

# 2023 STATE OF ALLYSHIP-IN-ACTION



PRESENTED BY:

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(she/her/hers)

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THE STATE OF

# ALLYSHIP-IN-ACTION

2023 RESEARCH STUDY RESULTS





To accelerate the advancement of all women to drive individual and organizational growth and impact.

...with a belief that gender is a gateway to equally important conversations in support of other underrepresented and marginalized groups.



# WHY THE RESEARCH?

THE IMPORTANCE OF THE STUDY\*



**GENDER  
EQUITY**



**BIAS AS A  
START**



**AWARENESS  
TO ACTION**

- A FOCUSED EFFORT ON ALLYSHIP PLUS PERSPECTIVES FROM MEN
- EXPANDED FROM BENCHMARK STUDY IN 2022

# DICTIONARY.COM'S 2021 WORD OF THE YEAR!

2021 WORD OF THE YEAR | SEE WHY

**allyship** [ al-ahy-ship ] [SHOW IPA](#)  

*noun*

- 1 the status or role of a person who advocates and actively works for the inclusion of a marginalized or politicized group in all areas of society, not as a member of that group but in solidarity with its struggle and point of view and under its leadership:

*Genuine allyship does not come with special recognition—we do not get awards for confronting issues people have to live with every day.*

# DICTIONARY.COM'S 2022 WORD OF THE YEAR!

2022 WORD OF THE YEAR | SEE WHY

**woman** [ woom-uhn ] [SHOW IPA](#)  

*noun, plural wom-en*  [wim-in].

- 1 an adult female person.: Compare [man](#) (def. 1), [girl](#) (def. 1).
- 2 a female employee or representative:  
*A woman from the real estate agency called.*
- 3 women collectively:  
*Woman is no longer subordinate to man.*



# WHO RESPONDED?

## General Sample

Additional sampling was completed to further boost the numbers of “intersectional” women included in this year’s study.



**60 DAYS**

MARCH - MAY 2023



**1423**

RESPONSES



**BALANCE**

ROLES TENURE AGES



**24%**

MID-MARKET

**76%**

LARGE ENTERPRISE



**CROSS-INDUSTRY**

PHARMACEUTICAL AND MEDICAL PRODUCTS, TECH SOFTWARE, PROFESSIONAL AND INFORMATION SERVICES, ENGINEERING AND INDUSTRIAL MANUFACTURING, HEALTHCARE SYSTEMS AND SERVICES, OTHERS



**MIXED**

ETHNIC BACKGROUND  
(3 OUT OF 4 WHITE)



**GENDER**

**66%**

WOMEN

**26%**

MEN

**8%**

NON-BINARY



# WHO RESPONDED?

## WILMAH Sample



**60 DAYS**

MARCH - MAY 2023



**115**

TOTAL RESPONSES



**101**

WOMEN

**24**

MEN

Note:  
Small base size of men.



## AGE/TENURE

SKEWED OLDER THAN GENERAL SAMPLE. BUT GOOD BALANCE ACROSS ALL AGE SEGMENTS

1 OUT OF 4 WILMAH PARTICIPANTS THERE 15+ YEARS



## LEVEL

COMPARED TO GENERAL SAMPLE, LESS WILMAH PARTICIPATION AT VP AND ABOVE LEVELS



## ETHNIC BACKGROUND

HIGHER % OF WHITE/CAUCASIAN COMPARED TO GENERAL SAMPLE (9 OUT OF 10 WHITE/CAUCASIAN)



Diversity And Inclusion

# Research: Men Are Worse Allies Than They Think

by David G. Smith, W. Brad Johnson, Kim Graham Lee, and Jeanette Thebeau

October 07, 2022



Studio Firma/Stocksy

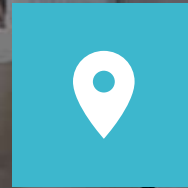
# GENERAL ATTITUDES TOWARD ORGANIZATION & MANAGER, WHILE HIGH, ARE EVEN HIGHER FOR MEN



88% M (93%)

82% W (83%)

RECOMMEND AS  
GREAT PLACE TO WORK



92% M (87%)

80% W (79%)

LOYAL/  
PLAN TO STAY

AND, WOMEN WERE ALSO LOWER ON AGREEMENT ON....

96% M (86%)

72% W (78%)

MY MANAGER IS HIGHLY  
SUPPORTIVE OF ME

92% M (80%)

70% W (73%)

MY EFFORTS AND  
CONTRIBUTIONS ARE  
RECOGNIZED AND VALUED

75% M (77%)

64% W (68%)

MY ORGANIZATION  
CARES ABOUT ME AS A  
PERSON

# WILMAH MEN ARE MORE FAVORABLE ON PROGRESS; TRANSPARENCY LOWER THAN OTHER COMPANIES FOR BOTH WILMAH MEN AND WOMEN

(% WHO “STRONGLY” AND “SOMEWHAT AGREE”)

**M**

**91%**  
(92%)

**79%**  
(70%)

**48%**  
(70%)

Great progress in advancing women into leadership roles.

Great progress in advancing other underrepresented groups into leadership roles.

Transparency with information and metrics around the advancement of women and other underrepresented groups.

**W**

**77%**  
(77%)

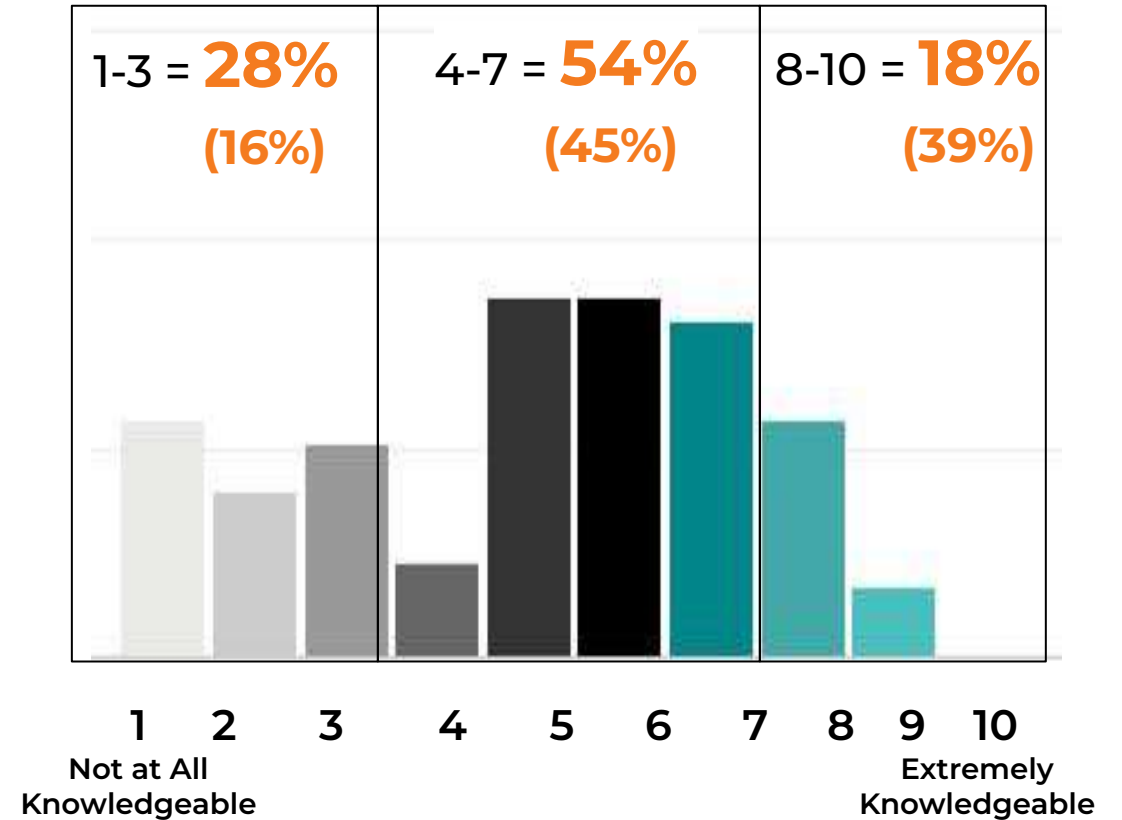
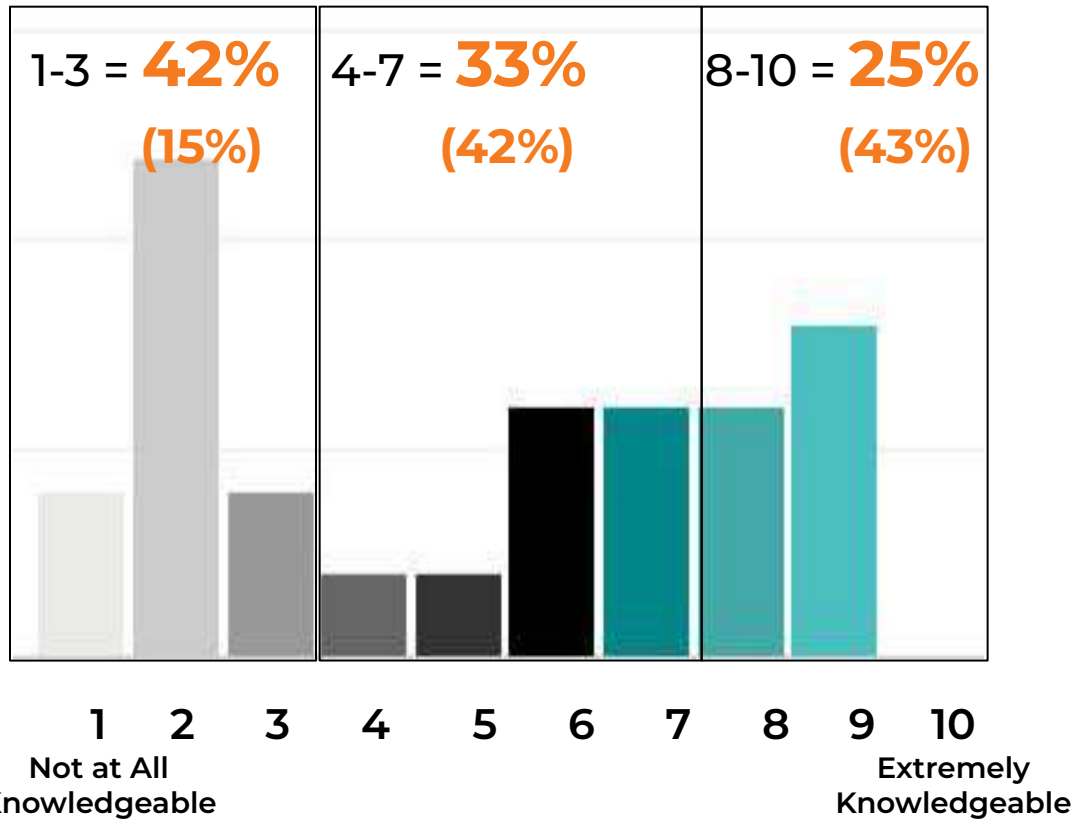
**51%**  
(56%)

**38%**  
(57%)

# HOW ALLYSHIP WAS DEFINED IN OUR SURVEY

**Allyship** is about people taking actions to support, amplify, and advocate for others, especially for others who don't belong to the same societal group or have the same level of privilege or influence.

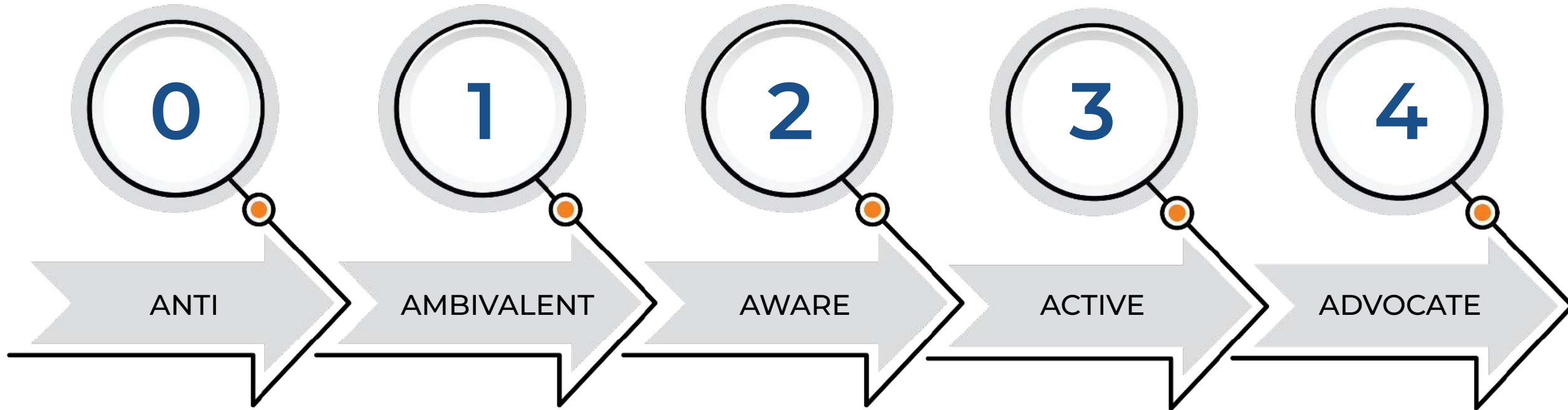
# WILMAH MEN AND WOMEN BOTH SELF-REPORT LOWER LEVELS OF ALLYSHIP KNOWLEDGE



**M** AVG: **5.7** (6.5)

**W** AVG: **5.2** (6.3)

# ALLYSHIP AS A CONTINUUM



**Actively work against women in the workplace,** degrading and devaluing female colleagues on a regular basis

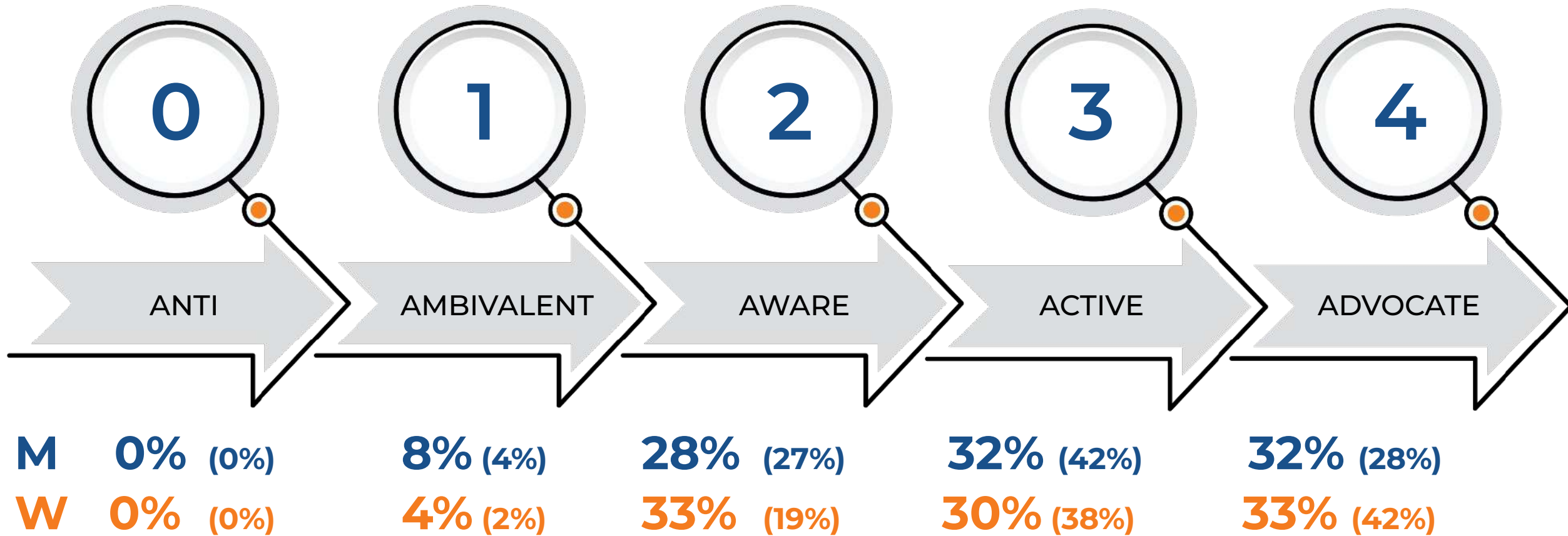
May not realize they are **hindering equality in the workplace,** and may even be indifferent to the concept of allyship

Express some interest **and/or desire to engage women in the workplace,** and are in the process of learning and observing

**Well-informed and willing to engage women,** and as supporters are observing, sharing and learning to influence others

**Visible in supporting women and encouraging others to do the same,** they make intentional choices to advance women in the workplace

# WHERE WOULD OTHERS PUT YOU ON ALLYSHIP FOR WOMEN?



# MEN AND WOMEN SEE **MEN ACTING AS ALLIES FOR WOMEN** IN THEIR ORGANIZATION DIFFERENTLY – AT ALL LEVELS

**M**  
**75%**  
(67%)

**% PERCEIVED MEN AS  
“ACTIVE” OR “ADVOCATE”**

**W**  
**40%**  
(41%)

Executive/C-Suite

**67%**  
(56%)

Middle to Senior Management

**37%**  
(32%)

**58%**  
(40%)

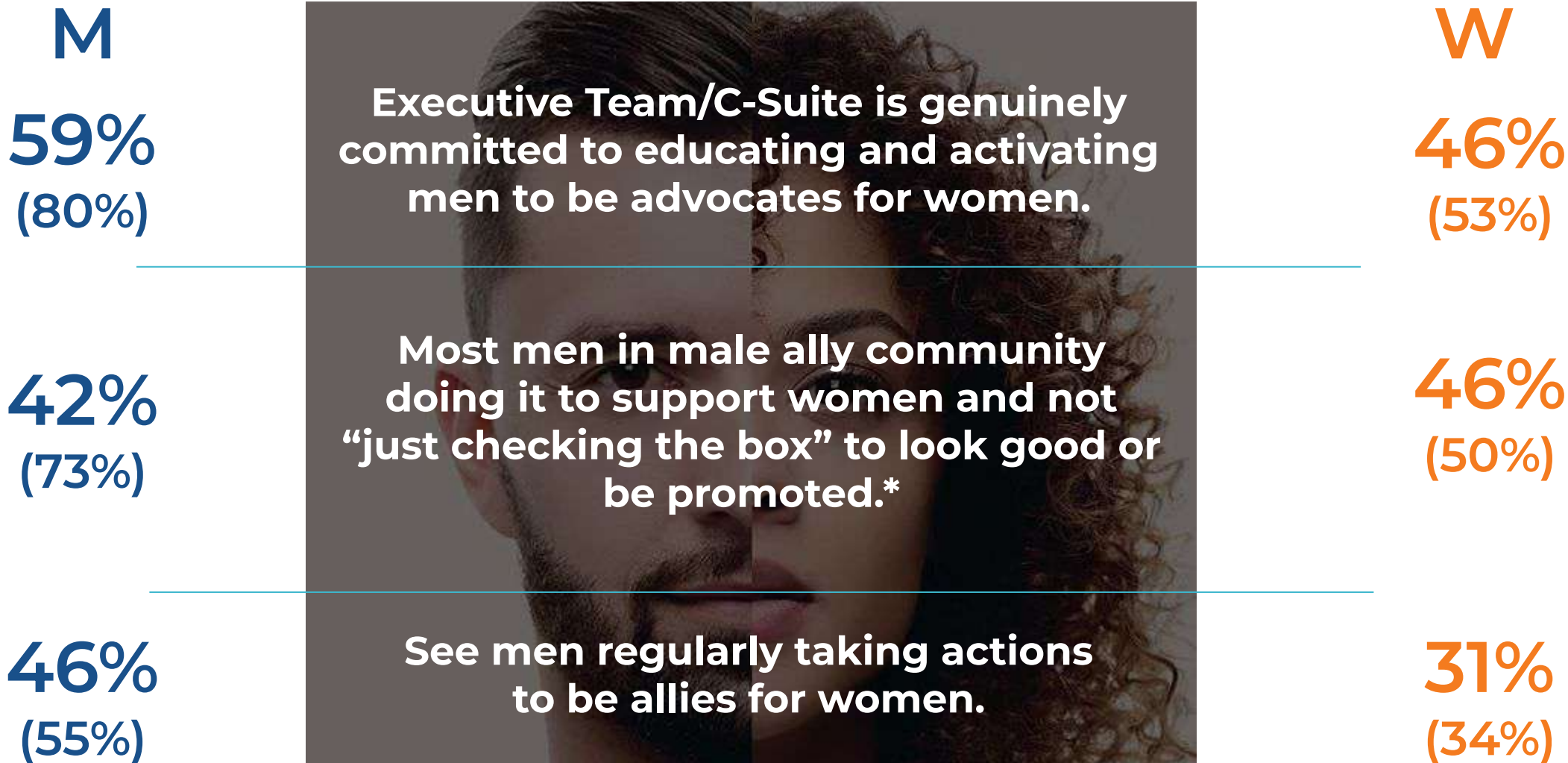
Lower Management

**30%**  
(27%)



AND LARGELY VIEW THE **PRACTICE OF ALLYSHIP** DIFFERENTLY. WILMAH MEN EXPRESS LOWER LEVELS OF EXEC. TEAM/C-SUITE COMMITMENT AND “AUTHENTIC” ALLYSHIP.

(% WHO “STRONGLY” AND “SOMEWHAT AGREE”)



\*Based on those reporting a male ally community at WILMAH.

# WHAT DOES THE PRACTICE OF ALLYSHIP LOOK LIKE? (PERCEIVE HAPPENING “ALWAYS” OR “FREQUENTLY”)



# WHAT DOES THE PRACTICE OF ALLYSHIP LOOK LIKE? (PERCEIVE HAPPENING “ALWAYS” OR “FREQUENTLY”)





DO YOU HAVE A STORY WITHIN  
THE PAST YEAR OF A MAN  
**BEING AN ADVOCATE FOR A  
WOMAN IN YOUR ORGANIZATION?**



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A  
MAN **BEING AN ADVOCATE FOR A WOMAN** IN YOUR  
ORGANIZATION?

President handing over reins to a  
new woman president coming in.



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A MAN **BEING AN ADVOCATE FOR A WOMAN** IN YOUR ORGANIZATION?

I work with an executive leader who has five direct reports he hired, three of which are women, in a historically male-dominated industry. He has championed these women and other women in the organization and has seen them perform well. Two of them promoted are being promoted to higher level positions in other parts of the business, in part due to his mentorship.



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A MAN **BEING AN ADVOCATE FOR A WOMAN** IN YOUR ORGANIZATION?

*My own manager regularly advocates for women after being educated by his female employees. They explained they often are questioned at a SME level and interrupted, and then demonstrated that for him live when a male and female engineer (the female engineer was the SME, the male engineer was in training) gave a presentation at an industry conference, and the male engineer was taken at face value by other men in the crowd. The female engineer was both regularly interrupted, and consistently questioned by male attendees until the male manager agreed with her. When my manager saw it happening in real time, his attitude towards the way men and women in the IT workplace are treated changed dramatically, and he has been an ally ever since.*



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A MAN **BEING AN ADVOCATE FOR A WOMAN** IN YOUR ORGANIZATION?

**My manager, (NAME SHARED), is an exemplary employee when it comes to this. He truly is the entire NA team's ally, and has completely made the female team members feel heard, seen, and acknowledged. I do not feel discriminated against in any way, and know that he is intolerant of that behavior on all levels.**





DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A MAN **BEING AN ADVOCATE FOR A WOMAN** IN YOUR ORGANIZATION?

My boss helping me the last few months with my personal life and work life balance due to medical issues with my child. He has been unbelievably supportive!



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A MAN **BEING AN ADVOCATE FOR A WOMAN** IN YOUR ORGANIZATION?

I have repeatedly been supported and mentored by a specific male member of leadership who has never questioned my contributions based on me being a woman and has consistently encouraged me and pushed me to do what any strong contributor should do, regardless of my gender. He has also advocated for me when I am not there, in succession planning and yearly performance reviews.

# HOW DOES GENDER BIAS PLAY OUT IN THE WORKPLACE?



## Likeability/ Tightrope Bias

Women being judged for being too nice or too tough



## Performance/ Prove It Again Bias

Women having their expertise questioned more than men



## Affinity Bias

People will gravitate to people who look and think like them



## Maternal/ Paternal Bias

Women being judged as less committed



## Attribution Bias

Women viewed as less competent than men, given less credit and recognition for accomplishments and more blame for mistakes.



Microaggressions are subtle, often unconscious messages that devalue, discourage and impair workplace performance.

These reveal what's happening day-in and day-out — and the real need for allyship in the workplace!



# Death by a Thousand Paper Cuts

**66%**

of WILMAH  
women  
(72%)

# WE ASKED TWO QUESTIONS

1

Based on your own experience or what you have observed, how often do you believe these things (*14 different microaggressions listed*) happen to women within your organization?

2

How often do you believe these things have happened to you within the past year?

# TOP FIVE MICRO- AGGRESSIONS REPORTED

Being interrupted or spoken over more often than others.

Having their judgment questioned in their area of expertise.

Being asked to do the “officework” (e.g., schedule meetings, take notes, etc.)

Not being given credit for contributions made.

Being overlooked for a promotion or stretch assignment.

# BEING INTERRUPTED OR SPOKEN OVER.

% “ALWAYS” OR “FREQUENTLY”

Believe this happens to women in your organization

Believe this has happened to you within the past year

MEN

WOMEN

4%  
(21%)

23%  
(36%)

0%  
(8%)

19%  
(22%)



# HAVING THEIR JUDGMENT QUESTIONED IN THEIR AREA OF EXPERTISE.

% “ALWAYS” OR “FREQUENTLY”

Believe this happens to women  
in your organization

Believe this has happened to  
you within the past year

MEN

WOMEN

0%  
(9%)

23%  
(32%)

4%  
(6%)

17%  
(22%)

# BEING ASKED TO DO THE “OFFICEWORK.”

(e.g., schedule meetings, take notes, etc.)

% “ALWAYS” OR “FREQUENTLY”

Believe this happens to women  
in your organization

Believe this has happened to  
you within the past year

MEN

WOMEN

8%  
(14%)

23%  
(36%)

4%  
(3%)

13%  
(21%)

# NOT BEING GIVEN CREDIT FOR CONTRIBUTIONS MADE.

% “ALWAYS” OR “FREQUENTLY”

Believe this happens to women  
in your organization

Believe this has happened to  
you within the past year

MEN

WOMEN

0%  
(10%)

20%  
(27%)

4%  
(6%)

20%  
(19%)

# BEING OVERLOOKED FOR A PROMOTION OR STRETCH ASSIGNMENT.

% “ALWAYS” OR “FREQUENTLY”

Believe this happens to women  
in your organization

Believe this has happened to  
you within the past year

MEN

WOMEN

0%  
(6%)

19%  
(27%)

0%  
(5%)

23%  
(19%)

# BEING DISMISSED BECAUSE THEY ARE VIEWED AS TOO NEW/INEXPERIENCED

% “ALWAYS” OR “FREQUENTLY”

MEN

WOMEN

Believe this happens to women  
in your organization

0%  
(6%)

19%  
(22%)

Believe this has happened to  
you within the past year

0%  
(3%)

12%  
(13%)



DO YOU HAVE A STORY WITHIN  
THE PAST YEAR OF A MAN  
**NOT BEING AN ADVOCATE FOR,**  
**OR DEVALUING A WOMAN IN**  
YOUR ORGANIZATION?



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A MAN  
NOT BEING AN ADVOCATE FOR, OR DEVALUING, A WOMAN  
IN YOUR ORGANIZATION?

*An EVP at our company has regularly scheduled 1:1 calls with every man on our leadership team, but not the women leaders. While it may not be intentional, it can be perceived as though he is valuing the men's input more than the women. This is also contrary to his key initiatives to increase diversity in hiring processes.*



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A MAN  
NOT BEING AN ADVOCATE FOR, OR DEVALUING, A  
WOMAN IN YOUR ORGANIZATION?

*Had a senior male leader tell a female colleague that she needed to decide if she wanted to be a good mom or have a good career - because she cannot do both. Witnessed other men not including female voices at the table or rolling their eyes when I have spoken up on a topic possibly outside "my lane" but one I have deep experience on - they do NOT do that to their male colleagues.*

*With a decision to return to the office - the decisions were taken and rules placed without counsel or insights from working parents. They were taken by career men who have always had a spouse at home to take care of everything else. THIS TO ME IS A PRIME EXAMPLE OF NOT SHOWING UP AS AN ALLY.*





DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A MAN  
NOT BEING AN ADVOCATE FOR, OR DEVALUING, A WOMAN  
IN YOUR ORGANIZATION?

A female co-worker in a senior leadership position was told she was being too outspoken regarding interactions with the FDA and following the meeting was excluded from further communications regarding the topic.



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A MAN  
NOT BEING AN ADVOCATE FOR, OR DEVALUING, A WOMAN  
IN YOUR ORGANIZATION?

I have male peers who are regularly invited to vendor meetings or trips that involve a fun addition such as hunting or fishing. Often the vendor will not invite the females of the same managerial level as the men. Typically, they'll just keep the trip quiet so I don't find out about it (or they don't know I do). I was once told the facilities at the event site wouldn't be appropriate for the mixed genders. And not one of the men suggested they host it somewhere else. I've also been told they assumed I wouldn't enjoy it. These were Director, Sr. Director, and VP level peers.



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A MAN **NOT**  
**BEING AN ADVOCATE FOR, OR DEVALUING, A WOMAN** IN YOUR  
ORGANIZATION?

**There is a female in a technical role that requires a lot of trust from others. There is a man that is one step above her who actively works against her. I believe he feels he is being emasculated by her expertise. There are two dynamics at play; she is below him in hierarchy and she is female. Neither of these are important because she knows what she's talking about.**



**WOMEN OF COLOR EXPERIENCE AN  
ADDITIONAL LAYER OF MICROAGGRESSIONS**

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**



# BEING DISMISSED BECAUSE THEY ARE VIEWED AS TOO NEW/INEXPERIENCED

% “ALWAYS” OR “FREQUENTLY”

MEN	WOMEN			
	WHITE	BLACK	ASIAN	ADD'L WOC
6%	22%	46%	27%	19%
3%	13%	23%	19%	13%

Believe this happens to women in your organization

Believe this has happened to you within the past year

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

# EXPRESSING SURPRISE AT THEIR LANGUAGE SKILLS OR ABILITIES

% "ALWAYS" OR "FREQUENTLY"

Believe this happens to women in your organization

Believe this has happened to you within the past year

MEN	WOMEN			
	WHITE	BLACK	ASIAN	ADD'L WOC
3%	9%	29%	19%	19%
3%	5%	27%	11%	9%

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

# BEING CONFUSED WITH SOMEONE ELSE OF SAME RACE/ETHNICITY

% "ALWAYS" OR "FREQUENTLY"

MEN	WOMEN			
	WHITE	BLACK	ASIAN	ADD'L WOC
4%	7%	25%	27%	16%
2%	3%	14%	9%	11%

Believe this happens to women in your organization

Believe this has happened to you within the past year

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

Xiāng Mei  
香美

# NOT USING THEIR APPROPRIATE NAME AND/OR CONSISTENTLY MISPRONOUNCING IT

% “ALWAYS” OR “FREQUENTLY”

Believe this happens to women in your organization

Believe this has happened to you within the past year

MEN	WOMEN			
	WHITE	BLACK	ASIAN	ADD'L WOC
6%	12%	23%	31%	25%
5%	6%	23%	28%	19%

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**





# ASSUMING THAT THEY ARE NOT AN AMERICAN BECAUSE OF THEIR RACIAL OR ETHNIC BACKGROUND

% “ALWAYS” OR “FREQUENTLY”

Believe this happens to women in your organization

Believe this has happened to you within the past year

MEN	WOMEN			
	WHITE	BLACK	ASIAN	ADD'L WOC
5%	4%	15%	25%	13%
2%	1%	4%	17%	12%

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

# WOMEN OF COLOR ALSO REPORT THE HIGHEST LEVELS OF NOT SHOWING UP AUTHENTICALLY AND BRINGING THEIR WHOLE AND TRUE SELF (% WHO "STRONGLY" AND "SOMEWHAT AGREE")

M

14%

I sometimes feel embarrassed, rejected or even punished when speaking up with ideas, questions, concerns or mistakes.

WHITE W

WOC

20%

25%

24%

I sometimes have to adjust my language, grammar, behavior and/or appearance to fit into the culture here at my organization.

24%

36%

78%

I am able to bring my whole and true self to my organization.

78%

63%

73%

I feel a strong sense of belonging here at my organization.

69%

61%

MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH





*As a black lesbian over 40, I've had to mask myself at various other companies. Being at Company X, I am still trying to gauge if masking is still my reality or if Company X truly lives up to its promises.*

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**



MORE SPECIFICALLY, WHAT DO YOU DO TO BETTER FIT IN?

“Code switching” is what it is called. I adjust my accent and vernacular to make others feel comfortable.

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**





*I will call it code switching to conform to the other person's ways. Changing my voice, making sure that I don't say anything that didn't have the correct subject/verb agreement.*

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**



Pretending to be able bodied or to  
hide my disabilities.

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

MORE SPECIFICALLY, WHAT DO YOU DO TO BETTER FIT IN?



I mask my symptoms of neurodivergence: suppress all my emotions because I am a woman.

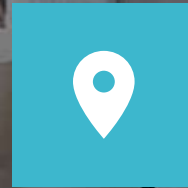
**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

# GENERAL ATTITUDES/LOYALTY TOWARDS ORGANIZATION LOWER FOR WOMEN OF COLOR



84% White W  
78% WOC

RECOMMEND AS  
GREAT PLACE TO WORK



82% White W  
68% WOC

LOYAL/  
PLAN TO STAY

81% White W  
69% WOC

MY MANAGER IS HIGHLY  
SUPPORTIVE OF ME

75% White W  
68% WOC

MY EFFORTS AND  
CONTRIBUTIONS ARE  
RECOGNIZED AND VALUED

71% White W  
58% WOC

MY ORGANIZATION  
CARES ABOUT ME AS A  
PERSON

MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH







**WOMEN ADVOCATING  
FOR WOMEN**

WOMEN ADVOCATING FOR WOMEN REMAINS  
ANOTHER OPPORTUNITY AREA.  
(% WHO “STRONGLY” AND “SOMEWHAT AGREE”)

M

W

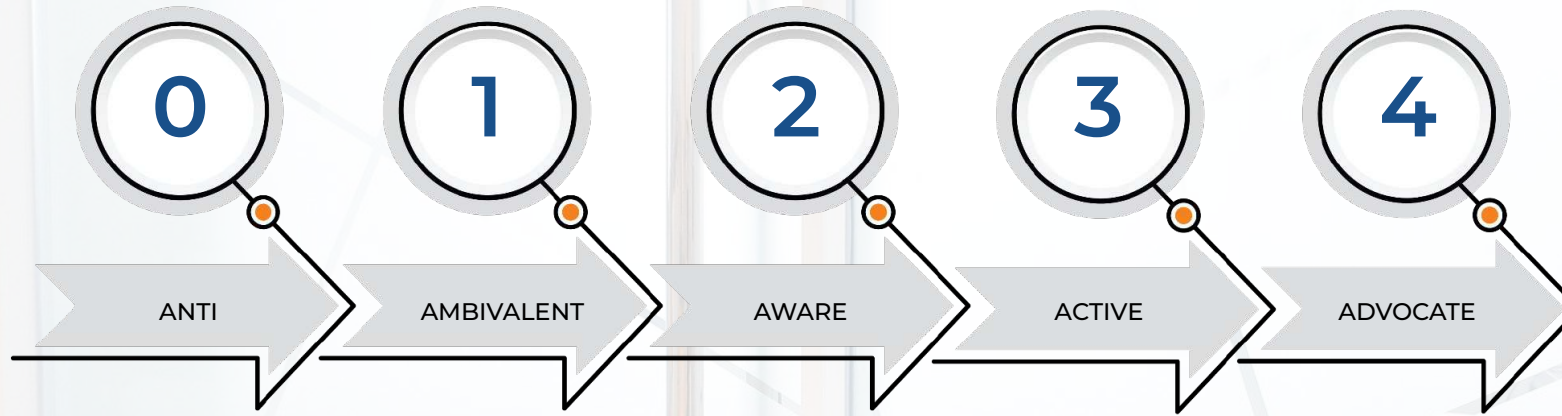
45%  
(55%)

“There are women leaders in  
the organization who could be  
stronger allies for other  
women.”

66%  
(69%)

# WHILE WOMEN ADVOCATING FOR WOMEN CAN IMPROVE ACROSS ALL LEVELS, “THE MIDDLE TO SENIOR MANAGEMENT LEVEL” IS MOST PROBLEMATIC.





**THE PRACTICE OF ALLYSHIP  
TO WOMEN:  
WOMEN ADVOCATING MORE  
THAN MEN FOR WOMEN...**

**BUT OPPORTUNITY TO DO  
BETTER**

**% VIEWED WOMEN AS "ACTIVE" OR "ADVOCATE"**

**WOMEN  
RATING MEN**

**WOMEN RATING  
WOMEN**

**40%**  
(41%)

**Executive  
C-Suite**

**72%**  
(65%)

**37%**  
(32%)

**Middle to Senior  
Management**

**64%**  
(62%)

**30%**  
(27%)

**Lower  
Management**

**47%**  
(53%)

**WOMEN**



DO YOU HAVE A STORY WITHIN  
THE PAST YEAR OF A WOMAN  
**BEING AN ADVOCATE FOR  
ANOTHER WOMAN IN YOUR  
ORGANIZATION?**



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A  
WOMAN **BEING AN ADVOCATE FOR ANOTHER**  
WOMAN IN YOUR ORGANIZATION?

Women speaking up when men first ask one of two senior female leaders in a meeting of mainly men to take minutes, when there are men in more junior positions who would be more appropriate to do it. It was done in a joking manner, but had the effect of changing the assignment to someone else.



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A WOMAN  
**BEING AN ADVOCATE FOR ANOTHER WOMAN** IN YOUR  
ORGANIZATION?

Personally, I feel supported and allyship with the two women who I report up through, my direct manager as well as her manager. Although a promotion was not possible, I was given additional monetary compensation for my efforts in 2022.



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A WOMAN  
BEING AN ADVOCATE FOR ANOTHER WOMAN IN YOUR  
ORGANIZATION?

*I have been in a situation where my personal life was overwhelming and spilling over in work life. I had a team member quietly ask me if I was ok, and was a safe place to cathartically talk with no judgement and no worry that it would be made public within the organization. Just that action alone helped me to focus on my day and get back to work.*





DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A WOMAN  
BEING AN ADVOCATE FOR ANOTHER WOMAN IN YOUR  
ORGANIZATION?

**I had the opportunity to interview for my current role through the female leader incumbent in the role. I was at a different company, but we had connected and shared best practices in our functional roles. When the time came for her to move on to a new role, she not only recommended me for the role but then supported me with weekly touchbases once I was in the role to help get me up to speed.**



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A WOMAN  
**BEING AN ADVOCATE FOR ANOTHER WOMAN** IN YOUR  
ORGANIZATION?

Our new vice president is very outspoken about the women's leadership in our company and how proud she is of that and wants to encourage all females within the company to aspire for more.

A woman with curly hair, wearing a light grey suit and black high heels, sits in a black chair in the center of a busy office hallway. She has her arms crossed and is looking directly at the camera. The background is filled with blurred figures of people walking, creating a sense of motion and activity. The lighting is bright and even.

**BIAS IS  
RECOGNIZED AS A  
PRIMARY REASON**

**WOMEN ARE  
NOT ADVOCATING  
FOR OTHER  
WOMEN**

# WILMAH WOMEN ARE NOT ADVOCATING FOR OTHER WOMEN ALSO BECAUSE OF BELIEF THAT “THEY NEED TO FIGURE IT OUT JUST LIKE THEY DID”

- 25%** (31%) Hold some of the **same biases that men hold against women** in the workplace and may not recognize what they are or are not doing.
- 2%** (8%) Hold some of the **same biases based on race, ethnicity, sexual orientation, etc.** and are not supporting women who are different from them.
- 27%** (39%) **TOTAL BIAS AS REASON**

- 30%** (27%) **Believe that other women need to advance/”figure it out” just like they did**
- 9%** (11%) Like being “the only” woman at the table or at that level
- 3%** (8%) Concerned that they might be penalized for supporting other women
- 6%** (15%) Other reason

%’s based on the 55% base of female WILMAH respondents who believe their organization has a challenge of women advocating for other women



DO YOU HAVE A STORY WITHIN  
THE PAST YEAR OF A WOMAN  
**NOT BEING AN ADVOCATE FOR,  
OR DEVALUING ANOTHER  
WOMAN IN YOUR ORGANIZATION?**



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A  
WOMAN NOT BEING AN ADVOCATE FOR, OR DEVALUING,  
ANOTHER WOMAN IN YOUR ORGANIZATION?

*I was backing up another team member while they were on leave, and one of their field reps called in and started to make it very clear by her tone of voice and assertiveness, that she was in charge and I was the subordinate, and if I could not handle the task, she would let others know of my incompetence, she judged me and de-valued me and didn't even know me.*



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A  
WOMAN NOT BEING AN ADVOCATE FOR, OR DEVALUING,  
ANOTHER WOMAN IN YOUR ORGANIZATION?

*A recent female leader started to exclude other females from leadership engagements, citing that it wasn't approved by our Senior Leader. I expect women in a place of influence to advocate for inclusion of expertise. Somehow, those events went from having other senior leaders at the table - to just her. I heard a woman tell an expectant father that she didn't care about his personal life and to figure it out like she had. I more and more believe we must support male leaders and encourage male leaders to also take action in their family lives. I witnessed a woman speaking over and shaming a junior female colleague in front of senior leadership - not for a minute recognizing a different expertise in the room.*



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A  
WOMAN **NOT BEING AN ADVOCATE FOR, OR DEVALUING,**  
ANOTHER WOMAN IN YOUR ORGANIZATION?

Women at mid and lower management  
minimizing the contributions of peers.  
Challenging them and their expertise  
openly in governance meetings.





DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A WOMAN **NOT BEING AN ADVOCATE FOR, OR DEVALUING, ANOTHER WOMAN** IN YOUR ORGANIZATION?

There was a new female leader in a role who I watched (as a direct report) remove responsibilities and opportunities to connect with and have exposure to senior leadership from another female leader (her direct report) what this female leader had previously been doing. She took the ownership, exposure, and credit for her direct report's work, instead of supporting and elevating her direct report.



DO YOU HAVE A STORY WITHIN THE PAST YEAR OF A WOMAN **NOT**  
**BEING AN ADVOCATE FOR, OR DEVALUING, ANOTHER WOMAN IN**  
YOUR ORGANIZATION?

**Our C-level manager is NOT an advocate for other women. I believe she likes being “the only” one up at that level.**

A woman with dark, curly hair, wearing a light blue button-down shirt and a grey skirt, is sitting in a black office chair at a wooden desk. She has a serious expression and is looking slightly to the right. On the desk in front of her is a laptop, a notebook, and a coffee cup. The background is a blurred office environment with a whiteboard and a door.

**BIAS APPEARS TO BE  
EVEN MORE AT PLAY  
IN IMPACTING BLACK  
WOMEN**

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**



# BIAS APPEARS TO BE EVEN MORE AT PLAY IN IMPACTING BLACK WOMEN

ALMOST 9 OUT OF 10 BLACK WOMEN (VERSUS 2 OUT OF 3 WOMEN OVERALL) BELIEVE THERE ARE WOMEN WHO COULD BE STRONGER ALLIES FOR OTHER WOMEN IN THEIR ORGANIZATION.

- 23%** Hold some of the **same biases that men hold against women** in the workplace and may not recognize what they are or are not doing.
- 39%** Hold **some of the same biases based on race, ethnicity, sexual orientation, etc.** are are not supporting women who are different from them.
- 62%** **TOTAL BIAS AS REASON**
  - 18%** Believe that other women need to advance/"figure it out" just like they did
  - 9%** Like being "the only" woman at the table or at that level
  - 4%** Concerned that they might be penalized for supporting other women
  - 7%** Other reason

%'s based on the entire base of Black female respondents who do believe their organization has a challenge of women being allies for other women (88%)

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

# PERFORMATIVE VS. AUTHENTIC/EFFECTIVE ALLYSHIP

*“When it comes to allyship to you and other women like you in your organization with different identities, there are two extremes of allyship attitudes and behaviors - Authentic/Effective Allyship and Performative Allyship.*

*Where do you think most “allies” fall on this scale?”*

**Authentic/Effective Allyship:** “Allies” are showing up for me/other women like me and taking action based on advocacy for me/others like me. They genuinely care and are driving to real change.

**Performative Allyship:** “Allies” are claiming to advocate for me/other women like me but aren’t really walking the talk and taking real action to drive change. They may also be doing it for their own self-interest and/or may feel “forced” to “show up.”

**ALLYSHIP IS  
PRIMARILY SEEN BY  
INTERSECTIONAL WOMEN  
AS “PERFORMATIVE.”**

**63%**

Performative

**37%**

Authentic/Effective

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

# WHITE WOMEN AND WHITE MEN ARE MENTIONED MOST OFTEN AS “PERFORMATIVE ALLIES” TO WOMEN OF COLOR.

**28%**

White Women

**26%**

White Men

**9%**

Non-White Women

**6%**

Non-White Men

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**





IF YOU COULD ADVISE THE LEADERSHIP OF YOUR ORGANIZATION ON THE ONE THING THEY COULD DO TO BETTER INCLUDE YOU AND OTHERS LIKE YOU, WHAT WOULD YOU TELL THEM?

Just ask for our involvement and truly listen to our voices when you do. A lot of the acts of inclusion are just that, acts. They are not truly commitments that make a difference. Many of the "actions" are just for the sake of checking the box.

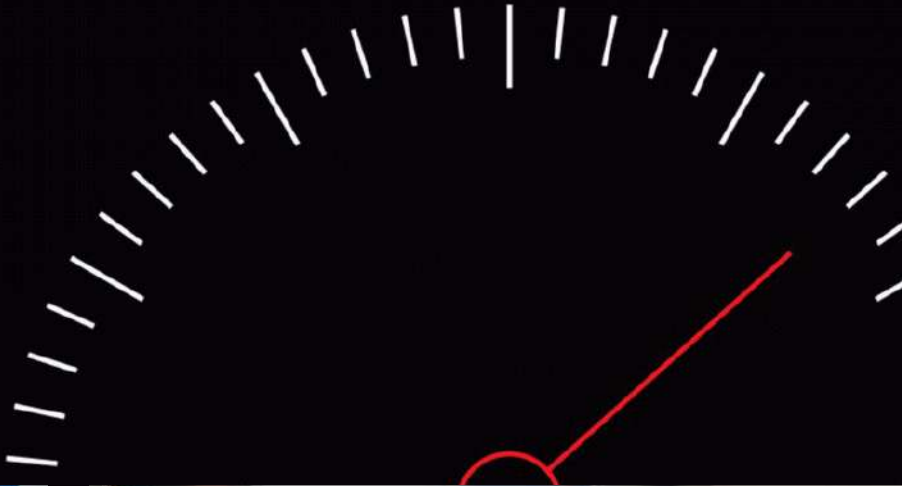
**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**







# AWARENESS OF PROGRAMMING TO MOVE THE NEEDLE



**73%** (84%)

UNCONSCIOUS BIAS TRAINING IN ORG.

**56%** (79%)

MEN SAY THEY HAVE PARTICIPATED

**58%** (67%)

WOMEN SAY THEY HAVE PARTICIPATED



**22%** (52%)

ALLYSHIP TRAINING IN ORG.

**8%** (37%)

MEN SAY THEY HAVE PARTICIPATED

**7%** (22%)

WOMEN SAY THEY HAVE PARTICIPATED



**6%** (29%)

MALE ALLYSHIP COMMUNITY IN ORG.

**8%** (35%)

MEN SAY THEY PARTICIPATE



**35%**

**INVOLVEMENT IN MALE  
ALLY COMMUNITY AMONG  
THOSE AWARE**

**MEN PARTICIPATING IN  
ALLYSHIP COMMUNITIES  
ARE MORE DISCERNING  
THAN THE OVERALL MALE  
SAMPLE AND ARE...**

**BRIDGING THE  
ALLYSHIP GAP**

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

# BEING INTERRUPTED OR SPOKEN OVER

% "ALWAYS" OR "FREQUENTLY"

Believe this happens to women in your organization

Believe this has happened to you within the past year

MEN  
NO AC

MAC

WHITE  
WOMEN

WOMEN  
OF COLOR

17%

35%

37%

41%

4%

12%

22%

25%

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

# HAVING THEIR JUDGMENT QUESTIONED IN THEIR AREA OF EXPERTISE

% “ALWAYS” OR “FREQUENTLY”

Believe this happens to women  
in your organization

Believe this has happened to  
you within the past year

MEN  
NO AC

MAC

WHITE  
WOMEN

WOMEN  
OF COLOR

6%

13%

33%

41%

5%

1%

22%

22%

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

# BEING ASKED TO DO THE “OFFICEWORK”

(e.g., schedule meetings, take notes, etc.)

% “ALWAYS” OR “FREQUENTLY”

Believe this happens to women in your organization

Believe this has happened to you within the past year

MEN  
NO AC

MAC

WHITE  
WOMEN

WOMEN  
OF COLOR

9%

25%

38%

35%

6%

3%

21%

23%

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

# NOT BEING GIVEN CREDIT FOR CONTRIBUTIONS MADE

% “ALWAYS” OR “FREQUENTLY”

MEN  
NO AC

MAC

WHITE  
WOMEN

WOMEN  
OF COLOR

9%

16%

26%

38%

6%

5%

19%

26%

Believe this happens to women in your organization

Believe this has happened to you within the past year

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**



# BEING OVERLOOKED FOR A PROMOTION OR STRETCH ASSIGNMENT

% "ALWAYS" OR "FREQUENTLY"

MEN  
NO AC

MAC

WHITE  
WOMEN

WOMEN  
OF COLOR

4%

6%

27%

36%

9%

1%

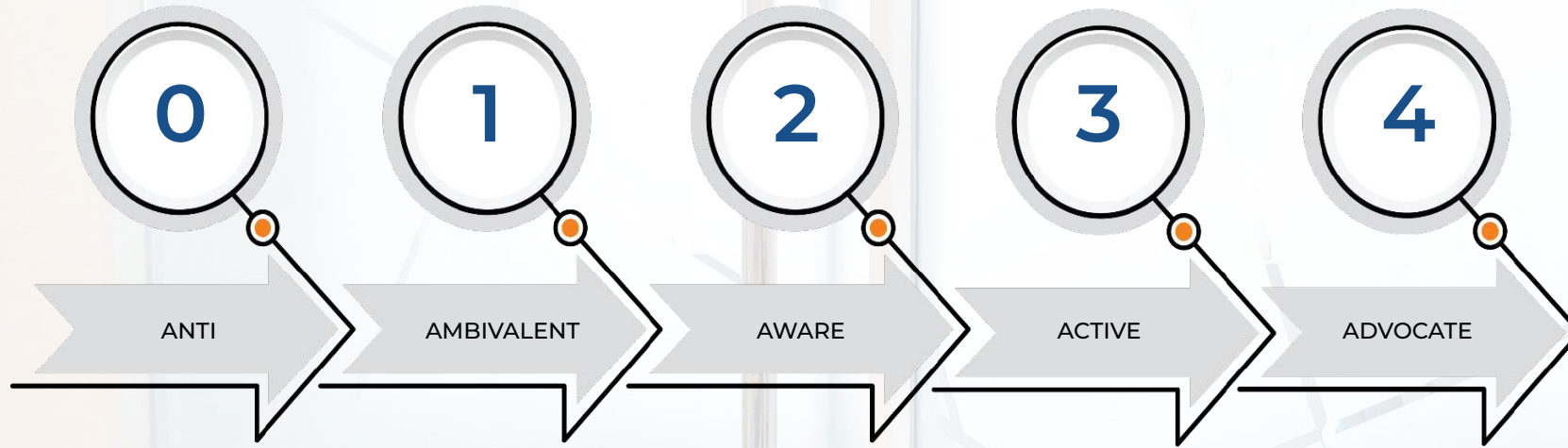
19%

30%

Believe this happens to women in your organization

Believe this has happened to you within the past year

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**



**BUT, MEN WHO PARTICIPATE IN ALLYSHIP COMMUNITIES BRIDGE THIS PERCEPTION TOO**

**% VIEWED MEN AS "ACTIVE" OR "ADVOCATE"**

M/ No AC	MAC	W
78%	69%	Executive C-Suite 45%
68%	57%	Middle to Senior Management 36%
52%	37%	Lower Management 28%

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**



# THEY ARE ALSO MORE DISCERNING ON THE PROGRESS BEING MADE

M/  
No AC

MAC

W

89%

84%

Great progress in advancing women into leadership roles.

72%

79%

65%

Great progress in advancing other underrepresented groups into leadership roles.

55%

61%

55%

Transparency with information and metrics around the advancement of women and other underrepresented groups.

46%

**MULTI-COMPANY  
DATA RESULTS: NOT  
SPECIFIC TO WILMAH**

MEN NON-PARTICIPANTS / MEN IN ALLYSHIP COMMUNITIES / WOMEN



**YET THEY ALSO REPORT SEEING MEN ACTING AS ALLIES MORE — AND PERSONALLY TAKING ACTIONS MORE — THAN THE OVERALL MALE SAMPLE**

**M/  
No AC**

**46%**

**50%**

**MAC**

**63%**

**63%**

**See men regularly taking actions to be allies for women**

**There are women leaders in their organization who could be stronger allies for other women**

**% WHO “STRONGLY” AND “SOMEWHAT AGREE”**

**W**

**28%**

**73%**

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

**MEN NON-PARTICIPANTS / MEN IN ALLYSHIP COMMUNITIES / WOMEN**



A man in a dark suit and light blue shirt is shown in profile, looking down and to the right. He has his right hand pressed against his forehead, suggesting deep thought or stress. The background is a blurred office or industrial setting with warm, bokeh-style lighting.

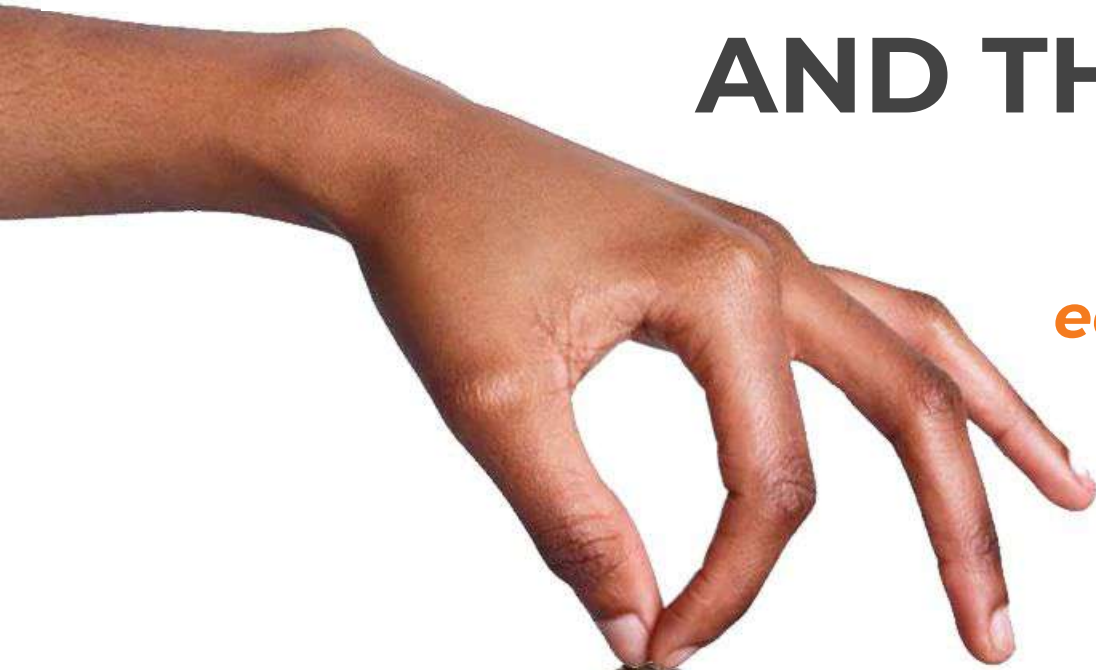
**THERE IS A SEGMENT OF MEN  
CHALLENGED BY THE FOCUS ON  
GENDER EQUITY**

# AND THAT IS 1 OUT OF 3-4 MEN

*“With the increased focus on gender equity, I sometimes feel that I am now at a disadvantage to advance in my career.”*

**33%** STRONGLY AGREE/SOMEWHAT AGREE  
(25%)

Based on our total sample, these men report microaggressions happening to women less frequently than other men and also report a higher incidence of microaggressions against themselves.



# BEING OVERLOOKED FOR A PROMOTION OR STRETCH ASSIGNMENT.

% "ALWAYS" OR "FREQUENTLY"

MEN- DON'T FEEL  
DISADVANTAGED

MEN- FEEL  
DISADVANTAGED

WOMEN

Believe this happens to women  
in your organization

8%

2%

27%

Believe this has happened to  
you within the past year

2%

15%

20%

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

# HAVING THEIR JUDGMENT QUESTIONED IN THEIR AREA OF EXPERTISE.

% "ALWAYS" OR "FREQUENTLY"

MEN- DON'T FEEL DISADVANTAGED

MEN- FEEL DISADVANTAGED

WOMEN

Believe this happens to women in your organization

12%

5%

32%

Believe this has happened to you within the past year

4%

15%

20%

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

# NOT BEING GIVEN CREDIT FOR CONTRIBUTIONS MADE.

% “ALWAYS” OR “FREQUENTLY”

MEN- DON'T FEEL  
DISADVANTAGED

MEN- FEEL  
DISADVANTAGED

WOMEN

Believe this happens to women  
in your organization

14%

5%

27%

Believe this has happened to  
you within the past year

3%

18%

20%

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

## WHAT ELSE WE KNOW ABOUT THESE MEN...

- **1 out of 2** are at the “Manager” level
- Don't feel as supported by their manager
- Don't feel their efforts are recognized as much
- Generally feel a lower sense of belonging to the organization
- Higher reported level of burnout
- Less likely to have a woman in their personal life who has had workplace challenges
- More likely to be married and with children under 18

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**



# AND THEY AREN'T PARTICIPATING AS MUCH IN RELEVANT TRAINING AND EDUCATION

Men Who Don't Feel Disadvantaged

37%

Unconscious Bias Training

31%

Allyship Training

29%

Established Male Ally Community

Men Who Feel Disadvantaged

22%

17%

14%



**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

# AND THEIR SELF-REPORTED KNOWLEDGE OF ALLYSHIP IS DIRECTIONALLY LOWER THAN THOSE OF OTHER MEN

Men Who Feel Disadvantaged

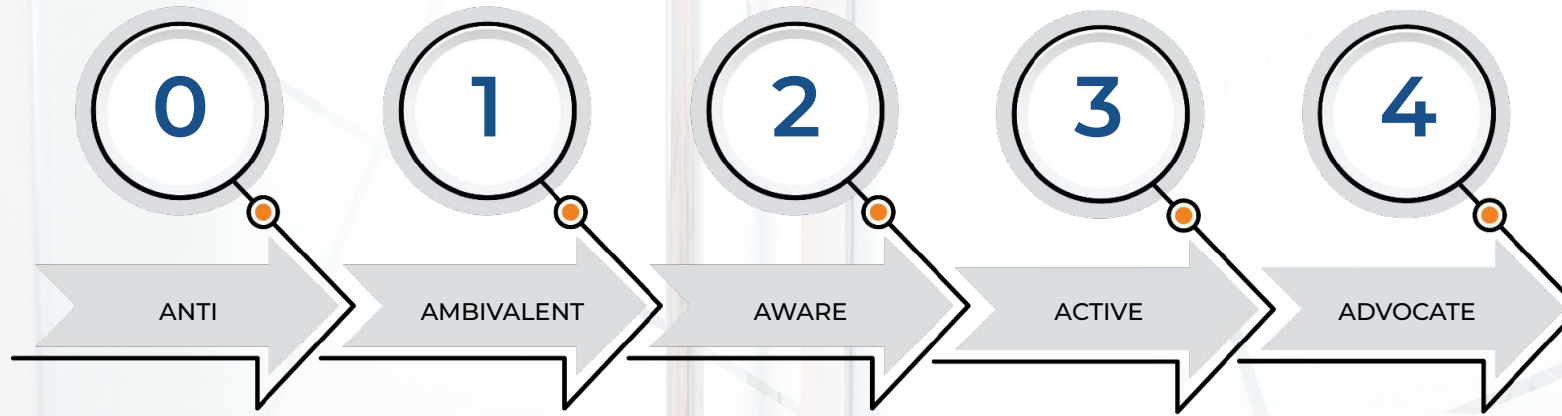
**6.2**

**vs.**

Men Who Do Not Feel Disadvantaged

**6.8**

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**



**THESE “DISADVANTAGED” MEN SEE MEN AT ALL LEVELS MORE FAVORABLY AS ALLIES TO WOMEN. THEY ALSO THINK OTHERS VIEW THEM HIGH ON THE ALLYSHIP CONTINUUM.**

**% VIEWED MEN AS “ACTIVE” OR “ADVOCATE”**

FEEL DISADVANTAGED

NOT FEEL DISADVANTAGED

**79%**

Executive C-Suite

**63%**

**66%**

Middle to Senior Management

**50%**

**46%**

Lower Management

**36%**

**72%**

YOU - BASED ON OTHERS’ ASSESSMENT

**70%**

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

# THESE MEN ARE ALSO MORE LIKELY TO REPORT THAT MANY MEN ARE STRUGGLING IN TODAY'S WORKPLACE.

“I think many men are struggling in the workplace today not entirely sure of their role and/or how to behave and work with women and others who may be different from them.”

## % STRONGLY AGREE/SOMEWHAT AGREE

Men Who Feel Disadvantaged

62%

Men Who Do Not Feel Disadvantaged

42%

**MULTI-COMPANY DATA RESULTS: NOT SPECIFIC TO WILMAH**

A diverse group of seven people of various ethnicities, ages, and abilities are laughing and smiling together. They are dressed in casual, contemporary clothing. The background is a plain, light-colored wall with a small plant visible on the right side.

**ALLYSHIP TOWARDS DIFFERENT  
“INTERSECTIONAL GROUPS”**



# WHO IS **MY COMPANY** BEING AN ADVOCATE FOR?

(% Viewed Organization as “Active/Advocate”)



## MEN

All Women	79% (73%)
Black	67% (61%)
LGBTQIA+	67% (61%)
Asian	54% (54%)
LatinX	50% (51%)
All Men	42% (42%)
White/Caucasian	42% (41%)
Veterans/Former Military	42% (40%)
Team Members w/Disabilities	46% (39%)

## WOMEN

All Men	63% (60%)
All Women	61% (55%)
White/Caucasian	56% (55%)
LGBTQIA+	60% (51%)
Black	60% (50%)
Asian	44% (45%)
Veterans/Former Military	43% (44%)
LatinX	44% (43%)
Team Members w/Disabilities	41% (39%)

**OPPORTUNITY IS NOWHERE**

**OPPORTUNITY IS NOWHERE**



**OPPORTUNITY IS NOW HERE**

# OPPORTUNITY IS NOW HERE

- **To accelerate progress.** The numbers didn't move much from last year and tell the same story...including new chapters "beyond gender."
- **To move beyond "Unconscious Bias" and focus more on "Allyship."** Allyship training and allyship community-building are making a difference but still new and often non-existent in organizations.
- **To also include women (and others) in "Allyship" education efforts.** Women do hold some of the same biases that men do and they are also unintentionally hindering other women.
- **To recognize the extra challenges that Women of Color experience.** They, and particularly Black women, experience even more significant "headwinds."

# OPPORTUNITY IS NOW HERE

- **To drive to advocacy through “authentic and effective” allyship.** “Performative allyship” is what most intersectional women are seeing and especially from both white women and men.
- **To still hold men accountable for driving change.** There are still glaring gaps between what men see and women actually experience in the workplace. Men still hold most positions of power and influence.
- **To also support men.** Their roles are evolving at home and in the workplace.
- **To work together to drive systemic and structural change in organizations.**

**OPPORTUNITY IS NOW HERE  
FOR EVERYONE  
TO BE AN ALLY...AND TO...  
EMBRACE THAT JOURNEY**