

WOMEN'S POWER GAP STUDY SERIES MARCH 2019

WOMEN'S POWER GAP DIVERSITY SNAPSHOT

BUSINESS ADVOCACY ORGANIZATIONS IN MASSACHUSETTS



**BOSTON
BUSINESS JOURNAL**



**Women's
Power Gap**

Eos Foundation

GENDER PARITY NOW

DIVERSITY BY DESIGN

Diverse leadership is critical for good governance and decision making. Studies have found that organizations with diversity at the top are more profitable, with benefits for consumers, shareholders, and citizens.¹ To anticipate both challenges and opportunities on the horizon in a fast-changing world, organizations need a diverse, balanced team offering a variety of perspectives. Yet, progress on this front over the last 30 years has been minimal, even as the pipeline of diverse candidates has greatly expanded. **WHY?**

The current criteria for inclusion in many institutions perpetuates “sameness,” where our sourcing, hiring and appointment practices are built on historically flawed systems that excluded women and people of color. When diversity is an afterthought rather than a part of the creative process to shape institutional policies and culture, we find ourselves with boards and executive suites that struggle to include diverse members because they don’t meet the “criteria.” If an organization can’t find diverse candidates to sit on its board or c-suite, it is time to **CHANGE THE CRITERIA**. That’s what intentionality and **DIVERSITY BY DESIGN** are all about. Diversity must start with structural changes made by those with power at the board and executive levels. Currently, diversity is often an add-on or an afterthought. Real inclusion will only come when boards and leaders restructure their organizations to address systemic biases.

Many of today’s diversity and inclusion efforts center on training women and people of color to be ready for leadership. Business and civic leaders need to do more. Our existing leaders need training too. They must examine their own biases and the role unconscious bias plays in business processes, hiring, and advancement.

DIVERSITY SNAPSHOT OF BUSINESS ADVOCACY ORGANIZATIONS

The WPG Initiative chose to focus on the 25 most prominent business advocacy organizations in Massachusetts because they represent the concentrated voice of the state’s business community. This 2019 Diversity Snapshot is intended to serve as a baseline for how women and people of color are represented among leadership of these groups. We use the term business advocacy organization broadly to indicate non-profit entities and associations that do research and/or conduct advocacy around business, tax, economic development, and other public policies that impact our capital city and state. These groups have outsized impact on the direction and growth of our economy, which

makes diversity among them paramount. They have the clout to not only drive change within their own bodies, but also to inspire action and motivate change in our broader community.

This research aims to be the beginning of a positive and public dialogue among these groups and the business community from which they recruit their leadership. We appreciate the partnership of those organizations that responded to our

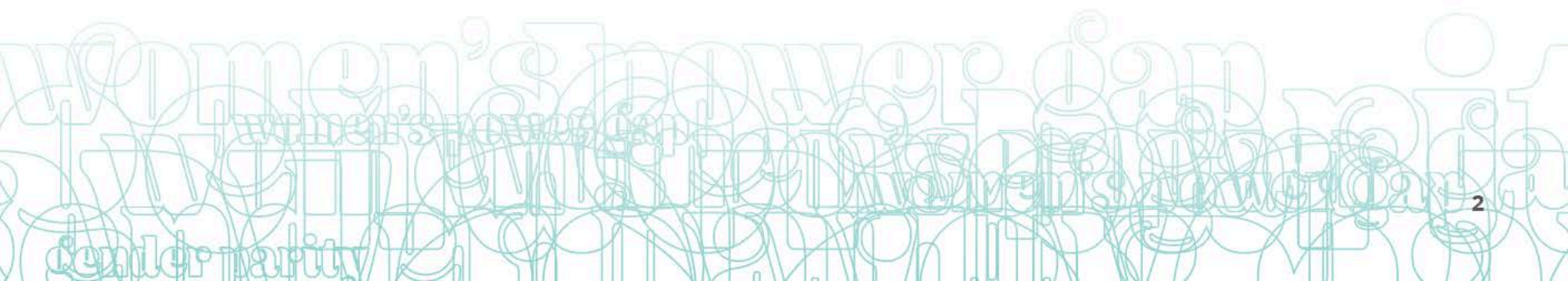
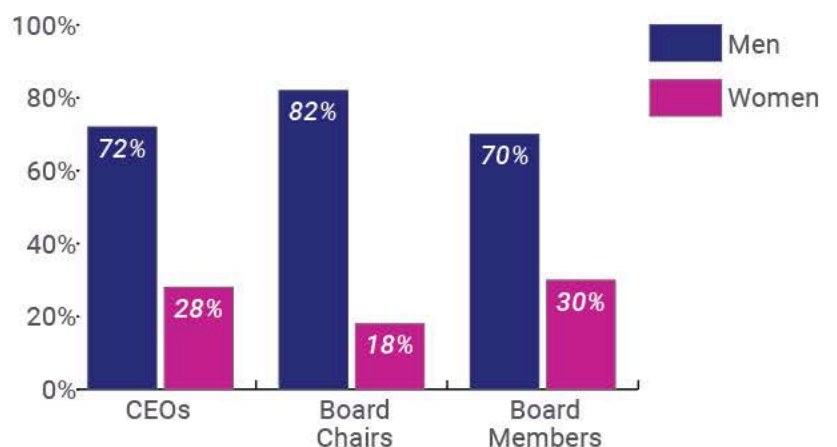
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data request and ask others to join the effort. Let’s work in partnership and move forward as a Commonwealth with bold and innovative change.

MEASURING THE WOMEN’S POWER GAP

Women and people of color account for 51.5% and 28%, respectively, of the state’s population yet are significantly underrepresented in leadership positions.² We define the Women’s Power Gap as the difference between the percentage of men and women in leadership positions. Among the 25 most prominent business advocacy organizations in Massachusetts, men and women comprise 72% and 28% of CEO positions, respectively, which equates to a power gap of 44%. Among board chairs, men and women count 82% and 18%, respectively, for a power gap of 64%. At the board level, men make up 70% of members and women 30%, for a power gap of 40%.

MEASURING THE WOMEN’S POWER GAP AMONG PROMINENT BUSINESS ADVOCACY GROUPS IN MA

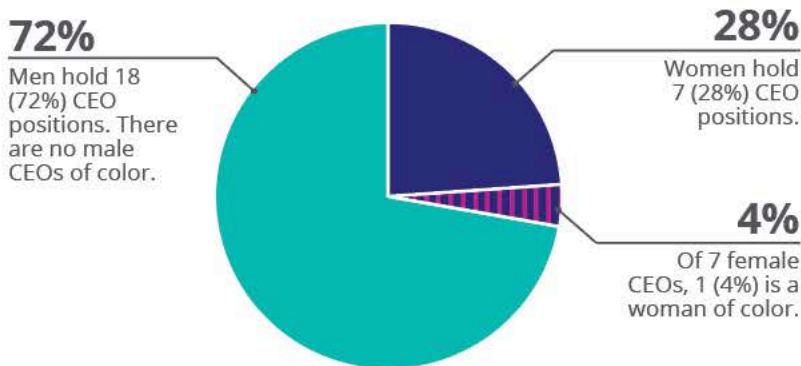


KEY FINDINGS

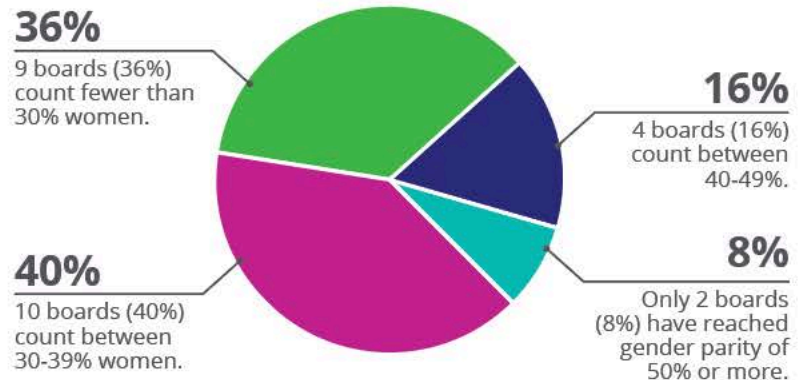
The first step in reaching gender parity in any sector requires data collection and analysis to spotlight key findings. These data show:

- **15 of 25 organizations (60%) have neither a female CEO nor female board chair.**
- **Leading business advocacy groups have a long way to reach gender and racial parity across all leadership categories (CEO, board chair, % board members).** Women comprise 28% of CEO/executive director positions, 18% of board chairs and hold 30% of board seats. People of color comprise 4% and 14% of the first categories; we did not receive full board data with respect to the number of people of color on the boards themselves. Women of color comprise 4% and 2% of CEO/executive directors and board chairs.
- **While few organizations have achieved gender parity, there are some bright spots.** The Boston Bar Association and MassBudget have 50%+ women on their boards and another four groups have greater than 40% female board membership.
- **While racial/ethnic representation lags gender parity, there are bright spots paving the way here as well.** The Boston Foundation, Federal Reserve Bank of Boston, and MassBudget have 30%+ people of color on their boards.
- **The Alliance for Business Leadership and MassBudget both have a female president/executive director and board chair.** MassBudget's executive director is the only person of color among CEOs.
- **MA Medical Society, Mass Taxpayers, and NAIOP have female CEOs and their board chair elects are women.**
- **MassInc and MA Medical Society both have a female president and person of color as the board chair.**
- **Several groups use their executive committees of the board to increase gender and racial representation.** At least one organization, the Massachusetts Business Roundtable, has a policy to rotate the board chair position from male to female with each transition.

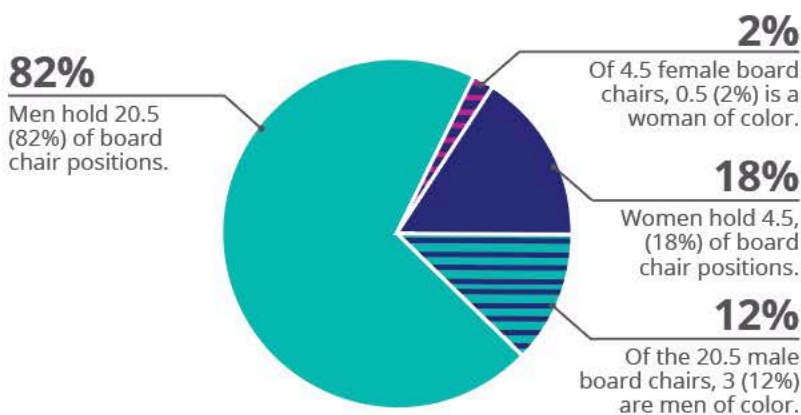
CEO BY GENDER AND RACE



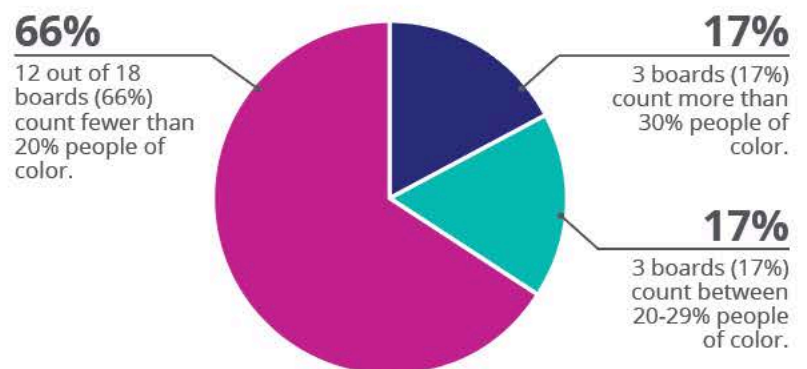
FEMALE REPRESENTATION ON BOARDS



BOARD CHAIRS BY GENDER AND RACE



PEOPLE OF COLOR REPRESENTATION ON BOARDS



Note: MassTLC has two board chairs, one man and one woman, which accounts for the half-point allocations.

Note: Percentages reflect data of 18 organizations; 7 boards did not provide this information.

ORGANIZATIONS' GENDER AND DIVERSITY DATA

ORGANIZATION	CEO, GENDER	BOARD CHAIR, GENDER	BOARD MEMBERS	WOMEN ON BOARD	POC ON BOARD	WOC ON BOARD
Alliance for Business Leadership	Jesse Mermell, Female	Beth Monaghan, Female	21	7 (33%)	3 (14%)	2 (10%)
Associated Industries of Massachusetts	Rick Lord, Male	Daniel Kenary, Male	70	21 (30%)	5 (7%)	3 (4%)
Boston Bar Association	Richard Page, Male	Jonathan Albano, Male	34	19 (56%)	9 (26%)	7 (21%)
Boston Foundation	Paul Grogan, Male	Sandra Edgerley, Female	20	8 (40%)	8 (40%)	4 (20%)
Federal Reserve Bank of Boston	Eric Rosengren, Male	Phillip Clay, Male	9	3 (33%)	3 (33%)	0 (0%)
Greater Boston Chamber of Commerce	James Rooney, Male	Paul Ayoub, Male	133	41 (31%)	25 (19%)	9 (7%)
Mass Tech Leadership Council (MassTLC)	Tom Hopcroft, Male	David Krupinski, Male & Julie Yoo, Female	29	10 (34%)	4 (14%)	1 (3%)
Massachusetts Association of Health Plans	Lora Pellegrini, Female	Thomas Crowell, Male	34	14 (41%)	2 (6%)	1 (3%)
Massachusetts Bankers Association	Daniel Forte, Male	William Parent, Male	20	2 (10%)	1 (5%)	0 (0%)
Massachusetts Biotech Council (MassBio)	Robert Coughlin, Male	David Lucchino, Male	45	15 (33%)	9 (20%)	3 (7%)
Massachusetts Budget and Policy Center (MassBudget)	Marie-Frances Rivera, Female	Carol Kamin, Female	16	8 (50%)	5 (31%)	4 (25%)
Massachusetts Business Roundtable	JD Chesloff, Male	Robert Rivers, Male	83	19 (23%)	4 (5%)	0 (0%)
Massachusetts Competitive Partnership	Jay Ash, Male	Robert Reynolds, Male	17	3 (18%)	2 (12%)	1 (6%)
Massachusetts Fiscal Alliance**	Carl Copeland (Interim), Male	Mark Cohen, Male	10	3 (30%)	1 (10%)	0 (0%)
Massachusetts Health & Hospital Association*	Steve Walsh, Male	Mark Keroack, Male	29	7 (24%)	No Data	No Data
Massachusetts High Tech Council*	Christopher Anderson, Male	Aron Ain, Male	37	5 (14%)	No Data	No Data
Massachusetts Institute for a New Commonwealth (MassINC)	Lauren Louison Grogan, Female	Greg Torres, Male	31	13 (42%)	8 (26%)	4 (13%)
Massachusetts Medical Society	Lois Cornell, Female	Alain Chaoui, Male	32	12 (38%)	4 (13%)	0 (0%)
Massachusetts Municipal Association*	Geoffrey Beckwith, Male	Ellen Allen, Female	34	9 (26%)	No Data	No Data
Massachusetts Taxpayers Foundation**	Eileen McAnneny, Female	Joseph Zukowski, Male	67	15 (22%)	No Data	No Data
MassEcon*	Peter Abair, Male	Stephen Flavin, Male	24	9 (38%)	No Data	No Data
NAIOP Massachusetts	Tamara Small, Female & Reesa Fischer, Female	Edward Marsteiner, Male	46	15 (33%)	2 (4%)	0 (0%)
New England Council*	James Brett, Male	John Hailer, Male	87	22 (25%)	No Data	No Data
Pioneer Institute	Jim Stergios, Male	Stephen Fantone, Male	24	7 (29%)	1 (4%)	0 (0%)
Retailers of Massachusetts**	Jon Hurst, Male	Jerome Murphy, Male	30	12 (40%)	No Data	No Data

*These organizations did not provide internal gender or diversity data.

**These organizations provided partial data. Public sources were used to obtain missing data, when possible.

EXECUTIVE COMMITTEES' GENDER AND DIVERSITY DATA

ORGANIZATION NAME	EXEC COMM MEMBERS	WOMEN EXEC COMM MEMBERS	POC EXEC COMM MEMBERS	WOC EXEC COMM MEMBERS
Boston Bar Association	11	5 (45%)	4 (36%)	3 (27%)
Greater Boston Chamber of Commerce	34	7 (21%)	9 (26%)	2 (6%)
Mass Municipal Association*	12	4 (33%)	N/A	N/A
Massachusetts Biotech Council	5	2 (40%)	N/A	N/A
Massachusetts Business Roundtable	26	7 (27%)	N/A	N/A
Massachusetts High Tech Council*	7	0 (0%)	N/A	N/A
Massachusetts Taxpayers Foundation	14	5 (36%)	1 (7%)	1 (7%)
Mass Tech Leadership Council	14	5 (36%)	N/A	N/A
NAIOP Massachusetts	21	10 (48%)	2 (10%)	2 (10%)

*This information was found through public/online sources.

RECOMMENDATIONS

Following is a list of recommendations for organizations to consider. It is important to note that most business associations (as opposed to non-profit organizations) are membership based with corporate members designating the representative for the board seat; this can make achieving diversity more challenging. The Women's Power Gap Initiative will compile, update, and publish this research annually. We ask our state's business advocacy groups to partner with us to provide access to the data and share strategies found to accelerate the pace toward gender and racial parity among their leadership.

- Organizations which have not achieved gender parity on their boards should fill immediate vacancies with women, and particularly, women of color until parity is reached. If necessary, they should change the criteria for inclusion to add more diversity.
- Organizations should look broadly at the composition of their leadership team, set gender

and diversity goals, and work intentionally towards balance.

- Organizations should elevate more women to serve as chairs and officers on their boards and executive committees when the next round of officers' terms expire.
- Organizations should routinely require "unconscious bias" training for boards, presidents, and other senior leaders to examine the role unconscious bias plays in hiring and decision-making.
- Individual leaders and board members can personally set goals around diversity. Both the Greater Boston Chamber of Commerce and MassBio will not run any all male panels, or "manels" in their programming, and the CEOs of these two groups won't participate on manels held by other groups. Board members could follow suit.

REFERENCES

1. Hunt, Vivian, Sara Prince, Sundiatu Dixon-Fyle, and Lareina Yee, "Delivering through Diversity." McKinsey and Company, January, 2018, www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity.
2. United States Census Bureau, July 1, 2017 estimate. <https://www.census.gov/quickfacts/ma>. Downloaded August 20, 2018.



RESEARCH GOALS AND METHODOLOGY

The Eos Foundation and the Boston Business Journal reached out to 25 business advocacy organizations asking them to self-report the data captured here; 21 of 25 groups returned their data. Two declined to participate and another two didn't respond. We relied on public sources for data on the groups that did not self-report. Some groups only provided partial information, particularly with respect to racial and ethnic diversity on their boards. The anchor date for this data is February 15, 2019.

ABOUT THE WOMEN'S POWER GAP

In 2018, the Eos Foundation introduced the Women's Power Gap Initiative, which aims to dramatically increase the number of women leaders, from a diverse set of backgrounds, across all sectors in Massachusetts. The Initiative conducts actionable research on prominent sectors of the state's economy, measures the extent of the power gap, and proposes solutions to reach parity. For more information visit <http://WomensPowerGap.org>.

AUTHORS

This report was prepared by Andrea Silbert, President and Christy Mach Dubé, Director of Major Initiatives at the Eos Foundation. Research and data management by Kellie Marchant and Magdalena Punty of the Eos Foundation.

ACKNOWLEDGEMENTS

We thank Doug Banks, Carolyn Jones, Joe Halpern, and Megan Sherman from the Boston Business Journal for their partnership designing this study and executing the research, and Betty Francisco for her thought partnership on the introduction. In addition, we thank the many business organizations that provided us with data and shared innovative policies and practices.

***Learn more and check out our research on additional sectors at
<https://WomensPowerGap.org>.***

