LEAN IN NETWORK | ShowMe50 Metro Atlanta

2021 WOMEN IN THE WORKPLACE STUDY

Hosted by SHOW ME 50

Reward the leaders taking us into the future

10/26/21

POWER LUNCH

About ShowMe50
Approach to Achieve 50%

- Create **motivation** to act through events, advocacy and collaborations
- Provide **ability** to execute through toolkits delivered strategically through supportive experiential learning meetings that also act as team-building and networking

We enable the integration of inclusive leadership behaviors and the organic adoption of the four solutions to achieve a level playing field for all

The Four Solutions

ONE
Gender Bias Education

- Use skill based training
- Teach interrupter techniques
- Teach self-monitoring
- Teach checks & balances

TWO
Transparency

- Post all jobs
- Clearly define selection criteria
- Publish development programs
- Implement diverse slate policies

THREE
Gender Neutral Flexibility

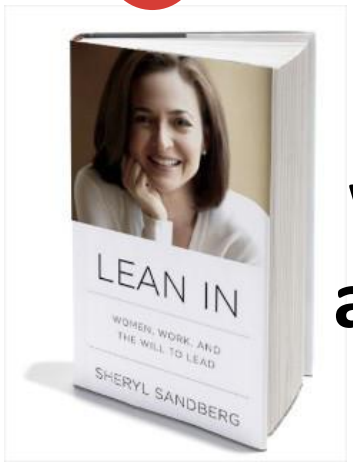
- Use flextime, job sharing & telecommuting for business agility
- Creatively design work to retain employees
- Establish alumni programs

FOUR
Executive Commitment

- Demonstrate visible CEO commitment to gender balance
- Commit & sustain resources for culture change
- Hold senior managers accountable

Lean In and ShowMe50

LEAN IN



Enhance women's skills and confidence

LEAN IN NETWORK

ShowMe50 Metro Atlanta

50% Women in Senior Leadership Positions

Powerful Together

SHOW ME 50

Enhance company policies and practices

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SHOW ME 50 &

LEAN IN NETWORK

ShowMe50 Metro Atlanta

Welcome to our Network...

Circle Leaders

DJCW
Dallas Japanese Career Women

Dallas, TX, U.S.

Hoshi Brooks

Yuko Kitamura

Learn about Circle

Place for Practice

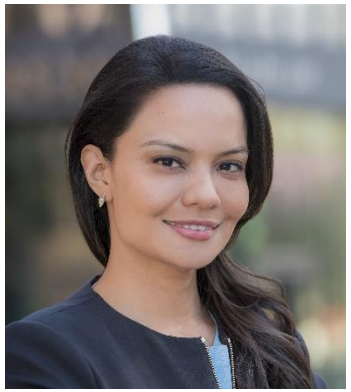
Beaumont, TX, U.S.

Lauren Gatto

Learn about Circle

Core Women

Atlanta, GA, U.S.



Magaly Cobian

Learn about Circle

Women in the Workplace

2021

LEAN IN

McKinsey & Company

PLUS a survey of 65K employees

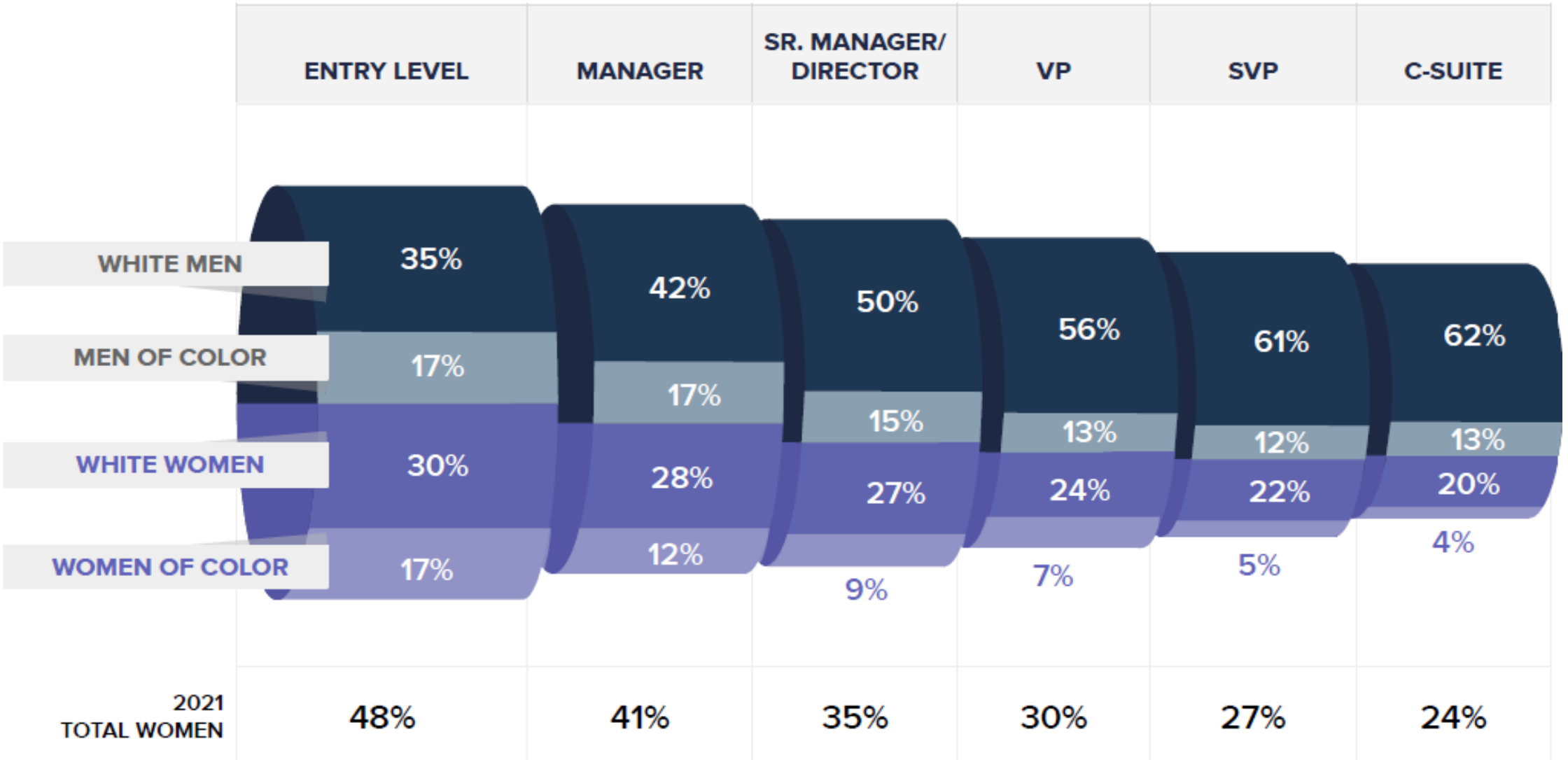
Agenda

- Talent pipeline & broken rung
- Burnout
- Women setting new standard for leadership (but not being recognized for it)
- Experiences of women of color and the allyship gap
- The road to progress

REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE[7]

MEN WOMEN

% of employees by level at the start of 2021

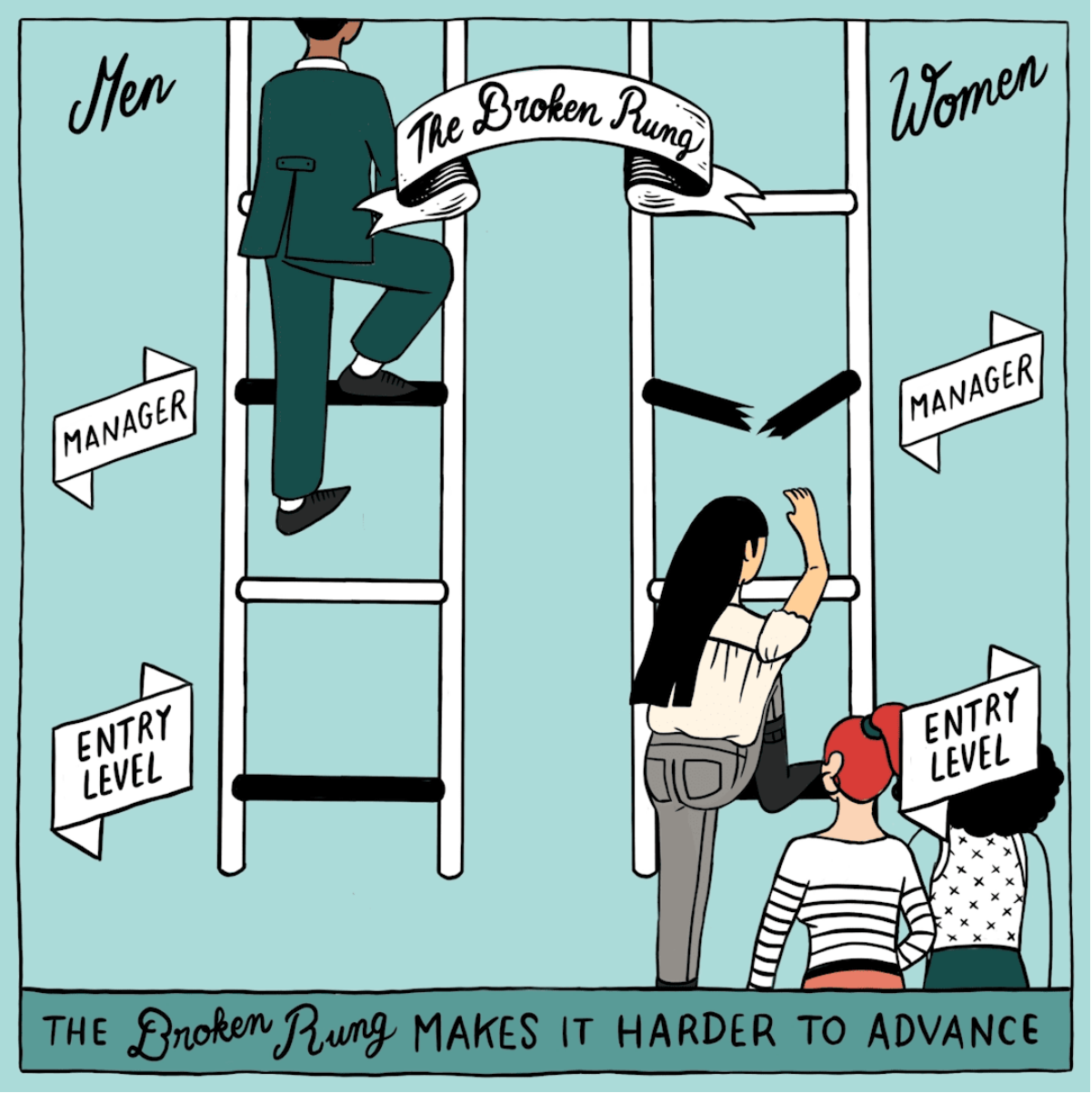


2020 to 2021: Women made gains

✗ *decreased*
✓ *increased*

	ENTRY LEVEL ✓	MANAGER ✓	SR. MANAGER/ DIRECTOR ✓	VP ✓	SVP ✗	C-SUITE ✓
2020 Total Women	47%	38%	33%	29%	28%	21%
2021 Total Women	48%	41%	35%	30%	27%	24%
Change	1%	3%	2%	1%	-1% ✗	3%
2020 White Women	29%	26%	25%	24%	23%	19%
2021 White Women	30%	28%	27%	24%	22%	20%
Change	1%	2%	2%	0%	-1% ✗	1%
2020 WOC	18%	12%	9%	6%	5%	3%
2021 WOC	17%	12%	9%	7%	5%	4%
Change	-1% ✗	0%	0%	1%	0%	1%

Broken rung



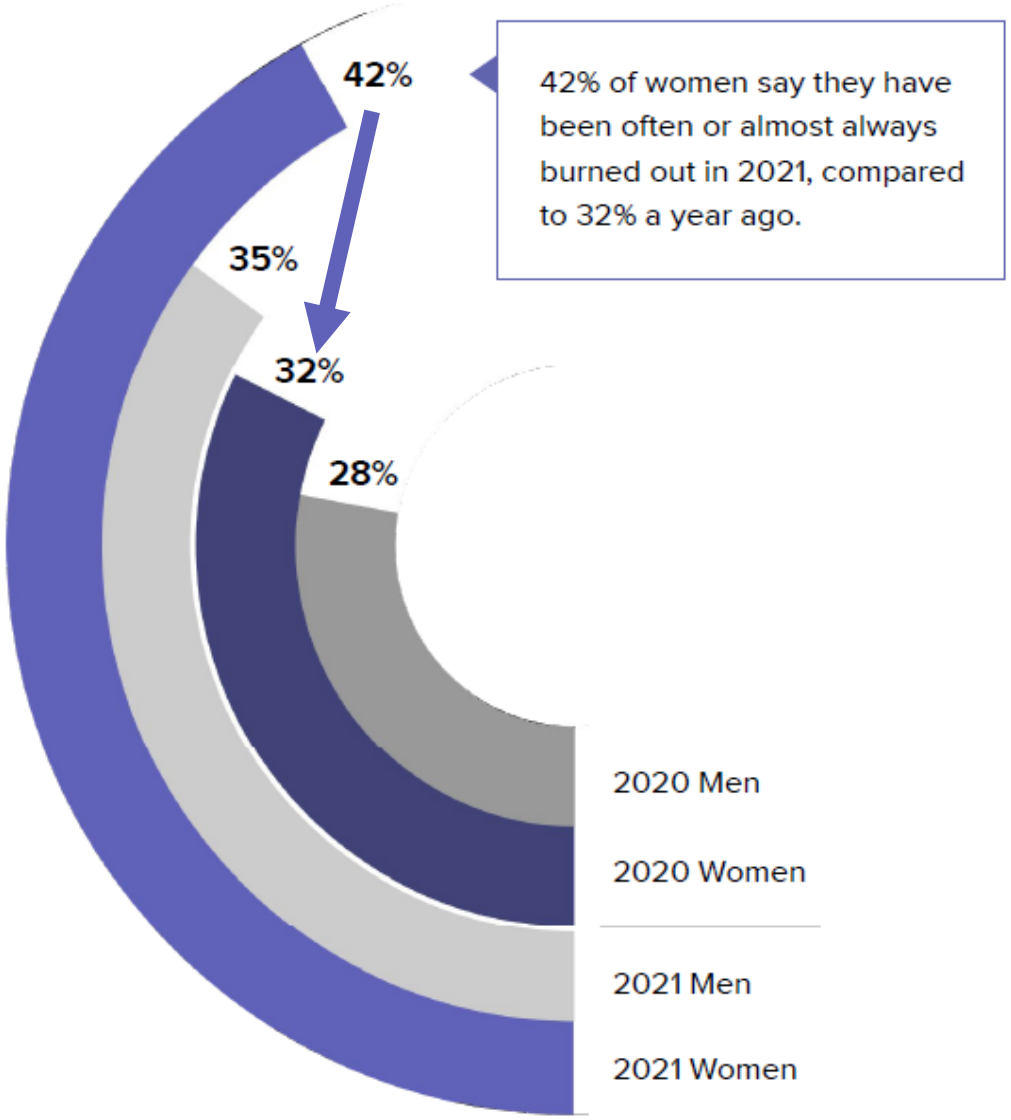
For every 100 men promoted to manager… 86 women promoted

This year, for the first time, women of color were promoted to manager at about the same rate as women overall: 85 women of color were promoted for every 100 men. This is important progress, and it will be critical that companies build on it to make promotion rates truly equitable.

Burnout on the rise

SHARE OF EMPLOYEES WHO ARE CONSISTENTLY BURNED OUT

% of employees who say they are "often" or "almost always" burned out at work

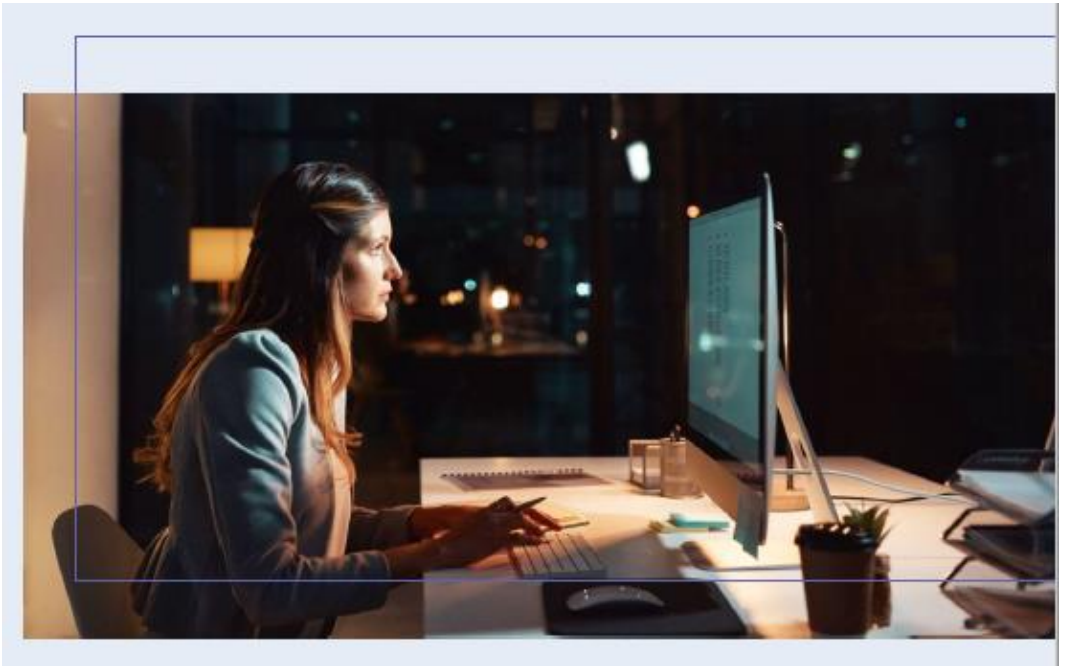


Poll

Women considering downshifting career

Then… One in four **25%**

Now… One in three **33%**



Women with disabilities

Poll

Paralysis

Pain

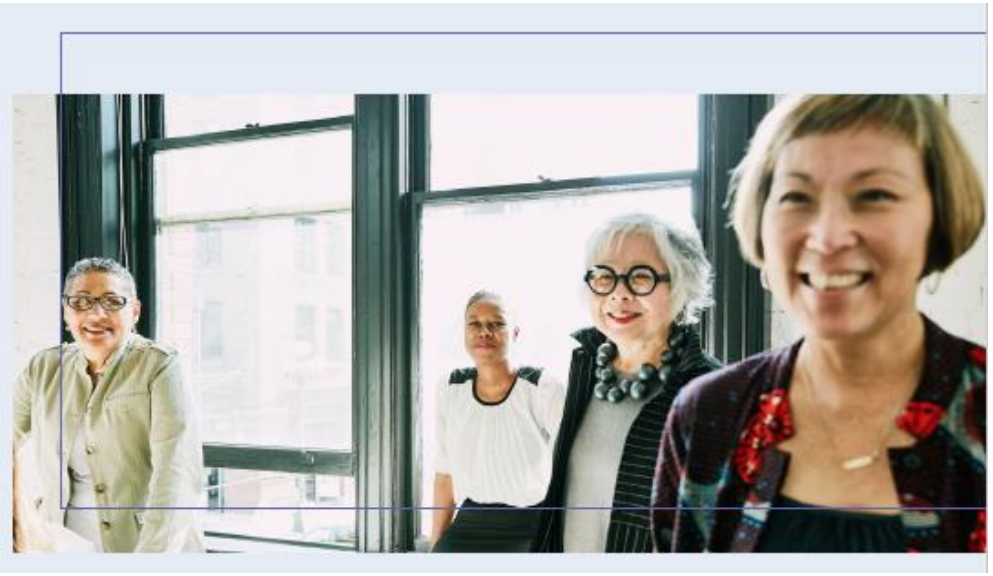
Chronic illness

Impaired hearing or vision

Mental health diagnosis

> I've applied so many times to get promotions and job rotations. I've never gotten one, and I'm just so discouraged. I've often felt nobody's going to want me, like I don't deserve something better. I have this dream of working for an organization that welcomes me as a person with a disability and where I can excel and use my skills and be successful. That's a dream. And it shouldn't be a dream. It should be a normal part of my working life."
>
> MIXED-RACE WOMAN, ENTRY-LEVEL, PHYSICAL DISABILITY

Women are setting a new standard for leadership



Compared to men at the same level, women managers are…

- Helping employees manage with workloads
- Checking in regularly on overall well-being
- Twice as likely as men to spend substantial time on DEI work outside their formal job duties
- More likely to be allies to women of color
- More likely to educate themselves about challenges women of color race at work
- More likely to speak out against discrimination
- More likely to mentor or sponsor women of color

Men, Women and Support

HOW MANAGERS ARE SUPPORTING EMPLOYEES

% of employees who say their manager has consistently taken this action

	Manager is a man	Manager is a woman
Well-being		
Providing emotional support	19%	31% **(+11pp)**
Checking in on overall well-being	54%	61% **(+7pp)**
Workload		
Helping navigate work/life challenges	24%	29% **(+5pp)**
Working to ensure workload is manageable (e.g., shifting priorities or deadlines)	36%	42% **(+6pp)**
Helping take actions to prevent or manage burnout	16%	21% **(+5pp)**

HOW LEADERS ARE PROMOTING DEI[16]

% of managers and senior leaders who spend time on DEI work beyond their formal job

	Men	Women
Managers		
Does informal DEI work	43%	49% **(+6pp)**
Spends substantial time on DEI work	7%	11% **(+4pp)**
Senior leaders		
Does informal DEI work	46%	54% **(+8pp)**
Spends substantial time on DEI work	9%	19% **(+10pp)**

HOW LEADERS ARE SHOWING UP AS ALLIES TO WOMEN OF COLOR

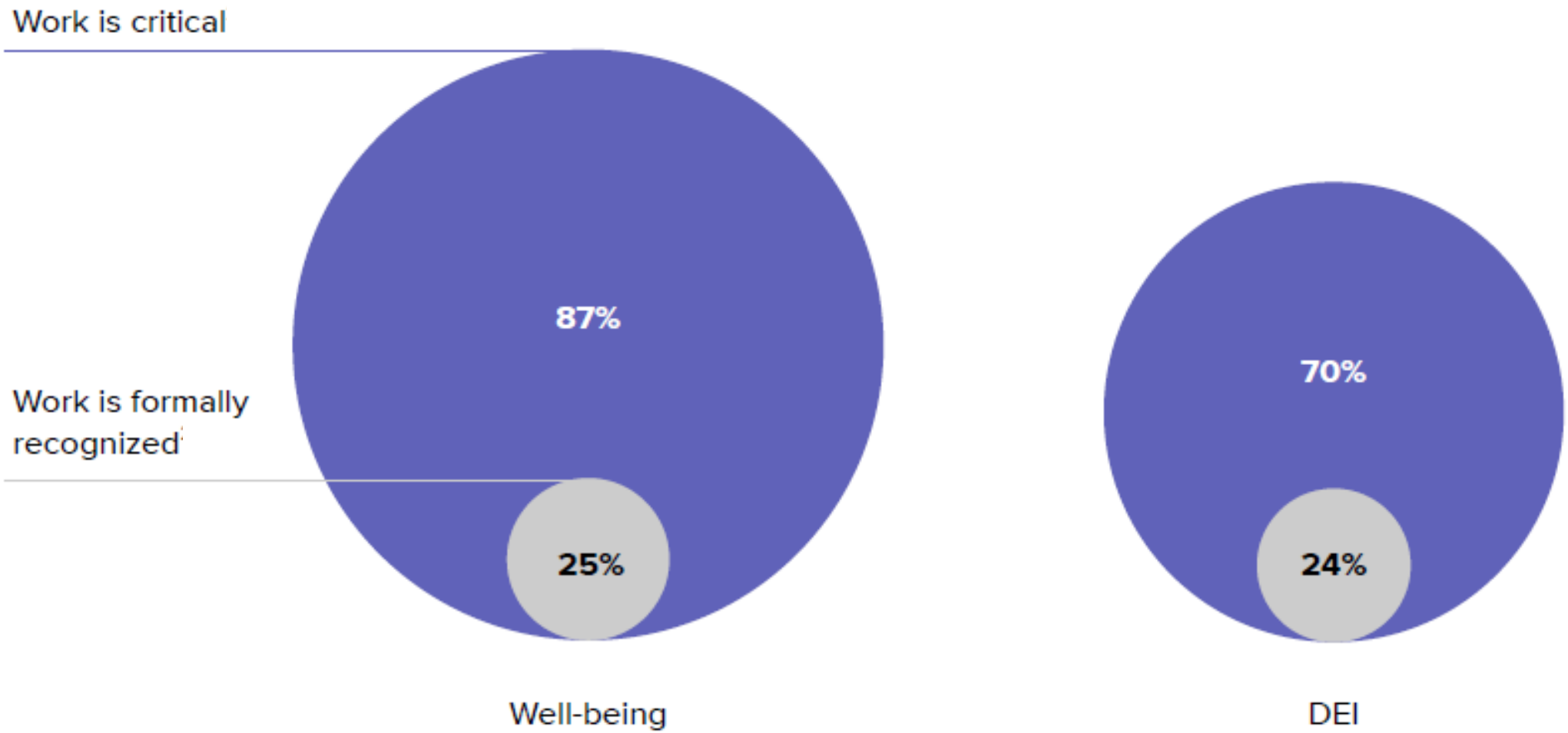
% of employees who say they regularly take . . .

	Men	Women
Managers		
. . . at least three different allyship actions	48%	61% **(+13pp)**
Senior leaders		
. . . at least three different allyship actions	64%	73% **(+9pp)**

If companies don't recognize and reward leaders' efforts to support employee well-being and advance diversity, equity and inclusion, this critical work is at risk of being relegated to "office housework"—work that contributes to the business but isn't taken into account in performance reviews, doesn't lead to advancement, and isn't compensated.

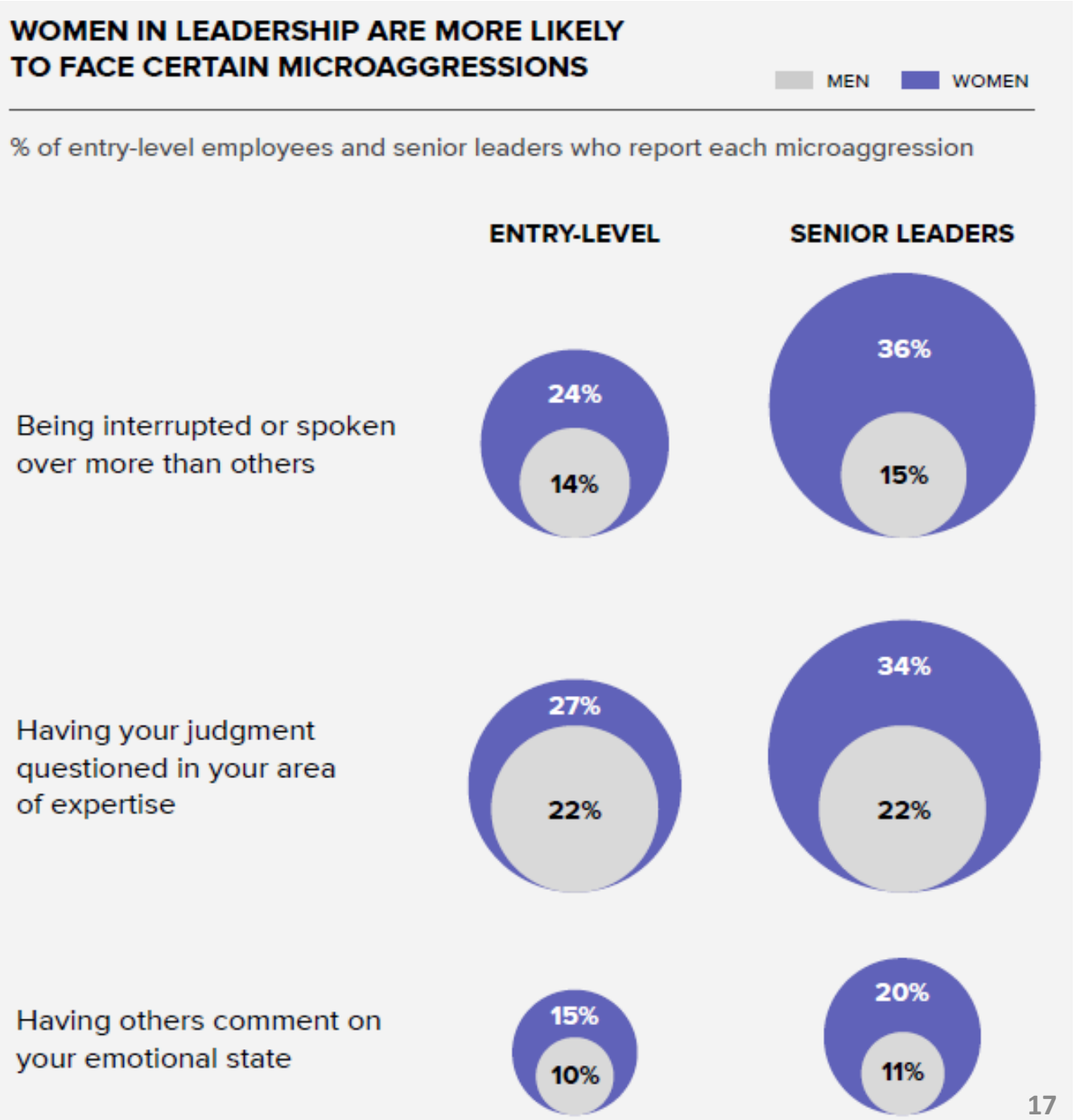
IMPORTANCE VS. RECOGNITION OF EMPLOYEE WELL-BEING AND DEI WORK

% of companies that say employee work to support well-being and DEI is critical vs. % that say this work receives substantial formal recognition



In addition to taking on more work, women leaders often face greater challenges

> The only other woman in leadership left as a result of burnout. She and I faced a lot of pushback when we tried to support employees during the pandemic. It disproportionately fell on us to offer that support. Some of the men in leadership wanted everyone to work in person more often, even at the height of the pandemic. It was very contentious, and I did not feel at all backed up by the men on the exec team."
>
> WHITE WOMAN, SVP

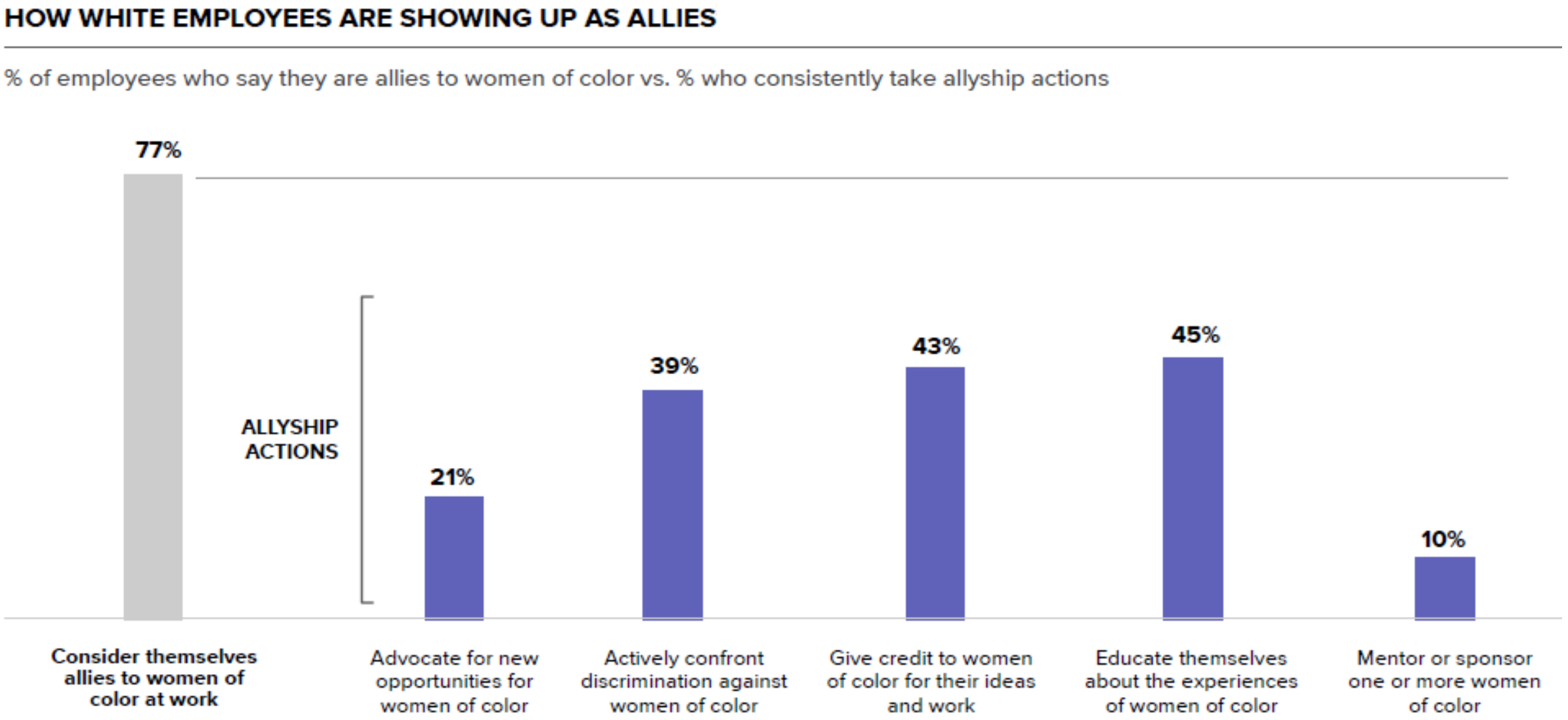


WOMEN OF COLOR ARE MORE LIKELY TO FACE DISRESPECTFUL AND "OTHERING" MICROAGGRESSIONS

BETTER EXPERIENCE — WORSE EXPERIENCE

ALL MEN	ALL WOMEN	LGBTQ+ WOMEN	WOMEN WITH DISABILITIES		WHITE WOMEN	ASIAN WOMEN	LATINAS	BLACK WOMEN
				Challenges to competence				
15%	28%	34%	40%	Being interrupted or spoken over more than others	27%	29%	27%	32%
24%	31%	37%	46%	Having your judgment questioned	31%	25%	29%	38%
12%	18%	25%	30%	Having others comment on your emotional state	18%	13%	16%	21%
				Disrespectful and "othering" behavior				
6%	8%	10%	13%	Hearing people express surprise at your language skills or other abilities	5%	11%	13%	18%
7%	7%	12%	14%	Hearing or overhearing insults about your culture or people like you	5%	9%	9%	16%
5%	7%	9%	9%	Being confused with someone else of the same race/ethnicity	4%	17%	6%	17%
6%	9%	16%	13%	Feeling like you are expected to speak on behalf of all people with your identity	5%	14%	11%	31%
4%	6%	11%	11%	Having others comment on your hair or appearance	5%	5%	5%	14%

Allyship gap persists



What actions convey the most meaningful allyship to women of color… from the view of WOC and white employees

	WOMEN OF COLOR
1	Advocating for new opportunities for women of color
2	If seeing discrimination against women of color, actively working to confront it
3	Publicly acknowledging women of color for their ideas and work
4	Educating oneself about the experiences of women of color
5	Mentoring or sponsoring one or more women of color
6	Actively soliciting the perspectives of women of color when making decisions
7	Actively listening to the personal stories of women of color about bias and mistreatment
8	Taking a public stand to support racial equality

	WHITE EMPLOYEES
1	If seeing discrimination against women of color, actively working to confront it
2	Publicly acknowledging women of color for their ideas and work
3	Advocating for new opportunities for women of color
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5	Actively listening to the personal stories of women of color about bias and mistreatment
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Mother “Onlys”

Learning from top performing companies

Practices of best companies

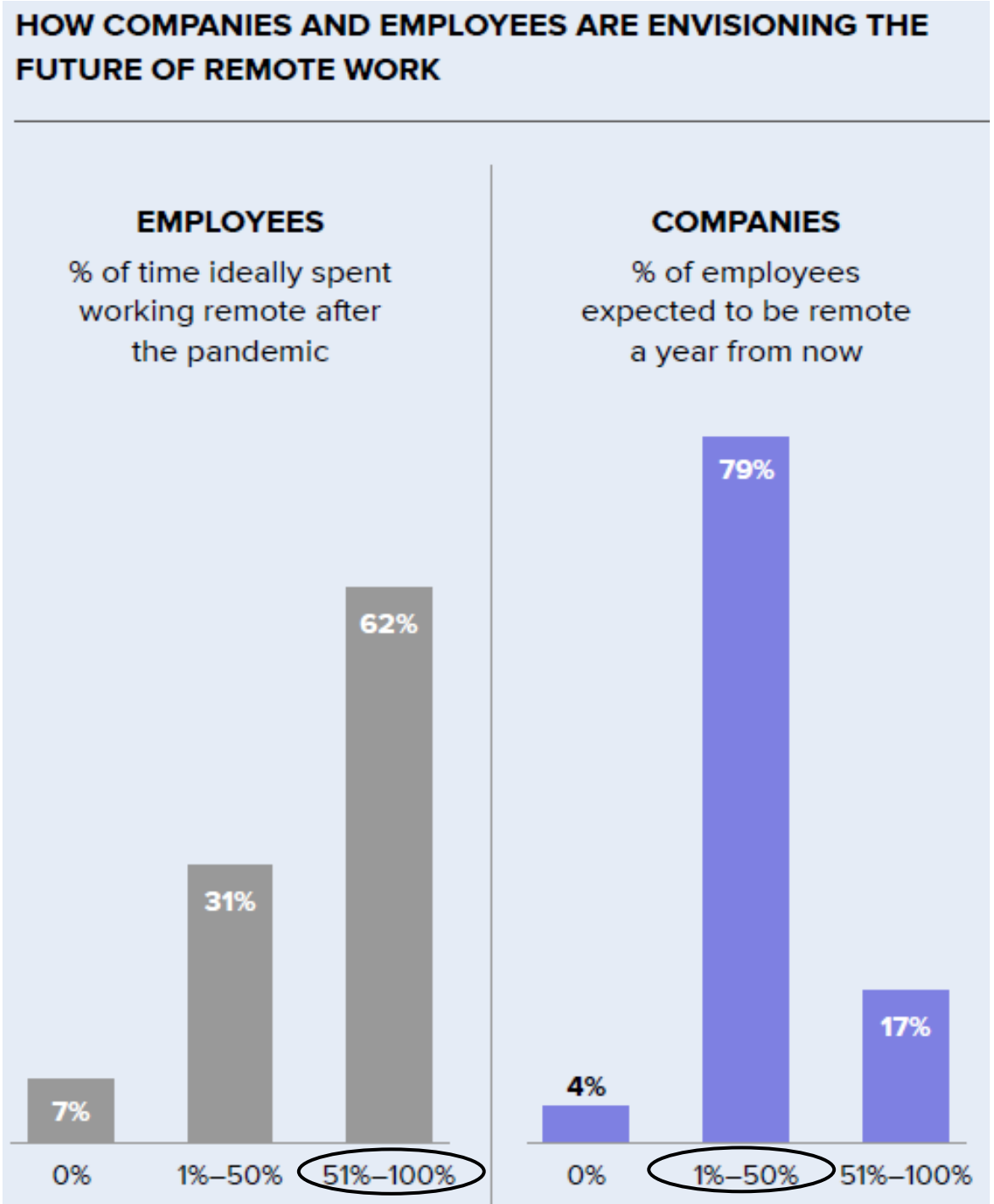
Type of policy, program, or practice	Detailed policy, program, or practice	Companies leading progress	Companies overall
IMPROVING DIVERSITY AND REPRESENTATION			
De-biasing hiring and performance review processes	Tracking hiring outcomes	100%	71%
	Offering bias training for hiring evaluators	92%	63%
	Providing reminders of how to avoid unconscious bias before the hiring process begins	85%	60%
	Offering bias training for performance review evaluators	69%	47%
	Providing reminders of how to avoid unconscious bias before performance reviews	85%	47%
	Encouraging reviewers to take COVID-19 into consideration when evaluating employees	83%	66%
Tracking internal diversity metrics by gender and race/ethnicity	Tracking and setting numerical goals for representation (e.g., women, people of color)	92%	60%
	Tracking representation of all employees by intersection of gender and race/ethnicity	77%	60%
	– Tracking differences in promotion rates	62%	35%
Holding senior leaders accountable	Holding senior leaders accountable for progress (or lack thereof) on diversity metrics/goals	100%	69%
	– Building diversity goals into performance reviews	77%	48%
	– Providing financial incentives for making progress (e.g., bonuses)	38%	24%
	– Imposing financial penalties for not making progress	38%	9%

Practices of best companies

Type of policy, program, or practice	Detailed policy, program, or practice	Companies leading progress	Companies overall
IMPROVING INCLUSION			
Focusing on anti-racism, bias, and allyship education	Anti-racism training (i.e., training to actively identify and eliminate racism)	69%	42%
	Training on promoting DEI and/or reducing bias in a virtual environment	92%	55%
	Allyship training or programs	92%	53%
	Exploration of intersectionality as a part of their bias training	92%	54%
Providing mentoring and sponsorship programs for women of color and support for ERGs	Formal mentorship or sponsorship programs for employees from underrepresented groups	85%	52%
	Support for employee resource groups (ERGs)	100%	79%
Providing parental supports and childcare benefits	Paid family leave	100%	84%
	Emergency backup childcare services for parents	92%	49%
	On-site childcare	33%	12%
ACTIVELY WORKING TO REDUCE BURNOUT			
Taking steps to create a sustainable work culture	Increasing mental health supports	92%	60%
	Encouraging new hires to set boundaries around their time availability	58%	33%

A sustainable work culture

It will take time for the full impact of the pandemic to come into focus, but one thing is clear…



hybrid work is here to stay.

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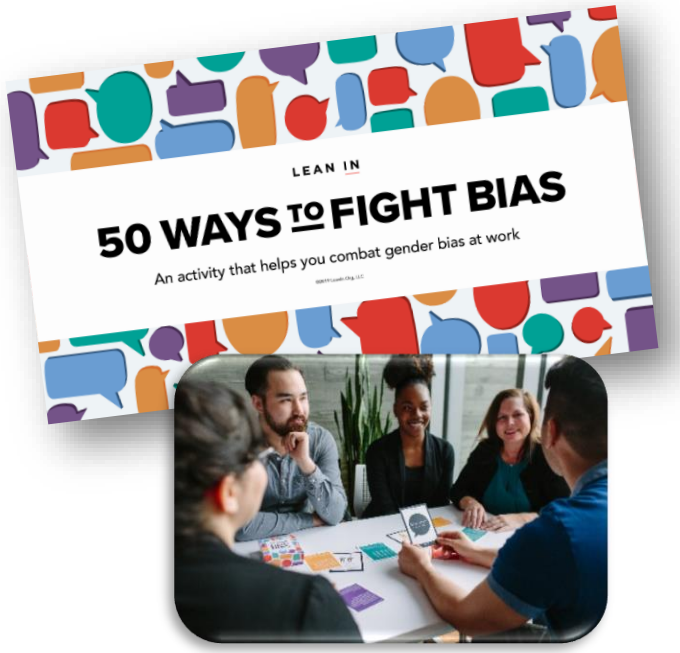
CLOSING THE GENDER GAP
ONE CORPORATION AT A TIME®

50 Ways to Fight Bias



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Lean In Circles

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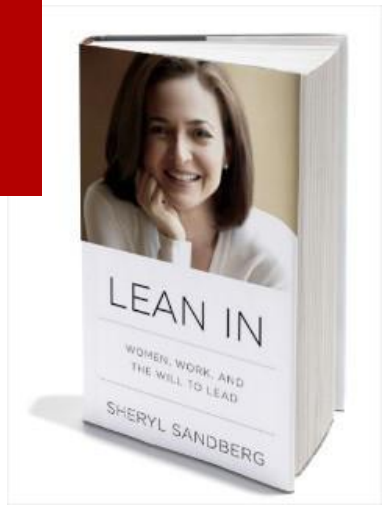

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