The Survey

Perceptions of workplace equity in scholarly publishing, from 1,182 voices across 6 continents.
The workforce reflects imbalances in diversity:

- Bachelor's degree or higher: 96%
- White ethnicity: 81%
- Heterosexual: 83%
- Age 20 – 35: 43%
- Female: 75%
Where do we live? (845 respondents)

- NORTH AMERICA: 62%
- EUROPE: 27%
- ASIA: 7%
- SOUTH AMERICA: 1%
- AFRICA: <1%
- AUSTRALIA/NEW ZEALAND: 3%

KEY:
- ASIAN
- BLACK
- WHITE
- MIXED/MULTIPLE
These imbalances create inequalities in rank and compensation

11% vs 21%  
Senior/executive management

73% vs 55%  
Salary up to $100k

20% vs 33%  
Salary above $100k
We are blind to the challenges of others

All too often, those who champion [women’s] progression in the workforce, do not appreciate or care or perhaps feel threatened by supporting people of color of other ethnic or religious backgrounds ... there is a double standard, we need to support all forms of diversity.

Don’t think in the industry or my company there are specific obvious gender or diversity biases...but there are some implicit barriers. This is how it looks from a white middle class male perspective.

I am a person of color in a very cliquish all-white office. People are not hostile and see themselves as ‘well-meaning’, but there is very little social or cultural affinity or knowledge about cultures, groups, individuals who don’t fit the heteronormative, nuclear-family, majority-culture expectations and assumptions.

You are talking about diversity: I am a foreign-born, highly educated white male.

I think we need to be very careful about moving away from a meritocracy simply to meet whatever the prevailing view of diversity is at any given moment...Give me a talented team first, please.

We are blind to the challenges of others.
Direct line management practice defines individual experience irrespective of organizational policy
Managers talk the talk but don’t walk the walk—which makes it difficult for people not to think that they will be penalised for not behaving in the same way/working the same hours etc.

It greatly depends on your manager/team—I work on a team that is really flexible and supportive of work/life balance, but not all teams are like that.

Within my organisation, it varies by sub-organisation and within that it varies by team, so even if a company has a flexible policy, that can be overridden by a strict manager and vice versa. Management education is the key.

Attitude of immediate line manager is far more important than culture in the company as a whole. I’ve been unlucky on that score…”

Promotions and pay increases are based on popularity. Managers pay favorites.

Managers talk the talk but don’t walk the walk which makes it difficult for people not to think that they will be penalised for not behaving in the same way/working the same hours etc.

Often benefits that the employer offers are derailed by managers who don’t subscribe to them. Push back causes problems…

Within my organisation, it varies by sub-organisation and within that it varies by team, so even if a company has a flexible policy, that can be overridden by a strict manager and vice versa. Management education is the key.
A closer look at senior and executive managers
<table>
<thead>
<tr>
<th>Demographics</th>
<th>All Respondents</th>
<th>Senior/Executive Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male / Female / Non-binary</td>
<td>21% / 76% / 1%</td>
<td>33% / 65% / 1%</td>
</tr>
<tr>
<td>Straight / Gay / Bisexual</td>
<td>83% / 5% / 5%</td>
<td>85% / 6% / 5%</td>
</tr>
<tr>
<td>20-35 / 36-50 / 51-65 Age Groups</td>
<td>34% / 43% / 20%</td>
<td>5% / 55% / 38%</td>
</tr>
<tr>
<td>White / Black / Multiple / Asian / Other</td>
<td>81% / 2% / 6% / 8% / 3%</td>
<td>91% / 0% / 3% / 5% / 1%</td>
</tr>
<tr>
<td>PhD / Master’s / Bachelor’s Degrees/Secondary School</td>
<td>12% / 40% / 44% / 1%</td>
<td>14% / 44% / 40% / 3%</td>
</tr>
<tr>
<td>% Caregivers</td>
<td>40%</td>
<td>28%</td>
</tr>
<tr>
<td>FT / PT / Contract / Freelance</td>
<td>90% / 4% / 2% / 2%</td>
<td>95% / 2% / 1% / 0%</td>
</tr>
<tr>
<td>&lt;$50K / $50-100K / &gt;$100K</td>
<td>29% / 40% / 23%</td>
<td>4% / 26% / 59%</td>
</tr>
</tbody>
</table>

**Industry Estimates:**
- 63% Female / 35% Male
- More Males
- Older
- Whiter, less diverse
- Fewer kids & aging parents
- Higher pay
## Attitudes: Own Opportunities

<table>
<thead>
<tr>
<th>Measuring Agreement (weighted average, 1-5)</th>
<th>All Respondent</th>
<th>S/E Manager</th>
<th>Female</th>
<th>White Male</th>
<th>Black</th>
<th>36-50</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am being paid fairly for the work that I do</td>
<td><strong>3.07</strong></td>
<td><strong>3.62</strong></td>
<td><strong>3.02</strong></td>
<td><strong>3.12</strong></td>
<td><strong>2.52</strong></td>
<td><strong>3.23</strong></td>
</tr>
<tr>
<td>I have fair opportunities to be promoted</td>
<td><strong>2.74</strong></td>
<td><strong>2.93</strong></td>
<td><strong>2.71</strong></td>
<td><strong>2.75</strong></td>
<td><strong>2.57</strong></td>
<td><strong>2.74</strong></td>
</tr>
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</table>
### Attitudes: Others’ Opportunities

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<th>Black</th>
<th>36-50</th>
</tr>
</thead>
<tbody>
<tr>
<td>I believe that people of all genders have the same opportunities to be promoted in the industry</td>
<td>2.98</td>
<td>3.09</td>
<td>2.86</td>
<td>2.97</td>
<td>2.81</td>
<td>2.98</td>
</tr>
<tr>
<td>I believe that people of all ethnicities have the same opportunities to be promoted in the industry</td>
<td>2.87</td>
<td>2.81</td>
<td>2.80</td>
<td>2.88</td>
<td>2.33</td>
<td>2.89</td>
</tr>
<tr>
<td>I believe that people of all ages have the same opportunities to be promoted in the industry</td>
<td>2.70</td>
<td>2.55</td>
<td>2.63</td>
<td>2.65</td>
<td>2.33</td>
<td>2.70</td>
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<tr>
<td>I believe that people of all religious beliefs have the same opportunities to be promoted in the industry</td>
<td>3.42</td>
<td>3.39</td>
<td>3.49</td>
<td>3.50</td>
<td>3.25</td>
<td>3.42</td>
</tr>
<tr>
<td>I believe that people of all sexual orientations have the same opportunities to be promoted in the industry</td>
<td>3.50</td>
<td>3.37</td>
<td>3.52</td>
<td>3.56</td>
<td>2.90</td>
<td>3.50</td>
</tr>
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“Implementation and practice are often influenced more by the direct management line than organizational policy.”

“It's sad to confirm that despite best efforts, diverse people don't get the same opportunities.”

“It varies by sub-organization and within that by team, so even if a company has a flexible policy, that can be overridden by a strict manager. Management education is key.”

“Managers talk the talk but don't walk the walk which makes it difficult for people not to think that they will be penalised for not behaving in the same way/working the same hours etc.”

“Attitude of immediate line manager is far more important than culture in the company as a whole. I've been unlucky on that score...”
Results from the survey indicate that outcomes diverge for colleagues based on:

- Age
- Gender
- Ethnicity
- Geographic location
What can we do now?
Become a change agent

Fight our implicit bias

Challenge exclusionary practices
Companies in the top quartile for gender diversity on their executive teams were 21% more likely to outperform on profitability, and 27% more likely to have superior value creation. The highest-performing companies on both profitability and diversity had more women in revenue-generating roles than in staff roles on their executive teams.

Nor is it limited to gender

Companies in the top quartile for ethnic/cultural diversity on executive teams were 33% more likely to have industry-leading profitability.

...and there is a penalty for low performance on diversity

Companies in the bottom quartile for both gender and ethnic/cultural diversity were 29% less likely to achieve above-average profitability.

McKinsey, *Delivering through Diversity*, 2018
Thank you!

Any questions?

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