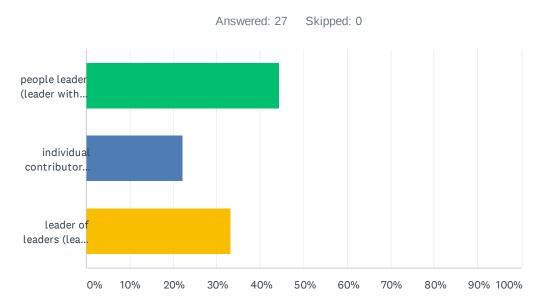
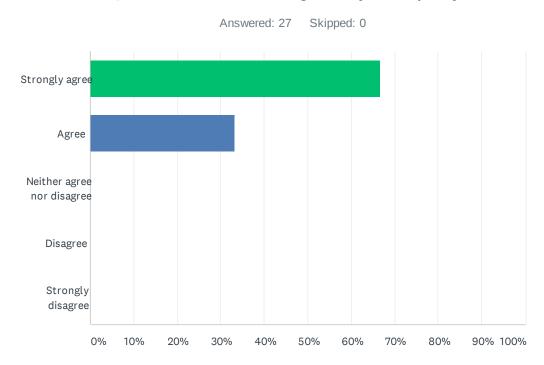
#### Q1 I am a



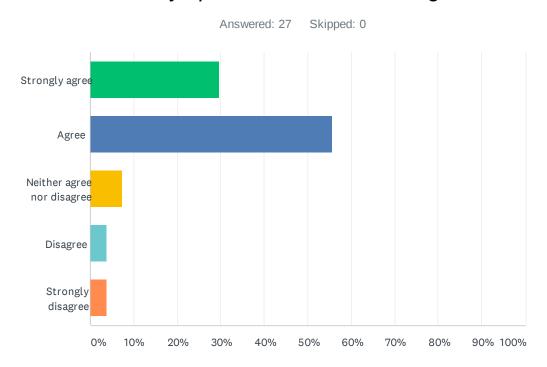
ANSWER CHOICES	RESPONSES	
people leader (leader with direct reports)	44.44%	12
individual contributor (leader with no direct reports)	22.22%	6
leader of leaders (leader with direct reports that also have direct reports)	33.33%	9
TOTAL		27

#### Q2 I feel like I belong at my company.



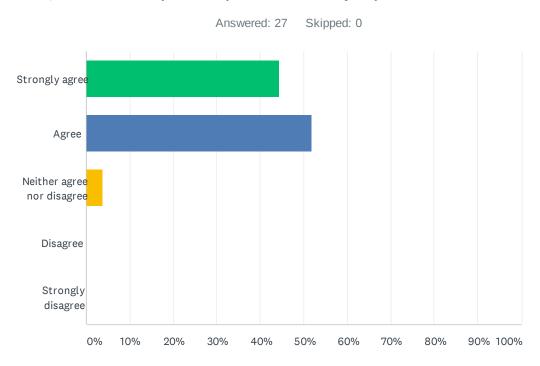
ANSWER CHOICES	RESPONSES	
Strongly agree	66.67%	18
Agree	33.33%	9
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		27

#### Q3 I can voice a contrary opinion without fear of negative consequences.



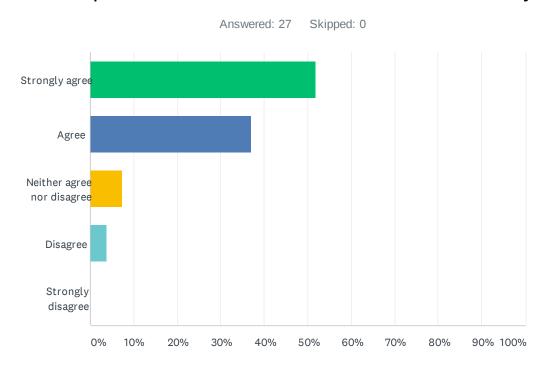
ANSWER CHOICES	RESPONSES	
Strongly agree	29.63%	8
Agree	55.56%	5
Neither agree nor disagree	7.41%	2
Disagree	3.70%	1
Strongly disagree	3.70%	1
TOTAL	27	7

#### Q4 When I speak up at work, my opinion is valued.



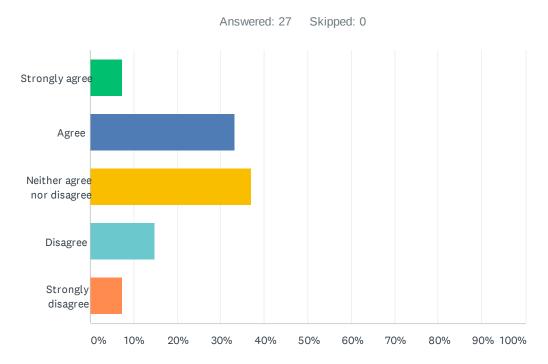
ANSWER CHOICES	RESPONSES	
Strongly agree	44.44%	12
Agree	51.85%	14
Neither agree nor disagree	3.70%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		27

#### Q5 I am empowered and trusted to make decisions on my team.



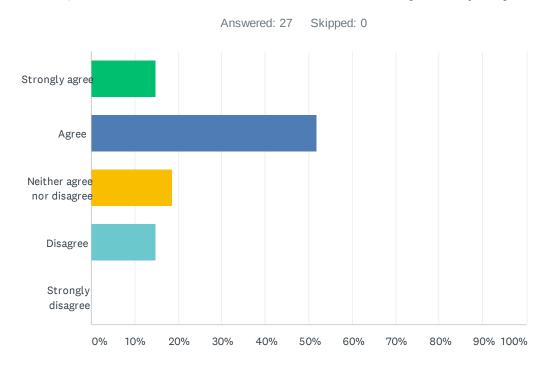
ANSWER CHOICES	RESPONSES	
Strongly agree	51.85%	ļ
Agree	37.04%	)
Neither agree nor disagree	7.41%	<u> </u>
Disagree	3.70%	L
Strongly disagree	0.00%	)
TOTAL	27	7

# Q6 Administrative tasks that don't have a specific owner (e.g., taking notes in meetings, scheduling events, cleaning up shared space) are divided fairly at my company.



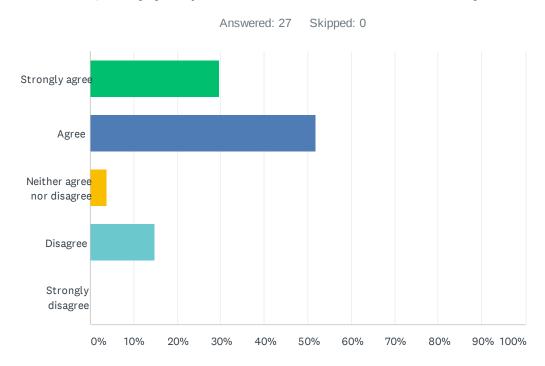
ANSWER CHOICES	RESPONSES	
Strongly agree	7.41%	2
Agree	33.33%	9
Neither agree nor disagree	37.04%	10
Disagree	14.81%	4
Strongly disagree	7.41%	2
TOTAL		27

#### Q7 Promotion decisions are fair at my company.



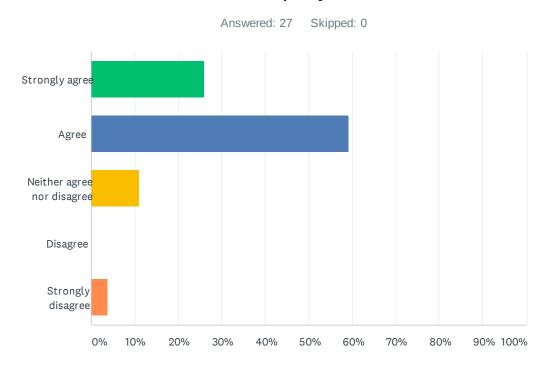
ANSWER CHOICES	RESPONSES	
Strongly agree	14.81%	4
Agree	51.85%	14
Neither agree nor disagree	18.52%	5
Disagree	14.81%	4
Strongly disagree	0.00%	0
TOTAL		27

### Q8 My job performance is evaluated fairly.



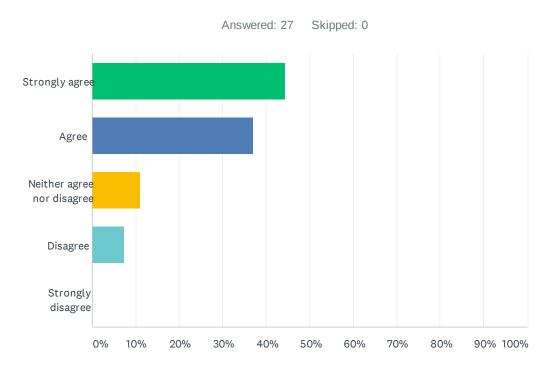
ANSWER CHOICES	RESPONSES	
Strongly agree	29.63%	8
Agree	51.85%	14
Neither agree nor disagree	3.70%	1
Disagree	14.81%	4
Strongly disagree	0.00%	0
TOTAL	2	27

### Q9 I feel that my compensation is fair, relative to similar roles at my company.



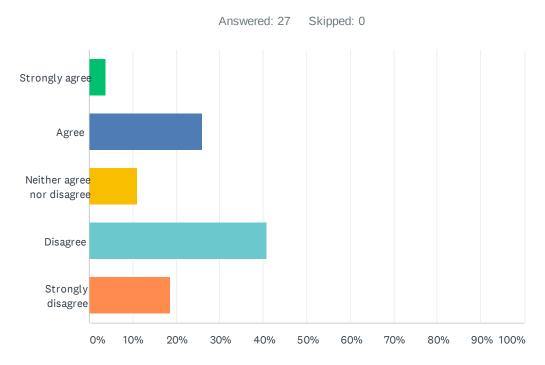
ANSWER CHOICES	RESPONSES	
Strongly agree	25.93%	7
Agree	59.26%	16
Neither agree nor disagree	11.11%	3
Disagree	0.00%	0
Strongly disagree	3.70%	1
TOTAL		27

### Q10 My company believes that people can always greatly improve their talents and abilities.



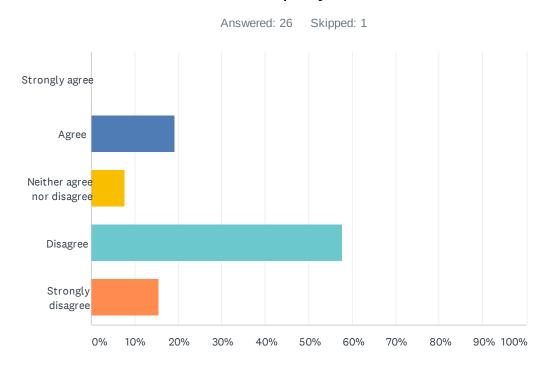
ANSWER CHOICES	RESPONSES	
Strongly agree	44.44%	12
Agree	37.04%	10
Neither agree nor disagree	11.11%	3
Disagree	7.41%	2
Strongly disagree	0.00%	0
TOTAL		27

# Q11 My company believes that people have a certain amount of talent, and they can't do much to change it.



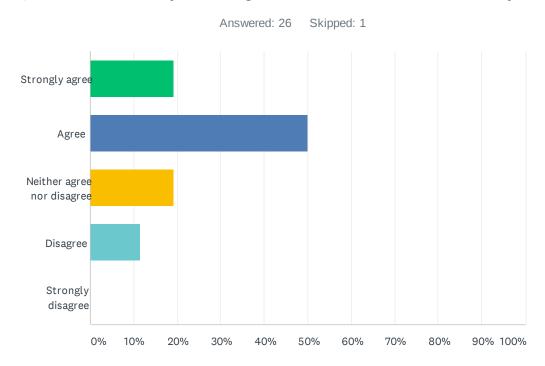
ANSWER CHOICES	RESPONSES	
Strongly agree	3.70%	1
Agree	25.93%	7
Neither agree nor disagree	11.11%	3
Disagree	40.74%	11
Strongly disagree	18.52%	5
TOTAL	2	27

### Q12 I often worry I do not have things in common with others at my company.



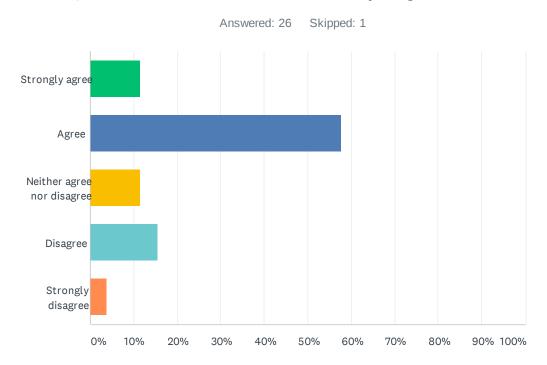
ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	19.23%	5
Neither agree nor disagree	7.69%	2
Disagree	57.69%	15
Strongly disagree	15.38%	4
TOTAL		26

#### Q13 I feel like my colleagues understand who I really am.



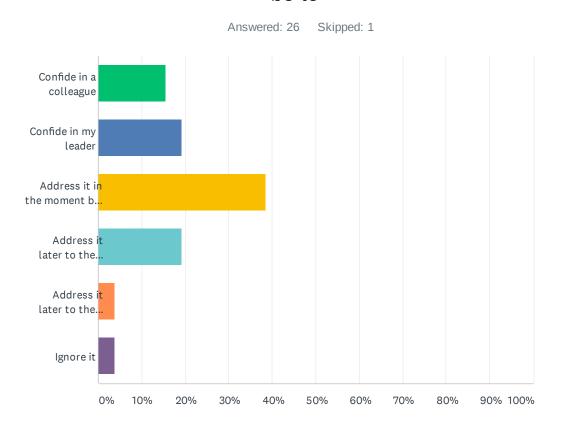
ANSWER CHOICES	RESPONSES	
Strongly agree	19.23%	5
Agree	50.00%	13
Neither agree nor disagree	19.23%	5
Disagree	11.54%	3
Strongly disagree	0.00%	0
TOTAL		26

#### Q14 I have witnessed bias at my organization



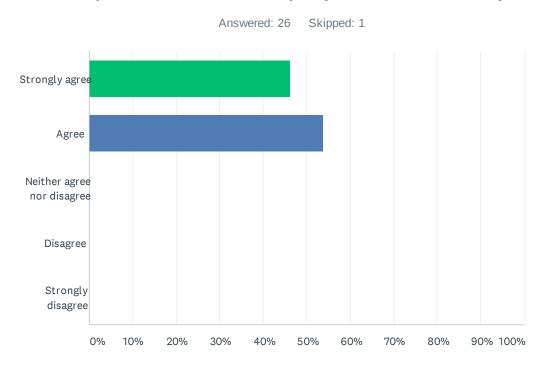
ANSWER CHOICES	RESPONSES	
Strongly agree	11.54%	3
Agree	57.69%	15
Neither agree nor disagree	11.54%	3
Disagree	15.38%	4
Strongly disagree	3.85%	1
TOTAL		26

### Q15 If I were to witness bias at my organization, my initial response would be to



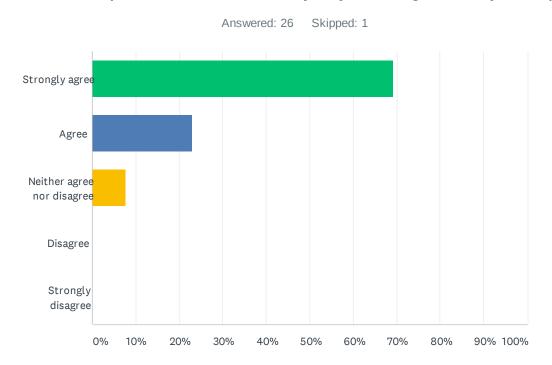
ANSWER CHOICES	RESPONSES	
Confide in a colleague	15.38%	4
Confide in my leader	19.23%	5
Address it in the moment by speaking up	38.46%	10
Address it later to the person who is being biased	19.23%	5
Address it later to the person experiencing bias	3.85%	1
Ignore it	3.85%	1
TOTAL		26

#### Q16 I feel respected and valued by my teammates at my company.



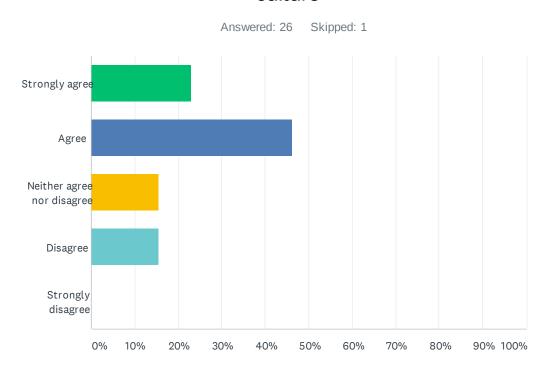
ANSWER CHOICES	RESPONSES	
Strongly agree	46.15%	12
Agree	53.85%	14
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		26

#### Q17 I feel respected and valued by my manager at my company.



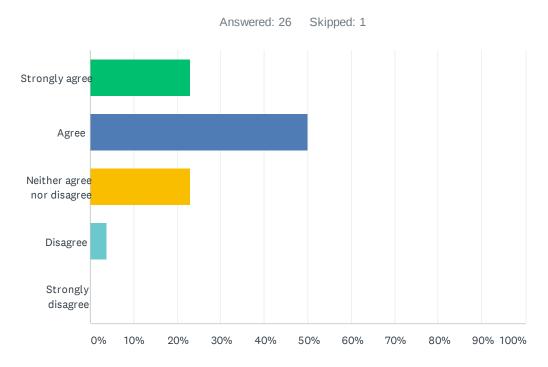
ANSWER CHOICES	RESPONSES	
Strongly agree	69.23%	18
Agree	23.08%	6
Neither agree nor disagree	7.69%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		26

### Q18 I understand what allyship means and the role it plays in an inclusive culture



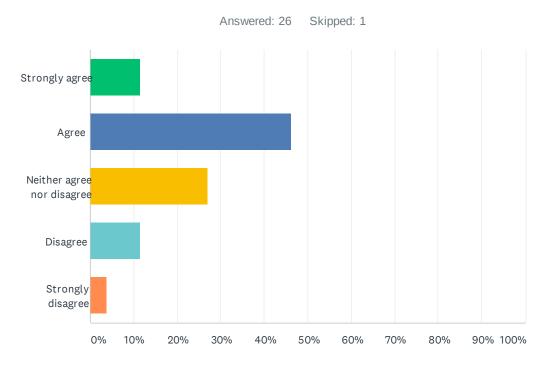
ANSWER CHOICES	RESPONSES	
Strongly agree	23.08%	6
Agree	46.15%	12
Neither agree nor disagree	15.38%	4
Disagree	15.38%	4
Strongly disagree	0.00%	0
TOTAL		26

#### Q19 I am aware of the impact of race in the workplace



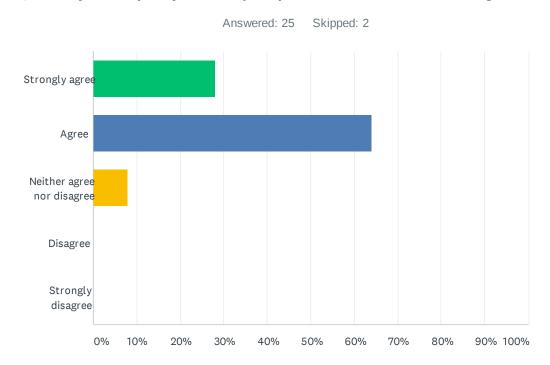
ANSWER CHOICES	RESPONSES	
Strongly agree	23.08%	6
Agree	50.00%	3
Neither agree nor disagree	23.08%	6
Disagree	3.85%	1
Strongly disagree	0.00%	0
TOTAL	2	6

# Q20 I understand how to be an ally for diverse colleagues, and I'm confident in taking these actions



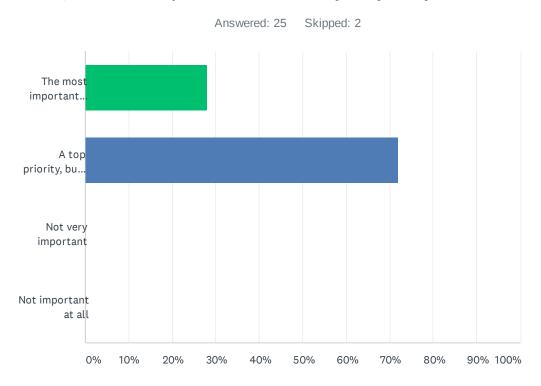
ANSWER CHOICES	RESPONSES	
Strongly agree	11.54%	3
Agree	46.15%	12
Neither agree nor disagree	26.92%	7
Disagree	11.54%	3
Strongly disagree	3.85%	1
TOTAL		26

#### Q21 My company hires people from diverse backgrounds.



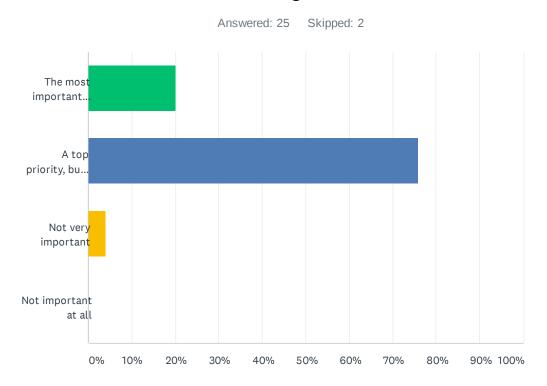
ANSWER CHOICES	RESPONSES	
Strongly agree	28.00%	7
Agree	64.00%	16
Neither agree nor disagree	8.00%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		25

### Q22 How important is diversity to you, yourself?



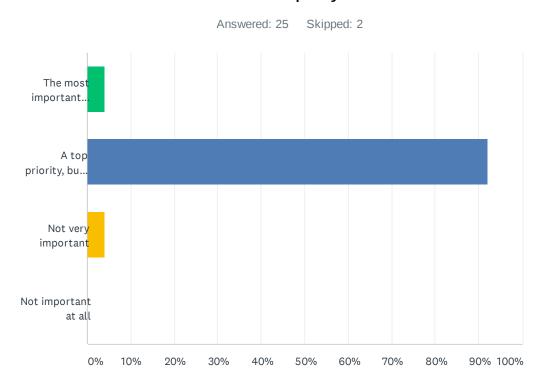
ANSWER CHOICES	RESPONSES	
The most important priority	28.00%	7
A top priority, but not the most important	72.00%	18
Not very important	0.00%	0
Not important at all	0.00%	0
TOTAL		25

### Q23 How much of a priority is diversity and inclusion to your direct manager?



ANSWER CHOICES	RESPONSES	
The most important priority	20.00%	5
A top priority, but not the most important	76.00%	19
Not very important	4.00%	1
Not important at all	0.00%	0
TOTAL		25

# Q24 How much of a priority is diversity and inclusion to senior leaders at this company?



ANSWER CHOICES	RESPONSES	
The most important priority	4.00%	1
A top priority, but not the most important	92.00%	23
Not very important	4.00%	1
Not important at all	0.00%	0
TOTAL		25

#### Q25 What would make your organization more inclusive?

Answered: 25 Skipped: 2

#	RESPONSES	DATE
1	Recruit more diverse individual. Recruiting is limited to certain universities.	7/30/2020 7:50 AM
2	I think ERGs are missing an opportunity to work with each other more.	7/29/2020 4:42 PM
3	Expand recruiting base. Establish greater structure and oversight to the hiring process in such a way that diverse candidates are strongly considered for opportunities.	7/29/2020 2:31 PM
4	Hire from a broader range of schools	7/29/2020 1:28 PM
5	I think this ally training will be very helpful	7/29/2020 11:43 AM
6	Intentionally seeking out diverse candidates by recruiting from HBCUs, more accountability from leaders, resources and tools that help leaders know how to be more inclusive, not being afraid to have uncomfortable conversations.	7/29/2020 10:58 AM
7	Focus on skills and talents, not just relationships	7/29/2020 10:35 AM
8	Being genuinely empathetic to others.	7/29/2020 7:41 AM
9	Promotion of high-performing diverse talent to senior management positions.	7/28/2020 2:53 PM
10	More interaction and exposure	7/28/2020 1:11 PM
11	Knowledge and information about racism within Caterpillar. Data, facts, insights. More clear and frequent communications from our execs and department head leaders re expectations around inclusion.	7/28/2020 12:45 PM
12	Continue talks and classes offered for D&I. Executive level communications to the organization need to continue as this company is very top-down.	7/28/2020 10:29 AM
13	Better communication both individually and at the group level.	7/28/2020 9:25 AM
14	Everyone to become more self-aware about their actions and behaviors that create a non-inclusive environment.	7/28/2020 9:24 AM
15	Midlevel managers who knew what inclusive behaviors looked like.	7/28/2020 9:08 AM
16	Tone from the top - demonstrate inclusion at all areas	7/28/2020 9:05 AM
17	Be more open to consider people outside financial products (but still within the Caterpillar family) for the various roles within our organization. We do this somewhat, but it could be better. I would also like to see Cat Inc. training a more formal part of our development as we tend to be more internally focused and not truly understanding the total enterprise.	7/28/2020 8:53 AM
18	Diversifying our teams	7/28/2020 8:46 AM
19	NA	7/28/2020 8:28 AM
20	Showcased inclusive leadership (actions vs. words).	7/28/2020 8:27 AM
21	Continue providing visibility worldwide	7/28/2020 8:21 AM
22	unknown	7/28/2020 8:16 AM
23	Clear commitment and accountability at all levels of leadership for attracting, developing and promoting diverse employees	7/28/2020 8:16 AM
24	Leaders reaching out and sponsoring those not like them. Being more open to those who may not fit the "mold."	7/28/2020 8:02 AM
25	a true speak up culture changing the way we talk about talent	7/28/2020 7:54 AM

### Q26 What topics would you most like to learn about or discuss at our session?

Answered: 25 Skipped: 2

#### Pre-Session Survey Championing a Culture of Inclusion: The Power of Allyship

#	RESPONSES	DATE
1	Inclusion	7/30/2020 7:50 AM
2	I hear lots of stuff about why and even how the company is striving for diversity and inclusiveness, but how are we held accountable? What standards are in place for accountability at all levels?	7/29/2020 4:42 PM
3	How to be the most effective ally I can be. Tangible actions / behaviors I can adopt to make an immediate difference. Quick wins for leaders and our company. Frank discussions about what the challenges of our journey will be as we move forward. Clarity on how we define and measure success as we strive for world class D&I at FPD.	7/29/2020 2:31 PM
4	I think we need to spend more time focusing on the benefits that come from D&I to help gain more momentum	7/29/2020 1:28 PM
5	I want to be confident in addressing or even raising race issues (gender issues I am confident with) without offending anyone. Not coming from the US I am concerned about saying the wrong thing and causing offence without meaning to.	7/29/2020 11:43 AM
6	How can we get over the hump and begin to get comfortable being uncomfortable?	7/29/2020 10:58 AM
7	Not sure	7/29/2020 10:35 AM
8	How can we best facilitate these conversations with others.	7/29/2020 7:41 AM
9	How to better foster D&I in a remote working environment.	7/28/2020 2:53 PM
10	translating discussion to sustained action	7/28/2020 1:11 PM
11	How can we avoid the un-intentional perception that Ally's somehow empower, hold the power, or have to "open the gate" to under-represented employees?	7/28/2020 12:45 PM
12	Breaking the barriers with comfort and race. Example: a white person may not feel comfortable sitting down at a table of all black people and vice versa. How do we break this cycle? We as humans tend to flock to people with common interests. How to ask questions about different cultures without creating a perception of racism. Body language control when you hear a topic you may not be comfortable with right away such as LGBTQ. Changing the way people think when a woman says she's getting married, the response back is an assumed heterosexual couple related comment which makes people feel uncomfortable on both sides. For example, let me see the ring (you may not have because your female partner is wearing it) or your future husband must be so lucky.	7/28/2020 10:29 AM
13	How to make work groups more inclusive.	7/28/2020 9:25 AM
14	Tips for how to handle traditionally uncomfortable situations that require intervention. How to become more self-aware that statements and behavior are not inclusive.	7/28/2020 9:24 AM
15	How to upskill leaders on inclusive actions.	7/28/2020 9:08 AM
16	Quick wins - also how to spot blind spots	7/28/2020 9:05 AM
17	learning from others and how they go about ensuring inclusion and diversity. How to become the best ally I can be.	7/28/2020 8:53 AM
18	D&I is important of course, but not everyone will engage in that space. How do we engage the people that are resistant?	7/28/2020 8:46 AM
19	NA	7/28/2020 8:28 AM
20	How to be an impactful ally, specific for our corporate environment.	7/28/2020 8:27 AM
21	Experiences from other BU	7/28/2020 8:21 AM
22	unknown	7/28/2020 8:16 AM
23	What does allyship look like to diverse employees?	7/28/2020 8:16 AM
24	Specific actions I as a leader and the company can take to be active allies.	7/28/2020 8:02 AM
<b>4</b>		

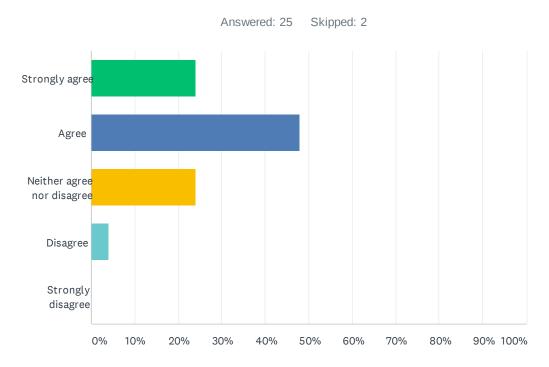
#### Q27 What is your single greatest work-related concern right now?

Answered: 25 Skipped: 2

#### Pre-Session Survey Championing a Culture of Inclusion: The Power of Allyship

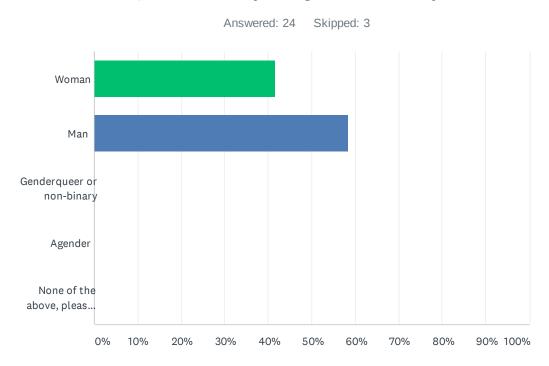
#	RESPONSES	DATE
1	Fair performance evaluations	7/30/2020 7:50 AM
2	How is the company remaining engaged with employees and engaged in efforts for diversity while heavily relying on remote work?	7/29/2020 4:42 PM
3	Making change happen that the pace needed to deliver desired results.	7/29/2020 2:31 PM
4	Talent pipeline of qualified candidates	7/29/2020 1:28 PM
5	Making people feel included whilst working from home	7/29/2020 11:43 AM
6	Lack of clarity.	7/29/2020 10:58 AM
7	I don't have any concerns	7/29/2020 10:35 AM
8	4-Pillars Go Live	7/29/2020 7:41 AM
9	Development of a robust pipeline of talent for key positions in the company.	7/28/2020 2:53 PM
10	lack of global economic growth	7/28/2020 1:11 PM
11	That Caterpillar's business continues to decline which result in more RIF, and, I would be one those released. With regard to D&I and work; That we become satiated with acknowledging differences and stop there. I believe some of our leaders and employees might consider that as the end game that we would deploy trite phrases like bring your whole self to work or creating a safe spacethese are all to over-used and meaningless for change. Change means that as employees, we work more effectively together in teams, as colleagues to co-create value and performance. We make more progress against things such as our \$28B goal by 2026.	7/28/2020 12:45 PM
12	How to get promoted to the next level based on work results and soft skills, not by gender or sales pitch. I've seen others be promoted around me who can "sell it" versus demonstrating.	7/28/2020 10:29 AM
13	Working through the pandemic	7/28/2020 9:25 AM
14	Ability to realize our mission and achieve our strategy in an uncertain, potentially long term remote work environment.	7/28/2020 9:24 AM
15	The momentum from society will fade and we won't make significant change needed.	7/28/2020 9:08 AM
16	Managing workload at home - communication and being able to keep team updated v's overloaded	7/28/2020 9:05 AM
17	CapitalStream Conversion. Outside of that it's ensuring we are developing our future leaders that truly understand the our strategy, the tie into the Cat Inc. enterprise strategy, both of which need to include diversity and inclusion.	7/28/2020 8:53 AM
18	I'm not sure.	7/28/2020 8:46 AM
19	NA	7/28/2020 8:28 AM
20	Consequences of the pandemic.	7/28/2020 8:27 AM
21	It's no related to the company. is about the situation we are living as society from the diversity perspective.	7/28/2020 8:21 AM
22	unknown	7/28/2020 8:16 AM
23	complexity of our business model	7/28/2020 8:16 AM
24	See tangible results on d&i focus	7/28/2020 8:02 AM
25	volume of work	7/28/2020 7:54 AM

# Q28 The diversity and inclusion function at my company is well-aligned with the overall business strategy of the company.



ANSWER CHOICES	RESPONSES
Strongly agree	24.00% 6
Agree	48.00% 12
Neither agree nor disagree	24.00%
Disagree	4.00%
Strongly disagree	0.00%
TOTAL	25

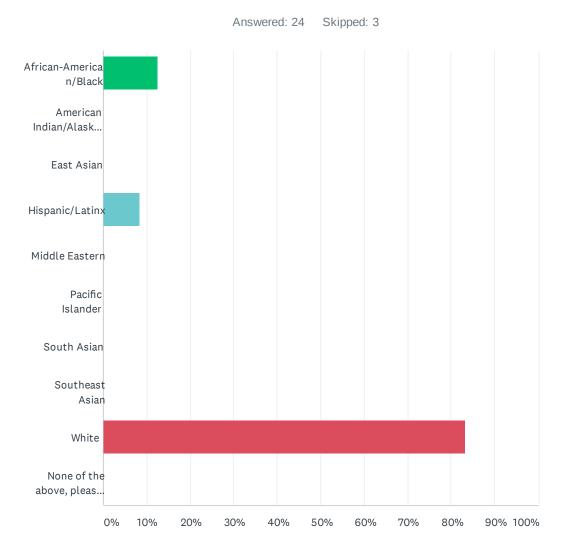
#### Q29 What is your gender identity?



ANSWER CHOICES	RESPONSES	
Woman	41.67%	10
Man	58.33%	14
Genderqueer or non-binary	0.00%	0
Agender	0.00%	0
None of the above, please specify	0.00%	0
TOTAL		24

#	NONE OF THE ABOVE, PLEASE SPECIFY	DATE
	There are no responses.	

#### Q30 What is your racial or ethnic identity?

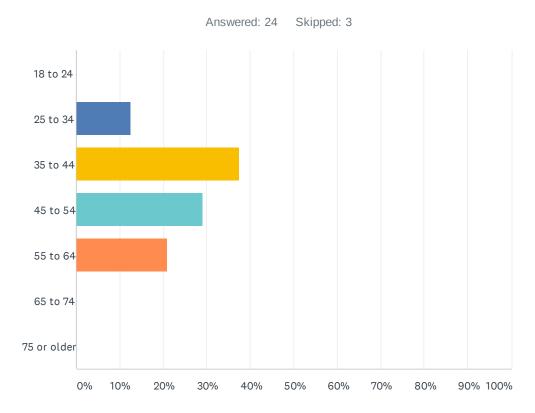


ANSWER CHOICES	RESPONSES	
African-American/Black	12.50%	3
American Indian/Alaska Native	0.00%	0
East Asian	0.00%	0
Hispanic/Latinx	8.33%	2
Middle Eastern	0.00%	0
Pacific Islander	0.00%	0
South Asian	0.00%	0
Southeast Asian	0.00%	0
White	83.33%	20
None of the above, please specify	0.00%	0
Total Respondents: 24		

#### Pre-Session Survey Championing a Culture of Inclusion: The Power of Allyship

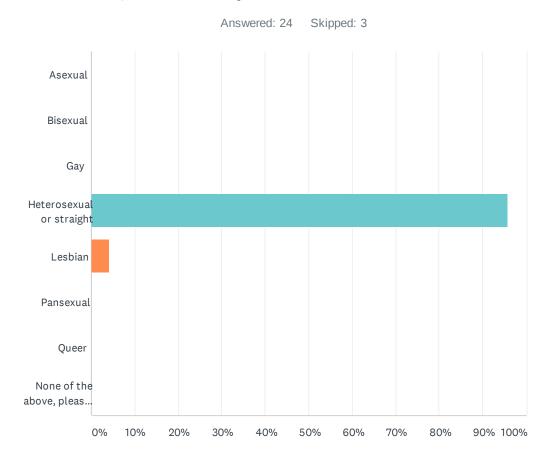
#	NONE OF THE ABOVE, PLEASE SPECIFY	DATE
	There are no responses.	

### Q31 What is your age?



ANSWER CHOICES	RESPONSES	
18 to 24	0.00%	0
25 to 34	12.50%	3
35 to 44	37.50%	9
45 to 54	29.17%	7
55 to 64	20.83%	5
65 to 74	0.00%	0
75 or older	0.00%	0
TOTAL		24

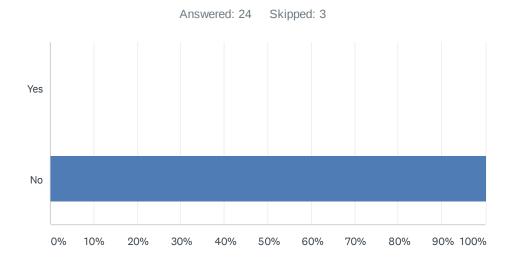
#### Q32 What is your sexual orientation?



ANSWER CHOICES	RESPONSES	
Asexual	0.00%	0
Bisexual	0.00%	0
Gay	0.00%	0
Heterosexual or straight	95.83%	23
Lesbian	4.17%	1
Pansexual	0.00%	0
Queer	0.00%	0
None of the above, please specify	0.00%	0
TOTAL		24

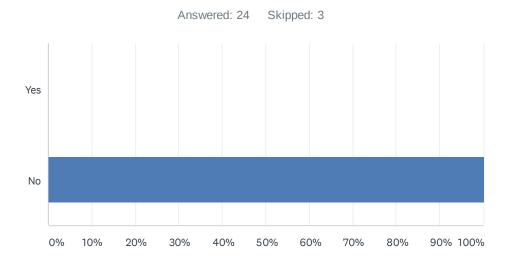
#	NONE OF THE ABOVE, PLEASE SPECIFY	DATE
	There are no responses.	

#### Q33 Do you identify as transgender (or another non-cisgender identity)?



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	24
TOTAL		24

### Q34 Are you a person with a disability?



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	24
TOTAL		24