

UNITED STATES

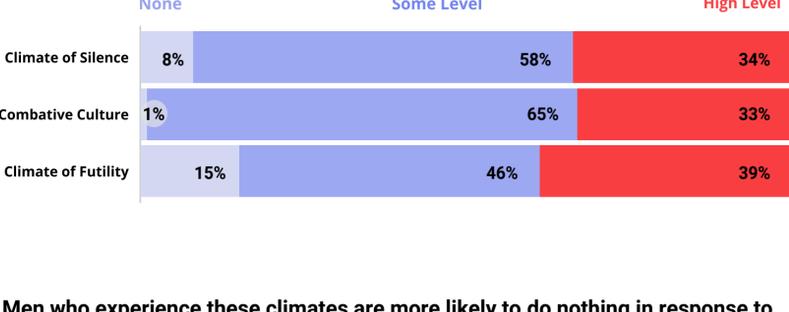
# Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism

**Climate of Silence:** An environment where employees feel restrained from constructively speaking up about organizational or work-related problems, concerns, or challenges.

**Combative Culture:** A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

**Climate of Futility:** The sense that efforts to make change are not welcome and will not have the desired impact.

## Experiencing high levels of these three negative climates is common:<sup>6</sup>



## Men who experience these climates are more likely to do nothing in response to workplace sexism:<sup>7</sup>

Percentage of respondents who would **do nothing** by level of each of the negative climates:



# Masculine Anxiety Can Hinder Men's Decisions to Intervene

**Masculine Anxiety:** The distress that men feel when they do not think they are living up to society's rigid standards of masculinity.<sup>8</sup>

## Masculine anxiety is very common in the workplace:<sup>9</sup>

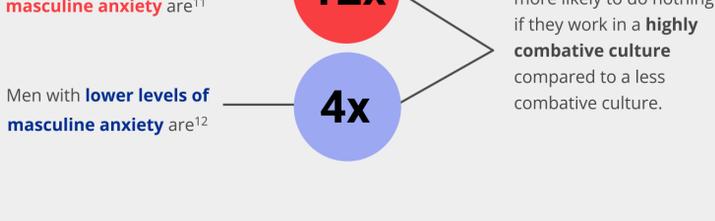


## Men with high levels of masculine anxiety are more likely to do nothing in response to workplace sexism:<sup>10</sup>

Percentage of respondents who would **do nothing** by level of masculine anxiety:



## Masculine anxiety also worsens the link between combative cultures and doing nothing:

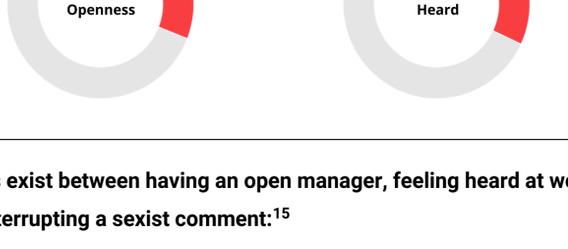


# Open Managers and Workplaces Where Men Feel Heard Embolden Men to Speak Up

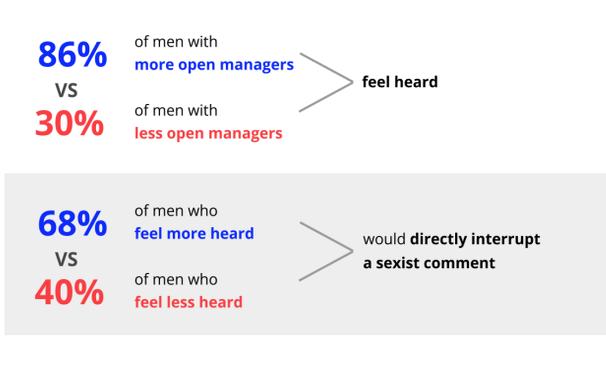
**Manager Openness:** Employees believe that their manager shows interest in and acts upon their ideas, views, and suggestions.

**Feeling Heard:** Employees believe that their views about their jobs are considered in decision making—not only by their managers but by the organization in general.<sup>13</sup>

## A relatively high percentage of participants report little to no experience with manager openness and feeling heard in the workplace:<sup>14</sup>



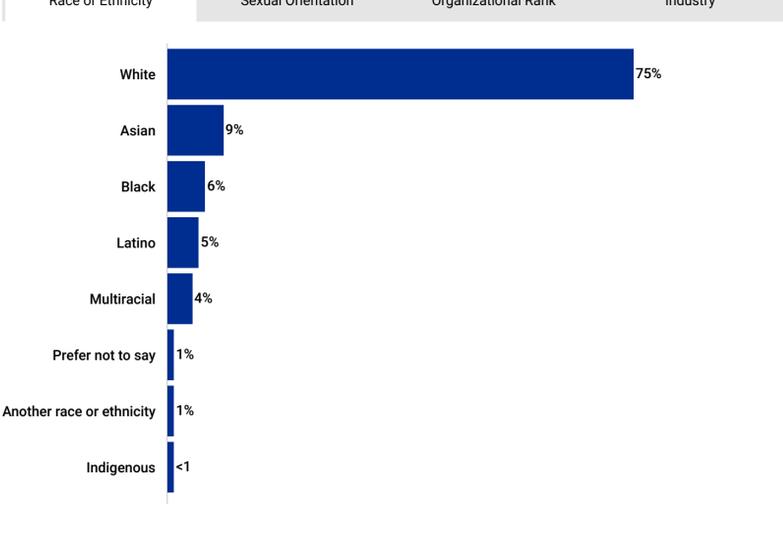
## Clear links exist between having an open manager, feeling heard at work, and directly interrupting a sexist comment:<sup>15</sup>



# Demographics<sup>16</sup>

**Gender**  
**1,007 Self-identified men**  
 \*No people identify as transgender

**Age**  
**Average: 43 years old**  
 Range: 20-65 years old



How to cite: DiMuccio, S. & Sattari, N. (2022). *How organizations can encourage men to interrupt sexism*. Catalyst.

- Women in management: Quick Take*. (2020, August 11). Catalyst; *Women in the workforce—global: Quick Take*. (2021, February 11). Catalyst.
- Drury, B. & Kaiser, C. (2014). *Allies against sexism: The role of men in confronting sexism*. *Journal of Social Issues*, 70(4), 637-652.
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- The *Interrupting Sexism* at Work research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For information on the series, including comprehensive findings and our methodologies, please see the [series webpage](#).
- Climate of Silence:** Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). **Combative Culture:** Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). **Climate of Futility:** Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of futility).
- Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale. Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: climate of silence:  $r = .60, p < .001$ ; **Combative Culture:**  $r = .63, p < .001$ ; **Climate of Futility:**  $r = .54, p < .001$ . The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: **Climate of Silence:**  $\chi^2(1) = 267.67, p < .001$ ; **Combative Culture:**  $\chi^2(1) = 269.81, p < .001$ ; **Climate of Futility:**  $\chi^2(1) = 196.53, p < .001$ .
- DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). *Masculine anxiety and interrupting sexism at work*. Catalyst.
- Masculine Anxiety:** Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety).
- A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing,  $r = .72, p < .001$ . The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values,  $\chi^2(1) = 329.76, p < .001$ .
- Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant;  $\chi^2(1) = 43.53, p < .001$ . The model explained 26% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 12.1 times higher odds to do nothing than those experiencing lower levels of combative culture.
- Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant;  $\chi^2(1) = 36.95, p < .001$ . The model explained 8.3% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative cultures had 4 times higher odds to do nothing than those experiencing lower levels of combative culture.
- Sattari, N., DiMuccio, S., & Gabriele, L. (2021). *When managers are open, men feel heard and interrupt sexism*. Catalyst.
- Manager Openness:** Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). **Feeling Heard:** Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no experience with feeling heard).
- Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. **Relationships among Manager Openness, Feeling Heard, and Directly Interrupting:** We conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant ( $b = 0.36, SE = 0.03, p < .001$ ). The direct effect of manager openness on the likelihood of direct responses was significant ( $b = 0.23, SE = 0.04, p < .001$ ) and its indirect effect through improved experiences of feeling heard was also significant ( $b = 0.13 [LLCI = 0.08, ULCI = 0.19]$ ). The association between manager openness and feeling heard was significant ( $b = 0.69, SE = 0.02, p < .001$ ) and the association between feeling heard and likelihood of directly interrupting was significant as well ( $b = 0.19, SE = 0.04, p < .001$ ). The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. **Directly Interrupt and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 53.96, p < .001$ . **Feeling Heard and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 267.34, p < .001$ . **Directly Interrupt and Feeling Heard:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values,  $\chi^2(1) = 57.96, p < .001$ .
- Some variables do not add to 100% due to rounding.

FRANCE

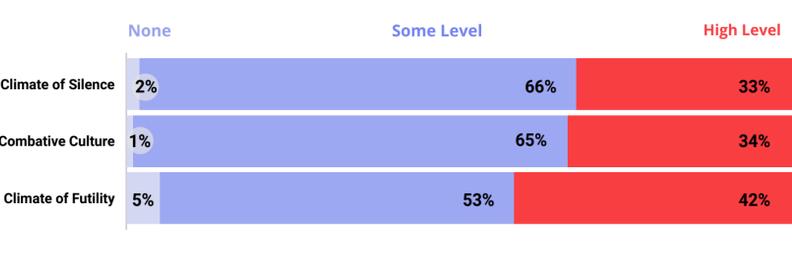
# Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism

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**Combative Culture:** A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

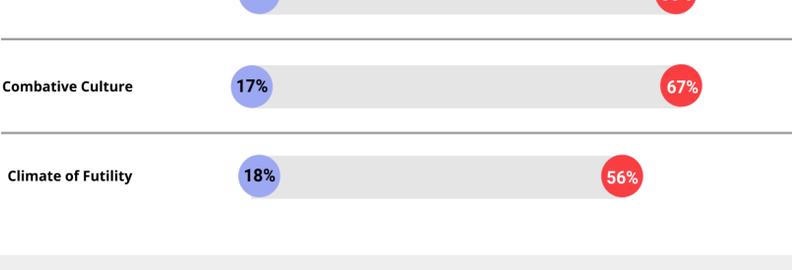
**Climate of Futility:** The sense that efforts to make change are not welcome and will not have the desired impact.

## Experiencing high levels of these three negative climates is common:<sup>6</sup>



## Men who experience these climates are more likely to do nothing in response to workplace sexism:<sup>7</sup>

Percentage of respondents who would **do nothing** by level of each of the negative climates:



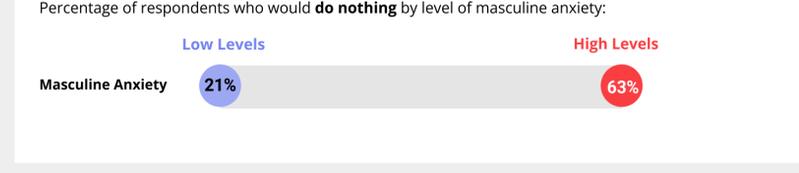
# Masculine Anxiety Can Hinder Men's Decisions to Intervene

**Masculine Anxiety:** The distress that men feel when they do not think they are living up to society's rigid standards of masculinity.<sup>8</sup>

## Masculine anxiety is very common in the workplace:<sup>9</sup>



## Men with high levels of masculine anxiety are more likely to do nothing in response to workplace sexism:<sup>10</sup>



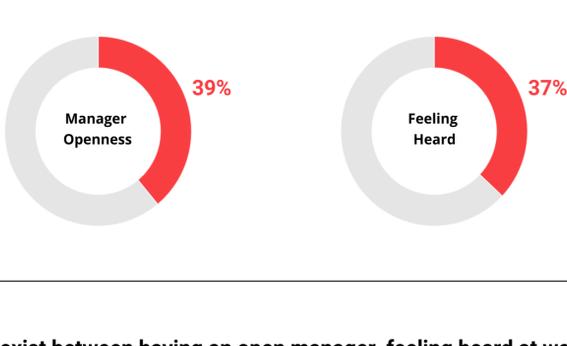
# Open Managers and Workplaces Where Men Feel Heard Embolden Men to Speak Up

**Manager Openness:** Employees believe that their manager shows interest in and acts upon their ideas, views, and suggestions.<sup>11</sup>

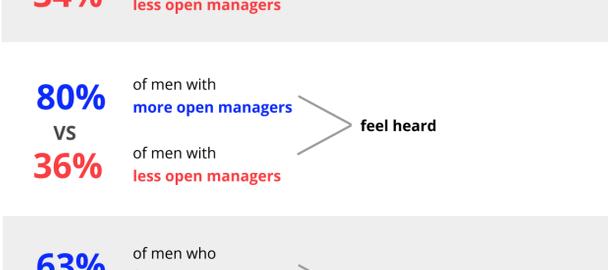
**Feeling Heard:** Employees believe that their views about their jobs are considered in decision making—not only by their managers but by the organization in general.

## A relatively high percentage of participants report little to no experience with manager openness and feeling heard in the workplace:<sup>12</sup>

Percentage with little to no experience



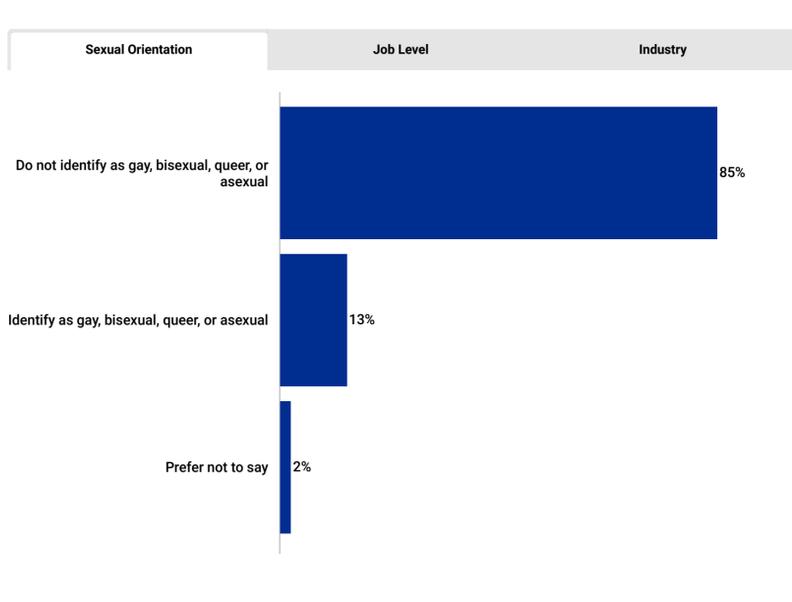
## Clear links exist between having an open manager, feeling heard at work, and directly interrupting a sexist comment:<sup>13</sup>



# Demographics<sup>14</sup>

**Gender:** 317 Self-identified men  
\*No people identify as transgender

**Age:** Average: 39 years old  
Range: 19-70 years old



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1. *Women in Management: Quick Take*. (2020, August 11). Catalyst; *Women in the workforce-global: Quick Take*. (2021, February 11). Catalyst.
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6. **Climate of Silence:** Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). **Combative Culture:** Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). **Climate of Futility:** Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of futility).
7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale. Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: **Climate of Silence:**  $r = .53, p < .001$ ; **Combative Culture:**  $r = .54, p < .001$ ; **Climate of Futility:**  $r = .51, p < .001$ . The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational climate. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: **Climate of Silence:**  $\chi^2(1) = 73.53, p < .001$ ; **Combative Culture:**  $\chi^2(1) = 79.36, p < .001$ ; **Climate of Futility:**  $\chi^2(1) = 50.33, p < .001$ .
8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). *Masculine anxiety and interrupting sexism at work*. Catalyst.
9. **Masculine Anxiety:** Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety), greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety).
10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing,  $r = .52, p < .001$ . The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those who do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values,  $\chi^2(1) = 50.89, p < .001$ .
11. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). *When managers are open, men feel heard and interrupt sexism*. Catalyst.
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14. Some variables do not add to 100% due to rounding.

GERMANY

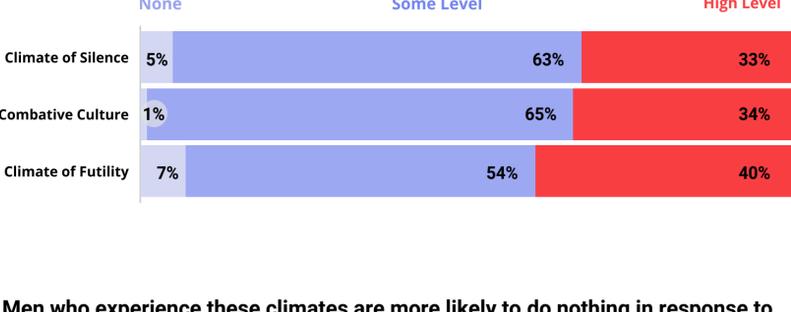
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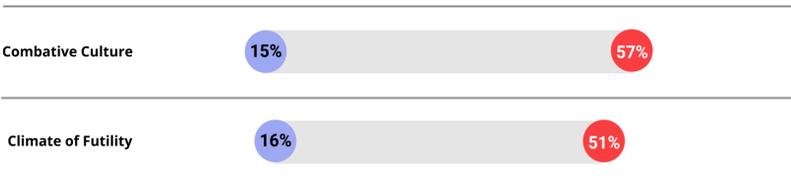
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### Experiencing high levels of these three negative climates is common:<sup>6</sup>



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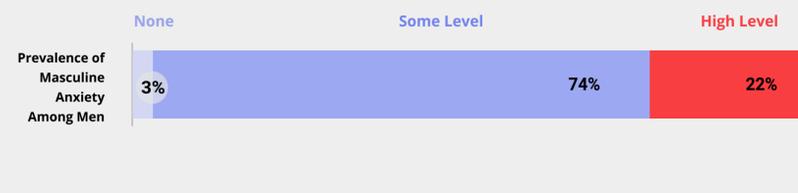
Percentage of respondents who would **do nothing** by level of each of the negative climates:



## Masculine Anxiety at Work Can Hinder Men from Interrupting Sexism

**Masculine Anxiety:** The distress that men feel when they do not think they are living up to society's rigid standards of masculinity.<sup>8</sup>

### Masculine anxiety is very common in the workplace:<sup>9</sup>

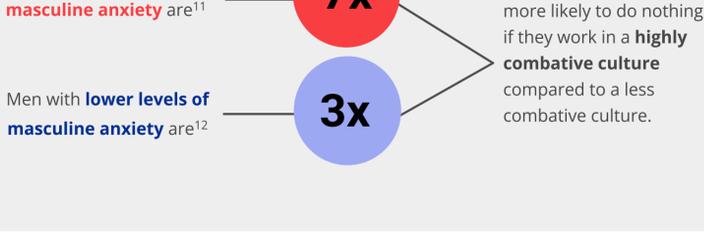


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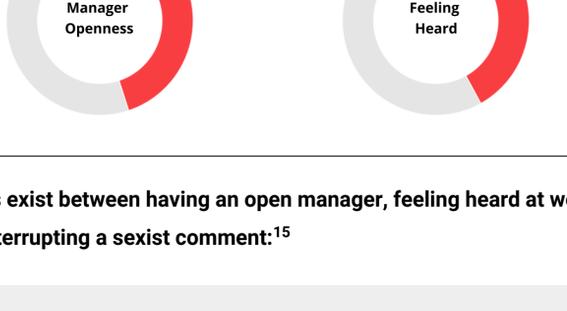


## Open Managers and Attentive Workplaces Embolden Men to Speak Up

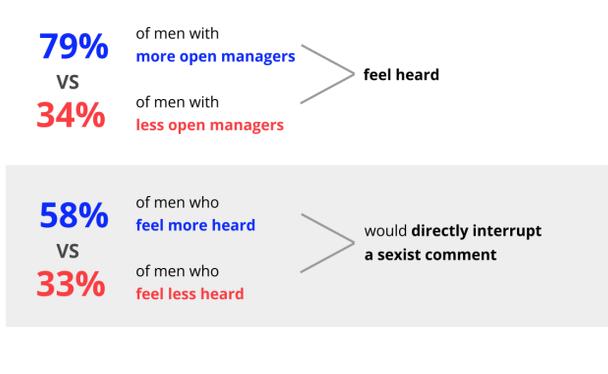
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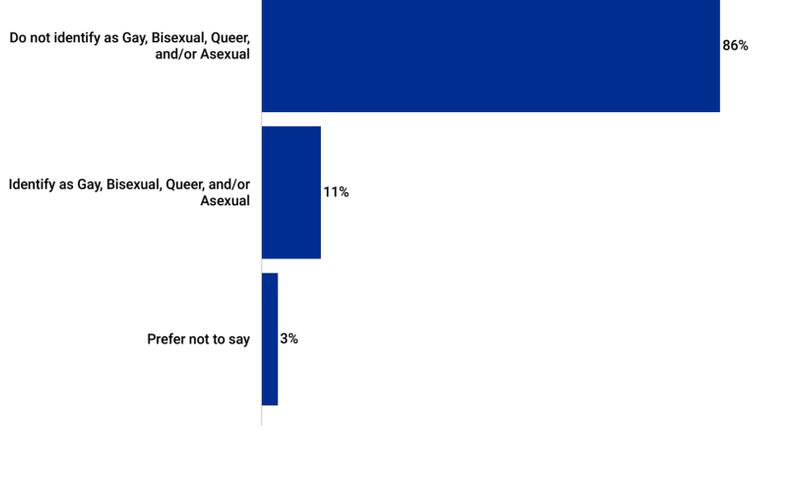
### Clear links exist between having an open manager, feeling heard at work, and directly interrupting a sexist comment:<sup>15</sup>



## Demographics<sup>16</sup>

**Gender**  
546 Self-identified men  
>99% Cisgender man  
<1% Transgender man

**Age**  
**Average: 40 years old**  
Range: 19-68 years old



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- Climate of silence:** Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). **Combative culture:** Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). **Climate of futility:** Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high level of futility).
- Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale. Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: **Climate of Silence:**  $r = .57, p < .001$ ; **Combative Culture:**  $r = .57, p < .001$ ; **Climate of Futility:**  $r = .46, p < .001$ . The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: **Climate of Silence:**  $\chi^2(1) = 112.33, p < .001$ ; **Combative Culture:**  $\chi^2(1) = 104.71, p < .001$ ; **Climate of Futility:**  $\chi^2(1) = 77.23, p < .001$ .
- DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). *Masculine anxiety and interrupting sexism at work*. Catalyst.
- Masculine Anxiety:** Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety).
- A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing,  $r = .67, p < .001$ . The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values,  $\chi^2(1) = 142.30, p < .001$ .
- Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant:  $\chi^2(1) = 23.64, p < .001$ . The model explained 22% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 6.9 times higher odds to do nothing than those experiencing lower levels of combative culture.
- Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant:  $\chi^2(1) = 13.44, p < .001$ . The model explained 5.6% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 3 times higher odds to do nothing than those experiencing lower levels of combative culture.
- Sattari, N., DiMuccio, S., & Gabriele, L. (2021). *When managers are open, men feel heard and interrupt sexism*. Catalyst.
- Manager Openness:** Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). **Feeling Heard:** Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no experience with feeling heard).
- Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. **Relationships among Manager Openness, Feeling Heard, and Directly Interrupting:** We conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant ( $b = 0.25, SE = 0.04, p < .001$ ). The direct effect of manager openness on the likelihood of direct responses was significant ( $b = 0.17, SE = 0.05, p < .001$ ) and its indirect effect through improved experiences of feeling heard was also significant ( $b = 0.08 [LLCI = 0.01, ULCI = 0.15]$ ). The association between manager openness and feeling heard was significant ( $b = 0.58, SE = 0.04, p < .001$ ) and the association between feeling heard and likelihood of directly interrupting was significant as well ( $b = 0.13, SE = 0.05, p < .01$ ). The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. **Directly Interrupt and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 29.54, p < .001$ . **Feeling Heard and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 93.51, p < .001$ . **Directly Interrupt and Feeling Heard:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values,  $\chi^2(1) = 27.70, p < .001$ .
- Some variables do not add to 100% due to rounding.

ITALY

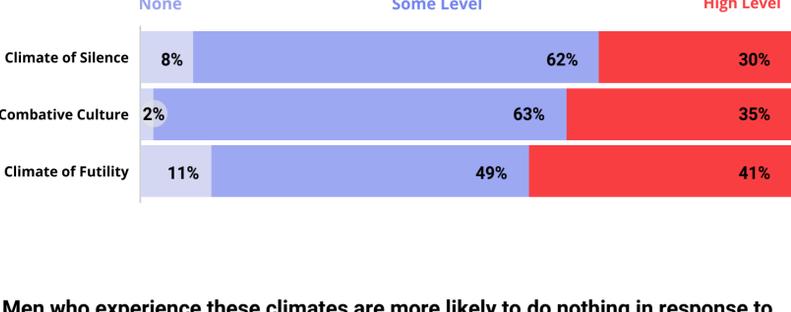
# Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism

**Climate of Silence:** An environment where employees feel restrained from constructively speaking up about organizational or work-related problems, concerns, or challenges.

**Combative Culture:** A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

**Climate of Futility:** The sense that efforts to make change are not welcome and will not have the desired impact.

## Experiencing high levels of these three negative climates is common:<sup>6</sup>



## Men who experience these climates are more likely to do nothing in response to workplace sexism:<sup>7</sup>

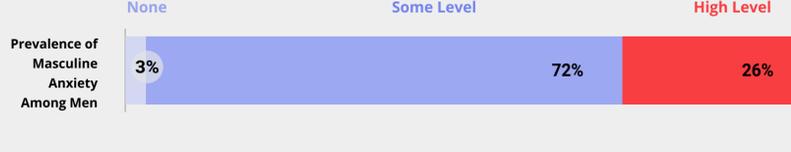
Percentage of respondents who would **do nothing** by level of each of the negative climates:



# Masculine Anxiety Can Hinder Men's Decisions to Intervene

**Masculine Anxiety:** The distress that men feel when they do not think they are living up to society's rigid standards of masculinity.<sup>8</sup>

## Masculine anxiety is very common in the workplace:<sup>9</sup>

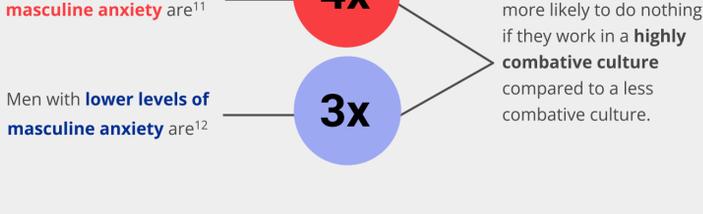


## Men with high levels of masculine anxiety are more likely to do nothing in response to workplace sexism:<sup>10</sup>

Percentage of respondents who would **do nothing** by level of masculine anxiety:



## Masculine anxiety also worsens the link between combative cultures and doing nothing:



# Open Managers and Workplaces Where Men Feel Heard Embolden Men to Speak Up

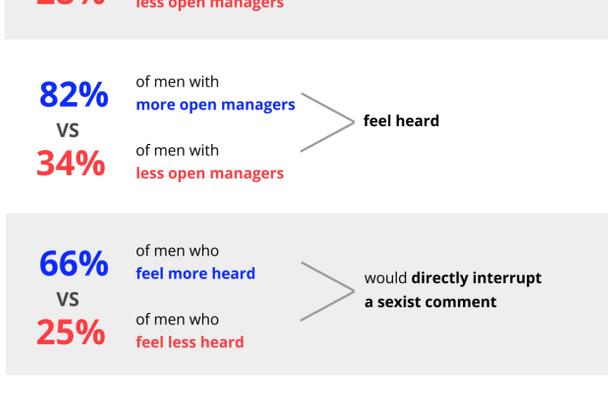
**Manager Openness:** Employees believe that their manager shows interest in and acts upon their ideas, views, and suggestions.

**Feeling Heard:** Employees believe that their views about their jobs are considered in decision making—not only by their managers but by the organization in general.<sup>13</sup>

## A relatively high percentage of participants report little to no experience with manager openness and feeling heard in the workplace:<sup>14</sup>



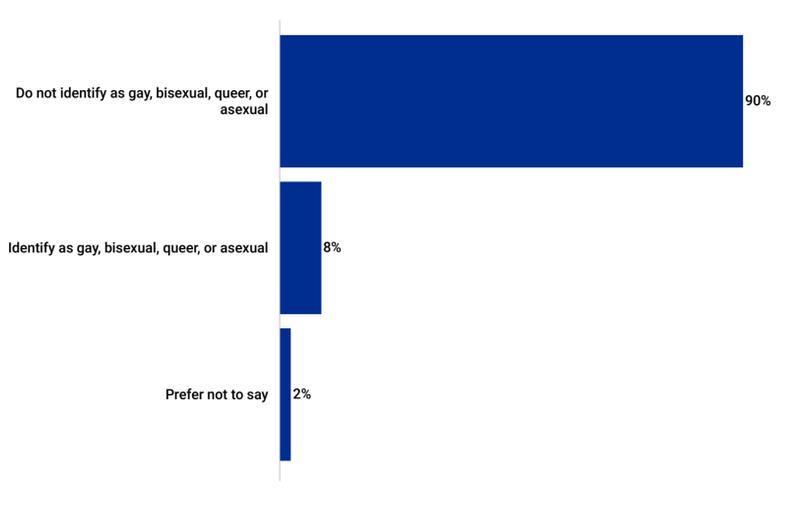
## Clear links exist between having an open manager, feeling heard at work, and directly interrupting a sexist comment:<sup>15</sup>



# Demographics<sup>16</sup>

**Gender**  
350 Self-identified men  
>99% Cisgender man  
<1% Transgender man

**Age**  
Average: 43 years old  
Range: 19-70 years old



How to cite: DiMuccio, S. & Sattari, N. (2022). *How organizations can encourage men to interrupt sexism*. Catalyst.

1. *Women in management: Quick Take*. (2020, August 11). Catalyst; *Women in the workforce-global: Quick Take*. (2021, February 11). Catalyst.
2. Drury, B. & Kaiser, C. (2014). *Allies against sexism: The role of men in confronting sexism*. *Journal of Social Issues*, 70(4), 637-652.
3. Johnson, W. B. & Smith, D. G. (2020). *How men can confront other men about sexist behavior*. *Harvard Business Review*.
4. See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in Sattari, N. (2021). *Men's stories of interrupting sexism*. Catalyst.
5. The *Interrupting Sexism at Work* research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For information on the series, including comprehensive findings and our methodologies, please see the [series webpage](#).
6. **Climate of Silence:** Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). **Combative Culture:** Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). **Climate of Futility:** Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high level of futility).
7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale. Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: **Climate of Silence:**  $r = .60, p < .001$ ; **Combative Culture:**  $r = .60, p < .001$ ; **Climate of Futility:**  $r = .59, p < .001$ . The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: **Climate of Silence:**  $\chi^2(1) = 78.05, p < .001$ ; **Combative Culture:**  $\chi^2(1) = 62.63, p < .001$ ; **Climate of Futility,**  $\chi^2(1) = 53.92, p < .001$ .
8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). *Masculine anxiety and interrupting sexism at work*. Catalyst.
9. **Masculine Anxiety:** Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety).
10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing,  $r = .68, p < .001$ . The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values,  $\chi^2(1) = 90.51, p < .001$ .
11. Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant:  $\chi^2(1) = 8.64, p < .01$ . The model explained 13% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 4.4 times higher odds to do nothing than those experiencing lower levels of combative culture.
12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant:  $\chi^2(1) = 9.27, p < .01$ . The model explained 5.9% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 3 times higher odds to do nothing than those experiencing lower levels of combative culture.
13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). *When managers are open, men feel heard and interrupt sexism*. Catalyst.
14. **Manager openness:** Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). **Feeling heard:** Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no experience with feeling heard).
15. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. **Relationships among Manager Openness, Feeling Heard, and Directly Interrupting:** We conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant ( $b = 0.44, SE = 0.05, p < .001$ ). The direct effect of manager openness on the likelihood of direct responses was significant ( $b = 0.29, SE = 0.06, p < .001$ ) and its indirect effect through improved experiences of feeling heard was also significant ( $b = 0.15 [LLCI = 0.04, ULCI = 0.23]$ ). The association between manager openness and feeling heard ( $b = 0.66, SE = 0.05, p < .001$ ) and the association between feeling heard and likelihood of directly interrupting was significant as well ( $b = 0.22, SE = 0.06, p < .001$ ). The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. **Directly Interrupt and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 42.12, p < .001$ . **Feeling Heard and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 67.56, p < .001$ . **Directly Interrupt and Feeling Heard:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values,  $\chi^2(1) = 44.75, p < .001$ .
16. Some variables do not add to 100% due to rounding.

NETHERLANDS

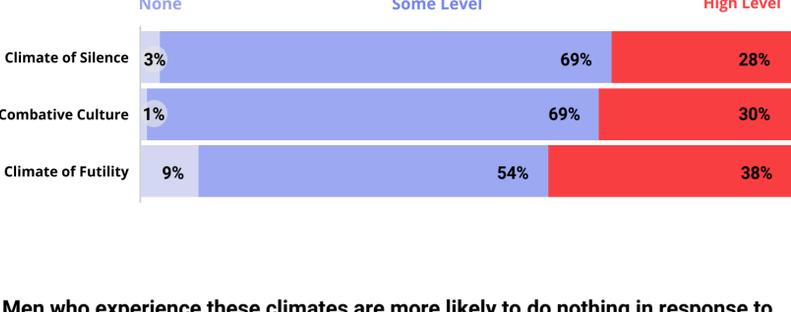
# Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism

**Climate of Silence:** An environment where employees feel restrained from constructively speaking up about organizational or work-related problems, concerns, or challenges.

**Combative Culture:** A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

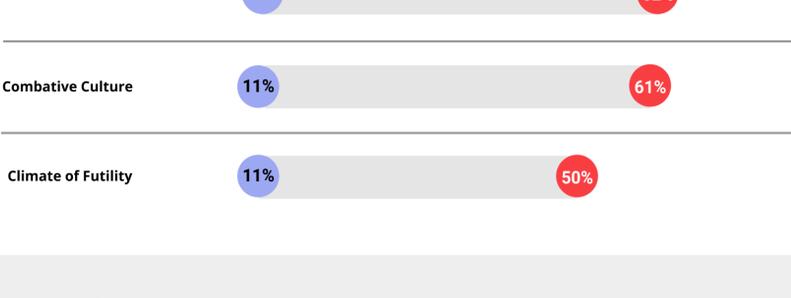
**Climate of Futility:** The sense that efforts to make change are not welcome and will not have the desired impact.

## Experiencing high levels of these three negative climates is common:<sup>6</sup>



## Men who experience these climates are more likely to do nothing in response to workplace sexism:<sup>7</sup>

Percentage of respondents who would **do nothing** by level of each of the negative climates:



# Masculine Anxiety Can Hinder Men's Decisions to Intervene

**Masculine Anxiety:** The distress that men feel when they do not think they are living up to society's rigid standards of masculinity.<sup>8</sup>

## Masculine anxiety is very common in the workplace:<sup>9</sup>

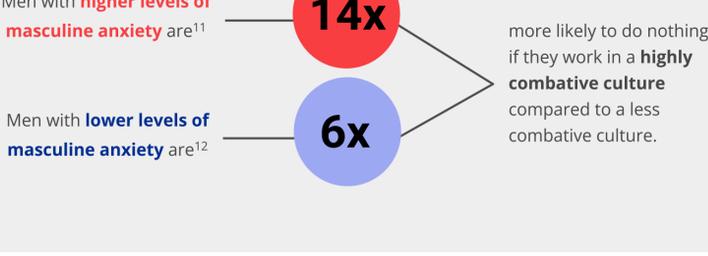


## Men with high levels of masculine anxiety are more likely to do nothing in response to workplace sexism:<sup>10</sup>

Percentage of respondents who would **do nothing** by level of masculine anxiety:



## Masculine anxiety also worsens the link between combative cultures and doing nothing:



# Open Managers and Workplaces Where Men Feel Heard Embolden Men to Speak Up

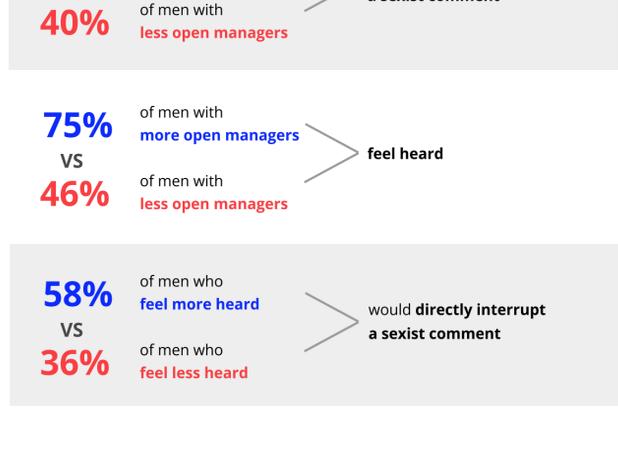
**Manager Openness:** Employees believe that their manager shows interest in and acts upon their ideas, views, and suggestions.

**Feeling Heard:** Employees believe that their views about their jobs are considered in decision making—not only by their managers but by the organization in general.<sup>13</sup>

## A relatively high percentage of participants report little to no experience with manager openness and feeling heard in the workplace:<sup>14</sup>



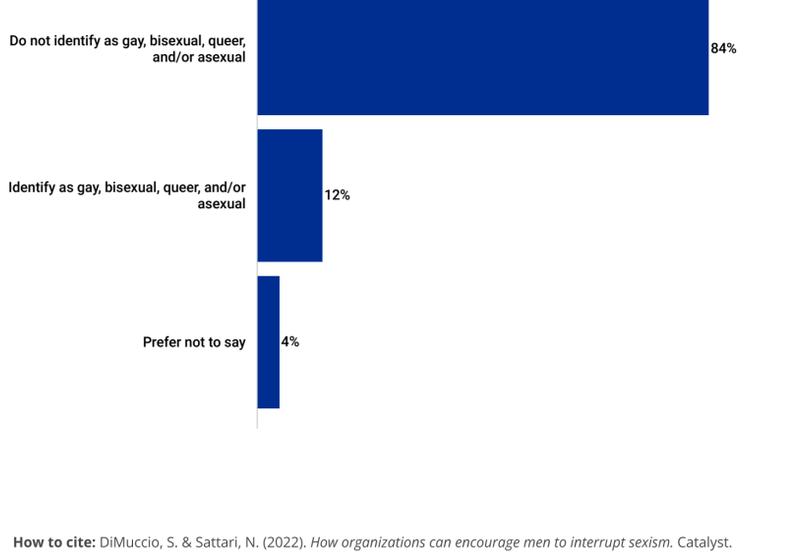
## Clear links exist between having an open manager, feeling heard at work, and directly interrupting a sexist comment:<sup>15</sup>



# Demographics<sup>16</sup>

**Gender**  
402 Self-identified men  
>99% Cisgender man  
<1% Transgender man

**Age**  
Average: 35 years old  
Range: 19-68 years old



How to cite: DiMuccio, S. & Sattari, N. (2022). *How organizations can encourage men to interrupt sexism*. Catalyst.

1. *Women in management: Quick Take*. (2020, August 11). Catalyst; *Women in the workforce-global: Quick Take*. (2021, February 11). Catalyst.
2. Drury, B. & Kaiser, C. (2014). *Allies against sexism: The role of men in confronting sexism*. *Journal of Social Issues*, 70(4), 637-652.
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5. *The Interrupting Sexism at Work* research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For information on the series, including comprehensive findings and our methodologies, please see the [series webpage](#).
6. **Climate of Silence:** Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). **Combative Culture:** Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). **Climate of Futility:** Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility) and those equal or greater than 4 (high levels of futility).
7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale. Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: **Climate of Silence:**  $r = .62, p < .001$ ; **Combative Culture:**  $r = .61, p < .001$ ; **Climate of Futility:**  $r = .55, p < .001$ . The scales measuring Climate of Silence, Combative Culture, and Climate of Futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: **Climate of Silence:**  $\chi^2(1) = 103.39, p < .001$ ; **Combative Culture:**  $\chi^2(1) = 105.73, p < .001$ ; **Climate of Futility:**  $\chi^2(1) = 75.45, p < .001$ .
8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). *Masculine anxiety and interrupting sexism at work*. Catalyst.
9. **Masculine Anxiety:** Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety).
10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing,  $r = .64, p < .001$ . The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values,  $\chi^2(1) = 71.12, p < .001$ .
11. Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant:  $\chi^2(1) = 23.01, p < .001$ . The model explained 31.5% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 13.8 times higher odds to do nothing than those experiencing lower levels of combative culture.
12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant:  $\chi^2(1) = 27.41, p < .001$ . The model explained 14.2% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 6.1 times higher odds to do nothing than those experiencing lower levels of combative culture.
13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). *When managers are open, men feel heard and interrupt sexism*. Catalyst.
14. **Manager Openness:** Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). **Feeling Heard:** Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no experience with feeling heard).
15. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. **Relationships among Manager Openness, Feeling Heard, and Directly Interrupting:** We conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant ( $b = 0.20, SE = 0.04, p < .001$ ). The direct effect of manager openness on the likelihood of direct responses was significant ( $b = 0.11, SE = 0.05, p < .03$ ) and its indirect effect through improved experiences of feeling heard was also significant ( $b = 0.08 [LLCI = 0.02, ULCI = 0.14]$ ). The association between manager openness and feeling heard was significant ( $b = 0.47, SE = 0.04, p < .001$ ). The association between feeling heard and likelihood of directly interrupting was significant ( $b = 0.17, SE = 0.05, p < .001$ ). The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. **Directly Interrupt and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 8.38, p < .01$ . **Feeling Heard and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 30.22, p < .001$ . **Directly Interrupt and Feeling Heard:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values,  $\chi^2(1) = 14.76, p < .001$ .
16. Some variables do not add to 100% due to rounding.

SWEDEN

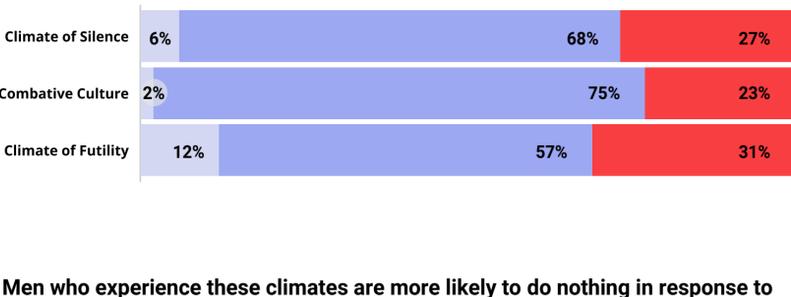
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**Combative Culture:** A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

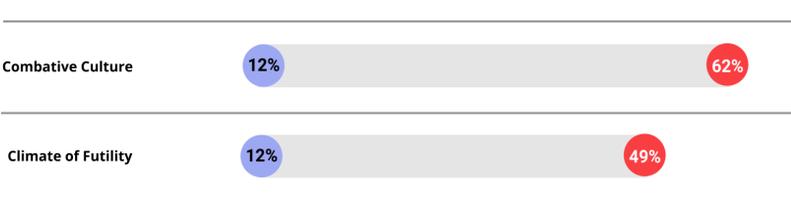
**Climate of Futility:** The sense that efforts to make change are not welcome and will not have the desired impact.

Experiencing high levels of these three negative climates is common:<sup>6</sup>



Men who experience these climates are more likely to do nothing in response to workplace sexism:<sup>7</sup>

Percentage of respondents who would **do nothing** by level of each of the negative climates:



## Masculine Anxiety Can Hinder Men's Decisions to Intervene

**Masculine Anxiety:** The distress that men feel when they do not think they are living up to society's rigid standards of masculinity.<sup>8</sup>

Masculine anxiety is very common in the workplace:<sup>9</sup>

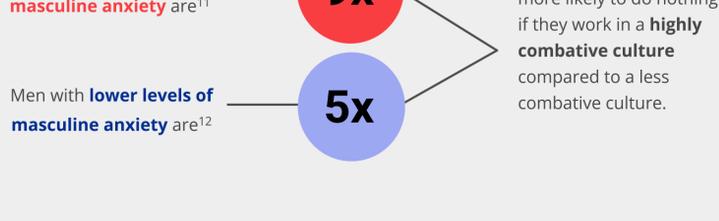


Men with high levels of masculine anxiety are more likely to do nothing in response to workplace sexism:<sup>10</sup>

Percentage of respondents who would **do nothing** by level of masculine anxiety:



Masculine anxiety also worsens the link between combative cultures and doing nothing:

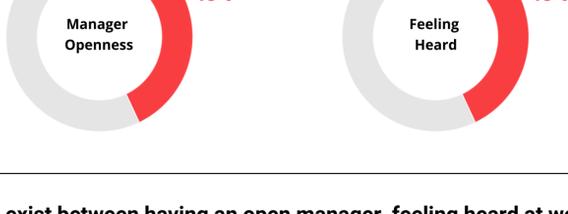


## Open Managers and Workplaces Where Men Feel Heard Embolden Men to Speak Up

**Manager Openness:** Employees believe that their manager shows interest in and acts upon their ideas, views, and suggestions.

**Feeling Heard:** Employees believe that their views about their jobs are considered in decision making—not only by their managers but by the organization in general.<sup>13</sup>

A relatively high percentage of participants report little to no experience with manager openness and feeling heard in the workplace:<sup>14</sup>



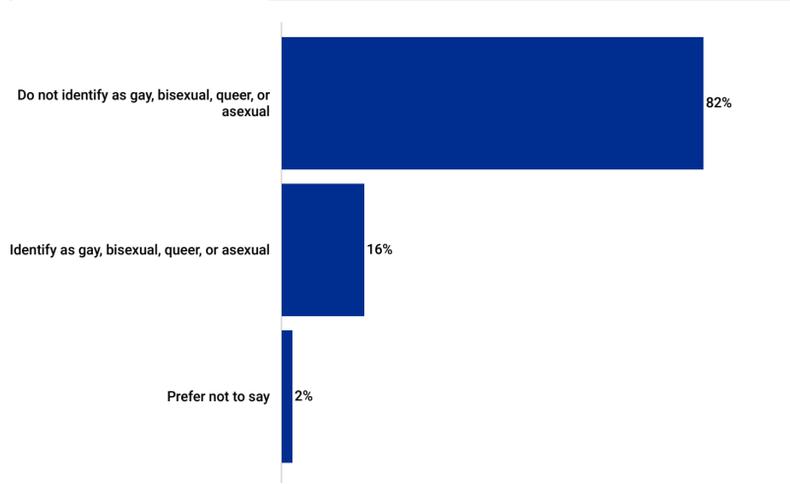
Clear links exist between having an open manager, feeling heard at work, and directly interrupting a sexist comment:<sup>15</sup>



## Demographics<sup>16</sup>

**Gender**  
400 Self-identified men  
\*No people identify as transgender

**Age**  
Average: 36 years old  
Range: 19-74 years old



How to cite: DiMuccio, S. & Sattari, N. (2022). *How organizations can encourage men to interrupt sexism*. Catalyst.

1. *Women in management: Quick Take*. (2020, August 11). Catalyst; *Women in the workforce—global: Quick Take*. (2021, February 11). Catalyst.
2. Drury, B. & Kaiser, C. (2014). *Allies against sexism: The role of men in confronting sexism*. *Journal of Social Issues*, 70(4), 637-652.
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4. See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in Sattari, N. (2021). *Men's stories of interrupting sexism*. Catalyst.
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6. **Climate of Silence:** Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). **Combative Culture:** Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). **Climate of Futility:** Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of futility).
7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale. Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: **Climate of Silence:**  $r = .65, p < .001$ ; **Combative Culture:**  $r = .63, p < .001$ ; **Climate of Futility:**  $r = .59, p < .001$ . The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were referred to as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: **Climate of Silence:**  $\chi^2(1) = 80.03, p < .001$ ; **Combative Culture:**  $\chi^2(1) = 100.32, p < .001$ ; **Climate of Futility:**  $\chi^2(1) = 67.78, p < .001$ .
8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). *Masculine anxiety and interrupting sexism at work*. Catalyst.
9. **Masculine Anxiety:** Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety).
10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing,  $r = .67, p < .001$ . The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values,  $\chi^2(1) = 105.34, p < .001$ .
11. Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant;  $\chi^2(1) = 19.98, p < .001$ . The model explained 28.2% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 8.6 times higher odds to do nothing than those experiencing lower levels of combative culture.
12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant;  $\chi^2(1) = 13.09, p < .001$ . The model explained 7.9% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 4.8 times higher odds to do nothing than those experiencing lower levels of combative culture.
13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). *When managers are open, men feel heard and interrupt sexism*. Catalyst.
14. **Manager Openness:** Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). **Feeling Heard:** Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no experience with feeling heard).
15. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. **Relationships among Manager Openness, Feeling Heard, and Directly Interrupting:** We conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant ( $b = 0.28, SE = 0.05, p < .001$ ). The direct effect of manager openness on the likelihood of direct responses was marginally significant ( $b = 0.12, SE = 0.06, p < .05$ ) and its indirect effect through improved experiences of feeling heard was also significant ( $b = 0.16 [LLCI = 0.07, ULCI = 0.25]$ ). The association between manager openness and feeling heard was significant ( $b = 0.56, SE = 0.04, p < .001$ ) and the association between feeling heard and likelihood of directly interrupting was significant as well ( $b = 0.29, SE = 0.07, p < .001$ ). The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. **Directly Interrupt and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 22.57, p < .001$ . **Feeling Heard and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 66.19, p < .001$ . **Directly Interrupt and Feeling Heard:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values,  $\chi^2(1) = 26.09, p < .001$ .
16. Some variables do not add to 100% due to rounding.

UNITED KINGDOM

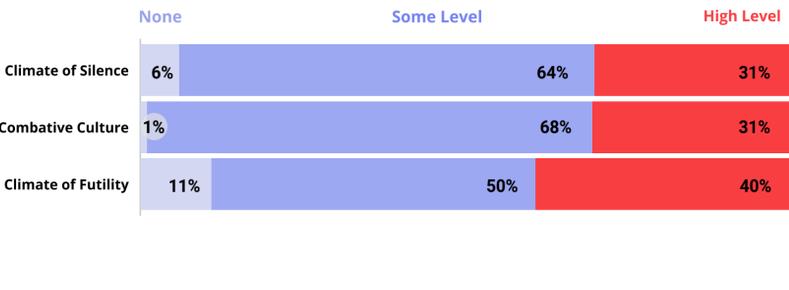
# Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism

**Climate of Silence:** An environment where employees feel restrained from constructively speaking up about organizational or work-related problems, concerns, or challenges.

**Combative Culture:** A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

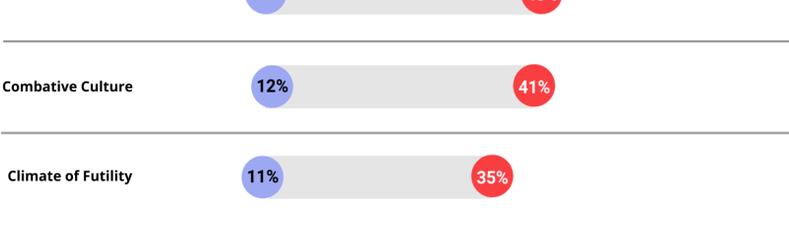
**Climate of Futility:** The sense that efforts to make change are not welcome and will not have the desired impact.

## Experiencing high levels of these three negative climates is common:<sup>6</sup>



## Men who experience these climates are more likely to do nothing in response to workplace sexism:<sup>7</sup>

Percentage of respondents who would **do nothing** by level of each of the negative climates:



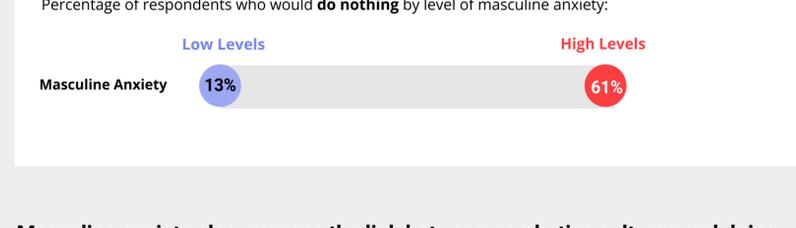
# Masculine Anxiety Can Hinder Men's Decisions to Intervene

**Masculine Anxiety:** The distress that men feel when they do not think they are living up to society's rigid standards of masculinity.<sup>8</sup>

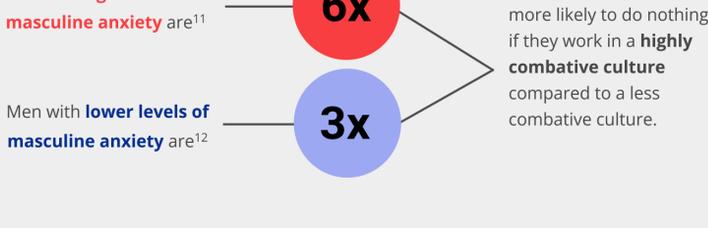
## Masculine anxiety is very common in the workplace:<sup>9</sup>



## Men with high levels of masculine anxiety are more likely to do nothing in response to workplace sexism:<sup>10</sup>



## Masculine anxiety also worsens the link between combative cultures and doing nothing:

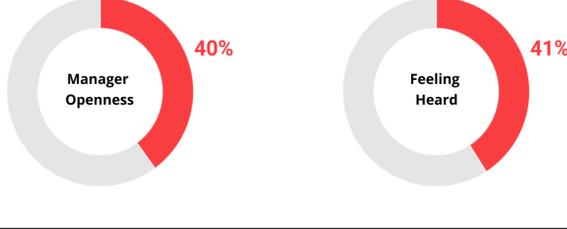


# Open Managers and Workplaces Where Men Feel Heard Embolden Men to Speak Up

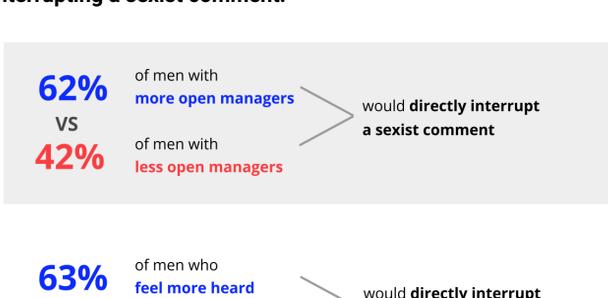
**Manager Openness:** Employees believe that their manager shows interest in and acts upon their ideas, views, and suggestions.

**Feeling Heard:** Employees believe that their views about their jobs are considered in decision making—not only by their managers but by the organization in general.<sup>13</sup>

## A relatively high percentage of participants report little to no experience with manager openness and feeling heard in the workplace:<sup>14</sup>



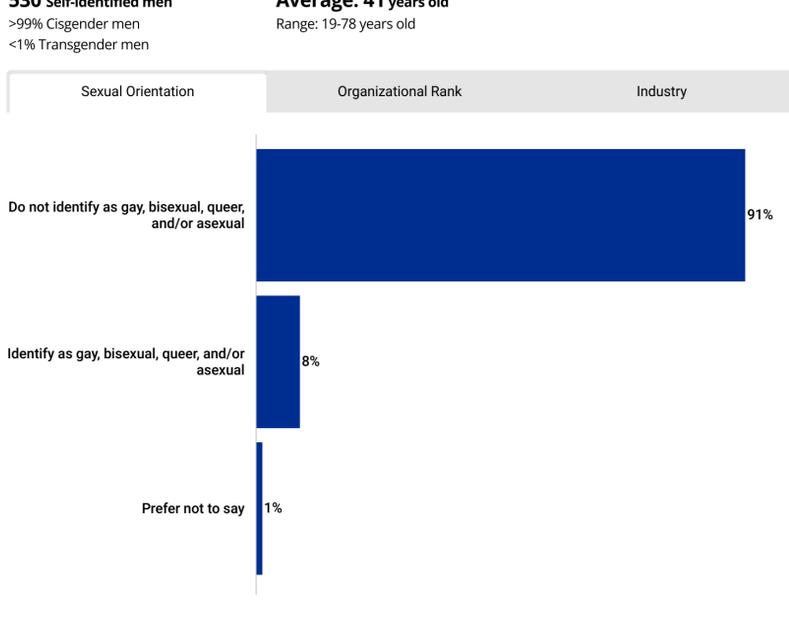
## Clear links exist between having an open manager, feeling heard at work, and directly interrupting a sexist comment:<sup>15</sup>



# Demographics<sup>16</sup>

**Gender**  
530 Self-identified men  
>99% Cisgender men  
<1% Transgender men

**Age**  
Average: 41 years old  
Range: 19-78 years old



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6. **Climate of Silence:** Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). **Combative Culture:** Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). **Climate of Futility:** Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of futility).
7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale. Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: **Climate of Silence:**  $r = .42, p < .001$ ; **Combative Culture:**  $r = .41, p < .001$ ; **Climate of Futility:**  $r = .35, p < .001$ . The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational climate. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing than those experiencing lower levels of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: **Climate of Silence:**  $\chi^2(1) = 71.53, p < .001$ ; **Combative Culture:**  $\chi^2(1) = 58.33, p < .001$ ; **Climate of Futility:**  $\chi^2(1) = 43.69, p < .001$ .
8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). *Masculine anxiety and interrupting sexism work*. Catalyst.
9. **Masculine Anxiety:** Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety).
10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing,  $r = .57, p < .001$ . The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing than those experiencing lower levels of masculine anxiety. The observed values were significantly different than expected values,  $\chi^2(1) = 100.57, p < .001$ .
11. Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant:  $\chi^2(1) = 14.11, p < .001$ . The model explained 20.7% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 5.8 times higher odds to do nothing than those experiencing lower levels of combative culture.
12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant:  $\chi^2(1) = 14.52, p < .001$ . The model explained 6% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 3 times higher odds to do nothing than those experiencing lower levels of combative culture.
13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). *When managers are open, men feel heard and interrupt sexism*. Catalyst.
14. **Manager Openness:** Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). **Feeling Heard:** Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no experience with feeling heard).
15. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. **Relationships among Manager Openness, Feeling Heard, and Directly Interrupting:** We conducted two linear regressions to show the link between manager openness and directly interrupting and feeling heard and directly interrupting. We adjusted for rank in both analyses. We found a significant linear relationship between having an open manager and directly interrupting a sexist comment,  $t(473) = 4.74, p < .001$ . We also found a significant linear relationship between feeling heard at work and directly interrupting a sexist comment,  $t(473) = 3.30, p < .01$ . The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. **Directly Interrupt and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 18.64, p < .001$ . **Directly Interrupt and Feeling Heard:** A chi-square analysis was conducted to test the difference in percentages of those likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values,  $\chi^2(1) = 19.65, p < .001$ .
16. Some variables do not add to 100% due to rounding.

AUSTRALIA

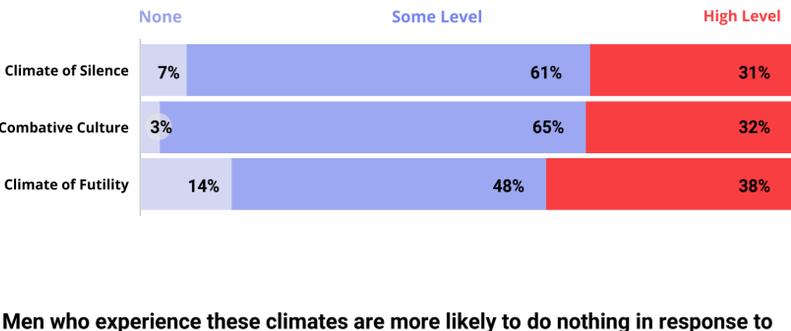
# Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism

**Climate of Silence:** An environment where employees feel restrained from constructively speaking up about organizational or work-related problems, concerns, or challenges.

**Combative Culture:** A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

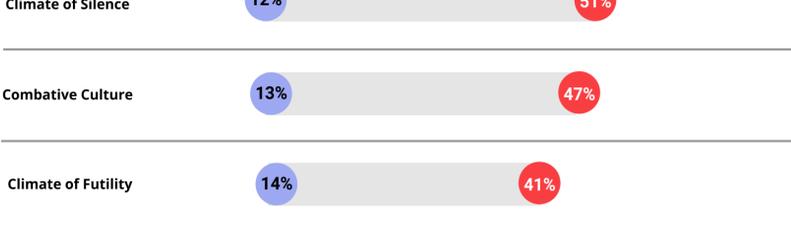
**Climate of Futility:** The sense that efforts to make change are not welcome and will not have the desired impact.

Experiencing high levels of these three negative climates is common:<sup>6</sup>



Men who experience these climates are more likely to do nothing in response to workplace sexism:<sup>7</sup>

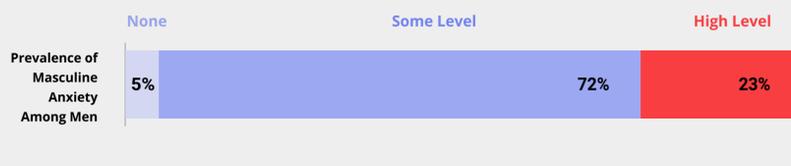
Percentage of respondents who would **do nothing** by level of each of the negative climates:



# Masculine Anxiety Can Hinder Men's Decisions to Intervene

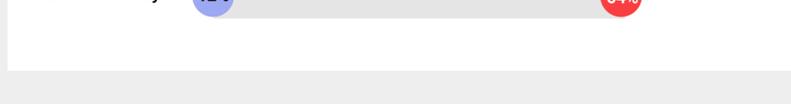
**Masculine Anxiety:** The distress that men feel when they do not think they are living up to society's rigid standards of masculinity.<sup>8</sup>

Masculine anxiety is very common in the workplace:<sup>9</sup>

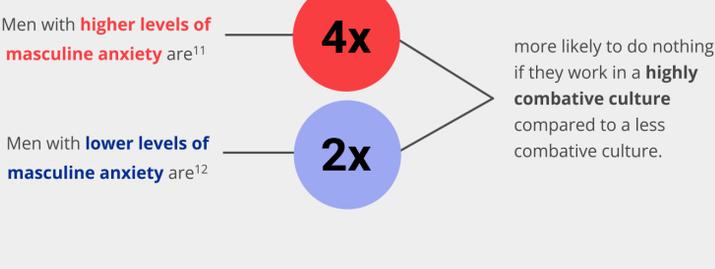


Men with high levels of masculine anxiety are more likely to do nothing in response to workplace sexism:<sup>10</sup>

Percentage of respondents who would **do nothing** by level of masculine anxiety:



Masculine anxiety also worsens the link between combative cultures and doing nothing:

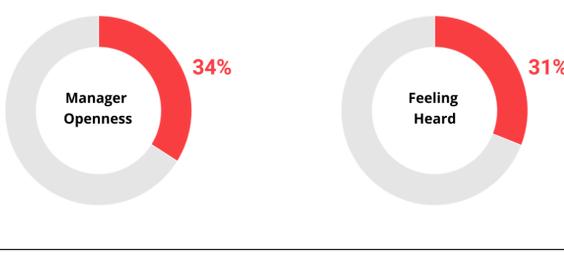


# Open Managers and Workplaces Where Men Feel Heard Embolden Men to Speak Up

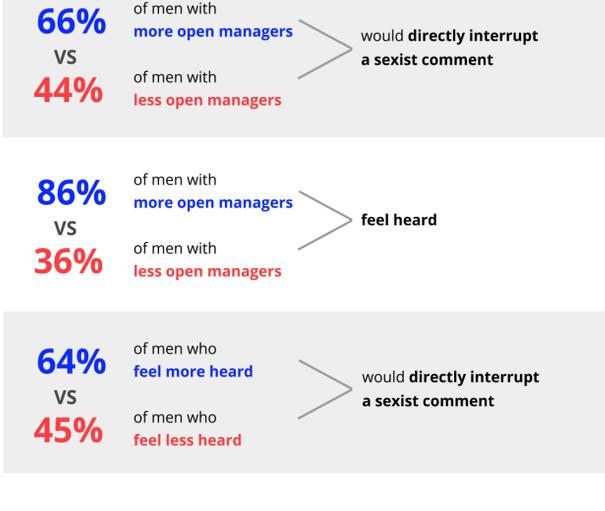
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A relatively high percentage of participants report little to no experience with manager openness and feeling heard in the workplace:<sup>14</sup>



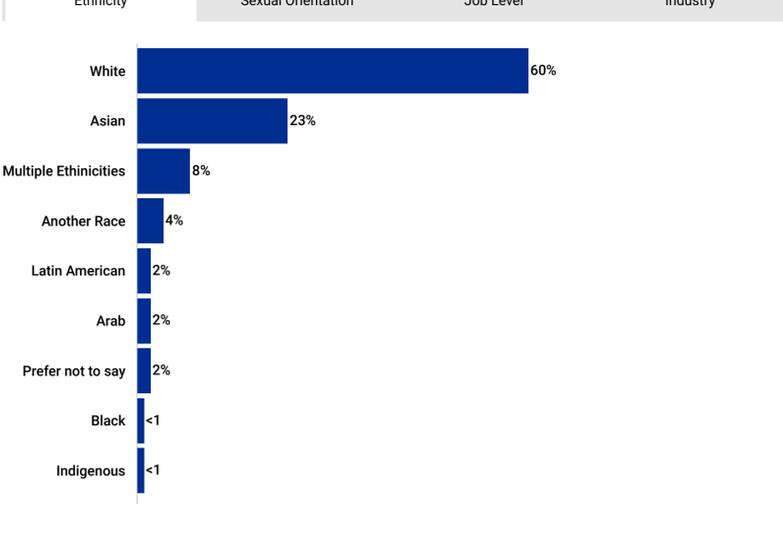
Clear links exist between having an open manager, feeling heard at work, and directly interrupting a sexist comment:<sup>15</sup>



# Demographics<sup>16</sup>

**Gender**  
563 Self-identified men  
\*No people identify as transgender

**Age**  
Average: 41 years old  
Range: 19-78 years old



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- Climate of Silence:** Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). **Combative Culture:** Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). **Climate of Futility:** Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of futility).
- Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale. Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: **Climate of Silence:**  $r = .53, p < .001$ ; **Combative Culture:**  $r = .51, p < .001$ ; **Climate of Futility:**  $r = .46, p < .001$ . The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: **Climate of Silence:**  $\chi^2(1) = 97.49, p < .001$ ; **Combative Culture:**  $\chi^2(1) = 78.31, p < .001$ ; **Climate of Futility:**  $\chi^2(1) = 55.59, p < .001$ .
- DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). *Masculine anxiety and interrupting sexism at work*. Catalyst.
- Masculine Anxiety:** Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety).
- A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing,  $r = .61, p < .001$ . The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values,  $\chi^2(1) = 148.84, p < .001$ .
- Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant;  $\chi^2(1) = 14.78, p < .001$ . The model explained 14.6% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 4.5 times higher odds to do nothing than those experiencing lower levels of combative culture.
- Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant;  $\chi^2(1) = 7.06, p < .01$ . The model explained 3.1% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 2.4 times higher odds to do nothing than those experiencing lower levels of combative culture.
- Sattari, N., DiMuccio, S., & Gabriele, L. (2021). *When managers are open, men feel heard and interrupt sexism*. Catalyst.
- Manager Openness:** Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness) that they are heard). **Feeling Heard:** Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no experience with feeling heard).
- Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. **Relationships among Manager Openness, Feeling Heard, and Directly Interrupting:** We conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant ( $b = 0.22, SE = 0.04, p < .001$ ). The direct effect of manager openness on the likelihood of direct responses was not significant ( $b = 0.07, SE = 0.05, p > .05$ ) but its indirect effect through improved experiences of feeling heard was significant ( $b = 0.14 [LLCI = 0.05, ULCI = 0.24]$ ). The association between manager openness and feeling heard was significant ( $b = 0.65, SE = 0.03, p < .001$ ) and the association between feeling heard and likelihood of directly interrupting was significant as well ( $b = 0.22, SE = 0.05, p < .001$ ). This suggests that the impact of manager openness on men's intent to directly respond to a sexist comment is fully mediated by feeling heard. The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. **Directly Interrupting and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 20.19, p < .001$ .
- Feeling Heard and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 124.77, p < .001$ . **Directly Interrupt and Feeling Heard:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values,  $\chi^2(1) = 16.62, p < .001$ .
- Some variables do not add to 100% due to rounding.

CHINA

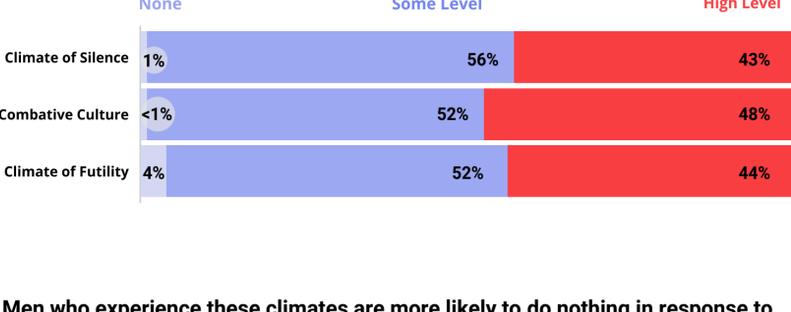
# Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism

**Climate of Silence:** An environment where employees feel restrained from constructively speaking up about organizational or work-related problems, concerns, or challenges.

**Combative Culture:** A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

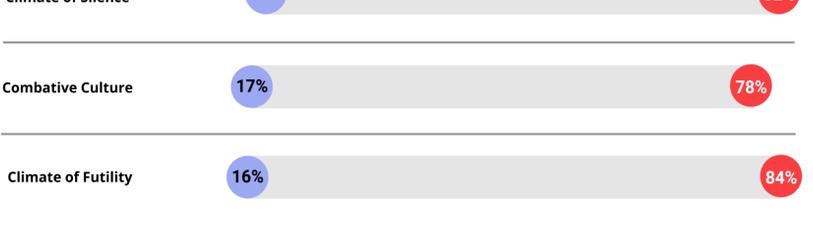
**Climate of Futility:** The sense that efforts to make change are not welcome and will not have the desired impact.

## Experiencing high levels of these three negative climates is common:<sup>6</sup>



## Men who experience these climates are more likely to do nothing in response to workplace sexism:<sup>7</sup>

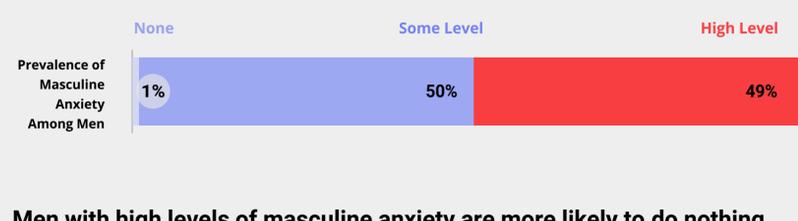
Percentage of respondents who would **do nothing** by level of each of the negative climates:



# Masculine Anxiety Can Hinder Men's Decisions to Intervene

**Masculine Anxiety:** The distress that men feel when they do not think they are living up to society's rigid standards of masculinity.<sup>8</sup>

## Masculine anxiety is very common in the workplace:<sup>9</sup>

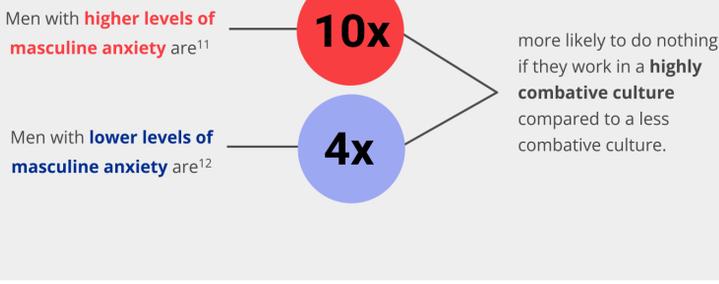


## Men with high levels of masculine anxiety are more likely to do nothing in response to workplace sexism:<sup>10</sup>

Percentage of respondents who would **do nothing** by level of masculine anxiety:



## Masculine anxiety also worsens the link between combative cultures and doing nothing:

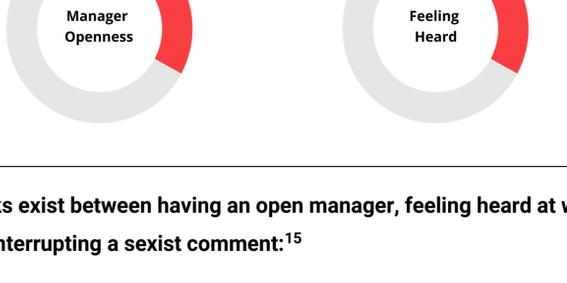


# Open Managers and Workplaces Where Men Feel Heard Embolden Men to Speak Up

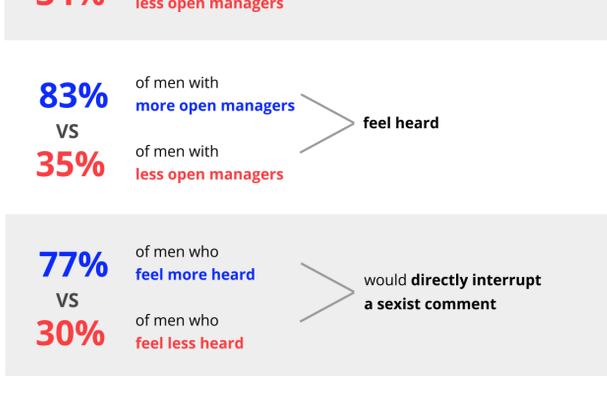
**Manager Openness:** Employees believe that their manager shows interest in and acts upon their ideas, views, and suggestions.

**Feeling Heard:** Employees believe that their views about their jobs are considered in decision making—not only by their managers but by the organization in general.<sup>13</sup>

## A relatively high percentage of participants report little to no experience with manager openness and feeling heard in the workplace:<sup>14</sup>



## Clear links exist between having an open manager, feeling heard at work, and directly interrupting a sexist comment:<sup>15</sup>



# Demographics<sup>16</sup>

## Gender

**279 Self-identified men**

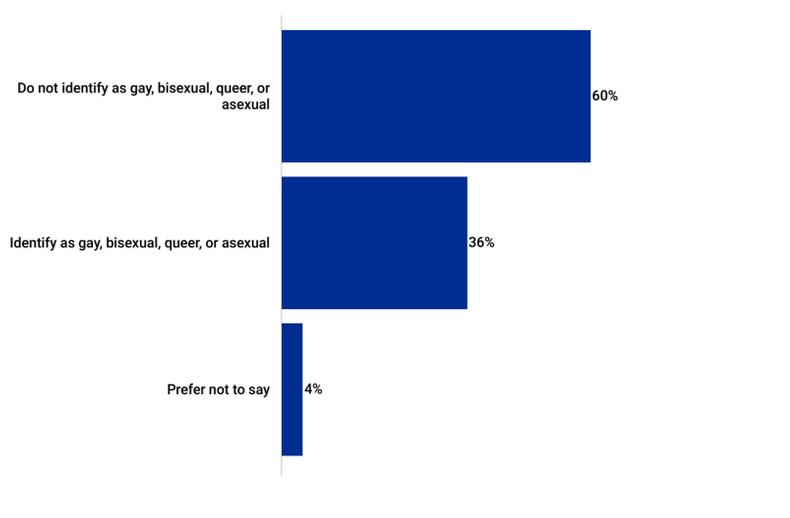
>99% Cisgender man

<1% Transgender man

## Age

**Average: 36 years old**

Range: 19-62 years old



How to cite: DiMuccio, S. & Sattari, N. (2022). *How organizations can encourage men to interrupt sexism*. Catalyst.

- Women in management: Quick Take*. (2020, August 11). Catalyst; *Women in the workforce—global: Quick Take*. (2021, February 11). Catalyst.
- Drury, B. & Kaiser, C. (2014). *Allies against sexism: The role of men in confronting sexism*. *Journal of Social Issues*, 70(4), 637-652.
- Johnson, W. B. & Smith, D. G. (2020). *How men can confront other men about sexist behavior*. *Harvard Business Review*.
- See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in Sattari, N. (2021). *Catalyst*.
- The *Interrupting Sexism* at *Work* research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For information on the series, including comprehensive findings and our methodologies, please see the [series webpage](#).
- Climate of Silence:** Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). **Combative Culture:** Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). **Climate of Futility:** Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of futility).
- Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale. Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: **Climate of Silence:**  $r = .72, p < .001$ ; **Combative Culture:**  $r = .70, p < .001$ ; **Climate of Futility:**  $r = .70, p < .001$ . The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: **Climate of Silence:**  $\chi^2(1) = 108.89, p < .001$ ; **Combative Culture:**  $\chi^2(1) = 104.43, p < .001$ ; **Climate of Futility:**  $\chi^2(1) = 127.17, p < .001$ .
- DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). *Masculine anxiety and interrupting sexism at work*. Catalyst.
- Masculine Anxiety:** Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety).
- A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing,  $r = .79, p < .001$ . The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values,  $\chi^2(1) = 136.58, p < .001$ .
- Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant;  $\chi^2(1) = 22.16, p < .001$ . The model explained 24.3% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 9.7 times higher odds to do nothing than those experiencing lower levels of combative culture.
- Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant;  $\chi^2(1) = 5.62, p < .02$ . The model explained 7.5% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 3.9 times higher odds to do nothing than those experiencing lower levels of combative culture.
- DiMuccio, S., Sattari, N., & Gabriele, L. (2021). *When managers are open, men feel heard and interrupt sexism*. Catalyst.
- Manager Openness:** Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). **Feeling Heard:** Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no experience with feeling heard).
- Directly interrupt scale was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. **Relationships among Manager Openness, Feeling Heard, and Directly Interrupting:** We conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant ( $b = 0.41, SE = 0.04, p < .001$ ). The direct effect of manager openness on the likelihood of direct responses was significant ( $b = 0.19, SE = 0.05, p < .001$ ) and its indirect effect through improved experiences of feeling heard was also significant ( $b = 0.21 [LLCI = 0.15, ULCI = 0.30]$ ). The association between manager openness and feeling heard was significant ( $b = 0.57, SE = 0.05, p < .001$ ) and the association between feeling heard and likelihood of directly interrupting was significant as well ( $b = 0.37, SE = 0.05, p < .001$ ). The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. **Directly Interrupt and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 41.22, p < .001$ . **Feeling Heard and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 57.35, p < .001$ . **Directly Interrupt and Feeling Heard:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values,  $\chi^2(1) = 52.54, p < .001$ .
- Some variables do not add to 100% due to rounding.

HONG KONG

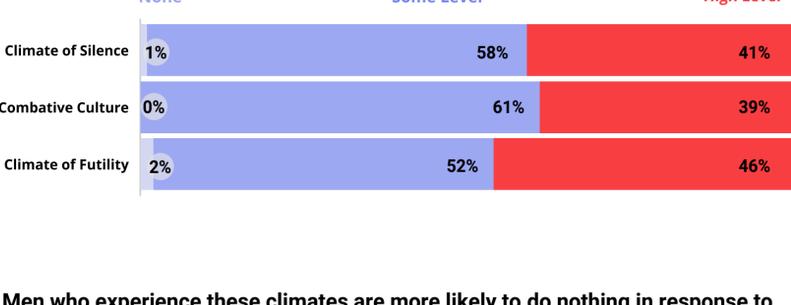
# Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism

**Climate of Silence:** An environment where employees feel restrained from constructively speaking up about organizational or work-related problems, concerns, or challenges.

**Combative Culture:** A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

**Climate of Futility:** The sense that efforts to make change are not welcome and will not have the desired impact.

## Experiencing high levels of these three negative climates is common:<sup>6</sup>



## Men who experience these climates are more likely to do nothing in response to workplace sexism:<sup>7</sup>

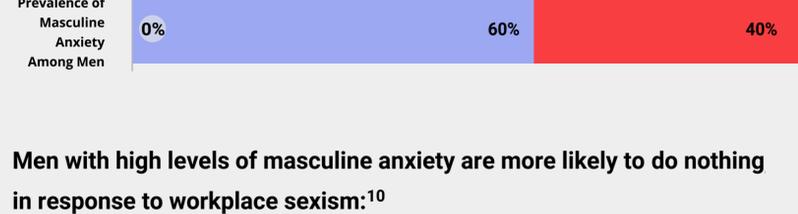
Percentage of respondents who would **do nothing** by level of each of the negative climates:



# Masculine Anxiety Can Hinder Men's Decisions to Intervene

**Masculine Anxiety:** The distress that men feel when they do not think they are living up to society's rigid standards of masculinity.<sup>8</sup>

## Masculine anxiety is very common in the workplace:<sup>9</sup>



## Men with high levels of masculine anxiety are more likely to do nothing in response to workplace sexism:<sup>10</sup>

Percentage of respondents who would **do nothing** by level of masculine anxiety:



## Masculine anxiety also worsens the link between combative cultures and doing nothing:



# Open Managers and Workplaces Where Men Feel Heard Embolden Men to Speak Up

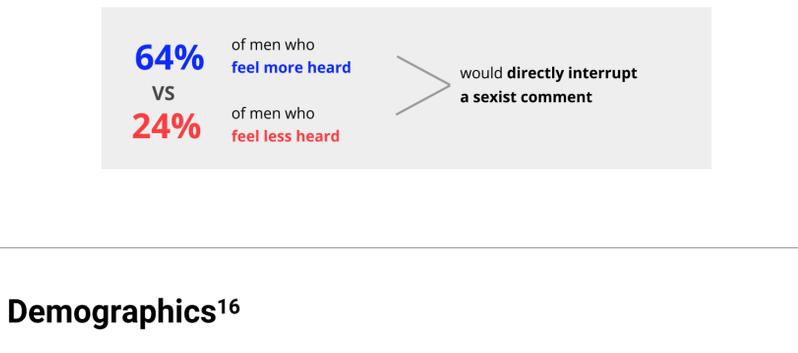
**Manager Openness:** Employees believe that their manager shows interest in and acts upon their ideas, views, and suggestions.

**Feeling Heard:** Employees believe that their views about their jobs are considered in decision making—not only by their managers but by the organization in general.<sup>13</sup>

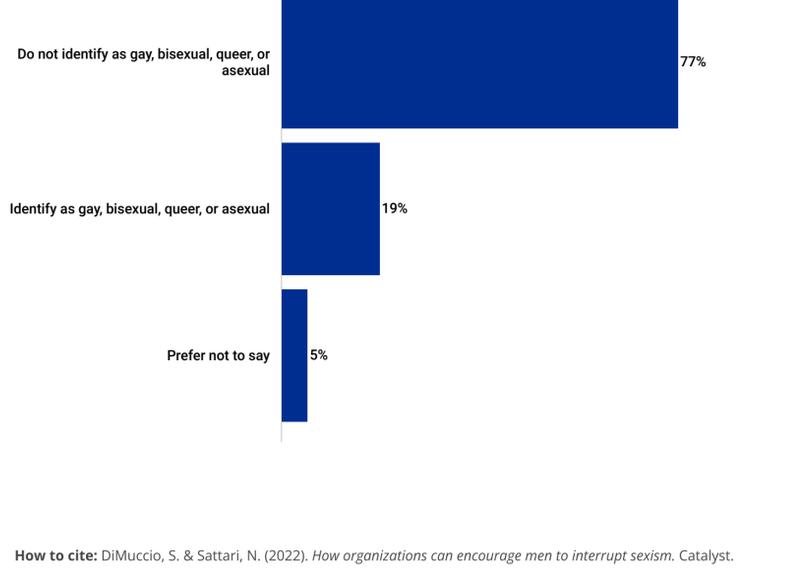
## A relatively high percentage of participants report little to no experience with manager openness and feeling heard in the workplace:<sup>14</sup>



## Clear links exist between having an open manager, feeling heard at work, and directly interrupting a sexist comment:<sup>15</sup>



# Demographics<sup>16</sup>



How to cite: DiMuccio, S. & Sattari, N. (2022). *How organizations can encourage men to interrupt sexism*. Catalyst.

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- Drury, B. & Kaiser, C. (2014). *Allies against sexism: The role of men in confronting sexism*. *Journal of Social Issues*, 70(4), 637-652.
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- See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in Sattari, N. (2021). *Men's stories of interrupting sexism*. Catalyst.
- The *Interrupting Sexism* at Work research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For information on the series, including comprehensive findings and our methodologies, please see the [series webpage](#).
- Climate of Silence:** Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). **Combative Culture:** Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). **Climate of Futility:** Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of futility).
- Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale. Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: **Climate of Silence:**  $r = .72, p < .001$ ; **Combative Culture:**  $r = .67, p < .001$ ; **Climate of Futility:**  $r = .66, p < .001$ . The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: **Climate of Silence:**  $\chi^2(1) = 108.58, p < .001$ ; **Combative Culture:**  $\chi^2(1) = 95.93, p < .001$ ; **Climate of Futility:**  $\chi^2(1) = 76.27, p < .001$ .
- DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). *Masculine anxiety and interrupting sexism at work*. Catalyst.
- Masculine anxiety:** Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety).
- A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing,  $r = .73, p < .001$ . The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values,  $\chi^2(1) = 93.02, p < .001$ .
- Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant;  $\chi^2(1) = 15.06, p < .001$ . The model explained 19.5% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 7.5 times higher odds to do nothing than those experiencing lower levels of combative culture.
- Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant;  $\chi^2(1) = 13.39, p < .001$ . The model explained 10.4% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 5.3 times higher odds to do nothing than those experiencing lower levels of combative culture.
- Sattari, N., DiMuccio, S., & Gabriele, L. (2021). *When managers are open, men feel heard and interrupt sexism*. Catalyst.
- Manager Openness:** Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). **Feeling Heard:** Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no experience with feeling heard).
- Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. **Relationships among Manager Openness, Feeling Heard, and Directly Interrupting:** We conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant ( $b = 0.26, SE = 0.05, p < .001$ ). The direct effect of manager openness on the likelihood of direct responses was not significant ( $b = 0.12, SE = 0.06, p < .08$ ) but the indirect effect through improved experiences of feeling heard was also significant ( $b = 0.14 [LLCI = 0.06, ULCI = 0.25]$ ). The association between manager openness and feeling heard was significant ( $b = 0.56, SE = 0.05, p < .001$ ) and the association between feeling heard and likelihood of directly interrupting was significant as well ( $b = 0.26, SE = 0.07, p < .001$ ). This suggests that the impact of manager openness on men's intent to directly respond to a sexist comment is fully mediated by feeling heard. The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were referred to as those more likely to directly interrupt. **Directly Interrupt and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 30.11, p < .001$ . **Feeling Heard and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 52.39, p < .001$ . **Directly Interrupt and Feeling Heard:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values,  $\chi^2(1) = 37.99, p < .001$ .
- Some variables do not add to 100% due to rounding.

INDIA

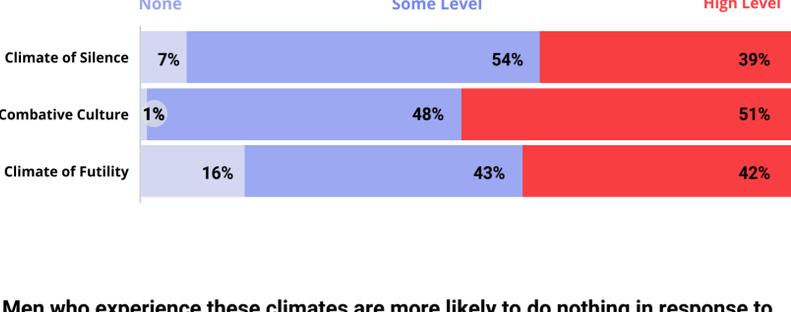
## Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism

**Climate of Silence:** An environment where employees feel restrained from constructively speaking up about organizational or work-related problems, concerns, or challenges.

**Combative Culture:** A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

**Climate of Futility:** The sense that efforts to make change are not welcome and will not have the desired impact.

Experiencing high levels of these three negative climates is common:<sup>6</sup>



Men who experience these climates are more likely to do nothing in response to workplace sexism:<sup>7</sup>

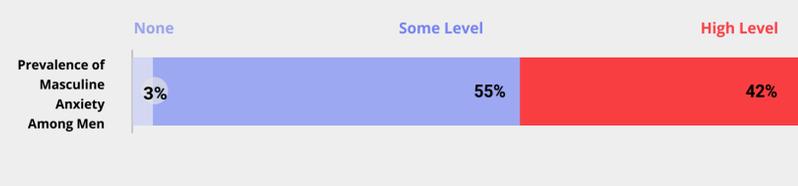
Percentage of respondents who would **do nothing** by level of each of the negative climates:



## Masculine Anxiety Can Hinder Men's Decisions to Intervene

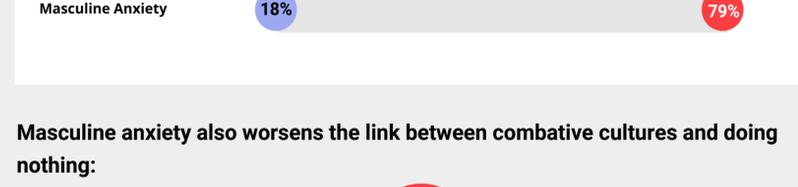
**Masculine Anxiety:** The distress that men feel when they do not think they are living up to society's rigid standards of masculinity.<sup>8</sup>

Masculine anxiety is very common in the workplace:<sup>9</sup>

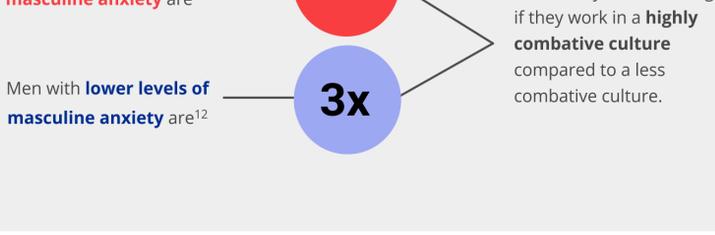


Men with high levels of masculine anxiety are more likely to do nothing in response to workplace sexism:<sup>10</sup>

Percentage of respondents who would **do nothing** by level of masculine anxiety:



Masculine anxiety also worsens the link between combative cultures and doing nothing:



## Open Managers and Workplaces Where Men Feel Heard Embolden Men to Speak Up

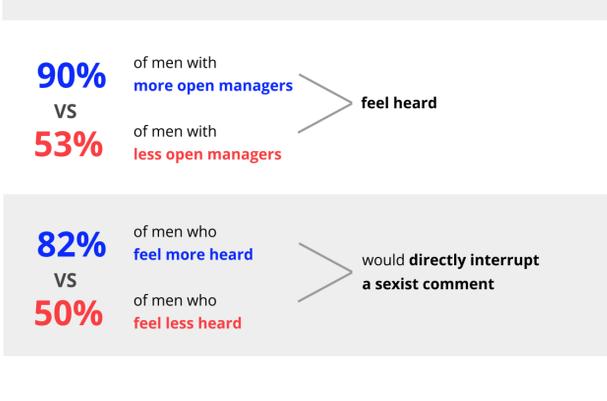
**Manager Openness:** Employees believe that their manager shows interest in and acts upon their ideas, views, and suggestions.

**Feeling Heard:** Employees believe that their views about their jobs are considered in decision making—not only by their managers but by the organization in general.<sup>13</sup>

A relatively high percentage of participants report little to no experience with manager openness and feeling heard in the workplace:<sup>14</sup>



Clear links exist between having an open manager, feeling heard at work, and directly interrupting a sexist comment:<sup>15</sup>



## Demographics<sup>16</sup>

**Gender**

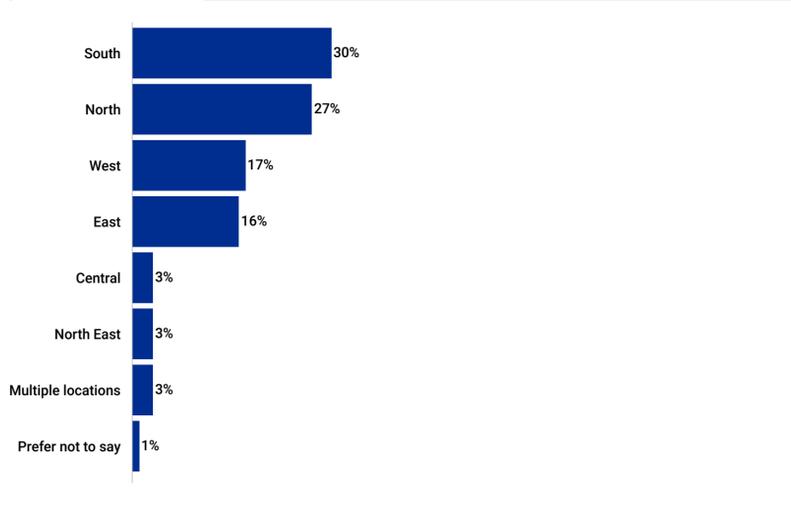
614 Self-identified men

\*No people identify as transgender

**Age**

Average: 33 years old

Range: 19-71 years old



How to cite: DiMuccio, S. & Sattari, N. (2022). *How organizations can encourage men to interrupt sexism*. Catalyst.

1. *Women in management: Quick Take*. (2020, August 11). Catalyst; *Women in the workforce—global: Quick Take*. (2021, February 11). Catalyst.
2. Drury, B. & Kaiser, C. (2014). *Allies against sexism: The role of men in confronting sexism*. *Journal of Social Issues*, 70(4), 637-652.
3. Johnson, W. B. & Smith, D. G. (2020). *How men can confront other men about sexist behavior*. *Harvard Business Review*.
4. See men's accounts of the nuances of their decision making about how to react to incidences of sexism at work in Sattari, N. (2021). *Men's stories of interrupting sexism*. Catalyst.
5. The *Interrupting Sexism at Work* research series comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For information on the series, including comprehensive findings and our methodologies, please see the [series webpage](#).
6. **Climate of Silence:** Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). **Combative Culture:** Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). **Climate of Futility:** Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of futility).
7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale. Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: **Climate of Silence:**  $r = .64, p < .001$ ; **Combative Culture:**  $r = .64, p < .001$ ; **Climate of Futility:**  $r = .62, p < .001$ . The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each negative organizational condition. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: **Climate of Silence:**  $\chi^2(1) = 163.55, p < .001$ ; **Combative Culture:**  $\chi^2(1) = 148.73, p < .001$ ; **Climate of Futility:**  $\chi^2(1) = 195.47, p < .001$ .
8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). *Masculine anxiety and interrupting sexism at work*. Catalyst.
9. **Masculine Anxiety:** Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety).
10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing,  $r = .72, p < .001$ . The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values,  $\chi^2(1) = 221.76, p < .001$ .
11. Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant;  $\chi^2(1) = 25.95, p < .001$ . The model explained 14.9% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 6 times higher odds to do nothing than those experiencing lower levels of combative culture.
12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant;  $\chi^2(1) = 14.95, p < .001$ . The model explained 6.7% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 3 times higher odds to do nothing than those experiencing lower levels of combative culture.
13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). *When managers are open, men feel heard and interrupt sexism*. Catalyst.
14. **Manager Openness:** Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). **Feeling Heard:** Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no experience with feeling heard).
15. Directly interrupt scale was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. **Relationships among Manager Openness, Feeling Heard, and Directly Interrupting:** We conducted a mediation analysis using Hayes' PROCESS macro package, Model 4. The association between manager openness and men's intent to directly interrupt sexism was mediated by increased levels of feeling heard. We controlled for participants' organizational rank. The total effect of manager openness on the likelihood of direct responses was significant ( $b = 0.32, SE = 0.03, p < .001$ ). The direct effect of manager openness on the likelihood of direct responses was significant ( $b = 0.17, SE = 0.04, p < .001$ ) and its indirect effect through improved experiences of feeling heard was also significant ( $b = 0.14 [LLCI = 0.08, ULCI = 0.21]$ ). The association between manager openness and feeling heard was significant ( $b = 0.52, SE = 0.03, p < .001$ ) and the association between feeling heard and likelihood of directly interrupting was significant as well ( $b = 0.28, SE = 0.04, p < .001$ ). The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. **Directly Interrupt and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 25.36, p < .001$ . **Feeling Heard and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those who feel heard based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 83.25, p < .001$ . **Directly Interrupt and Feeling Heard:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values,  $\chi^2(1) = 44.09, p < .001$ .
16. Some variables do not add to 100% due to rounding.

SINGAPORE

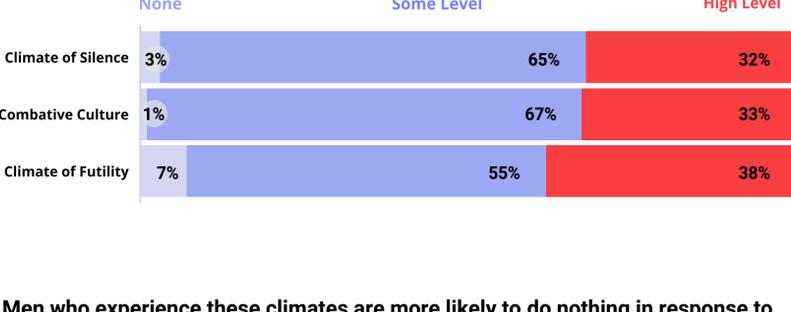
# Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism

**Climate of Silence:** An environment where employees feel restrained from constructively speaking up about organizational or work-related problems, concerns, or challenges.

**Combative Culture:** A hyper-competitive workplace culture in which value is placed on four dimensions: show no weakness, display strength and stamina, put work first, and act as if it's a dog-eat-dog world.

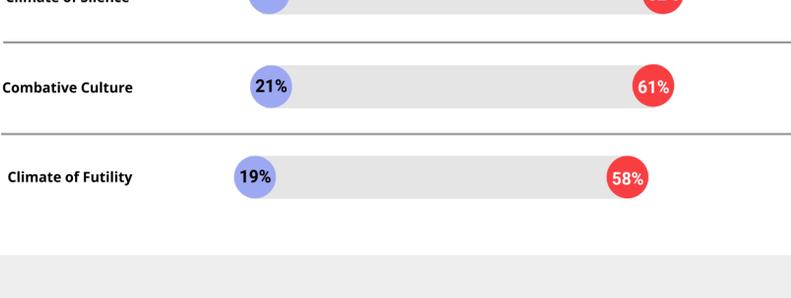
**Climate of Futility:** The sense that efforts to make change are not welcome and will not have the desired impact.

## Experiencing high levels of these three negative climates is common:<sup>6</sup>



## Men who experience these climates are more likely to do nothing in response to workplace sexism:<sup>7</sup>

Percentage of respondents who would **do nothing** by level of each of the negative climates:



# Masculine Anxiety Can Hinder Men's Decisions to Intervene

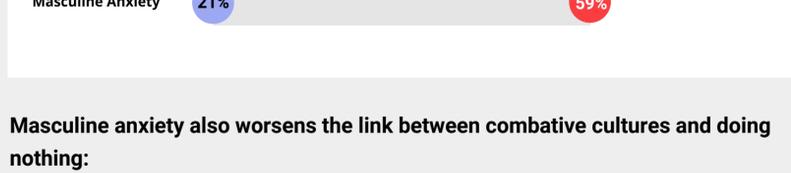
**Masculine Anxiety:** The distress that men feel when they do not think they are living up to society's rigid standards of masculinity.<sup>8</sup>

## Masculine anxiety is very common in the workplace:<sup>9</sup>

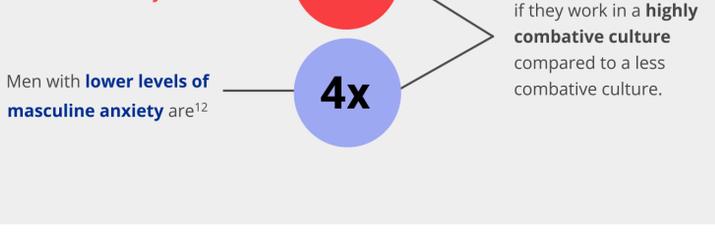


## Men with high levels of masculine anxiety are more likely to do nothing in response to workplace sexism:<sup>10</sup>

Percentage of respondents who would **do nothing** by level of masculine anxiety:



## Masculine anxiety also worsens the link between combative cultures and doing nothing:

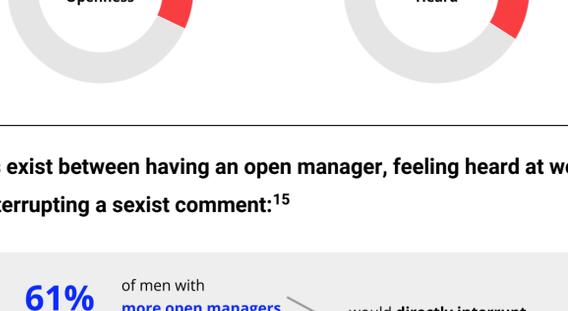


# Open Managers and Workplaces Where Men Feel Heard Embolden Men to Speak Up

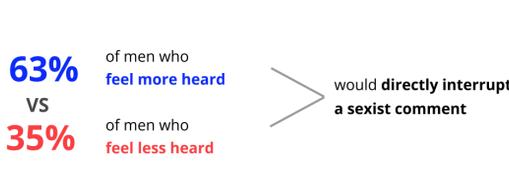
**Manager Openness:** Employees believe that their manager shows interest in and acts upon their ideas, views, and suggestions.

**Feeling Heard:** Employees believe that their views about their jobs are considered in decision making—not only by their managers but by the organization in general.<sup>13</sup>

## A relatively high percentage of participants report little to no experience with manager openness and feeling heard in the workplace:<sup>14</sup>



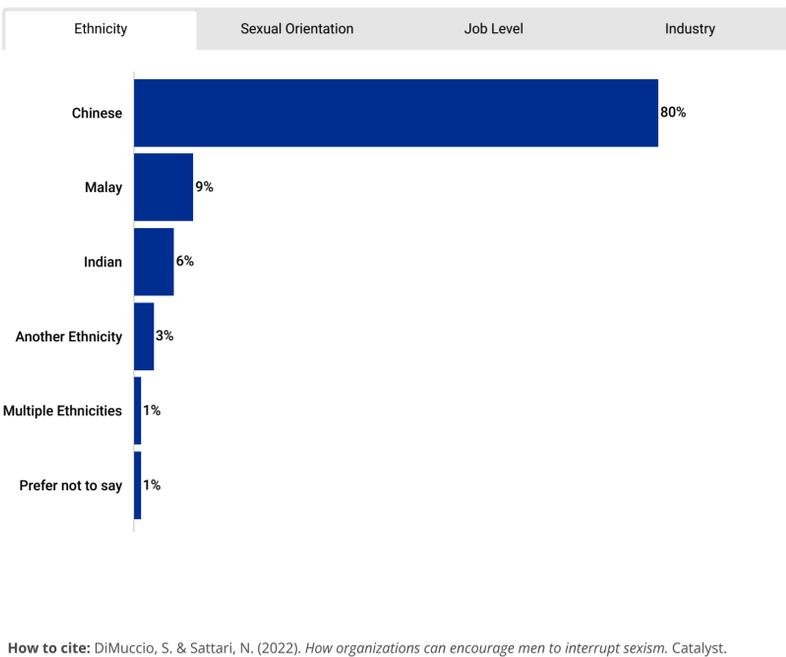
## Clear links exist between having an open manager, feeling heard at work, and directly interrupting a sexist comment:<sup>15</sup>



# Demographics<sup>16</sup>

**Gender**  
336 Self-identified men  
\*No people identify as transgender

**Age**  
Average: 38 years old  
Range: 20-72 years old



How to cite: DiMuccio, S. & Sattari, N. (2022). *How organizations can encourage men to interrupt sexism*. Catalyst.

1. *Women in management: Quick Take*. (2020, August 11). Catalyst; *Women in the workforce-global: Quick Take*. (2021, February 11). Catalyst.
2. Drury, B. & Kaiser, C. (2014). *Allies against sexism: The role of men in confronting sexism*. *Journal of Social Issues*, 70(4), 637-652.
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5. *The Interrupting Sexism at Work research series* comprises five research reports and multiple infographics and tools. Across all studies, we employed quantitative and/or qualitative analyses to address different research questions. Data were collected from more than 6,500 survey participants in 12 countries across three global regions. For information on the series, including comprehensive findings and our methodologies, please see the [series webpage](#).
6. **Climate of Silence:** Scale responses ranged from 1 (strongly disagree that a climate of silence is present in the workplace) to 6 (strongly agree that a climate of silence is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of silence), greater than 1 and less than 4 (some level of silence) and those equal or greater than 4 (high levels of silence). **Combative Culture:** Scale responses ranged from 1 (experiencing no level of combative culture in the workplace) to 6 (experiencing extreme levels of combative culture). The percentages presented reflect scores equal to 1 (no combative culture), greater than 1 and less than 4 (some level of combative culture experienced) and 4 or higher (high level of combative culture experienced). **Climate of Futility:** Scale responses ranged from 1 (strongly disagree that a climate of futility is present in the workplace) to 6 (strongly agree that a climate of futility is present in the workplace). The percentages presented reflect scores equal to 1 (no climate of futility), greater than 1 and less than 4 (some level of futility), and those equal or greater than 4 (high levels of futility).
7. Doing nothing was measured on a 1 (not at all likely to do nothing) to 6 (extremely likely to do nothing) scale. Bivariate correlations were run between each climate and the likelihood of doing nothing to establish if there is a relationship. All three climates were significantly positively related to the likelihood of doing nothing: **Climate of Silence:**  $r = .58, p < .001$ ; **Combative Culture:**  $r = .50, p < .001$ ; **Climate of Futility:**  $r = .53, p < .001$ . The scales measuring climate of silence, combative culture, and climate of futility were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. Separate chi-square analyses were used to test the difference in percentages of those more likely to do nothing based on either level of climate of silence, combative culture, or climate of futility. In all analyses, the observed values were significantly different than expected values with the following statistics: **Climate of Silence:**  $\chi^2(1) = 56.10, p < .001$ ; **Combative Culture:**  $\chi^2(1) = 53.11, p < .001$ ; **Climate of Futility:**  $\chi^2(1) = 52.62, p < .001$ .
8. DiMuccio, S., Sattari, N., Shaffer, E., & Cline, J. (2021). *Masculine anxiety and interrupting sexism at work*. Catalyst.
9. **Masculine Anxiety:** Scale responses ranged from 1 (no masculine anxiety) to 6 (extreme anxiety). The percentages presented reflect scores equal to 1 (no masculine anxiety); greater than 1 and less than 4 (some anxiety) and those equal or greater than 4 (high levels of anxiety).
10. A bivariate correlation was run between masculine anxiety and the likelihood of doing nothing to establish if there is a relationship. Masculine anxiety was significantly positively related to the likelihood of doing nothing,  $r = .59, p < .001$ . The masculine anxiety scale was then dichotomized with participants whose average on the scale was 4 or higher categorized as reporting a high level and those with scores less than 4, a low level of masculine anxiety. Participants whose average on the doing nothing scale was 4 or higher were categorized as reporting a high likelihood of doing nothing. For brevity, participants in this group are referred to as those more likely to do nothing. A chi-square analysis was conducted to test the difference in percentages of those more likely to do nothing based on levels of masculine anxiety. The observed values were significantly different than expected values,  $\chi^2(1) = 48.20, p < .001$ .
11. Binomial logistic regression was performed for men with a high level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant:  $\chi^2(1) = 15.35, p < .001$ . The model explained 17.4% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 4.8 times higher odds to do nothing than those experiencing lower levels of combative culture.
12. Binomial logistic regression was performed for men with a low level of masculine anxiety to examine the impact of combative culture on the likelihood of doing nothing in response to a sexist comment. The logistic regression model was statistically significant:  $\chi^2(1) = 12.29, p < .001$ . The model explained 8.2% (Nagelkerke R Square) of variance in the likelihood of doing nothing among respondents. Those who experienced higher levels of combative culture had 3.6 times higher odds to do nothing than those experiencing lower levels of combative culture.
13. Sattari, N., DiMuccio, S., & Gabriele, L. (2021). *When managers are open, men feel heard and interrupt sexism*. Catalyst.
14. **Manager Openness:** Scale responses ranged from 1 (strongly disagree that manager is open) to 6 (strongly agree that manager is open). The percentages presented reflect scores averaging less than 4 (little to no experience with manager openness). **Feeling Heard:** Scale responses ranged from 1 (strongly disagree that they are heard) to 6 (strongly agree that they are heard). The percentages presented reflect scores averaging less than 4 (little to no experience with feeling heard).
15. Directly interrupt was measured on a 1 (not at all likely to directly interrupt) to 6 (extremely likely to directly interrupt) scale. **Relationships among Manager Openness, Feeling Heard, and Directly Interrupting:** We conducted two linear regressions to show the link between manager openness and directly interrupting and feeling heard and directly interrupting. We adjusted for rank in both analyses. We found a significant linear relationship between having an open manager and directly interrupting a sexist comment,  $t(308) = 7.76, p < .001$ . We also found a significant linear relationship between feeling heard at work and directly interrupting a sexist comment,  $t(308) = 6.35, p < .001$ . The scales measuring manager openness and feeling heard were then dichotomized with participants whose average on each scale was 4 or higher categorized as reporting high levels and those with scores less than 4, low levels of each experience. Participants whose average on the directly interrupt scale was 4 or higher were categorized as reporting a high likelihood of directly interrupting. For brevity, participants in this group are referred to as those more likely to directly interrupt. **Directly Interrupt and Manager Openness:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of manager openness. The observed values were significantly different than expected values,  $\chi^2(1) = 15.54, p < .001$ . **Directly Interrupt and Feeling Heard:** A chi-square analysis was conducted to test the difference in percentages of those more likely to directly interrupt based on levels of feeling heard. The observed values were significantly different than expected values,  $\chi^2(1) = 21.73, p < .001$ .
16. Some variables do not add to 100% due to rounding.