



EUROPEAN
PWN

EuropeanPWN BoardWomen Monitor 2006

Women on Boards :
Scandinavia Strengthens Its Lead



Agenda

1. What is EuropeanPWN?
2. The European BoardWomen Monitor 2006
 - Vision & Survey Methodology
3. Key Findings
 - Comparison with 2004
 - Corporate champions
 - Country Focus
4. Conclusions and Recommendations



European Professional Women's Network

What is EuropeanPWN?

Mission:

Promote Professional Progress of women in Europe

By providing:

For women:

- online/offline networking and training platform
- state-of-the-art platform www.europeanpwn.net

For companies:

- forum for exchanging and benchmarking best practices

Networks located in:

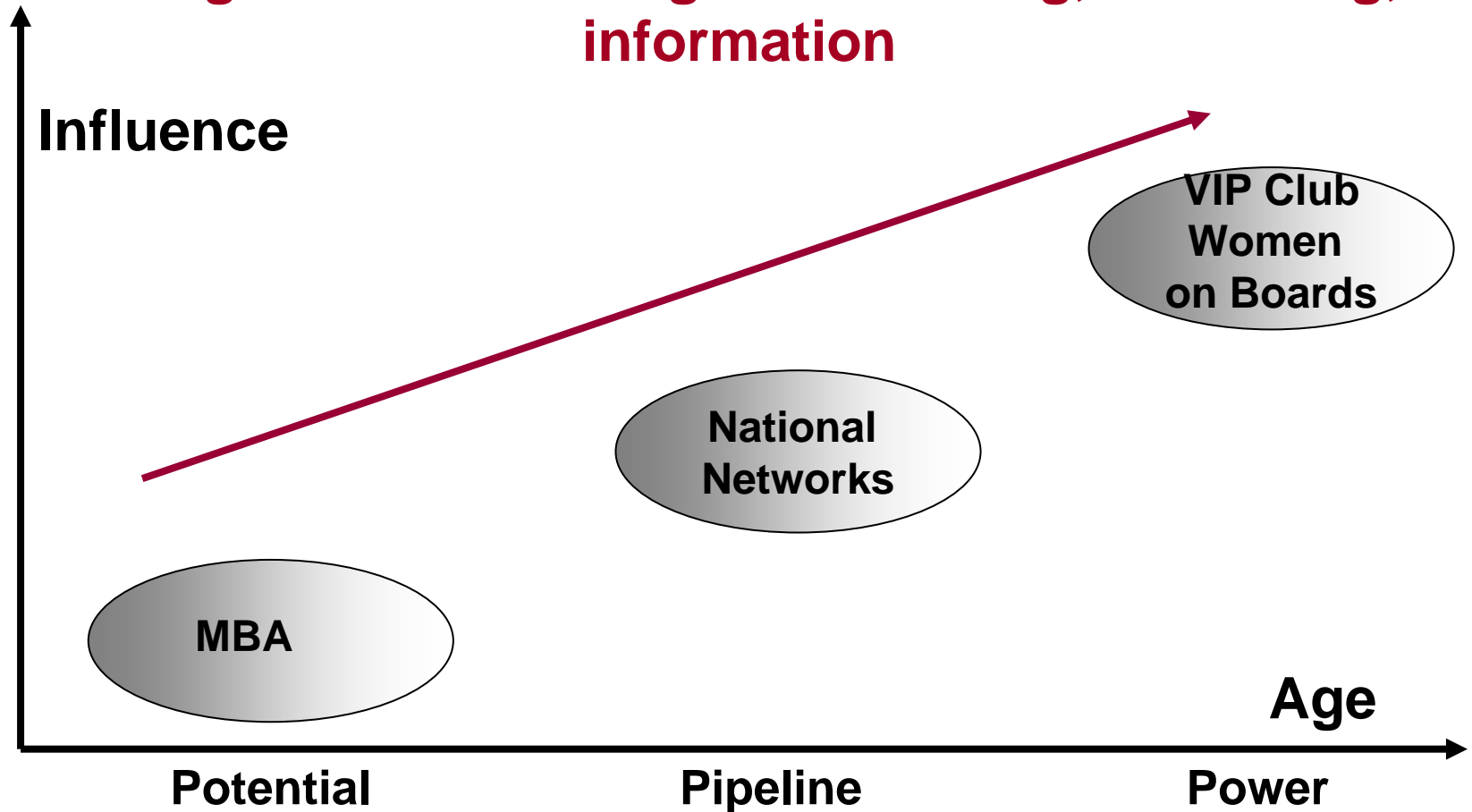
Amsterdam – Barcelona - Brussels – Geneva – London (2) – Madrid - Milan
– Oslo – Paris – Sophia Antipolis – Stockholm – Vienna

> 2,500 members on line



European Professional Women's Network

Intergenerational bridge: networking, mentoring, information



The European BoardWomen Monitor 2006

Vision:

Bi-annual survey providing reliable data to track the progress of professional women on corporate boards in Europe

Survey Methodology:

- Largest companies with worldwide headquarters in Europe based on FTSEurofirst 300
- EU countries, plus Norway, Switzerland (excl CEE)
- Numbers of directors (executive and non-executive)
- Collection of publicly available information by EuropeanPWN partner Egon Zehnder International late February 2006 and BoardEx

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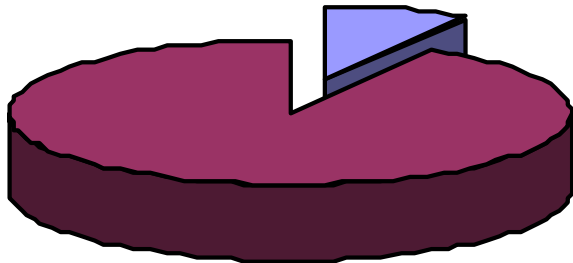
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Survey reveals stagnation in Europe

Female representation on Corporate Boards changed only marginally

8.0% → 8.5%



Companies with at least one woman on Board went up

62% → 67.8%

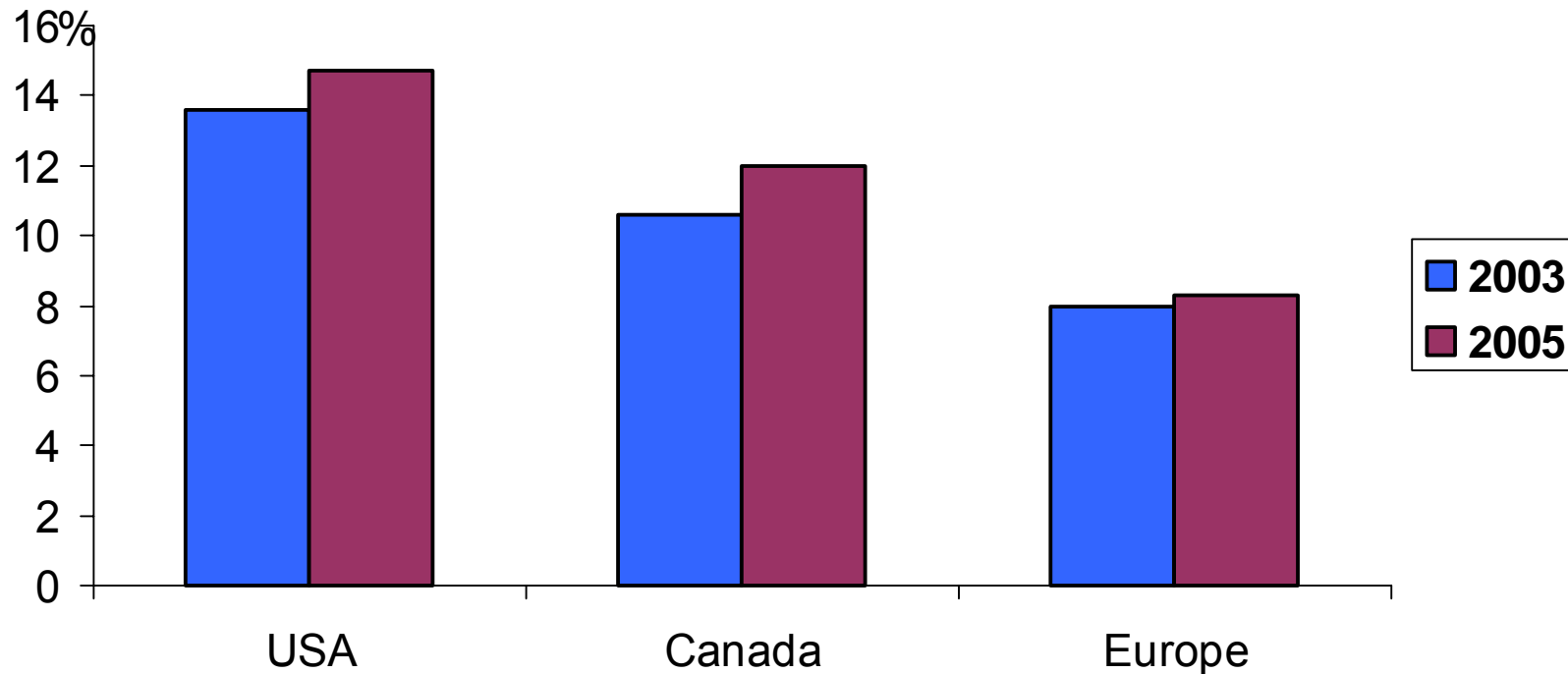
Companies with more than one woman on Board increased slightly

28% → 30.5%



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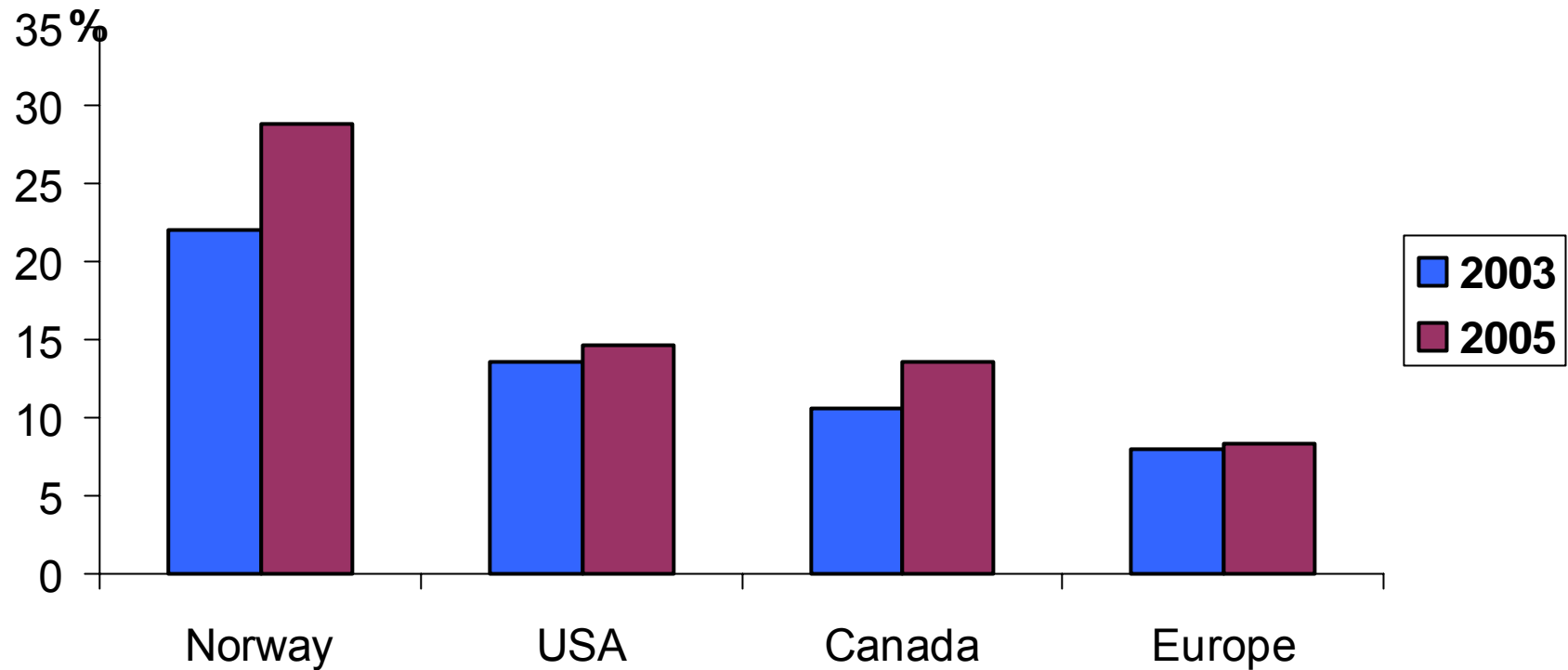
Europe's corporate boards lag behind





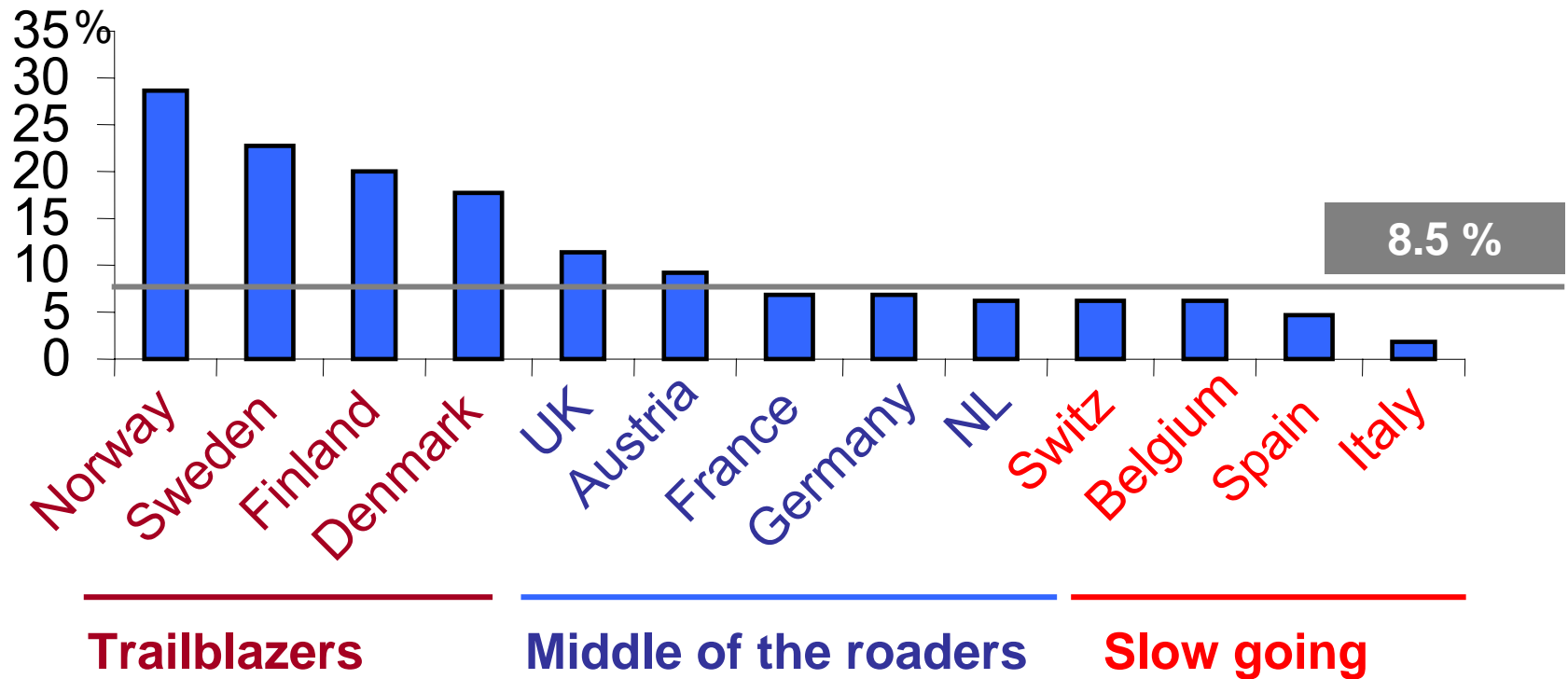
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Norway firm in the lead worldwide



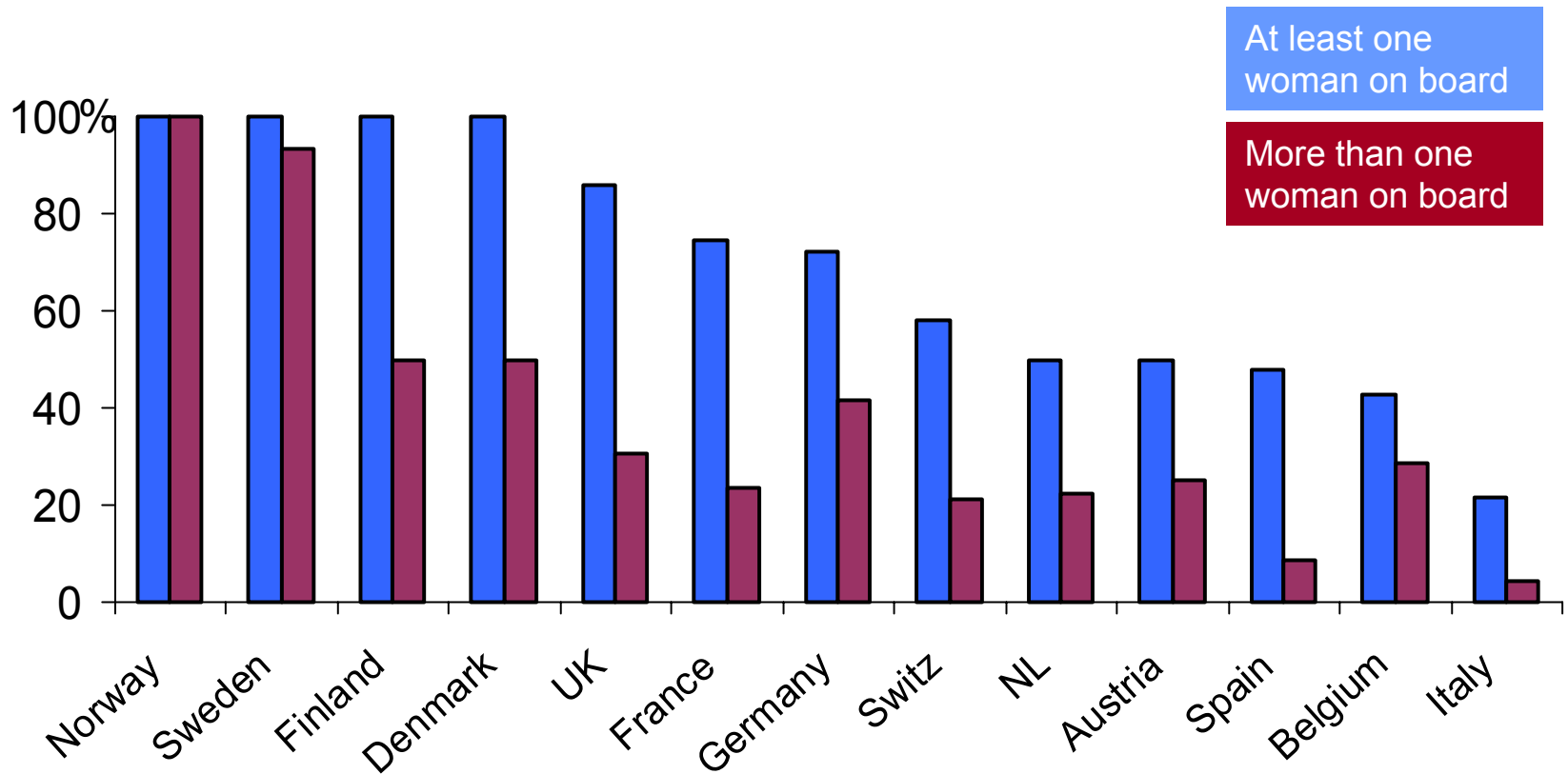
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Scandinavian countries well ahead of the pack



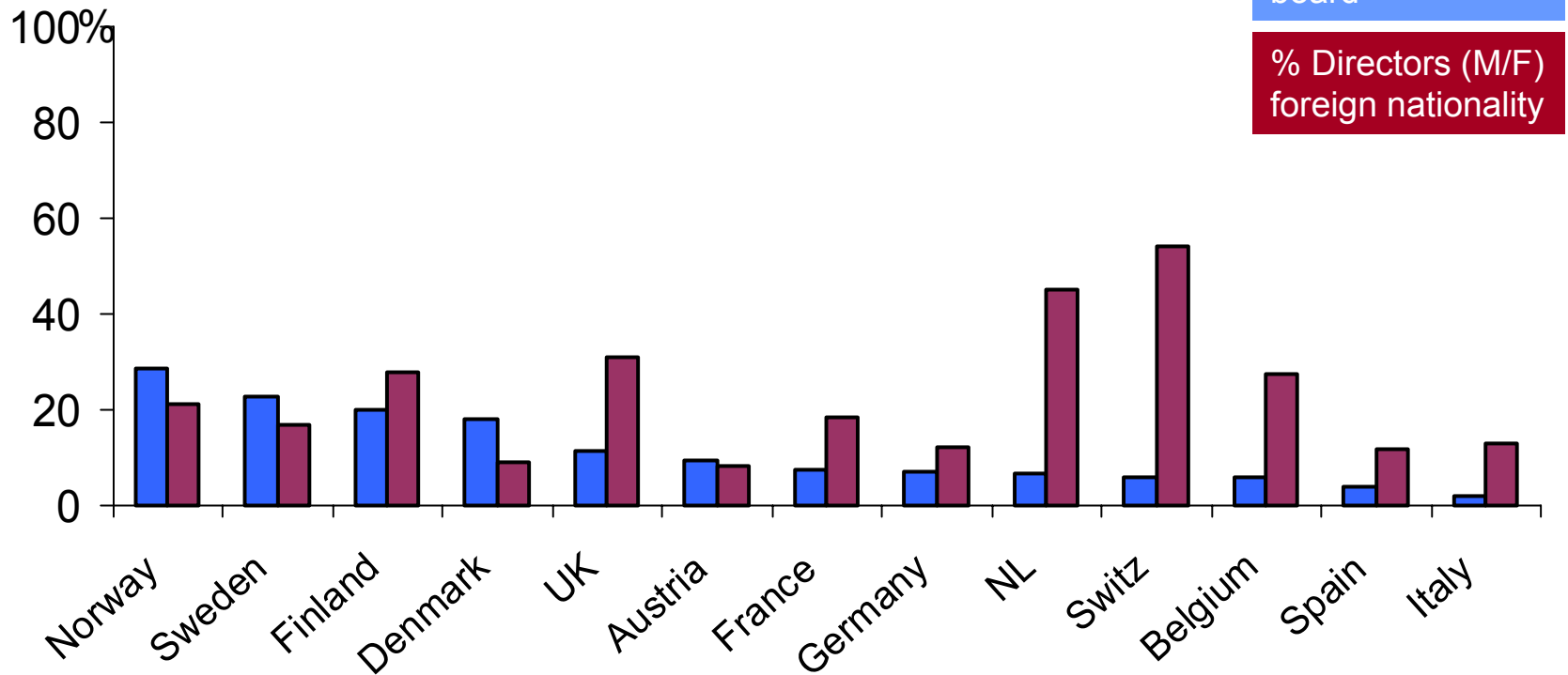
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All Scandinavian companies have at least one woman on board



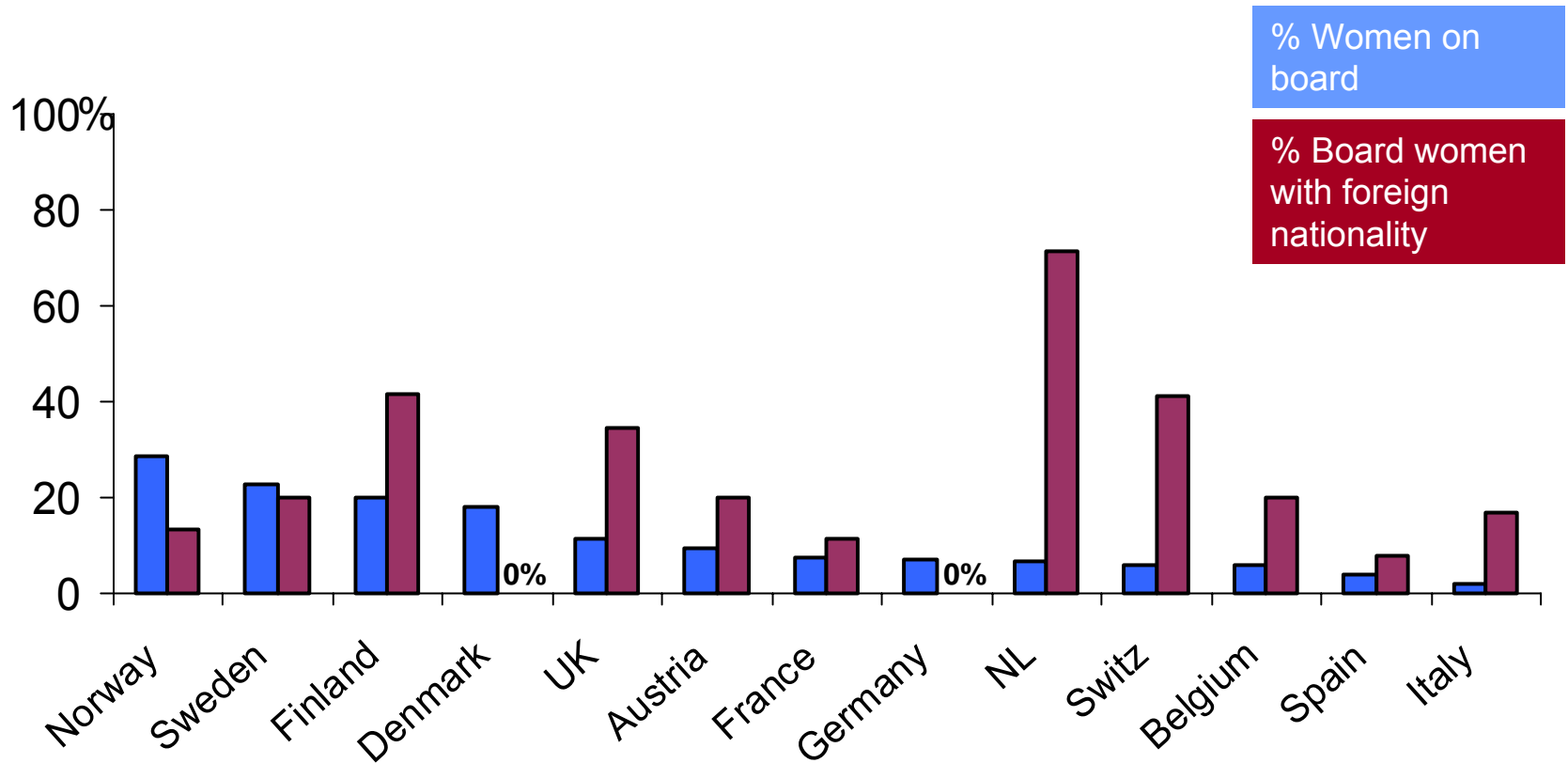
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Diversity in nationality more popular, except in Scandinavian countries



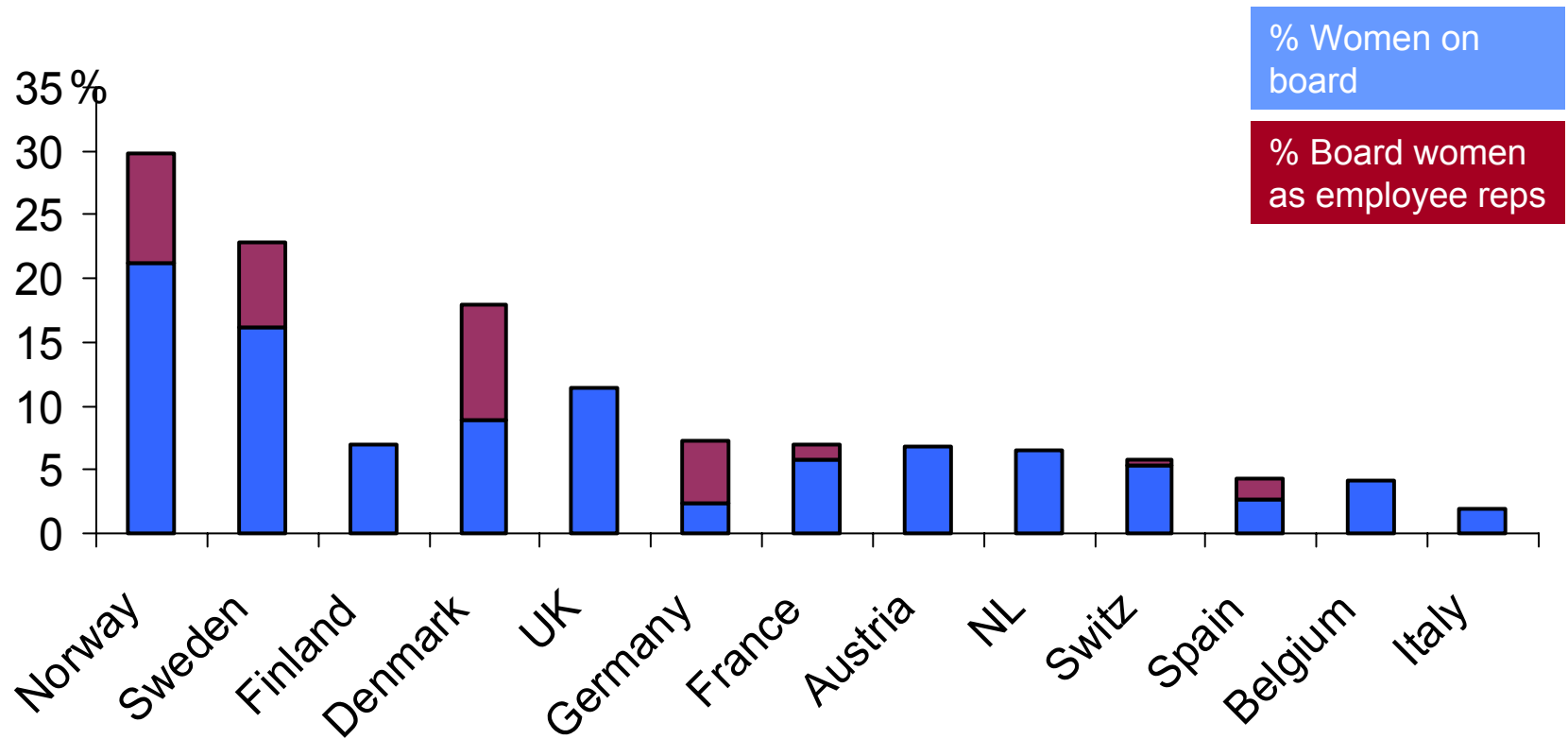
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Foreign women on boards: a new trend?



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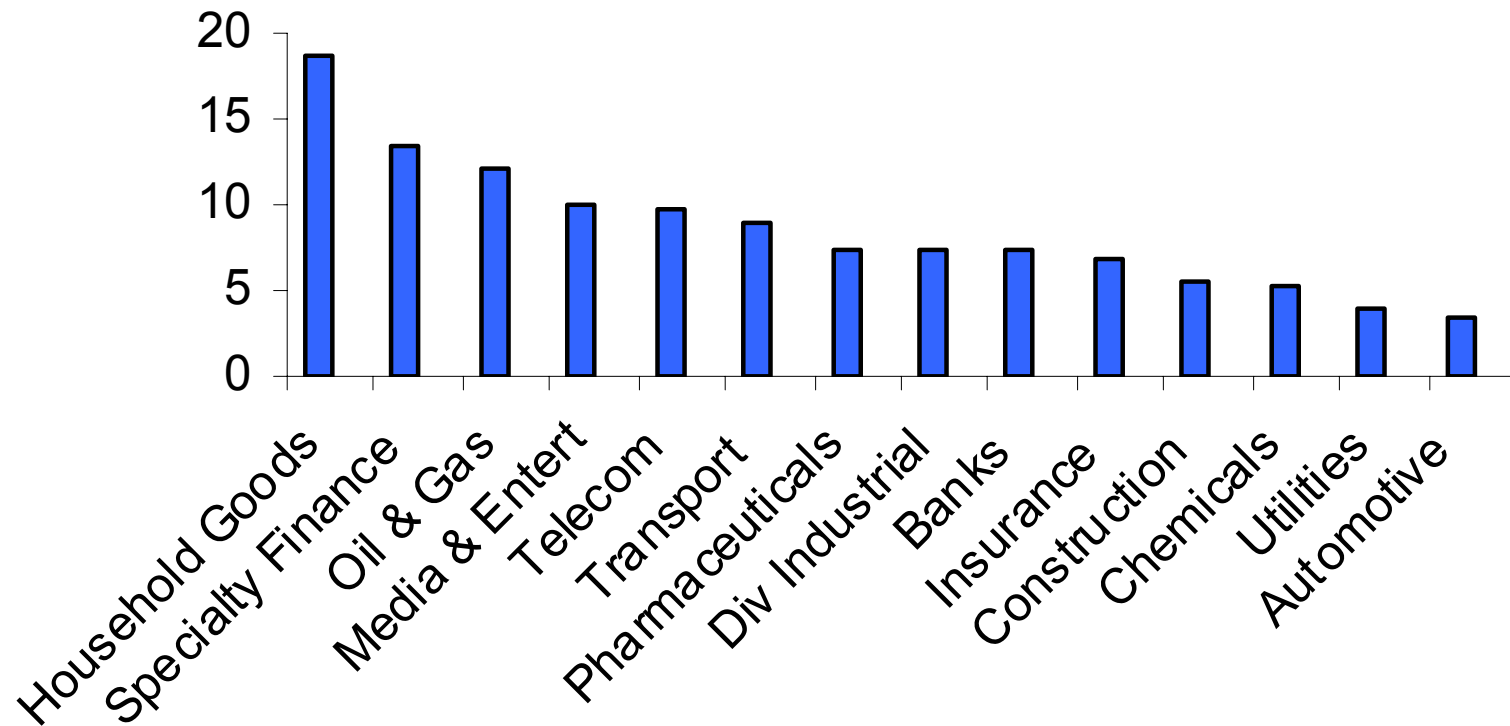
Women on Boards as employee representatives





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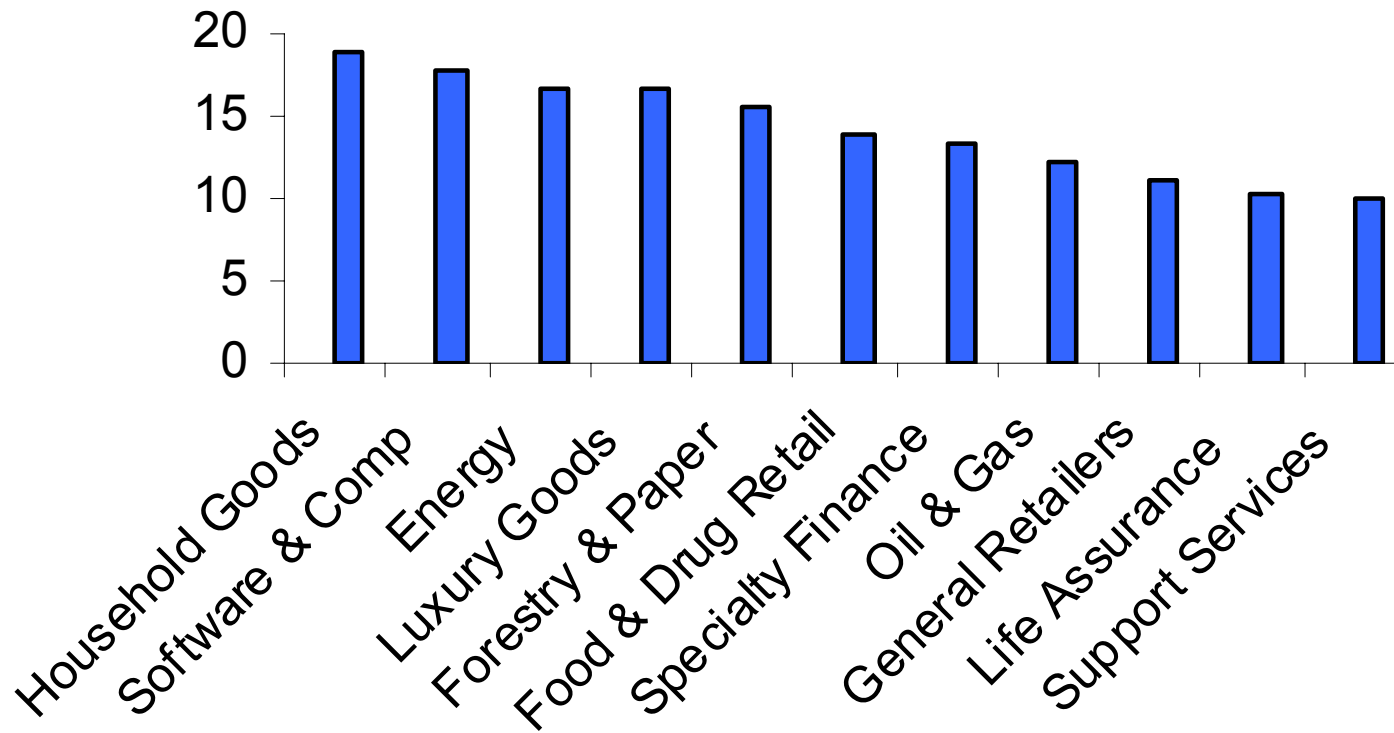
Female representation in largest industry sectors





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Industry champions with more than 10% women on boards



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Corporate champions are moving beyond tokenism

Companies with	Four or more women directors	Three women directors
Austria	Erste Bank	-
Belgium		Belgacom
Denmark	<i>Danske Bank (30%)</i>	-
Finland	UPM-Kymenne	Fortum, Neste Oil
France	Publicis, Sodexho Alliance	EDF, Pernod-Ricard
Germany	Deutsche Post, Deutsche Bank, Deutsche PostBank, T-Online	Allianz, Deutsche Telekom, Henkel, MAN, Metro, SAP
Netherlands	-	Royal Ahold, Royal Dutch Shell



European Professional Women's Network

Corporate champions are moving beyond tokenism

Companies with	Four or more women directors	Three women directors
Norway	<i>Statoil (36%), Telenor (33%)</i>	Orkla
Spain	FCC-Fomento de Construcciones y Contratas	-
Sweden	<i>H&M (38%),</i> Nordea Bank, <i>Svenska Handelsbanken (31%),</i> Teliasonera	LM Ericsson, Investor, Sandvik, Swiss Reinsurance
Switzerland	Swatch Group	-
UK	<i>AstraZeneca (31%),</i> Lloyds TSB Group	Centrica, HBOS, HSBC Holdings, Legal & General Group, Pearson, <i>Scottish Power (33%),</i> WPP Group



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Very few women leaders

Country	Companies with female Chair or CEO	Name
France	Publicis Groupe SA Pages Jaunes Groupe SA	Elisabeth Badinter (Chair) Stéphane Pallez (Chair)
Spain	Banesto	Ana Patricia Botin-Sanz de Sautuola Y O'Shea (Chair)
Sweden	Skandinaviska Enskilda Banken	Annika Bolin Falkengren (President/CEO)
UK	3i Group Thomson Intermedia Pearson	Baroness Hogg (Chair) Sarah Thomson (Joint CEO) Dame Marjorie Scardino (CEO)

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Conclusions and Recommendations

1. The representation of women on boards in Europe is stagnating, with the exception of the Scandinavian countries. The Scandinavian countries have moved well beyond tokenism and serve as best practice
2. A variety of policies is being used across Europe in creating change:
 - Cross gender mentoring programs (UK, Norway)
 - Board skills training programs
 - Target setting and quotas (Norway, possibly Spain)
 - (Corporate) women's networks



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Conclusions and Recommendations

An integrated approach is needed:

>>>>Top-down

- Political and social commitment
- Corporate commitment

>>>>Bottom up:

- Networking : (corporate) women's networks
- Skills and training : preparing women for leadership positions