

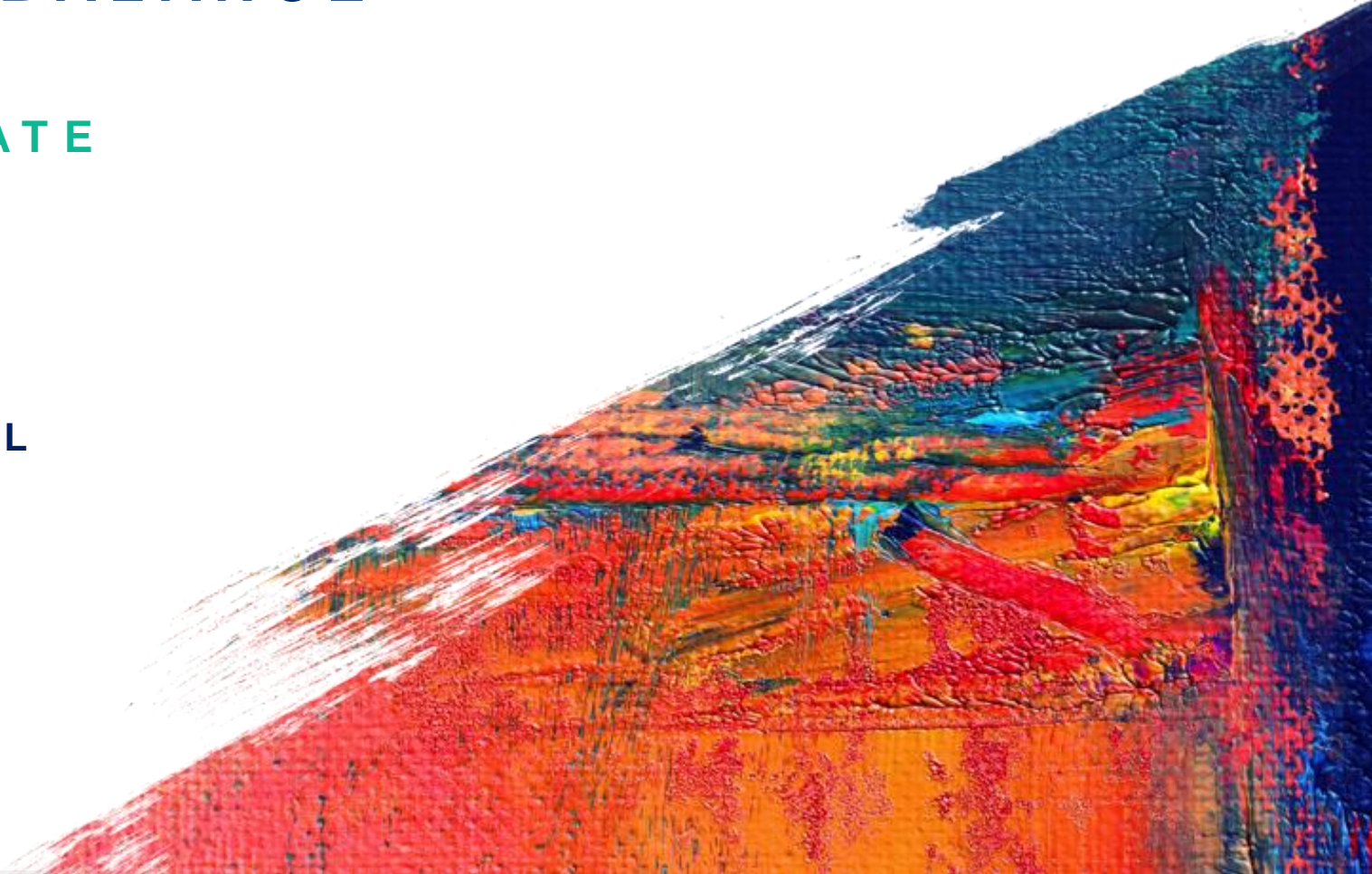
HEALTH WEALTH CAREER

GENDER BALANCE

PLACE - DATE

ROB BAKER

MERCER &
PWN GLOBAL



WHAT IS GENDER BALANCE?



EQUAL
OPPORTUNITY



EQUAL
TREATMENT



EQUAL
OUTCOMES

WHY GENDER BALANCE?

“Gender balance is at the core of what we stand for at Sodexo... By tapping into the full potential of men *and* women, Sodexo is stronger, more innovative, and better at serving its 75 million consumers worldwide.”

Michel Landel CEO Sodexo



“Gender balance is a business imperative.....a push that unites progressive, future oriented leaders in a common cause: the performance and sustainability of their businesses.”

Aviva Wittenberg-Cox, CEO 20-first



“Unilever works to remain a “gender-balanced” company that provides equal opportunities to women. If you invest in women, then you often get a higher return.”

Paul Polman CEO Unilever

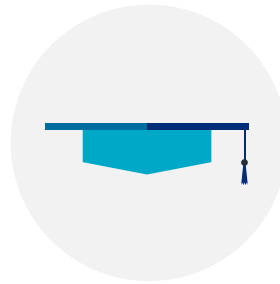


WHAT IS GENDER BALANCED LEADERSHIP?



VISION:

Promotes with **passion** a truly inclusive and collaborative **culture to foster creativity, innovation** and customer focussed solutions



TALENT:

Drives gender parity to **access the full range of diverse skills, attributes and experience** across the whole talent pool



RESULTS:

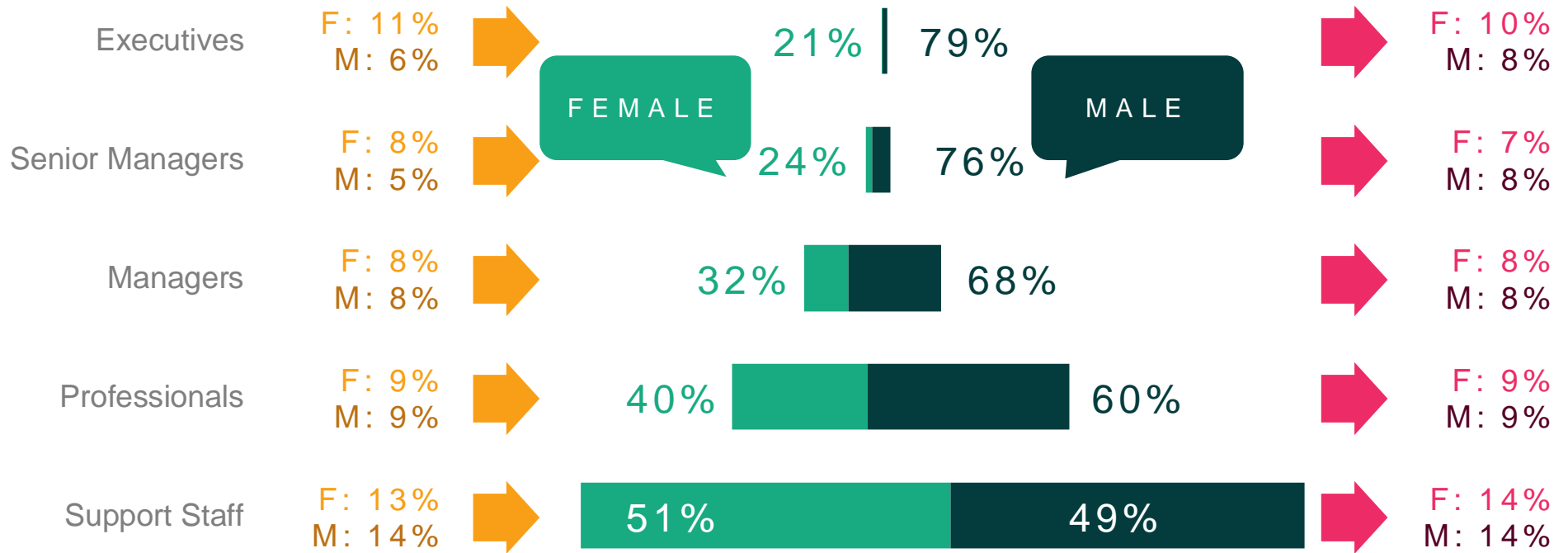
Builds **sustainable value and achieves superior results** from connecting more effectively with the needs of employees and customers

GENDER BALANCE ACROSS EUROPE

HIRES

THE AVERAGE EUROPEAN ORGANIZATION

EXITS



2015 MERCER SURVEY OUTCOMES: EUROPE ILM MAP

WOMEN BRING UNIQUE COMPETENCIES TO THE WORKPLACE AND LEADERSHIP



**WOMEN AND MEN BRING COMPLEMENTARY
SKILLS, SO WE NEED BALANCE!**



WOMEN AND MEN BRING COMPLEMENTARY SKILLS, BUT HAVE COMMON NEEDS...

WORK / LIFE BALANCE:

Careers
Play / Breaks
Home work
Child care
Elder care



NEEDS FROM WORK:

Purpose
Flexibility
Mobility
Development
Remuneration

WHAT IS GOING WRONG?



Current hiring, promotion and retention rates are **insufficient** to create gender equality by 2025



Organizations are **failing** to build future pipelines of female talent

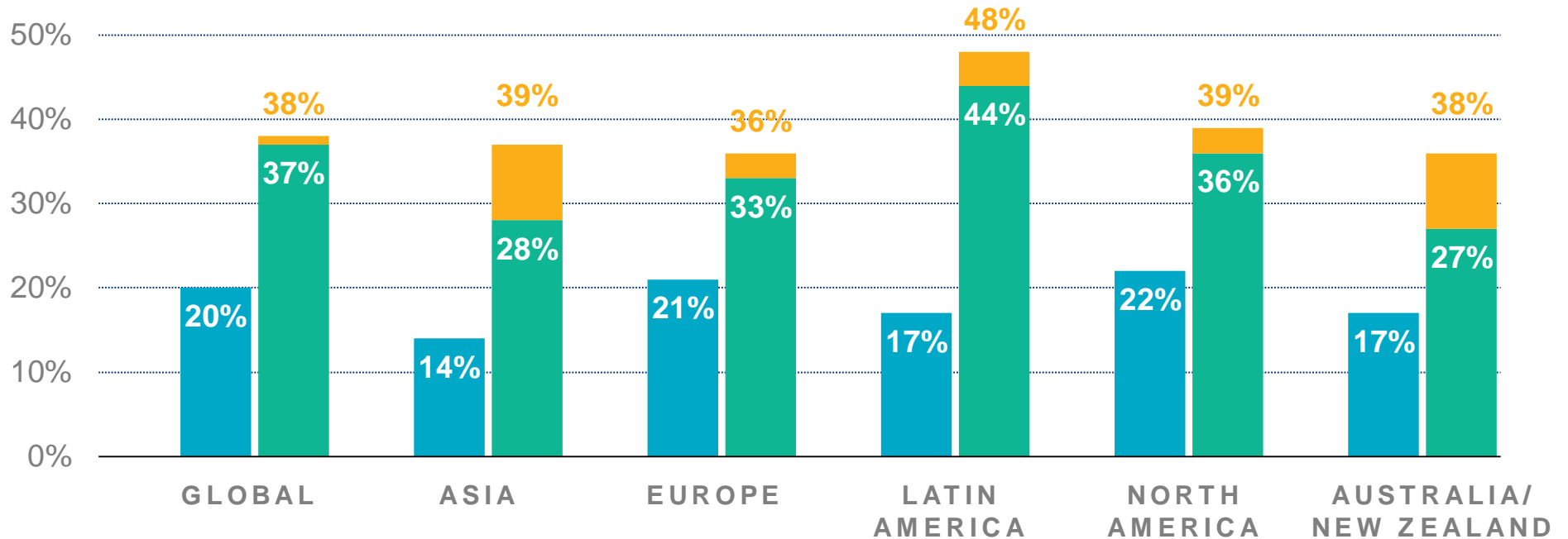


Increased focus on hiring and promoting women **not supported** by systemic practices and work structures

2015 SURVEY OUTCOMES: PROJECTIONS EXECUTIVE LEVEL

% FEMALE IN EXECUTIVE LEVELS, 2015–2025

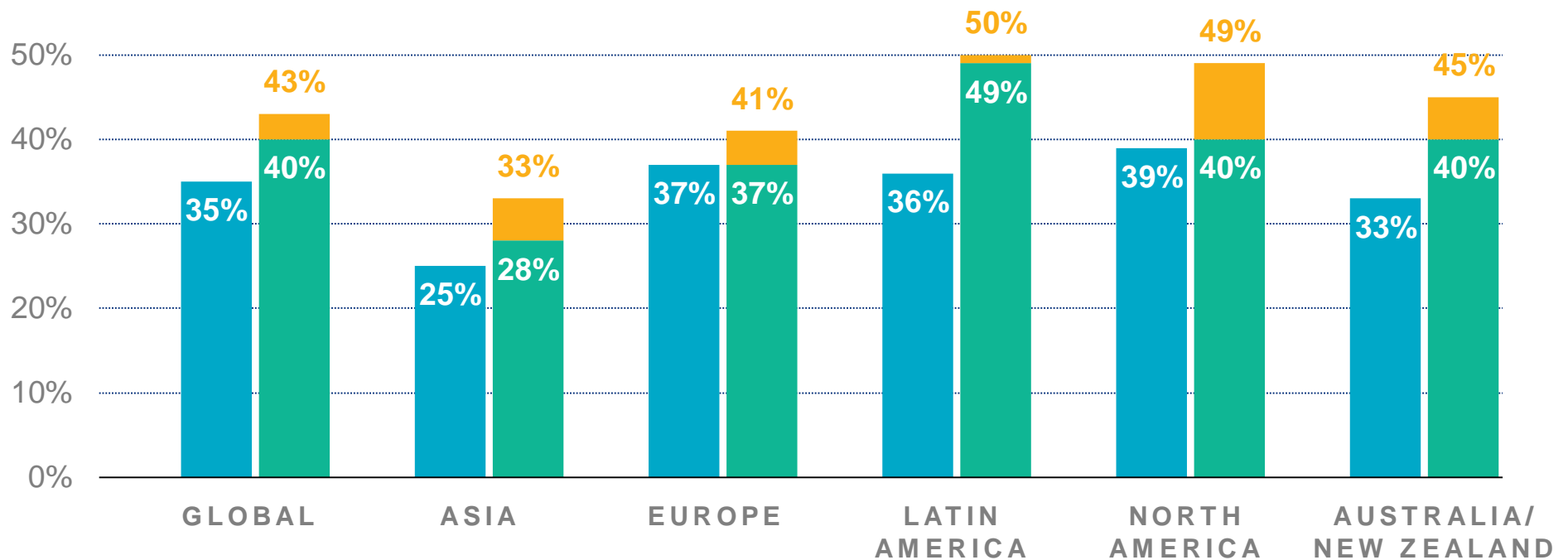
■ Current 2015 Representation ■ Projected 2025 Representation, "Baseline" ■ Additional Opportunity



2015 SURVEY OUTCOMES: PROJECTIONS PROFESSIONAL LEVEL AND ABOVE

% FEMALE IN PROFESSIONAL & ABOVE LEVELS, 2015–2025

■ Current 2015 Representation ■ Projected 2025 Representation, "Baseline" ■ Additional Opportunity



HOW IS YOUR ORGANISATION DOING?



Hiring, promotion
and retention rates

Equal pay



Building the future
pipeline of female
talent



Supporting women
(and men) with
flexible working,
paternity leave,
return to work
arrangements etc

GENDER BALANCE: HOW TO STEP UP THE PACE!



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ORGANISATIONAL STRATEGY

Build in gender equality, drive from the top: assign accountability and measure results!



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WORKPLACE CULTURES

Focus on shifting mindsets, so women and men see equal opportunity



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HIRING AND PROMOTIONS

Train supervisors and managers to eliminate bias and hire and promote more women



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WORKFORCE PLANNING

Integrate gender data into business processes to identify priorities for action



.....

INNOVATION

Rethink job roles / definitions to focus where women (and men) can add most value

ENGAGING MEN...WHY IT MATTERS



BALANCED LEADERSHIP WORKS WHEN:

Men are engaged and see gender balance as a win-win

52%
MEN

Believe there is a strong business case...

38%
MEN

...Are engaged in D&I efforts

MEN MATTER:

- Men control **80%** of executive positions
- They can make a **major difference** to organisational strategy, work practices and culture
- Men can be **50/50 partners** at home
- Balance can **benefit men** too!

BUT GETTING MEN ENGAGED IS DIFFICULT!



- **Awareness:** many men simply aren't aware of the issue
- **Relevance / Interest:** many don't see it as relevant to them, or it's not interesting – and anyway it's women's issue!
- **Lack of Burning Platform:** they are doing ok, things are ok, what's the need for change?
- **Peer Pressure:** many worry about the reaction of other men.....
- **Role Models:** they don't see many other men stepping up!
- **Sharing feelings:** many men don't feel comfortable sharing their true feelings on this, or challenging the business world "norms"
- **Impact:** many don't know what they can actually do to make a difference
- **Fear of making mistakes:** many men fear criticism if they "get it wrong" by saying or doing the wrong thing!

SO WHAT CAN WE DO TO GET MEN ENGAGED?

Organisation:

- Get senior leaders on board and active
- Reiterate the business case
- Create a safe environment for men to explore gender balance
- Set a positive and honest tone in the discussion
- Elevate awareness throughout the organisation
- Make gender balance something for men as well as women!



Men:

- Be clear on the many benefits for you of getting involved
- Don't let a fear of making mistakes stop you from taking action
- Anything you can do helps: whether that's sponsoring, mentoring or simply advocating for the ideas of a woman colleague.
- Spread the word! Tell other men about your commitment to creating an inclusive workplace.

Women:

- Support men's involvement
- Reverse mentor a man!

AND WHAT DO WE WANT MEN TO DO?

Three major groups of men:

- **Senior Leaders – Senior Leader Charter**
- **Middle Managers – Middle Manager Checklist**
- **All Colleagues – Lean In Together**



Three areas we need them to “step up”:

- **Attitude**
- **Behaviours**
- **Actions**

GENDER BALANCED LEADERSHIP

THE TIME FOR ACTION IS NOW!

**WHAT SHOULD YOUR ORGANISATION
DO?**

WHAT WILL YOU DO?

THANK YOU!



HEALTH WEALTH CAREER

GENDER BALANCE

BE PART OF IT:

www.whenwomenthrive.net

www.pwnglobal.net

PARTNERS

- **UN Women**
- **Catalyst / MARC**
- **Women's Economic Forum**
- **GWLS**
- **Male Feminists Europe**
- **JUMP**