Fostering Belonging:

DIVERSITY, EQUITY, INCLUSION & BELONGING ORGANIZATIONAL INITIATIVES AT SWE

swe
Society of Women Engineers

SWE DIVERSITY,
EQUITY, INCLUSION,
AND BELONGING

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A Message from SWE's FY24 President and Executive Director & CEO

Dear Members and Partners,

We are proud to share our second annual Diversity, Equity, Inclusion, and Belonging (DEI&B) report from the Society of Women Engineers (SWE). This year's report focuses on SWE's efforts toward fostering a culture of belonging and marks a significant milestone in our dedication to fostering an environment where everyone feels included in the SWE community.

The work demonstrated through this report shows our progress while recognizing that our journey is ongoing. Our DEI&B efforts are reinforced through several key groups, including from our board of directors, executive staff, HQ staffing structure, and volunteer engagement. These efforts are also visible in SWE's current strategic plan for FY23 (2022-2023) through FY27 (2026-2027). The goals of this current strategic plan are as follows:

- **Advocacy & Collaboration:** SWE will expand access for, and strengthen inclusion and retention of, girls and women in engineering and technology.

- **DEI&B:** SWE will champion intersectional diversity within engineering and technology and model an inclusive and equitable environment.

- **Global Community:** SWE will be a global, inclusive community, empowering women in engineering and technology from all locations and life stages.

- **Growth & Excellence:** SWE will be the global authority on and a resource for women in and aspiring to careers in engineering and technology to develop their talents, personally define success, and achieve excellence throughout their life journeys.

The leadership at SWE believes that without DEI&B efforts being reinforced at each area of the organization, our efforts will not succeed. To that end, our DEI&B work is institutionalized throughout SWE and is informed through both external and internal inputs and needs assessments. During FY22 (2021-2022), we conducted two needs assessments that have helped in identifying goalposts and areas for improvement that drove much of our work in FY23 (2022-2023) and will shape our work for the years to come.

External Assessment — Evaluating Perceptions & Experienced Realities by Members
SWE partnered with McKinley Advisors to conduct a thorough gap analysis of our diversity, equity, and inclusion as experienced by members. Specifically, this assessment sought to identify systems and structures that limit or prohibit our efforts in DEI&B at both the member and governance level. During this analysis, we examined numerous data sources, including member surveys, focus groups, and stakeholder interviews. McKinley provided two sets of recommendations:

- **Member-Focused Recommendations:** Evaluate and reduce the administrative burden to volunteer roles, emphasize the impact on the profession, track inclusion and belonging data, incentivize with recognition and rewards, and strengthen and promote partnerships with affiliate organizations.

- **Governance Recommendations:** Engage external organizations in recruitment for special director roles, revisit DEI values in leadership competency and position descriptions, explore opportunities to minimize bias from the nomination and selection process, share evaluation rubric and application feedback during leadership nomination process, and integrate gender-neutral pronouns in communications.

Internal Needs Assessment — Reviewing Our Resources & Capacity to Effect DEI&B Change

With a careful review of the DEI recommendations from McKinley Advisors, Nicola Mohan (she/her), SWE's DEI&B program manager, set out to conduct a gap analysis to identify the resources and capacity we have to achieve key recommendations, develop our offerings, and continue to evolve as an organization that values DEI&B at every level. It is with our sincerest gratitude that we offer our thanks to her for her deep expertise in this area and her engagement with our members and leaders. These identified gaps and corresponding strategies guide our efforts to create a more inclusive and diverse engineering community.

Our current DEI&B efforts are institutionalized throughout SWE; however, we recognize the horizons of this work must always expand and adapt as our needs and learning evolve. These efforts are informed through external and internal assessments, driven by our current strategic plan, and acted upon each year by the SWE president through their annual operational plan, which guides SWE's actualization of our strategic plan and our day-to-day work.

This report provides key updates on the core recommendations of McKinley as prioritized by our board of directors and the gap assessment conducted by Mohan. To that end, we've organized our progress in the following categories:

- **Broadening the Scope of Data Analysis**

- **Creating a Sense of Belonging at All Levels**

- **Cultivating a Culture of Accountability and Transparency**

- **Influencing Change Through Advocacy**

Within this report, you will find essential data, including demographic information and key performance indicator metrics that can be shared. We have also compiled all SWE DEI&B resources into a centralized location, ensuring convenient access to valuable tools, guides, and materials.

Thank you for being an integral part of the SWE community and for contributing to our shared vision of a more diverse, equitable, inclusive, and supportive engineering industry.

With sincerest appreciation,

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Disclaimer: Everything described in this report represents SWE's authentic work and data. SWE used generative AI to assist with first drafts of various portions of this report. Segments that relied on generative AI for drafts were carefully reviewed and edited by multiple individuals. Less than 20% of the content of the final draft was originally written with the assistance of generative AI. No confidential data, including member data, was provided to a generative AI device in crafting this report.

Broadening the Scope of Data Analysis

To understand our collective DEI&B efforts, it is crucial that we track and understand segmented groups at SWE that are beyond traditional data points. By broadening the scope through analyzing data points of key subsets of our membership (including ethnic identity, gender identity, LGBTQ+ community belonging, global location, and disability status), we can identify disparities and implement targeted strategies to foster a more diverse and inclusive environment.

Creating a Sense of Belonging at All Levels

Fostering a sense of belonging for all is essential to attract, retain, and empower folks to have a community at SWE. By promoting an inclusive and supportive culture at all levels, from leadership to individual members, we seek to empower a member community in which everyone is valued and respected for their unique contributions.

Influencing Change Through Advocacy

Advocating to impact broader change within the engineering community and the larger world is critical. By actively engaging with policymakers, industry leaders, and other stakeholders, we advocate for policies and practices that advance inclusion of women and girls. By leveraging our collective voice, we can address systemic barriers and biases, creating a more equitable and diverse landscape that benefits not only women engineers but also the entire profession.

Cultivating a Culture of Accountability and Transparency

Promoting accountability and transparency within SWE puts us on a path to ensure DEI&B efforts are not merely superficial gestures but are deeply ingrained in the organization's values and practices. By setting clear goals, establishing measurable objectives, and openly communicating progress and challenges, we seek to foster greater trust within our larger community.

Broadening the Scope of Data Analysis in DEI&B

We have taken significant steps to broaden the scope of data in our DEI&B analysis. Through strategic partnerships and data standardization, we have streamlined the collection of key demographic information across all programmatic areas. This inclusive approach allows us to gain a comprehensive understanding of our membership, considering unique experiences and needs within our diverse community. Additionally, we have introduced key performance indicators (KPIs) that evaluate progress and impact through various lenses, ensuring a more nuanced assessment of our efforts. Our commitment to broadening the scope of data empowers us to make informed decisions, tailor initiatives, and foster a more equitable and inclusive engineering industry for all.

Employ Demographic Language Consistency

Terminology Shifts from D&I to DEI to DEI&B

The transition from using the term "D&I" (Diversity and Inclusion) to "DEI" (Diversity, Equity, and Inclusion) and eventually to "DEI&B" (Diversity, Equity, Inclusion, and Belonging) reflects a progressive evolution in the approach to addressing issues of diversity and inclusion at SWE. Each step in this transition signifies an increasing recognition of the complexity and depth of the challenges faced in creating an inclusive environment.

D&I (Diversity and Inclusion): Initially, we focused on recognizing and celebrating diversity in all its forms within SWE. Diversity encompasses the differences in gender, race, ethnicity, age, background, and other individual characteristics. Simultaneously, we placed the emphasis on fostering an inclusive culture in which all in our community felt welcome and respected, regardless of their unique backgrounds.

DEI (Diversity, Equity, and Inclusion): In 2020, as SWE continued its commitment to fostering an inclusive environment, we adopted the term DEI to emphasize the importance of addressing equity in addition to diversity and inclusion. Equity refers to the fair and just treatment of all individuals, recognizing that different people may require different support and resources to have an equal opportunity to succeed. This shift signified a deeper understanding that true inclusion requires actively dismantling systemic barriers and providing equitable opportunities for everyone. SWE also updated its DEI statement in 2021. Find additional information [here](#).

DEI&B (Diversity, Equity, Inclusion, and Belonging): After a DEI survey and strategic plan in 2022, SWE added the term "Belonging" to the acronym, signifying a further advancement in SWE's approach to diversity and inclusion. While diversity, equity, and inclusion are critical aspects, it is essential to go beyond representation and policies to create a genuine sense of belonging for every member of the organization. Belonging means cultivating an environment in which individuals feel valued, accepted, and empowered to bring their authentic selves to the table. It requires creating spaces where individuals can contribute fully and meaningfully, knowing that their voices are heard and respected.

The shift from D&I to DEI to DEI&B reflects SWE's continuous journey toward deeper understanding and action in fostering a diverse, equitable, inclusive, and truly welcoming community for all its members. By embracing these principles, SWE not only strengthens its organization but also sets an example for the engineering profession and beyond, fostering positive societal change by championing diversity, equity, inclusion, and belonging.

Standardizing Data at SWE

Starting in FY20 (2019-2020), SWE partnered with inQUEST Consulting to conduct a thorough analysis of our demographic data, including the questions we asked, where and when we asked these questions, and the answers we allowed those in our community to select. The objective was to enhance SWE's understanding of its membership and key programmatic points, while aligning with our organizational values and forward-thinking goals related to our DEI&B efforts.

Through this partnership, we collaboratively designed and implemented a streamlined process for data collection. This process aimed to ensure consistency and accuracy in gathering demographic information across various aspects of SWE's programs, including membership, conferences and events, awards programming, scholarships, and leadership pipeline.

As a result, in FY21 (2020-2021), SWE successfully standardized the collection of the following key data points across all programmatic areas:

- **Gender identity**
- **LGBTQ+ identity**
- **Language**
- **Level of education**
- **Education affiliation**
- **Employment status**
- **Employer type**
- **Pronouns**
- **Ethnicity**
- **Age**
- **Technical discipline**
- **Country and state**
- **Years of experience**
- **Employer size**

Standardizing data points is a long process and demonstrates our overall commitment to establishing a data framework that will allow the organization to make informed decisions in the process. From this work, in FY22 (2021-2022), SWE could report consistently on the existing KPI metrics set. HQ also set new Board & Senate (our core leadership groups) KPI metrics that aligned with the new four-year strategic plan developed that year. In FY23 (2022-2023), we established the first baseline data sets for the KPI dashboard that aligned with the current strategic plan with the new metrics from standardized language.

Throughout all of this, we sought to foster a more comprehensive and nuanced understanding of our membership. This data will inform our decision-making processes, program development, and initiatives, allowing us to create more inclusive and tailored experiences for our diverse community.

We are committed to leveraging this data to drive meaningful change, advance equity and inclusion, and ensure that SWE remains at the forefront of promoting diversity in engineering and technology fields.

Gender Inclusivity & Removing Gender–Binary Language

As a women's organization, we strive to be true to our mission and recognize much of our work as women-oriented while being inclusive of others. In 2021, the board of directors passed a new Diversity, Equity, and Inclusion Statement, which extended SWE's view of diversity in multiple directions and explicitly welcomed nonbinary and gender-expansive persons, while still defining SWE as a woman-oriented space.

SWE is dedicated to promoting consistency in demographic language and ensuring that we do not assume a gender binary and that we use gender-neutral pronouns when appropriate. We officially recognize and honor all self-identified gender identities. We allow people to self-describe their gender identity when they prefer

In part, the DEI statement reads:
"SWE recognizes and values the intersections of our members' unique characteristics including, but not limited to: ethnicity, race, culture; sexual orientation, gender, gender identity, gender expression; age; differences in ability; immigration status, nationality, national origin; education; socio-economic status; family structure; military/veteran status; religious/non-religious beliefs.

"SWE respects that gender is a continuum. Everyone is welcome to join SWE as a member. Our programs are focused on those who want to be in a woman-oriented space, and we welcome individuals who identify as non-binary or gender expansive who are comfortable in such an environment."

to do so. We recognize the importance of creating an inclusive environment in which individuals of all gender identities feel seen and respected. To this end, we have developed a set of strategies:

Language Updates: We are actively updating language in various areas across SWE to ensure inclusivity and accuracy. This includes revising documentation, publications, and communication materials to include nonbinary gender language. Specifically, while much of our programming is targeted to women and girls, we do not want to discuss this gender in such a way that is not respectful to other gender identities.

Pronoun Usage: We strongly encourage the use of pronouns in SWE publications and during SWE events. At our events, we regularly print pronouns of individuals on their name badges. By normalizing the practice of sharing pronouns, we aim to create an inclusive space in which individuals can express their gender identity comfortably.

Eliminating Gender Binary References: We are actively working to remove references to gender as a binary. By adopting a more inclusive approach, we create a space in which all individuals, regardless of their gender identity, can thrive and contribute to SWE.

Through these strategies, SWE aims to foster a welcoming and inclusive environment in which individuals of all gender identities are recognized, respected, and valued. We are dedicated to ensuring that our language and communications reflect our commitment to diversity, equity, inclusion, and belonging. By embracing gender-neutral language and eliminating assumptions, we create a more inclusive culture within our organization and advance the broader goals of equality and belonging.

Increase Tracking of Inclusion & Belonging Data

To complement the most recent strategic plan for 2023-2027, SWE HQ introduced a set of KPIs not only in the aggregate but also by key demographic subsets (ethnic identity, belonging in the LGBTQ+ community, gender identity, disability status, and global location). The board of directors and senate look at these KPI metrics and share the public-facing metrics. This inclusive approach aims to ensure that SWE's assessment of progress and impact considers the unique experiences and needs of different subsets within the engineering community.

The KPIs that SWE leadership now examines on an annual basis encompass various lenses, reflecting the organization's dedication to DEI&B. These lenses include:

- **Global Reach:** Tracking SWE's impact and engagement on a global scale, recognizing the importance of fostering diversity and inclusion in engineering communities worldwide.

- **Belonging:** Assessing the sense of belonging experienced by SWE members, particularly focusing on belonging at events and at the local level.

- **Mentoring:** Evaluating the effectiveness and reach of SWE's mentoring initiatives in supporting the personal and professional development of members from diverse backgrounds.

- **Membership Diversity:** Monitoring the diversity within SWE's membership base, including demographic representation and the engagement of individuals from underrepresented groups.

- **Section/Affiliate Leader Diversity:** Examining the diversity of leaders within SWE's sections and affiliates, aiming to foster inclusive leadership at the local level.

- **Awardee Diversity:** Tracking the diversity among recipients of SWE awards, recognizing and celebrating achievements across diverse individuals and groups.

- **Society-Level Leadership Diversity:** Assessing the diversity within SWE's society-level leadership, promoting inclusivity and representation in decision-making roles.

- **Thought Leadership Index:** Measuring SWE's impact in advancing thought leadership on diversity, equity, inclusion, and belonging within the engineering industry.

- **Net Promoter Score:** Evaluating member satisfaction and loyalty to SWE, serving as an indicator of the organization's effectiveness in meeting member needs.

- **Satisfaction:** Assessing overall member satisfaction with SWE's programs, resources, and initiatives.

- **Perceptions of SWE Diversity & Inclusivity:** Gathering feedback on member perceptions of SWE's efforts to foster diversity and inclusion, ensuring continuous improvement and accountability.

- **Member Activity:** Tracking member actions in utilizing SWE content for self-advocacy, influencing employers and policies, and promoting diversity and inclusivity within the engineering field.

- **Member Engagement Score:** Measuring the level of engagement and active involvement of SWE members in the organization's initiatives and activities.

- **Content and Resource Usage:** Assessing the utilization and impact of SWE's content and resources in promoting diversity, equity, inclusion, and belonging within the engineering community.

By monitoring these KPIs through an inclusive lens, SWE aims to drive progress; ensure accountability; and create a more diverse, equitable, and inclusive engineering industry. Appendix II contains a link to a segment of our KPI metric dataset.

Creating a Sense of Belonging at All Levels

We recognize the significance of fostering a strong sense of belonging within our community, ensuring that each member feels valued, included, and connected. To achieve this, we have developed a comprehensive plan centered on learning, understanding, and responding to the sense of belonging within SWE. SWE promotes an environment in which experiences in engineering careers are discussed, accomplishments are highlighted, and diversity in SWE leadership is supported.

Provide a Sense of Belonging

At SWE, we are committed to fostering a sense of belonging within our community and ensuring that every member feels valued, included, and connected. Understanding and addressing the factors that contribute to a sense of belonging is a top priority. To achieve this, we have developed a comprehensive plan focused on learning, understanding, and responding to the sense of belonging within the SWE community. Here are the three key initiatives we are implementing:

Assessing Sense of Belonging: We have incorporated questions in our membership surveys and major events to gather data on each individual's sense of belonging. By analyzing this data, we aim to gain insights into the experiences and perceptions of our members, allowing us to identify areas for improvement and implement targeted strategies.

Strategic Commitment to Belonging: We have made a significant step by including the term "belonging" in our strategic plan. This demonstrates our dedication to creating an environment in which everyone feels a strong sense of belonging. We are developing operational plans that outline specific actions and initiatives to support and enhance the meaning of belonging within SWE.

Culture Study and Member Survey: We understand that our organization's culture plays a vital role in shaping the sense of belonging among our members. In conjunction with our member survey, we conducted a comprehensive culture study that examined SWE's cultural values and their alignment with the values of our members. This study provides valuable insights into areas in which our culture can be strengthened to foster a greater sense of belonging for all members.

By undertaking these initiatives, we are actively working toward deepening our understanding of belonging and taking concrete steps to enhance the SWE experience for every member. We are committed to creating an inclusive and supportive community in which everyone feels a strong sense of belonging, and we appreciate the continued support and engagement of our members in this journey.

Results From SWE's FY23 (2022-2023) Member-Focused Culture Study

As noted, the SWE board of directors initiated a culture study on the recommendation of the McKinley Advisors consulting group, who conducted an all-member DEI survey in FY22. Culture at SWE is defined as the norms, customs, and behaviors experienced by members. SWE promoted the FY23 (2022-2023) Member-Focused Culture Survey in conjunction with its all-member FY22 (2021-2023) survey to understand how SWE members perceived and experienced the SWE culture against critical cultural values at SWE. Data was collected October 1 to 31, 2022. The survey resulted in 587 respondents, securing a 98% confidence level with a 4% margin of error. The FY23 Culture Study asked members to identify SWE's espoused values and desired values with a subsequent analysis to gauge how these two value sets aligned for members.

Members reported a strong alignment between SWE's core values and the values they experience and desire to experience within the culture at SWE. Diversity is a prominent current value in SWE's culture, and members from most of the world rank diversity as the number one descriptor of SWE culture. While SWE recognizes this as a tremendous achievement for any group, we also recognize that further analysis is needed within underrepresented subsets to determine how equitably a positive culture is experienced across the membership.

Areas of Growth:

1. **SWE needs to focus on the experiences of members across underrepresented groups in SWE to ensure members equitably experience SWE's positive culture.**

2. **While diversity was highlighted as both a current and espoused SWE value by members, opportunities remain to advance DEI&B within SWE.**

3. **Members want to see a reduction of bureaucracy across the organization.**

4. **While there is strong alignment between the current values experienced by members and SWE's organizational values, there is a need to increase the value alignment with SWE's volunteer leadership.**

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Read Our Action Plan and Download the Full FY23 Member-Focused Culture Study Results Here >>>

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Leveraging Our History to Inspire Our Future

This past year, SWE's archivist, Troy Eller English, thoroughly reviewed SWE's historic diversity and inclusion practices and compiled them into a multimedia presentation that is available in print and digital form in a publication titled "What's Past Is Prologue: The Future Is Ours to Write," published in the spring edition of SWE Magazine. As Eller English says, "Key moments in SWE's history of diversity, equity, and inclusion shed light on today's issues. Exploring these accounts illuminates the way forward."

The importance of this analysis cannot be understated, and we are pleased to reprint a selection of the content here:

"The foundations of historical research are built with primary source documents: the letters, meeting minutes, publications, photographs, interviews, and other recorded information that provide contemporary, firsthand evidence of an event, person, place, or time. The primary documents in the Society of Women Engineers' archives,

housed at the Walter P. Reuther Library at Wayne State University in Detroit, are vast in size and robust in informational content and historical context. By perusing those documents, reflecting on the issues past leaders and members faced, considering how they responded, and studying the outcomes, the Society can learn from its past to more clearly chart its path forward into the future.

The current discussions and debates within SWE about diversity, equity, and inclusion are echoes of its past. In reviewing the Society's history, there are times when the organization lived up to its ideals and times when it fell short; times when the path forward was clear, and times when it was complicated. Ultimately, the primary documents SWE leaders and members created and left behind, from decades ago and just last year, provide counsel and guidance to the leaders and members of today and of years to come as the Society contends with social change."

Aileen Fong Shane, SWE's first Asian American member, sits with other founding members on the ground in the second row at the far left at The Cooper Union's "Camp Green" on May 27, 1950.

"SWE's path toward improved diversity, equity, inclusion, and belonging (DEIB) has been described as a journey. That journey began at the Society's founding meeting on May 27, 1950. Among those present was Aileen Fong Shane, a test engineer in the Curtiss-Wright Aeronautical Division and a first-generation Chinese American. Although she never particularly thought of or represented herself as a trailblazer, Shane was SWE's first Asian American member and became the first to sit on its board of directors."

"Two years later, in 1952, SWE welcomed its first Black member. Yvonne Young Clark graduated from Howard University in 1951, becoming the first woman there to receive a mechanical engineering degree. She completed an application for SWE membership on Feb. 10, 1952, and, as her son Milton Clark explained in a 2022 episode of the 'Lost Women of Science' podcast, attached her portrait to the application to ensure SWE understood that she was Black."

"SWE leaders were concerned the Society would be viewed as a women's social club, however, and so concentrated on establishing a professional image within the larger engineering community. As such, the membership committee was singularly focused on applicants' engineering qualifications. Clark's membership was approved on March 30, 1952, and she joined the Philadelphia Section."

Read the remainder of the story to learn more about SWE's complex yet dedicated history with cultivating a place where all can belong. We recognize that our journey is not a linear path and reaffirm our commitment to living into a future that fully embodies DEI&B.

SWE's Advance Learning Center

SWE's online Advance Learning Center provides free training to all members and empowers women to succeed at every stage of their personal development and professional careers. We support the recruitment, retention, and advancement of women in engineering through career resources, professional development, and one-to-one networking opportunities through live and online learning.

SWE is accredited by the International Association for Continuing Education and Training (IACET). SWE complies with the ANSI/IACET Standard, which is recognized internationally as a standard of excellence in instructional practices. As a result of this accreditation, SWE is authorized to issue the IACET CEU.

Managing Bias Training for Society Leaders

SWE consists of numerous volunteer leaders who set an example for not only the SWE member community but also SWE's partners, sponsors, and external stakeholders. In an effort to equip our leaders with the necessary tools to promote a sense of belonging and inclusion, SWE has implemented trainings that exemplify the SWE Core Values and adhere to the Member's Code of Conduct.

Beginning in in FY24 (2023-2024), the board of directors, board of trustees, senate, and committee chairs are required to take the below modules by the end of calendar year 2023. Below are the required trainings selected SWE leaders are taking:

Required Module: Preventing Harassment & Discrimination		
Preventing Harassment & Discrimination 35 minutes	**Managing Bias** 20 minutes	**Diversity & Inclusion** 30-40 minutes

Module: https://advancelearning.swe.org/courses/47891

SWE Affinity Groups

The SWE Affinity Groups (AGs) mission is to bring together communities that share similar interests and backgrounds that support the diversity, equity, inclusion, and belonging (DEI&B) strategic goals of SWE. Overall, the SWE HQ staff actively supports affinity groups by providing assistance in event planning, marketing efforts, DEI&B consultation, financial matters, and streamlining the onboarding process for new AGs. Their involvement helps strengthen the AGs and promotes effective collaboration within SWE.

The goals of the AGs are as follows:

- **Develop a sense of community in the affinity groups fostering an inclusive environment where people discuss experiences in their engineering career, online and offline.**
- **Provide professional development opportunities enabling and sponsoring leadership experiences, networking, and mentorship.**
- **Empower members through highlighting accomplishments and supporting diversity in the SWE leadership pipeline, awards, and scholarships.**

The 21 SWE affinity groups are organized into the following groups:

DIVERSITY, EQUITY, INCLUSION & BELONGING		
African-American		**Indigenous Peoples**
Asian Connections		**Latinos**
DisAbility Inclusion		**LGBTQ+ and Allies**
HeForSWE		**Military & Veterans**

CAREER STAGES		
Community Colleges		**Early Career Professionals**
First-Generation Students and Professionals		**Mid-Career Professionals**
GradSWE Community		**Late Career and Retiree**

BUSINESS AND INTERESTS		
Entrepreneurs		**Public Policy**
Global Women Engineers		**SWE Athletes**
SWE Members in Small Businesses		**Women in Government**
Technical Career Path		

Member DEI&B Focus Groups

As part of the strategy to increase communication and feedback loops regarding key subsets of SWE members, SWE has started to conduct focus groups for key groups and all associated affinity groups on a three-year cycle.

In the first iteration of this cycle, SWE conducted six focus groups during FY23 (2022-2023):

- **Collegiate Members**
- **Affinity Group Members**
- **Neurodivergent & Members with Disabilities**
- **Asian American and Pacific Islanders (AAPI) Members**
- **Global Regions - Europe & Middle East and North African Members**
- **Black and African American Members**

All focus group participants were compensated for their time and input.

Key results from FY23 (2022-2023) focus groups:

During these focus groups, members provided important insights into their perspectives of DEI&B at SWE.

Focus group participants shared highlights of SWE and areas of growth, including:

- **Members continue to join SWE to network with like-minded individuals, find career and collaboration opportunities, and combat feelings of isolation in engineering and technology.**
- **Participants raised concerns about the lack of information provided to members after joining SWE, difficulty attending conferences due to the expense, and a perceived lack of fit within the SWE community.**
- **Participants recommended that SWE improve membership continuity, grow awareness of DEI&B strategies, and utilize more effective communication channels.**

Planned Focus Groups for FY24 (2023-2024) and FY25 (2024-2025)*		
Date	**Location**	**Participants**
FY24: October 2023	WE23 - LA	Early-Career Members
FY24: October 2023	WE23 - LA	Late-Career & Retired Members
FY24: February 2024	Virtual	LGBTQ+ and Non-Binary Members
FY24: April 2024	Virtual	Latinos / Hispanic / Latinx Members
FY24: Spring 2024	Virtual	Asian American and Pacific Islander Members
FY25: August 2024	Virtual	Indigenous Members
FY25: October 2024	WE24 - Chicago	Mid-Career Members
FY25: October 2024	WE24 - Chicago	Affinity Group Members
FY25: February 2025	Virtual	Multiracial Members
FY25: April 2025	Virtual	New Members
FY25: Spring 2025	Virtual	Global Regions
*All dates, locations, and participants are subject to change.		

Lactation Room & Prayer/Meditation Room

SWE is dedicated to ensuring that all members experience a sense of belonging at SWE events. We have committed to providing a safe, clean, and private space at our Annual Conference and WE Local conferences where individuals can comfortably express breast milk and/or feed their infant(s) in a lactation room.

SWE remains considerate in event scheduling, recognizing the potential for overlaps with significant religious holidays and observances, though it is sometimes impossible to avoid conflicts. We will continue to provide prayer and meditation rooms for individuals to have a safe, quiet, and private space to partake in prayer and meditation.

Cultivating a Culture of Accountability & Transparency

We recognize the critical importance of fostering a culture of accountability and transparency to drive meaningful progress in DEI&B initiatives. Our commitment to providing comprehensive DEI&B resources ensures that all women in engineering, including those from diverse backgrounds, receive the support they need to thrive in the profession. By promoting transparency in our efforts, we aim to create a more equitable and inclusive engineering community in which every member is valued and empowered to contribute their unique perspectives and talents.

Through our annual State of Women in Engineering edition of the SWE Magazine publication, we disseminate knowledge, engage with stakeholders, and hold ourselves accountable in achieving our DEI&B objectives.

Develop DEI&B Resources

We are committed to providing resources and support to all women in engineering, including those who identify as LGBTQ+, people of color, individuals with disabilities, and those from different cultural and socioeconomic backgrounds. Through our DEI&B initiatives, we aim to create a more equitable and inclusive engineering profession for all. Refer to Appendix I for DEI&B resources.

Expand Society Leadership Diversity

Special Director: Addressing Bias within SWE Committees

As part of SWE's commitment to acting on recommendations from the McKinley FY22 (2021-2022) Membership DEI Survey, the FY23 (2022-2023) board of directors appointed a special director to conduct an assessment to identify potential biases within key committees. The assessment was led by Susan McCullough (she/her), a highly accomplished HR professional and the appointed special director on the SWE board of directors. McCullough's expertise in partnering with cross-functional teams and her passion for diversity and safety made her an ideal candidate for this important role.

The assessment focused on three committees: the Scholarship Committee, the Awards & Recognition Committee, and the Nominating Committee. The findings of the assessment revealed areas in which biases may exist and improvements can be made. Recommendations from these evaluations have and will be presented to the FY23 (2022-2023) and FY24 (2023-2024) board of directors and will be acted upon in the FY24 (2023-2024) and FY25 (2024-2025) planning, structure, and roles of these respective committees.

Consistent themes with the issues discovered and subsequent high-level recommendations include the following: involving more people at key decision points, ensuring decision-making rubrics are published and widely available, and providing additional transparency and feedback when capacity allows.

Moving forward, McCullough will continue her research and evaluations to monitor the progress and effectiveness of these processes within SWE to close out her work and develop a final report to the FY24 (2023-2024) board of directors. By addressing biases and enhancing the transparency and structure of these committees, SWE can further its commitment to DEI&B and create an inclusive environment that recognizes and celebrates the diverse contributions of its members.

Through McCullough's expertise and the collaborative efforts of the SWE community, these next steps will contribute to building a more equitable and inclusive organization that fosters opportunities for all members, regardless of their background or identity.

Through our DEI&B initiatives, we aim to create a more equitable and inclusive engineering profession for all.

SWE's Leadership Competency Model

SWE created the Leadership Competency Model in 2010 to serve as the core framework of SWE's leadership development programming for current and future SWE leaders. SWE's Leadership Competency Model identifies the critical knowledge, skills, and abilities (KSA) that a SWE leader should strive to learn. The intent is to improve skills and motivate change that enhances already strong leadership skill sets and provides a framework for areas of growth. As SWE evolves and grows in membership numbers and workforce, further its leadership competencies must also evolve. In FY23 (2022-2023), the Leadership Competency Model was reviewed to ensure that SWE is continuing to develop leaders and prioritizing DEI&B factors. The model was updated to reflect these changes, and the revised Leadership Competency Model will be available to members in FY24 (2023-2024).

Broadly Disseminate & Share Work

State of Women in Engineering Publication & Convening

SWE publishes the SWE State of Women in Engineering special issue once a year. Focused on research topics, the issue includes SWE's annual review of the previous year's social science literature concerning women in engineering and other STEM disciplines, articles on the latest SWE research studies, and information on gender equity issues in the research and policy spheres.

The SWE State of Women in Engineering issue is shared with members and leaders, engineering deans, and legislative staff during congressional visits each spring. Read past issues here.

SWE Research & Thought Partnership

SWE's research activities support the organization's strategic goals for advocacy and collaboration, DEI&B, the global community, and growth and excellence. SWE is a thought leader to various organizations on DEI&B, with recent invited speaking engagements to audiences of Machine Design and the Marine Technology Society as well as articles in publications like DesignNews. SWE's annual literature review article in the State of Women in Engineering is shared with social science researchers through the ARC Network's Equity in STEM library of curated resources, informing the works of academic researchers advancing equity and justice in STEM.

The SWE associate director of research serves on the ARC Network's Research Advisory Board and is the SWE representative for the ASEE Engineering Societies Education Roundtable and the AAAS Emerging Researchers National (ERN) Professional STEM Societies Working Group. These groups bring together representatives from a variety of STEM professional associations to discuss opportunities to collaboratively engage in DEI activities that help address the equity gaps in STEM through research, advocacy, and community engagement.

Influencing Change through Advocacy

SWE is committed to driving significant change in the field of engineering and technology by advocating through various initiatives and collaborations.

One such program is Advocates for Empowerment (A4E), an annual benchmarking initiative aimed at recognizing organizations that prioritize diversity and gender parity in the engineering workforce. Through A4E, SWE aims to encourage the adoption of policies and practices that support a diverse and equitable workplace culture.

SWE is a founding member of the Women of Color in Engineering Collaborative (WCEC), a consortium that plays a pivotal role in providing resources to foster an inclusive environment for women of color in engineering. Through the WCEC, partner organizations work collectively to effect systemic change and break down barriers that hinder the advancement of women of color in the engineering workforce.

SWE's advocacy efforts extend to the U.S. federal and state levels, where it advocates for DEI&B policies and opposes anti-DEI legislation. By engaging with policymakers and stakeholders, SWE strives to shape government strategies that promote diversity and equity across all areas of STEM education and workforce development. These advocacy endeavors reflect SWE's commitment to achieving a more inclusive and representative engineering profession on a global scale.

Advocates for Empowerment Program

Advocates for Empowerment (A4E) is a gender parity and equality benchmarking program offered annually by SWE. The goal of the program is to identify and publicly recognize organizations that care about and value diversity in engineering and technology. SWE seeks to encourage other organizations to adopt policies, practices, and a workplace culture that supports parity and equality. Using rigorous methodology, SWE collects and analyzes data from participating organizations and provides actionable information and insights to assist organizations in meeting their DEI&B goals. Learn more about the A4E program here.

Women of Color in Engineering Collaborative

The Women of Color in Engineering Collaborative (WCEC) is a collective entity dedicated to providing organizations with resources to create a supportive, encouraging, and inclusive environment for women of color in engineering. Through the WCEC, partner organizations leverage their resources to promote systemic change while working collectively to foster a more inclusive engineering culture and decrease the barriers that lead to women of color attrition from the engineering workforce. Learn more about the WCEC here.

U.S. Federal & State Advocacy

U.S. Federal Advocacy

SWE conducts a wide variety of advocacy at the federal level within the United States. Each spring, SWE convenes members in the United States capital around issues that impact the persistence of women in engineering and technology. During the summer of 2023, SWE's chief executive officer and executive director and deputy executive director met with the White House's Office of Science and Technology Policy (OSTP) to advocate for DEI&B policies to inform the next federal STEM Education strategic plan. Specifically, SWE encouraged OSTP to highlight the need to offer multiple ways to access the STEM profession (including community college and reentry programs) and identify and prevent sexual harassment in education and workforce development programs.

For the upcoming strategic plan developed by the White House, SWE highlighted three core areas the administration should highlight in providing guidance on the next five-year federal STEM education strategic plan:

1. **The federal government should promote DEI practices across all areas.**

2. **The federal government should prioritize strategies to identify and prevent sexual harassment within STEM education programs and workforce development opportunities.**

3. **The federal government should promote a variety of ways to access STEM education, including traditional pathways, but also dual enrollments, apprenticeships, reentry programs, opportunities for career changes, etc.**

U.S. State Advocacy

SWE, in solidarity with dozens of other STEM-focused associations, opposed recent anti-DEI efforts at the state level. Read the 2023 letter to state leaders from SWE and partner societies around anti-DEI legislation at the state level.

In the letter, SWE expressed concern about legislative language that could be interpreted as eliminating access to funding for student organizations and engineering education programs due to the nature of their mission, which would have far-reaching consequences. In its current form, the legislation could lead to the disenfranchisement of underrepresented communities in STEM at the university level, which would then undermine the quality of K-12 STEM education — not to mention engineering education at all levels, the U.S. workforce, and the country's competitiveness globally.

SWE strongly recommended that state legislatures should not risk cutting off funding for student group organizations and higher-education engineering programs supporting students from diverse backgrounds. This funding and the continued support for DEI programs is vital to ensuring that underrepresented communities in STEM have equal access to resources and opportunities.
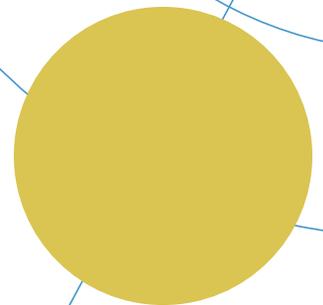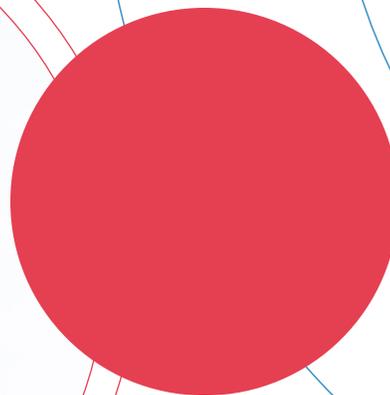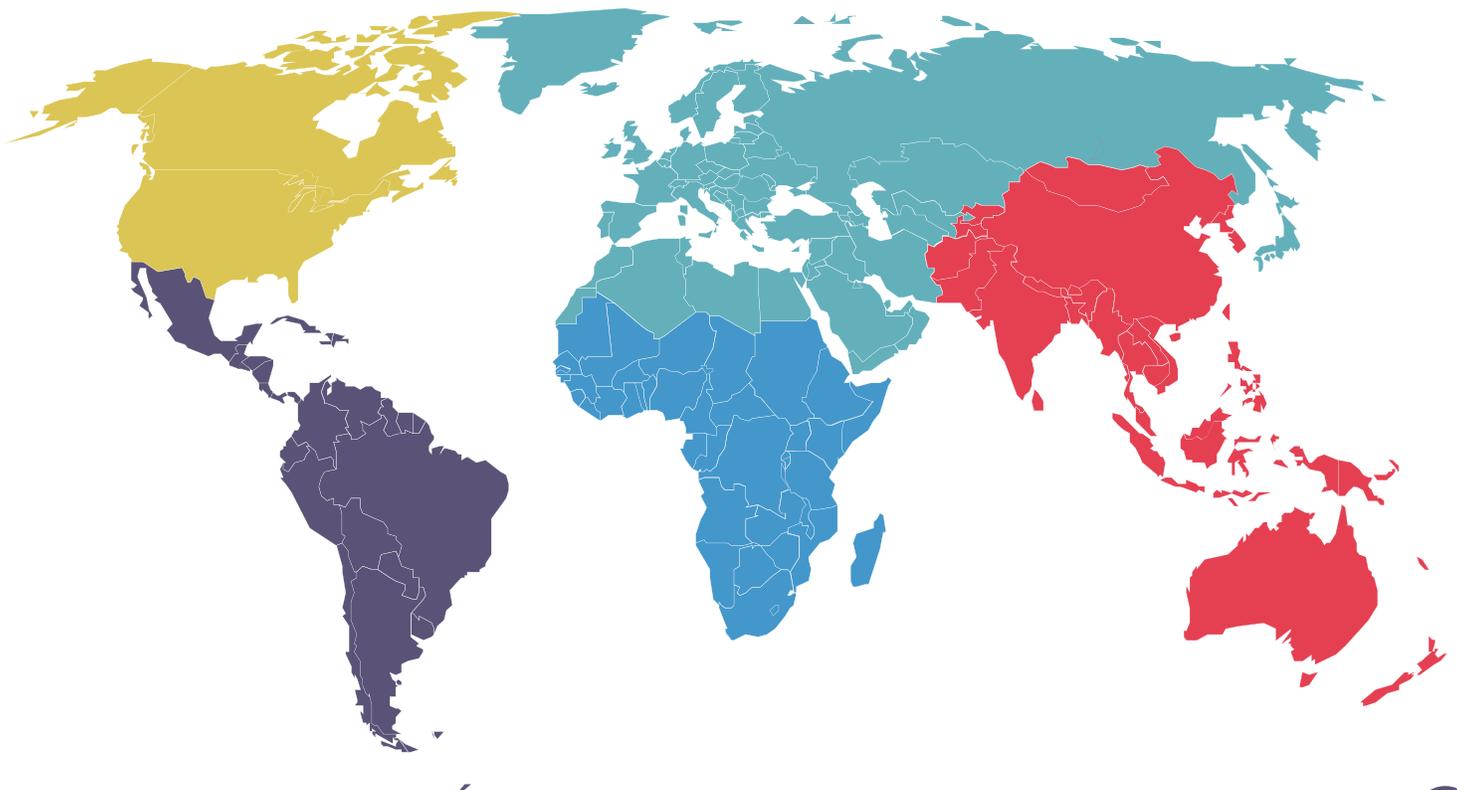
Global Reach

A valuable aspect of SWE's diversity is the vast geographic scope that our members and volunteer leaders represent. At the close of FY23 (2022-2023), SWE had members in more than 70 countries. While SWE's benefits extend to all members regardless of location, SWE is focused on developing regionalized offerings wherein members can connect with and access resources and experiences that are relevant to their cultural and geographic context. To this end, SWE identified five global regions: Asia Pacific; Greater Europe, the Middle East, and North Africa; Latin America and the Caribbean; Northern Americas; and Sub-Saharan Africa.
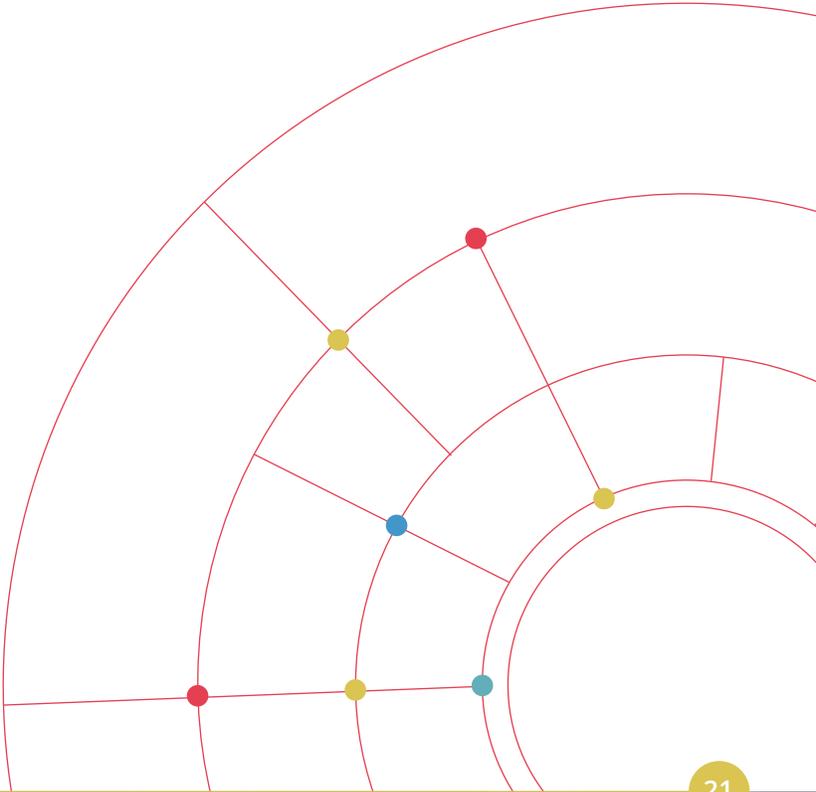
SWE's Global Ambassador Program, which offers a one-year leadership development opportunity to members outside of the United States, helps ensure that our programs and services are evolving to meet the needs of our highly diverse membership. Not only do global ambassadors advocate for and raise awareness of SWE, but they also take an active role in localizing SWE programs for women in engineering and technology in their part of the world. Examples include leading virtual networking sessions in local languages, speaking at regional events, translating content, conducting outreach activities within the local educational context, and more. In FY24 (2023-2024), SWE welcomed its largest cohort of global ambassadors to date, with 211 members from 29 different countries, which is a 53% increase from FY23 (2022-2023).

In addition, SWE is continuing to expand the Global Affiliate Program, which aims to build long-term SWE communities in cities and on university campuses outside of the United States. There were 105 global affiliates in 32 different countries at the end of FY23 (2022-2023). The Global Affiliate Program, which was launched in FY15 (2014-2015) and intentionally designed with a low barrier to entry and highly flexible structure, complements the Global Ambassador Program in expanding access to SWE's resources and promoting SWE's mission.

SWE's 5 Global Regions

- Northern Americas
- Latin America and the Caribbean
- Greater Europe, Middle East and North Africa
- Sub-Saharan Africa
- Asia Pacific

Northern Americas

8 Global Ambassadors
7 Global Affiliates
4 prof., 3 uni.

Sub-Saharan Africa

21 Global Ambassadors
14 Global Affiliates
- DRC *(1 uni.)*
- Kenya *(1 prof.)*
- Liberia *(2 prof., 1 uni.)*
- Nigeria *(7 prof., 1 uni.)*
- Zambia *(1 prof.)*

Latin America & Caribbean

9 Global Ambassadors
23 Global Affiliates
- Argentina *(1 prof.)*
- Brazil *(5 prof., 9 uni.)*
- Chile *(1 prof.)*
- Costa Rica *(1 prof., 1 uni.)*
- Dominican Republic *(1 prof.)*
- Mexico *(2 prof., 1 uni.)*
- Peru *(1 uni.)*

Asia Pacific

69 Global Ambassadors
45 Global Affiliates
- China *(3 prof., 1 uni.)*
- India *(9 prof., 20 uni.)*
- Indonesia *(2 prof.)*
- Malaysia *(1 prof.)*
- Pakistan *(1 prof.)*
- Papua New Guinea *(1 prof., 1 uni.)*
- Republic of Korea *(1 prof.)*
- Singapore *(1 prof., 4 uni.)*

Greater Europe, Middle East, & North Africa

31 Global Ambassadors
13 Global Affiliates
- Austria *(1 uni.)*
- Czech Republic *(1 prof.)*
- Germany *(2 prof.)*
- Qatar *(1 uni.)*
- Saudi Arabia *(1 prof.)*
- Spain *(1 prof.)*
- Turkey *(1 prof., 2 uni.)*
- UAE *(1 prof., 2 uni.)*

A Closing Note

Advocacy and striving for belonging are driving forces behind our ability to invoke change in the engineering and technology industries. By actively engaging with industry leaders, policymakers, and partner organizations, we aim to influence and shape the future of DEI&B within our membership and the larger engineering and technology community. Through looking beyond the aggregate numbers and into the experiences of underrepresented groups, we can start to cultivate a sense of belonging for all within SWE.

As we look to the future, we aim to demonstrate a clear vision of organizational commitment to DEI&B. With an eye toward inclusivity and more belonging, we are at the early stages of rolling out our revamped awards programming. We look forward to sharing the results of this restructure in our next edition of this report.

We invite you, as members and partners, to join us in this evolving journey. Together, we can continue to roaden the scope of data analysis, cultivate a culture of accountability and transparency, create a sense of belonging at all levels, and influence meaningful change through advocacy. Together, we can shape a future in which everyone, regardless of their background, identity, or circumstance, feels a true sense of belonging at SWE.

Thank you for your unwavering support, and let us move forward with purpose, passion, and the shared belief that engineering is for everyone.

Appendix

Appendix I: DEI&B Resources

Diversity, Equity and Inclusion Products	https://swe.org/learning/diproducts/
Pronouns 101 - Communications	https://drive.google.com/file/d/1IyHIrk5-PZAUdC7JXoh3B1bHNBdi5XJQ/view?pli=1
STEM Reentry Task Force	https://reentry.swe.org
SWE Advance Learning: Developing the Mindset for Inclusive Leadership	https://advancelearning.swe.org/courses/43885
SWE Advance Learning Center: Empowering Women at Work: Why and How to Sponsor Others	https://advancelearning.swe.org/courses/42631
SWE Advance Learning: Creating Psychologically Safe Organizations	https://advancelearning.swe.org/courses/44477
SWE Advance Learning: Difficult Conversations About Race & Gender: Building the Skills for Productive Engagement	https://advancelearning.swe.org/courses/42601
SWE Advance Learning: Ethics & Compliance	https://advancelearning.swe.org/courses/50184
SWE Advance Learning: Gender Inclusivity & Allyship	https://advancelearning.swe.org/courses/44482/webinars/30661
SWE Advance Learning: Getting the Job Done Sin Quemarte (Without Burnout)	https://advancelearning.swe.org/courses/45849
SWE Advance Learning: Intersectionality and Women of Color in the Engineering Workplace	https://advancelearning.swe.org/courses/42678
SWE Advance Learning: Latina Engineers: Changing What Engineers Look Like	https://advancelearning.swe.org/courses/42581
SWE Advance Learning: Managing Burnout for Busy People	https://advancelearning.swe.org/courses/48915
SWE Advance Learning: Managing Health While Working From Home	https://advancelearning.swe.org/courses/42634
SWE Advance Learning: Navigating Successfully Through Workspaces Shaped by Subtle Bias	https://advancelearning.swe.org/courses/42582
SWE Advance Learning: Neuroinclusion Training	https://advancelearning.swe.org/courses/53739
SWE Advance Learning: People & Culture	https://advancelearning.swe.org/courses/50185
SWE Advance Learning: Preventing Harassment & Discrimination	https://advancelearning.swe.org/courses/47891
SWE Advance Learning: Social Media Privacy	https://advancelearning.swe.org/courses/50186
SWE Advance Learning: What a Man Gotta Do? A Modern Look at Male Allyship	https://advancelearning.swe.org/courses/51364/video_presentations/253988
SWE Advance Learning: Women in Leadership: Delegation and Support	https://advancelearning.swe.org/courses/44938
SWE Executive Leadership Program (eXXec)	https://exxec.swe.org/
SWE Magazine: Fall 2020: How Do We Create Systemic Change?? A Closer Look at Data	https://drive.google.com/file/d/1ys9e72Iq9qB9to4n_lgMDtL9_C4mdHJl/view

SWE Magazine: Spring 2020: Access Toward More Accessible Work Environments	https://drive.google.com/file/d/1wvaahUVsD8Pgl9ywRdhu5CfwQUbY-CR6e/view
SWE Magazine: State of Women in Engineering 2020: Dismantling The Glass Ceiling	https://drive.google.com/file/d/13CeHCJrJygmrH2QJtWtZ4k6LRglrNfMm/view
SWE Magazine: State of Women in Engineering 2020: Dismantling The Glass Ceiling Fixing the "Broken Rung" in the Ladder to Success	https://drive.google.com/file/d/1PD1G1NzNCkaz3RVMlSZjPZIsDN4Sw-Ky/view
SWE Magazine: State of Women in Engineering 2020: Dismantling The Glass Ceiling Women in Engineering Talent Pulse Report	https://drive.google.com/file/d/1nTMleZp1ifzgk2ehl0-h6cOGh4oZoNtB/view
SWE Magazine: State of Women in Engineering 2020: Dismantling The Glass Ceiling Women in Engineering: A Review of the 2019 Literature	https://drive.google.com/file/d/1qenRcs1Ek5HYduYzpSPOKmuOHQeB-VyAH/view
SWE Magazine: SWE Conference 2020: Practice Curiosity Some Things Have Changed, Some Have Not: Revisiting SWE's 1993 Survey of Engineers	https://drive.google.com/file/d/1nWaLQbpuOgqwQhpFqGnPgjBMgio3v-v4x/view
SWE Podcast: Episode 112: "Good Guys" Supporting Women in the STEM Workplace	https://soundcloud.com/swepodcasts/ep-112-good-guys-supporting-women-in-the-stem-workplace
SWE Podcast: Episode 115: Men as Diversity Partners: Ken Fulmer, President & CEO of Urban Engineer	https://soundcloud.com/swepodcasts/men-as-diversity-partners
SWE YouTube: Latina Engineers: Changing what Engineers Look Like with Diana Iracheta, Founder of Latina	https://youtu.be/PN0SexrV_OU
SWE YouTube: SWE Panel: Let's Talk Allyship for Black Engineers and Technologists	https://youtu.be/23Uwdx77BFs
Accessibility for Larger Bodies	https://drive.google.com/file/d/1GoveIqqB5TYdSRowXn8gHkH5YR5RT-jMG/view

Appendix II: Data Snapshot
Membership Statistics

Member Type	Worldwide Total	United States	Most of World
Collegiate:	17,509 (40%)	17,174 (98%)	335 (2%)
Professional:	25,848 (60%)	22,121 (85%)	3,727 (15%)
Total:	**43,357 (100%)**	**39,295 (90%)**	**4,062 (10%)**

What Is Your Gender Identity?	FY23 Members	FY23 Society Leaders (Boards, Senate & Committee Chairs)	FY23 Local Leaders (Section & Affiliate Leaders)
Another option not listed	0%	0%	0.1%
Man	3.3%	0%	1.4%
Nonbinary	0.4%	0%	0.6%
Prefer not to answer	0.6%	0%	0%
Prefer to self-describe	0%	0%	0%
Woman	73.8%	100%	82.5%
Missing*	21.8%	0%	15.4%
Grand Total:	**100.00%**	**100.00%**	**100.00%**

Do You Identify as a Member of the LGBTQ+ Community?	FY23 Members	FY23 Society Leaders (Boards, Senate & Committee Chairs)	FY23 Local Leaders (Section & Affiliate Leaders)
No	38.70%	39.69%	68.89%
Prefer not to answer	3.7%	3.28%	0%
Prefer to self-describe	0.20%	.43%	0%
Yes	6.80%	5.78%	4.44%
Missing*	50.50%	50.82%	26.67%
Grand Total:	**100.00%**	**100.00%**	**100.00%**

What Ethnic Origin Best Represents You?	FY23 Members	FY23 Society Leaders (Boards, Senate & Committee Chairs)	FY23 Local Leaders (Section & Affiliate Leaders)
Asian/Pacific Islander	14.70%	8.90%	12.90%
Black or African	5.2%	13.30%	5.90%
Hispanic or Latino/ Latina/Latinx	7.10%	8.90%	7.40%
Indigenous/Native/ Aboriginal	.20%	0.00%	0.10%
Middle Eastern	1.00%	4.40%	1.00%
Multiracial (Two or More Races)**	2.40%	2.20%	3.20%
Prefer not to answer	4.80%	6.70%	5.50%
Prefer to self-describe	.20%	0.00%	0.30%
White	32.40%	53.30%	42.60%
Missing*	31.90%	2.20%	21.10%
Grand Total:	**100.00%**	**100.00%**	**100.00%**

Do You Identify as a Person with a Disability?	FY23 Members	FY23 Society Leaders (Boards, Senate & Committee Chairs)	FY23 Local Leaders (Section & Affiliate Leaders)
Prefer not to answer	0.70%	6.70%	1.40%
No	13.30%	44.40%	17.80%
Yes	1.00%	2.20%	1.40%
Missing*	85.00%	46.70%	79.50%
Grand Total:	**100.00%**	**100.00%**	**100.00%**

*After a database change in FY21 and FY22, SWE combined blank, not applicable, or prefer not to answer responses as "Prefer not to answer" in annual statistics reports on membership. However, after benchmarking against other organizations and conducting internal reviews, SWE has revised its practice. Demographic questions that are not required will now be left blank instead of defaulting to "prefer not to answer." Moving forward, "Prefer not to answer" will only be reported when selected. If no answer is selected and there is a blank value, the data will be reported as "missing" in alignment with industry practices of several leading organizations.

Select Data from FY23 KPI Member Survey Results:

Groups tracked by SWE that are not represented in the table below had results that were not statistically significant enough to represent a valid answer. Continuing to provide avenues, such as focus groups, for harder to reach groups is key to SWE's overall strategy to better understand underrepresented groups in SWE.

	Average	White	East Asian	Hispanic or Latino/ Latina/ Latinx	Black or African	South Asian	Southeast Asian	All Other Races/ Cultural Groups	Women	LGBTQ+	Do Not Identify as LGBTQ+	United States	Most of World	Identifies as a Person with a Disability	Does not Identify as a Person with a Disability
Net Promoter Score **How likely would you be to recommend SWE membership to a colleague or peer?** *(Assess word-of-mouth loyalty, a critical factor in association growth)* *SWE Baseline NPS =36 Targeting 10% improvement in NPS score.*	46	52	50	64	44	36	42	36	51	35	54	50	47	49	50
Satisfaction **Overall how satisfied are you with your membership so far?** *SWE Baseline Satisfaction = 4.13 Targeting 2.5% improvement in satisfaction score.*	4.27	4.32	4.45	4.34	4.25	4.38	4.27	4.12	4.33	4.28	4.34	4.31	4.4	4.21	4.32
Perceptions of SWE Diversity & Inclusivity **SWE is a diverse organization workng to mirror the diversity of the industry.** *Diversity Perception Score: Average diversity perception score on 5-point scale*	4.12	4.14	4.22	4.22	3.74	4	4.31	3.97	4.13	4	4.15	4.11	4.67	4.22	4.11
Member Engagement Score **Plan to renew their membership** **Have accessed a SWE resource or participated in an event in the past month** **Consider SWE to be primary membership society** **Have talked to a colleague about SWE in the past three months** **Have volunteered with SWE in the past or would like to do so in the future** **Have donated to SWE in the past 12 months** *SWE Baseline Engagement = 4.03**	4.27	4.39	4.72	4.32	3.55	4.1	4.23	4.09	4.34	3.96	4.39	4.33	4	3.96	4.34