

GENDER EQUALITY CHALLENGE



BUILDING A 21ST CENTURY WORKPLACE

2017 MODEL AND PROMISING PRACTICES



Bank of America

Model Practice: Women's Leadership Program

Principle 2: Work-Life Balance and Career Development

Principle 4: Management and Governance

Bank of America is a multinational banking and financial services corporation with over 210,000 employees worldwide and revenue of \$83 billion for 2016. Bank of America's national Women's Leadership Program leverages the research and faculty of the Columbia Business School and the University of North Carolina Kenan-Flagler Business School to deliver a two-day on-campus experience to engage, develop, and retain high performing and high potential talent with a focus on career goals. Since 2010, more than 700 women have participated, and studies show that they are seven times more likely than their peers to be promoted. Based on this success, Bank of America created the California Women Leaders Network, made up of approximately 80 women statewide who meet throughout the year. Meeting topics cover all aspects of leadership development, career advancement, and personal growth, and feature national industry leaders, who are coveted speakers in their areas of expertise.

Glassdoor, Inc.



Model Practice: Annual Employee Pay Analysis

Principle 1: Employment and Compensation

Principle 7: Leadership, Transparency, and Accountability

Glassdoor, Inc. is a jobs site with approximately 600 employees and around \$200 million in investments where people can find jobs and information about companies and compensation. Glassdoor believes pay transparency is something that helps both job seekers and employers alike, and that companies are the key to eliminating their own gender pay gaps. For Glassdoor Economic Research's first Annual Employee Pay Analysis, compensation data was collected for all Glassdoor employees globally and analyzed in early 2016. The internal pay analysis was released publicly in June 2016. The company pledges to conduct this analysis for base and variable pay annually to prevent unintended bias in its compensation programs. Further, the company recently launched a pilot program to conduct gender pay analysis through independent confidential economic research, and will provide other companies with the resources to conduct their own pay analyses.

LATHAM & WATKINS^{LLP}

Latham & Watkins LLP

Model Practice: Breast Milk Shipping Program

Principle 2: Work-Life Balance and Career Development

Principle 3: Health, Safety, and Freedom from Violence

Latham & Watkins LLP is a leading global law firm with 30-plus offices in the world's major financial, business, and regulatory centers. The firm's Breast Milk Shipping Program supports the retention of women, particularly nursing mothers, with the goal of empowering working parents as they return to work at Latham & Watkins. This program allows nursing mothers who choose to travel for work to safely and easily ship or check their breast milk, with Latham & Watkins handling the logistics and covering the costs. Delivered to their hotel room is a specially equipped box that includes everything the nursing mother needs to store and ship or pack breast milk. Due to the success of the program, the firm has recently expanded access to the program to include the spouses or domestic partners of Latham & Watkins lawyers and staff who are nursing and have to travel for work at other companies.

Morgan Stanley

Morgan Stanley

Model Practice: Return to Work Program

Principle 1: Employment and Compensation

Principle 2: Work-Life Balance and Career Development

Morgan Stanley is a multinational financial services corporation with more than 60,000 employees globally and revenue of \$35.15 billion for 2015. For those who voluntarily leave the workplace, often to devote time to family commitments, finding a way to re-enter can be a difficult road. The Return to Work Program, launched in 2014, is a six-week internship program designed to give people an opportunity they generally would not have in the financial industry to return to work after a prolonged absence. Out of over 3,000 applications received globally, approximately 130 candidates successfully enrolled in the program, the majority of whom are women. Over 60% of participants have converted their opportunities from internships to full-time employment at Morgan Stanley.

MOSS ADAMS^{LLP}

Certified Public Accountants | Business Consultants

Moss Adams LLP

Model Practice: Forum W

Principle 2: Work-Life Balance and Career Development

Principle 4: Management and Governance

Principle 7: Leadership, Transparency, and Accountability

Moss Adams LLP is one of the 15 largest public accounting firms in the nation, with revenue of \$477 million for 2015 and 2,500 employees nationwide. Moss Adams launched Forum W in 2008 with the mission to attract, develop, retain, and advance talented women at the firm. Forum W hosts professional development, networking, and mentoring activities to help women make connections and develop their skills. Since launching the program, women continue to represent over half of Moss Adams' talent base and greater numbers of talented women are reaching top levels of the firm. To support Forum W's mission, Moss Adams has developed office networks in each location to provide women with tools, resources, networking opportunities, and skill-building programs to ensure they have the knowledge and connections they need to advance when opportunities arise.



Pinterest

Promising Practice: Apprenticeship Program

Principle 1: Employment and Compensation

Principle 2: Work-Life Balance and Career Development

Pinterest is a platform that helps people discover and do the things they love, valued at \$11 billion with approximately 1,000 employees. The Pinterest Apprenticeship Program is an opportunity for candidates from non-traditional technology backgrounds to experience engineering at Pinterest. Women and underrepresented minorities are especially encouraged to apply. Apprenticeships are one year long with the opportunity for conversion to full-time employment every three months. The goal of the program is to expose candidates who would not typically be considered for engineering roles at Pinterest to real-life technical problems. At six months, candidates are reevaluated to ensure they are on track for employment by one year. They are placed on various engineering teams across Pinterest. The Program debuted in Q1 2016, when the inaugural class of three apprentices was selected, consisting of one woman and two men, and all three are from underrepresented ethnic backgrounds.



PricewaterhouseCoopers LLP

Model Practice: Leave of Absence Career Roundtable Program

Principle 1: Employment and Compensation

Principle 2: Work-Life Balance and Career Development

PricewaterhouseCoopers LLP (PwC) is a multinational professional services network with more than 223,000 employees worldwide and revenue of \$35.9 billion in 2016. PwC's Leave of Absence Career Roundtable Program is a voluntary option that supports staff members during their transition back to work following an approved leave of absence of at least 16 consecutive weeks. Eligible staff who elect to participate are able to opt-out of certain elements of the firm's performance management process and their compensation is based on their performance from the prior year. The program, coupled with PwC's generous parental leave policies, provides participants – most often women returning to work from maternity leave – the opportunity to transition back to work during a challenging time in their lives without the pressure of worrying about their performance ratings and impact on compensation.



Prologis

Promising Practice: Breakthrough

Principle 1: Employment and Compensation

Principle 2: Work-Life Balance and Career Development

Principle 4: Management and Governance

Prologis is the global leader in logistics real estate across the Americas, Europe, and Asia, with more than 1,500 employees globally and \$67.7 billion in total assets under management as of September 2016. Breakthrough is Prologis' global grassroots network, championed by the company's most senior executives, including CEO Hamid Moghadam, who want to create an environment where career opportunities are merit-based and women are advancing along with men. Breakthrough's mission is to strengthen the Prologis team by supporting the retention of women and identifying and removing barriers to advancement. Prologis uses talent management tools to identify employees with high potential within the organization, align them with mentors and advocates to help their progress, and track their development within the organization by monitoring promotions and lateral moves.



Target Corporation

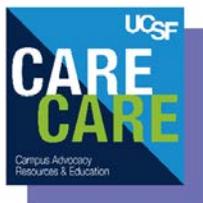
Promising Practice: Network of Executive Women's (NEW) Future Fund

Principle 1: Employment and Compensation

Principle 4: Management and Governance

Principle 7: Leadership, Transparency, and Accountability

The Target Corporation is the second-largest discount store retailer in the United States, with 341,000 employees throughout the United States and revenue of \$73.8 billion in 2015. Target CEO Brian Cornell teamed up with Indra Nooyi, Chairwoman and CEO of PepsiCo, to form the Network of Executive Women's (NEW) Future Fund, an industry-wide campaign aimed at achieving 50/50 gender parity in the workforce. The NEW Future Fund is an investment program dedicated to closing the gender gap in the retail industry by employing industry-specific data, training solutions, and collaboration tools to help more women advance their careers and land leadership roles. Target encourages other retail companies to invest in the NEW Future Fund. Success for the NEW Future Fund is measured by increasing the presence of women in leadership positions at all levels of participating companies.



University of California, San Francisco

Model Practice: CARE Program for Campus Advocacy, Resources, and Education

Principle 3: Health, Safety, and Freedom from Violence

The University of California, San Francisco (UCSF) is an internationally recognized leader in health sciences research, patient care, and education devoted solely to graduate education, with a staff of 1,686 people and an endowment of \$2.34 billion as of 2015. The UCSF CARE Program for Campus Advocacy, Resources, and Education provides students, faculty, staff, and post doctorate employees who experience sexual violence, assault, harassment, or misconduct, as well as domestic violence and/or stalking with free, confidential, and privileged advice, assistance, and advocacy. CARE, situated within the Vice Chancellor's Office of Diversity and Outreach at UCSF, offers direct services and prevention and education services throughout UCSF's campuses, research facilities, and hospitals. The CARE Advocate at UCSF is a licensed psychotherapist with expertise in trauma and a State certified rape crisis counselor and domestic violence counselor.

More information about each practice and how to implement them at your organization is available at www.GenderPrinciples.org.