

A WOMAN'S RIGHT: PROMOTING THE PURSUIT OF GENDER EQUALITY IN
THE WORKPLACE

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ABSTRACT

This thesis examines four questions. What is gender inequality, what is its level in the workplace especially in the public relations field, why does it exist, and what can we do to change that? Finally, an integrated marketing communications campaign will be planned to address the issue among students at the University of Mississippi

The first chapter of this thesis examines the current level of gender inequality in the workplace and why these barriers exist in the workplace. In 2013, it was found that “ratio of women’s and men’s median annual earnings was 78.3 percent for full-time/year round workers “(Hartmann,1). Possible reasons for this disparity include unequal compensation, company culture, communication differences, and work-life balance (“The Glass Ceiling: Domestic And International Perspectives,” 4).

The second chapter examines gender inequality within the field of public relations. Women make up 67% of public relation professionals, yet they still make less than men do in the same field. The reason for this disparity was because men had more professional experience and women endured more career interruptions. Also, renowned public relations professional Harold Burson said work life balance was one of the biggest barrier women in public relations faced.

In a survey distributed to students at the University of Mississippi, 84% of respondents agreed that gender inequality was an important issue. Based on the secondary and primary research collected, an integrated marketing campaign targeted toward these college students sought to increase awareness of gender inequality in the workplace as they head into the professional world.

TABLE OF CONTENTS

INTRODUCTION.....	5
CHAPTER I: A LOOK AT GENDER INEQUALITY IN THE WORKPLACE.....	7
CHAPTER II: A SPECIFIC LOOK AT GENDER INEQUALITY IN PUBLIC RELATIONS.....	14
CHAPTER III: PRIMARY RESEARCH OF TARGET PUBLIC’S LEVEL OF AWARENESS AND OPINON.....	23
CHAPTER IV: RESEARCH CONCLUSIONS.....	28
CHAPTERV: CAMPAIGN.....	32
LIST OF REFERENCES.....	42
APPENDICES.....	44

Introduction

“If we could get to a place of true equality, where what we do in life is determined not by gender but by our passions and interests, our companies would be more productive and our home lives not just better balanced but happier.”

-Sheryl Sandberg, “Now is Our Time”

Gender equality is a fight that is ongoing. Since the influx of women in the workforce in the 1960s, the fight for equality in the workplace for pay, raises and promotions has been a top priority. During the 1980s, the discrimination that women faced in the workplace was given a specific phrase. On March 24, 1986, Carol Hyomowitz and Timothy Schellhardt were the first to use the term “glass ceiling” in their *Wall Street Journal* article entitled “The Glass Ceiling: Why Women Can’t Seem to Break the Invisible Barrier That Blocks Them from the Top Jobs.” In its simplest form, the glass ceiling stood to represent the hidden barriers that women faced when trying to get senior positions in the corporate world. (Wilson 84). In order for men and women to better understand and prevent the discrimination caused by the glass ceiling, it is important to take a look at the barriers that make up the glass ceiling. These barriers include compensation, promotions, the company culture, communication differences, and the work-life balance.

The purpose of this thesis is to examine the current status of gender inequality in the workplace, specifically in the world of public relations, and to implement an integrated marketing communications campaign to change the attitudes and level of awareness of University of Mississippi students in terms of gender inequality as they

move into the professional world. First, the current level of gender inequality in the workplace and the barriers that lead to this inequality will be examined. These barriers that are found in the workplace and keep women from reaching senior level positions is famously known as “the glass ceiling,” a phrase that first appeared in the media in a 1986 *Wall Street Journal* article.

After examining the overall status of gender inequality in the workplace, this thesis will examine a more specific account of gender inequality in the field of public relations. Currently, the field of public relations is dominated by women, at 67%, yet the gender pay gap in the field shows that men still make more. An interview with Harold Burson, the founding chairman of Burson-Marsteller who was named “PR Professional of the Century”, will give first hand insights of gender inequality within the field of public relations through his experience as a public relations professional. The overall awareness of gender inequality will be measured among Ole Miss students through a survey. An integrated marketing communications campaign will be created based on the secondary information collected, the interview with Mr. Burson, and through the survey responses. The goal is to increase the awareness and change the attitudes of Ole Miss students as they enter the professional world.

Chapter.I: A Look at Gender Inequality in the Workplace

This chapter will examine the current situation of gender inequality in the workplace and the discrimination that women face in the workplace with compensation, the company culture, communication styles, and work-life balance.

Current Situation

Women began entering the workforce in large numbers after the end of World War II, “especially for those between the age of 25 and 54.” (Shank 3). In the 1960’s “women of childbearing age” started entering the job market because of there was a decrease in the birth rate, more job opportunities, and changing opinions when it came to roles in the work and home (Shank 4). The amount of women in the workforce has continued to increase since the 1960s. From 1967 to 2009 the amount of women working full time increased by 28.4% (“Women in the Workforce” 3). According to the United States Department of Labor, there were “127.1 million working women” in the U.S. in 2013.

Currently, the gender pay gap in America is “narrowing, yet persistent” according to a Pew Research article entitled “On Pay Gap, Millennial Women Near Parity-For Now.” Based on a Pew Research Center survey with 2,002 adults, with 810 Millennials, this assertion is made because even though women have made great gains in term of education and participation within the labor force, each generation of women still views the world as a male dominated one. In fact, 75% of Millennial women, compared to 57% of Millennial men believe that there should be more work towards equality in the workplace.

Even though this attitude exists, the gender gap seems to be closing. The article notes, “today’s young women are the first in modern history to start their work lives at near parity with men” (“On Pay Gap”). In 2012, for laborers 25-34 years old, women’s hourly earnings were 93% of men’s. This number was 93% for all workers 16 years of age and older (“On Pay Gap”). However, the article says there is no guarantee that women will keep this level of equality as they age. Women tend to fall behind men in terms of income when they have to deal with raising a family.

The article also notes that immeasurable factors such as “gender stereotypes, discrimination, professional networks that are more robust for men than women, and hesitancy on the part of women to aggressively negotiate for raises and promotion” are also reasons why the gender pay gap continues to persist (“On Pay Gap”). These factors also contribute to the current public perception of equality in the workplace. A specific look at compensation, company culture, communication differences, and work-life balance will give a more clear look at the elements that make up the glass ceiling that women in the workforce endure on a daily basis.

Compensation

The first issue to be addressed is that of unequal compensation of men and women performing similar jobs. According to “The Gender Pay Gap: 2013,” which was conducted under the Institute for Women’s Policy Research the “ratio of women’s and men’s median annual earnings was 78.3 percent for full-time/year round workers in 2013” (Hartmann 1). In this fact sheet, Anne Hegewisch and Heidi Hartmann noted that if “the pace of change in the annual earnings ratio continues at the same rate it has since 1960, it will take another 45 years, until 2058, for men and women to reach parity.” The

evidence of this pay gap can be seen in the list of the 200 highest paid CEOs in 2014. Equilar, a research company that specializes in executive compensation data, compiled this list and found that out of the 200 CEOs, only 11 of them were women. The highest paid male on the list was Cheniere Energy CEO Charif Souki, who made \$141.9 million a year. The highest paid female, out of the 11 that were on the list, was Martine Rothblatt with \$38.2 million in total (Equilar).

Passed in 1963, the Equal Pay Act “made it illegal for employers to practice sex discrimination in the payment of wages” (Legislative Background On Pay Equity 12). However, many members of Congress believe that this law has not been sufficiently implemented. The Paycheck Fairness Act, written “to provide more effective remedies to victims of discrimination in the payment of wages on the basis of sex” was voted on in January of 2009, failing three times since then as of May 2014 (Legislative Background On Pay Equity 12). The senator who sponsored the bill, Barbara Mikulski, refuses to give up on the bill. She said, “I want everyone to know, everyone in the Senate and everyone in the United States of America, although we lost the vote, we refuse to lose the battle (Legislative Background On Pay Equity 12).”

This pay gap has even been recognized by the Obama administration, for whom it is a top priority. On the White House website, under issues, visitors will see “Equal Pay.” After clicking on “Equal Pay,” visitors are directed to a page whose first sentence reads:

“Equal pay is a family issue. Women make up nearly half of the U.S. labor force and are a growing number of breadwinners in their families. More women are also working in positions and fields that have been traditionally occupied by men. When

women are not paid fairly, not only do they suffer, but so do their families”

(whitehouse.gov).

There is a high priority for gender equality to exist in the workplace, and the fight for equal pay is still ongoing. It is important to educate the public on this issue in an effort to raise awareness and work towards parity of the sexes. The gender pay gap is also one of the most illustrative elements of the glass ceiling.

Company Culture

The second issue is company culture. Limits within the deep-rooted culture of corporate companies include the enforcement of the male status quo in board positions, differing communications styles among men and women, and accessibility to mentoring networks. An article in HR Magazine entitled “The Glass Ceiling: Domestic and International Perspectives” highlighted some of the problems women face when trying to obtain these senior level positions. For example, they say “corporate policies and practices can subtly maintain that status quo by keeping men in positions of corporate powers” (3). The article points out that boards of directors, which are mainly made up of men, tend to pick candidates for executive level positions that look like them. The “2013 Catalyst Census: Fortune 500 Women Board Directors” showed that in 2012, women held 16.6% of board positions. In 2013, that number only increased to 16.9%,

Communication Differences

Another barrier presented in “The Glass Ceiling: Domestic and International Perspectives” is communication differences between men and women. It says that some companies value the “direct” communication style of men compared to women’s “interpersonal” style of communication (4). The article points out the assertion that some

believe that men are more successful because of this direct communication style. To refute this idea, the article points out a particular study dictates that “women tend to be more flexible in their leadership styles than men and engage in different styles and approaches” (“The Glass Ceiling: Domestic And International Perspectives ” 4). This study, entitled “Style Matters: Why Women Executives Shouldn’t Ignore Their ‘Feminine Side’” conducted by the HayGroup in 2003 compared three groups: successful women in senior executive positions, successful men in senior executive positions, and less successful women from “Fortune 400 companies including IBM, Unilever, and Prudential” (4). The study found three key findings:

1. “Women executives are twice as likely to use a more interpersonal style than men” (4).
2. “Women also use leadership styles that men typically use, such as directive and authoritative” (4).
3. “The study suggests that the best leaders – men or women- do not use the style they are most comfortable with, but rather use the style best suited for situation/people” (4).

Mentoring Network

"The Glass Ceiling: Domestic And International Perspectives" also notes the importance of a mentoring network in the effort to obtain a senior level position. When it comes to promotion, men are usually favored because of their ability to create informal networks. These networks “tend to exclude women due to the nature of their activities” (“The Glass Ceiling: Domestic And International Perspectives” 3). Golf would be an example of one of these activities. Facebook COO, Sheryl Sandberg, author of the book

Lean In emphasizes the importance of mentorship in an interview for the Harvard Business Review. She says, “We need to explicitly encourage men to sponsor women” (Ignatius 87). She explains it is not as simple as asking a stranger to become their mentor. Also, she points out that some senior men find it inappropriate to be alone with a woman. However, “mentorship is all about being alone with a person and talking one-on-one” (Ignatius 8).

Work-Life Balance

Another barrier that women face in the working world is balancing work and family. Women are known for being the primary care takers for their family. Some companies may make assumptions of a woman’s accessibility because she has a family. Also, some companies do not provide “work/life programs that support outside commitments, particularly for senior-level positions” (“The Glass Ceiling: Domestic And International Perspectives” 3). An article in the Harvard Business Review entitled “Manage Your Work, Manage Your Life” written by Boris Groysberg and Robin Abrahams talks about the balance between work and trying to raise a family. Through interviews with top executives they found that “Many women keep their networks separate for fear of harming their image. Some never mention their families at work because they don’t want to appear unprofessional” (“Manage Your Time, Manage Your Life”). However, Sheryl Sandberg, author of *Lean In*, believes the balance can be achieved. In her interview with the Harvard Business Review, she says “Look, I can be both a mother and a professional, and I do it by going home at 5:30” (Ignatius 88). She believes the support of a partner is crucial to having a career and a family. Sandberg

wants to empower women to break through these corporate barriers and have the power to speak for themselves.

Chapter II: A Specific Look at Gender Inequality in Public Relations

This chapter will take a specific look at gender inequality in the workplace in the profession of public relations. Women dominate the field of public relations, yet men still have higher salaries. Possible reasons why this gender pay gap exists in public relations will be explained through the analysis of a study conducted by the Public Relations Society of America in 2012. The chapter will also present several solutions and the current progress being made to help alleviate this problem in public relations. Finally, Harold Burson, a founding chairman of the public relations agency Burson-Marsteller, will give his insights into his experience on gender inequality in the workplace within the field of public relations.

Current Situation

The field of public relations is currently 67% women, according to PR Week's 2014 Salary Survey. Although women dominate this field, "men make significantly more money and hold the majority of the seats of power in the largest agencies" (Marx). In 2010, Bey-Ling Sha, an Associate Professor of Public Relations at San Diego State, and a team of researchers found that the pay gap between men and women had decreased by only four percent over the past 20 years. When the pay gap was adjusted for professional experience, there was a three percent increase in the gender pay gap. Sha says "the gap is increasing or decreasing-depending on what numbers you look at...there is work the industry needs to do to close the gap, regardless of size" (Pittman). A study done by the Public Relations Society of America (PRSA) in 2012 entitled "Why women earn less than men: The cost of gender discrimination in U.S. Public Relations" focuses on the reasons why this unequal pay gap in public relations exists.

According to Sha and a group of researchers, women made 78 cents to every man's dollar in 2010. If that number were controlled for professional experience, women made 86 cents to every man's dollar. In 2012, the PRSA conducted a study to learn why this pay disparity between men and women existed in the field of public relations. The study included a survey with a random sample of public relations professionals. The survey questions included the factors that lead to the gender pay gap that is prevalent in the public relations field. Based upon the participants' answers, a "comprehensive theoretical model to account for the persistent pay inequity between men and women" was created ("Why women earn less than men" 1). Hypotheses based on the factors that could influence gender inequality were tested in this theoretical model. In the end, the study found that the gender pay gap within public relations could be due to factors such as "professional experience, manager role enactment, participation in decision making, income suppressing career interruptions, and career specialization" ("Why women earn less than men" 22).

Addressing this gender pay gap is important because more women are entering the workforce and lower rates of pay affect their families as well. Between 2008 and 2018, "women's participation in the labor force is expected to increase by 9.0%" ("Why women earn less than men" 2). This growing number of women in the workforce could make unequal pay an even bigger issue if not addressed. The study also noted that already more American women are living in poverty (13.0%) than men are (9.6%) ("Why women earn less than men" 2). Besides looking out for themselves, women also have to take care of their families. U.S. census data has shown that "households headed by women are significantly more likely than any other kinds of households to be living below the

federal poverty level” (“Why women earn less than men” 2). In 2008, 12% women without a spouse were the primary caretakers of their children and other family members (“Why women earn less than men” 2).

This gender pay gap could make the profession of public relations seem undesirable. With a majority of women in the field of public relations, an increase in the women’s workforce combined with this gender pay gap could mean that the “average salaries in the field are depressed” (“Why women earn less than men” 2). This fact could hinder the process of recruiting the smartest, most qualified public relations professionals.

Factors Contributing to the Gender Pay Gap in Public Relations

After explaining the significance of identifying the problem of a continual gender pay gap among men and women in public relations, the study detailed the reasons the author hypothesized that this gender gap existed. The first factor is professional experience. As stated in the study, women began entering the world of public relations in the 1970’s. These women only had a few years of professional experience, compared to the “men who had already been in the field (Dozier 6.)” Researchers believed that women would catch up to men eventually, but research showed that women still fell behind men in terms of professional experience, as indicated in “1979, 1991, 2004, and 2006” (“Why women earn less than men” 6). Professional experience is also correlated with how much income a man or woman is getting. Research spanning “more than three decades” has proven that “years of professional experience was significantly and positively correlated with salaries” (“Why women earn less than men” 6). In terms of professional experience, the study hypothesized that:

1. “Women practitioners have significantly fewer years of professional experience than men” (“Why women earn less than men” 6).

2. “Years of professional experience is significantly and positively related to income” (“Why women earn less than men” 6).

The study also pointed out years of professional experience is highly correlated with who holds what roles in public relations. It is noted, “prior roles research has shown that women in public relations tend to disproportionately enact the technician role, as opposed to the manager role, usually enacted by men” (“Why women earn less than men” 7). The reason men tend to have the higher role as manager is because they have more professional experience. Also noted is the effect on the manager role and participation in decision making. Managers roles are “significantly more likely to participate in decision making by the dominant coalition” (“Why women earn less than men” 7).

The study also suggests that woman tend to earn less than men in public relations because of interruptions in their career and career specialization. The study found that women were significantly more likely than men to take time off from their career for childbearing purposes. It was found that “with respect to income, these researchers found that men who earned more than women, even when income was controlled statistically for years of professional experience and for baby-related career interruptions” (“Why women earn less than men” 9).

The study did not cite much research that correlated career specialization and gender. However, they still hypothesized that “Male practitioners are significantly more likely than women to work in higher paying career specializations” (“Why women earn less than men” 6). This hypothesis was proven to be true when applied to the theoretical

model. In the results, it is stated that for women, “16%, are employed in the lower-paying specialization of community relations, compared to only 10% among men” (“Why women earn less than men”18). Also, “among women, only 6% are employed in higher paying specializations...compared to 15% among men” (“Why women earn less than men” 18).

In conclusion, the study found five indirect routes, including professional experience, manager role enactment, participation in decision-making, income suppressing career interruptions, and career specialization that contribute to the gender pay gap that exists in public relations. Based on the evidence presented in this study, the root of the gender pay gap seemed to be years of professional experience that women had in the field of public relations compared to that of men and career interruptions, such as having children. Lack of professional experience limits the possibility of obtaining a managerial role, which in turn means that women have less of an opportunity to participate in decision making. Women are disadvantaged in the fact that they are more likely than men to suffer interruptions in their career. The study found that in the end, “women are paid less than men because they are women” (“Why women earn less than men” 22). The questions they suggest is “What can we do to change this?” (“Why women earn less than men” 22).

Proposed Solutions

As more women enter the public relations workforce with low salaries, the public relations profession as a whole suffers. Low salaries will take away from the recruiting top talent into the field of public relations, which in turn would take away from the competitiveness. In an effort to alleviate these problems, it is important to examine certain solutions that would benefit the field of public relations as whole. A study entitled

“Future professionals’ perception of work, life, and gender issues in public relations,” which was conducted in 2005 by Bey Ling Sha and Elizabeth L Toth, set out to measure how students in the field of public relations viewed certain aspects of the professional world of public relations. Five hundred sixty-six students took an online survey, 86.9% who were women and 13.1% who were male (Sha 94). Overall, the study “found that future practitioners are uncertain about many issues related to gender and work-life balance” (Sha 93).

Participants were asked to rank their level of agreement on 20 statements regarding gender issues. Overall, participants most agreed with the fact that organizations that hire public relations professionals should have a parental leave policy. This shows that Millennials “are more interested in work-life balance than were members of previous generations” (Sha 94). According to the study, the participants only agreed that 10 of the statements related to gender issues, making the other 10 issues appear uncertain among participants. For example the statement, “Women are more likely than men to be hired for public relations management positions involving problem solving and decision making” only ranked a 4.07 on the agreement scale, which shows uncertainty among participants on this issue (Sha 95). The authors suggest that this uncertainty could in fact be “due to their lack of exposure to these issues in the classroom” (Sha, 96).

Males agreed less than females did when it came to issues regarding promotion. Among the issues that were disagreed upon were “males are promoted more quickly than women in the workplace,” and “it is more difficult for women than it is for men to reach the top in public relations” (Sha 96). It was also discovered that “men agreed significantly less than did women that ‘generally women receive lower salaries than men

for doing comparable public relations work” (Sha 96). The authors pointed out that this sentiment regarding salary is also reflected in research with professional public relation practitioners, where “men tend to believe that gender discrimination in public relations has been eradicated” (Sha 97). The study found that the differences in agreement between men and women about certain issues regarding gender in public relations could continue into the professional world.

The authors believe that “we need not to start with professional development programs for practitioners, but with educational tools for public relations faculty to use in preparing our students to enter public relations practice” (Sha 97). The study concluded that potential female public relations practitioners felt more negative about issues in the workplace than the researchers had originally expected. The authors suggested that a successful way to increase transparency for organizations within public relations, and to specifically show that “work-life balance programs and policies are in place in many organizations and that these policies open up career opportunities for men and women,” educational tools should begin in the undergraduate stages of a future public relation practitioner’s career (Sha 99). Increasing their awareness of the increasing diversity within the public relations workforce, and educating them on the changes that still need to be made would encourage a more optimistic opinion among future public relations practitioners.

Interview with Harold Burson

Harold Burson, an Ole Miss alumnus who was founding chairman of Burson-Marsteller, was described by *PRWeek* as “the most century’s most influential PR figure” (“A Preeminent Public Relations Practitioner”). Harold Burson founded Burson-Marsteller, “the largest public relations agency in the world today” with Bill Marsteller in 1953 (“A Preeminent Public Relations Practitioner”). As a University of Mississippi graduate, Mr. Burson still makes time to visit the Oxford campus to speak with students about his experiences in public relations. In an interview with Mr. Burson, he reflects on his experience with gender inequality within the field of public relations during his career.

Methodology

The researcher interviewed Mr. Burson by email and by phone. The interview consisted of six questions. After interviewing Mr. Burson, the researcher compared his answers to the secondary information collected for gender inequality in the field of public relations to draw conclusions as a basis for an integrated marketing communication campaign for educating Ole Miss students about gender inequality in the workplace.

Results

Although women make up 70% of public relations professionals, they are still paid less than men. The interviewer asked what factors might lead to this gender pay gap

In response, Mr. Burson said, “Burson-Marsteller (and I) were early advocates of bringing women into the profession with equal status to males, including equal compensation. Our first female professional was hired in 1967. By 1970, we had more than 30 (almost 20 per cent of professional staff). Our highest-ranking female is a

Regional CEO (Asia/Pacific) responsible for about 25 per cent of our business. We have had female country managers since late 70s: Korea, Italy, Spain, Germany, United Kingdom, France, India, Argentina, and Canada are examples.”

In regards to the gender pay gap in public relations, Mr. Burson said, “My impression is that the salary gap for equivalent jobs is rapidly closing. Nowadays there is concern among senior female professionals that the function will be regarded as ‘a woman's job.’”

Other than compensation, Mr. Burson said, “The only ‘barrier’ is one that faces women in all jobs -- the pull of home vs. office. Our firm, like many others, works hard to accommodate female employees (especially those with children) with flex schedules that enable them to work from home, leave the office early for the soccer game or school play, time off for babies, etc.”

The interviewer asked what steps could be taken in order to ensure equality in the workplace. Mr. Burson responded “My feeling is that it's an evolutionary process that is working in the right direction. Much progress has been made but there is still a way to go. I think it would be a mistake to rush it.”

Conclusions

Harold Burson’s experience with the Burson-Marsteller public relations agency gives him good insight into issues within the workplace, such as gender inequality. As noted in the interview, Mr. Burson and Burson Marsteller were “early advocates of bringing women into the profession with equal status to males, including equal compensation.” To support this statement, Mr. Burson explains that the “highest ranking female” for Burson-Marsteller is a regional CEO and since the 1970’s women have been

“country managers” in countries all over the world.

Mr. Burson has a positive outlook for the continuing gender pay gap that is present in the field of public relations. He said, “My impression is that the salary gap for equivalent jobs is rapidly closing.” Mr. Burson said that a barrier that women face include work-life balance. He says that his public relations firm and many others try to provide employees, especially women with children, with the possibility of creating flexible schedules.

Reaching parity in the workplace for men and women in public relations is “an evolutionary process,” Burson said, and that “much progress has been made but there is still a ways to go.”

Chapter III: Primary Research of Target Public's Level of Awareness and Opinion

Before creating an integrated marketing communications campaign to increase awareness of Ole Miss students before they reach the professional world by educating them on the current factors that lead to inequality in the workplace, a benchmark measure of current levels of awareness and opinion needed. The best way to measure the overall awareness is through the use of a Qualtrics survey to be administered to Ole Miss students.

Methodology

The researcher surveyed a r sample of Ole Miss students through the distribution of the survey to social media sites such as Facebook and Twitter, and also through email. The survey was emailed to the entire Sally McDonnell Barksdale Honors College listserv. The survey was anonymous and consisted of twelve questions. A copy of the survey can be found in the Appendix. The questions consisted of demographic questions such as gender and age, and certain facts about women and the workplace. Several open-ended questions that addressed participants' own or potential experience with gender inequality in the workplace and potential solutions to gender inequality in the workplace were included. The information collected in this survey will be used along with the insight provided by the other primary research of the interview with Harold Burson and the secondary information gathered on gender inequality found in the workplace to create an integrated marketing campaign that will educate Ole Miss students about the current level of gender inequality in the workplace and the factors that can help create a better level of parity in their future workplaces.

Results

The researcher got a total of 225 respondents. Out of the 225 respondents, 155 (70%) were female and 67 (30%) were male. Most of the respondents that took the survey were seniors, at a 35% participation rate. The most popular field that students were planning on entering after college was healthcare at 35%. When asked if men and women were treated equally in the workplace, 20% said yes, 30% said no, and 50% said sometimes. Overall, there was a high level of awareness of the term “glass ceiling,” with 76% of respondents saying they had heard of it.

Most importantly, a large percentage of respondents, 84%, believed that gender inequality in the workplace was a current issue. This number reflects the importance of educating future professionals about this relevant issue. The first open-ended question asked the respondents if they knew of any professional women or minorities who had been affected by the glass ceiling. Most of the participants could not name a specific professional woman or minority affected by the glass ceiling. However, among those who did provide an answer, Hilary Clinton was the most common. Other answers included Betty Friedan, Nancy Pelosi, and Pat Summit.

A large number of participants, 63%, knew that women made 78 cents to a man’s dollar. Around the same percentage of participants, 62%, knew that out of the top paid 200 CEOs, only 11 are women. Ninety out of the 153 participants, 58%, that answered the open-ended question about facing future gender discrimination in their field said they were worried about it. The survey asked if the participants thought that women at work are promoted equally to men. A large percentage of respondents, 59% said no, 19% said yes, and 22% of respondents said that they did not know.

The last question on the survey was an open-ended about possible solutions towards gender inequality. One of the most common proposed solutions was equal pay between men and women. To reinforce this solution, respondents also mentioned fair-pay legislation that would guarantee equal pay for the same job between men and women. Another common proposed solution was to increase awareness of gender inequality in the workplace through education. One respondent even said that this should be the first step. Empowerment and raising young women to believe that they are equal to men were other proposed solutions. One respondent said that women should learn to be more assertive in the workplace, and to be more confident when asking for promotions. Other proposed solutions included restructuring in the actual job structure. Several respondents recommended the use of blind job selection, where people would be chosen based on their experience and the hirer would not know their gender. Respondents also mentioned that more companies should have paid maternity leave for women who are expecting children. Another suggestion was to change the way we think about gender roles in terms of taking care of family, children, etc.

Conclusion

Overall, the survey reflected that gender inequality in the workplace is an issue that needs to be resolved. In fact, an overwhelming majority of respondents, 84%, agreed that this was a current issue. A majority of the respondents knew how much women made compared to men, but 59% agreed that women were not promoted equally to men in the workplace. Out of all of the females who took the survey, 58% revealed that they were worried about future discrimination in the workplace. These results show an immediate need for a social campaign that could help alleviate the current issue of gender inequality

in the workplace. Empowering women to be more aggressive in the workplace and explaining the current tools that are already in place to fight gender inequality in a professional setting could help address some of the opinions that were reflected in this portion of the survey.

The level of awareness of professional women who suffered from the glass ceiling was low. However, in part, this could be because the respondents are not yet in a profession. Most of the respondents said that they did not know of anyone. The most common answer was Hilary Clinton, a famous female politician who always seems to be in the spot light. This represents an opportunity for an effective strategy that could be implemented in an integrated marketing campaign geared toward increasing awareness of gender inequality in the workplace for future professionals. Within this campaign, professional women who have suffered from gender discrimination in a professional setting can explain their story and connect with the target audience on a more personal level.

There is also an opportunity to educate students on certain aspects of the workplace. When the respondents were asked if they believed if men and women were treated equally in the workplace, 30% of respondents said no, but 50% of respondents said that sometimes believed men and women were treated equally in the workplace. For this question, since half of the respondents did not have a definitive answer, more transparent information about some professional settings presented through an integrated marketing campaign could better inform these respondents. There was also uncertainty when it came to the level of promotion between men and women. As stated earlier, a majority of respondents, 59% believed that women were not equally promoted to men.

However, more respondents, 22% stated that they were not sure whether men and women were promoted equally. This percentage was larger than the percentage of respondents saying that men and women were promoted equally (19%). This level of uncertainty would also be a good opportunity to educate the target audience on discrimination factors, such as unequal promotion, included in gender inequality in the workplace.

The last question of the survey focused on possible solutions to helping eliminate gender inequality in the workplace. The most common answer was equal pay, along with legislation to enforce this rule. The second most common answer was educating young people about the issues that make up gender inequality in the workplace. Other proposed solutions included changing the ways people are hired and empowering women to be more assertive into the workplace. The proposed solutions gave good insight into what should be included into an integrated marketing campaign to educate young professionals on gender inequality in the workplace as they begin their careers.

Chapter IV: Research Conclusions

Women began entering the workforce in large numbers during the 1960's (Shank,4). In the 1980s the discrimination that women faced when trying to reach top positions was given the term "glass ceiling" in a *Wall Street Journal* article written by Carol Hyomowitz and Timothy Schellhardt (Wilson 84). An article in *HR Magazine* entitled "The Glass Ceiling: Domestic And International Perspectives" outlined several barriers that should be addressed in order for men and women to better understand and prevent the discrimination caused by the glass ceiling. These barriers include compensation, the company culture, communication differences, and the work-life balance.

Currently, the gender pay gap is "narrowing but still persistent" according to a Pew Research article entitled "On Pay Gap, Millennial Women Near Parity-For Now." Based on a Pew Research Center survey with 2,002 adults, with 810 Millennials, this assertion is made because even though women have made great gains in term of education and participation within the labor force, each generation of women still views the world as a male dominated one.

A specific look at the field of public relations gives good insight into gender inequality in the workplace. The field is 67% women, yet "men make significantly more money and hold the majority of the seats of power in the largest agencies" (Marx). A study done by the Public Relations Society of America (PRSA) in 2012 entitled "Why women earn less than men: The cost of gender discrimination in U.S. Public Relations" focuses on potential reasons why this unequal pay gap in public relations exists. In the end, the study found that differences in years of professional experience between men

and women in public relations affected the number of managerial roles a woman could hold, and the amount of influence a woman would have with decision making in a public relations firm. The study also found that career interruptions such as having a child altered the success that women could have in the field of public relations. One study found that the possible solutions to gender inequality within the field of public relations could include increasing awareness of the growing diversity within the public relations workforce, and educating them on the changes that still need to be made would encourage a more optimistic opinion among future public relations practitioners. The study suggested starting early, and developing programs that educate future public relation professionals about gender inequality in the workplace in the classroom (Sha, 97).

Harold Burson, one of the founding chairman of Burson Marsteller, believes that the fight for equality in the workplace is “an evolutionary process” and that “much progress has been made but there is still a ways to go.” He believes that within the field of public relations, the largest barrier comes with work-life balance.

A survey given to a random sample of Ole Miss students revealed that gender inequality in the workplace is an important issue to them. In fact, 84%of respondents said that it was a current issue. A significant amount of respondents did not believe that women were equally promoted to men. Also, was a low level of awareness of professional women that suffer from gender inequality and other barriers, besides pay, that women suffer in the workplace. The students know that gender inequality in the workplace is an issue, especially with pay, but they do not know the specifics. Many of the women that were polled reflected anxiety about encountering gender discrimination

in their field. In the survey, when respondents were asked about solutions that could be put in place to eliminate gender inequality in the workplace, the most common answers were equal pay, educating people about the issue and promoting change through empowerment of women and social campaigns.

Chapter V: Integrated Marketing Campaign

After gathering research and discovering insights for this research, an integrated marketing campaign was created in order to increase awareness among Ole Miss students of gender inequality in the workplace as they prepare to enter the professional world. This campaign was not actually implemented. If it were implemented, the researcher would carry out as stated.

**“E X 3”
Educated, Empowered, and Equal**

Current Situation:

Gender inequality in the workplace is an ongoing issue in our society. Despite legislative attempts to mandate equal pay between men and women, unequal pay still exists in the workplace and is the largest barrier women have in the workplace. Other factors such as company culture, communication differences, and work-life balance add to the barriers that reduce the amount of parity between men and women in the workplace.

Currently, 84% of students at the University of Mississippi believe that gender inequality in the workplace is a current issue. As college students who are soon to be entering the professional world, it is important to educate students on specific elements that have led to inequality in the workplace and to empower these future professionals to make a difference. This problem cannot be fixed overnight, but implementing an educational campaign that seeks to increase awareness of this writer’s generation as they move into the workforce can work towards changing it. Targeting the millennial generation for this campaign is important because they are the future leaders for our society. In order to make a lasting impact in the fight for inequality, it is important to start by educating the young. With the “E X 3” campaign, the researcher hopes to educate, empower, and equate college men and women at Ole Miss in the fight for gender equality in the workplace as they prepare to enter their professional careers.

Campaign Goals:

The goal of this campaign is to increase awareness of and educate college men and women about the factors that lead to gender inequality in the workplace. It is just as important to educate these future professionals about the current tools that are already in place to combat gender inequality in the workplace and future solutions that could be implemented as they enter the workplace. Empowering men and women is the second goal of this campaign. In order for there to be a positive movement toward parity, there should be an equal attempt on the sides of both men and women to implement such a change. This is an issue for both sexes to consider. The last goal of this campaign is to equate college men and women in their efforts and desire to reach a higher level of equality as they enter the workforce.

Currently, despite continuing inequality in the workplace, secondary research found few efforts to educate and empower future professionals about it. Students surveyed for the campaign showed they were concerned about this issue, but were not very aware of possible solutions that could be put in place to solve these issues.

Target Publics

- The target publics for this campaign will be undergraduate and graduate students at the University of Mississippi.

Objectives

There will be three objectives to this campaign, as outlined by the title. (1.) The first objective will be to educate Ole Miss students about the factors contributing to gender inequality in the workplace and possible solutions that could be put in place to help eliminate these barriers. (2). The second objective to this campaign is to empower future both professional women and men to create an equal opportunities in the workplace, such as equal promotions and equal access to mentoring networks. (3). The third objective of this campaign is to incrementally raise the level of equality between future professional men and women at Ole Miss who will be entering the work force. Of course, this objective will not be measurable until the target public has graduated and moved into the workplace.

Strategy

The strategy for the “E x 3” campaign will be to educate, empower, and equate Ole Miss students in the fight for gender inequality as they prepare to enter the workplace. The goal is to inspire these future professionals to make concrete commitments to incite an actual change in the fight for gender inequality in the workplace.

Before this type of transformation can happen, the target audience needs to be educated on the issue, empowered to make a difference, and equipped to reach a higher level of parity in the workplace. This campaign will achieve this through the use of multiple media platforms. These platforms include social media, public relations, print, promotional tools, and website content. A series of professional women who have suffered from discrimination in the workplace will serve as spokeswomen for the

campaign. There testimonials will be featured on the campaign's website. The campaign will present a call to action through social media to the target audience. This will inspire the concrete commitments need to create a greater state of equality within the workplace as these college students begin to prepare to enter the professional world.

Key Messages

A campaign needs a few clear key messages to convey to the target public. The ones for this campaign are:

- In the workplace, many women suffer discrimination because of compensation, company culture, communication differences, and work-life balance.
- Women must be confident to ask for promotions and to seek mentors in the workplace. Men need to empower women in the workplace and allow room for change.
- Currently 75% of Millennial women, compared to 57% of Millennial men believe that there should be more work towards equality in the workplace. We must make male and females care equally about this issue in order to make a difference.

Slogan

“Be Educated, Empowered, and Equal in the fight for gender inequality in the workplace.”

Spokesperson

For the “E x 3” campaign, two well-known female professionals will asked to be spokespeople. Each spokesperson will have a videoed interview about his or her experience with gender inequality in the workplace on the campaign's website. The first spokesperson for this campaign will be Emma Watson, a promoter of the He for She

campaign, which seeks to create a higher level of gender equality around the world. Watson will help address the first and third objectives of educating these future professionals on the current level of gender inequality in the workplace and proposed solutions that could be put in place to help eliminate it. Watson is a large proponent of working toward a larger global effort of gender inequality. The second spokesperson, Sheryl Sandberg, author of the book *Lean In*, will address the second objective of empowering the target audience to create opportunities in the workplace for change. Sandberg is currently the chief operating officer of Facebook.

Logo



Colors

The only color that will be present in this campaign is purple. Purple is the color for gender equality.

INTEGRATED MARKETING COMMUNICATION TACTICS

Public Relations

Event One: A Conversation with Emma Watson

This event will take place at the Overby Center at the University of Mississippi. Emma Watson will speak to a select group of students on stage in front of a large crowd. The students on stage will help facilitate the discussion by asking questions. These students will be selected through an Instagram competition. Students will be encouraged to post a picture and state why they are promoting the “E x 3” campaign. Through this competition, four students will be selected to help facilitate the student panel. The topic of discussion will be current statistics, such as compensation, on gender inequality in the workplace. Emma Watson will also provide possible solutions these students can help bring into their workplace.

Event Two: Empower Hour hosted by Sheryl Sandberg

This event will be held at the Oxford Convention Center. Sheryl Sandberg, along with other professional women, will mentor college students in small groups about the use of empowerment in the workplace. Sandberg will give a twenty-minute opening speech about her book *Lean In*, and her experiences of gender inequality in the workplace. The rest of the forty minutes will be for the Sandberg and twelve other professional women to speak with students in groups of 5-8 about empowering each other (co workers, male and female) in their future workplaces.

Website

The campaign website will serve as the main source of information for the campaign. Video interviews with spokespersons Emma Watson and Sheryl Sandberg will be visible on the main page. The objectives of the campaign will also be visible. Visitors will be able to access Instagram, Twitter, and Facebook accounts from the website. On the website, there will also be a text box where visitors can submit concrete commitments they have done to spread awareness of gender inequality in the workplace. Their commitments could be shared on the campaign's social media accounts. The website will also contain a list of events for the campaign. The entire text of the campaign will also be available on the website.

**The website's homepage can be found in the Appendix*

Social Media

Instagram- The Instagram account for this campaign will post picture of the ads for the events and the flyer. The account will also feature pictures that Ole Miss students have submitted in support of the campaign. The students must use #Ex3 in order to be considered for the "A Conversation with Emma Watson" event. The Instagram account will be @Ex3campaign.

Twitter-The twitter account for this campaign will tweet any posts from the Instagram and Facebook accounts. The twitter account will also be used to start conversations with the students about their thoughts on gender inequality in the workplace. Students who tweet about their concrete actions and support towards the campaign will be retweeted. The twitter account will be @Etimes3campaign

Facebook Each spokesperson will have their bio on the Facebook page. Ole Miss students are encouraged to “like” the page in order to spread awareness of the campaign. The Facebook page will also be used to post pictures of Ole Miss students and their support for the “E x 3” campaign. The Facebook page is “E x 3 Campaign”.

Print

There will be a printed ad for each event to go into the Daily Mississippian, the student newspaper at the University of Mississippi. Also, a flyer will be made with the schedule of events and the social media accounts.

**Both ads and the flyer can be found in the Appendix*

Mass Media

For mass media there will be:

- A news release for “A Conversation with Emma Watson”
- A news release for “Empower Hour hosted by Sheryl Sandberg”
- A media advisory for each event
- Media kits containing bios and photos of the speakers
- A fact sheet on facts about gender inequality

** News Release for “A Conversation with Emma Watson” and the fact sheet are available in the Appendix*

Promotional

A newsletter will be sent out via email to the Ole Miss students, explaining what the “E x 3” campaign is about. This newsletter outlines the events as well.

**A copy of the newsletter can be found in the Appendix*

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APPENDIX

Survey Questions

This survey is to measure Ole Miss students' awareness of the issue of gender inequality in the workplace. Please answer the following questions regardless of your gender.

1. What is your gender?

Male
Female

2. What is your classification?

Freshman
Sophomore
Junior
Senior
Graduate Student
Other

3. In what field do you plan on working in/currently work in?

Business or Financial
Architecture or Engineering
Community or Social Service
Legal
Education
Arts
Healthcare
Food Preparation and Serving
Building and Grounds Cleaning
Sales
Agricultural
Construction
Production
Transportation
Other

4. In the workplace, do you feel that men and women are treated equally?

Yes
No
Sometimes

5. Are you aware of the term “glass ceiling?”

Yes

No

6. If yes, do you know any professional women or minorities who have had an issue with the glass ceiling?

(open answer)

7. Women are paid 78 cents to the dollar. Did you know this?

Yes

No

8. Out of the top paid 200 CEOs, only 11 are women. Did you know this?

Yes

No

9. If you are a woman, please answer this question. Are you concerned that you may face gender inequality in your career?

(open answer)

10. Do you believe women at work are promoted at work equally to men?

Yes

No

Don't know

11. Do you think gender inequality in the workplace is a current issue?

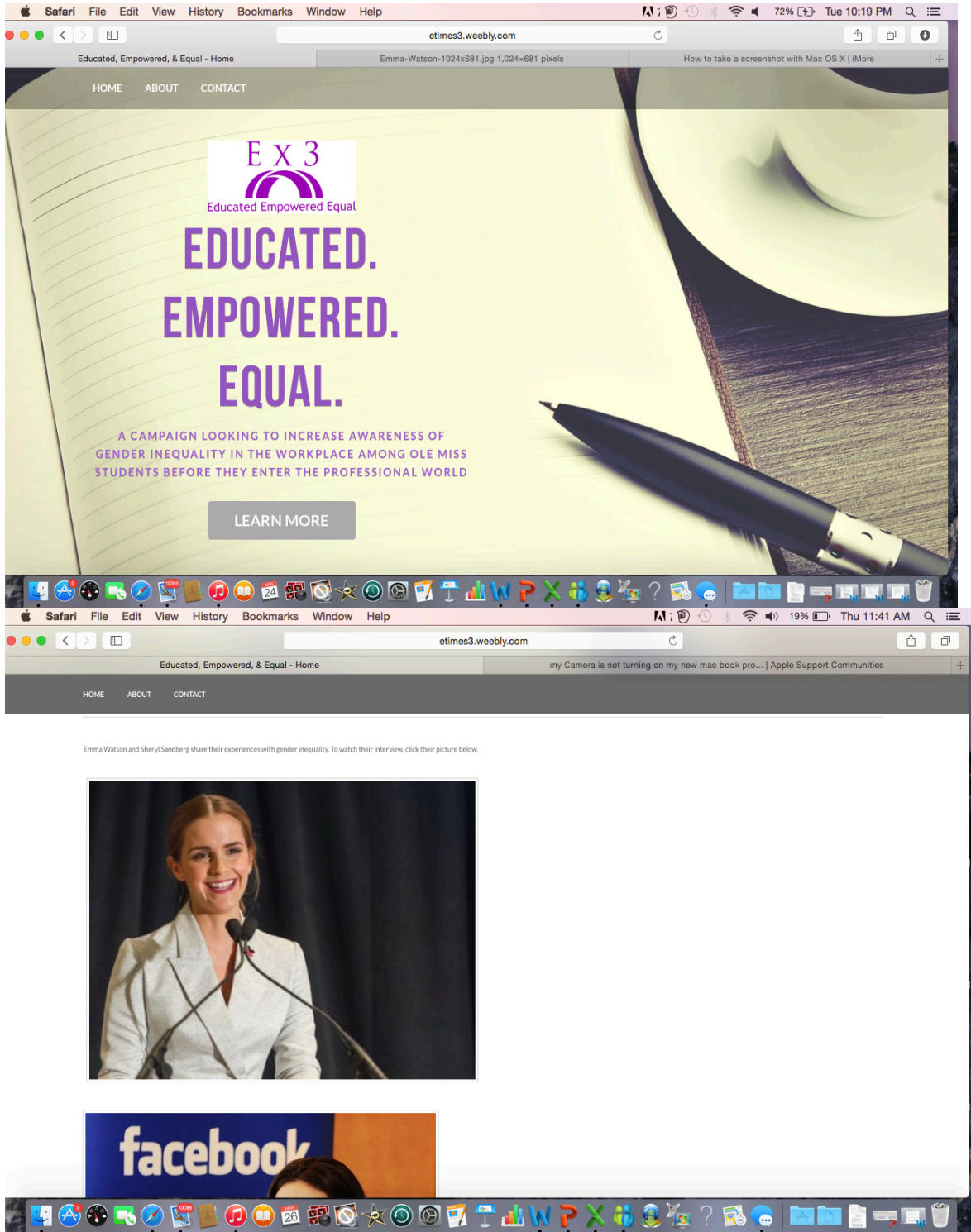
Yes

No

12. What do you think of some of the solutions to gender inequality may be?

(open answer)

Website for "E x 3" Campaign





Safari File Edit View History Bookmarks Window Help 19% Thu 11:41 AM

etimes3.weebly.com


Educated, Empowered, & Equal - Home my Camera is not turning on my new mac book pro... | Apple Support Communities

HOME ABOUT CONTACT



CREATE A FREE WEBSITE

POWERED BY weebly



Ads

“A Conversation with Emma Watson on Gender Inequality”

**Photo from Google Images*



Ole Miss Students, Join Us For:
**“A Conversation with Emma Watson
on Gender inequality”**

When? Thursday, April 9th at 7:00 p.m.
Where? Charles Overby Center



The advertisement features a photograph of Emma Watson smiling at a podium with microphones. The text is overlaid on the right side of the image. In the bottom right corner, there is a purple logo with the letters 'EX3' and the tagline 'Educated Empowered Equal' below it.

“Empower Hour” with Sheryl Sandberg

**Photo from Google Images*

Join Us for:

**“EMPOWER HOUR”
with Sheryl Sandberg**

Friday, April 10th at 3:00 p.m.
at the Oxford Convention Center

***Hear about Sheryl’s newest book *Lean In*, and learn how we can
better empower each other to be equal in the workplace***



“E X 3: EDUCATE EMPOWER & EQUATE”

ARE YOU READY?

For the “E x 3” campaign? The “E x 3” campaign is an integrated marketing campaign targeted towards raising awareness of gender inequality in the workplace among Ole Miss students in order to prepare them before they enter their professional careers. In a survey that polled Ole Miss students on their current level of awareness of gender inequality in the workplace, 84% of respondents said that it was a current issue.

The campaign has three objectives. The first objective will be to educate Ole Miss students about the barriers caused by gender inequality in the workplace and possible solutions that could be put in place to help eliminate these barriers.



Pictured here is the Lyceum, one of the oldest buildings at the University of Mississippi.

The second objective to this campaign is to empower future both professional women and men to create an equal opportunities in the workplace, such as equal promotions and equal access to mentoring networks.

The third objective of this campaign is to incrementally raise the level of equality between future professional men and women at Ole Miss who will be entering the work force.



To accomplish these objectives, this campaign will be promoted through multiple media channels and events. There will be two spokespersons, Emma Watson, who has recently launched the worldwide “He for She” campaign, and Sheryl Sandberg, the author of the book *Lean In*. Each spokesperson will be hosting an event in the Oxford area. We want you to be a part of this great movement. The first event is “A Conversation with Emma Watson” and will be held in the Overby Center on Thursday, April 9th. A select group of students will be invited to ask Watson questions after the program. These students will be chosen based upon an Instagram competition. The student who posts the best picture of why they support the “E x 3” campaign on Instagram and #Ex3 will get this opportunity. There will be four selected.

The other event will be held the following day, April 10th at the Oxford Convention Center. This event is called “Empower Hour with Sheryl Sandberg.” Professional mentors will be available to share their experiences with gender inequality in the workplace. In order to create a larger commitment to creating a more equal setting as our generation enters the professional world, we are asking that the students take concrete actions to achieve this. Please share your commitments on social media and use the #Ex3 so we can retire your accomplishments.

“E x 3”

Educated, Empowered, & Equal

A campaign for gender equality in the workplace

Recently, 225 Ole Miss students were polled about gender inequality in the workplace. Eighty-four percent believed that this was a current issue. This campaign is designed to spread awareness of gender inequality in the workplace to Ole Miss students as they begin to enter their professional careers. Reaching a higher level of equality begins with our generation. We must commit to a higher level of parity through our thoughts and actions.

How can you be a part of this great movement?

1. Follow us on **Social Media:**

Instagram @Ex3campaign

Twitter @Etimes3campaign

Facebook “E x 3 Campaign”

*Post your photos or words of support, tag the accounts above, and don't forget to use #Ex3campaign for a chance to be shared by our social media sites

2. Come to our Events

Thursday, April 9th - “A Conversation with Emma Watson”

Friday, April 10th - “Empower Hour with Sheryl Sandberg”



University of Mississippi

408 Park Lane
Oxford, MS, 38655
Phone: (725) 555-0125
Fax: (725) 555-0145
Lewalke3@go.olemiss.edu

News Release for “A Conversation with Emma Watson”

University of Mississippi

University, MS 38655

Embargo until: March 23, 2015

Media Contact: Lauren Walker

Email: lewalke3@go.olemiss.edu

“A Conversation with Emma Watson”

Come learn about gender inequality and join us for a discussion!

Oxford, Miss- “A Conversation with Emma Watson” is a student panel held by the University of Mississippi as part of their “E x 3” campaign. This event will be held on Thursday, April 9th, 2015 at 7:00 p.m.

This student panel is a part of the University’s “E x 3” campaign, which seeks to increase awareness of gender inequality among Ole Miss students as they prepare to enter the professional world by educating, empowering, and working toward equality on this issue. This event is the first of the two events planned for the “E x 3” campaign.

This student panel will be held at the Overby Center in the Meek School of Journalism. The event is free and open to the public. Four students will get the chance to join Emma Watson on stage to help lead the discussion on gender inequality. These students will be chosen through a competition on the campaign’s Instagram account. Students are encouraged to post a photo showing their support for the “E x 3” campaign, and to use the #Ex3 for a chance to be on stage.

-MORE-

Conversation, p. 2

The University of Mississippi is excited to have Watson help support this campaign. Watson has been a part of the worldwide campaign “He For She,” which seeks the support of males in the fight for gender equality all over the world. Her experience on this issue will give students good insight as they move into their professional careers.

“A Conversation with Emma Watson” will be streamed live to the campaign’s website. After the discussion, members of the audience are encouraged to ask questions. Watson will also be interacting with students on the campaign’s Twitter account to answer any questions after the event is over.

For more information, contact Lauren Walker at 601-613-3592, or at lewalke3@go.olemiss.edu. Visit the campaign’s website at www.etimes3.com

-END-

ABOUT THE UNIVESITY OF MISSISSIPPI

The University of Mississippi is alive with a history of leadership and excellence that chronicles the development of the state and its people. Known affectionately as Ole Miss, Mississippi’s flagship university has helped improve life for all Mississippians through its missions of education, research, and service for more than 160 years, achieving many firsts and noteworthy accomplishments along the way.

FACT SHEET

- 84% of students at Ole Miss that were surveyed believe that gender inequality is a current issue
- 58% of students at Ole Miss that were surveyed said they are worried about facing gender discrimination in their field in the future
- 59% of the students at Ole Miss that were surveyed believed that women were not promoted equally to men in the workplace
- The most common proposed solution in the survey for this issue was equal pay and equal pay legislation
- 75% of Millennial women, compared to 57% of Millennial men believe that there should be more work towards equality in the workplace.
- The ratio of women's and men's median annual earnings was 78.3 percent for full-time/year round workers in 2013
- If “the pace of change in the annual earnings ratio continues at the same rate it has since 1960, it will take another 45 years, until 2058, for men and women to reach parity.”
- Out of the top 200 highest paid CEOs, only 11 were women in 2014.
- The field of public relations is 67% women, yet men still make more