

How to Make a Difference

Women in Investment Management is an action-oriented Initiative!

The following are a series of “calls to action” tailored to specific audiences.

A. Any Audience

We are all responsible for meeting investor needs.

- **Take action.** We are acutely aware of the industry’s poor image and wish to improve it. We are equipped with the research and knowledge to educate others. We understand the difference women can make for investor outcomes. Now, we must work together to build a gender-balanced culture that better serves investors and society. This is essential to creating a sustainable future for the profession.
- **Increase awareness.** Despite the growing body of evidence showing the business case for diversity, recent research by CFA Institute underscores the lack of investor (both individual and institutional) awareness of how gender-diverse teams can positively impact investment outcomes. Share research findings broadly in your professional and educational networks.
- **Diversify at every level.** Homogeneity is counter to investment performance. Teams constructed intentionally to include diverse perspectives, of which gender diversity is one dimension, have been shown to deliver better results in terms of both risk and return. We expect this performance potential to influence capital allocation over time.
- **Start early.** Encourage women to pursue an education and career in investment management. Talk about the CFA charter as a global passport for career success. Share research, business cases, and stories of how women are making a difference.
- **Understand** that women may advocate for themselves differently than men. [Research shows](#) that women advance when they have both *sponsors* (those who are highly placed *and* actively advocate on their behalf) and *mentors* (those who give career advice and guidance).¹
- **Engage with this initiative.** Attend or spread the word about the next Women in Investment Management conference—Alpha and Gender Diversity: The Competitive Edge, 14–15 September 2016, in Boston, Massachusetts, sponsored by the Women in Investment Management initiative.

¹Nancy M. Carter and Christine Silva, “Mentoring: Necessary but Insufficient for Advancement,” Catalyst (2010).

- **Find out about new events and research** at www.cfainstitute.org/wim. Follow and share #CFAWomen on Twitter. Let us know if you are planning an event, and share effective ideas at cfawomen@cfainstitute.org. Engage with the [CFA Institute Women in Investment Management Network](#) on LinkedIn.

B. Members and Employers

- **Determine a baseline of gender diversity.** Analyze your firm's gender representation at all levels. Are women well-represented at all levels of your firm? Do they serve on your board? Do you have a women's initiative in place? A women's perspective at all levels enables your firm to be truly professional and improves performance, which will benefit your clients.
- **Recruit beyond traditional networks.** Women clients often look for advisers who are women, and when a firm doesn't have satisfactory women advisers, they select other firms that do. Require search firms to produce credible women candidates for top positions. Adjust job descriptions to distinguish between required and optional skills. Include women as interviewers or on the nominating committee. Set targets for recruiting women and the percentage of women in senior roles.
- **Sponsor, mentor, and ensure the visibility of women.** Studies show that women are undersponsored. Mentor and sponsor young female managers, provide opportunities that help them develop their skills, and offer the visibility they need to advance—not only internally but also externally with clients. Don't put the burden of helping women advance on senior women only.
- **Promote and retain more women.** As individuals progress to more senior levels in financial organizations, their assessments are more qualitative, which leads to a bias: Those in leadership tend to hire/promote individuals who are more like themselves. You can develop strategies and tools to overcome these unconscious biases that will significantly impact your firm's ability to promote women. **We know that people are naturally inclined to hire and promote people who are like them, so it is a difficult bias to overcome.** Keep the women you have by building a culture that is inclusive. Establish metrics that reward the creation of diverse teams. **Determine whether your firm has gender pay gaps and address them.** In the UK, companies and public sector bodies with more than 250 employees will soon have to publish the difference between the average pay and bonuses of their male and female staff. A number of other European countries require employers to publish gender pay data.
- **Promote the CFA Program** as a cost-effective, flexible option for career success. Specifically, encourage women to learn more about the [Women's Scholarship Program](#) offered by CFA Institute. For more information, send an email to scholarshipsforwomen@cfainstitute.org.

C. Society Leaders

- **Apply for CFA member society project funding** in support of the Women in Investment Management initiative. Examples of society activities are available at www.cfainstitute.org/WIM.

- **Invite more women as speakers at your events.** CFA Institute has a 20% women speaker goal. When organizing events, consider the gender balance of panels, and seek to include at least one woman on a panel/as a speaker. Share women’s initiative outcomes in your event programming. For a list of potential speakers and examples of what other societies are doing, contact Society Relations.
- **Sponsor women investment management professionals** to earn the CFA charter and help guide their careers.
- **Encourage women students** in your area to take part in the Research Challenge.
- **Support women in the investment management industry** by telling them about the [Women’s Scholarship Program](#) offered by CFA Institute and how to apply. For more information, send an email to scholarshipsforwomen@cfainstitute.org.
- **Be active in social media dialogue** at #CFAWomen and in the [CFA Institute Women in Investment Management Network](#) on LinkedIn.

D. University Faculty and Administrators

- **Assess and upgrade your recruiting program.** More than 10 years of working toward increasing the number of female MBAs, including significant investments in business school recruiting programs, has resulted in many of the most competitive business schools in the US reporting substantial percentages of women. The Wharton School’s and Kellogg School of Management’s classes of 2017 are each made up of 43% women. The MBA classes at Harvard Business School, the Tuck School of Business, and Stanford Graduate School of Business are 42% women each, and at UC Berkeley’s Haas School of Business, the new class includes 41% women.² Consider adding a mentorship program with female leaders in the investment management industry to make the study of finance more inviting.
- **Encourage women—not just those in a business or finance specialty—to consider finance and investments as a career.** Share our videos from women in the industry to hear their views. Tap into our toolkit, and reach out to your local CFA member society for volunteers to share their stories and career advice.
- **Increase scholarships for women in finance.** Since 2005, Forté Foundation sponsor schools, which include Harvard, MIT Sloan School of Management, and Wharton, among others, have awarded more than \$73 million in scholarships to women.
- **Tell women students** about the [Women’s Scholarship Program](#) offered by CFA Institute and how to apply. For more information, send an email to scholarshipsforwomen@cfainstitute.org.
- **Engage with the CFA Research Challenge.** Professors can sponsor a Research Challenge team and specifically encourage women students to join. Offer other mentorship programs with female leaders in the investment management industry.
- **Connect with your local CFA member [society](#)** to invite female industry leaders to speak to your finance students and to **support or host learning opportunities** in your local

²Rebecca Knight, “US Business Schools Hit Targets for More Women,” *Financial Times* (27 September 2015).

community to raise awareness of the gender gap in the investment management industry and the need to close it. Visibility is validity.

- **Create classroom environments that are inviting to both male and female** finance students. Enlist professors who serve as role models, offer encouragement and recognition, and consistently dispel thoughts that promote the belief that finance is only for men.
- **Join or start an organization** that supports gender diversity in the investment management industry.
- **Conduct and check out research** on the reasons behind the lack of women at institutions, and share research reports among your peer institutions and with organizations focused on gender diversity. Check in with www.cfainstitute.org as we curate and create research, tools, and strategies to help you bridge the gap.

E. Students

- **Be confident in your abilities!** Choose a career that offers challenges and fulfillment. The investment management profession is very rewarding.
- **Pursue a career in investment management** where you can participate in the economic growth of your country/economy. It is a great opportunity to work in international markets and develop leadership capabilities. Take the [career quiz](#) to see what role might be best for you. Visit our [Career Resources library](#).
- **Connect with your local CFA member society** to explore networking and mentorship opportunities with professionals in the industry.
- **Participate** in the Research Challenge. Check with your local CFA society to see if your university can get involved.
- **Find a sponsor/mentor** to help you achieve your educational and professional goals.
- **Pursue the CFA charter.** The CFA Program curriculum covers concepts and skills you will use at all stages of your career. The self-paced, online format makes it easier for you to continue working while you complete the program. Earning the CFA charter shows employers and clients you have mastered a broad range of practical portfolio management and advanced investment analysis skills. Discover the [Women's Scholarship Program](#) offered by CFA Institute and how to apply.
- **Get informed.** Check in with www.cfainstitute.org as we curate and create research, tools, and strategies to learn more about this industry, why it's important, and how you can be successful in it.