



ADVANCING WOMEN IN MANAGERIAL CAREERS IN CORPORATIONS

Kick-off Meeting CEC Managers, Madrid, October 25 2013

Mirella Visser LL.M.
Centre for Inclusive Leadership

Agenda Workshops

Time	Topics
11:15 – 12:45 pm	I. Introduction EU's approach and recent developments Main Challenges <ul style="list-style-type: none">- Facts and figures on women in labour market and management- Importance of having women in middle and senior management- Main obstacles for women to achieve management positions- Q&A
2:45 – 4:15 pm	II. Best Practices <ul style="list-style-type: none">- What can companies do to facilitate women's career progress?- Which policies, instruments and tools are successful?- Q&A
4:30 – 5:00 pm	III. Conclusions and Next Steps <ul style="list-style-type: none">- Key learnings of the day- Draft outline of next steps

The EU's approach is driven by economic motives

"Women and men still face widespread inequalities, with serious repercussions for economic and social cohesion, sustainable growth and competitiveness, and ***the ageing of Europe's population***. Especially in times of crisis, we need to incorporate the gender dimension in all of our policies, for the benefit of both women and men."

◦ *José Manuel Barroso, President European Commission, 2010*

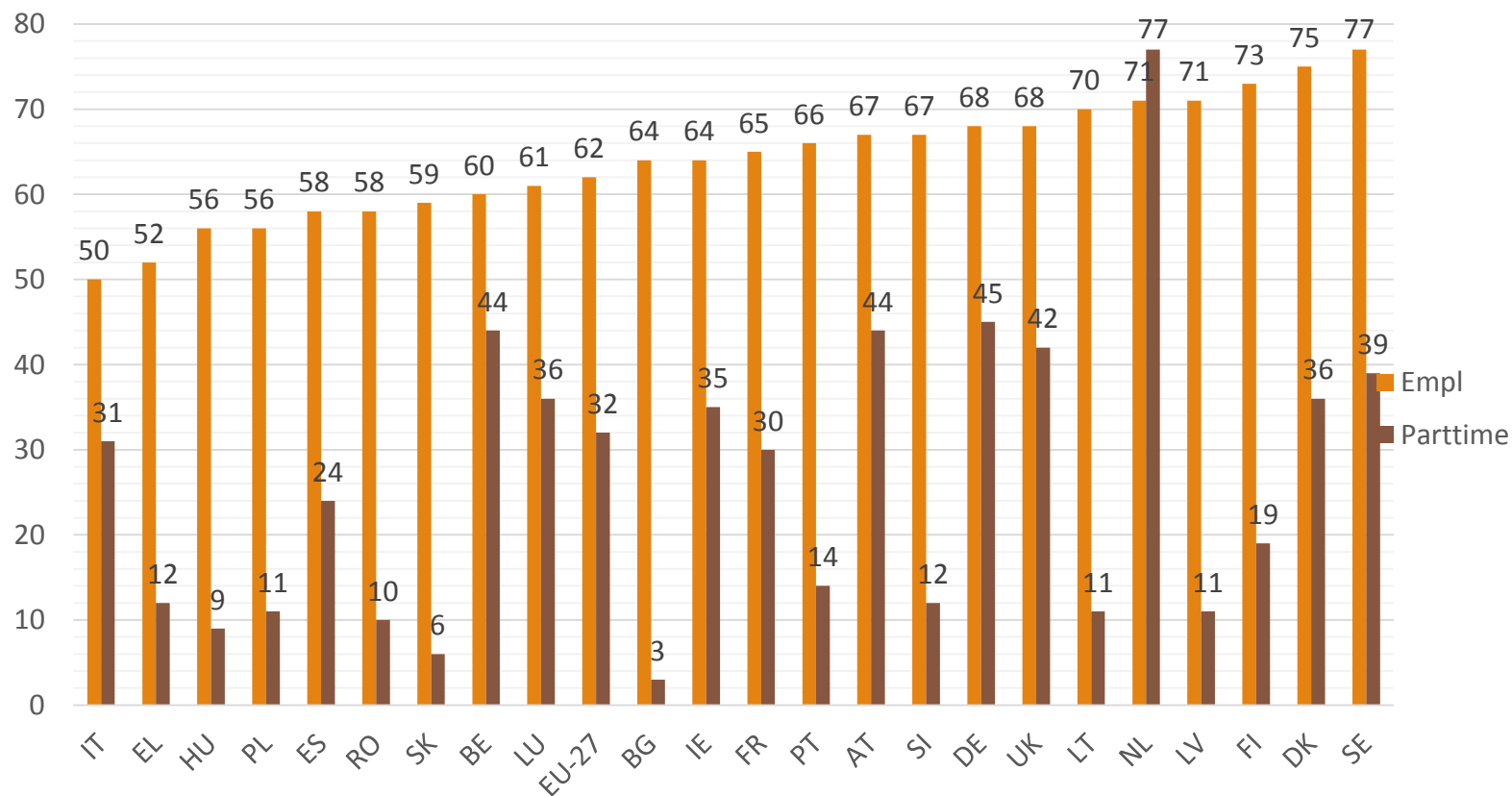
"The economic case for getting more women into the workforce and more women into top jobs in the EU is overwhelming. We can only reach our ***economic and employment goals*** by making full use of all our human resources – both in the labour market as a whole and at the top. This is an essential part of our economic recovery plans."

Viviane Reding, Vice-President of the European Commission in charge of Justice, Fundamental Rights and Citizenship, 2012

Key dates and events EU's approach

- Council Recommendation 96/694/EC (1996) invited Member States to adopt a strategy to promote balanced participation of women and men in decision-making
- EC Database on women and men in decision-making (under Roadmap 2005 – 2010)
- Adoption of the Women's Charter on March 5 2010
- Meetings with business leaders
- Strategy for Equality between Women and Men (2010 – 2015)
- EC's regular progress reports
- Women on the Board Pledge for Europe March 1 2011
- European Parliament's non-binding resolution on Women and Business Leadership , July 6 2011
- March 2012: review and evaluation of progress made
- Nov 2012: EC and EP propose directive for gender balance on boards

Female labor force participation rate is 62% and 1/3 of women works part time



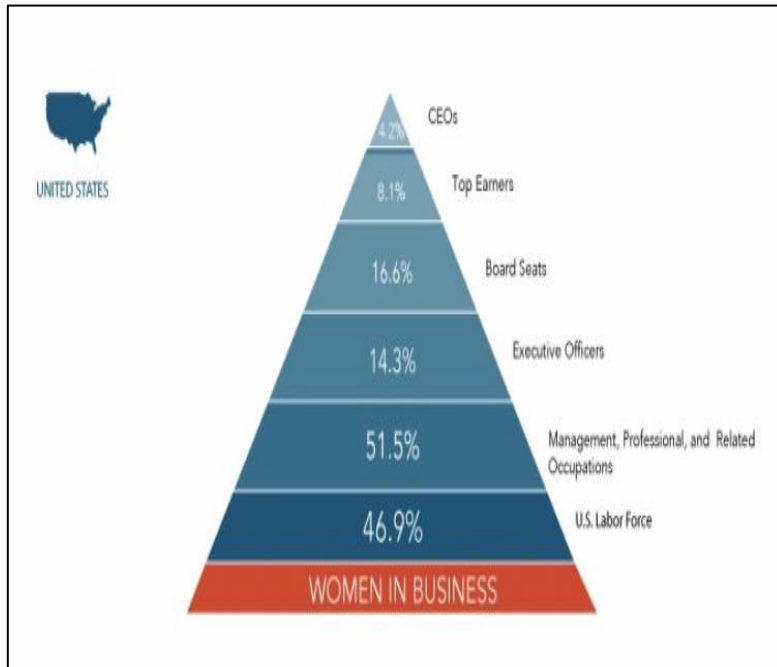
Source: EC Progress Report 2012

Wave of measures to improve representation of women on boards

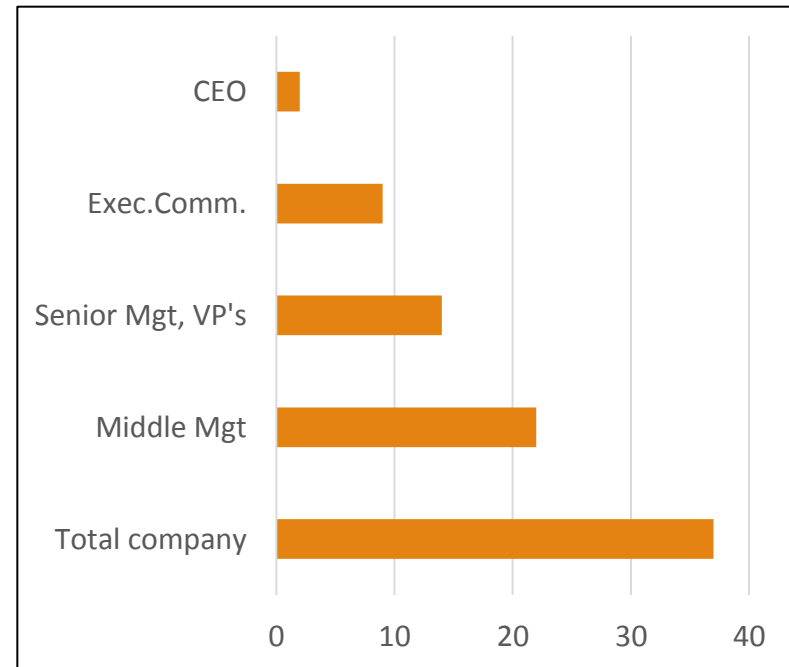
Country	Scope	Quota or self-reg.	Sanctions	Executive	Non-Exec.	Total
EU	Listed co's	40% on SB by 2020 (proposal)	Member State law	8.9%	15%	13.7%
Norway	State-owned, publ. lim. priv. sector	40% by 2012	Warning, fine, delisting	17%;	46%	44%
Finland	Public, priv. sector	Self-regulation	No	14.9%	27.9%	27.1%
Sweden	Public, priv. sector	Self-regulation	No	4%	26.5%	25.2%
France	Priv., state-owned, > 500 empl, > € 50m	20% by 2014, 40% in 2017	Nullity board elections	3.3%	24.2%	22.3%
NL	Larger co's (criteria)	30% on EB and SB by 2013 (- 2016)	'Explain'	8.8%	18.8%	18.5%
UK	Private sector	Self-regulation	No	6.5%	18.7%	15.6%
Italy	Listed, state-owned	1/3 after 2 nd ren.	Warning, fine, forf.	0.8%	7.1%	6.1%

Source: EC Database on Women and Men in Decision-making, Jan 2013

Women in managerial positions - leaks and blockages in the pipeline

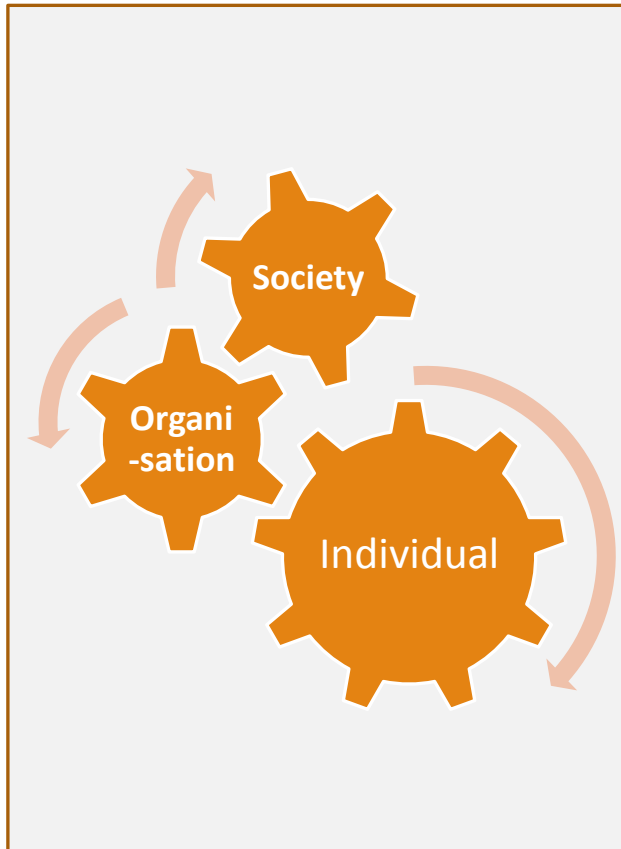


Source: U.S. Women in Business, Catalyst, 2013



Source: Women matter 2012, McKinsey

Blockages can be found at all levels – interaction creates complexity



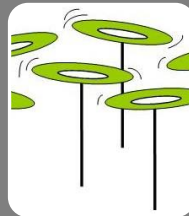
Society

- Expectations and prejudices
- Support mechanisms
- Legislation and policies



Organisation

- Working arrangements
- Corporate culture
- HR policies and programs



Individual

- Educational and career choices
- Work/life balance choices
- Self-promotion and visibility

Best Practice

Strategic implementation D&I policy

Top management commitment

I HR policies and processes

- Appraisal systems
- Flexible working
- Individualized career paths
- Women's development programs

II Infrastructure

- Facilities for work/life issues
- Technical support

III Measurement systems

- Analysis
- Performance indicators (KPI's)
- Monitoring
- Feedback

Business case

Best Practice Leadership statements

“To achieve our company’s ambition of doubling the size of our business whilst reducing our environmental impact and increasing our positive social impact, it is crucial that we build a diverse and engaged workforce where everybody can develop to his or her full potential. The benefits of having a gender-balanced organisation are plain to see; it helps power creativity and innovation, deepens the talent pool and allows us to better serve our diverse consumer base.”

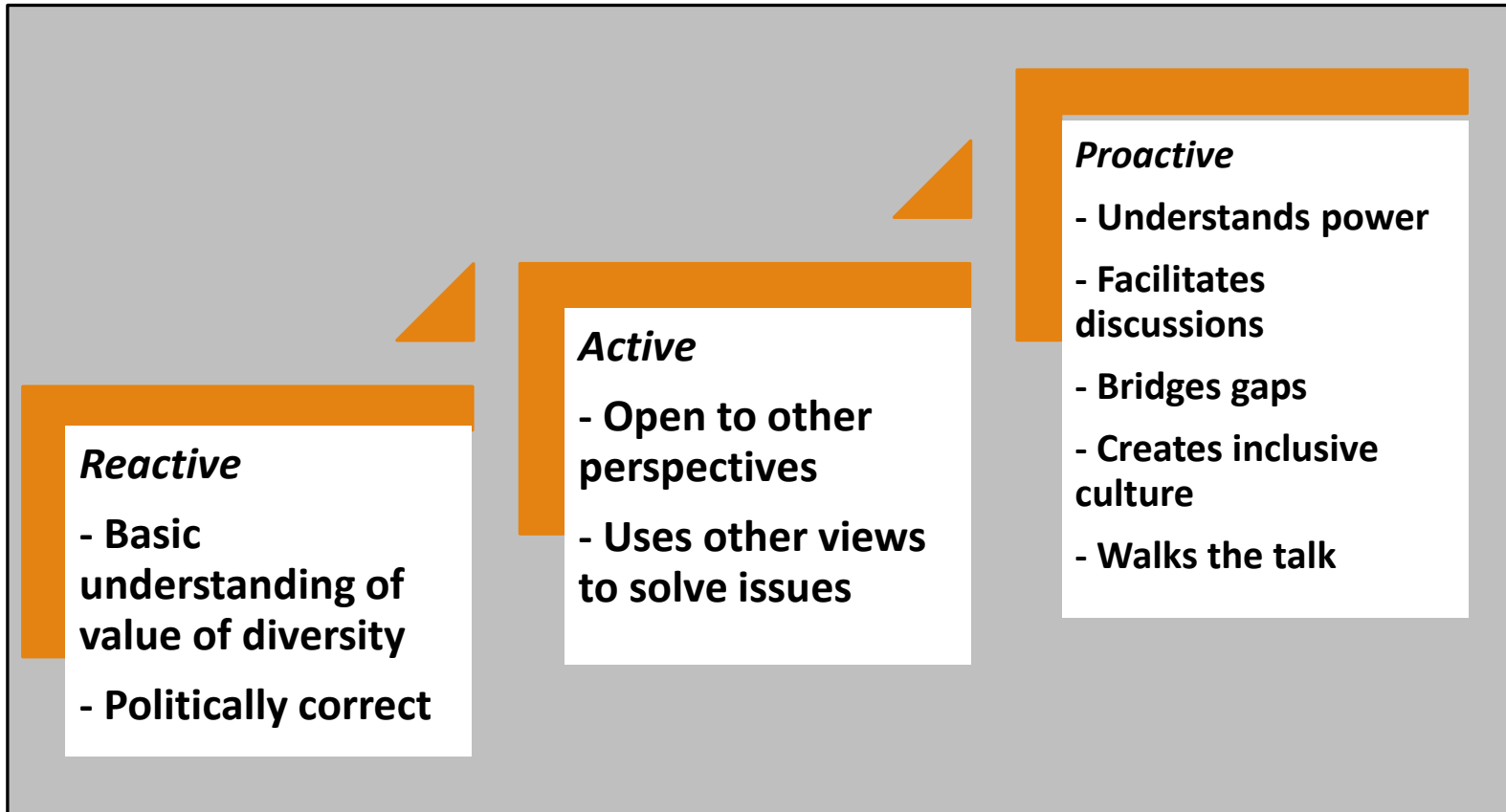
- ***Paul Polman, CEO Unilever, Winner of 2013 Catalyst Award for gender diversity***

“We’ve been able to attract female talent because they see women leading different parts of the company. Diversity helps; it is a self-fulfilling prophecy.”

- ***Nancy McKinstry, Wolters Kluwer***

Best Practice

Diversity as a leadership competency that needs to be developed



Best Practice

Addressing imparity in compensation systems

- ✓ Take into account the full remuneration package and analyse differences per element
- ✓ Make sure competencies and behaviors are balanced for masculine and feminine traits
- ✓ Create transparency in performance expectations and the measurement methodology
- ✓ Carry out adverse impact studies of both performance results and compensation since pay gaps take time to grow
- ✓ Find the very first instance pay discrepancies surface and look for the root causes of the origin
- ✓ Ensure equity between women and men in initial placements
- ✓ Promote an active role of senior leadership in ensuring the integrity of the hiring process and prioritizing women for stretch assignments for their development
- ✓ Conduct a self-audit to ensure policies and practices are unbiased
- ✓ Analyse self-advocating behaviours for women and provide specific trainings for women
- ✓ Develop a process that does not penalize women for self-advocacy
- ✓ Continuous benchmarking and monitoring
- ✓ Provide for negotiation training for women, including for remuneration packages
- ✓ Ensure gender diversity in compensation committees
- ✓ Analyse the impact of length of tenure or age on female employee group
- ✓ Assess the impact of incidental bonuses, extra's on female employee group

Specific tools and instruments to advance women in management

Individual programs

- Leadership development
- Specific training, such as negotiations, communication

Mentoring

- In-company
- External career coaching
- Cross-gender leadership mentoring programs

Networks

- In-company networks
- Access to informal networks

Best Practice

In-company Cross-gender Reverse Mentoring Program

“A process that supports and encourages learning to happen, leading to personal performance improvement and development of leadership talent ”

Access to
networks

Political
prowess

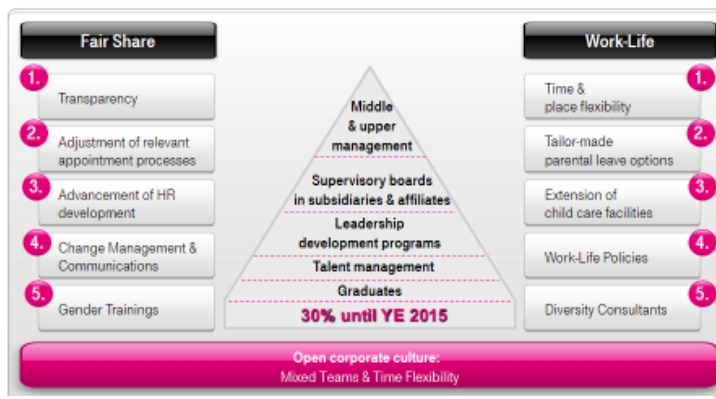
Role model

Personal
development

Culture

Best Practice Deutsche Telekom's Women's Quota

The implementation of the quota.



Selected work-life-measures.

Mobile Devices Policy

- Voluntary use of mobile devices on weekends and after working hours
- Respectful handling of mobile devices during meetings
- Executives should act as role models
- Exception: in case of emergency when immediate reactions are necessary

Retention of talents during parental leave

- Active management and retention of employees during parental leave
- Development talks at the beginning and during parental leave
- Improvement of re-entry, e.g. by re-entry talks
- Offer of temporary project work during parental leave
- Employee network for parental leavers

Part-Time Policy

- Motivation for executives to use part-time options
- Shaping a flexible working culture
- Executives are encouraged to act as role models and enable their employees to make use of part time
- Development of a step-in step-out culture

Introduction of Diversity Consultants

- Newly established case manager function in Germany
- Offer guidance to find individual solutions to reconcile flex-time and career
- Mediation and escalation in exceptional cases

Key elements

- ✓ Tool for culture change
- ✓ Across the entire talent chain
- ✓ Targets combined with work-life measures
- ✓ Transparency in HR and recruitment processes
- ✓ Driven by top management
- ✓ Technology as enabler
- ✓ Systematic controlling and monitoring system
- ✓ Role of diversity consultants

Best Practice

Deutsche Telekom's Women's Quota

“The women's quota is an excellent example that shows how we as a company are taking measured steps to shape our **new company**.

Its introduction, our experiences and discussions fuel our **culture change**.

Things we took for granted in the past are being **challenged**.

The quota forces us to **adopt new mindsets**, for example on the issue of individual control over working hours for men as well as for women”.

Thomas Sattelberger, Deutsche Telekom

- ✓ Women in management positions rose from 19% (2010) to 22.7% (2011) to 24% (2012)
- ✓ Women in Business Leaders Team rose from 3% to 7.5%
- ✓ 13 women newly appointed to supervisory boards of subsidiaries to 17 in total
- ✓ Proportion of women among newly hired high potential junior staff went from 33% to 51%
- ✓ Proportion women on management development programs went from 18% to 34.6%