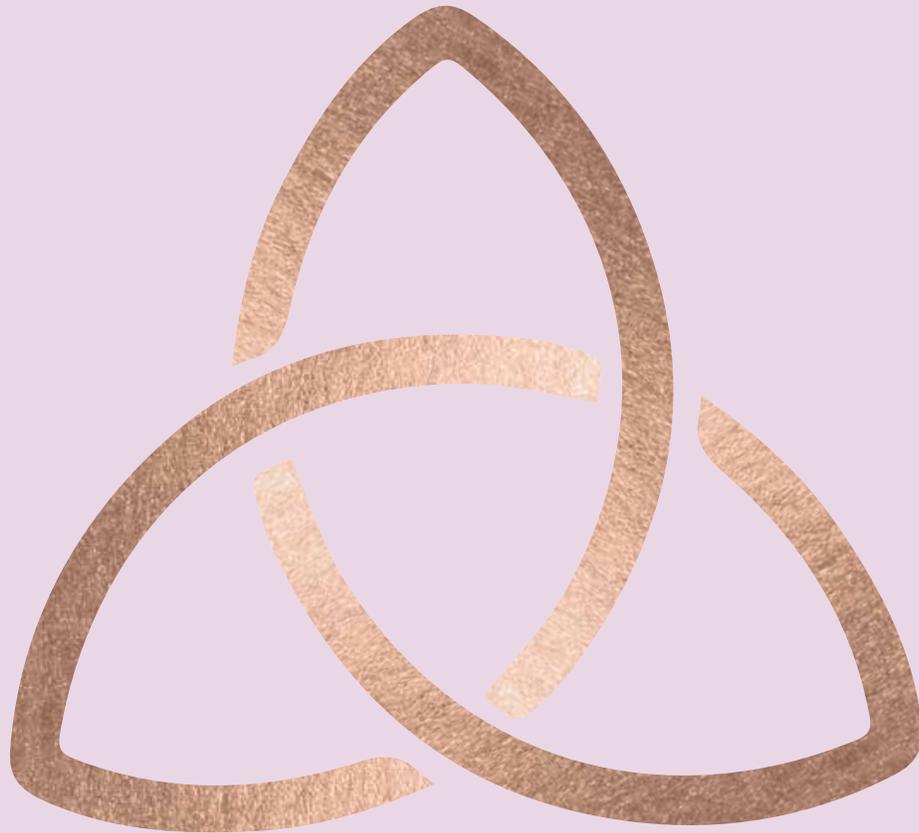


# FO

THE FEMALE QUOTIENT

# MODERN GUIDE TO EQUALITY



Advancing equality in the workplace

# introduction

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The Female Quotient has created The Modern Guide to Equality to accelerate the change in the workplace we want. In partnership with 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. The mission is clear: to advance equality in the workplace. In January of 2017, we released the first issue of The Modern Guide To Equality. This current issue (Vol II) provides new research on generational and workplace trends, insights and strategy from business leaders and new next step solutions to activate change.

Within this issue, we have taken a closer look at the values and characteristics associated with leadership today. Why? Because it is leadership that moves the world. Leaders start the discussions around issues that matter the most and then model and champion the change needed. Leaders drive change by improving processes, operations and communication.

**“Change is certain. Leadership ensures that change is intentional.”**

*- Jepson School of Leadership, University of Richmond.*

There are significant changes in the defining characteristics of the most successful corporate leaders of today and of those leaders who will drive future progress. In many ways, the younger generations are influencing leaders to think and lead differently. Today's best corporate leaders require an ability to not only think critically and communicate effectively, but the flexibility to embrace the ideals of collaboration, curiosity and even failure. Diversity of thought, perspective and experience is imperative to innovation and increased profitability ... the leaders of tomorrow recognize this and use diversity as a strategic tool.

The Modern Guide to Equality continues to evolve and provide solutions for change in corporations. This living and breathing playbook is powered by collaboration with industry leaders, business experts and employees at every level of the corporate pipeline. As always, we look forward to working together and leading each other to a new reality.

THE FEMALE QUOTIENT

## THE FEMALE QUOTIENT

### About The Female Quotient

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

We work with forward-thinking brands dedicated to improving the future of equality by providing them with the tools they need to authentically be a part of the conversation and impact change. Consumer insights, cultural analysis and new standards of accountability are helping us build the foundation for the future we want.



THE FEMALE QUOTIENT

## 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. AMS 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, AMS draws insight from their "living lab" of audiences, their global client base, and their constant analysis of media trends—and AMS puts that knowledge to work for their 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. Catalyst 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 

# collaborators



## ANNABEL RIVKIN & EMILIE MCMEEKAN

Annabel Rivkin's background is in journalism and she has also been working in branding and commercial narrative creation for 10 years. Three years ago, she set up Bee Works, a storytelling agency that provides creative strategy, content and tone of voice for luxury beauty and fashion brands. Clients include Jo Malone, Orlebar Brown, Dior, Fenwick and Value Retail. She continues to be Editor-at-Large of Tatler and a columnist for the ES magazine.

Emilie McMeekan's most recent incarnations have been as Deputy Editor of Tatler and Features Editor of The Evening Standard newspaper. Emilie is renowned throughout the industry for her ability to identify trends, generate ideas and skillfully commission news-generating commentary on little time and less money, as well as being a remarkable people manager.

Annabel and Emilie founded The Midult in 2016. They have a combined journalistic experience of over 30 years and have worked together on and off for over 15. Oxbridge educated, they have worked across all platforms, monthly, weekly, daily and digital, and across all areas - from investigative to fashion to news to beauty to social commentary.



## ATTICA JACQUES

Attica Alexis Jaques is Under Armour's Vice President of Global Brand Marketing, Women's and Youth. Since joining the brand in 2016, Attica has spent her first year at the helm of recent women's efforts, most notably the widely-successful "I'm Pretty" campaign. She was recently honored on Advertising Age's "Women to Watch" list as one of 20 women who are breaking new ground in advertising and media.

Attica arrived at UA after serving as Gap Brand's Vice President of Global Brand Marketing. She led and developed several of Gap's international award-winning campaigns, including Left Weave Denim, Hello, (RED) in Japan and Be Bright. She also championed a global girls empowerment initiative in partnership with Ellen Degeneres.

Attica serves on the Board of Advisors for The Smithsonian Museum, Anacostia and has served on the Board of Directors for *RUSH Philanthropic Arts Foundation*. She is a founding member of the Board of Advisor's for Project Inkblot, a media consultancy focused on creating positive images of women and people of color.



## 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 Facebook's Creative Shop.

Carolyn has been named to AdWeek's "AdWeek 50" since 2013. She is on the Board of Directors of Hertz Global Holdings, Inc., DonorsChoose, Effie Worldwide, Mobile Marketing Association and She Runs It. She is the Chair of We Day, New York and is a member of the Henry Crown Fellowship.

Carolyn holds a bachelor's degree from Villanova University and a master's degree from Harvard Business School. She is a member of the Villanova University Board of Trustees and is a Trustee of Montclair Kimberley Academy. She resides in New Jersey with her husband and their twin daughters.



## CINDY SOLOMON

Cindy Solomon is the President & CEO of Cindy Solomon & Associates. She is a world-renowned leadership expert, author and speaker who helps Fortune 1000 companies build Courageous Leaders™, better enabling their teams and organizations to compete and win in today's customer-driven economy.

With her signature Courageous Leadership and Courageous Leadership for Women keynotes and live leadership programs, Cindy trains thousands of leaders each year, helping them identify, nurture and leverage the leadership potential in their employees and teams. The result is higher performance, higher engagement and increased innovation.

Cindy counts among her clients 26 J.D. Power Award winners and industry leaders such as Google, Alaska Airlines, UPS, Oracle, Wells Fargo and Dow, among others.

Cindy is also a best-selling author on the topic of leadership, with books *Creating a Culture of Courage* and *The Rules of Woo*, both available on Amazon.



**DANIELLE MAGED**

Danielle Maged was named Executive Vice President of Global Solutions, Fox Networks Group, in July 2015. Ms. Maged is responsible for creating, developing and executing strategic partnerships across the domestic and international media assets of Fox Networks Group (FNG) and 21st Century Fox. She plays a pivotal role in driving strategy and building strategic alliances with top marketers in order to drive revenue for FNG’s brands. Additionally, she oversees sales for National Geographic across all platforms.

With a deep understanding of the ever-evolving entertainment and sports landscape, Ms. Maged carries over 20 years of experience leading change, generating revenue, building brands and driving strategy. She has repeatedly been at the forefront of change, from playing a lead role in building a disruptor company like StubHub and taking it into the mainstream, to leading the creation of new business development paradigms and to now helping drive FNG’s sales’ strategy.

Ms. Maged is a recipient of the 2017 Ad Age Women to Watch Award and 2017 Adweek’s List of Disruptors.



**DENISE HEWETT**

Denise started Scriptd as a way to empower creators/screenwriters and connect them directly with their audiences and the entertainment industry. They’ve had 6 movies optioned to date. Denise was previously Director of Sales and Marketing at famed nightclub, The Box. She is a seasoned television and digital producer who has worked on Ugly Betty, Sex and the City 2, with tenures at MTV and Endemol (Executive Producer). Denise has a bachelor’s degree from Gallatin at NYU.



**GABRIELLE FITZGERALD**

Gabrielle Fitzgerald is the founder and CEO of Panorama, a non-profit action tank working to solve global problems through audacious thinking and bold action.

For more than two decades, Gabrielle has led teams and collaborated with partners to spark global change. Previously, she directed the \$100 million Ebola Program at the Paul G. Allen Family Foundation, investing in creative approaches to combat the Ebola outbreak in West Africa. She also served as the director of Global Program Advocacy at the Bill & Melinda Gates Foundation, running the team that advanced the policy and advocacy agenda for 14 global issue areas. She started her career as a speechwriter for President Clinton at the White House.

Gabrielle is actively involved in the governance of several organizations and is an expert in innovative philanthropy, global health diplomacy, and governance.



**GWEN K. YOUNG**

Gwen K. Young is the Director of the Global Women’s Leadership Initiative and Women in Public Service Project at the Wilson Center. Gwen brings to her position over 25 years of experience in international public service.

As a public policy professional, Ms. Young has advocated for the role girls and women play in political, social and economic development. Gwen has also worked in Africa with private sector and public service actors on issues of women’s entrepreneurship, including tools to ensure access to finance.

Ms. Young is a professional advocate for women and human rights in corporate and international criminal law settings. She has also provided humanitarian law and advocacy training and developed guidelines to deal with sexual and gender based violence and exploitation.

An alumna of Smith College, Harvard and the University of California Davis, Gwen has pursued a career in humanitarian relief, international development and human rights.

## collaborators continued



### HOWARD ROSS

Howard Ross is lifelong social justice advocate and the Founding Partner of Cook Ross, Inc. He is considered one of the world's seminal thought leaders on identifying and addressing unconscious bias.

He is the author of *ReInventing Diversity: Transforming Organizational Community to Strengthen People, Purpose and Performance* and the Washington Post best seller, *Everyday Bias: Identifying and Navigating Unconscious Judgments in Our Daily Lives*. Howard has worked in 47 of the United States and over 40 countries worldwide and has delivered programs in business, not-for-profit organizations, governmental institutions, and colleges and universities.

Howard was Professor of Diversity in Residence at Bennett College for Women, the first time a white man had ever served in such a position at an HBCU. Howard has been the recipient of many awards from organizations, including the Forum on Workplace Diversity and Inclusion, Diversity Women Magazine, Uptown Professional Magazine, SHRM and the the World Human Resources Development Conference.



### LAURA MATHER

A Silicon Valley pioneer, Laura Mather, PhD is an expert on unconscious bias and the neuroscience behind decision-making. Known for her calm and focused engineer's approach to vexing social problems, Mather built her career creating software solutions for organizations like the National Security Agency, eBay and the two companies she founded, Silver Tail Systems and Talent Sonar.

Mather has been a frequent speaker at events like Fortune's Most Powerful Women Next Generation and was recognized by Fast Company as one of the Most Creative People in Business and as a Top Global Thinker by Foreign Policy. Her work has been featured in many outlets, including NPR and the New Yorker, and her writing can be found in Ozy, Salon, Time Motto, Fast Company, Forbes and on the Huffington Post, where she is regular blogger.



### LISA COLEMAN

Dr. Lisa M. Coleman will become the inaugural Senior Vice President for Global Inclusion, Diversity and Strategic Innovation at New York University in September 2017. She served as Harvard University's inaugural Chief Diversity Officer/Special Assistant to the President, 2010-2017. She earned a doctorate in Social and Cultural Analysis, American Studies from NYU and three master's degrees from the Ohio State University in African and African American Studies; Women's, Gender, and Sexuality Studies; and Communication Studies. Her undergraduate concentrations were in sociology/anthropology and computer science.

Dr. Coleman's has also worked with Merrill Lynch Inc., the Association of American Medical Colleges and as an independent technology consultant. She has spent over 20 years consulting with organizations, including the Transportation Security Administration, University of Leiden, Vassar College and New Zealand Works. Dr. Coleman sits on various national and international boards and is the recipient of numerous awards for teaching, leadership and inclusion.



### LISA SHERMAN

Lisa Sherman is President and CEO of the Ad Council, where she convenes leading advertising, media and marketing organizations to develop public service communications campaigns that inspire social change.

Lisa serves as a Steward for the World Economic Forum, on the Board of Trustees for God's Love We Deliver, as a member of The Weather Company's Cognitive Media Council and is on the Advisory Board of TMI, the consulting arm of DoSomething.org. Lisa is also an inductee into the YWCA's Academy of Women Leaders and has been recognized with a number of industry and community service awards including, most recently, Big Brothers Big Sisters of NYC's 2016 Public Service Award, Ad Age's "Women to Watch 2015" and City & State's 2016 Responsible 100 list.

Lisa has been successfully leading businesses and championing social causes throughout her career. Previously with Viacom, Lisa launched and led LogoTV and served in senior roles at Hill Holiday and Verizon Communications.



**LIZA DARWIN & CASEY LEWIS**

Liza Darwin is a co-founder of Clover Letter. Prior to founding Clover, she worked as a writer, editor and consultant specializing in the digital media space. She served as a regular contributor to publications such as VOGUE, Refinery29, Elle, Vice, Racked and The Guardian, and held full-time positions at MTV and NYLON (where she served as digital editorial director). She’s consulted for brands such as eBay, Kate Spade and Quiksilver. Most recently, she was a freelance writer and contributing editor at Sweet, Hearst’s new Snapchat-only platform.

Casey Lewis is a co-founder of Clover Letter. Pre-Clover, she spent years working in the teen space, both as a writer for publications like Refinery29, Racked, Noisey and MTV and as a trend researcher for youth insights firms including The Cassandra Report and Ypulse, where she helped big brands better reach the elusive teen through data. At 16, she spoke on a panel at SXSW called “Meet Judy Jetson: How technology is transforming 21st century teens.” Most recently, she was the senior digital editor at Teen Vogue.



**LORI FELDMAN**

Recently named to Billboard Magazine’s 2016 Top 100 Women in Music, as well as Billboard’s 2016 Branding Power Players lists, Lori Feldman has worked across many verticals, including radio and video promotion, music licensing, sports marketing and brand partnerships. Her expertise is finding alternative methods of marketing music and creating opportunities which further develop artist’s careers, through brand partnerships, music licensing, video games and Sports. She joined WBR in 1995 as VP of Music Video Marketing. In her current role as EVP Strategic Marketing, Feldman and her team create brand partnerships, sports, gaming and licensing opportunities for WBR artists including Michael Bublé, Gary Clark Jr., Andra Day, Bebe Rexha and many more across the WBR roster of talent. She recently spearheaded partnerships and synch campaigns with Coca Cola, Citibank, Chrysler, Delta Airlines, Gap, Pepsi and more. Lori is continually inspired and excited by the ever changing landscape of the music and media business and believes that “Massive change creates extraordinary opportunity every single day.”



**SAMANTHA SKEY**

Samantha Skey is a top media and technology executive with a track record of success in building exponential growth for consumer and enterprise businesses. Skey has received consistent recognition for innovation in business and social empowerment for women and girls.

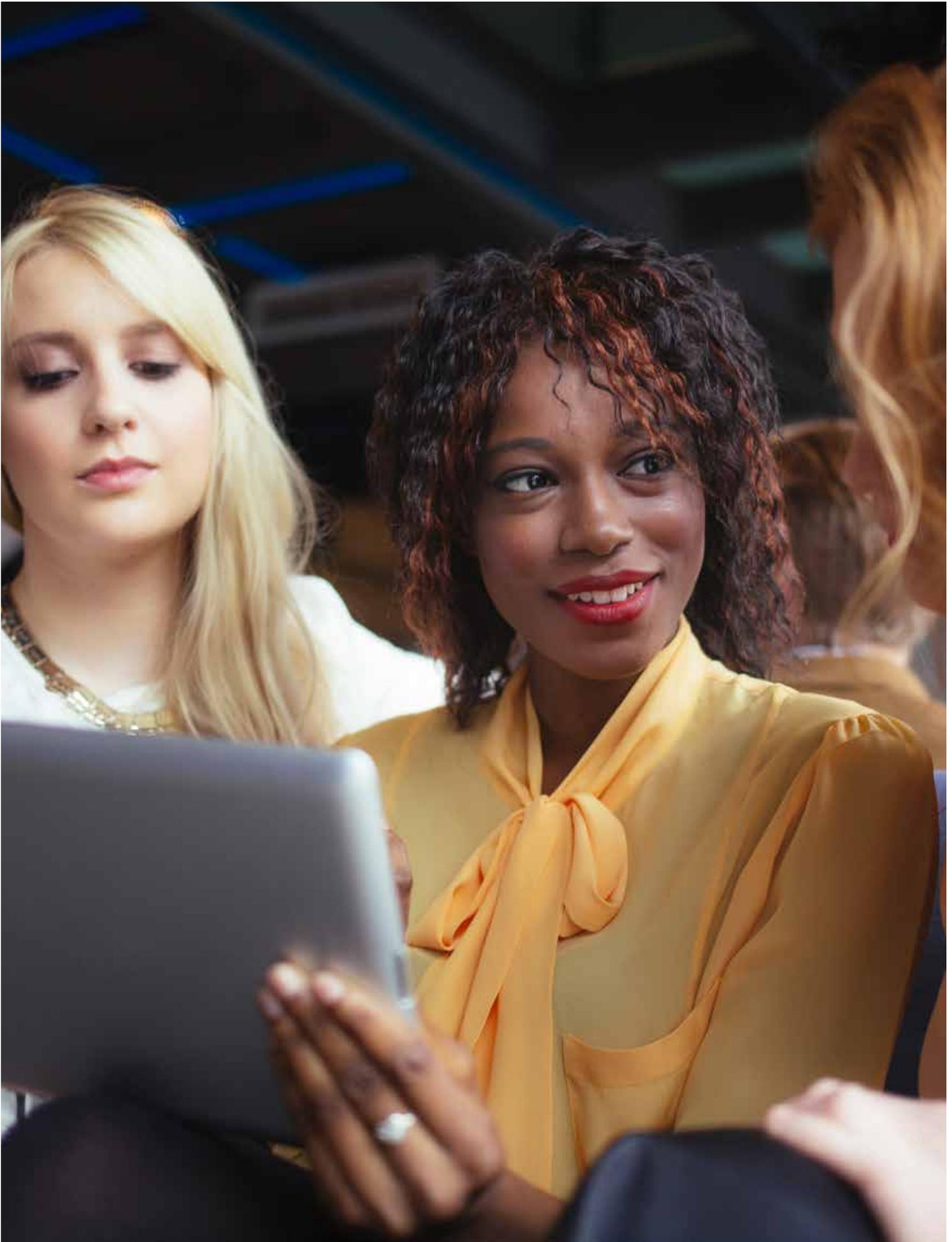
Skey is currently President and Chief Revenue Officer for SheKnows Media, a media company providing content and community to nearly 70 million women. In addition to its flagship SheKnows.com property, SheKnows Media operates BLOGHER (acquired October, 2014), the largest conference for women content creators in the US, STYLECASTER, which it acquired in September 2014 and HelloFlo, which it acquired in March 2016.

In addition to building the company’s revenue strategy, Samantha leads vision and mission for SheKnows Media. In February 2015, she launched Hatch, the company’s digital literacy program for ‘Generation Z’. Hatch has won four Telly Awards for producing social impact video content. Likewise, Skey launched #The Pitch, the company’s program supporting female entrepreneurs, in May 2015 and has since created marketing programs for over 60 entrepreneurs and business leaders.



**SUSIE NAM**

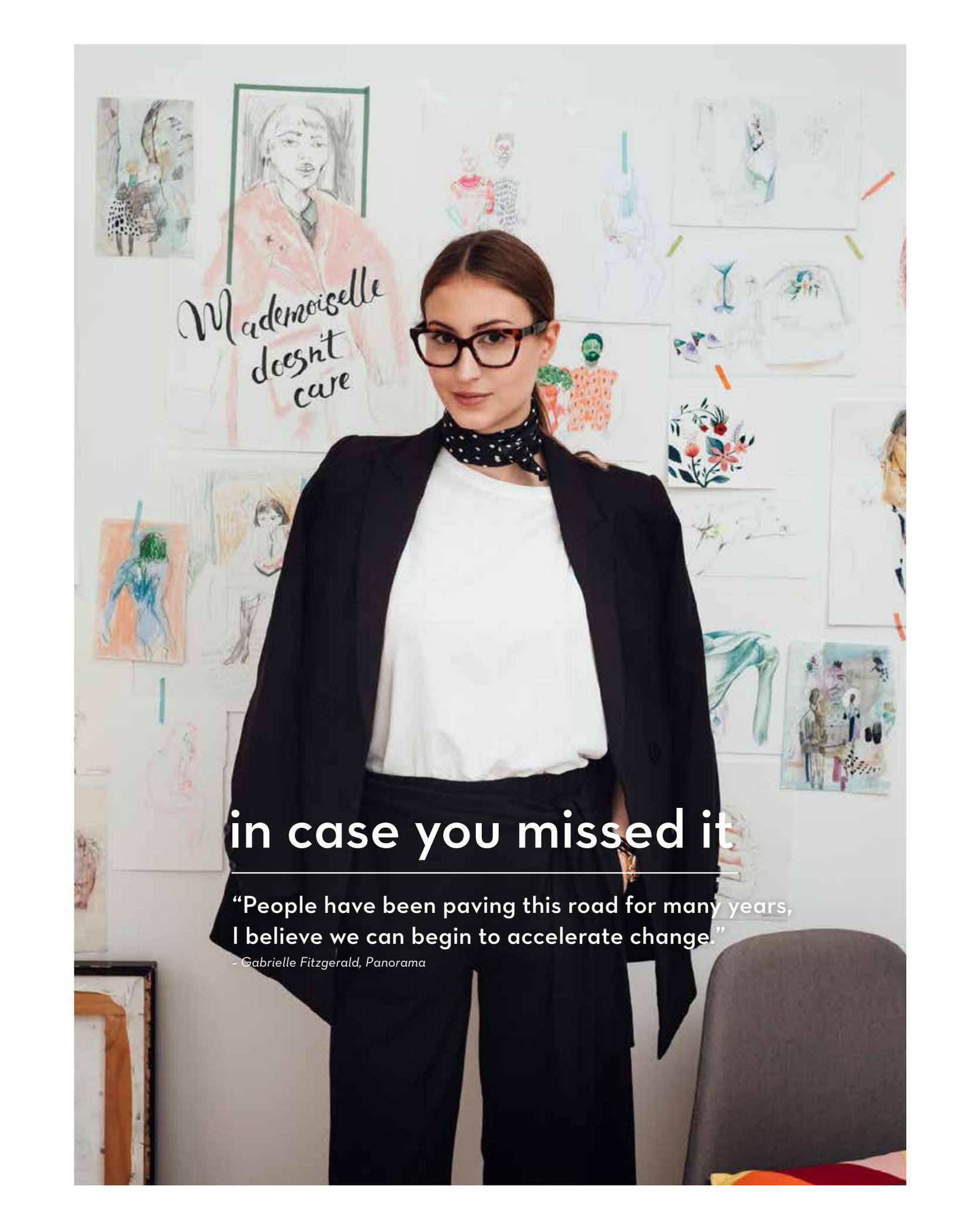
Susie Nam is the Chief Operating Officer at Droga5, a creative and strategic agency founded in 2006 with offices in New York and London. While she has worked in advertising for several years, she started at Droga5 in 2009 as Group Account Director leading Activision and PUMA. Soon after, she became Head of Account Management and, in 2013, General Manager. In 2015, she became Chief Operating Officer. Susie’s role is to oversee all business operations of the agency, including driving influence for clients on their businesses, marshaling departments to scale and adapt to growth and designing culture and systems to deliver breakthrough ideas. Beyond her role as COO, Susie spearheads the agency’s Diversity & Inclusion initiative and serves on the board for AdColor.





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A woman with dark hair pulled back, wearing black-rimmed glasses, a white t-shirt, a black blazer, and a black polka-dot scarf, stands in the center of the frame. The background is a wall covered in various hand-drawn sketches and illustrations, including portraits, anatomical drawings, and abstract designs. One prominent sketch features the handwritten text "Mademoiselle doesn't care".

Mademoiselle  
doesn't  
care

in case you missed it

“People have been paving this road for many years,  
I believe we can begin to accelerate change.”

- Gabrielle Fitzgerald, *Panorama*



**USA**

The "Fearless Girl" statue takes on Wall Street's Charging Bull. (March 2017)



**CANADA**

Canadian Prime Minister **Justin Trudeau** pledged \$650 million to sexual and reproductive health initiatives around the world over three years. (March 2017)

**ICELAND**

Iceland became the first country to introduce legislation requiring employers to prove they are paying men and women equally. (March 2017)

**USA**

A Day Without a Woman strike highlights the economic significance women make in global economies. (March 2017)

**UK**

In an effort to eliminate the country's 18.1% gender pay gap, UK companies with more than 250 employees will have to disclose their gender pay gaps within the year. (April 2017)



**USA**

Women's March on Washington drew at least 500,000 people to the streets of D.C. and over five million people worldwide. (January 2017)

**PERU**

Some 50,000 women's rights advocates, including President **Pablo Kuczynski** and First Lady **Nancy Lange**, took to the streets in cities across Peru to protest gender-based violence in Latin America. (March 2017)



**UK**

Suffragette **Millicent Fawcett** will become the first woman to get a statue in London's Parliament Square. (April 2017)

**USA**

Massachusetts Senator **Elizabeth Warren's** speech against **Jeff Sessions** was cut short by Senate majority leader **Mitch McConnell**, prompting critics to turn Mr. McConnell's words into a rallying cry and sparking the trending #NeverthelessShePersisted. (February 2017)



**CHILE**

Chile Senate voted to advance an abortion bill that, if enacted, will allow women to access safe and legal abortion services in cases of life-endangerment, sexual violence and fatal fetal impairments. (January 2017)

**UK**

Britain appointed **Joanna Roper** as the country's **first ambassador for gender equality**, joining a handful of other countries that created the position in an effort to empower women and girls around the world. (February 2017)

**PAKISTAN**

Women in Pakistan's commercial hub Karachi can now ride **taxis driven by women, called Pink Taxis**, in an effort to protect female customers from the sexual harassment common in the bustling city. (March 2017)



**CHINA**

Chinese authorities presented **awards to 10 female scientists** on Feb. 28, in an effort to honor their remarkable achievements in the natural sciences. The awards were also intended to promote gender equality in the country's academic community. (February 2017)

**BELGIUM**

Over 50 nations signed up to attend a **conference on family planning** in Brussels. (March 2017)

**CHINA**

**Carrie Lam Cheng Yuet-nger** is elected Hong Kong's next Chief Executive, becoming the city's **first female leader**. (March 2017)



**INDIA**

The hashtag **#lahukalagaan** (meaning "tax on blood") goes viral in India, with thousands of citizens urging finance minister **Arun Jaitley** to stop taxing female hygiene products. (April 2017)

**INDIA**

Indian Prime Minister **Narendra Modi** approved the **Maternity Benefit Act**, updating a 55-year-old law and offering women employees benefits such as 26 weeks of paid maternity leave. (March 2017)



**AUSTRALIA**

**Larissa Waters** becomes **first Senator to breast-feed on floor of Australia's Parliament**, taking advantage of a new rule that allows new moms and dads to briefly care for their infants. (May 2017)

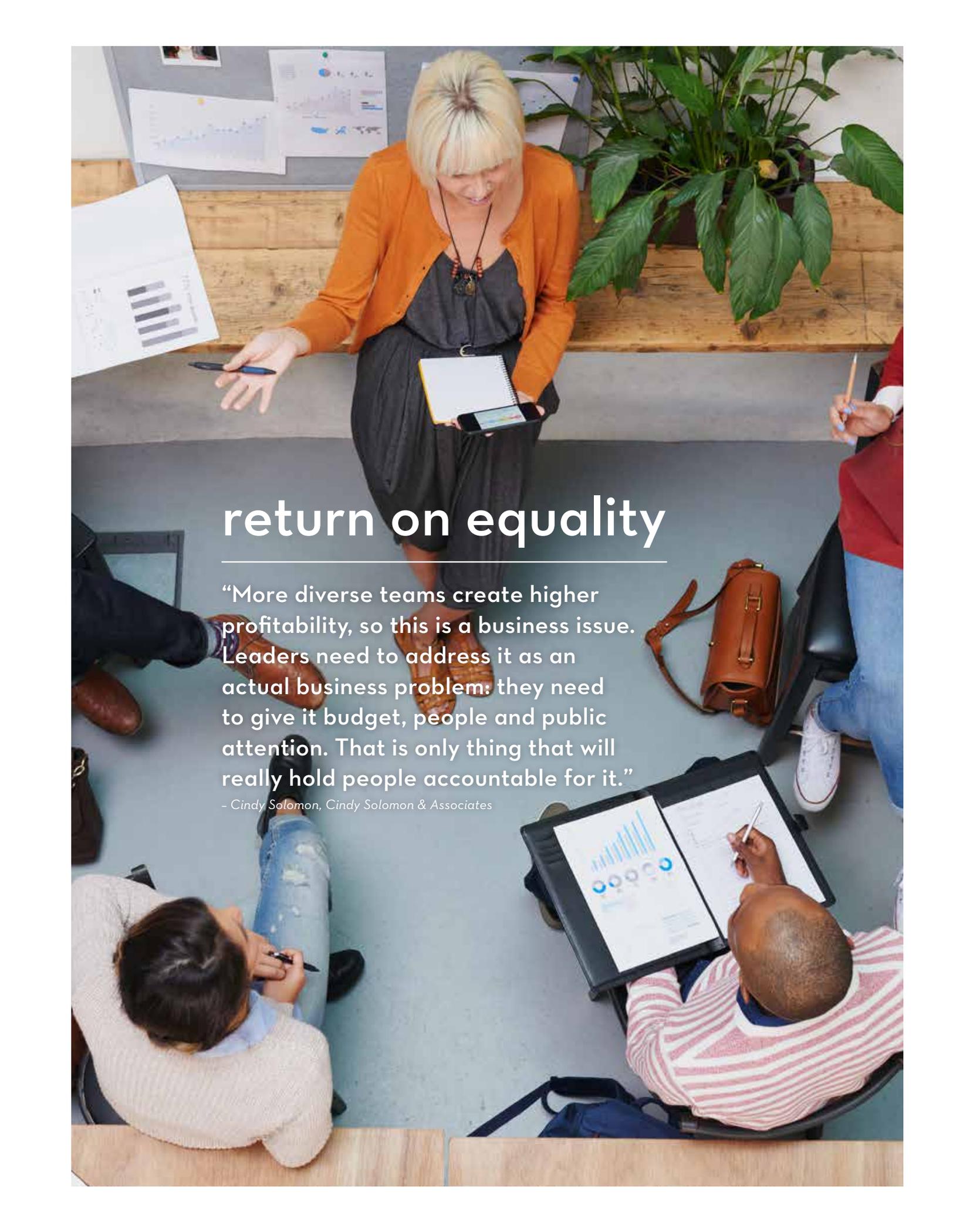
**SAUDI ARABIA**

Saudi Arabia's Ministry of Labour and Social Development declared that the ministry would **spearhead a program dedicated to increasing the number of women working in the country**, aiming to boost the number to 28 percent by 2020. (March 2017)

**AUSTRALIA**

Melbourne installs **pedestrian traffic lights with female figures** rather than male to reduce unconscious bias. (March 2017)





# return on equality

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“More diverse teams create higher profitability, so this is a business issue. Leaders need to address it as an actual business problem: they need to give it budget, people and public attention. That is only thing that will really hold people accountable for it.”

– Cindy Solomon, *Cindy Solomon & Associates*

# Benefits of Gender Equality

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# in Business

**G**ender parity in business makes sense – both socially and economically. Gender-diverse businesses are more profitable and innovative, with women making a serious impact on the global economy. In fact, if women were to participate in the economy identically to men, they could add as much as \$28 trillion (roughly the combined size of the economies of the United States and China today) to annual global GDP [1].

Fortune 500 companies with high percentages of women directors on their boards see significantly higher returns on sales and equity. Organizations that embrace female-specific issues, such as childcare and maternity leave, reap the rewards of higher employee satisfaction and less staff turnover. Most compellingly, companies that elevate women are simply more effective in all dimensions [2].

The business world is finally beginning to acknowledge the economic imperative of gender parity in the workplace. In a 2015 study by Credit Suisse of more than 3,000 global companies, 14.7% of board seats were held by women. Isolated, these figures are less than inspiring, but put in perspective, it represents a 54% growth since 2010 and shows promise [3].

#### SOURCES:

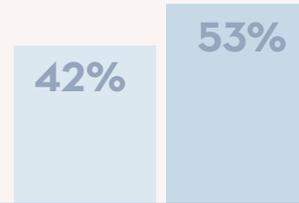
1) McKinsey & Company. *The Economic Benefits of Gender Parity* (2016). 2) McKinsey & Company. *Women Matter* (2014). 3) Credit Suisse. *The CS Gender 3000: The Reward for Change* (2016). 4) Voice of America. *Gender Equality Benefits Everyone* (October 2016). 5) Harvard Business Review. *Why Boards Need More Women* (June 2012). 6) Wall Street Journal. *Men and Women at Work: Unhappy, But Productive* (December 2014). 7) McKinsey & Company. *Women Matter* (2014). 8) International Finance Corporation. *Investing in Women's Employment* (2013). 9) Council on Foreign Relations. *Emerging Voices: Henriette Kolb on Gender Equality and Economic Growth* (2013). 10) Stanford Social Innovation Review. *The Economic Benefits of Gender Parity* (March 2016). 11) LeanIn.Org and McKinsey & Company. *Women in the Workplace* (2016). 12) Gallup. *The Business Benefits of Gender Diversity* (January 2014). 13) LeanIn.Org and McKinsey & Company. *Women in the Workplace* (2016).

# \$28 trillion

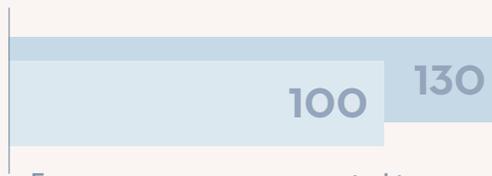
If the world closed the gender gap in workforce participation, GDP would increase by \$28 trillion (about a quarter of the world's current GDP and almost half of its current debt) by 2025.



A study of over 900 companies shows that **organizations with three or more women in senior management roles score higher in all dimensions of organizational effectiveness.**



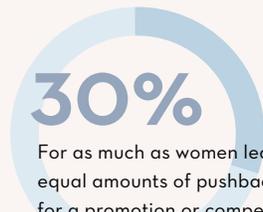
When ranked by the number of women directors on their boards, Fortune 500 companies in the highest quartile report a **42% higher return on sales** and a **53% higher return on equity** than the remaining companies.



For every 100 women promoted to manager, 130 men are promoted.

# \$3:\$1 roi

A Bangladesh program that provides health services for women working in garment factories saw a **\$3:\$1 return on investment** over an 18-month period due to combined savings from reduced absenteeism and staff turnover.



For as much as women lean in, they receive equal amounts of pushback. When negotiating for a promotion or compensation increase, women are 30% more likely than men to receive feedback that they are **"BOSSY," "TOO AGGRESSIVE"** or **"INTIMIDATING."**

When Nalt Enterprise, a Vietnamese garment factory, **established a kindergarten for workers' children, its staff turnover decreased by one third.**



Gender-diverse business units have better financial outcomes than those dominated by one gender. **In a retail company, gender-diverse business units have 14% higher average comparable revenue than their less-diverse counterparts.** In a hospitality company, gender-diverse business units have 19% higher average quarterly net profit than their less-diverse counterparts.

**"We can't get to an inclusive place until boardrooms and corporate leadership teams are truly inclusive of both male and female voices. And that goes hand-in-hand with pay equality."**

- Gabrielle Fitzgerald, Panorama

# Benefits of Gender Equality

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# in Government

Women in government may not be a new phenomenon, but it is a relatively rare one. The Angela Merkels, Margaret Thatchers and Indira Gandhis of this world are few and far between. Although women are disproportionately underrepresented in the political sphere, increased female leadership in government roles has been proven to result in improved social and economic legislation. In order to accelerate the rate of change, however, proactive measures must be made.

Some countries are leading the charge in gender parity in politics by making it a priority. Rwanda, for example, has a provision in its Constitution that allocates at least 30% of posts in decision-making roles to women, while political parties in Sweden have adopted the “zipper system,” where one sex alternates the other on party lists. Currently, 128 countries have constitutional, electoral or political party gender quotas in place – including, unsurprisingly, eight of the top 10 countries with the most female parliamentarians (in single or lower houses) [1].

Women bring different views, talents and perspectives to politics. If countries and constituents alike continue to champion women in politics, global gender equality in parliaments could be achieved in less than two decades.

#### SOURCES:

1) Johnson-Myers. *The Impact of Electoral Systems on Women's Political Representation* (2017). 2) UN Women. *Facts and figures: Leadership and political participation* (2016). 3) Inter-Parliamentary Union. *Women in Parliament in 2016* (2016). 4) UN Women. *Women's Leadership and Political Participation* (2013). 5) IPU. *Equality in Politics* (2009). 6) Inter-Parliamentary Union. *Equality in Politics: A Survey of Men and Women in Parliament* (2008). 7) UNICEF. *Women and Children: The Double Dividend of Gender Equality* (2007). 8) World Economic Forum. *The Global Gender Gap Report 2016* (2016). 9) Goldman Sachs. *Power of the Purse: Gender Equality and Middle Class Spending* (August 2009). 10) Inter-Parliamentary Union. *Women in National Parliaments* (2017). 11) Stand. *Barriers and benefits of gender balance in politics* (2015).

22%

While the percentage of women in all national parliaments has nearly doubled in the last 20 years, that only translates to 22% of women in parliament today.

26%

16%

### ELECTORAL GENDER QUOTAS ARE EFFECTIVE:

In parliaments that held elections in 2016 and used electoral gender quotas, women hold 26% of the seats, compared to just 16% of seats in countries where no quotas are used.

Women have been proven to work across party lines to champion issues such as parental leave and childcare, pensions, gender-equality laws and electoral reform.

62%

In India, the number of drinking water projects in areas with female-led panchayats (local councils) is 62% higher than in those with male-led councils.

90%+

More than 90% of all adults agree that women bring different views, talents and perspectives to politics.

A 25-year study (1975-1999) of New Zealand government shows that although women accounted for only 15% of parliamentarians, they initiated two-thirds of the debates on childcare and parental leave.

15%

Many countries with relatively low gender equality scores (Bangladesh, India, Pakistan) have elected female prime ministers or presidents.

47%

of countries have had a female head of state.

75%

Nearly 75% of people would vote for a woman instead of a man in order to increase female representation in politics.

50%+

Only two countries have 50% or more women in parliament in single or lower houses: **RWANDA** (61%) and **BOLIVIA** (53%).

The United States ranks 100th worldwide, with just 19%.

**“The line between the public and private sector is becoming blurred.”**

- Gwen K. Young, Wilson Center

# Benefits of Gender Equality

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# in Society

*Who run the world? Girls!*

Beyoncé's anthem about female empowerment isn't just a chart-topping hit – it also speaks volumes about the growing global focus on gender equality in society. Women and girls make up half of the world's population and, therefore, should have an equal part to play in leading today and shaping tomorrow.

Gender equality and a healthy society go hand-in-hand – increased gender equality has been shown to reduce poverty, increase education and improve the wellbeing of children. It also significantly benefits the economy. Michelle Obama's assertion, that "sending more girls to school can boost an entire country's GDP," rings true: a plethora of studies demonstrate how additional years of education have a significant influence on GDP per capita and/or its growth [1].

As if the social and economic benefits weren't compelling enough, gender equality also makes populations happier. Surely it's no coincidence that nine out of 10 countries with the highest quality of life are also among the first 25 countries to grant women's suffrage [2/3].

Despite concerted efforts, there is still significant work to be done. If progress maintains a momentum, the overall global gender gap could be closed in 83 years – so baby girls born today may, in fact, see gender equality accomplished within their lifetime [4].

#### SOURCES:

1) UNICEF. *The Investment Case for Education and Equity* (2015). 2) World Economic Forum. *These Countries Have the Highest Quality of Life* (2016). 3) The Guardian. *A Timeline of Women's Right to Vote* (2011). 4) World Economic Forum. *The Global Gender Gap Report* (2016). 5) Science Nordic. *Gender Equality Gives Men Better Lives* (2015). 6) Fast Company. *How Women Lead Differently, and Why It Matters* (August 2012). 7) Global Partnership for Education. *Why Educating Girls Makes Economic Sense* (2014). 8) The Lancet. *Increased Educational Attainment and its Effect on Child Mortality in 175 Countries Between 1970 and 2009: A Systematic Analysis* (2010). 9) Food and Agriculture Organization of the United Nations. *Closing the Gender Gap in Agriculture* (March 2011). 10) US Aid. *Learning Squared* (2015). 11) Goldman Sachs. *Power of the Purse: Gender Equality and Middle Class Spending* (August 2009). 12) World Economic Forum. *The Global Gender Gap Report 2016* (2016). 13) Fast Company. *4 Important Ways Men Benefit From The Gender Equality Conversation Men* (March 2015).

**Gender equality positively influences the quality of life:** men and women who live in countries with high gender parity are more likely to have a high quality of life and less likely to suffer from depression, get divorced or become a victim of violent death.



**For every 1% increase in women’s education, the average gross domestic product (GDP) rises 0.3%.**



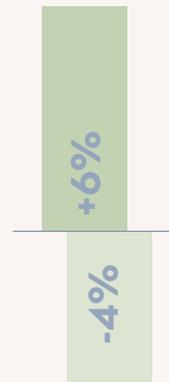
Iceland: 87.4% of gender gap closed – holds the top spot for the fifth year running

**100-150 million**

If rural-dwelling women had equal access to education, financial services, markets and technology as their male counterparts, the number of hungry people could be reduced by 100-150 million.

**1.8 million**

If every woman in sub-Saharan Africa had a secondary education, 1.8 million lives could be saved each year.

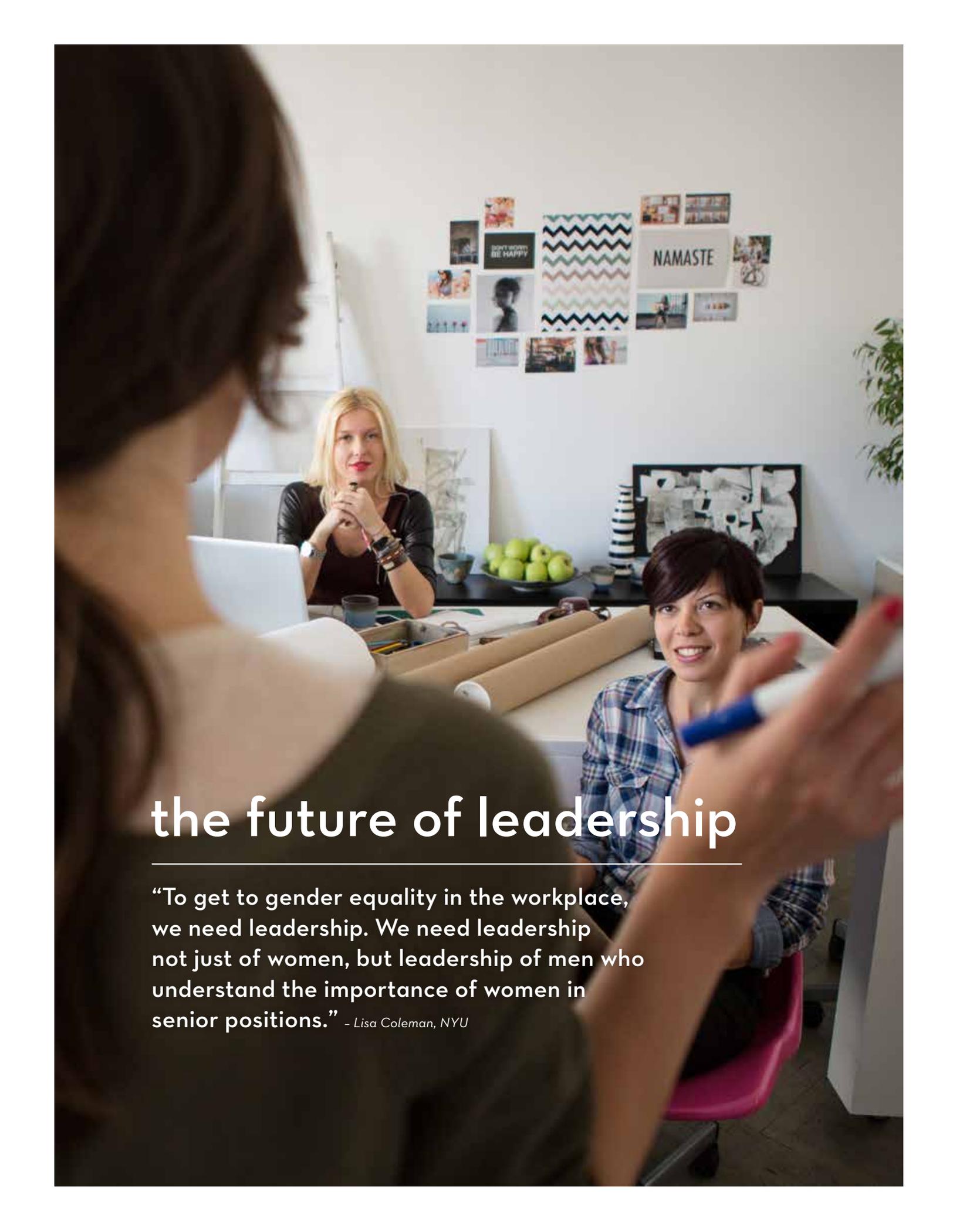


**The Fatherhood Bonus vs. the Motherhood Penalty:** men’s salaries increase 6% for every child they have, while women’s salaries decrease 4% for every child.

Mere exposure to female autonomy can rapidly change traditional assumptions. Within 6-7 months of the introduction of cable TV in rural villages in India, both men and women have become significantly more amenable to female participation in household decision-making about large purchases.

**“It’s enough talk already. We’ve got to get some stuff done. I think that honest, constructive, disruptive conversations are really the thing that is going to motivate people to effect real change.”**

- Lisa Sherman, Ad Council



# the future of leadership

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“To get to gender equality in the workplace, we need leadership. We need leadership not just of women, but leadership of men who understand the importance of women in senior positions.” - Lisa Coleman, NYU

# at a glance

	GEN Z	MILLENNIALS	GEN X	BABY BOOMERS
AGE	7-21	22-36	37-52	53-71
POSITION IN THE CORPORATE PIPELINE [1]	Entering the workforce	62% of Millennial full-time employees manage the work of others	65% of Gen X full-time employees manage the work of others	46% of Boomer full-time employees manage the work of others
LEADERSHIP VALUES	Purpose-driven, global perspective, instant feedback, powered by pragmatism	Purpose-driven, future focused, constant communication, powered by collaboration	Results-driven, family focused, straight-forward approach, powered by independence	Profit-driven, focused on the now, open communication, powered by competition
LEADERSHIP STYLE	Sensible, quantify results, still forming leadership style and embrace curiosity, learning and sharing	Shared responsibility, impressed by achievements, deconstructing hierarchy: accepting non-linear career paths	Always asking why, assess competence, changing their ways: starting to embrace collaboration	Diplomatic, influenced by consensus. Displays overt confidence and expertise.
THEIR LEADERS	Malala Yousafzai, Lorde, Sasha & Malia Obama	Jessica Alba, Mark Zuckerberg, Blake Mycoskie, Brit Morin, Chance the Rapper	Jeff Bezos, Sheryl Sandberg, Elon Musk, Marc Benioff	Steve Jobs, Oprah, Ginny Rometty, Richard Branson

“Thank God for Millennials! ...A lot of the changes we’re seeing I think are a result of the expectation that the majority of our workforce is now demanding it. When people are thinking about how to attract talent, they [Millennials] take a hard look at the company, the culture and how open they are to diverse points of view. They just have a more global view.”

- Lisa Sherman, Ad Council

SOURCES:  
1) Ernst & Young, Global Generations (2014)

# the power play: reshaping leadership

Executive offices guarded behind closed doors are being swapped out for an open-floor plan. A structured hierarchy is being replaced by collaboration across every job level. The traditional leadership values are melting away in favor of an approach that builds community, breaks down walls, and connects to a greater mission. Millennials are the most well-represented generation in the workforce and Gen Zs are following close behind; by 2020, Gen Zs will make up 36% of the workforce [1, 2]. These new employees are driven by a new set of leadership values and they're grounded in feeling a sense of purpose and belonging.

As Millennials and Gen Zs take over the workforce, their values come with them. With this shift, emotional intelligence, strong communication and values-based leadership are the new hallmark qualities of an effective leader. Employers will have to adapt their leadership strategy to resonate with this emerging workforce ... or pay the price: Deloitte's 2016 Millennial Survey found that 71 percent of employees likely to leave their position within two years will do so because they are dissatisfied with the development of their leadership skills. [3] Successful organizations will identify the leadership gap and shift their model to make Millennials and Gen Zs feel that their work has greater meaning – and that their day-to-day is working towards a vision that they can stand behind.

**“Culture fit is whether or not the candidate aligns with the company's values and when they do amazing things happen. Corporate goals are met sooner, job satisfaction goes up for the entire team and retention goes up too”**

- Laura Mather, Talent Sonar

#### SOURCES:

- 1) Pew Research Center. *Millennials surpass Gen Xers as the largest generation in U.S. labor force* (2015).
- 2) Randstad. *Engaging the Workforce of the Future*.
- 3) Deloitte. *The Millennial Survey* (2016).

# Next-Gen Leadership Values

The younger generation is coming to work with a conscience, and they want their organization and its leadership to reflect that. A PWC study found that 58% of Millennials would not work for a company if they believed that its public image wasn't favorable [1]. Millennials and Gen Zs want to feel like they are making a meaningful contribution to society when they head into work each morning. Values-based leadership is a way to ensure that purpose and social impact become embedded in every task, big and small. The elevator pitch of values-based leadership is simple: The organization's values guide the way leaders lead and evaluate performance. But there are a few golden rules that make for an effective values-based leader. First, values-based leaders hone the organization's values to ensure they connect with the values of employees. Second, they build a workplace culture around these organizational values and embed consistent messaging into everything they do. Finally, they ensure that their values are relevant and current. This leadership approach isn't just good for team morale, it also enhances performance across the entire workforce. A values-based leadership system is better for employee engagement and loyalty, too. Luck Companies created an employee survey to assess the effectiveness of their values-based leadership model. 98% of employees participated and gave the company an 85% favorability score ... employees felt confident that leadership was authentic in their commitment to company values and it motivated them to do better [2].

comes the trademark of effective leadership, it opens the doors for people who may have once not fit the mold of a traditional leader. There's less of an emphasis on that Ivy League degree and more of a focus on emotional intelligence.

The best listeners make for the best leaders. Millennials and Gen Zs want to be influencers in their organization and they want to feel like their opinions have clout. Having a voice matters to the younger workforce: a 15Five survey found that 81% of employees would prefer to work at an organization where open communication was a cornerstone of company culture [4]. When leaders listen and embrace collaboration, they have the loyalty of a workforce who feels valued and invested in the success of the organization. And when a leader isn't listening, they're keeping things concise. A goldfish has officially beat the human attention span (8 seconds) and it's more important than ever that leaders learn how to communicate effectively and succinctly with their employees. Effective communication – a two-way conversation, not a messaging broadcast – results in happier employees connected by a shared sense of purpose.

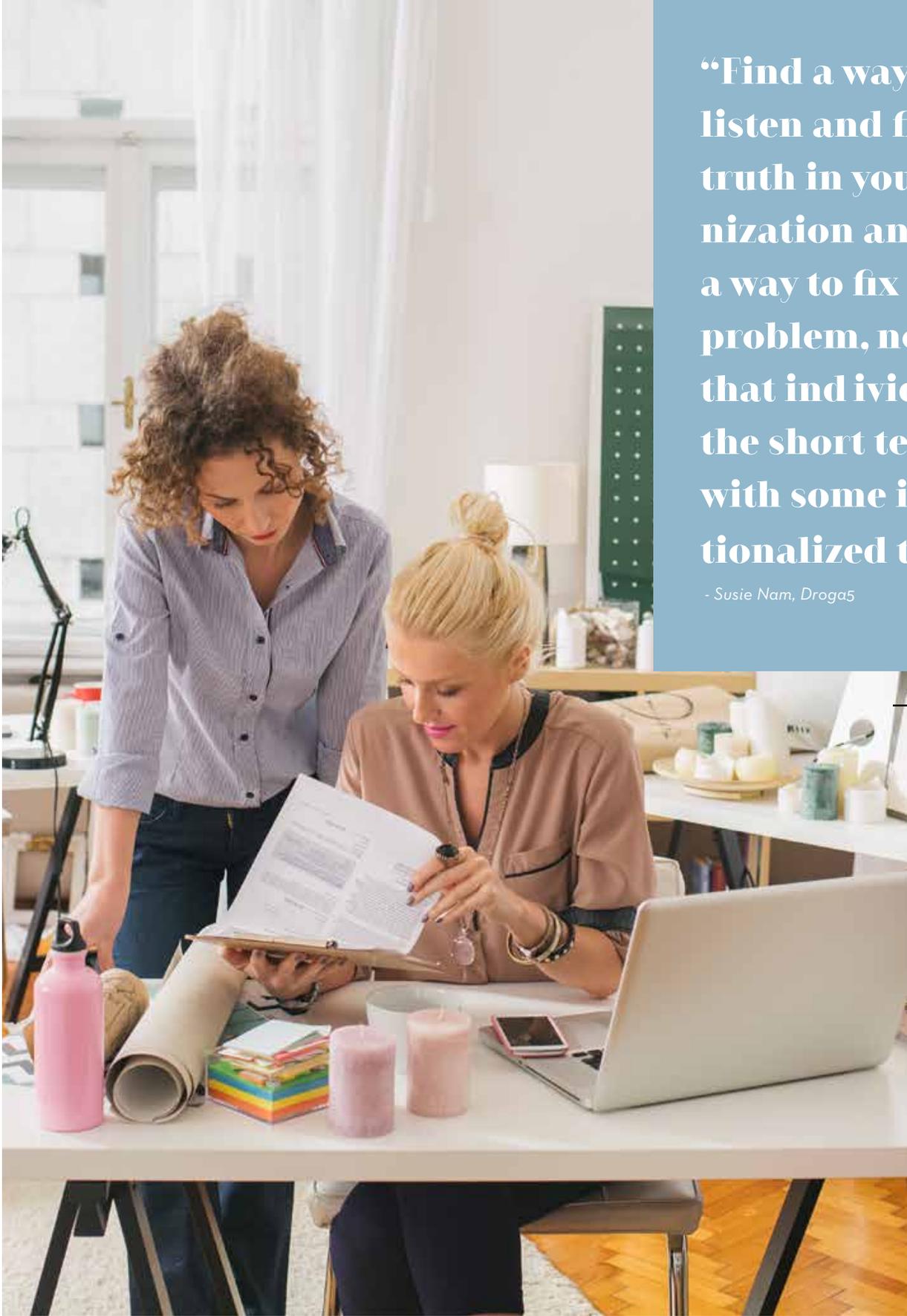
## 51%

Millennials and Gen Zs want their managers to listen and value their opinions

[Millennial Branding and Randstad US, Gen Y and Gen Z Global Workplace Expectations Study (2014)]

#### SOURCES:

- 1) PWC. *Millennials at Work: Reshaping the Workplace* (2011)
- 2) The Hay Group. *Igniting Human Potential through Values-Based Leadership*
- 3) The Hay Group. *New research shows women are better at using soft skills crucial for effective leadership and superior business performance, finds Korn Ferry Hay Group* (2016)
- 4) 15Five. *How Important Is Communication To You? (Millennial) Employees?* (2015)



**“Find a way to listen and find the truth in your organization and find a way to fix the problem, not for that individual for the short term, but with some institutionalized tools.”**

- Susie Nam, Droga5

Millennials and Gen Zs agree that the most important qualities for being a good leader are honesty, exhibiting a solid vision and good communication skills

*[Millennial Branding and Randstad US, Gen Y and Gen Z Global Workplace Expectations Study (2014)]*



Millennials are more likely than Gen Xers or Boomers to leave a job over flexibility stigma, with 72% saying they would seriously consider quitting if people who work flex hours or take leave are penalized with lack of pay and promotion opportunities (compared to 67% of Gen Xers and 59% of Boomers)

*[Ernst & Young, Global Generations (2014)]*

# Not Your Mom's Flex Plan

Today's workforce doesn't fall into a "one size fits all" mold — and as such, their working arrangements shouldn't be forced into a uniform mold either. Next generation leaders recognize this — they realize that taking a nimble approach can yield the best results for the employee, the team and the company as a whole. It all circles back to two key values they hold dear: trust and empowerment. They trust their team to work effectively in unconventional ways and they want to empower their employees to do the best job and lead the best lives possible.

Millennials and Gen Z employees place flexibility in the top tier of their workplace values — and in an age where technology often makes it difficult to "disconnect," they appreciate employers who foster a work-life balance. Fractl's 2017 Employee Benefits Survey found that flexible hours are one of the most heavily weighed benefits for employees, falling just behind health insurance [1]. It comes with health benefits, too — 87% of respondents in a FlexJobs poll reported that workplace flexibility reduces stress and more than 75% link it to better overall health [2].

Leading companies appreciate the value — in terms of both employee satisfaction and brand image — of embracing a nimble workplace. As both potential employees and consumers, Millennials and Gen Zs gravitate towards companies with visible values. LinkedIn and Netflix offer employees unlimited vacation and embrace a "take it if you need it" approach to time off, while Dell's "Connected Workplace" program encourages employees to work where they are most productive, whether it's in the office or at home.

Although the benefits of a flexible workplace have traditionally been focused on mothers, workers of all ages, genders and lifestyles not only benefit from it, but are demanding it. Historically, more than 40% of female professionals leave the workforce after giving birth and many companies are restructuring to create an accommodating environment for this often-untapped talent [3]. Salesforce

**"Flexibility isn't simply working from home via video conference or a lifestyle perk like free cereal—it's a fundamental shift in the way we think about and expect our employees to work. Flexibility does not alter a job's scope of responsibilities or expected results—it simply modifies the existing agreement between the employer and employee to increase compatibility."**

- Anna Auerbach, Lindsay Dreyer and Annie Dean, *WERK*, a marketplace of flexible work opportunities for ambitious job seekers

allows both mothers and fathers to build a work schedule that fits with their childcare responsibilities. Patagonia encourages employees to bring their kids to work and provides on-site child care. Vodafone offers 16 weeks of paid parental leave, plus 30-hour work weeks at full pay for the first six months after mothers return to the workplace. Measures like these facilitate effective co-parenting — and ensure that parenthood doesn't unequally impact a mother's career trajectory.

By meshing with (instead of clashing against) the lifestyles,



## Not Your Mom's Flex Plan

continued

# 74%

of workers around the world say being able to work flexibly is extremely important/very important in a job

[Ernst & Young, *Global Generations* (2014)]

preferences and needs of staff, modern companies are cultivating a more inclusive — and successful — work environment. In fact, many economists suggest that workplace flexibility is the most effective way to dismantle the gender wage gap [4]. Companies that offer more flexibility have a narrower wage gap in contrast to industries with rigid schedules, such as law, finance and business [5]. A nimble and adaptable workplace is dismantling the “flexibility stigma” — a historic workplace issue where women eschewed flexibility fearing repercussions on pay, performance review and promotion opportunities. With ample technology, a dynamic mindset and talented candidates ready to get to work, flexible arrangements promote career advancement and happier employees [6].

Visionary companies recognize that flexibility isn't limited to parental leave policies or vacation allocations. JetBlue, for instance, maintains a Results-Only Work Environment (ROWE), where employees are measured by the work they achieve — and not by how much time they spend in the office. Dropbox allows employees to create their own schedules, while Asana doesn't have set work hours. Recognizing that employees with limited bandwidth can still make a meaningful contribution in the workforce, the University of Bath and many other academic institutions and state government programs have adopted an open-door policy to requests for job-sharing — a practice where two individuals share the responsibilities of one role.

The traditional 9-to-5 workday is taking a backseat as more and more companies — and the next generation leaders driving them — are investing in initiatives that accommodate their employees' needs and lifestyles. The result? A workforce that is happier, more fulfilled and more productive.

“Getting women in the workforce isn't the problem, it is building the framework to keep them.”

- Rebecca Rhodes and Sandra Peat,  
Founders, We Are Superhuman

#### SOURCES:

1) Fractl. *Employee Benefits Study: Which Job Perks are Most Important to Employees?* (2017) 2) FlexJobs. *Trends in Workplace Flexibility* (2015) 3) Pew Research Group. *Women more than men adjust their careers for family life* (2015) 4) American Economic Review. *A Grand Gender Convergence: Its Last Chapter* (2014) 5) Center for American Progress. *Hours Flexibility and the Gender Gap in Pay* (2015) 6) American Psychological Association. *Stigma hinders workplace flexibility, reports special issue* (2013)

# Leadership Lessons



## Facebook Cracks the Code of Employee Engagement

Facebook wanted to know what keeps their employees motivated – and they teamed up with researcher and Wharton School professor Adam Grant to find out why. Their finding? Pride. Employees perform best when they feel proud to be a member of their company. With this pride comes motivation, loyalty and success. Facebook's study also explored what makes an employee feel proud to be a part of their company. The biggest drivers include optimism in the company's future success, mission-aligned values and its social good of the company.



## A.T. Kearney Embraces Flexibility

A.T. Kearney developed a set of initiatives to ensure that flexibility wasn't the corporate exception, but the norm. This includes **Success with Flex**, a program that provides employees with the option to fit their schedule around their personal goals. Success with Flex promotes job-sharing, alternate hours and remote work. Another initiative, **Pathway for Parents**, supports new parents as they transition back into the working world. The program includes six-month rotations in a more flexible role, part-time options and career pivots. A.T. Kearney's goal is to have a 50/50 gender split in junior hires by 2018. The company's **Women's Network**, which provides support, recruitment and career development to female employees, is a cornerstone of this initiative.



## PwC Puts an Emphasis on Trust

CEO Tim Ryan doesn't shy away from conversation. Although PwC includes more than 45,000 employees, he creates an inclusive work culture through his transparent, honest and accessible communication approach. This trust-based leadership style aims to cultivate a community of confidence and empower every member of his workforce to be an active participant in decision making. Ryan's trust-based approach permeates every aspect of the company; from diversity and inclusion training to community investment programs. This accounting firm proves that it is committed to making the company community – and community at large – a great place to be a part of.



## in their words

### Gen Z #HatchKids

#### Izzy, 12 year old girl

1. What is your favorite subject in school? *Math*
2. What is your dream job?  
*Lawyer or doctor*
3. What is most important to you when you think about your future career?  
*Doing something that helps others!*
4. What qualities, skills and values make a great leader today?  
*Doing what's best for the people you are leading and making sure everybody is satisfied before looking out for your own interest.*
5. What advice would you give to the leader of a corporation today? *To not only benefit themselves and their company, but to think about the impact of their decisions on others.*
6. Company you'd most like to be assigned CEO? *I dunno, maybe Apple.*

#### Finn, 12 year-old boy

1. What is your favorite subject in school? *Science*
2. What is your dream job?  
*Sneaker Designer*
3. What is most important to you when you think about your future career?  
*Choosing something I love and not just for the money*
4. What qualities, skills and values make a great leader today?  
*Honest, fair and basically the opposite of Trump*
5. What advice would you give to the leader of a corporation today?  
*Pay attention to the people that work for you and know that every person counts.*
6. Company you'd most like to be assigned CEO? *Nike*

#### Reed, 12 year-old girl

1. What is your favorite subject in school?  
*History*
2. What is your dream job?  
*Teacher, artist*
3. What is most important to you when you think about your future career?  
*Something safe-stable and consistent—that helps people and that I like doing every day*
4. What qualities, skills and values make a great leader today?  
*To be fair and kind*
5. What advice would you give to the leader of a corporation today?  
*Don't lie.*
6. Company you'd most like to be assigned CEO? *Etsy*

**About Hatch:** Hatch's mission is to empower kids to use media and technology to express themselves in productive and positive ways. Emphasizing media literacy, digital storytelling and social issues, Hatch enables kids to create content that is responsible and represents their unique perspectives.

# generational perspectives



## Gen Z

Liza Darwin & Casey Lewis,  
Founders of Clover Letter

### How have leadership styles changed in recent years? How do you expect them to change in the future?

We're seeing a shift away from hire-a-person-you-could-get-a-cocktail-with to hire-the-best-person-for-the-job. When founders first start their companies—especially founders that haven't had a whole lot of leadership experience—it can be tempting to hire people you relate to. But hiring a team of people who think the same as you, who come from the background as you, who went to the same school as you, has serious (and obvious) limitations. Also, thanks to the internet, people can work from anywhere now. While IRL teams are obviously important, the ability to work remote has allowed for freedom and flexibility—even if it's working from home one day (or just a few hours) a week. Working no longer is synonymous with being chained to your desk ... and the younger generations embrace that.

### What advice would you give to leaders today looking to connect to the next generation workforce?

Don't talk down to potential employees who are young. Millennials and Gen Zers are probably nothing like what you expect them to be like. They deserve the benefit of the doubt. They've also likely been doing work for years, although it might not necessarily be the 9-5 you're used to. Side hustles have officially become the norm (whether that's opening an Etsy store or freelance writing or building their Instagram presence) and this means they already bring a lot of experience to the table. This also means that they're used to being independent; so while giving them direction is always a good idea, they do well with the wiggle room to grow into the role and really make it their own. Finally, these generations are extremely passionate about issues—and companies!—that they believe in. Their job motives go beyond a paycheck ... they want to feel like they're making a difference.

**About Clover:** Clover is a daily email newsletter that delivers actually-relevant news that girls need to know, every single day. Politics, world issues and feminist icons are all fair game—clickbait and fake news definitely aren't. Their mission is to inform and empower young people everywhere through the Clover platform and community of girls from all over the world.

# Millennials

Denise Hewett, Founder of Scriptd



## From talking to your readers, are there any trends or changes that you are seeing in Millennial women today that differed from generations before?

I think in my parent's generation there was one spot for women, so they were pretty competitive in terms of having that one seat. That is sort of shifting. My female entrepreneur friends and colleagues are all incredibly supportive of one another. We are all creating space and we believe there is room for all people. We are realizing we don't have to be super cut throat and actually what creates a better work environment is to be inclusive, collaborative and have diversity of thought.

## How do companies need to evolve to appeal to the younger generations in the workforce? What is the role/responsibility of a leader in promoting diversity and inclusion in an organization?

I don't think I would have started my own company if I had felt valued and heard within an organization. If someone within an organization had decided to help me grow as a producer and as a leader, I wouldn't have felt the need to create my own culture. I knew I had something large to contribute and it was not going to happen within the systems that existed.

Companies have to shift how they operate. If we don't start to change how some of these organizations work, we are ultimately not going to create as much success. You are going to create groupthink and end up with a group of people who are all like-minded. You have to create an internal culture that is letting people achieve to the highest degree.

**Other potential points:** The demographics are shifting. If you are not prepared as a company to be up to date with what the majority of people want, then you are actually missing out on good business. By 2040, we know there are more people of color than white people. So the fact of the matter is there is an abundance of those people, they are just not knowing where to look.

**About Scriptd:** Scriptd is advancing the narrative journey by connecting talented writers with fans and the community to help find, promote and actualize film and TV's next big scripts. Scriptd is creating spaces for all stories and all people.

# generational perspectives



## Gen X

Annabel Rivkin and Emilie McMeekan,  
Founders of The Midult

### From talking to your readers, are there any trends that you are seeing in what Xer women are looking for?

The most powerful trend that we have identified is the rise of the portfolio executive: the flex-exec. The security of career-long positions are long gone and X-ers have embraced that new reality and become more nimble. They have evolved to become hyper-connected and flexible. It's a magnetic Venn diagram of having years of experience but not being afraid of the future. Midults are applying this Venn to a range of projects and industries; not to mention their personal lives and consumer choices.

There is a common misconception that Midults aren't after \*experiences\* or chasing work-life-satisfaction in the same way as Millennials. One of our Midults recently emitted a primal scream that will resonate with her peers: 'Am increasingly asking myself if this is really what I am meant to be doing, spending the majority of time working to keep up a standard of living that I rarely get to enjoy because I am working. Is this it? Am I here just to pay the bills and die?'

### How have leadership styles changed in recent years? How do you expect them to change in the future? What is the role/responsibility of a leader in promoting diversity and inclusion in an organization?

We were talking to some mid-Millennials the other day and hearing their appalling anxieties about 'self-perfecting at work and life'. The questions they were asking us, as Midult women, were all to do with achieving perfection in every area of their lives: Is there a right time to change jobs, have a baby? Should you change your name if you get married? Questions we answered with shrugs, shaking heads and 'don't knows'. Because those certainties don't exist and we must stop giving out the message that there is a right way of doing things. The perfection message is problematic everywhere: Perfection is boring and immobile. It's self-defeating and it sets you up to fail.

As a result, we are big fans of 'work-life integration'. This is to replace the hackneyed and difficult 'work-life balance,' which predicates disaster. Ditto the juggle. Screw the juggle. We need to feel that we can be whole-heartedly ourselves, rather than hoiking out our shoulder pads as we walk through the front door and becoming someone else. As a result,

# generational perspectives

## Gen X continued

we are hoping to pave the way for mid-Millennial leaders – by being the big girls and making it possible to work under these terms ... less concerned with self-improvement and more focused on self-care in the workplace. The productivity conversion rate is high.

There is less of a sense of ivory tower leadership in the workplace and more mutual support. We are the first generation who don't see other women as competition but as allies. Here at The Midult, we are all about sharing expertise, asking for advice and connecting people that we think will complement each other and, hopefully, bringing everyone up together, sharing in the success. It's a two-way conversation. And it's a two-way conversation internally, with clients, with consumers. Business for Xers has become intensely collaborative. Otherwise, as a leader, you sit in an echo chamber. And, with leadership, stasis is a very dangerous thing.

### What advice would you give to leaders today looking to connect to the Xer (midult) generation in the workforce?

Stop generalizing and start recognizing. Midult women are hyper-engaged, highly-skilled, they grew up with hip-hop, with grunge, with the birth of the internet. Do not put them on the shelf. Do not bracket them with their mothers. Plus, they understand people (this is due to the years without the internet) and are arch-communicators. Midults are also completely cross-generational: they have access to the Zs and the Boomers – they are a portal to wisdom through the front door and becoming someone else. As a result, we are hoping to pave the way for mid-Millennial leaders – by being the big girls and making it possible to work under these terms. Less concerned with self-improvement and more focused on self-care in the workplace. The productivity conversion rate is high.

**About The Midult:** The Midult™ was founded in 2016 as the counter proposal to everything out there for grown-up women. We wanted to take a fresh look at the power and potential of women like us: funny, digitally-literate and extremely anxious.

A combination of conversation and information, The Midult is a forum-led platform designed to deliver targeted news, useful information, community and connection. If middle-age is a dress that doesn't fit, then try Midulthood on for size. It's a new definition for a new generation.

A space where Midults matter.

**“The world has changed so much in such a short time – there are verticals and industries that didn't even exist 10 years ago, let alone 3 years ago. Your career does not have to follow a linear path – what may seem like a sidestep at any given time could actually turn out to be something very powerful and gratifying.”**

*- Danielle Maged, Fox Networks Group*

# Rules for Perfectly Imperfect Leaders

In this unprecedented era of multigenerational workforces, rapid innovation and purpose-driven business initiatives, leaders are often left struggling with the new normal. These days, Boomer and Xer leaders are having to take a page from the Millennial playbook and embrace the power of collaboration, admit what they don't know and, even harder, admit when they fail. In return for their transparent and nimble leadership, today's successful leaders are building diverse teams that are extremely loyal and devoted to both their leaders and the companies they work for. Since completely letting go of traditional perfectionism and rigid tendencies is difficult, here are some of the new rules to guide today's and tomorrow's leaders:

## Own your strengths and embrace your weaknesses

**"Embracing failure is the most important trait I've developed in my career. I have tried to learn from my failures, and I believe it has made me stronger, more confident and more resilient."**

- Reshma Saujani, *Girls Who Code*

## Don't be afraid to delegate: empower your team to complement each other's strengths

**"Part of diversity is making a conscious decision every day to involve people in your work."**

- Gwen K. Young, *Wilson Center*

## Know where you are going: articulate your vision for yourself, your team and the company

**"The modern leader needs to understand what their influence is in the global world. It is important to think beyond what they are doing everyday."**

- Gwen K. Young, *Wilson Center*

## Know the path to advancement: metrics for success are important

**"Corporations are metric driven animals. If you don't measure it, you don't get it."** - Cindy Solomon, *Cindy Solomon & Associates*

## Align on corporate values, not lifestyles: to build the best teams, demographic diversity, as well as diversity of perspective and experience, is imperative to increased innovation and profitability

**"Hire people who are better than you are, then leave them to get on with it . . . Look for people who will aim for the remarkable, who will not settle for the routine."** - David Ogilvy, *advertising executive*





## Rules for Perfectly Imperfect Leaders continued

### Amplify others: support for one another goes a long way

Recognition and praise are two critical components for creating positive emotions in organizations. The Gallup Organization interviewed more than 4 million employees worldwide on this topic in 2004. Their analysis, which includes more than 10,000 business units and more than 30 industries, has found that employees who receive regular recognition and praise:

- increase their individual productivity
- increase engagement among their colleagues
- are more likely to stay with their organization
- receive higher loyalty and satisfaction scores from customers
- enjoy better health

**“Women are uncomfortable talking about their strengths in a language that allows them to brand themselves within an organization.”** - Cindy Solomon, Cindy Solomon & Associates

### Embrace the power of collaboration: we CAN do it all ... together!

**“No person will make a great business who wants to do it all himself or get all the credit.”** - Andrew Carnegie, American industrialist

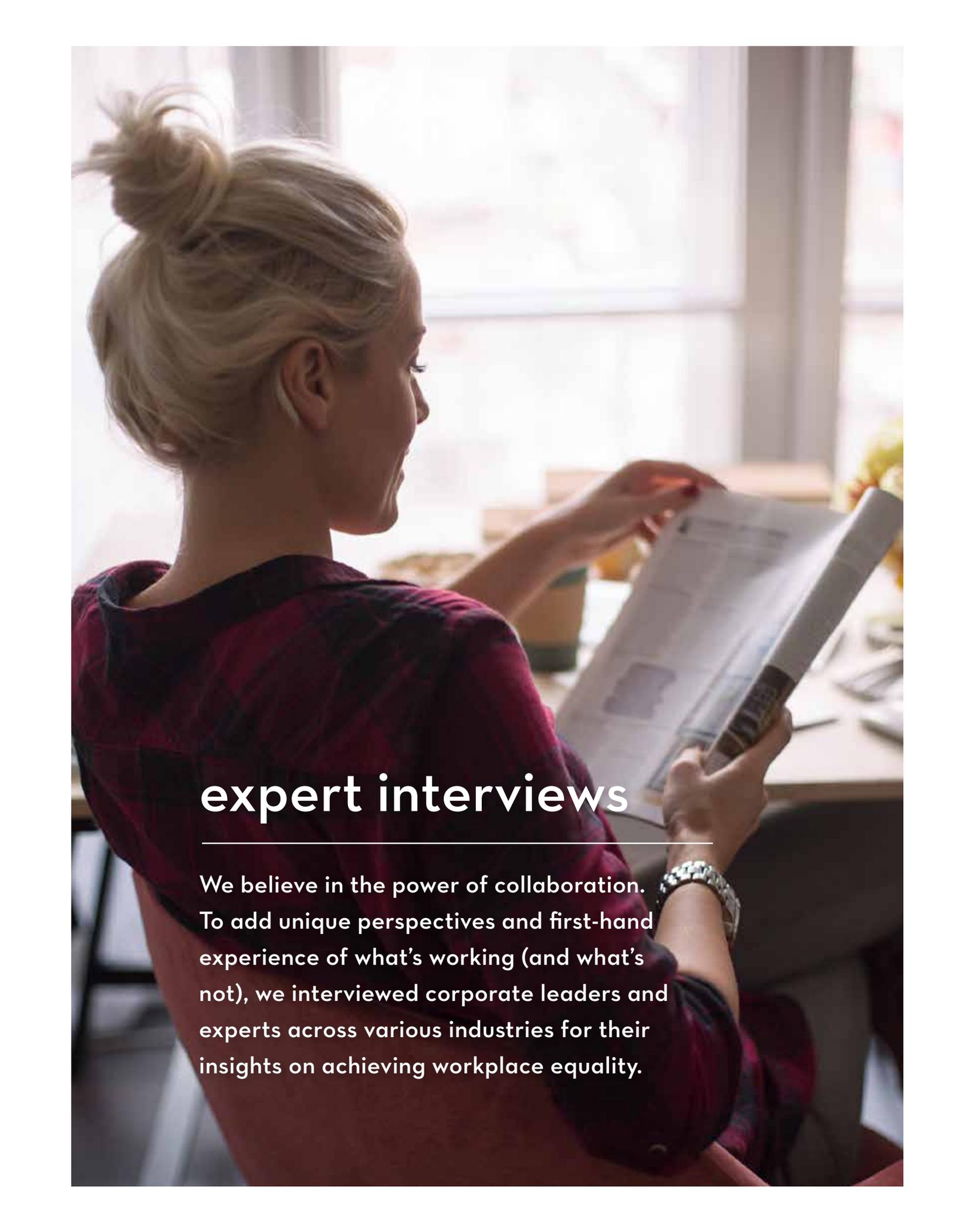
### Keep learning, analyzing new data and taking in new experiences in order to evolve and improve:

**“Learning is a great look, not a weakness”**

- Samantha Skey, SheKnows Media

**“Older people have this idea of passing the torch down, but younger people don’t want them to hand it down – they want them to hand it across the table as a peer to them.”**

- Lisa Coleman, NYU

A woman with blonde hair in a bun, wearing a red patterned top, is shown in profile from the back, reading a document. She is sitting at a desk in a bright, modern office with large windows in the background. The text is overlaid on the lower half of the image.

## expert interviews

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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.



# Attica Jacques

## Under Armour

Attica Alexis Jaques is Under Armour's Vice President of Global Brand Marketing, Women's and Youth. Since joining the brand in 2016, Attica has spent her first year at the helm of recent Women's efforts, most notably the widely-successful "I'm Pretty" campaign.

Attica Jacques

# “Diversity of ideas and thinking leads to incredible innovation”

## LEADERS IN DIVERSITY

“I truly believe that a diversity of ideas and thinking leads to incredible innovation. Companies and brands that are innovation-led and entrepreneurial know how critical diversity is to driving innovation – those that don’t will get left behind”

## CROSS-GENERATIONAL DIFFERENCES

“Millennials [have] access to information and inherent of that is a ton of diversity. There are no barriers anymore in terms of location, in terms of access to information, in terms of focusing on the shared passion points.”

“In GenZ there’s an expectation for diversity and when it’s not there, it’s noticed. They’re used to seeing so much diversity from growing up, having access to information and crossing cultural barriers.”

## CREATING A FUTURE FOR DIVERSITY

“It takes all of us to participate in diversity and to call out the types of injustice and exclusions as we see them.”

“For anything with change, you have to get really comfortable with being uncomfortable. That’s okay, because it gets you to higher ground. When you’re learning something that you just don’t know and probably a little less confident, and you break through that, that’s when the change and the transformation happens.”

## Ask her

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

*Check baby monitor, then meditate.*

### BUSINESS IDOL:

*Michelle Obama.*

### GUILTY PLEASURE AT THE END OF

#### A LONG DAY:

*Definitely wine. Or candlelit yoga.*

### ADVICE FOR YOUR DAUGHTER AT

#### HER FIRST JOB:

*Set your own standards.*



# Lori Feldman

**WBR**

Lori Feldman, EVP Strategic Marketing for WBR, has worked across many verticals, including radio and video promotion, music licensing, sports marketing and brand partnerships. Her expertise is finding alternative methods of marketing music and creating opportunities which further develop artists' careers, through brand partnerships, music licensing, video games and sports.

## Lori Feldman

### MENTORSHIP/SPONSORSHIP

“I never really had any sort of mentor in the workplace. Instead, I had people who really saw a fire in me, and gave me opportunities...I feel like this sponsorship is what I offer to my team... I want to advocate for my team and people who reach out to me for help and guidance...”

“I try to make sure my team feels like they’re not an anomaly and they aren’t alone. For me that means directing them, standing up for them, connecting them, guiding them, letting them make their own mistakes.”

### DIVERSITY AND INCLUSION

“You know what matters? Doing it from the top down. I’d rather have a proper mentorship program in the company and assign people to people and make it their job to do right by that person, than to have a women’s group meeting. It has to be from the top down. We have very senior women in my company and the younger women in my company coming up need to be able to know that those women are available to them for their career development.”

### GENERATIONS IN THE WORKFORCE

“I definitely feel like the younger people coming into the workforce...they expect mentorship. They believe it’s part of the gig. I find that fascinating. I do my best to meet this in a sponsorship sort of way.”

## Ask her

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

*Go to the gym.*

#### BUSINESS IDOL:

*I have a lot, I guess! Someone who I’m just impressed with everyday because she has remarkable energy is Marcie Allen. She owns MacPresents. And she’s just unstoppable. I also highly admire Amy Taylor at Red Bull.*

#### FAVORITE PART OF YOUR JOB:

*Having the opportunity to use my creativity everyday.*

#### WHAT COMPANY DO YOU WISH YOU STARTED? Facebook.

#### WHAT’S YOUR GUILTY PLEASURE?

*Going to sleep early.*

### FUTURE OF THE WORKPLACE

“I don’t think there’s any question that the workplace is changing everyday. Not just in terms of gender equality; people from all over the world are moving all over the world. There’s got to be a movement toward religious equality, racial equality, gender equality. In a way that there never was before. For example, take Coca Cola. What an incredible, international array of people that are there. It’s very exciting and refreshing to work with people from all over the world who have viewpoints so different from yours...and here you find all sorts of interesting new ideas, but you also find some common ground because people are just people. And to navigate that dichotomy, of what makes us the same and what makes us different, in the room, I think only leads us to one place: a more equal standing.”



# Howard Ross

## Cook Ross

Howard Ross is a lifelong social justice advocate and the Founding Partner of Cook Ross, Inc. He is considered one of the world's seminal thought leaders on identifying and addressing unconscious bias. He is the author of *ReInventing Diversity: Transforming Organizational Community to Strengthen People, Purpose and Performance*. Howard was Professor of Diversity in Residence at Bennett College for Women, the first time a white man had ever served in such a position at an HBCU.

## Howard Ross

**“When you start working with men and women together— that’s when you’re dealing with changing the system, with the whole system.”**

### **FUTURE OF THE WORKFORCE**

“There’s been so much research on the lack of diversity and inclusion in the workforce, as well as what broadening diversity and inclusion can do for your business. But we need to think about how we tell the story of this data in order to see people respond.”

“You can’t work with women alone. You need to include men in these initiatives. What we’ve noticed is that when you start working with men and women together, that’s when you’re dealing with changing the system, with the whole system.”

### **GENERATIONS IN THE WORKFORCE**

“Some elements of human dynamics are universal — like bias. Everybody has bias. There will always be ingroup and outgroup dynamics because that’s how humans organize themselves, in groups. But the content of these distinctions is very different across cultures and age groups. Millennials, for example, may see and approach race differently than other age groups, and like older generations, still carry certain biases unique to their perspectives. So this struggle against challenging biases is nothing unique to this generation — it’s not that younger generations are more or less inclusive.”

### **TRENDS IN THE WORKPLACE**

“Most challenges in organizations don’t occur because someone wakes up and says, ‘Gee, how can I put down women in my organization today?’ These challenges occur because people are working in systems and structures that makes it easier for certain groups of people to be more successful than others.”

“Education is not in and of itself enough. It’s like joining the gym. It doesn’t get you into shape. It gets you started. But it takes commitment. So we can make some distinctions through education that are very helpful to move forward, but without the commitment, people pretty quickly go backward. So I think we need to focus on what systems, structures and organizations reinforce these learnings.”



# Susie Nam

## Droga5

Susie is the Chief Operating Officer at Droga5, a creative and strategic agency founded in 2006 with offices in New York and London. Susie's role is to oversee all business operations of the agency, including driving influence for clients on their businesses, marshaling departments to scale and adapt to growth and designing culture and systems to deliver breakthrough ideas. Beyond her role as COO, Susie spearheads the agency's Diversity & Inclusion initiative and serves on the board for AdColor.

## Susie Nam

### Ask her

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

*I'm always woken up by my daughter Stella-she's four and has the appetite of a lumberjack! So it's usually cooking her breakfast.*

**BUSINESS IDOL:**

*I love Diane Von Furstenberg. Both her life story and journey and also how she's taken her commercial success and used it as a platform for women.*

**FAVORITE PART OF YOUR JOB:**

*I think it's watching and being apart of key moments when they need help and they need someone-if nothing else-to give them pause to find their own voice. And then watching them really sky rocket.*

**WHAT COMPANY DO YOU WISH YOU**

**STARTED?** *There is a product called Boogie Wipes which is a saline version of wipes. But it's brilliant!*

**WHAT'S YOUR GUILTY PLEASURE?**

*Meeting my sister for a drink and a long conversation.*

**WHAT ADVICE WOULD YOU GIVE YOUR**

**DAUGHTER?** *Don't shy away from hard work. Always be studious. Do your homework first and then you have a right to follow your courage and bravery to speak up about what you've learned.*

### GENERATIONS IN THE WORKFORCE

“For previous generations, there was much more of an acceptance of church and state when it came to work and cultural issues – what you discussed at the dinner table didn’t need to be discussed in the workplace. In the current climate – where the vast majority of our constituents are Millennials – there’s an expectation that the workplace has a sense of moral compass and moral code. People come to work and expect that their workplace is in line with their own social and moral codes.”

### FUTURE OF THE WORKFORCE

“We’re a very supportive workplace – we have mothers’ lounges where women can breast pump and a generous maternity leave policy – but nothing has been so high impact as giving men paternity leave. We’ve given men 6 weeks and I have to say the reason it’s given the highest impact is that those 6 weeks are crucial in watching someone you love go through the struggle and jubilations of those early days of rearing a child. Most men came out the other end more evolved men and it created a much more empathetic work environment for women. So that if a woman was late for a meeting because of something with her child, there was a new depth of empathy that didn’t exist before. So in the future, we need to find ways in which we expand the overall support system for female and male employees.”

### ADVICE

“Really listen to your people. The only way you can make real impact is to find what your people’s issues are. The higher up you are in an organization, the harder it is for people to be honest with you – people feel compelled to perform for you. So having sensitivity to that and finding out how you can really get the truth out of your organization – do your homework.”



# Carolyn Everson

## Facebook

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 Facebook's Creative Shop.

## Carolyn Everson

### PRACTICES THAT WORK

“The Managing Unconscious Bias training is a very honest, direct and fresh way of acknowledging that everyone has some type of bias, and how you can work to address those biases in applicable ways, like addressing your hiring practices, how things are going within your leadership or how you conduct meetings and this has been very impactful.”

“The training teaches you to consider how your biases impact in everyday activities. For example, if we’re getting a catered lunch, I’m sensitive if it’s the women taking the plastic wrap off the sandwich tray and the men are sitting at the table waiting to be served, I will call that out.”

The training materials are available online:

<https://managingbias.fb.com/>

### GENERATIONS IN THE WORKFORCE

“There’s an environment at Facebook where we don’t look at age as a determination of somebody having more or less experience. It’s actually what you contribute and the impact that you have.”

### AFFECTING GENDER PARITY

“Every hiring opening is an opportunity to get it right. We practice the diverse slate approach at Facebook and this helps make sure that the pipeline of candidates we’re considering are coming from a diverse background.”

“If someone is younger in their career, what’s important to realize is that young people tend to drop out of the workforce if they don’t believe they’re working in an environment that can support them having an extraordinary life as well as an extraordinary career. We view people as a whole person and ensure that our policies support each person so that they realize they can have an amazing career and also do the things that are important to them in their life.”

## Ask her

#### **BUSINESS IDOL:**

*Mark Zuckerberg and Arianna Huffington.*

#### **FAVORITE PART OF YOUR JOB?**

*My team.*

#### **NEXT STOP ON YOUR TRAVEL BUCKET LIST:**

*Cuba*

#### **ADVICE FOR YOUR DAUGHTERS:**

*Dream big, and then dream even bigger! This hopefully inspires them to live by our family mantra: life is short, create memories.*

# playbook

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**“Good intentions don’t fix systemic problems”**

*- Cindy Solomon, Cindy Solomon & Associates*



# TIPS FOR THE MESSY MIDDLE

Women make up one-half of the total global labor force (50%), but only hold 12% of the world's board seats [1]. In many organizations today, women are failing to rise with their male counterparts to leadership positions and are getting trapped in “the messy middle.” It is time to fix the leaky pipeline.

**Show Commitment.** Organizations should take the time to identify their gaps and assess the effectiveness of current leadership and diversity programs. An internal audit will provide teams the information they need to develop a female talent strategy that both advances existing talent and adds high-performing women to all levels of the pipeline.

**Offer Training.** Lack of confidence and/or underdeveloped skills often keep women from going after leadership roles. Internal research at Hewlett-Packard shows that women only apply for open jobs if they meet 100 percent of the criteria listed, while men will apply if they feel they meet 60 percent of the requirements [2]. Ensure women receive the credit they deserve and celebrate their successes to make them feel valued in your organization. Also, consider offering courses on topics like salary negotiation to give women the tools they need to get ahead.

**Be Flexible.** In a recent study by Clearwater Consulting group, respondents cited family obligations as the leading factor keeping women in middle manager roles [3]. What's more, a 2016 Bain study of women who dropped out of the workforce shows that 70% would have stayed if they had access to flexibility at work [4]. Workplace flexibility allows both men and women to better balance work and family. However, organizations need to remember flexibility is not just taking conference calls from home; rather, it is a shift in how we monitor work and measure results. Managers need to spend less time focusing on facetime or clocking hours and more time assessing the production and quality of work.

**Beware of Bias.** Unconscious bias often gets in the way of women receiving fair evaluations for new positions. In fact, replacing a woman's name with a man's name on a resume improves their odds of getting hired by 61% [5]. As a result, hiring decisions and performance reviews should be as gender-blind as possible. Make sure managers are aware of gender bias, offering diversity training when needed, and hold them accountable to their decisions by asking them to explain their choices.

**Encourage Mentorship & Sponsorship.** Career development programs can not only increase women's mobility into leadership positions, but can also attract top talent by demonstrating an organization's willingness to invest in their employees. Just don't leave it all to the senior-level ladies: advocate for men and women at every level of the pipeline to get involved in advancing the careers of the next generation.

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#### SOURCES:

1) Catalyst. *Statistical Overview Of Women In The Workforce* (2017). 2) Harvard Business Review. *Why Women Don't Apply for Jobs Unless They're 100% Qualified* (2014) 3) Clearwater Consulting Group. *Why Do Female Leaders Get Stuck in Middle Management Roles?* (2012) 4) Bain & Company. (2016) 5) LeanIn.Org. *How to Be a Workplace MVP*

# TIPS FOR FLEX TIME

Many companies talk a good game when it comes to workplace flexibility these days, yet few employees actually reap the benefits of the programs they hear about. A study from the Society for Human Resources found that organizations were most likely to report that just 1% - 25% of their eligible workforce used each of the flexibility options offered. Flexibility needs to be rebranded to resonate with the current workforce, which will also lead to employers finally seeing a payoff in their offerings.

**Trust Your Team.** Leaders of a flexible workplace have faith in their employees. They believe their workforce will deliver a high quality product without having to monitor every working hour. To ensure standards are met, managers need to clearly define individual responsibilities and articulate the expectations of their team as a whole.

**Get More Flexible.** Corporations need to extend their definition of flexibility beyond working remotely and having adjustable hours to impress younger generations in the workforce. Support of non-linear career paths and unconventional processes demonstrate an organization's willingness to adjust their traditions to meet modern realities. Going against the grain often has the added bonus of greater innovation, employee satisfaction and retainment.

**Lead by Example.** Employees, especially those early in their career, often don't feel comfortable taking advantage of flexibility offerings for fear it will damage their reputation or hinder their opportunity for advancement. Consequently, leaders need to tap into the programs they develop to demonstrate the benefits and assure their staff that it is not a gimmick or a trap.

**Don't Fake It.** For organizations that truly embrace flexibility, their efforts extend beyond what's in the handbook. These companies recognize it is not one-size-fits-all and will work directly with their employees to create balance. A holistic approach will not only lead to credible solutions, but also result in employees feeling a greater connection to the culture of the company.

**Make it About More than Moms.** Flexibility is often interpreted as a perk for moms and parents. However, 75% of employees rank workplace flexibility as their top benefit [1]. Recognize the diverse needs of today's workforce and design programs that are accessible for all. To that end, don't focus on why individuals need flex time ... the reason for their request does not matter, as long as the work gets done.

**Measure the Results.** It is said, 'you treasure what you measure,' however, organizations rarely monitor the impact of flexible policies. Take time to gauge the success of internal initiatives and quantify the positive change in the lives of employees and on the business as a whole. Employers note employee satisfaction (87%), increased productivity (71%) and retained current talent (65%) as the top benefits of flex programs [1]. This will also give companies insight into what is not working and how they can improve their programs in the future.

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#### SOURCES:

1) WorkplaceTrends.com, *The 2015 Workplace Flexibility Study* (2015)

# TIPS FOR BUILDING DIVERSE TEAMS

Diverse workforces are repeatedly proven to outperform and be more innovative than homogeneous groups, yet many organizations still fail to develop inclusive teams. The importance of diversity will only become more evident as younger generations comprise more of the workforce, with 83% of Millennials stating they are more actively engaged when they believe their company fosters an inclusive culture [1]. So, there's no time like the present to build a better workplace.

**Start at the Top.** To rally support for the cause, leaders need to define a diversity message that is reflective of their unique company culture and resonates with their workforce. However, expect to do more than just talk the talk, as savvy employees can see through a PR gimmick and will anticipate leaders supporting their words with notable action.

**Redefine Diversity.** Make it about more than filling quotas and monitoring metrics. Seek to bring diversity of thought to teams by recruiting people from different backgrounds with unique perspectives. Numerous examples have shown that recruiting diverse thinkers will result naturally in a gender and racially diverse team.

**Find Your Formula:** Building the perfect mix of not only gender and race, but of perspective, experience, values, religion (the list is unlimited), is not a perfect science. It takes time to figure out what team will be the right combination to increase profitability and innovation. Spend the time to figure out what you already have represented and the perspectives you might be missing. It is important when developing this formula to remain true to the values your company stands for, which everyone should align to, as well as the consumers for whom you are creating products and content.

**Try on Someone Else's Shoes.** Diversity can mean differences of opinion. That is a good thing. Don't be deterred when everyone does not agree; instead, encourage honest discussions where each voice is heard. Challenging conversations can lead to shared understanding and build strong relationships in the workforce.

*"Culture fit does not mean do I feel comfortable with this person because they are a lot like me." - Laura Mather, Talent Sonar*

**Ask for Help.** People recognize that this is uncharted territory for many leaders and organizations. Avoid being a know-it-all and, instead, tap into internal resources or the smart individuals staffing your offices to work through difficult situations. Millennials and Gen Zs are extremely curious and will respect those looking to learn and evolve, even if they don't get it right the first time.

*"Great leaders are not afraid to show great effort and failures."*  
- Samantha Skey, SheKnows Media

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#### SOURCES:

1) Deloitte. *The Radical Transformation of Diversity and Inclusions: The Millennial Influence* (2015)

**“We need to hire the right people to do the right jobs to drive results – knowing that having a room full of people who all look the same – and may all think the same – is an opportunity lost in such a rapidly changing world.”**

– Danielle Maged, Fox Networks Group



**“It is easy when you live in certain silos where your space does not look like the rest of the world to think it is hard to find diverse people that are talented to be in your company. But by 2040, we know there are more people of color than white people. The fact of the matter is, there is an abundance of those people, they are just not knowing where to look.”**

–Denise Hewett, Scriptd

# TIPS TO CREATE ACCOUNTABILITY

Leaders frequently struggle with how to monitor workplace diversity and, consequently, determine the effectiveness of initiatives. Unlike one-off marketing or sales campaigns, diversity and inclusion programs are ongoing and are constantly adapting to meet the needs of an evolving workforce. As such, leaders should not solely rely on traditional metrics and should also use distinct indicators and consistent employee feedback to assess D+I policies.

**Align with Business Goals.** By connecting diversity objectives with a larger corporate mission, employees will have a simple and understandable way to assess success. A unified strategy will keep employees from having to learn another measurement system and from isolating their diversity efforts from their other work. The key is to minimize added effort and maximize behavioral change.

*“Understanding your values makes your corporate culture. It should be imperative that each candidate aligns with the corporate values.”*

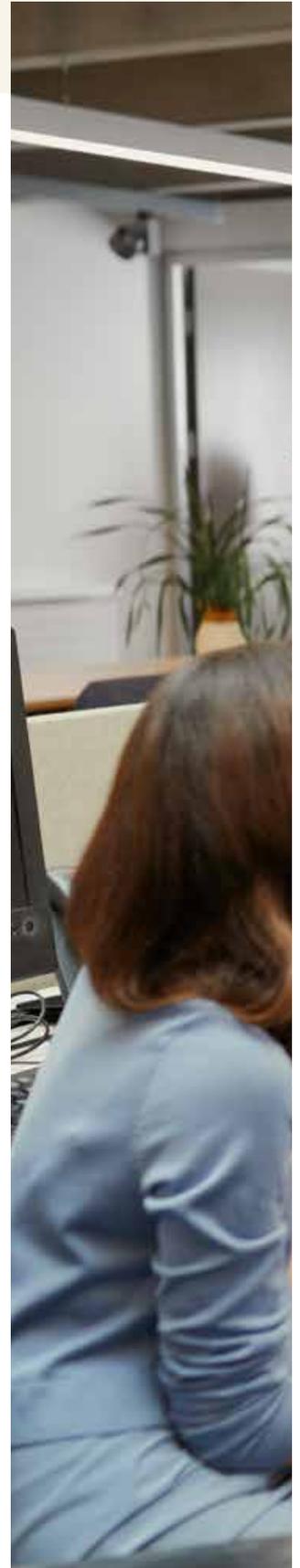
*– Laura Mather, Talent Sonar*

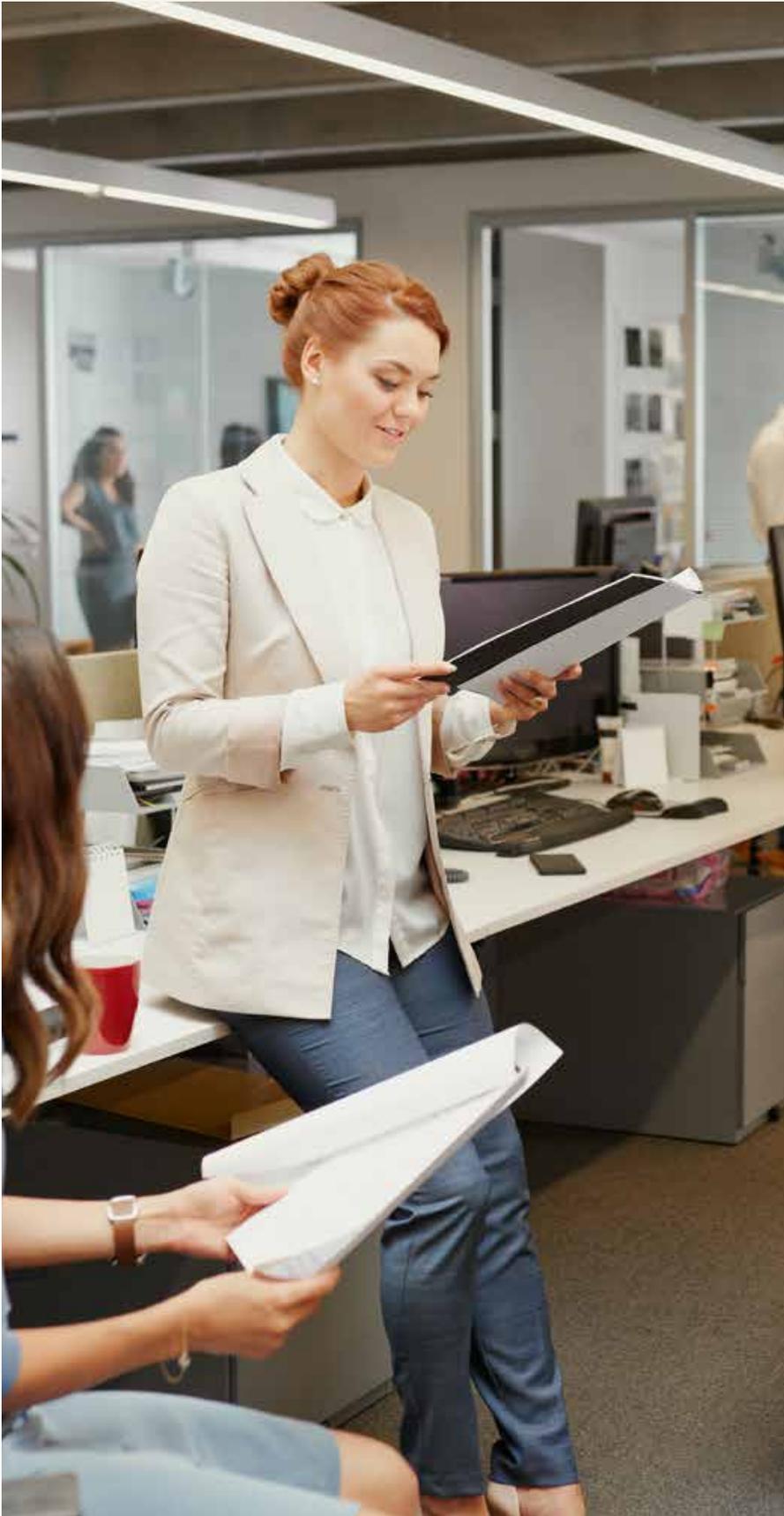
**Give Them a Good Reason.** While most agree diversity is the right thing to do, adding an incentive can prompt people to take action. Identify a reward that will resonate with your workforce (hint: Millennials and Gen Zs are less motivated by financial compensation) and explicitly outline what it will take to achieve the accolade. To keep team members committed, make sure diversity and inclusion accomplishments are not overshadowed by other results.

**Play the Long Game.** Diversity and inclusion programs should be viewed as a marathon, not a sprint. Don't expect immediate results. That being said, change requires hard work. Leaders should be constantly communicating with their staff to make sure they have the right initiatives in place and are evolving efforts to best suit the needs of their workforce.

**Go Beyond Numbers.** While scorecards, metrics and other quantitative measures make for pressworthy stories, promoting diversity is more than a numbers game. Take stock of qualitative factors and note behavioral changes when evaluating diversity. In addition, Millennials and Gen Zs seek purposeful work, so demonstrating shifts in cultural systems will mean more than ROI measurement.

**Brag About It.** Corporations should share their success stories both internally and externally. Employees want to know how their individual efforts are contributing to a greater change within an organization and consumers want to celebrate brands that are bettering the world. Other businesses can also turn to these tales of accomplishment when considering how to improve their own diversity and inclusion programs.





**Use some tech.** Leveraging best-in-class technology solutions focused on the wage gap, hiring practices and team diversity will provide not only an ability to track success, but will create accountability. Some tools we love include:

**TALENT SONAR** actualizes hiring best practices across the entire hiring process in one complete, easy-to-use solution. By leveraging artificial intelligence and machine learning, you find the person who best fits each job from a broader, more qualified pool of candidates.

(<https://talentsonar.com/>)

**THE EQUAL PAY BAROMETER** has been developed by WAVE to enable women in Wales to find out how their pay compares to that of men working in Wales. This tool is based on the labour market survey in Wales.

(<http://www.wavewales.co.uk/equal-pay-barometer/>)

**GAP JUMPERS** developed software that allows for blind interviewing and testing via the computer, which helps to reduce the risk of biased hiring decisions.

(<https://www.gapjumpers.me/>)

# COUNTRIES DOING IT RIGHT

## canada

When he stepped into office, newly minted Prime Minister Justin Trudeau declared, “The Government of Canada has chosen to make gender equality a priority.” His timing was apt: a 2015 UN Human Rights report raised concerns about persisting inequalities between women and men in Canada, particularly the high level of the pay gap.

Although it’s too early to see the pay gap disappear, it does seem that Trudeau is as good as his word: **Canada now has its first gender-balanced cabinet and he appointed the first woman Government House leader and a Status of Women minister.** The government serves on the UN Commission on the Status of Women and in 2017, Trudeau and US President Trump launched a joint task force to empower women in the workplace.

**“The Government of Canada has chosen to make gender equality a priority.”**

– Justin Trudeau, Prime Minister

## nicaragua

Nicaragua is one of the poorest countries in the world and it has made the most progress over the past 10 years in closing its gender gap. In 2016, it scored a 78% on the World Economic Forum’s Global Gender Gap Index – a significant improvement from 66% in 2006 – with noted gains for women in the realms of health, education and political representation [1].

Although it lags in many other areas, **Nicaraguan women are better off in politics than many other developed countries: Women account for more than 40% of lawmakers, senior officials and managers – which puts the country well ahead of France (33%) and Japan (9%)**

[2]. Support for women is established early on: nearly half of all Nicaraguan girls are enrolled in secondary education, while, unusually, male enrollment rates lag behind at 42%.

# 78%

on the WORLD ECONOMIC FORUM’S GLOBAL GENDER GAP INDEX



## rwanda

Rwanda’s recognition as a global leader in gender equality is well-deserved. It has **one of the highest rates of female labor force participation in the world – 86%, compared to just 56% in the United States.** The wage gap is also narrower: in Rwanda, women earn 88 cents for every dollar men do, while in the US, it’s just 74 cents. The country’s generous maternity leave program – new mothers have three months of paid absence – makes it easier for women to remain in the labor market once they’ve started a family.

If you’re wondering why Rwandan workplaces are so pro-women, look towards the country’s remarkably high female political participation. Gender quotas, put in place following the genocide, require that women make up 30% of parliamentarians. These measure work: For over a decade, Rwanda has topped the list of countries with the most female political parliamentarians [3].

**Gender quotas, put in place following the genocide, require that women make up 30% of parliamentarians.**

## iceland

Iceland is another small country – its entire population is about half the population of Boston – making a huge impact in terms of gender equality. **In 2017, it became the first country to require that employers prove they are paying men and women equally.** This isn't the first time that it has pushed female empowerment in the workplace: in 2010, it set a mandate that companies with more than 50 employees must have at least 40% of each gender on their board. Today, 44% of Iceland's company board members are women [4].

On October 24, 1975, 90% of Iceland's women refused to work, cook or look after children to campaign for equal rights. Five years later, Vigdis Finnbogadottir was voted in as President of Iceland – the world's first democratically elected female president – and today, about half of Iceland's Parliament members are women. The strikers should be proud: Iceland is currently ranked the top country in the world for gender equality, with 87% of its gender gap closed [5].

**In 1980 Vigdis Finnbogadottir was voted in as President of Iceland – the world's first democratically elected female president.**

## ireland

Ireland may be small – its entire population is about half the size of New York City's – but in terms of gender equality, it is mighty. It ranks sixth on the World Economic Forum's Global Gender Gap Index, with impressive scores of 95% in education attainment and 96% in health and survival [6].

**The National Strategy for Women and Girls 2017-2020 laid out the Irish government's commitment to advance women in all facets of their lives, particularly education and employment.** Specific measures, such as springboard courses for homeowners and extended entitlement for breastfeeding breaks, aim to raise the 64% employment rate of women in Ireland [7].

Ireland recently got another gender equality-themed feather in its cap: It is thought to be the first country in the world where female solicitors outnumber their male counterparts.

## norway

Norway has long been recognized as a leader in gender equality, thanks largely in part to its progressive methods to achieving it. **In 2003, it became the first country in the world to impose a gender quota, requiring nearly 500 firms to raise the proportion of women on their boards to 40 percent [8].** It was also the first country to implement a "father's quota," which reserves a part of parental leave periods for fathers. Nine in 10 fathers share parental leave duties – up from about 2% just 20 years ago – which allows women to return to work sooner [9].

How does all this pay off? Handsomely. Norway is ranked third in the world for productivity and second in the world for prosperity [10/11].



**Norway was the first country in the world to implement a "father's quota, which reserves a part of parental leave periods for fathers. Nine in 10 fathers share parental leave duties."**

### SOURCES:

- 1) World Economic Forum. *The Global Gender Gap Index: Nicaragua* (2016).
- 2) Quartz. *Nicaragua, The World's Unlikely Champion of Gender Equality* (November 2015).
- 3) World Economic Forum. *How Rwanda Beats the United States and France in Gender Equality* (May 2017).
- 4) European Commission. *Gender Equality in the Member States* (2016).
- 5) World Economic Forum. *The Global Gender Gap Index: Iceland* (2016).
- 6) World Economic Forum. *The Global Gender Gap Index: Ireland* (2016).
- 7) Department of Justice and Equality. *Address by Minister Stanton at the Launch of the National Strategy for Women and Girls 2017-2020* (May 2017).
- 8) Reuters. *Norway's Gender Quota Law Has Made Boards More Professional* (September 2013).
- 9) New York Times. *Working Women Are the Key to Norway's Prosperity* (June 2011).
- 10) Time. *These Are the Most Productive Countries in the World* (January 2017).
- 11) Legatum Institute. *Prosperity Index* (2016).

# BRANDS DOING IT RIGHT

## lotte group

Lotte Group, a multinational corporation based in South Korea, became the first conglomerate to mandate paternity leave for all employees. Although male workers in Korea have been eligible for paternity leave since 2007, most have not taken advantage of it due to the associated loss of income. **Lotte Group's new policy guarantees 100 percent of their salary for a month, so that new fathers can help care for their growing families without financial burden.** On top of that, they have extended maternity leave for female workers from a year to two years and guaranteed their ordinary pay for at least a month.

A South Korean multinational corporation, Lotte Group became the first conglomerate to mandate paternity leave for all employees.



## first bank of nigeria

More and more women across Nigeria are driving socio-economic change through business endeavors. To recognize this and cater to their specific needs, **First Bank of Nigeria, the country's biggest bank, launched FirstGem in 2016. The bespoke solution is tailored specifically for women in business – helping pave the way for**

**them to achieve their financial goals and professional aspirations.** The bank also offers leadership training programs and business development services.

FirstGem - a bespoke solution tailored specifically to women in business in helping them achieve financial goals and professional aspirations.

## intel

In 2015, Intel made a \$300 million, five-year investment in diversity and inclusion. Through its initiatives, it achieved both 100% pay parity and promotion parity for women and underrepresented minorities [1].

One area where the company fell short of its goals was staff retention. To mitigate this, it established **WarmLine, a web-based submission form that allows employees to confidentially report problems. Upwards of 1,200 employees have used WarmLine to flag issues, many of which have resulted in promotions, pay raises, mentorships or transfers to different departments.** Intel also used WarmLine's data to identify areas where staff were having recurring issues and then created playbooks for individual business units to monitor their own diversity efforts.

Through its initiatives, it achieved both 100% pay parity and promotion parity for women and underrepresented minorities.

## wunderman

With 175 offices in 60 countries, digital agency Wunderman had gotten to a size where barriers between management and employees could be keenly felt. To diminish these obstacles and facilitate communication, they created YOU Time, what the company calls “a refreshing new approach to employee reviews.” **YOU Time gives employees the opportunity to candidly discuss career and life goals with their managers, recognize important accomplishments and, more broadly, encourage growth at work and in personal life.** An offshoot program, YOU Swap, allows employees in similar roles to swap with someone in a different office for two weeks. Employees are encouraged to return from their secondment with a souvenir: new ideas and perspectives that can be implemented in their home offices.

## morgan stanley

It can be difficult for women who have left the workforce to re-enter it – and Morgan Stanley is doing its part to help pave the way for them. As Susan Reid, Morgan Stanley’s Managing Director and Global Head of Diversity & Inclusion, noted, “90% of the women who leave the workforce want to return. Only 40% of them are able to successfully do so [2].”

**Morgan Stanley’s Return to Work program aims to help experienced professionals who have taken a career break for over two years return to their chosen occupation. During the 12-week paid internship, participants are matched with businesses that complement their skills and prior work experience.** The program gives job-seekers valuable experience back in the workforce and some even receive an offer of employment from their internship.

**“90% of the women who leave the workforce want to return. Only 40% of them are able to successfully do so.”**

– Susan Reid, Morgan Stanley’s Managing Director and Global Head of Diversity & Inclusion



## rei

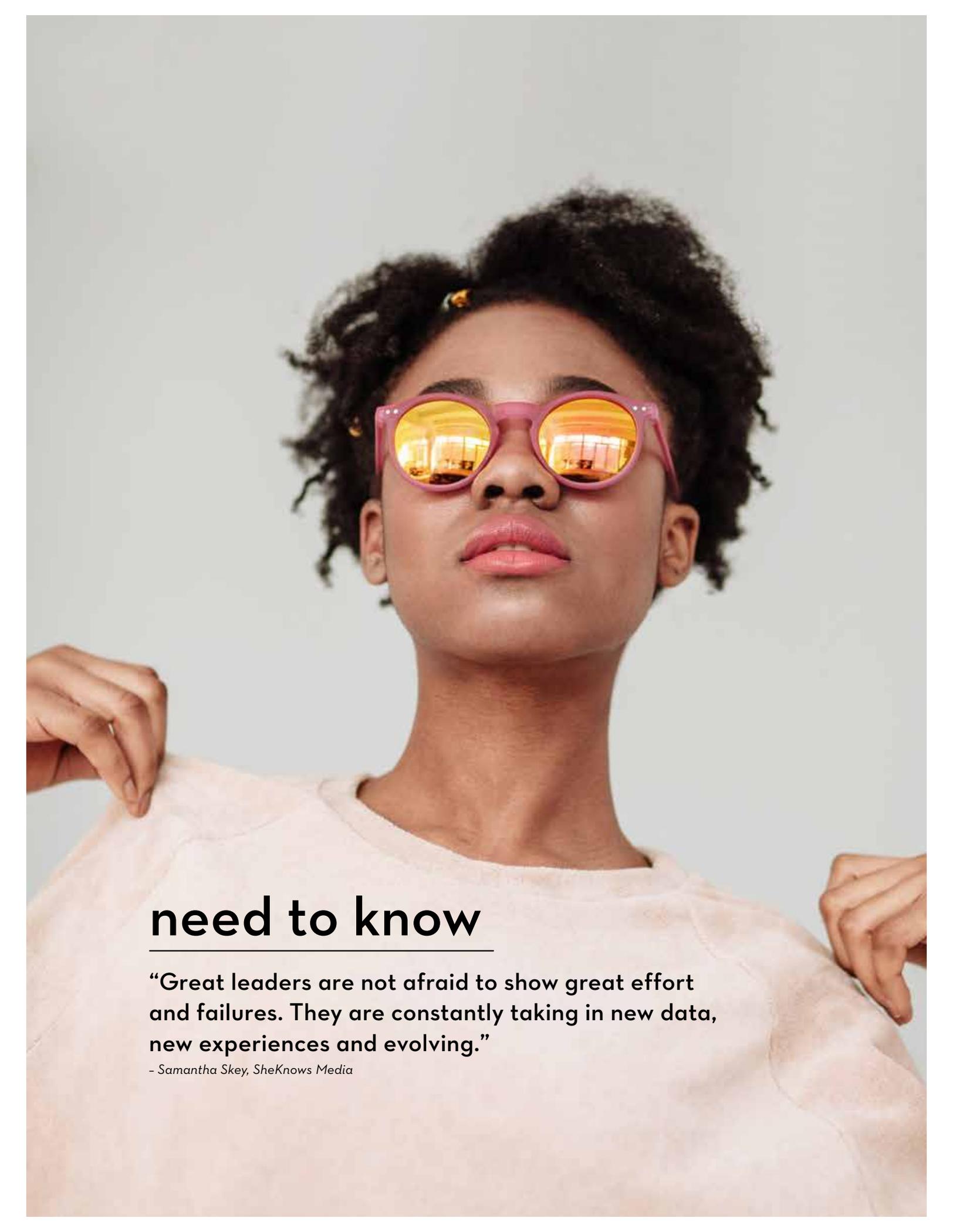
Marketing in the outdoor industry is primarily focused at and dominated by males – and retailer REI wanted to do something about it. **In 2017, the company launched “Force of Nature,” a pledge to make women the primary focus of its nonprofit investments, gear development and marketing efforts for the remainder of the year.**

Through Force of Nature, REI will direct more than \$1 million of its community investments into nonprofits that encourage gender equality in the outdoors. It will also ramp up its innovation and development of female-specific gear and put women first in all its marketing content. To help get women outdoors, it will launch 1,000 events and classes for women nationwide.

**Through Force of Nature, REI will direct more than \$1 million of its community investments into nonprofits that encourage gender equality in the outdoors.**

### SOURCES:

- 1) Intel. *Reflections on Intel’s Diversity & Inclusion Journey: 2016 Diversity & Inclusion Annual Report* (2017).
- 2) Huffington Post. *10 Companies Prioritize Gender Equality in the Workforce* (January 2017).



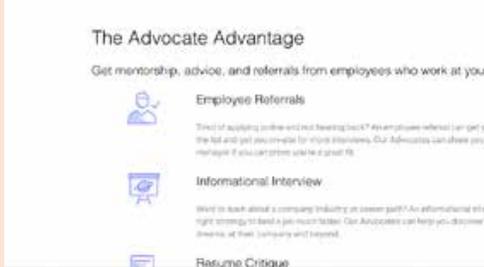
## need to know

**“Great leaders are not afraid to show great effort and failures. They are constantly taking in new data, new experiences and evolving.”**

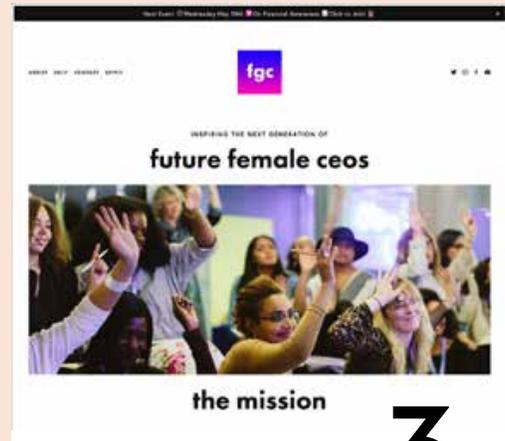
*- Samantha Skey, SheKnows Media*

# digital download

1.



2.



3.

## 1. PURPLE SQUIRREL

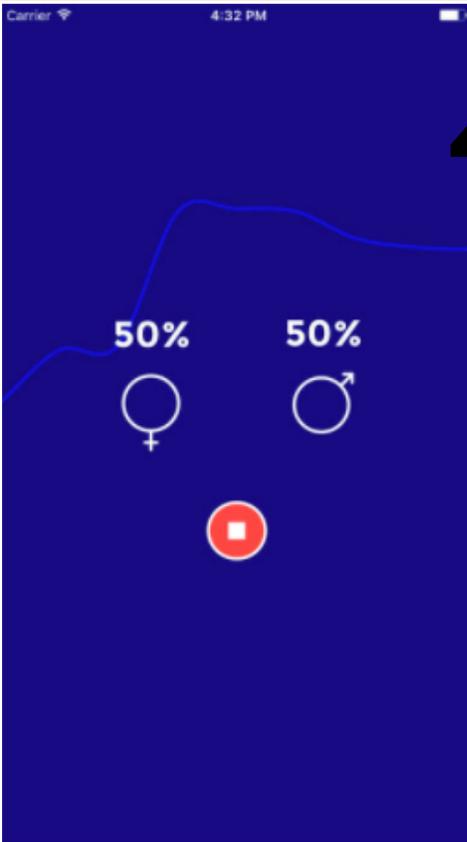
Purple Squirrel connects qualified candidates with employees at top companies all over the world. The employees, or Advocates, provide users with referrals, informational interviews, resume critiques and other resources that will help them land their dream job. The result: Candidates get a hiring advantage and companies get access to the elusive ‘purple squirrel.’

## 2. FAIRYGODBOSS

Fairygodboss puts a search filter on female equality in the workplace. The platform allows women to write anonymous reviews about their company, with a focus on work-life balance, maternity leave and flexibility. The feedback serves as a resource for women looking for a company that values their lifestyle needs and their talent.

## 3. FUTUREGIRLCORP

FutureGirlCorp, a “12-hour business workshop for future female CEOs,” gives entrepreneurs the tools they need to realize their goals in the workplace. The free event is the brainchild of beauty mogul Sharmadean Reid and it’s built around the goal of encouraging women to think bigger about the growth potential of their business goals - and make it happen.



4.



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4.  
**GENDEREQ**

GenderEQ works to eradicate gender inequality in the workplace. The app uses voice recognition to analyze the amount of meeting time led by men and women. The platform, which can be used on a phone or tablet, makes it simple to monitor results in real-time or analyze data after the meeting concludes.

5.  
**#MAKEWHATSNEXT**

Microsoft launched the #MakeWhatsNext campaign to encourage more girls to pursue a future in science, technology, engineering and math (STEM). #MakeWhatsNext supports the growth of a girl-led STEM movement to double the world's problem-solving potential. The campaign provides training, teaching resources and career opportunities for girls and young women in STEM.

# new voices

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1.  
**THEO SOWA**

Theo Sowa is a human rights activist and social development advisor. Born in Ghana, Sowa works with international organizations like UNICEF, Stephen Lewis Foundation and the British Refugee Council's Leadership Board to advance gender equality through advocacy and policy development.

2.  
**SOPHIA TASSEW**

Sophia Tassew dropped out of university by 19, became an Associate Creative Director at an art firm soon after and grounded herself as a self-taught artist in the process. Her first work, R&B and grime albums reimagined as Hollywood posters, became a viral hit overnight. Tassew is motivated by a desire to create art that resonates with subcultures and her latest project, RIOTGAL, infuses intersectional feminism into the riot grrrl movement of the 90s.



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### 3. JOELLE EMERSON

Joelle Emerson is the CEO and founder of Paradigm, a consulting firm that works with companies to promote diversity and inclusion in the tech industry. She's teamed up with Airbnb, Slack, Twitter, Pinterest and a bevy of other Silicon Valley startups to strategically end discrimination in the workplace. Before creating Paradigm, Emerson was a lawyer at Equal Rights Advocates, where she represented clients involved in equal pay, sexual harassment and hiring discrimination suits.

### 4. ROLA SLEIMAN

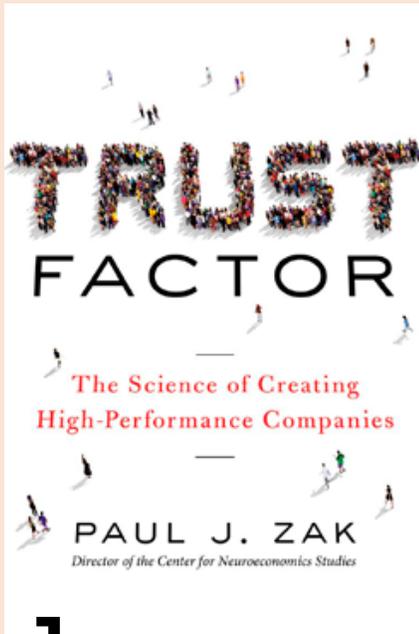
Rola Sleiman became the first female pastor in the Arab Christian world in early 2017. Ordained in Tripoli, Lebanon, Sleiman's appointment in the Presbyterian Church breaks a patriarchal cycle. Sleiman has voiced her commitment to support other women and girls in her ministry and her role as pastor opens the door to other female leaders in the church.

### 5. ANNA AUERBACH & ANNIE DEAN

Anna Auerbach and Annie Dean are the co-founders of WERK, a job-finding platform that connects women with opportunities that balance ambitious career goals with a flexible work environment. The duo created the platform after recognizing that talented candidates were having trouble finding work that fit with the needs of their lifestyle. Operating on the idea that "flexibility is not a perk," WERK provides a platform for employers and pre-screened qualified candidates to connect, get hired and get to work.

# reading list

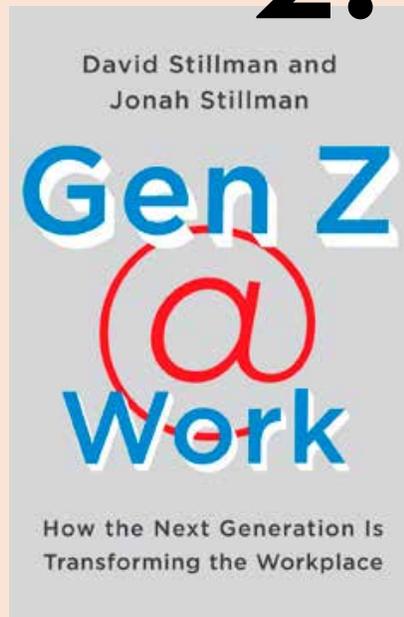
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1.

## 1. TRUST FACTOR

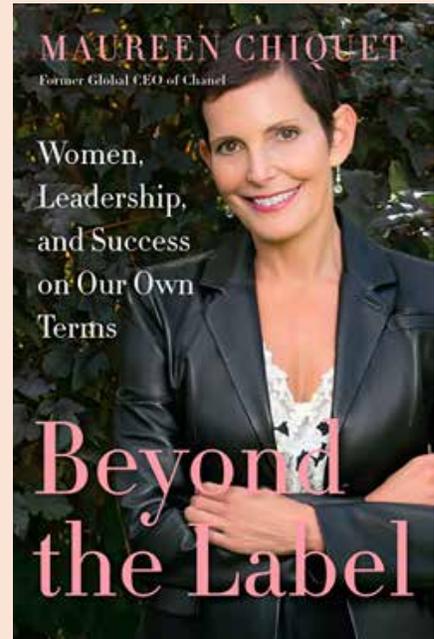
*Trust Factor* explores the connection between trust and high employee engagement in the workplace. Delving into cognitive response, emotional intelligence and brain function, neuroscientist Paul Zak unpacks the impact that trust can have on a workplace. *Trust Factor* maps out the ways in which organizations can build a company culture around trust – and why it matters.



2.

## 2. GEN Z @WORK

*Gen Z @ Work* explores the profound differences between Millennials and Gen Z – and how the influx of Gen Zs in the workforce will transform company culture as we know it. Using interviews, innovative research and case studies, authors David Stillman and Jonah Stillman give employers the edge on how to resonate with this emerging workforce.

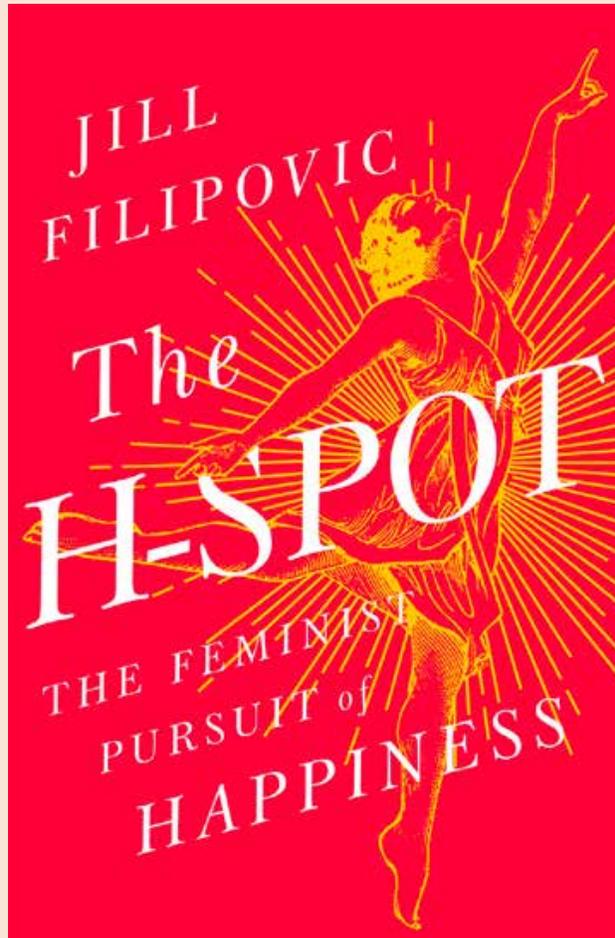


3.

## 3. BEYOND THE LABEL: WOMEN, LEADERSHIP AND SUCCESS ON OUR OWN TERMS

*Beyond the Label: Women, Leadership and Success on Our Own Terms* follows Maureen Chiquet's pathway from a literature major to former global CEO of Chanel. Chiquet examines the career decisions and choices that guided her towards her true passion and provides guidance to other female professionals on how to find fulfillment, realize goals and carve a name for yourself in a competitive workforce.

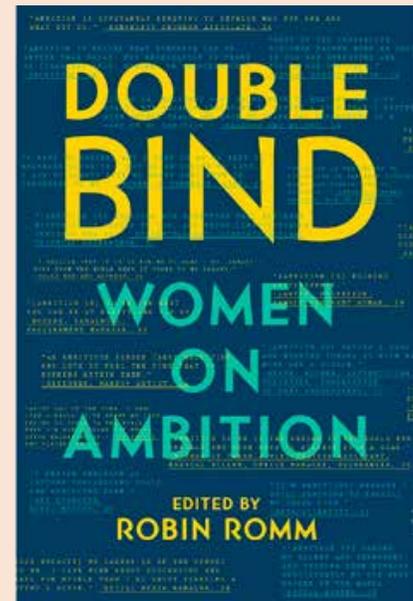
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4.  
**THE H-SPOT: THE FEMINIST PURSUIT OF HAPPINESS**

*The H-Spot: The Feminist Pursuit of Happiness* is a blueprint for female happiness. Interviewing women all over the country. Author Jill Filipovic arrives at her argument: by embedding women's fulfillment and happiness as core policy-level goals, gender equality will follow. The H-Spot provides a radical framework to rethink the feminist movement as we know it.

5.



5.  
**DOUBLE BIND: WOMEN AND AMBITION**

*Double Bind: Women on Ambition* explores the paradoxical relationship between feminism and ambition. Drawing from the perspectives of female leaders – including Nadia Manzoor, Roxane Gay and Francine Prose – editor Robin Romm examines how ambition shapes women's careers, relationships and self-worth. Ultimately, *Double Bind* explores the ways in which women can dismantle the toxic relationship that society (and themselves) have with female ambition.

# Walk the Talk

The Female Quotient has created bootcamps and toolkits to help corporate leaders become equality fit. Our customized experiences and tools are designed to inspire, educate and activate the change you want.

## THE EQUALITY BOOTCAMPS

Equality is not only a social issue, it's a business imperative. Working together with the C-suite, we move beyond admiring the problem to activating next step change. Our bootcamps are focused on building workplace cultures with business leaders to advance equality in your corporation.

Our expert coaching sessions, together with diversity data, will help you implement workplace actions that can create change immediately. From showcasing brands that are doing it right, as well as toolkits for developing equity programs and policies, our experts will guide you on how to achieve workplace equality within your company. Some of the topics covered include: Diversifying your employee pool, pay transparency, revealing hidden biases, monitoring metrics for accountability and challenging the status quo.

## THE EQUALITY CHATBOT

Meet our equality expert powered by Artificial Intelligence (AI). Our equality chatbot allows you to ask all of your burning questions any time and receive smart, insightful and authentic answers in an instant. Topics featured include: Career advancement, leadership training, mentorship in the moment, work-life integration solutions, closing the wage gap, eliminating bias and more.

The Female Quotient



THE FEMALE QUOTIENT

**“When passion  
meets purpose, we are  
unstoppable.”**

- Shelley Zalis, CEO of The Female Quotient  
and founder of The Girls' Lounge

