

The Business Case for Women in Leadership

Ontario Pay Equity Commission

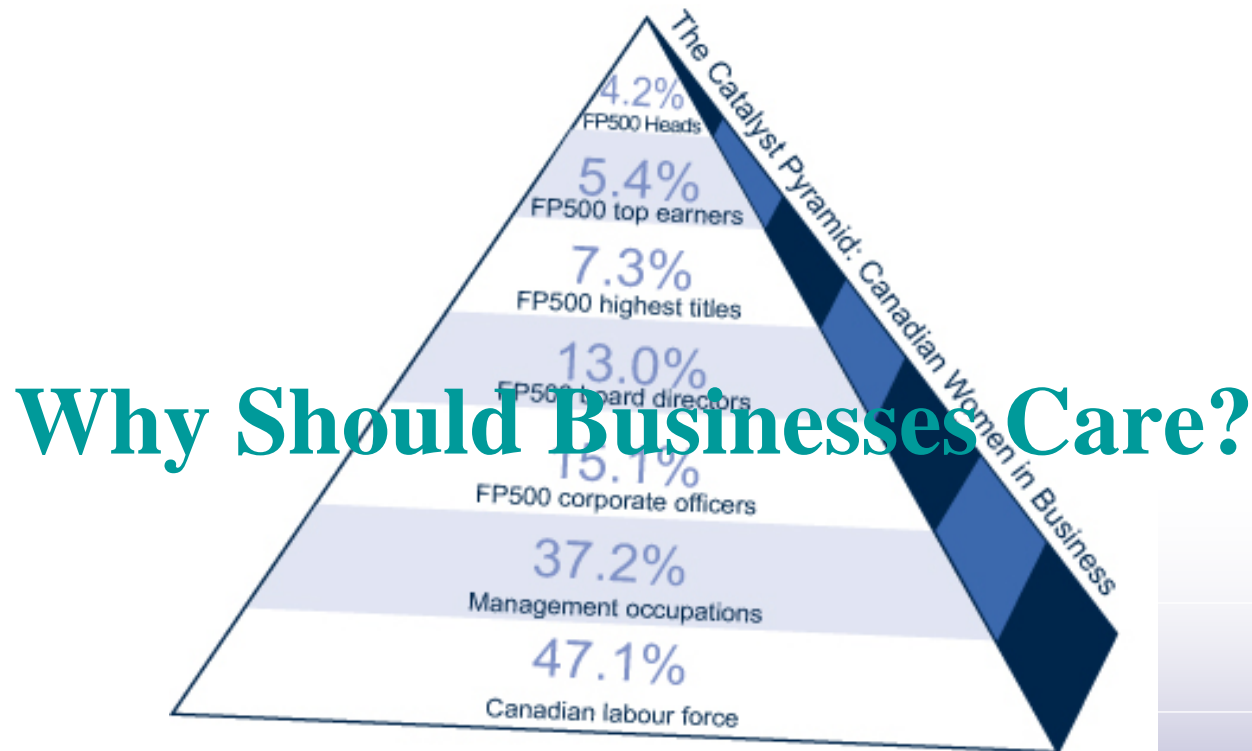
20th Anniversary Conference

Women in the Workforce: Opening Doors,
Closing the Gap

November 5, 2008



Women Are Under-Represented in Senior Roles



Sources:

Statistics Canada, Labour Force Survey (2008)

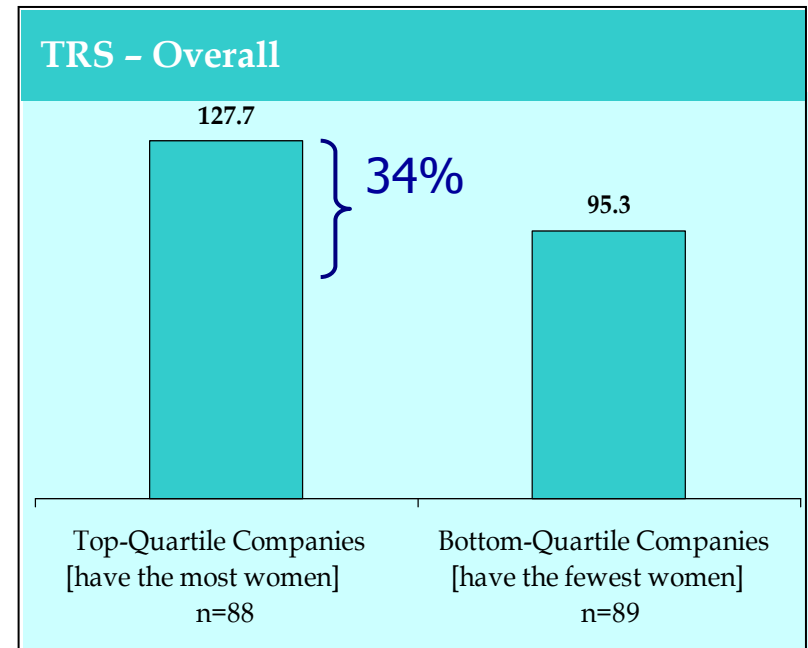
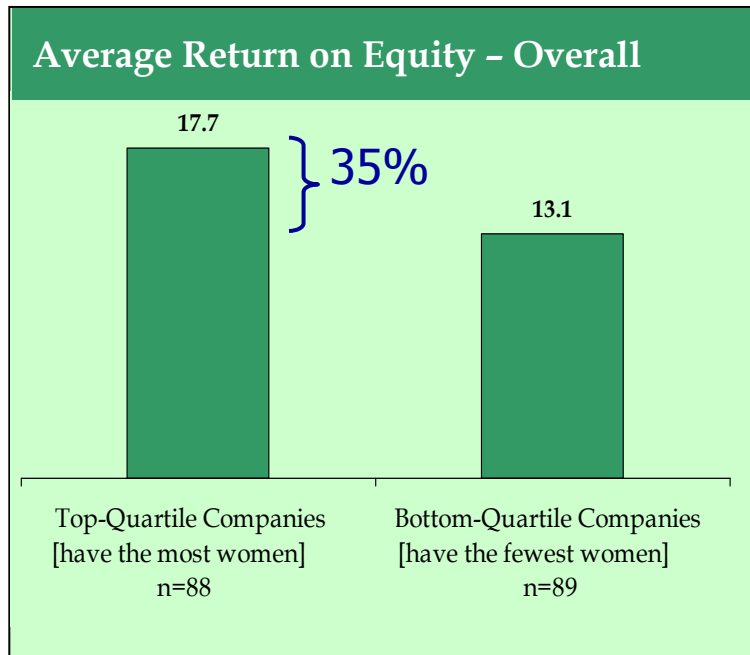
Catalyst, 2006 Catalyst Census of Women Corporate Officers and Top Earners of the FP500 in Canada (2007)

Catalyst, 2007 Catalyst Census of Women Board Directors of the FP500: Voices From the Boardroom (2008)

June 16, 2008



Women Are Good for the Bottom-Line

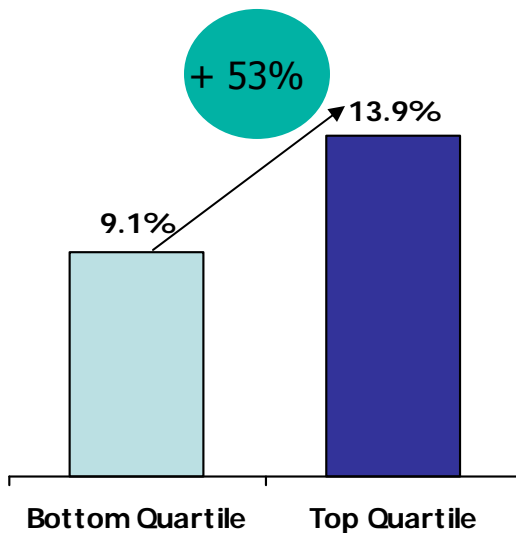


Source: Catalyst, *The Bottom Line: Connecting Corporate Performance and Gender Diversity*, 2004

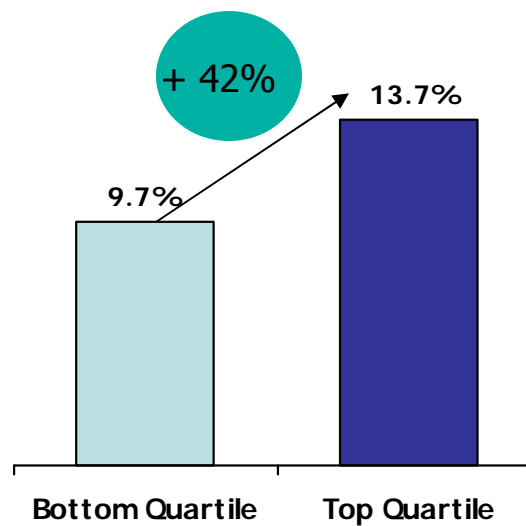


Women Are Good for the Bottom-Line

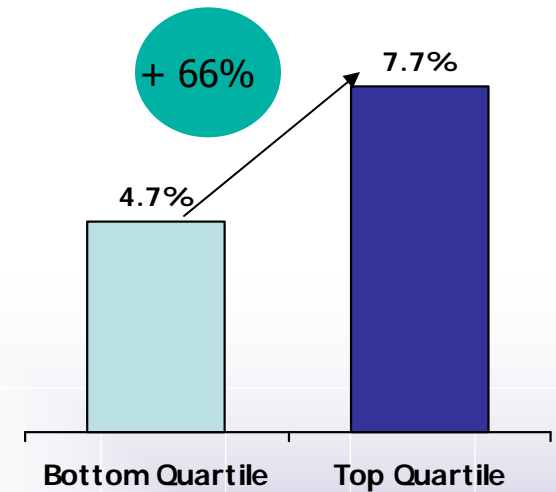
Return on Equity



Return on Sales



Return on Invested Capital



Source: Catalyst, *The Bottom Line: Corporate Performance and Women's Representation on Boards*, 2007



The “Myths” Behind the Numbers...

- ❑ Women’s advancement is not tied to the bottom-line
- ❑ Women are less ambitious than men
- ❑ Women don’t do the right things to get ahead
- ❑ Flexibility is a women’s issue
- ❑ It’s just as tough for men to get ahead

....Don’t Square With Many Realities



Women Represent a Significant Market Opportunity

- In the face of shifting demographics and world-wide labour shortages, women represent a critical segment of the talent pool and a significant market opportunity
 - Women earn the majority of bachelor (BA) and Master (MA) degrees in Canada
 - The number of women earning more than their spouses has tripled since 1980
 - The number of women-run businesses is rising 60% faster than those run by men



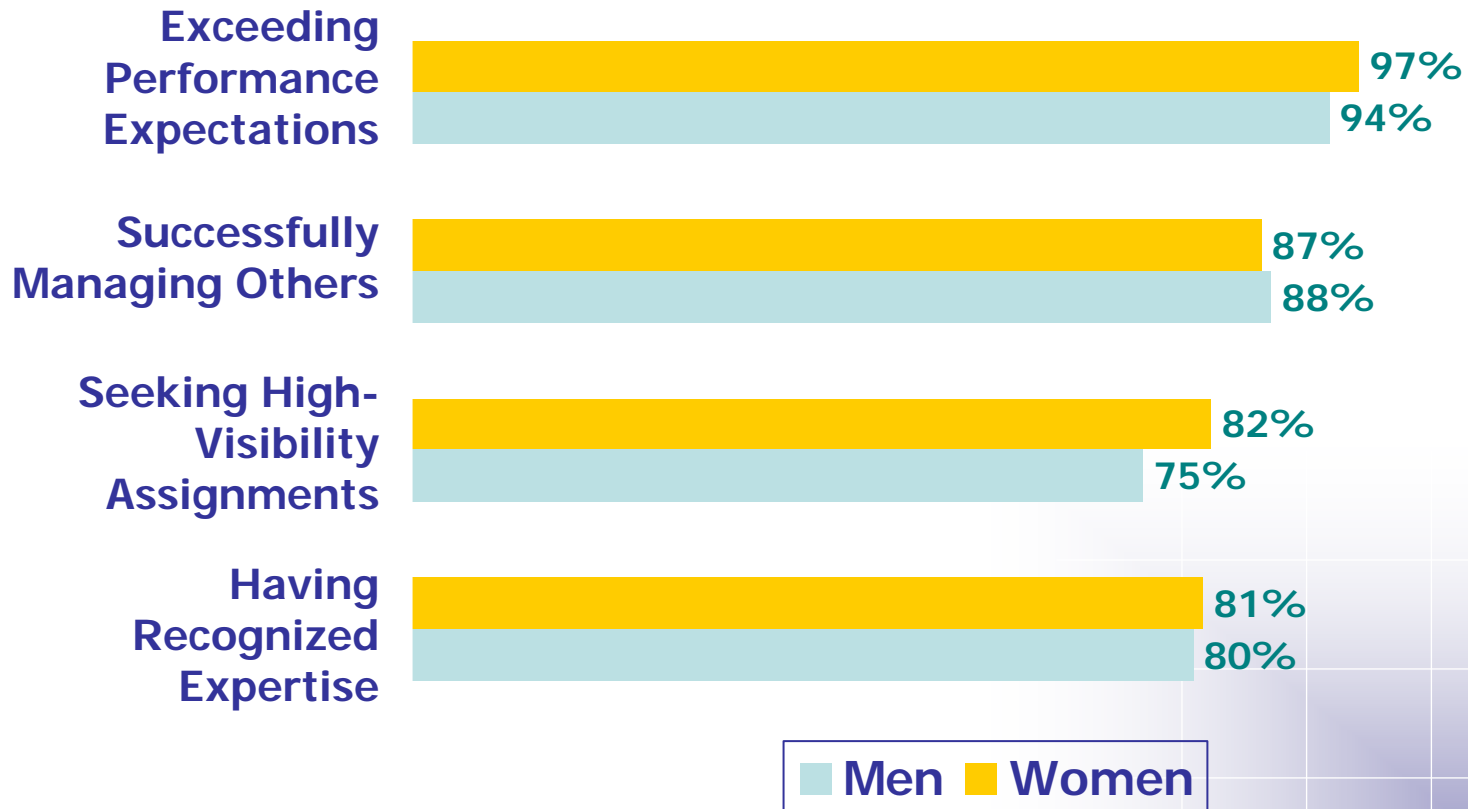
Women and Men Have Similar Aspirations

- ❑ 55% of women; 57% of men aspire to senior most position
- ❑ Motherhood does not make a difference in this sample of women and men within four reporting levels of CEO

Source: Catalyst, *Women and Men in U.S. Corporate Leadership: Same Workplace, Different Realities?*, 2004



Women and Men Adopt the Same Strategies to Succeed



Source: Catalyst, *Women and Men in U.S. Corporate Leadership: Same Workplace, Different Realities?*, 2004



Flexibility is Not Simply a Women's Issue

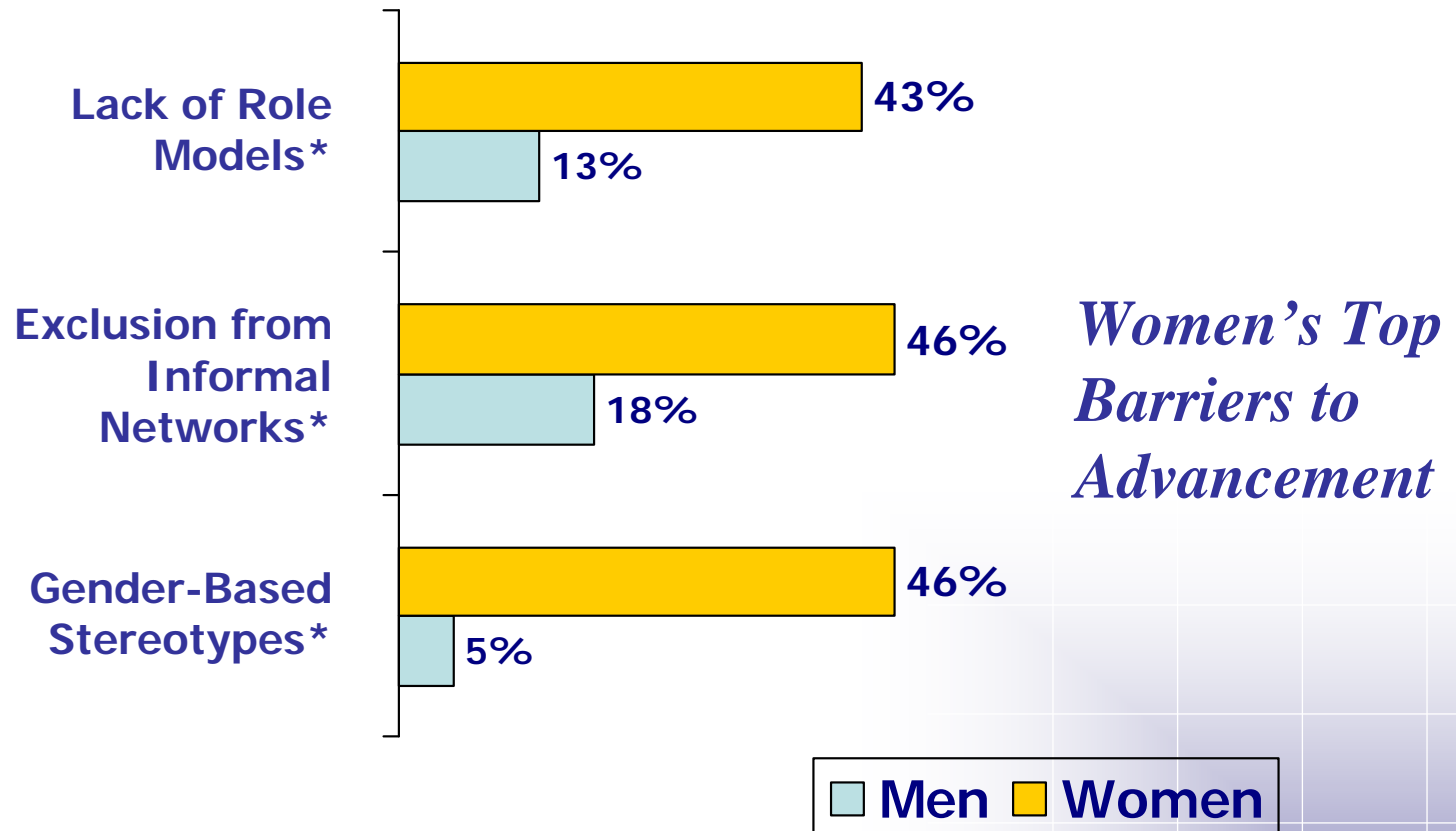
Women are often positioned as life-centric in a work-centric world...yet research points to work-life considerations as critical to women AND men

Meeting the expectations of today's workforce requires a shift from thinking about flexibility as an accommodation (often for working mothers), to work-life effectiveness as a management tool for all employees

Sources: Families & Work Institute, Catalyst, and The Boston College Center for Work & Family, *Leaders in a Global Economy* (2003); and Catalyst, *Beyond Flexibility: Work-life Effectiveness as an Organizational Tool for High Performance*, 2008



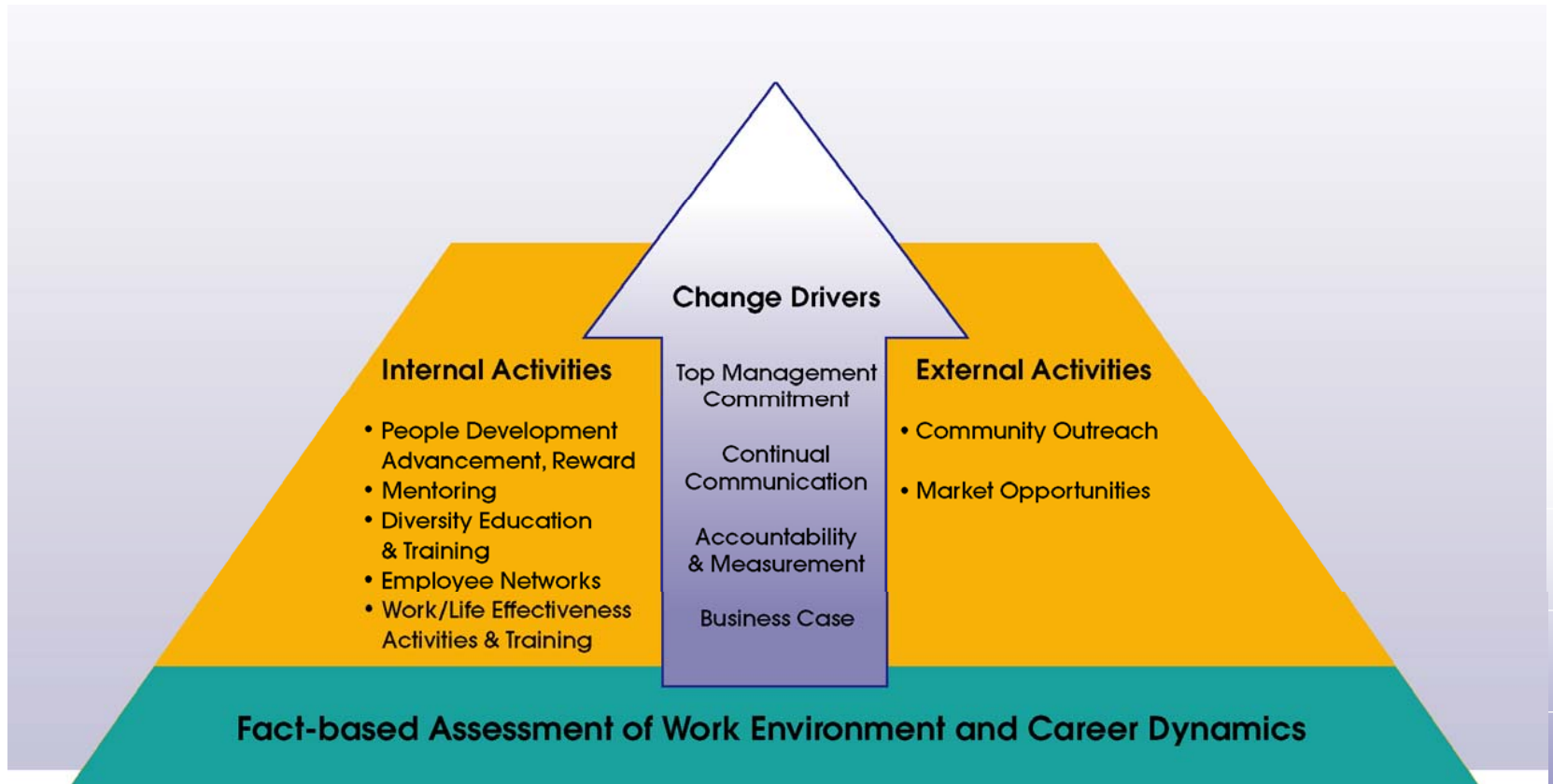
Men and Women Face Different Barriers



Source: Catalyst, *Women and Men in U.S. Corporate Leadership: Same Workplace, Different Realities?*, 2004

*Statistically significant

Catalyst Change Model





Questions?

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