

More women in senior positions

Key to economic stability and growth



Promoting women in the corporate sector: Ukrainian experience



UNECE Round-table, Geneva, 30 March 2011

Empowering women for sustainable development in UNECE Region



Gender equality is more than a goal in itself. It is a precondition for: meeting the challenge of reducing poverty, promoting sustainable development and building good governance.

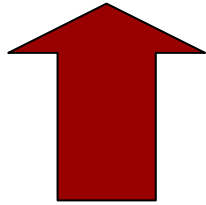
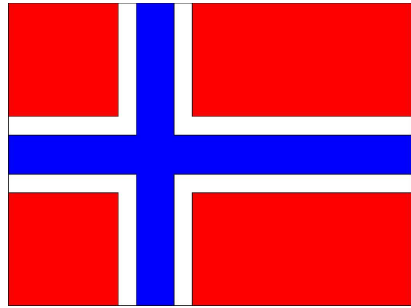
Kofi Annan



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WOMEN



- 1:10 board members of Europe's biggest listed companies
- 0 - among all central bank EU governors
- In charge of 3% biggest listed companies
- Norway: 42% women and 58% men on the boards of the largest listed companies (result of a legal quota) vs Malta (2%)



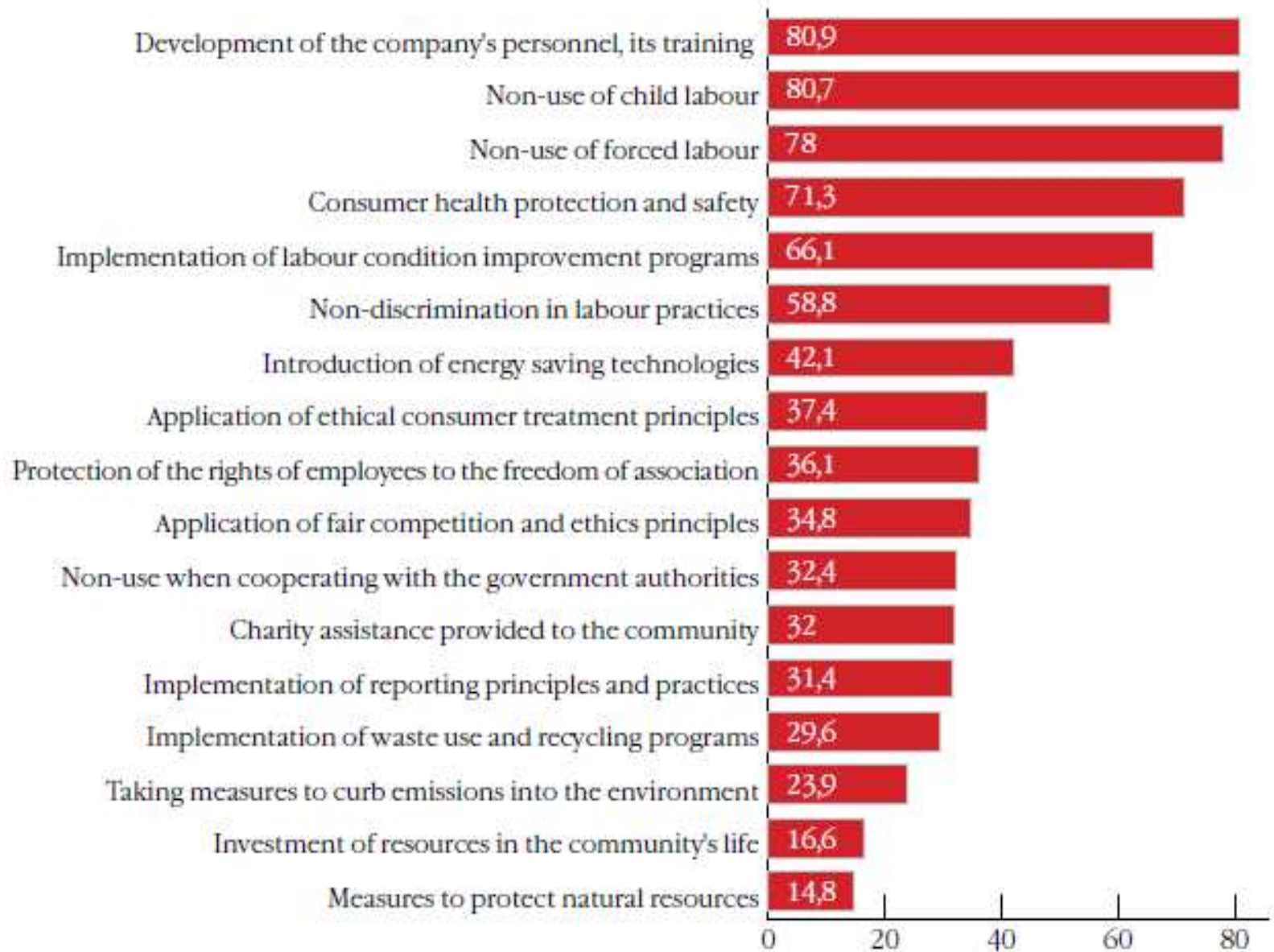
Table 3.2.1. Classification of Answers to the Question “Does your company provide equal terms for men and women?” (N=600)¶

	Yes	No	Difficult to answer
In hiring	87.1	7.0	5.9
In paying for work	91.1	3.3	5.6
In the career growth	82.9	3.6	13.5

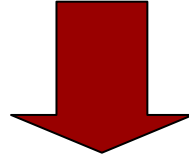
**CORPORATE SOCIAL
RESPONSIBILITY
2005–2010:
STATUS AND DEVELOPMENT PERSPECTIVE**

ANALYTICAL REPORT

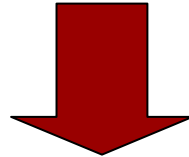
Figure 2.3. Classification of Answers to the Question "Which of the social responsibility measures does your company implement?" (N=404)



Corporate Social Responsibility



Sustainability of the organization
(not Enterprise)



Sustainable development

(development that "meets the needs of the present without compromising the ability of future generations to meet their own needs")



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? Do you agree that the key problem the company should address is Gender Equality and Women Advancement ?

? Climate change ?

? Water & energy use ?

? Child labour ?

? Human rights violation?

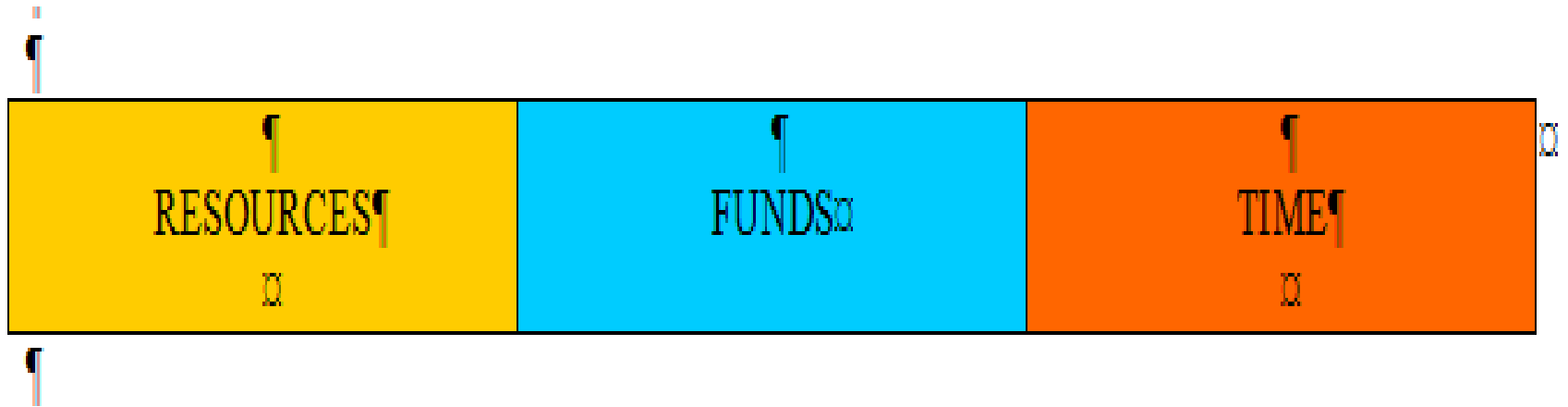
? Anticorruption ?



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THREE MAJOR PROBLEMS



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Business case

Finnish study found that firms with a gender-balanced board are on average 10% more profitable than those with an all-male board:

- views of another part of population (different mentality, psychology, etc)
- more clients are women
- more talented employees are women



We can hear and read that ...

- companies state that they comply with ILO conventions
- gender equality is in place when recruiting and working with people
- No discrimination practices

We can see

- 50/50 when recruiting
- 40/60 - middle management
- 20/80 - top-level management



PwC ANSWER

DIFFERENT LEADERSHIP STYLE:



I CAN

YOU CAN



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Drivers

- Legislation
- Stakeholder demand
- Public initiatives: raising awareness campaigns, education
- Incentives: certifications, awards, taxes, public procurement



Legislation: Quotas

- Are women actually elected to boards in their professional capacity or simply just because they are women?
- Is it right to oblige company share-holders on whom they should recruit as board members?
- Are qualified women hard to find?
- Will women take on such responsibilities?

VS Incentives



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Public initiatives

- Legislation (gender quotas)
- Women on the Board Pledge for Europe
- Media campaign for stakeholder demand
- Universities & Business Schools



Women on the Board Pledge for Europe

- voluntary commitment of listed companies
- to increase women's presence on corporate boards to 30% by 2015 and to 40% by 2020
- open for signature

Women on the Board Pledge for Europe

"I pledge to reach the target of 30% female board members by 2015 and 40% by 2020 by actively recruiting qualified women to replace outgoing male board members."

Name:

This pledge concerns:

The board of directors:

The supervisory board

Other (please specify)

Company name:

Your function (e.g. Chief Executive Officer, Chairman, etc.):

These are the concrete steps we are taking to increase the number of women in top jobs in the company:



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Incentives

- Competition
- Awards
- Certification (Spain)
- Public procurement

Legal quotas vs
certification & public recognition, public
procurement criteria



Challenges

- Stakeholder dialogue
- Business case
- Public campaign and different leadership types



Preconditions are needed

- Appeal and response of business
- Common language and understanding
- Tools for business: mentoring program, women group



Ukraine

term “gender equality” vs “work-life balance”

Work life balance contributes to the women advancement:

1. Stereotypes
2. Business case
3. non-competence after maternity leave
4. kids & family take time



Work-life Contest

- 2008
- All gender equality issues
- National Level Stakeholder Council (support by Ministry for social Policy and Labour, State Committee on Entrepreneurship and Ministry for Family, Youth and Sports, media, NGOs)
- Special questionnaire (working time, flexibility, lunch breaks, support for employee and his/her family, personal development of the employee, paternal leave, corporate policy towards families, esp. families with many children) agreed with stakeholders
- Transparency
- Promoting work-life balance and recognition among organizations of different types
- Academy was the winner
- Integrated within EC Project “Best Gender Equality Enterprise” but...

term needs to be changed



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Challenges

- How to verify: stakeholders
- How to engage different stakeholders and make the appeal from the government: right stakeholders and political will
- How to prepare companies to response to the Appeal: preconditions and tools
- How to monitor and evaluate the impact for women: stakeholders
- How to expand the scope involving public and employees: media



Ideas for next steps

- “Best workplace for women” : NGOs, employees, public
- Laboratory “Women advancement” (to find champions among companies)



Questions? THANK YOU!

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