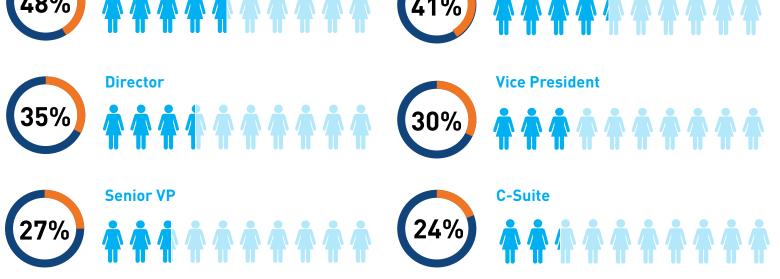


## WOMEN IN THE WORKPLACE

How a company manages Diversity, Equity & Inclusion needs to be assessed across many levels. Below, we highlight the pillars that make up our analysis, the statistics driving our focus, and how we engage with the issuers to increase disclosure and progress.

THE PILLAR THE PROBLEM THE SOLUTION \*\*\* Female workforce participation is at risk due to the COVID-19 Engage with issuers on pandemic. workforce composition, Participation female attrition rates, and female focused recruitment Women dropping out of the or back to work strategies. workforce impacts all the subsequent pillars. Percentage of respondents with children 10 years or younger planning to drop out of the workforce. Promotions still favour Encourage issuers to track and increase the percentage male workers. of women in leadership, **Mobility** management, and revenue producing roles versus A lack of upwards mobility for Number of female employees who get promoted over-representation of women impacts both leaderper 100 male promotions. women in entry level roles. ship composition and pay gaps. The higher up the corporate ladder The lack of mobility is reflected in the you go, the less women are leadership composition of companies and higher wage gaps. represented. **Entry-Level** Manager Ask that issuers expand their





focus beyond just Board composition, and ensure women are well-represented across all seniority levels.



Women are still paid less than their male counterparts.

Less opportunities for promotion and fewer women occupying middle/upper management roles, exacerbate pay gaps.

\$0.83

Average female compensation for every \$1 in wage being paid to male employees (US & Canada).

It is less common for issuers to disclose pay gap metrics. We engage with issuers to start disclosing and improving pay gaps within their organization.



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All of the above can be expanded to ethnic diversity, LGBTQ+, Indigenous and persons with disabilities with the same targeted impacts.



Average representation of ethnic minorities within executive teams in North America and the UK.

Push companies to consider the same pillars for different community populations (ethnicity, full gender spectrum, indigenous groups, and people with disabilities).