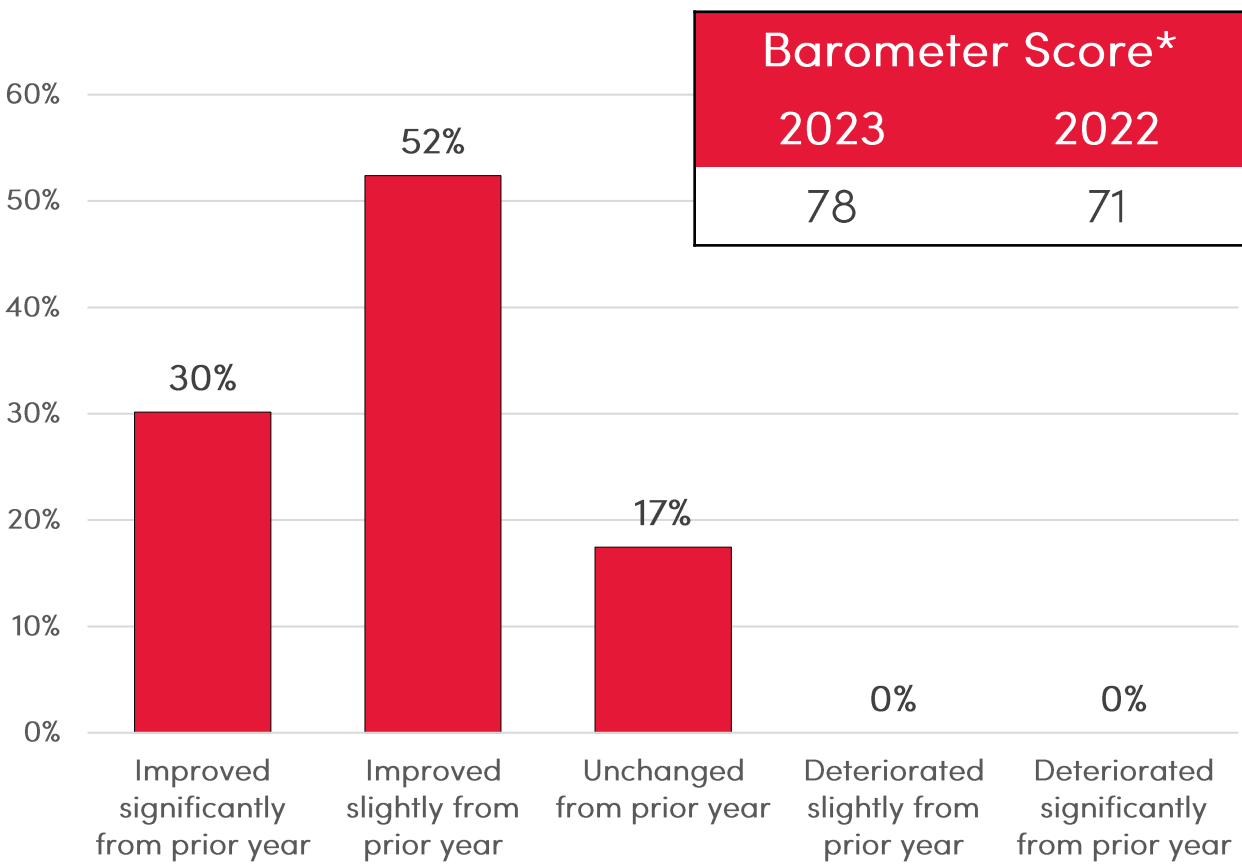
These wins range from executive commitments and accountability, diverse executives, creating company culture that embraces diversity and launching employee resource groups.



Leading supplier executives mentioned more mid to senior level manager engagement as the one thing that would help their companies move forward with their DE&I goals and commitments.

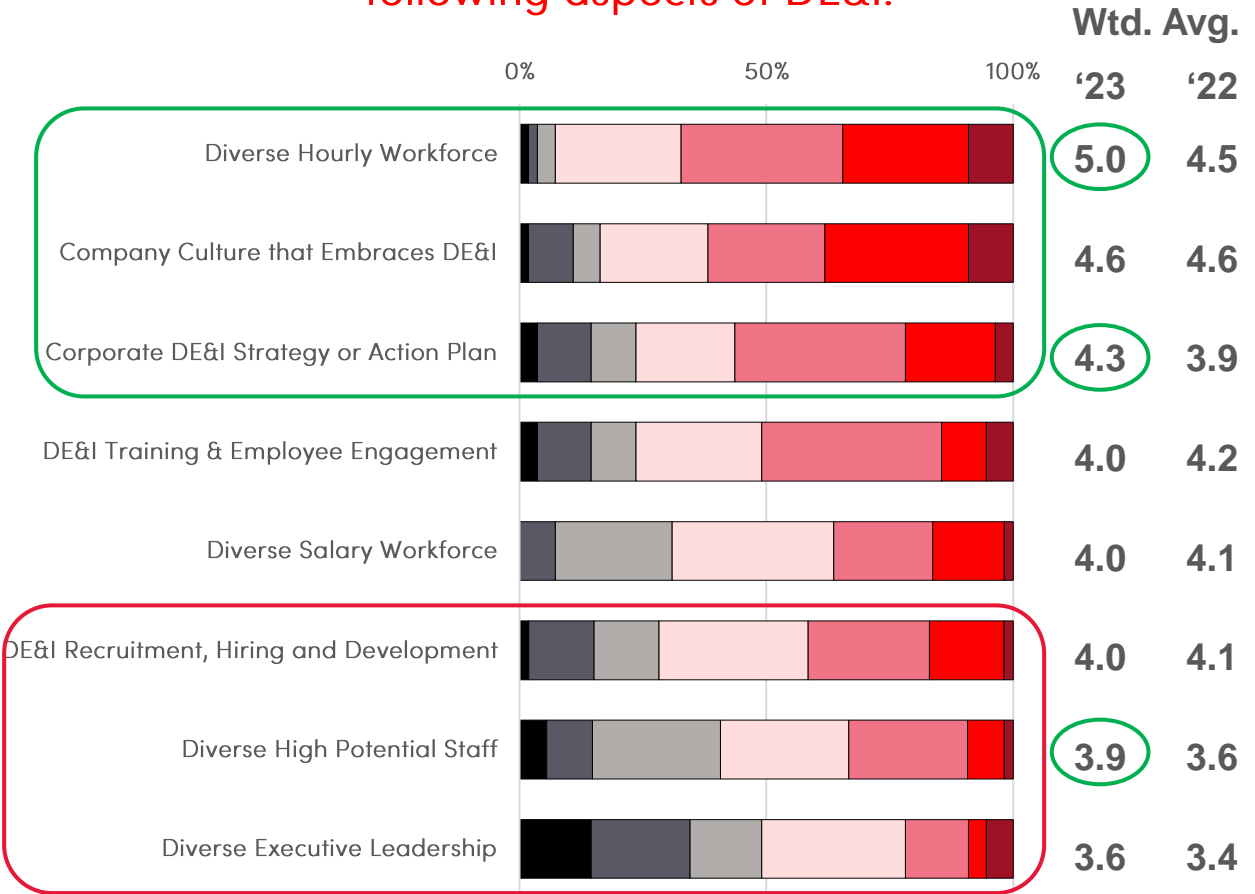
2023 MEMA DE&I Barometer

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



*Weighted average: $\sum (\text{Pct. Responding Improved Significantly} \times 100, \text{Pct. Responding Improved Slightly} \times 75, \text{Pct. Responding Unchanged} \times 50, \text{Pct. Responding Deteriorated Slightly} \times 25, \text{Pct. Responding Deteriorated Significantly} \times 0)$

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



1=Significantly Underperforming 2 3 4 5 6 7=Significantly Outperforming

2023 MEMA DE&I Barometer

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

Improved from prior year:

- See some examples of improvements: We increased the representation of minorities in our total U.S. applicant pool from 44% to 50% and the representation of females from 23% to 25% YTD. Our ERGs increased membership at average of 30%
- From 12 months ago, more diverse Executive team, more females in leadership positions, and an increase in minority hires within technical positions.
- We have made a lot of awareness activities covering all diversity dimensions: conferences, open talks and DEI training curricula. However, we have missed the opportunity to implement some core processes from an inclusive perspective, like career growth, promotions or talent acquisition.
- Expansion of the DEI Reverse Mentoring Program for executives, significant expansion of the DEI ambassador network, increase in BRG chapters nationwide, participation in additional external inclusion assessments (HRC CEI, Disability:IN DEI, Religious Freedom & Business Foundation REDI Index).
- Shifted from highlighting and singling out DEI initiatives to integrating aspects of DEI throughout our standard communication/actions.
- Our company have shown more interest in our ERG's
- We launched our first Female Talent Leadership Journey and first Global Mentoring Program for Female Talent, we also continue improving on our KPIs and usage of our D&I Dashboard across all 15 countries
- Excellent DEI already

Unchanged from prior year:

- This has been a priority for a couple of years.

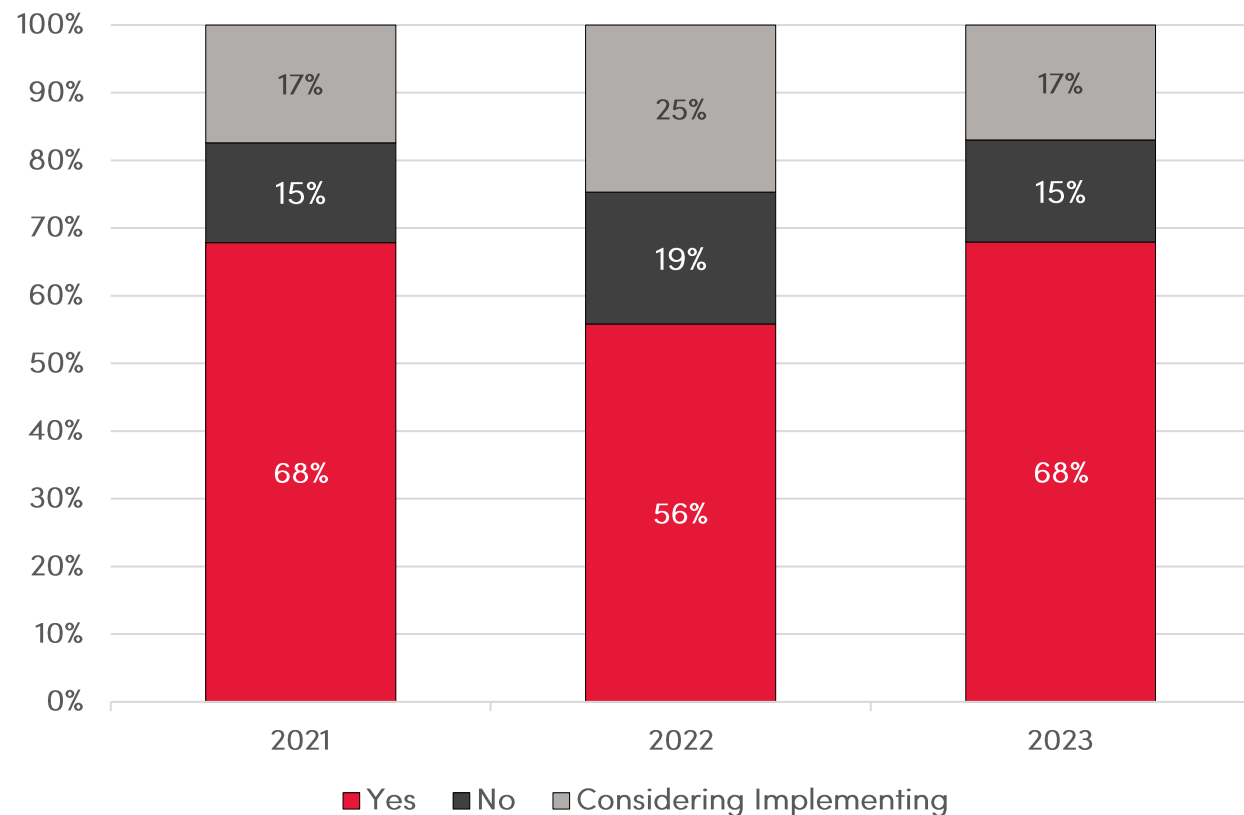
A large, dark grey, stylized letter 'S' graphic is positioned on the left side of the slide. A thin red line starts from the left edge, passes through a red dot, curves around the top of the 'S', passes through another red dot, and then continues horizontally across the bottom of the slide.

Leadership and Corporate Strategy

2023 Diversity, Equity and Inclusion Barometer

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.



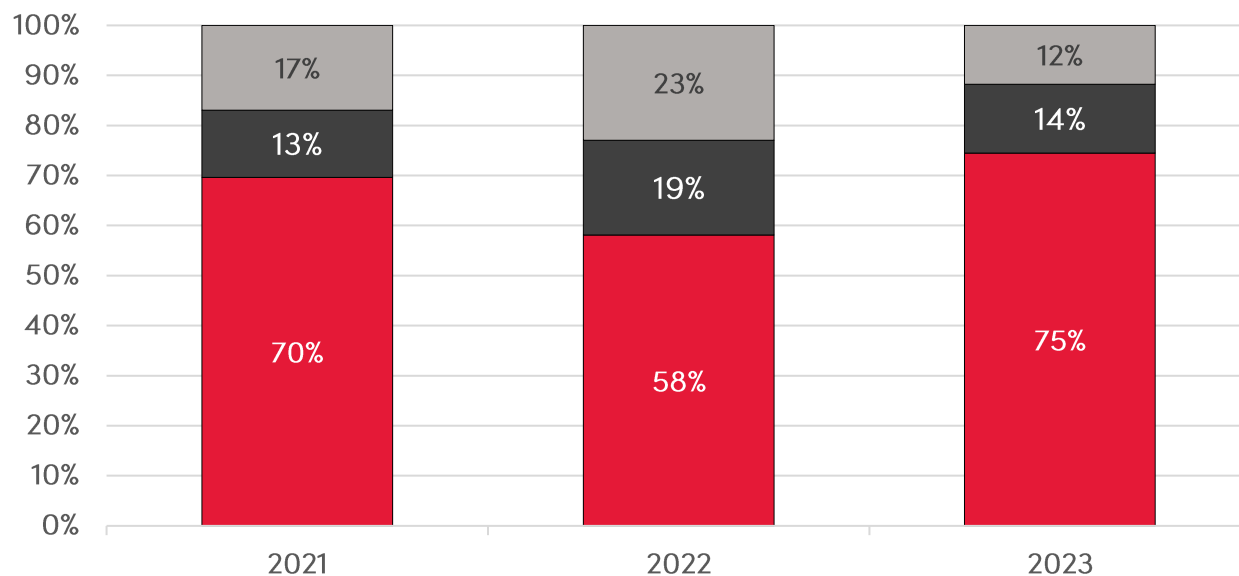
Comments:

- We are a small company in Northern Michigan. We don't discriminate against anyone, but we hire from our available talent pool, and we look for salaried personnel that are likely to stick in northern Michigan.
- Very few if any diverse candidates apply for positions. Larger companies offer qualified candidates much higher pay for candidates than we pay any of our staff
- DEI message comes straight from CEO. There are specific hiring goals (gender based), and VP level employees have part of their bonus tied to meeting the gender hiring goal.
- It is not fully outlined, but we have an Executive team that supports this initiative.
- We have a strategy, but the C-Suite does not fully support it in reality.
- As part of the ESG pillars, starting this year, we elevate DEI to global strategy. Our CEO is the biggest sponsor and there are two more C-level members that have DEI a part of their own strategy.
- DEI Strategy Board with top executives participating installed to support DEI initiatives.
- DE&I quarterly reports and DE&I action plans
- We don't have need for this. We hire everybody.

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

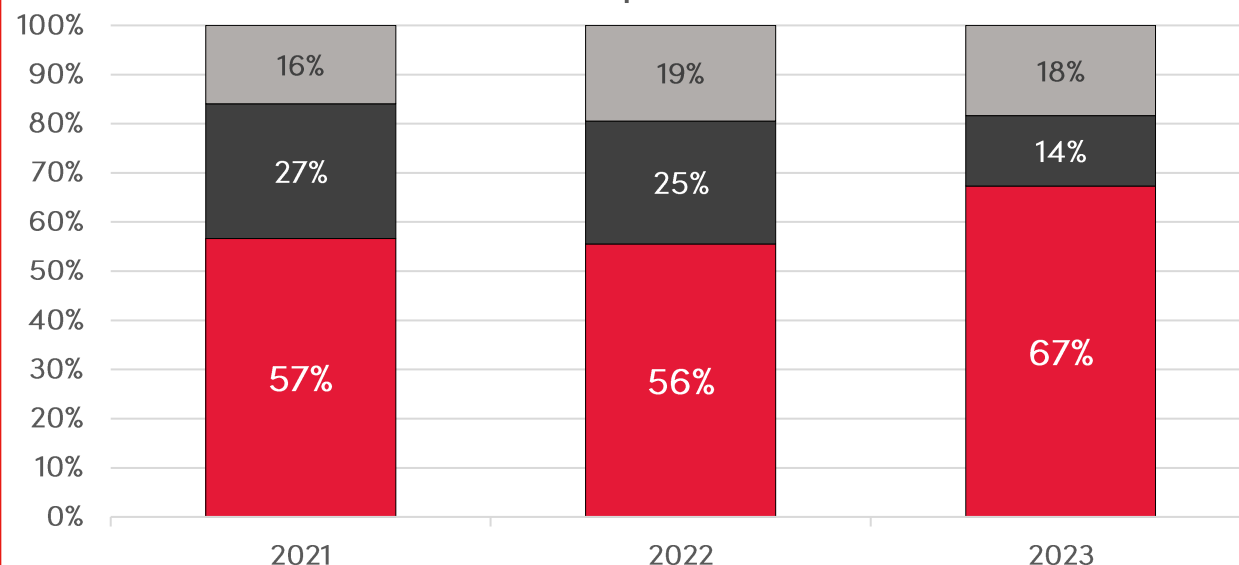


■ Yes ■ No ■ Considering Implementing

Comments:

- The statement was established in 2020 and is part of the new employees on-boarding, supported by our code of conduct.
- Diversity and Inclusion are included as part of Our Values and referenced several times in the handbook.
- No employee handbook but it is included in the Code of Conduct

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



■ Yes ■ No ■ Considering Implementing

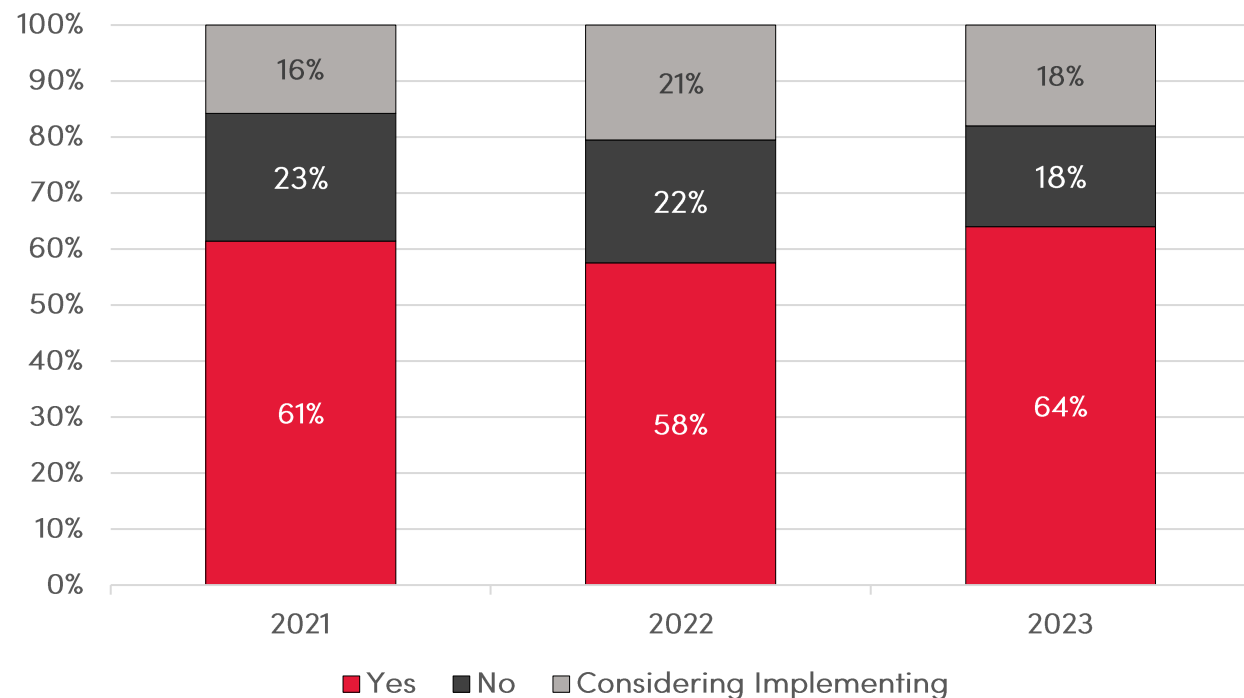
Comments:

- Company does not issue a sustainability report
- ECOVADIS
- Yes, is part of one of four pillars that support our ESG strategy, therefore an important part of the report.
- DEI is included in our sustainability report.
- We don't have need for this. We hire everybody

Leadership and Corporate Strategy

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

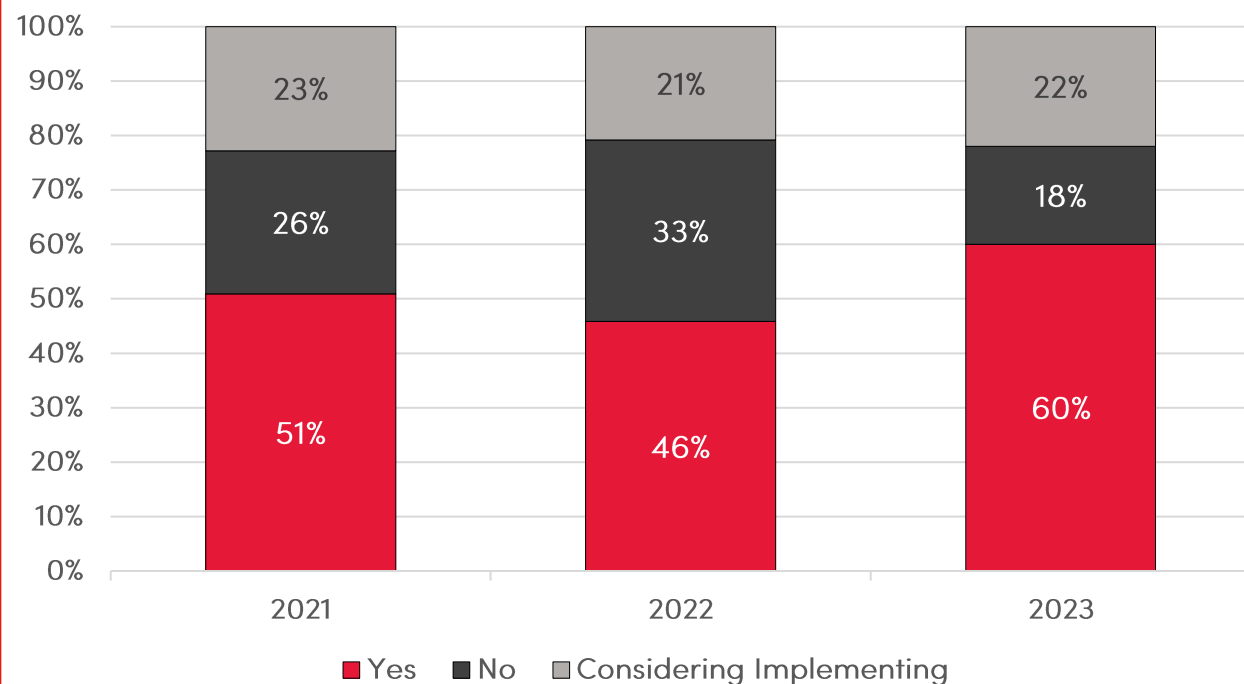
Monitor and strive to include diversity on your executive leadership team



Comments:

- Yes, data is reviewed and a topic of discussion.
- We put the best people in our corporate team.

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



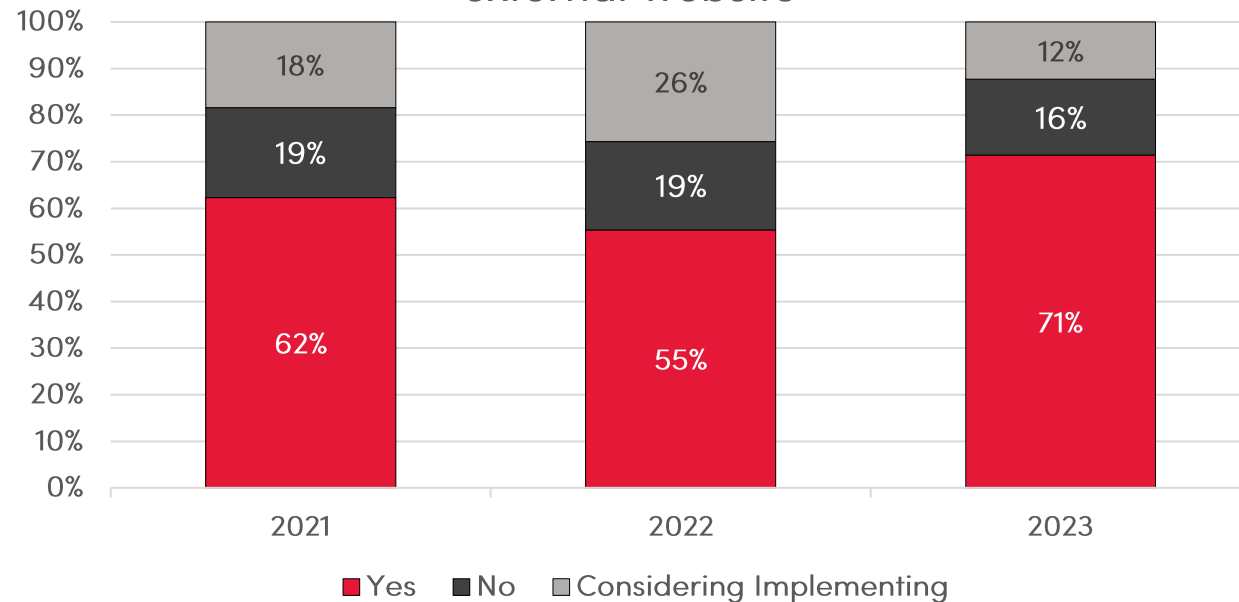
Comments:

- Yes, DEI is part of our high potential talent and succession planning process.
- We put the best people in our corporate team.

Leadership and Corporate Strategy

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

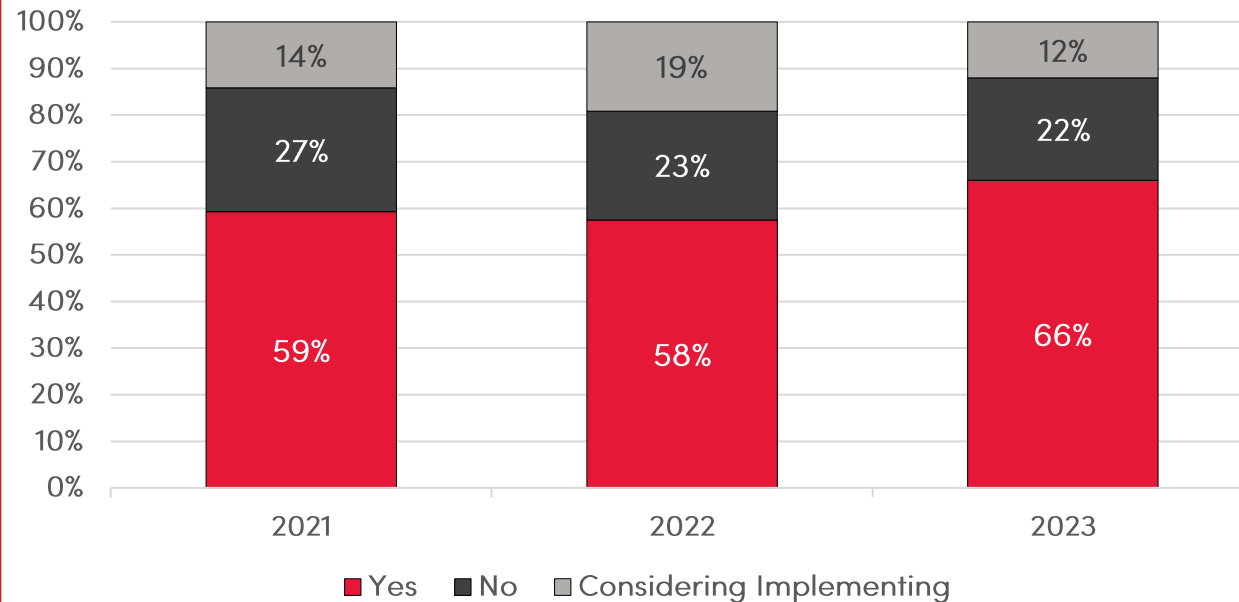
DE&I addressed on the company's internal and/or external website



Comments:

- It is included in our portal and intranet, additionally we have a DEI public channel in YouTube.
- Yes, DEI is addressed on the company's website and part of social media postings.
- On both internal and external sites.

DE&I mission/vision statement



Comments:

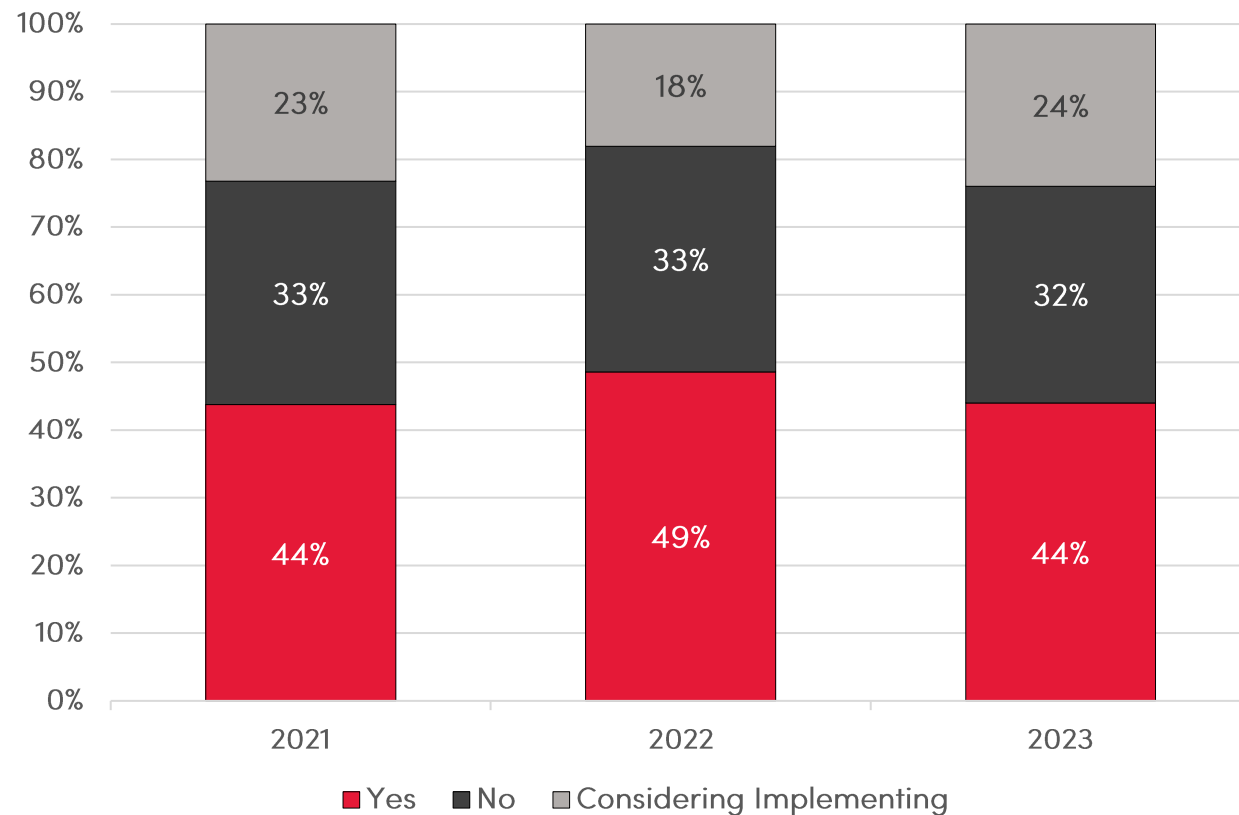
- Since 2020: We believe that anyone can reach their full potential by being themselves. We are committed to building a better society and creating an inclusive environment with equal opportunities where collaborators enrich the value added while combining the diversity of their unique perspectives and knowledge.
- Yes, DEI mission and vision statement are present.
- We have a framework listed. It includes a mission and 3 focus areas.
- No need.

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:

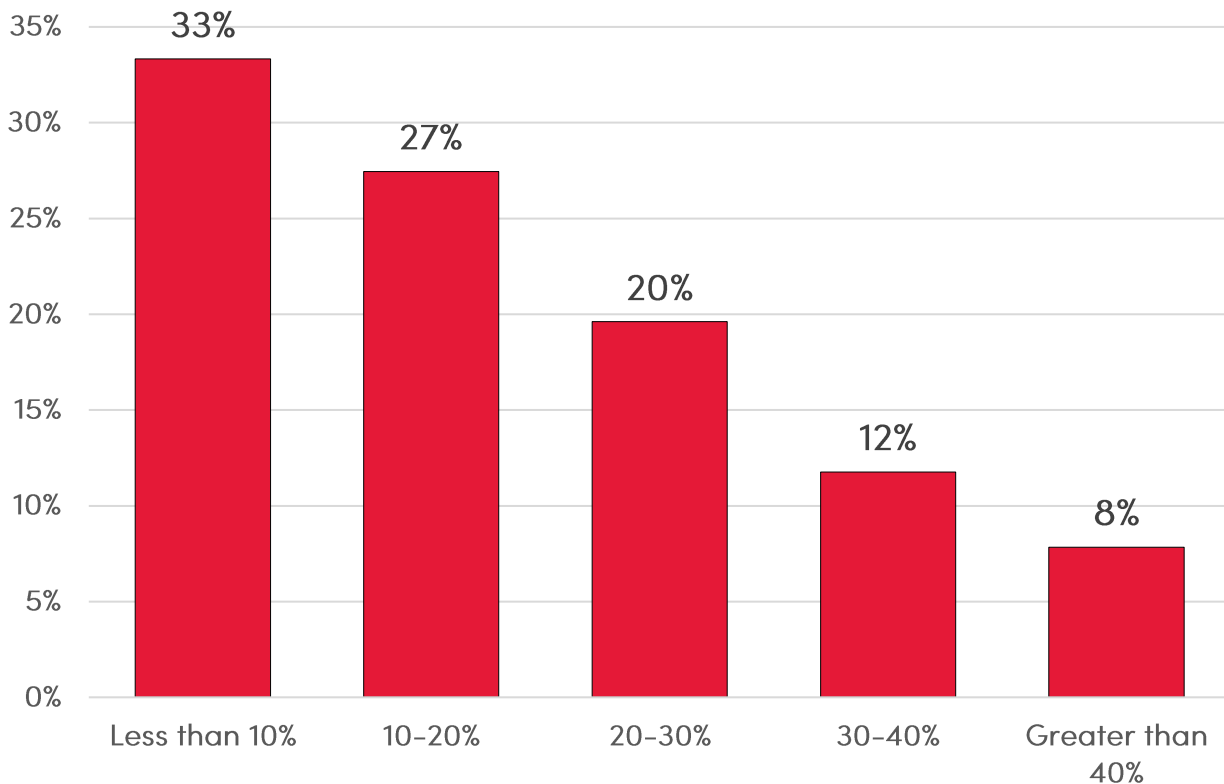


- Our Employee Engagement Survey is executed in a yearly basis, and this includes a section dedicated to inclusion, however there are only 5 questions, and we want to implement something exclusive and extensive.
- It is in discussion for 2024 to include inclusion questions to our associate surveys globally.
- DE&I questions are included in our broader employee engagement survey.
- Engagement survey postponed to 2024 due to UAW strike

Leadership and Corporate Strategy

What percentage of your executive leadership team is diverse? (Diverse employees = Women and minorities)

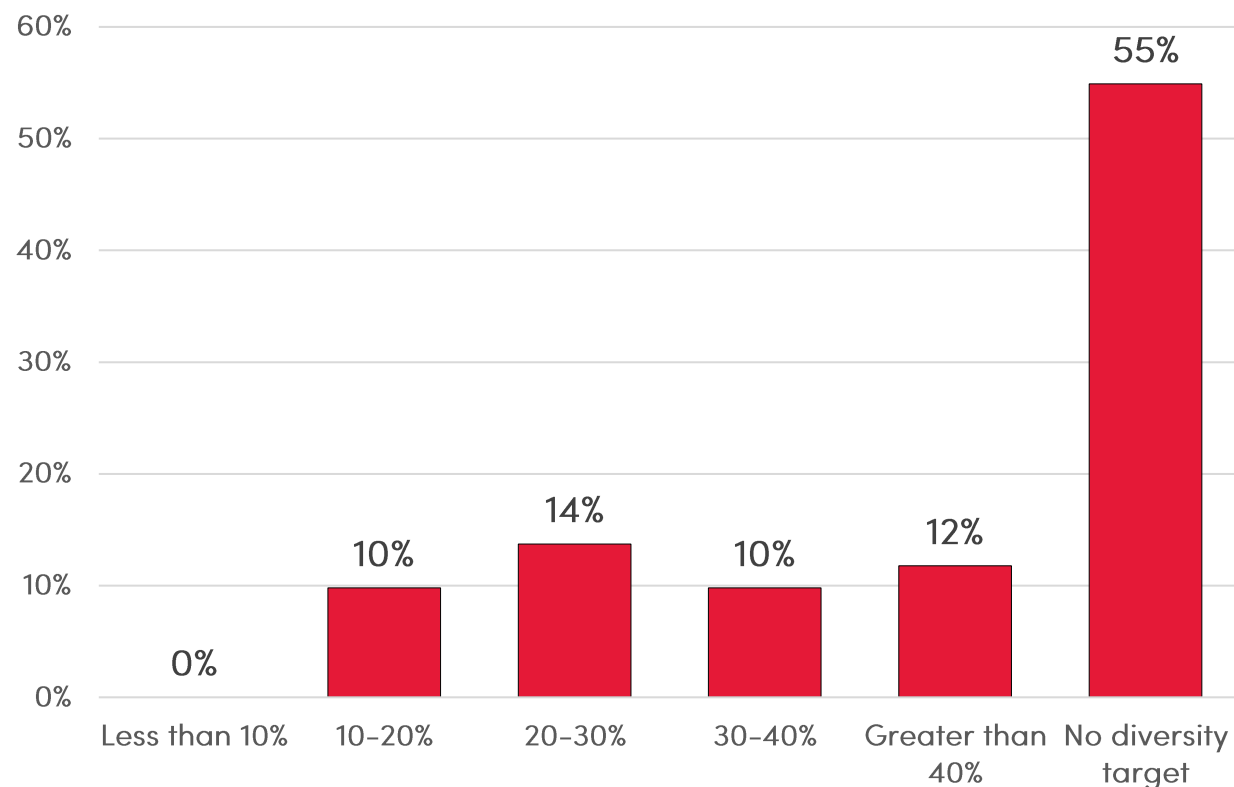
Wtd. Avg.* = 18%



*Assumes mid-point of each range

Does your company have a goal to increase its percentage of diverse leaders? (Diverse employees = Women and minorities)

Wtd. Avg.** = 30%

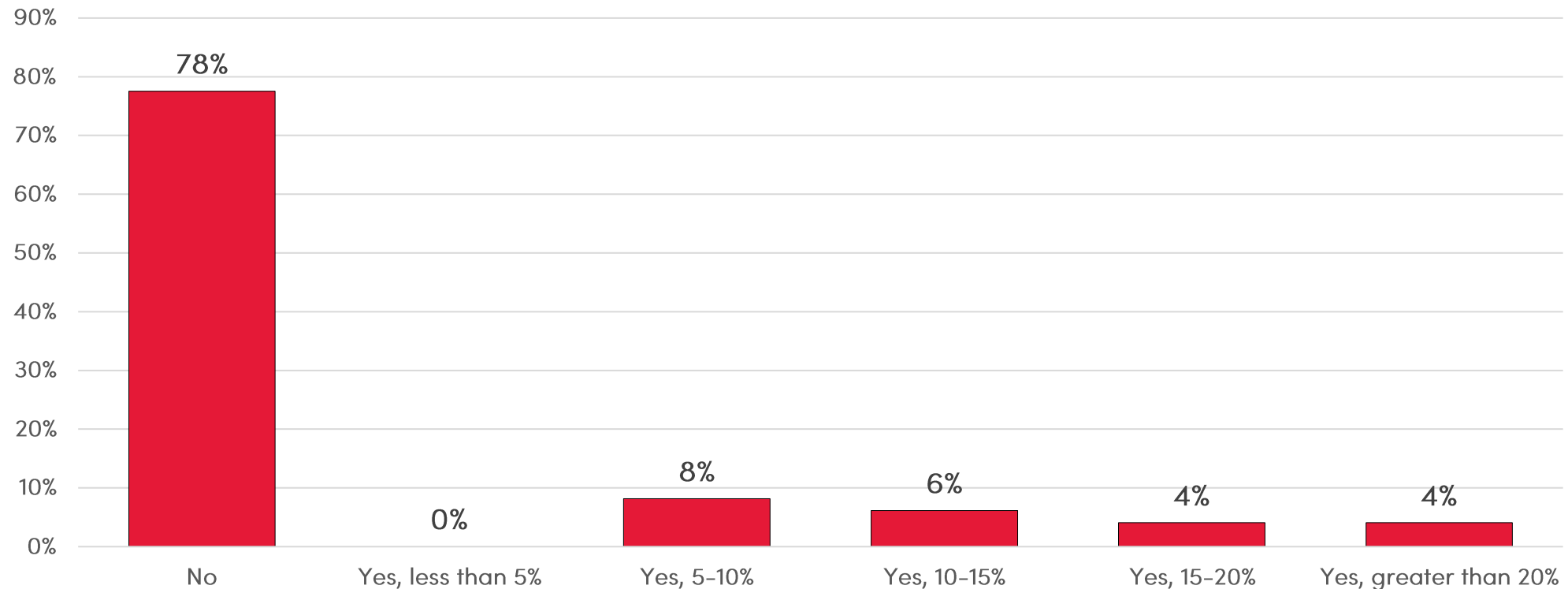


** Excludes No Target responses, assumes mid-point of each range

Leadership and Corporate Strategy

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

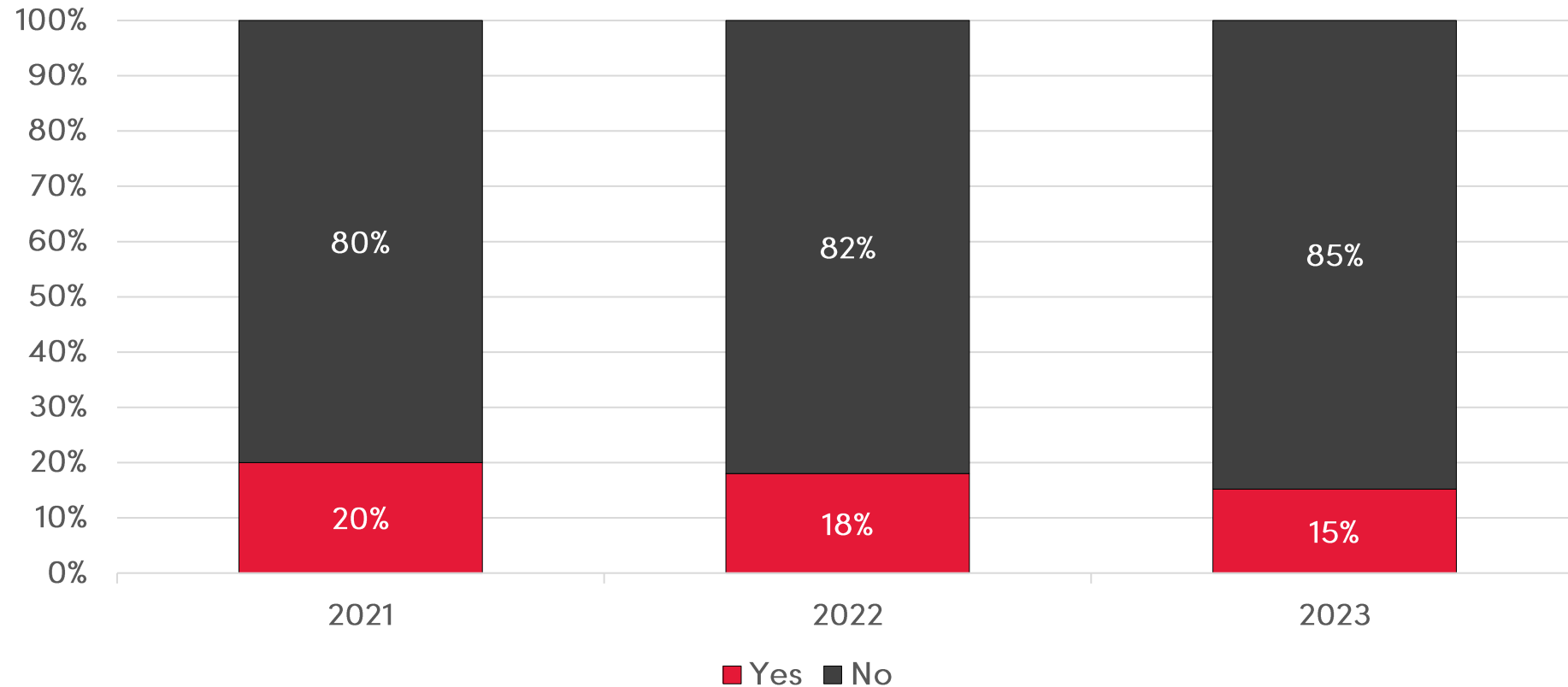
Wtd. Avg.* = 3%



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)





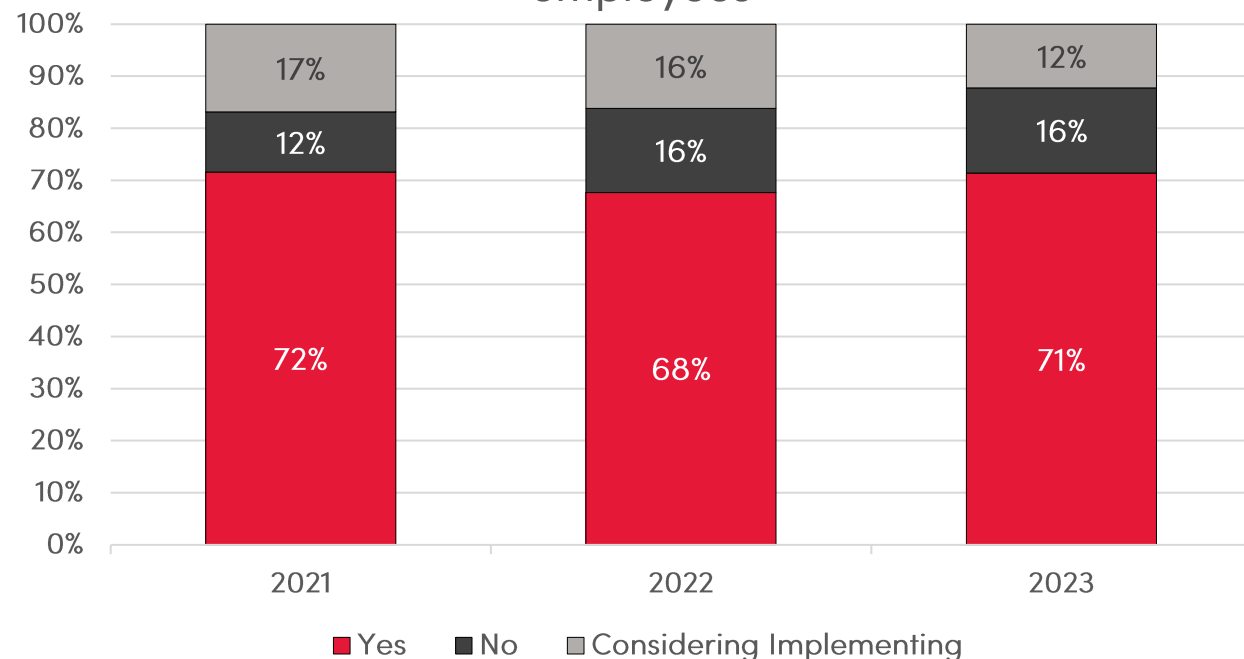
Staff and Recruiting

2023 Diversity, Equity and Inclusion Barometer

Staff and Recruiting

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

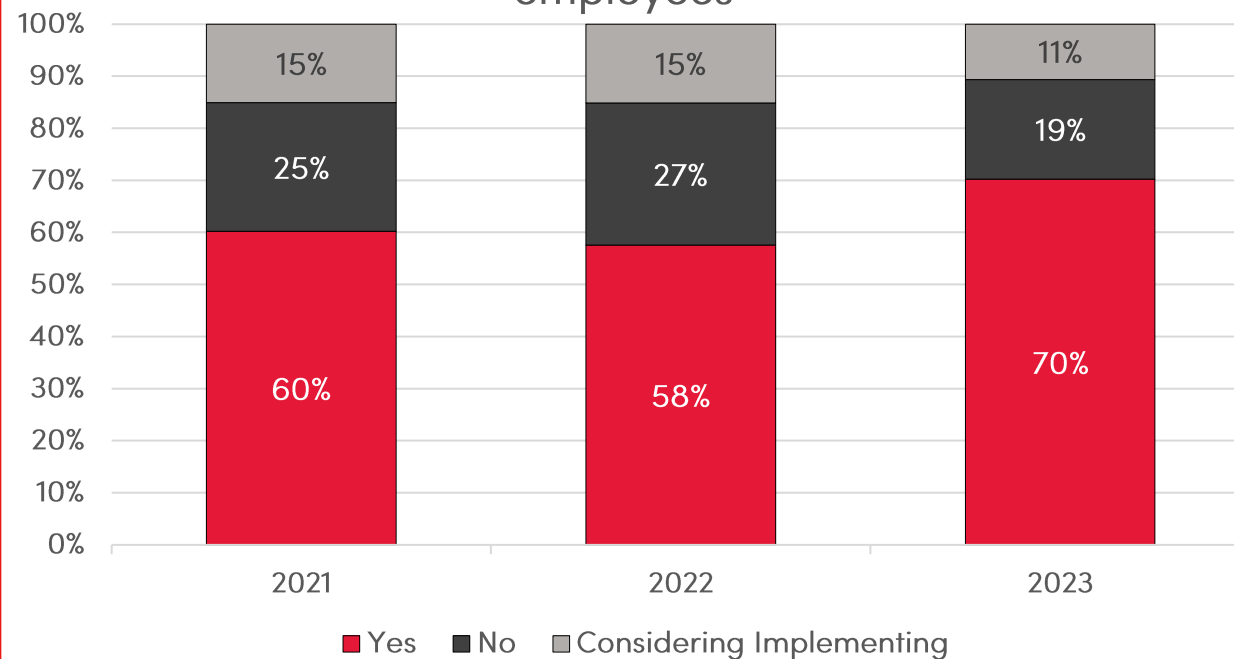
Monitor and strive to include diversity amongst salary employees



Comments:

- Yes, tracking internal demographic data for both direct and indirect workforce with areas identified with the biggest gaps compared to external workforce demographic data.

Monitor and strive to include diversity amongst hourly employees



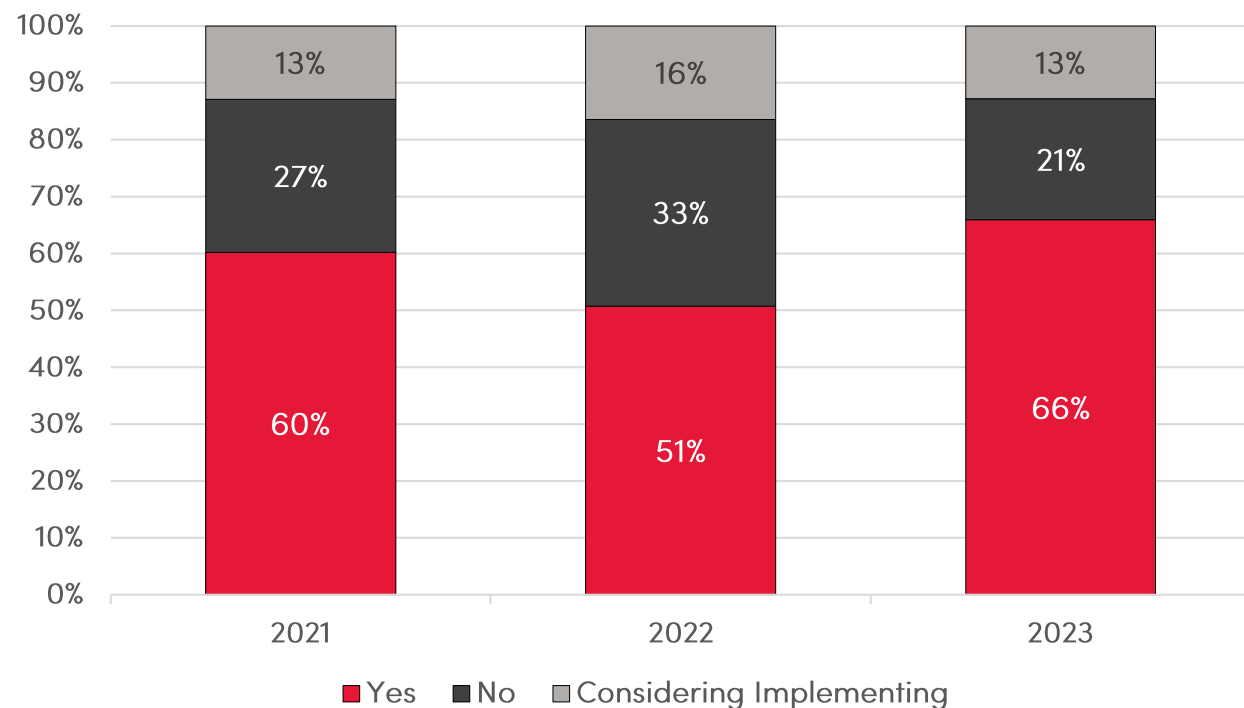
Comments:

- We hire from within our available talent pool. Hourly is becoming significantly more diverse with Hispanics.
- Yes, tracking internal demographic data for both direct and indirect workforce with areas identified with the biggest gaps compared to external workforce demographic data.

Staff and Recruiting

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

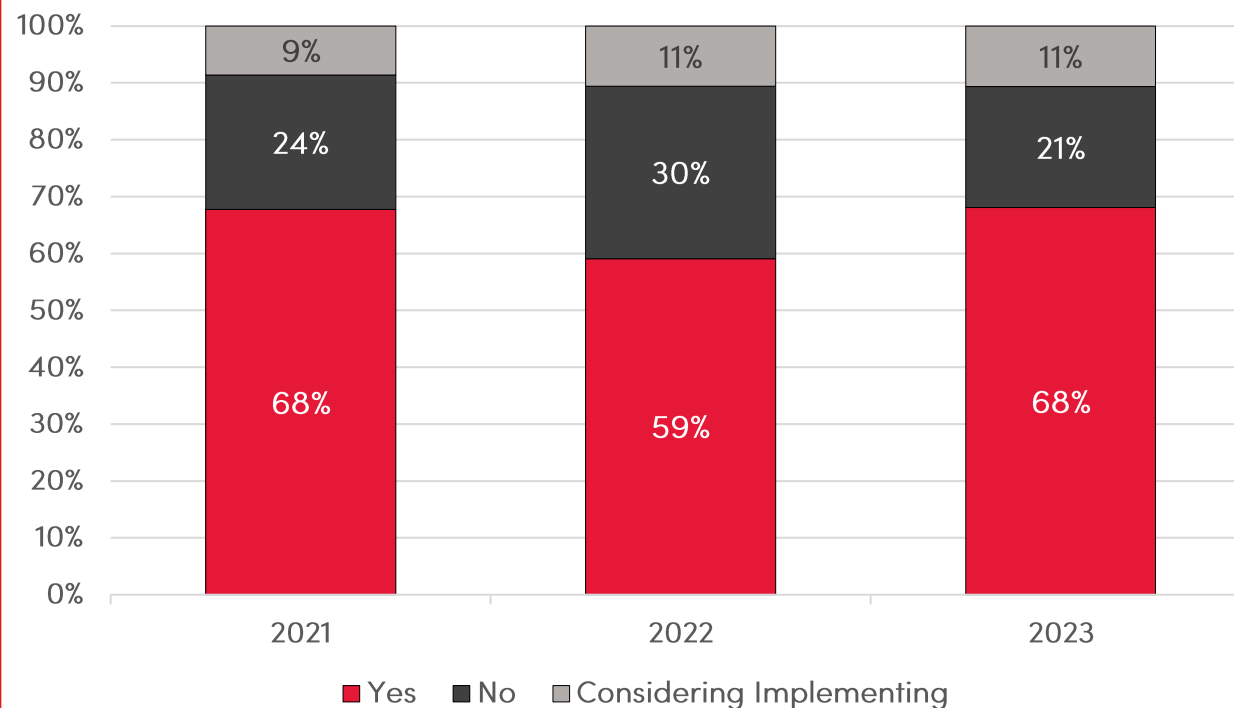
Track employee turnover by employee demographics



Comments:

- But right now, we have not enough data.
- Yes, this information is tracked.

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



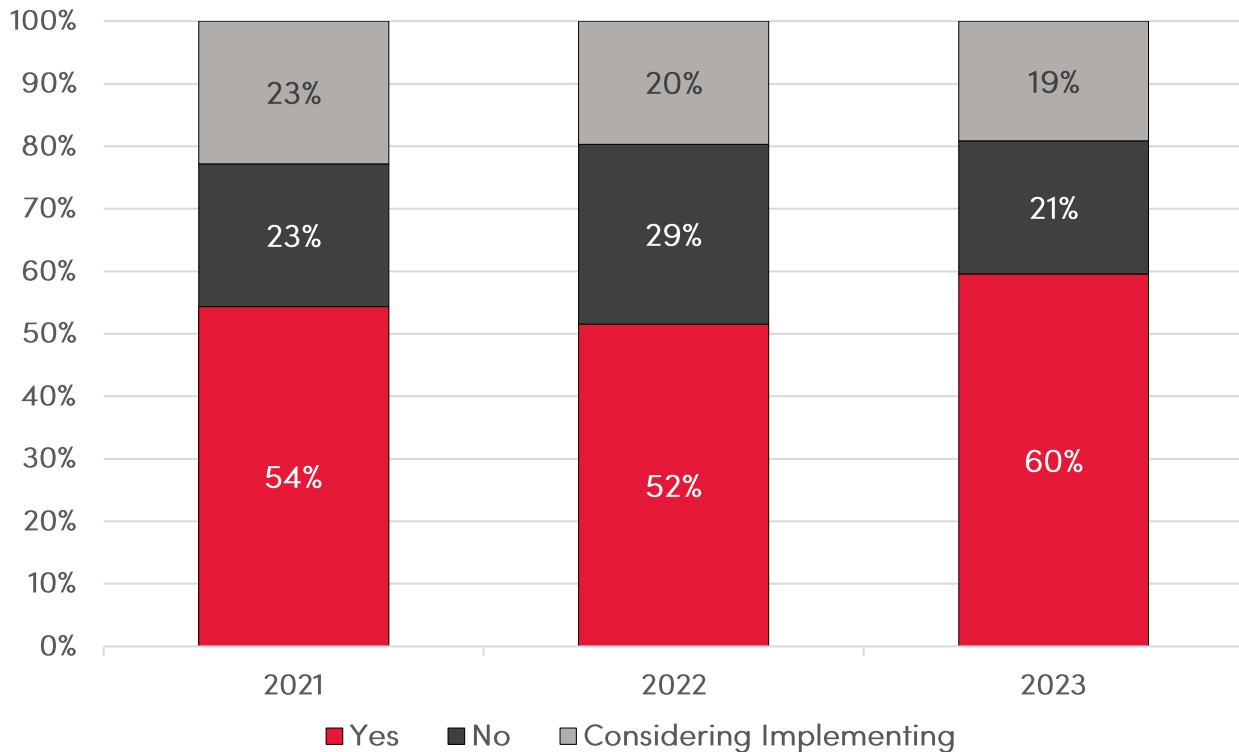
Comments:

- We all have a responsibility in this.
- Today we have one role fully dedicated to DEI + 2 more roles temporary assigned to DEI initiatives.
- DEI Officer reports directly to the president of North American organization.

Staff and Recruiting

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

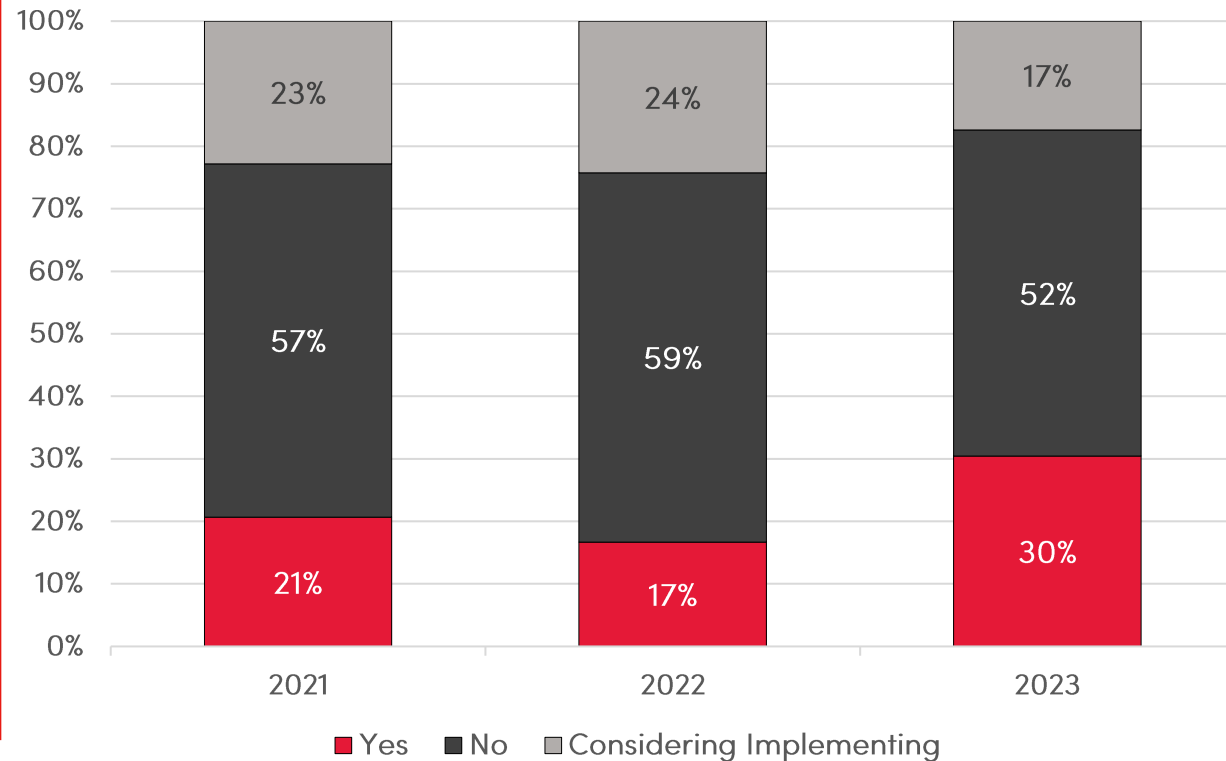
Programs to increase recruitment, retention, and promotion of a diverse staff



Comments:

- External corporate partnerships established with NSBE, SHPE, SWE and Disability:IN by HR organization.

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



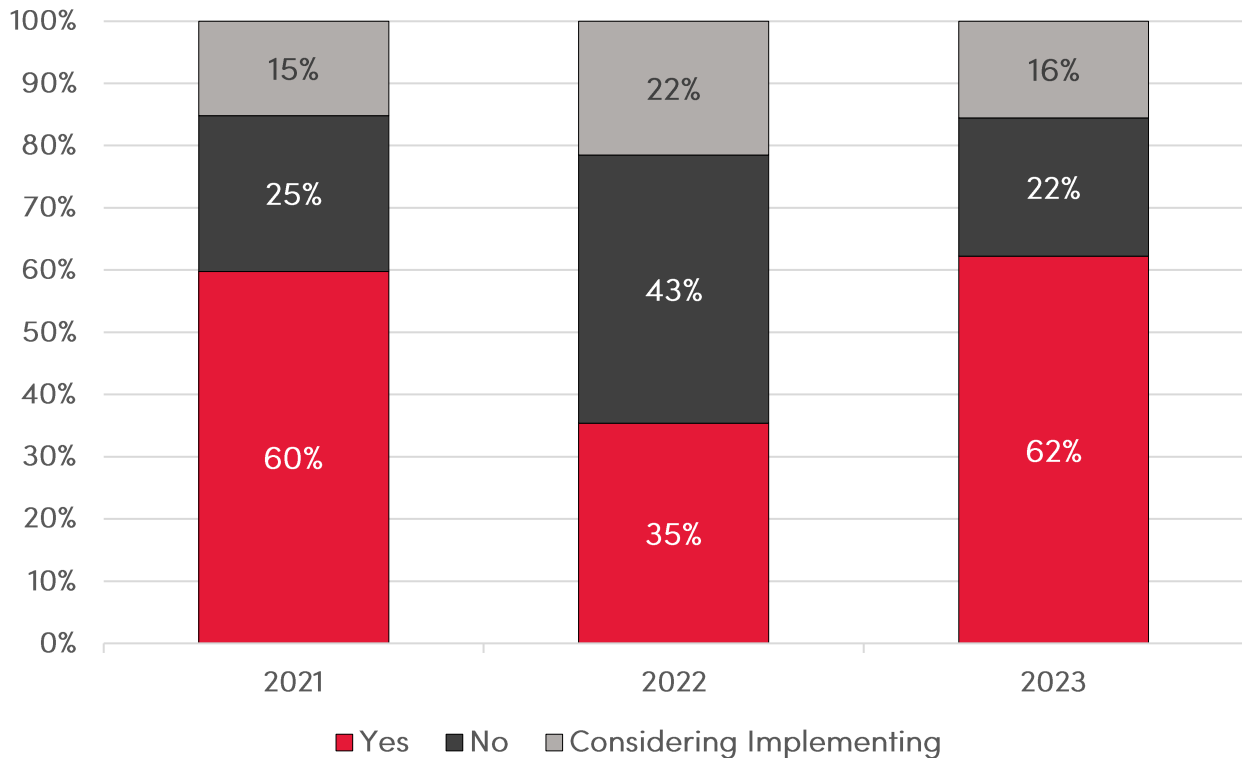
Comments:

- Yes, established relationship with North Carolina A&T and attended virtual career fair for the first time in 2023.

Staff and Recruiting

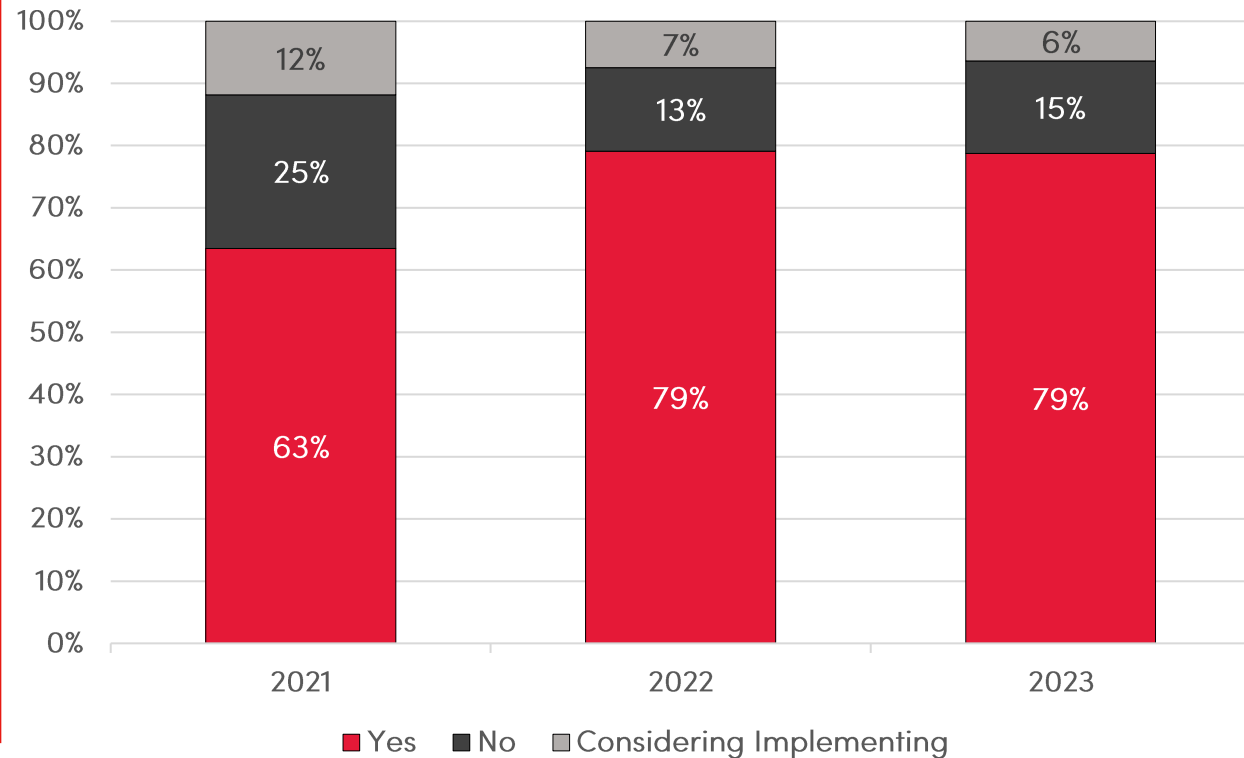
Which of the following staff and recruitment programs and initiatives does your company utilize?

Recruit from Diverse Job Boards



Comments:
 • External corporate partnerships established with NSBE, SHPE, SWE and Disability:IN by HR organization.

Leadership development programs for high potential staff

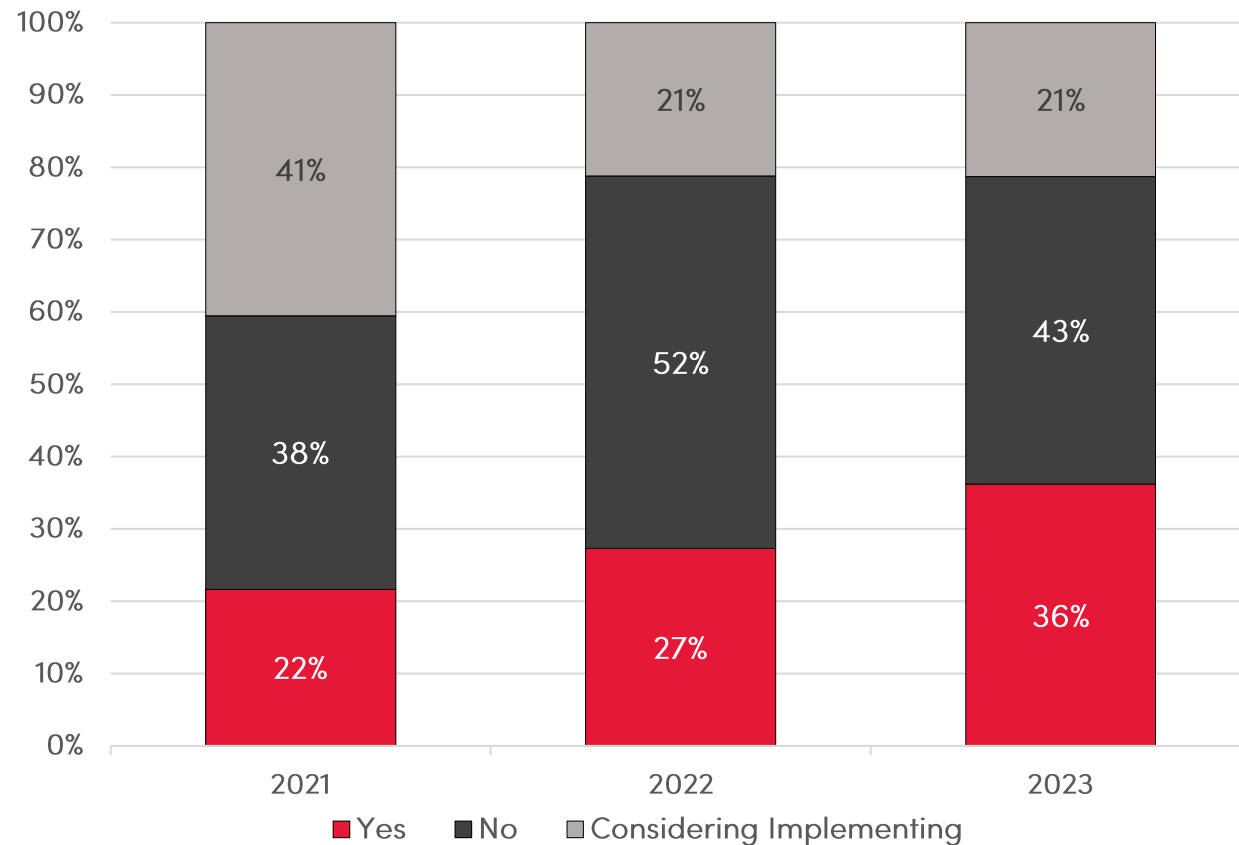


Comments:
 • Yes, high potential program in place (Talent Pool).

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

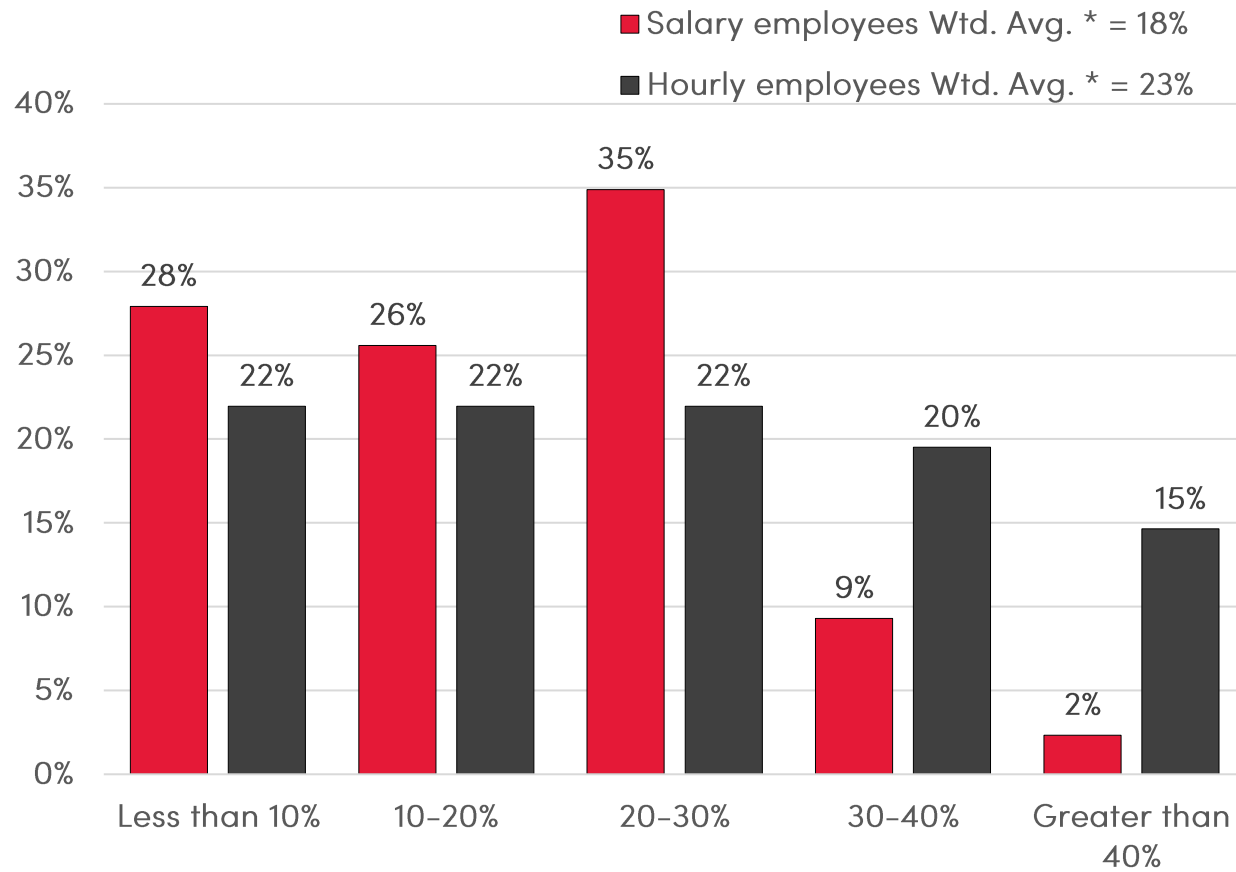


Comments:

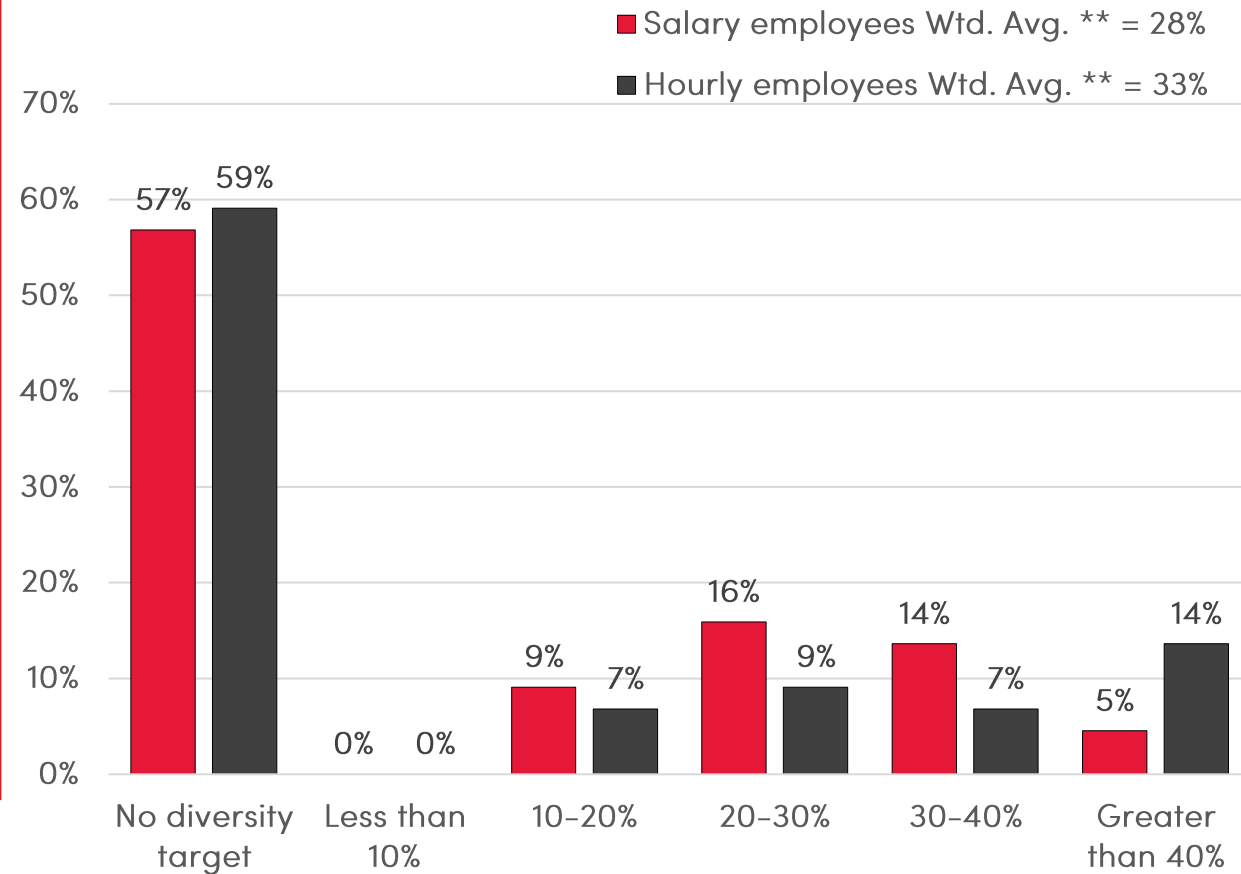
- Starting by roles: DEI committee members and leaders from levels 1 to 3
- Currently there are no performance goals for leadership related to DEI.

Staff and Recruiting

What percentage of your high potential staff is diverse?



What is your target diversity percentage for your leadership team?

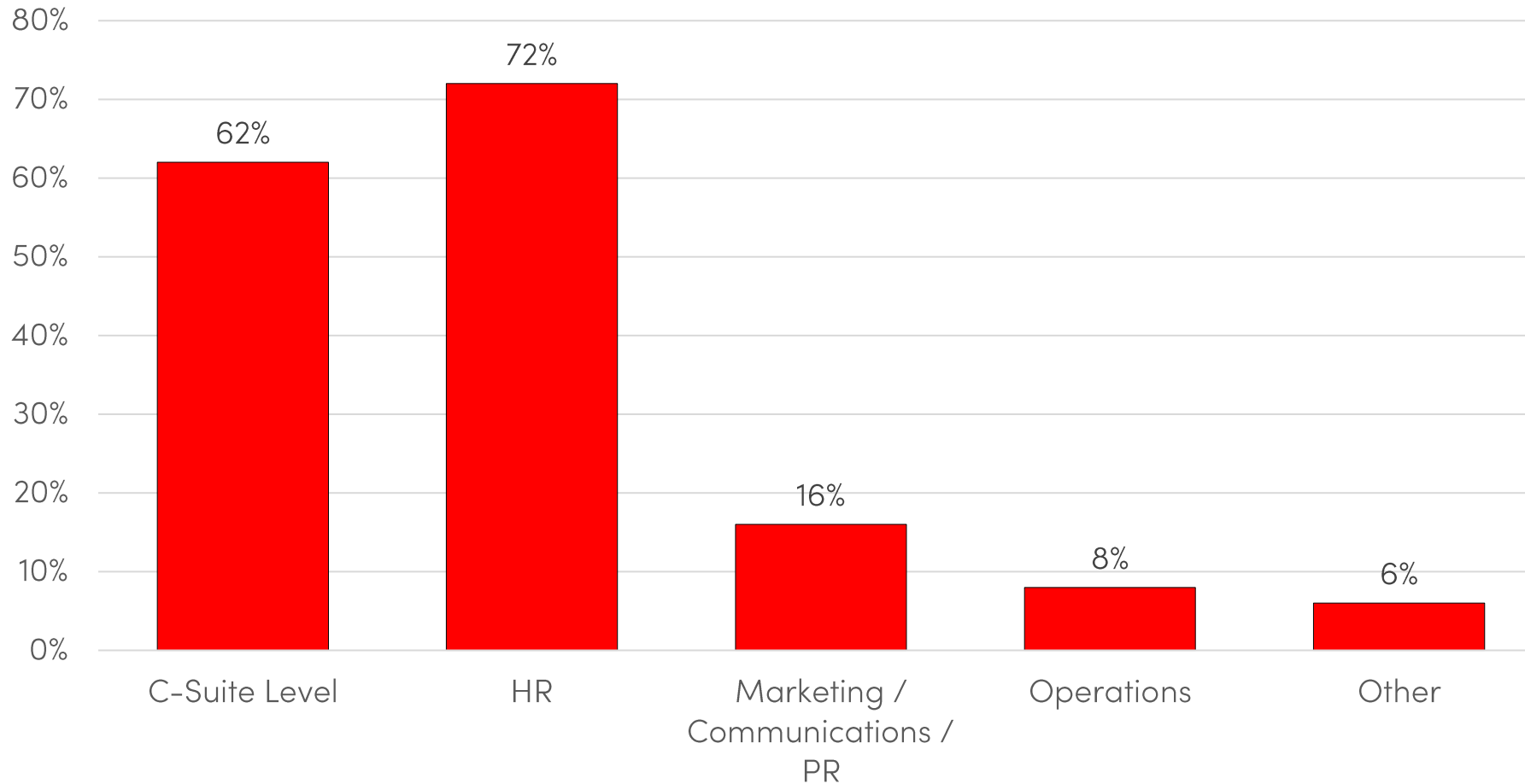


* Assumes mid-point of each range, >40% = 45%

** 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:

- Ownership
- Sustainability and Transformation
- BRGs, DEI Ambassadors



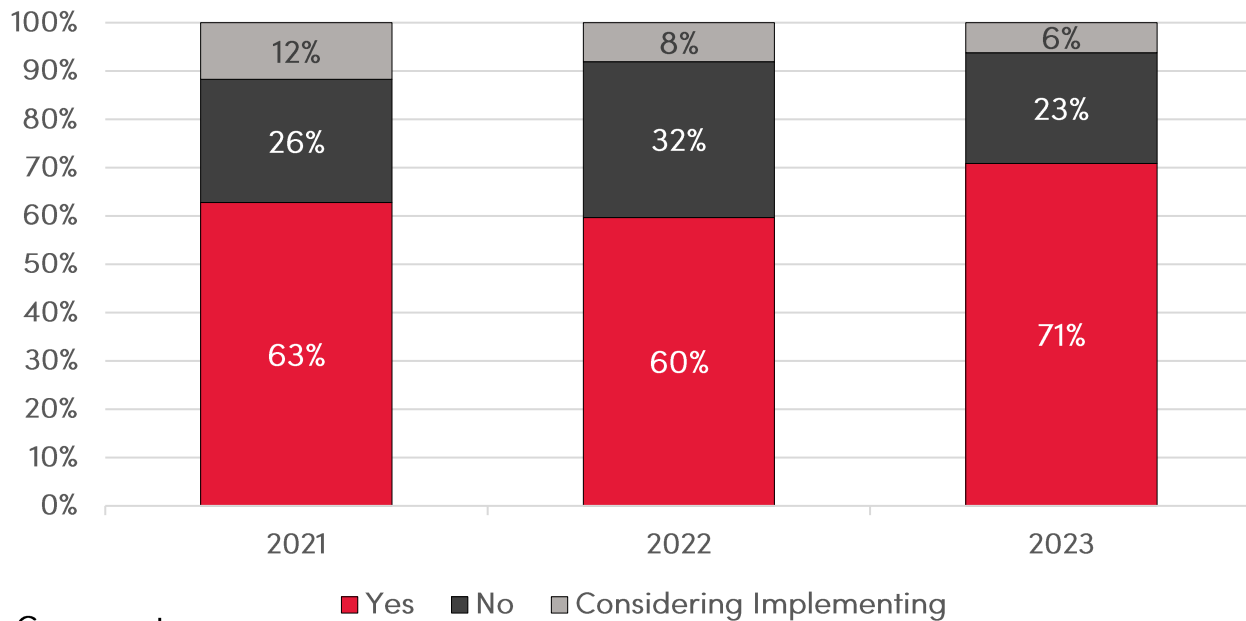
Resources and Opportunities

2023 Diversity, Equity and Inclusion Barometer

Resources and Opportunities

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

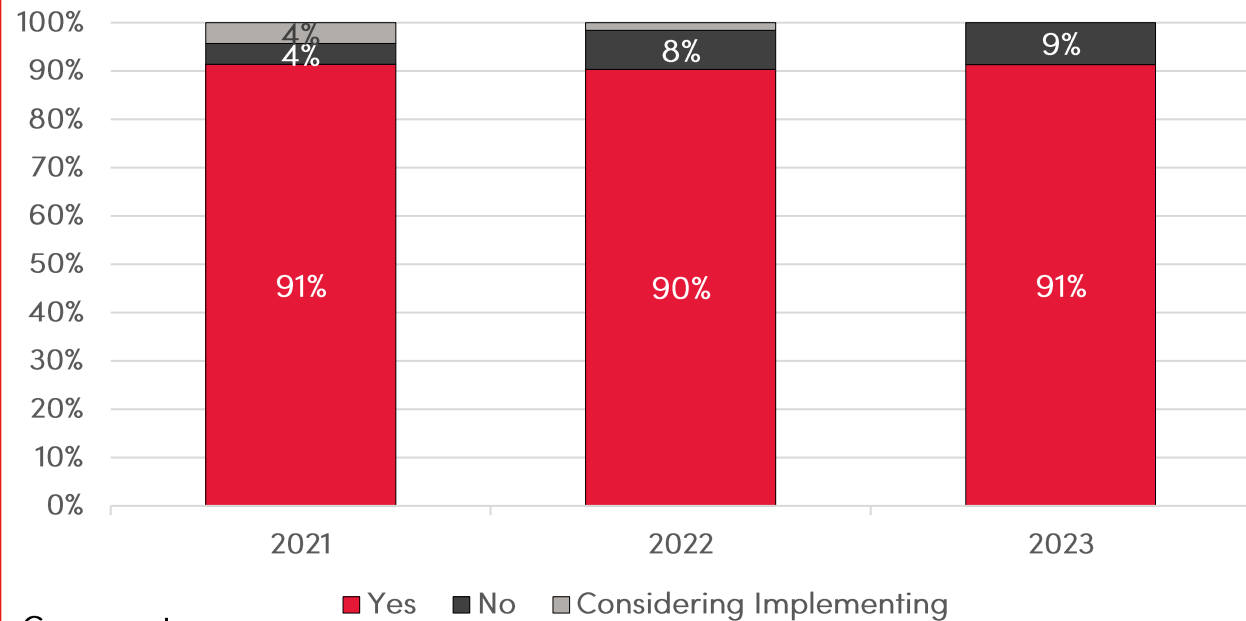
Celebrating or recognizing cultural or religious diversity



Comments:

- With global communication informing and celebrating cultural diversity. And campaigns focused in it.
- We have multiple BRGs supporting cultural diversity and our Interfaith BRG supports all faiths including those who are agnostic and atheist.
- Through our intranet and social media feeds we highlight and recognize a wide range of cultural diversity or religious holidays

Flexible work environment



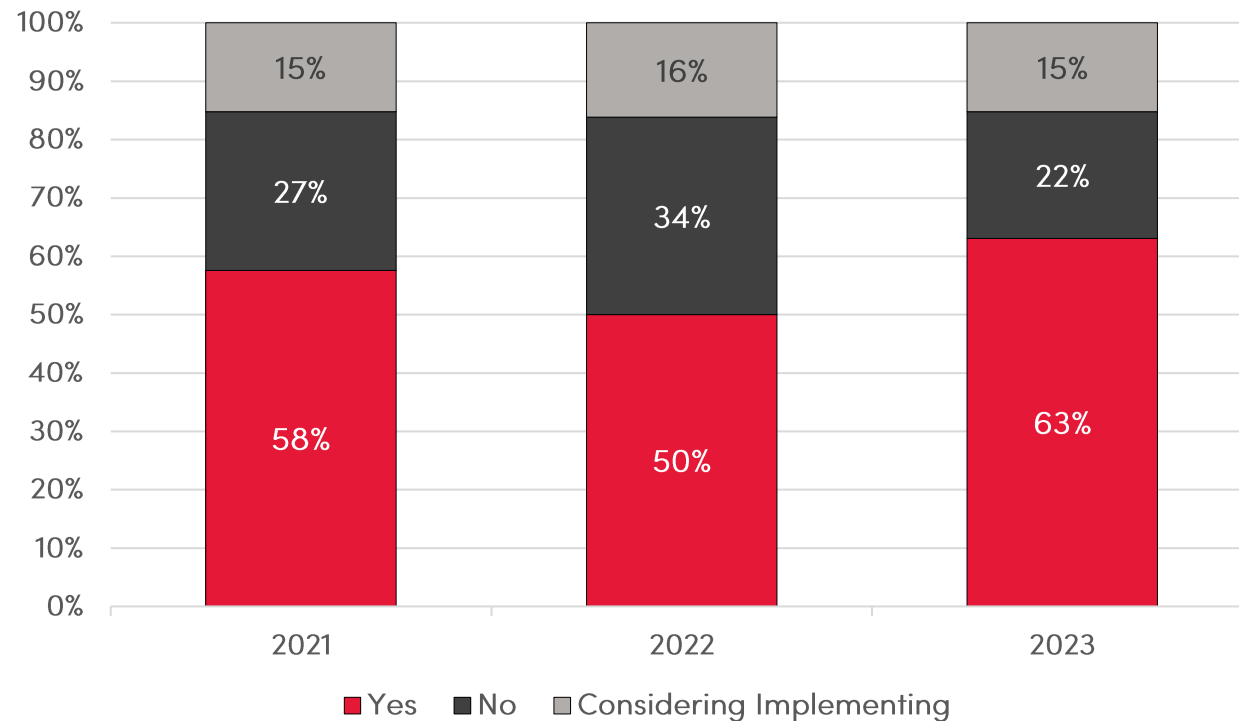
Comments:

- We have a program called Smart Hybrid Work, more focused in remote work. Additionally, we have flex time program, where the salary employee decides their range of hours to work. And finally, we have a bank of hours to take for any reason that the employee requires.
- We have a Smart Work policy that supports the business and associates through more flexible ways of working.
- In office 100%. In factory & warehouse, within reason

Resources and Opportunities

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

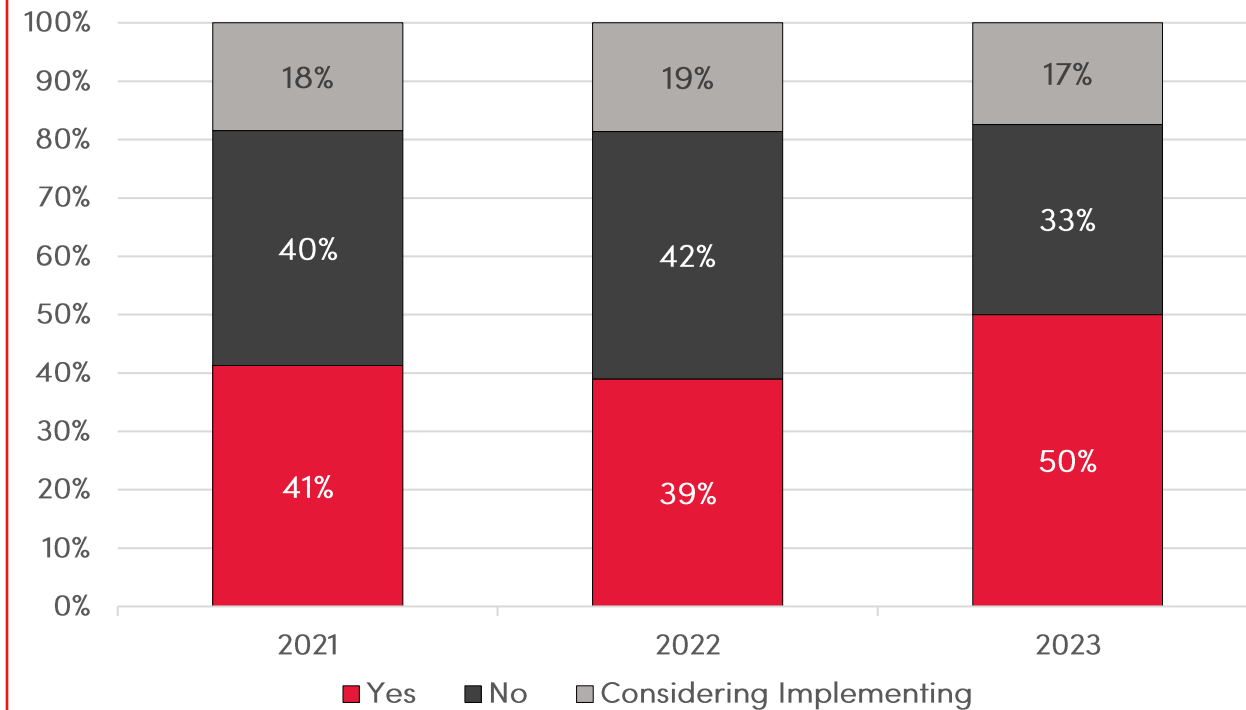
DE&I Committee or employee resource group



Comments:

- DEI committee, since 2021 and one ERG focused in gender
- We have a DEI Strategy Board, DEI ambassadors and 9 BRGs in North America.

Employee volunteer programs for DE&I



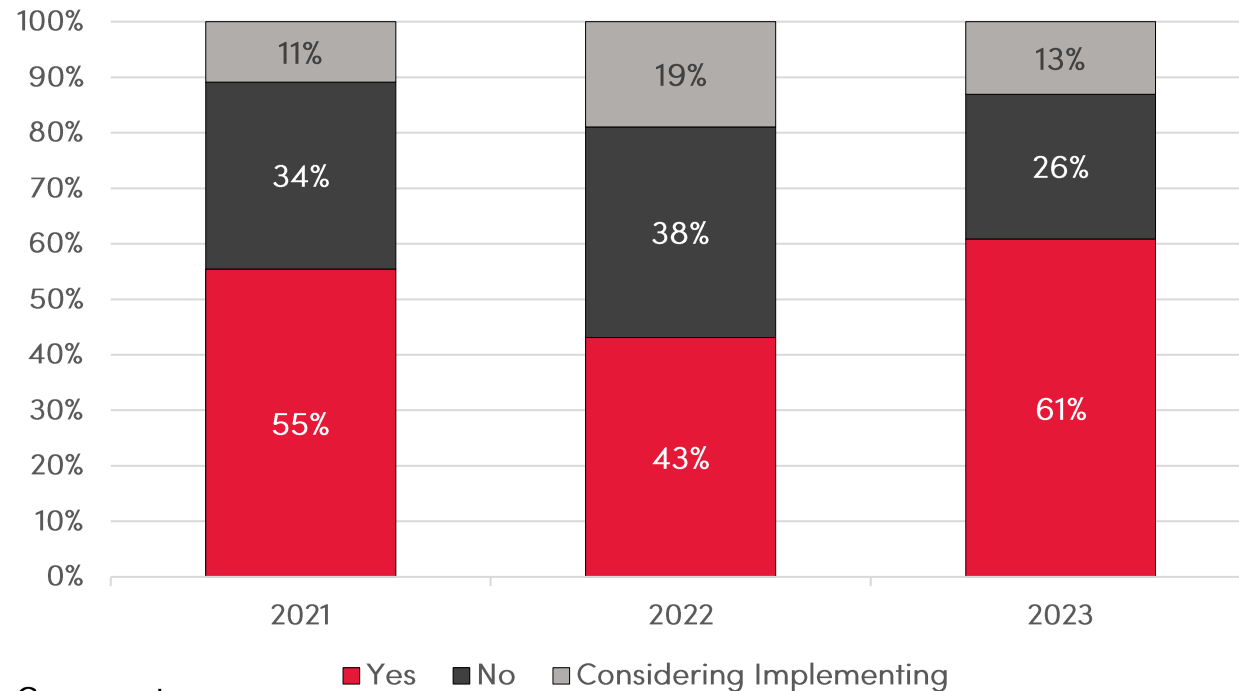
Comments:

- Global and managed by the platform M-Teams
- Our CSR group focuses on partnerships with DEI and BRGs for volunteering opportunities.

Resources and Opportunities

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

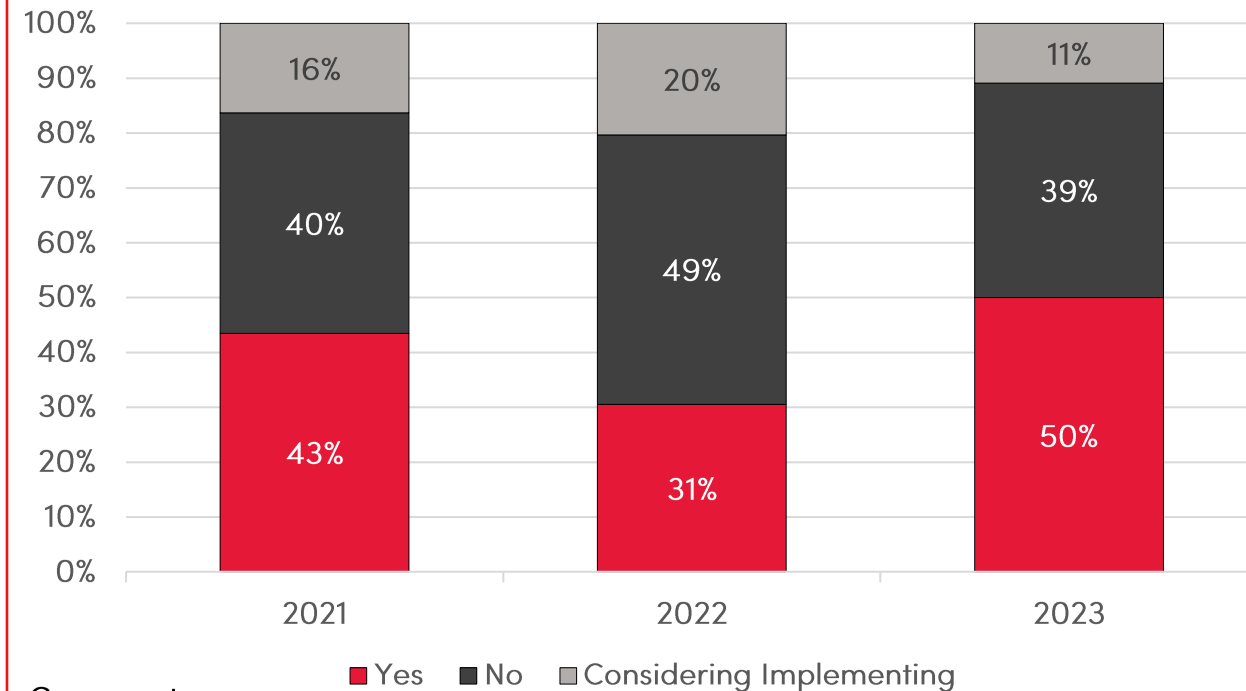
Employee resource groups (ERGs)



Comments:

- The first in [our company]. Focused to gender equity and female talent development.
- We have 9 BRGs represented in North America (African Ancestry, Asians, BeAdept (neurodiversity and disability awareness), Generations, Hispanics, Interfaith, LGBTQ, Veterans, Women).

Employee resource groups with executive sponsors



Comments:

- This same ERG is sponsored by 3 C-level members.
- All 9 BRGs and all chapters have executive sponsors.

Resources and Opportunities

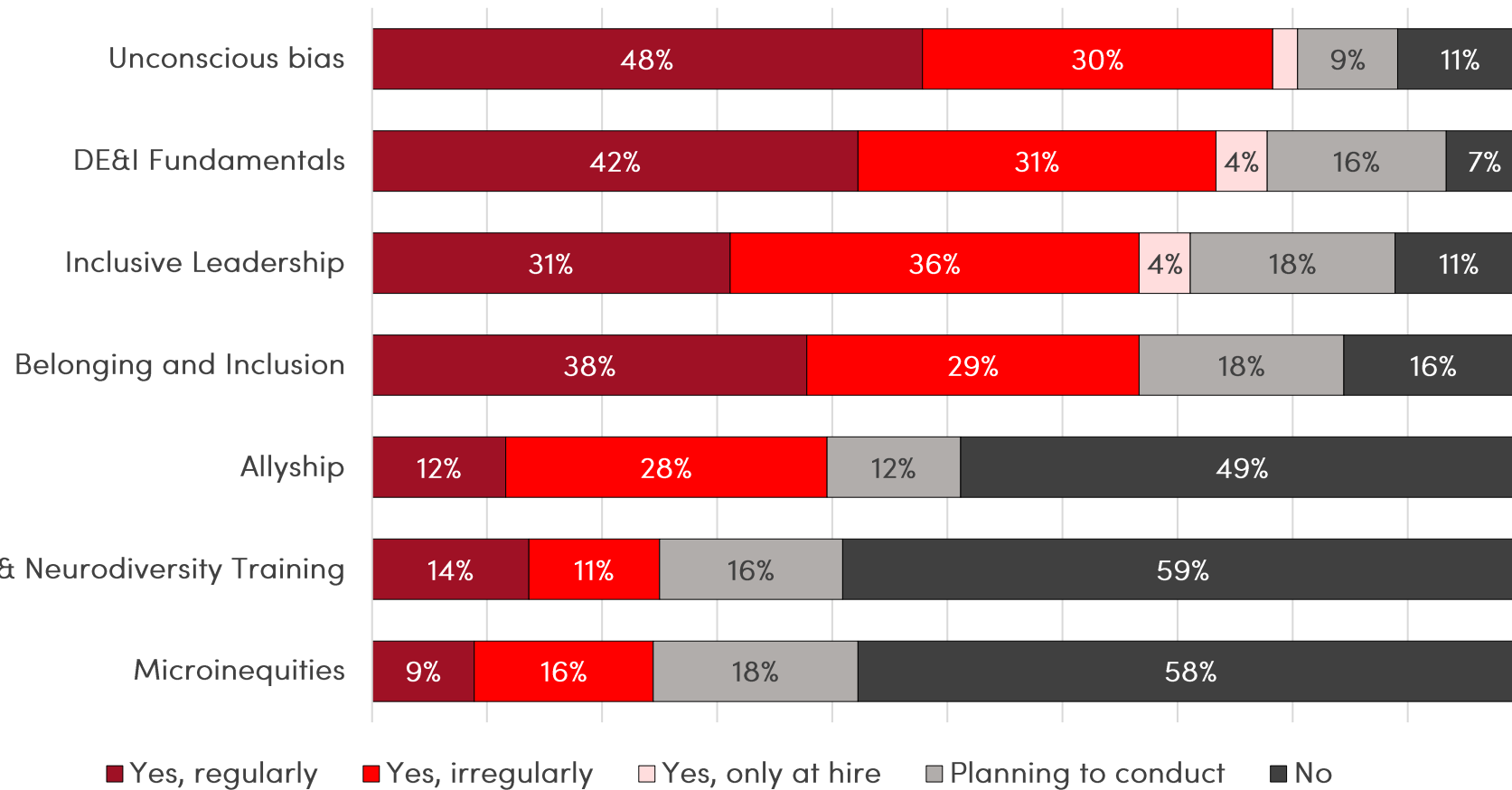
How do your company's ERGs communicate internally and collaborate with one another?

- **Our BRGs collaborate and co-host events throughout the year** from volunteering, learning and awareness sessions, and events supporting external STEM organizations building future talent. Some examples are Suicide Awareness session hosted by Interfaith and Veterans in partnership with our EAP contacts, Women and African Ancestry hosting young women from The Engineering Society of Detroit Girls in Engineering Academy for a full day experience of coding, robotics and knowledge sharing.
- **We have all-hands meetings, and ERG leadership meetings.**
- **Cross-ERG events/meetings**
- **Through the Global Inclusion Council**
 - Steering Meetings Staff Meetings Best Practice Sharing
 - There is a management staff involved and they report back to the directors
- **We currently only have one single global BRG, this BRG has local cells by country and Plant for specific activities**
- Committee monthly meetings
- Newsletter, all-hands employee ERG meetings
- Monthly meetings and quarterly events.
- They have one digital internal channel and regular face to face meetings in a locally way.
- **We utilize internal communication Sprnklr advocacy platform, via Engage and Sharepoint.**
- Virtual meetings, Yammer and in-person
- **Teams meeting**
- **Corporate communications**
 - Teams channels; events
 - Through daily Corporate communication e-mail
 - Functional teams, internal newsletter via internal social media site, etc.
 - Email
 - Company newsletter

Resources and Opportunities

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

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%



Other:

- Empathy Workshop, irregularly



DE&I Wins and the Future

2023 Diversity, Equity and Inclusion Barometer

DE&I Wins and the Future

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

- Forming a team reporting to the CFO
- More buy in and action items in place
- Senior leadership support on implementing a diversity program. Initial level-set conducted with senior leaders
- Creation of DEI data heatmap to track progress/representation of workforce
- Aligning DE&I within my company's overall Sustainability Strategy
- First female engineering intern
- The transformation and diversity of the new Executive Team and the increased number of women in leadership roles not just at corporate but in Operations.
- ERG Membership Satisfaction rate of I&D events and initiatives Mentoring Program
- We hired more diverse hourly staff.
- Starting an ERG that is focused on women, and issues that they face both at work, and home.
- The launch of the our first ERG.
- Expanding our DEI Ambassador network to include not only all divisions, but also almost all sites in North America has been a big success. We are expanding further where DEI Ambassador committees are being formed with one DEI Ambassador lead and more members supporting to lessen the capacity needed for all.
- We launched our first annual DE&I report. We also launched our DE&I framework in Canada.
- Dana Incorporated (NYSE: DAN) announced today that it has been named to the inaugural list of "America's Greatest Workplaces 2023" by Newsweek magazine. Dana was the only Tier One supplier focused primarily on mobility markets to make the list. In cooperation with research firm Plant-A Insights Group, Newsweek conducted an independent study to find America's Greatest Workplaces. The study determined the results through a large-scale independent survey of over 389,000 company reviews completed by employees working for U.S. companies with a workforce of at least 1,000 or more. "At Dana, we value people by celebrating diversity, treating others with respect, and putting safety, inclusion, sustainability, and integrity at the heart of everything we do," said Maureen Pittenger, senior vice president and chief human resources officer for Dana. "Being named one of America's Greatest Workplaces validates our efforts to provide a place to work where our people and culture can both flourish." – [Dana.com](https://www.dana.com)
- ERGs were launched, DEI officer was hired, Global Inclusion Council was appointed.
- Increased Exec Team %
- [We], as an Early Mover company for United Nations Forward Faster Initiative, focused on Gender Equality Targets Launch of Global Female Talent Leadership Journey Global Mentoring Program for Female Talent
- The implementation of a formal program.
- Full corporate commitment

DE&I Wins and the Future

What one thing would help your company move forward more quickly on DEI goals and initiatives?

- Diverse applications to mid and upper management openings.
- DEI goals given from customers
- Middle manager ownership!!
- Access to more diverse talent pools. Intentionality in partnering with organizations that specialize in recruiting diverse talent.
- Establishing a statement on what our stance on DE&I will be and what that means for ADAC.
- Sponsorship Program Add more staff dedicated to DEI
- Ideas to help a small company implement some measures. We have 50 employees and are mostly woman diverse.
- More education for business unit managers.
- Deploy an objective of DEI for the executive levels, at least from 1 to 3 organizational level.
- Continuing to grow the support of DEI initiatives especially within middle management. This is a big opportunity within the organization to drive goals and initiatives.
- One thing that could help us would be more dedicated resources.
- Consistent internal messaging from all levels of management
- Improved strategic targets
- More awareness and training for Senior executives
- Time to develop the programs under our new CHRO and C Suite leadership in 2024.
- Have non-Japanese (we are a Japanese owned corp.) on the BoD.

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. In addition, it provides a detailed overview of industry benchmarks, DE&I initiatives, and future guidance of the automotive supply base.

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 November 2 – 29 via invitation to online survey.
- Executives of MEMA supplier companies.
- 50 complete survey responses were received, with 63 responses total.

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

Mike Jackson
Executive Director
Strategy and Research
248.430.5954
mjackson@mema.org

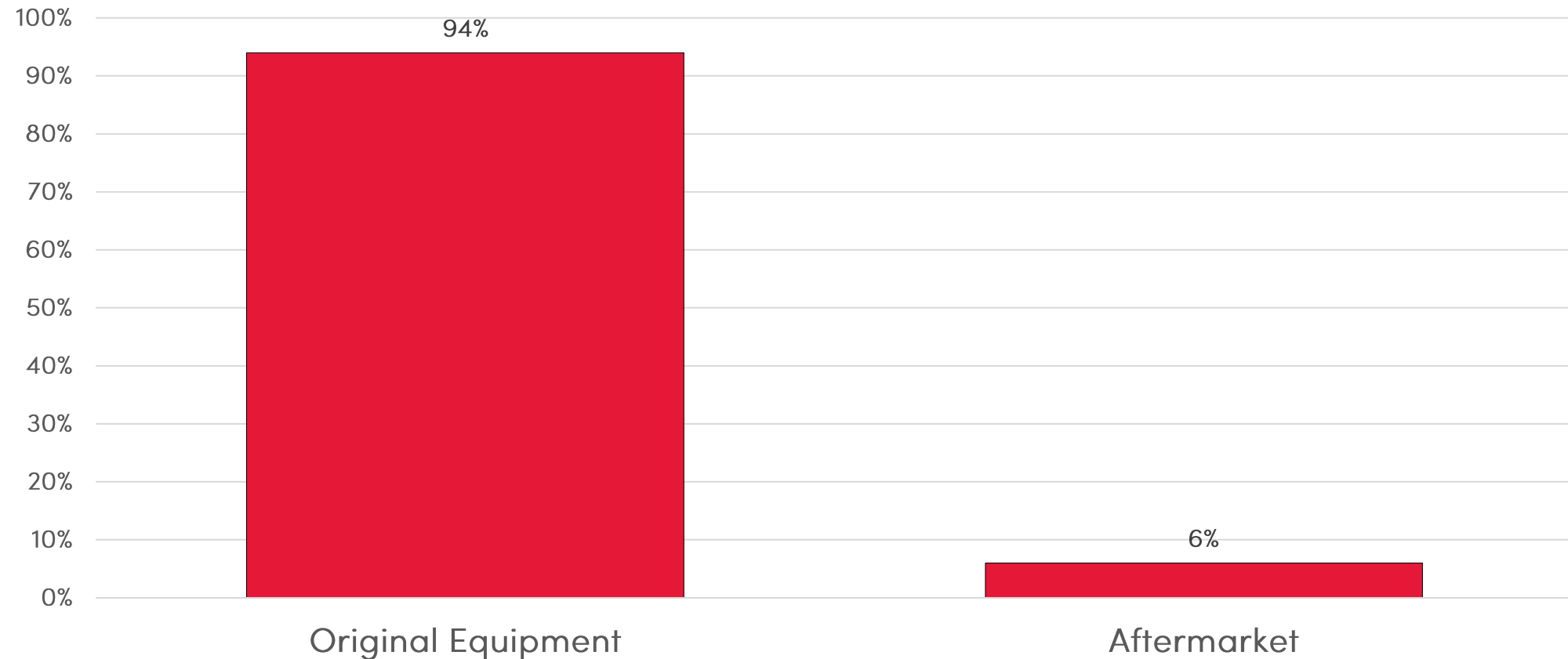
Joe Zaciek
Senior Manager
Research and Industry Analysis
248.430.5960
jzaciek@mema.org

Keiyania Mann
Director, Councils, OESA
248.430.5952
kmann@mema.org

Cheryl Thompson
Founder and CEO, CADIA
734.716.9612
cheryl@automotivediversity.org

MEMA Original Equipment Suppliers
25925 Telegraph Road
Suite 350
Southfield, Michigan 48033

Response Demographics



50 responses

memca.

Original Equipment Suppliers



MEMA OE Suppliers 2023 Diversity, Equity and Inclusion Barometer

December 5, 2023

