



Equity in Business Leadership: Trends and Insights from Around the World

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Gender Gaps in Business Leadership



Sources

Catalyst, *Women CEOs of the S&P 500* (2015).
Catalyst, *2014 Catalyst Census: Women Board Directors* (2015).
U.S. Equal Employment Opportunity Commission (EEOC), "2013 EEO-1 Survey Data."
S&P 500 is owned by S&P Dow Jones Indices LLC.



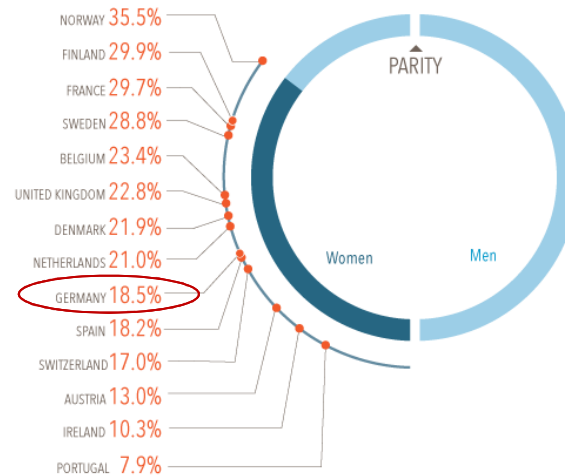
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Women's Share of Board Seats at European Stock Index Companies



WOMEN'S SHARE OF BOARD SEATS AT EUROPEAN STOCK INDEX COMPANIES



Data from October 2014. Europe is represented by the following indices, providing the percentage of board seats held by women across a specific number of companies: Austria—ATX index (20 companies), Belgium—BEL-20 Institutional index (20), Denmark—OMX Copenhagen 20 index (19), Finland—OMX Helsinki 25 index (22), France—CAC 40 index (40), Germany—DAX index (30), Ireland—ISEQ Overall index (48), Netherlands—AEX index (27), Norway—OBX index (24), Portugal—PSI-20 index (19), Spain—IBEX 35 index (35), Sweden—OMX Stockholm 30 index (29), Switzerland—SMI index (20), and United Kingdom—FTSE 100 index (101). Data are provided by and published under license from Data Morphosis. Countries in the data set without stock market indices are not included.

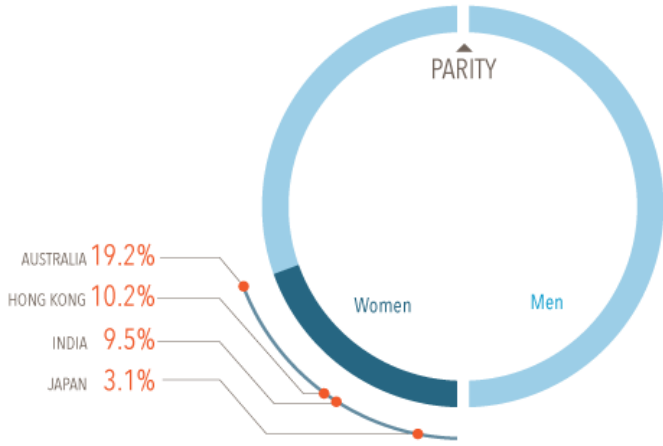
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Women's Share of Board Seats at Asia-Pacific Stock Index Companies



WOMEN'S SHARE OF BOARD SEATS AT ASIA-PACIFIC STOCK INDEX COMPANIES



Data from October 2014. Asia-Pacific is represented by the following indices, providing the percentage of board seats held by women across a specific number of companies: Australia—S&P/ASX 200 index (202), Hong Kong—Hang Seng index (50), India—BSE 200 index (200), and Japan—TOPIX Core 30 index (29). Data are provided by and published under license from Data Morphosis. Countries in the data set without stock market indices are not included.

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Women on Boards Globally

Regions highlighted in green currently have legislation that regulates boardroom diversity.



Source: Catalyst, *Increasing Gender Diversity on Boards: Current Index of Formal Approaches* (August, 2014).



Women on Boards Globally

Regions highlighted in yellow currently have pending legislation that seeks to regulate boardroom diversity.



Source: Catalyst, *Increasing Gender Diversity on Boards: Current Index of Formal Approaches* (August, 2014).



What's The Impact of These Gaps?

- Stratification lowers the overall talent pool quality and aggregate productivity
 - No one demographic group has the monopoly on leadership talent
- Stratification lowers engagement and organizational commitment

Source: *David Cuberes and Marc Teignier, Aggregate Costs of Gender Inequality in the Labor Market (2013).*

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Common Wisdom About What Causes Gender Gaps



Women haven't been in the pipeline long enough



Common Wisdom About What Causes Gender Gaps



Women don't want to lead as much as men do



Common Wisdom About What Causes Gender Gaps



Women are seeking slower tracks



Common Wisdom About What Causes Gender Gaps



Family commitments keep women from advancing



Common Wisdom About What Causes Gender Gaps



Women aren't as proactive as men in managing their careers



Common Wisdom About What Causes Gender Gaps



Women have fewer mentors than men



Common Wisdom About What Causes Gender Gaps



Women have fewer sponsors than men



Gender Representation on Boards: What Do We Know?



There aren't enough women in boardrooms.



83% of Fortune 500 directors are men.

You don't have to be a CEO to be a director.



51% of Fortune 500 directors have CEO experience.

There is no supply problem.



There are thousands of qualified women director candidates.

Men get the vast majority of open board seats.

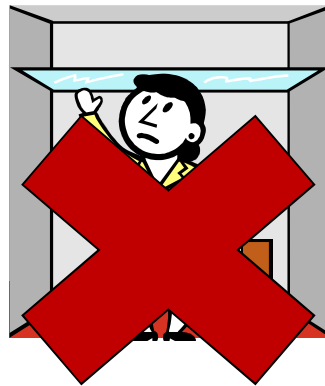


4 out of 5 new Fortune 500 board appointments go to men.



Why So Few Women at the Top?

Glass Ceiling



Leaky Pipeline



The Current Paradigm Needs to Shift

Inclusion Issue	Focus of Interventions	Critical Gap
<ul style="list-style-type: none">• Gender Inequality• Ethnic/racial inequality• Class inequality	<ul style="list-style-type: none">• Women• Ethnic/racial minorities• Poor	<ul style="list-style-type: none">• <i>Men</i>• <i>Dominant ethnic /racial groups</i>• <i>Wealthy</i>



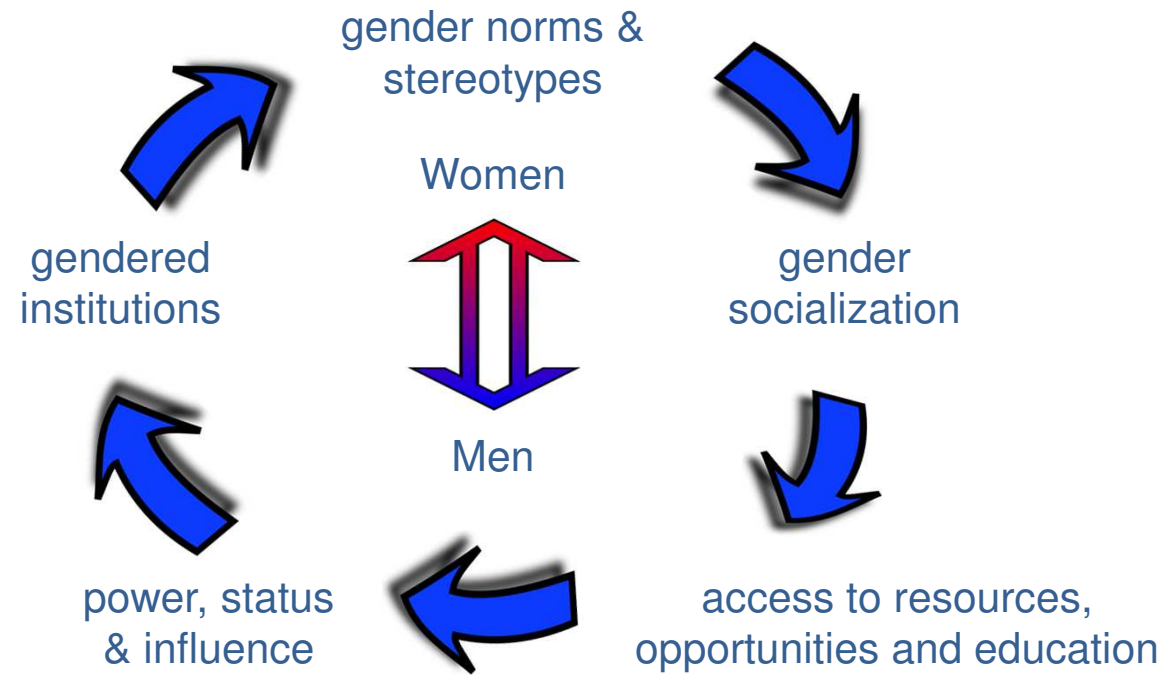
The Current Paradigm Needs to Shift

Narrow focus results in:

- Misdiagnosis
- “Problematizing” women and under-represented groups
- Legitimize inequality
- Division—us vs. them
- Fatigue
- Fleeting unsustainable change



A New Paradigm A Holistic Picture of Inequality





Example: Addressing Pay Gaps

- Inquiry focused on women
 - Are women negotiating?
- Solutions
 - Leadership development/ negotiation training
- Inquiry with holistic focus—women, men and institutions
 - How do gender norms affect women’s and men’s negotiating behavior?
 - Entitlement
 - Backlash
 - How do men (and women) react to women negotiators?
 - What organizational practices reinforce pay inequities?
- Solutions
 - Increase transparency of compensation systems



Strategies for Closing Gender Gaps and Promoting Inclusion



- **Engage men** *as well as* women in solution-building
- Identify and disrupt systems, policies and practices that maintain inequality

Shifting Mindsets About Men & Gender Equality



Myths

Men only care about the business case.

Men become champions primarily out of concern for women they know and care about.

Sexist attitudes keep most men from engaging in gender initiatives.

Fact

Male champions are often driven by their egalitarian beliefs.

Men champion equality when they see how it benefits them personally.

Many men support equality from the sidelines—but are inhibited in taking active roles as change agents.



Barriers to Men's Engagement

- Apathy
 - "What does a gender initiative have to do with me?"

- Fear
 - What if:
 - "I lose out on opportunities?"
 - "I say something sexist?"
 - "The guys think less of me?"

- Perceived or Real Inexperience
 - "I'm a man, what do I know about gender?"
 - "Are there really gender gaps?"



The Power of an Invitation



“I remember the first time someone suggested to me that work around gender was something men could do. It came as quite a surprise, like, ‘What?!’ I’d always thought that was simply the domain of women, and perhaps I’ve been even defensive. But once it became clear that, no, this is in fact something that I can do and that I’m welcomed in doing, that was very helpful.”

—South African Man



What Can Individuals Do?

Women

- **Invite male colleagues** to participate in women's network groups
- **Don't assume** negative intentions; treat men as partners in addressing workplace inequality
- **Mentor** a male colleague

Men

- **Tell your male peers** about your commitment to a gender- inclusive workplace
- **Listen and validate** the experiences of women colleagues
- **Mentor and sponsor** a woman
- **See Catalyst's tool**, *Actions Men Can Take*, for more ideas

Both genders

- **Develop inclusive leadership skills** to effect change

Rockwell Automation—A Bold Culture Change Strategy



*Great leaders excel at developing people who are
different from themselves—not just those who look
and behave like they do*



Closing Thoughts

- Leadership gender gaps aren't women's problem to solve
 - Women AND men need to partner to make change
- Gender inequality is a complex problem—multi-level solutions are needed to solve it
 - Address both micro- and macro-level processes

MARC—Men Advocating Real Change

Your Opportunity to Lead



- Join MARC (<http://www.onthemarc.org>)--Become a more effective advocate for change—keep learning
- Help others become better advocates by sharing lessons you've learned
- Become part of a global professional network of like-minded leaders
- Invite colleagues to join—spark a movement!



About Catalyst

Our VISION

Changing
workplaces
Changing
lives

Our MISSION

Expanding
opportunities for
women and
business

Our VALUES

Connect
Engage
Inspire
Impact

Catalyst is the leading nonprofit membership organization working globally with businesses and the professions to build inclusive workplaces and expand opportunities for women and business



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