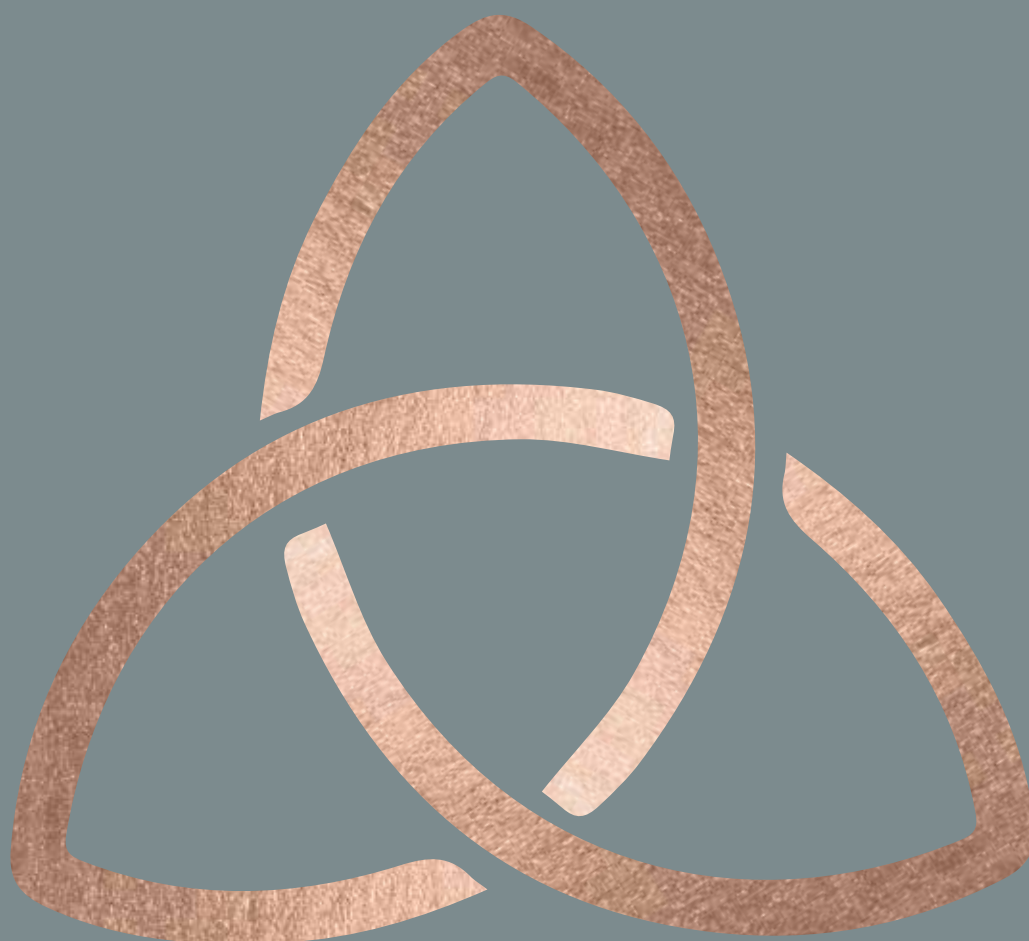


VOL V

JANUARY 2019

FO
the
FEMALE QUOTIENT

MODERN GUIDE TO EQUALITY



Advancing equality in the workplace

introduction

Women are putting themselves into the equation. They're earning more college degrees than men, they're remaining in the workforce at the same rate as men, and they're running for office in record numbers. They're chasing ambitious career goals and they're pursuing promotions and raises. The success of female candidates at the polls has led many to call 2018 the Year of the Woman — a moniker recycled from 1992, when a then-record number of women were elected to the House and Senate. While these inroads are remarkable, we don't seek just a year of success; we seek a world where female successes are the norm.

To make that world a reality, businesses must play their part. It is time to make gender diversity and inclusion a top priority, and to approach it like the strategic business imperative it is.

We're here to help. This marks the fifth volume of the *Modern Guide to Equality*, The Female Quotient's bi-annual playbook for business leaders who want to advance equality in their workplace. Powered by collaboration, the *Modern Guide* offers the latest research on workplace trends, insights and strategies from topic experts and industry leaders, and solutions from organizations who are making progress towards parity. This volume also lives on our *Modern Guide to Equality* website — a dynamic portal dedicated to helping organizations around the world hone the practice of equality.

Every workplace should strive for true parity, a state we call "equality fit." But this doesn't happen overnight. First, organizations must evaluate their equality health, diagnose areas that need improvement, and create a customized plan for improvement. The Female Quotient uses four key vitals to assess a company's equality health — Parity, Leadership, Advancement, and Culture — that, when individually addressed and improved, shift the ideal of inclusion into a reality. If all companies measure against the same vitals, we can work in tandem to drive true change.

It's up to all of us to rewrite the rules of the workplace and realize the true potential of female talent around the world. We look forward to creating a future of equality, together.

— *The Female Quotient*

**We need to rewrite the rules
for today's modern workplace
so that everyone can thrive
and be their best self.**



- Shelley Zalis, CEO,
The Female Quotient

THE FEMALE QUOTIENT



About The Female Quotient

The Female Quotient is committed to advancing equality in the workplace through collaboration, activating solutions for change, and creating accountability. We believe that when you put women in any equation, the equation gets better. Diversity adds a competitive advantage that enables companies to be stronger and more successful.

We work with forward-thinking brands that are dedicated to improving the future of equality by providing them with the tools they need to be an active part of the conversation and impact change. Through consumer insights, cultural analysis, and new standards of accountability, we are building the foundation for the future we want.

DIGITAL PARTNER



About The Atlantic / Atlantic Re:think

The Atlantic has been at the forefront of the equality conversation since its founding in 1857. Now, 161 years later, *The Atlantic* continues to provoke thought, spark debate and ask people to think more deeply about the complex topics facing our world. It's a mission that guides the work of Atlantic Re:think, an in-house content marketing shop. Re:think is a team of creatives, writers, analysts and producers on a relentless mission to live up to *The Atlantic's* high storytelling standard, combining a journalistic sensibility with marketing insights and audience data to fulfill our partners' objectives.



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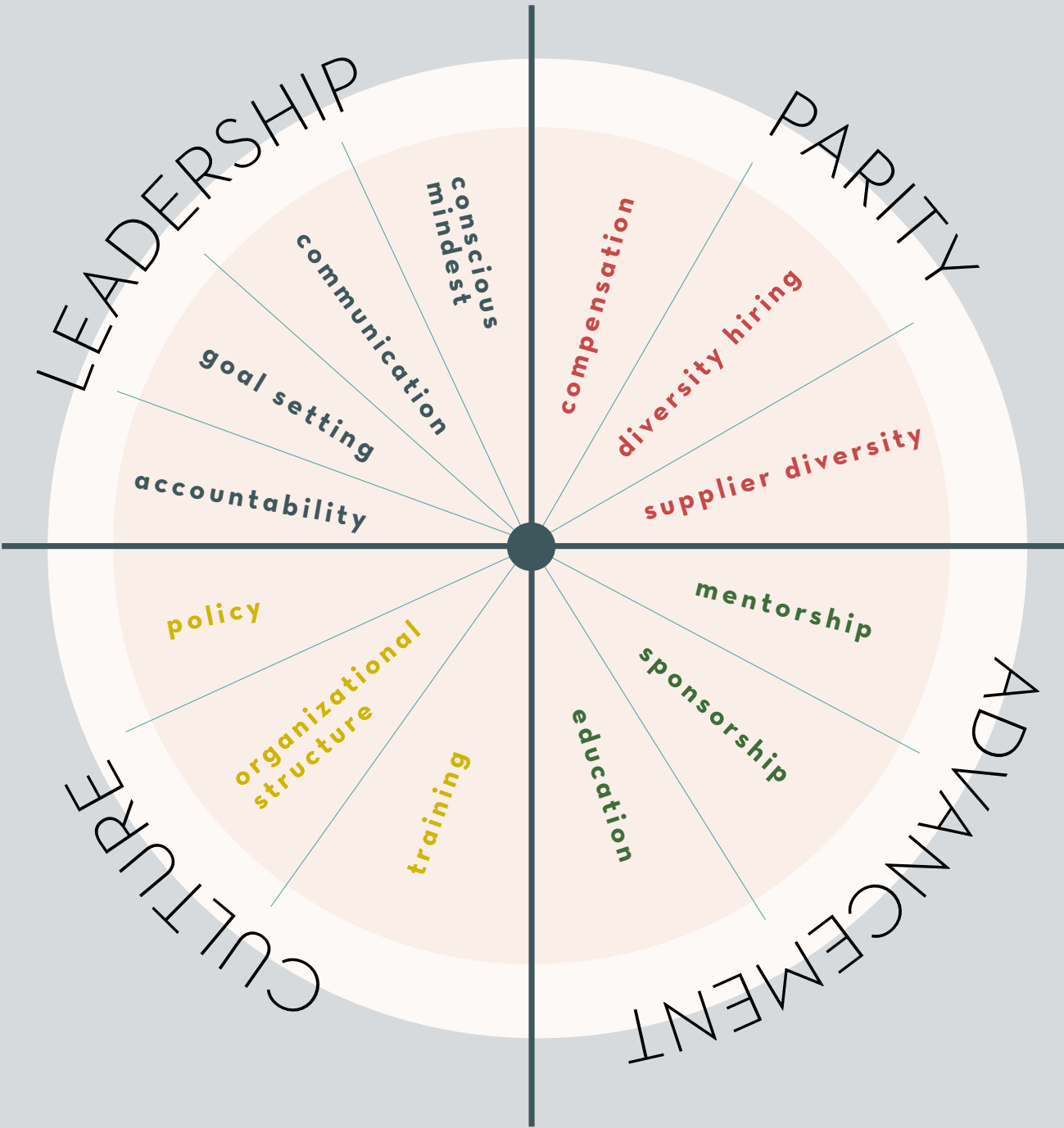
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Transformation happens in steps – and we must create measurements for accountability in order for true change to happen. With that, The Female Quotient uses four key vitals to help companies to measure their current equality status, identify specific areas for improvement, and create customized plans to make their workplaces more inclusive, safe, and fair.

equality health pillars







parity

Parity remains one of the biggest drivers of equality health. By prioritizing equal compensation for men and women; focusing on diverse representation, both internally and externally; and promoting inclusive hiring practices, companies can make a diverse workplace a reality.

knowledge sharing

Gender parity – or, as it currently stands, *disparity* – affects each and every one of us. Women make up 49.6 percent of the global population, yet account for just 38 percent of human capital wealth. According to a study by the World Bank, this gender pay gap costs the global economy \$160.2 trillion, or about twice the value of the global GDP. Equal workforce participation, equal hours worked, and equal pay could yield a global wealth jump of \$23,620 per person, along with a host of other advantages: “The important message here is that everybody would benefit from higher earnings – not just women – and thereby the wealth that gender equality would bring. Because the higher the standard of living, the lower the poverty in the household, and from the household level to the country level, there are huge benefits from achieving gender equality,” World Bank economist Quentin Woodin told *The Guardian*. ^{[1][2]}

In the United States, the gender pay gap remains a pervasive barrier to parity. Women are earning more college degrees than men – in the class of 2017, women earned 141 degrees for every 100 men earned – yet, for every dollar a man makes, his female counterpart makes 80 cents. At its current rate, the overall U.S. wage gap won’t close until 2059, when the aforementioned class of 2017 are in their mid-60s. ^{[3][4]} However, there is hope: While the U.S. currently ranks 49th on the World Economic Forum’s Global Gender Gap Index, it has fully closed its gender gap in Educational Attainment. ^[5] The potential of the country’s next-generation female workforce is there, it’s just up to businesses to harness it.

To progress toward parity, organizations must first ensure that their hiring practices — for both employees and suppliers — are inclusive. Then, they must examine their compensation model and take decisive action to rectify any inequalities. Consider Salesforce, which performed a comprehensive analysis of 17,000 employees, identified a gender pay gap, and spent nearly \$3 million to balance the disparity. [6] As the company's CEO Marc Benioff explained, "There's never been an easier time to make this change. CEOs with one button on one computer can pay every man and every woman equally. We have the data. We know what everyone makes. There's no excuse." [7]

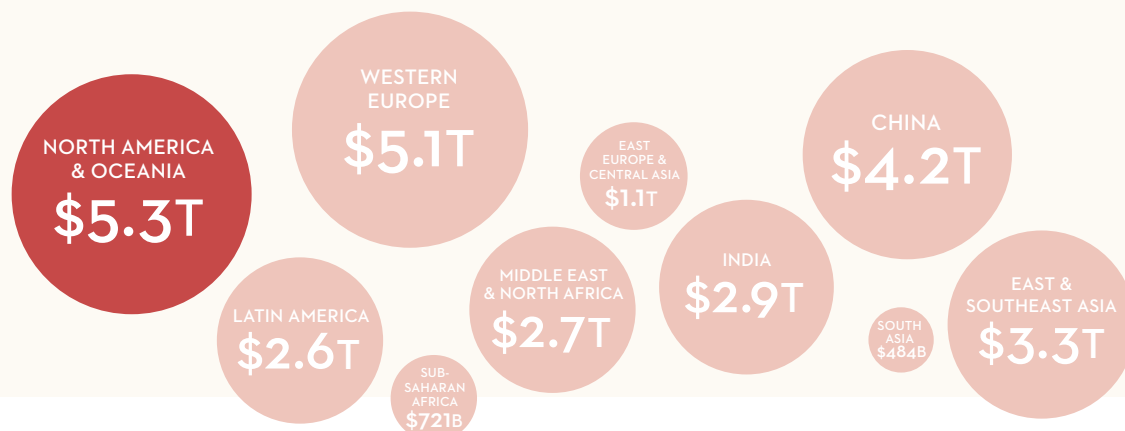
AT THE CURRENT RATE OF PROGRESS, IT WILL TAKE 217 YEARS TO CLOSE THE GLOBAL ECONOMIC GENDER GAP. [8]

Global Economic Gender Gap



CLOSING THE GENDER GAP IN THE WORKFORCE COULD ADD \$28 TRILLION TO THE GLOBAL GDP. [9]

GDP Growth Opportunity by 2025, with Gender Parity in the Workforce



SOURCES:

- 1) The World Bank, "Unrealized Potential: The High Cost of Gender Inequality in Earnings" (2018).
- 2) The Guardian, "Gender pay gap costs global economy \$160tn, says World Bank study" (2018).
- 3) U.S. Department of Education, National Center for Education Statistics (2018).
- 4) Institute for Women's Policy Research (2018).
- 5) World Economic Forum, "Global Gender Gap Report 2017" (2017).
- 6) Salesforce blog, "Equality at Salesforce: The Equal Pay Assessment Update" (2016).
- 7) CBS News, "Leading by example to close the gender pay gap" (2018).
- 8) World Economic Forum, "Global Gender Gap Report 2017" (2017).
- 9) McKinsey Global Institute, "The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth (2015).

knowledge sharing, cont.

THE AVERAGE WOMAN IN THE U.S. EARNS \$0.80 FOR EVERY \$1 THAT A MALE EARNS, WHICH TRANSLATES TO: ^[10]

\$418,800

a woman's lost wages over the course of a 40-year career

70

age at which a woman's career earnings match those of a 60-year-old man

10

additional years a woman must work to earn what a man earns in 40 years

FOR MINORITIES, THE GENDER PAY GAP WIDENS EVEN MORE: ^[11]



For every **\$1.00** earned by white, non-Hispanic men...



ASIAN WOMEN earn **87 cents**



WHITE, NON-HISPANIC WOMEN earn **79 cents**



BLACK WOMEN earn **63 cents**



NATIVE AMERICAN WOMEN earn **57 cents**

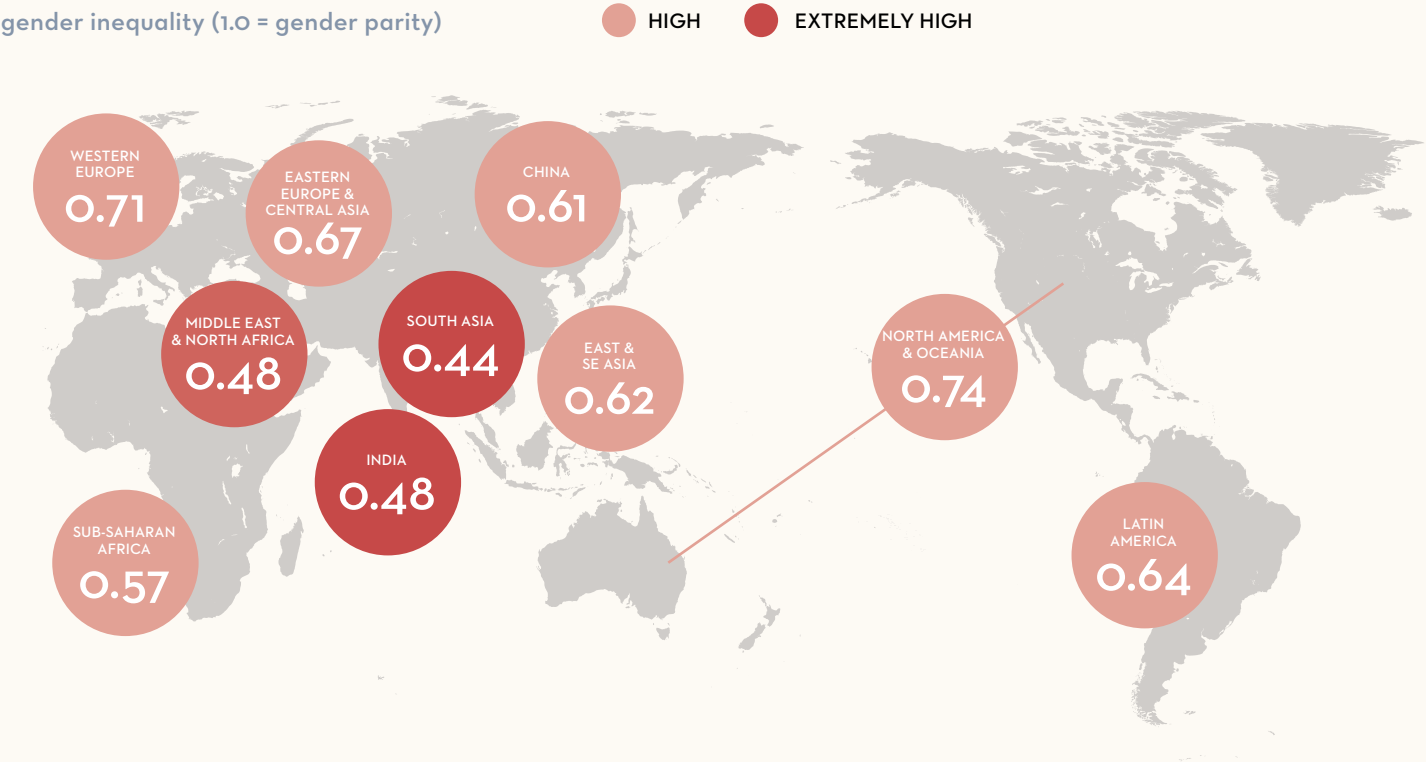


LATINA WOMEN earn **54 cents**

SOURCES:

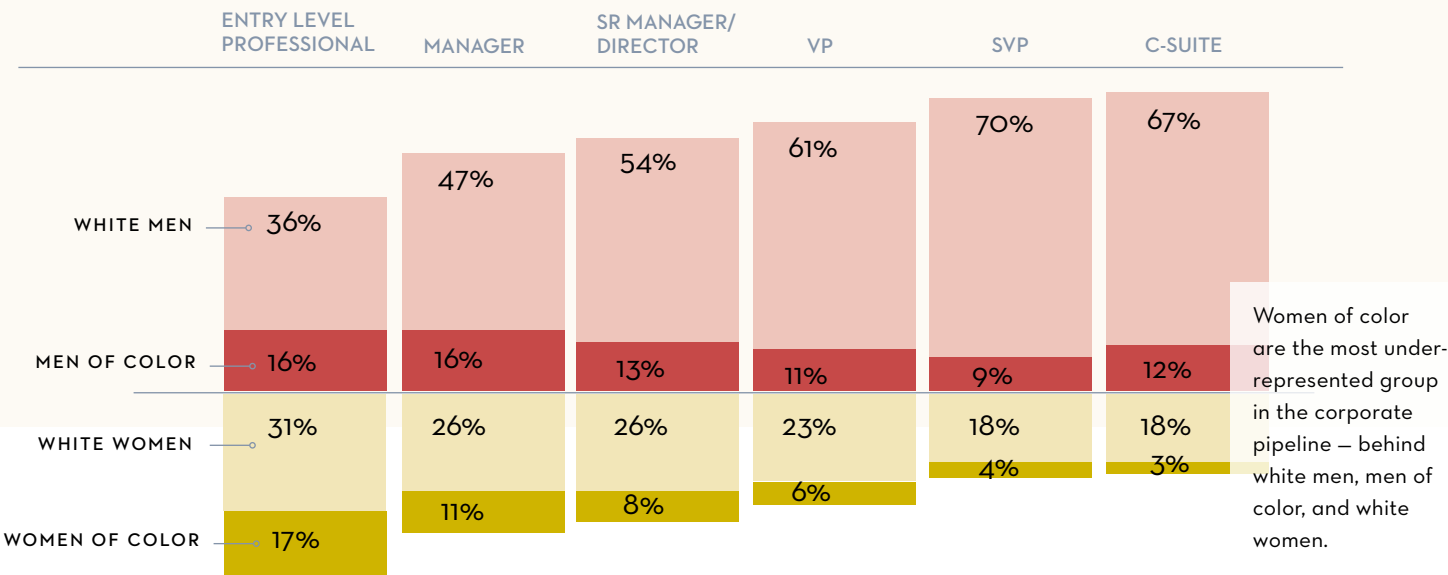
- 10) National Women's Law Center, "Women and the Lifetime Wage Gap: How Many Woman Years Does it Take to Equal 40 Man Years?" (2017). 11) U.S. Census (2016). 12) McKinsey & Company, "Women Matter: Time to accelerate" (2017). 13) McKinsey & Company, "Still looking for room at the top: Ten years of research on women in the workplace" (2018).

MCKINSEY GLOBAL INSTITUTE’S GENDER PARITY SCORE (GPS) MEASURES EACH COUNTRY’S PROGRESS TOWARDS PARITY. IT FOUND ‘HIGH’ TO ‘EXTREMELY HIGH’ LEVELS OF GENDER INEQUALITY ACROSS ALL REGIONS. [12]



DIVERSITY IN THE CORPORATE-TALENT PIPELINE SHRINKS DRAMATICALLY TOWARDS THE TOP – EVEN MORE SO FOR WOMEN OF COLOR. [13]

Corporate Talent Pipeline by Gender and Race %



As it currently stands,
it would take a woman
an extra 47 days
to earn what a male
peer did in 2018.

[6]



COMPENSATION

The gender pay gap is a persistent global challenge; in the United States, for example, women make 80.5 cents for every dollar earned by their male peers. To advance pay equity, organizations need to equalize salaries based solely on skills and performance, and provide transparency about compensation packages.

case studies

ADOBE

In December 2017, Adobe announced a major milestone: “Women are now making \$1.00 for every dollar earned by male employees in the U.S., up from 99 cents a year ago.” In 2016, the software company conducted an organization-wide pay equity analysis and found that women were earning one cent less than their male colleagues. Adobe took action by investing in a diverse talent pipeline, restructuring its pay scale, and posting annual pay data in their corporate responsibility report. [1]

Solution for Change:

Next, Adobe is looking to advance pay equity in India, home to its largest employee base outside the U.S. Donna Morris, Adobe’s Executive Vice President of Customer & Employee Experience, notes: “Fair pay and equal treatment aren’t just the right thing to do; they also have a significant, positive impact on the business bottom line. We will continue to push for full pay parity globally.” [2]

CLIF BAR

As an employee-owned organization, pay parity is one of Clif Bar’s core company values. In 2017, it launched “Your Worth is Worth Negotiating,” a series of equal pay resources targeted toward women. These resources support the professional growth and skills development of female Clif Bar employees. Gender equity efforts are paying off: 50 percent of Clif Bar’s leadership positions are held by women, and the organization makes gender equality and pay parity a visible part of its strategic efforts. [3][4]

Solution for Change:

To ensure pay parity is upheld, Clif Bar conducts an annual salary review using internal and external benchmarks. The organization also diverts a portion of its proceeds from LUNA to fund salary negotiation workshops. Externally, Clif Bar provides funding to support women in historically underrepresented industries; in 2017, it funded a women-led film festival, female sports teams, and a series of arts fellowships. [5]

SOURCES:

1) Adobe, “We’re Closing the Gender Pay Gap, and We’re Not Stopping There” (2017). 2) Adobe, “Adobe Poised to Achieve Pay Parity in U.S. and India” (2017). 3) Clif Bar & Company (2018). 4) The Mercury News, “Clif Bar’s owners: How rejecting \$120 million buyout kept business as a ‘force for good’” (2018). 5) Clif Bar & Company (2017). 6) Pew Research Institute, “The narrowing, but persistent, gender gap in pay” (2018).

DIVERSITY HIRING

Diversity hiring starts when organizations shift the way they recruit emerging talent. This can be achieved by reworking job descriptions and interview questions, recruiting in underrepresented communities, and hosting anti-bias trainings for hiring boards. By investing in merit-based hiring, every potential employee has a level playing field to showcase their talent.

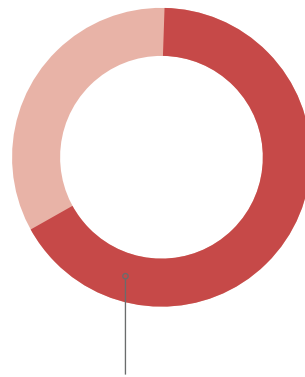
case studies

UNILEVER

Although women fill nearly half of all manager positions at Unilever, the organization's entry-level hiring processes hadn't measurably evolved in decades. To change this, Unilever stopped recruiting from a limited pool of universities and asked candidates to submit their LinkedIn profile instead. From here, candidates move through two phases: First, they play a series of games on Pymetrics, which uses AI to assess soft skills. Then, applicants conduct a video interview on VueHire, an AI video platform that analyzes the interview to predict future job performance. [1]

Solution for Change:

Prior to embracing a tech-forward hiring approach, Unilever hired one out of three applicants. Now, it hires two out of three. The organization notes that this process allows it to focus on the tangible skills of candidates, rather than their resumes. But Unilever didn't stop there: it also broadened its reach to entry-level candidates by tripling the number of universities from which it recruits.



2 out of 3

After embracing a tech-focused hiring strategy, Unilever now hires 2 out of 3 of the candidates they interview (before, it was 1 out of 3).

“Diversity is not a challenge but an opportunity. The more our organization represents our consumers, the more we will be able to meet their needs.”

- Amita Chaudhury, Global Diversity Director at Unilever

[1]



“Leaders need to work outside their comfort zone and pick people for opportunities in a non-biased way. Look at the list of people and intentionally choose someone you might not have thought of on your own. Little things like that can help reduce bias.”

- Reid Carpenter, head of the Katzenbach Center

[3]

case studies cont.

“Finnegan is excited to be one of the early adopters of the Mansfield Rule. We are committed to recruiting, developing, and promoting diverse talent, as it is an integral part of Finnegan’s culture.”

– Tim Henderson, Chief Recruitment & Professional Development Officer at Finnegan



FINNEGAN

As a leading intellectual property law firm, Finnegan hires from specialist candidates: in addition to law degrees, all of its lawyers hold scientific or technical degrees. To drive diverse hiring, Finnegan was one of the first adopters of the Mansfield Rule, which dictates that women, minorities, or LGBTQ+ attorneys must comprise 30 percent of the firm’s leadership candidates. Finnegan also focuses its recruiting efforts at diversity-focused job fairs and invests in direct outreach to women and minorities on law school campuses. These candidates comprise more than half of their summer associate programs. [2]

Solution for Change:

Finnegan is trying to change the face of IP law. In addition to its diversity-forward hiring practices, the firm funds the Finnegan Diversity Scholarship and contributes to the American Intellectual Property Law Education Minority Scholarship Endowment. Its efforts are making an impact: in 2018, Finnegan earned a perfect score on the Human Rights Campaign Foundation’s Corporate Equality Index. [2]

MANSFIELD RULE:

Law firms must consider at least 30% women, LGBTQ+, and minority lawyers for significant leadership roles.

Named after Arabella Mansfield, the first female lawyer in the U.S.

SOURCES:

- 1) LinkedIn, “3 Ways Companies Are Fighting Bias in the Workplace and Hiring Process” (2018).
- 2) Finnegan (2018).
- 3) PricewaterhouseCoopers (2018).

SUPPLIER DIVERSITY

When organizations embrace this strategic business practice, they prioritize partnerships with suppliers owned by women, minorities, veterans, LGBTQ, and historically under-utilized businesses. By promoting diversity across the supply chain, organizations invest in a more inclusive commercial sector.

case studies

JOHNSON & JOHNSON

Johnson & Johnson has been a champion of supplier diversity since 1998, when it created the Supplier Diversity Program. This initiative provides a formal pathway for underrepresented suppliers to grow their business by working with the global company. Its efforts are paying off: nearly 50 percent of Johnson & Johnson's U.S. suppliers are women- or minority-owned businesses.

Solution for Change:

In 2017, Johnson & Johnson launched "Women Mentoring Women," a program that pairs emerging women-owned businesses with leaders in procurement in a 1:1 "reciprocal mentoring" relationship. The goal of the program is to create a strong network of women suppliers around the world. [1]

"Ensuring that our supplier base reflects the diversity of our consumers and patients means a rich source of fresh ideas and passionate energy that ultimately leads to the kind of innovations that support our mission of helping people live longer, healthier, happier lives." [2]

- Hans Melotte, Chief Procurement Officer at Johnson & Johnson

case studies cont.

SAP

SAP wanted to ensure that its supply chain reflected its global presence. The software company partnered with ConnXus to create a software program to monitor and grow a diverse supplier base. This platform enables SAP to expand its reach through the targeted distribution of RFP, RFQ, and RFI opportunities to women- and minority-owned suppliers. It also serves as a networking platform that matches buyers with small and diverse sellers globally. [3]

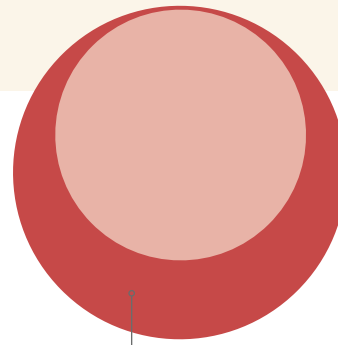
Solution for Change:

SAP doesn't just invest in a diverse supply chain: it also routinely monitors its progress. The ConnXus software platform offers a custom tracking system that measures SAP's diversity spend using custom tracking filters. Using this data as a reference point, SAP can define where it needs to improve and make adjustments as needed. [3]

“The most effective supply chains are global, flexible, and innovative. Diversity is key to enabling such supply chains and together with ConnXus, we can help companies drive it.”

– Jon Stevens, Global Senior Vice President, Business Networks at SAP Ariba

[3]



133%

Companies with a strong supplier diversity focus generate an average of 133% greater procurement ROI than the average comparable business, a study by Hackett Group found.

[4]

SOURCES:

- 1) Minority Business News (2017).
- 2) Johnson & Johnson (2016).
- 3) SAP Ariba, “SAP Ariba and ConnXus Team to Drive Supply Chain Diversity” (2017). 4) Wharton Magazine, “Supply Chain Diversity: More Than Quotas” (2016)

parity: toolkit for action

1. Audit your performance. Pay equity analyses ensure that pay is rooted in pertinent factors, such as experience or performance ratings. Schedule audits to coincide with the time of year that your company issues raises or bonuses, so any discrepancies can be addressed and salaries can be adjusted as needed.

2. Make transparency a priority. When an organization is transparent about its compensation practices, employees can understand the rationale behind them and set goals accordingly. While this doesn't necessarily need to include publishing individual salaries, consider broadcasting compensation criteria, along with the formula used to calculate pay, bonuses, and raises.

3. Assign accountability. Outline clear roles and responsibilities for those who are responsible for equitable pay — whether they are managers, the human resources department, or any employees involved in the remuneration process. Ideally, make these roles public so the whole company understands the processes and those responsible for them.

4. Conduct blind resume reviews. To ensure that you are assessing a candidate based on their qualifications, and not demographic characteristics, remove identifiers such as name or address when reviewing resumes. This will remove any unconscious biases from trickling into the process and will keep you focused on finding the most relevant candidates for the position.

5. Use words wisely. First impressions matter, so make sure that job listings — which act as potential candidates' first point of contact with your company — reflect a culture of care. Research shows that gendered words can act as deterrents for certain demographics, so use software tools or a careful editing process to ensure neutral language that caters to both females and males.

6. Structure the interview process. In theory, unstructured interviews allow a candidate to reveal their expertise organically over the course of the conversation. In practice, they allow bias to creep in. Instead, standardize the interview process by asking each candidate the same set of questions, with a focus on factors that would directly impact their suitability for the position. Cement your findings with an interview scorecard, which collates responses and makes it easy to compare candidates.

7. Make parity a priority at every level. Parity doesn't just belong in the office; it should be reflected in every facet of your business. Prioritize partnerships with female or minority-owned groups to invest in a broad base of equity.

8. Define your supplier diversity strategy. Set benchmarks for inclusive partnerships. These can be both quantifiable (e.g., dictating that a certain percentage of the companies that you partner with are female-run) and ideological (e.g., ensuring that any company you partner with has a commitment to inclusivity that mirrors your own).





advancement

Companies that invest in the growth of their employees ensure that each individual has the tools they need to be successful. This begins by charting clear pathways for advancement, creating sponsorship and mentorship opportunities, and fostering education initiatives.

knowledge sharing

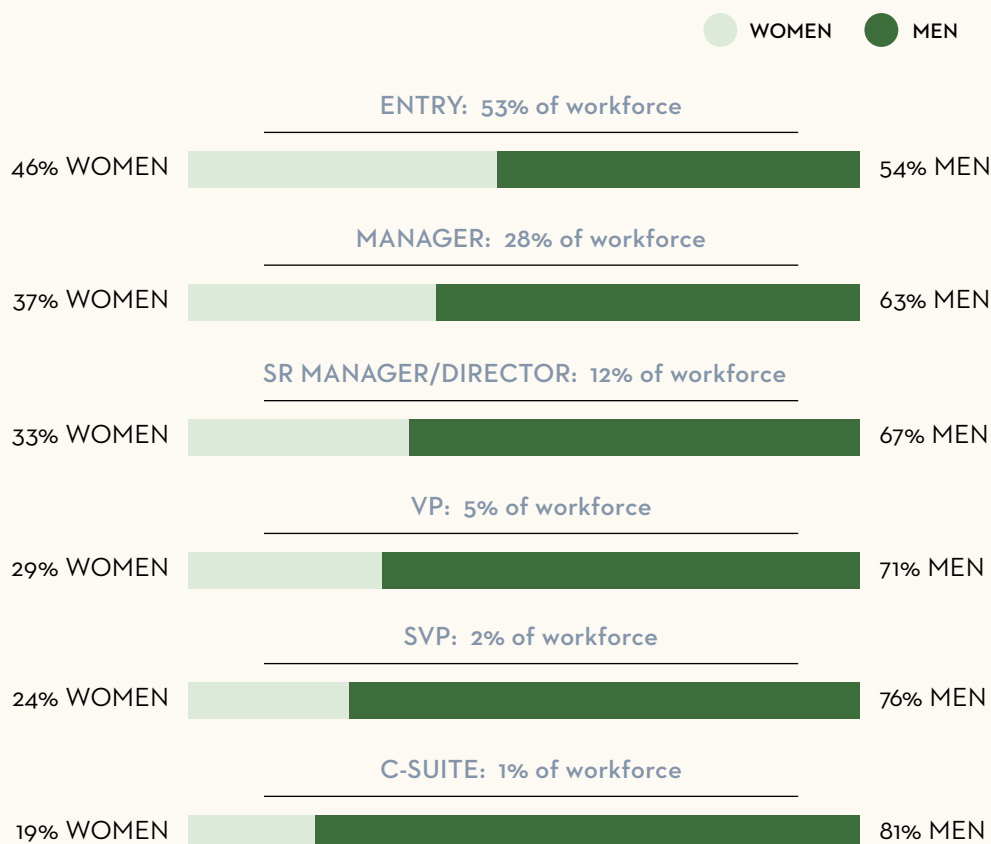
Advancement remains a major stumbling block on the path to equality. Women have been earning more bachelor's degrees than men for decades, yet they are less likely to be hired into entry-level jobs. A recent study by Ohio State University, in which 2,016 dummy job applications were submitted to over a thousand entry level positions around the country, hit this point home: Male college graduates saw a direct correlation between the grades they got and the amount of callbacks they received. Women, meanwhile, were penalized for their academic success; those with the highest grades landed less interviews than men with the lowest grades in the study. [1]

The disparity continues to widen as we ascend the corporate ranks; for every 100 men promoted to a manager position, just 79 women are promoted to the same level. [2] While parity in hiring and promotion rates improve for more senior roles, women can never catch up — McKinsey calls it a “hollow middle” — and remain underrepresented at the highest levels of management. Case in point: at the most recent count, women hold just five percent of CEO positions at Fortune 500 companies. (Of this disparity, former PepsiCo CEO Indra Nooyi told *Fortune*, “It concerns me in that we can actually count how many there are, as opposed to saying there are hundreds.”) [3]

Many companies are taking proactive steps to clear the path for equitable advancement. By investing in mentorship, sponsorship, and education opportunities, organizations establish a formal a way for

their female employees to rise the ranks and succeed as leaders. This is a strategic decision that not only maximizes the potential of an organization's workforce, but also betters its bottom line: A Credit Suisse study of 3,000 of the largest global companies found clear evidence that those with a higher proportion of women in decision-making roles generate higher returns on equity. Furthermore, companies where women hold the majority of top management roles show superior sales growth, high cash flow, and greater returns on investments. [4] When there are more women in leadership, everyone wins.

AS THEY ASCEND THE CORPORATE LADDER, FEMALE REPRESENTATION DECREASES BY NEARLY 59 PERCENT, WHILE MALE REPRESENTATION INCREASES BY 50 PERCENT. [5]

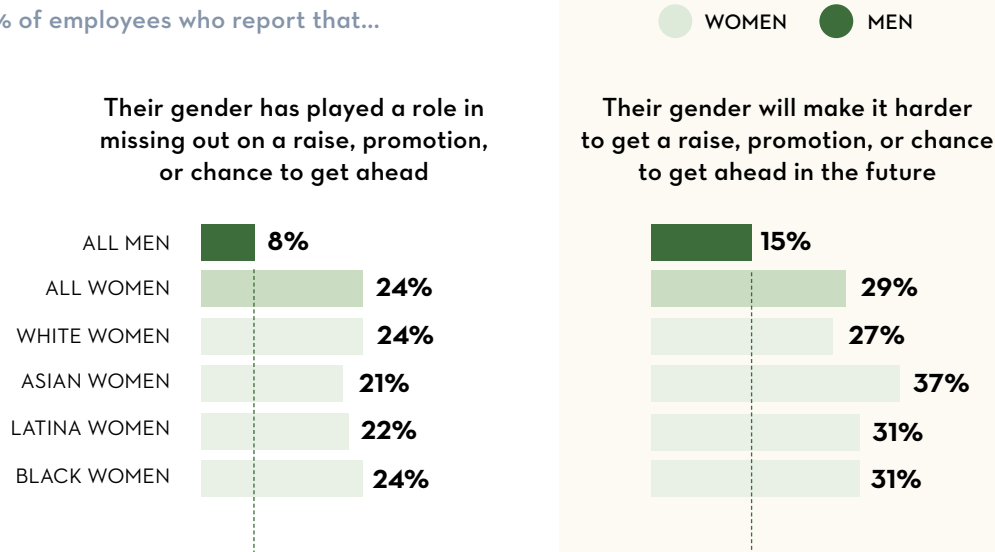


SOURCES:

1) Natasha Quadlin, "The Mark of a Woman's Record: Gender and Academic Performance in Hiring" (2018). 2) McKinsey & LeanIn.org, "Women in the Workplace" (2018). 3) Fortune, "PepsiCo's Indra Nooyi Is 'Concerned' Her Departure Will Leave So Few Female CEOs" (2018). 4) Credit Suisse, "The CS Gender 3000: The Reward for Change" (2016). 5) The Wall Street Journal, "How Men & Women See the Workplace Differently" (2016).

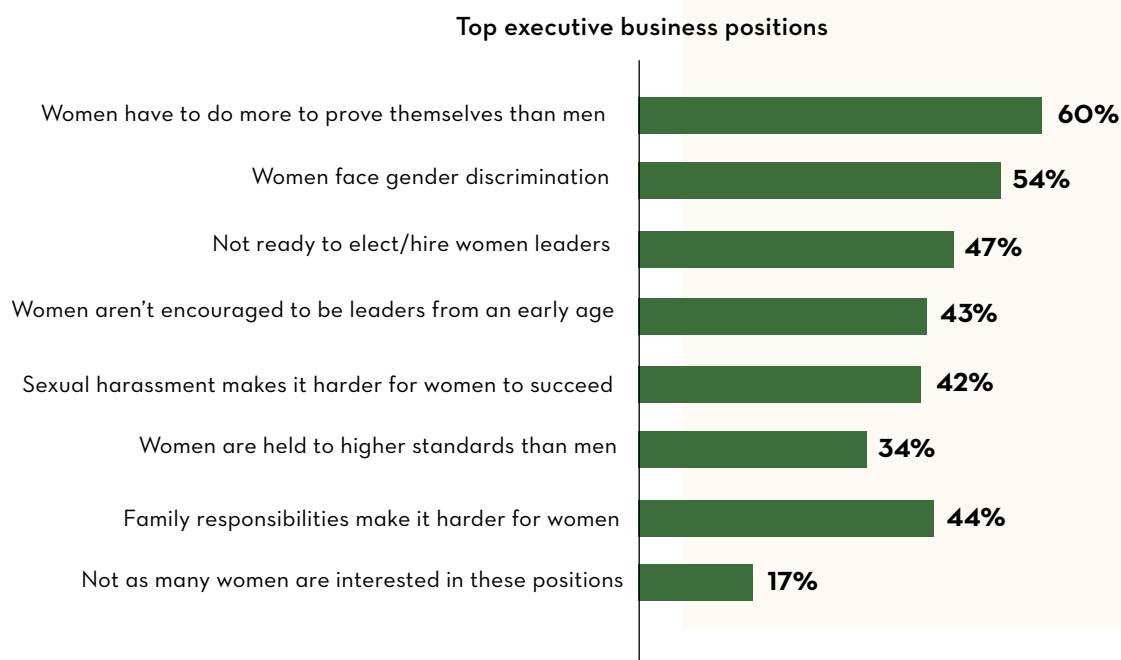
WOMEN ARE FAR MORE LIKELY THAN MEN TO FEEL THAT THEIR GENDER HINDERS THEIR CAREER OPPORTUNITIES. [6]

% of employees who report that...



THE MAJORITY OF U.S. ADULTS THINK THAT WOMEN FACE INEQUITABLE EXPECTATIONS AND GENDER DISCRIMINATION AS THEY RISE THE RANKS IN CORPORATIONS. [7]

% saying each is a major reason why there aren't more women in...



SOURCES:

6) McKinsey & LeanIn.org, "Women in the Workplace" (2018).
 7) Pew Research Center, "Women and Leadership 2018" (2018). 8) The Rockefeller Foundation & Global Strategy Group, "Women in Leadership: Why It Matters" (2016).
 9) McKinsey & LeanIn.org, "Women in the Workplace" (2018).

If companies continue to hire and promote women to manager

at current rates, the number of women in management will increase

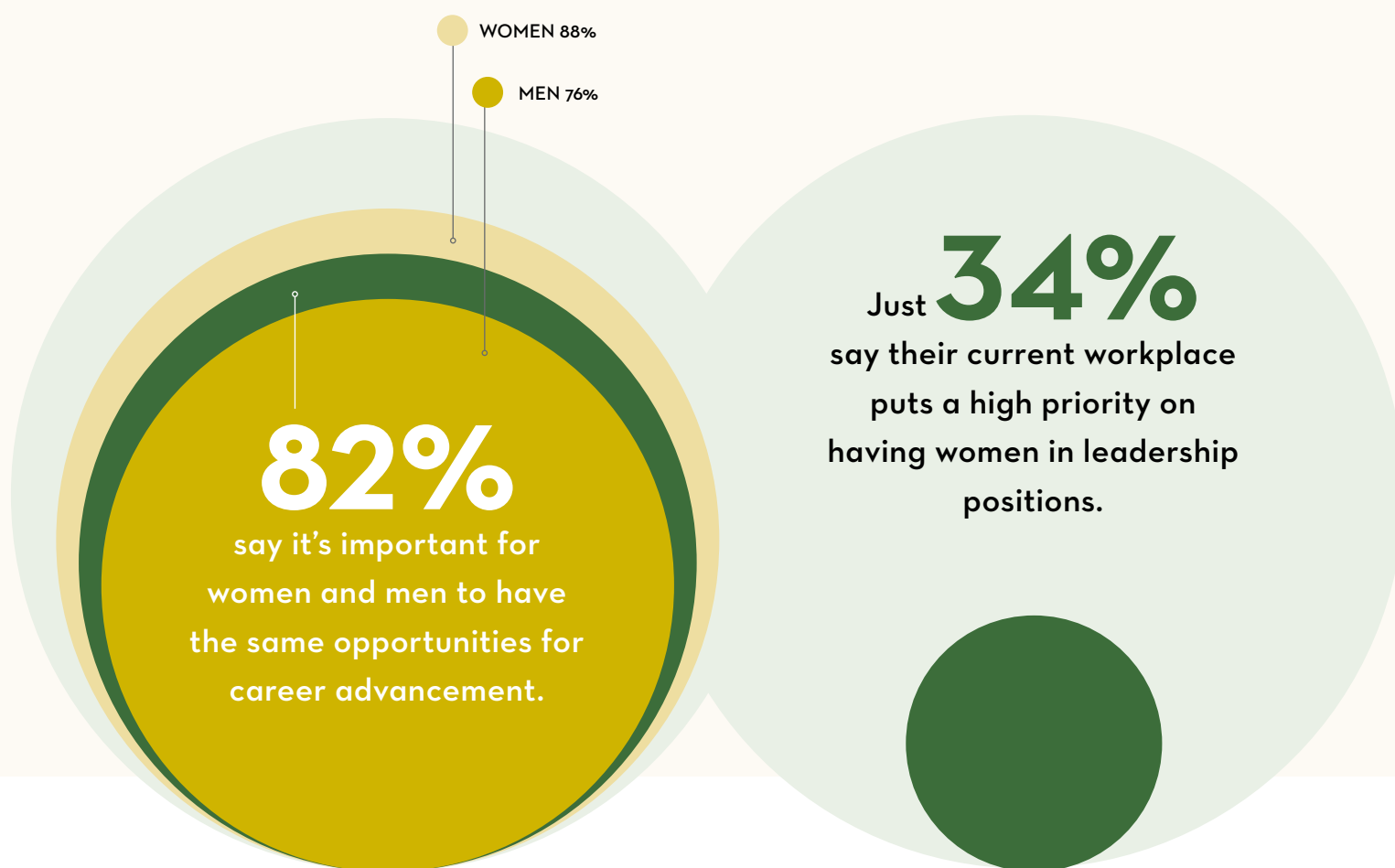
by just one percentage point

over the next ten years. But if companies start hiring and promoting

women and men to manager at equal rates, we should achieve

near-parity in management over that same period.

THE LACK OF FEMALE LEADERSHIP IS DISCORDANT WITH AMERICANS' VIEWS ON WORKPLACE EQUALITY. [8]



MENTORSHIP

Every rising star should have a role model. This partnership is mutually beneficial; mentees receive valuable career advice, while mentors invest in the strength of their organization. Formal mentorship programs should use professional and personal aspirations as criteria to match employees with mentors.

case studies

GAP

Although mentorship has always been a core value of Gap Inc., the company recognized that traditional “matching systems and formalized reports” weren’t the ingredients for a successful relationship. That’s why the global clothing company launched Be One. Get One., a mentorship program that provides a platform for mentors and mentees to connect organically. Gap also developed Ascend, a mentorship program designed to help minority employees to realize their full potential as leaders. [2]

Solution for Change:

Gap Inc. is also preparing a future generation of leaders. They do this through This Way Ahead (TWA), a mentorship and job preparedness program designed for entry-level workers. In addition to providing job training and work experience, TWA offers participants months of support from mentors. Seventy-six percent of TWA participants demonstrated improvements in skills needed to get a first job after completing the program. [3]

BOEING

With a workforce of more than 155,000, Boeing wanted to establish a mentorship program that could help all its employees succeed in a global market. The aerospace company created a rotational program to pair interns and new hires with senior managers across a range of specialties, which gives mentees an experience and an opportunity to set and realize career goals. To invest in the ongoing growth of more seasoned employees, Boeing created the 1-to-1 Learning Program, which pairs employees across different departments to engage in knowledge-sharing and support. [4]

Solution for Change:

With a global employee base, Boeing knew that an effective mentorship needed to be systemized. That’s why they formalized the process and set “strict parameters and defined goals” to ensure success. [5]

SOURCES:

- 1) The New York Times, “Why Mentoring Matters, and How to Get Started” (2018).
- 2) Gap (2018). 3) Gap, “Grads for Life” (2018). 4) Boeing (2018).
- 5) Gloo, “5 Corporate Mentorship Programs Worth Imitating” (2018).



“I want the women that I mentor around me to see those possibilities, how they can make a difference when someday they’re in charge. I want them to have a more expansive view of their potential. And to me, mentoring is all about letting them see and then helping them find the path to get there.”

– Kathy Hochul, Lieutenant Governor of New York
Carpenter, as told to *The New York Times*

SPONSORSHIP

Sponsorships forge cross-divisional relationships between leaders and entry-level employees. Sponsors use their clout to advocate for the advancement of their protege – they help them access opportunities and further career ambitions. These relationships invest in the individual growth of employees and strengthen organizations by building on existing talent.

case studies

DELOITTE

Deloitte saw a theme in sponsorship initiatives: minorities and women were under-represented. That's why the professional services company embedded a sponsorship element into its existing development programs. With this system in place, participants work with a sponsor to create tailored career development plans and systems to network and build critical skills. Deloitte uses this approach to ensure that participants don't need to look for sponsors: instead, sponsors come to them. [4]

Solution for Change:

An effective sponsor has a unique set of skills and resources. Deloitte developed a sponsorship training program to ensure all of the organization's sponsors are prepared to support their sponsees in the most effective way.

1.4 TIMES

Employees with sponsors are 1.4 times more likely to say they've had a meaningful interaction with a senior leader and 1.5 times more likely to aspire to be a top executive themselves.

[3]

DEUTSCHE BANK

For Deutsche Bank, there is a business case for female sponsorship: the global financial services company understood that it would have more success attracting and retaining female talent if women were in leadership positions. Accomplished Top Leaders Advancement Strategy (ATLAS) seeks to address the underrepresentation of women in leadership. High-performing female employees are paired with a member of the bank's executive committee, who provide regular meetings, in-depth assessments, and an annual group symposium. ATLAS gives women the tools – and the connections – they need to succeed. [5]

Solution for Change:

Sponsorship starts at the top at Deutsche Bank. The company's CEO, Josef Ackermann, sends a personal letter to those invited to participate in ATLAS, which brings high visibility to the program. By touting the importance of the program, Ackermann demonstrates that women deserve – and will get – a seat at the table.



54%

Women are 54% less likely than men to have a sponsor.

[2]

“Mentors advise, sponsors act.”

– Sylvia Ann Hewlett, author of *Forget a Mentor, Find a Sponsor*

[1]



SOURCES:

1) Forbes, “Sylvia Ann Hewlett: Find A Sponsor Instead Of A Mentor” (2016). 2) Fast Company, “Why Women Need Career Sponsors More Than Mentors” (2015). 3) Women in the Workplace (2018). 4) Deloitte (2018). 5) Catalyst, “Sponsoring Women to Success” (2016).

EDUCATION

Organizations should have a shared understanding of why equality is a business imperative. Through formal education programs, employees at every level can identify opportunities for development and optimize talent to maximize performance. Employees learn from one another and create a more cohesive organization in the process.

case studies

FIDELITY INVESTMENTS

Women are historically underrepresented in the financial services industry, but Fidelity Investments is working to change the status quo. Its Women's Leadership Group connects female employees with resources, networking connections, and professional opportunities to help them succeed. The program also provides an outlet for women to engage in knowledge-sharing and support one another's professional growth. [1]

Solution for Change:

The motto of the Women's Leadership Group is to "develop the whole you – professional, personal, and financial." In addition to a bevy of professional resources, the group ensures that women are getting the most out of the personal benefits and career development programs Fidelity Investments offers.

BOSTON CONSULTING GROUP

In consulting, apprenticeships are a critical part of the career development process. But after conducting internal research, BCG found that women benefited from apprenticeships less than men. In response to this, the consulting firm launched Apprenticeship in Action (AiA), a program designed to improve women's apprenticeship experiences. AiA focuses on diverse talent recruitment, tailored career development support, and sponsorship. By designing an apprenticeship program for women, BCG gives its female employees an equal opportunity to succeed. [2]

Solution for Change:

To create AiA, BCG turned its consulting lens inward. The company conducted extensive internal research to understand what factors were limiting its ability to retain female talent – and its findings informed a breakthrough program.

SOURCES:

- 1) Fidelity Investments, "Fidelity's Women-Focused Culture Breaks the Mold in a Male-Dominated Industry" (2018).
- 2) Catalyst, "BCG: Accelerating Careers One Apprenticeship at a Time" (2018).

advancement: toolkit for action

1. Equalize the mentorship process. Create an environment where everyone has equal access to mentorship opportunities, regardless of gender. Consider implementing a standardized process for all employees to request and be assigned mentors to ensure that bias doesn't adversely impact certain demographics.

2. Create re-entry points. Many women leave the workforce mid-career, which makes re-entry a challenge. Invest in programs that foster this talent, grows their existing skills and helps them develop new ones, and prepares them for success back in the workplace.

3. Normalize cross-level collaboration. Facilitate systems where employees across all levels of experience – from entry-level to upper management – share face-time with one another. These relationships will provide emerging talent with connections and resources, while leadership teams can learn more about the challenges their workforce faces, and how to address them.

4. Make promotions merit-based. Examine the process you award promotions and raises to confirm they are based on purely objective, merit-based variables. Research shows that, depending on factors such as gender or race, employees are not equally likely to ask for raises, nor are managers likely to equally evaluate all raise requests. To mitigate this, create a clear and auditable promotion process that all employees and managers must follow.

5. Rethink your evaluation systems. Aside from the hiring process, evaluations are one of the biggest pitfalls for unconscious bias. Ensure that all evaluations focus on the employee's behavior, not their personality, and create an accountability framework so that evaluations can be flagged if they seem to demonstrate bias.

6. Celebrate diverse talent. Honor individuals who think outside the box, and make it public through a shout-out at a meeting or an email blast to the team. By giving a voice to unique viewpoints and backgrounds, you pave a pathway for more diverse talent to follow suit.

7. Refine your approach to inclusion. Many inclusion initiatives inadvertently further sequester minorities. By replacing traditional programs with inclusion councils, as Deloitte has done, you bring together multiple viewpoints and are more likely to get buy-in from the organization at large.

8. Track success. Mentorship and sponsorship programs aren't just the "right thing to do" – they also directly correlate to higher employee retention, internal advancement, and improved workplace productivity. Track how these programs shape the success of your workplace, and learn from your results.





culture

To successfully attract and foster diverse talent, companies must first create a culture of care. This is accomplished through policies that promote equality, training that gets everyone on board, and an organizational structure that truly supports all employees.

knowledge sharing

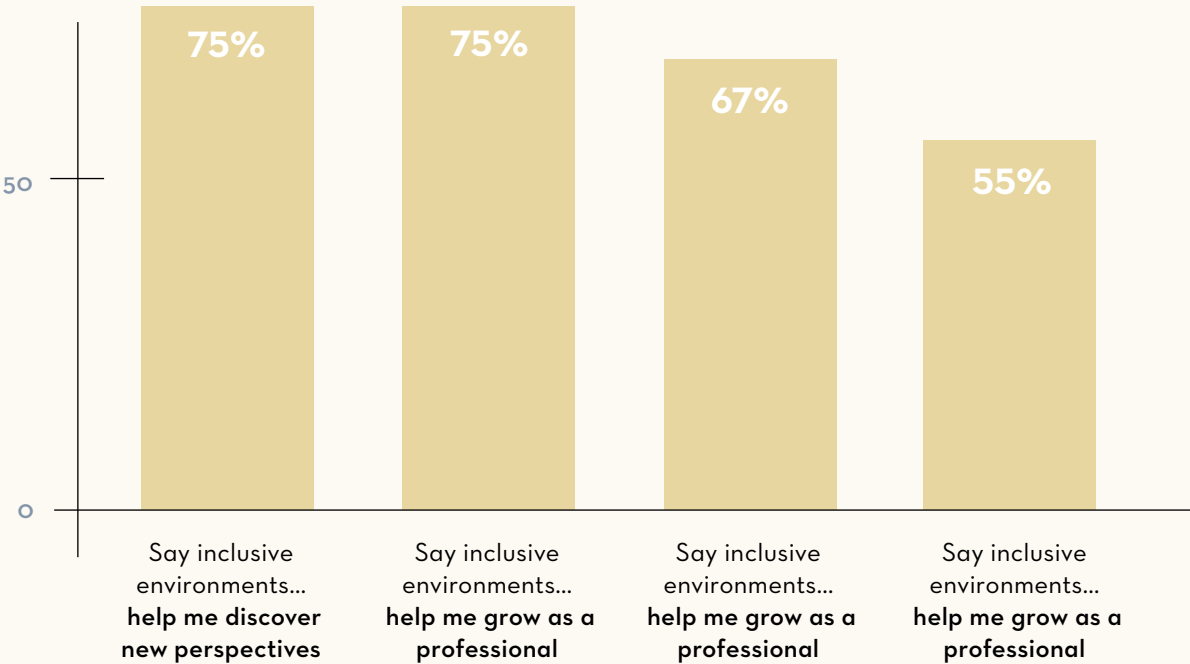
The worst kind of group for an organization that wants to be innovative and creative is one in which everyone is alike and gets along too well,” noted Stanford Graduate School of Business professor Margaret A. Neale, summing up her findings after synthesizing 50 years of research on diverse teams. [1] Myriad studies back up this statement; diverse organizations are more innovative, enjoy greater profitability, and have a better overall bottom line. [2][3][4] On an individual level, being around people who are different from us makes us more creative, more diligent and harder-working. [5]

However, for diverse talent to thrive, an organization must have an inclusive culture – and this is often the missing link in D&I efforts. (Deloitte calls it an “overemphasis on diversity and an underemphasis on inclusion.”) [6] Diversity equals representation. Inclusion empowers those employees and makes them feel valued for their unique characteristics, comfortable sharing their authentic selves, and able to unlock their full potential. By building an organizational structure that can support each and every employee, developing policies that foster diverse hires, and getting buy-in from the business at large, companies can turn inclusivity into a part of their DNA.

The impact of an inclusive culture is enormous, as Deloitte demonstrates through the example of Qantas: In 2013, the airline posted a record loss of AUD\$2.8 billion, a low point in its 98-year history. Fast-forward to 2017, and Qantas delivered a record profit of AUD\$850 million, delivered shareholder returns in the top quartile of its global airline peers, won the “World’s Safest Airline” award, and was ranked as Australia’s most

trusted big business and most attractive employer. When asked what drove this transformation, CEO Alan Joyce noted that Qantas has a “very diverse environment and a very inclusive culture” which “got us through the tough times” and “generated better strategy, better risk management, better debates, better outcomes.”^[7] By laying the foundations of a culture of care, as Qantas did, companies are better positioned to hire, develop, and retain diverse talent – and reap the rewards that they have to offer.

EMPLOYEES VALUE DIVERSITY, AND FEEL THAT AN INCLUSIVE CULTURE POSITIVELY CONTRIBUTES TO THEIR EXPERIENCE IN THE WORKPLACE. ^[8]



SOURCES:
1) Stanford Graduate School of Business, “Diverse Backgrounds and Personalities Can Strengthen Groups” (2006). 2) Harvard Business Review, “How Diversity Can Drive Innovation” (2013). 3) Peterson Institute for International Economics, “Is Gender Diversity Profitable? Evidence from a Global Survey” (2016). 4) MIT News, “Study: Workplace diversity can help the bottom line” (2014). 5) Scientific American, “How Diversity Makes Us Smarter” (2014). 6) Deloitte Insights, “The diversity and inclusion revolution: Eight powerful truths” (2018). 7) Deloitte Insights, “The diversity and inclusion revolution: Eight powerful truths” (2018). 8) Deloitte & The Female Quotient, “Shift/Forward: The Future of Leadership” (2018).

A TRULY INCLUSIVE WORKPLACE EMPOWERS ITS EMPLOYEES AND DISMANTLES BARRIERS TO SUCCESS, AS DELOITTE INSIGHTS ILLUSTRATES. [9]



In this first image, it is assumed that everyone benefits from the same support. **THEY ARE BEING TREATED EQUALLY.**



Individuals are given different support to make it possible for them to have equal access to the view. **THEY ARE BEING TREATED EQUITABLY.**



All three can see the view without any support because the cause of inequality was addressed. **THE SYSTEMIC BARRIER HAS BEEN REMOVED.**

DIVERSITY + INCLUSION = BETTER BUSINESS OUTCOMES. [10]

Organizations with inclusive cultures are:

8 times

more likely to achieve better business outcomes

6 times

more likely to be innovative and agile

3 times

more likely to be high-performing

2 times

more likely to meet or exceed financial targets

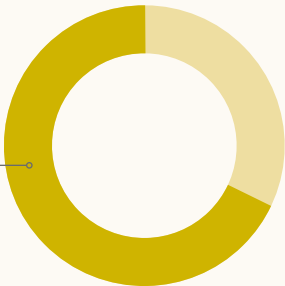
SOURCES:

9) Deloitte Insights, "The diversity and inclusion revolution: Eight powerful truths" (2018). 10) Deloitte Insights, "The diversity and inclusion revolution: Eight powerful truths" (2018). 11) Glassdoor, "What Job Seekers Really Think of Your Diversity Stats" (2014). 12) Deloitte, "Seventy-Two Percent of Working Americans Surveyed Would or May Consider Leaving an Organization for One They Think is More Inclusive, Deloitte Poll Finds" (2017).

EMPLOYEES VALUE AN INCLUSIVE CULTURE WHERE DIVERSE TALENT CAN THRIVE. [11]

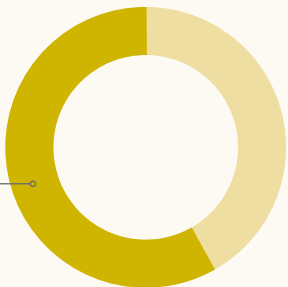
67%

of job seekers say that a diverse workforce is an important factor when evaluating companies and employment offers



57%

of employees think their company should be doing more to increase diversity among its workforce



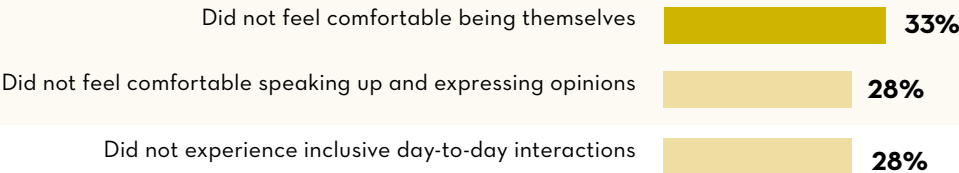
A FEELING OF BELONGING MATTERS TO EMPLOYEES: 72% OF EMPLOYEES WOULD CONSIDER LEAVING AN ORGANIZATION FOR A MORE INCLUSIVE ONE. [12]

What is the most valued aspect of work culture?

An environment that makes me feel comfortable being myself

(Cited most frequently by respondents)

Of all respondents who said they have left a job for a more inclusive culture, the most frequently cited reasons were:



POLICY

Policies grounded in equality and inclusion set expectations for workplace culture. After establishing these shared norms – which can include parental leave, flex time, return-to-work, and employee-based groups – organizations should create a transparent accountability system to ensure the policies are upheld and valued.

case studies

HUMANYZE

At Humanyze, paid paternity leave isn't just a benefit: it's mandatory. The analytics firm requires that new mothers and fathers take 12 weeks of parental leave – and, in doing so, offers security that the time off will not jeopardize careers. CEO Ben Waber notes that the firm's decision to implement the policy was grounded in a moral and economic imperative: "Sharing childcare responsibilities equitably is important... and firms that implement these policies have lower absenteeism and higher performance." [1]

Solution for Change:

For Humanyze, "mandatory" was a key ingredient of their parental leave policy. Given that most men don't take paternity leave, even when it's offered, turning it into a requirement was the only way to ensure that mothers and fathers alike would take advantage of paid parental leave.

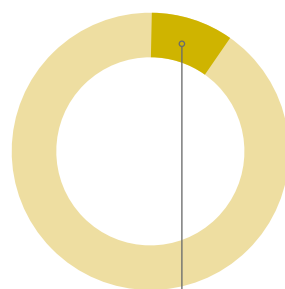
"It's my hope that one day we won't have to mandate this, but that it'll be expected of men to share childcare duties with women. This will unlock performance advantages for companies and ensure gender equality at work."

- Ben Waber,
CEO of Humanyze

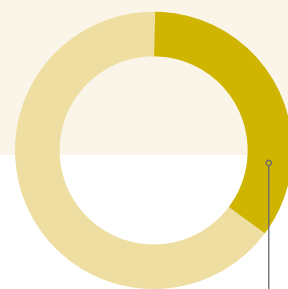


The median length of paternity leave for American fathers is just one week. [3]

A 30-year study found that women face a **motherhood penalty**: their earnings decrease 4 percent after the birth of each child. New fathers, meanwhile, receive more than a 6 percent pay bump. This **fatherhood bonus** largely reflects employer biases. [3]



Just
11%
of U.S. workers
are provided paid
family leave [4]



Up to
35%
of working women in
the U.S. never return
to their jobs after
giving birth [4]

PATAGONIA

Although Patagonia offers a generous parental leave policy, the clothing company understood that the personal/professional balancing act continues long after employees become new parents. This inspired Patagonia to provide onsite childcare at its headquarters and distribution center. Aside from being “the right thing to do,” CEO Rose Marcario cites that the policy also comes with tax benefits and improves employee retention. At a company where women comprise more than 50 percent of the workforce, Patagonia’s childcare policy ensures that mothers don’t have to choose between being a professional or being a parent. [4]

Solution for Change:

Patagonia makes a business case for onsite childcare. According to Marcario, the business recovers 91 percent of its calculable costs every year through tax breaks, retention value, and employee engagement. Since 2013, 100 percent of moms have returned to work at Patagonia after maternity leave. [4]

SOURCES:

1) Quartz, “Why I require new fathers who work for me to take paternity leave” (2018). 2) Pew Research Center, “About one-in-seven Americans don’t think men should be able to take any paternity leave” (2017). 3) The Wall Street Journal, “Want Equality? Make New Dads Stay Home” (2018). 4) Patagonia, “Why Should Employers Care About Families?” (2016).



ORGANIZATIONAL STRUCTURE

An inclusive organizational structure drives business growth and employee retention. By investing in policies that promote equal advancement opportunities and mutual respect, organizations solidify a diverse and market-representative mindset and inspire employees to bring their best selves to work.

case studies

SAS

When the recession hit in 2008, most companies responded with massive layoffs. Not SAS. Instead, CEO Jim Goodnight held a global webcast to assure employees that no one would lose their job and that they would weather the storm through conservative spending instead. Goodnight believes that “what makes his organization work are the new ideas that come out of his employee’s brains.” So, it was a no-brainer to invest in his employees at every level of the organizational structure – and to count on them to drive success in his organization. [3]

Solution for Change:

SAS has been a pioneer in workplace culture for years, with a focus whole-family benefits and resources. It’s paying off: last year, The Great Place to Work Institute named SAS as the world’s best multinational workplace. [3]

Companies with higher-than-average gender diversity and employee engagement also had

46-58% better financial performance than peers below the median.

[1]

“95 percent of my assets drive out the gate every evening.”

– Jim Goodnight,
CEO of SAS

[4]



case studies cont.

AT&T

With nearly 250,000 employees across 57 countries, AT&T wanted to create a system where every employee could succeed. That's why they created twelve global employee resource groups (ERGs), a series of nonprofits that advance the professional development of their members through advocacy, mentoring, and education. The company also fosters employee networks (ENs), which support the career development of employees in a specific region or group. [2]

Solution for Change:

ERGs and ENs are designed to support and advance women, veterans, members of the LGBTQ community, and people with disabilities within AT&T. The groups, which are employee-led, create a strong network within the company where staff can support and advocate for one another.

109,682

AT&T employees are
ERG members

[2]

24,000

AT&T employees are
EN members

[2]

“A diverse workforce and inclusive culture are essential to AT&T. They allow us to attract and retain the best and the brightest to develop the most innovative products and solutions to meet our customers’ needs.”



– Randall Stephenson, Chairman & Chief Executive Officer, AT&T

[2]

SOURCES:

1) Fast Company, “How These Top Companies Are Getting Inclusion Right” (2018).
2) AT&T, Diversity & Inclusion Report (2017). 3) Fast Company, “How SAS Became the World’s Best Place to Work” (2018). 4) Inc., “How SAS Continues to Grow” (2018).

TRAINING

Dismantling conscious and unconscious bias in the workplace requires intention. Anti-bias trainings create a shared understanding of how bias impacts organizational culture – and how employees can work together to combat it. Work with a team of anti-bias experts to educate employees on how to fight bias and promote inclusion, both internally and externally.

case studies

COCA-COLA

When Coca Cola re-formalized its commitment to diversity and inclusion in 2017, the beverage company wanted to ensure that its employees were in the driver's seat. Core to this process is "Stand As One," a series of listening sessions where employees can discuss equity issues and concerns with leadership in an open environment. The listening sessions have proven to be effective in connecting employees across the organizational structure around issues that matter. [1]

Solution for Change:

By giving employees a safe space to make equity issues visible, Coca Cola is holding itself accountable – and allows its staff to determine the most company's most inclusion pressing needs. [2]

"I am inspired daily by the ideas and passion our employees bring to our business and issues of equality and inclusion. This passion allows us to address concerns head-on and resolve issues that matter to people – ultimately, driving a more inclusive culture in our company."

– Andrew Davis, Chief Diversity & Inclusion Officer at Coca Cola

[3]

case studies cont.

“The objective of closing our stores and utilizing that day for training is to affirm that Starbucks is a welcoming place for everyone, that all customers deserve our respect and fair treatment every day, and that we will invest – again and again – in our teams so they can deliver a great experience to every customer.”



– Kevin Johnson, Chief Executive Officer, Starbucks

8,000

Starbucks stores closed for a day to provide 175,000 employees with anti-bias training.

STARBUCKS

In May 2018, two black men were wrongfully arrested in a Philadelphia Starbucks location. In response, the global coffee company closed more than 8,000 U.S. stores for a day so all employees could participate in a mandatory racial bias training. 175,000 employees in the field, in the corporate office, and in plants received the same half-day training. Starbucks also strengthened its commitment to long-term diversity and inclusion efforts. [4][5]

Solution for Change:

Starbucks took full responsibility for the racial bias incident – and took immediate action to address systemic issues within the organization. By acknowledging and owning the issue, the global company is setting a precedent for other companies to be proactive about tackling diversity issues.

SOURCES:

1) Coca Cola, 2017 Inclusion and Diversity Update (2017). 2) Coca Cola, “Stand As One” (2018). 3) Coca Cola, “Stand As One” (2018). 4) NPR, “Starbucks Training Focuses On The Evolving Study Of Unconscious Bias” (2018). 5) Starbucks, “Starbucks Shares Further Details on Multi-Phase Anti-Bias Training Efforts” (2018).

culture: toolkit for action

1. Hand the mic to women. “Maninterrupting” is often overshadowed by its more ubiquitous counterpart (“mansplaining”), but it is an equal scourge of workplaces. A multitude of studies demonstrates that women are interrupted more frequently than men, and that they speak up less in the workplace. Address this by making space for women to speak in meetings and be proactive about giving them opportunities to contribute.

2. Take a stand against harassment. A recent survey by the U.S. EEOC found that up to 85 percent of women report having experienced sexual harassment in the workplace. It also pointed to another worrying stat: that “75 percent of employees who spoke out against workplace mistreatment faced some form of retaliation.” Don’t just quash sexual harassment in the workplace, but also ensure that employees feel empowered to speak up if they experience or witness it.

3. Focus on contributions, not the clock. Instead of a “one shift fits all” approach, give employees more control over their schedules so they can find a work/life balance that allows them to shine both in and outside the workplace. Supporting employees’ outside obligations — from medical needs to childcare — allows them to bring their best selves to work and deliver better results.

4. Reflect, then act. Unconscious bias slips into our everyday lives. Have a facilitator come into your workplace to help your team unpack their biases, uncover how those biases shape experiences at your organization, and how to can address them.

5. Turn everyone into an ally. Everyone should be an ally for inclusion. Educate employees about discrimination and unconscious bias, so they are able to recognize it in themselves and others, and know how to handle it when they see it.

6. Make space for inclusivity. Take a hard look at your workspace and determine whether it truly fosters an inclusive culture. Even small changes, such as a couch area for impromptu meetings, can go a long way in empowering employees to collaborate and bring their best selves to work.

7. Get your team involved. For inclusion initiatives to really stick, every person at the company — from the CEO to new hires — has to play a part. Policies such as open door mentoring sessions and regular company-wide stand-ups build strong foundations for a culture of care.

8. Understand the difference between empathy and sympathy. Sympathy centers around compassion or pity, while empathy seeks to understand the feelings of another. In conflict, tap into your empathetic side to help employees’ unique perspectives get heard.





leadership

If inclusion initiatives are to actually take hold in the workplace, leadership must take charge. From embracing a conscious mindset to clearly communicating diversity goals and ensuring accountability, it is up to leaders to set an example that the rest of the company can follow.

knowledge sharing

A The benefits of a diverse workplace are as extensive as they are transformational: Better bottom-line results. Happier and higher performing employees. Increased innovation. Enhanced value creation. (And the list goes on.) Myriad research corroborate this; a recent study by McKinsey finds that companies in the top quartile for gender diversity on their executive teams outperform their bottom-quartile peers in both near-term profitability and longer-term value creation. [1] Parity is no longer a “nice to have” in the workplace, it’s a “need to have.”

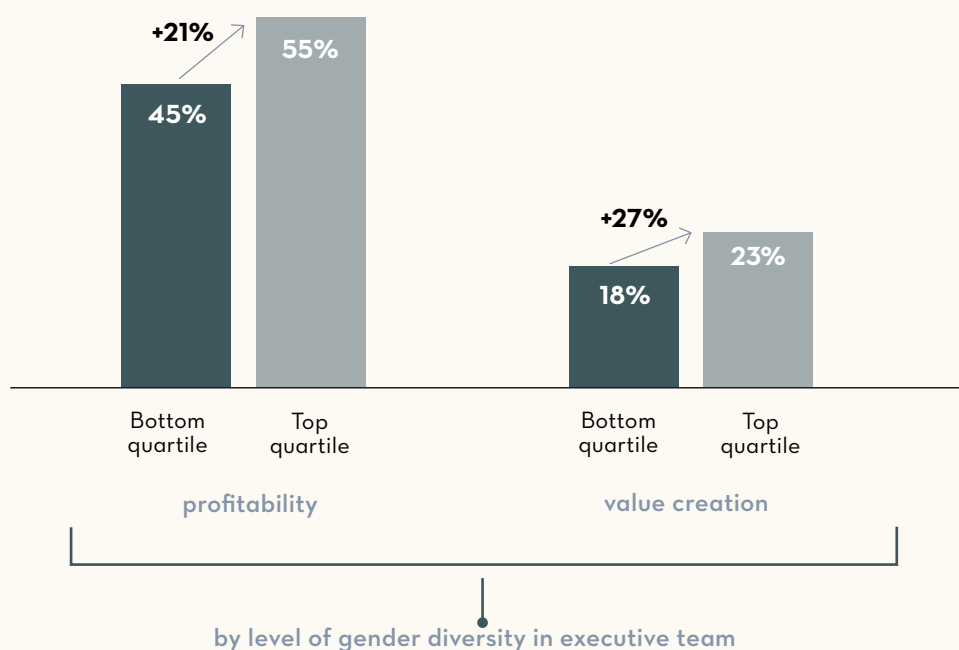
Leadership plays a pivotal role in making equality a workplace reality. In fact, Deloitte research finds that the behaviors of leaders can drive up to 70 percentage points of difference between employees who feel highly included and those who do not. [2] Most executives recognize the power of parity; in PwC’s annual CEO Survey, 88 percent of CEOs agreed or strongly agreed with the statement that they are promoting talent diversity and inclusiveness. [3] However, this recognition often doesn’t translate into tangible progress that trickles down the pipeline. According to The Wall Street Journal, most employees believe their CEO supports diversity, but just 45 percent think their company is doing the work that is necessary to achieve gender parity. [4]

While the ideology is there, the action needed to turn equality into a reality isn’t — and it is up to leaders to bridge that gap. The good news is that there is tremendous opportunity in this area. As Boston Consulting Group reports, leaders that have embraced gender diversity

as a strategic priority have demonstrated that they can make meaningful progress quickly. [5] Those who are most successful at it begin by understanding their organization's unique challenges, then create (and clearly communicate) goals for change, and crucially, hold themselves and everyone accountable for meeting them. The result is not just an empowered workforce, but a company that is better positioned to deliver value to their customers and drive change in the wider world.

THERE IS A POSITIVE CORRELATION BETWEEN GENDER DIVERSITY AND A COMPANY'S FINANCIAL PERFORMANCE. COMPANIES IN THE TOP QUARTILE FOR GENDER DIVERSITY ON EXECUTIVE TEAMS OUTPERFORMED THEIR BOTTOM-QUARTILE PEERS IN TERMS OF PROFITABILITY AND LONGER-TERM VALUE CREATION. [6]

Likelihood of financial performance above national industry median, by %

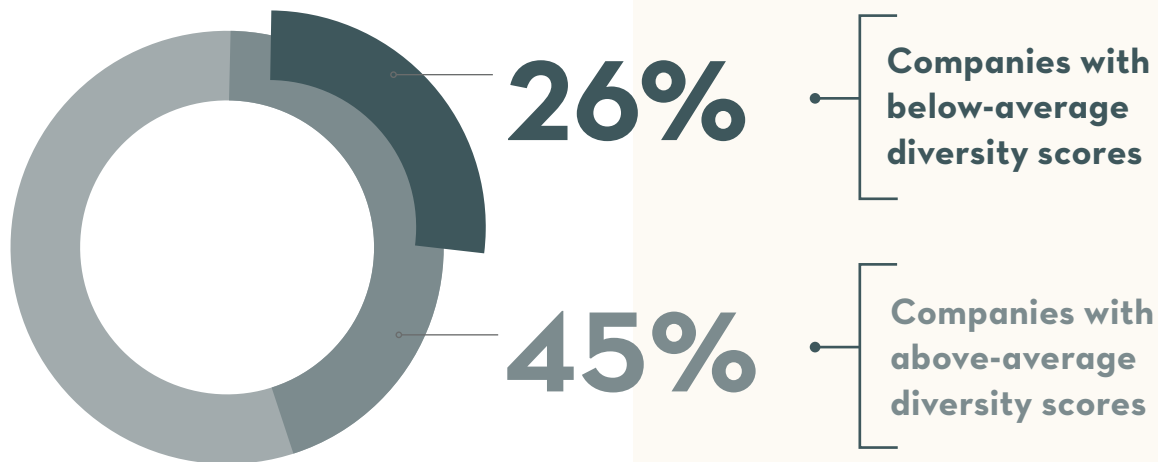


SOURCES:

1) McKinsey & Company, Delivering through diversity (2018). 2) Deloitte Insights, "The diversity and inclusion revolution: Eight powerful truths" (2018). 3) PwC, "20th CEO Survey" (2017). 4) The Wall Street Journal, "How Men & Women See the Workplace Differently" (2016). 5) Boston Consulting Group, "What's Working to Drive Gender Diversity in Leadership" (2017). 6) McKinsey & Company, "Delivering Through Diversity" (2018).

COMPANIES WITH DIVERSE LEADERSHIP ARE SIGNIFICANTLY MORE INNOVATIVE. [7]

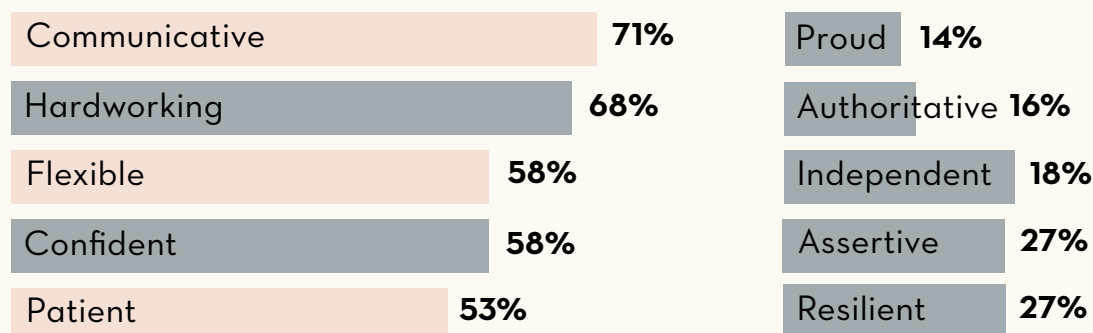
average innovation revenue, as % of total revenue, reported by companies



DELOITTE'S RESEARCH FINDS THAT INCLUSIVE LEADERS HAVE A STAGGERING IMPACT ON EMPLOYEES' FEELINGS OF INCLUSION, WHICH IN TURN HAS A POSITIVE IMPACT ON TEAM PERFORMANCE. [8]



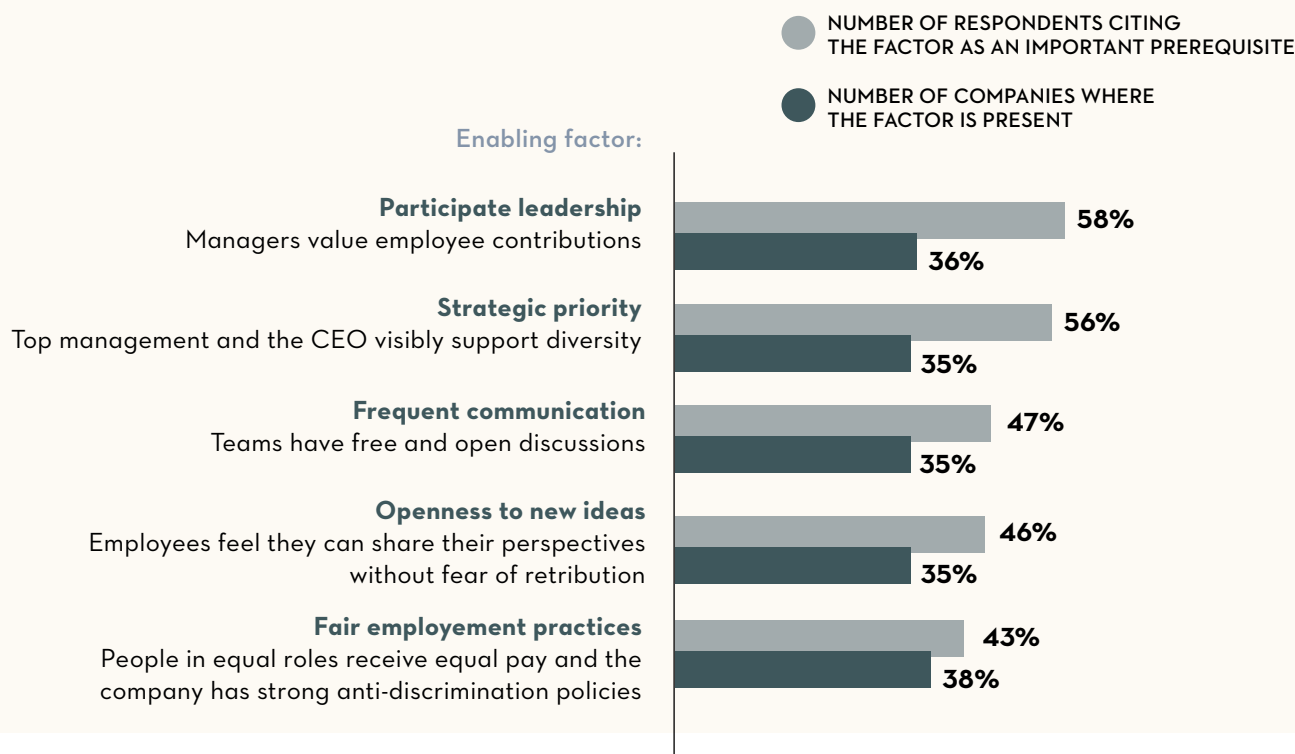
EMPLOYEES SEEK THE “HUMAN CEO” - A LEADER OF ANY SENIORITY LEVEL WHO IS ABLE TO BALANCE HARD AND SOFT POWER TRAITS. [9]



HARD POWER

SOFT POWER

MANY EMPLOYEES DON'T FEEL TRULY ENABLED TO SUCCEED IN THEIR WORKPLACE, ACCORDING TO A STUDY BY BOSTON CONSULTING GROUP. [10]



SOURCES:

7) Boston Consulting Group, “How Diverse Leadership Teams Boost Innovation” (2018).

8) Deloitte Insights, “The diversity and inclusion revolution: Eight powerful truths” (2018).

9) Deloitte & The Female Quotient, “Shift/Forward: The Future of Leadership” (2018).

10) Boston Consulting Group, “How Diverse Leadership Teams Boost Innovation” (2018).

CONSCIOUS MINDSET & COMMUNICATION

When leaders lead with a conscious mindset, they help employees connect to the values that ground an inclusive workplace. By communicating these values internally and externally, leaders can inform workplace culture. Purpose-driven leadership allows employees to align around a shared set of goals that go beyond performance objectives.

THE 4 LEADERSHIP BEHAVIORS THAT LINK TO INCLUSION: EMPOWERMENT, ACCOUNTABILITY, COURAGE, HUMILITY [6]

Four leadership attributes that link to inclusion



case studies

DE BEERS

In 2017, De Beers Group formalized a three-year partnership with UN Women to advance women in its organization and within communities in its diamond-producing. During this period, the diamond company has committed to doubling the number of women in senior leadership positions, reframing its marketing strategy to reflect the multifaceted role of women in society, and investing in the advancement of women in the countries where it operates mines. [1]

Solution for Change:

De Beers set tangible goals to advance female representation. By making these goals both visible and time-restricted, it is holding itself accountable to the public.

“No diamond is worth discrimination, illness, or injury. Zero harm is our central aim.”

– De Beers Group



“Our culture is our oxygen. It makes it possible for us to achieve things that are difficult for other companies to replicate.”

– John Strangfeld, Financial Chairman and CEO of Prudential Financial

[4]

PRUDENTIAL FINANCIAL

For Prudential Financial, diversity isn't just an aspiration: it drives success. More than two-thirds of the financial services company's board is comprised of women and minorities. This is a deliberate decision. Prudential believes that board-level diversification offers a competitive advantage and allows it to meet the needs of its diverse consumer base. [3]

Solution for Change:

Chief Governance Officer Margaret Foran, a long-time proponent of the use of “plain English” in disclosure documents, also reconfigured the way Prudential reports out to its constituents. When she took her role in 2009, she ensured the public disclosure of the important role diversity plays in board selection and nomination processes. [3]

More than 2/3
of Prudential's board is comprised
of diverse members

SOURCES:

1) Mining, “De Beers partners with UN to empower women in its diamond producing countries” (2017). 2) De Beers Group (2018). 3) Catalyst (2018). 4) Catalyst (2018). 5) Deloitte (2018). 6) Catalyst (2015).



GOAL-SETTING

A successful workplace is a diverse one. In addition to creating opportunities where people can succeed regardless of gender or race, it's important to consider how to promote unique perspectives, experiences, and values. Create clear goals on how to foster an inclusive and diverse workplace community – and stick to them.

case studies

BNP PARIBAS

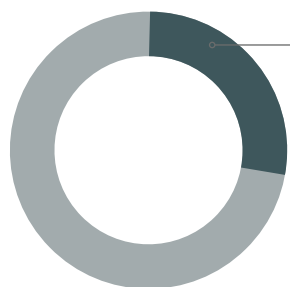
Although BNP Paribas is doing comparatively well in the equality context – women comprise 53 percent of its staff, and female representation in leadership has grown by 8 percent since 2010 – the banking group acknowledges that it has work to do. By 2020, BNP Paribas has committed to have women comprise more than 30 percent of its leadership, and it aims to increase that number to 40 percent by 2030. [1]

Solution for Change:

BNP Paribas is looking to disrupt its current gender imbalance, but it has also committed to setting realistic goals. Its young talent development program is comprised of 39 percent women, giving its gender equality objectives credibility.

“In business, you need everyone – men and women – to work to the best of their abilities. You simply cannot solve today's challenges if 50 percent of your people don't fulfill their potential.”

– Jean-Laurent Bonnafé, Director and CEO of BNP Paribas



27%

BNP Paribas currently has 27 percent of senior management roles filled by women, and its goal is to increase that representation to 30 percent by 2020.

case studies cont.

“We’ve evolved from equality to equity. Equality says everybody gets equal. Equity says no, everybody gets what they need. Part of building an inclusive environment is not how you’re going to change the person. It’s how you’re going to change yourself and the environment in which the person is going to have to succeed.”

– Bernard J. Tyson, CEO of Kaiser Permanente

[2]



KAISER PERMANENTE

Kaiser Permanente’s staffing metrics are impressive: in year-end 2016, the healthcare company reported that minorities comprised more than 60 percent of its workforce and that more than 70 percent of its employees were women. But CEO Bernard J. Tyson stresses that these results are the outcome of deliberate planning and dedicated goal-tracking. By setting objectives in place – and creating a pathway to attain them – Kaiser Permanente was able to achieve and maintain its equity goals. [2]

Solution for Change:

Kaiser Permanente sets up policies that back up its goals. The company places an emphasis on creating an empowering workplace for women and minorities. It offers domestic partner benefits, business research groups, and resources and professional development opportunities that focus on the professional and personal growth of its employees.

SOURCES:

1) BNP Paribas (2018). 2) HBR, “What 11 CEOs Have Learned About Championing Diversity” (2018).

ACCOUNTABILITY

The business management gospel rings true: “You treasure what you measure.” Take time to assess the impact that equality efforts are having in the workplace — and share success stories both internally and externally. This helps employees feel connected to organizational goals and positions the organization as a thought leader.

case studies

JELLYVISION

Too often, gender diversity initiatives are transient; an organization proclaims a commitment to it, only for that commitment to soon fade away. To combat this trend, Jellyvision CEO Amanda Lannert instituted a new system in 2018: every department is required to report annually on its gender and racial composition, as well as salaries. Lannert’s goal is to use this information to identify what’s working and what needs to improve. [3]

Solution for Change:

Jellyvision has a 50/50 split of men and women, both across the organization and in the C-suite. The software company has not achieved these results by chance, but by deliberate and strategic effort. Through continued commitment and accountability at the top, Jellyvision proves that the work for gender equality is never done.



“We have achieved 50 percent female leadership not as the result of a marketing platform, hiring initiative or even amateur witchcraft, but because women see a female CEO at the helm and know that Jellyvision is a place where they, too, will be heard and respected.”

— Amanda Lannert, CEO of Jellyvision

[4]

case studies cont.

EY

At EY, meeting inclusion isn't just aspirational: it's attainable. The professional services company requires that managers build clear diversity and inclusion goals, and fulfilling them is a core part of their performance review. EY also makes it clear that managers who meet their diversity and inclusion goals advance faster within the company – and they embed this commitment into all of their internal and external. [1]

Solution for Change:

By connecting diversity and inclusion goals with performance outcomes, EY is demonstrating that equity is a core part of its business model. It also demonstrates that no company can truly be high-performing if it isn't a diverse and inclusive one.

“In our organization, those executives that do really well and continue to advance further and faster are those that include acumen around inclusive leadership on their client-serving team.”

– Karyn Twaronite, Global Diversity and Inclusiveness Officer at EY

[1]



“The only way to be our best is to include our best. That means we need to include the whole world, not just pieces of it. That all starts with diversity and inclusiveness. It's the smart thing. It's the right thing. And it's the only way to succeed in today's global economy.”

– Mark A. Weinberger,
Global Chairman and CEO of EY

[2]

SOURCES:

1) Fast Company, “How These Top Companies Are Getting Inclusion Right” (2017). 2) EY, Diversity and Inclusiveness Roadmap (2017). 3) Fast Company, “What CEOs are doing to increase gender diversity in leadership” (2018). 4) Built in Chicago, “Bring your whole self: How 9 Chicago tech companies are building more inclusive workplaces” (2018).

leadership: toolkit for action

- 1. Walk the talk.** Model all the diversity and inclusion initiatives you create. In doing so, you will serve as an example to others, set a precedent, and encourage support from the wider company.
- 2. Make your goals public.** Create a clear set of goals for diversity and inclusion initiatives, develop a set of deliverables to achieve those goals, then make your roadmap public. Not only does this hold you accountable, but also helps inform – and even inspire – the wider community.
- 3. Look inward and outward.** Don't limit your inclusion efforts within the confines of your company; instead, explore how they can also affect change in the world. Not only does this better engage your existing talent pool, but it also paves the way for more diverse hires down the road.
- 4. Rethink the rules.** Identify existing policies – particularly legacy policies – and determine whether they are truly inclusive. A one-shift-fits-all working schedule, for instance, can be detrimental to single mothers. After identifying problem policies, update them accordingly to accommodate your diverse workforce.
- 5. Start from the top.** Having women in leadership sets the stage for a more equitable workplace. When executive-level positions become vacant, make sure that there is a pool of qualified female applicants in the pool for consideration. Invest in programming that provides opportunities for women to advance – and ensure that their pay keeps pace with their male counterparts.
- 6. Learn from diverse perspectives.** Gain insight from the unique perspectives, backgrounds, and talents of your workforce at every level. Create information-sharing pathways – one on one meetings, surveys, and focus groups – that give female employees space to candidly share ideas on how to foster organizational growth.
- 7. Lead with transparency.** Employees should feel like they're an integral member of a team, not a cog in a machine. By keeping an open line of communication with staff at every level, you cultivate a workplace where everyone feels valued – and, by extension, has a vested interest in the success of your organization.
- 8. Make diversity and inclusion a part of your business plan.** Incorporate targets and KPIs around diversity into your annual goals. In doing so, you tie the success of your organization to its inclusion efforts.

equality practice



THE FEMALE QUOTIENT'S **equality practice**

We help companies achieve return-on-equality.

Equality is not a nice-to-have, it's a business imperative. Inclusive companies deliver higher employee engagement, lower attrition, increased productivity, and an improved bottom line. The Female Quotient's Equality Practice provides a one-stop-shop for organizations that want to proactively fulfill their commitment to diversity and inclusion – and in doing so, reach their potential through equality. Offerings include:

Analytics:

We use data analytics to help companies estimate the profit potential of equality and uncover specific pain points that are hindering progress towards parity.

#HackEquality Bootcamps:

Our bespoke, in-person bootcamps act as a catalyst for real change. They give organizations the tools they need to diagnose issues and outline tactical ways to expand customer and employee loyalty by embracing diversity and inclusion.

Tools for Change:

By tapping into cutting-edge machine learning, organizations can identify the specific tools they should use to unlock return-on-equality.

Dashboard Technology:

Our proprietary database features the leading employee engagement programs, policies, tools and technologies from around the world. Organizations can track progress over time and provide a digital space for employees to take ownership over inclusion initiatives.

Custom Modern Guide:

Our *Modern Guide to Equality* serves as a resource for all companies on their equality journey. Company-specific guides allow organizations to draw on customized insights and action plans.



men of action

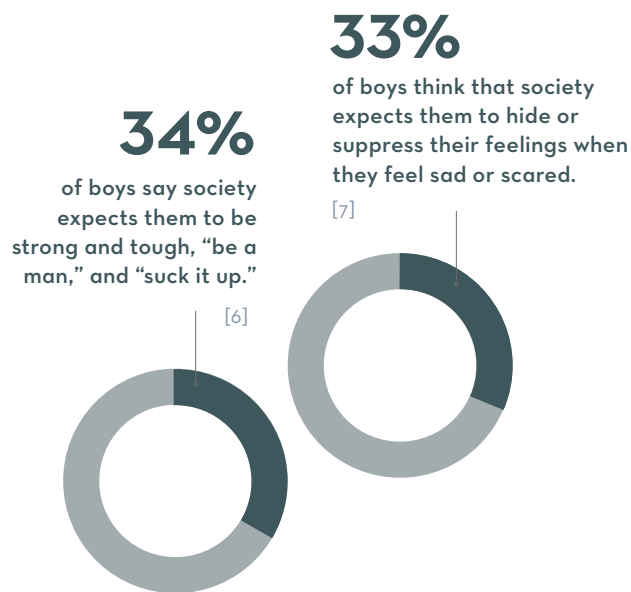
MASCULINITY

/mas·cu·lin·i·ty/ Noun

The characteristics that are traditionally thought to be typical of or suitable for men

The definition of masculinity is changing. Culture defines what is – and what isn’t – masculine, and for centuries, the status quo has been one where masculinity is synonymous with hard power traits like pride, assertiveness, and resilience. But today, especially in the wake of the Me Too and Times Up movements, it’s more clear than ever that the time has come to rethink masculinity—and how it informs leadership.

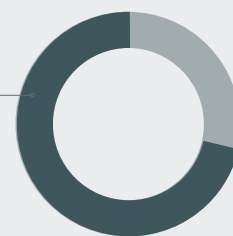
In a recent study conducted by Deloitte and The Female Quotient, 72 percent of respondents indicated that it was time for a “new definition of what a leader is in today’s world.” [1] They went on to rank the most important traits that make a good leader. Two were hard power – and traditionally masculine – traits: *hard-working* and *confident*. But the other three were soft power traits, which are traditionally feminine: *communicative*, *flexible*, and *patient*.



72%

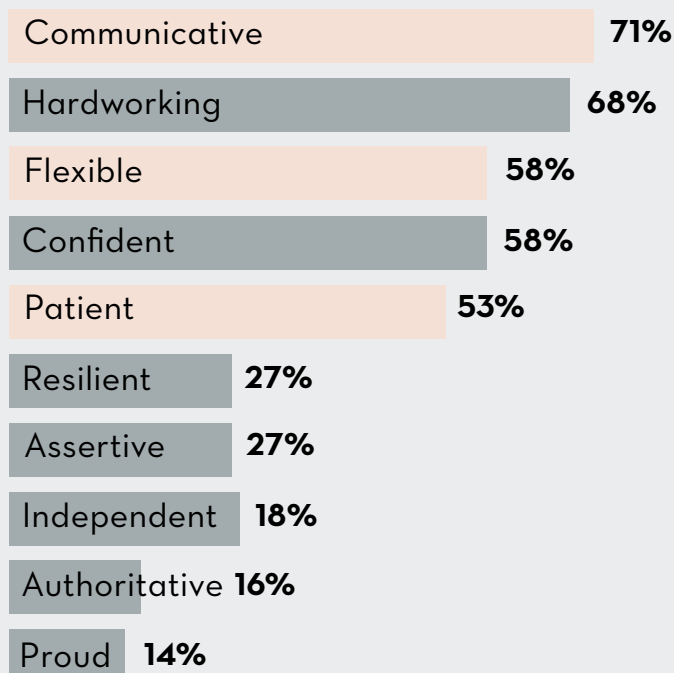
of people think that it's time for a new definition of "leader."

[9]



As we rethink the definition of masculinity, we can also rethink how men and women collaborate in the workplace. Organizations benefit when women are in leadership roles. More than 85 percent of executives report that a diverse workforce is a key driver of innovation. [2] It is also good for business. Women control a staggering \$28 trillion of the \$35 trillion global consumer market, and it is essential that organizations reflect this dominant consumer base. [3]

What are the most important values to make a good leader?



HARD POWER

SOFT POWER

[8]

SOURCES:

1) McKinsey Global Institute: *Promoting gender parity in the global workplace* (2015).

2) The Atlantic and Morgan Stanley: *Why It Pays to Invest in Gender Diversity* (2016).

3) McKinsey Global Institute: *How advancing women's equality can add \$12 trillion to global growth* (2015).



WHAT MEN ARE REALLY THINKING AT WORK

In early 2018, two movements—Me Too and Time’s Up—sparked a global conversation about women’s issues. With it came a new understanding of the barriers that women face throughout their lives, from the classroom to the workplace and beyond.

What is on men’s minds?

To find out more about the men’s perception of—and questions about—gender relations at work, The Harris Poll on behalf of The Female Quotient surveyed 472 males between the ages of 21-64 who are employed full-time. [1] The study found that about 90 percent of working men are aware of recent movements like Me Too and Time’s Up, though only one quarter of them have taken pause and questioned their interactions with female colleagues.

When asked what they wanted to know about interacting with women at work, responses varied, but a few key themes emerged:

- How to approach and communicate with women
- How to differentiate between appropriate and inappropriate behavior
- What women think of men

These results mirror national trends. A study conducted by *Glamour* and *GQ* found that 47 percent of surveyed men hadn’t discussed Me Too with anyone. [2] *The New York Times* asked 615 men to reflect on their workplace conduct; about a third of respondents said they had done something in the past year that would qualify as objectionable behavior. [3]

That’s not to say that men don’t want to put their best, most human foot forward and connect with coworkers across gender barriers—but feelings of uncertainty often prevail. An NBC study found that men were concerned about how to appropriately interact with females and how to be an effective ally. [4]

In the wake of Me Too, men have an opportunity to step up to the plate to promote equality. As we work towards an equal future, it’s important for men to have the tools and knowledge to contribute to true progress.

SOURCES:

- 1) Institute for Women’s Policy Research: Pay Equity & Discrimination
- 2) Zillman, C: *On Equal Pay Day 2018, There’s a Troubling Trend Behind the Shrinking Gender Pay Gap* (2018).
- 3) Starbucks Newsroom: Starbucks announces 100 percent gender, racial pay equity for U.S. partners, sets global commitment (2018).
- 4) Starbucks Newsroom: *History of Partner Investments at Starbucks* (2016).
- 5) Clarke, S.: *In Reversal of Norm, Viacom’s U.K. Channel 5 Reports Gender Pay Gap in Favor of Women* (2018).

THE HUMAN LEADER

In a 2018 op-ed for *The New York Times*, author Michael Ian Black observed: *“The past 50 years have redefined what it means to be female in America. Girls today are told that they can do anything, be anyone... Boys, though, have been left behind. No commensurate movement has emerged to help them navigate toward a full expression of their gender. It’s no longer enough to ‘be a man’ – we no longer even know what that means.”* [1]

You are the person that the boys of today – the men of tomorrow – look up to. And you have the opportunity to lead by example.

A human leader .

As we rework how gender informs our lives, it is crucial that we also evolve our behaviors in the workplace. A human leader of today:

Makes it a mission to end sexism in the workplace.

Male allies are an essential ingredient to an equitable workplace. Take responsibility for creating a gender balance in your organization – and be transparent about your efforts to do so.

Supports the advancement of women. Research indicates that organizations with more women in leadership see less instances of sexual harassment. By promoting women, you are also investing in the strength of your workplace. [2]

Makes space for women to collaborate. Mentorship programs, monthly meetings, or brown bag lunches create a space for women to share their experiences and support career goals.



Prioritizes bystander training. We've all heard the "see something, say something" adage – but actually doing it can be more of a challenge. Invest in bystander training to give your team the tools to take action if they witness harassment in the workplace. [3]

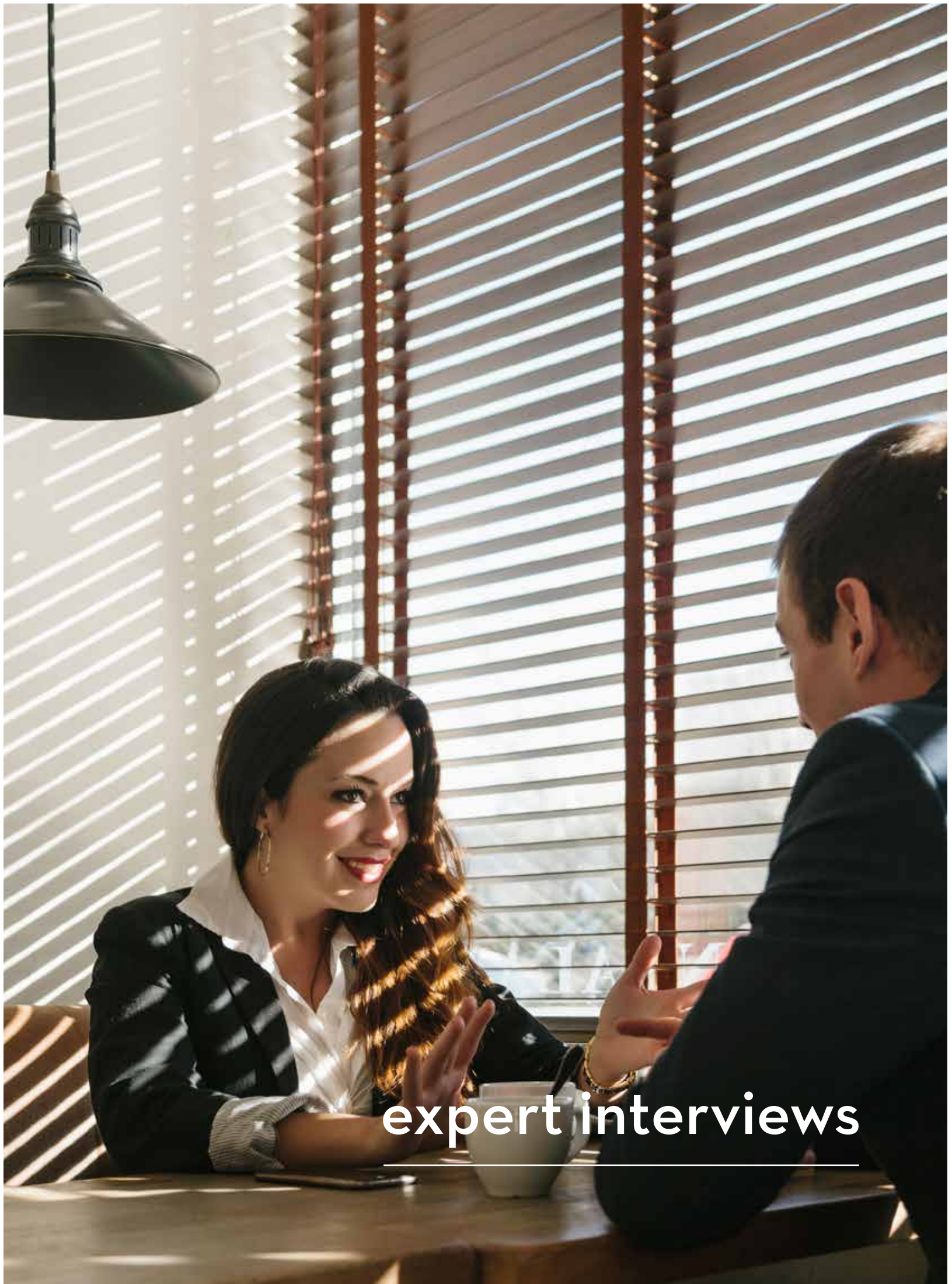
Encourages the use of work-life flexibility benefits (and uses them, too).

Lead by example. By normalizing the use of work-life flexibility benefits, you're creating a workplace where every employee can manage personal responsibilities and also succeed at work. [4]

Sets the tone. Shed the gendered traditions that have defined workplaces of the past and identify norms – from the language you use to how meetings are structured – that might be impeding equality.

SOURCES:

1) Institute for Women's Policy Research: Pay Equity & Discrimination 2) Zillman, C: On Equal Pay Day 2018, There's a Troubling Trend Behind the Shrinking Gender Pay Gap (2018). 3) Starbucks Newsroom: Starbucks announces 100 percent gender, racial pay equity for U.S. partners, sets global commitment (2018). 4) Starbucks Newsroom: History of Partner Investments at Starbucks (2016). 5) Clarke, S.: In Reversal of Norm, Viacom's U.K. Channel 5 Reports Gender Pay Gap in Favor of Women (2018).



expert interviews



Bozoma Saint John

Endeavor
Chief Marketing Officer, Endeavor

As you have said, it is up to all of us to drive change. How can we get everyone on board with measures that drive inclusion — particularly those who seem indifferent to them?

Well, a number of ways. First is that we all have to take this personally. We all have to do the thing that we've all heard, which is actually look in the mirror, and apply it to our own lives. There are so many of us who think that we're perfect; that we are the drivers of change; that we don't have any problems because we have diverse friends; or that we don't have any biases, which is not true. We all have them.

And if we would stop looking at senior leadership or corporations to disperse edicts, but instead looked at our own circles, we would actually see that we actually have to do the work. Look

around and see who you are talking to. If they are all people who look like you, who believe like you, who sing like you — if you're all Beyoncé fans, maybe you need to find somebody who's a Bruce Springsteen fan, you know?

There needs to be more diversity in each of our lives, and that's how we actually begin to enact change. Because then you'll go into environments that are not diverse, and you'll start feeling like, "Ew, I don't like how this feels." And then that will make you want to do something about it. Until we start doing that for our own personal lives, and stop pointing the finger outside, or pointing up to say, "Why aren't 'they' doing something about this?", we won't have any change.

So it really is a very personal thing. We all have to take a look and make sure that we are driving inclusion in our own lives first.

Ask her

WHAT IS THE FIRST THING YOU DO WHEN YOU WAKE UP?

I pray.

WHAT IS YOUR DREAM POWER LUNCH? *My assistant, Oprah, and Michael Jackson.*

WHAT IS YOUR FAVORITE PART OF YOUR JOB? *I love my job! It's like a big toy chest and I get to play in fashion, music, sports, and all these amazing things.*

WHAT COMPANY DO YOU WISH YOU STARTED? *Rent the Runway.*

WHAT'S YOUR GUILTY PLEASURE AT THE END OF A LONG DAY? *A sparkling Shiraz and a Cadbury fruit and nut bar.*

WHAT ADVICE WOULD YOU GIVE YOUR DAUGHTER AT HER FIRST JOB? *Make friends and be nice to everybody.*

What is the number one thing that leaders can do to make equality a reality in their workplace?

Well I think a lot of leaders believe the mission. They believe the conversation around diversity and inclusion, and are probably enacting things within their companies to encourage that; whether that is within their hiring practices, or promotions, or pay equity, or other kinds of programs that help to foster the academic pursuit of diversity inclusion.

But I would say that leaders are people too. We forget that! So, the same thing that I would say about each of us personally, is what I would also advise leaders: Oftentimes, unfortunately, even though as a leader you're creating policies to drive change in the company, that is not reflected in your own personal life. Perhaps we need to start seeing that — which, in turn, would help leaders who sit in change-driving seats to actually make equality happen at their organization, because they feel it personally and not just professionally.

Diversity is good for business and it's good for society. Are you seeing a shift towards true progress? How can we accelerate that shift?

I don't think the shift is happening fast enough. We've all been talking about it for a long time. We've probably been talking about it for *too* long. But we're not seeing enough of those changes, often enough. So again, if we take this on as a personal challenge, and bring it down to the one, I think we'll accelerate things. If everyone asks themselves, "What am I, as an individual, doing?" then perhaps we'll see more change, more quickly. But I don't think it's happening quickly enough. There are too many rooms I walk in where I'm still the "one and only."

What is the most effective way for women to advocate for themselves and ultimately advance their careers?

This is a fun one. It's interesting; so often, I feel like women are given advice to be more aggressive, or be more overstated, or to more overtly champion their successes and tally their achievements in order to be recognized. And that's all well and good. We should do that. But more than that, we should also network and make friends, to make sure that we're not the only ones championing our accomplishments.

The most powerful thing is when somebody else says how amazing you are, not necessarily when you say you're amazing yourself. I think the biggest thing is to create the choir of voices who are championing and advocating for you. We always talk about how important your network is, and how important it is to have a mentor, and how important it is to have people who advocate for you; well, why don't we put that into motion when it comes to our achievements?

You don't only need advocates when you need to advance your career. You need them in the everyday, in making sure that you have a group of people who understand your accomplishments, whether that is within the company you work in, or within or your industry, or within your community. That way, when you are not in the meeting, you have people who are advocating for you. When you are not at that industry conference, you have people who are advocating for you. When you are not on social media on a particular day, there is somebody who is advocating for you. That is the way to raise the noise level around yourself — and then, by the time you're ready to make that move or go for that promotion, there's no need for you to yell. People have been yelling on your behalf.

Is achieving equal pay is a matter of changing public perceptions and mindsets or changing legislation — or something else entirely?

I've been having some interesting conversations around this lately, and I think our biggest challenge is not legislation, it is about history. We're still too often asking what somebody made in their previous job. Well guess what? If they've been underpaid for the last 20 years, then asking what they are making today is not going to make the equity better tomorrow.

Doing the blind negotiation, or the blind offer, is a much better policy than any other piece of legislation we could enact. The more hiring managers endorse and embrace blind offers, the better equipped we are to drive parity. Job descriptions should say, "Here are the roles and responsibilities of this position, and here is the range of pay. Regardless of what you've made in the past, if you meet the requirements of the job, you have interviewed and you have passed all the tests, then this is the amount of money you're going to make." That is a much faster way for us to achieve equity than by any single piece of legislation. ■



Janet Foutty

Deloitte Consulting

Chair & CEO, Deloitte Consulting

As Deloitte & The Female Quotient’s survey of 5,000 workers across the United States found, most see inclusion as an organizational value, yet few believe that it is treated as a critical business issue. Why is it a critical business issue — and how can we make organizations treat it like one?

Beyond the fundamental issue of equality, the data tells us that inclusive cultures drive stronger performance and unlock sustainable business benefits. Companies with “high” levels of racial diversity see nearly 15 times more revenue than companies with “low” levels. Workforces with the best gender distribution are almost twice as innovative as those

with the worst. In other words, inclusion is and must be a business imperative.

If as a leader you recognize that your organization’s greatest asset is your people, like we do as a professional services firm, then there is absolutely no reason not to make inclusion a central tenet of the culture and overall business strategy.

What frameworks can be put in place to build an inclusive culture?

It starts with leadership — and it will require organizations to

put structured development, sponsorship, and measurement programs in place to scale this efficiently and appropriately throughout all levels of an organization. In our business, our inclusion strategy is inextricably linked with our overall Talent strategy, and this goes far beyond recruiting. Our inclusion efforts extend throughout the talent lifecycle. This enables us to take a comprehensive view of key moments throughout a person's career and be more nimble in our approach to identify opportunities for continued progress.

How can mentors help set people up for success?

While having both mentors and sponsors is incredibly important, they serve vastly different purposes. I would like to reframe this to explain how sponsors in particular can help: Sponsors are those that are willing to put their political capital on the line during crucial moments of someone's career journey. But we must rid ourselves from an unconscious bias which I call the 'mini me' phenomena. When looking for someone to mentor or sponsor, people tend to gravitate toward others who remind them of themselves in some way. We need teams that consist of

people from a vast array of backgrounds. I've made it a point to do this for a full range of others and hold each member of my leadership team accountable in this way as well. I'm proud to say that today nearly half of my leadership team are women and minorities.

What is the role of leaders in advancing diversity and inclusion in the workplace? How can leaders demonstrate the value of diversity and inclusion?

All of us, no matter who we are or where we fall in our organizations, have an obligation to see championing inclusivity as part of our jobs. But it does have to start with senior leadership – we have to lead by example. A few attributes that I believe is needed to be an inclusive leader include:

Be conscious. We all carry unconscious biases, so a first step is recognizing that, and then go on to identify what those are, and be accountable to not let it affect your decision making. Taking programmatic ways to address this such as actual unconscious bias trainings is one way we as a firm are addressing this. Separately, as the use of disruptive technologies permeates most organizations, having an ethical mindset in how we leverage these technologies, and putting actual ethics frameworks in place around technology use is quickly rising to a board level agenda item.

Embrace authenticity. In my business especially as a professional services firm, our people's knowledge and perspective is exactly what we bring to the marketplace so creating a culture that allows everyone's authentic selves to flourish brings value.

Lead by listening. If you really want to empower your colleagues to be the best versions of themselves, it helps to demonstrate a real interest in who they are, what matters to them, and what they have to say. You're not going to do that by talking. You've got to hone your skills at listening."

If you could make one change to help women at work, what would it be?

To show that the responsibility does not entirely fall to them to fix inequities in the workplace. Boards and senior leadership have to initiate inclusion as a business imperative, set up frameworks that can scale organization-wide, and cultivate a culture of sponsorship that does not just place qualified women at the table, but that their voices are heard as well. ■

Ask her

WHAT IS THE FIRST THING YOU DO WHEN YOU WAKE UP?

I drink a quick glass of water, do some form of physical fitness, whether that is a run, spin class, or quick stretching session, then onto a quick shower. This is all before I reach for my phone and start checking work emails.

WHAT IS YOUR DREAM POWER LUNCH? Ruth Bader Ginsberg, Lin Manuel Miranda, and Steve Jobs.

WHAT IS YOUR FAVORITE PART OF YOUR JOB? The people that I get to work with. Smart, funny, and take themselves just seriously enough.

WHAT COMPANY DO YOU WISH YOU STARTED? Hmmm, no lightning round answer to that one – maybe it is still to come!

WHAT'S YOUR GUILTY PLEASURE AT THE END OF A LONG DAY? Chocolate and non-business reading!

WHAT ADVICE WOULD YOU GIVE YOUR DAUGHTER AT HER FIRST JOB? That every experience is a learning experience – absorb and contribute as much as you can in every role you have.



Marc Pritchard

Procter & Gamble
Chief Brand Officer, Procter & Gamble

You, personally, and Procter & Gamble have become powerful champions of gender equality. What have been some of your most successful tactics to set new expectations for the workplace?

It starts by making it personal. When leaders are deeply committed from the heart, and willing to share their insights and passion, it helps bring others along. My moment of truth occurred 20 years ago. I was at a spiritual ranch in the Colorado mountains with my wife Betsy and our three young daughters. The leader of the ranch came to me and said, "I hope you realize the difference you could make...because business will be the greatest force for good in the future. The work you do affects popular culture. Your brands

affect people every day. If you choose to do so, you can do a lot of good." It was a moment of clarity.

It so happened, we had just developed the new "Easy Breezy Beautiful" campaign. But we had a problem - the five new spokespeople were too young, too thin, and too white. They didn't accurately portray women, including multi-cultural diversity, and conveyed a stereotypical standard of beauty. The realization that our advertising affected perceptions on the standard of beauty struck me - especially as I looked at my daughters. So we changed - partnering with powerful women for a more accurate and positive portrayal of beauty - starting with Queen Latifah - who revolutionized the brand and women's empowerment.

Years later as CMO, Madonna Badger came to a P&G event, and showed the film “Women Not Objects”. It was another epiphany - that the images in advertising contribute to gender bias because they unconsciously embed memories that shape perceptions, attitudes, and behaviors. That led to a public commitment to use our voice in advertising to be a force for good by addressing gender bias, and promoting gender equality. We reach 5 billion people every day, so the images we portray matter.

Externally, the creative community got it immediately, but internally, we had to make the business case. At a macro level, take the fact that women are still paid 20% less than men for the same job – that’s outrageous. And McKinsey estimates that closing the gender gap on economic participation, including pay, could add \$28 trillion to the world’s economy. That’s a lot of purchasing power – that’s good for growth! And when we started seeing brands with gender equal campaigns start to grow – like Always Like a Girl, SKII Marriage Market Takeover and Expiry Date, Olay Live Fearlessly, Ariel Share the Load – people believed that equality drives growth – and now it’s a movement.

Beyond advertising, our CEO has made a commitment to gender equality, which makes a big difference. Our aspiration is to create a better world with equal representation and equal voices for women and men – where everyone sees equal. We know when that happens, organizations perform better, communities are healthier, and economies thrive. So, we have a goal to achieve a workforce that’s equal. Today, 46% of P&G managers are women and we’re committed to achieving 50/50 representation by 2020. Every business has goals which the CEO holds them accountable for delivering. We’ve changed staffing systems to intentionally assign women to the best, most challenging roles. We build skills through the Women’s Accelerator Program, and provide advice and support through 4,000 Lean In Circles. We also facilitate work-life integration through parental leave benefits, such as increased paid leave, and paid leave for adoptive parents, fathers, and partners. And one more important action - we involve men. Gender equality is not a “women for women” effort, or something women need to “fix”. It takes all of us. So, in partnership with Catalyst, we offer Men Advocating Real Change or MARC training (great name by the way) to help men fulfill the role they can play to achieve gender equality inside and outside P&G.

Are you seeing an evolution in gender relations in the workplace?

The gender equality movement has gained strength in the past few years, with more conversations taking place, and some historic changes breaking through to change attitudes, mindsets and drive action. But in reality, progress is slow, even glacial.

Consider the fact that it was 150 years ago in Seneca Falls, New York that 68 women and 32 men drafted a 12-point set of resolutions calling for equality between women and men – in law, education, health care, employment, pay and voting rights. It took

another 50 years for women to be granted the right to vote, and 55 years ago Congress passed The Equal Pay Act, making it illegal to pay a woman less than what a man would receive for the same job. More recently, people are stepping up for change, including last year’s Women’s March for human rights, and the MeToo movement which exposed the pervasiveness of sexual harassment and sparked an important worldwide conversation regarding women’s empowerment.

Yet, even with all of this effort for so many years, here are the facts: only 4% of Fortune 500 CEOs are women; only 19% of US Congress are women; women are still paid an average of 20% less for exactly the same job; women represent fewer than 25% of directors, VP or President roles in business; and 29% of advertising inaccurately portrays women through some form of stereotyping, objectification, or diminished roles. And the progress is slow despite the fact that gender equality has been proven to create more value. In business, gender-diverse teams produce up to 13% better sales and earnings results. In advertising, gender-equal ads perform +10% higher in trust and produce +26 higher sales growth. And McKinsey estimates that closing the gender gap in pay and economic participation would add \$28 trillion to the world’s economy.

So we’re not there yet, and we have a long way to go, but there’s hope. I’m optimistic, and many of us can’t help but feel that we’re getting close to the tipping point. It feels like attitudes and mindsets are changing, new conversations are happening, and if we all keep pressing ahead, we will push through that tipping point, into true gender equality in everything we do. That’s why we’ve joined forces with 80 other companies in the ANA #SeeHer movement to accurately portray women and girls in advertising and media. That’s why we’re strong supporters of The Female Quotient and the Equality Lounges around the world. That’s why we’re part of Catalyst, MARC, Lean In, and the CEO Action for Diversity and

Ask him

WHAT’S THE FIRST THING YOU DO WHEN YOU WAKE UP? *Make coffee.*

WHO IS YOUR BUSINESS IDOL? *Ken Chenault and Arianna Huffington.*

WHAT COMPANY DO YOU WISH YOU STARTED? *A cool company in my eyes is a startup, Hello Alfred.*

WHAT ADVICE WOULD YOU GIVE YOUR DAUGHTER AT HER FIRST JOB? *Be useful. Whenever that happens, good things happen.*

Marc Pritchard cont.

“It feels like attitudes and mindsets are changing, new conversations are happening, and if we all keep pressing ahead, we will push through that tipping point, into true gender equality in everything we do.”

Inclusion. We know that if all of us work together, we WILL get over that tipping point and achieve equality.

How can men and women work more effectively together and empower each other?

There is a lot of advice out there on this topic, but let me call out a few tips from a program from Men Advocating for Real Change (MARC) training I mentioned earlier.

Tell other men about your commitment to gender equality. Accept responsibility even though it's not your fault sexism exists.

Be attentive to the subtle ways that some men may unconsciously cause women to feel diminished, such as interrupting women colleagues in meetings, validating or giving more weight to views expressed by men relative to those expressed by women, or laughing at sexist jokes. Avoid these behaviors and encourage your male colleagues to do so as well.

Don't shame or humiliate men who don't fit your notion of what a man should be. Allow every man the chance to define manhood for himself without judgment. Same with women.

Use work-life flexibility benefits, if you have them, such as paternity leaves, family leaves, and telecommuting, to manage your work and personal responsibilities.

Be attentive to whether men and women colleagues are being judged by different standards. For example, promotion criteria based more on “potential” for men and more on “demonstrated achievement” for women, or marital and parental status being unconsciously considered in personnel decisions concerning women but not men.

Get involved in your organization's gender-focused employee resource groups, or start one if your organization doesn't have one.

Speak up if you observe gender bias. Inaction is not ok. Be an agent of change.

From the top down, how can organizations cultivate an inclusive workplace — fighting sexism, while also fostering a more collaborative workplace environment?

Commitment starts from the very top. Our CEO, David Taylor, has made gender equality a priority, and built it into how we do business. David appointed Carolyn Tastad, Group President of North America, as the executive leader for gender equality. She is an amazing business leader who has created the movement to ensure we get equality within our walls. And she has enrolled other leaders to help. I consider it an honor to be Carolyn's partner in promoting gender equality inside and outside of P&G.

We take action year-round. We have an internal Summit each year, where we bring in leaders like Madonna Badger to share her insights on how advertising objectifies women, Geena Davis who demonstrated gender inequality in the media and movie world, and Katie Couric who shared her stories of courage in journalism. We have a six-month development program called “Athena in Action”, that combines classroom training and executive coaching to drive empowerment and success. We also have a ten-month “Accelerator” leadership program to help women jump from one level to the next. And as I mentioned, we've changed our staffing approach to be more intentional about placing women in top jobs, and we have staffing councils, including the executive level, that focus on the advancement of women to achieve gender balance at every level.

And making public commitments also drives actions within our company. Our public commitment to use our voice in advertising to promote gender equality is measured through progress on the Gender Equality Measure, or GEM scores, from the ANA #SeeHer movement. We also publicly committed to achieve equality in the creative supply chain, focusing on 50/50 representation in our brand/marketing organization at all levels, 50/50 representation of creative directors at our agencies, and 50/50 representation of directors and producers of commercials and media content.

Many men say they want to be allies to their female coworkers, but they don't know how or are afraid to make a misstep. What would be your advice for them?

Get started. Find a role model and find a trusted mentor. I am privileged to have amazing mentors like Carolyn Tastad, Kelly Vanasse, Andrea Schoff, Charlene Zappa, Alex Keith, Shelly McNamara, and Shelley Zalis who are willing to listen, discuss, and provide great advice. Take small steps, but commit and start moving forward. ■



Aline Santos

Unilever

Executive Vice President Global Marketing
& Chief Diversity and Inclusion Officer, Unilever

Tell us about Unstereotype. How did it begin?

The Unstereotype journey began over two years ago at Unilever. We're one of the world's largest advertisers and we recognize the impact and therefore great responsibility we have when it comes to the portrayal of gender norms around the world. That's why back in 2016, we took a close look at thousands of ads globally across multiple different industries and found some truly shocking results. Just 3 percent of industry advertising featured women in leadership roles, only 2 percent showed women as intelligent and only 0.3 percent portrayed women to have a sense of humour. It was no surprise that 40 percent of women were saying, "I do not relate at all to the women I see in adverts."

This was a galvanizing moment for us and we decided to act. First on our own, launching Unstereotype as a Unilever com-

pany-wide commitment to advance portrayals of people in our advertising to be more relevant to our consumers and better for business and society. And last year we joined UN Women when they launched the Unstereotype Alliance – bringing the whole industry together to use the power of advertising to help shape perceptions that reflect realistic and unstereotypical portrayals of women and men.

Unilever is a Vice Chair of the Alliance, helping to develop tools and systems to help any company across any geography Unstereotype its branded communications. For example, we're developing an industry playbook and framework to assess progressive communications, as well as developing a global measurement tool to track progress on a global scale.

It's a fantastic initiative. Members are industry leaders from

Aline Santos cont.

business, technology, and creative industries including Mars, Diageo, Mattel, WPP, IPG, Facebook, and Google. The great thing about the Alliance is it is UN Women led, which means we all put competition aside for the greater good of advancing gender equality. Together this group not only hold the largest marketing budgets in the world, but also have a wealth of complementary skills which when combined, can be the key to unlocking real progress.

What changes have you made to your advertising?

We realised that to create the change at the scale we need, this could not only be about a few standout pieces of communication. This is about massive change, everywhere on everything brands touch. This is about fundamental changes in strategy and systems to support Unstereotype.

So, we redesigned our internal systems across strategy, creative development and execution. For example, we developed a framework for how to assess progressive communications, using the pillars of Role, Personality, and Appearance to examine the characters in our communications.

A great example of the change we have seen comes from our Food & Refreshment category. For years, the creative process has relied on old-school and rigid demographics like gender and age. That's why we'd always see mama in the kitchen cooking! We did away with gender and age as a way of defining our audiences and instead started talking about people who have a passion for food. This has transformed the communications around our brands. We have modern and forward-looking representations of all kinds of people, united by a passion and love for food regardless of age, gender, sexual orientation, ethnicity etc.

But this is not just about removing stereotypes that diminish or limit the role of women. Our industry is guilty of putting labels on men too. Right now, the dominant narrative of masculinity is a successful, affluent, powerful leader, and of course the six pack – putting huge societal pressure and traditional norms on what it 'means to be a man'.

A great example I'm very proud of is Dove Men+Care's 'Helping Dads Care' Report – a groundbreaking study to understand attitudes and perceptions regarding paternity leave. The report uncovered that many men globally are not taking paternity leave as there is limited access to paid paternity leave and/or traditional stereotypes of masculinity are prevailing in their societies. So internally, we decided to launch Unilever's new Global Paternity Leave Standard which introduces three weeks of fully paid paternity leave as a benefit for employees all over the world. Advertising and marketing are tools that we can use to raise awareness of stereotypes that are holding us back.

Ask her

WHAT IS THE FIRST THING YOU DO WHEN YOU WAKE UP? *Meditate, shower, and have breakfast with my husband in the living room.*

IF YOU COULD HAVE LUNCH WITH ANY THREE PEOPLE IN THE WORLD, WHO WOULD THEY BE? *Three ladies who broke stereotypes: Coco Chanel, Carmen Miranda, and Emmeline Pankhurst.*

WHAT IS YOUR FAVORITE PART OF YOUR JOB? *The opportunity to work with a truly diverse workforce.*

WHAT COMPANY DO YOU WISH YOU STARTED? *Fenty Beauty, and many others where inclusion was the strategy from the beginning.*

WHAT'S YOUR GUILTY PLEASURE AT THE END OF A LONG DAY? *Chocolate, chocolate, chocolate!*

WHAT ADVICE WOULD YOU GIVE YOUR DAUGHTER AT HER FIRST JOB? *Identify your purpose and let it be your guiding star.*

What internal changes have you made at Unilever?

Our commitment to Unstereotype has influenced many of our internal marketing processes globally, from agency selection to insight generation to casting and judging. But one of the most important changes we've made is around measurement. At Unilever, we believe you Measure What You Treasure, which is why we introduced additional questions into our pre-testing research design to assess how consumers perceive our films to be Unstereotyped. When a few of the films we tested were not as progressive as we wanted them to be, we subsequently modified them. This creates invaluable learning for us based on the local cultural nuances and perceptions of our consumers, not just what we think internally in the company.

We know from testing our ads over the past two years that progressive advertising creates 25 percent more branded impact and new data now tells us that progressive ads are also 16 percent more relevant, 21 percent more credible and can drive purchase intent by 18 percent. The economic case is only getting stronger.

Our brands are reporting the business case for change too. Take Brooke Bond Red Label, one of our tea brands, its brand communications model helps tackle social taboos and societal barriers by starting a conversation on a controversial topic over a cup of tea. For example, in India, they created '6-Pack', India's first transgender band spreading the message of inclusiveness and encouraging people to become more accepting. It was very controversial at the time, and we lost some consumers, but we gained many more. The countries that have adopted the new brand communications model are growing 3X faster than those who are yet to adopt.

We have also launched Unstereotype in the Workplace. We interviewed more than 9,000 (non- Unilever) men and women across 8 countries and found that stereotypes and social norms are significantly holding back progress on equality. We found that 60% of women and 49% of men say that they are personally impacted by stereotypes in their careers, personal lives, or both. We have a series of internal initiatives to address these biases and create a working environment where everyone can thrive.

For example, we have removed bias from our recruitment process using AI; introduced Unstereotype Boot Camps to tackle unconscious bias and create disruptive talent strategies in each stage of the talent management process; and are pushing for progressive policies. For example, our Maternity and Paternity Support, our flagship programme to support women going through the vulnerable stage of maternity transition has achieved a 24% reduction in attrition. We have rolled out a global maternity leave policy of a minimum of 16 weeks GLOBALLY. This has meant that we went beyond the statutory requirements in 50% of the countries we operate in.

Why was it important for Unilever to expand Unstereotype

“To challenge and change the status quo, we need to turn traditional stereotypes on their head; campaigns need to be inclusive and diverse, but also aspirational. They need to show society not as it is now but present viewers with a future vision on how the world could be.”

across the whole advertising industry?

Every day, billions of people around the world are exposed to the communications our industry creates. That influence can either be used to reinforce negative stereotypes or to set new standards of empowerment and equality. So, if we want to accelerate this journey, we have to have everybody on board. Unilever is the second biggest advertiser in the world; we touch 2.5 billion people every day. But the world is much bigger than we can reach. We need people from different corners of the world, from different mindsets and different areas of our own industry to work together and accelerate this journey.

What's next?

We need to push the conversation beyond gender alone. Unstereotype is not just about removing stereotypes that diminish or limit the role of women and men, it's also about strengthening the representation of people from different groups that are often rendered invisible by our industry. We need to reflect a more inclusive society and diversity in age, ethnicity, ability, sexual orientation, personal backgrounds.

But advertising needs to go a step further than just eradicating stereotypes. To challenge and change the status quo, we need to turn traditional stereotypes on their head; campaigns need to be inclusive and diverse, but also aspirational. They need to show society not as it is now but present viewers with a future vision on how the world could be. By being bold and progressive, and pushing the boundaries advertising can start to lead culture again.

What motivates you to be an agent of change?

As my mom said, it's not a coincidence that I was born on the 10th of December. That is Humans Rights Day. I was always an activist, always fighting for things that I believed. I am a woman, I am from Latin America, I have a very funny accent, I have so many stereotypes on top of me! But yet, I am so privileged. And when I think about the privileges that I have, that motivates me to use them for good, because the stereotypes that I face every day are nothing compared to what many other people have to contend with.

The role that I play today in a big corporation gives me the opportunity to change society for good at the same time that I change businesses for good. At Unilever, not only am I responsible for global marketing and diversity and inclusion, but I'm also responsible for the Unilever Foundry, where we connect with startups. We have more than 5,000 startups working with us. TechCrunch shared that just 17 percent of startups are founded or co-founded by women. I want to change that, and I want it to reach 50/50. At Unilever, we are hiring more female founders, because we have the power to choose — and we are going to choose more women until we have gender balance. ■



Sean Moran

Viacom

Head of Marketing & Partner Solutions, Viacom

From #SeeHer to #SoundOn, Viacom has become a powerful voice for equality in media. Why is it important for not just women, but also men, to see bias-free media?

As a company, it's key for us to accurately represent our incredibly diverse and global audience, and to do that, we need to have employees that understand and reflect that consumer.

We have always stood for what's right at Viacom; it's part of our DNA, and through all of our work, we are trying to leave a positive impact on the world. This ties back to Nickelodeon, which has always portrayed female characters who were smart, engaging, brave and really authentic—from Game Shakers, which introduced girl coders, to Nella the Princess Knight. We've partnered with the #SeeHer campaign, and we launched a program called A Woman Did That, that highlights accomplishments women have achieved throughout history. This has also been a real passion point at MTV: For example, we were a trailblazer when we eliminated separate

categories for Best Male and Female Performance at the MTV Movie and TV Awards a few years ago and introduced gender-agnostic awards.

I have four young boys, between the ages of 9 and 16. I want them to grow up in a world where they see women represented equally. That's what my wife and I teach. It's so important that this next generation is not raised in an era of old fashioned stereotypes, and this has been key for me in my own personal journey as a father, partner, leader and colleague.

In your experience, are gender dynamics shifting in the workplace? If yes, how so?

They are, but not fast enough. I've been really encouraged by the growing numbers of women in leadership positions throughout my career at Viacom, and my own team is reflective of this shift. The two executive vice presidents who lead core media sales

“The most successful teams are the most dynamic, built on diversity of thought, skills, different life experiences and an environment that welcomes employees to bring their whole self to work.”

domestically happen to be women, and 50 percent of our sales SVPs are represented by women.

Great ideas come from diversity, equality of thought and an environment that encourages feedback, input and open dialogue at all levels. As an industry, I like that we're not just talking about this issue, but we're actually coming together and taking action. We've seen the proof points over and over again, and society is better when women are fully and accurately represented in the world. I'm really passionate about making sure that people on my team and the people that I do business with feel this same spirit and effort.

How can both men and women bridge the gender divide and support each other?

I think empathetic leadership plays a huge role. I've been fortunate to work for great leaders who have in turn helped me develop and build an open, supportive and inclusive culture. For me, you have to lead by example – it starts at the top. I see this through our CEO, Bob Bakish; I see it in the make-up of Viacom's board; and I see it in Bob's senior leadership team.

The most successful teams are the most dynamic, built on diversity of thought, skills, different life experiences and an environment that welcomes employees to bring their whole self to work. I really stress that here: You shouldn't have to change who you are when you walk through your office doors. If employees feel empowered to be themselves and do their best work, we all excel.

It's also important that individual contributors get involved and hold themselves accountable. I'm a proud ally and advocate for our internal employee resource group called HERE. When I took on

my current role two years ago, I built a D&I task force to evaluate and address important questions on a regular basis: How can we do better at recruiting? How are we building career paths? How are we creating a supportive environment? Where can we improve? It shouldn't only be about championing what we do well. I really want to hear about where we are falling short.

What is the business case for equality?

Equality is not just the right thing to do – there's also a real market advantage. Business has never been more complex, so we have to make sure that we're tapping into the power of talent across the entire organization instead of just listening to the voices of a few. As I mentioned before, teams operate at a higher level when there's a collective sense of belonging and purpose.

In my role, I work a lot with marketers who want to reach a broad base of consumers. Women make up 50 percent of the population, so if I'm missing the mark on any percentage of this marketplace by not accurately understanding or portraying them, then that's a failure. There's such an amazing amount of research that proves that diversity can boost innovation and employee engagement, and that companies with gender and racial diversity actually financially outperform their peers.

Ultimately, people from different backgrounds provide different thoughts and perspectives. It's so important to build that base, and then you will attract more diverse talent and keep the pipeline flowing. If you're a good leader, if you have an open mind to different thoughts and aren't intimidated by them, then you're going to digest all of those angles and deliver great results for your company. ■



Sigal Avin

#thatsharrasment

Writer, Playwright, and Director

You teamed up with David Schwimmer to create a series of short videos called *That's Harassment*. Can you tell me a little bit about how this series came about?

I first created *That's Harassment* (*Zematriid*) in Israel in December 2016 as a way to understand how sexual harassment plays out in our everyday lives. The release coincided with several global events — the U.S. presidential election and high-profile sexual harassment issues in Israel. The initial video had a million views in less than two days, and that's when I realized there was a real need for these films.

One of the most surprising thing that came out of the initial release was the response from men: many actually gave thanks. They noted that the videos made them understand when and where they had crossed the line in their own lives. And that's when I reached out to David a close friend and activist, who was immediately on board to collaborate, even though this was way before the #metoo movement. He got Mazdack Rassi on board to help produce and that was it.

You wrote and directed the films. How did you develop the scripts? Do they from personal experience, or from experiences you've heard about?

They're all true stories. "The Actor," which is the first script I wrote, is my personal story. I was pretty shocked when I sat down to write it: I remembered every single word, even though it happened 18 years ago. That's how much those experiences stay with you.

At some point, people started to hear about the project and the stories just came pouring in. Unfortunately, there were so many to choose from.

You mentioned that a goal of *That's Harassment* was to take what some might consider a "gray area" and make it clear as harassment. Have any viewers expressed surprise at what does constitute harassment?

Yes. Suddenly, people had a visual aid to see what constitutes sexual harassment. Many women told me that they experience a "light bulb" moment after watching the series — one where they actually realized that they have been harassed. It's validating.

I think it's powerful that the series isn't deductive. Nobody is saying "Don't do this, and don't do that". Each film is simply showing a real-life situation. And when viewers are able to observe these situations from the outside, from their own perspective, and think more critically about how they can make sure they never cross that line.

Your films serve as a call to action. How can people take definitive action for equality — and take action against harassment?

I think it's one of the most complex topics in the world. But one of the most incredible things that has happened as a result of

the #MeToo era is that women have come to realize what we're worth and everything we can do. I think we must aspire to equality. Harassment is a symptom of power, so we must change that power dynamic.

Saying that I think there is still work to be done and things we're not even aware of that we just accept as a fact. For example, think about Alexa and Siri, two female voices who exist to serve us. No one asks why these are female voices. This is just normality of it. These seemingly small gender roles that are part of our everyday lives perpetuate societal norms. So when we talk about equality and how to achieve it, it's all those "little" things as well. It's seeing everything through a that prism.

Your role as a filmmaker provides a powerful platform to address gender equality. What can other people do to elevate the movement?

Like any other relationship, no one should take anything for granted — or make assumptions simply based on a person's gender. I also think that it's up to the top of the leadership pyramid to make gender equality a priority. It will trickle down from there. ■

Ask her

WHAT IS THE FIRST THING YOU DO WHEN YOU WAKE UP?

Sadly, grab my phone.

IF YOU COULD HAVE LUNCH WITH ANY THREE PEOPLE IN THE WORLD, WHO WOULD THEY BE? *Nora Ephron, Nadia Murad, and David E. Kelley.*

WHAT IS YOUR FAVORITE PART OF YOUR JOB? *I love directing. I think the moment I'm on set and I'm putting the words I've written into vision, I just light up. It's like I'm in Disneyland.*

WHAT COMPANY OR ORGANIZATION DO YOU WISH YOU'D STARTED? *Pixar.*

WHAT'S YOUR GUILTY PLEASURE AT THE END OF A LONG DAY? *Ice cream and binge-watching, when everybody else is asleep.*

WHAT ADVICE WOULD YOU GIVE TO YOUR DAUGHTER FOR HER FIRST JOB? *The same advice I give her now: to always to be herself and not be afraid to speak up.*



Anthony Stephan

Deloitte Consulting

National Managing Partner,
Customer & Marketing Offerings, Deloitte Consulting

The Female Quotient collaborated with Deloitte on Shift/Forward, a new research report that examines the future of leadership. One of the key findings was the rise of the Human CEO. Can you explain what this is, and how anyone, at any level, can embody it?

The Human CEO is a new definition of leadership that prioritizes a leader's human qualities. At their core, Human CEOs are about connection. Our strongest desires as human beings are to belong and connect; this energy is what fuels relationships. It fuels meaning and purpose. It makes us human. Human CEOs lead with this humanity as a core value; they're passionate about growth, and lead with compassion, curiosity and the courage to set a new example on what it means to inspire others to elevate the human experience.

In the marketplace, I think the rise of the Human CEO is a direct result of the material shift we're seeing where companies are

responding to changing consumer expectations, and trying to engage and connect with customers in a more human way. In the workplace, Human CEOs are able to authentically demonstrate confidence and strength, then amplify this tone throughout the organization. This new kind of leader is assertive and ambitious in setting strategic direction, communicative and empathetic when dealing with colleagues. Today's workforce wants vulnerable leaders with the humility to speak about their own shortcomings, and the courage to hold themselves accountable. When leaders do this, employees are not only inspired personally, but are excited about the future of the organization as a whole.

We consider anyone who shows this kind of leadership a Human CEO. This is an important point: inclusivity means anyone can step up and lead by example. Anyone can cultivate open, transparent, and inclusive environments where authenticity is encouraged and valued.

What is the gender dividend?

The gender dividend is a business case for investing in women as a source of economic growth. The case is this: in a rapidly changing global economy, leaders are scrambling to find an effective way to sustain growth. While the usual levers—geography, industry, technology—still apply, talent is critical to staying competitive. But despite the growing number of qualified women in the workforce, the female talent pool is still underutilized. In Europe, women make up 45 percent of the workforce—with more than half college graduates—yet only 11 percent are corporate executives. And with the increasing power of women as consumers, bringing women into decision-making roles is more important than ever to help tap this growing market. Already, women control roughly US\$20 trillion of total consumer spending globally and influence up to 80 percent of buying decisions.

So acknowledging and investing in women can yield a significant return—a gender dividend. To fully capitalize on this, countries and organizations must go beyond policies that focus on discrimination, and develop solid strategies aimed at integrating women at every level. This will require building a strong, dual-focused business case that considers women as both workers and consumers, and lays out the rationale behind why governments and organizations must look to women as key to their economic growth.

Deloitte was named to Fortune Magazine's Best Workplaces for Women list in 2017. What have been a few of the most successful ways you have created an inclusive workplace for all employees?

Deloitte has been formally focused on inclusion for over 25 years, creating an inclusive workplace for all employees in two ways: leading by example through talent and leadership, and setting the bar through workplace programs.

Leading by example, we're proud to be an organization of firsts. Sharon Allen: first female chairman of a Big Four firm. Joe Echevarria: first minority COE of a Big Four firm. Punit Renjen: first minority Chairman of a Big Four firm. Cathy Engelbert: first female CEO of a Big Four firm. Janet Foutty: first female CEO of a large Consulting firm.

And we set the bar with industry-leading, inclusive workplace programs. Our Paid Family Leave recognizes the changing family dynamics and emerging needs of Deloitte's professionals—both men and women—and is the first of its kind for professional services. It includes up to 16 weeks of paid time away for caregiving beyond traditional parental leave, including caring for a family member with a serious health condition. Our Inclusion Councils are revolutionizing the way professionals connect. These councils bring together people from different functions, backgrounds, and experiences to engage in events related to community impact, well-being, development, and inclusion. Sample events: tutoring in inner city schools, yoga classes, or lunch-and-learns focused on topics like

unconscious-bias or inclusive leadership. We've also taken a bold stance on LGBTQ equality by publicly supporting marriage equality, and providing tax equalization benefits and medical coverage to domestic partners.

“Inclusivity means anyone can step up and lead by example. Anyone can cultivate open, transparent, and inclusive environments where authenticity is encouraged and valued.”

How can men take actionable steps to be better allies to their female colleagues?

Great question. Here are some that any man can take to heart. First, consider amplifying your female colleagues. We know from research that women are more likely than men to be interrupted in meetings, and have their ideas taken seriously only when men reiterate them. So if you hear a woman at work being interrupted, or her ideas being hijacked, speak up. Make sure credit goes where credit is due.

Next—and this is related—listen. Just listen. Make space for female colleagues who may not have been raised to aggressively make their points in conversation. Validate their experiences when communicated, even if they're making you uncomfortable by calling you out. Try to understand that experience, which will be profoundly different than your own. Listening can also extend to how you respond to male colleagues who consciously or unconsciously marginalize women when around other men. Then it's your turn to call someone out.

And finally, serve as a sponsor or mentor. We know this can have a career-accelerator effect, but it's common (if understandable) for men to sponsor or mentor people who remind them of themselves when they were young. If you want to help someone just starting out in their career, consider being more intentional and more inclusive: support someone who's underrepresented in corporate leadership. There will be dividends down the road. ■



David Smith

Athena Rising

Researcher, Author, Speaker, and Associate Professor of Sociology,
US Naval War College

Ask him

You began your career piloting planes for the US Navy, and now you're a professor of sociology and a very well-known expert in the field of gender relations. Can you tell us how you got there?

I spent about the first 20 years of my career as a Navy pilot. But as I began to think about “what’s next,” I realized I wanted to revisit higher education. So I joined a small military program that enabled me to pursue my PhD in sociology at the University of Maryland.

It was there that I met my mentor and advisor, Dr. Mady Segal, who profoundly influenced my research. Dr. Segal helped me focus my interest around understanding how diverse military families are affected by military careers. This evolved into a track focused on the intersection of gender, work, and family. And as I did more research on dual-career families, I began to consider the systemic factors that influence policies in the workplace and in our lives.

In *Athena Rising*, you highlight some of the most “pervasive and pernicious attitudes about women and work.” What are they?

So many stem from unconscious bias. And at the core of this is how men view the competence of women in the workplace — often, they don’t see them as “leader” material.

Another big one is trust. Trust issues between men and women have been exacerbated in light of the #MeToo movement. But this isn’t productive, and it’s really moving us in the wrong direction. Trust is fundamental to change — and we need to work on that by building collaborative relationships between men and women.

In *Athena Rising*, you say that traditionally masculine “command and control” structures of hierarchical management are yesterday’s news. What’s the alternative?

The traditional workplace has been created by men, for men, to do men’s work. That might have been okay 100 years ago, but that’s not the case today: we have a much more diverse workplace. And when the workplace is structured to benefit just one part of the population, it doesn’t just disadvantage the women that we work with; it also hurts your business.

The traditional masculine workplace has been structured in a way that has a lot of competition in it. And this structure isn’t helpful for a more diverse workplace that includes female colleagues. I would argue that it’s not even helpful for a lot of our male colleagues, too.

Can this translate into leadership styles, too?

Absolutely. Traditional organizational structures position employees as working for the leader, but we can flip the workplace on its head to emphasize a leader working for their employees.

A leader needs to have humility — and probably a lot of confidence — to pull it off. But when a leader turns to their

WHAT IS THE FIRST THING YOU DO WHEN YOU WAKE UP? *Hot cup of coffee and go for a walk with the dog.*

IF YOU COULD HAVE LUNCH WITH ANY THREE PEOPLE IN THE WORLD, WHO WOULD THEY BE? *Oprah, Lin-Manuel Miranda, Emmanuel Macron, and my mom.*

WHAT IS YOUR FAVORITE PART OF YOUR JOB? *Certainly the teaching. And seeing my students grow.*

WHAT COMPANY OR ORGANIZATION DO YOU WISH YOU HAD STARTED? *SpaceX. But who doesn’t want to say: “I launch rockets into space.”*

WHAT IS YOUR GUILTY PLEASURE AT THE END OF A LONG DAY? *A long, mind-clearing walk on the beach.*

WHAT ADVICE WOULD YOU GIVE YOUR DAUGHTER AT HER FIRST JOB? *Be you. In other words, be authentic. Build a network of mentors. And take a chance when an opportunity presents itself.*

employees for valuable ideas and perspective, everyone wins.

You’ve referred to the fact that women need mentors — not rescuers. Can you explain this statement a little bit more?

So often, men treat women like they need help. This feeds on the notion of benevolent sexism. While the idea of “helping” sounds good, it’s really undermining and disempowering. This notion has no place in mentoring because women don’t need rescuing.

The best mentors are those who advocate for stretch opportunities. These are the people who encourage their mentees to pursue stretch jobs and to develop professionally.

Another important element of mentorship is feedback. If men are afraid of causing distress, they might hold back on feedback that could ultimately really help someone. Direct and constructive feedback is what we need to grow.

How do men benefit from inclusive mentorship opportunities?

There’s a business imperative for having a diverse mentor/mentee network. When women succeed, business outcomes improve. When diverse perspectives are in the workplace, organizations are more creative, make more informed decisions, and improve their bottom line.

Mentorship is a win/win for guys, too. Cross-gender mentorships result in enhanced personal skills, higher empathy, and a better EQ. This doesn’t just benefit men in the workplace; it also translates into personal relationships. ■



Nell Merlino

Take Our Daughters to Work Day

Activist, Entrepreneur, Leader, and Creator

You're an expert in women's business leadership. Can you tell me a little bit about how you got started?

I entered the workforce in the early 1970s — and there weren't a lot of women in positions of leadership when I started. At that time, I was organizing large-scale political events. And when I finished that work, I knew I could get people to do extraordinary things, and that I was capable of extraordinary things. I also knew I didn't want to be in a situation where I couldn't put my leadership skills to use. So I decided to start my own company.

You're also the architect of Take Our Daughters to Work Day. Can you tell me a little bit about why you think this day is so important?

When I was in school, the range of career options for girls was narrow. But women can work in any sector, and I saw Take Our Daughters to Work Day as a way for girls to see opportunities and people who looked like them doing jobs that they liked. I continue to meet women who were introduced to their future calling through a Take Our Daughters to Work Day trip.

Another important thing happens through these experiences:

Ask her

WHAT IS THE FIRST THING YOU DO WHEN YOU WAKE UP? *I make a cup of coffee and I handwrite. I try to write 2-3 pages of the book I'm working on.*

IF YOU COULD HAVE LUNCH WITH ANY THREE PEOPLE IN THE WORLD, WHO WOULD THEY BE? *Stacy Abrahms, Gretchen Carlson, and Beyoncé.*

WHAT IS YOUR FAVORITE PART OF YOUR JOB? *Being creative and seeing the impact of my work.*

WHAT COMPANY DO YOU WISH YOU STARTED? *Spotify.*

WHAT'S YOUR GUILTY PLEASURE AT THE END OF A LONG DAY? *A sakitini from Blue Ribbon – or riding my bike.*

WHAT ADVICE WOULD YOU GIVE YOUR DAUGHTER AT HER FIRST JOB? *Really take it all in and don't put too much pressure on yourself. Understand what makes your heart sing.*

employers and parents see their daughters as something other than “cute.” They see them as ambitious, interested, and talented potential employees. It wakes people up to the fact that these young women are someday going to be in your office, your organization, your factory, your government. And the result was a kind of culture shift.

You say that women need to go beyond cracking the glass ceiling and instead raise the roof. What does this mean, and why is that important?

I see raising the roof as women starting businesses. It's about women taking command of what we want the workplace to look like. When we talk about the glass ceiling, I can't help but think that it was built by someone else — by male-dominated organizations that never imagined women would be where we are now. When we raise the roof, we shift workplace culture so women can thrive.

In 2018, just 1.7 percent of women-owned companies generated more than \$1 million. What do we need to raise this proportion?

There are a lot of factors that go into this. But I think it's important to remember that, in order to build a company to \$1 million or more, you need to hire people. Many women have the “I can do

it better and faster myself” mentality. And because they don't delegate, they end up doing a lot of tasks — and not building their company, growing their wealth, and growing their influence. I remember the day I realized that taking the time to delegate to my employees meant that I would never have to do it again: it was a powerful one.

Many organizations are developing new positions focused on diversity, inclusion, and equality. How do we maximize the success of these positions?

Metrics are powerful. It's effective to connect diversity initiatives with tangible, measurable goals. I worked on a project with WalMart where they allocated \$20 billion to spend with female suppliers. The initiative had support from the highest level of the company — and, because of the tangible goal, it was a success.

When inclusivity impacts your bottom line, it creates a powerful impact statement that is impossible to ignore.

What is the most effective way for leaders to prioritize equality, diversity, inclusion in hiring practices?

In a workplace dominated by white males, it isn't enough to hire one woman or one person from a minority background. Many companies have succeeded by simultaneously hiring several people who don't represent the workplace majority. If an organization hires one person, you're essentially insisting they adopt the culture of the majority. But hiring in larger numbers provides a space for the workplace culture to shift.

A company's management team, its staff, and its board should reflect the diversity of the world it serves. When leaders are intentional about who they hire, they demonstrate that diversity isn't just a core value of their organization: it's embedded in the identity of the organization. ■



Ray Arata

Better Man Conference
Keynote Speaker, Business Coach, Author, and Founder

You are a co-founder of the Inclusionary Leadership Group, which puts a focus on the business value of creating a full partnership between women and men. What is the business value of this partnership?

When companies that have more gender equality, two things usually occur as a result. One of them is commercial, and one of them is cultural. Here's what I mean by that: In the commercial side, companies usually will make more money. We have a lot of different research partners that back this data; companies that have more women on the leadership level and demonstrate a commitment to gender equality, they make more money. On the cultural side, companies with more gender equality also have a happier workplace.

This translates to higher retention rates of women workers, because they see more opportunities to move forward.

Now, if we want to just look at this from a strict business value standpoint, there are a couple of areas where gender equality pays off. One is customer satisfaction, another is productivity, another is profitability, and like I mentioned before, lower turnover inside of companies. After all, generally speaking, the way men and women think are in fact different. Smart guys will realize this and say, "You know what? Maybe I should be bringing in more perspectives and round out my team with more women." Those collective decisions are better for everybody, from company employees to end consumers.

“I would describe the new model of masculinity as a conscious partnership of the head and the heart. To delve into that a little bit deeper, have a relationship with your emotions as opposed to a ignoring or stifling them.”

What are some of the most effective ways to create an authentic, inclusive partnership between men and women in the workplace?

The best thing that men can do is to put themselves on what I call the ally's journey. That's a conscious commitment and what that basically means is to first acknowledge their bias and privilege, and second, to acknowledge that that bias and privilege has an impact.

A lot of guys talk about good intentions, but unconscious bias can creep in and yield a negative impact in the form of a micro-aggression on a woman or somebody in a marginalized group. It's what you do with that is critical. Can you clean it up and hold yourself accountable? Can you forgive yourself and acknowledge that you're human and resolve to do better? Absolutely.

This brings me to the third step of the ally's journey, which is connecting to the heart. Can you listen from a place of empathy and compassion when a woman or a marginalized member shares what it's like to work inside a company? How will that move you? Will it inspire you, in your humanness, to go to a place of a conscious partnership of the head and heart, where you can acknowledge your privilege and bias, and do something good with it? And then last but not least, commit to new practices with this newfound awareness. When I talk to folks about a conscious partnership of the head and the heart, I share with them that the conscious heart piece is about emotional literacy and emotional awareness.

My invitation for women is to find an ally; look for a male colleague who you trust, and once you feel safe to share your story, invite him into a conversation around partnership. I also encourage women to acknowledge allies. It's not about guys getting

“attaboys,” but we're trying to get men in the game here and we're going to make mistakes. One of my ally journeys, I was getting acknowledgements all along the way. They functioned like a little bit of wind in my sail that informed me that I was headed in the right direction. And last but not least, women should give men direct, honest feedback. We can handle it. All this stuff goes a long way to creating authentic relationships between men and women in the workplace.

Have you witnessed a shift in workplace dynamics in the post-#MeToo era? If yes, how so?

I'm seeing it everywhere, and I'm noticing a couple of things: One, clearly there's this fear and apprehension among men; we're minding our Ps and Qs. There is an upshot of this, which is a heightened awareness. In the most unlikely places, I've heard guys saying, “I'm not going to do that anymore” or, “I have a daughter.”

When guys say they're afraid, my retort is that recoiling, re-framing, or reacting from fear is not the solution. In my work with men, I invite them to have a relationship with fear; to acknowledge it, and then to turn it into a character question. The easy thing for men to do is to put this on women and hit the eject button and say, “I'm too afraid to do this.” Instead, men have to trust themselves that they're capable of changing their ways.

If I press guys about how to act and behave, they know what to do. There are men that are laggards, there are men that are learners, and there are men that are leaders. I want to talk to the guys who are learners and leaders, and invite them to lean into the fear; but keep going. Ask the question, “What kind of man do I want to be?”

In your book, *Wake Up, Man Up, Step Up*, you note that the old model of masculinity is outdated and ineffective in today's culture. What is the new model of masculinity? How can men embody it?

I would describe the new model of masculinity as a conscious partnership of the head and the heart. To delve into that a little bit deeper, have a relationship with your emotions as opposed to a ignoring or stifling them.

Vulnerability is a 21st century leadership skill. I encourage guys to think about this; being vulnerable is being real and showing your chinks in the armor — and this need to have armor is an outdated masculine norm. Whenever I share vulnerabilities, I ask people, women initially, “Do you trust me more or less as a result of me telling you one of my secrets that I'd rather have you not know?” Invariably, the answer is that you trust me more. Vulnerability engenders trust.

I coach a lot of men who are just walking around with the old model of masculinity running them. These men are starving for feeling. They want to be open and connected, both to other guys and to women. This is the new, healthy model of masculinity. ■



Laura McGee & Anna Klimbovskaia

Diversio
CEO & COO, Diversio

It has been proven repeatedly that diverse teams are better teams. Why do we still struggle with hiring a diverse workforce?

Laura: The first and most obvious is human nature and pattern recognition. There's evidence that people look to their own network when they seek to fill a role — in fact, I think about 85 percent of positions are filled that way. Similarly, people tend to hire people who look like them, who they can relate to.

But something else can come to light in the #MeToo era:

people have obvious bias and apprehensions around hiring women. There is a demonstrated backlash against women following exposure of sexual harassment. For example, Lean In and SurveyMonkey found that, post #MeToo, male managers are significantly less comfortable being alone with junior women employees — and this is very likely translating into hiring as well.

Another issue is how recruiting tools use artificial intelligence [AI] to source candidates. For example, Amazon started using an AI tool to find qualified engineers. The models were trained on

historical data sets, and as a result, the predictive models suggested male candidates. While AI has the potential to do social good, it can also entrench and reinforce bias in work systems.

Your company leverages technology to unlock inclusion. How does it go about doing that?

Anna: We treat diversity and inclusion like any other business challenge. First, we collect data through an employee pulse survey and analyze the results using our diagnostic technology. Through this process, we determine specific problem areas as categorized by the six KPIs we associate with an inclusive workplace. These include flexible work options, unbiased feedback and reviews, recruiting and hiring, and access to networks. From here, we generate customized action plans for our clients using matching technology and a robust catalogue of tools, policies, programs and solutions. The recommendations we make incorporate the unique needs of our client while considering their sector, number of employees, and resource allocation limits, and more. Most importantly, we help our clients track progress and address challenges along the way.

At the end of the day it comes down to collecting and leveraging data in a smart way. If you want to improve sales, you don't hold a roundtable to discuss how to build a 'sales culture', you identify the relevant KPIs and make strategic changes. Why should reaching your diversity and inclusion goals be any different?

Diversio organized #HackInclusion in 2018. Can you explain what this is and what happened?

Laura: #HackInclusion was a social media campaign to crowdsource ideas from the public on ways to promote inclusion at work. The idea was to provide a platform for employees to share great ideas directly to CEOs. Like any other innovation imperative, the best ideas typically come from the people who are closest to the problem — and the challenge is that those ideas often don't make their way to decision makers. Hack Inclusion used technology to close that gap.

We partnered with global organizations, like Lean In and UN Women, to get the word out. Then, we convened an expert panel of CEOs and executives at companies including McKinsey, BlackRock, and Coinbase to provide feedback on the ideas and vote on the ultimate winners. Next, we're working with our partners to implement some of the most innovative solutions. These partners have committed to piloting the ideas, tracking their progress, and collecting feedback.

From your perspective, what does it mean to be an inclusive workplace?

Anna: Our definition is pretty simple: we believe that an inclusive workplace is one where every employee is empowered by their

Ask them

WHAT'S THE FIRST THING THAT YOU DO WHEN YOU WAKE UP?

LAURA: *Check my email. I'm embarrassed.*

ANNA: *I check to see if Laura messaged me over text, email, or Slack.*

WHAT WOULD BE YOUR DREAM POWER LUNCH WITH ANY THREE PEOPLE IN THE WORLD?

LAURA: *Federer-Roddick, Barack Obama, and Phumzile Mlambo-Ngcuka.*

ANNA: *Christine Lagarde, Michelle Obama, and Stephen Colbert.*

WHAT IS YOUR FAVORITE PART OF YOUR JOB?

LAURA: *100% our team. It's great to see what ideas happen when we get six very different people around a table.*

ANNA: *Truly helping companies become more diverse and inclusive. It's empowering to see change happen.*

WHAT COMPANY DO YOU WISH YOU STARTED, BESIDES YOUR OWN?

LAURA: *Wikipedia.*

ANNA: *I'll go big: I wish I started the UN.*

WHAT'S YOUR GUILTY PLEASURE AT THE END OF A LONG DAY?

LAURA: *Chocolate times 10.*

ANNA: *Reality TV. I can't help but love it.*

WHAT ADVICE WOULD YOU GIVE YOUR DAUGHTER AT HER FIRST JOB?

LAURA: *Be selective about the feedback that you respond to and have confidence in your ability to be a leader.*

ANNA: *Don't be limited by what has been done before you.*

managers and peers to do their best work and get recognized and rewarded for it — regardless of their gender, ethnicity, sexual identity, age, or disability.

What is the best way to measure success around equality, diversity, and inclusion?

Laura: We believe the numbers should speak for themselves. It's important to capture metrics and KPIs of inclusion to ensure your workplace environment gives everyone the equal opportunity to advance. We need to dispel the myth that diversity and inclusion are nebulous concepts that can't be tracked. And we believe that Diversio is a key tool to dispel this myth. ■



Megan Karsh

(em) Leadership Collective

International Lawyer, Mediator, Consultant, and Conflict Resolution Expert

According to data from the World Economic Forum, it will take women more than two centuries to earn as much as their male counterparts. Can you explain why the gender wage gap is so persistent and pervasive?

The simplest way to think about the pervasiveness is through a lens of power – and the norms and institutions created to reinforce power hierarchies. This includes the type of work we ascribe monetary value, the traits we historically sought in leaders and how we cultivated those traits by gender, and so on. I work internationally and find that the mix of overt and covert discrimination that contribute to the gender wage gap vary by each country's level of development, history, and other factors. But it generally all comes down to power.

The good news is that change begins with awareness. Our recent awakening to and reckoning with abuses of power that we formerly accepted as just “how the world is” gives me hope that the rate

of change will increase. The other good news is that transforming small-scale power dynamics in our personal and professional lives is a key piece of larger social transformation. We are constantly negotiating power, and are reinforcing or changing power dynamics with how we cede or assert our personal power and influence day-to-day.

How can income disparity at the beginning of a woman's career impact her entire lifetime earnings?

Imagine that a young man and woman are each given a job offer of \$50,000. The man negotiates an initial \$5,000 bump and a 5 percent raise every three years, while the woman accepts \$50,000 and standard 1 percent annual pay increase. After a 45-year career, the difference in their lifetime earnings is \$1,062,739. Also consider related costs: how much less the woman was able to save for retirement, the less expendable income she had to support political causes, and so on.

This isn't a complete picture of the impact. First, consider the relationship between financial and sociopolitical power, particularly in America and capitalist cultures. How might the woman's inequitable earnings have affected her decision-making power and influence? Then consider her domestic life and responsibilities. Was she expected to be the default accommodator when making family decisions about that involved trade-offs because she was the lower earner? Finally, and most importantly, consider her emotional and spiritual wellbeing. A key teaching in negotiation is that humans are hardwired towards equity and a sense of fairness. A lifetime of being compensated less for no reason other than one's sex is demoralizing and has to change.

How can a company or organization know whether they have a gender wage gap problem? What are some effective strategies they can implement to close it?

Organizations with discretion in salary-setting should assume that they have a gender wage gap problem. Their starting point should be to prove themselves wrong, not assume they are immune. Why? The wage gap is less often the result of malicious intent than the cumulative effect of one-off negotiations and conversations where prescriptive bias ("women/men should or shouldn't behave in a particular way") and culture impact the outcomes. The research is very clear: women negotiate less often and less aggressively than men for a host of legitimate reasons. Organizations too seldom pull back from their day-to-day decisions about hiring, salary-setting, and promoting to evaluate aggregate effects.

Two key components of closing the wage gap are transparency and communication. Like justice, equity dies in the dark. Consider making available your compensation philosophy, salary ranges, and organizational norms around negotiating and setting salaries. If you're unwilling to publish actual salary information, be aware that employees are increasingly doing so themselves using online tools and are likely to interpret any apparent gaps in the worst light. You then have the dual challenge of addressing the gap itself and rebuilding employees' trust. Second, consider simultaneously addressing the issue from the top down and bottom up. While leadership audits and adjusts pay structure, empower and encourage employees to self-advocate. I'm working with several organizations offering trainings for female employees on negotiation mindsets and skills, which I think is a great way to make change bottom-up as long as leadership is also doing the necessary structural work at the top.

What are some effective measures leadership can take to promote inclusivity across an organization?

One is a mindset: promote inclusivity not for PR or as a result of social pressure, but because it will make your organization better. Anything less than full inclusivity means you're operating at less than 100 percent human resource capacity.

Second, adopt a learning stance. You can promote inclusivity simply in how you approach the goal of being more inclusive.

Show that you are willing to learn from and be influenced by all employees, particularly women, people of color, and regardless of pay grade. Hold listening and brainstorming sessions, conduct one-on-one consultations, accept that you and others will have blind spots. I recently worked with an organization that wanted to create gender equity-related policies. I opened our first session with, "Well, gentlemen, I reviewed the draft and believe I've identified the most important thing missing." I looked around the room of all men until the first chagrined chuckles started. Begin by focusing less on codes, policies, and deliverables and more on who to engage and by what process.

Finally, think holistically. Inclusivity is an ethos that should inform and infuse all work. It's not something that can be achieved only at the tactical level. Constantly assess and audit your policies, practices, and operations to ensure that they embody your organizational values, including inclusivity, and that you haven't inadvertently created situations where the pursuit of one value undermines another. ■

Ask her

WHAT IS THE FIRST THING YOU DO WHEN YOU WAKE UP?

Stretch (alas, "snap, crackle, pop" is not the sound of Rice Krispies in my house but the legacy of a gymnastics career...), shower, and savor my coffee while preparing for the day.

WHAT IS YOUR DREAM POWER LUNCH? *I'm currently reading Adrienne Maree Brown and Anand Giridharadas, and am loving their ideas and perspectives. So I'd invite them plus MLK, Jr. and John Lewis for their lessons about collective action and "good trouble."*

WHAT IS YOUR FAVORITE PART OF YOUR JOB? *Moments teaching when I can tell that the concepts clicked and the students are fully immersed in their learning, or times facilitating groups when their collective creativity and efficacy becomes so much greater than the sum of their parts.*

WHAT COMPANY DO YOU WISH YOU STARTED? *On Being. Krista Tippett is amazing.*

WHAT'S YOUR GUILTY PLEASURE AT THE END OF A LONG DAY? *Yoga or gin. It depends on the nature of the long day!*

WHAT ADVICE WOULD YOU GIVE YOUR DAUGHTER AT HER FIRST JOB? *Your narrative should not be that you are so lucky just to have the job. This is a social contract - you have skills, experience, and knowledge that the organization desires. They have an opportunity and resources you desire. Don't mentally give up your power and agency before you even walk in the door.*



Gary Baker

Promundo

President & CEO, Promundo

Promundo is a leader in engaging men in gender equality initiatives. What are some of the most effective ways that organizations can do this?

We often assume that we know where men stand on these issues. But it's important for companies to have the bravery and insight to ask, "Do we know where the men in our workplace are at when they think about equality? How much support for women's leadership is there?" We need to take a baseline assessment of where men in our corporations actually stand.

We also spend a lot of time telling men what not to do. But when trying to get a baseline assessment on your workplace, you can make a map of what women are saying, as well as the attitudes and opinions of the guys who kind of 'get it.' Focus on the men who

know what equitable parental leave looks like, who know how to support female workers, who know how to call out male peers who harass female peers. Most of the male allies that we need are here in our midst—we just need to support them to be able to do it and to learn from and invest in what's motivated them.

I think men also need to acknowledge that, sometimes, it is a zero-sum game. Some men might take a loss. We need to acknowledge that this might be painful. Buckle your seatbelt, get used to it: this is what equality looks like, and you might have to give something up.

But it's also important for men to remember that, with equality, our lives get better, too. Men have a stake in this.

A lot of men say that they want to be allies to their female

coworkers but they don't quite know how to navigate that. Do you have any practical advice to give to them?

There are three words that are often really tough for men to say: “I don't know.” Men are so good at jumping on the white horse and going into ‘here to the rescue’ mode. But I think many women respond to that with: “No, I actually need you to stand back and listen to me.” Men are taught from a very young age to defend themselves—and to defend other men. Instead, it's important to take a step back and say, “Maybe I do need to listen here.”

Men also need to be willing to confront other men. In so much of the sexual harassment we've seen come to light lately, it's clear how much other men are complicit in watching it happen. We're worried about losing power — and we're worried about offenders using their power to hurt us at work. But we men need to be brave enough—and to feel it's our responsibility—to call out other men when we see things we feel on our gut is wrong.

I think men should also ask other guys for advice—that's something we don't do a lot of. We need to build trust with our colleagues, and to tell one another what we think is appropriate and inappropriate.

Your International Men & Gender Equality Survey (IMAGES) measures men's attitudes and practices — along with women's opinions and reports of men's practices — on a variety of topics related to gender equality. Can you share a few key findings?

Our survey covers 36 countries across Africa, parts of Asia, Eastern and Central Europe, Latin America, and the Middle East—so, it collects data from conservative countries where inequitable views prevail, to countries where men have been bought into gender equality to a greater degree. Overall, men have a pretty positive—if ambivalent—view towards gender equality. Lots of men get why feminism matters, and women's empowerment efforts feel normal to them.

Opposition shows up when men have to give something up to achieve equality, like quotas for female hiring or leadership positions or policies around pay equality. When we see guys who are supportive of things where they would have to give something up, it's typically because they've seen how it impacts their sister, mom, their own female partner, or their daughters. They've seen how women in their lives have benefited when the world was more equal.

We've got a ways to go. We want men both to see how equality benefits them and why it's the right thing to do. IMAGES shows us that we're on track to winning the battle. So that's useful as we're thinking toward the future. Optimism helps us move forward. When men buy into a more equitable version of manhood, their lives get better: we have data that shows that men who believe in gender equality are happier, healthier, and report that they have better relationships with female partners.

IMAGES contains some interesting themes about economic

stability and how it relates to gender equality.

Right. Men who are economically stressed, men who worry: “Am I making enough? Am I about to be let go? Am I comfortable that I'm able to provide for myself and if I'm in a family, with my family?”—they often act in ways that are harmful to themselves and others. So, men's wellbeing matters, too. It's important for the corporate sector to push gender equality at the top and ensure that all workers, at all levels, feel like they have reasonable economic stability.

“Be a man” is a phrase that we hear a lot. What do you think it means to be a man today? Or should we kill that phrase altogether?

Yeah, I'd go for getting rid of it *unless* we just add the two letters: “be a human.” And I think we need to talk about what being a good human means.

Much of our work has to be about unraveling the multiple ways that boys have been told to not be their true selves: selves that are inherently caring and connection-seeking. We as men need to be

“Men are taught from a very young age to defend themselves — and to defend other men. Instead, it's important to take a step back and say, ‘Maybe I do need to listen here.’”

able to show that we're vulnerable and that we thrive better with others, rather than alone. We need to be able to show our emotions in expressive, thoughtful, and non-violent ways — and realize that it's much better than either bottling it up until it explodes or pretending that we don't have these deep feelings.

Finally, we need to tap into what I think is man's own innate belief that equality is better than inequality — we're not teaching men and boys to be something that they don't already want to be. This approach helps us understand that we don't need to remake boys; we need to actually let them be who, in their heart of hearts, most of us want to be. ■



Sarah Kunst

Cleo Capital

Managing Director, Cleo Capital; Senior Advisor, Bumble;
Contributing Editor, Marie Claire

The disparity between the success of men and women in startup culture is striking. What do you think can be done to eliminate this gap?

I actually don't think it's a hard problem to solve. You just give women money and especially you give more money to underrepresented women. It's not hard; it's just that you have to do it.

But to do this, we also need more diverse investors. This is how

we'll bring more representation into corporate culture. Because, ultimately, it doesn't matter if more women and minorities are starting companies if there's no one to fund them; there's nowhere for those companies to go.

In 2017 just 6.4 percent of Fortune 500 companies were led by women. Clearly, there's an issue with advancement in the workplace. What do you think are the greatest obstacles to female advancement?

Ask her

WHAT IS THE FIRST THING YOU DO WHEN YOU WAKE UP?

Check my email.

IF YOU COULD HAVE LUNCH WITH ANY THREE PEOPLE IN THE WORLD, WHO WOULD THEY BE? *Sun Tzu, Obama, and Cleopatra.*

WHAT IS YOUR FAVORITE PART OF YOUR JOB? *Helping women make money.*

WHAT COMPANY DO YOU WISH YOU STARTED? *Uber.*

WHAT'S YOUR GUILTY PLEASURE AT THE END OF A LONG DAY? *Binge watch Real Housewives.*

WHAT ADVICE WOULD YOU GIVE YOUR DAUGHTER AT HER FIRST JOB? *Make as much money as you can, as early as you can.*

Systemic bias, implicit bias, and explicit bias.

The NFL has something called the Wonderlic Test, which is essentially an IQ test for football players. Guess who scored highest on that test across the entire NFL? Colin Kaepernick. But the NFL team owners don't always want the smartest quarterback, particularly when the smartest quarterback is also not a white guy. They don't want the people who will question the status quo and fight to change it.

I think the same happens to women in the workplace. Many women don't advance because they're scoring too high on the Wonderlic Test; their intelligence and ambition is seen as a problem, not an opportunity.

What changes do you think are needed in order to build an authentically inclusive work culture?

I think that more established companies need to be willing to fire people. If you manage a large company that is not historically inclusive, then you need to feel comfortable radically reworking your organization. I'm not saying that you start the process by firing people — but if your organization commits to this work, you need to be willing to let people go who aren't equally committed.

Think about old houses with ten layers of paint. It never gets better if you put "good" on top of "bad" without fixing the core issues. I think that's the scariest part for companies. While everyone loves the idea of getting better, no one loves the idea of doing the

hard work to dismantle the bad part. It's hard. But it's necessary.

It's a good point: large companies face a unique set of challenges when approaching inclusivity efforts. How is it accomplished?

When companies began to think of inclusivity as a business imperative, they move the needle. Positioning inclusivity efforts as something other than a business imperative can be counterproductive; it can feel impossible to make change. But if we attach tangible goals to our inclusion efforts and treat it as a non-negotiable work milestone, it tends to not feel so impossible. Jack Welch always said 'what gets measured gets done'. If we're not measuring diversity and inclusion, it won't change.

What role does leadership play in advancing women?

It's essential for people in leadership roles to grow their network. People have a tendency to promote the people they know best. But in doing so, they may be overlooking someone who is a better candidate. They unconsciously leave out half the sky because they're so focused on their network. Historically, men have more leverage and power in the workforce. And that gives them a lot of opportunity capital.

I think that male and female leaders should put the time in their calendar to get to get coffee with women in their workplace. Even if it feels weird at first, having these more casual and authentic opportunities to get to know your team can be eye-opening.

In many ways, the social life in the corporate world is still built around men, and the disparity is even greater for mothers. How do we combat this?

I can't tell you how many times I'm with married couples who are both high-powered executives, and the woman excuses herself early in the evening to tend to their kids. Her husband doesn't; it's her job to leave work obligations to take over family duties. Women are socialized to do this. Women are told to do this. Women are asked why they don't do this. They get the question: "Oh, who's home with your kids?" and their husbands don't.

Career advancement is harder for mothers; right now, this is how the world works. But I'd say to mothers who have ambition, opportunity, and families: get into a position where you can change the way the world works. ■



Brad Johnson

Athena Rising

Author; Professor, U.S. Naval Academy; and Faculty Associate,
Johns Hopkins University

You are the co-author of *Athena Rising: How and Why Men Should Mentor Women*. So why should men mentor women?

First, there is unequivocal proof that when women have strong mentorship from men they tend to make more money, they tend to get more promotions, and they tend to stay with the organization. This is not because men are better mentors than women; right now,

there are just not enough women in senior positions to fulfill this role for others.

Second, it's good for organizations. When genuine gender inclusion is present in an organization all the way up to its top leadership, the organization benefits. They increase their bottom line, they make better — and more creative — decisions, and they're geared up to be competitive for the long haul.

Third, it's good for men. Men who have women as mentors or mentees broaden their network, better understand the experience of their female colleagues, and develop a broader skill set. They strengthen communication skills and their EQ. And these aren't just skills that benefit them at work; they also cross over into personal relationships.

How can men be the best mentor possible to women?

In all the Athena Rising interviews that [co-author] Dave and I did with women leaders, one piece of advice they all gave was constant: listen. They all said that great male mentors didn't make assumptions or try to fix things. Instead, they listened to the experience of their mentee and served as a sounding board. If men can get the listening thing down, they will be more effective mentors.

Tell me more about assumptions. How do they impact a mentor-mentee relationship?

I think guys get themselves into trouble without realizing it by making assumptions about a woman's career preferences. For example, they may think that a woman doesn't want to pursue a job opportunity because it involves travel and she has children. But a great mentor opens up the conversation, really listens to his mentee, and lets her decide if it's something she wants to pursue. And if she wants to pursue it, they provide the encouragement and support to help her achieve it.

You mentioned advocacy as an important part of mentorship. Can you talk more about that?

If you're mentoring a woman, ask yourself: are you telling people what's she's achieving and calling out her great work? Are you putting her name forward when new job opportunities become available? When you're mentoring somebody, you need to become a raving fan for that person. I think men don't do that as much for women.

Some men say they are apprehensive to work with women in light of the #MeToo movement. What would be your response to them?

I think that's absolutely the wrong approach. In a way, it makes #MeToo the problem of women by further placing the burden on them. If guys are anxious about meeting with women I think they need to do a little gut check and ask themselves what kind of assumptions they are making.

We really need to push back on this narrative that #MeToo shows that women are dangerous. The movement has brought such an important conversation to light. Men who are serial predators are getting called out — and real male allies need to use this opportunity to come alongside their female colleagues and show their support.

How does gender inclusion benefit companies, not just individuals?

There is so much research on the positive impact that genuine gender inclusion has on organizations. And I'm not talking about token inclusion, where there's one woman in some department and one woman on the board, but genuine inclusion. When women play a significant role in leadership, a company's bottom lines go up, as well as its decision-making quality and output. There's so much data to support the benefit of genuine gender inclusion.

What is the business case for cross-gender mentorship?

This brings up an interesting dichotomy. When a man mentors a woman, he tends to get a bump in his annual evaluations because he's viewed as a champion for inclusion. But when a woman mentors another woman, she's likely to take a hit on her annual evaluation. She's viewed as showing favoritism.

This inequity exists — and it's all the more reason that guys need to lean into this. Men tend to have more power and positional authority. They have networks that are a little bit broader. When they mentor women, women can tap into these benefits. When cross-gender mentorship is done well, it leads to the retention of women and the promotion of women. And we know that both of those things are terrific for the bottom line. ■

Ask him

WHAT IS THE FIRST THING YOU DO WHEN YOU WAKE UP? *With solemn care and deep satisfaction, I grind coffee beans and prepare a "red-eye" (dark roast coffee with a shot of espresso).*

IF YOU COULD HAVE LUNCH WITH ANY THREE PEOPLE IN THE WORLD, WHO WOULD THEY BE? *Michelle Obama, Warren Buffett, and Meg Ryan.*

WHAT IS YOUR FAVORITE PART OF YOUR JOB? *Being in the classroom with the strong, selfless, smart, patriotic men and women that are Naval Academy midshipmen.*

WHAT COMPANY DO YOU WISH YOU STARTED? *Starbucks!*

WHAT'S YOUR GUILTY PLEASURE AT THE END OF A LONG DAY? *A craft beer (preferably an India Pale Ale)*

WHAT ADVICE WOULD YOU GIVE YOUR DAUGHTER AT HER FIRST JOB? *You DO belong there! Lean in and have fun too.*



Cid Wilson

Hispanic Association on Corporate Responsibility

President & CEO, HACR

What metrics should organizations be looking at during and after the hiring process to improve diversity hiring?

It's important that diversity and inclusion be a major component of a company's hiring and retention practices. Companies should first take stock of their current state of diversity and inclusion and assess their hiring practices. This includes measuring the percentage of diverse candidates in their pool and percentage of hires that are diverse. Companies must also evaluate the corporate culture to assess if the culture is inclusive. This will not only impact new hires, but also retention of diverse talents. If a company is not seeing success in its diversity hires, it must evaluate the level of departmental participation in the company's diversity and inclusion initiatives. For example, if there is a high weighting towards employee referral hires, but the company's workforce is not diverse, it will have a hard time achieving its goals unless diversity is engrained in the employee referral process. The employee referral system can often be an obstacle because of the tendency of non-diverse candidates to make non-diverse referrals. By promoting diversify-focused referrals, it will help move the needle in the positive direction. Lastly, the commitment to hiring and retaining diverse candidates must start at the top

with the CEO and the board of directors. When the commitment to diversity hiring is championed at the executive and board levels with actionable strategies, the outcome leads to improvements in diversity and retention. At the Hispanic Association on Corporate Responsibility (HACR), we issue our annual HACR Corporate Inclusion Index to help companies measure their progress on Hispanic hires.

You're a big advocate of the power of mentorship. What are the steps for implementing access to mentors or creating mentorship programs?

I not only speak from experience on mentorship but also as the product of mentorship. Early in my career when I worked on Wall Street, my first job was working in the mailroom at an investment firm. I was blessed that a Senior Vice President took interest in me and took me under his wing. He was a Caucasian man who was deeply committed to diversity and became my mentor and eventually my sponsor. That relationship took me from the mailroom to the board room, eventually leading to my #1 equity financial analyst ranking by Forbes, serving on four corporate advisory boards, a

presidential commission appointment, and now in my current role as President & CEO of HACR in Washington, DC. While the relationship between my now-late mentor/sponsor and me started organically, companies can take a proactive approach to mentorships. This includes working with departmental diversity leads to support mentorship match-making, promoting programs that allow for diversity-focused mentorship interactions, and highlighting success stories as part of company communications to not only help other employees see the benefits of mentorship, but also see the value that the company places in mentorships as part of its communications strategy. We especially need non-diverse corporate leaders to mentor for their diverse employees as my mentor did for me. When the mentorships develop into sponsorships, companies should develop initiatives that help foster sponsorships, including allocating time in departmental and executive meetings to highlight sponsorships, sharing in public platforms about the success of the sponsored employee, and including it as part of the overall evaluation process to encourage more diversity-focused sponsorships companywide.

What changes in attitudes and behavior do you think are needed to build an inclusive work culture? How do we create that change?

The corporate culture is often the biggest hurdle when addressing challenges in diversity and inclusion at companies. When the CEO, C-suite executives, and the board of directors make the decision to change the culture in support of inclusion, it sends a message to all of company's employees from the front line to the C-suite that diversity and inclusion is championed at the highest levels of the company. There are great examples of initiatives that are currently taking place, most notably the CEO Action for Diversity & Inclusion which has over 500 CEOs who have signed the pledge to promote three key initiatives: 1) increase unconscious bias training; 2) allow space for forums where employees can talk about race, gender, ethnicity, and inclusion; and 3) share broadly with other companies the best practices and learning experiences of their diversity and inclusion initiatives. I highly encourage every company's CEO to fully participate in the initiative. I commend CEO Action on Diversity Steering Committee chaired by Tim Ryan, U.S. Chairman & Sr. Partner at PwC. We at HACR are proud co-signers of the CEO Action on Diversity and Inclusion.

How can we build a better workplace for all? More specifically, what policies should be put in place to ensure everyone is able to reach their potential at work?

Companies must have strong communications with their diverse workforce to get feedback on what can be done to improve the workplace. This includes supporting and fully-funding employee resource groups, creating diversity councils where the CEO is a chair or a participant, creating advisory board of outside leaders who can give an outsiders perspective on inclusion, establishing a communications

Ask him

WHAT IS THE FIRST THING YOU DO WHEN YOU WAKE UP?

The early morning is my hour of power. I love audiobooks, inspirational videos, motivational books, and exercise. On days when I'm not at the gym, I'm planning, meditating, and reflecting.

WHAT IS YOUR DREAM POWER LUNCH? *Of historic leaders, Dr. Martin Luther King Jr., Cesar Chavez, and Nelson Mandela. Of current leaders, former President Barack Obama, Tony Robbins, Indra Nooyi, Ken Chenault, Emilio Estefan, and Lin-Manuel Miranda.*

WHAT IS YOUR FAVORITE PART OF YOUR JOB? *My favorite part is making a positive difference in advancing Hispanic inclusion in Corporate America and seeing how it benefits the community overall.*

WHAT COMPANY DO YOU WISH YOU STARTED? *I don't have one company in particular, but I very much enjoy studying the patterns of corporate success and correlating it to diversity and inclusion.*

WHAT'S YOUR GUILTY PLEASURE AT THE END OF A LONG DAY? *I love sports, especially college football. I enjoy spending quality time with family and friends. I also volunteer for a lot of charitable causes which I find uplifting, contributing, and empowering.*

platform for suggestions from their diverse employees, and working with outside organizational partners to support diversity hiring and leadership advancements. These kinds of initiatives may include communicating about potential openings that could yield promotions and stronger pipelines of diverse talent development, reviewing practices that need to change in order to foster a better workplace, and strengthening the intentionality of changing the corporate culture so that it's clear to the workforce that the company is committed to a better workforce that allow diverse employees to reach their full potential.

When it comes to advancing diversity and inclusion in the workplace, what is the significance of having support from the leadership team?

At HACR, we put a significant amount of energy in advancing Hispanic inclusion in Corporate America starting with the CEO and the board of directors. We know that the CEO and board are the guardians of their corporate culture. By elevating diversity and inclusion from just a "supporter" to a "champion" is a big leap. Supporters may believe in diversity, but a champion is committed to leads in diversity especially when the champion is not from a diverse background. When you have championship-level support from the leadership team, it will change the corporate culture and will yield positive diversity-focused achievements. ■



Erica Keswin

The Spaghetti Project

Workplace Strategist, Author, and Founder

What is the most critical issue for men and women in the workplace right now?

The workplace has changed. Hands down. There are more studies emerging that show that having diversity in the workplace — having both genders, and having them at senior levels — is good for business. Five to ten years ago, there just wasn't as much data supporting that idea.

It's also a really important issue for Millennials and Gen Z. Let's

say someone has a couple of job offers. Diversity is something that is important to him or her — and they will make job decisions based on a company's strength in that area. So, to stay competitive, companies need to make this really a central issue.

Do you think that things have gotten better, worse, or the same for men and women working side-by-side in the workplace?

In light of #MeToo, things are strained for many organizations at the moment. But from many people's perspective, they're really glad that what was going on behind the scenes has been brought to light. Now, all of these issues are out in the open — and organizations have to deal with it.

As an organizational leader, how would you make men cognizant of the more subtle, everyday sexism that women face, and how do you make them recognize that this is something they can change?

I would focus on making people — not just men — more cognizant of the issues. For example, when we say we need to “make men cognizant,” we’re already creating this divide. Even women can learn more about these dynamics.

The more a company can tie their perspective on gender equality to company values, the better. Take General Mills, for example. They have a very strong value system around the importance of diversity and inclusion. When an organization connects these values to who they truly are, they do it in a way that doesn't alienate one group from the other.

Finally, a company needs to be willing to hold people accountable to adhering to these values — even the people who are very successful and good for your bottom line. The day that you hold someone accountable and make a hard decision is when you make everybody cognizant of how important these values are to your company. In my book, I call it “playing the long game.” You've got to play the long game if you're going to make short-term decisions, especially on specific personnel.

How can organizations fight sexism while also fostering a more collaborative workplace environment?

This is cliché, but it really does start at the top. You have to hold the leaders accountable.

I also think that companies need to be open to having real conversations — and admit that this isn't easy. Then we can get together, talk about it, and make progress. It's important to create a forum where people feel safe to talk about issues. Accenture, for example, has a program called “Building Bridges,” which is an open forum where people can discuss sensitive topics.

What are some ways that anyone can be a champion of women in the workplace?

Get involved in your company's mentoring program. And if you don't have one, think about starting one. We all have to take responsibility for this. Don't just wait for a top-down perspective; this is an issue that all of us have to work to improve.

I'd also think about situations where men and women are together a lot — for example, in meetings. This might be a way to really be aware of the dynamics. If you're in a meeting where the men are doing 90% of the talking, you can stop and say, “Hey, this is a really

“The more a company can tie their perspective on gender equality to company values, the better. When an organization connects these values to who they truly are, they do it in a way that doesn't alienate one group from the other.”

important issue. Let's get everybody's opinions on this one.” It's a simple way to ensure that everyone has the opportunity to make their voice heard.

Finally, if you're a hiring manager, you need to work with your recruiters and say, “If we want to get better at changing the power dynamic, you need to show me more women.” The numbers don't lie, and getting more female talent in the recruiting pipeline is key.

You just released a new book, *Bring Your Human to Work*.

Can you walk through the concept of “bringing your human to work”?

As I was gathering stories for *Bring Your Human to Work*, the common thread was how people within companies can honor relationships. When we talk about honoring relationships, it's with our colleague, it's with our boss, it's with our direct reports, it's with our clients and customers, it's with the earth. It's with ourselves. If we can make decisions at work — or really in life — through that lens, we will all be better off. ■

An 'outside-in' approach to gender equality

By Mara Harvey,
Head of UHNW Clients, Germany,
Austria, Italy, UBS Switzerland AG

Most companies' gender equality and D&I efforts focus on the 'inside-out,' based on the conviction and evidence that more diversity internally is good for business. Indeed, analysis of business results (lagging indicators) have proven this positive correlation, and it is inspiring more and more firms to take affirmative action.

However, few companies manage actively the 'outside-in' opportunities of their gender equality efforts, i.e. putting female clients at the core of their business strategy and applying a gender lens across the entire client experience. This approach has proven to be a most effective catalyst for internal change. And when diversity inside-out and outside-in go hand in hand, together they have broader impact.



toolkit for 'outside-in' acceleration

1. Size up the market opportunity concretely. Split all your sales statistics by gender. Many firms cannot or do not yet do this. How many women do you serve and how many more women could you reach with stronger focus on a female target audience? For every man you serve, where are the women? At the very least, every man has a mother. Maybe a sister. Maybe a partner. Maybe a daughter.) Could they all become clients too? And vice-versa, for every woman you serve, where are the men? How much more business could you be doing if you addressed and served both genders equally well?

2. Explore all the metrics of gender balanced growth. Look beyond the obvious measures, such as number of clients by gender and related sales volumes. Even if your product is exclusively for men, are only men buying it or do women buy it for men, too? Measure your consumers as well as your users - after all, women make 80% of consumption decisions. Measure their client satisfaction, too.

toolkit contd.

3. Define leading gender indicators. How many female prospects are in your business pipelines? How do female client conversion rates compare to male conversion rates? Could you improve them by focusing more on women? What would that take? And would “inside-out” diversity accelerate this? That’s the best way to get buy-in for diversity across the organization. When people can measure precisely how good diversity is for growth, motivation rises rapidly.

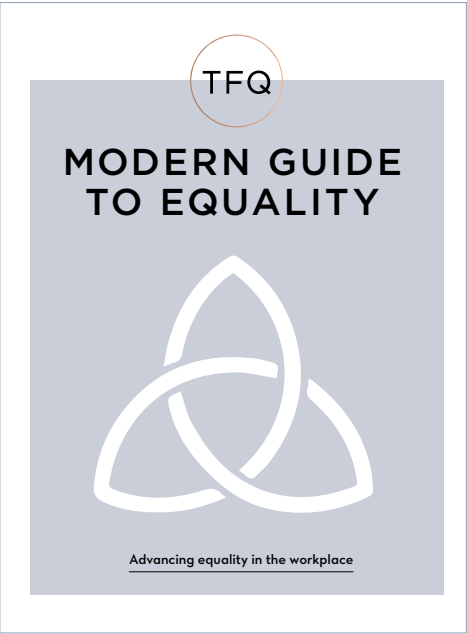
4. Adapt your client experience every step of the way. For each client touchpoint, ask yourself whether women need something different than what the current standard is. If in doubt, ask women. The answers will come. For example, if your female client wears high heels, don’t park the car she is interested in test driving at the far end of the parking lot. Sounds obvious - but often isn’t. When your sales teams are sensitive to this level of female client needs, they will be far more sensitive towards internal female colleagues too.

5. Put a gender lens on your entire value chain. Beyond the client touchpoints strictly speaking, your business has multiple touchpoints to the outside world. Annual reports, investor relations, meetings with regulators, press coverage, industry award nominations, CSR initiatives, etc. Assess all of them: what image of your firm do they portray and is the gender balance you strive for visible in every single dimension?

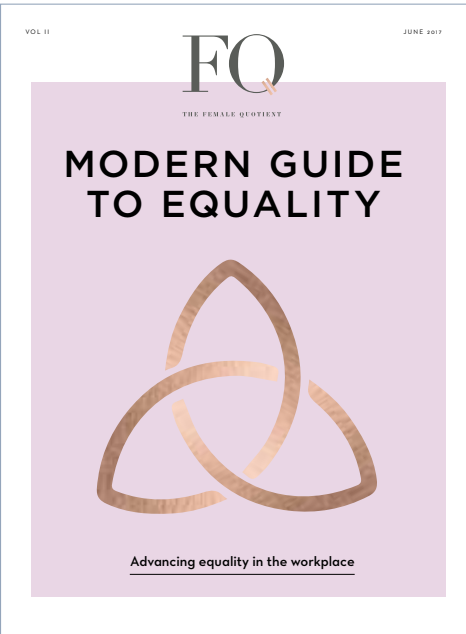
6. Act and communicate like you really mean it. Equality is not just conveyed through gender balanced advertisement, de-biased marketing and targeted communication. It’s in all the little things too: are all your corporate events hosted by male and female co-hosts? Who signs the invitations that go to guests? Who signs letters to clients and reports to investors? Who goes on roadshow if you raise capital? Whose faces show up on corporate newsletters and videos? Are women visible externally at every single corporate touchpoint? Check and you’ll find lots of opportunities to put more women in the spotlight to the outside world.

7. Demand the same from all your business partners. Supply chain diversity is a key step to support more female entrepreneurs and female-led businesses. And there is even more one can do to drive equality forwards: raise the bar on due diligence standards. Determine which diversity practices you want proof of from all participants in requests-for-proposals (RFPs). If you hire strategy consultants and demand to have a gender balanced team of specialists, they will either rise to the challenge or fall out of the beauty contest. If you ask for female consultants working part time, there will be some on the team you hire. When customers ask for equality and diversity, suppliers will comply - whether the supplier is female-led or not.

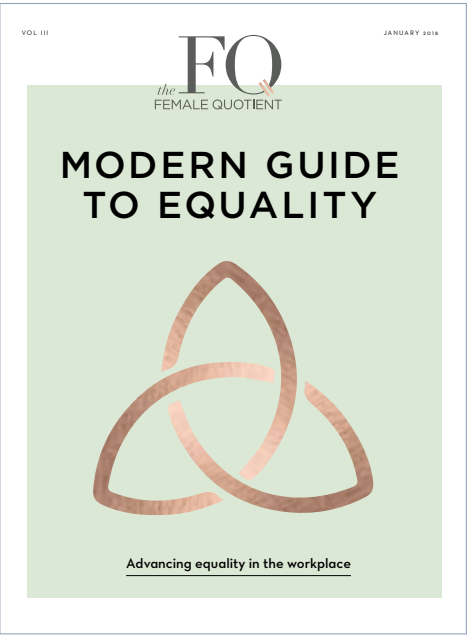
8. Keep nudging. Every time you ask “Where are the women?” in any business activity, you will find ways to consider female client needs. And thinking about female client needs calls for having more women involved in designing new offerings, in optimizing processes, in driving sales meetings, in assessing risks, in celebrating successes. Every business decision that puts female clients into the equation is an opportunity for inclusion of female perspectives and female colleagues. So keep nudging equality into every conversation.



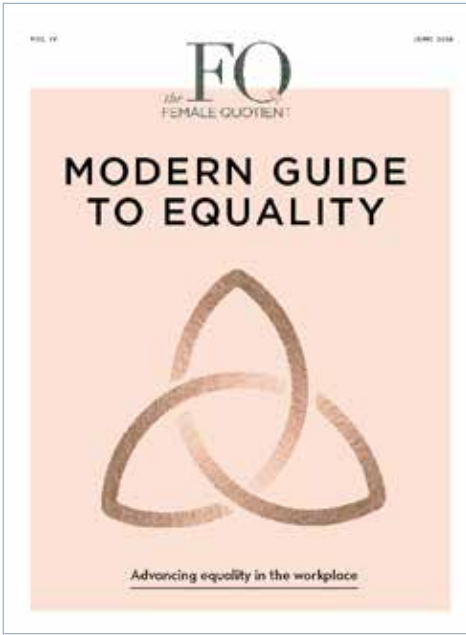
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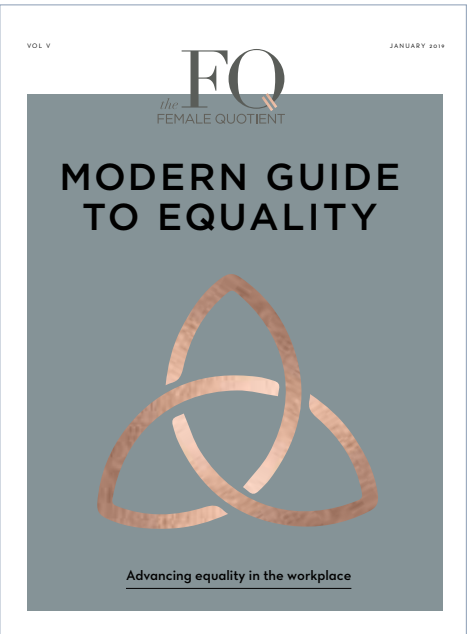
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