



FEATURED SPEAKER

MIMI S. RAYGORODETSKY

SENIOR ASSOCIATE/VICE PRESIDENT
LANGAN

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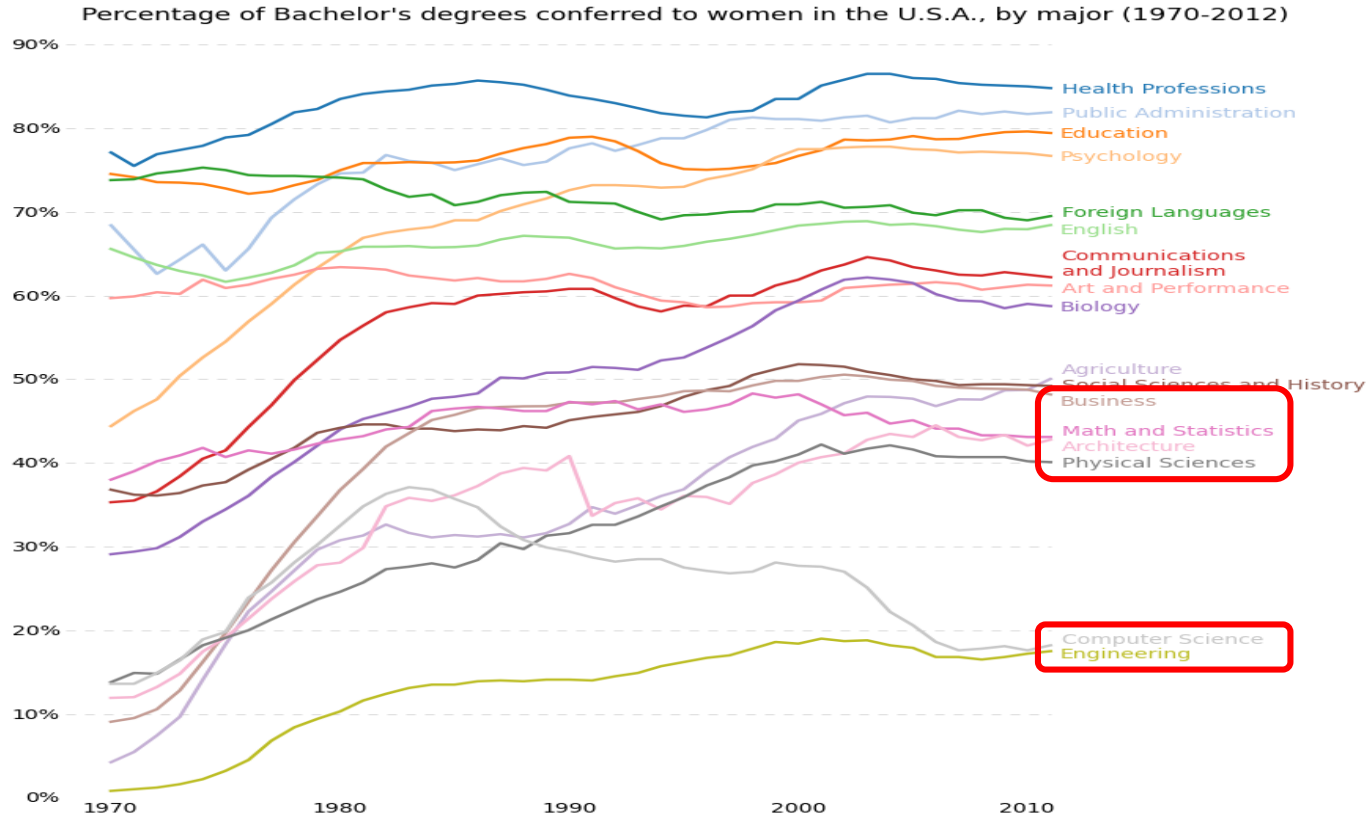
Gender Equity: Why It Matters

*Industry Best Practices for Recruiting,
Retaining, and Advancing Our Women*

Mimi Raygorodetsky
Vice President
Langan
June 27, 2018

- Data & Statistics
- Benefits of Gender Equity
- Industry Challenges
- Industry Best Practices
- Discussion & Feedback

FEMALE COLLEGE GRADUATES



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

Technical Excellence

Practical Experience

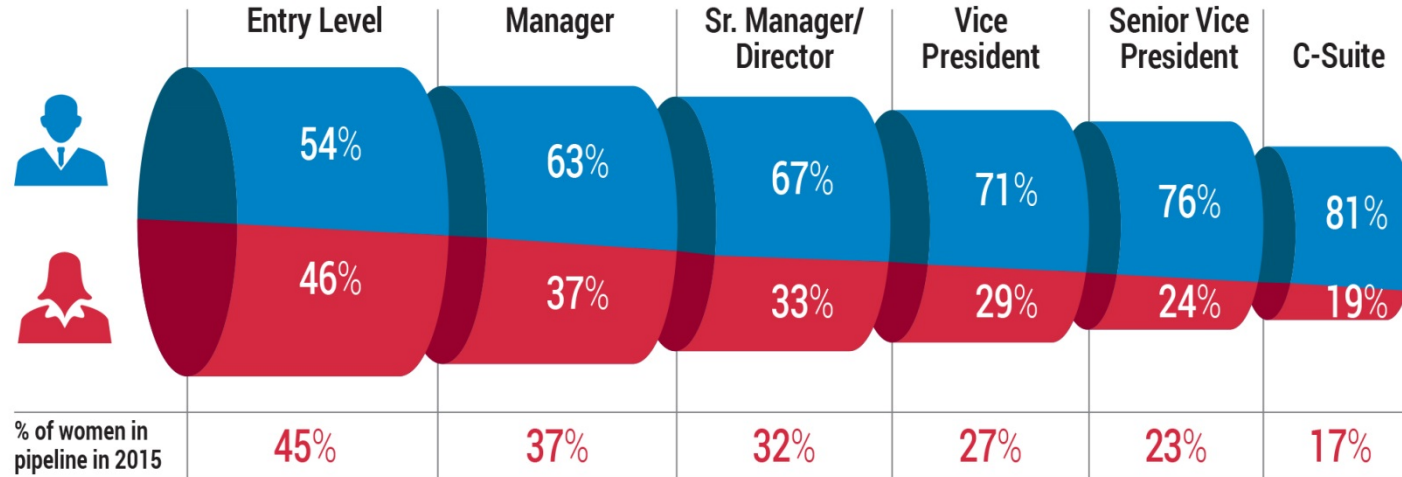
Client Responsiveness

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GENDER IN THE WORKPLACE

2016 Gender Representation in the Corporate Pipeline⁽⁹⁾

% OF EMPLOYEES BY LEVEL

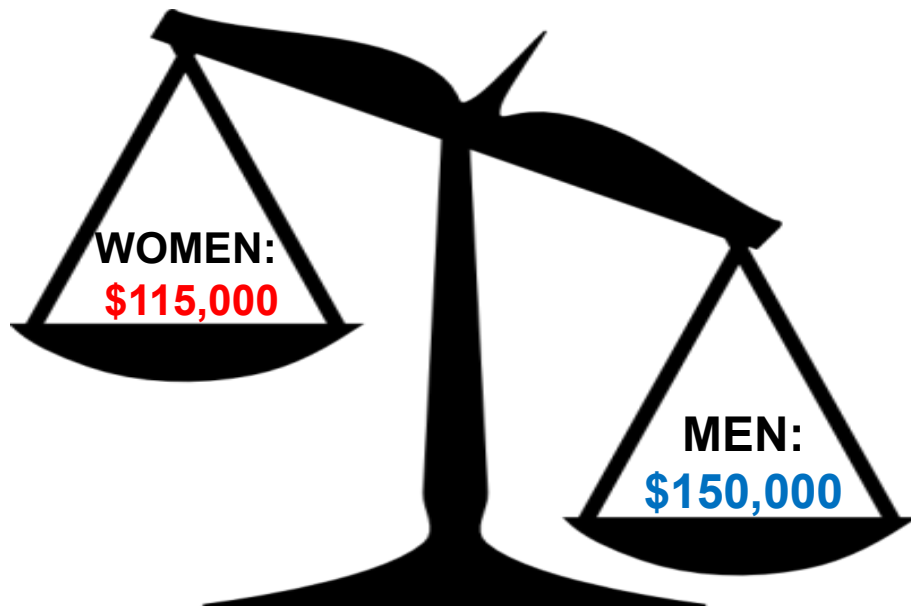


(8) <https://www.eeoc.gov/eeoc/statistics/enforcement/adea.cfm>

(9) <https://womenintheworkplace.com/#key-findings>

Source: CREW (2016). *Closing the Gap: Addressing Gender Bias and Other Barriers for Women in Commercial Real Estate* [White paper].

- Income differences: shrinking but still significant



**INCOME GAP =
23.3%**

2015 median total annual compensation

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*

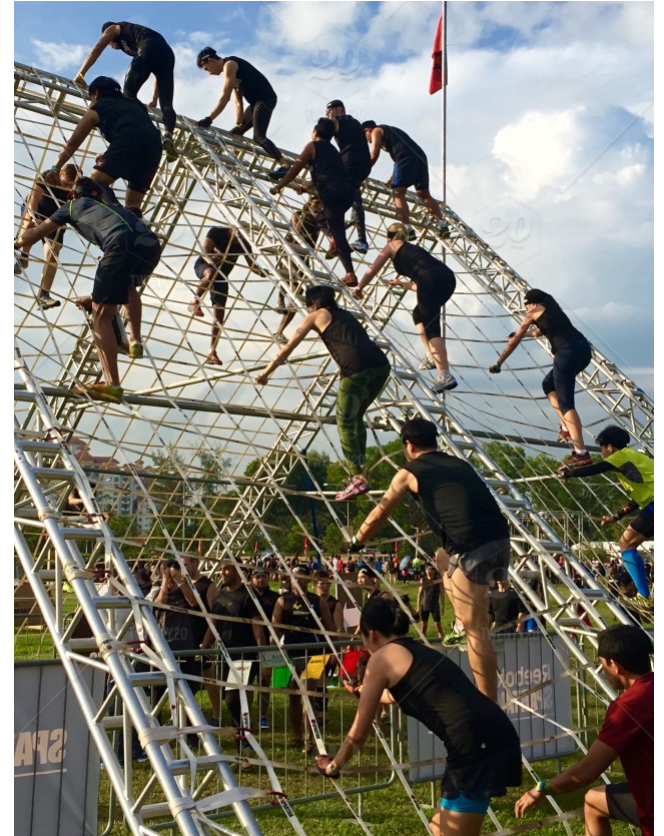
Bottom Line:

Gender Equity Increases a Firm's Bottom Line

*Source: Women Matter 2013 Report & IT Business Edge article & analysis of DDI study

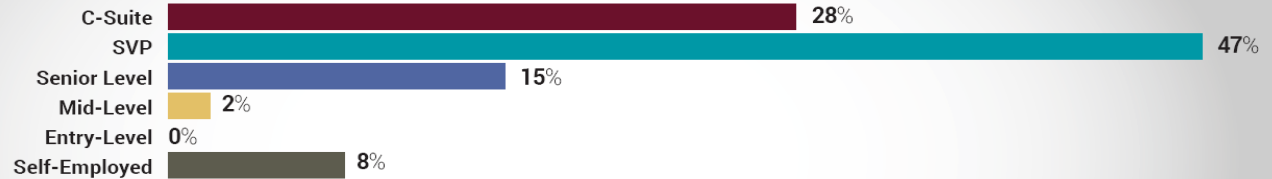
COMMON OBSTACLES

- Aspirational Gap
- Flexible Mindset
- Sponsorship
- Unconscious/Implicit Bias



Respondent Career Aspirations (2015)

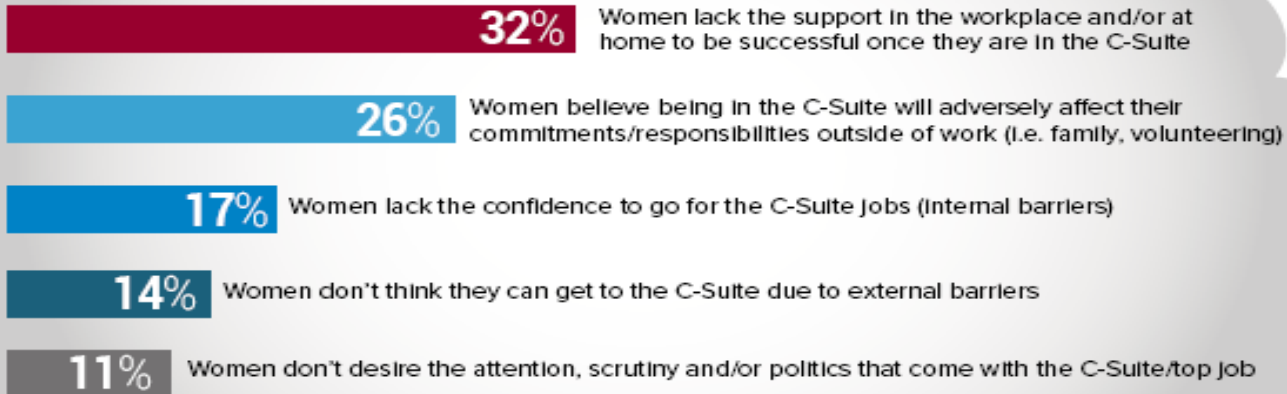
2015 CREW Network Benchmark Study



Source: CREW (2016). *Closing the Gap: Addressing Gender Bias and Other Barriers for Women in Commercial Real Estate* [White paper].

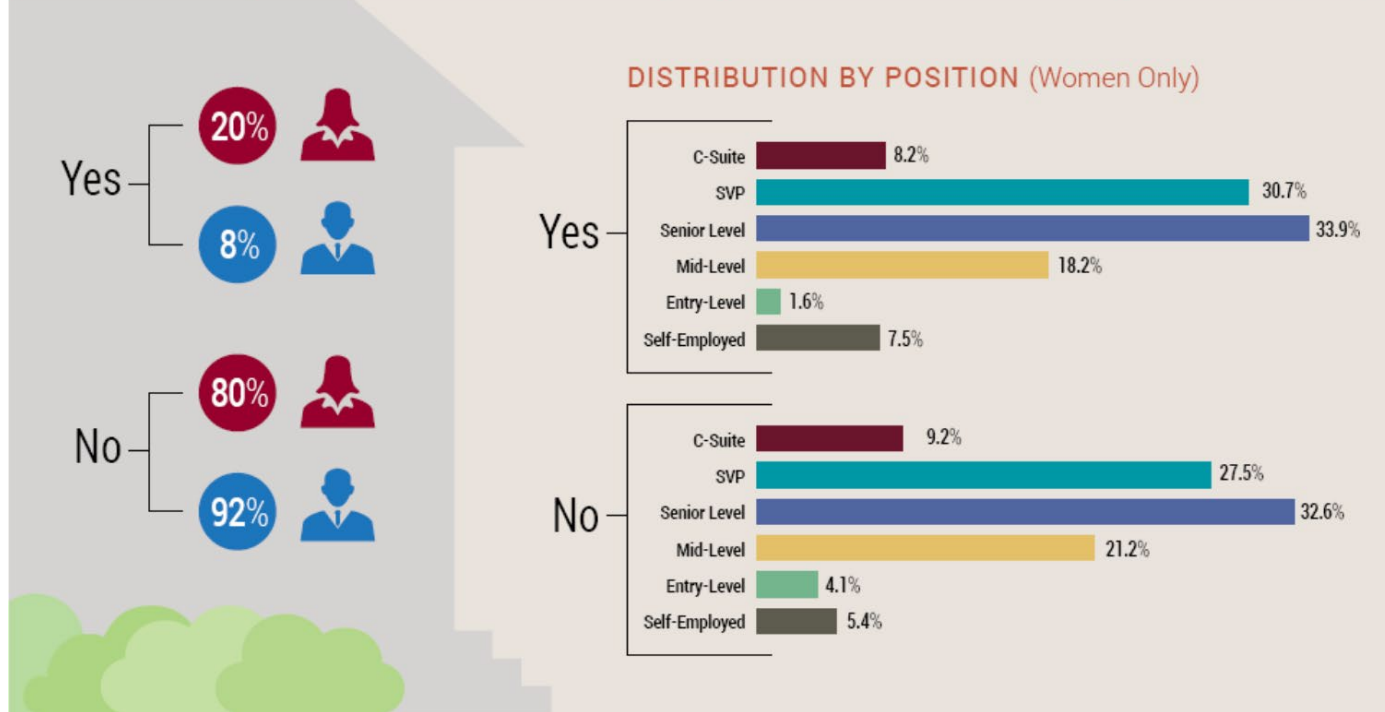
What is the #1 factor for the aspiration gap in commercial real estate?

2016 CREW Network Survey



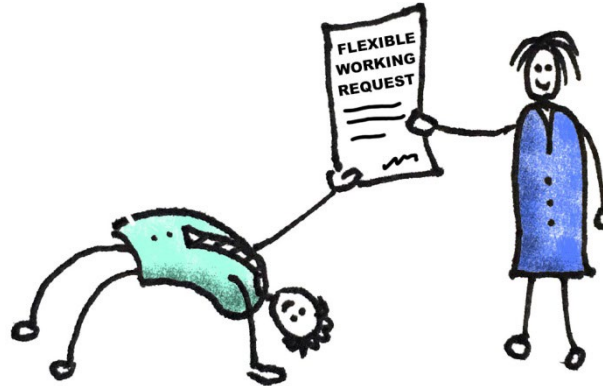
Source: CREW (2016). *Closing the Gap: Addressing Gender Bias and Other Barriers for Women in Commercial Real Estate* [White paper].

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



INDUSTRY BEST PRACTICES: RECRUITING

- Make female participation a requirement in recruiting
- Interview at least two female job candidates for every open position*



*Source: Heermann, Tammy. *Elevating Women in Leadership*. Lee Hecht Harrison. Page 19.

INDUSTRY BEST PRACTICES: RECRUITING

- Foster (non-traditional) female pipelines
- Utilize gender-blind hiring practices



Technical Excellence

Practical Experience

Client Responsiveness

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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!



INDUSTRY BEST PRACTICES: ADVANCING

- Make smart mentorship and sponsorship pairings
- Institute implicit bias training
- Perform periodic pay equity tests



Technical Excellence

Practical Experience

Client Responsiveness

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INDUSTRY BEST PRACTICES: ADVANCING

- Evaluate a female candidate alongside every male promotion candidate
- Establish measurable inclusion goals at the corporate level and keep them top of mind



- 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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COUNCIL & INDUSTRY WOMEN

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
- Leverage 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 WERG'S?

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 transferable 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
- WERG 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 ERGs
- Publicize Industry Association opportunities
- Comprehensive website features including on-line toolkit, directory and resources
- Executive lunch-and-learns
- 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.

Anchin, Block & Anchin, LLP

Terry Pissi
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Terry.pissi@anchin.com

Brookfield Women's Network

Lauren Young and Dana Petitto
Co-Chairs
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CohnReznick

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Senior Manager
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Michelle.Lifschitz@CohnReznick.com

Gilbane Building Company

Brennan Gilbane Koch
Business Development Manager
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bgilbane@gilbaneco.com

Grassi & Co.

Carl Oliveri, CPA, CCFP, CFE
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HOK

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

Holt Construction

Antonina Caruso
Director of Business Development
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acaruso@holt.com

Hunter Roberts Construction Group

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Project Manager
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Langan

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mraygorodetsky@langan.com

LERA Consulting Structural Engineers

Carrie Villani
Director of Marketing
212.750.9000
carrie.villani@lera.com

Robert A.M. Stern Architects, LLP

Kasey Puls
Senior Associate
212.967.5100
k.puls@ramsa.com

Siemens

Micha Schwappach
National Co-Chair for the Women's Information
Network @ Siemens
michaela.schwappach@siemens.com

Skanska USA Building, Inc.

Tracy Anderson
Business Developer/Assistant Project Manager
973.349.5690
tracy.anderson@skanska.com

Turner Construction Company- Make your Mark

Vivian Chen
Human Resources Manager
212.229.6203
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.

INDUSTRY EVENTS CALENDAR



View the Date of:

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Type

month

today < >

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- 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

Sun	Mon	Tue	Wed	Thu	Fri	Sat
27	28	29	30	1	2	
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
1	2	3	4	5	6	7

INDUSTRY EVENTS CALENDAR



NEW YORK BUILDING CONGRESS

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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 unknown)

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 PO Boxes)

City

State

Zip