



Gender Equity & Women's Leadership Study

An Initiative of the Women's Network of Northeast Ohio

February 2019



Women's Network of Northeast Ohio (Women's Network) exists to connect, empower, and inspire women, and aims to be the catalyst that brings women to the forefront at all levels of corporate, community, and civic leadership. Under this mission, Women's Network offers high quality leadership and professional development training, supports locally-focused research, and provides thought leadership related to women in the workplace.

About the Study

The Gender Equity & Women's Leadership study is a comprehensive assessment of the state of diversity and equity across the leadership landscape of the Summit County, OH area.

The study is the result of efforts made by the Women's Network of Northeast Ohio to provide the surrounding community with local and regional data on (1) demographic representation levels in senior leadership roles, (2) pay inequity in certain top leadership positions, and (3) employees' workplace experiences and perspectives.

The study is representative of demographic data collected on more than 5,000 senior leaders across 348 employers and 167 nonprofit boards. In its scope, the study includes the private, nonprofit, and public sectors of Summit County, as well as the publicly-traded companies of Northeast Ohio.

Additionally, 447 Summit County professionals completed a survey designed to capture their experiences and perspectives related to diversity and equity in the workplace.

It is Women's Network's goal that this study be used to measure local progress in representation and equity at the top leadership levels, and to foster gender equality in the Summit County area.

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Local data frames the issues that women in Summit County face today

The wealth of national data on gender representation in leadership paints a clear picture: women face under-representation in top leadership positions, inequity in wages, and often unequal access to the people and resources that advance careers.

Importantly, the national data establishes a snapshot of the state of women in leadership and provides a starting point, from which we can move toward a more equitable future.

An absence of local data inhibits efforts to create or measure that same kind of progress for the Summit County area, and leaves room for misinformation and guess work about the state of women in leadership locally.

OBJECTIVES

- Move the needle for women in leadership roles
- Establish a baseline from which we can move forward
- Enable data-driven conversations across the community
- Inject gender inequity into the larger diversity conversation
- Drive accountability
- Track and measure progress over time
- Inform Women's Network programming and larger organizational efforts



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From the Women's Network Board

As a leading organization for strengthening and supporting women's leadership in Summit County, Women's Network has produced local, original research defining the leadership landscape in which our constituents live and work. To our knowledge, it is the first study of its size on gender equity and women's leadership in the Summit County area.

We are encouraged by the continued focus on diversity and equity throughout the Summit County area, but we do want to highlight that of the many community conversations and initiatives that have sprung from that focus, gender has been conspicuously missing. We feel strongly that this report will help to make women, specifically, more visible within those ongoing conversations and community efforts.

Understanding the local leadership landscape is important for diversity and equity issues Summit County's women are facing now.

Our research makes clear that women—and, especially women of color—are underrepresented across private, nonprofit, and public sector senior leadership in Summit County. Local numbers fall short of even the low national numbers for women's leadership representation. Women in top leadership positions in the private and nonprofit sectors are also paid less than their male counterparts, and women at all job levels are experiencing inequity in their professional lives.

We know now that, like the national data on women in leadership, our county-wide data does

not look good. But having these local numbers is good. Now, we have an opportunity.

As a community, we are at the starting line, and it is imperative that we take intentional steps to level the playing field and insist that women have equal representation at the table.

The results of this study have strengthened our commitment to deliver best-in-class programming that better prepares women for leadership positions. We encourage every reader of this report to think about what they can do to change these numbers, and every Summit County employer to seriously consider what steps need to be taken to move towards parity. We named our first leadership conference "Flux" because we truly intend for Women's Network to drive a movement for change.





Key Findings

- Women, and especially women of color, are significantly underrepresented across the senior leadership landscape
- Women's representation in Summit County leadership lags national data, including in our private sector, with representation of under 30% in any leadership level or category
- Female top earners in the private sector are paid 75% of what male top earners make, and female nonprofit CEOs make 82% of what their male counterparts make
- Less than 10% of top earners at public companies in NEO are women
- The representation of women on nonprofit boards at 41% has not changed since 2014
- Commonly-held misconceptions about women's lesser ambition to lead and work/life balance preferences are not true, as women expressed nearly equal work aspirations as men
- Women and men report experiencing and perceiving their workplaces far differently in terms of opportunity, inclusion, and commitment to diversity in leadership



Key Findings Compared to National Data:

- In Summit County, 5% of mayors are women, compared to 22% nationally
- Women hold 41% of nonprofit board seats, compared to 48% nationally
- Local representation for women CEOs is slightly higher than top 500 companies nationally
- Women hold 18% of senior leadership positions in Summit County's private sector vs. 30% nationally; these numbers fall to 1% and 5% respectively for women of color
- Women hold 66% of local judicial seats, well exceeding 33% nationally

PRIVATE SECTOR

The information in this section is based on demographics collected on: (1) 950 senior leaders¹ across 128 different Summit County-based² employers, and (2) 305 senior executives³ across 50 public companies⁴ in Northeast Ohio

- For both Summit County and Northeast Ohio, women, and especially women of color, are underrepresented at the senior leadership level, with the pipeline narrowing at the top.
- For publicly held companies in Northeast Ohio, female top earners make 75 cents to the dollar compared to their male counterparts.

¹ Senior leaders were identified in one of two ways: if employers identified a senior leadership or senior management team, all the individuals from that distinct leadership group were included as senior leaders in this study. If employers did not clearly identify a senior leadership team, all the individuals from the Vice President level (or its equivalent) and above were included as senior leaders.

² Four employers located no more than fifteen miles outside Summit County lines were included because (1) the employer was determined to be prominent and influential in Summit County and (2) the employer was not based in the Cleveland or Canton markets. If not included in this Akron area study, the employers would likely never be included in a local gender diversity study.

³ All senior executives were identified by the public companies themselves on their respective 2017 10K filings with the SEC. The pool of senior executives from these Northeast Ohio public companies is a slightly smaller, more selective group than the pool of senior leaders for each Summit County-based employer.

⁴ Nine of the fifty-nine public companies in Northeast Ohio did not have current SEC filings and were excluded from the data set (<https://www.craigslist.com/data-lists/10574/public-companies-ne-ohio>)

Private Sector: Summit County

Women comprise 52% of the Summit County⁵ population but overall hold 18% of senior leadership roles in the private sector. Women of color⁶ are the most underrepresented group in private sector senior leadership, at 1%.

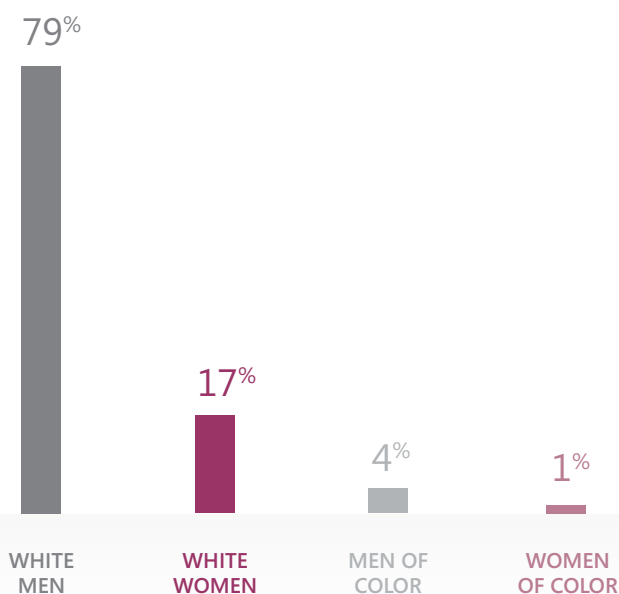


Women of color compose approximately 11% of the population,⁷ but they hold 1% of all senior leadership positions in Summit County's private sector.



A national study found that private sector senior leadership comprises 30% women,⁸ compared to 18% in Summit County shown here.

GENDER AND RACE REPRESENTATION IN SENIOR LEADERSHIP IN THE SUMMIT COUNTY PRIVATE SECTOR



⁵ U.S. Census Bureau, Summit County Population Table, <https://www.census.gov/quickfacts/fact/table/summitcountyohio/INC110216>

⁶ In this study, this includes Black, Asian, Hispanic, Latina, American Indian or Alaskan Native, Native Hawaiian or Pacific Islander, and multi-racial women.

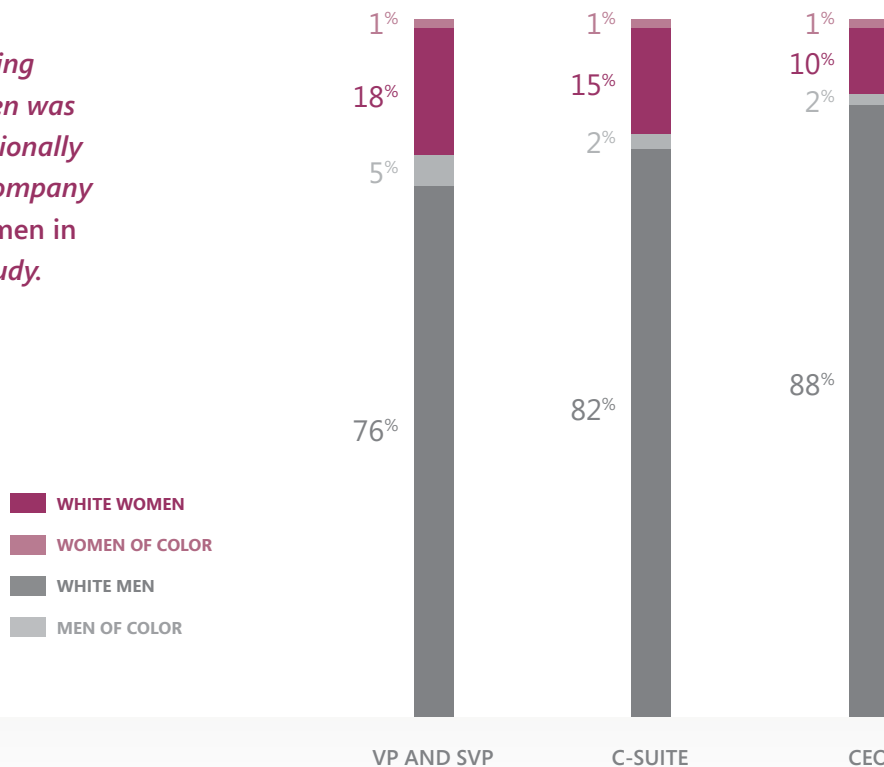
⁷ Women of color comprise 11.17 percent of the population in the state of Ohio (see U.S. Census Bureau, Current Population Survey, Annual Social and Economic Supplement, 2017, <https://www.census.gov/cps/data/cpstablescreator.html>). This Women's Network report estimates that Summit County's population of women of color is approximately the same as the state of Ohio—11.17 percent. People of color overall comprise 22.9 percent of the population in Summit County, and this report also estimates that women make up half of that population—11.45 percent (see U.S. Census Bureau, Summit County Population Table, <https://www.census.gov/quickfacts/fact/table/summitcountyohio/PST045217>).

⁸ U.S. Equal Employment Opportunity Commission, 2015 Job Patterns for Minorities and Women in Private Industry, https://www1.eeoc.gov/eeoc/statistics/employment/jobpat-eeo1/2015/index.cfm#select_label.

GENDER AND RACE REPRESENTATION IN SENIOR LEADERSHIP IN THE SUMMIT COUNTY PRIVATE SECTOR



The same narrowing pipeline for women was also observed nationally by McKinsey & Company in their 2018 Women in the Workplace study.



One in every six C-suite leaders is a woman, and just one in every 87 C-suite leaders is a woman of color.

A breakdown of senior leadership levels – Vice President (VP) and Senior Vice President (SVP), C-Suite, and CEO⁹ – reveals that representation for women in the leadership pipeline narrows with each step toward the top. Representation of white men increases with every subsequent step up the hierarchy. Conversely, representation steadily declines for all other groups—women overall, white women alone, women of color alone, and men of color alone.

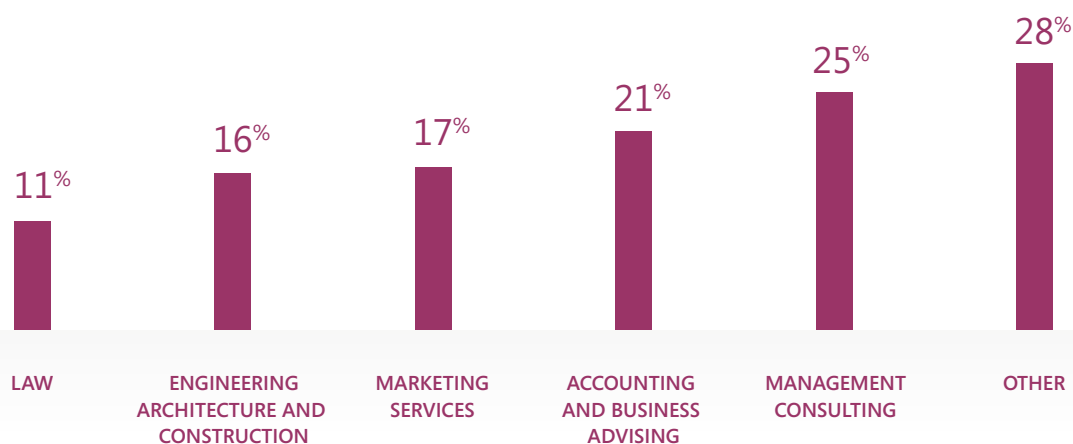
⁹ When employers split the President & CEO position into two roles, the President was included at CEO-equivalent. When a team of senior leaders co-lead the organization together at the highest level, such as law firms, each of the co-leaders was counted as CEO-equivalent.



Senior leadership at law, engineering, and marketing firms comprise less than 20% women.

Women are broadly underrepresented in private sector leadership, and there is little fluctuation in women's representation when comparing business and professional service firms¹⁰ to corporate entities¹¹ in senior leadership overall (around 17%) and for CEO's and CEO-equivalent¹² positions (12% and 9%, respectively).

WOMEN IN SENIOR LEADERSHIP BY INDUSTRY¹³



¹⁰ This category includes (1) professional service firms, such as law firms and accounting firms, that provide expert, knowledge-based services to their clients, as well as (2) business service firms, such as marketing, IT, or management consulting firms, that primarily provide their services to organizations and businesses.

¹¹ Refers to all non-professional or business service firms in the private sector.

¹² At employers where the President & CEO position was split into two roles, the President was included as CEO-equivalent. At employers, such as law firms, where a team of senior leaders co-lead the organization together at the highest level, each of them was counted as CEO-equivalent.

¹³ The "Other" category includes staffing firms, IT consulting firms, and specialized consulting firms.

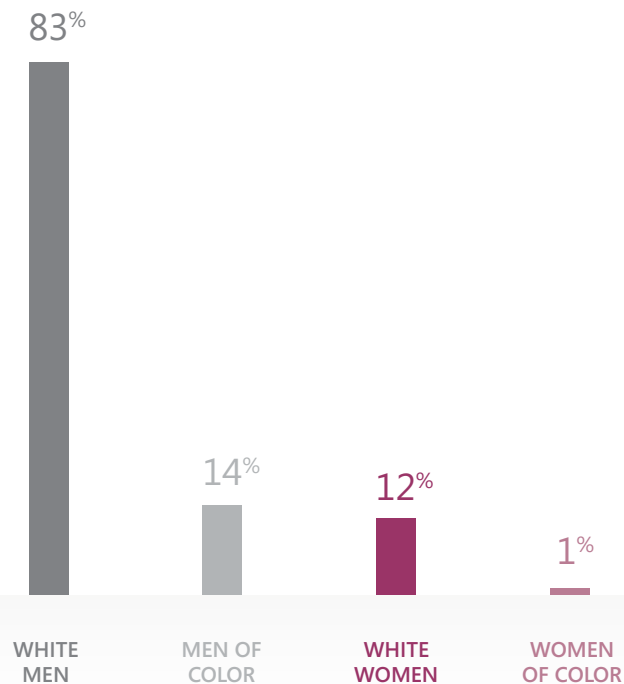
Private Sector: Northeast Ohio's Public Companies

A closer look at Northeast Ohio's heavy concentration of public companies¹⁴ reveals underrepresentation for women in executive leadership, similar to the Summit County findings. Women compose 13% of senior executive positions,¹⁵ and representation decreases significantly at the CEO level.¹⁶

GENDER AND RACE REPRESENTATION IN SENIOR LEADERSHIP IN NORTHEAST OHIO PUBLIC COMPANIES



For NEO public companies, 22 of 50 report no female senior executives and no companies report a woman of color in a CEO or a CEO-equivalent role.



¹⁴ This section of the study extends beyond the Summit County borders to examine the leadership landscape across Northeast Ohio companies whose shares of stock are publicly available. A list of Northeast Ohio's public companies can be found at Crain's Cleveland.

¹⁵ All senior executives were identified by the public companies in the 2017 10K filed at the SEC. The pool of senior executives from these Northeast Ohio public companies is a slightly smaller, more-selective group than the pool of senior leaders for each Summit County-based employer.

¹⁶ When employers split the President & CEO position into two roles, the President was included as CEO-equivalent.



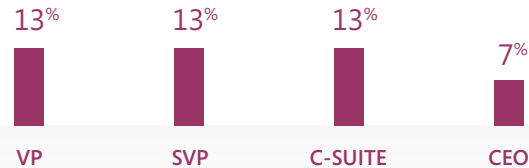
Among NEO public companies, men named David hold the same percentage of CEO spots as women of any name.

Women are underrepresented across senior executive levels in Northeast Ohio public companies, and drop off significantly at the CEO level.



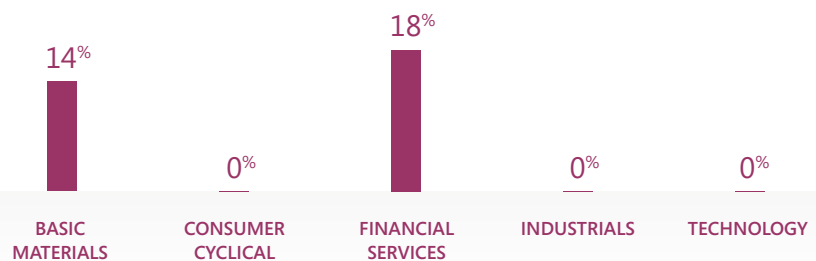
Representation for women in CEO spots aligns closely with the S&P 500 where women hold about 5% of CEO positions.¹⁷

WOMEN IN SENIOR LEADERSHIP IN NORTHEAST OHIO PUBLIC COMPANIES



There are no women CEOs at NEO public companies in consumer cyclicals, industrials, or technology.

WOMEN IN SENIOR LEADERSHIP BY INDUSTRY FOR NORTHEAST OHIO PUBLIC COMPANIES¹⁸



¹⁷ Catalyst, *Pyramid: Women in S&P 500 Companies*, <https://www.catalyst.org/knowledge/women-sp-500-companies>.

¹⁸ Includes only those industries represented by at least 3 companies (at least 6% of all Northeast Ohio companies).

The Pay Gap

Women are less than 10% of all top earners¹⁹ at public companies in Northeast Ohio, and there are no women of color among top earners.

GENDER REPRESENTATION OF TOP EARNERS FOR NORTHEAST OHIO PUBLIC COMPANIES²⁰



Among top earners, the median salary for women is \$325,000 while the median salary for men is \$435,000, a gender pay gap of \$110,000 or 25 cents on the dollar. This is in line with the Ohio average for all employees²¹ and 5 cents below what women make compared to men nationally.²²



Compared to men, women top earners at NEO public companies make 75 cents on the dollar.

¹⁹ Top-earners and their salaries are reported by the individual companies on their respective annual SEC filings.

²⁰ Includes only those industries represented by at least 3 companies (at least 6% of all Northeast Ohio companies).

²¹ National Partnership for Women and Families, Ohio Women and the Wage Gap, 2017, <http://www.nationalpartnership.org/our-work/resources/workplace/fair-pay/4-2017-oh-wage-gap.pdf>

²² U.S. Census Bureau, Income and Poverty in the United States, 2017, <https://www.census.gov/library/publications/2017/demo/p60-259.html>

A photograph of a young woman with dark hair, smiling and looking towards the right. She is wearing a bright green t-shirt. She is holding a silver metal can with both hands. Another person's arm, wearing a blue long-sleeved shirt, is visible next to her, also holding the can. They appear to be standing next to a cardboard box. The background is blurred, showing other people and an outdoor setting.

NONPROFIT SECTOR

The information in this section is based on demographics collected on: (1) 568 senior leaders²³ across 104 nonprofit organizations in Summit County, and (2) 2,558 board members across 167 nonprofit boards.

- Though women dominate the nonprofit world, their representation decreases at each leadership level.
- Women's representation on nonprofit boards has not changed since 2014 and remains at 41%.
- Women executive directors make 82 cents on the dollar compared to men in the same role.

²³ Senior leaders were identified in one of two ways: if nonprofits identified a senior leadership or senior management team, all the individuals from that distinct leadership group were included as senior leaders in this study. If nonprofits did not clearly identify a senior leadership team, all the individuals from the Director level (or its equivalent) and above were included as senior leaders.



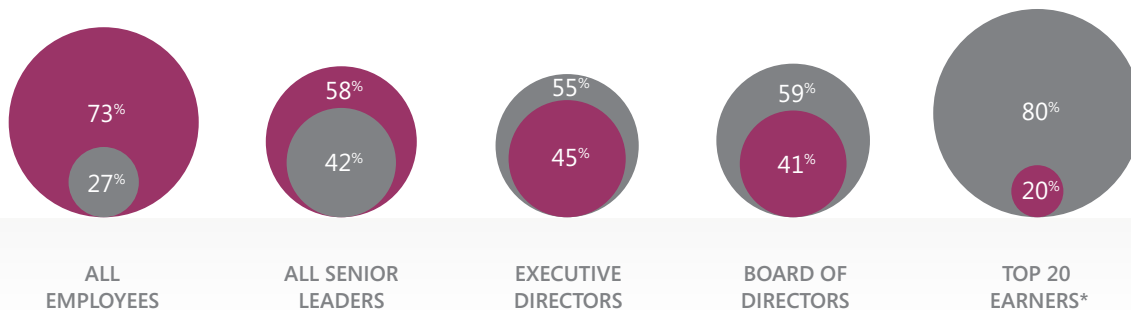
Underrepresentation of women on nonprofit boards has remained largely unchanged since 2014.²⁵ Women hold 41% of board seats locally compared to 48% nationally.²⁷

The nonprofit world is heavily dominated by women who comprise 70 to 75% of all employees according to national and regional data.²⁴ At the leadership level, however, women's representation declines.

Similarly, in Summit County, a breakdown of leadership categories illustrates that women's representation steadily decreases at each leadership level. Women comprise 73% of the nonprofit workforce, but 45% of executive director positions and 20% of top earners.

GENDER REPRESENTATION IN THE NONPROFIT SECTOR

■ WOMEN
■ MEN



*Top 20 highest paid executive directors

²⁴ The White House Project, Benchmarking Women's Leadership, 2009, available at https://www.in.gov/icw/files/benchmark_wom_leadership.pdf
For regional data, see also: Bayer Center for Nonprofit Management at Robert Morris University, Seventy Four Percent: Exploring the Lives of Women Leaders in Nonprofit Organizations, available at <https://seventyfourpercent.wordpress.com>

²⁵ BVU: The Center for Nonprofit Excellence, Summit County Nonprofit Board Study, 2014.

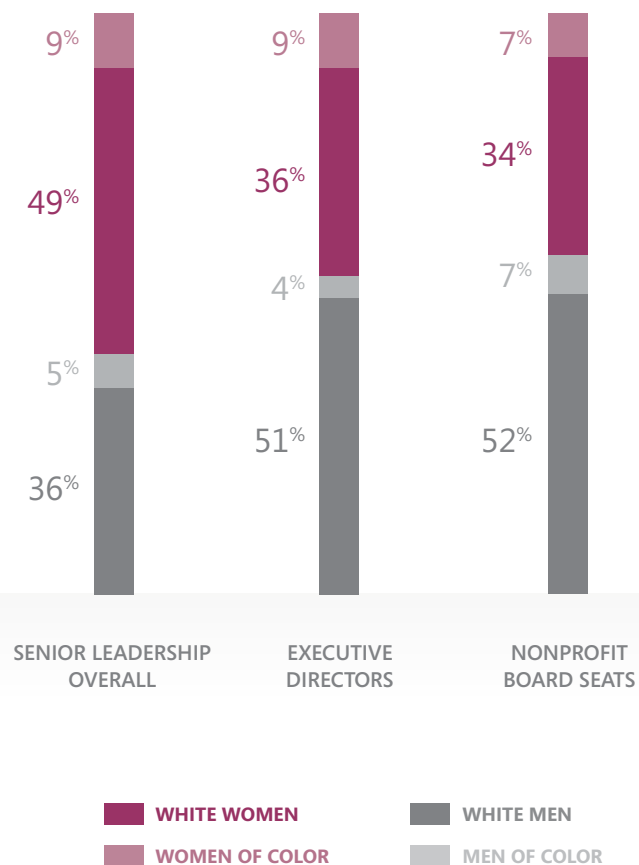
²⁷ Board Source, Leading with Intent: 2017 National Index of Nonprofit Board Practices, 2017, available at <https://leadingwithintent.org/wp-content/uploads/2017/11/LWI-2017.pdf>

While women are approaching parity in leadership positions, the leadership level is underrepresented as compared to women in the sector overall.

GENDER AND RACE REPRESENTATION IN THE NONPROFIT SECTOR



Women of color are better represented in the nonprofit sector as compared to the private and public sectors, holding 9% of all senior leadership and executive director positions and 7% of Board seats.



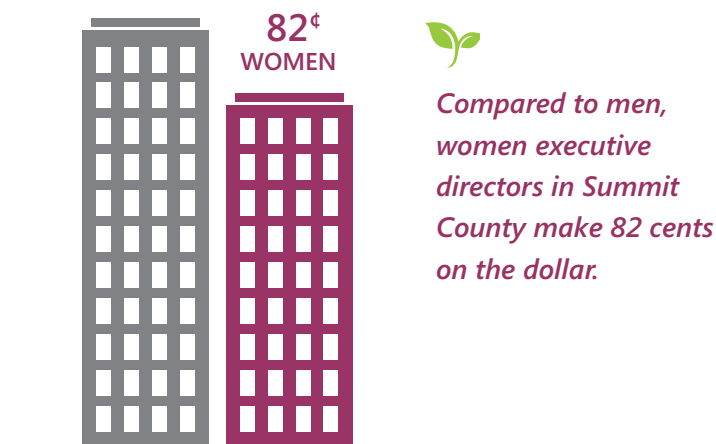
The Pay Gap

Though women occupy 45% of executive director positions in the female-dominated nonprofit sector of Summit County, just four women (20%) and no women of color are represented among the top 20 highest paid nonprofit executive directors.

GENDER REPRESENTATION FOR TOP EARNERS IN THE NONPROFIT SECTOR



The median salary for women executive directors is \$109,000, while the median salary for men executive directors is \$133,589, a gender pay gap of \$24,589 or 18 cents on the dollar.



A portrait of an elderly woman with short, wavy grey hair, smiling gently at the camera. She is wearing a black judicial robe over a light pink collared shirt. Her hands are clasped in front of her, holding a pair of glasses. The background is a wood-paneled wall with a large, circular gold-colored seal featuring a scale of justice.

PUBLIC SECTOR

The information in this section is based on demographics collected on 1,113 senior leaders²⁸ from 66 public sector employers, ranging from libraries to school districts to city governments.²⁹

- Women's representation varies greatly across senior leadership roles in the public sector, from 5% of mayor positions to 66% of judicial seats.
- Judicial seats is the only leadership category in the public sector in which women achieve majority status.

²⁸ Senior leaders were determined through a discussion with each participating employer that included a review of the organizational chart. For non-participating employers, senior leaders were identified in one of two ways: if employers identified a senior leadership or senior management team, all the individuals from that distinct leadership group were included as senior leaders. If employers did not clearly identify a senior leadership team, all the individuals from the top two to three organizational tiers were included as senior leaders.

²⁹ County and city pseudo-independent agencies were counted as their own entity.



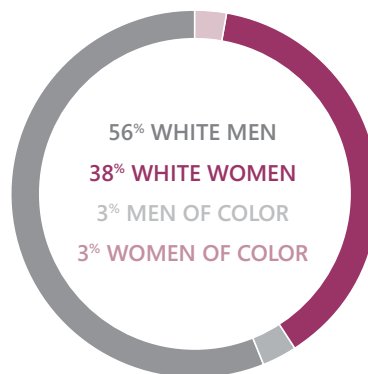
Women of color hold 3% of all senior leadership positions in the public sector.

The underrepresentation of women in senior leadership extends to the public sector, where women hold 41% of all senior leadership positions.

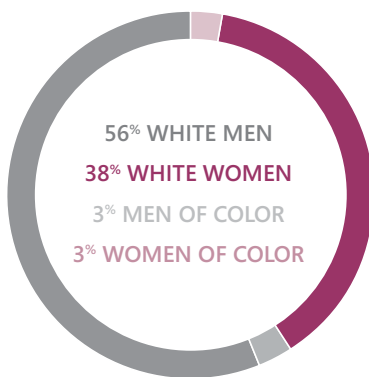
Women overall comprise 43% of non-elected senior leadership positions and 37% of elected positions, while women of color, specifically, hold 3% of non-elected senior leadership positions and 2% of elected positions—well short of the 11% they represent in the county population.

GENDER AND RACE REPRESENTATION IN LEADERSHIP POSITIONS IN THE PUBLIC SECTOR

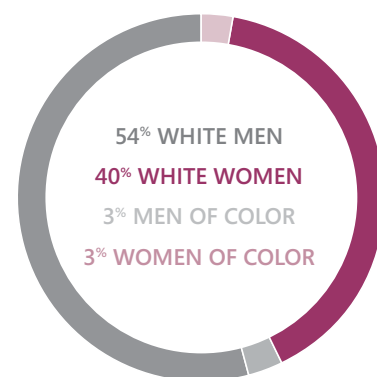
All Senior Leadership Positions



Elected Positions

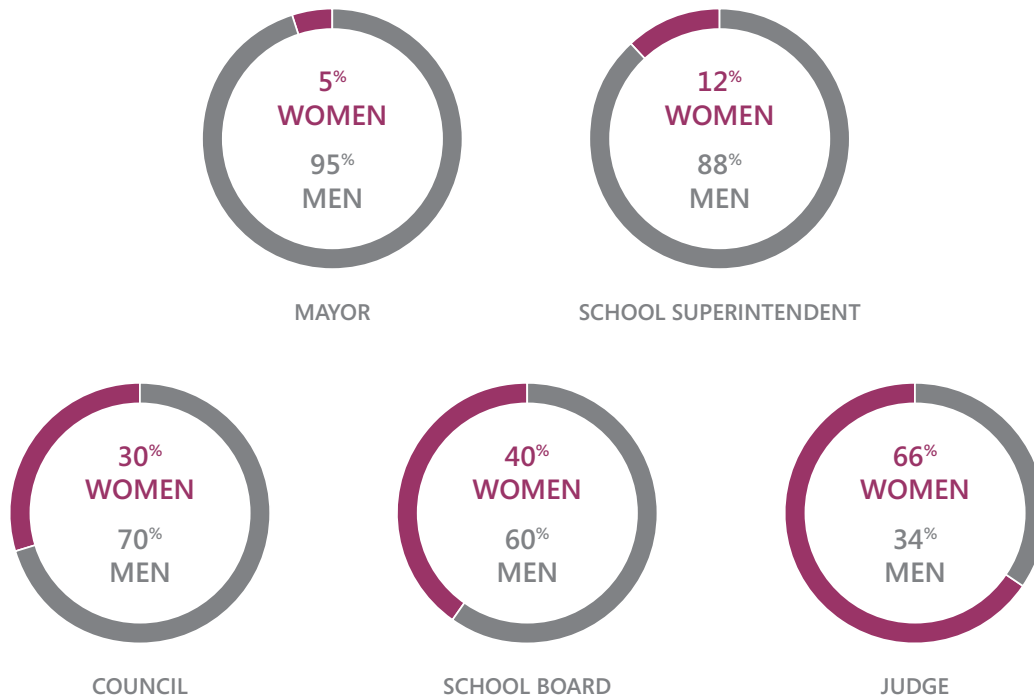


Non-Elected Positions



A closer look at the public sector reveals that women's representation varies greatly across key leadership categories.

WOMEN LEADERS IN THE PUBLIC SECTOR



Key Public Sector Findings:

- Women comprise 30% of municipal council positions, inclusive county, city, township, and village governments
- Women comprise 66% of judicial seats—the only category where women reach the parity mark.
- One of the 21 mayors in the Summit County area is a woman.
- 12% of school superintendent positions are held by women, and no women of color are superintendents.
- Women overall hold 40% of school board seats.

MISCONCEPTIONS

Though the underrepresentation of women in senior leadership is often attributed to women's lesser ambition or their decisions to leave work to focus on family, Summit County men and women have near equal ambition for senior leadership positions and a very small percentage of women plan to leave the workforce to focus on family



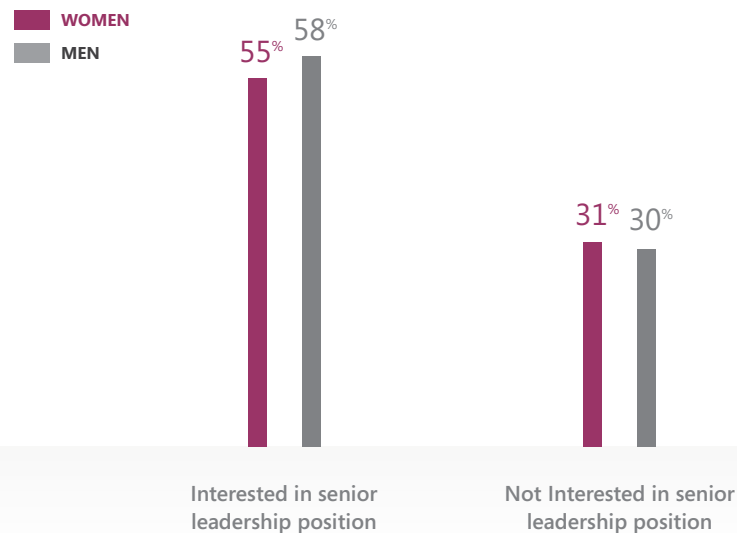


Women in Summit County aspire to leadership and women do not choose to put their careers on hold... any more than men.

Women DO aspire to senior leadership roles

Though the underrepresentation of women in senior leadership may be attributed to women's lesser ambition or their decisions to leave work to focus on family, Summit County men and women have near equal ambition for senior leadership positions and a very small percentage of women plan to leave the workforce to focus on family.

INTEREST IN SENIOR LEADERSHIP



Women in Summit County are significantly more interested in leadership positions compared to the national average.³⁰

Women in Summit County appear to be equally interested in senior leadership positions compared to men. About 70% of men and women in Summit County are either interested in senior leadership positions or are already serving in a senior role. This differs notably from the LeanIn.org and McKinsey & Company national study which showed a 12% gap in interest in top leadership positions.³⁰

³⁰ McKinsey & Company, *Women in the Workplace 2018*; available at <https://womenintheworkplace.com>

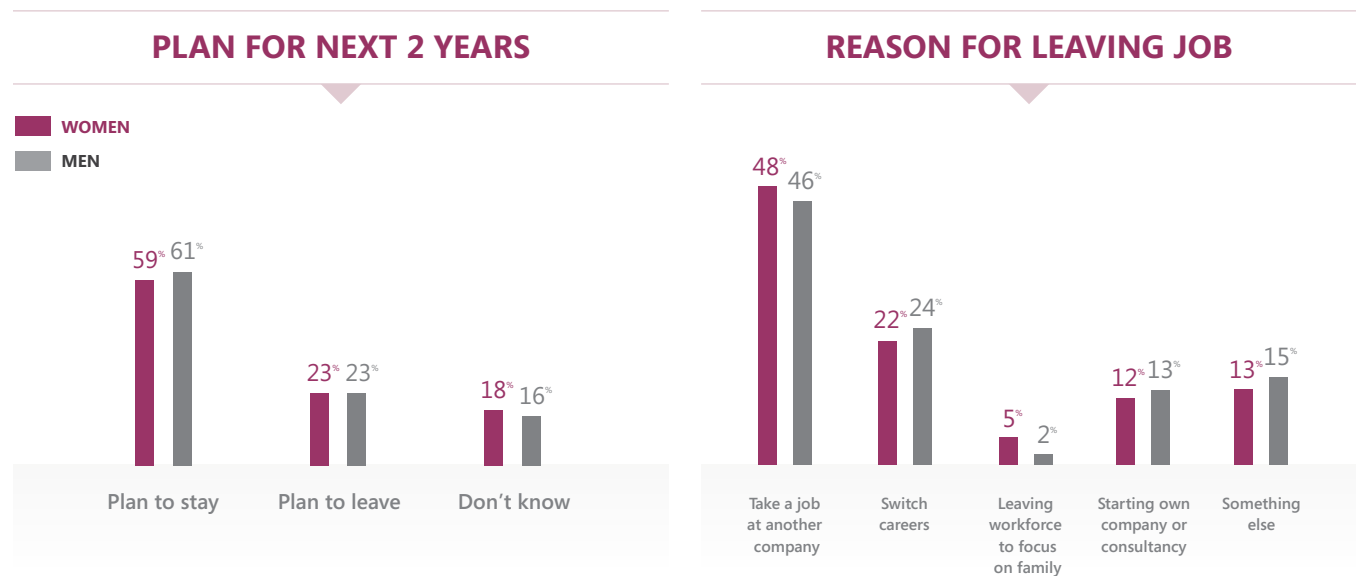


Of the 23% of women planning to leave their jobs, only 5% are doing so to focus on family.

The intention to leave a job, and the reasons for leaving, are similar for women and men.

Women DO NOT choose to put their careers on hold

Women generally do not choose to leave their careers behind to focus on family. A Society of Women Engineers study found that women in STEM are more likely to leave their fields than men, but few of the factors have anything to do with family.³¹ Nationally, 81% of women who intend to leave their current jobs plan to stay in the workforce.³² In Summit County, the number is even higher: 95% of women who plan to leave their jobs have no intention of leaving the workforce.



³¹ Society of Women Engineers, *SWE Magazine*, Spring 2016. The study anonymously surveyed 3,200 engineers across four major companies (3M, Booz Allen Hamilton, Honeywell Aerospace and United Technologies Corp.), focused on values and perceptions of corporate culture. The study explored why women tend to leave jobs in the science, technology, engineering and math fields within a decade of entering the STEM workforce when their male counterparts do not. The study found that both men and women felt that bureaucracy and hierarchy got in the way of accomplishing objectives, but men continued to stay despite being unsatisfied, while women would leave for another job after encountering obstacles.

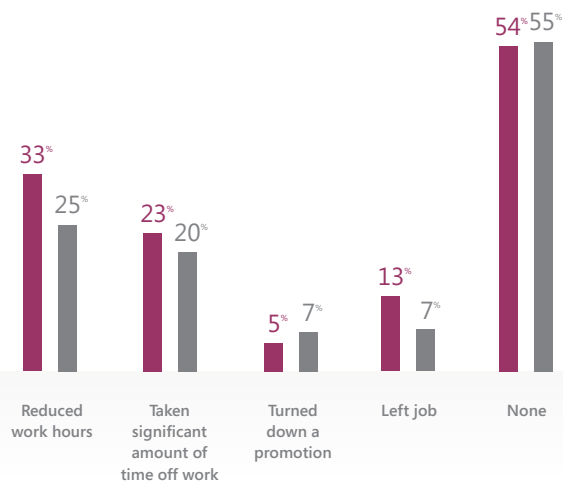
³² McKinsey & Company, *Women in the Workplace 2018*; available at <https://womenintheworkplace.com>

Women and men have similar work/life balance concerns

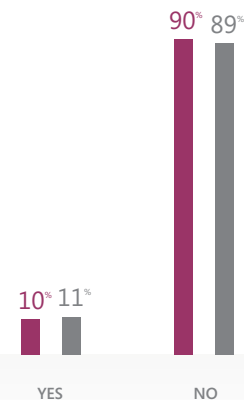
Men and women report similar life circumstances regarding family responsibilities impacting their careers. Almost half of both men and women have made career choices in consideration of family obligations. However, more women than men have reduced their hours, taken time off from work, and/or left a job due to family.

FAMILY MEMBER CARE IMPACT ON CAREER

■ WOMEN
■ MEN



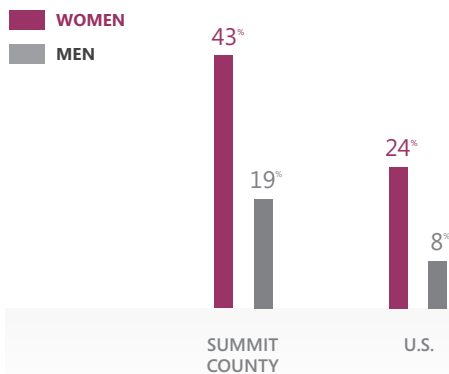
CARETAKER OF ADULT/AGING PARENT



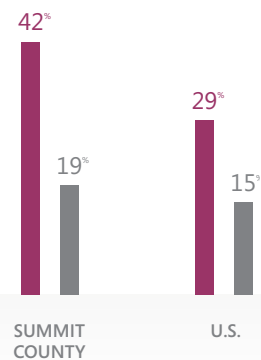
More women than men believe gender plays a role in career advancement

Women in Summit County believe gender plays a role in raises, promotions and opportunities for advancement more than women nationally. Local women also report being mistaken for a subordinate in greater numbers than do women across the U.S.

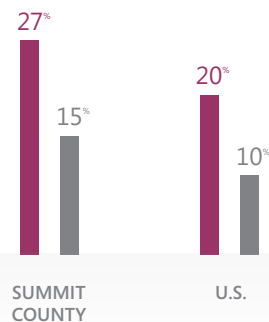
PERCEIVE THEIR GENDER PLAYED A ROLE IN MISSING OUT ON A RAISE, PROMOTION, ADVANCEMENT



PERCEIVE THEIR GENDER WILL MAKE IT HARDER TO GET A RAISE, PROMOTION, OR ADVANCEMENT IN FUTURE



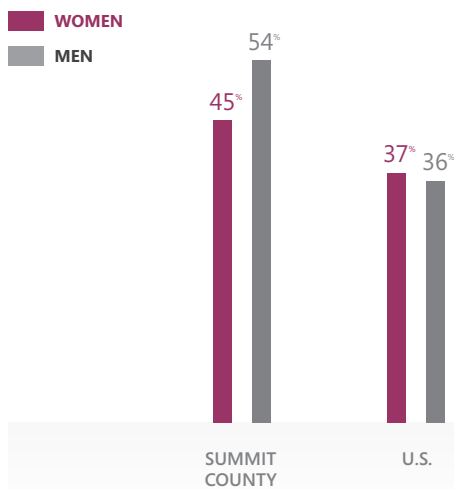
MISTAKEN FOR A SUBORDINATE IN A WORKPLACE SITUATION



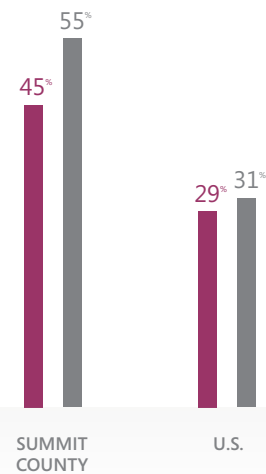
National U.S. data is based on the McKinsey & Company Women in the Workplace study 2018.

Women in Summit County are less likely to seek a promotion or negotiate for a raise than are Summit County men, but are more likely to do so compared to women nationally. Similarly, men and women plan to stay in the workforce in almost equal numbers locally, but at significantly higher rates than in the U.S. as a whole.

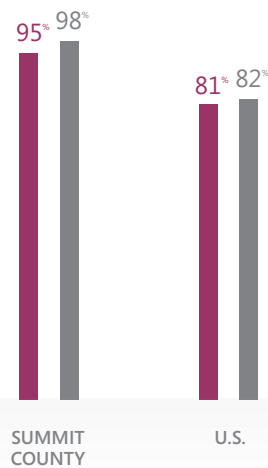
TRIED FOR A PROMOTION IN LAST TWO YEARS



NEGOTIATED FOR A RAISE IN LAST TWO YEARS



PLAN TO STAY IN THE WORKFORCE





EMPLOYEE EXPERIENCES AND PERSPECTIVES

The information in this section is based on the results of a survey of 447 Summit County professionals, executed by the Center for Marketing & Opinion Research (CMOR).

CMOR provides public opinion research services to colleges and universities, hospitals and healthcare organizations, businesses, and community-based organizations and government agencies. CMOR uses telephone, web and mail surveys, field, intercept and key informant interviews, focus group administration, as well as a wide range of consulting services.

Key Findings

- Vast differences exist between men and women in perception of the importance of gender diversity and equity at their organizations. Men generally felt that their organizations were supportive of gender diversity and were more satisfied by the steps their organizations had taken to address diversity and equity issues.
- There are significant differences between men and women's perspectives regarding company opportunity, with women less likely to feel there are equal opportunities for growth and advancement.
- Men are much more likely than women to try for a promotion or ask for a raise, as well as being more likely to feel as though they would be successful in reaching senior leadership ranks.
- Women are more likely to work for organizations where there are more women in leadership.
- Though equally likely to care for an adult or aging parent, women are more likely than men to have reduced work hours or left their job as a result of family care demands.
- Both men and women identified "unequal pay" as the most important issue facing women in the workplace.
- When asked to list the most pressing issues women face in the workplace, women responded "unequal pay," "lack of advancement," and "gender bias." By contrast, the men responded "unequal pay," "sexual harassment," and "unequal treatment."
- "Sexual harassment" was the second most popular answer for men, but ranked much lower for women.

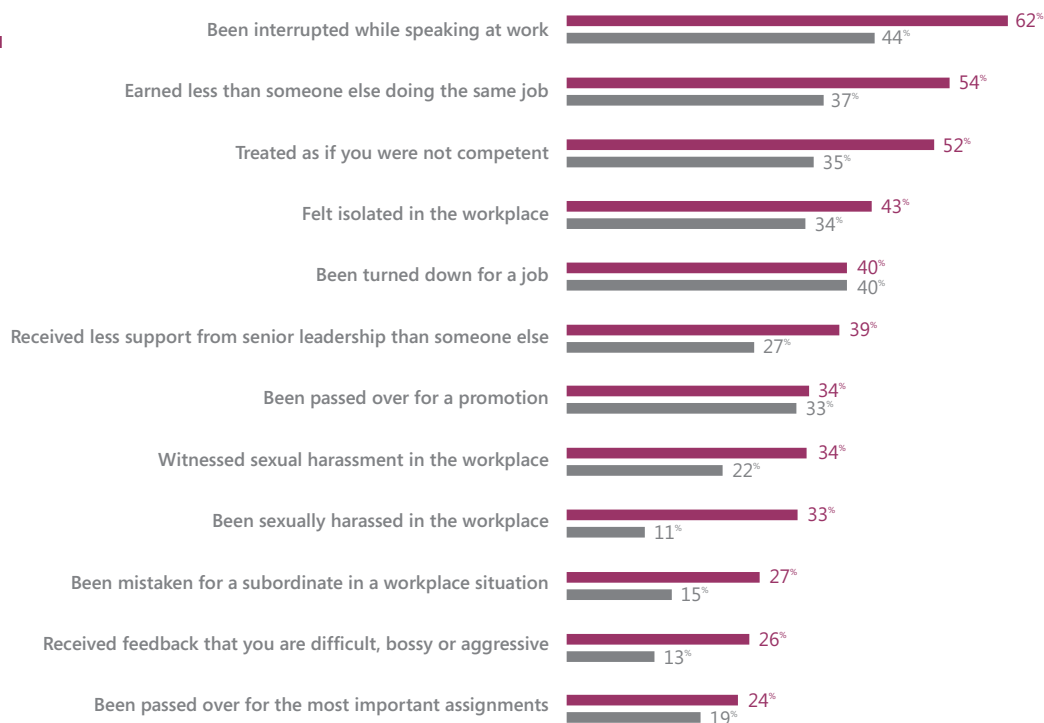
Men and women are having very different experiences in the workplace.

- Women are significantly more likely to report having been interrupted while speaking at work, earning less than someone else doing the same job, being treated as if they were not competent, feeling isolated in the workplace, receiving less support from senior leadership than someone else doing the same job, witnessing sexual harassment in the workplace, and being mistaken for a subordinate in a workplace situation,
- Women are twice as likely as men to indicate receiving feedback that they are difficult, bossy, or aggressive.
- Women are three times as likely as men to say they've been sexually harassed in the workplace.

HAVE YOU EXPERIENCED ANY OF THE FOLLOWING?

% YES

■ WOMEN
■ MEN

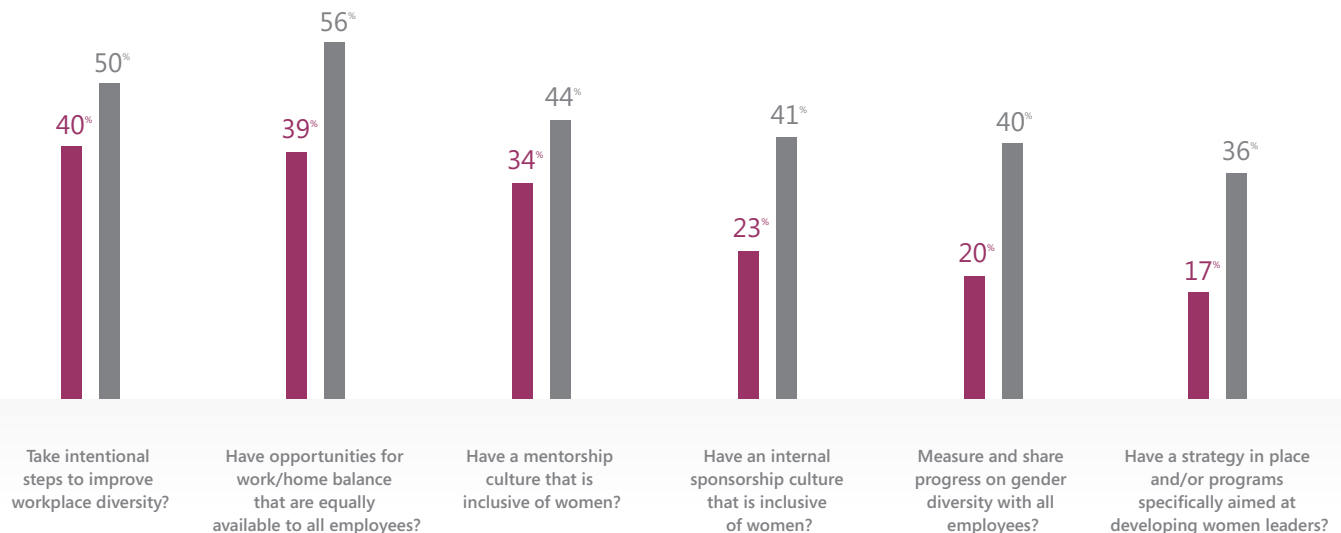


Men and women view their workplaces differently.

- Men have a more positive perception of their company/ organization's culture and workplace as it relates to inclusion and diversity.
- Men are more than twice as likely as women to claim their organization has a strategy in place and/or programs aimed at developing women leaders.
- Men are twice as likely as women to say their organization measures and shares progress on gender diversity with all employees.

DOES YOUR COMPANY/ORGANIZATION...

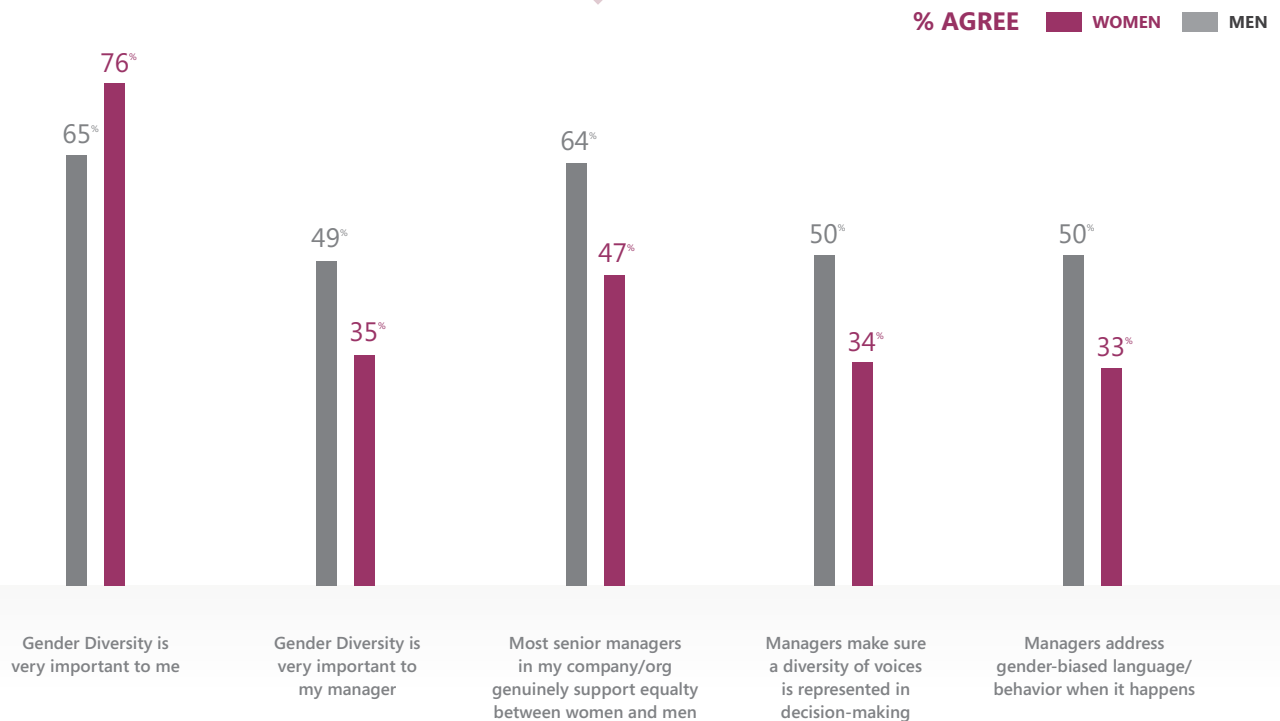
% YES ■ WOMEN ■ MEN



Men and women also see their managers' beliefs and behaviors differently.

- Men are significantly more likely than women to find that gender diversity is important to their manager.
- Men are significantly more likely than women to feel that managers address gender-biased language or behavior.
- Men are more likely to feel that senior managers genuinely support gender equality.
- Women are more likely than men to say that gender diversity is important to them personally.

GENDER DIVERSITY



Men and women have different perspectives regarding organizational opportunity.

- Women are less likely than men to feel they have equal opportunities for growth and advancement.
- Women are more than twice as likely as men to say that gender has already played a role in missing out on a raise, promotion, or an advancement opportunity, and twice as likely as men to believe that their gender will also make it harder for them to get a raise or promotion in future.
- Men are significantly more likely than women to feel that the best opportunities go to the most deserving employees and promotions are based on fair and objective criteria.
- 35% of women feel that promotions at their organizations are based on fair and objective criteria, compared to 62% of men.

COMPANY OPPORTUNITY

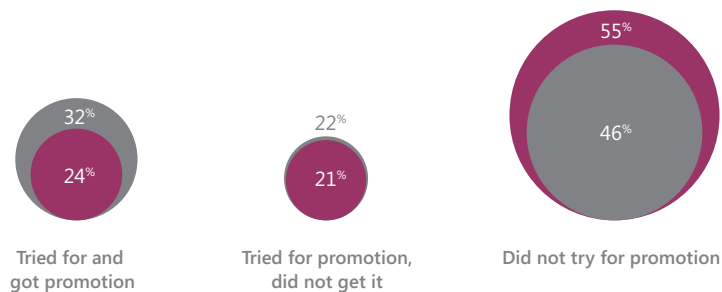
% AGREE ■ WOMEN ■ MEN



Women are less likely than men to try for promotions and raises, and less likely to feel as though they will be successful in reaching senior leadership ranks.

TRIED FOR PROMOTION IN LAST 2 YEARS

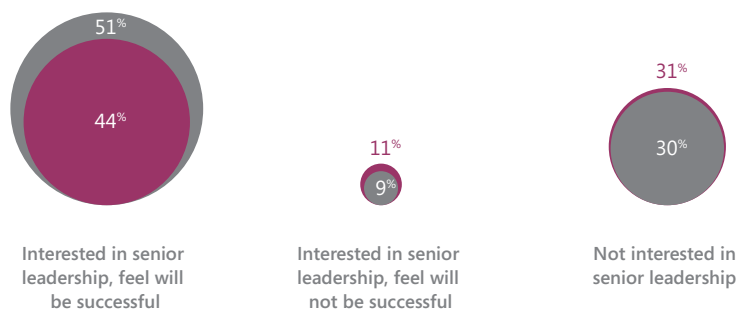
■ WOMEN
■ MEN



ASKED FOR RAISE IN LAST 2 YEARS

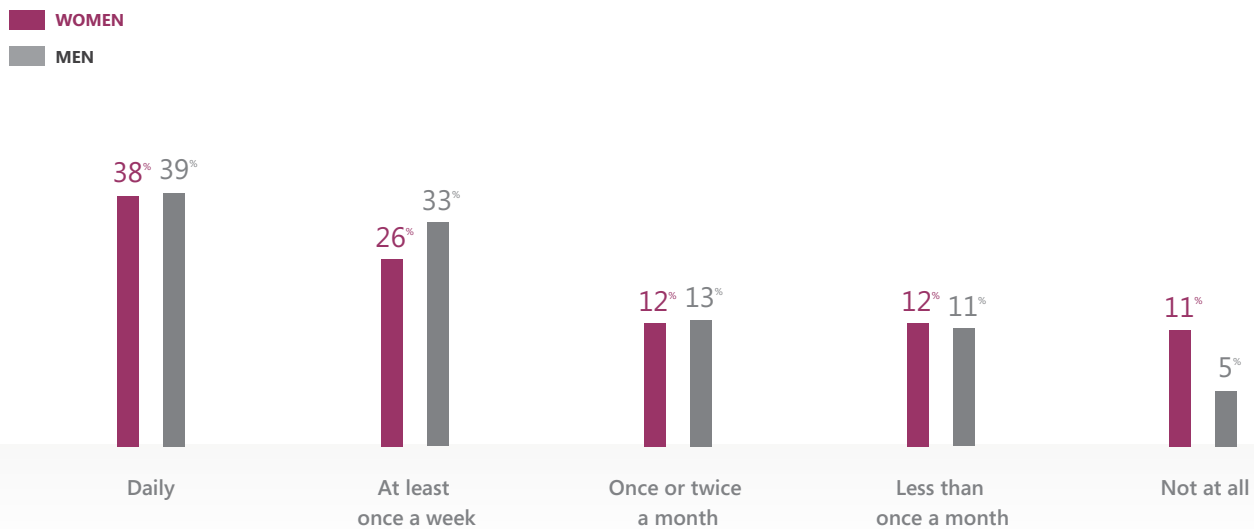


CONFIDENCE IN REACHING SENIOR LEADERSHIP



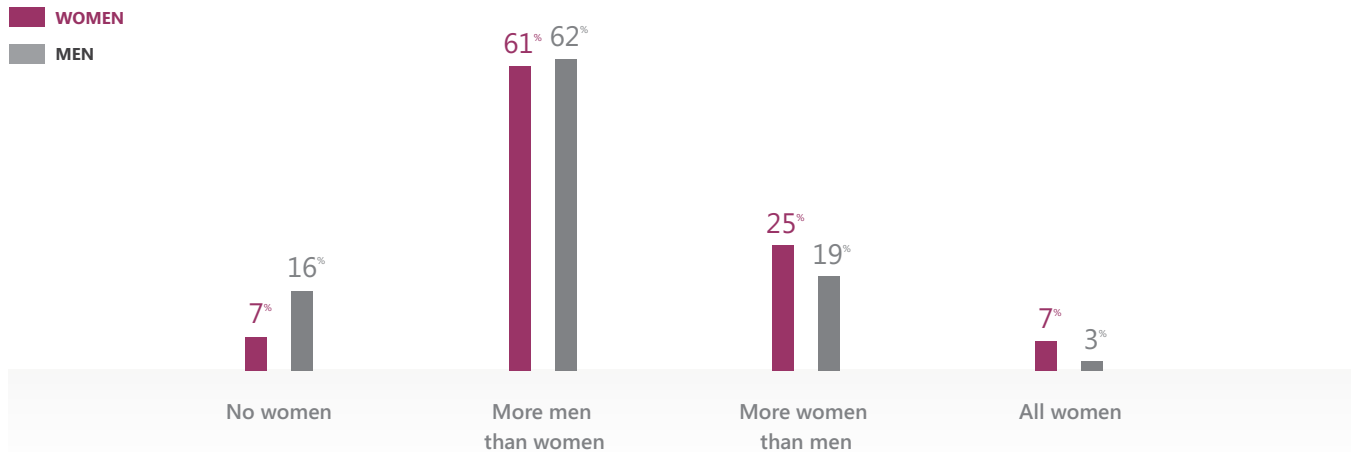
Men and women interact with senior leaders in their organizations at similar rates, but women are twice as likely as men to say they never interact with senior leadership.

HOW OFTEN INTERACT WITH SENIOR LEADERSHIP

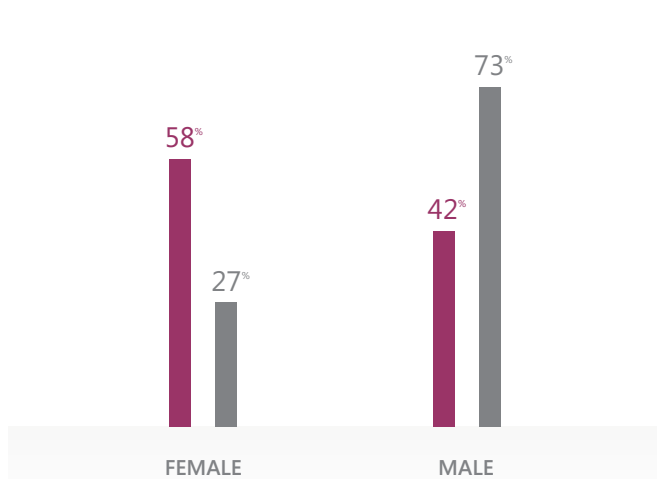


Women are more likely to work for organizations that have more women in leadership and have female organizational heads.

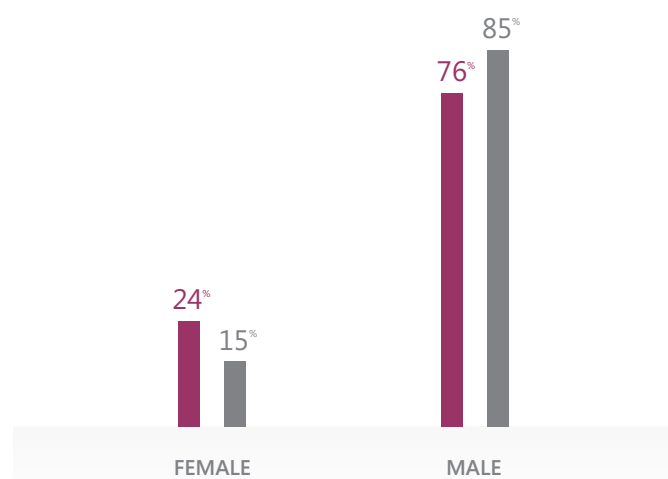
COMPOSITION OF SENIOR LEADERSHIP



GENDER OF CURRENT MANAGER



GENDER OF TOP EXECUTIVE



MOST IMPORTANT ISSUES FACING WOMEN IN THE WORKPLACE

	WOMEN	MEN
Unequal pay	50%	44%
Lack of advancement	17%	6%
Gender bias	17%	11%
Lack of respect	16%	6%
Maternity/Family issues	15%	2%
Sexual harassment	15%	30%
Unequal treatment	8%	13%
Not taken seriously in power positions	6%	2%
Discrimination	5%	3%
Less opportunity in job role	3%	1%
Not considered for physical jobs	2%	3%
Racism	1%	1%
Miscellaneous	4%	9%
No issues	7%	12%

Methodology

OVERVIEW

The study is representative of demographic data collected on more than 5,000 senior leaders across 348 employers and 167 nonprofit boards. In its scope, the study includes the private, nonprofit, and public sectors of Summit County, as well as the public companies of Northeast Ohio. Additionally, more than 445 Summit County employees completed a survey designed to capture their experiences and perspectives related to diversity and equity in the workplace.

PRIVATE SECTOR

Summit County

This section of the study represents demographic data collected on 950 senior leaders across 128 different Summit County-based employers from the private sector.

Companies were limited to those based in Summit County and comprised of 80 or more employees. As these parameters largely excluded business and professional service firms, Women's Network then purposefully included professional/business service firms comprised of 15 or more employees.

Among the methods used to collect demographic information on senior leaders from these private sector employers are: (1) participation from the company and (2) public data collection from company websites, SEC filings, annual and quarterly reports, company press releases, news articles published about the employers, and LinkedIn.

Senior leaders were identified in one of two ways: if employers identified a senior leadership or senior management team, all the individuals from that distinct leadership group were included as senior leaders in this study. If employers did not clearly identify a senior leadership team, all the individuals from the Vice President level (or its equivalent) and above were included as senior leaders.

Four employers located no more than 15 miles outside Summit County lines were included because (1) the employer was determined to be prominent and influential in Summit County and (2) the employer was not based in the Cleveland

or Canton markets. If not included in this Akron area study, the employers would likely never be included in a local gender diversity study.

Northeast Ohio

This section of the study is based on demographic data collected on 305 senior executives across 50 public companies in the Northeast Ohio region.

Reported analyses on senior executives and top earner salaries are based on data collected from each company's annual 2017 SEC filings.

Nine of the 59 public companies in Northeast Ohio did not have current SEC filings and were excluded from the data set.

NONPROFIT SECTOR

Senior Leadership Staff

This section of the study is based on demographic data collected on 568 senior leaders across 104 nonprofit organizations in Summit County.

The scope of Summit County nonprofits was limited to those with a staff of at least 8 individuals.

Among the methods used to collect demographic and salary information on senior leaders from these nonprofit employers are: (1) participation from the nonprofit; (2) public data collection from websites, organizational charts, IRS filings, annual and quarterly reports, press releases, news articles published about the nonprofits, and LinkedIn.

Nonprofits with an explicit single-sex organizational mission were excluded from the data set. By way of example and not limitation: all-female high schools.

Senior leaders were identified in one of two ways: if employers identified a senior leadership or senior management team, all the individuals from that distinct leadership group were included as senior leaders in this study. If employers did not clearly identify a senior leadership team, all the individuals from the Director level (or its equivalent) and above were included as senior leaders.

Continued on next page.

Methodology, cont.

Boards

This section of the study is based on demographic data collected on 2,558 board members across 167 nonprofit boards.

This board analysis builds on the 2014 *Greater Akron Area Board Diversity Study* that BVU: The Center for Nonprofit Excellence conducted in collaboration with both the GAR Foundation and the Knight Foundation.

For that 2014 study, BVU created a list of nonprofits reflecting a diverse range of budgets, development stages, and focus areas. Women's Network used the same list of nonprofits for this section of the study, replacing where necessary any defunct, inactive, and newly-relocated nonprofits.

Among the data collection methods used are: (1) participation from the nonprofit; (2) public data collection from nonprofit websites, IRS filings, annual and quarterly reports, organizational press releases, news articles published about the nonprofits, and LinkedIn.

PUBLIC SECTOR

This section of the study is representative of data collected on 1,113 senior leaders across 66 public sector employers. Any pseudo-independent agencies at the county or city level were counted as their own entity.

Public information requests were sent by Women's Network to the public sector employers in Summit County, ranging from libraries to school districts to local governments. Fifty-five of the 66 requests were filled by the employer and returned to Women's Network.

Senior leaders were determined through a discussion with each participating employer that included a review of the organizational chart. For non-participating employers, senior leaders were identified in one of two ways: if employers identified a senior leadership or senior management team, all the individuals from that distinct leadership group were included as senior leaders. If employers did not clearly identify a senior leadership team, all the individuals from the top three organizational tiers were included as senior leaders.

SURVEY OF SUMMIT COUNTY PROFESSIONALS

The Center for Marketing and Opinion Research, LLC (CMOR) executed a survey designed to capture Summit County employees' experiences and perspectives, as they related to diversity and equity in the workplace. All survey analysis is based on responses collected from 447 Summit County professionals—men and women.

THANK YOU

The Gender Equity & Women's Leadership Study would not have been possible without the hard work and dedication of these committed individuals:

Casey Shevlin, project research analyst

Laura DiNicola, Women's Network board liaison

Chris Ceja, CejaStudio.com, graphic design

Meghan Goetz, MG Marketing Co., branding and communications

Donae Ceja, Tactical & Practical LLC, General project muscle



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