Advancing equality in the workplace
introduction

When it comes to parity, true progress doesn’t happen in a silo, or in one giant leap. Instead, it is the work of many, marching in concert towards the common goal of equality for all. You can see advancement in action everywhere you look, from the top levels of the business to your Twitter feed.

A company alone has power; collectively, we have impact. Now, more than ever, it is important to stay informed, join the conversation, and take meaningful steps towards inclusivity. The Female Quotient is committed to advancing equality in the workplace by fostering collaboration, activating solutions for change, and creating measurements for accountability.

In the fourth volume of the Modern Guide to Equality, we offer new insights about inclusivity and outline strategies to make parity a reality in the workplace. Within these pages, you will find research on trends and successes, strategies from business leaders, and solutions from some of the most innovative companies in the world. The issue also marks the release of the Modern Guide to Equality website — a living, breathing portal dedicated to helping organizations around the world work on the practice of equality. Powered by collaboration, we invite you to join the movement by uploading your case studies and expert insights to the site.

We encourage you to use the Modern Guide to Equality as a playbook to achieve total equality health in your workplace. It outlines four key vitals — Parity, Advancement, Culture, and Leadership — that, when individually addressed and improved, transition ideas of inclusion into reality. If all companies measure against the same vitals, we can work together towards equality and drive true change.

Feeling inspired by the people and companies represented within the Modern Guide to Equality? You too can be at the vanguard of equality, diversity, and inclusivity. To get started, check your vitals, determine your equality health, and outline an action plan to realize your company’s goals. We’re here to help. The Female Quotient’s bootcamps offer a tailored approach for companies to advance equality for business success.

Together, we can rewrite the rules and create the workplace of the future. We look forward to embarking on this mission with you.

— The Female Quotient
 INTRO

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. Consumer insights, cultural analysis, and new standards of accountability are helping us build the foundation for the future we want.

INSIGHTS PARTNER

About Catalyst

Catalyst is the leading nonprofit organization whose mission is to accelerate progress for women through workplace inclusion. Catalyst is dedicated to creating workplaces where employees representing every dimension of diversity can thrive. Catalyst acts as a catalyst through pioneering research, tools and services, events, and recognition programs. Together, these offerings raise awareness of how inclusion benefits today's global businesses and provide guidance and solutions on how to enact real change. Catalyst invites women, men, and organizations to join in building the inclusion that will change business, society and lives for the better.

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.
collaborators

SUNG-JOO KIM
Sung-Joo Kim is a successful entrepreneur and a passionate philanthropist. She is the founder and chief visionary officer of Sungjoo Group, a leading Korean fashion group. She is also chairperson of MCM Holding AG, a German luxury brand. In 1997, Ms. Kim was selected as a Global Leader of Tomorrow by the World Economic Forum. In 2009, Sungjoo Group received the World Forum Ethics in Business Award, and in 2012, Sung-Joo was listed in Forbes’ Top 50 Asian Business Women, selected as one of Asia’s 25 Hottest CEOs by Fortune. In 2013, Sung-Joo became the first female entrepreneur to be appointed as a member of the APEC Business Advisory Council, and in 2014 she became the President of the Korean Red Cross. Sung-Joo’s success has been guided by her personal philosophy of faith, hope and love, and Noblesse Oblige. She works with several non-profit organizations, including World Vision, Asia House, the Global Summit of Women, and other humanitarian initiatives.

ALMA HAR’EL
Alma Har’el is a music video and film director, best known for her documentaries LOVE TRUE and Bombay Beach, the latter of which was awarded top prize at Tribeca Film Festival in 2011, was nominated for a 2011 Independent Spirit “Truer than Fiction” award, and has been taught in Harvard’s Sensory Ethnography Lab and Film Center as a “genre redefining work.”
Alma is one of the top commercial directors working today, with campaigns for Airbnb, Coca-Cola, Chanel and P&G garnering millions of hits; winning accolades, including Clios and D&AD awards; and being exhibited in film festivals and galleries worldwide. Her P&G “Thank You Mom” campaign for the Winter Olympics gained her a DGA nomination for Outstanding Directorial Achievement in Commercials.
In 2016, Alma founded non-profit initiative Free The Bid, a pledge which asks agencies and brands to promise to include a woman director on every triple-bid commercial project. As of its first anniversary in September 2017, Free the Bid had 40 agencies and 10 major brands on board, with pledged agencies such as BBDO and CP+B reporting hiring increases of women directors of up to 400%.
Marc Pritchard, chief brand officer, is responsible for the brand building disciplines of the world's largest advertiser, Procter & Gamble. Marc sets the media and marketing strategies that guide the communication and brand building for P&G's portfolio of trusted, quality brands which represent over $65 billion in annual sales worldwide.

Marc believes in brand-building principles that serve people and make P&G brands indispensable in their lives. He is often quoted as saying “people may not think much about the products we make except the few minutes each day when they wash their hair, do their laundry, brush their teeth, or wipe their countertop. But P&G brands are with people throughout their lives, making every day just a little bit better.”

Since becoming P&G’s chief brand officer in 2008, Marc has focused the organization on meaningful consumer insights, leveraging those insights to create big creative ideas that are powerful enough to engage people across all media. Underpinning Marc’s leadership to continue P&G’s legacy of world-class brand building is a focus on innovation in every area of brand building, advancement in digital and social media platforms, and the importance of partnerships with leading agencies, technology companies, and media platforms.

Dr. Paola Cechi-Dimeglie is the Chair of the Executive Leadership Research Initiative for Women and Minority Attorneys (ELRIWMA) at the Center for the Legal Profession at Harvard Law School and is a Senior Research Fellow at HLS and at HKS (WAPPP).

A behavioral scientist and lawyer, she is one of Harvard Law’s rising stars studying issues related to diversity and gender in organizational behavior with the goal of promoting broad-based inclusion of women and minorities in organizations.

Dr. Cecchi-Dimeglie’s work with leading professional service firms and Fortune 500 corporations on how to attract, retain, and promote diverse talent and leaders more effectively by designing and implementing inclusive “nudges” at critical decision points.


She is the CEO of PCD Consulting Group, a leading consulting firm dedicated to solving business and policy challenges related to gender using behavioral science, behavioral economics, big data and artificial intelligence.

Jeanette Calandra serves as the managing partner for PwC’s San Jose market and is responsible for leading a team of more than 1,300 professionals to deliver high-quality, innovative business solutions across consulting, accounting, and tax to clients.

Jeanette is a 26-year PwC veteran, and in addition to her role as Managing Partner, she serves in PwC’s Assurance and Audit practice. She spent a large part of her career in PwC’s New York Metro market working with traditional entertainment and media companies and in 2005, Jeanette relocated to the San Jose market to focus her expertise on the technology, media, and telecommunications industries.

Jeanette has extensive experience leading and managing global Fortune 500 engagements as well as working with some of the most fast-paced disrupters and technology start-ups. In addition to global governance and compliance issues, she works with companies on their growth strategies, innovation efforts, expansion plans, and how to use technology to transform and scale their businesses.

Jeanette also co-founded and leads PwC’s finance leadership program, “Charting a Path to CFO,” a brand-defining event focused on next-in-line CFOs in the Bay Area.
ANN ROSENBERG

Ann Rosenberg is senior vice president and global head of SAP Next-Gen, a purpose-driven innovation university and community aligned with SAP’s commitment to the 17 UN Global Goals for sustainable development, and supporting SAP’s 388,000+ customers across 25 industries in 180+ countries. The community leverages 3,500+ educational institutions in 113 countries, 100+ SAP Next-Gen labs/hubs at universities and at partner and SAP locations, 26+ SAP Next-Gen Chapters, as well as startups, accelerators, tech community partners, venture firms, futurists, and purpose driven institutions. The community also leverages SAP’s 100+ innovation and development centers and SAP’s network of 17,000+ partner companies.

SAP Next-Gen connects customers to academic thought leaders and researchers, students, startups, accelerators, tech community partners, purpose driven partners, venture firms, futurists, and SAP experts to reimagine the future of industries and the intelligent enterprise, seed in disruptive innovation with startups, and build skills for digital futures. Customers can benefit from SAP Next-Gen services as well as events where digital innovators come together in an open “innovation with purpose” community to foster the future of industries with SAP’s latest technologies.

PHILIPPE KRAKOWSKY

Philippe Krakowsky partners with IPG’s CEO to define strategy, and works with agency leadership to implement these initiatives. He also oversees talent management, training and development, benefits, and IPG’s industry-leading D&I initiatives.

Philippe has implemented major strategic actions at IPG, including the creation of Media brands, embedding digital and emerging media capabilities across the group’s portfolio, and creating IPG’s Healthcare Council. He’s also responsible for designing many of the integrated, cross-agency client teams that have become a hallmark of Interpublic’s recent success. He sits on the boards of several IPG companies, including Huge and the minority-owned O’Keefe Reinhardt & Paul; mentors start-ups as part of R/GA’s Accelerator; and served as interim CEO of FCB during its leadership transition. He also oversees IPG’s business development and corporate communications functions.

As chairman and CEO of IPG Mediabrands, Philippe manages the 10,500-person unit that oversees marketing investment for many of the world’s most iconic brands. In that role, he has strengthened the group’s leadership position in digital and data-driven marketing, increasing collaboration across the IPG network.

SYLVIA ACEVEDO

A life-long Girl Scout and career G.I.R.L. (Go-Getter, Innovator, Risk Taker and Leader), Sylvia Acevedo was appointed CEO of Girl Scouts of the USA in May, 2017, having served as a member of the GSUSA Board of Directors from 2009 to 2016, and an officer and member of its Executive Committee.

Sylvia’s Girl Scout journey began as a young girl growing up in New Mexico. Girl Scouts provided her with skills and experiences not widely available to girls of her background at that time. The Girl Scout experience taught her how to create opportunities, to dream big, and to reach for the stars — both literally and figuratively. Girl Scouts nourished Sylvia’s love for math and science that would culminate in a career as a rocket scientist, engineer, and award winning STEM entrepreneur. She served in executive and engineering roles at leading technology companies such as Apple, Dell Computer Corporation, Autodesk Inc., and IBM. She began her career as a rocket scientist at NASA’s Jet Propulsion Laboratory, where she worked on the NASA’s Voyager II mission and played a critical role in helping NASA learn about Jupiter and its moons Io and Europa by developing unique algorithms to analyze the data Voyager II sent back.

EJ GALANG

EJ Galang is a creative director at MullenLowe London, where he works on global Sloggi, various Unilever brands, a few domestic accounts, and charities close to his heart.

He was part of the team that worked on a campaign for Inspiring the Future called #RedrawTheBalance, which continues to be a useful tool in highlighting gender bias. It has been recreated by the UN and schools all over the world. The most recent follow-up, called No More Female Professionals, challenges the way we use “female” as a way to qualify job titles when held by women. The campaign has been supported by luminaries in the feminist movement such as Helen Pankhurst.

Throughout his entire career, EJ has won awards from Cannes Lions, D&AD, Clios, and others. He is a Filipino and has worked in Manila and Bangkok prior to his current post.
BRIGIT RITCHIE
As founder of WE, Brigit Ritchie is committed to the power of women supporting women through creative experiences and transformational processes.

Brigit pioneered the WE curriculum based on her decade of experience using creative and mindfulness processes to serve 2000+ women. With a degree in visual and critical studies from the Art Institute of Chicago, Brigit incorporates her creative foundation into workshops, retreats, and custom curriculum for women to develop both personally and professionally.

Brigit is a professional visual artist and has shown her work in galleries from Los Angeles to London. In addition to her visual artist practice, Brigit is a musician and loves writing. Her mission is to develop connection and camaraderie among women so that together they can more fully realize their vision in every area of life.

Brigit calls Los Angeles home with her husband Noah and two quirky and fun kids, Wyatt and Eden.

COURT ROBERTS
Courtney Roberts is a partner at WE. She is driven by a passion to champion women in finding their truest and highest potential.

She has spent the last seven years using marketing, design and coaching to understand and activate communities for the greater good. During her time as the Director of Marketing and Creative at The Giving Keys, Court built and led a high-performing team in the creation of a market-leading brand identity that reached the hearts of consumers around the globe and created jobs for people transitioning out of homelessness.

Building off her degree in business and public relations, Court’s career has been focused on activating communities through strategic partnerships, media, and authentic relationship with consumer audiences. Her expertise in bridging the gap between social issues and creative innovation drives her role at WE to create dynamic and impactful experiences for women.

Court also invests in her community by coaching female entrepreneurs and providing creative direction for brands. A small-town Kansas native, Court currently resides in Los Angeles with her husband Jon, who shares her enthusiasm for plants.

NILKA THOMAS
Nilka Thomas is vice president of talent and inclusion at Lyft, focused on Lyft’s People, Diversity & Inclusion, as well as Recruitment teams. Prior to joining Lyft, Nilka worked at Google for nearly 15 years, leading the company’s implementation, strategy, and vision of diversity and talent initiatives across the Americas, EMEA, and APAC. Nilka is a graduate of the University of Oregon.
collaborators, continued

COCO BROWN
Coco Brown is the founder and CEO of The Athena Alliance, an organization dedicated to advancing diversity in the boardroom. In just two years, Athena has served 100 open board seats and nearly 200 top executive women. Athena’s model integrates into and guides the intimate networks through which boards seek directors. It also offers high-touch, white-glove executive coaching to the top 10% of female leaders nationwide.

Prior to founding The Athena Alliance, Coco served as president, COO, and board director of Taos, a prominent IT Services business serving hundreds of Fortune 1000 companies such as Apple, Cisco, eBay, Facebook, and Silicon Valley Bank. During her 17 years at Taos, Coco led the company through periods of significant expansion across five key national markets. Coco also led Taos in diversifying the business to increase its fundamental value and market position through the addition of Managed Services and Project Services.

ERICA KESWIN
Erica Keswin is a workplace strategist who has worked for the past twenty years with some of the most iconic brands in the world as a consultant, speaker, writer, and professional dot-connector. Her forthcoming book, Bring Your Human to Work: Ten Sure-Fire Ways to Design a Workplace That is Good for People, Great for Business, and Just Might Change the World, will be published by McGraw Hill in the fall of 2018.

Erica is also the founder of the Spaghetti Project, a platform devoted to sharing the science and stories of relationships at work.

JOAN SOLOTAR
Joan Solotar is a senior managing director at Blackstone, head of private wealth solutions and external relations, and serves on the company’s management committee.

Joan oversees the firm’s Private Wealth Solutions business, which delivers solutions to institutional and high net worth clients. Additionally, she manages global shareholder relations and public affairs.

Before joining Blackstone in 2007, Joan was the managing director and head of equity research at Bank of America Securities. Prior to that, she was consistently ranked on Institutional Investor’s “All-America Research Team”; a financial services analyst at Donaldson, Lufkin & Jenrette; and a managing director at Credit Suisse. Joan chairs the Board of Directors of Blackstone’s Charitable Foundation. She is also chairman of the Board of Trustees of the East Harlem Tutorial Program and the East Harlem Scholars Academies, and has had articles published by Harvard Business Review. Joan received a BS in management information systems from the State University of New York at Albany and an MBA in finance from New York University.
INTRO

**JENNIFER WILLEY**

For Jennifer Willey, a career as a TV news anchor and reporter transformed into being an innovator in technology and media. She has led teams across strategy, marketing and business development at leaders like PricewaterhouseCoopers, Oath/AOL, Yahoo!, and WebMD, as well as start-ups like Everyday Health and Sharecare. Over the past decade, Jenn’s passion has been advancing women in business while climbing the corporate ladder. She is the Founder and Chairperson of the WebMD Women’s Leadership Network, a founding member of the AOL (now Oath) Women’s Network, served on the Board of the Alliance for Women in Media, a Csweetener Mentor for Executive women in Health Tech, and volunteers as the Expert Sales and Communications Trainer for Rent the Runway/UBS’s not-for-profit “Project Entrepreneur.” Now, as **Founder and CEO of Wet Cement**, Jenn uses her talent to help women — and the male leaders they work with — achieve their potential through the organization’s Gender Equity Programs.

Jenn lives in New Jersey with her husband, Cavapoo, and her greatest achievements — her two boys.

**DAVE ROTER**

Dave Roter leads global revenue and partnerships at The Players’ Tribune. He has spent his career working with brands and agencies to innovate across TV and digital platforms. Dave previously led the Global Agency & Video Strategy team at Twitter, where he managed advertising partnerships with large agencies and clients, and helped lead Twitter’s video strategy. Prior, he spent 10 years with Disney’s ESPN organization across TV and digital teams. One of Dave’s proudest accomplishments was being a part of a small team that helped Twitter become a corporate partner of the UN Women HeForShe program.

Dave is also thrilled to serve as a team member of ENDX, a group dedicated to ending hate and extremism. At home Dave spends all of his time with his two little girls and wife, and occasionally gets to ski and watch TV.

**DR. EDEN KING**

Dr. Eden King is an Associate Professor of Industrial-Organizational Psychology at Rice University. She is pursuing a program of research that aims to make work better for everyone. This research has yielded over 100 scholarly products and has been featured in outlets including the The New York Times, Good Morning America, and Harvard Business Review. In addition to her scholarship, Dr. King has partnered with organizations to improve diversity climate, increase fairness in selection systems, and to design and implement diversity training programs.

**DR. SUMITA KETKAR**

Dr. Sumita Ketkar is a Senior Lecturer in Leadership and Professional Development at Westminster Business School. She has a keen interest in gender pay issues and teaches on international human resource management, reward management, and quantitative research courses. Prior to teaching, Dr. Ketkar worked in the corporate sector for over five years in different roles.
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“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 equality health pillars
Creating an organization where diversity can thrive requires a dedicated effort – one that ensures that everyone has an equal opportunity, based purely on skills and performance, to succeed. Companies must be transparent about inequities such as the wage gap; adjust strategies for hiring and retaining female talent; and be dedicated to their principles, with both internal employees and external partnerships.
overview

Women have a dominant role in the global marketplace; they make up about 50% of the labor supply and control about 70% of consumption demand worldwide.\(^1\) By advancing the economic participation of women — both as consumers and as members of the workforce — organizations create a strong foundation to succeed in the global marketplace. In addition to helping organizations create an inclusive community, gender parity comes with concrete financial benefits. Morgan Stanley’s gender-diversity framework ranks more than 1,600 stocks globally each year. Its takeaway? Those with more gender diversity are less volatile.\(^2\)

Similarly, a McKinsey Global Institute report estimates that advancing women’s equality in the workplace could add $12 trillion to the global GDP.\(^3\) When companies commit to parity — both internally and with the organizations they partner with — they are taking a stand for ethics and for better business.

Sources:
Although the Equal Pay Act passed more than half a century ago, the issue of compensation parity remains; women earn, on average, 80.5 cents on every dollar that a male counterpart earns, and black and Hispanic women respectively earn just 62.5% and 54.4% of their male colleagues’ paychecks.\[1\]\[2\] However, this number represents the first statistically significant pay gap shrinkage since 2007, which indicates that organizations are placing a strong emphasis on equal pay. By investing in parity, organizations lead the charge to a new frontier of workplace inclusivity.

**WOMEN FALL BEHIND EARLY AND CONTINUE TO LOSE GROUND WITH EVERY STEP**

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<th>WHITE MEN</th>
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<th>WOMEN OF COLOR</th>
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</table>

Women of color are the most under-represented group in the corporate pipeline – behind white men, men of colors, and white women.

<table>
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<tr>
<th>YEAR</th>
<th>2016 PIPELINE % WOMEN</th>
<th>2017 PIPELINE % WOMEN</th>
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<tr>
<td>C-SUITE</td>
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<td>20%</td>
<td>1%</td>
</tr>
</tbody>
</table>

**SOURCES:**
2017 AND STILL FAR FROM PARITY: WOMEN REMAIN UNDER-REPRESENTED IN CORPORATE DECISION-MAKING POSITIONS [4]

In the top 50 listed companies of the G20 countries, women accounted for, on average, 17% of corporate board members and 12% of executive committee members in 2017. The situation varies greatly from one country to another and is particularly positive in countries that have enforced quotas: European corporations tend to have more women on their boards (39% in France, 33% in Italy, and 28% in Germany) than those in the United States (22%), South Africa (14%), or Asia (12% in India and 10% in China).

Representation of women on corporate boards and executive committees in the G20

<table>
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<tr>
<th>Country</th>
<th>Female Board Members</th>
<th>Female Executive Committee Members</th>
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<tbody>
<tr>
<td>France</td>
<td>39%</td>
<td>13.6%</td>
</tr>
<tr>
<td>Italy</td>
<td>33%</td>
<td>8.6%</td>
</tr>
<tr>
<td>Australia</td>
<td>30%</td>
<td>15.3%</td>
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<tr>
<td>Germany</td>
<td>28%</td>
<td>17.7%</td>
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<tr>
<td>Canada</td>
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<td>16.9%</td>
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<tr>
<td>UK</td>
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<tr>
<td>EU</td>
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<tr>
<td>USA</td>
<td>21.6%</td>
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<tr>
<td>South Africa</td>
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<tr>
<td>Indonesia</td>
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<td>India</td>
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<td>Brazil</td>
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<tr>
<td>Turkey</td>
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<tr>
<td>China</td>
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<td>8%</td>
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<tr>
<td>Russia</td>
<td>7%</td>
<td>6.2%</td>
</tr>
<tr>
<td>Argentina</td>
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<td>2%</td>
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<tr>
<td>Mexico</td>
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<td>South Korea</td>
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<td>Japan</td>
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<tr>
<td>Saudi Arabia</td>
<td>1%</td>
<td>1%</td>
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80%
Over 80% of the world’s talent source is women or people of color.

75%
Millennials will make up 75% of the workforce by 2025 and have already changed the way we think, work, and lead.

27%
27% of millennials have immigrant backgrounds — and this number is expected to increase.

25%
Over 25% of US adults are diagnosable for one or more mental disorders in any given year.
COMPENSATION

Equal pay has become a growing priority for organizations, but there is still work to be done. At the current pace, women will wait until 2059 for women to see pay parity in the workplace[1].

But there is reason to celebrate: in 2016, the average paycheck for women increased by 0.7% — the highest spike in more than a decade.[2]

**case studies**

**Starbucks Closes the Gender and Race Pay Gap**

In March, Starbucks announced that they had closed all gender and race pay gaps in the United States. Their journey to pay equity began with a nationwide wage study more than a decade ago. Informed by these results, Starbucks refined a set of tools to prevent bias from edging into their compensation practices. Resources include a calculator to determine starting pay scales based on experience, analysis of raises and bonuses, and elimination of a salary history question from hiring practices to prevent the “import” of pay inequity.[3]

**Solution for Change:**

Since achieving pay equity in the United States, Starbucks has expanded its focus with a goal to close the pay gap on global operations. The retailer hopes that other organizations will follow suit: to inspire global change across the retail sector, Starbucks has publicly shared the principles and tools it used to ensure wage equity.[4]

“One of the most important things to get right is starting pay. If a job candidate comes to Starbucks making 70 or 80 cents on the dollar, and we use that as the basis for her pay at Starbucks, we simply import gender inequity into our own system. Prior salary can be tainted and should not dictate how we pay our partners.”

- Sara Bowen, Global Leader of Inclusion, Diversity, Equity & Accessibility, Starbucks
Women’s Earnings as a Percentage of White Men’s Earnings, by Race/Ethnicity, 2016

<table>
<thead>
<tr>
<th></th>
<th>Current Population Survey (CPS)</th>
<th>American Community Survey (ACS)</th>
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<tbody>
<tr>
<td>Hispanic or Latina</td>
<td>54%</td>
<td>54%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>63%</td>
<td>63%</td>
</tr>
<tr>
<td>White (Non-Hispanic)</td>
<td>79%</td>
<td>77%</td>
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<tr>
<td>Asian</td>
<td>87%</td>
<td>90%</td>
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<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>–</td>
<td>59%</td>
</tr>
<tr>
<td>American Indian or Alaska Native</td>
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<td>57%</td>
</tr>
</tbody>
</table>

Channel 5 Reverses the Pay Gap Trend

While many organizations are struggling to narrow the gender pay gap, Channel 5 has flipped the trend on its head; female employees at this Viacom-owned UK television channel earn, on average 2.85% more than their male counterparts. To achieve this ratio, Channel 5 invests in a gender balance in the company’s most senior roles — 9 of its 16 senior managers are women — and benchmarks its pay grades to assure parity. By ensuring that women are well-represented within the highest echelons of the organization, Channel 5 sets a precedent across every level of its workforce. [5]

Solution for Change:

Channel 5 is the only British broadcaster to report a pay gap that falls in favor of women. Although the television channel is a leader in closing the gender pay gap, it acknowledges that it has work to do: men, for example, typically earn 21.3% more in bonuses each year. To address this, Channel 5 is restructuring its bonus system to eliminate bias in favor of male employees. [6]

“We still have areas of marked imbalance, particularly on bonuses. We are evolving our employment practices with a view to eradicating our gender pay gap over time — making further progress against this objective will be a key performance indicator for our senior management team in 2018 and beyond.”

- James Currell, EVP Managing Director, Viacom Networks, UK, Northern and Eastern Europe

Sources:
1) Institute for Women’s Policy Research: Pay Equity & Discrimination  
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).  
7) AAUW: The Simple Truth about the Gender Pay Gap.  
DigitalOcean Rewards
the Sum, Not the Parts

DigitalOcean, a software startup, is dismantling the gender wage gap using two innovative techniques. First, it eschews a hyper-competitive workplace atmosphere that can foster internal rivalries and instead focus on creating a collaborative environment. Financial incentives are built on this philosophy; for example, employee bonuses are given based on company performance, not individual merit. Next, data on “employee impact” is used as a key indicator of raise negotiations. Employees are strongly discouraged from negotiating an individual raise, and the company prioritizes non-monetary rewards for exceptional performance. [8]

Solution for Change:
DigitalOcean is intentional about not rewarding individual performance with financial rewards — and its approach is working. In a recent Culture Amp engagement survey, DigitalOcean ranked 17 points above the industry standard in employees’ satisfaction with compensation.

“Feedback is in real-time, because even in three months so much can change. A company like DigitalOcean is moving so quickly that we don’t have the luxury of waiting for formal feedback windows. We encourage our employees to always be seeking out, and giving, radically candid feedback.”

- Matt Hoffman, VP of People at DigitalOcean

All sectors have a pay gap that favors men

median hourly pay gap by sector

<table>
<thead>
<tr>
<th>Sector</th>
<th>Pay Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>18.4%</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>12.9%</td>
</tr>
<tr>
<td>Education</td>
<td>10.0%</td>
</tr>
<tr>
<td>Mining</td>
<td>9.9%</td>
</tr>
<tr>
<td>Communication</td>
<td>9.8%</td>
</tr>
<tr>
<td>Electricity &amp; Gas</td>
<td>9.7%</td>
</tr>
<tr>
<td>Professional &amp; Scientific</td>
<td>9.6%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>9.5%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>9.4%</td>
</tr>
<tr>
<td>Service</td>
<td>9.3%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>9.2%</td>
</tr>
<tr>
<td>Transportation &amp; Storage</td>
<td>9.1%</td>
</tr>
<tr>
<td>Retail</td>
<td>9.0%</td>
</tr>
<tr>
<td>Agriculture, Forestry &amp; Fishing</td>
<td>8.9%</td>
</tr>
<tr>
<td>Water &amp; Waste</td>
<td>8.8%</td>
</tr>
<tr>
<td>Arts &amp; Entertainment</td>
<td>8.7%</td>
</tr>
<tr>
<td>Health</td>
<td>8.6%</td>
</tr>
<tr>
<td>Accommodation &amp; Food</td>
<td>8.5%</td>
</tr>
<tr>
<td>Household Employers</td>
<td>8.4%</td>
</tr>
</tbody>
</table>

GENDER PAY GAP
RESEARCH IN THE UK
SHOWS THAT WOMEN
ARE PAID 18.4% LESS
THAN MEN [9]
DIVERSITY HIRING

Diversity in hiring begins by changing the way that a company recruits new talent. By investing in strategies that give women and minorities the space to showcase their skills and potential, organizations can build a workforce that reflects the diverse communities they serve.

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IBM Creates Pathways for Women to Re-Enter the Workforce

IBM is committed to the career development of women in their workplace. Leading the Cognitive Era Powered by the Global Advancement of Women is an initiative that provides women with pathways to enter tech. In addition to a recruitment strategy that emphasizes diversity, IBM also uses Tech Re-Entry, a career program that re-engages women who have been out of the industry for at least two years. The 12-week internship pairs applicants with a senior-level mentor to provide the tools and experience they need to re-enter the workforce with confidence. [1][2]

Solution for Change:

Many women in tech leave the workforce mid-career, and re-entry can be a challenge. IBM’s programming capitalizes on their existing skills, knowledge, and experience — and also solidifies the company’s reputation as a place that invests in its employees for the long run.

“There is a very known, severe shortage of diverse technical talent in the IT industry around the world. We can’t sit back and wait for diverse technical talent to come find us.”

- Jennifer Howland, Executive, Pathways for Experienced Technical Women, IBM
The need for equal representation opens up various opportunities for new thinking, a fresher perspective, and different ways of solving problems.

- EJ Galang, MullenLowe London
Intervening at the “Fight-or-Flight” Moment

cutting female attrition yields huge gains

220,000 highly qualified women would return to the labor market

On the lower rungs of corporate career ladders, 41% of highly qualified scientists, engineers, and technologists are women—but the dropout rates are huge: over time, 52% of these talented women quit their jobs.

Duolingo Achieves a 50/50 Gender Ratio

Earlier this year, Duolingo made a 50/50 gender ratio a reality when it achieved a equal gender hiring rate for all university hires. The language-learning platform adjusted its recruitment strategy to prioritize focus on campuses with an above-average percentage of female computer science majors—in other words, universities who were making gender equality a priority. By targeting campus women’s groups, investing in unconscious bias training, and ensuring that women were equally represented on the hiring board, Duolingo walks the walk and talks the talk. [3]

Solution for Change:

Duolingo was deliberate about its goal for a 50/50 split, and it reinvented its hiring and recruitment strategies to ensure success. CEO Luis von Ahn credits the success of the initiative to “only actively recruiting from colleges with higher female ratios in their computer science programs” and sees its measurable success as a launchpoint for other organizations to follow suit: “If other companies do this, colleges will be incentivized to have more diverse graduating classes.” [4]

Sources:

Facebook Rethinks Its Hiring Practices

Facebook has cultivated a diverse global community of more than 2 billion — and it knew that its workplace had to reflect that. To do so, the social media platform adopted the Diverse Slate Approach (DSA).[6] This concept mandates that hiring boards interview at least one candidate from an underrepresented group. By folding DSA into its hiring approach, Facebook increased the number of women in its workforce from 33% to 35% in a year. The company is candid that its commitment to parity is a work in progress — but it is investing in hiring systems that make it a reality. [7]

Solution for Change:

By recognizing where it wants its workplace to be — and creating a roadmap to get there — Facebook is investing in a hiring structure that gives all applicants an opportunity to stand out.

“We are not in the business of giving away jobs to anybody. That doesn’t serve us well. That doesn’t serve them well, but we saw again when you look at society and the hundreds of years of inequity, there are headwinds which have put some people at the front of the line. Then there are in some cases, deliberate policies and legislation keeping others back. If you’re working against that you have to be very intentional. What we wanted to be intentional around is giving everyone the opportunity to compete for the jobs.”

- Maxine Williams, Global Chief Diversity Officer, Facebook

80% of new jobs are never listed but are instead filled internally or through networking. [8]
Companies that invest and honor relationships with their employees, with their customers, and with their business partners find that it’s good for people, it’s good for business, and it’s good for the world.

- Erica Keswin, The Spaghetti Project
SUPPLIER DIVERSITY

As companies commit to diversity, they aren’t just looking inward; they’re also looking outward. Many organizations are embracing supplier diversity, a strategic business practice that prioritizes partnership with suppliers that are owned by women, minorities, veterans, service-disabled veterans, LGBTQ, and historically under-utilized businesses. When companies invest in partnerships to foster a diverse and vibrant commercial sector, they underscore that one thing holds true: representation matters. [1]

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HP Challenges Agencies to Rethink Representation

Chief marketing and communications officer Antonio Lucio challenged five of HP’s global agencies to include more women and minorities in leadership and creative roles. Each agency tracked its progress through a “diversity scorecard” and shared its results at year-end. HP’s agency partners look very different today from before the initiative began; now 61% are comprised of women, and women make up 51% of leadership positions. Many of these women are participating in #MoreLikeMe at Cannes Lions, an HP initiative that connects 15 racially diverse creatives with mentorship and networking opportunities. [2][3]

Solution for Change:
As a global organization, HP recognized that authentic representation needed to be a core goal of all its individual agencies. By giving them the opportunity to approach the challenge in their own way — and be held accountable through Diversity Scorecards — HP created a system for realistic action and measurable results.
Verizon Asks Its Partners to Step Up

Verizon prioritizes workplace diversity — and it demands that the marketing agencies it works with follow suit. In 2016, the global corporation sent a letter to eleven agencies, underscoring workplace diversity as an “explicit business objective.” It gave each agency a month to provide metrics on how many women were employed in their workforce, as well as an action plan to address any gaps in gender and diversity representation. As one of the biggest advertisers in the United States, Verizon has a vested interest in ensuring its products are relatable to all of their customers — and it’s asking its agencies to step up to the challenge. [4]

Solution for Change:
For Verizon, workplace diversity is the key to long-term success. Says CEO Lowell McAdam: “You’re not going to win a complex environment that we are in if you don’t have diversity of thought, diversity of opinion, diversity of experience — and that comes by bringing people of color and women to higher levels of the business.” [5]

AT&T Invests in a Diverse Supply Chain

AT&T’s Supplier Diversity Program has been in place since 1967, and in 2016 to company invested 18.3% of its total spend in minority, women, veteran, and LGBT-owned businesses. To support the growth of a diverse supply chain, AT&T created Prime Supplier, a program that provides mentorship, workshops, and sponsorship opportunities to diverse suppliers. It also created the Executive Scholarship Program, which annually awards diverse-owned businesses funding to invest in executive training. [6]

Solution for Change:
By investing in diverse supply chain, AT&T is integrating unique backgrounds, perspectives, and skills into their business model. It’s an effort that pays off, the company credits supplier diversity to their ability to effectively serve their global consumer base, employees, and communities. [7]
“It’s not as simple as ‘more diversity is better.’ Most of the evidence in our literature, the scholarly research, would suggest that diversity can have positive financial benefits to organizations and teams to the extent that the culture of the unit is inclusive.” - Dr. Eden King, Rice University

“By excluding the voices of half the population, marketers are missing the chance to speak authentically to the group responsible for 85 percent of consumer decisions.” - Alma Har’el, Free the Bid

“The value of equality is that equal representation, equal roles, equal voices, equal pay, equal respect leads to better innovation, better creativity, better collaboration, better business results.” - Marc Pritchard, Procter & Gamble

“When we have folks from all parts of life that have lived in different parts of the world, with a diverse set of perspectives to approach how we create content, we benefit our marketing partners.” - Dave Roter, The Players’ Tribune

“Part of what diversity practitioners need to do is to sit down and diagnose organizations, understand where there are gaps and what is the source of those gaps.” - Nilka Thomas, Lyft

“There’s no one-size-fits-all formula to improving diversity hiring.” - Joan Solotar, Blackstone
“People want things done quickly, and don’t want to take time to invest in hiring diverse talent. It means going beyond your network, and actually taking the time to do so.” -Lauren Wesley Wilson, ColorComm Inc. “Sometimes, you find companies that are trying to recruit people to fill a quota, but you have to really get the mental mindset of the company right first.” -Dr. Sumita Ketkar, Westminster Business School

“People want to be happy, they want to enjoy their work, and the people that they work with. If they are engaged with an organization that has value to them, they will do their best. When you do your best, the whole company overall benefits.” -Dr. Paola Cecchi-Dimeglio, Harvard Law School and Harvard Kennedy School

“50% of the world is being left out. We want to make sure that girls can code, girls can design, girls can be lawyers, girls can be product makers and marketers, and that every step of the way, no matter what industry they go into, they are identifying problems and asking the right questions.” -Sylvia Acevedo, Girl Scouts, USA

“The companies that have lost the most market value in this century have done so not for reasons of compliance, operations or external threat, but because of strategy and innovation.” -Coco Brown, The Athena Alliance
parity: toolkit for action

1. Consider where bias creeps in. Hiring practices are notorious for being a magnet for bias. Rethink the questions you ask applicants, the way you structure your interview processes, and how you can streamline your approach to ensure a more inclusive approach.

2. Start from the top. Women in leadership sets the stage for a more equitable workplace. Invest in programming that provides opportunities for women to advance — and for their paycheck to keep pace.

3. Rethink rewards. When individual performance informs pay grades, a hyper-competitive workplace culture becomes the norm. Rethink how you reward exceptional performance, and consider investing in non-financial incentives.

4. Create re-entry points. Many women leave the workforce mid-career, meaning re-entry can be a challenge. Invest in programs that harness the power of existing talent and prepares them for success back in the workplace.

5. Make smart partnerships. Commit to only partner with organizations who share the same commitment to inclusivity that your organization does. Doing so will drive your parity goals and solidify your organization as a leader in gender equality.

6. Think about how the rest of the world sees you. Create marketing and communication strategies that reflect the diverse community you serve. When outreach is representative of your workforce and your clientbase, both communities will feel more connected to your organization.

7. Celebrate diverse talent. Honor individuals who think outside the box — and make their perspectives visible to the rest of your organization. By giving a voice to unique viewpoints and backgrounds, you pave a pathway for more diverse talent to follow suit.

8. 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.

9. Use your voice. Don’t be afraid to make your intentions for workplace parity known. By publicizing your goals, internally and externally, you hold yourself accountable and take a stance for diversity, equity, and inclusion.
To give each individual an equal opportunity for success, companies must create clear pathways for advancement within the organization. Access to mentors and sponsors is an essential component of this, as are educational initiatives that empower employees to take on greater responsibility.
overview

Parity isn’t just about pay, it’s also about representation — and women continue to be notably absent in the corporate pipeline. Female employees, for example, comprise just 1 in 5 C-suite leadership positions, and the ratio drops to 1 in 30 for women of color. Kristy Wallace, the CEO of Ellevate, notes: “We won’t truly see equality until the distribution of income within a company is 50% men and 50% women. It’s about the wage gap, but leadership and authority also need to be equally distributed among the sexes.” [1] A 2017 McKinsey report found that blind spots — the inability to see or understand workplace inequities — accounts for much of the lack of progress in leadership parity, and that entry-level women are 18% less likely to get promoted than their male counterparts. [2]

Many companies, however, are creating pathways for women to advance in the workplace. By investing in mentorship, sponsorship, and education programs, organizations are establishing a formal way for female employees to succeed as leaders. The efforts pay off; a study conducted by Peterson Institute for International Economics found that “a move from no female leaders to 30% representation is associated with a 15% increase in the net revenue margin.”[3] By creating a workplace that values women at the helm, organizations create a stronger community — and stronger profit margins to match.

Sources:
Advancement is a key strategy to narrow the gender gap. By providing under-represented employees with opportunities to invest in career growth, you help your workforce define a vision for the future — and a roadmap to achieve that vision. Organizations that invest in the development of their employees foster an environment where talent is celebrated, growth is valued, and success is accomplished every day.

**Women are not leaving their companies at higher rates than men, and very few plan to leave the workforce to focus on family** [1]

Most employees plan to stay at their company or remain in the workforce

% of employees who report they plan to stay at or leave their company within the next two years

<table>
<thead>
<tr>
<th>Reason</th>
<th>% of Women</th>
<th>% of Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taking a role at another company</td>
<td>72%</td>
<td>73%</td>
</tr>
<tr>
<td>Leaving the workforce to focus on family</td>
<td>2%</td>
<td>1%</td>
</tr>
</tbody>
</table>

73% 74% 26% 27%
THE WORKPLACE IS ESPECIALLY CHALLENGING FOR WOMEN OF COLOR

## What women of color experience

### SUPPORT WOMEN RECEIVE

<table>
<thead>
<tr>
<th>Support Provided</th>
<th>Black</th>
<th>Latina</th>
<th>Asian</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers advocate for them for an opportunity</td>
<td>31%</td>
<td>34%</td>
<td>40%</td>
<td>41%</td>
</tr>
<tr>
<td>Managers give them stretch assignments</td>
<td>35%</td>
<td>40%</td>
<td>44%</td>
<td>40%</td>
</tr>
<tr>
<td>Managers provide advice to help them advance</td>
<td>36%</td>
<td>42%</td>
<td>39%</td>
<td>47%</td>
</tr>
<tr>
<td>Managers help them navigate organizational politics</td>
<td>23%</td>
<td>29%</td>
<td>30%</td>
<td>36%</td>
</tr>
<tr>
<td>Managers defend them or their work</td>
<td>28%</td>
<td>36%</td>
<td>34%</td>
<td>40%</td>
</tr>
</tbody>
</table>

### HOW WOMEN VIEW OPPORTUNITY

<table>
<thead>
<tr>
<th>Opportunity Viewed</th>
<th>Black</th>
<th>Latina</th>
<th>Asian</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>They have equal opportunity for growth as their peers</td>
<td>48%</td>
<td>55%</td>
<td>59%</td>
<td>55%</td>
</tr>
<tr>
<td>Promotions are based on fair and objective criteria</td>
<td>34%</td>
<td>40%</td>
<td>41%</td>
<td>40%</td>
</tr>
<tr>
<td>The best opportunities go to the most deserving employees</td>
<td>29%</td>
<td>30%</td>
<td>40%</td>
<td>40%</td>
</tr>
</tbody>
</table>

### STATE OF WOMEN IN THE PIPELINE

<table>
<thead>
<tr>
<th>Pipeline State</th>
<th>Black</th>
<th>Latina</th>
<th>Asian</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate of women's promotions</td>
<td>4.9%</td>
<td>6.0%</td>
<td>5.8%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Rate of women's attrition</td>
<td>18.2%</td>
<td>16.5%</td>
<td>40%</td>
<td>15.4%</td>
</tr>
</tbody>
</table>
MANY WOMEN STILL WORK A DOUBLE SHIFT [3]

Household work still falls squarely on women. On average, 54% of women do all or most of the household work, compared to 22% of men. Doing a disproportionate share of household work may dampen women’s career aspirations: women with partners and children have significantly lower aspirations to be top executives than men with the same family structure. In addition, women who do a majority of household work are less likely to aspire to be a top executive than women who share responsibilities equally with a partner.

Women of all generations do more household work

% of women and men with partners who are responsible for all or most household work

<table>
<thead>
<tr>
<th>Age</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 30</td>
<td>38%</td>
<td>18%</td>
</tr>
<tr>
<td>30 and over</td>
<td>40%</td>
<td>10%</td>
</tr>
</tbody>
</table>

NEARLY 50% OF WOMEN BELIEVE DIVERSITY AND HAVING A FAMILY WILL HAVE AN ADVERSE EFFECT ON THEIR CAREER [4]

Q: I believe an employee’s diversity status (gender, ethnicity, age, etc.) can be a barrier to career progression in my organization

- 45% Believe diversity is a barrier to career progression
- 42% Feel nervous about the impact children might have on my career
- 30% Do not believe
- 25% Feel neutral

Q: I feel nervous about the impact that having children might have on my career
THERE IS POSITIVE CORRELATION BETWEEN WOMEN WHOSE MANAGERS PROVIDE CAREER OPPORTUNITIES AND WOMEN’S CONFIDENCE TO LEAD AND OBTAIN SENIOR POSITIONS [5]

59% of women say their managers...
... give work experiences that provide accelerated developmental opportunity

61% of women say their managers...
... recognise their work and give them exposure to senior leaders

60% of women say their managers...
... understand and support their career aspirations

Equality is about sharing power, not about having power over someone else.

- Marc Pritchard, Procter & Gamble

SOURCES:
MENTORSHIP

Formal mentorship programs invest in a strong workforce across every level, and the results show: in its annual Millennial Survey, Deloitte found that millennials who had a formal mentor were twice as likely to stay at their organization for more than five years than those who did not.[1] While mentorship, and performance are directly correlated, most companies have lot of work to do: in a recent InHerSight survey where 90,000 women reported on workplace satisfaction, “mentorship and sponsorship programs” rated lowest of all the captured criteria.[2]

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PayPal Creates a Roadmap For Success

PayPal invests in peer mentorship through Unity, a program that helps women succeed in the workplace. The program, which matches 100 mentor-mentee pairs per session, facilitates a space for senior managers to help entry-level employees create a roadmap for career success. Unity also seeks to address another goal: by pairing female mentees with male or female mentors, senior leadership gets valuable insight into the challenges their staff faces — and the goals and opportunities they bring into the workplace. [3][4]

Solution for Change:
Unity represents the intersection of mentorship and cross-level collaboration. By facilitating community connections, PayPal is creating a workplace that is invested in the success of its fellow employees.

“A good mentor can provide the necessary support and guidance to excel in the job, but also help in setting future goals, including taking that next career step. Sponsorship takes mentoring a step further and can have a phenomenal influence on getting more women in top jobs.”

- Dr. Sumita Ketkar, Westminster Business School
Visa Learns From Its Own

When considering how to address the unique challenges that women face in the workplace, Visa turns to the best source: its female staff. The Visa Women’s Network pairs women with management staff to create a safe, open forum to discuss obstacles and opportunities in the workplace. Feedback from the program has informed core HR decisions including employee benefits, female advancement initiatives, and support for working families. [5]

Solution for Change:
To be a desirable workplace for women, Visa knew that it had to advance strategic efforts that tackle the unique challenges female employees face. The Visa Women’s Network uses the firsthand knowledge of its female employees to create initiatives that authentically address the needs of women in the workplace.

Sodexo Fosters Cross-Divisional Relationships

Sodexo knew that the shared knowledge of its workforce was one of its greatest strengths, and it created the Spirit of Mentoring program to foster its growth. The cornerstone of the program is IMPACT, where 125 cross-divisional and cross-cultural pairs invest in a collaborative relationship for a one-year term. Through this partnership, the mentor-mentee pair works together to develop career goals, define benchmarks for success, and create a framework to meet objectives. [6]

Solution for Change:
Sodexo measures the value of its mentorship program by assessing its monetary gains. On average, Sodexo reports a 2 to 1 annual ROI, which is largely ascribed to employee retention and productivity. It also tracks how the program impacts job satisfaction, career growth, and day-to-day experience. The metrics are proof: Spirit of Mentoring is working. [7]

INCLUSIVE AND SOCIALLY RESPONSIBLE BRANDS DELIVER POSITIVE BUSINESS OUTCOMES

34%
Fortune 500 firms that aggressively promote women realize 34% higher profits than those who do not. [8]

SOURCES:
SPONSORSHIP

Sponsorships create a direct link between leadership and entry or mid-level employees, which builds cross-divisional relationships that invest in the strength of the organization. The sponsor — typically someone in a management role — coaches and advocates for their protégé, using their social capital to help their protégé advance in the workplace. Sponsorship tends to pay off, as Ilene Lang, CEO of Catalyst, notes: “Good sponsors can supercharge a woman’s career by providing her with access to essential networks, bringing her achievements to the attention of senior-level executives, and recommending her for key assignments.” [1]

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Credit Suisse Creates a Workforce That Reflects Its Clientbase

More than half of the world’s wealth is controlled by women, and Credit Suisse, a financial services company, wanted to ensure that its workplace reflected its constituents. To do so, the company launched Executive Mentoring Advisory Group (EMAG), a sponsorship program that pairs women in senior management with members of the company’s Executive Board. The initiative paid off; within two years, half of the participants were promoted. Now EMAG is open to female staff at all levels, creating a cross-divisional pipeline for all women in the workplace to advance. [2]

Solution for Change:

Women make up 50% of Credit Suisse’s client base, and the company recognizes that its banking staff should reflect that demographic makeup. By investing in a workforce that reflects the diverse communities it serve, Credit Suisse is able to more effectively serve its clients. [3]
Deutsche Bank Looks to the Top

Women are notably underrepresented in upper leadership in European financial services companies; a Heidrick & Struggles study found that, among 763 roles surveyed, just 17% senior executive positions were held by women. To address the management gender gap, Deutsche Bank created Accomplished Top Leaders Advancement Strategy (ATLAS). The program pairs high-performing female employees with senior managers to receive guidance, training, and career advocacy. ATLAS has had measurable success since its 2009 launch, and more than half of the program’s participants have transitioned into senior roles. [4]

Solution for Change:

ATLAS was developed in response to a startling trend at Deutsche Bank; women were leaving the organization in favor of competitors who offered more promise of career advancement. By investing in the potential of its workforce, Deutsche Bank has created an environment where women have the opportunity to succeed at every level — and its attrition level has dropped by 50%. [5]

"It’s important to have diversity of opinion, and the only way you can have that is from hiring people with different backgrounds, irrespective of their gender or any other number of ways you might look at diversity. Why would we want to cut ourselves off from any portion of the population?"

- Joan Solotar, Blackstone

17%
Among 763 roles surveyed, only 17% of senior executive positions were held by women.

[6]

Sources:

1) Catalyst: Catalyst Study Shows Sponsorship is Key to Women’s Success.  
2) PBI Editorial: Credit Suisse invest in women through senior sponsorship program (2013).  
6) Heidrick & Struggles: Want to get more women to the top of European finance? Sponsor them (2018).
EDUCATION

“Knowledge is power.” Oft-used Thomas Jefferson’s quote may be, but untrue it is not. Education is one of the most effective ways to advance women in the workplace. By creating systems where female employees can learn from one another, as well as from their male counterparts, organizations invest in the strength, capacity, and skills of their existing talent.

case studies

3M Innovates from Within

3M invests in diversity from within through I’m In, a global initiative that accelerates women’s leadership through mentorship, networking, workplace flexibility programs, and talent development. Joan Wong, 3M’s head of HR, speaks to the importance of organizational diversity: “A diverse, global workforce – people with different experience, ethnicity, age, gender, personalities, styles, and ways of thinking – is a competitive advantage that is key to innovation.” I’m In has more than 70 chapters worldwide, and each one routinely reports on strengths and weakness to ensure the program continues to refine, grow, and succeed. [1][2]

Solution for Change:

To ensure the success of I’m In, 3M honed in on three main themes: individual development, work-life balance, and community growth. Grounded in these philosophies, the program supports a healthy, motivated, and prepared workplace of qualified female leaders. Since the inception of I’m In five years ago, the representation of women in VP roles at 3M has raised from 16% to 24%. [3][4]

In five years, 3M’s program I’m in has led to increased representation of women in VP roles, from 16% to 24%.
Alibaba Invests in All-Women Networking

Alibaba doesn’t just want to foster its female talent — it also wants to leverage their insights. This is the philosophy behind the Global Conference on Women and Entrepreneurship, an annual event where more than 1,500 female employees gather to share experiences, network, and learn from female leaders. CEO Jack Ma is invested in female representation in Alibaba’s organizational structure; of its 50,000 employees, women hold 40% of all positions and comprise 33% of leadership roles. [5]

Solution for Change:
CEO Jack Ma credits women as the “secret sauce” behind Alibaba’s sudden growth. By creating a forum for women to share insights, ideas, and best practices, Alibaba fosters an environment where its female workforce is supported and encouraged to succeed. [6]

BlackRock Prepares Future Leaders

BlackRock creates a pipeline of strong female leadership with The Women’s Leadership Forum (WLF), a program designed to fill the gaps that prevent women from advancing in the workplace. The company’s top executives nominate participants for the competitive program, which offers participants sponsorships, leadership training, and a global network of support. WLF directly correlates to career advancement: 89% of participants have moved into new or expanded roles within the company upon completing the program. [7]

Solution for Change:
WLF has been shaped by BlackRock’s Global Executive Committee, the highest-level decision making body within the company. Part of the program’s success is attributed to the dedication of BlackRock’s CEO and upper management, who provide sponsorship and have designed the program to ensure that participants get the skills and exposure they need to succeed in leadership positions. [8]

If you look at how companies were designed hundreds of years ago, and who designed them and under what construct they were designed, and you then look at how vastly different the world is today, you’ll see many of our business norms do not make sense for today.

- Coco Brown, The Athena Alliance
“I approach gender equality the same way I would a complex mathematical equation; you cannot solve it by only looking at one variable.” - Jenn Willey, Wet Cement

“Sponsors enhance their protégé’s career by helping them with networking and in highlighting their accomplishments. They can recommend them to roles that are typically dominated by the ‘old boys club.’” - Dr. Sumita Ketkar, Westminster Business School

“A goal and value that should drive you, both professionally and personally, is to level the playing field, to make sure that in anything we design, every candidate has the same opportunity from the start to the end.” - Dr. Paola Cecchi-Dimeglio, Harvard Law School and Harvard Kennedy School

“Leaders – at every level – simply need to make the choices and put women into leadership positions.” - Marc Pritchard, Procter & Gamble

“At the bottom rung, we do see gender diversity. But with every rung you go up on that corporate ladder, there are fewer and fewer women. It’s harder for women to be promoted. So I don’t think it’s a hiring issue as much as it is a promotion issue.” - Dr. Eden King, Rice University

“New technologies are unclaimed territories and therefore the biggest opportunity for women to win market share in leadership positions” - Ann Rosenberg, SAP
“Women of color and queer voices are what most industries are missing the most. Build paths for women of color so they can walk hand in hand while we ask for progress. We are stronger together and none of us is free from male power structures until we are all free.” -Alma Har’el, Free the Bid

“At the end of the day, everyone’s responsible for their own career. Don’t rely on your company to advance you. You need to be outspoken. You need to advocate for yourself.” -Lauren Wesley Wilson, ColorComm Inc.

“Learn what your own individual style of leadership is and create opportunities to test what you’re capable of. Stepping into those uncomfortable and scary positions is the best and fastest way to learn.” -Court Roberts, WE

“Instead of focusing on how women can improve, we need to approach the problem in a different way. What are new niche industries and jobs women can tap into?” -Sung-Joo Kim, Sung-Joo Group and MCM Holding AG

“Everyone can benefit from having someone in their corner that helps them along the ride, provides an extra push to get someone to the next level and help them adopt a mindset that they can have successful, long career” -Dave Roter, The Players’ Tribune
advancement: toolkit for action

1. **Normalize cross-level collaboration.** Facilitate systems where employees across all levels of experience — from entry-level to upper management — share facetime 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.

2. **Go straight to the source.** Women in your workplace are your greatest resource to advance parity. Create a program where female employees have a safe space to share insights, challenges, and concerns. Use this feedback to inform decision making that will help your organization grow as a strong and cohesive work environment.

3. **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.

4. **Pair existing and emerging talent.** Your next CEO might be in an entry-level position right now. By facilitating sponsorship programs between upper management and protégés, organizations foster the growth of existing talent in their own workplace.

5. **Create a roadmap for advancement.** Utilize existing resources to narrow the gap of female representation in leadership roles. Organize seminars, conferences, and mentorship programs that give female leaders a space to share their insights and inspire the next generation of leaders.

6. **Learn from diverse perspectives.** Learn 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 a space to candidly share ideas on how to foster organizational growth.

7. **Make goals visible.** Don’t be afraid to go public about your goals to address the gender gap. By sharing progress benchmarks, lessons learned, and future plans, organizations take a stance that parity matters — and that they aren’t afraid to put in the hard work to make it a reality in their workplace.

8. **Think big and celebrate small.** The road to gender parity can be a long one, and doing it right takes time and intention. Create ambitious goals for your organization, but celebrate the successes — however small — as they come.
A truly inclusive workplace requires a cultural shift that allows employees to feel comfortable bringing their whole selves to work. Companies must first put policies into place that promote this culture, and then create an organizational structure that can support them. Comprehensive training sessions both make expectations clear and ensure compliance for every individual within the business.
overview

“Diversity is being invited to the party. Inclusion is being asked to dance.” Activist Vernā Myers speaks to an oft-overlooked truth: diversity and inclusion are not synonymous. Diversity is easy to measure; one only needs to delve into the workplace demographics. Inclusion, on the other hand, is more nuanced. Without a truly inclusive culture, companies are less likely to hire, foster, and retain diverse talent. This isn’t just an opinion, it’s a fact. A study by the Center for Talent Innovation found that employees working under inclusive managers are 1.3 times more likely to feel empowered to meet their innovative potential.[1] In a PwC survey of CEOs, meanwhile, 85% of leaders whose companies had formal strategies for diversity and inclusiveness reported that these efforts had improved their bottom line.[2]

Building diverse teams is the first step. Connecting employees, so that every individual feels empowered to bring their whole selves to work, is the crucial step that will determine a company’s success in terms of inclusivity initiatives. By promoting policies that foster diverse hires, building an organizational structure that can support each and every employee, and providing training to get everyone on board, companies can turn inclusivity into an integral part of their DNA.

p. 61 Policy
p. 62 Organizational Structure
p. 64 Training

SOURCES:
2) PwC: Five reasons why diversity and inclusion matter to every business – and every employee (2015).
knowledge sharing

“If you build it, they will come.” This quote is equally applicable to an inclusive workplace as it is to a baseball diamond. By laying the foundations of a culture of care, companies are better positioned to attract and foster diverse talent — and reap the rewards that they have to offer. Putting supportive policies into place is integral, as is clear communication and comprehensive training across the organization. By turning inclusivity into a business-wide initiative, every employee turns into an ally, and minority and marginalized hires have the support they need to thrive.

45% of women doubt their employers’ claims that flexible working will not impact their careers [1]

How flexibility isn’t working for everyone

- Women who say work/life balance/flexibility programs and policies exist in their organization but are not readily available to them in practice: 40% of women, 45% of minority-identified women, 40% of single mothers.
- Women who say that taking advantage of work/life balance/flexibility programs has negative career consequences at their workplace: 38% of women, 41% of minority-identified women.
- Women who say that people who work flexibly (e.g. reduced hours, job sharing, etc.) are regarded as less committed in their organization: 42% of women, 49% of minority-identified women.
ONLY BY ADOPTING INCLUSIVE PRACTICES WILL A COMPANY ACHIEVE AN INCLUSIVE CULTURE

31%
Inclusive cultures result in a 31% increase in a responsiveness to customer needs, which helps firms better support and attract new markets and consumer segments.

42%
Implementing inclusive practices results in a 42% increase in team collaboration—a critical component to effectively solve problems and mitigate risks.

2.5x
Organizations low in market performance are 2.5 times more likely to say they pursue D&I to enhance public relations and branding efforts, as opposed to high-performing organizations that pursue D&I to strengthen culture, innovation, and business strategy.

SOURCES:
Be humble enough to realize that you have to be learning all of the time if you want to get real insight into other people’s reality.

- Philippe Krakowsky, IPG and IPG Mediabrands
POLICY

A culture of care can only exist with the right framework to support it. By implementing policies of inclusivity — and more crucially, holding everyone across the organization accountable for following them — companies set the stage for a genuine shift in corporate culture.

case studies

Aflac Evolves Its “One-Shift-Fits-All” Approach

For years, Aflac operated on a standard five-day, 8-to-5 shift. However, in the face of its evolving workforce — about 70% of its employees are female, and many are working parents — the Fortune 500 company knew it was time to evolve its “one-shift-fits-all” approach. To better accommodate the needs of its employees and empower them to take a more active role in shaping their work lives, Aflac began offering alternate shifts and compressed schedules (e.g. a 4-by-10 work week, where employees work four 10-hour days, with three days off per week), along with focus groups and other channels to discuss workplace issues. [1]

Solution for Change:
Aflac believes that if it takes care of its workers, those workers will take care of the business. The success of its flex program gives credence to this strategy; since its implementation, employee turnover — which can be very costly to the business — has reduced significantly. In Aflac’s call center, for example, employee retention has increased from 87% to 94%. [2]

Retention rates of employees has increased since Aflac implemented a flex program.
Salesforce Meets Its Diversity Shortcomings Head-On

The vast majority of Silicon Valley startups are predominantly white and male in terms of employee makeup, and Salesforce is no exception: the company’s workforce is about 70% male overall, with women holding just 20% of tech roles and 15% of leadership roles. To change this, Salesforce implemented Women’s Surge, a program that identifies female employees and gives them more access to leaders within the company. CEO Marc Benioff also stipulated that every company meeting include at least 30% women. [3]

Solution for Change:
Salesforce has a history of meeting its diversity shortcomings head-on; in 2016, it famously spent $3 million to correct gender-pay disparities. Two women who were part of Women’s Surge — Leyla Seka and Cindy Robbins — spearheaded that initiative, and they credit the empowering conditions at Salesforce for making this progress possible. [4]

The Hood Incubator Partners with Eaze to Foster an Equitable Cannabis Industry

In the $8 billion legal cannabis industry, people of color make up less than 5% of founders and business owners. The Hood Incubator, an Oakland-based nonprofit, and Eaze, an on-demand marijuana delivery startup, joined forces to address this gap and ultimately, turn marijuana into an industry that black and brown communities can benefit from. The partnership focuses on social justice and economic development, holding local workshops to demystify the cannabis business application process and hosting criminal record expungement clinics. [5]

Solution for Change:
As the cannabis industry grows and evolves at both local and national levels, The Hood Incubator and Eaze are empowering people of color — including its community of 2,000 members nationwide — to be an informed and involved part of the movement. By fostering collective power through political action and community organization, it is putting inclusivity at the heart of this budding industry.

Source:
ORGANIZATIONAL STRUCTURE

To drive business growth — both internally, through inspired and empowered employees, and externally, through a diverse and market-representative mindset — companies must have an inclusive organizational structure in place. The first step is to put policies into place that promote mutual respect and provide equal opportunities across the business.

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La-Z-Boy Uses a New Office as a Catalyst of Change

When it moved offices, La-Z-Boy used the physical upgrade as a catalyst of change for the company’s culture. It looked at the new workspace as a blank canvas upon which it could create new organizational goals centered around inclusivity. La-Z-Boy executives spearheaded company-wide focus groups to determine how to improve communication, provide more flexible working conditions, and foster engagement among employees. They then put these insights into action, incorporating them into the new building’s design and ultimately creating a thoroughly modern workplace that empowers its employees. [1]

Solution for Change:

La-Z-Boy’s new headquarters are an embodiment of its cultural transformation. By engaging employees in its development, it turned them into active players in the transformation and, as a bonus, created a workspace that supports the evolution of the company’s culture.
Deloitte Nixes its Traditional Diversity Programs

Deloitte is radically rethinking its approach to inclusion. It is nixing its traditional diversity programs, which were based around gender, race, and sexual orientation, and instead implementing inclusion councils, which recruit employees from a range of viewpoints to tackle diversity issues. Deloitte Inclusion Councils aim to get buy-in from the wider company, particularly the older, white males who still make up the majority of leadership positions. By engaging everyone in these issues, Deloitte hopes to create a ubiquitous culture of inclusion within the organization. [2]

Solution for Change:
Giving majority demographics a starring role in diversity initiatives might seem counterintuitive, but getting everyone on board — not just the minority groups they affect — creates a widespread and lasting culture shift towards inclusion.

Heath IQ Builds a Company Culture That Counts

As co-founder and CEO of Health IQ, Munjal Shah is focused on creating a company culture that counts. It begins in each employee’s interviewing stages — a process he is still heavily involved in, despite the growing headcount — and continues throughout their career at the company. In an effort to democratize mentoring, Shah hosts weekly office hours during which any employee can schedule a one-on-one with him. Health IQ also celebrates every individual during daily, company-wide standups, where each employee shares their accomplishment of the day. [3]

Solution for Change:
By building strong foundations of inclusivity, Health IQ has created a company culture that can scale. Even in the face of rapid company growth, employees still feel involved, recognized, and supported. As Shah notes, “The best culture is a fertile ground where other positive things can grow.”

39% In a recent survey, 39% of respondents said they would leave their current employer for a more inclusive one. Over 23% of respondents already had. [4]

80% According to a recent study, 80% of professionals say that inclusion is important when seeking an employer. [5]

“The best culture is a fertile ground where other positive things can grow.”
- Munjal Shah, co-founder and CEO, Health IQ

SOURCES:
For a culture of care to flourish, people must relate to and empathize with each other, regardless of factors like gender, sexuality, race, or creed. A considered approach to inclusion will combat historical unconscious and conscious biases and, ultimately, foster mutual respect among employees.

case studies

Google Tackles the Global Diversity Gap

Instead of taking a single, top-down approach to close its significant diversity gap, Google is turning inwards and outwards. In 2013, it launched Unconscious Bias @ Work, an internal training program that gives employees a common understanding of inclusion issues and a platform to talk about them. Employees are encouraged to devote 20% of their time to initiatives aimed at fostering inclusivity and hiring more women and minorities through Google’s Diversity Core program. It has expanded its efforts externally, with programs like “Google in Residence” (which embeds engineers in historically black colleges) making tech education — and by extension, careers — more accessible to minority communities. Google cites transparency as one of the key drivers to achieving workforce diversity, and has a comprehensive website that details its inclusion initiatives and their results. [1][2]

Solution for Change:
Google doesn’t just want to close its own diversity gap; it also wants to tackle inclusivity issues in the wider world. By better engaging its existing talent pool and providing effective community outreach programs, the company is both improving its own business practices and making careers in technology more accessible to a diverse range of people.

Airbnb Asks the Right Questions

How can you design for everyone without understanding the full picture? The answer, asserts Airbnb, is that you can’t. They partnered with journalism startup News Deeply to create Another Lens, a toolkit that designers can use to address unconscious biases. The questions posed in Another Lens, which are centered around the pillars of “balance your bias,” “consider the opposite,” and “embrace a growth mindset,” serve to shake up traditional ways of thinking and, ultimately, deliver more inclusive design practices. The toolkit is used by Airbnb’s own team, but it is also available to the general public via an online portal. To further its inclusion efforts, Airbnb also hosts a weekly panel in which Airbnb hosts from around the world provide feedback about the company’s products and services. [3]

Solution for Change:
By asking the right — and oft-unasked — questions, Airbnb’s designers are challenging their own unconscious biases. Not only does this yield more a more inclusive design process, but also offerings that better serve a diverse set of customers.
Organizations with inclusive cultures are 6 times more likely to be innovative, anticipate change, and effectively respond to change. [5]

“An inclusive culture is healthy because you get a diverse set of thinking. There’s nothing more dangerous than surrounding yourself with people that think exactly like you. That’s where ideas start to stop.”

- Dave Roter, The Players’ Tribune

Square Trains All its Employees to be Allies

Too often, marginalized members of a company are left to fight their corner. Square wanted to take that burden off them and instead turn everyone in the room into an advocate for inclusion. Its ally training sessions are designed to educate employees about discrimination and unconscious bias, and give them the tools they need to stand up and speak out against oppression and discrimination when they witness it. Square has plans to make ally training mandatory for every manager and include it in its onboarding process down the road. [4]

Solution for Change:

Square isn’t taking a band-aid approach to marginalization; it wants to create a culture deeply rooted in inclusivity. Through its training sessions, it is giving its employees a nuanced understanding of the issues facing their minority counterparts and arming them with the knowledge and tools they need to be effective allies.
“Creating a diverse workplace culture has to be a daily practice, it has to be a conscious effort.” - EJ Galang, MullenLowe London

“Be humble enough to realize that you’ve got to be learning all of the time if you want to get real insight into other people’s reality.” - Philippe Krakowsky, IPG and IPG Mediabrands

“You need to tell people what they can do differently and give them an opportunity to practice the behaviors that you want them to enact. We’re often educating people but we’re not actually changing their behaviors.” - Dr. Eden King, Rice University

“I remember when one of first men at Twitter took paternity leave. It wasn’t an easy decision but over time it started to become the norm. Someone had to step up and then others followed.” - Dave Roter, The Players’ Tribune

“Corporate culture is based on masculine energy. It is often compartmentalized, linear and hierarchical. Women are bringing communal energy and empathy. They have a multi-dimensional, interactive style of leadership, based on relationship, communication and information sharing.” - Brigit Ritchie, WE

“Inclusivity in the workplace is letting people voice who they are, embracing and respecting how unique each person is, and staying committed to that” - Dr. Paola Cecchi-Dimeglio, Harvard Law School and Harvard Kennedy School
“One of the things that makes an inclusive company is you can feel their values permeate every part of the company. It's not a P.R. message. It's actually how people live. It's how we make decisions.”

- Nilka Thomas, Lyft

“Inclusion is not about having affinity groups. It’s not about having the Latina group, the African American group, the LGBTQ group. That does not make people feel more included. What’s making people feel more included is when they get to travel, have opportunities, be on large accounts, and run very important pieces of the business.”

- Lauren Wesley Wilson, ColorComm Inc.

“There should be a perception from the beginning that women can do anything in any industry they want to be a part of.”

- Ann Rosenberg, SAP

“The unintentional slights that many colleagues experience can be really demoralizing and ultimately derail careers. So, you have to sweat, respect, and own, the small stuff.”

- Philippe Krakowsky, IPG and IPG Mediabrands

“We have the same needs at work as we do at play. Often, the emphasis on quality relationships is put on those outside of the workplace, but we are trying to bring it back because it affects the quality of our lives.”

- Court Roberts, WE
**Culture: Toolkit for Action**

1. **Redefine the rules.** Identify existing policies — particularly those that have been in place for years — 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.

2. **Hand women the mic.** “Manterrupting” is often overshadowed by its more ubiquitous counterpart (“mansplaining”), but it is an equal scourge of workplaces. A multitude of studies have shown that women are interrupted more frequently than men, and that they are less apt to speak up in the workplace. Address this by ensuring that women are present in meetings and proactively giving them opportunities to contribute.

3. **Create a space where inclusivity can thrive.** 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.

4. **Rethink 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.

5. **Stay involved.** It can be tempting to delegate inclusion initiatives, but for them 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 standups build strong foundations for a culture of care.

6. **Look inwards and outwards.** Don’t solely focus your inclusion efforts within the confines of your company; see how they can also effect change in the wider world. Not only does this better engage your existing talent pool, but it also paves the way for more diverse hires down the road.

7. **Challenge your unconscious biases.** Everyone has unconscious biases, but not everyone is willing to meet them head-on. Force yourself to do just that by asking tough questions and soliciting feedback from colleagues and customers.

8. **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.
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.
overview

An inclusive workplace is better in, arguably, every way: it attracts better employees, elicits a better performance from them, and, ultimately, yields better bottom-line results. However, if inclusion initiatives are to transcend rhetoric and actually cement themselves within the workplace, leadership must take charge. It is up to leaders to not merely support, but spearhead, these initiatives for them to be truly successful. In a Boston Consulting Group survey of 171 companies, two-thirds reported that visible commitment of senior leaders is most effective in promoting gender diversity at a management level.\cite{1} During a panel at Advertising Week 2017, Heather Brunner, CEO of WP Engine, underscored how important it is to have executives engaged in inclusion initiatives: “We as business leaders have a role to play in breaking the cycle. To have true inclusion, all voices need to be on the table.” \cite{2}

The payoff is significant: David Thomas, Professor of Business Administration at Harvard Business School, calls the most effective organizations ones that “don’t simply use their diversity in order to have legitimacy with clients, but use their diversity to increase the cultural competence of their workforce, writ large.”\cite{3} The numbers confirm this; Deloitte Australia research shows that inclusive teams outperform their peers by 80% in team-based assessments, while a Bersin by Deloitte study found that inclusive organizations have 2.3 times higher cash flow per employee over a three-year period than their non-inclusive counterparts.\cite{4}

p. 77 Conscious Mindset
p. 80 Communication
p. 83 Goal-setting
p. 85 Accountability

SOURCES:
Leadership must play an active role if diversity and inclusion objectives are to be achieved. Effective leaders foster a conscious mindset, communicate and model equality values, and hold the rest of the company accountable for embodying them, too. The result is not just a representative workforce, but also a company that is able to effectively connect with their customers and better serve the wider world.

THE CORRELATIONS BETWEEN DIVERSITY AND PERFORMANCE IN 2014 STILL HOLD IN 2017 [1]

Likelihood of financial performance above national industry mean by diversity quartile

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15 TRAITS OF INCLUSIVE LEADERS HAVE BEEN IDENTIFIED [2]

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The six signature traits of an inclusive leader

**COGNIZANCE**
Because bias is a leader’s Achilles heel

**COURAGE**
Because talking about imperfections involves personal risk-taking

**COMMITMENT**
Because staying the course is hard

**CURIOSITY**
Because different ideas and experiences enable growth

**CULTURAL INTELLIGENCE**
Because not everyone sees the world through the same cultural frame

**COLLABORATION**
Because a diverse-thinking team is greater than the sum of its parts
THE LEADERSHIP STYLES MORE FREQUENTLY USED BY WOMEN ARE CONSIDERED TO BE THE MOST EFFECTIVE IN ADDRESSING THE GLOBAL CHALLENGES OF THE FUTURE [3]

Which of the nine leadership behaviors would be most effective in addressing the challenges of the future?

<table>
<thead>
<tr>
<th>types of leadership behavior</th>
<th>top executives’ ranking behaviors as most effective in addressing future challenges</th>
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<tr>
<td><strong>WOMEN AND MEN APPLY EQUALLY</strong></td>
<td><img src="chart" alt="Intellectual stimulation" /> 62%</td>
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<tr>
<td><strong>WOMEN APPLY SLIGHTLY MORE</strong></td>
<td><img src="chart" alt="Inspiration" /> 61%</td>
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<td><strong>WOMEN APPLY MORE</strong></td>
<td><img src="chart" alt="Participative decision making" /> 57%</td>
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<td><strong>WOMEN AND MEN APPLY EQUALLY</strong></td>
<td><img src="chart" alt="Expectations and rewards" /> 57%</td>
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<td><img src="chart" alt="People development" /> 38%</td>
<td><img src="chart" alt="Role model" /> 34%</td>
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<td><strong>MEN APPLY MORE</strong></td>
<td><img src="chart" alt="Efficient communication" /> 23%</td>
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<td><img src="chart" alt="Control and corrective action" /> 18%</td>
<td><img src="chart" alt="Individualistic decision making" /> 12%</td>
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Women tend to use 5 of the 9 types of leadership behaviors that improve organizational performance more often than men do... ...and therefore having a critical mass of women applying these leadership behaviors improves the organization's performance on five dimensions.

**SOURCES:**
2) Bourke, J., Dillon, B.: The six signature traits of inclusive leadership: Thriving in a diverse new world (2016).
"Being a good leader is allowing others to be leaders either today or tomorrow. You can only succeed by helping others and by giving."

- Dr. Paola Cecchi-Dimeglio, Harvard Law School & Harvard Kennedy School
CONSCIOUS MINDSET

To create a truly inclusive workplace, leaders must first foster a conscious mindset. Purpose-driven leadership trickles down to a purpose-driven workforce; by going beyond performance objectives, employees are able to connect on a deeper level and work together towards a compelling cause.

case studies

easyJet’s CEO Takes a Pay Cut

Johan Lundgren is getting a 4.6% pay cut — at his own request. The new CEO of easyJet sought board approval to reduce his salary so it would match that of his [female] predecessor, Carolyn McCall. This is part of the company’s efforts to address its gender pay gap of 51.7%. It is also addressing the wider issue, which is that the vast majority of its pilots, who earn significantly more than other employees, are male. In an effort to right this inequality, easyJet has set a target that a fifth of all its new pilots be female by 2020. [1]

Solution for Change:

By requesting a salary reduction to achieve parity with his predecessor, Johan Lundgren is making a statement: easyJet takes its equality initiatives seriously. His actions demonstrate that the company is dedicated to closing the gender pay gap at every level, from the cockpit to the corner office.
PwC Opens a Dialogue about Diversity

Tim Ryan started his role as the US chairman of PricewaterhouseCoopers the same week that Alton Sterling and Philando Castile were fatally shot by white police officers. He threw his 100-day plan out the window and instead set about making race and diversity issues a part of the conversation not just at PwC, but all Fortune 500 companies. It started with a small action (a thoughtful letter sent to all PwC employees, addressing that week’s tragic events) and has expanded into initiatives such as ColorBrave (a series of company-wide panel conversations about race), anti bias training sessions, and the CEO Action for Diversity and Inclusion (a CEO-driven business commitment — spearheaded by Ryan — to advance diversity and inclusion in the workplace). [2]

Solution for Change:
Tim Ryan is looking at the bigger picture when it comes to diversity and inclusion. By taking considered action within PwC, and getting other executives thinking and talking about inclusivity initiatives in their own companies, Ryan is hoping to effect real change in the business world.

Eileen Fisher Delivers on Her Designs of Inclusivity

Designer Eileen Fisher has sewn inclusivity into her eponymous clothing line since day one. In 2005, she sold the $300 million company to her employees through an employee stock ownership plan. As she notes, “The ESOP is an extension of what I always wanted for my company: a sense of inclusivity. My employees run the business, and they deserve to own it.” In addition to internal initiatives, she is also using her clothing to promote messages of inclusion: her Fall 2017 campaign featured not models, but a diverse set of women. A quote from each subject accompanied their photo, along with a single word that they associated with power. [3][4]

Solution for Change:
By expanding her focus from profit to making a positive impact, Eileen Fisher has become a powerful champion of women — from her own employees to the women all over the world who wear her clothing. Prioritizing inclusion initiatives both big (the ESOP, for instance) and small (meetings take place in a circle, so everyone feels empowered to speak up), have created a genuine culture of care at the company.

64% of female executives say the reputation of CEO influences their decision to stay at company. [5]

Sources:
COMMUNICATION

Communication is key when it comes to creating cultures of care. By clearly defining a company’s core and equality values, embodying those values themselves, and, crucially, articulating those values to employees so they can align with and support them, leaders demonstrate why inclusivity is imperative for both the business and its workforce to thrive.

BC Pension Corporation Takes Inclusion to the Airwaves

When BC Pension Corporation kicked off an ambitious nine-year business transformation plan, it wanted to ensure that its employees felt informed and empowered throughout the period of change. To do this, the company provided regular updates through a variety of mediums, from open forums to coaching sessions. One of its more innovative approaches is a series of internal podcasts. In “At the Table with Laura,” CEO Laura Nashman chats with experts about business transformation. “StaffCast,” meanwhile, is hosted by members of the internal communications team and features employees’ perspectives on the changes taking place. [1]

Solution for Change:

BC Pension Corporation realized that business transformation could be a confusing and potentially disconcerting prospect for its employees. By taking a varied and democratic approach to internal communications — and embracing innovative tactics, such as podcasts — it ensures that everyone gets to be a part of the conversation.

“...The collective approach to D&I initiatives is the rallying cry that often gets everybody on the same page in terms of where we’re going and why it’s so important.”

- Nilka Thomas, Lyft

Laura Nashman
Baystate Health Builds Camaraderie through Film

Executive leadership can often seem inaccessible, especially at larger organizations. So, when Mark Keroack joined Baystate Health as CEO, the communications team took a proactive approach to ensure that everyone at the 12,000-person company got to know their new leader. The result was “2qMK” (Two Questions for Mark Keroack), a video series that featured the CEO answering two employee-submitted questions at a number of Baystate locations. Not only does this series help employees connect with Keroack, but it also fosters a feeling of inclusivity across the company by covering company-wide issues and showcasing various facilities. Feedback from the employees is positive, with the majority reporting that the videos help them learn something new about the organization or Keroack. [2]

Solution for Change:
Although the sheer size Baystate Health prevents Mark Keroack from individually meeting each of his employees, “2qMK” opens up lines of communication. Through the video series, he stays informed about the issues on his employees’ minds, and his employees get to know their CEO better and feel more connected to the organization.

Less than half of all workers see managers taking advantage of the diverse strengths of their teams or considering a diverse lineup of candidates for open positions. [4]

Ronin8 Gets Candid about Strengths and Weaknesses

As founder and CEO of Ronin8, Peter Holgate is committed to building a work culture that is, as he puts it, more emotionally intelligent than himself. All employees at the company complete a questionnaire to determine the areas where they excel, and then put their top and bottom talent patterns into a public spreadsheet. Armed with this knowledge, employees are better equipped to navigate their own weaknesses and collaborate more consciously with their colleagues. As for Holgate, he is candid with new hires about his personality traits and consciously surrounds himself with people who compensate for his own shortcomings. [3]

Solution for Change:
Everyone has shortcomings, but not everyone is willing to acknowledge them as candidly as Peter Holgate. By opening up a dialogue, he and all his employees are better able to play up their strengths and manage their weaknesses and, ultimately, create a more inclusive workplace.
GOAL-SETTING

Inclusion doesn’t happen overnight. It takes time to time to assess the current landscape at your company, identify areas for improvement, and develop the right strategies to achieve and sustain inclusion. To create a formula for success, it is critical to remain true to company values and set transparent goals that the whole business can get behind.

**case studies**

**Pinterest Sets Diversity Goals That Matter**

Pinterest didn’t just set ambitious goals to increase diversity within the company, it also shared them publicly. By publishing these annual goals and results, the company both holds itself accountable for its initiatives and provides insights that other companies can learn from. In lieu of quick fixes to hit its diversity targets, Pinterest took a considered and continually evolving approach. For instance, it realized that having women in senior engineering positions was equally, if not more, important than sheer volume of female hires. So, it adjusted its goals and instead of hiring women for a spate of junior engineering roles, focused specifically on hiring senior women from a smaller talent pool. While this yielded lower hire rates, it set up the company for long-term success. [1]

**Solution for Change:**

By setting public goals for its diversity initiatives, Pinterest not only holds itself accountable for its progress, but also sets benchmarks for the technology industry as a whole. The company’s dynamic approach, changing goals and tactics based on feedback, ensures that its efforts towards inclusivity are sustainable and effective.

“I want to prove that women can be super successful. I want to change men and women’s mindset in the workplace. I want to show any woman around the world that ‘you can do it too.’”

- Sung-Joo Kim, Sung-Joo Group and MCM Holding AG
Intel Puts Its Money Where Its Mouth is

Intel set a goal to achieve “full representation” (a workforce that is representative of actual demographics) by 2020 — and it pledged $300 million to bring it to fruition. These funds are dedicated to expanding opportunities for those who are under-represented in the workforce, subsidizing everything from STEM programs at HBCUs to Employee Communities within Intel. To ensure that all Intel employees experience an inclusive workplace, Intel instituted the WarmLine, an online hotline to flag concerns and issues. As CEO Brian Krzanich said, “It’s not good enough to say we value diversity and then under-represent women and minorities. Intel wants to lead by example.” Lead by example it is: Intel is on track to hit its goal in narrowing the gap to full representation by 2020; 2017 saw an 84% improvement from the baseline set in 2014. [2][3]

Solution for Change:

Intel’s approach to inclusion isn’t based on quotas, but on smart strategies that ensure long term success. While the company is committed to hiring diverse talent, it is equally committed to retaining that talent, and has put internal processes in place that foster inclusivity and create a culture that lasts.

Starbucks Brews a Culture of Inclusivity

Starbucks is committed to fostering diverse talent at every level of the company. It has a goal to increase female and minority representation in top leadership roles by 50% by 2020. It is also looking at the next generation of workers; Starbucks is part of the coalition of companies behind the 100,000 Initiative, which is dedicated to providing career pathways to “opportunity youth” (16- to 24-year-olds who are not working or in school). Starbucks has committed to hiring 100,000 “opportunity youth” by 2020 and 10,000 refugees by 2022. This is a reflection of Starbucks’ commitment to inclusivity, both within the company and in the wider world. It already has strong foundations in place; Starbucks employees are called “partners,” and even part-time staff in the US receives stock options and health insurance. [4]

Solution for Change:

By championing equality at every level, from the boardroom to baristas, Starbucks is holding itself accountable to its inclusive workforce aspirations. Backing programs like the 100,000 Opportunities Initiative, it is not only committing to diverse hiring practices internally, but also encouraging other companies to tap into this oft-overlooked talent pool.

Sources:


84%
In 2017, Intel saw an 84% improvement from the baseline set in 2014.

66%
Approximately 66% of U.S. Starbucks employees are women; 43% are minorities.

[5]
ACCOUNTABILITY

Don’t just talk the talk, walk the walk. Hold yourself — and your company as a whole — accountable for inclusion initiatives, and regularly measure and report on their success. Not only will this show employees how their individual efforts are driving collective change within the organization, but it will also show consumers that you mean business when it comes to inclusivity.

The most important question to ask ourselves when we look at gender equality is whether we are solving gender equality challenges based on the past, present, or the future.

- Ann Rosenberg, SAP Next-Gen

Microsoft Ties Bonuses to Diversity Goals

After seeing a decline in female employees for the second year in a row, Microsoft knew that it was time to take action. The company kickstarted a number of initiatives, including a new program that tied the compensation of senior leaders to meeting diversity hiring goals in their respective departments. Progress at Microsoft has been slow but steady: from 2016 to 2017, female representation in technical roles increased from 17.5% to 19%, while women in leadership positions increased from 17.9% to 19.1%. [1]

Solution for Change:

Microsoft knows that merely setting diversity goals isn’t enough; you also need the buy-in of everyone at the company. While it works to ramp up female and minority representation, it also demands executive participation by holding them accountable for meeting their hiring goals.
case studies cont.

IPG Creates a Climate for Inclusion

Money talks. So, when IPG CEO Michael Roth set about increasing diversity within the company’s agencies, he decided that the clearest path to change was to set objectives, tie them to financial incentives, and hold people accountable. He made the goals achievable, but didn’t hesitate to penalize those who failed to meet them. One agency head who was penalized for not hitting his diversity and inclusion goals the first year went on to be the top performer in the subsequent year. To keep everyone on track, Roth also created a diversity council comprised of agency CEOs, which meets throughout the year to report on the success of diversity programs. Its efforts are paying off; since its diversity and inclusion programs were formally established in 2015, IPG has seen a steady increase in minority and female representation year-over-year. [2][3][4]

Solution for Change:
IPG realized that taking people out of ingrained hiring practices and getting them on board with diversity initiatives can be an uphill battle. By tying financial gain (or loss) to its executives’ success in these initiatives, it demanded their attention and participation.

Procter & Gamble Turns D&I Progress into a KPI

Setting diversity and inclusion goals is an important first step, but holding employees accountable for meeting them is what actually drives success. To that end, Procter & Gamble implemented a new performance review system that links executive compensation to diversity goals. In addition to meeting recruitment and promotion goals, executives are also evaluated based on whether they served as a sponsor of an employee resource group and acted a cross-cultural mentor. The company’s top performers are also awarded stock options that are linked to their diversity results. [6]

Solution for Change:
P&G made it a priority to have leadership play an active role in its diversity and inclusion initiatives. By tying compensation to executives’ successes in the realm of diversity and inclusion, the company not only holds them accountable, but also encourages them to take ownership in the process.

“Accountability filters down; with executive incentives dependent on meeting benchmarks for success, it has teeth. I always believe in moving the needle with clear targets.”
- Michael Roth, Chairman and CEO, IPG

78% of respondents now believe diversity and inclusion is a competitive advantage however, only 6 percent of companies actually tie compensation to diversity outcomes. [7]
“Gender equality is not only a force for good, it’s a force for growth.” -Marc Pritchard, Procter & Gamble

“Having a CDO makes sense – we wouldn’t leave any other key business issue without appropriate leadership and accountability.” -Philippe Krakowsky, IPG and IPG Mediabrands

“It’s about setting goals—whether that’s in your hiring, your pay practices, promotion statistics—and making sure that you understand what good looks like and then how you can work to achieve that.” -Nilka Thomas, Lyft

“Change happens within a company and within a culture when there is mutual understanding. It’s great that your company has diversity and inclusion values and goals - but - educating to ensure your employees commit to the process by understanding how diversity impacts their role, and how it impacts the success of the diversity goals is key.” -Dave Roter, The Players’ Tribune

“We need men, especially in management roles, to psychologically understand what holds women back, either externally or internally, so they can become the modern male leaders for the world we live in.” -Jenn Willey, Wet Cement

“To get people to show up, you have to have the CEO show up. Or the team leader. It needs to be a norm that is established both from the top and the bottom” -Dr. Eden King, Rice University
“It has to start with the leader. If you look at some of the Fortune 500 companies, you’ll find that those with women on the board tend to be more diverse more widely.” -Dr. Sumita Ketkar, Westminster Business School

“I’m a firm believer of affirmative action. You have to actively look for the diversity you want to achieve” -EJ Galang, MullenLowe London

“I know there are many reasons for inequality—politics, religion, generations of a certain way of living—but there’s nothing that cannot be solved. One of my biggest goals is to make sure that the issues we see in the workforce today, do not persist for the next generation.” -Ann Rosenberg, SAP

“You need to receive and to help others no matter their gender, sexual orientation, or race. Looking out for others will be an important driver for a company and its value.” -Dr. Paola Cecchi-Dimeglio, Harvard Law School and Harvard Kennedy School

“Stay vulnerable in your process with other women. There’s nothing more powerful than having somebody let you into the truth of what they’re going through. That means the wins, the victories, and also the struggle.” -Brigit Ritchie, WE

“I believe you can have a very successful career in finance as woman, a very happy family life, and a fulfilling life outside of both of those.” -Joan Solotar, Blackstone
leadership: toolkit for action

1. Walk to talk. Model all the diversity and inclusion initiatives you lay out. You will serve as an example to others, and encourage support from the wider company.

2. Start a dialogue. Conversations around diversity can be difficult, but they’re important. Create forums that foster open dialogues and drive real change. These can range from internal panel discussions to industry-wide committees devoted to fostering inclusivity.

3. Be creative. There is no uniform approach to communication. Determine what methods best resonate with your employees, pique their interest, and help them understand key messages and initiatives.

4. Manage weaknesses and play up strengths. Don’t treat shortcomings as a taboo topic. By candidly addressing weaknesses — including your own — you are better positioned to accentuate strengths and create an open and supportive culture.

5. Go public with your goals. Set public goals for diversity and inclusion initiatives. Not only does this hold you accountable for their progress, but also helps inform — and perhaps even inspire — the wider community.

6. Be dynamic. The path to inclusion is a winding route, not a straight line. Embrace this and keep an open mind, using new insights and lessons learned along the way to recalibrate your course as necessary.

7. Hire to retain, not check a box. Don’t let quotas inform your approach to inclusion. Instead, focus on ways to hire, empower, and crucially, retain diverse talent. By putting smart strategies in place, you create a lasting culture of care.

8. Demand executive participation. Whether you tie financial gain to performance in diversity initiatives, or require that they serve as sponsors or mentors, put policies into place that hold executives accountable for inclusivity. Not only does this top-down approach foster a culture of care throughout the company, but it also turns leaders into role models for inclusivity.
expert interviews
Sung-Joo Kim

Founder and Chief Visionary Officer, Sungjoo Group & Chairperson, MCM Holding AG
Please tell us about your role at Sungjoo Group and MCM Holding AG.

I thoroughly enjoy being an entrepreneur. Currently, I am the owner and chairperson of my company from which I created from scratch. I go by the title chief visionary officer because I don’t want to follow the rules or conform. I want to be authentic and true to myself and to why I created Sungjoo Group.

What are the greatest obstacles to female advancement?
In Asia there are less opportunities for female advancement and for women to grow into leadership roles in business. I think this is an issue in the west as well, and something that is now coming to the forefront. Women should focus on their individual strengths to compete in what is still very much a man’s world and continue to push boundaries to create our own future.

How do we overcome these challenges and get more women into leadership positions?
Instead of focusing on how women can improve, we need to approach the problem in a different way. What are new niche industries and jobs women can tap into? As a society, we are moving from a manufacturing-based industry, where brawn was important, to a knowledge-based industry, where knowledge and content matters so much more. Women have enormous power and advantage in this era.

At MCM, we have 1,200 full-time colleagues around the world from 34 different nationalities and as a company we are 70% women. That is why we excel. We are a successful team because each female employee makes an impact and they have come together to create a strong connection. Although from different cultural backgrounds and speaking different languages, these women have formed a very special sisterhood with a common mission.

What does it mean to create an inclusive work culture? What can leaders do to promote inclusivity in the workplace?
I regard business as a mission carrier over a money-maker. I want to make a difference in society. I am very purpose-driven. We are engaging in society a lot. 10% of my profits go to NGOs and women’s empowerment organizations.

All of my colleagues are regarded as my extended family and therefore I have to look after them. My company is very horizontal, very embracing. It is a big advantage. I earn their heart and they perform 1000%.

What is the business case for diversity in workplace? What value does it bring to companies?
Today, everything is mobile and e-commerce driven and this direction reaches far beyond national boundaries. Everything is 360. Consumers have access to companies anytime and anywhere, beyond your imagination. We are in a multicultural environment. More than gender, we have different nationalities, races, etc., which makes connectivity so crucial.

I should know, I have 16 offices around the world. My female colleagues always find it easy to bond. Women have a lot of similarities and empathies toward each other. They tend to have innate passion, deep commitment and more often than not have greater communication skills. We are in 40 countries and 504 stores, but all of MCM’s female employees continue to come together.

I have built a $600 million business. We are small in size compared to other fashion companies but have so many talented women who continue to run our business, providing exactly what our female consumers want year after year.

If you could make one change to help women at work, what would it be?
I want to prove that women can be super successful. I want to change men and women’s mindset in the workplace. I want to show any woman around the world ‘you can do it too.’

Ask her

WHAT IS THE FIRST THING YOU DO WHEN YOU WAKE UP?
Pray. I come from a very strong Christian background.

WHAT IS THE FAVORITE PART OF YOUR JOB?
Freedom to think. As the top person in the whole company, it is a freedom but also a big responsibility.

WHAT ADVICE WOULD YOU GIVE YOUR DAUGHTER AT HER FIRST JOB?
Be ambitious.
What value does diversity and equality bring to companies?
The value of equality is that equal representation, equal roles, equal voices, equal pay, equal respect leads to better innovation, better creativity, better collaboration, better business results.

If you think about it, half the population is women and half is men, so, it’s common sense that there should be equality. But it’s not equal. For example, it’s outrageous that women are still paid 20% less than men for the same job. McKinsey estimates from their 2016 study that closing the gender gap on economic participation, which includes equal pay, could add $28 trillion in purchasing power to the global economy. That would help markets grow, and that’s good for business.

We’ve also seen that gender-equal advertising that has accurate portrayals of women and girls and positively promotes gender equality performs better in equity, trust, relatability, and sales growth. So gender equality is not only a force for good, it’s a force for growth.

What is the role of businesses in impacting culture? How is P&G using its platform to advance gender equality?
People today expect brands to express their point of view on things like equality, diversity and inclusion, and environmental sustainability. They want to know the brand’s values, beliefs, and that the people behind the brands are committed to doing good.

We chose to use our voice in advertising to advance gender equality because P&G has household and personal care brands like Tide, Always, Olay, Crest, and Head & Shoulders that are used by 5 billion people around the world every day. Our advertising reaches people multiple times a day and the images and messages about people affect attitudes, perceptions and bias. As the world’s largest advertiser, we felt we had an opportunity and a responsibility to use our voice as a force for good when it comes to gender equality.

You have seen many examples of where we’ve done this, but the most prominent is Always ‘Like a Girl.’ The campaign changed attitudes, with 76% of people now thinking ‘Like a Girl’ is a positive expression versus 19% before. We also have SK-II ‘Change Destiny,’ which is taking on things like arranged marriages and the ridiculous notion that women have expiration dates if they don’t get married or have children by a certain age. Olay ‘Live Fearlessly’ takes on ageism across every age group. And brands like Tide, Ariel, Dawn, Swiffer, and Luvs show men sharing the load on household chores.
work and caring for families. All of these campaigns not only accurately portray women and girls, but express points of view that positively promote gender equality to change attitudes, perceptions and bias.

What has been the response from your customers since launching these campaigns?
Brands with advertising that positively portray women and promote gender equality tend to be brands that grow more. Always was languishing in mediocrity from both a creative and business standpoint, and after ‘Like a Girl,’ the brand started growing while also changing attitudes. We spend less than 5% of our advertising on ‘Like a Girl,’ but it has an outsized impact on positive sentiment for the brand.

Olay has historically been an ‘anti-aging’ brand, but we flipped the script to focus on living ‘fearless of age’. In both U.S. and China, with this campaign, that business is growing now in double digits. And SK-II is a billion dollar brand growing 30% a year with an empowering point of view that women can ‘change destiny’.

How are you working to cultivate an inclusive workplace where everyone is able to achieve their full potential?
It starts with a commitment 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, the Group President of North America, as the executive leader for gender equality. She is a business leader who has created the movement to ensure we get equality within our walls.

We act year-round. P&G is one of the largest sponsors of Lean In, with 4,000 women participating. We brought in 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. Their insights further inspired us to use our voice in advertising to promote gender equality. 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.

One of the most powerful things we’ve done is change our staffing approach. We realized we needed to be more intentional about placing women in top jobs. We have staffing councils at every level, including the executive talent council, that focus on the advancement of women so we can achieve gender balance at every level. Each business leader is accountable for results in their organization. Now, 45% of managers in the company are women, but we still need more work at the top executive level, and we won’t be satisfied until we have equality at every level.

What are the greatest obstacles to female advancement?
How do we overcome these challenges and get more women in leadership positions?
Bias. That’s why we need to be in intentional about assignment planning to make sure that when a role comes up, we always consider women for the position. Without that, gender bias will creep in.

We also need to make people aware of bias so they can understand it, mitigate it and take personal action. Everyone has bias. It’s a human condition where the brain makes ‘short cuts’ on decisions based on associations and memories throughout a person’s life. The stereotypical leader is viewed as a white Caucasian male, which is reinforced in movies, media, and advertising. We focus on making people aware of their unconscious bias and look past it. That’s why we’re using our advertising to promote gender equality — overcoming bias to make equality the norm.

And finally, leaders — at every level — simply need to make the choices and put women into leadership positions.

How do we garner more support for diversity and inclusion initiatives from people within companies?
When it comes to men, we have instituted a training called MARC™: Men Advocating Real Change. I love the name. It’s a program developed by Catalyst that helps men learn how to create effective partnerships, be more inclusive, recognize stereotypes, acknowledge unconscious bias, see their own privilege, and accept that equality is about sharing power, not about having power over someone else.

Another really important effort is creating industry-wide activities that bring companies together to collaborate on gender equality. The ANA #SeeHer movement has over 80 companies involved now. Free the Bid gets brands and agencies to consider at least one female director when shooting a commercial, since only 11% of commercials are shot by women. We work with the Female Quotient and Girls’ Lounge at major industry events to create awareness and invite other companies to join the movement. The more we have these collaborative efforts among companies, the more we can create a creative ecosystem that is equal. A gender equal creative world will produce advertising and content that more accurately portrays women and girls, and we will start seeing gender equality as the norm.
To start, please tell us how Free the Bid came to life. What is your mission with the Initiative?

Free the Bid was born from a realization that a systemic inequality was keeping my fellow women directors from being hired to direct ad campaigns. I became frustrated with being the first woman director that a brand had ever worked with, time after time. When confronted with statistics of just how effectively women were being shut out of the industry, I knew I had to do something.

The average consumer is exposed to 3,000 to 10,000 advertising messages a day, and over 94% of those are created and directed by men. On top of creating a constant brainwash of the male gaze, it is also keeping women filmmakers from sustaining themselves financially in a way that other male filmmakers get to do.

Free the Bid began as an intervention into the calcified, traditional triple-bid system — when ad agencies take the pledge, they commit to include at least one woman director’s pitch on every triple-bid commercial job. This does not mean that the women are guaranteed to be hired for the job; importantly, Free the Bid is not a quota system. When women are hired, it is based on the strength of their work and their vision for the project.

Although initially the initiative was founded to address triple-bid jobs in the advertising world, we have since expanded outward in every possible direction. We’re determined to work for opportunities for women in TV, film, innovation (VR, AR, AI, and more), and beyond. Our advocacy extends beyond just giving voice to women directors — we aim to create opportunities for women editors, DOPs, and women across all below the line roles.

Since your launch, we have seen many major brands and agencies make the pledge to Free the Bid. What has been the impact so far? What changes or benefits have your partners reported since taking the pledge?

The results reported by pledged agencies and brands have been groundbreaking. Agency BBDO reported in 2017 that since taking the pledge, “the number of female directors invited to participate in our bidding process has increased 400%,” while Michael Fassnacht...
of FCB Chicago reported that his agency had “included a female
director for consideration in 95% of our production bids,” since
pledging. Glenn Cole of pledged agency 72andSunny reported to
us that “half of our competitive triple bids in film and photo-
graphy were awarded to women,” in the time since their pledge was
instituted. We are encouraged by these initial results and feel that
our database of women directors from all around searchable by skill
set can transform any brand or ad agency that want to discover the
most untapped pool of talent in the world: women directors.

What has been the biggest resistance to taking the pledge?
How do you convince hesitant pledgers to commit?

Well, aside from outright misogyny, the biggest resistance to the
pledge is the fact that agencies are time-poor, and worried that they
will not be able to find the number of women directors needed for
their vast range of jobs. Some have misunderstood the pledge to be
a quota system, while others balk because of a perceived limitation
on their freedom and creativity. To this we say: creativity has been
limited for as long as women’s contributions behind the camera
have been systematically under-valued.

We have strategies for countering each points of resistance —
for agencies who are time-poor, we send out a massive quarterly
newsletter that rounds up work created by the women directors
with profiles in our filtered database. We gently remind agencies
that are worried about the pledge inhibiting their creativity that
Free the Bid is not a quota system, and that the diversity and
breadth of women on our site should be seen as a breath of fresh
air, rather than a constraint.

An effective strategy for getting agencies on board is to devel-
op relationships with major brands, who then in turn implement
the pledge across all of their agencies. If the client is behind the
mission, it definitely helps us move forward more quickly than we
would otherwise be able to.

Lately, brands are labelling diversity as a business objective,
putting pressure on agencies to hire more women and minori-
ties. What is the business case for increasing diversity in the
bidding process? Why is it not only the right thing to do, but
the smart thing to do?

By excluding the voices of half the population, marketers are
missing the chance to speak authentically to the group responsible
for 85% of consumer decisions. We’ve seen example after example
in recent years of advertising that alienates consumers because of
tone-deaf representation, created by non-diverse teams working
within White male echo chambers. Since we have evidence, at least
anecdotally, that women directors tend to bring a spirit of inclusion
that extends throughout their on-set decision making, Free the Bid is
an important first step toward telling on-screen stories that resonate
with audiences for all the right reasons.

The Free the Bid website includes a database of women
filmmakers, increasing the visibility of female creative talent.
What is the importance of highlighting these amazing women
in the push towards parity?

Our database of women directors, editors and DOPs is an essential
component of our mission. The pledge and the database formed a
two-pronged approach to inequality — the database supports those
who have taken the pledge by making it easy to find the exact right
woman to bid on any job, large or small, all over the world.

Highlighting the successes of the women in our database helps
increase their visibility. We’re constantly in “demented cheerleader
mode” for the women on the site — each week, we publish inter-
views with directors on our homepage, spotlight directors on our
Instagram account, publish exclusive quotes about new work from
directors on our Facebook, and post daily Twitter updates with up-
dates of their work and the state of inclusion and diversity across
the entertainment and advertising industries.

Hearing from women directors that we’ve made a difference in
their careers and lives is the most fulfilling part of this work; that’s
the reason I began Free the Bid in the first place, to create a mea-
surable change in the amount of work that women were getting

You have said you are committed to pulling up other women
in the industry. What advice would you give to female leaders
looking to help other women advance?

Find out how to make sure you’re not only helping white women.
Women of color and queer voices are what most industries are
missing the most. Build paths for women of color so they can walk
hand in hand while we ask for progress. We are stronger together
and none of us is free from male power structures until we are all
free.

Ask her

WHAT’S THE FIRST THING YOU DO WHEN YOU WAKE UP?
Try to stay off my phone long enough so I can remember my dreams.

WHO IS YOUR BUSINESS IDOL?
Donald Glover.

WHAT’S YOUR GUILTY PLEASURE AT THE END OF A LONG DAY?
Smelling my dog’s stinky breath.

WHAT ADVICE WOULD YOU GIVE YOUR DAUGHTER AT HER FIRST JOB?
If you love what you do it’s not a job. It’s a calling... And you probably deserve a raise.

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free.
How is Girl Scouts helping young girls envision their own path and achieve their goals?

Today, when all girls and their moms have mobile devices in their hands, we have to make sure that we can reach them and support them using mobile technology. But we don’t want girls just to be users of technology. We want them to be creators and inventors and designers of technology. A lot of our programming is focused on this, covering everything from coding to cyber-security.

Our robotics badges draw lots of girls because they want to know how sensors work. You see sensors in everything from Fitbits to Apple devices to credit cards — they all have chips for sensors. Girls want to know, how do you program them? What kind of impact do they have on our lives? We’re teaching girls basic, hands-on skills so they have a solid foundation for becoming the tech creators of the future.

I’ll tell you a story. A few weeks ago, I met a girl in New York and she is in the process of earning all of our STEM and robotics badges. Of course, as an engineer, I said to her, ‘Oh, what kind of engineer are you going to be?’ and she said, ‘I’m not, I’m going to go into fashion.’ I said, ‘Fashion?’ And she said, ‘Yeah, because I want to create the first brand of fashionable wearable technology.’

What are the valuable lessons girls learn as a Girl Scout that prepare them to be a strong leader in the workplace?

One, we teach them basic civics. We serve girls from age five all the way to eighteen. By the time our girls are in high school, they’re doing things like working to pass laws. One girl in New Hampshire is trying to stop child marriage. In several states, our Girl Scouts have banned smoking in cars. They take action. They understand how
systems work and what they can do to make a change.

There is a sense of advocacy that we instill in girls from an early age. When you learn how things work, you understand how to effect change in your community, and that change doesn’t stop in the community; it reverberates outward.

This also happens in business. Girl Scouts helped me succeed in corporate America. I learned how to work with others, how to project manage, how to provide good customer service, how to have character when faced with business setbacks. Girl Scouts also gave me access to valuable mentors. In my Girl Scout experience, there was always a caring adult around to provide support and encouragement. I later went into the technology field and technology was hard. There weren’t many “caring adults” around. I remember looking around and seeing all my fellow male engineers being mentored and guided and tutored. I looked around like, “Hey, who’s helping me?” A lot of women feel like if they ask for help, they’ll be seen as imposters, but in Girl Scouts you’re not afraid to ask for help because you realize that’s part of the learning process.

Why should companies be focusing on getting more girls and women into the workplace?
Technology and data are transforming everything we touch and do. And half of the users in the world are women. So what happens if women don’t get to be part of the creative process behind the things being designed?

Think about a mobile device. In the not-too-distant future, that’s going to be your doctor in your pocket. Your earbuds are your sensors. It’s so important to make sure that there are women helping design these things because women factor in things that men don’t think about. I’ll give you an example. The photo recognition software I use has a feature that does facial identification, and because I have short hair, it always recommends all these images of men. That’s because some coder sitting behind a desk unconsciously coded from their mindset, which tells them that “short hair” equals “male.”

50% of the world is being left out. We want to make sure that girls can code, girls can design, girls can be lawyers, girls can be product makers and marketers, and that every step of the way, no matter what industry they go into, they are identifying problems and asking the right questions.

How do girls benefit from being a part of the Girl Scout community?
When Girl Scouts in smaller communities come together, there’s so much power in that. They see they are not alone. There are other girls who have the same kind of interests.

I was just talking to a Goldman Sachs executive, and she said what she loved about Girl Scouts is that it allowed her to be nakedly ambitious. She could proudly wear all of her badges. In the rest of her world, that was not encouraged. Girl Scouts allows you and encourages you to explore your full potential.

How do you recognize and foster interest in STEM fields?
The dominant group in STEM has historically been men, so they tend to teach computer science, coding, and technology from a male perspective. So how do you get five- and six-year-old girls interested in coding? We start with a “binary bracelet” activity, because all codes are comprised of zeros and ones. And this activity doesn’t even require any kind of tech device, just beads and string. We say that zero is a yellow bead and one is a blue bead. Then we give the girls a chart showing each letter of the alphabet represented by a specific series of beads. Then we have the girls create a bracelet with their initials. It’s what we like to call “fun with purpose” — they get to do a beading exercise and they have learned coding.

When we teach about networking, we get the girls in a circle and get a strand of yarn. Then we say, “Pass the yarn to someone and share a story.” Before you know it, they’re passing the yarn all over and they see how it crosses from one person to another across the circle. That’s networking without boring internet protocols.

At Girl Scouts, we are the girl experts. We get girls interested in STEM because we know how they relate to these subjects. Almost all of our STEM programming starts with the question, “How will this enable you to help people?” We know that the vast majority of girls care most about using technology to help people, to make things better, to improve lives.

How do you encourage girls who are interested in science and math to pursue a career in STEM?
The number of women in technology that were Girl Scouts is very high. I think that’s because we don’t just give girls the skills, we give them the confidence and the opportunities to take the lead. And we encourage them to pick themselves up when things don’t go well, dust themselves off, and try again.
What value does diversity bring to companies? Why is it not only the right thing to do, but the smart thing to do?

If it’s still the case that at some companies, or industries, people have yet to come to grips with the business case for D&I, that’s pretty discouraging.

At IPG, we’ve been clear for some time that there’s a benefit for us (and our clients) when we have leaders, and when our business draws on insights, that reflect the broadest possible range of perspectives and experiences. Ultimately, diversity, equity, and inclusion are real differentiators for us, and they drive real value. That’s why we’ve invested meaningful resources behind our D&I efforts over the long run, and why it’s a top priority for our senior management team.

Of course, given how deep and systemic the issues are, there’s still a lot to be done. But it’s pretty obvious that the kinds of ideas that an organization can produce are much more powerful when you combine subject matter experts with people from diverse gender, cultural, racial, and ethnic backgrounds (as opposed to just more of the former — with too many experts or specialists, you often get just the safest, most homogeneous kind of thinking). That’s true whether you’re talking about generating creative ideas, or doing complex, technical problem-solving. In a business like ours, that requires innovation, agility and a global mindset, that’s a fact that’s going to become increasingly difficult for companies to ignore.

How has your strategy to diversity and inclusion changed over the ten years IPG has been committed these efforts? What do you predict for the future?

We’ve been at this long enough to have a track record of successes (as well as the opposite) from which we try to learn and build. This allows us to identify specific pain points within the organization, which we then cross-reference against external research. While our D&I leadership is always looking into new approaches and tools that we can add to the mix, whether in terms of training or technology, there are some basics that we’ve always thought of as foundational.

First off, we’ve always tied D&I to our senior executive compensation plans. That seems obvious, but many companies don’t do it. This not only gets people’s attention, it holds them accountable for making diversity as much of a priority as we do. We also have a robust climate for inclusion survey, and the results help us assess areas where we’re making progress, those that still need attention, as well as hot spots that require more immediate or forceful intervention.

Of course, as a holding company, we recognize that every one of our agencies has its own culture, level of resources to allocate, and different areas of focus within D&I, so we need to strike the right balance between centralized and local input. But we have increasingly come to realize that there’s a lot of benefit to being more
prescriptive about our expectations for the kinds of activities that can make the biggest impact, which means that I think we’ll see a bit more of that approach going forward.

How are you working to cultivate an inclusive workplace where everyone is able to achieve their full potential? What behaviors and policies are essential to success?

Wow. Those questions cut across a huge amount of territory. On a personal level, I think leaders just have to listen more, and better, than ever before. Also, to be humble enough to realize that you’ve got to be learning all of the time if you want to get real insight into other people’s reality.

Whether it’s by virtue of background, age, or position, it’s difficult for most of us to fully realize the ways in which traditionally marginalized or under-represented groups experience the workplace (or the world, for that matter). We all have to remember that our intentions are not necessarily going to mitigate how what we say or do affects others. And while the really egregious behavior should be pretty clear to almost anyone with a basic sense of humanity and decency, the unintentional slights that many colleagues experience can be really demoralizing and ultimately derail careers.

So, you have to sweat, respect, and own, the small stuff.

At a macro, policy level, I’d say the biggest challenge is checking on your talent management processes (and actual practices) to ensure that they’re as objective as possible. That can be a real eye-opener. Then there’s doing enough research to have an informed understanding of what your talent’s experiences are like, through the lens of their identity, and what career barriers and enablers are for members of different groups. We’ve found that giving and getting feedback can be a real challenge when people are talking across a diversity divide. Training on that can really make a difference. Finally, we always check back on trends in terms of actual upward mobility and staff turnover, to see whether our efforts are having an impact on the ground.

What are the greatest obstacles to female advancement? How has IPG overcome these challenges to advance more women into senior positions?

Our overall senior and executive representation in the US actually is slightly higher than the industry and definitely much higher than the US workforce. But it’s fair to say that some of our agencies do very well in this regard, and others are still not where they need to be.

The high level issues are quite similar as for other groups that were traditionally denied access to the highest level opportunities, which is to say that there are systemic obstacles baked into society and culture. Of course, specific circumstances are what really require attention, such as a career stage, or family caregiving needs (it’s not just moms who need support, we have women who are caring for their children and their parents as well, or sometimes just the latter). You have to address race, ethnicity, and sexual orientation too. And, in certain countries, there’s real stigma attached to women who work, or those who achieve in the workplace.

Our success to date reflects the fact we haven’t looked for a silver bullet to solve these problems, but have looked at every situation on the merits. We’ve been relentless, and also vocal about the need to get this right.

IPG has goals and objectives for leadership in your agencies to improve diversity in hiring. How do you hold managers accountable? Why are metrics necessary to advancing equality in the workplace?

Not sure how you’d make accountability work without metrics. For us, managers are held accountable based on the standards and criteria set within each agencies. We push these goals down through each CEO, with focus on workforce diversity metrics, including representation, hires and promotions. We prioritize management because that’s where our pipeline is generally weakest. And we factor in the quality of programmatic initiatives at each organization.

IPG was the first industry holding company to hire a diversity officer and supplier diversity director. What is the importance of creating these dedicated positions and how do you ensure their effectiveness?

Since D&I matters to us, it warrants senior management focus. That means that having a CDO makes sense — we wouldn’t leave any other key business issue without appropriate leadership and accountability. We ensure effectiveness because this is truly top down, from the Board of Directors, whose members have clear points of view and stay on us to follow up, and also because Michael and I own this personally.

Heide Gardner, our CDO, has been granted the agency and authority to set the broader vision for our efforts. She also has significant resources at her disposal, notably a team with subject matter experts, and even an analytics and compliance manager. It’s impossible to do this without allocating sufficient resources.

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**Ask him**

**FIRST THING YOU DO WHEN YOU WAKE UP?**
Sadly enough, like most people, I check my phone. These days, the news before even getting to my e-mails.

**COMPANY YOU WISH YOU HAD STARTED?**
None really come to mind. Maybe Pixar. Guess the fact that’s a hard one for me to answer is because I actually really like what I do, and where I get to do it.

**ADVICE YOU’D GIVE A YOUNG GIRL STARTING HER FIRST JOB?**
Doesn’t entirely feel like that would be my place. I’d rather make sure we have a company and a culture where there are plenty of women leaders and role models to help that young woman starting out her career. But, if I had to give you an answer, it would be ‘never stop asking questions,’ plus what I tell our daughter, which is to speak up, often, and with conviction.
Please tell us about SAP Next-Gen.

SAP Next-Gen is a purpose-driven innovation university and community aligned with SAP’s commitment to the 17 UN Global Goals for sustainable development, and supporting SAP’s 388,000+ customers across 25 industries in over 180 countries. The community leverages 3,500+ educational institutions in 113 countries, 100+ SAP Next-Gen labs/hubs at universities and at partner and SAP locations, 26+ SAP Next-Gen Chapters, as well as startups, accelerators, tech community partners, venture firms, futurists, and purpose-driven institutions. The community also leverages SAP’s 100+ innovation and development centers and SAP’s network of 17,000+ partner companies.

Together with The Female Quotient, we are setting up Girls’ Lounges at university campuses around the world so we can inspire women to pursue STEM at a very early age. We have a strong focus on making sure women are represented in this huge innovative network. It’s important to start the conversation at universities.

The most important question to ask ourselves when we look at gender equality is whether we are solving gender equality challenges based on the past, present or the future, and based on that we need to define our action plan!

Why is gender equality a priority for you, both personally and professionally?

I come from Denmark, where if you look at the gender report released by the World Economic Forum at the beginning of the year,
you see that the Nordic countries don’t have the gender gap you see in many other countries around the world. Then when you get exposed to a global perspective, you begin to ask yourself questions like, “Why is this not an issue where I’ve come from? And why is this an issue in other countries?” If it’s not an issue in one country, it should never be an issue in another country. I know there are many reasons for inequality — politics, religion, generations of a certain way of living — but there’s nothing that cannot be solved. One of my biggest goals is to make sure that the issues we see in the workforce today, do not persist for the next generation.

How do you foster interest and encourage girls and women to participate in data science and technology?

I am building SAP Next-Gen as a platform at SAP, and in cooperation with UN Women, we are pushing innovation and rolling out STEM education in more than 3,500 educational institutions around the world, making sure there is a focus on making technology, entrepreneurship, and innovation work better for women and girls. We host more than 1,500 events per year around the world, and no matter what we do, we bring gender equality into it. An example is our sponsorship of the Women in Data Science (WiDS) conference at Stanford University, where together with WiDS, we launched a movement to inspire next generation data scientists and support young women in the field.

One of the things I talk to women at universities about is that whatever industry you go into, technology is a must for you to master. There is a misconception that you have to be a coder or data scientist, but that’s not the case today. All jobs in this age include technology as a component of technology. Technology and STEM education should be like learning to read and do math. It is a mandatory skill set you need to have.

What is the importance of seeing yourself reflected in leadership positions?

I believe in role models and being included. That is what I love about The Female Quotient and what Shelley is driving by saying, “If you see her; you can be her.” It is about inspiring people.

We need to start when young women’s perception of themselves begin to take shape. We need to say super early “you can do this” and show them women who are representing big corporations around the world. Women who are acting, women who are in the public sector; they are great role models. There should be a perception from the beginning that women can do anything in any industry they want to be a part of.

How can innovation and technology help us overcome obstacles to advancement and get more women into leadership positions?

I’m a big fan of what is happening in the world right now to advance opportunities for women and girls in technology, entrepreneurship and innovation. We’ve always had the conversation about gender equality, but now it has become a movement with new focuses.

New technologies are unclaimed territories, and therefore the biggest opportunity for women to win market share in leadership positions. No one has ever said that blockchain, machine learning, or other new exponential technologies are fields only for men, and history has not yet made its definite mark, therefore women have the opportunity to go in and lead these fields. If we solve this challenge, we solve gender equality for the future.

What’s important is to have the conversation with people in charge. You also want to have women strongly represented in these innovation conversations around the world. For me, the whole purpose of the conversation is to see more women get involved and grow.

What is the business case for diversity in the workplace? What value does it bring to companies?

As the world’s largest provider of enterprise application software, SAP has a huge enterprise community today. When we say 388,000 companies run SAP, it actually means things like 78% of the world’s food today is produced by companies in the SAP ecosystem. What if you could go in with such a big community and rally that entire community to build business processes and solutions that are linked to the 17 Global Goals? When you do that, you create jobs and new ways of working. We can do it in a way that actually lifts women and closes the gender gap.

One of the key missions for my SAP Next Gen team is to globally drive “Innovation Purpose” linked to the 17 UN Global Goals. Gender equality is goal number five. It is clearly the goal that can go across all the other 16 goals in the UN framework. No matter which of the other ones you are working on, you need to make sure that women get the right set up in the future.
Please tell us about ColorComm and the organization’s mission.

I am the founder of ColorComm, Women of Color and Communications. It was started seven years ago, and to date, it has grown into a national platform focused on advancing the visibility and accomplishments of women in leadership in places where they work. Women of color want to see themselves in more advanced leadership positions and drive revenue into their businesses. We are structured with a professional membership organization in nine cities. We produce monthly events for the communications industry and we produce two conferences, one a Next Generation Conference, and an Executive Leadership Conference. We also have a program focused on the Next Generational leaders and a number of things under that space.

I want to add that we don’t just focus on black women. We focus on women of color. Sometimes people think women of color is a code word for African American women, but it’s not.

What are the most significant obstacles to increasing the number of diverse hires?

One of the obstacles is the investment. People want things done quickly, and don’t want to take time to invest in hiring diverse talent. It means going beyond your network, and actually taking the time to do so. When roles become open in companies, they are looking to hire that role right away. They often go with people in their own network to be able to do that. It’s feeding and fostering the same type of person and demographic. Not taking the time to go beyond your own network means you can’t see what else is out there, who else is out there, and connect with different organizations and groups. They are not always going to come to you when it comes to hiring diverse talent.

How do we overcome these challenges to get more women diversity in the workplace?

Slow down, take your time, connect with groups, and always have a pipeline of candidates that you go to. There should probably be four or five groups that you take time to invest in hiring diverse talent. It means going beyond your network, and actually taking the time to do so. When roles become open in companies, they are looking to hire that role right away. They often go with people in their own network to be able to do that. It’s feeding and fostering the same type of person and demographic. Not taking the time to go beyond your own network means you can’t see what else is out there, who else is out there, and connect with different organizations and groups. They are not always going to come to you when it comes to hiring diverse talent.

How do we engage, develop and retain diverse talent once hired?

Equal opportunity. Inclusion is not about having affinity groups. It’s not about having the Latina group, the African American group, the LGBTQ group. That does not make people feel more included. What’s making people feel more included is when they get to travel, have opportunities, be on large accounts, and run very important pieces of the business. That makes a person feel included, wanted, and excited to grow. Make sure they are part of the holiday planning committee and make sure they are actively involved in company culture. That is going to change and make diverse talent want to stay. The answer is not “Okay, we have an affinity group, and are all hanging out together, and now feel more included in the company.” The answer is getting the same opportunities as your counterpart that being positioned in a place to advance.

How do we get more women into leadership positions and what is the importance of seeing yourself reflected in leadership positions?

At the end of the day, everyone’s responsible for their own career. Don’t rely on your company to advance you. You need to be outspoken. You need to advocate for yourself.

In this day and age there are women in leadership, but there aren’t many women of color in leadership. It’s still a good old boys’ club, but I would argue that there are women leading some of these companies.

What advice would you give to women who are looking to own their career and get into leadership positions?

Don’t be afraid. You have to know your material and be able to take calculated risks. People are afraid and fearful when they’re not confident, and not certain, and don’t know their worth.

Everyone is not created equal. Companies set measurements, guidelines, and tools in place so that they can run a company. But they are not setting these measurements and tools in place, to advance every individual. So, therefore, you know, just understanding, for example, the companies say, “Well, we’re on a pay freeze,” or, “Oh, we’re not hiring,” and “Oh, we’re not doing this,” and “Oh, we’re not doing that.” And then you look up, and you see, oh, they did do this. They did do that. Because it’s really based on that individual. We’re not going to do it for 750 employees, but maybe they’ll do it for 30 out of 750. So, understand that, what your worth is, and what your value is, and always be prepared to leave — but don’t use that as a way for someone to understand your value.
Lauren Wesley Wilson
President and CEO, ColorComm, Inc.
What are the biggest obstacles to increasing the number of diverse hires?

At PwC, we have done a lot of surveys, and you can also read external surveys, and the results demonstrate that people see the diversity issue differently. If we’re not aligned on the what, how do we overcome the issue and get to the true how?

In 2017, we issued a publication called Winning the Fight for Female Talent. The objective of the study was to explore how we gain the diversity edge through inclusive recruitment. The international survey was two pronged: we talked with executives responsible for diversity in their organizations and in parallel with talent who had recent experience in the job market.

When you look at the factors preventing higher levels of female recruitment at the experienced level, women and the employers suggested very different reasons. The number one reason women cited was the impact of gender stereotypes in the recruiting process itself. Second were concerns of cost and impact of maternity leave. Third was women do not pursue career opportunities as aggressively as male counterparts. That was women pointing that out. Fourth was that interviewers tend to select candidates who are similar to themselves and finally, five was that company diversity policies are not sufficiently effective.
When you turned it to the employers, the number one reason was lack of sufficient candidate pools, second was specific industry sectors are not viewed as attractive to women. Interestingly enough, third was linked with the third reason women gave, which was women do not pursue career opportunities as aggressively as men. Fourth was lack of adequate skills and experience, and it was all the way down at number five that they listed the impact of gender stereotypes and assumptions in the recruiting process.

Women were concerned about the breakdowns in the recruiting and hiring process, and believing there that stereotypes were at work. The employers, on the other hand, were citing the lack of talent and skills and that the industry was not appealing to women. It is clear that employers need to do more than be better at looking outside for hiring female talent, they need to scrutinize themselves, as an organization, and their own processes in order to provide an inclusive environment.

How do we overcome these challenges and get more women into the workplace? What metrics should organizations be looking at during and after the hiring process?

First, you have to have some transparency around the data, so employers can understand what the issue is, both from their perspective and from the perspective of the talent they are hiring. Second, you need to make sure that data is at the right level, that it is truly representative and actionable.

Considering the findings I shared earlier, there is more that organizations can do around hiring, especially eliminating unconscious bias. When we’re evaluating the performance of our people, we have to make sure we’re not letting that unconscious bias get in the way.

At PwC, we instituted an unconscious bias and blind spot training curriculum as part of our firm’s onboarding process, as well as our path to promotion. All new joiners — there’s about 17,000 per year — take this training. We have also embedded it into your career progression. It’s a requirement for your advancement to complete it, just like technical training.

How do we engage, develop and retain diverse talent once hired?

Most organizations today, including PwC, have a variety of inclusion programs to engage, develop and retain the diverse talent. But it goes beyond creating an inclusive environment. Take yourself back your middle school dance. The school would ensure that everyone was invited. You got yourself dressed and to the school gym, but once you were there, did everyone really feel like they belonged? Were there individuals who were standing on the side while others were on the middle of the dance floor having fun, being happy?

I was introduced to this concept of belonging from Pat Wadors, now the chief talent officer at ServiceNow. She’s done a lot of research on the topic, finding that diversity efforts fall short unless employees feel they belong. Organizations need to go beyond inclusion and create those small moments of belonging.

This means going back to some of the basics. How do you introduce people? If you say “I want to introduce Joyce. She’s got an incredible experience in the tech industry, and she is part of our account leadership team,” you’re credentializing her differently than she might if she said, “Hi, I’m Joyce. I just joined PwC.”

Another important component is the asking, “how do you feel?” Our CEO has grasped this and embedded it into our culture. We as a nation have gone through some difficult times recently, so we created these conversational moments where we bring everyone together and ask them, “How do you feel about what you’re seeing out there?” There have been some challenging conversations, but it gave us a whole new understanding of our people.

The other thing I do is share stories. By sharing your own vulnerability, where you’ve made mistakes, where you’ve experienced challenges — you bring your authentic self to the workplace and it enables others to feel safe and share their stories.

What value does diversity, inclusion and belonging bring to your organization?

At PwC, this is a business imperative. It is not looked at as an HR or diversity and inclusion initiative. These messages are coming from our partners and our leaders.

Inclusion is about leveraging our differences to create high performing teams, and bringing more value to our clients and customers. I have seen personally the contribution of ideas, the innovation, and the satisfaction of our clients at higher levels when I’m bringing together a diverse team.
Brigit Ritchie & Court Roberts

WE

Founder and Partner, WE
Tell us about WE and how it came to life?

B: WE is based on over ten years of working with women to create effective, meaningful support. Ten years ago, I was in a situation where I knew I wanted a greater level of female support in my own life. I was a new mom. I was broke. I was trying to figure out how to run my own business, and be an artist. I wanted more than a coffee date, or even a single mentor. I saw a lot of women around me who I could glean so much insight and wisdom from. But they also needed it as well. I started facilitating circles of support through creative and artistic practices, for women to come together, see each other, and learn from one another in new ways.

Three years ago, I again discovered this incredible entrepreneurial, creative community of women across industries. So myself and my co-founder, launched WE through a 12-week curriculum, where we help women connect and incorporate relationships with themselves, other women, and their community in downtown Los Angeles. What we are seeing is the power of going through transformational experiences together, and the bond that creates.

C: What we have seen be most effective is process-oriented transformational experiences over time. Our programs happen over multiple parts, so we access the power of neuroplasticity, rewiring our neural pathways, and changing our emotional responses to things like stress, anxiety or relationship.

What is relational mindfulness and why is it important?

C: Isolation is an epidemic right now. Societal structures are changing, especially in the workplace, so we are seeing people feel less and less connected.

B: From working with women for a long time, we have learned that relationships are really the crux. It gives our lives meaning in work, and in home. If we want to support women to create lasting wellbeing, the place to start is relationships. The reason we call it relational mindfulness is because mindfulness is just awareness and attention.

C: We might be creating lasting wellbeing in other ways, but we’re not facilitating intentional awareness around our relationships. Relational mindfulness is an integrated methodology of tools and practices where we intentionally cultivate a higher level of effective relationships. Through emotional intelligence, communication skills and conscious leadership, we are bringing to light how these things can be transformative. The relational component of our lives gives us a sense of meaning and belonging.

How are women rewriting the rules today to establish inclusive workplaces?

B: Corporate culture is based on masculine energy. It is often compartmentalized, linear, and hierarchical. Women are bringing communal energy and empathy. They have a multi-dimensional, interactive style of leadership, based on relationship, communication, and information sharing. We recognize it is not necessarily determined by gender specifically, but as more women come into leadership, there is a balance happening. I think the idea of people first and humanizing the workplace is being led by women.

C: A practical example is how women affinity groups are rapidly evolving. Women are starting to invite men into the conversation. It’s evidence of the matriarchal ability that women have to create inclusive and nurturing environments.

What is the importance of developing quality relationships in the workplace?

C: Work relationships are many times our primary relationships, simply because we are spending so much time at work. Ellen Langer, a professor of psychology at Harvard University, is one of our favorite voices in the mindfulness movement. She talks about how the concept of work-life balance is basically mindless, because people have basic needs in both environments. We have the same needs at work as we do at play. Often, the emphasis on quality relationships is put on those outside of the workplace, but we are trying to bring it back because it affects the quality of our lives.

B: Research is coming out showing that when people feel a sense of belonging and that they are supported and represented in their work environment, they are more engaged and productive. For work cultures that want to continue to progress, especially if they want to attract Millennials and Gen Zs, they are going to have to value relationships.

How are you helping companies cultivate meaningful relationships in their organizations?

C: Once people understand the premise of relational mindfulness, they absolutely have a value for it. Participants realize that mindfulness isn’t some fancy or even woo-woo practice. It applies directly to their relationships and their day-to-day decisions at work. Over 90% of participants in our programs say they have new vision for healthy communication with their co-workers. We introduce communication tools that work on empathy, emotional intelligence and creating cultures of generosity and support.

One interesting thing is that a lot of the men express a desire to integrate their personal and professional selves. It’s the next evolution for men, especially men that have been in the workplace for an extended period of time. Gen X, or even Baby Boomers, grew up with a compartmentalized approach to work and life. When these concepts are introduced to them, they are hungry for it.

B: We have three things that differentiate us from other company programs. One is the idea of active participation. In company
culture and in society as a whole, we want to be activated. We want to experience using our own voice and learn through doing. We also incorporate creative play. This translates across many environments that might not have creativity at the forefront. Sometimes it’s the best place to bring in creativity, because it activates people in a different way. The learning happens at an accelerated level, the bonding between teams is exceptional, and people enjoy themselves. In that environment, they are able to absorb new information and understand how it could look for them to have meaningful relationships through creative practices.

The third thing we talk a lot about is collective consulting, or peer-to-peer mentoring. You would be surprised by how much you can get out of the people in the room, even people you have existing relationships with at work. When you’re in a new environment or activated in new ways, you realize you can tap into the resource of your team and your company more. We call that mutual support. You are giving and receiving the whole time.

How do individuals benefit from being a part of the WE community?

B: We don’t have an agenda. We say this is a container for you. If you say yes, if you are willing to come into this space, and you are willing to give and receive, you can get what you need out of it. We are not trying to direct them, but allow them to utilize effective and meaningful relationships in ways that matter to them. We have seen women realize they deserve to get a raise, turn their hustle into a company and even lower their stress and become pregnant.

We’ve had a couple women say, “If I had something like this at my company, I would have stayed at my company.” Whether it’s in our communities or in our companies, we want to experience a sense of authentic. Not forced, but genuine support from women. There are mothers, there are single women, there’s hopefully only going to be an increased level of diversity in our communities, but we know what is going to connect us is the sense of “I’m here, and I’m 100% going to support you and receive support from you without an agenda.”

What advice would you give to women looking to help other women in the workplace?

C: Always be genuine, and start small. I used to think that supporting meant that I had to invest a lot of time and I never felt like I had enough hours in the day to do coffee dates. But really the most effective ways of giving support to other women at work were something as simple as offering to give feedback on a project, or swinging by someone’s desk to thank them for great work, or offering to connect a woman on my team with a mentor from another company. You would be surprised by how much you can accomplish with intentionally investing just 15 minutes a day into other women you work with.

B: Stay vulnerable in your process with other women. There’s nothing more powerful than having somebody let you into the truth of what they’re going through. That means the wins, the victories, and also the struggle. Be authentic and invite other women in a vulnerable way into your story. It is the way to start a genuine, ongoing sense of support.