

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						
<p>Participation</p>	<ol style="list-style-type: none"> Female workforce participation is at risk due to the COVID-19 pandemic. Women dropping out of the workforce impacts all the subsequent pillars. <p>23%</p> <p>13%</p> <p>Percentage of respondents with children 10 years or younger planning to drop out of the workforce.</p>	<p>Engage with issuers on workforce composition, female attrition rates, and female focused recruitment or back to work strategies.</p>						
<p>Mobility</p>	<ol style="list-style-type: none"> Promotions still favour male workers. A lack of upwards mobility for women impacts both leadership composition and pay gaps. <p>86</p> <p>Number of female employees who get promoted per 100 male promotions.</p>	<p>Encourage issuers to track and increase the percentage of women in leadership, management, and revenue producing roles versus over-representation of women in entry level roles.</p>						
<p>Leadership</p>	<ol style="list-style-type: none"> The higher up the corporate ladder you go, the less women are represented. The lack of mobility is reflected in the leadership composition of companies and higher wage gaps. <table border="0"> <tr> <td> <p>48%</p> <p>Entry-Level</p> </td> <td> <p>41%</p> <p>Manager</p> </td> </tr> <tr> <td> <p>35%</p> <p>Director</p> </td> <td> <p>30%</p> <p>Vice President</p> </td> </tr> <tr> <td> <p>27%</p> <p>Senior VP</p> </td> <td> <p>24%</p> <p>C-Suite</p> </td> </tr> </table>	<p>48%</p> <p>Entry-Level</p>	<p>41%</p> <p>Manager</p>	<p>35%</p> <p>Director</p>	<p>30%</p> <p>Vice President</p>	<p>27%</p> <p>Senior VP</p>	<p>24%</p> <p>C-Suite</p>	<p>Ask that issuers expand their focus beyond just Board composition, and ensure women are well-represented across all seniority levels.</p>
<p>48%</p> <p>Entry-Level</p>	<p>41%</p> <p>Manager</p>							
<p>35%</p> <p>Director</p>	<p>30%</p> <p>Vice President</p>							
<p>27%</p> <p>Senior VP</p>	<p>24%</p> <p>C-Suite</p>							
<p>Equal Pay</p>	<ol style="list-style-type: none"> Women are still paid less than their male counterparts. Less opportunities for promotion and fewer women occupying middle/upper management roles, exacerbate pay gaps. <p>\$0.83</p> <p>Average female compensation for every \$1 in wage being paid to male employees (US & Canada).</p>	<p>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.</p>						
<p>Diversity</p>	<ol style="list-style-type: none"> All of the above can be expanded to ethnic diversity, LGBTQ+, Indigenous and persons with disabilities with the same targeted impacts. <p>12%</p> <p>Average representation of ethnic minorities within executive teams in North America and the UK.</p>	<p>Push companies to consider the same pillars for different community populations (ethnicity, full gender spectrum, indigenous groups, and people with disabilities).</p>						