2020 VISION

FOR RHODE ISLAND

WOMEN, LEADERSHIP AND WAGES:

NOT AND FOR-PROFIT BUSINESS









Vision 2020 is a national initiative developed by the Institute for Women's Health and Leadership at Drexel University College of Medicine to make equality a national priority through shared leadership among women and men. The Vision 2020 Rhode Island delegates have set several goals: to increase the numbers of companies using wage-equity audits, to ensure wage equity and ensure equity in the awarding of loans to women business owners who apply for them. The goals for women's health are to ensure widespread access to family planning services by securing the family planning waiver. In the area of political participation the goals are to increase the numbers of women appointed to cabinet, commission and board positions in state government.

women's fund engage, invest, act The mission of Women's Fund of Rhode Island is to invest in women and girls in our community through research, advocacy and grant making designed to eliminate gender inequality through systematic change. Women's Fund is committed to social change grant making that focuses on long-term solutions to societal problems. Women's Fund believes in making strategic grants, sometimes for only one or two years, with the intent of addressing immediate social change. They have narrowed their focus to the key areas of civic engagement, economic justice and political representation. Over the past ten years the fund has awarded 55 grants to 27 organizations, founded a Women's Policy Institute and doubled the number of female, governor-appointed cabinet-level positions.



Since 2003, Leading Women has been providing what organizations need in order to meet their goals for the advancement and retention of women and what women need to succeed from career-start to the C-suite and onto corporate board. With a mission to inspire, power and honor the success of women in organizations, Leading Women offers uncommon programs, online resources, events and services that help companies and individual women overcome the barriers to career progress. Their array of solutions are designed to close the gaps between what most leadership programs teach and what women need to learn in order to move up. A recent survey found that over 62% of women who attend their leadership programs are promoted or given additional responsibility.





LETTER FROM VISION 2020 NATIONAL DELEGATES

We are very proud to serve as the Rhode Island State Delegates for Vision 2020. Nearly three years ago, we set an ambitious agenda to increase the representation of women in government and corporate leadership; advance wage equity for women in business; and to increase access and opportunity for the awarding of loans to women businesses owners. We are committed as delegates of Vision 2020, and as leaders in the Rhode Island community, to remove roadblocks and barriers to women's advancement. We believe that a healthy, vibrant state and economy require the engagement and access of all its citizens to representation and economic security. We look to the day when women are at the tables of decision-making and leadership policy and practices are shaped by the diversity of needs, experiences and backgrounds that make Rhode Island so unique.

To that end, this report explores Rhode Island's largest for-profit and nonprofit companies wage equity and leadership advancement for women policies and practices. Though on some levels the data may seem disappointing, our aim was to understand what was happening in the Rhode Island business community with respect to the advancement and compensation of women and to use this data as a benchmarking report. Additionally, our focus is on use of this data to engage in meaningful conversation with the business community, policymakers, and those working to advance our community to understand the benefits, both short and long term, of investing in women's leadership and economic security. As these conversations take place and shape, we believe that many companies and organizations will participate in ongoing research so that we have a clearer and broader understanding of what holds women, and thus Rhode Island, back. Further, the report offers a glimpse of best practices that companies and organizations can engage in to ensure wage equity and equal representation of men and women in top leadership positions within the company and on their boards.

We are very grateful to our Vision 2020 corporate committee members who have given countless hours to create the survey, collect, analyze and interpret the data and who are eager to engage in conversations in their work place, in their community and across the state.

Our thanks to Kathryn Eleuterio, Women's Fund of Rhode Island Intern and Women's Fund of Rhode Island for making this report a reality.

Susan Colantuono

Marcia Coné

Co-Chairs, Vision 2020 Rhode Island

Rhode Island State Delegates Vision 2020 National

EXECUTIVE SUMMARY

Women, Leadership and Wages reviews the findings of a survey conducted with 22 of the largest not and for-profit businesses in Rhode Island on initiatives and best practices that advance women—commitment to women's leadership, advancement of women into senior leadership, wage equity and women on boards—and examines obstacles and barriers to advancing women into leadership. The first report of its kind in Rhode Island, the information gathered is part of a growing effort and urgent need to build and strengthen our local businesses and advance the state's economic development. The emphasis of this report is, in part, to highlight the disparities of women in leadership, but more so to offer real solutions through the sharing of best practices. Our specific aim is to generate positive steps to help Rhode Island business be competitive and deliver results. The advancement of women is an important and well-documented case for how to improve business and thus, the state economy.

The report provides context for the relevance of the survey questions, the breakdown of the responses by for and nonprofit businesses and shares recommendations for action based on best practices. Here is a summary of the key findings and recommendations.

Though the data, at times, falls below where we would hope Rhode Island businesses could be there are some practices that are being utilized to advance women. The aim is not to criticize, but to understand the strengths and challenges in the Rhode Island business community and to use this data as benchmarks. The data can and should be used by for and nonprofit leadership, human resource departments and boards to engage in meaningful conversations on how to improve and advance women's leadership and the real benefits, short and long term, financial and workforce, of investing in women's leadership and thus economic growth and security of our business sector. We invite our business sector to the table and urge them to participate in ongoing research to share successes and challenges as we work together to advance Rhode Island.

While a commitment from the most senior leader down to women's advancement is critical for women to progress into senior leadership positions, neither not nor for profit business respondents indicate they have clearly defined strategies.

Shifting for and nonprofit culture to be inclusive of women's advancement as part of core business mission, vision and strategy.

Less than half of for profit respondents require diverse slates of candidates and nearly half report diverse slates are not required.

Adopt diversity recruting and advancement practices to recruit, retain and advance diversity.

Both for and nonprofit businesses conduct wage equity audits and a high percentage have found and corrected inequities.

Wage audits continue to be conducted as a regarular part of the human resource compensation analysis cycle to eliminate the wage gap in for and nonprofit organizations.

Diverse slates of candidates for open board positions are required by 46% of for profit and 37% of nonprofit companies.

Institute board diversity policies, include boardroom diversity as a board meeting agenda topic, and ask search firms to provide diverse candidates.

57% of for-profit and 23% of nonprofit companies stated there were no obstacles to women's advancement yet women remain vastly underrepresented in leadership.

Set targets, assign projects, and mentor and coach women into key operational positions assist in advancing women in leadership positions.

Commitment to Women's Leadership >>>>>>>

Does your company have a clearly defined strategy/philosophy for the development of women into leadership roles?





Does your company's diversity initiative have a focus on gender?





Does your company have goals for women's advancement?

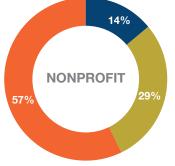




How are line managers held accountable for talent development, particularly for women?



ACCOUNTABLE BUT NOT GENDER SPECIFIC NOT HELD ACCOUNTABLE ASSEMENT/PERFORMANCE EVALUATION



TALENT DEVELOPMENT PROGRAMS
ASSEMENT/PERFORMANCE
EVALUATION
NOT HELD ACCOUNTABLE

>>>>>> Commitment >>>>>>>>>

WHY VISION 2020 ASKED

Women's advancement is a business issue, a critical one! Investing in women leads to short and long-term gains for individual companies and for our state economy. According to several studies conducted by Catalyst, Inc., McKinsey & Company, and the Wall Street Journal Executive Task Force for Women in the Economy, companies with the highest representation of women leaders (c-suite, board and investors) consistently financially outperform those with the lowest representation of women. Importantly, companies that had higher representation of women leaders at the top fared much better during the economic downturn. Companies that have increased representation of women in leadership roles fare better in good and bad times.

Women are increasingly educated, skilled and seasoned with experience and knowledge in their respective fields. Companies that recruit, retain, and advance women outperform those with less representation by an estimated 30%. Diversity of thought and experience is a good business strategy that leads to a more diverse and profitable business.

WHAT VISION 2020 LEARNED

Overwhelmingly, neither nonprofit nor for-profit businesses in Rhode Island have a clearly defined strategy or philosophy for the development of women in leadership roles. Best practices among companies, both for and nonprofit, indicate that a clearly defined strategy that is aligned with organization mission, vision and values are more likely to have women in leadership roles.

Half of nonprofit respondents indicate that their business diversity initiative has a gender focus while the remaining half indicate they do not focus on gender or do not have a diversity initiative. Less than a quarter of for-profit respondents indicate they have a diversity initiative that focuses on gender. Nearly half, or 46% of for-profit respondents indicate they do not have a diversity initiative.

Interestingly, despite reporting that specific business goals towards women's advancement were not in place, both for-profit and nonprofit respondents indicated that, to some extent, line managers are held accountable for talent development, particularly for women. Again, without stated goals towards the advancement of women or regular assessment of employee diversity including gender, it would be difficult to determine whether these accountability measures are actually moving more women toward promotion and into key leadership roles.

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RECOMMENDED ACTIONS

What you pay attention to grows! Ensuring you have a qualified, diverse workforce requires thoughtful attention. Lacking a focus on diversity, and more specifically, gender diversity if you have such an initiative, it underscores the lack of representation of both genders in for and nonprofit business leadership.

Women's advancement is a critical business issue; yet neither nonprofit nor for-profit business respondents have goals for women's advancement. In order to attract the most qualified candidates, women must see company culture as one that is open and responsive to their skills, experiences, and leadership. A fully engaged workforce is a competitive advantage and one that can only be obtained through promotion of an inclusive culture.

An inclusive culture that promotes women's advancement also ensures you have a workforce that fuels innovation and creates and provides goods, services and products that meet the needs of your consumer demographics. Consumer research shows that women make 80% of purchases in the household. As a pure business driver, the advancement and inclusion of women provides an important and knowledgeable link to consumers; retaining customers is critical to business success and sustainability.

Businesses that have advancement programs for women demonstrate to women that they are interested in becoming an employer of choice. If businesses want to expand their markets, retain customers and improve employee satisfaction, and thus performance as research indicates is correlated, then recruiting and retaining employees from all demographic groups is a business imperative. Having women represented throughout the organization, and especially in critical leadership roles, will allow Rhode Island businesses to position themselves as employers of choice beyond our state borders.

A focus on shifting for-profit and nonprofit culture to be inclusive of women advancement would require that all initiatives have aligned key messages and recommended leadership behaviors as part of their core business operations. Tracking of progress toward these objectives could be aligned with a balanced scorecard that tracks business and financial goals with the goals of growth and development of women. Establishment of both qualitative and quantitative measures for each division would allow leadership teams and managers to help map women's paths to leadership which include assigning top clients, key sales opportunities and other high visibility roles.

In the United States some CEOs have wisely and courageously put a stake in the ground about women's advancement. For example in 2010, Michel Landel very publicly stated that his goals is to get Sodexo to "23% to 25% female representation in its Top 300 by 2015, up from its current 18%." In Europe over 20 companies have made "declarations of voluntary targets" for gender equality and publicized them on the ERT website. At home and abroad companies invested in best practices for businesses in the 21st century are making women's advancement a priority. It's time to do the same here in Rhode Island.

Advancing Women into Senior Leadership >>>>>

When filling senior management positions, do you require recruiters to present a diverse slate of candidates (more women)?





How often in the last 18 months have you been successful in presenting a diverse candidate slate for those senior positions?





If you do not require a diverse slate of candidates for executive positions at this time, is this something you believe your executives would consider?





>>>>>> Senior Leadership >>>>>>>

WHY VISION 2020 ASKED

Companies often use the excuse that they can't find women to serve in their leadership positions yet do nothing to remove the obstacles to retaining and advancing women. Women currently make up 48% of the workforce in Rhode Island and many women can be found in entry and mid level management positions. When we look at the top levels of management here in Rhode Island we can point to very few female CEOs; executive officers hover at somewhere just above 10% and board seats are filled by a slim 16%. Add racial and ethnic diversity of women to the analysis and the numbers plummet. We know that commitment to diverse slates of candidates that include gender increases the opportunities for advancement in leadership (c-suite, and board). Without a commitment that is measureable and accountable, companies do not cast a broad net to find diverse candidates.

WHAT WE LEARNED

Less than half of the respondents in the for-profit sector indicate that they require that their recruiters/Human Resource departments to present a diverse slate of candidates that include women, while 62% of nonprofit respondents report that they require diverse slates that include women. Perhaps most astonishing is that 46% of for-profit respondents indicate that diverse slates are not required.

Nonprofit companies report success in presenting a diverse slate of candidates for executive positions 50-75% of the time while for-profit companies lag behind presenting a diverse slate less than 50% of the time. Both for and nonprofit companies indicate that they are already committed to the practice or are willing to commit to the practice of presenting diverse slates. Despite the use of diverse slates or willingness to engage in best practice for increasing diversity without clearly defined goals and measures, companies in Rhode Island are not advancing women into top leadership positions. Their inability to recruit and retain a diverse workforce means fewer profitable businesses in Rhode Island.

>>>>>> Senior Leadership

RECOMMENDED ACTIONS

Diverse Workplace Inc., Stepping Up to Diversity Recruiting offers ten diversity recruiting steps that, if adopted will help companies, recruit, retain and advance diversity.

- 1 Clear Business Mandate
- 2 Diversity Recruiting Tied to Business Goals
- 3 Planned Processes
- 4 Eliminate Obstacles
- 5 Assign Best and Respected Leaders
- 6 Cultural Competence
- 7 Cast a Broad Net
- 8 Timely Feedback
- 9 Effective Retention Programs
- 10 Share diversity successes

The Wall Street Journal Task Force on Women shares the following toolkit:

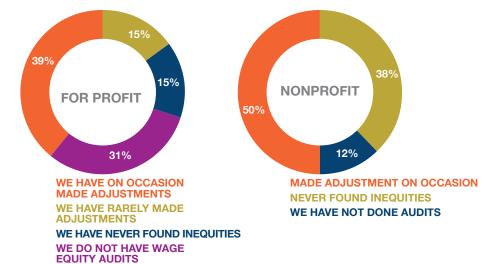
It Starts at the Top: Engaging the C-Suite

- **1 Enlarge Strategy Meetings.** Include emerging midlevel leaders, including 50% women, and provide opportunities to collaborate and make presentations.
- **2 Set Goals and Measure.** Hold senior managers accountable by tying promotion and compensation to meeting diversity goals and requiring regular reports to the board.
- 3 Audit the Culture. Examine assumptions about how women leaders are "supposed to behave," and help managers understand the view from women's seats.
- 4 Sponsor from the Top. Have senior vice presidents and other top leaders, rather than direct managers, nominate diverse talent for leadership development and visible roles.

Does your Human Resource function conduct wage equity audits that look for inequities in compensation between men and women at the same level/position?



Please indicate the results of your audits.



WHY VISION 2020 ASKED

While the size of the wage gap has diminished over the past four decades, the gap persists across for and nonprofit sectors. The WAGE Project estimates that over the course of her life a high school graduate will lose \$700,000 in earnings, a college graduate \$1.2 million and a woman with a graduate degree nearly \$2 million.

The implications for the women of Rhode Island and their families are significant. Nationwide, four out of ten women are equal or main breadwinners for their families. These lost earnings impact the well being of not only the women, but also entire families. And because future security in the form of pensions or other retirement vehicles depends on compensation, the wage gap threatens women's security in old age.

The Institute for Women's Policy Research estimates that at the current slow rate of closure, it will take nearly another 50 years (estimate is 2056) for women to reach pay equity.

>>>>>> Wage

WHAT VISION 2020 LEARNED

Organizations are aware of and actively work to diminish the wage gap. Seventy percent of for-profit respondents of our survey have conducted such a study and 31% conduct them annually. Unfortunately, 31% of the for-profit respondents do not conduct wage equity audits.

Of the nonprofit respondents 100% have conducted such studies with 28% conducting them annually or every other year.

There is significant controversy about whether the wage gap is fact or fiction. Our data suggests that organizations recognize it as fact. Thirty nine percent (39%) of for-profit respondents and 50% of nonprofit respondents have found and corrected inequities. Only 30% have never or rarely found inequities. This number is higher among nonprofit organizations where 50% have made adjustments on occasion.

RECOMMENDATIONS FOR ACTION

Since the 1970s, organizations have conducted analyses of compensation to determine pay equity for women and men performing in the same positions (with similar tenure and performance). Today's sophisticated Human Resource information systems make it easier than ever to conduct such wage equity audits. Making these audits a regular part of HR's compensation analysis cycle would ensure that the wage gap in for- and nonprofit organizations is eliminated well before 2056.

Because research indicates that at many levels women don't negotiate for compensation and benefits as effectively as men, there is a need for education and skill building in this area. The WAGE Project has taken the lead in this area. They have partnered with college and universities to develop the \$tart \$mart program for women entering the workforce and are developing other programs for working women, women re-entering the workforce and women in the trades. We recommend that a program be developed for and made available to women in Rhode Island who are hired or promoted into executive positions where employment contracts are common.

If your company has a board, is the search committee expected to present a diverse slate of candidates for open director positions?



WE DON'T HAVE THIS REQUIRE-MENT AT THIS TIME OCCASIONALLY YES, ALWAYS

DON'T KNOW



OCCASIONALLY NOT REQUIRED YES, ALWAYS

If you answered yes above, was a diverse slate of candidates presented for the most recent open position?



A DIVERSE SLATE WAS
PRESENTED FOR EACH OPEN
DIRECTOR POSITION

DIVERSE SLATE PRESENTED FOR LESS THAN 50% OF OPEN POSITIONS

WE DON'T REQUIRE A DIVERSE SLATE DON'T KNOW



YES, FOR EACH DIRECTOR POSITION YES, OVER 50% OF THE TIME



WHY VISION 2020 ASKED

Research by Catalyst has found higher financial performance for companies with higher representation of women board directors in three important measures:

- Return on Equity: On average, companies with the highest percentages of women board directors outperformed those with the least by 53 percent.
- Return on Sales: On average, companies with the highest percentages of women board directors outperformed those with the least by 42 percent.
- Return on Invested Capital: On average, companies with the highest percentages of women board directors outperformed those with the least by 66 percent.

The correlations are found across industries—from consumer discretionary to information technology.

In addition, the percentage of women directors is a predictor of women corporate officers. Their influence increases the percentage of line positions held by women thereby influencing increased numbers of women corporate officers.

Women on corporate boards are also correlated with good governance. A Canadian study by The Conference Board found that more gender-balanced boards tended to:

- Pay more attention to audit and risk oversight and control
- More often consider the needs of more categories of stakeholders
- Examine a wider range of management and organizational performance
- 94% of boards with three or more women (compared to 58% of all-male boards) insist on conflict-of-interest guidelines.

It also found that:

- 72% of boards with two or more women conduct formal board performance evaluations, while only 49% of all-male boards do
- Companies that provide boards of directors with formal, written limits to authority have a
 greater percentage of women directors than do organizations with no formal limits to authority
- Organizations that provide boards of directors with formal orientation programs have a greater percentage of women directors than do organizations with no such program.



More recently, Credit Suisse bank conducted a study that, "in a like-for-like comparison, companies with at least one woman on the board would have outperformed stocks with no women on the board by 26 percent over the course of the last 6 years." In other words, through relatively prosperous times and over a period of grave economic decline, companies with more women on their boards did better.¹

While we recognize that correlation isn't causation, these findings seem to indicate that companies that get it right about placing women on boards are well-enough run to perform above the norm.

Controversy abounds over whether nations should set quotas or goals for the percentages of women on boards. Recognizing that this is a highly unlikely course of action in the United States, the next most practical strategy for getting more women onto corporate boards is for the search committees to require diverse slates of candidates.

WHAT VISION 2020 LEARNED

Among the respondents, forty six percent (46%) of for-profit companies and 37% of nonprofits require diverse slates of candidates for board positions.

Among the nonprofits, 100% were able to offer a diverse slate of candidates for every open board position (80%) or over half the time (20%). Compiling a diverse slate has been more of a challenge in the for-profit arena where they were presented only 41% of the time.

RECOMMENDATIONS FOR ACTION

A recent study released by Corporate Board Member and Spencer Stuart found that a majority (75%) of corporate boards in the US are taking a broad range of actions to promote diversity in the boardroom. Most are focused on this through their own initiative, not because of shareholder pressure.

The three most common diversity initiatives are:

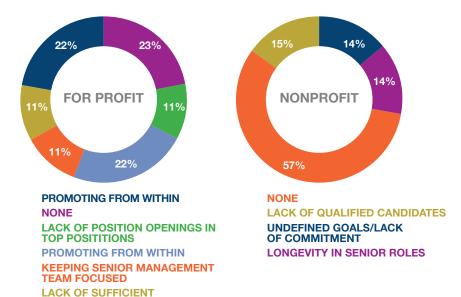
- 1. Asking search firms to provide diverse candidates (63%).
- 2. Pro-actively including boardroom diversity as a board meeting agenda topic (56.5%).
- 3. Instituting a board diversity policy (50%).

Only 42% REQUIRED a diverse slate of candidate for every open board seat.

Rhode Island companies require diverse slates at a rate similar to that found in this study. If more companies institute and communicate this requirement to their search firms, the likelihood of more women joining corporate boards will increase.

Advancing Women into Leadership >>>>>>>>

What are the greatest obstacles your organization faces in advancing women into leadership roles?



WHY VISION 2020 ASKED

In 2010, the World Economic Forum reported "there is a statistical correlation between gender equality and the level of development of countries as measured by GDP and competitiveness." (One of their measures of gender equality is percentages of women in senior positions in organizations and on boards.) And study after study for the past two decades have pointed to a strong correlation between women in leadership and organizational performance.

PREPARATION LINE ROLES
PREDOMINENTLY MALE INDUSTRY

- In July 2011 USA Today reported "Fortune 500 companies that had a woman at the helm for all of 2009 were up an average 50%." And according to Forbes, "as a group they outperformed the overall market–companies dominated by male chief executives–by 28%, on average, and topped their respective industries by 15% [in 2010]."
- NASDAQ.com reported the same about the period from January November 2011. "We've compared the performance of the current Fortune 500 companies with women CEOs to the S&P500 performance and their industry competitors from the start of the calendar year to present. Correlation and causation aside, the trend holds true: women have been ruling the stock market."

>>>>>>> Leadership >>>>>>>>>

Findings such as these would seem to be a clarion call for solving the problem of how to get more women into leadership. For those companies that solve the challenge, there are benefits to be gained.

- The London Business School reports that at a critical mass of 30% women in senior positions, companies begin to create cultures supportive of women's advancement.
- Corporate Women Directors International reports in 2011 that companies with women CEOs have 22.3% women on their boards compared to 9.8% average representation of women on the boards of blue chip companies in the countries included in the study. This pattern holds in all regions no matter which country or what size company.
- Also from CWDI, women-led companies have a higher percentage of women in senior management at 24.3% than the average representation of women in executive roles in peer companies (12.2%). Again, while rates of increase may differ, this same pattern holds for the majority of companies with women at the helm in all regions of the world.^{III}

But the overall percentages of women in leadership hovers around 18% across 10 sectors including business (16%), academia (23%) and nonprofit (21%) and we hear over and over about barriers to change.

WHAT VISION 2020 LEARNED

On this question, there is substantial difference between the non- and for-profit respondents.

A majority of nonprofit organizations (57%) report that there are no significant obstacles to women's advancement. Three obstacles were cited at about the same level:

- Lack of qualified candidates (15%)
- Lack of commitment to or goals for women's advancement (14%)
- Low turnover of senior managers (14%)

Among the for-profit organizations, only 23% asserted that there were no obstacles to women's advancement.

The obstacles most commonly cited by the for-profit respondents were:

- The industry is predominantly male (implying that there aren't enough women in the talent pipeline) (22%)
- Promoting from within is difficult (again underscoring the implication that there aren't enough women in the talent pipeline) (22%)
- Women's lack of sufficient preparation in line roles, lack of open positions at the top and lack of focus of senior managers (each cited at 11%).

>>>>>> Leadership

RECOMMENDATIONS FOR ACTION

Each different barrier requires its own specific remedy. Here are several recommendations to help organizations overcome barriers that they struggle with.

SET TARGETS.

The remedy for lack of commitment, goals or focus is to set targets.

In Europe, 23 CEOs have made a public commitment to targets for women's advancement. In the U.S. a few CEOs such as Michel Landel of Sodexo have publicly committed to targets (23% to 25% female representation in its Top 300 by 2015, up from its current 18%).

What we measure is what we get and to eventually move a critical mass of women into leadership, organizations will have to become more serious about voluntarily setting targets.

FUEL THE PIPELINE.

In some professions and industries there are relatively few women in the pipeline. Forward thinking organizations get actively involved in fueling the pipeline well before the college recruiting fair.

This is especially true for STEM professions (Science, Technology, Engineering and Math) where organizations send men and women into elementary, junior and high school classrooms to encourage girls and boys to discover the exciting work that awaits them in these professions.

SPECIAL PROJECTS.

One strategy for addressing low turnover, lack of qualified candidates or lack of openings in senior positions is to assign special projects to ensure that women have the skills and experiences necessary to step into positions once they open up. Special project assignments—especially those that have strategic implications for the organization—are an important way to do this. Use of these projects can provide women with the business, strategic and financial acumen as well as a broad view of the organization, all of which required to succeed in the C-suite or other executive positions.

MENTOR AND COACH WOMEN INTO LINE POSITIONS.

Women are often excluded from senior positions because they lack sufficient experience in line functions. This is a serious issue and one that can be addressed by mentoring and coaching women into key operational positions (i.e. manufacturing, sales, R&D).

It's much more common for women who demonstrate leadership skills to be mentored into staff functions such as HR. And for women themselves to think that if they're "good with people" they belong in these functions.

SERIOUS SUCCESSION PLANNING

If women don't have the qualifications to fill senior positions, one remedy is a succession planning process that provides direct feedback on needed skills and supports women in acquiring them.

METHODOLOGY

The survey instrument was developed by the Vision 2020 subcommittee on Business whose members represent Senior Level Management in Human Resource, Communications and Diversity from the for and nonprofit sectors. The survey highlights tenets from the literature on women's leadership and advancement to ensure the questions are grounded in best practice and thus, lend to their validity. Questions in the survey align with research conducted by well-respected organizations leading the national discussion on women's advancement, such as McKinsey, Catalyst, Inc., Institute for Women's Research, The World Economic Forum among others.

Vision 2020 compiled a list of non-and for-profit companies that were among the largest employers in Rhode Island. Members of the Vision 2020 subcommittee on Business reached out to their Human Resource colleagues with an invitation to reply to a confidential online survey. The descriptive statistics contained in the report are based on 22 responses from Rhode Island companies, of which 13 were for-profit and 9 were nonprofit.

Aggregate data analysis was conducted by a Research and Communications Intern at the Women's Fund of Rhode Island and Vision 2020 Delegates, Susan Colantuono and Marcia Coné, provided the data interpretation and conducted a review of best practices. The compilation of this data was edited and reviewed by the Vision 2020 Subcommittee on Business.

Sources

QUESTION 1& 2

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QUESTION 3

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QUESTION 4

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STÉPPÍNG UP TO DIVERSITY RECRUITING: CHAPTER 8 TEN KEYS TO DIVERSITY RECRUITING© Copyright Diverse Workplace Inc. 2003 http://www.ert.eu/women/

QUESTION 5.6 & 7

Diverse Workplace Inc., Stepping Up to Diversity Recruiting It Starts at the Top: Engaging the C-Suite

QUESTIONS 10 & 11

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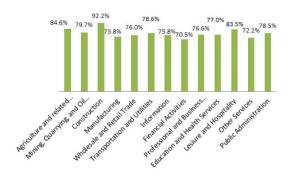
QUESTIONS 8 & 9

Year	White	Black men	Hispanic men	White women	Black women	Hispanic women
1970	100%	69.0%	n.a.	58.7%	48.2%	n.a.
1975	100	74.3	72.1%	57.5	55.4	49.3%
1980	100	70.7	70.8	58.9	55.7	50.5
1985	100	69.7	68.0	63.0	57.1	52.1
1990	100	73.1	66.3	69.4	62.5	54.3
1992	100	72.6	63.3	70.0	64.0	55.4
1994	100	75.1	64.3	71.6	63.0	55.6
1995	100	75.9	63.3	71.2	64.2	53.4
1996	100	80.0	63.9	73.3	65.1	56.6
1997	100	75.1	61.4	71.9	62.6	53.9
1998	100	74.9	61.6	72.6	62.6	53.1
1999	100	80.6	61.6	71.6	65.0	52.1
2000	100	78.2	63.4	72.2	64.6	52.8
2003	100	78.2	63.3	75.6	65.4	54.3
2004	100	74.5	63.2	76.7	68.4	56.9
2006	100	72.1	57.5	73.5	63.6	51.7
2010	100	74.5	65.9	80.5	69.6	59.8

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Stephanie Chamberlin Valerie Littlefield

Chris Deignan Linda Lulli

Carmen Diaz Jusino Jean Pelletier

Jyothi Ganesh Angela Wiczek

We believe that a healthy, vibrant state and economy require the engagement and access of all its citizens to representation and economic security.

-Susan Colantuono & Marcia Coné





