

2020 White Paper Competition

*Measuring Gender Inclusion and its Impact on Women in Financial Services*

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What is inclusion? How does it impact company performance? How can it be measured? We conducted a study to quantify the impact of gender inclusion on the retention of women in financial services. In collaboration with leading companies we identified twelve Inclusion Categories—clusters of workplace situations in which women feel excluded because of their gender. Our study pinpoints workplace “incidents of exclusion,” how they link to satisfaction, and what women see as the sources of these incidents. Our approach can be used by any company to quantify and improve the experience of any group that experiences problems with inclusion.