Gender-Balanced Company Boards in Europe

Putting Words into Action

RENFORCE SEMINAR

9 DECEMBER 2015

MIRELLA VISSER

Social media
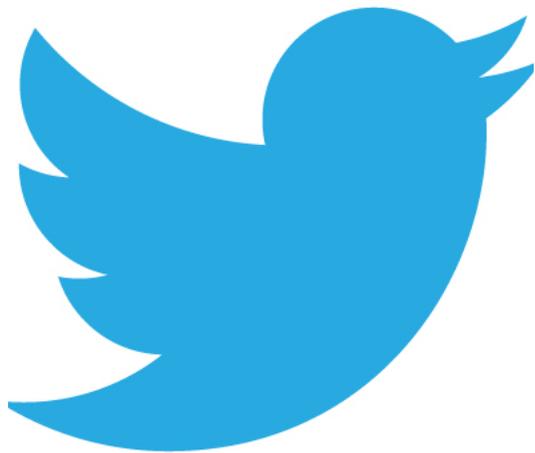
#GBCB2015

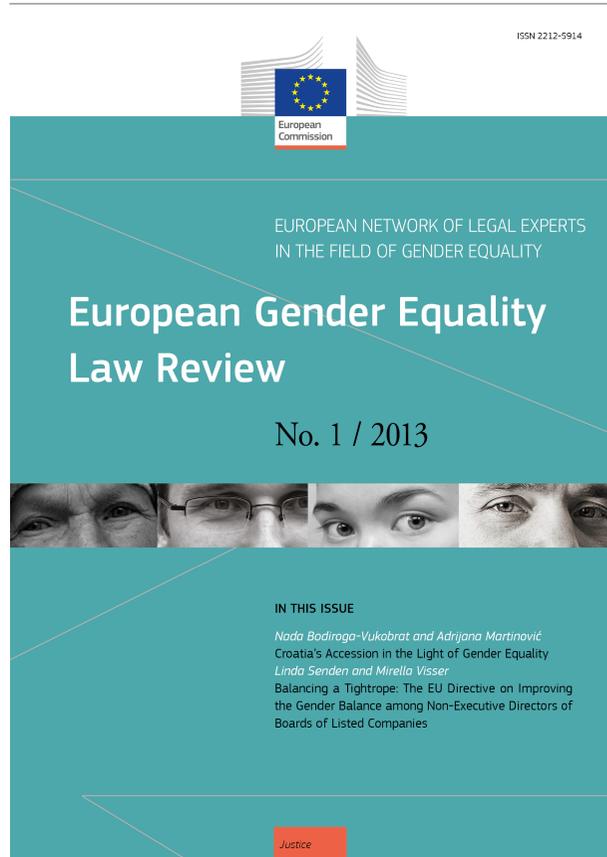#WOMENONBOARDS

GROUP: GENDER-BALANCED BOARDS

HTTPS://WWW.LINKEDIN.COM/
GROUPS/4728626

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Cooperation projects

European Gender Equality Law Review

No. 1 / 2013

http://ec.europa.eu/justice/gender-equality/files/law_reviews/egelr_2013-1_final_web_en.pdf

http://www.womeninmanagement.eu

http://www.afaemme.org/she-decides-you-succeed/documentation

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Key questions

➢Which mix of policy and self-regulation has produced the most favorable results?

➢Is target setting (voluntary or by law) for the representation of women at supervisory board levels addressing the **root cause** of the issue, that is the underrepresentation of women in top executive positions within companies?

➢What is the impact of regulation or the threat of it on company's daily operations and how to ensure that appropriate actions will be taken, preventing 'lip service'?

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Part I: Government responses
What role for the government?

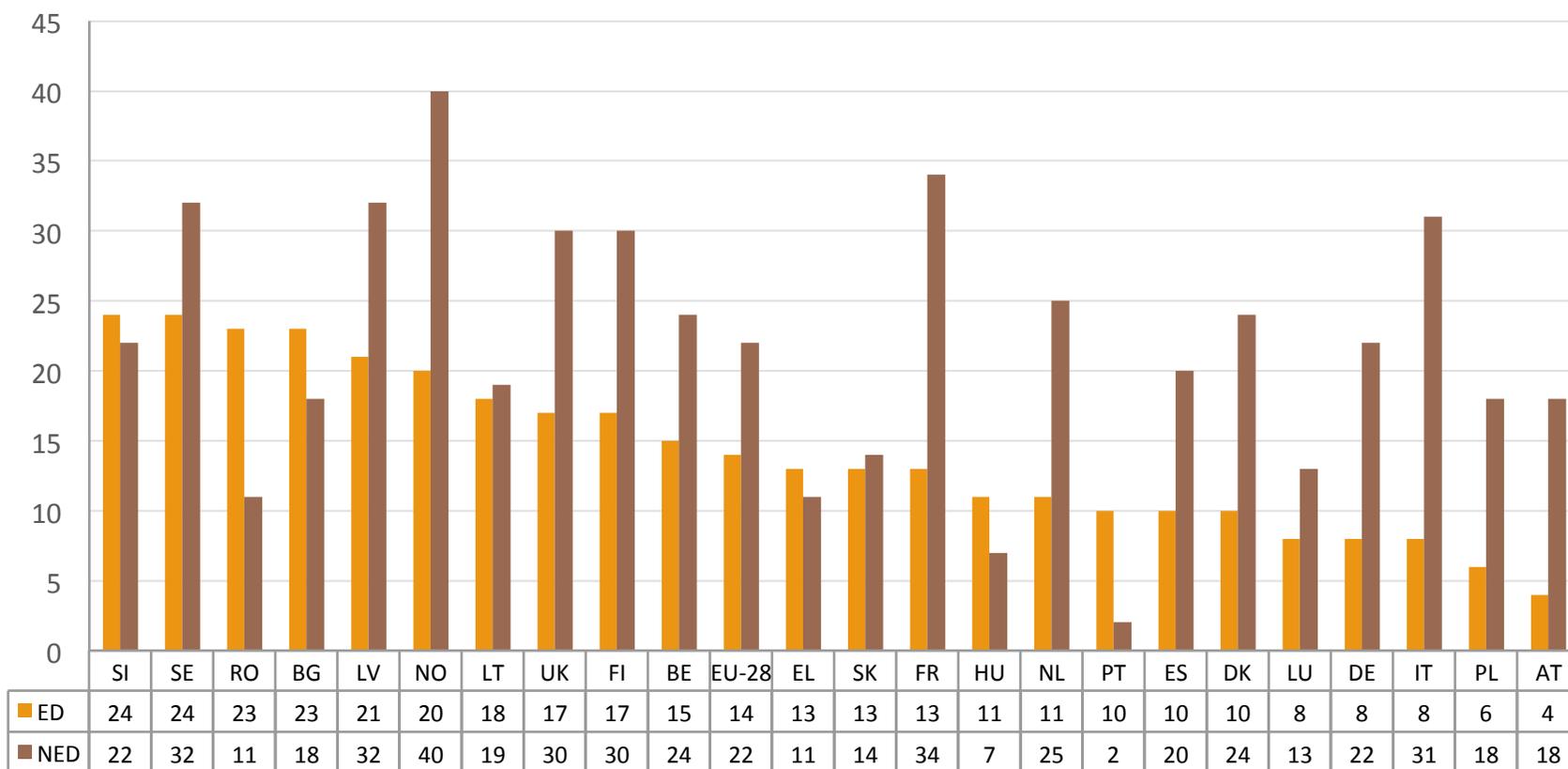| Time	Topic
10:00 – 10:20	Mirella Visser: Welcome and introduction "Gender-Balanced Boards: Putting Words into Action"
10:20 – 10:40	Linda Senden (Univ Utrecht) "Convergence of minds, but diversity of regulatory approaches in Europe"
10:40 – 11:00	Mari Teigen (ISS) "Lessons learned from a decade of Norwegian quota legislation"
11:00 – 11:30	Coffee break
11:30 – 12:00	Vitalijus Novikovas (EC) "The European Commission's Directive Proposal"
12:00 – 13:00	Q&A, panel discussion on "Regulatory approaches", chaired by Sonja Kruisinga
13:00 – 13:45	Lunch

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Part II: Corporate sector responses
Self-regulation and other initiatives

Time	Topic
13:45 – 14:10	Joop Schippers (Univ Utrecht) "Lessons learned from the Dutch approach"
14:10 – 14:35	Ruth Sealy (City Univ) "The UK's self-regulation approach"
14:35 – 15:00	Malin Rogstrom (Sandvik) "The Best Practices from Sandvik in achieving diversity in senior positions"
15:00 – 15:25	Caro van Eekelen (Accor) "Journey towards gender equality"
15:25 – 15:45	Coffee break
15:45 – 16:30	Q&A, panel discussion "Reflections and the way forward" chaired by Mirella Visser
16:30	Closing & drinks

Women's representation on boards in EU-countries and Norway (2015)

	SI	SE	RO	BG	LV	NO	LT	UK	FI	BE	EU-28	EL	SK	FR	HU	NL	PT	ES	DK	LU	DE	IT	PL	AT
ED	24	24	23	23	21	20	18	17	17	15	14	13	13	13	11	11	10	10	10	8	8	8	6	4
NED	22	32	11	18	32	40	19	30	30	24	22	11	14	34	7	25	2	20	24	13	22	31	18	18

Source: EC Database Women & Men in Decision-making, April 2015

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Change in the share of women on boards of large listed companies in the EU, Oct 2010 – Oct 2014

■ Increase

Country	Value
UK	+10.8
SI	+10.1
NL	+9.9
AT	+8.5
EU-28	+8.3
LV	+8.2
LU	+8.2
ES	+7.3
DK	+6.3
BG	+6.3
CY	+5.3
PT	+4.0
HR	+3.4
LT	+3.4
FI	+3.3
PL	+3.0
EL	+2.7
IE	+2.5
SE	+1.2
MT	+0.4
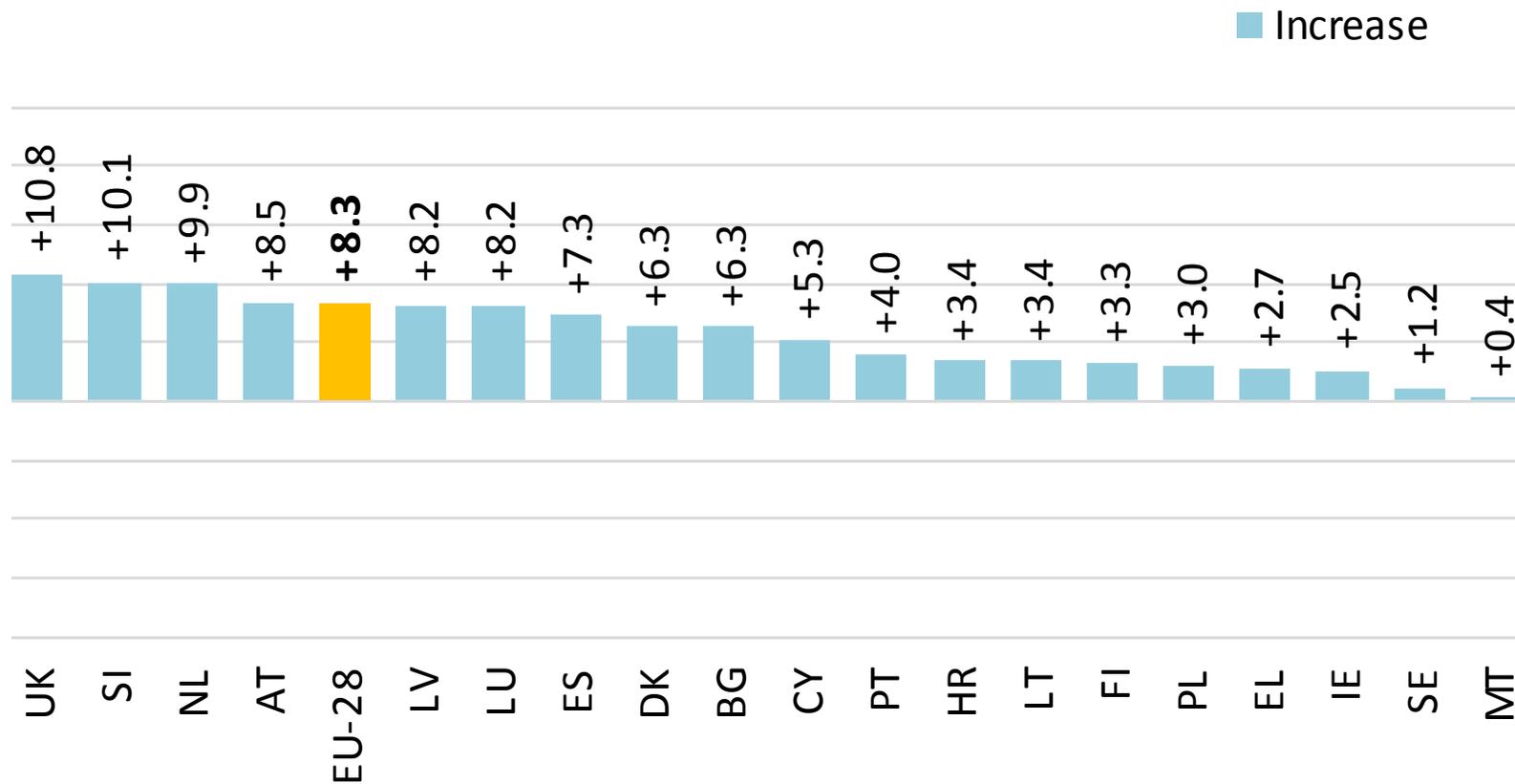
Source: European Commission, Database on women and men in decision-making

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Dutch situation

➢ Introduction of target law in 2011 (in force 2013), with automatic deletion clause per 2016

➢ Target: at least 30% women and at least 30% men in executive and supervisory boards per 2013

➢ 2 out of 3 criteria: net current asset value > 17.5 million euros, net turnover > 35 million euros and average number of employees is >250

➢ Applicable to the largest 4900 companies

➢ No penalty, but "comply or explain"

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Dutch situation

➢Disappointing results 2013-2015:
  ➢Women in EB from 7.4 to 9.6%, and from 9.8 to 11.2 % in SB (top200)
  ➢75% (66%) of companies have all-male executive and supervisory boards
  ➢Only 10% provided sufficient explanation of non-compliance
  ➢**Instead of "one out of three" it is "one out of ten"**

➢ Reaction of the government:
  ➢Disappointment with lack of progress
  ➢Proposal to extend the law (with 4 years until 2019) but decrease the % to 20%
  ➢Research into "black box" of matching candidates/vacancies

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Key issues

➢ Severe underrepresentation of women on both executive and supervisory boards and lack of progress

➢ Risk of underreporting of the problem due to the lack of reliable data

➢ Are quota for supervisory board positions addressing the root cause, that is the underrepresentation of women on executive boards?

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