



OPPORTUNITIES TO IMPROVE GENDER BALANCE IN CORPORATE LEADERSHIP IN MENA

2018 MENA-OECD WORKING GROUP ON CORPORATE GOVERNANCE

4 - 5 JULY 2018

LISBON, PORTUGAL

Background

- Purpose: Shed light on constraints to achieving **gender balance in corporate leadership** in the MENA region and propose tailored policy options for reform
- Collaboration: The focus group on gender balance comprised of stakeholders from **Morocco, Jordan, Lebanon, and Egypt** (International Finance Corporation)

2017

Key Corporate Governance Challenges

2018

Policy Options for Reform

2019

Strategies for Implementation

Gender balance in corporate leadership supports the drivers of sustainable economic growth

OECD

G20/OECD
Principles of
Corporate
Governance

*Diversity in the
boardroom is
integral for sound
corporate
governance*



UN Sustainable
Development
Goals (SDGs)

*Increasing women
in corporate
leadership is a key
target to achieve
gender equality by
2030*



Good for
Business

*Board diversity is
correlated with
better corporate
performance*



Good for
Innovation

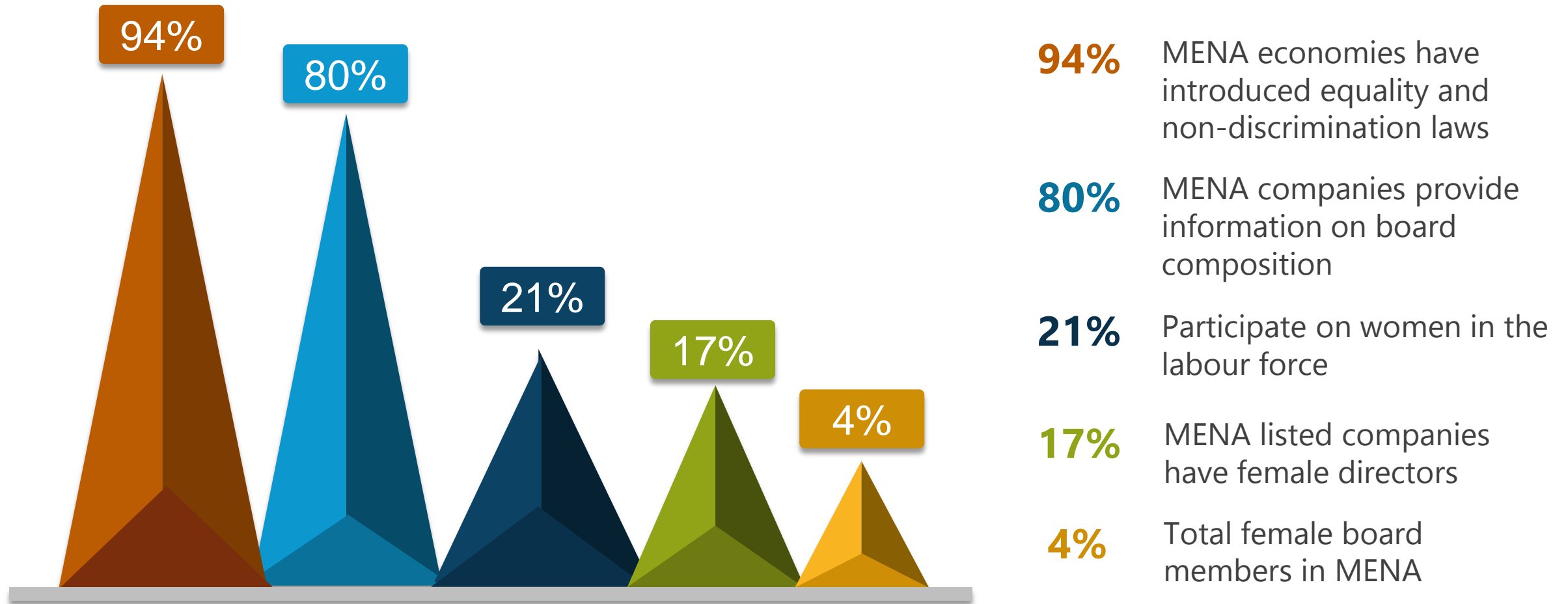
*Board diversity
created the mix of
knowledge needed
to mitigate risks
and strategize in
an age of
innovation*



Good for
Society

*Board diversity is
linked to increased
productivity and
improved positive
impact of
businesses*

MENA economies have introduced measures to improve gender balance, but practices lag



Source: UN women, *Global Gender Equality Constitutional Database (2016)*. World Bank, *World Development Indicators (2017)*, *Shareholder Rights (2016)*.

Good practices are underway to increase gender balance in corporate leadership

Dell EMEA has trained 2 423 staff across 21 economies (including Egypt, Morocco, Saudi Arabia, UAE and Qatar).

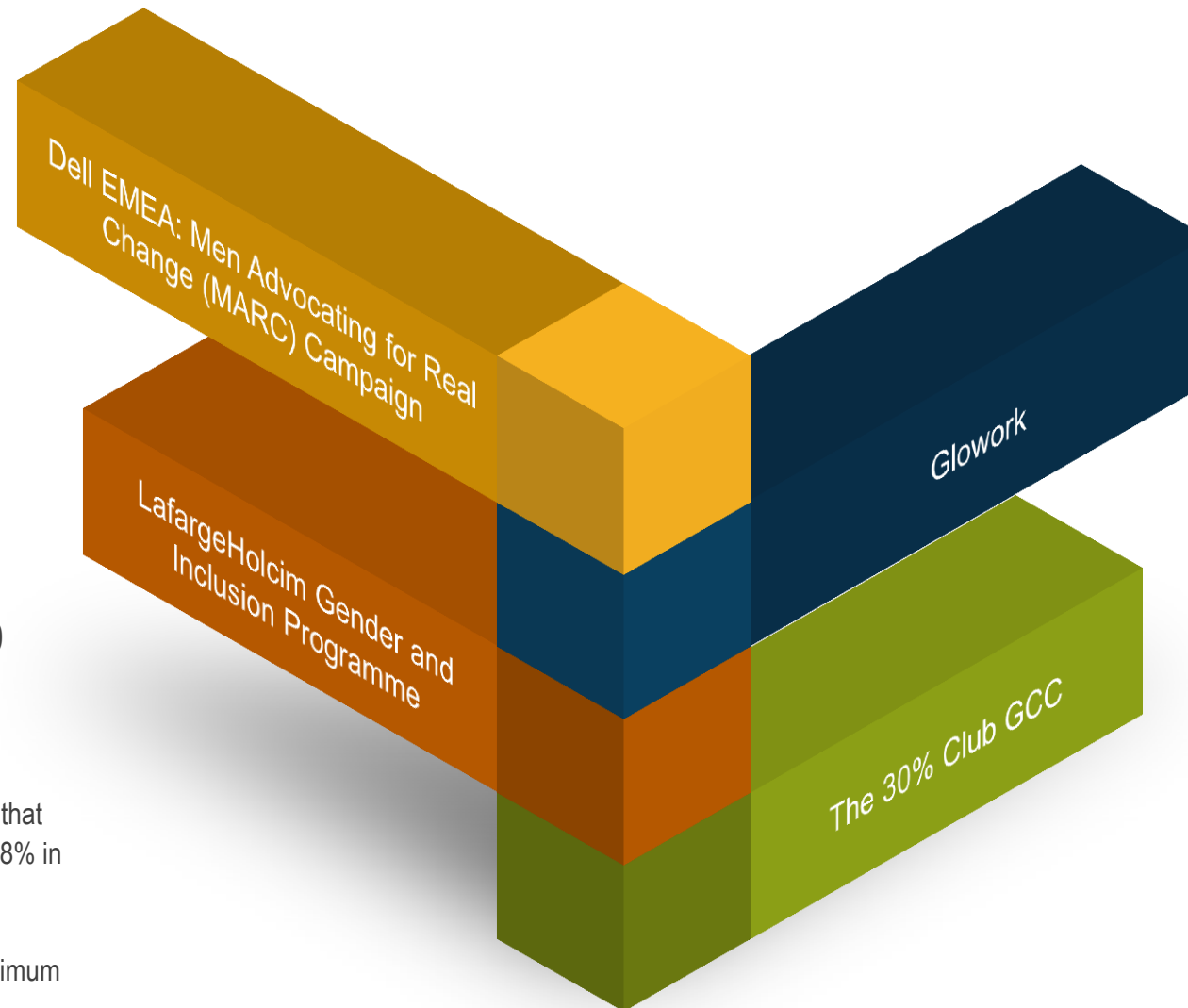
82% report MARC has changed the way they think and behave

68% report that they have seen a change in their leaders behaviour and progress

LafargeHolcim has 2020 and 2030 targets and action plans covering gender balance and inclusion

Companywide, the share of senior managers that were female increased from 15% in 2016 to 18% in 2017

By 2030, LafargeHolcim aim to achieve a minimum of 30% of gender diversity at all management levels across all sites (including MENA)



Glowork matches women with jobs in MENA companies

As of 2015, Glowork had placed more than 3,000 women in the workplace

Aim to bring more than half a million women into the MENA workforce in the next five years and leverage the talent of highly-educated women to strengthen the MENA region's workforce

Coalition and women's network of business leaders in GCC countries

business-led approach to increasing women's participation in corporate life – not just on boards and in senior management – but at all levels

National policies need to be combined with company strategies to facilitate change in MENA economies

POLICIES

REFORM POLICY
FRAMEWORKS

IMPLEMENTATION

COMBINE MEASURABLE
NATIONAL GOALS WITH
COMPANY STRATEGIES

INFORMATION

IMPROVE METHODS OF DATA
COLLECTION



CULTURAL

CREATE A CONDUCTIVE
CULTURAL ENVIRONMENT

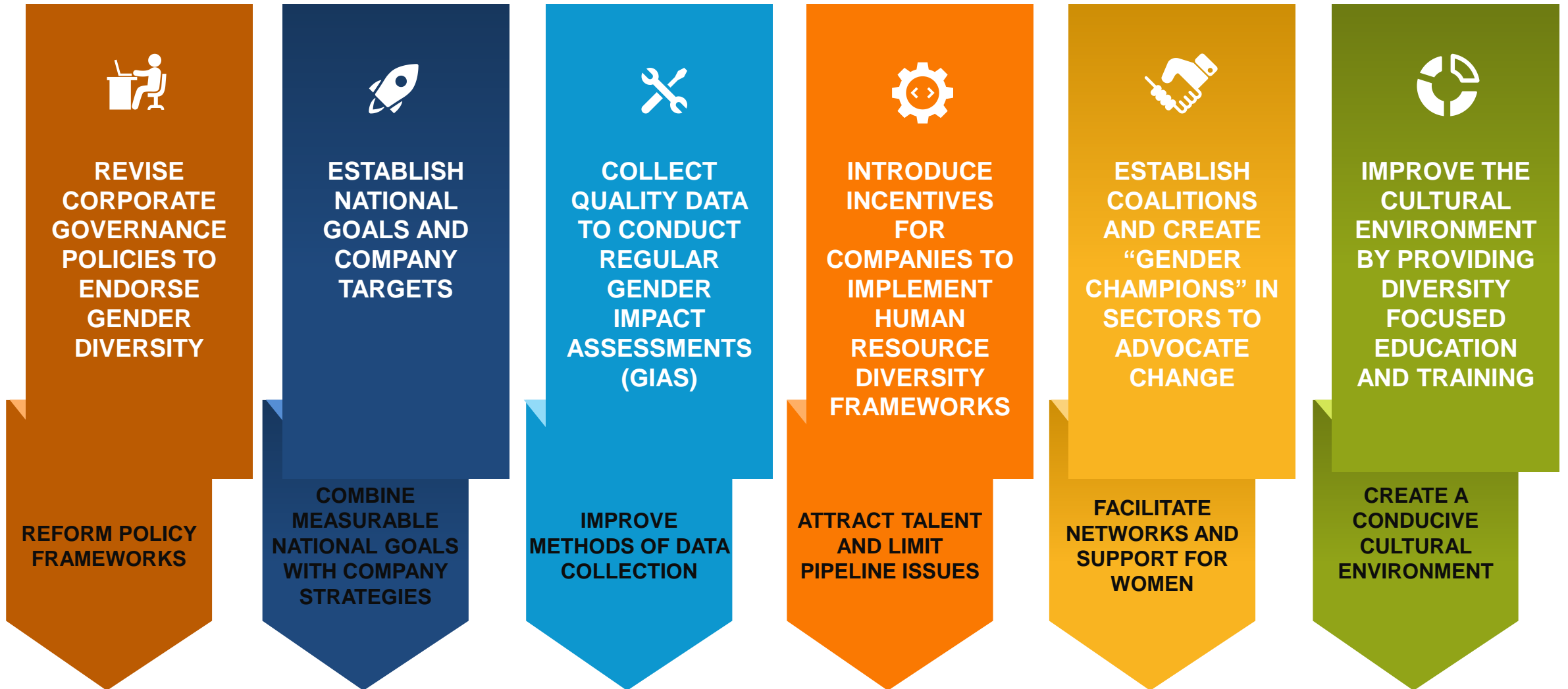
PIPELINE

FACILITATE NETWORKS AND
PROVIDE SUPPORT FOR
WOMEN

TALENT

ATTRACT TALENT AND LIMIT
PIPELINE ISSUES

Implementation is Key to Ensuring Positive Change



THANK YOU