

## Women & Business Daring Circle - FAQs

### About the Women & Business Daring Circle

The Daring Circles are an initiative of the Women's Forum for the Economy & Society, bringing together an ecosystem of partners to develop tangible proposals and solutions to today's most pressing issues.

**The Women & Business Daring Circle seeks to establish women's economic empowerment - through supplier diversity, and gender-responsiveness in procurement - as a key strategic consideration of companies, governments, and other buyers of products and services.**

Led by P&G, the Daring Circle's Strategic Members are American Express, BNP Paribas, L'Oréal, Publicis Groupe, in collaboration with Accenture, Exxon Mobil and Johnson & Johnson. The Circle is supported by Knowledge Partner AT Kearney and Insight Partner Clifford Chance. The Institutional Partners of the Daring Circle are WEConnect International – a global, corporate-led non-profit that facilitates inclusive and sustainable economic growth by empowering and connecting women business owners – and UN Women, through its EU-funded programme WE EMPOWER in G7 countries and the Women's Empowerment Principles (WEPs). Expert Partners include BY.O Group, founder of Catalyst at Large Suzanne Biegel, senior gender expert Meg Jones, and Linda Scott of the Saïd Business School at Oxford University.

### Background

The economic empowerment of women is increasingly recognised as critical for societies and economies to thrive. Through their supply chain practices, governments and large corporations can help to overcome systemic barriers to women's inclusion in business and beyond. They can impact women's empowerment globally by recognising the value of diverse suppliers, by creating equal opportunities for businesses that are owned and led by women, and by encouraging suppliers to engage with policies and practices that promote women's equality and empowerment.

To accelerate the pace of change, collaboration is needed to drive awareness of the business case for supplier diversity and gender-responsiveness in procurement, and to advance best practices at scale. Within Europe especially, corporate and public buyers are at different stages of maturity in recognising the value of diverse suppliers and empowered women entrepreneurs. The ecosystem needs to engage and support organisations at all levels of maturity.

Equally important is engaging the women-owned, women-led, and women-empowered businesses who can benefit from initiatives such as supplier training programmes, informal mentoring relationships, inclusive procurement infrastructure, or public-sector accelerators. Their insights and knowledge on what can make a difference in their businesses and lives is integral to an ecosystem which enables women's economic empowerment in supply chains.

## Frequently Asked Questions

### **Why is women's economic empowerment important?**

For economies to thrive, women's participation and contributions are essential. Women have become increasingly integrated into labour markets globally, with a 40% increase since the 1990's<sup>1</sup>. However, women are disproportionately vulnerable to discrimination and exploitation – in the form of lower pay, poor working conditions, reduced access to productive resources or finance, and fewer opportunities to advance professionally through education or training. The equal participation and empowerment of women in economies has been shown to increase productivity and growth, economic diversification, and income equality<sup>2</sup>.

### **How can women be empowered through supply chains?**

Women are already present in supply chains, as workers, farmers, business owners and more. But whether they are downstream or upstream in the supply chain, they face systemic barriers to improving their economic outlook. For instance, women entrepreneurs participate in the ownership of around 35% of firms in the global economy<sup>3</sup>, yet on average, less than 1% of global corporate or government spend is on women-owned business in any

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<sup>1</sup> UN Women. 2019. ['In brief: the economic empowerment of women'](#)

<sup>2</sup> International Monetary Fund (2018). ['Pursuing Women's Economic Empowerment'](#)

<sup>3</sup> World Bank. 2018. World Development Indicators: Women and Development. World Bank World View.

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country<sup>4</sup>. Solutions focused on increasing gender-responsiveness and diversity in supply chains provide a critical pathway towards women's economic empowerment.

### **How does women's economic empowerment have an impact on businesses, the economy and society?**

- The inclusion and enablement of women's businesses in supply chains increases flexibility and access to innovation - creating opportunities to hear new ideas, apply different approaches, and gain access to additional solutions that respond to customer needs and enable agile responses to market demands.
- Policies and practices that promote women's empowerment, including hiring, remuneration and leave policies, addressing gender gaps and improving wellbeing and working conditions for all can benefit livelihoods and communities.
- This in turn, supports the development of businesses that recognise the social and economic needs of women from the outset and can help to address the challenges they face by building a culture of equal opportunity to access executive education, professional development, and investment.

### **Why is there a lack of awareness about the issue?**

The value of diversity and inclusion has increasingly been recognised in policy and corporate social responsibility commitments. However, less attention is given to the systemic inequalities that underpin many of the barriers preventing women succeeding in business. There is limited understanding not only of the inadvertent biases in procurement, but also the positive impacts that can be generated by addressing these. For women's economic empowerment to become a strategic consideration of companies, governments, and other buyers of products and services, collaboration is needed to raise the profile of both the problem and the business case. This is especially important outside North America, where supplier diversity has been institutionalised in federal regulation. In Europe especially, the case is being made by pioneers in the private sector and dedicated organisations such as WEConnect International and UN

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<sup>4</sup> Vasquez, E.A. & Frankel, B. 2017. 'The business case for global supplier diversity and inclusion: the critical contributions of women and other underutilized suppliers to corporate value chains'. WEConnect International. Washington.

Women, while partnerships such as the Women & Business Daring Circle are bringing together a critical mass of actors to address the barriers and accelerate the pace of change

### **How will research and data help to drive solutions?**

In Europe in particular, there is a significant lack of data relating to the gender diversity of business ownership and leadership, both within supply chains and within economies more broadly. Because supplier diversity has not been integrated into national policy beyond North America, voluntary registration with WEConnect International is required to access databases of certified Women's Business Enterprises (WBE's). Both companies and governments must act on their own volition to diversify their supply chains.

A key barrier to these programmes becoming more widespread is a lack of knowledge and data relating to the business case; very few organisations have advanced programmes in which they measure their impact on both women's economic empowerment and the benefits this can deliver to businesses. Research into the state of supplier diversity and gender-responsive procurement in Europe is critical to generate data on the business value and the broader social and economic impacts of women's economic empowerment in supply chains.

### **What research has the Women & Business Daring Circle undertaken?**

To address the data deficit, the Women & Business Daring Circle launched its first survey in 2019. The survey targeted the Chief Procurement Officers or equivalent roles of the top strategic suppliers of the Daring Circle partners. By the interim deadline we reached a sample of about 100 responses, and we are excited to share these early-stage results at the Women's Forum Global Meeting 2019.

### **What did the Women & Business Daring Circle research reveal?**

#### *Current state*

The survey revealed that 50% of suppliers in Europe either had a supply chain diversification programme or intended to have one in the next three years. Necessarily, 50% of suppliers do not have or do not intend to have one. This shows that while supply chain diversity and gender responsive procurement are not unknown in Europe, there is much opportunity to grow and scale efforts.

### *Key drivers*

According to our research, the primary drivers of dedicated supply chain diversification programmes are a strong desire to do the right thing, and meeting Diversity and Inclusion or Corporate Social Responsibility commitments. This is followed by the potential business benefits - accessing innovative goods or services, reputational benefits, cost-effectiveness, and risk diversification in supply chains. This reveals a growing awareness of the need to take action, relating to recognition of both social impact and the business case.

### *Key barriers*

Our research assessed the most critical barriers companies in Europe currently face in their efforts to diversify and empower women in their supply chains. The three challenges identified as the most significant were:

- difficulty in finding organisations/businesses that meet the requirements of the programme;
- suppliers unable to compete as under-resourced or lacking visibility;
- lack of infrastructure.

The challenges of measuring and demonstrating the business case, insufficient access to relevant data, and difficulties stemming from regulation were also observed across sectors.

## **How is the Women & Business Daring Circle helping to accelerate women's economic empowerment through supply chains?**

The ambition of the Women & Business Daring Circle is to build greater awareness of the value of diversity in supply chains and enable the development of infrastructure needed to support public and private buyers in diversifying their value chains and women-owned business in accessing opportunity to grow and scale.

We believe that research into the state of women's economic empowerment in supply chains in Europe is foundational to supporting advocacy, infrastructure development and best-practice implementation. Our first survey of suppliers was launched in 2019, which will serve as a baseline for future research. Early interest in the power of this research is strong, with nearly 60 organisations requesting to learn more and participate in future surveys.

The Daring Circle commits to scaling our work and impact across sectors and industries, by:

1. Doubling the total survey responses by 2020, and measuring, tracking and reporting our collective progress on the following key indicators:
  - Proportion of suppliers practicing supplier diversity and/or gender responsive procurement
  - Drivers of supplier diversity and gender responsive procurement
  - Challenges to implementing supplier diversity and gender responsive procurement programmes
  - Value derived from practicing supplier diversity and/or gender responsive procurement
2. Growing our network of public and private sector organisations involved in the Daring Circle work to reach a critical mass of companies taking strategic action, by each partner confirming at least one new organisation to endorse the pledge below within the next year.

### **Who are the partners of the Women & Business Daring Circle?**

The Women & Business Daring Circle is comprised of corporate and institutional partners and other experts with operations in Europe. Together, we represent a significant portion of the ecosystem working to scale supply chain diversification.

Daring Circle lead: P&G

Strategic Members: American Express, BNP Paribas, L'Oréal, Publicis Groupe

Global Partners: Accenture, Exxon Mobil, Johnson & Johnson

Knowledge Partner: AT Kearney

Insight Partner: Clifford Chance.

Institutional Partners: WEConnect International, UN Women

Expert Partners: BY.O Group, Suzanne Biegel, Linda Scott, Meg Jones

### **Who can join the Daring Circle?**

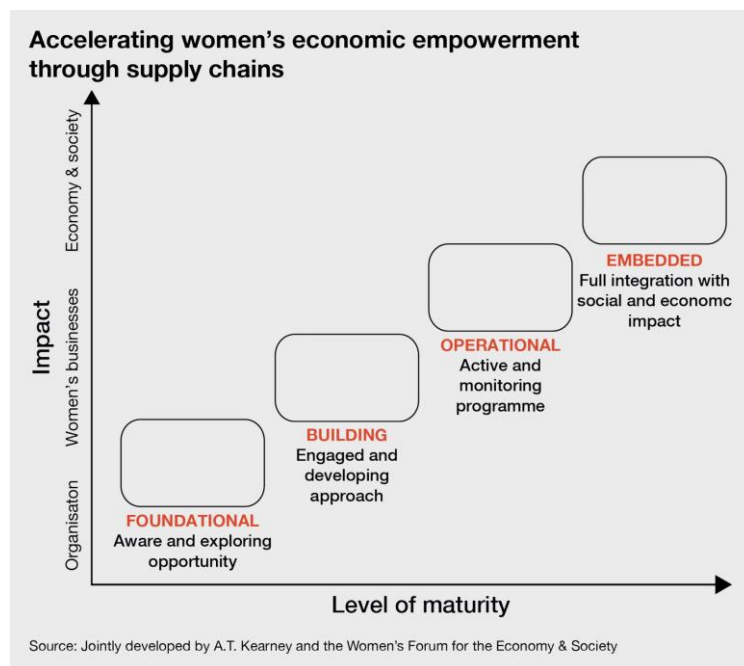
The Women & Business Daring Circle welcomes new partners to join - especially corporations, governments, and other champions of supplier diversity and gender-responsiveness, whose expertise and experience will help drive the impactful agenda of this Daring Circle. We also

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welcome those seeking to advance in their maturity journey who are ready to commit to taking strategic actions to empower women in their supply chains. Strategic members and Global partners are drawn from the Women's Forum community. For further information on membership and on the roles and responsibilities of Daring Circle partners please contact: [daringcircles@womens-forum.com](mailto:daringcircles@womens-forum.com).

### What is the maturity model and why was it created?

Building on the findings from our research, the Women & Business Daring Circle created a maturity model to help companies understand the steps on the journey toward integrating gender in supply chains and the key actions they can take to enable women's economic empowerment at each stage..



The full maturity model [see appendix] details the characteristics of programmes at different stages of maturity, providing an indication of the actions organisations can take to progress to the next level of maturity.

### What is the pledge and who can sign it?

The Women & Business Daring Circle **calls on all large public and private organisations to pledge to identifying their current stage of supply chain diversity maturity on the Women & Business Maturity Model and commit to taking strategic action to progress to the next level of maturity.** Signatories of this pledge can either a) complete the assessment manually using the full maturity model [see appendix] or b) sign up to receive a digital diagnostic tool by email at a later date.

### How can I support the work of the Daring Circle?

To support women's economic empowerment in supply chains, the Women's Forum and the Circle partners invite:

- Large public and private organisations to join the Daring Circle partners in taking the pledge to identify and advance their level of maturity in supplier diversity and gender-responsive procurement.
- Women-owned businesses in Europe to self-register with WEConnect International<sup>5</sup>, to help build the infrastructure for supplier diversity, and access opportunities to scale their businesses.
- Corporates and women-empowered businesses to sign onto the UN Women's Empowerment Principles<sup>6</sup>, to demonstrate their commitment to gender equality and inclusion in business and beyond.
- Partners of the Women's Forum, institutions, experts and other organisations to join this Daring Circle, helping to reach a critical mass of partners taking strategic action.

### What is government's role in women's economic empowerment?

The US has championed supplier diversity through a federal programme to certify and support diverse suppliers and disadvantaged businesses in supply chains for many years. However, in Europe, institutional barriers are widespread; for example, the legal terms and conditions of

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<sup>5</sup> *WEConnect International is a global network that connects women-owned businesses to qualified buyers around the world. Self-registration offers an opportunity to create a profile in the WEConnect eNetwork, and access to training modules to assess business readiness and build capacity.*

<sup>6</sup> *The UN Women's Empowerment Principles emphasise the business case for corporate action to promote gender equality and women's empowerment. Signing the WEPs means that the Chief Executive Officer signs the CEO Statement of Support and complete the form on [www.empowerwomen.org/en/weps/signtheweps](http://www.empowerwomen.org/en/weps/signtheweps)*



RFP's can exclude women-owned SME's from competing if they lack the bureaucratic literacy or the business infrastructure to meet the terms. Although important, laws to prevent discrimination can fail to redress, or even reinforce, the underlying causes that perpetuate inequalities.

Aside from policy, there is a significant opportunity for governments to take action through public procurement departments as well as through policy change. One of the core objectives of the Women & Business Daring Circle is to help supplier diversity and gender-responsive procurement become a strategic consideration for governments as well as the private sector.

### **What is women's business certification and how does it help?**

A WBE (Women's Business Enterprise) is an independent business which is at least 51% owned and controlled by one or more women. Certification as a WBE is typically through a city, state or federal agency in North America, but can also be obtained through a third-party such as WBENC or WEConnect International. Certification verifies that your business is majority-owned and controlled by a woman, or women. This enables corporations and government procurement departments to demonstrate and measure diversity in their procurement practices.

### **What are the benefits of registering with WEConnect International?**

In Europe and internationally, registration and certification as a WBE with WEConnect is about increasing access to contract opportunities, while registration as a corporate member provides access to a database of gender-diverse suppliers, and networking and training opportunities. Becoming a corporate member is a great place for companies just beginning their maturity journey to start. For more information visit [WEConnect International](#)

### **What are the benefits of signing the UN Women's Empowerment Principles?**

The UN Women's Empowerment Principles (UN WEP's) were created to empower women in the workplace, marketplace and community. The seven principles emphasize the business case for corporate action to promote gender equality and women's empowerment. Endorsing the WEPs is a great place to start for companies just beginning their maturity journey. For more information visit [empowerwomen.org](#)

**What else can I do to support women's economic empowerment?**

Become an advocate for supplier diversity and gender-responsive procurement. Be mindful of the suppliers in your office and your community. Just as you might consider a "green" or eco-friendly office supply provider, try to encourage buyers to consider gender as an important factor.

## Appendix I: Key definitions

**What does 'women's economic empowerment' refer to?**

The economic empowerment of women seeks to redress the gender gaps and unequal access to productive resources and economic opportunities experienced by women around the world; empowering women to participate equally in the workplace, community and economy.

**What is the definition of supplier diversity?**

Supplier diversity refers to practices defined as procurement strategies and proactive activities which seek to ensure under-represented suppliers, including women-owned businesses, have equal opportunity to compete for contracts. For example, ensuring a diverse set of potential suppliers receive a request for proposal for services by proactively searching for suppliers to invite beyond the known business connections.

**What is the definition of gender-responsive procurement?**

Gender responsive procurement involves a consideration of gender equality and women's empowerment in the selection of services, goods or works. This can include encouraging suppliers to integrate gender-sensitive policies and practices that empower women in the workplace, marketplace and community - such as addressing gender gaps in pay or leadership, or supporting parental leave. It can also include initiatives which seek to reduce barriers preventing women benefiting equally from business opportunities, for example support in the form of finance or training for women-led or women-owned businesses.

**How do you define women-owned, women-led, and women-empowered businesses?**

**Women-owned:** at least 51% owned, as well as, managed and controlled by one or more women (following the WEConnect Women's Business Enterprise definition); publicly listed companies can also be 'women-owned' if meeting the criteria.

**Women-led:** at least 51% of senior leadership as defined by the company are women, exercising substantial control, and management and contribution to decisions. For example, 50%+ of women on an executive/c-suite team or 50%+ board members is considered women-led.

**Women-empowered:** Businesses that implement or promote gender-responsive practices to advance gender equality and women's empowerment - including companies committed to the UN Women's Empowerment Principles, as well as those proactively taking independent actions to achieve gender-focused goals.

## Appendix II: Women & Business Maturity Model

Stages of maturity – strategy & business case				
Category	Foundational	Building	Operational	Embedded
<b>Premise, Vision &amp; Strategy Formulation</b>	<p><b>Early Foundational</b></p> <ul style="list-style-type: none"> <li>The organisation has an awareness of diversity and inclusion issues and a will to do the right thing, but the vision is yet to be set out</li> </ul> <p><b>Progressing Foundational</b></p> <ul style="list-style-type: none"> <li>Supplier Diversity vision is implied as part of overarching Diversity &amp; Inclusion vision</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Diversity vision is specifically defined, either as part of broader D&amp;I vision, or as a dedicated supply chain/procurement vision</li> <li>Strategy to implement vision is not yet defined, but organisation is exploring ways to implement</li> </ul>	<ul style="list-style-type: none"> <li>Vision for Supplier Diversity is a key element of organisation's D&amp;I vision, and includes a vision for gender diversity within supply base</li> <li>Vision for Supplier Diversity is well communicated throughout procurement and supply chain functions</li> <li>Strategy to achieve the vision has been designed</li> <li>The organisation is known publicly for its dedication to D&amp;I, and specifically its commitment to gender diversity</li> </ul>	<ul style="list-style-type: none"> <li>Vision for Supplier Diversity, and specifically gender diversity in supply base, is a key element of organisation's D&amp;I vision and is well communicated throughout the organisation</li> <li>Strategy to achieve the vision has been designed, aligned, communicated and is being rolled-out</li> <li>The vision &amp; strategy for gender diversity is communicated publicly, the organisation leads by example and is an influencer on gender diversity in supply chain</li> </ul>
<b>Business Case</b>	<p><b>Early Foundational</b></p> <ul style="list-style-type: none"> <li>Understanding that supplier diversity is good for the business</li> </ul> <p><b>Progressing Foundational</b></p> <ul style="list-style-type: none"> <li>Organisation is interested to learn more about the business case for supplier diversity</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative business case in place outlining the benefits of supplier diversity</li> <li>Awareness of the business case within procurement</li> <li>Organisation is interested to learn more about the quantitative business case for supplier diversity</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative and quantitative business case in place defining the financial and non-financial benefits of supplier diversity, with specific reference to gender diversity</li> <li>Business case is widely communicated throughout the organisation</li> <li>Gender-lens investments are being considered.</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative and quantitative business cases for increased supplier diversity, including specific reference to gender diversity, are in place and are widely communicated</li> <li>Business case is widely communicated throughout the organisation</li> <li>Business case includes multi-year gender-lens investment plans.</li> </ul>
<b>Leadership Involvement</b>	<p><b>Early Foundational</b></p> <ul style="list-style-type: none"> <li>CXOs take diversity and inclusion seriously, but no specific focus on the supply chain</li> </ul> <p><b>Progressing Foundational</b></p> <ul style="list-style-type: none"> <li>Diversity in the supply chain is discussed at CXO level</li> <li>CXOs are looking to learn how to improve diversity in supply chain</li> </ul>	<ul style="list-style-type: none"> <li>CXOs have communicated an intention to improve diversity in the supply chain</li> <li>CXOs have delegated responsibility to improve diversity to the procurement organisation</li> </ul>	<ul style="list-style-type: none"> <li>CXOs have clear targets to improve diversity in the supply chain and are required to report against those targets</li> <li>CXOs have allocated part-time resources to work on initiatives aimed at improving diversity in the supply chain</li> </ul>	<ul style="list-style-type: none"> <li>CXOs have clear targets to improve diversity in the supply chain, with specific targets for gender diversity, and their remuneration is linked to performance against these targets</li> <li>CXOs actively sponsor projects and initiatives aimed at increasing supplier diversity</li> </ul>

Source: Jointly developed by the Women's Forum for the Economy and Society and AT Kearney

**Stages of maturity – supply chain processes**

Category	Foundational	Building	Operational	Embedded
<b>Sourcing Strategy &amp; Processes</b>	<p><b>Early Foundational</b></p> <ul style="list-style-type: none"> <li>Procurement would like to increase diversity in the supply chain, but no formal requirements or tools are yet being considered</li> </ul> <p><b>Progressing Foundational</b></p> <ul style="list-style-type: none"> <li>Organisational sourcing strategy states an intention to increase diversity in the supply chain</li> <li>This message is well communicated throughout procurement and supply chain</li> </ul>	<ul style="list-style-type: none"> <li>Supplier diversity considerations are encouraged to be applied during sourcing efforts, based on the category manager's discretion</li> <li>Requiring category managers to include supplier diversity measures in their category strategies is being considered</li> </ul>	<ul style="list-style-type: none"> <li>Organisation actively and systematically scans the market for suppliers with strong diversity so they can be invited to market events</li> <li>Category managers are required to demonstrate that they have enabled suppliers with strong diversity to participate in market events</li> <li>Supplier diversity is often a consideration when making sourcing decisions</li> </ul>	<ul style="list-style-type: none"> <li>Category managers are required to include initiatives to increase supplier diversity as part of their category strategy</li> <li>Sourcing process/toolkit includes mechanisms to facilitate and encourage participation by suppliers with strong diversity</li> <li>Active consideration of supplier diversity is an embedded part of all sourcing decisions</li> </ul>
<b>Supplier Segmentation</b>	<p><b>Early Foundational</b></p> <ul style="list-style-type: none"> <li>Suppliers are classified based on spend levels only</li> </ul> <p><b>Progressing Foundational</b></p> <ul style="list-style-type: none"> <li>There is an ambition to segment based on diversity criteria, but data is not yet collected</li> </ul>	<ul style="list-style-type: none"> <li>Supplier diversity considerations applied for supplier segmentation, but limited data is available to enable this to be implemented</li> </ul>	<ul style="list-style-type: none"> <li>Supplier diversity is part of formal supplier segmentation for specific categories / markets and data is largely available</li> </ul>	<ul style="list-style-type: none"> <li>Supplier diversity is a key criteria for classifying supplier relationships company-wide and across all spend categories</li> </ul>
<b>Verification &amp; Certification</b>	<p><b>Early Foundational</b></p> <ul style="list-style-type: none"> <li>Procurement would like to learn more about diversity and inclusion, but are not sure where to start</li> </ul> <p><b>Progressing Foundational</b></p> <ul style="list-style-type: none"> <li>Procurement and supply chain functions actively look-to and take guidance from the wider organisation on D&amp;I topics</li> <li>Procurement and supply chain are fully compliant with the organisation's D&amp;I policy and are always abreast of changes to the policy</li> </ul>	<ul style="list-style-type: none"> <li>Organisation is keen to learn more about supplier diversity initiatives and has joined a NGO/Think Tank or non-profit organisation to help learn more</li> <li>Organisation also sometimes attends events focussed on diversity in supply chain</li> </ul>	<ul style="list-style-type: none"> <li>Supplier diversity initiatives, KPI's and performance benchmarked and verified with industry peers on an ad-hoc basis</li> <li>Presence and representation at diversity in supply chain events and organisations</li> <li>Opportunities for certification are taken as they are presented, but are not actively sought-out</li> </ul>	<ul style="list-style-type: none"> <li>Supplier diversity initiatives, KPI's and performance systematically benchmarked and verified with cross-industry peers</li> <li>Member and contributor to leading NGO's/Think Tanks and non-profit organisations leading thinking on gender diversity in supply chains</li> <li>Systematically seek and achieve external certifications for diversity in supply chain</li> </ul>

**Partnering:** Create cross-organisation partnerships for development and sharing of best practices cross sectors and geographies

Source: Jointly developed by the Women's Forum for the Economy and Society and AT Kearney

**Stages of maturity – enablers**

Category	Foundational	Building	Operational	Embedded
<b>Training &amp; Development</b>	<p><b>Early Foundational</b></p> <ul style="list-style-type: none"> <li>The organisation is exploring diversity and inclusion training options, but it is not yet systematically offered</li> </ul> <p><b>Progressing Foundational</b></p> <ul style="list-style-type: none"> <li>Diversity and inclusion training is included as part of the wider organisation training programme</li> <li>Specific focus on procurement and supply chain within this training is being considered</li> </ul>	<ul style="list-style-type: none"> <li>Diversity in the supply chain is included as part of the general D&amp;I training</li> <li>Training sessions on diversity and inclusion are available to all procurement personnel</li> </ul>	<ul style="list-style-type: none"> <li>Training sessions on the benefits of diversity in the supply chain are mandatory for all procurement &amp; supply chain personnel</li> <li>Suppliers with strong diversity are offered training to help them navigate the sourcing process</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Diversity training made a global priority across all parts of the organisation</li> <li>Importance and benefits of diversity in the supply chain is communicated to all suppliers</li> <li>Suppliers with low diversity are offered D&amp;I training</li> </ul>
<b>Performance Management &amp; Incentives</b>	<p><b>Early Foundational</b></p> <ul style="list-style-type: none"> <li>There is an interest in knowing about diversity metrics in the supply chain, but collecting data is not a priority</li> </ul> <p><b>Progressing Foundational</b></p> <ul style="list-style-type: none"> <li>Supplier diversity data collected ad-hoc and stored locally</li> <li>Narrow set of leading indicators (e.g. # of employees trained in D&amp;I, # of projects trying to increase diversity) are reported within procurement, where data is available</li> </ul>	<ul style="list-style-type: none"> <li>Supplier diversity data systematically captured as part of the supplier on-boarding process</li> <li>Leading indicators reported for each category (e.g. # of sourcing event actively engaging suppliers with strong diversity), with modest spot-bonuses for strong performance</li> </ul>	<ul style="list-style-type: none"> <li>Supplier diversity data, including specific gender-diversity parameters, systematically captured as part of the supplier on-boarding process and updated during sourcing events</li> <li>Procurement has clear diversity KPI's (e.g. % of spend with female-owned businesses) which are cascaded down to category level</li> <li>Performance against diversity KPIs included in performance review for all Senior procurement staff</li> </ul>	<ul style="list-style-type: none"> <li>Supplier diversity data, including specific gender-diversity parameters, systematically captured and maintained</li> <li>Procurement has a clear set of lagging and leading gender-diversity KPI's which are cascaded down to category level</li> <li>Business outcomes (e.g. new innovations, cost reductions) of increased diversity systematically tracked and reported</li> <li>All Senior procurement staff remuneration linked to performance against diversity KPIs</li> <li>The business invests in infrastructure to make sure that the data can be systematically recorded, analysed and tracked.</li> </ul>

Source: Jointly developed by the Women's Forum for the Economy and Society and AT Kearney