



# Camber Outdoors CEO Pledge

## DECLARATION

We love being outside and being active, and we treasure the places we play – this is what connects us.

We are an innovative industry that welcomes all.

Our individual differences are respected, celebrated, and embraced as essential to the vibrancy of our community.

To preserve and enhance this dynamism, we seek to attract the most talented and skilled employees who reflect the gender diversity of our participants. In making this happen, we:

- Create value for our participants, customers, and communities
- Drive innovation
- Help solve important problems
- Create a competitive advantage

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## TAKE THE PLEDGE

I, \_\_\_\_\_, CEO/President/GM of \_\_\_\_\_  
commit to promote the participation of and leadership opportunities for  
women at my company.

As part of my commitment, I will ensure that gender diversity is a strategic  
and visible priority<sup>1</sup> for my company by:

- Providing a statement on our company website,
- Drafting and communicating a statement to tell employees about  
this commitment;
- Fostering a culture where individual differences are respected,  
celebrated, and embraced; and
- Advancing women leaders.

As part of my commitment, my company will work with  
Camber Outdoors to:

- Establish benchmarks and metrics to measure and report annually  
on progress toward goals and objectives;
- Adopt recruiting practices that lead to more gender-balanced  
candidate pools for key positions;
- Provide education, training, and mentoring programs targeted at  
positive career planning and advancement for women employees; and
- Improve support for all employees with families to optimize recruitment  
and retention of women employees.<sup>2</sup>

SIGNATURE

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DATE

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## CAMBER OUTDOORS' COMMITMENT

Camber Outdoors' goal is for its brands to become employers of choice for women and for the active-outdoor industries to attract top-tier, diverse talent.

Camber Outdoors will:

- Provide programming to attract, retain, and promote women; increasing the number of women in leadership and influential positions.
- Advocate for the active-outdoor industries as an industry of choice for women and build the systems to support this commitment.
- Be a valued business partner by helping our members design high-impact strategies that improve both workforce diversity and organizational well-being.
- Provide a dedicated point person to help our members find relevant information, connections, and advice.
- Provide pledge-specific materials and tools.
- Develop research-based reports and tools.
- Share insights gained from research, best practices, and cutting-edge solutions.
- Convene partners to exchange ideas and knowledge.



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**Deanne Buck** | Executive Director  
Camber Outdoors

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## WHY PLEDGE?

### Innovation & Design for a Changing Marketplace

Research shows that including more women in decision-making positions drives inspired design and faster, more proactive innovation. The future of the Industry depends on meeting the needs of a new, diverse participant demographic, and companies that actively increase women in leadership positions will have a distinct advantage.

### Employee Recruitment & Retention

One of the biggest challenges facing active-outdoor companies in the next 10 years is competition for talent, for employees with specialized skills and an understanding of consumer trends. Because of a reliance on technology and engineering for innovation, the Industry competes for talent directly with Fortune 500 companies in the energy, automobile, and hi-tech sectors.

### Business Success

Companies in the active-outdoor industries currently face competitive pressures in multiple dimensions of their business – market share, profitability, sustainability, and sourcing, as examples. Companies employing a diverse workforce can supply a greater variety of solutions to these pressures because employees from diverse backgrounds bring different perspectives, ideas, and methodologies.<sup>3</sup>

## CONTACT

For CEO Pledge information contact:

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1. McKinsey Research (2010 Women Matter). The introduction of a gender-diversity policy is often like a cultural revolution and requires full and visible commitment of the CEO to drive the changes. Building a truly gender-diverse company and industry, which supports the development and the promotion of women at the highest levels, can succeed only with the support of the top management.

2. OIWC 2012 Workplace Survey found that 30% of women respondents indicated they have children compared to 70.8% of women in the U.S. workforce.

3. McKinsey, Women Matter 2008. Companies with a higher proportion of women on their leadership teams are also the companies that have the best financial performance.