

Taking the lead to address gender imbalances

Deep-dive open CEO discussion summary

1. What have you tried in your organizations to advance women and promote gender diversity?

- Introduction of women networks with involvement from senior leaders
- Roll out of flexibility programs (e.g., maternity leaves, part-time schedules, work from home)
- Compensation transparency to identify salary gaps between men and women
- Unconscious bias training across the organization
- Removal of gender stereotypes from marketing and communication campaigns in the organization
- Development of clear career paths for recruited women in the medium and long terms (i.e., potential roles for promotion in the next 2-5 years)
- Setting gender targets in key processes like recruiting and promotion
- External recruiting of women to fill in C-Suite positions when talent pool is limited or nonexistent in the organization

2. What has not worked well / been more challenging?

- Coaching and mentoring can be a challenge from the mentee and mentor perspective, where not enough women enroll in the program as mentees and there is a limited pool of high-level women executives to act as mentors
- Large scale programs without consideration of all dimensions in CLIMB framework derives in effort fragmentation and lack of clarity on what is working and what is not
- Introduction of flexibility initiatives without adaptation of the ecosystem in the organization can lead to poor results (i.e., not adapting evaluation process or policies)
- Early/premature promotion of women to senior leadership positions can be counterproductive

3. What can you do as CEOs to advance this topic in and out of your organizations?

- Take an active role as a coach and sponsor for women in the organization
- Directly supervise coaching and leadership development of women
- Implement pay transparency and employment equity policies to close the pay gap
- Role model a sustainable lifestyle with a life-work balance
- Be a visible spokesman of the importance of boosting gender diversity in the organization
- Be a promoter of women initiatives and take the lead in communication campaigns across junior, medium, and senior levels
- Be an active leader of programs launched to increase women representation and role model participation along with other senior leaders