A FIRST LOOK AT THE DATA AND INSIGHTS

THE WORKPLACE EQUITY SURVEY
OVERVIEW & DEMOGRAPHIC PROFILE  

Susan Spilka

EXPERIENCE AND PRACTICE

An assessment of the reported experience of respondents, to identify highlights and any differentials in perceived opportunities:

- Work/Life Balance  
  Jeri Wachten

- Career Satisfaction/Career Breaks  
  Wendy Newsham

- Mentoring/Networking  
  Susan King

- Attitudes & Behaviours  
  Matt Giampoala

- Professional Development/Compensation  
  Simone Taylor

KEY OBSERVATIONS  

Susan Spilka

NEXT STEPS/RECOMMENDATIONS  

Simone Taylor
Overview

- Workplace Equity Survey was conducted from January–March 2018
- **Objective**: capture data on workplace experiences, practices, and opportunities in the scholarly publishing industry, to learn:
  - how organizations in the industry address these issues
  - whether existing efforts are effective
  - what can be done to drive change

Highlights

- **1,182** total respondents
  - Between **830 and 860** respondents completed the demographic sections
  - Some response drop-off at demographic attributable to privacy concerns and survey fatigue
### DEMOGRAPHIC PROFILE

#### GENDER

- **854 RESPONDENTS**
- **MALE** 21%
- **FEMALE** 76%
- **NON-BINARY** 1%
- **PREFER NOT TO ANSWER** 3%

#### GENDER % OF AGE GROUPS

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Female</th>
<th>Male</th>
<th>Non-binary</th>
<th>Prefer Not to Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-35</td>
<td>82%</td>
<td>14%</td>
<td>1%</td>
<td>0.93%</td>
</tr>
<tr>
<td>36-50</td>
<td>75%</td>
<td>14%</td>
<td>1%</td>
<td>0.93%</td>
</tr>
<tr>
<td>51-65</td>
<td>72%</td>
<td>24%</td>
<td>1%</td>
<td>0.93%</td>
</tr>
<tr>
<td>66+</td>
<td>60%</td>
<td>26%</td>
<td>1%</td>
<td>0.93%</td>
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</table>

- **Male**: 20.79%
- **Female**: 75.58%
- **Non-binary**: 0.93%
- **Prefer Not to Answer**: 2.69%
- **Other (please specify)**: 0.93%
Although there is a growing number of women in leadership there is still a strong 'boys club' mentality in the upper levels of publishing.

Implicit bias and lack of awareness about them in leadership are sadly commonplace.

Publishing is not a very nice industry in which to be openly and visibly transgender, there's too many white middle-class people imposing their opinions about my life - for example by following me to the toilets

Gender discrimination is just restricted to promotion opportunities. I’ve seen firsthand women being criticised for the same behaviour or even the exact same idea while men are praised...my male colleagues are told they’re ‘exactly right’ when they say something regardless of whether they are, in fact, correct.
DEMOGRAPHIC PROFILE
SEXUAL IDENTITY

854 RESPONDENTS

- More males (12%) than females (3%) identify as gay/lesbian.
- 7% of the 20-35 group identify as bisexual, with progressively fewer in the older groups (4%, 3%).
- The reverse is true for those who identify as gay/lesbian (4%, 5%, 7%, 10%).
- More Asians and Blacks “Prefer not to answer” the question about sexuality.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Identity</th>
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</thead>
<tbody>
<tr>
<td>83%</td>
<td>HETEROSEXUAL</td>
</tr>
<tr>
<td>5%</td>
<td>GAY/LESBIAN</td>
</tr>
<tr>
<td>5%</td>
<td>BISEXUAL</td>
</tr>
<tr>
<td>2%</td>
<td>OTHER</td>
</tr>
<tr>
<td>6%</td>
<td>PREFER NOT TO ANSWER</td>
</tr>
</tbody>
</table>
**DEMOGRAPHIC PROFILE**

**ETHNICITY**

<table>
<thead>
<tr>
<th>Ethnic Group</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>81%</td>
<td>19%</td>
</tr>
<tr>
<td>White</td>
<td>79%</td>
<td>19%</td>
</tr>
<tr>
<td>Asian</td>
<td>59%</td>
<td>37%</td>
</tr>
<tr>
<td>Mixed/Multiple</td>
<td>67%</td>
<td>25%</td>
</tr>
</tbody>
</table>

**845 RESPONDENTS**

- 3% Black
- 83% White
- 8% Asian
- 6% Mixed/Multiple

OTHER: Hispanic, Indian, Jewish, West Indian, African American, Hindu, European, Puerto Rican, Human, Refused

**ETHNICITY & AGE**

**MOST DIVERSE:** 20-35

**LEAST DIVERSE:** 51-65
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.

Identify as White but am a mixture that includes Latina, European, and Middle Eastern.

My workplace setting is not racially or ethnically diverse.

Every person of color I know has a foot out the door at all times because they are unsatisfied and feel excluded and mistreated.

I am the only black/mixed-black person in my office of nearly 100 people and I don't believe there has ever been more than one other black/mixed-black person in the 5 years I've worked here.
There are many fewer opportunities for advancement >50. As I look at the industry as a whole I think this is an age group that is vulnerable.
843 respondents were born & live on all continents (except Antarctica)

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>N America</td>
<td>58%</td>
</tr>
<tr>
<td>N Europe</td>
<td>15%</td>
</tr>
<tr>
<td>W Europe</td>
<td>12%</td>
</tr>
<tr>
<td>SE/S Asia</td>
<td>3%</td>
</tr>
<tr>
<td>Australia/NZ</td>
<td>2%</td>
</tr>
<tr>
<td>C Asia, E/S Europe,</td>
<td>1%</td>
</tr>
<tr>
<td>Latin America</td>
<td>1%</td>
</tr>
<tr>
<td>N/W/E Africa &amp; Polynesia</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>S/W/E Africa &amp; Polynesia</td>
<td>&lt;1%</td>
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</tbody>
</table>

62% N. America, 16% N. Europe, 10% W. Europe, 3% each SE/S Asia, 10% Australia/NZ, 1% each Latin America, <1% each N/W/E Africa & Polynesia, S/W/E Africa & Polynesia.
DEMOGRAPHIC PROFILE

FIRST LANGUAGE

846 RESPONDENTS

OTHER LANGUAGES

Bilingual, Latvian, Tigrigna, Polish, Marathi, Kannada, Serbian/ Croatian, Italian, Tamil, Tagalog, Punjabi, Urdu, Czech, Finnish, Hebrew, Creole, Thai, Limburguigh, Greek, Korean, Norwegian, Lithuanian

PREDOMINANT LANGUAGES

English, Hindi, German, Spanish, French, Chinese, Dutch, Bengali, Russian, Japanese, Portuguese

<table>
<thead>
<tr>
<th>Language</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>English</td>
<td>83.69%</td>
</tr>
<tr>
<td>Spanish</td>
<td>1.54%</td>
</tr>
<tr>
<td>Chinese</td>
<td>0.71%</td>
</tr>
<tr>
<td>Hindi</td>
<td>3.43%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>4.14%</td>
</tr>
<tr>
<td>French</td>
<td>1.30%</td>
</tr>
<tr>
<td>Dutch</td>
<td>0.71%</td>
</tr>
<tr>
<td>German</td>
<td>2.72%</td>
</tr>
<tr>
<td>Punjabi/Lahnda</td>
<td>0.00%</td>
</tr>
<tr>
<td>Japanese</td>
<td>0.47%</td>
</tr>
<tr>
<td>Russian</td>
<td>0.47%</td>
</tr>
<tr>
<td>Bengali</td>
<td>0.59%</td>
</tr>
<tr>
<td>Portuguese</td>
<td>0.24%</td>
</tr>
<tr>
<td>Arabic</td>
<td>0.00%</td>
</tr>
<tr>
<td>Other</td>
<td>4.14%</td>
</tr>
</tbody>
</table>
848 RESPONDENTS

NO RELIGION 53%
CHRISTIANITY 31%
HINDUISM 5%
JUDAISM 5%
ISLAM 1%
BUDDHISM, SIKHISM, TAOISM each <1

OTHER: Pagan ♦ Humanist ♦ Religious but do not identify with any religion ♦ Hinjudism ♦ Smash the patriarchy! ♦ Mildly non-practising Christian??? ♦ Physics ♦ Jewish by birth, openly atheist ♦ Between agnostic & atheist, depends on the day ♦ Blend of Buddhism & non-organized spiritual beliefs ♦ Aspects of Buddhism

RELIGION & ETHNICITY: Predominant Groups
NO RELIGION: White, Mixed/Multiple
CHRISTIAN: Black, White, Asian
HINDU, SIKH: Asian, Indian
JEWISH: White
At my elite east-coast university press, heavy preference is given to people from coastal generational wealth.

I was born to a working class background. I lived on a council estate and went to a failing state school. Most of my colleagues are firmly middle class.

I am pretty damned privileged. I worked very hard to get where I am, but I still had more luck than many. I'd like to do as much as I can to level the playing field - otherwise, what do my personal accomplishments even mean?

What kind of college someone went to is also very important where I work.

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What kind of college someone went to is also very important where I work.
DEMOGRAPHIC PROFILE
DISABILITIES

856 RESPONDENTS

- **NONE**: 89.15%
- **MENTAL HEALTH**: 4.32%
- **SENSORY**: 1.75%
- **MOBILITY**: 1.17%
- **LEARNING**: 0.70%
- **Prefer Not To Answer**: 0.05%
- **Other (please specify)**: 1.05%

<table>
<thead>
<tr>
<th>TYPE</th>
<th>%</th>
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<tbody>
<tr>
<td>NONE</td>
<td>89</td>
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<tr>
<td>MENTAL HEALTH</td>
<td>4</td>
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<tr>
<td>SENSORY</td>
<td>1</td>
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<tr>
<td>MOBILITY</td>
<td>1</td>
</tr>
<tr>
<td>LEARNING</td>
<td>1</td>
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</tbody>
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Workplace Equity Project
849 RESPONDENTS

The 36-50 group has the most caregivers, followed by the 51-65 group. Only 12% of 20-35 year olds identify as primary caregivers (7% shared).

I have a husband but am still the primary caregiver for children in my home.

I appreciate WE’s inclusion of caregiver status – this is something that has been oft-neglected but has great implications for opportunity and advancement. I also look forward to learning what actionable changes can be implemented when the results of this study are returned.
### Demoographic Profile

**835-839 Respondents**

<table>
<thead>
<tr>
<th>Type of Organization</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publisher</td>
<td>75%</td>
</tr>
<tr>
<td>Publishing Services</td>
<td>7%</td>
</tr>
<tr>
<td>Academic Institution</td>
<td>5%</td>
</tr>
<tr>
<td>Industry Organization</td>
<td>4%</td>
</tr>
<tr>
<td>Technology/Analytics</td>
<td>3%</td>
</tr>
<tr>
<td>Consulting</td>
<td>1%</td>
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<table>
<thead>
<tr>
<th>Workforce Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>101-500</td>
<td>26%</td>
</tr>
<tr>
<td>501-2,000</td>
<td>23%</td>
</tr>
<tr>
<td>11-100</td>
<td>16%</td>
</tr>
<tr>
<td>10,001-20,000</td>
<td>5%</td>
</tr>
<tr>
<td>2-10</td>
<td>5%</td>
</tr>
<tr>
<td>1</td>
<td>1%</td>
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<table>
<thead>
<tr>
<th>Employment Term</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>FT Permanent</td>
<td>90%</td>
</tr>
<tr>
<td>PT Permanent</td>
<td>4%</td>
</tr>
<tr>
<td>Temp/Contract</td>
<td>2%</td>
</tr>
<tr>
<td>Consultant</td>
<td>3%</td>
</tr>
<tr>
<td>Retired</td>
<td>&lt;1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Years in Job</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>43%</td>
</tr>
<tr>
<td>11-20</td>
<td>21%</td>
</tr>
<tr>
<td>6-20</td>
<td>20%</td>
</tr>
<tr>
<td>&lt;1</td>
<td>9%</td>
</tr>
<tr>
<td>&gt;21</td>
<td>7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Years in Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-20</td>
<td>34%</td>
</tr>
<tr>
<td>&gt;21</td>
<td>25%</td>
</tr>
<tr>
<td>1-5</td>
<td>20%</td>
</tr>
<tr>
<td>6-10</td>
<td>18%</td>
</tr>
<tr>
<td>&lt;1</td>
<td>3%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Function</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Editorial/Peer Review</td>
<td>23%</td>
</tr>
<tr>
<td>Mktg/Comms</td>
<td>14%</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>10%</td>
</tr>
<tr>
<td>Senior Management</td>
<td>9%</td>
</tr>
<tr>
<td>Development/Strategy</td>
<td>9%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
</tr>
<tr>
<td>Sales</td>
<td>5%</td>
</tr>
<tr>
<td>Executive Management</td>
<td>4%</td>
</tr>
<tr>
<td>Admin/HR/Legal/Finance</td>
<td>3%</td>
</tr>
<tr>
<td>Customer Service</td>
<td>2%</td>
</tr>
</tbody>
</table>

*Workplace Equity Project*
• Nearly 75% of men and women report that they achieve some measure of work-life balance
• More males than females selected “not too easy” to “not easy at all”
• The overwhelming majority of respondents who reported their employers had stated diversity values say their experience aligns with those values. However, a significant % of non-binary respondents report “no alignment.”
The two middle age groups report the most difficulty achieving work/life balance, with the 36-50 group (most young parents) the most challenged.
• Heaviest used benefits: telecommuting, paid time off, flextime. Benefits with low use: job share, childcare, elder care, adoption/fertility support, recognition of religious diversity, and switch to P/T.
• Although numbers are relatively small, nearly 6% of men make use of religious diversity accommodation compared with below 1% of women.
• Men more frequently reported self-illness as the reason for time off. Nearly half of women reported parental leave as the reason for time off.
• Women are heavier consumers of wellness provisions and emergency leave.
I currently have to work remotely several days a week due to childcare availability and my husband’s work. Not being ’seen to be there’ in the office means you can be quickly forgotten and left out of the loop.

Women still take the burden of “extra” administrative assignments within the department.

While my organization provides good benefits, the workplace environment (and job expectations) many people hesitant to take advantage of them. There is a sense that people with kids or other non-work responsibilities are not as committed to their jobs.
The assistants and other employees at our university do not receive sick pay, vacation pay, or any paid time off. The lack of this benefit definitely has negative implications- we are unable to visit family, take care of physical illness, or take a mental break without sacrificing pay. This also creates animosity between employees who have PTO and those who don’t.

Several employees at my company are not offered benefits as a cost saving measure, and I believe this is a contradiction with our mission and stated values.

Publishing is in a contracting environment where there has been greater emphasis on denial of raises or incentive increases in response to poor financial performance. This has led to a lower sense of satisfaction with work as the general vacation time does not compensate for the negative feedback from senior leadership and sense that there is an increasing degradation of benefits.
Companies were not always supportive of the life/work balance of their employees but it was not the same from company to company. When I had female supervisors they were generally more understanding of problems. Often the male supervisors wanted everyone to be understanding and tolerant of their issues but the favor was not returned. My salary was never commensurate with the amount of work expected of me although at the large publishing house they were making changes and improvements.

I feel lucky that my employer promotes work-life balance and flexible working.
• Asians & Blacks find work/life balance more elusive.
• Asians are use fewer work/life benefits than the other ethnic categories.
Around a third or more of respondents from each of the following regions report difficulty in achieving work/life balance: North and Latin America; Eastern, Western, and SE Asia, and Eastern Europe.
Paid maternity leave very short in US compared to other countries, which is a known issue, but harder in a global organization when colleagues get significantly more time.

The difference in attitude between Europe and the US to part-time working is stark.

To climb the ladder it’s almost essential to travel regularly, often internationally, and this disadvantages parents of young children, particularly mums.
• The 36-50 group are the heaviest users of telecommuting, alternative schedule/flextime, paid family leave, child care, switch to P/T.
• They are the lowest % of groups to use “none.”
• 66+ respondents report using “none” most frequently.
It’s hard to make time for the additional effort it would take to actively carve out a stronger leadership position... if you don’t do things yourself they simply won’t happen. But, I guess that’s true in life, too!

It’s a funny thing, with great power comes great responsibility. So that’s not easy. With less power comes uninteresting tasks and dullness, so life is easier but less full.

I’m quite satisfied with the content of the work and I still very much believe in what I do. It’s the sheer volume of it that plays havoc with the work/life balance.
CAREER SATISFACTION/CAREER BREAKS
WENDY NEWSHAM

EXPERIENCE AND PRACTICE
WENDY NEWSHAM

DIRECTOR OF INSTITUTIONAL SALES AND BUSINESS DEVELOPMENT
In the publishing business since 1990
- Educational publishing from 1990 – 1997
Scholarly publishing since 2002
Leadership roles in
- production and manufacturing services
- manuscript submission and peer review systems
- online hosting and data analysis
- global institutional sales

Long-time, active member of industry organizations
- Council of Science Editors
- Association of Learned & Professional Society Publishers (NA Steering committee member)
- Society for Scholarly Publishing
- co-chair of the Development Committee for four years
- co-chair of the Education Committee
“Given how the six weeks off I took after having my last child seemed to change my status in my unit from go-to person to nearly invisible, there's no way I'd take a career break if I had any desire to continue a publishing career afterwards.”
“A career break is obviously a very personal choice. The follow on question, "did the break impact your career progression" is unanswerable because there's no real way to know if a break has an impact because how can anyone possibly know where they would be if they had not taken a break? Maybe they would be further along without the break, maybe they wouldn't. There is absolutely no way to know. The only thing you CAN know is if you feel/felt that it was the right thing for you.”
IT IS OK TO TAKE A BREAK
“I took a year out to complete a higher university degree (an MA). The employability skills I accumulated during that period helped me secure a better paid, more fulfilling role.”
MENTORING/NETWORKING
SUSAN KING

EXPERIENCE AND PRACTICE
Mentoring

• 57% respondents haven’t been mentored
  • 4% unsure
• 62% of those who were mentored found it to be impactful
• 64% of those who were mentored were not mentored under a formal program
• Professional mentorship opportunities exist
  • https://www.sspnet.org/careers/mentorship-program/
  • https://www.councilscienceeditors.org/resource-library/mentorship-program/
  • SSP Mentorship and Fellowship Programs, in the eyes of Michelangelo, and the SSP President-Elect

...mentor, advocate, sponsor, career coach, or other advisor...

Best when it is informal and based on mutual interests, but can work well when it is managed by the company with assignments and structure
In 2000, Dr. Paul Greengard donated his entire monetary share of the 2000 Nobel Prize in Physiology/Medicine to Rockefeller University to establish an annual prize in honor of the accomplishments of women scientists.

Each year the Pearl Meister Greengard Prize is presented by a distinguished woman from a different field of endeavor, including Sandra Day O’Connor, Joan Didion, Andrea Mitchell, Rachel Maddow.
Do you currently, or have you ever had a mentor, advocate, sponsor, career coach, or other advisor who helped you to navigate your career?

**Was your mentor female or male?**

Female (61%)  Male (39%)

• Males report an almost even split of mentor by gender = 49% male mentor: 51% female mentor
• Females report more females than males as their mentor - 34% male mentor: 66% female mentor

**Have you served as a mentor, advocate, sponsor, coach, advisor?**

Female (44%); Male (47%)
...mentor, advocate, sponsor, career coach, or other advisor who helped you to navigate your career?

Dr. Sydney Brenner,
Molecular Genetics Unit,
MRC Laboratory of Molecular Biology,
Hills Road,
Cambridge, CB2 2QH. 10th March, 1990

Dear Sydney,

MOLECULAR GENETICS OF DIFFERENTIATION (RUSSO)

I have devised a new method of commissioning books known as lack of Brownian motion. This involves going to lunch or sitting down and drinking wine and waiting for things to drop out of your fax machine. Today's haul was the

Brian D Crawford, PhD
President, ACS Publications

Peter Brown
Alan R Liss

Sir Sydney Brenner

Workplace Equity Project
Mentoring = Collegiality

Collegial is an adjective describing a work environment where responsibility and authority is shared equally by colleagues.
Have you advanced your career or experienced other benefits as a result of networking?

60% + Males
54% + Females

How often do you take action to interact with your network?

Answered: 856

Q42: Male
- Frequently: 14.68%
- Sometimes: 30.76%
- Occasionally: 24.73%
- Rarely: 21.91%
- Never: 19.10%
- Not Sure: 9.55%
- Not Applicable: 0.66%

Q42: Female
- Frequently: 1.65%
- Sometimes: 42.13%
- Occasionally: 30.76%
- Rarely: 23.49%
- Never: 20.13%
- Not Sure: 0.66%
- Not Applicable: 1.83%
ATTITUDES AND BEHAVIOURS
MATT GIAMPOALA

COMPARISONS / CROSS COMPARISONS
37% of women feel they are paid unfairly. **62.5% of gender non-binary employees feel they are paid unfairly.** Only 25% of men report that they are paid unfairly.
Nobody is thrilled with opportunities for promotion.

- 45% of women feel they do not have fair opportunity for promotion. 50% of gender non-binary employees feel the same. 36% of men report that there are not fair opportunities.
54% of women agree they hesitate to apply for a position unless they fulfill most of the requirements. Fewer men agree with this statement at 40%. 63% of those identifying as non-binary agree with this statement.

- Cause and effect... gender differences?... power hierarchy?
54% of women indicate that they are proactive in job searches. Fewer men and gender non-binary participants state that they are proactive at 47% and 38%.
I contribute to discussion without hesitation

- 75% of men and 68% of women always or often contribute to discussion. Only 38% of those who identify as gender non-binary always or often contribute to discussion.

I try to participate, though often I find it hard to break in to the discussion

- 88% of gender non-binary participants and 51% of women find it difficult to break in to a discussion at least sometimes. 41% of men report having this difficulty.
This publisher is 90% white, and in the past ten years our department heads have gone from 2/3 female to 2/3 male (even though the general staff is still 80% female).

Although there is a growing number of women in leadership there is still a strong 'boys club' mentality in the upper levels of publishing.

This is one of the few industries, nonprofit scholarly publishing, that seems to have a preponderance of women as general staff. However, once you get to [Director] positions, you start seeing more and more men in the slots.

There is still an issue around people transitioning or not fitting into the binary genders that most work policies are written for. This needs changing.
52% and 45% of those who identify as black or mixed/multiple do not feel they are being paid fairly.

Only 32% and 26% of those that identify as white and Asian do not feel they are paid fairly.
I believe that people of all ethnicities have the same opportunities to be promoted in the industry.

- 67% and 55% of those who identify as black or mixed/multiple do not feel that people of all ethnicities have the same opportunities. 45% of those that identify as white do not feel that there are equal opportunities.
- Only 30% of those that identify as Asian perceive disparities in opportunity despite having a large proportion of respondents in the lowest income band – pay disparity could be geographical.
My workplace setting is not racially or ethnically diverse.

I don't think in the industry or my company there is a specific obvious gender or diversity bias, but there are implicit barriers that lead to glass ceilings.

Like many companies, mine is largely white and straight and male at the top. There's much more diversity in middle management and some senior-ish leadership.

I think the biggest issue is the entry point - people cannot be promoted if there is such a small pipeline of talent right from the start and there needs to be greater work to encourage a range of people to apply for these entry level positions.

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.
In UK offices of scholarly publishers, women outnumber men 2 to 1.

But the median pay gap leaves women making 19.8% less than male colleagues.
Comparing attitudes to gender pay gap landscape

<table>
<thead>
<tr>
<th>Gender makeup of Lowest Quartile of Pay</th>
<th>Gender makeup of Highest Quartile of Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Women</strong></td>
<td><strong>Men</strong></td>
</tr>
<tr>
<td>67.3%</td>
<td>32.7%</td>
</tr>
<tr>
<td><strong>Women</strong></td>
<td><strong>Men</strong></td>
</tr>
<tr>
<td>40.9%</td>
<td>59.1%</td>
</tr>
</tbody>
</table>

- Women outnumber men at the lowest pay quartile (entry level) and men outnumber women at the highest pay quartile (senior levels).

- Looking at the percentage of women in the field and the percent that make it to the highest quartile of pay, clearly there are some talented women not being promoted to the highest levels of scholarly publishing.
Comparing attitudes to gender pay gap landscape

- The people least represented in the power structure of a company report perceptions of unequal opportunity.

- People that are most represented at the highest salary levels are least likely to perceive biases creating unequal opportunity.

- People state that they want the most talented people for their teams.

- Unconscious bias can make people more likely to hire people who are more like them (look like them, think like them, raised in similar areas).

- These processes can make companies slow to diversify especially at leadership levels.

- There are probably a high number of talented people being overlooked.
PROFESSIONAL DEVELOPMENT/COMPENSATION
SIMONE TAYLOR

EXPERIENCE AND PRACTICE
Which employer sponsored or supported training and development activities have you participated in?

- 82.77% Skills Training
- 50.28% Personal Development
- 27.68% Management/Leadership Development
- 17.09% Certification Program
- 55.65% Diversity & Inclusion and/or Implicit Bias Training
- 7.06% Degree Program
- 4.66% Other (please specify)

Interesting to note that topics extend beyond skills and competencies to cover mental health in the workplace, for instance, that speak to a growing awareness of the need for inclusion.
A majority of respondents report that training makes some/substantial benefit to their careers. Females were significantly more likely to report a minimal benefit of training (24% vs 15% for males)
To what degree did participation advance or benefit your career?

The perception of the efficacy of training is in reverse proportion to age! Slightly more people (excluding the 66+ group) consider it effective than ineffective, but it's not a strong lead.
Respondents who identify as Asian report in much higher proportions that training has been beneficial to career growth. Respondents who identify as black report in significantly higher numbers compared with all other groups that training has had no benefit on career development.
To what degree did participation advance or benefit your career?

No significant differences between regions. Most respondents report some/substantial benefit.
Not always focusing in the right areas. (not equitable money for all staff to attend conferences. The most highly paid go most often - upper and middle management). Diversity is ignored.

I believe this is a game changer in terms of retention and innovation. I would like to see more of this from my employer and see it offered to everyone, not just those who have the presence of mind to ask.

I am located in a fairly large office location that is not the company headquarters. This particular location does not receive many training opportunities. They abound in other locations. Our office has advocated for more training/learning/development opportunities -- somewhat successfully -- but by no means do we have access to the courses of corporate headquarters or other offices.
What was your individual total annual compensation (salary + bonus) last year?

- Prefer not to answer
- > $200,000 / £150,000 / €170,000
- $150,001 - $200,000 / £127,001 - £170,000
- $100,001 - $150,000 / £75,001 - £113,000 / €85,001 - €127,000
- $50,001 - $100,000 / £38,001 - £75,000 / €42,001 - €85,000
- < $50,000 / £38,000 / €42,000

28.59% 40.07% 14.11% 5.26% 3.23% 8.73%
What was your individual total annual compensation (salary + bonus) last year?

- More women than men report earning in the $50K to $100K range. Fewer women report earnings in the $150K to $200K and above $200K ranges.
What was your individual total annual compensation (salary + bonus) last year?

- The bulk of the lower salaries are in the youngest group, mid salaries peak with the mid groups and the high salaries with the older groups. But there are two 20-35 year olds at the highest salary range.
What was your individual total annual compensation (salary + bonus) last year?

- The Asian category reports the lowest salary band in the highest proportion, and is not represented at the two highest levels of compensation. The Black category reports the second lowest band in the highest proportion.
What was your individual total annual compensation (salary + bonus) last year?

The lowest salary levels are reported in the highest amounts in Asia as a whole, and in NE (44%) compared with WE (28%) and NA (23%). The higher salary bands are reported in more significant proportions in NA (16% and 7%) compared with 7% and 1% in NE and 11% and 4% in WE.
My company has a lot of turnover after the first few years of employment because there are better opportunities for a higher salary or growth elsewhere, which means we lose a lot of institutional knowledge.

Big issues: the salary gap between the top person and the next highest paid person is huge. Not all people are treated equally in terms of policies, etc. Staff don't feel valued.

I'd also really like to see more pushes toward pay transparency in our industry (I feel pretty confident men are making more doing the same work I am, but it’s hard to prove) and that would be the best way to drive pay equality.
THE WORKPLACE EQUITY SURVEY

EIGHT TAKEAWAYS
Even though I did not have to use many of the offered benefits, it is good to know that they are available should something happen. I feel well supported by my employer -- and feel a sense of loyalty to it.

My current employer values work-life balance, and encourages employees to pursue additional interests; it is a model employer in this way... The only thing we don't have is free drinks!

Our organization does have an employee committee called the Diversity and Inclusion Council. I have served on it since its inception (2+ years). We sponsor regular programs, and do have the support of senior management. Awareness matters.

I appreciate working for an organization that does more than ‘talk’ about work-life balance; my company truly works to enact it.

My employer was extremely supportive of my recent leaves. Further back in my career...I ended up returning to work part-time for about a year. I don’t believe this negatively impacted my career.

I run a knowledge-sharing group to help colleagues free up their time and focus on what is important.

I work from home with totally flexible hours..

The only thing we don't have is free drinks!
TOP TAKEAWAYS
THE GOOD NEWS

• ¾ OF RESPONDENTS ACHIEVE SOME WORK/LIFE BALANCE
• A LARGE MAJORITY OF RESPONDENTS
  • Report supportive culture, with paid family leave, flex time/alternate work schedule, telecommuting, emergency leave; state their diversity values
  • Feel satisfied with access to managers, assignments, and public speaking opportunities
  • Participated in company-sponsored training & development programs.
• 39% OF RESPONDENTS HAVE BEEN MENTORED AND 43% HAVE SERVED AS MENTORS. 2/3 OF THEM FOUND IT BENEFICIAL, BUT NEED HELP EVALUATING EFFICACY.
• Networking VIP for keeping skills current and advancing careers through social media, conferences, socializing, and organizations & committees.
• Many colleagues are empowered and engaged
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.

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

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 hetero-normative, nuclear-family, majority-culture expectations and assumptions.

You are talking about diversity: I am a foreign-born, highly educated white male.
There are many fewer opportunities for advancement >50. As I look at the industry as a whole I think this is an age group that is vulnerable.

I am the oldest person in my office

The older one gets, the harder it is to re-enter the workforce.

I answered all questions in relation to my last job with a global publisher; now I run a consultancy.

Recognition from leadership not so forthcoming as one becomes older, there seems to be an ageist culture.

Ageism is a problem...
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.

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.

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

Management education is the key.

Within my organization, it varies by sub-organization 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. 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.

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

Often benefits that the employer offers are derailed by managers who don’t subscribe to them. Push back causes problems...
WORKPLACE EQUITY WAS NEVER MORE VISIBLE THAN IT IS TODAY: YET, SADLY, STEREOTYPES PERSIST, ATTITUDES REMAIN CALLOUS AND THE ONUS REMAINS ON THE WOMAN TO STAND BUFF AND SUCCEED IN SPITE OF EVERYTHING. THE DISCUSSION OF CHANGE IS MUCH LOUDER THAN ACTUAL CHANGE.

IMPLEMENTATION AND PRACTICE ARE OFTEN INFLUENCED MORE BY THE DIRECT MANAGEMENT THAN BY ORGANIZATIONAL POLICY.

EVEN IF IT IS STATED OFFICIALLY, THE REALITY DOESN’T ALWAYS MATCH UP.

THE COMPANY OFFERS PART TIME AND FLEX TIME BUT AN EMPLOYEE WHO TAKES ADVANTAGE OF THIS IS PUT ON A ‘MOMMY TRACK’ OR OTHERWISE PENALIZED IN TERMS OF PROMOTIONAL OPPORTUNITIES.
I work from home an average 11 hours a day, and must only record and sign off on a sheet that details exactly 7.25 hours per day. There’s no one to assist me or cover for me, so I haven’t experienced any real rest from my duties in the years I’ve worked here.

It would be helpful to have policies in place regarding email -- when it is permissible to NOT be available. Currently the expectation is that one is ALWAYS available, evenings, weekends, vacation.

To be honest, the workload at my current employer has made me decide to look elsewhere for employment and possibly even leave publishing altogether. My colleagues are wonderful and supportive but the current publishing landscape, the level of compensation, and the mental stress of the job are leading me to consider other paths.

We are taking on more duties with no additional pay, yet additional managers are being hired. I easily put in 60 hours per week.
It is an issue for me as a manager – in Canada, I was able to offer much better maternity and paternity leave.

Global implications of differing policies very inconsistent within the same company.

It is an issue for me as a manager – in Canada, I was able to offer much better maternity and paternity leave.

Culture of my company is guided by the home office, and there is a lack of understanding about the significant cultural differences....

As a potential future pregnant woman, and mother, I would appreciate being able to take more than 6 weeks sick leave post-pregnancy. When I worked in Canada, your job was guaranteed for one year and you had 6 months paid leave (a % of your regular pay).

Across industries it is hard to compare career impact as the leave in the US is inappropriate compared to the leave in the EU.

The concept of work/life balance varies not only from one country to another, but also for migrant workers working in a foreign country.

...In Asian cultures the concept of ‘work is worship’ tends to take over.
The diversity questions ought to have covered recruitment as well as promotion.

The survey questions are mostly not relevant for freelancers, which is a huge part of the workforce.

Currently I classify as genderfluid, in work though currently 100% male presenting. I am planning to change this situation this year or next, however HR system doesn't cope with anything but binary

[My company] takes no responsibility for the fact that “temporary” workers receive no benefits.

it is extremely difficult to balance elder parent needs with work - due to limits of flexible work schedules. Thank god I have vacation time because that is what I use

Childfree by choice – and taking a lot of flack for it
THE WORKPLACE EQUITY SURVEY

NEXT STEPS
MENTORING

It is good to see mentoring becoming more visible, viable, and supported in a variety of ways. Having one or more mentors is critical to healthy professional (and personal) growth.

Mentors outside the company are more useful, advocates more useful inside

Another good idea...implementation varies. Best when it is informal and based on mutual interests, but can work well when it is managed by the company with assignments and structure.
Networking is an essential skill that many people do not know how to go about or use to their advantage.

Networking is valuable, but I think sometimes it gives an unfair advantage to extroverts over introverts. Also, people who can help you via networking generally have all the same traditional biases as everyone else: powerful white men at the top and all that.

No matter what profession we are, networking is the fuel that accelerates success. Not only is it useful for learning directly from individuals you meet, but the benefits of association and growing your own brand is just as powerful. One should interact with the right people, not expect anything i.e. have the right mindset before reaching out to people. The aim is to create a human connection - seeking insights not career advancement, burning useless bridges and only one goal - how can I learn.

Networking is challenging without some guidance or at least an idea of what you would like to gain by networking.
EXCLUSION

This industry needs a real shift toward inclusivity. Every person of color I know has a foot out the door at all times because they are unsatisfied and feel excluded and mistreated. If I didn't love the actual work, I would have left years ago.

Throughout my career I have encountered gender bias, which has affected salary and title. In most cases, I was able to improve salary and title by pointing out discriminatory practices. I would have preferred to have been rewarded for my achievements without having to call attention to them, but I had no option but to do so.

Like many companies, mine is largely white and straight and male at the top. There's much more diversity in middle management and some senior-ish leadership.
THE WE SURVEY – NEXT STEPS

- **REPORTING**
  Complete and distribute a report and executive summary of the findings
  Collaborate on multivariate analyses and publish findings

- **INDUSTRY ENGAGEMENT**
  The study has highlighted three key areas that present opportunities for driving cultural change:
  
  - **Enabling sponsorship and advocacy**
    Extend mentoring programs to create a structure that advocates for and delivers currently underrepresented demographics at executive leadership levels.
  
  - **Facilitating networks**
    Partner with industry organizations to encourage networking for early career colleagues, to expand their reach within the industry structure
  
  - **Challenging exclusion**
    Actively pursue strategies along the entire career arc to challenge exclusionary practices that limit opportunities for underrepresented groups.