



SageGlass Secrets of Success

SageGlass has made amazing progress in both increasing the number of women and increasing the inclusiveness of their culture. They moved from 7% to 33% women in the professional ranks in seven short years by implementing the following:

1. They decided to go on the journey of “how can we hire the people that will take us to the next level”
2. Leadership
 - a. Started measuring and publishing their results. They choose to measure the % of women in three categories: professional, management, and executive level.

	7 Years Ago	Sept 2020
Professional	7%	33%
Management	0%	41%
Executive	0%	25%
 - b. Communicate our gender diversity goals and progress in a variety of SAGE Communication & Management reporting
3. Hiring Process Changes
 - a. Added this requirement: You must have one qualified female candidate go through the hiring process. This required some executive presence and persistence to get people to understand it really was a requirement.
 - b. This uncovered the need for better sourcing to identify diverse candidates which lead to the following revelations:
 - i. SageGlass needed to better understand how to articulate their story during the recruiting process – What is great about SageGlass?
 - ii. What is the value proposition associated with working at SageGlass?
 - iii. Working through the above made the SageGlass leadership team understand how to start asking better questions to better serve employees.
 - iv. Pushback from 3a, the hiring requirement, generated a lot of questions, answering these helped stretch their thinking and understand a deeper perspective.
 - c. Asked hiring manager to log actions and time spent looking for diverse candidates and to report on their successes.

- d. Re-focus hiring managers on hiring capability to take us to the next stage (not just someone who can do the 'current' job. Hire for Capability versus Capacity).
 - e. Ensure over half of all SageTalks recruiting videos feature women and their career paths.
 - f. Utilize Glass Door, FairyGodBoss (new addition in 2020), and other social media to proactively recruit women to jobs at SAGE.
4. Development - Have everyone take Unconscious Bias training and offer refresher courses.
5. Promotion & Salary Changes
- a. Put programs in place to recognize and promote diverse talent internally (and this program is mainly responsible for the 41% increase in women in management positions).
 - b. Review Career paths of all female professionals during the Annual People/Talent Review process.
 - c. Conduct an annual Salary equity review for all female professional staff.
 - d. Institute an hourly wage equity review for all female factory staff (new in 2019).
 - e. Give priority to female professionals in development where resource choices must be made.
6. Nurture a vibrant Women's Network at SAGE which benefits the community as well. This network also supports the company's efforts in that it:
- a. Assist all female professionals at SAGE in preparing their Personal Development Plan.
 - b. Connect female talent with mentors to aid in their professional development.
 - c. Actively support and participate in SWE – the Society for Women in Engineering.
7. Benefits
- a. Implemented a Paid Family Leave benefit at SAGE (launched Labor Day, 2019).
 - a. Develop a Women-Returning-to-Workforce Program (new initiative to plan – in discussion as COVID hit).

