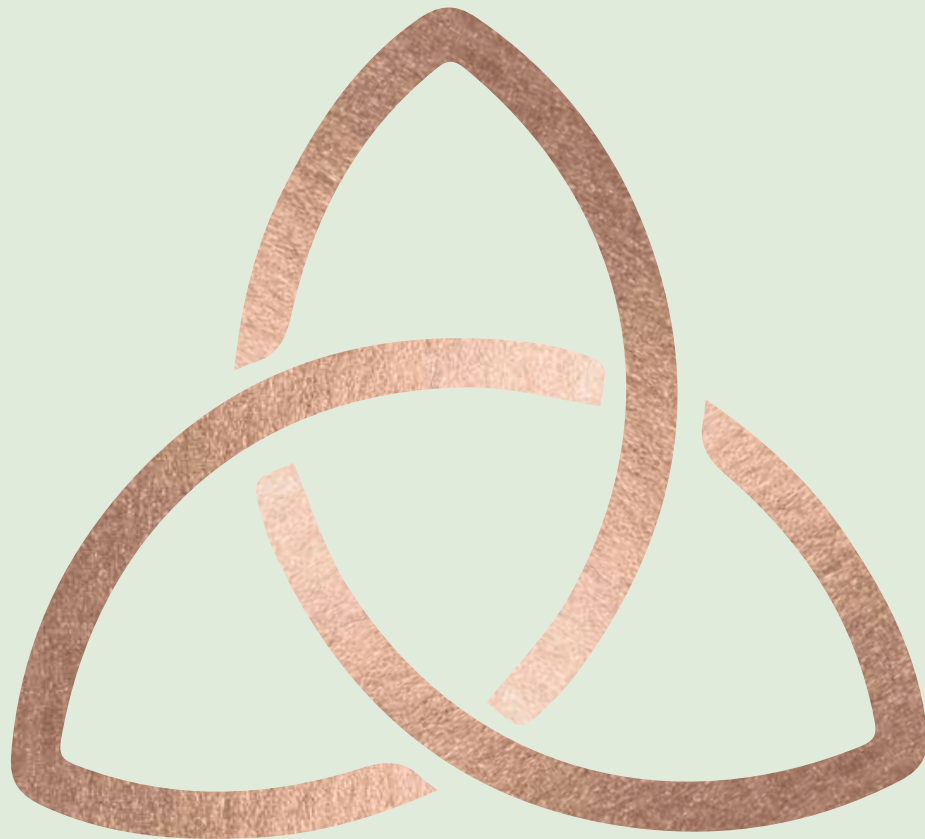


**FO**  
*the*  
FEMALE QUOTIENT

# MODERN GUIDE TO EQUALITY



Advancing equality in the workplace

“Pursue confidence over conformity. You have to be confident in who you are and what makes you different from the pack—and willing to expose that in a wide variety of leadership situations. It’s about being the same version of yourself whether you’re talking to one person—or 500.” -*Janet Foutty, Deloitte Consulting*

**“You never need to ask permission to be in the room, you deserve to be there. The only person that gets to make that decision is you.”** -*Alaa Murabit, Phase Minus 1, United Nations*

“If you want something you’ve never had before you’re going to have to do something that you’ve never done before in order to get it.” -*Tiffany Dufu*

**“Never be afraid to do something just because it hasn’t been done before.”** -*Alicia Hatch, Deloitte Digital*

“If you don’t ask for something, you’ll never get it. All too often, women don’t advocate for themselves - and certainly not as passionately as men do. Know your worth and ask for it.” -*Jessica Tarlov, Bustle + Fox Contributor*

**“‘Shine Anyway’. It means to ‘show up’ in the way you are proud to no matter how others choose to do so. Never allow the nay-sayers to dim your shine!”** -*Samantha Rabstein, PTTOW!*

“Set your own standards.” -*Attica Jacques, Under Armour*

# introduction

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As we begin 2018, it is undeniable that we are living in an era of unprecedented global change. For example, advances in technology and the widespread reach of social media are helping to speed up the shifting of cultural norms. We saw it with the Arab Spring and we're seeing it with the #metoo phenomenon.

Helping to drive these changes are the individuals, brands, and corporate and world leaders who are starting the discussions around issues that matter the most and then modeling and championing the change needed. The global connectivity of the world today is accelerating these conversations as well as the speed at which we are able to make progress.

The Female Quotient is now at the beginning of its second year of not only furthering conversations on equality in the workplace by disrupting the current work culture, but also activating solutions and creating accountability.

We are excited to begin the year with the release of the *Modern Guide To Equality* Volume 3, in partnership with Catalyst. We continue to provide new research on generational and workplace trends, insights and strategy from business leaders, and next-step solutions to activate change while going farther by taking an in-depth look at the return on equality and introducing an exciting new benchmark for measuring progress within companies.

As companies commit to creating a work culture and workforce grounded in the values of equality and inclusion, the research is abundantly clear: Equality is good for business. Within this issue we take a deep dive into the return on equality by analyzing the positive impact on the bottom-line financials, but also recruiting and retaining talent, increased innovation and higher consumer engagement.

In order to help companies see this return on equality, we are developing a benchmarking metric called the Algorithm for Equality. This will allow corporations and their leaders to assess and improve the equality health of their organization in the areas of parity, advancement, culture, and leadership.

The *Modern Guide to Equality* is powered by collaboration with industry leaders, business experts, and employees at every level of the corporate pipeline. As always, we look forward to working together and rewriting the rules for tomorrow's workplace!

The Female Quotient

## THE FEMALE QUOTIENT

### About The Female Quotient

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

We work with forward-thinking brands dedicated to improving the future of equality by providing them with the tools they need to authentically be a 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.



# collaborators



## ALAA MURABIT

Alaa Murabit is a medical doctor, one of 17 Global Sustainable Development Goal Advocates appointed by the UN Secretary General, and a UN High-Level Commissioner on Health Employment & Economic Growth. Alaa was most recently appointed the Executive Director of Phase Minus 1, LLC. The Phase Minus 1 team provides thought leadership in conflict resolution, inclusive security, peace building, sustainable development, and security cooperation.

Her efficacy in security, health policy, and sustainable development was most recently recognized by Forbes, Aspen Ideas, Bay Street Bull, who named her a 2017 Forbes 30 Under 30, Aspen Institute Spotlight Scholar, and Canada's 30x30, respectively. Her leadership in global policy and in elevating the role of women, particularly young, minority women, on global platforms was recognized by Harvard Law who named her the youngest 2017 Woman Inspiring Change.



## TIFFANY DUFU

Tiffany Dufu is a catalyst-at-large in the world of women's leadership and the author of *Drop the Ball*, a memoir and manifesto that shows women how to cultivate the single skill they really need in order to thrive: the ability to let go. According to foreword contributor Gloria Steinem, *Drop the Ball* is "important, path-breaking, intimate and brave."

Named among *Fast Company's* League of Extraordinary Women, Tiffany was a launch team member to Lean In and is Chief Leadership Officer to Levo, one of the fastest growing millennial professional networks. Prior to that, Tiffany served as President of The White House Project. Having raised nearly \$20 million toward the cause of women and girls, she's been featured in *The New York Times*, *ESSENCE*, *O, The Oprah Magazine*, and on NPR. She is a consultant to Fortune 500 companies, a sought-after speaker on women's leadership, and has presented at Fortune Magazine's Most Powerful Women Summit, TEDWomen and MAKERS.



**DEBBIE STERLING**

Debbie Sterling is the founder and CEO of GoldieBlox. She never knew what engineering was until her high school math teacher suggested she pursue it as a college major. Debbie couldn't figure out why her math teacher thought she should be a train conductor! Nevertheless, she gave engineering a try during her freshman year at Stanford. Four years later, she graduated with a degree in Mechanical Engineering/Product Design. Bothered by how few women there were in her program, Debbie became obsessed with the notion of "disrupting the pink aisle" with a toy that would introduce girls to the joy of engineering at a young age.



**GABRIELLA SCHWARZ**

Gabriella Schwarz is the Managing Editor and Head of News at Flipboard, a content and curation platform with over 100 million users. In her role at Flipboard she oversees coverage globally around news, business, technology, politics, sports and celebrity news in the app, on the Web and in external communications, including notifications and email. She was chosen as one of The Drum's 50 Under 30, profiling women in digital media in 2017.

Before her time at Flipboard, she was a producer at CNN covering politics and then the White House. She won an EMMY award for her coverage of Election Night 2012, traveled around the world covering President Barack Obama and produced a 90-minute documentary about the president that included interviews with him, the first lady, secretary of state and speaker of the House, among others. Earlier in her career she worked at Fox News and Congressional Quarterly. A native of Seattle, she attended Lakeside School and then George Washington University, where she majored in political science.



**JAY NEWTON-SMALL**

Jay Newton-Small is founder of MemoryWell, a national network of more than 425 journalists who tell the life stories of those living with Alzheimer's and dementia in order to improve their care.

Previously, Newton-Small was Washington correspondent for *TIME Magazine*, where she remains a contributor. At *TIME* she covered politics as well as stories on five continents from conflicts in the Middle East to the earthquake in Haiti and the November 2015 Paris terror attacks. She has written nearly a dozen *TIME* cover stories and interviewed numerous heads of state, including Presidents Barack Obama and George W. Bush.

She authored the 2016 best selling book, *Broad Influence: How Women Are Changing the Way America Works*.

Before *TIME*, Newton-Small was a reporter for Bloomberg News, where she covered the White House and politics.



**Text**

**ROSS MARTIN**

Ross Martin is CEO of Blackbird, a marketing and business innovation agency that uses consumer intelligence, strategy, and breakthrough creative to solve problems, create opportunities, and propel growth for industry leaders and the challengers out to disrupt them.

He is the former Executive Vice President of Marketing Strategy and Engagement for Viacom, the worldwide media and entertainment company, where he oversaw marketing strategy, consumer intelligence, data science, creative innovation, internal agency, and business development teams. Previously, Martin founded and ran Scratch, Viacom's creative strategy and consulting division.

Martin joined Viacom in 2004 as the first Head of Programming for MTV's Emmy and Peabody Award winning college network, mtvU and later served as Senior Vice President of MTV 360 Production and Development. Prior to MTV, Martin ran production company Plant Film, served as VP of Film & Television for internet startup Nerve.com, and was a development executive for Spike Lee's 40 Acres and A Mule Filmworks.

## collaborators continued



### JESSICA TARLOV

Jessica Tarlov is the Senior Director of Research at Bustle Digital Group, where she leads the Bustle Trends Group. Prior to joining Bustle, Tarlov was a senior strategist with Schoen Consulting and worked as a democratic pollster. Her book, co-authored with Doug Schoen, *America in the Age of Trump*, was released in July of this year. Tarlov holds a PhD. from the London School of Economics and is a Fox News Contributor.



### JULIA PIMSLEUR

Julia Pimsleur is a scaling coach, author, and entrepreneur. She is Chief Empowerista and founder at Million Dollar Women (MDW), with the mission of helping one million women get to \$1M in revenues by 2020. MDW hosts the annual Million Dollar Women Summit for high-growth women entrepreneurs in New York City and an online business program, MDW Masterclass. Pimsleur is the author of the best-selling book *Million Dollar Women: The Essential Guide for Female Entrepreneurs Who Want to Go Big*.

Pimsleur's passion for working with women entrepreneurs grew out of her own experiences as the founder and CEO of Little Pim, a language teaching tool for young children, one of the few women-led venture capital backed companies in the U.S. She has raised over \$26M in Angel, Venture and philanthropic dollars and blogs regularly about entrepreneurship, fundraising, and how more women can "go big."



### ROMAN TSUNDER

Driven by a passion to influence culture on a global scale, Roman Tsunder serves as Co-Founder and CEO of PTTOW!, an invite-only, member network for today's most creative and influential CEOs, CMOs and Icons from all 70 major industries who are creating the world of tomorrow. Members include His Holiness the 14th Dalai Lama, Shaun White, Kerri Walsh Jennings, David Blaine, Jane Rosenthal, Quincy Jones, will.i.am, Kelly Slater, Tony Hawk and David Guetta as well as top executives from VICE, Ford, Apple, Red Bull, GoPro, Google [x], Samsung, Snapchat, the U.S. State Dept., Facebook, Instagram, Warner Bros and many more.

Inspiring social impact has also been at the forefront of Roman's career as he was a founding member of Gen-Next.org and co-founder of Movements.org, which brought together leading youth movement activists to empower young people to mobilize against violence and extremism. A professional dreamer with a piercing vision for the future of culture, Roman most recently launched WORLDZ, the first and only future-focused summit and community uniting superstars and rising stars to create the world of tomorrow.



### SAMANTHA RABSTEIN

Samantha Rabstein is the Director of Programming for PTTOW! & WORLDZ, two year-round communities aimed at evolving our world for the better. Samantha's key responsibility is to drive the programming strategy for both main stage keynote speakers as well as break out sessions. She prioritizes leveraging these platforms as spaces for conversations that 'can't be had elsewhere', broaching topics that take bravery but are of great import for the future of our society. Before PTTOW! Samantha spent several years at Paramount Pictures working in areas of employee engagement and internal communications.



**SUSAN GOLDBERG**

Susan Goldberg is Editorial Director of National Geographic Partners and Editor In Chief of *National Geographic Magazine*. As Editorial Director, she is in charge of all publishing ventures, including digital journalism, magazines, books, maps, children and family, and travel and adventure. She was named Editorial Director in October 2015 and Editor in Chief of the magazine in April 2014. She is the 10th editor of the magazine since it was first published in October 1888.

Under her leadership in 2017, National Geographic was a finalist for a Pulitzer Prize for Explanatory Reporting for its issue about gender and the magazine received numerous other awards for photography, storytelling and graphics. In 2016, *National Geographic Magazine* won a National Magazine Award for best website; in 2015, it won two National Magazine Awards and the George Polk Award for Magazine Reporting. In March 2015, she received the Exceptional Woman in Publishing Award from Exceptional Women in Publishing.



**JANET FOUTTY**

Janet Foutty is the chairman and chief executive officer of Deloitte Consulting LLP. Over her 25 year career, Janet has worked closely with her clients to deliver insights and innovative solutions to address their toughest issues.

Based in Chicago, Janet previously led Deloitte's federal practice that is dedicated to improving the efficacy and efficiency of U.S. government agencies. Preceding that role, she led Deloitte Consulting's technology practice, which notably launched several businesses including Deloitte Digital.

Janet is a frequent author and popular public speaker and she regularly communicates with executive-level audiences about the changing business landscape, C-suite confidence, the multigenerational workforce, and leadership strategy. She is a passionate advocate for inclusion in the workplace; women in technology and government; veterans' issues; and the need for science, technology, engineering, and mathematics (STEM) education. Janet has founded Women in Technology groups in India and the United States.

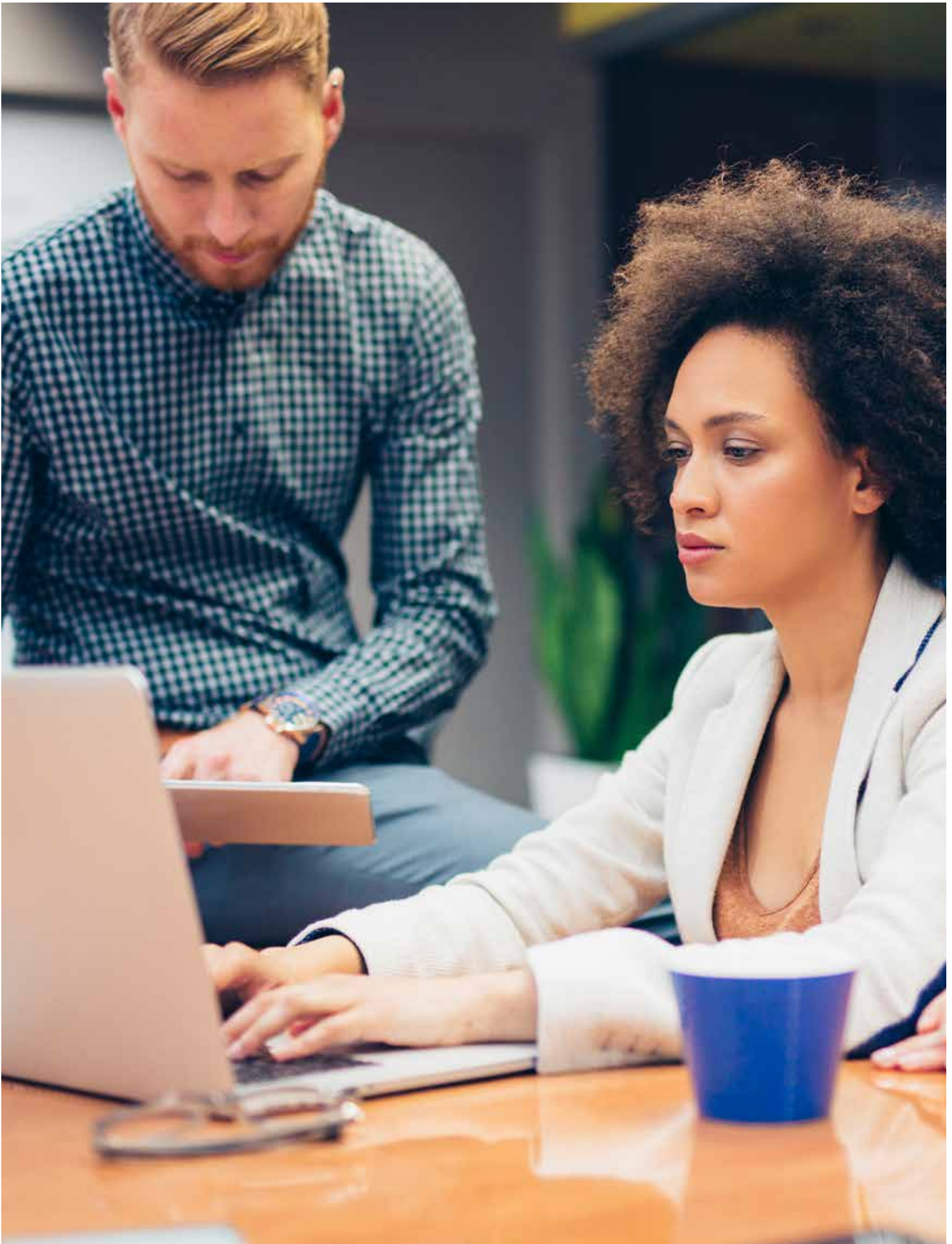


**ALICIA HATCH**

Alicia Hatch is currently building the creative digital consultancy of the future as the Chief Marketing Officer of Deloitte Digital.

A digital marketing veteran, she has spent the past twenty years pushing the boundaries in marketing for Fortune 500 brands. Prior to Deloitte Digital, Alicia built XBOX's billion dollar Halo videogame franchise through cultivating the most devoted fanbase in the gaming world. To continuously engage and monetize these consumers, she pioneered the transformation of the Xbox business model from physical product releases to downloadable content, which lead to significant business growth. She deeply understands the power of the modern consumer, and the business value of marketing. Alicia built a leading digital agency, Banyan Branch, which innovated on the use of social media data to uncover consumer perceptions that drive key behaviors. Banyan Branch was acquired by Deloitte in 2013. When she's not transforming brands, Alicia enjoys surfing, skiing, and eating her way through exotic countries.







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## in case you missed it

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“The more accurately our organizations represent our world the greater opportunity we have to understand our audiences and craft our futures.”

- Samantha Rabstein, PTTOW!



USA

Women from across the country identify with the **#MeToo** campaign, sharing personal stories of sexual assault and bringing much-needed attention to the issue. [October, 2017]

USA

Merriam-Webster announced **feminism** as the 2017 word of the year, after the term was the most looked up word in its online dictionary, generating 70% more searches than last year [December, 2017]

CANADA

Canada introduced a **third sex category option on passports and other government documents** in an effort to embrace nontraditional forms of gender expression. [August, 2018]

USA

The California Chamber of Commerce released a **list of new laws that will impact California businesses in 2018**, addressing topics like unpaid parental leave, new hiring restrictions and salary history [November, 2017].

USA

Katrina Lake, Stitch Fix's CEO and Founder, becomes the **first female CEO to take a tech company public in 2017**. [November, 2017]

USA

Organized by the committee behind the Women's March, the **Women's Convention** brought nearly 4000 people (mostly women) to Detroit to tackle a broad range of women's issues and show the continued momentum of the movement that grew out of the January marches. [October, 2017]



UK

To mark Halloween, hundreds of people dressed as banded mummies descended upon London's Parliament Square in the **March of the Mummies**, drawing attention to the archaic legislation allowing workplaces to discriminate against working parents. [October, 2017]

USA

MTV became the first mainstream film and TV awards to adopt **gender-neutral performance categories**: Emma Watson won the award for Best Actor in a Movie and Millie Bobby Brown won the award for Best Actor in a TV Show. [May, 2017]



PERU

Contestants in the **Miss Peru** pageant broke tradition this year by reciting statistics and facts on women's issues instead of giving their body measurements. [October, 2017]





**NORWAY**

Starting in 2018, Norway's **male and female football players will receive the same amount of money for representing their country**, after the men's team agreed to take a pay cut to ensure the wage restructuring. [August, 2017]

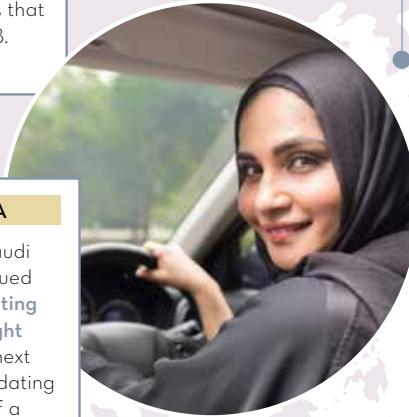
**SOUTH KOREA**

President Moon Jae In makes good on his promise to have at least **30% women in his administration**, appointing 6 women to his cabinet, the highest figure in South Korea's democratic history. [August, 2017]



**UK**

The Advertising Standards Authority vowed to take a **harder stance against the inclusion of common sexist stereotypes in advertising** with a new set of rules that will take effect in 2018. [July, 2017]



**SAUDI ARABIA**

The King of Saudi Arabia has issued a **decree granting women the right to drive cars** next year and mandating the creation of a ministerial body to give advice on the practicalities of the edict. [September, 2017]

**NEW ZEALAND**

All nominees for **New Zealand's Silver Scroll award**, celebrating excellence in songwriting, are women. [August, 2017]



**FRANCE**

As part of a broad initiative to combat sexual harassment and assault, French President Emmanuelle Macron promised in a speech on International Day for Elimination of Violence Against Women to make **"gender-based insults" punishable by law**. [November, 2017]

**AUSTRALIA**

Vegan cafe Handsome Her opens in Brunswick, Australia, offering women **priority seating and giving men the opportunity to pay an 18% 'man tax'**. [August, 2017]

A woman with voluminous curly brown hair, wearing glasses, a light pink scarf, a white t-shirt, and blue jeans, is leaning on a white desk. She has a tattoo on her left forearm. On the desk in front of her are a glass of water, a white coffee cup, a pen, and some papers. The background is a plain, light grey wall.

# leadership index

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“What we’re trying to measure is how much formal and how much enacted power women hold...what’s really important in the gender space is the informal or enacted powers: How do people perceive you? Do you use your power? Are you an effective leader in your field?”

*- Gwen Young, Director of the Global Women’s Leadership Initiative and the Women in Public Service Project at the Woodrow Wilson Center, Politico Interview*

where we are:

# Overview

Women make up 49.7% of the global population – but they hold just 4% of leadership positions at *Fortune 500* companies. [1] Another angle: there are fewer women at the helm of big companies than men named John. [2] Although the road to gender equality still stretches long before us, we're on the right track and 2017 has seen steps in the right direction: In San Francisco, **Geisha Williams** became the first Latina CEO of a Fortune 500 company, taking over the helm at PG&E. In Virginia, the first openly transgender state lawmaker (**Danica Roem**) was elected into office. In Saudi Arabia, **King Salman** announced that the country's ban on women driving would be lifted. While Nordic countries lead the pack when it comes to equal gender opportunity, the United States lags significantly behind; it is in the third quartile for both female power and pathways to leadership – and in 2017, it fell from 45th to 49th place in a global ranking of gender equality. [3]



Geisha Williams,  
PG&E



Danica Roem

#### SOURCES:

- 1) The Rockefeller Foundation: *Women in Leadership: Why it Matters* (2016).
- 2) New York Times: *Fewer Women Run Big Companies than Men Named John* (2015).
- 3) World Economic Forum: *The Global Gender Gap Report* (2017).
- 4) The Women in Public Service Project: *50x50 Movement* (2017).
- 5) The Women in Public Service Project: *50x50 Movement* (2017).
- 6) The Women in Public Service Project: *50x50 Movement* (2017).

# where we are: in Politics

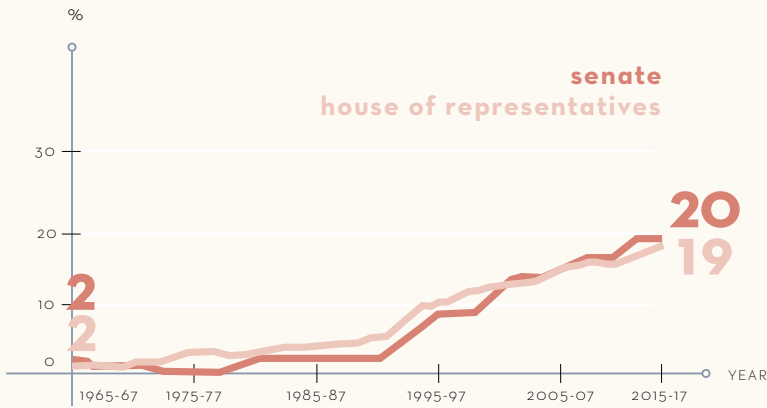
The political pipeline for women continues to grow. Societal support, coupled with more educational and professional opportunities, have led to unprecedented rates of female participation in politics. While men still outnumber women in leadership roles across the spectrum, women are making serious inroads. They are seen as equally able political leaders as men in many countries, and public perception is in their favor: many people think that women are better compromisers, more ethical, and better at standing up for their beliefs than their male counterparts. While women continue to climb the ranks, the pinnacle of U.S. political leadership - the presidency - remains elusive. Most Americans expect this to change; 73% predict that a female will win the White House during their lifetime. [1] The political sphere would benefit from the qualities that women bring to the table, too; in a Pew Research study, respondents reported that women are more honest and ethical than their male counterparts. [2] When women occupy all levels of government, they change the way we govern for the better.

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#### SOURCES:

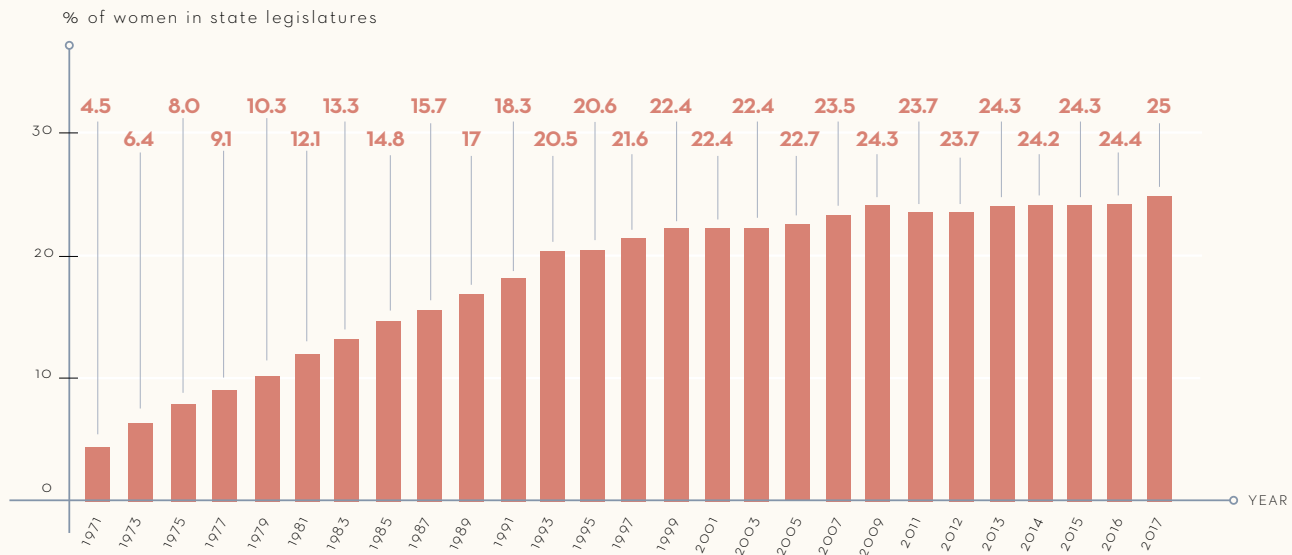
- 1) Pew Research Center: *Women and Leadership* (2015).
- 2) Pew Research Center: *Women and Leadership* (2015).
- 3) Pew Research Center: *Women and Leadership* (2015).
- 4) Pew Research Center: *Women and Leadership* (2015).





### WOMEN IN CONGRESS, 1965-2015

In 1917, Jeannette Rankin of Montana became the first woman to serve in Congress. Since then, 299 women have followed along the trail she blazed. The 2014 midterm election marked another milestone: For the first time, more than 100 women were elected to serve in Congress, including 20% of all senators and 19% of all members of the House of Representatives. California is the state leader in terms of congresswomen, while Mississippi and Vermont have never sent a woman to the House or the Senate. Today, overall female representation in Congress is at 19.6% – which is nearly double what it was 20 years ago. [3]



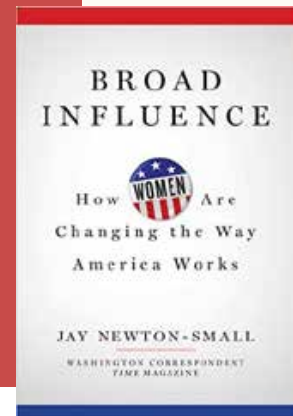
### FEMALE GOVERNORS AND STATE LEGISLATORS, 1971-2014

Female representation in state legislatures has more than quadrupled in the past 46 years, from just 344 (4.5%) female state legislators in 1971 to 1,844 (25%) in 2017. Female governors are also on the rise, albeit at a slower rate. Six women currently serve as governor and, as of 2017, 39 women held the role of governor in 28 states, along with one female governor in Puerto Rico. While historically the gubernatorial scales are tipped slightly in the favor of female Democrats (22) over Republicans (17), female Republican governors currently outnumber their Democrat counterparts 2:1. [4]

#### LEARN MORE:

2016 was a historic year in politics: It marked the first time a female was the presidential nominee of a major party and it was the centennial of the first woman elected to Congress. The female presence and influence in Washington has reached a tipping point that not only affects the Federal Government, but also corporations and American society as a whole.

In *Broad Influence: How Women Are Changing the Way America Works*, journalist Jay Newton Smith illustrates how women are banding together and creating lasting change in the corridors, offices, and hallways of some of the most esteemed political institutions. Featuring interviews and conversations with Nancy Pelosi, Barbara Milkulski, Kirsten Gillibrand, Valeria Jarrett, Sarah Palin, and many more former and current senators, representatives, governors, and cabinet members, Netwon Smith offers an insightful look at how women are using their power to transform America.



## ABOUT THE 50x50 MOVEMENT

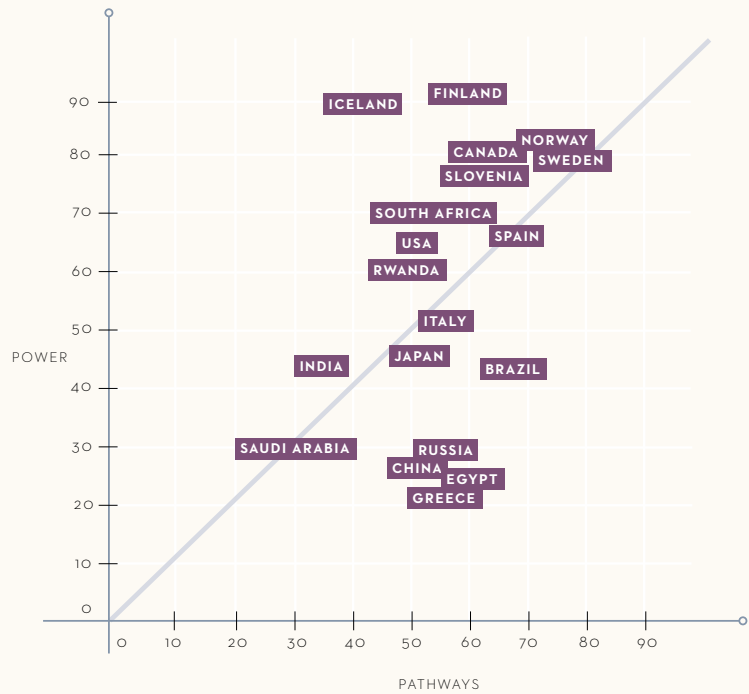
By 2050, 50% of all decision-making positions in public service will be held by women. At least, that's the goal of the Women in Public Service Project (WPSP). Launched in 2011 as a partnership between the U.S. Department of State and five U.S. women's colleges, WPSP is empowering and informing the next generation of global female leaders. Its Leadership Index keeps a pulse on the status of women in governments around the world. The initiative measures and analyzes data through three pillars – pathways, positions, and power – to pinpoint how much power women hold and how they reached their leadership positions. By opening doors, WPSP hopes to break down “glass walls” – and make 50x50 a reality that benefits everyone. [4]

## PATHWAYS BREAK GLASS WALLS

When women have higher access to education and labor force participation, women leaders exercise more power.

When policies, practices, institutions, and dynamics create pathways to leadership positions for women, they are likely to hold more power in those roles. On the other hand, when women don't have equal access to skills, labor markets, and the public sector, their power potential is stunted. The top five countries with the highest overall index scores (Sweden, Finland, Norway, Canada, Slovenia) also fall in the top quartile for pathways and power.

Sweden, the top overall index scorer, demonstrates the impact that pathways to leadership can have: It has a high female employment rate (69.1%) and women are leading 38% of major parties and have high representation in non-socio-cultural ministries. [5]

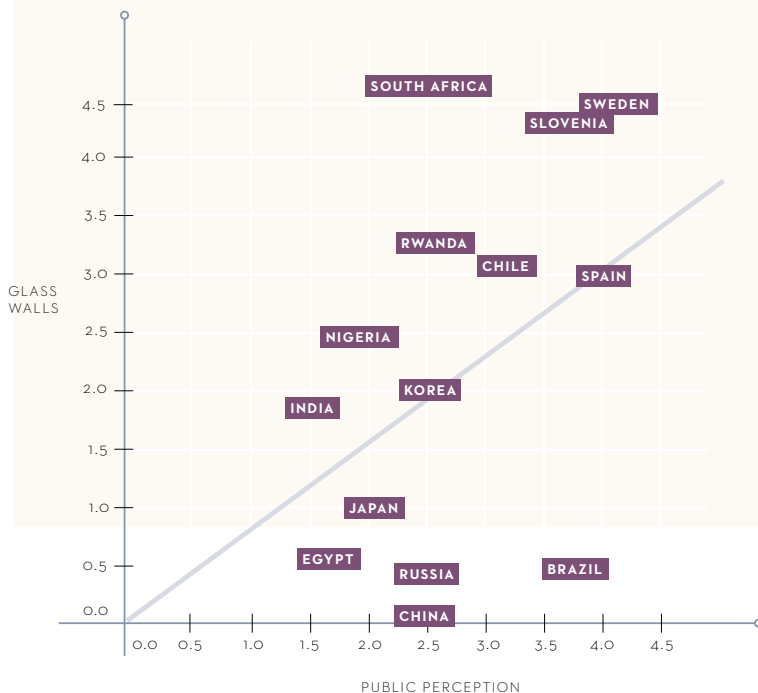


## PERCEPTION MATTERS

Women are more likely to hold diverse leadership positions when the public feel women make good leaders.

Public sentiment can be an impactful battering ram – or barricade – when it comes to breaking glass ceilings. In places where the public believes that women have strong leadership potential and deserve equal access to education and jobs, women are more likely to hold government roles. Conversely, in countries that don't necessarily believe in equal gender opportunity outside the home, women in government tend to work in socio-cultural sectors (education, health, etc.).

To understand the power of attitude, look to Slovenia: 72.8% of Slovenians disagree with the statement, “On the whole, men make better political leaders than women do”. Women represent 28% of Basic Functions ministers, 50% of economy ministers, and 50% of infrastructure ministers, although they are still disproportionately represented (75%) in socio-cultural ministers. [6]



where we are:

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# in Business

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**B**oardrooms and executive teams remain persistently male-dominated, but women are making slow-but-sure progress, with female leadership at Fortune 500 companies growing year after year. While women continue to lag behind men in senior management positions, they now make up just over half of managerial and professional occupations in the U.S – which represents a 70.6% growth since 1968. Historically, motherhood-related career interruptions have been the biggest barrier to female professional advancement. Today, just one in five Americans cite that as a reason that there aren't more women in top leadership positions. Instead, four in ten cite a double standard for women trying to climb the corporate ladder, noting that they have to do more than their male counterparts to prove themselves. These deeply ingrained biases make it difficult to predict whether the gender makeup of corporate America will equal out in the foreseeable future. One certainty, however, is that women benefit business; when women are in leadership, they help to reduce the pay gap, attract a diverse workforce, and positively change workplace policies for women and men. [1]

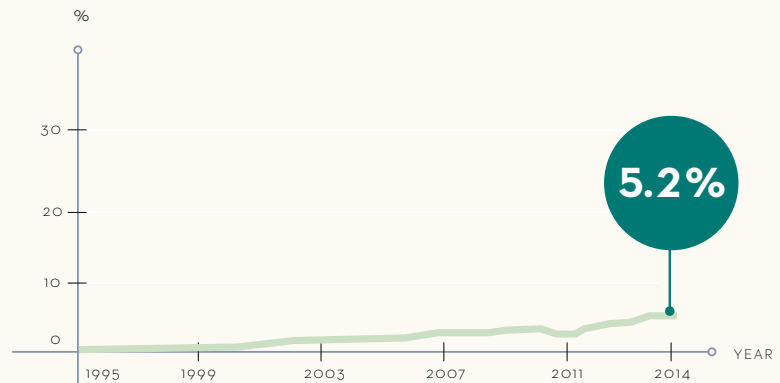
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SOURCES:

- 1) The Rockefeller Foundation: *Women in Leadership: Why it Matters*.
- 2) Pew Research Center: *Women and Leadership* (2015).
- 3) Pew Research Center: *Women and Leadership* (2015).

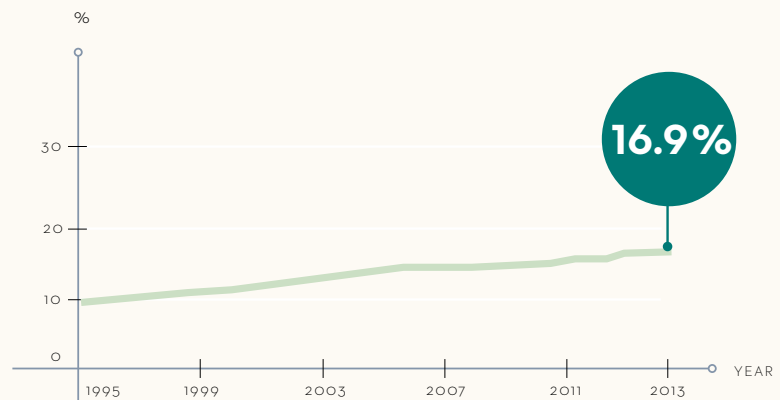
## FORTUNE 500 FEMALE CEOs, 1995-2014

20 years ago, not one Fortune 500 company had a female CEO. Step by step, progress is being made; today, women make up 5.6% of CEOs at Fortune 500 companies. The female CEO representation at Fortune 1000 companies is virtually the same, at 5.4%. These figures may seem modest, but a 0-to-26 jump in female Fortune 500 CEOs represents a demographics shift in the right direction over the past two decades. [2]



## FORTUNE 500 BOARD SEATS HELD BY WOMEN, 1995-2013

If you walk into a Fortune 500 boardroom today, one of the six seats at the table will be filled by a woman. In other words, 16.9% of board members at Fortune 500 companies are women – up from 9.6% in 1995. A 1:5 ratio of women to men in Fortune 500 boardrooms leaves much room for improvement, but it does represent a 76% increase from two decades ago. [3]



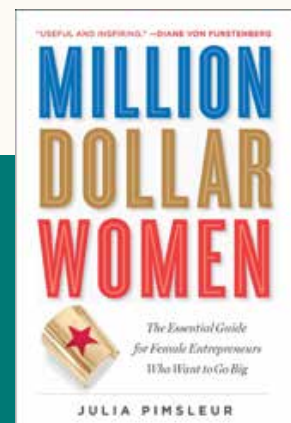
**Women are not socialized to talk about money in the same way that men are. We're still growing up in households where it's not as common for women to initiate conversations about investments or raising capital, and so they don't necessarily have those networks.**

– Julia Pimsleur, *OneMillionWomen*

### LEARN MORE:

The honest reality: Women in the U.S. have started nearly twice as many businesses as men, but only 3% of all female business owners make revenues of one million dollars or more. Julia Pimsleur is part of the 3% and now she wants more women to “go big.”

Her book, *Million Dollar Women*, shows entrepreneurs how to turn a creative idea into a million-dollar-plus business. The comprehensive guide features eight women, including Pimsleur, who have raised capital, developed powerful networks and built multi-million dollar companies from scratch. Combining pragmatic advice and humorous anecdotes, Pimsleur equips her readers with the concepts, lexicon and steps to take it to the next level and change the dismal numbers.



success stories:

# POSITIONING THEMSELVES FOR SUCCESS

From the boardroom to the operating room, women are well-positioned to be leaders. Take a study from BI Norwegian Business School, which surveyed the characteristics of nearly 3,000 managers. Women outperformed men across the board, demonstrating emotional intelligence, clear communication, problem-solving skills, and methodical management. Equipped with characteristics that lend themselves to effective management, women are increasingly taking a seat at the leadership table – and they’re inspiring their peers to follow suit. [1]

## THE FACTS:

**Women are adopting leadership positions** across the corporate sector. As of 2013, women held more than 52% of professional and managerial roles, up from just 30.6% in 1968. [2]



## The faces of Fortune 500 companies are changing.

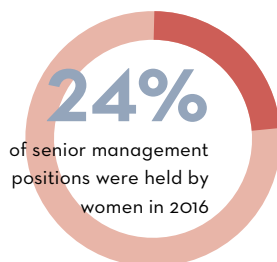
32 female CEOs are represented on the 2017 Fortune 500 list – up from 21 in 2016. This year’s roundup features more women in leadership than ever before. There is still room for progress, though; men hold upper leadership roles in a staggering 93% of Fortune 500 companies. [3]



## There is plenty of room for growth

 in female leadership.

As of 2016, just 24% of senior management positions were held by women, and 33% of global corporations have no women in senior leadership. [4]



SOURCES:

- 1) The Independent: *Women are Better Leaders Than Men, Study of 3,000 Managers Concludes* (2017).
- 2) Pew Research Center: *Women and Leadership* (2015).
- 3) Fortune: *The Fortune 500 List Features A Record Number of CEOs* (2017).
- 4) Forbes: *Today’s Gender Reality In Statistics, Or Making Leadership Attractive To Women* (2016).

success stories:

# SHOWING UP IN MALE-DOMINATED INDUSTRIES

When Pew Research Center explored why women aren't claiming leadership roles, the primary reason wasn't lack of experience or family responsibilities (two reasons that are commonly credited to the professional gender imbalance). In blind surveys, women are indistinguishable from their male counterparts in intellectual and leadership capacity. Rather, 43% of respondents reported that women are held to higher standards than men - and that's where they hit the glass ceiling. However, women are breaking through. As women represent male-dominated industries, they prove a point: that girl bosses can get the job done as well as men. [1]

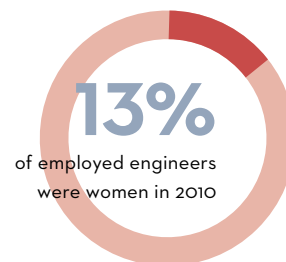
## THE FACTS:

**The faces of law firms are changing.** For centuries, law was a male-dominated profession. This trend remained intact as recently as 1974, when less than 1 in 10 lawyers were women. Today, 1 in 3 lawyers are women, and 1 in 5 are partners in private law firms. [2]



**#Ilooklikeasurgeon** made waves on Twitter, and it shed light on an important fact: women are often at the helm of the operating room, but industry stereotypes give more visibility to men. Today, women account for 30% of physicians in the United States and deliver better care across the board; **a Harvard study found that 32,000 fewer patients would die each year if male doctors took the same caregiving measures that their female counterparts do.** [3] [4]

**There's still work to do.** Although professional opportunities in STEM (science, technology, engineering, and math) are ballooning every year, and there aren't enough qualified candidates to fill open positions, men continue to dominate the industry. In 2010, a mere 13% of employed engineers were women. [5]



SOURCES:  
 1) Pew Social Trends: *Women and Leadership* (2015).  
 2) Pew Social Trends: *Women and Leadership* (2015).  
 3) Pew Social Trends: *Women and Leadership* (2015).  
 4) Harvard T.H. Chan School of Public Health: *Hospitalized Patients Treated by Female Physicians Show Lower Mortality, Readmission Rates* (2016).  
 5) Pew Social Trends: *Women and Leadership* (2015).

## success stories:

# GETTING EDUCATED

Education, opportunity, and economic growth: when women spend time in the classroom, nations benefit. An educated population of women directly correlates to the health and economic resiliency of a community. Knowledge is also power. Today, female college graduates outnumber men by 3%, and more women pursue master's and doctorate degrees than their male counterparts. As women invest time and resources in education, they better equip themselves to enter the workforce with confidence to overcome societal barriers – and the credentials to back them up. [1]

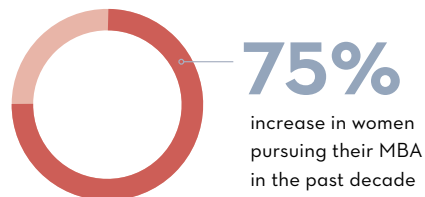
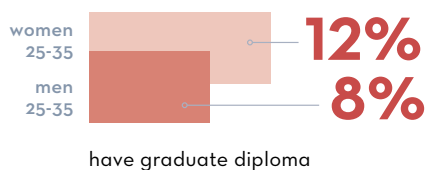
### THE FACTS:

**Women are wearing a cap and gown more** than their male counterparts. Since the 1990s, more women than men enroll in college and complete degree requirements. As of 2013, 37% of women between the ages of 25 and 29 held a Bachelor's degree, compared to 30% among their male peers. [2]



**Continuing education remains a priority for women.**

12% of women aged 25 to 35 have graduate diplomas adorning their wall, compared to 8% of men. Women claim 60% of master's degrees and 51% of doctorate degrees, and the number of women pursuing their MBA has increased by 75% in the past decade. [3]



**Countries feel the benefits globally** when women receive access to education; a UNESCO study credits higher education to lower birth rates, narrower pay gaps, and a stronger economic sector. But 16 million girls across the world will never sit in a classroom, creating a gender disparity that has some significant opportunity for growth. [4]

**The gender pay gap remains.** Although the cost of higher education has been called the “great equalizer,” the gender gap of college-educated men and women remains. A poll of federal financial aid recipients found that women’s earnings ten years after enrolling in college are lower than men’s earnings just six years after enrolling. [5]

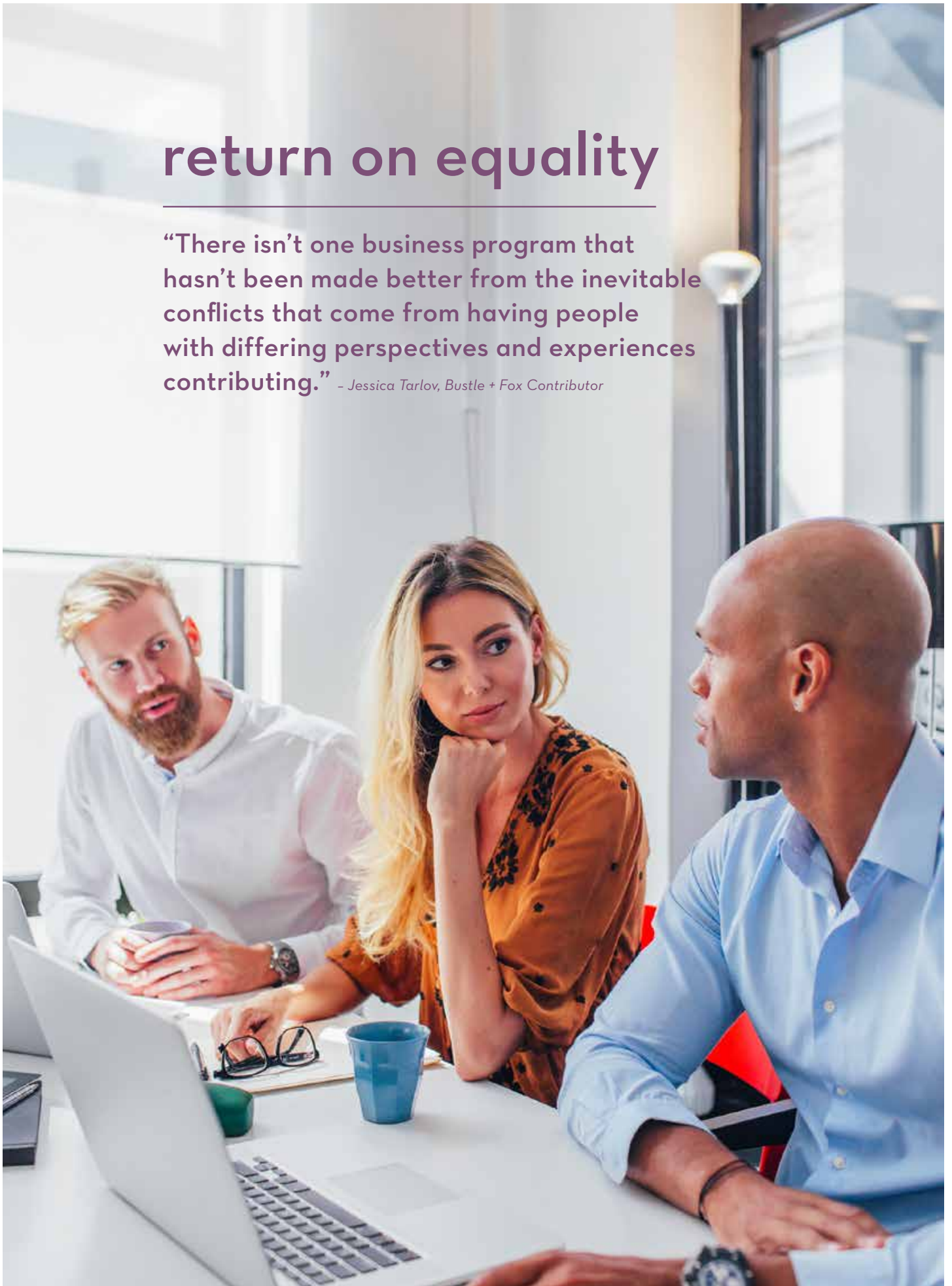
#### SOURCES:

- 1) Pew Social Trends: *Women and Leadership* (2015).
- 2) Pew Social Trends: *Women and Leadership* (2015).
- 3) Pew Social Trends: *Women and Leadership* (2015).
- 4) UNESCO: *Girls' Education - The Facts* (2013).
- 5) Center for American Progress. *The Big Difference between Men and Women's Degrees* (2016).

# return on equality

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“There isn’t one business program that hasn’t been made better from the inevitable conflicts that come from having people with differing perspectives and experiences contributing.” – Jessica Tarlov, *Bustle + Fox Contributor*





# Diverse teams make better products. Period.

- Debra Sterling, GoldieBlox

## terms to know

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### INTERSECTIONALITY

n. The understanding that social issues cannot be explored in isolation as different identities such as race, gender, age, etc. intersect in each person's life and produce different privilege or oppression.

### MICROAGGRESSIONS

n. These are small common occurrences that demonstrate bias towards a certain group. They are insults, assaults, or invalidations that presume one group is superior to another. While they seem small in isolation, overtime, microaggressions impact an individual's mental health and emotions.

### CORPORATE CULTURE

n. Patterns of accepted behavior, and the beliefs and values that promote and reinforce them.

### CHECK YOUR PRIVILEGE

v. Because we know that we all have privilege in different ways, being told to "check your privilege" is a way of reminding people to take a step back and look at the privileges you have and how they impact your perspective, and reflect on how your social identities may have given you advantages and given others disadvantages.

### COGNITIVE DIVERSITY

n. The idea that everyone brings something unique to the table – and that this inclusive heterogeneity is essential to solving problems, meeting business objectives, and driving innovation.

### B CORP

n. For profit companies certified by the nonprofit B Lab to meet rigorous standards of social and environmental performance, accountability, and transparency.

### WHITESPLAINING

v. When a white person explains something to a person of color in a patronizing or over-simplified way, particularly in regards to race or other things they have no firsthand experience with. The same concept applies to "mansplaining" when men speak about the female perspective.

### INSTITUTIONALIZED DIVERSITY

n. The movement to institutionalize diversity, which aims to drive inclusion in the workplace and also equal rights, equal opportunity, and equal pay.

### MANSPLAINING

v. A man explaining something to someone, typically a woman, in a condescending or patronizing manner.



# return on equality overview:

Leadership styles and business models are always evolving, but throughout history, a snapshot of the typical boardroom has looked strikingly similar. However, the corporate sector is beginning to disrupt the tradition of a white, male-dominated leadership structure. Research demonstrates that homogeneity is a handicap, while diversity is a strength – and companies are listening. Consider the compelling food for thought: Racially diverse companies are 35% more likely to have financial returns above the industry median. [1] Often, the right candidate is also the underrepresented candidate; a Harvard-Princeton study found that when orchestras hired via a blind audition process, it increased the likelihood of female musicians being selected by 30%. [2] As companies commit to create an authentically diverse workforce, their performance improves – and so do their returns.

Diversity isn't just better for our bottom line; it also primes businesses to outperform their competitors. By tapping into the perspectives, experiences, and expertise of a diverse employee base, companies are more likely to understand their target customers and expand into new market. Socially diverse teams are more creative and dynamic. They increase innovation and are superior problem-solvers. [3] The bottom line? Diversity delivers serious returns – and when businesses catch on to that, they better position themselves for success.

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#### SOURCES:

- 1) McKinsey & Company. *Diversity Matters* (2015).
- 2) Harvard Kennedy School: *Orchestrating Impartiality: The Impact of "Blind" Auditions on Female Musicians* (2000).
- 3) Scientific American: *How Diversity Makes Us Stronger* (2014).

# More Money: Diversity = Dollars

The verdict is in: Workplace diversity pays dividends. A wealth of new research confirms that it is a differentiator when it comes to a company's financial performance. Among publicly traded companies, those with truly diverse workforces are 70% more likely to have penetrated a new market in the past year and 45% more likely to have expanded their market share.<sup>[1]</sup>

Businesses with more diverse workforces are also more likely to lead the pack, while those who dismiss diversity run the risk of falling behind. Those in the top quartile for racial and ethnic diversity are 35% more likely to have financial returns above their national industry median, while those in the top quartile for gender diversity have a 15% leg up.<sup>[2]</sup> Conversely, companies in the bottom quartile for gender, ethnicity, and race statistically have below-average financial returns.<sup>[3]</sup> In other words, companies that are dismissive of diversity aren't just *not leading* — *they're lagging*.

## 10%

### EBIT improves

For every 10% increase in racial/ethnic diversity in the executive leadership of US companies, EBIT improves 0.8%. <sup>[4]</sup>

**Companies in the bottom quartile for gender, ethnicity, and race diversity statistically have below-average financial returns.**

— McKinsey & Company



#### SOURCES:

- 1) Center for Talent Innovation: *Innovation, Diversity, and Market Growth* (2013). 2) McKinsey & Company. *Diversity Matters* (2015). 3) McKinsey & Company. *Diversity Matters* (2015). 4) McKinsey & Company. *Diversity Matters* (2015). 5) American Sociological Association: *American Sociological Review* (2009). 6) Credit Suisse Research Institute: *Gender Diversity and Corporate Performance* (2012) 7) Sodexo: *Sodexo's Gender Balance Study* (2016). 8) Fortune: *Majority of Nike's U.S. Employees Are Minorities For the First Time* (2016). 9) Nike: *Nike, Inc. Reports Fiscal 2015 Fourth Quarter and Full Year Results* (2016).



# +9%

## **increase in sales revenue**

Every 1% rise in a workforce's gender and ethnic diversity yields a respective 3 and 9% increase in sales revenue. [5]

# 16%

## **female board representation**

Companies with female board representation have an average return on equity of 16% – which is four percentage points higher than companies with no women on their boards. [6]

## case studies

### **SODEXO**

Sodexo knew that managers should consider diversity when hiring, but they wanted facts to back it up. They analyzed data on the gender composition and results of their global teams, and the findings were compelling: **Teams with 40-60% women in management outperformed those that were not gender balanced.** The teams with female representation also exhibited superior engagement, brand awareness, and client retention, driving higher profits and growth. [7]

### **NIKE**

Believing that diversity “fosters creativity and accelerates innovation,” Nike focused its recruitment efforts on hiring, promoting, and retaining diverse talent. Its efforts paid off. **In 2015, for the first time, the majority of its U.S. employees were minorities.** [8] **That same year, the company's revenues rose 10%.** [9]

# Top Talent: Recruiting and Retaining

“Culture fit” has long been a cornerstone of recruiting processes. However, with many companies struggling to hire the candidates they need – 39% of executives at large companies reported that it was difficult-to-impossible to find the right talent – it’s time to replace this tribal mentality with something far more fitting: “culture add.”<sup>[1]</sup> By focusing on diversity instead of homogeneity, companies are more likely to hire people who will challenge thinking and processes, bring fresh viewpoints to the table, and offer specialized skill sets. More diverse teams are often higher performing, with improved creativity and problem-solving skills.<sup>[2]</sup>

Sidelining diversity can also decimate employee retention. In the tech industry, females are twice as likely to leave their jobs as men, while blacks and Latinos are 3.5 times likelier to quit than white or Asian colleagues.<sup>[3]</sup> LGBTQ recruits are, on average, more highly skilled and educated than their straight counterparts, yet nearly one in every ten LGBTQ employee has left their job because of an unwelcoming work environment.<sup>[4]</sup> Given that the median cost of turnover for a non-executive is 21% of their annual salary, poor retention doesn’t just hinder a company’s efficacy — it also hurts its bottom line.<sup>[5]</sup>

**If your employees feel and see that you don’t care about their well-being, they’ll go somewhere else or, even worse, they’ll stay and do a mediocre job.**

– Rena DeLevie, *Compassionate Management*

## 72%

**CEOs worried**

72% of CEOs are worried about the availability of key skills. <sup>[7]</sup>

## 63%

**white working population declines**

From 1980 to 2020, the white working-age population is projected to decline from 82% to 63% – while the minority segment of the workforce will double. <sup>[8]</sup>

#### SOURCES:

1) Deloitte: 2013 *Global Finance Talent Survey* (2013). 2) Standard Graduate School of Business: *Diverse Backgrounds and Personalities Can Strengthen Groups* (2006). 3) Kapor Center for Social Impact: *Tech Leavers Survey* (2017). 4) The Williams Institute: *Discrimination, Diversity, and Development* (2016). 5) Center for American Progress: *There Are Significant Business Costs to Replacing Employees* (2012). 6) Forbes Insights: *Fostering Innovation Through a Diverse Workforce* (2011). 7) PwC: *Redefining Business Success in a Changing World* (2016). 8) The National Center for Public Policy and Higher Education: *Policy Alert* (2005). 9) Diversity Best Practices: *Whirlpool’s Diverse Talent Retention Strategy* (2015). 10) CEO Action: *Promoting Inclusion Through Business Resource Groups* (2016).

## case studies

### WHIRLPOOL

While Whirlpool had made progress in attracting and hiring diverse talent, the company was losing that talent at an equal rate. To address this, they created a Retention Risk Assessment Toolkit to help managers build stronger and more effective relationships with their employees. **The toolkit has improved retention; attrition rates for under-represented minorities and women within its pilot program were a respective 14% and 12% lower than those not in the program.** [9]

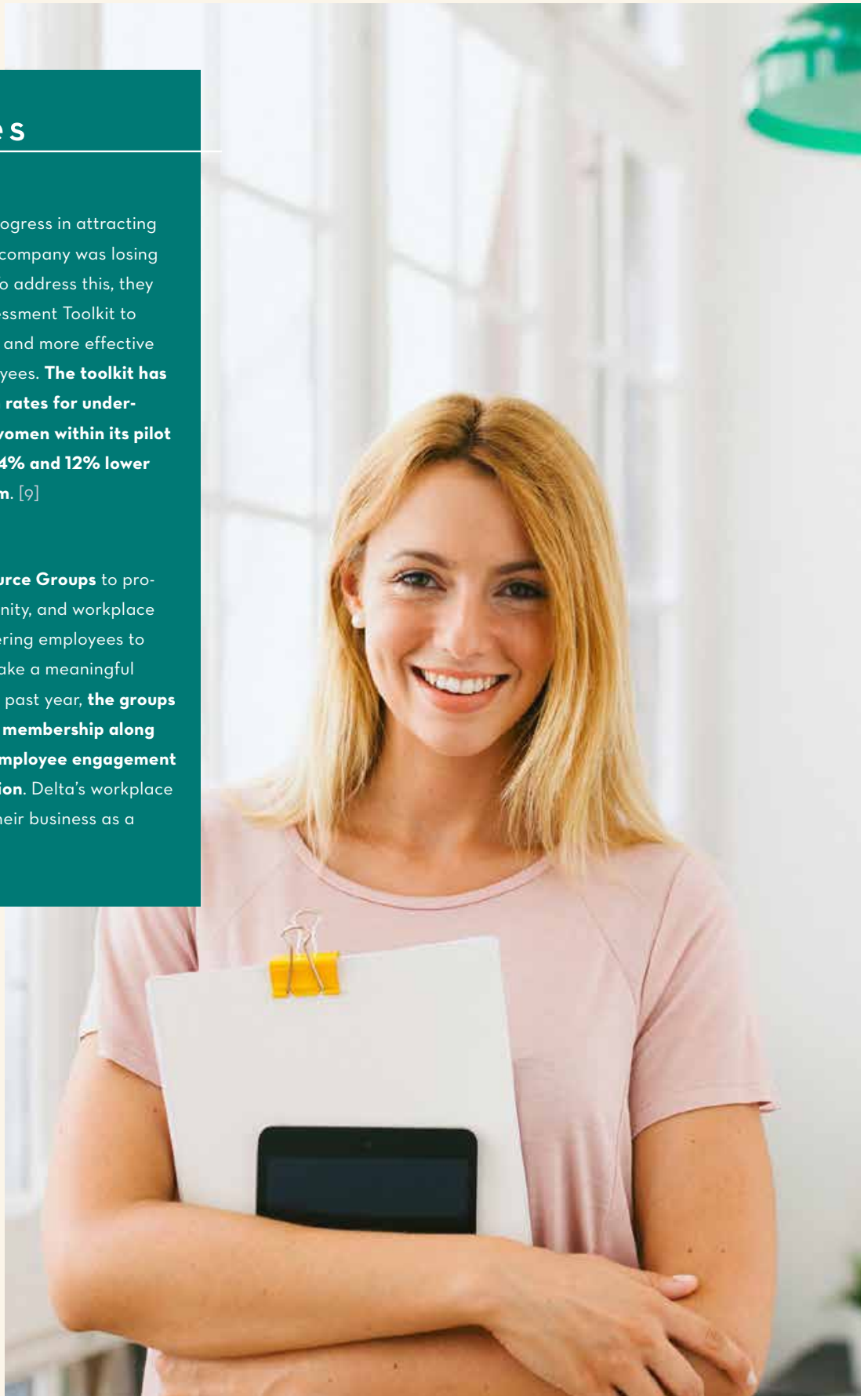
### DELTA

Delta **created Business Resource Groups** to promote inclusion, equal opportunity, and workplace diversity – while also empowering employees to develop professionally and make a meaningful impact on the business. In the past year, **the groups have seen a 25% increase in membership along with continually increasing employee engagement scores in diversity and inclusion.** Delta's workplace culture has improved – and their business as a whole benefits. [10]

# 85%

### key driver of innovation

85% of executives at large global enterprises consider workplace diversity to be a key driver of innovation. [6]



# Increased Innovation: Superior Solutions

**Businesses  
run by  
culturally  
diverse lead-  
ership are  
more likely to  
develop new  
products.**

- Forbes

Workplace diversity isn't just a buzzword, it's a smart business strategy. Working with people who are different than you combats conformity and improves decision-making. A recent study found that in diverse groups, people are more likely to distinguish between incorrect and accurate answers, whereas when surrounded by others of the same race or ethnicity, people are more likely to fall prey to herd mentality in the wrong direction.[1]

By removing people from their bubbles, you also force them to think outside the box — which, in turn, drives superior business results. Businesses run by culturally diverse leadership are more likely to develop new products than those with homogeneous leadership.[2] A two-year study found that companies in the top tier for diversity and inclusion are also 1.7 times more likely to be innovation leaders in their market.[3] The verdict is in: Where diversity leads, innovation follows.

## 83%

**uplift in ability  
to innovate**

Employees who feel that their organisation is committed to diversity and inclusion report an 83% uplift in their ability to innovate. [4]

#### SOURCES:

- 1) The New York Times: *Diversity Makes You Brighter* (2015). 2) Economic Geography: *Cultural Diversity, Innovation, and Entrepreneurship: Firm-level Evidence from London* (2013). 3) Forbes: *Why Diversity And Inclusion Will Be a Top Priority For 2016* (2015). 4) Deloitte: *Waiter, Is That Inclusion in my Soup?* (2013). 5) Innovation: *Gender Diversity Within R&D Teams: Its Impact on Radicalness of Innovation* (2011). 6) The Boston Consulting Group: *The Mix That Matters* (2017). 7) Glassdoor: *Highest Rated CEOs Share the Business Case for Diversity and Inclusion* (2017). 8) Forbes Insights: *Fostering Innovation Through a Diverse Workforce* (2011).





**introducing radical new innovations**

Companies with more women are also more likely to introduce “radical new innovations” into the market. [5]

**20%**

**increase in innovation revenue**

A company’s innovation revenue increases when the proportion of its female managers rises above 20%. [6]

**case studies**

**CLOROX**

With dozens of brands in more than 100 countries, Clorox knows that keeping a pulse on its diverse customers is at the crux of its continued success. To do this, it taps into its equally diverse employees.

**One of the company’s recent innovations, Clorox Fraganzia, is the product of its Hispanic Employee Resource Group.** They identified particular fragrances that appeal to Latino consumers, the home care team executed on the idea, and a new best-seller was born. [7]

**MATTEL**

When Mattel decided to launch a line of dolls targeted to African American girls, it enlisted the help of the its African-American Employee Resource Group. Through a series of candid meetings, the group advised on the overall look and concept.

**The result was a doll that resonates with its target audience and has become one of Mattel’s best-selling minority-focused brands.** [8]



# Purchasing Power: Conscious Consumers

Companies that want a sure-fire way to connect to customers should first look internally: Businesses that employ a diverse workforce are able to more effectively market to wider range of consumers. With the purchasing power of women, LGBT individuals, and minorities on the rise, it is imperative that product and service offerings resonate with these groups. Already, women control 51% of personal wealth in the United States.[1] By 2050, there will no longer be a clear racial or ethnic majority in the United States.[2] Teams must reflect these demographics if they want to truly understand their target audiences.

A commitment to diversity can also make a bottom line impact. Corpsumers – brand activists who consider a company’s values and reputation to be of equal importance to its products or services – have emerged as powerful consumers. If they feel strongly about a company, they’ll shout it from the rooftops (or more likely, their preferred social media platforms). The impact of Corpsumers can’t be ignored; companies that experience a 12% growth in advocacy can see a 100% growth in revenue.[3] Companies that proactively promote diversity are more likely to appeal to these advocates and, as such, reap the financial and reputational benefits that they present.

## 47%

### multicultural counties

21 of America’s 25 most populated counties are home to a majority multicultural population. These local markets also drive 47% of America’s total GDP. [5]

## 75%

### value company reputation

75% of Americans believe that a company’s reputation is just as important as the products it makes. [6]

#### SOURCES:

1) BMO Wealth Institute: *Financial Concerns of Women* (2015). 2) Center for American Progress: *Progress 2050* (2011). 3) MWW PR: *Meet the Corpsumer* (2016). 4) MWW PR: *Meet the Corpsumer* (2016). 5) MWW PR: *Meet the Corpsumer* (2016). 6) Nielsen: *Multicultural Multipliers: The Millennial Effect* (2017). 7) Forbes Insights: *Fostering Innovation Through a Diverse Workforce* (2011). 8) The Telegraph: *The Compelling Reason Beyonce is Launching Ivy Park* (2016).

## case studies

### L'OREAL

**By tapping into its diverse workforce, L'Oréal is able to offer products that better reflect its equally diverse customer base.** From foundations formulated for women of color to experiential programs that tap into Hispanic consumers' love of telenovelas, the company's diversity efforts have allowed them to create offerings that truly resonate with their target buyers. [7]

### TOP SHOP x IVY PARK

Ivy Park, the brainchild of Topshop and pop queen Beyoncé, is a direct challenge to the “shrink it and pink it” marketing strategy for targeting women. **Instead, the athleisure line promotes diversity, and strength. From their ad campaigns - which break the mold with minority, LGBT, and older models - to their product offerings - which include hats designed specifically for women with curly hair - the company oozes inclusivity.** It has been a commercial hit, with sold out collections since its release. [8]



# 67%

**pay for value**

67% of Corpsumers would prefer to pay full price for a product that reflects their personal values than buy a product at a discounted price. [4]



**To tackle the complex, dynamic challenges facing our clients today, diverse thinking, perspectives, and talent is what drives innovation and better solutions for our clients and our people.**

**Diversity alone is not enough; we need to change the conversation to creating an inclusive environment where each and every individual feels like they belong.**

- Janet Foutty, Deloitte Consulting

then & now:

# THE EVOLUTION TO INCLUSION

<p><b>DIVERSITY</b> adding females or people of different races to a predominantly male, white work group</p>	<b>vs.</b>	<p><b>INCLUSION</b> acknowledging that success comes from differences of opinion, not in spite of them</p>
<p>unconscious <b>BIAS</b></p>		<p>personal <b>EXPERIENCE</b></p>
<p><b>COVERING</b> downplaying a known stigmatized identity</p>		<p>embracing the <b>WHOLE SELF</b></p>
<p>reaching <b>QUOTAS</b></p>		<p>building the best <b>TEAMS</b></p>
<p>corporate <b>HIERARCHY</b></p>		<p>corporate <b>COLLABORATION</b></p>
<p>work-life <b>BALANCE</b></p>		<p>work-life <b>INTEGRATION</b></p>

# don't forget: inclusion matters

You can't have diversity without inclusion. In order for companies to implement authentic diversity initiatives, they must invest in an effective inclusivity framework. Although diversity and inclusion go hand-in-hand, it's important to remember that they are distinct concepts. Diversity consultant Vernâ Myers puts it succinctly: "Diversity is being invited to the party. Inclusion is being asked to dance." [1] Although the diversity of a company can be measured by data, it's far more complex to assess its inclusivity. By creating systems and structures where the perspectives, values, and goals of all employees are nurtured, a workplace can be an authentic exemplar of diversity and inclusion.

## five tips to build an inclusive workplace:

**Practice what you preach.** Values matter. Make sure that yours are authentic and that you can articulate them to yourself, your employees, and your consumers. Then, live up to the standards that you set.

**Embrace a customized approach.** Acknowledge and accommodate employees' unique needs, styles, and strengths. By encouraging them to work in the way that best suits them, you also empower them to work to their fullest potential.

**Open lines of communication.** Find out how to best foster inclusivity by listening and observing – and encourage others to do the same. Constantly communicate with your employees, and make it clear that their feedback and suggestions are welcome.

**Invest in employees.** Create initiatives – from mentorship programs to specialized groups – that give employees of all backgrounds the opportunity to learn, develop skills, and ultimately, grow within the company.

**Be a champion of change.** Show the company where you stand on inclusivity. If you see people hampering an inclusive workplace, speak up – and conversely, support and celebrate those who are champions of change themselves.

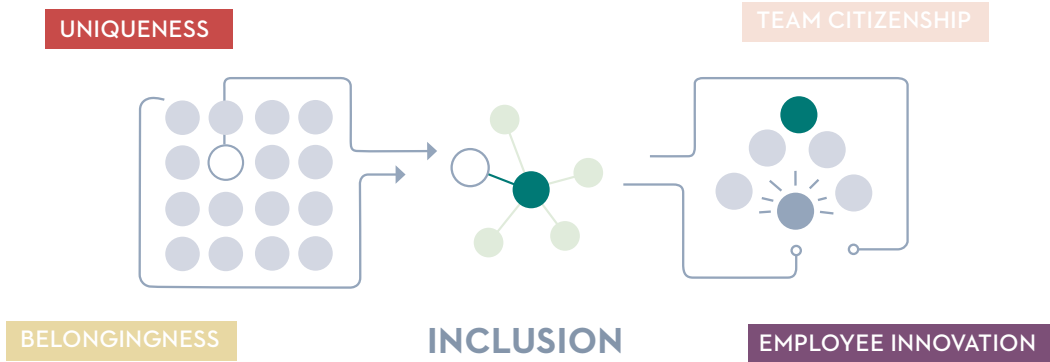
**Diversity is  
being invited  
to the party.  
Inclusion is  
being asked  
to dance.**

– Vernâ Myers

## SOURCES:

- 1) Harvard Business Review. *Diversity Doesn't Stick without Inclusion* (2017).
- 2) Catalyst. *Inclusion Matters* (2015).

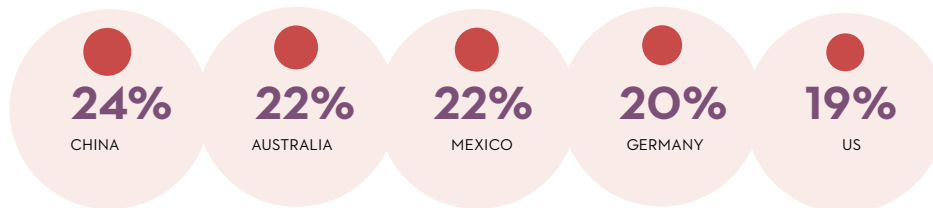
## what is inclusion? belongingness + uniqueness



How much does perceived uniqueness and belongingness contribute to inclusion?

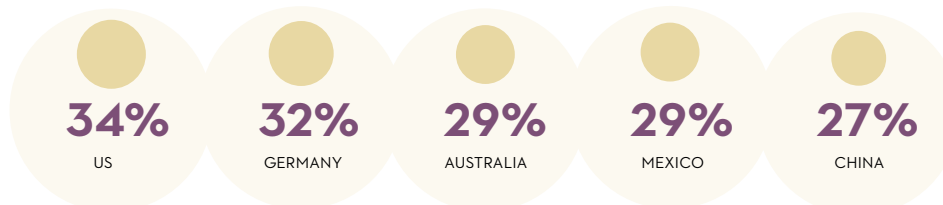
### UNIQUENESS

The perception that you are distinct from others and that your distinctiveness is valued by others in the group.



### BELONGINGNESS

The perception that you are part of a group, such as a work team, and that you are an essential part of the group.



[2]



## expert interviews

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**“Today’s leaders need to feel empowered and have the courage to break the pattern of looking for the ‘safe choice’ – those that fit the norm of what an executive is supposed to look like...at the end of the day, you don’t want a team of people who are all trying to imitate someone else – that is one sure way to stifle innovation.”** – Janet Foutty, *Deloitte Consulting*



# Alaa Murabit

## Phase Minus 1, United Nations

**“Legitimate engagement has to be spearheaded through deliberate, courageous leadership.”**

**Tell us about your story.**

Growing up I never felt like gender was a limitation or an issue. However, once I completed high school in Saskatoon, Canada at the age of 15 and I moved to Zawia, Libya, I enrolled in medical school and became increasingly attuned to what was going on around me.

**What do you believe the role of corporations is in advancing change?**

A lot of the research I've done, both for my thesis and now with the organization I co-founded, Omnis Institute, focused on the changing nature of the Nation State system. For example, in the 1940s and '50s, governments were sole service providers. Everything from your milk, to your transportation, to emerging technologies were delivered state - citizen. And that's the way our democracies and nation states are still shaped, despite the fact that, in the past 40 years, the government is no longer what provides citizens with the vast majority of our services. Corporations provide us with information and technology, access, healthcare, and infrastructure.

So, governments today, in an effort to legitimize themselves and often invasive actions, securitize rather than provide or prevent. Their message to citizens is: our core purpose today is to protect you. It is security.

I think corporations present part of the solution. They can provide a security infrastructure and peacebuilding and peace-keeping infrastructure with a lot less cost and a lot more accountability, security and comfort of citizens than the government has been able to do (or has done in the past).

## Ask her

**FIRST THING YOU DO WHEN YOU WAKE UP:**

*Pray, eat breakfast and check my emails!*

**FAVORITE PART OF YOUR JOB:**

*Meeting young girls. It is rewarding.*

**ADVICE YOU WOULD GIVE TO THEM:**

*You never need to ask permission to be in the room, you deserve to be there. The only person that gets to make that decision is you.*

*Never sell yourself short. Because when you do, other people will too.*

**A lot of the companies that are founded or run by women or immigrants are a lot more successful in terms of sustainable practices and engaging on human rights or things like education, health care, etc.**

What we need to be able to do more effectively as policy-makers and diplomats is say to corporations you have a seat at the table. We've failed to do that and at this point many corporations have the financial ability to be bigger players than most countries in the world. It is past time for us to be aligning our interests.

Additionally, most corporations are *a lot* more diverse than government, both in terms of gender, socioeconomic background and race (although the fact that there are more CEOs named John than there are women CEOs means there is still a lot of work to be done in the corporate world as well).

And while corporations have significant flaws they remain more flexible and malleable than government; I think it presents a unique opportunity where business can teach government to be more flexible, and to a degree, more effective.

**What companies do you look to as leaders in advancing change?**

Unilever has been a leader in sustainability for so many years under the leadership of their CEO, Paul Polman. He is one of our fellow advocates and one of my favorite people in the world. The way he talks about business is not the way most CEOs talk about business and the way he talks about gender parity is not the way most men in power talk about it. We need more voices like his in the room. When sustainability was not really all that "cool" and the research about its impact on increasing profit wasn't as widespread, he took it on as a values mission.

A lot of the companies that are founded or run by women or immigrants are a lot more successful in terms of sustainable practices and engaging on human rights or things like education, health care, etc. People who were not your traditional CEO ten years ago have helmed companies like Ikea or Chobani and they have taken personal risks that others have not.

When I look at the companies doing well, it is not the policies or the environment of sustainability. It's that policies are not just put on paper - they are implemented and supported institutionally, and there is a very deliberate engagement with minority and women's inclusion in particular. Legitimate engagement must be spearheaded by deliberate, courageous leadership. We need to give more credit to courageous corporate leaders, who prioritize people and planet over profit.





# Susan Goldberg

## National Geographic

“The way to get people to engage in issues, whether you’re trying to talk to them about climate change or gender, the rights of women and girls or people on the gender spectrum or any other really important issue, is to entice them into having these conversations, or being open to receiving information.”

### What is the power of creative storytelling in advancing change?

The way to get people to engage in issues — whether you're trying to talk to them about climate change or the rights of women and girls or people on the gender spectrum or any important issue — is to entice them into having these conversations by being open to receiving information. What we try to do as storytellers, no matter what the topic, is to create ways to draw people in. We can address all of these complicated topics, but we have to make it fascinating and interesting. And if you're National Geographic, you also want to make it visually beautiful. You just want people to be in love with learning.

### What is the importance of diversity of perspective when you're telling these stories?

We work so hard to make sure that we have writers who are diverse, photographers who are diverse, editors who are diverse. Because if you have an all-white male staff or all white-male leadership, you're going to certainly understand some stories and see some things as stories, but you're not going to see opportunities as broadly as you would with a more diverse staff.

### In January 2017 National Geographic released an issue on gender. What was the response?

It was quite incredible. It was one of our best-selling issues on the newsstand in the the last five years. It generated an enormous amount of media attention. We had 10,000 readers cancel their subscription to National Geographic. Those people didn't think it was an appropriate topic for us to tackle, even though I would argue that we've been covering human cultures for 130 years. We've covered human cultures for all this time, and this was another way of looking at human culture. We told the story through the lenses that National Geographic always tells stories, which is with a global approach, with the best scientific information and through incredible visuals. But 10,000 readers thought this was a horrible idea. They canceled. On the other hand, within the first month of publication, we had 370 mil-



lion readers come to our gender content on our digital platforms, which is vastly more than usual. I feel like we were able to create a conversation around gender. Not just report what people were talking about, but to also create a conversation. We were a finalist for the Pulitzer Prize in explanatory reporting for the gender issue. That has never happened before at National Geographic.

## Ask her

### FIRST THING YOU DO WHEN YOU

#### WAKE UP:

*Look at my phone*

#### BUSINESS IDOL:

*My former publisher Terry Egger, he is the best leader that I've ever had the pleasure of working for.*

#### FAVORITE PART OF YOUR JOB:

*Working with the best writers and photographers in the world to tell the best stories in the world.*

#### BEST BUSINESS ADVICE EVER RECEIVED:

*Knock 'em dead number one.*

### What is the future of diversity inclusion as it relates to storytelling and creating content?

In April, we're going to do a special issue on race. We're going to look at everything from why it is that humankind, since the dawn of time, has this need to categorize somebody else as the other. And we're going to look at that in a global way.

We're going to look at the science of race

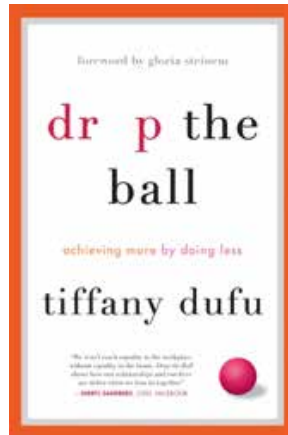
and remind people that about 99.9% of our genetic makeup is that we're all exactly the same. And then we're going to use the opportunity to kind of kick off an evaluation about where we are on race relations.



# Tiffany Dufu

Levo, Author,  
“Drop the Ball”

“We need women around the table. And when I say women, I mean all women: people of color, members of the LGBT community, immigrant women, women who have disabilities.”



**Why did you write your book, *Drop the Ball*?**

The biggest question I got all the time was “How do you manage it all?” And at first I thought it was a pretty inconsequential question, but one day it hit me that they’re not asking “How do you manage it all?” because they care about my personal life details. They’re asking because they’re wondering “How can I manage it all?” I felt I owed them a better answer to that question.

I wrote this book as a love letter to women and as a tribute to men. It’s a very personal book, it’s a memoir. The secret, of course, is that it’s not just my story. I layered some of my details on top of it, but all I did was take all of the stories that I’d heard from women and mold it into this book.

**So, how do you manage it all?**

What I did to manage it all was really drop a lot of unrealistic expectations that are rooted in, number one, how we’re socialized as girls. I grew up watching the *Cosby* show, which basically meant I was going to be Claire Huxtable. She was fashionable.

Her house was always clean. She had five amazing children and also made partner at a law firm. It was aspirational but unrealistic. And we adored her but when you go back and look at her in her life, it was kind of preposterous. She always had to be perfect

**What are the biggest barriers to advancing equality?**

The advancement of women, and quite frankly the advancement of society, requires the disruption of the social norms around how we’re supposed to behave, what we’re supposed to do, what we’re supposed to expect from ourselves in order for us to be a good anything. It requires a very intentional process of creating a different job description for yourself based on what matters most to you. And most of us don’t go through that process.

Companies need to provide opportunities for people to explore who they are. By recognizing that and supporting their employees in creating a life that they’re passionate about, recognizing their humanity and recognizing that they have these challenges is what will create loyalty and also will create an affinity with your brand that is really important.

One of the things that happens when you drop the ball on all of these unrealistic expectations is that you no longer judge yourself, and when you no longer judge yourself, it’s impossible to judge other people.

**What is the return on equality?**

Every company that I have ever worked with is struggling with retention and advancement of women. I believe that until we are able to organize and identify, not just women but men, as fully human and help support them in doing all of this work, we are never going to see the diversity of leadership that we need to. We need women around the table. And when I say women, I mean all women: people of color, members of the LGBT community, immigrant women, women who have disabilities. We’re missing out on an entire spectrum of perspective and lens when we don’t have them.

But at the end of the day, it’s about sustainability. Your talent is going to run out of steam, it’s going to become sick, it’s going to be exhausted, as long as everyone is spinning on a life-go-round, which for women is basically a full-time job at work and a full-time job at home.

# Ask her

**FIRST THING YOU DO WHEN YOU WAKE UP:**

*Something for myself, usually involving getting my body centered.*

**BUSINESS IDOL:**

*Gloria Steinem (who wrote the foreword in “Drop The Ball”).*

*She is someone who has always understood the value of sending the elevator back down.*

**ADVICE YOU WOULD GIVE TO YOUR CHILDREN:**

*If you want something you’ve never had before you’re going to have to do something that you’ve never done before in order to get it. Whatever your goal is, what are you going to do differently today in order to reach it?*

**GUILTY PLEASURE AT THE END OF A LONG DAY:**

*I don’t feel guilty about it one bit. Every single day I indulge in the pleasure of dancing. I put on Beyonce or Shakira or old-school Janet Jackson and dance my heart out.*



# Ross Martin

## Blackbird

“Initiatives are not enough. It begins with every day, waking up and doing all the things it takes to create a workplace that is safe for everyone, and to enforce that, and live it in everything we do.”

**Tell us about Blackbird.**

Blackbird is a brand strategy and business innovation firm that supports brands and businesses facing big challenges and even bigger opportunities. They want help answering the existential questions that are simply too important to get wrong. Their specific challenges vary widely by industry and the lifecycle of their brands, but they have some common threads. At first glance, many often look like marketing issues — and there’s no doubt marketing can be part of the solution. But when you scratch the surface, there’s much more going on — and much more at stake. We’ve arrived at an era in which so many brands (and people) must find a better way to articulate their purpose, their power and their potential; they must add up to more than just the sum of their parts. And they need to find or re-discover their true north.

**Who do you typically work with?**

We work with senior leaders who run industry-leading brands and businesses, and we also work with the challengers who are out to disrupt them. (The big, slow, bloated middle we leave to others.) We jump in when leaders are ready, willing, and able. That first one, readiness, is usually the hardest. Being ready for change means you’re feeling the urgency. And right now, a lot of people are definitely feeling the urgency. Every one of our clients is at an inflection point, and has the self awareness and confidence to go right at it.

**In starting Blackbird, what are the most important things you had to ask yourself?**

Well, if you’re going to spend your days doing super sensitive work with others, you need to never stop exploring who you yourself really are, who you want to be—and why. Blackbird has grown very quickly, but before we even started the business, we put in the time and energy it takes, and still do on a regular basis, to answer those questions about ourselves. All of our clients have powerful operating systems, and now they’re investing time and energy in building up the “Belief Systems” that inform and inspire their future.

Our approach to crafting the belief system for Blackbird was the same as it is for all of our clients. Starting fresh, we had the chance to code our DNA and to be intentional in what we do to build our culture. Every person that we add to the team changes the DNA, we know that, so as a team, every week, we talk about who we are, who we want to be, what skillsets we want to add, and how we are working together to achieve what we’re after. That is my first job at Blackbird. That’s the most important thing I do, to create the conditions for growth and the context for success. We do it by creating a platform for Blackbird talent that’s safe, supportive, and provocative, that challenges each and every one of us to grow. A big part of my job is making sure nothing gets in the way of those things.

**What are the barriers to advancing diversity and inclusion?**

By now it should be obvious to all that the challenges to growth and opportunity for women and minorities are not just overt, they’re systemic. Personal bias is one thing, but what we face now is the plain truth that the patterns and methods of exclusion were institutionalized long ago, and they aren’t going down without a fight. The forces working against a woman’s success in any business today in America often seem insurmountable. But we have to persist, we have to find ways to undermine, attack, and dismantle the systems that keep people down and keep people out. Maybe that’s what we are starting to see happen in America right now. At least I hope it is. But it’s not enough to read about this shit and retweet it. Business leaders in the US have become incredibly sophisticated at defending themselves from any kind of attack or criticism of their personal bias and behavior.

**What is one solution to create change?**

I wasn’t going to talk about this, but I will. A few months ago, I walked into the conference room of a CEO who flew me in and wanted to hire Blackbird. There were no women, and there was no one of color. Just 20 white, middle-aged male executives in that room. And I wasn’t about to be the 21st. When I got back to our office, I told my team what happened, and I promised them (and myself) we will never work for that company or any company that isn’t ready or willing to deal with these issues. Not a day goes by where I’m not proud of our choice. It’s the best million dollars we didn’t make.

**What is the business case for diversity?**

You cannot possibly win in business today without a diverse team of extraordinary talent. It has everything to do with how any leader builds, sells, and delivers great, impactful work. But you shouldn’t be able to win on your diversity policy as a marketer. That should be expected of each and every one of us. It’s table stakes.

## Ask him

**FIRST THING YOU DO WHEN YOU****WAKE UP:***Cuddle my dogs***BUSINESS IDOL:***Jay-Z***FAVORITE PART OF YOUR JOB:***Solving problems with creativity***COMPANY YOU WISH YOU STARTED:***This one. (Blackbird Global)***ADVICE YOU WOULD GIVE TO YOUR****CHILDREN:***Today is the day.*



# Alicia Hatch

## Deloitte Digital

“We need to redesign the way we work to support different types of people, different lifestyles and different types of contributions.”

## Women need to support other women, to champion them and push to make their accomplishments seen and heard.

### Tell us about Deloitte Digital.

Deloitte Digital is a creative digital consultancy that sits within Deloitte. As our world became increasingly digital, we saw the need to create a sub-brand that could not only laser-focus on digital transformation, but could do so with a creative eye across the entire c-suite. As the CMO, it's my job to help us do that. We're the innovation engine, and we're always future-oriented.

Deloitte is committed to cultivating a diverse and inclusive business culture, and it starts with getting the numbers right. We are the first professional services firm to have a female chairman, a minority CEO, and a minority chairman. Two-thirds of our professionals in the US are women and minorities, and our board is made up of over 50% of women and minorities. I'm really proud to work for a firm that makes sure to create a diverse working environment, and it's a testament to our global leadership that this is a priority. In recent years, we've challenged ourselves to push beyond the numbers and create a more inclusive culture by integrating our minority support groups, and creating environments for diverse groups to connect, build, and grow together. We do this not just because it is right, but because it's smart. We know through our research that diverse teams make better business decisions. Inclusion is a business imperative.

### What are some of the biggest barriers to advancing diversity + inclusion?

We need to redesign work to support different types of people, different lifestyles and different types of contributions. Many of the business models that companies operate in today are outdated—they were designed for the way we lived 50 years ago. It's time to redesign how work is done to cater to a more diverse workforce — women, men, single parents—we all have different needs and contributions that should be valued.

### What else is holding us back?

I think human nature is holding us back, because change generally makes people uncomfortable. But the way we work has changed. The workforce has changed. And companies need to embrace this new way of doing business or they'll miss out on great talents, diverse teams, and new ideas. And in this day and age, everyone's got to bring their A-game. It's too competitive to be stuck in old ways of doing business.

### If you could name one recommendation for increasing the representation of women at the top, what would it be?

Women need to support other women, to champion them and push to make their accomplishments seen and heard. And sadly, this isn't happening. Since 1953, Gallup has been taking a poll that measures Americans preference about the gender of their bosses, and since 1982, women have consistently been more likely than men to say they prefer having a male boss. And the reasons for this are because there are so few women at the top—currently only 4% of Fortune 500 CEOs are women—that there is a harmful feedback loop that persists: women who ascend up the chain have defied the odds to advance, making it so the numerous female employees who are coming up below them feel like competition. I think this has to stop. With such a small percentage of women at the top, there is clearly room for more women to hold top management positions.

### What has been the best business advice you ever received?

My mentor, Bonnie Ross—a Microsoft Corporate VP who runs 343 Industries at XBOX, once told me to never be afraid to do something just because it hadn't been done before. Bonnie really believed in embracing ambiguity and encouraged me to run full speed ahead at the unknown, rather than away from it. She taught me to think expansively and creatively about possibility and to get really comfortable with being uncomfortable. Developing this muscle is not only critical in today's dynamic business climate, but it's also key to having the courage to break new ground as a woman in business.

## Ask her

#### FIRST THING YOU DO WHEN YOU WAKE UP:

*Remain horizontal while performing a full phone check*

#### BUSINESS IDOL:

*Coco Chanel*

#### FAVORITE PART OF YOUR JOB:

*Working with so many geniuses*

#### COMPANY YOU WISH YOU STARTED:

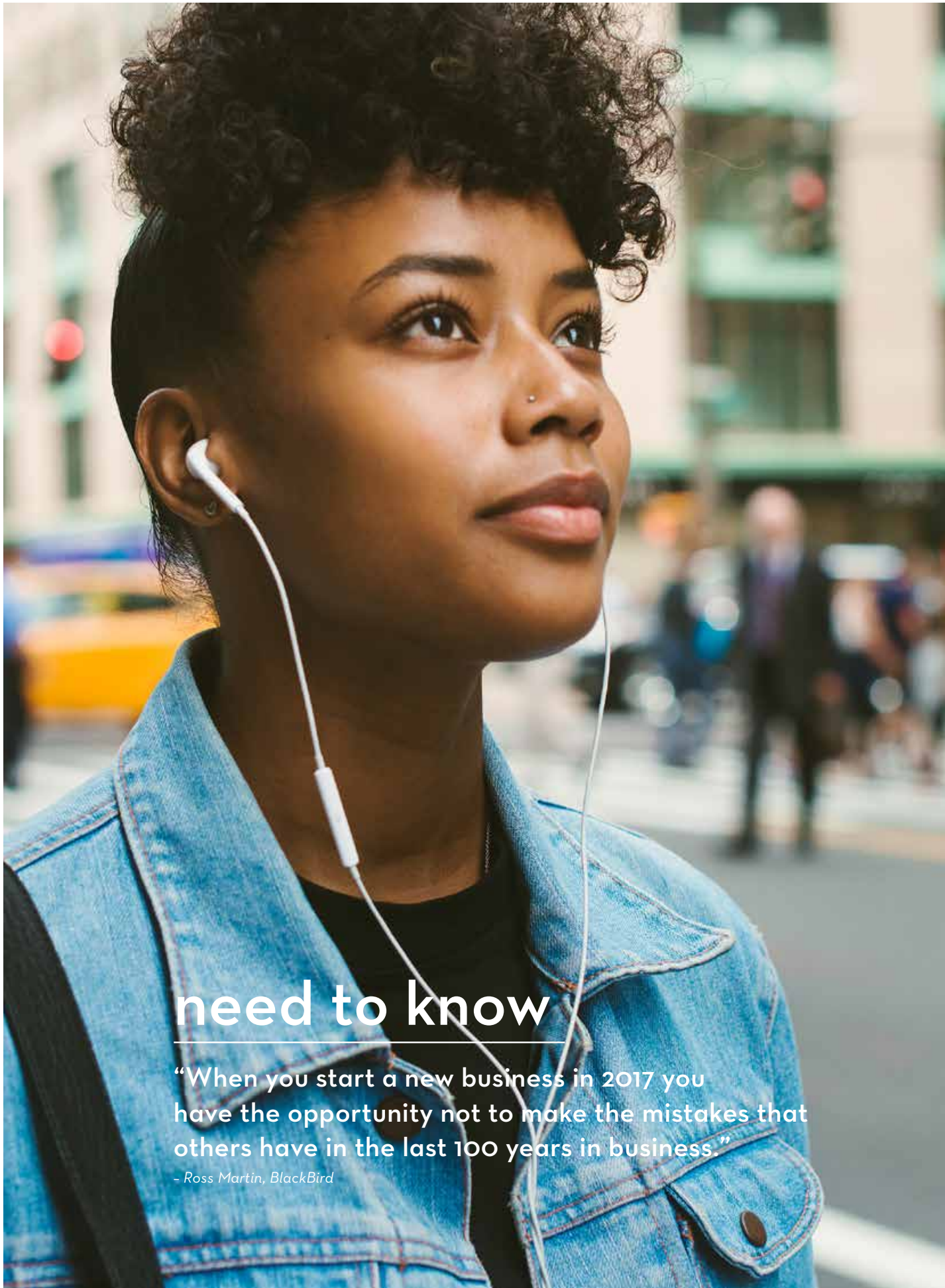
*Space X*

#### GUILTY PLEASURE AT THE END OF

**A LONG DAY:**

*A salt bath*





## need to know

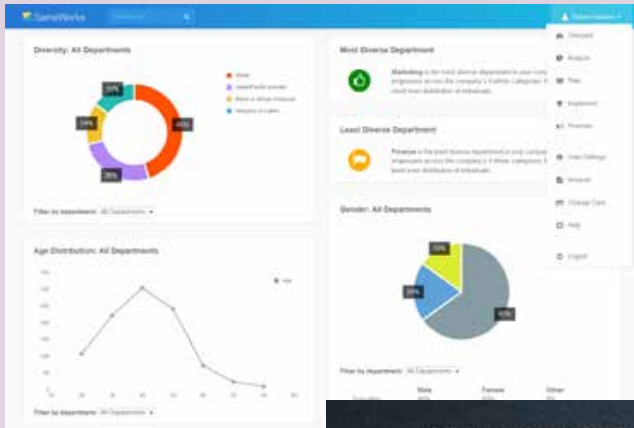
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“When you start a new business in 2017 you have the opportunity not to make the mistakes that others have in the last 100 years in business.”

- Ross Martin, *BlackBird*

# digital download

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## 1. SAMEWORKS

SameWorks combats pay inequality with cold, hard data. Using its software, companies can track diversity metrics, identify potential pay gaps, and create a certification plan to ensure equal pay. The result? Happier (and fairly paid) employees, a culture of trust and transparency, and a bolstered company brand that attracts top-caliber talent and customers.

## 2. EVERWISE

Good mentors can play a crucial role in a person's career trajectory – but for many, such a figure is hard to find. Everwise changes that. The “mentoring matchmaker” connects its users to people, resources, and feedback that will help them develop professionally. Many compare it to an online dating service, but instead of helping people find true love, Everwise helps them reach their full professional potential.

## 3. HIREVUE

HireVue harnesses the power of artificial intelligence to help companies hire the best talent in less time. Its “Video Intelligence” interview process removes time-consuming recruiting tasks like résumé reviews and phone screenings, giving hiring managers strategic insights into interviewees and providing candidates with a truly modern interview process.

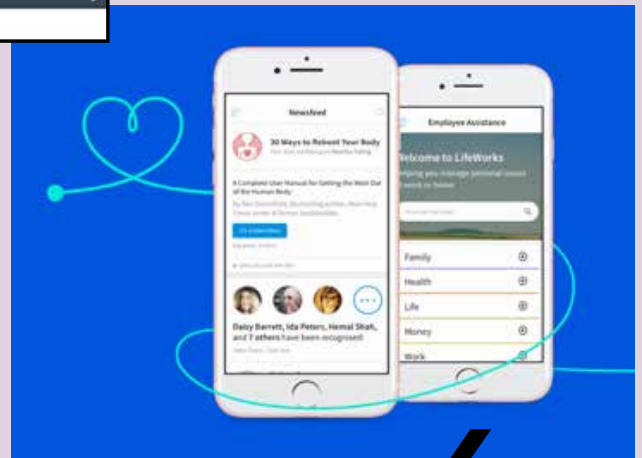
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**WAYUP**

Finding the right internship or job is difficult for many college students or recent grads. WayUp provides a better way for entry-level employees to go about the job search. Its platform connects candidates to jobs that match their criteria and also offers a host of other career resources, from networking events to practical guides.

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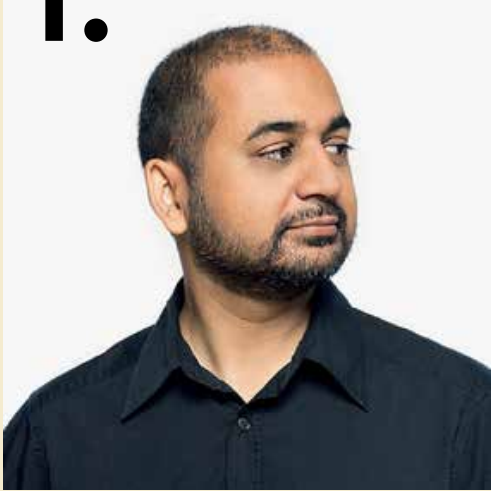
6.  
**LIFEWORKS**

LifeWorks helps companies support and foster the well-being of their employees. The platform provides a single place for employees to access assistance, receive rewards and recognition, engage with the company, and find perks. The result? Happier employees who have all the support they need to prioritize their well-being and unlock their full potential.

# new voices

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## 1. ANIL DASH

Anil Dash started his career as a “blogging pioneer.” Now, as CEO of Fog Creek Software, he is a leading advocate for more humane and ethical technology. Drawing from two decades of entrepreneurship experience, Anil connects technology to policy, pop culture, social justice, and other oft-overlooked domains – ensuring that these innovations benefits those who need it most.

## 2. ERICA JOY BAKER

As an engineer at leading tech companies including Google and Slack, Erica Joy Baker has risen the ranks in the male- and white-dominated tech world – and now, she’s using her experiences to champion greater inclusion and diversity in the industry. She sits on the board of Girls Develop It, a nonprofit that offers affordable web and software development programs for adult women.

## 3. LAURA WEIDMAN POWERS

By 2040, Black and Latinx people will make up nearly 40% of the US population – yet as of now, they make up just 5% of the technical workforce at top tech companies. Laura Weidman Powers founded Code2040 to address that disparity. The nonprofit helps Blacks and Latinxs develop the skills, experience, and network they need to find success in the tech world.

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**4. BLAIR IMANI**

As a queer, black, Muslim American woman, Blair Imani has faced prejudice from all directions. Now, she’s shattering stereotypes through journalism and activism. She is the founder of Equality for HER, a nonprofit media outlet aimed at the feminine-identifying community, and serves as the Civic Action and Campaign Leader at DoSomething.org.

**5. ERIN SHIPLEY & LINDSEY TAYLOR WOOD**

Erin Shipley and Lindsey Taylor Wood are fighting sexism one investment at a time – and delivering returns. Following successful careers in male-dominated industries (Shipley in Hollywood and finance, Wood in non-profits), they founded The Helm, a venture capital fund with a crucial difference: It only backs female-founded companies, with a focus on industries where women are particularly underrepresented.

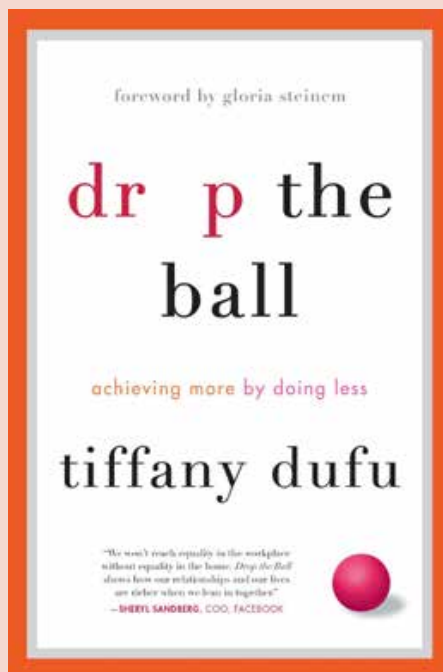
**6. MARLENE SCHIAPPA**

Marlene Shiappa, France’s new gender equality minister, first made waves by announcing that the country would criminalize sexual harassment on the streets – but her goals go beyond combatting catcalling. The blogger-turned-politician (and youngest member of President Emmanuel Macron’s cabinet) plans to close France’s gender pay gap, stamp out sexist advertising, and ban laws that discriminate against women.

# reading list

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## 2.



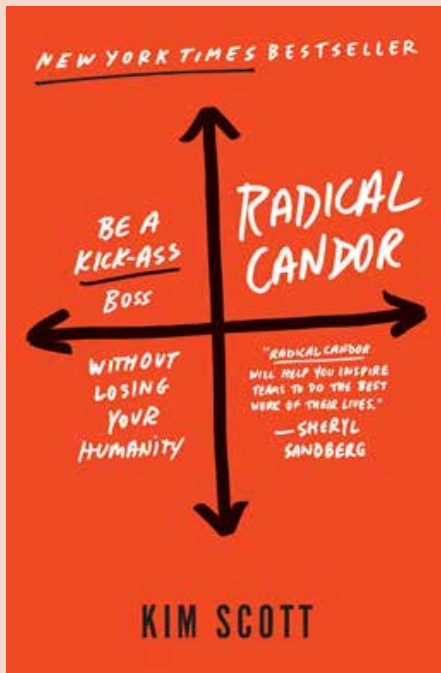
## 3.

## 1.

1. *Inclusion: Diversity, the New Workplace and the Will to Change*, **JENNIFER BROWN:** *Inclusion* embraces the opportunity that true diversity and inclusion presents for any organization. Drawing from time-tested strategies that Jennifer Brown and her team have implemented at Fortune 500 companies, the book – which bills itself as a “call to action” – outlines ways to empower employees and foster better workplace cultures.

2. *Drop the Ball*, **TIFFANY DUFU:** In this reflective autobiography, Dufu – Levo’s chief leadership officer and a launch team member of Lean In – explores how she balances personal and professional needs. Her solution? Letting some of her demands go. Her book offers practical advice that readers can relate to and apply to their own lives.

3. *Blind Spots: How to Uncover and Attract the Fastest Emerging Economy*, **BEC BRIDESON:** According to Bec Brideson, women control \$28 trillion of the \$35 trillion global consumer economy – and future-focused organizations who tap into this burgeoning female market will reap substantial financial benefits. *Blind Spots* provides a practical framework for businesses who want to take advantage of this opportunity before their competitors do.



4.

4. *Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity*, **KIM SCOTT:**

As an executive at Google and Apple, Kim Scott discovered the ideal leadership style: challenge directly and care personally. *Radical Candor* outlines this management technique and shows bosses how to achieve success without sacrificing their humanity, find professional fulfillment, and foster an empathetic workplace environment.



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5. *A Uterus Is a Feature, Not a Bug: The Working Woman's Guide to Overthrowing the Patriarchy*, **SARAH LACY:**

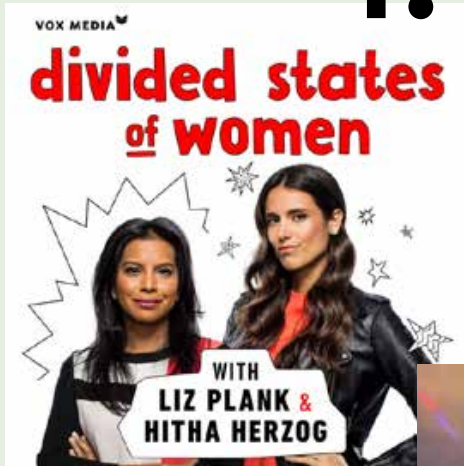
In *A Uterus is a Feature, Not a Bug*, Sarah Lacy challenges the age-old assumption that women must choose between having a career and having kids. She outlines how women can leverage their parenting skills to improve job performance – and how the plus sign on a pregnancy test might just be the beginning of their professional peak.

6. *Power Up: How Smart Women Win in the New Economy*, **MAGDALENA YESIL:**

Magdalena Yesil came to the United States with two suitcases and \$43 to her name. Fast forward two decades, and she became the first investor and founding board member of Salesforce. Drawing from her own Silicon Valley experiences, *Power Up* reads as a playbook for women who want to succeed in the tech world.

# podcast

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1. *Divided States of Women*, **LIZ PLANK & HITHA HERZOG**

Women are often regarded as a uniform entity, while in fact they represent a diverse set of opinions and experiences. In *Divided States of Women*, hosts Liz Plank and Hitha Herzog challenge the idea of a one-dimensional female perspective, eschewing the pundits in favor of real American women and delving into the complex political issues that they face.

2. *Leadership and Loyalty*, **DOV BARON**

What is authentic leadership and how do we define it? Speaker, coach, and bestselling author Dov Baron has spent 30 years investigating this – and in *Leadership and Loyalty*, he brings his insights to the podcast world. Each episode tackles a different business issue, but the overarching theme is how to achieve both professional success and personal fulfillment.

3. *The Go-Giver*, **BOB BURG**

*The Go-Giver* is all about the prosperous power of giving. Drawing from his Five Laws of Stratospheric Success – value, compensation, influence, authenticity, and receptivity – Bob Burg investigates ways to foster a joyful lifestyle, and outlines how embracing that lifestyle can make you better a better worker, leader, friend, and partner.





4.

4. *Girlboss Radio*,  
**SOPHIA AMORUSO**

Just like the boundary-pushing women that it invites to its show, *Girlboss Radio* goes about things a little differently. In each episode, host Sophia Amoruso, who rose to business fame as the founder of Nasty Gal, has no-holds-barred conversations with some of the world's leading ladies. Executives, entrepreneurs, artists, and other trail blazers share how they got to be where they are today, offer candid advice, and dole out insights with a heavy dose of humor.



5.

5. *Smart Creative Women*,  
**MONICA LEE**

*Smart Creative Women* focuses on just that: Learning from and getting inspired by smart, creative women from a variety of industries. Host Monica Lee invites her guests - and listeners - to pour out a cup of coffee and dish out their best personal and professional advice. Episodes cover everything from harnessing creativity to building a brand to finding pathways to your passion.

# watch list

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1. *Lipstick Under My Burkha*

*Lipstick Under My Burkha* chronicles four women leading stifled lives in a small town in India. Domineered by men and boxed in by society, they find freedom through secret acts of rebellion. The black comedy-cum-social commentary was a critical and commercial hit, winning numerous awards at international film festivals.

2. *Battle of the Sexes*

When World No. 1 tennis player Billie Jean King and ex-champion Bobby Riggs duked it out on the courts in 1973, there was much more on the line than game, set, match. *Battle of the Sexes*, starring Emma Stone and Steve Carell, explores how this electrifying sporting event captured the attention the world and put a spotlight on sexism.

3. *The Tale of Four*

Inspired by “Four Women,” Nina Simone’s ballad about African American stereotypes, *The Tale of Four* follows a day in the life of four different women. In just 20 minutes, the short film manages to both explore the daily realities of black life and deftly shine a light on major issues, such as race-based violence and domestic abuse.



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4.  
*SMILF*

Bridgette Bird is smart, sexy, and single. She's also a mother. Showtime's new semi-autobiographical series follows the scrappy South Boston resident as she tries to balance diapers, dating, and a dream to make a better life for herself and her son.

5.  
*Alias Grace*

In 1843, Irish immigrant Grace Marks was imprisoned for the murder of her employer. The latest binge-worthy miniseries from Margaret Atwood brings the housemaid's tale to life. As the did-she-or-didn't-she mystery unfolds, it also explores gender and class issues. *Alias Grace* isn't just a murder story, it's a portrait of female life in the 19th century.

# the algorithm for equality

“The biggest barrier keeping women from leadership roles is deeply rooted stereotypes of what a leader is supposed to look or act like...Showing a different type of leader, one like me, for example, who admits when I don’t know things and breastfeeds during conference calls, is a mental leap that needs to be made. The way to do that is to showcase diverse female leaders (through press, biographies, media, etc.) to the same level that the white male leaders are showcased and eventually the stereotypes will fade.”

- Debra Sterling, GoldieBlox



# the algorithm for equality

Transformation happens in steps. We must create measurements for accountability in order for change to happen. With that, The Female Quotient is creating an algorithm for equality which will enable companies to measure their current equality status, identify specific areas for improvement, and create customized plans for making their workplaces more inclusive, safe and fair.

The four vitals include Parity, Advancement, Culture and Leadership. Within each of those four vitals are three underlying supporting “principles.”

By offering companies the tools they need to successfully monitor metrics and then activate next-step solutions for change, The Female Quotient will help take equality, diversity, and inclusivity goals from an ideal to a reality.

## vital #1

# PARITY

# 217

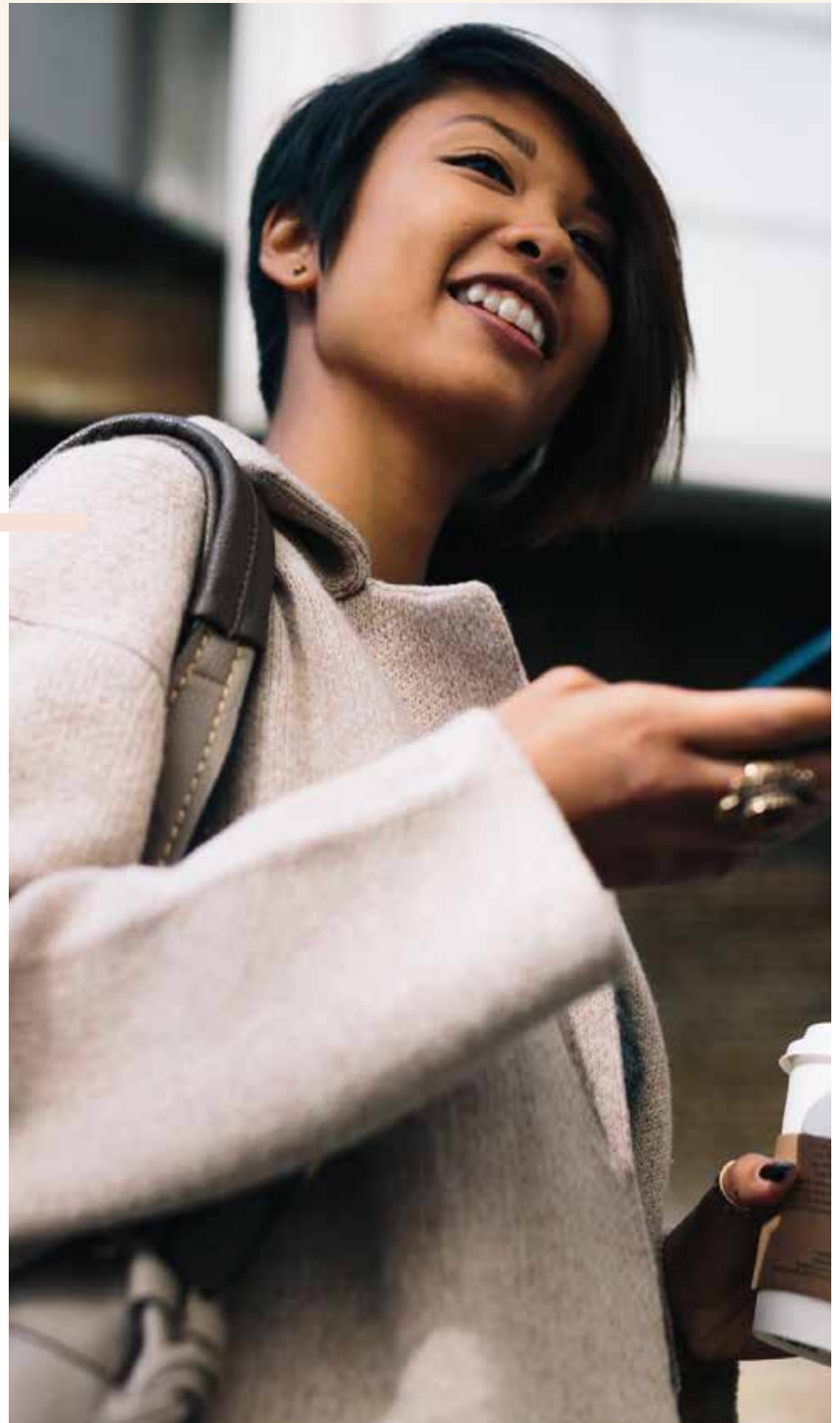
The number of years it will take to close the pay gap, according to the Global Gender Gap Report.

Many companies are pledging to make gender equality a top priority, often falling short of the mark. We cannot reach gender equality without corporations actively focused on implementing equal opportunity policies. This will require companies to be transparent about inequities such as the wage gap; adjust strategies for hiring and retaining female talent and be truly authentic, such as by choosing to do business with companies that are also focused on creating equal opportunity. Here are some principles to help guide your development plans:

**Transparency:** From closing the wage gap to eliminating unconscious bias, bringing awareness and shedding light on workplace inequities is essential for driving change. Creating a transparent and unbiased organization takes dedicated effort, training and coaching to ensure every employee (or prospective employee) feels they have an equal opportunity based purely on skills and performance.

WE CAN MEASURE TRANSPARENCY METRICS BY:

- Actively evaluating perceptions
- Assessing and closing the wage gap
- Educating hiring managers, as well as employees, on pay norms across the company





**Hiring and Retaining Talent:** Internal hiring process and employee retention programs need to be reworked in order to better attract and retain female talent and diversity. Hiring managers need to be aware of their unconscious biases, like the fact that they're more apt to hire people who think or look like them, and actively work to promote diversity within their teams. Also, hiring managers should pay attention to feelings during the onboarding process and beyond: More than 40% of job turnover happens within the first month of hiring, according to a study by Equifax Workforce Solutions. This might be avoided if new hires had managers who checked in about how they felt things were going or internal points of contact to turn to for guidance.

ESSENTIAL MANAGER SKILLS INCLUDE:

- Eliminating bias in job descriptions
- Eliminating bias in the interview process
- Continuing to check in with and engage new hires: Offering support and guidance will help increase retention rates
- Offer clarity on metrics for performance evaluations and reasons for advancement

**External Communications and Partner Management:**

To walk the parity talk, it's essential to authentically engage in the values you want your company to embody by communicating these messages not only internally, but also externally, such as in the media and at recruiting events. Also important is aligning with partners who share your parity goals and are working to reflect the kind of change you want to see in your own company.

**If you want to know whether a country is going to fall into conflict within itself or with its neighbors, the very first thing you look at is not the GDP, not resources, not energy, it is their treatment of women.**

- Alaa Murabit



PLAYBOOK

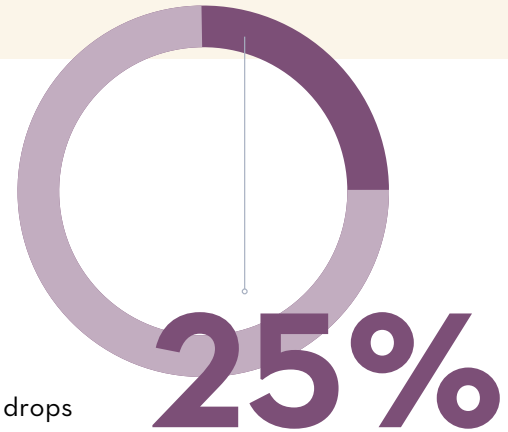
**“The advancement of women, and quite frankly the advancement of society, requires the disruption of the social norms around how we’re supposed to behave, what we’re supposed to do [and] what we’re supposed to expect from ourselves.”** - Tiffany Dufu, *Levo*, Author, “Drop the Ball”



## vital #2

# ADVANCEMENT

Women make up 50% of entry-level positions, and that percentage drops to about 37% by middle management and shrink to 19% in the C-suite. Companies must have concrete strategies in place to keep women in the pipeline and help them rise up into leadership positions. These strategies should go beyond technical skills training to include life-stage profiling and confidence building. Mentorship, sponsorship and coaching develop the best talent and build teams that drive innovation and business growth.



25% of women feel their gender has hindered their progress, according to a study by Lean In + McKinsey.

**Mentoring:** Pairing rising stars with a role model for support and personal coaching is critical for advancement. Ideally, every company would have a formal mentoring program that matches an employee with a mentor, based on both professional and personal aspirations.

**Sponsoring:** In addition to mentors who offer guidance, having an advocate in the form of a sponsor who amplifies one's successes and increases her visibility in front of key decision makers is also vital for female advancement. Sponsorship has been more widely adopted by males organically—and males have traditionally held the highest-powered positions—without a formal program in place. It is imperative that organizations help to bring equal sponsorship to the table by educating all employees on the importance of sponsoring each other and helping employees to create sponsorship relationships for both sexes.

**Coaching:** Employees who are happy and healthy are also more productive and confident, which increases their advancement opportunities. Offering ongoing coaching to employees of all levels—rather than only as a perk for senior leadership—can enable workers to achieve better work-life balance, identify and cultivate their strengths and boost interpersonal dynamics at the office.

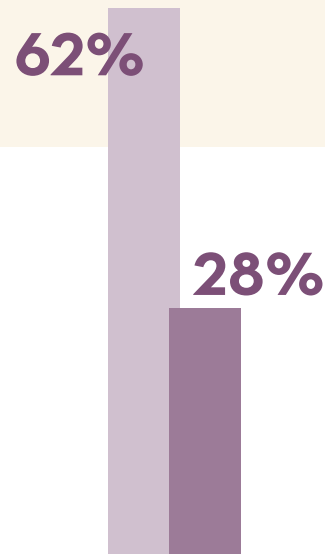
#### EXAMPLES OF SERVICES INCLUDE:

- Leadership training
- Parenting classes, such as those offered by Maternity as a Masters (MAAM), an educational program for new or expecting parents
- Confidence coaching
- Conflict resolution
- Overcoming “impostor syndrome”
- Work-life balance
- The Equality Hotline, a career- and equality-advice service being launched by The Female Quotient

## vital #3

# CULTURE

Equality and diversity are actions, and inclusivity is cultural. Research from Cloverpop, a platform that analyzes business decisions, finds that inclusive teams make better business decisions 87% of the time. Creating a culture of inclusivity makes for more creative teams that better represent the mindset of the market, boosts a company's bottom line, and allows employees to feel more comfortable bringing their whole selves to work. There are many types of workplace cultures, but here are three overall cultural factors imperative for enabling equality.



62% of senior leaders say that gender diversity is an important personal priority, yet only 28% of employees say senior leaders regularly encourage a candid dialogue about it, according to a study by Lean In + McKinsey.

**Empathy:** In order to adopt a culture of equality and for diverse teams to truly work, employees must not only understand intellectually why equality is a business imperative, but also be able to feel, relate to and empathize with others who are not like them. It requires providing teams opportunities to learn about one another and understand what each person can bring to the table in a truly supportive environment, as well as having policies in place to support and recognize individual needs, such as parental leave.

A FEW EXAMPLES TO HELP CREATE CULTURES OF EMPATHY AND CARE INCLUDE:

- Encouraging workers to share their stories and experiences both inside and outside the office
- Celebrating each other's differences by highlighting the unique values each member brings to the team
- Developing robust and supportive policies for people with unique needs, such as flexible schedules for those caring for a sick family member

**Inclusivity:** The goal of inclusivity is to make sure that everyone feels included in the workplace environment and that each individual feels she or he belongs—regardless of gender, race or sexuality. It's not only good for morale, but good for employees' performance: Research from the Harvard Business Review has found that when employees hide their true identities, it dramatically declines their professional performance. For equality and diversity initiatives to be successful, employees must learn how to be open to different points of view and allow workers to express their individuality. There has been extensive research and training tools developed to address unconscious or conscious behaviors that hinder openness and acceptance in the workplace, such as blindspot bias, where one sees the bias of others but fails to recognize their own.

**Safety:** Companies also need to create workplace environments where employees feel safe and empowered to use their voices, because employees won't be able to perform at their best if they're using energy and resources trying to protect themselves. Creating and ensuring safety in the workplace requires not only effective policies against harmful behaviors like harassment, but continual reinforcement, awareness training, firm consequences, and a safe place for those affected to share their concerns without fear of penalty.

## vital #4

# LEADERSHIP

# 32 million

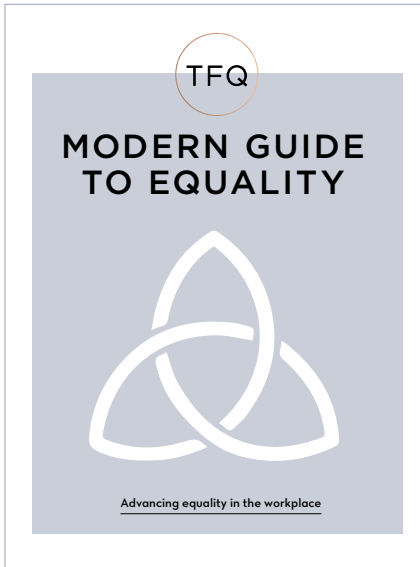
There are 32 million white men holding global leadership positions and they need to become critical allies in leveling the playing field for women and people of color.

Leadership matters more today than ever before. Creating a culture of belonging and safety in large part comes from leadership, which should be defined, communicated, and modeled both within the organization and outside. Leaders need to be empathetic, nurturing, and help to create environments where they would want their daughters and sons to work.

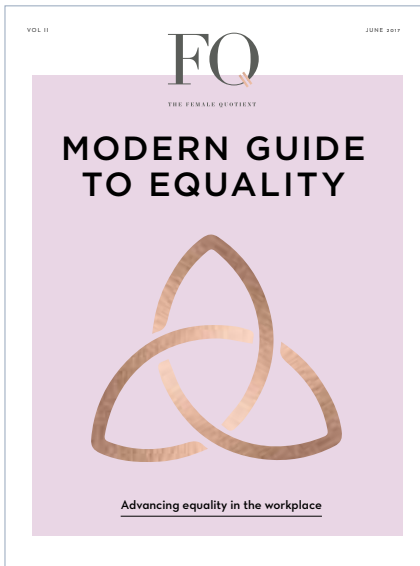
**Purpose:** In order for leaders to effectively create inclusive cultures, they must clearly define a company's core and equality values, communicate why creating a sense of belonging is imperative for both the business and workplace culture, and act as a role model by walking the talk. Purpose-driven leadership allows employees to find a deeper connection to their work and to their colleagues, providing a reason for alignment and collaborative effort beyond performance objectives.

**Collaboration:** Alone we have power, but collectively we have impact. A leader's role is to bring alignment and collaboration across the organization, as well as outside their organization with their extended ecosystem of partners. Creating strong relationships and mutual respect, such as by leading collaboration sessions, helps motivate others within and outside the organization and harness the power of the pack to work together to achieve a mutual equality mission, which is how transformation happens.

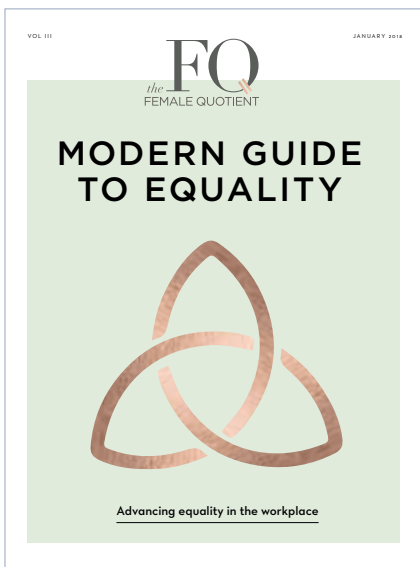
**Commitment:** Truly walking the talk and leading by example is the most effective form of communication to get internal and external teams onboard with the company's mission and equality initiatives. For a leader to represent and deliver on a company's equality goals, they must be able to connect on an emotional level with the employees, who are the true brand ambassadors, and authentically enforce adherence to a company's purpose and passion. In addition to being the champion, it is important for a leader to recognize and amplify a diverse range of other leaders who can be role models for the entire organization.



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**“Be curious. The world is filled with interesting events, captivating words and beautiful sounds. Appreciate the world around [you], always. No excuses. No rest for the curious.”** -*Gabriella Schwarz, Flipboard*

*“Help one another. Reach back and bring others with you.”* -*Lauren Wesley Wilson, Color Comm*

**“Ask questions first.”** -*Liz Matthews, Dell*

*“‘Write it all down.’ When I was first starting GoldieBlox, one of my friends and mentors, Clara Shih, the founder and CEO of Hearsay Social, gave me this piece of advice. I’ve learned that in business, clear communication and reflection is critically important and taking the time to write down your thoughts, whether in your own personal journal, or with employees, or with advisors and investors, is a powerful aligning tool.”* -*Debra Sterling, GoldieBlox*

**“Never sell yourself short. Because when you do, other people will too.”**

-*Alaa Murabit, Phase Minus 1, United Nations*

*“Dream BIGGER. Imagine your biggest dream, then make that dream 10x greater. Go after that dream instead. We need to give ourselves the permission and confidence to dream BIG dreams.”*

-*Roman Tsunder, PTTOW! & WORLDZ* **“Don’t be afraid to be who you are and own your strength.”**

-*Shelley Zalis, The Female Quotient*

