

TRENDS & TOP NEWS

1 The next sustainability frontier - Gender equity as a business imperative

In this SSIR article, ICRW Advisors highlights how eliminating gender inequities and advancing women's empowerment is material to companies. The impacts of gender on value drivers of risk reduction, growth and productivity are explored and four company actions outlined: (1) conduct analyses to understand where and to what extent gender is material to the business; (2) get out of siloes to learn from and collaborate with colleagues across the business; (3) implement gender friendly policies, programs and initiatives; (4) collect and use data to quantify business benefits; and (5) be bold, take action and share results. [READ MORE](#)

2 Why women aren't CEOs, according to women who almost were

Many senior women in business are concluding that the barriers are more deeply rooted and persistent than they wanted to believe. What they say: Women are often seen as dependable, less often as visionary. Women tend to be less comfortable with self-promotion. Men remain threatened by assertive women. [READ MORE INSIGHTS](#)

3 Even after the glass ceiling yields, women find shaky ground

Earlier this year – and for the first time – more than 5% of chief executive roles at publicly traded companies on the S&P 500 Index were held by women. Yet several women have recently departed from these posts. One potential contributor is that women are more likely than men to be promoted to CEO of a troubled company and female CEOs in their first year are 34% more likely to be targeted by an activist investor - which was the case for Sheri McCoy who just left her post as CEO of Avon. [READ MORE](#)

4 Observations and suggestions for women who have made it to the top of companies

Observations and suggestions from women corporate leaders to other women include: Seize opportunities to run divisions that produce revenue; take responsibility for managing your career; and find multiple mentors and sponsors. [READ MORE SUGGESTIONS](#)

5 It's time for companies to try a new gender equality playbook

More than 75% off CEOs include gender equality in their top 10 business priorities, but gender outcomes across the largest companies are not changing. Why? There is a gap in translating top-level commitment into a truly inclusive work environment. Gender playbooks need to be written to encourage relentless execution, fresh ideas and courageous personal actions. [READ MORE](#)

6 Two types of diversity training that really work

A recent analysis of 40+ diversity training evaluations shows that diversity trainings can work, especially when they target awareness and skill development and occur over a significant period of time. Two training exercises that show promise: Perspective taking (walking in someone else's shoes) and goal setting (related to diversity in the workplace). [READ MORE](#)

ICRW Advisors has a curriculum on goal setting and can conduct perspective training, as well as measure the impact of the training.

7 Starbucks investors press coffee chain to equalize family leave

A group led by Zevin Asset Management announced it would pressure Starbucks to inform shareholders of whether its paid family leave policy – which offers less leave to retail workers than to corporate employees – might count as employment discrimination. Shareholder resolutions are becoming more popular as a way to press for gender equality. [READ MORE](#)

8 The push for pay equity is growing, despite the rollback of the Obama-era rule on gender pay data

The White House has halted an Obama-era rule requiring large companies to share data with the government on employee pay disaggregated by race and gender – but human resources experts and advocates for equal pay say it's unlikely to slow the push toward pay transparency that employees, shareholders and local governments have demanded in recent years. [READ MORE](#)

9 Tech's damaging myth of the loner genius nerd

The myth that programming is done by loner men who think only rationally and communicate only with their computers harms the tech industry in ways that cut straight to the bottom line. The loner stereotype can deter talented people from the industry — not just women, but anyone who thinks that sounds like an unattractive job description. Furthermore, empathy is a key attribute and skill in the tech industry and beyond. [READ MORE HERE](#)

10 Push for gender equality in tech? Some men say it's gone too far

After increasing revelations of harassment and bias in Silicon Valley, a backlash is growing against initiatives and efforts to support women in tech. Discontent may be traced to favoring women for promotions or hiring in efforts to reach diversity goals, as well as the ways that incentives are being presented. This highlights the need for more inclusive approaches and efforts targeting and engaging men. [READ MORE](#)

11 Levi's will require all vendors to implement well-being initiatives starting in 2020

Levi's supply chain team – which merged with its sustainability team – leads the “Worker Well-Being Initiative,” an initiative that has been made mandatory for all Levi's vendors to implement beginning in 2020. The initiative supports vendors in developing and implementing their own plans to address the needs of their workforce. Initial results reveal improved productivity for vendors, while the initiative has enhanced Levi's relationship with suppliers and improved public relations with millennials. [READ MORE](#)

12 Facebook training women entrepreneurs in India to grow their businesses through social media

Facebook and the Odisha government of India are partnering to conduct digital marketing skills training to ~25,000 women owners of micro, small and medium enterprises in the next year. The effort is part of #SheMeansBusiness, an initiative of Facebook to help women entrepreneurs grow their businesses through leveraging social media. [READ MORE](#)

13 When male unemployment rates rise, so do sexual harassment claims

Women's progress towards economic parity may present a threat to the way that men understand their own roles in the workplace and in society in general. This HBR article highlights why and how sex discrimination and sexual harassment in the workplace is a way for men to assert power and control. A workplace that gives men constructive ways to assert their gender identity may be better positioned to prevent sex discrimination. [READ MORE](#)

FEATURED RESEARCH & SOLUTIONS

INSIGHTS FOR CURIOUS MINDS

Women in the Workplace 2017

Women remain underrepresented at every level in corporate America, but the good news: company commitments to gender diversity is at an all-time high for the third year in a row. Key findings from a McKinsey & LeanIn study: (1) the bar for gender equality is too low with 50% of men thinking women are well represented in leadership in companies where only 10% of senior leaders are women; (2) women hit the glass ceiling early; (3) men are more likely to say they get what they want without having to ask; (4) women get less of the support that advances careers; (5) women are less optimistic they can reach the top; (6) men are less committed to gender diversity efforts; and (7) many women still work a double shift with 54% of women doing all or most of the household work compared to 22% of men. [READ MORE](#) Find more articles related to this report in Wall Street Journal in their special issue on **Women in the Workplace**.

How to close the gender gap in the labor force

Scientific American explores three sets of differences between men and women – responsibilities for care and housework, human capital investments, and treatment by markets and institutions – that get in the way of equitable economic opportunities, and often in ways that reinforce one another. To be effective, policies and interventions need to target the multiple underlying factors that drive gender differences in access to economic opportunities. [READ MORE](#) (subscription required)

Tackling childcare: The business case for employer-supported childcare

This IFC report discusses how companies can identify the type of childcare support they could offer to their employees—from on-site childcare to subsidies—that best suits the needs of their particular workforce. The report highlights how investments in employer-supported childcare can strengthen the bottom line through recruiting and retaining talented people and boosting profits and productivity. [READ MORE](#)

The power of procurement: How to source from women-owned businesses

This UN Women guide highlights barriers and challenges preventing women-owned businesses from accessing and fully participating in local and global values chains. It provides tools and techniques for reducing or eliminating these barriers.

[ACCESS THE GUIDE](#)



Photo courtesy of the Gap Inc. PACE program

SPOTLIGHT:

CHAMPIONS OF WOMEN IN BUSINESSES

FT and HERoes launched their Champions of Women in Businesses lists, which highlight both male and female role models who are helping address the gender imbalance in business. The top female champion is Melanie Richards, Deputy Chair of KPMG. Under her direction, KPMG published a detailed diversity profile of its workforce -- an industry first. The top male champion is Vittorio Colao, CEO of Vodafone Group plc, who increased the number of women in director roles by 12% and championed a global maternity policy. Vodafone seeks to technologically and financially enable 50 million women in emerging markets.

[EXPLORE THE LISTS](#)

DID YOU KNOW?

Nordea, the largest bank in the Nordic region, finds that firms with women as CEOs or heads of the Board of Directors (at the end of the calendar year) had a 25% annualized return, which is more than double the 11% that the MSCI World Index has delivered based on equal weightings.

Funds overseen by Nordea reflect the logic of the study with women leaders representing a positive factor in their company analyses.

[READ MORE](#)

Thank you to all ICRW corporate partners who attended and/or sponsored ICRW's All in For Gender Equality event in New York on September 18th.



Champions for Change award winners and special event guests with ICRW leadership (from left: Cherie Blair, Dr. Rajiv Shah, Kate Price, Julie Katzman, Sarah Kambou, Barbara Pierce Bush, Gracia Violeta Ross Quiroga, The Honorable Carolyn Maloney, Paul Polman).



Ashley Judd with Gap Inc. P.A.C.E. leadership (Kindley Walsh-Lawlor) and partners (Chitra Ramdas & Anant Ahuja).

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