

TFQ

MODERN GUIDE TO EQUALITY



Advancing equality in the workplace

introduction

It is undeniable that we are living in an era of unprecedented change. Tradition is being tossed in favor of innovation and ideation, igniting global transformation in our businesses and communities. Unfortunately, the corporate workplace has not transformed to reflect modern culture. With four generations in the work force for the first time in history and growing expectations from young employees, parity in the workplace is both a social cause and a business imperative.

We have created The Modern Guide to Equality to accelerate the change in the workplace we want. Together with our partners, Atlantic Media Strategies and Catalyst, we are addressing the problem holistically, combining generational insights, workplace trends and interviews with industry leaders to develop a toolkit and corporate workshops with next-step actions for change.

Of course, this is just the start. The Modern Guide to Equality is a living and breathing playbook. A playbook powered by collaboration with industry leaders, business experts and employees at every level of the corporate pipeline working together to disrupt the current work culture, activate next step solutions and create accountability standards for progress.

We look forward to working together with you to make these changes a reality.

TEAM TFQ

INSIGHTS PARTNERS

About Atlantic Media Strategies

The award-winning consulting firm and creative agency of The Atlantic, Atlantic Media Strategies (AMS) helps organizations advance the ideas and issues that move our world. We work closely with brands to answer big questions, navigate transformation and growth, and design and develop solutions.

Born of The Atlantic's transformation from legacy brand to media pioneer, we draw insight from our "living lab" of audiences, our global client base, and our constant analysis of media trends—and we put that knowledge to work for our clients.

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. We act 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.

ATLANTICMEDIA

STRATEGIES

CATALYST 

THE FEMALE QUOTIENT

About TFQ

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.

Our strategy group works 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.



the female quotient

collaborators



ROHINI ANAND

Dr. Rohini Anand is a **Senior Vice President Corporate Responsibility** and the **Global Chief Diversity Officer at Sodexo**, a company known for its leading initiatives on diversity and inclusion. Rohini is responsible for Sodexo's diversity and inclusion initiatives for over 430,000 employees in over 80 countries. In her time at Sodexo, Rohini has championed a culture change, making gender parity a priority among senior leadership.



AVERY BLANK

An **impact strategist**, Avery helps individuals and organizations to achieve their business, career, and policy goals through advocacy and unlocking hidden opportunities. She focuses on helping companies and individuals grow their business and become effective influencers, as well as develop their leadership skills and careers. Avery has worked in industry, government, academia and nonprofits, and professional associations. Her work has appeared in journals and publications, including *The Washington Post*, *Forbes*, *TIME*, *Fortune*, and

Lean In. Avery sits on the Advisory Council with The Wilson Center's Women in Public Service Project and is a Board Member with the American Bar Association's Legal Career Central. She is a Tribeca Disruptor Innovation Fellow. In addition, Avery speaks on women, leadership, business, millennials, strategy, thought leadership, careers, policy, and politics. She has spoken at the U.S. Department of State, Oxford University's Power Shift Forum, and Women in Strategy Summit.



DAVID BONNETTE

David serves as **Chief Executive Officer of Lanyon**, the leader in global meetings, events, and hospitality technology. In addition to serving as Lanyon's Chief Executive Officer, Bonnette sits on the Company's Board of Directors. Prior to joining Lanyon, David served as CEO at BigMachines. Before joining BigMachines, he held several executive roles at Oracle, where he led North American organizations in ERP, CRM, and consulting. David has worked in the software industry for nearly 20 years, having served on the boards of BigMachines and Brainware (acquired by Lexmark).



CAROLYN EVERSON

Carolyn Everson is **Vice President, Global Marketing Solutions at Facebook**, where she leads the company's relationships with top marketers and agencies. Carolyn oversees a team of regional leaders, and the teams focused on global partnerships, global agencies, and the Creative Shop.



LAURA GENTILE

Laura Gentile is the **founder of espnW**, ESPN's first initiative dedicated to serving female sports fans. She also spearheads several initiatives across ESPN that are dedicated to understanding the value and opportunity for women across the company. Her team's efforts include, but are not limited to, starting the espnW Women + Sports Summit, developing a global mentorship program for female athletes and top business executives in sports, ensuring female talent appears across a number of ESPN networks, and launching The Trifecta radio show.



ANGELA GUY

Angela Guy is the **Senior Vice President, Diversity and Inclusion for L'Oréal USA**, the largest subsidiary of the L'Oréal Group, the world's leading beauty company. Angela is responsible for shaping the diversity efforts for L'Oréal USA as a business imperative that highlights the value of all forms of beauty while respecting and reflecting the differences of our rapidly changing marketplace. She is a member of the L'Oréal USA Executive and Benefits Committees and collaborates to align L'Oréal's global diversity efforts.



ELIZABETH LOMBARDO, PHD

A **psychologist** by training, Elizabeth's goal is to help people before they need the proverbial shrink couch. She assists clients in developing their True Success™. Elizabeth frequently works with celebrities and c-suite level executives. She has been honored by giving a prestigious TED-x talk and interviewed by today's top media outlets, including *The Today Show*, *Dr. Oz*, *CNN*, and *Forbes*. In addition, Elizabeth is the best-selling author of *A Happy You: Your Ultimate Prescription for Happiness and Better Than Perfect: 7 Strategies to Crush Your Inner Critic and Create a Life You Love*.



KATIE MOTA

Recently named one of The National Diversity Council's Top 50 Women in Entertainment 2016, Katie is **founder, co-president and executive producer of Wise Entertainment**, a Los Angeles-based production company focused on edgy and entertaining content that is socially relevant. With her husband Mauricio, she has directed two episodes as well as served as executive producer of *East Los High*, a drama series which has earned five Emmy nominations for its realistic portrayal of inner-city Latino high school students since its debut on Hulu in 2013. Now in its fourth season, the show consistently draws strong ratings on Hulu and is the #1 series ever on Hulu Latino.



ULF SCHNEIDER, PHD

As **Executive Advisor**, Dr. Schneider is focusing on driving PAREXEL's diversity and inclusion work, leveraging his experience and expertise through international advising, individual coaching and mentoring, and serving as executive sponsor for certain clients. For more than 15 years, Dr. Schneider was Senior Vice President and Chief Administrative Officer, and a member of PAREXEL's Business Review Committee. In this role, he was responsible for the worldwide administrative functions: Human Resources including Learning and Organizational Development, Diversity Management, Facilities, Procurement, Travel and Regional Management. Dr. Schneider practices his passion for strategic workforce planning, talent development and on many levels making the workplace a better place—including attract-

ing, developing and supporting talent, raising employee engagement, diversity, as well as enabling an open and global workplace. In addition, Dr. Schneider has been teaching at several German Universities, including the German Open Business School, of Applied Sciences for more than a decade.



GERALD LEMA

Gerald Lema is **Managing Partner and Representative Director of Cylon Capital**, a private investment group based in Tokyo and Palo Alto that creates value for top brands and technologies in the Japanese and Asia Pacific markets. He is based in Tokyo. Mr. Lema has more than 25 years of pharmaceutical, diagnostics, healthcare and consumer experience in Asia, Europe/Middle East and Africa, US and Latin America.

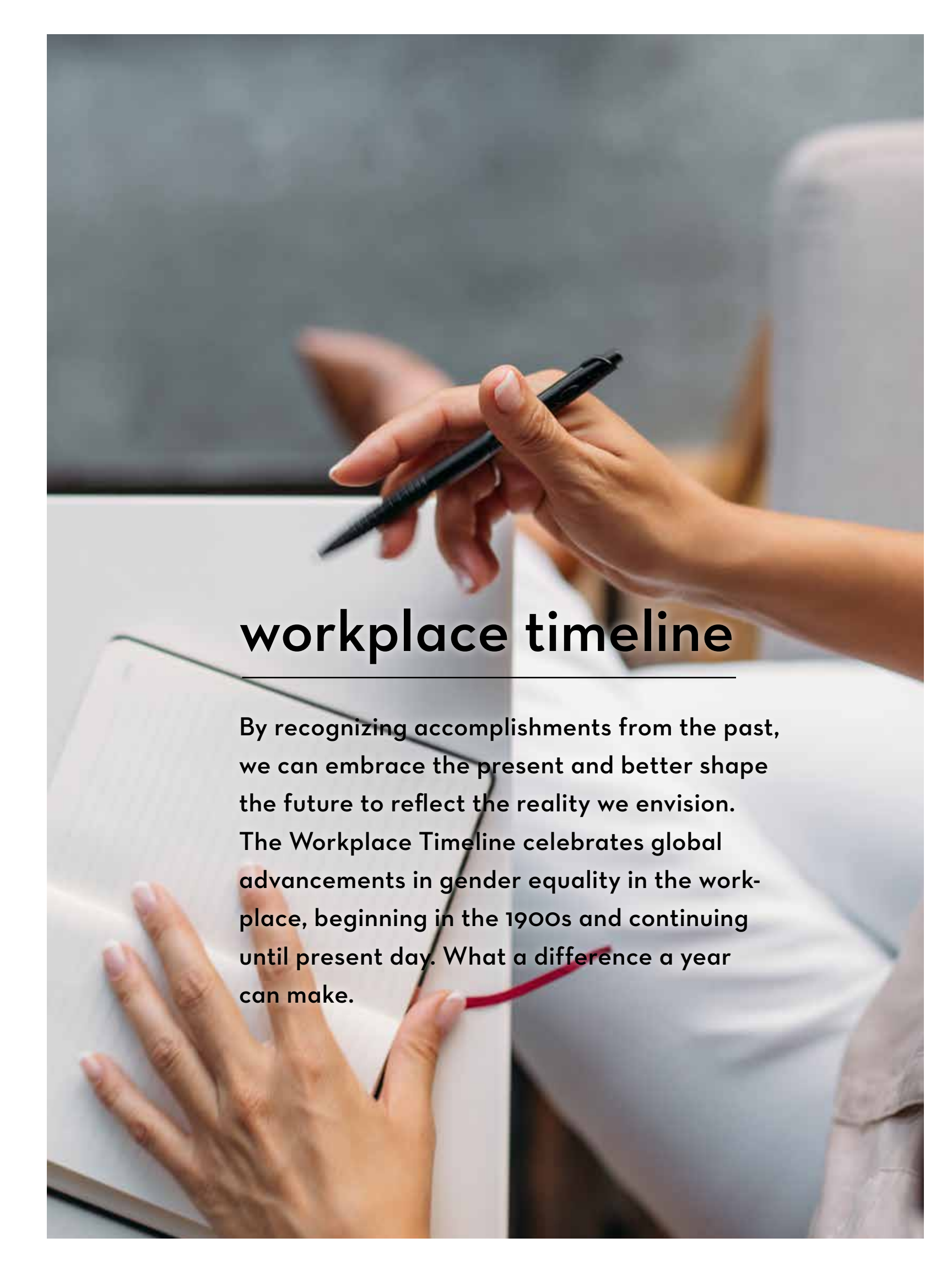
Special Thanks:

THE REPRESENTATION PROJECT

The Representation Project uses film and media as catalysts for cultural transformation, inspiring individuals and communities to challenge and overcome limiting stereotypes so that everyone, regardless of gender, race, class, age, sexual orientation, or circumstance, can fulfill their human potential. To this end, The Representation Project partners with organizations and companies that champion our mission and the messages of our award-winning films. With our advisors, influencers, and expert partners, we lead workshops and discussions that challenge unconscious biases and encourage business leaders to champion equal representation in the workforce, and create more positive, accurate representations in media.

t. o. c.

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A close-up photograph of a person's hands. The right hand holds a black pen, poised to write on a white page of an open notebook. The left hand rests on the notebook's pages. A red ribbon bookmark is visible, tucked between the pages. The background is a soft-focus grey wall.

workplace timeline

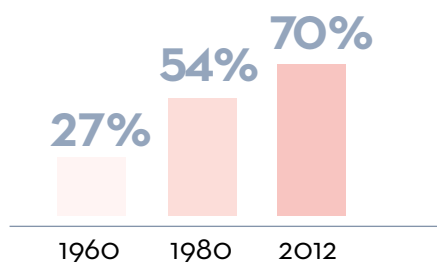
By recognizing accomplishments from the past, we can embrace the present and better shape the future to reflect the reality we envision. The Workplace Timeline celebrates global advancements in gender equality in the workplace, beginning in the 1900s and continuing until present day. What a difference a year can make.

at a glance

“We are becoming the men we wanted to marry.”

Gloria Steinem declared in the 1970s.

The 60's and 70's marked a time of change for women and work highlighted by a substantial increase in the percentage of women, particularly those with children, working outside of the home.



(according to the U.S. Department of Labor)

Where are we today?

Sadly, the rate of progress slowed significantly in the 1980s averaging an increase of only 0.4 percentage points between 2000 and 2006-2010 compared to a growth rate of 4.3 percentage points at its peak in the 1970s.

Findings from World Economic Forum's 2016 Global Gender Gap Report show the following:

Women earn less money than men

The average global earned income for women was estimated at \$10,778 and the average men's income was about \$19,873.



Progress is slow (and occasionally backwards)

With regard to money earning, the gender gap has only narrowed 2% in the last ten years, and has recently been headed in the wrong direction. When it comes to women's economic participation, the world today is back to where it was in 2008 after a peak in 2013.

Women take on more caregiving and housework

On average, worldwide, men only do 34% of the unpaid work that women do. Girls spend 30% more of their time on unpaid work than boys do.

Women have less political power

Women only have 23% of the political power that men have worldwide. In the United States, things are even worse - with women wielding only 17% of the political power.

Fewer women choose STEM fields

The WEF found that 30% of all male students had degrees in STEM subjects, while only 16% of women are pursue STEM degrees. More women need to pursue STEM fields if women are to reach economic parity with men

SOURCES:

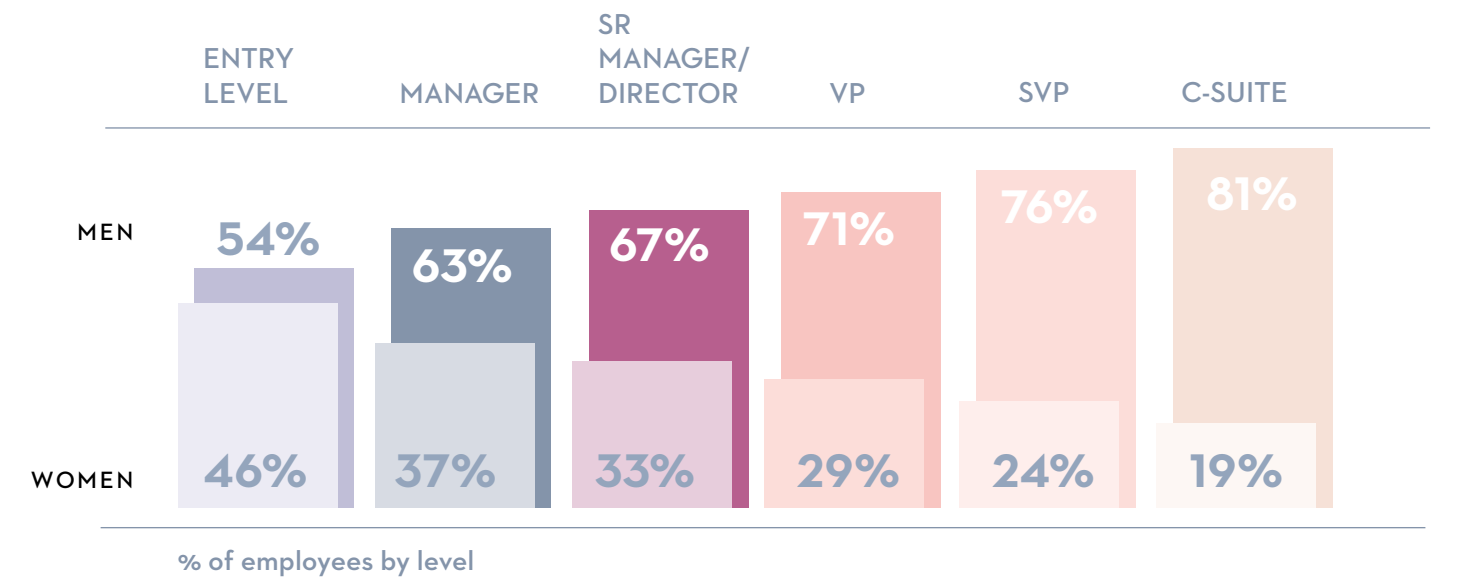
US Department of Labor. *Fifty Years After the Equal Pay Act* (2013).

U.S. Census Bureau. (2013).

World Economic Forum. *Global Gender Gap Report* (2016).

Hays. *Gender Diversity Report* (2016).

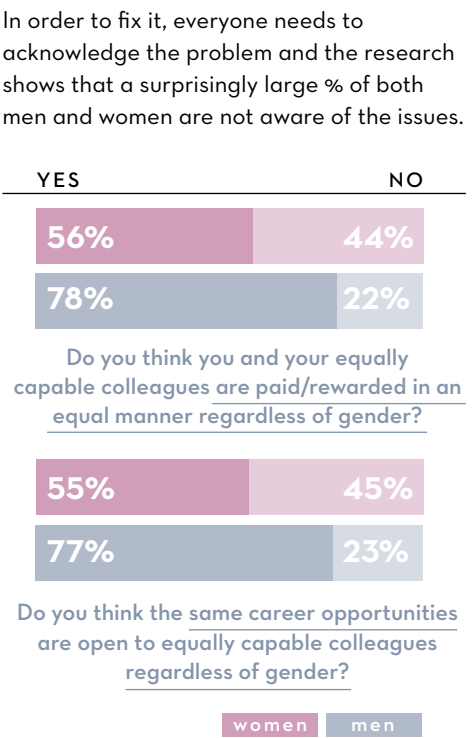
Women are underrepresented at every level in the corporate pipeline



Some countries are doing better than others

Iceland	1
Finland	2
Norway	3
Sweden	4
Rwanda	5
Ireland	6
Philippines	7
Slovenia	8
New Zealand	9
Nicaragua	10

The United States (45) lost 17 places since last year, primarily due to a more transparent measure for the estimated earned income. Other major economies in the top 20 include Germany (13), France (17) and the United Kingdom (20). Among the BRICS grouping, the highest-placed nation remains South Africa (15), which moves up four places since last year with improvements across all pillars. The Russian Federation (75) is next, followed by Brazil (79). India (87) gained 21 spots and overtakes China (99) with improvements across Economic Participation and Opportunity and Educational Attainment.





Women Strike for "Bread & Peace" in **RUSSIA**. The day of revolutionary protests to acknowledge women's achievements later earned the mark of International Women's Day (March 8)

The Treaty of Versailles states that women must receive equal pay as their male counterparts.

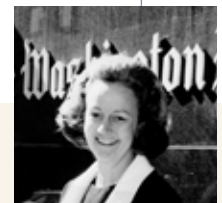


The US government launched a media campaign starring "Rosie the Riveter" encouraging 7 million women to take jobs during World War II



Title IX of the Education Amendments bans sex discrimination in schools. Enrollment of women in athletics programs and professional schools increases dramatically.

Katharine Graham of The Washington Post Co. becomes first woman CEO of a Fortune 500 company



The Equal Pay Act was signed into law, protecting men and women from sex-based wage discrimination

1963

The United Nations Commission on the Status of Women is formed

1946

CUBA requires equal pay for equal work regardless of gender

1937

The 19th Amendment to U.S. Constitution is Ratified, giving women the right to vote.

1920

Women first enter the British House of Commons

1919

The National Council of Women is created in **CHILE** for women's rights

1922

The Fair Labor Standards Act establishes national minimum wage without regard to gender

1938

ISRAEL passes the Women's Equal Rights Act, making gender discrimination illegal

1951

President Lyndon B. Johnson issues Executive Order 11375, which expanding affirmative action policies to cover discrimination based on sex, ensuring federal agencies and contractors take action to give women, as well as minorities, the same employment and educational opportunities as men

1967

Title VII of the Civil Rights Act prohibits discrimination in employment on basis of race or sex

1964

The U.S. National Labor Group is created to unionize working women and advocate for improved wages and working conditions for women

1903

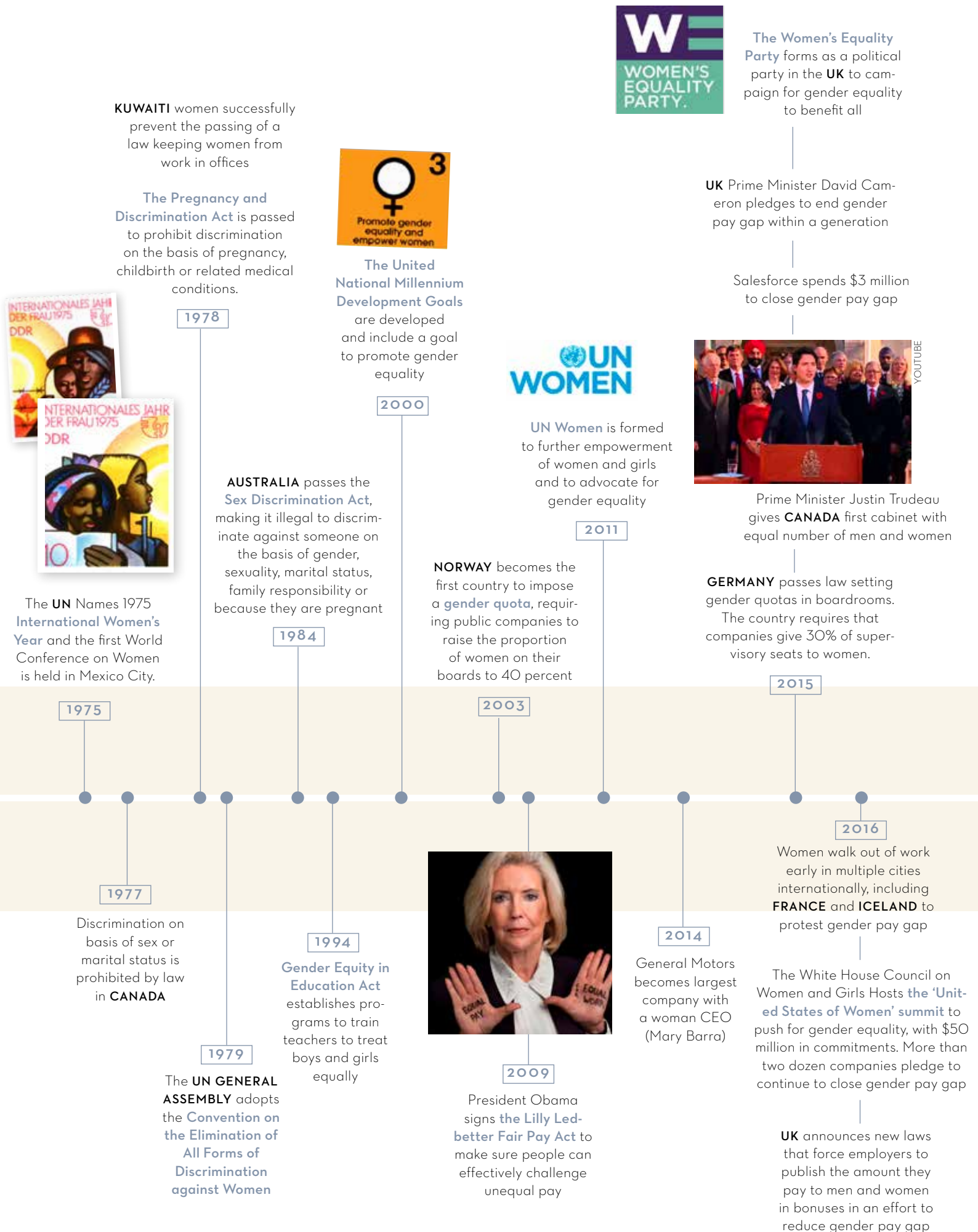
First International Women's Day celebrated

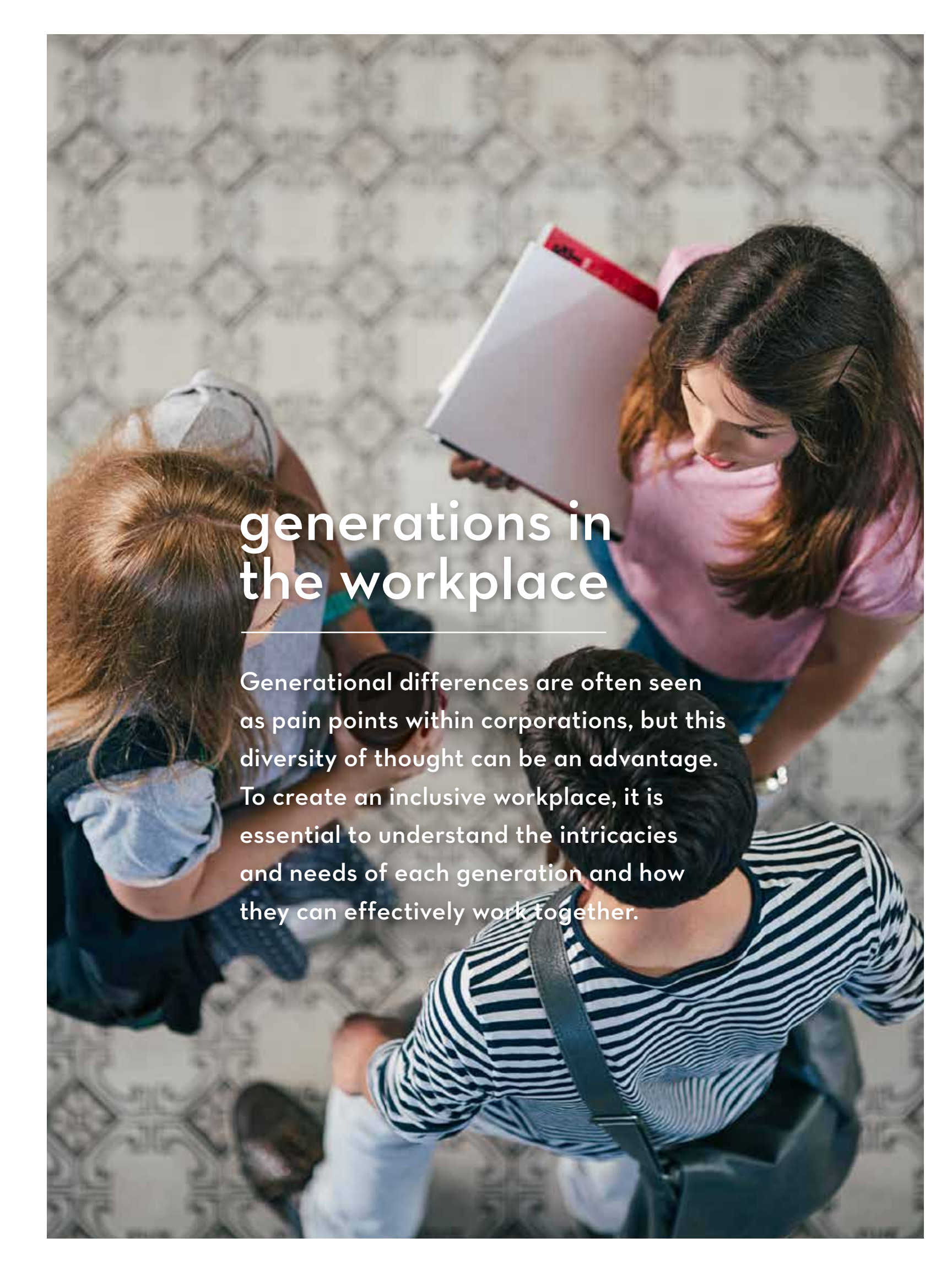
1908

First International Congress of Women gathering in The Hague

1915





An overhead photograph of three people in a meeting. A woman with long brown hair, wearing a pink shirt, is on the right, holding a white folder. A man with dark hair, wearing a black and white striped shirt, is at the bottom, looking down. A woman with long brown hair, wearing a blue shirt, is on the left, looking down. They are standing on a light-colored floor with a geometric pattern. The text "generations in the workplace" is overlaid in the center.

generations in the workplace

Generational differences are often seen as pain points within corporations, but this diversity of thought can be an advantage. To create an inclusive workplace, it is essential to understand the intricacies and needs of each generation and how they can effectively work together.

at a glance

	BABY BOOMERS	GENERATION X	MILLENNIALS	GEN Z
AGE	53-71	37-52	22-36	7-21
PERSONALITY	Free-birds	Cynical	Entitled	Rebellious
LIFE STAGE	Retiring, becoming grandparents	Taking over the C-suite, raising kids	Climbing the corporate ladder, starting a family	Getting good grades, finding a first job
CORE VALUES	Integrity, equality	Independence, balance	Achievement, experience	Creation, connection
CELEBRITY	Oprah winfrey	Brad pitt	Lena dunham	Jaden smith
GOALS	Corporate superstars	Home-owners	Experience-seekers	Making a difference
STYLE	Practical	Understated	Superlative	Extravagant



We often visualize Baby Boomers as the people currently anchoring American society, but an anchor that is quickly being pulled up. Children of the “American Dream” and the white picket fences of suburbia, this generation’s formative years saw prosperity, power and opportunity. While watching the Civil Rights movement, rock ‘n’ roll and Watergate play out on TV and on the streets, American Boomers became idealists and learned the amount of blood, sweat and tears it takes to make change happen. **They are now the leaders of the professional work, who have long equated their careers with self-worth, status with sacrifice.** We love them for their loyalty and fairness, but will also remember them for their materialism and love of competition.

But a big shift is afoot in the lives of Boomers. As they enter retirement in droves (albeit some reluctantly) and get adjusted to their empty nests, they have the chance to take a long look in the mirror. Responsible for creating and championing many of the current systems and conventions the younger generations are now navigating, this group is being confronted by the effects of their decisions. Now facing precarious financial futures and uncertainty about how to fill the work void, Boomers are prompted to wonder what they might have neglected on their professional journeys. Some remain stuck in their ways, others are reconnecting with old passions and a few brave ones are embracing a complete reinvention.

approximately 1.6 billion globally

Baby Boomers

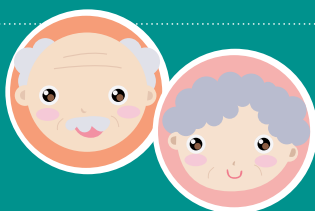
Born between 1946 and 1964

AN AGING SOCIETY

26%

More than 26% of JAPAN'S population is 64 or older

In the EUROPE, the retirement age population will be larger than the working-age population in the coming decades



The working age population in Europe is expected to continue to decline until 2050

Almost **20%** of Americans 65 & older are working.
The largest percentage of older people since early 60s.

27%

Over a quarter of boomers (27%) said their spouse does not work outside the home

Roughly 10,000 Boomers turn will turn 65 each day in the United States for the next 19 years

74%

74% of Boomers are SATISFIED WITH THEIR OCCUPATION (field of work)

Over one-third of Baby boomers DO NOT SAVE AT ALL for their future

1/3



Predominantly in their 50s and 60s

Parents of millennials

top career choices:

Education & Training

leaders:

Arianna Huffington, Bill Gates, Oprah, Angela Merkel, Richard Branson



SOURCES:

Catalyst. *Generations: Demographic Trends in Population and Workforce* (2015).
Ernst & Young. *Global Generations: A Global Study on Work-Life Challenges Across Generations* (2015).
U.S. Bureau of Labor Statistics. *Labor Force Participation and Work Status of People 65 Years and Older* (2013).
Pew Research Center. *Baby Boomers Retire* (2010).
Nielsen. *Generational Lifestyle Survey* (2015).

approximately 1.025 billion globally

Generation X

Born between 1965 and 1980



Currently in their 30s, 40s, and 50s

Children of Traditionalists

Parents of Generation Z

dream job industries:

Information technology

leaders:

Christine Lagarde, Marissa Mayer, Elon Musk,
Tim Armstrong, Barack & Michelle Obama

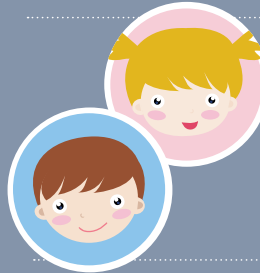


CAUGHT IN THE MIDDLE

34%

of Gen X globally found it
DIFFICULT TO MANAGE
WORK AND FAMILY/PER-
SONAL RESPONSIBILITIES

38% of GenXers travel overnight for business



FAMILY FIRST

75% of Gen Xers TOOK A
CAREER BREAK after having children

Only 14% of Gen Xers had a
spouse/partner who did not
work outside the home

14%

1/2

Half of Gen X respondents ARE
SAVING SOME MONEY, but are
NOT CONFIDENT IN THEIR
FINANCIAL FUTURES



SOURCES:

Ernst & Young. *Global Generations: A Global Study on Work-Life Challenges Across Generations* (2015)

Nielsen. *Generational Lifestyle Survey* (2015)

Xers have been one of the most misunderstood generations. Immediately labeled with a “slacker” stereotype when they entered young adulthood, Gen X actually marks a darker turn in American history in which people began distrusting institutions and corporations. They were the first “latchkey kids” and many grew up with divorce. Now it’s their turn to be parents and they’re hoping to right some of those wrongs. Thanks to the recession of the early 1990s and the dot-com bubble burst, they were the first generation not to be guaranteed the same lifestyle as their parents. In fact, they were forced to look at the possibility of being less successful than their predecessors. This position is further compounded with the financial and emotional stresses of their life-stage: according to AARP, “In 2012, 42% of Generation X had a financially dependent child along with a parent over 65.” Yep, it’s no coincidence that this is also the generation of irony and dark humor.

In the workplace, Xers are known as hands-off skeptics who are resourceful, self-reliant, results-oriented, and tech-savvy. More noteworthy, they are motivated by family and are, therefore, proponents of work-life balance, productivity in the office and time off. Due to their precarious formative years, they take fewer risks and display less company loyalty than do Boomers. Xers are heavily influenced by Millennials and like the idea of the flexible, portable career championed by their younger counterparts. Sandwiched between the more sizable Boomers and Millennials, Xers remain the outliers, shunned by media and marketers and often overlooked for leadership positions.





We know what you're thinking: not *these* guys again. As much as the media enjoys bashing them, we're here to report that Millennials, also known as Generation Y, are all grown up (as in, becoming parents!) and are much more complex than you might think. Although many were raised by Boomers' helicoptering and encouragement-heavy parenting style, giving them that beloved "entitled" stereotype, the realities of today's economic climate have forced them to be self-sufficient. Like their parents, they are optimistic idealists; however, information overload and world events, such as global warming, school violence and 9/11, have left them jaded and, sometimes, even apathetic. As the first generation to grow up with the internet, they are accustomed to being constantly connected with diverse, global perspectives. Nevertheless, look closer and you'll also see a heavy proclivity for nostalgia.



Feeling the chaos and unpredictability of the world around them, Millennials are taking control where they can. In their professional lives, this manifests in personal branding and entrepreneurship. They're blurring the lines between life and work and see their career as an integral part of their larger, multifaceted life trajectory. They're working on plan A, B and C all at the same time, thanks to 24/7 email and the gig economy. Empowered by technology and social media, they are comfortable voicing their opinions and reject the hierarchies, 9-to-5 schedules, dress codes of traditional workplace culture and corporate policies that do not match their progressive egalitarian views on gender roles both at home and work. They value teamwork, want to see their contributions and look up to those who can be a coach, not a boss. But perhaps more than anything, **what makes Millennials stand out is the fact that they are more motivated by meaning than money, and want their work to effect change in the world.** Now, that's a game-changer.



approximately 1.8 billion globally

Millennials

Born between 1980 and 1995

ALL GROWN UP

50% By 2020, Millennials will comprise half the GLOBAL WORK FORCE

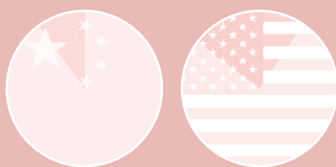
- Millennials are Europe's minority population
- In the United States, Millennials are one-third of all working-age people

UNEMPLOYED

Globally, Millennials are three times more likely to be unemployed than older working-age people.

62% TAKING ON RESPONSIBILITY:
62% of Millennials manage the work of others

CHINA has the largest percentage of Millennial managers who moved into management in the last five years (90%) and the US has the least (76%)



Currently in their 20s and 30s

Children of baby boomers

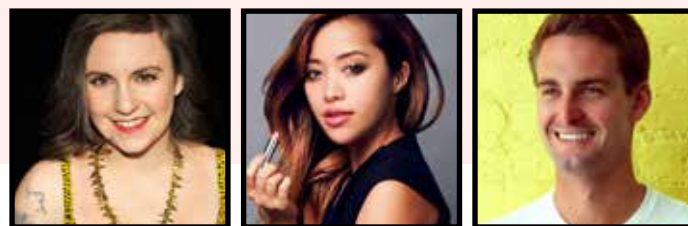
Parents of generation Z

dream job industries:

Information technology

leaders:

Lena Dunham, Mark Zuckerberg, Evan Spiegel, Sophia Amoruso, Michelle Phan



34%

34% of Millennials save enough money each month and are **CONFIDENT** in their **FINANCIAL FUTURE**



SOURCES:

Catalyst. *Generations: Demographic Trends in Population and Workforce* (2015).

Ernst & Young. *Global Generations: A Global Study on Work-Life Challenges Across Generations* (2015).

Nielsen. *Generational Lifestyle Survey* (2015).

approximately 1.86 billion globally

Generation Z

Born between 1995 and 2010



Currently children, teens and early 20-somethings

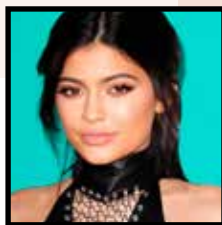
Children of Generation X and Millennials

dream job industries:

Science, Technology, Engineering and Math

leaders:

Jaden Smith, Nick D'Aloisio, James Luo, Tavi Gevinson, Kylie Jenner



ENTERING THE SCENE

36%

By 2020, it is projected Gen Z will make up 36% of the GLOBAL WORK FORCE

65%

65% of children entering school today WILL WORK IN JOBS THAT DON'T CURRENTLY EXIST.

1/3 of Gen Zs LIVE IN UNDERDEVELOPED COUNTRIES, including India, China and Nigeria

1/3

By 2020, half of India's population will be younger than 25 years old

17%

17% of Gen Z WANT TO START THEIR OWN BUSINESS

IT'S NOT ABOUT THE MONEY:

only 28% of Gen Z say money would motivate them to work harder and stay with their employer longer



SOURCES:

World Economic Forum. *The Future of Jobs and Skills* (2016).
Ranstad. *Engaging the Workforce of the Future: The Emergence of Generation Z*.
Catalyst. *Generations: Demographic Trends in Population and Workforce* (2015).
Ranstad. *Gen Y and Gen Z Global Workplace Expectations Study* (2014).

Ah, Gen Z. We're only beginning to understand this segment, who is still in the process of becoming formed both as individuals, as well as a group. There's no doubt that growing up in these times comes with its own unique set of challenges and opportunities. Zs are watching, learning from and being shaped by the older generations—taking what they want, while keeping an eye on the future in pragmatic fashion. In many ways, Gen Z is the next step of Millennials: diversity is expected, not just appreciated, and, since they never knew a world without the internet, they're truly tech-intuitive. Just like their predecessors, they are more interested in accumulating rewarding experiences than material rewards. One hunch we have is that Zs may turn out to be more rebellious than the Millennials, as they're fully ready to question the traditional success markers of college, job and house and car.

When it comes to their careers, Gen Z is getting ready to step up to the plate. According to inc.com, Generation Z will make up a fifth of the workforce in five years. For them, finding a job is already a concern, but many still have their eyes set on having the dream job. This may be the first generation that doesn't believe that a college degree is necessary to this dream, thanks to the rise in student debt and flourishing dropouts like Mark Zuckerberg and David Karp.

They're ready to work for their living and know they don't have anything or anyone else to depend on: when human resources firm Randstad asked Gen Z workers which benefits were most important to them, they found that flexibility was almost 5% more important than healthcare, while having a 401K hardly made the list.



the power of four

Managing the Generations in the Workplace

The 21st century marks a first in workplace history, with four generations staffing most corporations today: 30-year-old Millennials are managing teams with 62-year-old Boomers, while 47-year-old Gen Xers are using programs created by 19-year-old Gen Zs. Each generation brings with them distinct perspectives, life experiences and habits, leading to an era of either unprecedented innovation or extreme office tensions. Progressive brands are adapting their expectations and implementing new office initiatives to take advantage of these differences.

WE HAVE FIVE TIPS TO MAKE THE MOST OF TODAY'S MULTI-GENERATIONAL WORKPLACE:

1 Communication Is Key

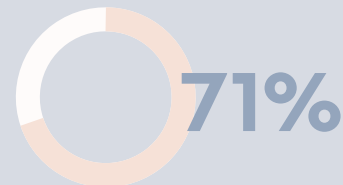
Stark differences in communication styles are apparent in multi-generation teams. Leaders should avoid implementing a blanket communication policy and instead work with individuals within different age groups to define a system that works for them.

52%

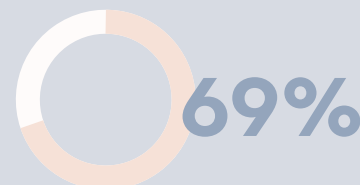
MILLENNIALS AND GEN Z
PREFER IN-PERSON
COMMUNICATION
WITH MANAGERS
(52% AND 51%, RESPECTIVELY),
OVER EMAILING OR
INSTANT MESSAGING

2 Life Happens

Employees from different generations will be in different life stages. Present people with flexible working options to help them manage their personal plans and focus on their work results rather than how they accomplish a task.



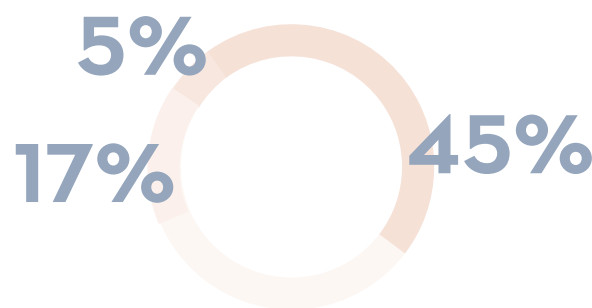
71% of employees around the world said
being able to work flexibly informally when
needed was important in a job



69% of employees said they would seriously
consider leaving a job if they had a boss that
doesn't allow them to work flexibly

3 Don't Generalize

Materialistic Boomers... Slacker Gen Xers... Entitled Millennials... Rebellious Gen Zs... Each generation has earned its own reputation, but teams should be encouraged to find points of connection instead of dwelling on generational differences. Empathy training can help workers better understand their colleagues, recognizing emotional responses and motivations.



45% of Gen Z cited potential challenges working with baby boomers, compared to 17% who anticipate difficulties with Gen X and 5% with Millennials

4 Mentorship Matters

The range of ages in the workforce today presents a unique opportunity to build collaborative relationships. Rising employees can learn from the experience and wisdom of senior workers, while seasoned veterans should welcome the fresh perspectives presented by their younger counterparts.

89%

ALMOST NINE IN TEN MILLENNIALS (89%)
AGREE THAT BABY BOOMERS
IN THE WORKPLACE ARE A GREAT
SOURCE OF MENTORSHIP

While 93% of Baby Boomers agree that Gen Ys bring new skills and ideas to the workplace

"It is our duty to pay it forward and ensure that the younger generations are nurtured and inspired to believe that anything is possible for them. We also need to be mindful of the impact that bias has on hiring and promotions decisions, and be trained on how to manage it."

—Carolyn Everson, VP Global Marketing Solutions, Facebook + Instagram

5 The Honor Roll

Each group in this gen-blend era crave recognition from their leaders and colleagues, just in different ways. Boomers and Millennials often seek status symbols, while a simple email or pat on the back can suffice for Gen Xers And Zs. Be sure to implement programs of appreciation at all levels to boost productivity.

SOURCES:

Eurostat. *Population Structure and Aging* (2016).
Ernst & Young. *Global Generations: A Global Study on Work-Life Challenges Across Generations* (2015).
Nielsen. *Generational Lifestyle Survey* (2015).

workplace trends

The Workplace Trends summarize what's now and what's next in workplace culture. The developments reflect changes in employee needs, corporate expectations and hiring practices, transformations that will all lead to a more desirable workplace.

at a glance

Purpose Over Paycheck

Millennial consumers and employees are pushing companies to prioritize meaning over profit.

SO WHAT? Companies must provide meaning to employees by supporting appropriate causes and embracing a corporate purpose above profit.

How She Leads Is How She Lives

Integration suggests that we are beginning to see our days, and even ourselves, as a whole: not one person at work and another at home.

SO WHAT? Companies need to embrace their employees as people first and support the needs of their entire identity. By doing so, companies will recruit and retain the best talent.

All About Me Time

Today's pressure to always be accessible has left more than half of workers feeling burned out and in desperate need of a reset button.

SO WHAT? Paid leave policies for both men and women are helping close the wage gap and strengthen women's connection to the workplace.

The Girls' Club

Today, women-only co-working spaces are a hub for female-driven entrepreneurship and a healthy dose of girl power.

SO WHAT? Feminism can find energy in professional environments that understand the power of collaboration, support, and friendship.

Mental Health Support

Mental health is an increasingly discussed topic in the workplace.

SO WHAT? Companies are providing comprehensive programs that support the health of their employees, as well as the health and longevity of the entire company. This positions the organization as one that provides a culture of care and acceptance.

Cognitive Diversity

Cognitive diversity is the idea that everyone brings something unique to the table and that this inclusive heterogeneity is essential to problem solving, meeting business objectives and innovation.

SO WHAT? All employees can bring something unique to the table and success can come *from* differences of opinion, not in spite of them. Team members should be responsible for encouraging and applauding employees to share their differences.

Institutionalized Diversity

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

SO WHAT? Companies have to experiment with different policies to drive the change, consciously making the effort to foster internal diversity and pay attention to the effects.

Salary Transparency

It should come as no surprise: people are talking about pay inequality.

SO WHAT?? Organizations who want to attract and retain talent need to make equal pay and transparency a cornerstone of their HR practices.

Blind Recruiting

We know unconscious and conscious biases can get in the way of having a diverse team, even if diversity is an overt goal.

SO WHAT? Anonymity may be an essential ingredient to workplace equality. Our unconscious biases, which are often a factor of cultural norms and stereotypes, can very well be preventing us from hiring the best talent.

The Future of the C-Suite

From Chief Technology Officer to Chief Customer Officer to Chief Culture Officer, it seems as though we hear a new "C-" job title each day.

SO WHAT?? Organizations of all industries need to find ways to integrate these new leaders into their existing structures.

The Equal Opportunity Office

Outdated office layouts perpetuate decades-old stereotypes and prevent equal opportunity in the workplace, prompting organizations to draft new floorplans that cultivate collaboration, support and growth for all employees.

SO WHAT? Companies should keep in mind the importance of creating a physical space where employees are seen, heard, and supported: a literal and philosophical transparency that gives women the opportunity to thrive.

Purpose Over Paycheck



57%

The number of women-owned firms bringing in \$10 million or more annually has increased by 57% just in the past decade.

– *Growing Under the Radar: An Exploration of the Achievement of Million-Dollar Women-Owned Firms*

It may be no surprise to hear that Millennial consumers and employees are pushing companies to prioritize meaning over profit. A global survey of 26,000 LinkedIn members by Imperative finds that 74% of candidates want a job where they feel their work matters, suggesting that a sense of purpose may be the biggest job incentive in the current environment. The idealism of today's younger generations has also been investigated by the Deloitte Millennial Survey 2016, which found that 87% believe that "the success of a business should be measured in terms of more than just its financial performance" and 73% believe businesses can have a positive impact on wider society. These numbers—compounded with the statistics that Millennials consider businesses to be underperforming by 10% at improving livelihoods and 12% at providing social/environmental benefit—show that companies need to prioritize *purpose* to attract the majority of this generation.

This growing popularity of business-centered social change initiatives is seen in the one-for-one business models of Warby Parker and TOMS, the sustainability focus of The Honest Company and the grassroots organizing emphasis of DoSomething.org. By supporting these companies financially, as well as applying to work for them, Millennials are shaping a purpose driven lifestyle and influencing the larger work culture to meet them.

examples

1) LITTLE WORKPLACE LOYALTY

Deloitte finds that two-thirds of Millennials want to leave their organization by 2020. To address Millennials' needs and stay relevant, companies must figure out how to nurture loyalty amongst these employees. The key may be fostering a meaningful internal work culture.

64 percent of Millennials would rather make \$40K a year at a job they love than \$100K a year at a job they think is boring – *Intelligence Group, 2014*

2) MORE WAYS THAN ONE

Millennials are less impressed by the scale and reputation of a company than generations past. So, what do they value? It turns out they want companies to focus on the wellbeing of people, whether through creating jobs, ensuring their goods have a positive impact and improving the lives of employees by giving them skills, healthy living initiatives and income.

More than 70 percent of Millennials globally expect their employers to focus on societal or mission-driven problems – *Deloitte. The Millennial Survey 2014: Big Demands and High Expectations (2014)*

3) WOMEN-RUN BUSINESSES

A growing number of women-run businesses are an example of the purpose over paycheck trend, as women are attracted to working and supporting each other in the fight against larger gender inequality in the world. According to a report commissioned by American Express OPEN, the number of women-owned firms bringing in \$10 million or more annually has increased by 57% just in the past decade.

**Millennials consider businesses
to be underperforming by
10% at improving livelihoods
and 12% at providing social/
environmental benefit**





**“More and more,
companies need to see their
employees as people first
and give them the freedom
to express and meet the
needs of their entire
identity.”**

How She Leads Is How She Lives

examples

1) THE GIG ECONOMY

The gig economy allows people to develop multiple skills at once, while having the flexibility to organize their days as they wish—a perk that is increasingly valued over traditional benefits. According to global freelancing platform Upwork, more than 53 million Americans work as freelancers and the percentage of independent workers—freelancers, contractors, and temps—is expected to reach 40% of the workforce by 2020. This trend extends outside of the United States as well: the European Union has witnessed a 45% increase in the number of independent workers from 2012 to 2013.

2) FOCUS ON PRODUCTIVITY

Now that we're no longer dependent on manual, industrial labor, a 9-to-5 schedule is more restrictive than logical. Millennials don't care about work hours as much as whether they've accomplished their tasks and goals. As such, young workers are hacking their schedules for productivity, perhaps choosing to work in the middle of the night and sprinkle personal chores throughout an extended workday.

3) THE WORKWEEK REIMAGINED

The 40-hour workweek is being challenged in an effort to better facilitate work-life integration and higher productivity. Examples include Amazon, which has launched a 30-hour workweek pilot program for select employees, and Tower Paddle Boards, a company that has received attention when its founder, Stephan Aarstol, decided to institute five-hour days. Both efforts find that the change has helped them retain and recruit the best workers. American companies are inspired by 30-hour workweek initiatives in Sweden, where examples from hospitals, start-ups and nursing homes are finding that the model improves worker health, boosts productivity and reduces absenteeism.

“Work-life balance,” which has become a staple concept in the workplace for the past couple of decades, is an idea pioneered by Gen Xers in an effort to maintain their family lives, while getting more women in the workplace. However, thanks to today's 24/7, always-on work culture driven by globalization and digital technology—which allows us to chat on Facebook at work and send work emails overseas while in bed—the notion of “balance” is increasingly irrelevant. Instead, the line between work and non-work has become intensely blurred, as people are beginning to shift towards “work-life integration.” While the older notion of balance implies juggling two different parts of your life, integration suggests that we are beginning to see our days, and even ourselves, as a whole: not one person at work and another at home.

There's no doubt that work-life integration speaks to Millennials' and Zs' concern for flexibility, while even Gen Xers' focus on their personal lives. Boomers, however, may be having trouble adjusting to the new normal. Regardless, the concept is certainly here to stay: a study by the Association for Women in Science finds that more than 50% of workers say work conflicts with life responsibilities at least two or three times per week. In reaction, we can already see work-life integration manifesting into different phenomena, including the growing gig economy, companies that are reimagining the workweek and new kinds of workplaces that invite both professional and social life. The concept of work and life being one is also striking a chord in less tangible ways, inspiring people to use their personal strengths in the workplace and look for that sweet spot where their abilities, passions, and desire for fulfillment align. Expect women to enact their personal values at work and vice versa, such as pushing for gender equality and embracing failure. At the heart of this shift is a desire to be authentic no matter where you are, whether it's logging hours at work or sitting down to dinner. More and more, companies need to see their employees as people first and give them the freedom to express and meet the needs of their entire identity.

EXAMPLES CONT'D

“A shorter working week would both ease the pressure on careers, most of whom are women, and enable their responsibilities to be more widely shared with men. It could therefore help tackle the entrenched domestic bases of gender inequalities.” – New Economics Foundation (NEF)



4) THE ZENTREPRENEUR

In 2016, we have witnessed the rise of a new breed of entrepreneur, the Zentrepreneur. These progressive business executives incorporate New Age health and wellness practices from their personal life into their professional leadership. Dedicating time to meditation and spiritual growth, the Zentrepreneur claims to excel by integrating their interests, instead of keeping them soloed.

“While an entrepreneur creates a business, a Zentrepreneur creates a business and a life.” – Rob Rubin, owner of The Republic of Tea

All About Me Time

76% of fathers go back to work in one week or less after they have a child.

76%

As exciting as today's round-the-clock work culture may be, it also fosters burnout. A study by Gyro and Forbes Insights finds that 98% of executives check email during their off time, while another Forbes survey reports that 64% of managers expect their employees to be reachable outside of the office during personal time. This pressure to always be accessible has left more than half of workers feeling burned out and in desperate need of a reset button. While workers are welcoming work-life integration, we're still seeing a need to go off the grid completely in search of "me time." In order to recruit and keep talent, companies need to cater to this demand by giving employees the ability to drop off and recharge.

The notion of having time dedicated only to oneself is, perhaps, most evident in workplace trends around parental leave.



With Millennials accounting for 80% of annual U.S. births, the number of new Millennial parents is expected to grow rapidly over the next decade, resulting in the need for companies to increase their flexibility options. Parental leave has also become an issue of gender equality, as women may be more susceptible to burnout due to high expectations in the home, as well as at work. Expensive childcare and a lack of paid leave has resulted in women not reentering the workforce, while paid leave policies are helping close the wage gap and strengthen women's connection to the workplace.

"The most meaningful thing we can do for our organizations is to create a workplace culture that empowers people to be their best selves - at work and in life."

—Carolyn Everson, Facebook

SOURCES:

Barkley and Vision Critical. Millennials as Parents (2013).

McKinsey & Company. Unlocking the full potential of women in the U.S. economy (2012).



examples

1) FEMALE BURNOUT

Females and males enter the workforce almost evenly, with women accounting for 53% of corporate entry-level jobs; however, the number drops farther up the pipeline, with women holding only 37% of mid-management roles and only 26% vice president and senior management positions. While many are quick to blame this trend, aptly titled *The Messy Middle*, on child-rearing, this gap is better explained by the high expectations companies place on their employees in today's always-on corporate culture.

Only 11% of women choose to leave the workplace permanently to have children - *Harvard Business Review, 2014*

2) THE FIGHT FOR PATERNITY LEAVE

With men now expected to be involved at home as much as women, paternity leave is entering the mainstream. The movement is spearheaded by companies such as Twitter, which offers 10 weeks to dads and non-birth parents (moms get 20 weeks), and Patagonia, which gives 8 weeks of paid maternity, paternity and adoption leave. One of the most generous policies, however, goes to Netflix, which is offering unlimited paid parental leave for both mom and dad in the first year after a baby is born or adopted.

76 percent of fathers go back to work in one week or less after they have a child - *Boston College Center for Work and Family*

3) METERNITY

While parents' rights make strides in the workplace, there is a growing movement that believes paid leave should not only be allocated to those with babies. Meghann Foye, the author of the novel *MEternity*, thinks that everyone, especially non-parent women, deserves mandated "me time" to take a breather from work life. Annoyed at being expected to pick up the slack for every parent at the office, Foye envisions a world where non-parents are not punished for their choices, where getting a drink with a distraught friend is seen as important as picking up your child from school and where parents and non-parents support and don't judge each other. As the concept of "me time" becomes increasingly sought-after, we expect more companies to rework their policies around paid time off.





“Regardless of whether or not they can provide women-only spaces, companies should take note that feminism can find energy in professional environments that understand the power of collaboration, support, and friendship.”

The Girls' Club

Computers, desks, coffee and camaraderie all under one roof: co-working spaces are emerging at the beginning of the 21st century as a space for freelance workers to find common ground (and get their work done, of course!). Today, they are also a hub for female-driven entrepreneurship and a healthy dose of girl power.

examples

1) ONE ROOF

In Melbourne, One Roof is a shining example of the female co-working trend with the mission statement: "It's not an office, it's a home." Adding a dose of wellness to business development, One Roof organizes healthy events, such as yoga and meditation, to accompany frequent lunch-and-learn programs with industry experts.

2) THE WING

The success of Audrey Gelman's The Wing is a testament to the market's growing need for women-only clubs. Since opening its doors in New York last October, this "home base for women on their way" boasts a 1,300-person waitlist and hyped coverage from publications such as *Forbes* and *Vogue*.

The Wing is a home base for women on their way. Born from the belief that magic is created when women gather together
- The Wing Instagram

3) HERA HUB

This "spa-inspired co-working space" provides its 400 active members with everything from business support to snacks. With four locations in the United States and plans to open in Sweden soon, Hera Hub's affordable membership options and safe environment has attracted a unique collection of freelancers, consultants and entrepreneurs.

"When you give women an opportunity to connect with just women, they open up, they're more vulnerable." -Felena Hanson, Founder Hera Hub

From London to San Diego, these women-only spaces are putting a feminist spin on gentlemen's clubs of centuries past. (But the "no boys allowed" model is not a completely new concept: writer Fanny Fern created a club for female professionals after being barred from men's networking events in 1869!). With polished decor, ample room to work and socialize and an inclusive ethos, they are designed to accommodate everything from conference calls to brainstorming sessions over beers. As the line between work and life blurs, these spaces provide a place where women can advance professionally, while being unapologetically themselves and making some new girlfriends along the way. Regardless of whether or not they can provide women-only spaces, companies should take note that feminism can find energy in professional environments that understand the power of collaboration, support and friendship.



ONE ROOF



THE WING

Mental Health Support



Mental health is an increasingly discussed topic in the workplace. As companies realize that emotional and psychological wellness isn't an issue you can simply put a band-aid on, they invest in comprehensive programs that support the health of not just their employees, but also the health and longevity of the entire company.

Millennials, who place work-life integration at the top of their workplace values (see pg. 37), have brought constant connectivity and long hours to today's work culture; as a consequence, all of the overworking is taking its toll.

The Finnish Institute of Occupational Health finds that employees who consistently log long hours are more likely to develop heart disease, substance abuse issues and depression. In response to this worrying trend, some companies are starting to provide mental health first aid to its personnel. These trained mental health providers are designated to serve as a first responder for employees who are struggling with depression, anxiety, substance abuse or psychosis. By adjusting work culture to be more understanding of mental health issues, employees can feel comfortable getting the care they need and, in the long run, improve their work quality and satisfaction. Investing in mental health support shows how much a company values its team—and it's a win-win for everyone: happy employees and sustainable productivity!

“...employees who consistently log long hours are more likely to develop heart disease, substance abuse issues, and depression.”

examples

1) WORKPLACE MENTAL HEALTH BY THE NUMBERS

The World Health Organization estimates that 200 million days are lost from work annually due to mental health issues in the United States alone, costing employers upwards of \$100 billion.

2) PAYING IT FORWARD

Unilever invests in the wellbeing of its 172,000 employees by providing managers with mental health training to promote the emotional and physical health of their staff. The company's Sustainable Living Plan is dedicated to improving the wellbeing of a billion people around the world, including their own employees.

“By listening and responding to [Unilever employees] emotional needs we give people a much better chance of fulfilling their true potential, which is good for them and good for the company.” – Paul Polman, CEO, Unilever

3) EMPLOYEE WELLNESS PROGRAMS

American Express supports employees through Healthy Living, a program that provides free life coaches, exercise and meditation classes and on-site therapy.



“Workplaces need to embrace the notion that all employees can bring something unique to the table, and that success can come from differences of opinion, not in spite of them.”



Cognitive Diversity

“I think that millennials are very comfortable with being multi-cultural, multi-racial, different sexual orientation. It’s part of life for them. The expectation is that the workplace is going to meet that need.”

– Rohini Adnand, Sodexo

examples

1) COGNITIVE DIVERSITY AT FACEBOOK

The concept of cognitive diversity as defined by Facebook: “At Facebook, we value those who bring varying perspectives for many reasons, including background, community, culture, race, ethnicity - and gender... we call this cognitive diversity and we want more of it. It propels our mission: to give people the power to share and make the world more open and connected.”

2) THE POWER OF COLLABORATION

In their book, *Team Genius: The New Science of High-Performing Organizations*, technology journalists Rich Karlgaard and Michael Malone explain the importance of cognitive diversity in developing high-performance teams. Assembling members with different perspectives, backgrounds and experiences results in genius team contributions to global corporations, such as FedEx and Microsoft.

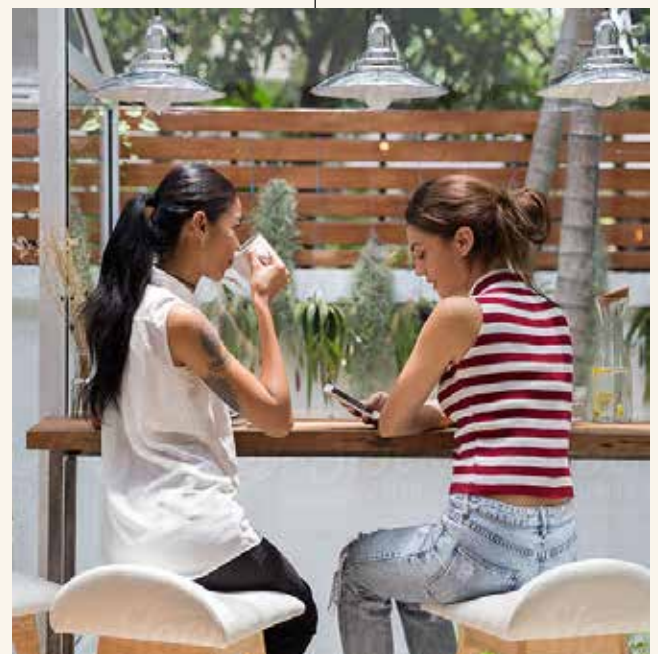
With the words “inclusion” and “diversity” getting thrown around so much these days, it’s easy for them to lose meaning. When we put these buzzwords under the microscope, however, it quickly becomes apparent they have nuance and can mean different things to different people, especially across the generations.

To Baby Boomers and Gen Xers, the concept of diversity has political, legal, and moral implications, with the emphasis placed on protection and fair treatment, regardless of gender, race, sexual orientation, religion or ethnicity. To Millennials and Gen Z, however, the concept of diversity has taken on a stronger meaning from the values older generations have championed that have become established and expected. According to a study by Deloitte and the Billie Jean King Leadership Initiative, Millennials are taking things a step further and supporting “cognitive diversity,” the mixing and cooperation of different backgrounds and perspectives in a team. Unlike older generations, who might’ve downplayed their differences in the workplace, Millennials and Zs are more comfortable with friction, believing that innovation and problem solving happen when individuals openly express different perspectives. Workplaces need to embrace the notion that all employees can bring something unique to the table and that success can come from differences of opinion, not in spite of them.

Cognitive Diversity is the idea that everyone brings something unique to the table and that this inclusive heterogeneity is essential to problem solving, meeting business objectives and innovation.

86%

of Millennials feel that differences of opinion allow teams to excel, while only 59% believe their leaders share this point of view
– Deloitte



Institutionalized Diversity

examples

1) TONY PROPHET

Prophet is the first Chief Equality Officer of the business software company Salesforce, a position focused on initiatives that bring greater company diversity. Prophet, who was a co-executive sponsor of Blacks at Microsoft, as well as a founding executive of BlackLight, an organization for black marketers at Microsoft, will report directly to CEO Marc Benioff.

"The work of diversity is a constant struggle and it requires somebody senior dedicated to this, not just somebody who is kind of functional in the HR organization, but really somebody who is going to work directly for the CEO because these are big, difficult issues that today are paramount to the overall success of the company and the world."

– Marc Benioff, Salesforce

2) PUTTING ON THE PRESSURE

Consumers are applauding companies like General Mills and HP for using their leverage as paying clients to transform the advertising industry. While the food manufacturer's recent creative agency review stipulated that competing agencies had to have at least 50% women and 20% people of color within their creative departments, HP required its five agencies to submit a plan that explained how they planned to increase the number of women and minorities in key roles—threatening the relationship in case of noncompliance.

3) INTO THE BOARDROOM

Securities and Exchange Commission Chairman Mary Jo White recently announced that the SEC is working on a proposal that would elicit more information from companies about board member diversity. Noting that the percentage of minority directors in the largest public companies has "stagnated," White believes that disclosure of a board's gender, race and ethnic composition would better serve and inform investors.

With Millennials' and Zs' voices rapidly shaping the modern workforce, diversity is no longer a plus, but an expectation. Sometimes driven by profit (e.g., a concern for making sure a company's makeup accurately reflects its customer base) and sometimes purely by values and ethics, this movement to institutionalize diversity aims to drive inclusion in the workplace and also equal rights, equal opportunity and equal pay. This issue is especially pressing when it comes to women in the workplace who, despite making up a large part of the workforce, have a harder time getting into leadership positions. A survey conducted by The 3% Conference, for example, finds that women make up 46% of the advertising industry and only 11% of ad agency creative directors. As such, companies now have to experiment with different policies to drive the change, consciously making the effort to foster internal diversity and pay attention to the effects.

Institutionalized diversity is slowly hitting various industries with efforts to get gender, racial and sexual differences at every level in everything from tech to marketing to even the boardrooms of the corporate governance world. In Silicon Valley, tech companies are addressing the industry's skew towards white, young male employees, especially in the face of an increasingly global marketplace. Marc Benioff, the CEO of Salesforce, has become the face of this new corporate social activism, particularly on gay rights, and has appointed the company's first Chief Equality Officer: "the business of business is to improve the state of the world." On Madison Avenue, recent scandals involving sexist and racist behavior from Omnicom Group and Publicis Groupe executives have raised awareness of advertising's lack of diversity. And, in corporate governance, a focus on board diversity is pushing for studies investigating the effects of a more diverse board, whether in financial performance or reputational value.



“Unfortunately, many people think that diversity happens organically. Meaning that by the sheer statistical makeup of the population, you will just end up with the appropriate portion of women. That’s absolutely not the case. Through the entire process of recruitment there are conscious and unconscious biases built in. Unless you actually make it a strategy, it doesn’t happen.”

– Brad Jakeman, PepsiCo

EXAMPLES CONT'D

European countries, including Norway, Spain, France, Iceland, Belgium, the Netherlands and, most recently, Germany, all legislate boardroom quotas.

3) PARADIGM FOR PARITY

In December 2017, a collection of business leaders launched the Paradigm for Parity coalition to achieve gender equality in the upper ranks of American companies by 2030. More than two dozen companies, including Accenture, Bank of America, Coca-Cola and LinkedIn, signed the pledge, which demands businesses set measurable targets for female representation at every level, as well as hold members accountable to the group’s goals with regular progress reports.

The U.K. government is sponsoring a similar initiative, the Women in Finance Charter, which is focused on increasing gender diversity in the financial industry. Seventy-two firms have signed on to the effort, including major banks, such as HSBC UK, RBS and Lloyds, with 60 of those corporations agreeing to have at least 30% of senior roles held by women by 2021.



Salary Transparency

It should come as no surprise that people are talking about pay inequality. A woman's paycheck typically falls short of her male peers. Regardless of education and professional experience, females in the United States make, on average, \$.79 for every \$1 earned by their male counterparts. For women of color, the gap is even wider. According to a survey from Pew Research, salary inequality is the leading issue for working women. What's more, companies that practice pay secrecy have a higher likelihood of employees quitting. From Hollywood (Jennifer Lawrence) to athletics (the U.S. Women's Soccer team) to Sheryl Sandberg's boardroom (*Lean In*), awareness is rising and companies are listening.

Organizations who want to attract and retain talent need to make equal pay and transparency a cornerstone of their HR practices. From small startups to multinational corporations to government initiatives, people are making the promise to commit to salary transparency. By doing so, they're fostering an honest environment where employees feel valued—and, importantly, fairly compensated.

THE GLOBAL GENDER PAY GAP

- The gender pay gap is defined as the difference between media earnings of women and men. This can be either the earnings ratio or the actual pay gap.
- The Global Gender Gap will not close until 2095
- The average full-time working woman in the United States will lose more than \$460,000 over a 40 year period in wages due only to the wage gap. To catch up, she will need to work 12 additional years.
- Close to half of all American women were sole or primary breadwinners, earning at least half of the family income in 2012.

SOURCES: Catalyst. Women's Earnings and Income (2016).

examples

1) RADICAL TRANSPARENCY

Marketing analytics company SumAll shares individual salaries with all its employees on a Google Doc, while social media management company Buffer goes one step further by making the information public. Following the same ethos, health food juggernaut Whole Foods releases an annual internal report itemizing salaries and bonuses by name.

2) COMING FROM THE TOP

The United States government is increasingly committing to breaking down the barriers of salary inequality. Last January, the Equal Opportunity Commission legally required companies with more than 100 employees to include gender and race details when they report compensation. Earlier in 2016, the Obama administration introduced the White House Equal Pay Pledge in partnership with the private sector. More than 50 companies, including Amazon, Airbnb, Salesforce, Apple and Facebook, have committed to administer an annual gender pay analysis, mitigate bias through hiring best practices and make salary equality a leading initiative.

3) FIGHTING FOR CHANGE

Despite Iceland being recognized as "the best country in the world for gender equality," thousands of women in the country protested the gender pay gap on October 24, 2016 by leaving work early and demonstrating on the streets. In a clever statement, the women walked out promptly at 2:38pm, the time after which women work for free according to labor unions and women's right groups. Women in France followed suit on November 7, 2016, with female workers from all sectors participating in a mass walkout.



Blind Recruiting

Anonymity may be an essential ingredient to workplace equality. Thanks to growing research in the area, we now know unconscious and conscious biases can get in the way of having a diverse team, even if diversity is an overt goal. Elephant in the Valley, a 2016 report surveying 200 senior-level female employees in Silicon Valley, reported that 75% of women were asked inappropriate questions about family care and marital relations during job interviews. Women are held to a different standard than men in the workplace—and it starts at the interview table.

Blind recruiting is a growing trend that responds to these biases. The process has roots in the 1970s, when symphonies, which consisted almost entirely of white males, began hosting “blind auditions,” where musicians played hidden behind a curtain. The result: women are more likely to be hired than men and many gained the confidence to apply for elite orchestra positions. Today, other sectors are catching onto the advantages of blind recruiting and they’re also reaping the benefits: in a study conducted by Harvard Business School, employees hired through a job test are more likely to stay longer, while those hired for subjective reasons are apt to quit or to be fired. As such, companies need to be aware of everyday, human biases during the hiring process and may even want to consider some of today’s new tools and techniques, such as the figurative blindfold.

“Blind recruiting is a growing trend that responds to these biases. The process has roots in the 1970s, when symphonies, which consisted almost entirely of white males, began hosting “blind auditions,” where musicians played hidden behind a curtain.”





“I think the advice would be hire thoughtful. Hire as if you’re not hiring based on sex, gender, race, or sexual orientation or whatever. You’re hiring the best person for the job.”

– Katie Mota, *Wise Entertainment*

examples

1) STRIPPING RÉSUMÉS

Recruit Smarter recently rolled out an anonymous hiring program that strips race, gender, and age from résumés to reduce hiring biases. Twenty-nine public and private organizations—including Deloitte, Westpac and Victoria Police—are piloting the program.

2) BLIND AUDITIONS

GapJumpers is a talent-seeking firm that delivers blind auditions for companies like Bloomberg and Dolby. Based on their scores from an initial anonymous online test, candidates can advance to the interview stage—and only then can the hiring board see their name and resume.

3) “MERIT, NOT MOLDS”

By declaring itself committed to “job matching based on merit, not molds,” blind recruiting app Blendoor is helping companies create a more diverse workplace and hold onto talent. Job candidates swipe right or left on the Tinder-like interface and are connected with employers based on their qualifications, keeping information such as name, age, gender and ethnicity concealed.

“We are not another diversity services company, we are connecting companies to qualified candidates in a way that circumvents unconscious bias.” – Stephanie Lampkin, *Founder, Blendoor*

The Equal Opportunity Office

examples

1) DESIGNING FOR SOCIALITY

Workplace designers have been highly influenced by Jeanne Gang, an architect with a background in ecology (the study of relationships of organisms to each other and to their environments), who believes in designing for relationships and to increase community in the office. Similarly, brand strategist and architect Elizabeth Von Lehe is striving to achieve gender equality by redesigning workspaces.

"I am not going to say the solution is to design a great space for women. The answer is to design a good space for people in the workplace to advance—and half of them happen to be women."

— Elizabeth Von Lehe, ICRAVE

A single desk encased in four walls and guarded by a secretary: if this is the image "office" brings to mind, you're visualizing a scene from *Mad Men*, not the office of today. Researchers are arguing that this dated layout perpetuates decades-old stereotypes and prevents equal opportunity in the workplace, prompting organizations to draft new floor plans that cultivate collaboration, support and growth for all employees.

A University of Toronto study finds that women prefer inclusive environments with an egalitarian team, while men gravitate towards a hierarchical workplace. Traditional office layouts are the result of traditional office hierarchies, favoring men's work style and allowing upper management to be cloistered in offices for private discussions. However, offices are changing and companies are adopting open, airy designs that are not only inviting, but also promote mentorship and teamwork—giving women more visibility and opportunities to advance. With a bevy of amenities that include shared tables and group games like ping pong or foosball, the modern-day office cultivates collaboration between everyone on staff, even in the small moments between scheduled meetings. Innovation-minded companies should keep in mind the importance of creating a physical space where employees are seen, heard and supported: a literal and philosophical transparency that gives women the opportunity to thrive.



PIXAR

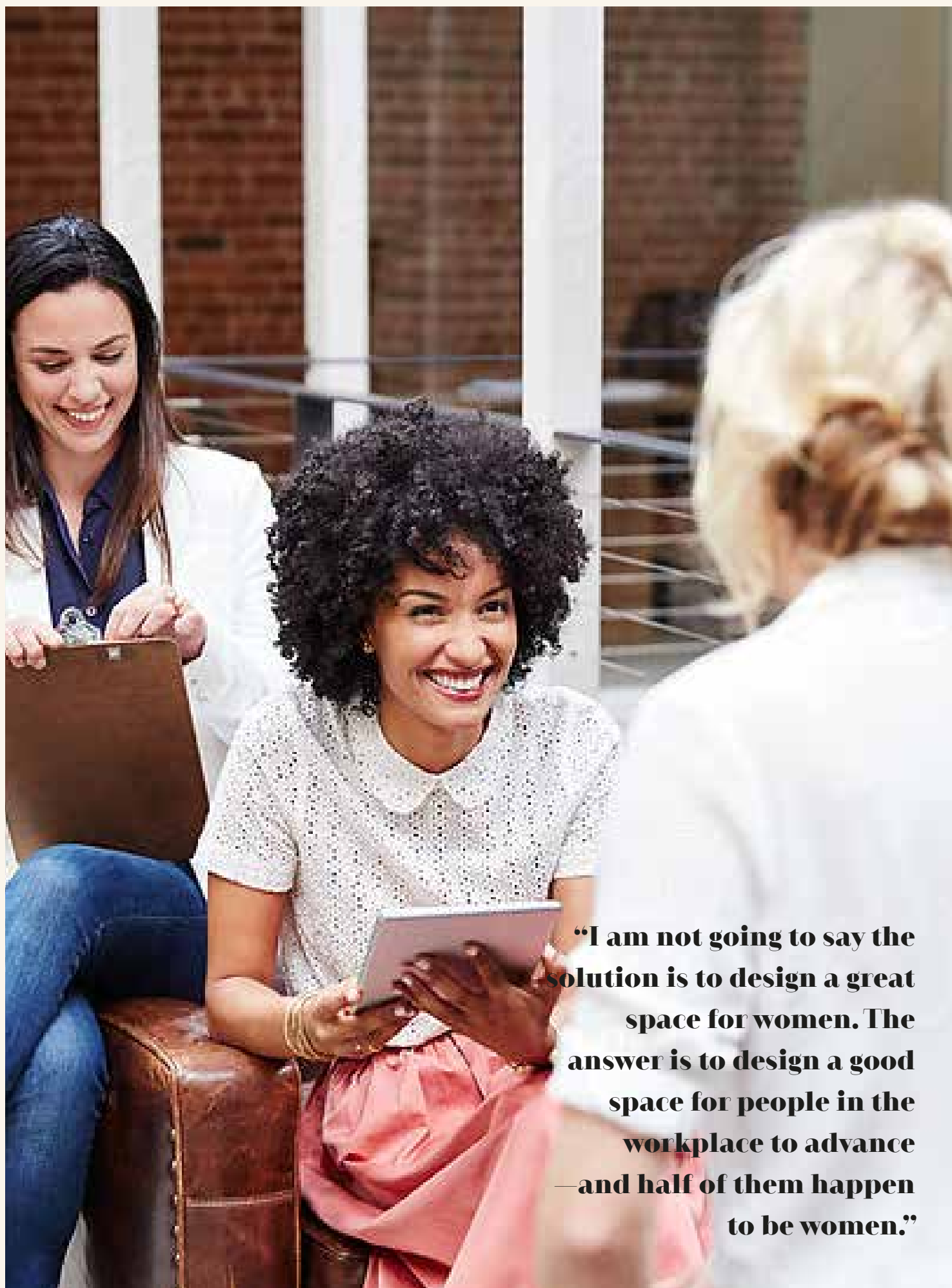
2) SPACE TO THINK

Steve Jobs pioneered the open office layout in his re-design of Pixar's office, which is centered around "the Atrium," a cavernous space that "promoted encounters and unplanned collaborations." LEGO's new offices similarly feature an expansive atrium and glass paneling "to suggest a transparent firm culture and not much hierarchy." "If a building doesn't encourage [collaboration], you'll lose a lot of innovation and the magic that's sparked by serendipity. So we designed the building to make people get out of their offices and mingle in the central atrium with people they might not otherwise see." — Steve Jobs

3) LEGACY COMPANY REDESIGN

Legacy companies are revamping their office spaces to feel more like a Silicon Valley start-up. Earlier this year, electronic manufacturer Siemens unveiled their new headquarters in downtown Munich, an open concept, art-infused layout that CEO Joe Kaeser says is designed as a "place where encounters occur." Viacom has enlisted the help of five design firms to redesign their Times Square offices, removing a floor in the middle of the building to develop "a workplace that is flexible and open and that builds community."





“I am not going to say the solution is to design a great space for women. The answer is to design a good space for people in the workplace to advance—and half of them happen to be women.”



The Future of the C-Suite

examples

1) MEET THE NEW C-CLUB

New C-suite positions give companies more opportunities to attract top talent, thanks to the prestige the “chief” title still holds. While CTOs (Chief Technology Officers) are now almost ubiquitous these days, different areas are also evolving to create their own industry-specific titles. Marketing agencies are employing Chief Client Officers, who focus completely on their clients, while brands are turning to Chief Data Officers to overlook their processes and tools across sales, marketing and customer service. Indeed, the focus seems to be shifting towards being more people-centric: Chief Customer Officers are being hired to keep the customer experience at the center of decisions, while Google and Zappos have long employed Chief Cultural Officers to create an innovative, attractive and sustainable work environment. And, business magazine *Fast Company* has predicted there is only more to come: their “C-suite Jobs of the Future” piece outlines 10 new positions, including Chief Ecosystem Officer, Chief Automation Officer and Chief Freelance Relationship Officer.

2) A NEW KIND OF LEADER

There’s no question that the nature of and qualifications for leadership have changed in recent years. As companies have become less hierarchical, the image of an authoritarian CEO has fallen by the wayside and job titles have become less rigid in general. With increasingly collaborative and smaller work environments, employees are more and more accustomed to working above and below (and sometimes completely outside of) their titles. As such, the role of a leader has become more fluid and dynamic: they need to be knowledgeable in their area of expertise and possess intellectual intelligence, emotional intelligence and commercial intelligence. They are people who listen to every person on their team, regardless of title, and inspire and connect.

The CEO, CFO, COO... we’ve looked to these people for guidance time and time again. While these folks are still incredibly important, their roles are quickly shifting in response to the effects of industry disruption, technology, the shrinking of lower and middle management (hello Millennials) and other trends sweeping the professional world. As companies adapt to today’s new workplace, they’re making internal and external changes and reconfiguring the traditional c-suite so that it looks less like a small, private club and more like a broad team with a mixed bag of focuses. From Chief Technology Officer to Chief Customer Officer to Chief Culture Officer, it seems as though we hear a new “C-“ job title each day.

New roles mean not just new organizational structures, but also a new kind of leader. The CEO, for example, is no longer the person with the final say on everything: today’s best leaders don’t have all the answers, are okay with admitting it and are good at hiring and delegating to experts to figure it all out. While companies continue to keep business knowledge close to the top, they’re reworking their entire approach to who does what, thinking through both “hard” and “soft” skills and right-brained and left-brained leadership. Going forward, expect the traditional c-suite to change, thanks to a push for more gender, racial and sexuality diversity in upper management positions and growing awareness that this kind of diversity benefits the company in the long run. To keep up, organizations of all industries need to find ways to integrate these new leaders into their existing structures.

EXAMPLES CONT'D

3) C-SUITE DIVERSITY

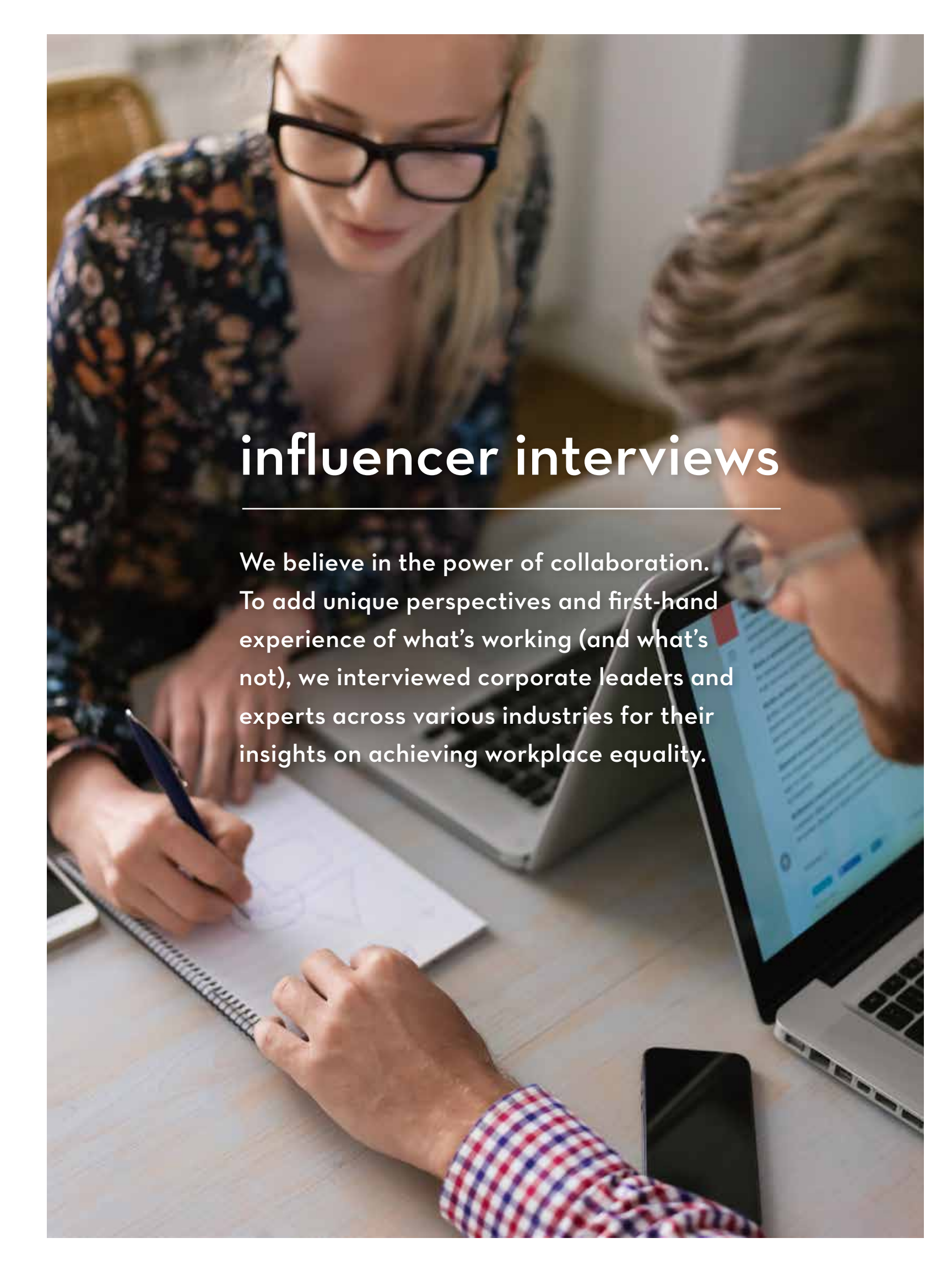
The evolution of the C-Suite goes beyond new titles to include new types of people at the top. With companies creating positions like Chief Equality Officer (see pg. 46), the importance of having a diverse team is increasingly apparent. A Harvard Business Review study recently found that national diversity in senior management roles has been associated with better company performance, while a study by the Peterson Institute for International Economics reveals there is a positive correlation between having women in leadership positions and a company’s profitability.

Across all C-suite positions, the most senior post is held by the smallest percentage of women, with only 5 percent serving as CEO - Korn Ferry, 2016

53%

For companies ranking in the top quartile of executive-board diversity, ROEs (return on equities) were 53% higher, on average, than they were for those in the bottom quartile

- McKinsey Quarterly, 2012

A woman with blonde hair and black-rimmed glasses, wearing a dark floral patterned top, is looking down at a laptop screen. In the foreground, another person's hand is visible, holding a pen and writing on a spiral-bound notebook. The notebook has some faint sketches on it. A smartphone is also visible on the desk. The background is slightly blurred, showing an indoor setting.

influencer interviews

We believe in the power of collaboration. To add unique perspectives and first-hand experience of what's working (and what's not), we interviewed corporate leaders and experts across various industries for their insights on achieving workplace equality.



Laura Gentile

founder of espnW

Laura Gentile is the founder of espnW, ESPN's first initiative dedicated to serving female sports fans. She also spearheads several initiatives across ESPN that are dedicated to understanding the value and opportunity for women across the company. Her team's efforts include, but are not limited to, starting the espnW Women + Sports Summit, developing a global mentorship program for female athletes and top business executives in sports, ensuring female talent appears across a number of ESPN networks, and launching The Trifecta radio show.

You are in what some might consider a fairly gendered space. What kind of obstacles did you experience?

Some if it was deeply embedded in a culture standard where the assumption is, “Sports are for men.” It’s so ingrained that, that was one of the hurdles we had to overcome. For me, I grew up playing sports and always loved sports. So I never felt like it was for men. In starting this business, it seemed so natural to me. But in starting the business you realize that the industry is so male focused and women have to work doubly hard to get the work we deserve. Women love sports, and women should be spoken to, and women matter. There were quite a lot of cultural barriers across the industry that made this work really, really hard.

How did you make that business case?

If you use hard data that is undeniable. 49 percent of all sports fans are women. So when we were originally proposing the business, some people would say, “That’s a nice audience.” And to me that was an incredible statement. 112 million women is not a niche. We’re 50 percent of the population. There’s been a 1,000 percent increase of women playing sports since 1972. And 650 percent increase of women playing at the college level. These statistics show the connection between women and sports.

But there’s also a more emotional discussion, which is, “She’s a sports fan. If our mission is to serve all sports fans she is equally important to any other segment of that population.”

So it was a combination of hard data, irrefutable facts, and a lot of qualitative work and listening to women.

How receptive was ESPN to this new initiative?

I think our senior executives were always very willing and open to new business ideas. But it’s also different to convince a group of forward-thinking executives versus the entirety of a company. Getting executive support was crucial, but I feel like that took place in an open dialogue with a few people. Working across the company and convincing peers and colleagues takes time, persistence, and a lot of different communication styles. You’re opening the eyes of hundreds of people or thousands of people and you’re changing the conversation and asking people to work differently. So that’s been the harder piece.

What was your favorite thing to work on?

The espnW Summit. Before the summit existed there wasn’t this

space for women in the business. So it has that impact of ensuring that women are getting to know each other across the industry are getting to be comfortable sharing their challenges and opportunities and starting to create this network that never existed before. So while it was good experience for espnW to create that space, it also had a really tremendous impact across the industry. Now there’s a place where women gather to talk about their careers and talk about executive leadership within sports. Which is really necessary in every industry.

We also created a mentorship program with the US Department of State. It’s a global mentorship program where the Department of State sends out posts and communications throughout our industries across the world to let people know about this program. We’re looking to tap women executives who are 20 to 45 years old, who have a career in sports, who are ambitious and super qualified. [They] come to the US for a four week mentorship program where they’re paired with a female executive in the sports business. They work on best practices: how do you articulate yourself, how do you make a business case, what is your action plan that you want to take back to your home country. Then they return to their home countries and really try to make a difference. We’ve now had 82 women come to the US and learn from our best executives, build this global network, and [then] go back to their countries to make a difference.

What did this look like in the early days?

In the early days, we [espnW] were truly a scrappy start-up. I was given five people. In the early days I just found the most passionate, versatile executives, who really believed in the vision. I had women who could work across sales and product, content and social, strategy and execution. So in the early days I mostly found the most hungry, talented people I could find. Then as we mature, we certainly started grooming people who have better expertise.

Are there any internal practices that you implement to promote diversity?

Part of it is the culture that you create. So we were very much all-hands-on-deck. I’ve never been a huge stickler for hierarchy. Anyone can have an idea and talk to me. It’s created a group that feels really valued, like they are apart of something bigger. We really take pride in working together. And we’re seeing young women raise their hand and they want to be part of our team.



Angela Guy

senior VP of Diversity

Angela Guy is the Senior Vice President of Diversity and Inclusion for L'Oréal USA, the largest subsidiary of the L'Oréal Group, the world's leading beauty company. Angela is responsible for shaping the diversity efforts for L'Oréal USA as a business imperative, highlighting the value of all forms of beauty while respecting and reflecting the differences of our rapidly changing marketplace. She is a member of the L'Oréal USA Executive and Benefits Committees and collaborates to align L'Oréal's global diversity efforts.

Tell us a little about your role as SVP of Diversity and Inclusion for L'Oréal USA.

After seven years as head of Sales and then General Manager of the SoftSheen-Carson Brand, Frédéric Rozé, President and CEO of L'Oréal USA, asked me to leverage my business expertise by leading the Diversity Strategy for L'Oréal USA.

As head of Diversity and Inclusion for L'Oréal USA, I work not only to make certain that L'Oréal is a great place to work, but also to build a standard for making beauty inclusive. Our company mission is to provide the best of *Beauty for All*, meaning we want to make beauty accessible to anyone, anywhere. A big part of this is increasing inclusion throughout the workforce, workplace and marketplace.

By leveraging the diversity of our talent, we advance diversity and inclusion internally, as well as externally because our talent (meaning our employees) represents the diversity of our consumer. When our talent is able to speak about their culture, their lives, and how they work, we are able to leverage this to better understand our consumers.

You've worked for other major corporations before L'Oréal. Given your experience, what does success look like in terms of diversity & inclusion?

For L'Oréal, measuring and tracking various dimensions of diversity is a business imperative. As part of this, a major milestone for L'Oréal USA was being the first company in the U.S. to receive the EDGE (Economic Dividends for Gender Equality) certification for gender equality. EDGE is the only global standard of gender equality in pay, leadership development, hiring and promotions, flexibility and culture. The certification validates that a company has the right programs and policies in place to work toward a 50/50 gender balance.

What programs and initiatives related to diversity and inclusion have had the most impact?

Several programs and initiatives that advance diversity and inclusion as well as create accountability include:

- **DIVERSITY ANALYTICS AND TRENDS:** The diversity of our portfolio of products and services support the diversity of our consumer. We are constantly analyzing the changing dynamics of the marketplace to ensure relevancy in our actions and to benchmark our performance. For example, we are proud to have been one of the top 20 companies identified in the Thomson Reuters Diversity & Inclusion Index; we are one of the initial companies that signed the White House Pledge for Gender Equality and are originating members of the Equal Pay Consortium and we monitor other Diversity and Inclusion indexes to benchmark our accountability.

- **METRIC SYSTEMS:** We have established monthly, quarterly and annual reporting to align with company goals and to communicate the progress being made.

- We now have employee-driven "THINK TANKS" on women, women of color, men, LGBTQ, disabilities, and veterans, among others. These think-tanks are designed to make sure that everyone who works at L'Oréal USA feels supported and has a path to achieving their greatest potential.

What are some of the biggest challenges in advancing diversity and inclusion in the workplace?

I am an optimist so I do not see challenges, I see opportunities. The biggest opportunity I see is in the rapidly changing marketplace. The demographic profile of the US is shifting so quickly that we need to be as nimble as we can in order to understand the consumer and anticipate the needs of the evolving marketplace. The diverse portfolio of L'Oreal brands has allowed us to inspire the beauty within our consumers, better than anyone else and we will continue to be vigilant in understanding their needs.

When you look to the different generations within the current workforce, what differences/similarities do you see in their approach to diversity and inclusion in the workplace?

Each generation brings so much value to our talent base and to each other. We established a Think Tank with Millennials to understand their needs and determined that their needs were very similar to those of other generations. For the most part, they were motivated by an inclusive environment that gives them access to leverage their individuality while learning from those who could support their advancement. We established programs such as reverse mentoring, roundtable discussions with senior leaders, expanded mentoring and sponsorship that allow the various generations to balance and support one another.

What does the future look like?

The future is an inclusive environment grounded in equity where all opinions matter and all people have a right to be heard. We must recognize the value every individual brings to the table. Leverage the voices of your talent and consumer. Learn from them. Be open to new ways of working and living.

What is one piece of advice you would give to corporations trying to advance diversity & inclusion?

It has to start at the top. Leaders have to be the ones to drive and support diversity and inclusion by authentically showing how the diversity of talent, consumers, and the business needs can be leveraged to drive innovation and success.



Brad Jakeman

president at PepsiCo

Brad Jakeman is President of the Global Beverage Group at PepsiCo. Brad leads global category strategy, brand building, advertising, marketing, and innovation for PepsiCo's global portfolio of beverages. He is also responsible for building new capabilities at PepsiCo.

What is PepsiCo doing to address diversity and inclusion in the workforce?

By virtue of the fact that we're a truly global company and that we move talent across borders as a matter of standard business practice, that puts us in a very strong position from a diversity point of view. The single most critical thing in my mind when we talk about diversity is that organizations need to be able to articulate why it matters. You can very quickly understand where a company truly believes in it and they're driving diversity initiatives out of inspira-

tion—or if they're doing it out of compliance. Or whether they're just doing it because they've got a quota system.

For PepsiCo, diversity and engagement is hardwired into our company values and how we operate as a global citizen. In October, as part of our company vision, Performance with Purpose, we recommitted our efforts to *develop a diverse workforce that also reflects the communities where we do business*. Putting this goal in place enables our people to support and increase diversity throughout the markets in which we operate.

Why is diversity, and specifically gender diversity, important at PepsiCo?

At PepsiCo, we're very clear: it's rooted in a business reason. Even back in the mid-1940's, early in our company's history the business imperative around diversity was always clear. Whether it was as the first major company to have the first female on its board in the 1950s or to appoint the first African American to a vice president role in the 1960s, these critical "firsts" have had a lasting and transformational impact on our diversity journey.

And today we firmly believe in the need for innovation to drive our business. We also believe that innovation does not come from homogenous groups of people. The best innovation comes when you bring people of different backgrounds, genders, and perspectives on the world and bring them all together as a group to problem solve. That's when you get the most interesting, creative, and innovative solutions. When you have whole groups of homogenous people, they're just going to try and solve it in the same way. So we believe that diversity is on one level an enormous analogue to innovation. It's a cultural value [at PepsiCo]. Every major initiative coming out of the beverage group right now is a function of a highly diverse team. It's about combining as many differences as you can in order to bring the best answer, the most innovative solutions to problems, to bear. As it relates to gender diversity specifically, in our business over 85 percent of purchasing decisions are made by women. So it doesn't make any sense to have teams that are dominated by men. You're already making it harder for yourself before you even start.

Where do you look for inspiration related to best-in-class initiatives related to diversity and inclusion?

Sadly, there are very few companies that have what I would call great track records around gender diversity. And that's just a fact, unfortunately, that we as a business community need to address. For example, Silicon Valley is heavily dominated by men. And some would tell me, "Look at Silicon Valley. You don't have to be gender diverse to drive innovation." I would say in response, "How do you know how much money you're leaving on the table?" When you have more diverse teams, innovation happens faster, easier, and on a larger scale. You don't know what you're leaving on the table if you don't have a diversity strategy. And that's what's really important.

How does a company go about promoting this diversity?

Unfortunately, many people think that diversity happens organically. Meaning that by the sheer statistical makeup of the population, you will just end up with the appropriate portion of women. That's absolutely not the case. Through the entire process of recruitment

there are conscious and unconscious biases built in. Unless you actually make it a strategy, it doesn't happen. Unless you're able to articulate why you're doing it and that you're doing it out of inspiration because you believe it's a good business practice, then it won't happen. You have to define diversity as a business imperative—not a special imperative. You have to have a very conscious well-thought-through recruitment and internal talent management strategy. You need to build networks within your company where women can connect with other women and have peer mentor programs. You have to have a critical mass of women involved. Having one woman at the table is not—in my mind—diversity.

In fact, as part of Performance with Purpose 2025 agenda, we have set the goal to achieve gender parity in our management ranks and support working caregivers. Because it's up to us to build an ecosystem to attract, grow and retain women.

The most important thing to me is that it starts with articulating the business case for diversity. It needs to be a real way of driving the business. The people running the company and setting the visions have to be able to articulate an unassailable case for either diversity connected to business success. We need to say as a business community: we're embracing diversity because it makes good business sense. It can be seen as kind of fuzzy or a nice-to-have. That's also why we also announced as part of our sustainability agenda, a commitment to improve the lives of 12.5 million women and girls in the communities we serve. It needs to be placed front and center in our conversations, internally and externally, around what the drivers of our business are.

Do you see any differences in the way generations approach diversity and inclusion?

The generation coming out of schools now places less importance on labels of any kind. The challenge is, they may not come into a workforce that is not gender diverse. We're going to get an influx of younger talent in the workforce that just expects that to be the case. When girls look around them now they have a lot more role models to look to. They're growing up now with higher expectations and ambitions for themselves. I think that's also going to drive diversity. These women see more senior level women and they are going to want to do the same.

In the next 5 to ten years, what changes do you hope to see in the workforce?

I hope to see a lot more female CEOs. I think they are still viewed as somewhat of a curiosity. They are still most certainly in the minority. I would love to see more women in visible leadership roles.



Dr. Rohini Anand

Global Chief Diversity Officer

Dr. Rohini Anand is a Senior Vice President of Corporate Responsibility and the Global Chief Diversity Officer at Sodexo, a company known for its leading initiatives on diversity and inclusion. Rohini is responsible for Sodexo's diversity and inclusion initiatives for over 430,000 employees in 80 countries. In her time at Sodexo, Rohini has championed a culture change, making gender parity a priority among senior leadership.

What is your role as Senior Vice President and Global Chief Diversity Officer at Sodexo?

When I joined Sodexo there was nothing in place. My charge was to establish a culture change effort in North America initially and then globally. We've come a long way. We've changed the culture significantly—to the extent that we just had a global engagement survey earlier this year and the highest driver of engagement was diversity and inclusion. Managers and employees are responding positively to diversity and inclusion within the company. We parsed that data in North America by gender and race, and it's very, very favorable in terms of how people from different backgrounds are experiencing the inclusive culture within Sodexo. So we've come a long way. It's been a good journey and it's taken a lot of heavy lifting from many people and has taken a lot of leadership, especially on the part of the CEO—which, I think, is what has made the difference.

Can you walk me through your experience of being hired without much in place in terms of diversity and inclusion and then spearheading this initiative?

I was hired in response to some pretty serious litigation in North America. So it was a very strong partnership between HR, myself, and legal. We put into place really state-of-the-art practices and policies within the organization. Fast-forward to today: The Sodexo brand is synonymous with our leadership and our efforts for diversity and inclusion. The organization got so much benefit from the work that had been done and the culture change—they could've stopped at the threshold of what was required legally, but because of the commitment and because they got so much benefit, they went way beyond. It's not because they have to do it. Very quickly the organization experienced the benefits and it translated to “well this [diversity and inclusion initiatives] makes us a better, sharper company—and that's why we're doing this.” It took a few years, but our middle managers were very quickly on board because they saw the benefits to themselves and to the business. We're doing this because it's helping our business and helping us as a company.

What were the benefits that your company saw?

First, engagement is not to be underestimated. At a time when engagement is dropping with many companies, ours is going up. And diversity is a high driver of engagement. At the end of the day, if you don't have engaged employees, you're not going to have productive employees, that's it.

Second, we have metrics that show how we've been able to touch business. So last year, my team touched \$1 billion dollars worth of business. In other words, my team did benchmarking

or client presentations or those kinds of things, and we actually impacted \$1 billion worth of business. Which is great. It helps us to get our foot in the door. It expands our web of influence. Our mid-level managers who are out in the field now hear from clients saying, “You guys are doing a great job. Can you come and help us with some resources? Can you connect us to the right person?” All of sudden our managers were elevated to a much higher status within the organization and that then became a pull for us.

Third, we did a study about two years ago where we looked at gender balance teams globally. We looked at data from 50,000 Sodexo managers, 100 entities across the world. We found that our sweet spot was teams with 40 to 60 percent women in them—we called those gender-balanced teams. We then correlated the representation of women in those teams to five of our key performance indicators: brand awareness, client retention, engagement, organic growth, and growth profit. And what we found is that in every one of those teams that were 40 to 60 percent women outperformed the teams with less than 40 percent women. And when you reach 60 percent the results plateaued off. So 40 to 60 percent is what we are calling the sweet spot. This is a hard piece of evidence that indicates gender-balanced teams at Sodexo produced better financial outcomes. And that went a long way in convincing our managers.

Can you talk a little bit more about some of the hard metrics you saw in terms of benefits?

We looked at productivity, engagement, and promotion. And what we found was for every dollar spent we get a return of two dollars. This year the CEO has put a stake in the ground and said that he wants to see 35 percent women in the top 1,400 employees by 2020 and 40 percent by 2025. It's a hard target we have but it's also a performance objective—so it's linked to money.

Can you tell us more about the CEO's commitment to diversity and inclusion?

The CEO really has positioned this the right way. I report to him and it's pulled out from HR. He has a personal conviction and commitment to diversity and inclusion in general and to gender balance specifically. He role models it; he talks about it; he's active on the topic; he speaks to other companies; he pushes the issue every opportunity he gets. This piece I mentioned about performance objectives—he's the one who pushed it through. Originally, his team was resistant. Sodexo is a very consensus driven organization. So just because the CEO says something, doesn't mean it's going to happen. It is very much a visible commitment and role modeling and championing.

Continued on next page

Dr. Rohini Anand

Were there any obstacles?

Most people were resistant. This [diversity and inclusion] was something that was seen as not core to the business and unimportant. But it is the same people today who were not on board, that now see the benefit—in terms of the organization, in terms of the business initiative, and in terms of culture. So there was a lot of resistance. We had a scorecard linked to incentives, and we put that in place fairly early on. When we initially put that in place, there was a lot of backlash. So it took a while to really socialize the organization. If I had to do it again, I would wait a while before I put that in place. I would have done the education first and then put the tools and accountability in place. We even saw resistance from senior level women. Many thought, “I have my job not because I’m a woman but because I’m qualified.”

Can you talk a little bit more about the educational component?

We have a mandatory one-day training called Spirit of Inclusion. Globally, it’s not mandatory, but we have a Spirit of Inclusion training that is customized country-by-country. In addition to that we have a suite of different training offerings.

All of this in North America is built into the scorecard. We have a quantitative section where we look at recruiting, retention, and promotion of women and minorities. Then we have a qualitative section that has participation in these learning labs. We developed these learning labs based on the needs of the organization. Around recruiting the best talent, giving feedback to someone who is different than you, around gender or sexual orientation. There’s dozens of these learning labs that we then deploy. Globally we have unconscious bias training, gender training, and global agility training.

[We also have] training for women, which is a virtual leadership development program. There’s several different venues to provide learning and education through training programs that I would say, it’s not just the training programs. There’s mentoring which creates awareness. Participating in external events. Speaking at external events. One example I have is that we launched this mentoring/sponsorship program in Europe. The CEO at the time required it of his executive team. A year later there were 12 or 13 women and ten of them had gotten significant promotions and are very visible today to the organization. And one of the individuals I remember very clearly saying after the one year mentoring program. He said, if you had presented me with two candidates—a

male and a female—to manage a high security facility I would’ve chosen a male because it’s a dangerous job. However, after mentoring this woman, there’s no way that I will let any of those filters come in the way. She’s so effective. She has a different leadership style but she does a great job. I will always consider women for whatever the job is. It’s not just training but putting that leadership in situations where they get these experiences.

Can we expect to see diversity and inclusion change based on the different generations that are entering the workforce?

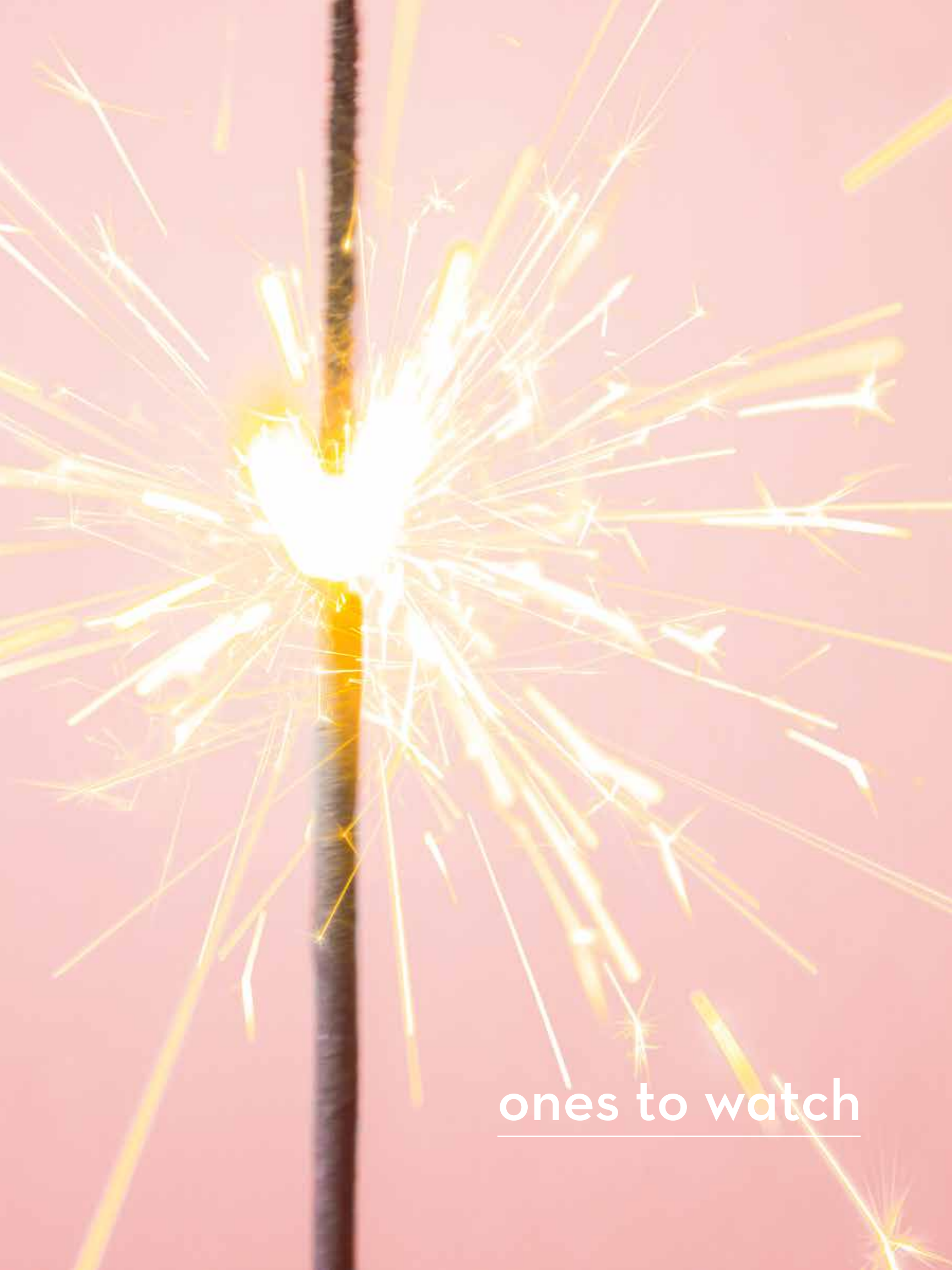
I think that millennials are very comfortable with being multi-cultural, multi-racial, different sexual orientation. It’s really a norm. It’s part of life for them. I think they exemplify the research in that they expect it in the workplace. If they have a choice they’re not going to go to a workplace, school, or university that does not have that as core to who they are. So they make choices based on that.

The expectation is that the workplace is going to meet that need. What’s a little daunting to me is that I think this a generation that’s not necessarily going to fight for it. I think that’s what’s concerning because as baby boomers, this was not an expectation that we had. And therefore, we were willing to fight to get there. I think for millennials who have grown up in a very different environment, I think there’s an expectation. And if they don’t get it they’ll walk away and go to the next place.

Any other feedback or thoughts that you have?

I think that men and women speaking out and men being willing to take on the fight—especially with dual career couples in this new generation entering the workforce—I think it’s going to have to be both that speak out or speak up about the parities in order for it to change.

I have to be hopeful because that’s why I do this work. But it’s going to take a lot more work to get there. What really makes a difference and what really makes a successful initiative is an initiative that is holistic and systemic—that’s about changing the culture. And that has a couple of key underpinnings: the senior level CEO commitment; visibility; clearly articulated business case, which resonates with the organization; clear analysis and metrics.



ones to watch

ones to watch

1.



FLICKR



2.



3.

1. GWEN K. YOUNG

Director, The Woodrow Wilson Center's Global Women's Leadership Initiative and Women in Public Service Project

With 20 years of experience advocating for women in the public and private sectors, Young's aim is to bring more women to the policy table, so they can actually make the laws. Her mission is to fill not only the top slots at 1600 Pennsylvania Avenue with females, but to create gender parity in policy and political leadership globally by the year 2050. Long-term, Young plans to make a comprehensive index to evaluate governments around the world based on inclusion metrics, thus empowering them to see and make rolling change as necessary.

2. BELINDA PARMAR

Founder & CEO, Lady Geek and Little Miss Geek

After finding that her university degree in language was a "waste of time," Parmar set her sights on reversing gender stereotypes that exist around the technology industry to make it a more welcoming place for women and girls. Lady Geek helps companies understand the female market through empathy training, rethinking car showrooms, cellphones and financial products to be more inclusive. Little Miss Geek, its non-profit subsidiary, aims to inspire young women to consider careers in the technology and videogame industries. The social enterprise hosts workshops in inner city London schools, and has increased the number of girls taking Computer Science GCSE by 52%.

3. MEERA MENON

Filmmaker

Influenced by the matrilineal system and feminine divine iconography of her native India, Menon makes films about feminine authority—and they're gaining her international acclaim. In 2013, her feature directorial debut, *Farah Goes Bang*, was awarded the inaugural Nora Ephron Prize for a groundbreaking woman filmmaker. Her sophomore piece, *Equity*—which was produced by Broad Street pictures, a group dedicated to making movies from more female perspectives—premiered at the 2016 Sundance Film Festival and was acquired by Sony Pictures Classics. The film puts a fresh female at the center of Wall Street's financial meltdown, and was a *New York Times* Critic's Pick.

APRÈS

4.



APRÈS

5.



6.

4. JENNIFER GEFSKY & NICCOLE KROLL Co-Founders, Après

Nearly one-third of college-educated women take time off from the workforce to be caregivers to children or aging family members—but only 40% of those who leave are able to find full-time employment after a long lag. Gefsky, a former lawyer, and Kroll, a dietitian, both discovered this challenge when they tried to return to the workforce after leaving to raise their respective children. Après aims to end this so-called “motherhood penalty” by connecting experienced out-of-work employees with employers who are looking for gender diversity and seasoned mid-career professionals. The site specializes in temp, contract, gig and pro bono work, as well as traditional full-time positions, to help women network and ease their way back into a workforce that very well may have changed since they were last a part of it.

5. SHARON DAVIS Architect, Sharon Davis Design & Execu- tive Director, Big Future Group

While she originally planned to focus on sustainable design, a commission to design a Women’s Opportunity Center in Rwanda pushed Davis’s career trajectory towards a social justice focus. The opportunity center, a commission by the nonprofit Women for Women International, challenged Davis to create a safe social gathering space for hundreds of women, which would also promote economic opportunity. The resulting interconnected low-rise circular structures form a kind of village, successfully launching gardens, community spaces, and a farmers market, where women sell potable water from the village’s rainwater collection system. As a result of the experience, Davis helped found Big Future Group, an interdisciplinary design group focused on humanitarian architecture around the world.

6. MARIO DE LA VEGA Co-Founder, Variable Labs

Virtual reality may bring to mind immersive gaming, next-level sports events or the evolution of online shopping—but can it be a tool to make the world a better place? Vega and his partners at Variable Labs believe so and, to that end, are creating VR experiences that foster empathy, educate and change behavior. Take, for example, the Salary Negotiation Simulator, an app that allows users to practice negotiation techniques within a virtual interview: working on body language, eye contact and verbal delivery until they meet a certain monetary goal. Created as part of a two-month hackathon at the White House, the “game” addresses a very real-world problem: the gender pay gap. Variable Labs has also developed do-good VR for clients including Google, the United Nations and the XPRIZE Foundation.

ones to watch

7.



7. MAHZARIN BANAJI
Department of Psychology, Harvard University, Co-Founder, Project Implicit

Banaji is a top thinker around unconscious bias and its impact on society. As a researcher at Harvard, she uses neuroimaging technology to understand how hidden biases effect our perception, judgment and action. One of her findings, for example, is that people are more likely to perceive someone as famous if they have a male rather than a female name. With the educational website Project Implicit, which Banaji co-founded, she translates research into practical applications for addressing diversity, improving decision-making, and aligning the actions of individuals and organizations with their values. Banaji also co-authored the book *Blindspot: Hidden Biases of Good People*, which provides everyday readers with tools for assessing personal and societal bias, while challenging their own ingrained habits.

8.



8. FERESHTEH FOROUGH
Founder & CEO, Code to Inspire

When you think of a progressive educational program that teaches girls to code, Afghanistan may not be the first place to come to mind—after all, 85% of women have no formal schooling and only 15% of women are part of the workforce. That’s exactly why Forough, a one-time Afghan refugee, launched Code to Inspire there. Her one-year women-only after-school program is a safe space for girls ages 15 to 25 to learn: younger students study basic computer science skills, such as animations, graphics and social media, while older girls create mobile apps, websites, and learn about entrepreneurship. Meanwhile, graduates can completely bypass the sexism of traditional jobs and banks by working remotely and being paid in digital currency. Forough’s ultimate goal is to leverage technology to help women gain social, political, and economic equality.

9.



9. GRACE BONNEY
Founder, Design*Sponge, Author, *In the Company of Women*

With more than a million readers tuning in each day to the preciously curated interiors featured on Bonney’s uber- successful Design*Sponge blog, she’s got a monster platform for championing women—and she’s doing just that. In 2007, she created an event series, called Biz Ladies, where women came together IRL to share experiences and give advice pro bono (it eventually became the “Life In Business” blog column). And with her most recent book, *In the Company of Women*, Bonney turns her sharp curatorial eye towards interviewing a diverse list of 100 “bold women,” whom exist across industries, ethnicities, religions, sexual preferences, ages, and disabilities. While each women shares failures and vulnerabilities—and successes too—it was important to Bonney that the photos capture each women at her strongest.

10.



10. BRITTNEY COOPER
 Assistant Professor of Women's and
 Gender Studies and Africana Studies,
 Rutgers University

Dr. Brittney Cooper is a loud and proud feminist, using her voice to call out injustices and demand change. The Assistant Professor at Rutgers University is also the co-Founder of the wildly popular feminist blog, Crunk Feminist Collective, where she writes about black women's intellectual history, black feminist thought and race and gender politics in hip and popular culture under the pseudo-name, Crunktastic. And as if that wasn't enough, Brittney is finalizing her first book, *Race Women: Gender and the Making of a Black Public Intellectual Tradition*. Her impressive work landed her on Root.com's annual list of Top Black Influencers, Root 100, as well made her a Progressive Women's Voices Fellow at the Women's Media Center.

11.



11. JOSEPH KEEFE
 President & CEO, Pax World
 Management LLC

Keefe is well aware that as a white male financial executive, he doesn't exactly fit the mold of a feminist. But that hasn't stopped him from making gender equality a core tenant of his career. In his leadership role at Pax, Keefe has led the company to become leading innovators in gender-lens investing. He is a vocal advocate for the economic case for advancing gender equality, often speaking and writing on the topic, and serving as co-chair of the UN's Leadership Group for the Women's Empowerment Principles, as well as Chair of the Board of Directors of Women Thrive Worldwide. Keefe's honors for his work include being the singular male recipient of Women's eNews' "21 Leaders for the 21st Century," and being named one of the 10 "top feminist men" by Financial Times.



YOUTUBE

12.

12. BILL PROUDMAN
 Co-Founder & CEO, White Men as Full
 Diversity Partners

In 1995, Bill Proudman and Michael Welp partnered to co-found the diversity consulting firm, White Men As Full Diversity Partners (WMFDP). For over three decades, the Oregon-based agency has been inspiring leaders, often white men, to examine their bias in order to ignite change and drive diversity within corporations. Their unorthodox approach relies on engaging the group most likely to be resistant to diversity and inclusion training (i.e. white males) and educating them on the professional and personal advantages of parity in the workplace. Their success has been applauded by leading organizations, such as Catalyst, and attracted a high-profile client list, including Microsoft, American Express, NASA, Starbucks and others. "Too often, companies think 'diversity' mean 'everybody except white men.'"

“There is nothing more important to receive equal opportunities to men, and governments are championing the technology industry is still struggling to pizza-guzzling, antisocial nerd.” —E
genres that you haven’t seen women ie—where is the female James Bond?
untapped pool of candidates is an
porate America—they bring a strong
reliability, and life experience.” —
shows, kicking serious ass, and not n
to make that happen. It’s our time.”
economic value would be unleashe
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me than ensuring that women re-
ad this can't be achieved unless our
ause. - Gwen K. Young **“The tech-**

o shake off the image of the male,

Belinda Parmar *“There are so many*
at the forefront of. Like the spy mov

?” —Meera Menon **“This virtually**

invaluable source of talent for cor-

ng skill set, a proven work record,

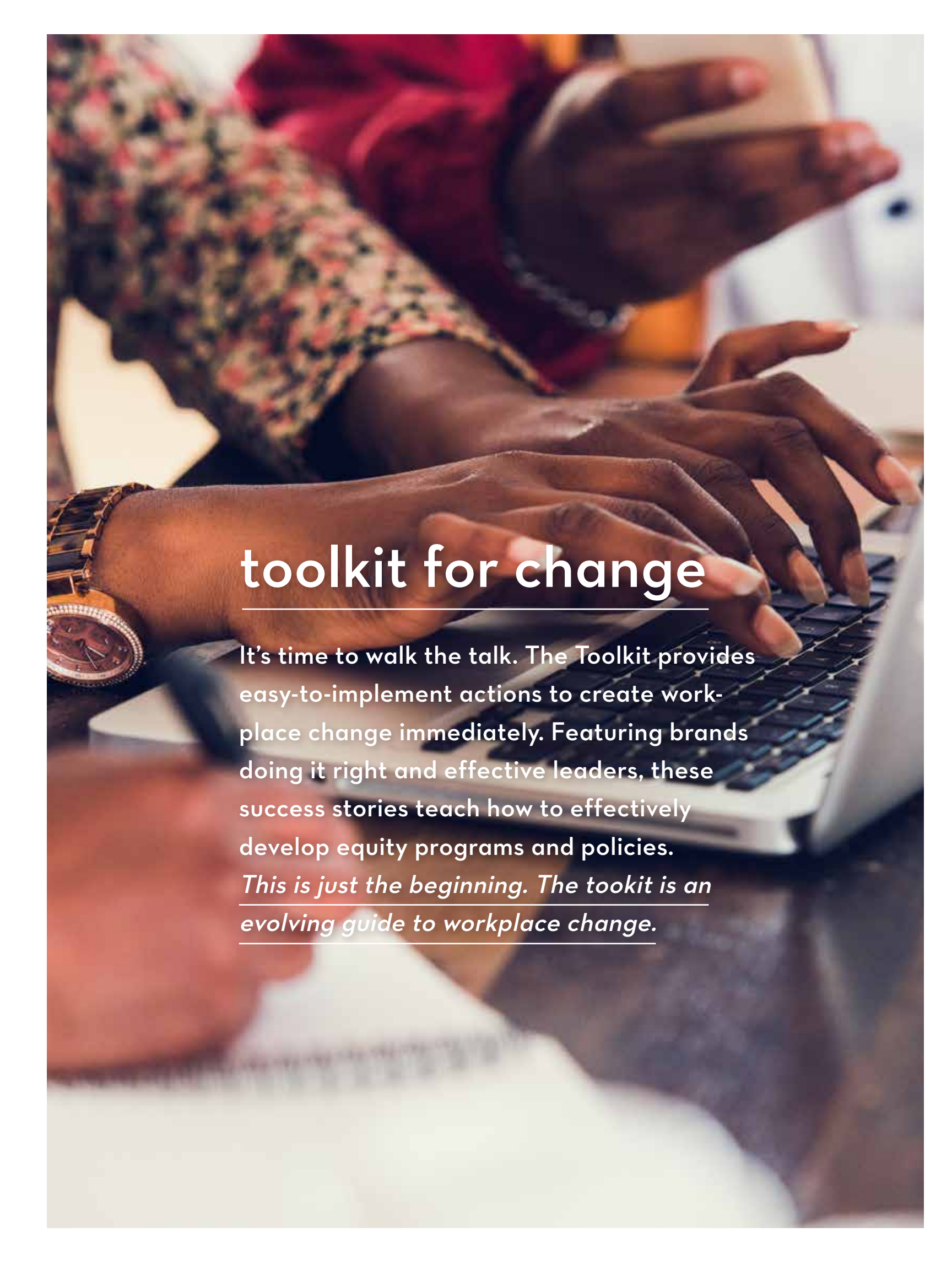
Jennifer Gefsky *“Women are running*

eeding any man's permission or help

—Grace Bonney **“Unprecedented**

d if women simply had the same

unities as men.” —Joseph Keefe



toolkit for change

It's time to walk the talk. The Toolkit provides easy-to-implement actions to create workplace change immediately. Featuring brands doing it right and effective leaders, these success stories teach how to effectively develop equity programs and policies.

This is just the beginning. The toolkit is an evolving guide to workplace change.

at a glance

Reveal Hidden Biases

Biases are not often deliberate—they live in the unconscious mind, yet have the power to derail organizational success. Organizations must **de-stigmatize the topic of bias**, by acknowledging that everyone has them, **and create a comfortable space for employees to reflect** honestly.

Challenge the Status Quo

For companies to evolve, employees must feel they are able to break from conformity and **get away from “the way we’ve always done it.”**

Start a Dialogue

Equality is a social and economic issue that impacts all of society and requires that change will have to come from men as well. Companies that make real progress on gender parity **make it a point to host regular discussion groups that get employees out of the comfort zone and into challenging territory**, engaging men to be just as much a part of the solution as women.

Make Men Listen

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

Diversify Your Employee Pool

Beyond skin tone, gender and other surface matters, **diversity represents new knowledge and fresh perspectives, which can guard against stagnation and group-think**. Ultimately, diversity of thought and opinion within the workplace has been found to lift morale, increase organizational effectiveness and help companies grow and improve.

Don’t Repeat History

If minorities and women are already underpaid, basing future earnings on previous salaries won’t close gender and racial wage gaps—it will only exacerbate it. Instead, **base salaries on what applicants are worth** to the company.

Be Transparent

Pay transparency may be the most direct, immediate and low-cost solution to the wage gap—after all, **if everyone knows what their colleagues make, there’s no question** when a company has a gendered pay problem.

Access to Advancement

Female representation declines at each rung of the corporate hierarchy. To create a solid pipeline of female leaders for the future, **women must get equal access to**

challenging work assignments, critical feedback, training opportunities and senior management, right from the start of their careers.

Sponsor Women

In order to get ahead, women must acquire a sponsor—a powerfully positioned and active champion of their careers. Going beyond mentorship duties like advice and guidance, sponsorship is a two-way relationship: **sponsors advocate on their protégés’ behalf, connecting them to important players and assignments** but, since their own reputation is on the line, stellar performance and loyalty is expected in return.

Monitor Metrics

Tracking the progress of gender equity efforts enables companies to gain a clear understanding of what strategies work, and to what extent, and can place more emphasis on accountability at every management level. **Effective companies are increasingly releasing datasets to the public to create more transparency around gender performance metrics and equal pay.**

Toolkit for change

The time for equality is now. It's 2017 and, in business, women have *less* than men in almost every country around the world. Less pay, less opportunity for advancement and less flexibility in the workplace. When you add women of color, the disparity is even greater.

It's not for lack of trying: while global corporate commitment to inclusion and diversity is stronger than ever, many are struggling to translate verbal promises into notable change. To level the playing field, corporations need to treat equality as a *need to have*, not a nice to have, recognizing both the social and economic benefits of workplace parity. Equality can be achieved by closing the wage gap, eliminating bias, creating caring cultures and increasing visibility for women.

The Toolkit for Change is a resource for leaders and corporations developing and implementing their own programs to further gender equality in the workplace. It addresses four targets associated with workplace challenges today and provides strategic solutions necessary to address them, as well as case studies of noteworthy brands that are creating effective change.

key change-makers

THE C-SUITE

Change must come from the top down. Employees within an organization, as well as individuals outside of it, look to C-level executives to prioritize equality and to mandate the actions necessary to transform corporate culture. With all eyes on them, the C-Suite needs to set an example and be the change they want to see in their workplace.

HR

Human resource professionals are essential parity players, responsible for hiring, compensation and diversity efforts within organizations. HR needs to work hard to recruit a diverse talent pool that extends beyond their traditional network. What's more, they need to have honest conversations with corporate leaders around numbers and suggest initiatives that will move the needle towards equality.

MANAGERS

While not in the same limelight as C-level executives, managers still have people turning to them for guidance on how to conduct themselves and advance in the workplace. Managers need to repeatedly echo the sentiments of the C-suite and ensure steps are being taken towards transformation, including tracking and rewarding their employees progress overtime.

EMPLOYEES

It's a group effort. Employees must understand the individual benefits of workplace equality and encourage their colleagues to participate.

“Diversity and inclusion has to come from the heart. It’s not a brain thing. And in the business world, the heart does not really play a role. You know it’s atypical. And I could see that many people in the beginning had an adverse reaction to people who would argue with the heart. And that has been—in my mind in beginning—probably the biggest obstacle we had to overcome. Because it’s different and people feel uneasy....And that’s an issue you have to overcome right from the get-go. Be prepared for it. Be astute.”

—Ulf Schneider, Parexel



61%

61% of WOMEN WANTED EMPLOYERS TO REVEAL THE SALARIES OF ALL EMPLOYEES FOR EVEN PAY, while ONLY 38% OF MEN WANTED employers to share compensation amounts. – *Glassdoor*

case studies

Glassdoor Pilot Program

Until recently, career website Glassdoor didn't know whether or not there was a pay gap among its employees. So the company ran a study analyzing compensation data of 600 of its staff members along gender lines—eventually finding that they had no pay gap. Recognizing that such a service would be valuable to other companies, Glassdoor has launched its “pay equality pilot program,” which will help other companies demystify their own pay practices through anonymous and confidential economic analysis. The pilot program is free and all companies are invited to submit an application for consideration through the Glassdoor website.

Massachusetts & the City of Boston

Massachusetts made history when it became the first state in the United States to prohibit employers from asking applicants for salary history, since it may be based on biased data. A new salary law requires hiring managers to state a compensation figure upfront, based on what the position is worth to the company. Meanwhile, its capital, Boston, has taken the civic experiment even farther by hosting free salary negotiation workshops open to every woman who works in the city. The program has trained over 1,500 women in its first year and hopes to train half the city's working women (85,000!) in the next five years.

CLOSING THE WAGE GAP

The first legislation for gender wage parity was passed in 1963—however, a significant gap endures. Women in the United States today make on average 79 cents on the dollar compared to their male counterparts, a gap that pervades all industries and even widens in highly paid male-dominated professions, including computer engineering, architecture and the sciences. While women's wages have been trending upwards—thanks to greater educational attainment, increased female employment and moms staying in the workforce—this positive trajectory is stalling. That's not good for any of us. Aside from the social and moral consequences, **equal pay could add \$12 trillion to the global GDP by 2025.**

“With just the push of one button, every CEO in the world can know exactly what is their pay discrepancy between men and women and I hope that every CEO pushes that button.”

– Marc Benioff, Salesforce

strategic solutions

Run the Numbers

Compensation analysis gives companies the ability to identify and remedy gender pay discrepancies among their employees. Continual examination of wage data—taking into account relevant variables, such as market value, experience and performance ratings—can clarify wage inequalities and ensure that managers are offering bias-free promotions, raises and professional development. If necessary, hire a third-party auditor to conduct their own review.

“60% of employees say they wouldn't apply to a company if they knew a pay gap existed. It's important for companies to analyze their own data to understand where any problems lie and take action.”

–Tracy Sturdivant, Co-Founder & Co-Executive Director, Make It Work

Teach Negotiation

One persistent reason for the wage gap is that women are less likely to advocate for themselves: **31% of women say they're uncomfortable negotiating their salary.** As a result, men typically earn a higher salary from the very start of their careers. It's important to clarify to women that salary negotiation isn't taboo or undesirable. Negotiation training should be considered an essential area of professional development. Offer workshops, demonstrations and role-playing exercises where female employees can practice skills, such as being assertive and asking for what they want. Developing these talents in employees will have benefits that extend beyond the negotiation table and increase their productivity, confidence and effectiveness.

Don't Repeat History

If minorities and women are already underpaid, basing future earnings on previous salaries won't close gender and racial wage gaps—it will only exacerbate it. Leading-edge companies are banning the practice of requesting salary histories and, instead, basing salaries on what applicants are worth to the company. Define how much certain skills and responsibilities are worth based on reliable market information.

Be Transparent

Pay transparency may be the most direct, immediate and low-cost solution to the wage gap—after all, if everyone knows what their colleagues make, there's no question when a company has a gendered pay problem. The majority of women (61%) want employers to be transparent about the salaries of all employees and believe that this creates a more level playing field. Pay transparency could even have some tertiary benefits, working as an incentive for all employees to increase their productivity.

SOURCES:

McKinsey Global Institute. The power of parity: Advancing women's equality in the United States (2016).
Payscale. Why Women Don't Negotiate Salary and What to Do About It (2015).
Glassdoor. 2015.

ELIMINATING BIAS

One major reason for continued gender disparity is unconscious biases. Biases are embedded in everyone, shaped over our lifetimes by education, culture, media and experiences. While most people *believe* that they would like to support women in the workplace, many unintentionally fall into ingrained gender stereotypes that lead them to act to the contrary (for instance, by assuming a man would be a better fit for a leadership position). Gender stereotypes tend to work against women in the workplace in systemic ways. To move forward with equality, we must be brave about acknowledging unconscious biases and addressing their impact.

strategic solutions

Reveal Hidden Biases

Biases are not often deliberate—they live in the unconscious mind and have the power to derail organizational success. Organizations must de-stigmatize the topic of bias and create a comfortable space for employees to reflect honestly. Leaders need to recognize that the benefits of these uncomfortable conversations far outweigh the drawbacks. Work environments should offer programs that encourage colleagues to explore their own biases, while being mindful, curious and supportive of each other's differences.

“We’d like to believe we are open-minded, fair and without bias, but research shows otherwise. This is an important, even if uncomfortable, realization for most of us.”

—Dr. Mahzarin Banaji, Co-Author of *Blindspot: Hidden Biases of Good People*



Make Men Listen

The **32 million white men holding global leadership positions** need to become critical allies in leveling the playing field for women and people of color in the workplace. This group of male leaders is too often an underutilized resource, as they are likely to be unaware of workplace inequities because they haven't experienced them. Male managers must be educated on the business case for gender equality. More gender equal companies have a higher rate of return on investment, profitability, job satisfaction and lower labor costs, turnover and levels of absenteeism. Change needs to start at the top.

“Privilege is invisible to those who have it.”

—Professor Michael Kimmel, Sociology & Gender Studies, Stony Brook University

45%

When asked to rate diversity effectiveness among white male leaders in their companies, **45% OF WHITE MEN GAVE THEIR DIVERSITY EFFORTS POSITIVE RATINGS.** Among **WOMEN AND PEOPLE OF COLOR, ONLY 21% AGREED** with that positive rating.

“When ladies put together groups for women, doesn’t that just make it more siloed? Why aren’t you inviting men?”

—David Bonnette, Lanyon

“I think that men and women speaking out and men being willing to take on the fight—especially with dual career couples in this new generation entering the workforce—I think it’s going to have to be both that speak out or speak up about the parities in order for it to change”

—Rohini Anand, Sodexo

Challenge the Status Quo

We tend to naturally favor decisions that maintain a consistent state of affairs. Yet, for companies to evolve, employees must feel they are able to break from conformity, and get away from “the way we’ve always done it.” Case in point: women will have more workplace flexibility when stigmas around male parenthood disappear and when it’s no longer frowned upon for dads to leave work early to pick up their kids, stay home with a sick child or take extended paternity leave.

“The best leaders challenge the status quo and seek out the visionary thinking and broad perspectives that foster opportunity and growth.”

—Gordon Nixon, President & CEO, Royal Bank of Canada

Implement Inventive Practices

Inclusion and diversity initiatives are increasingly framed in terms of

inventiveness and imagination. After all, you won’t get new results from doing the same old thing. Leading-edge HR departments are investing in experimental strategies, such as “diversity technology,” which facilitates blind interviewing so candidates are chosen based on skills alone. Other technologies are able to source a diverse range of applicants and predict not only if they’ll fit well in the organization, but also the likelihood they’ll be agents of corporate change.

“Brands are always looking for something new. Until you start to switch up the ingredients, you’re never going to get the new, cutting edge, interesting things. That’s how you get ahead of the curve.”

—Katie Mota, Wise Entertainment

case studies

Google’s Unconscious Bias @ Work

Recognizing that its leadership was mostly white men, Google launched a major initiative to address the lack of diversity in its workforce. Launched in 2013, the company aims to have all of its roughly 60,000 employees across the globe participate in a 60- to 90-minute “Unconscious Bias @ Work” workshop to learn how unconscious bias can play a role in decision-making and interactions. While the workshops have yet to move the needle on diversity among Google employees, the initiative has had an immediate cultural impact: Facebook, IBM and Microsoft have all created their own unconscious bias training initiatives.

PAREXEL

Global pharmaceutical company PAREXEL has taken a proactive approach by creating a custom role for well-known diversity expert Aida Sabo: Vice President of Diversity and Inclusion. Charged with building a culture of inclusion, Sabo set out to work on educating employees on the topic of diversity, starting with the men. She partnered with and hired third-party academics, including Brian Nosek, a psychology professor at University of VA, to help the company recognize biases and develop strategies to counter them. Sabo has also leveraged big data to understand inequalities and correct them as needed.

CREATE CARING CULTURES

Women tend to feel like outsiders in male-dominated workplaces, resulting in issues from low morale to career plateaus; as a result, businesses risk a significant loss of talent from the majority of the population. Companies that want to attract and retain the best and brightest must foster work environments where women feel they can contribute and succeed. Corporate cultures may have to adopt more feminine value systems, such as discussion, collaboration and encouragement, over more aggressive, cutthroat tenets, like perfectionism, power and competitiveness. A truly inclusive work culture requires strategic commitment from employees at every level of an organization.

strategic solutions

Access to Advancement

Female representation declines at each rung of the corporate hierarchy. To create a solid pipeline of female leaders for the future, women must get equal access to challenging work assignments, critical feedback, training opportunities and senior management, right from the start of their careers. Women in entry-level positions report that they are less likely to receive that first critical promotion—making them less likely to ever reach the senior ranks. Standardizing markers of career progression within companies can help ensure that women receive exposure to the same training and opportunities as their male counterparts.

“A big challenge is sustaining the pipeline of women to leadership position.”

—Gerald Lema, Cylon Capital

25%

Roughly equal numbers of men and women say they want to be promoted (78% and 75%, respectively), while 25% of WOMEN FEEL THEIR GENDER HAS HINDERED THEIR PROGRESS

—Lean In + McKinsey & Company, 2016

Diversify Your Employee Pool

It's important to remember that diversity isn't just a quota to mark off: Women, Latinos, African Americans, queer-identified individuals and all the other “others” can refresh a company's approach to design, teamwork, communication, ideation and leadership. Beyond skin tone, gender and other surface matters, diversity represents new knowledge and fresh perspectives, which can guard against stagnation and groupthink. Ultimately, diversity of thought and opinion within the workplace has been found to lift morale, increase organizational effectiveness and help companies grow and improve.

62%

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, open dialogue on the topic.

—Lean In + McKinsey & Company, 2016

“The single most critical thing in my mind when we talk about diversity is that organization's need to be able to articulate why it matters. You can very quickly understand where a company truly believes in it and they're driving diversity initiatives out of inspiration—or if they're doing it out of compliance. Or whether they're just doing it because they've got a quota system.”

—Brad Jakeman, PepsiCo



Start a Dialogue

Conversations about gender parity are typically owned by groups and forums of women, resulting in an echo chamber effect; however, this is not just a woman's issue. Equality is a social and economic issue that impacts all of society, and change will have to come from men as well. Companies that make real progress on gender equality make a point to host regular discussion groups that get out of the comfort zone and into challenging territory, engaging men to be just as much a part of the solution as women. Policies and practices—no matter how established or prized—should be examined through an egalitarian lens.

“There’s high awareness, but there’s little, actionable dialogue.”

—David Bonnette, Lanyon

“Working across the company and convincing peers and colleagues takes time, persistence, and a lot of different communication styles.

You’re opening the eyes of hundreds or thousands of people and you’re asking people to work differently.”

—Laura Gentile, espnW

case studies

Enterprise Rent-A-Car’s DRIVE Magazine

Recognizing that lower-level female employees needed additional support in order to push for promotions—and thus move up the corporate ladder—Enterprise created, DRIVE, a women-focused publication. The digital and physical magazine serves as a place for women to share and learn about recent promotions, get career advice, read profiles of female executives, and more. DRIVE is a resounding success: women now account for over half (51%) of promotions, there’s been a 100% increase in women in regional operational roles and 91% of female employees now return after maternity leave.

Deloitte “Ask Yourself” Film

With the goal of making women 25% of top-level partners by 2020 and 30% by 2030, Deloitte has embarked on an ambitious plan to transform its practices and culture. Beyond the implementation of a range of recruitment and promotion policies, the company created a short film conveying its corporate values of inclusivity and support for women, as well as new dads, the disabled, senior employees and more. The film kicks off a firm-wide campaign that encourages employees to take personal responsibility for treating colleagues of all kinds with respect.

VISIBILITY FOR WOMEN

According to several recent studies, one of the most critical factors for career advancement is visibility. Visibility comprises a range of factors, including perceived skill, access to stretch assignments and being known (and liked) by senior execs—all of which can outweigh more traditional performance metrics, such as competence or even business results. This is why it's absolutely necessary that women be given the tools and opportunities that make them visible within an organization. Moreover, women's visibility in traditionally male-dominated industries and in senior leadership positions proves to the next generation of women that the same is possible for them.

strategic solutions

Monitor Metrics

There's a perception gap between how well companies think they're doing when it comes to gender parity and how well they actually perform, with men tending to see a rosier picture than women. However, the numbers don't lie. Tracking the progress of gender equity efforts enables companies to gain a clear understanding of what strategies work and to what extent, allowing them to place more emphasis on accountability at every management level. Organizations that set gender targets are found to have better outcomes. Effective companies are increasingly releasing datasets to the public to create more transparency around gender performance metrics and equal pay.

20%

Less than 20% of business professionals BELIEVE THAT THEIR COMPANY USES GENDER PARITY METRICS EFFECTIVELY. Less than half of business professionals know if their company tracks measures such as the percent of women recruited, promoted or retained.

—Bain & Company, 2010

“The actions of those in power need to be reviewed and made accountable to women.”

—Hanny Cueva-Beteta, Data and Statistics Specialist, UNIFEM

Go Beyond the Traditional Network

It's basic human instinct for people to want to surround themselves with others who look and act like them—in fact, **women are three times more likely to rely on a network that is mostly female.** We must all, especially white male industry leaders, fight this urge in order to create a more diverse and equitable workforce. Women are less likely than their male counterparts to be connected to high-level leaders capable of advancing their careers, so it's the responsibility of higher-ups to reach outside of their personal and professional networks to hire and promote.

ALMOST TWICE AS MANY MEN THAN WOMEN ARE HIRED AS DIRECTORS FROM OUTSIDE AN ORGANIZATION—and men are three times as likely to be hired for the position of SVP.

—Lean In + McKinsey & Company, 2016

“The women became our best advocates for hiring other high-potential women. We don't even have to say anything. When a women applicant comes to our company and interviews with 2-3 great women, that are doing well and were recently promoted. Then they simply attract more.”

—Gerald Lema, Cylon Capital

Sponsor Women

In order to get ahead, women must acquire a sponsor—a powerfully positioned and active champion for their careers. Going beyond mentorship duties like advice and guidance, sponsorship is a two-way relationship: sponsors advocate on their protégés' behalf, connecting them to important players and assignments; however, since their own reputation is on the line, stellar performance and loyalty is expected in return. Women typically have a harder time finding sponsors than do men. As such, companies are starting to create paths to sponsorship: Calalyst's MARC Leaders program trains male executives to be champions of inclusion through strategies such as peer coaching.

“I have to be the champion of diversity and inclusion. It is my job to be a role model.”

—Frédéric Rozé, CEO, L’Oreal USA

“After the mentoring program, one individual said, if you had presented me with two candidates—a male and a female—to manage a high security facility I would’ve chosen a male because it’s a dangerous job. However, after mentoring this woman, there’s no way that I will let any of those filters come in the way. She’s so effective, she has a different leadership style but she does a great job.”

—Rohini Adnand, Sodexo

case studies

Symantec’s Gender Equity Image Project

Recognizing that women are underrepresented in the tech field, software company Symantec created the Gender Equity Image Project to ensure that it’s endorsing strong, positive images of women. Specialists evaluate hundreds of images from the company’s sales, promotional and advertising materials, tracking and rating how each image represents gender. Findings are reported back to various internal groups, each of whom must commit to improving positive female representation by 5% each year. Symantec also updated its Corporate Editorial Style Guide and Visual Guidelines to educate outside marketers on how to best embrace all aspects of diversity, including gender.

Deutsche Bank’s Accomplished Top Leaders Advancement Strategy

Forty-two percent of Deutsche Bank’s workforce is made up of women; however, that number isn’t reflected at the senior level. As such, Deutsche Bank has created its Accomplished Top Leaders Advancement Strategy (ATLAS) program, which pairs high-performing women from across business units with members of the bank’s Group Executive Committee for 12 months of tailored training opportunities. ATLAS participants also get the opportunity to attend an interactive dinner and discussion with the bank’s C-Suite to talk about gender equity. Since the program launched in 2009, over half of past ATLAS participants have moved into more senior roles.



Walk the Talk

To help brands walk the talk, TFQ has developed equality bootcamps that bring to life the key action steps of The Modern Guide to Equality inside corporations. The unique experience is intended to educate and inspire teams on the value of equality. The agenda includes generational insights, an industry deep dive and conversations with thought-leaders that will result in actionable takeaways to apply to your brand content and company culture.

Recognizing that each corporation has a distinct culture, talent base and history, TFQ's equality bootcamps are customized for each brand. They are generally divided into three sessions, Cultural Immersion, Industry Overview and Mindset Mapping, and are adjusted to focus on relevant consumer groups and provide inspiration and creative thinking for specific initiatives.

CULTURAL IMMERSION

TFQ will walk you through key themes shaping consumers in 2017 and beyond. This session will focus on how different generations behave in the workplace and what they expect of corporations. TFQ will also touch on emerging trends and workplace trends, keeping companies relevant and attractive places to work. Cultural insights will be supported by statistics and brand implications that can be integrated into future strategy.

INDUSTRY OVERVIEW

The Industry Overview will create a holistic depiction of equality in a specific category. It will highlight examples of brands effectively implementing change to inspire future initiatives for your brand. This session will also address the business necessity of workplace equality, showing how brands that have taken steps towards diversity and inclusion have increased their bottom line.

MINDSET MAPPING

TFQ will curate a panel of industry leaders and equality experts to have an open discussion on becoming conscious of our unconscious biases. Mindset Mapping is intended to summarize learning from the day, offer additional insights and provide attendees with their own toolkits for change. This session can be broad or focused on a specific area, such as drafting an RFP, developing content or enhancing company culture.

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the female quotient

**“Shaping the future starts
today, and we are all
responsible for ensuring
that the future is full of
opportunity and equality
for people.”**

—Carolyn Everson, Facebook

