

## **BACKGROUND**

Corporate boards provide a governance structure for decisions regarding the future direction and objectives of the corporation on behalf of shareholders. The Women in Energy program at Columbia University's Center on Global Energy Policy recently convened a workshop to discuss the role of the board of directors and how a diverse composition affects board deliberations and effectiveness. We hope you'll share the report and findings with your networks using our social media toolkit.

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## INFOGRAPHIC

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### WHAT ARE THE KEYS TO HAVING THE BOARD PLAY A ROLE IN CORPORATE DIVERSITY?

#### BOARD CULTURE

**Corporate Culture Comes from the Top**

A company's code of conduct must be clearly articulated, and accountability must extend from the CEO and top management to the board and all employees.

To develop positive culture, there should be a visible alignment between a company's purpose, core values, and its daily culture.

Foster a culture where ideas can be discussed and challenged - i.e., it is not enough for women to be on the board, they have to feel comfortable to participate in conversation.

Everyone on the board needs to contribute to creating diversity.

#### TALENT PIPELINE

**In recruiting new hires, is a company perpetuating the dominant culture by giving preference to stereotypical male workplace behavior and habits?**

Companies should require that search firms provide a larger, more diverse slate of candidates that broadens choices and gives flexibility in recruiting talent. Metrics should go beyond experience as a former CEO or chief financial officer.

Companies need to promote visibility of their senior women, which would position these women to serve on boards, create powerful professional networks, and forge strong alliances.

#### DID YOU KNOW?

- Boards in which women comprise 30% or more of membership achieve **higher financial performance** in STEM&F sectors than firms with no diversity.
- Executives tend to work harder to **hear and listen to comments** if they are in a diverse environment.
- Diverse teams make **better decisions and create better outcomes** with the issues they have to solve.

LEARN MORE AT [ENERGYPOLICY.COLUMBIA.EDU/WIE](http://ENERGYPOLICY.COLUMBIA.EDU/WIE)

women in energy

**SAMPLE GRAPHICS**

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**“DIVERSE TEAMS MAKE BETTER DECISIONS AND CREATE BETTER OUTCOMES WITH THE ISSUES THEY HAVE TO SOLVE.**

Future Energy Workforce: The Role of Corporate Boards in Diversity and Performance

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**“SMALL GROUP EXPERIMENTS SHOW EXECUTIVES TEND TO WORK HARDER TO HEAR AND LISTEN TO COMMENTS IN DIVERSE ENVIRONMENTS.**

Future Energy Workforce: The Role of Corporate Boards in Diversity and Performance

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**“DIVERSITY ALLOWS FOR EACH PARTICIPANT TO THINK MORE INCLUSIVELY ABOUT EACH TEAM MEMBER’S INPUT. IN A HOMOGENOUS GROUP, THERE IS MORE PERSONAL CONCERN ABOUT NOT ROCKING THE BOAT.**

**Future Energy Workforce: The Role of Corporate Boards in Diversity and Performance**

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**“BOARDS SET AN EXAMPLE FOR THE COMPANY, AND AS PART OF THEIR MONITORING RESPONSIBILITY, SHOULD BE ATTUNED TO MAKING SURE THAT WHAT THE COMPANY SAYS ON DIVERSITY ALIGNS WITH WHAT EMPLOYEES ARE OBSERVING AND EXPERIENCING.**

**Future Energy Workforce: The Role of Corporate Boards in Diversity and Performance**

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**“THE CURRENT STATUS OF DIVERSITY ON CORPORATE BOARDS IN THE ENERGY SECTOR LAGS BROADER INDUSTRY IN THE UNITED STATES ON DIVERSE WORKFORCE AND LEADERSHIP.**

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**“COMPANIES’ ABILITY TO PIVOT SUCCESSFULLY WILL BE HIGHLY DEPENDENT ON THE ABILITY TO ATTRACT THE RIGHT WORKFORCE, RETRAIN EXISTING WORKFORCE, AND EMBRACE CHANGE.**

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## SOCIAL MEDIA BANNER

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## ACCOUNTS TO WATCH + AMPLIFY

**@ColumbiaUEnergy**

**#WIE**

**#WomenInEnergy**

**#CorporateBoardDiversity**

**#DiversityMatters**

## SAMPLE MESSAGES + SUGGESTED GRAPHICS

SAMPLE POST	SUGGESTED GRAPHIC
There are many reasons to improve corporate board diversity, but are companies considering the financial cost of the status quo? Boards in which women comprise 30% or more achieve higher financial performance in STEM&F sectors. #WIE <a href="http://bit.ly/WIEBoardDiversity">http://bit.ly/WIEBoardDiversity</a>	<a href="#">Infographic</a>
What are the keys to having the board play a role in corporate diversity? Read the new report from the @ColumbiaUEnergy	<a href="#">Infographic</a>

<p>#WomenInEnergy program. #DiversityMatters #WIE  <a href="http://bit.ly/WIEBoardDiversity">http://bit.ly/WIEBoardDiversity</a></p>	
<p>The two biggest factors that will improve corporate board diversity are board culture and talent pipeline, finds a new report from @ColumbiaUEnergy #WomenInEnergy program. Read it:  <a href="http://bit.ly/WIEBoardDiversity">http://bit.ly/WIEBoardDiversity</a></p>	<p><a href="#">Infographic</a></p>
<p>As #ESG practices become more important to investors, the E is getting a lot of attention. A new @ColumbiaUEnergy #WomenInEnergy report makes the case for the G. #WIE  <a href="http://bit.ly/WIEBoardDiversity">http://bit.ly/WIEBoardDiversity</a></p>	<p><a href="#">Infographic</a></p>
<p>Corporate culture comes from the top. Everyone on the board must contribute to creating diversity. It cannot and should not be expected that the new diverse person on the board will make diversity improvement alone. #WIE  <a href="http://bit.ly/WIEBoardDiversity">http://bit.ly/WIEBoardDiversity</a></p>	<p><a href="#">Infographic</a></p>
<p>What benefits does diversity offer corporate boards? A new report from the @ColumbiaUEnergy #WomenInEnergy program counts the ways, and explains how corporate boards can tackle their diversity shortcomings. #WIE <a href="http://bit.ly/WIEBoardDiversity">http://bit.ly/WIEBoardDiversity</a></p>	<p><a href="#">Graphics 1-3</a>  Diverse Teams, Diverse Environment, More Inclusion</p>
<p>Corporate boards have the power &amp; responsibility to set the expectations for the whole corporation -- and this includes diversity. Read the new @ColumbiaUEnergy #WomenInEnergy report for recommendations for increasing #CorporateBoardDiversity. #WIE <a href="http://bit.ly/WIEBoardDiversity">http://bit.ly/WIEBoardDiversity</a></p>	<p><a href="#">Graphic 4</a>  Set an Example</p>
<p>One finding from a new @ColumbiaUEnergy #WomenInEnergy report: companies can't expect transformational change to come from executive search firms -- they must take on the initiative themselves. #WIE <a href="http://bit.ly/WIEBoardDiversity">http://bit.ly/WIEBoardDiversity</a></p>	<p><a href="#">Graphic 5</a>  Transformational Change</p>
<p>The business community has reached a critical moment where industry will have to make a switch, pivoting toward digitization &amp; automation -- requiring a diverse and inclusive workforce. Those who are willing and able to change will survive. #WIE  <a href="http://bit.ly/WIEBoardDiversity">http://bit.ly/WIEBoardDiversity</a></p>	<p><a href="#">Graphic 7</a>  Embrace Change</p>
<p>One finding from a new @ColumbiaUEnergy #WomenInEnergy report: To develop the kind of positive culture needed to foster diversity, there needs to be a visible alignment between a</p>	<p><a href="#">Graphic 7</a>  Embrace Change</p>



<p>company's purpose, core values and its daily culture. #WIE  <a href="http://bit.ly/WIEBoardDiversity">http://bit.ly/WIEBoardDiversity</a></p>	
<p><b>ENERGY SECTOR SPECIFIC</b></p>	
<p>How does the energy sector fare in terms of corporate board diversity? According to a new report from the @ColumbiaUEnergy #WomenInEnergy program, not great. Learn more about critical concerns in the energy sector: #WIE  <a href="http://bit.ly/WIEBoardDiversity">http://bit.ly/WIEBoardDiversity</a></p>	<p><a href="#">Graphic 6</a> Energy Sector</p>
<p>Many of the oil and gas supermajors have now set clear goals to decarbonize their products. This will require added diversity of thought into the workforce, into management teams, and ultimately into the boards of the energy Companies. #WIE  <a href="http://bit.ly/WIEBoardDiversity">http://bit.ly/WIEBoardDiversity</a></p>	<p><a href="#">Graphic 6</a> Energy Sector</p>