

# GLOBAL INNOVATION COALITION FOR CHANGE

**MEMBERS HANDBOOK**

**2017- 2019**



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## INTRODUCTION



The United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) were founded on the principle of leaving no one behind. Yet the SDGs will not be achieved by 2030 if existing trends continue. These trends also indicate a growing gender digital divide. At the same time, innovation and technology provide unprecedented opportunities to both close the gender digital divide and accelerate the achievement of the SDGs and gender equality.

As the United Nations entity dedicated to gender equality and women's empowerment, UN Women is committed to leveraging innovation and technology to disrupt existing trends and ensure that no woman or girl is left behind. UN Women has established an Innovation Unit dedicated to making innovation and technology work for women. This Unit focuses on building market awareness, investment and industry-wide action for innovations that advance women; working with industry partners to take a gender-responsive approach to the innovation cycle; promoting women as innovators; and directly developing

innovative technology solutions that meet the needs of women and girls.

As part of this effort, UN Women is pleased to create the Global Innovation Coalition for Change (GICC) – a dynamic partnership between UN Women and key representatives from the private sector, academic and not-for-profit institutions focused on developing the innovation market to work better for women and accelerate the achievement of gender equality and women's empowerment.

Specifically, the GICC will undertake the following actions:

1. Build market awareness of the potential for innovations that meet the needs of women and innovations that are developed by women;
2. Identify the key barriers to women and girl's advancement in innovation, technology and entrepreneurship;
3. Work collaboratively to identify and select key actions to address these barriers and needs at an industry wide level; and
4. Oversee the implementation of the Coalition's actions to drive change.

The GICC will have an informal advisory role and will provide a forum for the exchange of views, ideas and experiences to guide UN Women's substantive and resource mobilization efforts related to promoting gender equality and women's empowerment through innovation, technology and entrepreneurship around the world. This Members Handbook includes the list of member organizations and representatives that have committed to joining UN Women's journey to ensure that no one is left behind.

***“The 2030 Agenda for Sustainable Development is anything but business as usual. We need not incremental change, but bold change. We need an earthquake that will tilt the system altogether, because little and incremental steps will not give us the world that we want.”***

***Phumzile Mlambo-Ngcuka  
Executive Director, UN Women***



## COMPANY OVERVIEW

Founded by artist Amy Poehler and producer Meredith Walker, Amy Poehler's Smart Girls organization is dedicated to helping young people cultivate their authentic selves. This organization emphasizes intelligence and imagination over "fitting in." They celebrate curiosity over gossip. They are a place where people can truly be their weird and wonderful selves.

### GICC REPRESENTATIVES

#### Meredith Walker

Co-Founder and Executive Producer

#### Maggie Chieffo

General Manager and Editor in Chief

### How does your organization demonstrate its commitment to gender equality?

*"At Smart Girls, we value equal opportunity for women in all areas of life. To neglect the gifts women bring to any discipline is to diminish the very nature of that discipline. When we treat people equally, great talent rises, better things are developed, created, and learned. It is our responsibility and privilege to use our platform to amplify the stories and voices of women who came before us and the women today who are working hard to make way for future generations."*

– Meredith Walker



Meredith Walker is the Co-Founder and Executive Director of Amy Poehler's Smart Girls. Walker began her television career under the mentorship of legendary journalist Linda Ellerbee at Nick News. As a producer of that show, Walker traveled the U.S.

interviewing kids for the Peabody and Emmy award-winning series. This experience became the foundation of Walker's deepening interest in the lives of young people.

Walker went on to serve as the head of the Talent Department for *Saturday Night Live*, where she met her best friend, Amy Poehler. The pair decided to combine talents to create their shared vision of an organization encouraging and celebrating everyday girls experiencing adolescence.

Now living in Austin, Texas, Meredith is leading the charge of what that shared vision became: Amy Poehler's Smart Girls. What started as an online "clubhouse" primarily for girls has evolved to become an inclusive, positive online community for anyone who identifies with its mission of positive self-identification and advocacy.

Walker travels near and far to promote the mission of Smart Girls. She served as the journalism envoy for the U.S. State Department Bureau of Culture and Education's mission to the

Al Za'atari and Emirates Refugee Camps and visited remote primary-care clinics on delegations to Haiti and Malawi.

In 2015 Meredith was named a "Profile In Power" finalist by the *Austin Business Journal* and *Austin Way* designated her "The Confidence Builder." *Tribeza Magazine* called her "unapologetically, brilliantly herself" in naming her one of their 30 "Persons of the Year." She was the September 2016 cover woman for *Austin Woman* magazine.

In 2016, Meredith was a William J. Clinton Distinguished Lecturer at the Clinton School for Public Service. She was a guest of the White House both to host the Champions of Change for Computer Science Education summit and to serve as an expert panelist for *The White House Summit: Breaking Down Gender Stereotypes in Media*. She returned to Washington, D.C. for the first summit of The United State of Women, where she and Amy Poehler served as co-panelists on the subject of "Revolutionizing Gender Norms."

Meredith's appointments include the Ann Richards School for Young Women Leaders Advisory Council, Common Sense Advisory Board for Gender Equality, The UN Women Global Innovation Coalition for Change (GICC) and the ONE Girls and Women Advisory Board. She teamed up with the Austin-American Statesman for her outdoor series POCKET ADVENTURES and has been published by POETRY and MOTTO for TIME.





**Maggie Chieffo** currently serves as the General Manager and Editor in Chief of Amy Poehler's Smart Girls. Prior to Smart Girls, Chieffo co-produced the documentary *Be Prepared to Stop* and

worked as an associate producer on Michael Mann's feature film *Blackhat*. Additionally, she has held various positions in casting, production, and post production on the television series *Luck* and *Witness*, as well as feature films *The Texas Killing Fields* and *Public Enemies*. Chieffo graduated Magna Cum Laude from Barnard College.

***“Diversity is the catalyst for innovation and with diverse voices at the helm of innovation we design for all rather than some.” - Maggie Chieffo***



The screenshot shows the website's navigation bar with links for 'HOME', 'PERSONAL JOURNALS', 'DIY', 'WOMEN & NEWS', 'ABOUT', 'CONTACT US', and 'STORE'. Below the navigation are several featured articles:

- Megan Smith, Chief Technology Officer of the United States!** (Accompanied by a photo of her in front of the White House)
- Ada Lovelace: Meet the Inventor of Computer Programming** (Accompanied by a portrait of Ada Lovelace)
- Katherine G. Johnson: NASA Trailblazer, STEM Icon** (Accompanied by a photo of Katherine Johnson)
- Happy Birthday Dr. Mae Jemison!** (Accompanied by a photo of Dr. Mae Jemison)
- Smart Girl Jasmine Crowe Fights Hunger and Food Waste With the App Goodr** (Accompanied by a photo of Jasmine Crowe)
- Conversations with a Theoretical Astrophysicist: Getting to Know Dr. Chiara Mingarelli** (Accompanied by a photo of Dr. Chiara Mingarelli)
- Smart Girl Kaya Thomas Combines Technology, Books and Representation** (Accompanied by a photo of Kaya Thomas)

Amy Poehler's Smart Girls serves as a positive online and offline community that provides young women with the encouragement and resources to be their authentic selves. As executive director, Meredith Walker leads workshops, service days, and Smart Girls' volunteer teams to ensure that the Smart Girls' motto, "change the world by being yourself" is heard through their online content and offline programming. Encouraging gender equality is integral to Amy Poehler's Smart Girls, with a focus on helping young women find their way in the world while hanging onto their own identities.

**FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP**

Amy Poehler's Smart Girls leverages the potential of innovation, technology and entrepreneurship to further empower women and girls in all walks of

life. The site and social media channels feature articles and video interviews with smart women from all walks of life, from scientists to politicians, creating diverse and relatable role models for several young girls and women.

The graphic promotes a BUILD Series interview with the text: "AMY POEHLER'S SMART GIRLS & LEADING VOICES IN SCIENCE A #BUILDSERIES INTERVIEW APRIL 26 - 3:30 PM ET". It includes the BUILD logo and instructions to tune in via the BUILD Series app or on aol.com/build. The graphic features a grid of portraits of various women, including one of Amy Poehler.

It provides a platform for women and girls' voices to be heard and celebrates them by creating a positive and safe community for young girls and women to prioritize authenticity, intelligence and curiosity.

**GENDER INCLUSION PRACTICES**

BHP is a leading global resources company and among the world's top producers of major commodities, including iron ore, metallurgical coal, copper and uranium. Given the organization's long-standing ties with communities, BHP is committed to engaging in sustainable development practices within their communities of operation. With a global network of over 65,000 employees and contractors, BHP encourages a diverse workforce.

**Why does your organization value women's access to equal opportunity in the stem sector?**

*“Equipping young people with STEM skills is becoming increasingly important in a world of disruptive change. STEM skills better equip young people to pursue opportunities to participate in the future workforce, and to play a critical role in solving many of the world's complex challenges. Harnessing the full potential of young people will remain an unfulfilled ambition as long as girls continue to remain significantly under-represented in STEM education. This is why the BHP Billiton Foundation aims to harness the potential of girls and disadvantaged young people by enabling equitable access to quality STEM education.”*

– Ms. Karen Wood

**GICC REPRESENTATIVES**

**Karen Wood**

*Chairman, BHP Billiton Foundation*

**Athalie Williams**

*Chief People Officer, BHP Billiton*

**Karen Wood** was appointed a director of the BHP Foundation in 2014 and as Chairman in October 2015. The BHP Foundation is a US based charity, established in 2014 which aims to make a distinctive contribution to the unprecedented sustainable development challenges facing our generation, that are directly relevant to the resources sector. The BHP Foundation's focus is on three global signature programs: Education Equity; Environmental Resilience; and Natural Resource Governance. Karen is a former executive of BHP, a leading global resources company, and held a number of global roles within the Company. She joined in 2001 as Group Company Secretary and served in that capacity until 2007 when she was appointed as Chief People Officer with global oversight of the Human Resources function and, in 2010, as President of Corporate Affairs. She was a member of the senior executive team from 2006 until her retirement in August 2014. Before joining BHP Karen had a background in education, business and the law.



**Athalie Williams** was appointed as a Director of the BHP Billiton Foundation in September 2015. Athalie is the Chief People Officer (CPO) for BHP and a member of the Executive Leadership Team. As CPO Athalie is responsible for delivering innovative



people and culture strategies, programs and policies to support the employment and development of BHP's employees globally and ensuring the company has the right people and capabilities to deliver its strategy. A key part of Athalie's mandate is leading the organisation in its quest for greater diversity. Athalie joined BHP's Group Human Resources team in 2007 where she was accountable for leading resourcing, talent management, leadership development and succession planning activities for the BHP Group. She subsequently filled the roles of Vice President of Human Resources for the Uranium business based in Adelaide, followed by BHP's Global Marketing function based in Singapore, which included responsibility for BHP's China, India, Japan, Korea and Singapore locations and the delivery of HR solutions and services to employees in 17 locations globally. Prior to BHP, Athalie



spent 14 years leading complex business transformation and change programs in Australia and Asia as an Organisation Strategy consultant with Accenture (formerly Andersen Consulting). In 2005 Athalie joined National Australia Bank where she was General Manager of Cultural Transformation in the Office of the CEO. Athalie is a member of the Business Council of Australia's 'Skills, Education and Flexibility Committee' and a member of the Australian Defence Force's Gender Equality Advisory Board.



## GENDER INCLUSION PRACTICES

BHP has set an ambitious, aspirational goal to achieve gender balance across the business globally by FY2025.

By continuing to increase female representation among employees, reduce female turnover, increase the number of female leaders, embed flexibility and work with our suppliers, all parts of the business are working to achieve this goal. Investments in encouraging women and girls to take STEM subjects and removing potential bias from systems and recruitment processes have

continued to improve gender balance and acceptance of gender inclusion. There have been strong results to date as the business shifts its culture.

In 2017, there was a 2.9% increase in female representation, bringing the composition of women in the workforce to more than 20%.

BHP also continues to provide practical support services for employees experiencing family or domestic violence.

## FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP

The BHP Billiton Foundation enables people to realise the power that education provides to improve their life choices, fulfil their potential and contribute to society.



The *Choose Maths* program, an initiative that aims to increase the participation of young Australian women and girls in STEM careers has received a \$22M investment from BHP Billiton Foundation which takes the organization's commitment to engendering STEM careers to AUD \$55M over the next five years. *Choose Maths* is changing girls' perceptions of studying mathematics and

increasing the number of girls and young women studying mathematics.

BHP has also worked previously in Pakistan's Sindh province to provide quality education to girls by tackling infrastructural barriers and supporting changes in community attitudes to education, particularly for girls. Since the project's inception, the student body has grown from zero to 60 per cent female and over 105 members of the local community have been hired in teaching and administrative roles.

*"In Australia, the BHP Billiton Foundation has developed innovative partnerships to improve STEM outcomes for girls and Indigenous Peoples in particular, with A\$55 million committed to projects which aim to increase interest and academic achievement in STEM subjects and related professions."*

*—Ms. Karen Wood*

## COMPANY OVERVIEW

Businesspros was founded in 2010 by Antoinia Norman. Starting as SalesPros, a model designed to support big business to upskill and develop sales personnel for optimum results. The model proved to be very effective and soon thereafter the business evolved to Businesspros Leadervision in order to be a catalyst for effective business strategy as a whole. Businesspros is an international management consultancy, designed to support human capital and businesses with intended efforts to build Micro, Small and Medium enterprises to Multinationals across the Globe. The Businesspros vision is to build people for a lifetime, whose purpose is intended to be a force for good in serving communities through individuals in order to effect social change.

The model thrives on core alliances and strong Partnerships to enable growth in Youth Employability, Entrepreneurship, Women in Leadership and Business and Enterprise Supplier Development for Corporate Companies. The business has a strong social impact that accelerates jobs and build social economic wellbeing. Businesspros has valuable stakeholders and partnerships with The British Council, The Department of International Trade United Kingdom, IE University, Regenesys Business School, South Summit Spain, USAID, Vega Brand and Leadership School, Nedbank, ABSA, The Branson Centre of Entrepreneurship, Virgin Unite and Virgin Management Limited and other Multinationals.

## GICC REPRESENTATIVE

### Antoinia Norman

CEO of The Branson Centre of Entrepreneurship South Africa

Using BusinessPROS as a force for good was a vision that ignited **Antoinia Norman's** entrepreneurial journey. Faith, purpose and action positioned Antoinia to harnessing the Virgin and Branson brand in the forefront of entrepreneurial enablement in South Africa. Antoinia has championed the message of building people for a lifetime and linking commercial to cause with the advocacy that entrepreneurship is a key driver on a global scale as an enabler to mitigate some of society's issues like unemployment, poverty and economic instability. Antoinia's executive leadership of Sir Richard Branson and the Virgin Group Branson Centre of Entrepreneurship South Africa has been a pivotal enabler of entrepreneur skill development actively geared in building entrepreneurs to scale up in South Africa, Africa and other parts of the world, with her core focus on the business model and strategy. Antoinia's background includes taking the lead on strategic work in building people and business whilst holding executive roles in Corporate Companies both in South Africa and Internationally as head of sales, business acquisition and strategy, as well as business mentor and coach. Antoinia is the founder and chair of BusinessPros; a strategy management consultancy based in South Africa whose vision is to change lives around the world by building people. Antoinia's work includes business coaching, mentoring and training in the Corporate and Entrepreneurial space. Antoinia has been an active contributor, keynote and guest lecturer on various Global dialogues hosted by President Obama Silicon Valley Road to GES, United Nations Human Habitat, SA University



forums, Enterprise Development Programs that are both locally and internationally led.

## GENDER INCLUSION PRACTICES

The Branson Centre has helped countless women learn the language of business, understand the importance of a business model and believe it is possible to build a business that can be a force of good. Branson Centre South Africa has developed the support of a wonderful community, and are committed to continuing to support entrepreneurs in sub-Saharan Africa. In addition to reviewing new opportunities, they are also continuing partner programs in Zimbabwe, Tanzania, Malawi and Zambia, all with the aim of changing lives for good. By supporting women's business ideas, the Branson Centre enables women from various walks of life overcome systemic challenges and lead communities. It also provides women with a platform to implement and scale-up ideas that enable them to further build communities and empower women.

## FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP

The Branson Centre of Entrepreneurship, South Africa has demonstrated a focus on advancing women as entrepreneurs by supporting a range of women-owned enterprises. One such enterprise is the *A'Dare Women's Wellness Centre*, founded by Kgomotso Mogapi, a doctor from Cape Town University, which offers preventative healthcare, wellness and lifestyle solutions to women, with focus on keeping women healthy. The *A'Dare Women's Wellness Centre* identifies potential life-threatening diseases (with focus on cervical cancer, diabetes, hypertension and obesity) and treats and, sometimes, reverses them. Further, this organization also empowers women in the community by employing and training them to work and supports them in two healthcare education programs: South African Women in Aviation and Kula Youth Networks Girl Power.



By providing opportunities for women interested in business to learn the skills required to be an entrepreneur, the Branson Centre demonstrates its support for women's innovation and entrepreneurship. It provides practical business skills workshops, mentorship and access to networks to bold, tenacious entrepreneurs who have taken the step of launching a business in their community but need support to grow it. It supports women business leaders and entrepreneurs beyond the early stages and provide them with supportive and resourceful communities to ensure the success of their businesses.



## COMPANY OVERVIEW

Cisco Systems is the worldwide technology leader that has been making the Internet work since 1984. Cisco solutions are the networking foundations for service providers, small to medium businesses, and enterprise customers which include corporations, government agencies, utilities and educational institutions. Cisco’s people, products, and partners help society securely connect and seize tomorrow’s digital opportunity today.

## GICC REPRESENTATIVE

**Charu Adesnik**

*Deputy Director, Cisco Foundation  
Cisco Corporate Affairs*

As Deputy Director of the Cisco Foundation, **Charu Adesnik** stewards Cisco’s corporate social responsibility (CSR) vision of accelerating global problem solving to positively impact people, society and the planet in a connected world. Cisco’s strategy focuses on supporting non-profit organizations by investing in early stage, technology based solutions that can be replicated to multiple geographies globally, scaled to reach more people, demonstrate social impact, and have a path to financial sustainability. Charu also oversees all aspects of the Foundation’s compliance with policy, legal, and tax regulations, and the Foundation’s overall mission and strategy. Charu began her career at the World Bank, where she provided policy advice to national governments and led technical assistance programs in areas of economic and financial sector development. Prior to joining Cisco, she was part of the management team of the financial



sector development practice in the Emerging Markets Group of Deloitte Consulting, where she provided technical assistance on client engagements, managed diverse project teams, and oversaw relationships with key corporate and public-sector clients in more than 25 countries around the world.

## GENDER INCLUSION PRACTICES

Cisco believes that an inclusive and diverse culture fosters innovation, creativity, and collaboration. Cisco’s employee resource organizations represent the diverse cultures and interests of employees, including several dedicated to women’s initiatives.

Co-sponsored by Cisco’s Connected Women Employee Resource Organization, Cisco’s wildly successful *Women of Impact* global event created a unique opportunity to get connected, be empowered, and find inspiration for over 10,500 women and men at 89 live sites across 43 countries as well as via virtual technology. *Women of Impact’s* growing success is creating tremendous impact in inspiring and accelerating inclusive leadership capabilities, advancing and developing diverse emerging leaders, and helping Cisco change the equation to attract and keep the best diverse talent.

Cisco was listed under the *Top 50 Companies for Executive Women* and *Working Mother 100 Best Companies*. During FY16, it’s overall global workforce diversity increased, with women now representing 24% of the workforce versus 23% in FY15.

## FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP

Cisco and the Cisco Foundation provide cash, products, and people to support organizations with scalable, replicable, and sustainable solutions that use Internet and network technology to benefit individuals and communities around the world. Cisco creates opportunities to transform lives, communities, and the environment through the combined power of human collaboration and networked connections.

Together with others, they apply technology to unlock the intelligence and fuel the innovation needed to address some of the world’s most pressing problems. Every April, Cisco supports Girls in ICT Day, a global event organized by the International Telecommunication Union (ITU). As part of Cisco’s Girls Power Tech Global Mentoring Initiative, employees at Cisco offices worldwide spend the day with girls between ages 13 to 18, encouraging them to consider education and career paths in STEM. Students meet women role models and men who are advocates for women in technology, learning about their career paths and lives in the technology field. Students also use Cisco TelePresence and Jabber collaboration solutions to interact with other girls across the globe and with successful women working at Cisco and elsewhere. Cisco opens doors for young women all over the world and inspires them to pursue a career in information and communications technology (ICT) through hands-on exposure to the latest technology and engagement with industry professionals.





## COMPANY OVERVIEW

Citi serves as a trusted partner to its clients by responsibly providing financial services that enable growth and economic progress. The core activities are safeguarding assets, lending money, making payments and accessing the capital markets on behalf of its clients. Citi has 200 years of experience helping clients meet the world's toughest challenges and embrace its greatest opportunities. As a global bank, Citi serves as an institution connecting millions of people across hundreds of countries and cities.

## GICC REPRESENTATIVES

**Yolande Piazza**  
CEO, Citi FinTech

**Corinne Lin**  
Head of Operations, Citi FinTech

**Yolande Piazza** is the Head of Citi FinTech, a unit in Citi's Global Consumer Bank charged with delivering a radically simple, connected customer experience on mobile. Through co-creation with customers, an agile operating model and next generation technology, Citi FinTech is transforming how Citi designs, builds, creates, and delivers mobile features and capabilities for millions of customers. Yolande is a member of the Global Consumer Bank



Management Committee. In 2016, Citi FinTech introduced a new set of features for U.S. Retail Bank clients, making Citi the first global bank to integrate banking, money movement and wealth management on mobile. A nearly thirty-year veteran of Citi, Yolande has held several key technology leadership roles, most recently Chief Operating Officer (COO) of Citi FinTech.

As COO, she was responsible for the day-to-day operations of Citi FinTech and leading Citi's Consumer Innovation Labs. Prior to Citi FinTech, Yolande served as Chief Administrative Officer for Global Consumer Banking Operations & Technology for seven years, providing value-added services and benefits to internal clients, as well as developing, implementing and managing a number of transformation initiatives to improve results and cost efficiency. She has held several senior roles, including SVP of Online Applications & Services for Diners Club International and CIO of Student Loans Corporation.

In 2014, Yolande founded the "Future Women in IT" program, which aims to inspire middle and high school girls to pursue careers in technology and reduce the misconception that "I.T. Is not for me". The program has reached more than 30,000 girls across the United States since inception.

Yolande co-led the Citi Operations & Technology Women's Council and has been recognized for her achievements as part of the 2014 YWCA-NYC Academy of Women Leaders and as an honoree for United Way of Northeast Florida's Women in Local Leadership (WILL) Up Close & Personal Program.

She was featured on Bank Innovation's 2017 "10 most innovative CEOs in Banking" list and American Banker's 2017 "Women to Watch" list.



**Corinne Lin** is the Head of Operations for Citi FinTech, an innovative unit within Citi's Global Consumer Bank charged with delivering a radically simple, connected customer experience on mobile. Cori is responsible for leading Citi FinTech's day-to-day operations, including business management, financial oversight, culture and internal communications. Prior to helping form FinTech, Cori was the Chief of Staff for the Global Experience Team (GxT) and the US Consumer & Commercial Banking team. She joined Citi's Global Consumer Bank in September 2011. In her Chief of Staff capacities, she supported the teams with business management, communications and special projects. Previously, Cori was a Vice President in the Global Consumer Group of Citi's Institutional Clients Group, which provides investment banking and corporate banking products and services to clients in the Agribusiness, Food, Beverage, Tobacco and Consumer Products industries. Her select transaction experience includes: Kraft Foods' \$21.6B acquisition of Cadbury, Altria's \$11.7B acquisition of UST, Coors' \$1.7B acquisition of Carling Brewers, PepsiAmericas' and PepsiCo's \$750m joint acquisition of Sandora. Cori joined Citi in 2006 from Diageo where she worked in Marketing Decision Support and Investor Relations. Prior to receiving her





M.B.A., Cori worked in Corporate Finance at Molson Coors and in the Consumer Group of the Investment Banking Divisions of Morgan Stanley and Deutsche Bank. Cori received a Bachelor of Science degree in Neuroscience from Brown University and an M.B.A. with honors in Finance and Marketing from The Wharton School of the University of Pennsylvania.

### **GENDER INCLUSION PRACTICES**

According to its 2016 Annual Diversity Report, Citi is “a global company and welcome people of every cultural background, gender, race/ethnicity, generation, sexual orientation, and gender identity or expression, as well as military veterans and people with disabilities”. As of July 2016, women take up 53.8% of the company’s employees. In its global Risk group, Citi has a 12-month program, *Women in Risk*, designed to strengthen the pipeline of women for leadership roles. Under the guidance of a sponsoring member of the Risk Management Executive Committee, *Women in Risk* participants identify career goals, implement a customized career development plan and expand visibility through networking opportunities. Since inception, more than half of the participants have taken on new or expanded roles within the firm. In 2015, Citibank East Africa launched a 12-week mentorship program for Citi women in sub-Saharan Africa: *The Sapphire Leadership Program*. It targets high-performing female assistant vice presidents, vice presidents and senior vice presidents across the region. It pairs these selected individuals with managing directors across the Citi network who have experience working in Africa, with the objective of providing new career tools, mentorship and networking opportunities.

### **FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP**

*Laboratoria*, a Citi Foundation Pathways to Progress grantee, is helping to make the tech sector more inclusive. Launched in 2016, *Laboratoria* identifies low-income women with high potential and gives them access to a career in tech to transform their future. In 2017 alone, *Laboratoria* will train and place more than 200 young women as web developers in Lima, Peru. Citi and *Grameen America* are also providing services and tools to 12,000 women in an effort to help them escape poverty and empower themselves through entrepreneurship. Citi provides *Grameen America* members, including women with minority-owned small businesses, with fee-free bank accounts and convenient technology-based banking services. For more than a decade, the *Citi Microentrepreneurship Awards program* has been a signature financial inclusion initiative of the Citi Foundation focused on generating economic opportunities for low-income entrepreneurs in approximately 30 countries. To date, more than 6,000 microentrepreneurs have received more than \$9 million in prizes.



## COMPANY OVERVIEW

Dell Inc., a part of Dell Technologies, provides customers of all sizes – including 98 percent of the Fortune 500 – with a broad, innovative portfolio from edge to core to cloud. Dell Inc. comprises Dell client as well as Dell EMC infrastructure offerings that enable organizations to modernize, automate and transform their data center while providing today’s workforce and consumers what they need to securely connect, produce, and collaborate from anywhere at any time.

### GICC REPRESENTATIVES

#### Jackie Glenn

*VP Global Diversity and Inclusion*

#### Trisa Thompson

*SVP & Chief Responsibility Officer*

**Jackie Glenn** is a pioneering Diversity and Inclusion expert who lives by the mantra, “It’s better to be respected than liked.” Her groundbreaking initiatives have reshaped organizational policies, unified a multidimensional corporate culture, and generated international interest and intrigue. Jackie was pivotal in guiding Fortune 500 EMC Corporation to personify its brand of innovation in the global community. Jackie is currently Vice President, Global Diversity and Inclusion at Dell. Her strategic focus is on setting the policies and processes of a unified enterprise that brought together Dell Inc. and EMC



Corporation in 2016. The newly merged technology industry leader has a workforce of 145,000 in 180 countries. During a 16-year career at EMC, Jackie rose from Senior Director of HR Operations of a 2000-strong global salesforce to Global Chief Diversity Officer of a 70,000-member enterprise. She initiated a series of industry-recognized best practices, including a groundbreaking transgender reassignment and benefits program and multiple women’s corporate advancement immersion experiences.

Jackie holds a Master of Science degree in Human Resources Management from Leslie University, Cambridge, MA and a bachelor’s degree from Emmanuel College, Boston. Her passion for community advocacy and civic leadership includes service on the Board of the Children’s Services of Roxbury (MA), the Board of the African-American Museum of Boston, and the Board of Overseers of Beth Israel Deaconess Hospital. A world traveler, she frequently hosts national and international conferences, participates on industry panels, and addresses groups on what she knows best—diversity and inclusion in the workplace, advancement of women in technology, transgender reassignment, and living a fulfilled life.

**Trisa Thompson** is Senior Vice President and Chief Responsibility Officer at Dell, with responsibility for Dell’s Legacy of Good program including strategic giving, sustainability, entrepreneurship and DWEN. Prior to this role, Trisa was a Vice President in Dell’s Legal Department for 12 years. Trisa graduated with honors from The National Law Center, George Washington University. She



received her undergraduate degree, magna cum laude, from Boston University in 1983, where she majored in Mass Communications. She serves as a judge for the global Circular Awards with the World Economic Forum, working to increase understanding of the benefits of a circular economy. She is also on the national corporate advisory board for the American Red Cross. Trisa received the 2008 Volunteer of the Year award from the United Way of Austin. In addition, in 2014, the National Diversity Council awarded her the Most Powerful and Influential Women of Texas Award and they also named her as one of the Top 50 Women in Technology in 2014. Outside of the office, Trisa is the current chair of the LifeWorks Board of Governors, an organization helping homeless teens gain self-sufficiency. Trisa also serves on the Emeritus Advisory Board for Law and Technology News. Previously, Trisa served on the Boards of the United Way in Central Texas, the Women’s Giving Network, Greater Austin Chamber of Commerce, I Live Here I Give Here, and was president of the Zach Scott Theatre and KLRU Boards. She was also a founding member of the Austin/San Antonio Chapter of the Texas General Counsel Forum.

### GENDER INCLUSION PRACTICES

Dell creates opportunities for all employees to bring their ideas to the workplace in an environment that cultivates the exchange of broad thinking and inspires innovation. By embedding diversity and inclusion into its business, Dell helps ensure that it serves customers globally in ways that best meet their needs. As part of its commitment to ensuring its teams around the globe respect and value one another, Dell requires that new team members participate in cultural awareness training that facilitates powerful self-awareness. One of its 14 Employee Resource Groups (ERGs) - platforms of networking,



leadership development, community volunteer opportunities and avenues for driving business results – is called *Women in Action*. In financial year 2017, 28 percent of the team members and 23 percent of the management are women.

### **FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP**

Dell is committed to accelerating the increasingly powerful role that women play in driving global economic growth. Through the *Dell Women's Entrepreneur Network (DWEN)*, Dell is connecting female entrepreneurs across the globe with networks, sources of capital, knowledge and technology, giving them the power to do more. Members can join other female business leaders from around the globe via Twitter, Facebook and LinkedIn as the Network celebrates the impact of women-owned businesses on the global economy. The Dell Women's Entrepreneur Network summit brings together 200 of the most inspiring female entrepreneurs, international media and Dell executives for two days of collaboration, thought leadership and networking. The event has grown into a thriving international network with hundreds of women business owners who connect throughout the year to share their knowledge and support their peers in accelerating business growth.





## COMPANY OVERVIEW

Ellevate is a global professional women's network dedicated to the economic engagement of women worldwide. The most expansive and diverse network of its kind, Ellevate's community is made up of successful, motivated and passionate professional women from various industries and walks of life with one common belief: investing in themselves and in other women is good business. Ellevate's mission is to close the gender achievement gap in business by providing women with a community to lean on and learn from.

## GICC REPRESENTATIVE

### Kristy Wallace

CEO, Ellevate Network



**Kristy Wallace** is the CEO of Ellevate Network and is responsible for executing Ellevate Network's mission to close the gender achievement gap in business by providing professional women with a global community to lean on and learn from. She directs the Network's staff, is responsible for business growth and strategy, and works closely with Ellevate's Chapter Leaders, Business Partners, and Champions to further Ellevate's impact. Kristy is a regular speaker and thought leader on Driving Business Change Through Leadership Engagement, the Positive Impact of Diversity on Business, Social Entrepreneurship, Networking, and Entrepreneurialism. Kristy is also the host of the Ellevate Podcast, Conversations with Women Changing the Face of Business.

Most recently, Kristy was recognized as a Woman of Influence by the New York Business Journal. Kristy is an Advisor for the 92Y Women in Power Fellowship for Rising Female Leaders; on the Advisory Council for the Villanova University Innovation, Creativity, and Entrepreneurship Institute; Co-Chair of the Leadership Advisory Board for the Girl Scouts of Greater NYC; a Board Member at Workforce Professionals Training Institute; and a Member of the UN Women Global Innovation Coalition for Change. Prior to joining Ellevate, Kristy was a founding team member of Zeel.com, where she oversaw operations, business modeling, brand development, partnerships, and fundraising. Prior to Zeel, Kristy served as VP of North America Ad Sales and then GM of International Operations at Vault.com. Kristy obtained her BA in English/Sociology from Villanova University. Kristy lives in Brooklyn, NY with her husband and three wonderful children.

**What role can innovation, technology or entrepreneurship play in increasing gender equality and women's economic empowerment?**

***"The power of technology to connect women to opportunity, to purpose, and to each other is meaningful. Connecting women across geography, socioeconomic status, ethnicity, industry and more leads to greater awareness and innovation. Connecting women to sources of funding can change lives. The power to connect entrepreneurs to others with expertise, insights, and skills can signify the difference between success and failure. The power to find communities that uplift and support leads to resilience and hope. Technology provides women everywhere with the freedom to create a product, a company, a service, a pathway forward for families and communities. Technology provides women with the means to amplify their voices."***

**- Kristy Wallace**



## GENDER INCLUSION PRACTICES

Ellevate Network believes in the positive impact of women in business. Their mission is to help women advance in the workplace, both for themselves and the greater good. They strive to change the culture of business from the inside out - by investing in women. Ellevate Network provides networking and lifelong learning opportunities for women through in-person events in cities around the world, their highly rated "Jam Sessions" (twice weekly webinars), member articles, the "Ellevate Essentials" podcast series and videos. They put money into action, channeling real capital to companies that are leaders in gender diversity. Members invest in themselves through joining the network, and companies invest in their women employees through partnerships with Ellevate.

## FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP

Ellevate partnered with 92nd Street Y to present *Women Who Lead*, a unique women's leadership video series featuring inspirational and powerful female voices in business, tech, media and the corporate world. From communication skills to financial management, networking to career advancement, Ellevate Network members provide professional tips and personal anecdotes to empower all women (and men) to become better, more effective leaders. In partnership with Pax World Management, the *Pax Ellevate Global Women's Index Fund* is established to invest in the highest-rated 400-plus companies in the world for advancing women, while providing broad global equity exposure. It is the first and only fund of its kind.



[ellevatenetwork.com](http://ellevatenetwork.com)

Meet the  
community of  
professional  
women who  
are  
*truly  
invested in  
you.*



*"We believe that networking and lifelong learning are keys to business success. And we believe that by providing these capabilities, by working with companies and investors to help them see the opportunity, and by truly investing in women - we can be an active and positive part of that change."*

*– Ellevate Network*



## COMPANY OVERVIEW

### A company overview:

Ernst & Young is a multinational professional services firm headquartered in London, England, United Kingdom. EY is one of the largest professional services firms in the world and is one of the "Big Four" accounting firms.

### GICC REPRESENTATIVES

#### Julie Hood

*Julie Hood is the Global Deputy Vice Chair of EY's Transaction Advisory Services (TAS) for EY*

#### Giles Morgan

*Associate Partner, Digital division of EY's Transaction Advisory Services (TAS) for EY*

**Julie Hood** is the Global Deputy Vice Chair of EY's Transaction Advisory Services (TAS) – an international team of almost 1,700 partners and nearly 16,000 people worldwide. TAS professionals work across 90 countries helping clients solve their most complicated business challenges by better managing their capital agenda – be it strategy, corporate finance, buying and integrating, selling and separating, or reshaping results.



In her 16 years at EY, Julie has advised clients in Asia, Europe and the Americas, providing a deep level of operational and transactional understanding across numerous sectors including:

power and utilities, financial services, industrial and consumer products, infrastructure, and government.

In her early career at EY, Julie was a founding member of EY's Global Operational Transaction Services (OTS) practice out of the United Kingdom and Ireland business. She has held the Oceania TAS Leadership position and been part of the EY Asia-Pacific Advisory Council. Before EY, she worked in the higher education sector and ran her own design consulting and construction business. Outside of the office, Julie works with non-profit entities to help promote child rights, enhance education and promote economic growth through inclusion. She volunteers with a number of charities, including mentoring young people and supporting female entrepreneurial initiatives. A native of Auckland, New Zealand, Julie currently lives in London with her husband and children.

**Giles Morgan** is the Associate Partner that helps lead the Digital division of EY's Transaction Advisory Services (TAS). Giles is an experienced Strategist, Innovator, Technologist and Entrepreneur. His current role brings together digital technology and M&A. Innovating across the transaction lifecycle for Corporate organisations and Private Equity including Technology due diligence, IPO readiness, It and Operating Restructuring, Separation and Carve Out, Strategy, Post Merger Integration and Transformation.



Giles has been fortunate enough to have been part of and led business and digital transformation over two decades, enabling him to sit on boards of vibrant and fast-growth media and digital businesses.

*"I am committed to driving diversity within my teams and across the wider EY community, particularly around addressing the gender inequality in innovation and technology, as father to my 6-year-old daughter Daisy, I cannot stress the importance of accelerating the achievement of gender equality and the advancement of women and girls, ensuring that future innovations meet the needs of women and girls, ensuring that women play a key role."*

Giles is the father of 3 children and currently lives in the UK with his family.

### GENDER INCLUSION PRACTICES

In EY's experience, the best way to spark innovation, and manage through disruption, is to harness the power of different ideas from diverse groups of people who are supported by an inclusive culture. EY embeds the principles of diversity and inclusiveness in all of their business processes. For example, actively looking for candidates with a global mind set as part of the recruitment process, and building the skills of all their people to enable them to team and lead inclusively. EY knows that diverse teams out-innovate and outperform homogenous teams, if led inclusively.

An essential element of the diversity and inclusiveness agenda concerns the advancement of women. Women make up nearly 50% of EY's workforce and last year 30% of new partners globally were women. EY believes closing the gender gap isn't just the right thing to do — it's the smart thing to do for businesses and the global economy. EY's commitment towards gender equality is steadfast and central to their purpose of building a better working world.

Women. Fast forward (WFF) is EY's global platform committed to building a better working world by advancing gender equality. WFF creates and scales-up programs and initiatives that accelerate the inclusion of women in the





workforce and economy. By working with varied and diverse organizations – from schools to governments, from start-ups to multinationals – EY provides women and girls the tools to access and seize opportunities in the rapidly changing digital world. In line with EY’s purpose of Building a Better Working World, Women. Fast forward recognizes the societal and economic imperative of creating inclusive and sustainable growth.

### **FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP**

The EY Entrepreneurial Winning Women program identifies high-potential women entrepreneurs whose businesses show real potential to scale and provides them with ongoing support to help accelerate their growth. Now in its 11th year, the program targets the missing middle - those savvy women founders who have built profitable small companies but have not yet found the essential tools needed to expand sustainably. EY gives the founders ongoing access to their vast resources, rich networks and know-how, helping to strengthen their abilities to become market leaders. At the same time, the program creates a vibrant global community of successful women entrepreneurs and inspiring peer role models.

EY also looks to inspire young women to study science, technology, engineering and math and to consider careers in information and communication technologies (ICT). On International Girls in ICT Day, 100 EY employees in Germany taught 600 girls in 24 schools how to code an app. In the UK, the EY Women in Technology Network ran a tech bootcamp for 50 students who are part of the EY Foundation Young Women’s Network, which supports girls aged 14-22, encouraging them to improve their technology skills further and pursue a career in technology. In the US, EY is collaborating with Girls Who Code (GWC), a national non-profit organization dedicated to

closing the gender gap in technology. The sponsorship’s objective is to redefine opportunities for future generations of women in Science, Technology, Engineering and Mathematics, forging a lasting legacy of growth, increased prosperity and stronger communities to build a better working world. This summer, EY will be hosting a Summer Immersion Program in their Seattle wavespace™ location. The Summer Immersion Program introduces 20 rising 11th- and 12th-grade girls to a unique blend of computer science, sisterhood and careers in technology over a seven-week program.



## COMPANY OVERVIEW

Ericsson is a global leader in delivering ICT solutions. 40% of the world's mobile traffic is carried over Ericsson networks. They have customers in over 180 countries and comprehensive industry solutions ranging from Cloud services and Mobile Broadband to Network Design and Optimization. Their services, software and infrastructure - especially in mobility, broadband and the cloud - are enabling the communications industry and other sectors to do better business, increase efficiency, improve user experience and capture new opportunities.

## GICC REPRESENTATIVES

### Elaine Weidman-Grunewald

Senior Vice President, Chief Sustainability & Public Affairs Officer, and Head of Sustainability & Public Affairs

### Paul Landers

Program Director, Sustainability and Corporate Responsibility



**Elaine Weidman-Grunewald** heads Ericsson's Sustainability and Public Affairs and is also Head of Ericsson Response, the company's humanitarian and disaster

response program. She has worked for Ericsson in the US and Sweden for over 18 years. During this time, she has held various positions in the company ranging from Environmental Product Management to Sales and Marketing. Since 2005 her work has focused exclusively on driving Ericsson's

sustainability and CR initiatives. She has been reporting to the CEO since 2012, and has been member of the Global Leadership Team since 2014. As of July 1, 2016, she is part of the Ericsson Executive Team. She is also a member of the Group Crisis Management Council. Weidman-Grunewald's focus is on the impact that Information and Communication Technology (ICT) can play in addressing global challenges in areas such as poverty, development, girls' education, humanitarian response, peace building, and climate change. From a Corporate Responsibility perspective, she ensures adequate company policies and proactive programs are in place to

minimize and mitigate risks in areas like health and safety, environment and human rights.

As the Ericsson spokesperson for Sustainability and CR, she is a frequent speaker at conferences including the World Economic Forum, SXSW, Mobile World Congress, and regularly interacts with media, customers, policy makers and the investment community. She is furthermore responsible for a number of public private partnerships which explore the use of Technology for Good, i.e. the use Ericsson's core technology to solve some of the world's most compelling sustainable development challenges. She has worked with both the Millennium Development Goals and the Sustainable Development Goals for over a decade. Weidman-Grunewald is on the Board of SWECO AB, an environmental architecture and consulting firm that designs communities and cities of the future. She is also on the Board of the not-for-profit Millennium Promise. She is a member of the Broadband Commission for Sustainable Development and the UN Sustainable Development Solutions Network. She sits on the Advisory Board of the Whitaker Peace and Development Initiative supporting peace-building and inclusion efforts through innovative use of technology. Weidman-Grunewald works actively with advocacy and policy development and is responsible for the

company's engagement in the World Economic Forum. Weidman-Grunewald holds a double Master's degree from Boston University's Center for Energy and Environmental Studies, in International Relations with a focus on Latin American social and economic development issues, and Resource and Environmental Management.



**Paul Landers** is Program Director at Ericsson's Sustainability and Corporate Responsibility unit where he leads the Connect To Learn program. The Connect to Learn program aims to increase

student access to education globally, with an emphasis on girls, and builds on Ericsson's commitment to addressing Sustainable Development Goal (SDG) 4: Ensuring an inclusive and equitable quality education and promoting lifelong learning opportunities for all. Currently Connect To Learn has deployments in 23 countries and has reached over 80,000 students. In 2015 Connect to Learn launched its largest project to date in Myanmar with a public-private partnership designed to improve access, literacy and life skills for 21,000 students with a specific emphasis on marginalized girls. With experience in both the public and private sector, Mr. Landers has studied the potential and implementation of ICT in education for over two decades. He started his career as a public school teacher in Ireland focusing specifically on ICT use in primary schools and the development of teacher training programs. Since joining Ericsson in 1998, he has been deeply involved in the creation of corporate eLearning programs both within Ericsson and as a consultant for supporting business partners around the world.

Mr. Landers earned a B Ed from St Patrick's College Dublin and an M Sc. from Dublin City University where he researched the impact of eLearning in corporate environments. Research

into mobile learning applications has also been a key area of inquiry. Partnering with different European universities, he has led several EU programs aimed at exploring the intersection of technology and education. He has been a regular speaker at global conferences on ICT, education and sustainable development.

### **GENDER INCLUSION PRACTICES**

Ericsson has several women's networks across the globe, including North and Latin America, Canada, Sweden, Africa, India and Europe. Over the past few years, Ericsson has made steady progress in increasing the number of women at senior-level positions. 35 percent of the Executive Leadership Team members were women in 2016, a substantial increase over the past five years. The number of women in the top 250 most senior positions has also continued to rise and is currently at 25 percent. Their goal is to encourage a gender-intelligent organization which recognizes and values the differences that both men and women bring to the organization. Increasing gender diversity is a central focus. Their 2020 gender diversity aim is for 30 percent of all employees to be female, including leaders and executives.

### **FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP**

Ericsson sponsored the 2015 *Grace Hopper Celebration of Women in Computing*, one of the world's largest gatherings of women technologists. In 2016, it sponsored the *1st European Celebration of Women in Computing in Belgium* and most recently in 2017, Ericsson sponsored the *Lesbians Who Tech Summit* which brings together lesbians, queer women and allies across all areas of technology. Ericsson is lead technology partner in *Connect To Learn*, an initiative with a specific focus on benefitting girls and their education needs. Since 2010, Connect To Learn has supported

UNESCO's Education for All goals by deploying mobile broadband and cloud solutions, combined with hands-on training in ICT, to schools in 14 countries.

Ericsson also partners with Techno Girls program to teach essential skills to young South African females by providing job shadowing opportunities and supports TechWomen, an initiative that empowers the next generation of women leaders in science, technology, engineering, and mathematics (STEM) from Africa and the Middle East by providing them the access and opportunity needed to advance their careers and pursue their dreams. It marks *Girls in ICT Day* in April with events all over the globe, including seminars, workshops and campus visits. The focus of the day is to empower and encourage girls and young women to consider careers in ICT.





## COMPANY OVERVIEW

Founded in 2004, Facebook’s mission is to give people the power to build community and bring the world closer together. People use Facebook to stay connected with friends and family, to discover what’s going on in the world, and to share and express what matters to them.

## GICC REPRESENTATIVE

### Arielle Gross

Global Program Manager of the Creative Shop

**Arielle Gross** is the Global Program Manager of the Creative Shop at Facebook, leading the organization’s business initiatives to transform how the world’s most innovative marketers use Facebook to drive growth. Arielle also leads the Women@Facebook New York group, and is passionate about developing opportunities and careers for women. Arielle previously founded a team of Product Development Specialists at Facebook, who re-invented how the company uses consumer feedback to iterate on new features and drive product launches at scale. Prior to Facebook, Arielle worked at Deloitte doing Engineering Consulting, and holds a B.S. in Materials Science and Engineering from the University of Illinois at Urbana-Champaign.



this behavior at Facebook, they introduced the *Diverse Slate Approach (DSA)* in 2015 and have since rolled it out globally. DSA sets the expectation that hiring managers will consider candidates from underrepresented backgrounds when interviewing for an open position.

*Annual Diversity Data:* Facebook has demonstrated stronger trends in their hiring rates. This strength in recruiting and programming has contributed to an increase in the number of women in the workforce (from 33% to 35%), women in non-technical roles (from 53% to 55%), women in technical roles (from 17% to 19%) and women in leadership (from 27% to 28%). Facebook is committed to building a diverse and inclusive company - no matter how long it takes.

*Managing Unconscious Bias:* Facebook’s publicly available *Managing Unconscious Bias* class encourages people within the organization to challenge and correct bias as soon as they see it – in others, and in themselves. They also doubled down by adding two new internal programs: *Managing Inclusion*, which trains managers to understand the issues that affect marginalized communities, and *Be The Ally*, which gives everyone the common language, tools and space to practice supporting others.

*Women@* is an employee resource organization in Facebook that is committed to connecting and building a community of women who feel open and connected to each other. Facebook empowers women through professional development opportunities and engage with men as equal partners in advancing gender diversity and inclusion.

## FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP

Facebook wants to increase access and opportunity for students with an interest in software engineering, business and analytics.

*Facebook University* gives underrepresented students extra training and mentorship earlier in their college education. FBU was started in 2013 with 30 students, and over 500 students have since graduated from the program, with many returning to Facebook for internships and full-time jobs.

Recently, The *SheLeadsTech* program has been created in India to support women founded start-ups, with access to community, tools, mentorship and resources to overcome barriers and succeed in building a business in technology. Similarly, Facebook attempts to increase pathways for underrepresented communities to learn programming through its Tech Prep program, which aims to help parents and guardians and learners explore programming, the jobs available to programmers and the skills required to become one. The goal of the program is to spur interest in CS and programming and motivate people from all backgrounds to pursue careers in tech. This initiative stems from the belief that through exposure and access, parents, guardians, and other influencers can enable their children and learners can gain the skills they need to have a technical career.





### COMPANY OVERVIEW

GE is the world's Digital Industrial Company, transforming industry with software-defined machines and solutions that are connected, responsive and predictive. GE is organized around a global exchange of knowledge, the "GE Store", through which each business shares and accesses the same technology, markets, structure and intellect. GE Foundation, the philanthropic organization of GE, is committed to transforming communities and shaping the diverse workforce of tomorrow by leveraging the power of GE.

### GICC REPRESENTATIVE

#### Kelli Wells

Executive Director, General Electric Foundation

#### How does your company demonstrate its commitment to gender equality?

*"In 2017, GE made a commitment to having 20,000 women to fill STEM roles at GE by 2020 and obtaining 50:50 representation for all technical entry-level programs. This program will significantly increase the representation of women in GE's engineering, manufacturing, IT and product management roles - a strategy necessary to inject urgency into addressing ongoing gender imbalance in technical fields and fully transform into a digital industrial company." – Kelli Wells*



**Kelli List Wells** is the Executive Director for Global Education and Skills at the GE Foundation. Her portfolio focuses on building education, skills and training initiatives to

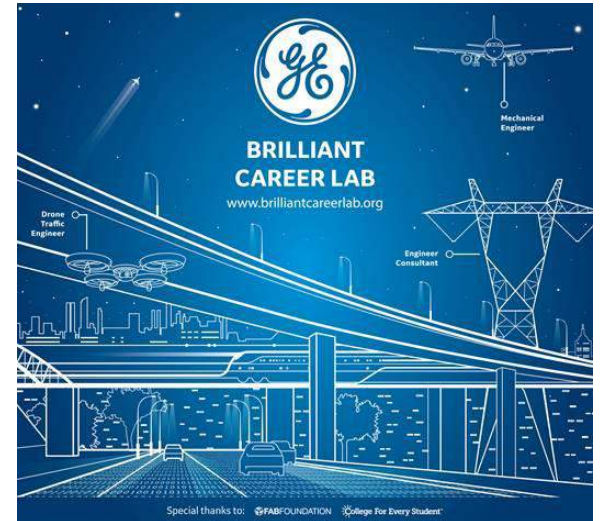
prepare the next generation for the demands of the workforce and the changing labor economy both nationally and globally. Wells joined GE in 1995 as an Investment Broker with GE Asset Management. In 1996, she was appointed to Quality where she became a Black Belt in Six Sigma. After her role in Quality she managed International Marketing for GE's Retail Services Division. In 2001, she joined the corporate citizenship team at GE Capital where she held responsibilities around global programs. In 2004, she was appointed to her current role at the GE Foundation. Prior to joining GE, Wells spent 5 years as a licensed financial advisor, holding her Series 7 and Series 63 Investment licenses.

Wells is also a member of various non-profit organizations. She serves on the board of directors for the Bridgeport Public Education Foundation. She has served on the executive board of GE's Volunteer organization in Stamford; President of the Fairfield County Contributions Group; served on the distribution committee of United Way; the board of the Parent Leadership Training Institute; the board of the Connecticut Academy of Education; and member of the Stamford Mayor's council for School Readiness. She led the Stamford Achieves initiative in Stamford, CT that brought the community together to look at and address the Achievement Gap.

Wells studied International Relations and Japanese at the University of Massachusetts Amherst and continued her education at Nanzan University in Nagoya, Japan.



Kelli Wells, Executive Director GE Foundation, with a student



## GENDER INCLUSION PRACTICES

GE offers development opportunities targeted at female managers such as Leadership Practices, a GE developed leadership program dedicated for high potential women to deepen their knowledge and skills in leadership, effectiveness and coaching. GE also convenes global forums targeted at specific functional groups, such as Women in Commercial and Women in IT to connect, inspire and develop female employees. In 2016, GE was also recognized among the 100 Best Companies for Working Mothers.

GE's Women's Network (WN) exists for the nearly 70,000 women working at GE to cultivate their leadership skills, business practices, personal contacts, and career opportunities. By engaging and developing membership in areas such as technology, operations, and commercial roles, they promote growth leaders who will ensure both their career success and GE's growth as a company.

The WN was created in 1997 to attract, develop, inspire, and retain female professional talent. This effort includes sharing the experience, best practices, and knowledge of successful women role models: the executive team represents a diverse group of women from each of GE's businesses and critical corporate functions. Today, the rapidly growing WN has evolved into a worldwide organization of more than 160 hubs in 60 countries that helps thousands of women around the world.

## FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP

GE believes that the commercial imperative, coupled with the ongoing challenges of recruiting and retaining top female talent in STEM jobs, means organizations must make continued, real investment in closing the gender gap. GE announced goals of having 20,000 women to fill

STEM roles at GE by 2020 and obtaining 50:50 representation for all technical entry-level programs.

GE also sponsored *GE girls*, a program designed to encourage girls to explore the world of science, technology, engineering and math (STEM), and STEM-based careers. The program began in 2011 with one program at MIT and has since grown to over nine programs, with more to come. In addition to the in-person programs, GE Girls launched the *GE Girls Club* in 2016 as a way to keep the conversation going about STEM.

Since its inception, GE Girls has reached 700 girls who will continue to explore STEM and engage with the program throughout their high school years.

GE's *Code like a girl initiative*, intended for middle school girls typically between the ages of 10 to 14, is a one-day workshop that promotes STEAM learning through design thinking and engineering activities. It provides theoretical and practical knowledge on design thinking, problem solving, creative application, critical thinking, and STEAM (science, technology, engineering, and math + ART) skill sets including hands on software coding for young girls.

GE's WN has been funding scholarships through the *Society of Women Engineers (SWE)* for over 10 years, and reached the \$1 million mark this year in total donated funds supporting female engineering students. In 2016, WN provided 43 scholarships in the amount of \$5,000 each through the SWE scholarship fund.

Since 2003, GE has also been holding its annual *Leading and Learning conference*, inviting female customers and GE leaders for a day and a half agenda packed with powerful speakers and insights.





## COMPANY OVERVIEW

### A company overview:

Havas is a 20,000-strong global communications network with Villages operating all over the world. As a network, Havas includes experts in all areas of marketing and communications – from digital and social, to design and media planning and buying, to creative and corporate PR and plenty more besides.

We have over 5,000 clients including some of the biggest organisations on the planet.

## GICC REPRESENTATIVES

### Faye Raincock

*Head of Communications, Havas UK*

Faye Raincock joined Havas UK in 2015 after almost 15 years as a television journalist and executive. She was the first Female Editor of ITV News, London and was appointed UK Head of Communications in 2017.



Faye led the Havas helia team in the development of the 2017 'Women In Power' study that examined the scale of sexist abuse and harassment facing 150 of the world's most powerful and high profile women online. The

report was picked up by news organisations including the BBC, Channel Five News and Forbes.

Faye went on to present the findings of the report to UN Women's GICC Committee in NYC in February 2018.

## GENDER INCLUSION PRACTICES

As a key plank of his leadership plan to ensure Havas is a business ready for the future, Havas' UK and European CEO has implemented a Diversity & Inclusion charter that commits all of its businesses to attaining set targets on gender representation and leadership. This in turn, is driving positive change in our clients and their products and services.

We believe this isn't just a 'nice to have', it's an essential part of doing business and is leading the whole Havas network in ensuring gender diversity and inclusion - among other diversity commitments - are central to defeating stereotypes in our workplaces, our creative work, our clients and in turn, in wider culture.

## FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP

### Women leaders

In 2017, Havas launched its Femme Forward programme. This programme works with our own women at middle management level to ensure they have the skills and support within the network to continue climbing the ladder to the top rung.

In its second year, it continues to inspire and support women leaders of the future based all over the world as they advance, and sets an example for many more women joining Havas, that it's possible to reach the top.

Since 2015, Havas UK has continued to work hard on promoting and retaining female talent, with the target of full 50/50 representation at the top table by 2020.

## The Gender Pay Gap

Havas is also committed to tackling the gender pay gap at all levels. Through regular pay audits, the business will continue to assess its performance in this area and correct any anomalies that come to light.

We also understand that as humans we are hard wired to be unconsciously biased, so have committed to running regular education programmes to support our people, starting with management, in being more aware of this process and how it affects the decisions they make.





## COMPANY OVERVIEW

Founded in 1939, HP's mission is to invent technologies and services that drive business value, create social benefit and improve the lives of customers — with a focus on affecting the greatest number of people possible. HP's vision is to create technology that makes life better for everyone, everywhere — every person, every organization, and every community around the globe.

### GICC REPRESENTATIVES

#### Nate Hurst

Chief Sustainability & Social Impact Officer, HP

#### Michele Malejki

Global Head of Strategic Programs, Sustainability & Social Innovation

**Nate Hurst** is currently the Chief Sustainability & Social Impact Officer for HP. He helps drive programs with a focus on the environment, society, and integrity that are aligned with HP's business strategy. Nate directs the strategy of a global team of experts focused on driving solutions in collaboration with non-profit organizations, governments, customers, and partners. His team reinvents sustainable solutions that address societal challenges in the areas of education, entrepreneurship, and the environment while utilizing HP's technology. He has 20 years of professional experience in environmental sustainability and social innovation working in the private, public, and non-profit sectors. Previously, Hurst served as director of sustainability, public affairs, and government relations for Walmart where he executed a



proactive internal and external business sustainability strategy on environmental issues.

As a national spokesperson for The Ocean Conservancy, he spearheaded big ideas, communications strategies, and goals for environmental advocacy and advanced policy agendas through grassroots campaigns. Prior, he served on The White House Council on Environmental Quality for President Clinton. While at the White House, he helped develop the Administration's environmental agenda and implemented an extensive outreach plan in support of the agenda.

His international experience includes representing the United States government as a member of many official delegations. Hurst received his master's degrees from the University of California – Berkeley and his bachelor's degree from Virginia Tech University. He serves in several leadership positions including: the Haas Center for Responsible Business Alumni Board, the Earth Day Network Board of Directors, the Keystone Policy Center Board of Trustees, the Center for Climate & Energy Solutions Business Leadership Council, the Social Innovation Leadership Council, and the After-School All-Stars DC Chapter Board.

**Michele Malejki** is currently the Global Head of Strategic Programs, Sustainability & Social Innovation at HP. She manages many of the company's global social innovation programs and relationships with CSR and non-profit partners and stakeholders. She previously served as Deputy Director of Program at the Clinton Global Initiative, where she developed strategic content for issues related to climate change, refugees and displaced people, financial inclusion, and girls' and women's education worldwide. She was a key driver of diverse, cross-sector partnerships



launched to deepen CSR initiatives globally, and worked with Fortune 500 CEOs, heads of state, and non-profit leaders. Before CGI, she was based in Thailand for several years as Lead Project Manager at the Alliance for Financial Inclusion, where she managed an executive committee composed of central banking heads from developing and emerging countries. Michele also worked in Cambodia for One Acre Fund, where she developed and implemented the NGO's first micro-lending initiative in Asia; this saw her building and training a local team, identifying key stakeholders for partnerships, working directly in the fields with smallholder farmers, and deploying over 150 micro-loans. Her career began in investment banking at JPMorgan, where she covered credit risk within the insurance sector. She is proficient in English, Spanish and French; she also speaks Khmer. Michele holds a MSc in Sustainable Development from the School of Oriental and African Studies (SOAS), University of London and a BSc in Industrial and Labor Relations from Cornell University.

### GENDER INCLUSION PRACTICES



HP's commitment to diversity begins at the highest level, with the Board of Directors. 42 % of HP's Board members are women. In 2016, HP received recognition as a Best Company by Working Mother magazine in the United States (for the



26th consecutive year) and in India and Mexico (on the inaugural lists in those countries). HP was ranked as a Top Company for Women Technologists by Anita Borg Institute. In 2016, HP introduced a global Belong, Innovate, and Grow (BIG) strategy to support an inclusive culture, leverage diversity of thought and perspectives to fuel innovation, and impact its bottom line by embedding diversity and inclusion across the company. Raising gender equity in management became a core focus area of the BIG strategy and during this year, the representation of women in top marketing positions at HP increased to 50%. HP's Employee Resource Groups (ERGs) foster a positive, collaborative work environment by bringing together people with shared interests and experiences. The resource groups also organized HP's Inaugural International Women's Week, celebrating HP women's contributions at site events around the world and through webcasts and employee profiles.

### **FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP**

HP engages communities to further STEM education for girls and minorities through partnerships with the Anita Borg Institute, Black Women and Girls in Computing, the National Action Council for Minorities in Engineering (NACME), the National Center for Women and information Technology (NCWIT), ReBoot Career Accelerator for Women, and the Silicon Valley Young Women's Leadership Summit. To bridge the digital divide HP provides core business and IT skills free of charge for start-ups, students, and small businesses through *HP LIFE* (Learning Initiative for Entrepreneurs), a global e-learning program of the HP Foundation. *HP World on Wheels* program aims to reach 6,400 Indian

villages and impact more than 15 million people over the next six years through 48 mobile, self-contained, Internet-enabled digital inclusion and learning labs.





## COMPANY OVERVIEW

Johnson & Johnson and its subsidiaries have approximately 126,400 employees worldwide engaged in the research and development, manufacture and sale of a broad range of products in the health care field. Johnson & Johnson was incorporated in the State of New Jersey in 1887.

## GICC REPRESENTATIVES

### Alice Lin Fabiano

*Global Director, Global Community Impact*

### Carol Montandon

*Johnson & Johnson Consumer Companies  
Chief Quality Officer, Vice President Quality and Compliance Global Chair, Johnson & Johnson Women's Leadership Initiative*



**Alice Lin Fabiano** is the Global Director, Global Community Impact at Johnson & Johnson. She leads the Social Innovation team whose mission is to support and champion people on the front

lines who are at the heart of delivering care. Prior to joining Johnson & Johnson, Ms. Lin Fabiano worked at The Bridgespan Group where she worked with leaders and organizations to accelerate social change, with a focus on women's empowerment and education. Ms. Lin Fabiano was a Harvard Business School Fellow at Children's Investment Fund Foundation (CIFF), a global philanthropic institution focused specifically on improving children's lives. She began her career at Morgan Stanley where she was part of the founding team that launched the firm's Social Finance and Microfinance Institutions Group, and

raised more than \$100 million for women entrepreneurs around the globe. Ms. Lin Fabiano holds an

M.B.A. from Harvard Business School and a B.A. from The Johns Hopkins University. She is a proud board member of Prakti Design, a social enterprise that designs cook stoves for the world's poor.



**Mrs. Carol Montandon** is the Chief Quality Officer/Vice President of Quality and Compliance for the Johnson & Johnson Consumer Segment. Carol has end-to-end accountability for Quality and

Compliance. This includes responsibility for 30 internal manufacturing sites and over 200 external manufacturers. In addition, Carol is Global Chair of the Johnson & Johnson Women's Leadership Initiative. Prior to her current role, Carol was Vice President of Quality & Compliance for the North American Consumer business. Previously, Carol spent 18 years in the Johnson & Johnson Medical Device and Diagnostic (MD&D) sector with roles in several franchises and across multiple functions. Carol was Worldwide Vice President of Quality, Regulatory and Compliance for the Ortho Clinical Diagnostics (OCD) Franchise. Prior to OCD she was Worldwide Vice President of Regulatory Affairs for the Diabetes Franchise and Vice President of Quality, Regulatory and Compliance for Animas Corporation. Prior to joining Animas, Carol was Director, Quality Systems and Compliance for Ethicon-Endo Surgery. Prior to EES, Carol held multiple roles at OCD including Manager, Regulatory Affairs and Operations Director. Prior to joining J&J in 1994, she was with Baxter Diagnostics in Switzerland. Carol holds a Bachelors of Science in Medical Technology from the University of Evansville and an MBA from the

Pennsylvania State University Smeal College of Business.

## GENDER INCLUSION PRACTICES

Johnson & Johnson was added to the Working Mother Magazine's 100 best companies for working mother's list by Working Mother's Magazine for the 31<sup>st</sup> consecutive year. It has also been ranked #8 for Diversity and Inclusion by DiversityInc. In 2016. With 54 percent of the workforce consisting of women, Johnson & Johnson has tailored several policies to address gender inclusive needs. All new parents, maternal, paternal, and adoptive have the opportunity to take eight weeks of paid leave during the first year of the family's birth or adoption. Moms who give birth can take up to 17 paid weeks off. For nursing mothers worldwide, Johnson & Johnson launched a temperature controlled delivery service that lets mothers simply and safely ship breast milk back home while traveling for business purposes. They also offer childcare centers on company campuses globally, fertility benefits that provide financial assistance to parents choosing this path, and surrogacy and adoption assistance.

Johnson & Johnson also promotes diversity and inclusion practices through its employee resource groups, including the *Women's Leadership Initiative*. Launched in 1995, the Women's Leadership Initiative grew out of Johnson & Johnson's long-standing commitment to programs aimed at increasing the diversity of its work force. The Initiative is built on the fundamental concept that individuals share responsibility for their advancement with the Company



## FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP

*The Scientist Mentoring & Diversity Program (SMDP)* is a one-year mentoring program, which Johnson & Johnson has sponsored for over a decade, to pair women and ethnically diverse students from underrepresented communities interested in STEM with mentors from the medical technology, biotechnology and consumer healthcare industries.

Over the past 10 years, the company has mentored over 50 post-baccalaureate, graduate and Ph.D. students and postdoctoral researchers, and even employed 16 of them.



The WiSTEM<sup>2</sup> D 2016 pilot, which stands for Women in Science, Technology, Engineering, Math, Manufacturing & Design. is another ambitious program geared to get girls excited about Science and Technology. The program is aimed at engaging girls between the ages 5 and 18 through initiatives designed to spark interest in STEM at a young age, encouraging college-aged women to pursue careers in these fields and inspiring professional women to commit to STEM career paths for the long-term. The program will be rolled out in the U.S., Africa and Europe, with Johnson & Johnson employees serving as mentors and aims to reach 1 billion girls and women by 2020.

# JPMORGAN CHASE & CO.

## COMPANY OVERVIEW

JPMorgan Chase is a global leader in financial services, offering solutions to the world's most important corporations, governments and institutions in more than 100 countries. The Firm and its Foundation give approximately US\$200 million annually to nonprofit organizations around the world. It also leads volunteer service activities for employees in local communities by utilizing its many resources, including those that stem from access to capital, economies of scale, global reach and expertise.

## GICC REPRESENTATIVE

### Ali Marano

Executive Director, Technology for Social Good, Diversity & Inclusion at JPMorgan Chase

**How has your organization integrated diversity and inclusion into its core business strategy?**

*"We've implemented a number of targeted recruiting initiatives that complement our traditional technology talent strategy. This combined approach is enabling us to recruit more talented people, from communities who may have been overlooked or underrepresented in the past. We believe diversity brings together people with unique perspectives and inclusion enables us to best serve our clients and communities."*

**- JPMorgan Chase & Co.**



**Ali Marano**, heads the Technology for Social Good, Diversity & Inclusion groups for Global Technology at JPMorgan Chase. The focus of her work is to identify, attract, develop and engage a talent pipeline to meet the diversity and innovation needs of the Global

Technology organization through the execution of traditional, alternative and social good programs. Ali founded the Technology for Social Good group in 2010.

Ali's efforts have led to the creation of multiple pipeline programs that are widening and diversifying the talent pipeline for JPMC's Global Technology organization via early identification, talent acquisition enhancements and exploration of new sources of talent. One such program is Tech Connect. Tech Connect was first launch in 2015 and is an innovative nine-week program targeted at the under-represented talent pipeline in technology. The program has a focus on career development and technical training. Following this primer, analysts move into JPMorgan Chase's two-year Technology Analyst Program as software engineers.

The main goals of Technology for Social Good are achieved through key program offerings including Code for Good hackathons, the Force for Good program engaging JPMC technologists on social projects as part of their early career responsibilities and development, alternative pipeline programs and partnerships, as well as youth tech initiatives.

Ali started her career as a documentary filmmaker focused on social issues and then worked as a strategy and management consultant at Accenture. While at Accenture, she became an Executive on loan to a new nonprofit called NPower, which provides technology services to nonprofit organizations. In the fall of 2000, she left Accenture and joined NPower full-time, where she focused on engaging corporations in the work of the nonprofit community. At NPower she co-created an online volunteer matching portal connecting nonprofits' technology needs with skilled volunteers. The solution, The Community Corps, is now actively used within JPMorgan Chase and with other companies across the globe.

Ali holds a B.A. in Spanish and International Business from the University of Buffalo and also studied at the University of Seville in Spain. She is a graduate of the Smith-Tuck Global Leaders Program for Women, the American Express Nonprofit Leadership Academy and the Coro fellowship program Leadership New York. Ali sits on the Board of Directors at Code to Work, a nonprofit focused on helping the NYC Tech Talent Pipeline and the Women in Technology and Entrepreneurship in New York initiative (WITNY). The NYC Tech Talent Pipeline is an initiative of The White House working with public and private partners to define employer needs develop and test training and education solutions to meet those needs, and scale solutions throughout NYC. WITNY, facilitates, encourages and enables a significant increase in the participation of women in both higher education and entrepreneurship in fields related to technology in the New York market.



## GENDER INCLUSION PRACTICES



### Code for Good Program

JPMorgan Chase's Global Technology organization also runs several additional targeted women development programs. *The Tech Executive Leadership Program (TELP)* was created in 2013 to accelerate the professional development of the firm's top female technology talent. The program is an opportunity for select Global Technology Executive Directors to hone their leadership skills, gain broader business insights and further expand their networks. Each session focuses on a development topic and introduces incoming participants to members of the Global Technology Operating Committee and senior leaders from across the firm. TELP alumnae have opportunities to remain engaged through networking and fostering a cohort of technology peers in their local hubs who can support each other throughout their JPMorgan Chase careers. TELP participants work on team projects that address Global Technology business challenges and have an opportunity to present their work to senior leaders at program graduation.

*Transformational Leaders* is targeted at JP Morgan Chase's top performing female Associates and Vice Presidents in Global Technology. The goal is to help the participants:

- Develop leadership strategies and behaviors

- Identify the internal and external barriers that women face
- Recognize gender, culture and generational differences
- Acknowledge opportunities for growth and personal goals
- Focus on communication skills to build networks
- Establish a long-term leadership career development plan

### FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP

Recognizing that women face unique barriers to professional success, JPMorgan Chase launched *Women on the Move* in 2013. The program began as a series of town halls for the firm's female employees in New York and offered an opportunity to collectively explore the challenges women face in the workplace and share ideas on how to best support career development. Since it began, the program has been hosted in 23 cities and senior women from across the company have met with more than 6,000 employees. *Women on the Move* has proven an invaluable channel to hear directly from and exchange ideas with women at all levels in the company, as well as industry leaders and members of the communities in which we live and work. As *Women on the Move* evolves, it will share the work of JPMorgan Chase employees and nonprofit partners in helping women achieve their goals and transform their lives.

To address the gender gap in the technology workforce, JPMorgan Chase initiated a program named *Tech Connect* to attract the next generation of technology specialists, specifically to encourage more women to choose technology careers in areas that have typically been dominated by men in the past. Math and sciences majors in their final year of college are recruited as candidates for the program that will offer

women basic programming skills, mentoring and networking opportunities.

### Tech Connect Program

Also, another exciting introductory program for undergraduate women - *the Winning Women*



*program* provides an entry into financial services and a meaningful overview of the many opportunities for female leadership at the firm. It has two tracks for female undergraduates and first-year MBA students to learn about JPMorgan Chase's global mission and culture, and get help with their own career paths. In addition, JPMorgan Chase doubled its global Small Business Forward program and committed \$75 million to increase access to capital for women, minority and veteran-owned small businesses in 2016.



## **COMPANY OVERVIEW**

**A company overview:**

TBC

## **GICC REPRESENTATIVES**

**Chiara Condi**

*Founder, Led by Her*

**Chiara Condi** joined Havas UK in 2015 after almost 15 TBC

## **GENDER INCLUSION PRACTICES**

TBC

**FOCUS ON ADVANCING WOMEN AND GIRLS  
IN INNOVATION, TECHNOLOGY AND  
ENTREPRENEURSHIP**

TBC



## COMPANY OVERVIEW

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful. With more than 500 million members worldwide, including executives from every Fortune 500 company, LinkedIn is the world's largest professional network on the Internet. The company has a diversified business model with revenue coming from Talent Solutions, Marketing Solutions, and Premium Subscriptions products. Headquartered in Silicon Valley, LinkedIn has offices across the globe. LinkedIn has more than 10,000 full-time employees with offices in 30 cities around the world.

## GICC REPRESENTATIVES

### Nicole Isaac

*Head of U.S. Public Policy*

### Sue Duke

*Senior Director of Public Policy for EMEA*

**Nicole Isaac** is the Head of U.S. Public Policy at LinkedIn. She is responsible for LinkedIn's policy and government affairs portfolio, and engages with the Administration, Congress, and policy-oriented NGOs on issues ranging from privacy and security to workforce policy issues. Nicole joined LinkedIn as the head of Economic Graph Policy Partnerships and worked with local, state, federal and international electeds on leveraging strategic information for investments in the 21st century workforce and to provide critical labor insights. Nicole also taught at International Business at Georgetown University. Two years ago, Nicole founded a non-profit, Code the Streets, to utilize technology to increase resources in inner city communities. Nicole was previously a Special Assistant to the President for Legislative Affairs, and was Deputy Legislative Director for the Office of the Vice President. From 2007



through 2009, she worked as Floor Counsel to the Assistant Majority Leader, Senator Richard Durbin and assisted with the management of the Senate Floor. Previously, she worked as Assistant

Counsel in the Office of Legislative Counsel and drafted hundreds of pieces of legislation for the U.S. House of Representatives. In addition, during 2006, she served as law clerk to the Honorable Dikgang Moseneke, the Deputy Chief Justice of South Africa. Nicole completed her Juris Doctor from the University of Pennsylvania Law School and also a Master of Arts degree in International Affairs from Columbia University. She received her Bachelor of Arts degree from Brown University. She also completed a Master of Studies in International Human Rights Law at Oxford University in the United Kingdom. She is a Term Member of the Council on Foreign Relations and a Presidential Leadership Scholar.



**Sue Duke** is Senior Director of Public Policy for EMEA at LinkedIn. Her primary role is to lead and manage the release of LinkedIn's Economic Graph across the EMEA region, focusing on issues such as skill gaps,

talent migration, and education. Prior to that, Sue worked as Head of Public Policy at Google Ireland, and before that, she was Special Advisor to the Minister for Communications, Energy and Natural Resources in the Irish Government. Sue holds a BA in European Studies from Trinity College Dublin and a MPhil in International Relations from the University of Cambridge.

## GENDER INCLUSION PRACTICES

At LinkedIn, women account for 42% of overall employees and 35% of leadership in 2016. The company also signed the White House Equal Pay Pledge - a visible commitment to do its part to close the national pay gap. It is committed to continuing to create diverse teams, encourage diversity of thought in an inclusive work environment where every person feels they truly belong and are paid fairly. LinkedIn enacted the following practices to ensure better outcomes for all individuals and the company:

**Hiring:** Studies show that the pay gap often starts with the initial salary negotiation. By implementing changes to help reduce the impact to salary in the negotiation period, LinkedIn creates the opportunity to start employees on a level-playing field.

**Promoting:** Once employees have a seat at the table, LinkedIn ensure equal opportunities for advancement.

**Training:** LinkedIn inserts training on unconscious biases when the hiring, promotion or salary increase decisions are being made.

**FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP**



Women at LinkedIn (W@LI) has a mission to educate, inspire and connect women at LinkedIn and empower all its employees to help cultivate an inclusive culture where people believe they belong. One of W@LI's key programs are mentor rings. These small groups meet monthly to learn, grow together and leverage peer support. Women's Initiative (WiN) focuses on developing an inclusive workplace for employees in their global sales organization, with programs to help invest in high potential women leaders with skill building, coaching, visibility and opportunities to showcase talent through executive sponsorship. Women in Tech (WIT) is an employee-led effort to challenge the gender imbalance among software engineers and other technical roles. In 2015, members of Women in Tech initiative conducted a pilot high school trainee program for software development for girls. In 2016, WIT members created *WIT Invest*, a four-month

program that encourages transformation through mentorship, access to tools and coaching, and relationship-building to accelerate the growth of high performing and senior leaders in Product, Engineering and Operations. LinkedIn has also partnered with MentorNet to get more women in STEM positions through mentoring.

*“Microsoft and LinkedIn’s mission to empower every person and every organization on the planet to achieve more aligns strongly to the UN SDGs. Microsoft was a lead sponsor of a report by the Global E-Sustainability Initiative (GeSI) and Accenture called “#SystemTransformation.” The report found that digital technology can help place all the SDGs within reach by enabling a broad range of economic and social opportunities worldwide.”*

— LinkedIn



# SOLVE

## COMPANY OVERVIEW

Solve was born out of MIT in 2015, a natural offshoot of MIT's commitment to open technological innovation, and its long commitment to actionable thought leadership in the public sphere. MIT Solve aims to solve the world's most pressing challenges through open innovation and partnerships. It is a marketplace connecting innovators with resources to solve global challenges. The key aspects of SOLVE's mission can be summarized as follows:

- Identifying the best solutions to specific, actionable challenges through open innovation.
- Building and convening a community of leaders and change makers committed to partnering together to pilot and implement these solutions.

## GICC REPRESENTATIVES

### Hala Hanna

Director, Economic Prosperity

### Alexandra Amouyel

Executive Director

**Hala Hanna** is the Director of the Economic Prosperity pillar at Solve, focused on solving through strategic partnerships some of the most wicked problems of our times: economic equality, prosperity, and the future of work in an era of profound digital transformation. Hala's career has revolved around building partnerships for social impact – from heading a public-private initiative for employment in the Middle East at the World Economic Forum, to advising governments on public sector reform and donor engagement with



the World Bank and the UN. She also has a knack for advising non-profits on strategy and business models. She enjoys speaking on the topics of women in leadership and the future of employment. Hala holds a Masters in Public Policy from Harvard University and a Bachelors in Economics from the American University of Beirut. She was a Global Leadership Fellow of the World Economic Forum.

**Alex Amouyel** is the Executive Director of Solve, an initiative of the Massachusetts Institute of Technology. Solve is a community of cross-sector leaders devoted to identifying and supporting solutions to actionable challenges through open innovation. Previously, Alex was the Director of Program for the Clinton Global Initiative, where she curated the content for the Annual Meeting. She also worked for Save the Children International in London and across Asia, the Middle East and Haiti, and at the Boston Consulting Group. Alex holds a double Masters from Sciences Po, Paris, and the London School of Economics, and a Bachelors from Trinity College, Cambridge, UK.



Indra Nooyi, Chairman and CEO of PepsiCo, speaks at Solve Challenge Finals as a Challenge

Chair for the Women and Technology pillar. (Photo credit: Samuel Stuart Hollenshead)

## GENDER INCLUSION PRACTICES

The Solve community aims to unearth and support innovative solutions to ensure women and girls can fully participate and prosper in the workforce and the economy by supporting the following practices for gender inclusion:

- Improve connectivity and technology access for women, particularly in underserved areas.
- Increase women's financial inclusion through access to digital payments, savings, investment, and insurance.
- Increase opportunities for dignified income generation in nontraditional sectors and through access to new supply chains and new markets.
- Correct for bias and heuristics, whether in the workplace or within communities



TruTrade leverages a smart digital platform to transform the relationship between smallholder farmers and middlemen, expanding women's access to markets.

(Photo credit: TruTrade)

**FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP**



Girls Who Build addresses the gender gap in STEM through a series of creative and applied engineering curricula, offering girls access to valuable role models and content. (Photo credit: Girls Who Build)

MIT's new Solve initiative just launched a Women and Technology Challenge asking for technology-fueled solutions that enable women and girls' full participation in the economy. MIT's new Solve initiative launched a Women and Technology Challenge, asking for technology-fueled solutions that enable women and girls' full participation in the economy. Solve brings together leading women like Ursula Burns, former Chairman of Xerox; Indra Nooyi, Chairman & CEO of PepsiCo; and Phumzile Mlambo-Ngcuka, Executive Director of UN Women, who all agree that fixing the gender gap goes through fixing the digital divide. Together with 13 other women leaders from MIT, Dubai Future Foundation, Alphabet, Forbes, and more, these women form the Leadership Group of Solve's Women and Technology Challenge.

The group will support the 8 teams selected as Solvers for our Challenge question: "How can women and girls of all socioeconomic backgrounds use technology to fully participate and prosper in the economy?" Solvers selected at

the Solve Challenge Finals lead solutions as diverse as innovative banana fiber sanitary pads, to robotics schools for girls.

*"We've reached a critical fork in the road to women's equality. As digital technologies become increasingly integrated into people's lives, they have the potential to create incredible opportunities for women and improve overall welfare and reduce poverty; but could also exacerbate inequality, especially if women have less access to and understanding of the technologies available. The gender gap is substantially linked to the digital divide - and MIT's Solve is convening leaders and innovators to chart the course for progress."* - MIT Solve



Saathi produces and distributes biodegradable sanitary pads to marginalized communities, confronting two issues simultaneously: lack of access to sanitary products and the environmental consequences of waste. (Photo credit: Saathi)





## COMPANY OVERVIEW

Nasdaq is a leading global provider of trading, clearing, exchange technology, listing, information and public company services. Through its diverse portfolio of solutions, Nasdaq enables customers to plan, optimize and execute their business vision with confidence, using proven technologies that provide transparency and insight for navigating today's global capital markets. As the creator of the world's first electronic stock market, its technology powers more than 90 marketplaces in 50 countries, and 1 in 10 of the world's securities transactions. Nasdaq is home to approximately 3,900 total listings with a market value of approximately \$12 trillion.

## GICC REPRESENTATIVE

### Brenda Hoffman

Senior Vice President, Head of Global Technology U.S. Markets Systems and Global Information Services for Nasdaq.

### Rebecca Cameron

Vice President of Corporate Strategy for Nasdaq

**Brenda Hoffman** currently serves as Senior Vice President, Head of Global Technology U.S. Markets Systems and Global Information Services for Nasdaq. Ms. Hoffman is responsible for overseeing the development, operations and regulatory compliance of Nasdaq's U.S. and Canadian market trading, information services and auxiliary systems. She is also responsible for



the technology services for Nasdaq's Banks and Brokers services in North America.

Prior to joining Nasdaq, Ms. Hoffman served as the Chief Information Officer and Group Head for TMX Group, leading the technology teams responsible for the Toronto Stock Exchange (TSX), Venture Exchange (TSXV), the Montreal Derivatives Exchange (MX), and two Canadian clearinghouses: Canadian Derivatives Clearing Corporation (CDCC) and Clearing and Depository Service (CDS).

Ms. Hoffman has over 25 years of experience in the global capital markets industry and served on various boards and advisory committees, including BOX Market LLC, Agriclear Inc., Razor Risk Technologies Inc. and the CFI (Canadian Financial Institutions) Cyber Security Committee. In 2014, she was named CIO of the year by the Information Technology Association of Canada (ITAC).

Ms. Hoffman holds an honors B.A. in Economics from the University of Waterloo.

**Rebecca Cameron** is a Vice President of Corporate Strategy for Nasdaq. In her current role, in addition to strategic planning, she is responsible for leading efforts focused on influencing the company culture with emphasis on supporting innovation and product development. Seeking to drive organic growth through technology driven applications of emerging technologies.



Prior to joining Corporate Strategy, Rebecca was Managing Director in the Market Services U.S. division. Her responsibilities included product development for our key equity trading platforms – such as leading the launch of PSX. She has worked with Nasdaq for 16 years. Rebecca is

Virginia Tech alum, having majored in Business Management. She has an MBA from the University of Maryland, University College.



## GENDER INCLUSION PRACTICES

Diversity and inclusion are strategic business imperatives essential to Nasdaq's success in today's workforce, workplace, and marketplace. Commitment to these priorities begins at the top of the house for Nasdaq. We are proud to be a part of the 30% Club with **33%** female directors on our Board. Nasdaq is also a Founding Corporate Member of ParityPledge™ which asks companies to commit to interviewing at least one qualified woman candidate for every open position, vice president and above, including the C-suite and the board.

Our leadership team is a strong sponsor of the Women's Initiative at Nasdaq, our Employee Network dedicated to supporting women in the workplace. The network is dedicated to helping the employees via professional development opportunities and also supports the communities



that we work in. Among other strategic initiatives, Nasdaq is making strident efforts to attract diverse talent from a broad range of sources across the globe – with the ambition to achieve gender parity in some of our business units by 2020.

### **FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP**

In addition to workplace initiatives, the Nasdaq Entrepreneurial Center (the Center) which is a non-profit 501(c)3 organization, delivers world-class resources and mentoring to enable every entrepreneur across the globe to realize their maximum potential. The Center provides guidance across critical topics for entrepreneurs in all industries to overcome key business challenges, develop a network of influential peers and mentors, and build sustainable, successful companies. Since its founding in 2015, the Center has developed a robust network of 350+ mentors and practitioners to directly serve over 8,500 entrepreneurs from 68 countries, including 49% women and 61% minority entrepreneurs. The Center plays a major role in advancing Nasdaq's mission to support diverse talent in the entrepreneurial space. In recent highlights, for its second anniversary celebration, the Center featured the global launch of a photography exhibition Tech: Women and conversation with Kevin Abosch, the photographer, and Katherine Manuel, SVP of Global Innovation at Thomson Reuters.

Nasdaq also supports the rising generation of females that have an interest in Science, Technology, Engineering and Mathematics based careers and frequently supports several organizations that are committed to the cause.

We are also proud to have several of our female leaders being recognized for their contributions to technology and the industry. These include our President and CEO Adena Friedman being

ranked #1 in Institutional Investor's Tech 40 ranking of capital markets leaders, Valerie Bannert-Thurner recognized as one of the Top 100 Women in Europe Finance by Financial News and Wendy Jepson ranked in the FinTech Power List by Innovate Finance.

Nasdaq is proud to support the UN Women's organization in its efforts to promote gender equality and dedicates a markets' opening/closing bell every year at several of its locations. The event marks Nasdaq's commitment to the UN's Sustainable Development Goal #5: Gender Equality.





## COMPANY OVERVIEW

The mission of the New York Academy of Sciences is to drive innovative solutions to society's challenges by advancing scientific research, education and policy. For 200 years—since 1817—the New York Academy of Sciences has brought together extraordinary people working at the frontiers of discovery. Among the oldest scientific organizations in the United States, it has become not only an enduring cultural institution in New York, but also one of the most significant organizations in the global scientific community.

## GICC REPRESENTATIVE

### Lorraine Hariton

*Senior Vice President, Global Partnerships*

### Stephanie Wortel-London

*Director, Education*

**Lorraine Hariton** spent 25 years in various senior level positions including CEO of two venture backed start-ups in Silicon Valley before being appointed by President Obama to be Special Representative for Commercial and Business Affairs at the US Department of State (September 2009 – February 2014). Currently she is Senior Vice President for Global Partnerships for the New York Academy of Sciences. At the New York Academy of Sciences, she supports the Global STEM Alliance, is a global initiative to increase the number and diversity of students in the STEM pipeline and in enabling the UN SDG's through science and technology. She is also on the board of the Wiki Education Foundation, the UN Women Global Innovation Coalition for Change and on the advisory board of Silicon Accra. At the State Department, Ms. Hariton was responsible for outreach to the business community, commercial advocacy and global entrepreneurship efforts. She worked with US embassies around the world to ensure that support of American business was a priority, and was instrumental in establishing entrepreneurship as a foreign policy tool. She launched the highly successful Global Entrepreneurship Program (GEP), supported the Presidential Summit for Entrepreneurship and Co-Chaired the US-Japan, Mexico-US and US-Russia innovation and entrepreneurship working groups. Ms. Hariton has over 25 years of experience in the information technology sector. During her business career she worked in a range of sectors including cloud computing, internet of things, retail payment systems, internet audio solutions, speech applications, data security and telecommunications. She served as the CEO of Beatnik from 1999 to 2002 where she repositioned the company as a leader in audio solutions for cell phones and raised more than \$40



million in venture capital. Ms. Hariton was President and CEO of Apptera, a speech recognition company, from 2003 to 2005 where she raised \$8 million in venture capital and brought the first product to market. She spent 15 years at IBM in a number of leadership positions in sales and marketing. Subsequently she was Executive Vice President of Sales, Marketing and Business Development at NCD, a publicly traded cloud computing company. She served on the Wave Systems (NASDAQ: WAVX) where she was chair of the nominating and governance committee and served on the compensation committee from 2013-2015. She served on the board of IODA, an online music distribution company, as Chairman of the Board of Beatnik from 1999-2009. Ms. Hariton was Chairman Watermark, served as Treasurer of the State of California Board of Accountancy, served on the board of the Demand Response Grid Coalition, and served on the National Advisory Board of the Stanford Clayman Institute for Gender Research and the board of the Entrepreneurs Foundation. She is a Senior Fellow of the American Leadership Forum and was a member of Secretary Hillary Clintons National Finance Committee in 2008 and 2016. The Harvard Business School Club of Northern California honored her as one of the Bay Area's most influential female graduates, and Watermark, a premier Silicon Valley organization for technology executives, honored her as a "Woman Who Has Made Her Mark." Ms. Hariton earned a M.B.A. from Harvard Business School and a B.Sc. in Mathematical Sciences from Stanford University.

**Why does your organization value women's access to equal opportunity in the STEM sector?**

***"The New York Academy of Sciences, through its Global STEM Alliance is committed to growing the diversity and quantity of the global STEM pipeline. Our global virtual programs like 1000 Girls, 1000 Futures and Next Scholars use mentoring and soft skills development to accomplish these objectives with high school and college students."* – Lorraine Hariton**

## Stephanie Wortel-London

acts as the Director of Education at the New York Academy of Sciences, overseeing the Academy's Science Alliance and Virtual Mentoring Programs. Prior to assuming this role,



Stephanie served as Program Manager for the Afterschool STEM Mentoring Program in New York City and Newark, NJ for five years. Stephanie graduated magna cum laude in Astronomy-Physics at Colgate University, where she received the 1819 Award. After moving to New York City, she worked in research projects through the Astrophysics Department of the American Museum of Natural History (AMNH) and completed the New York City Teaching Fellowship with an MSED in Science Education from Lehman College. She is a New York State Certified Earth Science teacher. Prior to joining the Academy, Stephanie taught Earth Science in a South Bronx public school and wrote curricula for Youth Initiatives and the Space Show at AMNH. Areas of research include quasar optical variability, stellar evolution, astrometry of brown dwarfs, and the development of science identity in groups historically under-represented in STEM through informal learning experiences. She is preparing to defend her PhD dissertation in Science Education Research at Stony Brook University's Institute for STEM Education, and serves as an Adjunct Professor for the Space Systems course in the AMNH Master of Arts in Teaching Residency graduate program. She also serves on the Associate Board of the Red Hook Initiative in Brooklyn

## GENDER INCLUSION PRACTICES

The New York Academy of Sciences has led research, events and mentorship programs with a focus on women in STEM. Along with its Global STEM Alliance partners, the Academy wants to grow the STEM pipeline, and engage and retain more young women in STEM-related careers. They



believe that layered mentoring from peers and relatable role models will prospective scientists, mathematicians, technologists, engineers, innovators, and leaders into in the career pipeline. In September 2017, the New York Academy of Sciences hosted an event to present the findings of Elsevier's 2017 report on Gender in the Global Research Landscape, including case studies of global and local programs, and hosted a panel with scientists in academia and in non-academic enterprises to discuss the challenges women face when pursuing STEM careers. Panelists also discussed examples of successful initiatives to advance women.

## FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP

Committed to expanded involvement of girls and women in STEM, the New York Academy of Sciences launched a groundbreaking initiative called *1000 Girls, 1000 Futures*, that engages young women interested in science, technology, engineering, and math, and advance their pursuit of STEM careers through mentoring and 21<sup>st</sup> century skills development. Girls aged 13-19 around the world who are enthusiastic about STEM can join this program for free. It includes one-to-one mentoring from practicing scientists and engineers; self-paced coursework on college

readiness, leadership, communication, and critical thinking; as well as a network with peers and female STEM professionals.

The *Next Scholars Program* pairs female undergraduates with women in STEM fields through an online learning platform. Mentors work with Mentees (a.k.a. "Scholars") from across the United States to help them develop essential 21<sup>st</sup> century skills and advance their computer science literacy.

## COMPANY OVERVIEW

Pax World is a pioneer in the field of sustainable investing. Pax World integrates environmental, social and governance (ESG) research into its investment process to better manage risk and deliver competitive long-term investment performance. For over 45 years, Pax World has made it possible for investors to align their investments with their values and have a positive social and environmental impact. Today, its platform of sustainable investing solutions includes a family of mutual funds, as well as separately managed accounts.

## GICC REPRESENTATIVES

### Joseph Keefe

*President and Chief Executive Officer*

### Heather Smith

*Lead Sustainability Research Analyst  
Portfolio Manager, Pax Ellevest Global Women's Index Fund*

**Joe Keefe** is President and Chief Executive Officer of Pax World Funds and its investment adviser, Pax World Management LLC, as well as its majority-owned subsidiary, Pax Ellevest Management LLC.



Under Joe's leadership, Pax World has become one of the leading innovators in the rapidly growing field of sustainable investing. Prior to joining Pax World, Joe was President of New Circle Communications, a strategic consulting and communications firm specializing in corporate

social responsibility and public policy-oriented communications. He served as Senior Adviser for Strategic Social Policy at Calvert Group from 2003-2005 and as Executive Vice President and General Counsel of Citizens Advisers from 1997-2000. He is a former member of the Board of Directors (2000-2006) of US SIF, the trade association representing asset managers and investors engaged in sustainable investing throughout the United States. Joe is leading advocate for investing in women and the critical role that gender diversity plays in business success.

He was one of the founders of the Thirty Percent Coalition and the first chair of its institutional investor committee, whose work has led to women joining over 100 previously non-diverse boards. He is Co-Chair of the Leadership Group for the Women's Empowerment Principles, a joint program of the United Nations Global Compact and UN Women, and in 2014 was honored at the United Nations as one of five recipients of the Women's Empowerment Principles Leadership Award. He also serves on the Board of Directors of Women Thrive Alliance, a global network of over 230 member organizations working to achieve gender equality.

Joe has been named by *Ethisphere* magazine as one of the "100 Most Influential People in Business Ethics" five times, was recognized in 2012 by Women's eNews as one of "21 Leaders for the 21st Century" (where he was the sole male honoree,) and in 2015, *Financial Times* named him one of its 10 "top feminist men" for his work helping women succeed in business and beyond. In 2016, Joe was named the University of New Hampshire's "Social Innovator of the Year" and received the Global Leadership Award from the World Affairs Council of New Hampshire. He received a Bachelor of Arts in Philosophy from the College of the Holy Cross, and a Juris Doctor

degree from the University of Virginia School of Law.

**Heather Smith** is Lead Sustainability Research Analyst at Pax World Management LLC. As such, she researches and evaluates the environmental, social and governance (ESG) performance of



companies for inclusion in Pax World's portfolios. She is also a member of the Pax World Gender Analytics team and a Portfolio Manager of the Pax Ellevest Global Women's Index Fund.

Heather is involved in overseeing Pax World's proxy voting and coordinating its gender related shareholder engagements. She previously served as a member of the Sustainable Investment Research Analyst Network's (SIRAN) steering committee. Prior to joining Pax World, Heather was a Legislative Aide for the New Hampshire State Senate. She received a bachelor's degree in Political Science and an MBA from the University of New Hampshire.

## GENDER INCLUSION PRACTICES

Pax World Management's *Women & Wealth* is a practice management platform that provides financial advisors with tools and resources to help them better serve their female clients. By helping advisors become more responsive to women's financial issues and concerns, *Women & Wealth* seeks to help financial advisors strengthen their client relationships and the value they provide to their female clients.

The Pax Ellevest Global Women's Index Fund (PXWEX) is the first broadly diversified mutual fund that invests in the highest-rated companies in the world for advancing women's leadership. The Fund employs an index-based approach intended to closely correspond to the Pax Global Women's Leadership Index. Companies are rated by Pax

World Gender Analytics based on multiple criteria of gender leadership, including representation of women on the board of directors, representation of women in executive management, Woman CFOs, Woman CEOs, and whether they are signatories to the Women's Empowerment Principles. Pax World's Global Citizen Program also enables Pax World shareholders to earmark portions of their dividends and/or capital gains as a contribution to one of two non-profit organizations, including the Women Thrive Alliance.

### **FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP**

Pax World is a leader in investing in women, advancing pay equity and promoting greater gender diversity on corporate boards. Since 2010, Pax World has voted against over 1,100 board slates due to insufficient gender diversity, including more than 130 during the most recent proxy season.

Over the last five years, Pax World has filed board diversity proposals asking eight companies to adopt gender diversity policies for their boards. Each of these proposals yielded meaningful dialogues with the companies that ultimately resulted in changes to their corporate governance documents specifying gender diversity as a criterion in all director searches. Pax World has filed or co-filed ten shareholder resolutions on pay equity, requesting the disclosure of the results of pay equity assessments. In February 2016, Pax Ellevest Management, a joint venture of Pax World and Ellevest Asset Management, sent a petition for rulemaking to the SEC urging the agency to require public companies to disclose gender pay ratios on an annual basis.





## COMPANY OVERVIEW

With over 223,000 people in 157 countries, PwC is one of the world's largest professional services networks. PwC has always played a key role supporting business, the economy and therefore, broad communities and societies. Whether it is the capitals markets, tax systems or the broader economy, PwC helps them function and develop.

### GICC REPRESENTATIVE

**Ben Zelinsky**

*Partner, Consulting*

#### How has your organization integrated diversity and inclusion practices into its core business strategy?

*PwC's diversity strategies are designed to attract, develop and advance the most talented individuals regardless of their race, sexual orientation, religion, age, gender, disability status or any other dimension of diversity. Our goal is to leverage the power of difference to generate the best solutions for our clients.*

*– Ben Zelinsky*



**Ben Zelinsky** is a Partner in PwC's Consulting Practice. Mr. Zelinsky is the Global lead Partner for The United Nations System. Ben coordinates strategy, investments, engagements, and the overall relationship globally for PwC. Mr.

Zelinsky has more than 20 years' experience in business transformation and supply chain process improvement with the last 8 years dedicated to the UN. He has led transformation and implementation teams in the Public Sector and Health Industries focusing on integrating and improving operations. He has worked extensively on large, global business transformations working in the U.S., Europe, Africa, and South America. Mr. Zelinsky specializes in transformation programs working with teams from strategy through execution. Ben has worked at PwC in their consulting practice since 2000. He holds a bachelor of Science from the University of Wisconsin- Madison. Ben lives in New York City with his wife Amanda and sons Ben and Andrew. Ben's range of experience has included a focus on Relationship Management, Program Management, Global Delivery, Business Transformation, Benefit Realization, Process Modeling, Structural Optimization, and Supply Chain Management.

Ben's relevant UN experience can be summarized as follows:

- Engagement Partner. Global Service Delivery Model. Developed a business case for change for the 71<sup>st</sup> General Assembly. Detailed opportunities for standardization and consolidation for the Secretariat.
- Engagement Partner. Lead a globally integrated team to construct an optimization model to analyze, benchmark, and simulate IT Field Structures for global regional, and local

IT structures. Work performed in war-zones traveling to 3 continents to gather information to deliver a flexible solution.

- Engagement Partner. Lead integrated team through a global business design of the future operating model. Coordinate SAP design teams to complete a SAP blueprint and transition to realization. Manage a global PwC staff responsible for delivering a standard SAP solution.
- Engagement Director. Led team to develop leading practice Property Management Strategy to integrate across departments and business units to better manage and utilize organizational property.
- Supply Chain Lead. Transform supply chain management operating model including processes, organization structure, and performance management framework required to improve supply chain performance and customer service.
- Engagement Director. Procurement Measurement and data leading practices

## GENDER INCLUSION PRACTICES

PwC's global diversity journey formally began 12 years ago, when PwC first began to focus on developing a globally consistent approach to diversity as a business imperative and enabler for the organization's strategy. In 2014 PwC took a significant step in their diversity journey, as PwC firms worldwide celebrated their inaugural *Global Diversity Week (GDW)*. GDW 2016's theme was *Valuing difference. Driving inclusion*, highlighting that valuing difference not only drives business success but also contributes to a vibrant, sustainable, and peaceful global community. In 2017, PwC together with The Crowdfunding Centre launched their joint report, *Women Unbound: Unleashing female entrepreneurial potential*. This report identifies an important gender dynamic in crowdfunding campaigns and finds that while men clearly use seed crowdfunding more than women, women are more successful at crowdfunding than men. In January 2015, PwC became an *IMPACT 10x10x10 champion*, making PwC one of the first 10 corporations around the world committing to take bold, game-changing action to achieve gender equality within and beyond their institutions.

PwC's commitments as an IMPACT champion include:

- Develop and launch an innovative male-focused gender curriculum with global reach: PwC has developed an innovative new curriculum to educate and empower men as gender equality advocates. PwC also developed a suite of education tools for its employees, to drive awareness and to define why gender parity matters, and what we can all do to achieve it.
- Launch a Global Inclusion Index to further increase women in leadership roles: For the first time, PwC completed a comprehensive global evaluation of the rates of women across all levels of PwC,

with a specific focus on women in leadership. Based on the insights from this evaluation, each PwC firm developed tailored interventions to address any potential barriers.

- Raise the global profile of HeForShe with PwC people, clients, and communities: PwC lends their full global footprint to HeForShe, driving awareness and action within and beyond PwC. Men are encouraged to commit online, and take specific actions towards gender equality.

## FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP

In 2006, the Kenyan authorities introduced the Output Based Approach (OBA) to distribute vouchers for reproductive health services to poor mothers. Each voucher entitles the mother to obtain pre-natal surveys, medical support and delivery and post-natal treatment from a health service provider of her choice. The Kenyan government engaged PwC Kenya to be the Voucher Management Agency for this breakthrough scheme. As well as designing the vouchers, PwC Kenya in 2015 has been developing and implementing a voucher marketing and distribution strategy, with much of this activity handled face to face with pregnant women in the five counties where the program is implemented. The Girls' Education Challenge (GEC), a program funded by the UK's

Department for International Development (DFID) and led by PwC, is the world's largest dedicated fund – at £300m – promoting girls' education, and funds 37 projects in 18 countries. The GEC will help up to a million of the world's poorest girls improve their lives through education. In late 2015, PwC Australia launched the 21st Century Minds Accelerator Program, aimed at unearthing and scaling up some of Australia's best science,

technology, engineering and mathematics (STEM) education initiatives to build a pipeline of future innovators and problem-solvers. Initiatives being supported range from commercial businesses such as Makers Empire – which offers learning based on 3D printing – to not-for-profits like Robogals, which inspires and empowers girls to consider STEM studies and careers. And in both Hong Kong and Malaysia, PwC is part of a number of collective impact initiatives – bringing together corporates, foundations and government agencies in local areas to work together on improving early childhood and school education and care for underprivileged families.

By leveraging people's skills and experience, PwC wants to help create sustainable enterprising economies in the places where they operate. They will continue to do this through investing in education and capacity building of small business, social enterprises and the NGO sector.



## COMPANY OVERVIEW

Founded by five entrepreneurial programmers in 1972, SAP has a 45-year history of business innovation and helping the world run better. SAP is the world leader in enterprise applications in terms of software and software-related service revenue. SAP’s mission is to Run Simple, and it is big on using its technological and business know-how to make the world a better place.

## GICC REPRESENTATIVES

### Jennifer Morgan

*Member of the Executive Board*

### Sinead Kaiya

*COO, Products and Innovation*

### Ann Rosenberg

*Senior Vice President, SAP Next-Gen, A Purpose Driven Innovation Community empowered by SAP Leonardo*

**Jennifer Morgan** is responsible for SAP’s strategy, revenue, and customer success in the Americas and Asia Pacific Japan, regions encompassing more than 43,000 employees and nearly 230,000 customers. Jennifer was appointed to the SAP Executive Board in 2017, and, together with Adaire Fox-Martin, leads SAP’s Global Customer Operations. She is a principal driver of SAP’s growth and innovation strategies and works closely with SAP’s development and support leaders to ensure consistent execution of sales and customer operations in the more than 130 countries in which the company operates. In addition to being a member of the Executive Board, Jennifer serves as president of SAP North



America, where she has sharpened the region’s focus on growth and innovation for its more than 155,000 customers, and helps preserve a culture that earned SAP North America its first ever listing on Fortune’s 100 Best Companies to Work For. Jennifer was also instrumental in the region securing its place as a leader in the areas of diversity and inclusion through programs like Autism at Work, and particularly the company’s receipt of EDGE certification – a recognition awarded by the World Economic Forum recognizing the company’s commitment to gender equality and equal pay in the workplace.



**Sinead Kaiya** is the COO of Products & Innovation at SAP, the market leader in enterprise applications. She is responsible for the efficient and effective operations of SAP’s development organization spanning 27K+ employees across 10+ countries. Sinead reports to Bernd Leukert, Head of Products & Innovation, and member of the SAP Executive Board. Sinead joined SAP in 2007, and has held strategic roles in the Office of SAP CEO, Bill McDermott, and formerly SAP co-CEO, Jim Hagemann Snabe. She recently spent a year as a strategic consultant within the World Economic Forum’s Centre for Global Industries, on behalf of SAP. Sinead is currently based in New York, following long-term assignments in France and Germany. She holds a bachelor’s degrees in Fine Arts and Japanese language from the University of Alberta, Canada.



**Ann Rosenberg** drives innovation with purpose as Senior Vice President & Global Head of SAP Next-Gen, An Innovation Community for SAP Leonardo, running the SAP Leonardo Center New York, linking the SAP ecosystem to 3300+ universities and the Silicon Valleys of the World startups, incubators, accelerators and academia. Ann leads a global SAP Next-Gen academic innovation network including SAP Next-Gen Labs which enable SAP customers and partners to seed in disruptive innovation and accelerate their exponential enterprise journeys and digital futures through connecting with students, startups, academic thought leaders and researchers, accelerators, venture firms, and other partners in the SAP University Alliances innovation network. The first SAP Next-Gen Labs have opened at SAP Palo Alto in the U.S. and SAP Walldorf in Germany as well as at universities. More SAP Next-Gen Labs are in process of being set up at SAP in New York, Berlin, and other SAP locations and at universities in all global regions. Ann has always evangelized gender equality both in her role as Global Stanford WiDS (Women in Data Science) Ambassador & Committee Member, and as founding member of the *UN Women Coalition for Change: Making Innovation Work for Women*, where she has launched a blockchain lab at the Leonardo Center in New York dedicated to humanitarian purposes. As alumni of Singularity University, Ann is all about the exponential mindset making a positive impact in the world, and drives the 17 UN Global Goals for Sustainable Development across all of her engagements. In New York, Ann is a frequent speaker in the “Silicon Alley” academic and startup/tech community where she has for example inspired students at Columbia University’s Data Science Institute about



SAP's approach to innovating with next generation data scientists on topics such as Machine Learning; facilitated industry connections to the startup accelerators at Columbia, NYU and Cornell Tech; and strengthened research and innovation ties among the Silicon Valleys of the world which are seeking to build partnerships in New York for example with the German Center for Research and Innovation. In Silicon Valley, Ann collaborates with Stanford University's Institute for Computational and Mathematical Engineering (ICME) including sponsoring the Women in Data Science (WiDS) conference both at Stanford and at SAP locations and universities linked to the Silicon Valleys of the world. She also facilitates industries connecting with the Stanford Center for Design Research (CDR) as well as the Berkeley Roundtable on Applied Innovation and Design (BRAID) at the University of California, Berkeley. She is very active on social media @rosenbergann and produces SAP Next-Gen podcasts highlighting how the SAP ecosystem is accelerating digital futures and the exponential enterprise through connecting with SAP Next-Gen offerings. Ann holds an Honorary Doctorate from Delaware State University in recognition for her leadership with Project Propel, a strategic collaboration among SAP, the Americas' SAP Users' Group, and Delaware State University supporting Historically Black Colleges and Universities to empower students with knowledge of the latest SAP technologies to enhance their academic and career outcomes.

## **GENDER INCLUSION PRACTICES**

SAP's commitment to diversity and inclusion plays an integral role in its success. Among its 85,000 employees from 154 nations, 32.6% are women. SAP is committed to achieving 25% women in leadership by the end of 2017 (which has been fulfilled in this July). Gender equality is an important part of SAP's mission to help the world

run better and improve people's lives. Operating in an industry often cited for its lack of diversity, SAP has been working to counter this trend and be a tech company that is willing to lead by example. CEO Bill McDermott signed the *UN Global Compact's "Women's Empowerment Principles CEO Statement"* on behalf of SAP in March of 2015. In September 2016, SAP was the first multinational technology company to achieve *the EDGE (Economic Dividends for Gender Equality) Certification*, the premier standard and methodology for evaluating a corporate commitment to gender equality, launched at the World Economic Forum. With more than 10,000 members and 60 chapters globally, the *SAP Business Women's Network (BWN)* is SAP's largest employee-driven network. It helps women advance their careers by building strong relationships, sharing professional insights, developing skills, and seizing career-advancing opportunities. Its ambition is to increase the visibility of female leaders at SAP, showcase business impact, help achieve SAP's sustainability goals, and drive SAP's success. *The Leadership Excellence Acceleration Program (LEAP)* is a highly respected and award-winning development program that helps prepare high-potential women for leadership roles at SAP. This year-long leadership development program for women at SAP is a targeted development journey focused on women who have the potential and desire to rise into people-management positions. The *Women's Professional Growth Webinar* series was launched in 2014 to cover topics that would support the career development of women. These simple webinars are designed to inform employees about the resources available to them, empower them with relevant skills and knowledge,

and engage them in honest conversations with SAP's top leaders, especially female executives. The webinars are centralized on a single virtual platform entitled *Women@SAP*, with nearly 10,000 members. SAP also established an externally facing women's community, *SAP Women Forward*, is dedicated to bringing women, and those who work with women, mentor women and support women's issues together to network, build skills and share insights, success strategies and business challenges.

## **FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP**

SAP aims to lead the tech industry in opportunities for women, and support STEM-related initiatives such as Girls Who Code, Girl Smarts, TechGirlz, the European Center for Women and Technology, and many others. In 2016 SAP ran Code Weeks in 38 countries to focus on education in the digital economy, including *Africa Code Week*, *Latin Code Week* and *Refugee Code Week*.





## COMPANY OVERVIEW

Founded in 1946, Sony Corporation is a leading global media conglomerate. Sony Corporation (Sony) is engaged in the development, design, manufacture and sale of various kinds of electronic equipment, instruments and devices for consumer, professional and industrial markets, as well as game consoles and software.

## GICC REPRESENTATIVE

### Shiro Kambe

Executive Vice President, Corporate Executive Officer



**Shiro Kambe** is Executive Vice President, Corporate Executive Officer of Sony Corporation. He oversees Sony's Legal, Compliance, Corporate Communications, CSR, External Relations and Information Security & Privacy globally. In

addition, he is a member of the Board of Sony Financial Holdings Inc. Also, he is a member of the Board of the Sony Education Foundation, and a member of the Board of Trustees of Sony Music Foundation and Shohoku College (Sony Institute of Higher Education), respectively.

Shiro Kambe started his career at Sony in 1984, and was soon transferred to Germany where he set up the European Legal Affairs function as General Manager. He headed the Legal Department after returning to Japan and in 2003

he was appointed as the General Manager of the CEO/COO Strategy Office.

He then took up the role as Senior General Manager of the Group Strategy Division in 2008. In 2009, he became Vice President, Corporate Communications and CSR.

Sony has committed to science education for the next generation since its founding. More recently, Sony has been developing creative STEM education contents such as a robotic programming kit, online math contest and block tags for creative programming. Sony believes that diversity is a source of innovation. Sony aims to contribute to providing equal education opportunity for children around the world in partnership with educational institutions and organizations.

## GENDER INCLUSION PRACTICES

Sony promotes diversity across the Sony Group as a key management strategy by ensuring an inclusive work environment and by recruiting, hiring, training and promoting employees from diverse backgrounds. *Sony Corporation's Action Plan* with the Act on Women's participation and Advancement in the workplace sets a target of boosting the ratio of female managers in the workforce to at least 15 percent by the end of FY2020. The action plan took effect in April, 2016 and includes goals to i. Improve workplace environment by creating worker-friendly work environment and supporting career development for all employees, including female; ii. Focus on continuous fostering female employees to encourage their ability and skills further; and iii. Focus on recruitment activities to increase the proportion of female employees within the company. Sony also encourages women to thrive at the workplace through career panels, manager workshops, websites to support communication with working parents and caregivers, work-Life balance themed lectures and working parent meetings.

## FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP

Sony makes the most of the products, technologies, services, and innovations of the Sony Group, as well as the strengths of Sony Group employees and its partnerships with stakeholders, to engage with communities. Sony's efforts focus on the following United Nations Sustainable Development Goals (SDGs): 4, "Quality education," 5, "Gender equality," 9, "Industry, innovation and infrastructure," and 17, "Partnerships for the goals." Sony is helping to address diverse global issues in many ways: using the power of entertainment, employing technology to solve social issues, supporting education in fields such as science, technology, engineering, and mathematics (STEM) in various countries and regions with the Sony Science Program, and providing emergency relief and assistance in large-scale disasters.

The *Sony Science Program* provides children, with the opportunity for hands-on experience that will hopefully spark their motivations to acquire skills needed to make a better society by applying the power of science. Program activities include "workshops" and interactive science "museums" (Tokyo, Beijing), where children can learn about scientific principles and technology through demonstrations using Sony products and services; "career educations" that give children the opportunity to think about working with technology in ways that contribute to society; "contests and shows" related to science; and more activities held by *Sony Education Foundation*.



## COMPANY OVERVIEW

South 32 is a global resources company that develops natural resources in a safe and sustainable way. They have significant operations in Australia, Southern Africa and South America. They are the world's largest producer of manganese ore, a top producer of silver and one of the world's largest ferronickel producers. Their strategy is to invest in high-quality metals and mining operations where their distinctive capabilities and regional model enable them to stretch performance in a sustainable way.

## GICC REPRESENTATIVE

### Patience Mpfu

*Vice President Corporate Affairs, Africa*

**Dr. Patience Mpfu** was appointed Vice President Corporate Affairs, Africa Region for South32 in August 2016. Her key responsibilities are leading the Corporate Affairs function to develop and monitor the execution of the communication, transformation, stakeholder engagement and community investment strategies to realize South32's vision of making a difference in its communities. Transformation is a key focus area in South Africa and Dr. Mpfu is responsible for leading South32's transformation framework for transformational goals in which multidisciplinary teams can work towards to create high-impact, simple and outcome-focused transformation plans. Dr. Mpfu oversees engagements with various external stakeholders including government, non-governmental



organisations and international organisations in South Africa and Mozambique. She holds key leadership roles in external forums and sits on various Boards including for South32.

South32's purpose is to make a difference by developing natural resources, improving people's lives now and for generations to come. Community investment is a key enabler to deliver on this purpose through the company's three key focus areas of education, health and poverty alleviation. These focus areas are aligned to the UN's Sustainable Development Goals.

Dr. Mpfu is passionate about making a difference in the development of STEM subjects and youth development through her work and, to this end, she has been involved in launching various events aimed at empowering women and youth in this field. She was a panelist for the Youth Development Forum: *Mine The Gap Panel Session* at the 2017 global Mining Indaba in Cape Town, South Africa. She launched the first ever *Women in Mining* luncheon at the Mining Indaba, attracting key note speakers such as the Honorable Minister of Women in the Presidency: Ms Susan Shabangu. She was also a panelist at this luncheon discussing challenges of gender equity in the mining workplace.

Dr. Mpfu has more than 15 years of experience in the mining industry and has held various leadership roles during her career. Prior to her current role, she was Regional Commercial Manager at South32, she joined the company from Lonmin where she was Senior Manager Business Development from 2012 -2015 and from 2003 to 2012 she was at Anglo American. Dr. Mpfu has significant experience and expertise in the South African mining legislative framework, including the South African Mining Charter and Broad Based Black Economic Empowerment (B-BBEE). She led and successfully completed some important B-BBEE transactions that included the

creation and establishment of Community Trusts and Employee Share Ownership Schemes. She also held roles in Strategy and Business Development, including Mergers and Acquisitions in global mining companies and has worked in mining and process operations in coal, platinum, base metals, manganese and aluminum. Dr. Mpfu holds a Ph.D. in Minerals and Material Science from the Ian Wark Research Institute (IWRI), University of South Australia after obtaining a scholarship award in 2000. She was part of a multidisciplinary global research team that worked together to solve an industry problem on sustainability, sponsored by various global mining companies through the Australian Mineral Research Association (AMIRA). Her research work entitled "Surface Chemistry and improved dewatering of clay mineral dispersions" resulted in emergence of new knowledge that significantly improved understanding for sustainable mining development and management of clay mineral waste tailings. In addition, her research work was applied to real plant operating systems for many companies. She subsequently published 10 international journals and conference publications of high scientific value and strong technological and environmental importance. She also won the best Ph.D Research student presenter award at the IWRI in 2001, and an Australian CSIRO award for the best Research Paper presentation at the Colloids and Surfaces Science Student during the same year. Patience also holds an MBA from the University of Witwatersrand (Wits) Business School. She was awarded a Dean's List Award in her 2nd and 3rd year, and won the best student in the Entrepreneurship Elective course award. She is a member of the Golden Key International Honours Society. She recently completed an Advanced Management Programme (AMP) from Insead Business School in France.

## GENDER INCLUSION PRACTICES

South32 believes that an inclusive workplace is not only simply the right thing to do, but also makes good business sense. With a view to promote gender inclusion, South32 has set targets to achieve year on year improvement in the representation of women in the total workforce, and to achieve gender pay equity. They allocate substantial amounts to salary increases to address the gender pay gap, and have pay policies that ensure no new cases of bias are introduced. In addition, South32 has mounted campaigns to attract female applicants, particularly in core disciplines such as engineering. They also educate line leaders to effectively manage a diverse workforce and recognize unconscious bias. Guided by its core values of *Care, Trust, Togetherness and Excellence*, at the 2017 Mining Indaba in South Africa, South32 hosted its first ever Women In Mining luncheon to highlight the challenges facing women in the mining sector. The aim of this platform is to create an environment where women in mining can get together and feel safe to speak up about challenges they are faced with and become part of solving these challenges.

## FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP

South32 is committed to accelerating the achievement of the UN Sustainable Development Goals. Its community contribution has included several initiatives focused on entrepreneurship, education and gender equality. More recently, South32 supported the education programs of the 2016 Tamar Valley Writers' Festival. South32's has sponsored the Schools Day Programme, which focuses on children in Kindergarten to Year 2, and the Children's and Young Adult Authors Programme, which showcases authors from popular storybooks and novels. South32 is committed to promoting and celebrating

advances in STEM sector for Women. These areas are crucial for their business and the wider industry and they are always looking for innovative ways to improve. For example, in South Africa, South32 recently built a high-tech Maths, Science and Technology Academy (MSTA) in the Mpumalanga province.

This MSTA serves a dual purpose. It is utilised by teachers who undergo academic and practical training to enhance their skills in the areas of mathematics, science and technology and it cultivates young minds by transmitting studio recorded video lessons to schools in the province, also improving proficiencies in these areas. In doing so, the Academy plays a significant part in addressing educational challenges across the country, including:

- The shortage of qualified educators in STEM fields
- The lack of content knowledge and understanding of outdated teaching practices
- The quality of pass rates for students
- The decline in uptake by school students in STEM and related subjects
- The requirement to strengthen the academic competence of educators to deal with the complexities of the new curriculum

The Academy provides support to four satellite schools, which in turn support an additional 24 schools each, resulting in an estimated reach of more than ten thousand learners every year.





## COMPANY OVERVIEW

The company was founded as The Norwegian State Oil company (Statoil) in 1972, and became listed on the Oslo Børs (Norway) and New York Stock Exchange (US) in June 2001. Statoil is an international energy company with operations in over 30 countries. They are headquartered in Stavanger, Norway with approximately 20,500 employees worldwide. They create value through safe and efficient operations, innovative solutions and technology. Statoil is a values based company where empowered people collaborate to shape the future of energy.

## GICC REPRESENTATIVE

### Ana Fonseca Nordang

*Vice President, People and Leadership, Executive and Leadership Development*

Ana Fonseca Nordang is the head of Executive and Leadership Development at Statoil. Ana is a proven international executive with extensive experience driving organisational change, and business improvement across several industries.



Prior to taking on this role, Ana was responsible for HR strategy and organisation for Statoil Development and Production USA and played a leading role in integrate onshore operations to strengthen compliance and operational efficiencies across. Before joining Statoil, Ana held a variety of leadership roles at the Corporate Executive Board (now Gartner) in Washington DC and in London

including the launch of the middle market HR business platform.

Ana holds an MBA from George Washington University and a BA in Politics and International Relations from the University of Kent, Canterbury UK. Originally from Portugal, Ana has lived and worked in Norway, the US, Canada and UK. She currently lives in Stavanger, Norway with her husband and two children.

## GENDER INCLUSION PRACTICES

Statoil is an international company committed to recruiting a local workforce and promoting diversity in the countries where they operate. As a result, they believe that diversity encourages new and different ways of thinking and is crucial for the organization's successful and sustainable international growth. In 2016, Statoil continued to focus on increasing the number of women in leadership and professional positions and on building broad international experience in their workforce. Statoil continues to strive, through development programs, to increase the number of female leaders. At the end of 2016, the percentage of women in management positions was 29 %, compared to 28 % in 2015. They are committed to maintaining a positive trend in 2017. The results from the Global People Survey (GPS) for 2016 indicate that employees strongly agree that there is zero tolerance for discrimination and harassment in Statoil. The GPS score for 2016 was 5.1 (6 being the highest), at the same score as for 2015. However, Statoil has procedures in place for reporting and handling cases as they arise. Statoil rewards its people on the basis of their performance, giving equal emphasis to what is delivered and how it is delivered. Their approach is transparent, non-discriminatory and supports equal opportunities. It is the ambition that given the same position, experience and performance, Statoil's employees will be at the same remuneration level relative to the local market.

## FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP

In 2016, Statoil recruited 48 graduates into core competence areas. Internal learning activities at Statoil reflect a long-term commitment to the education and training of young technicians and operators in the oil and gas industry. In 2016, Statoil awarded 132 corporate apprenticeships, of which 45 were to women. The total number of apprentices at the year end was 271 (including 81 women).

In 2016, Statoil spent around USD 17.6 million on corporate sponsorships. This includes their *Heroes of Tomorrow* programme, with agreements in the areas of sports, culture and education. The aim of this programme was to inspire talented individuals to strive for future success. USD 13.9 million of the total corporate sponsorship spent was allocated for capacity building within science, technology, engineering and mathematics (STEM). This includes long-term partnerships with academic institutions and support to science centers.





## COMPANY OVERVIEW

### A company overview:

On any day 2.5 billion people across the world use Unilever products to look good, feel good and get more out of life. With more than 400 brands, when consumers reach for their chosen food, beauty and personal or homecare products, there's a good chance the brand they pick is one of ours. Our brands include a range of world-leading, household names such as Lipton, Knorr, Dove, Axe, Hellmann's and Omo. In addition, trusted local brands designed to meet the specific needs of consumers in their home market include Blue Band, Pureit and Suave. Unilever's reach gives us a unique opportunity to build a brighter future. Whatever the brand, wherever it is bought, we work to ensure we play a part in helping fulfil Unilever's ultimate business purpose – making sustainable living commonplace.

## GICC REPRESENTATIVES

### Jonathan Hammond

*Global Marketing Director and Head of Unilever Foundry*

### Richard Jerrett

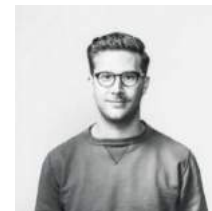
*Senior Global Innovation Manager for Unilever Foundry*

**Jonathan Hammond** joined Unilever in 2008 and after eight years in brand management roles across the business, he was appointed Global Marketing Director and Head of Unilever Foundry in September 2016. Unilever Foundry is a global platform for startups and innovators to engage, collaborate and explore business ideas with Unilever and its 400+ brands. As one of the leading experts in tech and innovation, Unilever Foundry has worked on over 100 pilot projects with pioneering startups, with the aim of achieving Unilever's aspiration of making sustainable living commonplace.



Hammond leads the Unilever Foundry team and his role involves managing current pilots and partnerships, liaising with startups and identifying new opportunities for brands and startups to partner. As these partnerships are spread across Unilever's global portfolio, Jonathan works across all of Unilever's brands and markets – overseeing various emerging and scaling technologies. Through its collaborations, Unilever Foundry's focus areas for innovation include: Product & Ingredients, Consumer Insights, New Business Models, Sustainability & Social Entrepreneurship and Enterprise Tech. As of 2017, Jonathan is a member of the World Economic Forum council on Global Future of Consumption alongside other corporate global directors and executives. This council addresses topics including the changing face of the consumer, new patterns of consumption and advancement of technology.

**Richard Jerrett** joined Unilever in April 2017 as Senior Global Innovation Manager for Unilever Foundry. Working closely with Jonathan Hammond,



Head of Unilever Foundry, Richard has oversight of all Foundry-facilitated startup collaboration and engagement for more than 400 Unilever brands globally. He is responsible for organising and managing pilots between Unilever brands and innovative tech startups across five core focus areas: Product & Ingredients, Consumer Insights, New Business Models, Social & Sustainability Tech and Enterprise Tech. To date, Unilever Foundry has worked on over 100 pilot projects with pioneering startups.

Within his role at Unilever, Richard also leads Unilever's 'Proven Partners' programme – an initiative which supports startups with the potential to scale quickly within the organisation after they have completed successful pilots. Prior to Richard's current role at Unilever Foundry, he worked at McCANN Enterprise, leading the development and management of Nestlé's global open innovation initiative, HENRi@Nestlé. This followed significant brand and media marketing experience with tech companies including EE and Samsung.

## GENDER INCLUSION PRACTICES

As part of the Unilever Sustainable Living Plan, we are driving positive change and sustainable growth throughout our business, and across our brands and partners. This helps society and makes good business sense. One of our central pillars is helping to empower women by enhancing their opportunities and challenging harmful gender norms and stereotypes.

We want to use our influence, insight and expertise to challenge adverse social norms and reshape stereotypes. We're doing this in four main ways:

- by using our influence as one of the world's biggest advertisers – not just to change the way we market our own products, but also to

advocate and partner for change across the industry

- by building a diverse business and value chain, in which women are empowered and act as role models for change
- by developing sustainable living brands that are progressing gender equality and women's empowerment
- and by ensuring, in our business and through our programmes, that everyone, including men, is part of the movement to build positive cultural change.

### Our brands lead the way with #Unstereotype



We are absolutely committed to evolving the way we market our products. In 2016, we launched our #Unstereotype initiative, which has challenged every single one of our global brands to move away from unhelpful stereotypes. For some brands this is not new – Dove for example has championed real beauty since 2004. Others have changed their positioning. Axe/Lynx's new Find Your Magic campaign for example embraces the individuality of real, modern men.

In 2017 at the Cannes Lions Festival of Creativity, we joined forces with UN Women to launch the Unstereotype Alliance, to make an impact on a greater scale. The Alliance brings together leaders across the industry to take collective action in eliminating outdated stereotypes in

advertising and driving long-term positive cultural change.

### Challenging the norm of unpaid work

Unpaid work holds women back as it hampers access to opportunities outside the home. It also stands in the way of a potential uplift in global economic output of around \$10 trillion because globally, women spend 2-10 times longer than men on household chores. For Unilever, unpaid work is a priority area as it directly impacts women everyday across workplace, supply chain, distribution network and inclusion policies. Our homecare brands like Surf and Sunlight have made this central to their brand purpose.

### Unstereotype in the value chain

We are embedding the idea of #Unstereotype across our business and value chain globally by:

- advancing diversity and inclusion, including by addressing unconscious bias;
- promoting safety for women, including respecting and promoting women's rights in the areas where we and our suppliers operate;
- working with our brands and functions to provide women with access to life skills to enhance their entrepreneurial capabilities; and
- expanding women's opportunities in our retail value chain across our small-scale distributors and retailers.

### FOCUS ON ADVANCING WOMEN AND GIRLS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP

In 2017, women comprised 47% of our management. This came as a result of sustained leadership accountability and awareness building; clear targets and measurement; programmes to recruit, retain and develop female talent; and our network of Diversity and Inclusion

Champions. We want this figure to continue to increase – our Women's Leadership Development Programme aims to embrace the leadership skills of our senior female executives and talented women from other sectors. Since 2012, 210 of our most senior managers have benefitted from the programme.

Our brands also play an active role in supporting women as leaders. In 2017, Pond's and the Vital Voices Global Partnership launched the VVLead Fellowship, which brings together women leaders of social change to advance and amplify their work through collaboration, visibility and training.

Another specific area of focus is the number of female engineers in our workforce globally. Over 2016/17, this doubled as a result of our gender inclusion initiatives across the supply chain. Our partnership with Women in Engineering, the WomEng programme, organises a two-day leadership conference which provides participants with opportunities to build their professional skills and expand their network alongside management trainees from our Future Leaders programme.