

GAMING GENDER EQUALITY INDEX



BY: WOMEN OF DIVERSITY
PRODUCTIONS, INC.

Dr. Marlene J. Adrian,
President and
Denise R. Duarte,
Advisory Board Member

WOMEN *of* **DIVERSITY**
PRODUCTIONS INC.

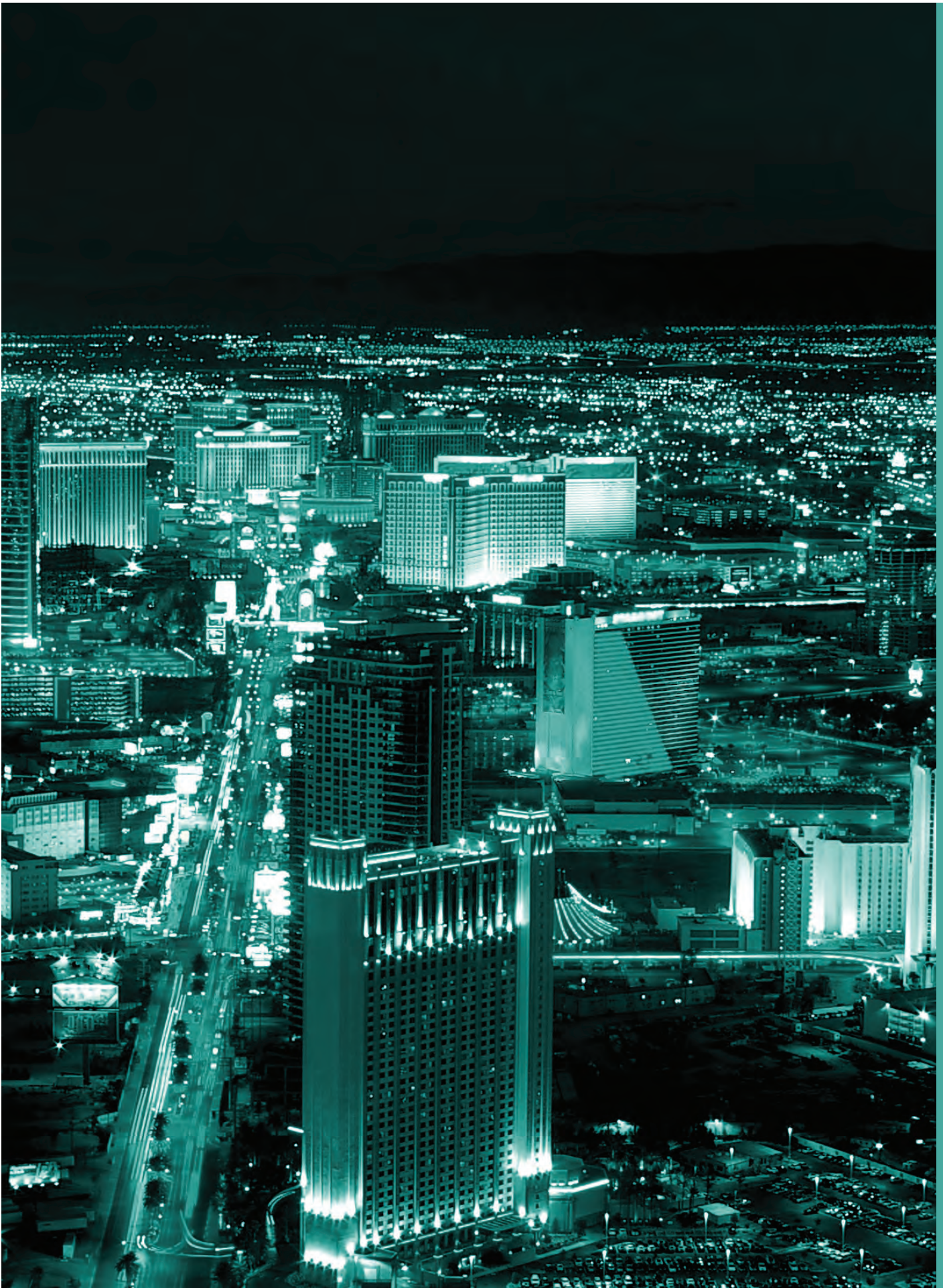


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Letter from the Women of Diversity Productions, Inc. President

MISSION:

To give visibility to women and to
create a woman-appreciated future.



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Women of Diversity Productions, Inc. (WOD) began its mission in 1992. During the early years, WOD's focus was upon interviewing women, disseminating information relative to women's accomplishments and posting them on its website. In 2004, we celebrated the Las Vegas Centennial by recognizing the women and their contributions to Las Vegas' development. In 2014, WOD celebrated Nevada women during the first 150 years of Nevada's statehood. This resulted in 200 more video interviews on the website and publishing the Nevada Women's Legacy - Women of Excellence book. It also created a shift from the visibility component of the WOD mission to creating a woman-appreciated future.

With females being approximately 50% of our population and women becoming more demanding of their rights, we were hearing a greater public concern for the lack of gender equality throughout society. In response, WOD created a series of public forums during 2015 and 2016 to learn, share and educate the public relative to barriers obstructing women's progress in acquiring equal opportunity and equal treatment in society. These forums included discussions of recent research (including surveys) and activism in the areas of pay gap, leadership, violence against women, bias and other issues of concern to women.

These video-taped public forums resulted in a desire to create a

“...allowed us to track their commitment to gender equality and to identify the lack of transparency.”



survey to assess the status of women in our society and to learn why women’s advancement had stalled. Since the pay gap was the most visible and impactful public outcry, we decided to create a survey to investigate gender equality in the work place. This was a logical project since the lack of pay equity is an economic issue that impacts families, economies, businesses and government revenues. It even impacts our country’s Gross Domestic Product. We chose to survey the gaming industry since it is highly dependent upon how the public evaluates hospitality practices and policies and because so many of the company’s headquarters were local.

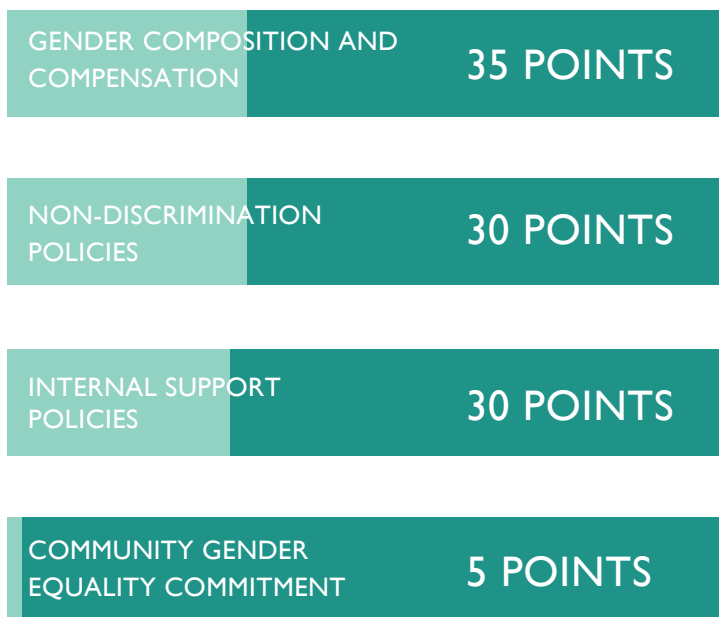
Our approach was to obtain voluntary answers to a survey and to access what could be gleaned from the corporate image presented to the public. Our hypothesis was that full commitment to gender equality could be measured utilizing both sets of data. This method provided us with an avenue to discover what information was shared and how transparent the information is concerning gender equality policies and practices. We discovered that the corporations who made their Corporate Social Responsibility (CSR) report available online, often had made greater advancements than those who did not. Is full gender equality possible without sharing and full transparency?

We believe that by identifying the level of commitment to pay equality and the number of women in leadership positions, we might discover ways to accelerate the advancement of gender equality. These results will generate increased dialogue within and outside these corporations. There has not been enough exploration into the interrelationships between full corporate commitment and policy implementation.

Gaming Gender Equality Index Executive Summary

A survey of 21 casino and gaming corporations was conducted to assess their policies, practices and commitment to gender equality. Five corporations returned the survey and sixteen corporations were researched for data relative to the same survey questions. The use of both approaches, allowed us to evaluate the commitment to gender equality and to gather information as to actual tracking of male-female comparisons.

Four categories were investigated: gender composition and compensation (35 points), non-discrimination policies (30 points), internal support policies (30 points) and community gender equality commitment (5 points).



MAJOR FINDINGS

The range in total scores was 25 - 62 of the 100 possible points, and the mean of the 21 corporations was 43.89 points. The four that completed the survey were among the top five. These findings substantiate that gender equality is evolving in these gaming and casino corporations and the data is similar to that of other studies.

The four category scores comprise the total score. The mean for the nondiscrimination policies category was 78, which was due to the fact that most questions assessed mandatory practices and policies. All corporations presented statements, of one type or another, that it was an equal opportunity employer and abided by the laws against discrimination. However, only 57% of corporations cited gender specific nondiscrimination policies to be in effect. Therefore, the conclusion was made that there was no evidence of real commitment to gender equality in more than one third of the corporations. We considered this to be all talk, no action.

This was particularly true when looking at the mean of the Community Gender Equality Commitment category. Although community social responsibility programs were available in almost all corporations, less than six corporations publicly identified activities that indicated a commitment to gender equality and the improvement of the status of women. There were few corporations that specifically stated that their community outreach was to bring women into their company or that their programs were helping to facilitate women becoming leaders or advancing their leadership careers.

“Diversity, without a corporate commitment to gender equality as one of their top priorities, will not result in gender equality.”

Thus, these corporations failed to transfer their public positions into proactive and meaningful change for gender equality.

The Internal Support Policies category’s mean of 11.62 was a result of corporations not offering policies that directly affect women employees, such as child care and paid maternity benefits. Very few corporations mentioned these types of benefits on their website, discounting them as an incentive for women to apply for a job at their corporation. It was a laborious task to obtain information from the websites relative to benefits that would help equalize the workplace environment for women.

The majority of points in the Composition and Compensation category was determined by the number and percent of women in leadership positions. Two corporations had no women in any leadership position. The most alarming reality was that there were no women in the CEO/president/chair position in any of the 21 corporations.

WOMEN EXECUTIVE BOARD MEMBERS:



Eight corporations had women’s representation at the executive level at 20% or greater. The good news is that two of the corporations with research-based data and all 5 corporations submitting their surveys tracked their gender data to some degree. This represented only one third of the corporations. With such lack of data, it is impossible to know if male-female parity is achieved. How can one evaluate if gender equality exists or not when data is not collected with respect to gender?

WOMEN BOARD OF DIRECTORS:



The findings indicate that there are more questions that can not be answered without additional internal corporate tracking and more public transparency. Questions such as, where is the data on compensation relative to equal pay? We were not provided, nor could we find little data on compensation between men and women. Is the reward system for merit being uniformly applied to men and women? How is this being held accountable for fairness? Is there a commitment in the corporation’s leadership to

equalize opportunity and provide for equal pay? How will they address these inadequacies?

0 NO WOMEN IN THE CEO/PRESIDENT/CHAIR POSITIONS

Can the corporations address their social responsibility to increase equality in their own ranks? There is another aspect to consider in the name of equality for women of color. This study did not focus on the ethnic and race composition of the women. Many other studies indicate that women of color fare far worse in compensation and few have positions of power and influence in leadership. A special emphasis needs to be made to be as inclusive as possible in future studies, as well as in any corporation’s gender equality policies. Simply put, women of color deserve full equality and they need to be at the table and counted.

Everyone is talking about diversity and inclusion, yet with women comprising 50% of the population, more emphasis needs to be made to equalize the pay gap. There needs to be more transparency in order to track corporate achievement. It is also apparent that mandated reporting results in greater pay equality advancement, since the highest scoring corporation, Aristocrat Technologies, is mandated by Australian law to track and report.

Why Develop a Gaming Gender Equality Index Instrument?



WOMEN'S WAGES WILL NOT EQUALIZE TO THAT OF MEN UNTIL 2059



Women comprise half the workforce in the United States and are the primary earners in 23% of families (2016 Census Bureau Reports), yet they continue to only make 80 cents to every dollar a man makes. In all occupations, men's median earnings are higher than women's earnings, regardless of the gender composition of the industry. According to the American Association of University Women in their report, *The Simple Truth about the Gender Pay Gap, Spring 2017 Edition*, women's wages will not equalize to that of men until 2059, based on the current rate of change. The National Women's Law Center reports "A 20-year old woman just starting full time, year round work today stands to lose \$418,800 over a 40-year career compared to her male counterpart. And when her male counterpart retires at age 60 after 40 years of work, she would have to work 10 more years, until age 70, which is past Social Security's full retirement age, in order to close this lifetime wage gap."



WWW.AAUW.ORG

AMERICAN ASSOCIATION OF UNIVERSITY WOMEN

Since 1883, the American Association of University Women (AAUW) has published research reports relative to gender inequity in education and in the workplace. The more than 100 reports, which range from current issues, barriers to equality, women's status, and more, are available on their website (aauw.org).

The reports are worth reading to gain a broader understanding of the

discriminatory and economical problems as a result of inequality in the workplace for women, especially for women of color.

In 2014, and updated in 2017, AAUW published *The Simple Truth about the Gender Pay Gap*. It provided data to dispel the naysayers who did not believe the pay gap existed. It does. There is no refuting the research.

The comprehensive report *Barriers and Bias* (aauw.org 2016) addresses the status of women in leadership (a 5:1 ratio). It outlines the barriers to equality and what facts are important to share with businesses, men, women, government entities and the public.

FACTS



Note: Key elements taken from AAUW's Barriers and Bias, 2016



ASK MORE
QUESTIONS

“THE IDEA IS NOT NEW.”

The pay gap negatively impacts women’s sense of well-being plus their and their family’s quality of life.

This earning power inequality impacts everyone as it reduces our country’s ability to generate a healthy and sustainable economy. The Bloomberg Financial Services Gender-Equality Index authors state that the global GDP

would increase \$12 trillion by 2025, simply by increasing women’s workplace equality.

The pay gap closure needs to accelerate. How can we help reduce what appears to be a stalled progression to pay equality? We can survey a small group of corporations, interpret the conclusions from major multi-year surveys

and disseminate a report to encourage voluntary corporate commitment to compensation equalization by doing their own internal pay equity analysis and then make the appropriate internal changes to compensation structures, behaviors and perceptions. *The idea is not new.*

REVIEWING CONTEMPORARY SURVEYS

Recently, this idea of surveying companies for their pay equity practices and results, has been adopted by others. It was about the same time that Women of Diversity Productions decided to create a Gaming Gender Equality Index, that The Bloomberg Financial Services Gender-Equality Index, InHerSight survey of employees, and the McKinsey Company & LeanIn Company surveys were published.

Women of Diversity Productions took on the challenge to survey the largest industry in their home state, gaming. Many of the largest casino and gaming corporations have their headquarters in Nevada. It was a prime location to begin its inaugural Gaming Gender Equality Index.

In order to do this, we teamed with Dr. Jessica Word, faculty from the University of Nevada, Las Vegas and her graduate students. The first step of the process was to conduct a review of the literature, comprising what women and the public considered issues of gender inequality, the policies and practices corporations put into effect and their workplace advertising, plus decades of research, which depicted changes in the pay gaps among other factors, that influenced the status of gender equality.

Three survey approaches usually have been utilized to assess gender equality in the work place:

- 1) gather opinions and facts provided by employees about their current or previous work experiences,
- 2) obtain facts submitted by representatives from corporations about their policies, practices and workplace environment, and
- 3) search the print and media messages produced by corporations available through sources, such as their websites (employer content-researched approach).

Although single time surveys and small population findings

have been used, including one recent employee survey by the Nevada Commission for Women, the greatest information has resulted from large studies in 2002 and later, with multiple year conclusions.

The four most important contemporary equality surveys are the Bloomberg Financial Services Gender-Equality Index (designed to investigate gender status within only that business category), the InHerSight online interactive project to rate your business employer, as well as a comparison between male and female employee responses to a separate survey, the Corporate Equality Index sponsored by the Human Rights Campaign, in the quest for equality for the LGBT community, and the Women in the Workplace studies by LeanIn.Org and McKinsey & Company.



Although not a gender equality survey, the Human Rights survey, now known as the Corporate Equality Index, was the first national survey to measure the corporate policies and practices level of non-discrimination pertinent to lesbian,

gay, bisexual and transgender employees. In this fifteenth year of testing, 515 businesses representing 58% of those surveyed, earned a top score of 100 percent and the distinction of “Best Places to Work for LGBT Equality.”

SCORES WERE OBTAINED FROM NINE RATINGS IN THE FOLLOWING FOUR CATEGORIES:

- ND** Non-Discrimination Policies
- EB** Equal Benefits
- OC** Organizational Competency
- PC** Public Commitment to LGBT Community

Bloomberg Financial Services Gender-Equality Index

This survey is specific to the financial services category of businesses and is designed as a reference index to showcase companies that voluntarily divulge statistics that show commitments to gender equality. In the 2016 study, 26 companies were recognized for their commitments to gender equality and disclosure of social policies and products. This number increased to 52 in the 2017 study. The minimum score of 60 (based upon 100) was the selection criterion to designate companies as being committed to gender equality.

CORPORATE COMMITMENT OF THOSE WITH A MINIMUM SCORE OF 60

83% offer or sponsor financial education programs for women in their communities.

75% provide return to work programs for women.

73% require a gender-diverse slate of candidates for management roles.



COMMUNITY ENGAGEMENT

Companies can publicly support women in various ways including sponsoring external education programs for women, supporting gender-equal legislation and supporting organizations that advocate for gender equality. Supplier vendor diversity was supported.



COMPANY POLICIES

Policy goals are set to maintain and improve a diverse working environment and to promote women professionally, including gender-neutral family support.



GENDER STATISTICS

Companies demonstrate commitment to diversity and inclusion in the workplace by promoting female hires into management and senior positions.



PRODUCT OFFERINGS

Beyond a company's own employees, women's empowerment includes creating financial resources and opportunities for women clients, which promote economic growth through communities and families.

InHerSight Surveys

This 2016 poll was conducted by InHerSight, an online website founded by several women to gather and share women's ratings of corporate work environments. The primary goal was to find the most important item desired by the 500 women responders. Thirty percent of the women chose correcting gender pay gaps over such items as flexible hours and increased parental leave benefits.

“Correcting gender pay gap is more important than correcting other gender inequities.”

InHerSight with kununu, an employment review platform, published their results from an ongoing employee survey comparing male and female employee satisfaction ratings. Five thousand working professionals, 62% females and 38% males, were interviewed. It was found that some of the underlying barriers that women face in achieving leadership roles in the workplace is a difference in the matter of perspective of the actual problem between men and women. InHerSight states “The men rated all, but one factor surveyed, more positively than the women. In the words of kununu's CEO Moritz Kothe: ‘the gap between how men perceive gender equality at work versus how women who actually live it everyday [and how they] feel about it, is alarming.’” If both genders are not on the same track, how can they work together to change the status of women in leadership?

15 | Gaming Gender Equality Index

MEN GAVE THESE SIX FEMALE-FOCUSED FACTORS SIGNIFICANTLY HIGHER SATISFACTION RATINGS THAN WOMEN.

Management Opportunities for Women

46% vs 33%
Men Women

Female Representation in Top Leadership

44% vs 33%
Men Women

Family Growth Support

31% vs 24%
Men Women

Maternity and Adoptive Leave

38% vs 31%
Men Women

Sponsorship or Mentorship Programs

21% vs 16%
Men Women

Equal Opportunities for Men and Women

39% vs 33%
Men Women

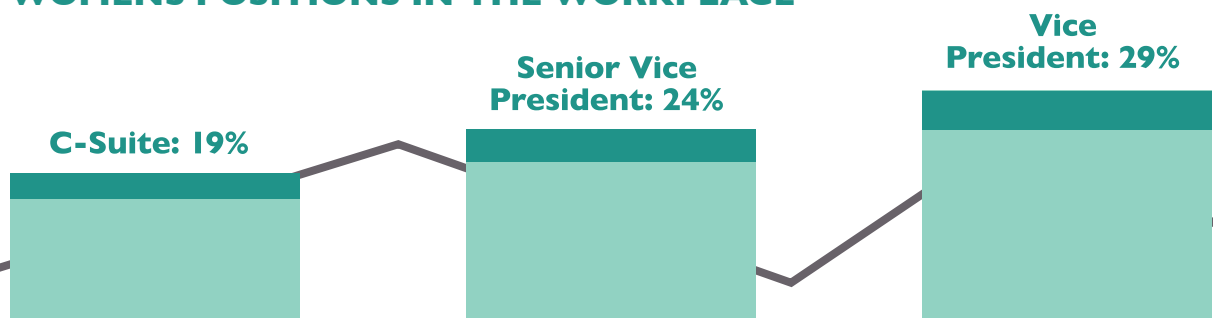
LeanIn.org and Mckinsey & Company



LeanIn.org and McKinsey & Company began a multiyear study surveying both employees and employers in the United States and European countries. It was designed to provide an informational basis for companies to encourage gender equality and to cultivate women in leadership. It is based on data from 34,000 women and men employees and from 132 company surveys, representing over 4.6 million people in nine European countries. The employee survey focused on human resource practices and was fashioned to excavate attitudes regarding gender, work-life issues, ambition, and job satisfaction. The company survey results indicated women were underrepresented at every work level. See our chart below.

The study highlights that the problem is accentuated early in women's careers when men are promoted at a 30% higher rate than women. This hampers their ability to move up through the hierarchy and denies them access to the decision makers and opportunities. Women of color are more negatively impacted at each level and suffer a greater disadvantage of access, visibility and opportunity. As the hierarchy advances, the number of women significantly decreases. The study highlighted that companies are currently aware of the lack of gender diversity, but they have failed to manifest the commitment for change and motivate their employees to embrace that change.

WOMENS POSITIONS IN THE WORKPLACE



“The study highlights that the problem is accentuated early in women’s careers when men are promoted at a 30% higher rate than women.”

LeanIn.org and McKinsey’s report emphasized the lack of corporate commitment to make gender diversity a top priority and the failure to enact the necessary changes to create a culture that communicates equality, provides appropriate training and establishes that gender equality is a serious endeavor that must be accomplished.

To state that these surveys and suggested ways to attain gender equality has given us all the knowledge and answers for reducing the gender gap and reaching gender equality, is being naive and not being cognizant of all the variables that are impacting this issue. The current status shows signs of tentative advancement. We are experiencing increased commitment to diversity and inclusion in the belief that the sharing of policies and practices among corporations is a necessary approach to advance gender equality.

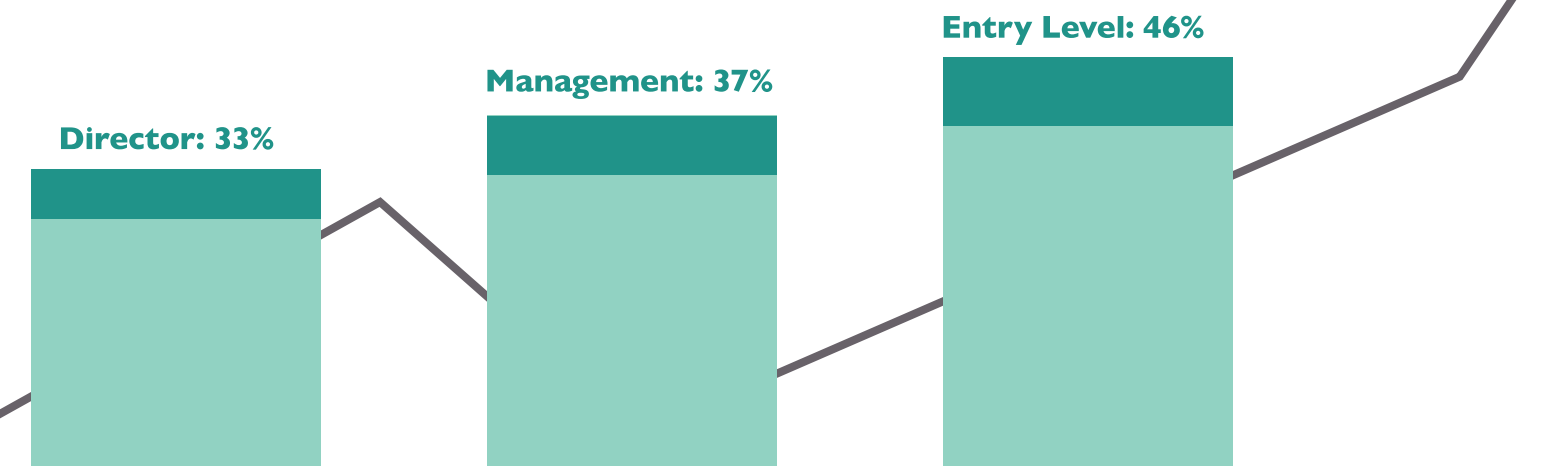
The Bloomberg Financial Gender-Equality Index members are using their status to form an exchange network for sharing ideas.

An example of a newly formed group, launched June 12, 2017, is CEO Action for Diversity & Inclusion. This is the largest CEO-driven commitment to diversity and inclusion: over 300 CEOs have signed the pledge “to cultivate environments where diverse experiences and perspectives are welcomed and where employees feel comfortable and encouraged to discuss diversity and inclusion.”

Diversity and inclusion goals will be attained faster by companies coalescing together than individually. This belief that increasing equity for all, including African Americans, Latinos, Asians, Native Americans, LGBTQ, disabled, veterans and women, will advance all causes is becoming, in some sectors, accepted.

CEO ACTION PLEDGE

1. We will continue to make our workplaces trusting places to have complex, and sometimes difficult, conversations about diversity and inclusion.
2. We will implement and expand unconscious bias education.
3. We will share best—and unsuccessful—practices.



Creating and Testing the Survey Instrument

We needed to create a survey instrument to obtain data to evaluate why gender equality does not exist in the workplace.

These were our goals:

1. To determine what data should be collected.
2. How the data could influence the degree to which equality between the genders exists.
3. To what degree is gender data being tracked by corporations and is there transparency in the collection and analysis of their gender data?

**FOR MANY
QUESTIONS
THERE WAS
A CHOICE TO
RESPOND “DATA
NOT AVAILABLE”.**

BASIC CONCEPTS AND ASSESSMENT ITEMS TO BE CONSIDERED IN THE SURVEY INSTRUMENT

Composition and Compensation:

Female and male employees at various levels within the corporation:

- Entry level
- Supervisory
- Management
- Executive level

Non-discrimination policies:

Acknowledgement of local, state and federal laws prohibiting discrimination shared with employees and public.

Gender-specific non-discrimination policies:

Such as harassment clauses.

Benefits:

Via policies and strategies to ensure equality of the work environment and opportunity for personal growth within the work place. Items in this category include child care, maternity/paternity leave, flex time, vacation time, free training, diversity education, paid education, mentoring, health insurance, health and fitness programs, gender inequality/equality workplace discussion sessions, and retirement plans.

Community outreach:

To benefit women, such as, educating the public with respect to gender inequities, funding community training and leadership programs for women and providing opportunities to gain equality.

We chose not to conduct an employee survey, but to construct an employer survey that also could be used as an employer content-researched survey (#2 and #3 of the described approaches). Based upon the review of literature and the multi-year surveys, questions were constructed and evaluated by the UNLV team plus Adrian and Duarte. These questions were modified and sent to more than a dozen members of a focus group, who provided feedback concerning the design of the questions.

After a final revision and reduction in number of questions, the electronic process for submission and analysis was completed through the capstone database at the University of Nevada, Las Vegas. Abridged survey questions are provided on the next page for the public to know the nature of the questions. Many questions included a choice to respond “data not available”.

Abridged Survey Questions

Q1. Consent

Q2. Name of corporation

Q3. Preferred method for follow up contact. Provide contact information (Email, phone, and/or address):

Q4. Number of full-time employees employed by the corporation

Q5. Percent of employees who identify as a woman

Q6. Percent of employees who identify as a man

Q7. Percent of employees who identify as non-gender specific person

Q8. Provide a copy of your policy addressing gender equality/nondiscrimination

Q9. Are all employees subject to the gender equality /nondiscrimination policy?

Q10. How do you make this policy available to employees?

Q11. Are all policies gender neutral (i.e. does not specifically state "he" / "she")?

Q12. Do you have a process for EEOC (Equal Employment Opportunity Commission complaints)?

Q13. What is the average annual pay for positions that require less than a two year degree? Men, Women

Q14. What is the average annual pay for positions requiring a two year college degree or higher? Men, Women

Q15. Has the corporation performed a pay equity analysis? Pay equity is a means of eliminating discrimination in the wage setting system.

Q16. Does the corporation use gender neutral terminology in advertising for open positions?

Q17. Percent of women applicants in the last 24 months: entry level, supervisory, management

Q18. Percent of women applicants hired in the last 24 months: entry level, supervisory, management

Q19. Percent of male applicants in the last 24 months: entry level, supervisory, management

Q20. Percent of women applicants hired in the last 24 months: entry level, supervisory, management

Q21. Average length of employment for full time employees with the corporation):

Q22. Current percent of filled entry level positions: Men, Women

Q23. Current percent of filled supervisory positions: Men, Women

Q24. Current percent of filled management positions: Men, Women

Q25. Executive Board.
% Men, % Women

Q26. President, CEO.
% Men, % Women

Q27. Vice President.
% Men, % Women

Q28. Board of Directors.
% Men, % Women

Q29. Does the corporation offer UNPAID parental leave beyond the requirements of FMLA's (Family Medical Leave Act) 12 weeks of unpaid, job-protected leave per year?:

Q30. Does the corporation offer PAID parental leave beyond the requirements of FMLA's (Family Medical Leave Act) 12 weeks of unpaid, job-protected leave per year?:

Q31. Average amount of time (in weeks) taken for parental leave in 2016 and 2015. Men, Women

Q32. Enter the percent of employees that utilize flex time (flex time is defined by a system of working hours with the starting and finishing times chosen within agreed limits by the employee): Men, Women

Q33. Enter the percent of employees that work from home. Men, Women

Q34. Enter the percent of employees that utilize child care benefits. Men, Women

Q35. Does the corporation offer retirement benefits?

Q36. Is there a policy regarding employees who are nursing?

Q37. Enter the percent of employees that utilize free in-house opportunities for training/education: Men, Women

Q38. Enter the percent of women and men mentors in mentorship programs:

Q39. Enter the percent of employees that have received reimbursement for training/education: Men, Women

Q40. Enter the percent of employees that have been promoted in the last 12 months: Men, Women

Q41. Are there other gender equity or equality programs your corporation would like to share?

Collection of Data

The next step in the process was to select corporations to be invited to participate in this initial voluntary survey. We chose to test the survey on a small group of corporations within the casino and gaming industry. We invited 30 corporations to receive the invitation to participate between February and August, 2017. The completed submissions of the survey represented five corporations, which are 23.8% of those invited to participate. A total of 21 corporations were included in this study.

Corporation	Survey Submitted	Research Based	Not Used In Survey
Affinity Gaming		X	
Aristocrat Technologies		X	
Boyd Gaming Corporation		X	
Caesars Entertainment Corp.	X		
Carson Valley Inn Casinos			X
Century Casinos, Inc.		X	
Downtown Grand			X
Eldorado Resorts, Inc.		X	
Empire Resorts, Inc.		X	
Full House Resorts, Inc.		X	
Gaming in Leisure			X
Gaming Partners International	X		
Golden Entertainment, Inc.		X	
IGT		X	
Las Vegas Sands		X	
Lucky Dragon Hotel & Casino			X
MGM Resorts International		X	
Monarch Casino & Resort, Inc.		X	
Nevada Gold & Casinos, Inc.		X	
Penn National Gaming, Inc.		X	
Pinnacle Entertainment, Inc.		X	
Scientific Games Corporation		X	
Silverton			X
SLS Las Vegas			X
Station Casinos, LLC.	X		
Stratosphere Casino			X
The Cosmopolitan of Las Vegas	X		
The D Las Vegas			X
Tuscany Suites & Casino			X
Wynn Las Vegas	X		

“A total of 21 corporations were included in this GGEI survey analysis.”



Reasons for Non-participation

One reason cited to not participate was that the corporation had a policy of non-participation for voluntary surveys. We concluded that the main obstacles in acquiring data submission from corporations was that as long as it was voluntary, many would opt out. In some cases, the willingness to opt out was symptomatic of a lack of corporate commitment to women’s equality in the workplace. In other cases, the commitment was evident, but there was not a willingness to share data. Other reasons for not voluntarily submitting were also reflective of the realities of corporations not tracking the data necessary for the survey. This was evident when corporations stated that they could not provide the data

and they lacked the staffing to do the research. In addition, 25% of corporations stated that the timing of the survey was not conducive to responding because of seasonal work loads.

Methodology

We collected data from the internet about those corporations that did not submit their survey, but had sufficient information on their websites to create a research-based survey. We also compared data from submitted surveys to the information reported on each corporation’s website. This not only verified the information on the survey, but at times added points to the scores when they replied on the survey that data was not available, but we found such data on their website.

A total of 21 corporations were included in this GGEI survey analysis. Sixteen of the 21 corporations included in our data analysis have headquarters in Las Vegas, Nevada, two in Reno Nevada, one each in Pennsylvania, Colorado and New York. One corporation, is an Australian gaming company which has several headquarters throughout the world, one of which is in Las Vegas.

These corporations included 9 of the 25 largest employers in the state of Nevada (drawn from VEGAS INC research chart printed March 19, 2017).

Seven of the greatest revenue producing casino and gaming companies in the world (2015) were also in the survey group.

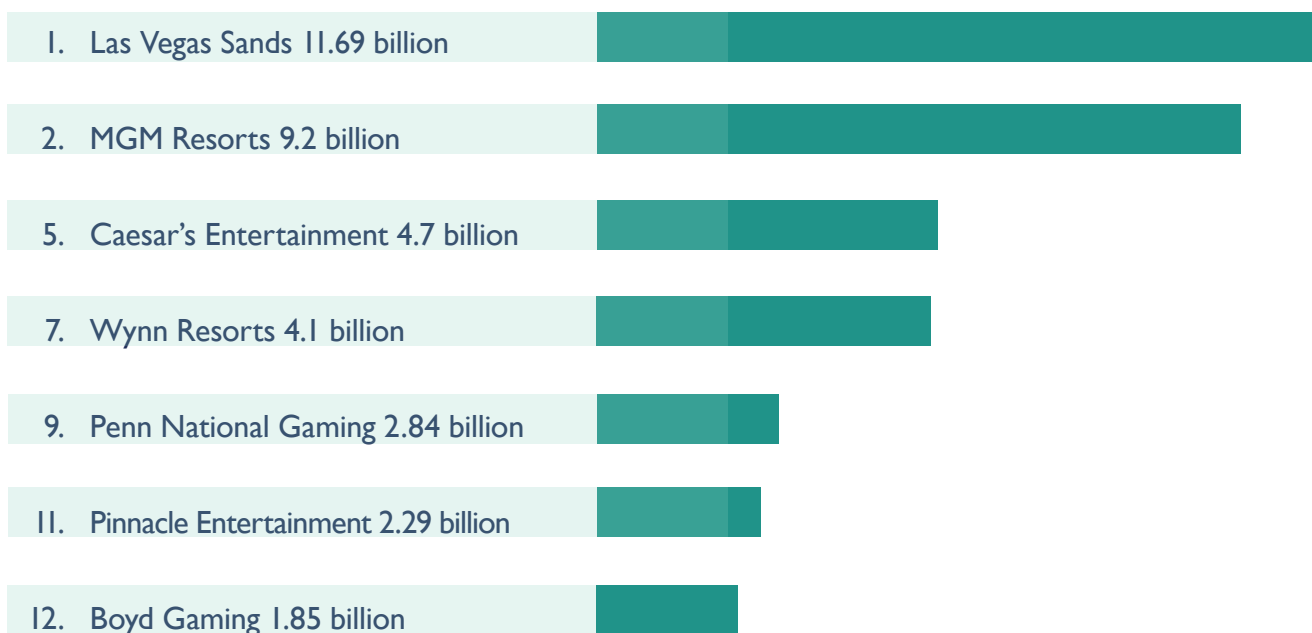
LARGEST EMPLOYERS IN NEVADA, VEGAS, INC. MARCH 19, 2017

Company	Year Est. Locally	Employees	Local Offices /Locations	Type of Business
1. MGM Resorts International mgmresorts.com	2000	53,157	20	Resort Entertainment
2. Caesars Entertainment caesars.com	1946	30,000	14	Entertainment & Hospitality
3. Station Casinos, LLC sclv.com	1976	14,000	20	Gaming & Hospitality
4. Wynn Las Vegas wynnlasvegas.com	2005	12,000	2	Resort/Casino
5. Boyd Gaming Corp. boydgaming.com	1975	11,700	14	Casino Entertainment
6. Las Vegas Sands Corp. sands.com	1990	8,600	3	Integrated Resorts
9. The Cosmopolitan of Las Vegas cosmopolitanlasvegas.com	2010	5,008	1	Resort
12. South Point southpointcasino.com	2005	2,649	1	Hotel, Casion, Spa, Event Facility
15. Scientific Games scientificgames.com	1995	1,200	5	Gaming Technology & Manufacturing

Note: Largest Gaming Employers in Nevada, Vegas, Inc. March 19, 2017. Numbers 7,8,10,11,13,14 are non-gaming corporations. #12 was a gaming corporation not invited to participate.

2015 TOP CASINO AND GAMING COMPANIES BY REVENUE (IN BILLIONS OF USD)

The surveyed list also includes 7 of the top 12 casino and gaming companies world-wide by revenue in billions of United States dollars (from online Directory of Major Casino and Gaming Companies in the World, 2015 data). Minimum revenue was \$1.85 billion and maximum was \$11.69 billion.



Note: Numbered corporations 3,4,6,8 and 10 are not United States Corporations

Findings and Interpretation of Results

The responses were placed into 4 categories and each response and category was weighted to result in a total of 100 points.

Category	Questions	Value in Points
1. Gender Composition and Compensation	4, 5, 6, 7, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 40	35
2. Non-discrimination Policies	8, 9, 10, 11, 12, 13, 14, 16	30
3. Internal Supporting Policies	29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39	30
4. Community Gender Equality Commitment	41	5

Category 1

was identified as Gender Composition and Compensation and worth 35 points. This consisted of a measurable appraisal of male and female employees at all levels with respect to hiring, promotion and salaries.

Category 2

was identified as Non-discrimination Policies and consisted of policies mandated by state, local and federal government laws. It was worth 30 points.

Category 3

was identified as Internal Supporting Policies and worth 30 points. It could be thought of as policies and practices that afforded employee benefits. This included specific training and mentoring programs for free in-house education relative to gender bias and equality.

Category 4

was Community Gender Equality Commitment (5 points). Various names were given to this area by the corporations: community responsibility, social responsibility, community outreach, and giving back to the community.

To receive points in this category the community outreach had to be specifically focused on topics, activities, scholarships, etc., that would positively change the status of gender inequality. For example, no points would be awarded for giving scholarships to both males and females, providing funding to school children, and feeding the homeless. These are all worthy endeavors, but did not show commitment to advancing women's equality and each maintains the current male-female unequal status.

TOTAL SCORE COMPARISONS: Gaming Gender Equality Index Score Chart

Company	Head-quarter Address	# of Properties	Submission (S) vs Research-based (RB)	Gender Composition & Compensation Score: 35 pts	Non-Discrimination Policies Score: 30 pts	Internal Support Policies Score: 30 pts	Community Gender Equality Commitment Score: 5 pts	Total Score: 100 pts
Affinity Gaming	Las Vegas, NV	7	RB	3	24	9	0	36
Aristocrat Technologies	Las Vegas, NV	30+ - USA Properties: 6	RB	11	24	27	0	62
Boyd Gaming Corporation	Las Vegas, NV	24	RB	5.5	24	9	0	38.5
Caesars Entertainment Corp.	Las Vegas, NV	50 - USA Properties: 13	S	9.25	24	22	3	58.25
Century Casinos, Inc.	Colorado Springs, CO	14 - USA Properties: 7	RB	14.5	24	11	0	49.5
Eldorado Resorts, Inc.	Reno, NV	20	RB	8	24	14	0	46
Empire Resorts, Inc.	Monticello, NY	2	RB	10	24	0	0	34
Full House Resorts, Inc.	Las Vegas, NV	6	RB	10	24	5	0	39
Gaming Partners International	North Las Vegas, NV	9 - USA Properties: 3 4 Casinos,	S	2.5	24	14	0	40.5
Golden Entertainment, Inc.	Las Vegas, NV	50+ taverns & 980 route locations	RB	0	21	6	0	27
IGT	Las Vegas, NV	USA Properties: 6+	RB	6	24	12	0	42
Las Vegas Sands Corporation	Las Vegas, NV	10 - USA Properties: 4	RB	0	24	14	0	38
MGM Resorts International	Las Vegas, NV	10	RB	12	24	12	5	53
Monarch Casino & Resort, Inc.	Reno, NV	2	RB	12	24	14	0	50
Nevada Gold & Casinos, Inc.	Las Vegas, NV	11	RB	0	17	8	0	25
Penn National Gaming, Inc.	Wyomissing, PA	33	RB	2	24	8	3	37
Pinnacle Entertainment, Inc.	Las Vegas, NV	15	RB	9	24	11	3	47
Scientific Games Corporation	Las Vegas, NV	6 Continents	RB	5	24	5	0	34
Station Casinos, LLC	Las Vegas, NV	22	S	17	24	11	0	52
The Cosmopolitan of Las Vegas	Las Vegas, NV	1	S	14.5	24	18	0	56.5
Wynn Resorts	Las Vegas, NV	6	S	16.5	24	14	2	56.5
Subtotal				167	494	244	16	921.75
Average				7.95	23.52	11.62	0.762	43.89

COMPARISONS AND RESULTS OF TOTAL SCORES OF 21 GAMING CORPORATIONS

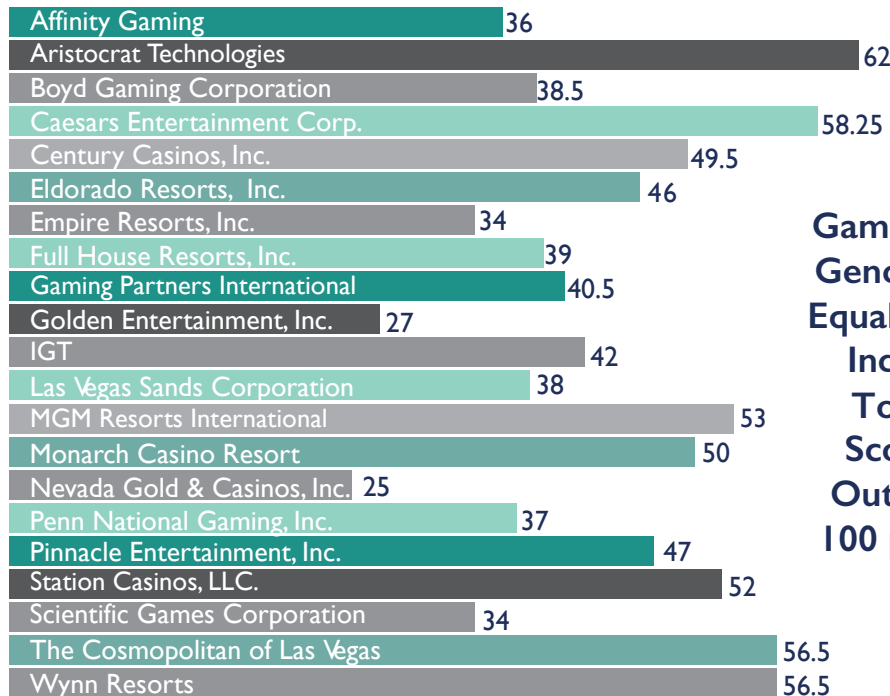
The total points, ranged from a low of 25 to a high of 62. The mean was 43.89 points. As expected, no company achieved 100 points. Only seven corporations scored 50 points or above and ten corporations scored above the mean. Four of the five corporations who submitted their GGEI survey, scored among the top five; whereas the fifth submitter, was below the mean, at 40.5 points. The highest score was from a corporation that had its Workplace Gender Equality Report on its website. This report is required by Australian law to be submitted to the Workplace Gender Equality Agency, since its main headquarters

is in Australia. The headquarters in Las Vegas is one of its sites.

The highest scores were obtained by four corporations ranging from 56.5 to 62, one standard deviation above the mean. In the first Bloomberg study, 26 corporations having achieved a score of 60 points or higher were invited to be members of the Bloomberg Financial Services Gender-Equality Index. In our Gaming Gender Equality Index, we had only one corporation that met that standard.

When comparing the scores among categories, we note that the Non-discrimination Policies

category has a mean equal to 80% of a possible score of 30 points, whereas, the Community Gender Commitment category has a mean of 13%, of a possible five points. The Gender Composition and Compensation category has a mean of 21% of a possible 35 points. The mean of the Internal Support Policies category is 39% of a possible 30 points.



Gaming Gender Equality Index Total Score Out of 100 pts

Comparing these mean positions, one may state the following:

When governmental laws are mandated, corporations comply. Twenty four points in category 2 related to mandates concerning discrimination policies. Two corporations did not receive 24 points because their code of ethics pertained solely to behavior relative to employees' obligations to the company and did not address gender equality per se.

Women in Leadership Positions in 21 Corporations in the Gaming Industry

CORPORATION	EXECUTIVE BOARD TOTAL	EXECUTIVE BOARD WOMEN	EXECUTIVE BOARD MEN	EXECUTIVE BOARD WOMEN PERCENTAGE	BOARD OF DIRECTORS TOTAL
Affinity Gaming	6	1	5	16.7%	
Aristocrat Technologies	10	2	8	20%	9
Boyd Gaming Corporation	8	1	7	12.5%	11
* Caesars Entertainment Corp.	11	2	9	18%	11
Century Casinos, Inc.	4	1	3	25%	5
Eldorado Resorts, Inc.	5	1	4	20%	9
Empire Resorts, Inc.	5	2	3	40%	6
Full House Resorts, Inc.	5	1	4	20%	8
* Gaming Partners International				0%	
Golden Entertainment, Inc.	3	0	3	0%	7
IGT	10	0	10	0%	13
Las Vegas Sands Corp.	4	0	4	0%	11
MGM Resorts International	22	6	16	27.3%	12
Monarch Casino & Resort, Inc.	6	3	3	50%	5
Nevada Gold & Casinos, Inc.	4	0	4	0%	7
Penn National Gaming, Inc.	13	1	12	8.3%	8
Pinnacle Entertainment, Inc.	6	2	4	33.3%	8
* Station Casinos, LLC.				10%	
Scientific Games Corp.	12	2	10	16.7%	13
* The Cosmopolitan of Las Vegas	9	1	8	11%	6
* Wynn Las Vegas	13	2	11	15%	10
Totals	156	28	128	343.8%	159
Average	7.4	1.3	6.1	16.4%	7.6

*Corporations that submitted their survey

BOARD OF DIRECTORS WOMEN	BOARD OF DIRECTORS MEN	BOARD OF DIRECTORS WOMEN PERCENTAGES	VICE PRESIDENT TOTAL	VICE PRESIDENT WOMEN	VICE PRESIDENT MEN	VICE PRESIDENT PERCENTAGE
			4	1	3	25%
4	5	44%	2	0	2	0%
3	8	27%	5	1	4	20%
0	11	0%	6	2	4	33.3%
1	4	20%	1	1	0	100%
1	8	11%	10	0	10	0%
1	5	16.7%	3	2	1	67%
1	7	12.5%	4	1	3	25%
		0%				20%
0	7	0%	2	0	2	0%
2	11	15.4%	4	0	4	0%
1	10	9.1%				
3	9	25%	9	2	7	22.2%
1	4	20%				VP title not used
0	7	0%	3	0	3	0%
2	6	25%	11	1	10	9.1%
2	6	25%	7	3	4	43%
		10%				20%
2	11	15.4%	3	1	2	33.3%
0	6	0%	3	1	2	33.3%
1	9	10%				25%
25	134	286.1%	77	16	61	476.2%
1.2	6.4	13.6%	3.7	0.8	2.9	22.7%

“Less than half the corporations tracked leadership by gender.”

Category 1: Gender Composition and Compensation

Two questions in this category were relative to compensation data. No corporation responded to these two questions. We were warned that questions regarding compensation would not be answered, but we needed to know if this were true. It was.

Less than half the corporations tracked leadership by gender.

There is evidence that there has been an awareness and work to close the pay gap in previous decades. Boyd Gaming Corporation stated in 1975, that it had established equal pay for men and women. Several corporations have indicated that it is difficult to provide equal pay since merit, bonuses, awards and experience impact compensation. Station Casinos, LLC has included an analysis of skills required and responsibility included in the position for determining pay equity. Based upon the job classifications, it appears entry level positions have a set salary, but once a person advances beyond, the true compensation data becomes difficult to ascertain. Thus, we have gained little knowledge of the status of equal pay.

How can one evaluate if gender equality exists or not when data is not collected with respect to gender?

The majority of points in this section could be obtained if there were a greater number of women in the top leadership positions. The greatest number of women were serving as vice presidents. The numbers we had are underestimated because four of the corporations did not provide the total numbers, only percentages. As far as board positions, usually no more than one or two women per corporation served in these capacities. The larger the corporation, the more leaders they have, but the number of women did not proportionally change. Smaller board sizes favored a greater percentage of women in leadership roles. From this sampling, there were no women who held the position of CEO/Chair/President. However, there were instances of women in the highest position within a casino. This was evident in three of the Station Casinos out of nine that had women casino managers and one other corporation that had a woman manager. No other place on the websites could we find managers for properties.

See Women in Leadership Positions in 21 Gaming Corporations/Casinos on previous page.

The average of women in leadership, in the 16 corporations where we had male and female data, was 16.4% for executive leadership. Representation of women on the board of directors was 13.6%.

There are two corporations with no women in leadership roles. These organizations were at the bottom of total points for the GGEI.

We identified five women who were women of color (three Asians and two African Americans). There may be others that we could not identify.

Category 2: Non-discrimination Policies

Nineteen corporations rated 78% on non-discrimination policies. Since these policies are primarily mandatory or traditional policies, this was an inadequate commitment to the serious problem of gender equality discrimination. However these policies do fulfill the gender (sex) non-discrimination characteristic. Only half the corporations had gender-specific prohibition policies, such as harassment clauses. Most companies merely used its inclusive phrase as a statement of non-discrimination:

“We are an equal opportunity company and do not discriminate on the basis of race, color, religion, sex, national origin, ancestry, age, medical condition, disability or handicap, perceived disability or handicap, military service, veteran status, marital status or sexual orientation.”

Some of these policies, as the one listed above, are not up to date and do not include Nevada’s gender identity and expression mandated protections.



Category 3: Internal Supporting Policies

Almost all corporations consider that health insurance policies and retirement plans are the only benefits that are important or critical to their employee's well-being. These are consistently highlighted on the website as employee benefits. One must search to find other benefits such as maternity leave, childcare, nursing, flextime and remote working. This does not actively recruit women as employees or provide an environment conducive to keeping women on the job. Bloomberg, inHerSight and other literature emphasize that these benefits are necessary for women to advance into leadership as family needs are still too often expected to be in the woman's domain. This reduces the opportunities for women to be promoted.

Most of the in-house training/education opportunities are specifically designed only to increase the skill sets for the position that the employee currently holds. Less than half the corporations do have leadership programs for those selected for potential management promotion, but these often are not open to all employees nor are they designed to advance women or people of color specifically.

Mentoring and development focused programs for females and males often do not include discussions of gender bias, how women leaders improve the productivity of corporations, committing to gender equality or evaluating one's own unconscious gender bias. How can one determine whether or not a non-biased, equity perception of both males and females exists, if there is no teaching/educating about these concepts? These issues are evidence of inHerSight's poll results outlining the differing perceptions men and women have of women's experiences and their status at work.

There were only six corporations with childcare, three with paid maternity leave, and five with nursing stations within at least one property. There were nine corporations with mentoring programs, nine with flex-time, and two with remote working. The mean number of offerings of benefits was four, which is 44% of the choices.

Artistocrat Technologies, Caesars Entertainment Corp., The Cosmopolitan of Las Vegas and Wynn Resorts offered 6 or more benefits.

Category 4: Community Gender Equality Commitment

Category 4 had only five corporations that identified their social responsibility and community giving with gender equality activities. With respect to the social responsibility descriptions and reports, the word "women" did not appear with the many worthy benefits, programs and financial assistance given to community organizations and the public. Thus, although almost all corporations have social responsibility programs, only five qualified for points for community programs with gender equality impact.

There were few corporations that specifically stated that their community outreach was to bring women into their company or that their programs were helping to facilitate women becoming leaders or advancing their leadership careers. Thus, these corporations failed to transfer their public positions into proactive and meaningful change for gender equality.

INTERNAL SUPPORTING POLICIES SCORE CHART

Company	Retirement	Nursing	In-House Ed/ Training	Mentoring	Tuition and Other \$\$\$	Paid Maternity	Flex Time	Remote Working	Child Care
Affinity Gaming	Yes	No	Yes	No	No	No	Yes	No	No
Aristocrat Technologies	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Boyd Gaming Corporation	Yes	No	Yes	No	No	No	Yes	No	No
Caesars Entertainment Corp.	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes
Century Casinos, Inc.	Yes	No	Yes	Yes	Yes	No	No	No	No
Eldorado Resorts, Inc.	Yes	No	Yes	Yes	Yes	No	No	No	Yes
Empire Resorts, Inc.	No	No	No	No	No	No	No	No	No
Full House Resorts, Inc.	Yes	No	No	No	Yes	No	No	No	No
* Gaming Partners, Int.	Yes	Yes	No	No	No	No	Yes	No	Yes
Golden Entertainment, Inc.	Yes	No	No	No	No	No	Yes	No	No
IGT	Yes	No	Yes	Yes	No	No	Yes	No	No
Las Vegas Sands Corporation	Yes	No	Yes	No	Yes	No	Yes	No	Yes
MGM Resorts International	Yes	No	Yes	Yes	No	No	No	No	Yes
Monarch & Casino Resorts, Inc.	Yes	Yes	Yes	No	Yes	Yes	No	No	No
Nevada Gold & Casinos, Inc.	Yes	No	Yes	No	Yes	No	No	No	No
Penn National Gaming, Inc.	Yes	No	Yes	No	Yes	No	No	No	No
Pinnacle Entertainment, Inc.	Yes	No	Yes	Yes	Yes	No	No	No	No
Scientific Games Corporation	Yes	No	No	No	Yes	No	No	No	No
* Station Casinos, LLC.	Yes	No	Yes	Yes	Yes	No	No	No	Yes
* The Cosmopolitan of Las Vegas	Yes	Yes	Yes	Yes	Yes	No	Yes	No	No
* Wynn Resorts	Yes	Yes	Yes	Yes	Yes	No	Yes	No	No
Benefit Average	20 of 21	5	16	10	14	3	9	2	6

*Corporations that submitted their survey

Conclusions and Future Actions

Research-based information does not compare to that of voluntary submission data. The following conclusions are based upon the limited access to information that we had at the time we were surveying this industry. Several corporations have indicated that it is difficult to provide equal pay since merit, bonuses, awards and experience impact compensation. Based upon job classifications, it appears entry level positions have a set salary, but once a person advances beyond, the true compensation data becomes difficult to ascertain. Thus, we have gained little knowledge.

Ninety percent of the corporations had non-discrimination policies, which they shared with their employees. They also used gender neutral language, especially relative to job applications. They usually had a statement that the corporation was an Equal Opportunity Employer, in one or more places on their website and stated that they abided by the laws prohibiting discrimination. All corporations, however, did not have or mention, in the survey questions or on their websites, anything about gender specific discrimination. Approximately half the corporations merely listed race, creed, disability, gender, etc., the general non-discrimination statement. Thus, this would be considered with meeting a legal obligation, but they were not necessarily publicly committed to do anything toward increasing gender equality.

The internal support policies category is varied. It was difficult to find the data from those that did not complete the survey. Out of the nine benefits that were accessed, the mean of the corporations was four, or 44%. Four out of five surveyed, who completed their survey, had five or six benefits listed. The benefits that were most specific to women and would allow them most flexibility to perform on the job with family responsibilities, were the remote working (only two respondents), child care (only six respondents), paid maternity (three respondents), and nursing



CORPORATIONS OFFER CHILD CARE OPTIONS

(five respondents). The conclusion derived from these results is that more corporations need to provide these benefits to their employees, in order for women to succeed in the competitive work environment.

In most cases, the executive level of management and board composition could be ascertained by web-based research. We could only ascertain

lower levels of management gender composition by those corporations that completed the questionnaire. These tabulations showed at least 40% of women at the supervisory or management levels. Thus, we believe, that increased transparency at all levels of supervisory and management is necessary to ascertain the status of gender equality. The average percentage of women in executive boards, board of directors and vice-presidents are essentially the same as what has been reported in other surveys.

WOMEN EXECUTIVE BOARD MEMBERS:



WOMEN BOARD OF DIRECTORS:



The obvious conclusion is that women have not broken the glass ceiling of president and CEO.

The other category in which there is a major consensus is in Community Gender Equality Commitment. It seems that two

thirds of the corporations do not identify any women's programs or benefits that would promote gender equality. Most do not even state the word "women" when listing the organizations and the subgroups, such as veterans and youth, they benefit. This may be a lack of gender equality commitment; we view it as passing up a chance to promote the importance of gender equality.

FUTURE ACTIONS

One obvious conclusion is that there is a barrier in advancing women from vice president to higher levels of management and a general lack of commitment to tracking women through the leadership spectrum. The following future actions could alleviate these disparities.

Tracking is essential from which to improve the number of leadership positions and to gauge overall advancement for women. The Australian company scored higher than the 20 other corporations. Australia mandates tracking. Results indicate that if the gender gap is to be reduced dramatically, then more stringent methods need to be mandated. It is evident that if something, such as a policy, is mandated by law, then the corporations comply, to the letter of that law. However, this does not alter the internal policies and behaviors that breed pay inequality.

Self audits and analyses do not appear to have been utilized by the majority of these gaming companies. One corporation that did conduct a pay equity analysis reported that compensation was then adjusted with respect to skills required and responsibility of the position. The lack of transparency in the

corporate information provided to the public, creates an environment that authorizes invisibility for women's pay equality status. Transparency is necessary, specifically to gender equality status.

Community outreach is an avenue to create an environment of value for the corporation. If there is a commitment to gender equality, then there needs to be community outreach programs to further that message and to emphasize the corporation's commitment to change.

An in-depth evaluation of actual training, mentoring, sponsorship, leadership assistance and diversity injected into the corporate environment is needed.

Internal policies that attract and benefit female employees should be front and center. They are incentives to attract quality female applicants and to retain them once hired.

This study did not focus on the ethnic and race composition of the women. Many other studies indicate that women of color fair far worse in compensation and few have positions of power and influence in leadership. A special emphasis needs to be made to be as inclusive as possible in future studies, as well as in any corporation's gender equality policies. Simply put, women of color deserve full equality and they need to be at the table and counted.

The number of women in leadership roles needs to increase. If there were more women in these roles, the corporation would benefit by their perspective, which would translate into a more inclusive offering for their clients. It would also provide more role models for younger women. Everyone is talking about diversity

and inclusion, yet with women comprising 50% of the population, more emphasis needs to be made to equalize the pay gap.

Diversity, without a corporate commitment to gender equality as one of their top priorities, will not result in gender equality. Corporations need to fully and publicly commit to achieving pay equality. CEOs and Presidents need to make this a top corporate priority.

From the data it is evident that there is a wide disparity in the gaming industry because of the variance of policies, practices, transparency and commitments to gender equality among individual corporations. At least a third of the corporations have shown policies and practices that are designed to improve the status of women and their compensation. There needs to be more willingness to address these issues in a positive and proactive manner in the industry across the board. It is becoming acceptable to join networks, to share information and to learn from other corporations and to upgrade the entire industry. One of the organizations that includes more than 300 CEOs is ceoaction.com.

At least half the corporations in this study are attempting to create an environment of Diversity & Inclusion that will result in all employees respecting each other, appreciating what skills and qualities each has to offer and harmoniously working together, which will produce maximum benefits to the employees, the corporation and community the corporation serves.

We commend such a commitment and we hope it will result in benefits to women.

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About Women of Diversity Productions

Women of Diversity Productions, Inc. (WOD) is a 501 (c)(3) nonprofit corporation founded in 1992, with an educational mission to produce and distribute digital media content and presentations to the public with respect to the roles and achievements of women in our society. WOD's current mission is to give visibility to women and to create a woman-appreciated future. Past and current activities offered free to the public include:

More than a decade of free programs during Women's History Month at public libraries, conferences of other nonprofit organizations, as well as, displays at universities, colleges and historical galleries in Las Vegas, Boulder City, North Las Vegas and Carson City. Eleven years of "Remembering the Freedoms" programs during Black History Month.

Creation of the digital media website "Nevada Women's Virtual Center" which provides free access to archived digital media of Nevada women of historical significance. This website is a statewide comprehensive collaboration with more than a dozen non-profit organizations.

In 2005, WOD produced "100 Years of Influence: the Role of Women in Shaping the First One

Hundred Years of Las Vegas". The exhibit, consisting of kiosks with video interviews, graphic historical displays of women's organizations, women's art and the famous Wall of Women, toured Las Vegas, Henderson, North Las Vegas, Boulder City and Carson City.

In 2014, the Nevada Women's Legacy - 150 Years of Excellence, celebrating Nevada's Sesquicentennial was organized by WOD to educate and promote the value of women throughout our first 150 years of statehood. With more than a dozen women's organizations participating, this project included interviewing more than 200 women throughout the state, organizing events in various counties of Nevada, creating a video library on a website and publishing a book.

The book was distributed throughout the State of Nevada to all public libraries, public school districts and museums. Exhibits were displayed at the State Legislative Atrium Gallery and the Nevada Library and Archives in Carson City, in Ely and several sites in the Las Vegas Valley.

The most recent projects address the barriers preventing women and girls to secure equality. "Genderfication" was a three-session investigation of past and present activities to create a

women's place to work against the barriers. "Bursting Boundaries" continued the social justice exploration by identifying the issues most destructive and of concern to women.

This last project, termed "Gender Wave" explores how to eradicate four of the most problematic inequities facing women and learning, who is doing what, about them. The time is ripe and all participants will learn and share how to make a significant difference. WOD archives all events, video tapes most sessions and provides knowledge and strategies to change how women are perceived and treated by society.

www.womenofdiversity.org

Survey Partners

Andrea Blanco, Betty Campbell, Coleen Lyum
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The Authors

Dr. Marlene J. Adrian and
Denise R. Duarte



Dr. Marlene J. Adrian

is President and co-founder of Women of Diversity Productions, Inc. (WOD), a non-profit 501(c)(3) organization created in 1992 to give visibility to women and to create a woman-appreciated future. The initial project was the publication of an international research Journal, “Women in Sport and Physical Activity Journal” with Dr. Adrian as editor from 1992-2006.

After more than forty years in the academic world, Dr. Adrian retired as Professor Emerita in the Department of Kinesiology, University of Illinois at Urbana-Champaign. Her teaching and research were primarily in the areas of biomechanics, sports, aging, the disabled and women. She has written more than 100 articles, authored nine books, presented speeches to many community groups, with and without audio-video enhancement.

She has led movement and fitness workshops for women, children

with mental handicaps and adults afflicted with multiple sclerosis.

In 1997, Adrian moved to Las Vegas where she has taken the vision of Women of Diversity Productions to a new level with video production. As a videographer, she has recorded and edited more than 100 videos of women and their accomplishments. All videos are available free of charge and many are on the WOD website, or are being processed for placement on the website. Most videos are concerned with women, but others, such as The First Four Years of First Friday, are historical. The latter video includes the story of the women who founded First Friday in Las Vegas.

Two major projects, which Adrian directed or coordinated for WOD, focused upon the significance of women in local and state history of Nevada:

**100 Years of
Influence, The
Role of Women in
Shaping
the First Hundred
Years of Las Vegas**

**Nevada Women’s
Legacy—150 Years
of Excellence**

Dr. Adrian has held leadership positions in Business and Professional Women/USA, Lambda Business Association, Women in Communications, National Association for Girls and Women in Sport and the Research Consortium.

She received honor awards from Southern Nevada Women’s History Project, Lambda Business Association, the Maya Miller Egalitarian Award from the Nevada Women’s Lobby, the Historic Preservation Commission’s 2017 Preservation Education Award as a Video Historian and Women’s History Advocate, recipient of the Women’s Chamber of Commerce of Nevada 2014 Pioneer Award and inductee into its Hall of Fame and the Woman of the Year from The Gay and Lesbian Community Center of Southern Nevada.



Denise R. Duarte is a Woman of Diversity Productions, Inc. (WOD) Advisory Board member. She is a multidisciplinary artist, a socially-engaged artist, activist, writer and arts administrator. Previously, she was in corporate management in the insurance and financial services sector. She was licensed for Property & Casualty, Life, Accident and Health insurance and was a Series 7 securities registered representative.

Duarte received her Master of Fine Arts in Community Arts from Maryland Institute College of Art (MICA) where she received the Jacob and Hilda Blaustein Foundation Scholarship and Fellowship.

Duarte has authored 33 articles on art, feminist and LGBTQ issues in a variety of publications such as *sculpture.org* and *Gay Life*. Duarte wrote, in 2014, the awarded National Endowment for the Arts (NEA) Our Town Grant for Clark County's Maryland Parkway Public Art Urban Design Plan.

As a WOD Advisory Board member, she was the Program Chair for the WOD's First Ladies First event in celebration of the Nevada Sesquicentennial, curated their traveling exhibits, authored contributions to WOD's book, *Nevada Women's Legacy, 150 Years of Excellence* as well as "The First 4 Years of First Friday" documentary.

Duarte has been in feminist leadership for several local organizations. She served on the Nevada Women's Lobby Steering Committee for approximately 13 years and was president of the Reno Business and Professional Women's Club.

Duarte's focus on LGBTQ issues includes chairing Stand OUT For Equality, the former advocacy arm of The Gay and Lesbian Community Center of Southern Nevada. She founded Equality Days in 2009, the first officially recognized day by the Nevada Legislature for the LGBTQ community. She also founded the Nevada LGBTQ Leadership Coalition in 2009 to organize the lesbian, gay and bisexual effort to support the transgender community's successful gender identity and expression legislation for Nevada's 2011 Legislative Session.

She has completed nine public artworks, facilitated 13 socially-engaged art projects and was listed in 2015 as an artist to watch on Creative Capital's On Our Radar.

Duarte has received two Las Vegas Mayor's Urban Design Awards for Public Art and awards from organizations such as the Nevada Women's Lobby, The Gay and Lesbian Community Center of Southern Nevada and the Lambda Business & Professional Association. She was listed in the Distinguished Publishing Company, The Distinguished Woman's 16th Special Edition Book.

During Denise's 18-year corporate career in the insurance and financial services field, she experienced and witnessed the negative impact of discrimination and injustice as an employee and as a manager. This has fueled her quest for equality for all people.

Denise's lifelong passions include art, activism and the exploration of the social fabric of life.

