



LEAPS SAN DIEGO 2022

Regional Workplace Equity Assessment Full Report



LEAD SPONSORS

OTHER MAJOR SPONSORS



TABLE OF CONTENTS

1	Executive Summary
2	Introduction and Background
3	How To Use This Report
4	Our Assessment Methodology
7	Overview of San Diego’s LEAPS Assessment Results
10	Findings: Takeaways from San Diego’s Results
10	Workplace Ecosystem Metric Area (WEMA)
13	Advancement & Compensation Metric Area (ACMA)
16	Policies and Organizational Support Metric Area (POMA)
20	Supervisor Relationships Metric Area (SRMA)
21	Pandemic Influence
24	Our Conclusions
25	Next Steps for Achieving Workplace Equity
27	2022 Visionaries
27	San Diego LEAPS Alliance
28	APPENDIX A: Question Response Tables

EXECUTIVE SUMMARY

Workplace equity is not happening organically. [Women of color still hold disproportionately few top-level positions](#), [gender/race-based pay gaps persist](#), and [nearly a third of American single mothers live in poverty](#). [The most effective solution is for regions to drive local change with strategies built specifically from local benchmarks](#). That is why the Kim Center is partnering with San Diego decision-makers to pilot a uniquely collaborative, data-driven initiative called LEAPS (Leadership in Ecosystems, Advancement, Policies, Supervisors). Together, we aim to prove that a united community can intentionally generate widespread, *measurable* progress in workplace equity.

What is LEAPS? LEAPS is a system of data-driven tools comprised of an Assessment and Playbook designed to guide our progress toward workplace equity. The findings from San Diego's regional Assessment are summarized in this report. The San Diego 2022 Assessment revealed employer performance and worker experiences in five Metric Areas: Workplace Ecosystem, Advancement and Compensation, Policies and Organizational Support, Supervisor Relationships, and Pandemic Impacts. The Assessment was designed by the Kim Center and University of California San Diego to quantify the presence/lack of equity for employees at multiple intersections of identities across sectors, industries, and company size. Through an anonymous, self-reported survey format, the LEAPS Assessment collected regional baseline data to begin demonstrating what measurable progress can look like in San Diego for the first time in history.

Employee surveys were distributed at-large to employees from San Diego organizations via partner networks and social media throughout June 2022. Data was aggregated and analyzed from survey responses by 455 employees working in over 100 San Diego organizations, which represented the local workforce across a wide variety of industries and occupations. Though survey participants varied across a wide range of personal identity categories and professional roles, there was a large representation of women, employees of color, people ages 25-44, individuals with college degrees, caregivers, and people working full-time. Four Metric Areas received Composite Scores between 1-100: Workplace Ecosystem, Advancement and Compensation, Policies and Organizational Support, Supervisor Relationships. The fifth Metric Area, Pandemic Impacts, is currently unscored. Findings for all Metric Areas were categorized into four Response Zones ranging from Doing Well to Problematic, based on their proportion of positive and negative responses.

Data analysis showed that most of our region's findings fall in the Worrisome and Problematic zones, but that should only fuel our determination to achieve workplace equity so we can attract and retain the best talent, and create unprecedented economic and social prosperity. Supporting that evolution in our workplaces means committing to priorities that have the most potential to drive short-term gains and long-term impact for San Diego's workplace culture: eliminating sexual harassment/assault; creating equitable access to pay and career advancement practices for all workers; and universalizing employer policies that drive equity, inclusion, and diversity.

A second survey designed to capture information about human capital and other objective data was shared with employers, but we received only eight responses. This low rate of participation points to a need for workplace equity advocates to intentionally build greater trust and more robust communication channels with employing organizations regarding the need for and benefits of LEAPS. As a result, engaging employers is a San Diego LEAPS priority.

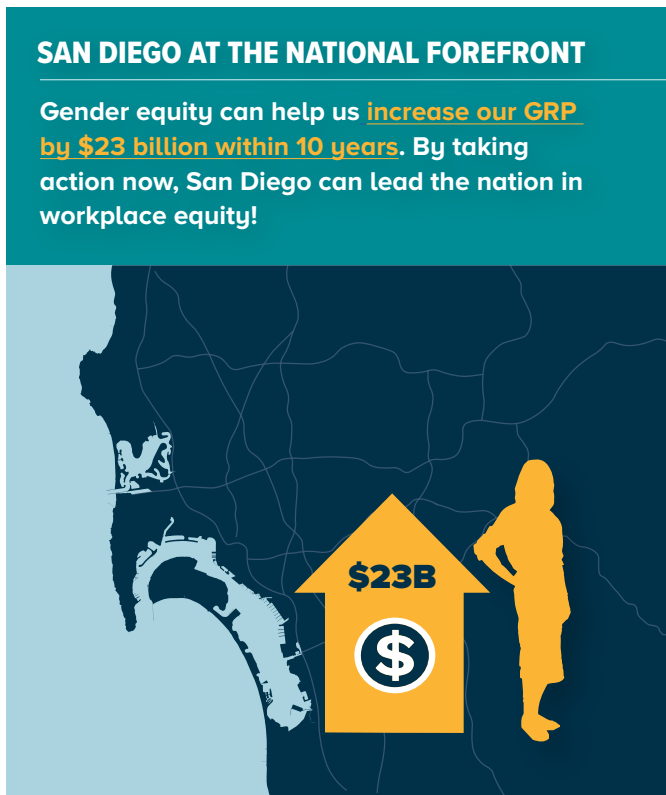
To help our communities address these workplace equity priorities, the Kim Center is harnessing the power of a collaborative group of local leaders, the San Diego LEAPS Alliance, to build a region-specific LEAPS Playbook. Key stakeholder groups (e.g., advocacy organizations, employers, legislators) are meeting in five LEAPS Workshops January through June 2023 to co-design a roadmap of short-term goals within a long-term vision, and each group will commit to small-scale collaborations with tangible milestones. Through the development of the LEAPS Playbook and the implementation of its strategies, we expect that San Diego will lead the nation in achieving the cultural evolution that has eluded our society for so long.

INTRODUCTION AND BACKGROUND

The Kim Center for Social Balance (Kim Center) strives to eliminate discrimination in the workplace. Workplace equity is not just a moral imperative but an economic one as well. Elevating the status of historically disadvantaged groups such as all women, people of color, and other groups at multiple intersections of identity [can give San Diego and its employers a national competitive edge](#) in attracting and retaining talent, as well as maximizing employee productivity and innovation. Improved employee recruitment, retention, and productivity are not only critical to the bottom line of individual companies but are also factors that support the economic health of our entire region. As a result, San Diego County alone [could increase its Gross Regional Product \(GRP\)](#) by \$23 billion within 10 years of achieving workplace equity.

Workplace equity is also a foundational component to the Social Determinants of Health. Research correlates elevated workplace status to increased physical and mental health for marginalized groups throughout our communities, as well as greater resilience to infectious diseases. The COVID-19 pandemic showed us firsthand how economic and workplace inequities can have catastrophic effects on these groups, with [women and communities of color in San Diego suffering the greatest economic losses and negative health impacts of COVID-19](#).

Finally, workplace equity has the ability to create a domino effect of positive outcomes for individuals, families, and communities. Research demonstrates such outcomes include greater family stability, improved child health, [and reduced violence](#). It is our goal to demonstrate that increasing workplace equity can correlate to fewer homeless single mothers, less traction for human trafficking, lower rates of domestic violence, and lower rates of substance abuse, among other issues with which our communities are [struggling](#).



Just what do we mean by workplace equity? Every employee is objectively valued, recognized, and rewarded for their ability to contribute, regardless of their personal identities and backgrounds.

The opposite of workplace equity is discrimination, which lies at the core of ongoing injustices such as pay gaps, sexual harassment/assault, discriminatory policies and practices, and poor representation of diverse populations in the highest paying positions and industries. While we have made some strides as a society, progress [continues to be slow](#). In fact, decades of failed cultural transformation make it clear that workplace equity will not happen organically, and we simply cannot wait another [250+ years](#) for it. Instead, we must reinvent our approach to embrace strategic, organized, and intentional effort.

The Regional LEAPS Initiative

The Kim Center originally developed the LEAPS system to accelerate the achievement of workplace equity for companies through exactly this kind of strategic and organized effort. LEAPS stands for Leadership in Ecosystems, Advancement, Policies, and Supervisors. Employers across multiple industries and sectors, including healthcare, media, and academia, have seen the LEAPS system drive measurable progress in their organizations. Results within just one year include a 23% improvement in organizational culture for disadvantaged worker groups, and 9% more supervisor support for their career advancement opportunities.

However, [global evolution requires united regional effort](#). Therefore, the Kim Center and its partners in the San Diego LEAPS Alliance (Alliance) launched a seminal initiative in June 2022 to scale LEAPS into a model that is replicable throughout the nation, using San Diego County, California as our pilot region.

LEAPS comprises two key components:

1. Assessment

The Academically rigorous LEAPS Assessment benchmarks key indicators of workplace equity. Co-developed with the University of California San Diego Extension Center for Research and Evaluation (CR+E), the Assessment standardizes metrics and accountability across regions, industries, and time.

2. Playbook

The Custom LEAPS Playbook unites stakeholder groups around short-term SMART goals built within a long-term vision. Stakeholder representatives co-design and commit to concrete strategies based on Assessment results.

LEAPS works as well on the regional level as it does on the organizational level because it unites local leaders around a common framework for change. Based on locally relevant data, it empowers legislators, employers, employee advocates, and other leaders to engage in fact-based dialogue and build a clear roadmap for addressing their region's most urgent workplace equity priorities.

This report serves as the foundation for developing San Diego's first-ever LEAPS Playbook. The strengths and areas of opportunity we identify are designed to inform key stakeholder representatives as they co-design targeted collaborations to address and resolve issues that are specifically relevant to our own populations. In this way, San Diego can become the first region in the nation to achieve measurable progress toward workplace equity as a united community.

HOW TO USE THIS REPORT

The Overview, Insights, and Recommended Next Steps sections are the primary focus of this report. The Overview contains a topline summary of findings and broad demographic characteristics about our LEAPS Assessment survey participants. Insights contain specific data points chosen for their ability to illustrate San Diego's key strengths and opportunities. Insights are organized by Metric Area according to the zoning rubric of Doing Well, Getting Close, Worrisome, and Problematic described in Our Assessment Methodology below.

Each Metric Area section also includes a table summarizing the degree to which San Diego is meeting key Workplace Equity Principles that are derived from the literature. We use the same zoning rubric for the Workplace Equity Principles as that used for the data. Furthermore, each Metric Area section contains a data point relevant to employers that illustrates an important consequence of failing to achieve workplace equity. Lastly, open-ended responses are summarized at the end of each metric, but actual comments are excluded to protect respondents' anonymity. Open-ended responses are not factored into the composite scoring but provide additional dimension to the findings.

The report ends with a Conclusion summarizing the main takeaways from the findings overall and Next Steps for Achieving Workplace Equity. This last section emphasizes the San Diego LEAPS Assessment's most urgent findings and outlines the basic strategy for how local decision-makers are co-designing a region-specific Playbook to drive the greatest impact.

Links to the full Excel Workbook of data tables for all Employee Engagement survey results appear in Appendix A.

OUR SAN DIEGO ASSESSMENT METHODOLOGY

LEAPS Assessment Tool and Data Collection

The Kim Center developed LEAPS through an 18-month survey development process. This development process involved an extensive literature review by researchers at CR+E of current tools and assessment criteria, as well as the identification of metric areas for assessment and Workplace Equity Principles organized within those areas. The Assessment instruments were then evaluated by independent reviewers before they were finalized. Independent reviewers included academic experts in diversity, equity, and inclusion at University of California San Diego, and the Kim Center Research Advisory Council comprised of volunteers representing stakeholders from a broad range of relevant fields and disciplines. Lastly, the LEAPS Assessment was piloted and tested with partners in multiple industries and sectors.

The end-result of this survey development process was a two-part LEAPS Assessment. It gathers and cross-references information from two sources in order to form a comprehensive narrative of workplace equity levels: **human resources and employees.**

Human resources (HR) survey: Password-protected digital link is emailed to employers for completion. This questionnaire looks for workforce statistics, policies, and practices that contribute to workplace equity. Responses are automatically anonymized and response sets are disaggregated from each other to further preserve company anonymity.

Employee Engagement (EE) survey: Collects employee feedback about their daily experiences at work. Responses are automatically anonymized and each individuals' responses are disaggregated from each other to further preserve anonymity.

Responses to both surveys transmit via Qualtrics directly to CR+E to ensure confidentiality.

Company-side data gathered from the HR survey is critical to gaining a more accurate narrative of workplace equity levels than would be achieved with just employee feedback. It allows us to cross-reference facts and perceptions around pay, policies, and representation to guide employers as to where their efforts are succeeding or falling short. This feeds greater efficiency and effectiveness by informing a targeted approach.

The San Diego LEAPS Assessment

For San Diego's inaugural LEAPS Assessment, both survey instruments were modified to accommodate the regional lens. The EE survey was deployed as a Qualtrics link to employees-at-large by the LEAPS Alliance and partner networks, and through social media. This survey distribution process allowed us to reach workers in a wide variety of industries, sectors, pay grades, positions, etc. Response options were either psychometric scale (e.g., Agree, Slightly Agree, Neither Agree nor Disagree, Slightly Disagree, Disagree), Select All That Apply, Yes/No, or open-ended. All questions required a response, and the average completion time was about 8 minutes.

Employers were approached directly to complete the HR survey using a separate Qualtrics link. Questions revolved around leadership composition, existing policies, budgetary commitments to workplace equity, and other broad strokes data. The average completion time was about 20 minutes.

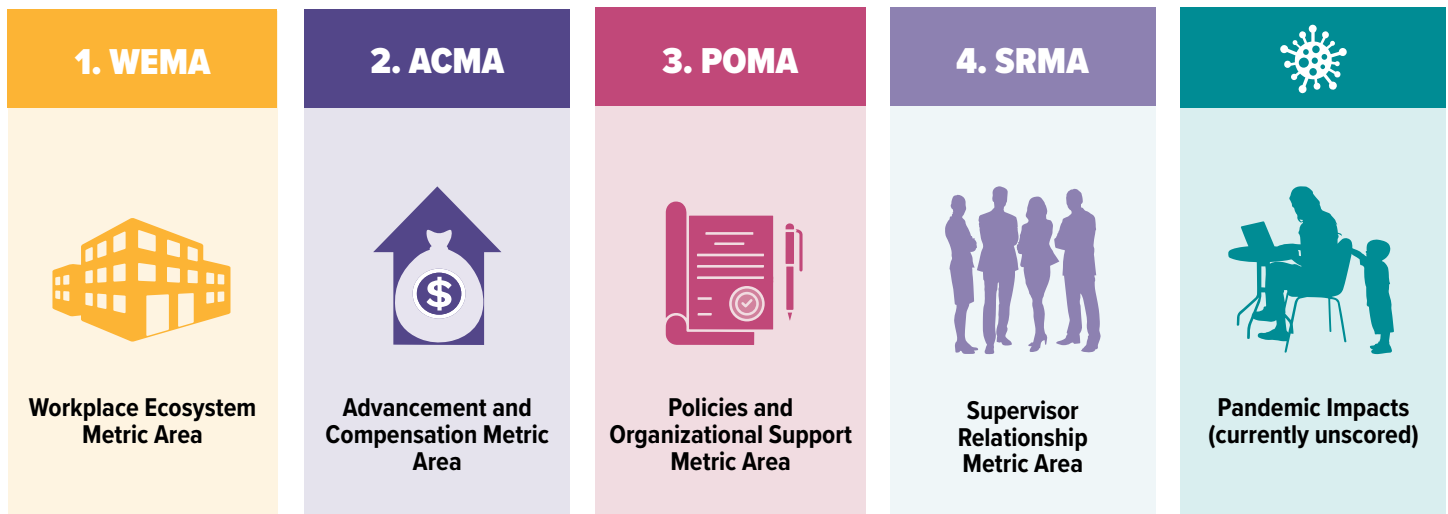
San Diego employee responses were analyzed for statistically significant differences between the following groups:

- All women vs. all men
- Women of color vs. white women
- Primary caregivers vs. non-primary caregivers
- American Indian or Alaskan Native women vs. Black or African-American women vs. Hispanic or Latinx women vs. white women
- Women of color vs. men of color
- Women primary caregivers vs. men primary caregivers
- People with disabilities/chronic conditions vs. people without disabilities/chronic conditions
- Veterans vs. non-veterans
- LGBTQIA+ vs. straight/heterosexual workers
- Men of color vs. white men

Incentives

We promoted a drawing for four \$50 gas cards as incentive for San Diego employees-at-large to complete the EE Survey. The gas cards were donated by MyPoint Credit Union. Participants who wanted to be considered for the drawing supplied their email addresses after completing the survey through a discrete portal. Four recipients were chosen using a random number generator, contacted by email, and sent their cards by regular mail.

Metric Areas



LEAPS Assessment results are categorized into four Metric Areas that the literature identifies as producing actionable data from their measurement:

- I. **The Workplace Ecosystem Metric Area (WEMA)** explores how valued and respected employees feel, which can influence their productivity, innovative mindset, and likelihood of staying with their organization. Key indicators include: belonging and empowerment, microaggressions, sexual harassment, and discrimination based on demographic characteristics.

- II. **The Advancement and Compensation Metric Area (ACMA)** weighs common organizational practices related to career advancement and pay against employee perceptions of the fairness and transparency of those practices. This can influence how much they trust their employing organization, its leaders, and its processes. Employees with high levels of confidence in these areas are not only more likely to stay but also to recommend their workplaces to other talented workers in their networks. Key indicators include: access to raises, promotion pipelines, and other tools for career success.
- III. **The Policies and Organizational Support Metric Area (POMA)** assesses how much employers support employees who are caregivers, which are predominantly women. POMA also reveals the presence or absence of official company policies that promote workplace equity, indicating employers' level of commitment to achieving equity. Additionally, POMA measures the effectiveness of those policies by how aware employees are of them. The Assessment examines six critical policy areas drawn from the literature:
1. Organizational self-evaluation, including employee check-ins about their status-related experiences at work.
 2. Custom, long-term strategic plans to achieve and/or maintain a culture of workplace equity.
 3. Comprehensive work-family policies, including those involving childcare, lactation, family leave, flexible spending for dependent care, and flexible work schedules.
 4. Minimum 30% representation of diverse groups in executive and senior leadership.
 5. Strong internal labor market, including hiring from within, internal job postings, and management training programs.
 6. Hiring and advancement practices aimed at promoting workplace equity, such as standardized promotion and pay raise systems, employee sponsorship and mentorship programs, and best practices in candidate screening (e.g., blind screening, diverse interview panels).
- IV. **The Supervisor Relationships Metric Area (SRMA)** measures how well employees believe their supervisors attend to their career advancement goals and ability to thrive at their job. Effective supervisor relationships are central to employee success and include a balance of professional and personal support.

Pandemic Impacts. This area of analysis was added to give decision-makers key information about evolving employee priorities in the pandemic/post-pandemic environment. It is currently an unscored LEAPS metric area, but we apply the equity lens to these issues because obstacles to talent retention and attraction are typically manifestations of entrenched biases that generate more dramatic consequences during times of crisis.

Data Analysis

Data was collected and processed by CR+E, and final analyses were conducted by the Kim Center. In this report we highlight singular findings from the close-ended questions, meaning those with set response options, that meet two criteria of significance. The first criterion is that the results have a chi-squared coefficient (p-value) of less than 0.05. The p-value is a number between 0 and 1 calculated for each data point by running a statistical test. It represents how likely it is that a data point would have occurred by random chance. A p-value of 0.05 is commonly used as the threshold for statistical significance in similar studies. The second criterion is that a maximum of 20% expected values is less than 5, indicating that those findings have a minimum 95 percent chance of being significant.

“Missing” responses were only relevant in certain demographic questions and are noted in the Appendix A tables but they were excluded from Valid Percentages. Themes from open-ended responses were summarized to protect respondents' anonymity and organized into themes within the Metric Areas.

Limitations and Compensations

In this regional pilot, we received only eight responses to the HR survey. To fill gaps in human capital data, we turned to resources that are available publicly or through our partners to generate a more holistic narrative of San Diego's workplace equity levels than would be possible with employee feedback alone. Since the sample size for the HR survey was overly small, this report details findings only for the responses to the EE survey.

Composite Scoring and Zoning Rubric

Scoring





Each Metric Area received a composite score that reflects the overall employee experience within that Metric Area. The exception is Pandemic Impacts, where some responses are zoned according to the rubric described in the Zoning Rubric section but the Metric Area as a whole is unscored.

Response levels are assigned values from 4 (most positive) to 0 (most negative); for example, *Agree* as a positive response to a question would be a 4 and *Disagree* in the same question would be a 0. Each respondent's answers are averaged within the Metric Area, creating a score for each respondent. Then all respondents' scores are averaged together to produce one overall score for that Metric Area. Finally, that score is converted to a 100-point scale, where 100 indicates equal status for all groups.

Zoning Rubric

This report overlays a second scoring system to deepen the context of statistically significant findings between groups. (Note that neutral or missing responses may cause positive and negative percentages to add up to less than 100 percent.)

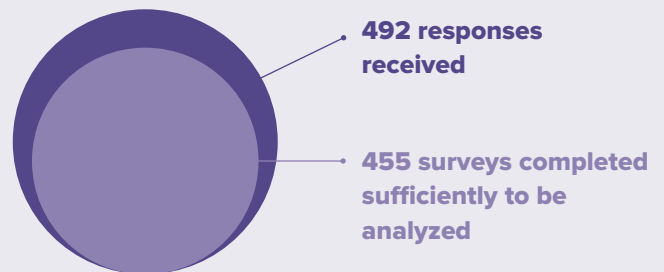


-  **Doing Well** (90%-100% positive responses or 0%-10% negative responses): These reflect ways in which employees are thriving at work.
-  **Getting Close** (75%-89% positive responses or 11%-15% negative responses): Employers can bring these areas into balance with some focused attention.
-  **Worrisome** (60%-74% positive responses or 16%-20% negative responses): Targeting these issues now can potentially ward off deeper consequences to employers' access to talent and employee retention, innovative mindset, and productivity.
-  **Problematic** (below 60% positive responses or 21%+ negative responses): These structural and cultural factors are negatively impacting employers' abilities to support employee work success. They may already be losing out in access to talent and employee retention, innovative mindset, and productivity.

OVERVIEW OF SAN DIEGO'S LEAPS ASSESSMENT RESULTS

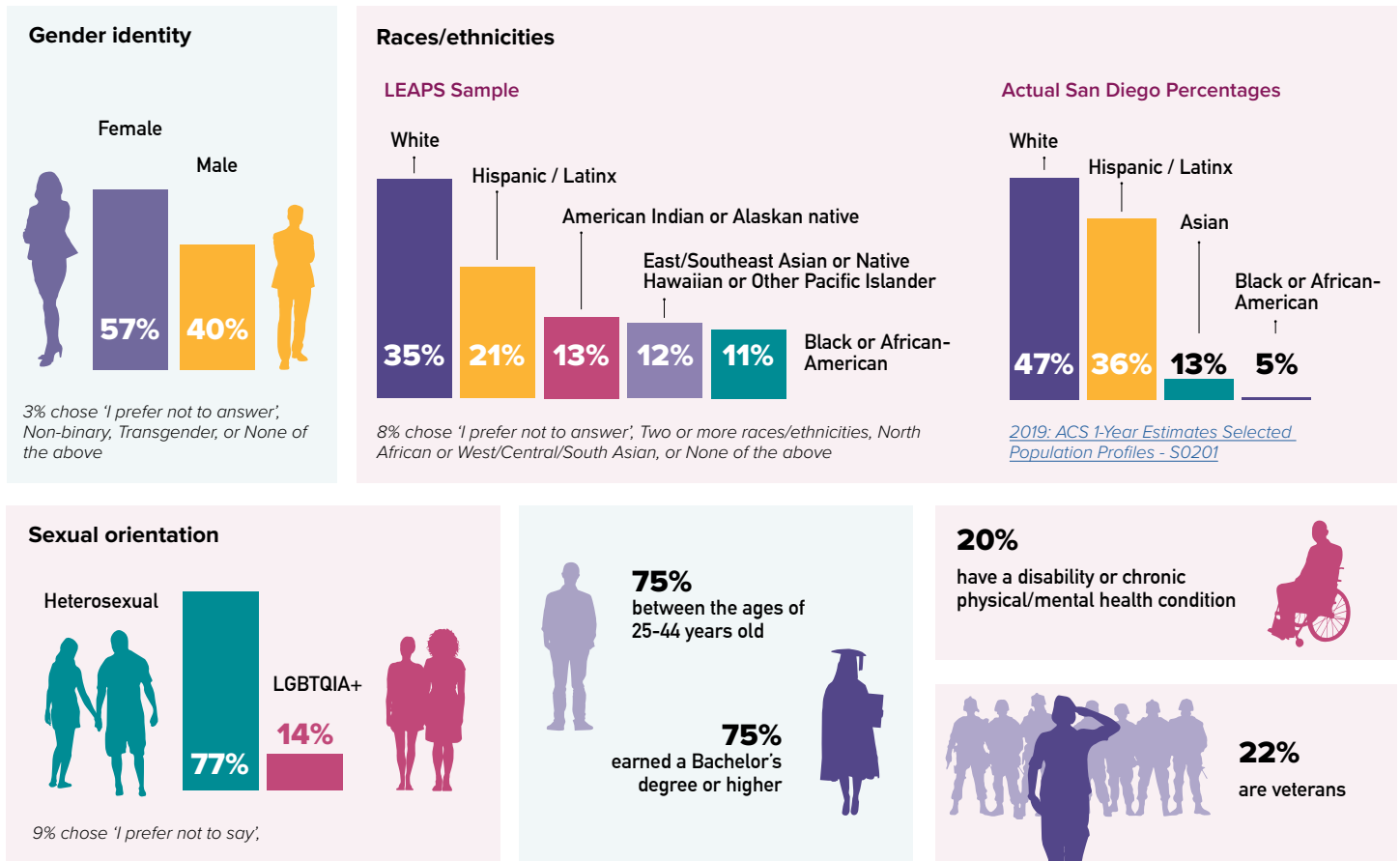
The Sample

Through our survey distribution process described in the Methodology section above, we were able to obtain 492 response from participants who self-selected to fill out the EE survey. Of these, 455 respondents completed at least 50% of the questions and were included in the final analyses.

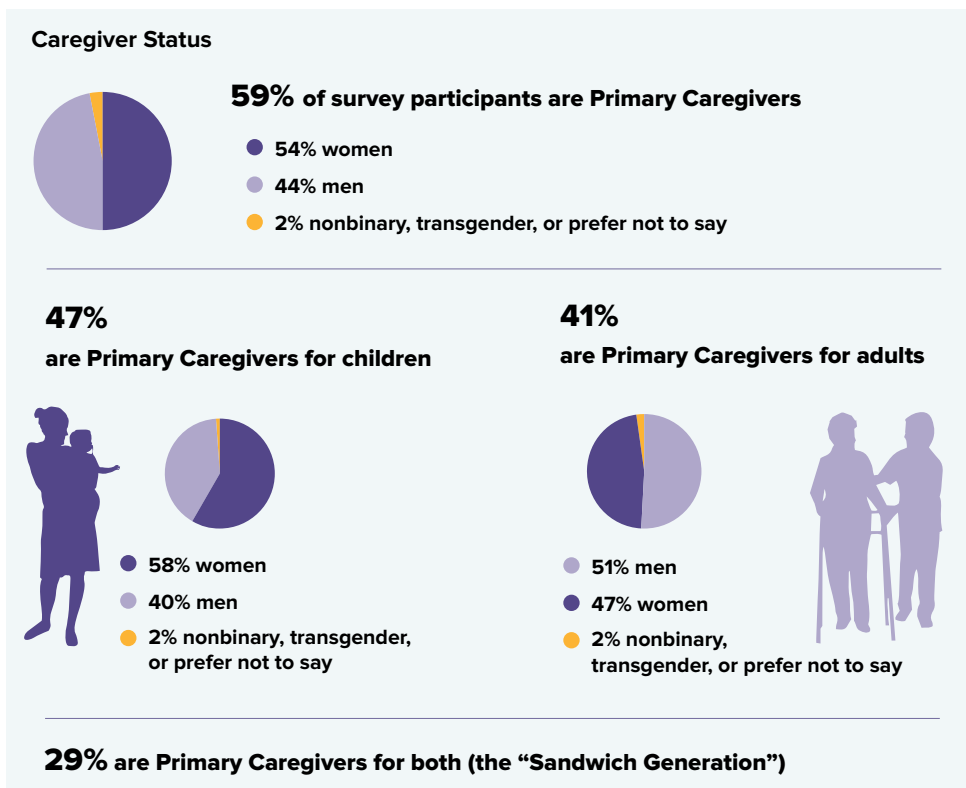


These 455 participants reflected a representative sample of San Diego's approximately 734,000 workers.

Personal demographics



In addition to the groups represented in the demographic categories above, there were two personal characteristics that were notable among our participant sample: caregiver and housing status. "Primary Caregivers" refers to participants who are the main person responsible for the care of another person.

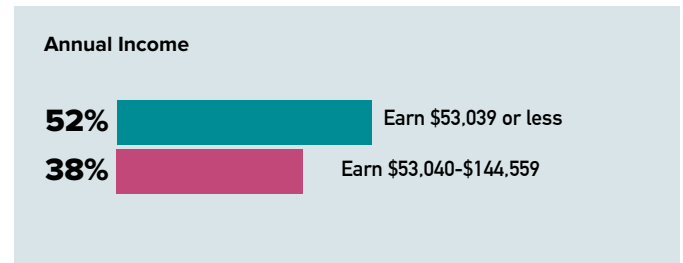
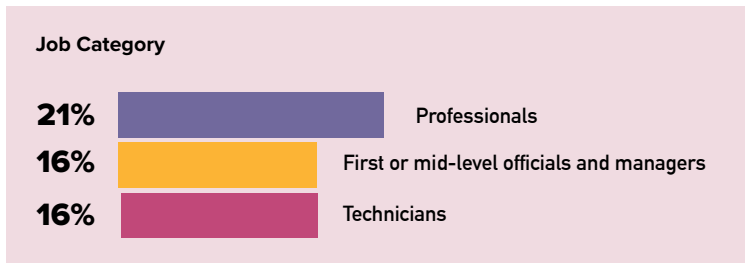


UNHOUSED WORKERS

A small number (3%) of survey participants are unhoused, but their work experiences are notable in their differences from other participants. They report much higher rates of microaggressions, sexual harassment, and disillusionment with their employers.

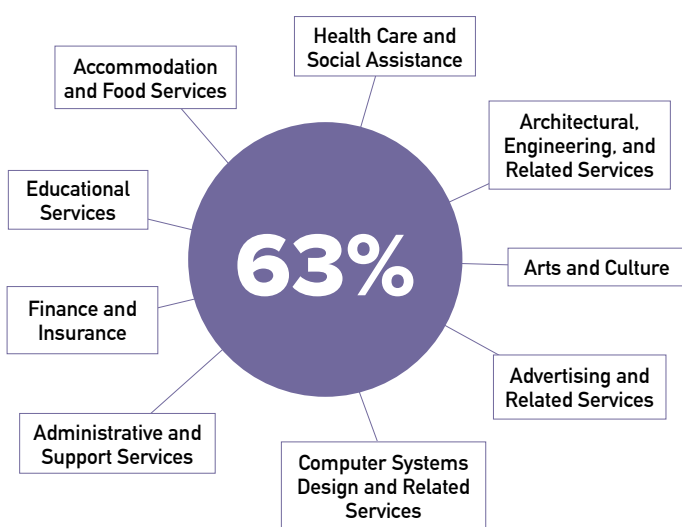
Professional demographics

As with the personal demographics, the professional demographics of LEAPS Assessment participants reflected the diversity of the full San Diego workforce.



Wide variety of companies

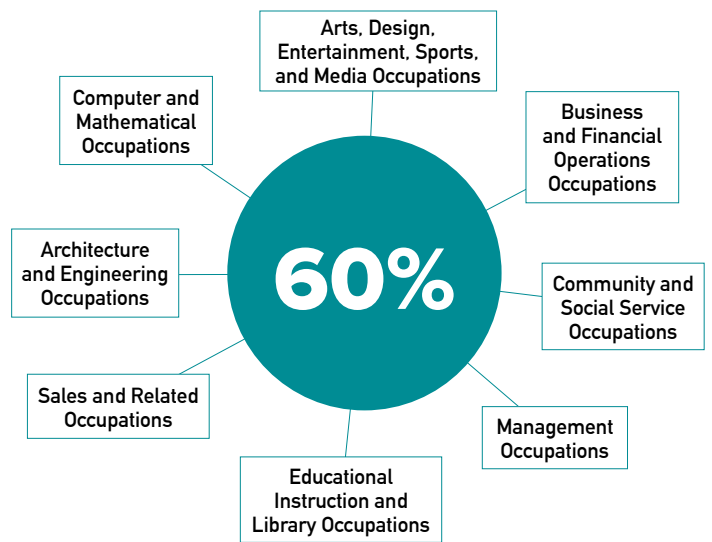
9 industries had between 5% - 9% representation and made up 63% of total industries.



Other industries below 5%

Occupations

8 occupations had between 5% - 11% representation and made up 60% of total occupations.



Other occupations below 5%

Job Level Highlights:

- More men (23%) are Professionals than women (19%)
- More women (20%) are First/Mid-level officials/managers than men (10%)
- More men (24%) are Technicians than women (10%)

Income Highlights:

- 13% of women of color earn \$19,239 and under vs 3% white women
- 19% of women of color earn \$87,360 and higher vs 33% of white women

FINDINGS: TAKEAWAYS FROM SAN DIEGO'S RESULTS

Metric Area 1: Workplace Ecosystem Metric Area (WEMA)

70

WEMA explores how valued and respected employees feel, which can influence their productivity, innovative mindset, and likelihood of staying with their organization. Key indicators include: belonging and empowerment, microaggressions, sexual harassment, and discrimination based on demographic characteristics. **San Diego earned a WEMA score of 70.**

DOING WELL



Most participants bring their best selves to work and feel valued by their organization's leadership

Q5.2. I feel empowered to bring my best self to work.

GROUP	DISAGREE	AGREE OR NEUTRAL
Participants overall	7%	92%
Workers with disabilities/chronic conditions	16%	84%

Overall, 7% of survey participants disagree with this statement, while the remainder agree or are neutral. However, 16% of workers with disabilities/chronic conditions disagree with this statement, which falls in the Worrysome zone.

GETTING CLOSE



Most participants have satisfying levels of work-life balance

Q5.4. I am able to achieve a satisfying level of work-life balance.

GROUP	DISAGREE	AGREE OR NEUTRAL
Participants overall	13%	87%
Women	15%	85%
Men	7%	93%

Overall, 13% of participants disagree with this statement. Women disagree (15%) at twice the rate of men (7% - Doing Well zone).

WORRISOME



Less than 2/3
see fair gender representation in leadership

PROBLEMATIC



1/3 to 1/2
experience microaggressions (inappropriate comments about their appearance, gender, race/ethnicity, sexual orientation, etc.)



58%
see fair racial/ethnic representation in leadership

PROBLEMATIC



32%

are sexually harassed/assaulted by others in their organizations

30%

by customers/clients

Q7.1. Sexual harassment/assault by other people in my organization.

GROUP	%	GROUP	%
Latinas	40%	All women	30%
Primary caregivers	40%	Non-primary caregivers	26%
Workers with disabilities/chronic conditions	56%	Workers without disabilities/chronic conditions	26%
Veterans	49%	Non-veterans	27%

Almost a third (32%) of participants experience sexual harassment/assault by other people in their organizations Always/Very Often/Sometimes. [In a 2018 national study](#), 81% of women and 43% of men reported experiencing some form of sexual harassment and/or assault in their lifetime.

Primary Groups Experiencing Negative Impact

Latinas

- 40% of Latinas compared to 30% of all women experience sexual harassment/assault by others in their organization
- 55% of Latinas compared to 49% of all women experience having the value of their work contributions questioned or ignored by colleagues or decision-makers
- 40% of Latinas compared to 29% of all women experience inappropriate comments about their appearance

Primary caregivers

- 45% of primary caregivers compared to 34% of non-primary caregivers experience having someone else inappropriately take or get credit for their ideas
- 40% of primary caregivers compared to 20% of non-primary caregivers experience sexual harassment/assault by customers/clients

Workers with disabilities or chronic conditions

- 51% of workers with disabilities/chronic conditions compared to 33% of workers without disabilities/chronic conditions feel their productivity suffers because of others' biased attitudes or behaviors
- 61% of workers with disabilities/chronic conditions compared to 42% of workers without disabilities/chronic conditions experience getting inappropriately interrupted when speaking Always/Very Often/Sometimes
- Two-thirds (67%) of workers with disabilities/chronic conditions experience being mistaken for a lower job status or inappropriately asked to take on lower-level duties that are outside of their job description compared to 47% of workers without disabilities/chronic conditions

Veterans

- 50% of veterans compared to 24% of non-veterans experience sexual harassment/assault by customers/clients
- 54% of veterans hear derogatory comments about their or others' gender, race/ethnicity, or sexual orientation compared to 34% of non-veterans
- 45% of veterans compared to 35% of non-veterans feel their productivity suffers because of others' biased attitudes or behaviors

CONSEQUENCES FOR EMPLOYERS:

- **Workplace discrimination negatively impacts the work productivity and innovation/creativity of almost 40% of participants.**
- **37% of workers think about leaving their employer because of workplace discrimination.**

Open-ended Responses

Would you like to share anything else (positive or negative) about your ability to receive fair treatment and opportunities to succeed at your workplace?

Positive:

- Accounts of fair treatment and recognition for good work

Negative:

- Accounts of burnout resulting from abusive employers, no career advancement, and no pay advancement

San Diego's strengths

- Overall, a large majority of participants feel empowered to bring their best selves to work. This is helped by the fact that they feel respected and valued for their contributions by the leadership of their organizations.
- A large majority of participants are achieving satisfactory work-life balance, although much fewer women than men.

San Diego's opportunities

Despite notable strengths, more than a third of LEAPS Assessment participants overall think about leaving their employer because they experience discrimination at work *Always/Very Often/Sometimes*. This includes half of men of color and men caregivers, and more than half of workers with disabilities/chronic physical/mental health conditions and veterans.

Thanks to LEAPS findings, San Diego leaders can now target the following specific WEMA issues to improve our local workplace ecosystem, which in turn will increase productivity and retention:

Eliminate sexual harassment/assault. Almost a third of participants experience it *Always/Very Often/Sometimes*, both from people within their own organizations and from customers or clients. The most vulnerable groups are Latinas, primary caregivers, workers with disabilities/chronic conditions, and veterans.

Increase balanced gender representation in leadership. Overall, just two-thirds of participants see fair gender distribution on their organization's executive team. This issue is about more than perception. In 2021, the San Diego Regional Chamber of Commerce All Our Talent report found that women occupied less than a quarter (23%) of board seats in San Diego's 88 public companies, and 7% of board seats and CEO positions in companies with over \$100 million in investor funding. Furthermore, women held less than 43% of board and chair seats in San Diego's largest nonprofits, as well as in the region's city and county boards and commissions.

Increase balanced racial/ethnic representation in leadership. Just slightly more than half of participants perceive fair representation of races and ethnicities among their organization's top decision-makers. This is not surprising given the disproportionately low number of minority executives heading up companies in the U.S. as a whole. For example, [just twenty S&P 500 and Fortune 500 companies had Latinx/Hispanic CEOs and six had Black CEOs in 2021.](#)

Normalize respect for primary caregivers, workers with disabilities/chronic conditions, and veterans. These groups feel significantly less empowered and respected by leadership than other workers and experience a range of inappropriate comments and behaviors that degrade their sense of worth.

SUMMARY

San Diego WEMA results run the gamut of Doing Well to Problematic when it comes to aligning with Workplace Equity Principles derived from the literature. The prevalence of sexual harassment/assault is of particular concern.


♥ **Doing Well zone**
 ● **Getting Close zone**
 ◆ **Worrisome zone**
 ■ **Problematic zone**

Regional WEMA Workplace Equity Principles	Status
Employees of all demographic and professional backgrounds are respected and valued	♥ ◆
Work-life balance for all employees is a cornerstone of organizational success	●
The leadership narrative includes a balanced representation of personal backgrounds	◆ ■
There is zero tolerance for sexual harassment	■
Microaggressions are intentionally addressed	■
Talent attraction and retention based on workplace ecosystems are high	■
Employee productivity and innovation are high	■

Metric Area 2: Advancement and Compensation Metric Area (ACMA) 64

ACMA weighs organizational practices related to career advancement and pay against employee perceptions of fairness and transparency. This can influence how much they trust their employing organization, its leaders, and its processes. Employees with high levels of confidence in these areas are not only more likely to stay but also to recommend their workplaces to other talented workers in their networks. Key indicators in this Metric Area include: access to raises, promotion pipelines, and other tools for career success. **San Diego earned an ACMA score of 64.**

GETTING CLOSE ●



Most participants have fair access to career advancement opportunities, including workers who are parents

Q11.3. I have fair access to training and professional development opportunities.

GROUP	DISAGREE
All participants	15%
Workers with disabilities/chronic conditions	26%
Workers without disabilities/chronic conditions	13%

Workers with disabilities/chronic conditions (26% - Worrisome zone) disagree with this statement at twice the rate of workers without disabilities/chronic conditions (13%)

Q11.1. I can be open about my parenting status and still receive fair opportunities for career advancement.

GROUP	DISAGREE
All participants	13%
Men and men of color	16%
Women	13%

Men as a whole and men of color disagree equally (16% - Worrisome zone) and disagree at a higher rate than women as a whole and women of color, who both disagree at a rate of 13%

WORRISOME ◆



20%
of participants cannot use family benefits without harming their career chances



20%
do not have equitable chances of promotion to leadership positions or access to fair performance evaluations

PROBLEMATIC ■



31%
of participants lack informal or social interactions with leadership that could advance their careers

Q11.2. I can use family benefits (family leave, remote working, etc.) without negative consequences to my career.

GROUP	DISAGREE	GROUP	DISAGREE
All participants	20%		
Primary caregivers	23%	Non-primary caregivers	18%

Q12.1. I have a fair and equitable chance of being promoted into leadership positions.

GROUP	DISAGREE	GROUP	DISAGREE
All participants	20%		
Veterans	18%	Non veterans	21%

Q11.4. I have informal or social interactions (casual conversations, happy hour, golf outings, etc.) with the leadership of my organization or unit that could advance my career.

GROUP	DISAGREE	GROUP	DISAGREE
All participants	31%		
Women of color	43%	White women	32%
All women	39%	All men	22%

Women of color have fewer informal interactions than white women or all men, and more Latinas (41%) disagree with this statement than all women (39%)

Primary Groups Experiencing Negative Impact

Workers of color

- 26% of women of color disagree that their annual performance evaluation is fairly judged compared to 10% of white women

Primary caregivers

- Primary caregivers (23%) disagree at a higher rate than non-primary caregivers (18%) that they can use family benefits without negative consequences to their careers

Workers with disabilities or chronic conditions

- More workers with disabilities/chronic conditions (70%) think about leaving their employers because they lack advancement and pay raises than workers without disabilities/chronic conditions (37%)
- More workers with disabilities/chronic conditions (36%) disagree that promotion and raise decisions are transparent and fair than workers without disabilities/chronic conditions (20%)

CONSEQUENCES FOR EMPLOYERS:

- **44% of all participants think about leaving their employer due to unfair advancement/pay raise opportunities.**

Open-ended Responses

Would you like to share anything else (positive or negative) about your ability to receive fair treatment and opportunities to succeed at your workplace?

Positive:

- Fair promotion system and recognition for good work

Negative:

- Discrimination and inequitable access to resources for career advancement
- Uncompetitive and inequitable salaries
- High attrition from low morale
- Lack of employer attention to employee personal and professional well-being

San Diego's strengths

- Most Assessment participants have fair access to career advancement opportunities, including participants who are parents.
- Veterans are more satisfied with their access than non-veterans, despite experiencing less psychological and physical safety as reported in the WEMA section.

San Diego's opportunities

LEAPS findings suggest that current advancement and compensation systems may exclude people of color and workers with disabilities/chronic conditions from the somewhat more favorable circumstances that their peers enjoy. Of all LEAPS survey participants, 44% think about leaving their organization *Always/Very Often/Sometimes* because they are dissatisfied with their advancement or pay raise opportunities. This number rises to an alarming 70% among workers with disabilities/chronic conditions.

Given that [employee turnover cost U.S. industries more than \\$630 billion in 2020](#), there would be clear benefits to San Diego's economy from maximizing the contributions of disadvantaged worker groups. Target priorities in this area are:

Reduce the stigma of caregiving for men. Both men of color and men as a whole equally disagree more than women of color and women as a whole that they receive fair career advancement opportunities as parents. Women will only have fair chances of work success when men are able to equally share the responsibilities of caregiving.

Increase fairness and transparency in company practices related to promotions and pay raises. Almost a quarter of all participants see neither fairness nor transparency at their own workplaces. Also, women of color and workers with disabilities/chronic conditions report having less access to formal or informal mechanisms for advancing their careers than their counterparts. These conditions can obstruct the ability of historically disadvantaged groups to access important information about how to rise through the ranks.

Tackle the gender wage gap through the status gap. [In San Diego, women](#) employed full-time and year-round still earn 17% less annually than similarly employed men on average. However, this number is based on unadjusted figures that do not factor in myriad variables such as differences in occupations and industries, bonus structures, unpaid leaves, etc. As such, the gender wage gap can only realistically serve as one reference point for workplace equity. What is most important to understand is that women earn less than men in every group, across [race/ethnicity](#) and [disability](#) or [veteran status](#), because they have lower status in workplaces than men. The most effective way to change the status gap and impact the wage gap as a result is to address the cultural biases that diminish women's economic, financial, and social contributions, and elevate the career advancement of women through continuous assessment and systematic interventions.

SUMMARY

San Diego employers can improve the success of diverse workers by reexamining and prioritizing equitable access to raises and promotions for disadvantaged worker groups.

♥ **Doing Well zone**
 ● **Getting Close zone**
 ◆ **Worrisome zone**
 ■ **Problematic zone**

Regional ACMA Workplace Equity Principles	Status
Promotions and raises are transparently and fairly managed across all employee groups	● ◆
All employees are objectively evaluated for their ability to contribute to company success	◆
Professional development and advancement are equitably available to all employees	◆ ■
Pay and career advancement are clearly structured and communicated to all groups	■
Fair pay is actively addressed across all employers	■
Workers of all demographic backgrounds have fair access to higher paying jobs and industries	■
Talent attraction and retention based on advancement and compensation are high	■

Metric 3: Policies and Organizational Support Metric Area (POMA) 64

POMA reveals the presence or absence of official company policies that promote equity, indicating employers' level of commitment to achieving equity. Additionally, it measures the effectiveness of those policies by how aware employees are of them. Essential policies include: professional development, mentoring, caregiver support, and sexual harassment prevention. POMA also assesses how much employers support employees who are caregivers, who are predominantly women. **San Diego earned a POMA score of 64.**

GETTING CLOSE ●



Employees who are pregnant or new parents largely feel supported by their organizations

Q16.1. My organization supports employees who are pregnant.

GROUP	DISAGREE	GROUP	DISAGREE
All participants	11%		
Women of color	15%	White women	5%
Veterans	17%	Non veterans	10%

Q16.2. My organization supports employees who are new parents.

GROUP	DISAGREE	GROUP	DISAGREE
All participants	12%		
Men	16%	Women	11%
Men of color	18%	Women of color	10%

Q16.3. My organization supports employees who care for an adult or adult dependent (elderly parent, partner, child, sibling, etc.).

WORRISOME ◆



Caregivers of adults feel less supported by their organizations than caregivers of children

GROUP	DISAGREE	GROUP	DISAGREE
All participants	16%		
Male caregivers	24%	Female caregivers	15%
Primary caregivers	20%	Non-primary caregivers	14%

PROBLEMATIC ■



American Indian or Alaskan Native women have the least access to family-friendly policies

The following findings are listed in the Problematic zone because a high number of participants are unaware of or lack access to these policies at their workplaces.

Q17.2. Family leave of absence

- **33% of participants** are unaware of/lack access to family leave policies
- These policies are most available to **white women (73%)** and least available to **American Indian or Alaskan Native women (46%)** compared to all women

Q17.3. Flexible work schedules (adjusted hours, remote work, etc.)

- **31% of participants** are unaware of/lack access to flexible work schedules
- These policies are most available to **white women (78%)** and least available to **American Indian or Alaskan Native women (58%)** compared to all women
- Fewer **veterans (65%)** have awareness/access than **non-veterans (71%)**

PROBLEMATIC ■



Latinas and Black women have the least access to career advancement policies

Q17.4. Internal job postings

- **42% of participants** are unaware of/lack access to internal job postings
- This policy is most available to **American Indian or Alaskan Native women (73%)** and least available to **Latinas (41%)** compared to all women


Q17.7. Management training

- **36% of participants** are unaware of/lack access to management training
- This is most available to **American Indian or Alaskan Native women (89%)** and least available to **Black or African-American women (50%)** compared to all women
- **More veterans (80%)** have awareness/access than **non-veterans (59%)**

Q17.9. Sexual harassment prevention

- **37% of participants** are unaware of, or are not protected by, policies for preventing sexual harassment
- **Latinas (57%)** have less awareness or protection in their workplaces by such policies than **women as a whole (67%)**

PROBLEMATIC ■



A large number of participants are unaware of/lack access to essential policies related to family support, career advancement, and sexual harassment prevention

Primary Groups Experiencing Negative Impact

Women of color

- Professional development is least available to Latinas (54%) compared to all women (68%)
- Sponsoring (mentor formally and actively promotes a mentee's career) is least available to Black or African-American women (35%) compared to women of other races/ethnicities
- Mentoring or networking programs are least available to Latinas (45%) compared to women of other races/ethnicities
- Latinas (57%) have less awareness of or protection in their workplaces from sexual harassment prevention policies than women as a whole (67%)

Primary caregivers

- 40% of all participants lack awareness of childcare policies, or their employer does not offer any
- 40% of primary caregivers think about leaving their organizations because their needs as caregivers are not met compared to 24% of non-primary caregivers

Men as a whole and men of color in particular

- Male caregivers (24%) disagree at a higher rate than female caregivers (15%) that their organizations support employees who care for an adult or adult dependent
- Male primary caregivers (44%) think about leaving their organizations because their needs as caregivers are not met at a higher rate than female primary caregivers (34%)
- Men of color (38%) think about leaving their organizations because their needs as caregivers are not met at a higher rate than women of color (30%)

CONSEQUENCES FOR EMPLOYERS:

- **30% of all participants think about leaving their employer because their needs as caregivers are not met.**

Open-ended Responses

Would you like to share anything else (positive or negative) about your ability to receive fair treatment and opportunities to succeed at your workplace?

Positive:

- Mechanisms for transparency in compensation and career trajectories

Negative:

- Distrust of leadership
- Inequitable advancement, pay, and health care policies

San Diego's strengths

- A large majority of participants experience support at work when pregnant or as new parents. Thanks to California legislation, San Diego is ahead of the nation as a whole, where less than half of workers have access to family leave policies.
- American Indian and Alaskan Native women have higher access to career advancement policies than women of other races/ethnicities. This is also true of veterans compared to non-veterans. In fact, San Diego veterans out-earned non-veterans by 53% in 2020.

San Diego's opportunities

However, still just two-thirds (67%) of LEAPS Assessment participants have access to family leave policies. Women of color disagree at three times the rate of white women that pregnant employees are supported by their employers. LEAPS Assessment findings have also identified gaps in organizational and regional policies that reduce access to critical professional and personal support for other caregivers. Action items for San Diego employers include:

Prioritize support for caregivers. Overall participant awareness of and access to policies that contribute to work success for caregivers is low. These essential policies include family leaves of absence and flexible work schedules, and are least available to American Indian or Alaskan Native women compared to all women.

Elevate the status of all caregivers. The stigma men face regarding caregiving is negatively impacting their loyalty as workers. In fact, male participants as a whole are more likely than women to think about leaving their employers because their needs as caregivers are insufficiently met. This echoes men's concerns from the ACMA section about being unfairly overlooked for career advancement opportunities because they are active as parents. We must remember that, if men are disadvantaged at work when they prioritize caregiving, this perpetuates the disproportionate burden of such responsibilities falling on women.


Firmly establish systems for preventing sexual harassment/assault. San Diego decision-makers must strive toward zero tolerance for sexual harassment/assault. Less than two-thirds of participants report being aware of policies that support such a culture, and Latinas have less protection than women as a whole.

Increase policies that promote inclusive diversity. Participants have a low level of awareness of employer policies and programs critical to career advancement. These policies include internal job postings, mentoring, and professional development.

SUMMARY


The San Diego region can become a talent magnet by universalizing a strong culture of organizational policies that protect and support all workers groups fairly.

 **Doing Well zone**
  **Getting Close zone**
  **Worrisome zone**
  **Problematic zone**

Regional POMA Workplace Equity Principles	Status
Key organizational policies promote employee safety and equitable career success for all groups	
Employers implement and uphold policies that promote equity and inclusive diversity	
Organizational policies are well-communicated to all employees	
Talent attraction and retention based on organizational support are high	

SRMA measures how well employees believe their supervisors attend to their career advancement goals and ability to thrive at their job. Effective supervisor relationships are central to employee success and include a balance of professional and personal support. **San Diego earned a SRMA score of 70.**

GETTING CLOSE ●



Most participants receive satisfying supervisor support for professional growth

Q19.2. Supports my professional development and growth

GROUP	DISAGREE	GROUP	DISAGREE
All participants	11%		
Men of color	17%	White men	3%

Q19.3. Creates opportunities to showcase my work or promotes my contributions to others

GROUP	DISAGREE	GROUP	DISAGREE
All participants	15%		
Women of color	16%	White women	11%

WORRISOME ◆



More supervisors need to provide safe avenues for reporting safety concerns at work


Q19.5. Provides safe avenues for reporting sexual harassment or other issues that affect my well-being and satisfaction at work

GROUP	DISAGREE	GROUP	DISAGREE
All participants	15%		
Latinas	21%	All women	16%

Sexual harassment/assault prevention is paramount so we put this data point in the Worrysome zone

WORRISOME ◆

17% of participants lack enough supervisor support for work-life balance



Q19.4. Helps me balance work and personal demands

GROUP	DISAGREE
All participants	17%

Primary Groups Experiencing Negative Impact

Workers of color

- Men of color (17%) disagree at almost six times the rate of white men (3%) that their supervisor supports their professional development and growth
- 16% of women of color disagree that their supervisor creates opportunities to showcase their work or promotes their contributions to others compared to 11% of white women
- 21% of Latinas disagree that their supervisor provides safe avenues for reporting sexual harassment or other issues that affect their well-being and satisfaction at work compared to 16% of all women

San Diego's strengths

- The larger majority of participants express satisfaction with supervisor support in areas such as professional development and noticing their extra efforts.

San Diego's opportunities

LEAPS Assessment findings suggest that employees in general need better avenues for reporting sexual harassment/assault and other issues that affect their well-being and satisfaction at work.

San Diego supervisors can lead progress by increasing their own awareness that workers of color, and Latinas in particular, receive less support than white workers for professional advancement and psychological and professional safety. This is an opportune time to reincorporate humanity into work culture, given such high levels of burnout contributing to phenomena like the [Great Resignation](#).

SUMMARY

Organizational supervisors play a critical role in supporting company-wide efforts to ensure that all worker groups enjoy equitable access to raises/promotion and resources for psychological and physical well-being.

♥ **Doing Well zone**
 ● **Getting Close zone**
 ◆ **Worrisome zone**
 ■ **Problematic zone**

Regional SRMA Workplace Equity Principles	Status
Supervisors actively and fairly support career success for all direct reports	♥ ● ◆
Supervisors provide psychological, emotional, and physical safety at work for all direct report	◆
Supervisors promote employee satisfaction and work-life balance for all direct reports	◆

Pandemic Impacts

This area of analysis was added to give decision-makers critical information about evolving employee priorities in the pandemic/post-pandemic environment. Pandemic Impacts is currently an unscored LEAPS Metric area, but we apply the equity lens to issues in this area because obstacles to talent retention and attraction are rarely new; instead, they are typically manifestations of entrenched injustices that become exacerbated during times of crisis.

GETTING CLOSE ●

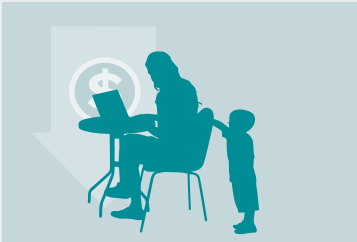


Most participants feel their organizations clearly communicated pandemic-related work policies

Q23.2. My organization clearly communicates/communicated pandemic-related work policies

GROUP	DISAGREE	GROUP	DISAGREE
All participants	12%		
Men of color	16%	White men	11%

PROBLEMATIC ■



Around 40% of participants are heard less or have fewer advancement opportunities in the virtual work environment

Q23.4. My voice is/was heard less in the virtual work environment at my company

GROUP	AGREE	GROUP	AGREE
All participants	40%		
Primary caregivers	48%	Non-primary caregivers	34%

Q23.5. I receive/received less respect in the virtual work environment at my company

GROUP	AGREE	GROUP	AGREE
All participants	34%		
Primary caregivers	41%	Non-primary caregivers	29%
Men of color	45%	White men	35%

Q23.6. I have/had less opportunities for advancement in the virtual work environment at my company

GROUP	AGREE	GROUP	AGREE
All participants	39%		
Primary caregivers	48%	Non-primary caregivers	34%

GROUP	DISAGREE	GROUP	DISAGREE
Men	22%	Women	36%

UNZONED ISSUES: IMPACTS TO WORK PRODUCTIVITY

Flexible work schedules, remote work, and virtual meetings increase productivity for about half of participants, but...

Q21.4. Lack of sufficient internet connection at home

A quarter of participants are/were negatively impacted by insufficient internet access at home

Q21.5. Lack of sufficient work space at home

23% of participants are/were negatively impacted by insufficient work space at home

Q21.6. Lack of childcare/open schools

31% of participants are/were negatively impacted by the lack of childcare/open schools

Primary Groups Experiencing Negative Impact

People of color

- Men of color (16%) disagree at a higher rate than white men (11%) that their organization clearly communicates/communicated pandemic-related work policies
- More men of color (45%) receive/received less respect in the virtual work environment at their company than white men (35%)

LGBTQIA+ workers

- 33% of LGBTQIA+ participants reported negative impacts on their productivity from lack of sufficient internet connection at home vs 26% of straight/heterosexual participants

Primary caregivers

- More primary caregivers (48%) are heard less in the virtual work environment at their company than non-primary-caregivers (34%)
- More primary caregivers (41%) receive less respect in the virtual work environment at their company than non-primary-caregivers (29%)

Veterans

- More veterans (16-20%) reported negative effects to productivity and career advancement from flexible work schedules, remote work, and virtual meetings than non-veterans (6-12%)
- More veterans (46%) reported negative effects to productivity than non-veterans (28%) from lack of childcare / open schools
- More veterans (47%) reported negative effects from loss of income within the family than non-veterans (30%)

Open-ended Responses

Would you like to share anything else (positive or negative) about your ability to receive fair treatment and opportunities to succeed at your workplace?

Negative:

- Stress due to lack of support for new parents

San Diego's strengths

- Participants largely report that their employers clearly communicated pandemic related policies to their employees.

San Diego's opportunities

Yet, men of color disagree at a higher rate than white men that pandemic related policies were clearly communicated. Men of color and primary caregivers also experience/experienced greater negative impact from the virtual work environment than their counterparts, feeling less heard, respected, and able to advance in their careers.

In general, LEAPS highlights the importance of using local data to drive local decisions. For example, national findings suggest that [remote work may cause women to be less productive at work](#) and [men to be more productive](#), but LEAPS findings also indicate that San Diego men may experience negative impacts from remote work at twice the rate of San Diego women. We encourage decision-makers to take the time to explore both positive and negative impacts of their decisions around new work-style adjustments on different demographic groups. This up-front investment will promote more equitable transitions and greater employee satisfaction that will amplify San Diego's successful recovery. Issues that warrant focused attention include:

Uneven benefits of remote work. About half of participants report that flexible schedules, remote work, and virtual meetings enhance their work productivity, and around 40% say these work-style adjustments enhance their career advancement opportunities.

Need for childcare. Lack of childcare/open schools negatively impacted productivity for about a third of all participants, and career advancement for a quarter of participants.

Inequitable access to critical resources. A quarter of participants have insufficient internet at home to keep up with remote work demands, with more LGBTQIA+ workers being negatively impacted than straight/heterosexual workers. In addition, more women of color and women primary caregivers report that insufficient workspace at home negatively impacts their productivity than their male counterparts.





OUR CONCLUSIONS

San Diego's Composite Scores












1	WEMA	70 out of 100
2	ACMA	64 out of 100
3	POMA	64 out of 100
4	SRMA	70 out of 100

Response Zones

(based on proportion of positive and negative responses)

	DOING WELL		WORRISOME
	GETTING CLOSE		PROBLEMATIC

There are 11 Workplace Equity Principles where San Diego falls fully in the Problematic zone:

W E M A	1.  There is zero tolerance for sexual harassment
	2.  Microaggressions are intentionally addressed
	3.  Talent attraction and retention based on workplace ecosystems are high
	4.  Employee productivity and innovation are high
A C M A	5.  Pay and career advancement are clearly structured and communicated to all groups
	6.  Fair pay is actively addressed across all employers
	7.  Workers of all demographic backgrounds have fair access to higher paying jobs and industries
	8.  Talent attraction and retention based on advancement and compensation are high
P O M A	9.  Employers implement and uphold policies that promote equity and inclusive diversity
	10.  Organizational policies are well-communicated to all employees
	11.  Talent attraction and retention based on organizational support are high

Workplace equity cannot exist in an environment lacking basic [physical, emotional, and psychological safety for certain worker groups](#). Aggressively eliminating sexual harassment/assault, with focused efforts to raise awareness around the experiences of [women of color](#), [primary caregivers](#), and [workers with disabilities or chronic conditions](#) is vital to creating an equitable work environment. Similarly, equity must be supported by [robust pay and career advancement policies and practices](#). Increasing employer transparency around pay and career advancement policies and practices includes improving communication strategies to workers of color, primary caregivers, and workers with disabilities or chronic conditions, as well as making sure that these policies are available in occupations/industries where these groups are concentrated. Finally, promoting the universal adoption of employer policies that intentionally drive equity and inclusive diversity through a collaborative process between San Diego employers can help us set the national example for recruiting, hiring, and promoting practices that embrace all human capital sources.

These priorities were chosen because they have the greatest ripple effect on the other issues. For example, when gender equity is intentionally addressed, the alliances formed by the different stakeholder groups also positively affect [racial equity](#). This naturally creates space for heightening sensitivity to microaggressions and other behaviors and beliefs that weaken healthy work ecosystems. As ecosystems begin to flourish, employee productivity, innovation and retention organically improve. This in turn will fuel and support our efforts to deal with higher profile issues like pay gaps.

NEXT STEPS FOR ACHIEVING WORKPLACE EQUITY



Step 1:
Standardized LEAPS Assessment
COMPLETED



Step 2:
Collaborative LEAPS Playbook
IN PROGRESS

The Kim Center and San Diego LEAPS Alliance is calling on local decision-makers and influencers to co-design the nation's first LEAPS Playbook to accelerate workplace equity at the regional level! We are convening five LEAPS Playbook Workshops that respond to major findings from San Diego's 2022 Workplace Equity Assessment by building a region-specific roadmap of targeted collaborations and SMART goals. By focusing on the Workplace Equity Principles in this report that are most lacking in San Diego and have the greatest potential to generate positive impact, we will maximize our region's chance of driving tangible progress over the next three years before the next LEAPS cycle begins.

Priority Areas for LEAPS Playbook Workshops:

- There is zero tolerance for sexual harassment
- Pay and career advancement are clearly structured and communicated to all groups
- Employers implement and uphold policies that promote equity and inclusive diversity
- Increase access to and availability of childcare for workers
- Employers collectively prioritize LEAPS as an economic, business, and social imperative

LEAPS Workshop 1 (January 26)

Goals: *Draft core values and vision statement for San Diego's workplace culture. Identify needs for addressing each Priority Area.*

LEAPS Workshop 2 (February 23)

Goals: *Solidify collaborations. Propose short-term goals, outcomes, milestones, and interventions.*

LEAPS Workshop 3 (March 23)

Goals: *Validate interventions and identify providers. Draft milestones, timing, budgets, ownership, risks/mitigations in testing interventions.*

LEAPS Workshop 4 (April 27)

Goals: *Finalize and commit to interventions and progress/accountability measures.*

LEAPS Workshop 5 (May 25)

Goals: *Finalize and formally commit to all Playbook elements.*

The Kim Center invites employers, business groups, investors, foundations, policymakers, unions and advocacy groups to join the growing list of key stakeholders taking part in this opportunity to co-design San Diego's LEAPS Playbook.

ORGANIZATIONS COMMITTED TO LEAPS

- **Accessity**
- **Asian Business Association**
- **BRAV Consultations**
- **California State Assembly 80th District David Alvarez's Office**
- **California State University San Marcos**
- **California Women's Business Center**
- **Cameo**
- **CDC Small Business Finance**
- **Chicano Federation**
- **City Heights Community Development Corporation**
- **City of Vista**
- **City of San Diego Districts 1, 4, 6, 7, 8 and 9**
- **County of San Diego Districts 1, 4 and 5**
- **County of San Diego Health and Human Services Agency**
- **Employee Rights Center**
- **Good For Others**
- **Hispanic Chamber of Commerce**
- **International Refugee Committee**
- **Ironworkers Local 229**
- **Junior Achievement of San Diego County**
- **LEAD San Diego**
- **MANA de North County**
- **MANA de San Diego**
- **Mission Driven Finance**
- **National Latina Business Women's Association**
- **North County Philanthropy Council**
- **Proven Recruiting**
- **Rescue Agency**
- **RISE San Diego**
- **RK2 Systems, Inc.**
- **Salaam**
- **San Diego and Imperial Counties Community Colleges**
- **San Diego College of Continuing Education Foundation**
- **San Diego Workforce Partnership**
- **San Ysidro Health**
- **SDG&E**
- **Shyne San Diego**
- **Southern California Rental Housing Association**
- **The Impact Collective**
- **UC San Diego Rady School of Management**
- **United Domestic Workers of America Local 3930**

CALL TO ACTION: JOIN THE SAN DIEGO LEAPS ALLIANCE

Long-term meaningful change will only happen with strategic collaboration guided by tangible goals. The LEAPS Alliance is calling on local leaders to represent key stakeholder groups in San Diego's Playbook development process. Contact Dr. Hei-ock (HAY-oh) Kim at heiock@kimcenter.org to join this historic movement!

2022 VISIONARIES

We are grateful to these leaders for their visionary support of the San Diego LEAPS initiative!

LEAD SPONSORS



PACESETTERS



PIONEERS



Arleene Antin and Leonard Ozerkis

LODESTARS

Barbara Bry and Neil Senturia
Linda and Mel Katz

OTHER VISIONARY SUPPORTERS INCLUDE

Proven Recruiting
MyPoint Credit Union

San Diego LEAPS Alliance



APPENDIX A: Question Response Tables

29	<u>Demographics</u>
32	<u>The Workplace Ecosystem Metric Area (WEMA)</u>
38	<u>The Advancement and Compensation Metric Area (ACMA)</u>
42	<u>The Policies and Organizational Support Metric Area (POMA)</u>
47	<u>The Supervisor Relationships Metric Area (SRMA)</u>
49	<u>Pandemic Influence</u>

DEMOGRAPHICS

Q26 How would you describe your gender?	No.	Valid Percent
Female	257	57%
Male	182	40%
I prefer not to answer	8	2%
Non-binary	2	0%
Transgender	2	0%
None of the above	1	0%
Missing	3	
Total	452	100%

Q27 How would you describe your sexual orientation?	No.	Valid Percent
Heterosexual/Straight	349	77%
I prefer not to answer	40	9%
Bisexual	24	5%
None of the above	15	3%
Gay	14	3%
Lesbian	10	2%
Missing	3	
Total	452	100%

Q28 What is your age range?	No.	Valid Percent
25-34 years	209	46%
35-44 years	128	28%
18-24 years	45	10%
45-54 years	38	8%
55-64 years	24	5%
I prefer not to answer	5	1%
65 years or older	3	1%
Missing	3	
Total	452	100%

Q29 Which group most closely identifies your race/ethnicity or your racial/ethnic descent?	No.	Valid Percent
White	156	35%
Hispanic or Latinx	96	21%
American Indian or Alaskan Native	60	13%
Black or African-American	51	11%
Native Hawaiian or Other Pacific Islander	30	7%
East/Southeast Asian	23	5%
I prefer not to answer	13	3%
Two or more races/ethnicities	12	3%
North African or West/Central/South Asian	7	2%
None of the above	4	1%
Missing	3	
Total	452	100%

Q30 What is your home community zip code?	No.	Valid Percent
Enter San Diego Zip Code:	304	67%
I live outside of San Diego County.	100	22%
I prefer not to answer	35	8%
I am currently unhoused.	13	3%
Missing	3	
Total	452	100%

Q31 Do you have the main caregiving responsibility for dependent children?	No.	Valid Percent
Yes	211	47%
No	107	24%
I share responsibilities equally with someone	97	21%
I prefer not to answer	30	7%
Other	7	2%
Missing	3	
Total	452	100%

Q31 Do you have the main caregiving responsibility for dependent children? - Yes	No.	Valid Percent
Female	123	58%
Male	84	40%
Non-binary	2	1%
Transgender	1	0%
I prefer not to answer	1	0%
Total Primary Caregivers of Children	211	100%

Primary Caregivers (Yes to Q31 or Q32)	No.	Valid Percent	Percent of all Respondents
Primary Caregivers of both Adults and Children	130	49%	29%
Primary Caregivers of Children Alone	81	31%	18%
Primary Caregivers of Adults Alone	54	20%	12%
Total Primary Caregivers	265	100%	

Q32 Do you have the main caregiving responsibility for another adult(s)? (parent, partner, sibling, offspring, etc.)	No.	Valid Percent
Yes	184	41%
No	156	35%
I share responsibilities equally with someone else.	101	22%
I prefer not to answer	8	2%
Other	1	0%
Missing	5	
Total	450	100%

Q32 Do you have the main caregiving responsibility for another adult(s)? (parent, partner, sibling, offspring, etc.) - Yes	No.	Valid Percent
Male	94	51%
Female	86	47%
Non-binary	2	1%
I prefer not to answer	1	1%
Transgender	1	1%
Total Primary Caregivers of Adults	184	100%

Gender of Primary Caregivers (Yes to Q31 or Q32)	No.	Valid Percent
Female	65	50%
Male	61	47%
Non-binary	2	2%
I prefer not to answer	1	1%
Transgender	1	1%
Total Primary Caregivers of both Adults and Children	130	100%

DEMOGRAPHICS

Q33 Are you a U.S. Veteran?	No.	Valid Percent
No	343	76%
Yes	98	22%
I prefer not to answer	9	2%
Missing	5	
Total	450	100%

Q33 Are you a U.S. Veteran? Yes	No.	Valid Percent
Male	56	57%
Female	38	39%
Non-binary	2	2%
I prefer not to answer	1	1%
None of the above	1	1%
Total Veterans	98	100%

Q34 Do you have a disability/chronic physical or mental health condition?	No.	Valid Percent
No	347	77%
Yes	90	20%
I prefer not to answer	13	3%
Missing	5	
Total	450	100%

Q34 Do you have a disability/chronic physical or mental health condition? Yes	No.	Valid Percent
Female	51	57%
Male	34	38%
Transgender	2	2%
I prefer not to answer	1	1%
Non-binary	1	1%
None of the above	1	1%
Total People with disabilities/chronic physical or mental health conditions	90	100%

Q35 What is the highest degree you earned?	No.	Valid Percent
Bachelors	227	50%
Masters	89	20%
Associates	41	9%
High School	39	9%
Doctorate	22	5%
I prefer not to answer	21	5%
Other	11	2%
Missing	5	
Total	450	100%

Q36 What sector is your employing organization in?	No.	Valid Percent
For-profit	224	50%
For-profit and publicly traded	137	31%
Nonprofit	52	12%
Government or quasi-government	34	8%
Missing	8	
Total	447	100%

Q37 What industry is your employing organization in?	No.	Valid Percent
Educational Services	39	9%
Accommodation and Food Services	37	8%
Health Care and Social Assistance	37	8%
Architectural, Engineering, and Related Services	31	7%
Arts and Culture	30	7%
Advertising and Related Services	29	6%
Computer Systems Design and Related Services	29	6%
Administrative and Support Services	26	6%
Finance and Insurance	22	5%
Other	18	4%
Construction	15	3%
Agriculture, Forestry, Fishing, and Hunting	13	3%
Information (e.g., newspaper/book/software publishing, data processing)	11	2%
Transportation: air, rail, water, truck, transit, ground passenger, scenic & sightseeing, support activities for transportation	11	2%
Management of Companies and Enterprises	9	2%
Personal and Laundry Services	9	2%
Publishing Industries (except Internet)	8	2%
Broadcasting (except Internet)	7	2%
Government	7	2%
Real Estate and Rental and Leasing	7	2%
Other Professional, Scientific, and Technical Services	6	1%
Retail Trade	6	1%
Data Processing, Hosting, and Related Services	5	1%
Utilities	5	1%
Legal Services	4	1%
Management, Scientific, and Technical Consulting Services	4	1%
Manufacturing	4	1%
Religious, Grantmaking, Civic, Professional, and Similar Organizations	4	1%
Couriers and Messengers	2	0%
Postal Service	2	0%
Private Households	2	0%
Scientific Research and Development Services	2	0%
Telecommunications	2	0%
Mining, Quarrying, and Oil and Gas Extraction	1	0%
Repair and Maintenance	1	0%
Warehousing and Storage	1	0%
Wholesale Trade	1	0%
Missing	8	
Total	447	100%

Q38 Are you a union member?	No.	Valid Percent
No	265	59%
Yes	172	38%
I prefer not to answer	10	2%
Missing	8	
Total	447	100%

DEMOGRAPHICS

Q40 What is the closest equivalent of your occupation at your primary employing organization?	No.	Valid Percent
Arts, Design, Entertainment, Sports, and Media Occupations	51	11%
Computer and Mathematical Occupations	36	8%
Architecture and Engineering Occupations	35	8%
Business and Financial Operations Occupations	35	8%
Community and Social Service Occupations	34	8%
Management Occupations	30	7%
Educational Instruction and Library Occupations	24	5%
Sales and Related Occupations	21	5%
Healthcare Practitioners and Technical Occupations	19	4%
Other	19	4%
Food Preparation and Serving Related Occupations	18	4%
Office and Administrative Support Occupations	18	4%
Personal Care and Service Occupations	17	4%
Construction and Extraction Occupations	15	3%
Farming, Fishing, and Forestry Occupations	15	3%
Building and Grounds Cleaning and Maintenance Occupations	13	3%
Healthcare Support Occupations	12	3%
Transportation and Material Moving Occupations	9	2%
Installation, Maintenance, and Repair Occupations	8	2%
Production Occupations	6	1%
Legal Occupations	5	1%
Military Specific Occupations	4	1%
Life, Physical, and Social Science Occupations	3	1%
Missing	8	
Total	447	100%

Q39 What is the closest equivalent of your job category?	No.	Valid Percent
Professionals	93	21%
First or mid-level officials and managers	72	16%
Technicians	71	16%
Sales workers	49	11%
Service workers	47	11%
Executive or senior level officials and managers	46	10%
Administrative support workers	45	10%
Craft workers	9	2%
Laborers and helpers	8	2%
Operatives	7	2%
Missing	8	
Total	447	100%

Q8. Are you a full-time or part-time employee?	No.	Valid Percent
Full-Time	404	89%
Part-Time	51	11%
Total	455	100%

Q9. How many hours do you work in a typical week?	No.	Valid Percent
40-50 hours	269	67%
51-60 hours	72	18%
Less than 40 hours	43	11%
More than 60 hours	20	5%
Missing	51	
Total	404	100%

Q39 What is the closest equivalent of your job category?	Not a Veteran		Veteran		P Value
	No.	Valid Percent	No.	Valid Percent	
Professionals	68	19.80%	22	22.40%	0.004
First or mid-level officials and managers	54	15.70%	17	17.30%	
Technicians	55	16.00%	15	15.30%	
Sales workers	43	12.50%	6	6.10%	
Service workers	43	12.50%	3	3.10%	
Executive or senior level officials and managers	28	8.20%	17	17.30%	
Administrative support workers	36	10.50%	9	9.20%	
Craft workers	4	1.20%	4	4.10%	
Laborers and helpers	7	2.00%	1	1.00%	
Operatives	3	0.90%	4	4.10%	
Total	343	100.00%	98	100.00%	

Q39 What is the closest equivalent of your job category?	Female		Male		P Value
	No.	%	No.	%	
Professionals	48	19%	42	23%	<0.001
First or mid-level officials and managers	51	20%	18	10%	
Technicians	26	10%	44	24%	
Sales workers	28	11%	21	12%	
Service workers	37	14%	10	6%	
Executive or senior level officials and managers	28	11%	18	10%	
Administrative support workers	30	12%	12	7%	
Craft workers	1	0%	8	4%	
Laborers and helpers	5	2%	3	2%	
Operatives	1	0%	5	3%	
Total	257	100%	182	100%	

Q41 What is your total personal annual income from this job before taxes?	No.	Valid Percent
\$32,240 to \$41,079	65	15%
\$68,120 to \$87,359	57	13%
\$19,240 to \$24,959	46	10%
\$41,080 to \$53,039	43	10%
\$24,960 to \$32,239	41	9%
\$112,320 to \$144,559	41	9%
\$19,239 and under	39	9%
\$87,360 to \$112,319	37	8%
\$53,040 to \$68,119	33	7%
\$144,560 to \$186,159	19	4%
I prefer not to answer	11	2%
\$239,200 and over	8	2%
\$186,160 to \$239,199	7	2%
Missing	8	
Total	447	100%

Q41 What is your total personal annual income from this job before taxes?	Women of Color		White Women		P Value
	No.	Valid Percent	No.	Valid Percent	
\$19,239 and under	21	13%	3	3%	0.003
\$19,240 to \$24,959	16	10%	4	4%	
\$24,960 to \$32,239	24	15%	7	8%	
\$32,240 to \$41,079	21	13%	18	20%	
\$41,080 to \$53,039	19	12%	4	4%	
\$53,040 to \$68,119	12	7%	4	4%	
\$68,120 to \$87,359	16	10%	18	20%	
\$87,360 to \$112,319	9	6%	8	9%	
\$112,320 to \$144,559	15	9%	9	10%	
\$144,560 to \$186,159	6	4%	7	8%	
\$186,160 to \$239,199	1	1%	1	1%	
\$239,200 and over	1	1%	5	5%	
Total	165	100%	92	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q5.1. I feel respected by the leadership at my organization.	No.	%	Combined Scores
Agree	191	41.98%	78%
Slightly Agree	163	35.82%	
Neither Agree Nor Disagree	56	12.31%	9%
Slightly Disagree	17	3.74%	
Disagree	25	5.49%	
Not Applicable	3	0.66%	
Total	455	100.00%	

How strongly do you agree or disagree with the following statements about your workplace?

Q5.1. I feel respected by the leadership at my organization.	Yes Disability/chronic physical or mental health condition		No Disability/chronic physical or mental health condition		P Value
	No.	%	No.	%	
Agree or Slightly Agree	65	72%	279	80%	0.032
Neither Agree Nor Disagree	10	11%	42	12%	
Disagree or Slightly Disagree	15	17%	24	7%	
Not Applicable	0	0%	2		
Total	90	100%	347	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q5.2. I feel empowered to bring my best self to work.	No.	%	Combined Scores
Agree	206	45.27%	80%
Slightly Agree	158	34.73%	
Neither Agree Nor Disagree	56	12.31%	7%
Slightly Disagree	21	4.62%	
Disagree	13	2.86%	
Not Applicable	1	0.22%	
Total	455	100.00%	

How strongly do you agree or disagree with the following statements?

Q5.2. I feel empowered to bring my best self to work.	Women of Color		White Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	127	77%	82	89%	0.026
Neither Agree Nor Disagree	25	15%	4	4%	
Disagree or Slightly Disagree	13	8%	6	7%	
Missing from Total: Not Applicable	0		0		
Total	165	100%	92	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q5.2. I feel empowered to bring my best self to work.	Yes Disability/chronic physical or mental health condition		No Disability/chronic physical or mental health condition		P Value
	No.	%	No.	%	
Agree or Slightly Agree	65	72%	286	82%	0.003
Neither Agree Nor Disagree	11	12%	43	12%	
Disagree or Slightly Disagree	14	16%	18	5%	
Total	90	100%	347	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q5.3. My work contributions are valued by the leadership of my organization.	No.	%	Combined Scores
Agree	185	40.66%	72%
Slightly Agree	143	31.43%	
Neither Agree Nor Disagree	84	18.46%	9%
Slightly Disagree	22	4.84%	
Disagree	19	4.18%	
Not Applicable	2	0.44%	
Total	455	100.00%	

How strongly do you agree or disagree with the following statements?

Q5.3. My work contributions are valued by the leadership of my organization.	Women of Color		White Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	112	68%	77	84%	0.027
Neither Agree Nor Disagree	31	19%	9	10%	
Disagree or Slightly Disagree	21	13%	6	7%	
Missing from Total: Not Applicable	1		0		
Total	164	100%	92	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q5.3. My work contributions are valued by the leadership of my organization	Latinas		All Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	47	62%	189	74%	0.006
Neither Agree Nor Disagree	20	26%	40	16%	
Disagree or Slightly Disagree	8	11%	27	11%	
Not Applicable	1	1%	1	0%	
Total	76	100%	257	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q5.4. I am able to achieve a satisfying level of work-life balance.	No.	%	Combined Scores
Agree	154	33.85%	68%
Slightly Agree	157	34.51%	
Neither Agree Nor Disagree	85	18.68%	13%
Slightly Disagree	33	7.25%	
Disagree	24	5.27%	
Not Applicable	2	0.44%	
Total	455	100.00%	

How strongly do you agree or disagree with the following statements about your workplace?

Q5.4. I am able to achieve a satisfying level of work-life balance.	Female		Male		P Value
	No.	%	No.	%	
Agree or Slightly Agree	181	70%	125	69%	0.007
Neither Agree Nor Disagree	38	15%	43	24%	
Disagree or Slightly Disagree	38	15%	13	7%	
Missing from Total: Not Applicable	0		1		
Total	257	100%	181	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q5.5. There is a fair distribution of genders on my company's executive team.	No.	%	Combined Scores
Agree	167	36.70%	64%
Slightly Agree	122	26.81%	
Neither Agree Nor Disagree	83	18.24%	17%
Slightly Disagree	44	9.67%	
Disagree	35	7.69%	
Not Applicable	4	0.88%	
Total	455	100.00%	

How strongly do you agree or disagree with the following statements about your workplace?

Q5.5. There is a fair distribution of genders on my company's executive team.	Unhoused		Housed		P Value
	No.	%	No.	%	
Agree or Slightly Agree	6	46%	262	65%	0.024
Neither Agree Nor Disagree	1	8%	70	17%	
Disagree or Slightly Disagree	6	46%	69	17%	
Missing from Total: Not Applicable	0		3		
Total	13	100%	401	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q5.6. There is a fair distribution of races/ethnicities on my company's executive team.	No.	%	Combined Scores
Agree	149	32.75%	58%
Slightly Agree	113	24.84%	
Neither Agree Nor Disagree	73	16.04%	25%
Slightly Disagree	62	13.63%	
Disagree	52	11.43%	
Not Applicable	6	1.32%	
Total	455	100.00%	

How strongly do you agree or disagree with the following statements about your workplace?

Q5.6. There is a fair distribution of races/ethnicities on my company's executive	Female		Male		P Value
	No.	%	No.	%	
Agree or Slightly Agree	143	57%	111	61%	0.015
Neither Agree Nor Disagree	34	13%	36	20%	
Disagree or Slightly Disagree	76	30%	34	19%	
Missing from Total: Not Applicable	4		1		
Total	253	100%	181	100%	

How strongly do you agree or disagree with the following statements?					
Q5.6. There is a fair distribution of races/ethnicities on my company's executive team.	Women of Color		White Women		p Value
	No.	%	No.	%	
	Agree or Slightly Agree	86	53%	57	
Neither Agree Nor Disagree	30	19%	4	4%	
Disagree or Slightly Disagree	45	28%	31	34%	
Missing from Total: Not Applicable	4		0		
Total	161	100%	92	100%	

How strongly do you agree or disagree with the following statements about your workplace?					
Q5.6. There is a fair distribution of races/ethnicities on my company's executive team.	Primary Caregivers		Non-Primary-Caregivers		p Value
	No.	%	No.	%	
	Agree or Slightly Agree	166	63%	94	
Neither Agree Nor Disagree	42	16%	31	17%	
Disagree or Slightly Disagree	54	21%	59	32%	
Missing from Total: Not Applicable	3		3		
Total	262	100%	184		

How frequently do you experience the following at your workplace?				
Q6.1. Having the value of my work contributions questioned or ignored by colleagues or decision-makers.	No.	%	Combined Scores	
	Always	30		
Very Often	80	17.58%		
Sometimes	123	27.03%	46%	
Rarely	136	29.89%		
Never	73	16.04%		
Not Applicable	13	2.86%		
Total	455	100.00%		

How frequently do you experience the following at your workplace?					
Q6.1. Having the value of my work contributions questioned or ignored by colleagues or decision-makers	Latinas		All Women		P Value
	No.	%	No.	%	
	Always, Very Often, or Sometimes	42	55%	125	
Rarely or Never	26	34%	122	48%	
Not Applicable	8	11%	10	4%	
Total	76	100%	257	100%	

How frequently do you experience the following at your workplace?					
Q6.1. Having the value of my work contributions questioned or ignored by colleagues or decision-makers.	Yes Disability/chronic physical or mental		No Disability/chronic physical or mental		P Value
	No.	%	No.	%	
	Always, Very Often, or Sometimes	60	67%	164	
Rarely or Never	29	32%	173	50%	
Not Applicable	1	1%	10	3%	
Total	90	100%	347	100%	

How frequently do you experience the following at your workplace?				
Q6.2. Being mistaken for a lower job status or inappropriately asked to take on lower-level duties that are outside my job description.	No.	%	Combined Scores	
	Always	23		
Very Often	74	16.26%		
Sometimes	115	25.27%	51%	
Rarely	140	30.77%		
Never	91	20.00%		
Not Applicable	12	2.64%		
Total	455	100.00%		

How frequently do you experience the following at your workplace?					
Q6.2. Being mistaken for a lower job status or inappropriately asked to take on lower-level duties that are outside my job description.	Women of Color		White Women		P Value
	No.	%	No.	%	
	Always, Very Often, or Sometimes	83	52%	34	
Rarely or Never	76	48%	58	63%	
Missing from Total: Not Applicable	6		0		
Total	159	100%	92	100%	

How frequently do you experience the following at your workplace?					
Q6.2. Being mistaken for a lower job status or inappropriately asked to take on lower-level duties that are outside my job description	Latinas		All Women		P Value
	No.	%	No.	%	
	Always, Very Often, or Sometimes	40	53%	117	
Rarely or Never	30	40%	134	52%	
Not Applicable	6	8%	6	2%	
Total	76	100%	257	100%	

How frequently do you experience the following at your workplace?					
Q6.2. Being mistaken for a lower job status or inappropriately asked to take on lower-level duties that are outside my job description.	Yes Disability/chronic physical or mental health condition		No Disability/chronic physical or mental health condition		P Value
	No.	%	No.	%	
	Always, Very Often, or Sometimes	60	67%	164	
Rarely or Never	29	32%	173	50%	
Not Applicable	1	1%	10	3%	
Total	90	100%	347	100%	

How frequently do you experience the following at your workplace?					
Q6.2. Being mistaken for a lower job status or inappropriately asked to take on lower-level duties that are outside my job description.	Unhoused		Housed		P Value
	No.	%	No.	%	
	Always, Very Often, or Sometimes	10	77%	179	
Rarely or Never	3	23%	215	53%	
Missing from Total: Not Applicable	0		0		
Total	13	100%	404	100%	

How frequently do you experience the following at your workplace?				
Q6.3. Inappropriate comments about my appearance.	No.	%	Combined Scores	
	Always	22		
Very Often	32	7.03%		
Sometimes	101	22.20%	63%	
Rarely	106	23.30%		
Never	182	40.00%		
Not Applicable	12	2.64%		
Total	455	100.00%		

How frequently do you experience the following at your workplace?					
Q6.3. Inappropriate comments about my appearance.	Female		Male		P Value
	No.	%	No.	%	
	Always, Very Often, or Sometimes	74	29%	75	
Rarely or Never	177	71%	103	58%	
Missing from Total: Not Applicable	6		4		
Total	251	100%	178	100%	

How frequently do you experience the following at your workplace?					
Q6.3. Inappropriate comments about my appearance.	Women of Color		White Women		P Value
	No.	%	No.	%	
	Always, Very Often, or Sometimes	61	38%	13	
Rarely or Never	99	62%	78	86%	
Missing from Total: Not Applicable	5		1		
Total	160	100%	91	100%	

How frequently do you experience the following at your workplace?					
Q6.3. Inappropriate comments about my appearance.	Latinas		All Women		P Value
	No.	%	No.	%	
	Always, Very Often, or Sometimes	30	40%	74	
Rarely or Never	41	54%	177	69%	
Not Applicable	5	7%	6	2%	
Total	76	100%	257	100%	

How frequently do you experience the following at your workplace?					
Q6.3. Inappropriate comments about my appearance.	Yes Disability/chronic physical or mental health condition		No Disability/chronic physical or mental health condition		P Value
	No.	%	No.	%	
	Always, Very Often, or Sometimes	49	54%	101	
Rarely or Never	40	44%	237	68%	
Not Applicable	1	1%	9	3%	
Total	90	100%	347	100%	

How frequently do you experience the following at your workplace?

Q6.3. Inappropriate comments about my appearance.	Unhoused		Housed		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	10	77%	131	32%	0.003
Rarely or Never	3	23%	264	65%	
Missing from Total: Not Applicable	0		0		
Total	13	100%	404	100%	

How frequently do you experience the following at your workplace?

Q6.5. Getting inappropriately interrupted when speaking.	No.	%	Combined Scores	P Value
Very Often	56	12.31%		
Sometimes	127	27.91%		
Rarely	148	32.53%		
Never	89	19.56%		
Not Applicable	9	1.98%		
Total	455	100.00%		

How frequently do you experience the following at your workplace?

Q6.4. Hearing derogatory comments about my or others' gender, race/ethnicity, or sexual orientation.	No.	%	Combined Scores	P Value
Very Often	49	10.77%		
Sometimes	106	23.30%		
Rarely	104	22.86%		
Never	167	36.70%		
Not Applicable	10	2.20%		
Total	455	100.00%		

How frequently do you experience the following at your workplace?

Q6_5 Getting inappropriately interrupted when speaking.	Latinas		All Women		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	38	50%	112	44%	0.003
Rarely or Never	33	43%	139	54%	
Not Applicable	5	7%	6	2%	
Total	76	100%	257	100%	

How frequently do you experience the following at your workplace?

Q6.4. Hearing derogatory comments about my or others' gender, race/ethnicity, or sexual	Women of Color		White Women		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	71	44%	20	22%	<0.001
Rarely or Never	89	56%	70	78%	
Missing from Total: Not Applicable	5		2		
Total	160	100%	90	100%	

How frequently do you experience the following at your workplace?

Q6.5. Getting inappropriately interrupted when speaking.	Yes		No Disability/chronic		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	55	61%	145	42%	0.005
Rarely or Never	34	38%	196	57%	
Not Applicable	1	1%	6	2%	
Total	90	100%	347	100%	

How frequently do you experience the following at your workplace?

Q6.4. Hearing derogatory comments about my or others' gender, race/ethnicity, or sexual	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	113	43%	60	33%	0.026
Rarely or Never	147	57%	122	67%	
Missing from Total: Not Applicable	5		5		
Total	260	100%	182	100%	

How frequently do you experience the following at your workplace?

Q6.5. Getting inappropriately interrupted when speaking.	Unhoused		Housed		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	11	85%	178	44%	0.002
Rarely or Never	2	15%	220	55%	
Missing from Total: Not Applicable	0		0		
Total	13	100%	404	100%	

How frequently do you experience the following at your workplace?

Q6.4. Hearing derogatory comments about my or others' gender, race/ethnicity, or sexual	Latinas		All Women		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	32	42%	91	35%	0.01
Rarely or Never	39	51%	159	62%	
Not Applicable	5	7%	7	3%	
Total	76	100%	257	100%	

How frequently do you experience the following at your workplace?

Q6.6. Having someone else inappropriately take or get credit for my ideas.	No.	%	Combined Scores	P Value
Very Often	40	8.79%		
Sometimes	116	25.49%		
Rarely	122	26.81%		
Never	142	31.21%		
Not Applicable	12	2.64%		
Total	455	100.00%		

How frequently do you experience the following at your workplace?

Q6.4. Hearing derogatory comments about my or others' gender, race/ethnicity, or sexual	Yes		No Disability/chronic		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	56	62%	110	32%	<0.001
Rarely or Never	33	37%	230	66%	
Not Applicable	1	1%	7	2%	
Total	90	100%	347	100%	

How frequently do you experience the following at your workplace?

Q6.6. Having someone else inappropriately take or get credit for my ideas.	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	115	45%	63	34%	0.03
Rarely or Never	142	55%	120	66%	
Missing from Total: Not Applicable	8		4		
Total	257	100%	183	100%	

How frequently do you experience the following at your workplace?

Q6.4. Hearing derogatory comments about my or others' gender, race/ethnicity, or sexual	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	115	34%	53	54%	0.001
Rarely or Never	221	64%	44	45%	
Not Applicable	7	2%	1	1%	
Total	343	100%	98	100%	

How frequently do you experience the following at your workplace?

Q6.6. Having someone else inappropriately take or get credit for my ideas.	Latinas		All Women		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	25	33%	91	35%	0.004
Rarely or Never	45	59%	159	62%	
Not Applicable	6	8%	7	3%	
Total	76	100%	257	100%	

How frequently do you experience the following at your workplace?

Q6.4. Hearing derogatory comments about my or others' gender, race/ethnicity, or sexual	Unhoused		Housed		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	12	92%	146	36%	0.001
Rarely or Never	1	8%	250	62%	
Missing from Total: Not Applicable	0		0		
Total	13	100%	404	100%	

How frequently do you experience the following at your workplace?

Q6.6 Having someone else inappropriately take or get credit for my ideas.	Yes		No Disability/chronic		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	48	53%	124	36%	0.009
Rarely or Never	41	46%	214	62%	
Not Applicable	1	1%	9	3%	
Total	90	100%	347	100%	

How frequently do you experience the following at your workplace?

Q6.6. Having someone else inappropriately take or get credit for my ideas.	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	117	34%	55	56%	<0.001
Rarely or Never	217	63%	42	43%	
Not Applicable	9	3%	1	1%	
Total	343	100%	98	100%	

How frequently do you experience the following at your workplace?

Q7.1. Sexual harassment/assault by other people in my organization.	Unhoused		Housed		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	10	77%	122	31%	<0.001
Rarely or Never	3	23%	266	69%	
Missing from Total: Not Applicable	0		16		
Total	13	100%	388	100%	

How frequently do you experience the following at your workplace?

Q6.6. Having someone else inappropriately take or get credit for my ideas.	Unhoused		Housed		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	10	77%	151	37%	0.028
Rarely or Never	3	23%	243	60%	
Missing from Total: Not Applicable	0		0		
Total	13	100%	404	100%	

How frequently do you experience the following at your workplace?

Q7.2. Sexual harassment/assault by customers/clients.	No.	%	Combined Scores	
			No.	%
Always	17	3.74%	30%	
Very Often	67	14.73%		
Sometimes	53	11.65%		
Rarely	98	21.54%	65%	
Never	198	43.52%		
Not Applicable	22	4.84%		
Total	455	100.00%		

How frequently do you experience the following at your workplace?

Q7.1. Sexual harassment/assault by other people in my organization.	No.	%	Combined Scores
Very Often	55	12.09%	
Sometimes	69	15.16%	
Rarely	66	14.51%	63%
Never	221	48.57%	
Not Applicable	21	4.62%	
Total	455	100.00%	

How frequently do you experience the following at your workplace?

Q7.2. Sexual harassment/assault by customers/clients.	Women of Color		White Women		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	58	36%	13	14%	<0.001
Rarely or Never	102	64%	78	86%	
Missing from Total: Not Applicable	5		1		
Total	160	100%	91	100%	

How frequently do you experience the following at your workplace?

Q7.1. Sexual harassment/assault by other people in my organization.	Women of Color		White Women		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	56	35%	20	22%	0.022
Rarely or Never	103	65%	70	78%	
Missing from Total: Not Applicable	6		2		
Total	159	100%	90	100%	

How frequently do you experience the following at your workplace?

Q7.2. Sexual harassment/assault by customers/clients.	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	100	40%	36	20%	<0.001
Rarely or Never	153	60%	141	80%	
Missing from Total: Not Applicable	12		10		
Total	253	100%	177	100%	

How frequently do you experience the following at your workplace?

Q7.1. Sexual harassment/assault by other people in my organization.	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	100	40%	46	26%	0.002
Rarely or Never	151	60%	134	74%	
Missing from Total: Not Applicable	14		7		
Total	251	100%	180	100%	

How frequently do you experience the following at your workplace?

Q7.2. Sexual harassment/assault by customers/clients.	Latinas		All Women		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	28	37%	71	28%	0.008
Rarely or Never	44	58%	180	70%	
Not Applicable	4	5%	6	2%	
Total	76	100%	257	100%	

How frequently do you experience the following at your workplace?

Q7.1. Sexual harassment/assault by other people in my organization.	Latinas		All Women		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	30	40%	76	30%	0.023
Rarely or Never	42	55%	173	67%	
Not Applicable	4	5%	8	3%	
Total	76	100%	257	100%	

How frequently do you experience the following at your workplace?

Q7.2. Sexual harassment/assault by customers/clients.	Yes		No		P Value
	Disability/chronic physical or mental health condition		Disability/chronic physical or mental health condition		
	No.	%	No.	%	
Always, Very Often, or Sometimes	44	49%	87	25%	<0.001
Rarely or Never	46	51%	240	69%	
Not Applicable	0	0%	20	6%	
Total	90	100%	347	100%	

How frequently do you experience the following at your workplace?

Q7.1. Sexual harassment/assault by other people in my organization.	Yes		No		P Value
	Disability/chronic physical or mental health condition		Disability/chronic physical or mental health condition		
	No.	%	No.	%	
Always, Very Often, or Sometimes	50	56%	90	26%	<0.001
Rarely or Never	40	44%	238	69%	
Not Applicable	0	0%	19	6%	
Total	90	100%	347	100%	

How frequently do you experience the following at your workplace?

Q7.2. Sexual harassment/assault by customers/clients.	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	82	24%	49	50%	<0.001
Rarely or Never	241	70%	49	50%	
Not Applicable	20	6%	0	0%	
Total	343	100%	98	100%	

How frequently do you experience the following at your workplace?

Q7.1. Sexual harassment/assault by other people in my organization.	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	92	27%	48	49%	<0.001
Rarely or Never	232	68%	50	51%	
Not Applicable	19	6%	0	0%	
Total	343	100%	98	100%	

How frequently do you experience the following at your workplace?

Q7.2. Sexual harassment/assault by customers/clients.	Unhoused		Housed		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	9	69%	117	29%	0.008
Rarely or Never	3	23%	270	67%	
Missing from Total: Not Applicable	0		0		
Total	13	100%	404	100%	

How frequently do you experience the following at your workplace?			
Q7.3. My productivity suffers because of others' biased attitudes or behaviors.	No.	%	Combined Scores
Always	23	5.05%	38%
Very Often	45	9.89%	
Sometimes	104	22.86%	
Rarely	129	28.35%	59%
Never	138	30.33%	
Not Applicable	16	3.52%	
Total	455	100.00%	

How frequently do you experience the following at your workplace?					
Q7.3. My productivity suffers because of others' biased attitudes or behaviors.	Female		Male		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	85	34%	80	45%	0.021
Rarely or Never	164	66%	97	55%	
Missing from Total: Not Applicable	8		5		
Total	249	100%	177		

How frequently do you experience the following at your workplace?					
Q7.3. My productivity suffers because of others' biased attitudes or behaviors.	Yes Disability/chronic		No Disability/chronic		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	46	51%	116	33%	0.006
Rarely or Never	43	48%	218	63%	
Not Applicable	1	1%	13	4%	
Total	90	100%	347	100%	

How frequently do you experience the following at your workplace?					
Q7.3. My productivity suffers because of others' biased attitudes or behaviors.	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	121	35%	44	45%	0.043
Rarely or Never	208	61%	54	55%	
Not Applicable	14	4%	0	0%	
Total	343	100%	98	100%	

How frequently do you experience the following at your workplace?					
Q7.3. My productivity suffers because of others' biased attitudes or behaviors.	Unhoused		Housed		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	8	62%	145	36%	0.009
Rarely or Never	5	39%	247	61%	
Missing from Total: Not Applicable	0		0		
Total	13	100%	404	100%	

How frequently do you experience the following at your workplace?			
Q7.4. My innovativeness or creativity suffers because of others' biased attitudes or behaviors.	No.	%	Combined Scores
Always	20	4.40%	39%
Very Often	38	8.35%	
Sometimes	119	26.15%	
Rarely	125	27.47%	58%
Never	138	30.33%	
Not Applicable	15	3.30%	
Total	455	100.00%	

How frequently do you experience the following at your workplace?					
Q7.4. My innovativeness or creativity suffers because of others' biased attitudes or behaviors.	Female		Male		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	88	35%	82	46%	0.026
Rarely or Never	161	65%	96	54%	
Missing from Total: Not Applicable	8		4		
Total	249	100%	178	100%	

How frequently do you experience the following at your workplace?					
Q7.4. My innovativeness or creativity suffers because of others' biased attitudes or behaviors.	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	117	45%	59	33%	0.009
Rarely or Never	141	55%	120	67%	
Missing from Total: Not Applicable	7		8		
Total	258	100%	179	100%	

How frequently do you experience the following at your workplace?					
Q7.4. My innovativeness or creativity suffers because of others' biased attitudes or behaviors.	Women of Color		Men of Color		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	58	35%	57	51%	0.025
Rarely or Never	100	61%	53	47%	
Not Applicable	7	4%	2	2%	
Total	165	100%	112	100%	

How frequently do you experience the following at your workplace?					
Q7.4. My innovativeness or creativity suffers because of others' biased attitudes or behaviors.	Yes Disability/chronic physical or mental health condition		No Disability/chronic physical or mental health condition		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	55	61%	115	33%	<0.001
Rarely or Never	34	38%	220	63%	
Not Applicable	1	1%	12	4%	
Total	90	100%	347	100%	

How frequently do you experience the following at your workplace?					
Q7.4. My innovativeness or creativity suffers because of others' biased attitudes or behaviors.	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	121	35%	50	51%	0.005
Rarely or Never	209	61%	48	49%	
Not Applicable	13	4%	0	0%	
Total	343	100%	98	100%	

How frequently do you experience the following at your workplace?					
Q7.4. My innovativeness or creativity suffers because of others' biased attitudes or behaviors.	Unhoused		Housed		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	9	69%	151	37%	0.009
Rarely or Never	4	31%	242	60%	
Not Applicable	0		0		
Total	13	100%	404	100%	

How frequently do you experience the following at your workplace?			
Q7.5. I think about leaving my organization because of others' biased attitudes or behaviors.	No.	%	Combined Scores
Always	22	4.84%	37%
Very Often	47	10.33%	
Sometimes	100	21.98%	
Rarely	109	23.96%	
Never	158	34.73%	
Not Applicable	19	4.18%	
Total	455	100.00%	

How frequently do you experience the following at your workplace?					
Q7.5. I think about leaving my organization because of others' biased attitudes or behaviors.	Female		Male		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	82	33%	81	47%	0.005
Rarely or Never	166	67%	93	53%	
Missing from Total: Not Applicable	9		8		
Total	248	100%	174	100%	

How frequently do you experience the following at your workplace?					
Q7.5. I think about leaving my organization because of others' biased attitudes or behaviors.	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	111	44%	57	32%	0.013
Rarely or Never	143	56%	122	68%	
Missing from Total: Not Applicable	11		8		
Total	254	100%	179	100%	

How frequently do you experience the following at your workplace?					
Q7.5. I think about leaving my organization because of others' biased attitudes or behaviors.	Women of Color		Men of Color		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	51	31%	56	50%	0.006
Rarely or Never	108	66%	53	47%	
Not Applicable	6	4%	3	3%	
Total	165	100%	112	100%	

How frequently do you experience the following at your workplace?

Q7.5. I think about leaving my organization because of others' biased attitudes or behaviors	Male Caregiver		Female Caregiver		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	58	50%	50	35%	0.047
Rarely or Never	54	46%	88	61%	
Not Applicable	5	4%	6	4%	
Total	117	100%	144	100%	

How frequently do you experience the following at your workplace?

Q7.5. I think about leaving my organization because of others' biased attitudes or behaviors.	Yes Disability/chronic physical or mental		No Disability/chronic physical or mental		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	52	58%	109	31%	<0.001
Rarely or Never	37	41%	222	64%	
Not Applicable	1	1%	16	5%	
Total	90	100%	347	100%	

How frequently do you experience the following at your workplace?

Q7.5. I think about leaving my organization because of others' biased attitudes or behaviors.	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	109	32%	55	56%	<0.001
Rarely or Never	217	63%	43	44%	
Not Applicable	17	5%	0	0%	
Total	343	100%	98	100%	

How frequently do you experience the following at your workplace?

Q.7.5. I think about leaving my organization because of others' biased attitudes or behaviors.	Unhoused		Housed		P Value
	No.	%	No.	%	
Always, Very Often, or Sometimes	9	69%	142	35%	0.036
Rarely or Never	4	31%	246	61%	
Missing from Total: Not Applicable	0		0		
Total	13	100%	404	100%	

Q8. Are you a full-time or part-time employee?	No.	Valid Percent
Full-Time	404	89%
Part-Time	51	11%
Total	455	100%

Q8 Are you a full-time or part-time employee?	Women of Color		White Women		P Value
	No.	%	No.	%	
Full-Time	140	85%	88	96%	0.009
Part-Time	25	15%	4	4%	
Missing from Total: Not Applicable	0		0		
Total	165	100%	92	100%	

Q8 Are you a full-time or part-time employee?	LGBTQ		Straight/Hetero		All people		P Value
	No.	%	No.	%	No.	%	
Full-Time	52	83%	324	93%	376	91%	0.008
Part-Time	11	17%	25	7%	36	9%	
Total	63	100%	349		412	100%	

Q9. How many hours do you work in a typical week?	No.	Valid Percent
Less than 40 hours	43	11%
40-50 hours	269	67%
51-60 hours	72	18%
More than 60 hours	20	5%
Total	404	100%

Q9 How many hours do you work in a typical week?	Women of Color		White Women		P Value
	No.	%	No.	%	
Less than 40 hours	13	8%	7	8%	0.032
40-50 hours	102	62%	59	64%	
51-60 hours	22	13%	16	17%	
More than 60 hours	3	2%	6	7%	
Missing	25	15%	4	4%	
Total	165	100%	92	100%	

Q9 How many hours do you work in a typical week?	Latinas		All Women		P Value
	No.	%	No.	%	
Less than 40 hours	11	15%	20	8%	0.012
40-50 hours	50	66%	161	63%	
51-60 hours	5	7%	38	15%	
More than 60 hours	1	1%	9	4%	
Missing	9	12%	29	11%	
Total	76	100%	257	100%	

Q9 How many hours do you work in a typical week?	Yes		No		P Value
	Disability/chronic physical or mental		Disability/chronic physical or mental		
	No.	%	No.	%	
Less than 40 hours	6	7%	34	10%	0.032
40-50 hours	55	61%	203	59%	
51-60 hours	8	9%	63	18%	
More than 60 hours	4	4%	15	4%	
Missing	17	19%	32	9%	
Total	90	100%	347	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q11.1. I can be open about my parenting status and still receive fair opportunities for career advancement.	No.	%	Combined Scores
Agree	137	30%	60%
Slightly Agree	137	30%	
Neither Agree Nor Disagree	84	18%	13%
Slightly Disagree	35	8%	
Disagree	24	5%	
Not Applicable	38	8%	

How strongly do you agree or disagree with the following statements about your workplace?

Q11.1. I can be open about my parenting status and still receive fair opportunities for career	Female		Male		P Value
	No.	%	No.	%	
Agree or Slightly Agree	161	71%	105	60%	0.043
Neither Agree Nor Disagree	36	16%	43	24%	
Disagree or Slightly Disagree	29	13%	28	16%	
Missing from Total: Not Applicable	31		6		
Total	226	100%	176	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q11.1. I can be open about my parenting status and still receive fair opportunities for career	Women of Color		Men of Color		P Value
	No.	%	No.	%	
Agree or Slightly Agree	102	62%	63	56%	0.018
Neither Agree Nor Disagree	21	13%	26	23%	
Disagree or Slightly Disagree	21	13%	18	16%	
Not Applicable	21	13%	5	5%	
Total	165	100%	112	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q11.1. I can be open about my parenting status and still receive fair opportunities for career	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Agree or Slightly Agree	207	60%	59	60%	0.001
Neither Agree Nor Disagree	53	16%	27	28%	
Disagree or Slightly Disagree	46	13%	12	12%	
Not Applicable	37	11%	0	0%	
Total	343	100%	98	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q11.2. I can use family benefits (family leave, remote working, etc.) without negative consequences to my	No.	%	Combined Scores
Slightly Agree	131	29%	
Neither Agree Nor Disagree	82	18%	20%
Slightly Disagree	55	12%	
Disagree	34	7%	
Not Applicable	21	5%	
Total	455	100%	

How strongly do you agree or disagree with the following statements?

Q11.2. I can use family benefits (family leave, remote working, etc.) without negative consequences to my career.	Women of Color		White Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	89	58%	65	76%	0.015
Neither Agree Nor Disagree	26	17%	11	13%	
Disagree or Slightly Disagree	39	25%	10	12%	
Missing from Total: Not Applicable	11		6		
Total	154	100%	86	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q11.2. I can use family benefits (family leave, remote working, etc.) without negative consequences to my career.	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Agree or Slightly Agree	142	55%	118	68%	0.028
Neither Agree Nor Disagree	57	22%	25	14%	
Disagree or Slightly Disagree	58	23%	31	18%	
Missing from Total: Not Applicable	8		13		
Total	257	100%	174	100%	

How strongly do you agree or disagree with the following statements about your

Q11.3. I have fair access to training and professional development opportunities.	No.	%	Combined Scores
Agree	164	36%	62%
Slightly Agree	118	26%	
Neither Agree Nor Disagree	92	20%	15%
Slightly Disagree	37	8%	
Disagree	33	7%	
Not Applicable	11	2%	
Total	455	100%	

How strongly do you agree or disagree with the following statements?

Q11.3. I have fair access to training and professional development opportunities.	Women of Color		White Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	83	53%	74	80%	<0.001
Neither Agree Nor Disagree	45	29%	8	9%	
Disagree or Slightly Disagree	29	18%	10	11%	
Missing from Total: Not Applicable	8		0		
Total	157	100%	92	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q11.3. I have fair access to training and professional development opportunities.	Latinas		All Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	31	41%	157	61%	<0.001
Neither Agree Nor Disagree	26	34%	53	21%	
Disagree or Slightly Disagree	12	16%	39	15%	
Not Applicable	7	9%	8	3%	
Total	76	100%	257	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q11.3. I have fair access to training and professional development opportunities.	Yes Disability/chronic physical or mental health condition		No Disability/chronic physical or mental health condition		P Value
	No.	%	No.	%	
Agree or Slightly Agree	56	62%	214	62%	0.005
Neither Agree Nor Disagree	11	12%	77	22%	
Disagree or Slightly Disagree	23	26%	46	13%	
Not Applicable	0	0%	10	3%	
Total	90	100%	347	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q11.3. I have fair access to training and professional development opportunities.	Unhoused		Housed		P Value
	No.	%	No.	%	
Agree or Slightly Agree	6	46%	255	65%	0.006
Neither Agree Nor Disagree	1	8%	77	20%	
Disagree or Slightly Disagree	6	46%	62	16%	
Missing from Total: Not Applicable	0		10		
Total	13	100%	394	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q11.4. I have informal or social interactions (casual conversations, happy hour, golf outings, etc.) with the leadership of my organization or unit that could advance my career.	No.	%	Combined Scores
	Agree	94	
Slightly Agree	120	26%	
Neither Agree Nor Disagree	82	18%	31%
Slightly Disagree	68	15%	
Disagree	72	16%	
Not Applicable	19	4%	
Total	455	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q11.4. I have informal or social interactions (casual conversations, happy hour, golf outings, etc.) with the leadership of my organization or unit that could advance my career.	Female		Male		P Value
	No.	%	No.	%	
Agree or Slightly Agree	118	48%	92	52%	<0.001
Neither Agree Nor Disagree	32	13%	45	26%	
Disagree or Slightly Disagree	95	39%	39	22%	
Missing from Total: Not Applicable	12		6		
Total	245	100%	176	100%	

How strongly do you agree or disagree with the following statements?

Q11.4. I have informal or social interactions (casual conversations, happy hour, golf outings, etc.) with the leadership of my organization or unit that could advance my career.	Women of Color		White Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	62	40%	56	62%	0.001
Neither Agree Nor Disagree	27	17%	5	6%	
Disagree or Slightly Disagree	66	43%	29	32%	
Missing from Total: Not Applicable	10		2		
Total	155	100%	90	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q11.4. I have informal or social interactions (casual conversations, happy hour, golf outings, etc.) with the leadership of my organization or unit that could advance my career	Latinas		All Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	24	32%	118	46%	0.002
Neither Agree Nor Disagree	13	17%	32	13%	
Disagree or Slightly Disagree	31	41%	95	37%	
Not Applicable	8	11%	12	5%	
Total	76	100%	257	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q11.4. I have informal or social interactions (casual conversations, happy hour, golf outings, etc.) with the leadership of my organization or unit that could advance my career.	Women of Color		Men of Color		P Value
	No.	%	No.	%	
Agree or Slightly Agree	62	38%	56	50%	0.005
Neither Agree Nor Disagree	27	16%	28	25%	
Disagree or Slightly Disagree	66	40%	25	22%	
Not Applicable	10	6%	3	3%	
Total	165	100%	112	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q11.4. I have informal or social interactions (casual conversations, happy hour, golf outings, etc.) with the leadership of my organization or unit that could advance my career.	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Agree or Slightly Agree	149	43%	60	61%	0.003
Neither Agree Nor Disagree	58	17%	18	18%	
Disagree or Slightly Disagree	119	35%	19	19%	
Not Applicable	17	5%	1	1%	
Total	343	100%	98	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.1. I have a fair and equitable chance of being promoted into leadership positions.	No.	%	Combined Scores
	Agree	123	
Slightly Agree	140	31%	
Neither Agree Nor Disagree	86	19%	20%
Slightly Disagree	43	9%	
Disagree	47	10%	
Not Applicable	16	4%	
Total	455	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.1. I have a fair and equitable chance of being promoted into leadership positions.	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Agree or Slightly Agree	168	66%	92	51%	0.002
Neither Agree Nor Disagree	37	14%	49	27%	
Disagree or Slightly Disagree	51	20%	39	22%	
Missing from Total: Not Applicable	9		7		
Total	256	100%	180	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.1. I have a fair and equitable chance of being promoted into leadership positions.	Latinas		All Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	47	62%	150	58%	0.008
Neither Agree Nor Disagree	7	9%	42	16%	
Disagree or Slightly Disagree	14	18%	53	21%	
Not Applicable	8	11%	12	5%	
Total	76	100%	257	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.1. I have a fair and equitable chance of being promoted into leadership positions.	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Agree or Slightly Agree	188	55%	68	69%	0.02
Neither Agree Nor Disagree	69	20%	12	12%	
Disagree or Slightly Disagree	71	21%	18	18%	
Not Applicable	15	4%	0	0%	
Total	343	100%	98	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.1. I have a fair and equitable chance of being promoted into leadership positions.	Unhoused		Housed		P Value
	No.	%	No.	%	
Agree or Slightly Agree	6	46%	244	60%	0.004
Neither Agree Nor Disagree	2	15%	68	17%	
Disagree or Slightly Disagree	5	39%	77	19%	
Missing from Total: Not Applicable	0		0		
Total	13	100%	404		

How strongly do you agree or disagree with the following statements about your workplace?

Q12.2. I am paid fairly compared to similarly ranked and experienced colleagues.	No.	%	Combined Scores		P Value
			No.	%	
Agree	121	27%	56%		0.015
Slightly Agree	135	30%			
Neither Agree Nor Disagree	84	18%	22%		
Slightly Disagree	56	12%			
Disagree	46	10%			
Not Applicable	13	3%			
Total	455	100%			

How strongly do you agree or disagree with the following statements about your workplace?

Q12.2. I am paid fairly compared to similarly ranked and experienced colleagues.	Latinas		All Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	46	61%	148	58%	0.015
Neither Agree Nor Disagree	11	15%	40	16%	
Disagree or Slightly Disagree	12	16%	59	23%	
Not Applicable	7	9%	10	4%	
Total	76	100%	257	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.2. I am paid fairly compared to similarly ranked and experienced colleagues.	Male Caregiver		Female Caregiver		P Value
	No.	%	No.	%	
Agree or Slightly Agree	67	57%	84	58%	0.043
Neither Agree Nor Disagree	26	22%	19	13%	
Disagree or Slightly Disagree	23	20%	32	22%	
Not Applicable	1	1%	9	6%	
Total	117	100%	144	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.2. I am paid fairly compared to similarly ranked and experienced colleagues.	Men of Color		White Men		All Men		P Value
	No.	%	No.	%	No.	%	
Agree or Slightly Agree	56	50%	44	70%	100	57%	0.044
Neither Agree Nor Disagree	28	25%	7	11%	35	20%	
Disagree or Slightly Disagree	26	23%	12	19%	38	22%	
Not Applicable	2	2%	0	0%	2	1%	
Total	112	100%	63	100%	175	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.2. I am paid fairly compared to similarly ranked and experienced colleagues.	Unhoused		Housed		P Value
	No.	%	No.	%	
Agree or Slightly Agree	5	39%	238	59%	0.019
Neither Agree Nor Disagree	2	15%	68	17%	
Disagree or Slightly Disagree	5	39%	87	22%	
Missing from Total: Not Applicable	0		0		
Total	13	100%	404	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.3. Promotion and raise decisions are transparent and fair.	No.	%	Combined Scores		P Value
			No.	%	
Agree	127	28%	51%		0.004
Slightly Agree	104	23%			
Neither Agree Nor Disagree	104	23%	23%		
Slightly Disagree	52	11%			
Disagree	54	12%			
Not Applicable	14	3%			
Total	455	100%			

How strongly do you agree or disagree with the following statements?

Q12.3. Promotion and raise decisions are transparent and fair.	Women of Color		White Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	76	49%	57	63%	0.004
Neither Agree Nor Disagree	43	28%	9	10%	
Disagree or Slightly Disagree	35	23%	25	27%	
Missing from Total: Not Applicable	10		2		
Total	155	100%	90	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.3. Promotion and raise decisions are transparent and fair.	Latinas		All Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	31	41%	133	52%	0.015
Neither Agree Nor Disagree	25	33%	52	20%	
Disagree or Slightly Disagree	12	16%	60	23%	
Not Applicable	8	11%	12	5%	
Total	76	100%	257	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.3. Promotion and raise decisions are transparent and fair.	Male Caregiver		Female Caregiver		P Value
	No.	%	No.	%	
Agree or Slightly Agree	57	49%	72	50%	0.028
Neither Agree Nor Disagree	35	30%	35	24%	
Disagree or Slightly Disagree	25	21%	27	19%	
Not Applicable	0	0%	10	7%	
Total	117	100%	144	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.3. Promotion and raise decisions are transparent and fair.	Yes		No		P Value
	No.	%	No.	%	
Agree or Slightly Agree	43	48%	178	51%	0.009
Neither Agree Nor Disagree	14	16%	87	25%	
Disagree or Slightly Disagree	32	36%	70	20%	
Not Applicable	1	1%	12	4%	
Total	90	100%	347	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.4. My annual performance evaluation is fairly judged.	No.	%	Combined Scores		P Value
			No.	%	
Agree	136	30%	60%		0.002
Slightly Agree	137	30%			
Neither Agree Nor Disagree	72	16%	19%		
Slightly Disagree	53	12%			
Disagree	35	8%			
Not Applicable	22	5%			
Total	455	100%			

How strongly do you agree or disagree with the following statements?

Q12.4. My annual performance evaluation is fairly judged.	Women of Color		White Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	84	57%	71	79%	0.002
Neither Agree Nor Disagree	25	17%	10	11%	
Disagree or Slightly Disagree	39	26%	9	10%	
Missing from Total: Not Applicable	17		2		
Total	148	100%	90	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.4. My annual performance evaluation is fairly judged.	Latinas		All Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	33	43%	155	60%	0.003
Neither Agree Nor Disagree	14	18%	35	14%	
Disagree or Slightly Disagree	19	25%	48	19%	
Not Applicable	10	13%	19	7%	
Total	76	100%	257	100%	

Q14. If you have tried to negotiate a higher starting salary or promotion at your workplace, were you successful?	No.	%
Yes	208	46%
No	186	41%
Not Applicable	61	13%
Total	455	100%

How strongly do you agree or disagree with the following statements about your workplace?

Q12.4. My annual performance evaluation is fairly judged.	Women of Color		Men of Color		P Value
	No.	%	No.	%	
Agree or Slightly Agree	84	51%	66	59%	0.045
Neither Agree Nor Disagree	25	15%	19	17%	
Disagree or Slightly Disagree	39	24%	25	22%	
Not Applicable	17	10%	2	2%	
Total	165	100%	112		

Q14 If you have tried to negotiate a higher starting salary or promotion at your workplace,	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Yes	139	41%	59	60%	0.001
No	152	44%	33	34%	
Not Applicable	52	15%	6	6%	
Total	343	100%	98	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.4. My annual performance evaluation is fairly judged.	Male Caregiver		Female Caregiver		P Value
	No.	%	No.	%	
Agree or Slightly Agree	73	62%	78	54%	0.021
Neither Agree Nor Disagree	20	17%	24	17%	
Disagree or Slightly Disagree	24	21%	31	22%	
Not Applicable	0	0%	11	8%	
Total	117	100%	144	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q12.4. My annual performance evaluation is fairly judged.	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Agree or Slightly Agree	198	58%	67	68%	0.039
Neither Agree Nor Disagree	57	17%	12	12%	
Disagree or Slightly Disagree	67	20%	19	19%	
Not Applicable	21	6%	0	0%	
Total	343	100%	98	100%	

Q13. Do you think about leaving your organization because you are not getting the advancement and/or pay raises you deserve?	No.	%
Yes	200	44%
No	232	51%
Not Applicable	23	5%
Total	455	100%

Q13 Do you think about leaving your organization because you are not getting the	Yes		No		P Value
	No.	%	No.	%	
Yes	63	70%	129	37%	<0.001
No	25	28%	201	58%	
Not Applicable	2	2%	17	5%	
Total	90	100%	347	100%	

Q13 Do you think about leaving your organization because you are not getting the	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Yes	141	41%	54	55%	0.033
No	184	54%	42	43%	
Not Applicable	18	5%	2	2%	
Total	343	100%	98	100%	

Q13. Do you think about leaving your organization because you are not getting the	Unhoused		Housed		P Value
	No.	%	No.	%	
Yes	9	69%	169	42%	0.004
No	4	31%	217	54%	
Missing from Total: Not Applicable	0		0		
Total	13	100%	404	100%	

POMA

How strongly do you agree or disagree with the following statements about your workplace?			
Q16.1. My organization supports employees who are pregnant.	No.	%	Combined
Agree	164	36%	65%
Slightly Agree	132	29%	
Neither Agree Nor Disagree	84	18%	
Slightly Disagree	32	7%	11%
Disagree	20	4%	
Not Applicable	23	5%	
Total	455	100%	

How strongly do you agree or disagree with the following statements about your workplace?					
Q16.1. My organization supports employees who are pregnant.	Women of Color		White Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	104	69%	64	74%	0.034
Neither Agree Nor Disagree	24	16%	19	22%	
Disagree or Slightly Disagree	23	15%	4	5%	
Missing from Total: Not Applicable	14		5		
Total	151	100%	87	100%	

How strongly do you agree or disagree with the following statements about your workplace?					
Q16.1. My organization supports employees who are pregnant.	Latinas		All Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	57	75%	168	65%	<0.001
Neither Agree Nor Disagree	3	4%	43	17%	
Disagree or Slightly Disagree	5	7%	27	11%	
Not Applicable	11	15%	19	7%	
Total	76	100%	257	100%	

How strongly do you agree or disagree with the following statements about your workplace?					
Q16.1. My organization supports employees who are pregnant.	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Agree or Slightly Agree	231	67%	58	59%	0.005
Neither Agree Nor Disagree	55	16%	23	24%	
Disagree or Slightly Disagree	35	10%	17	17%	
Not Applicable	22	6%	0	0%	
Total	343	100%	98	100%	

How strongly do you agree or disagree with the following statements about your workplace?					
Q16.1. My organization supports employees who are pregnant.	Unhoused		Housed		P Value
	No.	%	No.	%	
Agree or Slightly Agree	5	39%	268	66%	0.014
Neither Agree Nor Disagree	5	39%	66	16%	
Disagree or Slightly Disagree	3	23%	48	12%	
Missing from Total: Not Applicable	0		0		
Total	13	100%	404	100%	

How strongly do you agree or disagree with the following statements about your workplace?			
Q16.2. My organization supports employees who are new parents.	No.	%	Combined Scores
Agree	151	33%	63%
Slightly Agree	135	30%	
Neither Agree Nor Disagree	90	20%	
Slightly Disagree	39	9%	12%
Disagree	16	4%	
Not Applicable	24	5%	
Total	455	100%	

How strongly do you agree or disagree with the following statements about your workplace?					
Q16.2. My organization supports employees who are new parents.	Female		Male		P Value
	No.	%	No.	%	
Agree or Slightly Agree	172	73%	106	59%	0.011
Neither Agree Nor Disagree	39	17%	46	26%	
Disagree or Slightly Disagree	25	11%	28	16%	
Missing from Total: Not Applicable	21		2		
Total	236	100%	180	100%	

How strongly do you agree or disagree with the following statements about your workplace?					
Q16.2. My organization supports employees who are new parents.	Latinas		All Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	55	72%	172	67%	<0.001
Neither Agree Nor Disagree	5	7%	39	15%	
Disagree or Slightly Disagree	3	4%	25	10%	
Not Applicable	13	17%	21	8%	
Total	76	100%	257	100%	

How strongly do you agree or disagree with the following statements about your workplace?					
Q16.2. My organization supports employees who are new parents.	Women of Color		Men of Color		P Value
	No.	%	No.	%	
Agree or Slightly Agree	108	66%	59	53%	0.001
Neither Agree Nor Disagree	24	15%	31	28%	
Disagree or Slightly Disagree	17	10%	20	18%	
Not Applicable	16	10%	2	2%	
Total	165	100%	112	100%	

How strongly do you agree or disagree with the following statements about your workplace?					
Q16.2. My organization supports employees who are new parents.	Male Caregiver		Female Caregiver		P Value
	No.	%	No.	%	
Agree or Slightly Agree	64	55%	90	63%	0.002
Neither Agree Nor Disagree	36	31%	26	18%	
Disagree or Slightly Disagree	17	15%	17	12%	
Not Applicable	0	0%	11	8%	
Total	117	100%	144	100%	

POMA

How strongly do you agree or disagree with the following statements about your workplace?

Q16.2. My organization supports employees who are new parents.	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Agree or Slightly Agree	218	64%	61	62%	0.005
Neither Agree Nor Disagree	57	17%	28	29%	
Disagree or Slightly Disagree	46	13%	9	9%	
Not Applicable	22	6%	0	0%	
Total	343	100%	98	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q16.3. My organization supports employees who care for an adult or adult dependent (elderly parent,	Male Caregiver		Female Caregiver		P Value
	No.	%	No.	%	
Agree or Slightly Agree	59	50%	69	48%	0.011
Neither Agree Nor Disagree	30	26%	43	30%	
Disagree or Slightly Disagree	28	24%	22	15%	
Not Applicable	0	0%	10	7%	
Total	117	100%	144		

How strongly do you agree or disagree with the following statements about your workplace?

Q16.2. My organization supports employees who are new parents.	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Agree or Slightly Agree	156	61%	127	73%	0.034
Neither Agree Nor Disagree	63	25%	27	16%	
Disagree or Slightly Disagree	35	14%	20	11%	
Missing from Total: Not Applicable	11		13		
Total	254	100%	174	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q16.3. My organization supports employees who care for an adult or adult dependent (elderly parent,	Primary Caregivers		on-Primary-Caregiver		P Value
	No.	%	No.	%	
Agree or Slightly Agree	128	50%	105	63%	0.044
Neither Agree Nor Disagree	76	30%	39	23%	
Disagree or Slightly Disagree	51	20%	24	14%	
Missing from Total: Not Applicable	10		19		
Total	255	100%	168	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q16.2. My organization supports employees who are new parents.	Unhoused		Housed		P Value
	No.	%	No.	%	
Agree or Slightly Agree	7	54%	259	64%	0.038
Neither Agree Nor Disagree	3	23%	72	18%	
Disagree or Slightly Disagree	3	23%	50	12%	
Missing from Total: Not Applicable	0		0		
Total	13	100%	404	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q16.4. I think about leaving my organization because it doesn't meet my needs as a caregiver.	No.	%	Combined Scores
	Agree	51	
Slightly Agree	85	19%	
Neither Agree Nor Disagree	84	18%	
Slightly Disagree	67	15%	38%
Disagree	108	24%	
Not Applicable	60	13%	
Total	455	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q16.3. My organization supports employees who care for an adult or adult dependent (elderly parent, partner, child, sibling, etc.).	No.	%	Combined
	Agree	131	
Slightly Agree	105	23%	
Neither Agree Nor Disagree	115	25%	
Slightly Disagree	52	11%	16%
Disagree	23	5%	
Not Applicable	29	6%	
Total	455	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q16.4. I think about leaving my organization because it doesn't meet my needs as a caregiver.	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Agree or Slightly Agree	101	40%	34	24%	0.002
Neither Agree Nor Disagree	55	22%	29	21%	
Disagree or Slightly Disagree	96	38%	78	55%	
Missing from Total: Not Applicable	13		46		
Total	252	100%	141	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q16.3. My organization supports employees who care for an adult or adult dependent (elderly parent,	Latinas		All Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	36	47%	135	53%	<0.001
Neither Agree Nor Disagree	24	32%	63	25%	
Disagree or Slightly Disagree	3	4%	36	14%	
Not Applicable	13	17%	23	9%	
Total	76	100%	257	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q16.4. I think about leaving my organization because it doesn't meet my needs as a caregiver.	Women of Color		Men of Color		P Value
	No.	%	No.	%	
Agree or Slightly Agree	49	30%	43	38%	0.046
Neither Agree Nor Disagree	23	14%	23	21%	
Disagree or Slightly Disagree	65	39%	37	33%	
Not Applicable	28	17%	9	8%	
Total	165	100%	112	100%	

POMA

How strongly do you agree or disagree with the following statements about your organization					
Q16.4. I think about leaving my organization because it doesn't meet my needs as a	Male		Female		P Value
	No.	%	No.	%	
Agree or Slightly Agree	51	44%	49	34%	0.018
Neither Agree Nor Disagree	29	25%	25	17%	
Disagree or Slightly Disagree	35	30%	59	41%	
Not Applicable	2	2%	11	8%	
Total	117	100%	144	100%	

How strongly do you agree or disagree with the following statements about your workplace?					
Q16.4. I think about leaving my organization because it doesn't meet my needs as a	Unhoused		Housed		P Value
	No.	%	No.	%	
Agree or Slightly Agree	11	85%	115	29%	0.002
Neither Agree Nor Disagree	1	8%	74	18%	
Disagree or Slightly Disagree	1	8%	162	40%	
Missing from Total: Not Applicable	0		0		
Total	13	100%	404	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?				
Q17.1. Childcare (dependent care accounts, childcare referral, etc.)	No.	%	Combined	
Yes	272	60%	60%	
No	117	26%	40%	
Not available in my workplace	66	15%		
Total	455	100%		

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.1. Childcare (dependent care accounts, childcare referral, onsite childcare, etc.)	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Yes	170	64%	100	53%	0.042
No	64	24%	52	28%	
Not Available	31	12%	35	19%	
Missing from Total: Not Applicable	0		0		
Total	265	100%	187	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?				
Q17.2. Family leaves of absence	No.	%	Combined Scores	
Yes	303	67%	67%	
No	116	25%	33%	
Not available in my workplace	36	8%		
Total	455	100%		

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.2. Family leaves of absence	Women of Color		White Women		P Value
	No.	%	No.	%	
Yes	99	60%	67	73%	0.014
No	46	28%	23	25%	
Not available in my work place	20	12%	2	2%	
Missing from Total: Not Applicable	0		0		
Total	165	100%	92	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.2. Family leaves of absence	Latinas		All Women		P Value
	No.	%	No.	%	
Yes	49	65%	166	65%	0.013
No	15	20%	69	27%	
Not available in my workplace	12	16%	22	9%	
Total	76	100%	257	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?									
Q17.2. Family leaves of absence	American Indian or Alaskan Native Women		Black or African-American Women		Hispanic or Latinx Women		White Women		P Value
	No.	%	No.	%	No.	%	No.	%	
Yes	12	46%	16	62%	49	65%	67	73%	<0.001
No	14	54%	9	35%	15	20%	23	25%	
Not available in my workplace	0	0%	1	4%	12	16%	2	2%	
Total	26	100%	26	100%	76	100%	92	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?			
Q17.3. Flexible work schedules (adjusted hours, remote work, etc.)	No.	%	Combined Scores
	Yes	313	
No	102	22%	31%
Not available in my workplace	40	9%	
Total	455	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.3. Flexible work schedules (adjusted hours, remote work, etc.)	Latinas		All Women		P Value
	No.	%	No.	%	
Yes	56	74%	188	73%	0.005
No	9	12%	50	20%	
Not available in my workplace	11	15%	19	7%	
Total	76	100%	257	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.3. Flexible work schedules (adjusted hours, remote work, etc.)	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Yes	242	71%	64	65%	0.006
No	66	19%	31	32%	
Not available in my workplace	35	10%	3	3%	
Total	343	100%	98	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?									
Q17.3. Flexible work schedules (adjusted hours, remote work, etc.)	American Indian or Alaskan Native Women		Black or African-American Women		Hispanic or Latinx Women		White Women		P Value
	No.	%	No.	%	No.	%	No.	%	
Yes	15	58%	17	65%	56	74%	72	78%	0
No	11	42%	8	31%	9	12%	15	16%	
Not available in my workplace	0	0%	1	4%	11	15%	5	5%	
Total	26	100%	26	100%	76	100%	92	100%	

POMA

Do you feel well-informed of the following policies, practices, or benefits at your workplace?			
Q17.4. Internal job postings	No.	%	Combined Scores
Yes	266	58%	58%
No	137	30%	
Not available in my workplace	52	11%	
Total	455	100%	42%

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.4. Internal job postings	Women of Color		White Women		P Value
	No.	%	No.	%	
Yes	86	52%	63	68%	0.025
No	62	38%	20	22%	
Not available in my work place	17	10%	9	10%	
Missing from Total: Not Applicable	0		0		
Total	165	100%	92	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.4. Internal job postings	Primary Caregivers		Non-Primary-		P Value
	No.	%	No.	%	
Yes	152	57%	112	60%	0.008
No	91	34%	45	24%	
Not Available	22	8%	30	16%	
Missing from Total: Not Applicable	0		0		
Total	265	100%	187	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.4. Internal job postings	Latinas		All Women		P Value
	No.	%	No.	%	
Yes	31	41%	149	58%	0.001
No	34	45%	82	32%	
Not available in my workplace	11	15%	26	10%	
Missing from Total: Not Applicable	0		0		
Total	76	100%	257	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?									
Q17.4. Internal job postings	American Indian or Alaskan Native Women		Black or African American Women		Hispanic or Latinx Women		White Women		P Value
	No.	%	No.	%	No.	%	No.	%	
	Yes	19	73%	16	62%	31	41%	63	
No	7	27%	9	35%	34	45%	20	22%	
Not available in my workplace	0	0%	1	4%	11	15%	9	10%	
Total	26	100%	26	100%	76	100%	92	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?			
Q17.5. Mentoring or networking programs	No.	%	Combined Scores
Yes	244	54%	54%
No	148	33%	
Not available in my workplace	63	14%	
Total	455	100%	46%

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.5. Mentoring or networking programs	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Yes	169	49%	68	69%	<0.001
No	117	34%	27	28%	
Not available in my workplace	57	17%	3	3%	
Total	343	100%	98	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?							
Q17.5. Mentoring or networking programs	LGBTQ		Straight/Hetero		All people		P Value
	No.	%	No.	%	No.	%	
Yes	40	64%	181	52%	221	54%	0.031
No	21	33%	116	33%	137	33%	
Not available in my workplace	2	3%	52	15%	54	13%	
Missing from Total: Not Applicable	0		0		0		
Total	63	100%	349	100%	412	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?									
Q17.5. Mentoring or networking programs	American Indian or Alaskan Native Women		Black or African American Women		Hispanic or Latinx Women		White Women		P Value
	No.	%	No.	%	No.	%	No.	%	
	Yes	21	81%	14	54%	34	45%	45	
No	5	19%	8	31%	29	38%	27	29%	
Not available in my workplace	0	0%	4	15%	13	17%	20	22%	
Total	26	100%	26	100%	76	100%	92	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.5. Mentoring or networking programs	Primary		Non-Primary-		P Value
	No.	%	No.	%	
Yes	152	57%	89	48%	0.007
No	87	33%	61	33%	
Not Available	26	10%	37	20%	
Missing from Total: Not Applicable	0		0		
Total	265	100%	187	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?			
Q17.6. Sponsoring (mentor formally and actively promotes a mentee's career)	No.	%	Combined Scores
Yes	224	49%	51%
No	155	34%	
Not available in my workplace	76	17%	
Total	455	100%	49%

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.6. Sponsoring (mentor formally and actively promotes a mentee's career)	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Yes	145	55%	76	41%	0.013
No	80	30%	75	40%	
Not Available	40	15%	36	19%	
Missing from Total: Not Applicable	0		0		

POMA

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.6. Sponsoring (mentor formally and actively promotes a mentee's career)	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Yes	158	46%	60	61%	0.001
No	121	35%	30	31%	
Not available in my workplace	64	19%	8	8%	
Total	343	100%	98	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?									
Q17.6. Sponsoring (mentor formally and actively promotes a mentee's career)	American Indian or Alaskan Native Women		Black or African American Women		Hispanic or Latinx Women		White Women		P Value
	No.	%	No.	%	No.	%	No.	%	
	Yes	21	81%	9	35%	36	47%	35	
No	5	19%	12	46%	22	29%	38	41%	
Not available in my workplace	0	0%	5	19%	18	24%	19	21%	
Total	26	100%	26	100%	76	100%	92	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?			
Q17.7. Management training	No.	%	Combined
Yes	289	64%	64%
No	106	23%	36%
Not available in my workplace	60	13%	
Total	455	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.7. Management training	Latinas		All Women		P Value
	No.	%	No.	%	
Yes	41	54%	157	61%	0.047
No	17	22%	61	24%	
Not available in my workplace	18	24%	39	15%	
Total	76	100%	257	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.7. Management training	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Yes	202	59%	78	80%	0.001
No	87	25%	16	16%	
Not available in my workplace	54	16%	4	4%	
Total	343	100%	98	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?									
Q17.7. Management training	American Indian or Alaskan Native Women		Black or African American Women		Hispanic or Latinx Women		White Women		P Value
	No.	%	No.	%	No.	%	No.	%	
	Yes	23	89%	13	50%	41	54%	61	
No	3	12%	10	39%	17	22%	20	22%	
Not available in my workplace	0	0%	3	12%	18	24%	11	12%	
Total	26	100%	26	100%	76	100%	92	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?			
Q17.8. Professional development	No.	%	Combined
Yes	317	70%	70%
No	100	22%	30%
Not available in my workplace	38	8%	
Total	455	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.8. Professional development	Women of Color		White Women		P Value
	No.	%	No.	%	
Yes	104	63%	70	76%	0.021
No	43	26%	20	22%	
Not available in my work place	18	11%	2	2%	
Missing from Total: Not Applicable	0		0		
Total	165	100%	92	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.8. Professional development	Latinas		All Women		P Value
	No.	%	No.	%	
Yes	41	54%	174	68%	<0.001
No	21	28%	63	25%	
Not available in my workplace	14	18%	20	8%	
Total	76	100%	257	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.8. Professional development	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Yes	227	66%	84	86%	0.001
No	84	25%	11	11%	
Not available in my workplace	32	9%	3	3%	
Total	343	100%	98	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?									
Q17.8. Professional development	American Indian or Alaskan Native Women		Black or African American Women		Hispanic or Latinx Women		White Women		P Value
	No.	%	No.	%	No.	%	No.	%	
	Yes	22	85%	16	62%	41	54%	70	
No	4	15%	8	31%	21	28%	20	22%	
Not available in my workplace	0	0%	2	8%	14	18%	2	2%	
Total	26	100%	26	100%	76	100%	92	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?			
Q17.9. Sexual harassment prevention	No.	%	Combined
Yes	287	63%	63%
No	99	22%	37%
Not available in my workplace	69	15%	
Total	455	100%	

Do you feel well-informed of the following policies, practices, or benefits at your workplace?					
Q17.9. Sexual harassment prevention	Latinas		All Women		P Value
	No.	%	No.	%	
Yes	43	57%	173	67%	0.026
No	17	22%	50	20%	
Not available in my workplace	16	21%	34	13%	
Total	76	100%	257	100%	

SRMA

<i>How strongly do you agree or disagree with the following statements about your supervisor?</i>			
Q19.1. Notices any extra effort that I put in	No.	%	Combined Scores
Agree	153	34%	70%
Slightly Agree	165	36%	
Neither Agree nor Disagree	73	16%	11%
Slightly Disagree	29	6%	
Disagree	22	5%	
Not Applicable	13	3%	
Total	455	100%	

<i>How strongly do you agree or disagree with the following statements about your supervisor?</i>					
Q19.1. Notices any extra effort that I put in	Female		Male		P Value
	No.	%	No.	%	
Agree or Slightly Agree	188	76%	123	68%	0.047
Neither Agree Nor Disagree	31	13%	39	22%	
Disagree or Slightly Disagree	29	12%	18	10%	
Missing from Total: Not Applicable	9		2		
Total	248	100%	180	100%	

<i>How strongly do you agree or disagree with the following statements about your supervisor?</i>					
Q19.1. Notices any extra effort that I put in	Women of Color		Men of Color		P Value
	No.	%	No.	%	
Agree or Slightly Agree	122	74%	78	70%	0.038
Neither Agree nor Disagree	15	9%	22	20%	
Disagree or Slightly Disagree	19	12%	10	9%	
Not Applicable	9	6%	2	2%	
Total	165	100%	112	100%	

<i>How strongly do you agree or disagree with the following statements about your supervisor?</i>			
Q19.2. Supports my professional development and growth	No.	%	Combined Scores
Agree	171	38%	70%
Slightly Agree	147	32%	
Neither Agree nor Disagree	75	16%	11%
Slightly Disagree	29	6%	
Disagree	22	5%	
Not Applicable	11	2%	
Total	455	100%	

<i>How strongly do you agree or disagree with the following statements about your supervisor?</i>					
Q19.2. Supports my professional development and growth	Female		Male		P Value
	No.	%	No.	%	
Agree or Slightly Agree	191	76%	118	66%	0.024
Neither Agree Nor Disagree	33	13%	41	23%	
Disagree or Slightly Disagree	26	10%	21	12%	
Missing from Total: Not Applicable	7		2		
Total	250	100%	180	100%	

<i>How strongly do you agree or disagree with the following statements about your supervisor?</i>					
Q19.2. Supports my professional development and growth	Latinas		All Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	60	79%	191	74%	0.001
Neither Agree Nor Disagree	5	7%	33	13%	
Disagree or Slightly Disagree	5	7%	26	10%	
Not Applicable	6	8%	7	3%	
Total	76	100%	257	100%	

<i>How strongly do you agree or disagree with the following statements about your workplace?</i>							
Q19.2. Supports my professional development and growth	Men of Color		White Men		All Men		P Value
	No.	%	No.	%	No.	%	
Agree or Slightly Agree	65	58%	51	81%	116	66%	0.008
Neither Agree Nor Disagree	26	23%	10	16%	36	21%	
Disagree or Slightly Disagree	19	17%	2	3%	21	12%	
Not Applicable	2	2%	0	0%	2	1%	
Total	112	100%	63	100%	175	100%	

<i>How strongly do you agree or disagree with the following statements about your supervisor?</i>			
Q19.3. Creates opportunities to showcase my work or promotes my contributions to others	No.	%	Combined Scores
Agree	147	32%	60%
Slightly Agree	127	28%	
Neither Agree nor Disagree	103	23%	15%
Slightly Disagree	40	9%	
Disagree	26	6%	
Not Applicable	12	3%	
Total	455	100%	

<i>Q19 How strongly do you agree or disagree with the following statements about your supervisor?</i>					
Q19.3. Creates opportunities to showcase my work or promotes my contributions to others	Women of Color		White Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	89	56%	69	75%	0.021
Neither Agree Nor Disagree	44	28%	13	14%	
Disagree or Slightly Disagree	25	16%	10	11%	
Missing from Total: Not Applicable	7		0		
Total	158	100%	92	100%	

<i>How strongly do you agree or disagree with the following statements about your workplace?</i>					
Q19.3. Creates opportunities to showcase my work or promotes my contributions to others	Latinas		All Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	41	54%	158	62%	0.002
Neither Agree Nor Disagree	22	29%	57	22%	
Disagree or Slightly Disagree	7	9%	35	14%	
Not Applicable	6	8%	7	3%	
Total	76	100%	257	100%	

SRMA

How strongly do you agree or disagree with the following statements about your supervisor?

Q19.4. Helps me balance work and personal demands	No.	%	Combined Scores
Agree	134	29%	56%
Slightly Agree	121	27%	
Neither Agree nor Disagree	109	24%	17%
Slightly Disagree	45	10%	
Disagree	34	7%	
Not Applicable	12	3%	
Total	455	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q19.4. Helps me balance work and personal demands	Latinas		All Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	35	46%	144	56%	0.011
Neither Agree Nor Disagree	20	26%	55	21%	
Disagree or Slightly Disagree	15	20%	50	20%	
Not Applicable	6	8%	8	3%	
Total	76	100%	257	100%	

How strongly do you agree or disagree with the following statements about your supervisor?

Q19.4. Helps me balance work and personal demands	LGBTQ		Straight/Heterosexu		All people		P Value
	No.	%	No.	%	No.	%	
Agree or Slightly Agree	46	73%	184	53%	230	56%	0.008
Neither Agree or Disagree	7	11%	98	28%	105	26%	
Disagree or Slightly Disagree	10	16%	57	16%	67	16%	
Not Applicable	0	0%	10	3%	10	2%	
Total	63	100%	349	100%	412	100%	

How strongly do you agree or disagree with the following statements about your supervisor?

Q19.5 Provides safe avenues for reporting sexual	No.	%	Combined
Agree	171	38%	61%
Slightly Agree	108	24%	
Neither Agree nor Disagree	80	18%	15%
Slightly Disagree	38	8%	
Disagree	32	7%	
Not Applicable	26	6%	
Total	455	100%	

How strongly do you agree or disagree with the following statements about your supervisor?

Q19.5. Provides safe avenues for reporting sexual harassment or other issues that affect my well-being and satisfaction at work	Female		Male		P Value
	No.	%	No.	%	
Agree or Slightly Agree	166	69%	105	61%	0.028
Neither Agree Nor Disagree	35	14%	43	25%	
Disagree or Slightly Disagree	41	17%	25	14%	
Missing from Total: Not Applicable	15		9		
Total	242	100%	173	100%	

How strongly do you agree or disagree with the following statements about your workplace?

Q19.5. Provides safe avenues for reporting sexual harassment or other issues that affect my well-being and satisfaction at work	Latinas		All Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	41	54%	166	65%	0.003
Neither Agree Nor Disagree	9	12%	35	14%	
Disagree or Slightly Disagree	16	21%	41	16%	
Not Applicable	10	13%	15	6%	
Total	76	100%	257	100%	

How strongly do you agree or disagree with the following statements about your supervisor?

Q19.5. Provides safe avenues for reporting sexual harassment or other issues that affect my well-being and satisfaction at work	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Agree or Slightly Agree	202	59%	72	74%	0.041
Neither Agree Nor Disagree	65	19%	11	11%	
Disagree or Slightly Disagree	54	16%	13	13%	
Not Applicable	22	6%	2	2%	
Total	343	100%	98	100%	

PANDEMIC

How did/does the following impact your productivity at work during the pandemic?

Q21.1. Flexible schedules	No.	%
Positively	251	55%
No Impact	122	27%
Negatively	59	13%
Not Applicable	23	5%
Total	455	100%

How did/does the following impact your productivity at work during the pandemic?

Q21.1. Flexible schedules	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Positively	136	53%	112	65%	0.018
No Impact	79	31%	43	25%	
Negatively	43	17%	16	9%	
Missing from Total: Not Applicable	7		16		
Total	258	100%	171	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.1. Flexible schedules	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Positively	202	59%	44	45%	0.034
No Impact	83	24%	33	34%	
Negatively	40	12%	18	18%	
Not Applicable	18	5%	3	3%	
Total	343	100%	98	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.2. Remote work	No.	%
Positively	243	53%
No Impact	133	29%
Negatively	41	9%
Not Applicable	38	8%
Total	455	100%

How did/does the following impact your productivity at work during the pandemic?

Q21.2. Remote work	Female		Male		P Value
	No.	%	No.	%	
Positively	154	67%	82	47%	<0.001
No Impact	58	25%	69	40%	
Negatively	17	7%	23	13%	
Missing from Total: Not Applicable	28		8		
Total	229	100%	174	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.2. Remote work	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Positively	125	51%	116	69%	<0.001
No Impact	98	40%	34	20%	
Negatively	24	10%	17	10%	
Missing from Total: Not Applicable	18		20		
Total	247	100%	167	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.2. Remote work	Women of Color		Men of Color		P Value
	No.	%	No.	%	
Positively	90	55%	48	43%	0.001
No Impact	41	25%	40	36%	
Negatively	11	7%	19	17%	
Not Applicable	23	14%	5	5%	
Total	165	100%	112	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.2. Remote work	Male Caregiver		Female Caregiver		P Value
	No.	%	No.	%	
Positively	47	40%	77	54%	<0.001
No Impact	52	44%	43	30%	
Negatively	16	14%	8	6%	
Not Applicable	2	2%	16	11%	
Total	117	100%	144	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.2. Remote work	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Positively	192	56%	46	47%	<0.001
No Impact	97	28%	29	30%	
Negatively	21	6%	20	20%	
Not Applicable	33	10%	3	3%	
Total	343	100%	98	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.3. Virtual meetings	No.	%
Positively	227	50%
No Impact	156	34%
Negatively	42	9%
Not Applicable	30	7%
Total	455	100%

PANDEMIC

How did/does the following impact your productivity at work during the pandemic?

Q21.3. Virtual meetings	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Positively	113	45%	112	65%	<0.001
No Impact	111	45%	45	26%	
Negatively	25	10%	16	9%	
Missing from Total: Not Applicable	16		14		
Total	249	100%	173	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.3. Virtual meetings	Women of Color		Men of Color		P Value
	No.	%	No.	%	
Positively	86	52%	43	38%	0.017
No Impact	49	30%	51	46%	
Negatively	11	7%	11	10%	
Not Applicable	19	12%	7	6%	
Total	165	100%	112	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.3. Virtual meetings	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Positively	178	52%	44	45%	0.012
No Impact	117	34%	35	36%	
Negatively	23	7%	16	16%	
Not Applicable	25	7%	3	3%	
Total	343	100%	98	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.4. Lack of sufficient internet connection at home	No.	%
Positively	66	15%
No Impact	187	41%
Negatively	114	25%
Not Applicable	88	19%
Total	455	100%

How did/does the following impact your productivity at work during the pandemic?

Q21.4. Lack of sufficient internet connection at home	Women of Color		Men of Color		P Value
	No.	%	No.	%	
Positively	16	10%	24	21%	0.001
No Impact	67	41%	49	44%	
Negatively	37	22%	27	24%	
Not Applicable	45	27%	12	11%	
Total	165	100%	112	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.4. Lack of sufficient internet connection at home	Male Caregiver		Female Caregiver		P Value
	No.	%	No.	%	
Positively	24	21%	24	17%	0.025
No Impact	54	46%	60	42%	
Negatively	33	28%	35	24%	
Not Applicable	6	5%	25	17%	
Total	117	100%	144		

How did/does the following impact your productivity at work during the pandemic?

Q21.4. Lack of sufficient internet connection at home	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Positively	44	13%	22	22%	0.007
No Impact	135	39%	44	45%	
Negatively	88	26%	23	24%	
Not Applicable	76	22%	9	9%	
Total	343	100%	98	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.5. Lack of sufficient work space at home	No.	%
Positively	75	16%
No Impact	192	42%
Negatively	106	23%
Not Applicable	82	18%
Total	455	100%

How did/does the following impact your productivity at work during the pandemic?

Q21.5. Lack of sufficient work space at home	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Positively	59	25%	15	11%	0.003
No Impact	121	51%	70	53%	
Negatively	58	24%	48	36%	
Missing from Total: Not Applicable	27		54		
Total	238	100%	133	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.5. Lack of sufficient work space at home	Women of Color		Men of Color		P Value
	No.	%	No.	%	
Positively	22	13%	25	22%	0.039
No Impact	68	41%	53	47%	
Negatively	37	22%	20	18%	
Not Applicable	38	23%	14	13%	
Total	165	100%	112	100%	

PANDEMIC

How did/does the following impact your productivity at work during the pandemic?

Q21.5. Lack of sufficient work space at home	Male Caregiver		Female		P Value
	No.	%	No.	%	
Positively	24	21%	35	24%	0.026
No Impact	64	55%	53	37%	
Negatively	21	18%	37	26%	
Not Applicable	8	7%	19	13%	
Total	117	100%	144	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.4. Lack of sufficient internet connection at home	LGBTQ		Straight/Hetero		All people		P Value
	No.	%	No.	%	No.	%	
Positively	12	19%	39	11%	51	12%	0.042
No Impact	24	38%	142	41%	166	40%	
Negatively	21	33%	90	26%	111	27%	
Not Applicable	6	10%	78	22%	84	20%	
Total	63	100%	349	100%	412	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.5. Lack of sufficient work space at home	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Positively	45	13%	26	27%	<0.001
No Impact	139	41%	47	48%	
Negatively	87	25%	18	18%	
Not Applicable	72	21%	7	7%	
Total	343	100%	98	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.5. Lack of sufficient work space at home	LGBTQ		Straight/Hetero		All people		P Value
	No.	%	No.	%	No.	%	
Positively	15	24%	45	13%	60	15%	0.047
No Impact	29	46%	142	41%	171	42%	
Negatively	11	18%	94	27%	105	26%	
Not Applicable	8	13%	68	20%	76	18%	
Total	63	100%	349	100%	412	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.5. Lack of sufficient work space at home	American Indian or Alaskan Native		Black or African-American Women		Hispanic or Latinx Women		White Women		P Value
	No.	%	No.	%	No.	%	No.	%	
	Positively	4	15%	6	23%	6	8%	16	
No Impact	17	65%	8	31%	26	34%	29	32%	
Negatively	3	12%	8	31%	22	29%	29	32%	
Not Applicable	2	8%	4	15%	22	29%	18	20%	
Total	26	100%	26	100%	76	100%	92	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.6. Lack of childcare/open schools	No.	%
Positively	65	14%
No Impact	150	33%
Negatively	143	31%
Not Applicable	97	21%
Total	455	100%

How did/does the following impact your productivity at work during the pandemic?

Q21.6. Lack of childcare/open schools	Male Caregiver		Female Caregiver		P Value
	No.	%	No.	%	
Positively	23	20%	26	18%	0.026
No Impact	53	45%	42	29%	
Negatively	33	28%	61	42%	
Not Applicable	8	7%	15	10%	
Total	117	100%	144	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.6. Lack of childcare/open schools	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Positively	43	13%	21	21%	<0.001
No Impact	118	34%	26	27%	
Negatively	95	28%	45	46%	
Not Applicable	87	25%	6	6%	
Total	343	100%	98	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.7. Loss of income within the family	No.	%
Positively	79	17%
No Impact	144	32%
Negatively	150	33%
Not Applicable	82	18%
Total	455	100%

How did/does the following impact your productivity at work during the pandemic?

Q21.7. Loss of income within the family	Women of Color		Men of Color		P Value
	No.	%	No.	%	
Positively	25	15%	24	21%	0.037
No Impact	55	33%	37	33%	
Negatively	52	32%	42	38%	
Not Applicable	33	20%	9	8%	
Total	165	100%	112	100%	

PANDEMIC

How did/does the following impact your productivity at work during the pandemic?

Q21.7. Loss of income within the family	Yes		No		P Value
	No.	%	No.	%	
Positively	22	24%	54	16%	0.006
No Impact	27	30%	111	32%	
Negatively	19	21%	129	37%	
Not Applicable	22	24%	53	15%	
Total	90	100%	347	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.7. Loss of income within the family	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Positively	54	16%	24	25%	<0.001
No Impact	112	33%	25	26%	
Negatively	102	30%	46	47%	
Not Applicable	75	22%	3	3%	
Total	343	100%	98	100%	

How did/does the following impact your productivity at work during the pandemic?

Q21.7. Loss of income within the family	LGBTQ		Straight/Heterose		All people		P Value
	No.	%	No.	%	No.	%	
Positively	16	25%	45	13%	61	15%	0.044
No Impact	18	29%	110	32%	128	31%	
Negatively	22	35%	124	36%	146	35%	
Not Applicable	7	11%	70	20%	77	19%	
Total	63	100%	349	100%	412	100%	

How have the following impacted your career advancement opportunities at work during the pandemic?

Q22.1. Flexible schedules	No.	%
Positively	181	40%
No Impact	183	40%
Negatively	55	12%
Not Applicable	36	8%
Total	455	100%

How have the following impacted your career advancement opportunities at work during the pandemic?

Q22.1. Flexible schedules	Latinas		All Women		P Value
	No.	%	No.	%	
Positively	27	36%	109	42%	0.049
No Impact	27	36%	90	35%	
Negatively	8	11%	31	12%	
Not Applicable	14	18%	27	11%	
Total	76	100%	257	100%	

How have the following impacted your career advancement opportunities at work during the pandemic?

Q22.1. Flexible schedules	Women of Color		Men of Color		P Value
	No.	%	No.	%	
Positively	65	39%	42	38%	0.022
No Impact	53	32%	48	43%	
Negatively	24	15%	18	16%	
Not Applicable	23	14%	4	4%	
Total	165	100%	112	100%	

How have the following impacted your career advancement opportunities at work during the pandemic?

Q22.1. Flexible schedules	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Positively	139	41%	39	40%	0.031
No Impact	138	40%	37	38%	
Negatively	35	10%	19	19%	
Not Applicable	31	9%	3	3%	
Total	343	100%	98	100%	

How have the following impacted your career advancement opportunities at work during the pandemic?

Q22.2. Remote work	No.	%
Positively	185	41%
No Impact	170	37%
Negatively	56	12%
Not Applicable	44	10%
Total	455	100%

How have the following impacted your career advancement opportunities at work during the pandemic?

Q22.3. Virtual meetings	No.	%
Positively	171	38%
No Impact	190	42%
Negatively	56	12%
Not Applicable	38	8%
Total	455	100%

How have the following impacted your career advancement opportunities at work during the pandemic?

Q22.3. Virtual meetings	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Positively	135	39%	35	36%	0.029
No Impact	142	41%	39	40%	
Negatively	35	10%	20	20%	
Not Applicable	31	9%	4	4%	
Total	343	100%	98	100%	

PANDEMIC

How have the following impacted your career advancement opportunities at work during the pandemic?

Q22.4. Lack of sufficient internet connection at home	No.	%
Positively	72	16%
No Impact	187	41%
Negatively	104	23%
Not Applicable	92	20%
Total	455	100%

How have the following impacted your career advancement opportunities at work during the pandemic?

Q22.6. Lack of childcare/open schools	No.	%
Positively	79	17%
No Impact	168	37%
Negatively	111	24%
Not Applicable	97	21%
Total	455	100%

How have the following impacted your career advancement opportunities at work during the pandemic?

Q22.4. Lack of sufficient internet connection at home	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Positively	55	24%	17	13%	0.042
No Impact	111	48%	75	58%	
Negatively	67	29%	37	29%	
Missing from Total: Not Applicable	32		58		
Total	233	100%	129	100%	

How have the following impacted your career advancement opportunities at work during the pandemic?

Q22.6. Lack of childcare/open schools	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Positively	61	26%	18	15%	0.044
No Impact	102	43%	65	54%	
Negatively	74	31%	37	31%	
Missing from Total: Not Applicable	28		67		
Total	237	100%	120	100%	

How have the following impacted your career advancement opportunities at work during the pandemic?

Q22.4 . Lack of sufficient internet connection at home	Women of Color		Men of Color		P Value
	No.	%	No.	%	
Positively	20	12%	28	25%	0.006
No Impact	60	36%	42	38%	
Negatively	42	26%	28	25%	
Not Applicable	43	26%	14	13%	
Total	165	100%	112	100%	

How have the following impacted your career advancement opportunities at work during the pandemic?

Q22.6. Lack of childcare/open schools	Yes		No		P Value
	No.	%	No.	%	
Positively	25	28%	52	15%	0.009
No Impact	24	27%	137	40%	
Negatively	19	21%	91	26%	
Not Applicable	22	24%	67	19%	
Total	90	100%	347	100%	

How have the following impacted your career advancement opportunities at work during the pandemic?

Q22.4. Lack of sufficient internet connection at home	Not a Veteran		Veteran		P Value
	No.	%	No.	%	
Positively	45	13%	24	25%	0.002
No Impact	139	41%	42	43%	
Negatively	79	23%	24	25%	
Not Applicable	80	23%	8	8%	
Total	343	100%	98		

How strongly do you agree or disagree with the following statements?

Q23.1. My organization accommodated my increased home responsibilities during the pandemic	No.	%	Combined Scores
Agree	103	23%	49%
Slightly Agree	118	26%	
Neither Agree Nor Disagree	105	23%	19%
Slightly Disagree	50	11%	
Disagree	36	8%	
Not Applicable	43	9%	
Total	455	100%	

How have the following impacted your career advancement opportunities at work during the pandemic?

Q22.5. Lack of sufficient work space at home	No.	%
Positively	77	17%
No Impact	206	45%
Negatively	93	20%
Not Applicable	79	17%
Total	455	100%

How strongly do you agree or disagree with the following statements?

Q23.2. My organization clearly communicates/communicated pandemic-related work policies	No.	%	Combined Scores
Agree	176	39%	70%
Slightly Agree	144	32%	
Neither Agree Nor Disagree	58	13%	12%
Slightly Disagree	32	7%	
Disagree	22	5%	
Not Applicable	23	5%	
Total	455	100%	

PANDEMIC

How strongly do you agree or disagree with the following statements?

Q23.2. My organization clearly communicates/communicated pandemic-related work policies	Female		Male		P Value
	No.	%	No.	%	
Agree or Slightly Agree	189	79%	123	69%	0.034
Neither Agree Nor Disagree	23	10%	31	17%	
Disagree or Slightly Disagree	27	11%	25	14%	
Missing from Total: Not Applicable	18		3		
Total	239	100%	179	100%	

How strongly do you agree or disagree with the following statements?

Q23.2. My organization clearly communicates/communicated pandemic-related	Men of Color		White Men		All Men		P Value
	No.	%	No.	%	No.	%	
Agree or Slightly Agree	70	63%	52	83%	122	70%	0.029
Neither Agree Nor Disagree	21	19%	4	6%	25	14%	
Disagree or Slightly Disagree	18	16%	7	11%	25	14%	
Not Applicable	3	3%	0	0%	3	2%	
Total	112	100%	63	100%	175	100%	

How strongly do you agree or disagree with the following statements?

Q23.3. My organization fairly applies/applied pandemic-related policies to all employees	No.	%	Combined Scores
Agree	181	40%	62%
Slightly Agree	100	22%	
Neither Agree Nor Disagree	89	20%	13%
Slightly Disagree	33	7%	
Disagree	27	6%	
Not Applicable	25	5%	
Total	455	100%	

Q23 How strongly do you agree or disagree with the following statements?

Q23.3. My organization fairly applies/applied pandemic-related policies to all employees	Women of Color		White Women		P Value
	No.	%	No.	%	
Agree or Slightly Agree	88	60%	72	79%	<0.001
Neither Agree Nor Disagree	40	27%	5	5%	
Disagree or Slightly Disagree	19	13%	14	15%	
Missing from Total: Not Applicable	18		1		
Total	147	100%	91	100%	

How strongly do you agree or disagree with the following statements?

Q23.3. My organization fairly applies/applied pandemic-related policies to all employees	Men of Color		White Men		All Men		P Value
	No.	%	No.	%	No.	%	
Agree or Slightly Agree	66	59%	49	78%	115	66%	0.017
Neither Agree Nor Disagree	27	24%	5	8%	32	18%	
Disagree or Slightly Disagree	15	13%	9	14%	24	14%	
Not Applicable	4	4%	0	0%	4	2%	
Total	112	100%	63	100%	175	100%	

How strongly do you agree or disagree with the following statements?

Q23.4. My voice is/was heard less in the virtual work environment at my company	No.	%	Combined Scores
Agree	59	13%	40%
Slightly Agree	121	27%	
Neither Agree Nor Disagree	115	25%	28%
Slightly Disagree	60	13%	
Disagree	67	15%	
Not Applicable	33	7%	
Total	455	100%	

How strongly do you agree or disagree with the following statements?

Q23.4. My voice is/was heard less in the virtual work environment at my company	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Agree or Slightly Agree	121	48%	57	34%	0.001
Neither Agree Nor Disagree	73	29%	42	25%	
Disagree or Slightly Disagree	59	23%	67	40%	
Missing from Total: Not Applicable	12		21		
Total	253	100%	166	100%	

How strongly do you agree or disagree with the following statements?

Q23.5. I receive/received less respect in the virtual work environment at my company	No.	%	Combined Scores
Agree	58	13%	34%
Slightly Agree	96	21%	
Neither Agree Nor Disagree	111	24%	35%
Slightly Disagree	66	15%	
Disagree	93	20%	
Not Applicable	31	7%	
Total	455	100%	

How strongly do you agree or disagree with the following statements?

Q23.5. I receive/received less respect in the virtual work environment at my company	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Agree or Slightly Agree	105	41%	48	29%	0.002
Neither Agree Nor Disagree	71	28%	40	24%	
Disagree or Slightly Disagree	78	31%	79	47%	
Missing from Total: Not Applicable	11		20		
Total	254	100%	167	100%	

How strongly do you agree or disagree with the following statements?

Q23.5. I receive/received less respect in the virtual work environment at my company	Men of Color		White Men		All Men		P Value
	No.	%	No.	%	No.	%	
Agree or Slightly Agree	50	45%	22	35%	72	41%	0.004
Neither Agree Nor Disagree	30	27%	7	11%	37	21%	
Disagree or Slightly Disagree	28	25%	32	51%	60	34%	
Not Applicable	4	4%	2	3%	6	3%	
Total	112	100%	63	100%	175	100%	

PANDEMIC

How strongly do you agree or disagree with the following statements?

Q23.6. I have/had less opportunities for advancement in the virtual work environment at my company	No.	%	Combined Scores
Agree	66	15%	39%
Slightly Agree	112	25%	
Neither Agree Nor Disagree	119	26%	
Slightly Disagree	48	11%	27%
Disagree	75	16%	
Not Applicable	35	8%	
Total	455	100%	

How strongly do you agree or disagree with the following statements?

Q23.6. I have/had less opportunities for advancement in the virtual work environment at my company	Female		Male		P Value
	No.	%	No.	%	
Agree or Slightly Agree	97	42%	76	44%	0.003
Neither Agree Nor Disagree	53	23%	60	34%	
Disagree or Slightly Disagree	83	36%	38	22%	
Missing from Total: Not Applicable	24		8		
Total	233	100%	174	100%	

How strongly do you agree or disagree with the following statements?

Q23.6. I have/had less opportunities for advancement in the virtual work environment at my company	Primary Caregivers		Non-Primary-Caregivers		P Value
	No.	%	No.	%	
Agree or Slightly Agree	120	48%	57	34%	<0.001
Neither Agree Nor Disagree	79	31%	40	24%	
Disagree or Slightly Disagree	53	21%	69	42%	
Missing from Total: Not Applicable	13		21		
Total	252	100%	166	100%	

Q24. What do you need to maintain your loyalty to your employer? Check all that apply. - Selected Choice	No.	Valid Percent
Better pay or advancement opportunities	311	69%
More flexible hours	241	53%
More recognition for hard work	218	48%
More remote work options	210	46%
More stable hours	203	45%
More childcare/family benefits	196	43%
Less overworking	117	26%
None of the above	15	3%
Total	454	100%

Q24. What do you need to maintain your loyalty to your employer? Check all that apply. - Selected Choice	Women		Men		All	
	No.	%	No.	%	No.	%
Better pay or advancement opportunities	186	72%	116	64%	302	67%
More flexible hours	135	53%	103	57%	238	52%
More recognition for hard work	122	47%	92	51%	214	47%
More remote work options	126	49%	80	44%	206	45%
More stable hours	96	37%	99	54%	195	43%
More childcare/family benefits	99	39%	92	51%	191	42%
Less overworking	77	30%	34	19%	111	24%
None of the above	1	0%	1	1%	1	0%
Total	257	100%	182	100%	454	100%

Q24. What do you need to maintain your loyalty to your employer? Check all that apply. - Selected Choice

More Stable Hours	Women		Men		P Value
	No.	%	No.	%	
Yes	96	37%	99	54%	0.001
No	161	63%	83	46%	
Total	112	100%	63	100%	

Q24. What do you need to maintain your loyalty to your employer? Check all that apply. - Selected Choice

More childcare/family benefits	Women		Men		P Value
	No.	%	No.	%	
Yes	99	39%	92	51%	0.012
No	158	62%	90	50%	
Total	112	100%	63	100%	

PANDEMIC

Q24. What do you need to maintain your loyalty to your employer? Check all that apply. - Write in
better development
Career development. I do not know the pathways for career progression.
the nonprofit industry does not pay well.
professional development and work culture that is centered on equity and belonging
Recognition that work load has increased dramatically during the pandemic
To be respected and for my work to be valued
Continued flexible, remote, stable, etc. options.
Equity - male managers make more than female
Equity across all positions, respect for lived and tenured experience especially as it relates to mission critical issues or <u>person centered engagement strategies</u>
Fair treatment regardless of gender
High levels of stress
Honorable behavior
Improved communication
More Covid-conscientious practices
More impact
more in person engagement
Better leadership standards and accountability; increased worker voice