



Creating Gender Equality at Work: A Roadmap for 2019

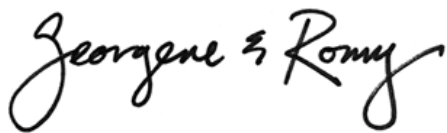
Fairygodboss | December 2018

A Note From Our Founders

Our company has a whimsical name but a serious mission to improve the workplace for women. A Fairygodboss is anyone who elevates women at work, and by taking the time to read this report to learn what women themselves experience, we consider you part of our change-making community.

The World Economic Forum predicts that it will take [217 years](#), at the current pace, to close the global economic gap between women and men. We believe it's imperative that we accelerate this timeline. Since our founding, we've engaged with millions of career-minded women and received invaluable insight on what women experience at work.

This report takes the data and feedback we've received from the women in the Fairygodboss Community and provides actionable items employers and employees alike can put into practice in order to create better and fairer work environments.



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The Fairygodboss Founders

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I. Executive Summary

Fairygodboss is the largest career community for women. We engage with millions of women and provide them with career connections, jobs, community advice and hard-to-find intel on how companies treat women.

We've identified key findings on what everyday women are experiencing in the workplace.

Women in the Workplace:

- Fifty-seven percent of women in our community believe the workplace has stayed the same for women in 2018.

Job Satisfaction:

- Women in the Fairygodboss Community are generally satisfied at their workplace, rating their average satisfaction at a 4 on a 1-to-5 scale. Women's perceptions of whether there's gender equality at their workplace have the most significant impact on how they rate their workplace satisfaction.

Trending Topics:

- Women's career experiences and interests do not exist in a vacuum; rather, they intersect with other areas of life including parenting, news and health.

Top Rated:

- The best companies for women offer competitive benefits like paid leave and flexible working, and they champion women within their workforces.

From the #MeToo movement and emotional labor to overall job satisfaction, Fairygodboss understands the issues women are facing. We have identified four ways in which employers and employees can work together to mitigate these challenges:

1. Invest in Employee Resource Groups (ERGs)

ERGs can empower your employees to make positive change within your organization. Employees, in turn, should make their voices heard and work with employers to improve workplace culture.

2. Advocate for Women

Women should celebrate their own successes and achievements and should champion their female colleagues by acting as an ally, sponsor and mentor.

3. Evaluate Promotions and Hiring Practices

Women want to see more women promoted into leadership positions, yet the number of women in the corporate pipeline shrinks from entry-level to the C-Suite. This means employers must practice unbiased, fair procedures when it comes to hiring and promotions.

4. Practice What You Preach

Storytelling and engaging your current employees as your brand ambassadors is the No. 1 way to showcase your workplace culture. And in addition to advertising diversity and inclusion initiatives, employers must actually execute on them.

II. The Current State: Women in the Workplace 2018

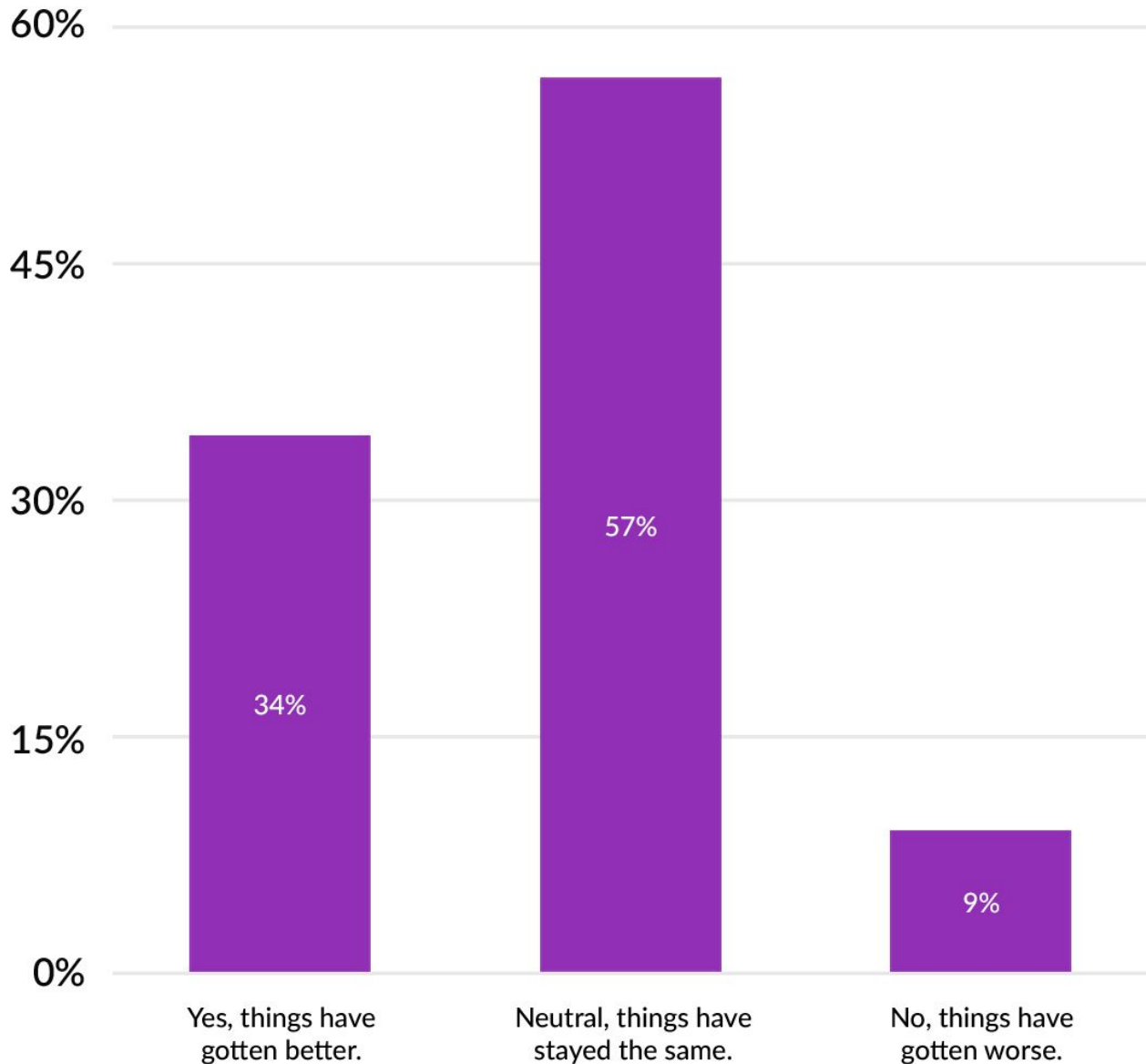
Fairygodboss has developed keen insights into what millions of women are thinking about when it comes to work. We gather information through our [anonymous employee reviews](#), and we have also conducted research to explore and better understand what everyday women are experiencing both at home and at work.

IMPACT OF #METOO

More than a year after the #MeToo movement began surfacing in headlines, it continues to be a part of the national conversation. But we have found through our research that these conversations aren't necessarily translating to actions.

In October 2017, we surveyed 502 women about their experiences with [sexual harassment in the workplace](#). In an effort to see what, if any, changes resulted a year later, we re-administered the survey to 400 additional women and added eight new questions. We were dismayed to learn that 57 percent of women feel that circumstances have largely stayed the same for women in the workplace in 2018, and that 70 percent of women believe that the #MeToo Movement has made no impact at work.

Do You Think Things Have Changed for Women in the Workplace in the U.S. in 2018?

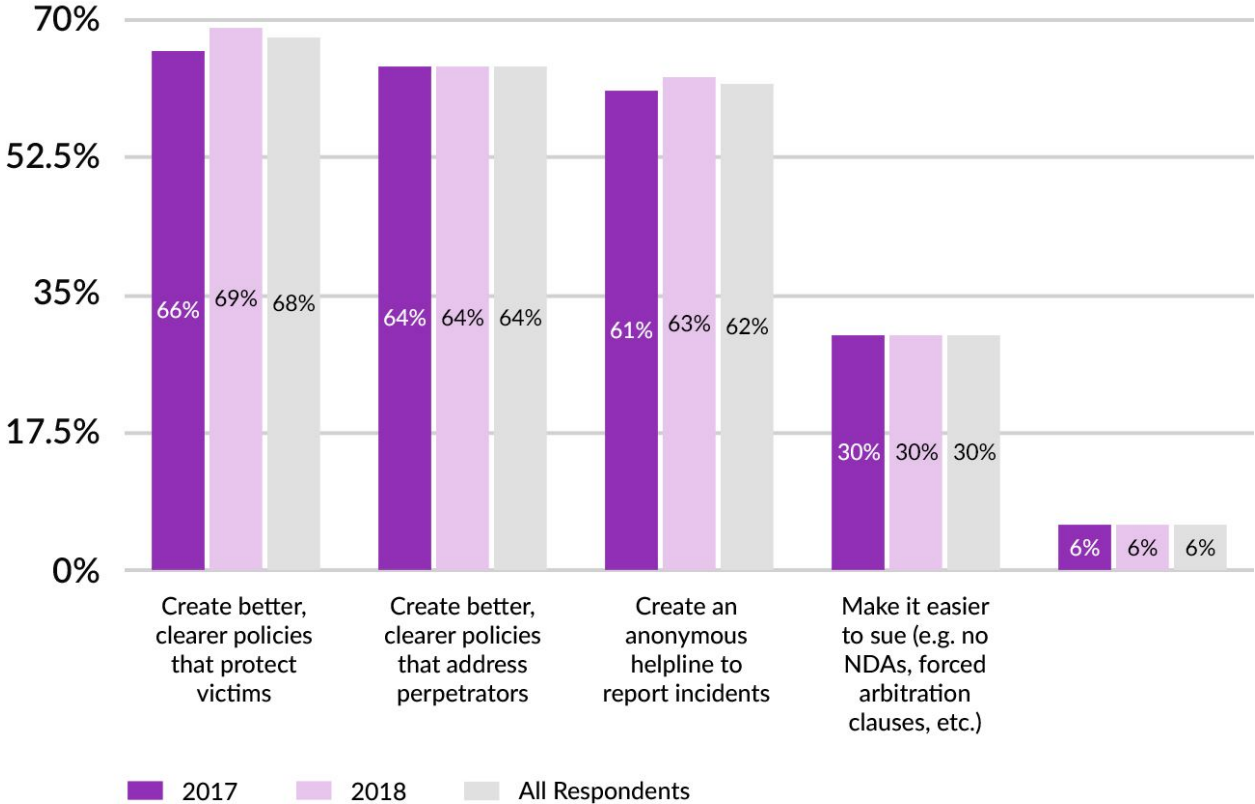


Source: *Fairygodboss Sexual Harassment in the Workplace Survey 2018*

In comparing the results from the 2017 and 2018 survey responses, most answers changed within a few percentage points, if at all, reflecting the sentiment that circumstances have largely stayed the same for women. In fact, when looking at responses from all women who took the survey – including those who took it in 2018 – we found that 39 percent have experienced some type of harassment at work, and 56 percent reported that their harasser was a colleague.

While women are still experiencing harassment at work and feeling that very little has changed when it comes to workplace policies and procedures, they do believe there are ways for employers to prevent incidents of harassment.

What Do You Think Employers/Companies Can Do To Prevent Incidents of Sexual Harassment at Work?



Source: Fairygodboss Sexual Harassment in the Workplace Survey 2018

DIFFERENCES BETWEEN MEN AND WOMEN

We believe women’s insights and opinions are critical to improving the workplace for women; however, we also believe that men play a vital role in working toward gender equality. So, in April 2018, Fairygodboss partnered with [Progyny](#) and [The Female Quotient](#) to explore the differences between men’s and women’s views and experiences when it comes to [career and home life](#).

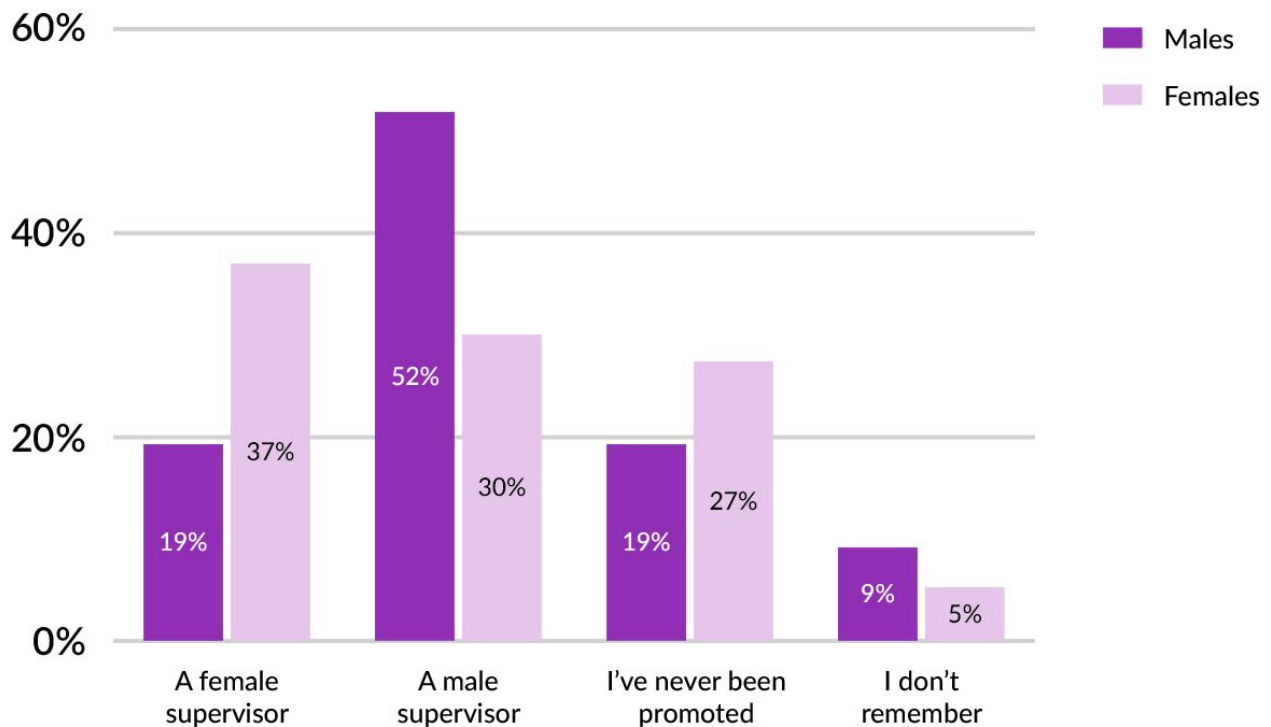
Men and women agree that the #MeToo movement has had very little impact on their workplace; in fact, 78 percent of men believe the #MeToo movement has not made an impact on their workplace policies and procedures. One of the more remarkable findings from our study was that 17 percent of men said they were less likely to engage with a member of the opposite sex as a

result of the #MeToo movement. Given how critical male allies are for the advancement of women in the workplace, this could have real adverse consequences when it comes to sponsorship and mentorship for women.

PROMOTIONS AND CAREER PRIORITIZATION

In this same survey, we also found that women are more likely to promote women and men are more likely to promote men. Given that women represent 48 percent of entry-level roles and fall to 22 percent in the corporate pipeline for the C-Suite, according to McKinsey's 2018 [Women in the Workplace](#) report, this promotions-related bias does not bode well for women: as men progress to the highest levels of an organization, they are more likely to promote men.

The Last Time You Earned a Promotion, Who Promoted You?



Source: Fairygodboss Career and Home Life Survey 2018

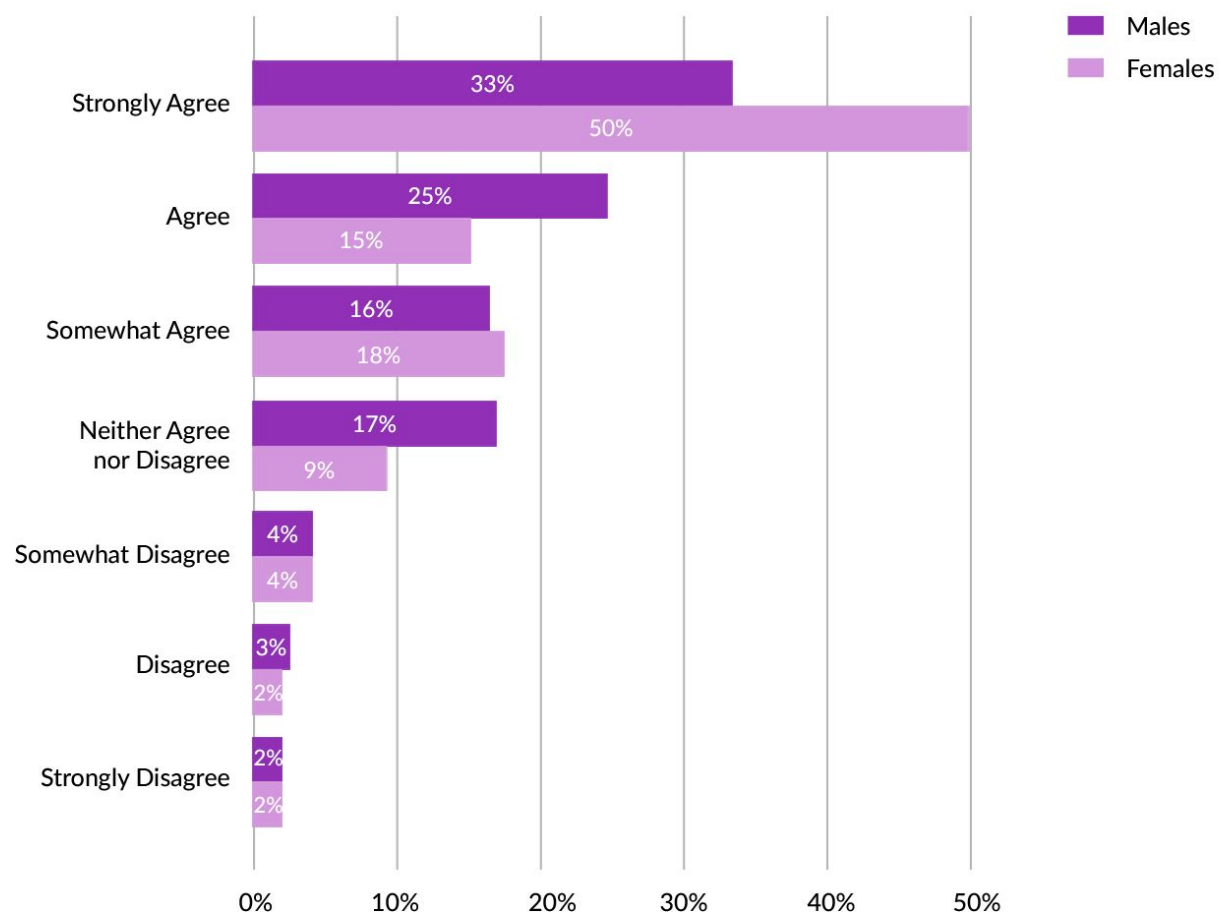
We also found that the corporate pipeline is impacted by how men and women prioritize their careers in relation to their partner's; in fact, 77 percent of men said their career takes priority over their partner's. When asked why one partner's career takes priority over the other, the majority of respondents said it's because they are the breadwinner, and this suggests that the gender wage gap impacts career decisions between couples. Women who reported that their career takes

priority over their partner's also said that this is the case because they are the breadwinner in their relationship.

EMOTIONAL LABOR

This survey also revealed that despite the gains women have made in the workplace in recent years, women still feel unduly burdened by emotional labor. Sixty-five percent reported that they feel solely responsible for household duties.

Please rate how much you agree with the following statement: I feel it is primarily MY responsibility to manage my household.

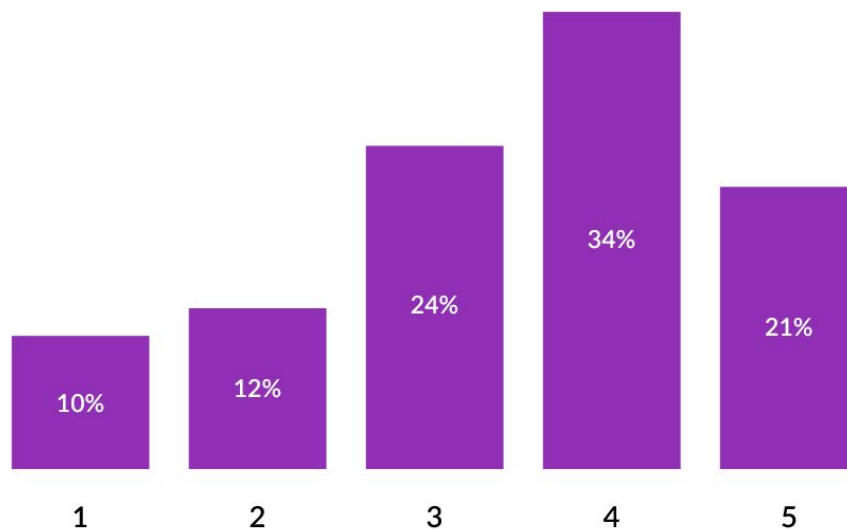


Source: Fairygodboss Career and Home Life Survey 2018

III. What Drives Female Job Satisfaction

At Fairygodboss, we believe the No. 1 way to improve the workplace for women is through transparency and collaboration. Our anonymous review platform helps women share their experiences and create more transparency around benefits, policies and how companies treat women. Through the many reviews we've received, we know what drives workplace satisfaction – and dissatisfaction – among female employees.

Generally, women in our community offer balanced, constructive feedback of their workplaces, and most rate their job satisfaction at 4 out of 5.



4 OUT OF 5

is the most common rating for women's job satisfaction

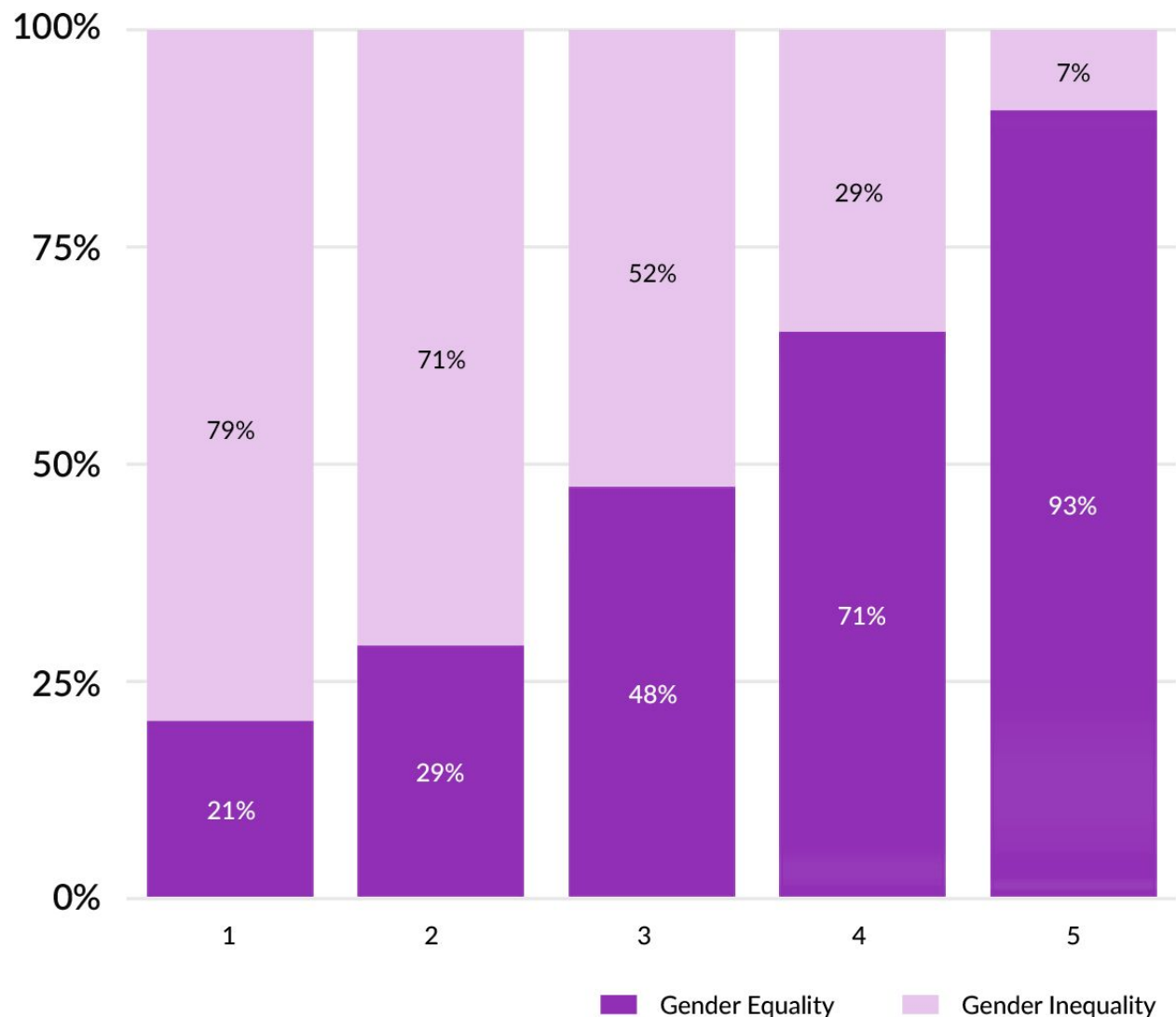
Source: Fairygodboss 2018

Additionally, 60 percent of FGB'ers say their companies treat women as fairly as men, and 58 percent would recommend their company to other women.

JOB SATISFACTION AND GENDER

More than 50 percent of women in the Fairygodboss Community experience high levels of job satisfaction, yet that still leaves a large percentage of women who are not satisfied at work. We've determined that a variety of factors, including salary and paid leave benefits, affect women's job satisfaction. Women's perception of whether there is gender equality at their company, however, has the single greatest impact on their job satisfaction. In fact, 93 percent of women who report gender equality at their workplace also report the highest level of workplace satisfaction.

Relationship Between Women's Job Satisfaction Levels and Gender Equality

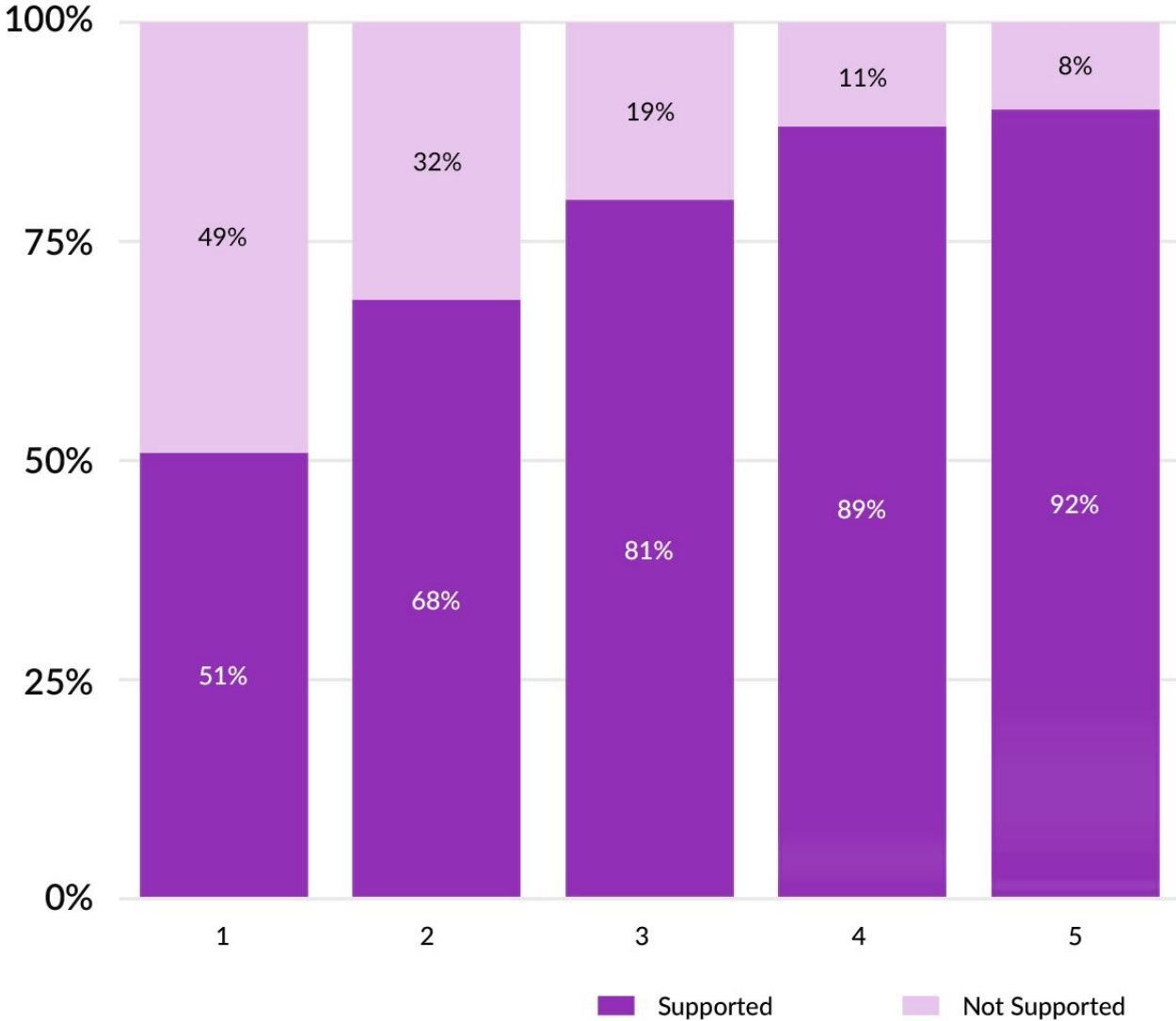


Source: Fairygodboss 2018

When companies prioritize advancing gender equality, that emphasis often starts at the top. If senior management not only discusses the importance of gender equality but also takes concrete steps to become more gender equal, these conversations and actions set the tone and set an example for the rest of the organization. When we asked women in our community if they believed their CEOs supported gender diversity, 63 percent said yes, 11 percent said no, and 26 percent said they were not sure.

Unsurprisingly, women who report that their CEO does, in fact, support gender diversity also experience higher job satisfaction:

Relationship Between Job Satisfaction and Gender Diversity Supported by Management

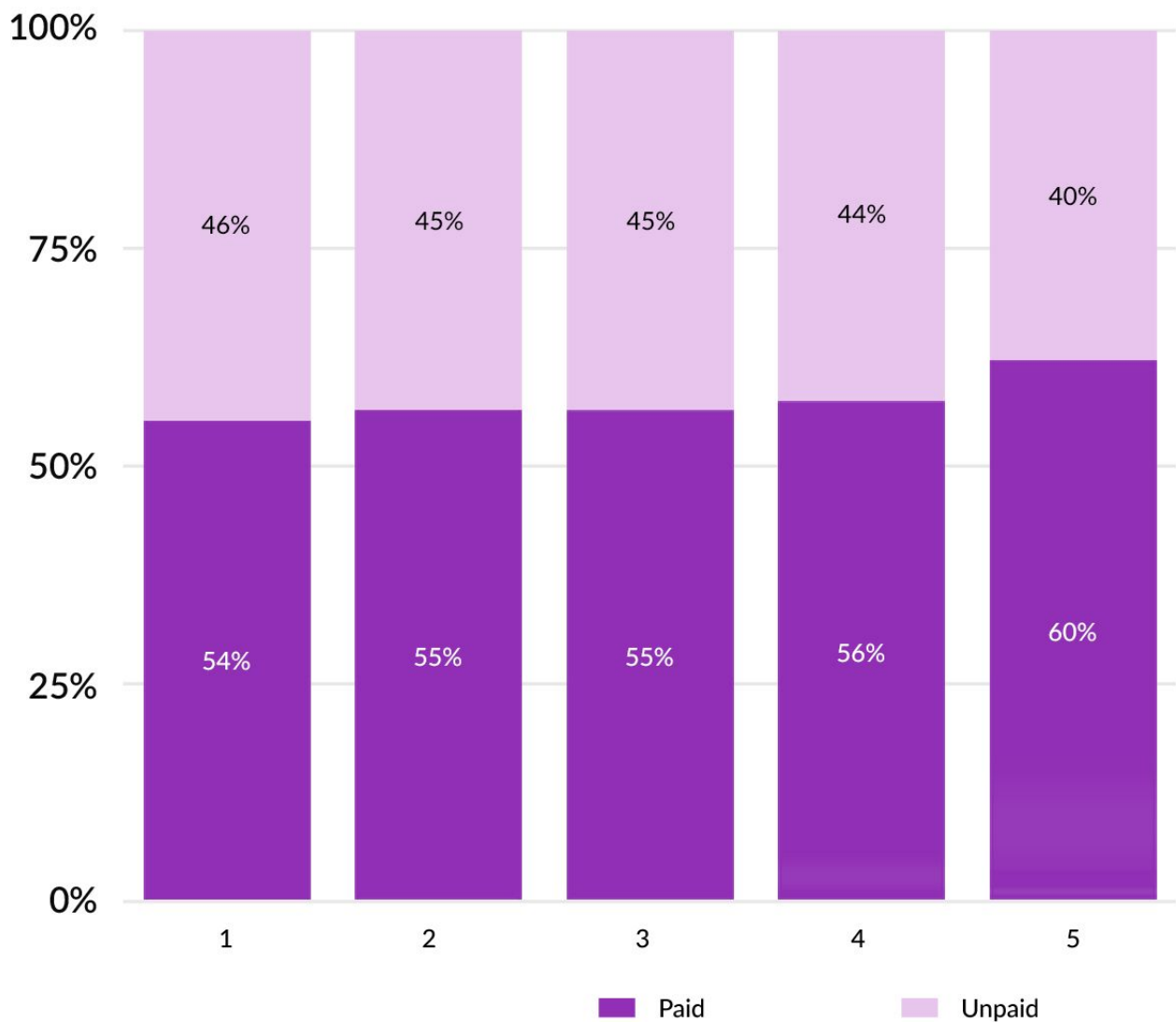


Source: Fairygodboss 2018

JOB SATISFACTION AND LEAVE BENEFITS

Fairygodboss was founded in part due to the lack of transparency around maternity leave benefits. This information is important to professional women throughout their careers whether or not they plan on having children. In fact, as the [sandwich generation](#) grows (referring to those who are taking care of both children and aging parents), leave benefits — particularly paid leave benefits — have never been a more important benefit for employers to offer if they want to attract and retain top female talent. We know that both duration of leave and whether or not leave is paid have a huge impact on women’s job satisfaction.

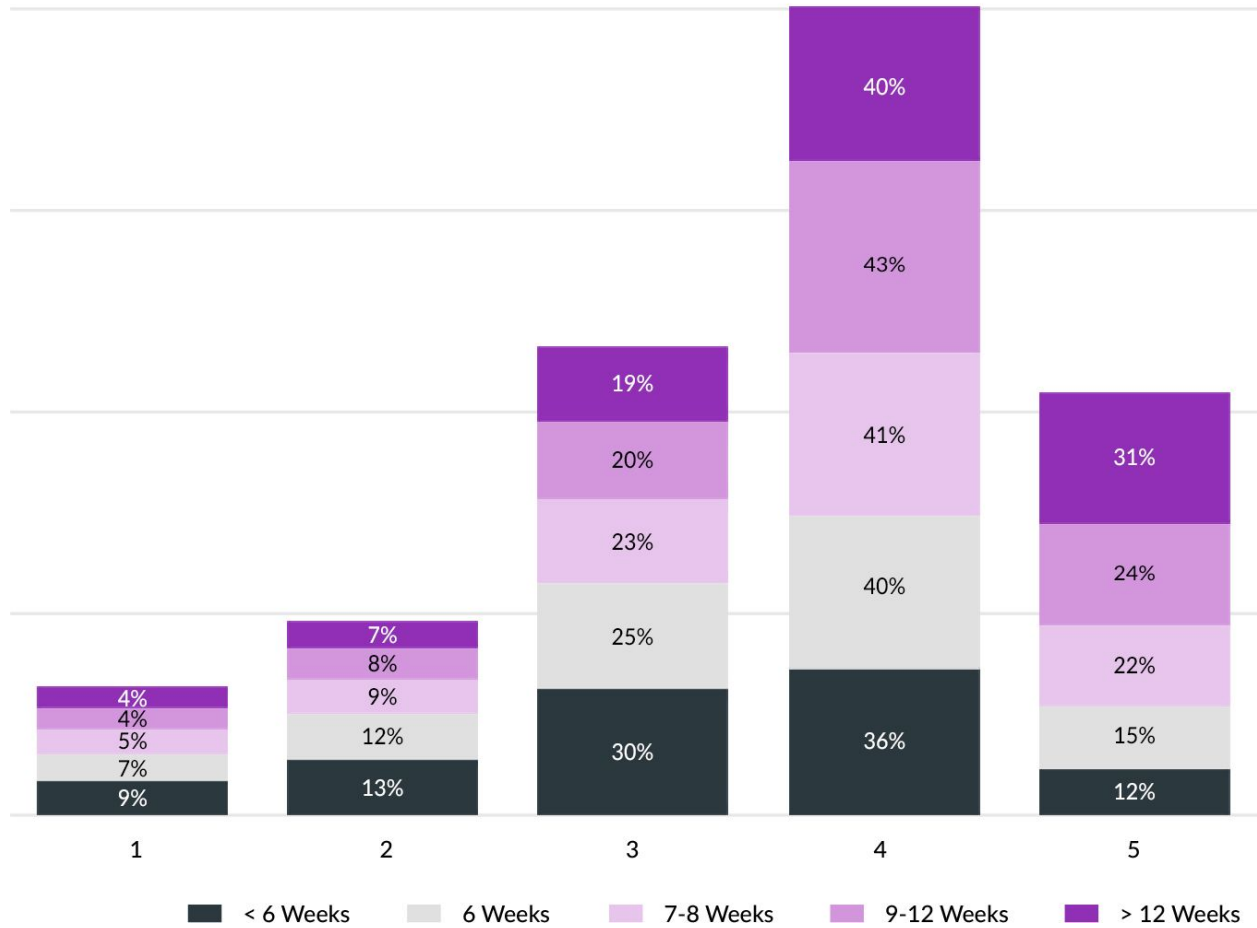
Relationship Between Paid and Unpaid Maternity Leave and Job Satisfaction



Source: Fairygodboss 2018

Women who are offered nine or more weeks of paid leave experience higher levels of satisfaction:

Relationship Between Duration of Paid Maternity Leave and Job Satisfaction

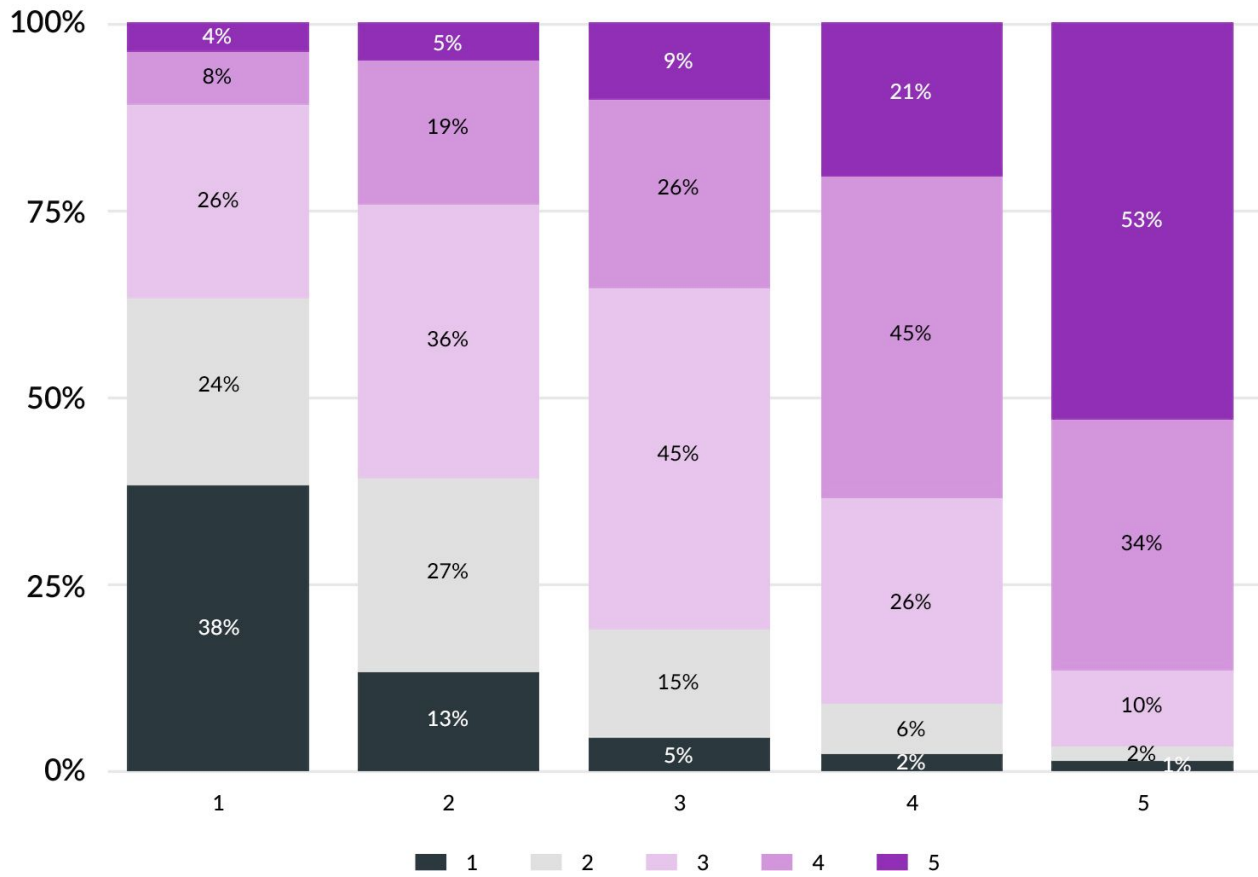


Source: Fairygodboss 2018

JOB SATISFACTION AND FLEXIBILITY

Flexibility is also key to driving women’s job satisfaction. Women who reported flexibility levels at 4 or 5 (out of 5) also tend to report greater job satisfaction than those who report having no flexibility.

Relationship Between Women's Job Satisfaction Levels and Flexibility



Source: Fairygodboss 2018

JOB SATISFACTION AND SALARY

Women in our community earn a wide range of salaries at their current jobs, though the majority of women in our community (53 percent) make \$80,000 or more annually.



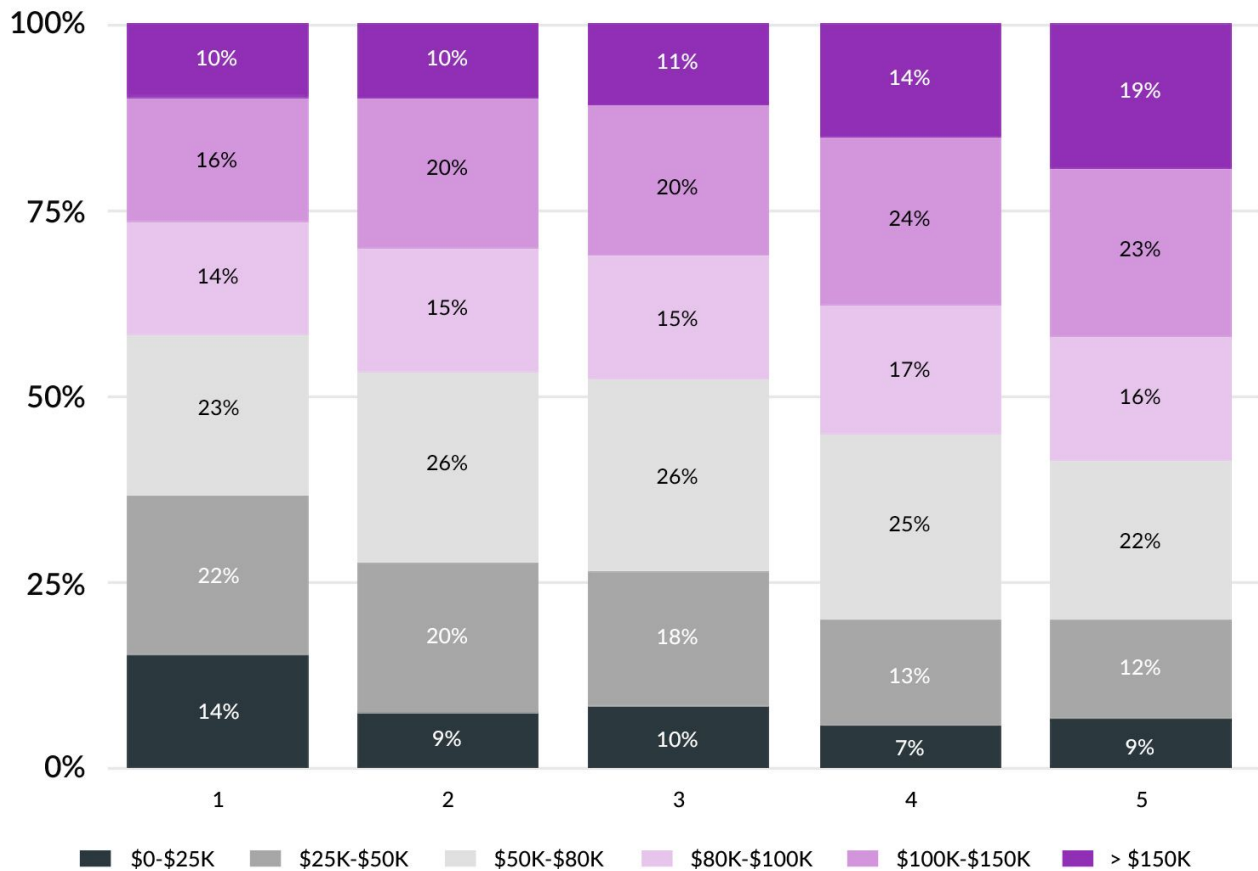
\$80K-\$100K

is the most common salary
range for our reviews

Source: Fairygodboss 2018

Women who earn \$50,000-\$80,000 annually and those who earn \$100,000-\$150,000 annually experience similar levels of job satisfaction to each other. Women in these two salary ranges are most likely to rank their job satisfaction at 4 or 5. However, it's also worth noting that women in the \$50,000-\$80,000 salary range experience similar levels of satisfaction across the board; 23 percent of women within that salary range report satisfaction as a 1, and 22 percent report a level 5.

Relationship Between Job Satisfaction and Salary



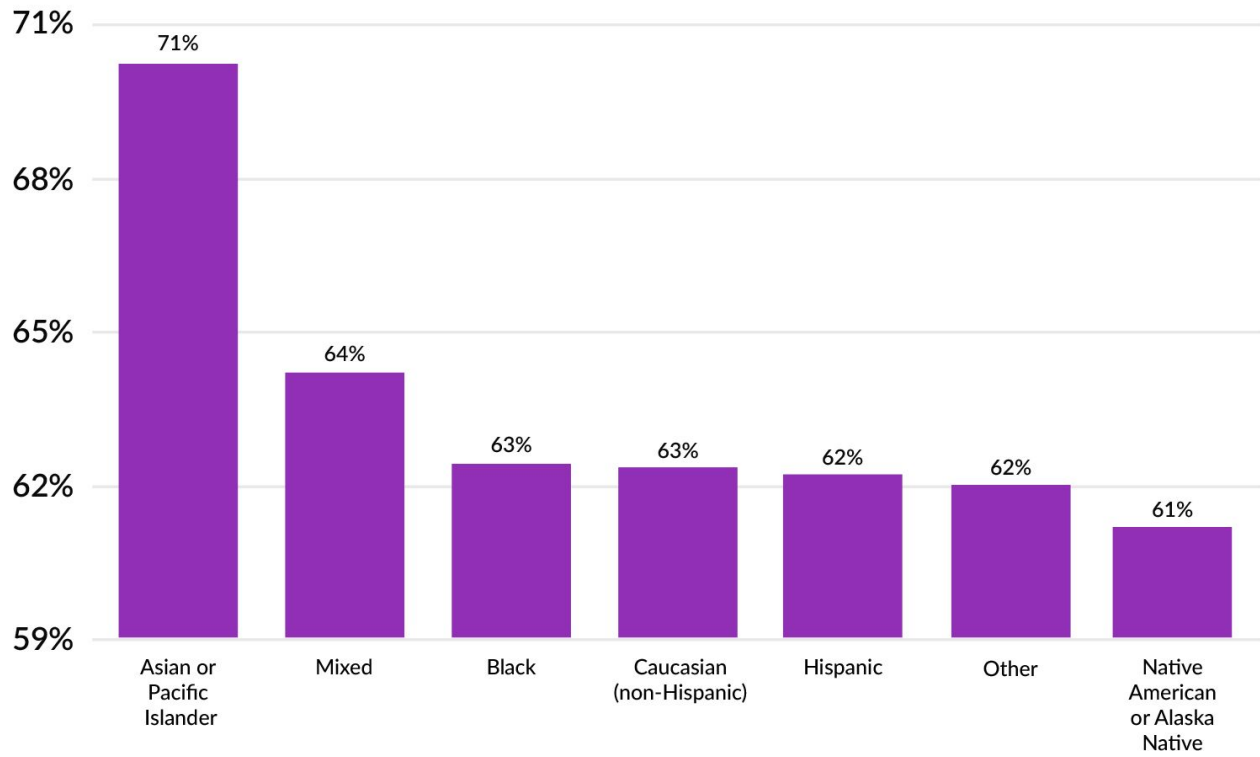
Source: Fairygodboss 2018

JOB SATISFACTION AND RACE

At Fairygodboss, we don't believe in a one-size-fits-all solution when it comes to improving the workplace for women, and we believe it's critically important to study the experiences of women of different backgrounds and races.

While our research indicates that women of most races have similar perceptions of whether gender equality exists at their workplace, only differing by a few percentage points, Asian American women are nearly 10 times as likely to report fair treatment at work.

Percentage of Women by Ethnicity Who Report Employers Treat Men & Women the Same at Work

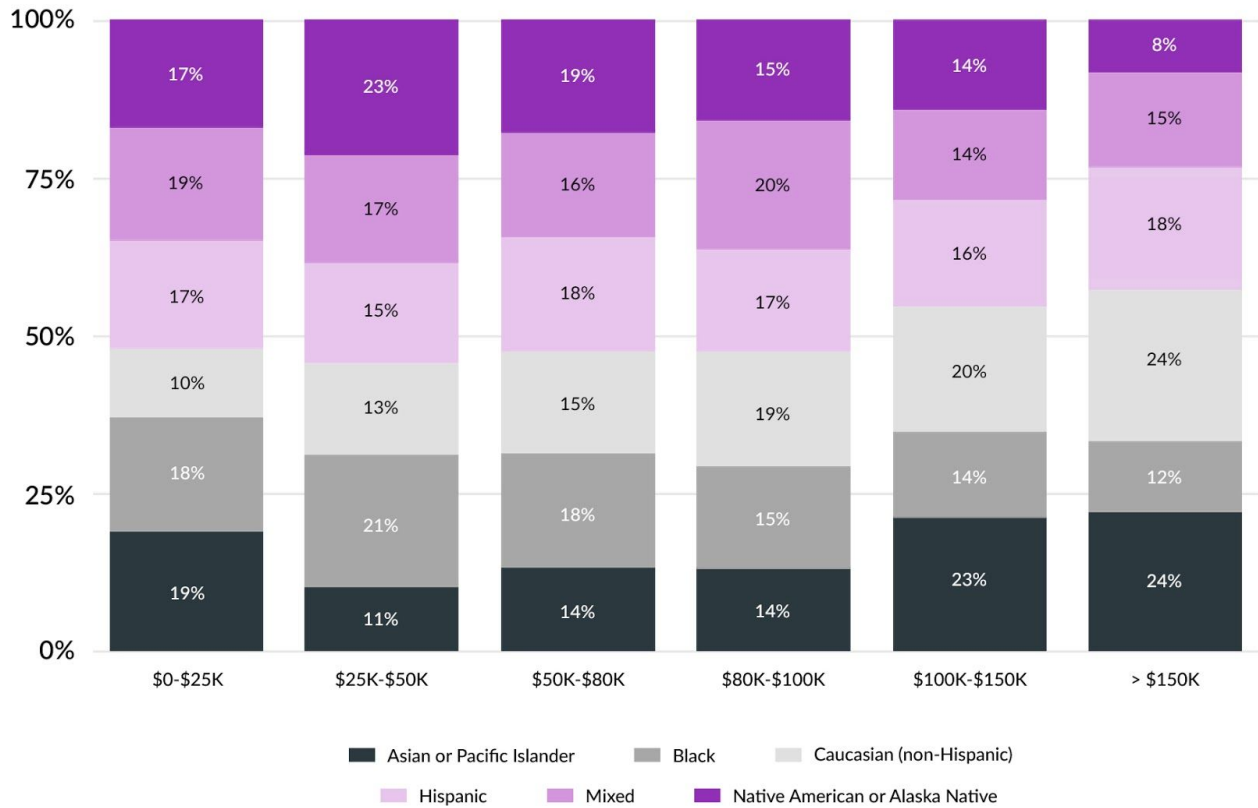


Source: *Fairygodboss* 2018

We know that the gender wage gap disproportionately affects women of color. It's generally accepted that women, on average, earn about [\\$0.80 for every \\$1](#) white men make; however, black women earn just [\\$0.62 for every \\$1](#) and Latina women earn even less, at just [\\$0.54 for every \\$1](#).

As we discussed in the previous section, salary impacts overall job satisfaction; women earning higher salaries generally experience higher levels of workplace satisfaction. These numbers also reflect a connection to the salary vs. job satisfaction correlation we've seen among different ethnicities.

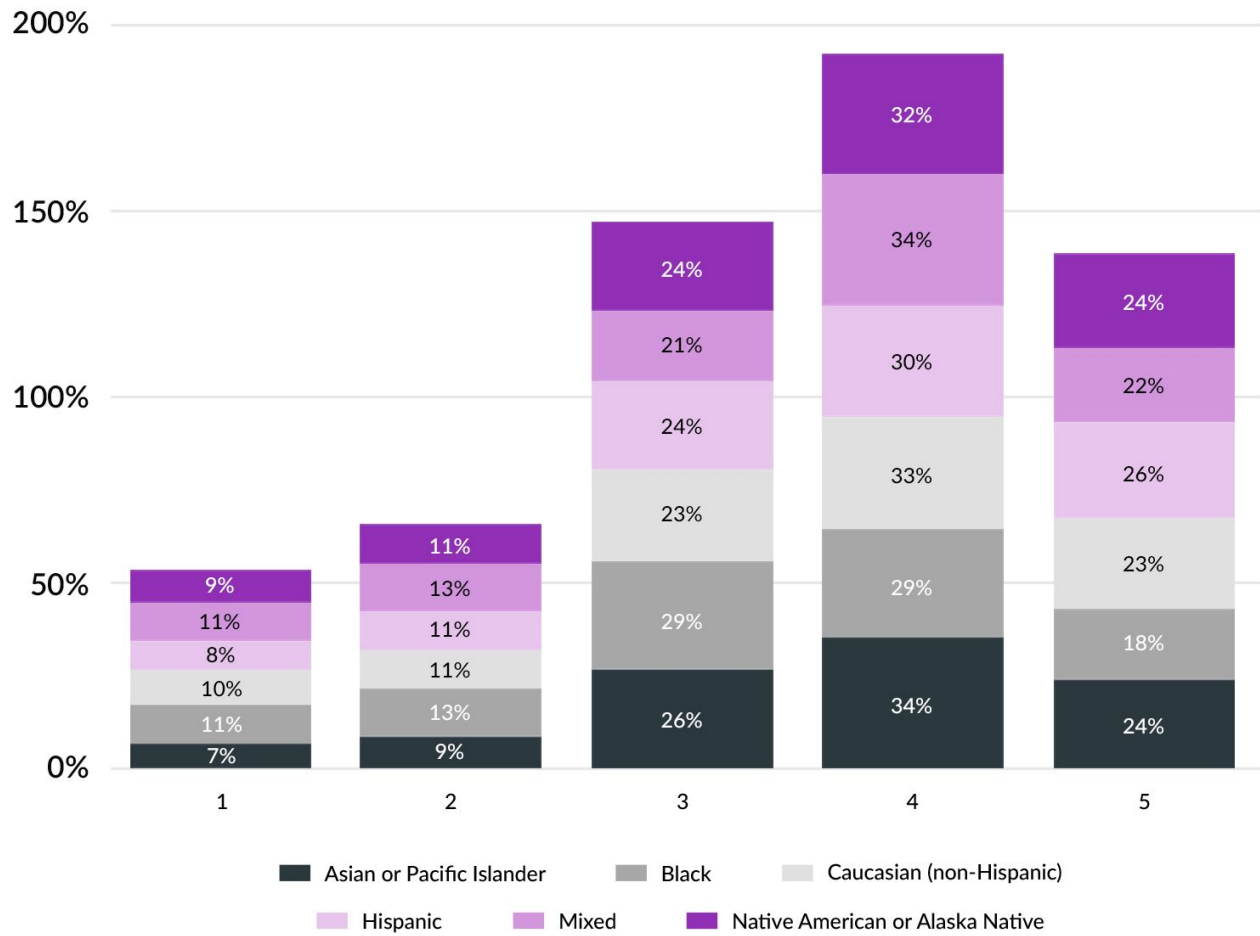
Relationship Between Ethnicity and Salary



Source: *Fairygodboss* 2018

When examining the salary information we’ve received from women in our community — and keeping the wage gap in mind — it’s not surprising to see that Caucasian and Asian American women typically outearn women of other races. In fact, 47 percent of Asian American women make \$100,000 or more a year, while only 22 percent of Native American women earn the same. Given the correlation between salaries and job satisfaction, it’s not uncommon for Asian American women to report slightly higher levels of job satisfaction compared to other racial groups, with 58 percent reporting 4 or 5 for overall satisfaction.

Relationship Between Ethnicity and Job Satisfaction



Source: Fairygodboss 2018

IV. Trending: What Women are Really Talking About

This year, Fairygodboss launched the [smartest career network](#) for women — a place where women at any stage in their career can engage in conversations with other FGB'ers on topics like career advice, news and entertainment, and parenting; comment on FGB content and other news; and share thoughts, links, and videos. While women in our community tend to engage most around topics relating to careers, we've also identified overlapping subjects that interest FGB'ers, including:

- [Parenting](#)
- [Diversity and Gender Equality](#)
- [Lifestyle and Relationships](#)
- [Health](#)
- [News and Entertainment](#)
- [Money](#)
- [Style and Beauty](#)

Here's a snapshot of some of the discussions that have engaged FGB'ers most.



MsWizard

Recently [Other Stuff](#)

How do I find opportunities? I am 60, a widow. and must and desire to work. I do not look 60; however, my friends tell me no one will hire me. I have C-Level Executive Assistant skills and accomplishments. I am scared.

Husband died 19 months ago. He had been retired on disability.....I stopped working to care for him and I can't find a job which I want and need very much.

6 21



Anonymous
Recently [Style & Beauty](#)

What current female fashion trend makes you cringe?

I can't handle the balloon sleeves people are wearing nowadays. There is just too much going on. Also, the attempt to wear a sweater when you're cold with ginormous sleeves is just a fail. Can we go back to the simpler days? Sometimes less is more... Right??

1 35

35 Comments



Anonymous

I have a love/hate relationship with jumpsuits.

4 2



Anonymous

agreed. I often love how they look on other women, but I can't bring myself to buy one for myself. I feel like I look 10 years old every time I try on a romper!

2



Penny

Recently [Money](#)

My sister won the lottery and it actually changed MY life

A few years ago my sister called me with some news that immediately gave me goosebumps. She told me she has some news and to sit down. Her big news was that she won the lottery - (\$20 million!). I honestly didn't believe her at first. She doesn't gamble but this was just a one-off slightly tipsy purchase after a fun night with friends.



Whether women in the FGB Community are discussing fashion, job searching, or money, they have one thing in common: they are passionate, curious and supportive, and they embody the FGB spirit of women supporting women.

In addition to being attuned to what women are talking about, we also pay attention to what they're reading. Our practical career advice, first-person accounts and profiles of women help our readers as they navigate their careers. Below are some of the pieces of content that have resonated most within the FGB Community this past year:

- [4 Resignation Letter Samples For When You Just Can't Take It Anymore](#)
- [Cut These 7 Words From Your Vocabulary To Sound More Confident At Work](#)
- [As A Working Mom, I'm Not Friends With Stay-At-Home Moms – Here's Why](#)
- [The No. 1 Thing That Causes Millennial Employees to Quit](#)
- [Calling In Sick? Don't Make These Rookie Mistakes](#)
- [31 High Paying Jobs For College Students](#)
- [This Silent Plight Is Affecting 27 Million Working Women In The U.S. Alone](#)
- [What "Business Casual" Really Means For Women](#)
- [3 Careers Where Millennials Burnout Before Age 30](#)
- [5 Things You Should Never Say During a Negotiation](#)

V. Getting It Right: Best Companies, Industries and Departments for Women

Every year, Fairygodboss releases its [Best Companies for Women](#) list, and this year we introduced three new lists:

- [Best Tech Companies](#)
- [Best Finance Companies](#)
- [Best Companies Where CEOs Support Gender Diversity](#)

These lists are based solely on the job reviews of employers from the women in our community. To be eligible for a rating, companies must have more than 30 employee reviews, and the scores are determined by averaging women's responses to three standard review questions around (i) overall job satisfaction, (ii) equal treatment at work, and (iii) if a reviewer would recommend the company to another woman. The top CEOs for gender diversity are determined in response to the question: Do you think your CEO supports gender diversity?

BEST COMPANIES FOR WOMEN 2018

All Industries		Score
1	Ultimate Software	97.3
2	ZS	92.0
3	ADP	90.9
4	E. & J. Gallo Winery	87.0
5	The Boston Consulting Group	86.8
6	Capital One Financial Corporation	86.7
7	AppNexus, a Xandr Company	84.9
8	Hilton	84.4
9	United Technologies	84.0
10	Thomson Reuters	83.9
11	CDW Corporation	83.6
12	Johnson & Johnson	79.4
13	IBM	79.3
14	Terex	79.2
15	PepsiCo	78.5
16	Dell	76.9
17	Starbucks Corporation Charles Schwab	76.2
18	General Electric	75.9
19	Salesforce	74.4
20	PwC	74.1
21	Accenture	73.7
22	Vanguard Group	73.0
23	Ericsson	72.1
24	Apple	72.0
25	Kaiser Permanente	71.3
26	American Express Company	71.1
27	Deloitte	71.0
28	Fidelity Investments	70.2
29	The Walt Disney Company	68.6
30	Time Inc.	68.4

Our top-rated companies from 2018 represent a variety of industries and sizes, but they all have similarities when it comes to creating a corporate culture that women rave about. As we've seen, there are high correlations between female job satisfaction and leave benefits, salaries and flexibility. These companies listed are leading the way when it comes to enacting progressive policies and benefits that support women and families.

[Ultimate Software](#) — our top-rated company in 2018 — offers paid leave, care-taking benefits, a wellness program and flexible working, among other benefits. These benefits, coupled with what one employee calls the “unbelievable culture of trust and openness,” have led women to give Ultimate Software an overall score of 4.8 (on a 5-point scale). Moreover, 96 percent of women say they are treated fairly and equally to men, and 100 percent say they would recommend the company to other women and believe their CEO supports gender diversity.



Employee Communications And Engagement Human Resources

Ultimate does not talk about its values, we live it every day. You see women in top leadership positions and supporting each other. We firmly support diversity and lifting everyone up inside the organization, our customers and the communities that we impact.

Source: *Fairygodboss 2018, Ultimate Software Review*

Other companies on our top-rated list also make gender diversity and inclusion a priority:

- [Hilton](#)'s focus on wellness includes an [expanded parental leave policy](#) for hourly and salaried employees.
- [Dell](#) has made gender empowerment a key part of its diversity and inclusion priorities and created programs to elevate and promote women within the organization, including bringing its [Women in Technology Initiative](#) to the UAE.
- [Starbucks](#) implemented training to confront racial biases after an incident at one of its stores and has made [healthcare, including for trans employees](#), a top priority.
- [Salesforce](#) continues its efforts to close the gender wage gap by instituting [annual pay audits](#) at the company.
- [Accenture](#), one of the first consulting firms to publish its diversity statistics, has pledged to reach [gender parity at the company by 2025](#), and is instituting the policies and programs to get there.

- [Fidelity Investments](#) is a charter member of the [The Diversity Project](#), which aims to "accelerate progress toward a more inclusive culture across all demographics including gender, ethnicity, sexual orientation, age and disability."
- [The Walt Disney Company](#) launched the [#DreamBigPrincess video series](#), in which all of the videos are directed and produced by young women from the United Nations' Girl Up initiative.

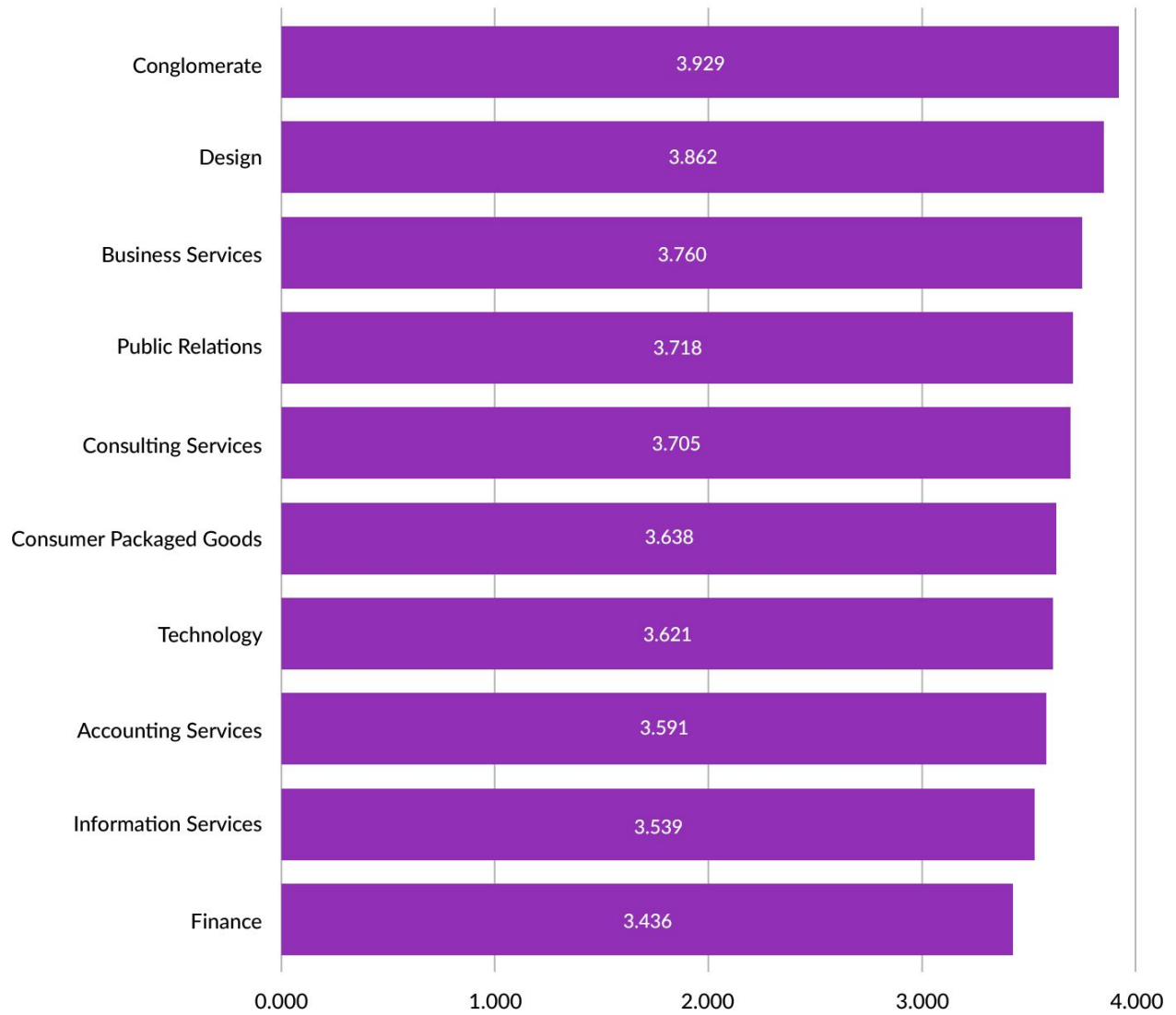
TOP INDUSTRIES

In addition to the best companies, the women in our community have indicated what the best [industries](#) and departments are for women. Women in our community rank the following industries as the best for women overall:

1. Nonprofits
2. Business services
3. Design (creative services, graphic and web design)
4. Healthcare
5. Hospitality
6. Technology
7. Wholesale
8. Conglomerates
9. Information services
10. Consumer Packaged Goods

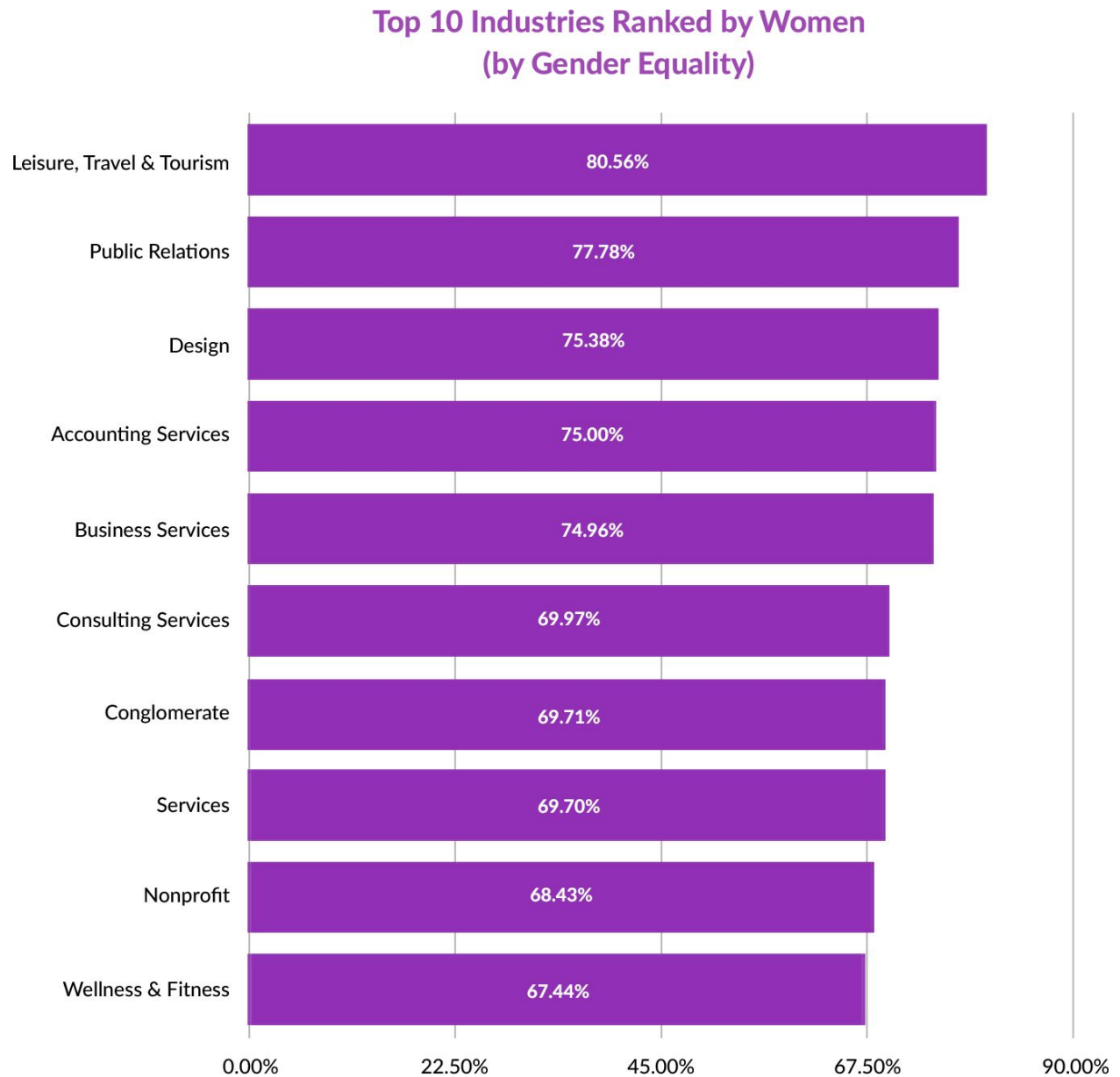
However, when looking at industry based solely on women's overall job satisfaction, the top industries shift slightly with women at conglomerates reporting the highest job satisfaction:

Top 10 Industries Ranked by Women (by Job Satisfaction)



Source: *Fairygodboss* 2018

The industries shift further when looking at top industries by perceived gender equality:



Source: *Fairygodboss 2018*

TOP DEPARTMENTS

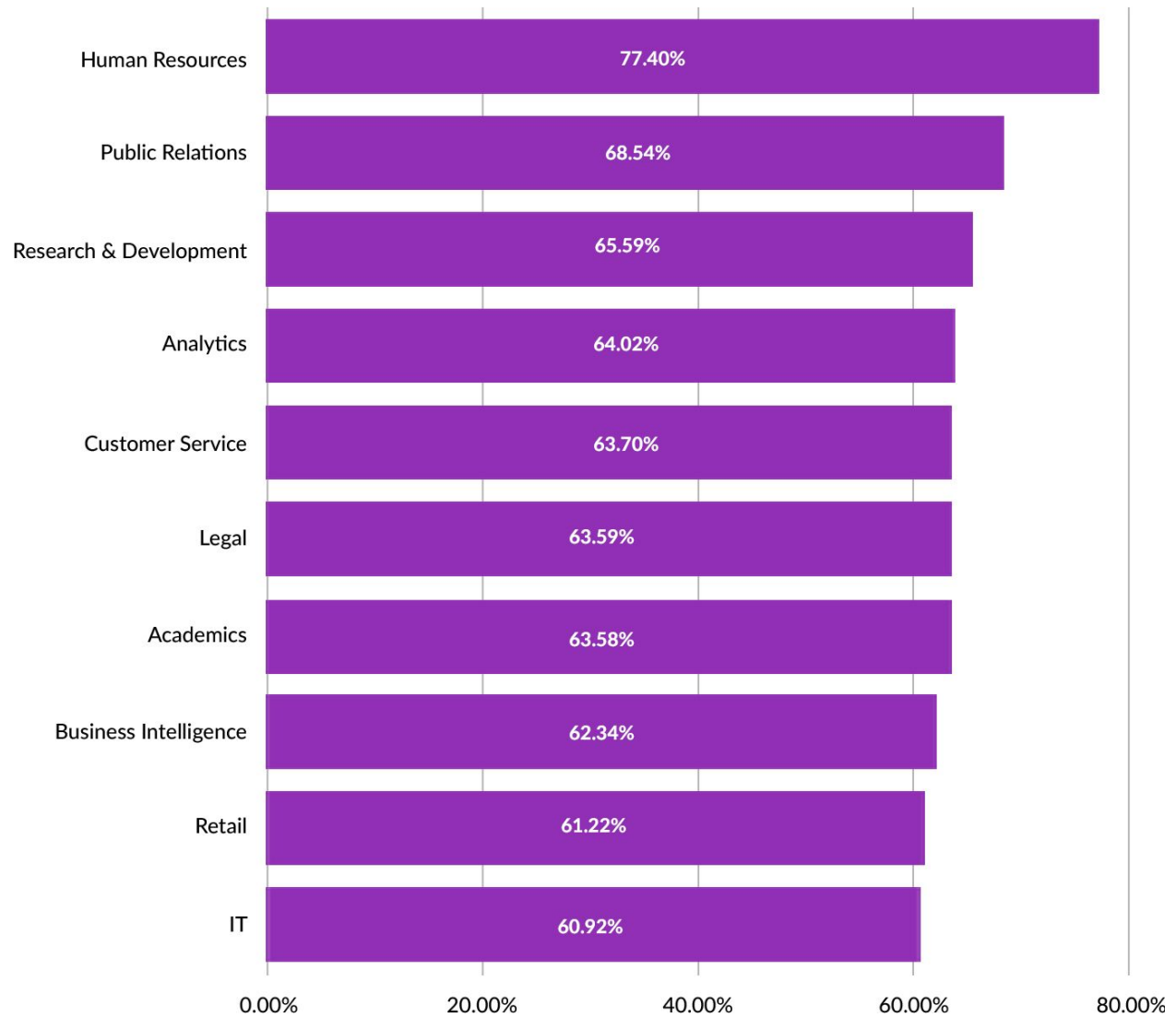
We've also identified the top departments for women, based on overall job satisfaction:

1. Human Resources
2. Strategy & Business Development
3. Analytics
4. Research & Development
5. Product

- 6. IT
- 7. Engineering
- 8. Legal
- 9. Operations
- 10. Compliance

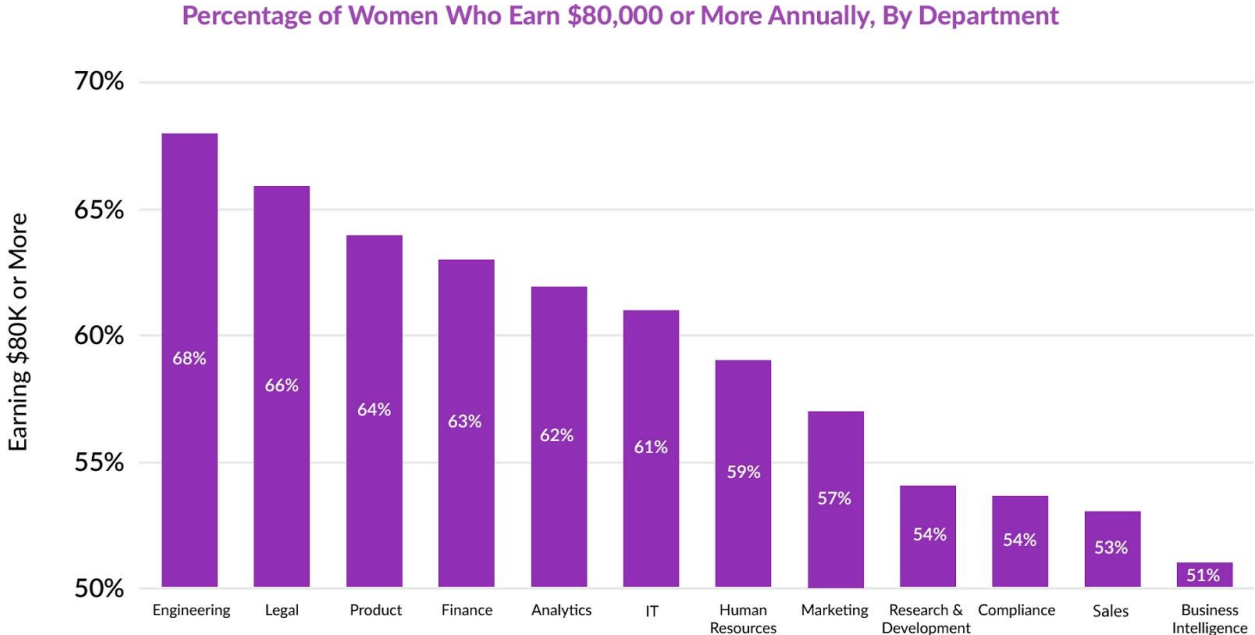
In addition, we analyzed the top industries based on how women in those industries perceive gender equality. As you can see below, there are significant shifts compared to the list above when looking at that specific criteria with Public Relations, Customer Service, Academics, Business Intelligence and Retail departments making the top 10.

Top 10 Departments Ranked by Women (by Gender Equality)



Source: *Fairygodboss 2018*

There are also several departments we've identified where the majority of women reported earning \$80,000 or more annually. Several of these departments, like engineering and legal, are traditionally male dominated spaces; however, these departments ranked as the best overall for women. This reinforces the correlation between salary and job satisfaction.



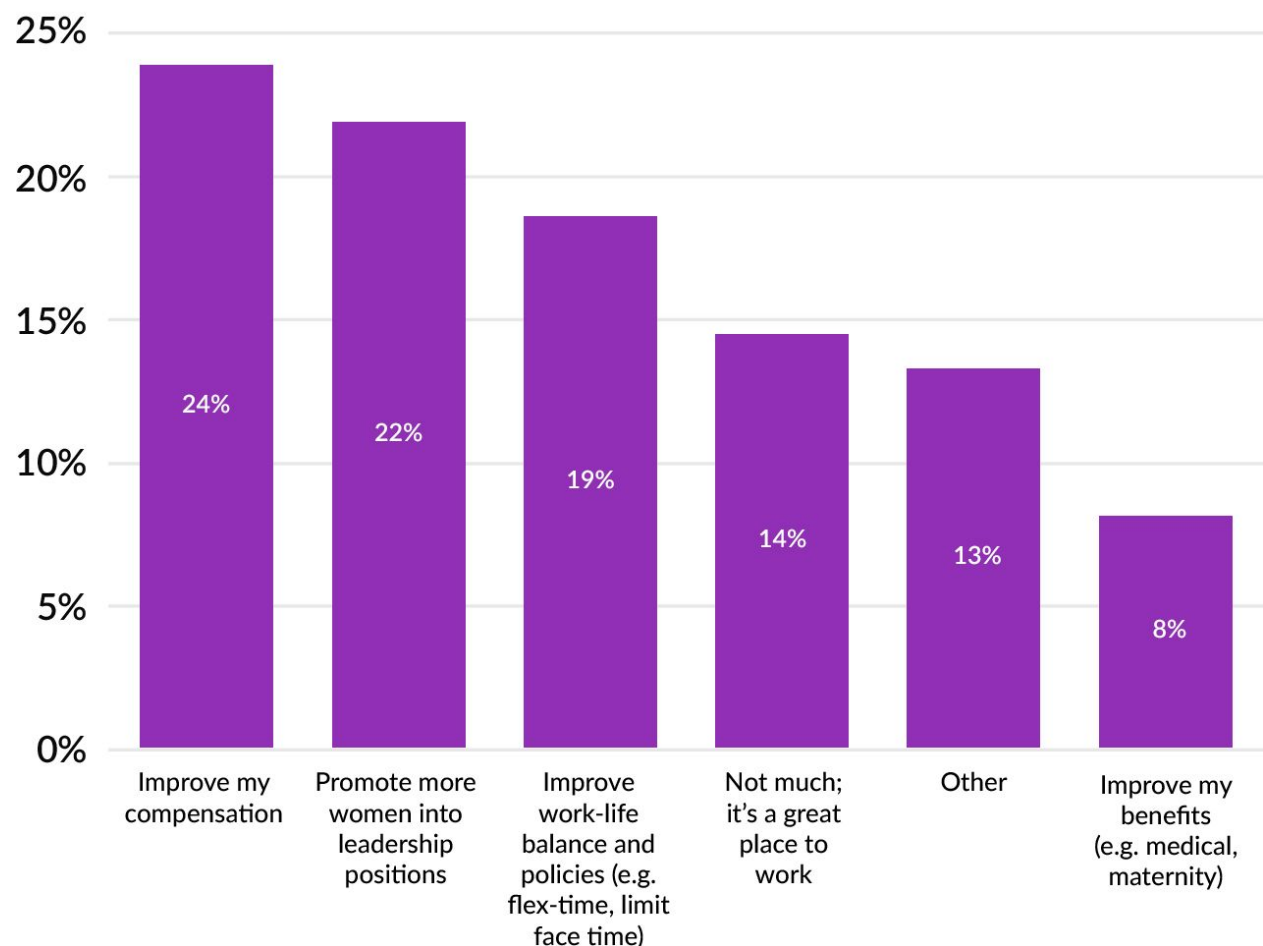
Source: *Fairygodboss 2018*

V. Key Takeaways

With the [unemployment rate](#) at a historic low, employers must examine their practices in order to recruit, retain and engage top female talent. We know from the women in the FGB Community that improving compensation and promoting more women into leadership are the top two things employers can do to retain female employees. Given the correlations we've seen between salaries and other benefits, this feedback aligns with what women want in the workplace.

It's equally as important for female employees to advocate for themselves and to support other women in the workplace if we want to reach gender parity.

What is One Thing Your Employer Could Do To Make it More Likely You Will Stay?



Source: *Fairygodboss 2018*

INVEST IN EMPLOYEE RESOURCE GROUPS

One key workplace structure that brings together employees and employers is employee resource groups (ERGs), and we believe it's critical to leverage these groups. That's why every year, Fairygodboss brings together top leaders from women's ERGs at our signature summit [GALVANIZE: Making Women's Resource Groups Powerful](#), where we discuss strategies and best practices to harness the power of their respective groups. ERGs are crucial to creating inclusive work environments, and at this year's summit, we identified [five key actions](#) to take to truly leverage these groups and advance women:

1. Create a Sense of Urgency
2. Use Data to Power the Conversation
3. Promote Women into Positions of Power
4. Address Unconscious Bias Head On
5. Be Adaptable: One Size Does Not Fit All

Many of the themes addressed in the GALVANIZE report affirm what women in our community want and need in the workplace. We've seen that by effectively leveraging ERGs, companies create policies that benefit their entire workforce. [The New York Times](#) and [Lyft](#), for example, have successfully enhanced their leave benefits by leveraging resource groups. We've also seen the power employees have when they band together through the recent [Google walkouts](#) and pay discrimination lawsuit brought against [Nike](#).

ERGs are ubiquitous at most major companies, and it's imperative that employers and employees use these groups to make lasting change and increase employee satisfaction and engagement.

Companies with Employee Resource Groups

AbbVie	Bain
Accenture	Bank of America
ADP	Barclays
AIG	BNY Mellon
Allianz	BlackRock
Alvarez and Marsal	Blackstone
Amazon	Bloomberg
American Express	Boston Consulting Group
Aon Hewitt	Boston Scientific
AppDynamics	Capital One
Applied Materials	Caterpillar
Asurion	CDW
AT&T	Centene
Avanade	CFA Institute

Charles Schwab
Cisco
Citi
Coca-Cola
Cognizant
Deloitte
Dell
Dentsu Aegis
Dominion Energy Services
Dow Jones
Ecolab
Echo Global Logistics
Ericsson
EY
Facebook
Fidelity
Ford Motor Company
Gartner
GE
General Motors
GoDaddy
Goldman Sachs
Google
Grubhub
Hewlett-Packard Enterprise
Honeywell
IBM
Intel
Intren
John Deere
JP Morgan Chase
Key Bank
Kimberly-Clark
KPMG
Lending Club
Levi Strauss & Co.

Limeaid
Live Nation Entertainment
Liberty Mutual
Marriott
Mastercard
McKinsey
MetLife
Michelin
Monsanto
Moody's
Morgan Stanley
Movable Ink
The New York Times
Nike
Northwestern Mutual
OnDeck
Oscar Health
Palantir
Pandora
Paypal
PepsiCo
Pfizer
Planned Parenthood
Procter & Gamble
Protiviti
PwC
RBC Wealth Management
Salesforce
Shopify
Snap
Sprint
Southern California Edison
Squarespace
Stryker
TD Bank
The Hartford

Thomson Reuters
T-Mobile
T. Rowe Price
Time Inc
Under Armour
Unilever
Union Pacific Railroad
UTC

Vanguard
Verizon
Viacom
Vox Media
Xandr
Zurich
ZS Associates

ADVOCATE FOR WOMEN

Women generally don't highlight their career successes as much as men do, and we know they are [less likely to use LinkedIn](#) as part of their job search. In order to rise to the highest levels of an organization, women must celebrate their own achievements and champion the women surrounding them at work.

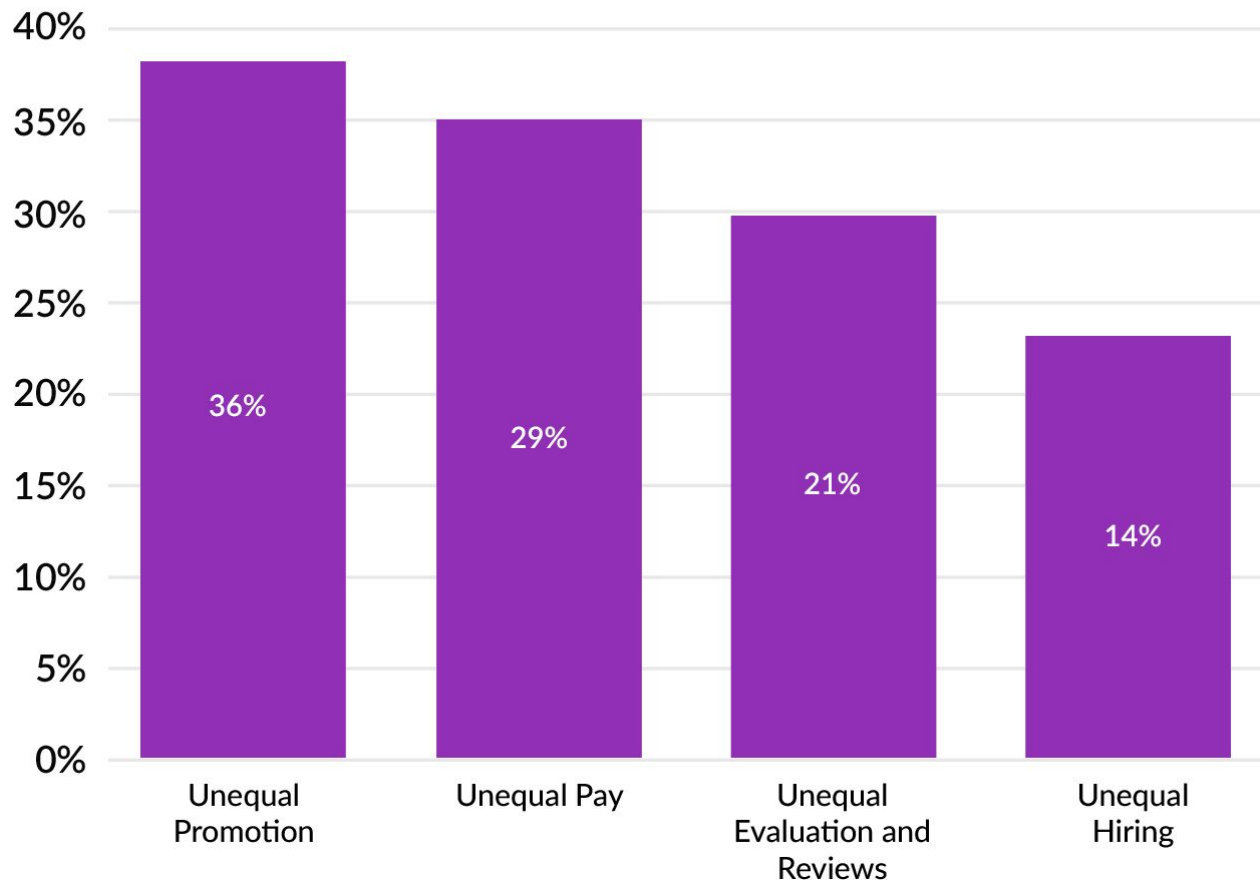
A recent [McKinsey report](#) said women are promoted based on performance and men are promoted based on potential. Research indicates that women are far more likely to stay at their current company if more women are promoted into leadership. While employers must invest in strategies to keep women in the corporate pipeline, female employees also need to celebrate their achievements more vocally. This can be difficult, especially for those who experience [imposter syndrome](#), but self promotion is critical to career advancement.

It's also important for women to embody the Fairygodboss spirit by engaging in [sponsorship](#) and [mentorship](#). Sponsorship is particularly important, as [studies have shown](#) that 68 percent of women with a sponsor reported being satisfied with their career advance and are 27 percent more likely to ask for a raise than those without a sponsor.

EVALUATE PROMOTIONS AND HIRING PRACTICES

When it comes to areas of inequality, 36 percent of women in our community report that unequal promotions is the top area where they see inequality at work.

Women on Sources of Gender Inequality in Their Workplace



Source: *Fairygodboss* 2017

Employers should examine their practices and create fair evaluation systems for promotions and hiring. We believe sourcing a diverse slate of candidates for both hiring needs and promotions leads to companies making smarter workforce decisions and ensuring diverse backgrounds and perspectives are represented.

We also recommend employers require their hiring managers to undergo unconscious bias training. [Research we conducted](#) in 2017 shows biases can have a real impact on the decisions that hiring managers are making, and in order to overcome these implicit biases, individuals must be made aware that they exist and that there are strategies to overcome them, including:

- Training to recognize biased behaviors
- Removing names, gendered or other identifying terms during resume reviews
- Having multiple stakeholders interview prospective candidates

By engaging in some of these practices, employers can create fairer systems and help dispel the fact that women are promoted on performance and men are promoted on potential. Women want

to see more women in leadership positions, and we at Fairygodboss believe that as this becomes a reality, the wage gap will shrink and we'll see less hostile work environments toward women.

PRACTICE WHAT YOU PREACH

[United Technologies](#) (UTC) is one of the top-ranked companies by female employees on Fairygodboss. And we see in employee reviews that UTC doesn't just *talk* about diversity and inclusion; rather, they implement and execute on strategies to become a more diverse and inclusive organization.



Engineering

I think UTC has made strides in gender equality, women in leadership, and fair treatment of all employees. As a female in tech, I have never felt like I have been passed over on opportunities due to my gender. I truly believe this company focuses on who is the right person for the job, and ensuring all employees are working on their development. While many people may point and say "look there are not that many female executives in the technical disciplines" but the truth is - it is not disproportionate to the percentage of women with the experience to lead in such high roles. I believe in UTC's paradigm for parity campaign and feel empowered to keep growing my career.



Associate Director

There are many people supportive of the needs of women and men that need flexibility for family. Not every job can have as much flexibility and that's ok - but there are plenty of jobs that do allow for flexibility. When I had my first child, I took 6 months off, I came back part time . I was part time and flexing - working partially at home and in the office - this was awesome 20 years ago! I stayed part time for 12 years and was able to move around to different positions to add to my skill set. I was even promoted to management when I was part time.

Source: Fairygodboss 2018, United Technologies Reviews

This is a recurring theme among highly regarded companies: they practice what they preach. A key way employers can showcase their practices is by engaging in storytelling. We know that women want to imagine themselves working at a company before applying. By engaging your current employees to tell their stories, employers can create that visual and show prospective employees how the company lives its diversity and inclusion initiatives.

In fall 2018, Fairygodboss partnered with Stories Inc. to co-author an e-book, "[Why Storytelling in Recruitment Marketing Will Achieve Gender Equality at Work.](#)" In the e-book, we discuss how [Dell](#) has effectively used storytelling to illustrate what real life is like at Dell. Dell's employer brand team interviewed Dell employees through videos and blog posts to help paint a picture to prospective employees.

“Women, especially, need to see themselves in the role. They need to be able to visualize it. Studies show that when men and women look at job descriptions, a woman will discount herself if she can’t check the requirements off...But a man will go for it. Women are more cautious; they need to know that their path leads to 100 percent success, and being able to see themselves in those images and videos really helps.”

– Amy Forbes Winebright
Project Manager for Global Employment Brand at Dell

In addition to storytelling, employers should showcase their benefits on platforms like Fairygodboss and should discuss how employees are using them. For example, [American Express](#) offers flex-time that its female employees really value, and, as we’ve seen, flexibility significantly increases workplace satisfaction.



Director
Product

Great parental leave policies and ability to work from home 1-2 days a week.



6 month maternity, good flex schedules including work from home.



Senior Manager
Product

The company has thoughtfully put in place policies (such as the 6 month maternity leave benefit, flex-time) that will help retain women (and men, by the way!) they've hired. However, it's hard to move up in the organization without sponsorship so its important for women to find executives who can help them succeed.

Source: Fairygodboss 2018, American Express Reviews

Creating work environments that support the needs of women requires employers and employees to work together. By addressing the key benefits and policies that lead to female job satisfaction, we believe companies will bolster the volume of women throughout the corporate pipeline and reach gender parity.