



# 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 true champion of equality. 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 marks the first we have issued since the passing of our friend and B Team Leader Bob Collymore, CEO of Safaricom. Bob was the true personification of leadership in equality and inclusion and we will miss him very much. We hope that other CEOs take inspiration from his wonderful example as they endeavor to make workplaces welcoming 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. We hope you find it useful 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 has [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 inclusion is beneficial to financial success and long-term sustainability, and leaders in this space have [higher performing organizations](#). Yet 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](#) 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 supports the recognition, and validation of the full scope of gender identity and expression.

- **Diversity** refers to the proportion of people employed who are different from one another (along the lines of gender identity, race, ethnicity, sexual orientation, differently abled individuals, refugee/migration status, religion, age, socioeconomic background and more). 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. As the great B Team Leader Bob Collymore [once said](#), “Diversity is being invited to the party. Inclusion is being asked 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 their full selves.

“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.

# GENDER AND INCLUSION PROBLEMS AT WORK

## ECONOMIC PARTICIPATION

Globally, there is a **42%** gender gap in economic participation and a **26.5%** 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 **fewer than 5%** of CEO positions in the US and Europe. Globally, women hold just **34%** of managerial positions and only **15%** of all board 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 targets for gender balance and diversity, measure progress each year and hold ourselves accountable for change?
- ▶ Are the board and senior management team sufficiently diverse (i.e. does it go beyond 'tokenism')? 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 targets set for achieving gender balance in the boardroom, executive and senior management teams and overall workforce.
- ▶ Commitment to and transparency around equal pay for equal work, including an annual audit of pay across race and gender and publication of those results.
- ▶ Progressive paid parental leave policy that extends beyond legal requirements and is the same for women and men.
- ▶ 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

Mainstreaming gender balance and inclusion can be difficult and the numbers can be daunting. Yet 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 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, scandals over harassment and discrimination 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.

## 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. FURTHER ELABORATED IN THE MATRIX FOR ACTION, CEOs ARE UNIQUELY CAPABLE OF ADVANCING EQUALITY IN THREE AREAS: **STRATEGIC, OPERATIONAL AND PERSUASIVE.**



## STRATEGIC

Establish gender balance and diversity **targets** and 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. Since then, the company has conducted two equal pay assessments (accounting for gender and race gaps) and spent \$6 million to ensure equal pay for equal work.

**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.



## OPERATIONAL

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. Since beginning targeted recruitment and mentorship programs in the North American group, the representation of African-American salaried employees grew from 19.7% in 2000 to 23% in 2006.

**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.

**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:** Remember that bias is especially harmful in hiring and advancement. Push for and reward strategies to diversify hiring and ensure equity in promotion and opportunity allocation. Require a diverse slate of candidates for every opening.

**Insight:** Work to advance gender balance and inclusion throughout your supply chain in order to de-risk operations, increase access to talent and innovation, improve stability and sustainability and positively advance women's empowerment. To drive change, establish baseline standards and advocate for specific policy changes 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



Use your exceptional platforms and expertise to communicate the benefits of advancing 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. Insight: Partner with civil society experts and join coalitions of like-minded business leaders to improve your understanding of the issues and what works, to gain access to valuable resources and to scale up impact.

**“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 recognise 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

# 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.



## STRATEGIC

### CEO ACTIONS

### EXECUTIVE ACTIONS

### EXAMPLES FROM BUSINESS

## COMMIT TO GENDER BALANCE AND INCLUSION

- **Set ambitious, public and time-bound goals** for your company (e.g. 50% female executives or a 40-60% gender balanced board by 2025).
- **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.
- Do not tolerate financial coercion in cases of sexual harassment, assault or other misconduct.

- 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 inclusion.

- **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.
- **BHP** is on target to meet its goal to have a 50% female workforce by 2025.
- **Unilever CEO Alan Jope** has personally and publicly pledged to have 50% women at manager level by 2020 and they are currently on track to meeting that commitment.
- **Danone** CEO Emmanuel Faber co-founded Business for Inclusive Growth (B4IG), a global initiative powered by the OECD whereby CEOs from participating companies pledge to advance a new model of growth, including by stepping up actions for gender equality.



## 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, motivated potential recruits, and 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

- If you do not have one, **create a Diversity & Inclusion policy** with a mission statement to share with your Board and all employees. If you do have a policy, 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 balanced senior teams, recognising 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.
- **Encourage employees and new hires to negotiate salary** by showing salary ranges (realizing women are less likely to negotiate pay).
- 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.
- **CareHere** allows employees visibility into pay ranges for all positions in the company.
- 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.

- 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.

- **Airbnb** worked with Stanford University to improve their evaluation processes and educate managers about bias in performance reviews.
- **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.
- In the UK, **HSBC, Deloitte, KPMG,** and **Virgin Money** are using blind recruiting tools like the Applied platform to address bias in hiring.



## 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 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 several initiatives focused on promoting diversity and inclusion in supply chains, including the Deloitte and Universities Enabling Together program working 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.



## 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.

**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.

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## WANT TO KNOW MORE OR GET INVOLVED?

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