

# Overview

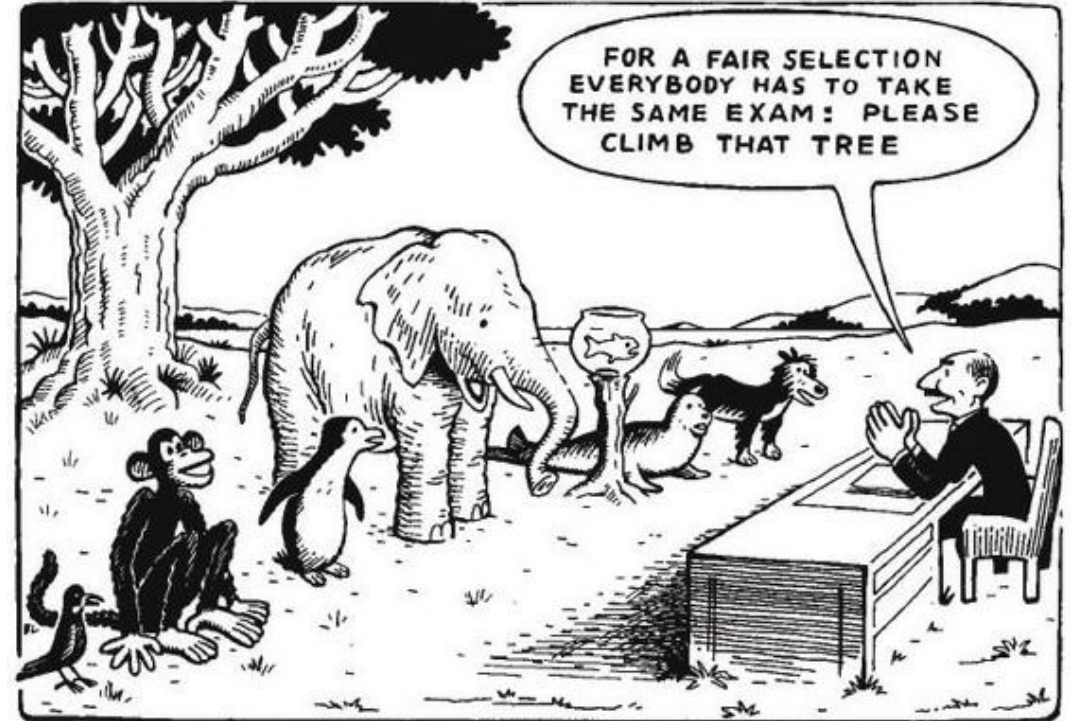
- 1. Key Terms to Know**
- 2. The Business Case for GESI**
- 3. The current reality**
- 4. Tips for Employers/Businesses**
- 5. Tips for Individuals**

# **Key Terms to Know**

# What is Gender Equality?

**Gender equality:** implies a society in which all genders (women and men, boys and girls) enjoy the same opportunities, outcomes, rights and obligations in all spheres of life.

Equitable opportunities do not necessarily mean that we must treat everyone the same.



# What is Social Inclusion?

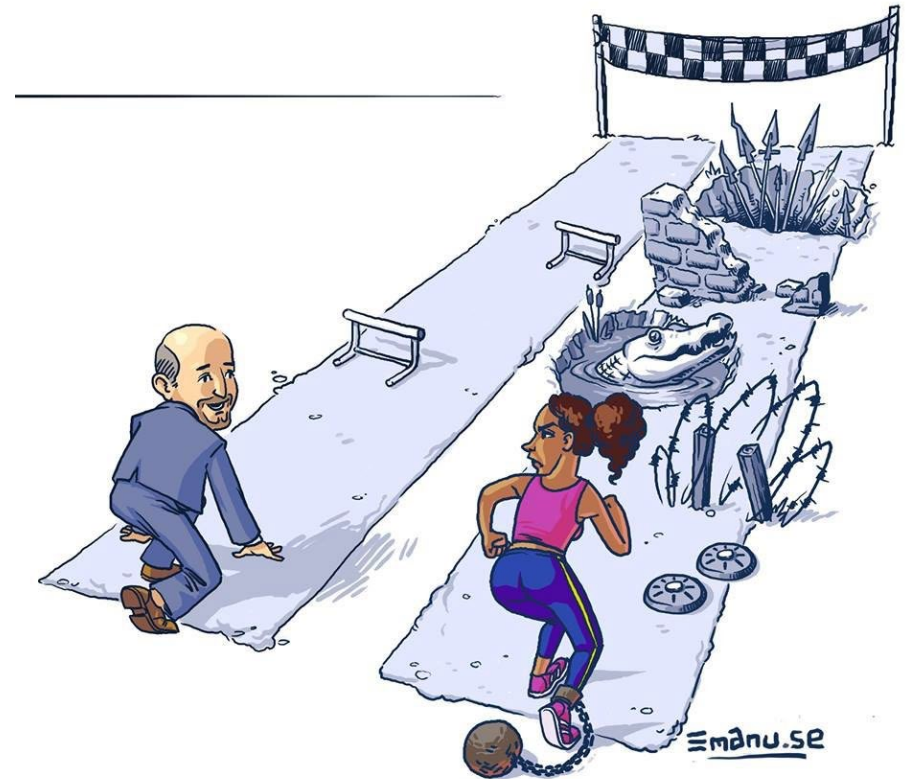
**Diversity:** understanding, accepting, and valuing differences between people with different identities, genders, races, ethnicities, nationalities, sexual orientation, ability statuses, etc.

**Social Inclusion:** is the process of improving the terms on which people take part in society. It is a collaborative, supportive, and respectful environment that increases the participation and contribution of all employees



# Privilege

“Privilege exists when one group has something of value that is denied to others simply because of the groups they belong to, rather than because of anything they’ve done or failed to do. Access to privilege doesn’t determine one’s outcomes, but it is definitely an asset that makes it more likely that whatever talent, ability, and aspirations a person with privilege has will result in something positive for them.”



“What’s the matter?  
It’s the same distance!”

# Implicit/Unconscious Bias

**Unconscious bias:** an association or attitude about a person or social group, that operates beyond our control/awareness and informs our perceptions and behaviours

It can often make us attribute certain qualities or characteristics to all members of a particular group, aka stereotyping which then affects our understanding, actions, and decisions in an unconscious manner.



# **The Business Case**

# Business case for Diversity & Inclusion

- Addresses skills shortage
- Diverse workforces better serve increasingly diverse markets - competitive advantage
- Inclusion, engagement & performance are linked
- Increases employee satisfaction resulting in better employee performance & higher retention rates
- Multiple perspectives generate more new ideas
- Mitigate legal and reputational costs



Source: Cukier, W. (2020). "Presentation: Cultural Understanding of High Performers vs. High Potential. Cultural Gaps and Barriers to Career Advancement." *Diversity Institute*.

• Discrimination is against the law



# Business case for Diversity & Inclusion



FIGURE ONE

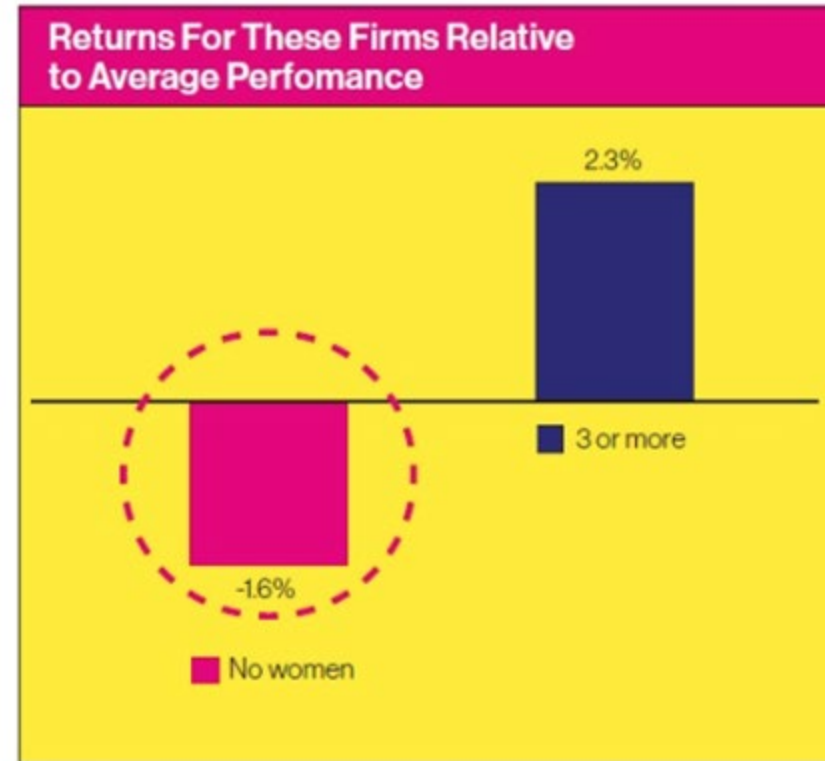
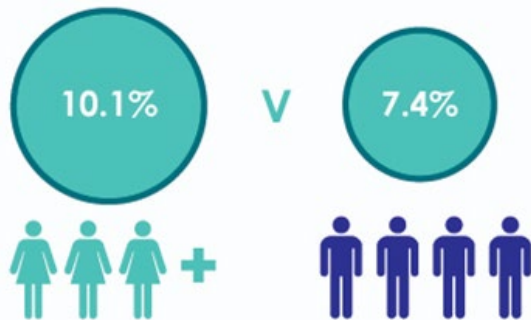


FIGURE TWO

# Business case for Diversity & Inclusion

Global companies with **STRONG FEMALE LEADERSHIP** (3 OR MORE women on the board) enjoyed an **INCREASED RETURN ON EQUITY** (ROE) per year compared to those without.

Source: 2015-2016. MSCI ESG Research



**FINANCIAL GAINS** are not only associated with the proportion of female board members BUT also with the proportion of **FEMALE EXECUTIVES**.

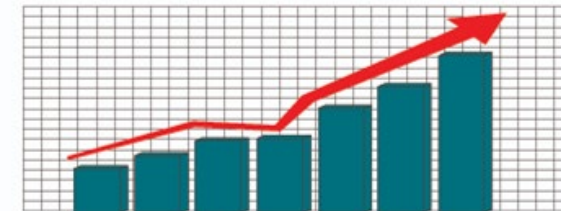
Source: 2016 PIIIE

## PROFIT INCREASE

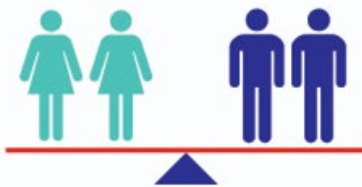
For every **10%** improvement in gender diversity



there is **2-4%** increase in profits.



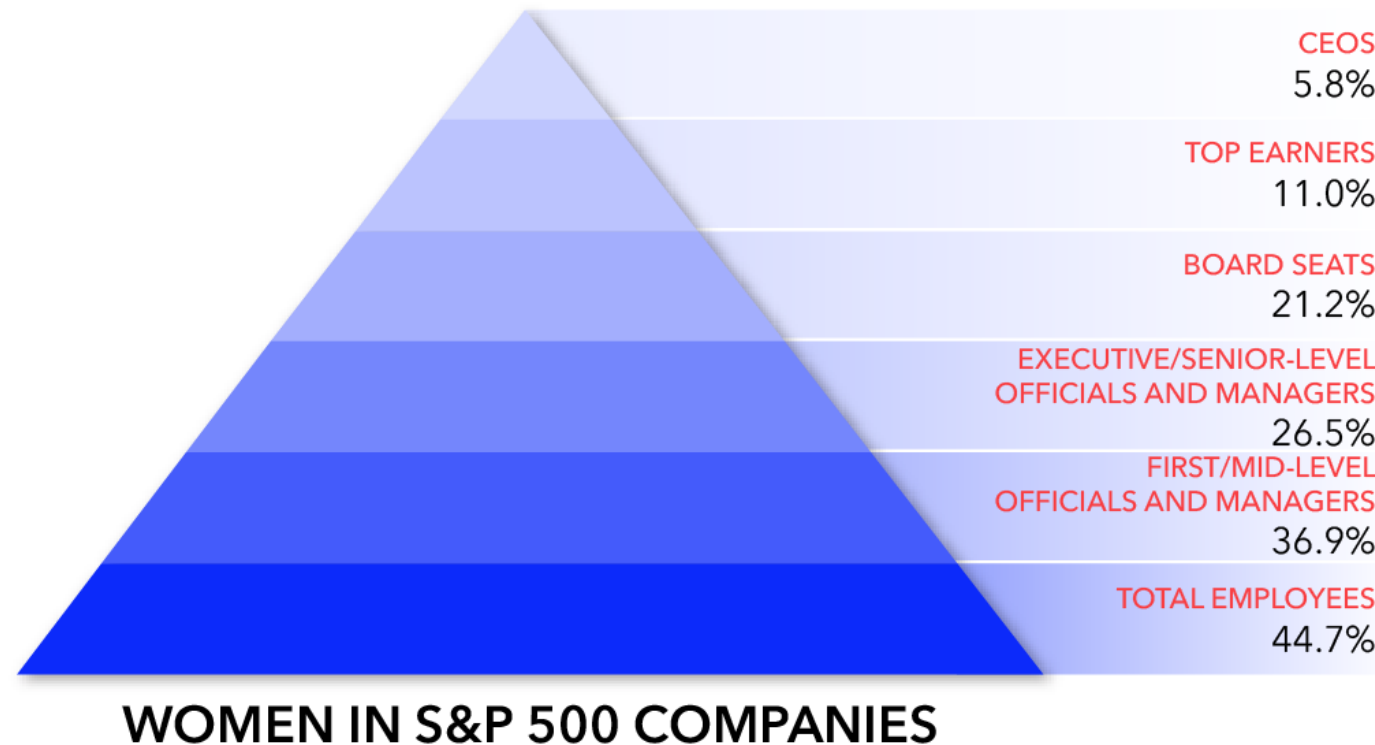
Source: 2015 McKinsey : Diversity Matters



Mixed-gender boards **OUTPERFORM** all-male boards. (McKinsey 2012b)

# **Our Current Reality**

# The Leaky Pipeline: Women in S&P 500 Companies



## Sources

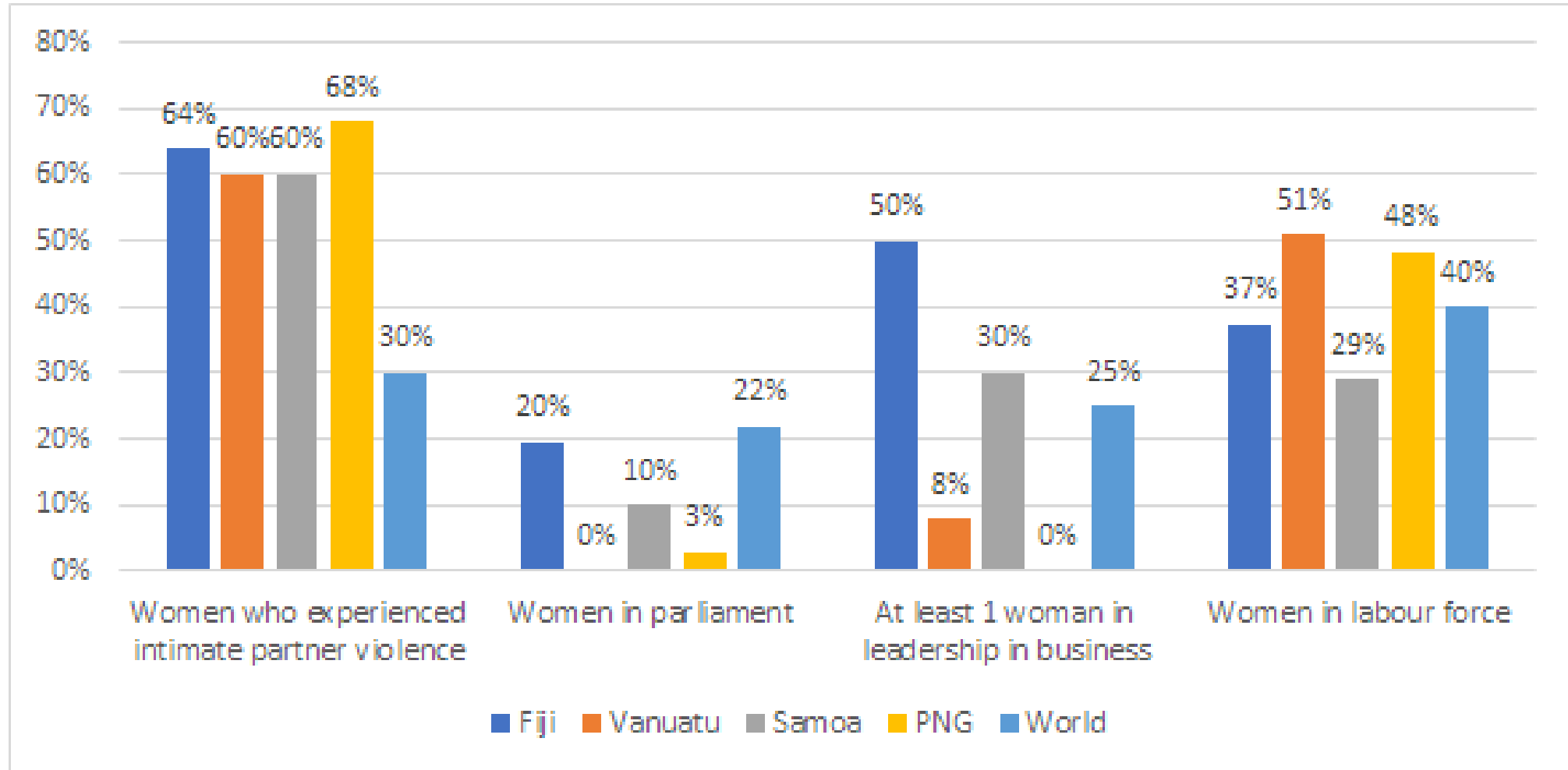
Catalyst, *Women CEOs of the S&P 500* (2020).

EY Center for Board Matters, 2016 Top Earners in S&P 500 Companies, Unpublished data.

Catalyst, *2016 Catalyst Census: Women and Men Board Directors* (2017).

U.S. Equal Employment Opportunity Commission (EEOC), Unpublished 2015 S&P 500 EEO-1 data.

# The Current Reality for Women



Sources: Various Reports; McKinsey Global Institute. (2015). "The Power of Parity: How Advancing Women's Equality Can add \$12 Trillion to Global Growth." McKinsey and Company.

# Unconscious Bias in the Workplace

- Norms are highly gendered and cultural
- Women judged on “performance”; Men on “potential”
  - Women get “Prove it again!” bias, men are presumed to be competent
- Women held to different standards & more likely to receive critical feedback.
- Common language used to describe women: abrasive, bossy, aggressive, strident, emotional and irrational.
- Common descriptor traits: Women = ‘supportive’, ‘collaborative’ and ‘helpful’; Men = are confident and expert

# Sexual Harassment in the Workplace

- Impacts women's employment, job retention and career trajectory
  - causes negative psychological and physical health consequences
  - women may feel forced to tolerate harassment if it means a “trade-off” for a job offer, pay raise, or promotion
  - undermines women's long-term earning capacity
  - reduces women's opps 'cause male managers don't want to be liable
  - Undermines the long-term earning capacity of women workers & contributes to gender wage gap
- High costs to firms and economies:
  - explicit costs: legal expenses, settlements, compromised reputation
  - implicit costs: loss in employee productivity, poor team performance, retention problems; declines in workforce productivity

# Other Gendered Realities

Men apply for a job when they meet **60%** of the qualifications.



Women apply for a job when they meet **100%** of the qualifications.



- **Performance vs. Potential:** women & marginalized groups have to work harder and demonstrate high performance - try to “fit in” rather than demonstrate potential
- Women have less access to training and education
- Women are less likely to take risks or self promote
- 21% of women compared to 12% of men said they did not apply for a job if they thought they might fail
- In 2017, only 2% of investment funding went to female-founded startups in U.S; less than 1% went to non white females



# Why is it like this?

- **Who we see:** Say Manager, think Male.
- **What we value:** entrepreneurship, growth & innovation vs. changemaking
- **Policies AND Processes/Practices** are exclusionary
- **Media:** The media promotes stereotypes & discriminatory discourse
- **Funding & infrastructure** access difficult for women & other marginalized groups
- **Socialization of girls:** compliance, please others, deference



# Case Study: “Facing gender inequality head-on helps SolTuna succeed”

## SolTuna - fish processing

- Largest private employer in the country
- Employed 2/3rds women (1800 total)
- Struggled with absenteeism
- **Analysis:** violence at home, poor financial management, other home responsibilities
- **Response:** responded to violence through training early responders, strengthening procedures and policies; provided financial literacy training; trained women to hold non-traditional, better paid roles



- **Result:** Absenteeism cut by 1/3rd; developed new export markets, hired more staff (2000 total)

Source: Funnel, C. (2019). [“Facing gender inequality head-on helps SolTuna succeed.”](#) IFC.

# **Tips for Employers**

# Assess

- Assess organization's diversity & inclusiveness in:
  - Leadership & Governance
  - Organizational Culture & Values
  - Measurement & Accountability
  - Strong & Transparent HR practices
  - Integration across value chain
  - Pipeline development

# Implement Change

- Develop inclusive policies
- Hold employees responsible for performance they can control
- Empower women / marginalized employees to develop and excel to demonstrate potential
- Be humble and admit mistakes
- Establish mentorship/sponsorship relationships
- Be visible and vocal about commitment to inclusion

# Address Workplace Sexual Harassment

- Eliminating workplace harassment can result in huge savings for companies
- Adopt workplace policy that defines and prohibits sexual harassment
- Provide and require sexual harassment training for all leaders and staff; continue to communicate
- Dismantle impunity culture
- Include sexual harassment in workplace risk assessments (not intimidating) and safe, fair reporting & complaint procedures

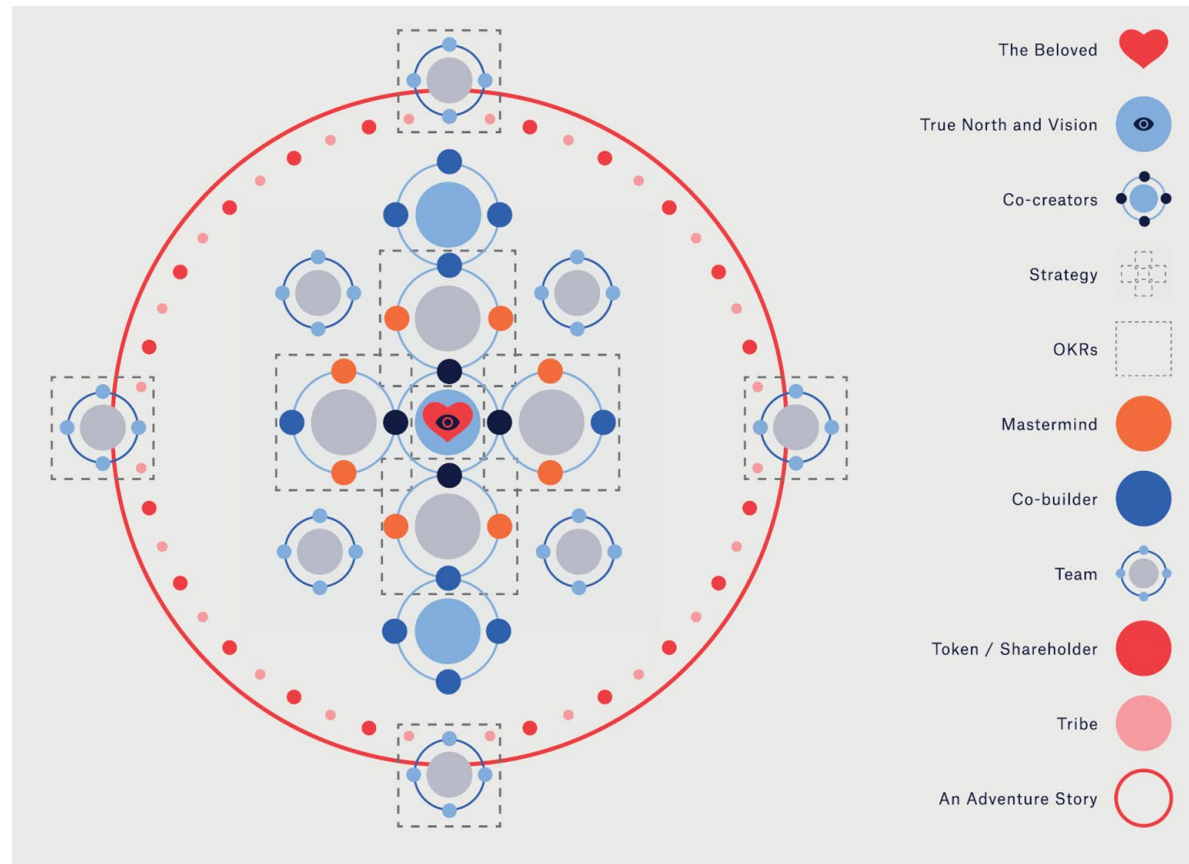
# Recruit Talent

- Be mindful of privilege, and other biases (i.e. homophily, etc.)
- Rather than looking at “obvious” candidates for roles, look at individual contributions
- Involve a larger group to recruit
- Take core values into consideration not just skills and abilities



# Corporate Redesign

- Traditional corporate structure → Circle-like structure
  - Collective human growth
  - Empower decentralized, self-organizing teams
  - Coordination from centre but maximizes the flow and use of information



Source: <https://loveandmagic.company/>



# **Tips for Individuals**

# Self Promote

- Show up to meetings early
- Introduce yourself to new people / consultants / approach your employer
- Ask questions in meetings
- Put forth your own ideas
- Take initiative
- Practice talking about your successes



# Identify Support

- Mentor/role model (someone you want to emulate) - to share your ideas and ask for feedback/insight
- Community - people to practice with, get help from for home, care work, provide feedback
- Be mindful of your span of control: whom can you influence?
- Practice promoting yourself with peers

# Improve Self

- Develop interests & intent
- Build skills & learn by doing
- Counter unconscious bias
- Shape yours & others attitudes: be bold, fearless, optimistic, resilient
- Stay committed & accountable
- Develop a leadership mindset
- Ask for feedback
- Body language matters - Power Poses

