

2013 HACR

HISPANIC ASSOCIATION ON CORPORATE RESPONSIBILITY

CORPORATE INCLUSION INDEX

**CORPORATE
ACCOUNTABILITY
STRATEGY**



LETTER FROM THE HACR BOARD OF DIRECTORS

We, the 16 members of the Hispanic Association on Corporate Responsibility (HACR) Board of Directors, are honored to present the findings of the 2013 HACR Corporate Inclusion Index (HACR CII). As representatives of the most influential grassroots advocacy groups and national associations in the U.S. and Puerto Rico, we share one common goal: to support the advancement and most importantly, the inclusion of Hispanics in Corporate America. We are pleased to work with our corporate members, stakeholders, and others to provide them with the expertise and tools that are necessary to ensure the inclusion of Hispanics in HACR's four pillars: Employment, Procurement, Philanthropy, and Governance.

This year marks the fifth year of the HACR CII in its current format. In that time, we have seen a renewed commitment by some corporations to be transparent when it comes to Hispanic inclusion in Corporate America. We have also seen clear dedication on the part of some companies but on the other hand, we have also learned that many companies still have work to do to ensure Hispanics are represented at all levels within their companies.

Over the past five years we have highlighted the importance of the growing Hispanic population and we have focused on the increasing purchasing power of the Hispanic consumer as a means of creating a business case for Hispanic inclusion at all levels within Corporate America. With that said, Hispanics continue to be underrepresented in key positions throughout Corporate America.

Now is the time for more corporations to embrace and engage the Hispanic consumer, convert them into loyal customers, but also lay the necessary groundwork to increase the pipeline of Hispanics into C-Suite and board positions. Companies must strengthen the community through philanthropic support and sourcing to Hispanic vendors.

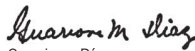
We are pleased to see an increase in the number of participants in the HACR CII for a fifth year in a row and to have the support of so many corporate members, without whom what we do would not be possible. The HACR CII is poised to become the tool which identifies opportunity for more investment in Hispanic community enabling the *Fortune 100* to provide a means that both effectively benefits our community and becomes a source of competitive advantage for participants.

As the HACR CII report illustrates, the overwhelming majority of our corporate members value the survey and understand it is our responsibility to advocate for Hispanic inclusion. HACR will continue to promote the inclusion of Hispanics in Corporate America at all levels and work with our partners to provide them the knowledge to capture market share in our communities.

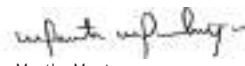
To those who participated in this year's survey, we thank you for being transparent and we appreciate all you do to realize our collective vision. Together, we form one voice and send one collective message to the rest of Corporate America: diversity is not only an ethical imperative, it is a market necessity.



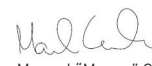
Luis Vazquez
American GI Forum of the United States



Guarione Díaz
Cuban American National Council



Martha Montoya
National Association of Hispanic Publications



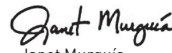
Manuel "Manny" Gonzalez
National Society of Hispanic MBAs



Ronald Blackburn Moreno
ASPIRA Association, Inc.



Dr. Antonio R. Flores
Hispanic Association of Colleges and Universities



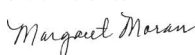
Janet Murguía
National Council of La Raza



Ignacio Salazar
SER-Jobs for Progress National, Inc.



Esther Aguilera
Congressional Hispanic Caucus Institute



Margaret Morán
League of United Latin American Citizens



Rafael Fantauzzi
National Puerto Rican Coalition



Javier Palomarez
United States Hispanic Chamber of Commerce



Hon. Lincoln Díaz-Balart
Congressional Hispanic Leadership Institute, Inc.



Alma Morales Riojas
MANA, A National Latina Organization



Cecelia M. Espenosa
National Hispana Leadership Institute



Dr. Juan Andrade Jr.
United States Hispanic Leadership Institute

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LETTER FROM THE DIRECTOR OF THE HACR RESEARCH INSTITUTE

WHAT HAVE WE LEARNED OVER THE LAST 5 YEARS?

Over the past five years we have seen a steady increase in participation and in fact, we have doubled the number of HACR CII participants since 2009. In 2009, former HACR President and CEO, Carlos F. Orta said, “any company that claims to be a ‘good’ company must also be transparent”, and over the last five years we have seen reporting mechanisms improve and a greater willingness to be transparent.

Increased participation and greater transparency have enabled HACR to better assess how Hispanics are faring along our four pillars: Employment, Procurement, Philanthropy, and Governance.

In the past five years we have seen significant gains in employment as companies strive to institutionalize initiatives needed to further Hispanic inclusion. However, opportunities still exist for companies to have a workforce that equals the number of Hispanics in the U.S. across business units and throughout various leadership levels.

Procurement has consistently presented a challenge to Corporate America but in the past five years we have seen a willingness on the part of companies to share more information than in the past. Companies are also better equipped to identify the areas that represent the biggest obstacles for them in sourcing to Hispanic-owned businesses. Both are important first steps for improving business opportunities for Hispanic entrepreneurs.

During this time period we have seen philanthropic give to the Hispanic community nearly double, but there still remains tremendous opportunities for companies to better engage with the Hispanic community and to further cultivate relationships with the population that will drive their future growth.

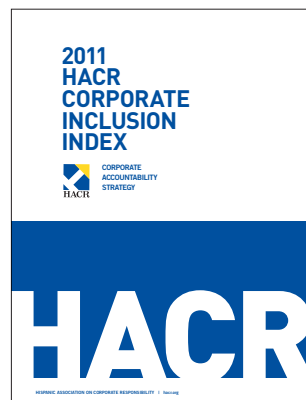
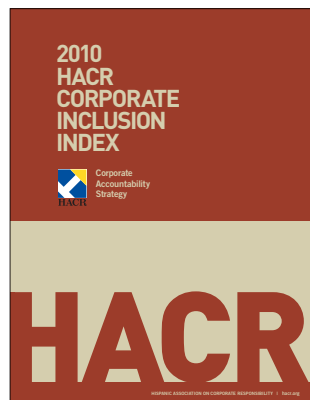
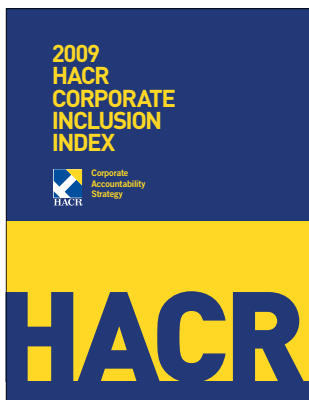
For governance, there has been a great deal of conversation devoted to the inclusion of Hispanics in board and senior-level executive positions. Unfortunately we have not had the same level of success in terms of measurable outcomes. It appears much work is still needed to identify the issues as to why board diversity remains so elusive.

So what have we learned? The significance of these trends is that as the strength of the Hispanic consumer continues to grow, Corporate America must recognize that the Hispanic population is the key to renewing their aging labor force and essential to preserving market position. Until then there is much work that needs to be done and now is the time to ensure that Hispanic inclusion is a priority in 2014 and beyond.

Sincerely,



Dr. Lisette Garcia
Director, HACR Research Institute



HACR'S COMPREHENSIVE CORPORATE ACCOUNTABILITY STRATEGY

TO ACHIEVE OBJECTIVES IN MEASURING AND ENCOURAGING HISPANIC INCLUSION

AGREEMENTS

HACR CORPORATE INCLUSION INDEX

RESEARCH & ADVOCACY

STOCK PURCHASE FUND

OVERVIEW OF CORPORATE ACCOUNTABILITY STRATEGY

The 16 member HACR board adopted the HACR Corporate Accountability Strategy in 2009. The Corporate Accountability Strategy is a four pronged approach to achieving HACR's objectives in measuring and encouraging Hispanic inclusion. It provides a roadmap to identify, report on, and collaborate with *Fortune 100* and *500* companies and HACR corporate members around the concept of Hispanic inclusion.

AGREEMENTS. This first focus area establishes a contractual relationship with corporate members to open a dialogue around best practices between HACR and the individual corporation. The agreements also serve to nurture relationships between top executives, HACR, and HACR board members.

HACR CORPORATE INCLUSION INDEX. The HACR CII takes a comprehensive measurement of the business practices and strategies of participating companies around HACR's four pillars: Employment, Procurement, Philanthropy, and Governance.

RESEARCH & ADVOCACY. The Corporate Accountability Strategy encourages HACR to gather data on *Fortune 100* and *500* companies to showcase the efforts of companies that have implemented best practices in Hispanic inclusion. Research and data also provide a frame from which HACR is able to advocate to those who need improvement increasing Hispanic representation in their corporate structures. The data collected provides a "snapshot" of Corporate America's Hispanic inclusion efforts to date and reports generated from HACR's research efforts are distributed to HACR board members, corporate members, members of Congress, and other decision-makers and key stakeholders.

STOCK PURCHASE FUND. The final focus area is an actionable plan which allows HACR to invest in and support companies who are inclusive of Hispanics. Through the fund HACR is able to further advance its mission and encourage companies to implement best practices for Hispanic inclusion.

THE HACR CII FIVE YEARS IN REVIEW

The first HACR CII report in 2009, focused on identifying what makes a company “good” for Hispanics, which is a question that HACR has sought to answer since its inception in 1986. At the time our focus was on specific measurable outcomes but five years later consideration should also be given to the commitment that many companies have made to improving measurable outcomes. In 2009 there were 30 companies that participated in the HACR CII, 25 of those companies have submitted surveys each year since. What follows is a discussion of the trends that we have observed across that sample of 25 for the past five years.

TRENDS IN EMPLOYMENT

Over the last five years we have seen many positive changes in employment practices, especially those devoted to bringing in new employees, working to support them, and tracking attrition.

- In 2009, only 36 percent of the HACR CII participants had internship programs aimed at recruiting Hispanics and in 2013 98 percent did.
- The average rate of new Hispanic hires has only increased one percent between 2009 and 2013.
- In 2009, 70 percent of the sample group reported that they monitored the attrition rate of their Hispanic employees and in 2013 100 percent did.
- In 2009, 80 percent of the HACR CII participants had an employee resource group while in 2013, 98 percent of the sample of five year participants reported having an ERG.

TRENDS IN PROCUREMENT

The information requested in the procurement section of the survey is largely considered proprietary and has been difficult to ascertain. This is evidenced by a historically low response rate over the past five years. Despite the reporting challenges, however we have seen some improvements.

- In 2009, only 17 percent provided their Hispanic supplier spend goal, compared to more than 50 percent in 2013.
- The average Hispanic supplier spend goal has remained constant between 2009-2013 at one and a half percent.

TRENDS IN PHILANTHROPY

In the past five years, we have seen a significant increase in investment in the Hispanic community and organizations at the local, regional, and national levels.

- The average give to the Hispanic community in 2009 was only 6.5 percent while in 2013, we saw this figure increase to more than 10 percent.
- In 2009, only 68 percent of participants had a plan for community outreach and in 2013, 100 percent of the sample did.

TRENDS IN GOVERNANCE

The 2013 HACR Corporate Governance Study highlights the fact that Hispanics are still under represented at the upper levels of Corporate America and five years of data from the HACR CII sample further confirms that this is true. Although the HACR CII participants continue to have higher levels of representation than the *Fortune 100* or *500* more generally, the numbers are still low.

- In 2009 Hispanics held only nine percent of board seats and in 2013, there has been no change.
- A similar pattern was observed for the executive positions as well – very little change was observed between 2009 and 2013 (7.9 percent and 7.3 percent respectively).

Only through continued transparency and open dialogues will we be able to achieve HACR’s mission to advance the inclusion of Hispanics in Corporate America at a level commensurate with our economic contributions.

FIVE YEAR PARTICIPANTS

On behalf of the HACR Board of Directors, we would like to acknowledge and extend a special thank you to the following companies for their commitment to the HACR Corporate Inclusion Index for the past five years.

ALLSTATE INSURANCE COMPANY
ALTRIA GROUP*
AT&T INC.*
BANK OF AMERICA CORPORATION*
CITIGROUP INC.*
THE COCA-COLA COMPANY
COMCAST CORPORATION*
COMERICA BANK*
DELL, INC.*
FORD MOTOR COMPANY*
GENERAL ELECTRIC*
KRAFT FOODS GROUP*
MARRIOTT INTERNATIONAL, INC.
MCDONALD'S CORPORATION*
MILLERCOORS LLC*
PEPSICO, INC.*
PRUDENTIAL FINANCIAL, INC.*
SODEXO, INC.*
STATE FARM INSURANCE COS.*
TIME WARNER, INC.*
UNITED PARCEL SERVICES (UPS)*
VERIZON COMMUNICATIONS INC.*
WAL-MART STORES, INC.*
WELLS FARGO & COMPANY*
WYNDHAM WORLDWIDE*

THANK YOU!
¡GRACIAS!

2013 HACR CORPORATE INCLUSION INDEX: COMPANIES THAT PARTICIPATED



AARP*
 AETNA, INC.*
 ALLSTATE INSURANCE COMPANY
 ALTRIA GROUP*
 AMR CORPORATION
 AT&T INC.*
 BANK OF AMERICA CORPORATION*
 CARDINAL HEALTH, INC.
 CHRYSLER GROUP LLC*
 CIGNA CORPORATION
 CISCO SYSTEMS, INC.*
 CITIGROUP INC.*
 THE COCA-COLA COMPANY
 COMCAST CORPORATION*
 COMERICA BANK*

CONAGRA FOODS, INC.*
 DELL, INC.*
 DIAGEO NORTH AMERICA*
 DUPONT
 EXPRESS SCRIPTS HOLDING COMPANY
 FORD MOTOR COMPANY*
 GENERAL ELECTRIC*
 GENERAL MOTORS COMPANY*
 GOLDMAN SACHS GROUP, INC.
 HERBALIFE
 HEWLETT-PACKARD COMPANY
 HUMANA INC.
 INTEL CORPORATION*
 JOHNSON & JOHNSON*
 J.P. MORGAN CHASE & CO
 KRAFT FOODS GROUP*
 THE KROGER COMPANY
 MACY'S, INC.*
 MARRIOTT INTERNATIONAL, INC.
 MARSH & MCLENNAN COMPANIES*
 MCDONALD'S CORPORATION*
 MERCK & CO., INC.
 METLIFE, INC.

MGM RESORTS INTERNATIONAL*
 MICROSOFT CORPORATION*
 MILLERCOORS LLC*
 MORGAN STANLEY
 NEW YORK LIFE INSURANCE COMPANY
 NORTHROP GRUMMAN CORPORATION*
 PEPSICO, INC.*
 PRUDENTIAL FINANCIAL, INC.*
 SODEXO, INC.*
 STATE FARM INSURANCE COS.*
 TARGET CORPORATION*
 TIAA-CREF
 TIME WARNER, INC.*
 TOYOTA MOTOR NORTH AMERICA, INC.*
 UNITED PARCEL SERVICES (UPS)*
 UNITED TECHNOLOGIES CORPORATION
 VERIZON COMMUNICATIONS INC.*
 WAL-MART STORES, INC.*
 THE WALT DISNEY COMPANY*
 WELLPOINT, INC.
 WELLS FARGO & COMPANY*
 WYNDHAM WORLDWIDE*

*HACR Corporate Member

SPOTLIGHT ON 2013 PARTICIPATION

FIRST YEAR PARTICIPANTS



CARDINAL HEALTH, INC.
 CIGNA CORPORATION
 HERBALIFE
 MERCK & CO., INC.
 TIAA-CREF
 THE WALT DISNEY COMPANY*

IMPROVED FROM 2012-2013



ALLSTATE INSURANCE COMPANY	KRAFT FOODS GROUP*
ALTRIA GROUP*	THE KROGER COMPANY
AMR CORPORATION	MACY'S, INC.*
BANK OF AMERICA CORPORATION*	MARSH & MCLENNAN COMPANIES*
COMCAST CORPORATION*	MCDONALD'S CORPORATION*
COMERICA BANK*	MGM RESORTS INTERNATIONAL*
DIAGEO NORTH AMERICA*	MICROSOFT CORPORATION*
DUPONT	NORTHROP GRUMMAN CORPORATION*
EXPRESS SCRIPTS HOLDING COMPANY	PEPSICO, INC.*
GOLDMAN SACHS GROUP, INC.	STATE FARM INSURANCE COS.*
HEWLETT-PACKARD COMPANY	TARGET CORPORATION*
HUMANA INC.	UNITED PARCEL SERVICES (UPS)*
JOHNSON & JOHNSON*	UNITED TECHNOLOGIES CORPORATION
J.P. MORGAN CHASE & CO	WELLS FARGO & COMPANY*

*HACR Corporate Member

INDUSTRY PARTICIPATION

TRANSPARENCY COUNTS.

The HACR CII is open to all *Fortune 100* companies and HACR Corporate members. The 2013 HACR CII saw a record number of participants, and certain industrial classifications were better represented than others. Over the next few pages you will see a breakdown of participation for selected *Fortune* industrial classifications.

We lead off this section with participation in the healthcare sectors given recent headlines on the industry and discussions on improving access to healthcare for the Hispanic population. Our focus however, is on the inclusion of Hispanics within these industries and the willingness of these companies to be transparent through participation on the HACR CII.

This year all companies in the Healthcare: Insurance and Managed Care sector completed the HACR CII with the exception of UnitedHealth Group. Thank you Aetna, Inc., Humana Inc., and WellPoint, Inc. for your participation and for recognizing the importance of Hispanic inclusion.

Only one *Fortune 100* company in the Healthcare: Wholesalers sector Cardinal Health, Inc., participated in this year's HACR CII. Thank you Cardinal Health, Inc. for recognizing the value of transparency and Hispanic inclusion.



HEALTHCARE

INSURANCE AND MANAGED CARE



PARTICIPANTS

AETNA, INC.*
HUMANA INC.
WELLPOINT, INC.



NON-PARTICIPANTS

UNITEDHEALTH GROUP*

WHOLESALE



PARTICIPANTS

CARDINAL HEALTH, INC.



NON-PARTICIPANTS

AMERISOURCE BERGEN CORPORATION
MCKESSON CORPORATION

*HACR Corporate Member

INDUSTRY PARTICIPATION

COMMERCIAL BANKING



In the 2012 HACR CII, we recognized the Commercial Banking sector for being the only industrial sector in the *Fortune 100* to have 100 percent company participation. This year, American Express failed to participate. Being transparent is important, so why did American Express decline to participate in the survey?



PARTICIPANTS

BANK OF AMERICA CORPORATION*
CITIGROUP INC.*
GOLDMAN SACHS GROUP, INC.
J.P. MORGAN CHASE & CO.
MORGAN STANLEY
WELLS FARGO & COMPANY*



NON-PARTICIPANTS

AMERICAN EXPRESS COMPANY

*HACR Corporate Member

INDUSTRY PARTICIPATION

FOOD & DRUG STORES

Only one *Fortune 100* company in the Food & Drug Stores classification participated in this year's HACR CII. Thumbs up to The Kroger Company for their continued commitment to the HACR CII and for recognizing the importance of Hispanic inclusion as an essential element of business strategy.



PARTICIPANTS

THE KROGER COMPANY



NON-PARTICIPANTS

CVS CAREMARK CORPORATION
SAFeway INC.
SUPERVALU, INC.
THE WALGREEN COMPANY

ENTERTAINMENT

In the Entertainment sector, there is only one company that failed to participate in the 2013 HACR CII – News Corporation. HACR congratulates Time Warner, Inc. and The Walt Disney Company for their participation and for championing Hispanic inclusion at all levels within their companies.



PARTICIPANTS

TIME WARNER, INC.*
THE WALT DISNEY COMPANY*



NON-PARTICIPANTS

NEWS CORPORATION

*HACR Corporate Member

RATINGS CRITERIA

	POINTS POSSIBLE
1. EMPLOYMENT – WORKFORCE & RECRUITMENT	[30]
A. Does the corporation have a Hispanic Employee Association, Resource, or Affinity Group (i.e. ARG, BRG, ERG)?	5
B. Does the Association, Resource, or Affinity Group (ARG, BRG, ERG) have an Executive champion?	5
C. Does the corporation monitor the attrition rate of total U.S. based Hispanic employees?	5
D. What percentage of total U.S. based hires represents Hispanic hires?	10
• 6% > = 10	
• 1–5.99% = 5	
E. Does the company have an internship program specifically designed/geared to recruit Hispanics?	5
2. PROCUREMENT – SPENDING	[20]
A. What is the U.S. based Hispanic supplier spend goal as a percent of total procurement spend? ¹	10
• 6% > = 10	
• 1–5.99% = 5	
B. Does the corporation have a full-time employee responsible for supplier Diversity? ^{2,3}	5
C. Is this employee held accountable for establishing and attaining supplier Diversity goals? ³	5
3. PHILANTHROPY – COMMUNITY INVESTMENT	[20]
A. What is your total Hispanic give (Corporate, Foundation) as a percent of total dollars contributed or invested?	15
• 11% > = 15	
• 6–10.99% > = 10	
• 1–5.99% = 5	
B. Does your corporation have a plan for outreach & corporate giving to local and national Hispanic community organizations?	5
4. GOVERNANCE – LEADERSHIP	[30]
A. What percentage of total board are Hispanic (2012)?	10
• 10% > = 10	
• 5–9.99% = 5	
B. What percentage of total Executive Officers are Hispanic (2012)?	10
• 6% > = 10	
• 1–5.99% = 5	
C. Does management report to Board of Directors on Diversity performance annually?	5
D. Does the company have a full-time employee responsible for Diversity? ³	5
CORPORATE INCLUSION INDEX TOTAL POSSIBLE	100

¹ Revised (2013) | 2A: The phrase “opportunity dollars” was replaced with “procurement spend”.

² Revised (2009, 2010) | 2B Does your company actively source Hispanic vendors?

³ Revised (2013) 2B, 2C, 4D | The word “Executive” was replaced with “employee”.



INCREASING SUPPLIER **DIVERSITY**

CHALLENGES • OPPORTUNITIES • BEST PRACTICES

How can we better leverage, strengthen, and develop Hispanic suppliers? Those are questions we are often asked by HACR CII participants. To answer these questions better, the HACR Research Institute has undertaken a special project focusing on the challenges, opportunities, and best practices for increasing supplier diversity.

For more information on our extensive study focusing on procurement and supplier diversity for Hispanics and the other research initiatives HACR is working on please visit our website www.hacr.org/research_institute or scan the code below.



HACR CORPORATE INCLUSION INDEX RATINGS⁴

COMPANY NAME	EMPLOYMENT					PROCUREMENT			PHILANTHROPY		GOVERNANCE				CII RATING				
	1A	1B	1C	1D	1E	2A	2B	2C	3A	3B	4A	4B	4C	4D	2013	2012	2011	2010	2009
AETNA, INC.															85	*	55	60	55
ALLSTATE INSURANCE COMPANY															75	70	55	55	55
ALTRIA GROUP															70	60	50	50	60
AMR CORPORATION															90	80	*	*	*
AT&T INC.															95	95	95	85	80
BANK OF AMERICA CORPORATION															75	65	60	55	40
CARDINAL HEALTH, INC.															55	*	*	*	*
CHRYSLER GROUP LLC															65	65	70	*	*
CIGNA CORPORATION															85	*	*	*	*
CISCO SYSTEMS, INC.															50	*	45	40	*
CITIGROUP INC.															90	90	95	70	55
THE COCA-COLA COMPANY															90	90	85	85	75
COMCAST CORPORATION															85	75	60	50	50
COMERICA BANK															85	80	65	70	65
CONAGRA FOODS, INC															55	55	50	65	*
DELL, INC.															65	65	70	60	60
DIAGEO NORTH AMERICA															80	75	75	*	*
DUPONT															65	55	35	*	*
EXPRESS SCRIPTS HOLDING COMPANY															65	55	*	*	*
FORD MOTOR COMPANY															75	75	65	65	65
GENERAL ELECTRIC															65	65	65	70	40
GENERAL MOTORS COMPANY															85	85	85	*	*
GOLDMAN SACHS GROUP, INC.															70	60	55	60	*
HEWLETT-PACKARD COMPANY															70	55	65	70	*
HUMANA INC.															65	50	*	*	*
INTEL CORPORATION															60	60	60	60	*
JOHNSON & JOHNSON															80	75	55	50	*
J.P. MORGAN CHASE & CO															80	65	60	55	*
KRAFT FOODS GROUP															90	70	50	65	65

⁴Shaded boxes indicate that the response given met the ratings criteria listed on page 14. This listing excludes AARP, a non-profit corporate member of HACR and Herbalife whose submission was received past the deadline.
 *Indicates the companies that did not participate in that year's HACR CII Survey.

HACR CORPORATE INCLUSION INDEX RATINGS

COMPANY NAME	EMPLOYMENT					PROCUREMENT			PHILANTHROPY		GOVERNANCE				CII RATING				
	1A	1B	1C	1D	1E	2A	2B	2C	3A	3B	4A	4B	4C	4D	2013	2012	2011	2010	2009
THE KROGER COMPANY															55	45	45	45	*
MACY'S, INC.															65	60	65	60	*
MARRIOTT INTERNATIONAL, INC.															80	80	65	80	75
MARSH & MCLENNAN COMPANIES															70	55	50	*	*
MCDONALD'S CORPORATION															70	65	65	65	60
MERCK & CO., INC.															70	*	*	*	*
METLIFE, INC.															75	75	*	*	*
MGM RESORTS INTERNATIONAL															85	80	*	*	*
MICROSOFT CORPORATION															65	55	65	60	*
MILLERCOORS LLC															85	85	85	75	50
MORGAN STANLEY															65	65	*	*	*
NEW YORK LIFE INSURANCE COMPANY															75	75	75	*	*
NORTHROP GRUMMAN CORPORATION															60	55	65	60	*
PEPSICO, INC.															90	75	75	60	55
PRUDENTIAL FINANCIAL, INC.															75	75	60	65	55
SODEXO, INC.															90	90	85	85	90
STATE FARM INSURANCE COS.															80	75	70	70	60
TARGET CORPORATION															80	70	70	75	*
TIAA-CREF															70	*	*	*	*
TIME WARNER, INC.															85	90	75	70	65
TOYOTA MOTOR NORTH AMERICA, INC.															80	80	75	*	*
UNITED PARCEL SERVICES (UPS)															65	55	*	*	*
UNITED TECHNOLOGIES CORPORATION															60	60	60	55	55
VERIZON COMMUNICATIONS INC.															75	75	75	80	70
WAL-MART STORES, INC.															75	75	70	85	60
THE WALT DISNEY COMPANY															75	*	*	*	*
WELLPOINT, INC.															80	80	60	50	*
WELLS FARGO & COMPANY															80	75	75	55	55
WYNDHAM WORLDWIDE															85	85	80	60	40

OVERVIEW OF 2013 FINDINGS

HACR is pleased to report that the number of participants for the 2013 CII has increased for the fifth consecutive year. A total of 125 corporations comprised of the *Fortune 100*, HACR Corporate Members, and 2012 CII participants received invitations to take part in the survey; of that number, 60 submitted surveys and all were rated. More specifically 39 percent of *Fortune 100* companies participated in this year's survey, which included four out of the top 10 *Fortune 100* companies.



This report provides key highlights on this year's findings with respect to the four HACR pillars: Employment, Procurement, Philanthropy, and Governance.⁵

EMPLOYMENT

- Hispanics comprise an average of more than 13 percent of the total reported employee base in Corporate America.
- Hispanics are still more likely to be found in non-exempt positions within Corporate America.
- These findings would point to fewer Hispanics potentially in the pipeline for upper level executive positions as reflected in the low level of representation of Hispanics in C-Suites and other managerial positions within the total reported employee base.

PROCUREMENT

- On average, participants reported directing nearly two percent of total procurement spend to Hispanic-owned businesses.
- Nearly 20 percent of the sample reported less than one percent spend with Hispanic suppliers.
- Nearly all participants (96 percent) reported working with trade associations and other organizations who serve Hispanic vendors.

PHILANTHROPY

- On average the corporate charitable contributions for the sample was \$51,459,148 and the average annual foundation contributions for was \$38,900,411. Total average charitable contributions made by participants equaled \$80,767,075, while average contributions to Hispanic organizations amounted to only \$1,524,485.
- All participants reported having a plan for outreach and corporate giving to local and national Hispanic organizations.

GOVERNANCE

- Hispanic representation in the upper levels of Corporate America is still lagging. Hispanics held just over five percent of board seats amongst the participating companies (37 out of 675 board members were Hispanic), which is higher than the average within the *Fortune 500* more generally, but it is still very low.
- A similar trend was observed with executive officer positions, only 141 out of 3,735 executive officer positions were held by Hispanics (nearly four percent).

On the facing page you see the rating that the sample of 2013 HACR CII participants earned. The rating is calculated based on the sample average for each question requiring a figure. For yes/no questions if 95 percent or more of the sample responded affirmatively, the criteria was considered met. On average the 2013 HACR CII participants rated 85.

⁵All calculations are based on complete submissions that were received by the deadline.

RATINGS CRITERIA FOR 2013 HACR CII PARTICIPANTS

	POSSIBLE	TOTAL
1. EMPLOYMENT – WORKFORCE & RECRUITMENT	[30]	[30]
A. Does the corporation have a Hispanic Employee Association, Resource, or Affinity Group (i.e. ARG, BRG, ERG)?	5	5
B. Does the Association, Resource, or Affinity Group (ARG, BRG, ERG) have an Executive champion?	5	5
C. Does the corporation monitor the attrition rate of total U.S. based Hispanic employees?	5	5
D. What percentage of total U.S. based hires represents Hispanic hires?	10	10
• 6% > = 10		
• 1–5.99% = 5		
E. Does the company have an internship program specifically designed/geared to recruit Hispanics?	5	5
2. PROCUREMENT – SPENDING	[20]	[15]
A. What is the U.S.- based Hispanic supplier spend goal as a percent of total procurement spend? ⁶	10	5
• 6% > = 10		
• 1–5.99% = 5		
B. Does the corporation have a full-time employee responsible for supplier Diversity? ^{7,8}	5	5
C. Is this employee held accountable for establishing and attaining supplier Diversity goals? ⁸	5	5
3. PHILANTHROPY – COMMUNITY INVESTMENT	[20]	[15]
A. What is your total Hispanic give (Corporate, Foundation & In-Kind) as a percent of total dollars contributed or invested?	15	10
• 11% > = 15		
• 6–10.99% > = 10		
• 1–5.99% = 5		
B. Does your corporation have a plan for outreach & corporate giving to local and national Hispanic community organizations?	5	5
4. GOVERNANCE – LEADERSHIP	[30]	[25]
A. What percentage of total board are Hispanic (2012)?	10	5
• 10% > = 10		
• 5–9.99% = 5		
B. What percentage of total Executive Officers are Hispanic (2012)?	10	10
• 6% > = 10		
• 1–5.99% = 5		
C. Does management report to Board of Directors on Diversity performance annually?	5	5
D. Does the company have a full-time employee responsible for Diversity? ⁸	5	5
CORPORATE INCLUSION INDEX TOTAL POSSIBLE	100	[85]

⁶ Revised (2013) | 2A: The phrase “opportunity dollars” was replaced with “procurement spend”.

⁷ Revised (2009, 2010) | 2B Does your company actively source Hispanic vendors?

⁸ Revised (2013) 2B, 2C, 4D | The word “Executive” was replaced with “employee”.

EMPLOYMENT FINDINGS

At more than 50 million people strong, Census data indicates Hispanics have now become the largest non-white group in the United States. Population growth for the Hispanic population will continue to outpace growth by any other group. As such, Corporate America will increasingly need to rely on the growing Hispanic population to replace an aging, predominantly white workforce. To stay on top of these needs and to be consistent with past years, the 2013 HACR CII examined Hispanic recruitment, hiring, and attrition. The findings are presented below.

The 2013 HACR CII revealed many interesting trends within the broader context of employment. Participants have made a clear commitment to bringing Hispanics into their organizations. Nearly all respondents indicated that they have an internship program geared toward recruiting Hispanics. The

average hiring rate increased slightly from last year to this year and is now up to 12 percent. As was the case last year, companies are taking an active interest in bringing in new Hispanics employees and retaining that talent. All but two of those companies surveyed indicated that they specifically monitor the attrition rate of their Hispanic employees.

However, attrition continues to present a challenge for companies. The average Hispanic employee attrition rate amongst the sample was 17 percent up four percent from 2012. Companies reported the highest levels of attrition for both exempt and non-exempt Hispanic employees to be with entry level. This high attrition rate should be of concern to companies and we must find strategies for increasing hiring rates while simultaneously decreasing attrition.



PROCUREMENT FINDINGS

As the small business sector continues to develop, and the number of Latino entrepreneurs continues to grow, Corporate America bears in part the responsibility to nurture these small businesses to help them realize their full potential.

In 2013, the average spend with Hispanic suppliers was nearly two percent. Companies' use of Hispanic suppliers still continues to lag. On average there were 156 Hispanic suppliers per company to the more than 18,000 suppliers generally per company. Twenty percent of respondents reported less than one percent spend with Hispanic suppliers. This low spend rate represents a missed opportunity to leverage the growing segment of the market that Hispanic-owned businesses represent. Perhaps the greatest indicator of the missed opportunity is reflected in the fact that slightly more than five percent of the participants do not track suppliers by demographic groups and an additional 20 percent opted not to disclose this information.

What are the barriers that companies are facing that prevent their full engagement with this segment of the market? HACR CII participants often identified capacity, capability, and certification as the biggest challenges to overcome in sourcing to more Hispanic vendors.

Interestingly enough, all respondents indicated that the company did have a full-time employee responsible for supplier diversity and all but one reported that this employee was held accountable for establishing and attaining supplier diversity goals. Similar to last year, perhaps the area where we need to see improvement is not in terms of assessing the commitment on the part of management to supplier diversity but rather in how to overcome the aforementioned challenges and redefining how successes are measured.



156

**AVERAGE
NUMBER
OF HISPANIC
SUPPLIERS**

20%

**HAD LESS
THAN 1%
SPEND WITH
HISPANIC
SUPPLIERS**

5%

**DO NOT TRACK
SUPPLIERS BY
DEMOGRAPHIC
GROUP**

PHILANTHROPY FINDINGS

Research shows Hispanics as a group are more likely to support companies that support their communities.⁹ Hispanic clients as well as consumers want to be associated with and support companies who show a clear commitment to corporate social responsibility. Now more than ever, is the time for Corporate America to invest in our communities and impact change to ensure that the population that they will come to rely on in the future is well-positioned.

Most participants of the 2013 HACR CII demonstrate a firm commitment to philanthropic outreach to Hispanic organizations, with all respondents reporting having a plan for outreach and corporate giving to local and national Hispanic organizations. The 2013 average annual Hispanic give for the sample was nearly 10 percent. This figure is higher than the average give to Hispanic organizations amongst the 2012 HACR CII participants and significantly higher than the national average give which has remained at one percent since 1999.

The majority of survey respondents recognize the value of philanthropic contributions to this community. Only four percent did not track their philanthropic contributions by demographic groups or reported less than one percent in contributions to Hispanic organizations. Both of these figures represent a significant decline from the 2012 HACR CII.

While it seems that a majority of the participants of this study are ahead of the curve in their philanthropic efforts, the total give is still not proportionate to the size of the population and our buying power in the United States. Additionally, some companies still do not recognize the value in cultivating a relationship with this community through philanthropic efforts. Engaging with the Hispanic community will go a long way to attracting future employees, customers, and investors thereby promoting to their own economic sustainability.



10%
**AVERAGE
 HISPANIC
 GIVE**

⁹ Source: Cone Communications Social Impact Study, Web. 16 October 2013.

GOVERNANCE FINDINGS

The 2013 HACR Corporate Governance Study (CGS) indicated that few *Fortune 500* companies are tapping into top Latino talent to fill open board positions within their companies. This trend is confirmed among the 2013 HACR CII participants.

Despite a system of checks and balances on diversity performance, Hispanic representation in the C-Suite and board room remained low. Of this year's participating companies, 22 companies reported having no Hispanics on their boards and 31 companies reported having only one Hispanic board member. Three companies reported having more than one Hispanic board member as compared to only one in 2012.

Roughly five percent of board seats for this sample of respondents were held by Hispanics, of which Latinas held only one percent. For C-Suite positions it's even lower. Hispanics held nearly four percent of executive-level positions. Less than one percent were held by Latinas, which represents no change from 2012.

In spite of all companies reporting having full-time staff dedicated to diversity who are responsible for establishing and attaining diversity goals, few gains for Hispanics have been made between the 2012 and 2013 HACR CII reports. There appears to be a disconnect between initiatives and outcomes. Despite the presence of diversity goals and accountability metrics, Hispanic representation at the top remains elusive. Workplace innovation is driven by the insights, ideas and perspectives of a diverse leadership, recognizing the value of this and leveraging those talents is a business imperative for continued economic growth.

ON AVERAGE
HISPANICS
HELD
5%
OF BOARD
SEATS

LATINAS
HELD ONLY
1%

CLOSING THOUGHTS

Since its inception in 1986, HACR has been working to improve Hispanic inclusion at all levels within Corporate America. During the past five years we have seen companies really make an investment in their HACR CII participation through increased transparency and better tracking mechanisms. These changes have resulted in improved HACR CII ratings for many of the participants. There is still work to be done in terms of both participation and ratings and in helping companies understand if their diversity and inclusion strategies have impacted Hispanic representation across HACR's four pillars of economic reciprocity.

HACR thanks this year's participants for their commitment to Hispanic inclusion through their participation in the annual HACR CII.

EMPLOYMENT



Companies have really made an effort in bringing more Latinos on board and keeping them. In the past five years we have seen small increases in hiring and greater emphasis placed on recruitment. Greater attention to attrition which includes not only tracking the percentage but also the level at which attrition is more likely to happen is needed however, and will go a long way towards retaining top Latino talent.

Another tool effective for retaining top Latino talent is through the use of employee resource groups (ERGs). This is notable, because many ERGs function as talent incubators within their companies and provide not only professional development to their members but also exposure to senior executives, both critical components for career advancement. Though the full effects of these employment programs and initiatives have not yet been realized, we anticipate that this will change over time.

PROCUREMENT

Procurement gains remain a challenge as evidenced by the fact that spend goals have not changed much in the past five years. Although there is still work to do in terms of the measureable procurement outcomes, the fact remains that in five years we have been able to increase participation on this item by nearly fivefold.

Specifically better tracking mechanisms are still needed. Many companies continue to be unable to report on progress in engagement with Hispanic suppliers simply because the appropriate tracking mechanisms do not exist. More work is still needed in understanding why procurement gains remain so challenging. Sourcing to Hispanic vendors is a business imperative necessary to stay competitive in the changing economy.



PHILANTHROPY



In the past five years we have seen a great deal of progress when it comes to engagement through philanthropic efforts by these companies in the Hispanic community. There are many tangible benefits to philanthropic giving both for these companies and within Hispanic communities, investing in the community where their workforce will come from will go a long way towards aiding the company bottom-line in the future.

But like procurement, there is still room for improvement around tracking contributions by specific demographic groups. A related concern in this area is identifying the opportunities for companies to engage with the community. Lack of clear specific needs results in a situation where it becomes difficult to prioritize funding needs for the Hispanic community.

Philanthropic activities are an important way companies can introduce themselves, their products, and their commitment to social responsibility to the Hispanic community. They also help to engage individuals, recruit employees, and attract consumers and investors. For all of these reasons, we must determine a way to overcome the challenges companies are facing in this area.

GOVERNANCE

Five years of data from the HACR CII are consistent with the findings from the 2013 HACR Corporate Governance Study, Hispanics are still under represented in the upper ranks of Corporate America. Although the HACR CII participants continue to have higher levels of representation than the *Fortune 100* or *500* more generally, the numbers are still low. More work is needed to promote Hispanic inclusion at the more senior leadership levels of Corporate America.

Unlike procurement and philanthropy, tracking is not the concern in this area. Since diversity at the board and executive levels is a popular topic of discussion, the mechanisms exist to track the information. Unfortunately, companies are still struggling to reach better outcomes. An increasingly global business climate should be reflected in the leadership of those companies. Corporate America needs to harness the strength of diversity to ensure future growth and solidify their position in the marketplace.



ABOUT THE HACR RESEARCH INSTITUTE

The HACR Research Institute (HRI) is the research arm of HACR and is devoted to objective research, analysis, and publication of Hispanic-related issues in Corporate America. The institute focuses its research on corporate governance, employment, philanthropy, procurement, and national demographics. The goal of the HRI is to assess current trends and stimulate discussion on Hispanic inclusion in Corporate America.

Through the HRI, HACR publishes annual studies on the state of the Hispanic community and corporate best practices in Employment, Procurement, Philanthropy, and Governance along with the HACR Corporate Inclusion Index. The HRI also publishes the Corporate Governance study, and other independent studies conducted internally and through partnership with other leading advocacy organizations. By providing information on the status of Hispanics in Corporate America, HACR can focus on issues relevant to Hispanics and investigate solutions to the inequity that exists.

DR. LISETTE GARCIA - DIRECTOR, HACR RESEARCH INSTITUTE



Dr. Lisette Garcia joined the staff of the Hispanic Association on Corporate Responsibility (HACR) in September 2012, revitalizing the role of Director, HACR Research Institute and charting a strategic plan and roadmap

for the Institute. In addition to managing HACR's Corporate Inclusion Index and Corporate Governance Study, Dr. Garcia takes the lead in facilitating the organization's investigative projects and developing new programs and research studies aimed at strengthening HACR's reputation as the key source for information on Hispanic inclusion in Corporate America.

A trained researcher with a Ph.D. in Sociology from The Ohio State University, Garcia has dedicated her career to exploring educational and employment issues within the realm of corporate social responsibility, discrimination, and diversity and inclusion. Garcia has published several

articles on employment discrimination and Latino educational attainment in scholarly journals.

As the former Study Director for the Women of Color Policy Network at New York University, she used her statistical knowledge and techniques to design survey tools, supervise various research projects, co-author research reports, and present findings at professional meetings and conferences nationwide.

Garcia's employment and research experience is deeply rooted in higher education. Immediately prior to joining HACR, she was a faculty member at George Mason University; she has also taught at New York University, Montclair State University, and Ohio State.

In addition to her doctoral degree, Garcia holds an M.S. in Sociology from Virginia Tech and dual undergraduate degrees from Penn State in Sociology and Labor and Industrial Relations. She is a proud recipient of the NCID Exemplary Diversity Scholar Citation for her contributions in diversity-related research, practice, and teaching.

METHODOLOGY

The data for the 2013 Hispanic Association on Corporate Responsibility Corporate Inclusion Index (HACR CII) is drawn from a survey designed and administered by the HACR Research Institute (HRI). The survey collects key pieces of information in and around HACR's four pillars of corporate inclusion: Employment, Procurement, Philanthropy, and Governance. Each section was designed to thoroughly examine inclusion practices on topics ranging from hiring practices, to Hispanic board representation.

Invitations to participate in the 2013 HACR CII survey were sent to all *Fortune 100* companies, HACR corporate members, and 2012 HACR CII participants.¹⁰ If a corporation had not previously participated in the HACR CII, requests were made to the chief executive officer, as well as the highest-level executive responsible for human resources and/or diversity when it was possible to obtain their contact information. If a corporation had previously participated in the HACR CII, invitations were sent first to the individuals responsible for previous submissions with additional communications sent to senior level executives. The survey period was from June 1, 2013 to November 1, 2013.

A total of 125 corporations received invitations to take part in the survey; of that number, 60 submitted surveys and all were rated. For the respondents who completed the survey – 40 were HACR corporate members and 20 were non-members, 51 of the survey participants were returning participants from 2012.¹¹

The HACR staff provided additional assistance and advice throughout the process and reviewed submitted documentation for appropriate language and consistency with survey answers. Corporations were invited to provide HACR staff with any additional information, corrections to data, and/or updates prior to this report going to print.

Variances between the total survey respondents and the number of respondents for every question may be due to the fact that not all participants responded to every question. Information reported for each question was calculated solely based on the number of complete responses. For the five year analysis, only data for companies that had participated in all five years was included. Responses of zero were excluded from analyses for the five year analyses since they could not be distinguished from responses that were declined or not applicable in prior years.

ACKNOWLEDGEMENTS

On behalf of the HACR Board of Directors, we would like to acknowledge and extend a special thank you to the following for their support of the 2013 HACR CII report.

Roxana Vergara – Principal at V Consulting served as Project Director for the 2013 HACR CII. Vergara lead the compilation, analysis, and result findings of the 2013 HACR CII report. V Consulting focuses on research and data analysis in identifying opportunities for creating positive customer-focused experiences, while ensuring operational excellence by promoting cross-functional collaboration across business functions and teams.

República provided all creative services for the 2013 HACR CII report. República is a cross-cultural agency specializing in advertising, branding, digital, social media, specializing in advertising, branding, digital, social media, public relations, media buying, promotion and research.

¹⁰Companies outside the parameters mentioned earlier who requested the survey from the HACR Research Institute were allowed to complete the 2013 HACR CII survey.

¹¹Aggregate data results are based on 56 complete submissions, responses which were incomplete (3) were excluded from subsequent analyses as was AARP since it is a non-profit corporate member.



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ABOUT HACR

Founded in 1986, the Hispanic Association on Corporate Responsibility (HACR) is one of the most influential advocacy organizations in the nation representing 16 national Hispanic organizations in the United States and Puerto Rico. Our mission is to advance the inclusion of Hispanics in Corporate America at a level commensurate with our economic contributions. To that end, HACR focuses on four areas of corporate social responsibility and market reciprocity: Employment, Procurement, Philanthropy, and Governance.

HACR COALITION MEMBERS

American GI Forum of the United States
ASPIRA Association, Inc.
Congressional Hispanic Caucus Institute
Congressional Hispanic Leadership Institute
Cuban American National Council
Hispanic Association of Colleges and Universities
League of United Latin American Citizens
MANA, A National Latina Organization
National Association of Hispanic Publications
National Council of La Raza
National Puerto Rican Coalition
National Hispana Leadership Institute
National Society of Hispanic MBAs
SER-Jobs for Progress National, Inc.
United States Hispanic Chamber of Commerce
United States Hispanic Leadership Institute