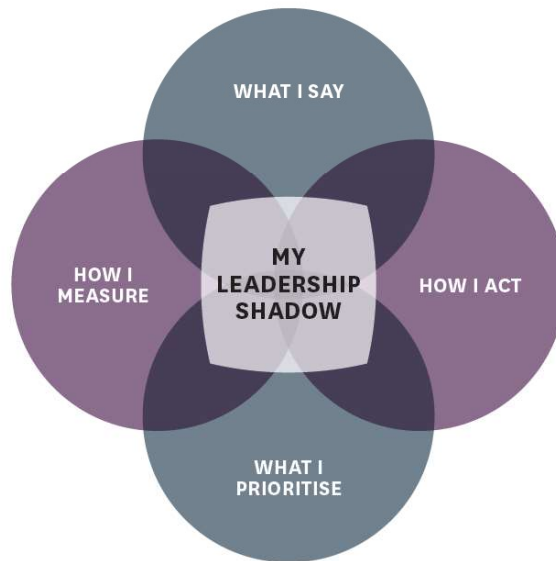


WHAT YOU CAN DO TO AVOID THE MERIT TRAP



WHAT I SAY

- Am I consciously checking what I mean when I use the words 'merit' and 'fit'?
- Do I call out biases, assumptions and stereotyping when I become aware of it in others?
- Do I openly talk about my aspirations and expectations for gender equality?

HOW I ACT

- Am I sponsoring female talent across different areas of the organisation and expecting my leaders to do the same?
- Am I visible at talent and diversity events?
- Do I personally sign off on appointments one and two levels down, asking *50.50, if not, why not?*
- Do I insist on gender balanced panels and seek counsel from external advisors when appropriate?
- Do I ensure that a variety of experiences and pathways are valued for appointment to senior roles?

WHAT I PRIORITISE

- Do I pause and reflect to check if my own biases are impacting the decisions I make?
- Do I role model selecting my own top team based on both performance and potential?
- How effectively do I sponsor women to help create career-making opportunities for them?
- How much time do I spend on important HR processes/decisions that drive gender diversity?
- Do I take time to onboard and nurture diverse appointments on my top team and ensure all voices are heard?

HOW I MEASURE

- Have I set clear, measurable gender targets with accountability and consequences for my team?
 - Do I review regular, granular pipeline reporting across all levels of the organisation?
 - Have I integrated discussions about gender balance into the performance appraisals of my people?
 - Do I recognise and celebrate individuals who are building diverse teams?
 - Do I measure gender representation from application to appointment?
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