

The Women's Leadersh*IP* Initiative

Best Practices Toolkit

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During The Women's Leadership Initiative workshops, participants identified and recommended a slate of best practices, both global and country-specific, to improve women's representation in the workplace, career advancement, and work-life integration. Below is the list of initiatives identified, with the respective explanations, that we encourage all organizations committed to recognizing and advancing the role of women to review and implement.

1. Recommended best practices to advance women's representation in the workplace¹

Initiative	Explanation
Establishing a Diversity and Inclusion Council	<p>A Diversity and Inclusion Council is composed of a group of an organization's employees, including senior leaders, and has the role of ensuring the existence and implementation of diversity and inclusion policies and processes. Its primary role of the Council is to integrate diversity and inclusion concerns and activities in an organization's broader strategy.</p> <p>A Diversity and Inclusion Council may assist an organization in institutionalizing practices that support and advance diversity and inclusion, overseeing compliance efforts, and ensuring accountability for results.</p>
Internal reporting requirement	<p>Organizations may benefit from implementing a regular reporting requirement on percentages of diversity, at recruitment, retention and promotion levels.</p> <p>A reporting requirement facilitates the identification and exposure of diversity imbalances, leading to senior-level discussions on the necessary measures to address such imbalances.</p>
Reporting requirement for FTSE 100 companies (UK)	<p>Companies listed in the Financial Times Stock Exchange 100 Index are required to publish a gender diversity report. The requirement of publication can be very powerful, as companies naturally wish to make sure the story they tell about themselves is a good one (works as "public accountability," which is impactful).</p>
Appointing a Chief Diversity Officer	<p>A Chief Diversity Officer (CDO) is the executive-level diversity and inclusion strategist of an organization. A CDO is responsible for creating an organization's strategy for recruitment of diverse candidates and for developing, managing, and supporting data-based diversity and inclusion strategies.</p> <p>Appointing a CDO may help ensure that an organization is effectively pursuing diversity and inclusion.</p>

¹ As INTA is a global association, the following recommendations were made with INTA's entire constituency in mind. Nevertheless, INTA recognizes that these recommendations may not be applicable to all organizations, particularly those in the current United States (U.S.) anti-discrimination laws and encourages organizations that are subject to U.S. laws to consult with an attorney before adopting any recommendations.

<p>Applying for global <u>EQUAL-SALARY</u> Certification</p>	<p>EQUAL-SALARY is a non-profit organization that promotes equal pay between women and men using a methodology developed in collaboration with the University of Geneva, Switzerland. Its statistical analysis of salary policies has been recognized by the Swiss Federal Court of High Justice.</p> <p>The EQUAL-SALARY certification allows companies to verify and communicate that they pay their female and male employees equally for the same job or for a job of the same value. It is aimed at companies with 50 or more employees (of which at least 10 are women) that are committed to closing the wage gap, in all countries and across all industries.</p>
<p>Become a signatory to the IP Inclusive EDI Charter (UK)</p>	<p><u>IP Inclusive</u> is a UK organization looking at issues including participation of women and other underrepresented categories in the profession, as well as class issues. It has had significant impact in the United Kingdom. As the main problem seems to be promoting women into leadership positions, rather than bringing them into the profession, IP Inclusive has been mentoring women to help them rise to senior levels.</p> <p>Organizations can sign up to the IP Inclusive EDI Charter, whereby they commit to the six EDI Charter commitments:</p> <ol style="list-style-type: none"> 1. <i>Having in place a named individual within your organization as Equality, Diversity, and Inclusion (EDI) Officer. This person needs to be sufficiently senior to make change happen and to be accountable for your progress.</i> 2. <i>Having in place a written Equality, Diversity, and Inclusion Policy for your organization and making everybody in the organization aware of it.</i> 3. <i>Promoting openness and transparency to demonstrate merit-based equal opportunities in your recruitment and career progression processes.</i> 4. <i>Acknowledging the effects of unconscious bias and introducing measures to tackle it.</i> 5. <i>Monitoring and reporting internally on your progress using measures and at intervals that are appropriate to your size and nature.</i> 6. <i>Sharing your experience within the IP Inclusive community to help build an effective network for equality, diversity, and inclusion across the IP sector.</i>

2. Recommended best practices to advance women's career²

Initiative	Explanation
Introducing a formal women's leadership development program	<p>Organizations may wish to consider implementing a formal program to provide support for female professional development at the senior-management level and develop a robust pipeline for future female managers and senior leaders. This kind of program can include various activities such as workshops and trainings on leadership and other skills, networking sessions, mentoring/sponsorship, discussion, and implementation of policies that ensure effective work-life integration, among others.</p> <p>Organizations should consider involving men in the program and include open discussions about the perceptions and biases of men as to the role and skills of women.</p>
Implementing coaching circles	Organizations may institutionalize small groups of women, of varying seniority levels, who periodically get together to discuss a wide range of issues. Often more junior women have relevant perspective and experiences to share, from which their colleagues, including more senior level professionals, can learn, and this should be considered.
Establishing focus groups for business development training	Focus groups can be established by organizations to focus on business development training , or to build relationships with women clients, addressing obstacles encountered by women at the workplace
Implementing a mandatory rule that there be an equal number of female and male candidates when hiring/promoting for senior management	The implementation of a mandatory requirement of an equal number of female and male candidates in filling senior management positions, by recruitment or promotion, can be very powerful as it can have a positive spillover effect that is replicated at lower ranks of the organization. Other criteria besides gender, such as race, sexual orientation, or disability, can also be similarly considered.
Performance and success measurement based on quality indicators	Some companies are changing the ways in which they measure success and leadership competence or potential. There is a shift from old metrics focused only on achieving goals to a focus on <i>how</i> goals are achieved and leadership style - including how one is growing their team; how collaborative one is; and how good one is at maintaining efficient budgets.
<u>The 30% Club</u>	<p>The 30% Club is a global campaign led by chairs and CEOs taking action to increase gender diversity at board and senior management levels. The Campaign continues to expand its international footprint with presence in 14 countries/regions around the world.</p> <p>The 30% Club supports diversity in its very broadest sense: while gender was its starting point, ethnicity, disability, sexual orientation, socioeconomic background, and other areas of diversity are also considered.</p> <p>Membership criteria, targets, and time frames vary across its chapters, but membership is generally open to chairs, CEOs, and equivalents, usually of listed companies or leading professional services firms.</p> <p>30% Club Chapters have been established in Australia, Brazil, Canada, Chile, East Africa, Hong Kong, Ireland, Italy, Japan, Malaysia, MENA, Southern Africa, Turkey, United Kingdom, and the United States.</p>

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LeadWomen (Malaysia)	Started in 2011, this organization has the mission of increasing women's representation on the boards of corporate Malaysia. LeadWomen's work comprises advocacy, training and development, sourcing, and placement of board-ready women. To build a women's leadership pipeline across organizations, LeadWomen shifted its focus to inclusion strategies in the workplace to ensure retention and progression of women talent.
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3. Recommended best practices to advance women's work-life integration³

Initiative	Explanation
Formal flexible working arrangements, including the possibility of working remotely	Establishing a formal policy allowing employees to work part-time and to work remotely allows for greater flexibility and helps to close the gender gap. All employees should be able to benefit from this policy irrespective of gender to ensure equal treatment.
Working arrangements to support mothers' transition back to work from maternity leave	Organizations should consider allowing mothers returning to work from maternity leave to transition back to a lighter schedule while receiving 100 percent pay. This policy should be implemented as a requirement rather than an option to avoid the perception that those who take advantage of the policy are less engaged or less committed.
Mandatory paternity leave	Introducing a mandatory paternity leave can lead to a more balanced distribution of childcare and housework-related responsibilities between men and women. Moreover, a mandatory vs. optional paternity leave ensures that men do not refrain from taking leave for fear of the consequences that it might have on their careers.
Active promotion of work-life integration and "living healthy" activities like sports or eating well	By actively promoting work-life integration and healthy habits and activities, thereby reinforcing the idea that it is natural and positive to take breaks, organizations can contribute to the mental and emotional well-being of their employees.
Availability of childcare on organizations' premises	Where possible, organizations should consider having childcare facilities available on their premises to facilitate contact between parents and children while reducing stress and maximizing efficiency during working hours. Organizations may also consider allowing parents to regularly spend some time with their children at these facilities.

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Subscribing to the Mindful Business Charter

The Charter is about working effectively and efficiently, removing, as far as possible, unnecessary stress. It is drafted as a series of simple aims and aspirations based on four pillars:

- openness and respect
- smart meetings and mailings
- respecting rest periods
- mindful delegation

Although the roots of the Charter are in the legal profession, all organizations can sign up. All that is required is a commitment, on the basis of professional trust, from a senior leader in the business, on behalf of that business, to work toward the Charter's aims, to encourage other organizations to get on board and to share learnings and experiences with other signatories.

The Charter was signed on October 10, 2018, by Barclays and two other banks; RBS and Lloyds, along with nine law firms: Pinsent Masons, Addleshaw Goddard, Ashurst, Baker & McKenzie, Clifford Chance, Eversheds Sutherland, Hogan Lovells, Norton Rose Fulbright, and Simmons & Simmons.

On May 9, 2019, a further nine law firms publicly stated their commitment to the Charter and its aims at an additional signing event: Capsticks, CMS, DWF, Herbert Smith Freehills, Freshfields Bruckhaus Deringer, Michelmore, Osborne Clark, Stone King, and Weightmans. Radiant Law and Paul Hastings have also subsequently confirmed their commitment to the Charter.



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