Equal opportunities within the BPM –
Results of the task force
Women Up!

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Our solution:

$$f_{t+1} = \frac{F_{A_t} - (F_{Q_{t+1}} \cdot F_{A_t}) + (E_{t+1} \cdot B_{Q_{t+1}}^F)}{G_{t} - (F_{Q_{t+1}} \cdot G_{t}) + (E_{t+1})}$$
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1. Introductory note on the BPM: Self-concept

- Profile of HR manager is subject to change: „from the payroll clerk to the modern manager“ – therefore greater need to network and form lobby groups

**The BPM is the leading professional association for HR managers:**

- Membership is purely personal – personnel service providers or headhunters are not admitted

- Professionalization, training and internationalization of the profession constitute a strong focus; Recognized training standards as well as exchange of know-how and experience are actively promoted

- The association is an information and service provider for its members

- The BPM „dares to voice an opinion“, engages in current discussions and pools its members‘ interests to represent these vis-à-vis politicians, the economy and the media
1. Introductory note on the BPM: membership structure
1. Introductory note on the BPM: Measures for a targeted equal opportunities strategy

Decree by the Extraordinary General Meeting on September 18 in Berlin: The Federal Association of HR Managers advocates a quota regulation for women in managerial positions. It is crucial that the quota of women in top management increases significantly.

Steps planned by the association to implement the decree:
• Establish an interdisciplinary task force by the name of „Women up!“

To achieve this, the task force will attack the problem in a two-fold way:
• Situation analysis of international and national types of experience and apply it to Germany; elaborate an evaluation system for voluntary quotas

• Compile and elaborate concepts and measures to create optimal conditions

→ Objective: offer support to the association’s members and HR specialists in Germany in order to significantly increase the quota of women in companies
2. Current situation in Germany (2010)

Germany (share of women is 13%; no quota regulation)

- **2001**: Agreement between the Federal government and the leading German business associations to promote equal opportunities for women and men in the private sector

- **2008**: Result after implementation of the Agreement (see above): there is no need to introduce further legal regulations to establish equal opportunities; the agreement is considered a success in view of the practical progress achieved so far

- **2009**: Coalition Agreement: The share of women in top management in both the private and public sector is to be increased significantly. A step-by-step-plan is to be submitted. The first step includes a mandatory obligation to report and a transparent voluntary quota

- **2011**: The board members responsible for HR at DAX-listed corporations have committed themselves to introducing a quota for women in top management. A four-stage plan to introduce a quota system was rejected
2. Current situation in Germany (2010)

Overall share of women in management 19.56%

- In overall management of large companies 14.36%
- In top management of large companies 5.90%
- In middle management of large companies 18.28%
- In management of companies >1 billion in turnover 8.19%
- In top management of companies >1 billion in turnover 3.51%
- In middle management of companies >1 billion in turnover 10.39%
- Positions on the managing board (in the 200 largest companies) 3.2%
- Positions on the managing board (DAX 30-companies) 2.2%

Overall management = 1st + 2nd management level
Middle management = 2nd management level and executive department
Top management = 1st management level (board members, managing directors or similar)
Large companies = more than EUR 20 million in turnover or 200 employees
### 3. Current situation in Europe and beyond Europe (2010)

#### Share of women on managing boards of leading companies in 2010 (in percentage)

- Sweden: 17%
- USA: 14%
- GB: 14%
- Norway: 12%
- Russia: 11%
- China: 8%
- France: 7%
- Brazil: 6%
- Spain: 6%
- Germany: 2%
- India: 2%

EU

- The share of women on supervisory boards/administrative boards of listed EU companies is on average 12%

- **Oktober 2010**: A legal regulation is announced. The listed European companies are to voluntarily increase the share of women on supervisory boards; failing that a legislative measure will be presented in 2012. The objective is attain a share of women of 30% on supervisory boards by 2015, and 40% by 2020

**Norway (share of women is 39%; legal quota system)**
- Legal Act 2006 ruling a share of 40% women in the 500 biggest listed companies by 2008, under threat of coercive instruments
- Result: 96% complied with this requirement in 2008
- Consequence: 70 women currently occupy 300 supervisory board positions

**France (share of women is 12%; legal quota system)**
- Legal act 2010 ruling a quota of 40% women on the controlling bodies of listed companies by 2014 in the public and private sector
- Sanctions: appointments violating the quota regulation are declared null and void. Attendance fees for supervisory board meetings are cancelled
- Result: of the 40 members of the Parisian stock exchange index CAC-40, at least 17 have admitted a woman to their supervisory board

**Spain (share of women is 10%, legal quota system)**
- Legal Act 2007: Companies with more than 250 employees must have at least 40% women on their administrative board; transitional period until 2015
- Companies with a balanced gender ratio are favoured when it comes to a public invitation to tender

Sweden (share of women is 26%; a quota system is being elaborated)
- 2003: Announcing a quota, incl. sanctions in the form of administrative fines has not brought about any changes
- The 18% women on supervisory boards is to be doubled by 2014 – a law will ensue otherwise

Netherlands (share of women is 15%; a quota system is being elaborated)
- Objective: quota of 30% for supervisory boards and executive boards of all companies with more than 250 employees by 2016; no sanctions

Belgium (share of women is 10%; a quota system is being elaborated)
- Status quo: only 3 out of 258 board members of the 20 biggest companies are female (2010)
- Planning a quota of 30% on the supervisory boards of listed companies

Denmark (share of women is 18%; no quota system)
• 2000: companies with a majority public shareholding are obliged to adhere to a balanced gender representation

Great Britain (share of women is 13%, no quota system)
• Reason: women would thereby be declared victims of discriminating behaviour by men

Austria (share of women is 9%; no quota system)
• Federal/Regional Law for Equal Treatment, stipulating a quota of 45%; plan to gradually increase said share in semi-public companies: 25% by 2013, 40% by 2018
• there will initially be a voluntary agreement, including an annual progress report; if objective has not been attained by 2013, there will be corresponding amendments to the law on stock corporations and limited liability companies

Switzerland (no quota system)
• When people with equal qualifications apply for the same job, preference will be given to those applicants, whose affiliation group (such as gender or native tongue) is subrepresented in the overall population
4. Preliminary conclusion & recommendation by task force

- The aforementioned European countries opted for different approaches towards establishing equal opportunities – against the backdrop of their various cultures and social conditions

- None of the approaches adopted so far seem to work across the board for all countries

→ There is no one single approach towards sustainably increasing the share of women

Therefore:

- A quota regulation applied across the board to all companies is not appropriate as the companies (e.g. size, industry) and backgrounds vary too much (e.g. share of female graduates specialized in a subject that is much in demand)

- Quotas for women have to be tailored to companies of different sizes and industries
4. Preliminary conclusion & recommendation by task force

- Companies require suitable instruments in order to individually and realistically indicate the degree of their voluntary commitment & their target values regarding the share of women. Varying planning periods have to be taken into account.

- Using a formula and current company figures should facilitate mapping the current share of women and its evolution vis-à-vis its respective company.

- A formula must therefore be practical and applicable with an objective in mind.

- Objective of a formula: “calculating how long it takes to attain a defined share of women” (current share of women in companies – fluctuation rate + restaffing).

**DYNAMIC-GENDER-INDEX ®**
Assessment system to define target figures for voluntary agreements on the share of women in top management.
Dynamic Gender Index (DGI)®:

\[ f_{t+1} = \frac{FA_t - (FQ_{t+1} \cdot FA_t) + (E_{t+1} \cdot BQ^F_{t+1})}{G_t - (FQ_{t+1} \cdot G_t) + (E_{t+1})} \]
5. The BPM’s offers and tools

Starting point for the evaluation system Dynamic Gender Index (DGI)®

1. Current staffing level
   - fluctuation (outgoing staff)
   + hiring staff (incoming staff)
   = Staffing level – new

2. Number of women
   Share of women (f) =
   Total number of employees
5. The BPM’s offers and tools

What is being considered/assessed?

\[ f_{t+1} = \text{share of women within a} \]

- **a** Defined corporate division
- **b** As of a defined date \( t+1 \)

- **a** E.g. managing board, supervisory board, management level 1, until \( x \), all top managers
- **b** E.g. in 12 months, in 2 years, by the year 2015
6. Concepts and measures

- Mentoring program
- Exchange platform for women at local and/or national level and creation of networks
- In-house and external conferences for women
- Development program for women
- Small evening discussion rounds with top managers
- Company workshops (with male participants amongst others)
- Seminars on soft skills (e.g. understanding of power, behavior and so forth)
- Networks
6. Mentoring Program

- Mixed concept
- Duration: 12 - 18 months

Success factors:

- All participants dispose of limited time
- Restricting the contact to telephoning or emails will progressively hollow out personal networks and will not have the desired result

⇒ Recommendation: cooperation in the form of cross-cutting projects or concepts, personal meetings every 6 weeks – after that meetings upon prior consultation

⇒ Some members have experience in this
6. Local and/or national exchange platform for women and creation of networks

Success factors:

• Unattached women/women without children already use to a great extent all kinds of conferences and meetings
• Short meetings e.g. Listen and Lunch → should take place during working hours
• Meetings and networking events should be content-driven
• Option of direct contact must exist, virtual network rather unsuited to women
• Aim of network: networking and mutual support by ambitious women who hold all kinds of functions, are career-minded + interested in management positions (e.g. exchange of know-how and experience, mentoring concept, organization of events, collegial coaching etc.)
→ Example: European Women’s Management Development International Network
6. In-house and external conferences (for women)

• Cooperation with other partners and companies e.g. Victress Initiative or Women & Work as well as ministeries (Global Summit of Women)

Success factors:

• Both men and women participate in these conferences, as there would otherwise be limited chances of success

• More frequent engagement of women as speakers

• Internal networking opportunities can be initiated by visiting specialist congresses on company-relevant topics to promote collective learning
6. Development program for women

- Leadership programs, seminars on rhetorics

- In terms of the development program it may be helpful to resort to the following: courses, links to excellent academies and so forth, reference to recommendable books (e.g. „The Arrogance Principle“)

- Seminar on “Female Leadership”

- Selecting women specifically for development and assessment center(s)

Success factors:

- Talent pool of qualified positions is not fully exploited
6. Development program for women (Page 2 of 2)

- Program for part-time managers/executives

- Targeted recruitment, see DGI (Dynamic Gender Index by BPM®)

- Funding program for master craftswomen part-time program for executives
6. Evening discussion round with top managers (at local/regionalse level)

- Realized with mixed speakers
- Objective: visibility and networking for women

Success factors:

- Alongside good speakers the topics have to be interesting and demonstrate innovation and relevancy
- Invite board members from the respective companies as speakers
- Combination of active input and small discussion group with board members; realization with mixed speakers
- Objective: visibility and networking opportunities for women
6. Company workshop

- Family and profession
- Diversity
- Workshops on demographic change
- Elaboration of a staffing concept
- Succession planning

**Success factors:**
- Participation of different departments and mixed-gender groups is required
6. Seminar on soft skills

Description/Definition:
• Various academies and business schools offer special programs for women as well as individual-/group training sessions for women, e.g. IMD

Success factors:
• Selection tailored to individual needs
• Definition of target prior to respective measure
6. Networking events with future executives

(Page 1 of 2)

Description/definition:

• Professionalization aspects have to be considered

• Distinct lack of professionalization not only restricted to HR world

• BPM could offer basic professionalization options in the form of seminars on soft skills and on fundamental issues (e.g. dealing with power, dilemmas etc.)

• Establishing „regulars‘ table for young female entrepreneurs“

• Employer branding at trade fairs and in presentations at universities e.g. „Girls Day“, retention programs for female students in cooperation with universities
6. Networking events with future executives

- Participation in MINT initiatives (= initiative to attract girls to so-called MINT-professions → Mathematics, IT, Natural Sciences, Technology)

- Pro Technicale → cooperation with the BMBF (Federal ministry for education and research)

- Cooperation with the associations of the respective industries to increase the share of female apprentices

Success factors:

- Women are explicitly recruited and contacted
6. Communication in companies  

**Personal communication:**

- Integration of top managers
- Integration of all managers
- Female role models as guest speakers
- Parents’ evenings → invitation of employees’ daughters, presentation of female role models and respective job contents

**Impersonal forms of communication:**

- Internet and intranet
- Company and image flyer
- All-women committee serving as a source of inspiration, multiplier and catalyst
- Questions and results in the context of employee surveys and/or cultural analyses
- External certifications and periodicals
- Employee magazines
6. Communication in companies (page 2 of 3)

• Include an increased share of women in the all-women’s committee’s target agreement

• Clear communication and reiteration of the economic advantages of a significantly higher share of women in the workforce and particularly in management positions

• Greater focus on presence culture

• Communication of a new understanding of management (e.g. part-time management/reduced full-time; teleworking pilot project; ONE article on fathers who take paternity leave), positive remuneration culture for the compatibility of work and family, in particular in manufacturing industries

• Overcoming a „fear of losing control“ and overcoming the attitude of „this won’t work for us“ with regard to flexible working hours and flexible workspace through implementing a targeted internal communication (e.g. ONE article on best-practice organization for managers working part-time), new understanding of management principles (result-driven instead of target-focused, efficiency instead of presence culture)
6. Communication in companies (Page 3 of 3)

- Integration of gender-related aspects into existing training & development programs for managers; so-called awareness sessions/diversity workshops für managers (“Encouraging Female Talent”)
- Crystallize female „role models“
- The role model function of women in managerial positions is considered crucial/important, on a par with the communication of „best-practice examples“
- Compile and communicate best-practice examples, increasing the visibility of employees with children who are „moving up the career ladder“ as well as role models – men and women – who serve as positive examples for the compatibility of family and career (e.g. part-time managers/reduced full-time managers)
6. Organizational intervention measures

- Introduction of clearly structured open recruiting and promotion paths
- Openly advertise vacancies; clearly define job profiles and how the required skills translate into concrete behavior
  → reduces the impact of old-boys’ networks and stereotypes
- Introduce performance and competency tests for selection purposes

Provide training for decision-makers
- Clearly define required skills and competencies
- Differentiate must-have skills from nice-to-have
- Learn to differentiate between pure observation and emitting judgments (gender bias)
  → tedious and lengthy process of self-reflection

Allocate challenging tasks to women
- Women should be granted (risk-neutral) chances, to demonstrate their (leadership) potential
  → they are very often given less challenging tasks and only when prospects of success are small
6. General framework

• In-house day care facilities for children with a defined number of places reserved for staff
• Holiday program for children
• Option to take a sabbatical
• Option to take time out to look after sick relatives or for other reasons
• Mobility services for secondments abroad
• Family days
• Open days for family relatives; staff party, factory tours etc.
• Flexible work hours and career patterns

Combining family and work continues to be a challenge

• Flexible work hours and work stations
• Flexible career opportunities
• Options to re-enter the workplace
6. Interesting networks and links

- FIM ➔ Frauen im Management (women in management)
- VDU ➔ Verband deutscher Unternehmerinnen (association of female entrepreneurs in Germany)
- Deutscher Juristinnenbund (German association of female lawyers)
- BPW ➔ Business and Professional Women
- European Women’s Management Development International Network

Links
- www.fim.de
- www.vdu.de
- www.djb.de
- www.bpw-germany.de
- www.ewmd.org
- www.beruf-und-familie.de
- www.genderdax.de
Thank you for your attention