

Topmanagement mit einzubeziehen, damit, dass das zu tief in die Autonomie der Unternehmen und deren innerbetriebliche Strategien eingegriffen hätte. Zum damaligen Zeitpunkt bestand das Risiko, damit auf Ablehnung zu stoßen und das gesamte Gesetz zu gefährden. Marie-Jo Zimmermann ist überzeugt, dass „ihre“ Quote in den Aufsichtsräten auf ganz natürliche Art und Weise die gesamte Unternehmenskultur positiv beeinflusst. In Anspielung auf die momentan stockenden Verhandlungen zu einer EU-weiten Aufsichtsrätinnenrichtlinie appellierte Marie-Jo

Zimmermann abschließend an alle Europäerinnen und Europäer im Saal, dass wenn Europa (noch) nicht handeln könne oder wolle, unsere nationalen Politikerinnen und Politiker in die Pflicht genommen werden müssten und sollten. Ausgewogene Geschlechterrepräsentanz auch und gerade in Unternehmen ist schlichtweg ein Muss und lässt sich nicht (weg-)diskutieren. In einen rauschenden Applaus mündete dann ihr Abschlusssatz: „Nehmt uns zum Beispiel, wir haben es geschafft, dann schafft ihr es auch. Vive la France !“

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Country Tables – Länderberichte

BeNeLux: Setting the scene – lessons learnt from the AGM's visits – perspectives

Virginie Issumo

EWSDGE National Coordinator Luxembourg, Luxembourg

First, we presented the process for attending the 2015 AGMs of listed companies that were visited in Belgium (AB Inbev) by Myriam Van Varenbergh, the Netherlands (Philips and Unilever) by Marianne Eisma and Luxembourg (ArcelorMittal) by Virginie Issumo. Apart from a proxy issue for a shareholder to attend a meeting, we obtained fully completed replies to our questionnaires (that were sent in advance) and the atmosphere at the AGMs was cordial. The lessons from these visits are that all companies are conscious of the importance of taking into consideration gender equality issues.

Then we described the regulatory environment concerning this topic. In 2011 Belgium adopted a law on gender equality and Luxembourg has implemented several measures on a mainstreaming basis to encourage gender equality in management positions in state-owned companies (between 2014 and 2015 from

208 management positions, only 78 women were appointed) and in private companies with positive action measures to fund initiatives to fill gender gaps. The Ministry of Gender Equality (www.mega.public.lu) has launched awareness campaigns and publications and supports awards for female leadership.

Among the special guests and attendees at the Benelux table, we had the honor to host:

- Ms Nora Kuijper, Programme Leader Top Women Database who explained the efforts and evolution in the Netherlands including with the set-up of a data basis of about 1,000 profiles of women ready to take office in boards.
- Ms Pascale van Damme, CEO of Dell Benelux and IT manager of the year and her PA Mr Sidney de Keersmaecker. Ms van Damme has presented the coaching programs and the Dell 2020 Legacy for Good and her experience and cursus possible thanks to the mentoring of Mr Mark Dell. They have ordered studies from Stanford and Harvard to underscore their actions.

Ms Nicole Andersson, Chairwoman at the Shareholders Association Best.Women (www.bestwomen.dk/) acting with shareholders



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to support equality. In that regard we are convinced that actions with major stakeholders (including institutional investors such as sovereign and pension funds) to advocate gender equality with boards would not only be very efficient but also indispensable to get stronger support. This makes a public statement.

Ms Petra *van der Eecken*, Corporate Counsel at Cisco, Belgium to testify on the evolution regarding women's input within the IT world.

Ms Isabel *Cortina*, Secretary General of the Sofia Foundation talked about their accelerator; they also have a 'women's speaker corner' to increase the visibility of women in the media.

Ms Catherine *Le Hen-Ferrenbach*, Vice President of the Association des Femmes Ingénieurs, shared the valuable experience of mentoring and roadshows in colleges and high schools.

In conclusion the enthusiasm and work of all these individuals and organizations and the tool kits (programs of coaching, mentoring and self-esteem) shows the reach of gender equality within board becomes more and more feasible and accepted from both women and men even in male dominated areas such as IT and engineering. However, there is still a lot of work to do in the corporate world and a quota may help to achieve a significant increase in these numbers.

BULGARIA: Still a long road ahead to achieve gender equality in companies

Kamelia Angelova and Svetlana Ganeva

EWSDGE National Coordinator Bulgaria, Sofia

The presentation of the situation in Bulgaria started from a brief description of the legal background in the country and the fact that Bulgarian law does not envisage quota rules regarding women's representation on the boards of listed companies, nor are governmental or social discussions on adoption of national quota regulations taking place. Further, the visits to the eight SOFIX companies in Bulgaria made in 2015 were described. A special accent was put on the fact that welcome at most of the AGMs was reluctant. It was explained that as a general impression boards in Bulgaria are not used and not well prepared to answer gender-related questions. Gender equality and social issues seemed clearly not among the priorities of the visited companies.

Based on the discussion held at the Bulgarian table, it is clear that Bulgarian listed companies are falling behind those of other EU Member States with respect to measures and efforts undertaken to increase the number of women on boards of listed companies. There are various reasons for this, a major one being that little public attention is paid to the problem. Further, the fact that Bulgarian corporate law and culture commenced their development in 1990 following the fall of communism also plays a role.

For this reason, a conclusion was reached at the Bulgarian table, that it is essential for Bulgaria awareness-raising

and educational campaigns to be initiated involving different political and social representatives and promoting the role of women on boards. Such campaigns will be particularly useful for senior management of listed companies. Special education is also needed since school age to change societal perception and promote opportunities for women in leadership positions.

It was noted that lessons and examples from other EU countries are particularly beneficial. Women on boards of major foreign companies in the country set a very good example. In this sense a suggestion was made that media campaigns focusing on successful women in leadership positions should be conducted.

Governmental efforts are also needed to support the adoption of legislative measures and incentives for companies to adopt corporate strategies for identification and promotion of female talent. Particular attention should be paid to an appropriate transposition of the CSR Directive in the country as well. Increasing the transparency and reporting through adoption of appropriate legislation will be essential.

DEUTSCHLAND: Old school meets start up – East meets West

Birgit Kersten

EWSDGE National Coordinator Deutschland, Brake

Die Fragen, die am deutschen Tisch bei der Abschlussveranstaltung zur Diskussion standen waren: Können nichtstaatliche Organisationen die Gleichstellung von Frauen und Männern in Führungspositionen fördern? Was kann die Politik tun? Nach Durchführung des europäischen Projektes war es für uns interessant, weitere Länder einzubeziehen: wie stellt sich die Situation dort dar und welche Aktivitäten gibt es?

Als Vertreterinnen von Nichtregierungsorganisationen waren in der Gesprächsrunde vertreten: (1) Ramona *Pisal*, Präsidentin Deutscher Juristinnenbund e.V. (djb), Berlin, (2) Tarja *Krebic*, LL.M., Präsidentin der Kroatischen Vereinigung von Frauen in juristischen Berufen, Zagreb, Kroatien (www.huzupp.com) und (3) Natalia *Golosnova*, Präsidentin der Juristinnenvereinigung Yekaterinenburg, Russland, als Vertreterinnen der Politik: (1) Prof. Angela *Kolb-Janssen*, Justizministerin des Landes Sachsen-Anhalt, Magdeburg sowie (2) Teresa *Fragoso*, Politische Beraterin Gleichstellungspolitik der Geschlechter des portugiesischen Staatssekretärs für die Bürgerschaft, Lissabon, Portugal.

Einfluss von Nichtregierungsorganisationen

Ramona *Pisal* repräsentierte mit dem djb den fast 70 Jahre alten Verband eines Gründungsstaates der Europäischen Union. Tarja *Krebic* vertrat die erst 2015 gegründete kroatische Juristinnenvereinigung eines kürzlich als 28. Mitgliedstaat beigetretenen Landes. East meets west, old school meets start up – einig sofort in der Überzeugung, dass gehandelt werden muss.

Die Frage nach dem Einfluss von nichtstaatlichen Organisationen auf die Gleichstellungspolitik wurde von Ramona



▲ From left to right: Katharina Miller (National Coordinator – NC – Spain), Caroline Bommart (France), Margarete Hofmann (EWLA Vice President), Svetlana Ganeva (NC Bulgaria), Nathalie Leroy (NC France), Antonia Verna (NC Italy), Prof. Dr. Angela Kolb-Janssen (Minister for Justice and Equality of Saxony-Anhalt), Marie-Jeanne Campana (France), Sylvia Cleff LeDivellec (NC France), Prof. Jackie Jones (EWLA President, NC U.K., Ireland), Dr. Katalin Prandler (NC Hungary), Ramona Pisal (djb President), Leena Linnainmaa (NC Finland). (© Michael Chia)

Pisal bejaht: der djb hat dazu beigetragen, dass das Gesetz für die gleichberechtigte Teilhabe von Frauen und Männern in der Privatwirtschaft verabschiedet wurde. Wichtig war, Verbündete zu finden. Konkret waren das z.B. der deutsche Ingenieurinnenbund, Pro Quote (Medien), der Zusammenschluss weiterer Verbände zur „Berliner Erklärung“, sowie Politikerinnen und Politiker aller Parteien.

Tarja *Krebić* hält Projekte insoweit für wichtig, als dadurch öffentliche Aufmerksamkeit erregt wird, die unbedingt aufrecht zu erhalten ist. Die von *Krebić* initiierte Vereinigung von Frauen in juristischen Berufen hat Zahlen in Kroatien recherchiert. Der Anteil von Absolventinnen im Bereich Rechtswissenschaften liegt seit 2010 bei über 70 Prozent. Im Vorstand von 1000 untersuchten Unternehmen gab es Ende 2015 22 Prozent Frauen im Vorstand und 26 Prozent im Aufsichtsrat, in börsennotierten Unternehmen, die in der Regel einflussreicher sind, waren es nur 19,4 Prozent. Diese Zahlen sind der sozialistischen Vergangenheit geschuldet: der Zugang zu Bildung und Arbeit wurde aktiv gefördert. Im früheren Jugoslawien gingen die meisten Frauen ihr ganzes Berufsleben lang einer Beschäftigung nach.

Auch die kroatische Juristinnenvereinigung hat bereits Kooperationspartner gefunden, wie z.B. die Kroatische Handelskammer. *Krebić* glaubt allerdings nicht, dass sich die Zahlen in Kroatien ohne ein Gesetz mit strikten Sanktionen signifikant verbessern werden. Dies zeigen Erfahrungen mit einem bereits

bestehenden Gesetz: statt das Gesetz zu erfüllen, werden Geldstrafen gezahlt.

Rolle der Politik

Das in Deutschland verabschiedete Gesetz sieht als Rechtsfolge bei der Nichteinhaltung der Vorschriften für den Aufsichtsrat vor, dass die Wahl nichtig ist, („leerer Stuhl“). Eine Regelung der Frauenquote im Vorstand, die Sanktionen beinhaltet, hält *Ramona Pisal* derzeit für politisch nicht durchsetzbar. *Pisal* und Prof. Dr. Angela *Kolb-Janssen* sprachen sich für weitere Lobbyarbeit aus, um das Thema in der Öffentlichkeit zu halten. Angela *Kolb-Janssen* ist der Ansicht, dass staatseigene Unternehmen eine Vorbildfunktion für die Privatwirtschaft übernehmen könnten. Dem stimmte *Teresa Frago* zu.

Verbindliche Quoten gibt es derzeit in Portugal nicht, allerdings sind für den privaten und den öffentlichen Sektor in den letzten Jahren mehrere Fördermaßnahmen für die Teilhabe von Frauen an Führungspositionen beschlossen worden. Die portugiesische Regierung hat einen Gesetzentwurf für staatliche und private börsennotierte Unternehmen vorgelegt mit einer Quote von 33 Prozent in Gremien für das unterrepräsentierte Geschlecht. Es wird erwartet, dass das Gesetz noch in diesem Jahr verabschiedet wird. Zur Erfüllung des Gesetzes sind Leistungsanreize ebenso vorgesehen wie mangelnder Zugang zu öffentlichen Finanzierungen oder die Veröffentlichung der Namen der Unternehmen, die die Vorschriften nicht einhalten.

Natalia *Golosnova*, Präsidentin des 2002 gegründeten russischen Juristinnenvereins, gab einen Überblick über ihre Tätigkeit. Hinsichtlich Frauen in Führungspositionen steht der Verband noch ganz am Anfang. Das soll sich jetzt durch öffentliche Diskussionen und verstärkte Aktivitäten ändern.

Fazit

Sowohl die kroatische als auch die russische Juristinnenvereinigung sind interessiert, ähnliche Projekte durchzuführen. Als Folge wurden wir im April eingeladen, einen Vortrag über das Projekt vor der Kroatischen Handelskammer in Opatija zu halten. Für Oktober ist ein weiterer Vortrag vor der kroatischen Juristinnenvereinigung in Zagreb vorgesehen. Anlässlich eines russischen Symposiums in Berlin im Mai konnten die Koordinatorinnen für das Vereinigte Königreich Jackie *Jones*, für Spanien Katharina *Miller* und ich das Projekt präsentieren. Eine Skype-Konferenz soll folgen. Das Netzwerk wird immer größer!

SPAIN: Corporate governance and gender diversity transposition of the CSR directive in Spain

Katharina Miller

EWSDGE National Coordinator Spain, Madrid

At the Spanish table, the topic was the transposition of the CSR Directive in Spain, which is to be implemented by April 2016, and how the equal participation of women and men in the workplace would be possible. Spain has no government at the moment, so it will take time until this Directive is developed and published. Participants at the Spanish table were:

Representatives of the IBEX 35 companies visited: (1) Julian *Martínez-Simancas Sanchez*, Secretary of the Board of Directors of Iberdrola, (2) Eva *Chamizo*, Director of the Iberdrola Brussels Office, (3) Santiago *Martínez-Lage Sobredo*, Inditex, (3) María Luisa *de Contes*, General Secretary, Renault, (4) Marta *Jimeno*, Head of Compensation & Benefits, Global Mobility and Diversity at Gamesa.

Experts: (1) Javier *Martín Cavanna*, Director Fundación Compromiso y Transparencia, (2) Paloma *del Val*, Vice-president Asociación Española de Ejecutivas y Consejeras, (3) Helena *Ancos*, Academic and CSR Consultant, Lecturer in International Private Law.

Governmental representatives: (1) Carmen *Casero*, General Director at Ministry of Employment, Dirección General del Trabajo Autónomo, Economía Social y Responsabilidad Social Corporativa, (2) Elvira *Rodríguez*, President of CNMV.

While the governmental representatives were quite satisfied with the status quo of the female participation on the Ibx company boards, the experts strongly recommended the implementation of a legal quota, and not only the 30 % recommendation of the Corporate Governance Codex. Company representatives told us that sometimes it is difficult to change

stereotypes. Nevertheless, all speakers were willing to work on the specific bias within their companies.

FINLAND: Tools for promoting women business leaders: mentoring programs, suggestions for employers, suggestions for women

Leena Linnainmaa

EWSDGE National Coordinator Finland, Helsinki

Finland has had an advisory role in the EWSDGE project. At the final conference the national coordinator of Finland, Leena *Linnainmaa*, and Deputy Chief Executive of Finland Chamber of Commerce shared the Finnish experience in promoting women on boards.

In 2003, Finland was the first country to introduce the issue of gender on the board to the national Corporate Governance Code for Listed companies. At that time the wording was in no way binding. Then in 2004, the Finnish Government took the next step, making a political decision to set a target of 40 per cent of both genders on boards of state-owned companies. The target was fulfilled already in spring 2006. This showed the private sector that there are capable women available for boards.

In 2007, a study called Women to the Top was published by the Finnish Business Policy Forum EVA showing that women-led companies are 10 per cent more profitable than male-led companies. The study covered more than 14.000 Finnish companies. In 2008, the Corporate Governance Code for Listed Companies was updated and the following recommendation was added to the code: Both genders shall be represented on the board. If this is not the case, the company must give a public explanation why not. This tool has increased the share of women on boards considerably. In 2008 only 51 per cent of Finnish listed companies had both genders represented on the board while today ca 90 per cent of listed companies have both genders. Large listed companies have in average 30 per cent women on board – the figure is among top countries without legislated quotas.

In 2015 the Finnish self-regulation went further, adding a requirement of board diversity principles to be established. The first company to publish their principles set a target of 37.5 per cent of both genders on board.

Furthermore, Finland Chamber of Commerce hosts an award-winning Women Leaders Program. The elements of the program are annual studies on women directors and executives, articles and statements and a top-level mentoring program.¹ The latest study is called Younger Women Advancing to C-Suite.² The studies provide huge amount of information and statistic for the public and decision-makers. An important tool is the brochure 20 Ways to Promote Women Business Leaders.³

1 <http://naisjohtajat.fi/en/>.

2 <http://naisjohtajat.fi/files/2014/12/keskuskauppamarin-naisjohtajaselvitys-2015eng.pdf>.

3 <http://kauppamari.fi/wp-content/uploads/2015/06/20-ways-to-promote-women-leaders.pdf>.

Currently Finland Chamber of Commerce organises the third round of mentoring. Each program has had more than 40 mentees and top-level mentors for them. The program not only provides mentoring but also seminars, meetings with headhunters and networking. The results of the program are very encouraging as most mentees have advanced in their career, even gaining directorships.

The Women Leaders Program of Finland Chamber of Commerce won first prize for the best corporate social responsibility project at World Chambers Congress in Torino in June 2015. This shows that promoting women business leaders is on the global agenda.

The Finnish experience also shows that the role of the media is crucial. The Finnish media has for years taken an active role in presenting women business leaders and even naming and shaming companies with all-male leadership structure.

The Finnish experience shows that positive results can be achieved even without quotas. However, change does not happen by itself.

- Afin de progresser, il faut impliquer et sensibiliser les hommes et les femmes des apports de l'égalité professionnelle pour les deux genres et de l'intérêt notamment économique que cela représente pour l'entreprise, du «business case».
- Le projet de sensibilisation EWSDGE sera élargi aux grandes entreprises non cotées en bourse et aux PME. L'objectif est d'aller bien au-delà du quota dans les CA.: il s'agit maintenant de la féminisation des Comités de Direction et de la préparation du vivier des femmes à des postes à responsabilité pour demain. De nombreuses initiatives («talent programs») existent et préparent le terrain.

HUNGARY: To regulate or not to regulate in order to promote gender diversity in the company boards? Foreseeing the effects of regulation to achieve a balanced representation of women on company boards. Are women needed on company boards?

Dr. Katalin Prandler

EWSDGE National Coordinator Hungary, Budapest

Speakers: (1) Beata *Juvancz*, Morgan and Stanley, (2) Krisztina *Vattay*, Hungarian National Asset Management Inc. (3) Beata *Nagy*, Professor at Corvinus University (Gender Research).

Participants, contributors and visitors to the round table: (1) Dr. Magdolna *Nagy*, (2) Dr. Katalin *Spitzer*, (3) Dr. Anna *Katkó*, (4) Dr. Andrea *Szélky*, (5) Dr. Zita *Zombori*, (6) Dr. Klára *Románé Kolozi*, (7) Daria *Matvienko*, (8) Vanessa *Williams* and other visitors.

The round table was opened by the moderator Dr. Katalin *Prandler*, who introduced the topic of the table and speakers.

The speech of Ms. Beata *Juvancz*, an Executive Director of Morgan Stanley in Hungary, was devoted to analysing and comparing the gender situation on the multinational companies' boards, especially in the USA and in Hungary. The aspects of education and social environment were raised and discussed by the speaker and the participants, as well as the double standards requirements due to the multinational companies.

The second speaker, Prof. Beáta *Nagy*, Co-Chair of the Centre for Gender and Culture of the Institute of Sociology and Social Policy, Corvinus University of Budapest, drew attention to sociological aspects of balanced gender representation on company boards and the sociological conditions of women's careers in general. Prof. Beáta *Nagy* emphasized the importance of introducing the business culture and diversity into education.

Ms. Krisztina *Vattay*, as a representative of the Hungarian National Asset Management Inc. (HNAM) and as a person who plays a leading role in the state co-ordination system of state-owned assets as well as someone who is in charge of the corporate governance, devoted her speech to the balanced gender representation in big companies, coordinated by the State of Hungary. As a result of the round table discussions Ms. Krisztina *Vattay* proposed that, should she receive any

FRANCE: L'influence de la législation française sur le leadership des femmes françaises: plus d'égalité professionnelle grâce aux quotas? Un regard croisé entre administratrices, opérationnelles et la politique.

Nathalie Leroy, Sylvia Cleff Le Divellec

EWSDGE National Coordinators France, Lille/Paris

Nos invitées : (1) Brigitte *Longuet*, Présidente F.F.F.A., (2) Muriel *Morin*, DRH chez ENGI, (3) Mathilde *Tabary*, Directrice Diversité chez Carrefour, (4) Carol *Xueref*, Secrétaire Générale chez Essilor, (5) Marie-Jo *Zimmermann*, députée et membre de la commission des lois.

Les conclusions :

- En France, les activités en faveur de l'égalité professionnelle ont commencé au niveau de la société civile autour des années 2000 et dans les entreprises, vers 2006. La loi *Copé / Zimmermann* de 2011 qui fixe l'objectif de quotas a constitué une étape indispensable vers la mise en place effective de cette égalité et forme un cadre dans lequel les mentalités doivent encore évoluer.
- Il faut rester vigilant à toute modification des outils législatifs existants; le Rapport de Situation Comparée F/H est une source d'information indispensable sur la représentation des femmes et des hommes dans les entreprises françaises; les progrès se mesurent sur la base de cet outil. Les DRH apprécient cet outil mais exigent une plus grande lisibilité du RSC afin de le communiquer plus facilement.
- Les femmes «leaders» ne sont pas toujours les ambassadrices de l'égalité F/H, il semble qu'une fois en poste, elles ne sont pas toutes nécessairement à l'écoute des questions relatives à l'égalité Femme/Homme qui devient un sujet secondaire.

suggestions on non-compulsory regulation on insuring the more diverse representation on boards, she was ready to introduce it to the leadership of her organization.

The necessity to regulate gender equality on boards at the national level through legislation was discussed by speakers together with activists. At the same time the participants noted difficulties with such regulation. Activists and visitors shared their experiences of attending AGMs. The activists noticed that most of the companies visited referred to the lack of regulation. However, if the quota would be in place, it would be implemented. The participants discussed the recommendations developed by the project and concluded the necessity of implementation of each of the recommendations proposed in Hungary.

ITALY: What do we intend for gender diversity policies? Let's clarify the meaning of such a concept in order to identify the possible instruments that could be used to implement it at different levels (i.e. governmental, legislative, companies, social levels, etc.)

Antonia Verna

EWSDGE National Coordinator Italy, Milan

Speakers: (1) Lorena *Marciano*, Senior Corporate Legal Counsel at Cisco – IAPP European Advisory Board Member, (2) Virginia *Lombardo*, Senior Legal Counsel EMEA, CommScope Connectivity Belgium BVBA, (3) Giulia *Barbucci*, Member of the European Economic and Social Committee.

We firstly presented the EWSDGE project explaining how it has been structured and the results of the same. In particular, we described the work that we have done in Italy with respect to the five selected Italian companies and the practical issues we faced in order to implement it. Then we presented the answers collected and we discussed the same with the speakers and the other people around the table focusing mainly on the meaning of gender diversity policies and the possible instruments that could be used to implement such policies at different levels.

The main comments and ideas raised during the discussion can be summarized as follows:

- Gender diversity policies should promote the diversity amongst people at work exploiting the different talents that any individual can have.
- Gender diversity policies should concern any individual at the work place and not only women treating them as individuals that need help to grow in their professional carriers.
- Gender diversity policies should offer innovative and concrete instruments to support individuals to better express themselves at work and develop their specific capabilities.
- The laws that have introduced the imposition of gender quota at board levels represent an important tool but such an instrument is not enough to support gender diversity policies.

- We need a social and cultural change of approach: companies, people, politicians, governments should change their approach.
- Public awareness-raising campaigns may help to change the traditional perspective. To make role models more well-known, prizes on gender balanced leadership in companies could be awarded more often.
- Gender-sensitive education from kindergarten to university is needed. Bringing new attitudes and role models into primary and secondary education should be normal.

UNITED KINGDOM: What can the European Parliament do?

Jackie Jones

EWSDGE national coordinator UK & Ireland, London

Speaker: Terry *Reintke*, MEP

Outcomes of the discussion:

- Public pressure is required; thus continuing the pressure by going to the AGMs is essential.
- The EP's Women's Rights Committee is the key battleground for gender equality; if we do not get the directive, we might not get anything.
- Gender equality in public procurement: possibility of incentives: companies may only apply if they have 30–40 per cent of the under-represented group on their Board.
- Use the 2020 Strategy – gender equality.
- The link with corporate governance is key.
- Complimentary skills or team skills: the focus should be moved away from what women bring or what men bring, rather on how the team skills will complement each other for better work; take another look at life skills.
- Quotas for executive and non-executive roles in every company.
- Basic information must be made easily available: proxies; dates etc.
- Focus on loss of profit for not having key skilled staff and lack of diversity.