

# 2021 AWIN Member Benchmark Assessment & Key Findings

Thank You to the Advocacy Committee

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# 2021 AWIN Benchmark Study | Overview

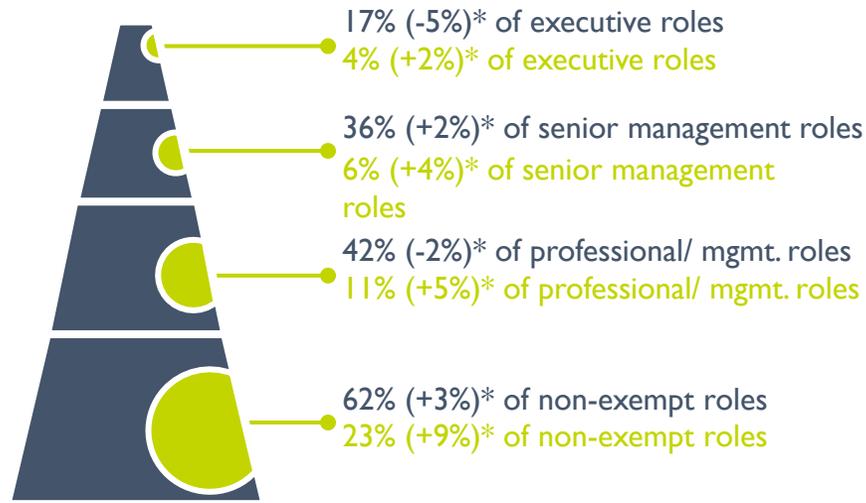
AWIN carried out the organization’s second member benchmark study in 2021. To assess the impact on women in the workplace data was gathered in the following focus areas :

- 1 Representation
- 2 Recruiting & Hiring
- 3 Advancement
- 4 Benefits & Compensation
- 5 Time Off & Leave
- 6 Accountability
- 7 ERG/Affinity Groups
- 8 COVID-19 Support

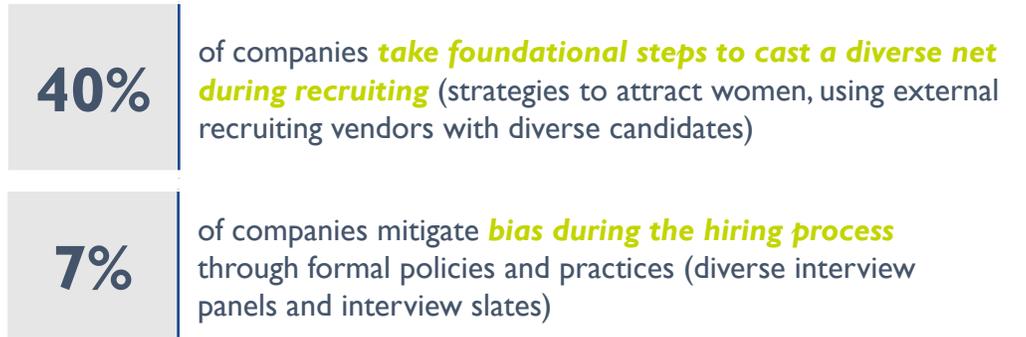


# 2021 AWIN Benchmark Study | Summary

Women, and particularly **women of color**, are underrepresented at every level. And without fundamental changes early in the pipeline, gains in women's representation will ultimately stall.<sup>1</sup>



## Continuing Efforts for Unbiased Recruiting & Hiring – Further Action Required to Achieve Parity

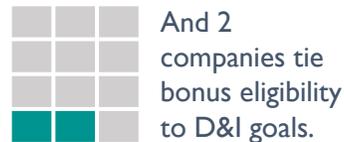


## Diversity & Inclusion Focus

53%

Over half the companies report having a dedicated Office of Diversity & Inclusion yet **very few companies** set numeric D&I goals and **hold leaders accountable**.

## Lack of Diversity & Inclusion Accountability



## Lack of Reporting and Data in Advancement – Potential for Blind spots

**Less than 1/3** the participating companies reported having a **system for identifying high potential women**, a development program dedicated to specifically advancing women and tracking their participation in these programs.

# Specific Actions Taken in 2020-2021 Supporting Women

- ▲ Increased focus on health and safety
- ▲ Time off for caretaking
- ▲ Wellbeing and resiliency tools
- ▲ Increased focus in flexibility in work hours and locations
- ▲ Employee Resource Group alignment to provide content for support
- ▲ Increased focus on being connected with staff and practicing empathy and creating a safe space for difficult topics
- ▲ Resources for caregiver support such as working parents initiatives and increase support for school aged children

# 2021 AWIN Benchmark Study | Recommendations (1 of 2)

## Develop the Existing Pipeline of Internal Talent

- ▲ There is a higher **distribution of women** at lower levels of the organization that **diminishes as responsibility and pay increase**. The numbers tell us that the pipeline of female talent exists within organizations, and by focusing on removing the following potential barriers a more equitable distribution of female talent could be within reach for many organizations:
  - ▶ Address Work/Life Challenges that More Often Exist for Women
    - **Implement benefits and programs** that support splitting time between career and caretaking obligations (Flexible work schedules and arrangements, Childcare support, Parental leave [supports gender balance in family caretaking])
  - ▶ Focus Attention on Women's Advancement
    - **Develop women through formal training**, apprenticeship, mentorship, and sponsorship programs. Less than 1/3 of employees say they get the sponsorship needed to advance their career<sup>1</sup>
    - Focus on **creating more visibility for women within the organization** and making stronger connections with leadership
  - ▶ Train Leaders on Bias and Inclusion
    - **Identify blind spots** for unconscious or implicit biases on decision-making

# 2021 AWIN Benchmark Study | Recommendations (2 of 2)

## Tracking and Reporting

- ▶ Begin to routinely track hiring and career progression for women (volume of women moving through talent pipeline and leadership development programs), specifically women of color, to **uncover current state internal pain points**.
- ▶ Start with taking concrete actions like **setting diversity targets and sharing diversity metrics** at all levels of the organization<sup>1</sup>
- ▶ **Hold leaders accountable and reward them when they make progress.** In most organizations, what gets measured and rewarded is what gets done.<sup>1</sup>

## Address Bias in Recruiting

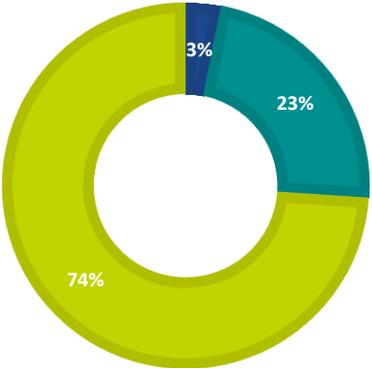
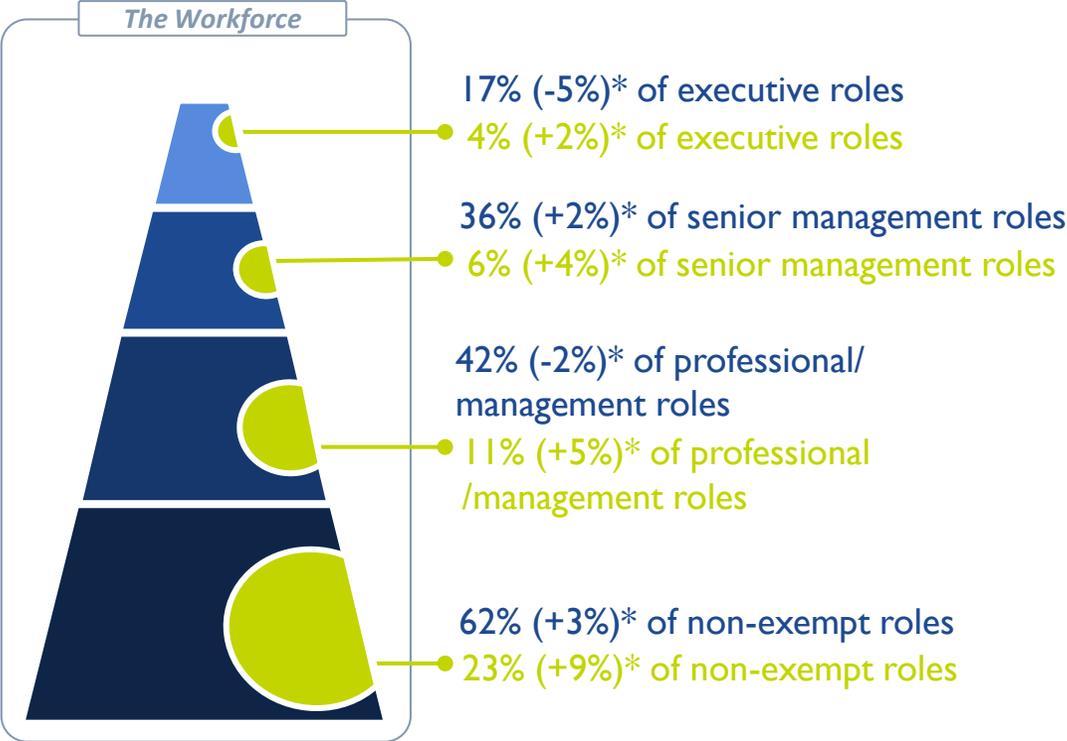
- ▶ Minimize the potential for bias to creep into decision-making by **implementing consistent recruiting policy to mitigate bias**; diverse interviewing panels and diverse candidate slates have been proven to improve the odds of hiring women - specifically women of color - as much as 70%, **while ensuring the best talent is being selected for each role with**.
  - ▶ Require diverse (two women and people of color) interviewing panels
  - ▶ Require diverse (two women and people of color) candidate slates
  - ▶ Continue training in unconscious bias and diverse interview skills for recruiters

**Detailed Slides by  
Focus Area**



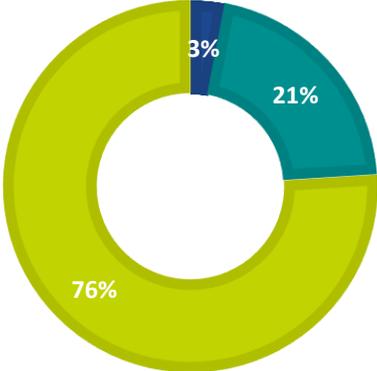
# Key Findings | Representation

## Under-representation of Women and Women of Color within the Workforce at Every Level



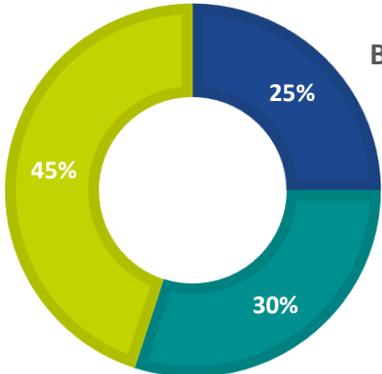
**TOP 20% OF EARNERS**

- Women of Color (3%)
- Women (22%)
- Men or No Female Representation (75%)



**EXECUTIVES WITH P&L RESPONSIBILITY**

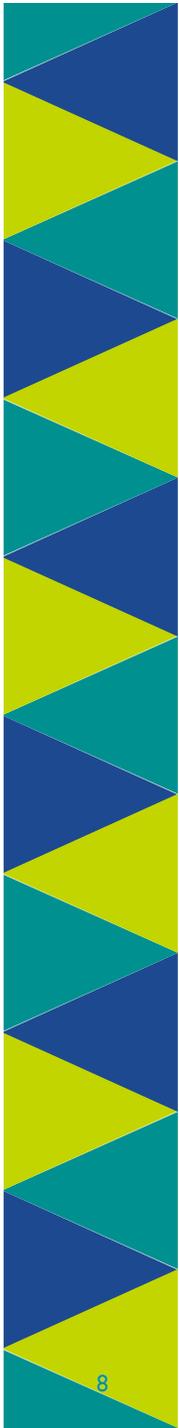
- Women of Color
- Women
- No Female Representation



**BOARD OF DIRECTORS**

- Women of Color Represented (5)
- Two or More Women (6)
- No Representation or Not Reported (9)

\*Year over Year Comparison to 2020 AWIN Benchmark Survey  
Numbers represent averages of all assessments submitted, unless otherwise noted.

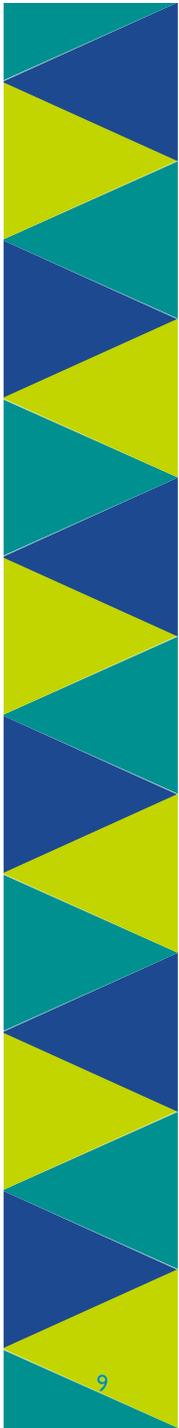


# Key Findings | Recruiting & Hiring

Eight companies were able to provide last year's hiring data...



- 10 of respondents indicated providing training for internal recruiters on unconscious bias and/or diverse interviewing skills.
- 4 of respondents indicated having a recruiting strategy focused on attracting female candidates through partnerships with women's professional associations.
- 3 of respondents indicated that they chose external search/recruiting companies based on its ability to provide a diverse slate of candidates.
- 1 of respondents indicated requiring diverse interview slates.
- 1 of respondents indicated requiring a diverse panel of interviewers when evaluating candidates for open positions.

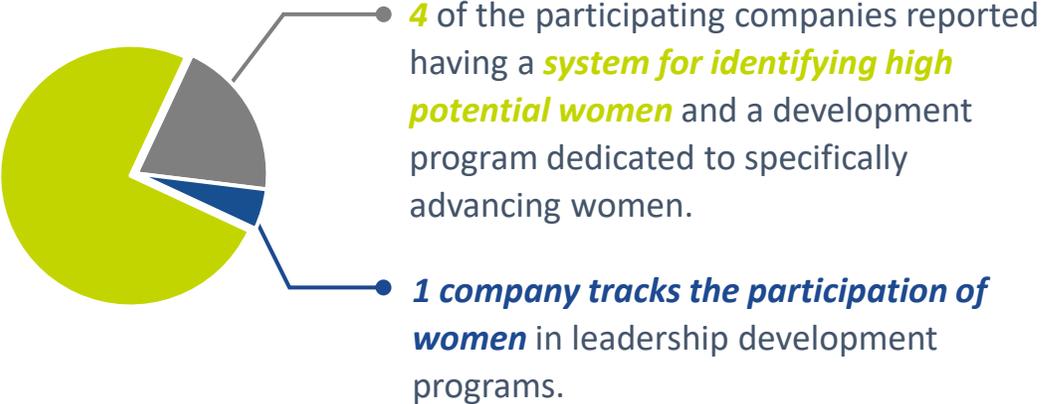


# Key Findings | Advancement

**67** % of companies that **train leaders on bias and inclusion**

**41** % of promoted employees were **women**

**8** % of promoted employees were **women of color**



**33%** of participants (**five companies**) report having a **formal succession planning** program but only **two companies** track the participation of women in these programs. In those two companies.

**0%** of participants indicated tracking **woman of color** in formal succession plans.

**4** # of companies with **formal mentoring programs**

**8** # of companies **offering women's employee resource/affinity groups**

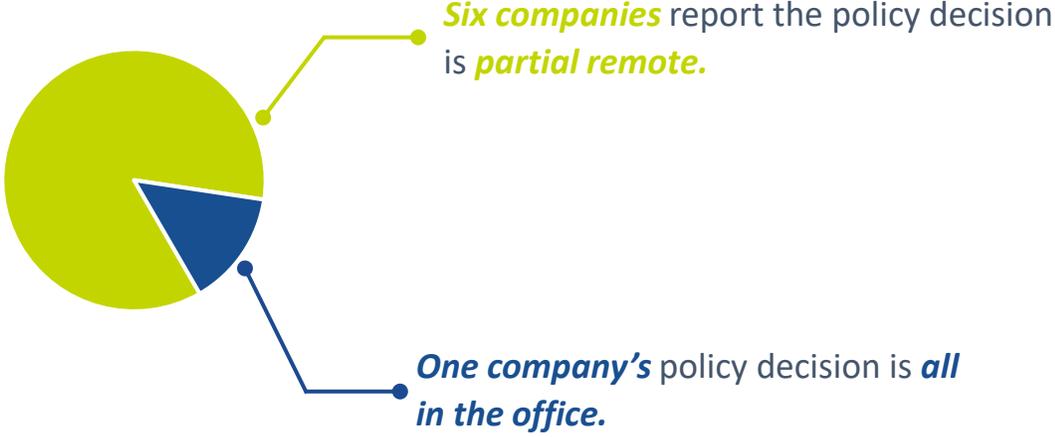


# Key Findings | COVID-19 Support

**10** # of companies who have **announced a return to work policy**

**6** # of companies who have **already implemented** return to work policy

**4** # of companies **implementing** return to work policy **before end of 2021**



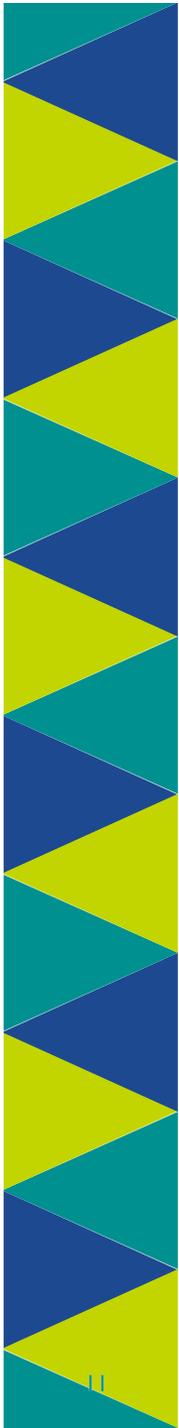
**Eight of ten companies** surveyed employees about COVID-19 return to work plan.

Just over **83% of employees** responded to the survey, on average.

**54** % of employees returning as **full-time in the office** (Range: 6 to 100)

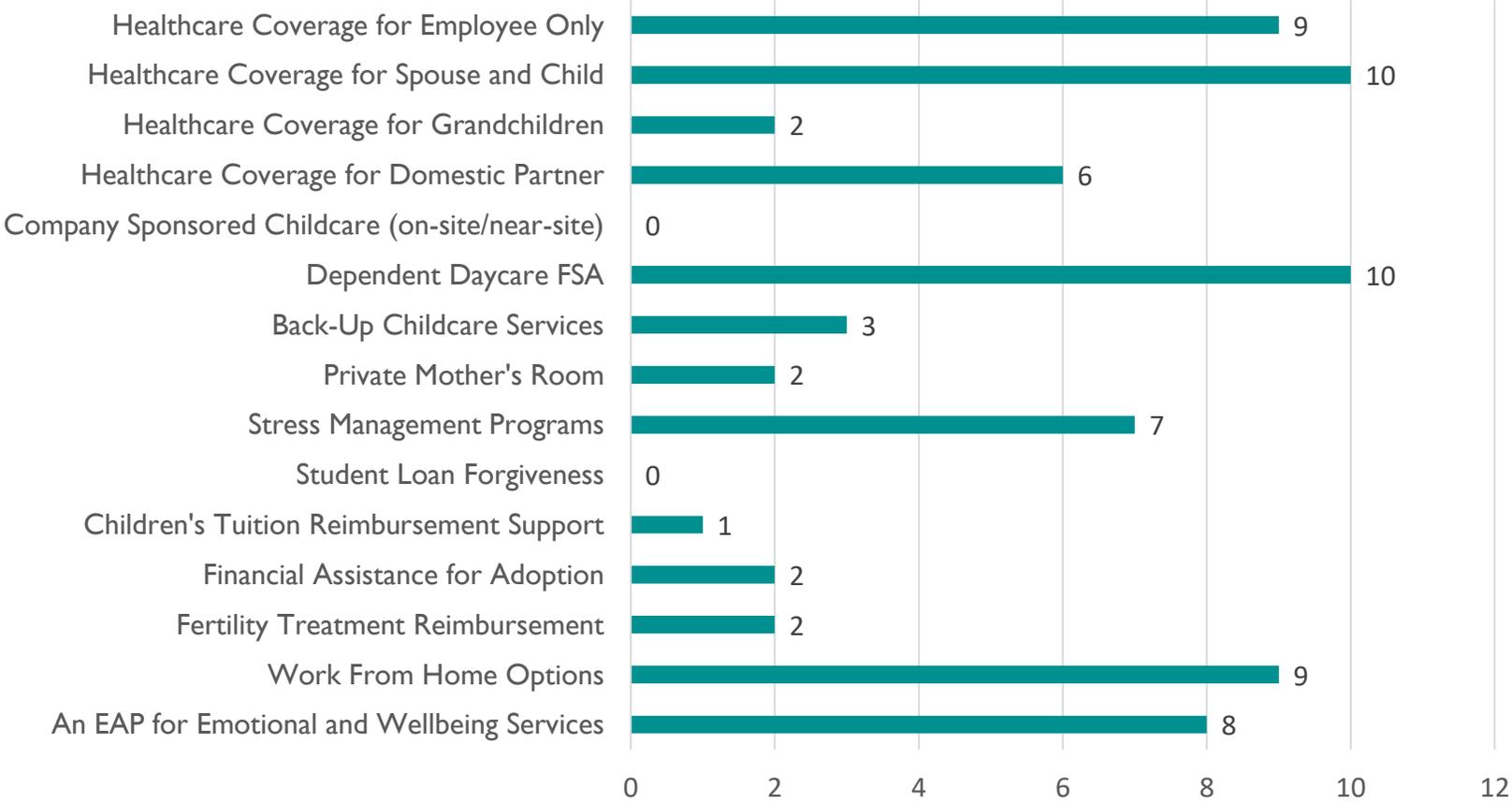
**35** % of employees returning as **hybrid** (Range: 0 to 84)

**14** % of employees returning as **remote** (Range: 0 to 40)



# Key Findings | Benefits & Compensation

## Benefits Assessment (15 Participating Companies)



*Half of Tennessee families depend on a female breadwinner.*

*Yet, most women in our state, especially mothers and women of color, face significant barriers to achieving economic security for themselves and their families.*

*In fact, over 40% of female-headed households in Tennessee live in poverty.<sup>1</sup>*

**Seven companies completed the Compensation portion of the assessment: 86% of those report auditing compensation regularly to ensure gender pay equity, with most auditing annually.**



# Key Findings | Time Off & Leaves

7

# of companies offering **fully paid maternity** leave

2

# of companies offering **partially paid maternity** leave

2

# of companies offering **unlimited paid** days off\*

8

# of companies offering parental leave (non-birth parent) with an **average of 8 weeks available**

9

# of companies offering leave for adoptive parents with an **average of 8 weeks available**

8

**Average length of time available** for new mothers

# Key Findings | Accountability



Only 3 companies report **setting and communicating numerical diversity goals.**



Only 4 companies report **holding leaders accountable** for driving diversity through performance evaluations.



And 2 **companies** tie bonus eligibility to D&I goals.

8 companies report having a **dedicated Office of Diversity & Inclusion**



In 8 companies the **D&I Officer reports directly to the C-level** (CEO/COO/CHRO) of the company.

7 companies **track and regularly report diversity statistics** to Executive, HR teams, and the Board of Directors.

3 companies develop annual **D&I focused** reports for **transparent reporting.**

