

thought leadership

every
woman



Defining the gender diversity KPIs and metrics that drive sustainable change

excerpt from

EVERYWOMAN GLOBAL SUMMIT

November 2021



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Advancing women in business; everywoman, everywhere.

Now in its 22nd year, everywoman is a membership organisation whose purpose is the advancement of women in business, from entry level to board positions. The everywoman global community has 43,000 members – and is growing. Our work is pinned to 3 guiding principles: Uncovering and mobilising role models, building skills and leadership capability and providing networks and connections.

We work in partnership with multiple global organisations across all sectors, who share our vision for a more equitable, diverse and inclusive workplace, where every woman, at every level, with every ambition can achieve her full potential.

Our partners choose us because of our long history, authenticity and authority in the DE&I space, and because we are deeply committed and vested in their success as a great employer for women. We work closely and collaboratively with our partners, recognising that while we all share a destination, each individual journey is unique. We don't 'fix' women; we do believe in the adage that 'it takes a village' and so to that end, we are always inclusive and welcome everyone on the journey.

Facilitating bold conversations

everywoman brings together our global Ambassadors, Champions, and key stakeholders from our partner organisations to share best practice and key insights in the gender diversity and inclusion space.

We host regular in-person and virtual round tables on the most pressing DE&I topics of the day, giving the key thinkers in this space a platform to share their experiences, and their organisations' successes.

This report brings together some of the key insights shared during a virtual round table discussion in November 2021.

Defining the gender diversity KPIs and metrics that drive sustainable change

Date: 15th November 2021

Format: Virtual session; part of the everywoman Global Summit.

KPIs and metrics can be effective from a reporting perspective to demonstrate change, but good metrics can also help drive it. With no globally recognised/single framework in place, we have brought together thought leaders from across the globe to discuss:

- What metrics should be considered?
- Which aspects are the most meaningful from a reporting perspective?
- How can these be used to better drive change?
- The frameworks and metrics being used across a number of companies.
- Influencing change beyond the business, from suppliers to customers.

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Emily Bolton, Global D&I Director, Accenture

Emily sits in Accenture's global inclusion and diversity centre of expertise, running all the gender programmes within that team.



Celeste Warren, Vice President, Global Diversity and Inclusion Center of Excellence, Merck

Currently in her 25th year with Merck, Celeste has been the pharmaceutical giant's Chief Diversity & Inclusion officer for 7 years.



Diana Kennedy, Group Chief Technology and Architecture Officer, Bupa

Diana was the recipient of the 2014 FDM everywoman in Technology 'Leader of the Year' Award.



Moderator:

Karen Gill MBE, Co-founder, everywoman

Karen co-founded everywoman in 1999 along with Maxine Benson MBE.

Vancouver

Philadelphia

London

UK

Speakers



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Key Talking Point #1

WHY KPI'S MATTER AND THE IMPORTANCE OF AN INTERSECTIONAL APPROACH

“ One in three Millennials have left their company specifically to move to an organisation that is demonstrating that it's more inclusive. We're working in a world where creating an inclusive culture for people is becoming a number one priority for where people choose to work.

Karen Gill

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“ Looking at [our] population of women, that is a very diverse population – women of colour, LGBTQ+ community, across disablement. [We need to be] cutting the data within the gender to find out if there are issues that we need to be addressing.

Celeste Warren

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“ At that broad spectrum of diversity, we're not just talking about gender here, but being able to bring those points of view to our clients, and also being able to think in an inclusive and diverse way. So [asking] are we bringing new ideas about accessibility and the technology that our clients are putting into place? And that is part of how we actually measure in a formal way, our effectiveness to our clients.

Emily Bolton

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THE IMPORTANCE OF TRANSPARENT AND SUCCINCT METRICS: ENSURING THAT THE ESG STRATEGY FLOWS THROUGH THE COMPANY VALUES, VISION, AND ALSO THROUGH TO THE SUPPLY CHAIN TO MAINTAIN AN 'ECOSYSTEM' OF SHARED DIVERSITY VALUES.

“ Setting the expectations of what you believe as a company, the metrics that are important to you, and flowing those through into your supply chain is super important, because actually, we all work in an ecosystem. And it just doesn't make sense to have one organisation focused specifically on a topic and then that not flowing through. Certainly, a lot of the things that we do in Bupa is to hold our suppliers to account and across all of our ESG metrics, including sustainability, including diversity and when I'm negotiating with a supplier, I will ask upfront to see their data diversity policies, to see their sustainability policies, and to ensure that it cuts the mustard for the bar that we set for ourselves as a company. ”

Diana Kennedy

“ We have an ESG strategy that's grounded in the core values that guide our mission as an organisation – respect, inclusion and accountability of our employees. So if we say that those are our core values, then we have to have some type of vehicle to be able to show the world and tell the world what we've been able to accomplish. And the ESG report is a very, very important aspect of our being able to share some of those things. ”

Celeste Warren

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“ We've set a goal to be at 50% women in our organisation by 2025. And in order to set a goal like that, you need to know that it's achievable. So we do a lot of very, very detailed, predictive analytical modelling every year that we refresh, that we look at to ensure we're really maintaining that path that we need. And we know our areas, what everybody needs to do, and how every part of our organisation needs to come together to achieve that. ”

Emily Bolton

Key Talking Point #3

INCORPORATING QUALITATIVE DATA TO SHOW THE COMPLEXITIES OF METRICS TO HELP UNDERSTAND WHICH AREAS TO FOCUS ON.

“ Where we are legally able to, we’re asking people to tell us more about themselves. So we can have a much more nuanced view of who our people are, and let them tell their own stories about who they are. And I think that having that kind of data, you know, it helps us find where you actually need to focus and to take the action that’s going to make a difference. And so kind of building that trust with our people so that they feel comfortable telling us more about themselves, means that we are able to use data to make to effect change. ”

Emily Bolton



excerpt from
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“ There are ‘softer metrics’, which are super important and those for me cover things such as employee engagement scores. How do people feel about working in this company? And how does that show up in your metrics? And perhaps also others around recruitment and talent attraction policies. Because I think the reality is that organisations can hide behind the vanity metrics of having a great board, a very diverse board and having, perhaps, what looks on paper, a good pipeline, but if actually that’s not showing up in the culture and the sense of pride and ownership of the success of the company from within the employees, then, actually, it’s not where you want it to be. ”

Diana Kennedy

“ So both quantitative and qualitative – you have to look at both of them. So from a quantitative standpoint, we talked about representation, and that’s a stagnant number looking at the percentage of women throughout your organisation in different areas. But you also need to look at the underlying metrics. And I call this the lifecycle of the employees. So your acquisition metrics, your candidate recruitment, looking at percentage, male versus female when it comes to the candidates, and then who’s making it through the resume screens, who’s making it into interviews, and then who is ultimately chosen for the role. Looking at all of that data so you can understand if there are any hidden biases in the process. ”

Celeste Warren

THE IMPORTANCE OF STRONG, EXECUTIVE LEADERSHIP: CEOS AND MANAGEMENT MUST BE HELD ACCOUNTABLE FOR ENSURING ESG FRAMEWORK RUNS THROUGHOUT THE ORGANISATION.



“ Without that top down, executive-level sponsorship, and really making the whole organisation realise that this is really important for all of us and for the success of our business, whatever industry that you're in, I think that they will be far less effective. Having that really strong, executive leadership is critical.

Diana Kennedy

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“ In order to drive accountability, you have to have the CEO, the board, the senior executives in the organisation that are helping by role modelling that intentionality and that accountability, and then driving that through their organisation, by making sure that each of their management teams all the way through their management spine, as I call it, understand the expectations that they have as a leader when it comes to gender equality.

Celeste Warren

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Key Talking Point #5

THE RESPONSIBILITY OF EACH AND EVERY EMPLOYEE IN HELPING TO ACHIEVE A DIVERSE AND INCLUSIVE WORK ENVIRONMENT.



“Of course it's about the big emblematic changes, and having those top line metrics, but then it's about the marginal gains. It's about the 100 small things that everyone can do.”

Diana Kennedy

“And so having that culture of sharing your story, whether it be through data, whether it be through a self ID programme, or whether it's more through storytelling – those are really powerful things that individuals can do to drive change.”

Emily Bolton

“What I always share with [employees] is that everyone has a role to play in creating the diverse and inclusive culture that you want to see within your organisation. If we take it pragmatically, in most organisations 25% to 35% are people managers, or your leaders, your managers or executives. The other 65% are individual contributors and employees. If we can't get those individual contributor employees doing what they need to be doing, and understand that they have a role, we will never, never create the environment that we want to see within the organisation. We can't just do it with 30% of the people.”

Celeste Warren



Become an everywomanAmbassador

Who is an everywomanAmbassador?

An everywomanAmbassador is a successful woman in business, a senior leader, a role model and woman of influence within her company, industry and wider network.

The everywomanAmbassador community comprises women who are advocates and champions of diversity and inclusion. They are women who are generous of spirit and vested not only in their own success but also the success of others. They are women who want to 'pay it forward' to those coming behind them. They work across industry sectors, in a diverse range of roles.

What is everywomanAmbassador membership?

everywomanAmbassador membership is your Purpose and Values Accelerator. The voice and face of the everywoman Community, we will build your personal brand and reputation across our various platforms and extended outreach.

Your input and contribution to the development of everywoman products and participation in everywoman activities is a demonstrable way of influencing change and having an impact on the future for women in work. In this way, being an everywomanAmbassador helps build your commercial capital.

Learn more about our Ambassador programme and apply for membership at
www.everywoman.com/ambassadors

everywomanPartnerships

everywoman enjoys working with the following organisations



To discuss partnership opportunities, contact karenmax@everywoman.com



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woman

For more Information go to
www.everywoman.com