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**

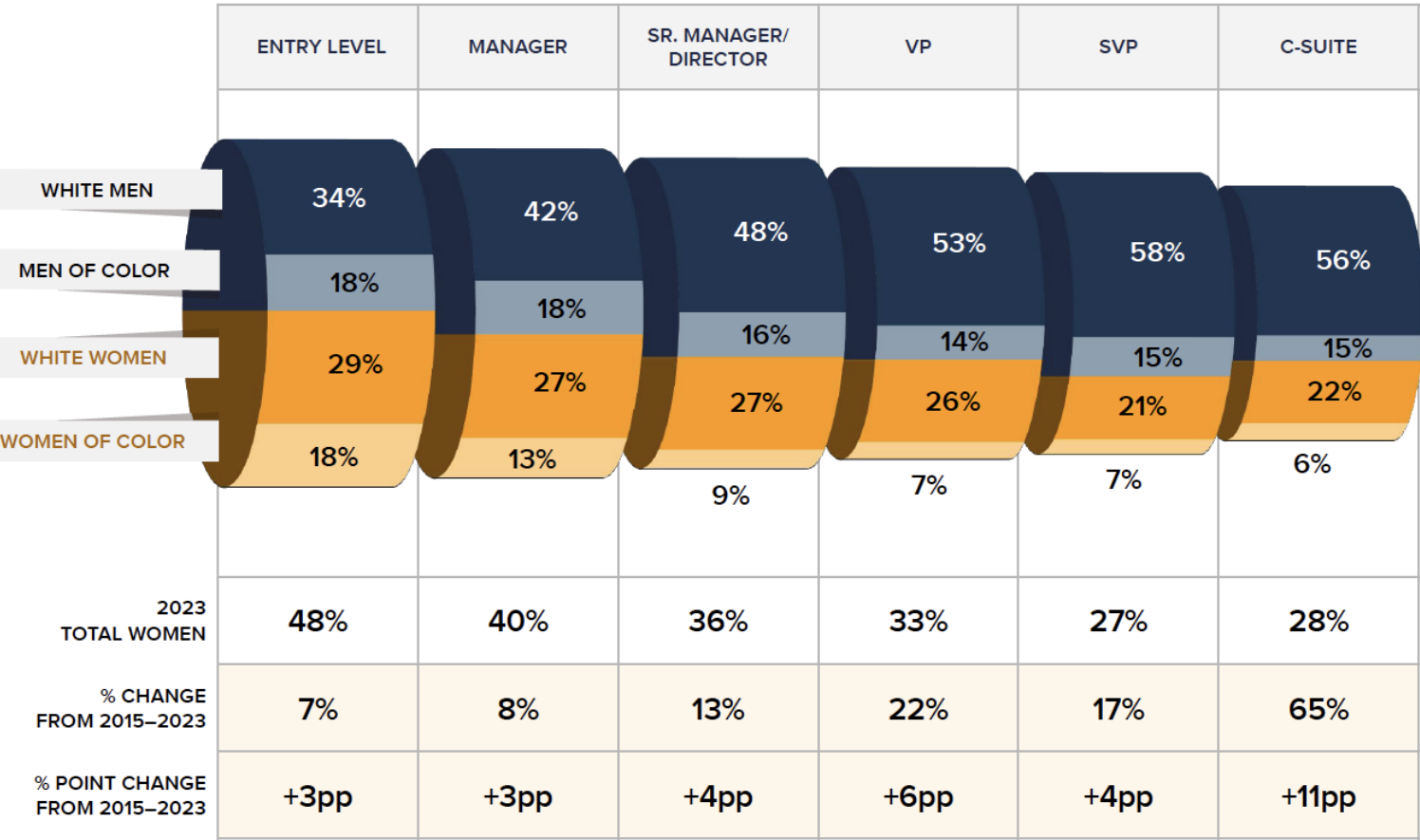4. **Dismantling barriers with practical strategies**

5. **Q & A**

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The Current Landscape

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**REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE[7]**

WOMEN — MEN

% of employees by level at the start of 2023

	ENTRY LEVEL	MANAGER	SR. MANAGER/ DIRECTOR	VP	SVP	C-SUITE
WHITE MEN	34%	42%	48%	53%	58%	56%
MEN OF COLOR	18%	18%	16%	14%	15%	15%
WHITE WOMEN	29%	27%	27%	26%	21%	22%
WOMEN OF COLOR	18%	13%	9%	7%	7%	6%
2023 TOTAL WOMEN	48%	40%	36%	33%	27%	28%
% CHANGE FROM 2015–2023	7%	8%	13%	22%	17%	65%
% POINT CHANGE FROM 2015–2023	+3pp	+3pp	+4pp	+6pp	+4pp	+11pp

Progress has been made but growth remains

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

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Promotion rates for women in healthcare are generally far lower than those of other sectors
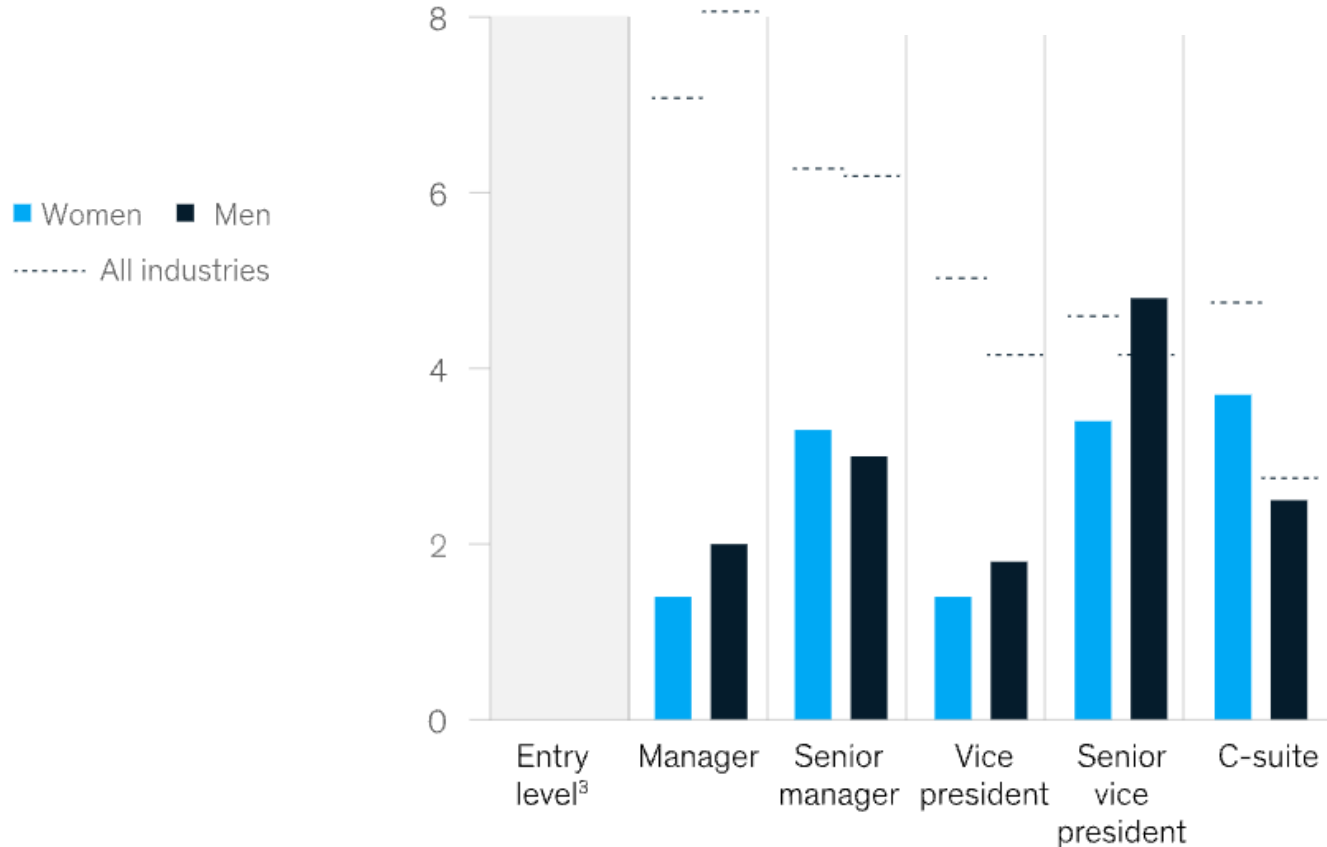
Healthcare has some explaining to do

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**

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Debunking The Myths

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MYTH:

Women are becoming less ambitious

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FACT:

Women are equally as ambitious

● Women
● Men

View career as important

96% 96% — All employees
96% 97% — Age 30 & under
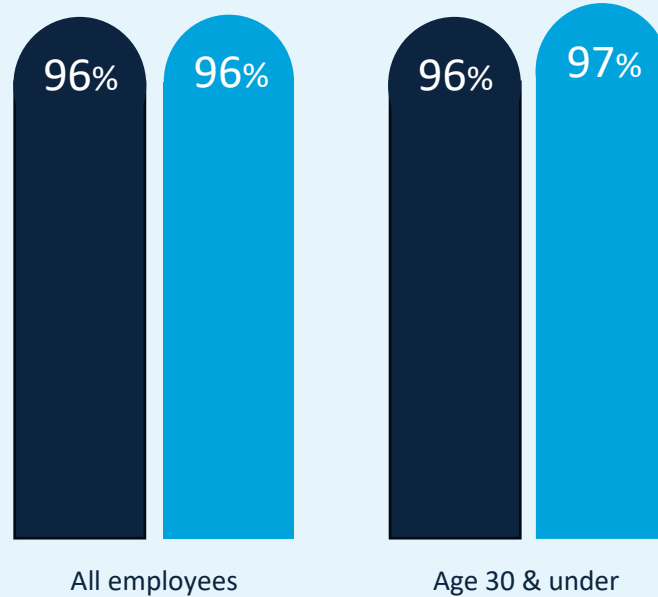
Interested in getting promoted to next level
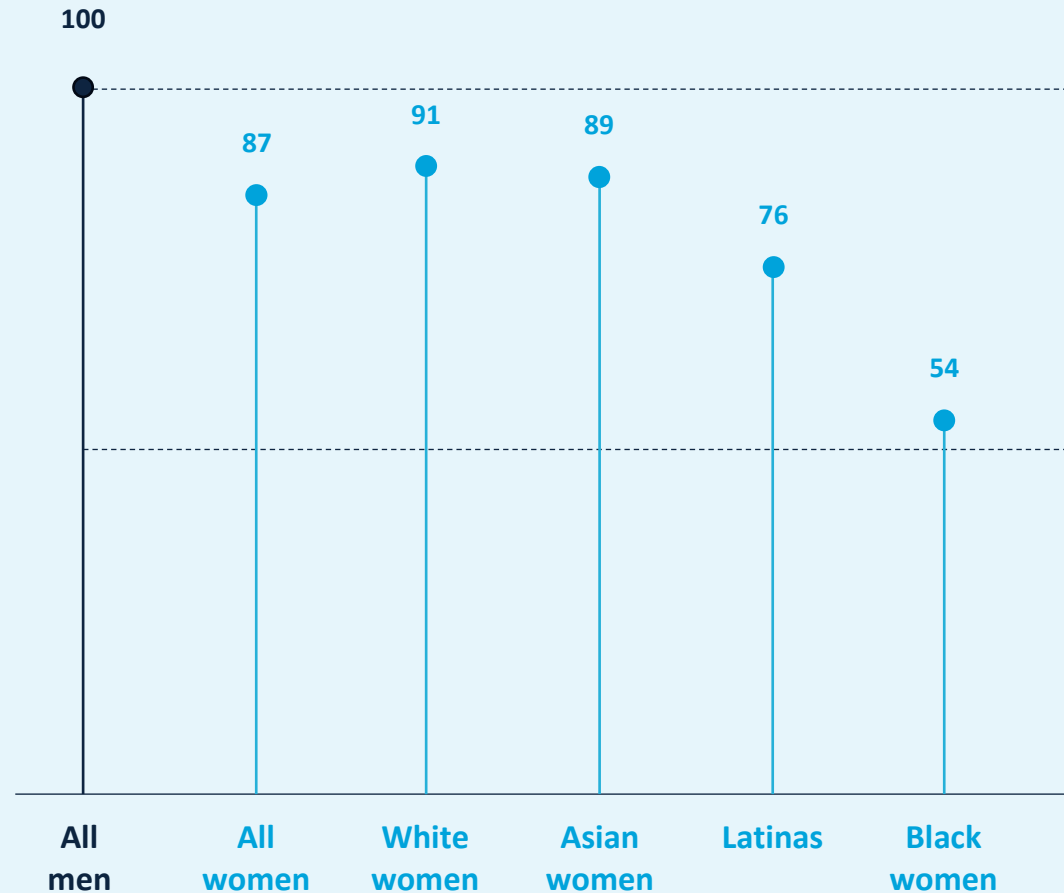
81% 81% — All employees
94% 93% — Age 30 & under

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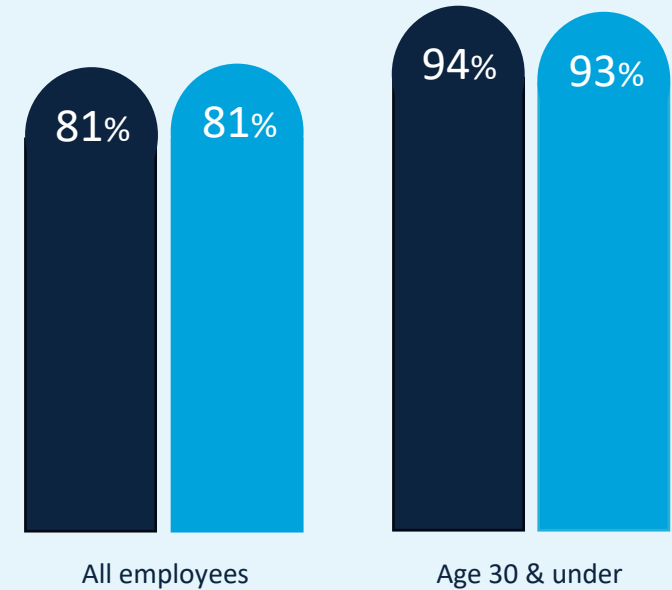
The biggest barrier is the glass ceiling

FACT:

Broken rung prevents getting to ceiling

Ratio of promotions for men vs women

100 — All men
87 — All women
91 — White women
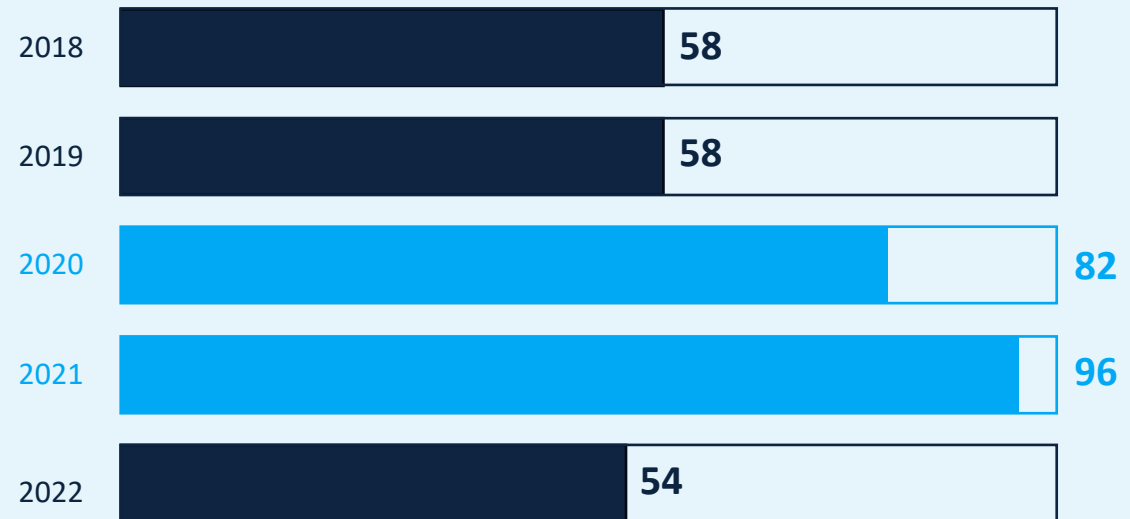89 — Asian women
76 — Latinas
54 — Black women

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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.

Year	Value
2018	58
2019	58
2020	82
2021	96
2022	54

"Women are hired for what they have done.

Men are hired for what they can become."

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Microaggressions have a "micro" impact

Aggressions are "micro" in name only

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

4.2x	3.3x	2.6x	3.8x
more likely	**more likely**	**more likely**	**more likely**
to almost always feel burned out	to consider leaving their company	to say they wouldn't recommend their company	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

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Flexibility is gender neutral

78% women

60% men

Opportunities
to work remotely

78% women

54% men

Control over
when you work

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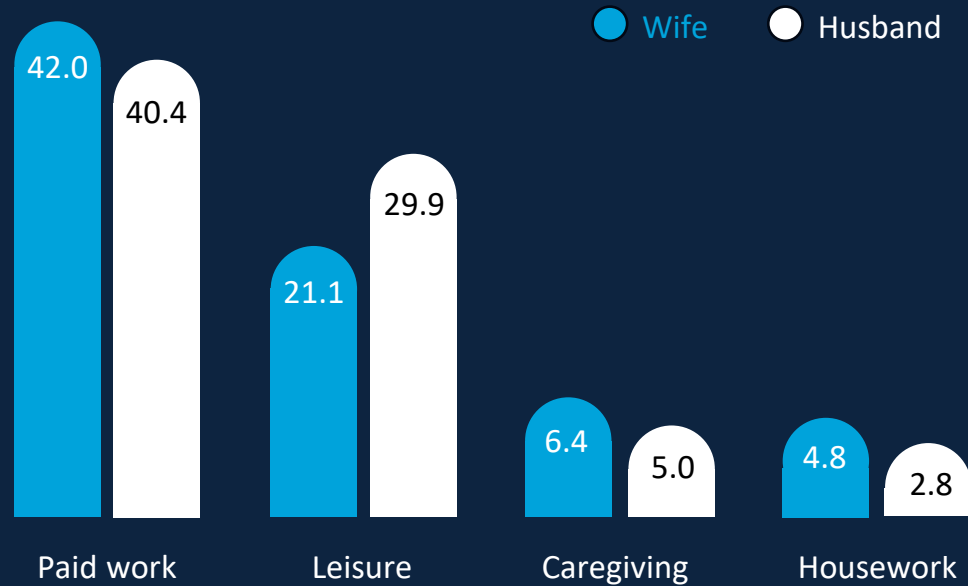
Dismantling Barriers

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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
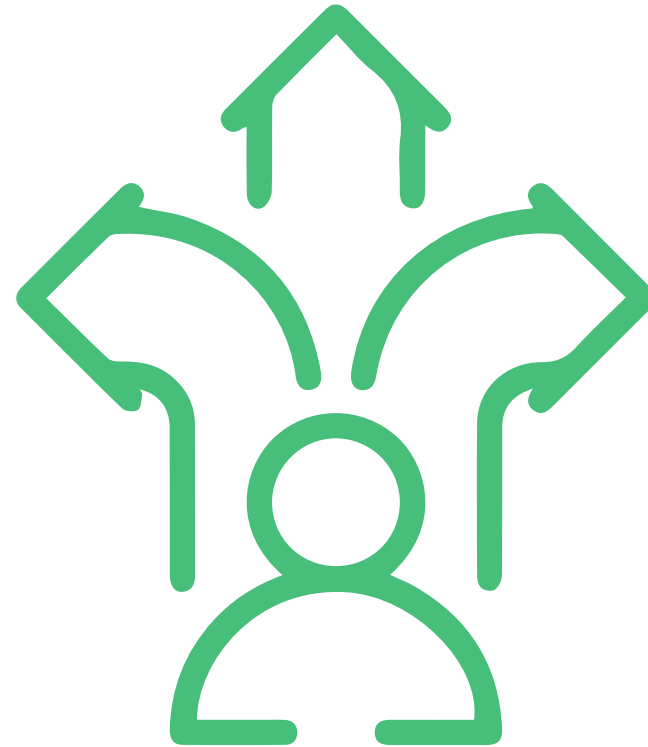3. Build trusting relationships with teams

Confront microaggressions

1. Be clear that microaggressions are unacceptable

2. Invest in bias and allyship training
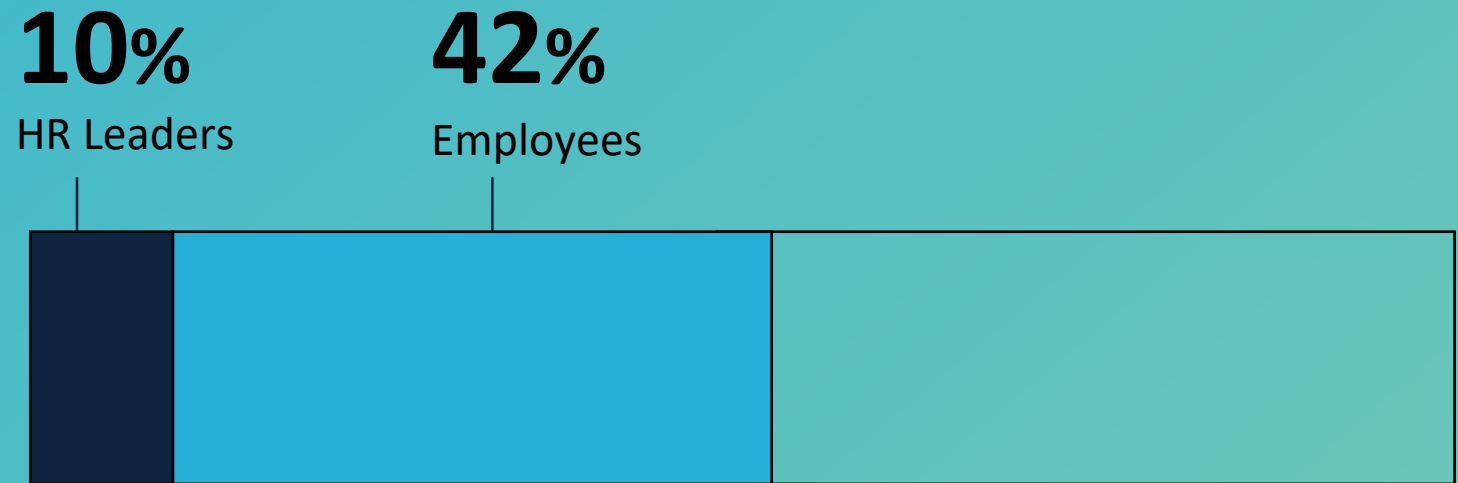
3. Foster a culture of speaking up

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Focus on flexibility

1. Establish clear guidelines and norms

2. Measure and adjust

3. Create a level-playing field

Focus on
flexibility

10%
HR Leaders

42%
Employees

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