



Engaging Men in Gender Diversity

Perspectives from the C-Suite of Leading Retailers

2017



Contents

Foreword	page 3
Executive summary	4
Introduction	6
Gender diversity by numbers	7
1. The value of gender diversity	8
2. Is there a downside to gender diversity?	10
3. Where does gender diversity rank on the corporate agenda? Has the ranking shifted over the past five years?	11
3.1 External regulation and the question of quotas	14
3.2 A new maturity model: Where is your company on the internalisation curve?	15
4. To what extent are men involved in gender diversity initiatives?	16
4.1 Rating levels of awareness and commitment	18
4.2 Observations and recommendations	19
5. Are there different 'rules of the game' for men and women?	20
6. What are the barriers to male engagement and how can we overcome them?	21
6.1 Examples of leading practice	27
6.2 Case study: Costco's Journeys initiative	28
6.3 How to be a role model for gender diversity	29
6.4 How to involve men in gender diversity Insights from Fleur Bothwick OBE	30
7. Three principles to take away	31
Conclusion and way forward	32
Methodology	33
About LEAD Network	33
Acknowledgments	34
References and further reading	35

Foreword

What can be done to engage men more fully in the mission to create a better gender balance in retail organisations, particularly at the management level and above? That's the question posed to senior retail executives in this latest piece of research from LEAD Network.

In 2016, we published a seminal study¹ of 25 successful store managers that is now used by European retailers to help develop their HR strategies in order to create more gender-balanced store management. For 2017, the LEAD Retailer Roundtable commissioned a new study, exploring how to make the topic of gender diversity more relevant for men.

We believe that only when men are wholeheartedly engaged will the quest for a better gender balance at the executive levels of our industry succeed. Yet many men remain uninvolved. You only have to look at the membership profile of LEAD Network: from the beginning, our organisation has been inclusive of men, and yet men account for just 10% of our membership base. The Network of Executive Women (NEW) in the US, an organisation with a similar mission to LEAD, has a comparable ratio.

We interviewed 33 executives at the C-suite level from 14 European retailers, 8 of them female and 25 male. Our aim was to find out what the current situation is within their organisation regarding men's involvement in the gender diversity question, and to discover what practices are most effective at motivating and engaging them. The conclusions are presented in this new publication, *Engaging Men in Gender Diversity: Perspectives from the C-Suite of Leading Retailers*.

Findings from the study were shared at the 2017 LEAD conference in Amsterdam. In addition, LEAD is offering retailers a one-on-one partner-specific narration of the findings to help develop a proprietary strategy.

We would like to thank all those who participated in the research for their time and cooperation. We are also grateful to EY and METRO for their financial sponsorship. Finally, we are indebted to Simone Balzat of METRO and Christopher Yates of EY for all their hard work in managing the project.

Veronika Pountcheva
Senior Vice President, METRO AG;
Member of LEAD Advisory Board and Project Champion

Sharon Jeske
Executive Director, LEAD Network



1. LEAD Network. *Success in Store*, 2016. Please contact mick.broekhof@lead-eu.net

Executive summary

The value of gender diversity is universally recognised by our interviewees, who say that having a good gender balance enables them to better understand and serve their customers, arrive at more creative solutions to problems, and improve business performance.

They do, however, perceive some downsides if the drive for gender parity is not handled appropriately. Men may feel their own career prospects are harmed because of targets to promote more women; women may also be seen as getting roles for box-ticking reasons. Companies may appoint the wrong individuals in their push for diversity, and networks constructed by and for women risk becoming exclusive clubs that preclude male involvement.

A significant number of our interviewees feel that the issue of gender diversity is moving up their company's strategic agenda and that progress is being made, even if all targets have not yet been met. However, others acknowledge that they don't have the right gender diversity strategies in place and are uncertain about what tactics to adopt. Some believe their organisation is standing still or even going backwards. In short, our study reflects a broad spectrum of maturity.

While in the past gender diversity tended to be seen as a 'female problem', our interviewees are clear that it is a structural issue requiring a strategic approach, with men's engagement crucial to bringing about real and lasting change. A few believe men in their organisation are highly involved, but most say that, while men's awareness of the issue is good, their ability to take action is not.

Most executives feel there are no set rules of behaviour for men and for women within their business, and say the most important characteristic of a successful leader is authenticity. A number of our female participants, however, feel that there are stereotypes women must conform to, such as not being too opinionated or ambitious.

Our study identifies six key barriers to male engagement, and highlights actions that can be taken to overcome them.

- 1 Tackling society's assumption** that women should take the lion's share of family responsibilities by enabling men to play a greater role in family life. This involves developing a new work/life concept for employees at all levels, with measures such as flexible working, parental leave, part-time roles and job shares.
- 2 Transforming the 24/7 working culture** of the retail industry to allow both men and women a healthier work/life balance and help attract a new generation of talent into the organisation.
- 3 Creating an inclusive leadership culture**, where senior men model desirable behaviour such as leaving early on a particular day to pick up children from school.
- 4 Making sure there is a strong pipeline of female talent** so that male leaders do not struggle to find suitable candidates.
- 5 Tackling unconscious bias**, for example challenging the stereotype that women have 'softer' skills that complement men's abilities.
- 6 Paying women equally to men for equivalent work**, not only as a matter of fairness but to prevent male managers from devaluing women's contribution because they are paid less.



We end our study with three principles for retailers to take away. These are:

- ▶ To lead from the top, with the Board and C-suite fully engaged and talking about the issue, acting as role models, and ensuring the business case for gender diversity is understood by the whole organisation.
- ▶ To build a new culture where there is a healthy work/life balance for all employees, and design sustainable processes, practices and architecture that will help future-proof the company.
- ▶ To use the right language to include and inspire, for example referring to 'parental leave' rather than 'maternity leave', and sharing stories of varied career paths and working practices.

Introduction

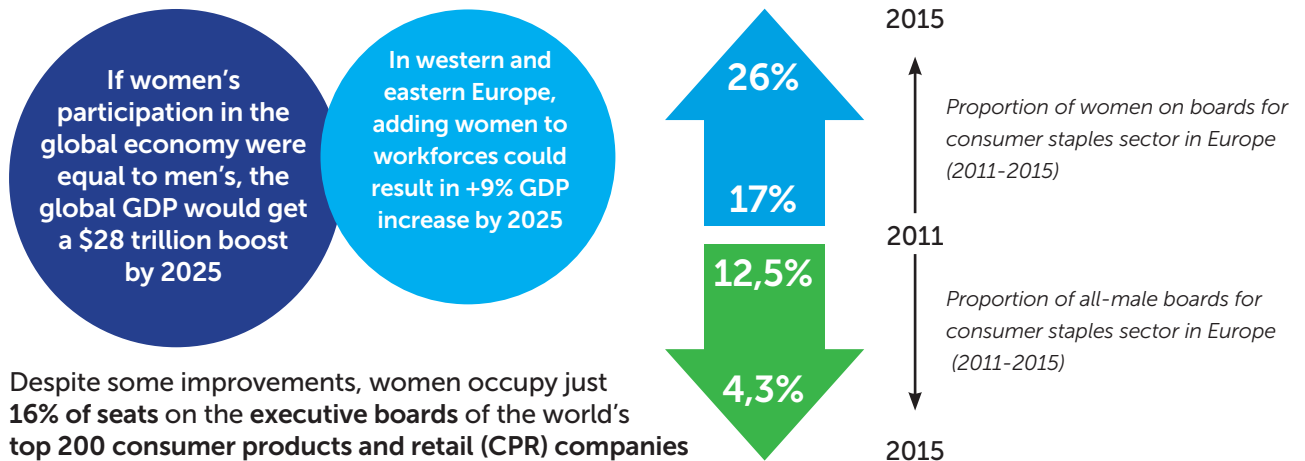
Gender is only one facet of the wider diversity picture, and many of the executives we spoke to were keen to point out that their diversity and inclusion strategies also take account of important factors such as age, ethnicity and disability. However, this report limits itself purely to the topic of gender diversity, and takes an in-depth look at the extent to which men are engaged in this vital issue.

Finding a solution to the dearth of women at middle management level and above is crucial to the future success of the retail industry, because only with a diverse leadership will companies be able to better understand their customers' needs and attract tomorrow's talented candidates. But progress is slow: time and again our interviewees describe having a healthy gender balance at the lower end of the career ladder, only to see this tailing off at the higher levels. Some areas, such as merchandising and IT, have virtually no women even at the entry stage, meaning there are no female candidates coming through the pipeline. Clearly, diversity initiatives are often failing to have the desired impact, despite companies' best intentions.

One message to emerge strongly from our research is that gender diversity can no longer be viewed as a women-only topic. Instead it is a structural issue that requires a strategic approach, with men's engagement crucial to bringing about real and lasting change. Men will benefit as much as women from a more balanced work/life concept that makes room for parenting responsibilities and other life choices and commitments. The upcoming generation of employees will be attracted to those companies with a progressive attitude in this area, and it is clear this is a key way of future-proofing the retail industry.

While there are examples of leading practice in this study, no company has yet come up with the perfect blueprint for an effective gender diversity strategy, nor with the ideal way to get men fully engaged. If we are to find the answers, we urgently need an open dialogue. We hope this study will contribute to that conversation by sharing examples of practices that work, and suggesting possible future directions.

Gender diversity by numbers



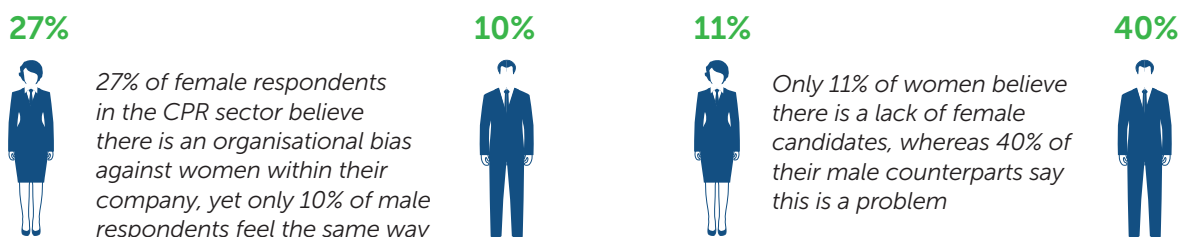
A recent EY survey of 145 CPR industry executives highlighted the importance of gender diversity and the challenges faced

- | | |
|---|---|
| 97% say the sector is at a time of monumental change | 52% formally measure progress on improving gender diversity in leadership |
| 98% agree that diversity of thought and experience is key to navigating disruption in the sector | 18% have a structured formal programme to identify and develop women |
| 79% recognise that gender diversity improves business performance | 4% measure the impact of gender diversity on financial performance |
| 12% expect a significant increase of women in senior leadership positions in the next five years | 84% of sector leaders acknowledge more needs to be done to attract, retain and promote women in leadership |

Multiple studies have found evidence that gender-balanced leadership drives better bottom-line results

- | | | |
|------------------|-------------|--|
| McKinsey&Company | +47% | average return on equity for companies with top quartile female board representation |
| McKinsey&Company | +55% | average earnings before interest and tax for companies with top quartile female board representation |
| CREDIT SUISSE | +4% | higher Return on Equity (ROE) for companies with at least one woman on their boards |
| CATALYST | +34% | higher total return to shareholders |

In the same EY study, men and women were found to have different views on the gender diversity gap and how to solve it



1.

The value of gender diversity



The majority of shoppers are female, and most household budgets are controlled by women. Women's spending power is increasing: in the next five years, the global incomes of women are predicted to grow from US\$13 trillion to US\$18 trillion – almost twice the growth in GDP expected from China and India combined.³ By the year 2028, women will control almost 75% of discretionary spending worldwide.

These facts are at the forefront of our interviewees' minds when asked about the value of gender diversity. Many of them state that companies need gender-balanced leadership if they are to understand what rapidly evolving customers want and respond to their needs effectively.

What executives from leading retailers say:

“Gender perspectives are important. Buying is a good example: it would be like me (man) buying for my two teenage daughters, I would get it very wrong. You need advice from different viewpoints to navigate different situations – it helps to understand the customer and is good for business as well as being a good thing in and of itself.”

“As a retail business we focus on the needs of our customers and their families and household. To better understand them our workforce should reflect the diversity of these clients and their families.”

“When I first joined 15 years ago, the buyer for Baby was a man with no kids who went on to run our car fleet. And you think, now I know why we didn't do so well in Baby. So the compelling thing is that we do need to be in tune with our customers and be able to relate to them.”

“Gender diversity in retail is important because we need to copy the reality of the population and customers in the store. Seventy-five per cent of our customers are women. We have to listen to what they want.”

3. EY. *Women: The next emerging market*, 2013

Research has found that companies in the top quartile for gender diversity are 15% more likely to have financial returns above their respective national industry medians.⁴ This enhanced business performance is another key factor mentioned by our respondents. "We use business cases to position why diversity is so important; it is statistically sound," says one. "We know it in our stores: when they have greater diversity, they have greater performance, meaning greater sales, greater NPS results, lower associates' turnover, higher associates' engagement results. There is direct correlation."

When you have a group of diverse individuals cooperating together and learning from one another, you arrive at more creative, innovative solutions to problems. And your decision-making is more robust because it takes a variety of perspectives into account. Many of our interviewees mention these benefits as a significant result of gender diversity.

“Diversity results in better, risk-balanced and smart decisions.”

“When I look back on my career, where I have worked with more diverse teams, we achieved greater results and I really enjoyed it as well. I find when working with similar people, you do not have those things, you can almost predict what the outcome is.”

“Diversity leads to different ideas, opinions and perspectives, which create value. This can be the only way forward as a company – if you have two people thinking the same way then you have one person too many.”

“We know from practical experience as well as from research that more diverse team are more successful, have better discussions and take better decisions. Women can open up different views and perspectives.”

Gender diversity is also crucial to the talent pipeline, enabling the company to fill management vacancies with the brightest and best, and helping it create sustainable success.

“Along with the importance of gender diversity, the inclusion of the female perspective to our business processes is also very important for the sustainability of our business model. In our organisational chart, we aim to appoint the successors of our C-levels from female managers.”

“Women are in all roles from merchandising, to buying, to finance, etc. We have done this by picking the right person for the role, not on gender, and it has resulted in a great mix and awesome team.”



Several interviewees mention a wider duty to society: retailers are some of the world's largest employers and therefore in a position to set a good example and help bring about social change by ensuring that women have equality of pay and opportunity.

“[The company] is such a large retailer, we have a huge responsibility in this space.”

“Retail is the largest people business that exists in the world. It's the biggest employer in the world. It's completely logical that we don't miss out on gender diversity. We have to combine male and female points of view in our business.”

4. McKinsey & Company, *Why Diversity Matters*, 2015

2.

Is there a downside to gender diversity?



While our respondents are unanimous in feeling gender diversity is a force for good, they do perceive some downsides if the issue is not handled appropriately. There is the potential for policies to be seen as a box-ticking exercise rather than a true corporate value; in this scenario, a woman may be seen as getting a position not because she is the best candidate, but because she is female.

Another potential downside is the risk of short termism. In their eagerness to promote women and hit diversity targets, companies may end up appointing or promoting individuals who lack the required skills. This damages the cause in the long run, as it can be seen as proof that women aren't as able in senior positions.

Finally, there is a possibility that company initiatives and networks set up to promote gender diversity can become exclusive – female-only or female-dominated 'clubs' that shut men out, despite the fact that male involvement is key to finding the solution.

“The downside is that in most companies gender diversity is seen as an obligation and like ‘she only got the job because she is a woman – even if a competitor (male) would have fitted better because of his competencies.’”

“Hand in hand with this is an anxiety that support for women can lead to preferential treatment and a decline in the calibre of candidates. ‘Women can be facilitated but the women themselves should be driven to go the extra mile,’ says one executive. ‘It cannot be too easy; [the company] is looking for quality.’”

“Some men may perceive the gender diversity agenda as a threat to their own career prospects: if there are two people in the running for a job, and the company has targets to fulfil, a woman may be selected at the expense of a man. One (male) interviewee comments: ‘You will find very few men who have not reflected on the fact that this may at some point hurt or restrict their own career possibilities.’”

“Our challenge is a long legacy of culture, and to be honest, in the past the wrong women were promoted. They were the ones masquerading as men and playing the man’s game, which was damaging really to other females and they weren’t the right leaders.”

“Networks built to address gender diversity may feel off-putting to men even though they are invited.”

“We have a number of diversity networks, and we don’t want these to be bubbles. We want them to be a community of people with shared interests or situations, and we promote the cross-pollination of ideas and speakers. If we focus on making [the network] a club, we risk alienating people.”

“In the management of our business it’s a ‘man’s world’ so if you want to develop gender diversity, it’s important to share the vision with everyone, not only women.”

3.

Where does gender diversity rank on the corporate agenda? Has the ranking shifted over the past five years?



Every company is different, with cultural factors playing an important role in how well women are represented at senior levels, and how highly gender diversity ranks on the corporate agenda. For example, in Eastern Europe and Turkey it is taken much more for granted that both men and women go out to work and rise to the top of businesses, and therefore the issue may be less of a strategic priority.

Regional differences apart, retail companies tend to have a gender balance that starts out at around 50/50, but lose women higher up the career ladder. Usually, store staff are predominantly female, but at the manager, director and business leader level, numbers taper off dramatically. We asked our interviewees where the issue ranks on their company's strategic agenda, and whether this has shifted over the past five years.

A number see their organisation making gender diversity a strategic priority and achieving encouraging results:

“When I joined it was a bit of a boys’ club, [but] the direction and involvement from higher leadership was very high and led to the great diversity culture we have today.”

“It has been strong for a while but has definitely gone up in the last 5 to 10 years. This has been triggered by the growth and expansion of the company. Expanding into different cultures requires more thought around culture and values. Now that we are in more geographies, diversity is playing a much larger role.”

“What changed in the past five years was that the organisation became a lot more tolerant in making custom-designed offers for true leadership positions, for example part-time working (for men as well as women).”

One executive cites the figure of 60% women in the senior leadership team, while another describes operations in Russia, the Philippines and Indonesia having a balance of women on the Management Board, with Germany the only country having a male-only Board.

Businesses are being spurred on by the fact that the topic is a matter of growing public concern. In response, some have signed up to international commitments on gender parity, such as the United Nation’s Sustainable Development Goal.⁵ And some are benchmarking their own record on gender diversity compared to their peers, recognising this could be a key differentiator in years to come. “One of the things we are looking at is a comparison with our partners and competitors – how we compare regarding diversity at different ranks and where the gaps are,” explains one interviewee.

5. United Nations. *Gender Equality: Why it matters*, 2015



However, several of our interviewees highlighted the fact that, even when headline targets have been met, such as equal representation of women at Board level, there can still be underlying structural issues:

“The proof is to have 50% female members on the Board. However, there is a different picture for top management – at C-level there are only male leaders. It seems to be easier to have female leaders for Board positions – it is part-time engagement, which makes it easier to integrate with family.”

“Up to midlevel, diversity is embedded and has been achieved. However, our Top 300 does not reflect this at the moment.”

“[We must] focus on long-term solutions not short-term – promoting women to the Board is not the only solution. We also need to look at post-pregnancy plans to get talented women back.”

“We recognize we are not there yet. Gender diversity is especially important as 53% of our global workforce at all levels is female but this proportion is not yet reflected in our leadership.”

Many of the executives we spoke to acknowledge that they don't have the right strategies in place, and are unsure what tactics to adopt. Their bewilderment rings out loud and clear:

“We need more education on what gender diversity means.”

“There's awareness, and engagement, but as you work through the organisation the numbers go wrong. It's hard to point at the problem – there's nothing obvious, it's a very egalitarian organisation. There's something structural that means we can't get those talented women up the organisation.”

“The problem is a lack of awareness regarding effectiveness, and a lack of experience. [Men] see gender diversity as a threat, because it is unknown.”

There is widespread frustration at the slow pace of change – and the fact that in some cases things are even going backwards, with fewer women at senior management level than there were five years ago.

“Interestingly, the bottom line is that nothing has shifted and we have made no real progress. All of the personnel who had [gender diversity] as part of their jobs have changed roles or are leaving. We are in a tough spot at the moment. I feel the ambition is clearer and more real but it hasn't translated.”

“We have had the topic on our high-priority agenda for three years and nothing changed. We have learned that we actively need to work on it, to make people more aware and sensitive to it. The commitment to change is getting better, but is still on a low level.”

“I don't feel gender targets are baked into targets or plans. We need to get leadership to take more responsibility. We are looking to build this into scorecards, but it isn't there yet.”

The World Economic Forum estimates that, at the current rate of progress, it will take 170 years to reach gender parity.

This sobering statistic must make the retail industry question whether it is enough merely to let gender diversity evolve naturally, as a handful of our interviewees advocate:

“There are no specific practices. Just doing and living it is much better than to talk about it.”

“There are zero initiatives. And the success of such practices is questionable. It's better living it on a daily basis.”



3.1 External regulation and the question of quotas

State regulations imposing quotas for the number of women on the boards of publicly listed companies are already in force in Belgium, France, Germany, Iceland, India, Israel, Italy, Norway, and Spain.⁶ In 2012 the European Commission proposed legislation to require EU member states to have 40% female non-executive directors, and although this has been shelved for the time being, discussions are continuing about similar measures.

If they are to meet legal requirements, companies must take effective action as soon as possible to build the female talent pipeline. Yet despite this widespread shift towards the quota approach by regulators, dislike of the internal use of quotas is pronounced among our interviewees, with most espousing a 'softer' strategy such as KPIs or targets.

“Many companies have created bad management teams because of gender discrimination, where they may not have the best people because they wanted to hit a gender quota. We focus on the right people, which is the right thing to do and right for the business.”

“We do not have quotas, but we have KPIs with targets. These are not tactical, more a measure of direction.”

“My role is to help everyone to make the right hiring decision. I am not an emperor, nor a dictator. I don't want to impose a quota. I just want to nominate people for a position based on his or her acts and skills, not based on his or her gender.”

“I have never been driven by quota. To me that is the wrong discussion. However I do feel that we need to do something extra to give women a chance after they left work to have children. And when a woman and a man are both equally fit for the job, select the woman to show our organisation that we find family important.”

“We don't really have succession planning. We look at talent, passion, etc. and will bias toward women where possible. Only 11% of our executives are female, and this is one approach to addressing this without it feeling too forced.”

6. World Bank Publications. *Women, Business and the Law: Getting to Equal*, 2016

3.2 A new maturity model: Where is your company on the internalisation curve?

During the course of conducting the interviews for this survey, we came up with the concept of a gender diversity internalisation curve. The curve reflects a phenomenon discussed by a number of our survey participants: that in the early stages of a company's gender diversity strategy, there is low visibility of initiatives because these are yet to be fully disseminated and understood.

There then follows a period of high visibility, while the leadership promotes and instils the new values and actions. Finally there comes a point where, as gender diversity initiatives mature and become embedded in an organisation, commitment increases and they go from being highly visible to almost disappearing and becoming an organic part of company culture. We hope retailers will be able to use the internalisation curve to chart their own progress.

Internalisation curve

Low internalisation

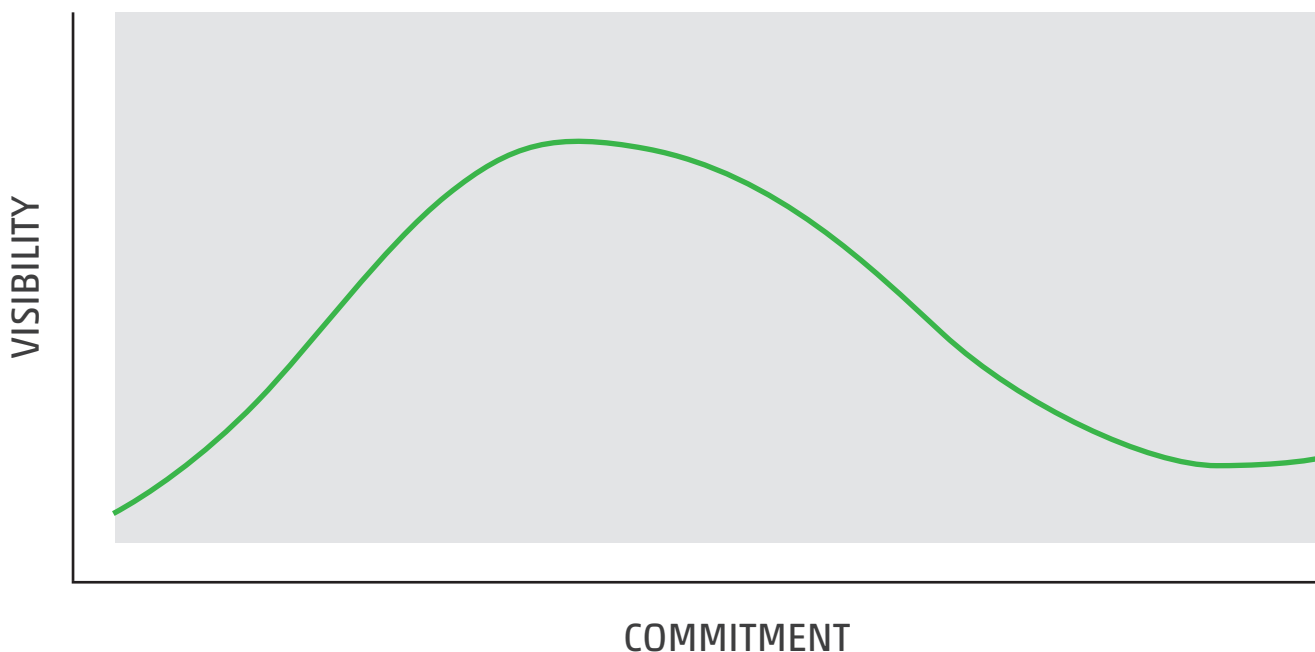
Establishing gender diversity initiatives. Increasing commitment but still low organisational visibility.

Medium internalisation

Gender diversity initiatives are highly visible in the organisation.

High internalisation

Gender diversity initiatives are embedded in the organisational way of working.



4.

To what extent are men involved in gender diversity initiatives?



While in the past gender diversity tended to be seen as a female problem that was the responsibility of women to solve, today there is a growing appreciation that it is in fact an organisational issue that requires input from both sexes. This is borne out by our survey, where only one participant (a woman) maintains that it should be female-led.

Most of our respondents feel that if gender diversity is approached as a women's issue rather than a strategic one, little can be achieved and progress will be glacially slow. This is because there are currently too few female senior executives in most companies to effect change. If responsibility rests on the shoulders of a handful of senior women, and these individuals move on to other companies, the whole programme can founder. Meanwhile, women-only committees and groups simply allow men to ignore the issue and reinforce the perception that it is a niche rather than a fundamental topic – a limitation several executives warn against.

“All of our programmes are directed at women more than men, and when I say that I realise how wrong we are.”

“Sometimes you get networks built by women for women, and men do not automatically feel they should be included.”

“Any initiatives like workshops etc. where only females are together don't work.”

A few of our participants believe the gender equality agenda is a natural part of their company's ethos, with men wanting to be involved and taking action instinctively to promote and support women. “Male managers are good at proactively sponsoring female team members,” says one. “I don't think they are aware that they need to focus on gender, they just act. It comes naturally and is part of the culture.”

But these positive views are in the minority, with most executives believing their organisation still has a long way to go. Men may be more supportive and interested than they used to be, and say the right things, but their attitude does not necessarily translate into action.

“Men are generally engaged, sessions are well attended. But they are passive.”

“They would all say it is important, because it is important for [the company]. But the real proof is in what men actually do.”

Some of our male interviewees voice concerns about not meeting their female colleagues' expectations or being unsure how to bring about change. Others feel they are not doing enough despite their best efforts:

“When a boardroom discussion gets very tough and direct, as chairman I need to ensure everybody is heard and speaks out. I have to pay attention to that and be aware of gender differences. On the other hand, if you asked the women on my Board if my support for this is sufficient, I know they would say they need more.”

Some respondents think there is a danger of complacency among the male leaders of their company; as long as some progress has been made, that is seen as enough. “Some are doing stuff, others are preserving the status quo through ignorance or because it suits them,” comments one executive. “The male leadership team may have plenty of well-performing women next level down and feel they don't need to do much more.”

A number of people highlight a more deep-seated problem and feel that some men in their organisation are biased, disrespectful or unaware of gender issues.

“All of our executives were old white men, so explaining to them we had an issue was difficult. There was a wealth of experience around the table, but no women, no people of colour.”

“Unfortunately, many men still do not have the guts to take a position regarding gender diversity – they do not understand the importance, they feel too vulnerable or feel it is inappropriate (socially).”

“I think the key is that 80% of our customers are women, 60% of our colleague base is women, but the vast majority of decisions are made by men. The female perspective is not as well considered unless you push it.”

“The barrier is older employees who do not believe women should be their superiors.”



Some of our female interviewees tell anecdotes about being ignored in meetings, being instructed by their boss to work weekends, or meeting blank looks when they point out that a store's layout is not female-friendly.

What female executives report:

“Even though I'm their boss, they get my name wrong, but they never get their male colleagues names wrong. And the number of times I've been mistaken for an HR person in my career is hilarious. So much bias and it's been there for so long.”

“When we were setting up [operations in a new country], I walked into a room with my all-male team and was largely ignored until they realised I was in charge.”



Today's male executives may feel they can't voice their desire to take an equal role in parenting and have a better work/life balance for fear of being seen as weak and damaging their career prospects. But younger people entering the workforce are unlikely to be so reticent, and will seek out employers that allow them to work flexibly, remotely or part time, and have a life outside of work. They have grown up in families where male and female roles are much less harshly delineated, and are used to seeing women in positions of power – as heads of state, directors of international organisations and leaders of global businesses.

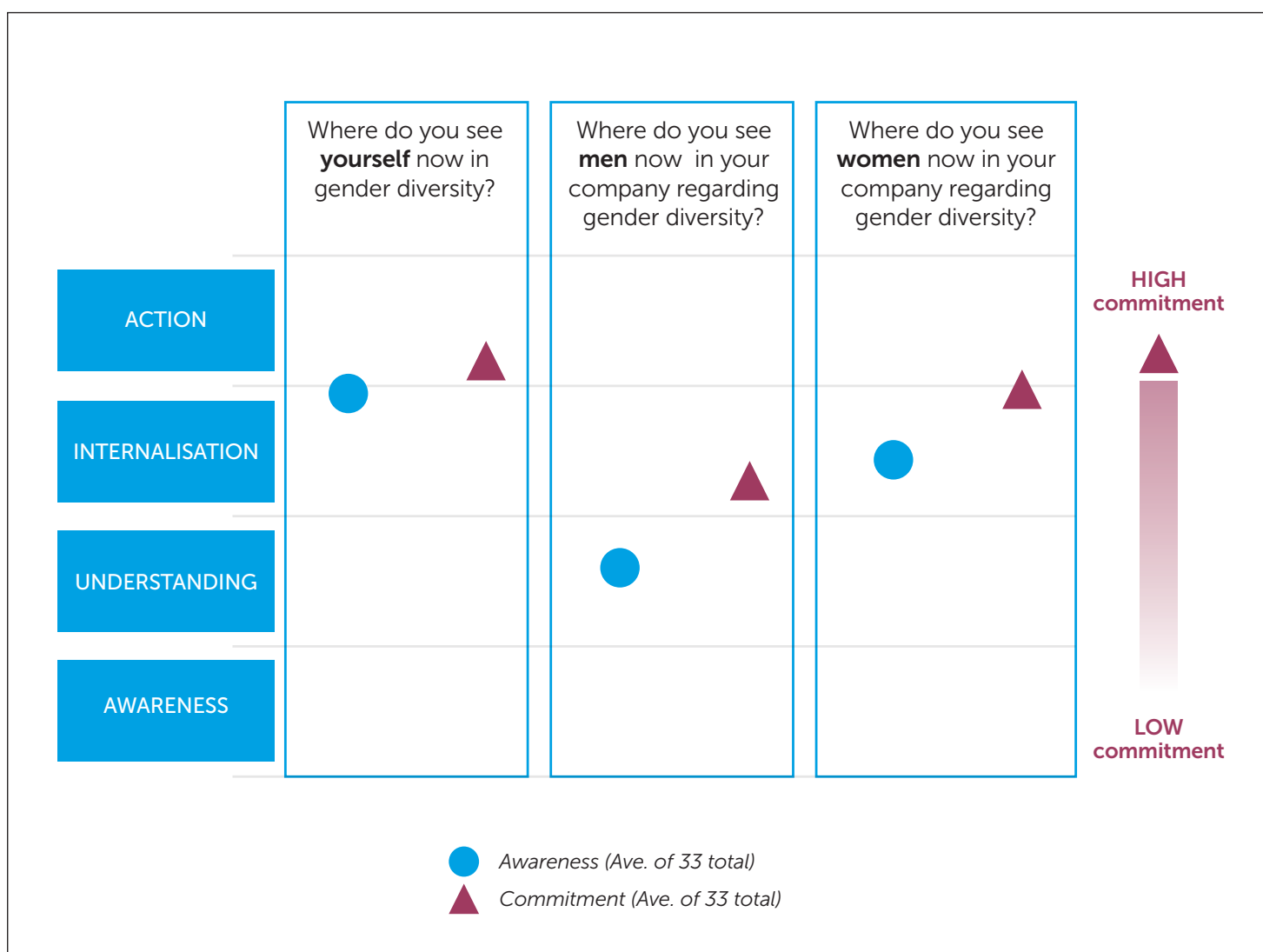
Our interviewees are keenly aware of this fact, and the need to move with the times. Says one:

“It is not a 'female' topic – men should also be able to work part time. And with the war for right talent, such as the Silicon Valley-type of big-data specialist, the topic should be widened in the sense that 'young nerds with a tattoo' will also be leaders for a successful organisation.”

4.1 Rating levels of awareness and commitment

As part of our study, we asked participants to indicate on a scale their own level of awareness and commitment regarding gender diversity. We also asked them to estimate what the level of awareness and commitment was for the men and the women in their organisation. The scale for awareness runs through four phases: awareness, understanding, internalisation and action (ability to act as a role model), while the scale of commitment runs from low to high.

Where would you rank your and your company's awareness and commitment on the scale?



4.2 Observations and recommendations

The results show that, on each measure, interviewees rate themselves higher than both the men and the women in their organisation. The women overall are seen to be slightly lower than the respondents, with the men being judged as lowest overall on both.

1

OBSERVATION

Men are viewed as being poorest in terms of awareness, at the level of merely understanding gender diversity. Their commitment levels, however, are higher, indicating that a lack of education about the importance of gender diversity may be to blame.

RECOMMENDATION:

Retailers should focus on finding ways to demonstrate the personal and business relevance of gender diversity to men. In so doing, they will move men up the scale towards full internalisation and, ultimately, towards taking greater action.

2

OBSERVATION

While women are seen as more committed to gender diversity as a whole than men, they are not viewed as being fully active but rather at the point of internalisation. A number of respondents indicate during their interviews that there are two groups of women within their organisation: a smaller group of women who are highly active on the gender diversity issue, and a much larger group who are far less active or engaged. Additionally, some respondents indicate that any loss of key active women causes a significant setback for the company's gender initiatives.

RECOMMENDATION:

Retailers should ensure that the responsibility for gender diversity initiatives does not rest on the shoulders of a few individuals. There is an opportunity to structure the company's diversity approach to be less prone to 'key woman' risk.

3

OBSERVATION

Respondents rate themselves more highly than they rate either the men or the women in their company. However, having rated themselves, a number of interviewees (predominantly men) are unable to give concrete examples of action they personally are taking. This suggests men may feel they are taking effective action simply by being a leader who is supportive of gender diversity.

RECOMMENDATION:

Men may struggle with internalising gender diversity, either because they do not perceive its personal relevance to them, or because they regard their current level of action as sufficient. Retailers should consider the strategic importance given to gender diversity in the organisation and how this is translated into metrics and targets. Gender diversity activities need to be a) more structured, measurable and demonstrable; and b) built into personal and business targets. Both men and women need to be able to see where they are currently and where they need to improve.

5.

Are there different 'rules of the game' for men and women?



To get a clearer picture of organisational culture, we asked our interviewees whether there are different rules for career success for men and women. There is a general feeling that 10 to 20 years ago there was a more overtly 'macho' culture within the industry, but that this has changed. The emerging model of leadership is that individuality is valued: to be a successful leader you need above all to be authentic.

There are some interesting contrasts between the male and the female viewpoints, however. Men tend to think there are no rules concerning behaviour, but several of our female interviewees believe there are rules, which have been set by men, and which women have to either conform to or be very strong to resist. One woman says she doesn't wear a skirt to work in order to be taken more seriously.

“ Besides the usual qualities a Board member should have (assertiveness, authenticity, team spirit, persuasion), it does not matter at all if the person is male or female, there are no gender rules.”

“ What you always need to bring is political intelligence and the skills to be able to make joint decisions. You need to have profound and convincing arguments and to be open-minded. There is no typical male behaviour a female must adopt.”

“ You have to be a good professional, be decisive, take tough decisions, be politically sensitive. Sometimes you need to use your elbows to move up. I am not sure this is typical male behaviour. In my opinion this is gender independent. It would be logical for good female managers to have these competencies.”

“ Becoming a good leader you need to be authentic, know yourself, rely on your strength. A good mix of men/women will have a positive impact on results.”

“ There is no behaviour rule women should adopt, because diversity is all about differentiation. Getting new input, new questions and a new understanding from a different perspective is the most added value.”

“ Character, competence, authenticity. It does not matter if a person is male or female. The team and the team spirit is the most important thing. We need to get away from hierarchy structures.”

“ Male traits are more encouraged. I've never heard a man in [the company] being described as too assertive, but I have heard that about women so many times – 'she's too assertive, too strong willed, too many opinions'.”

“ I don't think there are rules, more like habits. Men drink and play golf, but no one says that women can't. I am the only female country manager in [the company] and when country managers meet up I join the guys. I find men are generally great about it, but it is up to the women to say they are joining. 'Don't let the tail wag the dog.'”

6.

What are the barriers to male engagement and how can we overcome them?



1. Enable men to play a greater role in family life

The perception still prevailing in many countries is that it is primarily a woman's responsibility to rear children, take care of elderly relatives and run the household. This both cramps female ambition and makes it difficult for men who want to play a greater role in family life, as our study participants point out:

“The traditional and cultural picture of the woman's role is still omnipresent in our society. This needs to be changed.”

“Unfortunately, many high-performing females do not come back after pregnancy. With one exception: almost all women living cross border in France come back to work. Reason: much better infrastructure in France – with fully paid childcare. So it's a political topic and also has to do with the culture and society.”

“The perception is still that it is the woman who is going to be doing the majority of child rearing. Shared parental leave has reduced some of that way of thinking.”

“There is still the traditional picture of the woman's role as mother and housewife. Combining family and career is still a big barrier.”

“Women still take more care of their family than men do. They almost have double jobs: at [the company] and at home. I really admire that, how they manage. I talk about this with men, that women survive a biological break and keep their career moving and also manage the majority of their family lives. When I share my admiration with women they often do not appreciate this – they feel they can't show pride to their manager about combining a personal and professional career, a dual achievement – I think women feel it as a sign of weakness.”

Challenging this gender stereotype is crucial. Not only will it help both sexes find an equally fulfilling role at home and at work, it will enable companies to attract members of the so-called Generation Z – young people who want to take charge of their lives and their futures, and are prepared to seek out those employers that enable them to do so.⁷

7. EY. *Rise of Gen Z Creates New Challenges for Retailers*, 2015

To achieve this, businesses must strive to develop a new work/life concept for employees at all levels, right to the very top of the organisation. This is likely to include measures such as flexible working, remote working, career breaks, parental leave, part-time roles and job shares – all mentioned by our interviewees as important levers. It will involve reshaping people's mindset by using language that includes rather than excludes – for example, talking about 'parental leave' rather than 'maternity leave'.

“ We do not directly focus on gender diversity, but more on the issue of compatibility of career and family. This topic becomes more and more important throughout the years.”

“ We need men to understand that we're supportive of working parents, not just mothers. It's not just about men do this and women do that – there's an opportunity to look like a very modern employer around parenting.”

“ A lot of women feel they need to decide between the job and having a family. As long as we have not implemented a suitable concept, it will not change.”

2. Transform the 24/7 working culture of the retail industry

A culture of presenteeism and long working hours is widespread in the retail industry, with senior managers expected to be always on, always available, even during weekends and holidays – a situation bemoaned as outdated and short-sighted by many of our survey participants.

“ The culture at [the company] is that if you have time for golf and socializing you aren't working hard enough. I am usually in early and out late but like my weekends. My boss did have a go at me, asking why I didn't come in on a Saturday morning.”

“ The retail sector requires a lot of dedication, flexibility and mobility. The store manager has to be always available to solve any issues regarding the operations of his store. Those traits somehow naturally promote people without family commitments, regardless of gender.”

“ The rule of the game at [the company] is if you're not at your desk you're not working. It came down from high and still remains the thing. I am more productive at home, but physical presence is a retail mentality.”

“ Women in [the company] showed smaller availability and mobility due to family commitments. Those traits are crucial in the business they operate in. As such, there are big disproportions in the employment pyramid scheme.”



Reforming this culture is crucial to future-proofing the retail industry: Generation Z, both men and women, want a life beyond the office and will seek out companies that provide it. Sheryl Sandberg, in her book *Lean In*, points to General Colin Powell, former Secretary of State to George W. Bush, and Larry Kanarek of McKinsey & Company, as examples of highly successful men who promote the value of employees who are not expected to work around the clock but instead have the time to recharge and pursue other passions – which ultimately improves their professional performance.⁸

“ Our younger generations will perform better; they prefer mixes. They are committed and act on it, and are looking how to engage. This applies to both men and women.”

“ In the younger generations I think gender is already almost invisible.”

8. Sheryl Sandberg, *Lean In*, Ebury Publishing, 2015

3. Create an inclusive leadership

A business can only create a genuinely inclusive culture if its leaders set the right tone. That means not only taking concrete steps to remove barriers for others, but applying those same values to themselves – for example by leaving work early one day a week to pick up their children. A number of our interviewees mention leaders within their company who are setting an example for others to follow:



“His culture is to treat male and female the same way. He offers both men and women the possibility of five ‘emergency days’ each year to take care of family matters. And he proactively offers part-time positions (also behind the background of efficiency). One big topic for him is to make it much easier for female leaders to re-enter the labour market – to train society that focusing on family for some years is a true value.”

“[A senior figure] was asked if he saw his successor as a woman and he said no and challenged the company to figure out what it would take to make it happen.”

“Our head COO of stores gave a job share to two women for a big store. That takes some doing, but they made it work and now there have been a few others. They made it work because we’ve been flexible and they were committed to figuring it out.”

It can be powerful when male senior leaders embrace diversity in this way. They model the desired behaviour, and it sets a precedent for other men to do the same – it’s hard to say carving out time for family is not acceptable if the MD or the CEO is doing exactly that. Over time, agile working starts to be seen as available to all, not just the women’s option or the ‘mummy track.’ It also opens up new conversations and demonstrates a willingness to learn new ways of doing things. Many of our interviewees recognise the importance of such an approach:

“What I will say is that it needed leaders to wise up and inspire people. Now it’s rare to not have a 50:50 split in any country [where the company operates].”

“I believe gender equality requires continuous attention from our managers, to look for multiple opinions, to lead a discussion in a fruitful way. To explain to people why certain things are important, why parental leave is so important – why we hold someone’s job for 18 months during his/her leave. Actually quite simple things that you still need to repeat and explain.”

“I wish for our company to provide a great working environment where people can be authentic, where we use more intuition and share more genuine opinions. Where people can deploy their talent in a more natural way. It is great that people differ, this gives me the opportunity to learn as much from someone from India as from Pakistan. This will strengthen our business, both for our employees as well as for our clients.”

“Men in our organisation are taking a more active role and I am proud of that. They are included in our diversity and inclusion network, and men in our executive committee and our HR leadership team are actively engaged in reviewing actions and progress, and shaping the strategy.”

“The direction and involvement from higher leadership was very high and has led to the great diversity culture we have today.”



4. Make sure there is a strong pipeline of female talent

An often-heard reason given for the poor representation of women at senior levels is that there are not enough female candidates coming up through the talent pipeline. Our interviewees mention this being a particular issue in certain fields, such as merchandising, running a warehouse, supply chain, finance, logistics and retail management – disciplines that often remain almost completely male-dominated. Where there are women in senior positions, they tend to be confined to certain types of role such as HR and marketing, deepening the prejudice that some areas simply aren't a female province.

“In a retail business such as [ours], operational/hands-on experience is the basis for managerial and executive jobs. So continuous through-put of talented and qualified women is essential. Any barriers, such as for young parents, should be taken away.”

“The pipeline is dry at mid-level. Management need to be able to promote women.”

“Where I and we as a company could do more, is to prevent the loss of our women higher up in the ranks. We have to start much earlier in the process, driven by managers and supported by HR, to get the funnel right. Our actions are not enough yet. From [age] 35+ it is easier to monitor female management talent but then we are already at the 25% female participation rate. We need to spot female leadership potential earlier.”

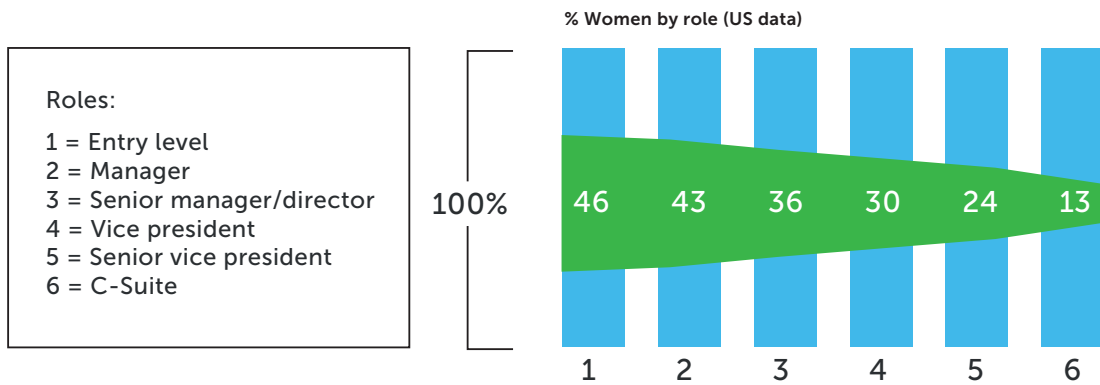
“One of the challenges we have [is that] special women with a strong track record are often quickly promoted or offered other opportunities. In my management team we have had a high turnover, not because they have been given less chances, just the dynamics are to their benefit.”

“This year we have a more clear long-term plan in areas such as our talent management programme and succession planning where we will dive deeper to find future leaders in [the company].”

“We have KPIs in various departments: in the IT department at least 30% of the workers should be women and effort is being made to increase the role of women in the logistics department.”

For male leaders to be able to promote women to senior positions requires serious commitment to building the talent pipeline. Measures mentioned by our interviewees include rotation of roles to allow women to test themselves in managerial positions; sharing career stories of successful women to inspire others; and enabling job shares and part-time working in areas not usually considered for it such as store manager positions.

Retailing and consumer goods



9. McKinsey & Company. *Breaking down the gender challenge*, 2016

5. Challenge unconscious bias

Unconscious bias is another important barrier that needs to be overcome, something that our interviewees are keenly aware of. Says one: "The biggest risk is that men like me or men in senior influential positions, though we understand intellectually the need for gender diversity, do not understand how we have been coloured by the system we have grown up in and where we have been successful. You could say for example that everyone is treated equally because we all get the same performance evaluation, or you could say that the performance evaluation was created by men. I cannot rule out that that is where the problem starts. The problem with unconscious bias is that it is unconscious."



A number of interviewees, both male and female, complain that women are automatically assumed to have 'softer' skills such as team-building, conciliation and sensitivity. "Women are often looked to apply the empathy lens as men are not seen to be empathetic," comments one executive. "This is very old-fashioned in my mind. I am known as the empathetic leader within the business."

Seeing women as innately having a special skill-set can be counterproductive – it not only means that women feel under pressure to conform to the stereotype, but makes men see women as merely complementary to the men within a team, rather than an integral part of it. It can also inhibit men's potential – they feel they cannot display so-called feminine qualities for fear of being seen as weak. Senior leaders can help overcome this by sending out the message that both men and women are individuals with their own skills/strengths and must be treated as such.



6. Pay women equally to reflect their equal value

Equal pay for equal work is an important principle. It is not only fair, but also roots out the problem that, in any business where women are paid less than their male counterparts, men will continue to undervalue them. The pay gap also means that, in heterosexual couples, the woman's career will tend to be given up more readily than the man's because she earns less than him. A number of our interviewees draw attention to the importance of equal pay:

“ I am aware that we need to address the additional challenges women have and help them to overcome these. For example, to check the salaries of women compared to men and prevent women from having lower incomes compared to their male peers because of maternity leave in the past, which is a very painful issue.”

“ In my organisation, there is no difference concerning salary – results, performance and leadership capability are key and the decisive factor.”

“ Remuneration for the same position is equal, independent of gender.”

“ We looked at pay and performance and the trends – how the ratios develop. When you do this, you are legally obliged to take action on your findings. And we did.”

The solution is to conduct an audit of pay across the company and make sure men and women are remunerated equally for equivalent work. This is something businesses may soon be obliged to do anyway; for example, in early 2017, new legislation was passed in Germany allowing employees to see the criteria on which remuneration is based and sue if they are discriminated against. Companies with more than 500 employees will have to report regularly on equal pay efforts.⁹

10. Business Insider. German Cabinet approves law meant to help ensure equal pay, 2017



6.1 Examples of leading practice

All our interviewees give useful examples of practices within their own organisation that have increased the engagement of men and boosted progress towards gender diversity more generally. The key examples are listed below:



Strategic

1. Involving the Board and the C-suite in the topic
2. Identifying and training men to act as advocates
3. Creating a diversity and inclusion council that includes senior roles and co-owns the strategy and execution of diversity plans
4. Running an internal programme and training module on unconscious bias, mandatory for all managers



Tactical

1. Organising networks, support and training that include men
2. Ensuring men sponsor and mentor talented women – and vice versa
3. Running self-awareness workshops to create effective people management
4. Paying a childcare allowance to senior employees regardless of gender
5. Enabling part-time working and job shares in leading positions and large stores
6. Introducing a governance model to support the diversity and inclusion strategy and increase the accountability of leadership
7. Supporting managers with executive coaching and personal development plans

6.2 Case study: Costco's Journeys initiative



Diane Tucci,
Vice President and
Country Manager at
Costco Wholesale Spain

“The key to this success has been the advocacy of men, who have become champions of the process. We are seeing a lot of women moving up into store manager and other senior positions.”

Wholesale retail chain Costco runs a successful networking organisation, Journeys, which has been effective at involving men in the diversity question. Journeys was launched by two male executives in 2007, to address the issue that the company was losing senior women, failing to attract young women, and not moving people of colour up through the business.

Journeys identifies female potential leaders and cycles them through the company, especially the male-dominated area of merchandising, which is core to Costco's business and a prerequisite for anyone wanting to progress to a leadership position. Networking sessions forge connections and showcase success stories, helping individuals understand how to advance their career.

There are monthly, live-streamed 'lunch and learn' events where managers from across the company (both men and women) share their insights and inspire the next generation of talent. There is also an annual symposium with high-profile speakers drawn from within the business and outside. Activities are supported by a free app, Social Link, which facilitates dialogue and mobile networking. Alongside Journeys is a Diversity Action Committee, tasked with introducing the company's values to new recruits and delivering training on unconscious bias.

Journeys' inclusive ethos and focus on building skills and retaining talent has drawn in more than 13,000 members across 9 countries.



6.3 How to be a role model for gender diversity

We asked our interviewees for examples of role models from their company, and how they themselves try to act as a role model. Here are some of the replies:

“These people do not only understand the value of gender diversity but of diversity in general: they look for people who complement each other, who have other skills than they do. These champions are often more courageous, have more self-confidence and are more challenging towards their own leaders.”

“One thing I always try to do is be a coach and mentor. I have been very outspoken that I only do mentoring for women.”

“I myself initiate direct conversations with women who are too modest and in my view are ready to accept the challenge of stepping up to the next level. They need to be assured that we will support them, that we do acknowledge and value differences.”



Fleur Bothwick has spent most of her career in human resources and talent, and is currently EY's Director of Diversity and Inclusive Leadership for the EMEA region. She is co-author, with Charlotte Sweeney, of the book Inclusive Leadership and in 2013 received an Order of the British Empire for her contribution to diversity and inclusion in the workplace.

6.4 How to involve men in gender diversity

Insights from Fleur Bothwick OBE

- **Set the tone from the top**

Diversity has to be about a new, inclusive leadership style, where everyone has a role to play. At EY we have a Diversity and Inclusion Partner, who is usually the senior leader of a service line, such as the head of advisory or the head of tax. That person sponsors the topic, ensuring it is talked about and owned by the leadership. Targets are cascaded down the different business layers and embedded in everything we do.

- **Prompt a change in behaviour by measuring managers' performance on gender diversity**

EY has three principles regarding gender diversity; when managers' performance is assessed, they have to show that they have complied with these principles or explain why they have not. Firstly, there is the principle of 'fair representation'. For example, we have a global Next Gen programme to select and develop promising individuals as future partners. If managers are looking at the supply pool to nominate for the programme, and 30% of the pool is female, then 30% of the candidates they put forward must be female. Secondly, there is the principle of 'no regression' – the numbers must not slide backwards in terms of gender diversity. Thirdly, there is the principle of 'no dilution' – external hiring mustn't dilute the existing talent pool.

- **Build networks that include men**

We do have women's networks at EY, but these are inclusive of men. There are always men at their events, male speakers on the panel and so on. Everyone, regardless of gender, is welcome to participate in their development initiatives, covering topics such as how to position yourself effectively in your end-of-year review.

7. Three principles to take away



1. Lead from the top

Ensure that leadership of the topic starts from the very top of the organisation, at board and C-suite level. Rather than appointing one executive sponsor, make sure the entire executive level is engaged and talking about it in major communications and events. All male executives should be visibly and vocally supportive of diversity; when hiring, choose individuals who understand the agenda and are strong advocates for equality. Top management must also act as role models for a good work/life balance, for example by taking parental leave, career breaks or working from home when required. Demonstrate that part-time arrangements or job sharing can work well for senior roles. Underpin these measures by ensuring that all employees understand the business case for these actions: that a progressive and fair corporate culture will help the company perform better, win tomorrow's top talent and keep in close touch with its rapidly evolving consumers.



2. Build a new culture to attract top talent

Strive to change the outdated culture of 24/7 working and presenteeism that prevails within the retail industry. Develop a new concept of the workplace where it is the norm for men and women to expect equal pay and a healthy work/life balance. Think long term and help individuals to develop a career path that suits their specific needs, rather than a one-size-fits-all model. Get the company plugged into understanding the younger generation's needs and expectations, and use these insights to design sustainable processes, practices and architecture that will help future-proof the company.



3. Use the right language to include and inspire

Take care with the language you use to ensure men feel they are included in the topic. Name your initiatives by the objective they are trying to achieve, rather than labelling them 'gender diversity' projects. For example, don't refer to 'maternity leave' but instead talk about 'parental leave'; don't talk about 'women's network' but use the term 'work/life balance network'. Inspire people with stories of different individuals' career paths and working practices, from both within and beyond the company, to show the value that results from different approaches.

Conclusion and way forward



The findings of our study show that, while there are many examples of effective practices to engage men in the gender diversity question, there is as yet no accepted blueprint for success. Developing a strategic approach is crucial because only when men and women work together in partnership will the gender imbalance at the top of retailers change.

Working together as an industry to share ideas and approaches is essential.

We urge you to get involved by joining LEAD Network, if you are not already a member, and taking part in the debate.

Methodology

We interviewed 33 executives from 14 retailers, 25 of them men and 8 women.

Participants were sourced through LEAD Network and METRO.

Interviews were conducted mainly in person but additionally by telephone during the period May to August 2017. Most interviews were carried out by volunteers from EY, with a number also conducted by Simone Balzat from METRO AG and Sharon Jeske from LEAD Network.

We guaranteed anonymity for participants and therefore interview notes are not available.

About LEAD Network

The mission of the LEAD Network (Leading Executives Advancing Diversity) is to attract, retain and advance women in the retail and consumer goods industry in Europe through education, leadership and business development. LEAD Network is convinced organisations can create more sustainable value by leveraging the full talent pool. Our vision is a diverse workforce where both men and women are enabled to contribute their full potential and lead their organisations to the next level of value creation.

For more information

If you would like more information about the findings contained in this report or any aspect of LEAD Network's activities, please contact:

Mick Broekhof
LEAD Network
mick.broekhof@lead-eu.net
+31 651 186 191

Acknowledgments

This publication was realised through the efforts of many volunteers from the LEAD Network.

Core project team

Veronika Pountcheva, Project Sponsor (METRO AG); Mick Broekhof, Quality Assurance (co-founder LEAD Network, Managing Partner Kalypso); Simone Balzat, Project Manager (METRO AG); Christopher Yates, Project Manager, (EY); Elaine Parr (EY); Marleen Blok (EY); and Tom Velema (EY).

Interviewers

Simone Balzat (METRO AG); Marleen Blok (EY); Martin Gröli (EY); Özge Gürsoy (EY); Thomas Harms (EY); Sharon Jeske (LEAD Network); Katharina auf dem Keller (EY); Arne Matre (EY); Elaine Parr (EY); Mark Twine (EY); Tom Velema (EY); Rui Vieira (EY) and Christopher Yates (EY).

Interviewees

Dick Boer, Frans Muller, and Abbe Luersman from Koninklijke Ahold Delhaize N.V.; Francois Melchior de Polignac and Geoffroy Gersdorff from Carrefour Belgium SA; Hakan Ergin and Attila Saman from Carrefoursa Carrefour Sabanci Ticaret Merkezi A.Ş.; Adrian Werren, Reto Conrad, Mauro Manacchini and Nadine Gembler from COOP; Diane Tucci, Sue Knowles, Gary Swindells and Denny Carlisle from Costco Wholesale UK Ltd.; Stephan Wohler from EDEKA Minden-Hannover Stiftung & Co. KG; Demir Aytaç from Migros Ticaret A.Ş.; Heike Kryszat from MIOS Großhandel GmbH; Anders Svensson and Gun-Liz Olander from ICA Gruppen; Olaf Koch, Heiko Hutmacher, Christian Baier and Pieter Boone from METRO AG; Patrick Müller-Sarmiento, Henning Gieseke, and Dieter Braun from Real SB-Warenhaus GmbH; Dr. Christian Mielsch from REWE Group; João Gunther Amaral and José Fortunato from Sonae; and Kari Daniels, George Wright and Tracey Clements from Tesco.

Editorial : Jill Hopper

Design : Roger van der Klugt / ontwerperij.nl

LEAD Network, METRO AG and EY provided financial support to make publication possible.

The publication is available free of charge to LEAD Network Partners and companies that participated in the study.

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording, or any information or storage and retrieval system, without permission in writing from the publisher LEAD Network.

© LEAD Network, 2017

References

No	Company/Publisher	Author/Contact	Title	Year
1.	LEAD Network	Mick Broekhof	<i>Success in Store - Lessons from female store managers</i> Please contact Mick Broekhof directly: mick.broekhof@lead.eu.net	2016
2.	McKinsey & Company	Sandrine Devillard Sandra Sancier-Sultan	<i>Women Matter 2016 - Reinventing the workplace to unlock the potential of gender diversity</i> https://www.mckinsey.com/global-themes/gender-equality/reinventing-the-workplace-for-greater-gender-diversity	2016
2.	EY	Tracey Saunders Elaine Parr	<i>Will the glass ceiling become a performance ceiling?</i> http://www.ey.com/Publication/vwLUAssets/EY-placing-gender-on-the-consumer-products-agenda/\$FILE/EY-placing-gender-on-the-consumer-products-agenda.pdf	2016
2.	EY	Tracey Saunders Elaine Parr	<i>Placing gender on the consumer products agenda</i> http://www.ey.com/gl/en/industries/consumer-products/ey-placing-gender-on-the-consumer-products-agenda-infographic	2016
2.	Catalyst	BMO Financial Group	<i>The Bottom Line: Connection Corporate Performance and Gender Diversity</i> http://www.catalyst.org/knowledge/bottom-line-connecting-corporate-performance-and-gender-diversity	2014
3.	EY	Nicky Major	<i>Women: The next emerging market - supporting women to fulfil their potential</i> http://www.ey.com/GL/en/SearchResults?query=women+the+next+emerging+market&search_options=country_name	2013
4.	McKinsey & Company	Vivian Hunt, Dennis Layton, Sara Prince	<i>Why diversity matters</i> https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters	2015
5.	United Nations	United Nations	<i>Gender Equality: Why it matters,</i> http://www.un.org/sustainabledevelopment/gender-equality/	2015
6.	World Bank Publications	World Bank Group	<i>Women, Business and the Law: Getting to Equal</i> http://wbl.worldbank.org/reports	2016
7.	EY	Marcie Merriman	<i>Rise of Gen Z Creates New Challenges for Retailers</i> http://www.ey.com/gl/en/industries/consumer-products/ey-rise-of-gen-znew-challenge-for-retailers	2015
8.	Ebury Publishing	Sheryl Sandberg	<i>Lean In</i> Edbury Publishing; ISBN-10: 0753541645 / ISBN-13: 9780753541647	2015
9.	McKinsey & Company	Alexis Krivkovich Eric Kutcher, Lareina Yee	<i>Breaking down the gender challenge</i> https://www.mckinsey.com/business-functions/organization/our-insights/breaking-down-the-gender-challenge	2016
10.	Business Insider	Associated Press	<i>German Cabinet approves law meant to help ensure equal pay</i> http://www.businessinsider.com/ap-german-cabinet-approves-law-meant-to-help-ensure-equal-pay-2017-1?IR=T	2017

Further reading

11.	EY	Fleur Bothwick, Emma Dennis	<i>Male leaders making the mix work – To mark International Women's Day 2014</i> http://www.ey.com/Publication/vwLUAssets/EY_-_Male_leaders_making_the_mix_work/\$FILE/EY-Male-leaders-making-the-mix-work.pdf	2014
12.	Financial Times/ Prentice Hall	Charlotte Sweeny, Fleur Bothwick	<i>Inclusive Leadership: The Definitive Guide to Developing and Executing an Impactful Diversity and Inclusion Strategy: - Locally and Globally</i> ISBN-10: 1292112727 / ISBN-13: 1292112725	2016
13.	Rowman & Littlefield	Howard J. Ross	<i>Everyday Bias: Identifying and Navigating Unconscious Judgements in Our Daily Lives</i> Rowman & Littlefield; ISBN-10: 1442230835 / ISBN-13: 978-1442230835	2014