

WE FOR SHE

Stepping it up for Gender Equality



2017 Event Summary

WE FOR SHE Organizing Partners



Acknowledgments

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Lois Nahirney, DNA Power
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Event Champions

Thanks to the over 100 business leaders who stepped up and hosted the table discussions at the event!



From the Co-Chairs

Since the first BC Economic Forum in 2014 and the release of the first BC Action Plan in 2015, the conversation about gender equality has changed and advanced.

In 2017, "feminism" was declared the Word of the Year by Merriam-Webster; in January over 5 million people in 81 countries participated in 576 Women's Marches to create social change; the #metoo movement was founded to end sexual violence against women; and, for the first time ever, women made up 50% of the BC cabinet.

On November 17, 2017, over 1,400 BC business leaders and students in grades 10-12 gathered at WE FOR SHE Vancouver, an inspirational and action-focused forum hosted by the Province of BC, Greater Vancouver Board of Trade and Women's Enterprise Centre to shift the dial on gender equality in our province.

This event summary reflects on the key discussions, ideas and outcomes from the day. We encourage you to share this and the companion document "Stepping it up for Gender Equality: 2018 BC Action Plan," which offers resources and tips to act on your commitments and implement change in your life and business, compiled from some of the world leaders in diversity and gender equity.

This is a historic time for women in history. As Karina Leblanc expressed, "We lead the way for people around the world to help them see more than they can see." In BC, we have an unprecedented opportunity to lead the world in achieving gender equality.

*Jill Earthy
Forum Co-Chair
Co-Founder, WEB Alliance of Women's Business Networks
Chief Growth Officer, FrontFundr*

*Lois Nahirney
Forum Co-Chair
Chair, Premier's Women's Economic Council
CEO, DNA Power*

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ATTACHMENT:
Stepping it up for Gender Equality:
2018 Call to Action



1. Why WE FOR SHE in 2017?

We need to close the gender gap in our province. BC women:

- » Comprise 55.7% of post-secondary graduates¹, yet they get paid 22.6% less than men².
- » Represent 47% of the workforce³, yet they only make up 3% of trades⁴, 20% of tech⁵ and 5.3% of CEOs⁶.
- » Own 37% of small businesses⁷ in the province, yet they receive less than 4% of venture capital⁸.

Gender diversity is an international priority and a profitable business strategy that could increase British Columbia's GDP by \$20 billion⁹. Yet, based on today's progress, gender equality isn't expected until 2234¹⁰. Women and men of all ages need to speak up, step up and act up to demand change. Together we can close the gap!

2. Event Outcomes: Building on the Action Plan

On November 17, 2017, the WE FOR SHE Forum took place in Vancouver, when 1,400 delegates met to review our progress on achieving gender parity in BC and imagine a new way forward.

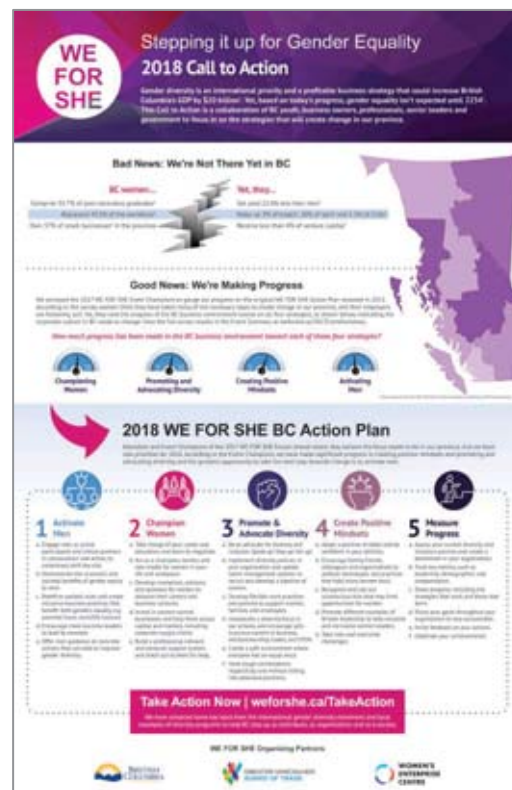
The attendees heard from dynamic speakers and champions, then helped to refine and expand on priorities for taking action in 2018, based on our collective progress so far.

After WE FOR SHE 2017, we asked the Event Champions how much progress they feel has been made since the first Action Plan was released in 2015 (see Appendix B for results).

Then we combined their feedback with the input from the table discussions and polls at WE FOR SHE 2017 (see Appendix A), along with leading research and best practices for promoting gender diversity.

The result is "Stepping it up for Gender Equality: 2018 Call to Action," which includes an update of the WE FOR SHE BC Action Plan. This year, it prioritizes five key strategies that can create the strongest impact in our province.

This Event Summary recaps the keynotes, discussions and lessons from the 2017 WE FOR SHE Event, and the attached "2018 Call to Action" outlines what you can do next.



Download the 2018 Call to Action and access resources at weforshe.ca/TakeAction.



3. 2017 Event Summary

Iain Black, President and CEO of the Greater Vancouver Board of Trade, and Bridgitte Anderson, Edelman Vancouver, opened the event. Rebecca Duncan, Cultural Ambassador of the Squamish Nation provided a First Nations blessing. WE FOR SHE Co-Chairs Jill Earthy and Dr. Lois Nahirney inspired attendees to dream and act big, thanked the sponsors and shared a video welcome message from Premier John Horgan.

Carla Qualtrough, Minister of Public Services Procurement, asked attendees to push their boundaries for how they think

about inclusion and watch for the recurring theme of inclusion in people's stories throughout the day.

As a human rights lawyer who is visually impaired, Carla referenced her experience as a Paralympic swimmer, noting that in the Paralympics the systems are designed to include everyone from the start. Carla called for people to challenge the status quo to change the policies and practices that don't work for everyone, and to build an inclusive society.

SPEAK UP! STEP UP! ACT UP! RAPID FIRE SERIES

Sophie Lui, Global News Anchor, launched the rapid fire series by asking: "Why am I still fighting the fight I thought my mother's generation fought before me?" She shared that we have to live gender equality every step of the way and educate others.

Diane Ko, Front End Software Engineer at Airbnb, told her story of arriving on her first day of University at UC Berkeley and realizing she was one of six women in her class of 200. Immediately and involuntarily, she had become a representative of her gender. If she didn't know the answer, it was because "women don't know that."

After struggling at school and questioning whether she belonged in the industry, Diane decided she had a choice: either give up because it's too hard or become comfortable with being uncomfortable. Once she found a team that treated her as an equal, she was able to contribute fully and bring innovations to her work.



STEP IT UP at weforshe.ca | Women in tech

- [NPR Podcast: When Women Stopped Coding](#)
- [How Stereotypes Can Cause Women to Leave Science](#)

Vickie Whitehead, Senior Manager, Aboriginal Client Services at Deloitte Canada, shared her compelling story as an Aboriginal woman who deals with low self-esteem as a result of systemic racism experienced by her family. After becoming an accountant and working in various organizations, she came to Deloitte where she found a culture of respect and inclusiveness.

Vickie fired up attendees with her raw authenticity, sharing many quotes of inspiration:

- » “Everyone feels powerless at times and that’s okay because it will keep you humble.”
- » “Recognizing your weaknesses is important.”
- » “You have more control than you think.”
- » “Walking forward means bringing your ancestors forward.”
- » “You don’t always have to fight with people.”
- » “Education, to a point, can be a societal leveler.”

Karina LeBlanc, Retired Canadian Soccer Goalkeeper and UNICEF Ambassador, spoke about her transformation from a shy immigrant from Dominica to an Olympian and motivational speaker. At her first soccer team try-outs, she was the only one of her friends to be cut from the BC team. She decided to do 15 minutes more every day to work towards her goal and she ended up on the Canadian team playing with the women who she had idolized. When she got her first Olympic medal she thought “there’s something more” and traveled to Honduras with UNICEF’s Football for Life program. Today she is a UNICEF Ambassador raising funds for the children of Dominica and encourages the next generation to find their place:

- » “We lead the way for people around the world to help them see more than they can see.”
- » “Everyone’s not going to like you – not your problem.”
- » “It’s time to own who you are. It’s time to rock who you are.”

Lisa Charleyboy, Co-Founder and Editor-in-Chief, Urban Native Magazine shared her story of reclaiming her identity as an Indigenous woman. Growing up in Abbotsford, she spent high school obsessed with the glamorous big city lifestyle. After losing her father, who was the tie to her Indigenous community, Lisa and her family moved away. She eventually studied fashion in Toronto and had ventured into journalism when she discovered Spirit Mag and reconnected with her Indigenous pride. She encourages everyone to be proud of who they are and “embrace what’s different about yourself – that’s what sets you apart.”



Vickie Whitehead



Karina LeBlanc



Lisa Charleyboy



Mina Hoorfar

Mina Hoorfar, Professor and Director, School of Engineering at UBC Okanagan spoke about her personal struggles with confidence and self-respect. An Iranian immigrant, Mina is from a family of entrepreneurs and always worked hard to be the best at everything. In pursuit of success during her teens, she sacrificed her social life and her health. Years later, she is a successful researcher working on innovations including a handheld device to detect cancer cells. Mina has learned that "Self-confidence is not genetic! You have to practice it one step at a time."



Georgiy Sekretaryuk

Georgiy Sekretaryuk, CEO, Cering Technology Inc., declares himself a feminist, "because feminism is equality." A computer science and math student at SFU, Georgiy is also interested in deconstructing social norms to help both women and men. He shared some of the ways men encounter gender stereotypes and how he has struggled with the male expectation to be tough and controlled. A graduate of the YELL program, Georgiy has since developed technology that helps women be safe from assaults. He calls for men to step up, speak up and be part of the solution.

How do we encourage and support business women and young women to be bold in their education and careers?

TABLE TALK TOP 5

1. Be confident, step up, work hard, find your passion, take risks and overcome adversity. (283 votes)
2. Empower, encourage and support other women. (196 votes)
3. Be or find a mentor, sponsor or role model and build a support system and network. (165 votes)
4. Create a safe, respectful and inclusive work environment, educational system and society so girls and women can speak up. (47 votes)
5. Increase awareness of career options for women and encourage them to explore non-traditional paths. (41 votes)



He for She: Activate Men and Boys



Rick Perreault
CEO & co-founder
Unbounce



Dinal Limbachia
IMPACT 10x10x10 Programme Manager
UN Women



Philip Grosch
Partner, National Leader, Digital Services
Consulting Practice
PwC Canada



**Moderator
Alice Laberge**
Corporate Director
Royal Bank of Canada

WE FOR SHE
#WeForSheBC



THE AREA LIAISON
BOARD OF TRADE
WOMEN'S ENTREPRENEUR
10x10x10

BUSINESS LEADER BREAKOUT SESSIONS

Business Leaders Session 1 | HeForShe: Activate Men and Boys

Moderator **Alice Laberge**, **Corporate Director, Royal Bank of Canada**, opened the panel by asking: "Why do you work for gender equality?"

Philip Grosch, **Partner and National Leader, Digital Services Consulting Practice, PwC Canada** started investigating gender equality when he realized PwC Canada was losing top-talent women in their organization at a higher rate than any other group. He cautioned organizations not to underestimate how difficult it is to implement diversity policies but says, "when you get this right, it's great for business." Philip says the message needs to come from the top, otherwise change loses momentum. He believes unconscious bias is the next big hurdle to overcome. He suggests organizations use their purchasing power to support companies with diversity programs.

Dinal Limbachia, **HeForShe IMPACT 10x10x10 Programme Manager, UN Women**, says gender equality has the perception of being a luxury problem, but it's at the root of societal issues. An inclusive approach must be taken. As part of the [UN Women 10x10x10 program](#), 10 heads of state, 10 global CEOs and 10 university presidents have each made three commitments to gender equality. The program aims for 90 total commitments by 2020 and has already seen results. In

12 months, program member PwC went from 17% to 47% women on their global leadership team. Dinal believes the first step is to address gender equality at a cultural level to create a new normal.

Rick Perreault, **CEO and Co-Founder, Unbounce**, shared his story of a grass-roots push towards inclusiveness that generated from his employees. Change was mobilized by his young employees but convincing him wasn't difficult. Citing the business case for diversity, Rick shared, "as a business leader, I want that." He tries to be a model of inclusive leadership and encourages employers to create a safe space for employees to have open conversations and call out inequality.

How do we activate men and boys?

TABLE TALK TOP 5

1. Involve men in the conversation and provide a space for open dialogue. (58 votes)
2. Start discussing gender equality at a young age. (33 votes)
3. Redefine societal roles and create inclusive practices that benefit both genders equally – e.g., normalize parental leave, promote work/life balance for men. (26 votes)
4. Take action within organizations and use a top-down, data-driven approach to lead change. (19 votes)
5. Address unconscious bias. (14 votes)

"We need to remind men that women's equality is not aimed at taking things away from them. We don't want to remove men; we simply want to join them at the table." – Business Leader

STEP IT UP at weforshe.ca | Getting buy-in

- [Emma Watson's Speech to the UN](#)
- [PwC Spotlight on Gender Diversity](#)
- [HE FOR SHE Parity Report](#)

Business Leaders Session 2 | Promote & Advocate Diversity: Gender equity in pay & on boards

Moderator Lori Mathison, President and CEO, Chartered Professional Accountants BC facilitated the discussion.

Kory Wilson, Executive Director, Indigenous Initiatives and Partnerships, BCIT, shared some positive changes happening towards inclusiveness in the curriculum. Due to specific protocols and targets, universities are becoming increasingly diverse: Indigenous women are the fastest-rising group of students in university, which is remarkable considering Indigenous people were not allowed to attend post-secondary institutions without relinquishing their status until 1951. She clarified that we need to push towards “equity,” which is equal opportunity, rather than “equality,” which means that everything is the same. Kory believes the next generation will be the force of change in post-secondary institutions. She asked, “If you’re not happy with the world you’re living in then what are you going to do to change it?” Kory believes that discussions about unconscious bias are key, that women need to find or be mentors, and that we need to be bold, authentic and intentional.

Jan K. Grude, President and CEO, Pacific Blue Cross, encouraged business leaders to answer the question: “What does your company look like?” Top management should know the demographics of their organization so they have the basis for change.



STEP IT UP at weforshe.ca | Close the gap

- [Canadian Board Diversity Council 2016 Report Card](#)
- [McKinsey Quarterly: The Front Lines of Gender Inequality](#)
- [How to Accelerate Gender Diversity on Boards](#), McKinsey
- [The Face of Leadership™ BC Scorecard 2017](#), Minerva BC
- [10 Actions to Build Workplaces that Work for Women](#), Catalyst

How do we promote and advocate for gender equality in pay and on boards?

TABLE TALK TOP 5

1. Teach women how to negotiate and remove the stigma around talking about money. (40 votes)
2. Ask questions, gather data and measure progress. (25 votes)
3. Women need to take charge of their careers and encourage others to do the same. (24 votes)
4. Redefine what leadership looks like. (22 votes)
5. Build strong networks that include female role models and mentor/sponsor relationships between genders. (20 votes)

“We need data in order to understand the current state of gender equity at a workplace.”
– Business Leader

As the father of two daughters, Jan encouraged women to get over being uncomfortable with talking about money and pay. He says, “The only person who manages your career is you. The only person who manages your money is you. The only person who manages your education is you.” There is no silver bullet for inequality, so we need to ask as many questions as we can – about our approach to diversity, to pay equity, and what our workforce should look like.

Pamela Jeffery, National Lead, Inclusion and Diversity Strategy Practice, KPMG, shared some encouraging accomplishments towards gender parity: women make up 25% of boards for large cap companies; there is no sector where women make up less than 10% of boards; and 36% of women now hold degrees, up from 14% in 1991. Education counts – the pay gap narrows as education increases, yet it still amounts to \$3 an hour. Pamela suggested women need to focus on closing this gap by learning to negotiate, which isn’t traditionally a women’s trait. She says we need to redefine what leadership looks like and women can do that by educating themselves, finding mentors/sponsors, and building informal networks.

NEXTGEN LEADER WORKSHOPS

Nine-hundred students in grades 10-12 explored a variety of career options during interactive workshops.

What's Your "Moon Shot" Job?

Presented by BC Innovation Council

Finding Your Passion in the Trades

Presented by Industry Training Authority

Be a Change Maker. Become a CPA.

Presented by CPA BC

Mindset Mastery: Cultivate Your Entrepreneurial Spirit!

Presented by Women's Enterprise Centre

Battling Bias to Become a Diversity Champion

Presented by Women's Enterprise Centre

Values-Based Leadership: Leading from the Inside Out

Presented by Minerva BC

Developing Skills in a Global Marketplace

Presented by Greater Vancouver Board of Trade

Engineer a Better Tomorrow

Presented by eng•cite, Engineering Outreach Program, UBC

Teacher/Chaperone Presentation: Adventurous Careers Start in Entrepreneurial Classrooms!

Presented by Minerva BC and Women's Enterprise Centre, with support from Junior Achievement BC and YELL

*"This whole thing has helped me believe in myself way more and I'm so moved.
I just wish I could feel like this every day."*

"STEM is a great place for girls and women."

"The leaders of tomorrow must be mentored."

"Do not limit yourself and open up your boundaries."

"Students develop skills, confidence and new friends when they take part in entrepreneurial opportunities."



INSPIRATIONAL KEYNOTES

Before introducing the afternoon keynotes, Jill Earthy and Lois Nahirney shared an inspirational note from **Sophie Gregoire Trudeau** who encouraged WE FOR SHE attendees to unite and “go fearlessly towards the future.”

The Honourable Carole James, Minister of Finance, Province of BC, highlighted the importance of a support system in leadership. She recounted her first “political” involvement in grade seven when she successfully lobbied for girls to be allowed to wear pants instead of skirts to school on snow days. She credits her family, who modelled leadership behaviour in childhood, and her friends who supported her to take the leap into politics later in life. Carole says everyone has a role to play in leadership: “Never under-estimate the change you can make when you do something small to support someone.”

The Honourable Jody Wilson-Raybould, P.C., Q.C., M.P., Minister of Justice and Attorney General, Government of Canada expressed her pride as the first Indigenous woman (and third woman) to hold her position. Indigenous people couldn’t vote 60 years ago, so being Attorney General is a testament to the enormous change that can happen over a generation and she is empowered to make sure she takes advantage of the opportunity. Jody explained how the concept of ‘balance’ is central to her culture and everyone has a role. She encourages women to find mentors and build a board of directors who can give them feedback and guidance. “If you work hard and have a plan the universe is yours.”

“Let us be sisters to one another, let us wish one another success, let us shine the light on each and every path because we are only stronger when we stand together.”

– Sophie Gregoire Trudeau to WE FOR SHE Attendees



The Hon. Carole James



The Hon. Jody Wilson-Raybould

Canada 150 Book Giveaway

Thanks to the generous support of WE FOR SHE sponsors and attendees, every NextGen Leader received a copy of the book [Canada 150 Women: Conversations with Leaders, Champions and Luminaries](#) by Paulina Cameron.



BC women featured in the Canada 150 women book



Paulina Cameron

CREATE POSITIVE MINDSETS: TACKLING UNCONSCIOUS BIAS

Siri Uotila, Research Fellow in the Women and Public Policy Program at the Harvard Kennedy School, led an interactive workshop to help attendees recognize and counteract unconscious bias. Then Moderator Kirsten Tisdale, Government and Public Sector Leader, EY Canada, hosted a Q&A with the audience.

Siri shared that the unconscious mind is susceptible to pattern-based thinking. This is an important process that helps us to develop shortcuts based on past experience, beliefs and environments so our brain doesn't get overloaded.

Unconscious bias is hard-wired so we can't change that brain process. Instead, we need to tackle the symbols and environments we live in to enable our minds to make better decisions. For the unconscious mind, "symbols, role models and language are incredibly powerful."



Siri shared the example of Heidi/Howard, where the same resume was reviewed by the same people. Heidi was seen as power-hungry, self-promoting and disingenuous, while Howard was viewed positively for the same traits.

Siri encourages employers to track their metrics, find the sources of gaps and share successes *and* failures to help other organizations. She believes change can come from the next generation — not because their biases are different but because they are willing to ask more from their employers. The more business accommodates the differences of individuals, the greater employees' contributions will be.

Biases in systems and processes are relatively simple to change. Siri outlines five changes everyone can make:

1. **Beware of gendered language.** Be mindful of gender bias in the words you choose. Using language that is associated with either gender can influence who applies for a job, for example.
2. **Harness the power of symbols.** Visual cues trigger our brain to jump to conclusions. By changing the symbols around us, we can mitigate unconscious bias.
3. **Challenge processes, ask questions.** When there is a gender gap in the outcomes, this indicates there is gender bias in the process.
4. **Become a norm entrepreneur.** Work to change the social norms that are perpetuating gender inequality.
5. **Hold your organization accountable to implement unbiased practices.** Share your aspirations, successes and failures to find what works.



STEP IT UP at weforshe.ca | Unconscious bias

- [Take the Implicit Association Test](#)
- [Gender Bias Text Analysis Tool](#)
- [What Works](#), from the Harvard Kennedy School Women and Public Policy Program
- [Video: What is Unconscious Bias?](#)
- [Book: What Works: Gender Equality by Design by Iris Bohnet](#)
- [How to Speak Up if You See Bias at Work](#), Harvard Business Review
- [Don't Give Up on Unconscious Bias Training – Make it Better](#), Harvard Business Review



ATTENDEE COMMITMENTS

At the end of the day, attendees made commitments and shared how they will take action.

What actions will you take? What are your commitments?

TABLE TALK TOP 6 | Business Leaders

1. Spread awareness, continue the conversation and advocate for diversity. (19 votes)
2. Address bias and be mindful of the language I use. (10 votes)
3. Find or be a role/model and/or mentor and create a support system. (9 votes)
4. Work on my self-confidence and nurture my passion. (5 votes)
5. Ask questions and measure diversity in my own organization. (3 votes)
6. Look at the pay structure in my company and learn to negotiate. (3 votes)

TABLE TALK TOP 6 | NextGen Leaders

1. Be bold, stand up and build confidence in myself and others. (30 votes)
2. Spread awareness, continue the conversation and advocate for diversity. (18 votes)
3. Support, inspire and empower other women. (15 votes)
4. Recognize unconscious bias in myself and others and work to overcome it. (8 votes)
5. Explore new career options and pursue my passion. (6 votes)
6. Redefine leadership and challenge the status quo. (2 votes)

STEP IT UP at weforshenextgen.ca

The WE FOR SHE NextGen Leaders Program helps students develop leadership skills and guides career decision-making. High schools in eight regions around BC can either host a mentoring program or a WE FOR SHE event in their schools.

"I will talk about gender equality and chat up others about what that means to them. Keep the conversations going so that there is healthy discussion."
– Business Leader

"Continue to share what I'm learning with the women around me. To lift women up and help them better understand their skills, abilities and to get out of their own way." – Business Leader

"Be mindful of unconscious bias. Conduct an audit of our employee/candidate materials to avoid gender-biased language."
– Business Leader

"Make sure no woman feels alone, powerless, or worthless in or out of the workplace." – NextGen Leader

"To defy gender stereotypes in my future career in engineering & architecture." – NextGen Leader



Appendix A: Table Discussion Outcomes

Throughout the day, the highlights of the table discussions were captured by note-takers and using the online platform Slido.com. Following are the full results of the discussions.

How do we encourage and support business women and young women to be bold in their education and careers?

TOP 5 COMBINED RESPONSES	FREQUENCY
Be confident, step up, work hard, find your passion, take risks and overcome adversity.	283
Empower, encourage and support other women.	196
Be or find a mentor, sponsor or role model and build a support system and network.	165
Create a safe, respectful and inclusive work environment, educational system and society so girls and women can speak up.	47
Increase awareness of career options for women and encourage them to explore non-traditional paths.	41

BUSINESS LEADER RESPONSES (n=372)	FREQUENCY
Be confident, find your passion, take risks and overcome adversity.	106
Empower, encourage and support other women.	80
Be or find a mentor or sponsor.	47
Challenge the status quo, question stereotypes and demand change.	24
Promote conversation between genders, generations and share personal stories.	23
Increase awareness of career options for women and encourage them to explore non-traditional paths.	19
Build a support system and network.	17
Create a safe, respectful and inclusive work environment and society.	16
Be a role model.	16
Provide programs and resources for women, including co-ops.	14
Teach inclusion at a young age.	10

NEXTGEN LEADER RESPONSES (n=492)	FREQUENCY
Be confident, step up, work hard, find your passion, take risks and overcome adversity.	177
Empower, encourage and support other women.	116
Look for mentors and role models.	44
Build a support system and network.	41
Create safe and inclusive classrooms, events and environments for girls to speak up.	31
Increase awareness of career options for women and encourage them to explore non-traditional paths.	22
Share personal stories of success and perseverance.	17
Challenge the status quo, question stereotypes, and demand change.	14
Spread the word about gender equality and what feminism means.	9
Encourage women to educate themselves.	8
Teach inclusion at a young age - include boys and girls.	7
Provide resources and programs for girls and women.	6

How do we ACTIVATE men and boys?

BUSINESS LEADER RESPONSES (n=197)	FREQUENCY
Involve men in the conversation and provide a space for open dialogue.	58
Start discussing gender equality at a young age.	33
Redefine societal roles and create inclusive practices that benefit both genders equally – e.g., normalize parental leave, promote work/life balance for men.	26
Take action within organizations and use a top-down, data-driven approach to lead change.	19
Address unconscious bias.	14
Educate men and women about gender equality and inclusion.	13
Get men invested in gender equality and communicate the business case.	9
Foster mentor/sponsor relationships, including women mentoring men.	8
Create an inclusive workplace.	7
Support male role models who stand for gender equality.	7
Other	3

How do we PROMOTE & ADVOCATE for gender equality in pay & on boards?

BUSINESS LEADER RESPONSES (n=182)	FREQUENCY
Teach women how to negotiate and remove the stigma around talking about money.	40
Ask questions, gather data and measure progress.	25
Women need to take charge of their careers and encourage others to do the same.	24
Redefine what leadership looks like.	22
Build strong networks that include female role models and mentor/sponsor relationships between genders.	20
Use inclusive HR policies: nameless hiring, flexible work structures, pay parity.	19
Create inclusive conversations that involve men.	11
Require organizations to be transparent about compensation and leadership.	9
Use board term limits and recruitment strategies to attract diverse members.	7
Purchase from organizations that have diversity policies.	3
Other	2



What have you learned today? What are the best lessons you will take with you?

COMBINED RESPONSES (n=413)	FREQUENCY
Believe in myself, follow my passion, be confident and proud of who I am.	165
Take risks, overcome fears and challenges, and learn from my mistakes.	73
Address unconscious bias.	57
Spread awareness, learn more and keep the conversation going.	56
Stand up, challenge the status quo and demand change.	23
Support women.	13
Connect with a mentor and be a role model.	10
Explore my career options.	6
Negotiate for myself.	5
Engage and activate boys.	5

BUSINESS LEADER RESPONSES (n=141)	FREQUENCY
Believe in myself, follow my passion, be confident and proud of who I am.	38
Speak up, step up, act up – take risks and overcome fears and challenges.	26
Address unconscious bias.	25
Spread awareness, learn more and keep the conversation going.	24
Support women.	13
Connect with a mentor and be a role model.	10
Negotiate for myself.	5

NEXTGEN LEADER RESPONSES (n=272)	FREQUENCY
Believe in myself, follow my passion, be confident and proud of who I am.	127
Take risks, persevere and learn from my mistakes.	47
Spread awareness, learn more and keep the conversation going.	32
Address unconscious bias.	32
Stand up, challenge the status quo and demand change.	23
Explore my career options.	6
Engage and activate boys.	5

What action will you take? What are your commitments?

BUSINESS LEADER RESPONSES (n=49)	FREQUENCY
Spread awareness, continue the conversation and advocate for diversity.	19
Address bias and be mindful of the language I use.	10
Find or be a role/model and/or mentor and create a support system.	9
Work on my self-confidence and nurture my passion.	5
Ask questions and measure diversity in my own organization.	3
Look at the pay structure in my company and learn to negotiate.	3

NEXTGEN LEADER RESPONSES (n=79)	FREQUENCY
Be bold, stand up and build confidence in myself and others.	30
Spread awareness, continue the conversation and advocate for diversity.	18
Support, inspire and empower other women.	15
Recognize unconscious bias in myself and others and work to overcome it.	8
Explore new career options and pursue my passion.	6
Redefine leadership and challenge the status quo.	2

Appendix B: WE FOR SHE Progress Survey

In December 2017, we surveyed the WE FOR SHE Event Champions to gauge our progress on the original WE FOR SHE Action Plan released in 2015. According to the survey, women think they have taken many of the steps they need to create change in our province, and their employers are following suit. Yet, they rank the BC business environment lowest on all four strategies, indicating the corporate culture in BC needs to change. Their feedback helped shape the new priorities for the 2018 BC Action Plan. Below are the full survey results.

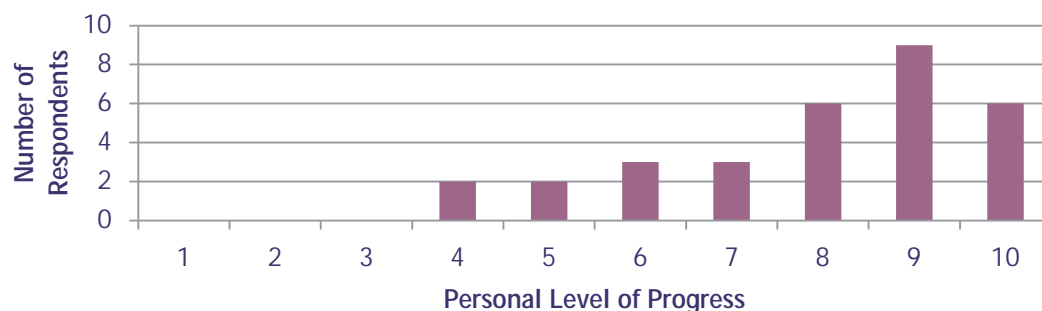
To what extent do you feel progress has been made toward each of the following priorities? (1= "no progress," 10= "mission accomplished")

PRIORITY	IN YOUR LIFE	IN YOUR BUSINESS/ WORKPLACE	IN THE BC BUSINESS ENVIRONMENT
Championing women (n=34)	6.85	7.15	5.35
Promoting and advocating diversity (n=34)	7.56	6.85	5.85
Creating positive mindsets (n=34)	7.74	7.29	6.21
Activating men (n=33)	6.76	5.75	4.67

Please rank the four strategies in the order that you feel they are most important to shift the dial on gender equality in BC. (n=34)

PRIORITY	RANK
Activating men	1
Championing women	2
Promoting and advocating diversity	3
Creating positive mindsets	4

Since the first BC Economic Forum or WE FOR SHE Event you attended, how would you rate your own progress on speaking up, stepping up and/or acting up to achieve gender equality? (1= "no progress," 10= "I'm a gender equality champ!") (n=31)



References

- 1 Statistics Canada, 2015
- 2 Gender Wage Gap, The Conference Board of Canada (2017)
- 3, 6, 7, 8 Women as a Catalyst for Economic Growth: A British Columbia Action Plan (2015)
- 4 Enhancing the Retention and Advancement of Women in Trades in British Columbia, Work BC (2017)
- 5 2017 Report: Diversity and Inclusion in the BC Tech Sector, Work BC (2017)
- 9 The Power of Parity: Advancing Women's Equality in Canada, McKinsey Global Institute (2017)
- 10 The Global Gender Gap Report 2017, World Economic Forum (2017)



Attachment: 2018 Call to Action

The 2018 Call to Action is also available to download for printing as a booklet and poster at weforshe.ca/TakeAction.





WE FOR SHE

Stepping it up for Gender Equality

2018 Call to Action

WE FOR SHE is a movement to grow the economic impact of women by increasing equality in senior leadership, on boards, as entrepreneurs, and in non-traditional jobs.

On November 17, 2017, 900 students in grades 10-12 joined with 500 business leaders, women's organizations, companies, experts, politicians, advocates and teachers to shift the dial on gender equality in BC.

They shared their input, experiences and visions for gender equity to set priorities for advancing women in our province.

This call to action is built on several years of activity, advocacy and action in British Columbia. Inside is a poster you can hang up to remind yourself of the business case and what actions everyone needs to take to address gender inequality. Together we can close the gap!

— Jill Earthy and Lois Nahirney, WE FOR SHE Co-Chairs

WE FOR SHE

Stepping it up for Gender Equality 2018 Call to Action

Gender diversity is an international priority and a profitable business strategy that could increase British Columbia's GDP by \$20 billion¹. Yet, based on today's progress, gender equality isn't expected until 2234¹. This Call to Action is a collaboration of BC youth, business owners, professionals, senior leaders and government to focus in on the strategies that will create change in our province.

Bad News: We're Not There Yet in BC

BC women...

Comprise 55.7% of post-secondary graduates¹
Represent 47.3% of the workforce¹
Own 37% of small businesses¹ in the province

Yet, they...

Get paid 22.6% less than men¹
Make up 3% of trades¹, 20% of tech¹ and 5.3% of CEOs¹
Receive less than 4% of venture capital¹

Good News: We're Making Progress

We surveyed the 2017 WE FOR SHE Event Champions to gauge our progress on the original WE FOR SHE Action Plan released in 2015. According to the survey, women think they have taken many of the necessary steps to create change in our province, and their employers are following suit. Yet, they rank the progress of the BC business environment lowest on all four strategies, as shown below, indicating the corporate culture in BC needs to change. View the full survey results in the Event Summary at weforshe.ca/2017EventSummary.

How much progress has been made in the BC business environment toward each of these four strategies?



Championing
Women



Promoting and
Advocating Diversity



Creating Positive
Mindsets



Activating
Men



2018 WE FOR SHE BC Action Plan

Attendees and Event Champions of the 2017 WE FOR SHE Forum shared where they believe the focus needs to be in our province, and we have new priorities for 2018. According to the Event Champions, we have made significant progress in creating positive mindsets and promoting and advocating diversity, and the greatest opportunity to take the next step towards change is to activate men.



1 Activate Men

- Engage men as active participants and critical partners in conversation and action, to collectively shift the dial.
- Demonstrate the economic and societal benefits of gender equity to men.
- Redefine societal roles and create inclusive business practices that benefit both genders equally, e.g. parental leave, work/life balance.
- Encourage male business leaders to lead by example.
- Offer men guidance on concrete actions they can take to improve gender diversity.



2 Champion Women

- Take charge of your career and education, and learn to negotiate.
- Act as a champion, mentor, and role model for women in your life and workplace.
- Develop champions, advisors, and sponsors for women to advance their careers and business ventures.
- Invest in women-owned businesses and help them access capital and markets, including corporate supply chains.
- Build a professional network and personal support system, and reach out to them for help.



3 Promote & Advocate Diversity

- Be an advocate for diversity and inclusion. Speak up! Act up!
- Implement diversity policies in your organization and update talent management systems to recruit and develop a pipeline of women.
- Develop flexible work practices and policies to support women, families, and employees.
- Incorporate a diversity focus in our schools, and encourage girls to pursue careers in business, entrepreneurship, trades, and STEM.
- Create a safe environment where everyone has an equal voice.
- Have tough conversations respectfully and without falling into polarized positions.



4 Create Positive Mindsets

- Adopt a positive mindset and be confident in your abilities.
- Encourage family, friends, colleagues and organizations to address stereotypes and practices that hold many women back.
- Recognize and call out unconscious bias that may limit opportunities for women.
- Promote different examples of female leadership to help visualize and normalize women leaders.
- Take risks and overcome challenges.



5 Measure Progress

- Assess your current diversity and inclusion policies and create a benchmark in your organization.
- Track key metrics, such as leadership demographics and compensation.
- Share progress, including the strategies that work and those that don't.
- Share your goals throughout your organization to stay accountable.
- Invite feedback on your actions.
- Celebrate your achievements!

Take Action Now | weforshe.ca/TakeAction

We have compiled some key tools from the international gender diversity movement and local examples of diversity programs to help BC step up as individuals, as organizations and as a society.

WE FOR SHE Organizing Partners



WOMEN'S
ENTERPRISE
CENTRE

2017 WE FOR SHE Event Summary

The WE FOR SHE movement began focusing on the next generation in 2016, to give students a greater understanding of their career options and potential, expand their confidence in what they can achieve, and give them a chance to meet dynamic and successful role models. The 2017 event included inspirational keynotes, breakout sessions for business leaders, students and teachers, and discussions about the top issues facing gender equity.

Attendees Vote: The Top 5 Ways to...

Encourage Girls and Women to Be Bold in Their Careers



1. Be confident, step up, work hard, find your passion, take risks and overcome adversity.
2. Empower, encourage and support other women.
3. Be or find a mentor, sponsor or role model and build a support system and network.
4. Create a safe, respectful and inclusive work environment, educational system and society so girls and women can speak up.
5. Increase awareness of career options and encourage women to explore non-traditional paths.

Activate Men and Boys



1. Involve men in the conversation and provide a space for open dialogue.
2. Start discussing gender equality at a young age.
3. Redefine societal roles and create inclusive practices that benefit both genders equally – e.g., normalize parental leave, promote work/life balance for men.
4. Take action within organizations and use a top-down, data-driven approach to lead change.
5. Address unconscious bias.

Promote and Advocate for Gender Equality in Pay and on Boards



1. Teach women how to negotiate and remove the stigma around talking about money.
2. Ask questions, gather data and measure progress.
3. Women need to take charge of their careers and encourage others to do the same.
4. Redefine what leadership looks like.
5. Build strong networks that include female role models and mentor/sponsor relationships between genders.

Workshop Recap

Create Positive Mindsets: Tackling Unconscious Bias

Siri Uotila, Research Fellow in the Women and Public Policy Program at the Harvard Kennedy School, led an interactive workshop to help attendees recognize and counteract unconscious bias.

The unconscious mind is susceptible to pattern-based thinking. This is an important process that helps us to develop shortcuts based on past experience, beliefs and environments so the brain doesn't get overloaded.

Unconscious bias is hard-wired, so we can't change that brain process. Instead, we need to tackle the symbols and environments we live in to enable our minds to make better decisions. For the unconscious mind, "symbols, role models and language are incredibly powerful."

5 Ways You Can Tackle Unconscious Bias

1. **Beware of gendered language.** Using words that are associated with either gender can influence who applies for a job, for example.
2. **Harness the power of symbols.** Visual cues trigger our brain to jump to conclusions. By changing the symbols around us, we can mitigate unconscious bias.
3. **Challenge processes, ask questions.** When there is a gender gap in the outcomes, this indicates there is gender bias in the process.
4. **Become a norm entrepreneur.** Work to change the social norms that are perpetuating gender inequality.
5. **Hold your organization accountable to implement unbiased practices.** Share your aspirations, successes and failures to find what works.

Visit weforshe.ca to view the full Event Summary and watch videos of the keynotes.

Notes

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