The State of Gender Equality In The Workplace (2017)

December 2017

FAIRYGODBOSS

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I. Executive Summary

The Fairygodboss mission is to improve the workplace for women. Since 2015, we've provided a free and safe platform for women to share their workplace experiences authentically in the form of job reviews and discussion board posts. Women in our community give advice to each other about how they've navigated their careers, work-life balance, and can search for jobs at employers who believe in gender equality.

Fairygodboss reaches over 750,000 women every month. As a consequence of our rapidly growing community, we've amassed unique, proprietary data which we summarize each year in this annual report.

In 2017, we've updated the data in last year's inaugural report, and provide an overview of the wide range of issues affecting women in the workplace. We present research and data on what women are saying about their job satisfaction, gender equality at work, and data on how women look for jobs and what factors matter in terms of whether they stay in them.

Given recent developments, this year we've added three new sections to our report. First, we've dedicated a new section to sexual harassment and how men and employers can play a role in addressing and preventing it. Second, we've devoted a new section to our findings on intersectionality, due to the fact that the experiences of women of color can diverge from Caucasian women in meaningful ways. Finally, we've added new information about the important role that company's internal employee resource groups for women play.

Fairygodboss corporate partners have been leaders in improving the workplace for women, but throughout this report, we broadcast best employer practices wherever we see them occur. To that end, we celebrate a number of initiatives and programs -- and suggest seven areas of focus for any company looking to improve

their employer brand, and recruitment and retention of women:

- ## Approach your recruitment strategy for women differently than for men.

  Compared to men, women job seekers look for jobs in different places, rely more on their communities and make decisions about where to work based on different benefits and work culture factors. Make sure your recruiting strategies are aligned with what women are looking for.

- ## Examine your pay practices.

  Fair compensation is good for business performance and employee engagement. Companies are increasingly taking on compensation audits, in some cases due to investor pressure. Women in the workplace are very aware of the gender wage gap within society and concerned that their compensation is equitable. The investment community is also responding to evidence that gender diversity improves corporate performance.

- ## Prioritize gender diversity, particularly at the management level.

  Consider whether your company's leadership composition reflects your culture and priorities. Women are keen observers of whether there is gender diversity in management and view the paucity of women in leadership roles as evidence of gender inequality. Women also are more satisfied in their jobs when they believe their CEOs believe in gender diversity.

- ## Expand support of new families and consider improving your parental leave policies.

  Women with young children have the lowest labor-force participation rates. In 2017, we saw companies continue to improve their parental leave benefits and invest in programs to support employees with new children. Make sure your company's leave policies are competitive and reflect your

commitment to women and families.

- ## Examine flexibility and work-life balance at your company.

  Women report greater job satisfaction when they work at employers who provide workplace flexibility. While many employers are viewed by women to be family-friendly in terms of the hours they work, many remain disappointed about official policies or the inconsistent way those policies may be applied (or modeled by leadership) throughout their organizations.

- ## Empower your women's resource groups.

  Women whose employers offer employee resource groups devoted to women overwhelmingly choose to join them, and most participants tell Fairygodboss they've been able to reap personal career benefits or effect company policy through these internal networks. Investing in, and supporting these groups can improve women's engagement levels and be an effective channel for communication and change.

- ## Engage men and male leadership.

  While certain issues such as sexual harassment can be viewed as pitting men against women, companies committed to creating more inclusive and gender equal cultures must engage male allies to make progress in gender diversity. Women are sharply aware of senior leadership's attitudes and CEO commitment to gender diversity, in particular.

II. Statistics on Women in the Workplace, Female Leadership and Business Outcomes

According to the latest annual U.S. Department of Labor statistics, 57% of women participate in the labor force, and of those women, 70% have children under the age of 18. Many of the women (43%) work full-time, according to 2016 Current Population Survey by the U.S. Census Bureau. In 2016, the annual averages of women in the labor force by race were as follows: 56% white, 59% black, 56% Asian, and 56% Hispanic.

While the number of women CEOs in 2017 increased by 50% from 21 Fortune 500 CEOs in 2016 to 32 in 2017, the total percentage of female CEOs remains miniscule (improving from 4% to 6%).

In addition to an increase of female CEOs, the number of women on boards also grew approximately 1% in 2017, according to 20/20 Women on Boards. Many companies (53%) have increased the number of women on their boards via expanding the size of the board, such that the number of women on boards increased significantly to 21% in 2017 from 15% in 2011 when this information was first tracked.

Women on Boards 2015 - 2017
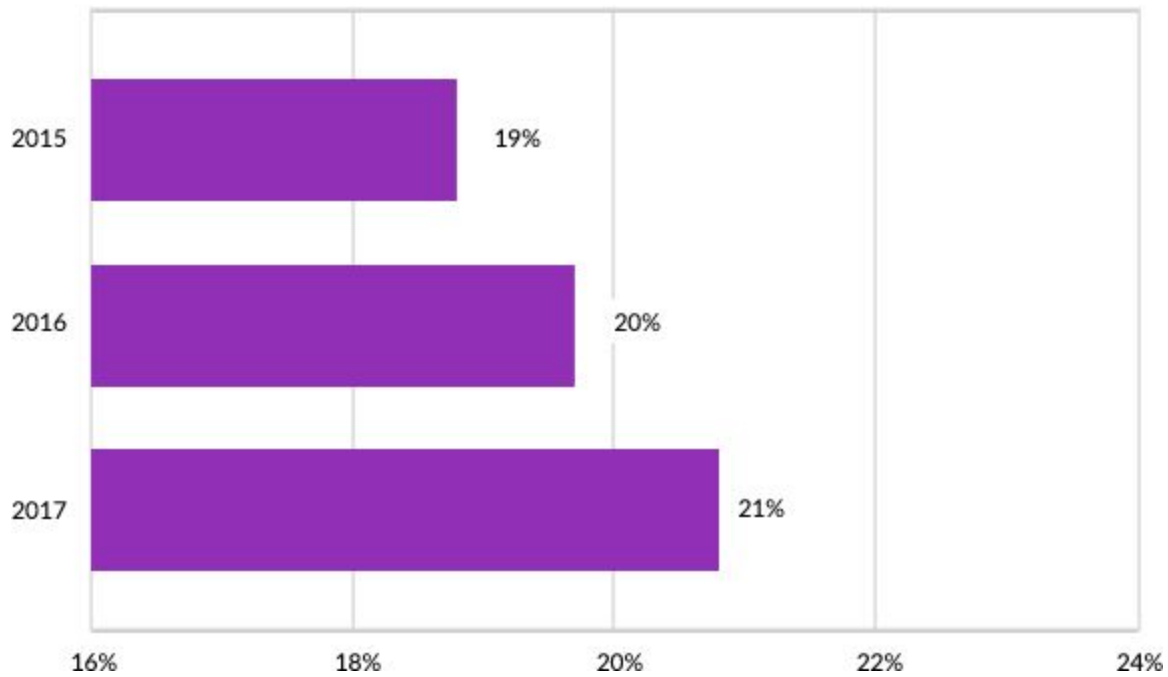
Source: 20/20 Women on Boards (2017)

Female directors among Fortune 100, 500 and 1000 companies also saw a positive increase from 2016 to 2017, and according to 20/20's 2017 analysis, larger companies continue to outpace smaller companies when it comes to diversifying their boards to include more women.

Female Directors on Boards, 2016-2017

	Fortune 100	Fortune 500	Fortune 1000
2016	23%	21%	19%
2017	24%	22%	20%
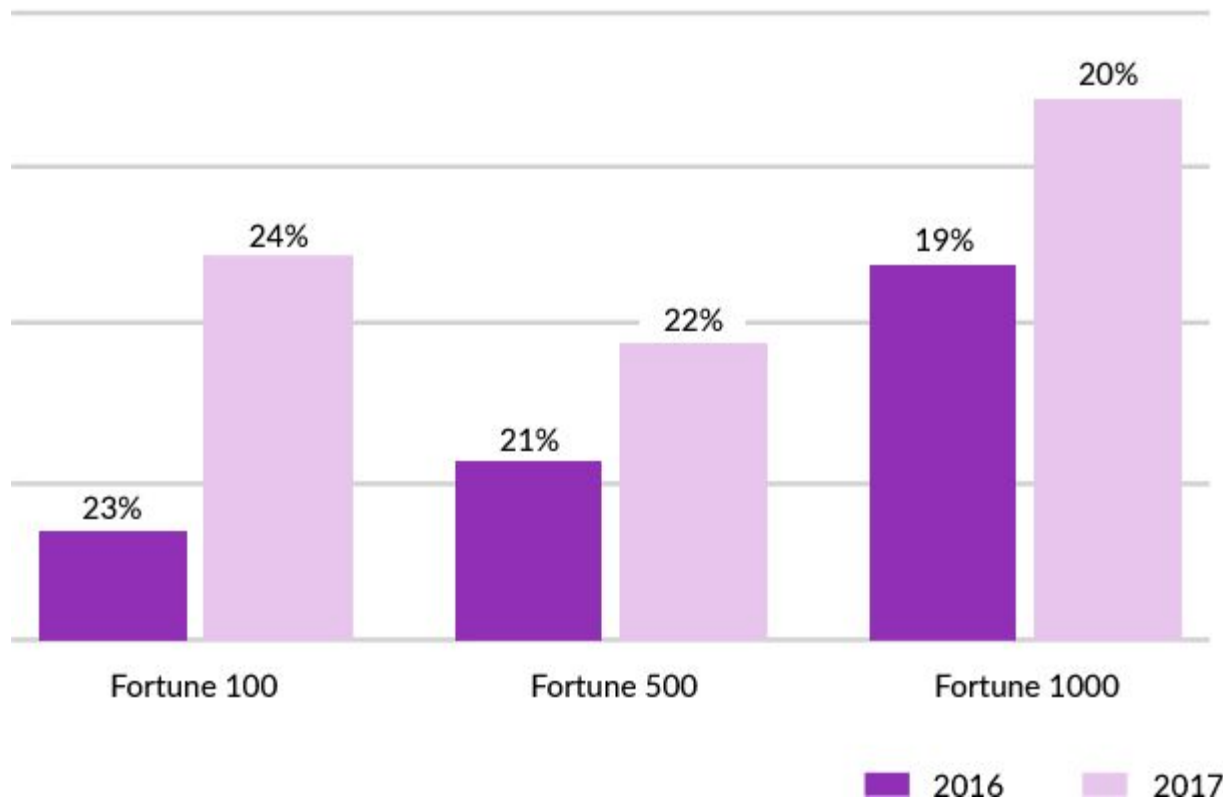
Source: 20/20 Women on Boards

Within the Fairygodboss community, the dearth of women in senior management is acutely felt. In fact, many women in our community frequently volunteer observations about gender diversity in their employer's management ranks. For example, here is a Fairygodboss member review from a woman at a technology company:

> *"I've worked here for 10+ years. While management talks about meritocracy, they don't walk the walk. The paucity of women in leadership roles is appalling. All of the typical challenges - lack of advocacy or sponsorship; literal and figurative old boys club; subtle biases -especially for strong assertive women; grueling hours and little flexibility..."*

Women also take note when their company leadership really focuses on the issue. For example, at another company, one Fairygodboss member remarks:

> "I've worked here for 9 years. Management in R&D is male-dominated, but the EVP has recently made it one of his goals to promote more women in leadership positions and is giving VP+ women extra mentoring and leadership opportunities to help them get ahead."

Last year, we correlated these many observations about gender diverse management teams with women's opinions about gender equality in their workplaces and found a strong relationship between the two. Our data showed very little change in 2017 with approximately a 1% difference.

Relationship Between Gender Diversity in Management and Perceptions of Gender Equality in Company Culture 2016-2017

Perception of Gender Equality

	2016 Gender Diverse Management	2016 Not Gender Diverse Management	2017 Gender Diverse Management	2017 Not Gender Diverse Management
No Gender Equality	20%	67%	21%	66%
Gender Equality	80%	33%	79%	34%

■ Gender Equality ■ No Gender Equality
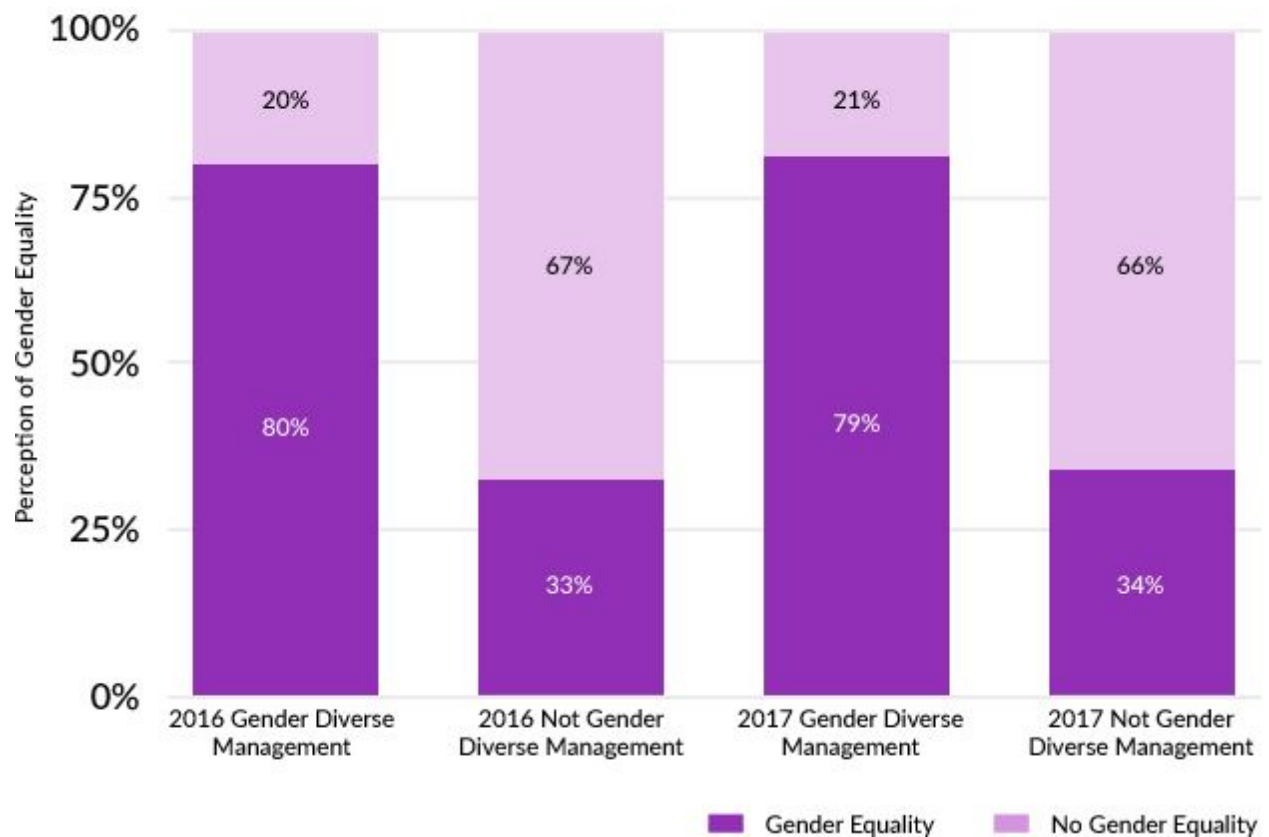
Source: Fairygodboss (2017)

Beyond being a moral and human rights issue, greater gender diversity is shown to improve corporate performance. According to a quantitative [analysis by Morgan Stanley](#) last year, companies who had more female employees performed better than a cohort of firms with less gender diversity.

Positive Relationship Between Equity Returns and Gender Composition of Employee Base
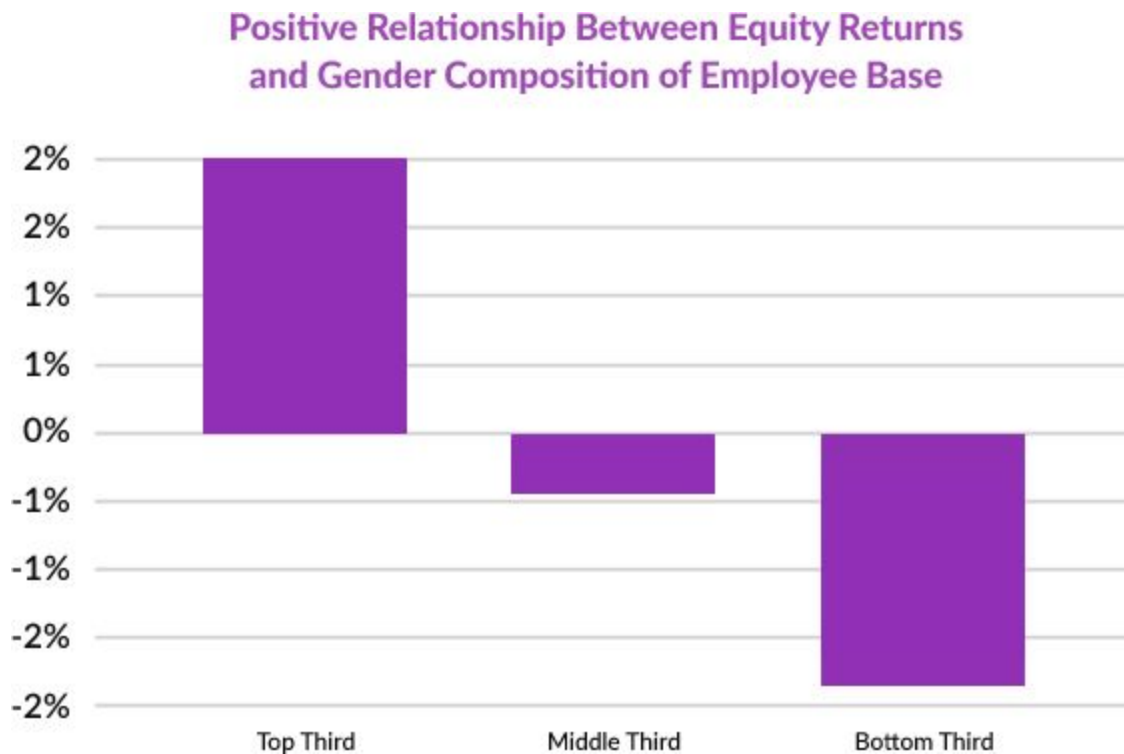
Source: Morgan Stanley (2016)

Similarly, a 2017 report from Catalyst -- [The Bottom Line: Corporate Performance and Women's Representation on Boards](#) -- indicates, that on average, Fortune 500 companies with three or more women on their boards, and those with the highest representation of women experienced drastically better financial performance that those companies with lower representation of women. The report also states that companies with a higher female representation saw higher returns in the following areas:

- Return on Equity - outperforms lowest ranking companies by ~53%

- Return on Sales - outperforms lowest ranking companies by ~42%
- Return on Invested Capital - outperforms lowest ranking companies by ~66%

Gender diversity isn't only an issue at the upper echelons of corporate America, however. Women still continue to be underrepresented at every level in the corporate pipeline (despite the fact that women make up 57% of college graduates), according to a McKinsey & Co. report.

McKinsey's report identified two key themes when it comes to women in the corporate pipeline:

- Men are hired and promoted more frequently than women, and this gap widens even more at the senior level, especially among women of color
- This trend is not driven by company-level attrition i.e. women and men leave their companies at around the same rate

Percentage of Women in the Corporate Pipeline

Source: McKinsey & Co.

Women also are generally less optimistic when it comes to making it to the C-Suite despite the fact that 45% of them are interested in advancing to the top level, according to a [Gallup report](#).

However, women and men experience similar deterrents in reaching the highest levels of an organization, according to McKinsey & Co. Namely, men and women both have:
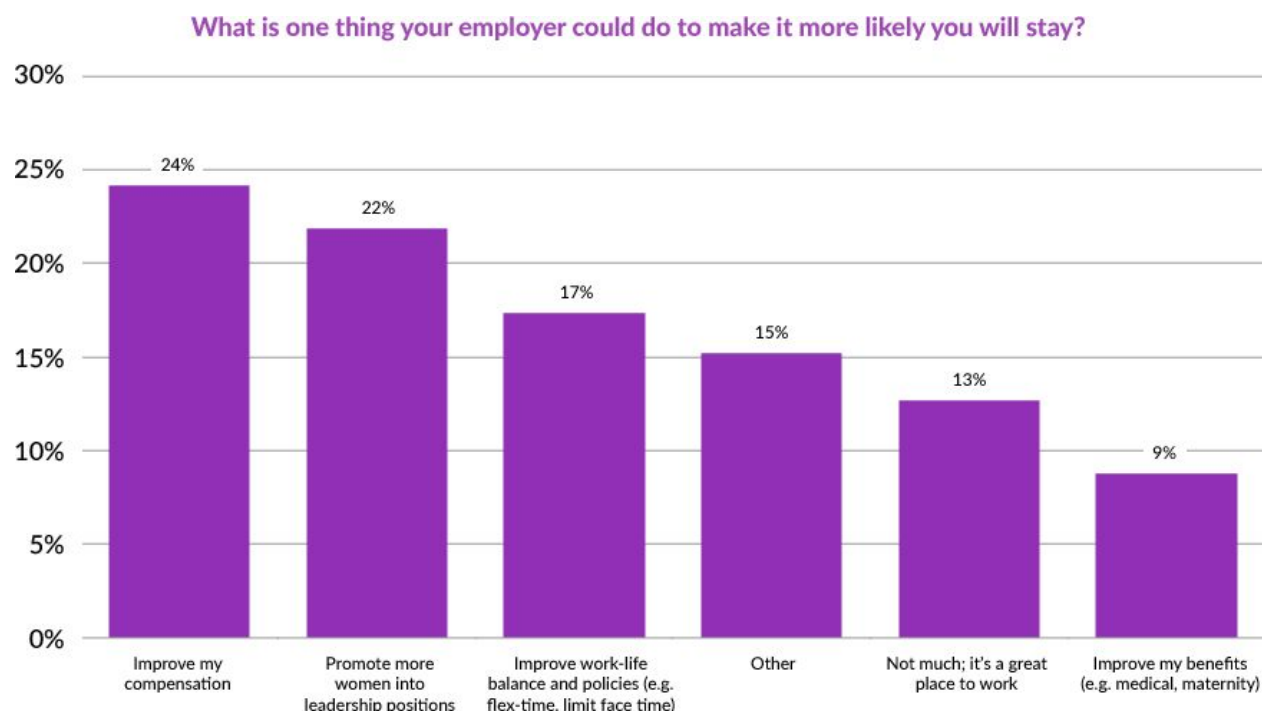
- Concerns about balancing work and family
- Concerns about office politics/too much politics

Further, women and men typically plan to stay at their current company or remain in the workforce at approximately the same rate. According to the same McKinsey report, 73% of women plan to stay at their company within the next years as compared to 74% of men. Conversely, 27% of women plan to leave their companies within the next two years as compared to 26% of men.

While there's no simple answer for why the representation of women falls so drastically relative to men as their careers advance (particularly as concerns among both sexes are generally the same), there is some data that suggests personal preferences, social and cultural pressures, and workplace biases all play a role.

III. Compensation & Equal Pay

Unsurprisingly, financial compensation remains the most important factor for female employees when deciding to stay in their current role.

What is one thing your employer could do to make it more likely you will stay?

Improve my compensation	24%
Promote more women into leadership positions	22%
Improve work-life balance and policies (e.g. flex-time, limit face time)	17%
Other	15%
Not much; it's a great place to work	13%
Improve my benefits (e.g. medical, maternity)	9%

Source: Fairygodboss (2017)

However, despite the importance on equal pay in the last several years, the World Economic Forum (WEF) reported this year that for the first time since it started reporting this data in 2006 that the global gender income gap is widening. The WEF estimates that it will take 217 years to close this gap.

Women in the U.S. continue to be paid on average 80% of what men earn ($0.8 for every $1), and the disparity is even greater for women of color. According to a report by the National Women's Law Center, black women who work full-time typically make $0.63 for every $1 a white male colleague earns and among Latinas that rate is even lower ($0.54 for every $1). The U.S. has not seen any significant improvement in the gender pay gap since 2015.

U.S. Average Gender Wage Gap (2015)

20%

80%

Average Ratio of Full-Time Women's Earnings to Men

Average Gender Wage Gap
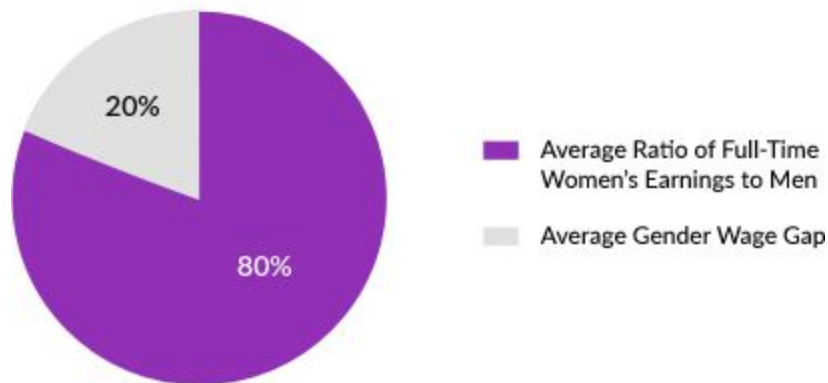
Source: U.S. Census Bureau

While this news is disappointing, there are some bright spots in the data. It is reported that millennial women are helping close the gap because they are outpacing men when it comes to higher education -- which provides some optimism that the next generation of women may close the pay gap sooner than current projections indicate.

Additionally, several companies are instituting policies to help close their own gender pay gaps. For example, Salesforce is continuing to invest in pay gap audits in order to close pay gaps among employees. Software giant Adobe also recently announced that it has achieved equal pay between men and women, which was reached in large part through pay audits.

Some companies have taken it a step further and made their salaries more publicly available. Social media management company Buffer not only opened a salary database to its employees but also publicly, and Whole Foods was a pioneer, making compensation data available to all of its employees in 1986.

SAP has also worked on closing its pay gap through pay audits and has said their audits benefit male employees as well as women. Other companies focusing on gender pay equity through pay audits and other initiatives include Accenture, Microsoft and Intel.

Finally, activist investors like Arjuna Capital's Natasha Lamb are also demanding companies like Google, Amazon, eBay, Apple and Starbucks investigate gender equity and report on this data. Lamb has seen some success in getting companies to release this data. As we outlined in Section II, companies with more gender diversity perform better, and investors are taking note.

IV. Women's Job Satisfaction: Contributing Factors

Across the entirety of the Fairygodboss community, women report a wide range of views on job satisfaction. On the whole, their job reviews are constructive and balanced. This is reflected to a large extent by women's self-reported job satisfaction ratings. For example, a majority of women (60%) in the Fairygodboss community report job satisfaction levels of 3 or 4, on a scale of 1-5 where 5 represents the highest level of job satisfaction.

Women's Job Satisfaction Levels
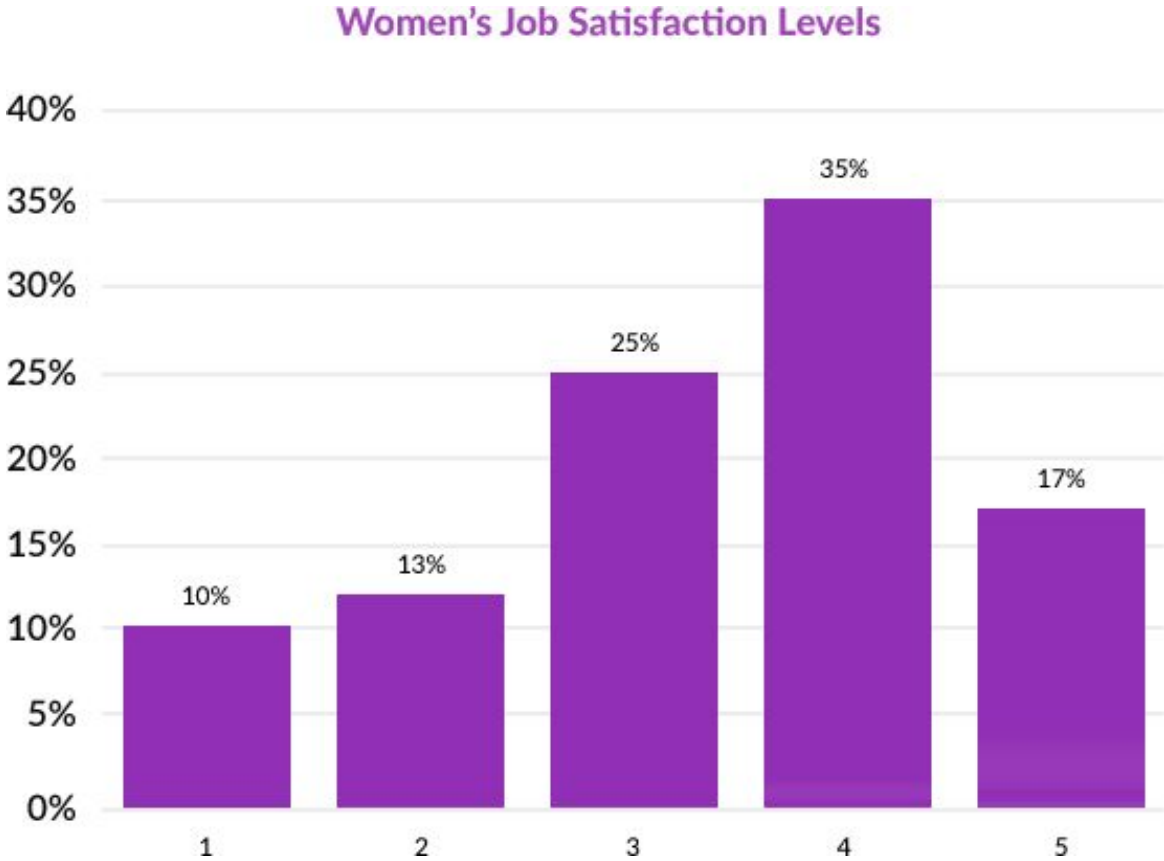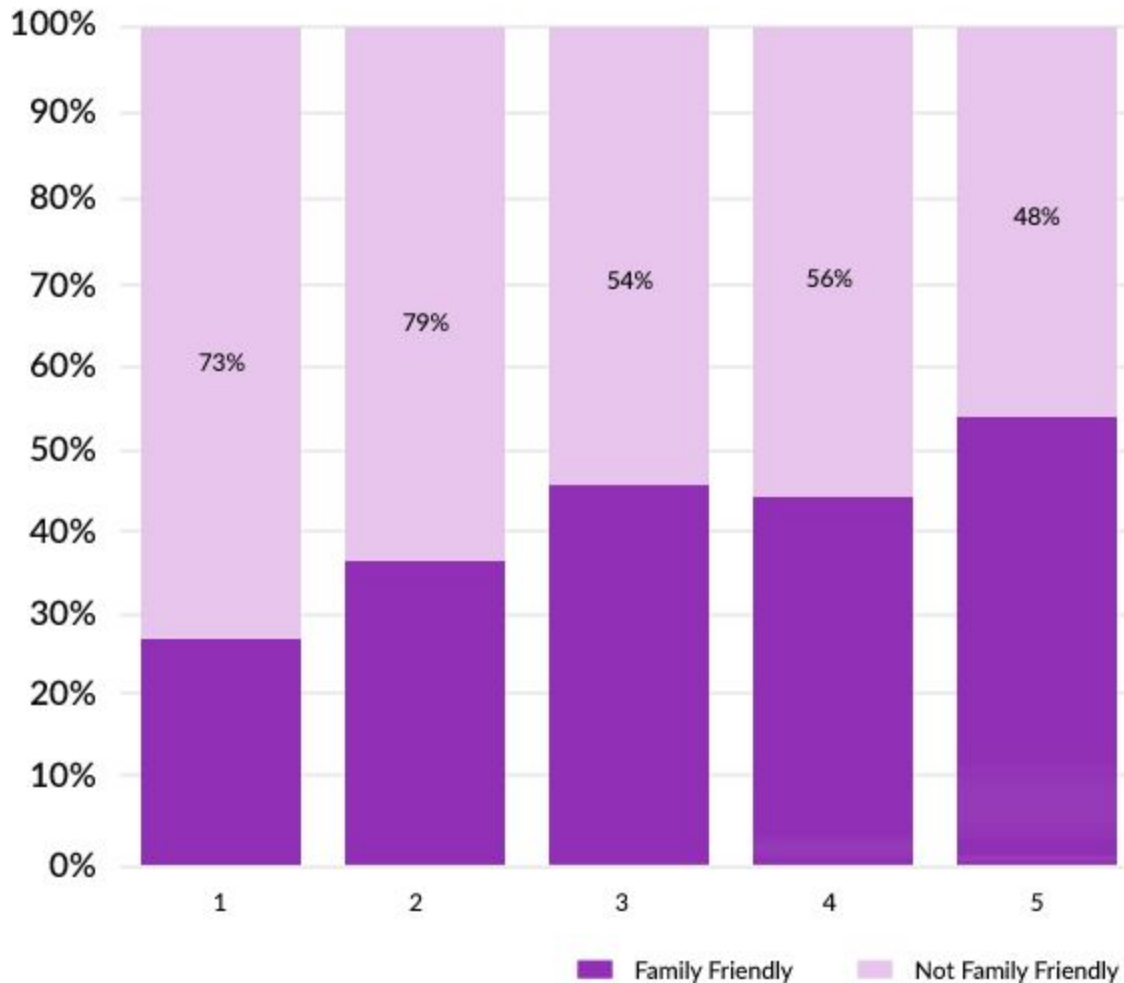

Source: Fairygodboss (2017)

We are seeing strong evidence of the factors that drive job satisfaction for women. While job satisfaction is a personal and complex issue, across a large population, obvious patterns appear. For example, we have analyzed women's job satisfaction levels and have seen correlations with other workplace experiences women report.

In general, we find significant correlations between job satisfaction and reports of workplaces that (a) have a culture of gender equality; (b) are family-friendly and (c) where there is a high degree of work flexibility.

Relationship Between Women's Job Satisfaction Levels and Gender Equality

Source: Fairygodboss (2017)

Relationship Between Women's Job Satisfaction Levels and Family-Friendly Employers

73% | 79% | 54% | 56% | 48%

Family Friendly   Not Family Friendly

Source: Fairygodboss (2017)

Many savvy employers have determined that being a family-friendly employer is a great way to attract top talent. As one woman remarked in her job review:

> *"Nike, specifically at WHQ, is a very family friendly environment. So many young people work here that are just starting their families that it's very common for people to make accomodations for those who need to leave and tend to little ones. Also, you can't walk through campus without seeing more than a few pregnant ladies and babies on walks with the daycare teachers!"*

While many women unfortunately still report that they work for employers that are not family-friendly, in 2017 a large plurality of women in the Fairygodboss community reported their employers were family-friendly in at least one way. 39% of women said their employers had family-friendly hours, 36% said their workplace culture was family-friendly and 25% said their companies' policies were family-friendly.

Do you think your employer offers family-friendly hours, culture and/or policies?
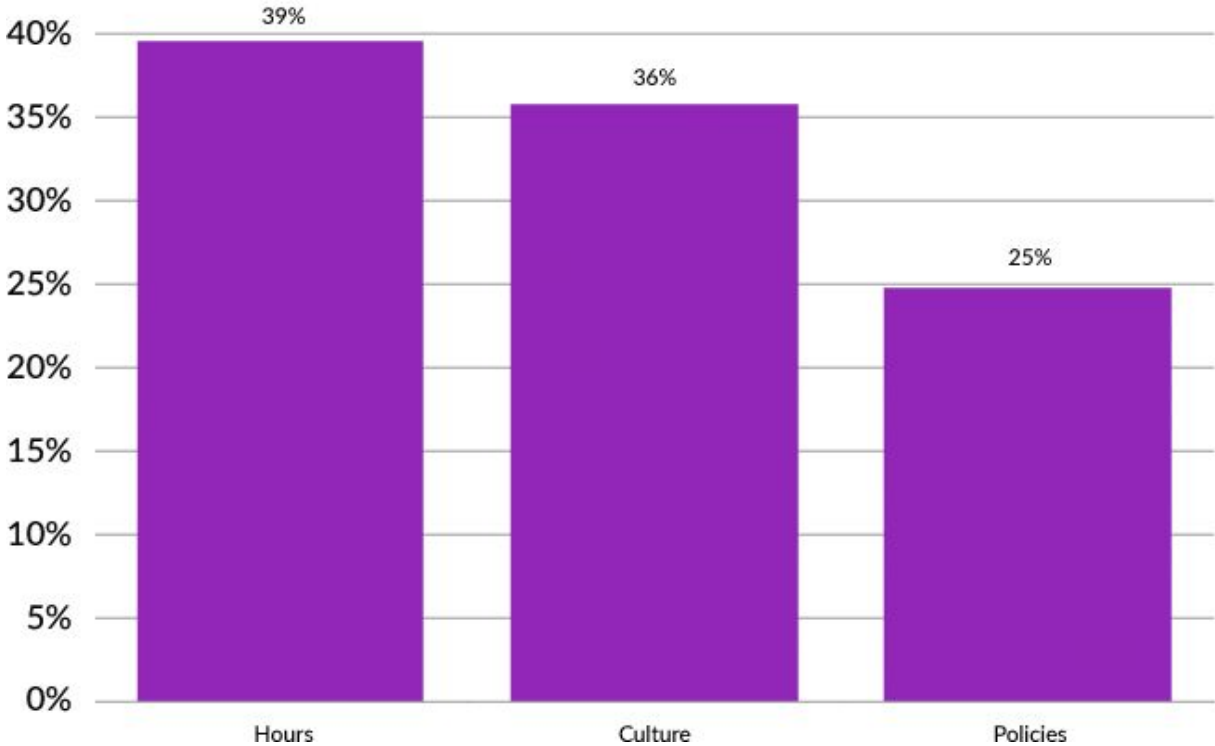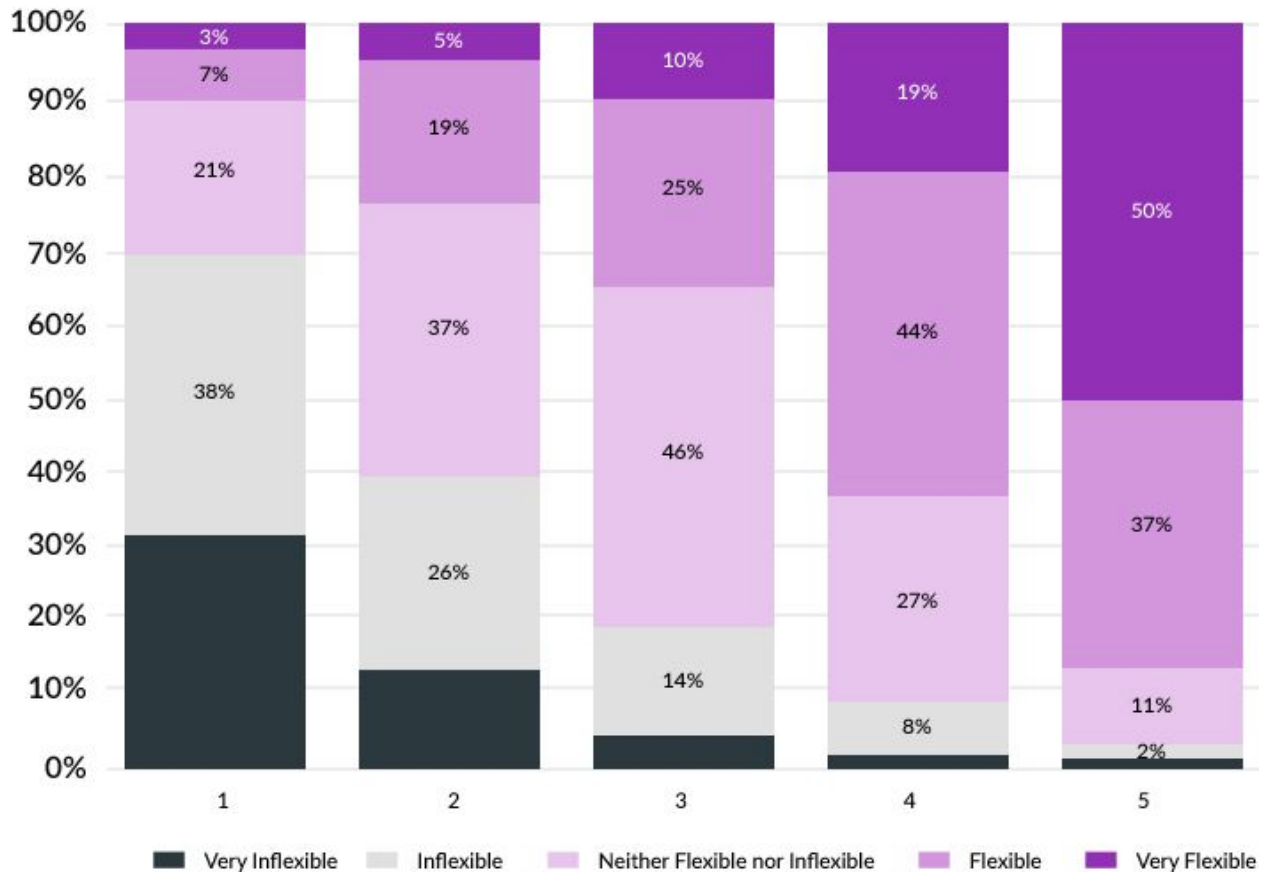

Source: Fairygodboss (2017)

Our findings are directionally consistent with a 2016 Gallup survey data of working mothers which found that 61% of working moms believed their employers met their needs for changed or adjusted scheduling when needed.

Job flexibility is an important topic among women in the Fairygodboss community as well, and greater job flexibility appears directly correlated with higher job satisfaction levels (where 5 represents the highest level of job satisfaction on a scale of 1-5):

## Relationship Between Women's Job Satisfaction Levels and Flexibility

Source: Fairygodboss (2017)

As this woman who works at PWC said in her Fairygodboss review,

> *"This company allows telecommunication and flexible hours, you work when you are ready, as long as you get the job done. With all of that flexibility, if you have young kids, you have the time to take them to daycare, have the time to prepare quick meal before heading to work, or save yourself a trip to the office in the rush hours."*

When it comes to job satisfaction, certain differences between women of color and their Caucasian counterparts appear, with Asian women reporting the highest levels of job satisfaction and Native Americans and Alaska natives reporting the lowest levels of job satisfaction.

Women's Average Job Satisfaction, by Ethnicity
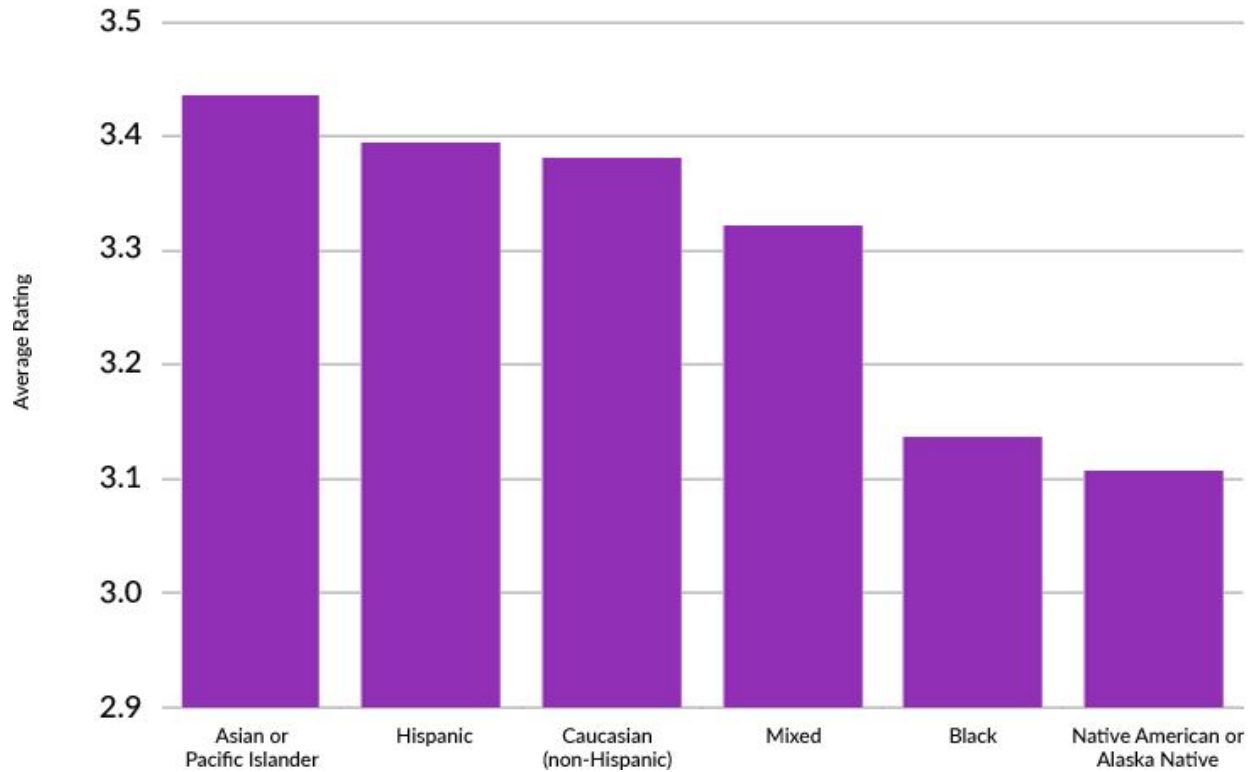
Source: Fairygodboss (2017)

These findings raise some unanswered questions about the overlapping roles that gender and race biases play in workplace experiences.

V. Intersectionality: Race and Gender

While women have made incremental strides from 2016 to 2017 in terms of CEO positions and directorships, women of color in leadership continue to comprise a very small percentage.

In a recent report from Catalyst examining the race and ethnicity of women by level at S&P 500 companies, non-white women make-up approximately 9% of women in executive/senior-level official and management roles despite comprising 36% of total employees (as compared to white women who compose 26% of total employees and 22% of those same management roles).

Executive Level Women in S&P 500 Companies By Race/Ethnicity
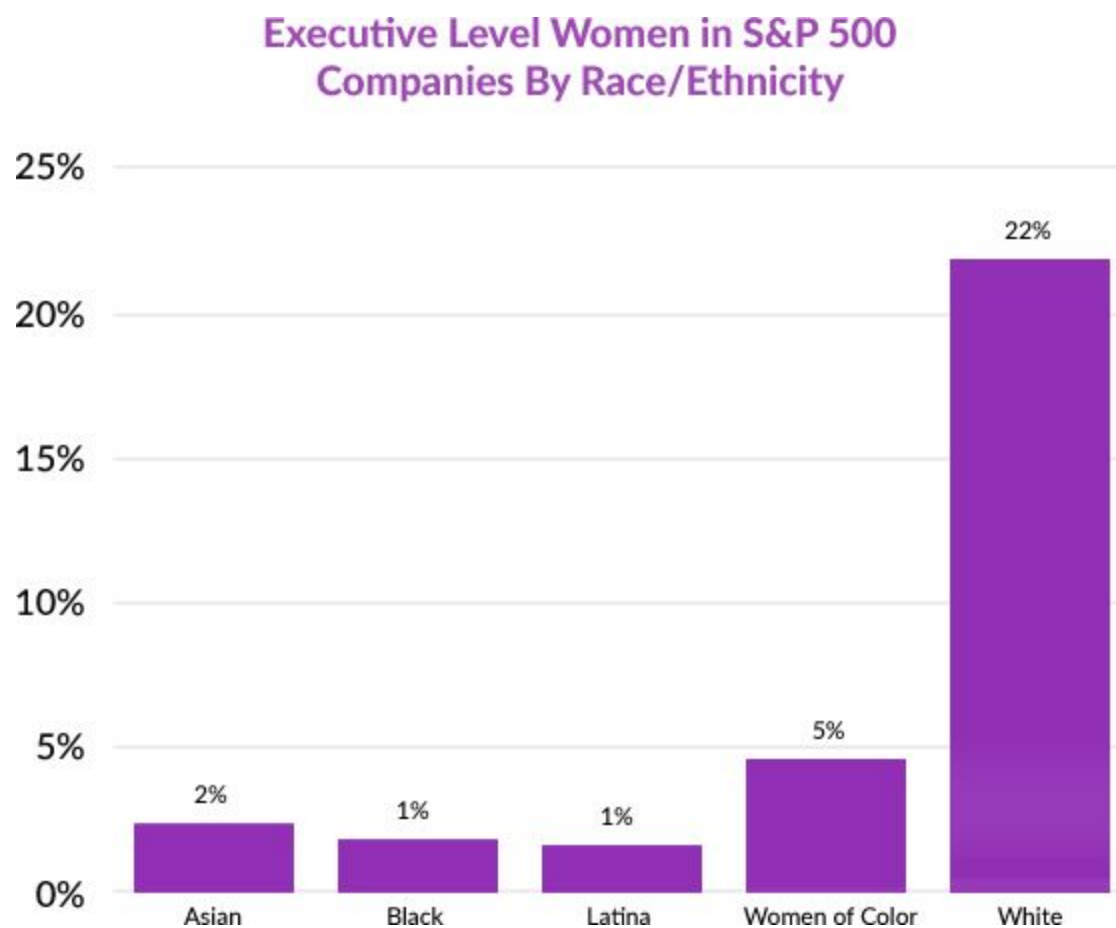
Source: Catalyst (2017)

Additionally, McKinsey & Co. and LeanIn's 2017 report on [Women in the Workplace](#) states that: "Many companies also overlook the realities of women of color, who face the greatest obstacles and receive the least support. When companies take a one-size-fits-all approach to advancing women, women of color end up underserved and left behind."

Women of Color in U.S. Population vs. Women of Color in C-Suite Roles

	In U.S. Population	In C-Suite Roles
All Women	52%	20%
Women of Color	19%	3%
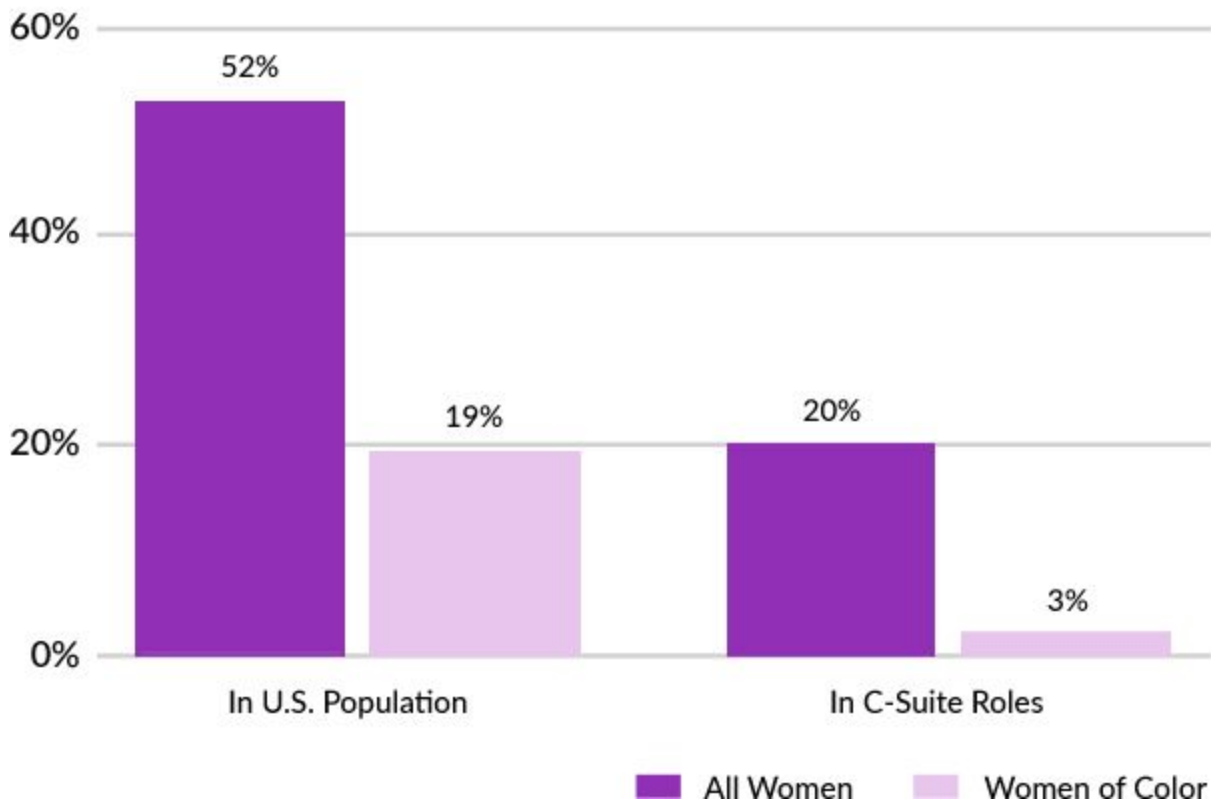
Source: McKinsey & Co (2017)

Some companies appear to be taking note and creating pipelines to foster women -- especially women of color -- into leadership roles. For example, more than 50 CEOs have made a [public pledge](#) to advance more women into all levels of leadership. The CEOs listed below have agreed to share internal diversity data publicly and help accelerate the number of women in executive and leadership roles during the next five years.

Participating CEOs include those from the following companies*:

3M	KPMG
ABB	Lockheed Martin
Accenture	McDonald's
Aramark	Mondelez International
Avon	Nationwide
BMO	Northrop Grumman
Campbell's	Norton Rose Fulbright
Carnival Corporation & PLC	P&G
CH2M	PepsiCo
Chevron	Pfizer
Colgate-Palmolive Corporation	Pillsbury Winthrop Shaw Pittman LLP
Cylon Capital	Pitney Bowes
Debevoise & Plimpton	Prudential
Dell	PwC
Deloitte	Rockwell Automation
DSM	Sealed Air
Du Pont	Sidley
Eaton	Sodexo
EY	Target
Frontier Communications	The Boston Consulting Group
Corporation	The Coca-Cola Company
Genpact	The Hartford
Hilti	Unilever
IBM	UPS
Kellogg's	Voya Financial
KeyCorp	Walmart
	Xerox Corporation

*includes some retired CEOs

As discussed throughout the report, women of different ethnicities have varying experiences when it comes to job satisfaction and advancement. Unfortunately, these experiences can be driven through inherent biases that start during the recruitment process.

In October 2017, Fairygodboss [surveyed hiring professionals](#) to uncover some of these biases. Perhaps unsurprisingly, we found that appearance-based factors such as age, weight, hair color, and even facial expressions resulted in certain hiring biases. Moreover, women of color were less likely to be hired by Caucasian hiring managers and recruiters than by other people of color with the exception of Latinas.

Hiring Managers Are More Likely to Hire a Candidate of their Same Race

Race	Managers of Same Race	All Hiring Managers
African American	68%	46%
Asian	62%	31%
Latina	25%	27%

Source: Fairygodboss (2017)

When asessessing leadership potential -- a top quality desired by hiring managers -- a similar pattern emerged by ethnicity:

Hiring Managers Are More Likely to Associate Leadership Potential Among Women of their Same Race
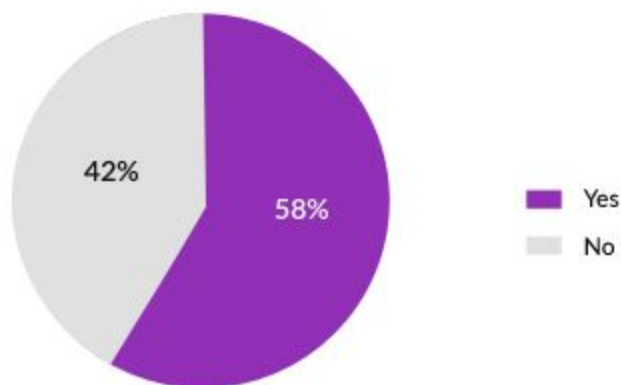

Source: Fairygodboss (2017)

VI. Women's Perceptions of Gender Equality in the Workplace

Among the Fairygodboss community, a majority (58%) of women report their employers treat men and women equally. This is a slight uptick from 56% of women in our community in 2016.

Women Who Report Gender Equality at their Employer

42%

58%

Yes
No

Source: Fairygodboss (2017)

Leadership's vocal support of gender equality is important for creating gender equality. That's why Fairygodboss started asking women in their 2017 job reviews about whether they believed their CEOs supported gender diversity.

Do you think your CEO supports gender diversity?

Legend: Yes, Not Sure, No

- Yes: 59%
- Not Sure: 29%
- No: 12%
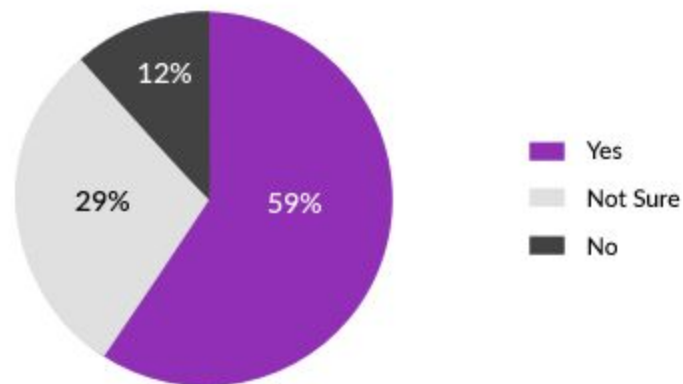
Source: Fairygodboss (2017)

When women did state that things were not fair for them at work, the top sources for inequality were unequal promotion (36%), unequal pay (29%), unequal evaluation and review processes (21%) and unequal hiring practices (14%).
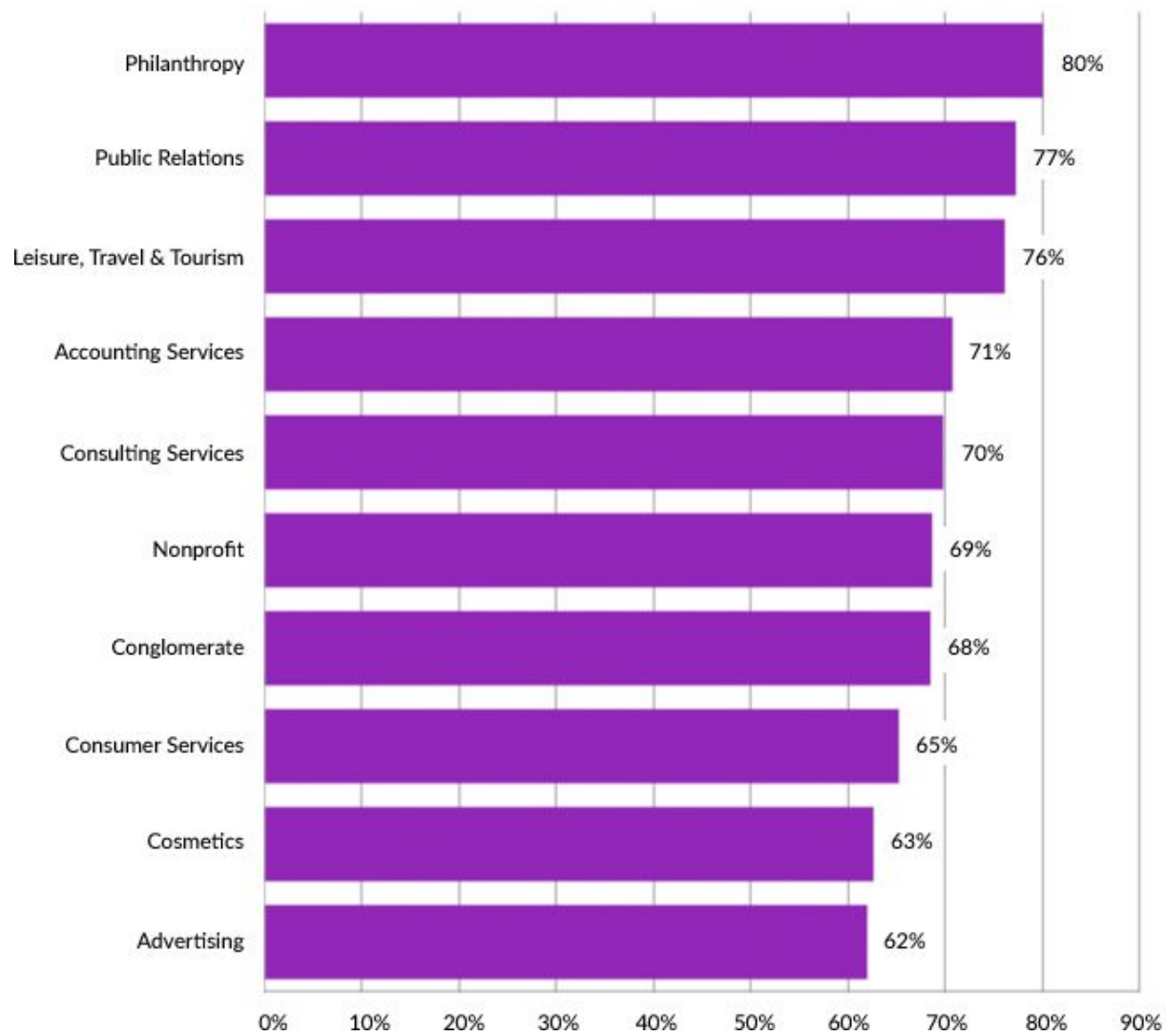
Women on Sources of Gender Inequality in Their Workplace

- Unequal Promotion: 36%
- Unequal Pay: 29%
- Unequal Evaluation and Reviews: 21%
- Unequal Hiring: 14%
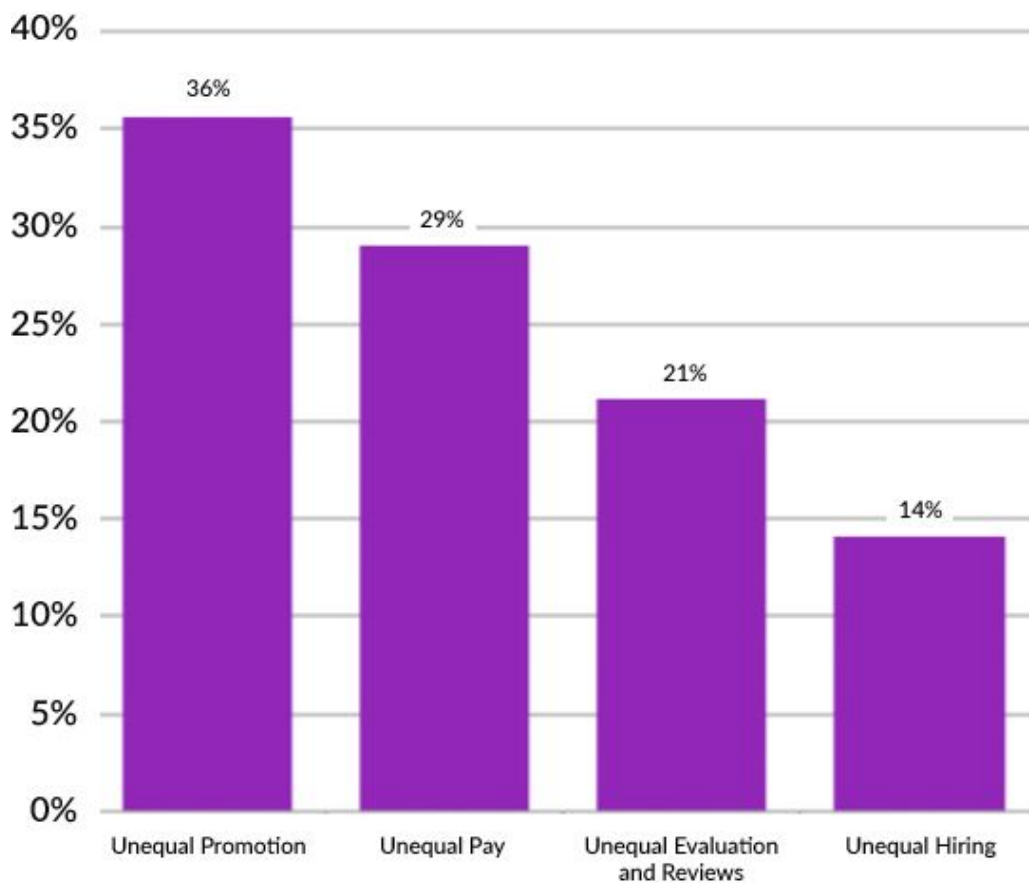
While these statistics held true across our entire community in 2017, women reported significant differences in their perceptions of gender equality depending on the industry in which they worked and even based on their ethnicity.

For example, the top industries as rated by women, by gender equality were philanthropy, public relations and leisure, travel & tourism whereas some of the worst industries were advertising, cosmetics and consumer services (cleaning, day care/family care, salons & spas).

Top 10 Industries Ranked by Women (by gender equality)

Industry	Percentage
Philanthropy	80%
Public Relations	77%
Leisure, Travel & Tourism	76%
Accounting Services	71%
Consulting Services	70%
Nonprofit	69%
Conglomerate	68%
Consumer Services	65%
Cosmetics	63%
Advertising	62%

Women of color also experienced the issue of gender equality at work differently than Caucasian women, with Asian or Pacific Islander women (64%) reporting the highest level of perceived equality and Native American or Alaska Native (44%) reporting the lowest

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

Ethnicity	Percentage
Asian or Pacific Islander	64%
Mixed	62%
Caucasian (non-Hispanic)	60%
Hispanic	60%
Black	59%
Native American or Alaska Native	44%
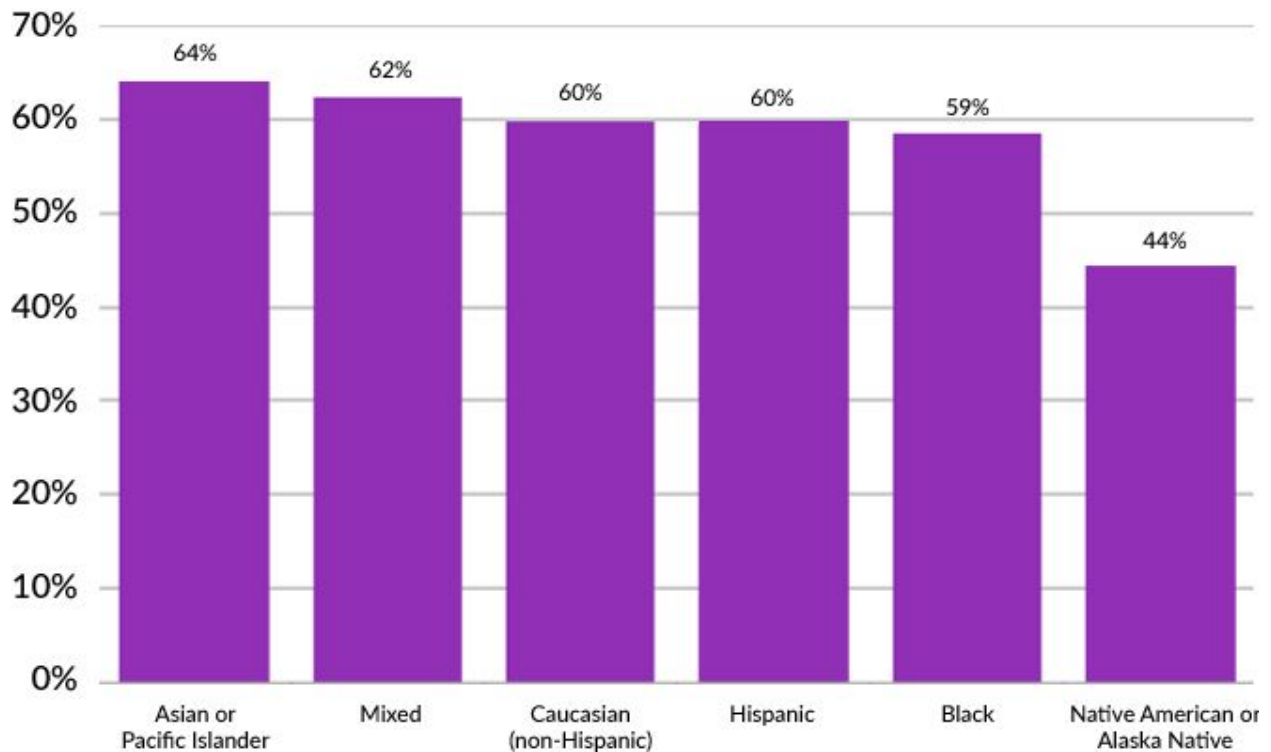
VII. How to Attract and Recruit Women

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Last year, we polled women job seekers and discovered they were specifically interested in hearing from other women employees about employers' pay, policies and culture.

Are You Interested In Information About Companies' Pay, Policies and Culture Specifically with Respect to Women?
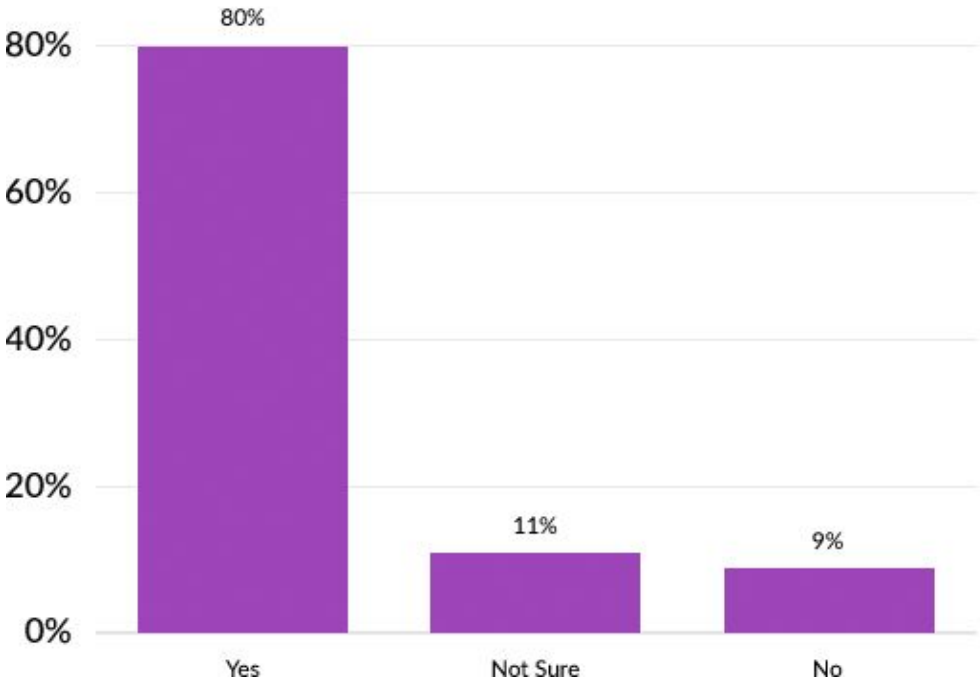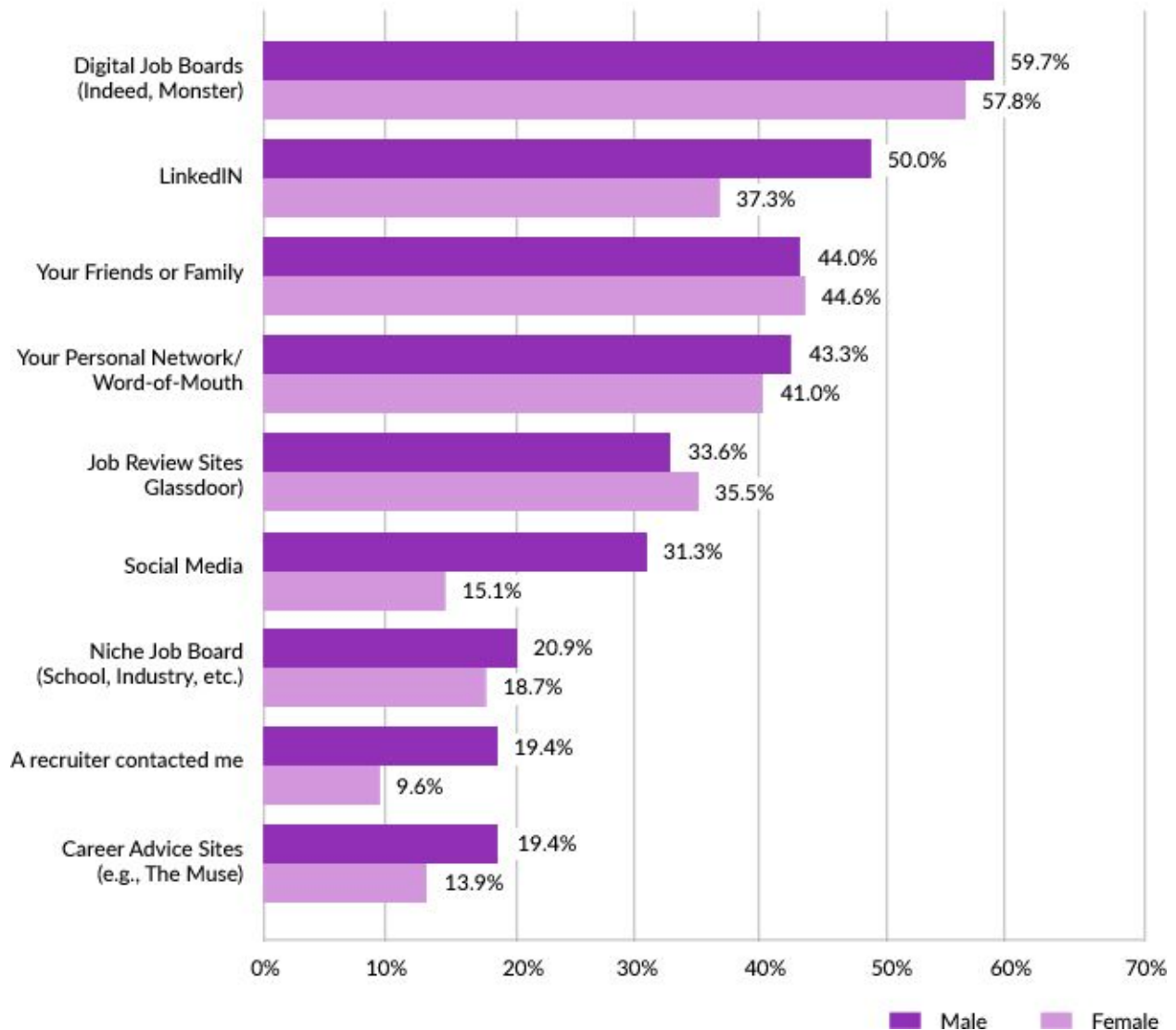

Source: Fairygodboss (2016)

Moreover, a 2017 survey we commissioned shows that women job seekers also differ in important ways from men in terms of *how* they search for a new job.

Specifically, women tend to rely more heavily on friends and family, and job review sites than generic, digital job boards and LinkedIn during their job search.

What resources did you use to find your most recent job?

Resource	Male	Female
Digital Job Boards (Indeed, Monster)	59.7%	57.8%
LinkedIN	50.0%	37.3%
Your Friends or Family	44.0%	44.6%
Your Personal Network/Word-of-Mouth	43.3%	41.0%
Job Review Sites Glassdoor)	33.6%	35.5%
Social Media	31.3%	15.1%
Niche Job Board (School, Industry, etc.)	20.9%	18.7%
A recruiter contacted me	19.4%	9.6%
Career Advice Sites (e.g., The Muse)	19.4%	13.9%

Source: Fairygodboss (2017)

This may be due to the fact that some elements which are very important to women in a job search differ from those that are important to men. In general, men tended to rate their title, career growth opportunities and company amenities more highly than women.
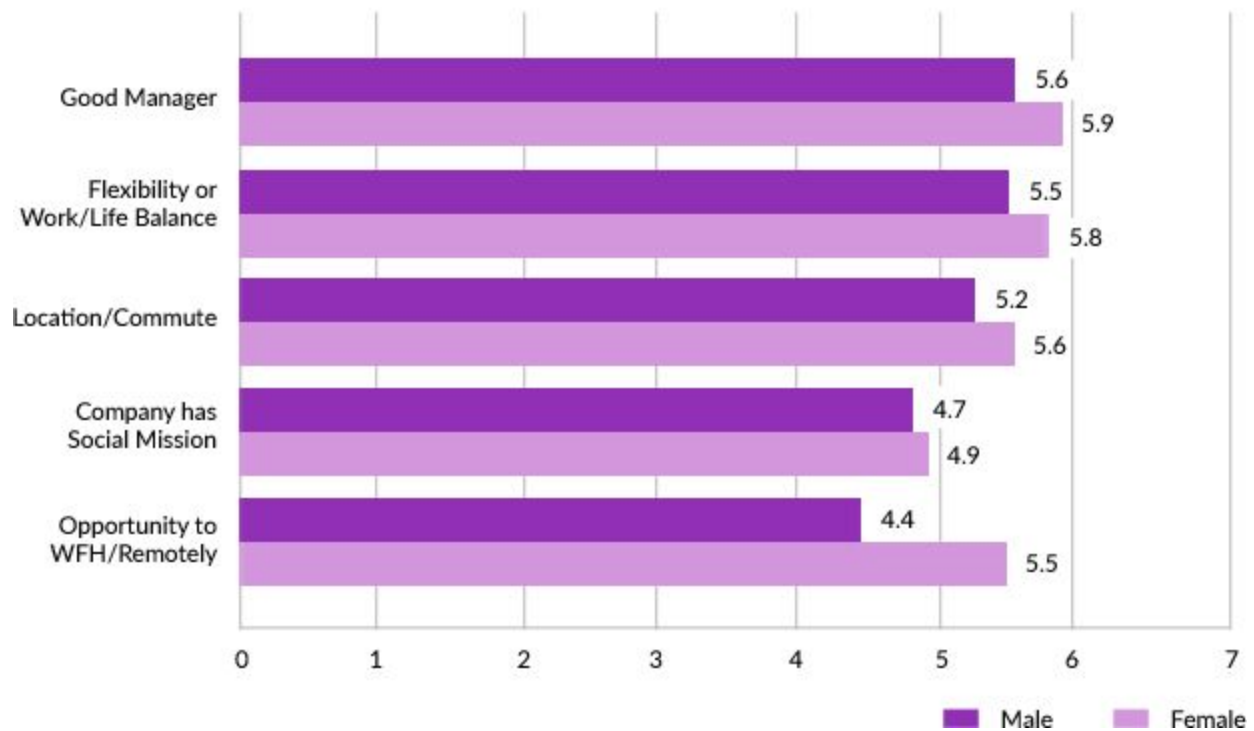
Which elements are most important when looking for a job?
(More Important to Men)

	Male	Female
Career Growth Opportunities	5.6	5.4
Title	4.4	4.0
Great Amenities (Cafeteria, Gym, Etc.)	4.4	3.9
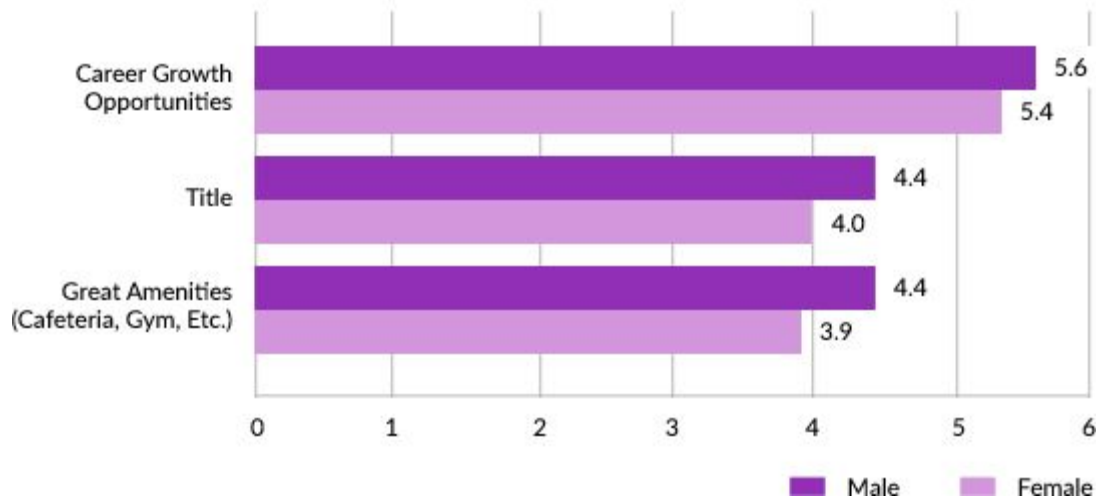
Source: Fairygodboss (2017)

On the other hand, more women than men tended to care about job flexibility, the ability to work remotely, the mission of a company, and the quality of their manager.
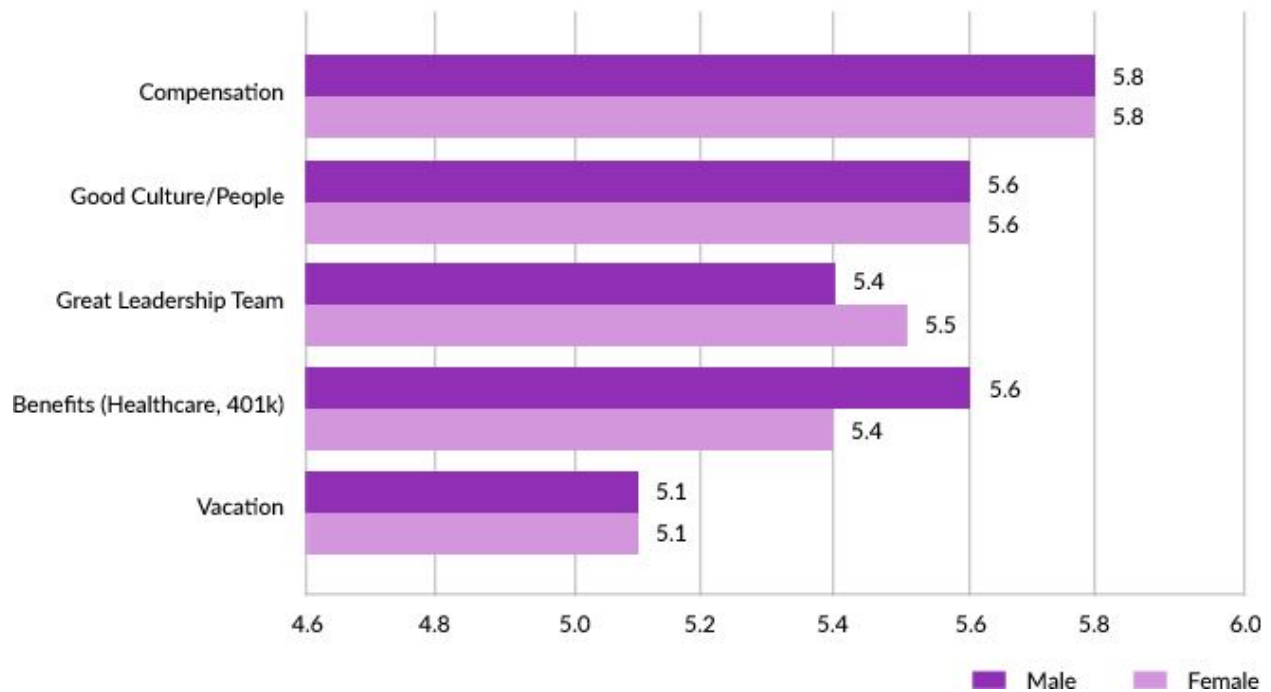
Which elements are most important when looking for a job?
(More Important to Women)

	Male	Female
Good Manager	5.6	5.9
Flexibility or Work/Life Balance	5.5	5.8
Location/Commute	5.2	5.6
Company has Social Mission	4.7	4.9
Opportunity to WFH/Remotely	4.4	5.5

Source: Fairygodboss (2017)

Where women and men tended to prioritize things equally were in areas such as compensation, overall company culture and paid time off.

Which elements are most important when looking for a job?
(Same for Men and Women)

| Element	Male	Female
Compensation	5.8	5.8
Good Culture/People	5.6	5.6
Great Leadership Team	5.4	5.5
Benefits (Healthcare, 401k)	5.6	5.4
Vacation	5.1	5.1

Source: Fairygodboss (2017)

Therefore, employers who are interested in recruiting more women should emphasize cultural elements or policies that specifically speak to women's priorities.

VIII. How To Retain and Engage Women

As previously mentioned, a recurring theme in the research we see and Fairygodboss community job reviews is that women want to see more women in leadership at their companies. Unsurprisingly, women tell us that promotions are key to retaining them.

What is one thing your employer could do to make it more likely you will stay?
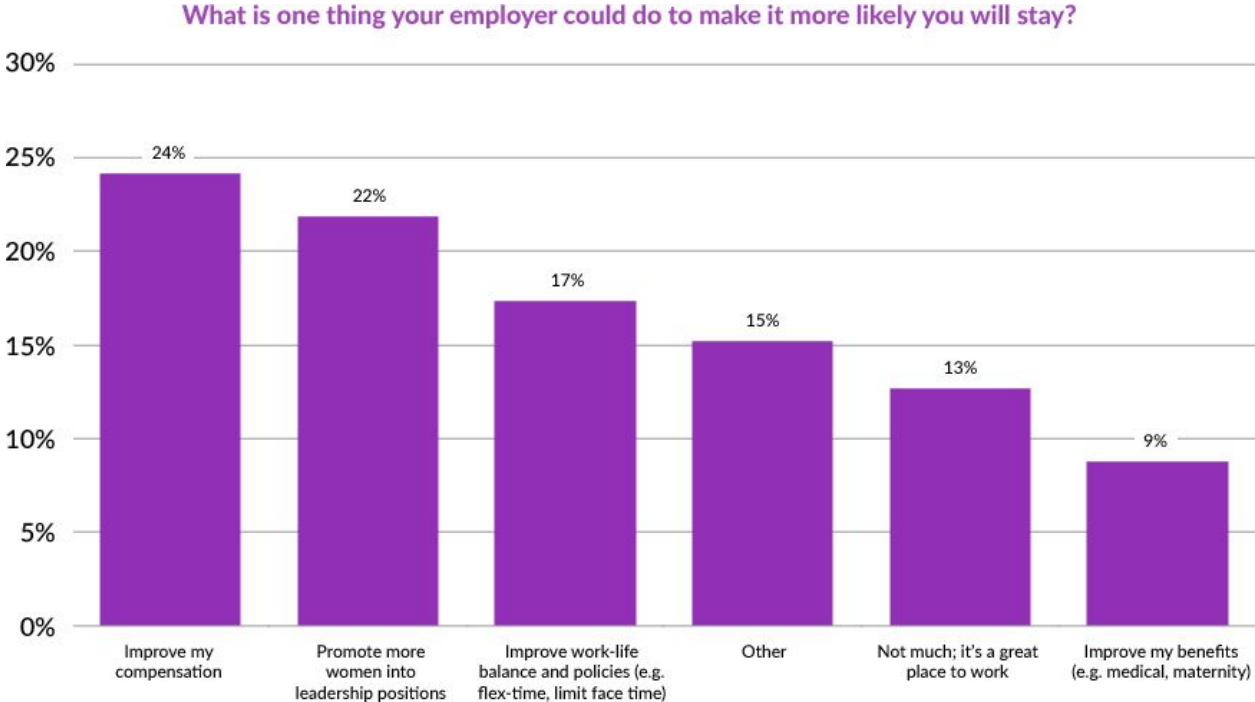
Source: Fairygodboss (2017)

Several companies have stepped up to the challenge of reducing gender bias to allow more women to advance successfully. Accenture, for example, has not only pledged to a 50/50 gender balanced workforce by 2025, but also wants to increase the number of female managing directors globally by 25%. The company has launched several strategic initiatives to help achieve this goal and has created a culture of transparency by releasing its workforce demographics, annually. GE has

also taken a similar pledge to have [20,000 women in STEM roles](#) and reach 50/50 gender parity by 2020.

These are just two examples of companies leading the way to achieve gender parity and declaring their intentions publicly.

Accenture and GE join many companies when it comes to engaging women in the workforce more privately. One way that companies are engaging their female talent is by harnessing internal women's employee resource groups (ERGs), which support, engage and try to retain women. Companies with significant women ERG groups include:

Accenture	Citi
ADP	Coca-Cola
AIG	Deloitte
Allianz	Dell
Amazon	Dow Jones
American Express	Ecolab
Aon Hewitt	Ericsson
AppDynamics	EY
AppNexus	Facebook
AT&T	Fidelity
Avanade	GE
Bain	General Motors
Bank of America	GoDaddy
Barclays	Goldman Sachs
BNY Mellon	Google
Blackstone	IBM
Bloomberg	Intel
Boston Consulting Group	JP Morgan Chase
Capital One	Kimberly-Clark
Caterpillar	KPMG
CDW	Liberty Mutual
Centene	Marriott
Charles Schwab	Mastercard
Cisco	McKinsey

MetLife	Sprint
Monsanto	TD Bank
Morgan Stanley	Thomson Reuters
The New York Times	T-Mobile
Northwestern Mutual	T. Rowe Price
OnDeck	Time Inc
Palantir	Under Armour
Pandora	Unilever
Paypal	UTC
PepsiCo	Vanguard
Pfizer	Verizon
Procter & Gamble	Viacom
PwC	Zurich
Snap	ZS Associates

In November 2017, Fairygodboss convened leaders from more than 50 Fortune 500 companies -- many from the list above -- to discuss internal women's resource groups at its inaugural summit: Galvanize: Making Women's Resource Group's Powerful.

We concluded that to make women ERG's more effective, the following factors should be top-of-mind:

- Safe spaces are crucial to inclusivity
- Transparency is key
- Executive engagement is essential
- Engage male allies for maximum success
- The most effective initiatives are ambitious and specific
- Employee resource groups work

The last point cannot be overstated: employee resource groups *are effective* and can be an incredible way to engage women. It's unsurprising, therefore, that almost 90% of Fortune 500 companies have employee resource groups. Fairygodboss also found that when a company offers an internal women's group a majority of women

(65%) join them, and of those who join, the group can be incredibly beneficial to career development.

Do you believe your ERG has personally benefited you or your career?
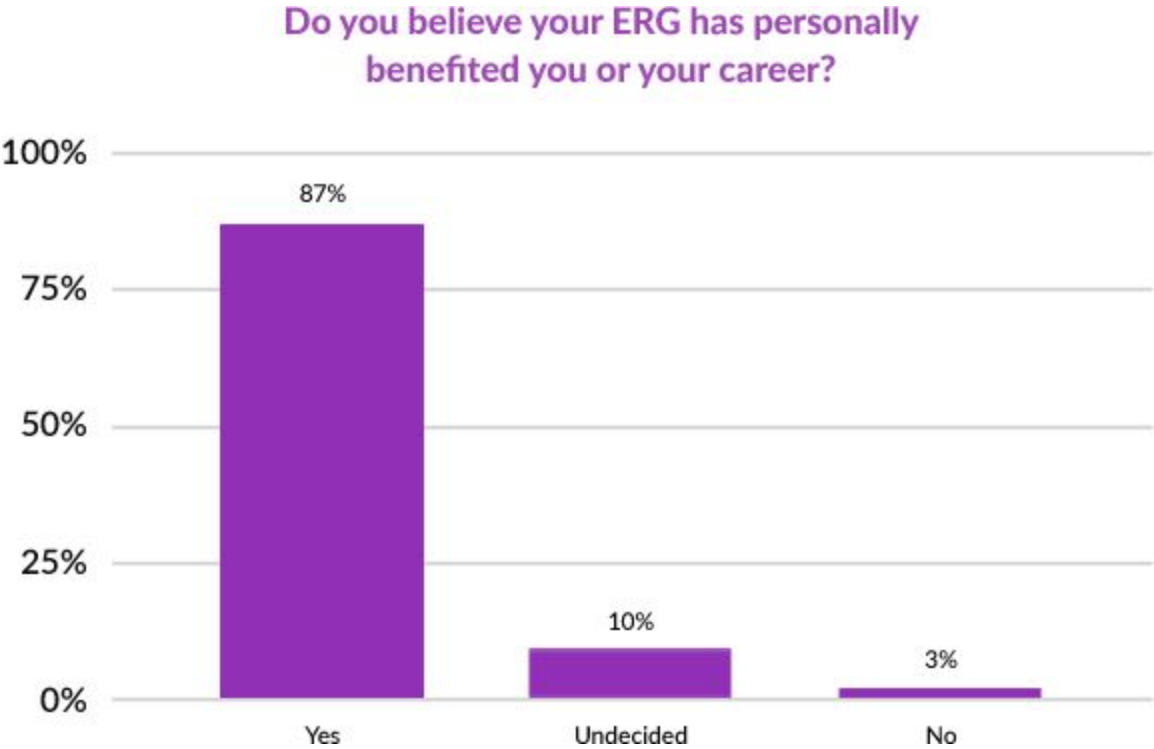
Source: Fairygodboss (2017)

Furthermore, ERGs can help create changes in policy or corporate culture at companies. Nearly 70% of women said their women's group impacted change at their workplace.

What area(s) of policy did your ERG help improve?
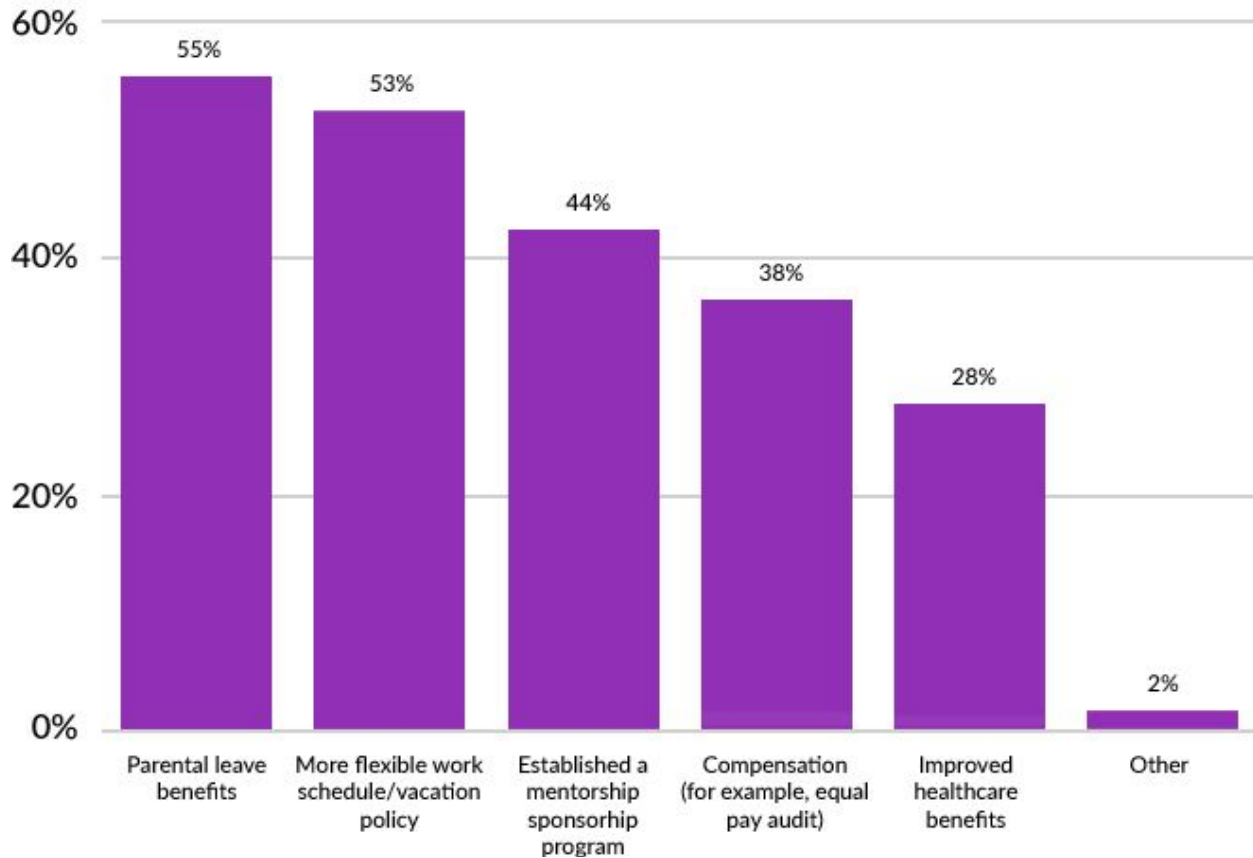
Source: Fairygodboss (2017)

By offering an ERG specifically for women, companies can not only help foster talent within the corporate pipeline, but also empower their employees to take initiative at work and effect change.

When ERGs do create policy change, improved parental leave benefits and work flexibility appear to be where they make the most impact. These two focus areas are not surprising. Indeed, flexibility is very important to women in the Fairygodboss community. As one woman said in her job review:

> "I have worked with ZS for over 10 years. ZS supported me by providing flexibility as I earned my MBA part-time. Beyond that, I was offered the flexibility I needed through having two kids, included 2 maternity leaves and working on a reduced scheduled for 4 years. Throughout this period, I stayed client facing, led a practice area, and

continued to advance in my career. I have always felt respected and
encouraged to continue to grow, learn, and take on new roles."

IX. Maternity and Parental Leave

Paid family leave continues to be an important issue for employees and job satisfaction, and lack of access to these benefits disproportionately affects 94% of low-income and households of color, according to a report by the nonprofit group PL+US: Paid Leave for the U.S.

When employers do offer paid leave, the amounts offered by companies also vary depending on the type of leave.

Paid Leave by Type
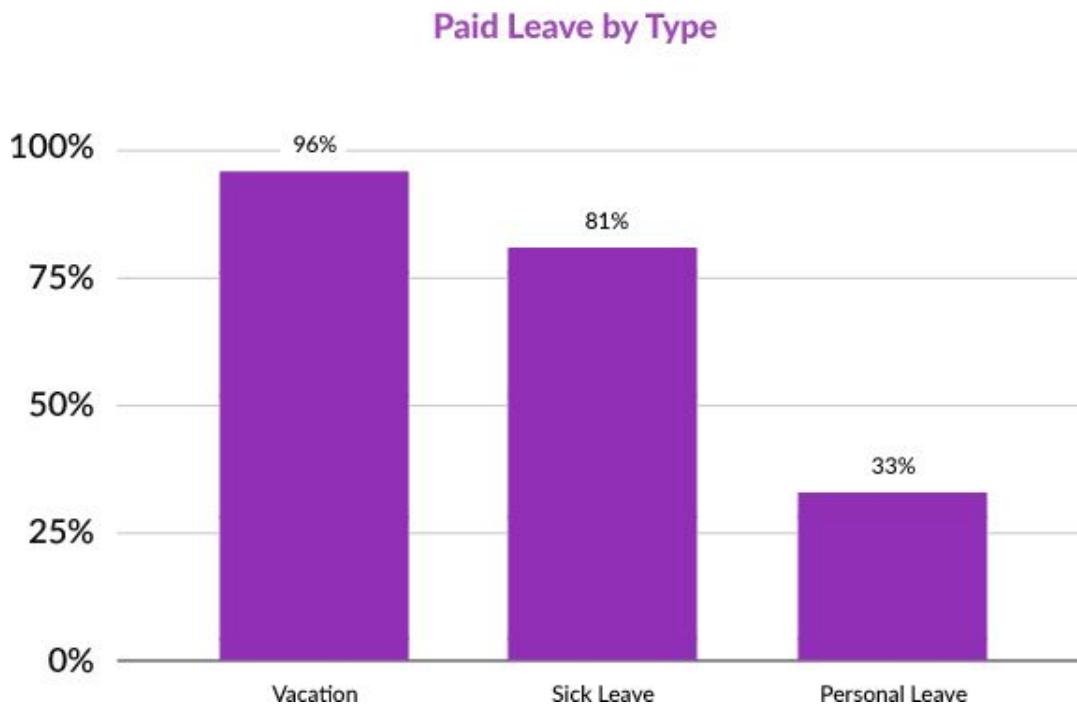
Source: 2017 Employee Benefits, SHRM

The Society for Human Resource Management's 2017 Employee Benefits survey reported that 30% of organizations provided paid maternity leave, "which includes coverage by family or parental leave policies but excludes what is covered by short-term disability or state law." While 30% is an increase from 26% in 2016,

fewer organizations offered paid paternity leave (24%). There are also variations on the average days of paid parental leave employers offer, by type:

Average Days of Paid Leave by Type
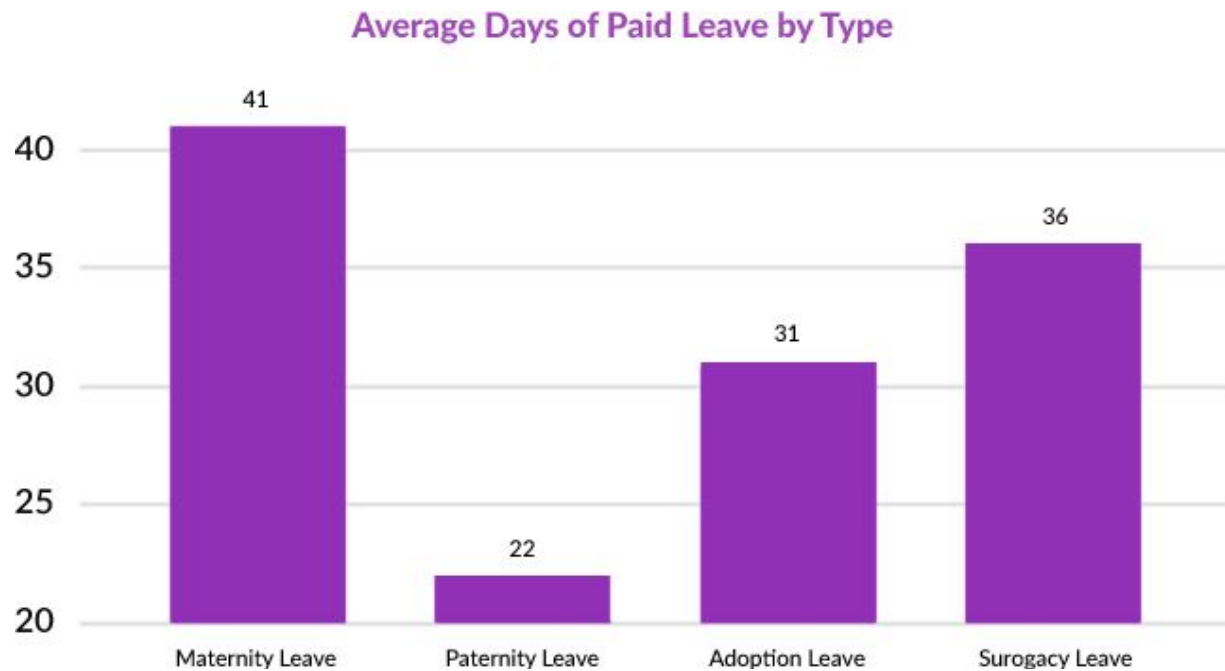

Source: 2017 Employee Benefits, SHRM

Encouragingly, many employers are taking note of the importance of paid leave benefits and ramping up their benefits in this area. For example, Dow Jones recently increased its paid leave for primary caregivers from 12 paid weeks to 20 paid weeks, and 3M's change from 12 weeks of unpaid leave to 10 weeks paid and 10 weeks unpaid for birth and adoptive parents went into effect January 1 of this year.

Other companies that have announced enhanced parental leave benefits in 2017 include Liberty Mutual, IBM, and TD Bank. And retailers such as Nordstrom and Ikea are extending paid time off benefits to part-time workers as well.

While leave benefit information is becoming more publicly available, it can still be difficult to track down. In order to provide more transparency, Fairygodboss continues to crowdsource employer policies via its maternity leave database.

Employers who are considering improving their parental leave policies should be aware that Fairygodboss data shows that women who experienced longer maternity leaves reported higher job satisfaction levels.

**Relationship Between Paid Maternity Leave and Job Satisfaction**
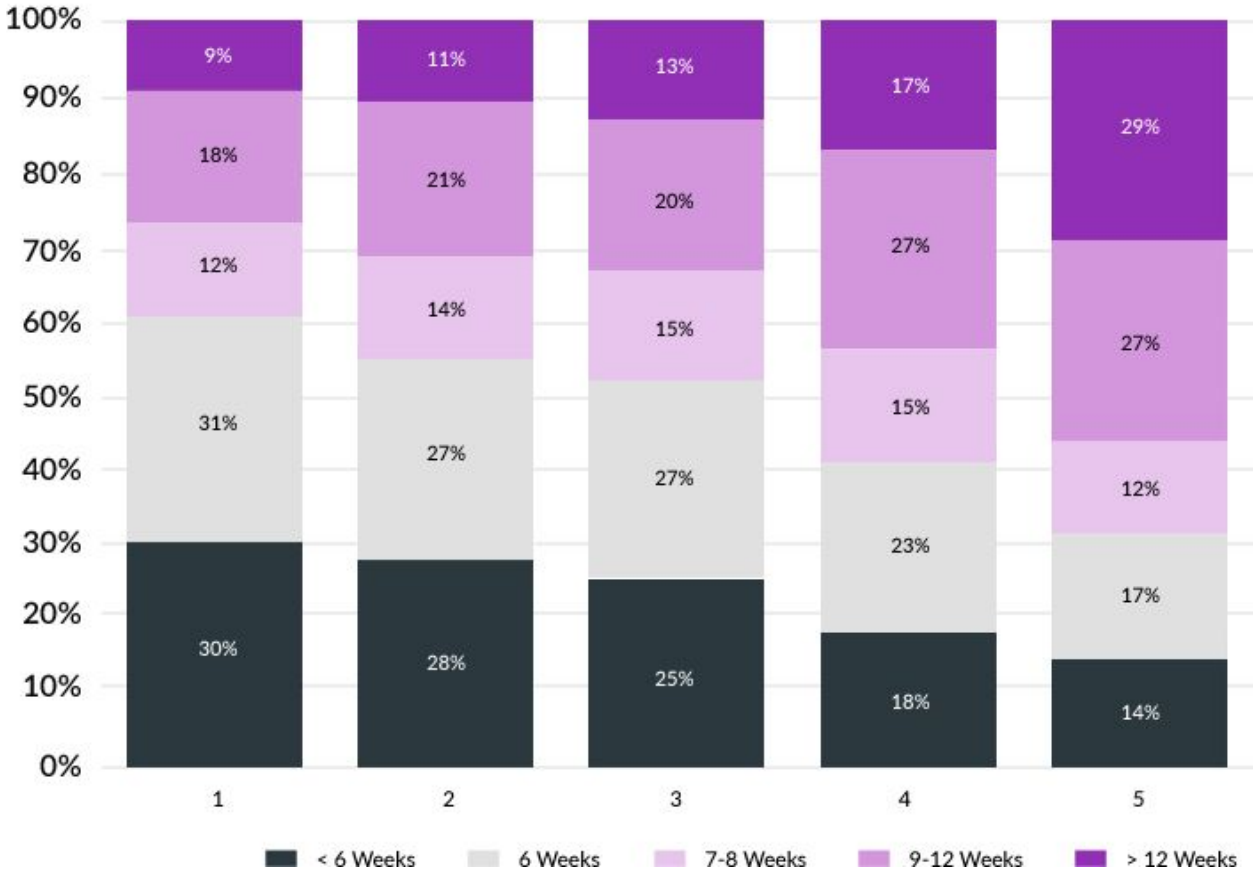
Source: Fairygodboss (2017)

X. The Role Men Play: Sexual Harassment and Male Allies

While sexual harassment in the workplace has been a topic among women for years, 2017 saw the conversation come to the forefront of popular culture with the #MeToo movement. As a career community for women, Fairygodboss wants to improve the workplace for women and better understand workplace harassment in order to help eliminate it.

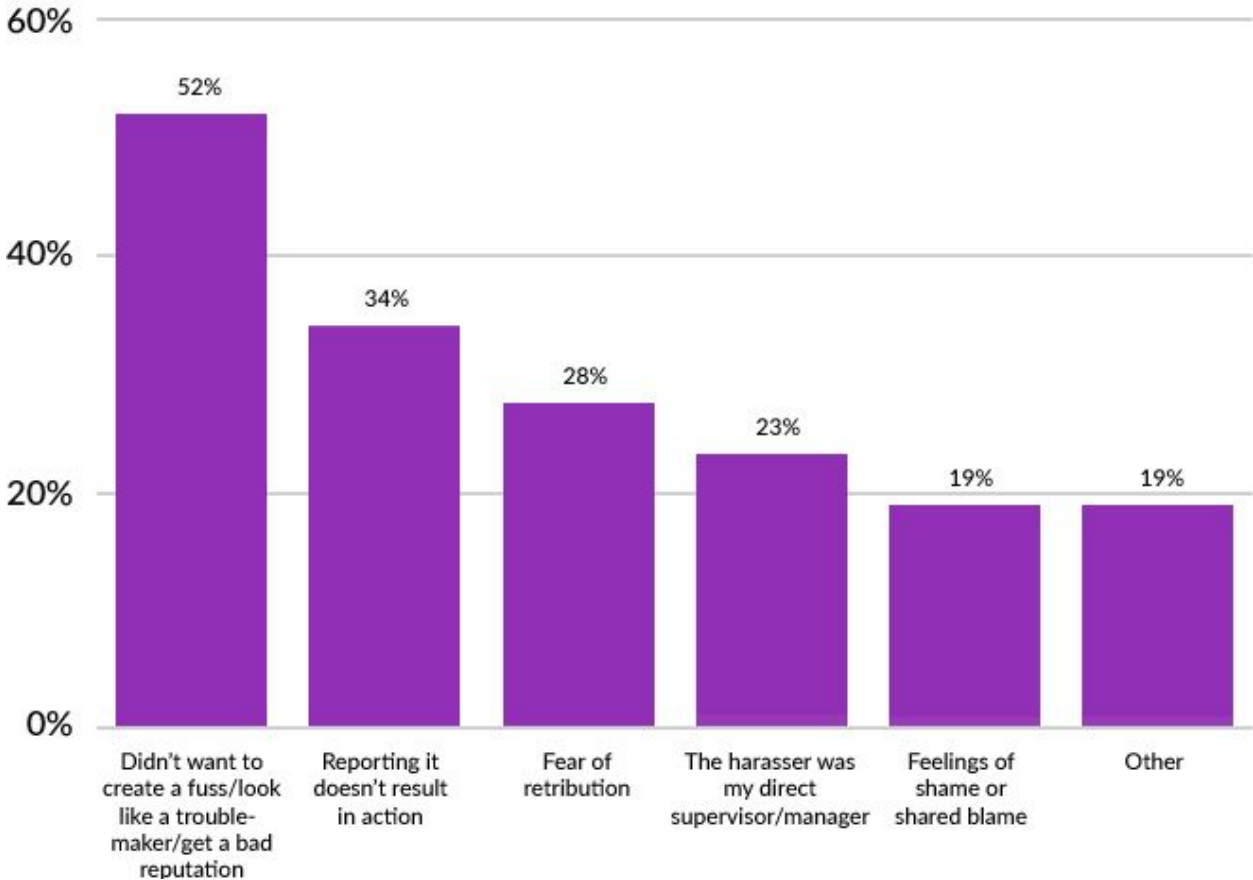We found that nearly 43% of women have experienced some type of harassment in the workplace:

What Type of Harrassment Did You Encounter at Work?
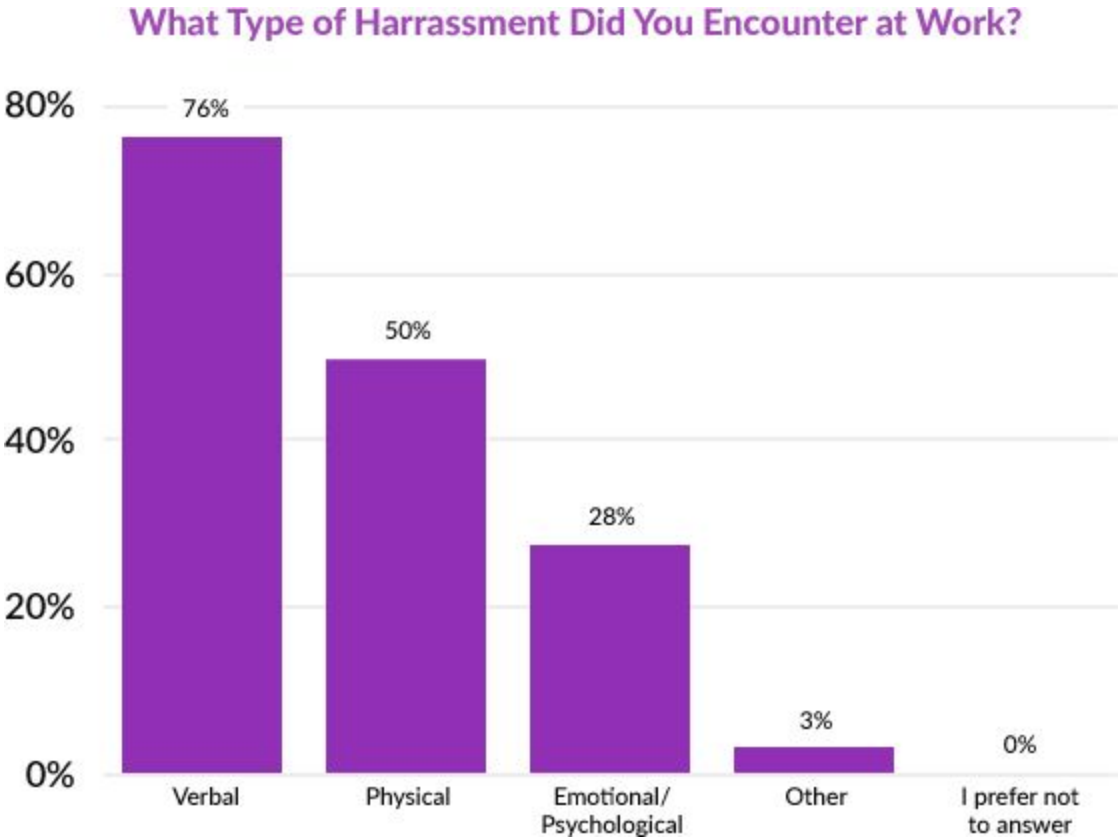
Source: Fairygodboss (2017)

The majority of women (57%) who reported being harassed said they were harassed by a colleague rather than a boss (36%), manager (25%) or client/vendor (12%). Additionally, the majority of women (72%) reported that their harasser was 40 or under.

While it's clear many women experience harassment at work, what's more discouraging is the small numbers of women willing to report the abuse. Of the almost 68% of women who did not report the incident, the majority said they didn't report it because they didn't want to appear to be a nuisance or troublemaker:

What stopped you from reporting it?

| Reason	Percentage
Didn't want to create a fuss/look like a trouble-maker/get a bad reputation	52%
Reporting it doesn't result in action	34%
Fear of retribution	28%
The harasser was my direct supervisor/manager	23%
Feelings of shame or shared blame	19%
Other	19%

Source: Fairygodboss (2017)

However, we did find some encouraging news. 43% of women feel that increased media attention will help reduce harassment and 61% think it will help hold

perpetrators more accountable. Women in our survey also identified actionable items employers can take to reduce sexual harassment at work:

What do you think employers/companies can do to prevent incidents of sexual harassment at work?
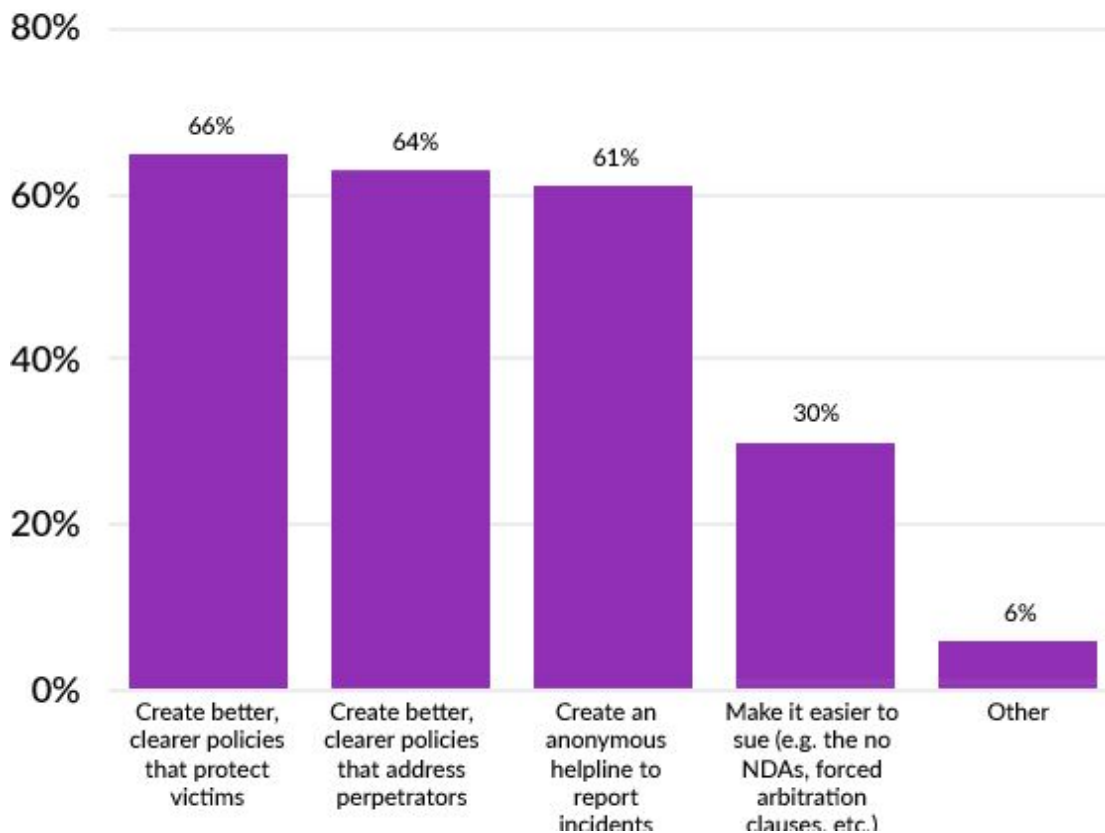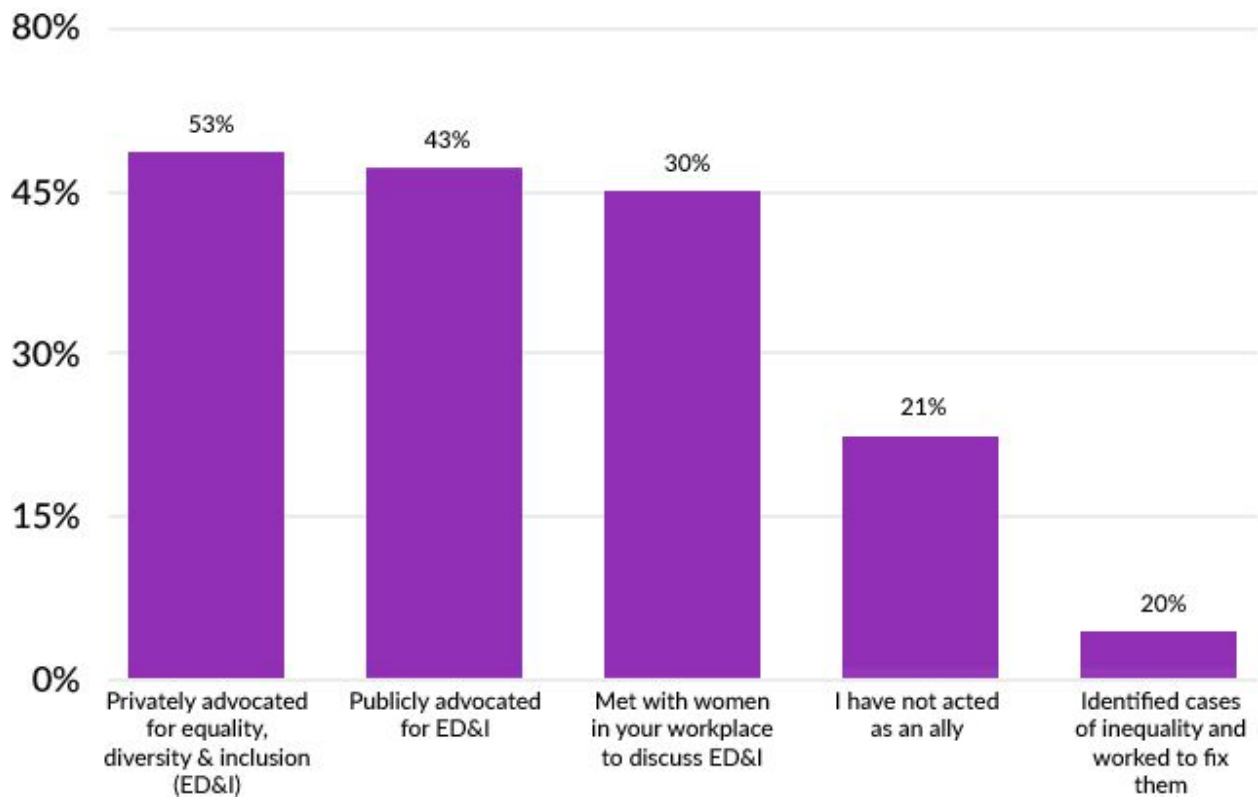

Source: Fairygodboss (2017)

We would be remiss to only discuss men in the context of being perpetrators of sexual harassment without addressing the critical role they play in helping create greater gender equality in the workplace.

As we discussed in Section VIII, male leaders are critical in helping change and/or creating a more supportive and inclusive corporate culture and effecting changes. For example, in our 2016 co-study with the Artemis Connection, over 40% of men we polled said they have publicly or privately acted as an ally to female colleagues or direct-reports in their workplaces. This percentage was even higher among male managers:

In What Ways Have You Acted As An Ally To Women in The Workplace?

53%	43%	30%	21%	20%
Privately advocated for equality, diversity & inclusion (ED&I)	Publicly advocated for ED&I	Met with women in your workplace to discuss ED&I	I have not acted as an ally	Identified cases of inequality and worked to fix them

Source: Artemis Connection & Fairygodboss (2016)

Male allies expert Michael Kimmel perhaps said it best: "We cannot fully empower women and girls without also engaging men and boys, and when we do, we find out that gender equality is a good thing for men as well as women."

Changing attitudes and increasing engagement among men are key in advancing women at the workplace, according to a 2017 study from Bentely University's Center for Women and Business. The report suggest several ways to help educate and engage men on gender diversity efforts; however, it's important to note the first step among men is to simply increase the awareness of gender bias. Studies show that the more men are aware of gender bias, the more important they feel it is to achieve gender equality at work.

At our event convening leaders of women's employee resource groups, Galvanize: Making Women's Resource Groups Powerful, Fairygodboss identified strategies to

engage male allies at work. They included creating a male allyship toolkit as well as acknowledging and recognizing men who champion women in the workplace.

XI. Best Companies, Industries and Departments for Women in 2017

As seen throughout this report, many factors affect women's job satisfaction and their overall engagement. Fairygodboss has found its community members are generally very balanced in their reviews and provide constructive criticism when relevant. While no employer is perfect, we thought it was important to point out that many Fairygodboss users are satisfied in their workplaces, and have identified some of the best companies, industries and departments for women through their job reviews.

In 2017, Fairygodboss members ranked the following companies as the top 25 workplaces for women:

1. The Boston Consulting Group
2. Dell
3. Accenture
4. Pepsico
5. General Electric
6. Salesforce, Deloitte, PwC
7. Vanguard Group, Apple
8. American Express Company
9. Kaiser Permanente
10. Thomson Reuters
11. Time Inc.
12. Cisco Systems
13. Microsoft
14. Google, Bloomberg
15. McKinsey & Company
16. KPMG
17. EY

18. [Wells Fargo](#)
19. [Goldman Sachs](#)
20. [JP Morgan Chase & Co](#).
21. [Target Corporation,](#) [The Home Depot](#)
22. [IBM](#)
23. [Dow Jones](#)
24. [Liberty Mutual Group](#)
25. [Intel Corporation](#)

These rankings are based on real reviews from women in our community and take into account the following three factors:
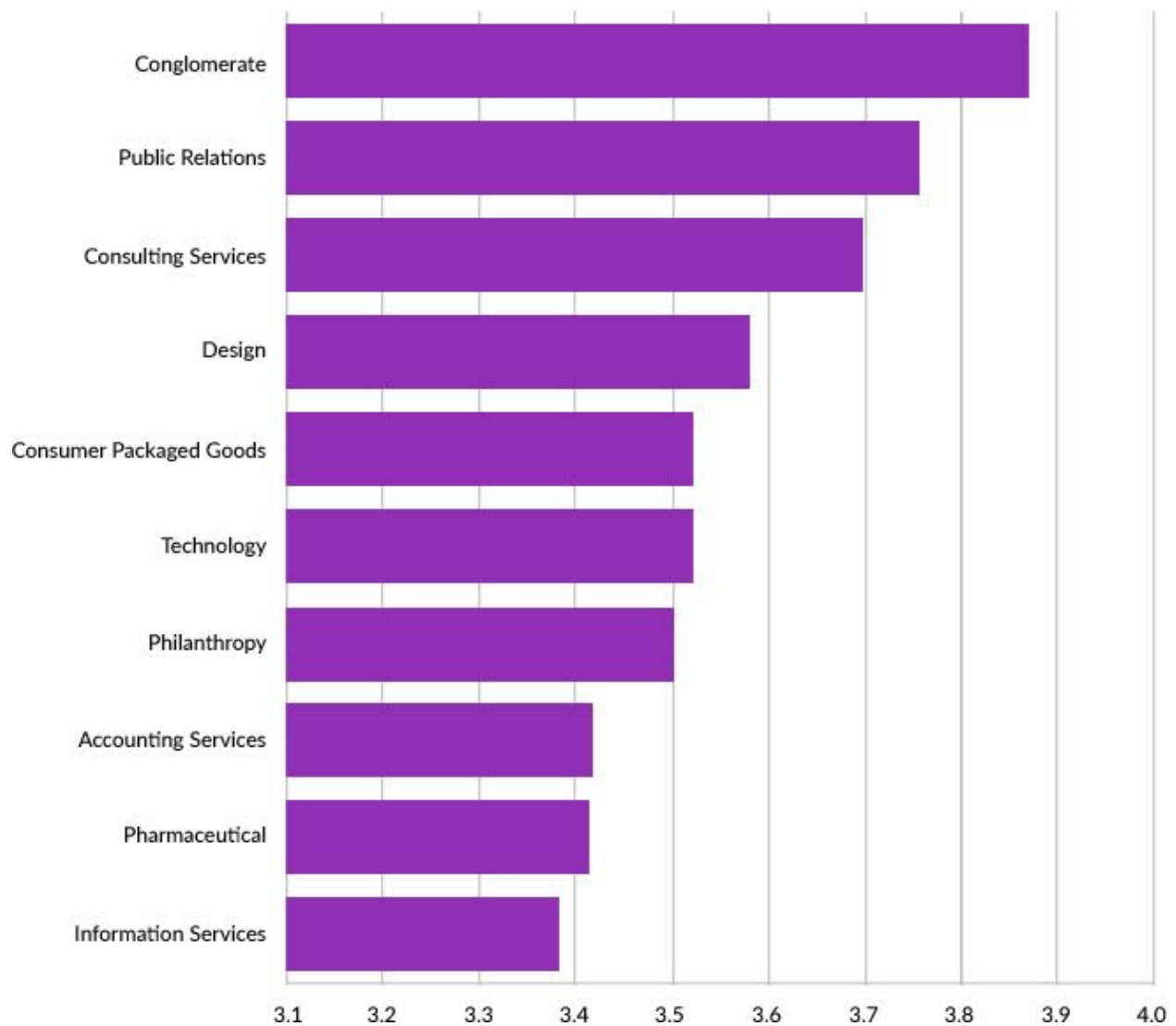
- Overall job satisfaction
- Equal treatment of women and men at the employer
- If the reviewer would recommend the company to another woman

BCG, when asked about their top rating, [had this to say](#):

"Getting women in the door is the first step, and then we really focus on ensuring that we are supporting women along the way," said Michelle Russell, partner lead for Women@BCG, a program focused on improving women's experiences at the company.

While job satisfaction levels for women varies by company, there are also important aggregate trends based on women's job reviews when it comes to their departments and industries:

Top 10 Industries Ranked by Women (by Job Satisfaction)

Source: Fairygodboss (2017)

The best industries for women based on job satisfaction include many traditionally female-dominated industries such as PR, design, and non-profit organizations. However, women also ranked traditional industries such as conglomerates, consulting services, and technology industries quite highly. The worst performing industries by job satisfaction were accounting, pharmaceutical, and information services.

In terms of departments, women reported the highest levels of job satisfaction when working in the the Human Resources space (talent acquisition, people operations, recruiting).

Best Departments for Women (based on Job Satisfaction)

Source: Fairygodboss (2017)

XII. Conclusions

Women in the workplace experience a wide range of experiences depending on their job, employer, industry, and personal situations and preferences. Despite very different circumstances, however, certain important themes and commonalities emerge from their collective experiences around their job search, job satisfaction, and experiences with pay and promotion.

While there may be no one-size fits all solution to how to improve the workplace for women, there are seven important areas of focus for any employer trying to improve their company performance, employer brand and recruitment and retention of women:

1. Recruiting for women is different than recruiting for men in substantive ways, so your hiring and employer branding strategy should account for that.
2. Pay practices and equal compensation are hot-button issues for women in terms of whether they perceive their workplaces to be fair.
3. Women are acute observers of the gender diversity in their management teams and whether their CEOs appear to believe in gender diversity.
4. Invest in supporting employees with new families and consider improving your parental leave policies.
5. Examine your flexibility practices and be aware of the importance of work-life balance to employee engagement and retention.
6. Empower and support your internal communities and employee resource groups for women.
7. Be aware of the importance of male allies and sponsors of women, particularly among men in positions of leadership.

Fairygodboss believes that transparency is an important tool in improving the workplace for women, and that most employers have the best of intentions. We're committed to helping both individual women and companies improve the workplace.

XIII. Bibliography & Notes

Section 2: Statistics on Women in the Workplace, Female Leadership and Business Outcomes

Chart: Women on Boards 2015-2017. Data based on 2015-2017 [20/20 Women on Boards](#).

Chart: Female Directors on Boards 2016-2017. Data based on 2016-2017 [20/20 Women on Boards](#).

Chart: Relationship Between Gender Diversity in Management and Perceptions of Gender Equality in Company Culture 2016-2017. Data based on 2016-2017 [Fairygodboss Research and Data](#).

Chart: Positive Relationship Between Equity Returns and Gender Composition of Employee Base. Data based on 2016 [research by Morgan Stanley](#).

Chart: Percentage of Women in the Corporate Pipeline. Data based on 2017, McKinsey & Co. research, ["Women in the Workplace"](#).

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Chart: Women of Color in U.S. Population vs. Women of Color in C-Suite Roles. Data based on 2017, McKinsey & Co. research, ["Women in the Workplace"](#).

Chart: Hiring Managers Are More Likely to Hire a Candidate of Their Same Race. Data based on 2017 [Fairygodboss Research and Data](#) .

Chart: Hiring Managers Are More Likely to Associate Leadership Potential Among Women of Their Same Race. Data based on 2017 [Fairygodboss Research and Data](#).

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Chart: What Area(s) of Policy Did Your ERG Help Improve. Data based on 2017 [Fairygodboss Research and Data](#) .

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Chart: Average Days of Paid Leave by Type. Data based 2017 Society for Human Resource Management Research, "[2017 Employee Benefits](#)".

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