

SWE A4E Pilot Program Participant Instructions

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I. SWE A4E Overview

Advocates for Empowerment (A4E) is a gender parity and equality corporate recognition and benchmarking program offered annually by the Society of Women Engineers (SWE) to achieve five main objectives:

- Publicly recognize the best employers for diverse women in engineering and technology.
- Provide companies with actionable information and assistance to retain diverse women employees in engineering and technology positions and advance them into top management.
- Determine best and promising practices to achieve and maintain gender parity and equality in the workforce.
- Assess how diverse women in engineering and technology positions are doing in the workforce.
- Identify areas for more in-depth research on diverse women in engineering and technology.

SWE A4E uses rigorous methodology to analyze data from participating companies in three key categories to identify the best employers, and provide women and companies with valuable insights:

- Representation of Diverse Women in the Workforce
- Programs, Policies & Practices to Retain and Advance Diverse Women in the Workforce
- Corporate Culture that Is Inclusive and Supportive of Diverse Women in the Workforce

Once the full recognitions program is in place, all participating companies that score 70 points and above out of 100 possible points will be recognized for the year, not just the top scoring companies.

Every company that participates in the pilot program will receive two findings reports: 1) confidential company report on their individual results compared to benchmarks from all participating companies, and 2) findings report on the aggregated results of all participating companies.

II. Key Dates

The dates listed below are for planning purposes only and are subject to change. Please check [Frequently Asked Questions \(FAQs\)](#) on the [SWE A4E website](#) for an updated timeline.

- March 1, 2021: Registration opens.
- July 12, 2021: Application opens (registered companies are given access).
- October 21 - 23, 2021: WE21 Annual Conference and career fair is held in Indianapolis, IN.
- November 5, 2021: Registration closes.
- November 19, 2021: Application closes.
- February 2022: Participants receive their two findings reports.
- March 1, 2022: Registration for the full recognitions program begins.

III. Steps to Submit Your Application

1. Determine your organization's eligibility to participate in SWE A4E (See Section VI: Eligibility Requirements).
2. Contact SWE Strategic Partnerships to obtain the required Non-Disclosure Agreement and the registration link.
3. Gather your company's data for the current year July 1, 2020 – June 30, 2021. You will need to map your company's job codes to specific positions and levels in order to submit your data (See Sections VIII: Key Definitions, IX: Data Period and Appendix: List of Required Data for the Application).
4. Enter your company's data into the online application. You will receive an email from SWE A4E with the link after your company's registration is complete. The application will open on July 12, 2021.
5. Review the application with your company's CEO or Managing Partner/Director and obtain their approval. This approval is required before your application will be considered complete.
6. Finalize and submit your company's application and required CEO or Managing Partner/Director approval by November 19, 2021 at 11:59 PM Pacific Time

IV. Eligibility Requirements

Organizations must meet the following requirements to participate in SWE A4E:

- Privately held or publicly traded company in any industry with the following characteristics:
 - For-profit.
 - Headquartered in the U.S.
 - 150 or more full-time U.S.-based employees.
 - At least 25 women in engineering positions and 25 women in technology positions at each level below Executive:
 - Senior Level
 - Mid-level
 - Professional
- Registration completed by November 5, 2021 including a signed SWE A4E Non-Disclosure Agreement.
- Application completed by November 19, 2021 including:
 - All requested data provided. NOTE: All data must be provided to be eligible for recognition when the full program launches in 2022, but all data is not required to participate in the program.
 - Signed SWE A4E CEO Application Approval or Managing Partner/Director Application Approval.

SWE A4E's eligibility requirements were established to help ensure that: (1) participating companies are committed to retaining and advancing diverse women in engineering and technology, and (2) the performance results, benchmarks, best practices, and insights generated are valid, comparable, and valuable.

V. Participation Benefits, Packages and Fees

SWE A4E is designed to benefit your company by providing:

- Actionable performance information to make your workplace better for diverse women in engineering and technology and to achieve gender parity and equality:
 - Assess performance over time and against other companies with benchmarks.
 - Drive best and leading programs, policies and practices and targeted interventions.
 - Continuously improve performance.
- Public recognition for being a best employer for diverse women in engineering and technology by SWE, the world's largest association of women engineers:

- Promotion of your company in the national press and to SWE’s 40,000 plus members and stakeholders.
- Increase recruitment of diverse women in engineering and technology.
- Brand awareness that your company cares about and values diversity in engineering and technology:
 - Demonstrate commitment to transparency, achieving gender parity and equality and being an employer of choice.
 - Showcase your internal and external strategies, talent, and progress.
 - Make it a key part of your marketing strategy.

Your company may also achieve a competitive advantage from being the best (high-trust and equitable) workplace for diverse women in engineering and technology!

Once the full recognitions program launches in 2022, SWE will share information about participant benefits, packages, and fees. Participation in the pilot program is at no cost.

VI. Recognition

Once the full recognitions program launches in 2022, SWE A4E’s list of best employers for diverse women in engineering and technology will be released on [SWE’s website](#) and to SWE’s 40,000+ members and stakeholders as well as to the national press. Press and media coverage will include:

- News releases.
- Posts on SWE’s social media sites:
 - [Blog \(All Together\)](#)
 - [Facebook](#)
 - [Twitter \(@SWEtalk\)](#)
 - [LinkedIn](#)
 - [YouTube](#)
- [SWE Magazine](#) articles.

Once the full recognitions program launches in 2022, the best employers will be recognized at a SWE A4E special event and with a nametag ribbon and career booth signage at the [WE Annual Conference](#). (Note: Career booths are sold separately.) They will also receive one of the following three SWE A4E logos (Achieve, Advance or Aspire) based on their overall scores on the application to use on their websites and in press and media releases: (see Section VII: Methodology & Scoring)



Additional opportunities will be offered to companies to promote their recognition, including a company profile on [SWE’s Career Center](#).

VII. Methodology & Scoring

An online application hosted by Qualtrics will be used to gather and score organizational data provided by participating companies. It includes two weighted categories of questions totaling 100 points:

- Representation of Diverse Women in the Workforce – 60 points
- Programs, Policies & Practices to Retain and Advance Diverse Women in the Workforce – 40 points

There is also a third, non-weighted category of questions - Corporate Culture. The number of questions in the application varies from a minimum of 86 to a maximum of 234 based on the responses provided.

SWE A4E uses a wide range of criteria within the three categories and 14 sections to: (1) benchmark strategic and human capital programs, policies and practices of companies and their outcomes on women in engineering and technology positions, and (2) connect outcomes of the top performing companies to best, promising and emerging practices. The sections include questions on topics that research suggests are critical to retaining and advancing more diverse women in the workforce including commitment by top management, communications and training, pay and benefits, work/life balance options, career development opportunities, employee protections, accountability, and transparency.

Once the full recognitions program launches in 2022, all participating companies that have a total weighted score of 70 points and above out of 100 possible points will be publicly recognized by SWE A4E as a best employer for diverse women in engineering and technology. They will be listed alphabetically on the [SWE website](#) in one of three classifications based on their scores, not ranked:

- Achieve: 90 – 100
- Advance: 80 – 89
- Aspire: 70 - 79

VIII. Key Definitions

Below are the definitions that your company will need to answer the questions in the online SWE A4E 2022 registration and application. They may also be found by placing your cursor on the question and response options in both questionnaires.

A. Organizational Levels

SWE A4E gathers data on each participating company's board of directors and U.S.-based employees across six organizational levels, four in top management and three in the corporate/talent pipeline. We recommend that companies map their job codes to the specified levels and positions before beginning the SWE A4E application.

- **Top Management:**

- Members of a company's board of directors.
- Employees in the top three levels of the company's workforce:
 - ✓ (L1) **C-Suite** - CEO and her/his other direct reports, responsible for company operations and profitability.
 - ✓ (L2) **Senior Vice Presidents** - Senior leaders of the organization with significant business unit or functional oversight that are not members of the C-Suite.
 - ✓ (L3) **Executives** (Vice Presidents) - Leaders of the organization who report directly to Senior Vice Presidents.

- **Corporate/Talent Pipeline:** (Employees in the three levels below Executive.)
 - ✓ (L4) **Senior Level** (Senior Managers & Directors) - Seasoned managers with responsibility for multiple teams and discrete functions or operating units.
 - ✓ (L5) **Mid-Level** (Managers) - Employees who have management responsibility over a store, team, or project.
 - ✓ (L6) **Professional** – Entry-level employees and individual contributors who carry out discrete tasks and participate on teams, typically in an office or corporate setting.

B. Engineering and Technology Positions

Data on employees in engineering and technology positions is only requested for the Corporate/Talent Pipeline (L4 – L6). It is assumed that the background of employees is not tracked by companies once they become Executives (L3). SWE A4E defines employees in engineering and technology by position not department or educational background based on [U.S. Bureau of Labor Statistics](#) designations.

- **Engineering Positions**
 - Management:
 - ✓ **Architectural and engineering managers** - Employees who plan, direct, and coordinate activities in architectural and engineering companies.
 - ✓ **Construction managers** - Employees who plan, coordinate, budget, and supervise construction projects from start to finish.
 - ✓ **Industrial production managers** - Employees who oversee the daily operations of manufacturing and related plants.
 - Engineers:
 - ✓ **Aerospace engineers** - Employees who design primarily aircraft, spacecraft, satellites, and missiles.
 - ✓ **Agricultural engineers** - Employees who solve problems concerning power supplies, machine efficiency, the use of structures and facilities, pollution and environmental issues, and the storage and processing of agricultural products.
 - ✓ **Bioengineers and biomedical engineers** - Employees who combine engineering principles with medical sciences to design and create equipment, devices, computer systems, and software.
 - ✓ **Chemical engineers** - Employees who apply the principles of chemistry, biology, physics, and math to solve problems that involve the use of fuel, drugs, food, and many other products.
 - ✓ **Civil engineers** - Employees who design, build, and supervise infrastructure projects and systems.
 - ✓ **Computer engineers** - Employees who research, design, develop, and test computer systems and components.
 - ✓ **Electrical and electronics engineers** - Employees who design, develop, test, and supervise the manufacture of electrical equipment.
 - ✓ **Environmental engineers** - Employees who use the principles of engineering, soil science, biology, and chemistry to develop solutions to environmental problems.
 - ✓ **Industrial engineers** - Employees who devise efficient systems that integrate workers, machines, materials, information, and energy to make a product or provide a service.
 - ✓ **Marine engineers and naval architects** - Employees who design, build, and maintain ships, from aircraft carriers to submarines and from sailboats to tankers.
 - ✓ **Materials engineers** - Employees who develop, process, and test materials used to create a wide range of products.

- ✓ **Mechanical engineers** - Employees who design, develop, build, and test mechanical and thermal sensors and devices.
- ✓ **Mining and geological engineers, including safety** - Employees who design mines to safely and efficiently remove minerals for use in manufacturing and utilities.
- ✓ **Nuclear engineers** - Employees who research and develop the processes, instruments, and systems used to derive benefits from nuclear energy and radiation.
- ✓ **Petroleum engineers** - Employees who design and develop methods for extracting oil and gas from deposits below the Earth's surface.
- ✓ **Software engineers** - Employees who apply the principles of software engineering to the design, development, maintenance, testing, and evaluation of computer software.
- Drafters:
 - ✓ **Architectural and civil drafters** - Employees who use software to convert the designs of architectural and civil engineers into technical drawings.
 - ✓ **Electrical and electronics drafters** - Employees who use software to convert the designs of electrical and electronic engineers into technical drawings.
 - ✓ **Mechanical drafters** - Employees who use software to convert the designs of mechanical engineers into technical drawings.
 - ✓ **Sales Engineers** – Employees who sell business goods or services, the selling of which requires a technical background equivalent to a baccalaureate degree in engineering.
- **Technology Positions**
 - Management:
 - ✓ **Computer and information systems managers** - Employees who plan, coordinate, and direct computer-related activities in an organization.
 - Computer occupations:
 - ✓ **Computer and information analysts** - Employees who study an organization's current computer systems and find a solution that is more efficient and effective.
 - ✓ **Computer and information research scientists** - Employees who invent and design new approaches to computing technology and find innovative uses for existing technology.
 - ✓ **Computer support specialists, including network and user support specialists** - Employees who provide help and advice to computer users and organizations.
 - ✓ **Database and network administrators and architects** - Employees who use specialized software to store and organize data.
 - ✓ **Software and web developers, programmers, and testers** - Employees who design, create, and test websites and the applications or systems that run on a computer.
 - **Data scientists** - Employees who utilize their skills in both technology and social science to find trends and manage data. They use industry knowledge, contextual understanding, skepticism of existing assumptions to uncover solutions to business challenges.
 - Engineering technologists and technicians:
 - ✓ **Aerospace engineering and operations technologists and technicians** - Employees who operate, install, adjust, and maintain integrated computer/communications systems, consoles, simulators, and other data acquisition, test, and measurement instruments and equipment, which are used to launch, track, position, and evaluate air and space vehicles. May record and interpret test data.
 - ✓ **Calibration technologists and technicians** - Employees who maintain, test and repair a variety of instrumentation and equipment. Their primary job is to make sure that

instruments, gauges and testing devices are calibrated correctly and give accurate readings.

- ✓ **Civil engineering technologists and technicians** - Employees who apply theory and principles of civil engineering in planning, designing, and overseeing construction and maintenance of structures and facilities under the direction of engineering staff or physical scientists.
- ✓ **Electrical and electronic engineering technologists and technicians** – Employees who apply electrical and electronic theory and related knowledge, usually under the direction of engineering staff, to design, build, repair, adjust, and modify electrical components, circuitry, controls, and machinery for subsequent evaluation and use by engineering staff in making engineering design decisions. Excludes “Broadcast Technicians.”
- ✓ **Electro-mechanical and mechatronics technologists and technicians** - Employees who operate, test, maintain, or adjust unmanned, automated, servomechanical, or electromechanical equipment. May operate unmanned submarines, aircraft, or other equipment to observe or record visual information at sites such as oil rigs, crop fields, buildings, or for similar infrastructure, deep ocean exploration, or hazardous waste removal. May assist engineers in testing and designing robotics equipment.
- ✓ **Environmental engineering technologists and technicians** - Employees who apply theory and principles of environmental engineering to modify, test, and operate equipment and devices used in the prevention, control, and remediation of environmental problems, including waste treatment and site remediation, under the direction of engineering staff or scientists. May assist in the development of environmental remediation devices.
- ✓ **Geological technicians** - Employees who provide support to scientists and engineers in exploring and extracting natural resources.
- ✓ **Hydrologic technicians** - Employees who gather and evaluate information about all things water-related.
- ✓ **Industrial engineering technologists and technicians** - Employees who apply engineering theory and principles to problems of industrial layout or manufacturing production, usually under the direction of engineering staff. May perform time and motion studies on worker operations in a variety of industries for purposes such as establishing standard production rates or improving efficiency.
- ✓ **Mechanical engineering technologists and technicians** - Employees who apply theory and principles of mechanical engineering to modify, develop, test, or adjust machinery and equipment under direction of engineering staff or physical scientists.
- ✓ **Nuclear technicians** - Employees who assist physicists, engineers, and other professionals in nuclear research and nuclear energy production.
- **Environmental science and protection technicians** - Employees who monitor the environment and investigate sources of pollution and contamination.

C. Other Terms & Metrics

- **Anytime, Anywhere Work Model/Schedule** - Work model/schedule that requires employees to be responsive 24 hours a day, 7 days a week and to travel or be relocated anywhere at any time.
- **Compensation** - Base salary, wages, incentives and/or commission.
- **Diversity and Inclusion** - The company's mission, strategies, and practices value and support a diversity of opinions and backgrounds in workplace and leverage the effects of diversity to achieve a competitive business advantage.
- **Diversity Task Force** - An advisory board comprised of employees and/or external experts who lead, advocate, coordinate, inform, and/or monitor the company's diversity and inclusion efforts.

- **Employee Net Promoter Score (eNPS)** – A measure of how likely a company’s employees are to recommend it as a place to work.
Calculation: eNPS = [(Number of Promoters – Number of Detractors) / Total Respondents]
- **Employee Resource Group (ERG)** - Voluntary, employee-led group whose aim is to foster a diverse, inclusive workplace aligned with the company's goals and objectives. Their participants share a characteristic including gender, ethnicity, religious affiliation, lifestyle, or interest. They are also known as ERGs, Affinity Groups, and Business Network Groups).
- **Employees** - People who work for the company, not including contractors and freelancers.
 - **Full-time Employees** - Employees who work more than 40 hours per week.
 - **Part-time Employees** - Employees who work less than 40 hours per week.
Calculation: Average Number of Employees = (Total number of employees on the first day of the 12-month period + Total number of Employees on the last day of the 12-month period) / 2
- **Flextime** – A flexible work schedule that allows employees to alter the starting and/or end time of her/his workday. Employees still work the same number of scheduled hours as they would under a traditional schedule (9am – 5 pm, Monday – Friday).
- **Formal Programs** - Programs that are organized, sanctioned, and tracked by the company, and have both a budget and a staff.
 - **Career Mentorship** - Program to expand the abilities of employees to perform well in leadership roles
 - **Career Reentry** - A mid-career return to work program for people who have left the workforce for an extended period of time.
 - **Career Sponsorship** - Program that pairs leaders (sponsors) with employees for the expressed purpose of helping the employees advance in their careers.
 - **Diversity Management** – Integration of a company’s efforts to create and maintain a diverse, inclusive culture and equitable workplace.
 - **High-Potential** - Program to identify and prepare employees for future roles in top management.
 - **Leadership Development** - Program to expand the abilities of employees to perform well in leadership roles.
 - **Replacement/Succession Planning** - Program to identify and possibly groom specific employees to fill positions for the short- or long-term when positions become open.
 - **Succession Management** - Integration of a company's HR programs, policies and practices to identify, develop and select employees for top management positions.
 - **Talent Management** - Integration of a company's HR programs, practices and policies to hire, retain and promote employees.
- **Gender Balance** - Both women and men are represented in relatively equal numbers.
- **Gender Diversity** - Both women and men are represented.
- **Gender Equality** - Women and men have the same opportunities, rights, opportunities to choose, and material conditions while respecting their specificities.
- **Gender Equity** - Actions are taken to level the playing field Because women face career barriers that men do not.
- **Gender Inclusive Culture** - The company's culture must value and support both women and men equally in the workplace.
- **Gender Parity** - Women and men are represented equally.

- **Gender Pay Equity** – Equal pay for women and men in similar jobs/positions.
- **Gender Pay Gap** - Average difference between the remuneration for men and women employees in cents per U.S. dollar.

Calculation: Average Gender Pay Gap = [1-(Average Wage of All Full-Time Women Employees / Average Wage of All Full-time Men Employees)]

- **Incentive Pay** – Compensation paid to employees for achieving or surpassing targeted performance levels (e.g., performance bonuses, profit-sharing and retention bonuses).
- **Initiatives** - Documented projects outside of day-to-day activities with designated people, dates and budgets approved by management to achieve specific goals and objectives.
- **Metric** – Documented system or standard of measurement.
- **Multinational Responsibilities** – Responsibilities that include sales, marketing, operations, programs or initiatives in other countries or global management of the company.
- **Profit-and-Loss Responsibilities** – Responsibilities that include overseeing the cash flow and profit margin for a program, initiative, department, or the whole company as well as advising on the budget allocations.
- **Promotion** – Advancement of an employee from one job position to another job position in a company that has a higher salary, a higher-level job title, and often, more and higher-level job responsibilities.

Calculation: Promotion Rate = (Total Number of Promotions in a 12-Month Period) / (Total Number of Employees in a 12-Month Period)

- **Strategic Objectives** – Statements in a company’s strategy that indicate what it intends to achieve by a specified date in the future.
- **Strategy** – Documented plan for how a company plans to achieve its mission (why it exists) and vision (where it wants to be at a specified date in the future).
- **Target** – Documented numeric value/threshold that a company intends to achieve for a specific metric.
- **Tenure** – Measure of the length of time a person has been employed by a company.

Calculation: Average Tenure = Average Number of Months All Regular Full- and Part-time Employees During a 12 Month Period Have been Employed at a Company / 12

- **Turnover** – Measure of the rate at which employees enter and leave (voluntarily and involuntarily) a company during a given 12-month period.

Calculation: Turnover Rate = Number of Employees Who Left a Company During a 12-Month Period / Average Number of Employees During the 12-Month Period

- **Work/Life Balance** - Lack of opposition between work and other life roles. It is achieved when the demands of personal life, professional life, and family life are equal.

IX. Data Period

The data requested by SWE A4E includes information on your company as of June 30, 2021 as well as yearly totals and averages for the prior 12-month period (July 1, 2020 – June 30, 2021). When submitting your company’s data, please pay attention to the metric definitions as well. They may also indicate the data period

needed. All required data must be provided for your company to be eligible for recognition but not to participate in SWE A4E.

X. Resource Estimates to Submit Your Application

SWE A4E estimates that the application will take your company 8-12 hours to complete the first year (6-10 hours to gather the data and 2 hours to enter it into the application). The time and resources required to submit the application in subsequent years should be significantly reduced after your company has initially sourced and formatted the data. While other programs may take less time and effort to complete, they may not provide your company with the comprehensive benchmarks, best practices, and insights that SWE A4E will.

We recommend that one person from your company's HR or strategy department be designated to oversee the SWE A4E submission process. Ideally, that person will be familiar with your company's diversity and inclusion efforts and have experience with providing data to research studies or recognition programs and with coordinating data collection across the company. Departments and resources that may need to provide data include:

- Data Analytics
- Diversity and Inclusion
- Finance
- Governance
- HR
- Internal Consulting/Project Management
- Legal
- Offices of the CEO and Board of Directors
- Strategy

XI. Data Confidentiality and Security

Reasonable steps will be taken by SWE to maintain data confidentiality and security. Data provided by participants will be anonymized and aggregated. Company and benchmarking data will not be shared nor linked to company identifiers either publicly or in the confidential individual company reports provided to participants. Moreover, SWE will only release individual company reports to contacts designated by the companies and will notify each company of its results prior to publicly recognizing the list of best employers. Recognized companies will be listed alphabetically by recognition classification and the names of companies not recognized will be kept confidential.

The online SWE A4E Registration and Application is hosted by Qualtrics. Qualtrics' [Security Statement](#) is as follows:

Qualtrics' most important concern is the protection and reliability of customer data. Our servers are protected by high-end firewall systems and scans are performed regularly to ensure that any vulnerabilities are quickly found and patched. Application penetration tests are performed annually by an independent third-party. All services have quick failover points and redundant hardware, with backups performed daily.

Access to systems is restricted to specific individuals who have a need-to-know such information and who are bound by confidentiality obligations. Access is monitored and audited for compliance.

Qualtrics uses Transport Layer Security (TLS) encryption (also known as HTTPS) for all transmitted data. Surveys may be protected with passwords. Our services are hosted by trusted data centers that are independently audited using the industry standard SSAE-18 method.

In April 2018, Qualtrics achieved ISO 27001 certification. The direct link to the information and certificate is: <https://www.schellman.com/certificate-directory?certificateNumber=1723268-3>. To independently verify the status of the certification, please visit <https://www.schellman.com/certificate-directory>

XII. Additional Resources and Support

Additional resources to complete the registration and application are available on the [SWE A4E website](#):

- [Frequently Asked Questions \(FAQs\)](#)
- Webinar – date and time to be announced. Check the FAQs for updates.

Please contact us if you have any questions or need more information about SWE A4E:

- [Companies interested in participating.](#)
- [Registered participants.](#)

Appendix: List of Required Data for the Application

Below is the data that your company will need to answer the questions in the online SWE A4E application. It may require your company to reformat existing data or generate new data.

A. Representation of Diverse Women

1. Top Management & Workforce Demographics

- Top Management:
 - Board of Directors
 - Number of directors by demographics (EEO-1 categories).
 - Gender of directors in leadership positions:
 - ✓ Board Chair and Presiding Director (since the company was founded and current)
 - ✓ Committee Chairs by committee (current)
 - Employees:
 - Number of employees by full- and part-time status, gender and level.
 - Average number of employees during the year by gender and level.
 - Number of employees by demographics (EEO-1) and level.
 - Gender of key members:
 - ✓ CEO (since the company was founded and current)
 - ✓ Other C-Suite members by title (current)
 - ✓ Heads of business units or divisions (current)
 - Other positions/titles held by the CEO.
- Workforce:
 - All employees – Number of employees by full- and part-time status, gender and level.
 - Employees in Engineering Positions:
 - Number of employees by full- and part-time status, gender and level.
 - Average number of employees during the year by gender and level.
 - Number of employees by demographics (EEO-1) and level.
 - Number of employees by gender and type of position.
 - Number of non-US based employees by gender and level.
 - Employees in Technology Positions:
 - Number of employees by full- and part-time status, gender and level.
 - Average number of employees during the year by gender and level.
 - Number of employees by demographics (EEO-1) and level.
 - Number of employees by gender and type of position.
 - Number of non-US based employees by gender and level.

2. Hiring, Retention, Promotion & Career Development Opportunities

- Hiring - Number of people appointed or hired during the year by gender, position (Top Management, Engineering, Technology) and level.
- Performance Appraisal/Evaluation System:
 - Number of top 10% rated/ranked employees by gender and position (Top Management, Engineering, Technology).

- Percentage of women that fall into in each performance quartile (top, upper middle, lower middle and lower) of full-time employees by position (Top Management, Engineering, Technology).
- Promotions: Number of promotions given during the year by gender and level.
- Turnover: Number of employees that left the company during the year by gender and level.
- Formal HR Programs to Identify and Develop Talent - Number of employees who participate in each by gender and level.
- Responsibilities:
 - Number of employees with profit-and-loss responsibility by gender and position (Top Management, Engineering, Technology).
 - Number of employees with multinational responsibilities by gender and position (Top Management, Engineering, Technology).
- Technical Career Ladder/Path – Number of employees who are on a technical career path by gender and position (Engineering, Technology).
- Tenure: Average tenure of employees by gender and level (years).

3. Compensation

- Number of top 10% compensated employees by gender and position (Top Management, Engineering, Technology).
- Average gender pay-gap of employees by position (Top Management, Engineering, Technology).
- Percentage of women that fall into each pay quartile (top, upper middle, lower middle and lower) of full-time employees by position (Top Management, Engineering, Technology).

B. Programs, Policies & Practices

1. Top Management Commitment

- Formal diversity management program – Degree of alignment with the corporate strategy.
- Chief Diversity Officer (CDO):
 - Tasked with advancing women in the workforce.
 - Length of time the company has had the position (years.)
 - Dedicated role or other titles if not.
 - To whom the CDO reports.
 - Number and responsibilities of full- and part-time staff members.
- Diversity council/task force:
 - Person who chairs it (title).
 - Length of time the company has had the task force (years).
 - Number of members by gender and level.
- Diversity managers – Numbers of employees in the position by gender.
- Data on how women are doing at the company:
 - Types of data regularly gathered and analyzed.
 - Frequency that the data is reviewed by members of top management
- Strategic objectives) to advance diverse women in the company's workforce:
 - Main goal.

- Organizational level at which it is set.
- Importance to the company's mission and vision.
- Length of time the company has had the objective (years).
- How far down into the company the objective is cascaded.
- Person responsible for overseeing/championing it (title).
- Frequency of the performance assessment.
- Components of the performance assessment.
- Metric(s) used to assess the level of performance.
- Frequency and components of strategy review meetings.
- Process to ensure action items are completed on time.
- Initiative(s) to advance diverse women in the company's workforce:
 - Main goal.
 - Organizational level that it is set.
 - Degree of alignment with the strategic objective to advance women.
 - Length of time the company has had the initiative (years).
 - Existence of a formal project management process in place to manage it.
 - Person responsible for overseeing/championing it (title).
 - Existence of a change team/champions network to help promote and support it.
 - Number of members by gender and level on the change team.
 - Degree to which it is fully funded.
 - Total budget (\$).
 - How success of the goal is assessed.
 - Metric(s) used to assess the level of performance.

2. Communications & Training

- Formal communications on the advancement of diverse women in the company:
 - What is communicated (messages).
 - To whom it is communicated (board and levels of employees).
 - How it is communicated (methods).
 - Who communicates it (messengers).
 - Frequency of communications.
- Formal training programs to support the advancement of diverse women at the company:
 - Programs offered and for each:
 - Length of the initial/onboarding program (hours).
 - Time period that the initial/onboarding program is delivered (days)
 - Required participants.
 - Frequency that its required to be taken by level.
 - Average number of training hours received by board directors, and employees by gender and level.
 - Action(s) taken to minimize gender bias and discrimination and maximize the effectiveness of the programs for women employees.
 - Practice(s) utilized to minimize gender bias and discrimination and maximize the effectiveness of the programs for women employees.
 - Metric(s) to assess the effectiveness of the programs to advance women.

3. Pay & Benefits

- Gender Pay Equity:
 - Existence of a policy requiring it.
 - Frequency of required reviews/audits.
 - Length of time since the last review/audit (months).
 - Existence of a pay-gap by level (Top Management, Engineering Positions, Technology Positions) and action taken to close it.
- Incentive Pay – Eligibility by full- and part-time status and position (Engineering, Technology).
- Benefits:
 - Types offered to employees working more than 20 hours per week.
 - If 80% of employees (Engineering, Technology) have access to on-site lactation rooms.
- Action(s) taken to minimize gender bias and discrimination and maximize the effectiveness of the pay and benefits for women employees.
- Practice(s) utilized to minimize gender bias and discrimination and maximize the effectiveness of pay and benefits for women employees.
- Metric(s) to assess the effectiveness of pay and benefits to advance women.

4. Work/Life Balance

- Work/Life Balance:
 - Options offered including aspects of flextime and if 80% of employees (Engineering, Technology) can control their work start times and location.
 - Action(s) taken to prevent the career derailment of women employees who use them and to maximize their effectiveness for women employees.
 - Practice(s) utilized to prevent the career derailment of women employees who use an option.
 - Metric(s) utilized to assess their effectiveness for women employees.
- Formal Reentry Program:
 - Length of the program by level (weeks).
 - Action(s) taken to minimize gender bias and discrimination and maximize its effectiveness for women employees
 - Practice(s) utilized to minimize gender bias and discrimination and maximize its effectiveness for women employees.
 - Metric(s) utilized to assess its effectiveness for women employee.

5. Hiring, Promotion & Career Development

- Formal talent and succession management programs:
 - Degree of integration with each other and diversity management.
 - Degree of alignment with the corporate strategy.
- Written policy or commitment statement to retain diverse groups of employees and advance them to top management positions – Existence and groups included.
- How the company determines if employees in engineering and technology positions at the Professional level will have a management or technical career ladder/path.
- Formal management identification and development programs:

- Which if any have been designed or modified to address the needs of women employees.
- How employees are selected to participate in each.
- Action(s) taken to minimize gender bias and discrimination and maximize the effectiveness of the program(s) for women employees.
- Practice(s) utilized to reduce gender bias and discrimination in the program(s) for women employees.
- Metric(s) utilized to assess the effectiveness of the programs for women employees.
- Formal Systems/Processes for Hiring, Performance Appraisal/Evaluation and Promotion:
 - Inclusion in a written policy or commitment statement to eliminate gender bias and discrimination.
 - Action(s) taken to minimize gender bias and discrimination and maximize their effectiveness for women employees.
 - Practice(s) utilized to minimize gender bias and discrimination and maximize their effectiveness for women employees.
 - Executive Search Firms – Levels they are used for and types of assistance provided.
 - Metric(s) utilized to assess their effectiveness for women employee

6. Employee Protections

- Existence of a written company-wide policy that explicitly condemns sexual harassment in the workplace.
- Existence of requirements that:
 - New hires sign arbitration contracts agreeing not to join class action lawsuits.
 - Employees take sexual harassment claims to private arbitration either through company policy or mandatory arbitration clauses in employment contracts.
 - Nondisclosure agreements pertaining to claims of sexual harassment in settlement agreements.

7. Corporate Brand & Social Responsibility

- Advertising and marketing content evaluated for gender biases prior to publication.
- Supplier diversity program that includes certified women-owned businesses.
- Percentage of the company's expenditures on the supplier diversity program that went to certified women-owned businesses last year (\$).
- Action(s) taken to ensure that all products, services, and facilities are not used for any form of exploitation or abuse of women and girls.
- Products offered that target women clients or customers designed to benefit women's health, well-being, safety, educational opportunities, career advancement, or other means of achieving gender parity and equality.
- Programs offered or sponsored for women who are not employees.
- Metrics utilized to assess performance with women clients/customers and vendors/suppliers.
- Percentage of the company's venture capital funding that went to certified women-owned businesses last year.

- Public campaign with the primary mission of advocating for gender parity or equity in the workplace during the last year.
- Amount of monetary support given last year to any non-profit organization(s) with the primary mission of advocating for gender parity or equity in the workplace (\$).

8. Accountability & Transparency:

- Levels that are held accountable for achieving the strategic objective and/or policy to advance diverse women in the company's workforce.
- Components of the employee performance management program linked to achieving the strategic objective and/or policy to advance women in the workforce by level.
- Inclusion of a requirement of audit by a third-party provider in the pay equity policy.
- HR programs that all employees in engineering and technology are invited to apply.
- HR programs that all employees in engineering and technology positions are informed about including requirements for participation.
- Policy to inform all employees of their high-potential designation.
- How the company conducts formal investigations of all sexual harassment allegations.
- Information on the company's position, goals, actions, and progress in advancing diverse women in its workforce shared with the company's board of directors and made public, or that will be in the next 12 months.
- CEO public pledge to advance diverse women in the company's workforce.
- Gender equity/parity certifications the company holds.
- National and international programs to advance diverse women in the workplace that the company is a member or signatory.
- Any additional information the company would like SWE A4E to know about its programs, policies, and practices to advance women in its workforce.

C. Corporate Culture

1. Employee Resource Groups (ERGs) for Women & Male Allies

- Types of ERGs offered to employees in engineering and technology positions.
- Support provided to each type.
- Percentage of women employees who participate in ERGs for women by position (Top Management, Engineering, Technology).
- Percentage of men employees who participate in ERGs for Male Allies by position (Top Management, Engineering, Technology).
- Types of activities and benefits provided to each type.
- Metric(s) utilized to assess their effectiveness for diverse women employees in engineering and technology positions and their male allies.
- Formal programs and activities for men employees who want to actively support the advancement of women in its workforce beyond change teams and ERGs.

2. Utilization of Employee Benefits and Work/Life Balance Options

- Employees that commonly have an anytime (24/7), anywhere work schedule by level.
- Action(s) taken or planned within the next 12 months to address the lack of work/life balance for employees with an anytime and/or anywhere work schedule.
- Percentage of employees that utilized at least one work/life balance option during the last year by gender and position (Top Management, Engineering, Technology).

- Percentage of employees who utilized at least one work/life balance option last year that were promoted by gender and position (Top Management, Engineering, Technology).
- Percentage of employees who utilized at least one work/life balance option last year that are no longer employed by the company by gender and position (Top Management, Engineering, Technology).
- Percentage of employees who returned from maternity/paternity leave last year that were promoted by gender and position (Top Management, Engineering, Technology).
- Percentage of employees who returned from maternity/paternity leave last year that are no longer employed by the company by gender and position (Top Management, Engineering, Technology).

3. Employee Experience/Engagement Survey and Culture Assessment

- Employee experience/engagement survey for all employees:
 - Frequency that it is conducted.
 - Copy of the survey.
 - Employee net promoter score (eNPS) and method for calculating.
 - Ability to track results by gender and position (Top Management, Engineering, Technology).
 - Average eNPS score for employees by gender and position (Top Management, Engineering, Technology).
 - Gender-related cultural issues revealed by position (Top Management, Engineering, Technology).
 - Administrator of the survey.
- Company-wide culture assessment:
 - Frequency that it is conducted.
 - Gender-related issues cultural issues revealed by position (Top Management, Engineering, Technology).
- Metric(s) utilized to assess how inclusive and supportive the company's culture is of diverse women employees.