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CHESTNUT HILL, MA (February 22, 2021) – With women at increased risk for stepping back or dropping out of the workforce altogether due to COVID-19, employers must redouble their efforts to attract, retain and engage women in their workforce. A [new executive briefing](#) from the Boston College Center

2021 with lead author Keila Viñas, Ed.D., Charlotte Hawthorne, Advisor for Global Diversity & Inclusion from Eli Lilly, and Pia Wilson-Body, President of the Intel Foundation and Director of Global Women's Programs at Intel Corporation.

"The disproportionate impact that the current crisis is having on women's careers - particularly for women of color - and the increasing attention to the way in which companies are reacting to issues of social justice have heightened the importance of this topic. Having a tepid or disjointed approach to women's advancement is not an option for progressive employers," notes Viñas.

women's career advancement in light of the increasing body of research on work and gender and specifically addresses the following:

- the latest data and trends on women in the workplace;
- the negative impact of COVID-19 on women's workforce representation, disproportionate share of unpaid work, and productivity and well-being;
- gender bias, the importance of the intersectionality lens, and the case for diverse leadership;
- and
- strategic framework for women's career advancement programs.



The strategic framework lays out four pillars of a cohesive women's advancement strategy along with objectives and key success factors for each: [www.bostoncenterforwomen.org](#). The authors argue that employers must develop a comprehensive strategy that incorporates each pillar, utilizes objective metrics to track their pipeline, and attends to issues of culture and bias at all levels of the organization. The briefing also addresses implications for employers as a result of COVID-19.