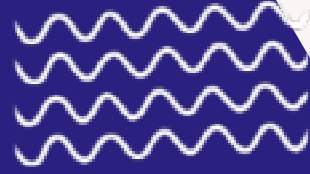


WOMEN
of
COLOUR
Global Network



2024

**PATHWAYS
PROGRAMME
IMPACT
REPORT**



March 2024

ANALYSING THE IMPACT OF THE PATHWAYS PROGRAM

The Pathways Program is a mentoring & sponsorship initiative designed by professional women of colour to uplift, empower and advance women of colour employees in the workplace.

The programme takes a focused and intentional approach to tackling gender and racial inequity in leadership. This data analysis has been collected from our programmes delivered to women of colour employees at DK Publishing, Endeavor and Frieze Art Fair. We are currently delivering this program to women of colour staff at The Guardian News & Media.

It provides a snapshot of the effects of the program since its launch in 2021 and aims to shed light on the effectiveness of the interventions so far, in cultivating a supportive environment that nurtures and retains the talents and potential of women of colour.





METHODOLOGY USED IN THE ANALYSIS

Our analysis draws upon a range of data sources, including surveys, interviews, and performance metrics, to capture the multifaceted impact of the Pathways Program.

Furthermore, we highlight the qualitative experiences and narratives shared by participants in the Pathways Program -these personal testimonies demonstrate the transformative power of mentoring and sponsorship, showcasing how these interventions can create lasting change in the lives of women of colour within the workplace and beyond.





Summary of key findings

01.

Mentoring with element of representation matters.

WOC report feeling more confident to speak up and be more visible in meetings; forge stronger networks and alliances; identify pathways for growth and visibility within their orgs and seek out other mentors and sponsors within their organisation.

02.

Access to an internal leadership Sponsor accelerates career advancement.

Having access to someone who holds influence in the organisation, who can advocate for them (where they need support most) is extremely beneficial to growth and advancement. Some have reported that they have had their contributions rewarded with promotions.

03.

Mentors & Sponsors report the programme is rewarding for their professional growth.

Being connected with talented individuals from diverse backgrounds who bring fresh perspectives and insights, in turn helps mentors and sponsors enrich their own networks and build meaningful relationships.



100%

said it was very important to their professional development that their mentor was a woman of colour

The unanimous feedback from mentees year on year since 2021 highlights the significance of representation and shared experiences in mentorship relationships. This feedback underscores the unique value and impact that mentors from similar backgrounds can bring to the professional development of mentees.



KEY AREAS OF SUPPORT IDENTIFIED BY WOC AT START OF THE PROGRAMME

01.

Career advancement

Career advancement is an overall theme that comes up frequently - with a specific focus around overcoming barriers and bias that hinder mentees' career progress.

02.

Speaking up & gaining visibility

Speaking up, being visible and developing a strong professional identity was another key area identified.

03.

Navigating leadership

How to become more senior, as well as understanding how to influence and manage up as women of colour in systems where they are the minority.

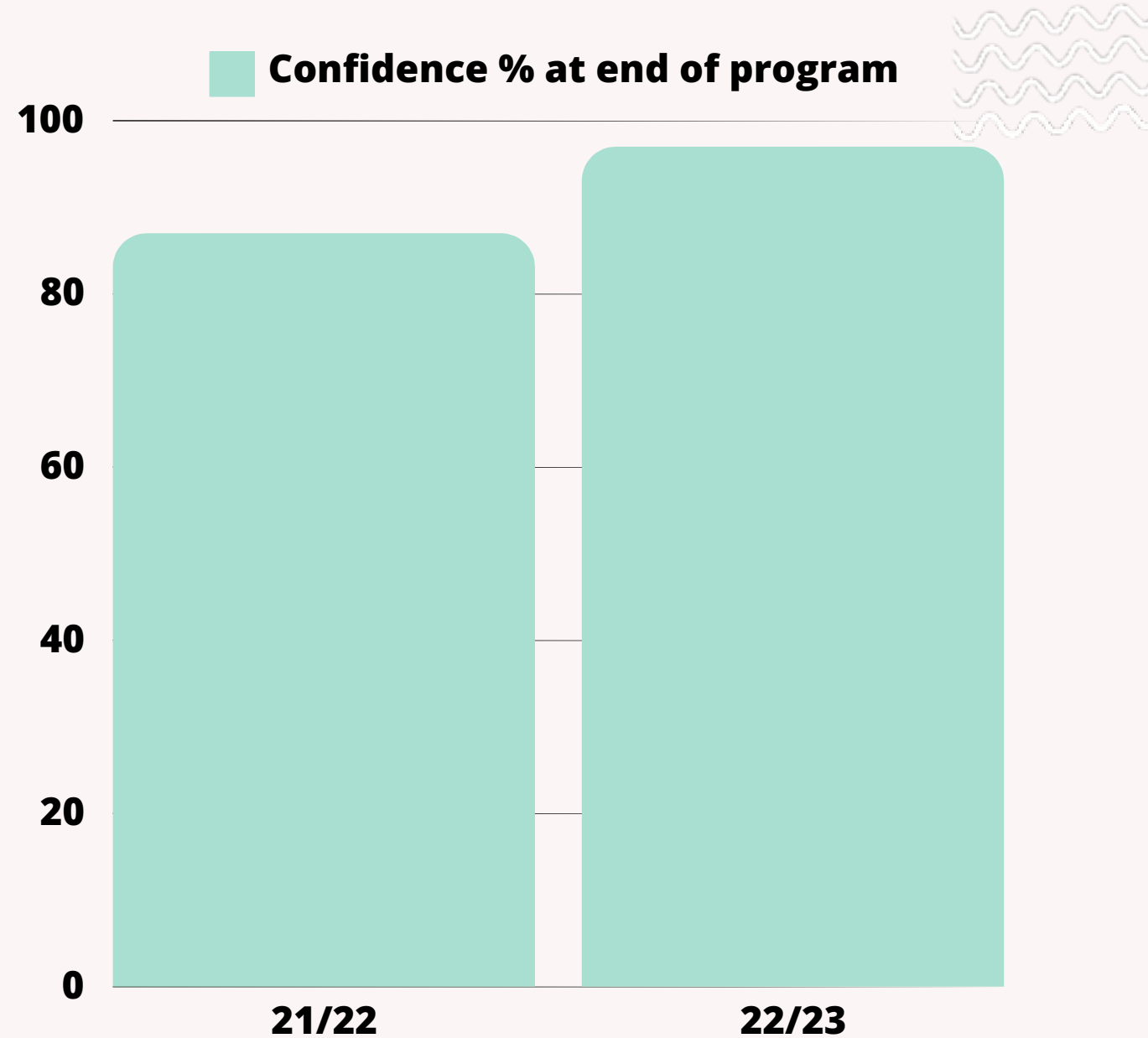
PROGRAMME PARTICIPATION

The increase in program participation, doubling year on year, is testament to the success and growing impact of the programme. This exponential growth reflects the program's ability to resonate with women of colour employees within organisations, as well as attracting new mentors interested in giving back. It also demonstrates the value of the programme in addressing mentees' unique needs and aspirations.



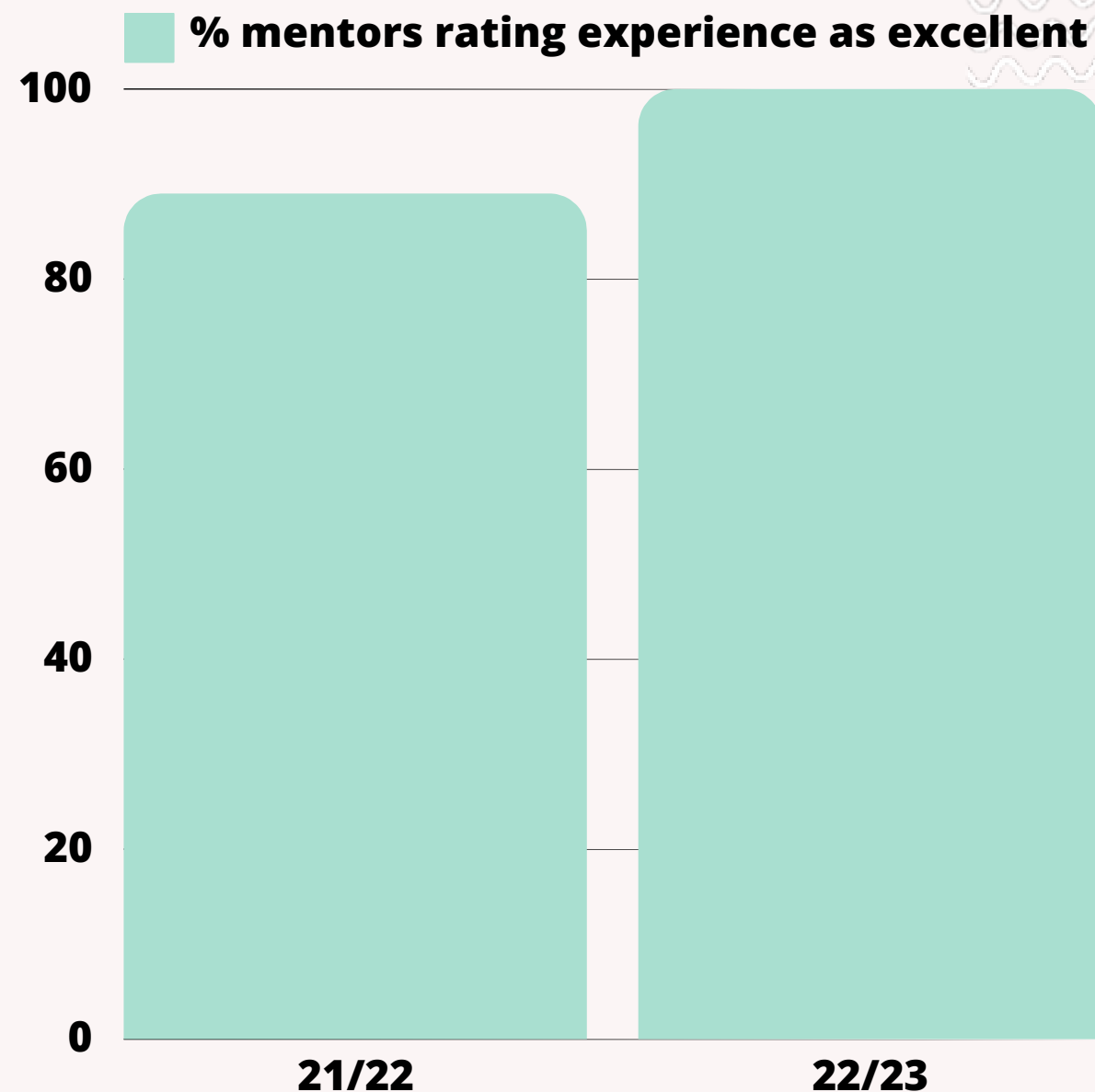
MENTEE SATISFACTION RATINGS

Since 2021, mentees have reported enhanced career growth, increased confidence, expanded networks, and improved skills and knowledge post-programme. The rising confidence levels demonstrate that the program is meeting the expectations and needs of mentees year on year. The upward trend can also be attributed to the positive outcomes and benefits that mentees are experiencing as a result of their participation in the program. 2023/24 results to be determined.



MENTOR SATISFACTION RATINGS

100% in 2022/ 23 rated their mentoring experience as excellent and would recommend the programme to other WOC professionals and businesses. 100% of mentors also said they would mentor again on the programme. This feedback suggests that mentors are finding their roles rewarding, impactful, and valuable in supporting the professional growth of their mentee. 2023/24 results are to be determined.





KEY OUTCOMES FROM THE PROGRAMME

01.

Confidence towards self-advocacy

When asked what the WOCGN mentorship programme has meant to them, confidence leading to self advocacy & action was a key theme that has been raised by all respondents.

02.

Expanded networks

Women overwhelmingly felt the the frank conversations they can have with someone who understands them was hugely beneficial to the way they viewed themselves & their career progress.

03.

Belonging

The programme and access to the network has helped women feel less alone, increased their sense of belonging and enabled them to grow both personally and professionally.

having



95%

said following their mentoring programme,
they are confident or strongly confident that
they have made progress with
or achieved their goals.

The high percentage indicates that the program has significantly contributed to mentees personal and professional development. They have experienced tangible outcomes, growth, and success as a result of their participation in the program.



Quotes from participants

What are your key takeaways from the programme?

I now have the **confidence** to speak to senior management or even in a mostly white group. My mentor helped me quite a lot to frame points and also to practice my presentations beforehand. She gave me **advice** on future money talks.

Senior Designer, DK Publishing

To know **my own worth** and understand that how my work could be impacting my person life and how to **overcome** and deal with those feelings

Partnerships Manager, Frieze

To **advocate for myself** – it's up to me to sing my praises and make sure people know what I'm capable of.

Product Manager, Endeavor

It's the first time in my career that I have felt supported by someone in a senior position who truly understood my challenges, experiences and background. Because I was able to have very honest conversations with someone who could recognise my issues, I could gather **practical advice that could help me progress** in my career (without fear of repercussions or being misunderstood). I realised a lot of what I had experienced was not unusual and it **validated my feelings**, which in turn has made me realise how these things may have impacted my career and that **it is within my power to change them**.

Editor & Writer, Penguin Random House



Quotes from participants

Feedback on mentor match

My mentor has extensive knowledge of my sector and we have managed to build a great relationship throughout the course of the programme. She is **someone I look up to and can relate to very well**. I feel comfortable just having a chat with her about anything in general!

Designer, DK

I was matched with someone who I felt **understood my point of view** but also had more experience than I did, so was able to **offer suggestions on how to tackle different work problems**, whether it was related to funding writing or discrimination in the workplace. Someone who had been there before and was now further along on her journey that she could look back to where I was with clarity and insight.

Programme Manager, Endeavor

I felt there were a lot of parallels to be drawn from my mentor's experience in terms of her career and as she's a few years ahead of me, there was lots of **actionable advice** I could and have applied to my own career.

Technology Consultant, Capgemini



Quotes from participants

What has been the most impactful aspect of the programme for you?

I spent several years on a low wage. I was doing increasingly more to impress my employers while feeling unseen and losing confidence.

My WOCGN mentor encouraged me to go for a better paid role in the company and **negotiate a salary offer that better reflected my skills and experience**. After just a year in my new job, **I was offered an unexpected pay raise** in appreciation for my hard work.

I've taken this lesson to heart and I'm so grateful to my mentor for her guidance. It has changed how I view myself and my career.

Editor, Penguin Random House

Being able to have **a sounding board for my thoughts** and decisions **who understands the nuance of being a young black professional** has been a game changer for me professionally.

Photography Artist

Having a woc mentor who I could work with specifically on my career vision **and a internal senior Sponsor to help me put that vision into reality was unbelievable**. Since working with both I have **negotiated a pay rise and an internal promotion**.

**Senior Manager,
Data & Analytics at DK**



Quotes from Mentors

I think it is extremely important to encourage women of colour the opportunity to grow and develop, particularly when they are the minority. We all **need safe spaces to explore how we advance in our careers** despite the microaggressions we deal with on a day to day basis I think the **WOCGN mentoring programme is an excellent vehicle** for this to happen effectively.

Head of Safeguarding, Oxfam

It has been amazing to meet other women of colour from all walks of life doing amazing things, be it mentors or mentees. Learning about their journeys and **being able to offer my advice, opinions or share my experiences has given me a sense of belonging** and also I feel proud to see so many WOC smashing it in life.

CEO/ Founder, Reculture

I certainly lacked mentors who looked like me, had the same experiences as me, the same strengths, and the same challenges. **For me, this experience was about providing all of this to someone else and giving what I didn't have.** Its meant a lot to me to have built a great relationship with someone, whilst being able to support and guide them.

Head of EDI, Penna



Quotes from Sponsors

I was shocked to learn that over 61% of women of colour feel the need to have to change who they are, whether it's their physical appearance, the way they speak or how they show up professionally to "fit in". **I was even more shocked to learn that this is a regular, frequent occurrence and not an extreme situation.** I hope as a Sponsor I can go some way in being able to **ensure that my sponsee doesn't feel alone in the workplace** and has an ally who will be there to support and **positively advocate and open doors for them in the organisation as they navigate their career journey.** It has already been an eye opening.

Director, UX & Design, Guardian News & Media

I am delighted to have the opportunity to be a sponsor at the Guardian in an official capacity as I am fully aware of the **importance of opening doors** and facilitating connections for more junior colleagues. For women of colour who might not have a fully fleshed network yet and would really benefit from **having an internal advocate and champion**, the WOCGN programme is perfect as really focused and intentional. I'm really looking forward to embracing the role and to forging a new meaningful connection.

Publishing Director, Guardian News & Media



“Seeing women of colour mentors, who are successful and in leading positions has been inspiring to me and goes to show that representation matters.

I've enjoyed every single moment of the programme and I hope more women of colour are able to access this in the future as it's so essential and very much needed.”

Marketing Manager, Frieze

WOCGN X ENDEAVOR PARTNERSHIP - LAUNCH EVENT



WOCGN X ENDEAVOR PARTNERSHIP - WRAP-UP





THANK YOU

To find out more about the Pathways programme please contact:

Haseena Farid
Managing Director and Co-Founder at
haseenaconsulting@gmail.com