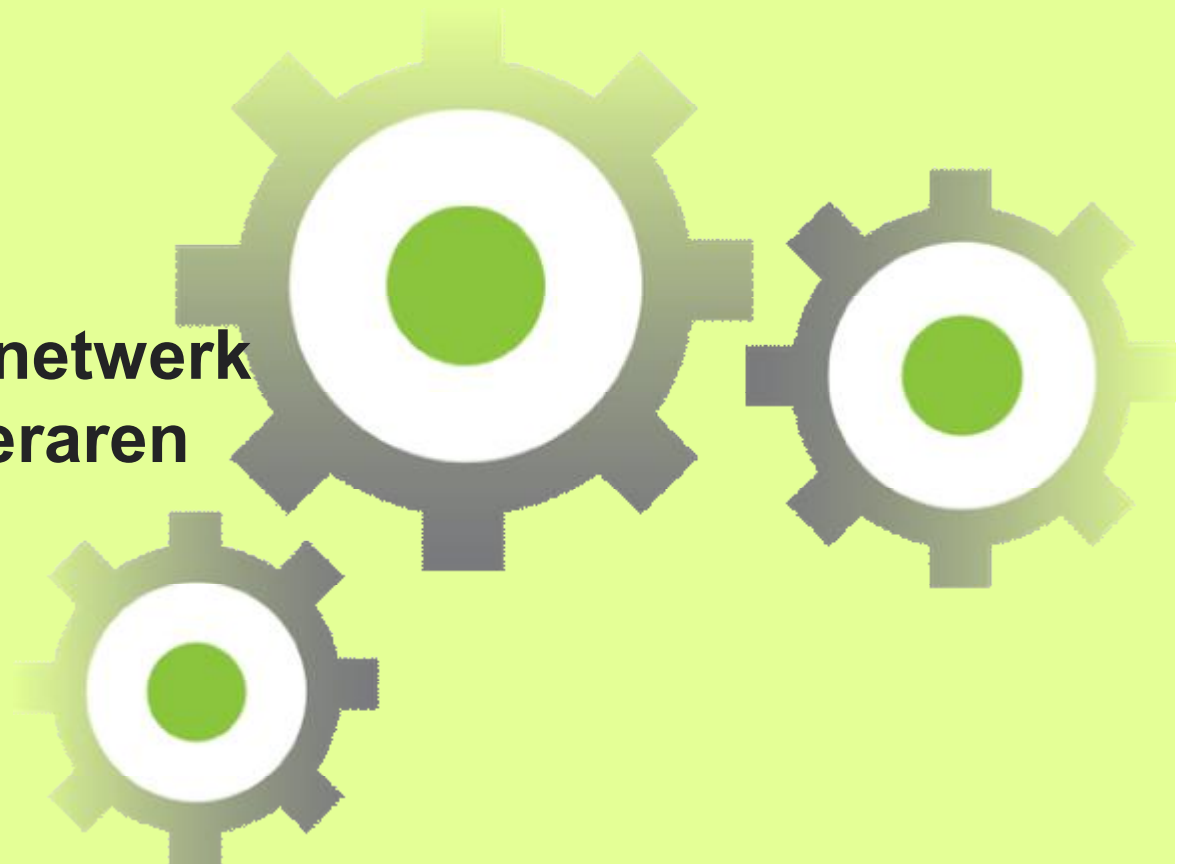




Talent to the Top

**Stichting landelijk netwerk
Vrouwelijke Hoogleraren**

7 november 2008



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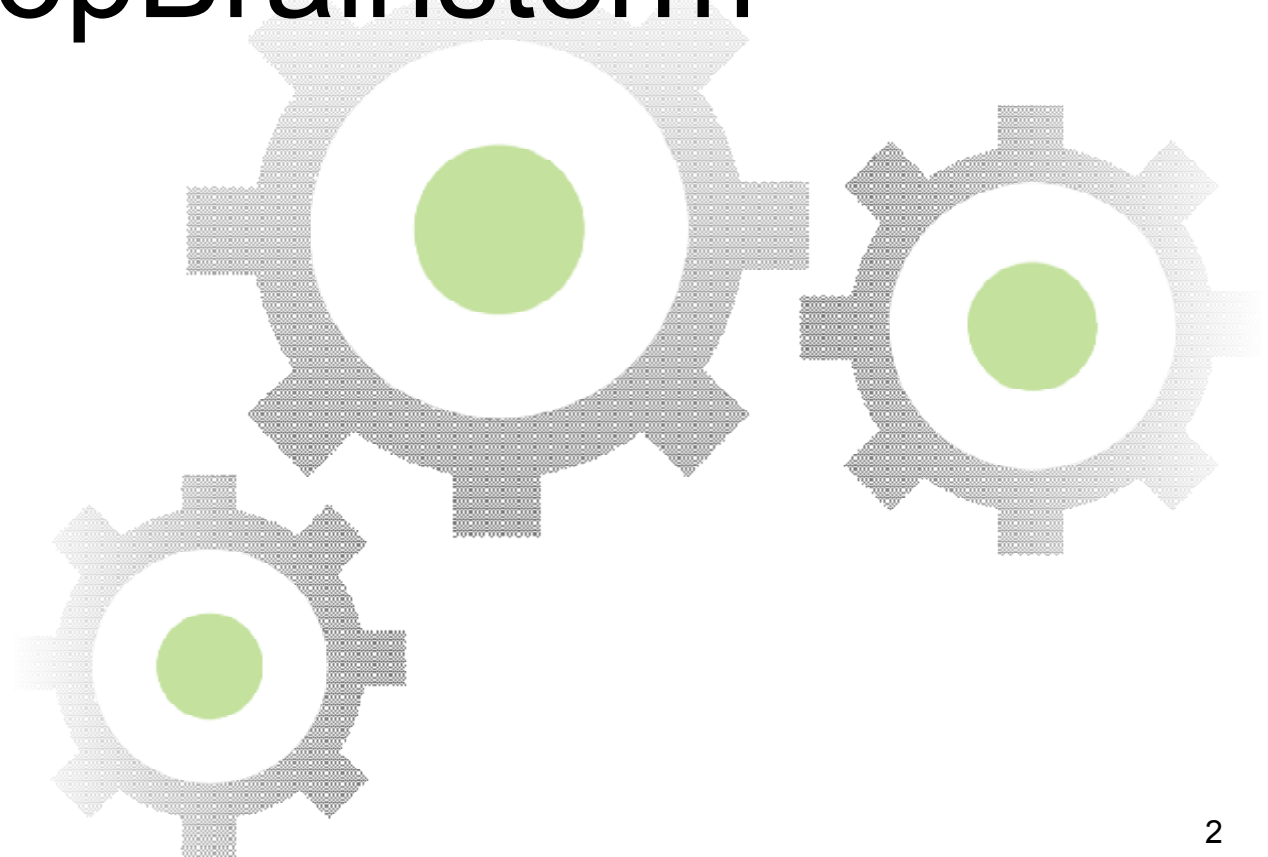
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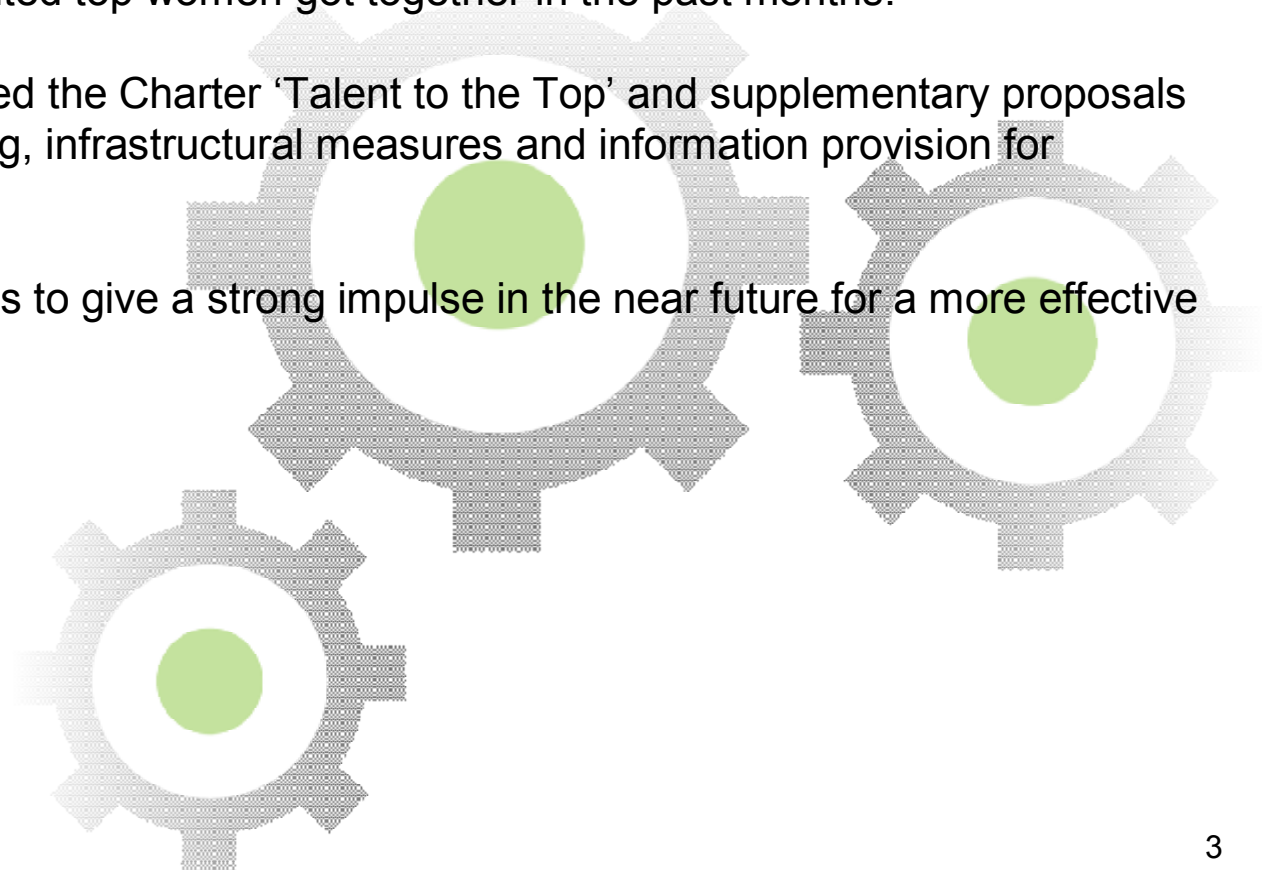
TopBrainstorm



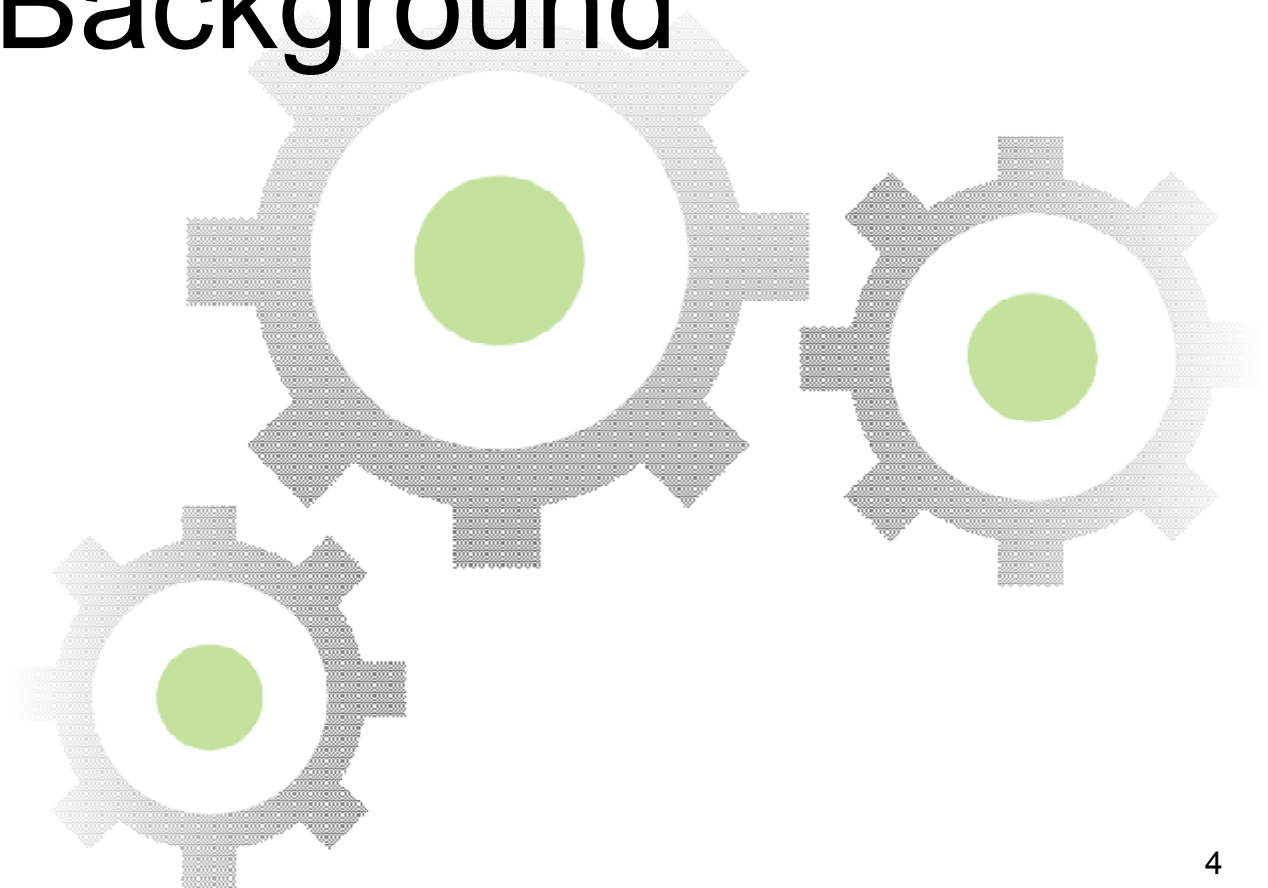
TopBrainstorm



- TopBrainstorm was set up in May 2007 to stimulate government, corporate business and women themselves to introduce more female talent at the top.
- With Sybilla Dekker as chairperson and Marieke Bax as director a number of project teams under the guidance of talented top women got together in the past months.
- The project teams developed the Charter 'Talent to the Top' and supplementary proposals in the area of image building, infrastructural measures and information provision for companies and women.
- The aim of TopBrainstorm is to give a strong impulse in the near future for a more effective use of all available talent.



Background



Historical and international perspective



- Over the past few decades, women have succeeded in achieving the same level of education as men; nowadays just as many women participate in higher and university education as do men.
- During the 80s and 90s, the proportion of women with a job and their own income rose substantially, similarly the inequality in the division of domestic tasks between men and women has improved.
- In 12th place internationally, the Netherlands scores reasonably positively on political empowerment, witness the relatively large proportion of women in the Dutch parliament and cabinet posts*.
- However, in 51st place internationally, the Netherlands is rather a disappointment when it comes to economic participation and opportunities. With respect to participation in the labour market, equal wages and senior positions, there is still a great deal of work to be done*.
- Compared to other European countries, the Netherlands has a low percentage of women in senior positions (Norway heads the field with 32% women in the top 50 companies).

Background: Analysis

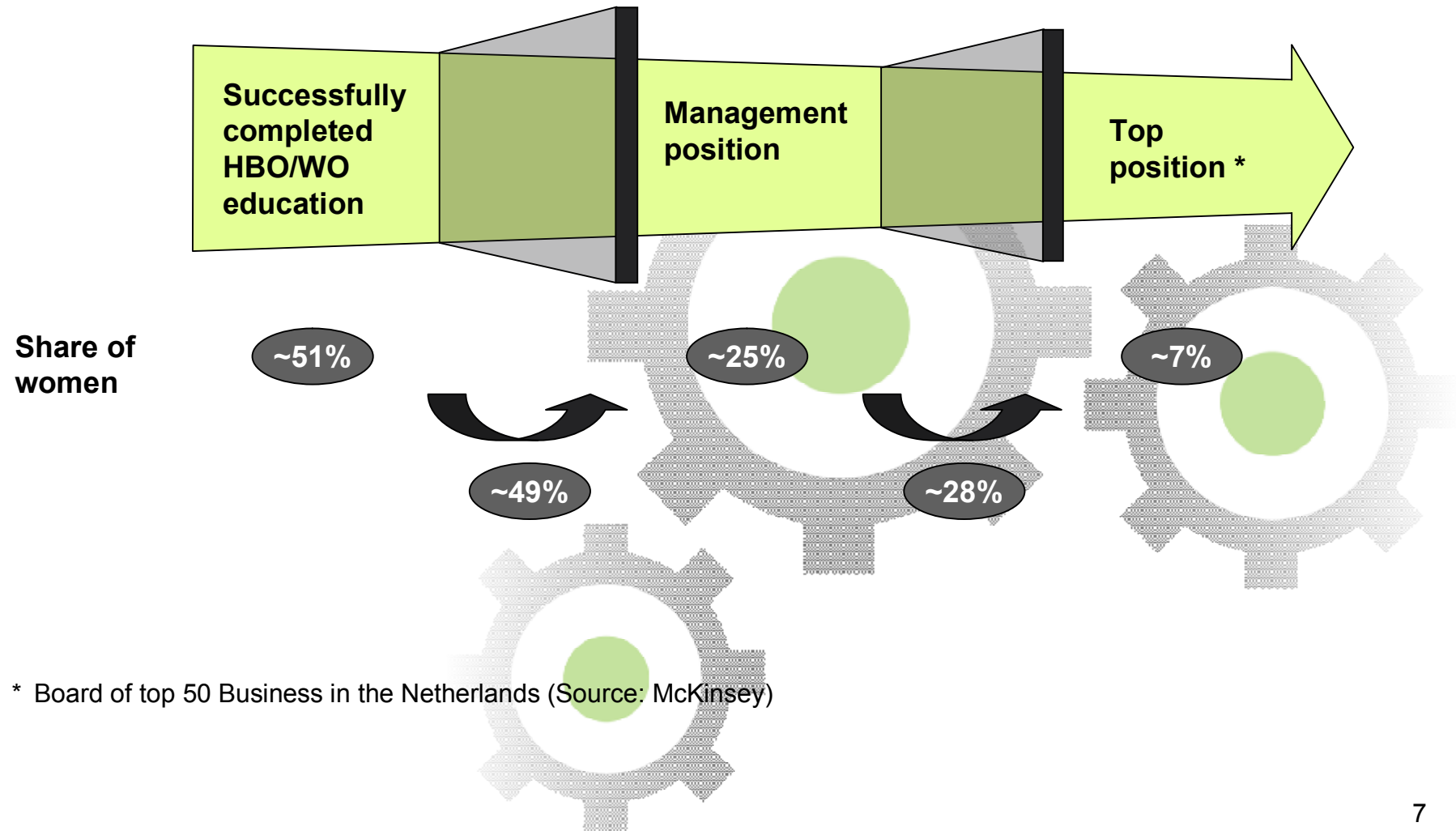


- As many as **33%** of all women would like a career
- **25%** of women would like to work **4 days** or more, under the correct conditions
- In spite of that:
 - only **5%** of (supervisory) directors of listed companies are women¹
 - especially the inability to keep women at middle management level prevents them from climbing to the top²
 - the percentage in senior positions (**7%**) is not in proportion to the percentage of women who enter the labour market with a higher or university degree (**51%**)
- Universities
 - Only 5% of the members of the Board of universities are women

¹ Dutch Female Board Index; Mijntje Lükerath-Rovers

² Diversiteitsladder 2007, Woman Capital

Background: Analysis (2)

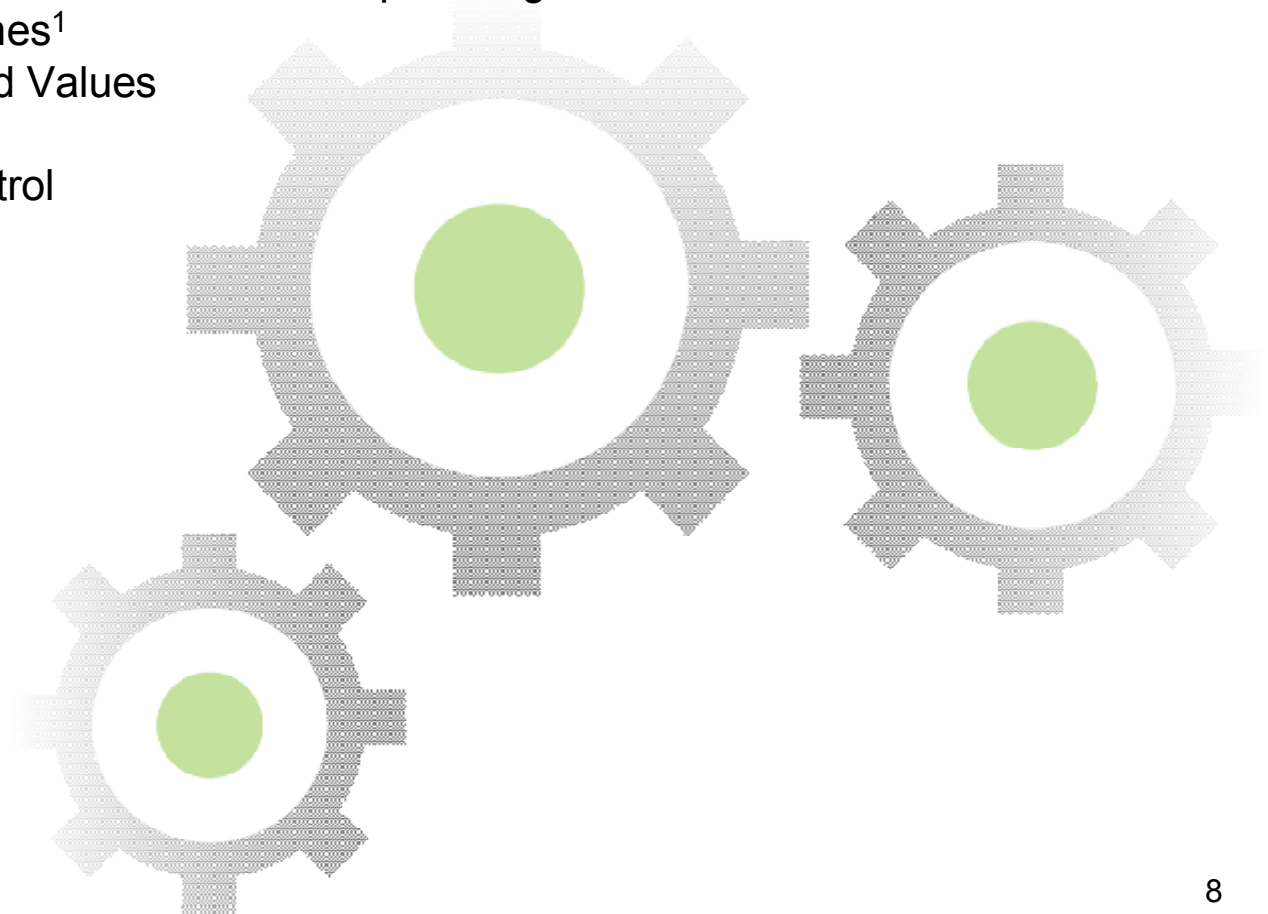


* Board of top 50 Business in the Netherlands (Source: McKinsey)

Background: Reasons for change



- More women in top positions is related to better financial performance by organisations
- An organisation with three or more women in top management scores better on several organisational themes¹
 - Work Environment and Values
 - Vision
 - Coordination and Control
 - Leadership
 - External focus
 - Motivation
 - Capacity
 - Responsibility
 - Innovation



¹ Woman Matter; McKinsey 2007

Background: Reasons for change (2)



- Increased labour participation parries financial 'grey' consequences, and provides more room in a cramped labour market
 - More than half of the new generation of talent is female
- "Diverse" companies are often recognisable because of improved co-operation of employers and **better development and preservation of talent**

Diversity means improved development of talent, more innovation and creativity, improved governance and higher company results for Nederland Inc.

Charter Talent to the Top



Charter Talent to the Top



- The Charter is established as a result of close cooperation between Confederation of Netherlands Industry and Employers (VNO-NCW), Dutch Trade Union Federation (FNV), the Social and Economic Council (SER) and representatives of corporate business, the Ministry of Education, Culture and Science (OCW) and the Ministry of Economic Affairs (EZ).
- The Charter focuses on all employers, meaning listed and unlisted companies, institutions and public organizations in the Netherlands.
- Acknowledgment of all talent is of course broader than only the talent of women. In the end it is about a more balanced organizational culture, in which everybody can develop his or her talents regardless of background, culture, sexual orientation, gender or age.
- This Charter focuses on female talent. The Netherlands has trailed behind internationally in terms of the number of women working in higher management positions, Executive Boards and Supervisory Boards.

Charter Talent to the Top: important elements (1)

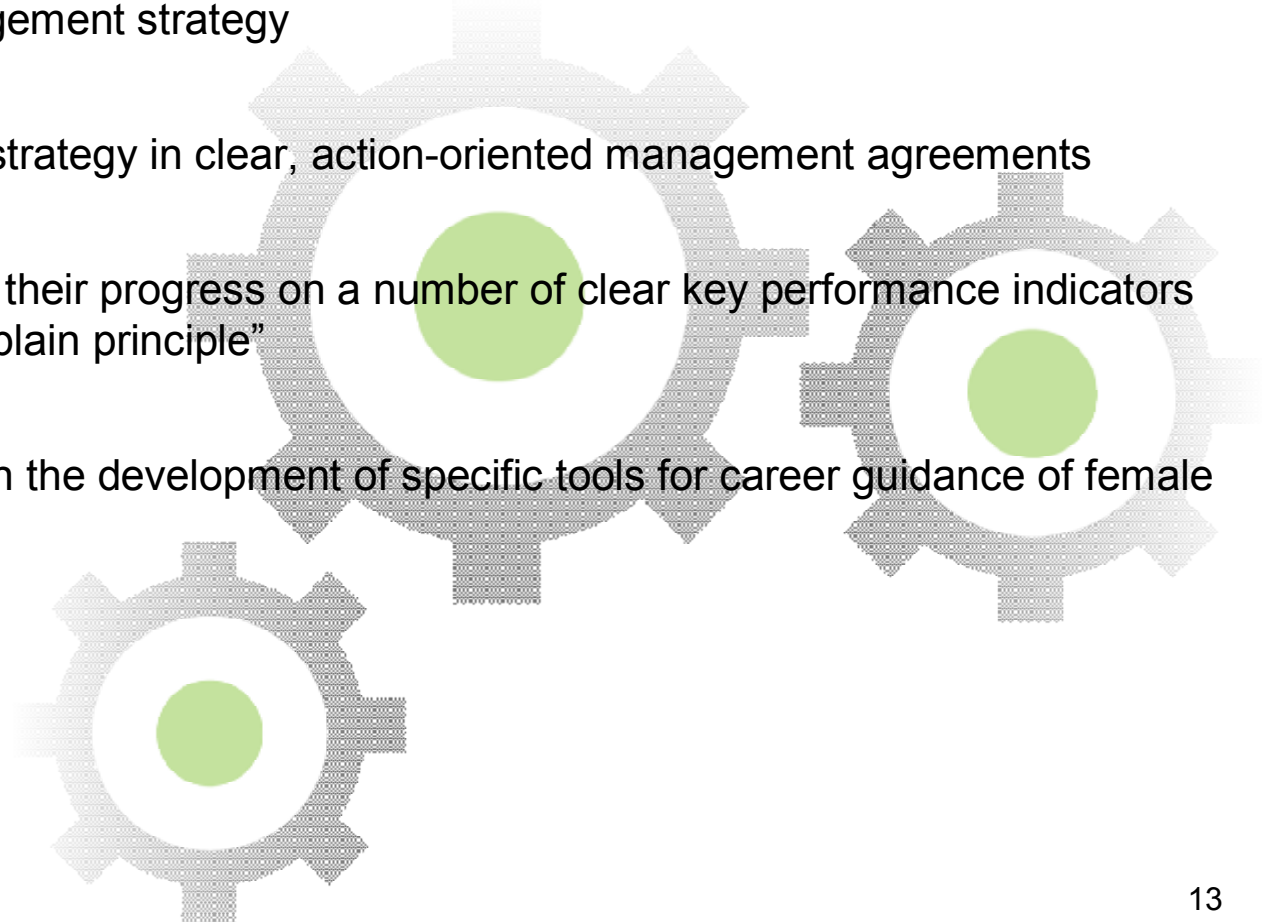


- To realize more diversity at the top of organizations, a change in culture is required. This change will only take place if top management acknowledge a 'sense of urgency'.
- Voluntary, but not without commitment
- Signatories promise to take concrete measures (or continue the measures within their current diversity policy) to employ, develop and keep more female talent.
- Diversity policy and targets are based on the specific circumstances within the organization
- Diversity policy and targets are focused on the number of women in middle and top management
 - This broad focus is supported by the recent publication of the "Commissie Frijns"
 - Regarding the number of women in Supervisory Boards, "Commissie Frijns" proposed an adjustment in the "code Tabaksblat" (principle III.3)

Charter Talent to the Top: important elements (2)



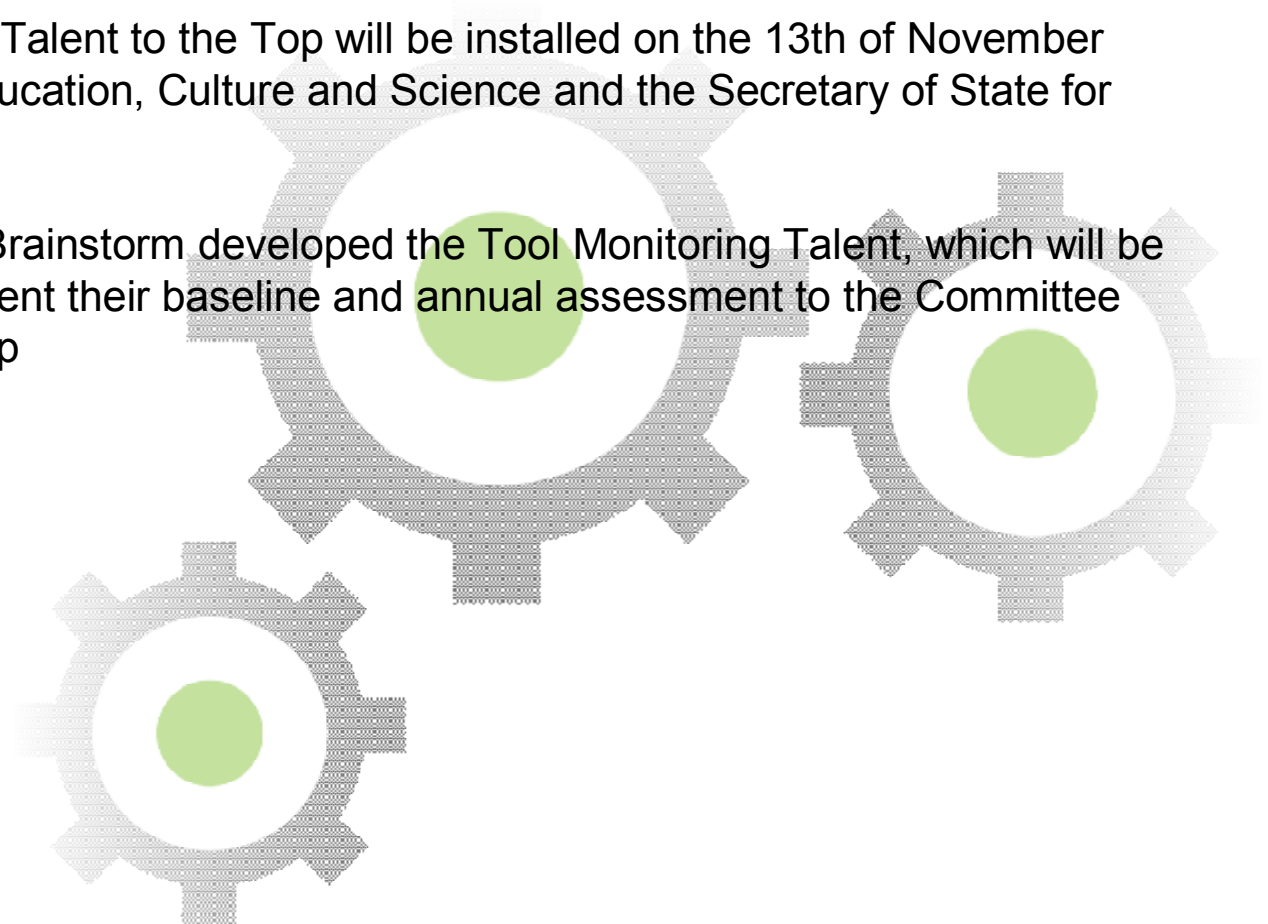
- Signatories commit to the Charter for a period of 3 to 5 years
- In the first six months after signing, every signatory performs a baseline assessment and will lay down a clear management strategy
- Signatories lay down their strategy in clear, action-oriented management agreements
- Signatories annually report their progress on a number of clear key performance indicators following the “comply or explain principle”
- Signatories actively work on the development of specific tools for career guidance of female talent



Committee Monitoring Talent to the Top



- A Monitoring Committee that is yet to be established will be responsible for the reporting of effectively achieved results of the signatories on the basis of 'praising and naming'
- The Committee Monitoring Talent to the Top will be installed on the 13th of November 2008 by the Minister for Education, Culture and Science and the Secretary of State for Economic Affairs
- Over the past months TopBrainstorm developed the Tool Monitoring Talent, which will be used by signatories to present their baseline and annual assessment to the Committee Monitoring Talent to the Top



Charter: Signatories (1)



On the 28th of May 2008, 47 organisations signed the Charter Talent to the Top:

Accenture, Achmea, Aegon, Allen & Overy, Bain & Company, Baker & McKenzie, Capgemini, Cisco, Clifford Chance, De Nederlandsche Bank, Delta Lloyd, DHV, DLA Piper, Egon Zehnder International, Ernst & Young, Essent, FNV Vakcentrale, Fortis Bank Nederland, Fortis Verzekeringen Nederland, Gemeente Almere, Gemeente Amsterdam, Gemeente Den Haag, GGz Eindhoven, IBM, ING, Kadaster, Koninklijke BAM Groep, Koninklijke Haskoning Groep, KPMG, KPN, Loyens & Loeff, McKinsey & Company, Mondriaan Stichting, Nauta Dutilh, Nederlandse Spoorwegen, Océ, OVG Projectontwikkeling, PCM Uitgevers, Politie, PriceWaterhouseCoopers, Randstad, Rijksoverheid, Stibbe, TNO, TomTom, Van Doorne, VNO-NCW

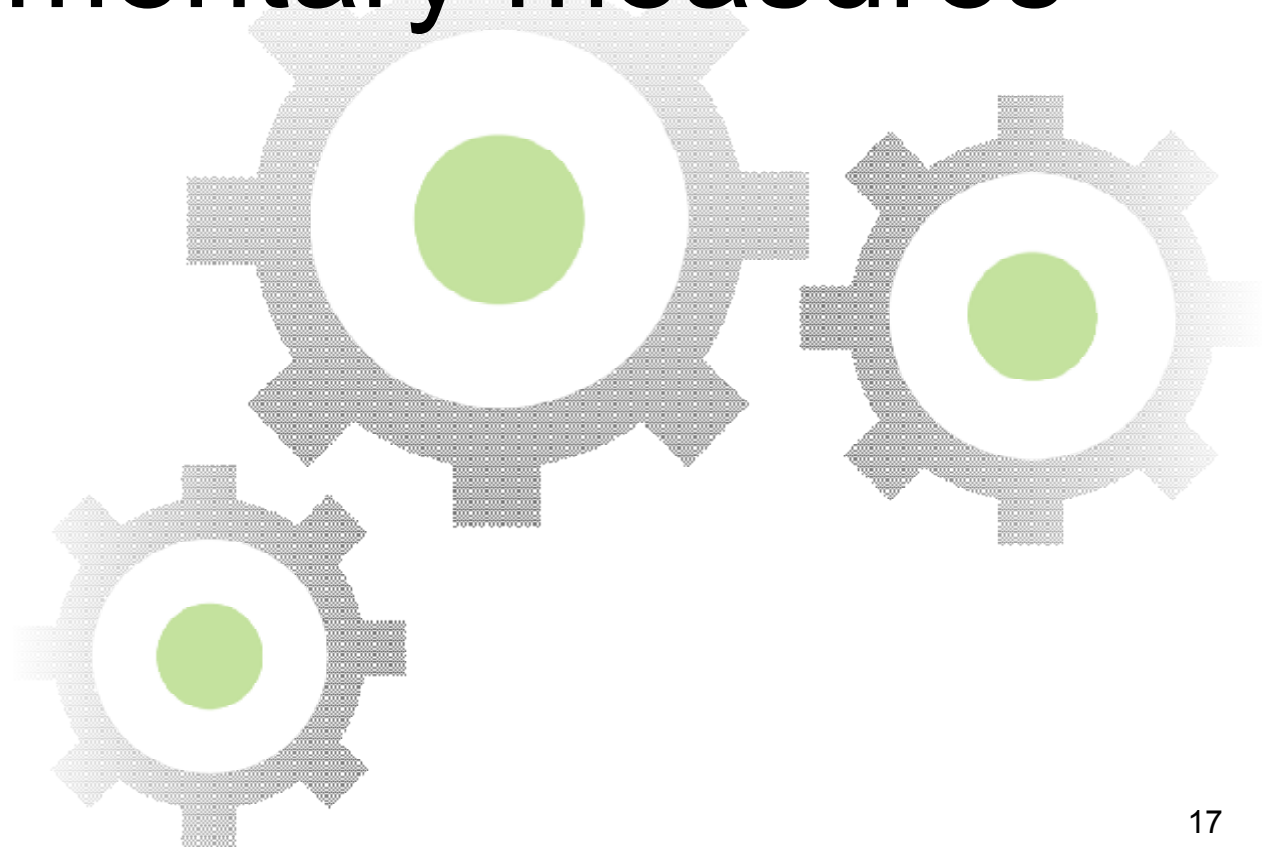
Charter: Signatories (2)



- In 2009 TopBrainstorm will proactively search for new signatories
- In October 2008 the Technical University (TU) Delft has signed the Charter
- If your organisation wants more information or is willing to sign the Charter, please contact Jetske Boom at jetske.boom@topbrainstorm.nl
- New signatories will be mentioned on the website www.talentnaardetop.nl and will be presented during an event in 2009



Supplementary measures



Supplementary measures



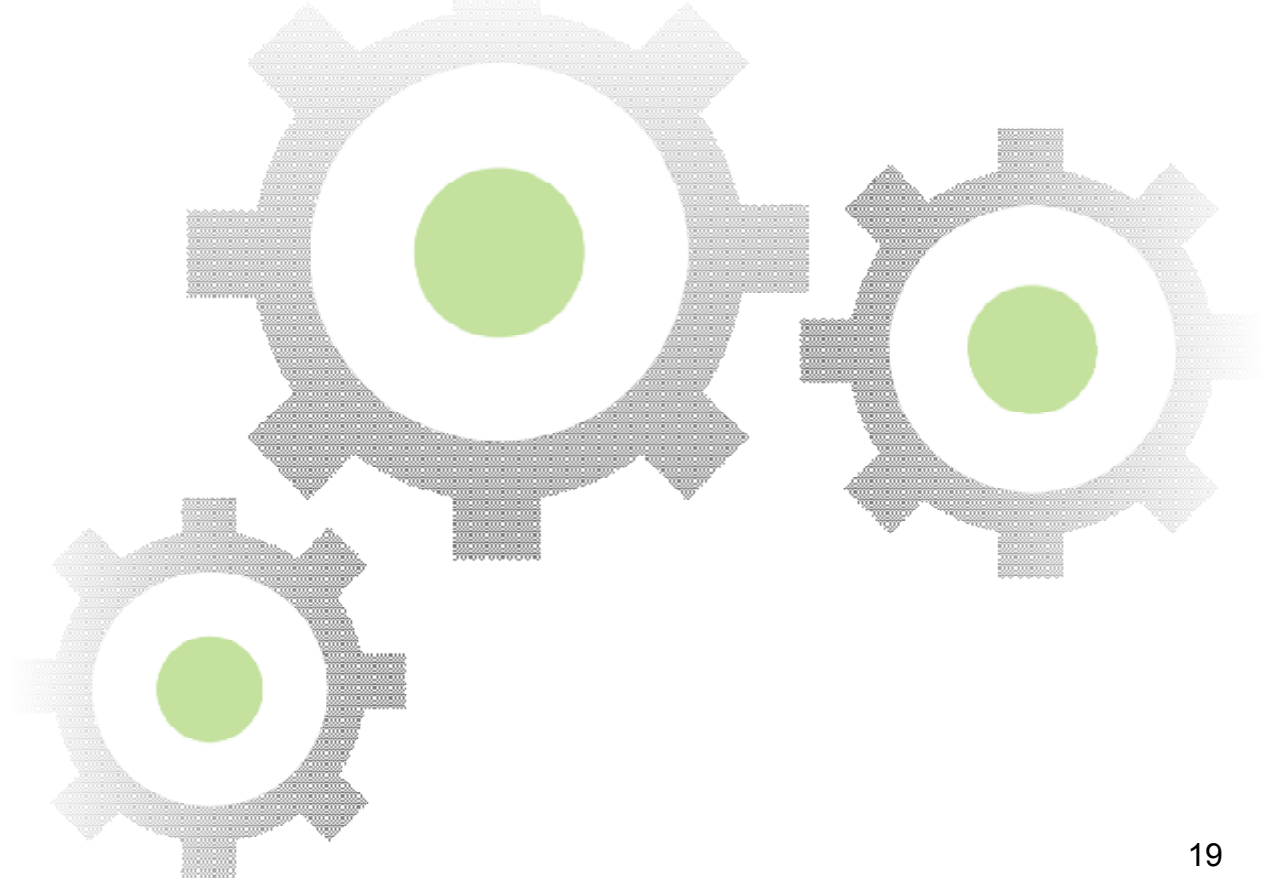
TopBrainstorm aims to inspire and support organisations in developing their diversity policies. Apart from developing the Charter, we do this in many different ways:

- Via the catalogue of proven national and international best practices in diversity policy. This catalogue contains specific 'tools' and 'enablers' for developing and testing the policy
- Via a multi-media campaign for improving the image of working women/mothers
- Via proposals for infrastructure measures to enable flexible and affordable childcare and help around the house
- Via a website for providing information to companies and women (www.talentnaardetop.nl)
- Via role modelling for up-and-coming female managers

More information or contact



- More (English) information on the Charter and supplementary measures can be found on www.talentnaardetop.nl
- Contact us at info@topbrainstorm.nl or + 31 (0)6 52 61 61 60



Final remark



Three sides of the coin to bring Talent to the Top

- Businesses and Organizations
- Government
- Women themselves

