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JUNE 7, 2021



# LOS ANGELES BUSINESS JOURNAL WOMEN'S LEADERSHIP SERIES & AWARDS 2021

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**Wed. June 9**

**2PM**

**PANEL SERIES II**

**Wed. June 16**

**2PM**

**AWARDS**

**Wed. June 23**

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LOS ANGELES BUSINESS JOURNAL  
**WOMEN'S  
 LEADERSHIP SERIES  
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## Letter from the Publisher



**A**s we've navigated through societal, health and fiscal challenges over the last year and a half, I feel fortunate to have witnessed so many of our best local leaders here in the Los Angeles region – many of them women – stepping up, without fear, to help take their missions forward.

I hope you'll join us this year as we further extend our annual Women's Leadership Series & Awards. This year we are celebrating the terrific women business leaders in the Los Angeles community for the entire month of June, with a three-part series of free events. Over the next four weeks, we will share updates and recaps about each of our must-see panel discussions alongside poignant guest articles from thought leaders... culminating with our big virtual awards ceremony at the end of the month. Don't miss an issue!

With the goal of continuing to engage, inform, educate and inspire, this year's panelists will cover topics of ongoing importance from leading through change and mentorship, to the road to entrepreneurship and navigating today's work-life balance demands.

Many thanks to our sponsors, who help to make this event series possible, and once again, congratulations to the honorees – Los Angeles based women who "lead by example," successfully 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

## 2021 WOMEN'S LEADERSHIP SERIES SCHEDULE

### 1ST PANEL SERIES

**WEDNESDAY JUNE 9, 2021**

**2:00 - 3:30PM PST**

Our expert panelists will discuss these topics:

**Beyond the Glass Ceiling**

**The Greater Good**

**Generational Collaboration**

### 2ND PANEL SERIES

**WEDNESDAY JUNE 16, 2021**

**2:00 - 3:30PM PST**

Our esteemed panelists will cover these topics:

**Organizational Inclusion**

**Leading Through Change**

**Work Life Balance**

### KEYNOTE SPEAKER & AWARDS

**WEDNESDAY JUNE 23, 2021**

**2:00 - 3:30PM PST**

We will announce our 2021 finalists and honorees!

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In this issue, we take a look at Panel Series 1, taking place on June 9, 2021. This week's panelists will cover topics of ongoing importance from smashing the glass ceiling to doing work for the greater good to generational inclusion.

Among the many specific elements of the discussion were the breakthroughs on the horizon that are minimizing barriers for women in leadership; how charitable giving can best support charitable organizations in this moment of recovery; and ways to enhance generational collaboration.

Many thanks to our outstanding participating panelists, who are listed here and to the sponsors who made the event possible.

**To register for the 2021 Women's Leadership Series & Awards, visit  
[LABUSINESSJOURNAL.COM/WSA2021](https://labusinessjournal.com/wsa2021)**

**JOIN US FOR PANEL SERIES 1: WEDNESDAY, JUNE 9 @2PM**

## BEYOND THE GLASS CEILING



**Corinne Bendersky**  
*Professor of Management and Organizations*  
 UCLA Anderson School of Management



"Working women have made significant progress toward equity since the passage of the Equal Pay Act in 1963, but even with the momentum of the #MeToo movement, we have much further to go."



**Dr. Bernice Ledbetter**  
*Dean of Students and Alumni Affairs*  
 Pepperdine Graziadio Business School



"We can change the world – to see what women can bring to leadership roles. My vision is to enable every woman to feel competent, confident, and ready to lead."



**Dee Dee Owens**  
*Partner, Advisory Market Leader for the Pacific Southwest*  
 KPMG LLP



"Women have made tremendous strides in breaking into new roles and challenging the status quo, but we need to continue to push ourselves to focus less on the qualities we may not have but the ones we do."



**Jodie Poirier**  
*Executive Managing Director, Greater Los Angeles*  
 Colliers



"Ambition is not a 'dirty word.' Its connotation should not change with gender. Let's celebrate ambitious women and applaud their success."



**Angela Reddock-Wright**  
*Employment Mediator & Arbitrator*  
 Reddock Law/Judicate West



"My dream is that, ultimately, there are no ceilings or other barriers blocking women – that the sky will be our limit and the world our oyster. Women deserve that. After all, we occupy at least half of the sky."

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**THE GREATER GOOD**



**Julee Brooks**  
*Chief Executive Officer*  
 Woodcraft Rangers

“The recovery presents a powerful opportunity to build education systems back better. Public investments can be transformational if we all work together and intentionally in service to children and families.”



**Elisa Paster**  
*Partner and Co-Chair,*  
*Government and Regulatory Department*  
 Glaser Weil, LLP

“The current housing crisis presents us with opportunities to transform our neighborhoods for the better. We must come together as a community to create new housing opportunities, to help those most in need, and to create inclusive and sustainable neighborhoods for all.”



**Ellen Cervantes**  
*Vice President and Chief Operating Officer*  
 Child Care Resource Center

“My family motto is: ‘Always leave your campsite cleaner than you found it.’ I grew up knowing that my purpose in life is to make the world a better place.”



**Kate Seitz**  
*Assurance Partner*  
 RSM US LLP

“One of my favorite RSM’s core value is stewardship – simply put, we are responsible for taking every day actions to leave it better than we found it.”

**GENERATIONAL COLLABORATION**



**Alice Juarez**  
*Region Bank President*  
 Wells Fargo

“Talent transcends age and experience in high performing teams. Supporting generational collaboration starts by identifying each person’s talents, and enabling them to cultivate those talents.”



**Precious Mayes**  
*CEO and President*  
 Pacifica Hospital of the Valley

“The connection between generations are like threads woven in fabric. Each thread brings meaning and purpose to create a collaboration of uniqueness and beauty. All fabric in life is precious and through the glory of God.”



**Ellen Way**  
*Director of Field Operations*  
 Shangri-La Construction

“As a woman in construction, it’s important to provide all women a seat at the table. We need to validate each other’s ideas and continue to shatter the glass ceiling in this male-dominated industry.”



**Dayle M. Smith, Ph.D.**  
*Dean*  
 LMU College of Business Administration

“Different generations often have contrasting perspectives, technical expertise and social habits. A manager must harmonize these differences through listening, mutual respect and mix-and-match exposure to unleash the full bouquet of talent.”



**Katherine Zabloudil**  
*Co-Founder and CEO*  
 The Vertical Collective LLC

“Today we have up to five generations on a single team; we focus on finding the intersection of shared goals and open communication to learn from our different perspectives.”

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# We Made a Way – Together

Celebrating the grit and resilience of women small business owners

By **PATTY JUAREZ**

I came to the United States as a Mexican immigrant at age 12. My life has taken me on many journeys, one of which is having the good fortune to spend my entire banking career at Wells Fargo.

Throughout my career, I've been blessed to have support from several women who had a profound influence on my life: my abuela (grandmother), who was the most influential in shaping my love of family, culture, and traditions; my mother, the most important role model in my life; my daughter, who holds the key to my heart and is the person I am most proud of; my sisters, who support and inspire me every day with their courage and wisdom; and my friends and colleagues, who are there for me in the best and worst of times, help me up when I am down, and celebrate with me when things are looking up.



above: **Patty Juarez, Wells Fargo**

left: **Zhe Scott, small business owner**

Here in Los Angeles, I recently had the opportunity to work with Beatriz Acevedo, the owner of SUMA Wealth. A multigenerational Latina, Beatriz recently launched SUMA Academy, a multi-platform financial education initiative to empower of Latino youth. Through her efforts, and the Wells Fargo Foundation's support, Generation Z and Millennials will receive culturally-relevant learning experiences to help break the cycle of generational wealth inequality.

Working with Beatriz and helping guide her financial needs has been a highlight for me over the past year as she serves as an example for how women can lead and thrive in the post-pandemic world.

It has also been rewarding for me to work closely with Ana Valdez, Executive President of the Latino Donor Collaborative (LDC), a

locally based organization dedicated to evidence-based research that helps to elevate the national dialogue about the role of U.S. Latinos. Cofounded by Sol Trujillo and Henry Cisneros 10 years ago, LDC has developed reports and research that highlights the impact of Latinos across industries – including the Latino GDP report supported by Wells Fargo. Combining her business savvy and extensive nonprofit experience, Ana is guiding work that supports her lifelong drive to empower the Latino community.

As women business owners continue to navigate the year ahead, ongoing education and support is critical. The U.S. Small Business Administration (SBA) is a great starting

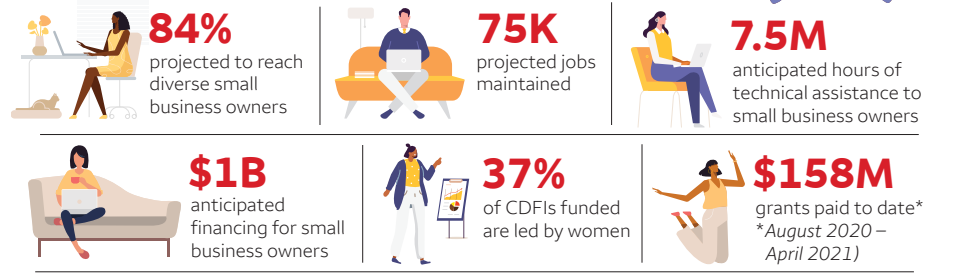
In addition to my personal and career relationships, I am also blessed to spend time working with women business owners, helping support their goals. Hundreds of thousands of small businesses have had to shift their business models to survive and weather the COVID-19 storm. Women and diverse small businesses continue to be impacted more significantly. Yet by showing grit and resilience, many small businesses have found a way to stay open and continue to be there for the communities they serve while protecting their employees' jobs. Wells Fargo has played an important role in providing the resources to do that. I'd like to highlight a few of these businesses that we continue to support.



## Wells Fargo's support of diverse and women owned businesses



Wells Fargo is donating roughly \$420 million (\$250 million for capital to CDFIs, \$50 million for technical assistance, and \$100+ million for long-term resiliency programs)



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point to learn about federal resources and programs. Traditional lending products such as 7(a) loans, 504 loans, and SBA express loans can provide access to capital such as relief programs like the Paycheck Protection Program. There are also free resources and tools to educate women business-owners on other credit and financing options.

Many local communities have programs available, too. In Long Beach, Zhe Scott, a small business owner, tapped into the Long Beach Economic Partnership's Small Business Resiliency Microgrant Program for a grant, technical assistance, and business coaching, with help from a Wells Fargo donation.

and their communities is at an all-time high. They are the heartbeat of our city in so many ways, and their continued success is a big reason why Los Angeles will remain a thriving, dynamic city. I am excited to support your success and help identify opportunities for even more female business owners in the future.



*Patty Juarez is head of Diverse Segments, Commercial Banking, Wells Fargo.*

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### LOOKING AHEAD

As I look ahead, my optimism about opportunities for women-owned business owners

**Hundreds of thousands of small businesses have had to shift their business models to survive and weather the COVID-19 storm. Women and diverse small businesses continue to be impacted more significantly.**

# Think in the next.

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



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## Empowering Women in the New Economy

By DR. BERNICE LEDBETTER

COVID-19 vaccine appointments are now widely available in the U.S., and with higher vaccination rates come business plans to return remote workers to the office. As McKinsey pointed out in their 2020 study, many women ended up walking away from the workforce or taking an incredibly reduced role during the pandemic. The pandemic also changed workplace dynamics, as suddenly, there were no clear boundaries between the workplace and home.

The COVID-19 recession is being coined by some as the “shecession,” with most of the economic shock disproportionately impacting women. Female-dominated sectors, such as leisure and hospitality, were more likely to have been cut or scaled back during the pandemic. Women that were fortunate to continue their work from home reported spending an average of nearly 8 more hours a week during COVID-19 than men on their unpaid “second shift.” This resulted in nearly 3 million American women leaving the labor force over the past year.

The pandemic shed light on many things, one being the lack of policies that enable their employees to balance caregiving responsibilities with their work obligations. As the economy

bounces back and jobs return, women are at risk of returning to careers with reduced hours, or being redirected to vacant positions for lower-skilled, and lower-paid employment. Employers must focus on stronger engagement on gender equality during the COVID-19 crisis and shecession recovery that promotes a better and more equitable workforce.

Employers can take three steps now to protect and promote equality as their staff begins its return to work plans:

- **Promote women employees and provide flexibility.** Collectively speaking, men tend to outnumber women in power positions in most organizations, such as in the c-suite and boardrooms. This gender imbalance sometimes escalates into a competition between women for what can be perceived as scarcity in the slots available for them to fill. Business leaders should take the post-COVID, pre-return to work period to reexamine the composition of existing leadership structures to determine how to help accelerate female employees on their career trajectory, including determining whether gender ratios are prohibiting women from rising to the top.

- **Reconsider the org chart.** The organization chart is essentially a military model. While it works well in certain types of setting, it's fundamentally designed for a combat setting.

Companies should review their org chart with an eye towards whether employees are empowered within that structure. People at the bottom of the hierarchy can feel less empowered or heard, and ultimately less valued. While the org chart may be necessary to help identify the channels for approvals, escalating issues, or handling crises, business leaders should review existing charts to determine whether they are also having negative effects on lower-level employee's ability to move up through an organization, and ensure that for larger organizations that those at the bottom have multiple channels to turn to for support.

- **Women still face consequences when acting “outside the norm.”** There's an uneven expectation that women should be more congenial when it comes to workplace interactions. When women step outside the stereotypical way of being, they often subconsciously become dangerous in the eyes of others whose expectations of women are that they act a certain way. While this isn't something that organizations can fix single handedly, it's certainly something that can be addressed. Fostering diversity pays off in the long run -- one study found that teams with more women made the team collectively smarter. When women are included as a part of the team, the result is a net positive benefit.

**The COVID-19 recession is being coined by some as the “shecession,” with most of the economic shock disproportionately impacting women.**

Gender stereotypes are certainly better than they were twenty years ago, but there's a long way to go in supporting women looking to scale the career ladder and break the glass ceiling. Particularly in the post-COVID environment where many women are returning after being forced out of the workforce, businesses must be proactive in reexamining their pre-COVID workplace structures and determining whether there's improvements that can be made to support female workers.

*Dr. Bernice Ledbetter is a practitioner lecturer of organizational theory and management at Pepperdine Graziadio Business School, dean of students and alumni affairs, and director of the Center for Women in Leadership.*

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## Generational Threads Woven in Fabric

By PRECIOUS MAYES

**P**acifica Hospital of the Valley is a 231 bed safety net hospital located in Sun Valley, California. Our hospital serves the underserved community within San Fernando Valley and LA counties, as well as referrals from over 400+ miles away for our specialized subacute unit.

Since the beginning days of the pandemic in January 2020, PHV responded immediately to the governor's call to action for hospitals to establish a mitigation plan addressing the surging of COVID-19 patients including advanced ordering of PPE, transitioning unused units to four COVID-19 Surge units by ordering necessary equipment to enable ICU and telemetry level of care and use of contract staff to service the emergency need for COVID-19 patient care.

As a result of successful implementation to care for COVID-19 patients, PHV was identified as a Regional Surge Center in southern CA to help decompress other hospitals. We accepted hundreds of patients transferred from other hospitals in southern CA to help decompress the emergency situation. During this time, we sadly suffered an outbreak and more than 87% of our staff was out on leave which led to the National Guard stepping in to help

stabilize our situation. On top of that, we lost lives of long-term residents who were part of our family for over 20 years for some. As President/CEO and our staff it was a devastating period of time.

I was proud of our team of hospital support staff, healthcare workers and management personnel who demonstrated joint collaboration to overcome the obstacles and uphold the quality of care during those turbulent months. There was no playbook on how to prepare and navigate through a global pandemic and especially within a community of high-risk population and the city of Los Angeles surging with hospitals having to close emergency departments and prioritize patient admissions and clinical care.

Fortunately for PHV, we had unused real estate that was in transition for re-licensing, so it was in a way, a blessing in disguise to have this flexibility to pivot quickly and transition the units to COVID-19 surge units. There was no hesitation on my part as President/CEO to invest in making it happen with hopes that federal/state funding for the pandemic would come through. We spent millions of dollars towards preparation and sustaining the specialized units for COVID-19. We were honored that we had the capacity to support the needs in the community and southern CA hospi-

tals. PHV cared for hundreds of COVID-19 patients, tested over 2500 for COVID-19 and vaccinated over 2,000 community members. Additionally, we are in process of setting up mobile vaccine clinics to outreach the PEH (People Experiencing Homeless) community, homebound and school-based needs.

During a time of catastrophic loss and impact on our hospital, we found an opportunity to serve a growing patient population in need. For example, one of the new service lines was developed in collaboration with the Department of Mental Health and was greenlit in January 2021 and received hundreds of patient admissions within the initial months of implementation. The two programs include the Acute Medical/Psychiatric and Medical/Psychiatric/COVID-19 population. There is a continued growing need to care for the mental health population especially those with acute medical issues that need to be safely addressed with the secondary psychiatric component.

It was critical during this past year that our team effectiveness was responsive, adaptable and flexible. Our leadership team is diverse in culture and generations. Generational collaboration combined with cultural differences in ways of communication, leadership styles and execution of goals required frequent communication to capture team focus and collaboration.

To work through the generational differences of communication and styles, it is apparent that each member must uphold respect for one another and to recognize the value each has to bring to the table. The older generation brings the years of experiences and advice on situations, where the younger generations bring new ideas from a different perspective of being efficient and direct on how certain situations can be handled.

As president/CEO of the hospital, I believe in the value of having those generational differences and support the collaboration to build the best of both worlds. The key is respect, flexibility, adaptability and transparent communication with each other. A team with generational differences can strengthen the operations as we have demonstrated through this pandemic. As a society we must value and capture the attributes from each generation to give forward in life.

The connection between the generations is like threads woven in fabric. Each thread brings meaning and purpose to create a collaboration of uniqueness and beauty. All fabric in life is precious and through the glory of God.

*Precious Mayes is CEO and president of Pacifica Hospital of the Valley. For more information, visit [pacificahospital.com](http://pacificahospital.com).*



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## Tips for Generational Collaboration in the Workplace

By DAYLE M. SMITH, Ph.D.

Let's take a quick quiz:

*Which age group is the fastest-growing segment of the U.S. workforce?*

The Bureau of Labor Statistics projected that for the decade 2014-2024, workers ages 65 to 74 will grow by 55 percent vs. a 5 percent overall increase in the total number of workers. Employees 75 and older will increase by 86 percent.

*Which age group is now the largest segment of the U.S. workforce?*

Millennials and Gen Z. In 2021, four out of 10 American workers were born between 1980-2000. Gen Z, those born between 1995-2010, makes up the latest wave of young professionals entering the workforce. These 60+ million new job seekers bring very different characteristics and expectations to the office.

You get the picture: grandparents are increasingly working side by side with grandchildren. How, then, can business leaders harness the full talent and energy of a workforce spanning 50+ years? By examining how they view and perceive those they supervise, whether it's Jill fresh out of college

or Orvis approaching retirement.

Here are five tips I've learned for effective generational collaboration in the workplace:

**1. Forget the age myths.** Seniors (the so-called "Silent Generation") aren't 'just putting in their time,' nor are millennials exclusively focused on job-hopping. Innovation, insight and organizational loyalty can come from all segments of the workforce.

**2. Remove obstacles from the path of talent.** No matter their age, employees often think and act within an envelope of constraints, some organizationally imposed and others self-imposed. Frank in accounting sits on a good idea because he dreads being caught up in company red tape. Linda in marketing views herself as the new kid on the block and therefore never challenges the status quo. The main job of a manager is to spot and remove obstacles that prevent employees from doing their best.

**3. Nurture a company culture of listening.** Workforce generations with disparate perspectives ("You're the newbie," "OK boomer") rarely learn to work together by lecturing or ignoring one another. Bonds of collaboration are forged by listening to each other and recognizing differences in technology use and abilities.

Unfortunately, managers are not always

the best models for productive listening. They have a tendency to talk, talk, talk as if they were the only person in the room. Ironically, they conclude these sermons with "Any questions or comments?" The dead silence that falls among employees should signal to any leader that "length is not strength." As Epictetus said, "We have two ears and one mouth. We should use them in that proportion."

Texting provides a useful analogy. No one purposely creates exceedingly long texts, knowing they will not be read. A short text is more effective because it invites immediate participation and encourages a response. Managers can cultivate a listening culture by thinking about workplace communication – spoken or written – as text messages: brief stimuli that foster the sharing of perspectives and opinions.

**4. Reward meaning-making.** Without someone to connect the dots, raw data by itself is just a thousand points of blight. Workers who can find the 'story' emerging from evidence are extraordinarily valuable to any organization. Of course, the nature of the story at hand can differ, as told by employees of various ages. When all segments of a multigenerational workforce feel empowered to speak their minds, the 'meaning' available

to an organization for planning, strategy, marketing and other functions will be broad and deep.

**5. Ensure cross-pollination.** Generations that have much to learn from one another are missing a crucial opportunity for professional growth if they retreat - by choice or assignment - to groups, committees, work teams and meetings populated mainly by peers within their own age group. Managers should observe employee interaction across the organization to ensure that same-age groups are not drinking their own bathwater.

In sum, age is not just a number when it comes to workplace collaboration. Different generations often have contrasting perspectives, technical expertise, social connectivity and communication habits. However, a manager's primary goal is to understand and harmonize these differences into an impactful company culture through listening, mutual respect, and mix-and-match exposure to the full bouquet of generational talent.

*Dayle M. Smith, Ph.D., is dean of the College of Business Administration at Loyola Marymount University and leads boomers, millennials and Gen-Zers – a multigenerational ecosystem with a commitment to lifelong and reciprocal learning.*



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# “Women Joining Public Boards” Report Shows Explosive Growth for Women

The Women Business Collaborative’s “Women Joining Public Boards” report from October of last year, shows a record number of women joining public boards. In October 2020, public companies appointed women to fill 125 seats, or 40.2% of seats filled — the largest number ever — including 44 women who identified as women of color. Healthcare and Tech companies led the way.

The October 2020 report is the first time comprehensive data for women joining boards of public companies has been compiled and analyzed. The Women Business Collaborative (WBC), an alliance of 43+ national women business organizations and many stakeholders collaborating together to achieve equal position, pay and power for all business women, is partnering with Equilar, the leader in corporate data, to produce this monthly report.

The Women Joining Public Boards report shows the numbers, rates and profiles of women appointed to public boards with a focus on diversity and analyzes the industry sectors where women are participating on boards. Edie Fraser, CEO of WBC, shared that, “The time is now for women to sit

**In October 2020, public companies appointed women to fill 125 seats, or 40.2% of seats filled – the largest number ever – including 44 women who identified as women of color. Healthcare and Tech companies led the way.**

across all boards. Join us in tracking, analyzing, promoting, and celebrating women on boards of public companies.” Ana Dutra, Chair of WBC Board Initiative, said, “This must become a trend over time and we will hold companies accountable.”

123 women were named to public boards in October of last year, 40.2% of board seats; and two of those women joined the boards of more than one company. It is noteworthy that several high-profile women are included in the list, that they sit across industries and so WBC and Equilar can track diversity.

In October last year, 44 women identified as women of color with 34 of those identifying

as African American. This is a critical measure as diversity is at the forefront of business leadership and business practices in 2020. And progress is accelerating. For example, in January 2020 no women appointed to boards of public companies listed in the Russell 3000 index identified as women of color while in October that number is 30.

Health Care and Tech Leadership: Companies named in the report represent various industries to include high-tech, biotechnology/pharmaceutical, energy and retail. 21% of women were appointed to boards of public companies in the healthcare sector and 17.6% of women appointed were appointed to boards

of public companies were in the technology sector including African American women appointed to the Boards of Adobe and Inuit.

The increase in the number of women appointed to boards of public companies also increases the number of seats women hold overall. According to the Women on Boards 2020 Gender Equality index women hold 22.6% of board seats of the Russell 3000 companies prior to October. Women joined the board of 23 companies in the Russell 3000 index in October and we are working to track the share of seats women hold across not only companies in the Russell 3000 index but all public companies.

David Chun, CEO of Equilar, said, “We are excited to partner with WBC and its members to issue this Monthly Report on Women Joining Public Boards with data and profiles to change and support underrepresented groups across the country.” WBC and Equilar will continue to track not only the women, in terms of numbers, diversity and profile; but the companies and in which industries are women board members and how many of the overall board seats are held by women.

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## Staffing Industry Sees Increase in Gender Parity, but Pay Gap Persists

The WBC Staffing Council – a workstream within the Women Business Collaborative (WBC), in partnership with executives representing staffing industry associations American Staffing Association (ASA), National Association of Professional Staffing (NAPS), Staffing Industry Analysts (SIA) and TechServe Alliance, recently announced the dissemination of an initial survey of 489 companies on gender diversity and equity within the U.S. Staffing Industry. The survey found that the percentage of women executives in the staffing industry is not above 20%.

In late 2020, the WBC Staffing Leadership Council launched its efforts to accelerate diversity, equity and inclusion in staffing industry. Their initial efforts called for a coordinated approach to providing the awareness of the status of diversity across the industry, as well as subsequent efforts to guide efforts towards a more balanced environment. The initial survey results largely reinforce our perception of opportunity to improve both representation and compensation equity from a gender diversity perspective. Key observations from the survey include the following:

- There is a profound pay gap between women and men – both within the industry and across the U.S. as a whole.
- The staffing industry has a fair balance of men and women across its workforce, however imbalance occurs as leadership levels increase, with an underrepresentation of women in senior leadership roles.
- Women CEO's bring a unique perspective to leadership – they are more likely to drive initiatives that create a stronger more balanced culture (including priorities around diversity).
- There is a lack of racial diversity across this industry with people of color comprising well under 10% of all staff.

“The data in this survey and dashboard this represents a significant opportunity to drive opportunity for promotion and pay equity in leadership roles” stated Edie Fraser, CEO of the Women Business Collaborative. “The staffing industry supports the employment of nearly 10 million job workers on an annual basis. By encouraging a more diverse and equitable workforce composition across those businesses supporting this industry, we will by default better represent the workers we employ.”



The WBC Staffing Leadership Council has made the results of the survey available for review and analysis through a dynamic data analytics dashboard. Over the next several months the Council will begin to release a series of insights and observations resulting from our review of the survey results. This work will be done in collaboration with the work along the 9 Action Initiatives of the WBC which focus on ensuring equal position, pay and power for all women across all industries

and throughout the pipeline.

*The Women Business Collaborative is an alliance of 44+ women's business organizations working together to achieve equal position, pay and power for all women in business. We are a business movement consisting of millions of diverse, professional women and men, business organizations, public and private companies and the media leveraging the power of collaboration to accelerate change. Learn more at [wbcollaborative.org](http://wbcollaborative.org).*



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# WBENC and EOS Worldwide Announce Partnership to Accelerate the Growth of Women-Owned Businesses

**W**BENC, the largest certifier of women-owned businesses in the U.S., announced last year its partnership with EOS Worldwide (the Entrepreneurial Operating System), to accelerate the growth and success of women-owned businesses.

As a leader in women's business development, WBENC supports women entrepreneurs by providing opportunities, networking, education, and resources to help women-owned businesses grow and succeed. EOS has helped thousands of businesses achieve more revenue, growth, and profit while delivering a better balance of life to business owners and leaders. This partnership enables both organizations to strengthen their support for women entrepreneurs by providing a game-changing business operating system backed by a supportive network dedicated to their continued success.

The Entrepreneurial Operating System was developed by Gino Wickman and described in his best-selling book, *Traction: Get a Grip on Your Business*. More than 80,000 companies are currently using EOS tools to improve the operational value of their business, with nearly 400 trained EOS Implementers who help businesses master leadership and execution to

gain traction on their business goals. In these challenging economic times, EOS prepares business leaders for the challenges of today and tomorrow.

WBENC first leveraged EOS as part of the WBENC Executive Education Program, a program designed to help women business owners develop a plan for business continuity during uncertain times and develop strong business plans to prepare their businesses for the future.

"We have seen first-hand how EOS can help provide clarity and vision for business owners, especially during these uncertain times," said Pamela Prince-Eason, WBENC President & CEO. "We are thrilled to partner with EOS Worldwide to bring this proven operational system to our network and help more women entrepreneurs realize their business vision."

"More than ever before, we need women and all minority entrepreneurs to succeed," said Kelly Knight, EOS Integrator. "By partnering with WBENC, more women business owners will be exposed to the success that EOS has brought to so many entrepreneurs around the world. Small businesses make the

**'More than ever before, we need women and all minority entrepreneurs to succeed. By partnering with WBENC, more women business owners will be exposed to the success that EOS has brought to so many entrepreneurs around the world.'**

world go 'round, and we're so proud to help WBENC lead the charge."

As part of this new strategic partnership that also includes special programming for WBENC's Women of Color program, EOS will provide WBENC-Certified women-owned businesses with free access to EOS tools, and dedicated support for businesses interested in finding Professional EOS Implementers. WBENC and EOS will also continue to work closely together to deliver EOS training workshops, talks, and books as part of WBENC's suite of executive education and outreach programs.

WBENC is the largest third-party certifier of businesses owned, controlled, and operated by women in the United States. WBENC partners with 14 Regional Partner Organizations (RPOs) to provide its world-class standard of certification to women-owned businesses throughout the country. WBENC is also the nation's leading advocate of women-owned businesses and entrepreneurs. Throughout the year, WBENC provides business development opportunities for member corporations, government agencies and more than 16,000 certified women-owned businesses at events and other forums.

Learn more at [wbenc.org](http://wbenc.org).



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## Research Underway to Explore Women's Participation in Seed Funding

**T**he National Women's Business Council (NWBC), a non-partisan federal advisory committee created to serve as an independent source of advice and policy recommendations to the President, Congress, and the U.S. Small Business Administration on economic issues of importance to women business owners, commissions the first comprehensive study examining the factors that may influence women's participation in the Small Business Innovation Research (SBIR)/Small Business Technology Transfer (STTR) programs—also known as America's Seed Fund.

NWBC intends for the report to provide a baseline understanding of the inclusion of women entrepreneurs and female principal investigators in the advanced technology business realm funded by SBIR/STTR. The report also highlights targeted efforts to increase the involvement of women by the 11 funding agencies and SBA-funded entrepreneurial support organizations.

This study uses award-level administrative data provided by funding agencies to the SBA and is publicly available on SBIR.gov.

"Female business owners and entrepreneurs

in all types of industries continue to grow in number and influence," said NWBC Women in STEM Subcommittee Chair Monica Stynchula. "NWBC is committed to advocating for women in business, including STEM innovators and entrepreneurs, and this study will help inform the Council's policy recommendations to Congress, the White House, and SBA set to be released later this year. Federal programs like SBIR and STTR give women the opportunity to innovate and launch or expand their enterprise."

The SBIR and STTR programs provide \$4 billion each year to a diverse portfolio of startups and small businesses. Eleven Federal agencies fund technology across sectors to stimulate technological innovation, meet Federal research and development (R&D) needs, and increase commercialization to transition R&D into impact.

*The National Women's Business Council (NWBC) is a non-partisan federal advisory committee created to serve as an independent source of advice and policy recommendations on economic issues of importance to women business owners. To learn more, please visit NWBC.gov.*



### Congratulations! **Ellen Cervantes**

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