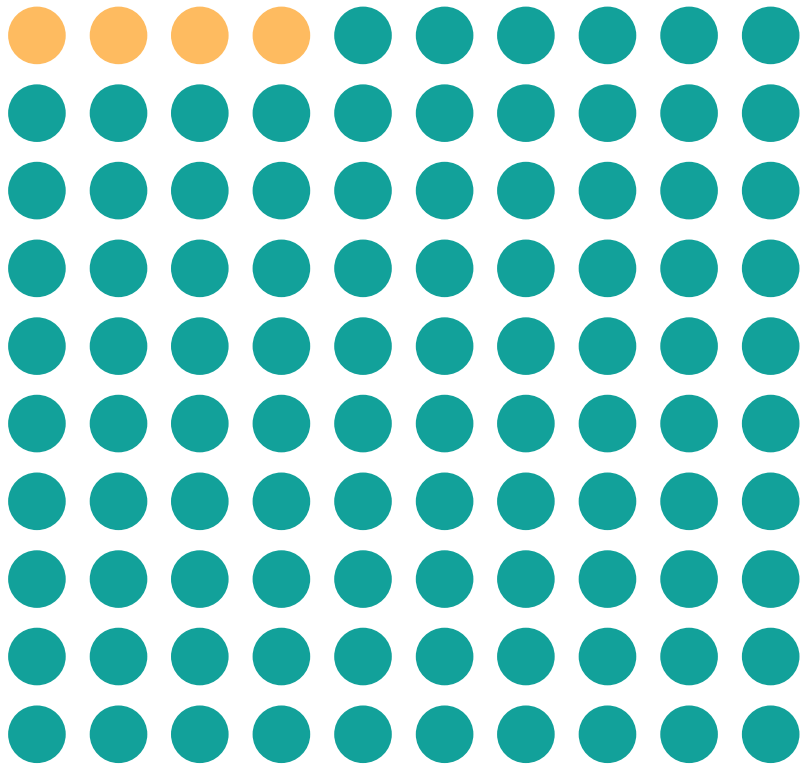


Creating an Environment for Innovation

Bahija Jallal

Diversity gaps in healthcare

Women comprise

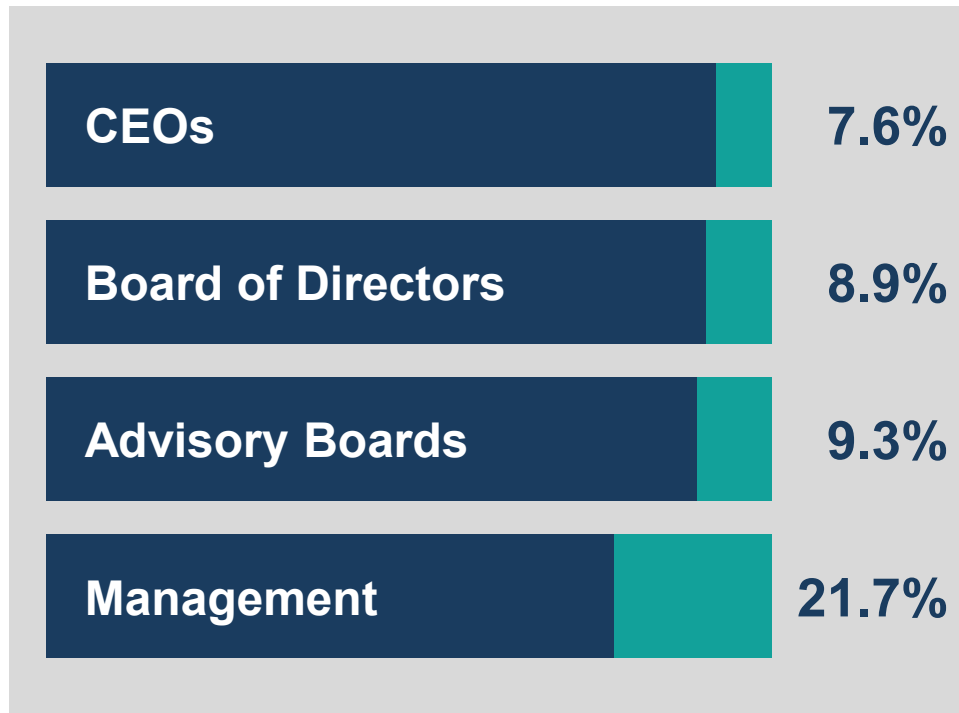


4%

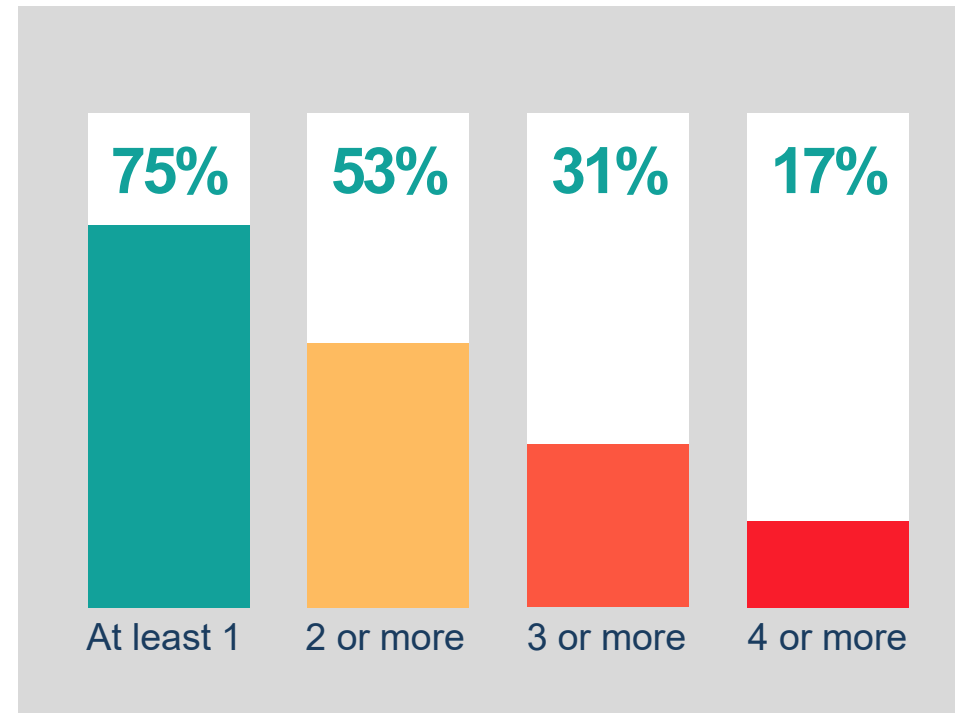
**of healthcare
company
CEOs**

Diversity gaps in biotech

Women in biotech leadership



Biotech companies with women in c-level management



of women occupying management positions

Diversity gaps in academia

Women as faculty members in science and engineering

Professor **21.9%**





Associate professor **38.0%**



Assistant professor **44.4%**



Women of color 
White women 

Occupation	Women's salary as a % of men's salary	Women's median salary	Men's median salary
Mathematical scientist	87.5%	\$70,000	\$80,000
Biological/life scientist	83.1%	\$54,000	\$65,000
Computer and information scientist	91.9%	\$79,000	\$86,000
Physical scientist	78.9%	\$60,000	\$76,000
Social scientist	81.9%	\$68,000	\$83,000
Psychology	87.0%	\$60,000	\$69,000

Source: Association for Women in Science, 2017

Only 3% of all venture capital funding goes to women



Companies with
a woman CEO receive

3%

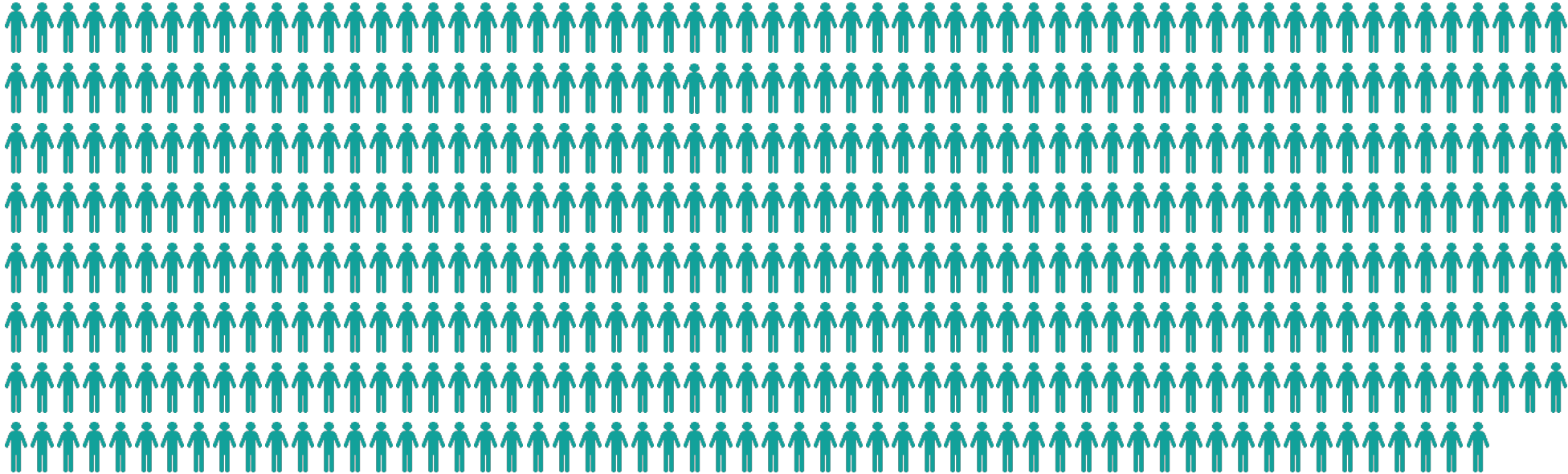
of all
venture
capital \$

Just 5% of Fortune 500 CEOs are female

women



men



Source: Fortune, May 21, 2018

Female CEOs under fire

 CNN Money

The female CEO club is about to get smaller

Irene Rosenfeld, CEO of Oreo and Cadbury maker Mondelez, will step down as head of the snack food giant

The New York Times

Ding dong! Avon's CEO is leaving

THE WALL STREET JOURNAL.

Ranks of Women CEOs Get Slimmer

Bloomberg

PepsiCo's Nooyi to Exit, Thinning the Ranks of U.S. Female CEOs

 **REUTERS**

Lloyd's of London's first female CEO to leave in 2019

Why are there so few female CEOs?



Leaky pipeline



Work environment

Why is it so hard for women to make it to the top and stay there?

The New York Times

Why Women Aren't C.E.O.s, According to Women Who Almost Were

It's not a pipeline problem. It's about loneliness, competition and deeply rooted barriers.

CNN Money

Why it matters so much every time a woman CEO leaves

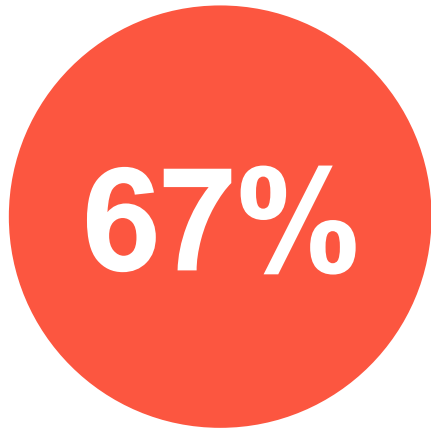


- Deeply rooted barriers
- “Imposter syndrome”
- Perception that women are dependable but not visionary
- Women more hesitant than men to self-promote
- Men threatened by assertive women
- Women disproportionately penalized for missteps
- Glass cliff - “Think crisis, think female”
- Fewer female role models and more pressure for women in the spotlight

In STEM fields ...

Percent of U.S. women in stem who report:

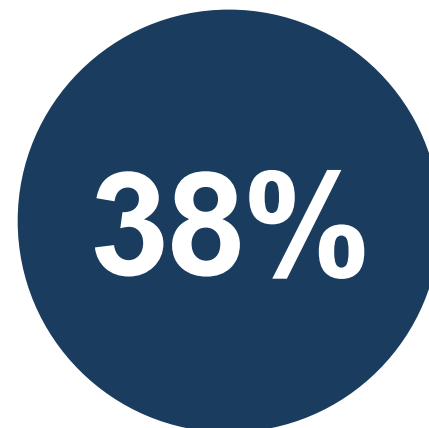
having to provide more evidence of competence than others to prove themselves



that colleagues have suggested they should work fewer hours after having children



they've been mistaken for either administrative or custodial staff



Abundance of women's leadership programs

JOIN US FOR THE
9TH ANNUAL WOMEN & LEADERSHIP WORKSHOP
Making Her Story
CHANGE THE NARRATIVE by embracing your value and knowing your worth! Learn skills and tools to network authentically and negotiate successfully to get what you deserve!

Marian Miner Cook Athenaeum
February 23, 2018
11:45a-4:30p

LUNCH KEYNOTE
From Mid-Quest to the White House:
The Power of Networks to Build Inside and Outside Power
Archana Sahgal, JD '99
Former Senior Associate Director



THE HEART OF LEADERSHIP FOR WOMEN
TORONTO
April 13, 2018
Canada's #1 Women's Leadership Conference

DR. ANNIE MCKEE THE HON. RONA AMBEROSE MALALA YOUSAFZAI LAURA VANDERKAM TAMMY HEERMANN

Schulich YORK UNIVERSITY

2018 Spark Conference
WOMEN'S LEADERSHIP PANEL
EmPOWERment
Rise to the top of your industry!

Dr. Elizabeth Sharp Elizabeth Saiga Lisa Daniels
Texas Tech University Colvin/Keacock LLP Wiprocity

EMPOWERING FEMALE LEADERS CONFERENCE 2018
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WORKSHOPS // Leadership on and off the field // Balancing career & your sport // Excel as a leader through sport

Keynote Speakers include:
TINA HANNON DEIRDRE BRENNAN

£10 per person or 3 for 2

EVOLVE DEVELOP. PROGRESS. ADVANCE.
MARCH 17, 2018
WOMEN IN LEADERSHIP CONFERENCE

MAKE YOUR WAY TO THE CORNER OFFICE

Time: 9:00am-6:00pm, Saturday 10th March 2018
Stand, Sheung Wan

MENTORING: EMPOWERING WOMEN
Do you need to develop your confidence and leadership potential? Can you get better at the networking techniques of G.W. International? Mentoring is essential to the growth of women in business. It is not enough to have all the knowledge and skills, you need to be able to put them into practice. Mentoring is the key to success. The mentor is the one who provides the guidance and support. The mentee is the one who is being mentored. Mentoring is a two-way street. The mentor is the one who provides the guidance and support. The mentee is the one who is being mentored. Mentoring is a two-way street. The mentor is the one who provides the guidance and support. The mentee is the one who is being mentored.

YOUNG WOMEN ROCK!



COLOUR WOMEN INTO LEADERSHIP CONFERENCE
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EARLY BIRD TICKETS NOW ON SALE
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Dr. Anthea Stewart, Dr. Anita Singh, Dr. Anthea Stewart, Dr. Anita Singh, Dr. Anthea Stewart, Dr. Anita Singh

Where's diversity?

The top 10 leadership competencies, ranked by 195 global leaders

Percentage of respondents

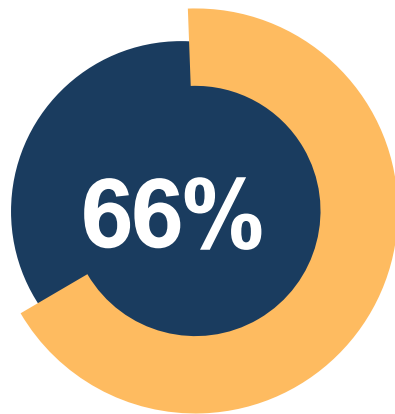
Strong ethics and safety	67%	Has high ethical and moral standards
Self-organizing	59	Provides goals and objectives with loose guidelines/direction
	56	Clearly communicates expectations
Efficient learning	52	Has the flexibility to change opinions
Nurtures growth	43	Is committed to my ongoing training
Connection and belonging	42	Communicates often and openly
	39	Is open to new ideas and approaches
	38	Creates a feeling of succeeding and failing together
	38	Helps me grow into a next-generation leader
	37	Provides safety for trial and error



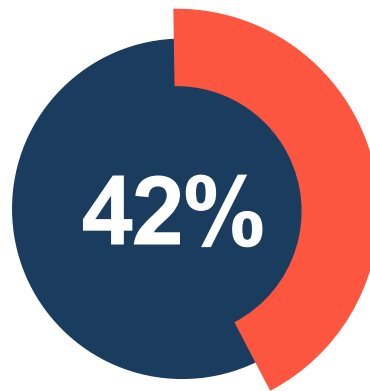
**It's time to change
the narrative**

Impact of diversity in the Fortune 500

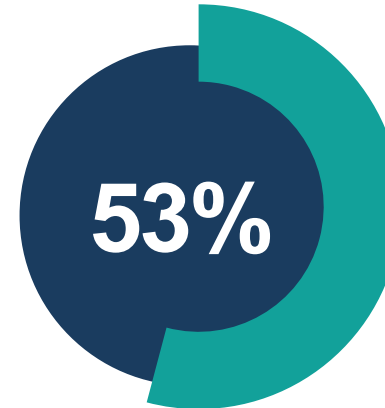
Fortune 500 companies with at least 3 women directors have experienced an:



Increase in return on invested capital



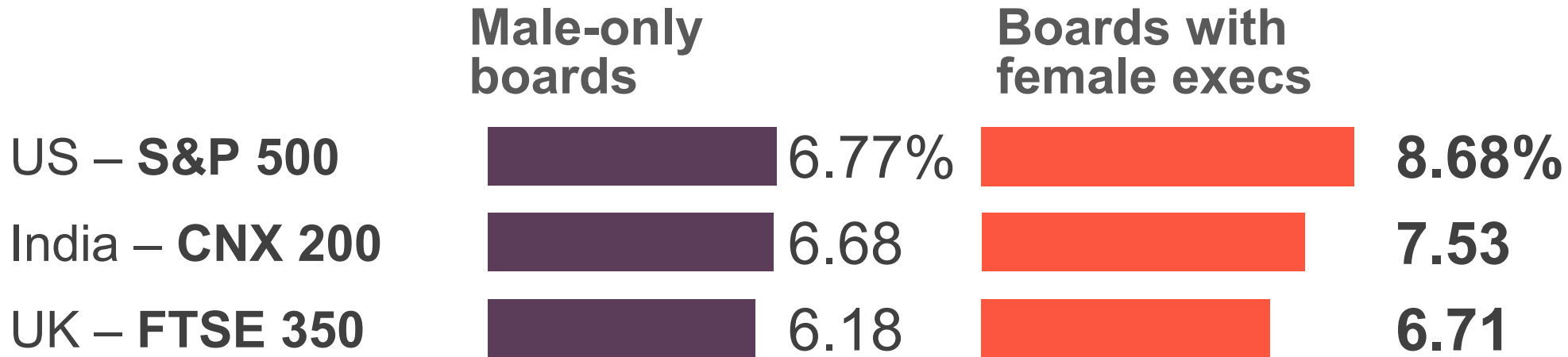
Increase in return on sales



Increase in return on equity

Impact of diversity across the globe

Average return-on-assets of publicly-traded companies





**Diversity is good
for business**

Driving a culture of diversity

- 1) Set an environment for inclusion and measure results
- 2) Model desired behaviors
- 3) Ensure that talented, diverse employees are included in succession planning and leadership development opportunities
- 4) Establish recruiting and selection practices that consider diversity. Provide training for unbiased interviewing and broaden the interview panel to include diverse interviewers at different levels of the organization.
- 5) Create employee network groups and showcase employee diversity across the organization



Thank you!