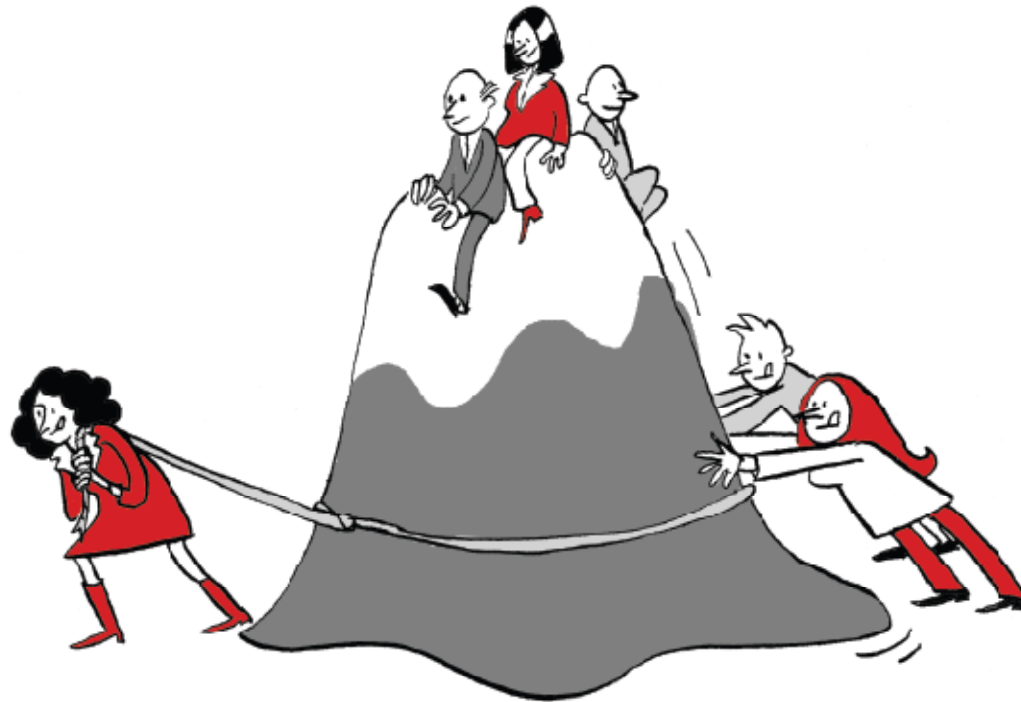




European Professional Women's Network

Women on Boards – Moving Mountains



Mirella Visser & Annalisa Gigante
6 December 2007, Amsterdam

www.europeanpwn.net



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Our Book Partners

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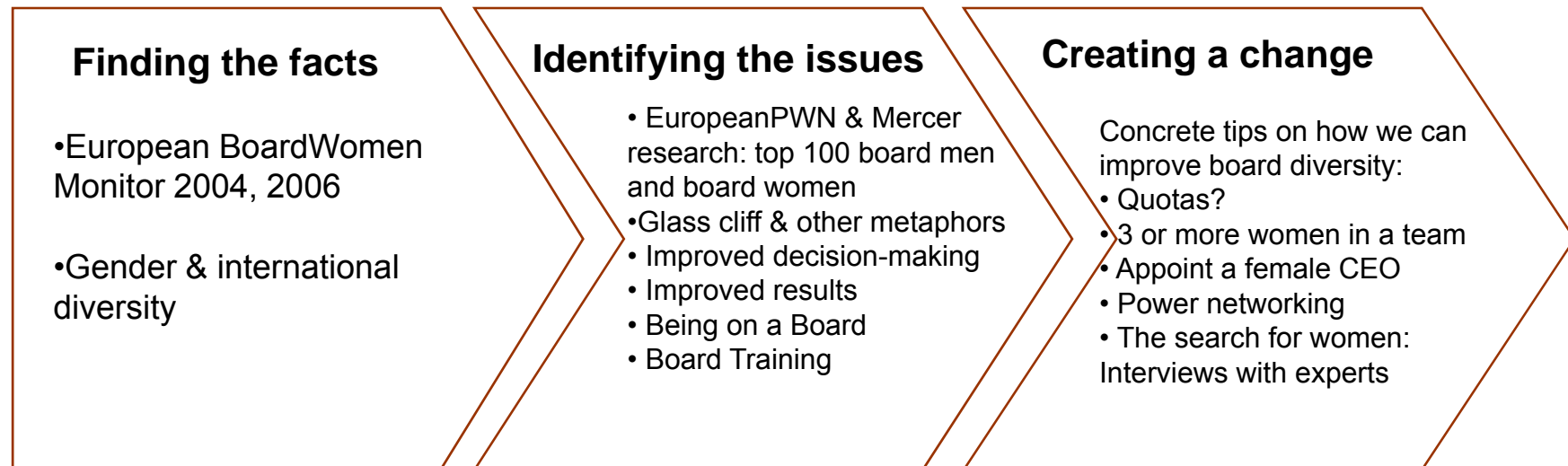




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Change is possible and makes good business sense

- Engaging business leaders, supervisory board nominating committees, executive search companies, research institutes and universities, individual women and men, women's networks, in increasing Europe's international and gender diversity from the top.



*The mountain is steep
and the slope is
slippery*

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*Visibility at 'high
altitudes' can be
deceiving, so proper
preparation is vital for a
successful journey.*

*There are many routes
leading to the top.*



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Average board: 15.4 members – 1.3 women



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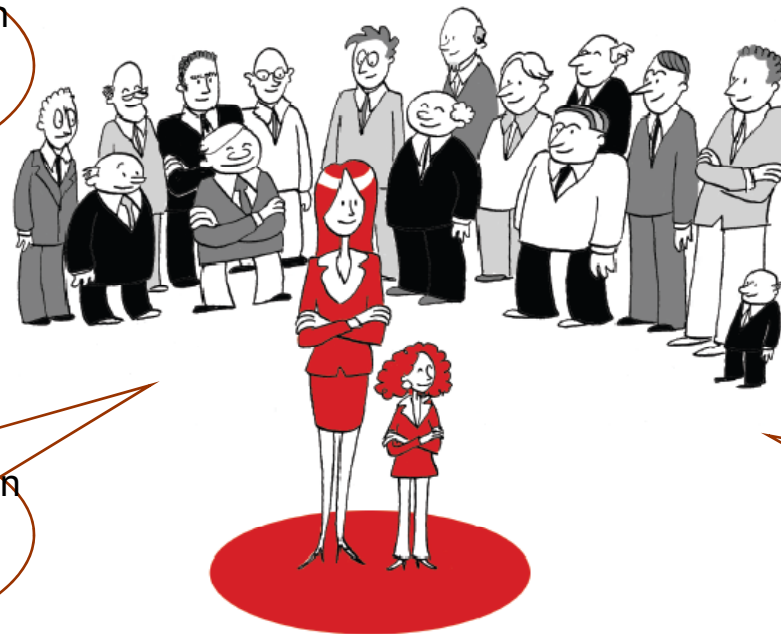
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Average board: 15.4 members – 1.3 women

Female representation on Boards changed only marginally
8% -> 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%

International diversity is stronger and growing faster
18% -> 22.6%

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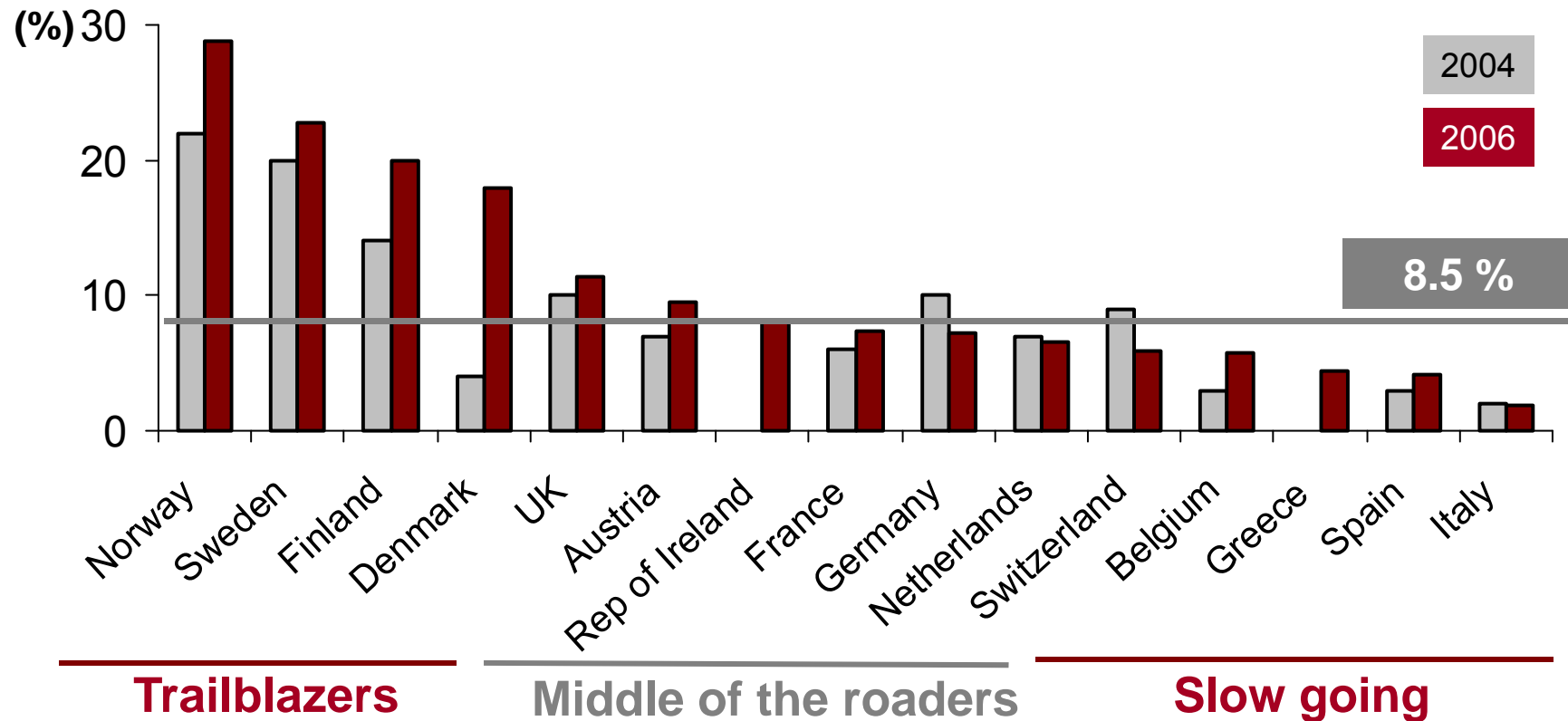
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Source: EuropeanPWN BoardWomen Monitor 2004, 2006



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% Women board members by Country

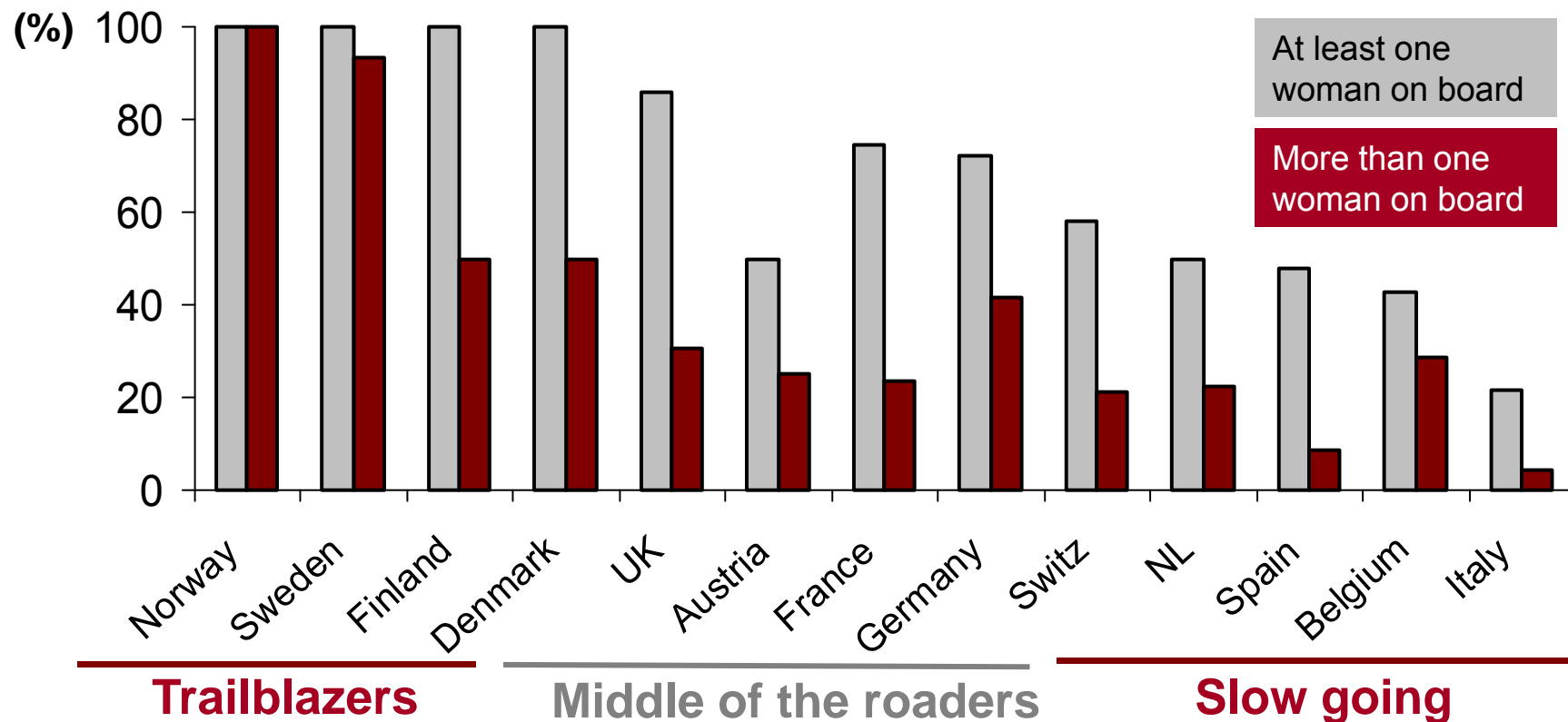


Source: EuropeanPWN BoardWomen Monitor 2004, 2006



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All Scandinavian companies have at least one woman on board

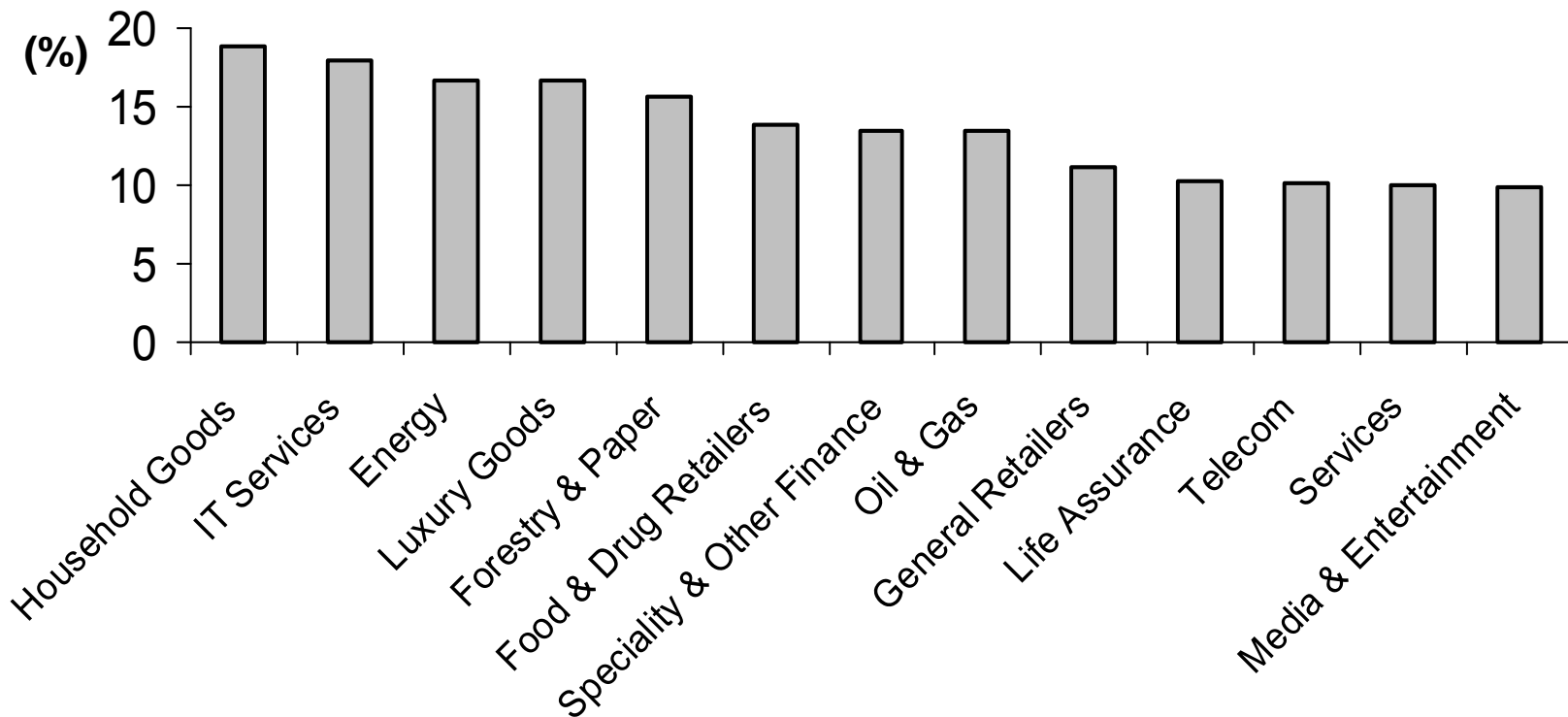


Source: EuropeanPWN BoardWomen Monitor 2006



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Top industries for Female representation on Boards

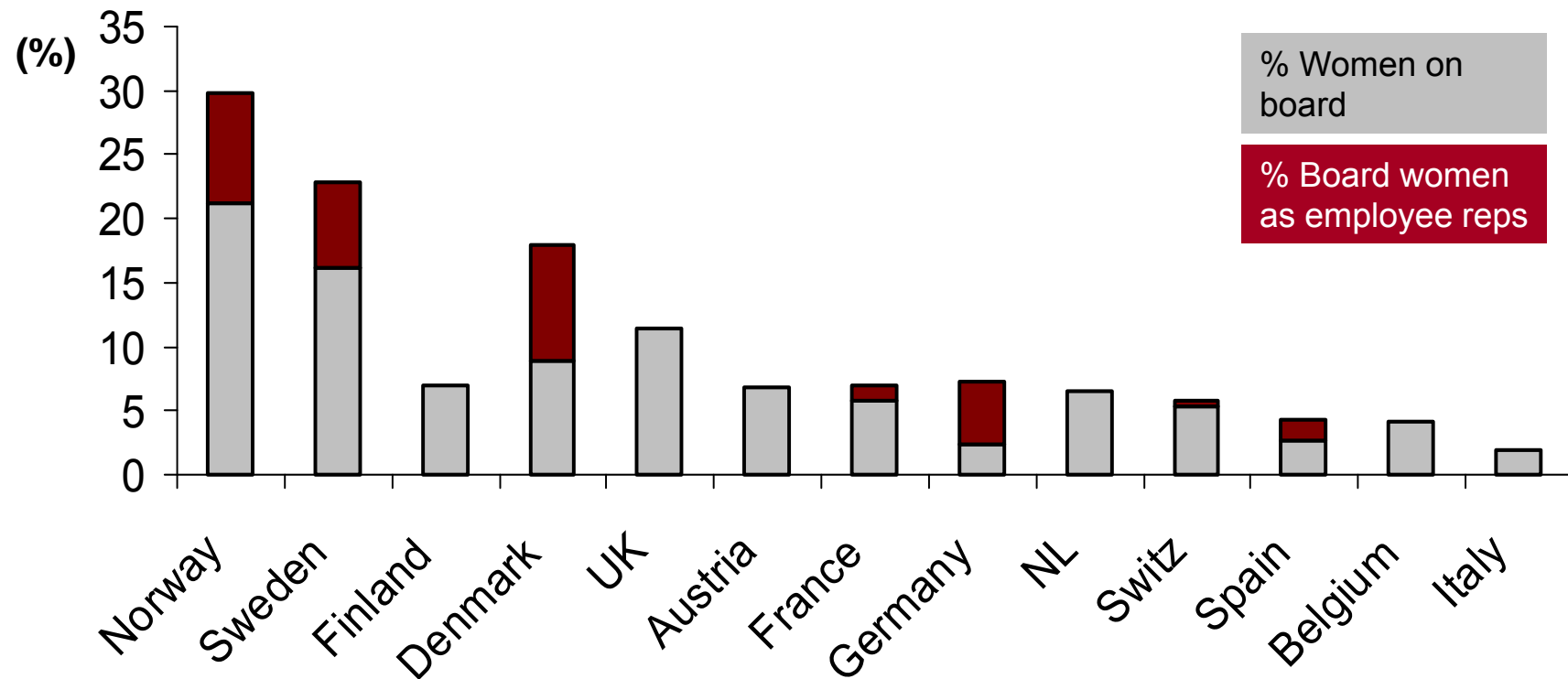


Source: EuropeanPWN BoardWomen Monitor 2006



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Women on Boards as employee representatives



Source: EuropeanPWN BoardWomen Monitor 2006

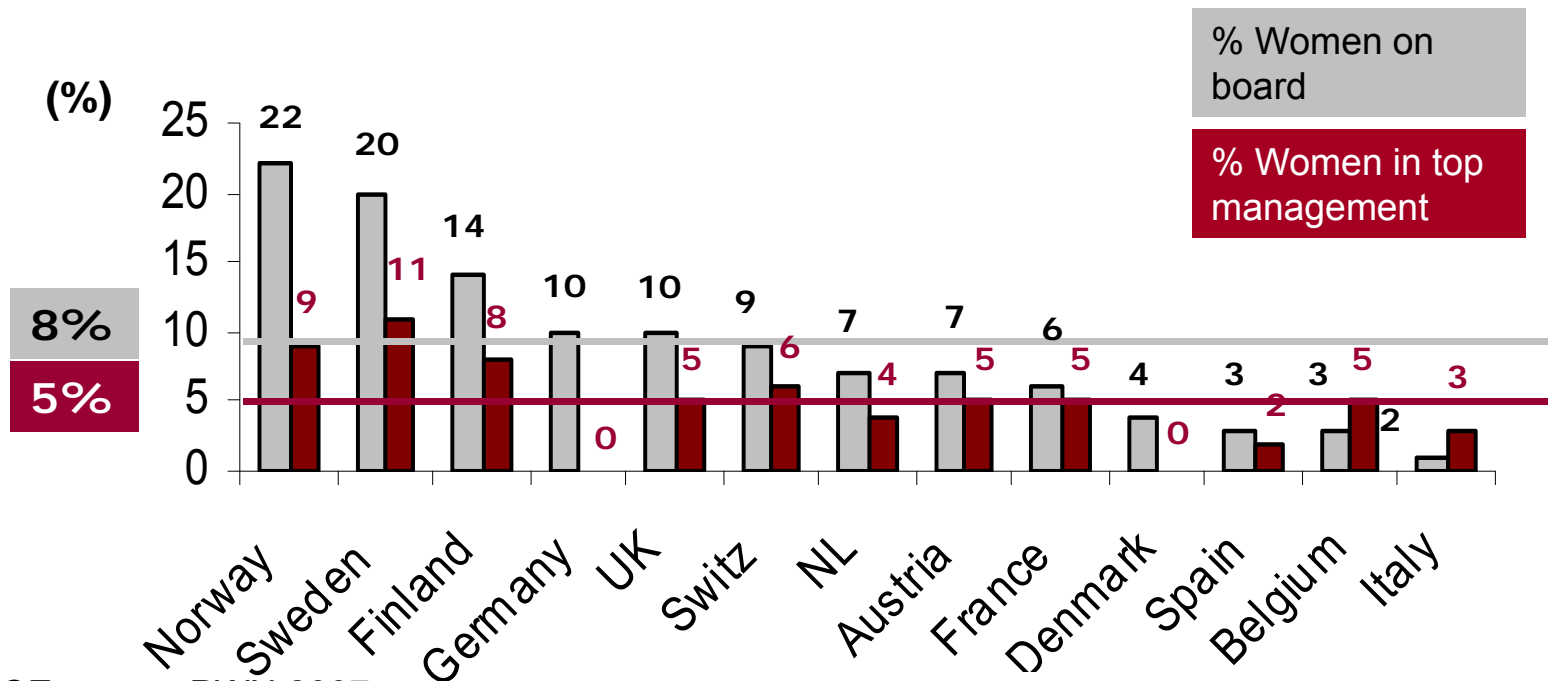
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There are fewer women executives than Board members...No Pipeline, No Progress...

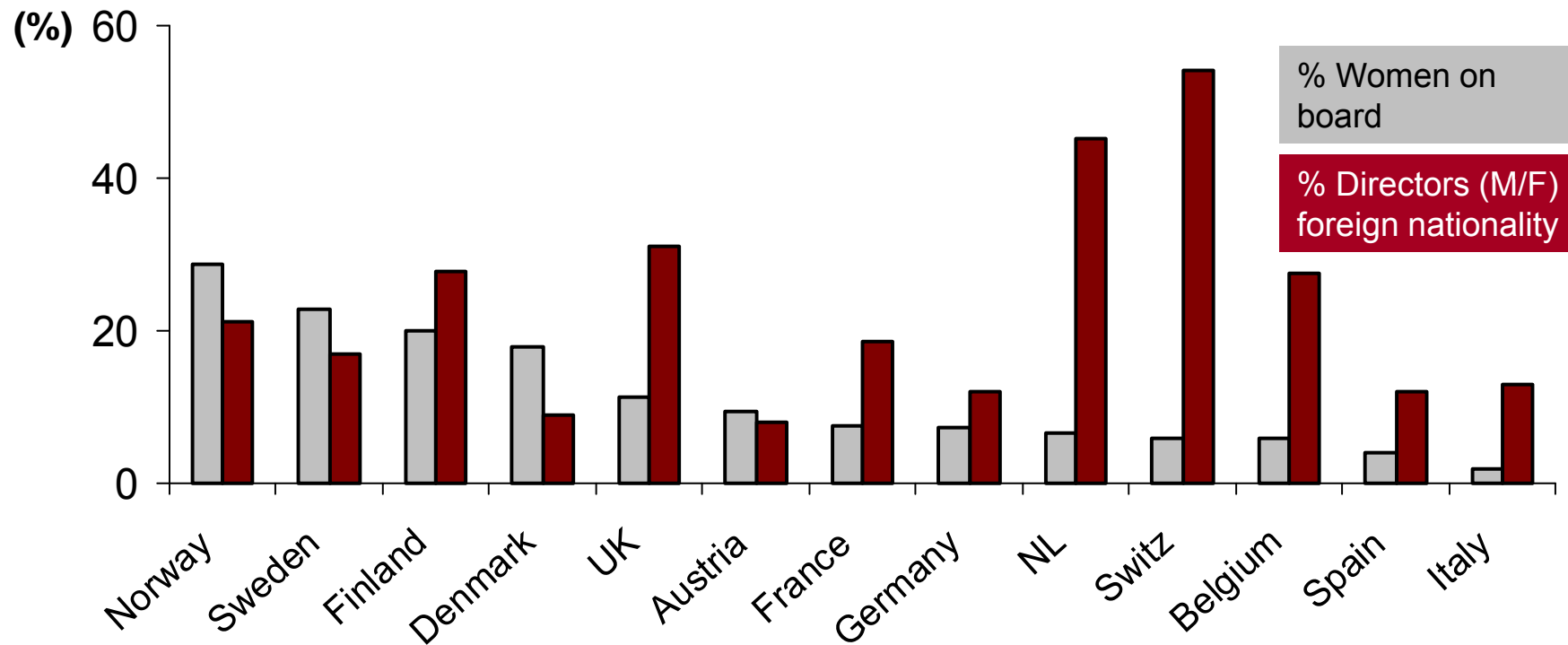
Women in Management and on Boards (%)





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Diversity in nationality more popular, except in Scandinavian countries

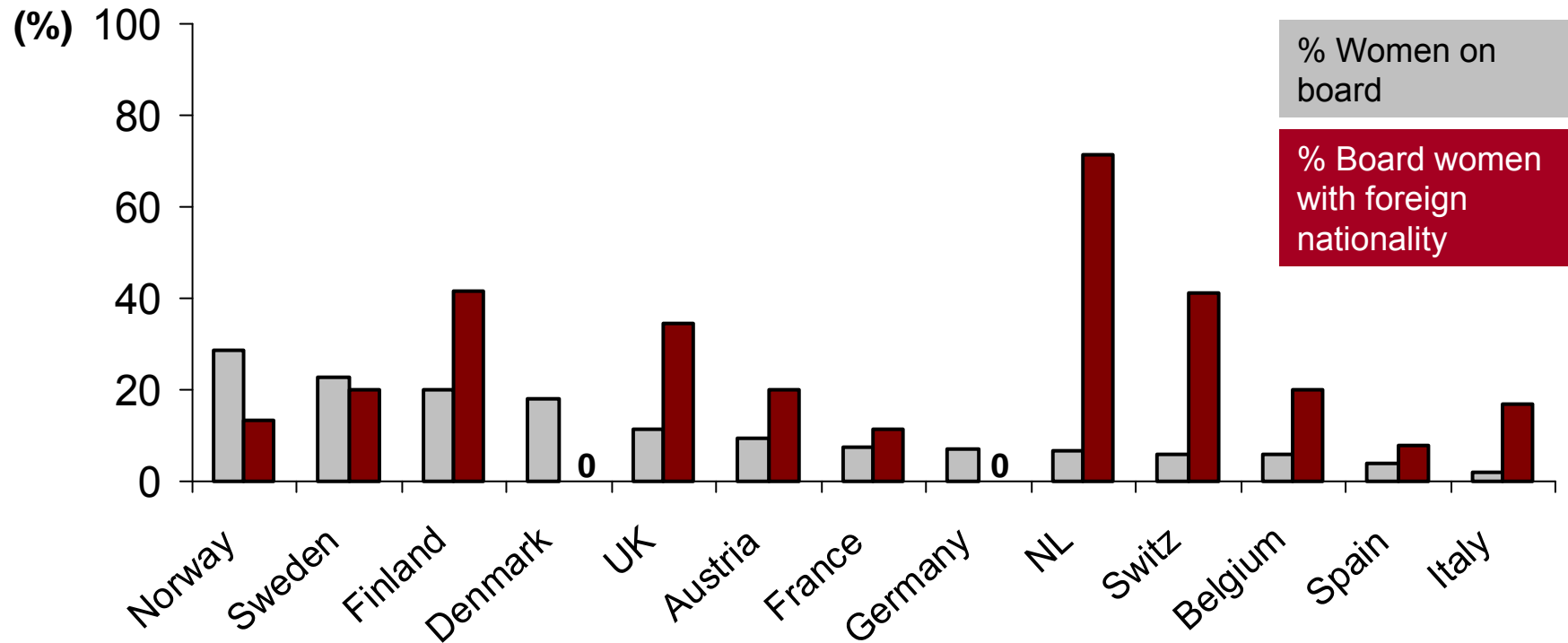


Source: EuropeanPWN BoardWomen Monitor 2006



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Foreign women on boards: a new trend?



Source: EuropeanPWN BoardWomen Monitor 2006



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Groundbreaking research : Top 100 CV's

- Research designed by EuropeanPWN, executed by Mercer
- CV's of the Top 100 Board women and top 100 Board men of Europe's largest 300 companies
- Publicly available information per June 2007
- Average profiles of female and male non-executive directors and executive directors
- Main limitations: small sample size, information not reported on



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WOMEN ON BOARD

Executive vs. non-executive Board Members

Rotation or retirement



Visibility

Education



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Key Findings - Differences

- **Women lack visibility:** Women's public profiles significantly lower than men's; 28% of top 100 women cannot be googled
- **The Age Difference:** Women on average significantly younger than men (54 vs 60 years)
- **In the lead:** Only 8% of women are heads of committees, against 27% of men; audit committees are almost exclusively headed up by men
- **Line vs Staff:** in non-executive board positions men had 84% line positions against women's reported 57%
- **Honorary PhD's tell a story:** only 9,5% of women hold PhD's against 33% of men; most PhD's of men are honorary, whereas women studied hard



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Key Findings - Differences

- **Education:** women have significantly more social science degrees
- **Representation:** women dominate as employee representatives (28% vs less than 1% for men)
- **The Exits:** men retire, women reach end of tenure
- **Expat assignments:** female executive board members have less postings than their male counterparts (0.8 vs 2.4)
- **Accumulation:** executive board women hold more corporate board positions than men, but male non-executives hold more corporate and not-for-profit board positions than women



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Key Findings - Similarities

- **Line vs Staff:** male and female executive board members have similar profiles (men: 74-26%; females: 72-28%)
- **No MBA's:** MBA's are not popular in either group (12% of women and 15% of men)
- **Education:** half of men and women have business and law degrees
- **Accumulation:** women and men on executive boards hold similar number of not-for-profit board positions (2.5)



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Profiling the power and the pipeline: All board members

	Average female board member	Average male board member
Age	54.2	60.4
Credentials	University	University
Type of degree	Business/Law	Business/Law
Line %	59%	80%
Staff %	41%	20%
Not-for-profit board positions	3	2.6
Corporate board positions	2.2	1.4
Expat assignments	1.5	2.6



European Professional Women's Network

Profiling the power and the pipeline: Executive Board members

	Average female board member	Average male board member
Age	53.4	56
Credentials	University	University
Type of degree	Business/Law	Science/Engineering
Line %	72%	74%
Staff %	28%	26%
Not-for-profit board positions	2.5	2.6
Corporate board positions	2	1.4
Expat assignments	0.8	2.4



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Profiling the power and the pipeline: Non-executive Board members

	Average female board member	Average male board member
Age	54	63
Credentials	University	University
Type of degree	Business/Law	Business/Law
Line %	57%	84%
Staff %	43%	16%
Not-for-profit board positions	3.1	3.7
Corporate board positions	2.1	3.4
Expat assignments	1.4	2.7



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Advice to women and companies

- Women often lack visibility. Companies can make women aware of the importance and women need to design a strategic plan for self-promotion.
- The difference in Honorary PhD's may indicate that men "work smart and women work hard". Women need to be aware of the importance of networking to/in the top.
- Women lag behind in expatriate assignments, which is still a requirement for the top. Companies need to pro-actively include women in their expat planning.
- Significant differences in profiles at non-executive level (age, staff/line, expat assignments, accumulation) may place women in disadvantageous position and require a strong and inclusive chairperson of the board.
- In executive board profiles line positions still dominate. Companies experiencing an overrepresentation of women in staff positions should develop strategic action plans to prevent losing out on talent.



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It's not only about the 'Glass Ceiling'

- Off- and on-ramps
- Mobility
- Glass Walls vs. Class accelerator
- The 'Glass Cliff'
- The Labyrinth
- The Glass shoe



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The Benefits of Diversity

Diversity helps companies

- Mirror the market
- Foster innovation
- Improve decision-making
- Enforce ethics
- Attract talent
- Raise the bottom line

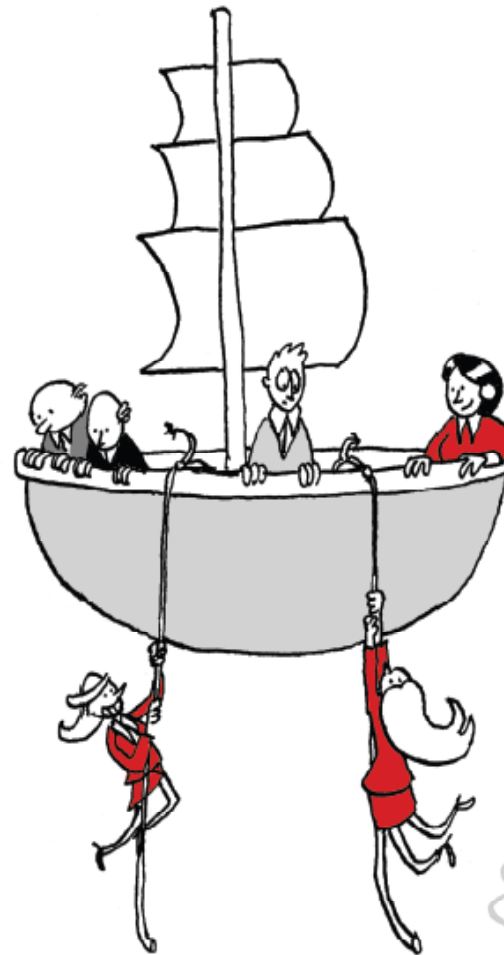


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WOMEN ON BOARD...?

Being on a Board

Board
Training



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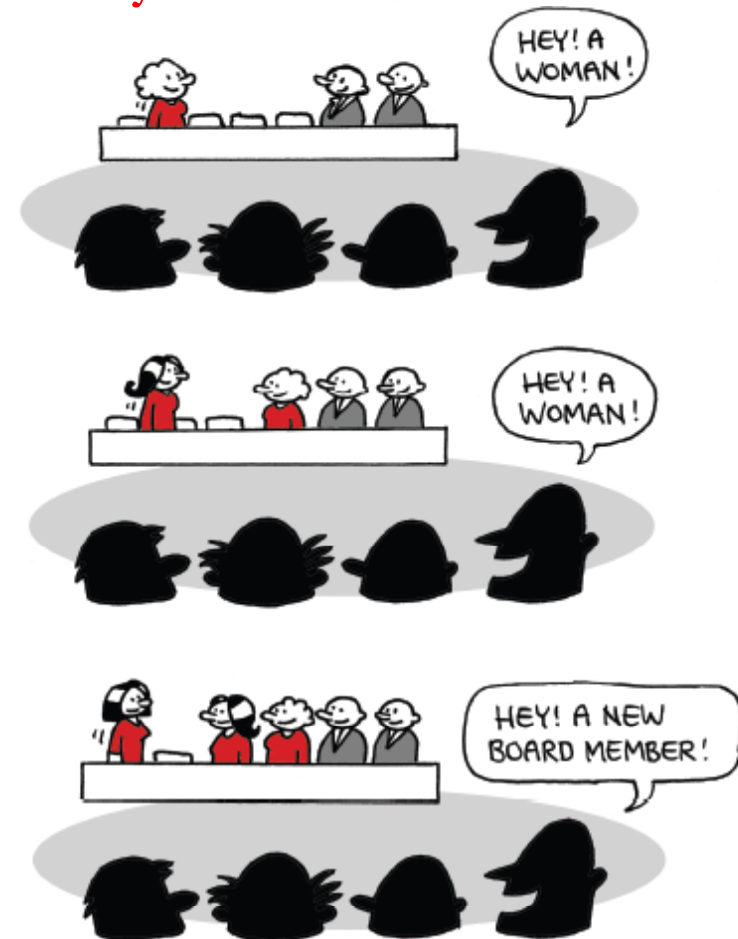


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The ideal target for board gender diversity is three women or more

Quotas?

- Pros
 - Improves decision-making and performance
 - Creates new behaviours
 - The only proven acceleration driver
 - Allows women to concentrate on work vs. moving mountains
 - The best candidate to add to a homogeneous team is a diversity candidate
- Cons
 - Discriminatory
 - Perception of skills & power
 - Modifies market forces
 - Slippery slope
- Set stretch targets
 - from the top
 - hires NOT candidates
 - retention





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Appoint a female CEO

- Shareholders responsibility to maximize ROI

Europe's top 300 companies with female CEOs and their boards

Company	CEO	Women on Board (%)	Women in Executive Team (%)
Skandinaviska Enskilda Banken (Sweden)	Annika Bolin Falkengren	20%	22%
Thomson Intermedia (UK)	Sarah Thomson	29%	33%
Pearson (UK)	Dame Marjorie Scardino	20%	33%
<i>Average</i>		<i>23%</i>	<i>27.5%</i>

Fortune 500 companies with female CEOs and their boards

Company	CEO	Women on Board (%)	Women in Executive Team (%)
Wellpoint (35)	Angela Braly	29%	33%
Archer Daniels Midland (59)	Patricia Woertz	18%	12%
PepsiCo (63)	Indra Nooyi	33%	13%
Sara Lee (125)	Brenda Barnes	33%	11%
TJX (133)	Carol Meyrowitz	33%	12.5%
Rite Aid (134)	Mary Sammons	14%	23%
Xerox (145)	Anne Mulcahy	36%	32%
Alcatel-Lucent (282)	Patricia Russo	21%	71%
Avon (283)	Andrea Jung	40%	36%
Reynolds American (288)	Susan Ivey	18%	37.5%
Safeco (363)	Patricia Rospot Reynolds	25%	27%
Ebay (383)	Margaret Whitman	18%	12.5%
Western Union (492)	Christina Gold	33%	33%
<i>Average</i>		<i>26%</i>	<i>23%</i>



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The case for appointing a female CEO

- **White crows:** 13 of Fortune 500 led by women (2.6%) against 3 out of Europe's 300 largest (1%)
- **Bye bye tokenism:** 70% of Fortune 500 female-led companies has more than one female colleague on the board
- **Women promote women:** 14.6% of board seats of Fortune 500 held by women; female led companies had on average 26% women on board and 23% women in their executive teams
- **In Europe too:** 8.5% of board seats of Europe's top 300 are held by women; female led companies outperformed the average with 23%
- Research shows that companies with more women in top management outperform those without. Shareholders should start promoting female CEO's to increase their ROI. Gender should become an issue in the search, development and selection of future CEO's.



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Women need to be more visible on the internet.

Power Networking

Google



Women are sought by Boards

How to get on a Board

powered by:



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Source: interviews with Amrop Hever and Egon Zehnder International

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European Professional Women's Network

What is EuropeanPWN?

- A dynamic and growing network of more than 3,000 members
 - More than 80 nationalities
 - Industry, Consumer, Technology, Finance, Law...
 - Corporate (70%), entrepreneurs & self-employed (30%)
 - MBA or other higher degree
- 17 networks in main European cities connected by a state-of-the-art networking platform
- A volunteer-run (by professionals) organisation
- Over 600 events per year



European Professional Women's Network

Our Mission

Our ambitions

- To promote the professional progress of women through all their career phases.
- To promote diverse management approaches at executive level.
- To encourage companies to recognise the necessity of diverse and innovative management approaches.
- To raise the volume of European women's voices.

Our proposal

- **To women:** To participate in a multi-cultural network and training platform that showcases diverse models of success.
- **To companies:** To participate in a forum for exchanging best practices and which also offers women employees access to a cross-sectoral networking platform.

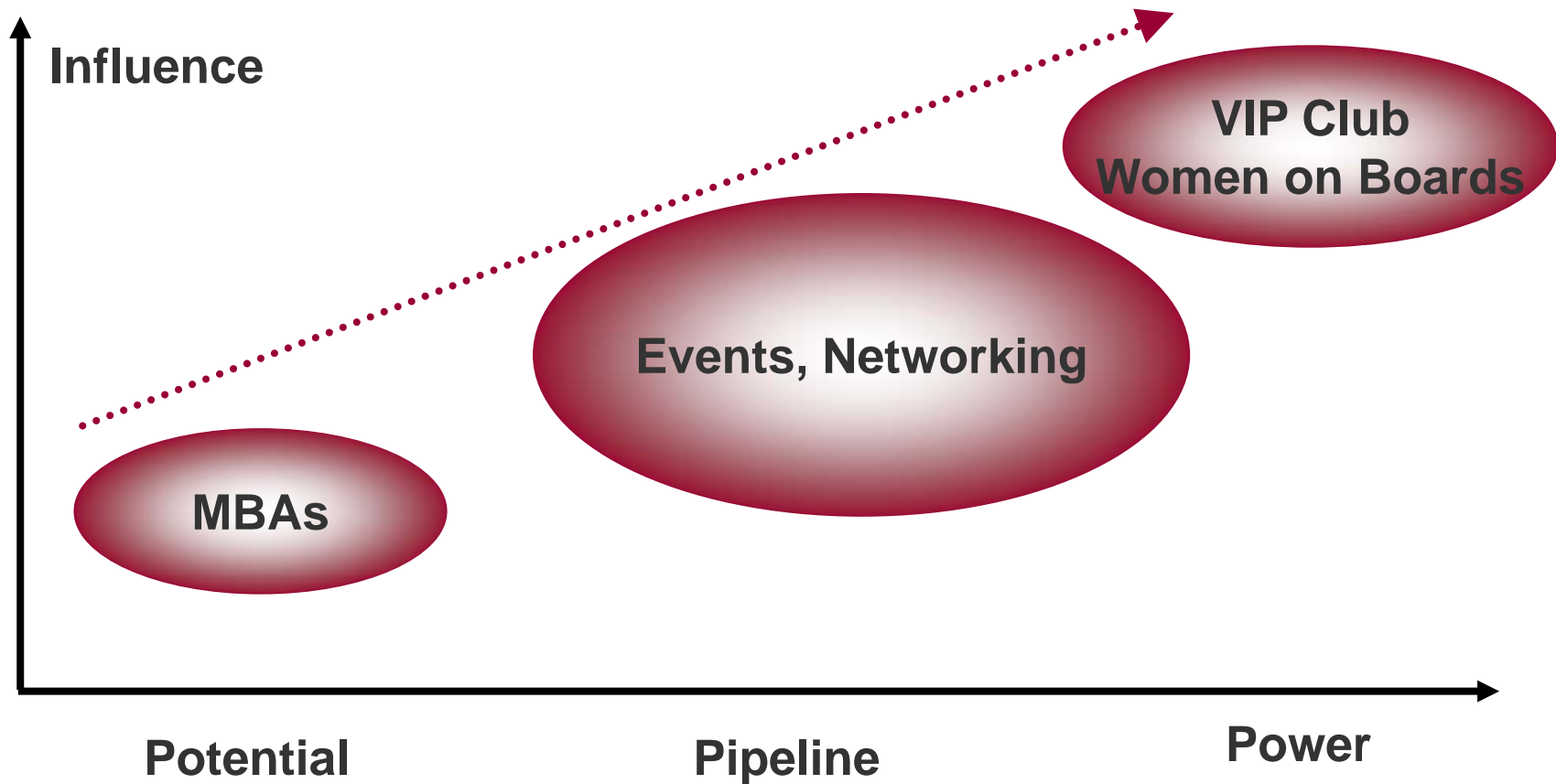
Our activities include:

- Conferences with top speakers and panels.
- Training and personal development events.
- Co-operation with MBA Programmes.
- Special interest clubs.
- On-line activities (think tank communities).
- Women on boards programme.
- Women@Work publications.
- Monthly EuropeanPWN newsletter.



European Professional Women's Network

From Potential through Pipeline to Power





European Professional Women's Network

Our Values

- Positive
- Solution-oriented
- WIN/ WIN
- Facts-based
- Pragmatic
- Egalitarian
- Generous, sharing
- Open





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Women@Work Publications

2004-2005

W@W No. 1: Women, Careers and Competitive Advantage in the new Millenium

2005-2006

W@W No. 2: Women on Boards, Moving Beyond Tokenism

W@W No. 3 : Femmes et Carrières: une nouvelle opportunité stratégique

W@W No. 4: Alice au pays de l'entreprise, petit manuel de la mixité

2006-2007

W@W No. 5: Alice in Business-Land, A concise manual on diversity

W@W No. 6: Women Shaping the Future

W@W No. 7: Mentoring: A Powerful Tool For Women

W@W No. 8: Women on Boards - Moving Mountains

European Professional Women's Network

Members Only Platform

Members Only - Online Community

EuropeanPWN

Members Message Board
75 unread messages in the past 15 days

ToDo List

- Make sure you're signed up for the European monthly newsletter and your local network newsletter (profile: Email Notification)
- Your peers are curious to know what you are up to - let them know about your latest news in your personal log (blog).

EuropeanPWN Special Book Orders

- Purchase EuropeanPWN's books: inspiration for corporations valuing gender diversity and women climbing the career ladder

Administration Functions

Options for Margaret Milan:

Select Option...

Online Users (7)

- Paris (EuropeanPWN) — Nathalie Novak
 - Katharina Alka Trauttmansdorff
 - Valérie Lejaune
 - Nathalie Maliga
 - Margaret Milan
- Member — Diana Atanasova

Send invitation to chat by email ^

Upcoming Events for Members

- Growing up among Worlds Feb 2, 2006
- February 2, 2006 - Growing up among worlds Speaker: Ruth Van Raken (US) Understanding the appearance of growing up among worlds For children all over the world, a new normal has come. Rather th [...]
- Protocoles & Etiquette Feb 3, 2006 (Lesson 2)
- Discover the protocol secrets of international business communication. Should a lady stand when introduced to a gentleman? Should he hold the door open for you to facilitate your passage? [...]
- Mastering public speaking Feb 6, 2006 (Limited seats)
- Mastering public speaking How to speak to an audience? How to sense the audience's expectations? How to get the message across? What tools to use? We've faced the challenge several times, but how man [...]
- Maintaining Your Image Feb 6, 2006 Under Pressure
- We are often well prepared for important meetings and presentations but things go badly because we haven't taken the extremely important step of learning how to manage our anxieties. In this enter [...]
- Effective Communication in Professional Business Feb 6, 2006
- Effective Communication in Professional Business Situations A hands-on session to strengthening your own personal approach with Tasha Faltys-Linden, Executive Business Trainer and Coach. The ne [...]

Members Events Calendar

February 2006

Sa	So	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4		
5	6	7	8	9	10	11	
12	13	14	15	16	17	18	
19	20	21	22	23	24	25	
26	27	28					

Local Time

Paris

- Member directory
- Message board
- Calendar
- Online reservations
- Online payment
- Events participants list
- File sharing
- ThinkTank Groups
- Job forum



European Professional Women's Network

EV50 - The Europeans of the Year



home contact us



The Annual Awards Evening and Magazine from **European Voice**

Campaigner of the Year 2007

The following persons were nominated in this category:



Nadia Halama-Neurohr

Greenpeace

For managing an ingenious campaign to substitute dangerous chemicals with safer alternatives, by bringing to the catwalks clothes made without harmful chemicals



Peter Hustinx

The European data protection supervisor
For a steady defence of civil liberties



Robert Ménard

General secretary of Reporters without Borders

For unwavering work to shed light on violations of press freedom across the world and campaigns against repressive regimes and predators



Arnold Schwarzenegger

Governor of California

For taking action against climate change with the California Global Warming Solutions Act and plans to introduce an emissions trading scheme with other US states and possibly with the EU



Mirella Visser

President of the European Professional Women's Network

For promoting the professional progress of women and gender diversity programmes to help women and corporations succeed together



Heidemarie Wieczorek-Zeul

German development minister

For her intervention on whether Paul Wolfowitz should continue at the World Bank

More Categories

- > [Commissioner of the Year 2007](#)
- > [MEP of the Year 2007](#)
- > [Statesman of the Year 2007](#)
- > [Diplomat of the Year 2007](#)
- > [Journalist of the Year 2007](#)
- > [Campaigner of the Year 2007](#)
- > [Business Leader of the Year 2007](#)
- > [Achiever of the Year 2007](#)
- > [Non-EU Citizen of the Year 2007](#)
- > [European of the Year](#)

Click here to [start voting](#).

**Nomination as
European of the
Year and
Campaigner of
the Year 2007**

www.ev50.org



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