Women in Leadership Positions

Practitioners Report

CSR EUROPE

B2B Working Group

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SECTION 1

1.1 Aim and Structure of this Report

It is the aim of this report to provide practical guidance for Corporate Social Responsibility (CSR)/Human Resource (HR) practitioners on what to consider when trying to promote women in leadership positions.

This first chapter of the report sets the issue of gender diversity in context by exploring European and national policy frameworks and initiatives to address the issue, as well as introducing the business context.

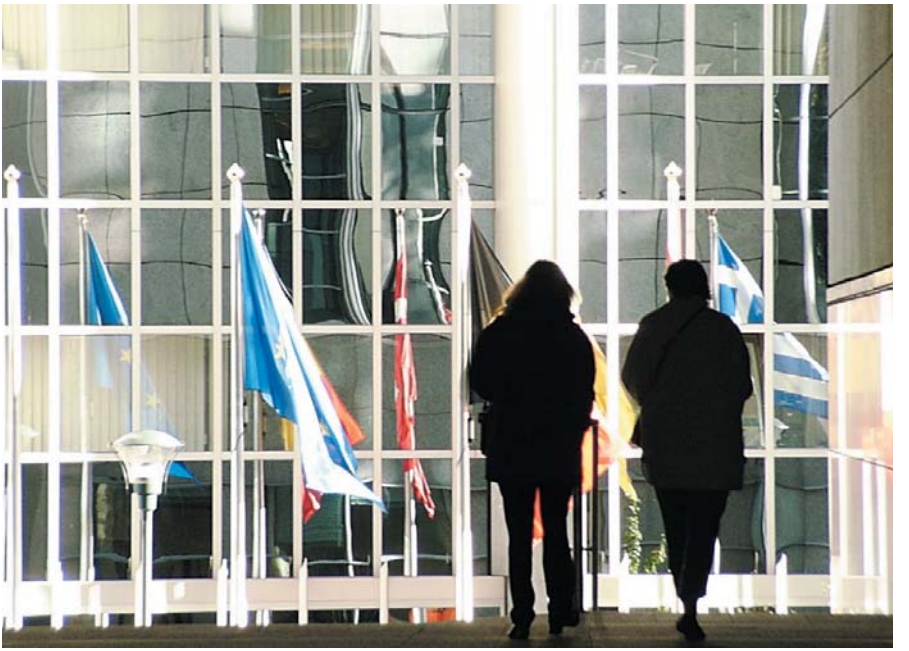
The core of the report content is derived directly from the shared experiences of companies participating in CSR Europe's Business to Business (B2B) working group (explained in further detail in section 3.1.3). As such, key elements of the report respectively include:

- A section on the key drivers and opportunities for companies to invest in the development of gender diversity policies and practices.
- A section on key inhibitors for the advancement of senior women in the workplace.
- Summary postcards, for quick reference and internal distribution, listing 10 very practical "To Do's" for promoting gender diversity in senior management.
- Detailed practitioner input on these 10 "To Do's" supported by case study examples of participating companies' concrete gender diversity initiatives.
- An annex containing comprehensive information on company programmes that have, or are being, implemented by participants of the working group to specifically tackle the challenge of gender diversity in senior management.

1.2 Why is the Topic of Women in Leadership Positions Important?

The topic of gender diversity, and more specifically the promotion of women in leadership positions, has gained recognition for two key reasons:

1. Pull factors: Businesses are increasingly recognising the direct and indirect commercial benefits of having a diverse workforce at all levels of the organisation.
2. Push factors: Legislative and non-legislative measures are being adopted at the European and national levels to promote equal opportunities and non-discrimination in the workforce, especially with regard to gender diversity.



1.3 European and National Level Context

1.3.1 European Policy Framework

At the European level there has been an increasing emphasis in recent years on promoting diversity in the workplace, including, specifically, gender diversity. This has manifested itself in the adoption of both legislative and non-legislative, supporting measures throughout Europe.

Legislation

In terms of legislation, a dual approach to gender equality has been adopted that is based on 2 pillars:

1. Positive Action

(i) Legislation: Equal Opportunities and Non-Discrimination

The traditional notion of "equal opportunities" is rooted in primary legislation that rests upon the Treaties of Rome (1957) and Amsterdam (1997). This is supplemented by secondary legislation[1], which includes 13 directives such as the directives concerning equal treatment in employment, maternity leave, parental leave, and goods and services.

EC Treaty

Article 141:

1. Each Member State shall ensure that the principle of equal pay for male and female workers for equal work or work of equal value is applied.
2. For the purpose of this article, "pay" means the ordinary basic or minimum wage or salary and any other consideration, whether in cash or in kind, which the worker receives directly or indirectly, in respect of his employment, from his employer.

Article 13:

1. The Community may take appropriate action to combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation.

[1] Eur-Lex, http://europa.eu.int/eur-lex: Primary legislation includes in particular the Treaties and other agreements having similar status. Primary legislation is agreed by direct negotiation between Member State governments. These agreements are laid down in the form of Treaties which are then subject to ratification by the national parliaments. The same procedure applies for any subsequent amendments to the Treaties. Secondary legislation is based on the Treaties and implies a variety of procedures defined in different articles thereof. In the framework of the Treaties establishing the European Communities, Community law may take the following forms:

- Regulations which are directly applicable and binding in all EU Member States without the need for any national implementing legislation.
- Directives which bind Member States as to the objectives to be achieved within a certain time-limit while leaving the national authorities the choice of form and means to be used. Directives have to be implemented in national legislation in accordance with the procedures of the individual Member States.
- Decisions which are binding in all their aspects for those to whom they are addressed. Thus, decisions do not require national implementing legislation. A decision may be addressed to any or all Member States, to enterprises or to individuals.
- Recommendations and opinions which are not binding.

(ii) Financial Support: Euro fund consisting of 50 million euros to support:

- Dissemination of best practices
- Improvement of analysis tools
- Projects run by stakeholders such as NGOs, social partners, and regional and local authorities to promote gender equalit

2. Gender Mainstreaming

Gender Mainstreaming within the European Union has the objective of achieving equality for women and men and has the aim of integrating gender equality into every step of the policy process including:

- Identification of challenges
- Policy making
- Policy implementation
- Follow-up and evaluation

During implementation of the **Lisbon Strategy**, it became clear that the European Commission sees gender diversity as a wider societal issue that has a direct impact on the European strategy to promote jobs and growth:

> *"…The integration of a gender dimension into policies will contribute to attaining the overall Lisbon objectives. There is a need for new initiatives to increase employment in order to meet the challenge of an ageing society, including providing adequate pensions for women and men. Particular attention must be paid to mobilising the full potential of female employment and to boosting labour market participation of older women and immigrant women, who have the lowest employment rate..."*[2]

The agenda for gender equality is further pushed by the European Commission through the co-ordination of national employment strategies. The aim is to set common objectives and tackle priority areas such as gender gaps and work/life balance, e.g. through:

- Life-long learning and access to training
- Recruitment carried out by an equal number of men & women
- Agreement on action to ensure pay is fair and transparent

In the first quarter of 2006 the Commission announced a Communication on future developments of policies for equality between women and men in the European Union for the next five years (2006-2010). This **'Roadmap for equality between women and men'** identifies challenges and actions for the EU in order to achieve gender equality through its internal and external policies, in keeping with the objectives of growth and jobs creation. The roadmap highlights the commitment and specific contribution of the EU to the process[3].

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[2] European Commission, DG Employment, Social Affairs and Equal Opportunities, Gender Equality Unit, "Women and men in decision-making. A question of Balance", 2005, pp7

[3] http://europa.eu.int/comm/employment_social/gender_equality/gender_mainstreaming/roadmap_en.html

Non-legislative measures to promote gender equality

European Pact for Gender Equality

During their spring 2006 meeting the European Council adopted the European Pact for Gender Equality. The pact was proposed by six Member States of the European Union (Sweden, France, Spain, Finland, the Czech Republic and Denmark) for encouraging action at Member State and Union level in the areas of:

- Measures to close gender gaps and combat gender stereotypes in the labour market
- Measures to promote a better work-life balance for all
- Measures to reinforce governance through gender mainstreaming and better monitoring

In the Presidency Conclusions[4], the European Council stated that The European Pact for Gender Equality should be integrated into the established follow-up mechanisms of the Lisbon Strategy for Growth and Employment.

Gender Institute

On 8 March 2005, the Commission proposed setting up a European Institute for Gender Equality, which is intended to become an important tool for the dissemination of information, the exchange of good practices and the development of methodological tools for the promotion of gender mainstreaming. It will also raise the visibility of achievements and challenges in the area of gender equality. The proposal is being examined by the Council and the European Parliament. The European Economic and Social Committee adopted an opinion supportive of the proposal on 28 September 2005[5].

EQUAL Initiative

The EQUAL Initiative, set up in 2001, is a laboratory for new ideas feeding into the European Employment Strategy and the Social inclusion process. Its mission is to promote a more inclusive work life through fighting discrimination and exclusion based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. EQUAL is implemented in and between Member States and is funded through the European Social Fund. The EU contribution to EQUAL of 3.274 billion EUR is matched by national funding. EQUAL differs from the European Social Fund mainstream programmes in its function as a laboratory (principle of innovation) and in its emphasis on active co-operation between Member States. Two calls for proposals for EQUAL projects in the Member States have taken place so far, the first one in 2001, the second one in 2004. Responsibility for the implementation of the Community Initiative programmes in the Member States lies with the national authorities.

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[4] European Council, http://www.consilium.europa.eu/ueDocs/cms_Data/docs/pressdata/en/ec/89013.pdf
[5] European Commission, DG Employment, Social Affairs and Equal Opportunities, Gender Equality Unit, "Women and men in decision-making. A question of Balance", 2006, pp8-9

The building blocks of EQUAL include:

- Partnership: to bring together key actors (local and regional authorities, training bodies, public employment services, NGOs, enterprises, social partners) in Development Partnerships (DPs) on a geographical or sectoral level to tackle discrimination and inequality.
- Thematic approach: to concentrate actions on thematic fields in keeping with the European Employment Strategy.
- Innovation: to explore and test innovative approaches in formulating, delivering and implementing employment and training policies.
- Empowerment: to strengthen capacity building by making all relevant actors, including beneficiaries, work together on an equal footing.
- Transnationality: to render it possible for individual DPs and national authorities to learn from each other and co-operate productively across borders.
- Mainstreaming: to develop and test new ways of integrating best practices into employment and social inclusion policies[6].

2007 Year of Equal Opportunities

The European Commission has designated 2007 as **'European Year of Equal Opportunities for All'** as part of a concerted effort to promote equality and non-discrimination in the EU. The European Year is the centrepiece of a framework strategy designed to ensure that discrimination is effectively tackled, diversity is celebrated and equal opportunities for all are promoted.

The four core themes of the European Year proposed by the Commission are:

- Rights – raising awareness of the right to equality and non-discrimination
- Representation – stimulating a debate on ways to increase the participation of under-represented groups in society
- Recognition – celebrating and accommodating diversity
- Respect and tolerance – promoting a more cohesive society

The Year's proposed budget of €13.6 million will cover preparatory actions in 2006 as well as the various activities taking place during the European Year itself in 2007[7].

[6] European Commission, EQUAL Initiative, http://ec.europa.eu/comm/employment_social/equal/index_en.cfm
[7] European Commission Press release, IP/05/647, Brussels, 1 June 2005

1.3.2 National Policy Framework

Below are examples of some of the legislative measures taken by European countries in order to promote female leadership positions in the corporate world.

Norway - quotas for female board representation:

20 years after a 40% quota in all public committees was put into place (1985), the Norwegian government passed a similar law in November 2003 with regards to corporate governance and female board representation. The law requires state owned companies, as well as privately owned public limited companies (around 500 on the Norwegian stock exchange), to have at least 33% to 50% representation of each gender, depending on the size of the board. The 40% requirement applies to boards of over 10 members. As of 1 January 2006, every newly listed company must satisfy this requirement in order to register.
Existing companies must conform by the end of 2007. Sanction for non-compliance includes company dissolutions. In terms of the results achieved by legislative measures to promote female participation in the workforce, the 40% target of female participation in all public committees (since1985) was met in 1997, and today women hold 44% of seats in such organisations. With regards to the law passed on female board level presentation in 2003, only 16% of board members were women increasing to 18% by the end of 2005. Company compliance measures include boardroom competence training and networking programmes conducted by CEOs of volunteer companies and the development of lists of "board-ready" women.[8]

[8] European Professional Women network, http://www.europeanpwn.net/tht_wob/articles/story_on_norway.html

Spain - quotas for female board representation:

Following Norway's example, and following recent studies revealing large gender inequality, the Spanish government has introduced a new sex equality law to reduce discrimination in the workplace. The administration wants to achieve female representation of over 40%, within four years, on private-sector boards of directors. In order to achieve this, the government will ensure that, all other things being equal, those companies demonstrating the highest index of gender equality will be favoured during the bidding process for new contracts. The legislation requires companies to set measures that give preference to women during hiring and promotion, if females are not already proportionally represented at varying levels. Measures in favour of work-life balance, such as the right to flexible hours, are also included. The future law seeks to end the traditional discrimination against women, who in Spain earn 40 percent less than men - double the salary differential of the European Union as a whole. At the same time, women's employment rates are some 10 percentage points below the European average, according to statistics provided by the 25-nation bloc[9].

France- Reporting Regulations[10]:

In May 2001, the French Parliament passed the New Economic Regulations law that compels companies to report about the social and environmental impacts of their activity. The text applies to 2002 annual reports, published in 2003. The decree of application was published in February 2002. It stipulates that the following social information has to appear in the report of the board or executive board:

- Total workforce, recruitment (with distinction between fixed-term contracts and permanent contracts and analysis of possible difficulties with recruitment), lay-offs and their grounds, overtime, labour from outside the company, and, if needs be, information relating to planned staff cuts, protection of employment, and efforts of redeployment, reemployment and attendant measures.
- The organisation of working hours, their term for full-time and part-time wage earners, absenteeism and its grounds.
- Pays and their evolution, welfare costs, application of the measures that appear in the code of trade, book four, title four, professional equality between women and men.
- Professional relations and the assessment of collective agreements.
- Conditions of health and safety.
- Training.
- Employment and integration of disabled workers.
- Social initiatives.
- Size of subcontracting.

[9] http://www.europeanpwn.net/news
[10] Observatoire sur la Responsabilité Sociétale des Entreprises, http://www.orse.org/

1.4 The Business Context

Within the business community the topic of gender equality is increasingly growing in importance. One example which illustrates this is the growing number of Women's Networks for professional women. For instance, the pan-European network of women's organisations (EPWN) has the objective of promoting the professional progress of women and their presence in corporate leadership. They provide a cross-sectoral networking and training platform for professional women with an international outlook. For companies they provide a network for their high-potential managers and a unique source of best practice across Europe[11].

Within CSR Europe this trend is also noticeable. Member companies have identified a number of key priorities in the CSR domain that are captured in "The European Roadmap for Businesses". Equal opportunities and diversity is one of the key goals which companies have identified as being high on the business agenda and which they are committed to addressing:

> *"…With demographic changes under way, a growing European economy needs to call on all the energy and skills available, regardless of age, gender, disability, or cultural origin. We will implement recruiting and training systems that foster equal opportunities in the workplace. A diverse workforce, reflecting the diversity of our societies, will bring businesses closer to the markets. It will encourage productive dialogue with the greater spectrum of consumers, suppliers and other stakeholders, thereby helping business design innovative products and services that respond better to diverse market expectations…"*[12]

As part of CSR Europe's Business to Business (B2B) working group programme, the working group on Women in Leadership Positions was initiated by Sony precisely to discuss some of the issues and constraints around the topic of gender diversity. Active participants include: IBM, Intel, Danone, Janssen Pharmaceutica, Toyota Motor Europe, STMicroelectronics, Microsoft, Canon Europe, Daimler Financial Services, Vattenfall and TNT.

The B2B working groups take place in an informal, confidential setting. They are demand driven and instigated by members in order to exchange practical solutions to specific CSR challenges that they face.

[11] European Professional Women's Network, www.europeanpwn.net
[12] A European Roadmap for Businesses: Towards a Sustainable and Competitive Enterprise. CSR Europe, 2005.

Women in leadership positions group in detail

This working group is committed to recognising diversity and utilising the skills of all its employees. Members of this group acknowledge that in spite of considerable progress in this field, a lot still remains to be done. Group members informally discuss challenges and solutions that they face in this area. Areas of focus include: the business case for gender diversity, particularly the attraction and retention of women in leadership positions; appropriate Key Performance Indicators (KPIs) used to measure progress in achieving this goal; and innovative policy and practical initiatives implemented in this area. The group is also collaborating with the Gender Unit of DG Employment and Social Affairs to explore possibilities for future joint initiatives in this area.

This initiative further illustrates the fact that companies are increasingly recognising the clear business case of having a diverse and equal workforce and as a result they are rapidly implementing programmes which address some of the inhibitors and opportunities outlined in section 3, such as the glass ceiling, work/life balance and having a workforce which reflects the marketplace.

SECTION 2

Participants of the Women in Leadership Positions working group identified a series of interdependent drivers behind the increasing importance of gender diversity. These include:

2.1 Stakeholder Pressure

Society: Societal changes, particularly in terms of different work and living arrangements for both men and women alike, have resulted in increased pressure being placed on individuals with regard to the conflicting demands of work and private life. The need to find an appropriate work/life balance is just one example of the type of societal pressure companies are facing and which they need to address in order to promote gender diversity in senior management.

Customers:

i. Many business-to-consumer organisations increasingly have female customers with strong buying power. Businesses which adapt to this reality through their product or service offerings are likely to demonstrate stronger results.

ii. Business-to-business providers are increasingly confronted with client requirements demanding yearly surveys/audits on social policies and implementation, e.g. ISO audits and new norms on Social Accountability, such as the SA 8000, and must respond accordingly.

Shareholders: Ethics funds, rating agencies and mainstream investors are increasingly demanding social guarantees and annual surveys on sustainable development from companies.

Employees and Unions: Companies are required to have employees' representatives within a formal social policy and framework, e.g. the European Works Councils, thus prompting business action in this regard.

Potential Recruits: Candidates increasingly expect more communication about the social vision of a company when choosing potential employment. Companies therefore need to incorporate such issues into the recruitment process and into development of external communications.

Legal Pressure:
The following frameworks provide strong drivers for corporate action on gender diversity issues:

i. International reference guidelines now refer to diversity, e.g.

- OECD guidelines for multinational enterprises
- Global Compact
- ILO Conventions
- Universal Declaration of Human Rights

ii. EU legislation on Equal Opportunities and Non-Discrimination and threat of litigation.

iii. Mandatory reporting on Social Performance (including Diversity) in some countries, e.g. the NRE law in France.

iv. Spotlight on corporate governance and codes of conduct are resulting in increased requirements in this area (which includes measures on Diversity).

2.2 Business Imperatives

Below are just some of the internal drivers, i.e. business-driven incentives, for investing in the development of policies and practices to promote gender diversity in the company:

High Level Commitment: There is increasing executive-level awareness of the need to address gender diversity issues in the company, resulting in greater prioritisation and mainstreaming of the issue throughout the organisation.

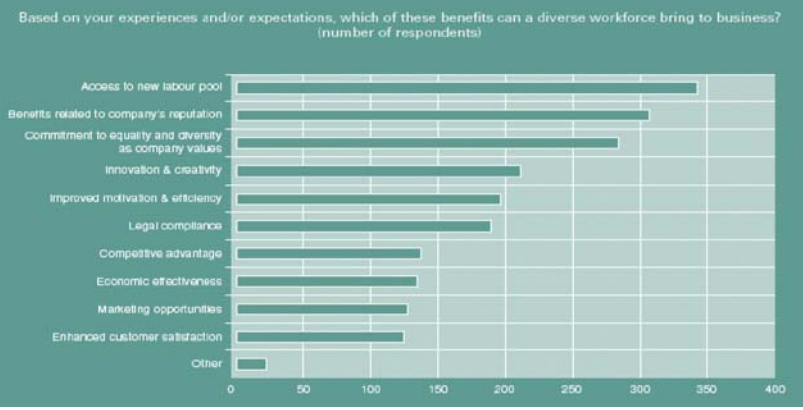
Recruitment and Retention Strategy: Gender diversity is increasingly recognised as an important element in the attraction and retention of talented candidates. A diverse workforce breeds creativity and innovation as it utilises the unique skills and competencies that men and women bring to the workplace. It is therefore important for companies to get the "max out of the mix" by recruiting and developing a diverse talent pool.

Customer base: It is now acknowledged that a diverse workforce, which mirrors a company's customer base, is more likely to be able to meet customer needs and identify new market opportunities, thus improving both financial and non-financial performance.

Reputation Building: Tackling issues of gender diversity in a proactive way will enhance a company's reputation amongst key stakeholders both internally and externally thus increasing loyalty and attracting top talent.

Many of the above drivers for change are reflected in research carried out by the European Commission's Gender Equality Unit (2005) on the "perceived benefits of diversity" for companies, the results of which are illustrated in the following graph:

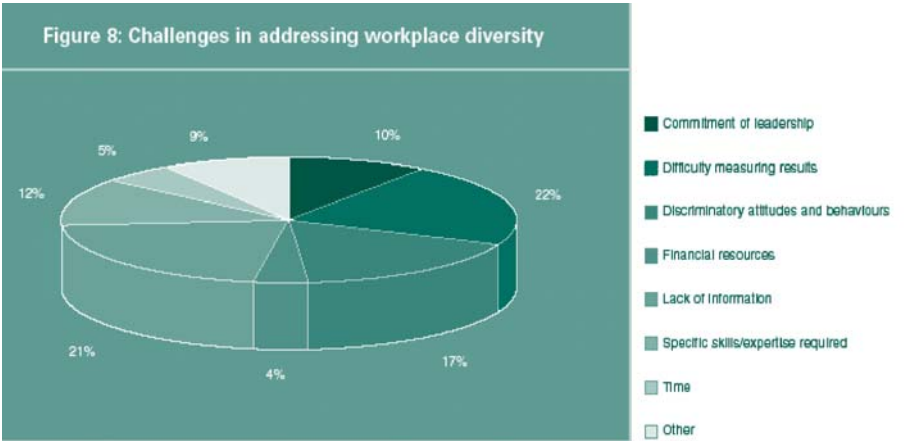
Figure 6: Perceived benefits of diversity



Reference: European Commission, DG Employment, Social Affairs and Equal Opportunities, Gender Equality Unit, *"The business Case for Diversity. Good Practices in the Workplace"*, 2005, pp22.

SECTION 3

This section covers general key inhibitors with regards to gender equality. A recent report published by the Gender Unit of the European Commission argues for the business case for Diversity. However it seems impossible to address and argue for the business case without taking the general key inhibitors and constraints into account. Below is an overview of identified challenges in addressing workplace diversity among European companies[13].



Reference: European Commission, DG Employment, Social Affairs and Equal Opportunities, Gender Equality Unit, *"The business Case for Diversity. Good Practices in the Workplace"*, 2005, pp28.

Issues such as the Glass Ceiling, Work/Life Balance issues, and more general Market & Societal constraints were identified by participants of the group as the three main inhibitors towards gender inequality in the work place.

[13] European Commission, DG Employment, Social Affairs and Equal Opportunities, Gender Equality Unit, "The business Case for Diversity. Good Practices in the Workplace", 2005. key findings of the report are based on the result of feedback of two surveys (in total 919 responses) carried out in 2005, among companies in the 25 Member States of the EU.

3.1 The Glass Ceiling

Members of the Women in Leadership Positions working group consistently highlighted in their presentations and subsequent discussions that fewer women than men progress beyond middle management.

A recent report by the European Commission supports these findings and points out that there are many factors that can prevent women from accessing higher levels of decision making, such as:

- Stereotypes and discrimination
- Biased recruitment and promotion systems
- Gender segregation in work and in education
- Lopsided division of work and family responsibilities.

The report states that 'Women remain the main carers. Whether in paid jobs or not, women still do the majority of the work in the home and for the family. This has an impact on their work patterns and eventually on their life choices'[14]

Similarly, according to The Economist[15], top business women in America give three main explanations for why so few of them reach senior (chief) level:

- Exclusion from informal networks. For example, networking drinks and events after working hours, etc.
- Pervasive stereo-typing of women's capacity for leadership. Conscious or sub-conscious biasing against promoting women inside companies.
- Lack of role models. There are too few women in leadership positions to show how it's done.

[14] European Commission, DG Employment, Social Affairs and Equal Opportunities, Gender Equality Unit, "Women and men in decision-making. A question of Balance", 2006, pp1
[15] The Economist, "Special Report on Women in Business ", July 23-29, 2005, pp55-56

3.2 Work/Life Balance

The issue of Work/Life Balance is multi-faceted. It relates, for example, to Human Resource policies, company culture, the operating environment (especially sectoral and geographical factors), and to the wider societal and educational context. Working group participants often identified a direct link between the issue of work/life balance and that of female participation in the workforce, the glass ceiling and female household responsibilities, which was also recently addressed in a study published in the Economist[16].

In addition, the 2006 Progress Report on Gender Equality published by the European Commission states:

> *"That the lack of work-life balance is often cited as a factor explaining the persistence of gender gaps in the labour market. Indeed, women appear more affected by the tensions arising when trying to combine participation in the labour market with private responsibilities. Data shows that participation in the labour market and the number of hours worked are linked to parenthood, but that the effect is negative for women whilst it is positive for men."*[17]

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[16] Although this report focuses on gender diversity in Europe, it is interesting to see that these issues are relevant to the United States as well. A study by the Centre for Work-Life Policy found that 40% of highly qualified women with spouses felt that their husbands did less work around the home than they created. In addition the study revealed that qualified women leave work for a mixture of reasons. Some pull them away (home and family life), and some push them away (the type of work, the people they are working with). In business, the push factors were found to be particularly powerful, "unlike, say in medicine or teaching"; The vast majority of women (93%) said they wanted to return to work, but found the options available to them "few and far between, extremely costly". From The Economist, "Special Report on Women in Business ", July 23-29, 2005, pp55-56

[17] European Commission, DG Employment, Social Affairs and Equal Opportunities, Gender Equality Unit, "Annual Progress Report on equality between women and men", 2006, pp14

With regard to full employment, the Lisbon targets of 2000 state that the employment rate in the EU should be raised to 70% by 2010, and the percentage of women in employment to 60% by 2010. Based on data for 2003 it appears that 8 EU Member States (Denmark, the Netherlands, Sweden, Finland, Austria, Portugal, Cyprus and the United Kingdom) have already met the Lisbon target for % of female employment. A comparative review of 30 European countries on reconciliation of work and private live, carried out by the European Commission, shows that a combination of factors such as childcare services, leave facilities, flexible working-time arrangements and financial allowances have the greatest impact on not only female participation in the work-force, but also on the ways in which they participate and on what level[18].

Lack of affordable and flexible care for children and other dependants

This is a major barrier to balancing work and family life in many Member States. The afore-mentioned European non-legislative EQAUL Initiative has two programmes in place addressing this issue:

- Its EQUAL Development Partnerships (DP) has solicited the financial support of employers to establish or improve care services for their employees. Two themes in the EU's EQUAL initiative are particularly relevant for women: reconciliation of family and working life and tackling gender gaps and desegregation on the labour market. Globally around 500 Development partnership's (DP's), out of a total of 3400, work on the ground on equal opportunities, of which 192 DP's focus on "Reconciling family and professional life" and 300 on "reducing gender gaps".
- Another successful approach to meeting family needs and at the same time to helping companies attract and retain qualified staff was the introduction of "help desks" for family matters", based in companies or local authorities[19].

Decision-making and work-life balance

Further research also showed that work-life balance tensions combined with stereotypes and gender-biased remuneration and evaluation systems continue to affect women's careers prospects. It also perpetuates the vertical segregation of the labour market. Within companies, women account for only 32% of the total percentage of managers and for10% of the total of board members. Only 3% of CEOs of larger European companies are female[20].

Change of norms and beliefs

Findings published in European Commission's report on reconciliation of work and private life in Europe suggest that a set of normative beliefs is occurring through institutionalised pressure (accounting for cultural and legislative differences in Europe), business case arguments, and employees' preferences. Employers should play a role in helping employees to combine work and family life. However the study's findings also suggest that employers adopt work-family arguments because they think it will benefit the organisation[21].

Concrete measures taken by companies to overcome the problem of the glass ceiling and work/life balance can be found throughout section 5 of this report as the solutions to these problems are multi-faceted.

[18] European Commission, DG Employment, Social Affairs and Equal Opportunities, Gender Equality Unit, "Reconciliation of work and private life: A comparative review of thirty European countries", 2005, pp5-8
[19] European Professional Women's Network, www.europeanpwn.net/tht_political/eu_progress_wom_day.html
[20] European Commission, DG Employment, Social Affairs and Equal Opportunities, Gender Equality Unit, "Annual Progress Report on equality between women and men", 2006, pp10
[21] European Commission, DG Employment, Social Affairs and Equal Opportunities, Gender Equality Unit, "Reconciliation of work and private life: A comparative review of thirty European countries", 2005, pp8-9

3.3 The Market & Society

In the past few decades there has been a gradual shift in purchasing patterns, which reflects the general trend away from the traditional model of male-dominated heads of households. Currently women have an increasingly greater purchasing power and influence in deciding what to buy. In response to this trend, companies are recognising the importance of having a workforce which mirrors the market. This enables companies to produce goods and services that are more representative of the market and communities in which they operate, allowing them to respond more accurately to market demand. As such the Market and Society issues can be seen as turning a key inhibitor into a key opportunity.

Evidence of this shift was provided by companies participating in the Women in Leadership Positions working group.

Microsoft for example clearly acknowledges that:

- Women buy software products.
- The company needs to employ women to create software (especially to tap into this female market).
- Employees should represent their communities.

As a result, the company's vision is to have "a "workforce that represents its external marketplace and surrounding communities, an inclusive environment where leaders capitalise on diverse styles and perspectives, and an atmosphere where diverse teams work in synergy."

Similarly, **Sony** recognises that 57% of the consumer electronics market is made up of female buyers but only 17% of its internal sales teams and 27% of the marketers are female. As a result, Sony has established a Gender Steering Committee (comprised of 6 men and 6 women) whose goal is to link internal diversity and gender focus as a marketplace/customer necessity.

And **IBM** describes its business imperative for promoting gender diversity as being to:

- Mirror the market and society.
- Have access to decision makers.
- Stay competitive and respond quickly to changing market conditions.
- Have access to talents.
- Assure the utilisation of complementary leadership competencies.

SECTION 4

This section illustrates more specifically company responses and measures to tackling diversity & gender issues, supported by brief case studies. The material is derived from input provided directly by companies participating in the Women in Leadership Positions working group.

More detailed information on each company's gender diversity/women in leadership positions initiatives can be found in the Annex of this report, allowing the reader to put the examples provided below into context.

4.1 Develop a Business Case

- Develop a solid diversity business case linked to business drivers and strategy (including arguments based on ethics, economics, etc…)

4.2 Secure Engagement of Executives, Senior and Middle Management

- Secure executive level engagement, e.g. initiation of projects led by senior executive sponsors
- Create an accountable executive
- Ensure commitment of adequate funding to invest in diversity initiatives

Microsoft

Microsoft's four '100 days' projects (projects designed around different gender equality topics) had secured senior-level sponsorship.

4.3 Set the Strategy/Vision/Goals/Targets

- Integrate vision & strategy on equal opportunities/diversity within company's objective
- Set goals within this topic and define a strategy on how you want to achieve your goals
- Combine long term goals (systemic/culture change) with short term achievable goals to maintain momentum
- Make your goals visible and follow up (e.g. aim for at least 2 women in each executive committee over the coming 3 years; e.g. ask Head Hunters to present at least 2 female resumes in each short list for recruiting)

Vattenfall

Vattenfall has a long-term objective for female managers in leading positions - to achieve the same proportion of female managers as female employees. This objective has been transferred to all business units and it is followed up annually in the company's management planning process. A report on progress is presented to the Executive Group Management and Board.

4.4 Develop Policies/Programmes/Guidelines

- Map existing situation and look for problem areas
- Establish a global policy on diversity that sets out core values and principles for the organisation as a whole
- Establish global diversity/inclusion programmes for roll-out throughout the organisation
- Supplement global policy/programmes with country-specific initiatives that are adapted to the local context
- Produce practical guidelines for addressing specific diversity issues (see below – "HR specific measures")
- Disseminate policy and guidelines widely, especially to female staff and to managers/supervisors, stipulating benefits and providing practical guidance on implementation and management of diversity issues
- Ensure there is no discrimination in the organisation's other policies/processes

See Annex (page 38) for detailed examples of company policies and programmes

4.4.1 HR-Specific policies and measures

- Focus on HR systems and processes (using a framework that can be followed both quantitatively and qualitatively) to support the attraction and retention of a talented, diverse workforce, e.g.
  - Recruitment: review the company's brand image; targeting of women in supply gaps (e.g. for technical roles); ensure selection committees include women; Remuneration: ensure women are treated equally
  - Talent identification and development
  - Promotion
  - Avoid generic profiling of senior management positions
  - Succession Planning: Integration of equal opportunities/diversity

Groupe Danone

The company is aiming to produce more female-friendly branding and to proactively manage women resources, through:

- Individually managing the 'pool' of women potentials
- Adapting HR Management practices:

1. Measurement of the current situation at Business unit level managers review
2. Identifications of barriers and problems such as: recruitment at high level tends to be focused on men resulting in larger pay gap and less females being employed at top level. Examples of solutions include requesting head hunters to present female applicants for each position.

IBM

One of the key actions/attention points of IBM's Women's Leadership Council is the alignment of HR processes to core values. This specifically includes:

- Competency Management: identification Women Leadership competencies and 'on demand' challenges
- Recruitment and Selection: promotion of IBM technical career opportunities
- Training and Development: career development; succession planning; mentoring
- Reward and Compensation: focus on top talent and women

Intel

Intel sites that industry demand for engineering graduates has grown by around 14% per year over the past 10 years but supply has only grown by 5% each year. Compounding this is the difficulty in attracting women to the profession: the Institute of Engineers in Ireland have advised that females currently comprise only 9.49% of the membership base.

One of Intel's strategic goals is to increase the number of females in the hiring pipeline, largely though engagement with the academic world to encourage widening of the availability of female graduates and entry students.

Janssen Pharmaceutica

The company's Gender Aware HR Taskforce focuses part of its efforts on:

- Personnel Inflow – Ensuring:
  - gender neutrality of job description and competency profiles
  - policy on composition of selection commissions
  - policy on head hunting
  - gender neutrality of recruitment advertisements
- Internal Mobility – Transparency on Succession and Development Planning

Microsoft

One element of Microsoft's FY06 'Change Culture, Build Infrastructure' programme focuses on HR systems & processes, specifically: diversity in succession planning; talent identification & development; and graduate/other recruiting. Part of the company's overall Diversity Culture also includes the review of core processes such as:

- Recruitment
- Development
- Training
- Talent Management

Sony

Sony receives on average 45% female applications but only 5% of these women become key people in management positions, with male graduates making up the remaining 95%. Sony is now focusing its efforts in this regard on:

- Recruitment attraction and selection process
- Retention development
- Succession planning
- Employee Branding image
- Equal compensation treatment
- Review of existing European maternity policies and return ratio's

ST Microelectronics

One element of the company's local France level 4-Pillar Scheme for diversity management is dedicated to external recruitment. Part of the company's identification of key success factors includes:

- Reviewing policies and processes to ensure there is no discrimination
- Employer branding
- Positive communication focus - How to utilise communications to effectively attract women into technical roles and raise awareness internally among managers involved in the recruitment process

Toyota Motor Europe

Initiatives adopted in relation to HR processes include:

- Attraction & selection of women in the recruitment process. Proper briefing of our recruiters and head hunters to make sure that women are properly represented
- Retention development
- Graduate programme
- Employer's image

Vattenfall

To become an attractive employer Vattenfall HR focuses on the following:

- Culture and organisation
- Leadership and management development
- Competence management
- Health and safety
- Compensation and benefits

Diversity and equal opportunities apply to all areas. The work on diversity is conducted both locally, at national level, and in group-wide projects. Examples of group projects include: Vattenfall`s International Network for Women, the recruitment process, employer branding and a survey on salaries and benefits.

- Re-examine the criteria of job weightings, e.g.
  - The notion of full-time availability
  - Geographic mobility: especially the traditional association of "high performer" with "geographically mobile"
  - Lengthen the career path cycle: e.g. from 3 to 4/5 years
  - Focus on transversality versus operationality of jobs

- Reviewing policies on specific issues, e.g.
  - Maternity/Paternity leave
  - Reintegration of women in to the workplace
  - Support for partners and children as a result of international transfers

- Focus on work-life balance

Develop work/life balance-friendly policies: establish means of facilitating the conflicting demands of work and personal life, e.g.

  - Childcare support: facilities; financial aid
  - Re-invent different ways to work, e.g.

- home working
- flexi-time
- part-time/job sharing opportunities
- Tele-working

IBM

At the EMEA level, IBM has created a new council on Work/Life balance to complement existing councils on: Women Leadership; People with Disabilities; Cultural; and Gay, Lesbian, Transgender, Bisexual.

Intel

Identification of barriers with regards to Work-Life balance issues:

- The typical time and travel demands may impact a woman's ability to maintain their career and meet their family obligations.
- Child care costs and emotional drain are significant.
- While both parents are impacted today by family obligations, traditionally Irish society has looked upon care-giving as a female responsibility, so women's careers may be more impacted by care-giving obligations than men's.

Strategy as to what can be done with regards to flexibility in working arrangements:

- Family friendly arrangements and policies [e.g. part time, flexi time, job share, work from home, gradual return from maternity leave, leave of absence, term time].
- Partnering with and investment in local child care providers to increase availability and quality.
- Implementation of an Employee Assistance Fund providing employees with access to emergency funds to deal with family crises.

Janssen Pharmaceutica

Linked to the Women's Leadership Initiative, the company developed a project, Better Balance, Better Business to investigate and improve the work-life balance. One of the taskforces within this project focuses on Flexibility.Their aim is to

- Come up with a clear understanding of 'flexibility"
- Develop a clear procedure on flexibility and home work possibilities
- Move the company culture from 'control' to 'trust'.

Microsoft

In FY05, work/life balance was an integral component of the company's '100 days' projects (see Annex I for details), with specific focus on the development of part-time/job sharing guidelines.

In FY06, the company will continue its focus on work/life balance as part of their 'Change Culture, Build Infrastructure' programme as follows:

- Step 1 – 'Bottom 3' countries; dedicated focus on top work/life balance issues
- Step 2 – Learn, leverage for other geographies (Girls Day, work/life balance programs)

Toyota Motor Europe

Collaboration has been initiated with the University of Limburg for the development of a Work Life Balance tool with the aim of choosing the best Work Life Balance options for the company.

Vattenfall

In order to maintain a better balance regarding work and private life several initiatives have been taken as a result of an internal employee survey. These include:

- Dialogues with the employees about pressure at work and why it is interfering with private life. This is effectuated as part of individual development dialogues and at workplace meetings
- Presentations on how to prevent stress and exhaustion
- Workshops for managers on how to reduce stress and pressure

In Germany, Vattenfall has launched a project which gives employees the opportunity to use professional support in childcare, elder care and psychosocial advisory services. People are, for example, advised about care facilities for children and the elderly, and advisory services are provided on subjects like income, addictions and conflict management.

With regards to parenthood, Vattenfall in Sweden offers its employees one of the best parental leave packages in the market - 90 per cent of their salary (no upper-limit) for a time period of 270 days. In the company's internal communication they also strive to promote the importance of parenthood and work-life balance, for both men and women. This is also something that managers are required to encourage.

4.5 Support/Visibility for High Potential Women

- Identify high-performing females with potential for growing into senior management positions in order to follow them more individually
- Give them support if and where needed: anticipate issues linked with geographical mobility; help them to map their career path; encourage them to dare to be ambitious; if relevant, support them with additional personal/professional coaching to help them realise their goals
- Give visible signals: Invite high potential women to VP seminars; organise a marketplace to share best practices on female promotion
- Promote internal and external mentoring schemes, including executive mentoring for high potential women and mentoring rings

Groupe Danone

Danone aims to proactively manage women resources through:

- Individually managing the "pool" of women potentials
- Building self confidence, removing personal barriers, sharing best practices

IBM

The company actively tries to identify and address behavioural and systemic barriers and blocks. IBM encourages women to "take the stage" and runs a global program of workshops and conferences for female employees (e.g. EMEA women's conferences in Milan, Barcelona and Paris). The company also aims to empower women by organising diversity events and lunch meetings as well as using intranet communications to promote role models.

Intel

The company identifies Women's Attitude/Behaviours as one of the common barriers to career progression. Examples cited include:

- Lack of confidence and push: evidenced by reluctance to take on leadership roles and seeking promotion proactively
- Lack of political Skills: women find organisational politics distasteful preferring to do the job well as opposed to be "seen doing the job well"
- Role ambiguity and overload: women have to combine roles of homemaker and career. This often leads to feelings of guilt over neglecting either, inducing stress

The company is trying to address these issues through:

- Improving the manager/employee relationship to ensure the development of strong and supportive managers
- Training at management, FLM and employee levels
- Establishment of mentoring programmes
- Role models at senior level

Janssen Pharmaceutica

One of the key goals of the company's Women's Leadership Initiative is to give adequate support to women with leadership potential. This is largely implemented through the Development and Mentoring taskforce whose goals are to:

- Value diversity in management and leadership programmes and stimulate women to participate
- Simulate women to work on their development, e.g. through a training programme on "interacting with impact" and through development of a "Focus on growth "brochure – workbook - coaching
- Stimulate mentoring (including programme at board level), provide role models

In addition the Internal and External Networking taskforces help women increase informal networking opportunities.

Vattenfall

In 2005 Vattenfall started the company's first international network for female leaders and managers. The aim of the network is to support female managers and make them more visible in the group. For example, at least one member of the Executive Group Management and/or the Board always attends the meetings.

4.6 Company-Wide Training

- Draw up a specific company-wide training programme looking at issues such as:
  - "how to manage diversity?" that aims to break down mental preconceptions (e.g. must-be-present culture versus a results culture)
  - The business case for diversity – link to customers, bottom line
  - Trends in Professional Global Management
- Develop targeted training for different groups within the organisation, e.g. use senior management/executive training and leadership seminars to convey the advantage of diversity for business success; develop awareness campaigns for line managers as part of training packages that could also contribute towards mainstreaming diversity
- Utilise interactive, online training

IBM

In order for the company to live its values, IBM's EMEA Women Leadership Council (EWLC) organises top management 'change leadership' and diversity training for leaders and managers, to encourage them to at as role models.

Toyota Motor Europe

An extensive awareness campaign for senior and middle managers is under preparation to address gender diversity and benefits in 2006.

4.7 Internal/External Communication

- Have continuous communication on what is happening in your company and set up a plan for external and internal communication - effective communication underpins the success of many of a company's gender diversity initiatives
- External communication is key in: demonstrating transparency on the gender neutrality of recruitment policies; highlighting the company's gender policies and practices; and positioning the company through its marketing and branding strategies. This can be done through:
  - Sharing of best practices with other companies or stakeholders through a conference, seminars, etc
  - Integrating "Diversity" into existing external communications
- Internal communication is essential to: mainstreaming diversity; increasing visibility of initiatives and programmes; disseminating key information; and informing widespread culture change through awareness-raising. This can be achieved through:
  - Setting up round tables, exchange with partner organisations, women's lunch groups, etc (also see below)
- Tailor communications at country level to ensure they are context-specific
- Kick off the establishment of Diversity programmes through a diversity conference
- Promote internal and external role models, both male and female, and make them highly visible

Janssen Pharmaceutica

The company's Communication Taskforce specifically supports the goals of the Women's Leadership Initiative by:

- Setting a communication strategy
- Developing communications materials, e.g. video and development of a brochure entitled "Colours of Diversity"

Communicating the different initiatives, e.g. through the WLI website, news flashes, invitations to events etc…Ensuring both top-down and bottom-up communication on gender and other diversity topics.

Microsoft

One of Microsoft's four '100 days' projects centred around creating Integrated Regional Communications such as a new EMEA Diversity newsletter, clear messaging and specific communications for employees and communities.

4.8 Mainstream Diversity throughout the Business

- Incorporate gender diversity strategy into business practice, not just within HR.
- Establish a global, virtual, diversity team (perhaps one that is rotational)
- Establish local diversity councils (to ensure alignment between regional and local efforts)
- Identify people within the organisation who will and can engage themselves to promote diversity – this should include male and female employees at all levels, throughout the organisation, in order to gain widespread buy-in (e.g. through diversity champions)
- Work on different topics at the same time; so you can reinforce the impact of each of them

IBM

IBM has a very clear organisational structure for implementation of its diversity initiatives globally. This is as follows:

- Global ➔ Global Workforce Diversity Council
- EMEA ➔ European Diversity & Inclusion Council: all groups
- EMEA ➔ EMEA Women Leadership Council (WLC) and 4 other Councils
- Country ➔ Country WLC's

Europe Middle East & Africa Women's Leadership Council (EWLC) was founded in 1997 to increase women's contribution to company & customers. It currently has 21 members, nominated by EMEA General Managers, across 14+ countries.

One of the key attention points of the EWLC (see Annex for full coverage of initiatives) is to align organisational value with strategy: ensuring that core values form the basis of performance management and rewards policies by setting KPIs on both regional and country management level.

Janssen Pharmaceutica

The company's Women's Leadership Initiative (WLI) Beerse, is strongly aligned with the European and Global Johnson &Johnson WLI & Diversity policy. The company has created 4 taskforces:

- Gender aware HR policy
- Development and Mentoring
- Internal Networking
- External Networking

Each of these taskforces has specific goals and outputs. Mainstreaming of the gender diversity strategy is driven by WLI champions in different business units. Champions promote and implement WLI strategy and action plans in the business unit and ensure bottom-up communication on gender and other diversity topics.

4.9 Create Accountability and Systems to Monitor and Measure Progress

- Ensure that "diversity" is an integral component of the objectives and performance criteria of managers
- Create measurable KPIs across the full range of diversity initiatives at global and local levels, that are both quantitative and qualitative
- Create data management systems and tools to monitor and measure key results over time (and to capture key workforce statistics)
- Take the time to regularly evaluate projects as they progress
- Initiate employee satisfaction surveys and focus groups to gain feedback/input on how the organisation is dealing with the issue
- Provide additional feedback mechanisms for all employees

Vattenfall

Every year Vattenfall conducts an employee survey in which the company, among other things, measures employees' attitudes to diversity and equal opportunities. In addition, the male to female ratio in applications for job positions and retirements are measured.

4.10 Change Attitudes and Behaviours

- Understand internal cultural problems
- Understand external market influence
- Identify and address behavioural and systemic barriers and blocks
- Ensure strong commitment and leadership from the top
- Support widespread training and communications efforts
- Expect cultural and behavioural change to be a long-term goal

Groupe Danone

One element of Danone's 4-part Action Plan of their Executive Women's Initiative is specifically to change mentalities by:

- Visibly communicating the group's commitment
- Training in order to make mentalities change
- Building a flexible working environment

IBM

- The company has identified diversity as an overall culture change programme rather than as an event, which will therefore require a long-term outlook
- IBM is installing a clear performance management mechanism at the individual level to drive personal change
- IBM is creating a bottom-up mechanism to capture the evolution of the beliefs/attitudes/behaviours through e.g. Employee satisfactions surveys

ST Microelectrnics

The approach of STMicroelectronics is specifically to move from Diversity (policies, programs) to "Inclusion" (change in culture and behaviours)

SECTION 5

This practitioner's report gives an overview on the background, from a European and national policy perspective, as well as from a business perspective, on the topic of Women in Leadership Positions. It addresses furthermore, the key drivers for change and inhibitors, demonstrating that issues such as the Glass Ceiling and Work-Life Balance have an impact on the progress women make in their careers. In addition to the 10 "To Do's" outlined in section 5, there are a number of overriding factors that will determine the success or otherwise of any policies or programmes to promote gender diversity in senior management.
These can be summarised as follows:

Business: A two-way process
Encouraging gender diversity requires a top-down and bottom-up approach as follows:

1. Top-down – Through executive-level support and the development and implementation of policies, programmes and management processes across the organisation.
2. Bottom-up - Through women building their confidence, competencies, networks etc.

Society: Diversity is also a men's issue
The EU Gender Policy unit has specifically identified one of the shortcomings of the "equal opportunities" approach as being the fact that it is viewed as a women's only issue. Similarly, in the Sony example given earlier, it was noted that the newly established gender steering committee has 12 members of which 6 are men and 6 are women. Why did the company do this? In order to raise awareness and understanding on the importance of the topic, not just amongst women but also amongst men; and not just as a "soft issue", but also as a marketplace/customer necessity. Broader appreciation of the benefits of gender diversity in senior management amongst men is key to achieving progress.

Legislation: Formal policy versus more informal measures
Discrimination and harassment are forbidden by law. Hence, the need for introduction of anti-discrimination measures should be a basic requirement in all policies (such as business conduct policies, internal rules etc, which should be communicated internally). The difficulty often arises in interpretation of the law: In the UK for example it is normal to track employee statistics in terms of gender, race etc, whereas in France this is completely forbidden. So what is the correct approach to measuring and addressing the issue and is there a universally applicable solution?

Whatever approach is chosen, the content of this report demonstrates that companies and policy-makers alike are at least starting to make headway in addressing the important issue of promoting gender diversity at senior levels in the workplace.

SECTION 6

The following case studies represent innovative examples of Programmes that have or are being implemented by companies to specifically tackle the challenge of attracting and retaining Women in Leadership Positions.

These company initiatives have been presented in the form of a MarketPlace solution for consistency and ease of reference. As you may be aware, the CSR Europe Marketplace (live and online) is a forum for exchange of CSR solutions based on 10 key priorities identified by European businesses. One of these priorities is the pursuit of policies and practices that promote "Equal Opportunities and Diversity" in the workplace.

DANONE

Title of initiative
Executive Women's Initiative

Subtitle
The involvement of female Executives in finding concrete measures to increase their number at top level.

Problem (description of the initial problem / business challenge)
Lack of female talent in leadership positions: while Danone has 40% female managers, only 10% of these are represented at top level.

Solution/WILP Initiative (description of solution)
A two-step approach:

1. Individual interviews with female executives conducted by a sociologist: 8 executive women were interviewed world-wide.
2. One day workshop with 15 female participants with the aim of:
   - Sharing findings from previous study.
   - Discussing the obstacles and success factors in order to increase the number of women in leadership positions, based on the participants' own experiences.
   - 10 concrete measures suggested for improvement, divided over 4 topics:

   i. Quantitative objectives (e.g. 2/3 women per executive committee).
   ii. Resources development (e.g. enhance the international package for moving).
   iii. Training (e.g. work on management by results versus management by presence).
   iv. Giving signals (target: significant presence of women in the chairman annual meeting).

Constraints
- Results need to be shared with the Executive Committee at Group level. This has currently not been done because Danone would like to present the issue of "Diversity" as a whole and more time is needed for this.

Achieved Benefits / Results
- To be determined.

Place of implementation
Worldwide.

Year of launch of Initiative
2005

Relevant weblinks
www.danone.fr: Heading Sustainable Development, Diversity report.

Initiative submitted by
Name : **Catherine Thibaux**
Title : Director in charge of the DANONE Way programme and relations with the rating agencies
Email : Catherine.thibaux@danone.com
Tel : + 33 1 44 35 23 01

Title of initiative

Leveraging from diversity

Subtitle

Focusing on gender diversity to gain competitive advantage and embrace growth.

Problem (description of the initial problem / business challenge)

There is/will be a shortage of skills in the years to come. For a company it is important to address all sources of talent that are available. More and more decision takers are now female, so as a company it is necessary to mirror this evolution in order to stay competitive and to evolve in line with society. The strongest teams, delivering the best solutions to customers, are those that have a good balance between female and male strengths and weaknesses.

Solution/WILP Initiative (description of solution)

In order to respond to these business imperatives IBM is focusing on female talent as part of its overall diversity strategy. Attracting, developing and retaining female talent is key to ensuring the company treasures the talent that is available.

Equal opportunities are part of IBM's values; its DNA. Every woman should have the opportunity to be evaluated for a function, based purely on her talent. What is required is not positive discrimination but affirmative action based on the talent that women can demonstrate.

IBM created a working environment where women (and men) can work flexibly from any place, any time, enabling people to manage their work/life balance in the most effective way.

IBM has several tools in place to support the female talent:

- Through a training program for women focused on coaching and improvement of assertiveness skills.
- Through design of a mentoring program available for everyone.
- Diversity is imbedded in all HR processes in order to make it an integrated element of normal activities.

IBM has a very clear organisational structure for implementation of its diversity initiatives globally. This is as follows:

- Global ➔ Global Workforce Diversity Council
- EMEA ➔ European Diversity & Inclusion Council: all groups
- EMEA ➔ EMEA Women Leadership Council (WLC) and 4 other Councils
- Country ➔ Country WLC's

Europe Middle East & Africa Women's Leadership Council (EWLC) was founded in 1997 with the aim of increasing women's contribution in EMEA to company & customers. It currently has 21 members, nominated by EMEA General Managers, across 14+ countries.

Key EWLC initiatives include:

- Set up and support of country councils
- Establish a Global Work/Life fund

- Run EMEA women's conferences - Milan, Barcelona, Paris
- Create mindset workshops to train managers
- Measure and report on progress and goals

Key Attention Points are as follows:

- Align values to strategy: ensure core values form the basis of performance management and rewards policies by setting KPIs at both regional and country management level.
- Actively communicate values: workshops for women employees; events with external speakers; lunch meetings; intranet communications; role models.
- Shift values/behaviour: align the organisation to the new values/culture in terms of KPIs, decision-making processes, roles and responsibilities, etc and align HR processes to the new values.
- Leaders as role models to live the values: top management 'change leadership' and diversity training for leaders and managers.
- People to adopt new values: install a clear performance management mechanism at the individual level, capture the evolution of attitudes/behaviours through employee satisfaction surveys

Constraints

- The biggest constraint IBM encounters is the time involved in establishing these programmes with people on a voluntary basis.
- It is a long journey and it takes a lot of time to see a visible change in the company.
- General need for Top Executive commitment from the start in order to succeed.

Achieved Benefits / Results

- Increased focus on diversity at all levels of the organisation.
- Incremental increase in number of female managers.
- Mindset evolution across the organisation.
- Become a 'family' friendly company.
- Passionate team that wants to make things improve

Place of implementation

Worldwide with a European Women Leadership Council and the equivalent in each country.

Year of launch of Initiative

1997

Relevant weblinks

www-03.ibm.com/employment/us/diverse/index.shtml

Initiative submitted by

Name : **Christel Verschaeren**
Title : Business Process & IT Integration South West Europe
Email : Christel_verschaeren@be.ibm.com
Tel : + 32 2 225 22 81

Title of initiative

Diversity Journey

Subtitle

Enabling better business results.

Problem (description of the initial problem / business challenge)

The Institute of Engineers in Ireland have advised that females currently comprise only 9.49% of the membership base: a reflection of the difficulty in attracting women to the profession. Intel faces this very problem, i.e. a low number of females in the hiring pipeline - industry demand for engineering graduates has grown by around 14% per year over the past 10 years but supply has only grown by 5% each year.

Solution/WILP Initiative (description of solution)

In 2001, Intel Ireland sponsored a Diversity Steering team comprised of senior managers and HR with a focus on the wider definition of diversity. Actions taken by the team include:

- Training of all managers, supervisors and employees.
- Implementation of a broad range or work-life balance programmes.
- Ongoing pulsing/qualitative mechanisms to monitor diversity health.
- Systematic diversity data analysis as part of business reviews.

The company has launched a very comprehensive range of WLE initiatives that includes: numerous HR policies and guidelines; family support; education/training options; and on-site services.

Constraints

Women's Attitude/Behaviours

- Lack of confidence and push, evidenced by reluctance to take on leadership roles or seek promotion proactively.
- Lack of political Skills – women find organisational politics distasteful preferring to do the job well as opposed to be "seen doing the job well".
- Role ambiguity and overload – women have to combine role of homemaker and career. This leads to feelings of guilt over neglecting either, inducing stress.

Organisation Climate

- Culture of long working hours and significant amount of travel causes reluctance among women to progress their careers with many choosing options of flexible working.
- Tokenism – women as a minority group can be seen as tokens and can serve to reinforce existing prejudices.
- Absence of role models and mentors – most women do not have access to strong role models or mentors so have to pioneer their own way. Exclusion from male group activities.

Work/Life balance issues

- Typical time and travel demands may impact women's ability to maintain their career and to meet their family obligations.
- Child care costs and emotional drain are significant.
- While both parents are impacted today by family obligations, traditionally Irish society has looked upon care-giving as a female responsibility, so women's careers may be more impacted by care giving obligations than men's.

Achieved Benefits / Results

Putting into place a strategic approach

- Commitment by the organization [buy-in to the business case, ownership and accountability].
- Analysis of the workforce.
- Identifying barriers and action programs.
- Monitoring and Evaluating.
- Manager/employee relationship as a key foundation to the program.

Flexibility In Working Arrangements

- Family friendly arrangements and policies [e.g. part time, flexi time, job share, work from home, gradual return from maternity leave, leave of absence, term time].
- Partnering with and investment in local child care providers to increase availability and quality.
- Implementation of an Employee Assistance Fund providing employees with access to emergency funds to deal with family crises.

Active promotion of equal opportunities

- Policy and guidelines in place, training at management, FLM and employee levels, mentoring.
- Role models at senior level.
- Active monitoring of performance management data [ratings, promotions, stock] to ensure consistency aligned to female representation within the workforce.

Hiring pipeline - increase the number of females available to hire.

- Engagement with the academic world to encourage widening of the pipeline of female graduates and entry students.

Place of implementation

Intel Ireland, European Headquarters.

Year of launch of Initiative

2001

Title of initiative

Women's Leadership Initiative

Subtitle (just one sentence explaining what it is)

Colours of Diversity - Women's Leadership at Janssen Pharmaceutica.

Problem (description of the initial problem / business challenge)

Janssen Pharmaceutica, in collaboration with the University of Leuven, Belgium, conducted research showing that the barriers towards advancement of Women into Leadership Positions can be found on different levels: Individual, Organisational and Societal. An in-depth statistical analysis showed the following results: females are hired at a lower level with less experience; women participate less in management development programmes; successor slates are not diverse enough; outflow of women is higher compared to men.

Solution/WILP Initiative (description of solution)

The company set itself the mission of strengthening the leadership of Johnson & Johnson by creating the right environment for women to achieve their highest potential.

The company has launched a comprehensive programme called the Women's Leadership Initiative (WLI). Through this initiative, the company has:

- Analysed key facts and figures to identify barriers and opportunities for career advancement (individual, organisational and societal).
- Supported this statistical analysis with a survey on career development to capture employee perceptions.
- Established a series of taskforces, each of which have specific goals and outputs. The taskforce topics are:
  - Gender aware HR policy
  - Development and Mentoring
  - Internal Networking
  - External Networking

The Gender diversity Strategy is supported and driven by WLI champions in the different departments and subunits of the company.

Constraints

- Working on Gender Diversity is a cultural change program. It takes time.
- Management wants to measure and track the progress in terms primarily of numbers.
- There is a continuous tension between improving the numbers and creating a culture of "inclusion".
- Working on Gender Diversity is still too much a womens issue. It is hard to involve and engage male employees to work on this topic.

Achieved Benefits / Results

- The company has received a strong commitment from senior leadership and communicates its initiatives through various channels: website, brochure, video, events.
- Based on the results of research the company has an integrated approach to gender diversity, supporting female employees individually, working on the culture of the organisation and participating in the social debate.
- The Gender Aware HR Taskforce created WLI Champions whose responsibilities include awareness raising on the importance of gender equality, promotion and implementation of WLI Strategy and Action, and ensuring bottom-up communication on gender.
- The Gender Aware HR Taskforce works on the development of an HR Toolkit with do's and don'ts for HR and line management. The Development and Mentoring Taskforce has been responsible for the implementation of different types of mentoring programmes, including a board mentoring programme, training on gender awareness, and organising workshops such as the 'Colours of Diversity' workshop for people managers.
- The Internal Networking Taskforce has organised networking sessions on specific female related topics, and has created panel discussions.
- The External Network Taskforce has been responsible for setting up benchmarking meetings with other companies and participated in external congresses.
- The Communication Taskforce has produced communication material on WLI, created a Web Site and a Brochure.

Place of implementation

Janssen Pharmaceutica Belgium

Year of launch of Initiative

2000

Initiative Champion

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Initiative submitted by

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Title of initiative
Diversity Programme

Subtitle
Promoting Diversity and Inclusion best practices.

Problem (description of the initial problem / business challenge)
How to promote diversity as part of Microsoft's goals and vision:

- Vision: A workforce that represents the company's external marketplace and surrounding communities, an inclusive environment where leaders capitalize on diverse styles and perspectives, and an atmosphere where diverse teams work in synergy.
- Goal: Microsoft as the recognized leader in diversity & inclusion in EMEA.

Solution/WILP Initiative (description of solution)
Microsoft took a 3-year approach towards diversity.

2004: Getting Started

- Analysis & identification of top issues via EMEA Diversity Survey.
- Built EMEA business case, vision and framework.
- Secured senior-level sponsorship.
- Senior executives support for '100-day' plans (projects promoting diversity).
- Agreement to broaden beyond gender.
- Accessibility to technology & work/life balance as important issues for employees and communities.
- Established EMEA diversity 'virtual team'.

2005: Seeds of Change
In FY05, Microsoft launched four '100 days' projects led by senior executive sponsors. These were as follows:

- Work/life balance: the development of part-time/job sharing guidelines.
- Focus on women in leadership and technology roles: created EMEA HOPPERS alias and mentoring rings. Microsoft Hoppers is a diversity group focused on attracting, developing and retaining talented women at Microsoft.
- Accessibility: 'Watchfire' audit completed to promote digital inclusion.
- Integrated regional communications: new EMEA Diversity newsletter, clear messaging & communications for employees and communities.

2006: Change Culture, Build Infrastructure

- Increase focus on senior 'high potential' women – visibility, removing barriers to success.
- Visibility, executive mentoring, specific metrics for leadership roles.
- Continued focus on work/life balance:
  1. Step 1 – 'bottom 3' counties; dedicated focus on top work/life balance issues
  2. Step 2 – learn, leverage for other geographies (Girls Day, work/life balance programs)

- Focus on HR systems & processes: diversity in succession planning, talent identification & development, graduate/other recruiting.
- Deliver EMEA-wide online training (Business Case for Diversity, Professional Global Mgt, etc).
- Implement part-time, job sharing policies & opportunities.
- Executive engagement – '100 days' cycle 2 – spring.
- Continue and develop v-teams (including rotations).

Constraints

During the year 2005 the following challenges were identified:

- Ensuring alignment between regional and local efforts – diversity councils are key to ensuring smart & strong alignment.
- Ensuring clear & achievable goals that add real and ongoing value to employees, communities.
- Ensuring clear impact – balancing 'momentum' wins with long-term systematic changes (infrastructure & tools).
- Limitations of virtual teaming – hard to keep people engaged over time.
- Monitoring and measuring results over time.

Achieved Benefits / Results

- A diverse workforce results in a stronger team with new ideas.
- Business results: obtaining new customers and new markets results in increased revenue
- A culture that is free of bias strengthens commitment to company success.
- Successful implementation of the EMEA Diversity Framework: a 6-step diversity & Inclusion plan:

  1. Business case
  2. Vision
  3. Strategic focal points
  4. Local Diversity Councils
  5. Monitoring
  6. Ongoing executive engagement

Place of implementation

Microsoft World Wide

Year of launch of Initiative

2004

Relevant weblinks

www.microsoft.com/citizenship/diversity/

SONY

Title of initiative
Gender Steering Committee

Subtitle
Bringing attention and focus to Key Performance Indicators.

Problem (description of the initial problem / business challenge)
Sony statistics illustrated that female representation in management was below the industry average. In addition, sales targeted at female consumers were low. Both issues were seen as interrelated and it was felt that increasing the number of females in management internally would support an external female buying patterns.

Solution/WILP Initiative (description of solution)
The Gender Steering Committee is comprised of 12 members from various business groups and consists of 6 senior females and 6 senior males. The committees' goal is to increase awareness and importance of the issue by presenting internal diversity as a marketplace/customer necessity.

The committee was presented with data and facts based on: (i) Internal information (i.e. employee survey, female focus group feedback, gender data analysis by levels, business groups and countries) and (ii) External data on gender sales, market trends, consumer behaviour and competitors.

Based on these facts, key KPIs were defined in both areas. These were allocated to the business and internally communicated. Various initiatives on the key KPIs ranged from increasing attraction of female talent, finding role models, reviewing internal maternity & paternity policies, increasing the female ratio in sales departments and increasing female marketing.

The committee will review progress on a six month basis.

Constraints
- In order to move forward with such actions a general cultural change within the company is necessary. Sony, a company with a long working hour culture and a Japanese male-dominated management background, needs more time and specific internal communication to deal with gender topics.

Achieved Benefits / Results
- An increased awareness that female talent and diverse working groups translate into an improved sales and consumer approach.
- A new Sony maternity / paternity policy has been introduced to support flexible working conditions.
- Female management ratio has slightly increased.
- Product campaigns targeted towards female consumers have been successful.

Place of implementation
Sony Europe

Year of launch of Initiative
2005

Initiative submitted by

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Title of initiative
Diversity Programme

Subtitle
Moving from Diversity to Inclusion

Problem (description of the initial problem / business challenge)
Diversity is about managing risks (legislation) and an opportunity to change organizational culture. Stakeholder expectations, the business case for diversity, legislation, and access to a greater pool of talent are all factors which influence ST Microelectronics in designing diversity programmes. In terms of gender diversity, there is a specific lack of female managers progressing towards top management positions, which the company has sought to address.

Solution/WILP Initiative (description of solution)
Increased Focus on Gender issues through:

- Working Group on Equal Opportunities initiated in December 2004.
- Raise awareness at Top management level (CSR Steering Committee).
- Proposing a draft diversity policy based on the French government's Diversity Charter.
- Commitments in Corporate Responsibility Report « long term aim is for our workforce to reflect the diversity of society, in particular the local student population ».
- Build on successful local projects, in particular in France where legislation brings innovation in this area

In addition ST Microelectronics introduced a Diversity Strategy an experimental local project in France based upon 4 pillars:

1. External Recruitment
2. Internal Mobility
3. Performance and Competencies
4. Work-Life balance

Constraints
The following challenges are considered to be the greatest constraints if not taken into account:

- Diversity has to be in line with company strategy.
- Top Management/Leaders must be involved and committed - leading by example.
- Management and culture play an important role (Asia vs. Europe).
- Raising awareness across the company is essential (e-learning, communication).
- Reviewing policies and processes to ensure no discrimination.

Achieved Benefits / Results
- Move from Diversity (policies, programs) to « Inclusion » (change in culture and behaviours).

Place of implementation
ST Microelectronics corporate level, Geneva, and in France.

Year of launch of Initiative
2004

Initiative submitted by
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TOYOTA

Title of initiative
Diversity Action Plan

Subtitle
Involving women at all levels reflecting Toyota's workforce and customers.

Problem (description of the initial problem / business challenge)
The aim is to ensure the attraction and retention of the best and most appropriate talents for, and within, the Toyota businesses in Europe whether male or female.

Toyota identified an under-representation of females at management levels within their workforce profile. Since women play an important role in the decision of buying a car, it is important for Toyota to understand their needs and desires.

Solution/WILP Initiative (description of solution)
The solutions proposed for 2006 are based on a triple based approach:

- Work on the HR processes (recruitment, career and development including our graduate programme).
- Raise awareness amongst all of our managers, both senior & middle managers, as they are involved, on a daily basis, with recruitment, showing the qualities, skills and advantages of diverse teams.
- Work on an assessment tool with the University of Limburg in Hasselt (Belgium), which would allow picking the best fitted work life balance options for a company.

The action plan is spread over two years: the first is dedicated to the development of different initiatives. The second year is meant for further implementation and presentation of actions undertaken.

A key element of the success of such an action plan is the support of Toyota's top management and active participation of line managers, especially middle managers.

Constraints
- The costs involved concerning the communication, the awareness raising and the studies necessary for analysis. But the return on investment by far exceeds costs, as the business will directly benefit from the actions.

Achieved Benefits / Results
The aim of these programmes is to attract a more diverse workforce which means:

- Attract and retain all the best talent
- Better reflect Toyota's customer base, better responding to their needs
- Gradually increase the participation of women within the organisation, also including management
- Create a pool of talent composed of the best available talent

Place of implementation
Toyota Motor Europe

Year of launch of Initiative
2006

Initiative submitted by
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Title of initiative
Vattenfall diversity programmes

Subtitle
1. Recruitment, internal and external, to executive level
2. Vattenfall's International Network for Women
3. Vattenfall's Mentoring Programme

Problem (description of the initial problem / business challenge)
1. Recruitment

With regard to diversity and equal opportunities, the entire recruitment process is of great importance. For instance, ensuring a suitable applicant specification, so that, among other things, stereotyping is avoided. It is also of importance to have an open recruitment process, i.e. to advertise vacant positions. When recruiting for top positions Vattenfall noticed that on a regular basis no female candidates were applying or being proposed for top positions.

2. Vattenfall's International Network for Women

Vattenfall has developed diversity and equality strategies, not only for ethical and legal reasons but also for the business benefits that they are expected to deliver, such as the fact that diversity supports our efforts to become a more profitable, effective and attractive company. Some of the business benefits include: enhanced employee recruitment and retention from a wider pool of high quality workers; improved corporate image; and a better understanding of customers' and other stakeholders' needs and requirements.

Given this background, it is a problem that the company has too few female employees and managers. One of Vattenfall's long-term objectives in diversity is therefore to increase the number of female managers to achieve the same ratio as female employees. This objective is important in order to show good examples, "role models", both internal as well as external.

3. Mentoring Programme

The company has a substantial pool of young female potentials, however when it comes to senior levels, there is a noticeable decline in the number of female managers. This situation becomes even more obvious when looking at the number of female managers at executive level.

Solution/WILP Initiative (description of solution)
1. Recruitment

- When an external recruitment company carries out an executive search they must always present at least one female candidate.
- When recruiting internally Vattenfall follows the same course of action, i.e. always having at least one female candidate for executive positions. Recently the company introduced a new way of recruiting internally which ensures that when a suitable female candidate is not found, a 'second best' candidate is proposed.

This candidate will probably not be in the running for the actual position, but at least she will be visible and recruiters/managers could bear her in mind for other positions and/or discuss her personal and professional development. The aim is to prepare and improve the qualifications of the candidate for future opportunities.

2. International Network for Women

The purpose of the network is to identify female managers and to increase their visibility within the company.

The network consists of participants from Finland, Germany, Poland and Sweden. They meet twice a year and hold seminars on different themes, i.e. strategy, gender issues etc. The CEO of Vattenfall attended the first meeting. In addition every meeting has one member from the management board participating.

3. Mentoring Programme

One activity run by Vattenfall to support female managers in the beginning of their professional careers is to offer them the possibility of participating in mentoring programmes. This could either be as part of ordinary management programmes, such as the Vattenfall advance management programme (VAMP), or specific mentoring programmes.

Either way, the programmes are open to both male and female participation. Our experience is that in this way we develop and expand the consciousness of both female and male mentees and, not least, the mentors. In both types of programmes diversity related issues and company culture are discussed.

The specific mentoring programmes:

- Run for about one to one and a half years.
- It is the responsibility of the mentee, together with the programme managers, to choose a mentor.
- In most cases the mentor is internal, and the company supports this, since it is believed that a mentoring programme also gives considerable benefit to the mentor.
- The mentees and the mentor decide how often they should meet, and where. It is the mentees who "own" the agenda, i.e. decide what they should talk about.
- After the first half of the programme the mentor and mentees make an evaluation and decide if they should continue (in most cases they do). After the programme many of the mentors and mentees also continue to meet.

Constraints

1. Recruitment

- The risk of becoming involved in a discussion regarding the allocation of quotas, which does not address the underlying issues.

2. International Network for Women

- It could be a disadvantage that the network excludes male colleagues. However during initial discussions it was concluded that it was important to have a place where female employees could meet and discuss important and interesting topics, without always being in a minority situation.

3. Mentoring Programme

- Transferring the right competence and abilities to the mentees, i.e. the kind of behaviour that the company supports. Thus, it is important to choose the right mentors, as they act as role models.
- To avoid tensions that may arise in the relationships between mentees, mentor and line manager Vattenfall always tries to discourage the mentees choosing a mentor from the same business unit.
- The purpose of the mentoring programme is not to discuss operational questions, but instead it is an opportunity to address and discuss more "soft" questions, i.e. work-life balance, different managerial situations etc.

Achieved Benefits / Results

1. Recruitment

- Increased number of female managers in top positions.
- A more professional recruitment process:
  The company is more thorough in the specification of applications, i.e. in considering which criteria are really of importance for the position: In the long run this also contributes to change management.
- More focus on diversity in the recruitment process.
- Enlarged network and more visibility for individual female managers

2. International Network for Women

- Building networks within the Vattenfall Group to support the long-term objectives of "One Vattenfall".
- Highlighting of gender issues throughout the network, including complementary actions at local level.
- Better management commitment, both because it was the management board that approved the network and also because of management involvement at the meetings.
- Diversity and equal opportunities have become the "talk of the town" in the company. It has gone beyond HR involvement. This is thanks to the participants themselves and also to the fact that the network is something to demonstrate efforts on diversity.

3. Mentoring Programme

- Since the mentoring programme is conducted for both men and women there is a greater impact on the change of culture and also a greater understanding and acknowledgement of questions regarding diversity.
- The participants have the opportunity to discuss work-related rather than operational issues with a more experienced colleague. The participants also get a larger network, both from the mentor and the other participants in the programme.
- Through being mentors the senior managers gain a better understanding of the every-day life and situation of a younger manager, i.e. parenthood, work-life balance etc. The senior managers are also very often highly appreciative of their experience.
- In most cases, the programmes are a win-win situation for both mentees and mentor.

Place of implementation

The Vattenfall Group

Year of launch of Initiative

In 2005 both the Executive Recruitment initiatives and the International Network for Women were launched. The Mentoring Programme was launched in 1998.

Relevant weblinks

www.vattenfall.com

Initiative submitted by

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CSR Europe

CSR Europe is the leading European business network for corporate social responsibility with over 65 leading multinational corporations as members. In addition, through its 22 national partner organisations, the network brings together close to 1800 companies dedicated to corporate social responsibility (CSR).

The mission of CSR Europe is to help companies integrate CSR into the way they do business, every day. Members of CSR Europe are at the forefront of CSR globally and are setting the agenda for responsible and competitive business in Europe. CSR Europe has become an inspiring network of business people throughout Europe, willing to exchange business best practices and solutions in an innovative and enriching environment.

CSR Europe B2B Working Groups

CSR Europe organises and facilitates a number of working groups in which members can engage in a confidential B2B setting in order to exchange practical solutions to specific CSR challenges. These working groups are demand driven by member companies who initiate and host the sessions on a CSR topic of their interest. The composition and content of the group is initially determined by the lead member, with input from CSR Europe, and participants subsequently identify further contents angles and continuity of the group. Currently active working groups include: Women in Leadership Positions; Assurance; Multi-business/NGO Partnerships; and Employability.

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