



Gender balance in decision-making

Mirella Visser

October 28, 2009

Gender balance in leadership



Key questions

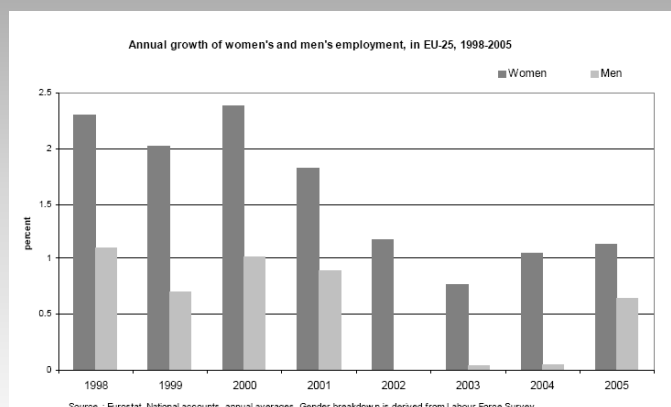
- What are drivers of female employment?
- What are the factors impacting women's representation in managerial functions?
- What are the benefits of having more women in decision-making?

20-10-2009

©Centre for Inclusive Leadership

3

Female labor force is the engine of employment growth in Europe



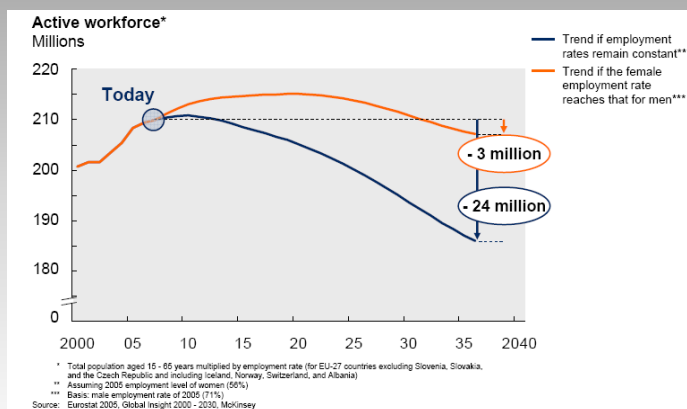
Source: EC report 7.2.2007

20-10-2009

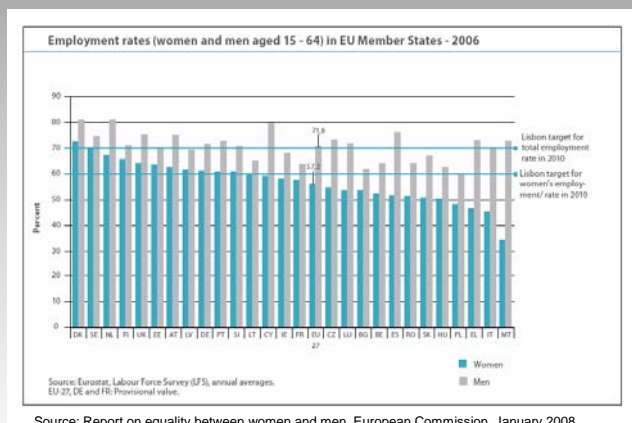
©Centre for Inclusive Leadership

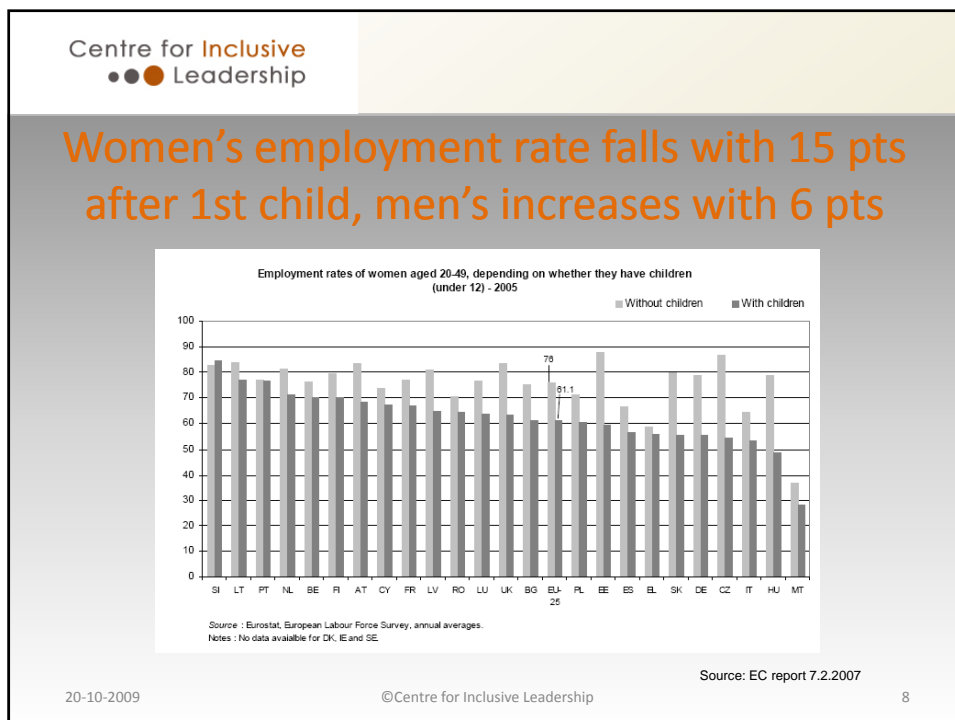
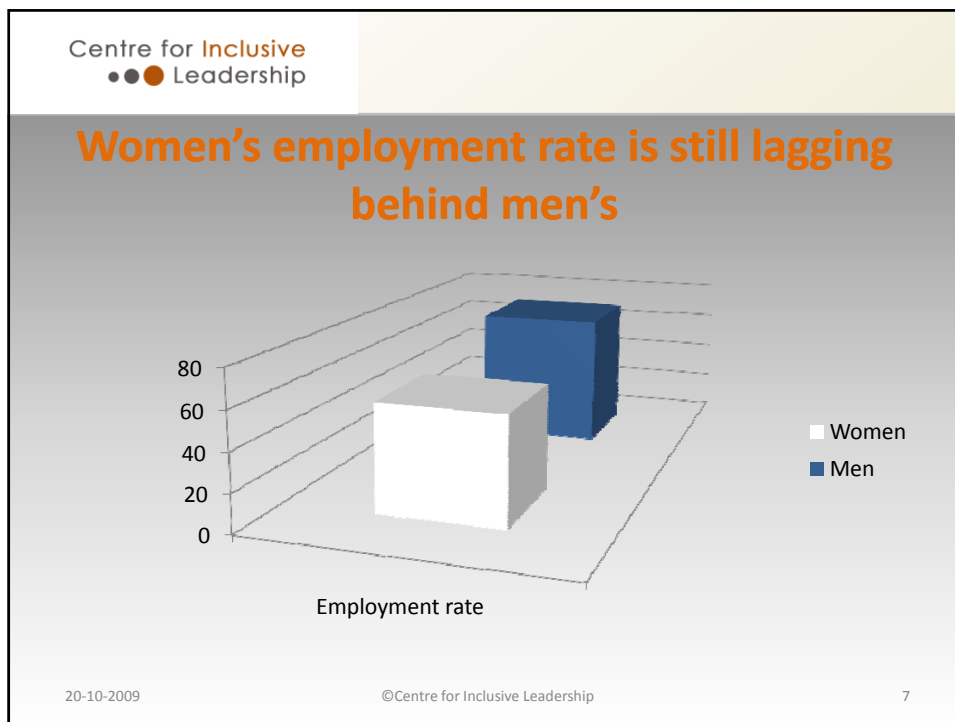
4

EU faces labor market crunch if female employment rate remains low

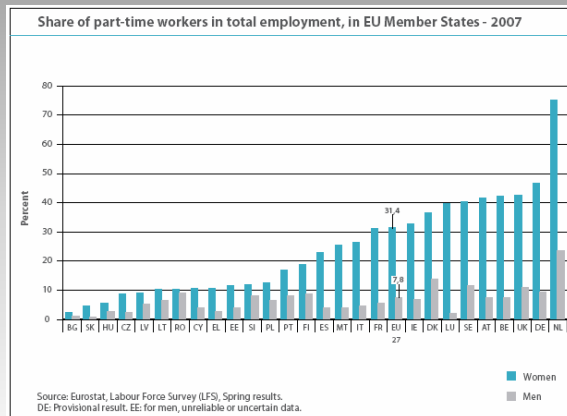


Employment rates



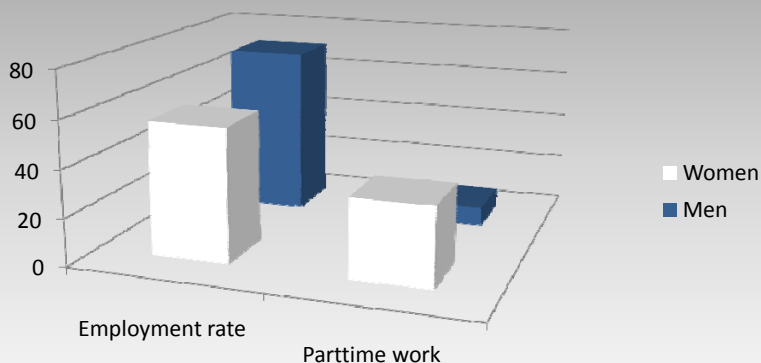


Significant differences in part time work



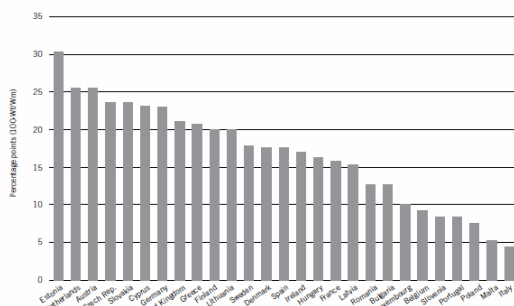
Source: Report on equality between women and men, European Commission, January 2008

One-third of women work part time against 7.7% of men



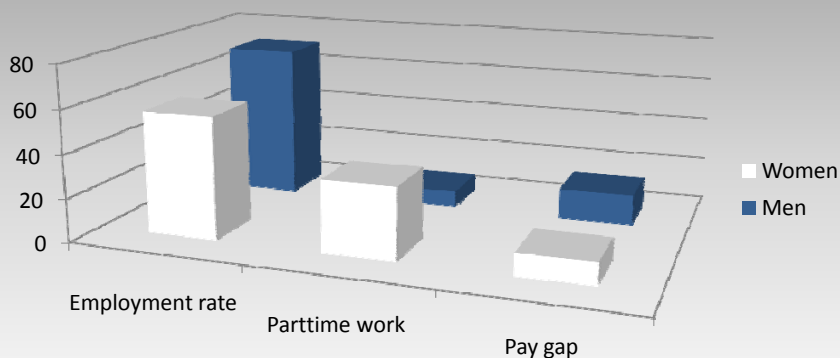
Gender pay gap is everywhere

FIGURE 11: Gender pay gap in EU member states in 2007.
(Gap= 100-Wf/Wm)



Source: EU Commission 2009

Persistent equal pay gap



Women as managers

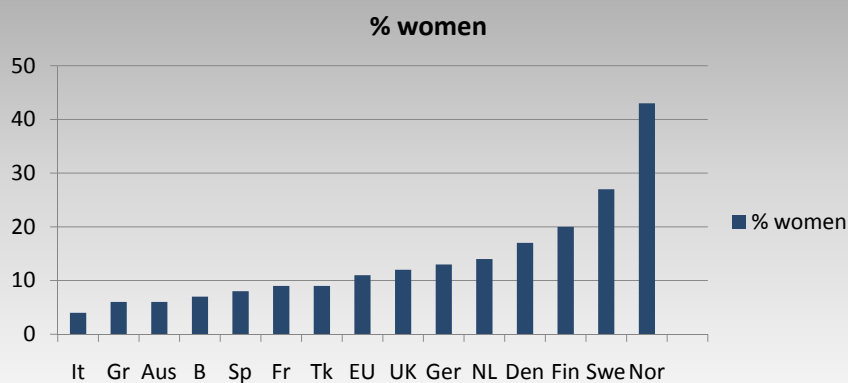


Source: Report on equality between women and men, European Commission, January 2008

Serious underrepresentation of women in decision-making functions

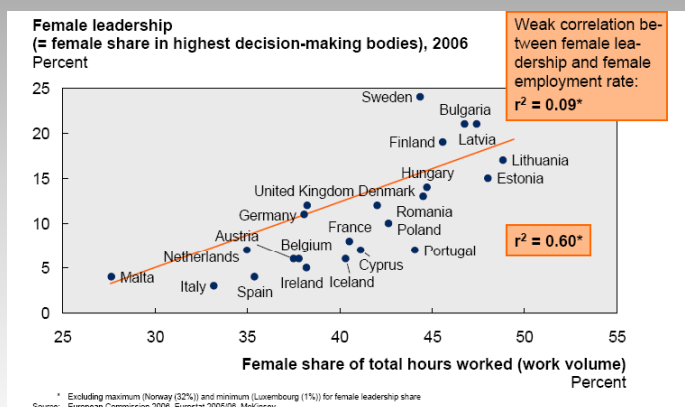
- Less than one-third of managers are women
- Only 10% of board seats at Europe's 50 largest listed companies are taken by women

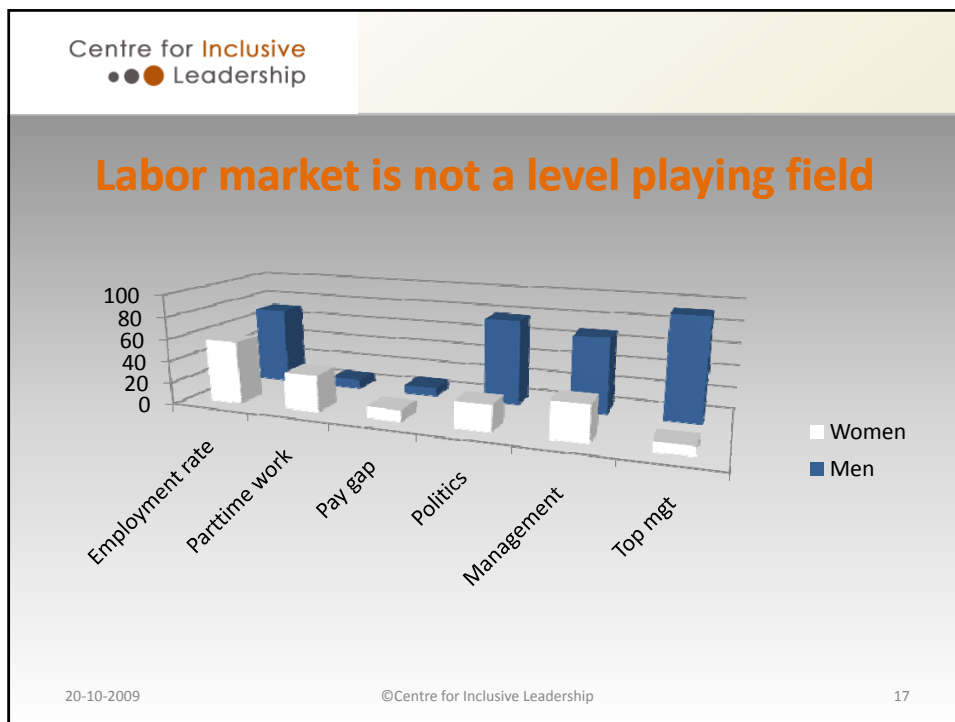
Women in highest decision-making bodies



Source: EC database 2008

Relationship between hours worked and managerial functions





Centre for Inclusive Leadership

The positive impact of more women in decision-making

<p>At organizational level:</p> <ul style="list-style-type: none"> • Market understanding • Culture of innovation • Quality of decision-making • Ethical decision-making • Better utilization of talents • Results 	<p>At societal level:</p> <ul style="list-style-type: none"> • Democratic foundation • Legitimacy of power • Human rights • Effective labor market • EU's competitiveness
---	---

20-10-2009 ©Centre for Inclusive Leadership 18

Examples of positive effect of women in senior management

- **Bottom-line result**
 - Companies with highest representation of women on top mgt teams achieved higher ROE of 35.1% and TRS of 34%
 - Source : Catalyst 2004 "The bottom line: connecting corporate performance and gender diversity"
- **Corporate governance**
 - 4% of boards with 3 or more women identify criteria for measuring strategy, whereas 45% of all-male boards do
 - 94% of boards with 3 or more women monitor implementation of corporate strategy whereas 66 % of all-male boards do
 - Source : Conference Board Canada 2002 "Women on Boards: Not just the "right" thing but the bright thing"

Main challenges for women in the corporate world

- Stereotypes concerning women's role and their abilities
- Absence of female rolemodels
- Lack of access to networks
- Overrepresentation in staff and supporting roles
- Worklife balance issues