

EMPOWERING WOMEN FOR INNOVATION AND BUSINESS SUCCESS

By Great Place to Work® and in support of WE EMPOWER programme
of UN Women, European Union and the International Labour Organization



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Great Place to Work® is the global authority on building, sustaining and recognizing high trust, high performance workplaces. Its mission is to build a better society by creating great places to work – FOR ALL.

WE EMPOWER: “Promoting Economic Empowerment of Women at Work through Responsible Business Conduct in G7 Countries” (WE EMPOWER) Programme is funded by the European Union (EU) and implemented by UN Women and the International Labour Organization (ILO). WE EMPOWER convenes stakeholder dialogues on gender equality in the changing world of work in Canada, Japan, the United States and the EU to exchange knowledge, experiences, good practices and lessons learned. WE EMPOWER encourages businesses to advance gender equality in the workplace, marketplace and community by signing the Women’s Empowerment Principles.



INTRODUCTION – Innovation and Women's Economic Empowerment

A culture of innovation provides the foundation for organizations to emerge into new markets, conceptualize and create new products and services, anticipate opportunities and make rapid adjustments. Structures to enable and test new ideas help organizations bring winning concepts to the market. Trust, gender equality and inclusion are critical aspects of a well-functioning innovation process.

By focusing on **Innovation by All**, organizations are outperforming their competition - exceeding revenue growth targets, enhancing customer service, retaining more talent, better utilizing and developing talent, for individual and corporate success, and more. Increasingly we see that gender equality and women's empowerment is at the heart of inclusive innovation – people have to be willing to take risks, share their best ideas, be allowed to learn from failure and collaborate intensively – an inclusive workplace culture is critical to innovation in the workplace.

Building and sustaining a great workplace culture and people practices that promote **"Innovation By All"** have been shown empirically to drive superior business results.¹ Organizations with high trust, inclusive workplace cultures are achieving greater and faster rates of success by engaging **all** of their employees into the innovation process...including women!



¹ Innovation By All - The new flight plan for elevating ingenuity, accelerating performance, and outpacing rivals. ©Great Place to Work®, 2018.

Including women in the innovation process has tremendous ability to increase retention rates within a firm. In Canada, we see that approximately 56 percent of women leave the ICT industry mid-career.ⁱ A recent report stated that women in Toronto's tech sector may feel less valued than their male counterparts. Furthermore, women were less likely to feel encouraged to be innovative, included in the decision-making process or comfortable voicing their opinion when it differed from others.ⁱⁱ A workplace culture built on trust and inclusion that supports and empowers women throughout the various stages of their career is key to sustained inclusive innovation in the workplace. By extension, empowering **women** in the workplace is vital to realizing the full potential impact of innovation on business success.

Globally, women have been an underutilized asset in the **Innovation By All** equation. In the United Kingdom, ideals of innovation by all focused on inclusion at all levels of the organization where innovation and creativity can blossom throughout the organization.ⁱⁱⁱ Furthermore building inclusion into the DNA of the innovation and business process is a solution to ensuring women's needs are not an afterthought or post-corrective accommodation in the innovation process but rather an innovation process by all and for all.

This document integrates Great Place to Work[®] research involving hundreds of organizations in Canada with the **Women's Empowerment Principles**² to provide unique insights into the key impacts and best practices for more effectively engaging and empowering women in innovation. Signatories of the Women's Empowerment Principles are attracting talent, entering new markets, serving their communities, while measurably improving the bottom line.

SCOPE AND METHODOLOGY

This research is based on the responses of over 63,000 employees to Great Place to Work's standardized Trust Index[®] employee survey from 300 organizations in Canada. The research also incorporates data from GPTW's Culture Brief[®] and Culture Audit[®] questionnaires completed and submitted by participating organizations providing demographic data, performance statistics and highlights of their actual culture and people management policies, programs, benefits.

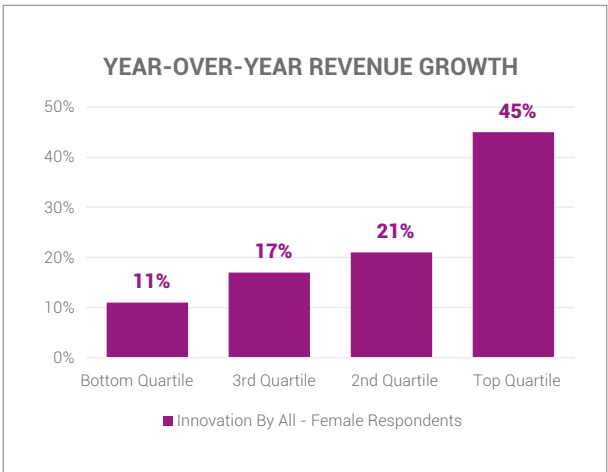


² Women's Empowerment Principles launched in 2010 launched by UN Women and UN Global Compact serve as a guide to advance women's empowerment in the workplace, marketplace and community

INNOVATION BY ALL AND BUSINESS SUCCESS

The links between high trust **Innovation by All** cultures and business success are evident across a wide range of key performance metrics. **Innovation by All** cultures involve employees in important decisions that affect their jobs or work environment, seek and respond to employee input and ideas, and celebrate employees who try new and better ways of doing things regardless of the outcomes.

The following charts highlight business performance results from across all organizations participating in the 2019 Great Place to work® Certification™ program³ in Canada.

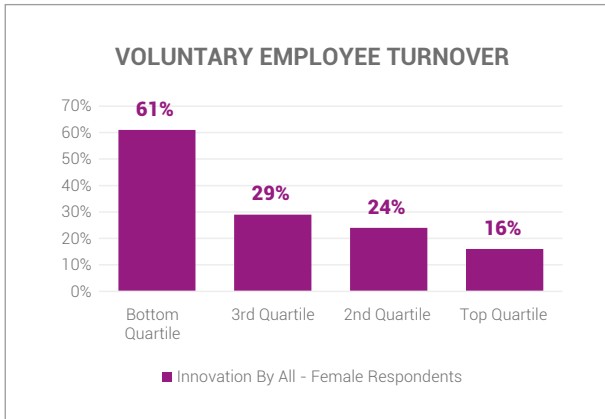


INNOVATION BY ALL Cultures Fuel Revenue Growth

Revenues grow much faster in organizations where more of their female employees experience a culture of Innovation By All. Those organizations in the top quartile for inclusive innovation for women as measured by the Trust Index® achieve **4x** the year-over-year revenue growth compared to the lowest quartile.

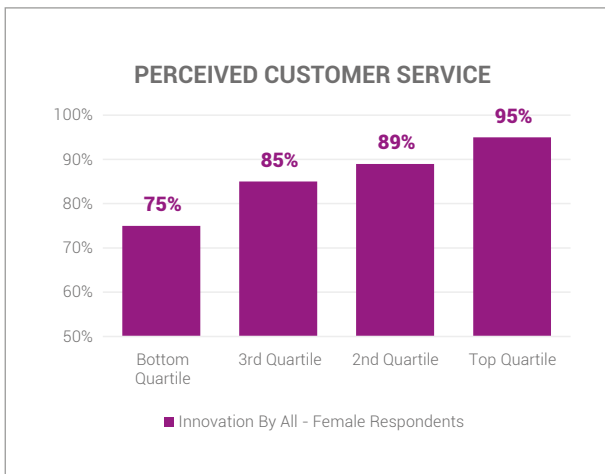


² Women's Empowerment Principles comprise the guiding framework of WE EMPOWER, a joint effort of the European Union (EU), UN Women and International Labour Organization (ILO) to advance gender equality and women's economic empowerment in G7 countries



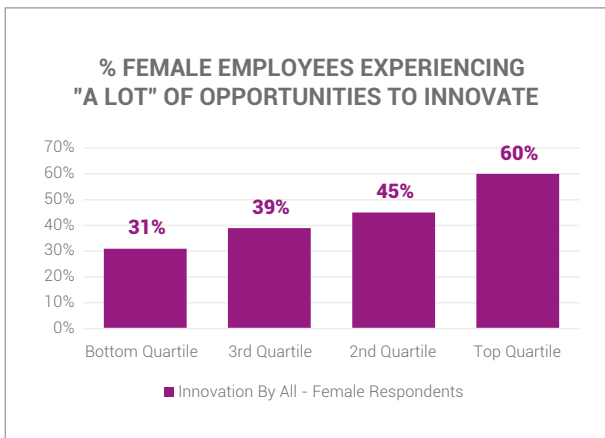
INNOVATION BY ALL Cultures Fuel Lower Voluntary Turnover

Organizations achieve dramatically lower overall **voluntary turnover** when more of their female employees experience a culture of Innovation By All. Those organizations in the top quartile for inclusive innovation for women experience **3.8x** less overall voluntary employee turnover compared to the bottom quartile.



INNOVATION BY ALL Cultures Fuel Greater Perceived Customer Service

Excellent customer service is perceived to be **1.3x** greater in top quartile workplaces for inclusive innovation compared to bottom quartile workplaces.



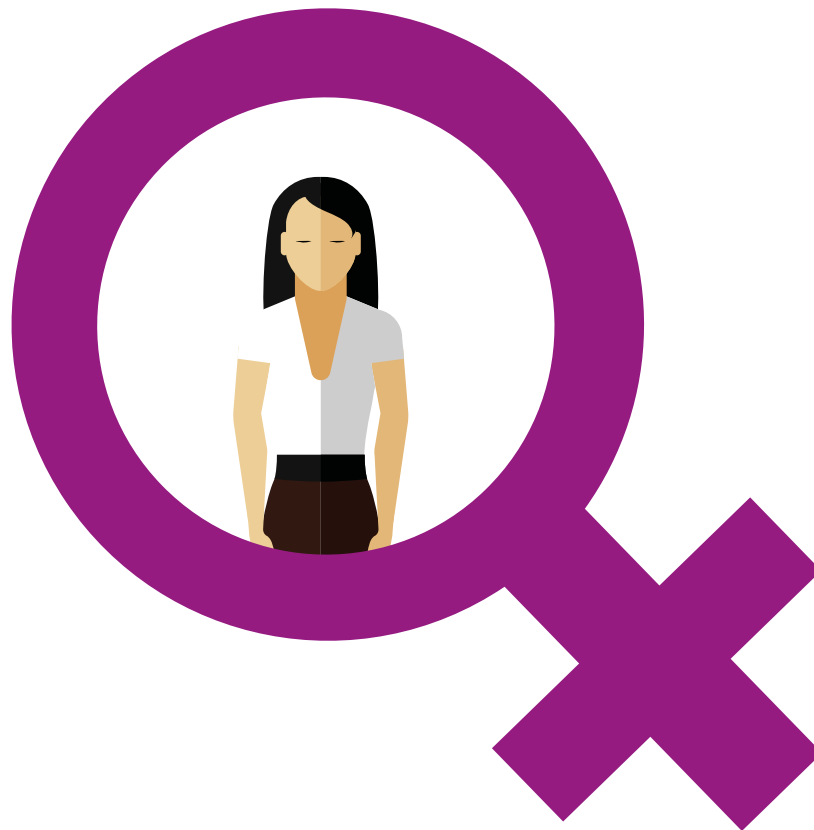
INNOVATION BY ALL Cultures Fuel Greater Talent Utilization & Development

Female employees experience nearly **2x** more **meaningful opportunities** to develop new and better ways of doing things at work in organizations that cultivate an Innovation By All culture for women. Greater inclusiveness and meaningful opportunities for women to contribute to corporate development are not only enhancing their own development but also organizational effectiveness.

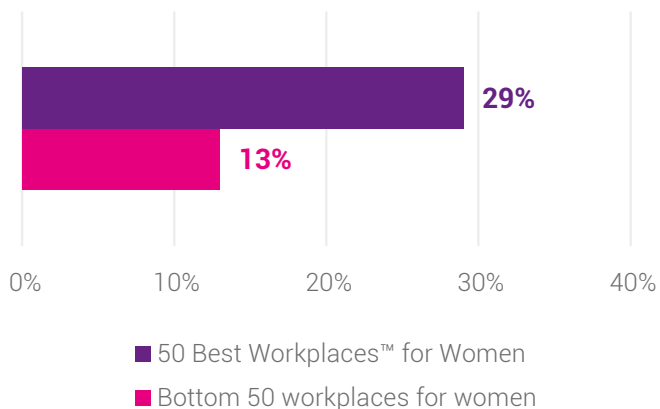
BEST WORKPLACES™ FOR WOMEN AND BUSINESS SUCCESS

This section highlights key differences between organizations named to the 2019 Best Workplaces™ for Women in Canada List vs. the bottom 50 workplaces for women on key corporate performance metrics. This List is compiled by Great Place to Work® based on a combination of criteria aligned with key Women's Empowerment Principles.

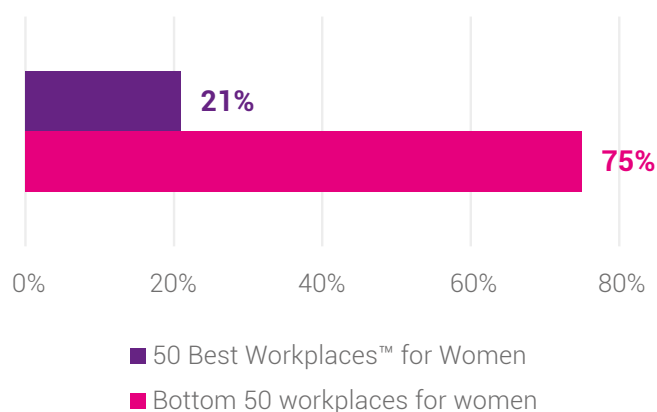
When it comes to key business performance metrics, the 50 Best Workplaces™ for Women in Canada consistently outperform the bottom 50, as measured by the Trust Index® employee survey. The 50 Best Workplaces™ for Women have **2.2x** greater year-over-year revenue growth, **3.6x** less voluntary employee turnover, **1.4x** greater perceived client service, and **1.6x** greater opportunities for women to develop new and better ways of doing things at work. Creating great workplaces for women is not only good for women, but also for all employees...and for business!



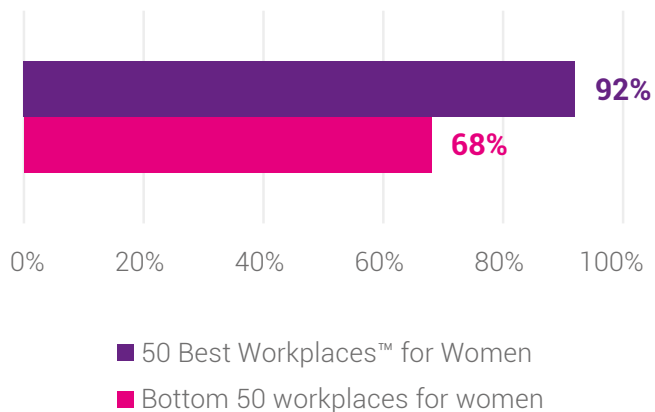
ANNUAL REVENUE GROWTH



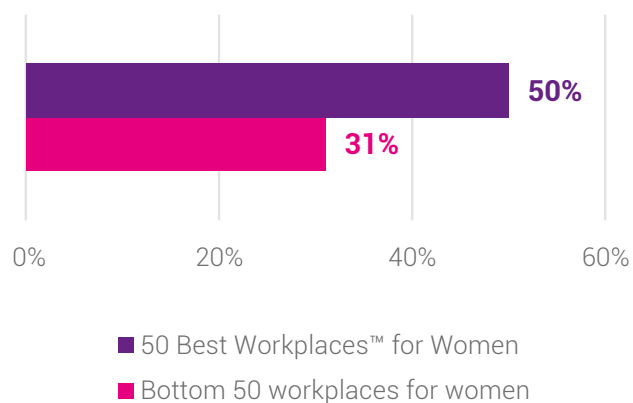
VOLUNTARY TURNOVER



CUSTOMER SERVICE PERCEIVED BY FEMALE EMPLOYEES



% OF WOMEN HAVING "A LOT" OF INNOVATION OPPORTUNITIES



EMPOWERING WOMEN FOR INNOVATION BY ALL – Implementing Women's Empowerment Principles

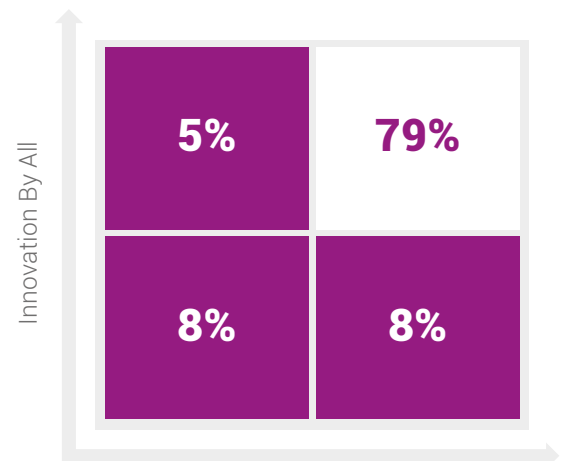
The **Women's Empowerment Principles** provide guidance on how to promote gender equality and women's empowerment in the workplace, marketplace and community. Drawing on 2018 survey research data from Great Place to Work Certified™ organizations, the following charts graphically illustrate how implementation of these principles⁴ are contributing to **Innovation By All** across the Best Workplaces™ in Canada.

PRINCIPLE 1: ESTABLISH HIGH-LEVEL CORPORATE LEADERSHIP FOR GENDER EQUALITY

The nature and quality of senior level corporate leadership is instrumental to creating inclusive cultures for Innovation By All. Senior leadership sets and reinforces the tone for empowering and engaging women in innovation and leveraging their contributions to the success of the business and satisfaction of all stakeholders' expectations.

Senior Corporate Leadership

Women who feel their organizations are being led by executives who fully embody their organizations' best characteristics are **16x** more likely to see a strong culture for Innovation by All than those who are less positive. Innovation by All is experienced by an even greater multiple of **41x** by women who see their management as being highly competent in running the business

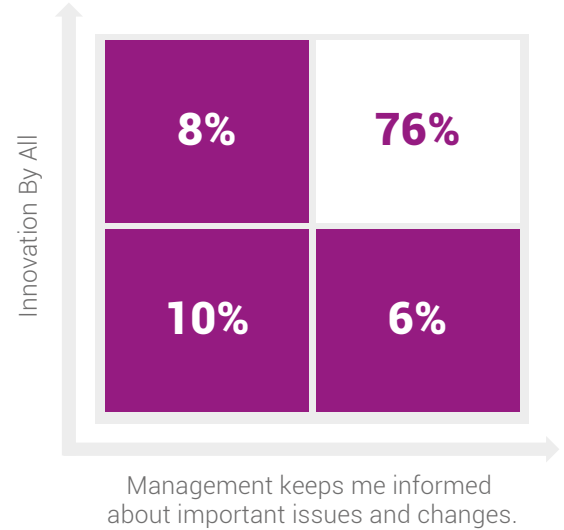


Our executives fully embody the best characteristics of our organization.

⁴Two of the 7 Women's Empowerment Principles, i.e., enterprise development, supply chain and marketing practices; and, measuring and publicly reporting on gender equality progress were beyond the scope of this research.

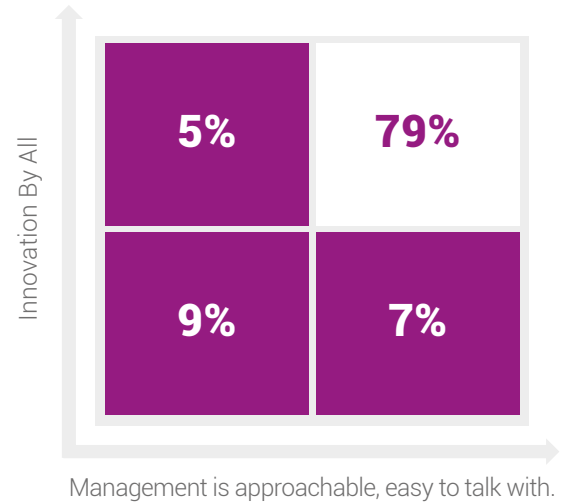
Leadership Communication – Downward

Management communication is central to effective leadership and sustaining the organization’s desired culture and values. Women who perceive strong management communication downward, i.e., important information that affects them; and, clear expectations are **9.5x** and **11x** more likely to experience a strong culture for Innovation by All.

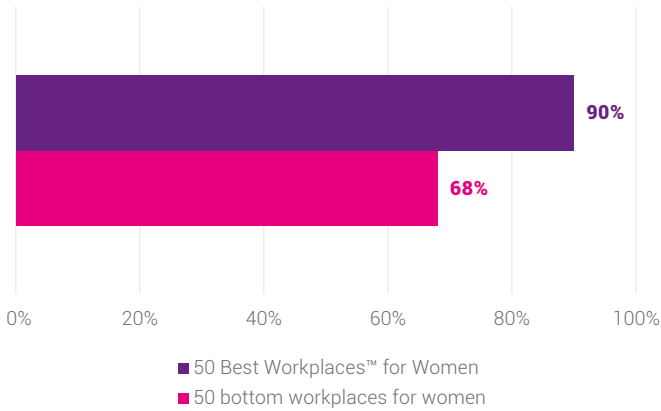


Leadership Communication – Upward

Upward communication starting at the top is particularly key to promoting a strong culture of Innovation By All. Women who feel their leaders are approachable and easy to talk with; and, feel they can ask management any reasonable question and get straight answers are **16x** and **11x** more likely to experience a strong culture for Innovation by All.



HIGH LEVEL CORPORATE LEADERSHIP & TWO-WAY COMMUNICATION



Summarized here are differences in how women experience senior leadership and two-way communication at Canada's 50 Best Workplaces™ for Women vs. the bottom 50 workplaces for women.

The 50 Best Workplaces™ for Women are seen to be led by senior executives who are not only exceptionally competent in running their businesses and enabling effective and transparent two-way communication; but, who also embody their organizations' most important values.

Note: Results based on Female employees only

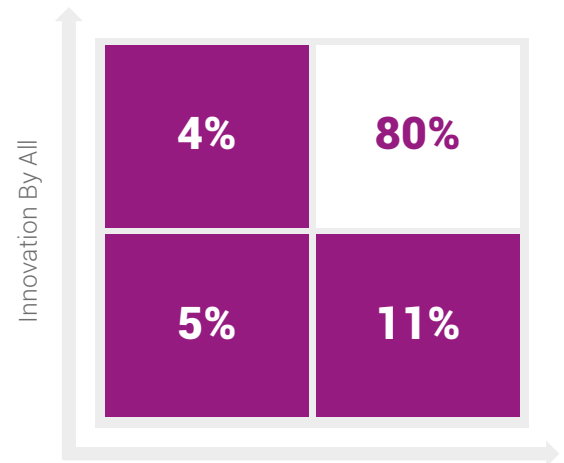


**PRINCIPLE 2:
TREAT ALL WOMEN AND MEN FAIRLY AT WORK – RESPECT AND SUPPORT HUMAN RIGHTS
AND NONDISCRIMINATION**

Cultures in which women experience fair treatment regardless of gender, feel respected as individuals not just workers, and supported in their work are far more empowered, engaged and equipped to innovate and contribute to corporate success than their counterparts elsewhere.

Fairness of Treatment

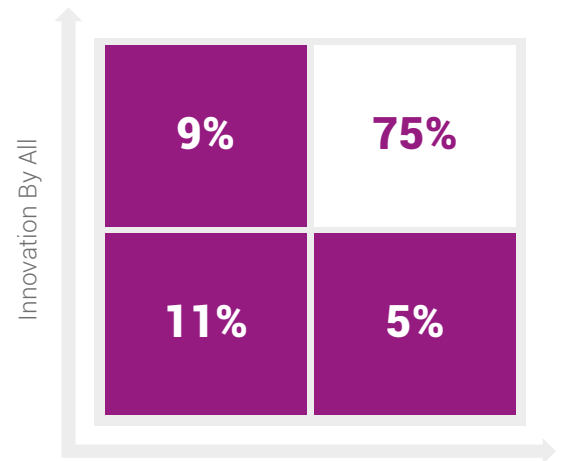
Women who feel all employees are treated fairly in their organizations regardless of their sex are **20x** more likely to see a strong culture for Innovation by All than those who perceive unfair treatment! Ensuring consistency of treatment is essential to creating an environment in which employees, especially women, feel ready to contribute to corporate innovation and change.



People here are treated fairly regardless of their sex.

Respect

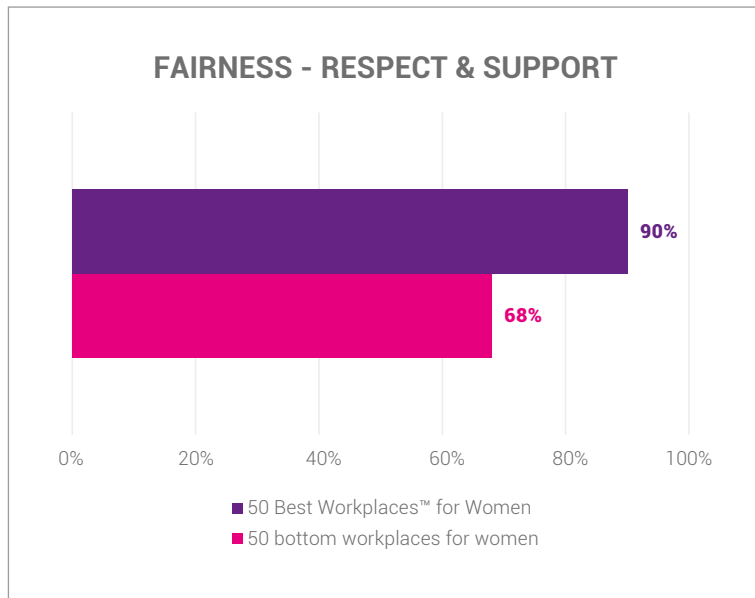
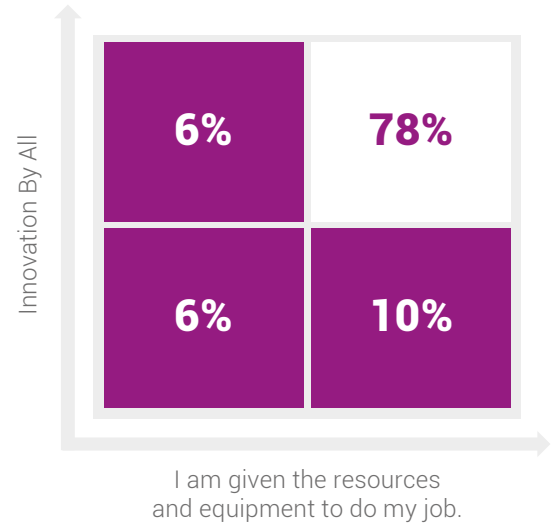
People want to feel they're more than just workers or cogs in a machine. They want to feel valued and respected as individuals with unique skills and contributions to offer. In organizations that demonstrate strong, genuine interest in employees as individuals and not just employees, women are **8.3x** more likely to experience a strong culture for Innovation by All. Organizations that encourage strong work/life balance further promote cultures for innovation that are **9.5x** greater than elsewhere.



Management shows a sincere interest in me as a person, not just an employee.

Support

Women who feel well supported with the resources and equipment needed for their jobs are **13x** more likely to experience a strong culture for Innovation by All. This is further reinforced by management styles that offer people the freedom to experience and learn from making honest mistakes as a natural part of doing business. Women who perceive non-judgmental styles of management are **16x** more likely to innovate than others while those who feel appreciated for the good work and extra effort feel **11x** more likely to innovate.



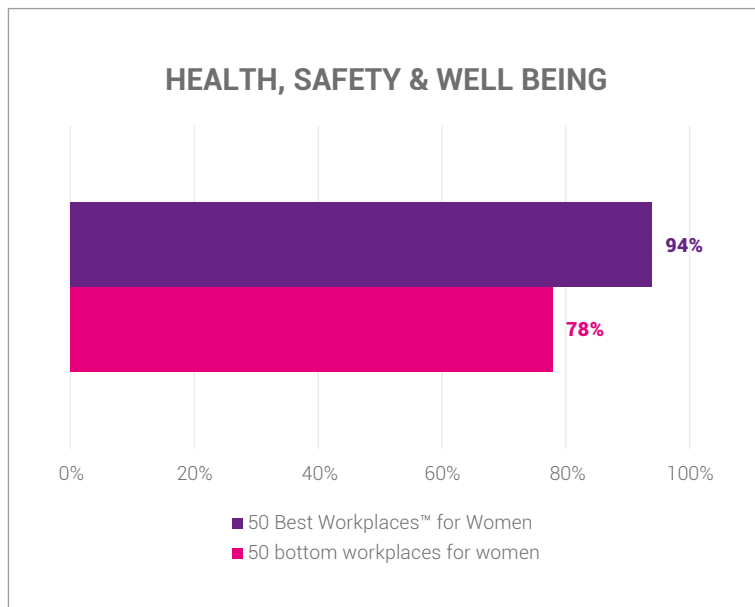
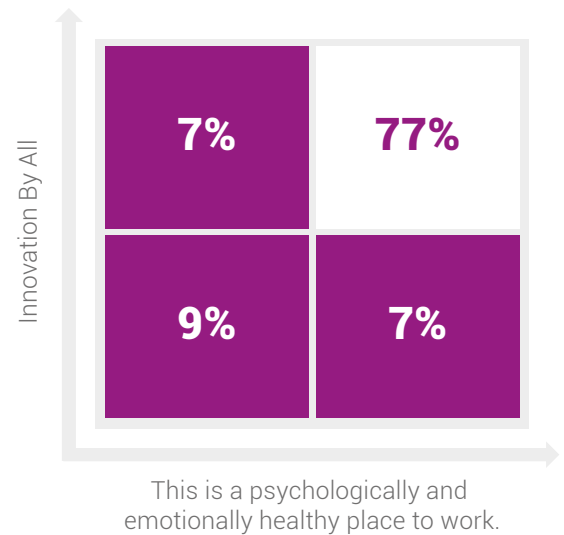
The 50 Best Workplaces™ for Women foster cultures and day-to-day people practices that promote significantly greater fairness, respect for the individual and support for getting the job done than the bottom 50.

PRINCIPLE 3: ENSURE THE HEALTH, SAFETY AND WELL-BEING OF ALL WOMEN AND MEN EMPLOYEES

Organizations where women experience psychologically, emotionally and physically safe workplaces are much more conducive to promoting inclusive and Innovative Workplaces By All.

Psychological, Emotional and Physical Well-Being

Women who experience psychologically and emotionally healthy workplaces are **11x** more likely to see a strong culture for Innovation by All than those who don't. Even more significant is ensuring a physically safe place to work for women which is an astounding **83x** greater than unsafe work environments!



Note: Results based on Female employees only

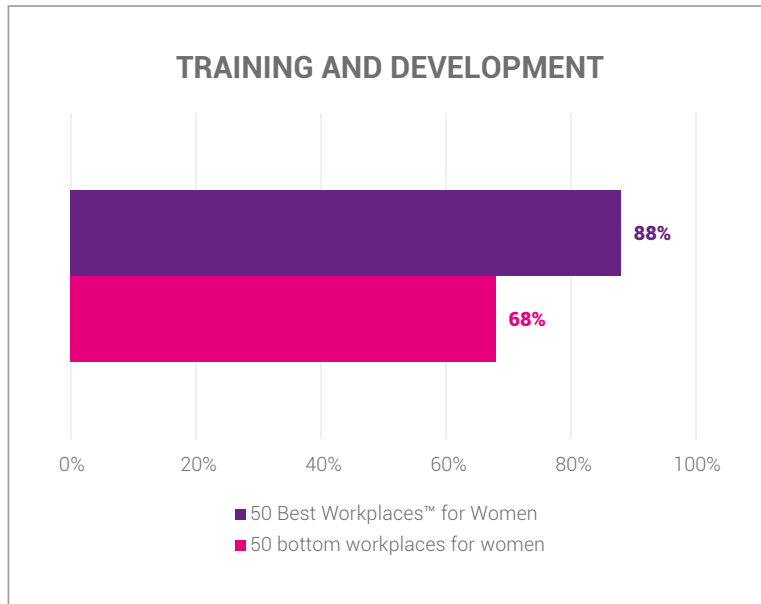
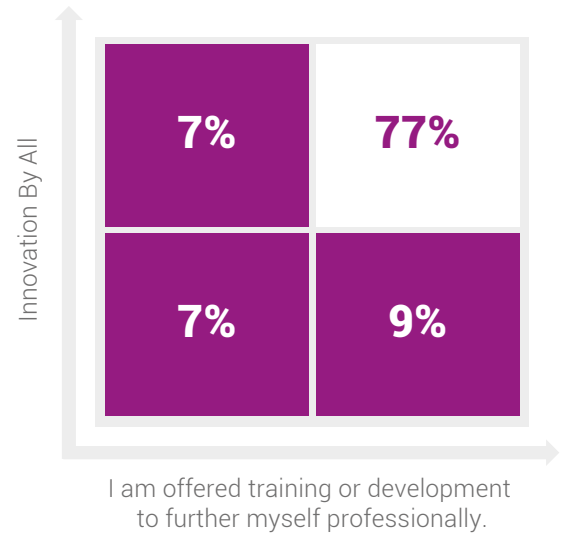
Female employees experience significantly greater psychological, emotional and physical well-being at Canada's 50 Best Workplaces™ for Women vs. the bottom 50 workplaces for women.

PRINCIPLE 4: PROMOTE EDUCATION, TRAINING AND PROFESSIONAL DEVELOPMENT FOR WOMEN

Providing women with enriched opportunities for education, training and professional development are instrumental to promoting inclusive and Innovative Workplaces By All. These opportunities include both formal and informal programs and on-the-job experience.

Training, Development and Career Advancement

Women who perceive strong training and development opportunities to advance themselves are **11x** more likely to see a strong culture for Innovation by All than those who don't. Further contributing to women's motivation to innovate are people management practices that delegate a lot of responsibility **5.5x** and assure promotions go to those who deserve them most **16x**.



The 50 Best Workplaces™ for Women foster superior learning cultures by providing stronger training and development programs and opportunities for women to grow, take on increasingly greater responsibility and advance their careers.

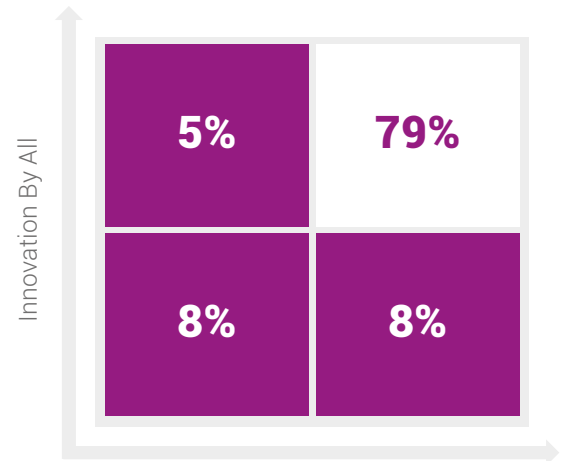
Note: Results based on Female employees only

PRINCIPLE 6: PROMOTE EQUALITY THROUGH COMMUNITY INITIATIVES AND ADVOCACY

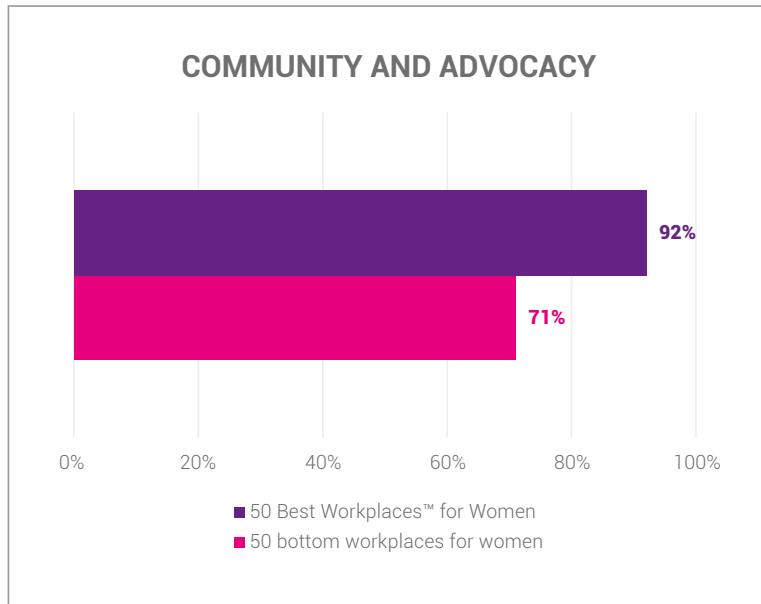
Showcasing organizational commitment to gender equality, inclusiveness and women's empowerment in the community and key stakeholders fosters high employee engagement and Innovative Workplaces By All.

Community Initiatives and Advocacy

Where women are positive advocates for their organizations and what they stand for, they're more actively engaged in corporate innovation and contributing to business success. Women who are strong organizational advocates are **16x** more likely to be highly engaged in corporate innovation while women who feel good about their employers' contributions to the community are **20x** more engaged!



I would strongly endorse my organization to friends and family as a great place to work.



Corporate advocacy by female employees and corporate contributions to the community are viewed much more positively at the 50 Best Workplaces™ for Women than elsewhere.

Note: Results based on Female employees only

LEARNING FROM THE BEST – ILLUSTRATIVE BEST PRACTICES

Here are a few examples of how the Best Workplaces™ for Women are building Innovation By All cultures. These best practices are advancing one or multiple Women’s Empowerment Principles in the workplace.

<p>ATB</p>	<p>Conference Participation and Debrief</p> <p>ATB recently hosted 65 leaders at the Art of Leadership for Women conference. To help retain and build upon their learning, attendees were invited to a follow-up lunch to discuss topics from the conference and then participate in small group calls a week later to discuss key learnings that they were implementing.</p>
<p>Ceridian</p>	<p>#MoveTheDial</p> <p>Ceridian is founding partner of #MoveTheDial, a global movement committed to creating opportunities for women in the tech sector. In 2017, #MoveTheDial released a benchmark report exploring the gender gap in the tech sector and Ceridian leaders provided insight on how the tech ecosystem can be reshaped by improving female representation. Ceridian is dedicated to being involved in the conversation and finding ways to help solve gender disparity in the Tech industry.</p> <p>Parental Leave policies: New parental leave policies that don't designate the time away based on elements like defining "mother/father" or "primary/secondary" This is derived from belief that people deserve to start and expand their families while maintaining opportunities to grow and expand their roles at work. Flexibility and equality in experience reflect Ceridian's focus on diverse family structures</p> <p>Work-life reintegration: Flexibility for Ceridian employees to support them in being their best at work and at home. E.g. Take 2 Program which lets employees take 2 hours off when they need to – no questions asked or Time Away from Work program which gives employees flexibility in the amount of time they can take off from work.^{iv}</p>
<p>Cisco Systems</p>	<p>DARE for Early Career Women</p> <p>Cisco Systems has created the DARE program (Development, Authenticity, Readiness, and Excellence) to inspire women who are just starting their careers. This one-day, interactive workshop dives into things that matter most at this early stage: building visibility, weathering internal politics, positive personal branding, and more. Participants are made aware of the range of tools and resources at their disposal as they define and navigate a path at Cisco. Approximately 1,300 employees have participated world-wide, and these participants are 70 percent more likely to stay at Cisco longer and twice as likely to get promoted over their peers.</p>
<p>Intuit</p>	<p>Tech Women @ Intuit</p> <p>This global initiative to recruit, retain and advance mid-career technical women, offers a full lineup of events and professional development resources to identify those further along in their career and expose them to Intuit’s culture. This year, Intuit Canada sent two employees to The Grace Hopper Celebration, the world’s largest gathering of women technologists, where they collected more than 2,000 resumes from prospective candidates.</p> <p>Intuit is committed to equal pay and retained an independent, outside company to look for statistically significant difference in employee pay to refine and improve future pay analyses.^v</p>

Nulogy	<p>Link Apprenticeship for Women</p> <p>Diversity is part of Nulogy's DNA, and their culture is explicit about Nulogy's values to support women in the workplace. In an effort to improve thought-diversity on their engineering team by increasing the gender ratio, Nulogy launched Link, a creative, paid technical mentorship program for women. Apprentices are provided an intentional learning opportunity where they are paid to learn for the first three months with Nulogy and, after completing their apprenticeship have the opportunity to transition into full time work.</p>
Resolver	<p>50/50 Goal</p> <p>Resolver's Talent Team has gender diversity top of mind and has set an internal goal to have a 50/50 pipeline of male and female candidates with every opening, up to the interview stage. Resolver's diversity recruitment statistics are reviewed monthly.</p>
Salesforce	<p>hEr VOLUTION</p> <p>Last year, the Toronto Chapter of Salesforce's Women Network, in partnership with hEr VOLUTION, had the opportunity to work with 30 female students ages 13-17. The students were encouraged to explore and study career paths in STEM (Science, Technology, Engineering and Math). Through interactive sessions in the Salesforce Toronto office, these students learned about STEM careers - particularly in technology and what it's like to work for a company like Salesforce. Each student left the experience with new coding skills, new insights into their potential future in STEM and a free MacBook Air courtesy of Salesforce.</p>
SAP	<p>Diversity Targets</p> <p>In 2011, SAP announced a global commitment to increase the percentage of women in management to 25% by 2017. Buoyed by many programs and initiatives, SAP achieved this goal at the global level – six months ahead of schedule. Still not satisfied, SAP recently announced a further commitment to increasing women in leadership by 1% every year to reach 28% in 2020 and 30% in 2022. SAP North America has already surpassed this new goal, with women accounting for nearly 30% of the company's North America leadership positions and an industry-leading 33% of SAP's North America workforce.</p>
SAS	<p>Women in Analytics Network</p> <p>Last year, SAS sponsored the Women in Analytics Network to strengthen diversity in the analytics field. This initiative leverages SAS values of authenticity, value for work/life balance and passion to build a community of women, inside and outside of SAS, who will advocate for Women in Analytics. To support the launch and build ongoing dialogue, The Women in Analytics Hub was born. Here visitors can engage in various content highlighting the best of women in analytics. Since its launch, the SAS Canada's Women in Analytics Network has also hosted two skills-related events, aimed at simultaneously connecting women and expanding their networks and skills.</p>

KEY CONCLUSIONS, IMPLICATIONS AND GUIDANCE

Creating inclusive, high trust cultures that engage, support and empower women is good for innovation, good for employees, and good for business. Whether the metrics assess corporate financial performance, perceived customer service, employee turnover, talent management and development, our findings are clear and consistent: Empowerment of women is integrally linked to Innovation By All and, in turn, to enhanced people and business success. The Great Place to Work® 2019 Best Workplaces™ for Women dramatically outperform lower scoring workplaces on all key corporate and employee performance metrics reported by our research.

Successful implementation of the Women's Empowerment Principles contributing profoundly to building more inclusive, high trust cultures and Innovation By All across a wide range of organizations and industries. Developed jointly by UN Women and UN Global Compact the Women's Empowerment Principles provide guidance on how to promote gender equality and women's empowerment in the workplace, marketplace and community. More specifically, the Women's Empowerment Principles underscore the importance of several key conditions for success:



- **High level corporate leadership** including leaders who embody the best values by promoting gender equality within their organizations through company-wide policies and practices that set and reinforce the tone for effective two-way communication which enables both bottom-up and top-down communication.
- **Fairness of treatment – respect, equality and support** to ensure equal opportunity, inclusion and workplace policies and practices free from gender-based discrimination. The fair treatment of all employees should be reflected through recruitment, retention, and promotion policies and practices, equal pay, flexible work arrangements and child and dependent care. The diversity targets at SAP are a step in the right direction to ensure women's empowerment and gender equality are reflected throughout the corporate values and structures of the workplace.
- **Health, safety and well-being of people** including assurance of psychologically, emotionally and physically safe and healthy workplaces for all women and men employees.
- **Training, professional development and career advancement** of women including both formal programs and on-the-job experience to learn and grow. Nulogy's Link Apprenticeship program is a strong example of a professional development program that provides on-the-job experience to learn and grow.
- **Community initiatives and advocacy** with key stakeholders that showcase organizational commitment to gender equality, inclusiveness and women's empowerment in the community. As seen with the example of the Grace Hopper conference above, it is important that companies engage with local communities to better understand the local talent pool and also their needs as consumers and citizens at large.

A small sampling of Best Practices drawn from the 50 Best Workplaces™ for Women in Canada provide tangible examples that can be adapted, applied and supplemented by all organizations to build more diverse, inclusive and empowering cultures for Innovation By All and enhanced business success.

ⁱ Report: Close the Gender Gap, Women in Communication Technology, p4 <https://www.wct-fct.com/en/blueprint#Blueprint%20Report>

ⁱⁱ Who are Canada's Tech Workers?, P.23 <https://brookfieldinstitute.ca/wp-content/uploads/FINAL-Tech-Workers-ONLINE.pdf>

ⁱⁱⁱ <https://www.greatplacetowork.co.uk/assets/Uploads/Doing-Great-in-Tech-2018-FINAL-180918.pdf>

^{iv} https://www.ceridian.com/blog/iwd-2019-how-balance-makes-our-cultures-and-our-businesses-stronger?utm_source=social&utm_medium=linkedin-organic-LS&utm_campaign=iwd-2019-how-balance-makes-our-cultures-and-our-businesses-stronger

^v <https://www.intuit.com/company/diversity/>

