The State of Women’s Advancement in Leadership, Entrepreneurship, and Public Policy
March 3, 2017

Organized by:
Jamie Ladge, Associate Professor, D’Amore McKim School of Business
Alicia Sasser Modestino, Associate Professor, School of Public Policy and Urban Affairs

Moderated by:
Katie Johnston, The Boston Globe
Panel 1: Entrepreneurship: What Barriers and Opportunities Exist that Prevent Women from Advancing on their Own?

Researchers:
Kim Eddleston, Professor, Northeastern University
Gary Powell, Professor, University of Connecticut

Entrepreneurs:
Nadia McKay, President/Owner, Mom Corps Boston
Sarah Merion, DMSB'11, Founder, EthosWell
Evelyn Starr, Founder, E.Starr Associates
Susan Vroman, Small Business Consultant
Women Entrepreneurs: Challenges & Opportunities

Kimberly A. Eddleston, PhD
Northeastern University

Gary N. Powell, PhD
University of Connecticut & Lancaster University

Northeastern University
March 3, 2017
“Forget China, India & the Internet: Economic growth is driven by women” (Economist, 2006)

- Women are fastest growing segment of entrepreneurship population worldwide
  - Increase among minorities especially impressive:
    - 44.3% increase for Asian women
    - 67.5% increase for Black women
    - 87.5% increase for Hispanic women
- While men cut jobs during recent recession, women increased their net employment
- Women’s development of innovative products & services has recently outpaced that of men in the U.S. and parts of Asia
The Glass Ceiling of Entrepreneurship

• Men’s rate of entrepreneurship remains higher than women’s

• Women’s businesses have lower revenues, profitability, growth, and assets than men’s businesses
  • Less than 20% of women’s businesses’ revenues exceed $100,000 annually vs. 32% of men’s businesses

• Women start their businesses with less capital, and this difference in capitalization persists over the life of the business

• Banks charge women higher interest rates
Gender Differences in Obtaining Bank Financing

Entrepreneurship as a Male Preserve:
‘Think successful entrepreneur, think male’

- Entrepreneurs have been described as ‘captains of industry,’ ‘patriarchs,’ and ‘conquerors of unexplored territories’
- They are seen as aggressive, risk-takers, and trailblazers, thus supporting a masculine view of entrepreneurship
- Most entrepreneurial role models are men
- More women than men believe they lack the skills to succeed as an entrepreneur
- Women are more likely to set a maximum business size threshold that they will not surpass
Women Entrepreneurs Create Their Own Definition of Success & Achieve It Their Way

• A feminine lens of entrepreneurship takes into account women’s goals and outcomes they seek from entrepreneurship

• Paradox of the contented female entrepreneur
  • Although men have greater business success, women are just as satisfied with their business success as men

• While sex predicts importance of status vs socioemotional sources of career satisfaction, gender identity is a more powerful predictor

• Women gain more business performance advantages from sources of family support than men

• Men and women achieve work-family balance in different ways
  • Women foster balance by creating work-family synergies and enrichment
  • Men report greater balance when they receive more support at home
The Promise of Entrepreneurship: “Entrepreneurship is the New Women’s Movement”

- Entrepreneurship offers women the opportunity to create their own career path
- Family businesses are starting to recognize women’s contributions, and have begun to promote women into top management at a greater rate than nonfamily firms
  - 24% of largest family firms are led by a female CEO vs. 2.5% *Fortune 1000* nonfamily firms
- But, there is still need for more progress...
Panel 2: Women and Leadership:  
Who’s Responsible for Work-life Balance?  
What can Employers do to Advance the Talent Pipeline?

Researchers:
Ellen Kossek, Basil S. Turner Professor of Management & Research, Purdue University  
Jamie Ladge, Associate Professor, Northeastern University

Business Leaders:
Marla Capozzi, McKinsey & Company’s Strategy and Global Innovation Practices  
Io Cyrus Esq., JD'02, Associate General Counsel, Blue Cross Blue Shield  
Ann Tikkanen, DMSB'79, Executive Vice President & CFO, Greater Boston YMCA
Advancing Women in Leadership Roles

Professor Ellen Ernst Kossek
Professor Jamie Ladge
Stats on Women in Leadership Roles

• They are only **14.6 percent** of executive officers, **8.1 percent** of top earners, and **4.6 percent** of Fortune 500 CEOs.

• They hold just **16.9 percent** of Fortune 500 board seats.

• In the financial services industry, they make up **54.2 percent** of the labor force, but are only **12.4 percent** of executive officers, and 18.3 percent of board directors. None are CEOs.

• They account for **78.4 percent** of the labor force in health care and social assistance but only **14.6 percent** of executive officers and **12.4 percent** of board directors. None, again, are CEOs.

• In the legal field, they are **45.4 percent** of associates—but only **25 percent** of nonequity partners and **15 percent** of equity partners.

• In medicine, they comprise 34.3 percent of all physicians and surgeons but only **15.9 percent** of medical school deans.

• In information technology, they hold only 9 percent of management positions and account for only **14 percent** of senior management positions at Silicon Valley startups.

https://www.americanprogress.org/issues/women/reports/2014/03/07/85457/fact-sheet-the-womens-leadership-gap/
Ellen Kossek – 3  Competing Perspectives: “Opting out or Pushed Out” Pressures

• **Career Preference, Gender Bias, Work Family**

• A challenge in examining these "pushes" and "pulls" is their interconnectedness and lack of integration.

• What appear to be women's “choices” are shaped by social context in which they are embedded (Kossek, 2015).

• Creates a lack of clarity about what scholars should study and what practices organizations should implement or what public policies are needed and how to avoid conflicts.


Caveat and Main Argument

• By giving an overview of group gender differences in 1) career preferences, 2) workplace bias, and 3) work-family dynamics, contribute to the understanding of workplace characteristics that are on average, more likely to attract and retain women.

• Yet we caution to not use group differences to make attributions about all women in all societies or all workplaces.

• Rather to integrate perspectives for developing improved policy, practice and change initiatives, based on understanding of how group and organizational and societal environments shape women’s individual experiences.

• Source: Kossek, Wu, Su, 2017
Career Preferences

• Argument: Women are motivated to disproportionately self-select into or opt out of certain occupations, jobs or organizations, which creates gendered career paths.

• Person-environment (P-E) fit theories (Kristof-Brown, & Billsberry, 2013; Nye, et al., 2012),

• Holds individuals choose work environments and jobs that are congruent with their interests, values, and goals in order to achieve better P-E fit.

Individual Factors:
- Focus on opting out influences: gender differences in career interests and values and needs (Preference theory, Hakim, 2000)

Organizational Factors:
- Male-oriented organizational culture, job design, work environment,
- Lack of support from powerful mentors/sponsors
- Lack of role models

Source: Kossek, Su & Wu, 2017
Gender Bias/Discrimination

• Argument: Inequality due to explicit and implicit gender biases excluding women from career opportunities.

• Social role theory (Eagly & Steffen, 1984, 1986), differences in the role occupancy in society, family, and occupations generate role expectations for each gender.

• Enduring “beliefs about characteristics, attributes, & behaviors of members” of gender groups (Hilton & von Hippel, 1996, p. 240), or gender stereotypes, leads to expectations regarding how women and men do and should behave (Heilman, 2012).

• Agentic: Men traditionally occupy paid work and higher level positions & expected to hold agentic traits: assertive, dominant, competitive, achievement-oriented. Women expected to show communal traits like being helpful, kind, sympathetic, understanding, and compassionate (Diekman & Eagly, 2008).

• **Individual Factors**
  - Gender differences in role expectations and self-assessments
  - Stereotyping and other bias related processes

**Organizational Factors:**
- Explicit and implicit bias in workplace systems
- Imbalanced distribution of organizational resources and power
- Backlash/hostile climate for female leaders

Source: Kossek, Su & Wu, 2017
Work-Family

• Argument: Inequality due to differences in men and women’s work-family experiences.

• Rising women’s labor market participation, dual career and single parents at odds with organizations designed to support work role primacy & work-family separation (Kossek, 2006).

• Draws on work-family conflict theory: work and family roles are incompatible given conflicting expectations for time, energy and behaviors (Greenhaus & Beutell, 1985).

• Studies focus on negative career outcomes (overload, strain, exit) for employed women, their children and families, and less on those for men with nonwork demands (Williams, Berdahl, & Vandello, 2015).

• Work to family conflict reports higher than family to work conflict (Byron, 2005). Systemic imbalance impacts those workers involved in family care the most (typically women) though men now reporting high WFC.

Individual Factors:
- Differential objective and subjective W-F pressures
- Higher family identities & women’s greater interest and use of work-family policies
- Differential effects of family structures

Organizational Factors
- Growing norm of overworking and family/personal life sacrifice
- Lack of access or poor implementation of work-family policies
- Unsupportive work-family culture & stigmatization

Source: Kossek, Su & Wu, 2017
Women’s Career Equality Definition

• Multi-level multi-disciplinary dynamic phenomenon that reflects the degree to which women, compared to men
• 1) have equal access to and participation in career opportunities,
• 2) experience equal work and nonwork outcomes: intrinsic (job, life, family satisfaction; likelihood of experiencing bias) and extrinsic (pay, promotions).
• Measured at the individual and collective (societal, occupational, organizational, group) levels.
• Outcomes at individual and collective levels are interrelated, reflecting social context.
• Kossek, Su, Wu, 2017
“Perceptual Dichotomy” for working mothers

• Ideal worker vs. Ideal parent
  • Mixed Messages from societal expectations (Warm vs Competent)
  • Mixed messages from organizational expectations
  • Gender role ideologies (e.g. mother is a sticky identities)

Work-family Image:
how an individual is viewed as a parent and a professional at work

Ibarra, 1999; Ladge & Little, working paper; Pratt, Rockmann, & Kaufman, 2006, Roberts, 2005; Swanson & Johnston, 2006, 2007
Let’s be *bad* moms?

- Stigma of working mothers
  - **Focus on work:** Not warm but competent (e.g. Cuddy, Fiske & Glick, 2004)
  - **Focus on family:** Flexibility stigma (e.g. Williams et al., 2013)
- What’s the impact at work if women don’t focus on family?
  - *Maternal confidence is an important predictor of:*
  1) work-family conflict
  2) retention
What we need to do about it?

• Support for working mothers beyond policies
• Lead by example from Senior leaders (men and women)
• Make it the norm – men share the stigma and promote usage
• *Millennials view their career and life as one in the same in terms of career success...* they may be able to help drive the change
Panel 3: Women and Public Policy:
How can State and Municipal Government Level the Playing Field?

Researchers:
Randy Albelda, Professor, UMass Boston
Alicia Sasser Modestino, Associate Professor, Northeastern University

Policymakers:
Megan Costello, Executive Director, Mayor’s Office of Women’s Advancement, Boston
Karen Spilka, JD’80, Massachusetts State Senator, D-Ashland
Patricia Jehlen, Massachusetts State Senator, D-Second Middlesex
Gender Pay Equity: Are We There Yet?

Alicia Sasser Modestino
Associate Professor, Northeastern University
Associate Director, Dukakis Center for Urban and Regional Policy

Symposium on Women’s Advancement
March 3, 2017
Is There Still a Gender Gap in Pay?

“It’s 2016, and women still make less for doing the same work as men.”
3/8/16

The Washington Post

2/10/16

glassdoor

“Don't Buy Into The Gender Pay Gap Myth.”
4/12/16

Forbes

“States struggle to close their own gender pay gaps.”
2/19/17

PBS NewsHour
Yes, but more so in some states than others.

Women's earnings as a percentage of men's earnings, by state 2007.

Source: Data from the Income, Earnings, and Poverty Data From the 2007 American Community Survey.
Yes, and more so in high-paying professions!

Gender Gap in Annual Earnings for College and Professional Groups

We’ve come a long way, but progress has stalled…

Education now explains little of the remaining gender wage gap.
What factors explain the remaining gender gap?

Percent of the Gender Gap Explained = 62%

- Gender differences in occupations (33%)
- Gender difference in industries (18%)
- Gender differences in work experience (time out of labor force) (14%)
- Gender differences in education (-5.9%)

Percent of the Gender Gap Unexplained = 38%

- Perceived psychological attributes or noncognitive skills
- Differences in gender roles and the gender division of labor
- Discrimination

Constrained choices that women make?
Gender gap increases as women reach childbearing age

Gender Wage Gap over the Lifecycle by Age Cohort

Especially in jobs that pay a premium for working long hours.

Are Additional Public Policies Needed?

If the remaining gender gap in pay stems more from societal norms than overt discrimination, don’t we need a social revolution rather than legislation?

• The remaining forces accounting for the gender gap are more subtle than overt
  ➔ more difficult for individual firms to recognize or eliminate without oversight or some commitment for self-evaluation.

• Large firms have the time and resources to address pay equity issues, but smaller firms do not
  ➔ pay equity policies can “nudge” all employers in the right direction by legislating “best practices.”

• The pace of societal change is glacial and pay disparities are inefficient
  ➔ waiting for pay equality to evolve on its own is costly to women, their families, and the economy.

➢ In the absence of legislation by the U.S. Congress, bills to address the gender pay gap have been introduced this year in at least 18 states and a handful of cities (Alexandria VA, New Orleans LA and Sacramento CA).
Don’t We Already Have Pay Equity Laws?

<table>
<thead>
<tr>
<th>Laws</th>
<th>Protected Classes</th>
<th>Comparison Group</th>
<th>Same Location</th>
<th>Proof</th>
<th>Remediation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Equal Pay Act</td>
<td>Sex Only</td>
<td>Equal work and similar working conditions</td>
<td>Yes</td>
<td>No Intent Required</td>
<td>Must explain entire wage differential</td>
</tr>
<tr>
<td>Title VII</td>
<td>Sex, Race/Ethnicity, Color, Religion, National Origin</td>
<td>Similarly Situated Employees</td>
<td>No</td>
<td>Discriminatory Intent or Impact</td>
<td>Typically only in statistically significant groups</td>
</tr>
<tr>
<td>E.O. 11246</td>
<td>All from Title VII + Sexual Orientation and Gender Identity</td>
<td>Similarly Situated Employees</td>
<td>Yes</td>
<td>Discriminatory Intent or Impact</td>
<td>Typically only in statistically significant groups</td>
</tr>
<tr>
<td>CA Fair Pay Act</td>
<td>Sex Only</td>
<td>Substantially similar work and working conditions</td>
<td>No</td>
<td>No Intent Required</td>
<td>Must explain entire wage differential</td>
</tr>
<tr>
<td>NY Achieves Pay Equity</td>
<td>Sex Only</td>
<td>Equal work and similar working conditions</td>
<td>No (but same geographic region)</td>
<td>No Intent Required</td>
<td>Must explain entire wage differential</td>
</tr>
<tr>
<td>Maryland Equal Pay for Equal Work Act</td>
<td>Sex and Gender Identity</td>
<td>Employees who work for the same employer in the same county and who perform work of comparable character, or work in the same operation, in the same business, or of the same type.</td>
<td>No (but same county)</td>
<td>Not Stated</td>
<td>Not Stated</td>
</tr>
<tr>
<td>Massachusetts Equal Pay Act (effective July 1, 2018)</td>
<td>Gender</td>
<td>Substantially similar skill, effort, and responsibility and performed under similar working conditions</td>
<td>Yes (location may be used to explain differentials)</td>
<td>No Intent Required</td>
<td>Not Stated</td>
</tr>
</tbody>
</table>

This is Not Your Mother’s Equal Pay Act….

Pay Equity

• Employee comparisons can no longer based on the “same” or “substantially equal” jobs but rather on “substantially similar work, when viewed as a composite of skill, effort, and responsibility, and performed under similar working conditions.”

• Employee comparison no longer based on having the same location.

• New rules for justifying pay including permitted reasons such as
  • A seniority system
  • A merit system
  • A system that measures earnings by quantity or quality of production
  • A bona fide factor other than sex, including skills, education, training, experience, or shift schedule.
This is Not Your Mother’s Equal Pay Act….

Pay Transparency

Employers may not prohibit employees from:
• Disclosing or discussing their own wages or the wages of others
• Aiding or encouraging other employees to exercise their rights under the law.

Employers may not seek information about an applicant’s compensation history in the hiring process prior to making an offer
• Unless the prospective employee has “voluntarily” disclosed such information.
This is Not Your Mother’s Equal Pay Act….

Enforcement

Additional protections to make it easier for employees to pursue pay equity claims:

• Provide employees the option to file complaints with the state for any violations of the new law.
• Allow employees to file claims if they have been discharged, discriminated, or retaliated against for engaging in any conduct protected by the statute.
• Allow employees to seek reinstatement and reimbursement for lost wages and benefits, interest, and “appropriate equitable relief.”

Some protections for firms who demonstrate an effort to address pay equity concerns:

• Complete a reasonable self-evaluation of pay practices in the past three years
• Show “reasonable progress” toward eliminating pay differentials uncovered by the evaluation.
Can Pay Equity be Legislation Effective?

While no formal studies of the new pay equity laws have been conducted as of yet, evidence from similar policy interventions in the past is suggestive that these types of interventions can be effective:

During the 1980s, about 20 states had implemented programs to boost the pay of lower-paid female government workers.

- A 1994 study by the Institute for Women’s Policy Research and the Urban Institute found that the pay adjustments helped close the gap among state workers.

Typically, equal pay legislation covers both private and public sector employees, yet in Louisiana, the equal pay law protects just public sector employees.

- Women who work in Louisiana’s public sector earn 78 cents for every dollar men earn while women working in the private sector earn only 57 cents for every dollar their male counterparts make.
Paid Family and Medical Leave: Leaping into the 20th Century

Randy Albelda
Professor of Economics
University of Massachusetts Boston
What’s to come

▸ Defining paid family and medical leave
▸ Who’s got it and who doesn’t
▸ The case for paid family and medical leave
▸ Paying for paid family and medical leave in Massachusetts
Definitions

- Medical leaves
  - Extended leave from work to tend to one’s own serious health condition
    - Pregnancy leaves
    - Other own-health leaves
- Family leaves
  - Extended leave from work to tend to a serious health condition of a family member or to care for and bond with a newly born or adopted child
    - New child
    - Ill relative
- FMLA allows for certain employees (the 60% who are eligible) to take unpaid leave up to 12 weeks.
- Paid leave involves wage replacement.
  - Vacation and sick days
  - Disability insurance
  - Employer family leave
Paid Family and Medical Leave: US-- the lonely planet

Paid Maternal Leave: Almost Everywhere
The United States is one of only eight countries, out of 188 that have known policies, without paid leave.

Countries with paid leave:  
- 26 weeks or more  
- 14-25 weeks  
- Less than 14 weeks

No paid leave:

Source: "Children’s Chances: How Countries Can Move From Surviving to Thriving" by Jody Heymann With Kristen McNeill

Five states (CA, HI, NJ, RI, NY) have provisions through Temporary Disability Insurance (TDI) all established in the late 1940s-1950s. Washington DC just passed a medical and family paid leave. Range from 26-52 weeks, with varying levels of wage replacement.

All of the above except Hawaii have paid family leave. These are new (2004-2016). Range from 4-12 weeks, with varying age replacement.
The United States remains an outlier when it comes to paid leave.

- In 2015:
  - 12% of all U.S. workers had access to paid family leave from their employers,
  - 38% had access to short-term disability leave, and
  - 65% had paid sick leave.

- But, there is plenty of state activity
  - There is legislation with active campaigns in Connecticut, Massachusetts, Oregon, Vermont, Washington and Hawaii
  - Several other states have introduced legislation, including Colorado, Maine, Minnesota, Montana, New Hampshire, Nebraska and Wisconsin
Making the policy case for paid family and medical leave

- Employers and employers ARLEADY do it. It is a fact of everyday work life.
  - People get sick; parents have babies and adopt children; and parents, spouses, children, and other relatives need family caregivers when serious ill.
- Costs are born by individuals now. With a program they become shared costs over time and they are not very much per worker/employee.
- Paid FML reduces inequality.
  - Least likely to get paid leave now are workers of color and low-wage workers.
  - Women are more likely to take a leave.
- Paid FML levels the field for small businesses – the least likely to be able provide paid FML.
  - Individual cost is very high, but shared one is not.
Paying for paid family and medical leave

- Important considerations in cost and coverage of paid family and medical leave legislation
- Costs
  - Maximum leave lengths
  - Maximum wage replaced (i.e. maximum benefit)
  - Wage replacement rate
- Coverage
  - Employment or earnings eligibility requirements
  - Sliding scale replacement rate
  - “Carve outs” (e.g. employer size exceptions)
<table>
<thead>
<tr>
<th>Max leave length in weeks</th>
<th>Max wage replaced</th>
<th>Wage replacement rate</th>
<th>Eligibility</th>
<th>Carve out</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>House bill (Gordon)</strong></td>
<td>26 TDI 12 FL</td>
<td>$650</td>
<td>.90 up to 30% of avg wage; .33 thereafter</td>
<td>Worked 13 weeks in last year</td>
</tr>
<tr>
<td><strong>Senate bill (Spilka)</strong></td>
<td>26 TDI 16 FL</td>
<td>$1000</td>
<td>.50 1st year .70 2nd year .90 3rd year</td>
<td>Worked 1250 hours in last year</td>
</tr>
<tr>
<td></td>
<td>Total cost</td>
<td>Percent of payroll</td>
<td>Avg cost per covered worker annual/wkly</td>
<td>Avg cost for median worker ($780/wk)</td>
</tr>
<tr>
<td>---------------------------</td>
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<td>-------------------</td>
<td>-----------------------------------------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>House bill (Gordon)</td>
<td>$572 million</td>
<td>0.36%</td>
<td>$182 / $3.51</td>
<td>$147 / $2.81</td>
</tr>
<tr>
<td>Senate bill (Spilka) year 1</td>
<td>$514 million</td>
<td>0.33%</td>
<td>$164 / $3.15</td>
<td>$132 / $2.54</td>
</tr>
<tr>
<td>Senate bill (Spilka) year 2</td>
<td>$663 million</td>
<td>0.42%</td>
<td>$211 / $4.07</td>
<td>$170 / $3.28</td>
</tr>
<tr>
<td>Senate bill (Spilka) year 3</td>
<td>$786 million</td>
<td>0.50%</td>
<td>$250 / $4.82</td>
<td>$202 / $3.88</td>
</tr>
</tbody>
</table>

Source: Albelda/Clayton-Matthews/IWPR Paid Family and Medical Leave Simulator
<table>
<thead>
<tr>
<th>Characteristic of Leave-Takers</th>
<th>Percent with Wage Replacement Currently</th>
<th>Percent w/ replacement under House bill</th>
<th>Percent w/replacement under Senate bill (3 yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>72.6%</td>
<td>80.6%</td>
<td>78.6%</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>74.3%</td>
<td>81.0%</td>
<td>79.7%</td>
</tr>
<tr>
<td>Female</td>
<td>71.2%</td>
<td>80.3%</td>
<td>77.7%</td>
</tr>
<tr>
<td>Race/Ethnicity</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>White (any ethnicity)</td>
<td>74.0%</td>
<td>81.4%</td>
<td>79.6%</td>
</tr>
<tr>
<td>Black (any ethnicity)</td>
<td>65.4%</td>
<td>76.0%</td>
<td>73.5%</td>
</tr>
<tr>
<td>Asian (any ethnicity)</td>
<td>75.3%</td>
<td>82.6%</td>
<td>81.0%</td>
</tr>
<tr>
<td>Latina/o (any race)</td>
<td>60.4%</td>
<td>73.9%</td>
<td>70.3%</td>
</tr>
<tr>
<td>Low-Wage Level</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$15 an hour or less</td>
<td>55.8%</td>
<td>68.9%</td>
<td>64.6%</td>
</tr>
<tr>
<td>More than $15 an hour</td>
<td>79.5%</td>
<td>85.5%</td>
<td>84.3%</td>
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<tr>
<td>Employer Size</td>
<td></td>
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</tr>
<tr>
<td>1-9 employees</td>
<td>62.0%</td>
<td>72.8%</td>
<td>69.5%</td>
</tr>
<tr>
<td>10-49 employees</td>
<td>62.0%</td>
<td>73.8%</td>
<td>71.0%</td>
</tr>
<tr>
<td>50-99 employees</td>
<td>75.2%</td>
<td>82.3%</td>
<td>80.3%</td>
</tr>
<tr>
<td>100-499 employees</td>
<td>75.7%</td>
<td>82.7%</td>
<td>80.7%</td>
</tr>
<tr>
<td>500 or more employees</td>
<td>76.9%</td>
<td>83.6%</td>
<td>82.1%</td>
</tr>
</tbody>
</table>

Source: Albelda/Clayton-Matthews/IWPR Paid Family and Medical Leave Simulator
Question for Discussion:
“How can you take what you’ve learned today and apply it to some aspect of your career, your organization, or your government to make a difference in the advancement of women?”
Thank You!

Organized by:
Jamie Ladge, Associate Professor, D’Amore McKim School of Business
Alicia Sasser Modestino, Associate Professor, School of Public Policy and Urban Affairs

Moderated by:
Katie Johnston, The Boston Globe