

### TRENDS & TOP NEWS

#### 1 Beyond the boardroom: 5 tips for improving gender equality across the value chain

ICRW Advisors sat down with Devex to discuss how business can advance gender equality for social and business benefit: (1) leadership buy-in is key; (2) target all parts of the value chain; (3) be authentic; (4) integrate gender across different functions and departments within the organization; and (5) ask the experts. [READ MORE](#)

#### 2 More women are on boards, but they aren't running top board committees

Men generally chair executive, compensation, audit and strategy / financial board committees that tend to be prestige posts; while higher percentages of women chair committees in human resources and corporate responsibility. One hypothesis is that women tend to be newer to board service so chair these less prestigious committees as learning and growth opportunities. [READ MORE](#)

#### 3 Employers can legally pay women less

Employers can legally pay women less than men for the same work based on differences in the workers' previous salaries, according to a federal appeals court ruling. [READ MORE](#)  
Allowing employers to pay women less based on previous salaries perpetuates practices of discriminatory compensation.

#### 4 7 steps to reduce bias in your hiring process

The hiring process is often influenced by unconscious racism, ageism and sexism. Seven steps to reduce bias: (1) Seek to understand, (2) rework your job descriptions, (3) go blind for the resume review, (4) give a work sample test, (5) standardize interviews, (6) consider likeability (if it matters to you), and (7) set diversity goals. [READ MORE](#)

#### 5 The critical role of apprenticeship & mentorship in closing the gender retention gap at BCG

An HBR article explores the key role of apprenticeship and mentorship in increasing retention at BCG. The authors recommend three actions: (1) embed apprenticeship into the delivery of core products and services (also monitor impact), (2) prioritize and monitor relationships (and incentivize leadership to do so); (3) encourage diverse strengths and styles. [READ MORE](#)

#### 6 Integrating gender equality throughout the organization - lessons from the Inter-American Development Bank (IDB)

D&I became a priority for the IDB when the President and other C-suite executives made it one by establishing a Diversity Inclusion Advisory Group. Julie Katzman, Executive Vice President and COO of the IDB (& ICRW Board Member), says their success - which is reflected in achieving [EDGE certification](#) - is "thanks to every department adopting a gender action plan and the ethos surrounding it - and from obsessively tracking their progress." [READ MORE](#)

#### 7 Why women don't see themselves as entrepreneurs

Women own 36% of companies in the US, yet are half as likely as male founders to employ anyone other than themselves and generally earn less revenue. Why women aren't becoming business owners or growing their businesses is traced to the concept of homophily (love of the same). [READ MORE](#)

#### 8 Walmart invests billions to buy from women-owned businesses (WOBs)

Walmart bought \$20 billion worth of goods and services from WOBs in the US in 5 years, but didn't meet its goal of doubling products sourced from WOBs outside the country. Lessons to be learned from its experience: the breadth of challenges women business owners face varies by country and more than just training is needed. Walmart is joining 8 other companies committed to sourcing more from women-owned businesses and to reporting their progress. [READ MORE](#)

#### 9 The gender pay gap is largely driven by motherhood and the burden of unpaid care work

Having children and even marrying has the potential to hurt women's pay relative to men's because the division of labor in the home is still unequal, even when both work full time, with women doing the majority of unpaid care work. [READ MORE](#)

### FEATURED RESEARCH & SOLUTIONS

#### INSIGHTS FOR CURIOUS MINDS

##### ICRW Featured Insight: How the private sector can support recognizing, reducing and redistributing unpaid care work

Globally, women tend to assume greater responsibility than men for unpaid care work—contributing to women's greater time burdens and limiting their labor force participation and empowerment in all spheres of life. With ICRW expertise, the UN High-Level Panel on Women's Economic Empowerment explores how the private sector can help, such as through investing in products that save women time and promoting redistribution of care work. [READ MORE](#) and access an accompanying [toolkit](#).

##### ICRW Featured Research: Empowering female workers in the apparel supply chain

ICRW recently conducted interviews with a variety of stakeholders in apparel sector supply chains to understand the challenges women in the workforce face and potential areas for improvement. The research highlighted three critical areas for global apparel sector investment to boost economic empowerment of women: (1) address informality, (2) go further to end violence, and (3) join global efforts to recognize childcare needs. [READ MORE](#) from ICRW's Director of Economic Empowerment and find the full BSR report based on the research [here](#).

##### New evidence on the business case for investing in women throughout the value chain

This IFC report highlights a growing body of evidence showing how companies can benefit from investing in women as employees, entrepreneurs, customers and community partners. Such investments help companies in several ways, from broadening the talent pool to increasing productivity and providing an opportunity to transform local and global markets. [READ MORE](#)

##### Examining drivers of the gender pay gap & recommendations

Mercer finds that the gender pay gap is strongly driven by differences in the career levels and roles occupied by women and men, signifying that equity strategies on hiring, promotion and retention are critical. Other recommendations include: actively manage pay equity, consider the ramification of automation on female representation, do not rely on prior pay and consider the importance of institutional realities (e.g., minimum wage and labor unions) in promoting equity. Read more findings and the full report [HERE](#)

##### Why and how to integrate women and other underutilized suppliers in corporate supply chains

WeConnect International delves into the history and business case of supplier D&I, as well as changing global economic factors impacting supplier D&I. Strategies for success include, for example: engage in-country advocates and support supplier development. [READ MORE](#)



### CORPORATE CIRCLE MEMBER SPOTLIGHT

#### PwC

More than 150 companies have joined a new CEO-led alliance for diversity and inclusion, which is led by a steering committee of CEOs and leaders from several companies including PwC. The new initiative, CEO Action for Diversity & Inclusion, has a website ([CEOAction.com](#)) with more than 70 examples of the most effective efforts developed by companies, including flexible work practices and gender equality programs.

Each signatory to the alliance has committed to the following three steps: (1) continue to cultivate workplaces that support open dialogue; (2) implement and expand unconscious bias education, and (2) share best known - and unsuccessful - actions.

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### DID YOU KNOW?

Women hold 15% of board seats worldwide, a slight increase from the 12% reached in 2015, according to recent Deloitte research. Investors play an influential role in advocating for change in boardroom composition and having women in top leadership positions is connected to an increased number of board seats held by women.

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### UPCOMING ICRW EVENTS

**All in For Gender Equality**  
*Honoring Visionary Leaders, Celebrating Next Gen Trailblazers*

**Monday, September 18<sup>th</sup>**  
12 pm - 1:45 pm

**Location: Apella at Alexandria Center, New York, NY**

**Send Inquiries to Julia Drost:**  
[jdrost@icrw.org](mailto:jdrost@icrw.org)

**The ICRW Corporate Circle Fall Summit 2017** will be in November with the exact dates, location and topic to be announced.

### Thank You ICRW Corporate Circle Members for a successful Spring Summit!

**May 10<sup>th</sup>, 2017, New York, NY -**  
The Spring Corporate Circle Summit included a presentation from and discussion with Lareina Yee, Senior Partner at McKinsey & Company, on McKinsey's gender parity research and how to support gender diversity and inclusion at companies.



ICRW Corporate Circle co-chair, Indhira Arrington of Wells Fargo, discussing women in the workplace with Lareina Yee.

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