

# THE 2020 BLUEPRINT FOR GENDER DIVERSITY IN THE WORKPLACE





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## INTRODUCTION

According to the World Economic Forum, we are still 202 years away from gender parity in the workplace. Although centuries away from equality, the irony is this: **Diverse workplaces greatly impact a company's bottom line — and for the better.**



# WE ARE STILL 202 YEARS AWAY FROM GENDER PARITY IN THE WORKPLACE

And there's data to back it up. According to McKinsey & Company's 2019 [Women in the Workplace](#) report, **companies that are gender and ethnically diverse are up to 35%** more likely to outperform than the industry median.

"We have to crack the code to expedite gender equality in the workplace," said Romy Newman, Co-Founder and President of [Fairygodboss](#). "Companies that hire and retain great female talent will be the ones that win."

The good news is that progress is being made — albeit slowly. Just last year, the World Economic Forum reported that it will take an estimated 217 years to achieve gender parity versus where we stand today at 202 years. So while we are moving in the right direction, **the pace of progress is not fast enough.**

## Galvanize 2019

To tackle this problem, [Fairygodboss](#), the largest career community for women, gathered 300 leaders at Galvanize 2019. This third annual event addressed how to make women's Employee Resource Groups (ERGs) more powerful and better engage male allies to help advance women at work.

Throughout the two-day summit, leaders from Deloitte, Salesforce, IBM, Facebook, Nielsen, Google and others — including award-winning marketing executive Bozoma Saint John — shared insights and identified strategies to accelerate the path to gender parity in the workplace.

## Using this resource

Inspired by learnings from Galvanize 2019, this resource offers a five step blueprint to help your company achieve greater gender diversity, including:

1. **Taking your gender investment up a level**
2. **Building your pipeline of qualified female talent**
3. **Engaging male allies**
4. **Seeking buy-in from the top**
5. **Rethinking the future of work**



# STEP 1: TAKE YOUR DIVERSITY INVESTMENT UP A LEVEL

THE 2020 BLUEPRINT FOR GENDER DIVERSITY IN THE WORKPLACE







## STEP 1: TAKE YOUR DIVERSITY INVESTMENT UP A LEVEL

Gender diversity drives bottom line results and shareholder value, which is why companies are making real investments to expand their talent pools. Today, [\\$8 billion is spent a year on diversity initiatives](#) and [90% of Fortune 500 companies have ERGs](#). Yet still centuries away from gender equality, this means we need to be smarter in how we invest in female talent.

With diversity initiatives in the workplace at an all time peak, how can we create real change? For many organizations, it starts with building a strong women's ERG whose mission is tied directly to your company's overall business purpose.

**\$8 billion**

spent a year on  
diversity initiatives

**90%**

of Fortune 500  
companies have ERGs

### Starting a women's ERG

Continental Automotive's Carolyn Cerny and Janet Harden are part of a 250,000 person company, only 15% of which are women. Today, they're working hard to increase that percentage and are turning to their women's ERG to help attract and retain great female talent. At Galvanize 2019, Cerny and Harden shared insights on how to launch a successful women's ERG in six steps:

- 1 Enlist sponsors:** ERG sponsors should be leaders in the organization who are passionate about moving the diversity needle forward. Make a list of who these advocates are and reach out.
- 2 Get organized:** Establish goals for your ERG and determine what committees are needed to help accomplish them.
- 3 Build a team:** Consider having three sponsors oversee committees (for example, a communication committee, program committee, outreach committee and ambassador committee). A great way to get people involved is to say, "If you're not in a leadership position but want to be, this is a great way to start."
- 4 Involve male leadership:** Men still hold the top positions at most companies, so their involvement is critical. Their participation in ERGs also communicates to employees that diversity programming is worth the time and attention.
- 5 Get feedback:** Survey your colleagues and existing members to understand what they would like to get out of an ERG. What are the topics and issues that are most important to them?
- 6 Get started:** Kick-off your first meeting and invite all targeted colleagues. Consider different formats for your meetings including: speed meetings, fireside chats, hosting internal or external speakers, panel discussions, lunch and learns, development programs, outreach activities and networking events.



## STEP 1: TAKE YOUR DIVERSITY INVESTMENT UP A LEVEL

Jimmy Etheredge, Accenture’s Group Chief Executive of North America also believes that there are three critical things you need to do to have a successful ERG: engage senior leaders, clearly communicate what your goals are and how you will measure success, and embrace intersectionality to achieve your goals.

### 3 CRITICAL THINGS YOU NEED TO DO TO HAVE A SUCCESSFUL ERG:



**ENGAGE SENIOR LEADERS**



**COMMUNICATE GOALS + HOW YOU MEASURE SUCCESS**



**EMBRACE INTERSECTIONALITY**

### Growing Your Women’s ERG and Embracing Intersectionality

Once your ERG is established, there are a few tips on how to build a community of active and engaged members.

“If you want to grow your ERG membership, it’s critical that you tell people what’s in it for them,” said Celeste Warren, the Vice President of Global Diversity and Inclusion Center of Excellence at Merck. “Think of it as a marketing strategy.”

“If you want your group to be successful, connect the ERG with your company’s overall business purpose,” said Nancy Lamons, the Chief People and Diversity Officer at BNSF Logistics. “That’s going to get people to listen.”

A resounding takeaway from Galvanize 2019 was that to grow involvement, it’s important to define outcomes that your ERG is trying to achieve – whether that be business engagement or leadership growth. “As you plan your ERG roadmap, make sure to tie initiatives to strategic business pillars,” agrees Adelmise Warner, the Vice President, Global D&I Officer, Learning and Development at Pandora and SiriusXM.

Also consider how your ERG could support intersectionality and work with other groups focused on supporting African American, veterans, the disabled community and more.

“It’s essential that ERG leaders learn to work together and find ways to lift each other up,” says Colleen Finnegan, the Senior Manager of Employer Brand and Recruitment Marketing at Instacart. “If you understand each other’s experiences, you can pick out key issues that are relevant across the board that the company can help with.”

### Be in charge of diversity – even if it’s not your job

Award-winning marketing executive Bozoma Saint John believes that in order for progress to be made, we all must be in charge of diversity – whether or not it’s your job. When Bozoma was the Chief Brand Officer at Uber, she was constantly asked if she was the chief diversity officer. She wasn’t – but as a six foot tall black woman, she knew that she represented diversity wherever she went, and embraced the responsibility.

This mentality – that ownership of diversity is up to all of us – is ultimately the change in mindset that will accelerate the path to gender equity at work.



# STEP 2: BUILD YOUR PIPELINE OF QUALIFIED FEMALE TALENT





## STEP 2: BUILD YOUR PIPELINE OF QUALIFIED FEMALE TALENT

### Hiring and promoting

At the heart of gender diversity in the workplace is your company's ability to hire and promote great female talent. This includes women of all backgrounds, religions, ages, sexual orientations and identities.

In an effort to reexamine how female candidates are sourced, advanced and considered, Brigid McMahon, the Global Talent Acquisition Director at IBM believes that we need to think differently. "With the skills and needs of companies constantly changing as technology impacts our world, we need to instead focus on hiring people who are first and foremost able and motivated to learn."

Girish Ganesan, the Head of Talent at TD Bank agrees that inclusion and hiring go hand in hand. "Part of my passion and motivation at TD Bank is to make sure that what we do from a diversity and inclusion perspective is woven into our talent strategy," he said. "It's important to TD Bank that these practices never stand on their own."



Brigid McMahon, Global Talent Acquisition Director, IBM



For every **100 men**,  
only **72 women** are promoted.





## STEP 2: BUILD YOUR PIPELINE OF QUALIFIED FEMALE TALENT

### The broken rung

According to [research conducted](#) by McKinsey across 600 companies, although company commitment to diversity has increased the pipeline of female talent, career advancement for women is still stagnant and there's been little progress in the past year.

“For every 100 men, only 72 women are promoted. For black women, it's even worse. And for Latina women, it's worse than that,” said Mekala Krishnan, a senior fellow at the McKinsey Global Institute when discussing their 2019 Women in the Workplace report.

McKinsey's report summarized one of their largest findings: A [broken rung](#) at the beginning of a career journey prevents women from reaching the C-suite. Although men and women enter the corporate pipeline at similar rates, they advance at drastically different paces. Women of color in particular face the steepest drop off from the corporate ladder.

This broken rung is where companies must focus their attention because it's a central obstacle that prevents women from moving forward at work.

To drive this point home, a recent Fortune article revealed that so few women are making it to the top of companies, that last year alone [more people named Jeffrey got top CEO jobs than women altogether](#).

So the questions become: How do you attract more female talent, particularly as the percentage of women in the workforce grows? And what do we do to ensure women are developed and that they will stay, grow and be part of senior leadership?

“At Salesforce, we believe it all starts with culture and creating a brand that is attractive,” says Ana Recio, the Executive Vice President of Global Recruiting at Salesforce. Today, Salesforce is

steadfast in their commitment to developing a diverse workforce and also paying employees equally. This commitment builds trust with employees, who then seek to renew an investment with the company.

The team at IBM is also taking a good look at how they assess and hire talent, and is encouraging hiring managers to take a look at the complete person. “If someone is qualified for a position, but not technically off the charts, they can often be better for your team because they bring a diversity of backgrounds and ideas,” says Brigid McMahon, the Global Talent Acquisition Director at IBM. “In thinking this way, we're trying to change a mindset.”



Ana Recio, Executive Vice President of Global Recruiting, Salesforce



## STEP 2: BUILD YOUR PIPELINE OF QUALIFIED FEMALE TALENT

### Addressing unconscious bias: Salesforce

In an effort to open up their potential talent pool, Salesforce wanted to take a close look at what made their top salespeople so successful. Conducting an analysis of their top 100 performers, Salesforce discovered that 38% of this group did not come from an enterprise software background. In fact, their number one salesperson used to sell mattresses and their second best salesperson used to sell chocolates.

Once they had this data, their team realized that the central characteristics among their top salespeople were three things: training, the pace of selling, and an exposure to CRM platforms. “Once we saw this, we changed what and who we were looking to hire,” said Ana Recio. “Now, we see that women are getting through the hiring process 2% better than their white, male counterparts.”

### Positioning your brand to attract more women

If your company does not have the name recognition of places like Salesforce, IBM or Deloitte, what can you do to attract female talent and build your pipeline of qualified women? Not having an abundance of resources, attractive benefits or ERGs in place may make it difficult to attract the best and the brightest female talent. So what do you do?

“

To attract female talent, you have to start with the data. Understand what your goals are around hiring and promoting women and then look at those metrics each month.

**ANA RECIO** at Salesforce

Ana also recommends looking closely at your attrition. If women are leaving your company faster than men are, it’s important to reach out and ask why.

For companies with lower brand recognition, another tactic is to create testimonials featuring successful women at your organization and showcase those stories. You can also consider offering a referral bonus to employees, with special incentives for female candidates.



## STEP 2: BUILD YOUR PIPELINE OF QUALIFIED FEMALE TALENT

### Be inclusive of all women

Bozoma Saint John, the current Chief Marketing Officer at Endeavor believes that we can't stop working towards gender equality until women of all backgrounds are equally represented in the pipeline. "One of the biggest challenges within our sisterhood is that the efforts of feminism have benefited white women and left others behind," she said at Galvanize. "When we talk about gender equality and pay equity, we cannot forget that this friction between women exists. I believe that it's the responsibility of white women to bring everyone along. Let's not stop when only some of us have reached the pinnacle."



At Galvanize, Ashley T Brundage, VP of Diversity and Inclusion at PNC Bank, also recounted her story of interviewing for a job after a recent gender transition to become a woman. "I was greeted with doors slammed in my face and people telling me that they would never hire anyone like me." Hearing a story like hers firsthand can help hiring managers build empathy and a broader sense of understanding for candidates of all backgrounds.





# STEP 3: ENGAGE MALE ALLIES







### STEP 3: ENGAGE MALE ALLIES

**Evidence** shows that when men are deliberately engaged in gender inclusion programs, **96% of organizations see progress — compared to only 30% of organizations where men are not engaged.**

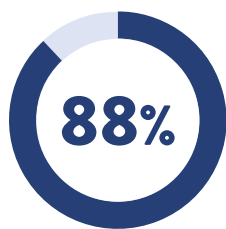
At Galvanize 2019, leaders from AT&T, Facebook, Nielsen, Deloitte and Salesforce came together to discuss the importance of male allyship and men’s role in helping advance women in the workplace.

“If we don’t involve male allies into the conversation, we don’t create a culture of inclusion where everyone can be heard,” said Celeste Warren, Vice President of Global Diversity and Inclusion Center of Excellence at Merck.

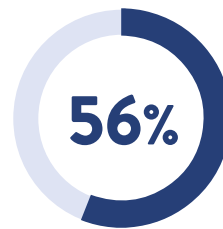
“It’s very important for women to see that men are taking responsibility to change the game,” she added. “This shifts the conversation completely.”

“The good news is that men really want to help,” said Sam Saperstein, Head of Women on the Move at JP MorganChase. “It’s just a matter of getting started.”

Today we know that when male allies are involved in gender diversity initiatives, the results are considerably better. The issue is that most men don’t know where to begin. In fact, in a recent [Fairygodboss survey](#), 88% of men said they want to be allies to women, though 56% don’t know how to help.



**88% OF MEN SAID THEY WANT TO BE ALLIES TO WOMEN**



**56% OF MEN SAY THEY DON'T KNOW HOW TO HELP**





## STEP 3: ENGAGE MALE ALLIES

# 6 WAYS MEN CAN BE STRONGER ALLIES

If men are essential to helping accelerate the path to gender equality in the workplace, what are actionable steps they can take?

To dig into this further, we asked leaders at Galvanize: What's the first step men can take to be stronger allies to women in the workplace? Here's what they said:

### Be part of the conversation:

*"I believe that male allies are critical to helping women be successful, both on an individual level and across society as a whole. The first step that men can take is to get involved. Don't be afraid to be part of the conversation and more importantly, learn how to be part of the solution."*

**ANNE CHOW**

CEO, AT&T Business

### Ask questions:

*"Men can be better allies if they first understand what they need to do. Our research shows that men feel very uncomfortable and unsure of themselves when it comes to supporting women in the workplace. So I would say men first need to listen and ask questions."*

**GEORGENE HUANG**

CEO and Co-Founder, Fairygodboss

### Understand that allyship is reciprocal:

*"I think that as men think about being allies, it's important to remember that allies are reciprocal. Understand that generosity always comes back and if we're really generous as allies to women, we're actually going to be stronger and perform better in our roles as well."*

**DAVID KENNY**

CEO and Chief Diversity Officer, Nielsen



### Listen:

*"Men must understand that being an ally is not an act of heroism and we are at a real moment in time to accelerate the path to gender equality. Inclusion is about making sure that everyone, especially women, are heard. And men can play a huge role in making that happen by simply listening."*

**WILL POST**

Industry Manager of US Marketing Solutions, Facebook

### Call out behaviors:

*"I think the first step that men can take is just to listen, observe and call out behaviors that shouldn't be in the workplace. It doesn't take a lot of resources to be an ally - it takes intentionality - and that's what we need more of from men."*

**PAUL FRANCISCO**

CDO and Head of Workforce Development Programs, State Street

### Give women credit:

*"Men can be stronger allies simply by supporting the roles and advancement of women. Even if you're not a manager, make sure women are invited to meetings, repeat what women say and give them credit for their ideas. That's a great way to show support and be an ally."*

**BOZOMA SAINT JOHN**

Chief Marketing Officer, Endeavor



# STEP 4: SEEK BUY-IN FROM THE TOP





## STEP 4: SEEK BUY-IN FROM THE TOP

# Accelerating the path to gender equality in the workplace can't happen without buy-in from your company's leaders.

“Unless your senior leadership team is bought in, work is not going to advance as rapidly as you want it to,” said Paul Francisco, the Chief Diversity Officer and Head of Workforce Development Programs at State Street. “Our leadership is bought in at State Street. They understand the value of this work and that makes our job easier.” Today, State Street has 30 employee networks – over 70% of which are sponsored by executive vice presidents.

And the proof is in the pudding. “Across the board, employees value opportunity and fairness,” said MeKala Krishnan. According to McKinsey’s Women in the Workplace report, employees are three times more likely to stay at a company if they perceive the organization to be fair and offer opportunities.

Creating a culture of fairness and inclusion starts at the top and companies are starting to hold leaders more accountable for diversity and inclusion initiatives. “We need to make senior leaders and managers champions of diversity,” Krishnan said. “After all, gender equality is not just the right thing to do – it’s the smart thing to do.”

“It has to start with senior leadership,” agrees Pamela Lipp-Hendricks, the Head of Talent Management and Diversity at JPMorgan Chase. “The impact won’t be felt if you don’t have senior leadership support.”

“Diversity can’t come off the table when times get hard,” warned Annie Jean-Baptiste, Head of Product Inclusion at Google. We have to remember that diversity initiatives will set us up for success in the future, and are never a nice-to-have.



Pamela Lipp-Hendricks, Head of Talent Management and Diversity, JPMorgan Chase

**“It has to start with senior leadership. The impact won’t be felt if you don’t have senior leadership support.”**





## STEP 4: SEEK BUY-IN FROM THE TOP

So what's the first step to getting your top leaders on board with supporting ERGs and other diversity initiatives? "Leaders need to understand the value that an ERG brings to the table, and understand that it's much more than networking," said Celeste Warren, the Vice President of Global Diversity and Inclusion Center of Excellence of Merck. "ERGs impact business results."

Lorna Hagen, Chief People Officer at iHeartMedia takes it one step further. "Go to your CEO and shame them into action," she said.

### Leadership at Accenture

Jimmy Etheridge, the Group Chief Executive North America at Accenture, believes that true innovation and growth comes from a diverse workforce. "We put an emphasis on equality because that's the right thing to do," he says. "When women rise, we all rise. That's why in order for our company to grow, we need diversity."

### Leadership at Deloitte

Joe Ucuzoglu, the CEO of Deloitte also believes that a more diverse workforce is critical to business success. "I can't reinforce strongly enough how important an inclusive culture is," he said at Galvanize. "At Deloitte, the issue is directly connected to our business strategy."

As the head of the largest professional services organization in the United States, Joe knows that non diverse teams lack innovation and growth, which is bad for business. He also knows that diversity is what people want. "Our people demand an organization that aligns with their values and if they don't see it, they'll leave."

Although diversity is integral to Deloitte's values, Joe knows that we still have tremendous work to do. "Right now the rate of change in the business community isn't acceptable and we need to be willing to call that out."



Lorna Hagen, Chief People Officer, iHeartMedia



Jimmy Etheridge, Chief Executive, North America, Accenture



Joe Ucuzoglu, CEO, Deloitte



## STEP 4: SEEK BUY-IN FROM THE TOP

# PROFILE: David Kenny - CEO and Chief Diversity Officer at Nielsen



David Kenny, CEO and Chief Diversity Officer, Nielsen

It's not often that you hear a title like "CEO and Chief Diversity Officer", but for David Kenny at Nielsen, the two roles are integral to one another.

As a white male, Kenny knew that adding "Chief Diversity Officer" to his title might be controversial, but in order for change to happen, it was something that had to come from the top. "I may not have the authority to take on something like this, but I have the responsibility," Kenny said during his Galvanize 2019 keynote discussion.

"I think too often we expect people of different backgrounds to own the conversation around diversity, but it really must be the responsibility of a CEO," he said.

### Refocusing Nielsen's ERGs

Today, Nielsen is a great example of how to elevate women's ERGs and ensure these communities are active and productive. With nine resource groups total - Women in Nielsen being the largest - Kenny quickly established a rule that if you manage people, you must be an active member of an ERG. Managers are then evaluated

in their performance reviews based on their participation. "This rule has especially opened the eyes of a lot men" Kenny said.

Today, Kenny is also committed to hiring diverse candidates and has laid out a plan to ensure that more women are being considered for positions and promotions at Nielsen. For every position filled at the company, at least two women must be actively considered.

### Embracing male allyship

David himself sets an example for men at Nielsen and acts as a sponsor for women - with the hope that other male leaders to do the same.

He wants men to embrace the role of ally and be more observant in their day-to-day. For example, if women are being overshadowed during meetings, it's important to stop and address those issues in real time so everyone in the room understands and can course correct moving forward. "It's also important to help create opportunities for women," Kenny said. "Look at every team meeting or all-hands on your calendar and make sure women have the opportunity to deliver updates and share."

When it comes to being a male ally, Kenny wants men to know that the relationship is often reciprocal. "If you're going to be an ally to women, they will be an ally back to you," he said.

Ultimately, Kenny believes that in order to accelerate the path to gender equality in the workplace, leaders must "own the discussion" and even tie diversity efforts to performance reviews and compensation.

"We're not going to solve gender diversity in the workplace until CEOs and shareholders play a part," Kenny said. "And it starts with CEOs owning the conversation."



# STEP 5: RETHINK THE FUTURE OF WORK

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## STEP 5: RETHINK THE FUTURE OF WORK

### The rise of women in the workplace

Today's workforce is dramatically changing, and with that comes the need to rethink the workplace. *The Wall Street Journal* recently reported that 2019 became the first year that women comprised the majority of the college-educated workforce. With this historic rise, companies are being forced to evaluate their benefits packages to better fit the needs of women.

"We have employees who are walking into organizations that haven't been created with them in mind," said Daisy Auger-Dominguez, the Founder and CEO of Auger-Dominguez Ventures. "We need to ask whose voices are missing and redefine what diversity and inclusion means today."

There's no question that today's talent works differently from even a decade ago, and with that comes the need to modernize workplace practices.

"Today, we have workplaces and infrastructures that were designed for men," said Romy Newman in closing remarks at Galvanize 2019. "We must understand that we're all coming from different places and experiences and create a new neutral at work."

SAP is one great example of a company that understands this and is actively trying to remove bias from the hiring process, interrupt decision points and encourage different behaviors.

"If we're not thinking about processes, systemic institutional issues and the way we think about people, our inclusion efforts will fail," said Shuchi Sharma, the Global Head and VP Gender Equality & Intelligence at SAP.



**If we're not thinking about processes, systemic institutional issues and the way we think about people, our inclusion efforts will fail.**

**SHUCHI SHARMA**



Marissa Orr, Author of *Lean Out*





## STEP 5: RETHINK THE FUTURE OF WORK

Jacqui Canney, the Chief Human Resources Officer at WPP is encouraged about where we're headed. "I'm optimistic about the conversations that are happening," she said. "CEOs are engaging and are holding themselves accountable in a way that didn't happen 20 years ago."

Canney believes that a cultural shift towards transparency in the workplace — around culture, benefits, hiring practices and more — will only help change what the workplace looks like moving forward. She also believes that transparency will ultimately expedite the pace of change and we must continue to expect it from companies across the board.

When asked about the future, Bozoma Saint John asserts that changes in the workplace can happen if we change the pipeline. "Advancing gender diversity in 2020 means we have to push harder than we are right now," she said. "If we don't have women in the pipeline who are going to advance to senior leadership then we're not going to find senior leaders who are women or people of color. This means we have to ensure that what's happening in our workplaces today is working towards gender parity in the future."



Jacqui Canney, Chief Human Resources Officer, WPP

**“  
Advancing gender diversity in  
2020 means we have to push  
harder than we are right now.**

**BOZOMA SAINT JOHN**



Lise Edwards, Director, Inclusion & Diversity, Robert Half



Dr Terri Cooper, Chief Inclusion Officer, Deloitte



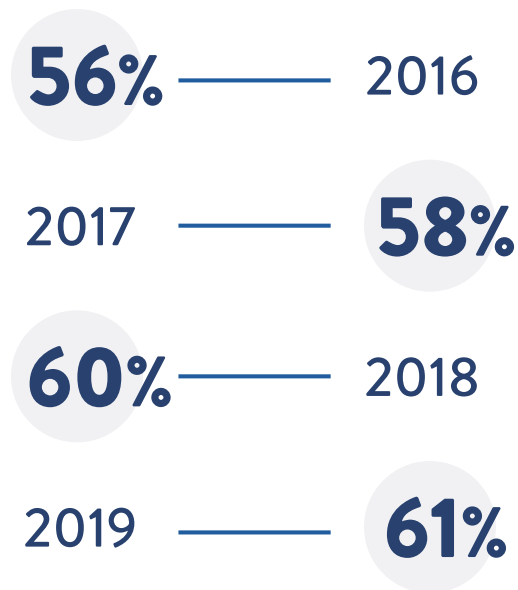
## STEP 5: RETHINK THE FUTURE OF WORK

### How women feel about work

According to annual results from our Fairygodboss anonymous job reviews, we know that although women feel incrementally better about their workplace environment in 2019 than in past years, yet there is still much progress to be made.

We asked: Do you feel like you're treated fairly at your company? In 2016, 56% said yes. Today, 61% said yes. This means that still close to 40% of women do not feel positive in their current work environments. This needs to change.

### Do you feel like you're treated fairly at your company?



### What managers can do today

Managers today can actively change the way they design their team, work activities and processes to make a difference moving forward, making an effort to understand the needs of women and under-represented minorities. Managers can also do a better job understanding the real time needs of the people on their team and personalizing engagement for those individuals.



We need to understand how to think about the future of work with a gender lens. Moving forward, we need the trait of resilience to change the workplace.

MEKALA KRISHNAN AT MCKINSEY



# CONCLUSION

THE 2020 BLUEPRINT FOR GENDER DIVERSITY IN THE WORKPLACE







## CONCLUSION

In Fall 2019, Melinda Gates [committed \\$1 billion to promoting gender equality](#). “A window of opportunity has opened,” she said. “Even so, there is no reason to believe this moment will last forever—or that this window will stay open as long as we need it to. If we’re going to act, we have to act now.”

Melinda’s commitment will go towards dismantling barriers to women’s professional advancement, putting pressure on organizations in need of workplace reform, and much more.

Speakers at Galvanize 2019 echoed in agreement — it is possible to accelerate the path to gender equality, but we must act now, and we must take dramatic and decisive action. It is our collective responsibility to support and advance women and under-represented minorities in the workplace — not just the responsibility of one group or one person. This is a change in mindset that we can work towards immediately.

We hope this blueprint inspires you to make tangible changes in your workplace and move one step closer to true equality at work.



“

A window of opportunity has opened. Even so, there is no reason to believe this moment will last forever—or that this window will stay open as long as we need it to. If we’re going to act, we have to act now.

MELINDA GATES





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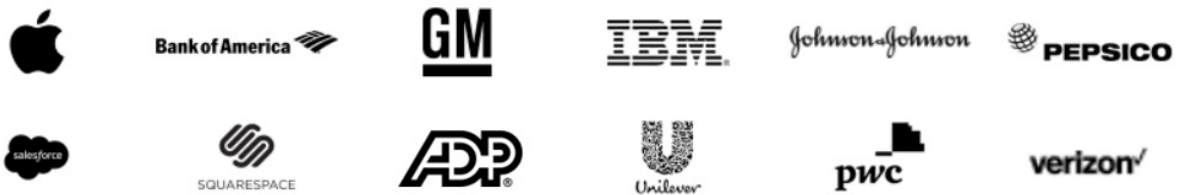


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