

Poder, ¿cuestión de género?

Valencia, 10 febrero 2015

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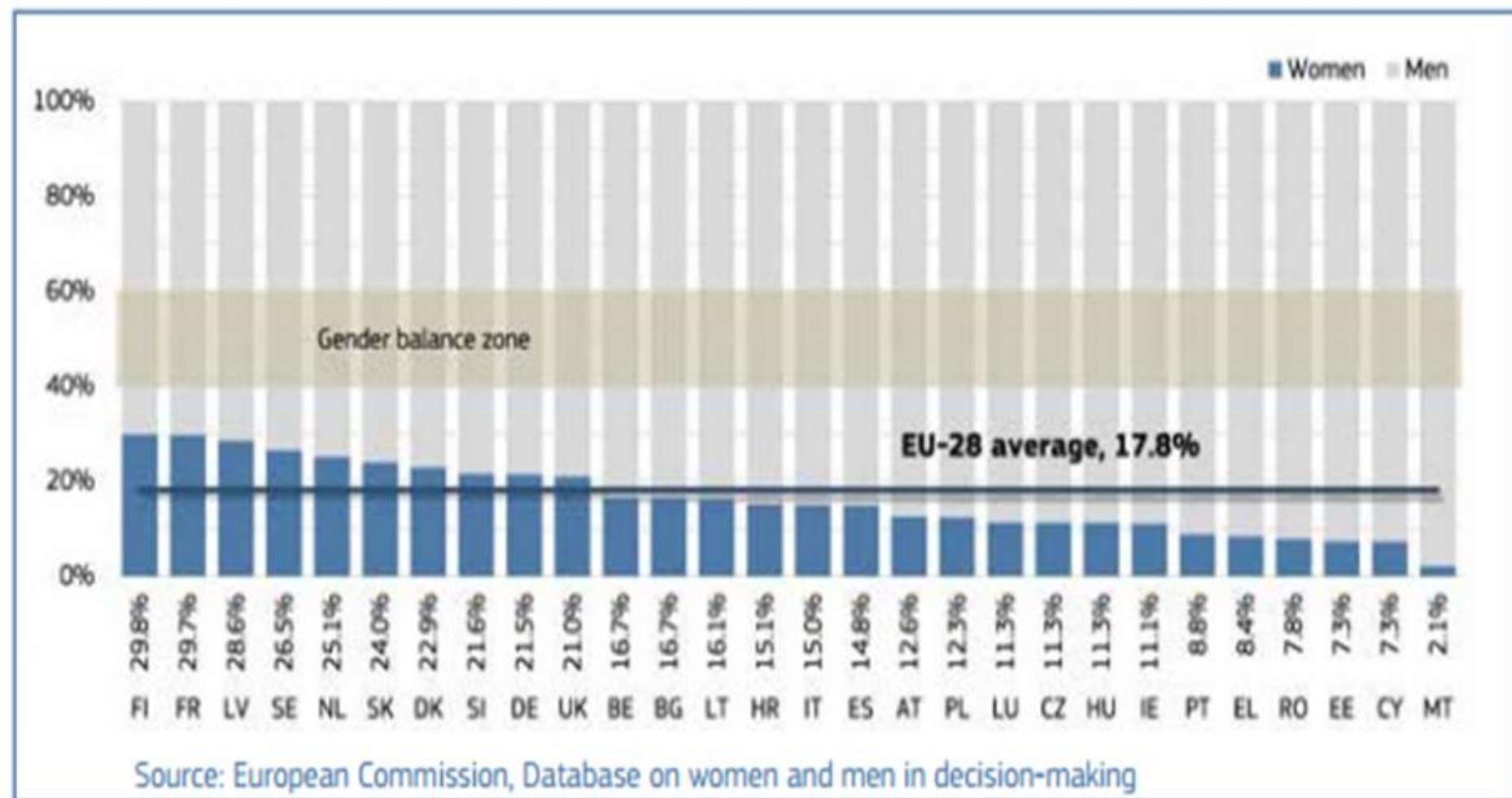
Women on company boards

Low numbers of women in boards tend to translate in low levels of gender diversity of companies' boards.

The economic importance of gender diversity in corporate boards

Studies from various countries show that companies with a higher share of women at top levels deliver strong organisational and financial performance.

Representation of women and men on the boards of large listed companies in the EU, October 2013



1 http://ec.europa.eu/justice/newsroom/gender-equality/opinion/files/120528/women_on_board_progress_report_en.pdf

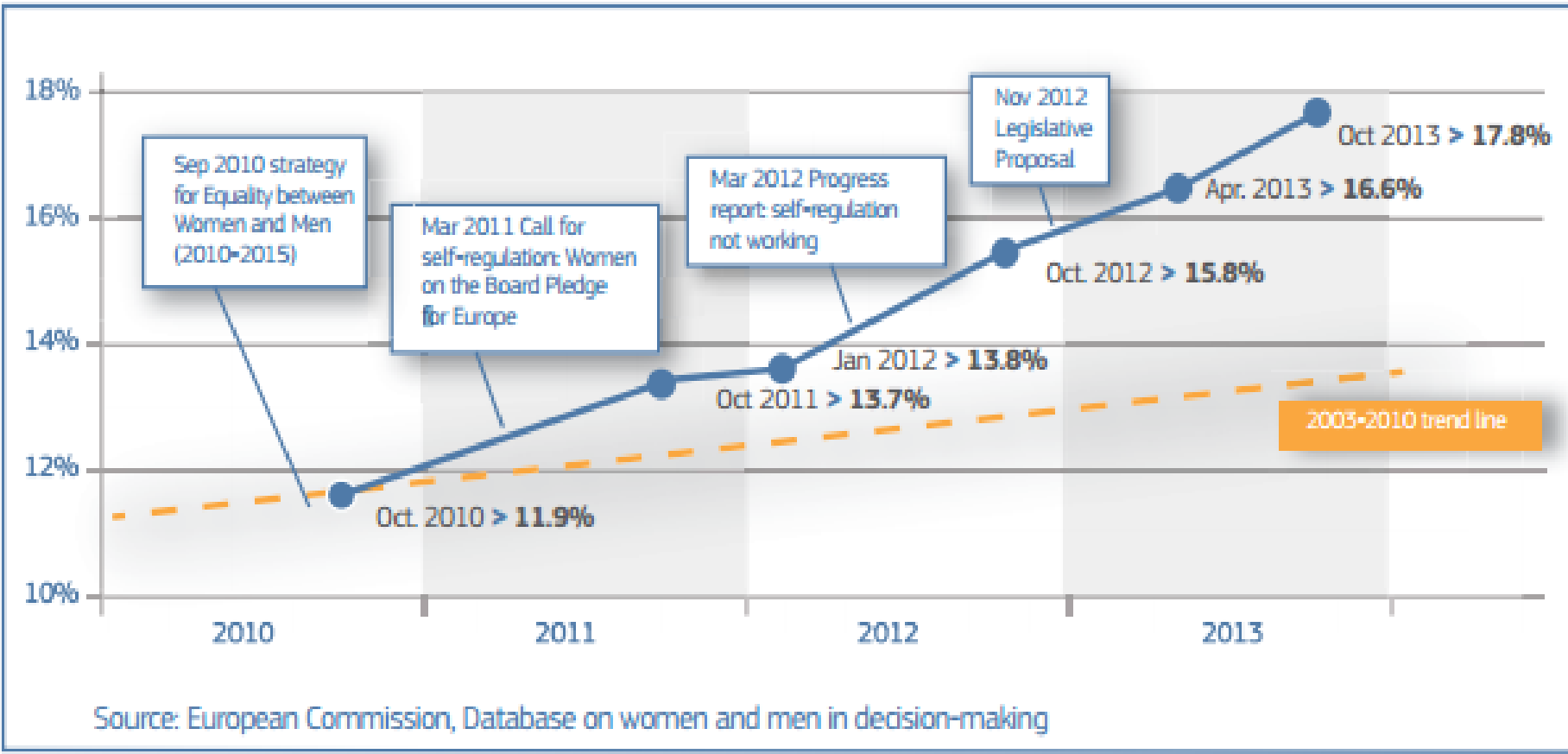
2 The data, collected in October 2013, cover 610 of the largest publicly listed companies from the 28 Member States of the EU.

Information is available at: http://ec.europa.eu/justice/gender-equality/gender-decision-making/database/business-finance/index_en.htm

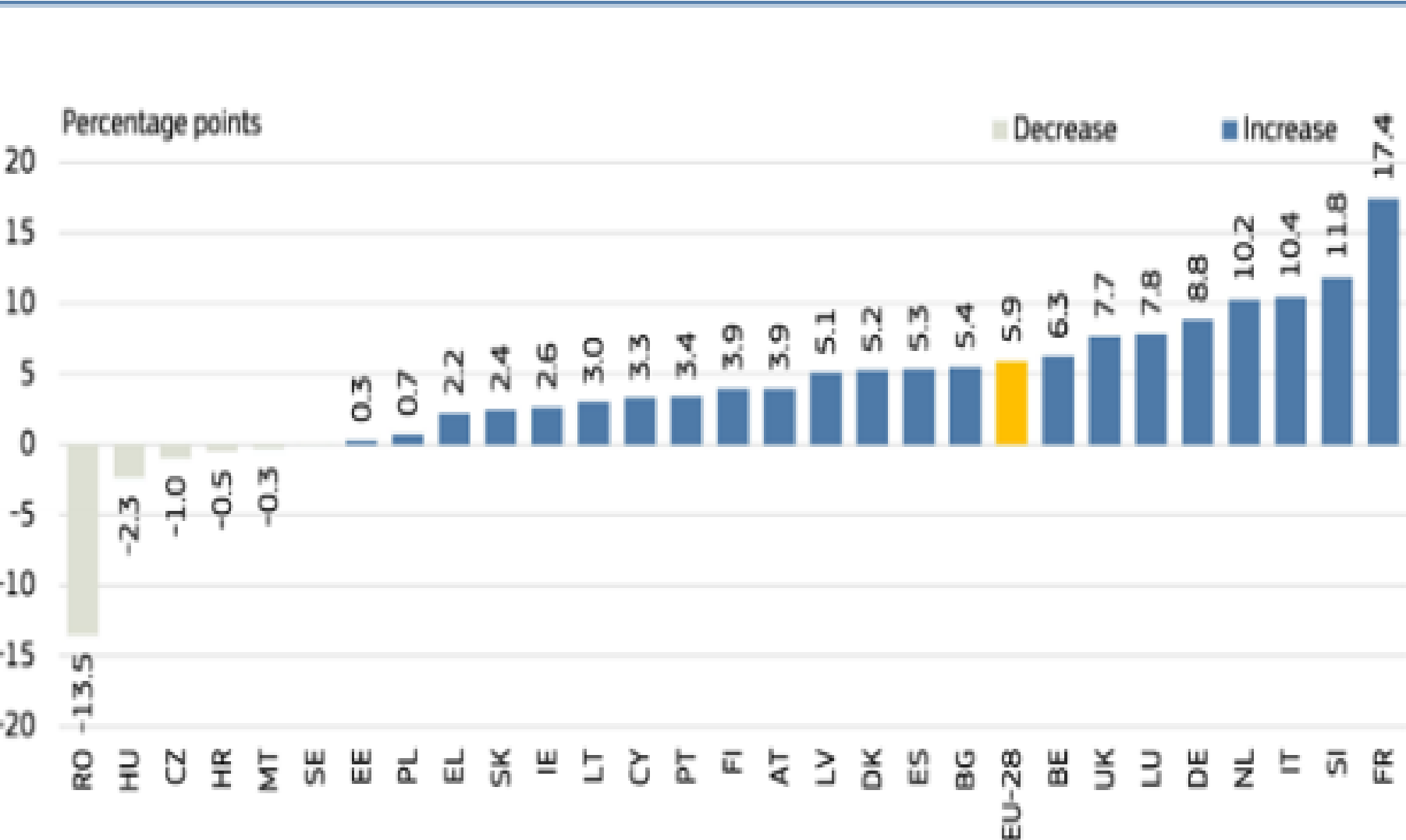
Change in the share of women CEOs, EU-28, October 2011 - October 2013



Representation of women and men on the boards of large listed companies in the EU, October 2003 – October 2013

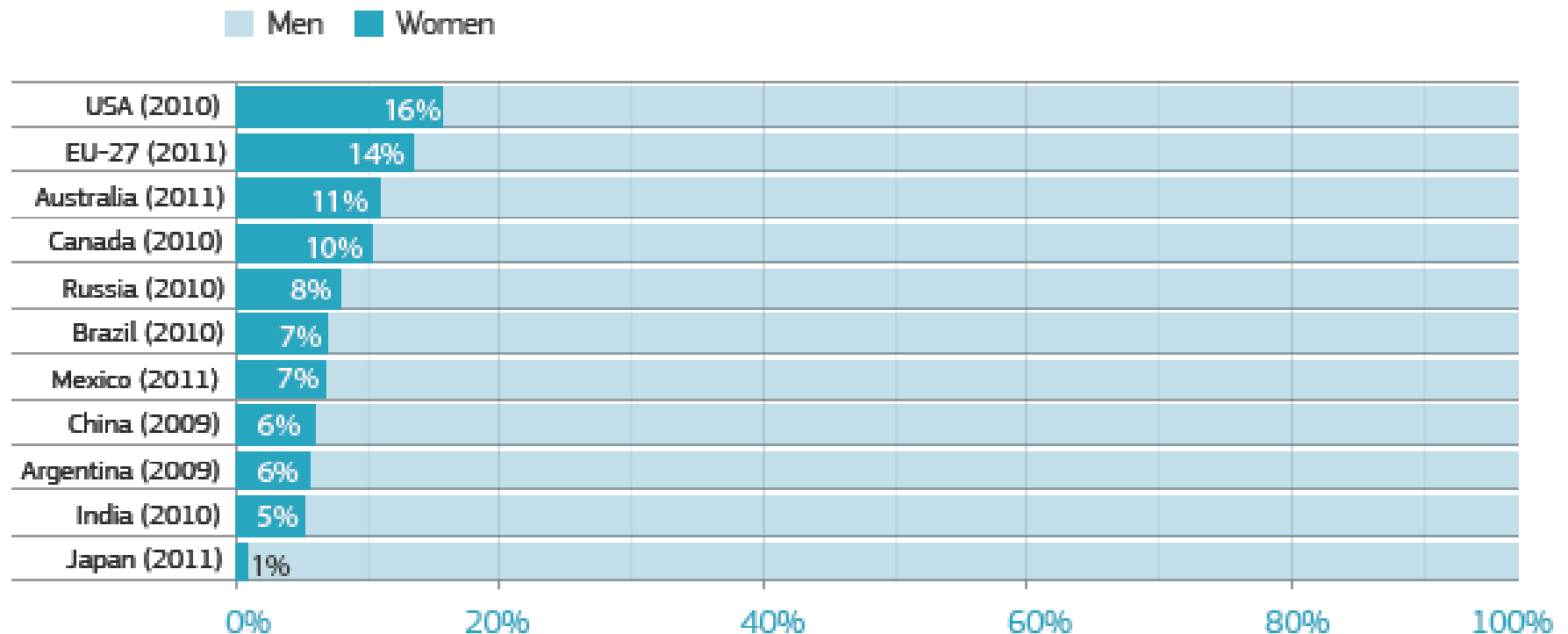


Change in the share of women on boards, EU-28, October 2010 - October 2013



Source: European Commission, Database on women and men in decision-making

Figure 5 – Representation of men and women on the boards of large companies in EU’s major trading partners



Sources: Catalyst (USA and Canada), European Commission Database on women and men in decision-making (EU-27), Australian Boardroom Diversity Index (Australia), “Women Matter” Report McKinsey & Company (Russia, Brazil, and China), GMI Ratings (Mexico, and Japan), academic thesis “An economic analysis of the impact of women’s quota in Argentina’s corporate boards” by Gabriela Colombo (Argentina), Cranfield University (India).

Note: data are not fully comparable between countries as they derive from different sources with different coverage and reference years.

Conclusions

- Progress continues to be very limited.
- The overall trend does not show significant improvement.
- The EU cannot afford to permit systematic gender imbalance at the top level of economic decision-making any longer.

EUROPE: QUOTA LEGISLATION

COUNTRY	LAW	RULE	TIMING	OBSERVATIONS
Belgium	Act 28 July 2011	30% women	2019	Publicity-listed & state-owned companies
France	27 January 2011		2017	
Italy	120 of 12 July 2011		2015	
The Netherlands	1 January 2016	30%	ASAP	Value of company's assets
Spain	2007	40%	2015	Public contract with the Administration
Germany		30%	2013	

EUROPE: GENDER BALANCE ON BOARDS OF STATE – OWNED COMPANIES

COUNTRY	LAW	RULE	TIMING	OBSERVATIONS
Denmark	Section 11 of the Danish			Equal gender balance
Finland		Equitable proportion of both women and men,		Public administration bodies exercising public authority
Greece	Gender Equality Act53 imposes a one third quota			Companies fully or partially state-controlled.
Austria	March 2011	25 % women	31 December 2018	
Slovenia	government representatives in public enterprises and other entities of public law,	40 %	2004	state-owned enterprises

Source: Women in economic decision-making in the EU: Progress report

Gender Diversity Data for European Boards 2012

The great majority of European boards now include at least one woman board member – yet the overall proportion of women on boards is still small.

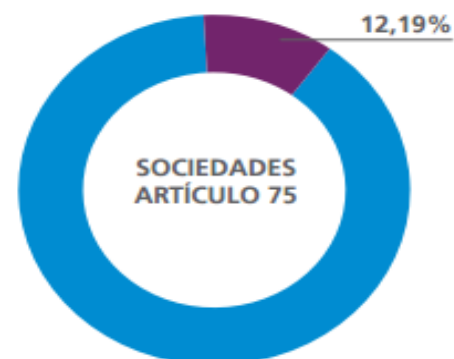
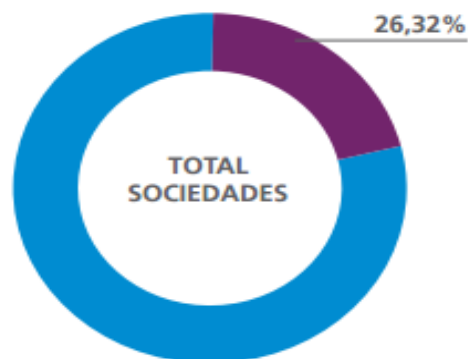
	Companies	Companies with women board members	% Boards With Women board members	Board positions	Women	Men	% Board positions held by women
Austria	6	5	83.3%	112	9	103	8.0%
Belgium	8	6	75.0%	105	14	91	13.3%
Denmark	8	8	100.0%	106	18	88	17.0%
Finland	8	8	100.0%	70	19	51	27.1%
France	55	55	100.0%	797	163	634	20.5%
Germany	41	36	87.8%	906	116	790	12.8%
Greece	6	4	66.7%	77	8	69	10.4%
Italy	15	10	66.7%	202	17	185	8.4%
Luxembourg	8	4	50.0%	98	6	92	6.1%
Netherlands	25	17	68.0%	272	34	238	12.5%
Norway	7	7	100.0%	66	24	42	36.4%
Portugal	6	3	50.0%	106	5	101	4.7%
Republic of Ireland	12	9	75.0%	140	18	122	12.9%
Spain	15	12	80.0%	212	25	187	11.8%
Sweden	25	25	100.0%	301	74	227	24.6%
Switzerland	34	26	76.5%	352	41	311	11.6%
United Kingdom	74	70	94.6%	829	151	678	18.2%
Europe Overall	353	305	86.4%	4751	742	4009	15.6%
2010 survey	340	268	79.0%	4875	593	4282	12.2%

INFORMA (FEBRERO 2014)

Sociedades con >40% mujeres	Sociedades	%
Total Sociedades	283.735	26,32%
Sociedades Plan de Igualdad	284	10,41%
Artículo 75	2.053	12,19%

Total Sociedades	Sociedades	%
Total Sociedades	1.077.840	100,00%
Sociedades Plan de Igualdad	2.728	0,25%
Artículo 75	16.836	1,56%

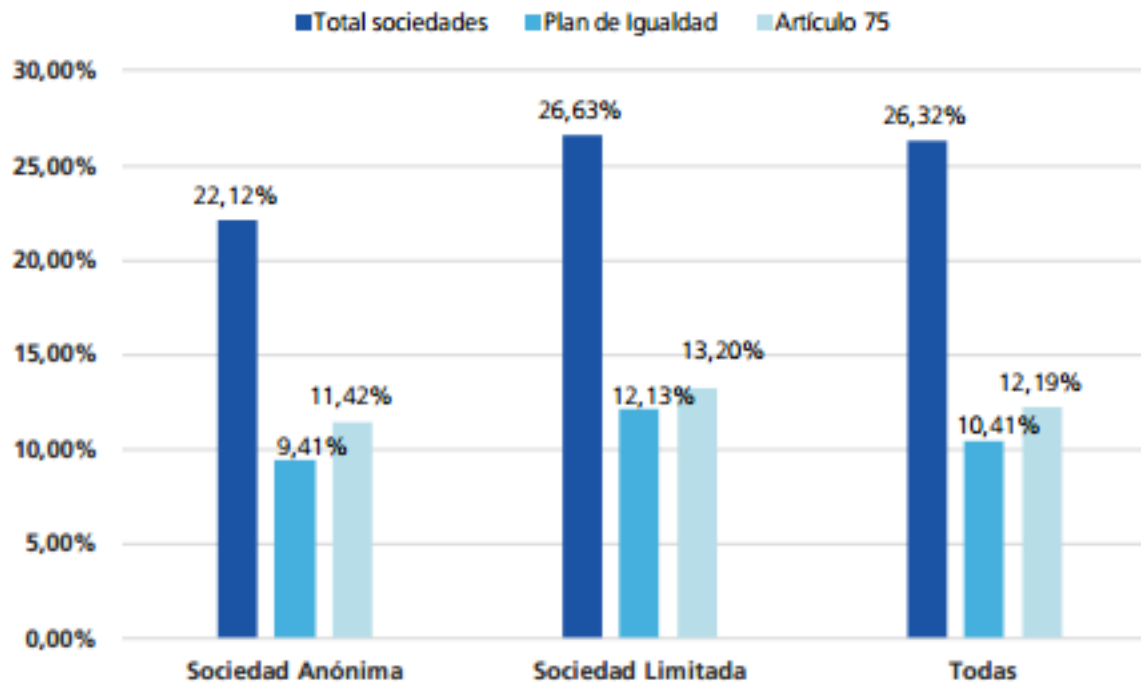
SOCIEDADES CON % DE MUJERES EN SU CONSEJO DE ADMINISTRACIÓN MAYOR AL 40%



FORMA JURÍDICA

Empresas con >40% mujeres	Sociedad Anónima	Sociedad Limitada	Todas
Total sociedades	22,12%	26,63%	26,32%
Plan de Igualdad	9,41%	12,13%	10,41%
Artículo 75	11,42%	13,20%	12,19%

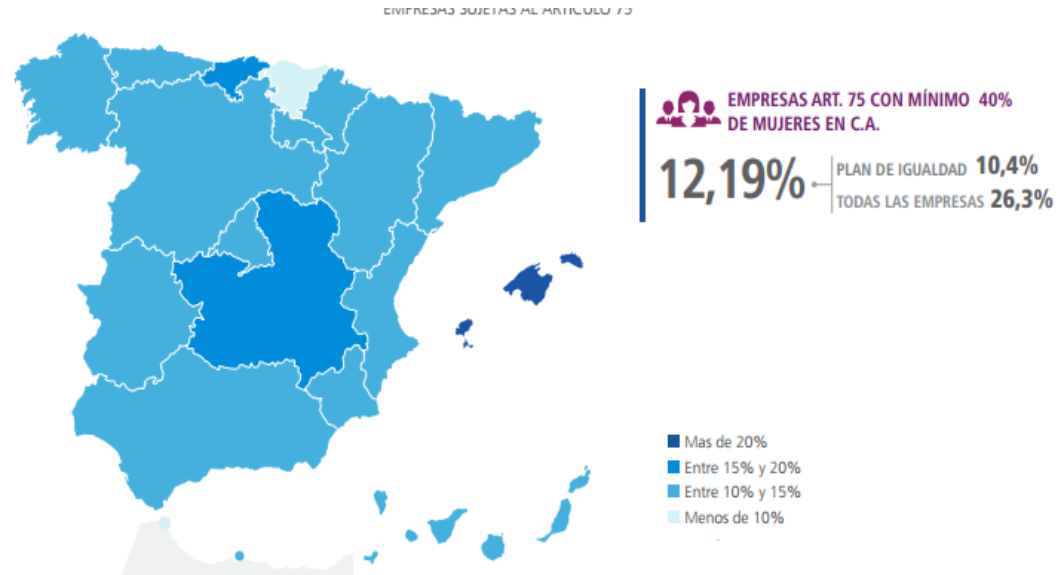
EMPRESAS CON >40% MUJER. FORMA JURÍDICA



Localización geográfica

Sociedades con >40% de Mujeres

Comunidad Autónoma	Total empresas	Plan de Igualdad	Art. 75
Andalucía	24,48%	15,46%	14,01%
Aragón	26,16%	8,96%	13,62%
Asturias	28,84%	12,50%	13,89%
Cantabria	27,59%	14,29%	18,75%
Castilla-La Mancha	23,57%	10,26%	16,49%
Castilla-León	26,65%	6,67%	12,65%
Cataluña	27,14%	8,39%	11,29%
Ciudad autónoma de Ceuta	19,95%	-	6,67%
Ciudad autónoma de Melilla	18,83%	-	14,29%
Comunidad Valenciana	24,57%	9,60%	11,48%
Extremadura	20,90%	11,11%	13,86%
Galicia	29,11%	12,82%	12,95%
Islas Baleares	26,46%	27,78%	25,44%
Islas Canarias	27,88%	16,09%	13,47%
La rioja	26,78%	12,50%	12,50%
Madrid	28,31%	9,82%	11,63%
Murcia	22,24%	12,90%	13,35%
Navarra	26,25%	4,88%	10,18%
Pais Vasco	25,26%	6,67%	8,79%
TOTAL	26,32%	10,41%	12,19%



Sector de Actividad

Sector de Actividad	Total Empresas	Plan de Igualdad	Art. 75
Educación	41,13%	14,81%	18,58%
Sanidad	40,24%	9,93%	10,84%
Actividades Inmobiliarias	35,90%	12,50%	13,54%
Otros Servicios	35,41%	15,63%	14,41%
Hostelería	29,63%	20,36%	19,54%
Servicios empresariales	27,80%	12,52%	9,29%
Comercio	27,49%	11,90%	14,02%
Intermediación financiera	26,49%	5,21%	9,01%
Agricultura e industrias extractivas	25,86%	7,84%	13,76%
Industria Manufacturera	21,53%	8,24%	11,54%
Construcción	20,44%	3,62%	9,52%
Transportes y Comunicaciones	20,08%	7,35%	10,41%
Energía	16,30%	12,05%	11,76%
Total	26,32%	10,41%	12,19%

Tamaño de empresa

Total empresas	Sociedades con Admin. Único		Sociedades con mas de un admin.	
Tamaño	Admin. Mujer	Admin. Hombre ³	Mas de 40% mujeres	Menos 40% mujeres
Micro	23,37%	72,86%	38,33%	61,67%
Pequeña	16,55%	77,82%	27,58%	72,42%
Mediana	11,82%	69,46%	16,80%	83,20%
Grande (Plan de igualdad)	7,38%	59,49%	11,39%	88,61%
Total	22,80%	73,17%	36,00%	64,00%

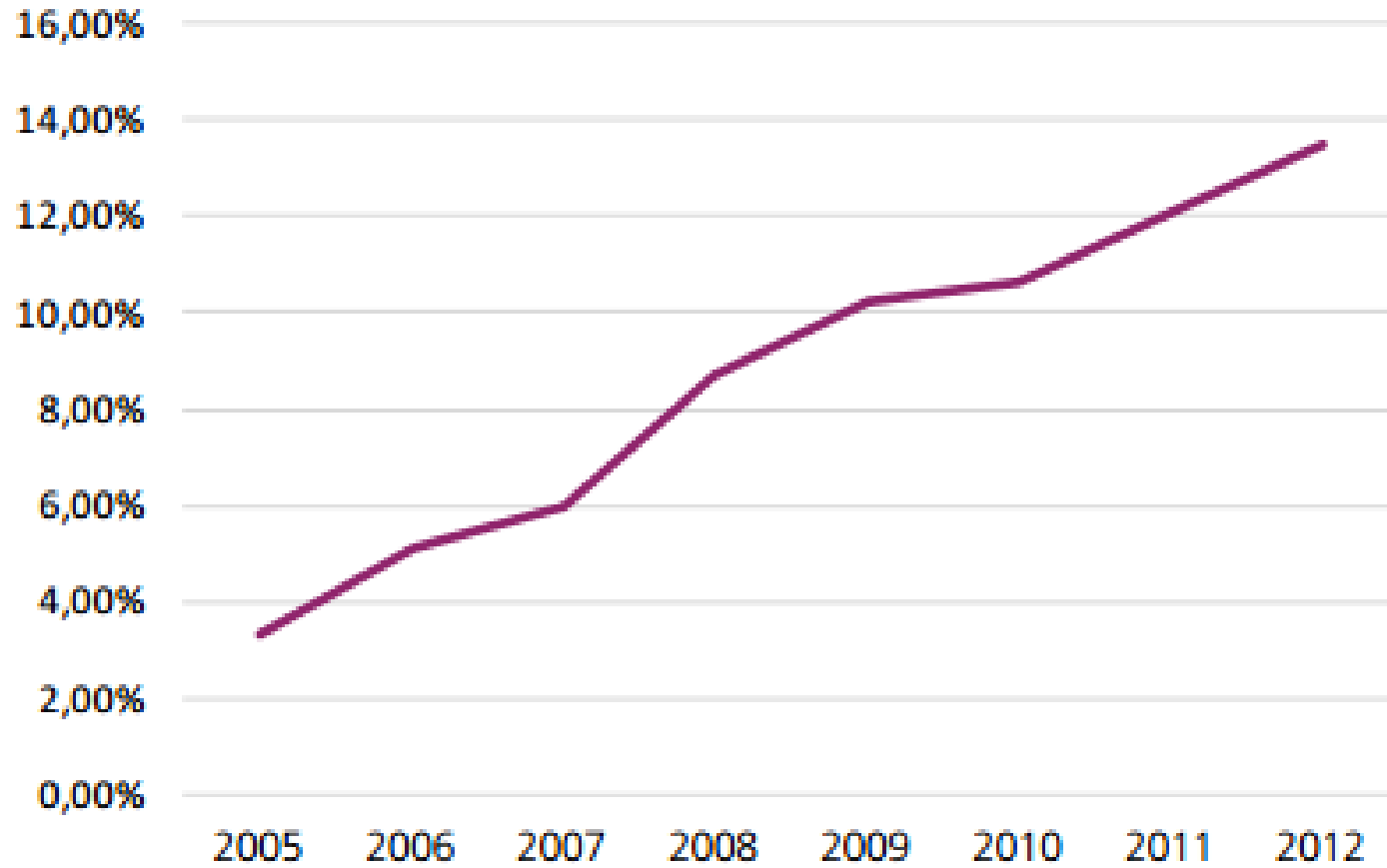
Artículo 75	Sociedades con Admin. Único		Sociedades con mas de un admin.	
Tamaño	Admin. Mujer	Admin. Hombre ³	Mas de 40% mujeres	Menos 40% mujeres
Micro	11,37%	62,17%	13,56%	86,44%
Pequeña	8,86%	69,12%	16,32%	83,68%
Mediana	6,86%	63,56%	13,75%	86,25%
Grande (Plan de igualdad)	5,21%	57,29%	10,58%	89,42%
Total	7,95%	64,92%	14,08%	85,92%

Empresas del Ibex

	Consejeras	%
2005	17	3,30%
2006	26	5,10%
2007	30	6,00%
2008	44	8,70%
2009	50	10,20%
2010	53	10,60%
2011	61	12,10%
2012	66	13,50%

Fuente: CNMV

EVOLUCIÓN DE LAS MUJERES CONSEJERAS EN LAS EMPRESAS DEL IBEX



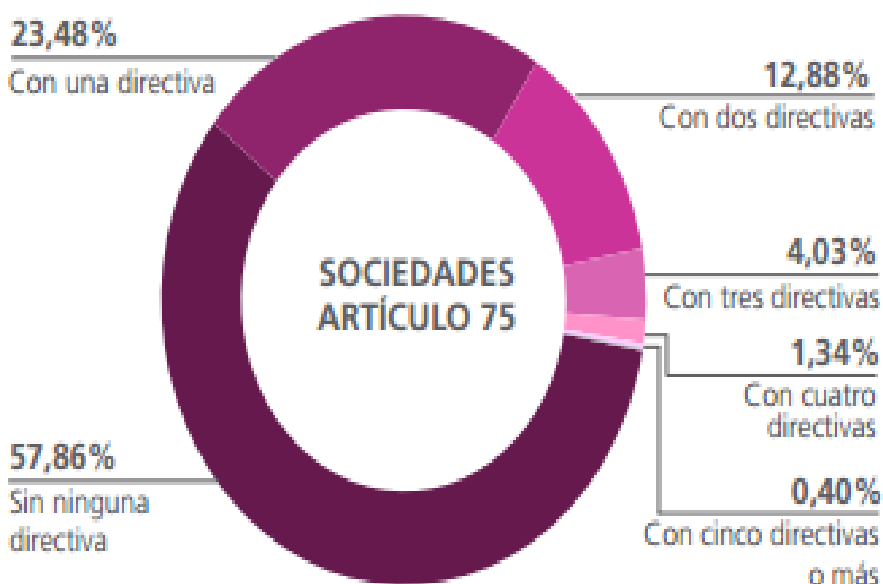
Mujeres Directivas

PRESENCIA DE MUJERES EN CARGOS FUNCIONALES

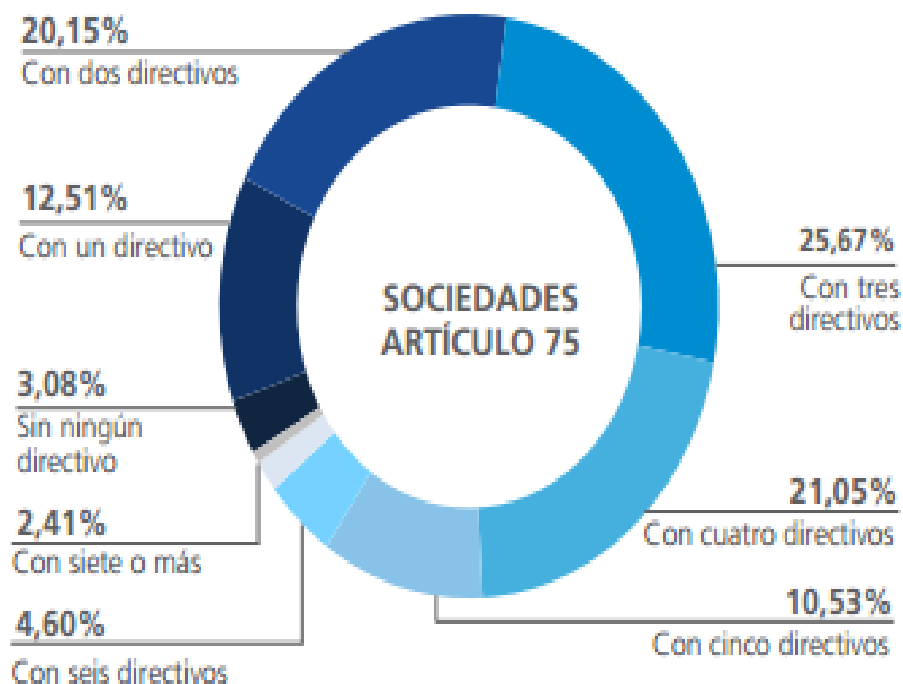
Numero de cargos Funcionales	Total Sociedades	Plan Igualdad	Articulo 75
Sin ninguna directiva	68,20%	53,09%	57,86%
Con una directiva	14,96%	28,24%	23,48%
Con dos directivas	9,90%	13,64%	12,88%
Con tres directivas	4,66%	3,77%	4,03%
Con cuatro directivas	1,86%	1,07%	1,34%
Con cinco directivas	0,32%	0,19%	0,29%
Con seis directivas	0,08%	0,00%	0,08%
Con siete directivas	0,01%	0,00%	0,02%
Con ocho directivas o más	0,00%	0,00%	0,01%
Total	100,00%	100,00%	100,00%

Mujeres Directivas

PRESENCIA DE MUJERES DIRECTIVAS



PRESENCIA DE HOMBRES DIRECTIVOS



Anexos.

Artículo 75 de la LOIMH: “Las sociedades obligadas a presentar cuenta de pérdidas y ganancias no abreviada procuran incluir en su Consejo de Administración un número de mujeres que permita alcanzar una presencia equilibrada de mujeres y hombres en un plazo de ocho años a partir de la entrada en vigor de esta Ley” Disposición Adicional Primera.

Presencia equilibrada “A los efectos de esta ley, se entenderá por composición equilibrada la presencia de las mujeres y hombres de forma que, en el conjunto a que se refiera, las personas de cada sexo no superen el 60% ni sean menos del 40%.”

Código de Buen Gobierno

Diversidad de género: Lograr una adecuada diversidad de género en los Consejos de Administración no constituye sólo un desafío en el plano de la ética, de la política y de la “responsabilidad social corporativa”; es también un objetivo de eficiencia que las sociedades cotizadas deben plantearse, al menos a medio plazo.

Board Diversity

Although male and female directors are remarkably aligned in their outlooks on many economic and policy questions, they continue to diverge sharply on the issue of gender diversity at the board level.

51%

WOMEN

25%

MEN

Agree that quotas are an effective tool for
increasing diversity in the boardroom

39%

WOMEN

18%

MEN

Support the use of quotas

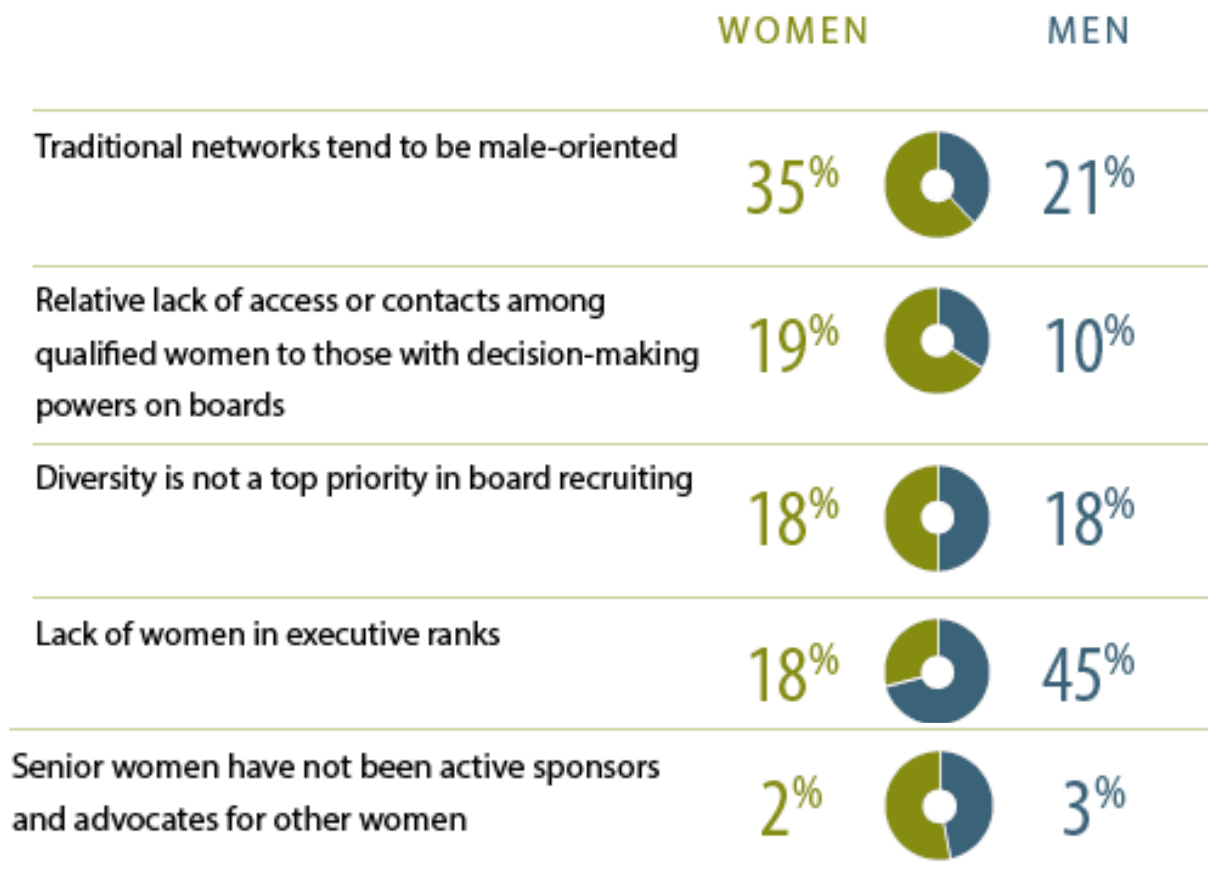
2.2 Top 2012 political issues most relevant in role as corporate director

	WOMEN	MEN
Unemployment / The economy	71%	69%
Healthcare costs	30%	20%
Education	25%	24%
Corporate tax rates	25%	26%
Energy costs	22%	31%
Immigration policy	7%	7%
Equal rights for women	6%	2%

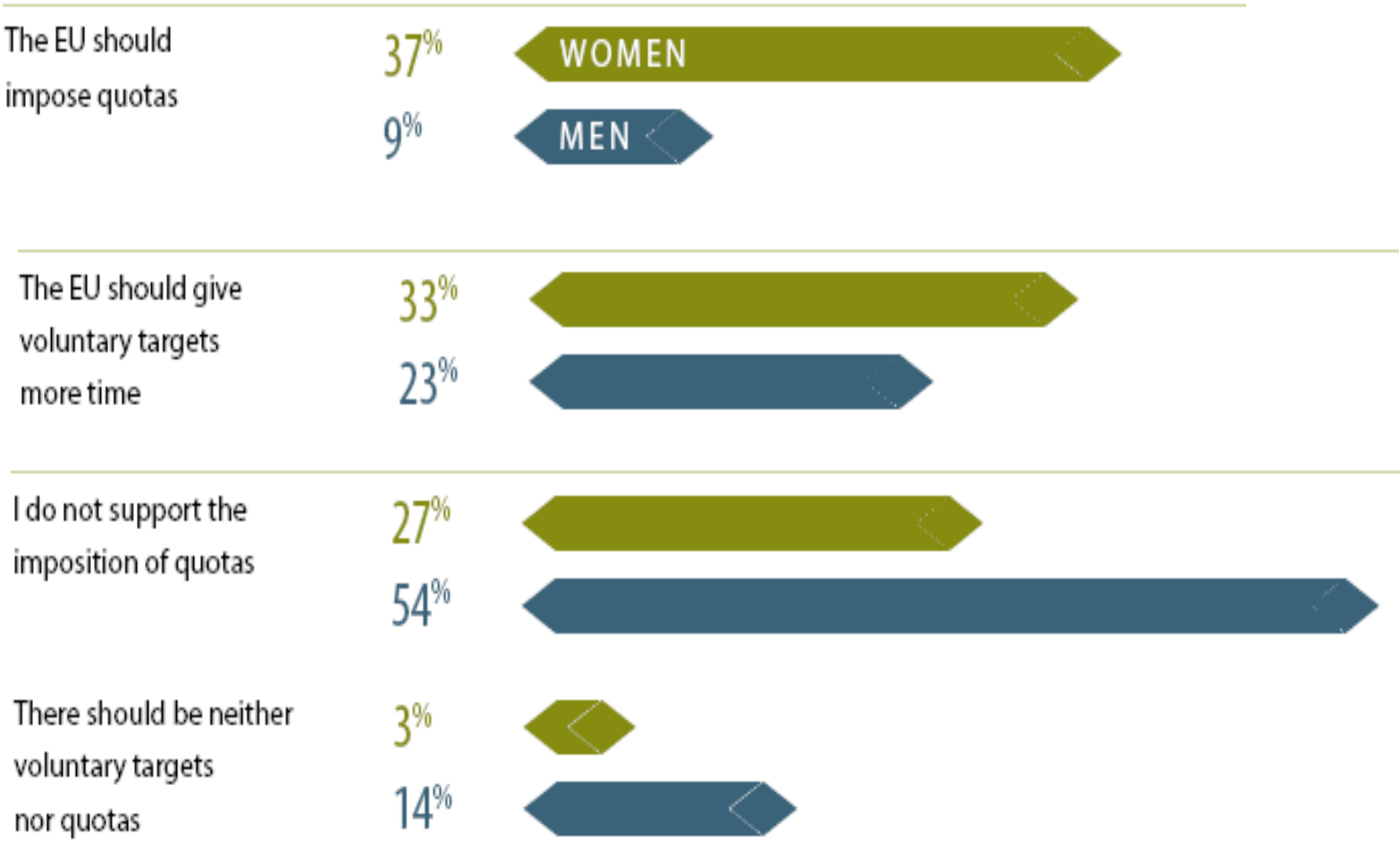
What are the biggest challenges to this company in achieving its strategic objectives?

	WOMEN	MEN
Regulatory environment	42%	45%
Attracting and retaining top talent	41%	43%
Innovation	27%	32%
Technology trends	20%	20%

Primary reason that the percentage of women on boards is not increasing



Should the European Union introduce mandatory quotas for the number of women on company boards?



Areas of expertise missing on this board

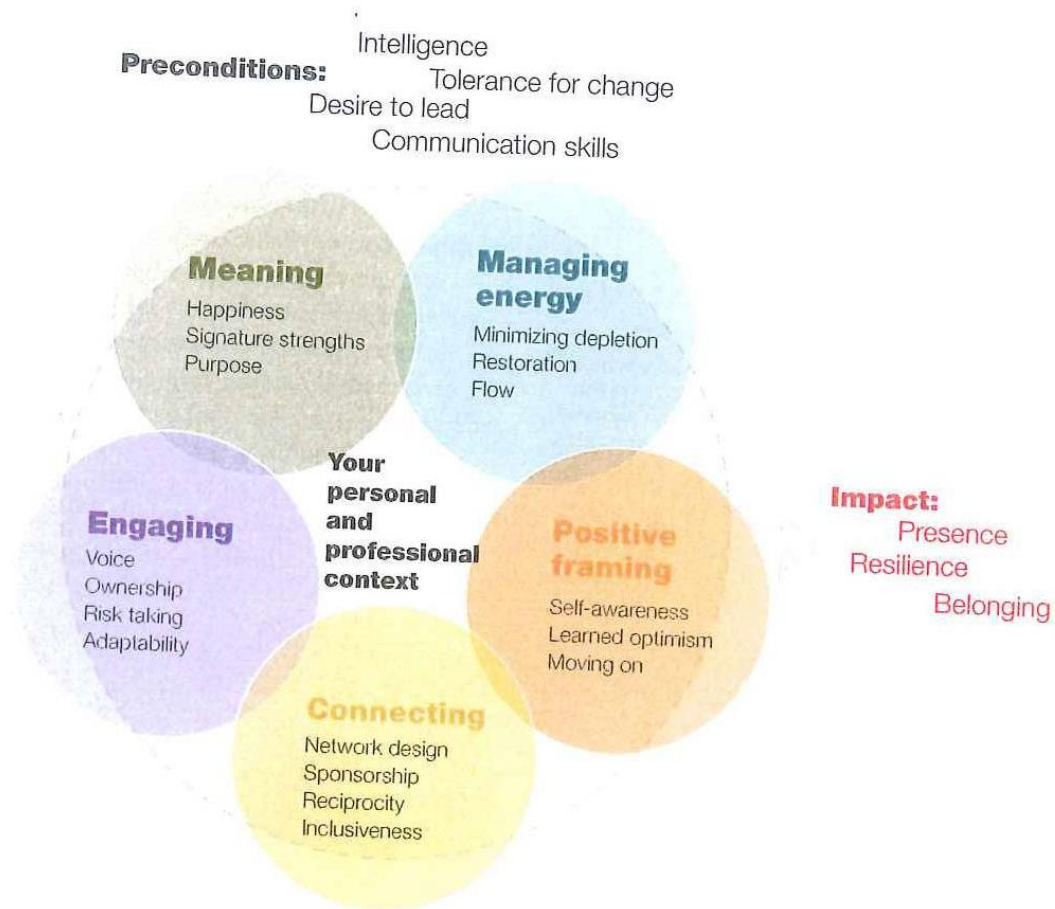


Diversity Insight Women at KPMG: An Opportunity

Few topics have recently received more comment or been so studied than *gender diversity*, the difficulties in promoting it, and the possible remedies in overcoming obstacles to achieving it. Despite this, however, there has been little progress made.

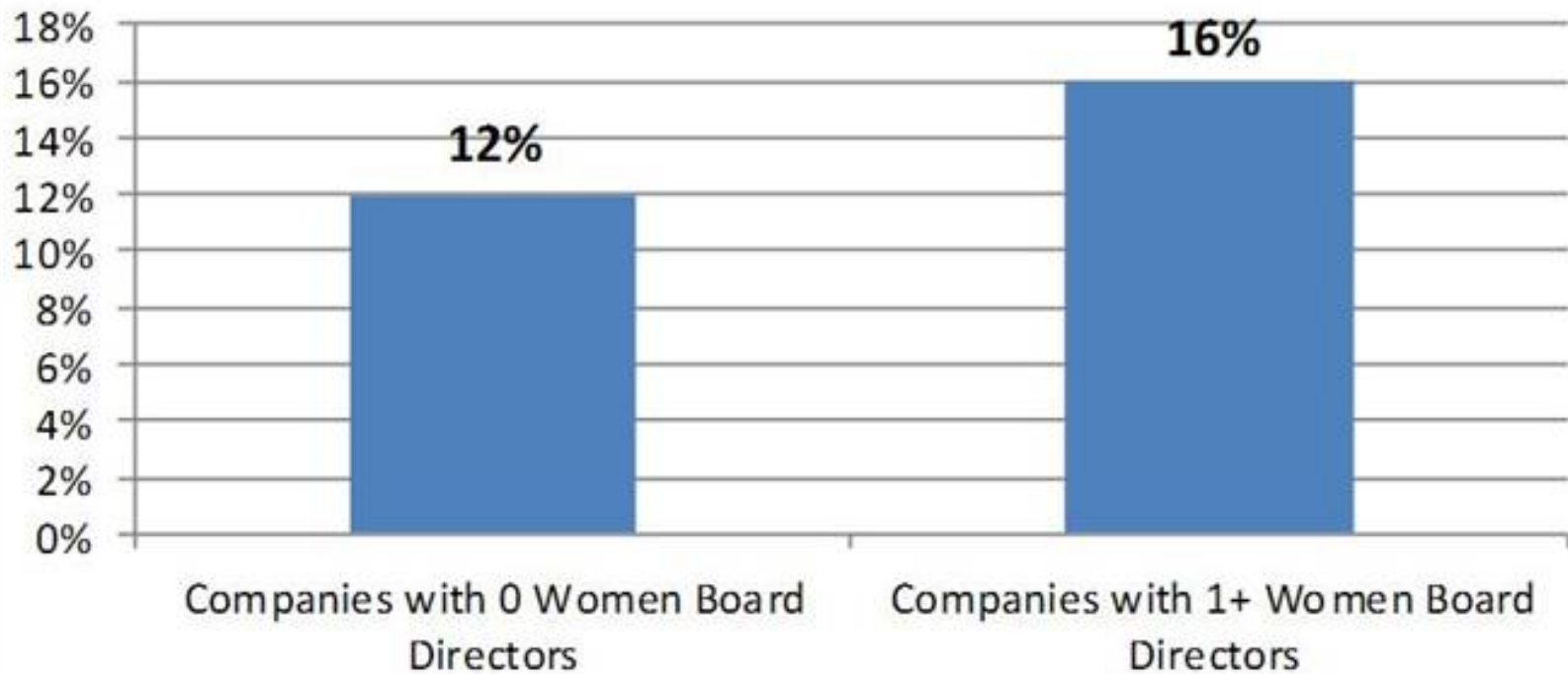
A study by the UK's London Business School into gender and innovation concluded that the most innovative teams were those which were 50:50 women and men, and having greater diversity results in increased creativity and innovation.

Five dimensions of leadership



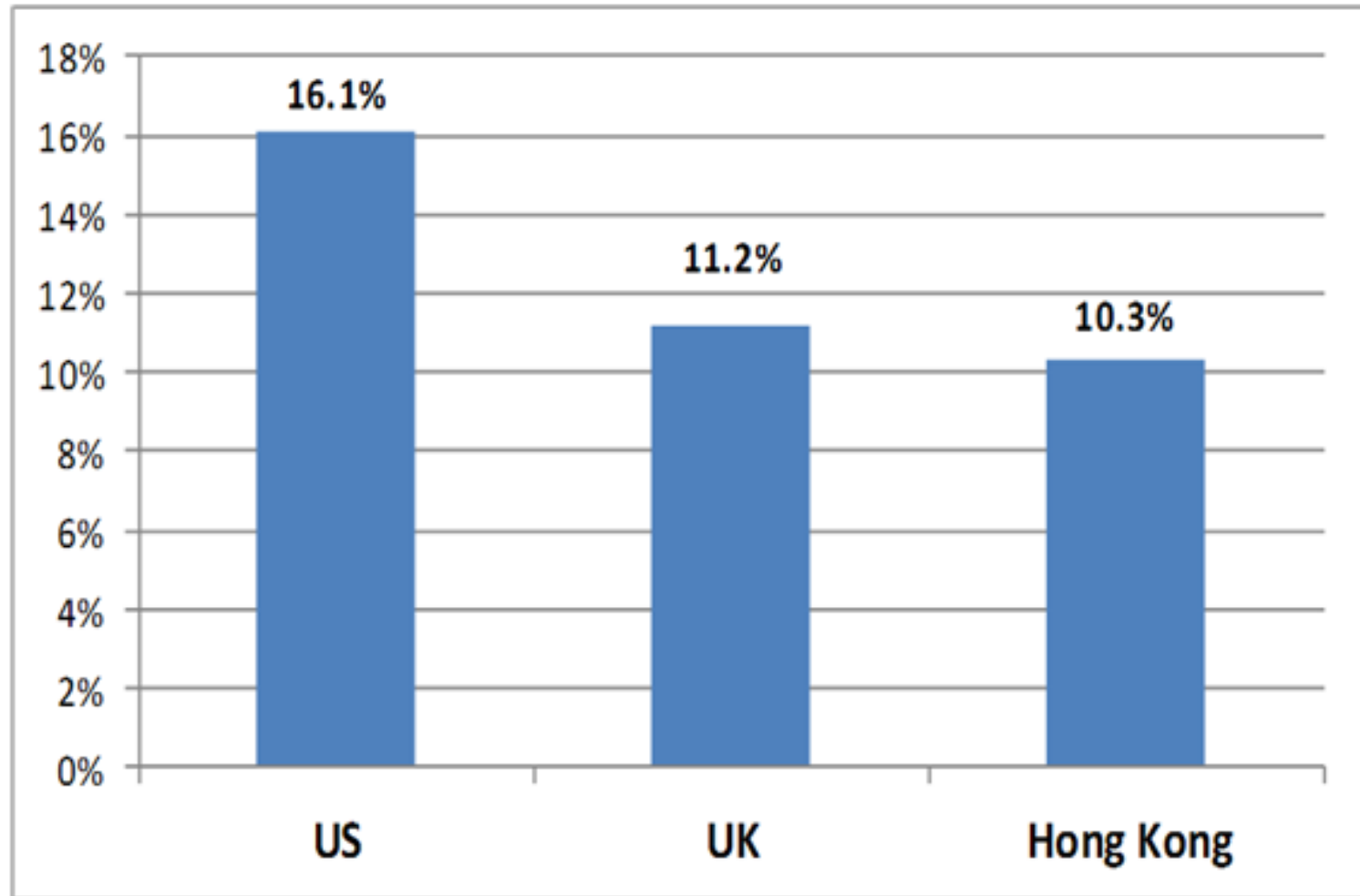
Source: Mckinsey

Return on Equity from 2006-2011 for Companies with 0 Women Directors and with 1+ Women Directors



Source: *Bloomberg*, 7/31/12

Women Board Directors of US Fortune 500, UK's FTSE 250, and Hong Kong Stock Exchange-listed Companies (1,518)



Source: Catalyst

Personal characteristics of Directors

1. decision making
2. communication
3. interaction with others
4. analysis and the use of information
5. strategic perception
6. achievement of results (business competence)
7. courage /strength of character
8. common sense
9. perseverance
10. diplomacy / tacts
11. wisdom
12. intellect

A well-balanced *Board of directors* mixes

- personal characteristics
- special knowledge and experience
- executive directors / non-executive directors
- directors' roles

Directors' personal attributes

1. Decision making

- *Critical faculty*
- *Decisiveness*
- *Judgement*

2. Communication

- *Listening skills*
- *Openness*
- *Presentation skills*
- *Responsiveness*
- *Verbal fluency*
- *Written communication skills*

3. Interaction with others

- *Confidence*
- *Coordination skills*
- *Flexibility*
- *Integrity*
- *Learning ability*
- *Motivation*
- *Persuasiveness*
- *Presence*
- *Sensibility*

4. Analysis and the use of information

- *Consciousness of detail*
- *Eclecticism*
- *Numeracy*
- *Problem recognition*

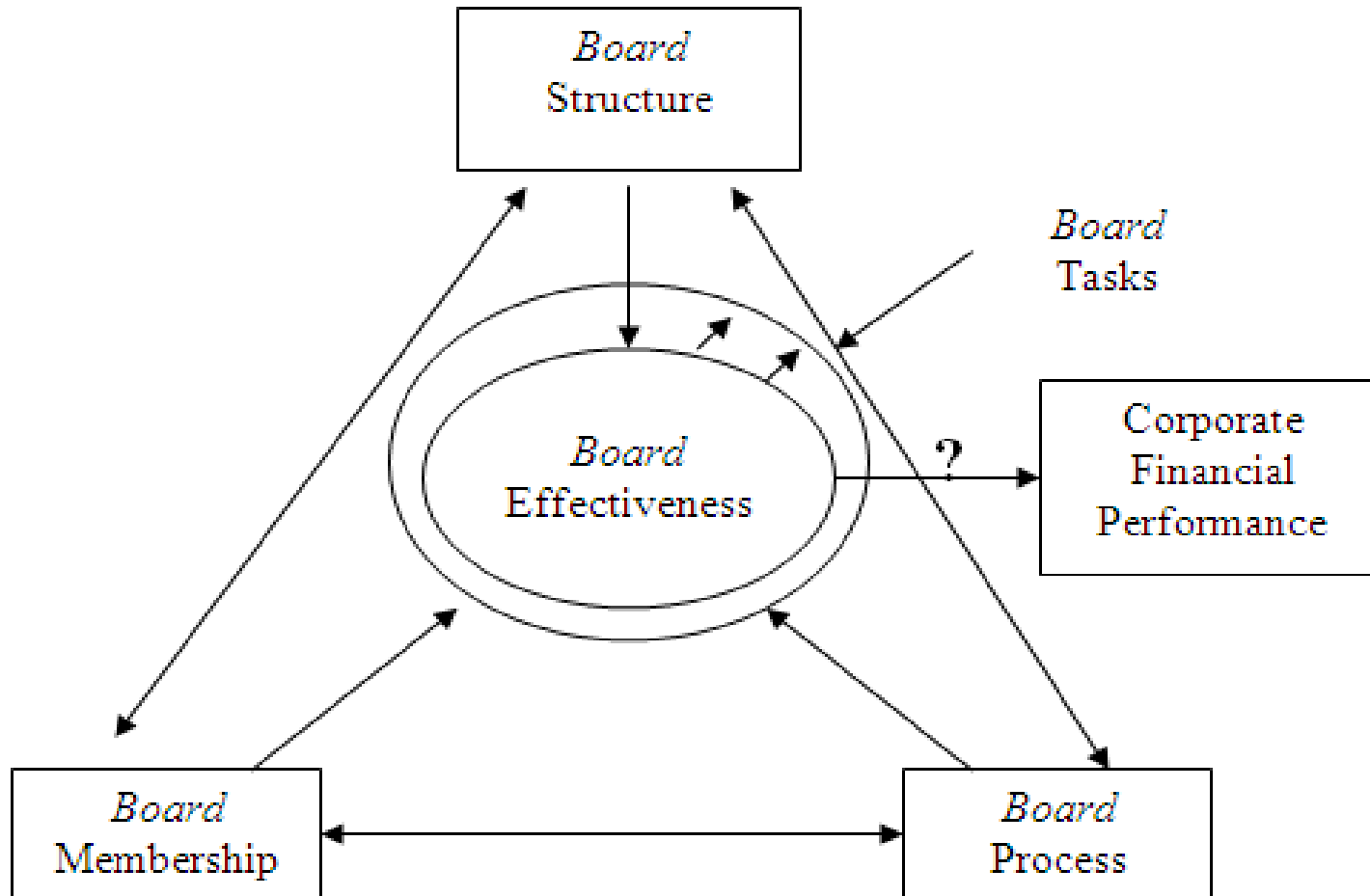
5. Strategic perception

1. Change- orientation
2. Creativity
3. Foresight
4. Organizational awareness
5. Perspective
6. Strategic awareness

6. Achievement of results (business competence)

1. Business acumen
2. Delegation skills
3. Drive
4. Exemplar
5. Resilience
6. Risk acceptance
7. Tenacity
8. Institute of Directors (2001)
Standards for the Board, institute of
Directors and Kogan Page, London

A model of Board effectiveness



Una iniciativa de la UE: Global Board Ready Women

Nació gracias a las Escuelas Europeas de Negocios como el **IESE Business School** y un **Task Force** de Mujeres Consejeras.

Se ha convertido en una iniciativa global que incluye a las escuelas de negocios y a las organizaciones profesionales de todo el mundo, en un esfuerzo de **identificar y promover a las Mujeres Ejecutivas Senior y a las profesionales que reúnen unos estrictos criterios de selección**, a fin de crear una dirección corporativa diversa y global más propia del siglo XXI.

Este grupo facilita a las compañías de búsqueda de ejecutivos listados de mujeres profesionales preparadas para estar en Consejos de Administración y en puestos de alta dirección.



10 competencias requeridas para estar en un Consejo de Administración

- Auto-control
- Visión de negocio:
- Comunicación
- Gestión de recursos
- Gestión de la información
- Iniciativa
- Negociación
- Delegar
- Resolución de problemas
- Networking



Fuente: ICWF (International Center for Work and Family) – IESE BS, Research:
 «Women on Boards», 2013



Criterios de selección para entrar en la lista del Global Board Ready Women*

En la elaboración de la lista del **Global Board Ready Women***, el **Task Force** revisa cada candidato de acuerdo con los criterios de selección que figuran a continuación y que se detallan en la web <http://www.linkedin.com/groups/Global-Board-Ready-Women-4677558/about>.

Se considera que estos criterios son aplicables por igual a los hombres que solicitan puestos en un Consejo.

(*) Lista internacional de mujeres preparadas y cualificadas para formar parte de Consejos de Administración, impulsada por Viviane Reding, vicepresidenta de la Comisión Europea, y algunas Escuelas de Negocio europeas entre las que se encuentra el IESE Business School.



Criterios cuantitativos

Las mujeres de la lista **han de ser capaces de demostrar que tienen cultura financiera**. Se considerará la experiencia de **llevar una Cuenta de Resultados** (algunas grandes compañías lo consideran un pre-requisito para puestos en el Consejo).

Todas las mujeres de la lista **han de tener un mínimo de cinco años de experiencia** en uno, o la combinación de varios, de los siguientes apartados:

- Consejero y/o director no ejecutivo
- CEO, COO o CFO y otros cargos ejecutivos
- Miembro de la familia y accionista mayoritario de Consejos de Administración en grandes empresas familiares
- Director de organismos de la Administración Pública
- Director de empresas no gubernamentales
- Sénior en grupos de inversión institucional
- Socio en empresas profesionales que como cliente den servicio a consejos y comités
- Emprendedores



**MUCHAS GRACIAS POR
VUESTRA ATENCIÓN!!!**