On October 15th, the Los Angeles Business Journal hosted a virtual private champagne reception to introduce this year’s awards finalists.

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Letter from the Publisher

This year’s three-part Women’s Leadership Series culminated with the 2020 Women’s Leadership Awards. This year’s event – staged virtually – was a tremendous success. Taking place on Wednesday, October 21st, it was truly a privilege to honor the terrific women leaders within the Los Angeles business community. The awards program was jump-started by a powerful keynote discussion between UBS Wealth Management’s Jane Schwartzberg and Jennifer Povlitz. After having a chance to listen to their important message on “Owning Your Worth”, we moved into the celebration.

With more than 350 nominations this year, our judges were faced with a lot of difficult decisions. In the end, we narrowed this impressive field down to five Finalists, and ultimately, one Honoree in each of six award categories: Entrepreneur of the Year, CEO of the Year, Executive of the Year, Community Impact Advocate of the Year, Rising Star of the Year, and Volunteer of the Year.

Many thanks to our sponsors, who helped to reimagine what this event could look like. We took the event from an in-person half-day forum and completely transitioned it into a three-part all-digital series which included a total of six panels, a private champagne toast, a keynote conversation and awards ceremony.

Congratulations to all of this year’s honorees, finalists and nominees who lead by example. They are successful in blending effective business vision with a passionate commitment to positively making a difference, both in the world of business and in the communities they serve.

Best regards,

Josh Schimmels
Publisher & CEO
Powerful together

Let’s join forces to empower women more than ever.

We know the value that you bring to your clients. And like you, UBS also knows the importance of ensuring that all women take their rightful seat at the financial table. Join us.

Let’s talk about the opportunities for you, and your clients.
Contact any of these managers directly or e-mail us at womenandinvesting@ubs.com.

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ubswomen
GAIL BECKER
CAULIPOWER

CauliPower was born on a Pinterest fail. Really. As the mom of two boys with Celiac - an autoimmune disease leaving their bodies unable to process gluten – Gail Becker tried desperately to find nutritious, gluten-free options that weren’t filled with fat, sugar, salt and calories. Frustrated, she turned to a like-minded community of healthy hackers and stumbled upon recipes (lots of them) for cauliflower crust pizza. Becker’s creation tasted just fine, but it looked awful, her kitchen was a disaster and she had spent 90 minutes she didn’t have making a pizza crust!

Becker figured she probably wasn’t alone and in 2016 left her job as President of Edelman to take the entrepreneurial dive and create CAULIPOWER. Under Becker’s stewardship, CAULIPOWER is on a mission to reinvent our most favorite foods, one healthy meal hack at a time. CAULIPOWER’s first meal hack, cauliflower crust pizza, created a white-hot category right out of the gate. Today, CAULIPOWER is America’s favorite cauliflower crust pizza, the #1 better-for-you pizza, #1 gluten-free pizza, and fastest-growing frozen pizza brand in the U.S. In addition to cauliflower crust pizzas, the CAULIPOWER family of vegetable-forward meal hacks now includes baked not fried chicken tenders, flavored rice cauliflower, cauliflower tortillas, and sweet potato toast.

With the CAULIPOWER brand, Becker is innovating the frozen food aisle – in more than 25,000 retail stores – and it remains her mission to eliminate the need for consumers to choose between taste, convenience, and health. Plus, every CAULIPOWER purchase benefits the American Heart Association, Teaching Gardens Network, a program installing edible teaching gardens in underserved public schools.
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DR. FRANCES ELLINGTON
Principal,
State and Local Tax Practice Leader
Green Hasson Janks

LOS ANGELES BUSINESS JOURNAL NAMES
DR. FRANCES ELLINGTON
A FINALIST FOR 2020 “MOST INFLUENTIAL WOMEN IN ACCOUNTING: RISING STAR OF THE YEAR”

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DENYELLE BRUNO
Tender Greens

Denyelle Bruno is the President and CEO of Tender Greens, a Los Angeles-based health-conscious restaurant concept founded in 2006 with 28 locations nationwide. A Los Angeles native, she has worked with some of the most renowned brands including Apple, Peet’s Coffee & Tea and Macy’s, to name a few. During her time at Apple, Bruno was one of a seven-member team asked to create a retail experience for Apple Computer, thus creating and overseeing the rollout of the first 25 Apple Stores. At Drybar, she opened 55 locations in just three years.

Bruno is known for taking brands that are already iconic to a level of best-in-class household names that simply cannot be ignored. Under her stewardship, not only is Tender Greens positioned to grow successfully nationwide, but poised to reach the brand’s higher purpose of transforming lives both within the company and its communities.

Last year, Bruno announced Tender Greens’ commitment that by the end of 2020, 50 percent of the restaurant leadership positions will be filled by women. Bruno’s dedication to diversifying the restaurant-level leadership includes executive chef, sous chef and restaurant manager positions to assure that company initiatives, policies and practices are created from a set of diverse ideas and perspectives. Under her leadership, the company continues to redefine the industry and set the tone for gender diversity in the restaurant space and beyond. To do so, Tender Greens has created a leadership training program for which any employee, male or female, from entry-level on up can be recommended by regional executive chefs. Female staff members are encouraged to nominate themselves for the program.

CEO OF THE YEAR FINALIST

KELLY COFFEY
City National Bank

When Kelly Coffey took the helm of City National Bank in 2019, she became the fourth CEO in City National’s 66-year history, CEO of the largest bank based in Los Angeles, and one of only three women CEOs of the country’s largest 50 banks. She had a clear vision for how to make a great company even better – then the pandemic hit.

As part of Coffey’s focus, even pre-pandemic, has been making sure that the bank’s growth and digital transformation, City National retained what’s kept it successful: its culture of always putting clients, colleagues and communities first. During the pandemic, that culture became more important than ever. When the crisis hit, Coffey put colleagues first, especially their health and safety. She also announced there would be no layoffs in 2020 due to the pandemic. Then she focused on clients and stepped up for the bank’s communities.

CEO OF THE YEAR FINALIST

JEAN FREEMAN
Zambesi

Jean Freeman leads the largest female-owned, full-service creative agency in both the advertising industry and Los Angeles. Since she took the helm as principal and CEO in 2017, she took a fledgling agency and expanded its offerings to include cross-communications strategy, creative, media and analytics services, a female consumer insights practice, and production division. Today, the agency is seen as an industry powerhouse and has attracted top clients including The TaylorMade Golf Company, Coca-Cola Company, Ultimate Software, and Apple’s Beats by Dre. And she’s accomplished all of this without any outside investors or private equity money, and without incurring debt for her firm.

Zambesi has been recognized as one of the 100 Fastest Growing Companies in LA, was ranked one of the Largest Woman-Owned Businesses in LA by the Los Angeles Business Journal, and has been included on the Inc. 5000 list for multiple years in a row.

CEO OF THE YEAR FINALIST

ANOOSHEH OSKOUIAN
Ship & Shore Environmental, Inc.

As the pollution abatement industry’s only female CEO, Anoosheh Oskouian is unique within the environmental sector. She has over two decades of experience in industrial air pollution capture and control equipment - from engineering, design, fabrication, to maintenance.

At age 14, Oskouian convinced her parents in Iran to send her to the US to receive an education. After seven years at Florid Daniels, she tapped the savings from her 401k and bought a sheet metal company which she has since transformed into a successful engineering firm, Ship & Shore Environmental, with $12 million in annual sales. The company produces pollution control systems that help plastics, printing, aerospace and chemical manufacturers reduce emissions. Her vision for the company capitalizes on years of experience gained while helping her clients implement a variety of energy reduction strategies including alternative energy sources.

CEO OF THE YEAR FINALIST

ERIN RANK
Habitat for Humanity

In 2020, Habitat LA celebrates its 30th Anniversary and Erin Rank has served as its first and only President and CEO for the last 23 years. Prior to her arrival, the organization was run by volunteers out of their homes, who raised enough to build on average one home per year. Rank saw the great need for affordable housing in Los Angeles and challenged herself and the organization to do more. Since 1998, she has helped to grow the organization from a team of one to a multi-million-dollar organization with 140 employees that has helped to grow the organization from a team of one to a multi-million-dollar organization with 140 employees that has served more than 1,000 families in LA with affordable housing solutions.

Through her vision and leadership, Rank has sustained development and construction projects during challenging real estate markets, making Habitat LA the only non-profit to be named in the Top 25 Residential Developers in LA four years in a row, and one of the most respected Habitat affiliates in the country.
Think in the next.

At UCLA Anderson, we encourage tomorrow's leaders to look beyond the horizon and create a better future.
EXECUTIVE OF THE YEAR WINNER

HELEN S. KIM
Vida Ventures, LLC

As one of the most accomplished women business leaders in biotechnology, Helen S. Kim has nearly three decades of leadership experience and an inimitable track record of outstanding accomplishments. She is currently a managing director of Vida Ventures, a venture capital firm in LA with a mission to expand life sciences in LA and beyond by advancing transformative biomedical innovations.

Kim joined Vida in 2019 and played a central role in raising over $600 million for the firm’s latest fund, which now has approximately $1 billion in assets under management. In addition to leading the LA office, she serves on the Management Committee and is co-chair of the Investment Committee. Kim was previously the executive vice president of business development at Kite Pharma in Santa Monica, where she led all corporate development initiatives including Kite’s acquisition by Gilead in 2017 for $11.9 billion dollars, the largest pre-commercial acquisition in the history of biopharma.

Aside from Kim’s extensive professional commitments and board obligations, she is personally invested in developing the next generation of life-science leaders. Despite her demanding schedule, she always makes time to mentor younger generations. These individuals, both Vida and non-Vida employees, come from a variety of academic backgrounds (including MDs, MBAs, PhDs) and local institutions (UCLA, USC, Cal Tech, etc.). Kim’s experience, unparalleled track record, and professional network provide incredible opportunities for invaluable learning, education and exposure to biomedical innovation happening in LA and beyond.

EXECUTIVE OF THE YEAR FINALIST

NICOLE DUCKETT
L.A. Clippers

Nicole Duckett built the Clippers’ legal department from the ground up as the organization’s first in-house counsel. She is the NBA’s first woman of color to serve as chief legal officer. Duckett advises on all strategies related to protecting the business and focuses on innovations in new media, digital platforms and broadcasting. She also oversees the L.A. Clippers Foundation as its President. Duckett has also led the formation of the Clippers’ G League team, executed several innovative new team partnerships, and led the All-Star Weekend Supplier Diversity Program in 2018, among many other responsibilities.

Duckett’s previous experience includes serving as the General Counsel for Regal Assets LLC, a commodities brokerage firm headquartered in L.A., where she built their in-house legal department as well. Prior to that, she was the managing partner of the Los Angeles Office of Milberg LLP, and also advised multi-national companies at Thelen LLP and Davis Wright Tremaine LLP.

EXECUTIVE OF THE YEAR FINALIST

ERICA HUGGINS
Fuzzy Door

Erica Huggins, a veteran Hollywood executive and producer, is president of Seth MacFarlane’s Fuzzy Door. She oversees all development and creative direction for the production company’s content creation, including its recent, massive $500 million overall television deal with NBCUniversal Content Studios, as well as film, literature, music and digital media. She has applied her experience to curate and define the company’s forward-thinking leadership in entertainment across all television, digital platforms and media. Huggins’ experience and strategic acumen have garnered her an esteemed reputation in the business and led to her current role as executive producer on Hulu’s anticipated Fuzzy Door series, “Cosmos: Possible Worlds,” a feature film based on Clive Barker’s acclaimed horror anthology “Books of Blood,” a feature film based on Clive Barker’s acclaimed horror anthology, and the award-winning Fuzzy Door brand, which is behind many of the biggest current production companies, with a focus on science, drama, comedy, science fiction, politics, and music.

She is a producer on Hulu’s anticipated “Books of Blood,” a feature film based on Clive Barker’s acclaimed horror anthology book of the same name, coming out in October. Under her helm, she oversees the production of “The O’Briens,” “Family Guy,” “American Doll,” and the award-winning Cosmos series, “Cosmos: Possible Worlds,” making its broadcast debut this Fall on Fox.

EXECUTIVE OF THE YEAR FINALIST

LEILA ROUHI
Ring

Leila Rouhi joined the Ring team in June 2016 and spent her first two years as Ring’s general counsel, later becoming president in April 2018. Rouhi spends a significant amount of time ensuring every decision that is made drives Ring’s mission of making neighborhoods safer. From managing Ring’s sales and marketing operations, to overseeing the day-to-day of Ring’s nearly 2,800 employees, Rouhi inspires her team to deliver the best possible experience to Ring customers, everywhere. Now more than ever, Rouhi is focused on delivering Ring’s mission — including helping neighbors stay connected with one another and informed by providing them tools and resources through the Neighbors app.

Before joining Ring, Rouhi served as the director of Legal Affairs at True Religion Brand Jeans, prior to which she practiced M&A and corporate law at Milbank Tweed, and a small boutique firm in Los Angeles.

EXECUTIVE OF THE YEAR FINALIST

KELLI SAGER
Davis Wright Tremaine LLP

Kelli Sager is a nationally-renowned First Amendment lawyer. For 35 years, she has represented content providers in every medium, including newspaper and magazine publishers, book authors, film studios, broadcasters, and Internet publishers. Her work includes defending against defamation, privacy, and copyright claims, protecting journalists’ shield law rights, and fighting for press access to government records and proceedings. She is regularly at the forefront of high-profile media cases, securing landmark decisions that protect her clients’ First Amendment rights.

Sager’s work over more than three decades has required her to adapt to an ever-changing media environment, applying her analytical skills and expertise to new technologies, as well as to changes in the economic and political landscape that affect her clients. Throughout her career, she also has been a strong advocate and role model for women litigators, striving to eliminate disparate treatment and perceptions of women in the profession.
Congratulations to the honorees of the Los Angeles Business Journal’s 2020 Women’s Leadership Awards. Your achievement inspires us all.

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COMMUNITY IMPACT ADVOCATE OF THE YEAR WINNER

LISA WOODS
GroundSwell Group

Lisa Woods runs operations for GroundSwell Group and manages the thousands of non-profit relationships the organization has forged. The balance of understanding the needs to the NPO community so that connections with brands wanting to support causes can be made is a unique and special talent. Woods has led efforts to get NPOs funding and support that they would otherwise not have access to.

GroundSwell Group bridges the gap between non-profits and corporations. Woods and her colleagues have built the largest network of non-profits in the world and work to design and develop cause marketing solutions for their corporate partners through those networks. With 96% of US households involved with charity in some way, Woods and team have the unique ability to reach these consumers in a creative and meaningful way.

In March of 2016, a few months after Woods was named COO, GroundSwell launched the first ever non-profit brand influencer marketplace which allows its brand partners to tap into the power of reaching donors and volunteers from the hundreds of thousands of non-profits in the United States. Nonprofits are in a unique position to act as brand influencers and GroundSwell leverages its relationships to make campaigns successful.

As chief operating officer at the GroundSwell Group, Woods oversees all daily operations and procedures. She leads the management and execution of strategic alignments and targeted initiatives and activations; manages key partnerships; designs and implements business strategies, plans and procedures.

COMMUNITY IMPACT ADVOCATE OF THE YEAR FINALIST

LORA LEVY
Beverly Hills Escrow and Working Dream

Lora Levy is undoubtedly one of the most well-known and highly influential people in Beverly Hills. Growing up locally, she befriended many people in the community who she calls friends and clients today.

Now serving as owner and president of both Beverly Hills Escrow and Beverly Hills Deferred Exchange (started in the mid 1980s), she's earned over 35 years of experience in all phases of escrow including having the ability to close complex transactions that are unmatched in the industry. Levy's expertise has been called upon many times by UCLA's Finance Department. She frequently lectures at both USC and UCLA. Levy is very involved in the community in a number of organizations with a special place in her heart for children. She has been an active and passionate advocate for Foster Youth, being a mentor for hundreds and a foster parent for many.

COMMUNITY IMPACT ADVOCATE OF THE YEAR FINALIST

SUZANNE LERNER
Michael Stars

Suzanne Lerner, successful serial entrepreneur and co-founder and president of fashion brand Michael Stars, inspires emerging business leaders with her fierce advocacy of racial and gender equity. Through the years, she has overcome her own challenges with gender inequity in the male-dominated fashion industry. Her most decisive battle came just five years ago when her late husband and co-founder Michael Cohen passed away.

Grieving and fighting for her company, Lerner could have stepped down. Instead, she stepped up. She broke down silos, encouraged collaboration, and diversified the workforce — opening up new opportunities for growth. Today, the company is women-led with a dedicated team that engages its customers in philanthropic initiatives and gives away millions to support mentorship, empowerment, and social justice programs for women and girls of color.

COMMUNITY IMPACT ADVOCATE OF THE YEAR FINALIST

PATRICIA GLASER
Glaser Weil, LLP

Patricia Glaser is head of Glaser Weil’s Litigation Department and tops the short list of trial attorneys in the nation sought after for high-stakes litigation. Respected as a business trial lawyer, she also provides general legal counsel to publicly and privately held companies across a range of industries, including intellectual property, real estate, entertainment, banking and securities. Her clients include Fortune 500 companies, major studios, real estate investors and developers, financial institutions and high-profile entertainers and public figures.

Glaser also maintains formal associations with a number of organizations including being a member of the board of directors for Los Angeles Music Center Theatre Group; The Geffen Playhouse; The National Judicial College; former member of the Board of Trustees; the Western Region of the American Friends of The Hebrew University of Jerusalem; and the UCLA Israel Studies Program; among others.

COMMUNITY IMPACT ADVOCATE OF THE YEAR FINALIST

SANDRA EVERS-MANLY
Northrop Grumman

Sandra Evers-Manly joined Northrop Grumman as a summer intern in college and has been with the company over 20 years. She is currently the vice president of corporate social responsibility at Northrop Grumman. Prior to her current role she was vice president of ethics and diversity. She is also the president of the Northrop Grumman Foundation, which she helped found.

In addition to her leadership roles at Northrop, Evers-Manly founded the Black Hollywood Education and Resource Center. She is also passionately dedicated to the development and advancement of students. She is currently sponsoring a student led development and advancement of students.

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When needs arise in the community, leaders meet them with determination and thoughtfulness. Your leadership not only inspires change, but moves others to get involved and make a difference.

Wells Fargo proudly celebrates the 2020 nominees and winners.

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KSENIA YUDINA
UNest

Ksenia Yudina is the Founder/CEO of UNest, the mobile app that makes it easier than ever before for parents to save for their children’s future. At UNest she has spearheaded the development of the breakthrough fintech solution and raised funding from leading venture capital funds including Northwestern Mutual, Anthos Capital, Artemis Fund, and Draper Dragon.

As an executive at Capital Group, Yudina realized student debt was holding back millions of people, and that there was an opportunity to alleviate this through technology. Developing a technology solution within a large, established financial institution was challenging however. The process and expense of developing a technology solution independently was equally daunting. Faced with these challenges Yudina decided to invest her own money into developing an app that would go on to revolutionize how parents save for their children.

Yudina’s own experience as an immigrant in the United States where she had to contend with over $200,000 in student loans upon graduating with her MBA, inspired her to found UNest. Her colleagues report that she consistently exhibits the determination, creativity, and resilience necessary to build a market-leading consumer fintech company in an industry that routinely presents a myriad of hurdles for women entrepreneurs.

Recently, Yudina has fought the bias against women founders amongst the venture capital community, and raised a significant Series A round of funding ($9 million) in the heart of the pandemic. Her ability to recruit high level talent and to architect and spearhead a complex financial solution has helped tens of thousands of American families better manage their money and plan for their child’s future.

MARISSA LEPOR
The Sage Group

Mariissa Lepor is an associate at The Sage Group, specializing in corporate financial advisory for fashion, beauty and other branded consumer businesses. She plays an instrumental role in prospecting new brands, managing investor relationships, and executing mergers, acquisitions, and capital raises.

Since joining the firm upon graduating from Columbia University in 2016, Lepor has stretched beyond the responsibilities typically associated with her title in business development, financial analysis, legal negotiation, deal strategy, and problem solving. She has been influential in the sale of Oribe to Kao, Pura Vida to Vera Bradley, and Blenders to Safilo, among others. In addition, she runs the firm’s inter/analyst recruiting and training programs, helping to define, develop and mold its talent and culture. Genuine and self-driven, her personal and professional accomplishments are motivated by her innate passion for helping others.

LIZ WALDECK-PINCKERT
AdColony

In four years, Liz Waldeck-Pinckert has made significant contributions to the AdColony company with her work in Publisher Growth. She played a seminal role in establishing this new department that would use data analysis, account management, and strategic planning to drive growth from top revenue clients. While facing multiple layoff rounds and organizational restructuring, Waldeck-Pinckert stepped up by becoming proficient in the product technology and creating detailed processes to build a solid team.

Despite being one of the few women in a male-dominated space, Waldeck-Pinckert has not only developed a strong voice among executive leadership in the company but also among clients and partners. She led her team to increase revenue by $2 million within an eight month period and continues to have the largest impact of enabled revenue for AdColony. She took over the User Acquisition business earlier this year which has increased revenue by $1 million each quarter.

CAROLINE “CAY” YOUNG
Los Angeles Sparks

Caroline “Cay” Young joined the LA Sparks in 2016 as a coordinator and became VP of the department in just over two years with the team. Having a background in equestrian sports did not look like a logical transition to the WNBA but she thrived.

Since joining the team, Young has helped pilot new corporate and community initiatives while raising revenue and monetizing new assets. Additionally, the Sparks were number 1 in the WNBA for sponsorship revenue in 2019 and won Franchise of the Year for the first time under the newest ownership group led by Earvin “Magic” Johnson.
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**WOMEN’S LEADERSHIP SERIES & AWARDS 2020**

**VOLUNTEER OF THE YEAR WINNER**

**GISELLE FERNANDEZ and MATTIE MCFADDEN LAWSON**  
City Year Los Angeles

City Year Los Angeles, an education-based nonprofit that places AmeriCorps members in systemically under-resourced Los Angeles schools, announced in July that national philanthropic leader Mattie McFadden-Lawson and award-winning Spectrum News 1 anchor Giselle Fernandez have been selected as the organization’s new board co-chairs.

The announcement came as the COVID-19 pandemic has magnified structural, social and economic inequities in Los Angeles—inequities City Year has been addressing for over a decade, but that are now more pronounced than ever as communities of color face staggering job loss rates, higher rates of COVID-19 infection and death, and disproportionate learning loss.

The two women, who previously served as members of the board, now lead the board to increase City Year’s impact as the organization’s work takes on new urgency. With studies indicating that learning loss from school closures could leave some students up to a year behind on academic gains, City Year’s tutoring and mentorship approach offers a lifeline to students.

A recent study found that students who received support from City Year demonstrated improved social, emotional and academic outcomes, and that moving up just one level in social-emotional skills is equivalent to gaining an entire school year of growth in math or English.

Prior to school closures, City Year Los Angeles members served students in more than 25 school sites in Los Angeles Unified and Inglewood School Districts with their Whole School Whole Child approach. As schools closed their doors and shifted to distance learning following the COVID-19 pandemic, members served 2,905 students in virtual classrooms, providing 329 hours of in-class support.

**VOLUNTEER OF THE YEAR FINALIST**

**LAURA BRILL**  
Kendall Brill & Kelly LLP

A rising star at one of L.A.’s larger law firms, Laura Brill took the risk and launched a new law firm with Richard Kelly 11 years ago. Today, Kendall Brill & Kelly, is ranked among the top boutique firms in the state by the Daily Journal. The publication ranked her among the state’s Top 100 Lawyers and its Top Women Lawyers. Lawdragon named her one of the nation’s Top 500 lawyers, and Chambers & Partner lists her among the state’s top appellate lawyers.

Brill is a strong advocate for the LGBTQ+ community, earning her the Good Neighbor award from Equality California and Defenders of Democracy Award from People for the American Way. She serves on the Lambda Legal National Leadership Council and Board member of the Los Angeles LGBT Center assisting in their chosen careers but also active in community. In her free time, she planning strategies for affluent clients.

**VOLUNTEER OF THE YEAR FINALIST**

**SARAH DUSSEAUXT**  
Los Angeles Homeless Services Authority

Sarah Dusseault serves on the Los Angeles Homeless Services Authority (LAHSA) Commission. Appointed by Supervisor Solis, she is outgoing commission chair and is currently chair of the Ad Hoc Committee on Governance Reform. She also served as co-chair of LAHSA’s Ad Hoc Committee on Women & Homelessness. She is committed to including women’s unique experiences and investing in systems change to bring a crisis response to homelessness.

Throughout her career, Dusseault has gained a reputation as a passionate advocate, policy expert, and an innovative problem solver. She serves in various leadership roles in her community, including as a mentor to many young women, an Advisory Board member for the Los Angeles Business Council and Board member of the Los Angeles LGBT Center assisting in their work to open an intergenerational campus addressing the needs of people experiencing homelessness.

**VOLUNTEER OF THE YEAR FINALIST**

**LINDA KIM**  
Bank of America

In Linda Kim’s 20 years of service at Bank of America, she has experience in consumer banking, background screening investigations, hedge funds investigations, fraud investigations, global financial crimes compliance, enterprise fraud intelligence team and currently with global commercial banking.

During this year of in response to the critical needs of the pandemic, Kim has donated over 1,000 reusable face masks to the Bresee Foundation, Asian America Professional Association and Chinatown Service Center to be provided for staff protection; and to the communities they serve who are in need of this essential item. At Bank of America, Kim drives volunteer efforts at the Greater Los Angeles Associate Engagement co-chair; chair emeritus for the Asian Leadership Network (ALN) and volunteer co-chair for the local region to get associates involved and engaged. She also serves on the board of directors at the Bresee Foundation and Asian American Professional Association.

**VOLUNTEER OF THE YEAR FINALIST**

**REBECCA ROTHSTEIN**  
Merrill Lynch

From Merrill Lynch, Rebecca Rothstein works with high net worth individuals, families, and institutions, helping them advance their wealth management goals. As a managing director and private wealth advisor, Rebecca Rothstein focuses on wealth management, tax minimization, and estate planning strategies for affluent clients.

Rothstein is also very active in the community. In her free time, she participates in a number of charitable efforts in Los Angeles. She is the proud mother of four sons and recently became a grandmother. Among her most significant achievements is that her sons are successful in their chosen careers but also active in supporting Teen Cancer America. Rothstein supports Teen Cancer America with a significant contribution of her time and financial expertise. TCA would not exist without her.
Dream big.
And inspire others to do the same.

At KPMG, we never underestimate the power of passionate individuals who are committed to success. We are proud to congratulate Audit Partner, Michelle Wroan, for being appointed to serve as the Los Angeles office managing partner.

Michelle Wroan, Managing Partner
KPMG LLP
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CONGRATULATIONS TO OUR 2020 NOMINEES!

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Deborah Aldredge
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Carolina Amador
Kalley Aman
Belva Anakwenze
Lisa Anderson
Mana Andrews
Lauren Antion
Bita Ardalan
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Barbara Armendariz
Diana Ballon
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Davido Brook
Lauren Brooks
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Natalie Greenberg
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Bringing More Women on Board

Wilson: You previously held positions at Kroger and JPMorgan Chase & Co., but now you are VP of Public Affairs and Advocacy at Pacific Clinics, what drew you into the nonprofit world?

Gamiño: The agency’s mission and nearly 95-year track record of providing mental health and supportive services was compelling. Pacific Clinics is one of the largest behavioral health agencies in Southern California and has helped hundreds of thousands of people and families. Mental health was important before the pandemic and is even more critical now as our community faces unprecedented challenges.

Wilson: What led Pacific Clinics to take diversity into account?

Gamiño: Pacific Clinics has been a pioneer in offering culturally responsive services and diversity is one of the organization’s core values. But we know that this work requires an intentional focus to make a difference, so the organization established an Office of Diversity, Equity and Inclusion to ensure that we attract, support and retain a diverse workforce that feels valued, respected, engaged and included.

Wilson: Can you share some practical advice to increase board gender diversity?

Gamiño: Make it a priority to find women and those with diverse backgrounds and hold the nominating committee accountable. It can be a barrier to only look at candidates that come from internal networks.

Exceptional boards recognize that diversity is essential to an organization’s success and is in a stronger position to be in touch with community needs. I recommend reaching out of your networks or bringing in external support to help source candidates. Also, expand search criteria. Look for skilled candidates that might not be straight from the C-suite. While experienced board members offer wisdom, there is still a systemic barrier at many companies in relation to promoting talented women to these positions. Instead, define the necessary skill set. For instance, if the board needs someone who is skilled in finance, look for someone with that skill.

Wilson: Term limits can also help foster diversity by creating healthy turnover. Having a bench of talented committee members, who can become governing board members, is one strategy to achieving diversity. Another is to consider a young professionals board. For example, the Downtown Women’s Center established a Leadership Council, that serves as a pipeline for future board members and advocates. Do you have other suggestions for improving the recruitment and onboarding processes for boards to make them more inclusive?

Gamiño: I suggest partnering with an external organization, such as AABLI, for support. They can provide training on implicit bias and access to board candidates through AABLI’s extensive database of experienced professionals.

Wilson: Leveraging the skills, knowledge and experience of each individual board member is important, however providing board members opportunities to challenge themselves in different ways is equally important. At the start of my board service with DWC, I was not immediately asked to join the Audit or Finance Committees, instead I was invited to join their Capital Campaign Committee, which was interesting and rewarding. Over the years I’ve been given the opportunity to contribute in different ways, increasing my commitment and engagement.

Gamiño: I will add that going through the AABLI program, several years ago, gave me the knowledge and understanding to identify what I am passionate about, which helped focus my nonprofit board participation.

Wilson: Do you have one final takeaway on the importance of a diverse board?

Gamiño: Diversity is a business imperative that creates a strategic advantage. We can all advance together. If you have any questions, GHJ’s experienced nonprofit team can provide the tools your organization and board needs to succeed in these very challenging times.

Myeisha Peguero Gamiño is the vice president of public affairs and advocacy at Pacific Clinics, where she directs the strategy, driving the clinics’ public policy, communication and marketing efforts. With nearly 20 years of experience in philanthropy and public affairs, as well as community and government relations, Gamiño has held related roles at Fortune 500 companies. She is active on the board of the Boys and Girls Clubs of Metro Los Angeles, a city commissioner and an AABLI alumna, Class 5.

Make it a priority to find women and those with diverse backgrounds and hold the nominating committee accountable. It can be a barrier to only look at candidates that come from internal networks.

Board Gender Diversity is a Key Goal for Nonprofits

A Q&A Discussion with Donella Wilson, Green Hasson Janks and Myeisha Peguero Gamiño, Pacific Clinics

Nonprofits were early advocates for building diversity within their organizations, however there is still work to be done when it comes to board gender diversity. Donella Wilson, Partner and Nonprofit Practice Leader at Green Hasson Janks and President and Chief Philanthropy Officer for GHJ Foundation, recently discussed the barriers to board diversity with Myeisha Peguero Gamiño, Vice President of Public Affairs and Advocacy at Pacific Clinics and a board member of the African American Board Leadership Institute (AABLI).

Wilson: Term limits can also help foster diversity by creating healthy turnover. Having a bench of talented committee members, who can become governing board members, is one strategy to achieving diversity. Another is to consider a young professionals board. For example, the Downtown Women’s Center established a Leadership Council, that serves as a pipeline for future board members and advocates. Do you have other suggestions for improving the recruitment and onboarding processes for boards to make them more inclusive?

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Congrats, Leila Rouhi, on your Executive of the Year nomination.

From all of us here at Ring, thank you for your infinite wisdom and outstanding guidance. We’re honored to work alongside you as we continue to help make neighborhoods safer for neighbors everywhere.
Investing in Women is Good Business

By GRACE KANDANI

Investing in women makes good business sense because diverse and inclusive workplaces are essential in meeting the needs of today’s diverse customers, clients and communities. Women play an increasingly important role in helping advance the global economy, with women owning 37% of all businesses worldwide.

Bank of America recognizes the significant role women play in advancing thriving economies. It’s why we continue to invest every day in helping women make meaningful contributions within the company and in their communities.

A snapshot of our current employee demographics shows that women make up more than 50% of Bank of America’s global workforce, nearly 45% of the global management team, more than 40% of our managers and 35% of board of directors — exceeding industry benchmarks for representation.

So how did we get here? By bringing talented women to our company, investing in their career growth, and supporting the economic empowerment of women everywhere.

For example, the bank partners with more than 200 colleges and universities around the world to recruit diverse talent, and our most recent summer intern class was 47% female. The bank also has programs designed specifically to support the retention and career development of female employees such as the LEAD (Leadership, Education, Advocacy and Development) for Women employee network, which is more than 31,000 members strong.

In 2020, the bank received a perfect score of 100 on the Human Rights Campaign Foundation’s Corporate Equality Index. The bank was also named 2019 Catalyst Award winner for support of women in the workplace; 2019 Top Company for Women Technologists by AnitaB.org; and World’s Best Bank for Diversity & Inclusion by Euromoney magazine.

The bank is lead sponsor of the National Women’s Business Conference hosted by the National Association of Women Business Owners, working to propel women entrepreneurs into economic, social and political spheres of power.

Our partnership with the Institute for Economic Empowerment of Women on its Peace Through Business program helps women entrepreneurs from Afghanistan and Rwanda improve their businesses through financial management and mentoring.

The bank also includes employees in its annual Global Women’s Conference; Women’s Executive Development Program and the Women’s Next Level Leadership Program, among other professional development opportunities to help foster female talent in the bank.

For example, the bank offers employees 16 weeks paid parental leave for maternity, paternity and adoption leave. Parents can also receive reimbursement of up to $240 per month, per child for eligible child-care expenses. Employees caring for aging parents can take advantage of our company’s adult care services program offering resources, support and expertise to help manage these responsibilities.

As a leader in financial services, Bank of America also supports women entrepreneurs with capital and resources to help them grow their businesses.

We partner with the Tory Burch Foundation Capital Program to provide access to affordable loans to grow their business.

Through the Bank of America Institute for Women’s Entrepreneurship at Cornell, we are providing 20,000 women entrepreneurs with free, online learning to help advance their businesses.

The Global Ambassadors Program connects women leaders of social enterprises and small businesses to mentoring to help them hone their skills and realize their economic potential.

We work with the Cherie Blair Foundation on its Mentoring Women in Business Programme to connect women entrepreneurs around the world to online mentoring; more than 500 Bank of America employees have participated as mentors.

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The bank also includes employees in its annual Global Women’s Conference; Women’s Executive Development Program and the Women’s Next Level Leadership Program, among other professional development opportunities to help foster female talent in the bank.

But an effective diversity and inclusion program goes beyond recruitment and development and includes progressive workplace policies and benefits so employees feel supported in managing responsibilities at work and at home. For example, the bank offers employees 16 weeks paid parental leave for maternity, paternity and adoption leave. Parents can also receive reimbursement of up to $240 per month, per child for eligible child-care expenses. Employees caring for aging parents can take advantage of our company’s adult care services program offering resources, support and expertise to help manage these responsibilities.

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The bank works with Paradigm for Parity, an organization committed to achieving gender parity across all levels of corporate leadership.

With Girls Who Code, the bank offers a summer immersion program for high school-aged girls to learn skills in digital technology and robotics and gain exposure to women engineers and entrepreneurs at the bank.

We’re proud of these investments, which have been noticed by Working Mother magazine’s 100 Best Companies and Bloomberg’s annual Financial Services Gender-Equality Index. The bank was also named 2019 Catalyst Award winner for support of women in the workplace; 2019 Top Company for Women Technologists by AnitaB.org; and World’s Best Bank for Diversity & Inclusion by Euromoney magazine.

While the recognition underscores our commitment to a diverse workforce, the achievements directly reflect the dedication, effort and drive to make a positive and lasting impact on our company, and communities.

Grace Kangdani is Business Banking Market Manager for Bank of America.
Davis Wright Tremaine congratulates our colleague and partner Kelli Sager for being nominated as a finalist for Executive of the Year by the Los Angeles Business Journal.
Emotional Health in the Time of COVID

By MICHAEL BRODSKY, MD

In March, it looked like COVID-19 would be the most anxiety-provoking news event of the year. But a lot has happened since then: police killings and anti-racism protests, wildfires and evacuations, political acrimony, and more than a few earthquakes. When we look back on these days, we will likely feel sadness mixed with relief that somehow, we managed to endure. Until then, we have many months to get through.

In the face of overlapping crises, many are feeling powerless. It is important to remember that we have control over our own choices. One of the best ways to exercise this control is to maintain good self-care habits. In this article, I want to lay out some ideas for daily, weekly, monthly, and yearly habits that can help maintain emotional health and well-being.

Every day:

• Get outside (with a mask!) and into nature. Spending twenty minutes a day in natural surroundings has been shown to foster a sense of well-being. If you have a chance to exert yourself while you are outside—ever better.

• Limit social media and news intake. Try to avoid constantly checking for updates. Once a day is plenty. And, be thoughtful about your sources—Facebook and Twitter are not exactly known for accuracy. If you’re worried you might miss safety updates, you can sign up for Notify-LA alerts by texting “READY” to 888-777.

• Relax and breathe. Whether you already practise mindfulness or want to start, there are many resources to help you live in the present moment. For example, Headspace, a popular meditation app, is available free of charge to L.A. County residents for the rest of 2020.

• Call or video chat with a relative. Get your medications refilled at the pharmacy or by mail.

Every week:

• Go on a date, or a play date. Regular diversion from our obligations inoculates us against stress. Whether it’s Zoom trivia nights, virtual happy hours, or neighborhood strolls, socializing—even at a distance—keeps our brains interpersonally engaged. For individuals, regularly scheduled outings with friends offer a great way to unwind. For couples, spending free time together makes it easier to address conflicts collaboratively rather than with confrontation.

• Consider a new hobby. A favorite pastime or hobby can provide a welcome distraction from daily tasks. Some hobbies, like gardening or walking the dog, are even shown to reduce mortality.

• Call your medications refilled at the pharmacy or by mail. With flu season coming and the pandemic continuing, please call the National Suicide Prevention Lifeline at 1 (800) 273-TALK (8255). It is important to remember that we have control over our own choices.

Every month:

• Plan your next vacation or staycation. Much of the emotional boost of vacations comes from looking forward to them. The anticipation of future time off can provide a mini mental escape from daily drudgery. We benefit from booking a future adventure and keeping it on our mental calendar.

• Get your flu shots. If you’re worried you might miss safety updates, you can sign up for Notify-LA alerts by texting “READY” to 888-777.

Every year:

• Take every opportunity to mark celebrations. Just because the pandemic continues doesn’t mean that life’s milestones are on pause. We need to take time to highlight the birthdays, anniversaries, graduations, and holidays that mark the progress of our lives. In fact, this year’s commemorations are likely to be more memorable than most.

• Get your flu shots. Seriously. While you’re at it, don’t forget your annual physical and recommended screenings. This is a recommendation to help maintain the health and wellness of those around you. The fewer people that are vulnerable to the flu, the more strain that our healthcare system can avoid over the coming winter.

Finally—in ask for professional help when you need it. It goes without saying that if you are currently in distress or feeling overwhelmed, then you should not try to implement these habits until you feel better. If you are in crisis, please call the National Suicide Prevention Lifeline at 1 (800) 273-TALK (8255). It is important to remember that we have control over our own choices.

As we look back on the year that was, we will likely feel sadness mixed with relief that somehow, we managed to endure. Until then, we have many months to get through.
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Whether your child is just beginning the planning process, an entering freshman or a returning student, getting ready to send them off to college is traditionally an exciting time for all. But with the current pandemic wreaking havoc on well-laid plans, compounded by rising tuition and, in many cases, declining household income, that excitement has been clouded over by a host of questions.

Here we offer some guidance to help you and your child decide on the best path forward in these unprecedented times.

1) How is the coronavirus changing the college experience?

Although the pandemic should not be the driving force behind your child’s ultimate choice of a college, the all-around environment of college life is difficult to come by this schoolyear. For many students the higher the percentage of online instruction at their choice of college has resulted in a greater number electing to sit out this schoolyear. According to higher education market research firm, the Art & Science Group, this could be the biggest gap year ever, with roughly 1 in 6 high school seniors saying they were making alternative plans for attending college this fall.

2) How do we choose the right school?

Despite any aspirations you have for your child to attend a particular college, the ultimate goal is an education that leads your child to a successful and happy future. Studies show that the most important factors for a successful education are related to how engaged the student is with professors, projects, mentors, and extracurricular activities and organizations. This might well include a four-year college, but alternate avenues to consider are two-year community colleges along with internships or apprenticeships. This track might be especially appropriate, for instance, if your child has deferred this schoolyear due to the coronavirus. Alternatively, depending on your child’s career plans, a vocational or trade school might be more suited to both their needs – and your pocketbook.

3) What is the best way to pay for college if need-based financial aid is off the table?

If your household income does not allow your student to qualify for need-based financial aid, one of the best ways to save early for college is a tax-advantaged account. Some of the most popular options for college savings include 529 plans, Coverdell Savings accounts, and Education Savings Bond Programs. Although time-consuming, it can be well worthwhile to search for scholarships, merit aid and grants to ease some of the sticker shock. A great source is the Peterson Guide to Cash for College, which lists thousands of grants and scholarships. Start the application process no later than the early part of your child’s junior year of high school.

4) What is the return on investment for my child’s education?

One easy way to put your child’s college education into perspective is to compare tuition with how much money they stand to make after graduation, and then factor how many years they would need to work to break even on the investment. Begin by talking about their aspirations and career goals, then estimate how much money they can realistically expect to earn out the gate based on those projected goals. To research salary ranges for specific job roles in particular markets, you can refer to websites like Glassdoor.com and PayScale.com.

5) Should my child help pay for school?

It can be a good idea to have your kids assume some ‘skin in the game’ when it comes to the cost of their college education, especially given the statistics that a third of students won’t even graduate and nearly 60 percent will take up to six years to earn a bachelor’s degree.

For more information, contact Candice Nakagawa at candice.nakagawa@unionbank.com or visit our unionbank.com/private-banking to learn more about how we can help you better understand and evaluate the many options for a rewarding college education available to you and your child.

The foregoing article is intended to provide general educational information about college planning and is not considered financial or tax advice from Union Bank. Wills, trusts, foundations and wealth planning strategies have legal, tax, accounting and other implications. Clients should consult a legal or tax adviser.
With the hardships and difficulties brought on by COVID-19 to our local business community, the David Nazarian College of Business & Economics is here to provide help and support through free consulting services.*

*Performed by Nazarian College students with oversight by an experienced team of Nazarian College faculty.

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This year’s homebuying season has been like no other. It got off to an early start followed quickly by an abrupt stop as states locked down during the early days of the pandemic. Then, it roared back with historically low interest rates and many lockdown-weary buyers looking for space to better fit their needs to work and entertain at home.

As we settle into the fall and a time of year when some buyers usually retreat, you may be wondering what’s happening in the marketplace now. Is it still a good time to buy?

As mortgage application data from the Mortgage Bankers Association for the first part of September,以及National Association of REALTORS. preliminary data shows contract signings for the four weeks ending Sept. 20 were up 23 percent compared to a year ago, according the National Association of REALTORS.

Meetings are still in the market, though the number of properties for sale has been low. Even so, fall and winter months may provide a good time to look and traditionally provide buyers a chance to shop in an environment that may offer a little less intense competition.

**GETTING READY TO BUY**

If you’re in the market to buy, here are a few considerations to get you started:

- Know what kind of payment you can manage. Our home mortgage consultants can help work with you to have this discussion and help figure out what might work with your budget. Take a look at your overall expenses, including what you are paying for rent or a mortgage payment right now, and then decide how much room you have to maneuver.

- Make sure you are up-to-date on your current mortgage or rent payments and check your payment history. Lenders may not offer you a new loan if there are signs you may be currently experiencing financial difficulties or if you haven’t demonstrated the ability to consistently manage your mortgage or rent payments in the past. It’s always a good idea to be up-to-date on all your bills when you begin the mortgage process.

- Understand your down payment options. Many consumers think they can’t get a loan unless they have 20 percent of the purchase price to put down. That’s simply not the case. There are a number of low- and no-down payment home financing options that may fit your financial situation. Be sure to talk to a home mortgage consultant about home financing options.

- Have money in savings. This pandemic has brought home the importance of having savings in the bank. Owning a home means you’ll have expenses for repairs and updates, and the pandemic has shown us the importance of having some money set aside to help us navigate rainy days. It’s good to have savings set aside and continue to add to that pool even after you buy the house.

- Embrace digital tools. We’ve been very focused on helping our customers manage the mortgage process in a more contactless way. Most of our customers use our online mortgage application process, and they have options to upload documents and sign disclosures electronically during the process. We even have options for more contactless closings. These are all tools we’ve been working on to add convenience, and we’ve accelerated progress to help our customers feel safe during the pandemic.
Montage is proud to work with the Los Angeles Business Journal in their quest to raise awareness for women in business and at home.

As a woman owned business Montage takes great care in helping our female employees and clients get the support they need.

"Our firm cares about you and your employees as though they were our own family. This embodies trust that year after year we will bring forth the best, most cost-effective insurance programs and customer care."

- Danone Simpson, CEO & President, Montage Insurance Solutions
Women in the Workplace: A Strategic Priority

By DARA F. CASTLE

In a global economy with an increasingly diverse workforce, employers must create workplaces that suit the needs of diverse populations. And women are a big part of the equation. In fact, according to a recent economic blog update by RSM Chief Economist Joe Brusuelas and one of RSM’s Industry Eminents, Laura Dietzel, women now outnumber men in the workforce (50.04% to 49.96%). There are 109,000 more women than men in the American workforce, excluding agricultural jobs, which foreshadows what we at RSM believe will be a significant period of change in wages, benefits and the way companies of all sizes work.

And yet, certain questions in the fourth quarter of RSM’s 2019 RSM US Middle Market Business Index (MMBI) uncovered that only 27% of executives indicated that their organizations support gender-equality causes, and 46% reported that they are focused on women’s issues and empowerment. Without a stronger focus on women, these businesses will miss out on the benefits driven by this shift in the workforce and the diverse perspectives women bring to business.

A formalized inclusion strategy can enhance a company’s ability to attract and retain high-performing women. At RSM, our 11 employee network groups help ensure that all of our 11,000+ employees nationwide feel a sense of belonging at our firm. One of these groups – STAR (Stewardship, Teamwork, Advancement, Retention,) – is focused specifically on women. And while it’s granted toward women, STAR is open to anyone at RSM who is interested in issues important to this segment of our workforce. Members receive regular communications from STAR leaders and are invited to participate in various events across the firm. We also make leadership opportunities available to STAR members, so they can learn and practice important workplace skills in a friendly and supportive environment.

What else can employers do to help women succeed in the workplace? Each company has a unique culture that shapes the way its people interact, so activities focused on women in the workplace should be tailored to each company’s culture. Some we’ve found successful at RSM include:

• Create a formalized inclusion plan. This might include a focused recruitment strategy that targets diverse populations, with an emphasis on women. Employers should regularly review talent pipelines, and monitor attrition and promotion rates for women, and make adjustments where needed to ensure that they can attract and retain key female talent.

• Place an emphasis on leadership. Provide leadership mentoring programs for high-performing women to help them build their internal networks, create a sense of community and enable your company to address leadership issues with the female perspective as part of the equation.

• Provide flexibility. Help employees manage the demands of both their professional and their personal lives. While flexibility benefits all employees and their employers, it’s particularly helpful for women, who tend to shoulder more of the responsibility for activities on the home front.

• Offer educational and networking opportunities. Implement programs around self-advocacy, networking opportunities and access to other women leaders to foster additional and inspiration that might not be found elsewhere in a corporate setting. RSM recently hosted a women’s leadership event where we focused on teaching women how to build their personal brands, boost their self-confidence, fine-tune their negotiation skills, develop pools of allies and sponsors, and become self-advocates. While these topics are relevant to all of our professionals, there are differences in how women approach these things and in how they’re perceived when they do. Openly acknowledging these differences and discussing how to address them makes women more confident in their careers.

• Be creative. Continuously look for innovative ways to talk about gender inclusion. At RSM, for example, we offer our STAR ENG “Women’s Words of Wisdom” video series, which provides tips and insights on a variety of topics important to STAR members. These aren’t expensive, professionally produced videos, but simple brief video shorts with personal phones that allow us to quickly and easily share information and insights to help women succeed.

With women now accounting for more than 50% of today’s workforce, providing a welcoming and inclusive work environment for this portion of the population is clearly a business imperative. Take the steps needed today to keep your company competitive in the future.

Dara Castle is the Washington, DC Metropolitan Area Office market leader and is the national leader of RSM’s government contracting practice. As the market leader, she is responsible for the culture, growth and strategy of the four Washington areas.
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Congratulations to Prologis’ Lisa Reddy
and her fellow 2020 Los Angeles Business Journal Women’s Leadership Awards Nominees

Prologis is the leading owner, operator and developer of logistics real estate with approximately 965 million square feet (90 million square meters) owned and under management in 19 countries on four continents.
While many wealth management firms and financial advisors believe that men and women have the same financial needs, research shows that a more customized approach may serve women better. When developing an investment framework, it’s vital to understand how women view financial success. For most women, financial success is a means to live and improve their lives.

A recent PIMCO survey showed that women rank health and wellness on par with financial longevity. By contrast, male investors typically prioritize market outperformance as their primary goal.

There also tend to be marked differences between men’s and women’s investment decision-making and behavior. Three behaviors that tend to differentiate men and women from an investment standpoint are: confidence in investing abilities, portfolio risk tolerance and financial discipline. As highlighted in UBS’ Own Your Worth survey, research shows that “women consistently underestimate their own abilities while overestimating what is required to be financially involved.” Women’s lack of confidence in their financial literacy and the belief that it is too complicated or that they don’t know where to begin are some of the primary reasons women invest less than men.

**WHAT WORKS? PERSONALIZED ADVICE AND GUIDANCE**

Education is key to overcoming this hurdle. Financial advisors who take the time to provide comprehensive explanations can help women become more comfortable with investing.

While men and women are both willing to take risk, women are more comfortable taking calculated risks that are based on the certainty of achieving their goals. Women take a more “fact-based” approach; however, this can make them less willing to invest in the capital markets. Higher cash balances and an over-allocation to low risk investments, including fixed income, can dampen returns. Thoughtful financial planning can help women take an appropriate amount of risk aligned with meeting their goals.

Lastly, on average women are more disciplined investors than men; they trade less and are less likely to try to time the market. Women tend to stick to a long-term plan, which discourages buying and selling assets opportunistically. By contrast, men trade more over time, which detracts from their portfolio returns, with the result that women’s investment portfolios often outperform men’s, assuming the same level of risk.

These findings are supported by a UC Davis study that found women beat men by an average of about 1% annually on a risk-adjusted basis.

**A FRAMEWORK FOR IMPROVEMENT**

Given what we know about the differences between men and women, it is important to have a way to address these differences. UBS Wealth Way can be an effective approach to help prioritize and pursue personalized goals and objectives. Starting with ques-
The Los Angeles Sparks is proud to support standout women in business who share our goals of empowering females of all ages within our communities to build a better, stronger and more equitable world.

UBS Wealth Way helps you to focus on what’s really important. This allows your Financial Advisor to help organize your financial life into three key strategies:

- Liquidity to help provide cash flows for short-term expenses
- Longevity for long-term needs
- Legacy for needs that go beyond one’s own lifetime

This framework allows women to define risk and returns based on the financial and personal goals that are uniquely important to them. 74% of investors say that this approach helps ease anxiety about their financial future, no matter what’s happening in the market. Recent research also indicates that what women want aligns with these three key strategies.

Read more on the wealth way framework for women as well as detailed guidance on considerations for women during estate planning in UBS Matriarchs on the Rise. Then, let’s talk. Contact us at womenandinvesting@ubs.com.

Information for this article was provided by UBS Financial Services. For more information, visit ubs.com/women or call (213) 972-1561.

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UBS Wealth Way is an approach incorporating Liquidity. Longevity. Legacy. strategies, that UBS Financial Services Inc. and our Financial Advisors can use to assist clients in exploring and pursuing their wealth management needs and goals over different time frames. This approach is not a promise or guarantee that wealth, or any financial results, can or will be achieved. All investments involve the risk of loss, including the risk of loss of the entire investment.

As a firm providing wealth management services to clients, UBS Financial Services Inc. offers investment advisory services in its capacity as an SEC-registered investment adviser and brokerage services in its capacity as an SEC-registered broker-dealer. Investment advisory services and brokerage services are separate and distinct, differ in material ways and are governed by different laws and separate arrangements. It is important that clients understand the ways in which we conduct business, that they carefully read the agreements and disclosures that we provide to them about the products or services we offer. For more information, please review the PDF document at ubs.com/relationshipsummary.

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2019 UBS Global Wealth Management survey of more than 6,200 high net worth global investors (with at least $1 million in investable assets). Survey results are based on investor responses (either “agree or disagree”) to a specific question about organizing their assets according to the approach with Liquidity. Longevity. Legacy. strategies. In this case 74% said it will help ease their anxiety about planning for their financial future.
Study Examines Corporate America’s Latina Leadership Crisis

Senior-level Latina talent is heading for the exits of corporate America at an alarming rate, according to a study released this past May by the Network of Executive Women (NEW) and Hispanic marketing platform Latinarrific. At a time when annual Hispanic buying power is approaching $1.7 trillion, yet there are no Latina CEOs within the Fortune 500 and Latinas represent the fastest growing sector of small business entrepreneurs, the study provides essential insights into the drivers of Latina career advancement and ways in which companies can better identify, promote and retain Latina leaders for a competitive advantage in the marketplace.

“We’re seeing gains in quality through middle management, but there’s still a sparsely-paved pipeline of women of color, especially Latinas, for senior leadership positions,” said NEW CEO Sarah Alter. “Once we understand why, we can begin to shift the tide, knowing that diversity and inclusion is not just the right thing to do, but it’s an imperative business strategy in today’s multicultural landscape.”

The newly-released study, Latinas in Corporate America – A Foot in Two Worlds: Elevating the Latina Experience, examined a wide body of research, centering its primary findings on a focus group of 36 senior and mid-level Latina executives. The group included a cross-section of first, second and third generation Latinas from multiple countries and cultures of origin.

“The report represents the broad experiences that the majority of focus group participants shared,” said study co-author Arminda Figueroa, Latinarrific Vice President of Strategy and Audience Engagement. “Within any ethnic group is a heterogeneous set of experiences, worldviews and backgrounds, so identified trends cannot be viewed as reflective of every Latina’s journey.”

Many of the Latinas interviewed said they don’t feel they fit easily into the typical corporate culture of the United States. While this could be celebrated from a differentness-assert-strength perspective, study insights show far too many companies quashing Latinas diversity. With the current standard for everything from promotability to executive presence based on white male norms, Latinas have generally succeeded despite their corporate culture of the United States. While Latina’s journey.”

Factors hindering Latinas from seeing an opportunity for authentic advancement in large corporations include:

**Collectivism vs. Individualism** – Many Latinas are raised in a collectivist culture where the good of the group trumps individual pursuits. Latinas are praised by their parents for being selfless, generous, and helpful, and respecting authority figures. When a Latina enters the very individualistic culture of U.S. businesses, where assertiveness, independence and appropriate “push-back” are valued, the dichotomy can be confusing for the Latina and her manager.

Some Latinas’ reluctance to self-promote, their support for end-result versus individual accomplishments, and their hesitation to challenge authority figures, including their boss, can be misconstrued. Instead of being coached on how to turn these behaviors into strengths, complementing them with what their corporate culture values, many very qualified Latinas are overlooked for promotions or fast-tracking because their team spirit and cultural values make them look less “hungry” or personally qualified for advancement.

“**Latina-ness** vs. reserve – Some Latinas in the focus group described their “Latina-ness” as “too much” for their corporate culture. Latinas are told they’re “too colorful” or “too expressive” and asked to “tone it down.” Corporate poker-face is in direct contrast to the use of hands and passionate expression most Latinas learned as essential to communication. Participants described being perceived as having a “Latin temper,” being a drama queen or overly sensitive – all while trying to discern what their coworkers’ neutral expressions meant in meetings.

**Personalismo vs. “too familiar”** – Being friendly, open, and physically close is natural for most Latinas, but can be misunderstood by
coworkers from less open cultures. Touching and close physical proximity are common ways to connect personally and respectfully with someone when conducting business in Latin cultures, but sometimes go beyond the American norm of friendliness at work.

Prioritizing family vs. “whatever it takes” – Many Latinas place a significant emphasis on spending time together as a family – something corporate America says it values but often does not accommodate well. While work-life balance is a critical consideration for most women, Latinas face the added complication that staying at home with a trusted family member, close friend or nanny is the preceived norm of friendliness at work.

To date, advice on attracting and retaining women of color has been largely generic, yet women of color’s career development needs are very diverse. The study authors urge corporate leaders to look to Latinas as individuals, so they can build a more robust talent development plan, addressing the isolation and bias participants described. “Companies need to shift the expectation from knowing to genuinely caring about the Latina’s hopes, fears and dreams,” said Mary Mathis, LatinAmerica Founder and CEO. “If they can build confidence and trust, and keep their Latinas motivated with enthusiasm for a project, they’ll unearth Latinas’ true potential to be powerful networkers and game-changers.” Recommendations include:

Embrace diversity and inclusion as “smart business” – Study after study show diverse companies outperforming their competitors. Companies with culturally and ethnically diverse executive teams are 33 percent more likely to see better-than-average profits, according to a McKinsey & Company report, and when that diversity extends to a company’s Board of Directors, the competitive advantage increases to 44 percent. Leveraging the thinking of diverse groups leads to smarter ideation and decision-making that reduces a company’s risk of being blindsided by something a diverse team would have flagged.

Brand loyalty is exceptionally strong among Hispanics. In an economic crisis, brands that stay relevant and vested in their engagement with their Hispanic customers have proven to bounce back sooner and stronger.

Recognize bias –Latinas are subject to a range of bias in the workplace, both conscious and unconscious. Focus group participants referenced the “mamana” stereotype, presuming individuals from Latin cultures put things off until tomorrow rather than addressing them head-on today, and employers’ assumption they are somehow less intelligent because they have an accent. Some described being disengaged not only by native English-speakers, but sometimes by Latin co-workers for their regional dialect. The study authors encourage companies to continue, or enact, unconscious bias training, noting that building the empathy and emotional intelligence of managers helps build better relationships with all employees, especially multicultural ones.

Practice inclusive leadership – Without inclusion, diversity will not be the key. True cultural competence means understanding and valuing the uniqueness of diverse others, while also accepting them as members of the group. Companies that celebrate differences and identify how those differences are making a positive business impact will win and retain Latina talent.

Create sponsorship programs – Unlike a mentor who can provide advice and perspective, a sponsor is a connected individual within the organization who uses that power to help map a career path. Latinas interviewed said they had multiple mentors, but sponsors were few and far between. While most women struggle to find sponsors, it’s even harder for Latin women because of the absence of Latinas in senior level positions. If Latinas are to be able to look up and see people who look like them in the C-suite, companies need to enact deliverable interventions to help attract, develop and retain Latina talent.

Instill a culture of accountability – To significantly move the needle, companies need to hold leaders accountable for diversity and more importantly, inclusion. This means putting metrics into place that are tied to performance reviews and ultimately executive compensation.

To view or download the complete Latinas in Corporate America – A Foot in Two Worlds, Elevating the Latina Experience report, visit newonline.org/latina.

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Survey Reveals 17% of Chief Supply Chain Officers are Women

While supply chain organizations deal with the impacts of the coronavirus pandemic, they still pursue gender equality goals. According to Gartner, Inc.’s 2020 Women in Supply Chain Survey among 177 supply chain professionals, 17% of chief supply chain officers (CSOs) are now women—a 6% increase compared to 2019 and the highest rate since the first edition of the survey in 2016.

“The increase in women executive leaders over the past year is a positive sign, however the survey showed that women don’t consistently make it through the pipeline,” said Dana Stiffler, vice president analyst with the Gartner Supply Chain Practice. “Lack of progress is not something the industry can afford at the moment. Supply chain’s role in the COVID-19 pandemic and subsequent recovery is crucial, and with lives and livelihoods at stake. This is a pivotal time for many women in midlevel and senior management positions.”

Compared to 2019, there are proportionally fewer women at the vice president and director levels. In 2020, 63% of respondents do have active goals, objectives or initiatives to recruit women and build pipelines, but Ms. Stiffler said it takes years for this activity to strengthen pipelines. This dynamic also contributes to representation of women in the total supply chain workforce remaining unchanged at 39% year over year.

CONSUMER GOODS & RETAIL ORGANIZATIONS LEAD THE WAY

At 25%, consumer goods and retail supply chain organizations’ representation of women at vice president level is nearly twice that of industrial organizations (13%). One reason for this development is that 55% of industrial organizations prefer a science, technology, engineering or math (STEM) degree for senior hires, compared to 39% of consumer organizations. As women are less likely to have a STEM background than men, they are also less likely to be hired for senior supply chain roles in industrial organizations.

“Another notable difference between industrial and consumer/retail supply chain organizations is goal setting. Consumer and retail organizations were more than twice as likely to have formal targets and specific goals in management scorecards for gender diversity,” Ms. Stiffler added.

PIPELINE PLANNING IS KEY

Until recently, gender-focused inclusion and diversity initiatives focused mostly on employee resource groups and women’s leadership development programs. While organizations still value those initiatives, they have found that improved pipeline planning and management is a key factor for attracting and retaining diverse talent in leadership positions.

“Not a single respondent cited employee resource groups as a top-action for progressing women to senior leadership roles in supply chain. Leadership development programs or improved work-life balance also didn’t make the list. However, 21% claim that integrated pipeline planning is their best approach. This reinforces what we have found over the years: The right place to focus for diverse senior leadership is the pipeline and the decisions that support it,” Ms. Stiffler concluded.

This is a pivotal time for many women in midlevel and senior management positions.

METHODOLOGY

Between January and February Gartner’s 2020 Women in Supply Chain Survey gathered data from 177 respondents, primarily in North America. AWESOME partnered with Gartner to develop the survey and recruit participants. Qualified participants worked in organizations that have an internal supply chain organization or in organizations where supply chain is a separate business unit, specialty or practice area, or those who are vendors of supply chain services and solutions. Organizations also had to have a minimum of $100 million in annual revenue. Gartner, Inc. is the world’s leading research and advisory company and a member of the S&P 500. To learn more, visit gartner.com.