

GUIDE TO THE GEN CERTIFICATION STANDARD



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Primary Author: Sara Sanford, Executive Director of GEN

Contributing Authors and Researchers:

Anna Hughes

Vinnie Tran

Joy Turner

Special thanks to the following individuals for their generous support:

Dorothy Bullitt

Trevor Essmeier

Megan Gaiser

Archis Gore

Giselle Grabowski

Dr. Gerry Herbison

Liz High

Kristin Hull

Margaret Kutcher

Randall Lane

Irene Lang

Dr. Karin Martin

Misia Tramp

Sol Villarreal

Dr. Joseph Williams

Women send me messages.

The details are different, but their stories sound roughly the same: “So, this thing happened at work... do you think it’s a gender thing... or is it just me? *It’s probably just me, right?*”

“It’s probably just me” is a familiar refrain because I used to say it to myself.

I started asking around, and the more I shared, the more I heard other women echoing each other’s stories. We had all traveled different paths that led inward to the same place: We knew our talents weren’t honored at work. We knew we were under-valued and under-utilized. We had been waiting for our workplaces to catch up to what we were ready to give.

Now they will.

GEN has created the first standardized certification for gender equity in the U.S. workplace. It’s data-driven. It’s evidence-backed. It will reward leaders who raise the bar on workplace equality.

It will also create better workplaces for everyone.

Reviewing GEN survey results, we found that men feel a greater sense of satisfaction in their jobs when women feel their ideas are heard and they have equitable access to senior level leaders and professional development opportunities. This holds true even for men who have above-average access to those same opportunities.

Equity is not a zero sum game.

Since women have joined the workforce, they’ve heard another familiar refrain: “You can be anything you want now. It’s up to you.”

Women of color, for whom the wage gap is even larger, have heard it.

The two-thirds of minimum wage workers who are women have heard it.

Workers who don’t identify as female or male and hide their gender identity at work have heard it.

If they can hear, “You can be anything you want now. It’s up to you,” I believe our businesses and their leaders need to hear it, too.

This certification provides the knowledge, the tools, and the benchmarks any business needs to be an equity-centered employer. Businesses can be anything they want now. It’s up to them. It’s time for Gender Equity Now.

Sincerely,



Sara M. Sanford, MPA
Executive Director, Gender Equity Now

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Guide to the GEN Certification Standard

2018

EXECUTIVE SUMMARY

The GEN Certification is the national gold standard for gender equity in the U.S. workplace. Businesses that are GEN Certified meet standards of excellence across five tenets of workplace culture. The certification process provides a composite assessment of employee experience and employer policies in the following areas:

- Bias Neutrality
- Accessibility
- Gender Perception Gap
- Employee Resonance
- Visible Advocacy

Expanded definitions of each of these five metrics are available in this guide in “Indicators of Equity: Defining GEN’s Standard Metrics.”

While the United States has made strides in workplace equity in recent decades, particularly in workforce participation, inequities still persist. Looking beyond the wage gap, women are still underrepresented in leadership, receive less access to senior leaders, and are leaving the quickest growing sectors, such as tech, at 45% higher rates than men, citing ‘culture’ as the primary reason (Snyder, 2014).

In 2015, United Nations ambassadors visited the U.S. to conduct an assessment of its treatment of women and found the country to be “lagging far behind international standards in a number of human rights areas, including its lack of access to paid maternity leave, its wage gap, and its low minimum wage,” which disproportionately impacts women (United Nations News, 2015).

Despite making up 47% of the workforce, women hold seven in ten of the lowest-wage positions, which typically pay less than \$10 per hour. These positions are also the least likely to provide sick leave, family leave, or flexible hours (Shriver, 2014).

Even when women enter male-dominated fields, pay is lower for them than for men who held the same positions (Miller, 2016). Overall, women are still valued less.

Good Intentions But Not Results

Recently, the conversation around the role of businesses in fostering workplace equity has gained momentum. Seventy-five percent of CEOs now list ‘gender equity’ as one of their top ten business priorities (Barton, 2016).

Only twenty-two percent of female employees, however, believe that their leadership has publicly stated it as a priority and has a clear roadmap for getting there (GEN Survey).

So far, approaches to gender equity in the workforce have been scattered and progress has stalled. U.S. companies spend \$8 billion a year on diversity trainings that impact evaluations say don't work (Bohnet, 2016), and at the current rate of progress, women will not reach wage parity until 2059 (Institute for Women's Policy).

In general, there is a lack of clarity over what works—what behaviors, mechanics, and processes should be tracked to catalyze progress towards workplace gender equity.

The GEN certification provides this clarity and rewards businesses that go beyond pink-washing their image to truly embracing cultural designs that foster balance and inclusion.

What Makes the GEN Certification Different?

The GEN Measurement System is the first to take into account the scope of mechanics and processes surrounding unconscious bias in the workplace. While many 'Best Places to Work' lists lack transparency or only consider the 'on stage' version of the workplace—the percentage of employees who are female, the number of female board members, and so on—the GEN Certification is different. To form a holistic understanding of each company, we look 'behind the scenes' at the practices and processes that influence gender equity and the barriers women face disproportionately over the lifecycle of their careers. While we value representation, we believe companies need to do more than recruit. If female employees continue to be recruited into organizations that do not have the mechanisms in place to reduce the impact of gender bias, both the company and the employees lose out.

The GEN Certification criteria were developed in consultation with a team of researchers at the University of Washington, award-winning data analysts, subject matter experts, and businesses that participated in beta testing.

Ultimately, companies that are GEN Certified will see greater returns from embracing inclusive design. This shift in perspective on gender inclusivity as a competitive advantage, rather than a compliance requirement, will have lasting impact on women at all levels of their careers.

GEN recognizes that gender presents on a spectrum, and that gender interacts with race, age, sexual identity, and other facets of individuals' identities to impact employees differently. We have intentionally tested for and incorporated indicators that strongly correlate to positive work environments for women of color and genderqueer¹ individuals.

While we have created this standard through a gender lens, we also believe that our focus on mechanics that diminish the impact of unconscious bias makes the workplace more inclusive for *all* employees.

In this handbook, we provide

- A brief overview of the current state of gender equity in the U.S. workplace,
- The reasons current efforts to address inequities fall short,
- The promise gender equity holds for our workplaces, homes, and national economy, and
- The methodology and measurement system behind the GEN Certification Standard.

¹ We use the term "genderqueer" in this report to refer to individuals who identify outside the gender binary model.

THE STATUS QUO

In 2006, Tarana Burke founded the #MeToo movement to help survivors of sexual violence, particularly young women of color from low-wealth communities, find pathways to healing (Garcia, 2017). Fast forward to 2015: Ellen Pao's lawsuit for employment discrimination against the famous venture capital firm, Kleiner Perkins Caufield & Byers, gained nationwide coverage and prompted debate about women in technology and venture capital (Streitfeld, 2015). In 2017, the #MeToo movement's "Silence Breakers" were named *TIME* "Person of the Year."

The #MeToo movement has captivated the nation in the past year and prompted companies to reevaluate their policies and practices. In a survey of human resources executives from Challenger, Gray & Christmas, an outplacement service firm, 48% of companies say they are reviewing their pay policies with an eye toward closing the compensation gap between male and female employees, due in part to the #MeToo movement (Carpenter, 2018).

While this movement has brought gender inequity into the spotlight, the headline-worthy harassment stories are symptoms of systemic biases that keep workplace equality from becoming reality. Women who aren't harassed still face systemic barriers that limit their opportunities based on their gender.

Evolution of the System

Historically, workspaces have been designed by men for men, and women have been forced to adapt to succeed. Joanne Lipman points out that the modern workplace was created after World War II and modeled after the hierarchy of the military (Raidió Teilifís Éireann, 2018). Bias is part of our institutional DNA and is even built into how physically accommodating our workplaces are for just one gender:

- Federal law does not require employers to maintain permanent lactation spaces and workplaces often have too few restrooms for their non-male employees (Hester, 2015).
- Women workers also sustain more work-related carpal tunnel and tendonitis injuries, attributed to a lack of ergonomic workspaces in environments physically built for men (Hester, 2015).

Addressing gender equity in the workplace requires institutional change to create a truly level playing field. As more women graduate from college, participate in the workforce, and enter fields traditionally dominated by men, organizations will need to embrace the processes and practices that foster gender equity, better serve their customers, and maximize growth potential.

Women's Participation in the Labor Force

Women currently make up 47% of the workforce and 2/3 of minimum wage jobs. In S&P 500 companies, women are more sparsely represented the higher up the pyramid we look (Catalyst, 2018).

With women representing only 5.2% of Fortune 500 CEOs and 26.5% of executive/senior-level roles, companies are poorly equipped to understand the experiences of women or how to address gender equity (Catalyst, 2018).

On corporate boards, even when new positions become open, the overwhelming number of these positions are still going to men (Catalyst, 2018). In 2016:

- Men held 78.8% of S&P 500 board seats, while women held 21.2%.
- Men held 74.3% of S&P 500 new directorships, while women held 25.7%.
- 21% of S&P companies had one woman director, and only 16.9% of companies had female representation of 30% or more on their boards.

WHAT'S GOING WRONG

While much of the focus on gender equity has been on recruiting and the C-Suite, GEN has found that women's reasons for leaving the workforce span a range of systemic causes. The number one reason given is 'culture'. In particular, organizational sexism—sexism created and maintained by organizational processes, practices, or norms—affects job satisfaction for women navigating the work environment. These cultural factors are related to poorer mental health and job satisfaction due to a weak sense of belonging (Rubin et al., 2017).

While the summary below does not cover nearly all barriers women face to their gender, it is meant to provide background on how institutional bias limits opportunities at every step of a woman's career:

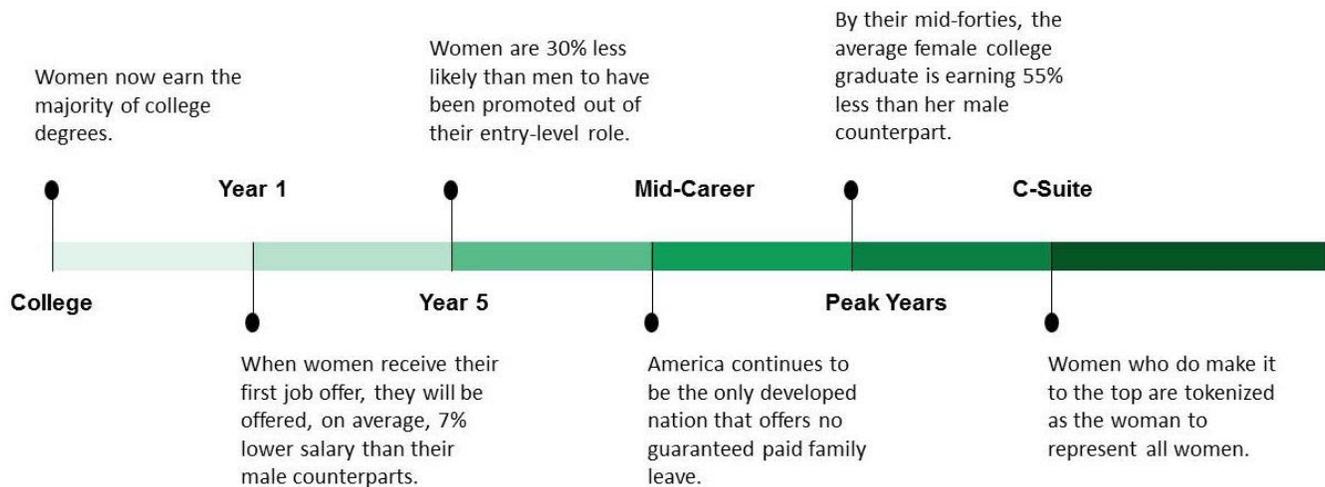


FIGURE 1 TIMELINE OF A WOMAN'S CAREER

The Role of Unconscious Bias

Currently, U.S. businesses spend \$8 billion a year on inclusion trainings that *Harvard Business Review* says don't work and actually backfire. In a 2016 study that tracked the hiring and promotion practices of 830 companies over the course of 30 years, professors discovered that white males who are forced to attend diversity trainings tend to rebel and actually hire and promote fewer women and minorities. The research indicates that training fails because people are resistant to the idea of being controlled or told what to do and think (Lipman, 2018).

Most important, these trainings fail to address a critical factor: unconscious bias.

But are our biases really influential enough for us to address them?

The Bias Double-Bind

While the *Lean In* movement advanced the conversation on workplace equity, it also put a lot of pressure on women to change their own behaviors in order to close the gender gap. While women should feel as free as men to negotiate and embrace success, they are treated differently than men when they do.

At Harvard, three professors conducted a series of studies on negotiation and found that when women do dare to negotiate, people in hiring and management roles like them less. In a series of experiments performed by these professors, managers were less likely to want to work with a female employee who had asked for a pay increase than with a male employee who asked for the same increase. The first experiment focused on bank managers who were presented with a request from a job candidate setting out a number of demands. The job candidate was

given a gender-neutral name. The study found that participants' negative reactions to the demanding job candidate were much larger when referred to throughout as 'she' than for the candidate referred to as 'he'.

The second experiment focused on participants' willingness to work with a recently hired employee. Senior managers were made aware of what compensation the new employee had sought at the time of hire. Knowing that a job candidate identified as 'he' had attempted to negotiate for higher compensation had no significant effect on the participants' willingness to work with him. However, when the same candidate was identified as 'she', their willingness to work with her was significantly reduced (Bohnet, 2016).

A wealth of research demonstrates that those responsible for personnel decisions feel women who ask for better compensation violate gender norms. Our biases expect women to be collaborative, agreeable, and communal, and when women do not abide by these norms, people do not want to work with them. In short, people prefer female employees who don't ask, which puts women in a double-bind when it comes to negotiating their way to closing the pay gap.

Bias permeates the workplace in a variety of ways:

- A recent report from PayScale² reveals that the referrals process many employers lean on perpetuates hiring biases. Holding all else constant, women of any race and men of color are much less likely to receive referrals than their white male counterparts: white women are 12% less likely; men of color are 26% less likely; and women of color are 35% less likely to receive a referral.
- The Geena Davis Institute conducted a study of crowds and found that when women make up 17% of a group, they are perceived as comprising half the group. When the group is 33% female, they are perceived as the majority.
- A study conducted by Fortune magazine found that 76% of yearly performance reviews received by women include personality criticism not related to their jobs, compared to 3% of yearly reviews received by men (Snyder, 2014).
- While efforts to increase gender diversity in STEM have gained momentum, women (48%) are more likely than men (29%) to see discrimination in recruitment, hiring, and promotion in STEM jobs (Pew Research Center, 2017). According to Gerdeman, employers favor men not because they are prejudiced against women, but because they incorrectly have the perception that men perform better on average at certain tasks (Gerdeman, 2017). In a peer-reviewed study published in *Live Science*, researchers found that female computer programmers tend to produce better computer code than men, but are penalized if their gender is common knowledge. Female programmers who submitted proposed changes to publicly available and freely modifiable software through the platform GitHub had their work accepted more often than men did. But that changed if other users knew that the person behind the code changes was a woman. The report states, "Our results show that women's contributions tend to be accepted more often than men's. However, when a woman's gender is identifiable, they are rejected more often."
- When women are asked to state their gender before completing a job application or performing a skills-related test, they perform worse than if they were never asked.
- Despite both men and women performing equally well on an arithmetic test conducted by Reuben, et al. (2014), both male and female subjects were twice as likely to hire a man, knowing nothing about the candidates other than their test scores and physical appearance.

² <https://www.payscale.com/data/job-referrals>

GEN has identified critical junctures where the impacts of bias create barriers to women's advancement, and our indicators evaluate whether or not organizations have the processes in place to foster or diminish the impact of bias. These indicators are accounted for in our Bias Neutrality Metric and our Accessibility Metric.

The Mommy Penalty

According to a study published by *Business Insider*³, the average American male employee receives a pay bump of more than 6% when he becomes a father. Conversely, women's earning decreased by 4% for every child they had. The study found that hypothetical reasons women earn less than men after giving birth do not account for a significant part of this phenomenon. While many women do reduce their hours or take time away from work after having children, this reduced productivity is the source of less than one-third of the salary reduction mothers experience every time they have a child. In addition, the motherhood penalty is found to be most severe for those who are already low-wage earners.

While women make up nearly 50% of America's workforce and 40% of household breadwinners, they have few of the protections mothers in other developed countries enjoy. America is the only country in the developed world that does not offer guaranteed paid paternity or maternity leave to workers. Only 12% of U.S. workers reportedly have such coverage, but it is usually a benefit provided through employer insurance.

In 30 states and the District of Columbia, a mother can pay more for daycare annually than for a year of in-state college tuition⁴. Not only is childcare expensive, women are not earning equal paychecks. Sixty-five percent of households led by women are considered low-income (Shriver, 2016).

In conducting our literature review and interviewing subject matter experts, GEN found that the workplace can play a crucial role in enabling mothers to leave relationships in which they experience intimate partner violence (IPV). According to the *Journal of Occupational Health Psychology*, women who feel economically dependent on their spouses' benefits that may cover a dependent child are more likely to endure an abusive relationship longer. Occupations that provide healthcare coverage for dependents, flexible scheduling that allows for caretaking, and a livable wage significantly increase the likelihood that a mother experiencing IPV will leave the relationship. GEN has integrated indicators into our metrics that signal to mothers that they will be supported in their workplace.

³ <http://www.businessinsider.com/men-earn-more-money-after-having-a-kid-2014-9>

⁴ <https://wtop.com/parenting/2017/02/more-than-college-tuition-we-have-a-child-care-crisis-in-this-country/>

THE PROMISE OF GENDER EQUITY

True gender equity would not only benefit the world of work, it would bolster our families and fuel our economy as well.

Economic Impact

Angel Gurría, secretary-general of the Organization for Economic Cooperation and Development (OECD), once said women are “the most underutilized economic asset in the world” (Bovino & Gold, 2017). This holds especially true in the United States, where the percentage of women in the labor force lags behind most other OECD members (Bovino & Gold, 2017). According to a recently released *S&P Global* report, if the growth in the women’s labor force participation rates (LFPR) in the U.S. had matched that of Norway from 1970-2016 (with all other factors constant), the U.S. economy would be approximately \$1.6 trillion larger in GDP than it is today (Bovino & Gold, 2017). The number of U.S. women working outside the home approximately matched that of Norway in the early 1970s, at which time both countries began to see a substantial pickup in the rate (Bovino & Gold, 2017). However, growth in LFPR among Norwegian women significantly outpaced that among American women for the next few decades (Bovino & Gold, 2017).

Historical trends demonstrate the significant impact that women have on work and the economy. Between 1950 and 2000, the rapid increase in the share of women entering the labor force in the U.S. boosted overall labor force participation and spurred a rise in living standards.⁵ The decline in participation since 2000 has worked to the opposite effect, paralleling the decline in economic growth (Fry & Stepler, 2017). According to another report, between 1980 and 2010, a 10% increase in the female labor force participation rate in a metropolitan area resulted in a 5% increase in median real wages—for both men and women (Weinstein, 2018).

These issues may be critical to women, but they aren’t just ‘women’s issues’. By addressing them, we can strengthen our economy, our families, and our entire country. Forty percent of households with children under the age of 18 include mothers who are the sole or primary breadwinner, but women make up 2/3 of minimum-wage workers in this country. Of the 100 million Americans living in or on the brink of poverty, 70% of this group are women and the children who depend on them. That’s almost 42 million women and more than 28 million kids. Finally, American women are twice as likely as men to retire in poverty (Shriver, 2016).

Solving the wage gap would play a significant part in solving the economic inequality gap in the U.S. and fostering more stable, less economically vulnerable households. It would affect our entire country’s bottom line by avoiding the social costs of widespread poverty and a gendered retirement crisis.

Impact on Families

Families benefit when women are in the labor force and have more control over the household finances. Women are 14% more likely than men to participate in job-related savings plans and more likely to invest a large proportion of their income in their child’s education (Bovino & Gold, 2017). Nobel Prize-winner Muhammad Yunus found that women not only repay loans more consistently than men, but that when women control the money, their families are more likely to benefit from the income (Thompson, 2011). Sociologist Catherine Kenney (2011) reports that in low- to moderate- income two-parent U.S. households, children are less likely to experience food insecurity when their parents’ pooled income is controlled by their mother rather than their father.

⁵ As measured by gross domestic product per person

The Importance of Gender Equity in the Workplace

If workplaces have historically been divided by gender, why is it important to build more equitable workplaces now?

Increased equity means increased workforce productivity and financial returns. When women and other underrepresented populations have equal opportunities to contribute, companies can fully benefit from the talent they've recruited, continuing to grow and creating greater employment opportunities for all (Elborgh-Woytek, 2013). Gender diversity has been shown to have positive effects on organizational performance, company profits, and employee satisfaction and retention:

- Gender diversity adds a wider range of perspectives that can serve consumer markets dominated by women (Elborgh-Woytek, 2013).
- McKinsey & Company found that women apply five of the nine key leadership behaviors that improve organizational performance more frequently than men, thus contributing to stronger organizational performance (2008).
- The United Nations Development Program (2016) cites IMF figures that demonstrate gender equity strengthens organizational structures and human resource processes.
- Statistical analysis shows significant positive correlations between job satisfaction and financial indicators of organizational performance, such as revenue per employee and labor costs per employee (Bakotić, 2016).
- McKinsey & Company found that companies with at least 30% women in top management positions bounced back more quickly following the 2008 recession and continued to outperform their competitors.

Women now earn the majority of college degrees, represent 47% of the U.S. workforce, and account for 85% of purchasing decisions. Inevitably, they will be drawn as employees and consumers to the businesses that appreciate their value. Organizations that increase equity increase returns.

COLLECTIVE INTELLIGENCE, SALLIE KRAWCHECK, AND THE COATES CASE STUDY

“In the United States, interesting microevidence on the relevance of women’s inclusion stems from laboratory experiments measuring a group’s ‘collective intelligence’ across a variety of tasks. In STEM disciplines, gender-diverse teams scored more highly on collective intelligence than all-male or all female teams. Importantly, a group’s collective intelligence was only moderately related to members’ individual intelligence, suggesting that a gender diverse team can indeed be more than the sum of its parts.” (Science Magazine, Vol. 330, Issue 6004)

Sallie Krawcheck, the creator of the Ellevest Index Fund, has been called by many the ‘most powerful woman on Wall Street’. She is also known for her widely public firing from Citigroup. In Krawcheck’s assessment, her dismissal wasn’t due to her gender, but to the problem of “groupthink,” which she ascribes to the lack of diversity on Wall Street. Her firing came after she pushed Citi’s then-CEO, Vikram Pandit, to reimburse Citi’s clients who lost large sums on investments that Citi had marketed as low-risk.

Her assessment: She was punished for speaking out against the majority opinion. Wall Street’s lack of diversity, she argued, creates a “false comfort of agreement” from pervasive groupthink.

“There is no doubt in my mind that was a cause,” Krawcheck told CBS MoneyWatch. “I didn’t see evil geniuses who perfectly foresaw the crisis, and I was at the table. They really believed what they were saying—that the risk was dispersed, that they didn’t have much on their balance sheets.”

Krawcheck became one of the first high-profile figures to speak out publicly about how different the economy of 2008 might have looked if, instead of the Lehman Brothers, we had had the Lehman Siblings at the helm. She believed that greater gender diversity would have helped avoid the groupthink that caused the bubble to burst.

In 2012, a research scientist named John Coates, who formerly headed a derivatives trading desk, wanted to follow up on this theory. He found that male traders were significantly influenced by something called the Winners Effect—when men ‘win’ their testosterone levels spike, increasing their appetite for risk and willingness to take chances, even if the odds say not to. When they are losing, their testosterone levels are reduced and they become more risk-averse, even if the odds say they should bet.

Women, on the other hand, appear to be largely immune from this Winners Effect.

Coates wondered if greater gender diversity could help prevent booms and busts, and played it out in experimental market simulations. The answer to the hypothesis was a resounding ‘yes’. Simulations with exclusively male or exclusively female traders revealed substantially larger speculative bubbles in all-male than in all-female markets. In some cases, all-female markets even produced negative bubbles with prices below fundamental value.

A follow-up experiment showed that evenly mixed gender markets fall somewhere in between, where healthy markets thrive. Balancing the genders and risk-taking tendencies of a group, therefore, could help prevent another 2008.

A NEW APPROACH: CRACKING THE GENDER EQUITY CODE—A NEW STANDARD

We know the status quo. We know that what we're doing isn't working. We know how much better things could be. It's time for a new approach.

GEN's answer to this challenge is the first standardized certification for gender equity in the U.S. workplace. The development of this new approach is outlined in the following sections:

- Why a Certification?
- Goals of the Certification
- Creating a Standard: The Methodology
- Measuring Equity: The GEN Certification Standard Metrics and Indicators

Why a Certification?

“You get the behavior you measure.”

When Jan Carlson, the former CEO of SAS Airlines, wanted to improve on-time performance, he ensured that managers would see up-to-the-minute measurements of on-time performance regularly on their computers. When Ford Motors needed to improve quality in the 1980s, they plotted defect rates on charts that were visible to everyone in their factories.

Currently, however, there is no measurable standard for equity in the U.S. workplace. This leaves employers and employees to take ‘best guesses’ in an area that already feels fraught with complexity.

Maybe moving networking events to work hours will get more women to participate, but without measurement, who knows? Maybe stating that leadership supports gender equity is enough to make women feel included, but without measurement, who knows?

A standard that sets measurable targets gives organizations the information they need, both to do the right thing and realize the highest returns. Measurement is just as important for creating an inclusive culture as it is for streamlining operations or budgeting with confidence. We wouldn’t leave any other critical business function up to our ‘best guess’, so why would we take that risk when equity so clearly affects the bottom line?

Targets focus employee attention on what is being measured and signal the organization’s priorities. Companies do not measure everything. Therefore, employees use *what gets measured* as a signal of what the organization authentically cares about. In addition, targets usually get incorporated into performance evaluations and other forms of compensation planning, so the measurements come to have actual consequences for people’s careers.

In addition to providing clarification for companies that are striving for gender equity, measurement also lets women and allies know who is actually ‘getting it right’. As a new wave of feminism has gained popularity in the last few years, businesses have caught on to its selling potential, and many have put their marketing dollars into ‘femvertising’ to appeal to this audience.

For example, Superbowl 2017 was unusually charged with socially aware advertising. Among companies such as Budweiser, Airbnb, and Coca Cola, who rode the wave of social movement sentiment, Audi garnered the most attention. Their advertisement showed a young girl soapbox racing with a voice-over of her father wondering how to tell her about the difficulties she is bound to face just for being female. While the commercial attempts to associate Audi with feminist ideals of gender equality and fair wages, Audi’s relationship with the fight for gender equality is timid at best: With no female board members and a lower-than-average percentage of women in senior roles, the ‘on stage’ version of the business does not match the ‘behind the scenes’ realities.

Women deserve to know the truth.

Those who are in search of a workplace where they can put their full talents to work are bombarded by big-budget femvertising, and ‘Best Places to Work’ lists that lack transparency and contradict one another. The GEN Certification provides the clarity and transparency that all genders deserve.

The Power of Standards

The Leadership in Energy and Environmental Design (LEED) Certification and the Human Rights Campaign (HRC) Corporate Equality Index have both demonstrated the power of standards. Businesses understand the power that this ‘stamp of approval’ brings to their brand. The power of this market solution has already raised the bar on what it means to be a socially conscious business.

LEED

Green building measures that were once deemed exceptional are now industry standard. For example, low Volatile Organic Compound (VOC) paints and materials take harmful chemicals out of the supply chain, having a tangible impact on the health of buildings' indoor air quality and improving the conditions inside for occupants. While this was a difficult credit to achieve when LEED was introduced into the market in 2001, as more projects have been certified, manufacturers have responded to the demand by increasing the supply of low-VOC paints and materials⁶.

HRC

The Human Rights Campaign Index influenced Fortune 500 businesses that did not previously carry healthcare coverage for partners of gay, lesbian, bisexual, and transgender employees to change their stance. The majority of the Fortune 500 now have sexual orientation and gender identity protections in place, a significant shift that occurred only after the HRC Index was introduced. Many of the organizations that rank highly on the index state that they believe prospective employees look to the index as one of the signs of an inclusive culture⁷.

INTERNATIONAL GENDER EQUITY CERTIFICATIONS

There are currently two gender equity certification programs with a large following in the world, and both focus on certifying companies outside the U.S. In Latin America, Gender Equality Seal focuses on improvements including eliminating gender-based pay gaps, increasing women's roles in decision-making, enhancing work-life balance, enhancing women's access to non-traditional jobs, eradicating sexual harassment at work, and using inclusive, non-sexist communication (United Nations Development Programme). The Gender Equality Seal provides a 10-step guide that employers follow to receive a gender equity certification. Employers believe the seal has led to a better work environment, lower employee turnover and absenteeism, increased productivity, and a significant rise in sales (United Nations Development Programme).

The second certification, EDGE, is based in Europe, although it has certified a small number of U.S.-based companies. Key assessment areas of the workplace for the EDGE certification are: equal pay for equivalent work, recruitment and promotion, leadership development training and mentoring, flexible working arrangements, and company culture (EDGE, 2016). EDGE states that the benefits of certification are improved financial performance, a healthy talent pipeline, and an enhanced reputation and corporate brand. While EDGE touts that it has certified over 170 organizations, upon review, the majority of these organizations have received the lowest level (of three) certification, the Assess, which requires only that "the company makes a public commitment to a strong gender balance" (EDGE, 2016).

Certification processes can serve as one successful tool to change company behaviors, culture, and act as a "signal" to consumers, workers, and the public about a company's commitment to a social issue. Certifications provide both transparency and accountability in the private sector, and often come about to correct a social or environmental problem in the absence of government regulation (Mayer & Gareffi, 2010). Certifications improve the public image of companies who pursue them, and have been shown to attract consumers, clients, and workers to certified companies (USGBC, 2015).

⁶ <https://www.usgbc.org/articles/leed-facts>

⁷ <https://www.hrc.org/campaigns/corporate-equality-index>

Goals in Creating the GEN Certification

The GEN certification is suitable for all organizations, including private sector companies, nonprofit organizations, and public sector entities, of any size. The results from the certification assessment process can help companies develop action plans to become more equitable models of socially conscious business. GEN believes the impact of a gender equity standard will extend beyond these individual businesses to shift cultural perspectives on gender equity in the following ways:

- ***Beyond Policy:*** Mechanics, processes, and inclusive cultural design are the keys to disrupting the impact of bias in the workplace. Cultural levers can be adjusted, either to foster or diminish the impact of bias in our institutions. As noted in this guide in the section, “The Role of Unconscious Bias,” mechanics as simple as the location of the “gender check box” on a job application can impact the talent available to an organization. Even if a company states they have an inclusive recruiting and hiring policy, the organization’s implementation of equity-centered mechanics and processes will determine if that policy has the intended impact.
- ***Beyond Trainings:*** The workplaces where many of the now famous #MeToo incidents occurred already had trainings. We know now that trainings can backfire in unintended ways, and even those that show results don’t have a lasting impact. Systemic change requires systemic solutions. The GEN Certification Standard incentivizes sustainable long-term gender equity planning.
- ***Beyond Recruiting:*** The GEN Certification Standard addresses ALL key areas in the career lifecycle where women leave the workforce. Media attention and marketing dollars have focused on getting more women in the door, but shifting resources to supporting them once they’re hired will have a greater impact. In the IT sector, the highest percentage of women who leave their employer exit at the point that is most expensive for the company to replace them. The Anita Borg Institute reports turnover rates for women that are double those of men.
- ***Beyond the Binary:*** Simply looking at gender as the difference between women and men does not give a complete picture of gender equity. We understand more and more that gender exists along a spectrum and is experienced differently through the intersections of individual identity. Understanding this nuance is essential to ensuring that recommendations on how to achieve gender equity benefit everyone, not just the dominant group. The GEN Certification Standard incorporates indicators that address inequities faced by communities of color, those who do not identify with the binary definitions of gender, minimum wage workers, those who identify as having a disability, those who may experience ageism, and workers of underrepresented nationalities and religions.
- ***Beyond Compliance:*** The creation of the GEN Certification Standard was driven by the knowledge that too many women aren’t being given equal opportunities to demonstrate their talents. Women don’t want to be *tolerated*—they want to be valued and appreciated on the same level as their peers. At GEN, we do not believe ‘not being harassed’ is a high enough bar for employee experience. We believe in the growth potential of businesses that are good enough for women to show finally how great they really are.

Intersectionality: Diversity Across Gender

Kimberlé Crenshaw (1989) coined the term *intersectionality* as a way to describe how race and gender (as well as other identities such as sexuality) interact and shape the experiences of black women. Considering intersectionality, a person's race, sexual orientation, and gender identity cannot be separated from any other part of themselves and therefore should be considered when we discuss issues of gender equity in the workplace.

For example, in 2014 median annual earnings, white men made \$55,740 annually compared to \$41,822 for white women and \$33,353 for black women. Black women earn significantly less and are less likely to work in high-paid positions (U.S. DOL, 2016). McCall (2006) argues that race and ethnic diversity play just as big a role in workplace equity as gender does. Her research demonstrates that gender and race in the workplace have been analyzed in silos, and more needs to be understood about their intersection.

Other forms of discrimination, such as ageism, have also been found to disproportionately impact women in the workplace. The National Bureau of Economic Research conducted a study that found that female applicants in their mid-60s were much less likely to be called back for job interviews when applying for low-skilled jobs than men of the same age were. While callback rates were about 35% lower for older workers than for younger workers, the gap for some occupations, such as sales jobs, was twice as large among women over 60 than men over 60. For administrative jobs, ranging from receptionist to office manager, older women were less likely to be called in for interviews, too⁸.

GEN is also committed to understanding the experiences of individuals who do not identify as male or female. The American Psychological Association (APA) lists that other common categories of gender identity include “androgynous, multigendered, gender nonconforming, third gender, and two-spirit people.” In a study about bias and discrimination, researchers found that those respondents who chose to write in their own gender on a survey that examined several key domains like healthcare, employment, and police harassment suffered significant impacts of anti-transgender bias and higher rates of discrimination and violence (Harrison et al., 2012). Some workplace policies may implicitly or explicitly assume that all employees are on one side or the other of a “gender binary” (male or female) model, but many people do not fit or subscribe to the binary model (McCrea, 2014). By not acknowledging those who identify outside the binary, these policies alienate employees. A U.S. Commission on Civil Rights report on LGBT discrimination in the workplace found that 77% of genderqueer respondents reported they had “hid their gender identity, delayed their transition, or quit their job, due to fear of negative repercussions” (U.S. Commission on Civil Rights, 2017). The report goes on to describe how denial of gender expression can cause repeated trauma and post-traumatic stress for genderqueer individuals.

As part of an effort to encourage employers to consider the needs of all their employees, GEN will be keeping the Discovery Survey open at www.thinkgen.org. It is our hope that we will gather enough data on the experiences of underrepresented populations of *all* backgrounds to show statistically significant findings. We use the term ‘women’ broadly throughout this guide, because that is the self-identified group from whom we have enough information to draw statistically significant conclusions. We do not believe it is accurate or fair to conflate the experiences of those who do not subscribe to the gender binary model with the experiences of those who identify as female, simply because both do not identify as male. As noted above, those who do not identify as male or female experience bias differently than those who do. As we gather more information from underrepresented groups, we will incorporate these understandings into our standards and continue to push for inclusive environments for all employees.

⁸ <http://www.nber.org/papers/w21669>

Defining Equity

This certification specifically focuses on gender equity in the workplace. The distinction between gender *equity* and gender *equality* as defined for this certification is as follows:

Gender equity is the process of being fair to women and men. To ensure fairness, strategies and measures must often be available to compensate for women's historical and social disadvantages that prevent women and men from otherwise operating on a level playing field. *Equity leads to equality*. Gender equality requires equal enjoyment by women and men of socially-valued goods, opportunities, resources and rewards. (UNFPA, 2005)

The United Nations Population Fund definition highlights the subtle, yet important difference between equity and equality. Fairness does not mean equal treatment, but rather creating equal access to opportunities through equitable practices. All employees may have equal opportunities, resources, and rewards as written in company policies but accessibility to them is often unequal. Processes that work for men may not necessarily work for women; therefore, equal access to opportunities comes from equitable practices.

Workplace gender equity is achieved when all employees are able to access and enjoy the same rewards, resources, and opportunities, regardless of gender.

“Equity leads to equality”

— United Nations Population Fund, 2006

Creating the Standard: Methodology of the GEN Certification Assessment

The GEN Certification Assessment Methodology and the GEN Certification Standard were created in partnership with the University of Washington's Daniel J. Evans School of Public Affairs. Findings from a national survey on workplace experience, a comprehensive review of current research on behavioral science and institutional bias, subject matter expert interviews, and case studies have all been taken into account in the creation of the standard.

The Survey

The GEN-UW Workplace Discovery Survey was designed, distributed, and analyzed to provide a landscape analysis of employees' workplace experiences across genders. This project was guided by the following research questions:

- What specific indicators promote job satisfaction, increase leadership opportunities, and decrease employee turnover for women and genderqueer individuals?
- How are the workplace experiences of women, men, and genderqueer individuals different, and what drives those differences?
- What factors influence employee perceptions of gender equity and equality in the workplace, and how does gender impact employee perceptions of gender equity?
- Where are there significant gaps in accessibility to opportunities and resources for women and genderqueer individuals?
- What are the implicit and explicit characteristics of a workplace that create a more gender equitable environment?

Literature Review

We conducted a comprehensive literature review to assess how workplace dynamics interact with unconscious bias and ultimately impact the level of inequity at work. The review highlighted how workplace experiences differ among genders, why gender diversity is important for organizations, what policies and practices promote more gender equitable workspaces, and why a certification is an effective solution for addressing gender inequity at work.

Subject Matter Expert Interviews

Our interviews included, but were not limited to, the following:

- Carol Evans, President Emeritus and Founder of Working Mother Media
- Lydia Frank, Vice President of Content Strategy, Payscale
- Glenda Graham Walton, Recognized Organizational Development Professional
- Gerry Herbison, Professor of Management Studies, American College's Center for Ethics
- Rachel Hynes, Vice President of Operations, Living Future Institute
- Randall Lane, Senior Executive Global I&D Consultant, Inclusion INC
- Joseph Williams, Washington ICT Economic Development Director

Case Studies

Studies included, but were not limited to, a small social impact investment firm, a large e-commerce company, and a medium-sized nonprofit. Findings from these case studies will be presented in further white papers, subject to confidentiality agreements with the participating organizations.

Analysis and Findings

We created and distributed a national survey targeting employees of all genders and asked questions that related to their experiences at work, as well as the types of benefits, policies, programs, and other amenities that their employers offered. The target population for the survey was individuals of all genders currently employed full- or part-time in the U.S. workforce. Self-employed and unemployed individuals were screened out of the survey responses. The survey asked questions about respondents' demographics and identity (e.g., race, gender, location, political affiliation) in order to isolate the effect of gender on the survey responses.

The survey relied mostly on Likert scale questions to estimate satisfaction, comfort, and ease of access of opportunities within a respondent's workplace. A full list of survey questions is shown in Appendix A: Survey Questions.

The survey remains open at www.thinkgen.org.

Our team used online outreach as the primary method for collecting survey responses from a wide national audience. Examples of organizations targeted for the survey include industry-specific labor unions, industry- or identity-specific professional business associations and networking groups, regional associations, and university alumni associations. Appendix B: Organizations Contacted contains the full list of the organizations. The team also posted to Craigslist sites of the top 10 largest U.S. metro areas.⁹

Through this systematic outreach strategy to business and social networks, we collected responses from all 50 states with a total of 1,140 responses. Surveys that did not continue beyond the first page of introductory questions were dropped from our analysis.

Figure 2 shows the geographic distribution of survey responses, grouped by ZIP code. Figure 3 shows the distribution of income levels among respondents to the survey.

⁹ New York City, NY; Los Angeles, CA; Chicago, IL; Houston, TX; Philadelphia, PA; Phoenix, AZ; San Antonio, TX; San Diego, CA; Dallas; Texas San Jose, CA. Other metro areas we targeted via Craigslist: Kansas City, MO; Denver, CO; Jacksonville, FL, and Santa Fe, NM.

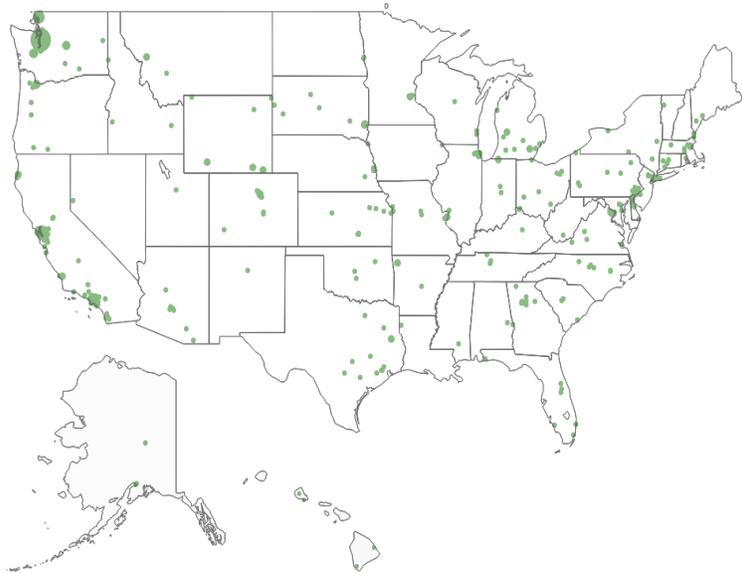


FIGURE 2 GEOGRAPHIC DISTRIBUTION OF SURVEY RESPONSES, BY ZIP CODE

Q53 What is your annual household income?

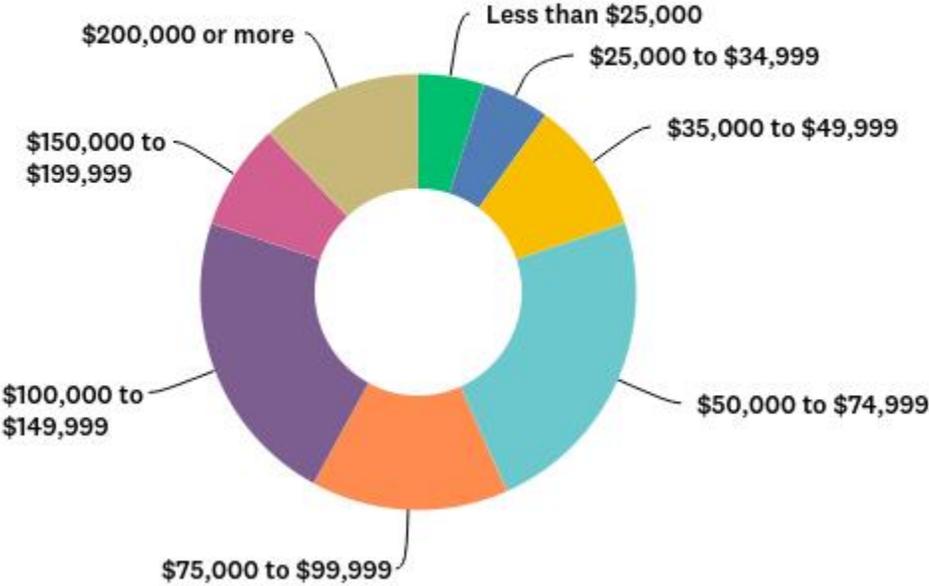


FIGURE 3 INCOME LEVELS OF SURVEY RESPONDENTS

In analyzing survey responses, we looked for statistically significant responses by gender. Given the large set of variables in the survey, we identified exploratory factor analysis as the ideal method to analyze the relationships between variables and to address issues of multicollinearity (when two or more predictor variables are correlated). Exploratory factor analysis is commonly used for self-reported surveys as a way to condense a large

number of variables into a set of factors (Williams, 2010). The processes for determining, defining, and analyzing these factors are described in Appendix C: Factor Analysis and Findings Exploration.

Findings Summary

This summary of findings is a combination of qualitative and quantitative analyses of survey results, literature review (sources in Appendix E: Literature Review), subject matter expert interviews, and data from case studies:

- Women are positively affected by having role models and mentors within their organizations, and in particular, role models of the same gender. These relationships increase job satisfaction as well as familiarity with and comfort accessing professional development opportunities in the organization.
- Across all genders, an organization's public image plays a role in an individual's work experience. Women are positively influenced more by organizations with an explicit goal of being gender-balanced vs. being gender-balanced by chance. All genders represented in our survey consider an organization more gender inclusive if they have a public statement on gender equity. Employers that are not seen as equitable risk losing talented employees.
- Culture matters. Amenities, like flexible work schedules, or policies, like blind resume review, are desired, but for individuals to feel comfortable accessing them, organizational leadership must send signals that these amenities are acceptable. An organizational culture that is open about addressing the existence of bias is also highly valued across the survey responses.
- When reviewing workplace amenities, we found that policies and procedures that promote unbiased hiring and promotion (i.e., salary transparency, blind resume review), and programs that provide leadership and managerial development were highly valued in creating an environment perceived by employees as equitable. Salary transparency in particular is significantly valued across all genders. In tandem, these policies and programs remove bias that women and genderqueer people face in hiring and create opportunities for these genders to overcome leadership gaps they may face.
- We found significantly different perceptions between genders of equality and equity. Our analysis revealed a disconnect in the ways that men understood equality and equity compared to women and genderqueer individuals. Male respondents appeared to take statements of equal access and fairness at face value, for example believing that, if a benefit is offered to all, it is also accessible to all. Female and genderqueer respondents tended to respond more positively to statements about equity (e.g., "This organization has stated a formal strategy for reaching gender pay equity") than to statements about equality (e.g., "All genders have the same chance for promotion in this organization"). This signals the importance of acknowledging that equity is more than providing opportunities to all genders. In developing gender equitable practices, it is important to keep in mind this unconscious difference in understandings.

GEN has interpreted these findings to create the Five Metrics that form the Composite Assessment Methodology for the GEN Certification Standard.

The Five Metrics

The composite assessment of employee experience and employer policies across these five metrics is used to evaluate an organization’s eligibility for certification.

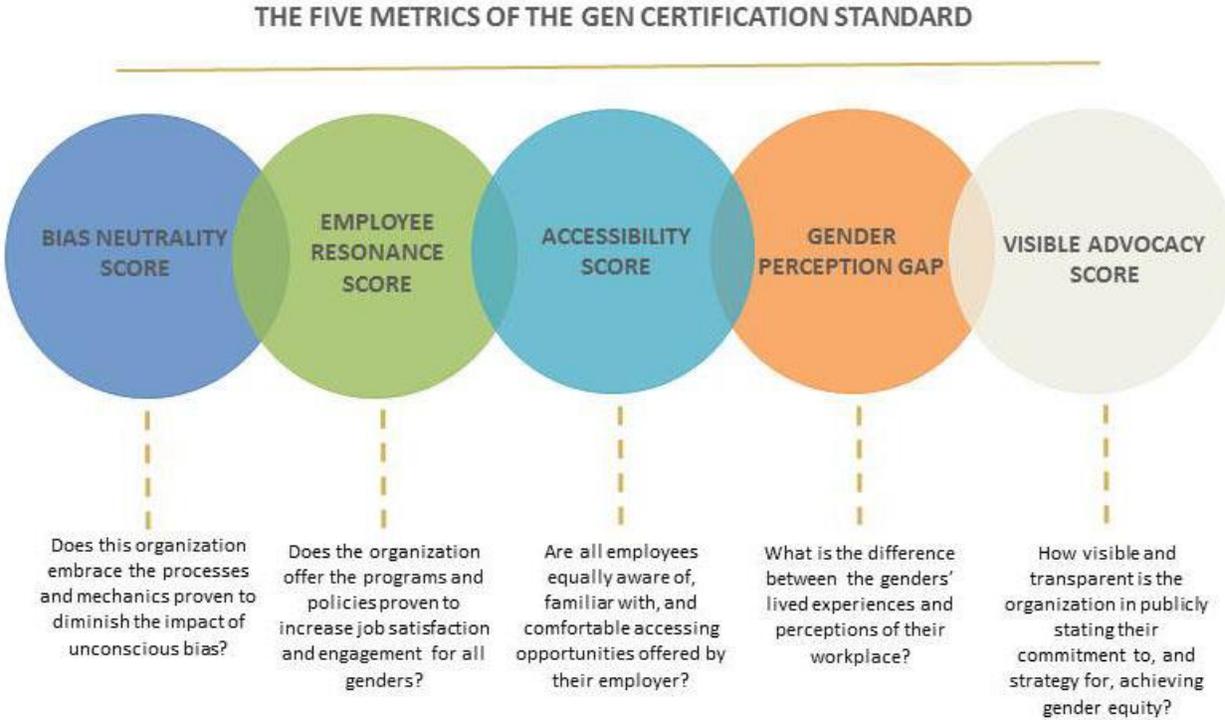


FIGURE 4 THE FIVE GEN CERTIFICATION METRICS

Measuring Maturity

To be certified, an organization must attain an 80% weighted average of the scores from each metric. According to GEN’s findings from qualitative and quantitative analyses, this score indicates that an organization has progressed far enough along the gender parity maturity curve that the systems in place naturally incentivize a culture of inclusive behaviors among employees on all levels. This level of gender parity maturity also indicates that the organization has incorporated equity-centered best practices that will yield both social and financial returns.

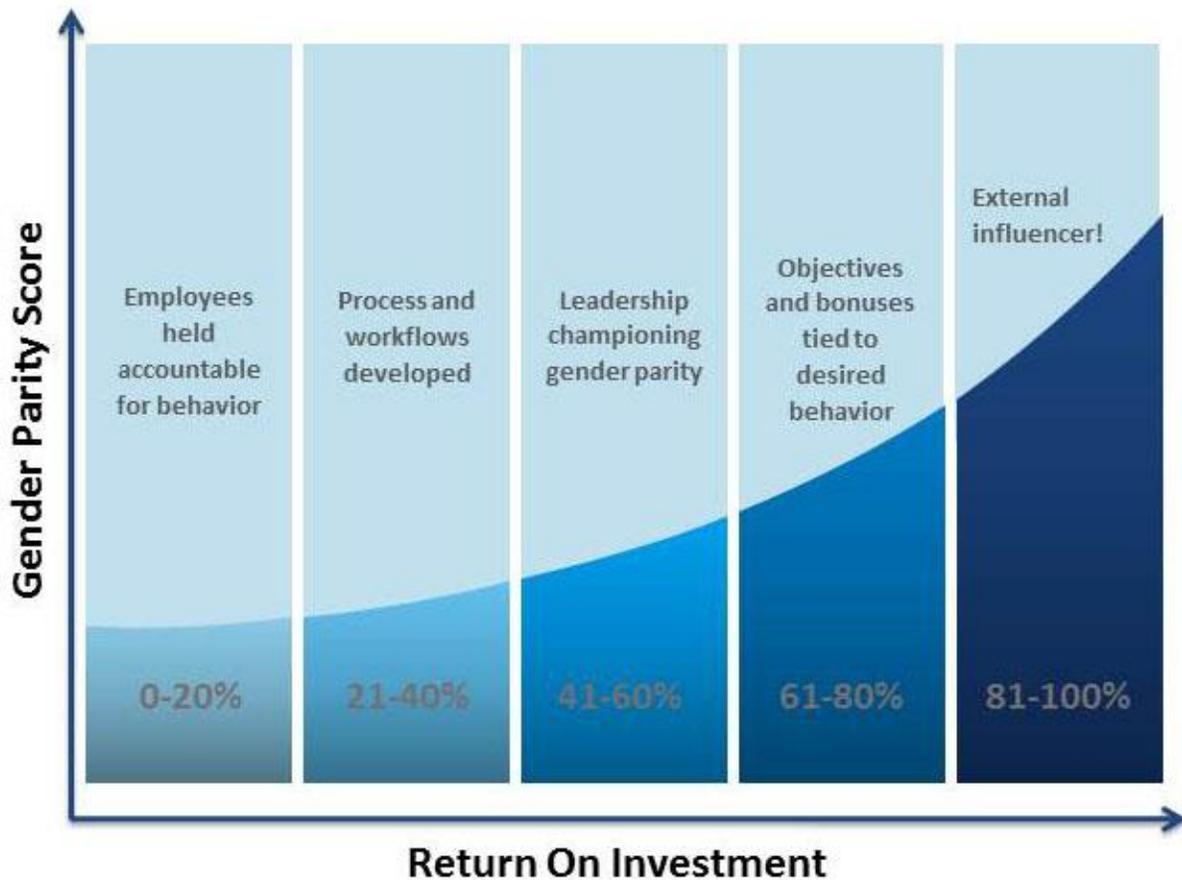


FIGURE 5 GENDER PARITY MATURITY AND RETURN ON INVESTMENT

While the certification threshold requires an 80% weighted average of the scores from each metric, the participating organization must also score at least 70% in each metric to qualify. For example, an organization that scores 90% in four metrics but 50% in the fifth would not qualify for certification, even if their weighted average was above 80%. In addition, some indicators are considered to be prerequisites for being certified. For example, organizations must have a gender equity strategy in place that has been communicated to its employees. Even if an organization scored 90%, it would not be certified if it did not have a written gender equity strategy that included specific targets.

The next sections describes in more detail the indicators that make up each of the five metrics.

Indicators of Equity: Defining GEN's Standard Metrics

The following sections define the metrics in greater depth and list the indicators that are related to each metric. The indicators have been weighted according to the significance of their relationship to the dependent variable (the metric itself). Some indicators may appear multiple times, as they show significant relationships to multiple metrics, but they have been weighted according to their relevant metric each time they appear.

Indicators have been separated by 'Survey-Based Indicators' and 'Audit-Based Indicators' for each metric. The Survey-Based Indicators display a multiple choice question or Likert scale statement to which a survey participant is asked to respond. For an expanded view of each question's possible answers, see Appendix A: Survey Questions. The average weighted response that would earn the available points for that indicator is noted under 'Certification Standard'. The Audit-Based Indicators are descriptive: they describe the standard a company must meet to earn the points for that metric.

Visual cues are meant to be interpreted as follows:

- Indicators shown in ***bold and italic*** are necessary for Certification, regardless of the overall numerical average of the metrics' total scores.
- Asterisks (*) indicate a statistically significant relationship to the metric, according to GEN's factor analysis conducted on our national survey responses. More asterisks indicate a stronger relationship, and therefore, more points are allotted to that indicator.
- "FM" indicates the weighted mean of female responses for the question related to that indicator.
- (%) indicates that responses are to be interpreted as percentages, rather than scores on a 1–9 Likert scale.
- "+1" indicates an opportunity for the organization to earn an extra point. Since these indicators are not considered "necessary," we do not penalize businesses for not meeting this criterion, but we reward the ones that do.
- "Gap" represents the difference between mean female and mean male responses to the survey question related to that indicator.

Bias Neutrality Score (BNS)

Mechanics, processes, and practices have been proven either to foster or diminish the impact of unconscious bias, regardless of intent. Examples:

- If a woman is asked to state her gender before filling out a job application or performing a skills-related test, she performs worse than if she were not asked. (1 point for putting the 'gender check box' at the end of the application!)
- Interviews that are conducted by panels are proven to foster bias, as minority representatives on the panel will acquiesce to the opinion of the dominant group more often than if they had interviewed the candidate on their own. (1 point for members of the interviewing committee separately interviewing candidates!)

The BNS evaluates to the degree to which the organization embraces the mechanics and processes proven to safeguard outcomes from being influenced by unconscious bias. We have also incorporated indicators from our survey results that demonstrated significant relationships to employees' perceptions that their organization is fair and equity-centered.

BNS Indicators

Survey-Based Indicators	Certification Standard	Weighting
Which ONE of the following best describes the attitude of your organization's leadership toward gender equality? (Likert: 1-4) Answers from Survey: a = 1, b = 2, c = 3, d = 4	FM < 2.28	***
Do you consider your leadership team to be gender-balanced? (% yes)	FM > 57.61	
This organization's networking events appeal equally to all genders	FM > 7.41	
I have the same opportunities for promotion in this organization as anyone else of my ability and experience	FM > 7.31	*
People are chosen for jobs in this organization on the basis of their competencies to perform the job	FM > 7.4	
I am compensated fairly compared to others doing similar work inside this organization	FM > 7.18	
All genders have the same chance for promotion in this organization	FM > 7.5	**
My opportunities for promotion are restricted by my responsibilities outside work	FM < 3.82	**
This organization has stated a formal strategy for reaching gender pay equity	FM > 3.85	***
Blind resume review (% offered)	FM > 17.79	***
Blind resume review (% not offered)	FM < 43.16	
Prayer rooms/quiet private spaces (% offered)	FM > 50.17	
Prayer rooms/quiet private spaces (% not offered)	FM < 30.29	
Implicit bias training (% offered)	FM > 35.07	*
Implicit bias training (% not offered)	FM < 32.55	
Space designated for women to breastfeed or express milk (not including restrooms) (% offered)	FM > 65.57	
Space designated for women to breastfeed or express milk (not including restrooms) (% not offered)	FM < 17.38	
Gender neutral restrooms (% offered)	FM > 37.19	
Gender neutral restrooms (% not offered)	FM < 44.7	
Salary transparency (% offered)	FM > 39.5	***
Salary transparency (% not offered)	FM < 40.5	
Childcare (on-site) (% offered)	FM > 17.04	*
Childcare (on-site) (% not offered)	FM < 69.14	

Survey-Based Indicators	Certification Standard	Weighting
My company's strategy for achieving gender equality is much better than our competitors' in our industry	FM > 5.53	*
A lack of gender equality has made me consider leaving this organization	FM < 2.01	
We will lose talented employees if we don't address gender equality issues	FM < 4.12	**
I believe my organization is taking the right steps to foster gender equality	FM > 7.31	**
In this organization, it is easy for women to continue to breastfeed when they have returned to work	FM > 6.49	*
Managers and supervisors are supportive of employees who are pregnant	FM > 7.53	*
I felt my ideas were heard, and I was properly credited for them (%)	FM > 47.77	*
...Assumptions about people's capabilities based on gender (%)	FM < 25.95	*
...Assumptions about people's capabilities based on age (%)	FM < 45.17	
...Assumptions about people's capabilities based on pregnancy (%)	FM < 27.12	
...Assumptions about people's capabilities based on family responsibilities (%)	FM < 27.66	
People you work with either displaying or sending you pictures or jokes of a sexual/sexist nature which you found offensive (%)	FM < 1.63	
People you work with making repeated and unwelcome remarks, suggestions, or jokes to you of a sexual/sexist nature (%)	FM < 5.98	
People you work with having inappropriate physical contact with you (%)	FM < 2.54	
Inappropriate staring by someone you work with (%)	FM < 4.18	
Someone has discriminated against you (for example, treated you less favorably) based on your caretaking responsibilities (%)	FM < 2.72	
Someone has discriminated against you based on your gender (%)	FM < 7.07	***
You've observed someone else in this organization being sexually harassed (%)	FM < 4.9	
You've experienced none of the above (%)	FM > 84.03	

Audit-Based Indicators	Weighting
Job descriptions avoid biased and gendered language ¹⁰	
Organization posts number of applicants that have applied to an online job posting to get more female applicants ¹¹	

¹⁰ As an example, women are more likely to respond to ads recruiting a 'Coder', rather than an ad that is recruiting a 'Hacker' using tongue-in-cheek language.

¹¹ Women are more likely to apply to an online job posting if they see that others have applied to it as well. More information is aligned with higher risk aversion in decision-making processes among women (Bohnet, 2016).

Audit-Based Indicators	Weighting
Organization doesn't start interviewing until candidate pool reflects a diverse population (30% rule)	
Organization analyzes and compares the results of performance appraisals by gender	
Organization quantifies performance as progress towards predetermined goals	
Performance evaluations are formulaic, including qualitative information	
Performance evaluations do not include 'personality' words, such as 'aggressive, abrasive, warm, cold...'	
Performance evaluations are reviewed for bias ¹²	
Self-evaluations do not formulaically factor into decisions regarding pay, promotions, or performance bonuses ¹³	
Self-evaluations are delivered after the manager does his/her own evaluation ¹⁴	
Evaluations use point systems for ALL potential contributions to the company, including service or other forms of organizational leadership, or office 'housework' ¹⁵	
Organization performs Gender Pay Gap Analysis	
Gender Pay Gap Analysis includes Like-for-Like Pay Gap	
Gender Pay Gap Analysis includes organizationwide gender pay gap	
Gender Pay Gap Analysis includes base salary by gender	
Gender Pay Gap Analysis includes total compensation (in addition to base) by gender	
Gender Pay Gap Analysis includes starting salaries by gender	
Pay equity strategy or plan exists	
Pay equity strategy or plan includes identification of cause of the gaps	
Pay equity strategy or plan includes compensation decision-making processes	
Pay equity strategy or plan includes targets to reduce any like-for-like gaps	
Pay equity strategy or plan includes targets to reduce any organizationwide gaps	

¹² For female medical faculty, reviews and letters of recommendation tended to be shorter, and more likely to raise doubt (faint praise, hedges, negative, unexplained comments) and refer to teaching instead of research, reinforcing stereotypes portraying women as teachers and men as researchers. Similar instances are noted in other fields as well.

¹³ In a meta-analysis examining self-perceptions of effectiveness, men show a tendency to rank themselves as more effective than they are, and women tend to rank themselves as less effective than they are (Shelley, 2004). This is especially true in areas in which men are expected have expertise. In a review of brokerage firms, male investors were so overconfident in their own ability that they traded 45% more than female investors and, as a consequence, made significantly less money than women did. If self-evaluations factor into pay decisions, these confidence biases will unfairly impact wages and perpetuate the wage gap.

¹⁴ See previous footnote regarding self-evaluations influencing pay. The same effect can unfairly influence managers' perceptions of employees.

¹⁵ In science, women are often relegated to teaching and administrative roles instead of research. In general, all disciplines require female employees to do more office 'house work' than men, crossing all levels of seniority. When points are assigned to these tasks, however, men begin to pick up a greater share of these kinds of responsibilities, redistributing work.

Audit-Based Indicators	Weighting
Pay equity metrics are reported to governing body, executive level employees	
Pay equity strategy or plan includes accountability for managers for pay equity outcomes	
Pay equity strategy or plan includes commitment to transparency for pay scales and/or salary bands	
Check boxes for 'gender' at end of application	
Check boxes for 'race' at end of application	
Check boxes for gender removed during application review process	
Check boxes for race removed during application review process	
Check boxes for gender include options beyond binary definitions of gender	
Organization directly compares two or more candidates instead of individual "yes" or "no" during candidate selection process ¹⁶	
At least one female evaluator is present for each stage of the selection process.	
Negotiation is invited during the offer process	
Organization tracks percentage of men vs. women who negotiate initial offer	+1
Organization tracks percentage of 'ask' that is granted, by gender	
Organization states the range of the salary for a position when making an offer	
Organization removes name from applications before reviewing them	
Organization uses structured interview process ¹⁷	
<input type="checkbox"/> Uses checklist	
<input type="checkbox"/> Uses people analytics or alternative to yield high correlations with attributes that will make the role successful	
<input type="checkbox"/> Uses scoring system from 1 to 10 for each interview question and assigns a weight to each question.	
<input type="checkbox"/> Scores each attribute before moving on to the next in review process	
<input type="checkbox"/> Asks all candidates same questions in same order	
<input type="checkbox"/> Assigns scores right away (using 'memory' encourages bias to influence)	

¹⁶ Experiments conducted by (Bohnet, van Geen, and Bazerman, 2015) found that when job applicants are explicitly compared to each other, selection committees are more likely to choose a candidate based on performance, rather than subjective judgement. When evaluators looked at candidate profiles individually, men were more likely to be hired for the math tasks and women for the verbal tasks, including those who had performed below par. When evaluators were exposed to more than one candidate, they overcame these stereotypical assessments. Comparative evaluation focuses attention on individual performance instead of group stereotypes, overcoming the gender gap and allowing evaluators to choose the top performer for the role.

¹⁷ A review analyzing 85 years of research in personnel psychology and 19 different selection methods concluded that unstructured interviews do not appear to enhance the predictive value of performance screenings, and can actually cause harm, as it is almost impossible for evaluators to ignore nondiagnostic information (Bohnet 2016). In contrast, structured interviews do a better job of predicting performance, especially when paired with a formal assessment of cognitive ability.

Audit-Based Indicators	Weighting
<input type="checkbox"/> No panels for interviews	
<input type="checkbox"/> If being evaluated by multiple people, evaluators do not compare notes until the very end	
<input type="checkbox"/> Evaluators submit notes before meeting by committee to discuss	
Organization offers internal or external professional development courses. <input type="checkbox"/> Measures gender gap in enrollment <input type="checkbox"/> Demonstrates communication/visibility of offering to all genders	
Organization offers formal mentoring program, which includes <input type="checkbox"/> Universal invite/matching process <input type="checkbox"/> Orientation/onboarding <input type="checkbox"/> Schedule <input type="checkbox"/> Goal-setting <input type="checkbox"/> Feedback system	
Organization offers shadowing assignment <input type="checkbox"/> Measure gender gap in enrollment <input type="checkbox"/> Demonstrates communication/visibility of offering to all genders	+1
Organization offers acting roles in a more senior position <input type="checkbox"/> Measures gender gap in participation <input type="checkbox"/> Demonstrates equity in selection and recruitment process	+1
Organization tracks seniority of mentorship by gender ¹⁸	
Organization has a formal policy or strategy that includes learning and development, including leadership and/or career development training, for women and men—this policy has been communicated to all employees	
Organization tracks how many women and men have participated in a formal sponsorship program in the past 12 months	
Organization tracks how many women and men have participated in a formal mentorship program in the past 12 months	
Organization has a formal flexible work policy and strategy	
Flexible work strategy is supported by the following (at least 3): <input type="checkbox"/> Targets have been set for engagement in flexible work <input type="checkbox"/> Manager training on flexible working is provided throughout the organization <input type="checkbox"/> Employee training is provided throughout the organization <input type="checkbox"/> Team-based training is provided throughout the organization <input type="checkbox"/> Employees are surveyed or asked otherwise if they have sufficient flexibility	

¹⁸ Even when given mentors, women’s mentors are on average, less senior

Audit-Based Indicators	Weighting
<p>At least five of the following options are available:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Flexible hours of work <input type="checkbox"/> Compressed working weeks <input type="checkbox"/> Telecommuting <input type="checkbox"/> Part-time work <input type="checkbox"/> Job sharing <input type="checkbox"/> Caretaker’s leave/family leave <input type="checkbox"/> Domestic violence leave <input type="checkbox"/> Veteran PTSD leave <input type="checkbox"/> Self-scheduling 	
<p>Formal policy and/or strategy to support workers with family or caring responsibilities meets this standard:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Once an eligibility period of no more than 9 months’ service has passed, at least 12 weeks of paid parental leave is provided to care-takers (available to women and men) <input type="checkbox"/> Workers who do not return to work after paid parental leave are not required to repay any portion of their paid parental leave 	
<p>Organization tracks number of women and men exiting organization</p> <ul style="list-style-type: none"> <input type="checkbox"/> During parental leave <input type="checkbox"/> Within one year of returning from parental leave <input type="checkbox"/> One to two years after returning from parental leave 	
<p>Organization tracks promotion of women and men in the following ways:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Number of women and men promoted during parental leave <input type="checkbox"/> Promotion rate for employees who are pregnant <input type="checkbox"/> Promotion rate of employees who are working flexibly on return from parental leave 	
<p>Organization has a keep-in-touch program or process in place for workers on paid and unpaid parental leave</p>	
<p>Organization considers workers on parental leave for promotion</p>	
<p>Organization has support mechanisms, other than leave, for employees with family or caring responsibilities. Has at least four of the following:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Employer-subsidized childcare or on-site childcare <input type="checkbox"/> Breastfeeding facilities (including refrigerators) <input type="checkbox"/> Childcare referral services <input type="checkbox"/> Internal support network for parents or coaching information <input type="checkbox"/> Return-to-work bonus <input type="checkbox"/> Support in securing school holiday care <input type="checkbox"/> Parenting workshops 	
<p>Organization encourages both women AND men to take parental leave</p> <ul style="list-style-type: none"> <input type="checkbox"/> Profiles those who took leave in publications, intranet, Internet, or other examples 	

Audit-Based Indicators	Weighting
Organization tracks number of female and male managers and non-managers utilizing parental leave, and tracks the number of women and men returning from parental leave.	
Organization tracks reasons why those who return from parental leave do not return to their original role and the role to which they return	
Organization seeks to understand the reasons why workers do not return from parental leave	
<p>If organization has control over its governing body, it has in place a formal selection policy or strategy designed to promote gender equality for governing body appointments.</p> <p>Strategy</p> <ul style="list-style-type: none"> <input type="checkbox"/> Is communicated throughout organization <input type="checkbox"/> Includes methods for identifying female talent pool <input type="checkbox"/> Does not require past governing experience¹⁹ 	
<p>Where the representation of women across management roles is less than 40%, organization sets gender representation targets for the following (the target, target date):</p> <ul style="list-style-type: none"> <input type="checkbox"/> Internal recruitment shortlists <input type="checkbox"/> External recruitment shortlists 	
Organization tracks promotion timelines by gender	
Organization ties supervisor incentives to promotion decisions that support representation targets and adhere to full transparency criteria	
<p>Gender pay gap analysis includes</p> <ul style="list-style-type: none"> <input type="checkbox"/> Annual salary increases by gender <input type="checkbox"/> Salaries on promotion by gender 	
Organization demonstrates transparency regarding allocation of accounts (where applicable) ²⁰	
<p>Organization analyzes the number of resignations by gender, including, in the last 12 months</p> <ul style="list-style-type: none"> <input type="checkbox"/> Whether females and males are leaving the organization at comparable rates <input type="checkbox"/> Whether there are any differences between the reasons females and males leave the organization <input type="checkbox"/> Plan of action to address issues identified 	

¹⁹ Requiring past governing experience increases, bias since women are less likely to have been selected for governance roles in the past.

²⁰ The sociologist Janice Fanning Madden found that female stockbrokers in two of the largest U.S. brokerage firms earned approximately 60% of what their male colleagues made. The stockbrokers received commissions from the sales of securities to their clients. Thus, the theory went, the female brokers made less money because they sold less. The easy assumption became that women weren't as effective as their male counterparts. It turns out, however, that women did not perform worse but were treated differently. They were given inferior accounts and sales opportunities. Madden refers to this as "performance support bias." When women were given more valuable accounts, the gender gap in performance disappeared.

Audit-Based Indicators	Weighting
<p>Organization sets numerical targets with timeframes to improve the representation of women across all levels, where their representation is less than 40%</p> <ul style="list-style-type: none"> <input type="checkbox"/> Targets are communicated throughout organization 	
<p>Organization tracks and communicates its progress towards achieving targets to improve the representation of women in management by</p> <ul style="list-style-type: none"> <input type="checkbox"/> Tracking progress internally <input type="checkbox"/> Reporting to the governing body and key management personnel 	
<p>Organization has formal policy and formal strategy in place that supports gender equality in relation to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Performance evaluation <input type="checkbox"/> Promotions <input type="checkbox"/> Development/training 	
<p>The CEO/leader of the organization is a visible champion of gender equality</p> <ul style="list-style-type: none"> <input type="checkbox"/> Communicated strategy regarding gender parity to employees in the last 12 months <input type="checkbox"/> Communicated commitment to gender parity publicly/externally in the last 12 months <input type="checkbox"/> Statement mentioned pay equity <input type="checkbox"/> Made public statement regarding flexibility <input type="checkbox"/> Participated in external knowledge sharing and public advocacy regarding gender parity 	
<p>Gender equality strategy is integrated into business strategy and planning process</p> <ul style="list-style-type: none"> <input type="checkbox"/> Progress is tracked internally <input type="checkbox"/> Progress is tracked and reported to leadership and key management personnel <input type="checkbox"/> Employees play a role in creating the strategy and procedures <input type="checkbox"/> Organization reports on the progress of its formal gender equity strategy to its workforce AND externally every two years <input type="checkbox"/> Targets for reporting include <ul style="list-style-type: none"> <input type="checkbox"/> Pay gap analysis including pay equity metrics <input type="checkbox"/> Utilization of flexible working for women and men by management and non-management categories <input type="checkbox"/> Promotions by gender in management and non- management categories <input type="checkbox"/> Utilization of, and return from, parental leave (paid and unpaid) of both women and men <input type="checkbox"/> Gender composition of the workforce by management and non- management categories 	
<p>Organization has a procurement plan or policy that prefers/requires suppliers to have gender equity policies</p>	
<p>Organization’s networking is built into the workday</p>	

Audit-Based Indicators	Weighting
Organization displays visual symbols of gender-diverse role models	
Organization's company panels are diverse (at least one woman and one person of color)	
Organization practices inclusive meeting behaviors: <ul style="list-style-type: none"> <input type="checkbox"/> Invitations electronically delivered <input type="checkbox"/> Scheduled to accommodate all backgrounds <input type="checkbox"/> Include rules for meeting: Interrupting <input type="checkbox"/> Include rules for meeting: Pausing <input type="checkbox"/> Tracking tokenization: 30% target for gender diversity in meetings <input type="checkbox"/> For controversial topics, meetings in small groups first 	

Employee Resonance Score (ERS)

Employee Resonance' indicates high job satisfaction, loyalty to the organization, and a trusting relationship with one's manager. Based on the regression analyses run by gender for this factor, we have determined variables that indicate higher job satisfaction and engagement for female employees, as well as males. We measure the presence of programs, amenities, and other cultural signals that indicate high resonance for all genders.

ERS Indicators

Survey-Based Indicators	Certification Standard	Weighting
My primary supervisor is...(% female)	FM > 58.16	
I am encouraged to participate in activities that will help my career development	FM > 7.78	*
All genders have equal access to training and development in this organization	FM > 8.15	***
I am comfortable attending my organization's networking events	FM > 7.11	**
Which ONE of the following best describes the attitude of your organization's leadership toward gender equality? (Likert: 1-4) Answers from Survey: a = 1, b = 2, c = 3, d = 4	FM < 2.28	***
Do you believe all genders have equal chances to achieve leadership positions in your organization? (% yes)	FM > 79%	*
My immediate supervisor/manager openly addresses inappropriate behavior.	FM > 6.67	***
<i>In the last 12 months, how many performance appraisals have you had? (If you have been with your current organization for less than 12 months, please select N/A) (# of performance appraisals)</i>	FM > 2.92	**
Leadership Training (% offered)	FM > 71.71	*
Leadership Training (% not offered)	FM < 19.47	
Blind resume review (% offered)	FM > 17.79	
Blind resume review (% not offered)	FM < 43.16	
Prayer rooms/quiet private spaces (% offered)	FM > 50.17	***
Prayer rooms/quiet private spaces (% not offered)	FM < 30.29	
Leadership training (% have participated in)	FM > 57.07	*
<i>Paid family leave (% offered)</i>	FM > 72.27	*
<i>Paid family leave (% not offered)</i>	FM < 17.82	
Salary transparency (% offered)	FM > 39.5	*
Salary transparency (% not offered)	FM < 40.5	
Paid family leave (% have participated in)	FM > 35.96	*
Peer support program (% offered)	FM > 34.71	*
Peer support program (% not offered)	FM < 37.35	
Leadership program (% offered)	FM > 52.13	*
Leadership program (% not offered)	FM < 25.74	

Survey-Based Indicators	Certification Standard	Weighting
Management or supervisory program (% offered)	FM > 49.67	*
Management or supervisory program (% not offered)	FM < 26.25	
Peer support program (% have participated in)	FM > 49.52	*
Leadership program (% have participated in)	FM > 51.56	*
Management or supervisory program (% have participated in)	FM > 45.76	*
If you have had a mentor, your mentor was (% female)	FM > 38.8	**
If you had a sponsor, your sponsor was (% female)	FM > 12.69	**
I am satisfied in my current job	FM > 7.62	***
I feel valued as an employee	FM > 7.84	***
I feel comfortable expressing my opinions in meetings	FM > 7.7	***
I would recommend this organization as an employer to my female friends	FM > 8.16	***
I am consistently treated with respect	FM > 7.91	***
I feel a strong sense of trust in my organization	FM > 7.19	***
I feel a strong sense of loyalty in my organization	FM > 7.55	***
I care about the future success of this organization	FM > 8.17	***
I have lot of input about what happens in my job	FM > 7.19	***
If I express concerns about an issue, someone follows up	FM > 7.07	***
I have someone at work I can confidently confide in	FM > 7.67	**
I believe my organization is taking the right steps to foster gender equality	FM > 7.31	**
In the last 12 months, I have considered leaving this organization because of a lack of flexibility	FM < 2.09	**
I received leadership training through this organization (%)	FM > 22.57	*
I felt my ideas were heard, and I was properly credited for them (%)	FM > 47.77	**
I had a role model of my own gender in this organization (%)	FM > 33.76	**
Someone has discriminated against me based on my gender (%)	FM < 7.07	***

Audit-Based Indicators	Weighting
Organization has formal policy that contains specific gender pay equity objectives, including <input type="checkbox"/> Transparency of pay scales and/or salary bands <input type="checkbox"/> Accountability for managers for pay equity outcomes	

Audit-Based Indicators	Weighting
Organization offers internal or external professional development courses. <input type="checkbox"/> Measures gender gap in enrollment <input type="checkbox"/> Demonstrates communication/visibility of offering to all genders	
Organization offers peer support program	*
Organization offers leadership program <input type="checkbox"/> Measures gap in participation <input type="checkbox"/> Demonstrates equity in selection and recruitment process <input type="checkbox"/> Demonstrates communication/visibility of offering to all genders	*
Organization has a formal policy or strategy that includes learning and development, including leadership and/or career development training, for women and men—this policy has been communicated to all employees	
Organization includes learning and development in the annual performance and development plans of all employees	
Organization has a formal flexible work policy and strategy	
Flexible working policies are <input type="checkbox"/> Determined with employee participation <input type="checkbox"/> Widely promoted to all genders	
Formal policy and/or strategy to support workers with family or caring responsibilities meets this standard: <input type="checkbox"/> Once an eligibility period of no more than 9 months' service has passed, at least 12 weeks of paid parental leave is provided to caretakers (available to women and men) <input type="checkbox"/> Workers who do not return to work after paid parental leave are not required to repay any portion of their paid parental leave	
At least five of the following options are available: <input type="checkbox"/> Flexible hours of work <input type="checkbox"/> Compressed working weeks <input type="checkbox"/> Telecommuting <input type="checkbox"/> Part-time work <input type="checkbox"/> Job sharing <input type="checkbox"/> Caretaker's leave/family Leave <input type="checkbox"/> Domestic violence leave <input type="checkbox"/> Veteran PTSD leave <input type="checkbox"/> Self-scheduling	
Organization has a keep-in-touch program or process in place for workers on paid and unpaid parental leave	

Audit-Based Indicators	Weighting
<p>Organization has support mechanisms, other than leave, for employees with family or caring responsibilities. Has at least four of the following:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Employer-subsidized childcare or on-site childcare <input type="checkbox"/> Breastfeeding facilities (including refrigerators) <input type="checkbox"/> Childcare referral services <input type="checkbox"/> Internal support network for parents or coaching information <input type="checkbox"/> Return-to-work bonus <input type="checkbox"/> Support in securing school holiday care <input type="checkbox"/> Parenting workshops 	
<p>Organization has formal policy and formal strategy in place that supports gender equality in relation to</p> <ul style="list-style-type: none"> <input type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Performance evaluation <input type="checkbox"/> Promotions <input type="checkbox"/> Development/training 	
<p>The CEO/leader of the organization is a visible champion of gender equality</p> <ul style="list-style-type: none"> <input type="checkbox"/> Communicated strategy regarding gender parity to employees in the last 12 months <input type="checkbox"/> Communicated commitment to gender parity publicly/externally in the last 12 months <input type="checkbox"/> Statement mentioned pay equity <input type="checkbox"/> Made public statement regarding flexibility <input type="checkbox"/> Participated in external knowledge sharing and public advocacy on gender parity 	
<p>Organization tells the story of 'sheroes' or female role models</p>	
<p>Organization displays visual symbols of gender-diverse role models</p>	

Accessibility Score (AS)

This metric measures the difference between having a policy and how comfortable employees feel accessing the opportunity that the policy intends to promote. Amenities, such as flexible work schedules, only contribute to creating an inclusive workplace when measures are taken to make them accessible by all and to reduce the barriers that keep some populations from participating. Leadership must send signals that these amenities are acceptable for all individuals to use, and opportunities must be implemented in ways that do not implicitly exclude particular populations. For example, a company can say that they offer networking opportunities that provide access to senior leadership, but networking activities that...

- Are offered 'after hours' exclude parents.
- Don't offer halal options exclude devout Muslims.
- Involve alcohol make the experience less comfortable for women, who are more often "perceived" as intoxicated, even when they are not.

The AS measures the levels of familiarity with and participation in programs and amenities offered by the organization, by gender.

AS Indicators

Survey-Based Indicators	Certification Standard	Weighting
All genders have equal access to training and development in this organization	FM > 8.15	
If I need training or development, I can ask for it and get it	FM > 7.6	
I have access to senior-level leaders if I want it	FM > 7.76	
I am able to attend my organization’s networking events	FM > 7.38	**
I am comfortable attending my organization’s networking events	FM > 7.11	
Which ONE of the following best describes the attitude of your organization’s leadership toward gender equality? (Likert: 1-4) Answers from Survey: a = 1, b = 2, c = 3, d = 4	FM < 2.28	***
My immediate supervisor/manager openly addresses inappropriate behavior	FM > 6.67	***
<i>In the last 12 months, how many performance appraisals have you had? (If you have been with your current organization for less than 12 months, please select N/A) (# of appraisals)</i>	FM > 2.92	**
My opportunities for promotion are restricted by my responsibilities outside work	FM < 3.82	**
My organization has stated a formal strategy for reaching gender pay equity	FM > 3.85	***
How easy or difficult is it for you to take time off during your work day to take care of personal or family matters?	FM < 2.11	***
Diversity training (% don’t know)	Gap < 2.32	***
Leadership training (% don’t know)	Gap < .31	
Blind resume review (% don’t know)	Gap < .52	***
Prayer rooms/quiet private spaces (%don’t know)	Gap < 3.53	
Implicit bias training (% don’t know)	Gap < 2.37	
Networking events specific to affinity groups (% don’t know)	Gap < 8.71	**
Space designated for women to breastfeed or express milk (not including restrooms) (% don’t know)	Gap < 0	*
Leadership training (% have participated in)	Gap < 3	
Flexible working hours (% don’t know)	Gap < 1.97	***
Ability to work remotely (% don’t know)	Gap < .12	**
Paid-time off (PTO) (% don’t know)	Gap < .25	
Paid sick time (% don’t know)	Gap < 1.29	

Survey-Based Indicators	Certification Standard	Weighting
<i>Paid family leave (% don't know)</i>	Gap < .8	
Salary transparency (% don't know)	Gap < 8.7	
Job sharing (% don't know)	Gap < 6.44	+1
Health benefits (for spouse and dependents) (% don't know)	Gap < .16	
Childcare (on-site) (% don't know) OR childcare (off-site but employer-sponsored) or childcare subsidy (% don't know)	Gap < 1.15 OR Gap < 3.16	
Flexible working hours (% have participated in)	Gap < 2.49	***
Ability to work remotely (% have participated in)	Gap < 1.57	**
Paid time off (PTO) (% have participated in)	Gap < .47	
Paid sick time (% have participated in)	Gap < 1.34	
Paid family leave (% have participated in)	Gap < 6.88	
Job sharing (% have participated in)	Gap < 12.74	+1
Childcare (off-site but employer-sponsored) or childcare subsidy (% have participated in)	Gap < 3.73	
Employer-sponsored internal course (% don't know)	Gap < .9	
Employer-sponsored external course (% don't know)	Gap < .26	
Mentoring that was formally structured (% don't know)	Gap < .51	
Sponsorship that was formally structured (% don't know)	Gap < 2.91	
Peer support program (% don't know)	Gap < 5.56	
Shadowing assignment (% don't know)	Gap < 6.49	+1
An acting role in a more senior position (% don't know)	Gap < 10.13	+1
Leadership program (% don't know)	Gap < 7.7	
Management or supervisory program (% don't know)	Gap < 12.06	
Technical-skills-based course (% don't know)	Gap < 3.82	
Business-skills-based course (% don't know)	Gap < 3.62	
Employer-sponsored internal course (% have participated in) OR employer-sponsored external course (% have participated in)	Gap < 3.39 Gap <.97	
Mentoring that was formally structured (% have participated in)	Gap < 6.38	
Sponsorship that was formally structured (% have participated in)	Gap < 7.18	
Peer support program (% have participated in)	Gap < 4.88	
Shadowing assignment (% have participated in)	Gap < 18.41	+1
An acting role in a more senior position (% have participated in)	Gap < 3.54	+1

Survey-Based Indicators	Certification Standard	Weighting
Leadership program (% have participated in)	Gap < .98	
Management or supervisory program (% have participated in)	Gap < 3.82	
If you have had a mentor, your mentor was (% female)	FM > 38.8	*
Technical-skills-based course (% have participated in)	Gap < .76	
Business-skills-based course (% have participated in)	Gap < 1	
The flexible work policies in my organization are clearly communicated and promoted	FM > 5.96	***
I am satisfied with the flexibility of hours in my job	FM > 6.93	***
It is difficult for me to use flexible work options because of a lack of support from my supervisor	FM < 2.4	**
I can access ad hoc flexibility when my needs change on short notice	FM > 7.14	***
My commitment to this organization would be questioned if I chose to use flexible work options	FM < 3.05	**
All genders are actively encouraged to adopt flexible work arrangements in this organization	FM > 6.01	***
I feel comfortable using the flexible work options that are available to me	FM > 6.93	***
I feel free to speak up about my flexibility needs	FM > 7.12	***
In the last 12 months, I have considered leaving this organization because of a lack of flexibility	FM < 2.09	**
My immediate manager is a positive role model for work-life balance	FM > 6.34	*
In this organization, it is easy for women to continue to breastfeed when they have returned to work	FM > 6.49	*
Managers and supervisors are supportive of employees who are pregnant	FM > 7.53	*
I was actively recruited to this organization as an external candidate (%)	FM > 15.09	*

Audit-Based Indicators	Weighting
Organization offers internal or external professional development courses <input type="checkbox"/> Measures gender gap in enrollment <input type="checkbox"/> Demonstrates communication/visibility of offering to all genders	

Audit-Based Indicators	Weighting
Organization offers formal mentoring program, which includes <input type="checkbox"/> Universal invite/matching process <input type="checkbox"/> Orientation/onboarding process <input type="checkbox"/> Schedule <input type="checkbox"/> Goal-setting <input type="checkbox"/> Feedback system	
Organization offers shadowing assignment <input type="checkbox"/> Measures gender gap in enrollment <input type="checkbox"/> Demonstrates communication/visibility of offering	+1
Organization offers acting roles in a more senior position <input type="checkbox"/> Measures gender gap in participation <input type="checkbox"/> Demonstrates equity in selection and recruitment process	+1
Organization offers leadership program <input type="checkbox"/> Measures gap in participation <input type="checkbox"/> Demonstrates equity in selection and recruitment process <input type="checkbox"/> Demonstrates communication/visibility of offering to all genders	
Organization offers technical-skills-based course <input type="checkbox"/> Measures gender gap in participation <input type="checkbox"/> Demonstrates equity in selection and recruitment process <input type="checkbox"/> Demonstrates communication/visibility of offering to all genders	
Organization offers business-skills-based course <input type="checkbox"/> Measures gender gap in participation <input type="checkbox"/> Demonstrates equity in selection and recruitment process <input type="checkbox"/> Demonstrates communication/visibility of offering to all genders	
Organization tracks seniority of mentorship by gender ²¹	
Organization includes learning and development in the annual performance and development plans of all employees	
Organization tracks how many women and men have participated in a formal sponsorship program in the past 12 months	
Organization tracks how many women and men have participated in a formal mentorship program in the past 12 months	
Flexible working policies are <input type="checkbox"/> Determined with employee participation <input type="checkbox"/> Widely promoted to all genders	

²¹ Even when given mentors, women’s mentors are, on average, less senior.

Audit-Based Indicators	Weighting
Flexible work strategy is supported by the following (at least 3): <ul style="list-style-type: none"> <input type="checkbox"/> Targets have been set for engagement in flexible work <input type="checkbox"/> Manager training on flexible working is provided throughout the organization <input type="checkbox"/> Employee training is provided throughout the organization <input type="checkbox"/> Team-based training is provided throughout the organization <input type="checkbox"/> Employees are surveyed or asked otherwise if they have sufficient flexibility 	
Organization tracks number of women and men exiting organization <ul style="list-style-type: none"> <input type="checkbox"/> During parental leave <input type="checkbox"/> Within one year of returning from parental leave <input type="checkbox"/> One to two years after returning from parental leave 	
Organization tracks promotion of women and men in the following ways: <ul style="list-style-type: none"> <input type="checkbox"/> Number of women and men promoted during parental leave <input type="checkbox"/> Promotion rate for employees who are pregnant <input type="checkbox"/> Promotion rate of employees who are working flexibly on return from parental leave 	
Organization considers workers on parental leave for promotion	
Organization has support mechanisms, other than leave, for employees with family or caring responsibilities. Has at least four of the following: <ul style="list-style-type: none"> <input type="checkbox"/> Employer-subsidized childcare <input type="checkbox"/> On-site childcare <input type="checkbox"/> Breastfeeding facilities (Including refrigerators) <input type="checkbox"/> Childcare referral services <input type="checkbox"/> Internal support network for parents or coaching information <input type="checkbox"/> Return-to-work bonus <input type="checkbox"/> Support in securing school holiday care <input type="checkbox"/> Parenting workshops 	
Organization tracks number of female and male managers and non-managers utilizing parental leave, and tracks the number of women and men returning from parental leave.	
Organization tracks reasons why those who return from parental leave do not return to their original role and the role to which they return	
Organization seeks to understand the reasons why workers do not return from parental leave	
Where the representation of women across manager roles is less than 40%, organization sets gender representation targets for the following (the target, target date): <ul style="list-style-type: none"> <input type="checkbox"/> Internal recruitment shortlists <input type="checkbox"/> External recruitment shortlists 	
Organization tracks promotion timelines by gender	

Audit-Based Indicators	Weighting
<p>Organization ties supervisor incentives to promotion decisions that support representation targets and adhere to full transparency criteria</p>	
<p>Gender Pay Gap Analysis includes:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Annual salary increases by gender <input type="checkbox"/> Salaries on promotion by gender 	
<p>Organization demonstrates transparency regarding allocation of accounts²²</p>	
<p>Organization analyzes the number of resignations by gender, including, in the last 12 months</p> <ul style="list-style-type: none"> <input type="checkbox"/> Whether females and males are leaving the organization at comparable rates <input type="checkbox"/> Whether there are any differences between why female and males leave the organization <input type="checkbox"/> Plan of action to address issues identified 	
<p>Organization sets numerical targets with timeframes to improve the representation of women across all levels, where their representation is less than 40%</p> <ul style="list-style-type: none"> <input type="checkbox"/> Targets are communicated throughout organization 	
<p>Organizations tracks and communicates its progress towards achieving targets to improve the representation of women in management by</p> <ul style="list-style-type: none"> <input type="checkbox"/> Tracking progress internally <input type="checkbox"/> Reporting to the governing body and key management personnel 	
<p>Organization has formal policy and formal strategy in place that supports gender equality in relation to</p> <ul style="list-style-type: none"> <input type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Performance evaluation <input type="checkbox"/> Promotions <input type="checkbox"/> Development/training 	
<p>The CEO/leader of the organization is a visible champion of gender equality</p> <ul style="list-style-type: none"> <input type="checkbox"/> Communicated strategy regarding gender parity to employees in the last 12 months <input type="checkbox"/> Communicated commitment to gender parity publicly/externally in the last 12 months <input type="checkbox"/> Statement mentioned pay equity <input type="checkbox"/> Made public statement regarding flexibility <input type="checkbox"/> Participated in external knowledge sharing and public advocacy regarding gender parity 	

²² The sociologist Janice Fanning Madden found that female stockbrokers in two of the largest U.S. brokerage firms earned about 60% of what their male colleagues made. The stockbrokers received commissions from the sales of securities to their clients. Thus, the theory went, the female brokers made less money because they sold less. The easy assumption became that women weren't as effective as their male counterparts. It turns out, however, that women did not perform worse but were treated differently. They were given inferior accounts and sales opportunities. Madden refers to this as "performance support bias." When women were given more valuable accounts, the gender gap in performance disappeared.

Audit-Based Indicators	Weighting
<p>Gender equality strategy is integrated into business strategy and planning process</p> <ul style="list-style-type: none"> <input type="checkbox"/> Progress is tracked internally <input type="checkbox"/> Progress is tracked and reported to leadership and key management personnel <input type="checkbox"/> Employees play a role in creating the strategy and procedures <input type="checkbox"/> Organization reports on the progress of its formal gender equality strategy to its workforce AND externally every two years <input type="checkbox"/> Targets for reporting include <ul style="list-style-type: none"> <input type="checkbox"/> Pay gap analysis including pay equity metrics <input type="checkbox"/> Utilization of flexible working for women and men by management and non-management categories <input type="checkbox"/> Promotions by gender in management and non- management categories <input type="checkbox"/> Utilization of, and return from, parental leave (paid and unpaid) of both women and men <input type="checkbox"/> Gender composition of the workforce by management and non- management categories 	
<p>Organization’s networking is built into the workday.</p>	
<p>Organization practices inclusive meeting behaviors:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Invitations electronically delivered <input type="checkbox"/> Scheduled to accommodate all backgrounds <input type="checkbox"/> Include rules for meeting: Interrupting <input type="checkbox"/> Include rules for meeting: Pausing <input type="checkbox"/> Tracking tokenization: 30% target <input type="checkbox"/> For controversial topics, meetings in small groups first 	

Visible Advocacy Score (VAS)

Organizations that publicly state their commitment and strategy to striving for gender equity see lower female and genderqueer turnover, and they help shift workplace culture for everyone. Increased transparency and communication of gender equity targets, both internally and externally, signal to employees that they are valued and that their organization is authentic in their perspective on gender equity as critical to growth and success. The VAS evaluates how intentionally visible and transparent the organization is in communicating their commitment to gender equity, including their strategy.

VAS Indicators

Survey-Based Indicators	Certification Standard	Weighting
Which ONE of the following best describes the attitude of your organization's leadership toward gender equality? (Likert: 1-4) Answers from Survey: a = 1, b = 2, c = 3, d = 4	FM < 2.28	***
My immediate supervisor/manager openly addresses inappropriate behavior	FM > 6.67	***
Job vacancies in this organization are advertised widely to attract a diverse applicant pool	FM > 6.65	
I was attracted to work at this organization because of its reputation as a gender-inclusive employer	FM > 4.07	
This organization has stated a formal strategy for reaching gender pay equity	FM > 3.85	***
Diversity Training (% offered)	FM > 65.78	
Diversity Training (% not offered)	FM < 22.09	
Prayer rooms/quiet private spaces (% offered)	FM > 50.17	
Prayer rooms/quiet private spaces (% not offered)	FM < 30.29	
Implicit bias training (% offered)	FM > 35.07	
Implicit bias training (% not offered)	FM < 32.55	
Networking events specific to affinity groups (% offered)	FM > 49.18	**
Implicit bias training (% not offered)	FM < 25.66	
Space designated for women to breastfeed or express milk (not including restrooms) (% offered)	FM > 65.57	
Space designated for women to breastfeed or express milk (not including restrooms) (% not offered)	FM < 17.38	
Gender neutral restrooms (% offered)	FM > 37.19	
Gender neutral restrooms (% not offered)	FM < 44.7	
Salary transparency (% offered)	FM > 39.5	
Salary transparency (% not offered)	FM < 40.5	
<i>I would recommend this organization as an employer to my female friends</i>	FM > 8.16	
I would recommend this organization as an employer to my genderqueer friends	FM > 8	
In this organization, it is easy for women to continue to breastfeed when they have returned to work	FM > 6.49	

Audit-Based Indicators	Weighting
Job vacancies are advertised widely to attract a diverse applicant pool	
Flexible work strategy is supported by the following (at least 3): <ul style="list-style-type: none"> <input type="checkbox"/> Targets have been set for engagement in flexible work <input type="checkbox"/> Manager training on flexible working is provided throughout the organization <input type="checkbox"/> Employee training is provided throughout the organization <input type="checkbox"/> Team-based training is provided throughout the organization <input type="checkbox"/> Employees are surveyed on whether they have sufficient flexibility 	
Organization encourages both women AND men to take parental leave <ul style="list-style-type: none"> <input type="checkbox"/> Profiles those who took leave in publications, intranet, Internet, or other examples 	
If organization has control over its governing body, it has in place a formal selection policy or strategy designed to promote gender equality for governing body appointments. Strategy <ul style="list-style-type: none"> <input type="checkbox"/> Is communicated throughout organization <input type="checkbox"/> Includes methods for identifying female talent pool <input type="checkbox"/> Does not require past governing experience²³ 	
Organization demonstrates transparency regarding allocation of accounts. ²⁴	
Organization sets numerical targets with timeframes to improve the representation of women across all levels, where their representation is less than 40% <ul style="list-style-type: none"> <input type="checkbox"/> Targets are communicated throughout organization 	
Organization tracks and communicates its progress towards achieving targets to improve the representation of women in management by <ul style="list-style-type: none"> <input type="checkbox"/> Tracking progress internally <input type="checkbox"/> Reporting to the governing body and key management personnel 	
Organization has formal policy and formal strategy in place that supports gender equality in relation to <ul style="list-style-type: none"> <input type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Performance evaluation <input type="checkbox"/> Promotions <input type="checkbox"/> Development/training 	

²³ Requiring past governing experience increases bias, since women are less likely to have been selected for governance roles in the past.

²⁴ The sociologist Janice Fanning Madden found that female stockbrokers in two of the largest U.S. brokerage firms earned about 60% of what their male colleagues made. The stockbrokers received commissions from the sales of securities to their clients. Thus, the theory went, the female brokers made less money because they sold less. The easy assumption became that women weren't as effective as their male counterparts. It turns out, however, that women did not perform worse but were treated differently. They were given inferior accounts and sales opportunities. Madden refers to this as "performance support bias." When women were given more valuable accounts, the gender gap in performance disappeared.

Audit-Based Indicators	Weighting
<p>The CEO/leader of the organization is a visible champion of gender equality</p> <ul style="list-style-type: none"> <input type="checkbox"/> Communicated strategy regarding gender parity to employees in the last 12 months <input type="checkbox"/> Communicated commitment to gender parity publicly/externally in the last 12 months <input type="checkbox"/> Statement mentioned pay equity <input type="checkbox"/> Made public statement regarding flexibility <input type="checkbox"/> Participated in external knowledge sharing and public advocacy regarding gender parity 	
<p>Gender equality strategy is integrated into business strategy and planning process</p> <ul style="list-style-type: none"> <input type="checkbox"/> Progress is tracked internally <input type="checkbox"/> Progress is tracked and reported to leadership and key management personnel <input type="checkbox"/> Employees play a role in creating the strategy and procedures <input type="checkbox"/> Organization reports on the progress of its formal gender equality strategy to its workforce AND externally every two years <input type="checkbox"/> Targets for reporting include <ul style="list-style-type: none"> <input type="checkbox"/> Pay gap analysis including pay equity metrics <input type="checkbox"/> Utilization of flexible working for women and men by management and non-management categories <input type="checkbox"/> Promotions by gender in management and non- management categories <input type="checkbox"/> Utilization of, and return from parental leave (paid and unpaid) of women and men <input type="checkbox"/> Gender composition of the workforce by management and non- management categories 	
<p>Organization has a procurement plan or policy that prefers/requires suppliers to have gender equity policies</p>	
<p>Organization tells the story of 'sheroes' or female role models</p>	

Gender Perception Gap (GPG)

Perceptions matter. For each individual, his or her perception is his or her lived reality. If managers believe they encourage their employees to participate in professional development, but employees do not perceive this as their experience, they are not actually encouraged. This metric measures the difference between men's and women's lived experiences in their workplace. A larger gap between their perceptions indicates a lower score, and a smaller gap, a higher score.

GPG Indicators

Survey-Based Indicators	Certification Standard	Weighting
I am encouraged to participate in activities that will help my career development	Gap < .1	
All genders have equal access to training and development in this organization	Gap < .16	
If I need training or development, I can ask for it and get it	Gap < .11	
I have access to senior-level leaders if I want it	Gap < .2	
I am able to attend my organization's networking events	Gap < .16	**
I am comfortable attending my organization's networking events	Gap < .39	**
All genders have equal access to senior-level leaders in this organization	Gap < .58	
This organization's networking events appeal equally to all genders	Gap < .16	
Which ONE of the following best describes the attitude of your organization's leadership toward gender equality? (Likert: 1-4) Answers from Survey: a = 1, b = 2, c = 3, d = 4	Gap < .09	***
Do you believe all genders have equal chances to achieve leadership positions in your organization? (% yes)	Gap < 8.84	*
My immediate supervisor/manager gives me feedback on my performance that I find helpful	Gap < .14	
I have had an open discussion about my pay with my immediate supervisor/manager in the past 12 months	Gap < .33	
My immediate supervisor/manager values differences in people	Gap < .04	
My immediate supervisor/manager has discussed my career development needs with me within the past 12 months	Gap < .47	
My immediate supervisor/manager genuinely supports equality between women and men	Gap < .09	
I feel a strong sense of loyalty to my immediate supervisor/manager	Gap < .12	
I feel free to give my immediate supervisor/manager direct and honest feedback	Gap < .3	
My immediate supervisor/manager openly addresses inappropriate behavior	Gap < .21	***
My supervisor/manager recognizes me for my contributions	Gap < .06	
<i>In the last 12 months, how many performance appraisals have you had? (If you have been with your current organization for less than 12 months, please select N/A) (# of performance appraisals)</i>	Gap < .2	**
People are chosen for jobs in this organization on the basis of their competencies to perform the job	Gap < .03	

Survey-Based Indicators	Certification Standard	Weighting
I have the same opportunities for promotion in this organization as anyone else of my ability and experience	Gap < .3	*
I am compensated fairly compared to others doing similar work in this organization	Gap < .4	
All genders have the same chance for promotion in this organization	Gap < .44	**
My opportunities for promotion are restricted by my responsibilities outside work	Gap < .32	**
All genders are paid the same rates for performing similar work in this organization	Gap < .97	
I understand the pay and bonus decision-making criteria and processes in this organization	Gap < .21	
All genders have equal access to business-critical roles in this organization	Gap < .65	
How easy or difficult is it for you to take time off during your work day to take care of personal or family matters?	Gap < .26	***
How easy or difficult is it for you to manage the demands of your work and your personal/family life?	Gap < .21	
Leadership training (% have participated in)	Gap < 3.5	
I am satisfied in my current job	Gap < .13	
I feel valued as an employee	Gap < .09	
I feel comfortable expressing my opinions in meetings	Gap < .29	
I would recommend this organization as an employer to my female friends	Gap < .23	
I am consistently treated with respect	Gap < .17	
I feel a strong sense of trust in my organization	Gap < .38	
I feel a strong sense of loyalty in my organization	Gap < .14	
I care about the future success of this organization	Gap < .06	
I have lots of input about what happens in my job	Gap < .28	
If I express concerns about an issue, someone follows up	Gap < .41	
I have someone at work I can confidently confide in	Gap < .06	
My company's strategy for achieving gender equality is much better than our competitors' in our industry	Gap < .61	
A lack of gender equality has made me consider leaving this organization	Gap < .37	
We will lose talented employees if we don't address gender equality issues	Gap < .91	
The flexible work policies in my organization are clearly communicated and promoted	Gap < .62	

Survey-Based Indicators	Certification Standard	Weighting
I am satisfied with the flexibility of hours in my job	Gap < .58	
It is difficult for me to use flexible work options because of a lack of support from my supervisor	Gap < .55	
I can access ad hoc flexibility when my needs change on short notice	Gap < .21	
My commitment to this organization would be questioned if I chose to use flexible work options	Gap < .16	
All genders are actively encouraged to adopt flexible work arrangements in this organization	Gap < .84	
I feel comfortable using the flexible work options that are available to me	Gap < .44	
I feel free to speak up about my flexibility needs	Gap < .18	
My immediate manager is a positive role model for work-life balance.	Gap < .23	
Managers and supervisors are supportive of employees who are pregnant	Gap < .22	
How well have performance evaluations reflected your competence related to your current position?	Gap < .08	
How well have performance evaluations reflected your contributions to the organization?	Gap < .06	
Are you able to achieve progress towards your predetermined goals?	Gap < .07	
I was actively recruited to this organization as an external candidate (%)	Gap < 12.96	
I was actively recruited to this organization as an internal candidate (%)	Gap < 4.71	
I received leadership training through this organization (%)	Gap < 5.14	
I felt my ideas were heard, and I was properly credited for them (%)	Gap < 3.64	
I had a role model of my own gender in this organization (%)	Gap < 9.01	
...Assumptions about people's capabilities based on gender (%)	Gap < 12.37	
I was promoted in this organization in accordance with my achievements (%)	Gap < 2.3	

THE GEN CERTIFICATION ASSESSMENT PROCESS AND OTHER FAQs

Are you ready to signal your commitment to equity? [Contact us](#) to start an eligibility conversation.

The GEN certification is awarded based on the results of an employee experience survey and a processes audit.

Your organization should expect to be responsible for the following:

- Distributing the employee survey to your staff for completion. (We'll provide a sample introductory e-mail with a secure link to the survey.)
- Access to your leadership and a sample of your non-management employees, if applicable, for 30-60-minute interviews.
- Access to a focal point for a processes audit meeting, which may last up to 8 hours.
- Completion by your lead(s) of a feedback survey, so we can continue to improve our processes.
- Information that you should expect to disclose is included in the Certification Assessment Checklist, which you receive after we complete an eligibility conversation.
- If you choose to participate as a featured organization in a related case study, we may need to conduct further interviews and will need your review and approval of content to be published.

The timeframe depends mainly on the responsiveness and pace of the organization being assessed. The assessment process typically takes 2-3 months, and GEN certifies only organizations that meet the criteria.

Please [contact us](#) to receive specific details for your organization.

Is there a minimum number of employees a business must have to be GEN Certified?

GEN has created a certification model for small businesses of under 50 employees, in addition to its standard certification model. There is no minimum headcount for the GEN Small Business Certification.

The methodology used to assess businesses for the standard GEN Certification cannot necessarily be applied to small businesses. For example, the standard certification evaluates the 'perception gap' between how men and women experience the workplace, as part of the overall assessment of the business. Small businesses may not have enough participants of each gender to draw significant conclusions from this gap, so we employ other methods, such as comparing employee responses to normative data gathered from our national public-facing survey. In addition, small businesses may not have the departments or stratification of seniority levels found in larger companies, so we do not include this criterion. For these reasons, we have tailored a separate certification process for small businesses.

How long does the certification last?

Businesses that are GEN Certified maintain that status for three years. They may then be audited for re-certification at approximately 35% the cost of the original certification fee.

GEN is committed to updating its criteria to keep pace with evolving knowledge around gender equity best practices. If GEN's criteria have changed since a business was last certified, the organization will be audited for re-certification according to the newest criteria.

The re-certification requirement acknowledges that gender equity requires ongoing commitment, and ensures that certified businesses take a long-term approach to intentionally fostering inclusive cultures.

Who issues the certificate?

An approved third-party auditor issues GEN Certifications. These are trained certification specialists who have gone through a GEN Certification Auditing program to ensure integrity, competence, and consistency.

If an organization participates in the GEN Certification assessment, can that organization opt out of the certification?

Certification is not a requirement, but it does visibly demonstrate an organization's commitment to gender equity in the workplace. GEN will still deliver the same diagnostic report to the organization, including a quantitative and qualitative assessment, identification of gaps, and recommendations for next steps.

Is it possible that an organization participating in an assessment finds that it does not qualify for certification?

Yes, and the GEN Certification Assessment fee does include a retest option for organizations to redeem within one year. GEN's initial assessment includes a diagnostic overview of your organization and recommendations for improvement. Our experts can work with you to create and follow an action plan to ensure you're tracking the most effective Gender Equity Targets.

What exactly is the organization paying for?

The fee includes administration of the employee survey and the processes audit, an analysis of survey results and an audit summary, benchmarking against the GEN Standard and peers, a summary of GEN Assessment results, recommended next steps and an action plan, advice and support in creating and distributing the internal and external communications on the results of the GEN Certification Assessment, an image file to be used if certified, and an invitation to join GEN's case studies of Gender Equity Leaders.

What is involved in the audit process?

GEN will work with you to plan the audit schedule, including a remote review of documents and an on-site visit from your GEN auditor.

How long will the auditor be on site?

An on-site visit may be a single day or more, depending on the size and complexity of the organization.

For more questions on getting started on the Certification Assessment process, please [contact us](#) or visit our website at www.thinkgen.org.

APPENDIX A: SURVEY QUESTIONS

1. Are you currently employed?

Yes

No

2. Are you self-employed?

Yes

No

3. What is your gender?

Female

Male

I identify differently. (Please state how you choose to identify.)

4. What is your ZIP code?

Please answer the following questions based on your personal experience at your current place of employment. If you work more than one job, answer based on where you work the most hours per month. When answering the questions, please remember it's your perceptions we're interested in. Don't worry if you don't have any experience with a specific issue or question; it's your opinion we value.

5. Which industry best classifies your current employer?

Accommodation and Food Services

Agriculture, Forestry, Fishing, and Hunting

Arts, Entertainment, and Recreation

Construction

Educational Services (including private, state, and local government schools)

Federal, State, and Local Government, excluding state and local schools and hospitals and the U.S.

Postal

Finance and Insurance

Health Care and Social Assistance (including private, state, and local government hospitals)

Information and Technology

Management of Companies and Enterprises

Manufacturing

Mining, Quarrying, and Oil and Gas Extraction

Nonprofit

Professional, Scientific, and Technical Services

Real Estate and Rental and Leasing

Retail Trade

Service

Transportation and Warehousing

Utilities

Waste Management and Remediation Services

Other (please specify)

6. What work area best describes your current position?

Architecture and engineering

Building and grounds cleaning and maintenance

Business and financial operations

IT and Computer Engineering

Construction and extraction

Creative Services

Educator, trainer, or librarian

Food preparation and serving related

Healthcare practitioners and technical

Healthcare support

HR/Talent Management

Installation, maintenance, and repair

Management

Marketing and Communications

Mathematical and other Computing

Office and administrative support

Partner/Vendor Management

Personal care and service

Production

Product management

Project Management

Protective services

R&D

Sales and related

Transportation and material moving

Other (please specify)

7. My primary supervisor is

Female

Male

Identifies differently (please specify)

8. If you have more than one manager/supervisor, are they...

All female

All male

Both male and female

N/A (Only have one manager)

Identifies differently (please specify)

9. Please read the following statements and tell us the extent to which you agree or disagree with each on a scale of 1 to 9, where 1 means 'strongly disagree' and 9 means 'strongly agree'

I am encouraged to participate in activities that will help my career development

All genders have equal access to training and development in this organization

If I need training or development, I can ask for it and get it

I have access to senior-level leaders if I want it

I am able to attend my organization's networking events

I am comfortable attending my organization's networking events

All genders have equal access to senior-level leaders in this organization

This organization's networking events appeal equally to all genders

10. Which ONE of the following best describes the attitude of your organization's leadership toward gender equality?

Our leadership has publicly stated it as a priority and has a clear roadmap for getting there

Our leadership has publicly stated it as a priority, but we are not sure how to get there

Our leadership believes gender equality is important but does not publicly communicate it and does not have a plan

Our leadership is not interested in gender equality

11. Do you consider your leadership team to be gender-balanced?

Yes

No

12. Do you believe your organization aims to have a gender-balanced leadership team?

Yes

No

13. Do you believe all genders have equal chances to achieve leadership positions in your organization?

Yes

No

14. Overall, what percentage of the leadership in your organization do you think (without looking it up) is composed of women?

15. Please read the following statements and tell us the extent to which you agree or disagree with each on a scale of 1 to 9, where 1 means you 'strongly disagree' and 9 means you 'strongly agree'. If you have more than one immediate manager/supervisor, please think about the person who you are in contact with the most:

My immediate supervisor/manager gives me feedback on my performance that I find helpful

I have had an open discussion about my pay with my immediate supervisor/manager in the past 12 months

My immediate supervisor/manager values differences in people.

My immediate supervisor/manager has discussed my career development needs with me within the past 12 months.

My immediate supervisor/manager genuinely supports equality between women and men.

I feel a strong sense of loyalty to my immediate supervisor/manager.

I feel free to give my immediate supervisor/manager direct and honest feedback.

My immediate supervisor/manager openly addresses inappropriate behavior.

My supervisor/manager recognizes me for my contributions.

16. In the last 12 months, how many performance appraisals have you had? (If you have been with your current organization for less than 12 months, please select N/A) [Answers 1 through 10+, and N/A]

17. Please read the following statements and tell us the extent to which you agree and disagree with each on a scale of 1 to 9, where 1 means 'strongly disagree' and 9 means 'strongly agree'.

Job vacancies in this organization are advertised widely to attract a diverse applicant pool.

People are chosen for jobs in this organization on the basis of their competencies to perform the job.

I have the same opportunities for promotion in this organization as anyone else of my ability and experience.

I am compensated fairly compared to others doing similar work inside this organization.

All genders have the same chance for promotion in this organization

All genders have equal access to business-critical roles in this organization

My opportunities for promotion are restricted by my responsibilities outside work.

All genders are paid the same rates for performing similar work in this organization.

I was attracted to work at this organization because of its reputation as a gender inclusive employer.

I understand the pay and bonus decision-making criteria and processes in this organization.

This organization has stated a formal strategy for reaching gender pay equity.

18. Are you the parent or guardian of any child of any age? Include your own children, stepchildren, adopted children, foster children, grandchildren, or others for whom you are responsible and act as a parent.

Yes

No

19. Do you have dependent children living with you? Include your own children, stepchildren, adopted children, foster children, grandchildren, or others for whom you are responsible and act as a parent.

Yes

No

20. Do you currently have the responsibility for providing care or support to a family member in need of assistance, either because he/she is elderly or has a disability or a health problem?

Yes

No

21. How easy or difficult is it for you to take time off during your work day to take care of personal or family matters?

Very easy

Easy

Neither easy nor difficult

Difficult

Very difficult

22. How easy or difficult is it for you to manage the demands of your work and your personal/ family life?

Very easy

Easy

Neither easy nor difficult

Difficult

Very difficult

23. Please use the grid below to indicate which of the following initiatives, programs, or policies you believe are offered by your employer.

Check applicable: I believe this is offered by my employer; I do not believe this is offered by my employer; I don't know if this is offered by my employer

Diversity training

Leadership training

Blind resume review (meaning demographic info, such as race, gender, and name, is removed prior to consideration)
Prayer rooms/quiet private spaces
Implicit bias training
Networking events specific to affinity groups
Space designated for women to breastfeed or express milk (not including restrooms)
Gender neutral restrooms
Other initiatives, programs, or policies (please specify)

24. Of the offerings provided by your employer, indicate if you have participated in or experienced these offerings. Use the second column to indicate if you found them valuable.

Check applicable: I have participated in or experienced this offering; I found this offering valuable

Diversity training
Leadership training
Blind resume review (meaning demographic info, such as race, gender, and name, is removed prior to consideration)
Prayer rooms/quiet private spaces
Implicit bias training
Networking events specific to affinity groups
Space designated for women to breastfeed or express milk (not including restrooms)
Gender neutral restrooms

25. Please use the grid below to indicate which workplace policies and benefits you believe your current employer provides. (check all that apply).

Check applicable: I believe this benefit is offered by my employer; I do not believe this benefit is offered by my employer; I don't know if this benefit is offered by my employer

Flexible working hours
Ability to work remotely
Paid-time off (PTO)
Paid sick time
Paid family leave
Unpaid family leave
Salary transparency
Job sharing (an employment arrangement where typically two people are retained on a part-time or reduced-time basis to perform a job normally fulfilled by one person working full-time)
Health benefits (for self only)
Health benefits (for spouse and family)
Childcare (on-site)
Childcare (off-site but employer-sponsored) or childcare subsidy
Other benefit(s) not listed (please specify)

26. Of the benefits your employer provides, please indicate which you have used. Use the second column to indicate if you found the benefit valuable.

Check applicable: I have used this benefit.; I find this benefit valuable.

Flexible working hours
Ability to work remotely
Paid-time off (PTO)
Paid sick time
Paid family leave
Unpaid family leave

Salary transparency

Job sharing (an employment arrangement where typically two people are retained on a part-time or reduced-time basis to perform a job normally fulfilled by one person working full-time)

Health benefits (for self only)

Health benefits (for spouse and family)

Childcare (on-site)

Childcare (off-site but employer-sponsored) or childcare subsidy

27. Please use the grid below to indicate which of these professional development opportunities you believe are offered by your employer.

Check all applicable: I believe this opportunity is offered by my employer; I do not believe this opportunity is offered by my employer; I don't know if this opportunity is offered by my employer

Employer-sponsored internal course

Employer-sponsored external course

Mentoring – defined as person who offers professional guidance, advice, and support – that was formally structured by your employer.

Mentoring that was not formally structured by your employer but occurred informally.

Sponsorship – defined as a person who actively advocates and opens doors for opportunities for career advancement – that was formally structured by your employer

Sponsorship that was not formally structured by your employer but occurred informally

Peer support program

Shadowing assignment

An acting role in a more senior position

Leadership program

Management or supervisory program

Technical-skills-based course

Business-skills-based course

Other professional development opportunities not listed (please specify)

28. Based on the opportunities offered by your employer, please indicate in the second column if you have participated in that opportunity in the past 12 months

Check applicable: I have participated in this opportunity in the past 12 months.; I found this opportunity valuable.

Employer-sponsored internal course

Employer-sponsored external course

Mentoring – defined as person who offers professional guidance, advice, and support – that was formally structured by your employer.

Mentoring that was not formally structured by your employer but occurred informally.

Sponsorship – defined as a person who actively advocates and opens doors for opportunities for career advancement – that was formally structured by your employer

Sponsorship that was not formally structured by your employer but occurred informally

Peer support program

Shadowing assignment

An acting role in a more senior position

Leadership program

Management or supervisory program

Technical-skills-based course

Business-skills-based course

29. If you have had a mentor, your mentor was

Female

Male

I have not had a mentor.

Identifies differently (please specify)	Male
30. If you had a sponsor, your sponsor was	I have not had a sponsor
Female	Identifies differently (please specify)

31. Please read the following statements and tell us the extent to which you agree or disagree with each on a scale of 1 to 9, where 1 means 'strongly disagree' and 9 means 'strongly agree'.

- I am satisfied in my current job
- I feel I am valued as an employee
- I feel comfortable expressing my opinions in meetings
- I would recommend this organization as an employer to my female friends
- I would recommend this organization as an employer to my male friends
- I am consistently treated with respect
- I feel a strong sense of trust in my organization
- I feel a strong sense of loyalty to this organization
- I care about the future success of this organization
- I have a lot of input about what happens in my job
- If I express concerns about an issue, someone follows up
- I have someone at work I can confidently confide in

33. Please read the following statements and tell us the extent to which you agree or disagree with each on a scale of 1 to 9, where 1 means 'strongly disagree' and 9 means 'strongly agree'.

- I believe my organization is taking the right steps to foster gender equality.
- My organization provides training/awareness programs on gender equality for non-managerial employees
- My organization provides training/awareness programs on gender equality for managerial employees
- My company's strategy for achieving gender equality is much better than our competitors' in our industry
- A lack of gender equality has made me consider leaving this organization
- We will lose talented employees if we don't address gender equality issues

34. If your organization could change one thing to create a more gender-balanced workplace, what would it be?

35. Please read the following statements and tell us the extent to which you agree or disagree with each on a scale of 1 to 9, where 1 means strongly disagree and 9 means strongly agree

- The flexible work policies in my organization are clearly communicated and promoted
- I am satisfied with the flexibility of hours in my job
- It is difficult for me to use flexible work options because of a lack of support from my supervisor
- I can access ad hoc flexibility when my needs change on short notice
- My commitment to this organization would be questioned if I chose to use flexible work options
- All genders are actively encouraged to adopt flexible work arrangements in this organization
- In this organization, people who take parental leave can return to their previous jobs on reduced hours, if necessary
- I feel comfortable using the flexible work options that are available to me
- I feel free to speak up about my flexibility needs
- In the last 12 months, I have considered leaving this organization because of a lack of flexibility
- My immediate manager is a positive role model for work-life balance.
- In this organization, it is easy for women to continue to breastfeed when they have returned to work

Managers and supervisors are supportive of employees who are pregnant

36. We'd like to understand how you feel about how your performance is measured. On a scale of 1 to 9, where 1 means 'poorly' and 9 means 'very well', how do you feel evaluations of performance have reflected your...

- Competence related to your current position?
- Contributions to the organization?
- Ability to achieve progress towards your pre-determined goals?

37. What factors contributed to your career journey to your current position? (Check all that apply)

- I was actively recruited to this organization as an external candidate
- I was actively recruited to this organization as an internal candidate
- I received leadership training through this organization
- I felt my ideas were heard, and I was properly credited for them
- I simply worked hard enough
- I had a role model of my own gender in this organization
- I had a role model of a different gender in this organization
- I had affinity groups in this organization that supported me
- I was promoted in this organization in accordance with my achievements
- I had a partner who took on at least an equal share of the 'second-shift' duties at home, allowing me to devote the time needed to my job.
- Other (please specify)

38. Do you believe that selection panels (hiring committees or hiring managers) in this organization make assumptions about people's capabilities based on...(Yes/No)

- Gender
- Age
- Pregnancy
- Family Responsibilities

39. Have you experienced any of the following in this workplace in the past 12 months? (Check all that apply)

- People you work with either displaying or sending you pictures or jokes of a sexual/sexist nature which you found offensive
- People you work with making repeated and unwelcome remarks, suggestions, or jokes to you of a sexual/sexist nature
- People you work with having inappropriate physical contact with you
- Inappropriate staring by someone you work with
- Someone has discriminated against you (for example, treated you less favorably) based on your caretaking responsibilities
- Someone has discriminated against you based on your gender
- You've observed someone else in this organization being sexually harassed
- You've experienced none of the above

40. Since you've experienced some level of discrimination in the last 12 months, could you please share how you reacted and if the organization did anything about it?

41. How many years have you been in the workforce?

- 3 years or fewer
- 3+ to 5 years
- 5+ to 10 years

10+ to 20 years

More than 20 years

42. How many years have you been at your current company?

- | | |
|--|--|
| <p>Less than one year
1-3 years
3+ to 5 years
5+ to 10 years
10+ years</p> <p>43. What is your job title?</p> <p>44. What is your race?
American Indian or Alaskan Native
Asian
Black or African American, not Hispanic or Latino
Latino
Hispanic or Latino
Native Hawaiian or Pacific Islander
White, not Hispanic or Latino
Two or more races
Other (please specify)</p> <p>45. What is your age?
18-25
26-30
31-35
36-40
41-45
46-50
51-55
56-60
61-65
65+</p> <p>46. If you are a manager or you supervise other people in this organization, which of the following best describes your position?
Executive Manager
Senior Manager
Middle Manager
Line Manager
Supervisor
Team Leader
N/A (not a manager)
Other (please specify)</p> <p>47. Are you employed...
Full-time
Part-time
On contract
Other (please specify)</p> <p>48. Is English the main language you speak at home?</p> | <p>Yes
No</p> <p>49. Do you have a disability?
Yes
No</p> <p>50. What is the highest degree or level of school you have completed?
No schooling completed
Some high school, no diploma
High school graduate or equivalent
Some college, no degree
Trade/technical/vocational training
Associate degree
Bachelor's degree
Master's degree
Doctorate degree</p> <p>51. What is your marital status?
Single, never married
Married or domestic partnership
Widowed
Divorced</p> <p>52. How would you classify your political ideology?
Extremely liberal
Liberal
Slightly liberal
Moderate or middle of the road
Slightly conservative
Conservative
Extremely conservative
I don't know</p> <p>53. What is your annual household income?
Less than \$25,000
\$25,000 to \$34,999
\$35,000 to \$49,999
\$50,000 to \$74,999
\$75,000 to \$99,999
\$100,000 to \$149,999
\$150,000 to \$199,999
\$200,000 or more</p> |
|--|--|

APPENDIX B: ORGANIZATIONS CONTACTED

AAUW of Idaho
 ABLE Women - University of Nevada Reno
 ABQ West Chamber of Commerce
 Accounting & Finance Women's Alliance
 AFT Connecticut
 Alabama Women in Business
 Alaska Cabaret, Hotel, Restaurant and Retailers Association (CHARR)
 Alaska Hospitality Retailers
 Alaska NOW
 Alaska Travel Industry Association
 Alliance for Business Leadership
 American Association of University Women of Wyoming
 American Business Women Association (IPWEN)
 American Business Women's Association
 Anchorage Chamber of Commerce
 Arizona Business and Professional Women
 Arizona Restaurant Association
 Arizona Retailers Association
 Arkansas Business Education Association
 Asian American Greeks
 Black Business Association
 Black Business Association IL
 Boston Women in Business
 Bozeman Business and Professional Women
 Buckhead Business Association
 Burlington Business Association
 Business and Professional Women of Maryland
 Business Council of Alabama
 Business Ethics Alliance
 Capstone Class
 Cedar City Women In Business
 Central Ohio River Business Association
 Chamber of Commerce Hawaii
 Charleston Area Alliance
 Colorado Association of Commerce and Industry
 Colorado Business Women
 Colorado Women Chamber of Commerce
 Commute Seattle
 Connecticut AFL-CIO
 Connecticut Business & Industry Association
 Conservation Federation of Missouri
 Delaware Black
 Delaware Pride
 Delaware State Chamber of Commerce
 Marietta Business Association
 Mass LGBT Chamber of Commerce
 Metro Atlanta Business Association
 Metropolitan Consortium of Community Developers
 Metropolitan Milwaukee Association of Commerce
 MichBusiness
 Michigan Economic Development Association
 Michigan Retailers Association
 Mississippi Minority Business Alliance
 Missouri Agribusiness Association
 Missouri Association of Manufacturers
 Montana Association for Female Executives (MAFE)
 Montana Building Industry Association
 Montana High Tech Business Alliance
 National Gay & Lesbian Chamber of Commerce
 National Retail Federation
 NAVBO Nashville
 NAWBO Columbus
 NAWBO Kentucky
 Nebraska Chamber of Business & Industry
 Nevada Resort Association
 Nevada Restaurant Association
 New Mexico Women
 New Orleans Hospitality Workers Committee
 NH Business and Industry Association
 NH Center for Women in Enterprise
 NH Small Business Association
 NJ Black Businesses Association
 NJ LGBT Chamber of Commerce
 NJ Restaurant and Hospitality Association
 NMACI
 North Columbia Business Association
 North Dakota Indian Business Alliance
 North Dakota Retail Association
 North Dakota Small Business Association
 NW Arkansas Equality
 NY Business Council
 NY Sustainable Business Council
 Odegaard Writing & Research Center - OWRC
 Ohio Society of Association Executives
 OK Women's Coalition
 OneKC for Women
 Oregon Business & Industry
 Oregon Now
 OUT Miami
 Out Professionals NY

Denver Metro Chamber of Commerce
Diverse Business Alliance
Domestic Workers Alliance
East Bay College Fund Alumni Group
East MS Business Development Corporation
Emergency Nurses Association
Empower Omaha
Equality Alabama
Equality Virginia
Evans Executive MPA Alumni
Evans Network of Womxn
Evans Student Organization
Executive Alliance
Florida Association of Minority Business
Foster Women in Business
French Quarter Business Association
FUBA
Georgetown Business Association
GLCCB
Golden Gate Business Association
Greater Cleveland Partnership
Greater Madison Chamber of Commerce
Greater North Dakota Chamber
Greater OKC Hispanic Chamber of Commerce
Greater Tulsa Hispanic Chamber of Commerce
Gulf Coast Business Council
Harriet Hancock LGBT Center
Hawaii Ecotourism Association Hawaii Society of
Business Professionals
HMBMC
Hospitality Business Alliance
Idaho Association of Commerce & Industry
Idaho Women In Leadership
Illinois Retail Merchants Association
Illinois Technology Association
Indiana Chamber
Indiana Minority & Women's Business Enterprise
Division
Indiana Minority and Women Businesses
Iowa Association of Business & Industry
Iowa Federation of Labor, AFL-CIO
Iowa Sustainable Business Forum
Kansas Chamber
KY Small Business Development Center
LA Retailers Association
LA Small Business Association
Latino Economic Development Center
Legacy of the Long Grey Line
PA Conference for Women
PA Society for Professional Women
Park City Women's Business Network
Prairie Family Business Association
Professional Women's Network of Oregon
Providence Chamber of Commerce
Retail Association of Maine
RI Alliance for Business Resilience
RI Black Businesses Association
Sigma Psi Zeta Sorority
South Carolina Women in Business
South Dakota Chamber of Commerce & Industry
South Dakota Indian Business Alliance
Students of Color at Evans
Texas Competes
Texas Executive Women
The American Indian Chamber of Commerce of NM
The DC Center for LGBT Community
The Institute
The MMBC
United Food and Commercial Workers International
Union
TN Bar Association
Twin Cities Independent Business Alliance
Twin Cities Society for Human Resource Management
University of California Santa Cruz Alumni
University of Colorado Denver Women & Gender
Center
University of Washington Evans & Foster Students
University of Washington Sigma Psi Zeta Sorority
Urban Indian Health Institute
Urban Philly Professional Network
Utah Women Unite
UW GO-MAP
UW Net Impact
VA Council of CEOs
VA Retail Merchants Association
VT Business for Social Responsibility (VBSR)
VT Main Street Alliance
West Point Women
WHOW Washington
Wichita Independent Business Association
Wisconsin Realtors Association
Women and Nonbinary People of Color in Grad School
Women's Forum of NC
Women's Foundation Arkansas
Women's Plaza of Oregon
WV Business and Industry Council

Lexington MBE
LGBT Center of Raleigh
Maine AFL-CIO
Maine Women's Network

WV Chamber
Wyoming Business Alliance
Wyoming Business Council

APPENDIX C: FACTOR ANALYSIS AND FINDINGS EXPLORATION

This appendix provides a detailed description of the ways that the variables were organized and analyzed. Variables that were shown to have strong relationships to the seven factors identified below were used in our assessment of which indicators should be included and weighted in the five metrics. Variables showing a strong relationship to Factor 1: Job Satisfaction and Factor 4: Manager Relationship were incorporated into our ERS Metric. Variables showing a strong relationship to Factor 2: Equality & Fairness, Factor 5: Gender Inclusivity, and Factor 7: Gender Equity Problems were incorporated into our BNS Metric. Variables showing a strong relationship to Factor 3: Flexible Work Accommodations and Factor 6: Professional Development Opportunities were incorporated into our AS Metric.

A series of six survey questions asked respondents to rank a total of 58 statements on a 1 to 9 scale, from “strongly disagree” to “strongly agree.” These questions asked respondents to rank statements about interactions they have with managers and other employees, their feelings of value and satisfaction at work, hiring and promotion opportunities, perceptions of how their employer prioritized gender equity, and perceptions of how able people of all genders were able to access opportunities and services at their company, among others. These statements had highly correlated responses, and we assumed that there may be unobserved relationships linking these variables. Using exploratory factor analysis²⁵ we organized these variables around these underlying relationships, also known as factors. The process took these 58 statements and narrowed them into seven factors which cumulatively explained 89% of the variance in the data. We used the standard rule of retaining factors, with eigenvalues over 1.0, in conjunction with reviewing their scree plot to identify the seven factors.²⁶ We rotated the factors using orthogonal varimax rotation.

We used regression analysis to explore the relationship between the questions asked (our explanatory variables) and our seven factors (our dependent variables). We ran separate regressions by gender to identify workplace characteristics that are statistically significant for women. The small genderqueer sample did not allow us to analyze them separately in our statistical analysis. The following theoretical equation guided our analysis, unless otherwise specified:

$$Factor_i | Gender = \beta_0 + \beta_1 X_{1Characteristic(s) of Interest} + \beta_2 X_{2Individual Demographics} + \epsilon$$

Factor analysis allowed us to identify seven underlying factors that contributed to respondents’ workplace experience. Through our analysis, we identified the relationship of these elements to gender equity.

TABLE 1 EIGENVALUES AND CUMULATIVE VARIANCE FOR FACTORS

Factor	Eigenvalue	Proportion	Cumulative
Factor 1 - Job Satisfaction	22.668	0.578	0.578
High job satisfaction & loyalty with company			
Factor 2 - Equality & Fairness	3.672	0.094	0.671
Perception that workplace is equal and fair			
Factor 3 - Flexible Work Accommodations	2.816	0.072	0.743

²⁵ A data analysis method used to describe a large set of highly correlated variables into a smaller set of underlying factors.

²⁶ To ensure that factor analysis was the right model to use in our analysis, we ran a Kaiser-Meyer-Olkin (KMO) test. A common test used to measure sampling adequacy in factor analysis, it measures the proportion of variance among the chosen variables that might have common variance. The test delivers a score from 0 to 1.0, with a higher number indicating a better fit. Our model scored a 0.95, which according to Kaiser’s scale is “marvelous” (Kaiser, 1974).

Factor	Eigenvalue	Proportion	Cumulative
Access to and satisfaction with flexible work schedule Factor 4 - Manager Relationship	1.976	0.05	0.793
Positive relationship with manager/supervisor Factor 5 - Gender Inclusivity	1.53	0.039	0.832
Perception that employer has gender inclusive policies and practices Factor 6 - Professional Development Opportunities	1.228	0.031	0.863
Access and comfort with professional development opportunities Factor 7 - Gender Equity Problems	1.085	0.028	0.891
Perceptions that workplace has problem with gender equity			

We found seven factors that centered around the difficult-to-measure concepts of employees’ comfort in their company and organizational culture, shown in Table 1. The eigenvalue is used as a measure to explain the proportion of variance that the factor accounts for (presented more intuitively in the “Proportion” column). The third column shows the cumulative proportion of variance in the data explained by the seven retained factors. *Job Satisfaction* (Factor 1) accounts for over half of the variance in the data, thus the set of variables that make up this factor should be of high importance. Appendix D: Factor Loading contains the full list of each variable included under each factor, and their individual factor loadings—how strongly each variable correlates with the factor. With these factors described, predicted values of each factor were created for use in regression analysis.

The following sections present regression analyses that first determine the relationship between gender and the seven factors, and then a series of regressions performed on each factor to determine what workplace characteristics, practices, policies, and aspects of office culture correlate with higher or lower factor scores.

Testing the Difference in Factor Means by Gender

To understand how the factor scores differed by gender, we used an independent sample t-test to test the hypothesis that the mean factor scores for male respondents in the sample was the same as the female respondents. The t-test results for each factor are shown in Table 2. The columns in this table show the mean factor score for each of our seven factors, while the rows represent gender. The associated p-values for the difference in these means is presented in the third row. Two of the factors were significant: *Equity & Fairness* and *Flexible Work Accommodations*, meaning that we could reject the hypothesis that the mean scores for these factors was the same between genders. This told us that women in our sample, on average, had significantly lower perceptions of equality and fairness in their organizations, and they had less access to (or less comfort using) flexible work accommodations, compared to men.

TABLE 2 INDEPENDENT SAMPLE T-TEST OF FACTOR MEANS BY GENDER²⁷

	N	Job Satisfaction	Equality & Fairness [†]	Flexible Work Accommodations [†]	Manager Relationship	Gender Inclusivity [†]	Professional Development Opportunities [†]	Gender Equity Problems
Female	28	-0.0343	-0.0733	-0.0677	0.0312	-0.0252	-0.0098	-0.0408
Male	97	0.0991	0.2115	0.1955	-0.0902	0.0728	0.0282	0.1178
P-value		0.2415	0.01160 *	0.0195*	0.2727	0.3819	0.7205	0.1191

H₀: diff = 0; H_a: diff! = 0

[†]independent samples t-test with unequal variances assumed

Regression Analysis by Gender

While the independent t-test compared the difference of means, a regression analysis went a step further in assessing the relationship between the factors and gender. This method also allowed for controls, which improved our ability to isolate the effect of gender on factor scores. The OLS models shown in Table 3 estimated the positive or negative relationship each factor had with gender. The models are presented from the view of non-male respondents in comparison to male respondents and include control for both individual characteristics and workplace characteristics.²⁸

TABLE 3 OLS REGRESSION RESULTS FOR RELATIONSHIP BETWEEN FEMALES AND FACTORS

	Job Satisfaction	Equality & Fairness	Flexible Work Accommodations	Manager Relationship	Gender Inclusivity	Professional Development Opportunities	Gender Equity Problems
Female	-0.103 (-0.72)	-0.359* (-2.45)	-0.183 (-1.30)	0.096 (0.74)	-0.246 (-1.95)	0.126 (0.94)	-0.199 (-1.60)
Personal Demographic Controls	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Workplace Demographic Controls	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Constant	1.179 (1.28)	-0.0699 (-0.07)	0.151 (0.17)	-0.372 (-0.44)	0.0601 (0.07)	-0.577 (-0.67)	-1.518 (-1.89)

²⁷ Levene's test for equality of variances was used to determine whether or not the t-test had to be adjusted for the event of unequal variances across the two groups.

²⁸ Sensitivity tests were conducted to assess our models' "goodness of fit." We tested controlling for personal demographics versus adding in workplace controls. We also tried controlling for instances of harassment because of the assumption that experiences of harassment may cause a disproportionately negative workplace experience. In the end, we found controlling for individual characteristics resulted in the best model. Workplace characteristics resulted in having too many predictor variables in comparison to our sample size. Each model's residual versus fitted plots and Q-Q plots were examined to ensure homoscedasticity and normality of residuals.

	Job Satisfaction	Equality & Fairness	Flexible Work Accommodations	Manager Relationship	Gender Inclusivity	Professional Development Opportunities	Gender Equity Problems
N	272	272	272	272	272	272	272
R-squared	0.228	0.216	0.237	0.233	0.364	0.242	0.218

t statistics in parentheses; * p<0.05, **p<0.01, *** p<0.001

The results confirmed the t-test results, that *Equality and Fairness* had a negative relationship with being female. That is, an average female in our sample was likely to have an *Equality and Fairness* score -0.359 lower than that of an average male. *Flexible Work Accommodations* did not come up as significant in this model, and this was likely due to the added demographic controls. While only one factor came up significant for females in our regression models, this should not be interpreted as needing to ignore the non-significant factors. Rather, this pointed to a strong disconnect in the ways in which males and females viewed equality and fairness.

We knew collectively that these factors accounted for 89% of the variance in our data; however, we could not discount the non-significant factors. Instead, we analyzed each factor individually to understand what components of a workplace (e.g., programs offered, benefits provided, access to leaders, hiring and promotion practices) and/or what personal attributes of an employee (e.g., has dependent children, has a mentor, has experienced harassment) correlated with having a higher or lower factor score.

Regression Analysis by Factor

In this section, we analyzed how specific workplace amenities, experiences and interactions with supervisors and peers related to our seven factors. To understand how workplace experiences related to gender, we ran each regression model for male respondents and female respondents. These results provided an understanding of how certain employer-provided benefits, amenities, or policies—or how different workplace experiences and interpersonal interactions—were more or less important in the outcome of an individual's factor scores.

Factor 1: Job Satisfaction and Loyalty to Organization

Job Satisfaction indicates a relationship between high job satisfaction and loyalty to organization. Indicators of high job satisfaction include being compensated well and feeling valued and respected by those at the organization. This factor accounted for the most variance in our data; thus it was not surprising to see a high number of variables correlated with *Job Satisfaction* for our female category (Table 4).

TABLE 4 SIGNIFICANT POLICIES, AMENITIES, PROGRAMS, AND EXPERIENCES FOR JOB SATISFACTION (LISTED BY MAGNITUDE OF SIGNIFICANCE FOR FEMALES)

Job Satisfaction Influencers	Female	Male
Has manager who addresses inappropriate behavior	↑***	↑**
I felt my ideas were heard, and I was properly credited for them	↑**	
I have a role model of my own gender in this organization	↑**	
Prayer rooms or quiet spaces	↑**	
I have a role model in this organization (any gender)	↑**	↑*
Paid family leave	↑*	
Peer support programs	↑*	

Job Satisfaction Influencers	Female	Male
Believes all genders have equal chances to achieve leadership positions at organization	↑*	
Salary transparency policies	↑*	
Leadership development programs	↑*	
Experiencing harassment or discrimination on the basis of gender	↓***	
Healthcare offered for self only	↓**	
Ability to work remotely		↑**
Informal mentoring program in organization		↑*

* = $p < 0.05$, ** = $p < 0.01$, *** = $p < 0.001$

For women and genderqueer individuals, the main drivers of positive job satisfaction were having a role model of the same gender within their organization and feeling that their ideas were heard and properly credited. Access to benefits that support family members were also high, including a positive relationship between *Job Satisfaction* and paid family leave. Experiencing harassment on the basis of gender had a highly significant negative effect on *Job Satisfaction*. There was also a negative relationship with employer-offered healthcare that covered only the employee, which hinted at the fact that women were interested in coverage for spouses and family as well.

Manager relationships also had positive effects on *Job Satisfaction*, something that transcended genders. Having a manager who addresses inappropriate behavior was important for all genders, but the relationship was more significant for women. Having multiple performance evaluations and having a manager who spoke with an employee about career growth in the last 12 months positively affected *Job Satisfaction* as well.

For men, there were fewer significant *Job Satisfaction* amenities or experiences. The four we found included the ability to work remotely, having a role model (of any gender) at work, having a manager who addressed inappropriate behavior, and having informal mentoring programs.

Factor 2: Perceptions of Equality and Fairness

This factor includes variables that indicate an employee’s perception of gender equality and fairness at their organization. These variables range from the belief that the organization is taking the right steps to foster gender equality to equal access to promotions, compensation, and professional development events for all genders. This factor focuses on equality—offering equal opportunity to all regardless of gender, but not equity—ensuring groups who have not previously had access to these opportunities, or face challenges in accessing these opportunities, are able to take part in them.

TABLE 5 SIGNIFICANT POLICIES, AMENITIES, PROGRAMS AND EXPERIENCES FOR EQUALITY AND FAIRNESS (LISTED BY MAGNITUDE OF SIGNIFICANCE FOR FEMALES)

Equality & Fairness Influencers	Female	Male
Believes all genders have equal chances to achieve leadership positions at organization	↑***	↑**
Salary transparency policies	↑**	↑*
Blind resume review	↑**	
Experiencing harassment or discrimination on the basis of gender	↓***	

* = p < 0.05, ** = p < 0.01, *** = p < 0.001

As discovered earlier when we tested factor score difference by gender, *Equality and Fairness* was significantly lower for females compared to males. With this in mind, the aspects of a workplace that increase females' *Equality and Fairness* are shown in Table 5.

Across genders, the belief that all genders have equal chance to achieve leadership positions and the presence of salary transparency policies increased *Equality and Fairness* scores. The women and genderqueer group's *Equality and Fairness* scores also increased with the inclusion of blind resume review procedures. The inclusion of blind resume and salary transparency here implied that objective, transparent hiring and promotion procedures stripped away bias and subjectivity in these processes. As in *Job Satisfaction*, we again saw that instances of harassment reduced *Equality and Fairness* significantly.

Factor 3: Access and Satisfaction with Flexible Work Accommodations

Flexible Work Accommodations encompasses the respondent's answers to questions concerning their ability to change their work schedule to meet personal or family needs and whether they felt comfortable in using these options. Specifically, a high *Flexible Work Accommodations (FWA)* score indicates both that an individual has access to flexible work accommodations, and that they are satisfied in the amount of flexibility they have in their work. Table 6 presents the elements of a workplace that influence *FWA*.

TABLE 6 SIGNIFICANT POLICIES, AMENITIES, PROGRAMS AND EXPERIENCES FOR FLEXIBLE WORK ACCOMMODATIONS (LISTED BY MAGNITUDE OF SIGNIFICANCE FOR NON-MALES)

Flexible Work Accommodations Influencers	Female	Male
Flexible working hours	↑***	↑*
Taking time off during the work day to take care of personal or family matters is easy	↑***	
Ability to work remotely	↑**	
Breastfeeding or lactation space	↑*	
I was actively recruited to this organization as an external candidate	↑*	
Informal mentoring program		↑**
Employer-sponsored external course (professional development)		↑*
Offsite childcare or subsidy		↑*

* = p < 0.05, ** = p < 0.01, *** = p < 0.001

Intuitively, if an employer offered flexible work options or the ability to work remotely, or if an employee found it easy to take time off of work, there was a positive effect on *FWA* for non-males. The inclusion of being externally recruited as a significant indicator pointed to a hypothesis that externally recruited candidates were desired by the company and therefore had more leverage in negotiating job offers and associated benefits.

Men also had higher *FWA* scores if their employer offered flexible work accommodations, which was not surprising. More surprising was that informal mentoring and external professional development courses significantly raised the *FWA* score, followed by off-site childcare or a childcare subsidy. It could be that the mentoring element fostered feelings of comfort using *FWA*. Analyzing the intent of respondents in selecting *external course* could give more insight into how this workplace offering is related to flexible work accommodations.

These increases to access and satisfaction with flexible working arrangements were contingent on there being an organizational culture supportive of using these work options. Lacking supervisor support for taking time off or feeling that their commitment to their job would be questioned were two variables that made up the *FWA* factor and had a highly negative relationship. The more respondents felt they could not take part in flexible work options, the lower the *FWA* score.²⁹

Further, across gender there was a large section of employees who did not feel supported by their superiors in taking part in flexible work arrangements. Eighteen percent of female respondents and 23% of male respondents agreed with the statement, "It is difficult for me to use flexible work options because of a lack of support from my supervisor," and 28% and 24% agreed with the statement, "My commitment to this organization would be questioned if I chose to use flexible work options," respectively. Women with dependent children saw no significant change in their agreement with these statements, while men with dependent children disagreed more with the statement, "My commitment to this organization would be questioned if I chose to use flexible work options." We assessed if there were differences by respondent gender and manager gender, and there were no significant differences. However, these results pointed to a need to foster a culture of flexible work that is mirrored and supported by organizational leadership.

Factor 4: Positive Employee/Manager Relationship

Questions from the survey regarding interactions with superiors, and specifically managers, make up the *Manager Relationship* factor. Employees who feel that their managers value differences in people, and who provide helpful feedback on employee performance, positively related to a strong sense of loyalty to managers. The comfort employees felt in approaching managers to address inappropriate behavior and discuss career development needs were also important variables included in this factor. The workplace elements that influence *Manager Relationship* are shown in Table 7.

²⁹ Since these two questions are part of the "factor loading" of our Flexible Work Arrangement factor, we cannot include them in our regression analysis; however, we still felt they were important enough to point out in our analysis here.

TABLE 7 SIGNIFICANT POLICIES, AMENITIES, PROGRAMS, AND EXPERIENCES FOR MANAGER RELATIONSHIP (LISTED BY MAGNITUDE OF SIGNIFICANCE FOR NON-MALES)

Manager Relationship Influencers	Female	Male
Has manager who addresses inappropriate behavior	↑***	↑***
Leadership development program	↓*	
Salary transparency policies		↑*
Experiencing harassment or discrimination on the basis of gender		↓**
Each additional performance evaluation per year (not restricted by gender)	↑*	↑*

* = p < 0.05, ** = p < 0.01, *** = p < 0.001

Notably, across all genders having a manager who directly addressed inappropriate behavior very significantly raised *Manager Relationship* scores (p < 0.000). For non-males, internal professional development courses negatively affected *Manager Relationship* for reasons our analysis could not determine. We attempted to analyze participation rates (57% of female versus 51% of male respondents) as opposed to whether courses were simply offered by an employer but could not find any significant relationship. For men, salary transparency policies in place at their organizations led to higher *Manager Relationship* scores, potentially due to the reduced ambiguity in conversations about raises and performance evaluations.

Experiencing harassment for men resulted in a negative *Manager Relationship* score. Unpacking what this relationship meant was difficult. One hypothesis looked at the types of harassment or discrimination men experienced. Most of the men in our sample who experienced harassment did so second hand (i.e., they overheard a coworker make a lewd joke or saw a colleague being harassed). Of those, 22% said that they did not report the incident because they felt like nothing would be done by management; another 4% reported the incident, but no action was taken. The inaction of management in light of harassment could explain this negative relationship.

Beyond the relationships presented in Table 7, we also assessed how the number of performance evaluations a respondent received per year related to *Manager Relationship*. Respondents were able to choose from 0 to 10 the number of program evaluations they had in a year. Most respondents had one per year (55%), followed by two (20%), then none (16%). Eight percent had between three and four evaluations, and only 2% had over five performance evaluations in a year. Basic regression analysis³⁰ showed a significant increase in *Manager Relationship* (p=0.017) for each additional performance evaluation experienced in a year. Attempts to stratify the sample between a high number of evaluations a year and small numbers of evaluations were inadequate due to sample size and non-normally distributed data. To try to account for non-normality, we removed outlying performance evaluations greater than five per year and saw a significant increase in *Manager Relationship* (p=.001) for every additional increase in performance evaluations per year. This was intuitive, since more frequent reviews can foster stronger relationships between employees and managers. However, more observations of employees with five or more evaluations per year is needed to see if this significant relationship holds under further analysis.

Factor 5: Perception That Workplace Is Gender Inclusive

Gender Inclusivity consists of variables that measure the perception that a respondent’s organization is committed to creating a gender equity workplace and fostering gender inclusivity. Variables that make up this factor include strong agreement that their organization is providing awareness or training programs that promote gender equity, or the organization has a formal strategy for reaching gender equity. Indicators that increase *Gender Inclusivity*

³⁰ $Manager\ Relationship = \beta_0 + \beta_1 X_{1Performance\ Evaluations\ in\ a\ Year} + \beta_2 X_{2Individual\ Demographics} + \epsilon$

among females include a blend of employer-offered amenities and perceptions of the ways gender equity is viewed by leaders in the organization (Table 8).

TABLE 8 SIGNIFICANT POLICIES, AMENITIES, PROGRAMS AND EXPERIENCES FOR GENDER INCLUSIVITY (LISTED BY MAGNITUDE OF SIGNIFICANCE FOR NON-MALES)

Gender Inclusivity Influencers	Female	Male
Organization has public statement on gender equity and has a plan to get there	↑***	↑***
Diversity training	↑***	
Organization has public statement on gender equity and does not have a plan	↑***	↑*
Salary transparency policies	↑***	↑*
Blind resume review	↑***	
Believes organization aims to have gender-balanced leadership team	↑*	
Implicit bias training	↑*	
Childcare onsite	↑*	
Employer-sponsored external course (professional development)	↓**	
Gender neutral restrooms	↓*	
Considers leadership team to be gender balanced	↓*	
I felt my ideas were heard, and I was properly credited for them	↓*	
Networking opportunities (employer provided) for affinity groups		↑**
Informal mentoring program		↑*
Paid sick leave		↑*

* = $p < 0.05$, ** = $p < 0.01$, *** = $p < 0.001$

For all genders, perceptions of inclusivity were influenced greatly by witnessed actions taken by the organization. For example, having a public statement on gender equity is more significant for employees than when organizations only informally care about gender equity, and this holds true for non-males, whether or not the public statement is backed up with a strategic plan to achieve gender equity. By contrast, for males, having a plan to achieve gender equity is more significant than simply having a public statement without a plan.

The types of amenities, programs, or policies that positively affected *Gender Inclusivity* were salary transparency (significant for all genders), as well as blind resume review, diversity and implicit bias trainings, and onsite childcare for non-males. They also included networking for affinity groups, informal mentoring, and sick leave for men. The most significant were blind resume review procedures and salary transparency policies that signaled the importance of procedures that reduce the chance for bias and subjectivity by providing objective and transparent mechanisms for hiring and promotions.

Factor 6: Access and Comfort with Professional Development Opportunities

The *Professional Development Opportunities* factor relates to questions about employees’ access to professional development and networking opportunities, as well as their comfort in participating in those activities. Specific questions that had a high relationship with *Professional Development Opportunities (PDO)* asked if an employee was

able to access networking events, whether they felt comfortable about those events, and whether they had spoken with their supervisor about professional or career development in the last 12 months. Reviewing the factor loading tables in Appendix D: Factor Loading, we see that statements around networking events loaded higher onto this factor than other types of professional development. Table 9 presents the workplace variables that affect the *PDO* factor score.

TABLE 9 SIGNIFICANT POLICIES, AMENITIES, PROGRAMS, AND EXPERIENCES FOR PROFESSIONAL DEVELOPMENT OPPORTUNITIES (LISTED BY MAGNITUDE OF SIGNIFICANCE FOR NON-MALES)

Professional Development Opportunities Influencers	Female	Male
Networking opportunities for affinity groups (employer provided) - offered only	↑**	
Networking opportunities for affinity groups (employer provided) - participation	↑**	↑*
Informal mentoring program	↑*	
Has dependent children	↓*	
Has a partner who takes on at least an equal share of ‘second-shift’ duties at home	↓**	
Has difficulty taking time off work	↓**	
Our leadership is not interested in gender equity	↓**	
Ability to work remotely		↑*
Believes all genders have equal chances to achieve leadership positions at organization		↑*
Healthcare offered for self only		↑*
Believes organization aims to have gender-balanced leadership team		↓*
Has difficulty managing work responsibilities with personal/family responsibilities		↓**
Healthcare for family		↓**

* = $p < 0.05$, ** = $p < 0.01$, *** = $p < 0.001$

Males and females did not share any significant workplace elements that influenced their *PDO* scores. For females, having networking opportunities for affinity groups or having informal mentoring programs positively affected *PDO*. For men, the positive indicators were the ability to work remotely, the belief that genders have equal chance for leadership opportunities, and healthcare offered only for the employer. The latter may have been a faulty indicator of marital status (even though marital status was a personal demographic control in our regression analyses).

For non-males, the elements resulting in significant negative *PDO* appeared to fall under two themes. The first revolved around family and responsibilities at home. Dependent children affirmed the assumption that women, who made up the majority of the non-male group, were more likely to take on childcare responsibilities at home, and therefore may not have been able to attend networking or other events that were held after hours. Non-males also had lower *PDO* scores if they found it difficult to take time off work, another indicator of the possibility professional development may be offered outside work hours or required taking time off to attend. Men saw this divide too, finding that difficulties in managing work and family responsibilities decreased their *PDO* score. It was interesting that respondents who had a supportive partner at home saw a decrease in *PDO*, and this held true when controlling for dependent children or caretaking responsibilities ($p=.004$). Perhaps it was because they were getting support from outside of their employer.

The second theme was about comfort at work. *PDO* was lower for non-male employees who believed their employer did not care about gender equity. This was critical to our analysis because it implied that individuals of marginalized genders (i.e., not male) may have found the workplace hostile and were less likely to be comfortable participating in employer-sponsored professional development.

Finally, when analyzing *participation* in networking events, both genders saw a significant positive relationship with participation and *PDO* (slightly more significant for non-males than males). Yet, men saw a 40% higher increase in their *PDO* factor score than women and genderqueer individuals. This indicated that networking opportunities could differ in comfort and accessibility by gender (i.e., that while they are important to all genders, men felt more comfortable at them).

Factor 7: Gender Equity Problems

In contrast to the preceding factors, where a positive factor score indicated a positive feeling (i.e., satisfaction, trust, comfort), a high *Gender Equity Problem* score is associated with a negative outcome, the perception that an employee’s workplace faces gender equity problems. Statements included in this factor ask respondents whether they have considered leaving their employer because of a lack of gender equity, a belief that their employer will lose talent if they don’t address issues, and the feeling that promotional opportunities are limited due to the individual’s responsibilities outside of work.

TABLE 10 SIGNIFICANT POLICIES, AMENITIES, PROGRAMS, AND EXPERIENCES FOR GENDER EQUITY PROBLEMS (LISTED BY MAGNITUDE OF SIGNIFICANCE FOR NON-MALES)

Gender Equity Problems Influencers	Female	Male
My opportunities for promotion are restricted by my responsibilities outside work	↑***	
Experiencing harassment or discrimination on the basis of gender	↑***	
I am compensated fairly compared to others doing similar work inside this organization	↑**	
I have the same opportunities for promotion in this organization as anyone else of my ability and experience	↑*	
Believes hiring committees or hiring managers organization make assumptions about people’s capabilities based on gender	↑*	
Believes all genders have the same chance for promotion in this organization	↓**	
Considers leadership team to be gender balanced	↓*	
I felt my ideas were heard, and I was properly credited for them	↓*	↑*
Job sharing ¹		↑*

* = p < 0.05, ** = p < 0.01, *** = p < 0.001

¹An employment arrangement where typically two people are retained on a part-time or reduced-time basis to perform a job normally fulfilled by one person working full time.

We analyzed how hiring and promotions may influence *Gender Equity Problems* and found a significant increase in the factor if respondents experienced harassment or perceived hiring committees made assumptions on a candidate’s capabilities on the basis of gender. This pointed to the possible need for gender-blind hiring practices. With this logic, we could assume that gender-blind practices, such as blind resume review would return a significant decrease in *Gender Equity Problems*, yet we found no significant change. This indicated either a disconnect around

understanding the purpose of blind resume reviews and/or ineffective implementation of blind resume reviews. The more females agreed that all genders have equal chance for promotion, the lower the *Gender Equity Problem Score*, which was intuitive.

APPENDIX D: FACTOR LOADING

Factor 1: High job satisfaction and loyalty with company

Variable	Factor Loading
I feel a strong sense of loyalty to this organization	0.8009
I feel I am valued as an employee	0.7887
I feel a strong sense of trust in my organization	0.788
I am satisfied in my current job	0.7707
I am consistently treated with respect	0.7529
I have a lot of input about what happens in my job	0.7174
I would recommend this organization as an employer to my male friends	0.7135
If I express concerns about an issue, someone follows up	0.7089
I would recommend this organization as an employer to my female friends	0.7083
I care about the future success of this organization	0.6849
I feel comfortable expressing my opinions in meetings	0.6734
I feel a strong sense of loyalty to my immediate supervisor/manager.	0.5395
My supervisor/manager recognizes me for my contributions.	0.5037
I am compensated fairly compared to others doing similar work inside this organization.	0.4983
I am encouraged to participate in activities that will help my career development	0.4955
If I need training or development, I can ask for it and get it	0.4877
I feel free to give my immediate supervisor/manager direct and honest feedback.	0.4694
I have access to senior-level leaders if I want it	0.4277
I believe my organization is taking the right steps to foster gender equality.	0.4273
I have someone at work I can confidently confide in	0.4111
I have the same opportunities for promotion in this organization as anyone else of my ability and experience.	0.4084
My immediate supervisor/manager values differences in people.	0.4037
I am able to attend my organization's networking events	0.3916
I am comfortable attending my organization's networking events	0.3892
People are chosen for jobs in this organization on the basis of their competencies to perform the job.	0.3834
My immediate supervisor/manager gives me feedback on my performance that I find helpful	0.3782
My immediate supervisor/manager openly addresses inappropriate behavior.	0.3652

Variable	Factor Loading
My immediate supervisor/manager genuinely supports equality between women and men.	0.348
All genders have equal access to business-critical roles in this organization	0.322
All genders have the same chance for promotion in this organization	0.3162
This organization's networking events appeal equally to all genders	0.3087
My immediate supervisor/manager has discussed my career development needs with me within the past 12 months	0.3017
My commitment to this organization would be questioned if I chose to use flexible work options	-0.3389
In the last 12 months, I have considered leaving this organization because of a lack of flexibility	-0.4014

Factor 2: Perception that workplace is equal and fair

Variable	Factor Loading
All genders have the same chance for promotion in this organization	0.8078
All genders have equal access to business-critical roles in this organization	0.793
All genders are paid the same rates for performing similar work in this organization.	0.6901
All genders have equal access to senior-level leaders in this organization	0.6813
All genders have equal access to training and development in this organization	0.6474
I have the same opportunities for promotion in this organization as anyone else of my ability and experience.	0.6185
This organization's networking events appeal equally to all genders	0.5135
I am compensated fairly compared to others doing similar work inside this organization.	0.5129
I believe my organization is taking the right steps to foster gender equality.	0.4981
People are chosen for jobs in this organization on the basis of their competencies to perform the job.	0.4473
I understand the pay and bonus decision-making criteria and processes in this organization.	0.4318
Job vacancies in this organization are advertised widely to attract a diverse applicant pool.	0.3616
Managers and supervisors are supportive of employees who are pregnant	0.3429
I would recommend this organization as an employer to my female friends	0.3378
This organization has stated a formal strategy for reaching gender pay equity.	0.3206
My company's strategy for achieving gender equality is much better than our competitors' in our industry	0.3129

Variable	Factor Loading
We will lose talented employees if we don't address gender equality issues	-0.3609
A lack of gender equality has made me consider leaving this organization	-0.5081

Factor 3: Access to and satisfaction with flexible work schedule

Variable	Factor Loading
I feel comfortable using the flexible work options that are available to me	0.8274
I am satisfied with the flexibility of hours in my job	0.7939
I feel free to speak up about my flexibility needs	0.7751
All genders are actively encouraged to adopt flexible work arrangements in this organization	0.6811
The flexible work policies in my organization are clearly communicated and promoted	0.6104
I can access ad hoc flexibility when my needs change on short notice	0.5909
In this organization, people who take parental leave can return to their previous jobs on reduced hours, if necessary	0.4309
My immediate manager is a positive role model for work-life balance.	0.3852
In this organization, it is easy for women to continue to breastfeed when they have returned to work	0.3498
Managers and supervisors are supportive of employees who are pregnant	0.3095
In the last 12 months, I have considered leaving this organization because of a lack of flexibility	-0.4606
It is difficult for me to use flexible work options because of a lack of support from my supervisor	-0.4935
My commitment to this organization would be questioned if I chose to use flexible work options	-0.5945

Factor 4: Positive relationship with manager/supervisor

Variable	Factor Loading
My immediate supervisor/manager gives me feedback on my performance that I find helpful	0.716
My immediate supervisor/manager values differences in people.	0.6791
My immediate supervisor/manager genuinely supports equality between women and men.	0.6455
I feel a strong sense of loyalty to my immediate supervisor/manager.	0.6439
My supervisor/manager recognizes me for my contributions.	0.6403
I feel free to give my immediate supervisor/manager direct and honest feedback.	0.5941
My immediate supervisor/manager openly addresses inappropriate behavior.	0.5752

Variable	Factor Loading
My immediate supervisor/manager has discussed my career development needs with me within the past 12 months.	0.5508
My immediate manager is a positive role model for work-life balance.	0.4796
I feel comfortable expressing my opinions in meetings	0.3498
I have had an open discussion about my pay with my immediate supervisor/manager in the past 12 months	0.3495
I am encouraged to participate in activities that will help my career development	0.3369

Factor 5: Perception that employer has gender-inclusive policies and practices

Variable	Factor Loading
My organization provides training/awareness programs on gender equality for non-managerial employees	0.8446
My organization provides training/awareness programs on gender equality for managerial employees	0.8413
My company’s strategy for achieving gender equality is much better than our competitors’ in our industry	0.6567
This organization has stated a formal strategy for reaching gender pay equity.	0.5764
I believe my organization is taking the right steps to foster gender equality.	0.4938
In this organization, it is easy for women to continue to breastfeed when they have returned to work	0.3346
I was attracted to work at this organization because of its reputation as a gender inclusive employer.	0.3317

Factor 6: Access and comfort with professional development opportunities

Variable	Factor Loading
I am able to attend my organization’s networking events	0.6408
I am comfortable attending my organization’s networking events	0.5674
I have access to senior-level leaders if I want it	0.5092
This organization’s networking events appeal equally to all genders	0.4561
If I need training or development, I can ask for it and get it	0.3546
I am encouraged to participate in activities that will help my career development	0.3485
All genders have equal access to senior-level leaders in this organization	0.318
I have had an open discussion about my pay with my immediate supervisor/manager in the past 12 months	0.3067

Factor 7: Perceptions that workplace has problem with gender equity

Variable	Factor Loading
A lack of gender equality has made me consider leaving this organization	0.5151
We will lose talented employees if we don't address gender equality issues	0.5034
My opportunities for promotion are restricted by my responsibilities outside work.	0.3389
My commitment to this organization would be questioned if I chose to use flexible work options	0.307

APPENDIX E: LITERATURE REVIEW

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