

# Women in the workplace

Women demonstrate valuable qualities, but their progress up the work chain stalls.

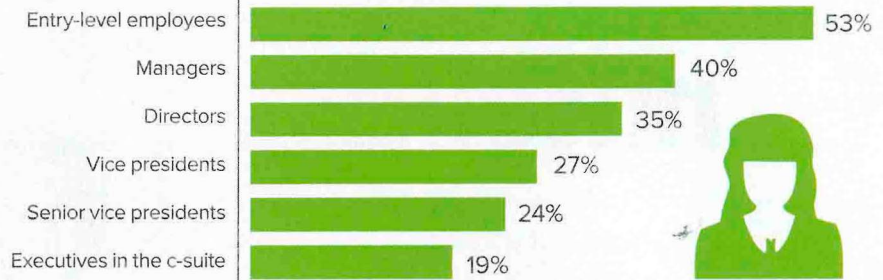
## Upside down

Few women make it past the mid-level. A survey of 60 major corporations reveals:

**325,000** women held entry-level positions

**150,000** women were mid-level managers

**7,000** women had made it to vice president, president, senior vice president or CEO



Source: Survey of 1,835 U.S. adults; Pew Research Center 2014

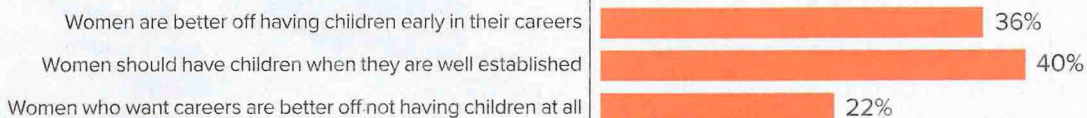
## Venus & Mars: Gender and leadership qualifications



## Opportunities



## Leadership trade-offs



Source: Survey of 1,835 U.S. adults; Pew Research Center 2014

## A multicultural lens

White and multicultural (non-white and Hispanic) women have different opinions and experiences in the retail and consumer goods industry.

### "My career experience has been mostly positive."

White women	85%
Multicultural women	78%

### "I am satisfied with my workplace experience."

White women	64%
Multicultural women	55%

### "I have experienced bullying or harassment on the job."

White women	55%
Multicultural women	55%

### "I have a sponsor or mentor."

White women	49%
Multicultural women	50%

### "I feel stuck in my job."

White women	30%
Multicultural women	38%

### "White men have an advantage at work."

White women	55%
Multicultural women	70%

### "Multicultural women face more bias than white women."

White women	28%
Multicultural women	56%

### "I trust my supervisor."

White women	73%
Multicultural women	62%

Source: NEW Multicultural Women's Leadership Survey 2014

## "Covering" at work

More than six in 10 employees say they are "covering" or muting some personal dimension (appearance, affiliation, advocacy or association) to fit in at work.

### Who's covering?

LGBT	83%
African American/Black	79%
Women of color	67%
All women	66%
Hispanic	63%
Straight White men	45%

### What are they covering?



#### 40% Affiliation-based covering

Avoiding behaviors widely associated with their identity; 79% believe this is important to their long-term professional advancement.



#### 37% Advocacy-based covering

Avoiding "sticking up for" their group; 75% believe this is important to their long-term professional advancement.



#### 29% Appearance-based covering

Altering self-presentation to blend into the mainstream; 82% believe this is important to their long-term professional advancement.



#### 18% Association-based covering

Avoiding contact with other members of their group; 79% believe this is important to their long-term professional advancement.

### Why are they covering?



53%

Because leaders consciously or unconsciously expect them to cover

Source: Survey of 3,129 individuals, "Uncovering Talent: A New Model of Inclusion," Deloitte 2013

## Career moms

A study of high-achieving, college-educated women who have "opted out" shows:



Source: "Opting Out: Challenging Stereotypes and Creating Real Options for Women in the Professions," by Pamela Stone, 2013.