



Empowering women to become successful leaders

... empirical evidence and case studies



Agenda

1

The German Economic Institute – who we are

2

Gender diversity and empowerment – an overview

3

Empirical evidence

4

Case studies

5

Outlook

1

The German Economic
Institute – who we are
and what we do

Our institute/ my tasks

- **We are** the private economic research institute in Germany, founded in 1951
- **We employ** a staff of around 380 people
- **My tasks** include empirical studies, practice-oriented projects and public relations to disseminate the results of the studies and projects

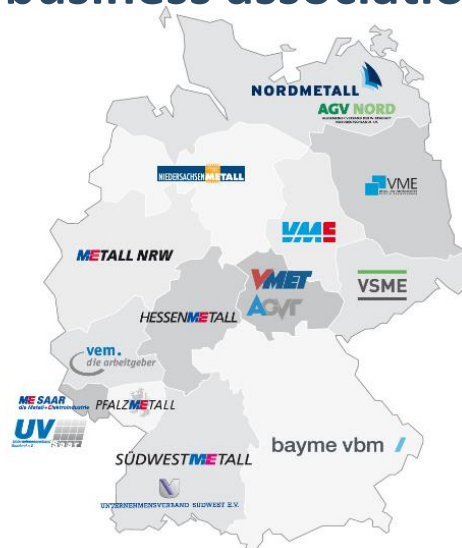


Our Organization

- › **Sponsors:** **Confederation of German Employers' Associations (BDA)**
 The Federation of German Industries (BDI)



- › **Members: 110 business associations and companies in Germany**

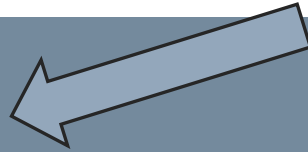


Our Research Units and Research Groups

- ▶ Subjects: Everything dealing with the future economic power of Germany
- ▶ Methods: State of the art, no ivory tower
- ▶ Results: Economically relevant and interesting

Research Units

- › Labour and Personnel Economics
- › Vocational Education and Training
- › Vocational Rehabilitation and Inclusion
- › Education, Migration and Innovation
- › Financial and Real Estate Markets
- › International Economics and Economic Outlook
- › Public Finance, Social Security Systems, Income and Wealth Distribution
- › Structural Change and Competition
- › Wage Policy and Industrial Relations
- › Environment, Energy, Infrastructure
- › Behavioral Economics and Business Ethics



Research Groups

- › Big Data Analytics
- › Macroeconomic Analysis and Forecast Microdata
- › Research Group Microdata and Method Development

2

Gender diversity and empowerment – an overview

Four layers of diversity (model by Gardenswartz and Rowe)

Level 1: Personality // **Level 2:** Internal Dimensions — age, gender, sexual orientation, physical and mental ability, ethnicity and cultural background, race



Source: <https://www.gardenswartzrowe.com/why-g-r>

Women's empowerment principles (WEP)

The Women's Empowerment Principles (WEPs) are a set of principles offering guidance to business on how to **promote gender equality and women's empowerment in the workplace, marketplace and community**. They were established by UN Global Compact and UN Women in 2010.

More than 4,000 companies globally have committed to the WEPs community.

Further information and ways to join the initiative WEP:
www.wepprinciples.org

Source of the graph: https://www.unwomen.de/fileadmin/user_upload/Flyer_WEP.jpg

WOMEN'S EMPOWERMENT PRINCIPLES

Guidance to business on how to promote gender equality and women's empowerment in the workplace, marketplace and community.

- Principle 1  Establish high-level corporate leadership for gender equality.
- Principle 2  Treat all women and men fairly at work – respect and support human rights and nondiscrimination.
- Principle 3  Ensure the health, safety and well-being of all women and men workers.
- Principle 4  Promote education, training and professional development for women.
- Principle 5  Implement enterprise development, supply chain and marketing practices that empower women.
- Principle 6  Promote equality through community initiatives and advocacy.
- Principle 7  Measure and publicly report on progress to achieve gender equality.

GET IN TOUCH WITH US:

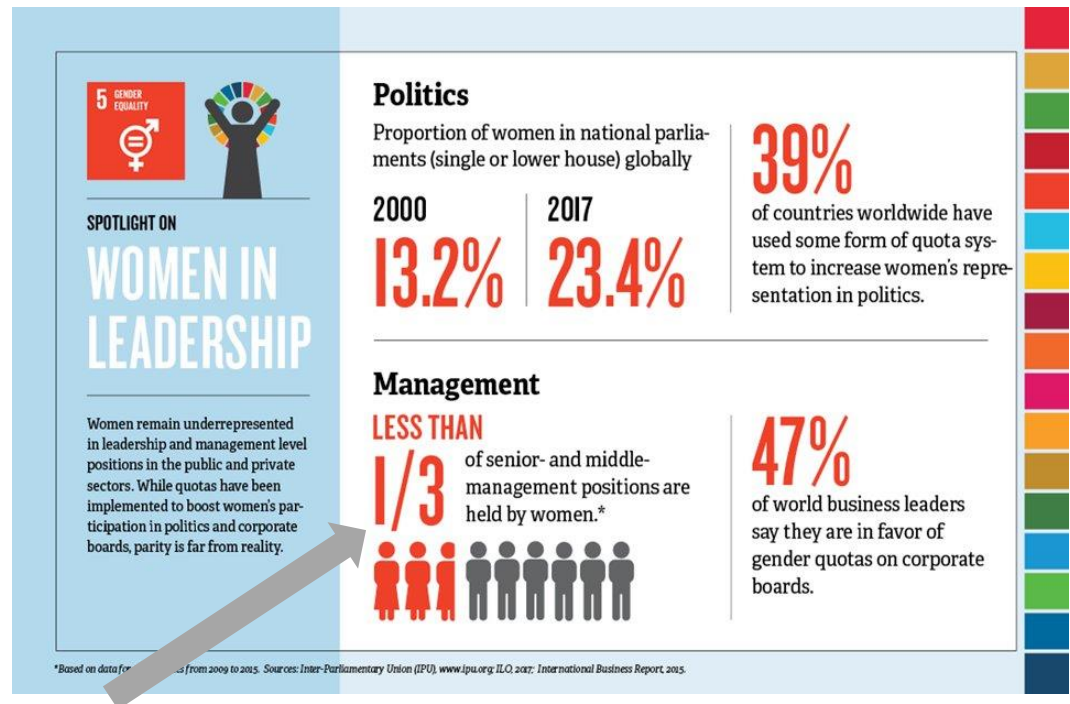
-  www.empowerwomen.org/weeps
-  weeps@unwomen.org
-  [@WEPrinciples](https://twitter.com/WEPrinciples)

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

UN: Sustainable development goal # 5

In September 2015 all United Nations Member States adopted the “2030 Agenda for sustainable development” with 17 goals. Goal No. 5: gender equality with 9 targets (“empowering women and girls”).



Source: <https://sdgs.un.org/themes/custom/porto/assets/goals/global-goals.png> and <https://sdgs.un.org/goals/goal5> and https://pbs.twimg.com/media/Dn8rAXLXgAEIL_L.jpg



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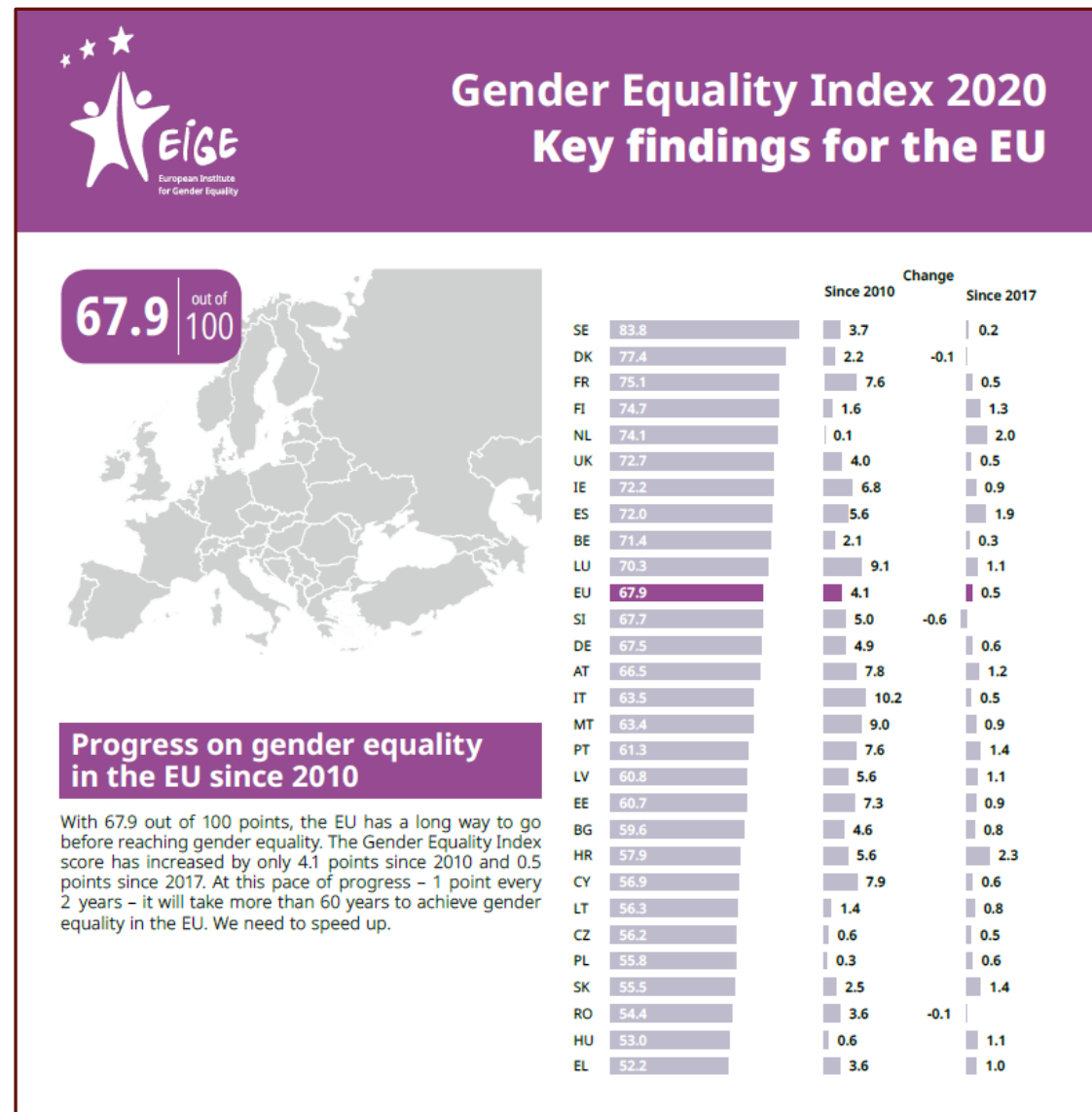
Empirical evidence

EIGE: Gender equality index 2020 (5th edition)

The European Institute for Gender Equality (EIGE) is an autonomous body of the European Union established to strengthen gender equality across the EU.

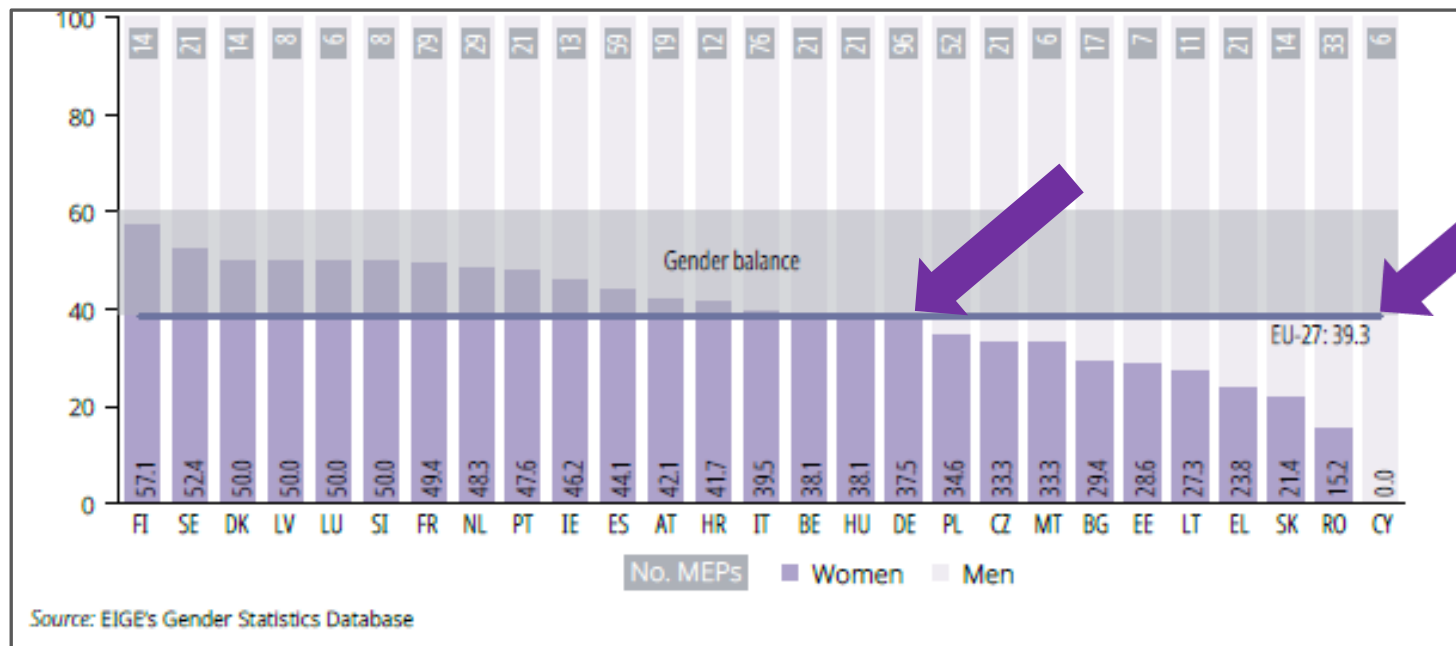
The Gender Equality Index 2020 mainly consists of 6 core areas of scoring: Work, money, knowledge, time, power and health.

Source: <http://edge-cert.org/wp-content/uploads/2020/11/EU-EIGE-1.png>



Presence of women and men in politics, EU, 2020

The 2019 European elections saw the proportion of women Members of the European Parliament (MEPs) break through the 40 % threshold for the first time, with women occupying 304 of the 747 seats (40.7 %). However, Brexit saw MEPs from the United Kingdom leave the European Parliament, reducing the proportion of women from 40.7 % to 39.3 % now.

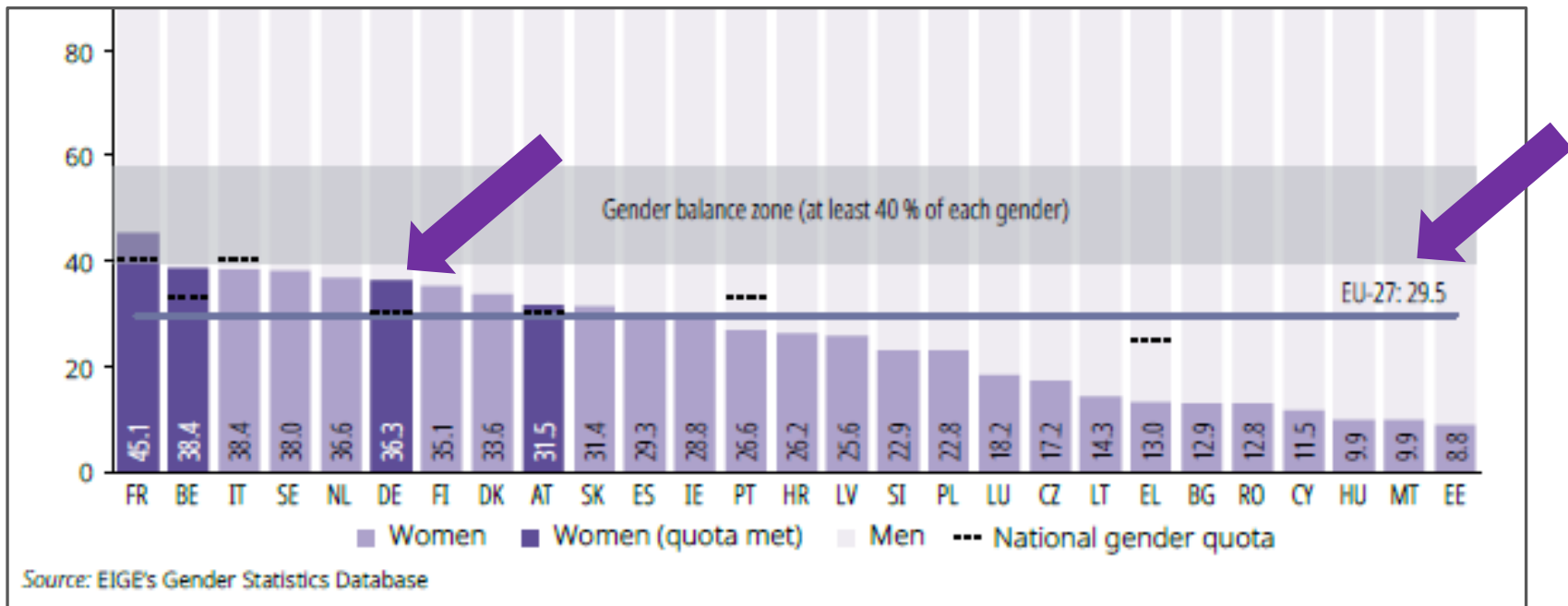


Source: <https://eige.europa.eu/publications/statistical-brief-gender-balance-politics-2020>

Presence of women and men on boards of companies

October 2020, in %

The share of women on the boards of the largest publicly listed companies registered in the EU member states reached 29.5 %. In France, Belgium, Germany and Austria the quota was met.



Source: <https://eige.europa.eu/publications/statistical-brief-gender-balance-corporate-boards-2020>

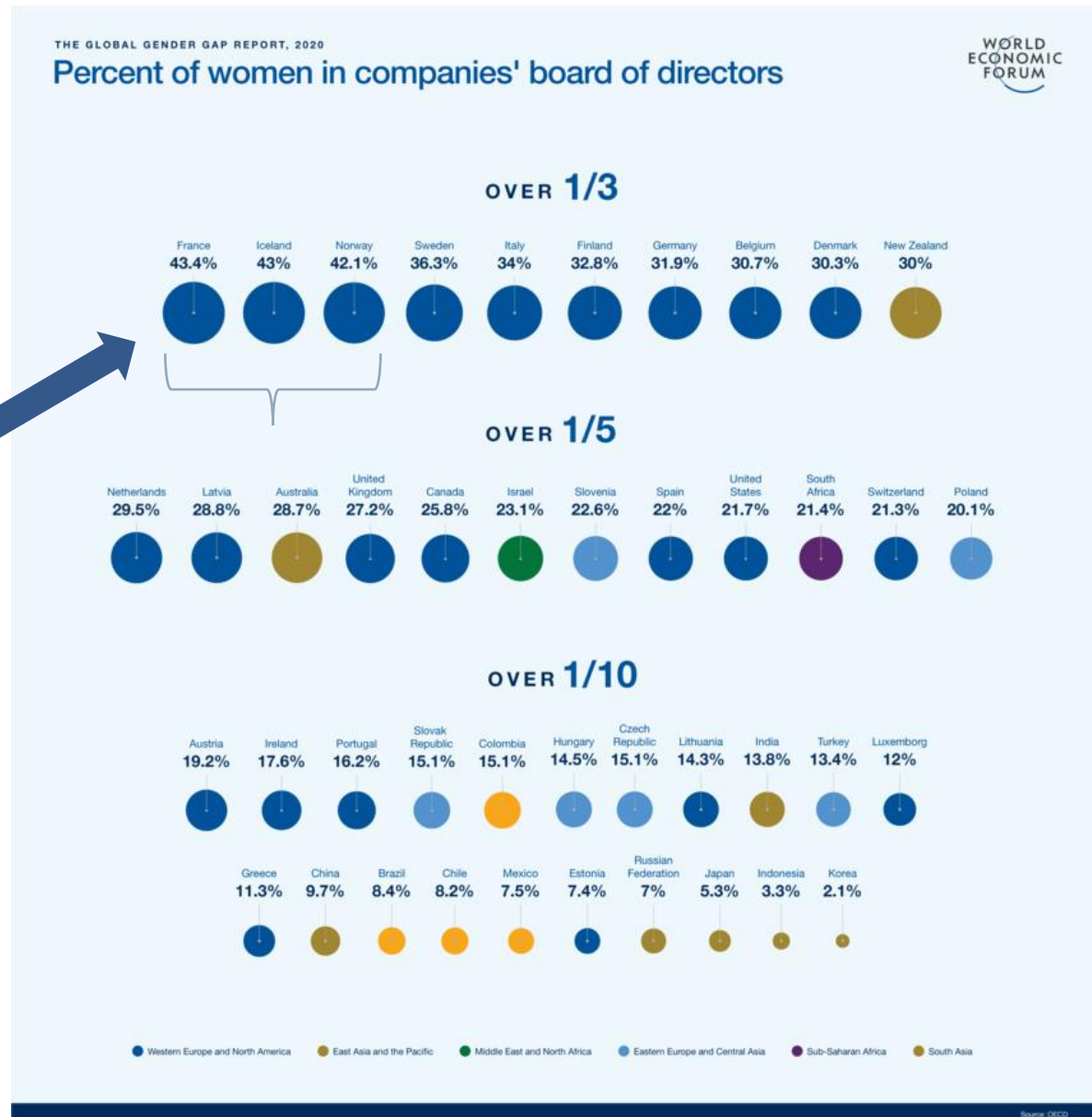
Comparison of indicators in 4 areas: economic participation and opportunity, educational attainment, health and survival, political empowerment // Further ranks: Germany: 11, France: 16, USA: 30, Australia: 50, Afghanistan: 156



World Economic Forum (WEF)

Female leadership:

More than 40 % of women in companies' board of directors: only in France, Iceland and Norway



Source: https://assets.weforum.org/editor/S4v_T3mtxmjr5-BAW2slP3XlcPZAtmibNezMjctw3Mo.png

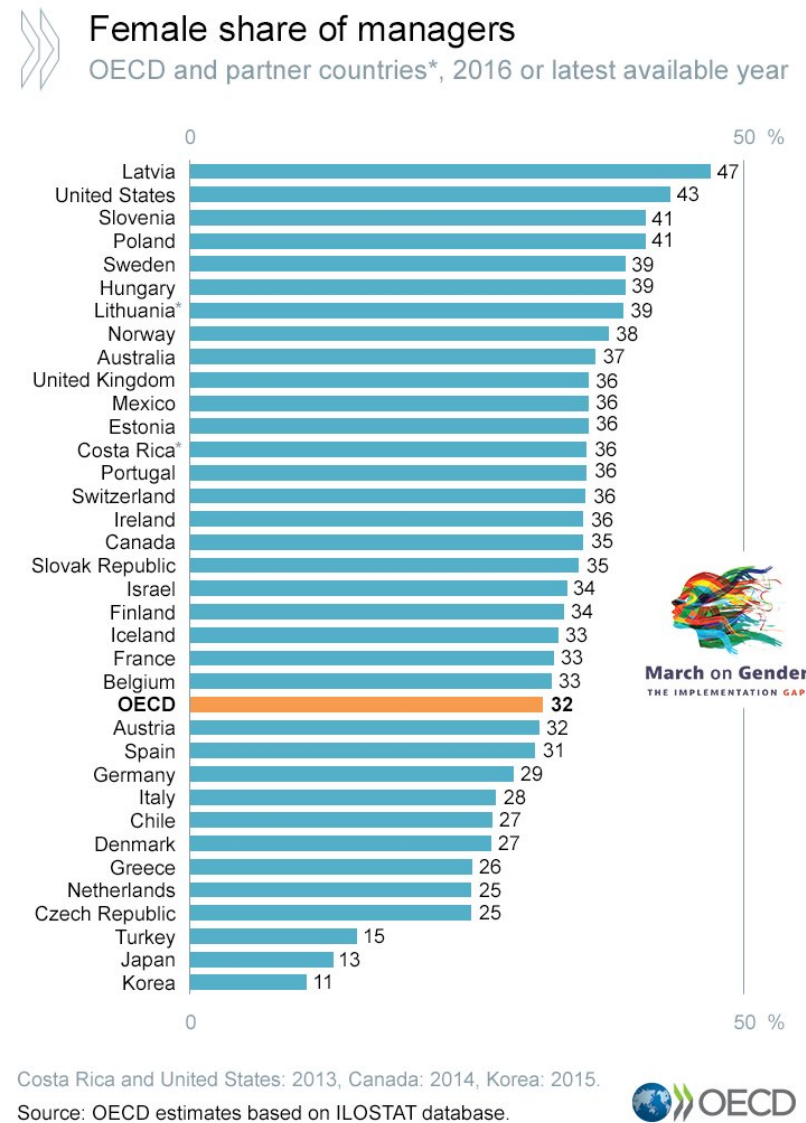
OECD countries: female managers, 2016

OECD average: 32 %

United States: 43 %

Korea: 11 %

Today there are 38 OECD
member countries; most recent
memberships: Columbia (2020)
and Costa Rica (2021)



Source of the graph: <https://pbs.twimg.com/media/DUJq6sFWsAEafrn.jpg>

One third of the managers in the EU are women

Managers in the EU

Q3 2020

34% of managers
3.3 million

Highest shares:

LATVIA **45%**

POLAND **44%**

BULGARIA
HUNGARY **42%**
SLOVENIA
SWEDEN

...are women

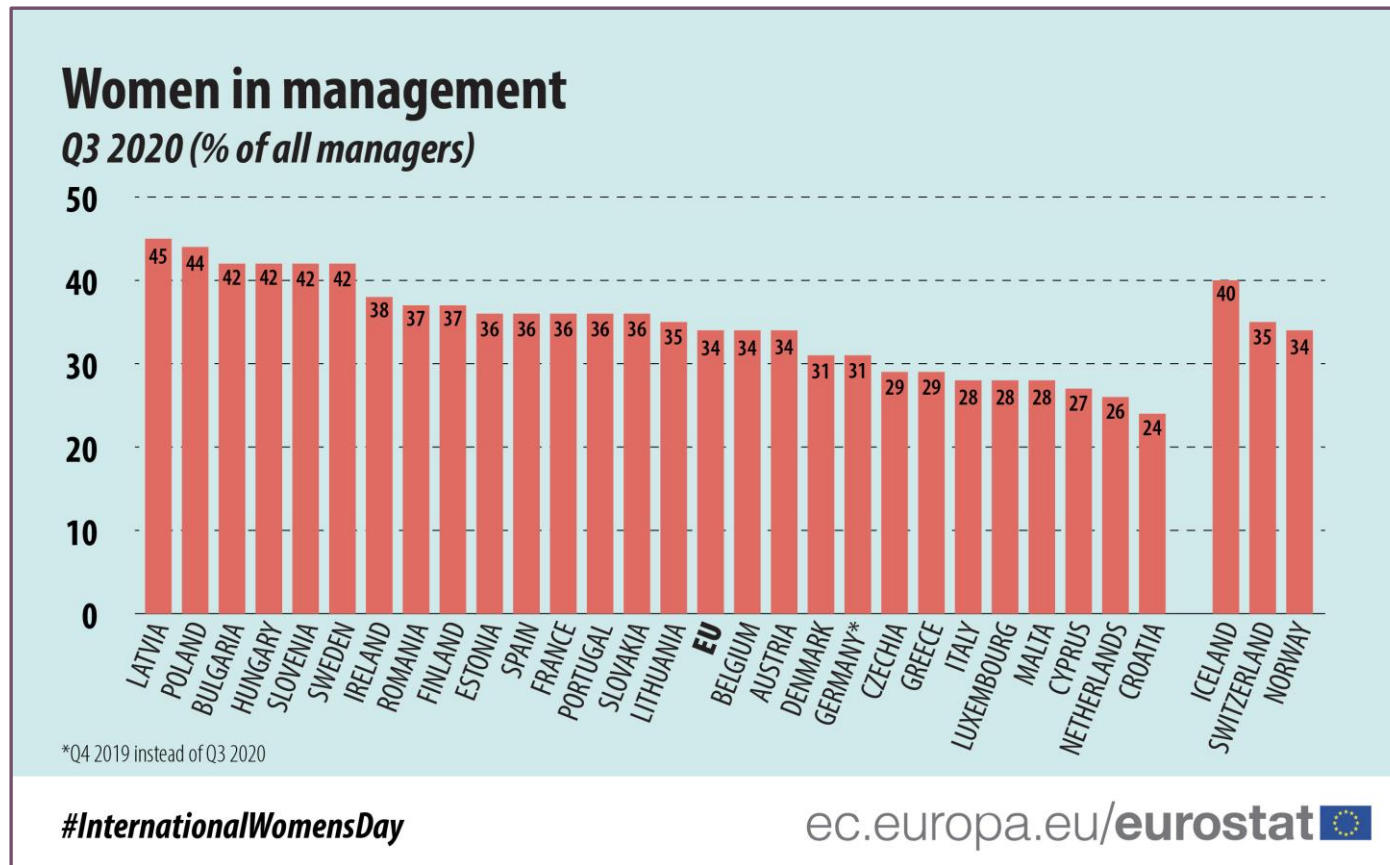
#InternationalWomensDay

ec.europa.eu/eurostat 

Source: https://ec.europa.eu/eurostat/documents/4187653/11571499/Managers_in_the_EU_2019data-01.jpg

Female managers in the EU

In Q3 2020, more than 9.5 million people held a managerial position in the EU: 6.2 million men and 3.3 million women.



Source: https://ec.europa.eu/eurostat/documents/4187653/11571499/Managers_in_the_EU_2019data-02.jpg and <https://ec.europa.eu/eurostat/web/products-eurostat-news/-/edn-20210305-2>

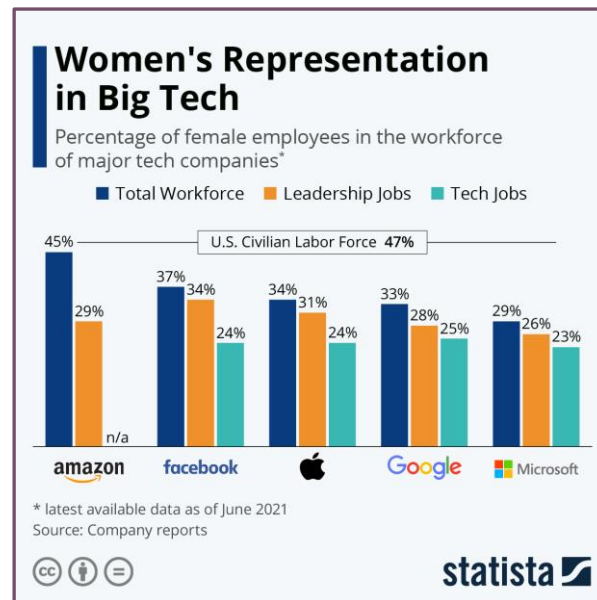
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Case studies

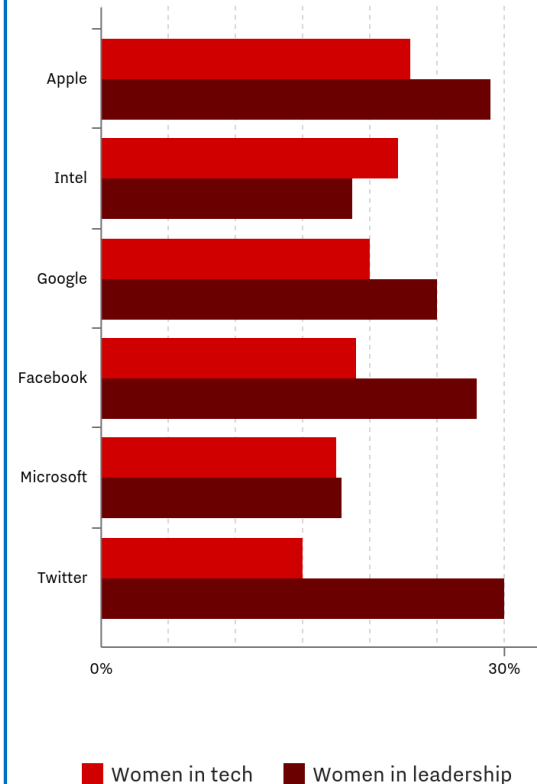
Women in leadership jobs at major tech companies, 2017 and 2020/2021

In 2017 in most of the Silicon Valley tech companies women had between 25 and 30 % of the leadership positions.

Now it is around or above 30 %.



Share of women in tech and leadership jobs at major tech companies



Source: companies' most recent annual diversity reports; gender data are global.

recode

Source: https://apps.voxmedia.com/at/recode-share-of-women-in-tech-and-leadership-jobs-at-major-tech-companies-1/screenshots/screenshot_s@2.png and <http://cdn.statcdn.com/Infographic/images/normal/4467.jpeg>

Daimler: diversity and inclusion

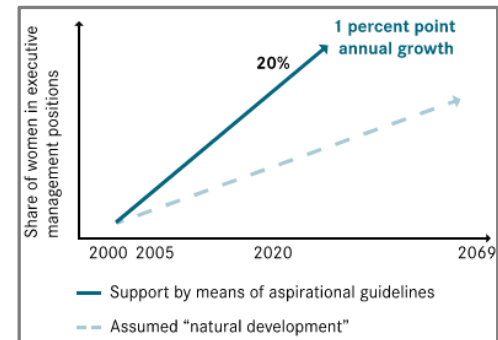
Successfully attracting female talents



„Vielfalt ist unser Motor für Ideen und Innovationen und seit 15 Jahren fester Bestandteil unserer Unternehmensstrategie. Diversity Ziele sind in der Unternehmensführung verankert, wir haben in der Personalentwicklung und Talentförderung klare Ziele gesetzt, um eine Kultur der Wertschätzung und des Respekts zu stärken. So können wir einen gesellschaftlichen Beitrag leisten, wichtige Impulse setzen und uns nachhaltig weiterentwickeln.“

Ursula Schwarzenbart,
Leiterin Talent Development und Diversity Management der
Daimler AG

As early as 2006, Daimler set itself the **target** of increasing the share of women in executive management positions in the Group to **at least 20 percent by the year 2020**.



Source: <https://sustainabilityreport.daimler.com/2020/pics/files/diversity-compass.svg> and https://pbs.twimg.com/media/Ei_oMdAXYAIUhYk.jpg:large and <https://sustainabilityreport.daimler.com/2020/pics/files/develop-women-exec-mgmt.svg> and

Award 2012 for BOSCH

The Bosch Group was named the most family-friendly large corporation in Germany and presented with first prize by Federal Chancellor **Angela Merkel** and Federal **Minister for Family Affairs Dr. Kristina Schröder** for its exemplary efforts to help associates combine career and family life.



Worldwide, the proportion of female executives across all management levels in the Group has risen to 17,2 %; **the target is 20 % by the end of 2020.**

Source of the picture: https://assets.bosch.com/media/global/history_blog/first_female_department_head/merkel-award-ceremony_res_800x450.jpg

Bloomberg Gender Equality Index 2021

The 2021 Index represents **380 global companies** headquartered across 44 countries and regions. The **reporting framework includes over 70 metrics**, each allocated to one of five pillars: • **Female leadership** & talent pipeline • Equal pay & gender pay parity • Inclusive culture • Anti-sexual harassment policies • Pro-women brand. On average, 39% of revenue-producing roles at the companies were held by women. The majority (69%) of companies had a strategy for recruiting women, and more than half (59%) conducted a global gender-based compensation review. There are **several German companies** listed.



Allianz SE



Deutsche Telekom AG



SAP SE

Source: <https://www.bloomberg.com/gei/resources/> and https://www.allianz.com/en/sustainability/ratings.html#tabpar_3330_0Tab and <https://www.telekom.com/en/corporate-responsibility/news-corporate-responsibility/deutsche-telekom-again-in-the-bloomberg-gender-quality-index-619668> and <https://mobile.twitter.com/LifeatSAP/status/1406703402290188294/photo/1>

Large companies have to set up targets

New German law („gender quota bill“) for larger companies in 2015: About 3,500 companies have to set up targets concerning the percentage of female managers and publish it - first time by Sept. 30, 2016. The second part of this law recently was approved by the parliament: Listed companies with four executives or more must appoint at least one woman to their boards.

Company (percentage of women in staff)	Board of directors quota as of 31/12/2020 (target quota)	Upper executive level – quota as of 31/12/2020 (target quota)	Second executive level - quota as of 31/12/2020 (target quota)
Allianz SE (56 %)	20.0 % (30.0 %)	28 % (30 %)	23 % (30 %)
Telekom AG (35.2 %)	37.5 % (29.0 %)	27.1 %: upper and middle management (30 %)	
SAP SE (33.6 %)	28.6 % (22.2 %)	27.5 %: upper and middle management (30 %)	

Sources: https://www.allianz.com/content/dam/onemarketing/azcom/Allianz_com/investor-relations/en/results-reports/annual-report/ar-2020/de-Allianz-SE-Geschaeftsbericht-2020.pdf and <https://www.telekom.com/resource/blob/617740/24d788ebfa297ad28f68de1e22bd6e3f/dl-2020-geschaeftsbericht-data.pdf> and <https://www.sap.com/docs/download/investors/2020/sap-2020-annual-report-form-20f.pdf>

Successful HR policies

Targets

- Set up targets and measure
- Recruitment policies attracting talents
- Promotion strategy

Business culture

- Diversity and inclusion policies
- Female role models
- Company's values

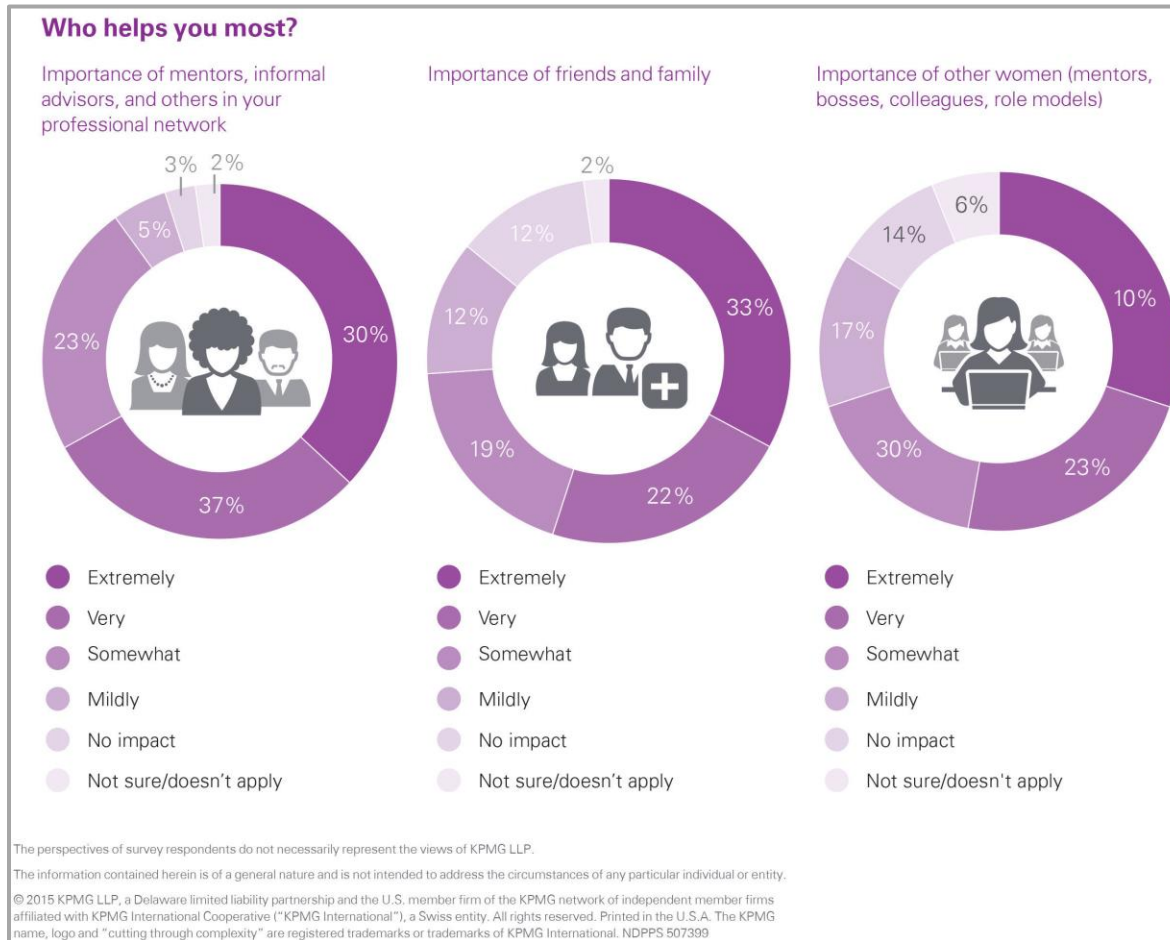
Support

- Mentorship and sponsorship programs
- Facilitate women's networks
- Training programs

If the companies implement these HR policies they signal their commitment to accelerate the progress, and to support women's advancement to leadership positions.

Mentoring is very successful

A combined 95% of women surveyed say that a **mentor/advisor was key to their success** (source: KPMG LLP Women Entrepreneur Survey 2015/2016)



Source: <https://assets.kpmg/content/dam/kpmg/pdf/2016/02/kpmg-women-entrepreneurs-passion-purpose-perseverance.pdf>

Successful mentoring: CEO Mary T. Barra, GM, since 2014

"I've had many mentors in my 38-year career; without the mentors and dedication to diversity, I wouldn't sit as CEO of General Motors today."

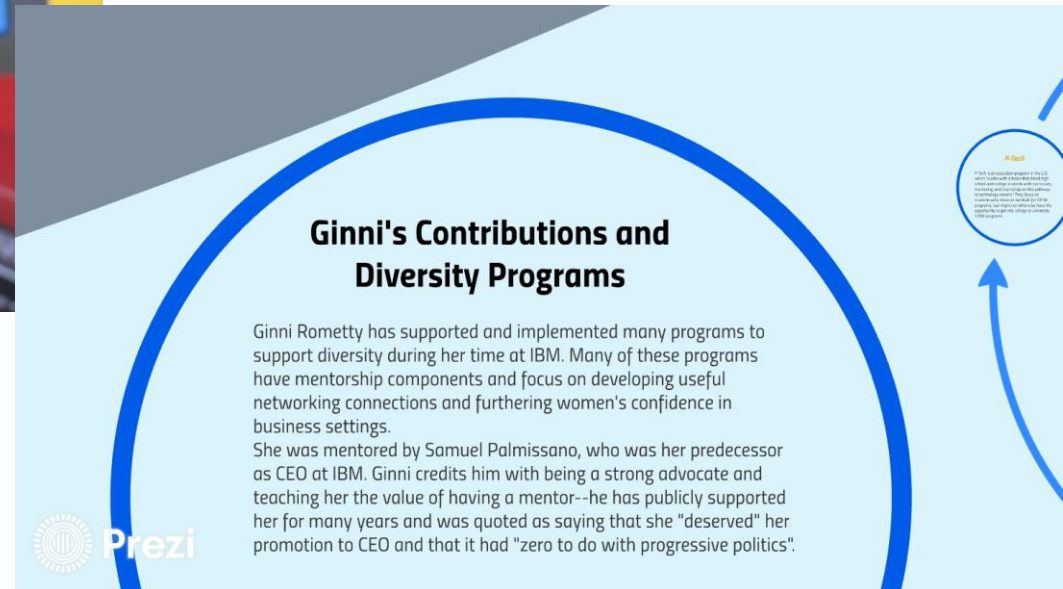


Source: <https://www.inquirer.com/philly/business/gm-ceo-mary-barra-wharton-self-driving-cars-mentoring-metoo-20180324.html>

Source: https://www.gm.com/content/public/us/en/gm/home/our-company/leadership/mary-t-barra/jcr:content/image.img.resize.maxw_638.jpg/1610483179274.jpg

Gini Rometty, CEO and president of IBM from 2012-2020

Gini Rometty had several mentors: Her predecessor as CEO at IBM, Samuel Palmisano, taught her the value of mentoring.



Source: <https://www.welt.de/img/bildergalerien/mobile106155203/3701357517-ci16x9-w1300/IBM-Names-Rometty-to-Succeed-Palmisano-as-First-Female-CEO.jpg> and <https://prezi.com/uvdlugjtrq4p/ginni-rometty-and-ibm/>



5

Outlook

Recommendations by the OECD

- Increase the representation of women in decision-making positions by encouraging measures such as **voluntary targets** that **enhance gender diversity on boards** and in senior management
- Introduce mechanisms to improve the gender balance in leadership positions in the **public sector**, such as target setting or **quotas for women in senior management positions**
- Promote **family-friendly policies and working conditions** which enable fathers and mothers to balance their working hours and their family responsibilities and facilitate women to participate more in private and public sector employment



Source: [https://www.oecd.org/gender/C-MIN\(2013\)5-ENG.pdf](https://www.oecd.org/gender/C-MIN(2013)5-ENG.pdf) and https://farm2.staticflickr.com/1537/25673817125_fc4d8d6633_m.jpg
<https://www.oecd.org/media/oecdorg/directorates/directorateforpublicgovernance/Gender%20Recommendation%20Cover-235x311.jpg>

Recommendations: World Economic Forum (WEF)

1. Set targets and measure progress
2. Demonstrate leadership commitment



Source: <https://i.pinimg.com/originals/ca/ef/2e/caef2e7edc20817e98633b5b4e59180b.png>

Recommendations by the UN

1. Commit to the Women's Empowerment Principles
2. Apply for Gender Diversity Certification



RECOMMENDATIONS

Actions and mechanisms to improve gender equality, diversity and inclusion in innovation clusters

1. **Commit to the Women's Empowerment Principles**
2. **Apply for Gender Diversity Certification**
3. **Stronger Accountability Measures**
4. **Create Advisory Councils**
5. **Develop Sectoral Initiatives**
6. **Collaboration and Partnership**
7. **Commit to international labour standards**

GENDER EQUALITY, DIVERSITY AND INCLUSION IN INNOVATION: ROUNDTABLE SUMMARY REPORT 11

Source: https://i0.wp.com/www.womeninpower.eu/wp-content/uploads/2019/03/2019_White_paper_UN_Women_FINAL_Mar_7.png?resize=743%2C982

Recommendations of a consortium

IPU (= global organization of national parliaments), Arizona State University, Corporate Women Directors International, the Council of Women World Leaders, Represent Women, the Reykjavík Index for Leadership, UN Women, the World Bank and Women Political Leaders



SDG 5 = Sust. Developm. Goal 5 =
Gender Equality

Source: <https://www.ipu.org/es/node/10492>

...closing with the Nobel Prize winner in Economics, 1998



Empowering women is key
to building a future we want.

Amartya Sen

quote/fancy



1998 Economics
Amartya Sen
Indian citizen



Source: <https://quotefancy.com/media/wallpaper/3840x2160/4860531-Amartya-Sen-Quote-Empowering-women-is-key-to-building-a-future-we.jpg>
tbn0.gstatic.com/images?q=tbn:ANd9GcQb7QdJJLgorkIntu6O5uTKY84shgk3GPLeeA&usqp=CAU

Thank you very much for listening and bye bye from the city of Cologne!



Source: <https://img.traveltriangle.com/blog/wp-content/tr:w-700,h-400/uploads/2018/01/germany.jpg>

Questions? – Comments welcome!





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Supplement

OECD toolkit

Toolkit for Mainstreaming and Implementing Gender Equality. Implementing the 2015 OECD Recommendation on Gender Equality in Public Life

Free download: <https://www.oecd.org/gender/governance/toolkit/toolkit-for-mainstreaming-and-implementing-gender-equality.pdf>



Source: <https://www.oecd.org/gender/governance/toolkit/toolkit-for-mainstreaming-and-implementing-gender-equality.pdf> and
<https://www.oecd.org/media/oecdorg/directorates/directorateforpublicgovernance/gendertoolkit/Gender-Toolkit-Header-Final-1400x385.jpg>

OECD – G 20 – empower women leadership

<https://www.oecd.org/corporate/OECD-G20-EMPOWER-Women-Leadership.pdf> (report about existing evidence on the implementation of OECD standards to promote women's participation in private sector leadership, 2020)



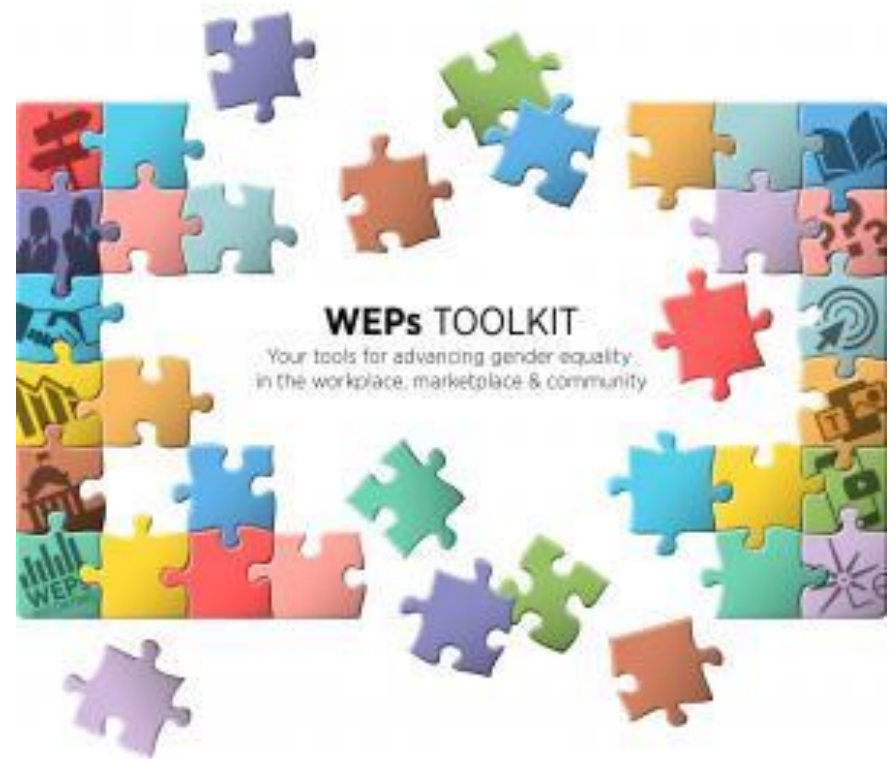
WEPs toolkit and brochure

Free download:

<https://www.weps.org/sites/default/files/2021-06/WEPs%20Toolkit.pdf>

Free download brochure:

https://www.weps.org/sites/default/files/2021-05/WEPS_BROCHURE.pdf



POWERFUL ADVANTAGES OF WOMEN IN LEADERSHIP

Globally, men continue to dominate senior leadership positions in the workforce, and in the U.S., there are still nearly 13 companies run by a man for every company run by a woman. Clearly, organizations are missing out on the powerful advantages of women in leadership roles, such as:



Better Problem-Solving

During the COVID-19 crisis, 57.2% of survey respondents said women ranked positively in overall leadership effectiveness ratings, compared to 51.5% for men, according to a report from Harvard Business Review.



Superior Soft Skills

Studies also show that women outperform men in 11 of 12 key emotional intelligence competencies, which the U.S. Department of Labor refers to as "even more important to work readiness" than technical – or hard – skills.



Greater Financial Gains

A study on female representation in top management found that companies that prioritized innovation saw greater financial gains when women were part of the top leadership ranks. Plus, companies in the top quartile for gender diversity were 15% more likely to outperform the competition, according to McKinsey & Co.



Women Empowering Women

Research from Harvard Business Review also found that women who "had a female- dominated inner circle of one to three women landed leadership positions that were 2.5 times higher in authority and pay than those of their female peers lacking this combination."

2.5X
HIGHER

Women empowering women

A study finds female-dominated inner circles are key to women gaining leadership roles.

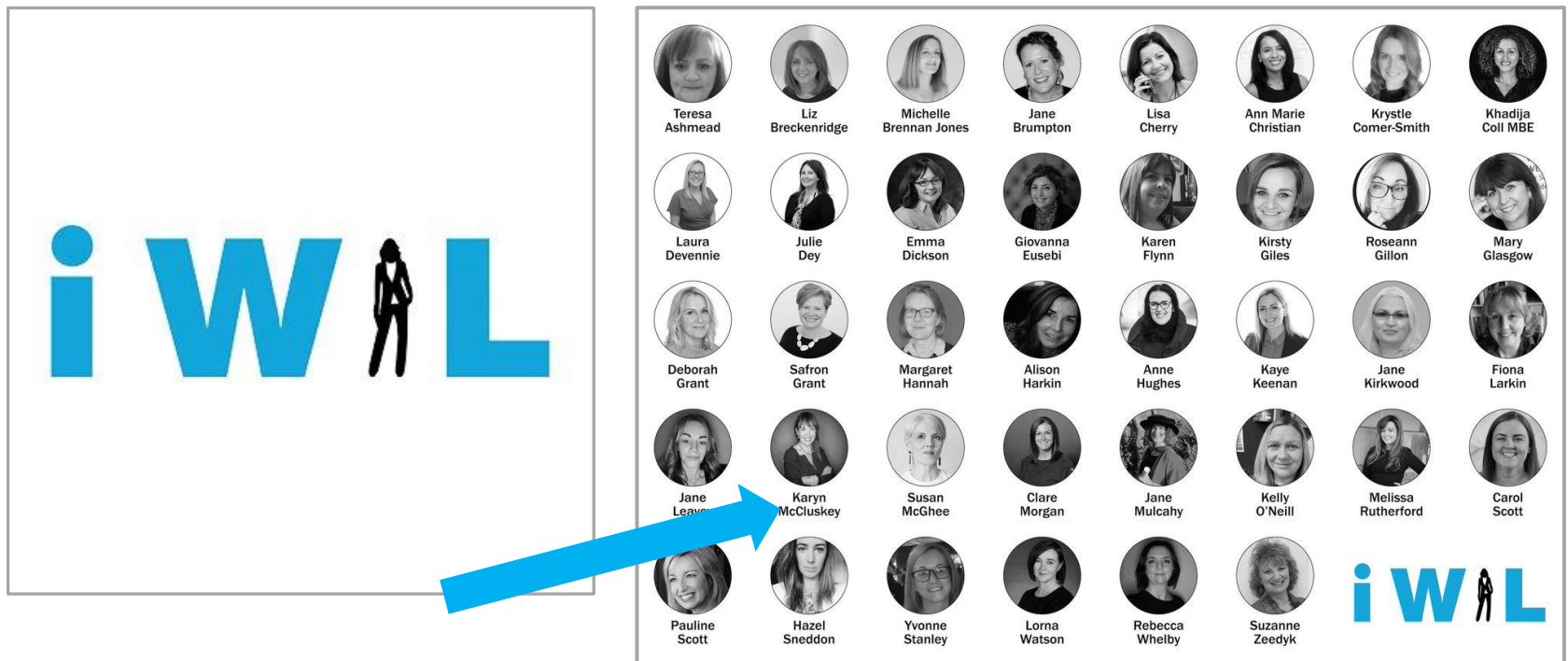
Source:

<https://news.northwestern.edu/stories/2019/01/most-successful-women-surround-themselves-with-other-women/> and <https://hbr.org/2018/09/dont-underestimate-the-power-of-women-supporting-each-other-at-work>

Source of the graph: <https://www.peoplescout.com/wp-content/uploads/2021/07/WIL-infographic-03-1200x1233-1.png>

Initiative „Inspiring Women in Leadership“

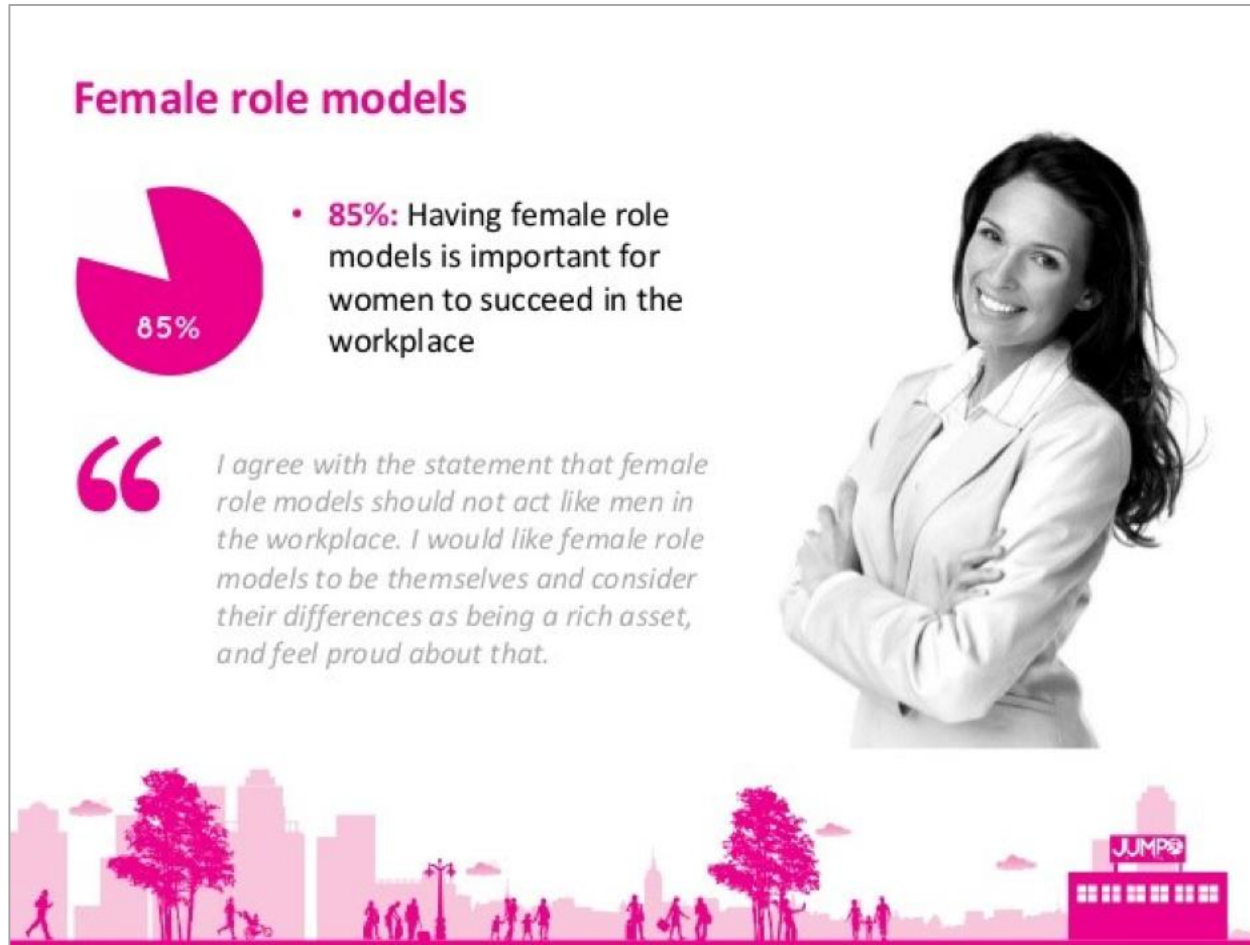
In August 2017, the **First Minister of Scotland, Nicola Sturgeon**, announced the creation of a **one-year mentorship programme**. In 2018 it started with 20 mentors and mentees, in 2021 it continued with 38 pairs. Example: **KARYN MCCLUSKEY**, Chief Executive, Community Justice Scotland.



Source: https://pbs.twimg.com/profile_images/1382319645311578118/qYriLixm_400x400.jpg

Role models

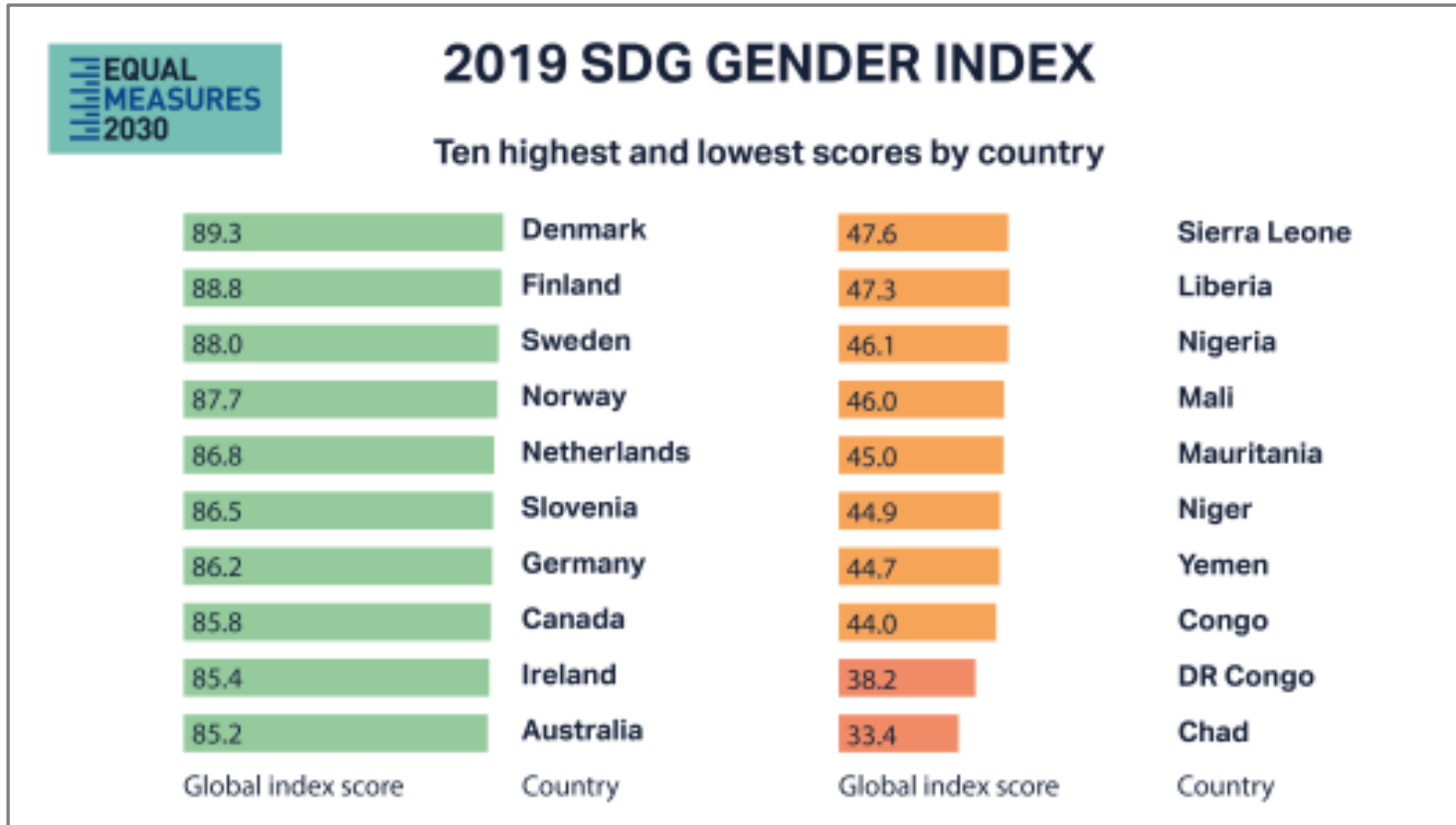
Female leader role models empower women in leadership



Source: <https://gwmh.org/wp-content/uploads/2019/04/Picture1kjkjkjki.png> and Ioana M. Latu et al., 2019

Equal measures 2030: data to measure UN goal # 5

2019 SDG Gender Index includes 51 indicators and covers 129 countries. Equal measures 2030 is an independent civil society and private sector-led partnership (<https://www.equalmeasures2030.org/>).

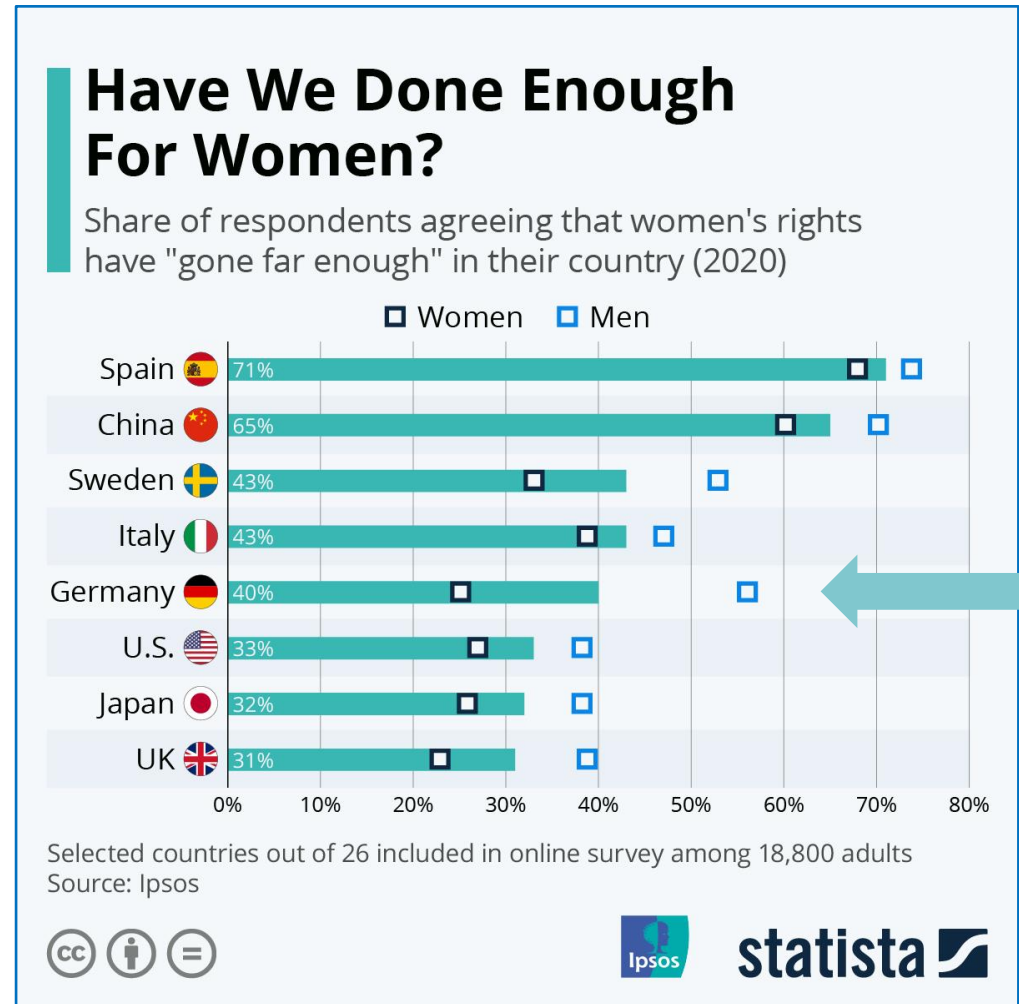


Source: <https://www.iasparliament.com/uploads/files/sdg-gender-index.png>

Gender equality: differences of perception

- Three quarters of **Spanish men** say: „When it comes to giving women equal rights with men, things have gone far enough in my country”.
- **Japan and the UK** were the countries with the least respondents agreeing that gender equality had progressed far enough.
- High **discrepancy between men and women** in Sweden (20 percentage points) and Germany (26 pps).

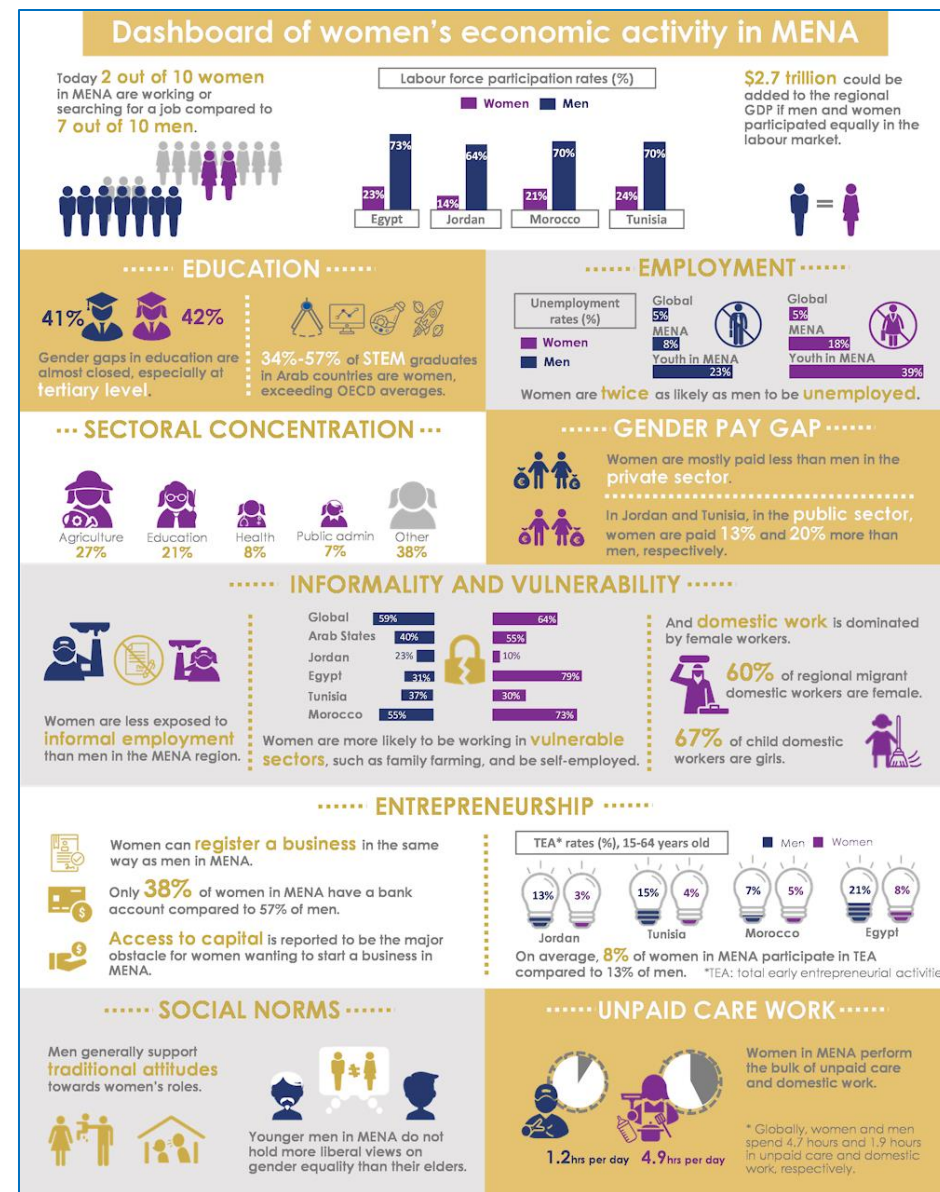
Source: <http://cdn.statcdn.com/Infographic/images/normal/17293.jpeg>



OECD –promising practices für MENA countries

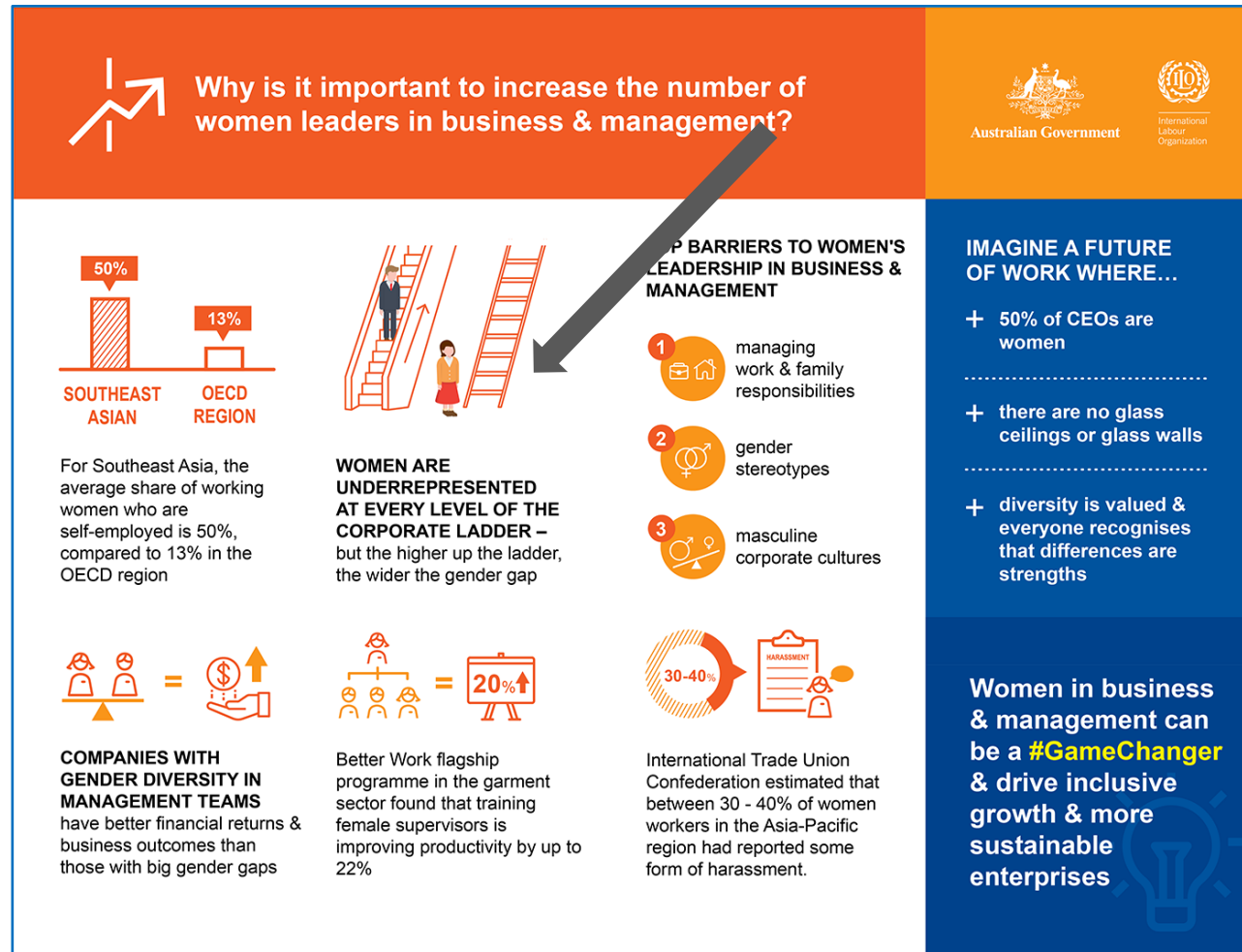
MENA women have **narrow access to leadership opportunities**. Raising the share of women's leadership in both the public and private sectors is key as it **fosters more gender-sensitive organizational cultures and practices**.

MENA = Middle East and North African countries (Algeria, Djibouti, Egypt, Iraq, Jordan, Lebanon, Libya, Mauritania, Morocco, Saudi Arabia, Syria, Tunisia, United Arab Emirates and Yemen).



Source: <https://www.oecd-ilibrary.org/sites/456fed82-en/images/images/01-chapter1/media/image2.png>

ILO – regional conference on women and the future of work in Asia and the Pacific



Source of the graph: https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/image/wcms_617384.png