2020 AWIN Member Benchmark Assessment & Key Findings

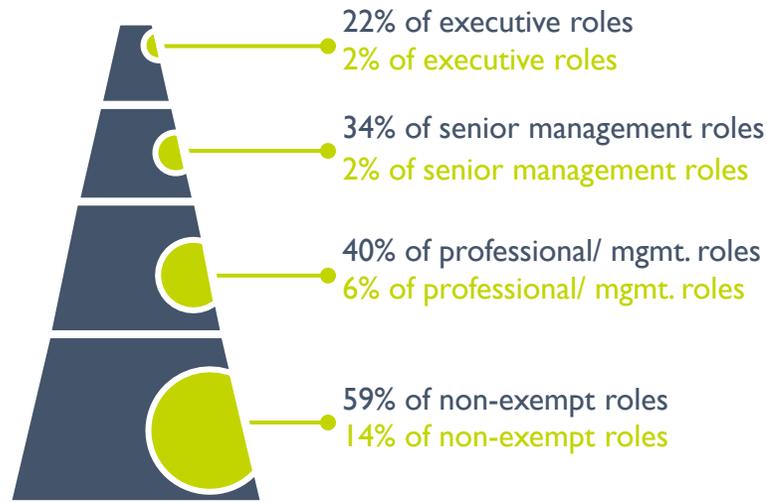# 2020 AWIN Benchmark Study | Overview

AWIN carried out the organization's first member benchmark study in 2020. To assess the impact on women in the workplace data was gathered in the following focus areas :

1	Representation	**3**	Advancement	**5**	Time Off & Leave
2	Recruiting & Hiring	**4**	Benefits & Compensation	**6**	Accountability

13 out of 24 Member Companies submitted an Assessment

Company Size ranged from **less than 400** employees to **more 60,000** employees

Multiple Industries: Healthcare, Law, Technology, Manufacturing, and more

Numbers represent averages of all assessments submitted, unless otherwise noted.

2020 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.[1]
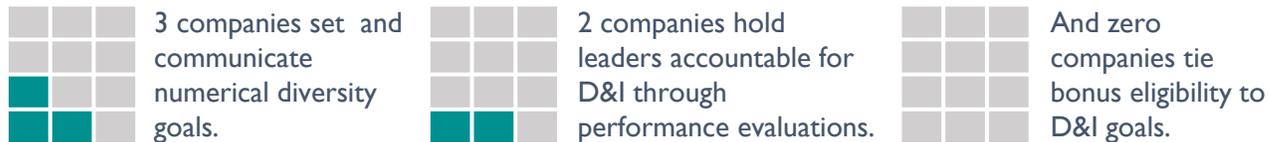
- 22% of executive roles
- 2% of executive roles

- 34% of senior management roles
- 2% of senior management roles

- 40% of professional/ mgmt. roles
- 6% of professional/ mgmt. roles

- 59% of non-exempt roles
- 14% of non-exempt roles

The foundation is set for Unbiased Recruiting & Hiring – Further Action Required to Achieve Parity

Over 70% of companies *take foundational steps to cast a diverse net during recruiting* (strategies to attract women, using external recruiting vendors with diverse candidates)

Around 15% of companies actually *mitigate bias during the hiring process* through formal policies and practices (diverse interview panels and interview slates)

Lack of Diversity & Inclusion Accountability

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.*

3 companies set and communicate numerical diversity goals.

2 companies hold leaders accountable for D&I through performance evaluations.

And zero companies tie bonus eligibility to D&I goals.

Lack of Reporting and Data in Advancement – Potential for Blind spots and Unknown Pain points

Less than half the participating companies reported having a *system for identifying high potential women* and a development program dedicated to specifically advancing women.

A mere *23% of companies track the participation of women* in leadership development programs.

[1]McKinsey & Company and LeanIn.Org Women in the Workplace study
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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:

➤ 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[1]

- 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

➤ 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])

- The annual cost of *infant childcare is equal to 40%* of a single working mother's income[2]

- 94% of Tennesseans forced to work part-time due to insufficient childcare are women[2]

[1]McKinsey & Company and LeanIn.Org Women in the Workplace study

[2]ThinkTennessee.Org, State of Our State Policy Brief, Gender

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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[1]

- *Hold leaders accountable and reward them when they make progress.* In most organizations, what gets measured and rewarded is what gets done.[1]

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

[1]McKinsey & Company and LeanIn.Org Women in the Workplace study
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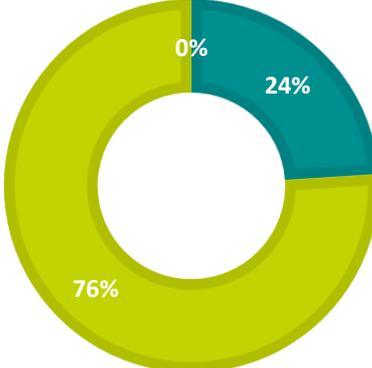
Detailed Slides by Focus Area

Key Findings | Representation

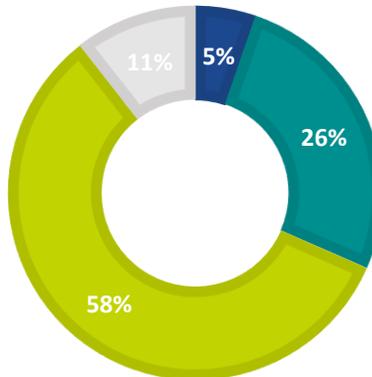**Under-representation of Women and Women of Color within the Workforce at Every Level**

The Workforce

22% of executive roles
2% of executive roles

34% of senior management roles
2% of senior management roles

40% of professional/ management roles
6% of professional /management roles

59% of non-exempt roles
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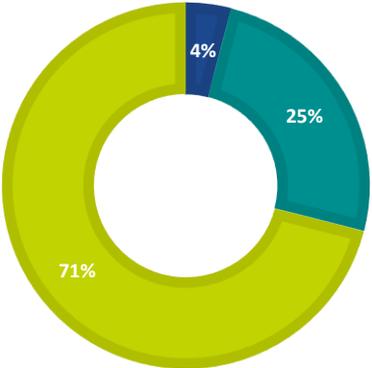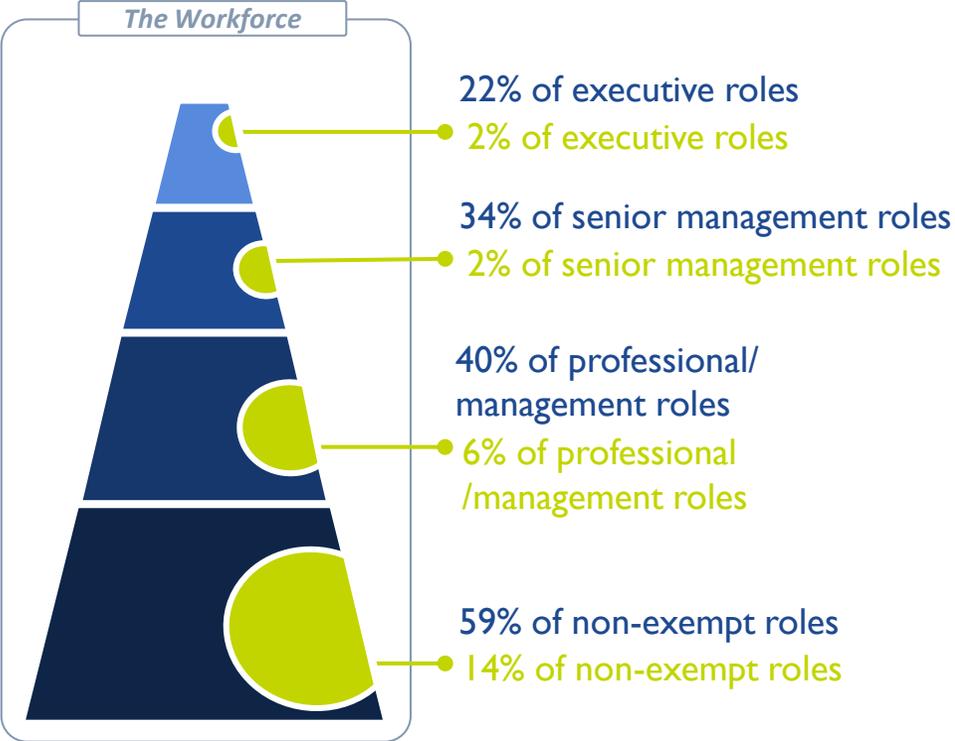
TOP 20% OF EARNERS
- Women of Color (4%)
- Women (25%)
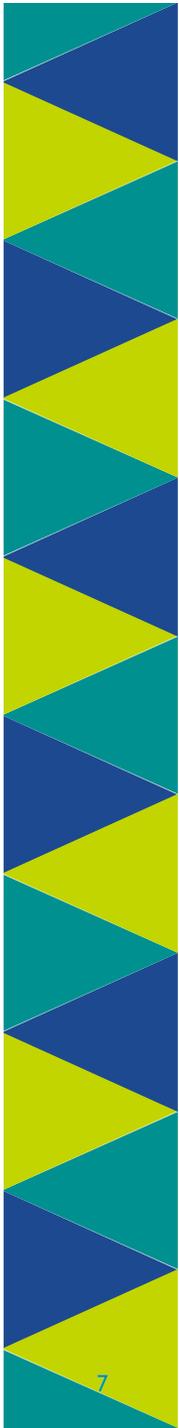- Men or No Female Representation (75%)

4%
25%
71%

EXECUTIVES WITH P&L RESPONSIBILITY
- Women of Color
- Women
- No Female Representation

0%
24%
76%

BOARD OF DIRECTORS
- Women of Color Represented (1)
- Two or More Women (5)
- Some Female Representation (11)
- No Representation or Not Reported (2)

11%
5%
26%
58%

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Key Findings | Recruiting & Hiring

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

53 less than **20**

% of total New Hires were *Women*

% of total New Hires were *Women of Color*

32 less than **10**

% of total Professional / Management New Hires were *Women*

% of total Professional / Management New Hires were *Women of Color*

75% of respondents indicated providing training for internal recruiters on unconscious bias and/or diverse interviewing skills.

73% of respondents indicated having a recruiting strategy focused on attracting female candidates through partnerships with women's professional associations.
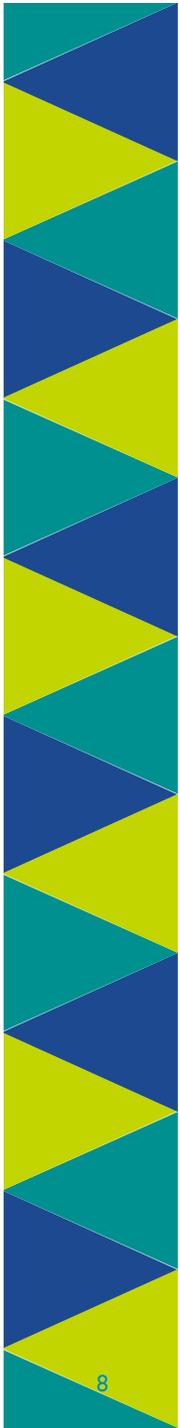
67% of respondents indicated that they chose external search/recruiting companies based on its ability to provide a diverse slate of candidates.

17% of respondents indicated requiring diverse interview slates.

8% of respondents indicated requiring a diverse panel of interviewers when evaluating candidates for open positions.
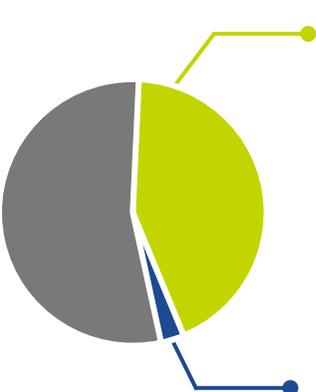
Key Findings | Advancement

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

42 % of promoted employees were *women*

11 % of promoted employees were *women of color*

46% of participants *(six companies)* report having a *formal succession planning* program but only *two companies* track the participation of women in these programs. In those two companies, the *average women included in a formal succession plan is 19%.*

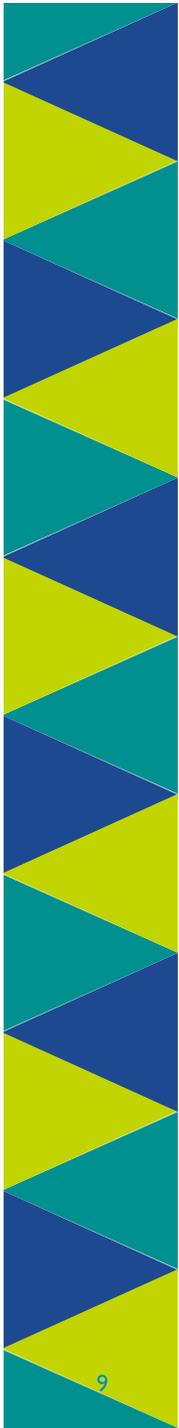*Less than 1%* of individuals in formal a succession plan is a *woman of color.*
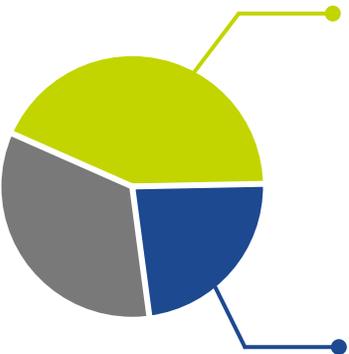
Less than half the participating companies reported having a *system for identifying high potential women* and a development program dedicated to specifically advancing women.

A mere *23% of companies track the participation of women* in leadership development programs.

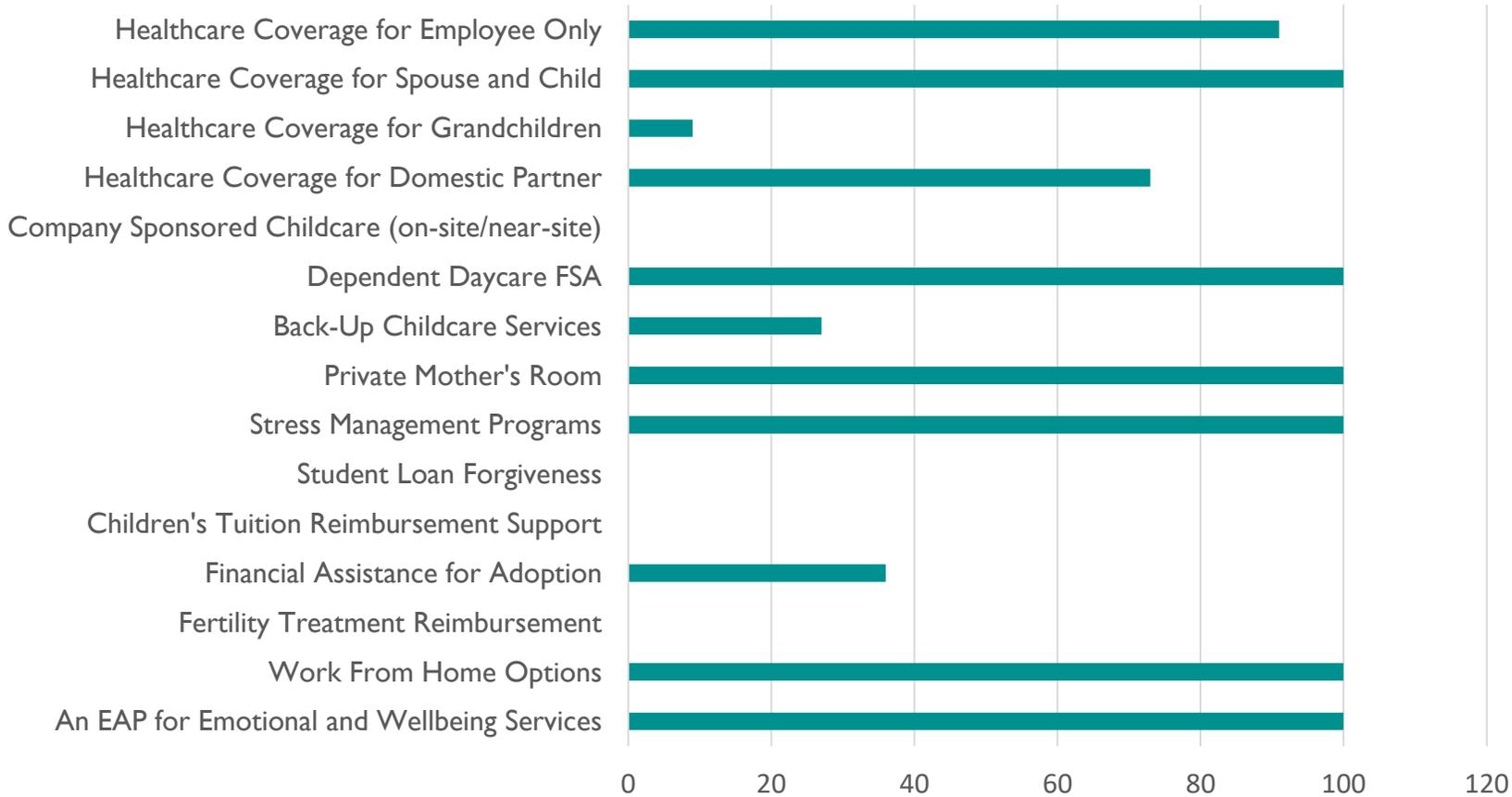**0** # of companies with *formal mentoring programs*

3 # of companies implementing formal *mentoring programs in 2021*

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

Advancing Women in Nashville © 2020

Numbers represent averages of all assessments submitted, unless otherwise noted.

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Key Findings | Benefits & Compensation

Benefits Assessment (11 Participating Companies)

Benefit	Value
Healthcare Coverage for Employee Only	~91
Healthcare Coverage for Spouse and Child	~100
Healthcare Coverage for Grandchildren	~9
Healthcare Coverage for Domestic Partner	~73
Company Sponsored Childcare (on-site/near-site)	0
Dependent Daycare FSA	~100
Back-Up Childcare Services	~27
Private Mother's Room	~100
Stress Management Programs	~100
Student Loan Forgiveness	0
Children's Tuition Reimbursement Support	0
Financial Assistance for Adoption	~36
Fertility Treatment Reimbursement	0
Work From Home Options	~100
An EAP for Emotional and Wellbeing Services	~100

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.*[1]

Nine companies completed the Compensation portion of the assessment: *89%* of those report *auditing compensation regularly to ensure gender pay equity*, with most auditing annually.

Advancing Women in Nashville © 2020

[1]ThinkTennessee.Org, State of Our State Policy Brief, Gender
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Key Findings | Time Off & Leaves

8 # of companies offering *fully paid maternity* leave

4 # of companies offering *partially paid maternity* leave

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

9 # of companies offering parental leave (non-birth parent) with an *average of 6 weeks available*

**12** # of companies offering leave for adoptive parents with an *average of 5 weeks available*

11.5 *Average length of time available* for new mothers

On average, exempt employees took
22 days off last year

On average, non-exempt employees took
21 days off last year

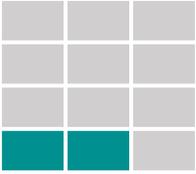On average, part-time employees took
11 days off last year

*for exempt employees, none report this offering for non-exempt employees.

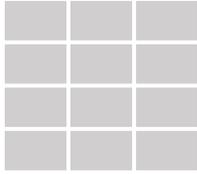Numbers represent averages of all assessments submitted, unless otherwise noted.
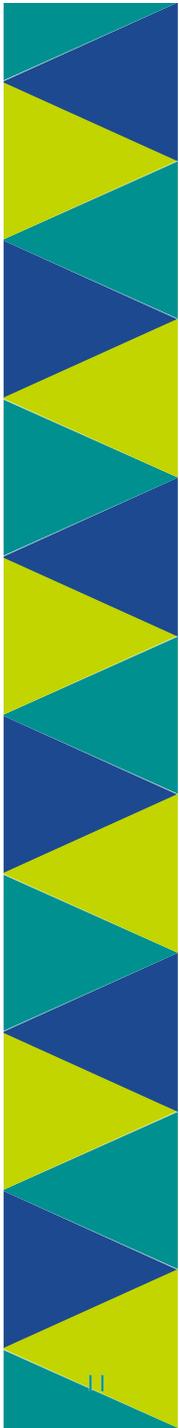
Key Findings | Accountability

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

Only 2 companies report **holding leaders accountable** for driving diversity through performance evaluations.

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

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

In 4 companies the **D&I Officer reports directly to the CEO** or Chairman of the company.

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

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

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