FEATURED SPEAKER
MIMI S. RAYGORODETSKY
SENIOR ASSOCIATE/VICE PRESIDENT
LANGAN

CO-SPONSORED BY

Cerami

Thornton Tomasetti
• Data & Statistics
• Benefits of Gender Equity
• Industry Challenges
• Industry Best Practices
• Discussion & Feedback
Percentage of Bachelor's degrees conferred to women in the U.S.A., by major (1970-2012)

Source: nces.ed.gov/programs/digest/2013menu_tables.asp | Author: Randy Olson (randalolson.com / @randal_olson) | Note: Some majors are missing because the historical data is not available for them
2016 Gender Representation in the Corporate Pipeline

% of Employees by Level

<table>
<thead>
<tr>
<th>Level</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Level</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>Manager</td>
<td>63%</td>
<td>37%</td>
</tr>
<tr>
<td>Sr. Manager/Director</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>Vice President</td>
<td>71%</td>
<td>29%</td>
</tr>
<tr>
<td>Senior Vice President</td>
<td>76%</td>
<td>24%</td>
</tr>
<tr>
<td>C-Suite</td>
<td>81%</td>
<td>19%</td>
</tr>
</tbody>
</table>

% of women in pipeline in 2015
- Entry Level: 45%
- Manager: 37%
- Sr. Manager/Director: 32%
- Vice President: 27%
- Senior Vice President: 23%
- C-Suite: 17%


(8) https://www.eeoc.gov/eeoc/statistics/enforcement/adea.cfm
(9) https://womenintheworkplace.com/#key-findings
• Income differences: shrinking but still significant

2015 median total annual compensation

INCOME GAP = 23.3%

Source: CREW, “2015 Women in Commercial Real Estate Benchmark Study.”
IMPORTANCE OF GENDER EQUITY

• Improved problem solving through diverse viewpoints
• Strengthened collaboration and development*
• Enhance firm reputation
• Decreased turnover
• Discover untapped talent pool*

Bottom Line:
Gender Equity Increases a Firm’s Bottom Line

COMMON OBSTACLES

- Aspirational Gap
- Flexible Mindset
- Sponsorship
- Unconscious/Implicit Bias
Respondent Career Aspirations (2015)

2015 CREW Network Benchmark Study

What is the #1 factor for the aspiration gap in commercial real estate?

2016 CREW Network Survey

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women lack the support in the workplace and/or at home to be successful once they are in the C-Suite</td>
<td>32%</td>
</tr>
<tr>
<td>Women believe being in the C-Suite will adversely affect their commitments/responsibilities outside of work (i.e. family, volunteering)</td>
<td>26%</td>
</tr>
<tr>
<td>Women lack the confidence to go for the C-Suite jobs (internal barriers)</td>
<td>17%</td>
</tr>
<tr>
<td>Women don’t think they can get to the C-Suite due to external barriers</td>
<td>14%</td>
</tr>
<tr>
<td>Women don’t desire the attention, scrutiny and/or politics that come with the C-Suite/top job</td>
<td>11%</td>
</tr>
</tbody>
</table>

FLEXIBLE MINDSET

Has Your Family or Marital Status Adversely Impacted Your Career or Compensation? (2015)

Source: CREW. “2015 Women in Commercial Real Estate Benchmark Study.”
• Flexible Mindset
• “Corporate Lattice” vs “Corporate Ladder”
• Identify future leaders
• Invest your time
  – Help develop skills
  – Provide opportunities
  – Advocate for them
  – Teach them confidence and to self-advocate
• Recognize bias:
  – Implicit Bias Test: https://implicit.harvard.edu
  – Corporate Sensitivity Training: Catalyst
CLOSING THE ASPIRATIONAL GAP

- Promote workplace flexibility
- Showcase successful women
- Nurture the pipeline
- Recognize bias
• Make female participation a requirement in recruiting
• Interview at least two female job candidates for every open position*

INDUSTRY BEST PRACTICES: RECRUITING

- Foster (non-traditional) female pipelines
- Utilize gender-blind hiring practices
INDUSTRY BEST PRACTICES: RETAINING

- Create and sponsor female resource groups
- Showcase women leaders
- Implement pulse checks
INDUSTRY BEST PRACTICES: RETAINING

• Offer paid family leave
• Provide re-entry program after paid leave
• Be flexible!
• Make smart mentorship and sponsorship pairings
• Institute implicit bias training
• Perform periodic pay equity tests
• Evaluate a female candidate alongside every male promotion candidate

• Establish measurable inclusion goals at the corporate level and keep them top of mind
FEEDBACK QUESTIONS

• Open Discussion
  – What does your firm do well now?
  – What can your firm do differently?

• Individual Reflection
  – Who are your superstars?
  – Are you an advocate and sponsor?
  – Have you taken an Implicit Bias Test?
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The Council of Industry Women brings together a wide array of organizations representing women involved in all facets of New York’s building industry, including engineers, architects, labor, contractors, real estate professionals and policy experts. To help create inclusive environments that support and encourage women to advance their skills and leadership potential through connection, mentorship, collaboration and discussion, the Council has created a guide on best practices for creating a Women’s Employee Resource Group within your own organization.

WHAT IS A WOMEN’S EMPLOYEE RESOURCE GROUP?
Women’s Employee Resource Groups (WERGs) are voluntary, employee-led groups that foster a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices, and objectives.

WHAT ARE THE GOALS?
- Professional development
- Amplify the profile of women internally and externally
- Increase diversity and foster inclusion
- Recruitment, retention and advancement of women
- Mentorship and sponsorship

HOW TO CREATE A SUCCESSFUL WERG
- Identify WERG ambassadors and create a core group
- Research best practices
- Seek support from top executives
- Get employees involved and open to all employees
- Name the group and define its mission and goals
- Design an enduring and sustainable structure
- Develop a budget and secure funding
- Create an innovative business solution
- Overcome challenges
- Maintain momentum
- Average relationships with other internal resource groups
- Measure success: the retention, engagement and promotion rates of group members versus those who are not members

WHAT ARE THE BENEFITS OF WERGS?
**INDIVIDUAL BENEFITS**
- Professional development
- Access to senior leaders
- Networking opportunities outside immediate area
- Potential for promotions, new opportunities to grow and contribute to the workplace
- Greater equity in pay
- Enhance competencies that are transferrable to the work environment, including interpersonal and organizational understanding, communication skills, collaboration, and leadership skills
- Ability to influence business results

**COMPANY BENEFITS**
- Increased retention
- Improved business development and client relationships
- More creative problem solving
- Productive and meaningful changes in company policies
- More women in qualified roles
- WBC members can serve as recruiters by attending conferences and job fairs, offering testimonials on the company website and hosting networking events
- Reduce isolation of employees
- Increase engagement of employees
- Enhance the culture of an organization by building a stronger community

BEST PRACTICES
- Gain support from top executives (both male and female)
- Assign a dedicated individual who is responsible for tracking metrics on retention, turnover, advancement, and promotion and works closely with Human Resources
- Establish training, mentorships and sponsorships
- Ensure continuity through succession planning
- Create opportunities to convene - in person, virtually and even anonymously
- Include segments based on career experiences and life stage

HOW THE BUILDING CONGRESS CAN HELP
- Create a directory of members with ERG's
- Publicize Industry Association opportunities
- Comprehensive website features including on-line toolkit, directory and resources
- Executive lunch and learn
- Professional development series with emphasis on networking, presentation skills, negotiating
Below is a list of Building Congress member organizations who have created Employee Resource Groups. Representatives from these organizations have offered to provide knowledge and insight on how to an internal group in your own company. Building Congress members may contact these individuals for more information.

**Anchim, Block & Anchim, LLP**
Terry Ploss
Partner
212.860.3456
Terry.Ploss@anchim.com

**Brookfield Women’s Network**
Lauren Young and Dana Pettito
Co-Chairs
212.477.7502
women@nbnbrookfield.com

**CohnReznick**
Michelle D. Lifschitz
Senior Manager
973.877.4074
Michelle.Lifschitz@cohnreznick.com

**Gilbane Building Company**
Brennan Gilbane Koch
Business Development Manager
212.312.1600
bgilbane@gilbaneco.com

**Gradel & Co.**
Carlo Oliveri, CPA, CCIFP, CFE
Partner, Construction Practice Leader
212.222.5047
COliveri@gradiassoc.com

**HOK**
Natalia Lombardi
212.981.3797
Natalia.lombardi@hok.com
Amy Beckman
212.981.3763
amy.beckman@hok.com

**Holt Construction**
Antonia Caruso
Director of Business Development
212.391.0462
acaruso@holt.com

**Hunter Roberts Construction Group**
Giuliana Benediccy, RA LEED AP
Project Manager
212.699.4740
gbenediccy@hrcc.com

**Langan**
Michelle O’Connor and Mirii S. Raygorodskiy
212.477.5500
mocconnor@langan.com
mraygorodskiy@langan.com

**LEA Consulting Structural Engineers**
Carla Villani
Director of Marketing
212.760.9000
carla.villani@learc.com

**Robert A.M. Stern Architects, LLP**
Kavey Pulis
Senior Associate
212.967.5700
kpulis@rams.com

**Siemens**
Micha Schwappach
National Co-Chair for the Women’s Information Network @ Siemens
michaelschwappach@sieemens.com

**Skanska USA Building, Inc.**
Tracy Anderson
Business Developer/Assistant Project Manager
917.348.5680
tracy.anderson@skanska.com

**Turner Construction Company - Make your Mark**
Vivian Chen
Human Resources Manager
212.325.6203
vchen@tcco.com

This list is in formation. If you or a member of your organization would like to be included, please contact Jeanine Badalamenti at 212-481-9099 or jmb@buildingcongress.com.
## June 2018

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</tbody>
</table>

**Event Calendar**
- Construction Industry Luncheon
- Annual Golf Outing

**Previous Events**
- Industry Events Calendar
- Submit An Industry Event

**Awards**
- George A. Fox Award
- Jack & Lewis Rudin Award
- Industry Recognition Dinner Past Honorees
- Leadership Awards Luncheon Past Honorees
Submit an Industry Event

Your name:  
Your Phone:  
Number:  
Your Email:  
Event Name:  
Event Start Date (MM/DD/YYYY):  
Event End Date (MM/DD/YYYY):  (Should be same as event start date unless multiple day event)  
Event Start Time:  
Event End Time (not required, leave blank if applicable):  
Event Description: details and additional information:  
Email address for questions about the event (not displayed publicly):  
Location Directions:  
Physical address where the event will take place:  (No P.O. Boxes)  
City:  
State:  
Zip:  