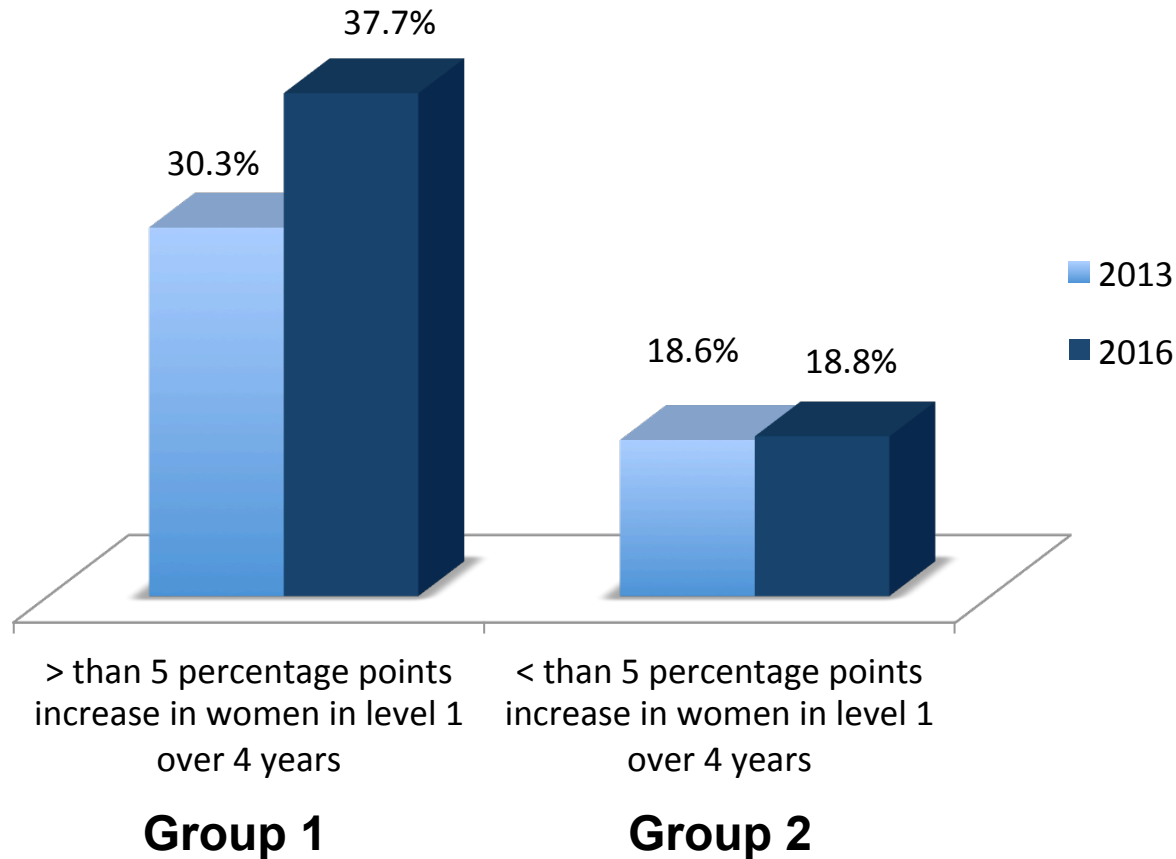


DiversityInc Gender Parity Analysis

- Conducted analysis to measure how utilization of best practices such as executive diversity councils, mentoring and sponsorship impact progress towards gender parity in senior management
- Compared companies with more than 5 percentage points increase in women in level 1 (CEO and direct reports), over 4 years, vs. those with less than 5 percentage points increase

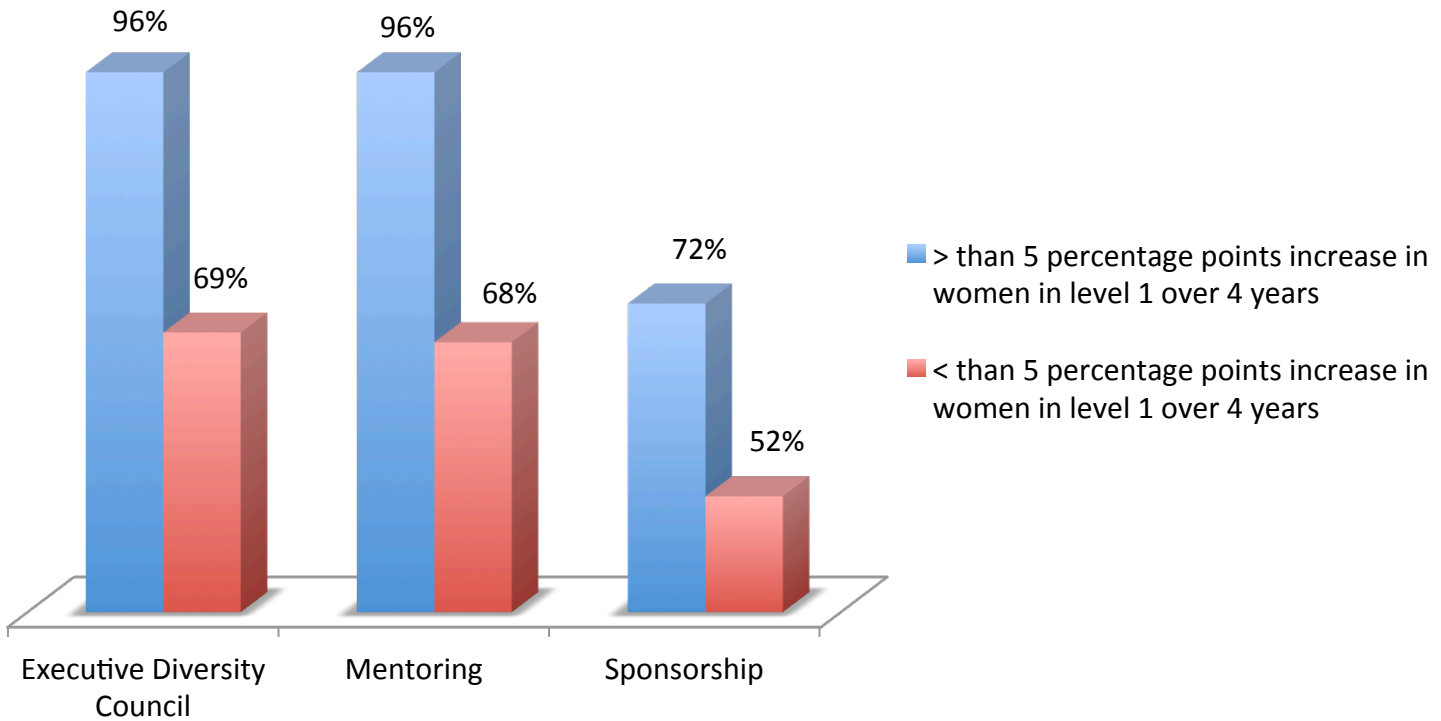


Women Representation in Level 1

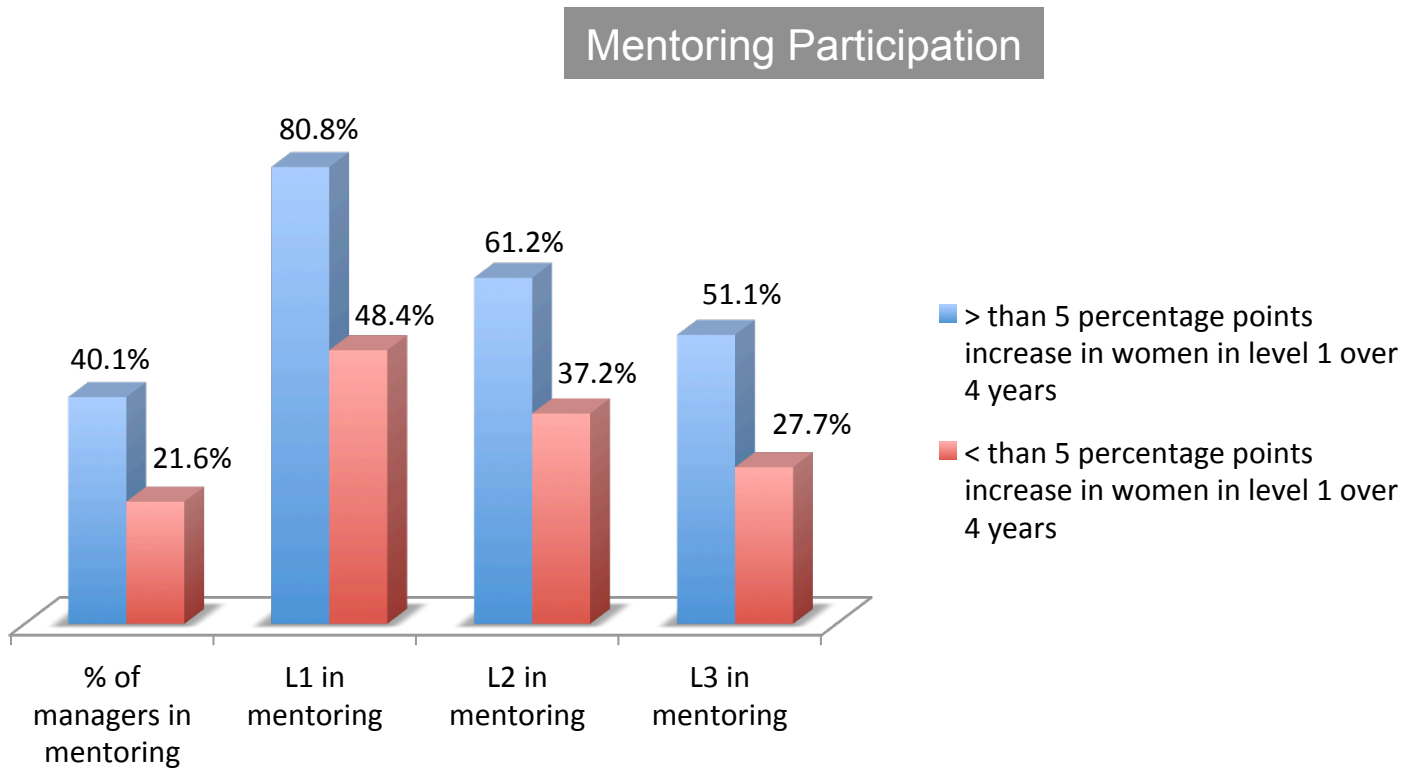


Initial Results: Utilization of Best Practices Leads Companies to Gender Parity Quicker Than Non-Utilization

Use of Best Practices



More Results: Those Making the Most Progress in Gender Parity in Level 1 Have Higher Participation in Mentoring



L1 – CEO and direct reports

L2 – one level below CEO and direct reports

L3 – two levels below CEO and direct reports



Case Study: Insurance Company

- Result:
 - Doubled women representation in level 1 over four years – now exceeds that of the DiversityInc Top 10
- How?
 - Put measurable goals in place to assess success of mentoring programs, including formal follow-ups
 - Made sure that level 2 executives participated in the programs
 - Gave high potential employees formal sponsorship
 - Management participation in mentoring programs increased fivefold over 4 years



Characteristics of Companies With < Than 5 Percentage Points Increase in Women in Level 1 in 4 Years

- Static management participation in mentoring
- **Less than half of leaders in levels 1-3 participated in mentoring**
- Inconsistent follow-up to the mentoring programs
- Less than half make formal sponsorship available to high potentials

