

Complete list of Action Items from participants:

Action Item #1

How to get more women in the C-Suite and other management /compensation issues

- Serve as role models, step in mentor position
- Break down barriers (with men and other women)
- Skill development (i.e. time mgmt., being able to say no)
- Show women the opportunities (get into community)
- Step back and focus on confidence
- Women on top need to reach back & help others move up (like men do)
- This is long-term but won't happen overnight
- Show women what a career path looks like
- Rethinking hiring practices & criteria (assess potential)
- Coach women on how to take risk
- Promote the benefits of diversity on main stage of conferences
- Mentorship, particularly around the time in careers when retention becomes a problem
- Identify the specific problem or obstacle that's preventing advancement of women (retention, recruiting, etc.) and address that specific problem or obstacle
- Women's groups, within firms and across firms
- Getting females to support females – even at support-level staff level
- Increased education on differences – encourages women to step up
- Being in a culture where women are recognized (beyond lip service)
- More men advocate and mentor women
- Don't be afraid to ask and step up
- Own your career and work hard
- Identify high potential/mentor/increase interest
- Education of stereotypes/awareness/diversity
- Advance senior women, relocation/compensation => move the "unit" support
- Men as part of tribe/advocate
- Be intentional to network
- Have a voice, be unafraid
- Be vulnerable, and be willing to share failures with a colleague
- Commitment from board for diversity
- Perhaps future generations will do a better job of promoting equality in management & compensation
- Support each other.
- Support education to increase
- Career pathing – informed social networks
- Involve the guys in the process
- Assessment for women in the ranks – show their studies, talk about failures
- Have forums for women for coaching and assessment
- Overcompensate the team

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- Be okay about asking for help, get mentor or advocate
- Mentor & attract
- Support each other, advocate for each other, come from the heart, not from fear
- Recognize rising stars => encourage them to go far. Give them Kudos
- Give flexibility during the kid years
- See yourself in that position
- Doesn't have to be C-suite, levels below CEO
- Propose things that will allow them to achieve the next level without making assumptions
- Education, build credential through IWI type programs
- Get rid of stigma of work vs stay at home
- Mentorship – who has been there
- Start in school; new organizations crafted
- Encourage younger women (at an earlier age) to take a leadership role
- Hire more females at all levels
- Commitment to mentees/mentor program
- Find your tribe
- Education and encouragement for youth
- Better visibility
- Hire diversity/ don't hesitate

Action Item #2

How to appeal to women advisors and build a pipeline for the future

- Develop career path
- Be authentic
- Create and nurture networks
- Use team approach
- Has to start earlier than high school/college
- Starts with teaching children about ability to do anything (even if male dominated)
- Restructure comp coming into the industry
- Focus on benefits (e.g. flexibility)
- Assess how women want to communicate (e.g. small group vs big conference)
- Have different types of events that attract both men and women
- More opportunities to connect vs “the cocktail party”/ a lot comes down to how we are perceived
- Strong mentorship programs within the firms
- Women’s forum to give them the tools to succeed
- Forum within IWI to allow women to communicate more
- Mainstream flexibility
- Engage with female university students on what investing is about (purpose)
- Educate male owners/founders on benefits of a diverse group of advisors
- Female focused networking/training events, women’s groups across firms
- Early education of women advisors, support for designations and certifications
- Teach women its allowable to have faults – they don’t have to be perfect
- More proactive at college level about the profession
- Increased mentorship
- Being in a culture where you are recognized
- Getting females to support females
- Show them – lead by example
- Educate at the university level
- Be you!
- Financial literacy/career path clarity. Pro bono mentoring, volunteer
- What a career can be in financial services
- Stock pitch competition- exposure to industry (CFA society has education with mentorship with different roles)
- Focus on all you offer beyond wealth management
- Start early, multi-year intern program; sophomore, junior with a mentor
- Start from the bottom – in high school
- Start a women’s group – on International Women’s Day March 8
- Encourage young men to develop pipeline for women
- Attract, mentor, and support young women seeking careers in math
- Junior achievement program to show girls/young women a different career
- Mentorship- college grad degree sponsorship for CIMA or interning

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- Broadening reach beyond the firm – women’s education for business improvement in the industry
- Reach out to ops & admin women & see if they have an interest in doing other things, i.e. consulting
- Become a connector for others in your network, it makes your network more powerful
- Speak to the younger generation about helping, empathy; how to create the pathway
- Encourage to add to the team transition
- Compensation must be changed, salary and bonus
- Add to staff with compensation
- Offer to volunteer to help and talk about compensation issues
- Better marketing helps – role models – build confidence
- Compensation structure must change (longer runway, better initial support)
- Whole narrative needs to change
- Idea: Women in Wealth workshop with speaking coach and exec communications
- There is a pipeline but women get pigeon-holed or they are too good at support to get advocated by their FA
- Education – career fairs, college campus recruiting targeting groups (ex. 1st generations)
- Awareness – creating environments that are supportive, flexibility and work/life balance
- Language and marketing is female friendly, a human being business
- Current population at firm to serve as the pipeline
- Friendly – build a network
- Mentor program
- Education/awareness for youth

Action Item #3

How to better attract and support women investors

- Through education
- Invite women & children to client meetings
- Establish male “champions of change” advocates
- Change the language – break down stereotypes
- Help women build their confidence and ability to back themselves
- Support difference and authenticity, be your authentic self
- Tailor support, advice, delivery, etc. to specific clients & situations, recognize bias
- Goals based outcomes
- Team based
- Invite the women to the table
- Office design – create a safe environment to ask questions
- Education on investment “mini-sessions”
- Correspondence with both spouse/additional time with female
- Life related, not just portfolio-related
- Risk profile completed separately, healthy communication
- Host educational seminars (such as cybersecurity)
- Events – offer to have attendees to bring their daughter
- Offer to have a separate meeting of women (Invest like a Girl) and why you should too
- Don’t assume she wants to attend with her (male) spouse
- Empower through education – all client base
- Hold lunches for wives of COIs & large clients
- Widows are a growing segment and sometimes they need to learn the basics like on-line banking
- Consider ways you can build firm to become an influencer
- Make sure marketing materials have women as focus pictures and the supporting employees are women as well
- Talk to female business owners
- Spread the word about importance and use right language
- Debunk myths
- Identify in women their brilliant skills and talents that put them at an advantage as an investor
- Network with other women with quarterly calls
- Take momentum from these sessions
- IWI should take the lead
- Improve uncomfortable physical environment in financial advisor’s office
- Differentiate from typical image of “financial advisor”
- Discuss more than finance info in meetings, look at the whole picture
- Having more females at the firm would make female investors more comfortable
- Education/awareness
- Engage differently
- Partner with women clients/get skin in the game

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Determine approach to women, goals-based, tailored topics to be more of a holistic, balanced approach to wealth & financial well-being