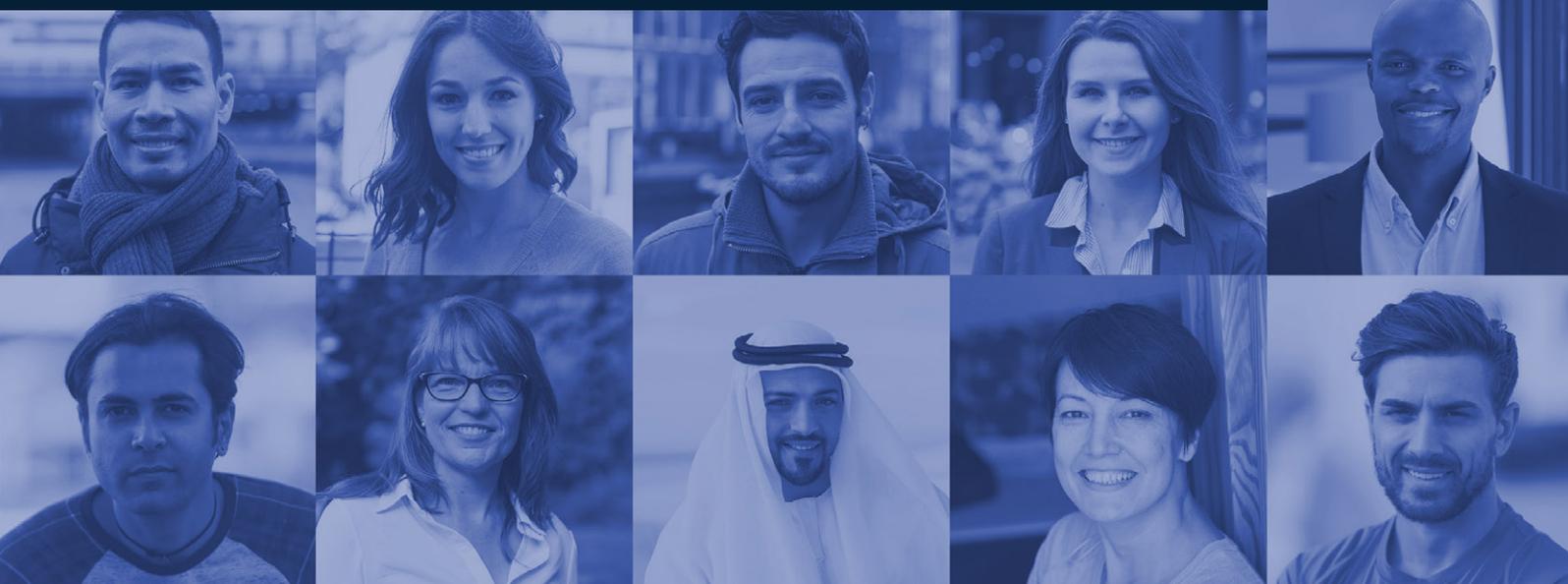




GENDER BALANCE AND INCLUSIVE CULTURES

A Guide for CEOs



THE B TEAM ▶



At The B Team, we envision a world in which business is a champion for equality and leadership reflects the world we live in. **We know that in order to change *how we do business* we need to change *who is in leadership*—and see gender balance and diversity as key levers for change.** We urge brave CEOs and bold boards to meet the need for transformative leadership by pledging to ensure gender balance and diversity in the C-suite and the boardroom by 2025.

Embracing gender balance and diversity is not only a moral imperative, but also an incredible business opportunity. Realizing this opportunity calls for purpose-driven and principled leadership from the top. Our vision for such leadership extends beyond representation of difference to the need for a total system change with C-suite leaders dedicated to transforming their companies and the norms that define business. We believe that this work starts with CEOs, who by combining personal commitment with smart business tactics, have the unique capacity to forge a future of work that is equitable and inclusive—one in which all people will be able to thrive.

This publication is dedicated to our dear friend and B Team Leader Bob Collymore (1958-2019), CEO of Safaricom. Bob was the true personification of leadership in equality and inclusion and we miss him immensely. We hope that other business leaders take inspiration from his 100% human leadership and endeavor to create workplaces of belonging for all.

We created this guide for CEOs who are ready to make change—as well as those already on the journey. It distills what we have learned from business leaders, experts and the latest research to drive meaningful action. As the COVID-19 pandemic continues to exacerbate inequities and movements for racial justice take hold of our world, there has never been a more important time for this work. We value your commitment and know that your leadership on this front can transform your company as well as your community.”

HALLA TÓMASDÓTTIR
CEO, The B Team



GENDER BALANCE AND INCLUSIVE CULTURES A GUIDE FOR CEOs

WHY SHOULD YOU READ THIS GUIDE?

Because despite widespread efforts to address gender inequality, progress [has stalled](#) (or in some cases [regressed](#)) — and CEOs have the unique power to do something about it.

This guide was developed by The B Team—in collaboration with current and former CEO reviewers and expert partners—to help CEOs improve corporate culture, support their employees, and make their business more secure and profitable in the long term by fostering greater diversity and inclusion. Our guidance is focused on three areas: strategy and culture, day-to-day company operations and public advocacy.

[Research](#) shows that investing in gender balance and diversity is beneficial to financial success, employee performance and long-term sustainability. Notwithstanding the benefits, many leaders find it difficult to know where to start or may be unsure of which interventions are truly effective.

We hope this guide serves as a practical roadmap for CEOs who have the unique ability to set an inclusive tone for their companies, implement policies and practices to combat bias, empower individual employees to drive progress and change the face of leadership in their organizations and wider communities.

DEFINING TERMS: GENDER BALANCE, DIVERSITY AND INCLUSION

These are broad terms that can mean many different things. Here we use definitions that are applicable to the workplace and our vision for a more just and inclusive future of work.

- **Gender balance.** [Gender balance](#) refers to “an equitable distribution of life’s opportunities and resources between women and men.” We suggest that [optimal balance](#) in leadership structures is between 40-60%. Beyond the numbers, gender balance involves shifting the norms that have historically defined the workplace and creating cultures where everyone feels safe and free from discrimination, no matter their gender identity. This concept embraces the inclusion of trans and nonbinary individuals and supports the validation of the full scope of gender identity and expression.

- **Diversity** refers to the proportion of people who are different from one another (along the lines of race, ethnicity, nationality, sexual orientation, differently abled individuals, refugee/migration status, religion, gender identity, age, socio-economic background and more). For organizations and leadership structures to be considered diverse they must represent the communities in which they operate. Fostering diversity is [not just a question of numbers](#) or recruitment, it is also about promotion, leadership, opportunity allocation and workplace culture.

For gender balance and diversity to work, leaders and organizations must be inclusive

- **Inclusion** is the glue that holds successful organizations together and a necessary leadership skill. As the great B Team Leader Bob Collymore [once said](#), “Diversity is inviting someone to the ball; inclusion is asking that person to dance.” Extending beyond tolerance, inclusion involves the celebration of difference and the recognition of individual and group biases and prejudices. [Inclusive leaders](#) work to address these biases across teams and through purposeful policies in order to create a culture where all team members feel valued and empowered to be themselves.

“We’ve been trying to tackle the world’s hardest problems with only 50 percent of our collective brainpower. It’s time for that to change. By bringing more women into positions of power and influence, we can finally use the full measure of humanity’s talents and ambitions. We need all the best ideas, and the most courageous leaders, to conquer the challenges ahead.”

MELINDA GATES
Co-Chair, Bill & Melinda Gates Foundation

“The world is increasingly connected and we cannot afford to leave anyone behind. Future global prosperity requires women to be at the forefront of the digital revolution, allowing business to benefit from the world’s smartest minds regardless of gender. The GSMA is committed to bridging the gender divide both in our operations and in the work we do around the world, where mobile technology can help empower women, making them more connected, safe, and able to access life-transforming information and services.”

MATS GRANRYD
Director General, GSMA

IF CURRENT TRENDS CONTINUE, IT WILL TAKE MORE THAN 250 YEARS UNTIL THE WORLD ACHIEVES GENDER EQUALITY IN THE WORKPLACE.

THE PROBLEM

ECONOMIC PARTICIPATION

Globally, there is a **57.8%** gender gap in economic participation and a **27%** gap in the labor force participation rate between men and women.

SENIORITY AND PROMOTION

At every level of the corporate ladder, women and people from historically marginalized groups are disadvantaged, with women of color often the most underrepresented of all. Today, women hold **7.8%** of CEO positions among the Fortune 500, yet only 3 of the 39 female CEOs are women of color. Globally, in **2019** women held just **29%** of senior roles and **20%** of board director seats.

ACCESS TO CAPITAL

According to the **ILO**, globally women are paid **20%** less than men (a figure that varies widely between countries - widening to **34%** in some places). In **2018**, female-founded start-ups in the US received **only 2%** of venture capital investment. And less than **1%** of spend worldwide goes to women owned businesses in corporate and public sector procurement.

HARASSMENT AND VIOLENCE

On a daily basis, women and other marginalized groups are confronted with poor treatment and sexual harassment in the workplace—with **35%** of women having experienced sexual harassment at some point in their career.

LACK OF COMMITMENT AND STALLS IN PROGRESS

These challenges are exacerbated by a lack of meaningful commitment to change and stalls in progress. In **2018**, **only 38%** of US companies set targets for gender balance. In the last decade, the advancement of women in the C-suite and on corporate boards **has stalled**. Moreover, many CEOs that are working to make change fail to allocate the necessary resources and personnel to transform their organizations for the better.

“Equality is critical for our success and at the core of our values. It is an essential part of our business strategy and we set goals for equality just as we do for our growth. Today, half of all our managers are women, yet we want to challenge ourselves and others to raise the bar on equality. By 2022, we aim to close the gender gap in every part of our business and ensure equal pay across 30 countries where we operate. We believe that a strategic and operational commitment to equality will give real results both for the business, and for society.”

JESPER BRODIN

CEO, Ingka Group (IKEA)

5 QUESTIONS FOR CEOS TO ASK

- ▶ Do we set ambitious goals for gender balance and diversity, measure progress each year and hold ourselves accountable for change?
- ▶ Are the board and senior management team sufficiently diverse? If not, what is the plan to make it so?
- ▶ Do we source from a diverse set of suppliers and do our procurement guidelines include anti-discrimination policies?
- ▶ Do we have processes in place to combat bias in hiring, promotion, performance evaluation and opportunity allocation?
- ▶ Do I personally hire, mentor and sponsor people who are different from me?

GOOD PRACTICE CHECKLIST

- ▶ Ambitious and public goals set for achieving gender balance in the boardroom, executive and senior management teams and overall workforce.
- ▶ Key performance indicators established for gender and diversity, with a focus on: board representation, representation by employee category and equal pay for equal work.
- ▶ Progressive, gender-neutral paid parental leave policy that extends beyond legal requirements.
- ▶ Flexible work policy and culture that supports flexible and remote work.
- ▶ Equal access to training, mentorship, sponsorship and promotion opportunities for all employees.
- ▶ Recruitment strategies aimed at diversifying hiring and overcoming bias in the process.
- ▶ Gender lens applied to investment decisions and Corporate Venture Capital (CVC). Special focus and support given to women founders and diverse leadership.
- ▶ Consideration of and commitment to gender balance, safety and inclusion throughout the supply chain.
- ▶ Procurement policies that actively seek partnerships with firms that are owned and operated by women or individuals from marginalized communities.
- ▶ Systems and policies in place for the reporting of grievances without retaliation and holding perpetrators accountable for their actions; no forced arbitration in cases of sexual harassment; and active efforts to prevent harassment and violence both within the workplace and at work functions.

“Inclusion is of central importance to countering the fractured world we live in.”

SHARAN BURROW

General Secretary, ITUC

Advancing gender balance and diversity is difficult work and there are no silver bullets. However, CEOs have the unique power to implement policies to address bias, discrimination and inequality and to promote cultures of respect and inclusion. There is also a powerful business case for CEOs to take action.

INCREASING PROFITABILITY

In OECD countries, closing the gender gap in employment across sectors is strongly correlated with an average GDP increase of 12% over 20 years.

In Pipeline’s original research across 4,161 companies in 29 countries they found that for every 10% increase in gender equity, there is a 1-2% increase in revenue.

Recent research by Credit Suisse found that companies with women directors significantly outperformed those without them in average growth and return on equity. At Sodexo, units of the company that are gender-balanced have greater client retention rates and customer satisfaction than those that are not balanced. Units with gender-balanced management are 13% more likely to deliver consistent organic growth and 23% more likely to show an increase in gross profit over those that are not balanced.

Gender balance on boards has been shown to improve corporate governance, corporate reputation and board oversight while reducing unethical behavior.

IMPROVING INNOVATION AND DISRUPTING CONFORMITY

Research shows that diverse teams and organizations (including people from different backgrounds and life experiences) are more productive, innovative and better at solving problems. A study of 1,700 companies in eight countries found that greater diversity, particularly in leadership teams, corresponded with improved innovation in product lines, with innovation-related revenue accounting for 45% of total revenue, compared to 26% in the less-diverse companies surveyed. In large, complex companies, like Siemens, the positive relationship between diversity and innovation is even stronger. Improved gender balance in the labor force brings new skills to the workplace, and results in growth and productivity gains. Studies show that gender balance and diversity within Research & Development teams leads to new solutions and radical innovation.

Gender bias in research and innovation costs lives and money. Embedding gender analysis into research and product design produces better research as well as more effective, sustainable and innovative products.

AVOIDING RISK

In recent years, cases concerning harassment, discrimination and racism have resulted in serious financial and reputational losses for many companies - not to mention immeasurable damage and suffering to survivors of abuse and mistreatment.

Beyond the high profile and individual cases, entire companies and industries have been exposed and put at risk (including the US janitorial and agricultural industries). CEOs themselves are often criticised for failing to take adequate action to address harassment and discrimination in the workplace - with 49% of women globally stating that CEOs should use their influence to address sexual harassment.

In light of the growing momentum behind the Black Lives Matter movement, some board members are stepping down and calling on the company to replace them with Black candidates.

CAPTURING MARKET SHARE AND ATTRACTING TALENT

Today, consumers increasingly seek brands that share their commitment to transparency, equality, and sustainability. Ethical consumerism is on the rise, especially within younger generations. Audiences and consumers respond positively to greater diversity in companies and in advertisements.

In 2018, Unilever’s ‘Sustainable Living Brands’ delivered 75% of the company’s growth.

Within companies, ethical and inclusive leadership helps staff feel valued as individuals, making them more motivated to build and contribute to strong teams. When business leaders celebrate diversity and intervene in cases of bias and discrimination they not only encourage staff wellbeing and retention, they also increase overall productivity and mitigate risks.

“We know women are disproportionately impacted by corruption, climate change and civic rights crackdowns among others. And we also know of the economic and social opportunity that lies in achieving gender parity. The latest estimates put this reality more than 200 years away. Clearly we cannot wait that long.”

DR. NGOZI OKONJO-IWEALA
Chair of Gavi

TAKE ACTION

JUST LIKE ANY IMPORTANT BUSINESS OPPORTUNITY OR POTENTIAL RISK, THIS WORK REQUIRES SERIOUS COMMITMENT AND INGENUITY. CEOS ARE UNIQUELY POSITIONED TO ENSURE PROGRESS IN THREE AREAS: **STRATEGY, OPERATIONS AND ADVOCACY.**



STRATEGY

Establish gender balance and diversity **targets** across employee categories (including C-suite and the boardroom) embed them in **company culture** and your personal mission as a leader. Keep your language and interventions **positive** as much as possible.

Example: Between 2014-2018, **Danone's** **previously** all-male C-suite became gender balanced and CEO Emmanuel Faber was named a UN Women HeForShe Thematic Champion. Danone has also been part of Bloomberg Gender Equality Index since 2018.

Example: **Salesforce** has **adopted** equality as a core business value, defining action around four areas: pay, opportunity, education and rights. Salesforce has developed a baseline, measures progress each year and publishes the results. In 2015, **Salesforce** was one of the first companies to take a public stance on pay equity. **As of April 2020**, Salesforce has spent more than \$12 million to address unexplained pay differences along the lines of gender as well as race and ethnicity in the US.

Insight: This work requires resources and CEO commitment - expect to invest money, time and people in order to see results.

Insight: Present gender balance and diversity targets as opportunities to your senior team, not as obligations. Encourage (healthy and positive) competition between departments in order to incentivize action.

Insight: As Pipeline CEO Katica Roy says, "the gender pay gap is the symptom, not the disease." To close the gender pay gap and keep it closed you must address bias in the system.



OPERATIONS

Pursue your goals for gender balance and inclusion across the value chain of your business and strive for **increased transparency**. Work to establish **policies and programs** to diversify your suppliers and senior leaders, ensure safe and respectful workplaces and combat bias in hiring, promotion and advertising.

Example: Developed in partnership with UN Women, **Unilever** has a human rights-based intervention programme in its **tea supply chain** to ensure that women and girls are socially, economically and politically empowered and able to work free from violence.

Example: **SABMiller's 4e program in Latin America** works to integrate small enterprises into their corporate value chain, with a focus on creating opportunities for women owned businesses in high poverty areas.

Example: **Coca-Cola** has mentorship and college recruitment programs focused specifically on women and people of color, resulting in **important progress** in the diversification of their workforce.

Example: With Catalyst, **P&G** launched the **Men Advocating Real Change** program to help men understand and address gender bias. 950 senior P&G leaders have completed a MARC Leaders workshop.

Example: **Mastercard's** global **return to work program** gives experienced, mid-career professionals an opportunity to re-enter the workplace. For these returners, including women who may have taken a break to care for families, it provides experience, tools and support to ease their path back to working life.

Insight: Positive interventions (such as voluntary mentorship and targeted college recruitment programs) have been **proven** to do more to shift the face of leadership than mandatory and one-off trainings, which can have unintentional negative effects, such as backlash and reduced advancement opportunities for people from under-represented groups.

Insight: Bias is especially harmful in hiring and advancement. Create and reward strategies to diversify hiring. Ensure equity in promotion and opportunity allocation. Require a meaningfully diverse slate of candidates for every opening.

Insight: Work to advance gender balance and diversity throughout your supply chain in order to increase access to talent and innovation, de-risk operations, and improve stability and sustainability. To drive change, establish baseline standards and advocate for specific policy changes and diversity targets to your suppliers.



We can only close the gender gap by shifting to a way of working in which all employees are able to realize their potential and succeed in their careers without sacrificing their lives. This will be good for women, good for men, good for businesses which are losing out on top talent and good for society."

ARIANNA HUFFINGTON

Founder and CEO, Thrive Global



ADVOCACY

Use your exceptional platforms and expertise to advocate for the importance of gender balance and diversity to investors, national governments, legislative bodies and the media. Support strong and binding legislation in this arena.

Example: Companies like [Fujitsu](#) and [Mercer](#) have provided support for and guidance related to the 2017 UK Gender Pay Gap legislation. Mastercard and Salesforce are two of many US signatories to the [Business Statement for Transgender Equality](#) to support the legal rights and identities of people who identify as transgender or gender non-binary.

Example: B Team Leaders Bob Collymore, Mats Granryd, Arianna Huffington, Mo Ibrahim, François-Henri Pinault and Paul Polman, along with [Avon](#), [Diageo](#) and [Marks and Spencer](#) expressed public support which helped result in the successful adoption of a [new ILO Convention](#) to address violence and harassment in the world of work.

“Crawling towards gender balance is simply not working. We need bold leaders to commit to ambitious, measurable targets: that is the only way we are going to see meaningful change on an acceptable timescale.”

ANDREW LIVERIS

Former CEO, The Dow Chemical Company

“We know that gender inequality persists from the classroom to the boardroom, yet leaders often fail to recognize the size of the prize for the world once we achieve it - a prize that could add as much as \$28 trillion to the global economy.”

DR. AMY JADESIMI

CEO and Managing Director, LADOL

MATRIX FOR CEO ACTION ON GENDER BALANCE & INCLUSION

This simple matrix for action distills specific actions that CEOs can cascade through their executives to deliver continuous, significant progress. It also includes good practice examples from business.



STRATEGY

CEO ACTIONS

COMMIT TO GENDER BALANCE AND INCLUSION

- **Set ambitious and time bound targets for your company** (e.g. gender balance in the C-suite and boardroom by 2025; 40% of all hires will be diverse by 2022).
- **Publicly communicate about the targets you have set** and uplift the good work other companies are doing.
- **Put money behind this effort** to support staff and necessary policy and programmatic changes.
- Commit to **creating a culture that values inclusion, diversity, safety and flexibility.**
- Establish a **Chief Diversity & Inclusion Officer**. Give them authority and direct report to you.
- **Do not participate** in or facilitate all-male or all-white panels or meetings, while trying to avoid tokenism.
- Do not tolerate financial coercion in cases of sexual harassment, assault or other misconduct.

EXECUTIVE ACTIONS

- Establish a **cross-sectional team** including senior staff with remit over this work and a process for staff involvement.
- **Communicate publicly** and to all staff about the company's goals to improve gender balance and diversity.
- Collect gender and demographic **disaggregated data** about your workforce to understand the makeup and set targets for improvement. Ensure this data is governed and treated ethically.

EXAMPLES FROM BUSINESS

- **Ingka Group (IKEA)** has committed to reaching 50/50 gender balance globally by 2022, including all boards, committees, functions and levels. This includes a focus on having more women in predominantly male roles, as well as more men in predominantly female roles.
- **Safaricom** has set a target to have 50% women at the senior management level by the end of 2020.
- As of March 2020, **Unilever** has achieved gender balance across management globally, a year ahead of target.
- **Danone** CEO Emmanuel Faber co-founded Business for Inclusive Growth (B4IG), a global initiative powered by the OECD to advance a new model of growth, including actions for gender equality.
- **Mastercard** recently launched a company-wide, long-term [action plan](#) to Stand Against Racism and Advance Equal Opportunity for All.



CEO ACTIONS

INCREASE TRANSPARENCY

- Pursue **increased transparency** as a goal throughout the value chain of your business.
- **Commit to public reporting** of your gender and diversity data for use by rating organizations such as Bloomberg, MSCI, Equileap and others. These organizations feed public market portfolios and the reliability of data provided by your organization is not only evaluated against your peers, but can bring shareholder support, motivate potential recruits, and garner customer and partner loyalty.
- **Communicate openly** about your challenges as a leader and as a company (including gender and race pay gaps and the makeup of your senior team).

UPDATE AND IMPROVE POLICY

- **Establish a Diversity & Inclusion policy and an action plan for improvement.** Share these with your Board and all employees. If you already have a policy or action plan, revisit it to make sure it is as strong as possible.
- Demand an **end to forced arbitration policy** in cases of sexual harassment.
- Review and improve your flexibility, safety, reproductive health and parental leave policies.

STREAMLINE INCLUSION

- Work to understand and **address the individual and structural biases** that perpetuate inequality in the workplace.
- **Compose diverse and gender balanced senior teams**, recognizing that diverse teams perform better and are more innovative.
- **Require a meaningfully diverse slate of candidates** for every opening.

EXECUTIVE ACTIONS

- Establish mechanisms to **ensure company-wide transparency** around negotiation, pay, reward processes and salary ranges.
- **Provide salary ranges for new positions** (realizing that women are **less likely** to negotiate when there is no transparency around salary range).
- Speak to employees about formal processes for promotion and pay as well as criteria for decision-making. Ensure managers speak to new employees about the informal processes and culture around pay and promotion, including advice for how to navigate the system.
- Beyond reporting on pure representation data, use advanced technology platforms such as Pipeline to report on equitable decision making across hiring, pay, performance, potential, and promotion.

- **Remove forced arbitration clauses** from all new contracts and communicate about this issue to your suppliers.
- Establish **flexible working policies** such as part-time or remote work.
- Provide **gender equal paid parental leave** beyond legal requirements.
- Ensure that employee health benefit policies **support reproductive freedom** including access to and coverage for birth control and abortion care.
- Develop policies to **address pregnancy discrimination** and allow pregnant individuals to manage their pregnancy with dignity and respect.

- Use **positively framed and inclusive tactics** such as: voluntary training and mentorship programs, self-managed teams, diversity task forces and college recruitment targeting women and other under-represented groups.
- **Use tools to combat bias in hiring.** Remove gendered language from job advertisements.
- Use standardized and structured interviews.
- **Eliminate self-assessment in promotion processes** (which tend to hold women back).

EXAMPLES FROM BUSINESS

- **Verve** has complete pay transparency, allowing employees to access the pay of their peers, managers and the CEO.
- In 2018, **Adobe** achieved gender pay parity for its 20,000 employees. They are now focused on opportunity parity to ensure employees are offered equal opportunities to grow and advance in the company.
- Based on the latest analysis of employees at the same level, doing the same role, **Mastercard** has achieved gender pay equity. Women at Mastercard earn \$1.00 to every \$1.00 that men earn.

- Following public pressure from employees, **Google, Facebook, Airbnb** and **eBay** have eliminated the policy of forced arbitration for sexual harassment claims.
- **Danone** has a Global Parental Policy to offer consistent support to employees around the world. It includes extended parental leave for women and men.
- In the US, **Chobani** offers 6 weeks of 100% paid parental leave for mothers and fathers (most employees in the US do not have access to paid parental leave).
- In the US, **Warby Parker** and **Squarespace** provide full birth control coverage for all employees.

- **L'Oréal USA** has a Think Tank program where employees from underrepresented groups can help develop policies to support a diverse workforce. The program has resulted in new disability benefits and improved gender-sensitive healthcare coverage.
- **Facebook** has established an internship program called Facebook University which helps students from underrepresented communities learn about Facebook and pursue careers in STEM.



CEO ACTIONS

EXECUTIVE ACTIONS

EXAMPLES FROM BUSINESS

INCENTIVIZE AND MEASURE PROGRESS

- **Present gender balance and diversity targets as opportunities** to your senior team and encourage competition between departments to incentivize action.
- **Hold yourself and your senior team accountable** for driving change. Consider linking executive compensation and promotion to the achievement of these targets.

- Establish a set of specific **key performance indicators (KPIs)** to measure gender balance and inclusion and track progress.
- **Track your gender and race pay gaps** and put plans in place to close these gaps.
- Undergo an independent **gender and diversity audit**.

- As part of its year-end performance review, **PwC** includes a Global Inclusion Index based on seven KPIs for gender and inclusion.
- **General Motors** has a gender pay gap of less than 3% and publishes gender and segregated pay information in separate pay bands in the company.
- **VMware** has a diversity metrics dashboard with real-time HR metrics and gives each VP a yearly goal of increasing gender balance. Each senior leader's progress is tracked and reviewed by the CEO.

CONSIDER YOUR SUPPLY CHAIN

- Seek to **enhance women's safety and economic empowerment throughout your supply chain**.
- Assess the state of gender imbalance in your supply chain: order an analysis of your corporate spend on female vs. male-owned businesses and set a target for the upcoming year.
- Support female-owned businesses and diverse leadership throughout your supply chain. Provide training and support to help companies compete.
- **Consider the disproportionate impact of modern slavery on women**, and review your supply chain policies accordingly. Take up recommended actions within The B Team's [CEO Guide on Modern Slavery](#).

- **Assess and document your suppliers' policies and practices**, paying special attention to workplace safety, access to family planning, access to childcare, access to paid leave, freedom of association, fair pay, voice and agency.
- Encourage and **incentivize your suppliers to improve** their policies and pay attention to gender balance and inclusion.

- **P&G, L'Oréal, and American Express** are leading on a commitment to supplier diversity through a Daring Circle program with the Women's Forum.
- **Deloitte** has a Universities Enabling Together program to encourage women to pursue supply chain careers.
- **IKEA Retail Japan** provides onsite childcare for working parents.
- **IKEA Retail India** offers door to door transportation services between 6pm–6am to all co-workers and third party contractors so everyone can get to and from work safely and respect government instituted curfews.
- **Ford** is a leader in supplier diversity. In 2013, Ford added 16 diverse Tier 1 suppliers to its network and granted \$1 billion of new business to diverse suppliers.



CEO ACTIONS

EXECUTIVE ACTIONS

EXAMPLES FROM BUSINESS

ADVOCATE AND COLLABORATE

- **Speak out against injustice, bias, harassment and discrimination** in your company and your community.
- Sign onto the [Women's Empowerment Principles](#) and the UN Guiding Principles for Business and Human Rights. Encourage your peers to do the same.
- **Join coalitions** of like-minded CEOs and **partner** with civil society experts to maximize and localize impact.
- **Support necessary policy**, such as pay gap reporting legislation and the ILO Convention on Violence in the World of Work.

- Adopt the recommendations of the **Women's Empowerment Principles** and the **UN Guiding Principles on Business and Human Rights**. Encourage and help your suppliers to do the same.
- Join and engage with the UN Global Compact.
- Encourage your company or CEO to join Catalyst's CEO Champions for Change, PwC's CEO Action for Diversity & Inclusion and the 30% Club Pledge.

- **Danone** brand Bonafont has an official partnership with UN Women, including special edition HeForShe water bottles with proceeds going to UN Women.
- **Kering** is a founding member of One in Three Women, the first European network of companies working to end gender-based violence (signatories also include **L'Oréal, Korian, Carrefour, BNP Paribas** and **SCNF**).
- **Unilever** is one of the founding members of the Unstereotype Alliance. Convened by UN Women, it is a global cross-industry alliance working to eradicate harmful gender stereotypes in advertising. Other members include **IPG, AT&T, Alibaba, Diageo, Facebook, Google, Johnson & Johnson, Mars, Microsoft, P&G, Publicis, Twitter**, and more.

RESOURCES AND ACKNOWLEDGMENTS

ADDITIONAL RESOURCES TO CONSULT

Bloomberg Gender-Equality Index is an investment-quality data source on gender equality.

Catalyst, founded in 1962, works with CEOs and leading companies to build workplaces that work for women.

Edge Certification is a global certification system and label for workplace gender equality.

Equileap Gender Scorecard is a detailed list of gender lens criteria (including 19 data points) and an annual scorecard which is used to feed data to public equities portfolio managers and to evaluate public equity indexes.

Gender Fair rates companies on their fairness practices for leadership, employee policies, advertising and philanthropy.

Harvard Kennedy School Gender Action Portal provides scientific evidence on the impact of policies, strategies and organizational practices aimed at closing gender gaps in economic opportunity, politics, health, and education.

Pipeline is a technology company that increases financial performance by closing the gender equity gap. Pipeline's proprietary SaaS platform uses artificial intelligence to action against gender biases. Pipeline launched the **first gender equity app** on Salesforce's AppExchange and was named one of **TIME Magazine's Best Inventions of 2019**.

The Female Social Network (TFSN) is a social invested network of 17,500+ global communities with an audience of 55 million women, many of whom are mothers and female entrepreneurs. TFSN builds relationships between brands and consumers through real women, technology, data, insights and behavior.

The Female Quotient is a women-owned business that is advancing equality in the workplace through collaboration, activating solutions for change, and creating measurements for accountability.

The Gender and Diversity KPI Alliance (GDKA) is a group of DEI advocates, corporations, academics and trade organizations that supports the adoption and use of a set of Key Performance Indicators to measure gender and diversity.

TheBoardroom Africa (TBR Africa) breaks down barriers to help organizations realise the benefits of increased diversity on boards by accelerating the placement of female board directors. TBR Africa connects peer-endorsed, board-ready women with companies, nonprofits, and organizations across the region for access to board and investment committee service, and provides accredited training programs to prepare female board candidates across Africa and sustain their success.

TIME'S UP™ works to create solutions that cross culture, companies and laws to increase women's safety, equity and power at work. The Time's Up Foundation is a 501(c)(3) public charity which supports the Time's Up Legal Defense Fund and other charitable, programmatic and advocacy initiatives.

UN Free and Equal LGBTI Standards for Conduct for Business offers guidance to companies on how to respect the rights of lesbian, gay, bi, trans and intersex (LGBTI) people and address their specific workplace needs.

UN Guiding Principles on Business and Human Rights outlines the responsibility companies have to respect international human rights standards. The **UN Global Compact** is a platform for CEOs and companies to implement these standards.

What Works: Gender Equality by Design by Iris Bohnet offers 36 research-grounded suggestions for companies to advance gender equality and diversity while combating bias.

Women's Empowerment Principles is an initiative of UN Women and the UN Global Compact offering seven steps to guide businesses on how to empower women in the workplace, marketplace and community.

ACKNOWLEDGEMENTS

A special thank you to our strategic advisors Siri Chilazi and Iris Bohnet, Harvard Kennedy School; and Suzanne Biegel, Catalyst at Large.

We are pleased to acknowledge the following CEOs for their feedback and dedication to equality in the workplace:

Alan Jope (CEO, Unilever), Amy Jadesimi (CEO, Lado!), Andrew Liveris (Former CEO, Dow Chemical), Arianna Huffington (CEO, Thrive Global), Katica Roy (CEO, Pipeline), Mats Granryd (Director General, GSMA).

We also thank the following distinguished reviewers:

Amy Cross (Gender Fair), Ania Calderon (Open Data Charter), Barbara Harvey (Accenture), Carmen Niethammer (IFC), Carolyn Kossow, Charlotte Biering and Sara Olle (EY), Daniel Krasner, Danielle Burt (World Benchmarking Alliance), Drew Keller and Lori Dobeus (Open for Business), Fi Bendall (The Female Social Network), Georgia Surridge (Unilever), Gypsy Kaiser (UN Women), Hester Le Roux and Verity O'Shaughnessy (CARE International), Humarrah Sheikh, Jean Oelwang (Virgin Unite), Jeanette Coombs Lanot (Danone), Lamia Naji (GSMA), Laura Jones (King's College), Lynette Mayne (The B Team Australasia), Kaitlin Jones and Marcia Ashong (TheBoardroom Africa), Marie Konstance, Michelle Aboodi (Unilever), Rebecca Hill, Sean Michael and Shelley Zalis (The Female Quotient), Shamina Singh (Mastercard), Sophie Lambin (Kite Insights), Sylvain Newton (Allianz), Tamsin Jones.

This report was written by Callie Strickland (The B Team) with support and feedback from Emily Bonta, Holly Dunham-Dye, Halla Tómasdóttir (The B Team) as well as Dinah McLeod, Priya Kvam and Tyler Zang. Layout and design by Tyson Design.

WANT TO KNOW MORE OR GET INVOLVED?

Please contact Callie Strickland, Cause Strategist, Gender Equality at cs@bteam.org