



Catalyzing Change

Empowering Women in the Workplace





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Agenda

- 1. Introduction**
- 2. Current landscape of women in the workforce**
- 3. Debunking common myths that stall progress**
- 4. Dismantling barriers with practical strategies**
- 5. Q & A**

The

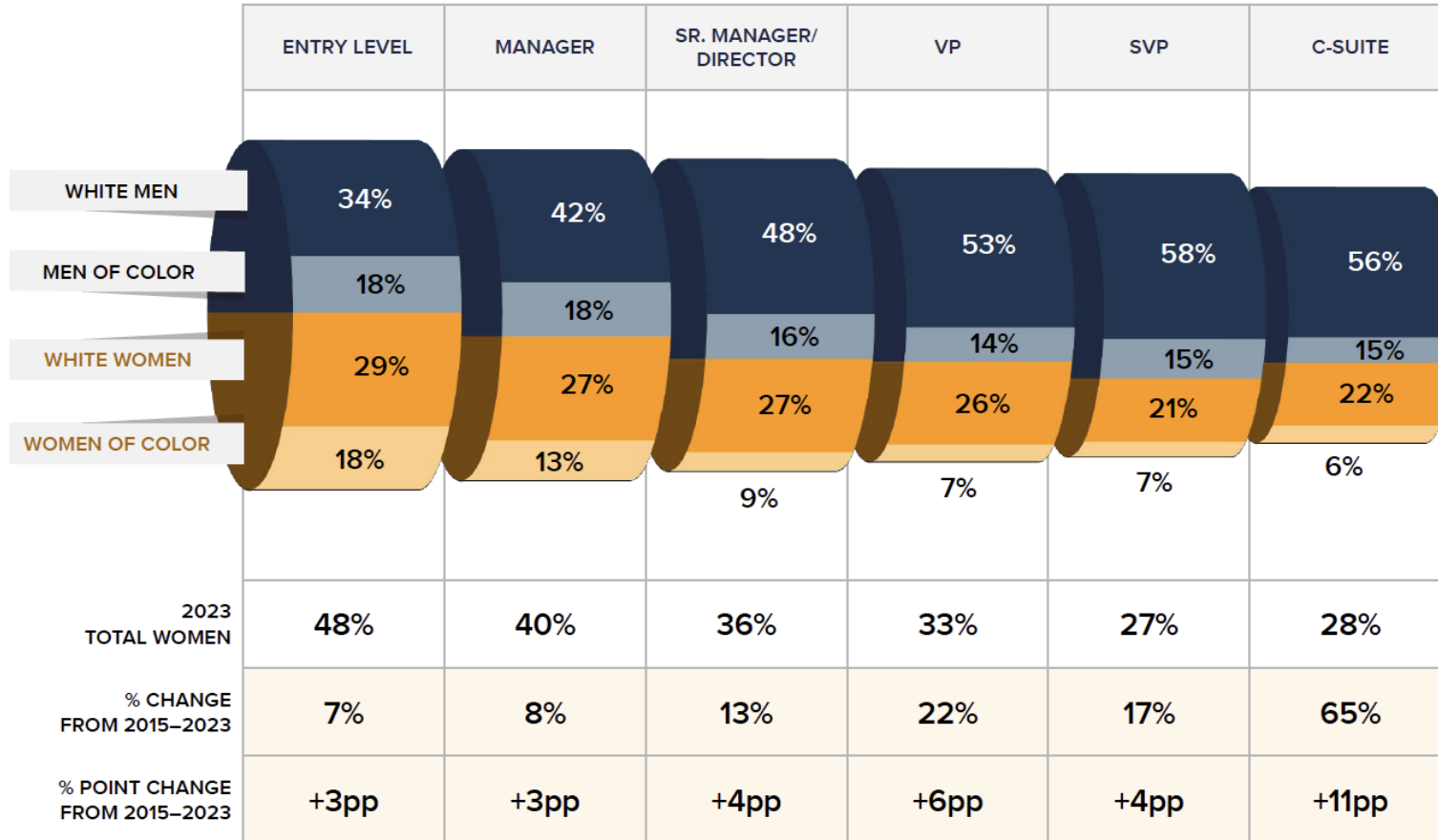
Current

Landscape

REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE⁷

WOMEN MEN

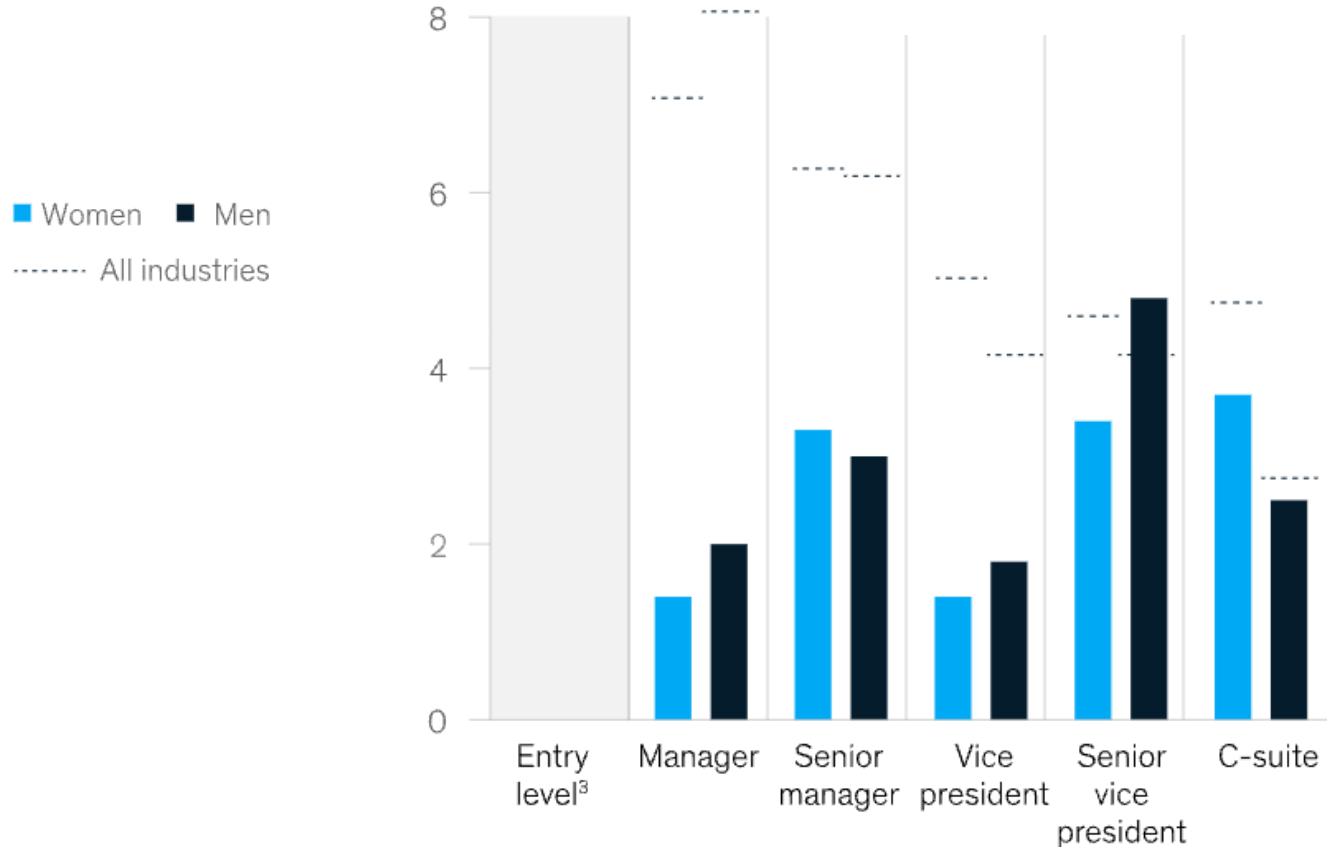
% of employees by level at the start of 2023



Progress has been made but growth remains

Women account for
70% of the global healthcare
workforce
but only **25%** of healthcare
leaders are women

Promotion rates for women in healthcare are generally far lower than those of other sectors



Healthcare
has some
explaining
to do

Women represent



1 in 4
C-suite leaders

Women represent



1 in 4
C-suite leaders



But women
of color is
just 1 in 16

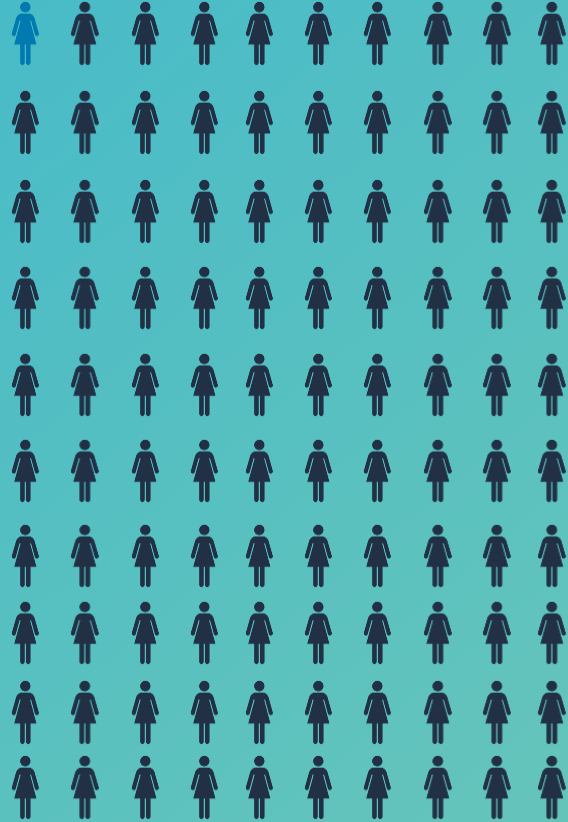
Women represent



1 in 4
C-suite leaders



But women
of color is
just 1 in 16



And for
Latinas it is
only 1 in 100

“People need to see leaders who look like themselves to understand that it’s possible for them.”

BLACK WOMAN
DIRECTOR

“It’s disheartening to be part of an organization for many years and still not see a person like me in senior leadership. Until I see somebody like me in the C-suite, I’m never going to really feel like I belong.”

LATINA
PROFESSIONAL

Making good business sense

87% of top Fortune 500 companies led by a female CEO reported above average profits compared to only **78%** without a female CEO



Debunking The Myths

MYTH:

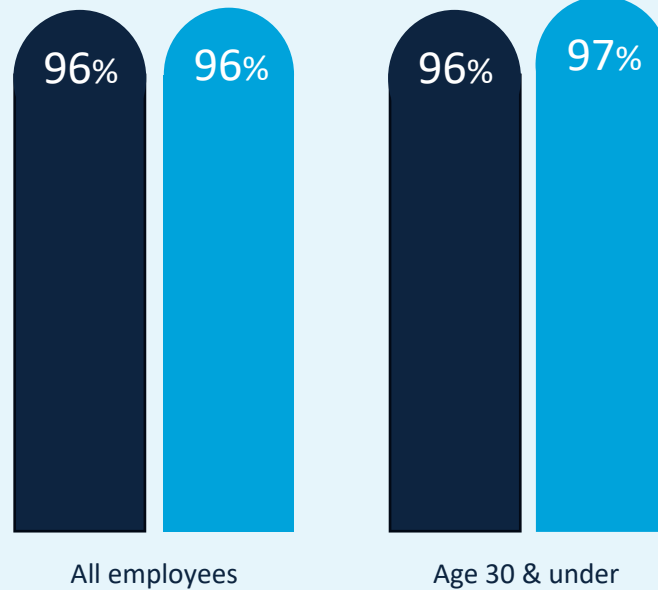
**Women are becoming
less ambitious**

FACT:

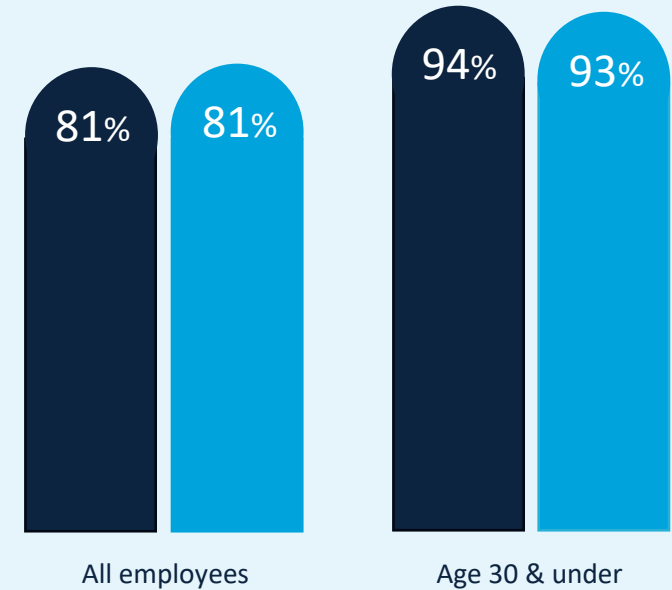
Women are equally as ambitious

● Women
● Men

View career as important



Interested in getting promoted to next level



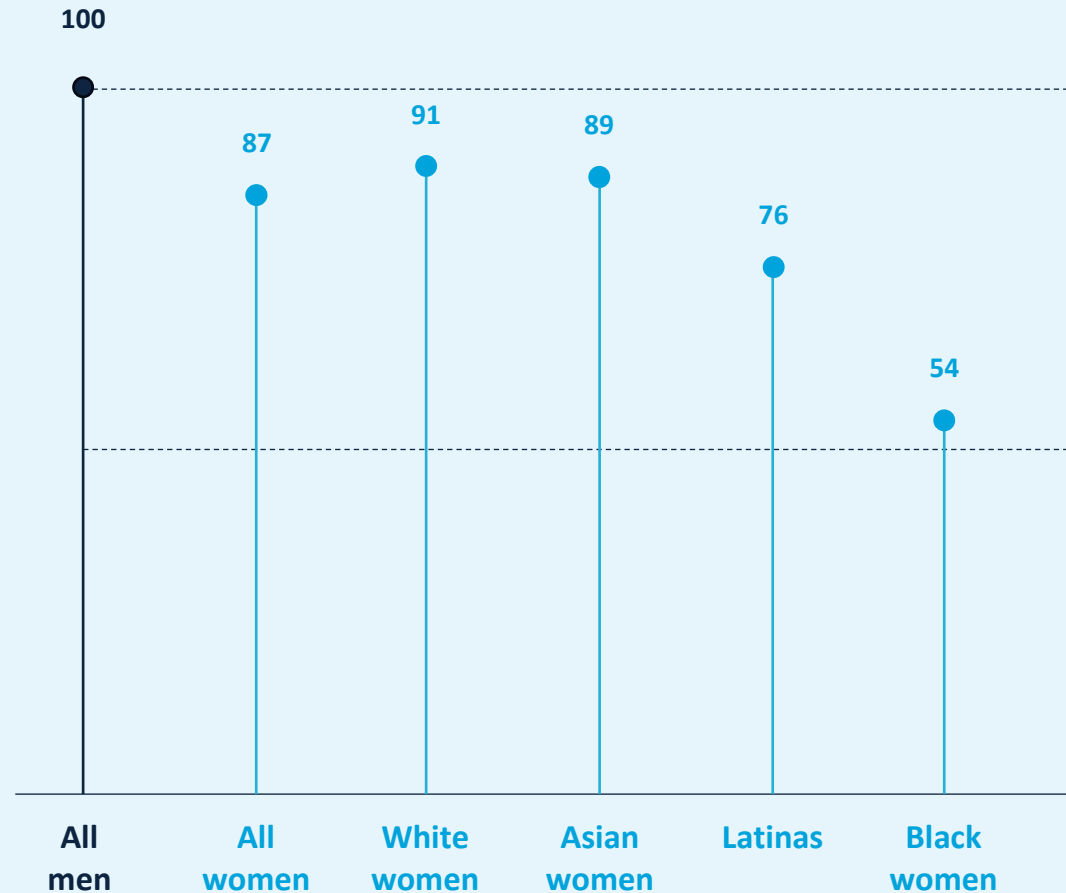
MYTH:

**The biggest barrier is
the glass ceiling**

FACT:

**Broken rung
prevents
getting to
ceiling**

Ratio of promotions for men vs women

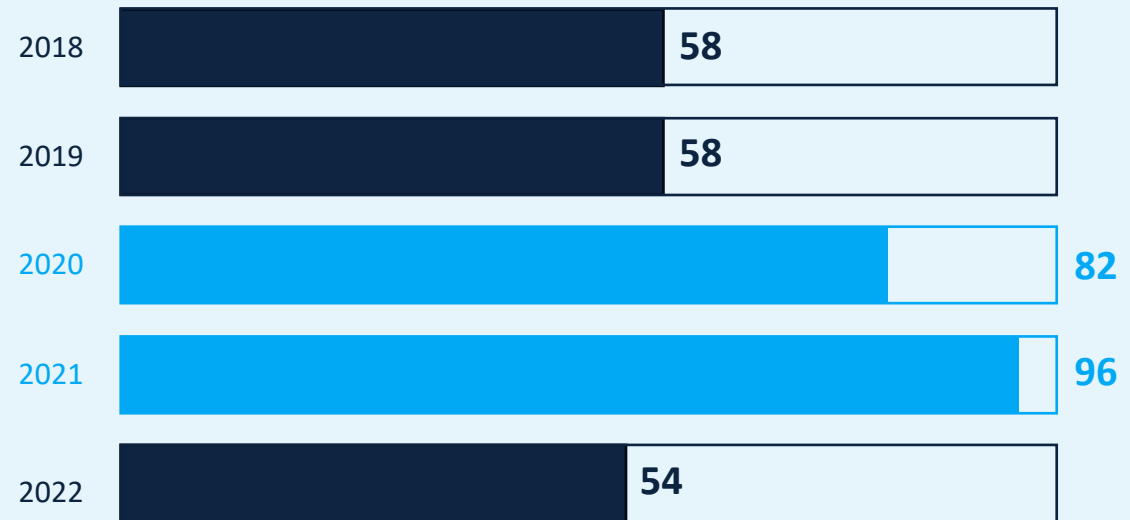


FACT:

Broken rung prevents getting to ceiling

Progress for early career Black women remains farthest out of reach

After rising in 2020 and 2021, the number of Black women promoted to manager for every 100 men has fallen back to 2019 levels.



**“Women are hired for
what they have done.**

**Men are hired for
what they can become.”**

MYTH:

**Microaggressions have
a “micro” impact**

FACT:

Aggressions are “micro” in name only

Women who experience microaggressions and self-shield are...

4.2x

more likely

to almost always feel
burned out

3.3x

more likely

to consider leaving
their company

2.6x

more likely

to say they wouldn't
recommend their
company

3.8x

more likely

to feel they don't have
an equal opportunity to
advance

“It’s like I have to act extra happy so I’m not looked at as bitter because I’m a Black woman. And a disabled Black woman at that. If someone says something offensive to me, I have to think about how to respond in a way that does not make me seem like an angry Black woman.”

BLACK WOMAN WITH A PHYSICAL DISABILITY

ENTRY LEVEL

“I had an experience with a boss...being painted as sassy, feisty or rude. I feel like I have to be so careful about how I’m doing here – about what I’m doing here – because I just feel like I’m really going to get mischaracterized if I’m not careful with my words”

LATINA, TRANS WOMAN
ENTRY LEVEL

“We experience a sense of un-belonging in many spaces and constant microaggressions based on our identities as indigenous people.”

INDIGENOUS WOMAN
DIRECTOR LEVEL

MYTH:

**Only women want
flexibility**

FACT:

Flexibility is gender neutral



Opportunities
to work remotely

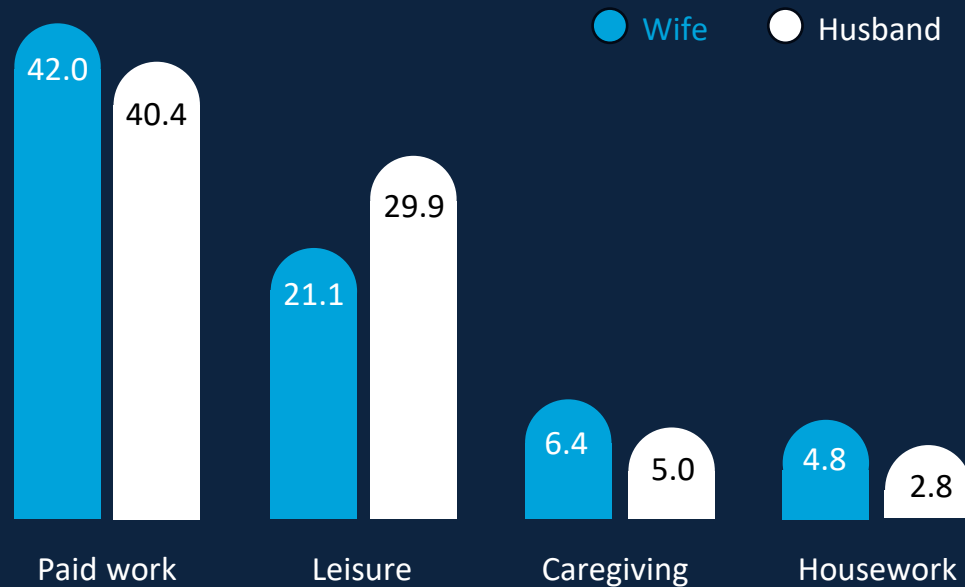


Control over
when you work

FACT:

Women still do more at home

In **wife primary earner marriages**, average number of hours spent on _____ each week



Dismantling Barriers

Measure and plan

1. Track hiring, promotions and attrition
2. Make sure data can be sliced by a variety of factors
3. Be transparent on results and efforts



Empower managers to be people leaders

1. Treat DEI as a top business priority
2. Promote a growth mindset
3. Build trusting relationships with teams



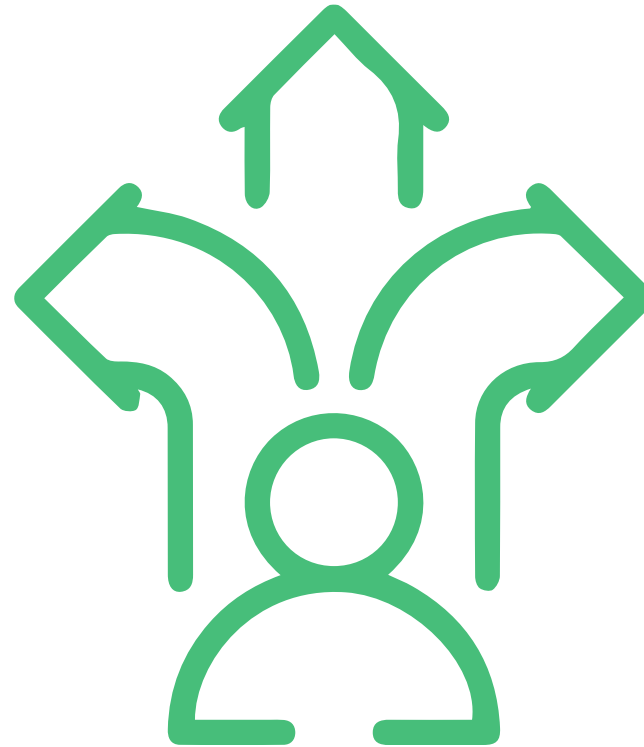
Confront microaggressions

1. Be clear that microaggressions are unacceptable
2. Invest in bias and allyship training
3. Foster a culture of speaking up



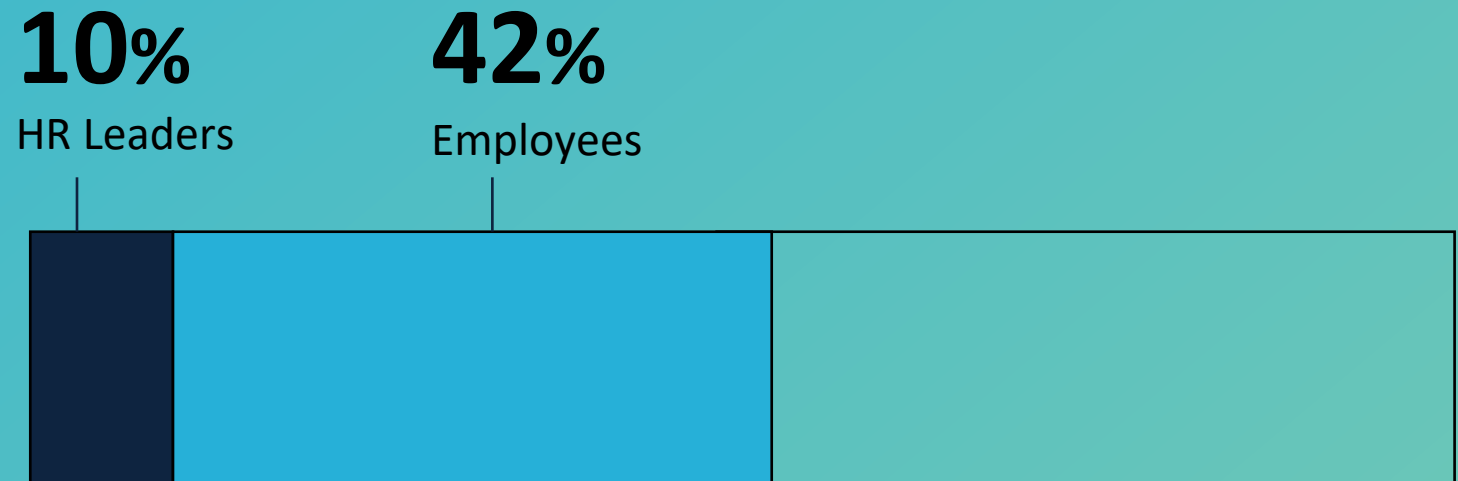
Focus on flexibility

1. Establish clear guidelines and norms
2. Measure and adjust
3. Create a level-playing field



Focus on flexibility

View flexibility as top driver of company's success



Repair the rung

1. Evaluate performance fairly
2. Invest in women of color
3. Track inputs and outputs



Q&A