



## **AWIN Benchmark Survey: 2020, 2021, 2023 Data Analytics Report**



**Analytics Team in association with Acree Consulting and Nashville Data Nerds' Brilliant Women in Data**

Aleesa Mann, MS - [www.linkedin.com/in/aleesa-mann/](http://www.linkedin.com/in/aleesa-mann/)

BettyAnn Chodkowski, PhD - [www.linkedin.com/in/bettyannc/](http://www.linkedin.com/in/bettyannc/)

Glenn Acree, PhD - [www.linkedin.com/in/glennacree/](http://www.linkedin.com/in/glennacree/)



### **Overview**

Advancing Women in Nashville (AWIN) conducted Benchmark Surveys in 2020, 2021, and 2023 in order to assess the status of women in the workplace across the AWIN membership. This report presents the totality of the data collected across these 3 years in an effort to:

- Present a general overview of all participating member organizations across the years,
- Provide an opportunity for you to compare your responses with other members, and
- Create an opportunity for your own interpretations of the data to identify challenges and opportunities for future objectives and goals.

This report includes data and visualizations for the following focus areas:

- Demographic Representation
  - Percentage of Women
  - Percentage of Non-White Employees
  - Percentage of Women of Color
- Issues of Policy and Practice
  - Time Off & Leave
  - Benefits & Compensation
  - Recruiting, Hiring & Advancement
  - ERG/Affinity Groups
  - Accountability

The surveys received responses from 13 member organizations in 2020, 12 in 2021, and 13 in 2023. It is important to note however, that the organizations are different from year to year. Only 3 member organizations participated in all 3 years, with another 8 participating in 2 of the 3 years. There are 13 member organizations who participated in only one of the 3 surveys. These differences across the survey respondents from year to year make comparisons across the years difficult. Caution is advised when comparing averages or other descriptive statistics across the years.

Each organization will find unique value in the information based upon your own specific historical and organizational knowledge. Opportunities for each organization include the consideration of:

- Individual data and visualizations across the years of participation.
- The consistency of patterns seen across the years even with a diversity of organizations in each cohort.
- Your organization's response with respect to other members within each year and each question.

## Demographic Representation

In the 3 figures below you will see the representation of Women, Non-White employees, and Women of Color across the *Total Employee Population* of each organization, as well as their representation in more specific roles: *Non-exempt, Management, Senior Management, Executives, Board of Directors, Top 20% Earners, Executives with P&L Responsibilities, Total Management and above, Total Hires, and Total Promotions*.

Each alternating white and gray column represents a specific group (as listed above). Inside each column, blue circles represent the participating organizations in 2020, pink circles are participating organizations from 2021, and yellow circles represent those in 2023. Note that the same organizations may or may not have participated in 2020, 2021, and 2023.

Above the figure is an indication of the percentage of organizations who responded to the associated question. The left hand vertical scale shows specific percentages: Percentage of Women, Non-White, and Women of Color employees respectively.

A gray box enclosing three horizontal bars is to be noted in each column of circles for each question, and each year. The bottom bar represents the 25th percentile, that value for which 25% of the responding organizations indicated this value or less. The middle bar represents the 50th percentile, the median value for which half of the responding organizations indicated this value or less. Finally, the top bar represents the 75th percentile, that value for which 75% of the responding organizations indicated this value or less.

National Comparison Data is referenced from McKinsey & Company and Lean In from the following reports:

Women in the Workplace 2020

[https://wiw-report.s3.amazonaws.com/Women\\_in\\_the\\_Workplace\\_2020.pdf](https://wiw-report.s3.amazonaws.com/Women_in_the_Workplace_2020.pdf)

Women in the Workplace 2021

[https://wiw-report.s3.amazonaws.com/Women\\_in\\_the\\_Workplace\\_2021.pdf](https://wiw-report.s3.amazonaws.com/Women_in_the_Workplace_2021.pdf)

Women in the Workplace 2023

<https://leanin.org/women-in-the-workplace>

## Percentage of Women

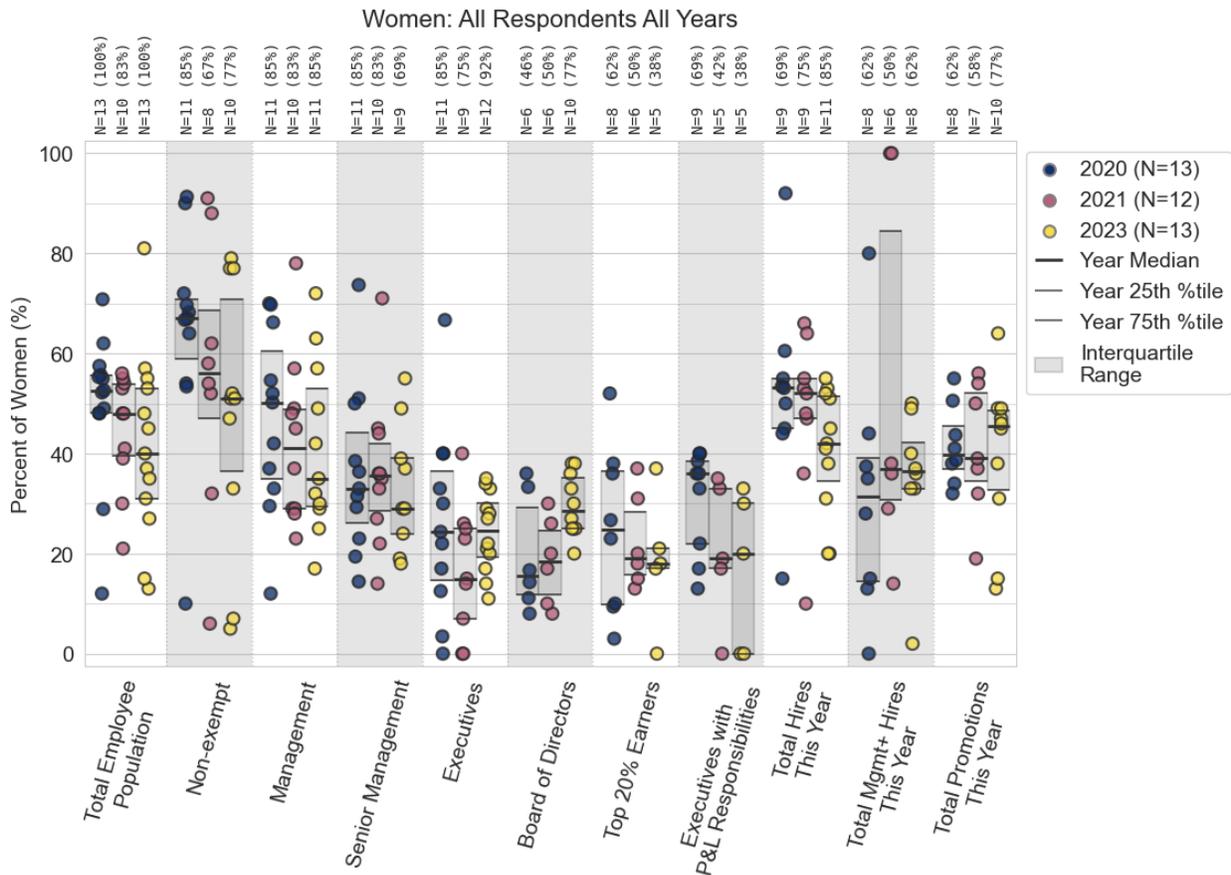
While there is little evidence of a significant increase or decrease across the years (for any of the categories), we see consistency and stability with respect to the range of values across the 3 years. For instance, we see that all but two organizations have less than 40% Women represented as *Executives*, *Board of Directors*, *Top 20 Percent Earners*, and/or *Executives with P&L Responsibilities*. This is seen by the near absence of organizations represented in the upper regions (higher percentages) for Questions 10-13. Notice that this is a clear difference (a decrease by approximately 20% in women employees) from all other questions.

Categories with responses of < 60% of Organizations represented in the survey:  
*Executives with P&L Responsibilities*

### National Comparisons (McKinsey/Lean In)

#### Percentage of Roles held by Women:

Year	2020	2021	2023
Managers	38%	41%	40%
Sr. Managers/Directors	33%	35%	36%
VP / SVP / C-Suite	29%/28%/21%	30%/27%/24%	33%/27%/28%



## Percentage of Non-White Employees

In the following plot, the vertical axis shows the Percentage of Non-White employees (men / women / non-binary).

Interpretation is similar to that for the Percentage of Women. Once again, the range of percentages falls by close to 20% as we move from *Total Employees* and *Non-Exempt* to *Management* and above. Many organizations fall to 20% or less for these questions. Note that some organizations fall to 0 percent for *Senior Management*, *Executives*, and *Board of Directors*. Besides these patterns, there is little variation across the years for any of the employment categories.

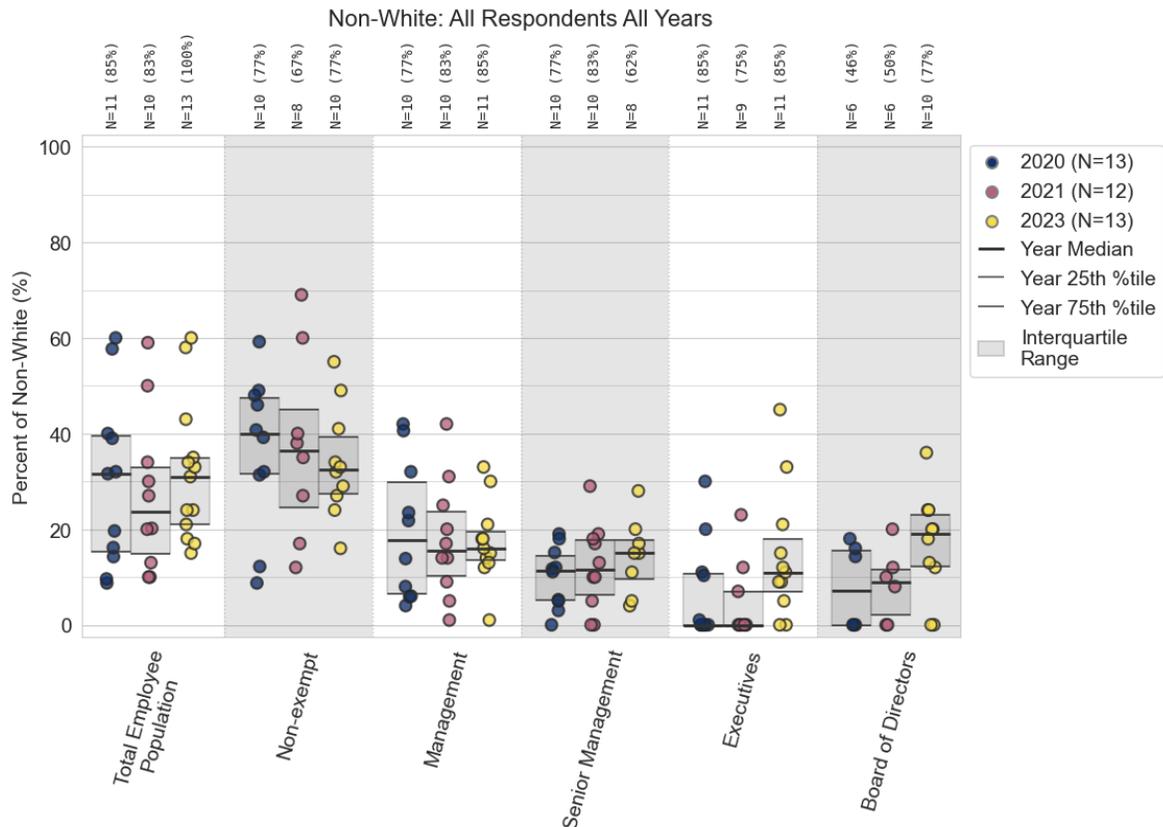
Categories with responses of < 60% of Organizations represented in the survey:

*Board of Directors*

National Comparisons (McKinsey/Lean In)

Percentage of Roles held by Non-White Employees:

Year	2020	2021	2023
Managers	30%	29%	31%
Sr. Managers/Directors	24%	24%	25%
VP / SVP / C-Suite	19%/18%/15%	20%/17%/17%	21%/22%/21%



## Percentage of Women of Color

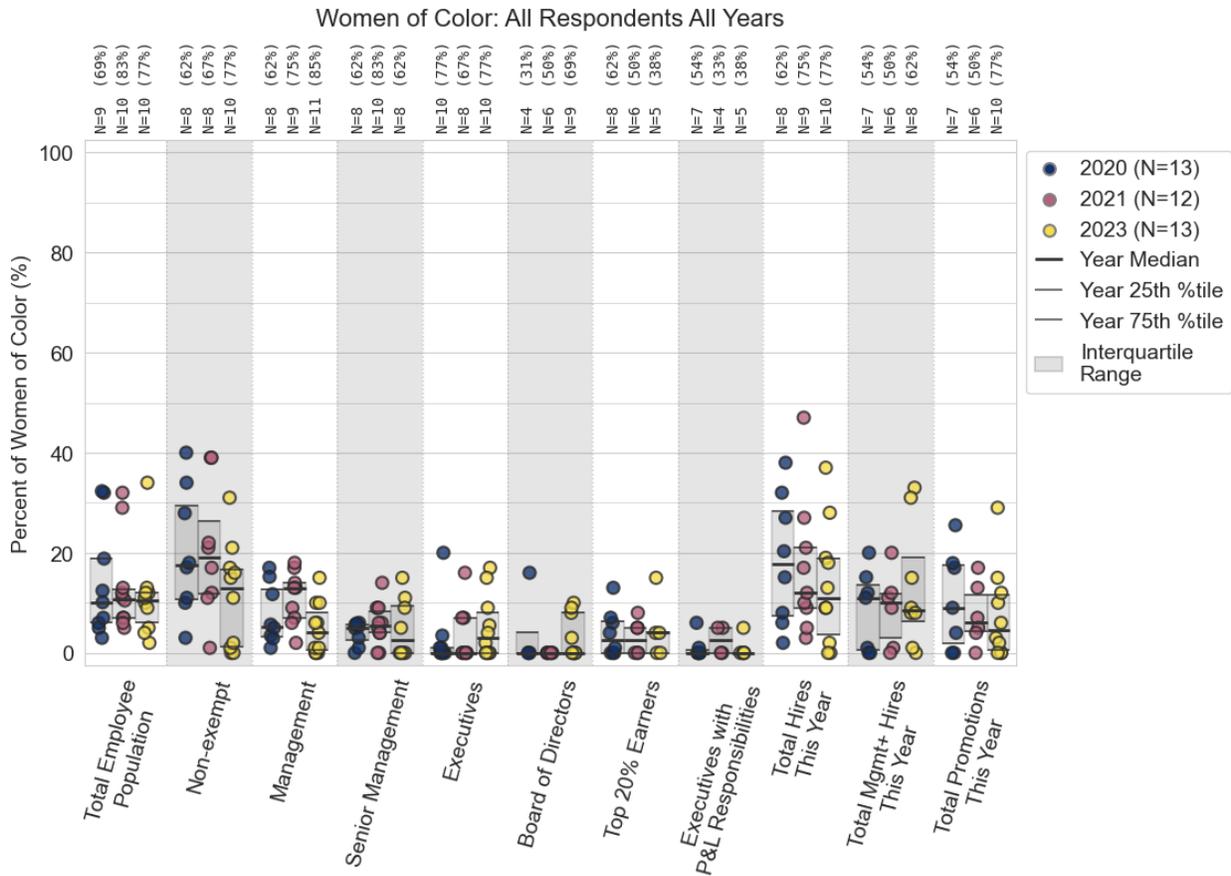
Since Women of Color is a subset of Women and Non-White employees, the percentages are necessarily lower for this demographic. The previous patterns remain: a 20% decrease in representation in categories from *Management* through *Executives with P&L Responsibilities*. Note that there are organizations with 0% in every category except for *Total Employees*.

Categories with responses of < 60% of Organizations represented in the survey:  
*Board of Directors, Top 20% Earners, Executives with P&L Responsibilities, Total Mgmt +, Total Promotions This Year*

### National Comparisons (McKinsey/Lean In)

Percentage of Roles held by Women of Color:

Year	2020	2021	2023
Managers	12%	12%	13%
Sr. Managers/Directors	9%	9%	9%
VP / SVP / C-Suite	6%/5%/3%	7%/5%/4%	7%/7%/6%



## Issues of Policy and Practice

The following figures show responses from each of the member organizations to the AWIN Benchmark Survey in 2020, 2021, and 2023 related to the following issues of policy and practice:

- Time Off & Leave
- Benefits & Compensation
- Recruiting, Hiring & Advancement
- ERG/Affinity Groups
- Accountability

For each figure, the title includes the general topic, the survey question, and, where appropriate, whether the instructions were to **Select only one**, or to **Select all that apply**. When a question indicates **Select all that apply**, the totals for the year may exceed the number of respondents in each of the three years. The left hand vertical scale indicates the **Total Number of Responses**, *i.e.*, the count of members for each response to the specific question.

Each figure includes 3 columns. The leftmost column is the number of responses for 2020, the middle column is for 2021, and the rightmost is for 2023. Below each column is the year along with the number *N* of respondents for that year. For most questions the number of respondents is less, and sometimes far less than *N*.

The legend to the right of the figure includes each response option paired with a unique color. The last item in the legend indicates that your organization's answer(s) are marked with diagonal hatching.

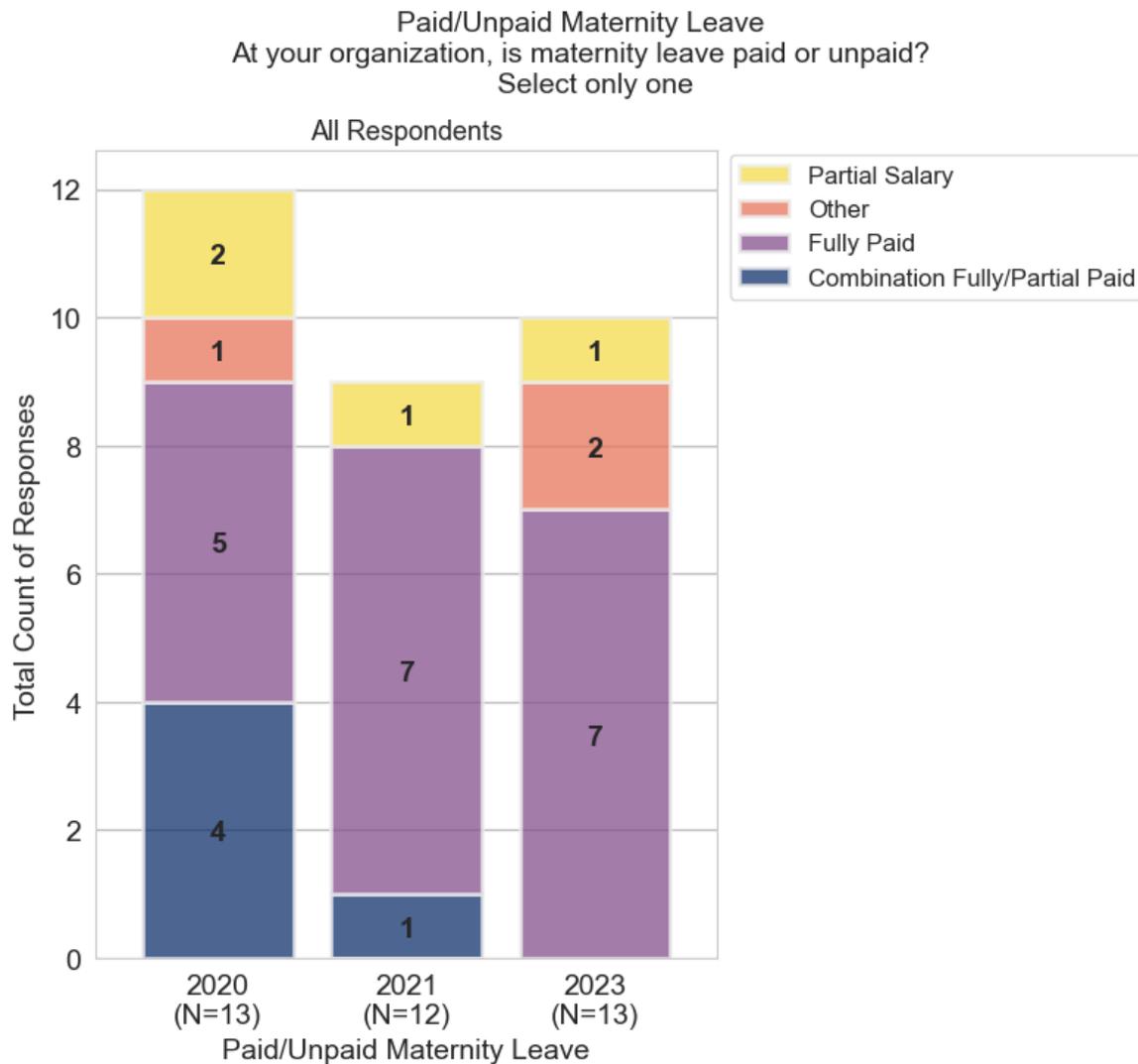
Each bar is a stack of all responses for a question. Each color segment of a bar includes the number of member organizations who selected the associated answer.

In addition to the bar chart, a text and numerical table is included.

## Paid/Unpaid Maternity Leave

In 2020, while Fully Paid was the most identified response, less than half of the organizations offered fully paid maternity leave, followed by a combination of fully/partially paid, then partially paid. In 2021 and 2023, the majority of organizations offered Fully Paid maternity leave (7 out of 9 [78%] and 7 out of 10 [70%], respectively) followed by a combination of fully/partially paid, partial salary, or other. Rather than a shift in maternity leave options, this could be explained by the different organizations from year to year. It should also be noted that there was no common definition for the terms fully paid, combination, and partial.

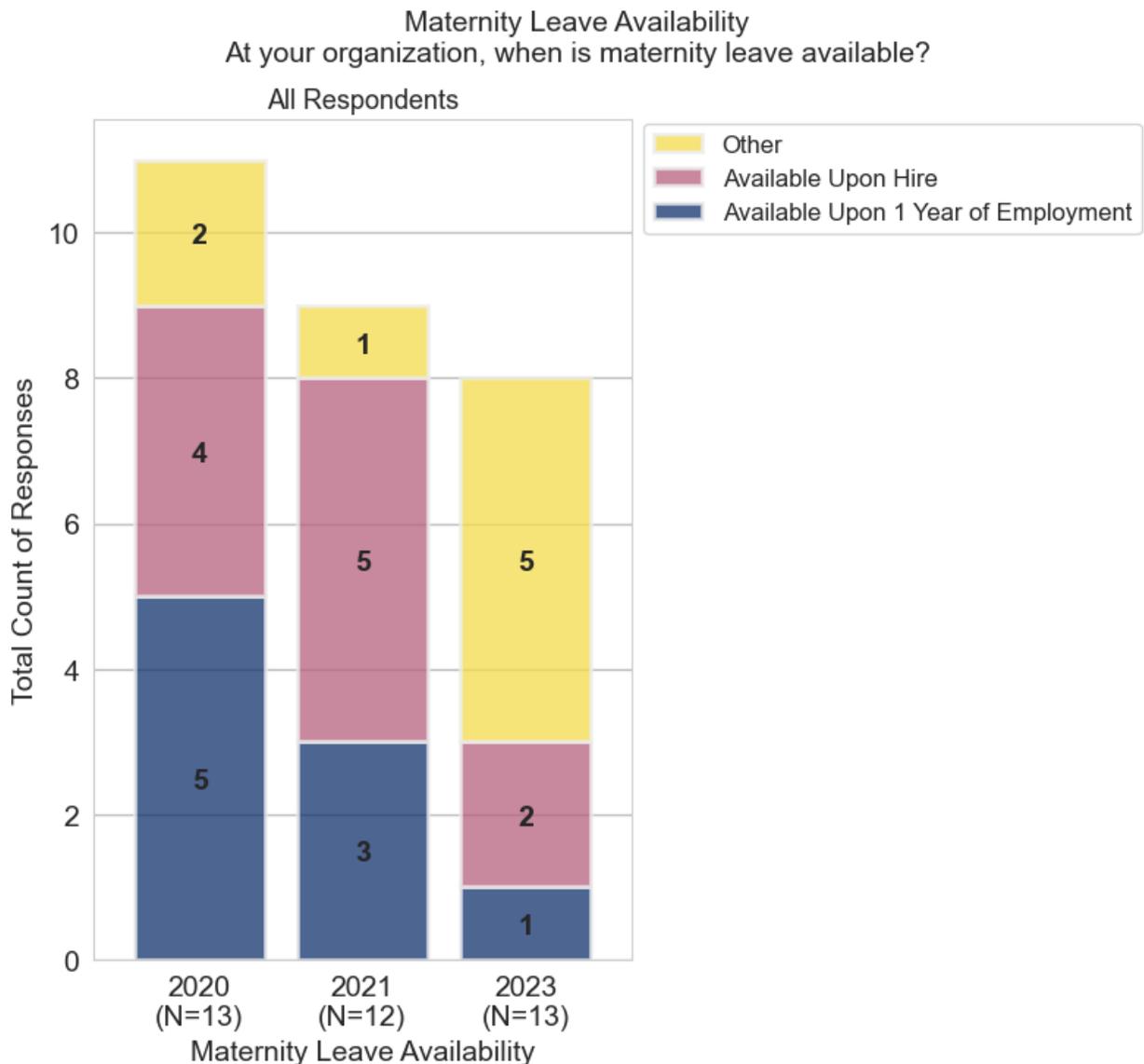
Year	2020	2021	2023
Partial Salary	2	1	1
Other	1	0	2
Fully Paid	5	7	7
Combination fully/partial paid	4	1	0



## Maternity Leave Availability

In 2020 and 2021, a large majority of member organizations offered maternity leave upon hire or upon 1 year of employment (9 out of 11 [81%] and 8 out of 9 [88%] respectively), while in 2023, a majority offered maternity leave using other criteria (5 out of 8 [63%]). Rather than a shift in maternity leave criteria across the membership, this could be explained by the different organizations from year to year, and a rephrasing of the question. In 2023 respondents were instructed to select only one option, in previous years they were allowed to select more than one option.

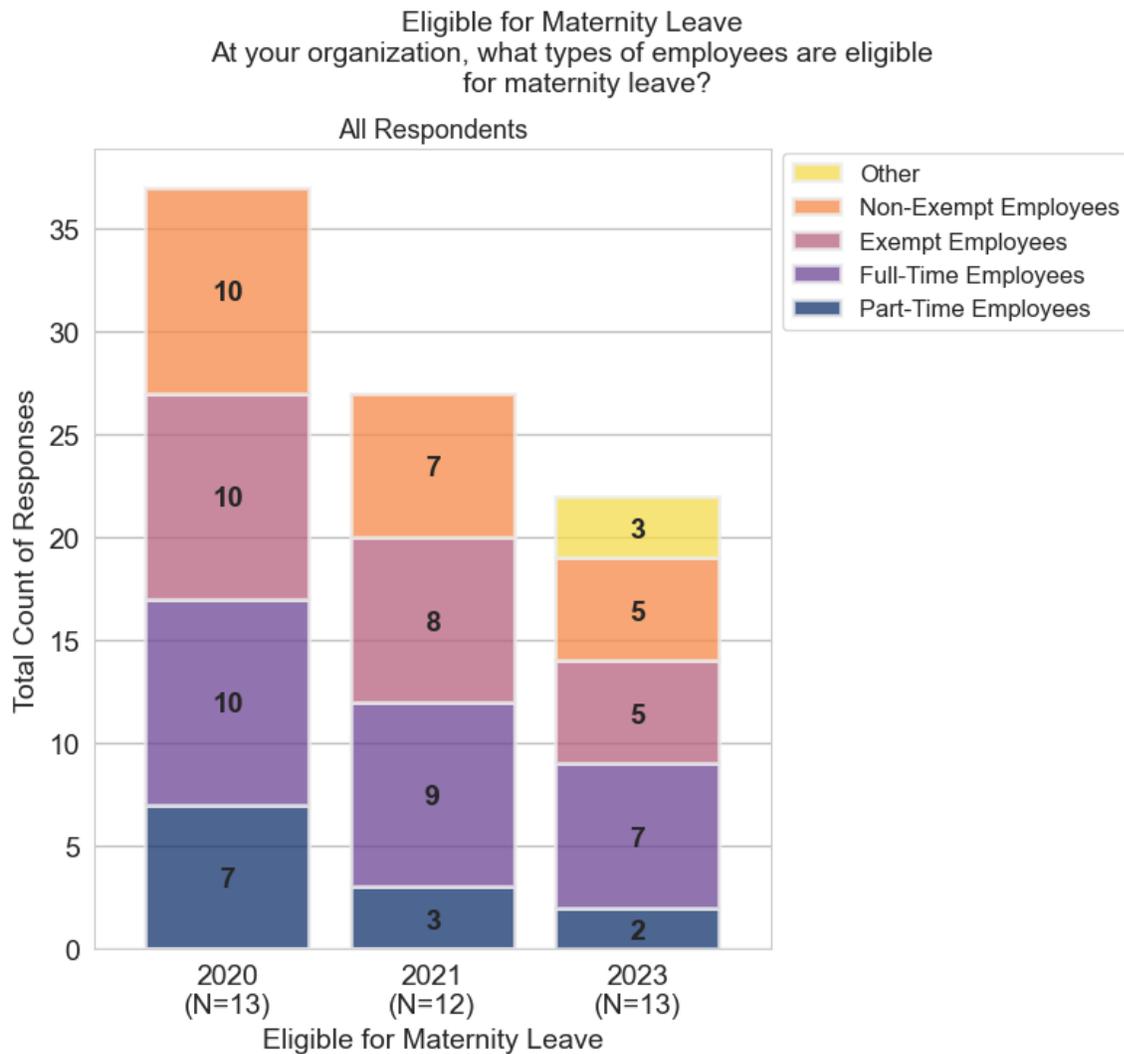
Year	2020	2021	2023
Other	2	1	5
Available upon hire	4	5	2
Available upon 1 year of employment	5	3	1



## Eligible for Maternity Leave

In 2020, 2021, and 2023 a majority of member organizations (10 out of 10 [100%], 7 out of 9 [78%] and 5 out of 7 [71%] respectively) provided eligibility for maternity leave for non-exempt and exempt full-time employees. Fewer member organizations (7 out of 10 [70%], 3 out of 9 [33%] and 2 out of 7 [29%] respectively) provided eligibility for maternity leave for part-time workers in each year, although still a majority in 2020.

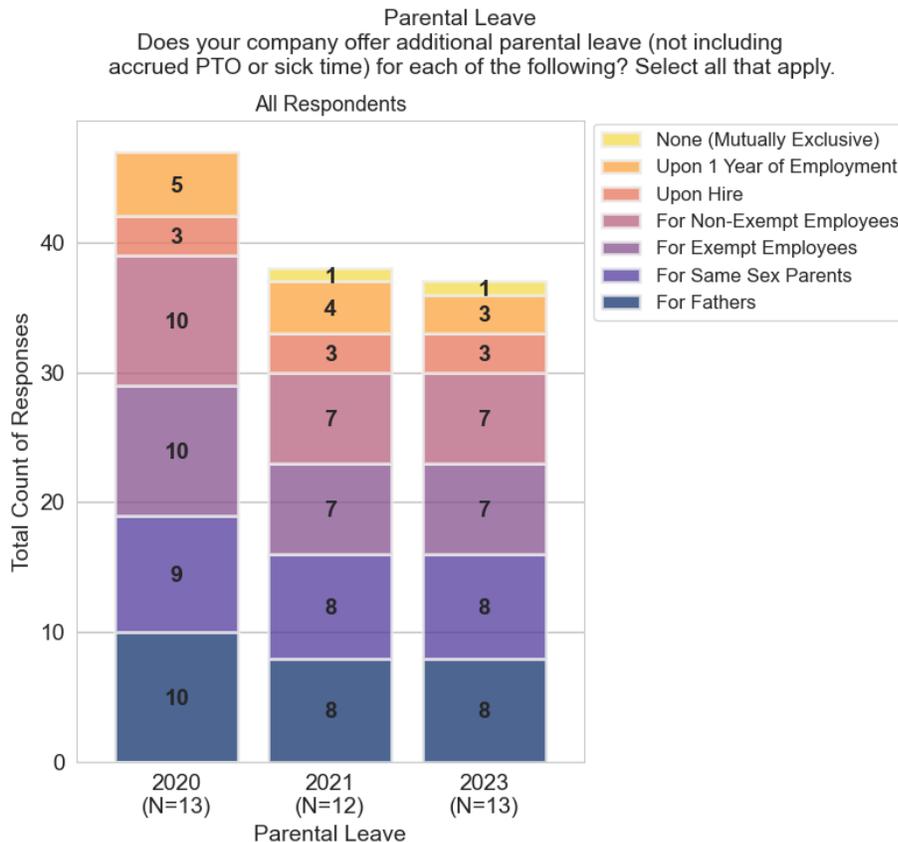
Year	2020	2021	2023
Other	0	0	3
Non-exempt employees	10	7	5
Exempt employees	10	8	5
Full-time employees	10	9	7
Part-time employees	7	3	2



## Parental Leave

In 2020, 10 of 13 (75%) members offered parental leave for fathers; exempt employees; and non-exempt employees, with 9 of 13 (69%) offering this for same sex partners. Three members offered these benefits upon hire, with 5 more offering parental leave upon 1 year of employment. In 2021, 9 of 12 (75%) members responded. In 2023, 9 of 13 (69%) members responded. In both 2021 and 2023, 8 of 9 (89%) members offered parental leave for fathers and same sex parents. In each of these two years one organization reported that they do not offer this benefit. An additional organization does not report offering this benefit for exempt or non-exempt employees. Three organizations offer the benefit upon hire, with 4 organizations in 2021 and 3 organizations in 2023 offering the benefit upon 1 year employment. Parental leave benefits are consistent across the 3 years with the previously described exceptions.

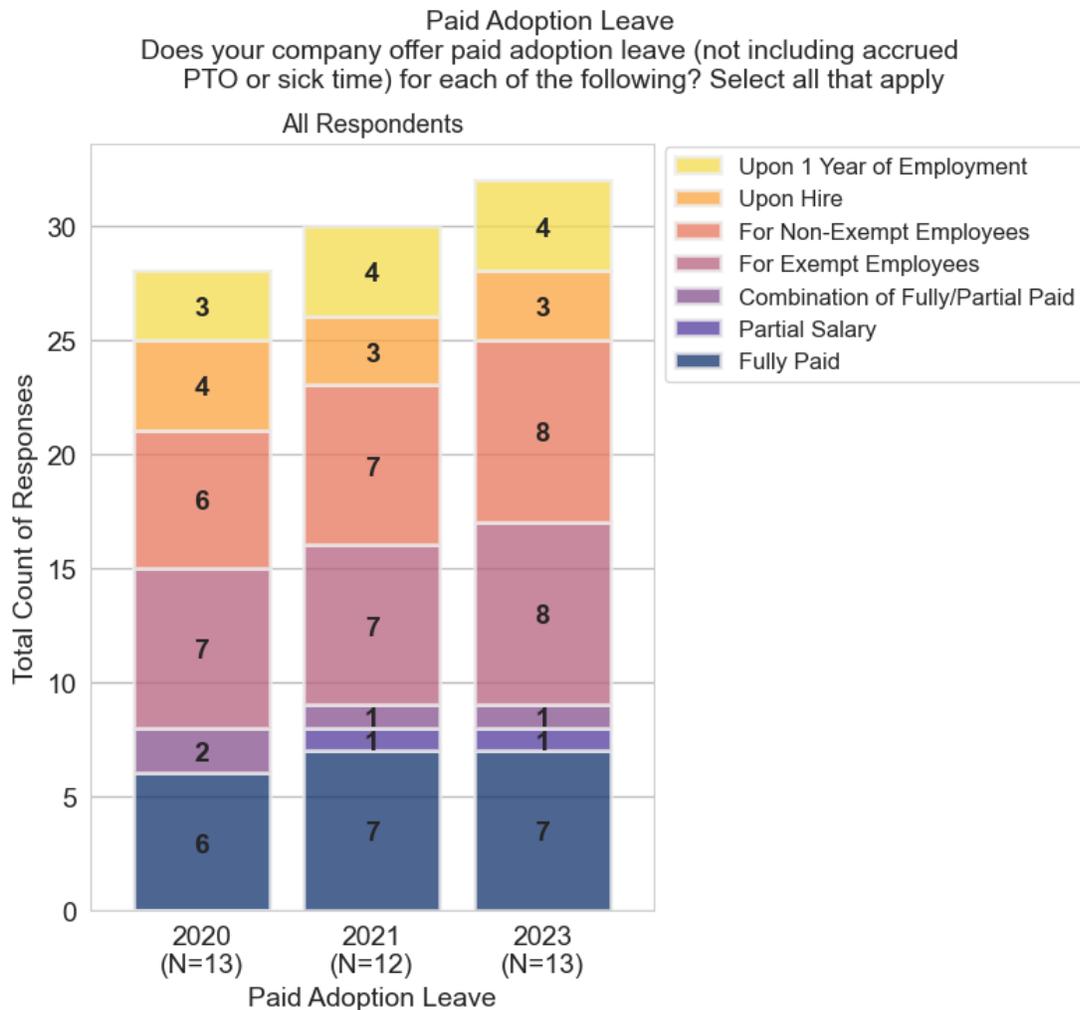
Year	2020	2021	2023
None (mutually exclusive)	0	1	1
Upon 1 year of employment	5	4	3
Upon hire	3	3	3
For non-exempt employees	10	7	7
For exempt employees	10	7	7
For same sex parents	9	8	8
For fathers	10	8	8



## Paid Adoption Leave

In 2020, 2021, and 2023 the number of member organizations who responded fully paid, for exempt employees, and for non-exempt was a large majority (at least 6 out of 8 [75%], 7 out of 9 [78%] and 7 out of 9 [78%] respectively). These counts differed by at most one organization in each year. A similar number of member organizations also provided eligibility for paid adoption leave upon hire or upon 1 year employment.

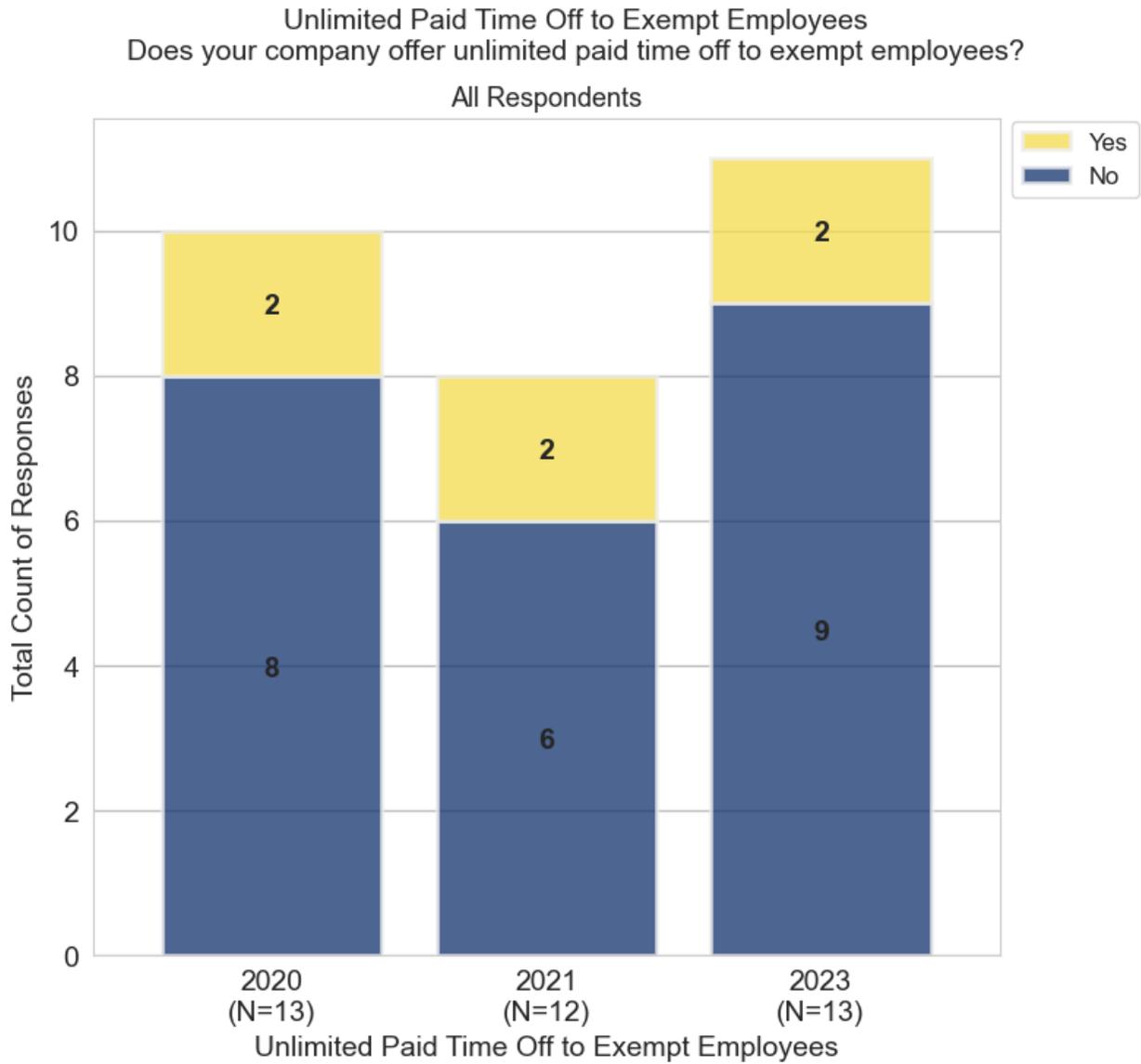
Year	2020	2021	2023
Upon 1 year of employment	3	4	4
Upon hire	4	3	3
For non-exempt employees	6	7	8
For exempt employees	7	7	8
Combination of fully/partial paid	2	1	1
Partial Salary	0	1	1
Fully paid	6	7	7



### Unlimited Paid Time Off to Exempt Employees

Only 2 member organizations responded as having provided Unlimited Paid Time Off for Exempt Employees in any of the 3 years of the survey.

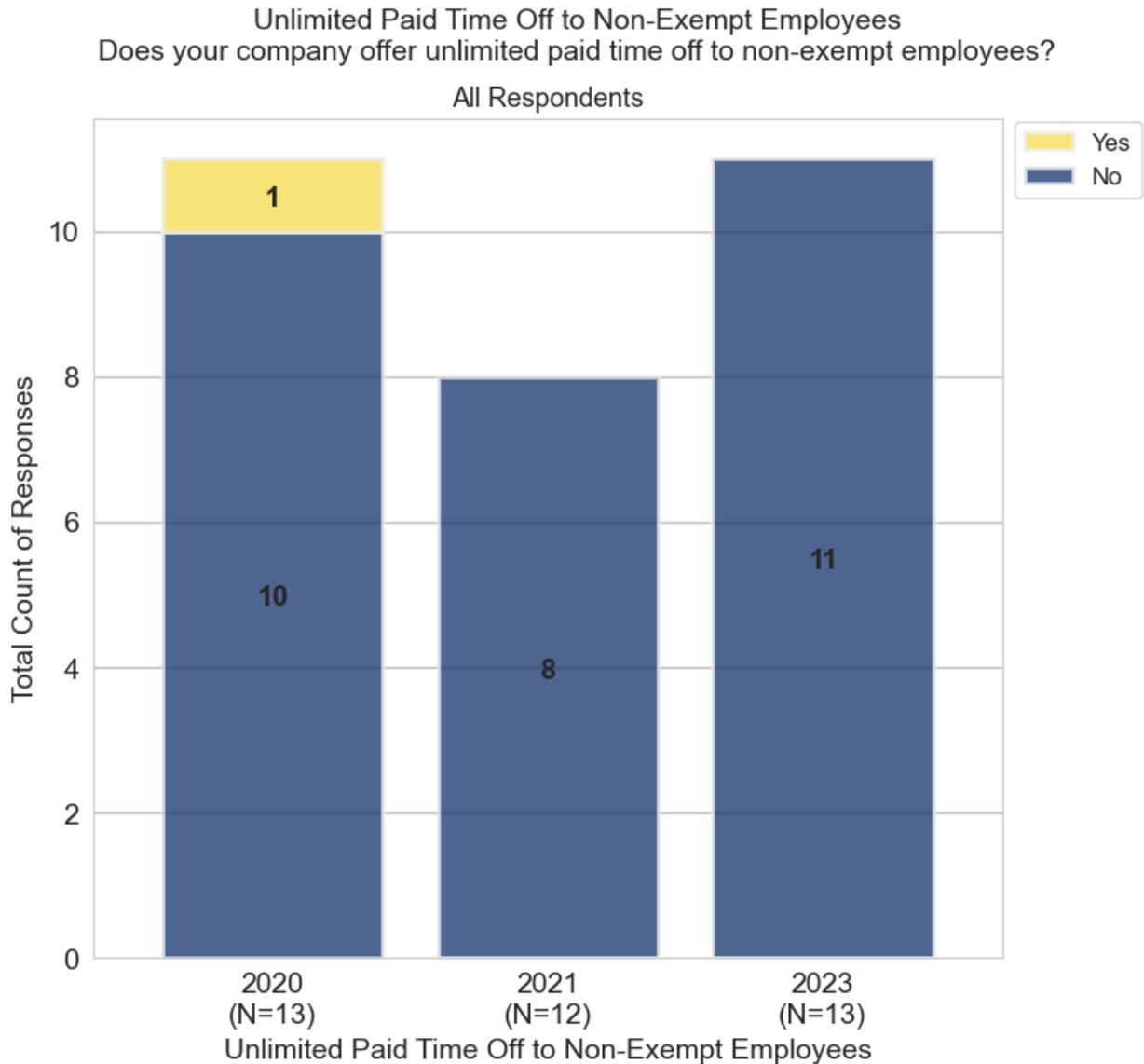
Year	2020	2021	2023
Yes	2	2	2
No	8	6	9



### Unlimited Paid Time Off to Non-Exempt Employees

Only 1 member organization responded as having provided Unlimited Paid Time Off for Non-Exempt Employees in 2020. No organizations did so in 2021 or 2023.

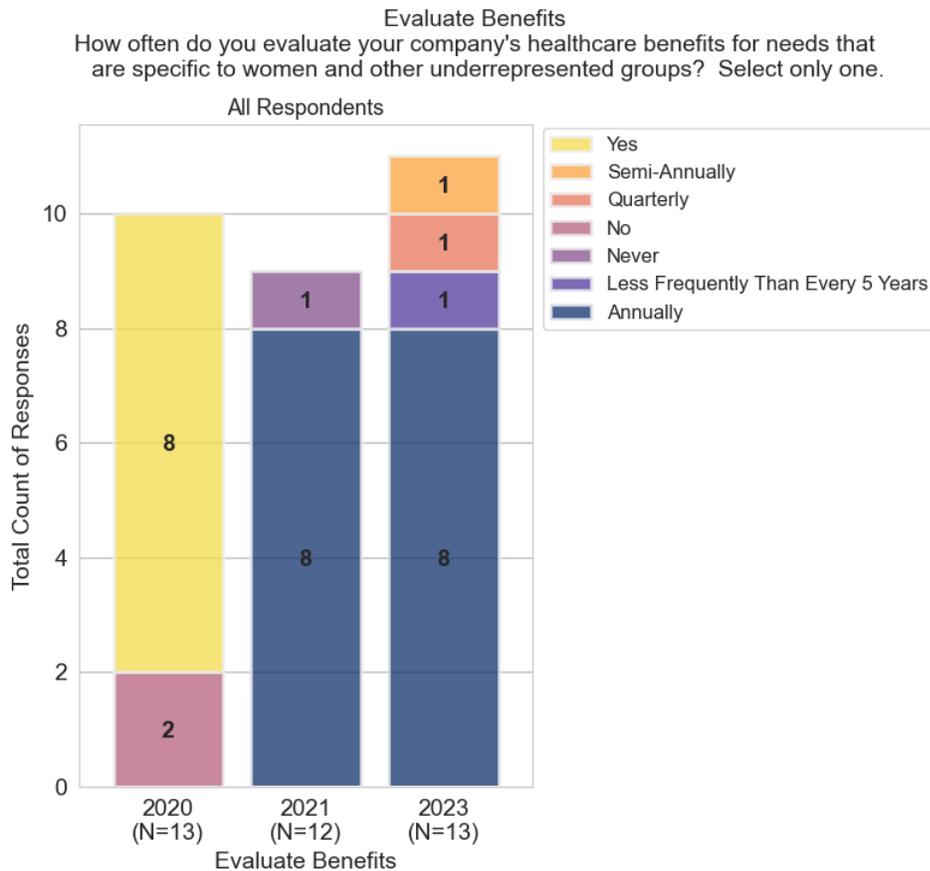
Year	2020	2021	2023
Yes	1	0	0
No	10	8	11



## Evaluate Benefits

In 2020, 8 out of 10 [80%] of the member organizations indicated that they evaluate the company's healthcare benefits for needs that are specific to women and other underrepresented groups. In 2021, the question was rephrased so that 8 out of 9 [89%] indicated that they complete such an evaluation annually. In 2023, 8 out of 11 [73%] complete an evaluation annually with 1 out of 11 [9%] completing such an evaluation semi-annually, quarterly, and less frequently than every 5 years.

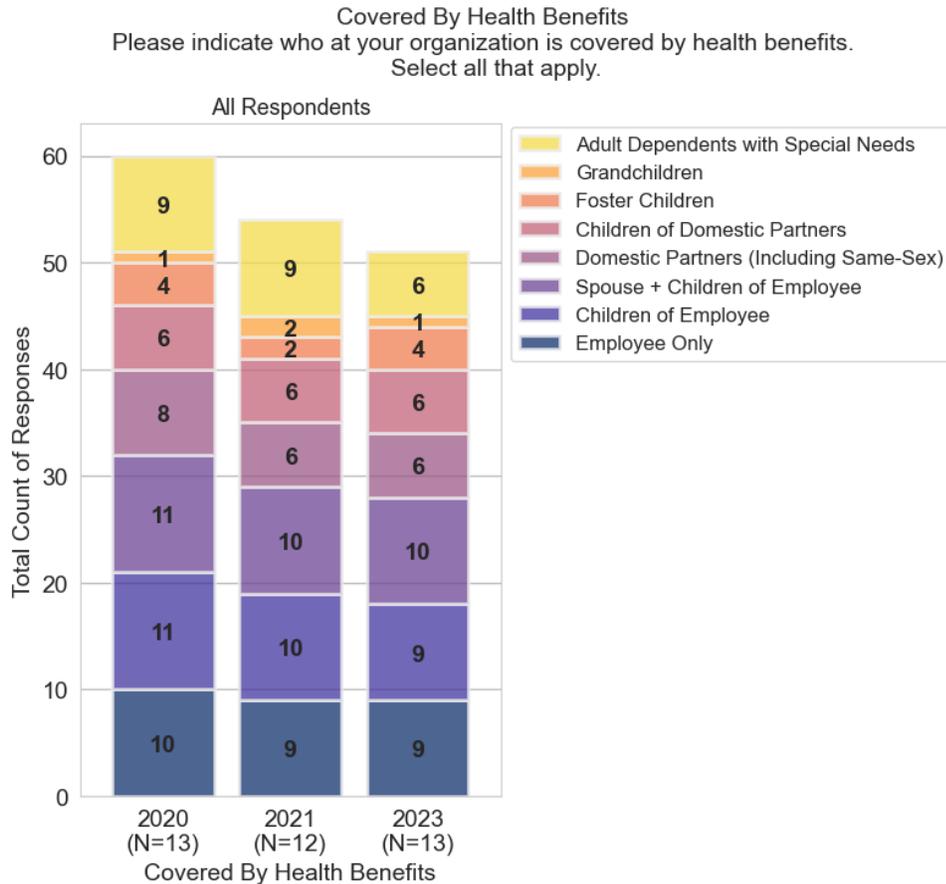
Year	2020	2021	2023
Yes	8	0	0
Semi-annually	0	0	1
Quarterly	0	0	1
No	2	0	0
Never	0	1	0
Less frequently than every 5 years	0	0	1
Annually	0	8	8
Respondents to this question?	10	9	11



## Covered By Health Benefits

Across all 3 years, member organizations tend to cover their employees; children of employees; and spouses of employees. Adult dependents with special needs are also covered by a majority of reporting organizations in 2020 and 2021, as well as about half of those reporting in 2023. Domestic partners and children of domestic partners are covered by fewer organizations (6-8 of 13, 6 of 12, and 6 of 13 in 2020, 2021, and 2023, respectively). Foster children and grandchildren are covered at an even smaller number of member organizations across the 3 years (1-4 organizations).

Year	2020	2021	2023
Adult dependents with special needs	9	9	6
Grandchildren	1	2	1
Foster children	4	2	4
Children of domestic partners	6	6	6
Domestic partners (including same-sex)	8	6	6
Spouse + children of employee	11	10	10
Children of employee	11	10	9
Employee ONLY	10	9	9



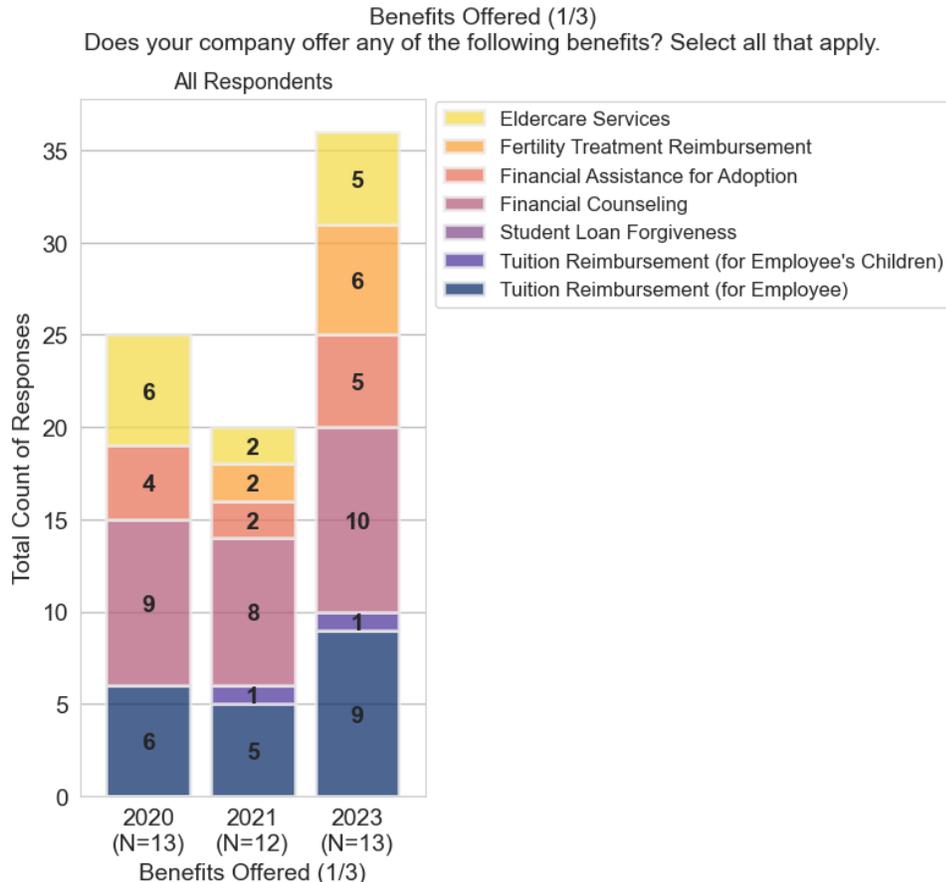
## Benefits Offered

We see from the next 3 figures that four of the five top benefits offered by members for each year include:

Stress Management Programs; Work from Home Options; and Flexible Schedule Options; and Dependent Care FSA. A fifth benefit, Financial Counseling, is included in the top six benefits across all 3 years.

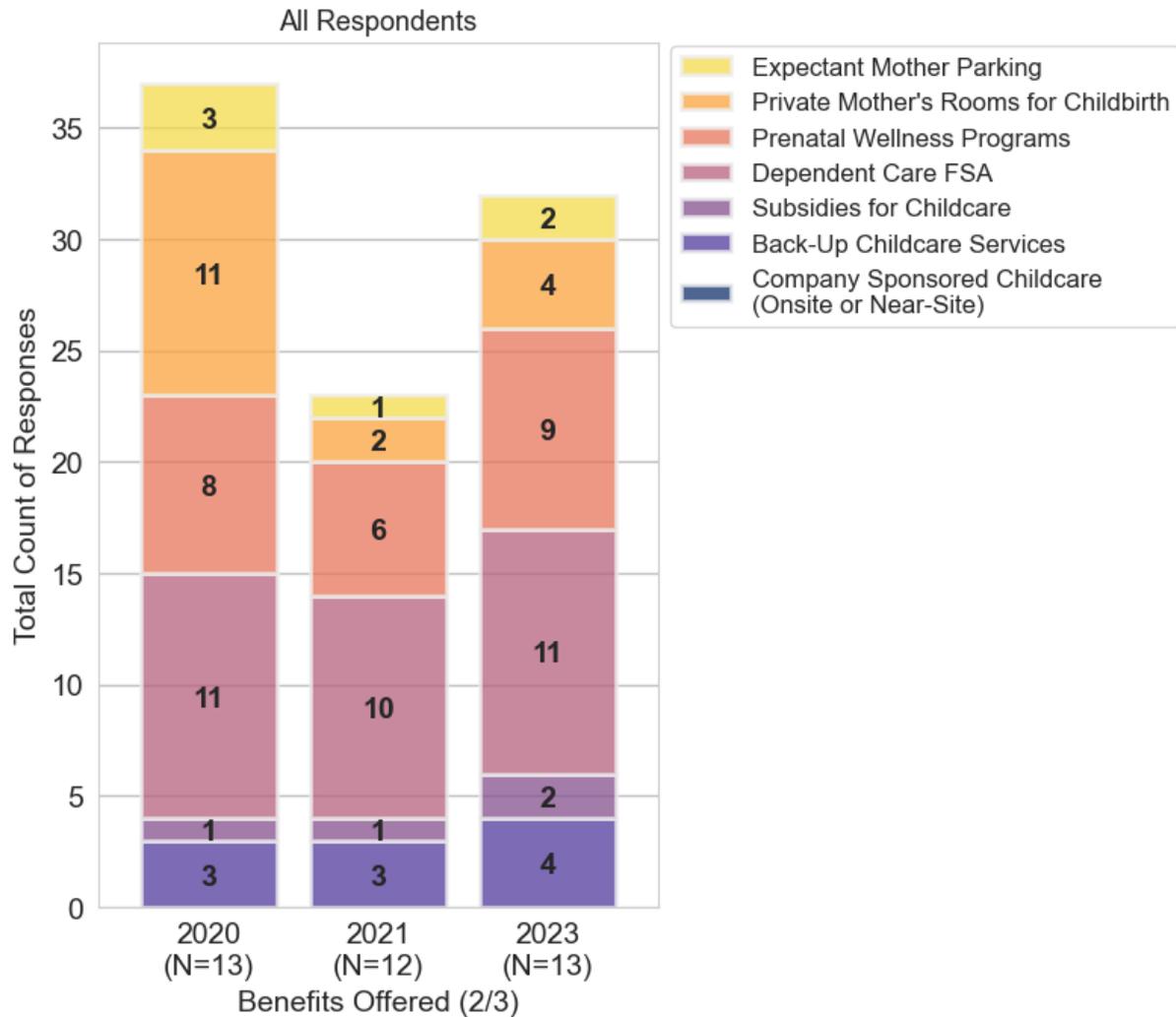
Four of the five least offered benefits are common across all 3 years: Tuition Reimbursement for Children; Subsidies for Childcare; Expectant Mother Parking; and Concierge Services.

Year (1/3)	2020	2021	2023
Eldercare services	6	2	5
Fertility treatment reimbursement	0	2	6
Financial assistance for adoption	4	2	5
Financial counseling	9	8	10
Student loan forgiveness	0	0	0
Tuition reimbursement (for employee's children)	0	1	1
Tuition reimbursement (for employee)	6	5	9

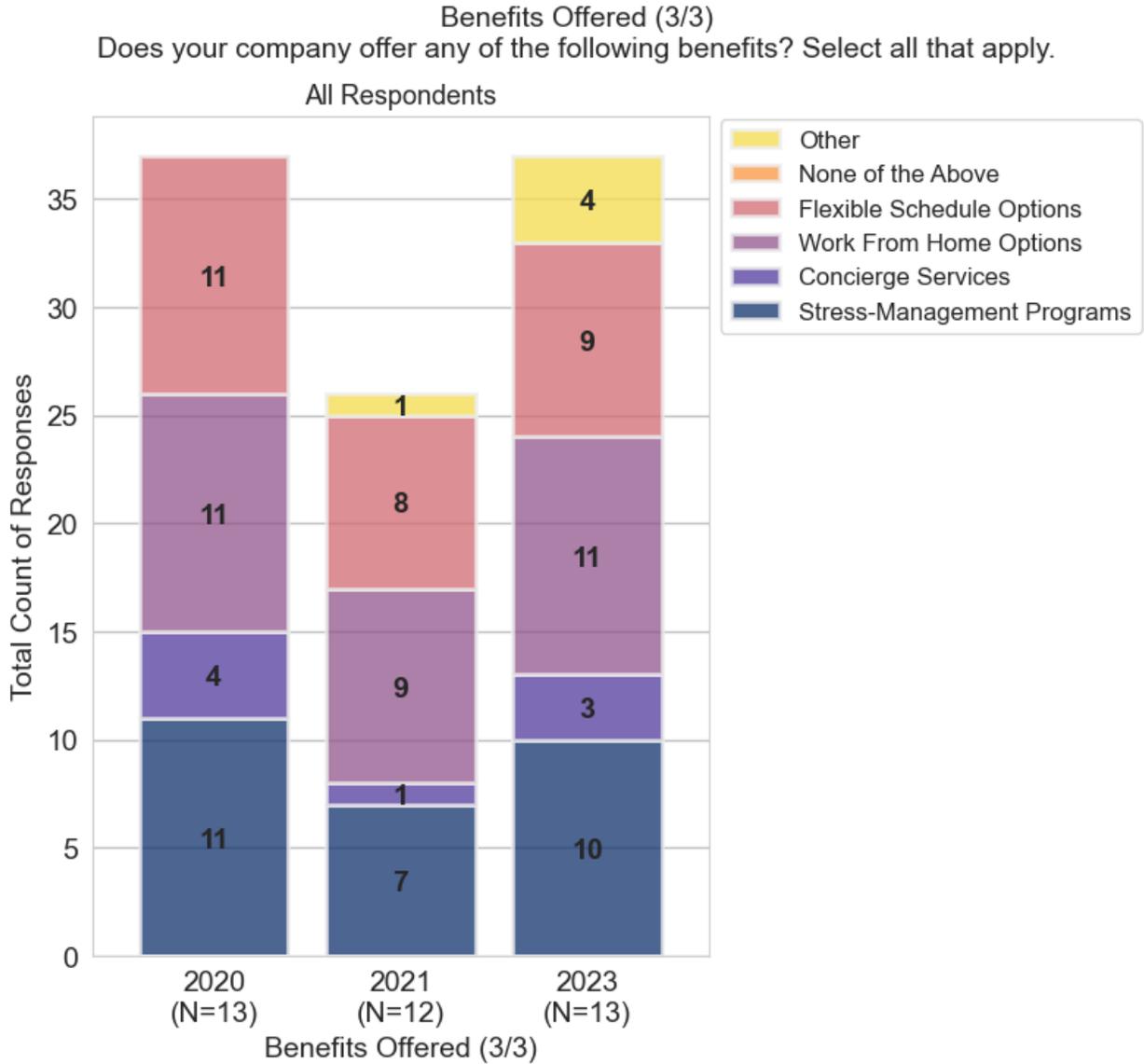


Year (2/3)	2020	2021	2023
Expectant mother parking	3	1	2
Private mother's rooms for childbirth	11	2	4
Prenatal wellness programs	8	6	9
Dependent care FSA	11	10	11
Subsidies for childcare	1	1	2
Back-up childcare services	3	3	4
Company sponsored childcare (onsite or near-site)	0	0	0

Benefits Offered (2/3)  
Does your company offer any of the following benefits? Select all that apply.



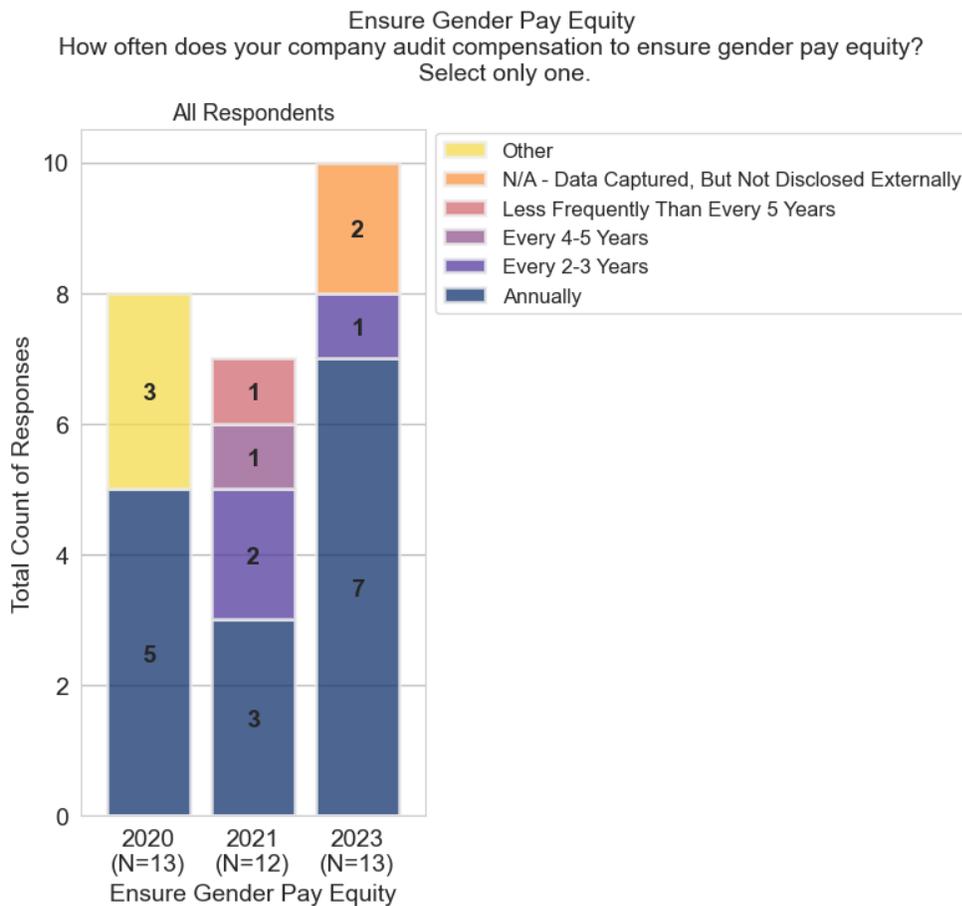
Year (3/3)	2020	2021	2023
Other	0	1	4
None of the above	0	0	0
Flexible schedule options	11	8	9
Work from home options	11	9	11
Concierge services	4	1	3
Stress-management programs	11	7	10



## Audit Compensation to Ensure Gender Pay Equity

Although the largest count for each of the 3 years indicates an annual compensation audit, this is the only similarity in the responses for this question across the group of organizations represented in each year. In 2020, just over half of the organizations reported an annual audit, while the remainder chose 'other'. In 2021, just under half reported an annual audit, while the remainder reported answers spread almost evenly across every 2-3 years; every 4-5 years; and less frequently than every 5 years. In 2023, 7 of 10 (70%) members reported an annual compensation audit, with another reporting every 2-3 years, with the remaining 2 responding that the information is not disclosed externally.

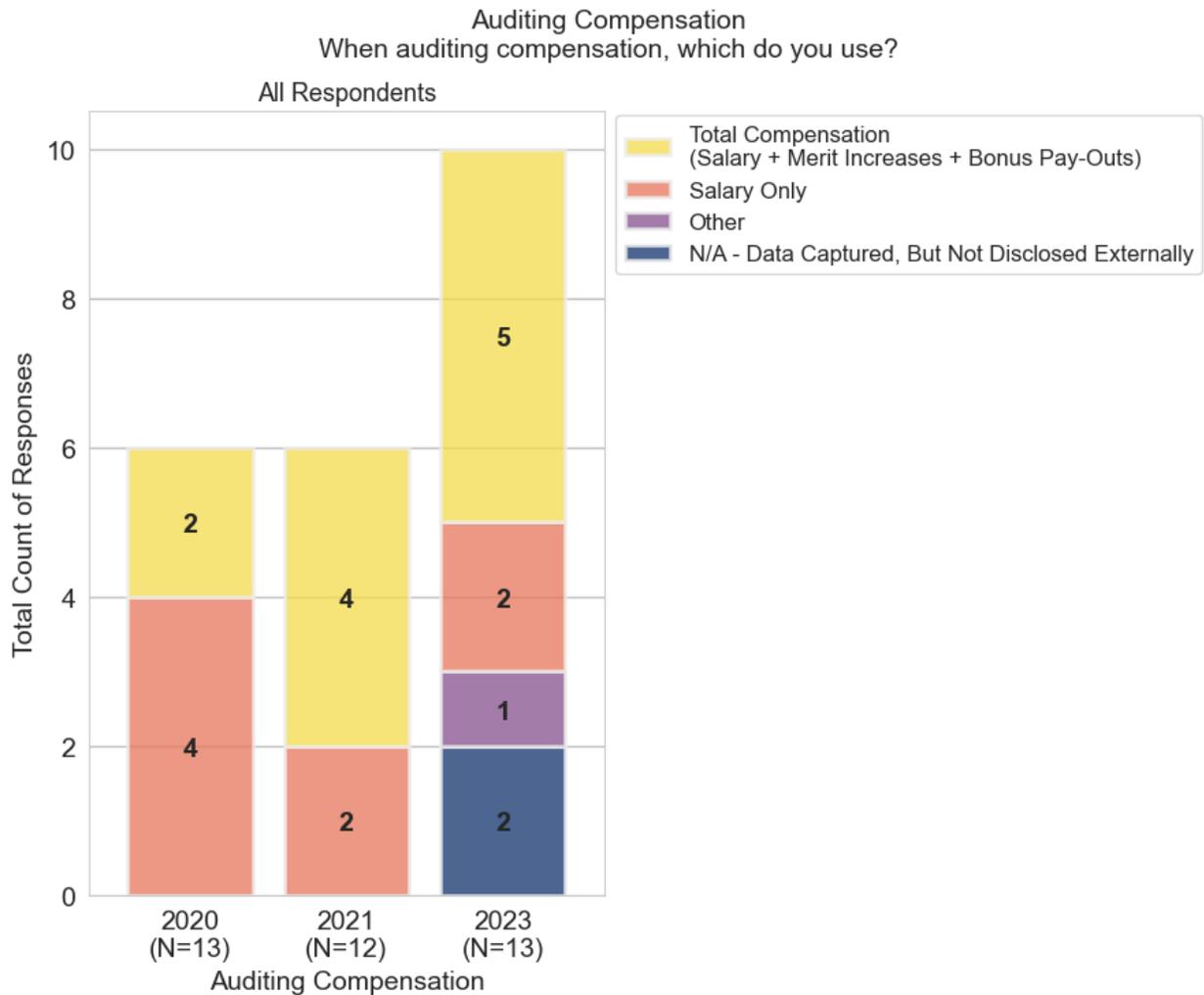
Year	2020	2021	2023
Other	3	0	0
N/A - Data captured, but not disclosed externally	0	0	2
Less frequently than every 5 years	0	1	0
Every 4-5 years	0	1	0
Every 2-3 years	0	2	1
Annually	5	3	7



## Auditing Basis of Compensation

Only half of the organizations who responded to the survey in 2020 and 2021 responded to this question. There was a preference for the use of Salary Only in 2020, with a preference for Total Compensation in 2021. In 2023, half of the responding organizations reported use of Total Compensation for auditing purposes, while the others were spread across Salary Only; Other; and Not Disclosed Externally.

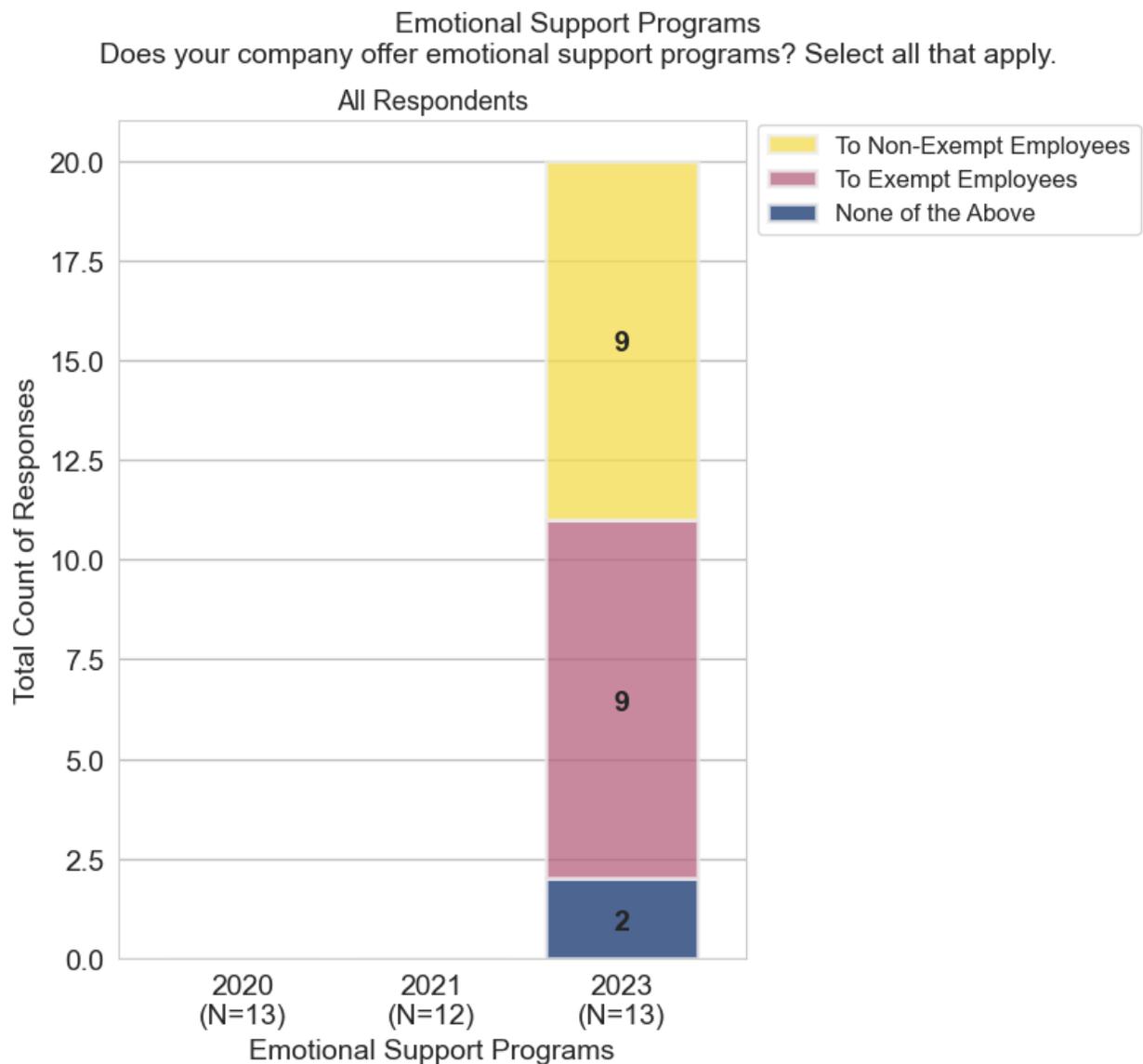
Year	2020	2021	2023
Total compensation (salary + merit increases + bonus pay-outs)	2	4	5
Salary only	4	2	2
Other	0	0	1
N/A - Data captured, but not disclosed externally	0	0	2



## Emotional Support Programs

The format, including the available answers for this question, changed entirely from 2021 to 2023. Hence the results from the previous surveys have not been included. In 2023, emotional support programs were provided to non-exempt and exempt employees at 9 out of 11 [82%] of the member organizations.

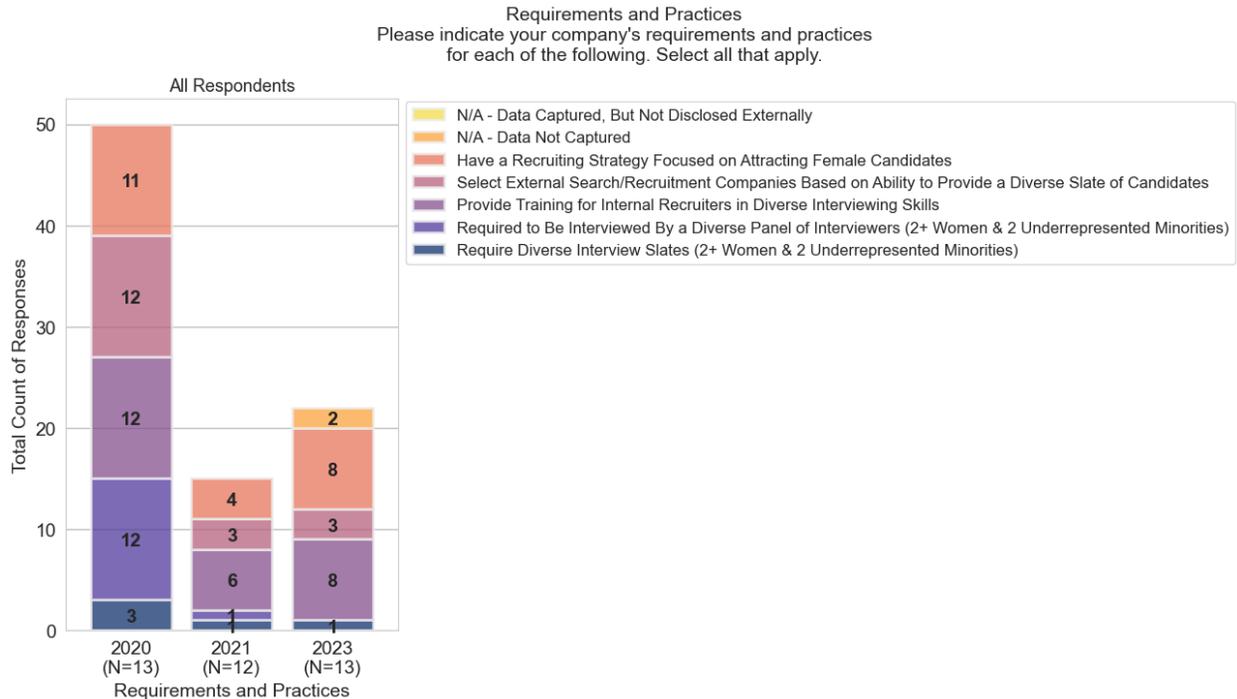
Year	2020	2021	2023
To non-exempt employees	0	0	9
To exempt employees	0	0	9
None of the above	0	0	2



## Recruitment Requirements and Practices

The number of member responses in 2021 is lower than in 2020 and 2023. Top recruitment practices in all 3 years include: 1) Provide training for internal recruiters in diverse interviewing skills; 2) Select external search/recruitment companies based on their ability to produce a diverse slate of candidates; and 3) Have a recruiting strategy focused on attracting female candidates.

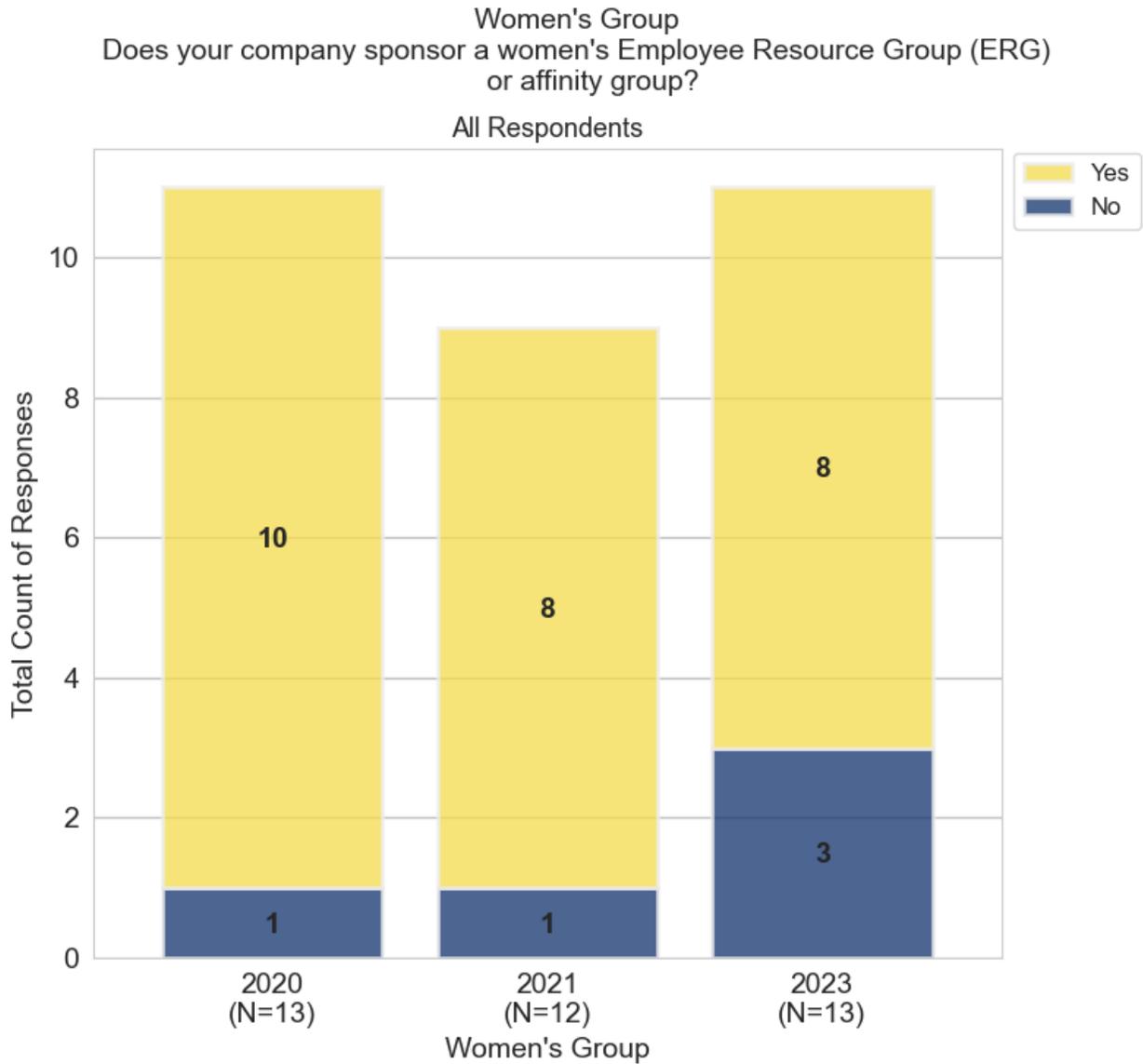
Year	2020	2021	2023
N/A - Data captured, but not disclosed externally	0	0	0
N/A - Data not captured	0	0	2
Have a recruiting strategy focused on attracting female candidates	11	4	8
Select external search/recruitment companies based on ability to provide a diverse slate of candidates	12	3	3
Provide training for internal recruiters in diverse interviewing skills	12	6	8
Required to be interviewed by a diverse panel of interviewers (2+ women & 2 underrepresented minorities)	12	1	0
Require diverse interview slates (2+ women & 2 underrepresented minorities)	3	1	1



## Women's Group

In 2020, 2021, and 2023, a large majority of member organizations (10 out of 11 [91%], 8 out of 9 [89%], and 8 out of 11 [73%] respectively) sponsor a women's employee resource group.

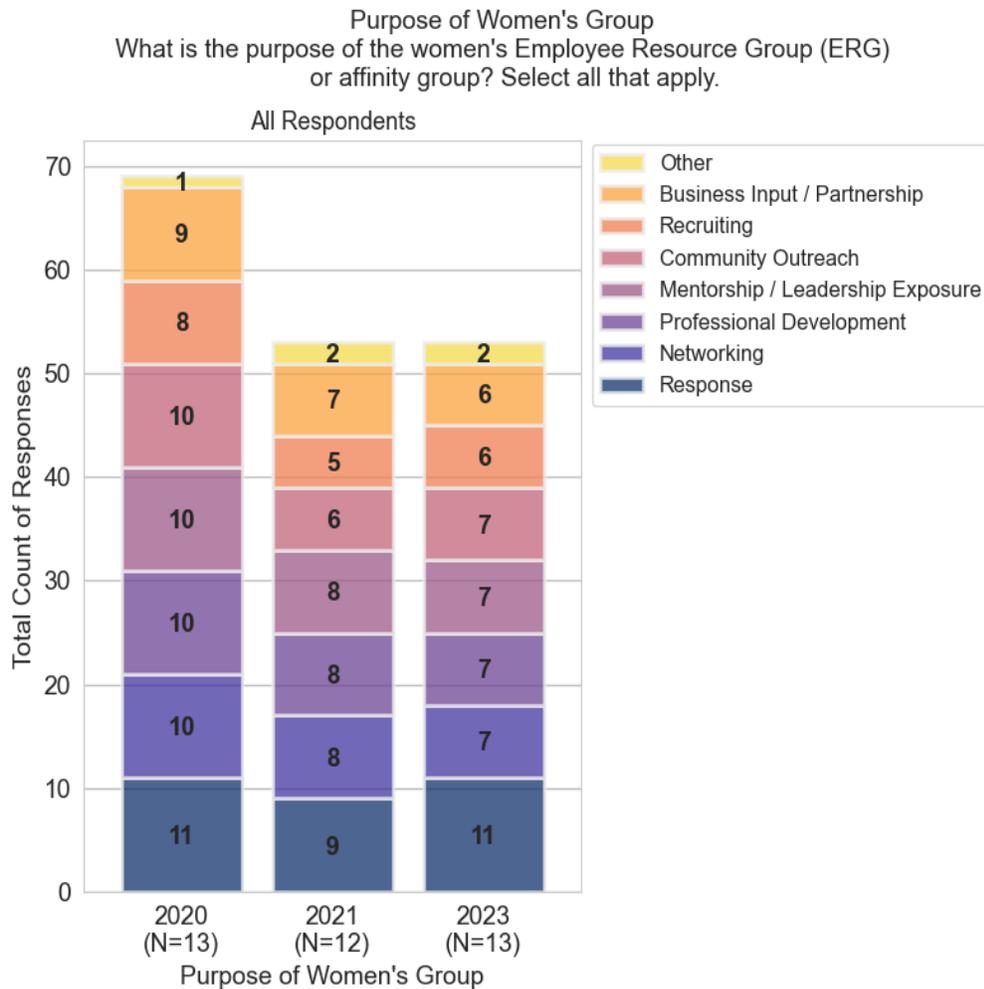
Year	2020	2021	2023
Yes	10	8	8
No	1	1	3



## Purpose of Women's Group

In 2020, 2021, and 2023 every member organization indicated that the purpose of the women's group included networking, professional development, and membership/leadership exposure, with a majority of organizations including community outreach, recruiting and business input / partnership as well.

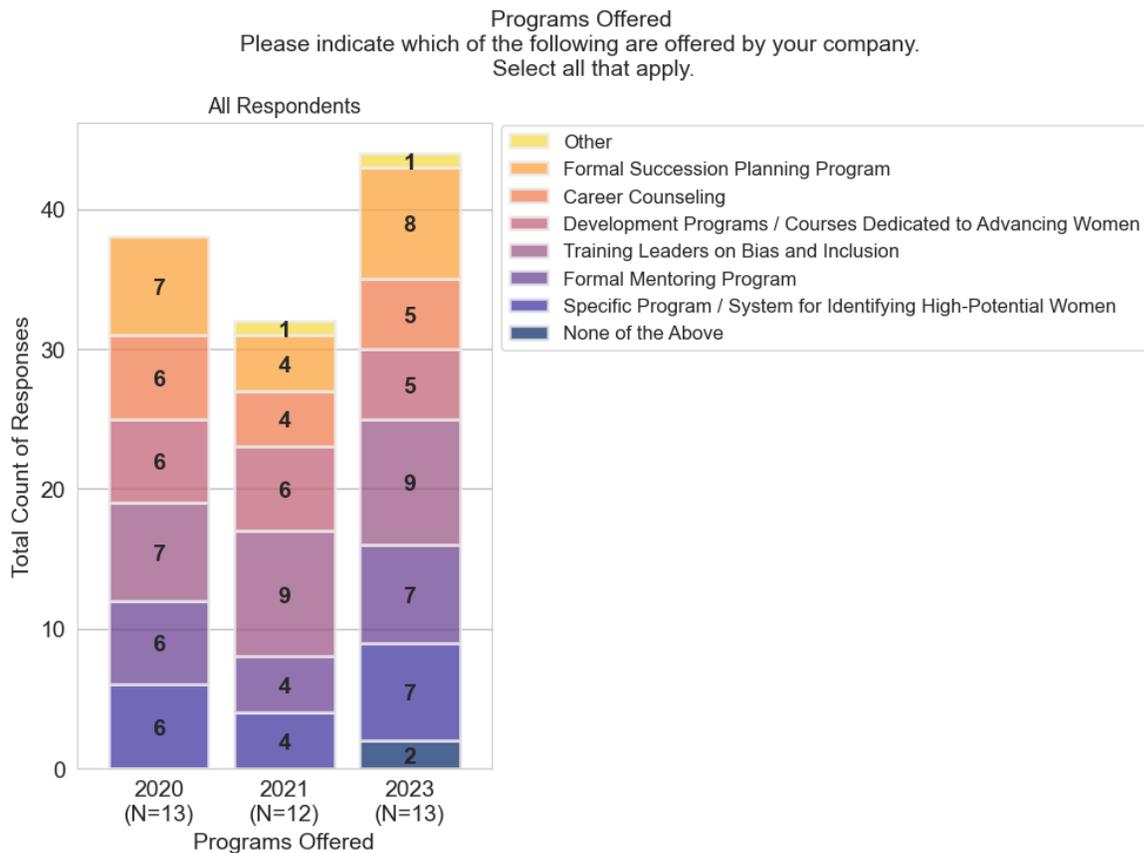
Year	2020	2021	2023
Other	1	2	2
Business input / partnership	9	7	6
Recruiting	8	5	6
Community outreach	10	6	7
Mentorship / Leadership exposure	10	8	7
Professional Development	10	8	7
Networking	10	8	7
Response	11	9	11



## Programs Offered

In 2020, at least 6 out of 7 [86%] member organizations indicated offering all of the programs listed. In 2021, only 4 out of 9 [44%] indicated offering formal succession planning, career counseling, formal mentoring, or a program for identifying high-potential women. In 2023, only 5 out of 9 [56%] indicated offering career counseling or development programs dedicated to advancing women. There were also 2 organizations in 2023 indicating offering none of the listed programs.

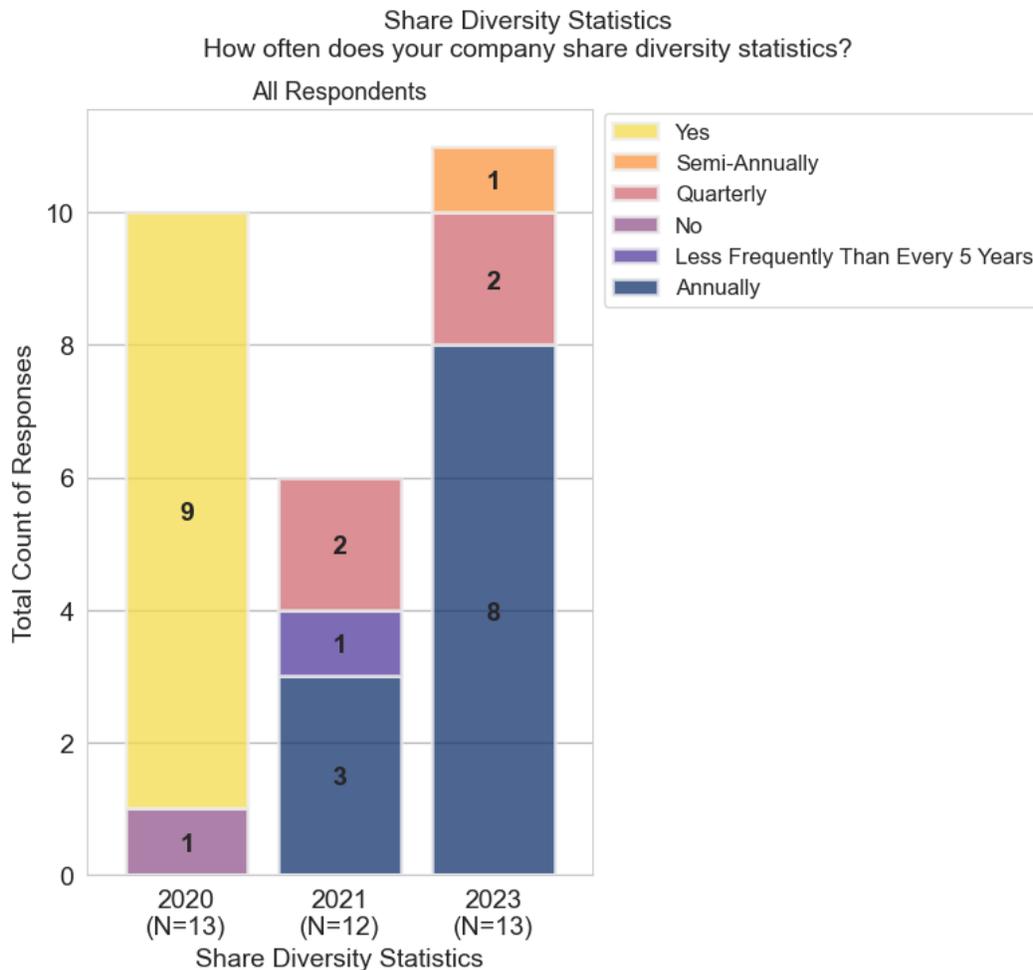
Year	2020	2021	2023
Other	0	1	1
Formal succession planning program	7	4	8
Career counseling	6	4	5
Development programs / courses dedicated to advancing women	6	6	5
Training leaders on bias and inclusion	7	9	9
Formal mentoring program	6	4	7
Specific program/system for identifying high-potential women	6	4	7
None of the above	0	0	2



## Share Diversity Statistics

In 2020, 9 out of 10 [90%] member organizations shared diversity statistics. In 2021, the question was rephrased with 3 out of 6 [50%] member organizations sharing the diversity statistics annually, 2 out of 6 [33%] sharing quarterly, with the remaining organization indicating sharing the diversity statistics less frequently than every 5 years. In 2023, 8 out of 11 [73%] indicated sharing the diversity statistics annually, with the remainder sharing quarterly or semi-annually.

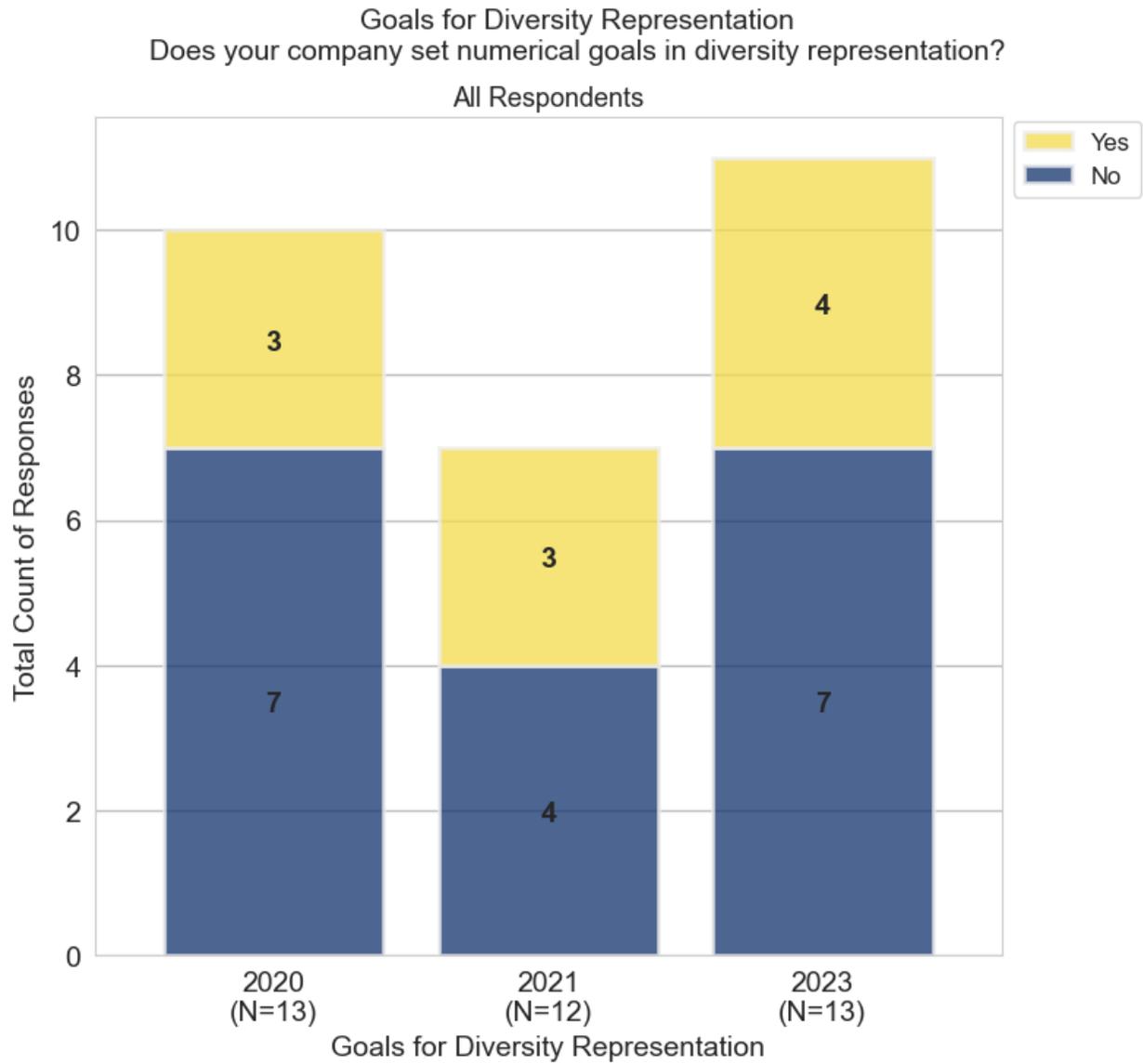
Year	2020	2021	2023
Yes	9	0	0
Semi-annually	0	0	1
Quarterly	0	2	2
No	1	0	0
Less frequently than every 5 years	0	1	0
Annually	0	3	8



## Goals for Diversity Representation

In 2020, 2021, and 2023, a minority of member organizations set numerical goals in diversity representation (with a percentage of 30%, 43%, and 36% respectively) .

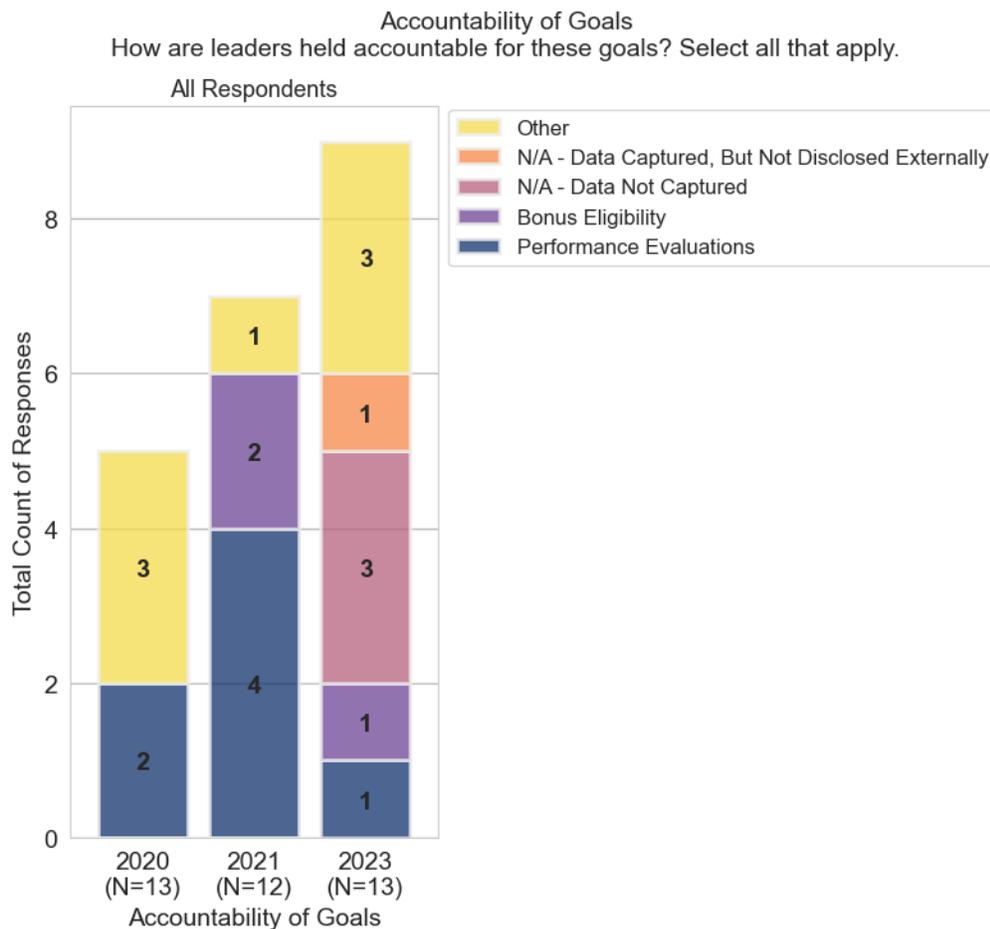
Year	2020	2021	2023
Yes	3	3	4
No	7	4	7



## Accountability of Goals

In 2020, member organizations who set numerical goals for diversity representation used performance evaluations and other methods to hold their leaders accountable. In 2021, it should be noted that a greater number of member organizations used performance evaluations for the accountability of their leaders than indicated setting numerical diversity representation goals. In 2023, 3 member organizations used other methods for the accountability of leaders, while another organization captured the data but did not disclose the data externally. This equals the number of member organizations who indicated setting numerical diversity representation goals. The 3 additional member organizations who responded not capturing the data must then be among those organizations who did not set such goals.

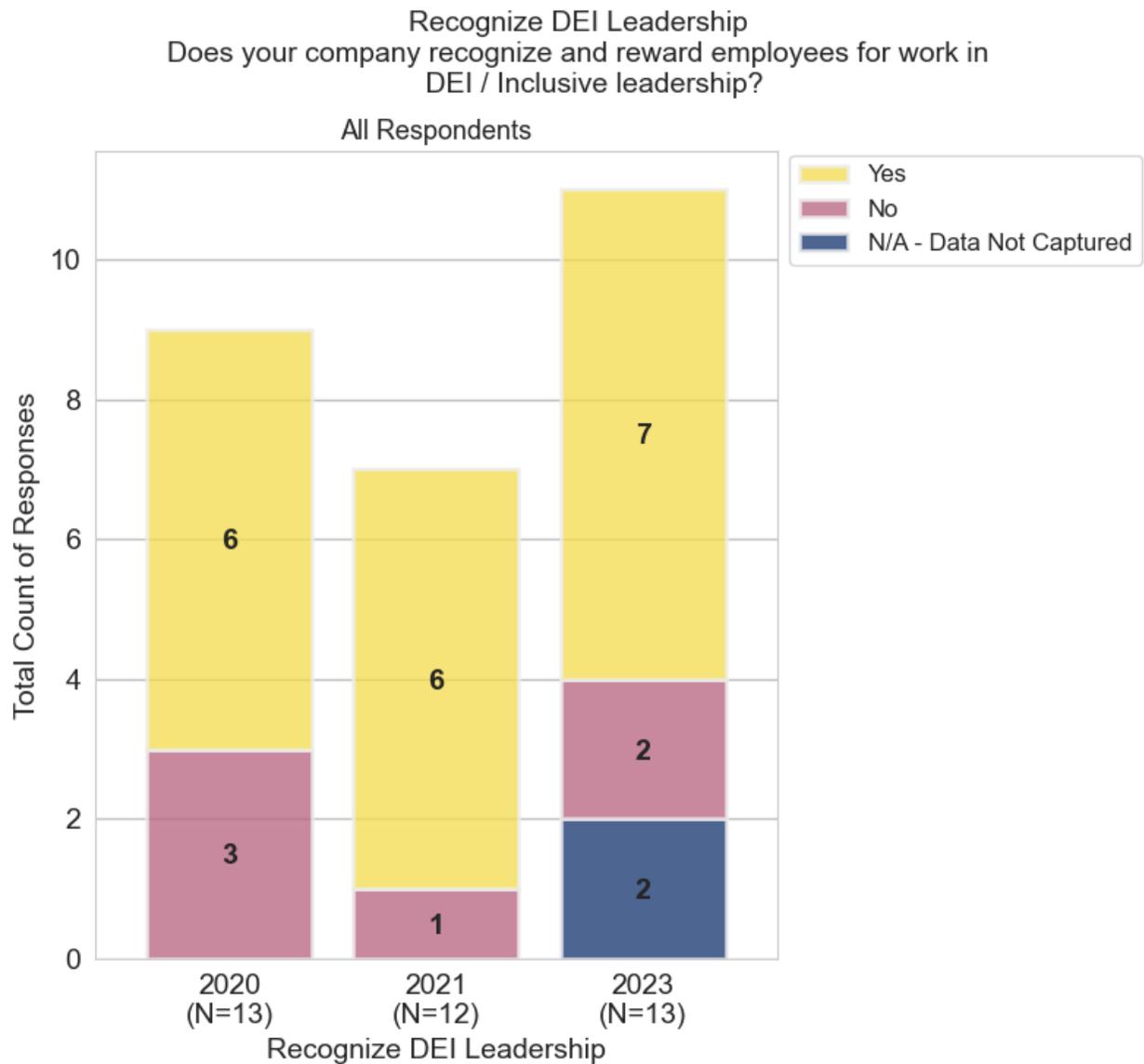
Year	2020	2021	2023
Other	3	1	3
N/A - Data captured, but not disclosed externally	0	0	1
N/A - Data not captured	0	0	3
Bonus eligibility	0	2	1
Performance evaluations	2	4	1



## Recognize DEI Leadership

In 2020, 2021, and 2023, a large majority of member organizations (6 out of 9 [67%], 6 out of 7 [86%], and 7 out of 11 [64%], respectively) recognize and reward employees for work in DEI/ Inclusive leadership.

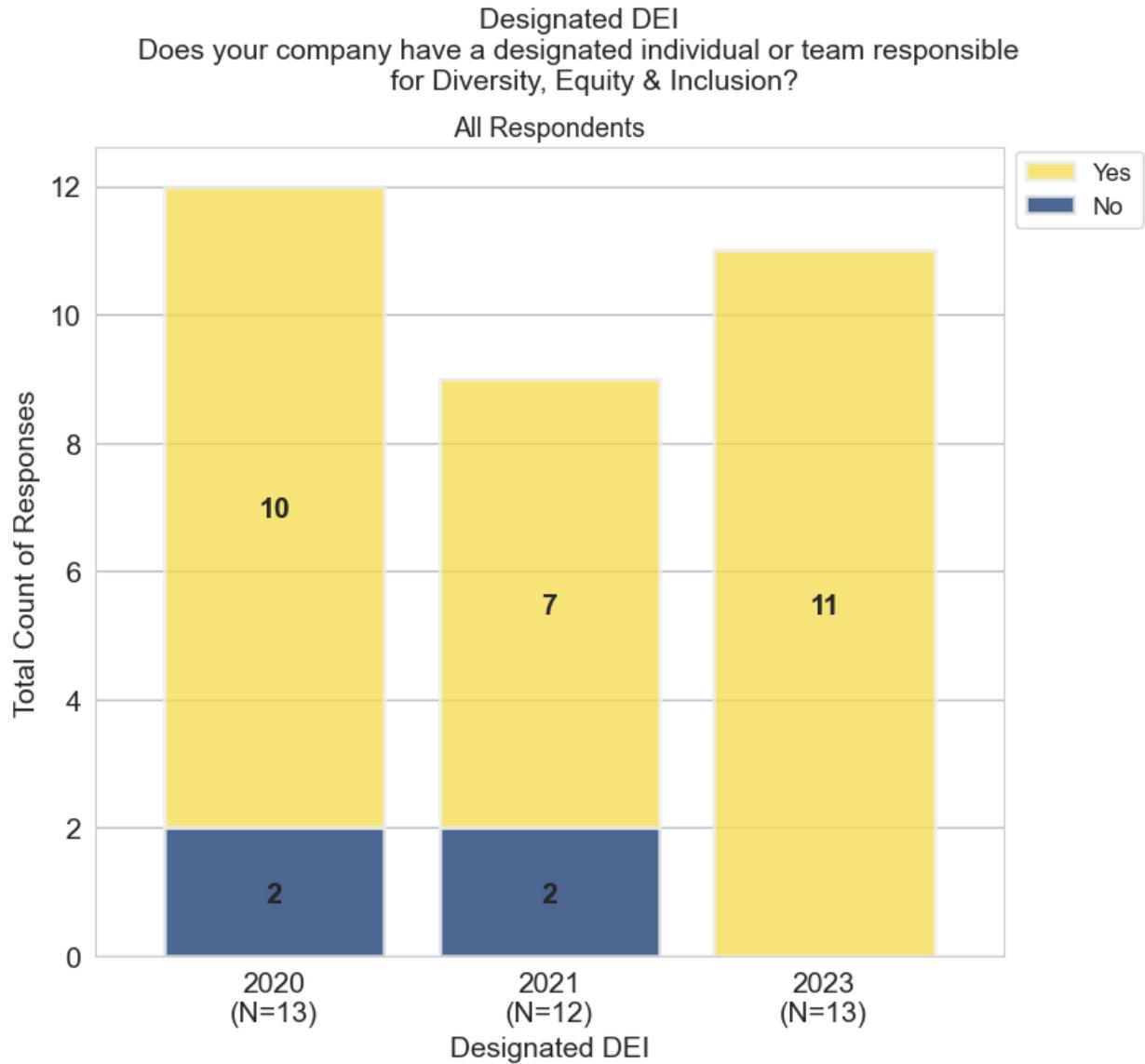
Year	2020	2021	2023
Yes	6	6	7
No	3	1	2
N/A - Data not captured	0	0	2



## Designated DEI

In 2020, 2021, and 2023, a large majority of member organizations (10 out of 12 [83%], 7 out of 9 [78%], and 11 out of 11 [100%], respectively) have a designated individual or team responsible for DEI.

Year	2020	2021	2023
Yes	10	7	11
No	2	2	0



## DEI Reports To

The question ‘To whom does your highest level DEI officer report?’ required a free-form answer. Each organization typed in a response, rather than choosing from specified options. The resulting list has been condensed to the following for clarity, and to remove redundancies.

Year	2020	2021	2023
VP/Chief Talent Management	1	0	2
US Chief Purpose and Inclusion Officer	1	0	1
Senior Leadership	1	0	0
SVP/EVP Legal General Counsel	0	1	2
Managing Partner	1	1	0
Director/SVP/EVP/Chief Human Resource Officer	1	3	3
Chief Operating Officer	0	1	2
Chief Human Rights Officer	0	0	1
Chief Executive Officer	4	1	0

