

YWomen DIVERSITY MEASURES/METRICS

The Following Should Be Measured and Tracked for Every Functional Area of the Company

Talent: Current Baseline of Employees by Level, Sourcing Goals and Strategies; % of Diverse Slates/Interviews, % of Diverse Panels/Interviews, Advancement Rates/Goals, Regrettable Losses, Tracking and Development of Hi-Po Talent, Formal Succession Planning

Engagement: Participation Rates, Engagement Levels by Age/Function/Tenure/Organizational Level, 360 Feedback, Step Level Interviews, Focus Groups/Feedback/Actions Taken

Marketing

AREA	MEASURES/METRICS (Develop Gender Baseline, Set Target)
Brand	Brand Awareness, Brand Recognition, Brand Image, (Perceived Quality, Relevance, Credibility, Preference, Consideration, Purchase Intent), Customer Relations/Loyalty Drivers (Customer Inquiries, Customer Acquisitions, Purchase Frequency, Purchase Conversion, Retention, Lifetime Value)
Media/Digital Media	Total Rating Points/Frequency/Reach vs. Target, Total Visits, New vs. Repeat Visits, Traffic Sources (Organic, Direct, Referral), Leads, Impressions, Conversation by Traffic Source
Innovation	Research and Development Dollars Focused on New Female Targets/Demos, Number New Products in Pipeline/Test Market
Agency	Representation of Agency by Function, Dollar Spend with Women-Owned Business Agencies, Agency Procurement/Spend by Vendor

Sales/The Field

AREA	MEASURES/METRICS (Develop Gender Baseline, Set Target)
Market Share (Syndicated/External)	Share by Brand, by Market, by Customer, by Package, by Age/Demo, by Gender and Ethnicity
Baseline Business Performance (Internal)	Revenue by Segment/Channel, Opportunity Gap, Customer Analysis (Top 100), ROI, Profit Margin, Price/Package Mix, Share of Wallet
New Business	Opportunity Gap for New Customers, Verticals/Channels, Targeted New Product Sell-in, Test Markets Results
Customer Satisfaction	Formal Customer Satisfaction Surveys, Call Center or other Data Collection/Inquires/Resolution by Gender, Monitor On-line Product Review, Discussion Forums, Feedback from Social Media Sites

HR Programs and Processes

AREA	MEASURES/METRICS (Develop Gender Baseline, Set Target)
Performance Management	Ratings/Ranking Performance by Gender, Disparate Impact Analysis Organizational by Gender, Ratings Calibration Equity by Gender
Compensation	Compensation Equity New Hires, Wage Gap Analysis by Role/Function, Incentive Equity by Gender, Pay Equity by Industry
Learning and Development	Gender/Unconscious Bias Training, Men and Women Working Together for Team Effectiveness, Training for Sales People on Gender Differences, Gender Communications/Influencing Skills
Company Programs	Diversity Advisory Council, Employee Resource Groups, Formal Mentoring, Ombuds/Third Party Resolution
Company Benefits	Formal Flex Time Programs and Usage of (Telecommuting/Compressed Schedule, etc.), Paid Maternity/Adoption Programs (Indexed vs. Industry), Joint Spousal Maternity Leave, On-Site/Subsidized Day Care

Senior Leadership and Other Areas

AREA	MEASURES/METRICS (Develop Gender Baseline, Set Target)
Sr. Leadership	Divisional Level Plan Development and Reviews, ERG/BRG Sponsorship Engagement, Communication/Initiatives Deployed, Talent Review Process (Diverse Pools, Panels, etc.) adhered to
Board of Directors	Representation, Linkage to Company Mission, Execution/Commitment to Monitor
Procurement	Actual Spend by Women-Owned Business, Net New Vendors Engaged/Supported/Created
Staff Functions; Finance/IT, HR	Representation of Agency by Function, Dollar Spend with WOB Agencies, Agency Procurement Spend by Vendor

Corporate Reputation/Communications

AREA	MEASURES/METRICS (Develop Gender Baseline, Set Target)
Communication	Formal Communication Strategy and Plan, Reach/Frequency /Effectiveness of Internal and External Written Plan elements, Ranking/Lists, Formal Diversity Report

YWomen INTEGRATED WOMEN'S LEADERSHIP PLAN

Objective

Women's Business Initiative to generate incremental revenue growth of XX% resulting in an additional \$XX MM in Operating Profit (Year One Annual Business Plan as a part of a Five Year Operating Business Plan)

From Sales and Marketing Plan

GOAL	STRATEGY	INITIATIVE	METRIC
Grow Market Share of existing products by 10 points to "Fast Tracker" target audience	Implement Breadth and Depth targeted Social Media approach	<ul style="list-style-type: none"> Execute Women 365 (breadth marketing/ social media plan) to target daily messaging as "a key part of your everyday life" Execute Celebrate Now (depth programming) targeted to twice a month indulgence 	<ul style="list-style-type: none"> 25% increase in sales of non-discounted full margin product Increase of Favorite Brand rating by 6 points 35% increase in mix of targeted discounted products
Acquire 1.2 MM new users via new product line targeted to "Fulfilled Empty Nester"	Expand test market of "Project Ziva" nationally	<ul style="list-style-type: none"> Sell-in of top 9 items in Top 100 accounts Execute targeted awareness trial program in top 20 markets by April 	<ul style="list-style-type: none"> \$XX MM operating profit by year end 15% Targeted HH trail by June in top 20

From Talent Plan

GOAL	STRATEGY	INITIATIVE	METRIC
Double the number of Women in Sr. Leadership (Job Grades 15 and above) to 70 in Five Years. This years Goal is +10 new promotions	Develop Accelerated Female Management program	<ul style="list-style-type: none"> Conduct analysis of Promotions, Losses and Chokepoints. Review data and implement solutions Conduct talent review to determine hi-potential talent. Source externally as needed Source Off-Site Develop. Program 	<ul style="list-style-type: none"> Female Talent Movement Numbers, Promotions, Regrettable Losses Internal vs. External Hires 35 Program attendees
Increase Engagement level of female employees by 12 points.	Implement formal flex-time across Division	<ul style="list-style-type: none"> Create Flex-Time Policy & Guidelines & Implementation Plan Conduct Management Training on policy implementation 	<ul style="list-style-type: none"> Overall increase in engagement Usage by role/function 80% Completion rate

From Corporate Reputation Plan

GOAL	STRATEGY	INITIATIVE	METRIC
Become our Industry's Top Company for Women	Benchmark and exceed current industry competitors	<ul style="list-style-type: none"> Obtain independent third-party analysis of our current state vs competition Conduct internal gap analysis for quick win and longer term elements 	<ul style="list-style-type: none"> Project milestones per plan Change in external ranking

This does not represent a complete plan but merely a sampling of various elements