

Abstract:

Despite a growth in gender social movements, employment law regulations, and a greater focus on diversity, equity, and inclusion (DEI), women continue to be underrepresented in leadership. This paper seeks to analyze the current state of gender equality for women in the workplace, particularly as exemplified by female leadership, or the lack thereof. There will be a discussion and analysis of a number of corporate DEI initiatives that support female leadership development. There will also be an interview analysis featuring opinions from six different women in leadership positions. These interviews touch on the current state of gender inequality as well as the hope for future change. Ultimately, the paper will synthesize these findings into a list of recommendations for employers on how to better their gender inclusivity and DEI initiatives, particularly with regard to women.

Research and Discussion:

Fortune Best Workplaces for Women

- Partnership with Great Place to Work
- 1.2 million employee survey
- Minimum: employ 50 women, at least 20% managers, one female executive

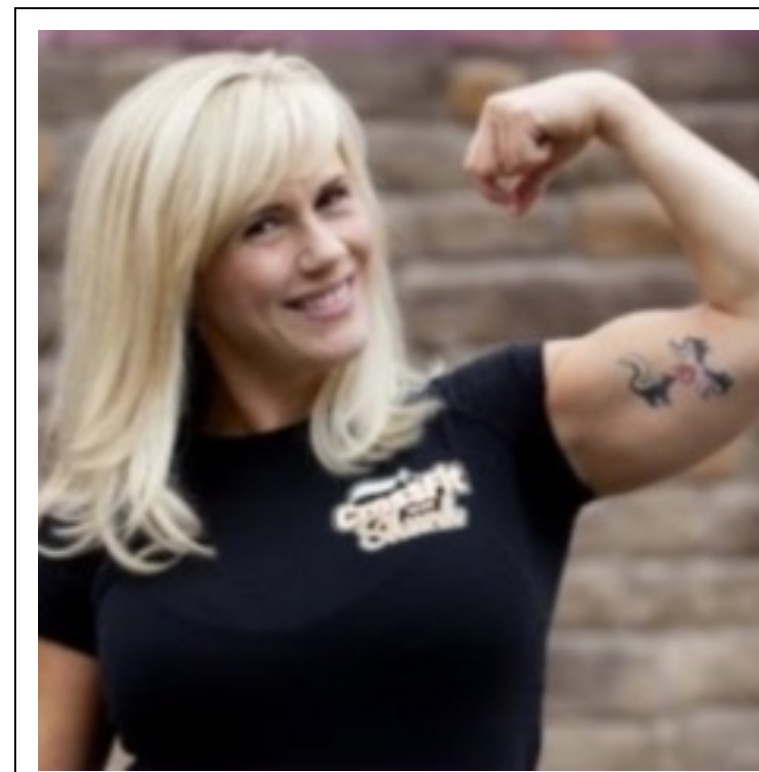
1. Hilton - Hospitality
 - Direct connection between DEI and compensation
 - Speaker series discussing diversity-related topics
2. American Express - Financial Services
 - Achieved pay equity in global workforce in 2020
 - Female career growth and development programs
3. Bank of America - Financial Services
 - Mentoring and employee networks
 - Pay inquiry restriction policy during recruitment

Forbes Best Employers for Women

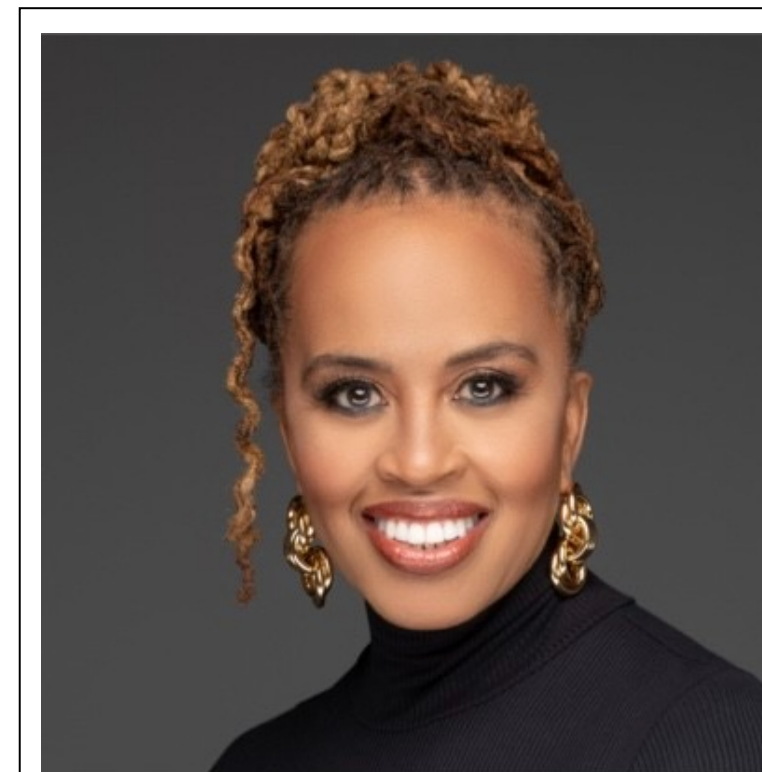
- Partnership with Statista
- 50,000 employee survey
- Compared male and female responses for potential gender gaps

1. Tampa General Hospital - Healthcare
 - Annual team engagement survey
 - Modern Advances Leadership series with University of Tampa
2. Recreational Equipment, Inc. (REI) – Retail activewear
 - Force of Nature Program- Dissolving gender labels, creating community, changing the narrative
 - Spotlighting women- quarterly roundtable networking
3. Crocs – Retail footwear
 - United Nations Sustainable Development Goals: gender equality, reduce inequalities
 - Pay equity and compensation transparency

Participants



Debra Chase
Founder of Chase Strength and Conditioning



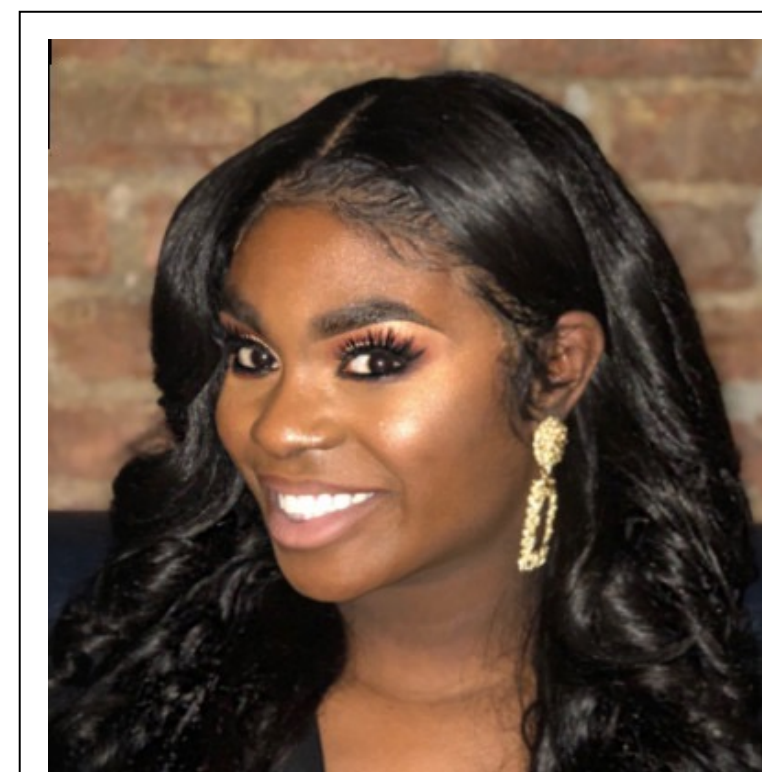
Jeanne Porter King
President and Founder of Transporter Group, LLC



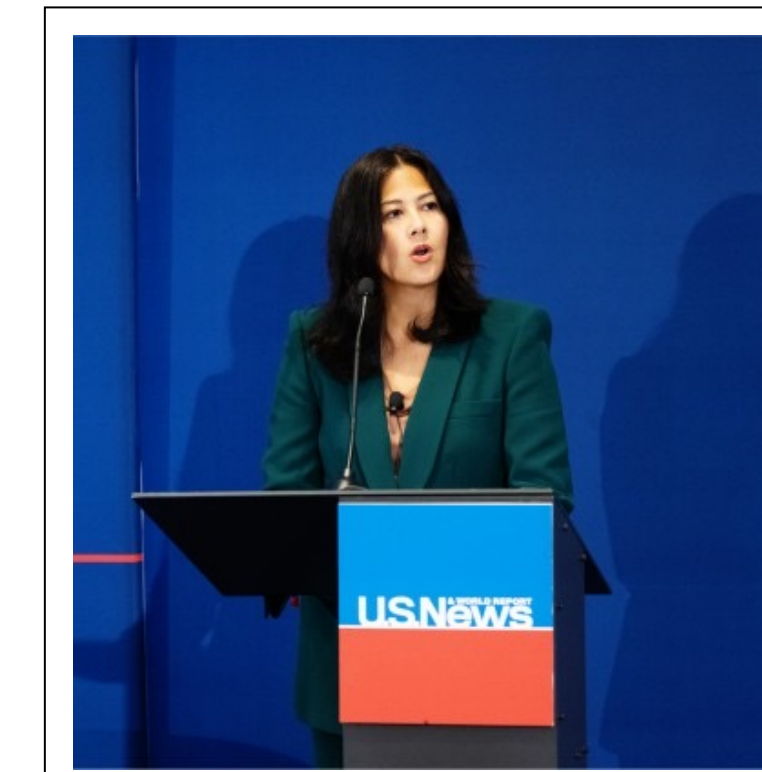
Alison Banks-Moore
Vice President & Chief Diversity Officer of Horizon Blue Cross Blue Shield of NJ



Amber Rodriguez
Assistant Vice President and Commercial Associate II for Bank of America NJ



Myah Tolbert
CEO and Founder of Pyramid Tire LLC



Kim Castro
Editor and Chief Content Officer at U.S. News & World Report

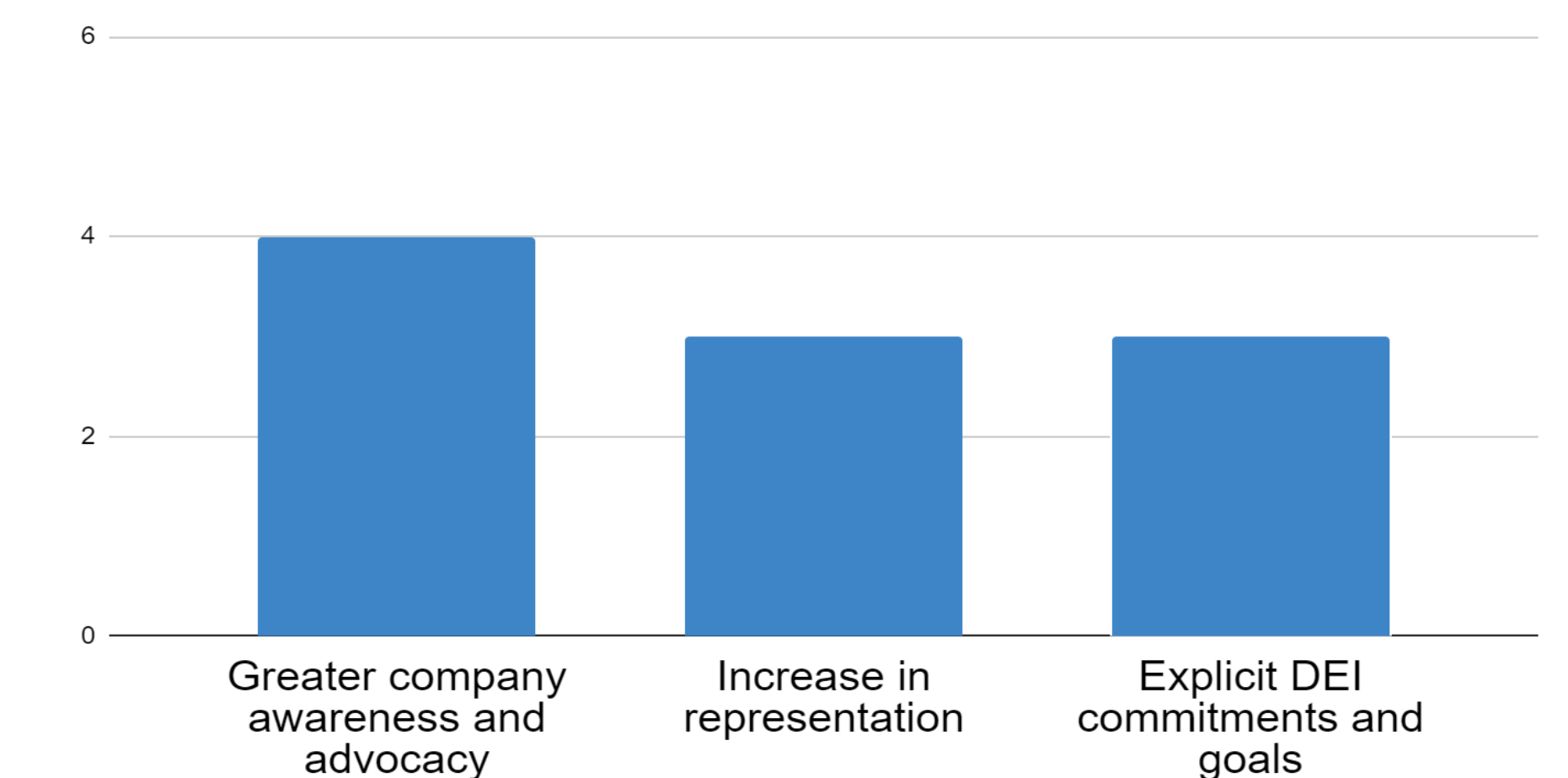
“What would you like to see companies or organizations do to address the gender divide and female representation?”

- Mentor/Sponsorship Programs
 - Starting early career
- Higher DEI standards and intentional goals
- Release reports and case studies regarding DEI efforts

“What do you think is the most significant barrier to female leadership?”

- Lack of representation
 - Specifically in senior positions
- Bias and stereotypes
- Lack of advocacy
 - Women/men helping women
- Structure of the workplace
 - Ex: uneven burden of family care

“What are the best examples of positive change for gender equality in the workplace that you have noticed in the past five years?”



Best Practices List for Employers to Reduce Gender Inequality:

1. Implement DEI training across all organizational levels
2. Partnering with outside organizations on DEI efforts
3. Create and implement mentoring programs for women, formal or informal
4. Link DEI efforts and initiatives directly to the company’s success
5. Actively track DEI efforts and publish regular reports
6. Implement and analyze employee surveys for areas of improvement