



# The EDGE Initiative: Leading the Way Through Diversity at Elsevier

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# World Economic Forum: Gender Gap Report 2016



## Western Europe Top 10

The Global Gender Gap Index

Global rank\*

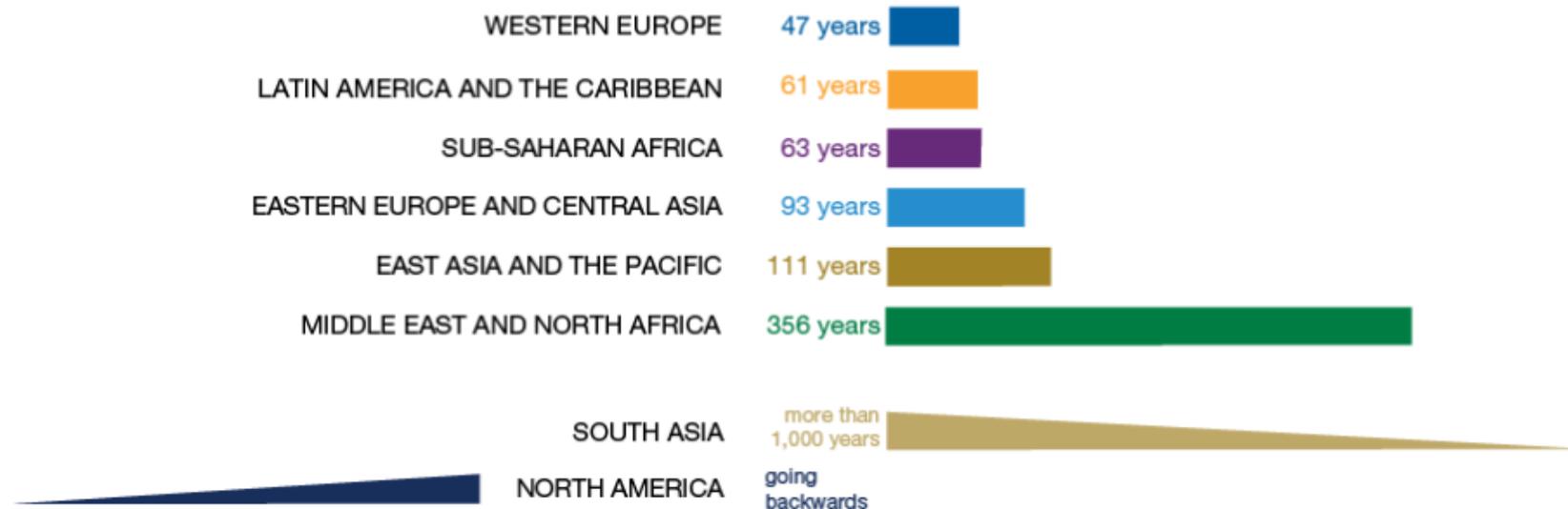
Iceland	1
Finland	2
Norway	3
Sweden	4
Ireland	6
Switzerland	11
Germany	13
Netherlands	16
France	17
Denmark	19

Source: The Global Gender Gap Report 2016

Note: \*2016 rank out of 144 countries

# World Economic Forum: Gender Gap Report 2016

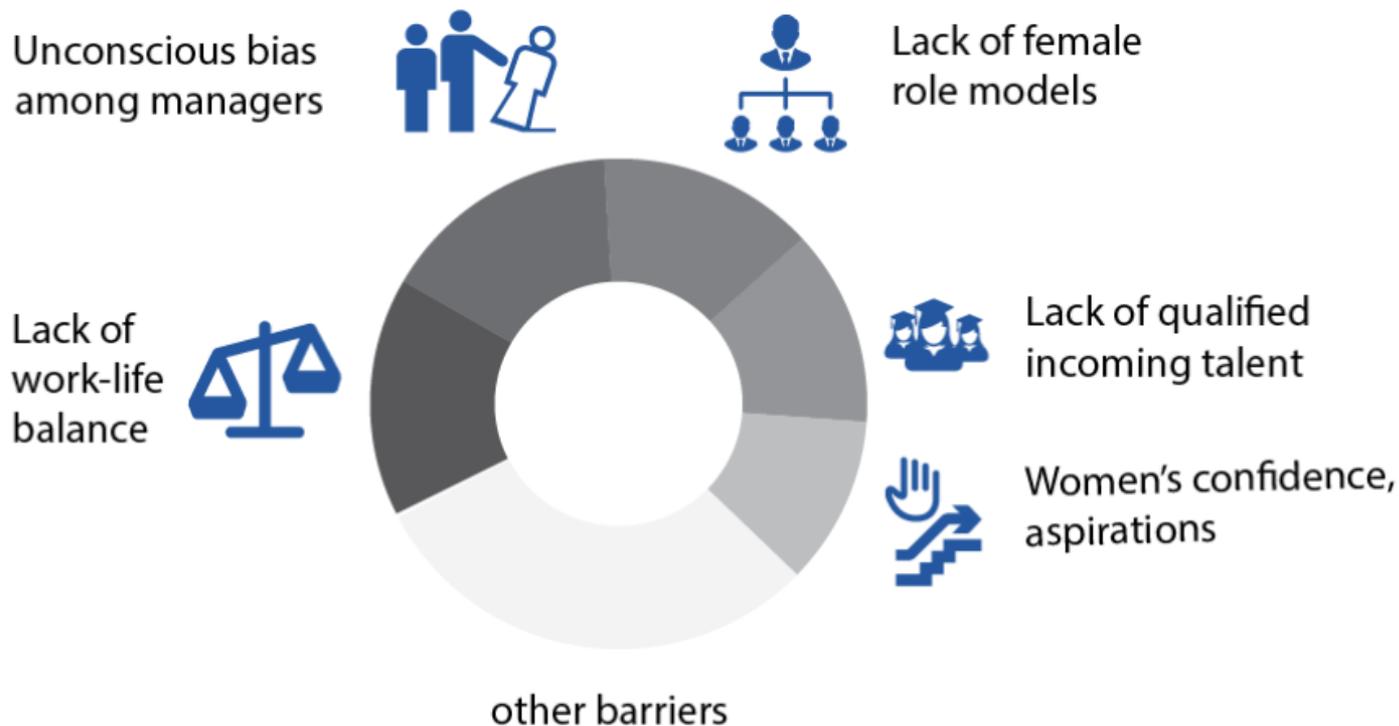
When will regions close the economic gender gap?



Source: Global Gender Gap Report 2016, World Economic Forum

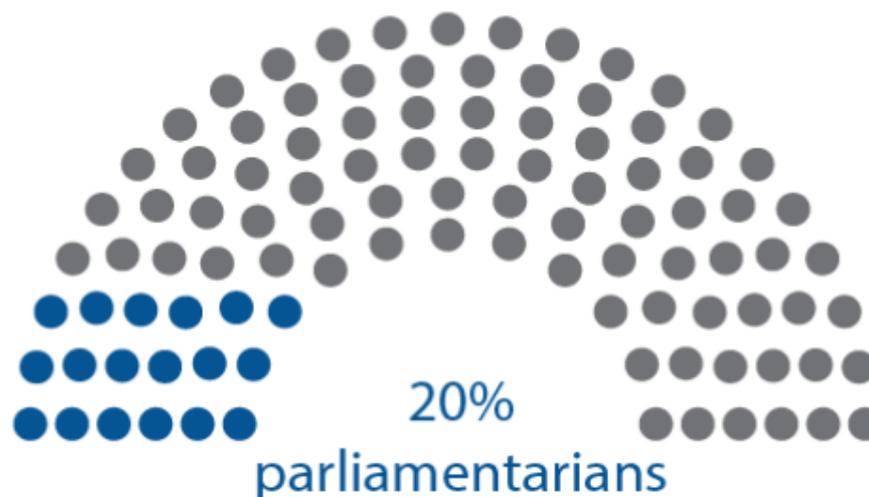
# World Economic Forum: Gender Gap Report 2016

## Industries' barriers to hiring and promoting women



# World Economic Forum: Gender Gap Report 2016

## Women's political empowerment



18% ministers

47%  
of countries have had a  
female head of state

# Business Case for Gender Diversity

- Gender is the only diversity measure that can be legally tracked globally
- Evolution of discussion from equality and justice to **competitiveness** and **good corporate governance**<sup>1</sup>
- Women bring in key leadership skills relevant for addressing future global challenges<sup>2</sup>
  - Intellectual stimulation, inspiration, participatory decision-making and expectation setting
- Gender equality positively correlates with **company's financial performance**<sup>3</sup>
  - Companies with the most female board members outperform those with the least on return on invested capital (ROIC) by 26%
  - Companies with 3+ women on their board in at least four of five years significantly outperformed those with sustained low representation by:



## Sources:

1. The Current State of Corporate Gender Equality Global Trends and Figures. March 2013.
2. McKinsey's "Women Matter", 2008 edition
3. Catalyst, *The Bottom Line: Corporate Performance and Women's representation on Boards (2004–2008)*. <http://www.catalyst.org/>, 2011

## Gender Diversity at Elsevier

- Aims to make Elsevier more gender balanced across the organisation and foster a more inclusive environment in order to achieve outstanding business results.
- Project implementation includes partnering with [EDGE](#) to collect and analyse data on company practices, policies and culture, recommend actions to improve gender balance, commit to actions and enhance Elsevier employer brand through global certification by an external auditor.

# Gender Diversity: EDGE Clients and Partners

- Global clients include: L’Oreal, IKEA, SwissRe, Technip, Deloitte, World Bank, SAP
- Important relationships with politicians and government institutions, academia, financial and investment community, financial indexes & ratings, NGOs and other key influencers



ELSEVIER

# EDGE Gender Diversity Initiative

EDGE Global Action Plan for Gender Diversity		
Focus Area	Action	Why?
<b>Recruitment &amp; Promotion</b> 	Aim for gender diverse candidate pools for all senior management positions  Aim to ensure all candidates for senior management positions are interviewed by both male and female managers	Some policies and practices are in place, but need to be implemented on a regular and structured basis.  Arranging for a more balanced male: female ratio of interviewers in the hiring process would help make hiring managers more conscious and more engaged in the gender diversity issues and ensure a more balanced approach to candidate assessment.
<b>Leadership Development</b> 	Ensure equal access to leadership development training for men and women	Some practices are in place but not implemented consistently  This will help provide equal opportunities to development for everyone
<b>Equal Pay</b> 	Review, communicate and manage a global policy on equal pay for equal work	Need to standardise application of policy globally with regards to pay equity  Need to better communicate the policy more clearly to managers and employees
<b>Flexible Working</b> 	Review and communicate our approach to flexible working to ensure optimal environment for business success and employee engagement	Form a company point of view about flexible working and provide guidance to managers and employees  A global alignment with regards to approach and application would help create a more inclusive and supportive environment for everyone
<b>Company Culture</b> 	Explore viability of awareness training on potential gender (other) biases for senior leaders and employees  Include diversity as a strategic goal	Adding diversity as part of the company's strategic goal would be important to create accountability for results and thereby accelerate progress
<b>Other actions</b> We will continue the 3 year commitment to the EDGE action and certification process.  We will engage with employees through Employee Resource Groups, because we would like to partner with the groups for cross sharing and better engagement with employees globally around diversity.  We will create a company Diversity and Inclusion Statement, because we would like to make diversity more prominent in internal and external communications.		

3 year commitment with EDGE to gender benchmark Elsevier and make data driven interventions to create a more **gender balanced** and **inclusive organization**.

Elsevier achieved first level **EDGE Assess Certification**, becoming one of the first information service and technology companies in the world to be certified globally

**Steps: Measure, Benchmark, Get Certified, Communicate**

(<http://nonsolus/DandI/EDGEinitiative.htm>)



# EDGE Levels of Certification

The EDGE Certification is a tiered certification system with three levels of certification – ASSESS, MOVE and LEAD. The tiered system provides the opportunity to companies in different stages of their journey towards a gender equal workplace to get recognition for their efforts.



## EDGE ASSESS

The company **makes a public commitment** to a strong gender balance across the talent pipeline, to pay equity, to a solid framework of gender equality policies and practices as well as to an inclusive workplace culture as reflected by high engagement levels of both male and female employees. At the same time, the company identifies the parameters of a concrete action plan to further its progress.



## EDGE MOVE

The company **has already implemented a framework for change and achieved significant milestones** when it comes to a strong gender balance across the talent pipeline, to pay equity, to a solid framework of gender equality policies and practices as well as to an inclusive workplace culture as reflected by high engagement levels of both male and female employees. It commits to sharpening its action plan for greater impact.



## EDGE LEAD

The company **has a strong gender balance across the talent pipeline, to pay equity, to a solid framework of gender equality policies and practices as well as to an inclusive workplace culture as reflected by high engagement levels of both male and female employees.** At the same time, the company puts gender equality to work for business results.

# EDGE Gender Diversity Global Action Plan

Focus Area	Action	Rationale
<p>Recruitment &amp; Promotion</p> 	<ul style="list-style-type: none"> <li>Aim for gender diverse candidate pools for all senior management positions</li> <li>Aim to ensure all candidates for senior management positions are interviewed by both male and female managers</li> </ul>	<ul style="list-style-type: none"> <li>Some policies and practices are in place, but need to be implemented on a regular and structured basis.</li> <li>Arranging for a more balanced male : female ratio of interviewers in the hiring process would help make hiring managers more conscious and more engaged in the gender diversity issues and ensure a more balanced approach to candidate assessment.</li> </ul>
<p>Leadership Development</p> 	<ul style="list-style-type: none"> <li>Ensure equal access to leadership development training for men and women</li> </ul>	<ul style="list-style-type: none"> <li>Some practices are in place but not implemented consistently.</li> <li>This will help provide equal opportunities to development for everyone.</li> </ul>
<p>Equal Pay</p> 	<ul style="list-style-type: none"> <li>Review, communicate and manage a global policy on equal pay for equal work</li> </ul>	<ul style="list-style-type: none"> <li>Need to standardise application of policy globally with regards to pay equity.</li> <li>Need to better communicate the policy more clearly to managers and employees.</li> </ul>
<p>Flexible Working</p> 	<ul style="list-style-type: none"> <li>Review and communicate our approach to flexible working to ensure optimal environment for business success and employee engagement</li> </ul>	<ul style="list-style-type: none"> <li>Form a company point of view about flexible working and provide guidance to managers and employees.</li> <li>A global alignment with regards to approach and application would help create a more inclusive and supportive environment for everyone.</li> </ul>
<p>Company Culture</p> 	<ul style="list-style-type: none"> <li>Explore viability of awareness training on potential gender (other) biases for senior leaders and employees</li> <li>Include diversity as a strategic goal</li> </ul>	<ul style="list-style-type: none"> <li>Adding diversity as part of the company’s strategic goal would be important to create accountability for results and thereby accelerate progress.</li> </ul>
<p>Other Actions</p>	<ul style="list-style-type: none"> <li>Continue the 3-yr commitment to the EDGE action and certification process</li> <li>Engage with employees through Employee Resource Groups</li> <li>Create a company D&amp;I Statement</li> </ul>	<ul style="list-style-type: none"> <li>Channel enthusiasm that already exists among the employee groups to enhance diversity focus.</li> <li>Partner with employee groups for cross sharing and better engagement with employees globally around diversity.</li> <li>Make diversity more prominent in internal and external comms</li> </ul>

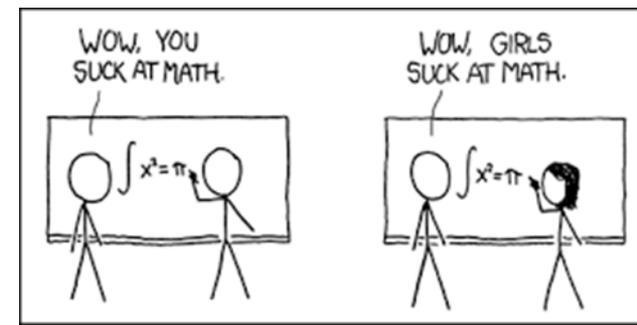
# Framework for Tackling Gender Diversity in Science



- As a steward of world research, Elsevier has a **responsibility** to promote gender and sex research and women in STEM
  - **External influencers** to this effort include: UN sustainable development goals; Global Research Council; NIH call to action on the science of diversity; and the Dutch National Agenda for Gender & Health
  - Stems from success of the **Elsevier Foundation's** substantial contributions to support the advancement of women in science (50 grants, \$2.5 million)
  - Through our longstanding partnerships with the **Gender Summits** the last 5yrs, we have learned that scientific publishers have a key role to play in leading advances in gender research
- Goal is **STMJ Gender Working Group** is to examine key processes and provide targeted interventions to ensure that Elsevier produces the most robust research possible in the most **equitable and inclusive way**
  - Ultimate goal is to serve as an industry leader by helping to establish best gender practices and become an **agent of change**

# Key Issues on Gender in Science & Publishing

1. Editorial policies and guidance to authors on reporting sex and gender in research
2. Gender diversity for reviewers, editors, and editorial board staff in journals
3. Gender diversity for speakers/panelists at Elsevier conferences
4. Adapt internal data systems to capture gender metrics
5. Address unconscious bias during peer review
6. Promote research and publishing studies on i) sex & gender in research and ii) diversity in STEM
7. Seek gender balance in internal/external communications & outreach
8. Apply analytics to gender in research and publishing
9. Enhance gender diversity within Elsevier management and gender parity across the organization (EDGE Initiative)



# Engaging with our employees



- Get involved in local Employee Resource Groups
- Build diverse teams (e.g., gender, ethnic, cultural and social background, work experience, age, etc.)
- Encourage input from all team members, give credit to and recognize team members' accomplishments to promote inclusion
- Facilitate diversity and inclusion in everything you do (graphics, balance of participants, speakers, topics, selection of vendors, etc.)
- Become aware of your biases
  - Take Harvard Implicit Association Test:  
<https://implicit.harvard.edu/implicit>
  - Watch Facebook training on managing biases:  
<https://managingbias.fb.com>