

**Executive  
Summary**

# Global Voices for Workplace Equity:

**Findings from the WE Survey 2018**



**Workplace  
Equity  
Project**



Perceptions of  
workplace equity in  
scholarly publishing,  
from **1,182** voices  
across **6** continents.



# The case for equity

**As a key component of organizational excellence, workplace equity has an impact on the bottom line. It is not only about social equality. Studies show that diverse teams are more innovative and achieve better outcomes than homogeneous ones.**

Organizations in the scholarly publishing industry have begun to include diversity as a core value, but the effects of these efforts are not clear. Moreover, while the business imperative for gender diversity is frequently cited, the case for cultural diversity is seldom articulated—and the workforce mirrors that. As our industry addresses critical changes in business, technological, and ethical landscapes, our constricted capability for responding effectively in a rapidly evolving global ecosystem is thrown into sharper focus.

To get a better reading on progress, the Workplace Equity Project (WE), an independent, nonprofit organization, conducted a global survey earlier this year.

The initiative aims to measurably advance equity in the scholarly publishing industry by incorporating perspectives from a wider range of voices than is evident from current leadership structures.

A grassroots effort, the WE Project relied on international collaboration to review the survey instrument and reach participants around the world. Leading industry organizations helped promote and distribute the survey via social media, direct mail, and on websites.

September 2018



# Key demographics



Over 1,000 voices



6 Continents



Mostly English speaking



53%

No Religion



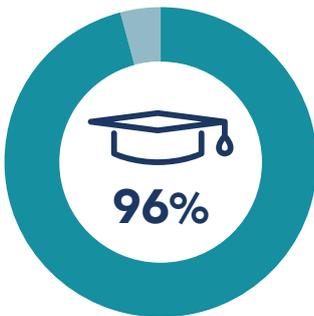
90%

No Disabilities

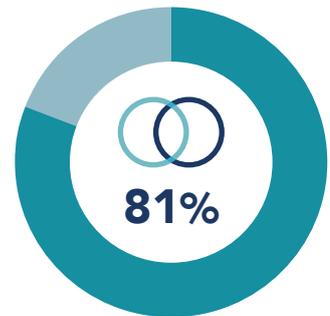
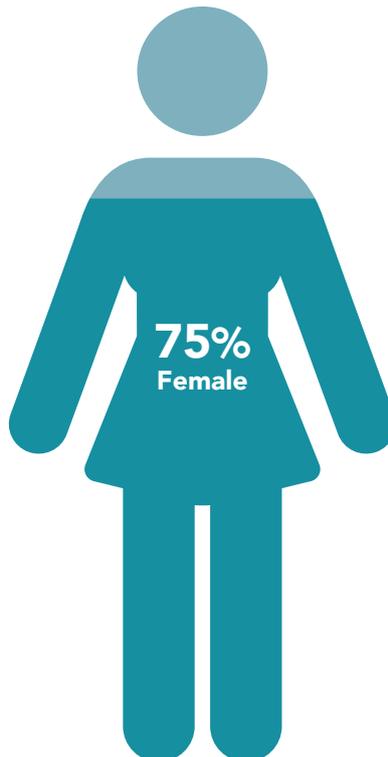


23%

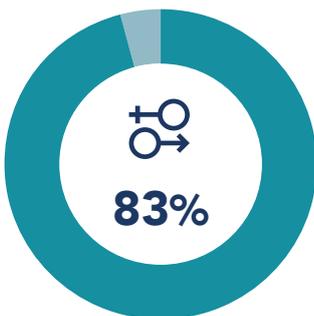
Caregiver Responsibility



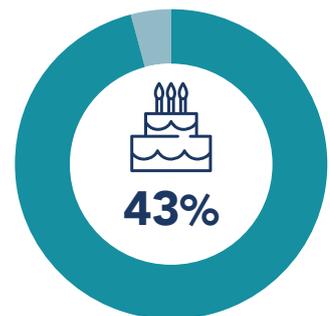
Bachelor's degree or higher



White ethnicity

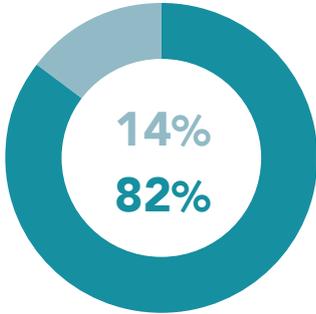


Heterosexual

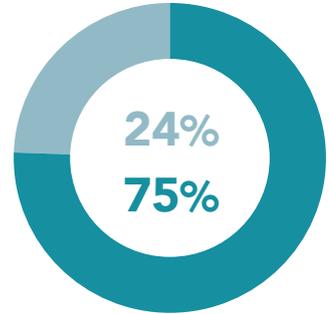


Age 20 - 35

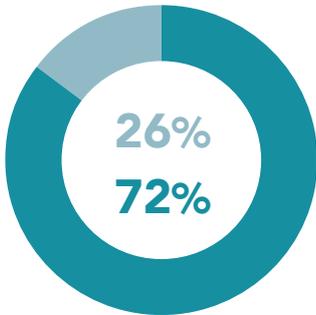
The proportion of women in the workforce declines with age and rank.



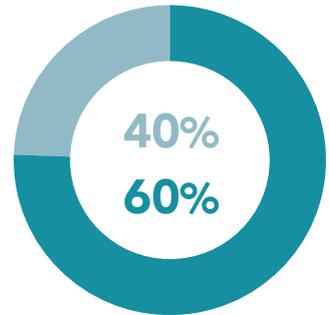
Age 20-35



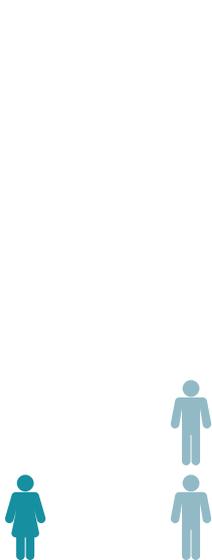
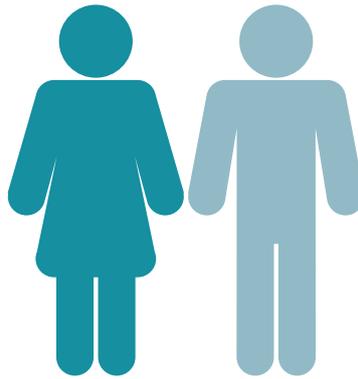
Age 36-50



Age 51-65

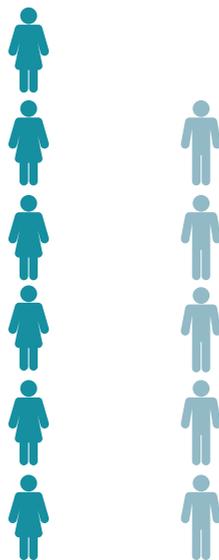


Age 65+



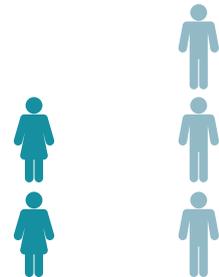
11% vs 21%

Senior/executive management



73% vs 55%

Salary up to \$100k



20% vs 33%

Salary above \$100k



This document summarizes key findings. The WE Project hopes that the data and resulting insights will help to accelerate the pace of change to create more inclusive workplaces. While many insights can and will be extracted from this large reservoir of data, several unmistakable conclusions stand out:

- **The workforce reflects imbalances in diversity.** Our results found that the industry is 75% female, 81% White and 83% heterosexual. Yet men are nearly twice as likely to be in senior and executive management roles, roles for which our survey found no representation from respondents identifying as Black. The 20-35 year old group shows the most ethnic diversity<sup>1</sup>; the 51-65 group shows the least.

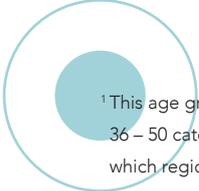
“

*I am a person of color in a very cliquish all-white office. People are not hostile and see themselves as ‘well-meaning’, but there is very little social or cultural affinity or knowledge about cultures, groups, individuals who don’t fit the hetero-normative, nuclear-family, majority-culture expectations and assumptions.”*

“

*All too often, those who champion [women’s] progression in the workforce, do not appreciate or care or perhaps feel threatened by supporting people of color of other ethnic or religious backgrounds ... there is a double standard, we need to support all forms of diversity.”*

- **These imbalances create inequalities in compensation.** Proportionally more women (73%) than men (55%) report earning less than \$100,000 and proportionally fewer women (20%) than men (33%) report earning more than \$100,000, emphasizing a significant gender pay gap in our industry. Allowing for regional differences in salary levels, respondents identifying as Black dominate the second lowest salary band, even though they report that they predominantly live in the highest paying region, indicating a possible ethnicity pay gap. Given the low/non-representation of both of these cohorts at senior and executive management roles, the gaps identified warrant further scrutiny.



<sup>1</sup> This age group also records the highest proportion of respondents (10%, compared with 7% for the 36 – 50 category, 4% for the 51 – 65 category and 0% for respondents aged 66+) located in Asia, for which region the ethnicity breakdown is 82% Asian, 9% White, 7% Mixed/Multiple, 2% Black.

“

***I don't think in the industry or my company there are specific obvious gender or diversity biases...but there are some implicit barriers. This is how it looks from a white middle class male perspective.***

- **We are blind to the challenges of others.** Our perceptions of equity suggest a bias based on personal demographics. Men report in significantly higher proportions (55%) than do women (37%) that they believe people of all genders have the same opportunities for promotion. Similarly, women disagree with the statement in significantly higher proportions (47%) compared with men (26%). Respondents who identify as Black (67%) or as Mixed/Multiple ethnicity (56%) disagree most significantly that people of all ethnicities have equal opportunities for promotion (i.e. compared with 45% of respondents who identified as White and 30% who identified as Asian). The older we are, the more likely we are to disagree that people of all ages have equal opportunities for promotion (80% of the 66+ group, 64% of the 51-65 group, 51% of the 36-50 group, 45% of the 20-35 group).
- While responses indicate that a significant majority agrees that people of all religious beliefs (55%) and of all sexual orientations (57%) have equal opportunities for promotion, it is worth noting that for sexual orientation, higher proportions of respondents who identify as gay/lesbian and bisexual, albeit at low numbers, disagree with this statement than do respondents who identify as heterosexual.
- **Direct line management practice defines individual experience irrespective of organizational policy.** Even though workplace equity initiatives are growing in visibility, a recurring theme from respondents is that their own experience is defined much more by the attitudes of their manager. The business imperative for social diversity offers a strong incentive for change, to ensure that the implementation of defined policies is not entirely at the discretion of line managers. A regime of organizational accountability across the career arc, from recruitment policies and processes, through to those defined for professional development and for career progression, can deliver the diverse teams required to improve the likelihood of better business outcomes.

“

***Often benefits that the employer offers are derailed by managers who don't subscribe to them. Push back causes problems...***

“

***Attitude of immediate line manager is far more important than culture in the company as a whole. I've been unlucky on that score...***

“

***Within my organization, it varies by sub-organization and within that it varies by team, so even if a company has a flexible policy, that can be overridden by a strict manager and vice versa. Management education is the key.***



# The survey

## **The study focuses on a range of questions designed to:**

- Capture individual experience and practice across a range of factors
- Understand the characteristics of the organizations that define the workplace
- Identify the demographic composition of the global workforce.

A grassroots effort, the WE Project relied on close collaboration to review the survey instrument, and to reach participants throughout the world. Leading global and regional industry organizations helped promote and distribute the survey via social media, direct mail, and on websites.

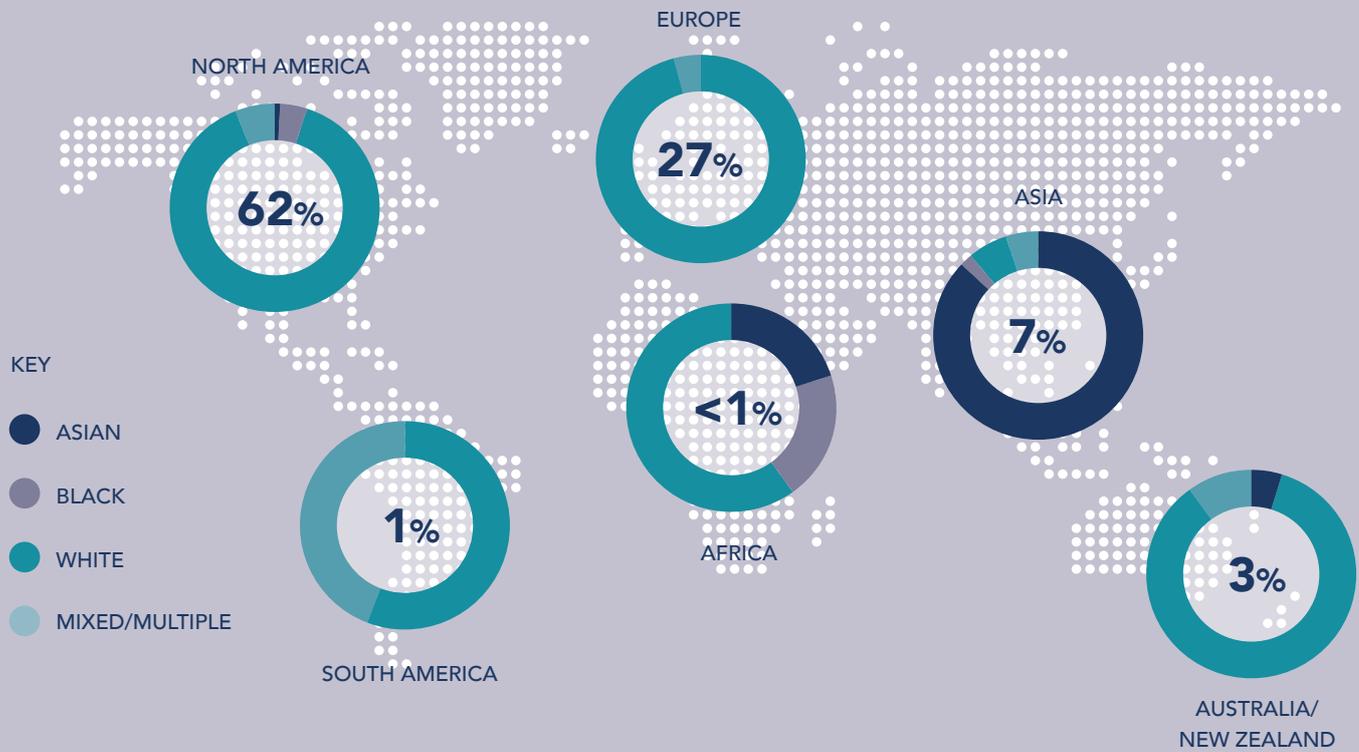
As a self-selecting survey, results include data from only those individuals who agreed to participate, targeted through our wide networks, social media and with the help of the supporting industry organizations listed.

It is important to review the experiences documented in the data in that context. We understand that the demographic breakdown of the self-selecting sample is descriptive of that sample only and not necessarily representative of the industry as a whole.

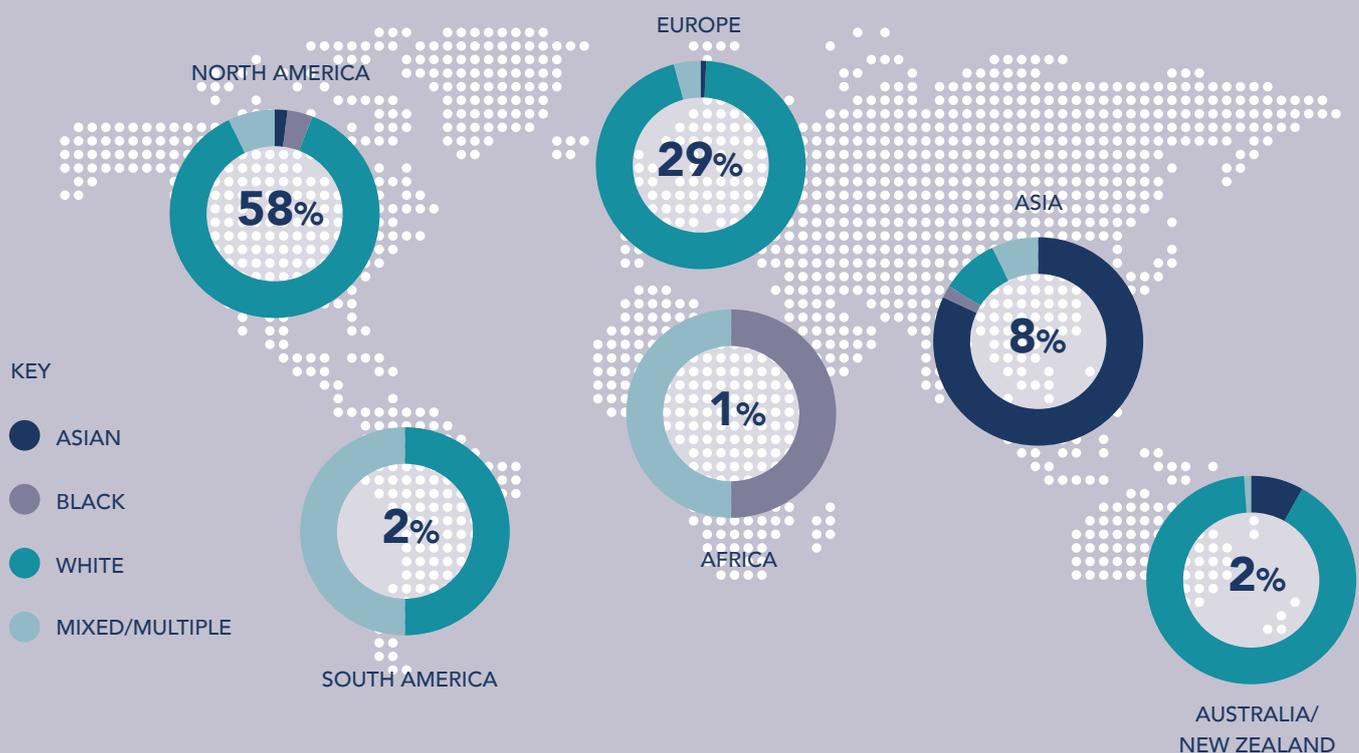
The survey received 1,182 responses from 6 continents, with an average of 845 responses to the demographic questions.

# The workforce

Where do we live? (845 respondents)

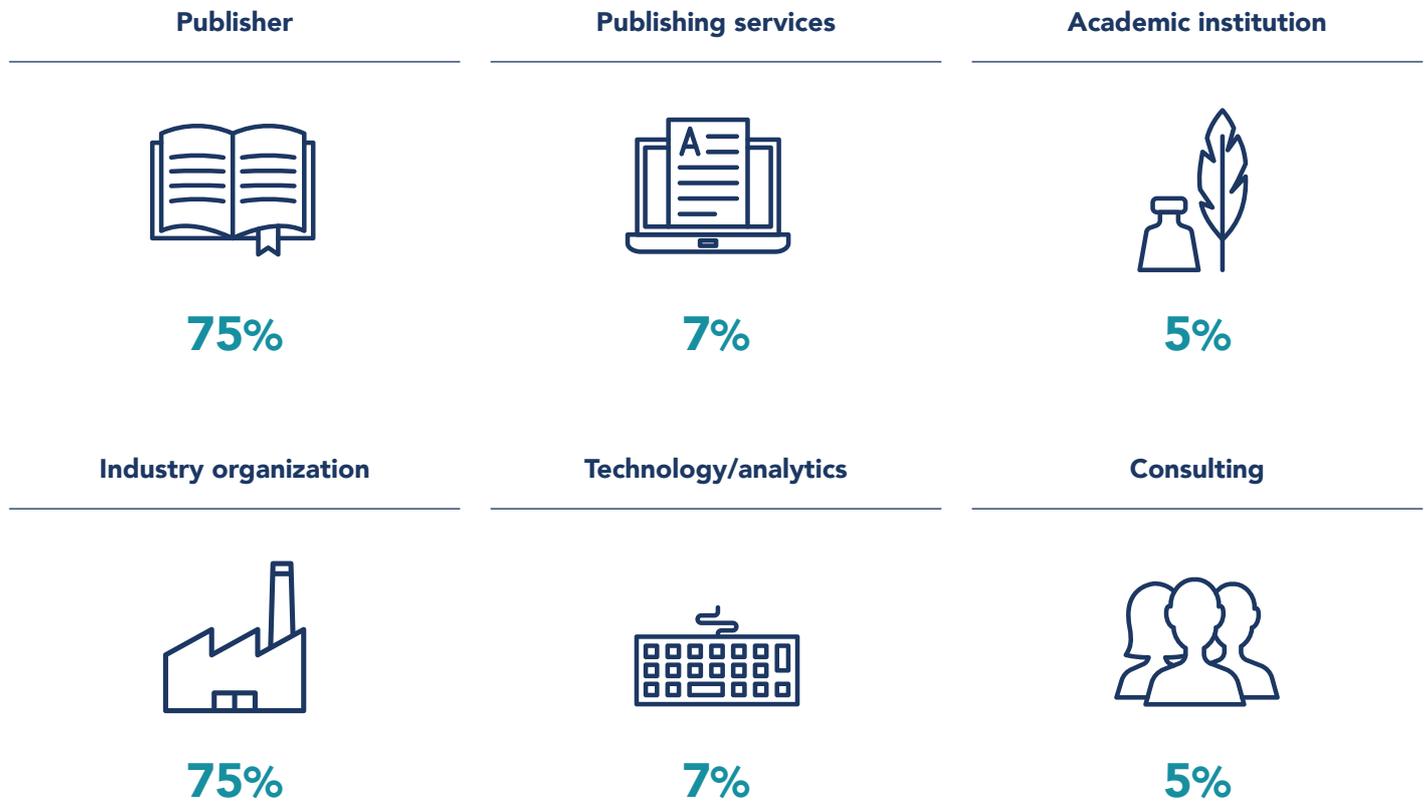


Where were we born? (843 respondents)

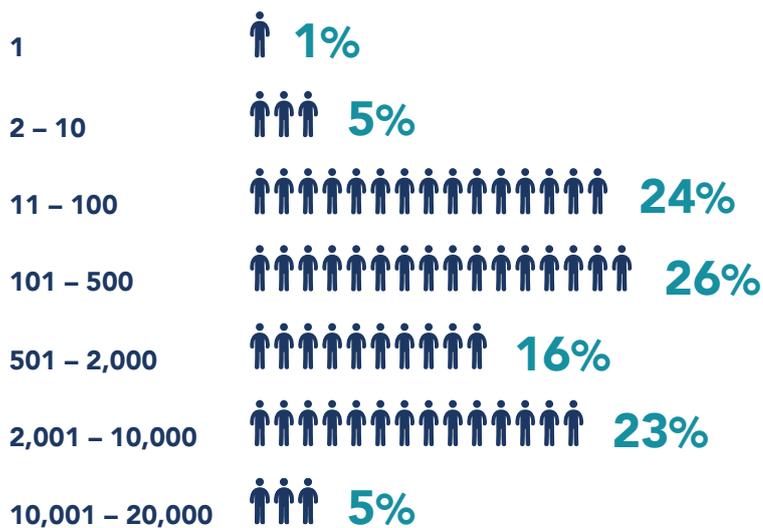


# The workplace

What type of business do we work in? (839 respondents)



How large is our organization? (835 respondents)



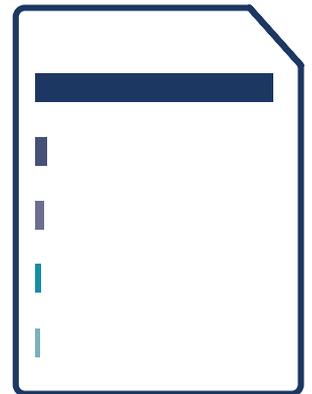
## What we do? (837 respondents)

Editorial/Peer Review	23%
Marketing/Communications	14%
Acquisitions	10%
Production	9%
Senior Management	9%
Business Development/Strategy	6%
Other * (please specify)	6%
Product Development	5%
Sales	5%
Executive Management	4%
Technology	4%
Administration (e.g., Finance, HR, Legal)	3%
Customer Service	2%
Legal/Copyright/Permissions	2%

\*Other includes data aggregation, repository management, discovery and metadata

## How do we work? (839 respondents)

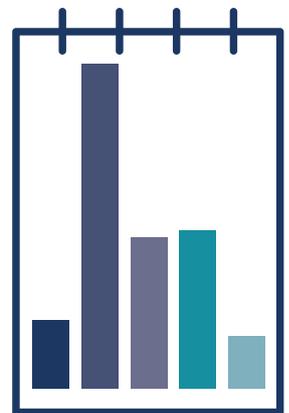
Full time permanent	90%
Part time permanent	4%
Consultant	3%
Temporary/Contract	2%
Retired/Unemployed	<1%



## How long have we worked? (837 respondents)

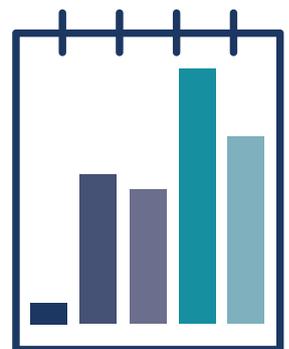
...with our current employer?

< 1 year	9%
1 – 5 years	43%
6 – 10 years	20%
11 – 20 years	21%
> 21 years	<7%



...in the industry? (839 respondents)

< 1 year	3%
1 – 5 year	20%
6 – 10 years	18%
11 – 20 years	34%
> 21 years	<25%



## How much do we earn? (836 respondents)

<\$50,000 / £38,000 / €42,000		29%
\$50,001 - \$100,000 / £ 38,001 - £75,000 / € 42,001 - €85,000		40%
\$100,001 - \$150,000 / £75,001 - £113,000 / €85,001 - €127,000		14%
\$150,001 - \$200,000 / £113,001 - £150,000 / €127,001 - €170,000		5%
> \$200,000 / £150,000 / €170,000		3%
Prefer not to answer		9%

# Top takeaways

## The good news

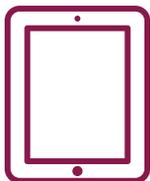


- 1. The average state of work/life balance is good.** Maintaining a healthy work/life balance does not appear to be a major challenge for most in the industry. From a total of 1,162 respondents, 76% report that they find it relatively easy to achieve a work/life balance, compared with 20% who find it not so easy, and a further 4% who find it not easy at all.

“  
My current employer values work/life balance, and encourages employees to pursue additional interests; it is a model employer in this way...”



- 2. Our organizations are generally supportive.** Most respondents (62%), from 1,182 responses, find their organization's culture supportive, and 60% reported that their employers have stated diversity values. Of those who reported that their companies had stated diversity values (690 responses), 62% reported moderate or strong alignment with their own experience, compared with 21% who reported some alignment and a further 11% who reported no alignment.



- 3. We make good use of employee benefits.** From a total of 1,158 respondents, the most heavily used of the benefits their employers provide are: telecommuting (54%), flex time (51%), paid family leave (26%), switch to part time (6%), and none (15%). Benefits with low use: job share, childcare, elder care, adoption/fertility support, recognition of religious diversity, temporary/permanent switch to part time work.

“  
I appreciate working for an organization that does more than ‘talk’ about work/life balance; my company truly works to enact it.”

“  
My employer was extremely supportive of my recent leaves. Further back in my career...I ended up returning to work part-time for about a year.”

**4. We believe we make effective contributions.** Likert scale weighted averages from 1,022 responses show that the majority of respondents (i.e. ≥50%) indicate that they are somewhat/very satisfied with:

- recognition from peers
- recognition from leadership
- access to managers
- project/committee/team assignments
- opportunities for public speaking/writing
- leadership opportunities

“  
*I am recognized by my colleagues, and also respected by those inside and outside of my organization.*”

“  
*I am satisfied that I am working with an organization that provides career progress.*”

**5. We value opportunities for development.** Most respondents (78%, from a total of 1023 respondents) report that their employers provide opportunities for training and development and the vast majority of those eligible to participate do so. The broad picture shows that most have taken skills training, management/leadership and personal development. It is interesting to note that topics extend beyond skills and competencies to cover mental health in the workplace, for instance, that speaks to a growing awareness of the need for inclusion.



**86%**  
**Measurable impact of mentoring**

“  
*Another good idea... implementation varies. Best when it is informal and based on mutual interests, but can work well when it is managed by the company with assignments and structure.*”

**6. Mentoring and networking support career growth.** Mentoring is valuable to a significant proportion of respondents: 39% from a total of 998 responses, report that they have had mentors and that number 86% report that the relationship had some measurable impact on their professional growth. Similarly, 43% (from a total of 993 responses) report that they have served as mentors, and of that number, 68% believe the relationship had some measurable impact on their mentee's professional growth. Perceptions differ around the efficacy of structured programs relative to more informal relationships. Most colleagues report that they network sometimes or frequently, through social media, conferences, socializing, and organizations and committees, for keeping skills current and for career advancement.

**7. We confidently engage in meetings and advocate for ourselves.** Responses (858) to questions on attitudes and behaviors indicate that most respondents are empowered and engaged in meetings, and report that they more often than not contribute to and/or lead the discussion, volunteer to take notes, and that they rarely find it hard to break into the discussion.

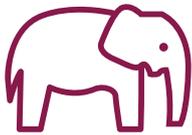
**8. Perceptions of prejudice on religion and sexual orientation are low.** Likert-scale weighted averages from 858 responses to questions on workplace equity indicate that a significant majority agrees that people of all religious beliefs (55%) and of all sexual orientations (57%) have equal opportunities for promotion.

# There is still more work to do

- 1. We are less sensitive to the experience of others.** Our perceptions of equity trend towards an unawareness of the challenges of demographics different from our own. Given the lack of diversity in the industry, strategies for advancing equity require a paradigm that goes beyond implicit bias training and delivers a mechanism for countering decisions limited by our own particular experiences.

“

*We talk a lot about diversity but do very little. And however much we value diversity of background (as we should), we very little prize diversity of opinion. We tend to reward and support the people we agree with and ignore or even openly ostracize the people we don't.*”



**52%**

**Disagree with the statement that people of all ages have equal opportunities in the workplace**

“

*Recognition from leadership is not so forthcoming as one becomes older, there seems to be an ageist culture.*”

- 2. Age prejudice is the elephant in the room.** Involuntary career breaks are reported to be significantly higher in the 51 – 65 age group than in the lower two age groups. In fact, we find no reports of an involuntary break in the 20 – 35 category. In parallel, 52% of respondents disagree with the statement that people of all ages have equal opportunities in the workplace. Some companies are already leading the way with programs and commitment to bring experienced older colleagues back into the workforce.

“

*Paid maternity leave very short in US compared to other countries, which is a known issue, but harder in a global organization when colleagues get significantly more time*”



**54%**

**Of respondents from Northern Europe report career breaks of 6 - 12 months, compared with 8% from Northern America.**

- 3. Policies have cross-cultural implications and vary across geographies.** Parental leave (45%) is the main reason for career breaks reported across all geographical regions (from 318 responses) and, not unexpectedly, the main reason for breaks reported in the 20 – 35 and 36 – 50 age groups. Yet respondents from Northern America report in higher proportions that their career breaks have been shorter (42% for 1 – 3 months) compared with 12% for respondents from Northern Europe. In sharp contrast, Northern Europe respondents have taken longer breaks (6 - 12 months) in higher proportions (54% vs 8% for Northern America). Parental leave allowance is on average shorter in the USA compared with Canada and countries in Northern Europe, which could explain the differences observed in the length of career breaks taken. It is worth noting that parental leave in Canada is more in line with those in Northern and Western Europe.

- 4. Alignment with corporate values is a struggle for some demographics.** Respondents in the 36 – 50 age group report in the lowest proportions that they find their organizations supportive. Relative to other age groups, it is this category that reports in the highest proportions that it has primary caregiver responsibilities. Similarly, respondents who identify as Black and as Mixed/Multiple ethnicity report in the highest proportions that their organizations are not supportive and in the lowest proportions that they are very supportive. Respondents identifying as Asian, on the other hand, report in the lowest proportion that their employers are not supportive, and in the highest proportion that they are.

These trends largely hold true for personal experience of alignment with stated values on work/life balance and on diversity. In both cases, respondents who identify as Black report strong alignment with their own experience of work/life balance values in the lowest proportions, compared with all other ethnic groups, while respondents who identify as Asian report strong alignment in the highest proportion.

It is also worth noting that for non-binary colleagues, a third show no alignment with organizational values on diversity, albeit from a small base (1.2% of the total), compared with no significant differences in experience from respondents who identify as either female or male.

It is interesting that the data also show that 73% of respondents identifying as Asian live in Asia, whereas 90% of respondents identifying as Black live in North America, where they are a distinct minority in the scholarly publishing workforce. This cohort's response to value alignment indicates a perception of exclusion relative to the stated values of their respective organizations.

“  
**Currently I classify as genderfluid, in work though currently 100% male presenting. I am planning to change this situation this year or next, however HR system doesn't cope with anything but binary.**”

- 5. There is too much to do, and this hits our most academically qualified colleagues the hardest.** Respondents with a Ph.D. are least likely to find it extremely easy to achieve a work/life balance, and most likely to find it not so easy. But the data also reveal that respondents with a PhD report in significantly higher proportions (32%) relative to those with a Bachelor's degree (22%) that they have primary caregiver responsibilities; and in significantly lower proportions (49%) than Bachelor's degree respondents (61%) that they do not. In addition, respondents with a PhD are represented in lower proportions in full-time, permanent employment than are respondents with Master's and Bachelor's degrees. Significantly higher proportions of PhDs are in part-time or temporary/contract roles.

“  
***In my publishing company, I find that the editorial workers are expected to work on their personal time (without pay) in order to make production deadlines. It has been suggested to editors, by management, that they should expect to work at least one weekend a month in addition to their 40/hr work week. Although this is not supportive enough, when editors report working evenings and weekends to make their deadlines, tight deadlines continue to be set. No other members of production are expected to take their work home, and it is tiring to be essentially required to in order to accomplish our work.***”



**72%**  
Report no training in diversity and inclusion

**6. Training in diversity and inclusion is minimal.** Only 28% of respondents (708 responses) report training in diversity and inclusion: results indicate that the proportions of those taking that type of training increase with age:

Diversity & Inclusion/Implicit Bias:  
20-35: **21%** 36-50: **27%** 51-65: **40%** 66+: **0%**

“

*Implicit bias is real and very much affects career opportunities and progression, and even speaking from personal experience. I think this is an unacknowledged part of why publishing is suffering from a lack of diversity. Also, all too often, women who champion women’s progression in the workforce, do not appreciate or care or perhaps feel threatened by supporting people of color and other ethnic and religious backgrounds. Just trying to point out that there is a double standard, and that we need to support all forms of diversity instead of picking and choosing. Thanks for this.”*



**48%**  
Of men compared with 36% of women report that they were part of a structured mentorship program with the statement that people of all ages have equal opportunities in the workplace

“

*There are a lot of implicit biases in who gets mentored and to what degree. Formalizing mentorship programs might help counter that.”*

**7. Access to structured resources is varied and variable.** Men report an almost even split (49% male mentor: 51% female mentor) of mentor by gender. For women the difference is more marked (34% male mentor: 66% female mentor). Another way of looking at the same data is that significantly fewer women worked with a male mentor. In addition, men report, in approximately the same proportions that they were/were not part of a structured mentorship program. Compared with women, significantly more men were part of a structured program (48% compared with 36% for women).

Similarly, respondents who identify as Black and Mixed/Multiple report in lower proportions, albeit at smaller numbers, that they have had a mentor and in higher proportions that they have not. They are also less likely to have been part of a structured mentoring program: 100% of respondents identifying as Black, and 89% of respondents identifying as Mixed/Multiple report that they were not part of a structured mentoring program.

## 8. Exclusion is real and creates challenges for the excluded.

Significantly more men (64%) than women (54%) report interacting with their networks sometimes or frequently. Similarly respondents in the youngest (20 – 35) age group, typically early career colleagues, report in the lowest proportions relative to other age groups that they network frequently, and in the highest proportions that they rarely network.

In much the same way, respondents who identify as Black report in the highest proportions relative to other ethnic groups that they occasionally or rarely network, and in the lowest proportions that they sometimes or frequently do.

Similarly, meetings are sometimes more challenging for respondents who identify as female who report in higher proportions (51%) that they find it harder to break in to a discussion, compared with 41% for men. For respondents who identify as non-binary, that proportion is even higher, at 88%, albeit from a smaller base. Respondents who identify as Black (52%) or as Mixed/Multiple ethnicity (57%) are less likely to report that they always or often contribute to discussions without hesitation compared with respondents who identify as Asian (70%) and those who identify as White (71%).

“

*This industry needs a real shift toward inclusivity. Every person of color I know has a foot out the door at all times because they are unsatisfied and feel excluded and mistreated. If I didn't love the actual work, I would have left years ago.”*

## 9. The glass ceiling persists.

The data show that proportionally fewer women report being in senior and executive management roles compared with men, categories for which there is no representation reported for respondents identifying as Black. Overall women are more heavily represented in younger groups, but that declines with age and rank.

Women are significantly more likely to report a minimal benefit of training compared with men. Respondents who identify as Asian report in much higher proportions that training has been beneficial to career growth. Respondents who identify as Black report in significantly higher numbers compared with all other groups that training has had no benefit on career development.

“

*I think this is where implicit bias comes into play. I just don't see women and certain minority groups getting the same opportunities even though the company policy states that they should. Age is a strange one. I think that one's age can affect a hiring manager's [decision] depending on the job opening. It's very difficult to break apart age and experience but age definitely affects career opportunities in positive and negative ways.”*





73%

Women report salaries in the ranges to \$100,000

10.

**Compensation structures are inconsistent.** The lowest salary levels are reported in the highest amounts in Asia as a whole, and in Northern Europe (44%) compared with Western Europe (28%) and Northern America (23%). The higher salary bands are reported in more significant proportions in Northern America (16% and 7%) compared with 7% and 1% in Northern Europe and 11% and 4% in Western Europe.

Proportionally more women (73%) than men (55%) report earning salaries in the ranges to \$100,000, but proportionally more men (33%) report earning salaries at all ranges above the equivalent of \$100,000 compared with women (20%) suggesting a significant gender pay gap.

Similarly, respondents who identify as Asian report earning at the lowest salary band in the highest proportion, and are not represented at the two highest levels of compensation. This is not entirely surprising since salaries in Asia as a whole are comparatively low, and 73% of respondents who identify as Asian live in Asia.

The Black category reports the second lowest band in the highest proportion. At 3% of the sample as a whole, this warrants further investigation. Yet, given that 90% of respondents who identify as Black live in North America, the highest paying region, this could indicate that the industry also has an ethnicity pay gap.

The under-/non-representation of women and Black respondents respectively at senior and executive management roles, typically the higher earning roles in the industry, could partly explain the gaps in compensation identified.

“

***Throughout my career I have encountered gender bias, which has affected salary and title. In most cases, I was able to improve salary and title by pointing out discriminatory practices. I would have preferred to have been rewarded for my achievements without have to call attention to them, but I had no option but to do so.”***





# Advancing equity: driving cultural change

Significant indicators from the survey data suggest that outcomes in workplace experience diverge substantially for colleagues in scholarly publishing based on their:

- **Age**
- **Ethnicity**
- **Gender**
- **Geographic location**

Our challenge is to identify strategies that enable colleagues and their organizations to drive initiatives that close those identified gaps in parity.

We propose four key areas for engaging with the industry to drive cultural change:

- 1. Curbing unconscious bias.** Transformation begins with awareness of our own complicity in maintaining the status quo. We can jump start change by recognizing – and shifting gears -- when we are acting on biased judgments.
- 2. Enabling sponsorship and advocacy.** A structured approach should extend current mentoring programs to create a framework that advocates for and delivers underrepresented demographics at executive leadership levels. The new structure should seek to pair more women and underrepresented groups with current leaders at executive level, to address the gender and cultural imbalances observed. An approach that encourages cross-regional partnerships would be ideal, if challenging to achieve.
- 3. Facilitating networks.** Networking, as with mentoring, is acknowledged as valuable by most respondents, yet early-career colleagues and ethnic/cultural minorities are least able to take full advantage of this benefit. Integrated international partnerships, set up with companies and with industry organizations will seek to encourage and support colleagues to expand their reach within the industry structure.
- 4. Challenging exclusionary practices.** There is considerable research to suggest that diversity in teams “improves creativity, leads to better results, and encourage breakthroughs.” (Katherine W. Phillips, *Scientific American*, 2014). Research (*Delivering through Diversity*, McKinsey, 2018) also tells us that organizations with low measures of ethnic and gender diversity are more likely to underperform on profitability compared with their industry peers. Actively pursuing strategies along the entire career arc, to eradicate practices that exclude underrepresented groups from line management and executive roles, will serve to significantly improve both value creation and overall performance.



# The Workplace Equity Project

The Workplace Equity Project (WE) is an independent, nonprofit organization that explores and assesses workplace experiences, practices, and opportunities in scholarly publishing. It aims to measurably advance equity in the industry by incorporating perspectives from a wider range of voices than is evident from current leadership structures. WE employs research, communications, and advocacy to raise awareness and promote solutions for organizations across the industry.

## Vision

The Workplace Equity Project (WE) is building a community of diverse voices to advance equity in the scholarly publishing industry. WE believes that we perform at our best when we invite and embrace perspectives from people of all genders, ages, races, creeds, sexual orientations, disabilities, and geographies.

## Mission

WE collaborates with stakeholders across the scholarly publishing ecosystem to:

- promote a workforce that better reflects the diversity of the general population
- advocate for greater access to resources and opportunities for all demographics at every level within an organization
- advance industry efforts to embrace diversity and effective inclusion by collecting data, defining key metrics, tracking progress, and reporting transparently
- foster equitable business practices and behaviors through communication and consultation

## Co-Founders

### Susan Spilka

Having led Corporate Communications at Wiley for two decades during a period of tremendous company and industry change, Susan now provides strategic communications, public relations, business development, and research services for scholarly publishers and technology services. Throughout her scholarly publishing career, Susan has played a role in many pioneering initiatives, promoting Knowledge Unlatched to North American librarians, helping to build CHORUS as its Communications & Marketing Director, and contributing to programs such as Crossref, Research4Life, and PatientInform. Susan began her career in government, at the Metropolitan Transportation Authority and NYC Council President's Office. She received her B.A. from Reed College and Certification in Digital Media Marketing from NYU.



### **Simone Taylor**

From a background in scientific research, Simone Taylor has a passion both for helping authors maintain an archivable record of their work in the scientific literature, and for improving accessibility to that vast and growing body of scholarship. Starting her publishing career at Elsevier, via the National Physical Laboratory, and Wiley, she has considerable international experience in publishing content across multiple formats. A keen advocate for open access and open research, Simone has served on cross-industry groups for implementing data citation principles and for standardizing data policy. She holds a Ph.D. in Materials Science from the University of Manchester.

### **Jeri Wachter**

Jeri has extensive experience publishing in science and technology. She brings strategic insights to customer engagement, product development, and events for organizations in science, education, social change, and sustainability. Jeri co-founded William Andrew Publishing (WA) – building marketing, public relations and partnerships for twenty years. She co-led the publishing program from one major reference work to over 400 titles, and collaborated on the development and launch of WA's propriety platform Knovel – to share disparate information across publishers, societies and corporations. She started her career on the 4Cs campaign, and national sales training program for a DeBeers US site holder. Jeri previously served on the board of trustees at High Mowing School, and as a member of the PSP Books Committee. Jeri received her B.A. from Baruch College, CUNY.

## **Advisory Board**

### **Melanie Dolechek**

Executive Director, Society for Scholarly Publishing (SSP)

### **Barbara Meyers Ford**

Interim VP, Publications, AGU, Co-founder SSP

### **Darrell Gunter**

CCO, Gadget Software, Director, NA, Association of STM Publishers

### **Laura Haynes**

Chair, UN Women UK and Founder, Blackbird Consult

### **Ginny Hendricks**

Director, Member & Community Outreach, Crossref

### **Mark Robertson**

Director of Business Development APAC, CHOR Inc.

### **Roger Schonfeld**

Director, Ithaka S+R Library and Scholarly Communication

### **Virginie Simon**

CEO & Co-founder, My Science Work

### **Anthea Stratigos**

CEO & Co-founder, Outsell, Inc.



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**Sara Pinto** – Director, Professional and Scholarly Publishing, Association of American Publishers

The WE Survey was crowd-sourced and reviewed by a diverse team of industry leaders in an aim to deliver questions that were oriented to a global audience, covered relevant areas, and did not contain inherent bias.

## Reviewers

**Lyndsey Allen** – Publisher, Taylor & Francis

**Emma Brink** – Editor, Wiley

**Etty Burk, Ph.D.** – President and Founder, The Leadership Difference Management Consulting, LLC

**Rano Burkhanova** – Senior Engagement Manager, Danone

**Bill Deluise** – VP, Society Strategy and Marketing, Wiley

**Emilie Delquière** – Strategic Account Manager, Copyright Clearance Center

**Melanie Dolechek** – Executive Director, Society of Scholarly Publishing

**Holly J. Falk-Krzesinski, Ph.D.** – VP, Research Intelligence, Elsevier

**Ann Gabriel** – VP, Academic & Research Relations, Elsevier

**Marcie Granaham** – Executive Director, NFAIS

**Darrell Gunter** – Director, STM North America and Director of Membership

**Laura Haynes** – Chair, UN Women UK

**David Jastrow** – Director of Payer Strategic Planning, IBM Watson Health

**Bamini Jayabalasingham** – Senior Analytical Product Manager at Elsevier

**Rob Johnson**, Founder and Director, Research Consulting Limited



**Lauren Kane** – Chief Strategy and Operating Officer, BioOne

**Susan King, Ph.D.** – Executive Director, Rockefeller University Press & Chair, CHORUS

**Hans J. Koelsch, Ph.D.** – Director, Department of Publications, American Academy of Orthopaedic Surgeons

**Jody Malordy** – General Manager of Marketing for Retail, Metropolitan Museum of Art

**Liz Marchant, Ph.D.** – Editorial Director, Journals, Taylor and Francis

**Alice Meadows** – Director, Community Engagement and Support, ORCID

**Carol Meyer** – Client Services, Aries Systems Corporation

**Barbara Meyers Ford** – Interim VP, Publications, AGU, Co-founder Society for Scholarly Publishing

**Steven Miron** – Retired SVP, Global Research, Wiley

**Allyn Molina** – Publishing Director, North America, Research, Wiley

**Wendy Newsham** – Director of Global Sales and Business Development, Mary Ann Liebert, Inc.

**Allison O’Connell** – Community, Collaborative Knowledge Foundation (Coko)

**Swapna Padhye** – Editorial Director, Wiley

**Laura Paglione** – Director of Strategic Initiatives, ORCID

**Sara Rouhi** – Director of Engagement & Advocacy, Altmetric, Dimensions, Digital Science

**Pippa Smart** – Editor-in-Chief, *Learned Publishing*

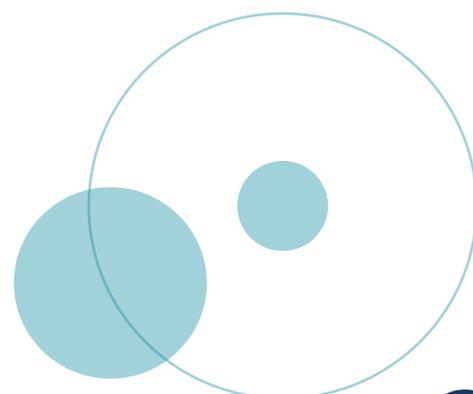
**Simone Taylor, Ph.D.** – Publisher, ebooks, AIP Publishing

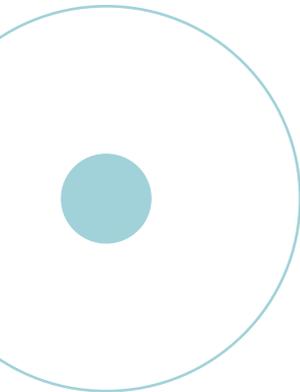
**Nathaniel H. Spilka** – Junior Researcher, NYU Fox Lab

**Susan Spilka** – Strategic Communications Consultant

**Jeri Wachter** – Publishing Consultant

**Vicky Williams** – CEO, Emerald Publishing





## Voices Contributors

**Susan Dawson** – MSOD, Chief People Officer, Silverchair

**Nitasha Devasar** – Managing Director, Taylor & Francis India and South Asia

**Matthew Giampoala** – Executive Publisher, Elsevier

**Jodi Harrell** – Editorial Professional, Research Square, MPA

**Ginny Hendricks** – Director of Member & Community Outreach, Crossref

**Amanda Myrkalo** – Customer Marketing Manager, Taylor & Francis Group

**Wendy Newsham** – Director, Global Sales and Business Development, Mary Ann Liebert, Inc.

**Frauke G. Ralf** – Strategic Alliances Europe, Enago

**Lattelle Solomon Reaves** – Senior Communications Specialist, John Wiley and Sons

**Sabrina Robleh** – Editorial Assistant, University of California Press

**Roger C. Schonfeld** – Director, Ithaca S+R Libraries and Scholarly Communication Program

**Heather Staines** – Director of Business Development, Hypothes.is

**Vicky Williams** – CEO, Emerald Publishing



### Join the conversation

Your voice is vital and your experience invaluable to this global effort, as we continue to map the parameters that define the scholarly publishing landscape. Engage with a growing community that aims to understand the drivers for change and develop solutions for ultimately delivering improved business outcomes.

[www.workplaceequityproject.org](http://www.workplaceequityproject.org)

 [@WEsurvey](https://twitter.com/WEsurvey)

[www.facebook.com/workplaceequityproject](https://www.facebook.com/workplaceequityproject)

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### The Association of Learned & Professional Society Publishers



### Association of Publishers in India



### Association of University Presses



### Australian Publishers Association



### Crossref



### Council of Science Editors



### Editage



### Emerald Publishing





## International Society of Managing and Technical Editors



## My Science Work



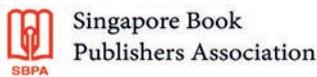
## National Federation of Advanced Information Systems



## Open Access Scholarly Publishers Association



## Singapore Book Publishers Association



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## International Society of Scientific, Technical and Medical Publishers



## UN Women National Committee United Kingdom





