



# ENTHUSIASM GAP AT WORK



**FTI**  
CONSULTING



MINE THE GAP

## Overall and Women by Industry Topline Report

Online survey, conducted  
May 31 - July 14, 2018

**4,765 WOMEN** in tech, finance, legal, energy and healthcare industries

1,002 Women in Tech • 1,005 Women in Finance • 1,000 Women in Legal • 678 Women in Energy • 1,079 Women in Healthcare

**1,030 MEN** in tech, finance, legal, energy and healthcare industries

For any inquiries about the data or to request additional subgroups for reporting, please contact Kim O'Halloran at [Kim.OHalloran@FTIConsulting.com](mailto:Kim.OHalloran@FTIConsulting.com) or 312-553-6733

**1. On a scale from zero to ten, where 0 means not at all important and 10 means absolutely important, how important is it to you personally that your industry reaches gender balance [equal amounts of men and women] in positions across all career levels during your time in the workforce?**

	<u>All</u> <u>Women</u>	<u>All</u> <u>Men</u>	<u>Tech</u> <u>Women</u>	<u>Tech</u> <u>Men</u>	<u>Finance</u> <u>Women</u>	<u>Finance</u> <u>Men</u>	<u>Legal</u> <u>Women</u>	<u>Legal</u> <u>Men</u>	<u>Energy</u> <u>Women</u>	<u>Energy</u> <u>Men</u>	<u>Healthcare</u> <u>Women</u>	<u>Healthcare</u> <u>Men</u>
Total Important (6-10)	69%	61%	80%	65%	70%	67%	68%	62%	67%	55%	60%	55%
Total Not Important (0-4)	12%	20%	7%	16%	11%	19%	13%	20%	16%	26%	16%	21%
10 - Absolutely important	39%	22%	47%	21%	40%	28%	41%	23%	33%	17%	33%	21%
9	7%	9%	10%	10%	7%	12%	6%	9%	8%	6%	5%	9%
8	10%	13%	12%	20%	10%	11%	10%	10%	11%	15%	10%	9%
7	8%	10%	6%	10%	8%	11%	8%	11%	9%	8%	8%	9%
6	5%	7%	5%	6%	5%	5%	4%	8%	7%	8%	4%	8%
5	7%	7%	5%	9%	6%	6%	7%	6%	7%	9%	8%	6%
4	2%	3%	2%	4%	2%	4%	2%	2%	3%	3%	2%	4%
3	2%	3%	1%	2%	2%	1%	2%	4%	3%	4%	2%	3%
2	2%	3%	1%	1%	1%	3%	2%	2%	1%	4%	2%	2%
1	1%	2%	*	3%	*	2%	1%	1%	1%	2%	2%	3%
0 - Not at all important	6%	9%	2%	7%	5%	8%	7%	10%	8%	12%	7%	9%
We already have gender balance in my industry	11%	11%	7%	9%	13%	8%	10%	11%	9%	9%	15%	16%
Don't Know	1%	1%	*	2%	1%	*	1%	1%	*	1%	1%	1%
Mean	7.6	6.6	8.3	6.9	7.8	7.0	7.6	6.6	7.2	6.0	7.1	6.5

Note: Due to rounding, totals may not add to 100%

\* denotes less than 0.5%

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## 2. Compensation and Pay Equity Index

It has been widely reported that women across various industries are paid less than their male counterparts. The following ideas are focused on compensation and pay equity when it comes to recruiting and retaining talented women. Please think about how important it is to you that the following ideas could be implemented at your company. On a scale from zero to ten, where 0 means not at all important and 10 means extremely important, how important is it to you that the following ideas are used or implemented by your company to recruit and retain talented women?

	Total Important (6-10)	Total Not Important (0-4)	10 - Extremely Important	9	8	7	6	5 - Neutral	4	3	2	1	0 - Not at All Important	Don't Know	Mean
<b>Offer a competitive salary for each career level</b>															
All Women	90%	4%	56%	13%	11%	6%	3%	4%	1%	1%	1%	*	1%	3%	8.8
All Men	83%	8%	38%	16%	15%	10%	4%	6%	3%	1%	1%	1%	3%	3%	8.1
Tech Women	93%	2%	54%	17%	11%	7%	5%	3%	1%	*	*	*	*	2%	8.9
Finance Women	91%	3%	59%	12%	12%	6%	2%	3%	1%	1%	1%	*	*	3%	8.9
Legal Women	88%	5%	55%	13%	10%	7%	3%	4%	2%	1%	1%	*	1%	3%	8.7
Energy Women	88%	6%	55%	11%	12%	6%	5%	4%	1%	2%	2%	*	1%	2%	8.6
Healthcare Women	88%	4%	57%	10%	10%	7%	3%	4%	2%	2%	*	*	1%	4%	8.8
<b>Provide comprehensive healthcare benefits, including quality coverage for women's health needs</b>															
All Women	89%	5%	56%	13%	10%	7%	3%	4%	1%	1%	1%	*	1%	2%	8.7
All Men	79%	11%	34%	14%	14%	11%	6%	6%	3%	2%	2%	*	5%	4%	7.7
Tech Women	92%	3%	53%	16%	11%	8%	4%	3%	1%	1%	*	*	*	1%	8.8
Finance Women	90%	4%	59%	12%	11%	7%	2%	3%	1%	1%	1%	*	1%	2%	8.9
Legal Women	87%	5%	56%	11%	10%	6%	3%	5%	1%	1%	1%	1%	2%	3%	8.6
Energy Women	87%	7%	55%	11%	10%	8%	3%	4%	2%	1%	2%	*	1%	2%	8.6
Healthcare Women	86%	6%	56%	12%	9%	5%	4%	5%	1%	1%	1%	*	2%	3%	8.6
<b>Reduce or eliminate the gender pay gap across and within career levels</b>															
All Women	86%	6%	54%	12%	10%	6%	4%	5%	2%	1%	1%	*	2%	3%	8.6
All Men	73%	14%	31%	15%	11%	10%	6%	8%	2%	3%	1%	1%	7%	5%	7.4
Tech Women	89%	4%	55%	14%	12%	6%	2%	4%	2%	*	1%	0%	1%	2%	8.8
Finance Women	88%	6%	56%	12%	10%	7%	3%	3%	1%	2%	1%	*	2%	4%	8.7
Legal Women	83%	8%	53%	12%	10%	5%	3%	6%	1%	1%	1%	1%	4%	3%	8.4
Energy Women	85%	8%	53%	11%	10%	7%	4%	5%	3%	2%	1%	1%	1%	3%	8.5
Healthcare Women	84%	6%	54%	9%	9%	6%	5%	5%	2%	1%	1%	1%	2%	5%	8.5
<b>Offer bonuses or profit-sharing programs for mid-level staff of all genders that brought in new business</b>															
All Women	80%	8%	38%	13%	14%	10%	6%	7%	2%	1%	1%	1%	3%	4%	7.9
All Men	75%	13%	25%	14%	17%	13%	6%	7%	3%	2%	1%	1%	5%	5%	7.3
Tech Women	85%	7%	40%	15%	16%	10%	5%	6%	3%	1%	1%	1%	1%	2%	8.2
Finance Women	83%	7%	40%	15%	13%	10%	6%	5%	2%	1%	1%	1%	2%	4%	8.2
Legal Women	76%	10%	36%	12%	13%	9%	7%	9%	2%	1%	1%	1%	4%	5%	7.7
Energy Women	78%	9%	36%	9%	15%	10%	8%	9%	2%	1%	2%	1%	3%	3%	7.7
Healthcare Women	78%	9%	36%	12%	13%	11%	7%	8%	2%	2%	1%	*	3%	5%	7.8
<b>Offer recruiting bonuses for recommending women from outside the company for senior-level positions</b>															
All Women	65%	20%	24%	11%	12%	11%	7%	11%	4%	3%	2%	2%	9%	5%	6.7
All Men	57%	27%	16%	10%	11%	10%	10%	11%	4%	4%	3%	2%	13%	5%	5.9
Tech Women	75%	14%	28%	13%	17%	11%	7%	9%	3%	3%	2%	1%	5%	2%	7.3
Finance Women	64%	21%	24%	12%	11%	10%	7%	10%	5%	3%	3%	1%	9%	5%	6.7
Legal Women	62%	21%	22%	10%	12%	11%	7%	12%	4%	3%	2%	2%	10%	6%	6.5
Energy Women	60%	23%	22%	8%	11%	12%	7%	14%	5%	3%	4%	3%	9%	4%	6.3
Healthcare Women	62%	20%	24%	11%	10%	10%	7%	11%	3%	4%	2%	2%	9%	6%	6.6

Note: Due to rounding, totals may not add to 100%

\* denotes less than 0.5%

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### 3. Flexibility and Work-Life Balance Index

Many women in the workplace have asked for more flexibility and the opportunity to create their definition of a work-life balance. The following ideas are focused on flexibility and work-life balance when it comes to recruiting and retaining talented women. Please think about how important it is to you that the following ideas could be implemented at your company. On a scale from zero to ten, where 0 means not at all important and 10 means extremely important, how important is it to you that the following ideas are used or implemented by your company to recruit and retain talented women?

	Total Important (6-10)	Total Not Important (0-4)	10 - Extremely Important	9	8	7	6	5 - Neutral	4	3	2	1	0 - Not at All Important	Don't Know	Mean
<b>Develop flexible working practices and environments, such as working from home or the ability to leave for a personal appointment</b>															
All Women	84%	7%	42%	14%	14%	10%	5%	6%	2%	1%	1%	1%	2%	3%	8.2
All Men	73%	14%	22%	14%	18%	12%	7%	8%	4%	2%	1%	1%	6%	4%	7.1
Tech Women	90%	4%	45%	16%	16%	8%	5%	4%	2%	1%	*	1%	1%	1%	8.5
Finance Women	87%	5%	45%	16%	12%	10%	4%	5%	1%	1%	1%	1%	1%	3%	8.4
Legal Women	84%	9%	45%	11%	13%	9%	5%	5%	2%	2%	1%	1%	3%	3%	8.1
Energy Women	82%	10%	39%	14%	13%	10%	6%	4%	3%	2%	2%	1%	3%	3%	8.0
Healthcare Women	78%	9%	37%	11%	13%	11%	7%	10%	2%	1%	1%	*	3%	4%	7.8
<b>Mandate employees to take the allotted personal time off [PTO] or vacation days within the year to recharge and take time away from work</b>															
All Women	75%	13%	32%	12%	13%	11%	7%	9%	3%	3%	2%	1%	4%	3%	7.4
All Men	68%	19%	23%	12%	13%	11%	9%	9%	4%	3%	3%	2%	7%	4%	6.8
Tech Women	82%	10%	33%	15%	16%	12%	7%	7%	3%	3%	2%	1%	2%	1%	7.8
Finance Women	79%	11%	38%	11%	15%	9%	6%	7%	3%	2%	2%	1%	3%	3%	7.8
Legal Women	70%	15%	28%	11%	12%	11%	8%	11%	3%	3%	2%	2%	5%	4%	7.1
Energy Women	72%	15%	26%	12%	14%	11%	9%	10%	4%	4%	2%	1%	5%	3%	7.1
Healthcare Women	71%	16%	33%	9%	11%	10%	8%	9%	3%	4%	3%	1%	6%	4%	7.2
<b>Offer employees the ability to set their own hours with the requirement that they work the required number of hours to meet their position requirements</b>															
All Women	77%	13%	31%	13%	14%	11%	7%	8%	3%	3%	2%	1%	4%	3%	7.5
All Men	67%	21%	19%	12%	15%	13%	8%	8%	5%	3%	4%	1%	8%	4%	6.6
Tech Women	84%	9%	33%	15%	16%	11%	8%	6%	3%	2%	2%	1%	1%	1%	7.9
Finance Women	78%	12%	32%	13%	16%	11%	6%	7%	3%	3%	2%	1%	3%	4%	7.6
Legal Women	77%	13%	31%	12%	14%	12%	8%	7%	3%	2%	2%	2%	5%	3%	7.4
Energy Women	73%	14%	32%	14%	12%	9%	6%	9%	3%	4%	2%	1%	4%	4%	7.4
Healthcare Women	70%	15%	29%	10%	14%	9%	9%	10%	3%	3%	3%	2%	5%	4%	7.1
<b>Help employees balance between meeting client or company demands and personal commitments</b>															
All Women	79%	9%	31%	13%	15%	12%	8%	9%	3%	2%	1%	1%	2%	3%	7.7
All Men	73%	14%	20%	12%	17%	15%	9%	9%	3%	3%	2%	1%	5%	4%	7.0
Tech Women	86%	6%	32%	16%	16%	14%	7%	6%	2%	2%	1%	*	1%	2%	8.0
Finance Women	83%	6%	33%	15%	16%	12%	9%	8%	2%	1%	1%	*	1%	4%	7.9
Legal Women	76%	12%	31%	11%	13%	12%	9%	9%	4%	2%	1%	1%	4%	3%	7.4
Energy Women	73%	13%	26%	12%	13%	12%	10%	10%	3%	3%	3%	1%	3%	4%	7.2
Healthcare Women	75%	10%	30%	11%	14%	12%	7%	10%	4%	2%	1%	1%	3%	4%	7.5
<b>Create workplace structures or office buildings that are accommodating to women, such as having wellness rooms or private areas</b>															
All Women	72%	16%	28%	12%	14%	11%	8%	9%	4%	3%	3%	1%	5%	3%	7.1
All Men	63%	23%	16%	12%	14%	13%	8%	9%	4%	3%	4%	2%	10%	5%	6.3
Tech Women	81%	10%	29%	16%	16%	11%	8%	8%	3%	2%	1%	1%	2%	1%	7.7
Finance Women	76%	14%	31%	12%	14%	10%	8%	7%	3%	3%	2%	1%	4%	4%	7.4
Legal Women	66%	22%	26%	10%	13%	10%	7%	9%	4%	5%	3%	2%	8%	4%	6.7
Energy Women	69%	17%	23%	12%	15%	11%	9%	10%	3%	4%	3%	1%	6%	3%	6.9
Healthcare Women	68%	17%	27%	10%	11%	11%	9%	10%	4%	3%	4%	1%	6%	5%	6.9
<b>Offer employees the ability to telework a majority of the time</b>															
All Women	70%	16%	26%	10%	14%	12%	8%	10%	4%	4%	2%	1%	5%	4%	7.0
All Men	60%	24%	16%	10%	13%	13%	8%	11%	5%	4%	3%	2%	9%	5%	6.2
Tech Women	82%	10%	31%	14%	18%	13%	7%	6%	4%	2%	2%	*	2%	2%	7.8
Finance Women	75%	13%	28%	11%	14%	13%	7%	8%	4%	3%	2%	1%	3%	4%	7.4
Legal Women	67%	18%	25%	10%	12%	12%	9%	11%	4%	4%	2%	2%	7%	4%	6.8
Energy Women	67%	17%	24%	10%	11%	11%	11%	11%	4%	4%	3%	1%	5%	4%	6.9
Healthcare Women	58%	23%	22%	6%	12%	9%	9%	12%	4%	5%	3%	2%	9%	6%	6.3

Note: Due to rounding, totals may not add to 100%

\* denotes less than 0.5%

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### 3. Flexibility and Work-Life Balance Index - Continued

Many women in the workplace have asked for more flexibility and the opportunity to create their definition of a work-life balance. The following ideas are focused on flexibility and work-life balance when it comes to recruiting and retaining talented women. Please think about how important it is to you that the following ideas could be implemented at your company. On a scale from zero to ten, where 0 means not at all important and 10 means extremely important, how important is it to you that the following ideas are used or implemented by your company to recruit and retain talented women?

	Total Important (6-10)	Total Not Important (0-4)	10 - Extremely Important	9	8	7	6	5 - Neutral	4	3	2	1	0 - Not at All Important	Don't Know	Mean
<b>Establish unpaid sabbatical programs that include job status protection</b>															
All Women	69%	16%	25%	11%	13%	12%	8%	10%	4%	4%	2%	1%	5%	5%	7.0
All Men	64%	21%	17%	10%	13%	13%	10%	10%	5%	4%	2%	1%	8%	5%	6.4
Tech Women	79%	12%	28%	13%	16%	13%	8%	7%	3%	3%	1%	1%	4%	2%	7.5
Finance Women	71%	13%	26%	13%	13%	12%	6%	10%	3%	4%	1%	1%	3%	6%	7.3
Legal Women	64%	20%	24%	10%	11%	11%	9%	11%	4%	4%	3%	2%	7%	6%	6.7
Energy Women	64%	18%	23%	8%	13%	10%	10%	13%	4%	4%	3%	1%	5%	5%	6.8
Healthcare Women	65%	18%	24%	8%	10%	12%	10%	10%	5%	4%	2%	1%	6%	7%	6.8
<b>Ensure part-time work has a path to senior leadership</b>															
All Women	65%	21%	20%	9%	13%	11%	10%	11%	5%	4%	3%	2%	7%	4%	6.6
All Men	57%	27%	14%	11%	12%	12%	9%	11%	5%	5%	3%	2%	11%	5%	5.9
Tech Women	72%	16%	23%	13%	15%	12%	9%	9%	5%	3%	2%	2%	4%	3%	7.1
Finance Women	66%	20%	22%	9%	14%	11%	9%	10%	4%	5%	2%	2%	6%	4%	6.7
Legal Women	60%	24%	19%	9%	11%	10%	11%	11%	6%	4%	3%	2%	9%	5%	6.3
Energy Women	60%	26%	17%	8%	15%	10%	10%	10%	7%	5%	3%	2%	9%	4%	6.2
Healthcare Women	63%	20%	20%	7%	13%	12%	10%	13%	4%	5%	3%	1%	7%	5%	6.5

### 4. Family Leave Policies Index

Some have suggested that better family leave policies could help retain women at a company. The following ideas are focused on family leave policies when it comes to recruiting and retaining talented women. Please think about how important it is to you that the following ideas could be implemented at your company. On a scale from zero to ten, where 0 means not at all important and 10 means extremely important, how important is it to you that the following ideas are used or implemented by your company to recruit and retain talented women?

	Total Important (6-10)	Total Not Important (0-4)	10 - Extremely Important	9	8	7	6	5 - Neutral	4	3	2	1	0 - Not at All Important	Don't Know	Mean
<b>Provide a minimum of six-weeks paid maternity leave</b>															
All Women	86%	7%	54%	12%	9%	6%	4%	4%	2%	1%	1%	1%	3%	3%	8.5
All Men	77%	13%	33%	12%	14%	10%	8%	5%	3%	2%	2%	1%	5%	4%	7.5
Tech Women	89%	5%	52%	16%	11%	7%	4%	4%	2%	1%	1%	*	2%	1%	8.6
Finance Women	88%	6%	57%	12%	9%	5%	4%	3%	2%	1%	*	1%	3%	2%	8.7
Legal Women	84%	9%	55%	12%	7%	6%	4%	5%	2%	1%	1%	1%	4%	3%	8.4
Energy Women	82%	9%	51%	12%	9%	6%	4%	6%	3%	2%	1%	*	3%	3%	8.3
Healthcare Women	84%	7%	56%	10%	9%	6%	4%	5%	1%	1%	1%	*	4%	4%	8.5
<b>Provide a more supportive environment for people who need to take family leave to care for a sick relative or child</b>															
All Women	86%	6%	45%	14%	13%	9%	5%	5%	2%	1%	1%	1%	2%	3%	8.3
All Men	80%	10%	29%	13%	17%	13%	8%	6%	3%	2%	1%	1%	4%	4%	7.6
Tech Women	88%	6%	45%	17%	12%	8%	6%	5%	2%	1%	*	1%	1%	1%	8.4
Finance Women	88%	5%	47%	13%	13%	9%	5%	3%	1%	2%	*	*	1%	3%	8.5
Legal Women	84%	7%	45%	13%	12%	9%	5%	7%	2%	1%	1%	1%	3%	3%	8.2
Energy Women	84%	9%	39%	13%	16%	11%	5%	6%	4%	1%	1%	*	2%	2%	8.0
Healthcare Women	86%	6%	47%	13%	13%	8%	5%	5%	2%	1%	1%	1%	2%	3%	8.4
<b>Offer family leave policies that are better than industry standards [length &amp; paid time]</b>															
All Women	83%	8%	40%	14%	13%	10%	6%	6%	2%	2%	1%	1%	3%	3%	8.0
All Men	74%	12%	25%	13%	15%	12%	9%	9%	3%	2%	2%	1%	5%	4%	7.3
Tech Women	88%	6%	38%	19%	16%	9%	6%	5%	1%	2%	1%	*	2%	1%	8.2
Finance Women	85%	7%	43%	15%	12%	10%	6%	4%	2%	2%	*	1%	2%	3%	8.2
Legal Women	82%	10%	40%	13%	12%	9%	8%	5%	2%	1%	1%	1%	5%	3%	7.9
Energy Women	79%	12%	37%	12%	13%	11%	6%	7%	4%	2%	1%	1%	4%	3%	7.7
Healthcare Women	81%	8%	41%	12%	12%	11%	5%	7%	2%	1%	1%	1%	3%	4%	8.0

Note: Due to rounding, totals may not add to 100%

\* denotes less than 0.5%

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#### 4. Family Leave Policies Index - Continued

Some have suggested that better family leave policies could help retain women at a company. The following ideas are focused on family leave policies when it comes to recruiting and retaining talented women. Please think about how important it is to you that the following ideas could be implemented at your company. On a scale from zero to ten, where 0 means not at all important and 10 means extremely important, how important is it to you that the following ideas are used or implemented by your company to recruit and retain talented women?

	Total Important (6-10)	Total Not Important (0-4)	10 - Extremely Important	9	8	7	6	5 - Neutral	4	3	2	1	0 - Not at All Important	Don't Know	Mean
<b>Offer family leave policies that allow for telecommuting for up to a year after a child is born or adopted</b>															
All Women	75%	14%	35%	12%	12%	9%	7%	8%	3%	2%	2%	1%	5%	4%	7.5
All Men	67%	20%	21%	13%	14%	13%	6%	9%	4%	2%	3%	2%	9%	5%	6.7
Tech Women	83%	9%	38%	16%	14%	8%	6%	6%	2%	1%	1%	1%	3%	2%	8.0
Finance Women	78%	11%	39%	12%	11%	9%	6%	7%	3%	2%	2%	1%	4%	5%	7.8
Legal Women	74%	15%	33%	12%	12%	10%	7%	8%	2%	2%	2%	2%	7%	3%	7.3
Energy Women	70%	18%	32%	12%	9%	9%	8%	10%	5%	3%	3%	2%	5%	3%	7.1
Healthcare Women	70%	16%	33%	9%	11%	9%	7%	8%	3%	3%	2%	2%	6%	5%	7.2
<b>Provide mandatory parental leave for fathers</b>															
All Women	73%	14%	34%	12%	11%	10%	7%	9%	3%	3%	2%	1%	5%	3%	7.4
All Men	71%	16%	25%	12%	15%	11%	7%	8%	3%	2%	2%	1%	7%	5%	7.1
Tech Women	78%	11%	35%	14%	13%	9%	6%	9%	3%	2%	1%	*	4%	2%	7.7
Finance Women	75%	13%	37%	11%	11%	10%	7%	8%	2%	3%	2%	1%	5%	4%	7.5
Legal Women	72%	17%	31%	13%	11%	10%	7%	8%	3%	3%	2%	2%	7%	3%	7.2
Energy Women	68%	17%	29%	10%	10%	12%	7%	12%	4%	4%	2%	1%	6%	3%	7.0
Healthcare Women	72%	15%	35%	10%	10%	11%	7%	9%	3%	3%	2%	1%	6%	4%	7.3
<b>On-site, free childcare</b>															
All Women	69%	18%	31%	10%	11%	10%	7%	9%	3%	3%	2%	2%	8%	4%	7.0
All Men	63%	24%	21%	10%	13%	11%	9%	8%	4%	4%	3%	3%	11%	5%	6.3
Tech Women	76%	13%	32%	14%	13%	10%	8%	8%	3%	3%	1%	1%	5%	3%	7.5
Finance Women	70%	18%	33%	10%	11%	10%	7%	9%	3%	3%	2%	2%	7%	4%	7.1
Legal Women	65%	23%	30%	8%	11%	10%	7%	9%	4%	3%	2%	2%	12%	4%	6.6
Energy Women	64%	22%	28%	10%	9%	10%	6%	10%	6%	3%	3%	2%	8%	3%	6.7
Healthcare Women	69%	16%	33%	9%	11%	9%	7%	10%	2%	2%	2%	1%	8%	5%	7.1
<b>Childcare subsidies</b>															
All Women	71%	15%	30%	12%	12%	10%	7%	9%	3%	2%	2%	1%	6%	5%	7.2
All Men	64%	20%	19%	11%	13%	13%	7%	11%	3%	4%	3%	2%	9%	5%	6.5
Tech Women	79%	11%	30%	16%	15%	11%	7%	7%	3%	1%	2%	1%	3%	3%	7.6
Finance Women	73%	14%	32%	11%	12%	11%	7%	9%	3%	2%	2%	1%	6%	5%	7.3
Legal Women	66%	20%	29%	11%	11%	10%	6%	9%	4%	3%	3%	2%	9%	5%	6.8
Energy Women	67%	20%	27%	10%	13%	9%	7%	10%	5%	4%	3%	3%	6%	3%	6.8
Healthcare Women	72%	14%	32%	10%	12%	10%	8%	8%	3%	2%	1%	1%	6%	6%	7.3
<b>Establish ramp up programs that allow employees to slowly build up work responsibilities after parental or extended leave, but prior to returning to work full-time and at reduced pay</b>															
All Women	68%	16%	23%	11%	14%	12%	9%	10%	4%	3%	2%	1%	6%	5%	6.9
All Men	64%	19%	15%	10%	16%	13%	10%	11%	5%	2%	3%	2%	7%	6%	6.4
Tech Women	76%	12%	27%	14%	15%	12%	8%	8%	4%	2%	2%	1%	4%	3%	7.4
Finance Women	70%	14%	23%	10%	14%	13%	9%	9%	4%	3%	2%	1%	4%	6%	7.1
Legal Women	67%	17%	23%	9%	14%	12%	9%	11%	4%	3%	2%	2%	6%	6%	6.8
Energy Women	63%	21%	18%	11%	14%	12%	9%	12%	5%	3%	4%	2%	7%	3%	6.5
Healthcare Women	64%	18%	21%	10%	12%	11%	10%	11%	4%	2%	3%	1%	7%	7%	6.6
<b>Adoption subsidies</b>															
All Women	62%	21%	22%	10%	12%	10%	8%	11%	4%	3%	3%	2%	9%	6%	6.5
All Men	54%	28%	15%	9%	13%	8%	9%	11%	4%	4%	4%	2%	14%	7%	5.8
Tech Women	71%	16%	23%	13%	15%	10%	10%	10%	3%	3%	3%	1%	6%	4%	7.0
Finance Women	65%	19%	24%	10%	12%	10%	9%	10%	4%	3%	3%	2%	7%	5%	6.7
Legal Women	55%	26%	19%	9%	9%	11%	8%	13%	4%	4%	4%	2%	12%	6%	6.0
Energy Women	55%	25%	19%	9%	10%	11%	6%	14%	6%	4%	4%	2%	10%	6%	6.1
Healthcare Women	62%	20%	23%	8%	13%	9%	8%	11%	5%	3%	1%	2%	9%	8%	6.6

Note: Due to rounding, totals may not add to 100%

\* denotes less than 0.5%

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#### 4. Family Leave Policies Index - Continued

Some have suggested that better family leave policies could help retain women at a company. The following ideas are focused on family leave policies when it comes to recruiting and retaining talented women. Please think about how important it is to you that the following ideas could be implemented at your company. On a scale from zero to ten, where 0 means not at all important and 10 means extremely important, how important is it to you that the following ideas are used or implemented by your company to recruit and retain talented women?

	Total Important (6-10)	Total Not Important (0-4)	10 - Extremely Important	9	8	7	6	5 - Neutral	4	3	2	1	0 - Not at All Important	Don't Know	Mean
<b>Establish off-ramping programs that allow employees to slowly reduce work responsibilities prior to a temporary break</b>															
All Women	65%	19%	20%	10%	13%	12%	10%	11%	4%	4%	2%	2%	7%	5%	6.6
All Men	62%	21%	13%	10%	15%	13%	10%	11%	5%	3%	3%	1%	9%	6%	6.3
Tech Women	75%	13%	23%	14%	16%	14%	9%	9%	3%	3%	2%	1%	4%	3%	7.2
Finance Women	66%	19%	22%	9%	14%	12%	9%	9%	5%	3%	3%	2%	6%	6%	6.7
Legal Women	62%	20%	18%	10%	12%	12%	10%	12%	3%	4%	2%	2%	9%	6%	6.4
Energy Women	59%	24%	15%	8%	13%	13%	11%	13%	5%	4%	3%	2%	9%	4%	6.1
Healthcare Women	61%	20%	20%	8%	12%	10%	11%	13%	5%	4%	2%	2%	7%	6%	6.4
<b>Fertility benefits such as egg freezing and IVF</b>															
All Women	50%	33%	18%	7%	9%	9%	7%	11%	6%	4%	4%	3%	16%	6%	5.5
All Men	44%	38%	11%	8%	9%	10%	6%	12%	4%	6%	6%	3%	19%	7%	5.0
Tech Women	59%	27%	19%	9%	12%	10%	8%	9%	6%	4%	3%	2%	12%	4%	6.1
Finance Women	53%	31%	19%	7%	9%	10%	7%	10%	5%	5%	4%	3%	14%	6%	5.7
Legal Women	45%	36%	16%	6%	8%	7%	7%	13%	6%	4%	5%	3%	18%	6%	5.2
Energy Women	44%	37%	16%	7%	7%	9%	5%	13%	6%	6%	5%	3%	18%	6%	5.2
Healthcare Women	48%	34%	17%	6%	9%	9%	7%	11%	6%	4%	4%	3%	17%	7%	5.4

#### 5. Career Advancement Index

For some industries, the lack of senior-level women is apparent. The following ideas are focused on career advancement when it comes to recruiting and retaining talented women. Please think about how important it is to you that the following ideas could be implemented at your company. On a scale from zero to ten, where 0 means not at all important and 10 means extremely important, how important is it to you that the following ideas are used or implemented by your company to recruit and retain talented women?

	Total Important (6-10)	Total Not Important (0-4)	10 - Extremely Important	9	8	7	6	5 - Neutral	4	3	2	1	0 - Not at All Important	Don't Know	Mean
<b>Set mandatory annual review processes for consideration of raises or promotion</b>															
All Women	84%	7%	41%	14%	13%	9%	6%	6%	2%	1%	1%	1%	2%	3%	8.2
All Men	74%	14%	27%	13%	16%	11%	7%	7%	3%	2%	1%	1%	6%	5%	7.3
Tech Women	87%	6%	42%	16%	14%	10%	6%	5%	2%	2%	1%	1%	1%	2%	8.3
Finance Women	87%	5%	46%	13%	12%	9%	5%	5%	1%	1%	1%	*	1%	3%	8.4
Legal Women	82%	9%	36%	14%	15%	9%	7%	6%	2%	1%	1%	1%	3%	3%	7.9
Energy Women	82%	8%	39%	13%	14%	9%	7%	7%	2%	2%	1%	1%	2%	3%	8.0
Healthcare Women	83%	6%	42%	14%	12%	10%	6%	6%	2%	1%	1%	*	2%	5%	8.2
<b>Require supervisors to provide timely and constructive feedback that benefits personal growth</b>															
All Women	82%	8%	37%	14%	15%	10%	6%	7%	2%	2%	1%	1%	2%	3%	8.0
All Men	77%	11%	24%	15%	17%	13%	8%	7%	3%	2%	2%	1%	4%	5%	7.4
Tech Women	88%	5%	38%	18%	16%	11%	5%	5%	2%	1%	1%	*	1%	2%	8.3
Finance Women	85%	6%	42%	15%	15%	10%	5%	5%	1%	2%	1%	*	2%	3%	8.2
Legal Women	77%	11%	31%	13%	14%	12%	7%	9%	3%	2%	1%	1%	5%	3%	7.5
Energy Women	82%	9%	38%	14%	14%	9%	7%	6%	3%	2%	2%	*	2%	3%	7.9
Healthcare Women	79%	8%	36%	12%	14%	10%	7%	8%	2%	1%	1%	1%	3%	5%	7.9
<b>Provide executive and leadership coaching to senior-level women</b>															
All Women	76%	12%	29%	15%	15%	11%	6%	8%	2%	2%	2%	1%	5%	4%	7.5
All Men	67%	19%	20%	12%	14%	12%	8%	9%	3%	3%	2%	2%	8%	5%	6.7
Tech Women	84%	7%	33%	18%	17%	11%	5%	7%	2%	1%	1%	1%	2%	2%	8.0
Finance Women	80%	10%	31%	16%	16%	10%	6%	7%	2%	2%	2%	1%	4%	4%	7.8
Legal Women	71%	15%	25%	14%	13%	11%	8%	11%	3%	3%	2%	1%	7%	4%	7.1
Energy Women	74%	13%	27%	15%	14%	13%	5%	9%	3%	4%	1%	1%	4%	3%	7.4
Healthcare Women	71%	14%	29%	11%	13%	10%	7%	9%	3%	2%	2%	1%	6%	7%	7.3

Note: Due to rounding, totals may not add to 100%

\* denotes less than 0.5%

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## 5. Career Advancement Index - Continued

For some industries, the lack of senior-level women is apparent. The following ideas are focused on career advancement when it comes to recruiting and retaining talented women. Please think about how important it is to you that the following ideas could be implemented at your company. On a scale from zero to ten, where 0 means not at all important and 10 means extremely important, how important is it to you that the following ideas are used or implemented by your company to recruit and retain talented women?

	Total Important (6-10)	Total Not Important (0-4)	10 - Extremely Important	9	8	7	6	5 - Neutral	4	3	2	1	0 - Not at All Important	Don't Know	Mean
<b>Provide funding for external leadership opportunities for women [conferences, training, retreats, etc.]</b>															
All Women	74%	14%	28%	12%	14%	11%	8%	8%	3%	2%	2%	1%	5%	4%	7.3
All Men	59%	25%	15%	11%	14%	10%	9%	11%	5%	3%	3%	2%	11%	6%	6.1
Tech Women	81%	10%	31%	18%	14%	11%	7%	7%	4%	1%	2%	*	3%	2%	7.7
Finance Women	76%	13%	29%	12%	16%	12%	8%	7%	3%	2%	2%	1%	5%	4%	7.4
Legal Women	69%	17%	26%	9%	13%	12%	9%	9%	4%	3%	2%	1%	7%	4%	6.9
Energy Women	73%	17%	26%	13%	13%	12%	9%	6%	4%	4%	2%	1%	5%	4%	7.1
Healthcare Women	70%	14%	28%	10%	13%	10%	8%	10%	2%	2%	2%	2%	6%	6%	7.1
<b>Establish formal career progression plans including sponsorship programs for women to keep them engaged within a company</b>															
All Women	74%	13%	26%	13%	15%	11%	8%	9%	3%	2%	2%	1%	5%	4%	7.3
All Men	64%	21%	16%	12%	15%	12%	8%	9%	5%	3%	3%	2%	10%	6%	6.4
Tech Women	82%	10%	32%	16%	17%	12%	6%	6%	3%	2%	1%	1%	3%	2%	7.8
Finance Women	77%	10%	29%	14%	16%	12%	7%	9%	2%	2%	2%	1%	4%	4%	7.5
Legal Women	70%	16%	23%	13%	14%	10%	10%	10%	3%	2%	3%	1%	7%	4%	6.9
Energy Women	74%	14%	24%	14%	14%	14%	8%	8%	3%	3%	3%	1%	4%	4%	7.2
Healthcare Women	69%	15%	24%	11%	13%	11%	10%	10%	2%	2%	2%	1%	6%	6%	7.0
<b>Increase opportunities for women to have more client-facing opportunities including business development</b>															
All Women	73%	14%	26%	14%	14%	12%	8%	9%	3%	2%	2%	1%	5%	5%	7.2
All Men	65%	21%	17%	13%	16%	12%	8%	9%	4%	3%	3%	2%	9%	6%	6.5
Tech Women	83%	9%	31%	17%	16%	11%	7%	6%	2%	1%	2%	*	3%	2%	7.8
Finance Women	75%	14%	26%	13%	16%	13%	7%	7%	3%	3%	2%	1%	5%	5%	7.3
Legal Women	70%	15%	25%	13%	12%	13%	7%	10%	3%	2%	2%	1%	7%	5%	7.0
Energy Women	69%	13%	24%	12%	14%	11%	9%	12%	4%	2%	2%	1%	5%	5%	7.1
Healthcare Women	65%	16%	23%	12%	12%	10%	8%	11%	4%	3%	3%	1%	6%	7%	6.9
<b>Publicly report the gender breakdown of all career levels at the company</b>															
All Women	62%	23%	23%	10%	12%	10%	8%	10%	4%	3%	3%	2%	10%	5%	6.4
All Men	56%	27%	14%	9%	15%	11%	6%	11%	4%	3%	4%	3%	14%	6%	5.8
Tech Women	75%	13%	29%	14%	15%	11%	7%	8%	3%	2%	2%	1%	5%	3%	7.4
Finance Women	62%	23%	22%	11%	12%	10%	8%	9%	5%	4%	3%	1%	10%	5%	6.5
Legal Women	57%	27%	20%	8%	11%	10%	8%	12%	4%	4%	4%	3%	12%	4%	6.0
Energy Women	59%	25%	20%	9%	9%	12%	8%	12%	5%	4%	3%	3%	10%	4%	6.2
Healthcare Women	56%	25%	21%	7%	11%	9%	8%	11%	4%	3%	3%	2%	12%	7%	6.1
<b>Establish and fund employee resource groups such as women's groups and diversity programs</b>															
All Women	65%	20%	21%	11%	12%	12%	9%	10%	4%	4%	3%	2%	8%	4%	6.6
All Men	57%	28%	14%	10%	13%	12%	8%	9%	5%	4%	4%	2%	12%	6%	5.9
Tech Women	75%	15%	26%	17%	13%	12%	7%	8%	4%	3%	1%	1%	5%	2%	7.3
Finance Women	70%	18%	24%	10%	15%	12%	9%	8%	3%	4%	4%	2%	6%	4%	6.9
Legal Women	58%	25%	17%	9%	11%	12%	9%	12%	5%	3%	4%	3%	11%	5%	6.1
Energy Women	63%	21%	17%	11%	13%	12%	10%	11%	4%	5%	2%	2%	8%	4%	6.4
Healthcare Women	58%	23%	21%	8%	10%	10%	10%	12%	4%	4%	3%	2%	10%	6%	6.3
<b>Provide formal mentoring programs including male mentors for female mentees</b>															
All Women	63%	21%	21%	11%	13%	11%	8%	11%	4%	4%	3%	2%	8%	5%	6.6
All Men	63%	20%	16%	12%	15%	11%	9%	11%	3%	3%	3%	1%	9%	6%	6.4
Tech Women	74%	14%	27%	14%	16%	11%	6%	9%	4%	3%	2%	1%	4%	3%	7.3
Finance Women	65%	18%	22%	11%	14%	11%	7%	11%	5%	3%	2%	2%	6%	5%	6.8
Legal Women	58%	25%	17%	9%	12%	12%	8%	11%	3%	5%	4%	2%	11%	6%	6.1
Energy Women	62%	22%	18%	12%	14%	10%	8%	12%	5%	3%	3%	3%	8%	4%	6.4
Healthcare Women	55%	23%	20%	8%	9%	9%	9%	14%	5%	4%	3%	2%	10%	8%	6.2

Note: Due to rounding, totals may not add to 100%

\* denotes less than 0.5%

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## 6. Recruitment and the Job Application Process Index

It has been widely reported that women often do not apply for positions because they believe they are unqualified, even if they meet certain criteria. The following ideas are focused on recruitment and the job application process when it comes to recruiting and retaining talented women. Please think about how important it is to you that the following ideas could be implemented at your company. On a scale from zero to ten, where 0 means not at all important and 10 means extremely important, how important is it to you that the following ideas are used or implemented by your company to recruit and retain talented women?

	Total Important (6-10)	Total Not Important (0-4)	10 - Extremely Important	9	8	7	6	5 - Neutral	4	3	2	1	0 - Not at All Important	Don't Know	Mean
<b>Create a recruiting environment that has no stigma around employment gaps related to family demands, such as raising children or taking care of ill family members</b>															
All Women	80%	9%	38%	14%	13%	10%	6%	6%	3%	2%	1%	1%	3%	4%	7.9
All Men	70%	15%	24%	11%	16%	13%	6%	9%	3%	3%	2%	2%	6%	5%	7.1
Tech Women	87%	6%	39%	18%	14%	9%	6%	5%	3%	1%	1%	*	1%	2%	8.3
Finance Women	82%	9%	40%	14%	13%	10%	6%	5%	2%	2%	1%	1%	3%	4%	8.0
Legal Women	76%	12%	36%	12%	13%	10%	6%	8%	3%	2%	1%	1%	4%	5%	7.7
Energy Women	78%	12%	36%	12%	12%	10%	8%	7%	4%	2%	2%	1%	3%	3%	7.7
Healthcare Women	77%	9%	38%	11%	12%	10%	6%	8%	3%	1%	1%	*	3%	6%	7.9
<b>Conduct blind job application reviews [no name or other information except qualifications] to ensure the most qualified people are brought in for interviews</b>															
All Women	78%	10%	33%	13%	14%	11%	7%	8%	3%	2%	1%	1%	3%	4%	7.7
All Men	71%	17%	24%	12%	15%	12%	6%	7%	4%	3%	2%	2%	7%	5%	7.0
Tech Women	85%	6%	36%	16%	15%	11%	7%	6%	3%	1%	1%	*	1%	2%	8.1
Finance Women	80%	10%	34%	14%	15%	12%	6%	6%	2%	3%	2%	*	3%	4%	7.8
Legal Women	73%	13%	31%	12%	11%	12%	7%	9%	3%	3%	1%	1%	6%	5%	7.4
Energy Women	79%	10%	33%	11%	16%	11%	9%	7%	3%	2%	2%	1%	3%	3%	7.6
Healthcare Women	72%	12%	32%	11%	13%	9%	7%	10%	3%	2%	2%	1%	4%	6%	7.5
<b>Write job postings that are gender-inclusive and invite a variety of experience and qualification levels</b>															
All Women	75%	13%	30%	12%	14%	11%	7%	8%	3%	2%	2%	1%	5%	4%	7.4
All Men	69%	18%	23%	12%	14%	12%	8%	8%	3%	3%	3%	1%	8%	5%	6.8
Tech Women	83%	9%	34%	15%	16%	10%	7%	6%	2%	3%	1%	1%	2%	3%	7.9
Finance Women	76%	12%	33%	12%	13%	12%	6%	7%	3%	2%	2%	1%	4%	5%	7.5
Legal Women	71%	16%	27%	12%	13%	11%	8%	9%	4%	2%	1%	2%	7%	4%	7.1
Energy Women	72%	17%	25%	14%	13%	13%	7%	8%	5%	3%	2%	2%	6%	3%	7.1
Healthcare Women	71%	15%	29%	10%	14%	10%	9%	9%	3%	3%	2%	1%	7%	5%	7.2
<b>Actively recruit women for jobs that have been typically dominated by men</b>															
All Women	73%	14%	29%	12%	13%	11%	8%	9%	3%	2%	2%	1%	6%	4%	7.3
All Men	61%	24%	17%	12%	14%	12%	7%	10%	5%	3%	3%	3%	11%	5%	6.2
Tech Women	81%	10%	33%	15%	16%	11%	6%	6%	3%	2%	1%	*	3%	2%	7.8
Finance Women	75%	14%	28%	14%	14%	13%	7%	7%	3%	2%	2%	1%	5%	4%	7.3
Legal Women	71%	14%	31%	11%	12%	10%	8%	10%	2%	3%	2%	1%	6%	5%	7.2
Energy Women	68%	17%	24%	13%	14%	10%	7%	12%	4%	2%	2%	3%	6%	3%	6.9
Healthcare Women	68%	15%	25%	10%	11%	11%	10%	11%	2%	3%	2%	1%	7%	6%	6.9
<b>Recruit more women for Board positions and hire more senior-level women for leadership roles</b>															
All Women	72%	14%	28%	13%	13%	11%	7%	9%	3%	2%	2%	1%	6%	5%	7.3
All Men	60%	23%	15%	11%	15%	10%	9%	11%	4%	3%	4%	2%	10%	6%	6.2
Tech Women	81%	10%	32%	17%	14%	12%	6%	6%	3%	2%	1%	*	3%	3%	7.8
Finance Women	76%	13%	30%	13%	13%	12%	8%	6%	3%	2%	2%	1%	5%	4%	7.4
Legal Women	69%	15%	28%	12%	13%	9%	7%	11%	3%	1%	2%	2%	7%	5%	7.1
Energy Women	69%	17%	24%	13%	13%	11%	8%	11%	5%	3%	3%	1%	5%	3%	7.0
Healthcare Women	66%	16%	25%	10%	13%	10%	7%	12%	4%	3%	2%	1%	7%	6%	6.9
<b>Develop external corporate materials that reflect the diversity of the company in language, content and images to show it is welcoming of diverse applicants</b>															
All Women	69%	16%	23%	11%	14%	12%	8%	10%	4%	3%	2%	1%	6%	5%	7.0
All Men	66%	20%	19%	12%	13%	12%	9%	8%	4%	3%	4%	2%	7%	6%	6.6
Tech Women	80%	10%	28%	15%	16%	13%	9%	7%	3%	1%	2%	1%	3%	3%	7.6
Finance Women	72%	15%	25%	11%	16%	12%	8%	8%	5%	3%	3%	1%	4%	5%	7.2
Legal Women	62%	19%	21%	10%	14%	11%	6%	14%	3%	4%	2%	2%	8%	6%	6.6
Energy Women	64%	19%	18%	10%	14%	13%	9%	13%	4%	4%	2%	3%	6%	4%	6.6
Healthcare Women	65%	17%	23%	8%	12%	13%	8%	11%	4%	3%	2%	1%	7%	8%	6.8

Note: Due to rounding, totals may not add to 100%

\* denotes less than 0.5%

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## 6. Recruitment and the Job Application Process Index - Continued

It has been widely reported that women often do not apply for positions because they believe they are unqualified, even if they meet certain criteria. The following ideas are focused on recruitment and the job application process when it comes to recruiting and retaining talented women. Please think about how important it is to you that the following ideas could be implemented at your company. On a scale from zero to ten, where 0 means not at all important and 10 means extremely important, how important is it to you that the following ideas are used or implemented by your company to recruit and retain talented women?

	Total Important (6-10)	Total Not Important (0-4)	10 - Extremely Important	9	8	7	6	5 - Neutral	4	3	2	1	0 - Not at All Important	Don't Know	Mean
<b>Require that a minimum number of women be interviewed for a position</b>															
All Women	55%	28%	19%	8%	10%	10%	8%	12%	5%	4%	4%	3%	12%	5%	5.9
All Men	50%	33%	12%	8%	11%	10%	8%	12%	5%	3%	3%	3%	18%	5%	5.3
Tech Women	67%	21%	25%	11%	12%	10%	9%	8%	4%	3%	3%	2%	8%	4%	6.7
Finance Women	56%	27%	19%	8%	10%	11%	8%	11%	4%	4%	5%	2%	12%	5%	6.0
Legal Women	51%	31%	17%	8%	9%	8%	9%	13%	4%	4%	4%	3%	15%	5%	5.6
Energy Women	50%	33%	16%	7%	9%	10%	8%	13%	8%	6%	5%	2%	12%	5%	5.6
Healthcare Women	50%	29%	17%	7%	9%	10%	7%	14%	4%	4%	4%	3%	14%	7%	5.7

7. If you had to pick one area of focus, from all those you just read, to create more gender inclusion and balance in your company by implementing some or all of the suggested ideas, which of the following areas do you believe will do the most to improve recruiting and retaining talented women?

	All Women	All Men	Tech Women	Finance Women	Legal Women	Energy Women	Healthcare Women
Compensation and Pay Equity	33%	25%	30%	36%	33%	32%	31%
Flexibility and Work-Life Balance	30%	24%	33%	28%	29%	29%	31%
Family Leave Policies	10%	12%	9%	8%	11%	10%	13%
Career Advancement	10%	8%	9%	11%	9%	10%	9%
Company's Values and Workplace Culture	8%	14%	9%	8%	8%	9%	6%
Recruitment and The Job Application Process	5%	8%	7%	4%	5%	6%	3%
Other	1%	1%	1%	1%	1%	1%	1%
Nothing Can Be Done	1%	3%	1%	1%	1%	*	1%
Don't Know	3%	5%	2%	2%	3%	2%	4%

Note: Due to rounding, totals may not add to 100%

\* denotes less than 0.5%

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## 8. How aware are you of your company's policies in the following areas:

	I'M AWARE AND I UNDERSTAND THE POLICY	I'M AWARE, BUT I DON'T HAVE CLARITY	I'M UNAWARE OR I DON'T KNOW	THIS IS NOT APPLICABLE AT MY COMPANY
<b>Family leave policies including parental leave</b>				
All Women	64%	16%	14%	5%
All Men	60%	19%	17%	4%
Tech Women	67%	16%	14%	3%
Finance Women	68%	17%	11%	4%
Legal Women	58%	16%	16%	11%
Energy Women	66%	15%	15%	3%
Healthcare Women	64%	16%	16%	5%
<b>Flexibility policies [flex-time, telecommuting] and work-life balance initiatives</b>				
All Women	56%	16%	18%	10%
All Men	56%	17%	19%	8%
Tech Women	67%	18%	12%	4%
Finance Women	58%	16%	18%	8%
Legal Women	51%	17%	17%	16%
Energy Women	54%	15%	21%	11%
Healthcare Women	50%	15%	23%	12%
<b>Requirements for advancement to all career-levels and the internal review process</b>				
All Women	48%	19%	30%	8%
All Men	52%	19%	23%	6%
Tech Women	52%	23%	21%	4%
Finance Women	49%	21%	25%	5%
Legal Women	44%	16%	25%	15%
Energy Women	46%	19%	27%	8%
Healthcare Women	47%	17%	27%	9%
<b>Compensation bands, bonus and incentive structure for various career levels</b>				
All Women	46%	20%	25%	9%
All Men	48%	20%	24%	7%
Tech Women	53%	23%	20%	4%
Finance Women	48%	24%	23%	5%
Legal Women	41%	17%	26%	17%
Energy Women	45%	19%	28%	8%
Healthcare Women	42%	16%	30%	11%
<b>Efforts to eliminate bias in applications and hiring procedures</b>				
All Women	46%	15%	32%	8%
All Men	48%	18%	29%	6%
Tech Women	51%	18%	28%	3%
Finance Women	45%	17%	33%	6%
Legal Women	40%	12%	32%	16%
Energy Women	49%	11%	33%	7%
Healthcare Women	44%	13%	34%	8%
<b>The plan to recruit and retain talented women</b>				
All Women	34%	14%	38%	14%
All Men	37%	18%	36%	9%
Tech Women	41%	19%	33%	7%
Finance Women	35%	13%	42%	11%
Legal Women	32%	11%	36%	22%
Energy Women	30%	14%	42%	14%
Healthcare Women	32%	11%	41%	16%
<b>Specialized leadership programs to help women advance</b>				
All Women	32%	12%	37%	19%
All Men	32%	16%	38%	13%
Tech Women	43%	16%	32%	9%
Finance Women	32%	15%	38%	14%
Legal Women	26%	9%	34%	31%
Energy Women	31%	10%	40%	19%
Healthcare Women	27%	11%	41%	22%

Note: Due to rounding, totals may not add to 100%

\* denotes less than 0.5%

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## DEMOGRAPHICS

### What is your age?

	<u>All Women</u>	<u>All Men</u>	<u>Tech Women</u>	<u>Finance Women</u>	<u>Legal Women</u>	<u>Energy Women</u>	<u>Healthcare Women</u>
<b>18-29</b>	<b>27%</b>	<b>20%</b>	<b>30%</b>	<b>26%</b>	<b>26%</b>	<b>25%</b>	<b>25%</b>
<b>30-39</b>	<b>34%</b>	<b>35%</b>	<b>37%</b>	<b>33%</b>	<b>35%</b>	<b>36%</b>	<b>31%</b>
<b>40-49</b>	<b>20%</b>	<b>22%</b>	<b>18%</b>	<b>20%</b>	<b>21%</b>	<b>22%</b>	<b>22%</b>
<b>50+</b>	<b>19%</b>	<b>23%</b>	<b>15%</b>	<b>20%</b>	<b>19%</b>	<b>17%</b>	<b>22%</b>
18-24	9%	7%	10%	10%	9%	7%	7%
25-29	18%	13%	20%	17%	17%	18%	18%
30-34	19%	18%	22%	18%	20%	20%	15%
35-39	15%	17%	14%	16%	14%	17%	16%
40-44	11%	12%	9%	12%	11%	10%	11%
45-49	10%	10%	9%	8%	9%	12%	11%
50-54	8%	8%	8%	9%	8%	9%	8%
55-59	6%	8%	5%	7%	5%	5%	7%
60-64	3%	4%	2%	4%	3%	2%	5%
65-69	1%	2%	*	1%	1%	1%	2%
70-99	*	1%	0%	*	1%	*	*
Generation Z (Age 18-21)	3%	3%	4%	3%	3%	2%	3%
Millennial Generation (Age 22-37)	52%	45%	58%	52%	52%	52%	48%
Generation X (Age 38-53)	32%	35%	28%	32%	33%	35%	34%
<b>Total Baby Boomer &amp; Silent Generations</b>	<b>12%</b>	<b>16%</b>	<b>9%</b>	<b>13%</b>	<b>12%</b>	<b>10%</b>	<b>15%</b>
Baby Boom Generation (Age 54-72)	12%	16%	9%	13%	12%	10%	15%
Silent Generation (Age 73-90)	*	*	0%	*	*	*	0%
Greatest Generation (Age 91-100)	0%	0%	0%	0%	0%	0%	0%

### In which state do you primarily work? If you travel for business frequently or have multiple company locations, select the state where you conduct a majority of your work.

	<u>All Women</u>	<u>All Men</u>	<u>Tech Women</u>	<u>Finance Women</u>	<u>Legal Women</u>	<u>Energy Women</u>	<u>Healthcare Women</u>
<b>Northeast Region</b>	<b>18%</b>	<b>21%</b>	<b>19%</b>	<b>20%</b>	<b>19%</b>	<b>15%</b>	<b>17%</b>
New England Division	4%	4%	5%	5%	4%	3%	5%
Middle Atlantic Division	14%	17%	14%	15%	14%	12%	12%
<b>Midwest Region</b>	<b>21%</b>	<b>22%</b>	<b>19%</b>	<b>24%</b>	<b>18%</b>	<b>12%</b>	<b>28%</b>
East North Central Division	14%	16%	14%	15%	13%	8%	20%
West North Central Division	7%	6%	5%	9%	5%	4%	8%
<b>South Region</b>	<b>41%</b>	<b>37%</b>	<b>42%</b>	<b>39%</b>	<b>43%</b>	<b>48%</b>	<b>38%</b>
South Atlantic Division	21%	19%	24%	22%	21%	15%	20%
East South Central Division	6%	4%	7%	5%	8%	5%	7%
West South Central Division	14%	14%	11%	12%	14%	28%	11%
<b>West Region</b>	<b>19%</b>	<b>20%</b>	<b>20%</b>	<b>17%</b>	<b>20%</b>	<b>24%</b>	<b>17%</b>
Mountain Division	6%	8%	5%	7%	5%	7%	6%
Pacific Division	13%	12%	15%	10%	15%	17%	11%

### Which of the following best describes your current employment status?

	<u>All Women</u>	<u>All Men</u>	<u>Tech Women</u>	<u>Finance Women</u>	<u>Legal Women</u>	<u>Energy Women</u>	<u>Healthcare Women</u>
Employed Full-Time, With Primarily Set Working Hours	76%	76%	77%	80%	76%	78%	70%
Employed Full-Time, But with Flexible Working Hours [40 Hours Per Week, But Not 9-5]	17%	19%	18%	14%	17%	17%	20%
Employed Part-Time Working 20 Hours or More A Week	7%	5%	5%	6%	7%	5%	10%

Note: Due to rounding, totals may not add to 100%

\* denotes less than 0.5%

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**Which of the following best describes the industry segment in which you work? You may find that your work overlaps several areas of focus. For those who work across industries such as those in Operations, Administration, Policy, or Communications, please select the industry in which your company is primarily associated with.**

	<u>All Women</u>	<u>All Men</u>	<u>Tech Women</u>	<u>Finance Women</u>	<u>Legal Women</u>	<u>Energy Women</u>	<u>Healthcare Women</u>
<b>Total Energy</b>	<b>14%</b>	<b>20%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	<b>0%</b>
In-Field Energy/Rigs/Lines/Surveying/ Construction of Energy Infrastructure	4%	8%	0%	0%	0%	31%	0%
Not in In-Field Energy/Utilities/Oil & Gas/ Renewables/Corporate Office	10%	11%	0%	0%	0%	69%	0%
<b>Technology/Information Technology/Computers/ Application or Software Development</b>	<b>21%</b>	<b>19%</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Total Healthcare</b>	<b>23%</b>	<b>21%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>
Doctor/Nurse/Hospital Staff/Healthcare Provider	21%	19%	0%	0%	0%	0%	92%
Pharmaceuticals/Devices/Insurance/Healthcare Industry Outside of Direct Provider Care	2%	3%	0%	0%	0%	0%	8%
<b>Law/Legal/Litigation/Mediation/Forensic Investigation/Contracts</b>	<b>21%</b>	<b>20%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>
<b>Banking/Finance/Financial Services/Accounting/ Economics</b>	<b>21%</b>	<b>20%</b>	<b>0%</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>

**How would you categorize your current career level?**

	<u>All Women</u>	<u>All Men</u>	<u>Tech Women</u>	<u>Finance Women</u>	<u>Legal Women</u>	<u>Energy Women</u>	<u>Healthcare Women</u>
<b>Entry-Level</b> , For Example: Minimal Decision-Making Authority or No Direct Reports	<b>33%</b>	<b>31%</b>	<b>24%</b>	<b>39%</b>	<b>34%</b>	<b>34%</b>	<b>34%</b>
<b>Mid-Level</b> , For Example: Management, Some Decision-Making Authority, Supervising Some Direct Reports While Still Reporting to Someone Above	41%	35%	39%	40%	40%	46%	41%
<b>Senior or Executive-Level</b> , For Example: Primary or Final Decision-Making Authority, Managing Team with Little Supervision, Or Working on Leadership Committees	26%	33%	37%	21%	27%	20%	25%

**What is the approximate total number of employees your organization has at all its locations in the United States?**

	<u>All Women</u>	<u>All Men</u>	<u>Tech Women</u>	<u>Finance Women</u>	<u>Legal Women</u>	<u>Energy Women</u>	<u>Healthcare Women</u>
<b>Total Small (&lt;100)</b>	<b>33%</b>	<b>26%</b>	<b>21%</b>	<b>20%</b>	<b>60%</b>	<b>30%</b>	<b>31%</b>
Self Employed	3%	3%	2%	1%	5%	2%	3%
1 - 9	10%	6%	3%	5%	24%	7%	8%
10 - 49	12%	10%	8%	7%	22%	10%	14%
50 – 99	8%	7%	8%	6%	9%	10%	7%
<b>Total Mid (100-2,499)</b>	<b>36%</b>	<b>44%</b>	<b>47%</b>	<b>36%</b>	<b>25%</b>	<b>40%</b>	<b>31%</b>
100 - 249	8%	10%	8%	9%	8%	9%	7%
250 - 499	7%	9%	8%	7%	6%	7%	7%
500 - 999	10%	14%	15%	10%	6%	13%	8%
1,000 - 2,499	10%	11%	15%	10%	6%	11%	10%
<b>Total Large (2,500+)</b>	<b>27%</b>	<b>27%</b>	<b>29%</b>	<b>39%</b>	<b>11%</b>	<b>27%</b>	<b>30%</b>
Over 2,500	27%	27%	29%	39%	11%	27%	30%
Don't Know	4%	3%	2%	5%	4%	4%	7%

Note: Due to rounding, totals may not add to 100%

\* denotes less than 0.5%

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### Which gender do you primarily identify with?

	<u>All Women</u>	<u>All Men</u>	<u>Tech Women</u>	<u>Finance Women</u>	<u>Legal Women</u>	<u>Energy Women</u>	<u>Healthcare Women</u>
Male	0%	100%	0%	0%	0%	0%	0%
Female	100%	0%	100%	100%	100%	100%	100%
Non-Binary	0%	0%	0%	0%	0%	0%	0%
Prefer Not to Say	0%	0%	0%	0%	0%	0%	0%

### Do you identify with any of the following? Please select all that apply.

	<u>All Women</u>	<u>All Men</u>	<u>Tech Women</u>	<u>Finance Women</u>	<u>Legal Women</u>	<u>Energy Women</u>	<u>Healthcare Women</u>
<b>Total Protected Class^</b>	<b>9%</b>	<b>21%</b>	<b>13%</b>	<b>10%</b>	<b>7%</b>	<b>10%</b>	<b>7%</b>
Active Duty Military	1%	3%	2%	1%	1%	1%	*
Military Veteran	4%	15%	6%	4%	3%	5%	3%
I Have A Disability	4%	6%	5%	5%	4%	4%	4%
None of The Above [Exclusive Answer]	91%	79%	87%	90%	93%	90%	93%

^The total percentage may not add up using the individual answer choices because each respondent is counted once regardless of their multiple selections.

### Which of the following best describes your race?

	<u>All Women</u>	<u>All Men</u>	<u>Tech Women</u>	<u>Finance Women</u>	<u>Legal Women</u>	<u>Energy Women</u>	<u>Healthcare Women</u>
White/Caucasian Women & Men	66%	68%	57%	63%	68%	71%	74%
<b>Total Women &amp; Men of Color</b>	<b>34%</b>	<b>32%</b>	<b>43%</b>	<b>37%</b>	<b>32%</b>	<b>29%</b>	<b>26%</b>
African American/Black	12%	8%	12%	16%	12%	9%	10%
Hispanic, Latino, Or Spanish-Speaking Descent	12%	12%	16%	12%	13%	13%	9%
Asian/Asian American	6%	7%	12%	5%	4%	3%	4%
Native American, Inuit Or Aleut	1%	1%	*	1%	1%	1%	1%
Native Hawaiian/Pacific Islander	*	*	*	*	*	*	*
Multi-Racial/Two Or More Races	2%	2%	2%	3%	2%	2%	2%
Foreign National	*	*	*	0%	0%	0%	0%
Something Else	1%	1%	*	1%	1%	*	*

### What is the highest level of education you have completed to date?

	<u>All Women</u>	<u>All Men</u>	<u>Tech Women</u>	<u>Finance Women</u>	<u>Legal Women</u>	<u>Energy Women</u>	<u>Healthcare Women</u>
<b>Less Than College</b>	<b>32%</b>	<b>24%</b>	<b>22%</b>	<b>37%</b>	<b>25%</b>	<b>36%</b>	<b>38%</b>
Less Than High School	*	*	*	*	*	*	*
High School Graduate	8%	7%	6%	9%	6%	11%	7%
Some College/Vocational School	24%	17%	15%	28%	19%	25%	30%
<b>College+</b>	<b>68%</b>	<b>75%</b>	<b>78%</b>	<b>63%</b>	<b>75%</b>	<b>63%</b>	<b>62%</b>
College Graduate	45%	44%	50%	48%	38%	46%	45%
Post Graduate	17%	20%	25%	13%	19%	16%	11%
Doctorate	7%	12%	3%	2%	18%	1%	7%
Prefer Not to Answer	*	*	*	0%	*	1%	*

Note: Due to rounding, totals may not add to 100%

\* denotes less than 0.5%

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### What is your total annual household income?

	<u>All Women</u>	<u>All Men</u>	<u>Tech Women</u>	<u>Finance Women</u>	<u>Legal Women</u>	<u>Energy Women</u>	<u>Healthcare Women</u>
<b>&lt;\$50,000</b>	<b>25%</b>	<b>17%</b>	<b>17%</b>	<b>25%</b>	<b>25%</b>	<b>26%</b>	<b>33%</b>
less than \$30,000	7%	5%	3%	6%	7%	8%	9%
\$30,000 to less than \$50,000	19%	12%	14%	19%	18%	18%	24%
<b>\$50,000 to less than \$100,000</b>	<b>43%</b>	<b>39%</b>	<b>45%</b>	<b>43%</b>	<b>42%</b>	<b>44%</b>	<b>40%</b>
\$50,000 to less than \$75,000	22%	20%	23%	24%	22%	21%	21%
\$75,000 to less than \$100,000	21%	19%	22%	20%	20%	23%	19%
<b>\$100,000+</b>	<b>29%</b>	<b>42%</b>	<b>35%</b>	<b>29%</b>	<b>30%</b>	<b>27%</b>	<b>24%</b>
\$100,000 to less than \$150,000	17%	24%	21%	18%	17%	14%	15%
\$150,000 to less than \$200,000	7%	9%	9%	6%	7%	8%	5%
\$200,000 or more	5%	9%	5%	5%	6%	5%	4%
Prefer Not to Answer	3%	2%	2%	3%	3%	4%	3%

### Which of the following best describes your current relationship status?

	<u>All Women</u>	<u>All Men</u>	<u>Tech Women</u>	<u>Finance Women</u>	<u>Legal Women</u>	<u>Energy Women</u>	<u>Healthcare Women</u>
Married	49%	56%	54%	49%	44%	45%	50%
<b>Total Not Married</b>	<b>51%</b>	<b>44%</b>	<b>45%</b>	<b>51%</b>	<b>55%</b>	<b>53%</b>	<b>50%</b>
Single and never married	26%	28%	27%	27%	31%	25%	21%
Not married, but living together with a partner	12%	8%	10%	12%	12%	14%	13%
Divorced	9%	6%	6%	9%	10%	9%	12%
Separated	1%	2%	1%	1%	1%	3%	2%
Widowed	2%	1%	1%	1%	2%	2%	2%
Prefer not to answer	1%	*	*	1%	1%	1%	1%

### Thinking about children, which of the following best describes you? Please select all that apply.

	<u>All Women</u>	<u>All Men</u>	<u>Tech Women</u>	<u>Finance Women</u>	<u>Legal Women</u>	<u>Energy Women</u>	<u>Healthcare Women</u>
<b>Total Parent<sup>^</sup></b>	<b>62%</b>	<b>59%</b>	<b>62%</b>	<b>63%</b>	<b>55%</b>	<b>65%</b>	<b>68%</b>
I have a baby or toddler [includes pre-k]	18%	15%	20%	19%	16%	19%	18%
I have an elementary school-age child [grade k-5]	20%	21%	22%	19%	18%	19%	21%
I have a middle school-age child [grade 6-8]	13%	15%	16%	13%	11%	14%	13%
I have a high school-age child [grade 9-12]	16%	18%	16%	14%	13%	16%	19%
I have an adult child	21%	19%	15%	23%	20%	21%	28%
<b>Total Not Parent</b>	<b>36%</b>	<b>39%</b>	<b>36%</b>	<b>36%</b>	<b>43%</b>	<b>32%</b>	<b>31%</b>
I have no children, but hope to one day [exclusive answer]	16%	18%	15%	15%	21%	14%	16%
I have no children and no plans to have any [exclusive answer]	19%	21%	21%	20%	23%	19%	14%
I prefer to not answer	2%	2%	2%	1%	2%	3%	2%

<sup>^</sup>The total percentage may not add up using the individual answer choices because each respondent is counted once regardless of their multiple selections.

### In politics today, do you consider yourself to be a Republican, a Democrat, an Independent, or something else?

	<u>All Women</u>	<u>All Men</u>	<u>Tech Women</u>	<u>Finance Women</u>	<u>Legal Women</u>	<u>Energy Women</u>	<u>Healthcare Women</u>
Republican	26%	35%	23%	27%	22%	33%	26%
Democrat	37%	30%	44%	34%	41%	31%	36%
<b>Total independent/other</b>	<b>37%</b>	<b>35%</b>	<b>33%</b>	<b>39%</b>	<b>37%</b>	<b>36%</b>	<b>38%</b>
Independent	24%	28%	23%	23%	25%	23%	24%
Something else	5%	3%	5%	6%	5%	5%	5%
Prefer not to answer	8%	3%	6%	10%	7%	7%	9%

Note: Due to rounding, totals may not add to 100%

\* denotes less than 0.5%

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