



**KIM CENTER**  
FOR SOCIAL BALANCE

**2019**  
**ANNUAL**  
**REPORT**





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# OUR VISION

“For my own children and granddaughter, I hope to see a world that is fair, equitable, and supports people in attaining success and thriving – regardless of gender.”

- Pamela Gray Payton, Board President

# Why we need the Kim Center

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The Kim Center was established because achieving workplace gender equity is taking too long. Women's suffrage began a hundred years ago. Yet, today, too many women, nonbinary people, and men who openly prioritize values typically associated with women still have to work harder to prove their worth and are punished more severely when they fail.

Why are we using centuries to measure the time until we reach equity instead of decades or years?

For one thing, research tells us that widespread cultural transformation requires focused local action, which is missing from the landscape. We also learned from talking to over a hundred employers that they need three key questions answered before acting: What does gender equity look like? How do I measure progress? How compelling is the benefit?

In the following pages, we will lead you through the Kim Center's journey over the past year to demonstrate how we've been answering these questions in order to **accelerate the achievement of equal status for all genders at work**. Society is at an inflection point, and the Kim Center has stepped up to steward the movement.

Will you join us?



**Pamela Gray Payton**  
Board President



**Hei-ock Kim**  
Founder and Executive Director

# Change must happen faster.

The [World Economic Forum](#) says the global pay gap will take 257 years to close. Asian women average 90 cents for every dollar that men earn, and Native women average 57 cents. Black women average 62 cents ([Center for American Progress](#)), which translates to almost a million dollars lost over their careers ([Lean In](#)). Latinas will lose almost \$1.2 million and their pay gap has only closed by A PENNY in a decade ([National Women's Law Center](#)). We literally can't afford to wait any longer!

## Gender equity benefits everyone.

### Prosperity

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Businesses can increase their profitability by 15%, and recruit, promote, and retain talent better. ([Peterson](#))

Advancing women's equality can add \$12 trillion to global growth ([McKinsey](#))

### Well-Being

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Families become healthier and better educated when women prosper. ([Institute for Women's Policy Research](#))

### Innovation

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Innovation equals survival. The innovative mindset of employees is six times higher in workplaces that are the most equal. ([Accenture](#))

### Resilience

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Women often demonstrate better leadership qualities than men during and after crisis. ([McKinsey](#))

# Our Theory of Change

Cultural transformation depends on organized, local effort (Interdisciplinary Journal of Partnership Studies), so the Kim Center drives workplace gender equity by uniting regions and companies around our scalable GenderLEAP™ initiative.

We accelerate change by working with regional and company leaders in a standardized framework of five metrics essential to workplace gender equity: 1) advancement, 2) compensation, 3) policies, 4) benefits, 5) environment. GenderLEAP™ succeeds because its comprehensive Assessment and national Accreditation provide clear benchmarks for progress and accountability over the long-term, and its customizable Playbook shortens time to impact with clear goals and timelines.

Decision-makers buy into GenderLEAP™ because it correlates progress to bottom-line growth, and they appreciate its straightforward structure and academic rigor. As they discover that gender equity gives them a competitive edge, they make it standard business practice.

This normalizes empowering all women and other marginalized genders, as well as placing them in positions of authority and influence. Gender equity becomes a nationally entrenched cultural imperative that increases profitability, resilience, and individual health and well-being.



**PAMELA GRAY PAYTON**

**Board President**

Throughout her career, Pamela has embodied the value gender equity brings to the workplace. “Diverse and inclusive teams where everyone feels valued and respected, tend to be more creative and more innovative. Gender equity will help us build a society that thrives on the contributions of all its members.”



# OUR GENDERLEAP™ INITIATIVE

GenderLEAP™ is a suite of tools that helps regions and companies shorten their timeline for achieving workplace gender equity. The tools are best used in tandem, but are powerful enough to incorporate independently into existing systems.

## Dismantling the cultural status quo with data.



### GenderLEAP™ Assessment

... clarifies equity gaps by analyzing company stats and employee feedback through the gender lens at multiple intersections of marginalization, including race/ethnicity.



### GenderLEAP™ Playbook

... is a customizable action plan co-designed by the Kim Center and regional or company leaders to outline goals, roles, and timelines for all stakeholders.



### GenderLEAP™ Accreditation

... clearly lays out national standards of accountability so everyone - employers, employees, customers, investors, etc. - knows exactly what success looks like.

**“The Assessment revealed challenges that were obscured by issues that were more obvious but less pressing. Now we know where to focus our efforts for the most immediate impact toward equity.”**

- VP, Healthcare Client

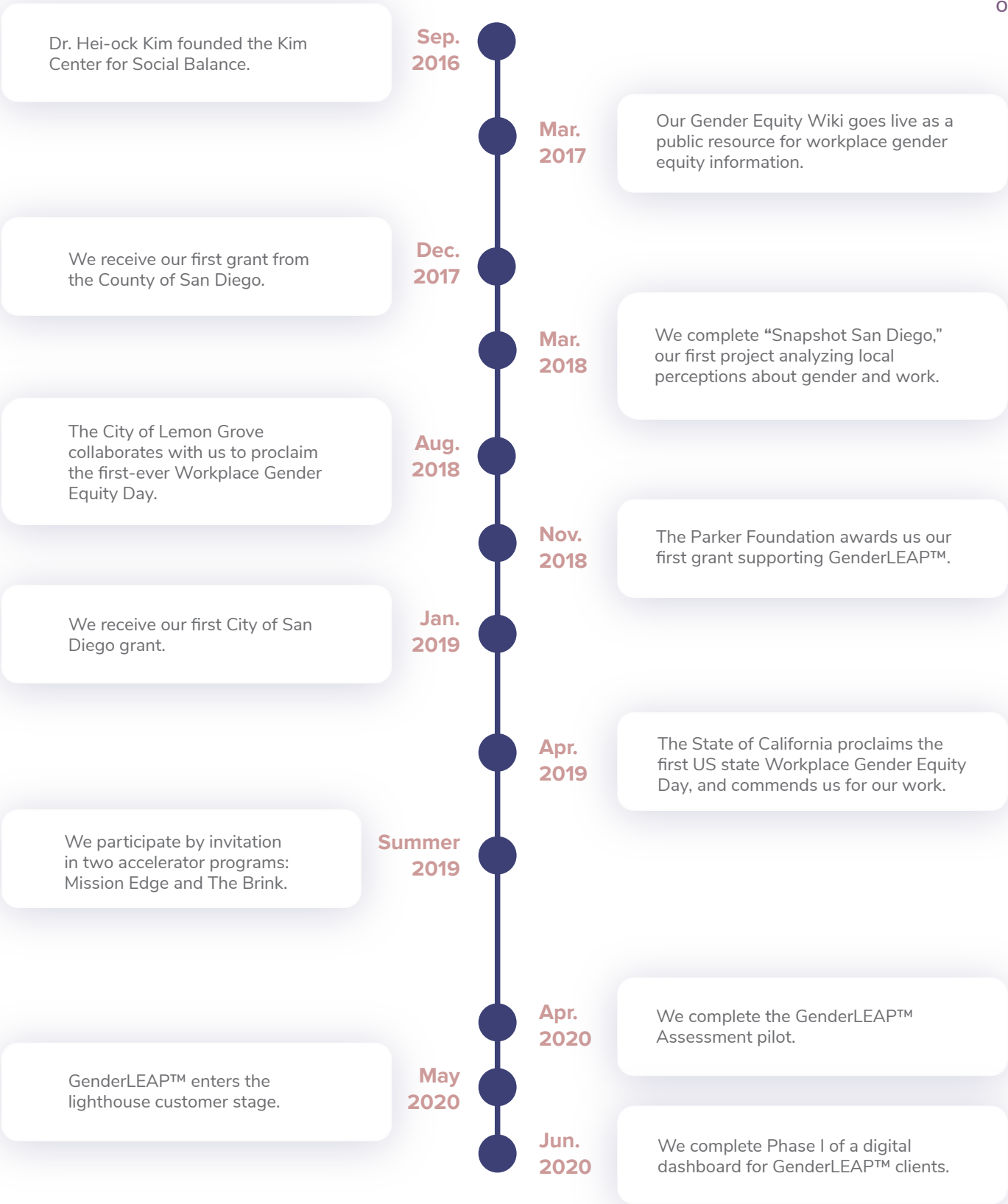


# OUR PROGRESS

“Acknowledging that the status quo must change is not enough. Our data-centered approach disrupts structures to intentionally create environments that embrace equity.”

- David Alvarez, Board Secretary





# WHAT'S NEXT?

“When we are successful with the Kim Center in San Diego, we will move onto other cities until the whole country represents these values. Not only equity, but people recognizing the biases they bring into the workplace.”

- Pamela Gray Payton





# San Diego County is our proving grounds.

In 2021, the Kim Center will begin working with San Diego County, cities, and employers to scale GenderLEAP™ into a regional model.

We'll use the Assessment to establish San Diego's first-ever workplace gender equity baselines. With this data, we'll collaborate with key leaders to design a locally specific Playbook involving government, employers, and other stakeholder groups.

Our goal is to transform San Diego into the first national model of workplace gender equity progress!



**“San Diego is small enough to incubate, but large enough in the breadth of its employing organizations to replicate. The Kim Center has the vision and ability to drive strategic transformation in the community. ”**

- Georgia Case, Advisory Council Member

# Upcoming Projects

## Scaling

GenderLEAP™ is designed to scale nationally. Once we've demonstrated the regional model in San Diego, we'll work with other regions around the country to drive and measure their own change using the same tools. Their progress will fuel other successful ecosystems until workplace gender equity becomes a national cultural norm that transcends destructive political or social trends.

## Certification

The Certification will educate independent practitioners to implement GenderLEAP™ with regions and companies nationwide. Employers can also send their staff to manage GenderLEAP™ in-house. We're excited to partner with University of California San Diego Extension to offer the Certification within the next two years.



# Education

Fall 2020 appearances by Executive Director Dr. Hei-ock Kim.  
Sign up for updates on these and future events at [kimcenter.org](https://kimcenter.org).

## Oct. 27

**San Diego Green Building  
Council Equity Summit:**  
Transforming the Workplace  
for a More Just Future

## Oct. 29

**San Diego SHRM:** Giving  
You the Power to Achieve  
Workplace Gender Equity

## Nov. 17

**Employee Rights Center:**  
Challenges and Benefits of  
Workplace Gender Equity

## Nov. 18

**Government Finance  
Officers Association:**  
Diversity and Inclusion – Not  
Just for HR



**DAVID ALVAREZ**

**Board Secretary**

Shaped by a strong relationship with his mother, David's values have always focused on equity. His earliest work was in preventing teen pregnancy and sexually transmitted diseases. A former city councilmember, David received early inspiration from his first political boss, California Senator Denise Moreno Ducheny. Through his involvement with the Kim Center, David is compelled even more deeply to see justice for the women in his family and professional circles, both locally and globally.

# BUILDING AWARENESS

“The Kim Center brings consciousness to the important issues. For example, the men at my company love parental leave. They finally have the opportunity to openly prioritize bonding with and caring for their children.”

- Dr. Rebecca Boyce, Donor



# Workplace Gender Equity Day

As a declaration of public unity, the Kim Center spearheaded Workplace Gender Equity Day so civic leaders can rally their communities around the need for change. Our goal is to have every city in the United States make this historic proclamation!

Thanks to collaborative efforts with the San Diego County Women's Commission and other partners, eleven entities have given voice to their constituencies.



**The State of  
California**



## The Cities of:

San Diego	Solana Beach
Lemon Grove	National City
La Mesa	Encinitas
El Cajon	Oceanside



**Human Relations  
Commission**

# Gender Equity Collaborative

Our progressive network of employers are cooperating locally and connecting nationally to support workplace gender equity. Companies from all sectors and industries pledge to CARE about workplace gender equity, SHARE resources to support the mission, and DARE to make change.

## New 2019 members:





# Our Outreach

## Candid Conversations

### Reaching Millennials

The Kim Center holds this monthly gathering to guide millennials in safe conversation about the complex issues of gender at work.

As one of our attendees told us: "I'm really glad to have this forum. We don't have places for these conversations at work. I enjoyed the open atmosphere. There are no clear right answers to the questions."



**"We need to support the younger generations. When my daughter was in elementary school in Maryland, I wanted to take her to the opening of the Orioles' new ballpark. A teacher remarked, 'but she's a girl.' I challenged them that this was just as great an opportunity for a girl as a boy. My daughter got her excused absence."**

- Steve Makoff, Founding Board Member

## Hoover High School

### Reaching Youth

Dr. Hei-ock Kim helps San Diego State University's Young Women's Study Club mentors challenge Hoover students to question the status quo on gender roles in society and the workplace.

"The mentors really enjoy the discussions they get to have with the Hoovers."  
-Lori Loftin, YWSC Coordinator

# Gender Equity Wiki

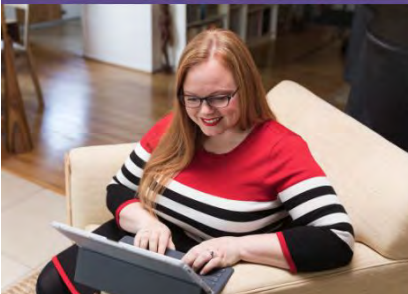
We created the Gender Equity Wiki to help people better understand and navigate the issues of gender in the workplace and society, whether they're an employee or employer, adult or kid. Resources include studies, articles, multimedia, and more!

Anyone can use the Wiki but free membership also allows users to::

- **Save and organize favorite resources**
- **Post reviews and suggest new resources**
- **Communicate with other members**

Visit the Gender Equity Wiki today at [kimcenter.org](https://kimcenter.org).

Knowledge is Power



Men & Gender Equity



Useful Tools





**Become a  
Leader of  
Change.**



## Donate.

- **Join our 1000 Club.** Support short-term projects with immediate impact.
- **Become a monthly donor.** Sign up at [kimcenter.org](https://kimcenter.org).
- **Give what you can, when you can.** Donate online at [kimcenter.org](https://kimcenter.org) or send a check to:

**Kim Center for Social Balance**  
5173 Waring Road, Suite 58  
San Diego, CA 92120  
EIN 81-4518651

The Kim Center is a 501(c)(3). Donations are deductible to the full extent of the law. Email questions to Dr. Hei-ock Kim at [heiock@kimcenter.org](mailto:heiock@kimcenter.org).



**“I give financially because I passionately believe in the work that the Kim Center is doing - especially because they track data on how employees innovate and perform best when treated fairly.”**

- Dr. Rebecca Boyce





# Become a lighthouse customer.

The Kim Center is inviting companies across sectors and industries to join the vanguard of change. Lighthouse customers are industry leaders who enjoy early access to GenderLEAP™ improvements and preferential service and pricing.

Contact Dr. Hei-ock Kim at [heiock@kimcenter.org](mailto:heiock@kimcenter.org) to start today!

**“We had done trainings but didn’t know how to measure impact. Now we have concrete metrics to inform our next goals and strategies. Kudos to the Kim Center and UC San Diego for this wonderful tool. The academic rigor gives us the confidence to move forward with a solid action plan,”**

- CEO, Lighthouse Customer



## Volunteer.

As a young organization with limited staff, the Kim Center welcomes dedicated volunteers like Jacquelynn to help with our community programs, social media campaigns, operational activities, and the Gender Equity Wiki. Special thanks to all our volunteers and interns!

Contact Hei-ock at [heiock@kimcenter.org](mailto:heiock@kimcenter.org) with your interest, experience, and availability.



**“I was thrilled to work on Candid Conversations. I saw attendees embracing authentic feelings, and was brought to tears by the power of storytelling. These moments encouraged me to continue having these difficult yet crucial discussions in my own life.”**

- Jacquelynn Nguyen,  
Manager of Candid Conversations





# OUR COMMUNITY

**“The Kim Center has done an incredible job of connecting with influential leaders across industries and sectors.”**

- Steve Makoff



Board of Directors

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# Our Company Supporters

Deepest thanks to the companies that are helping us  
accelerate workplace gender equity!





# Our Donors

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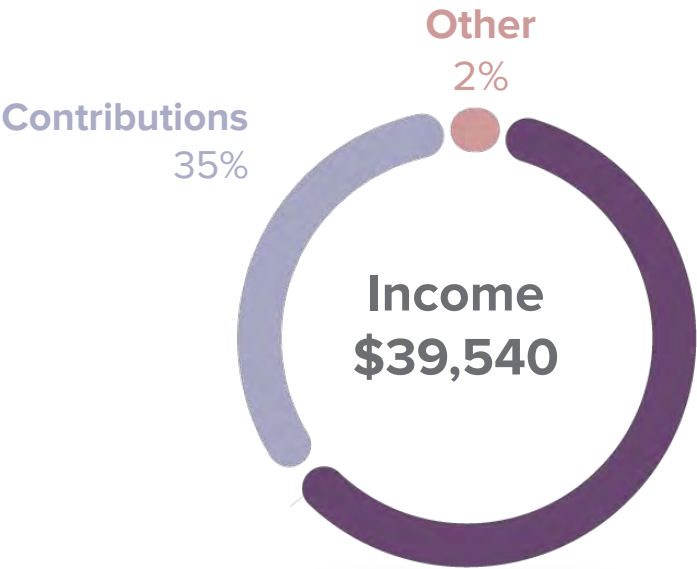


## STEVE MAKOFF

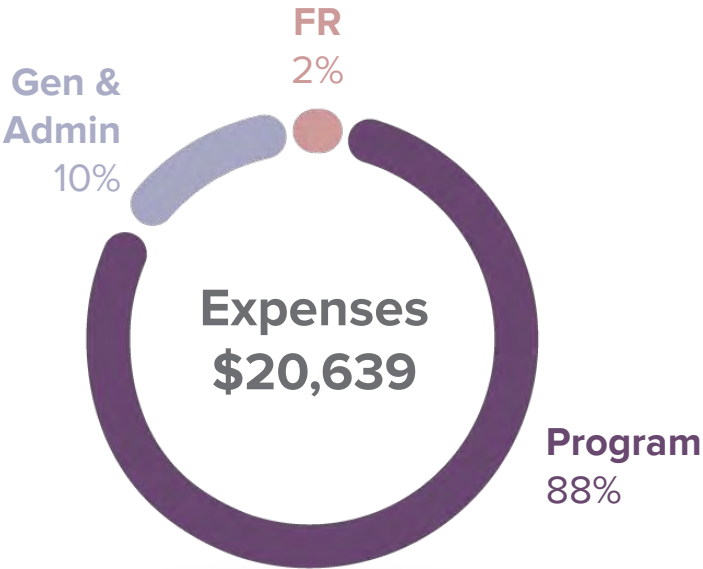
### Founding Board Member

Steve became involved with the Kim Center at the recommendation of family friends. He has been familiar with the gender equity issue his entire professional life, and is the father of two daughters whom he raised to expect inclusion in meaningful endeavors, be respected, and be listened to. Steve supports the Kim Center because “it’s important to put your money and your actions where your mouth is.”

# Financial Overview



**Government Grants**  
63%



# Contact



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Kim Center for Social Balance



@kimcenter4sb

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