

Council of Women World Leaders

**THE BUSINESS CASE FOR WOMEN:
QUANTIFYING THE ECONOMIC VALUE OF
DIVERSITY**

A RESEARCH GUIDE

COMPILED IN SUPPORT OF:

CLOSING THE GENDER GAP INITIATIVE
THE BUSINESS CASE FOR ORGANIZATIONS, POLITICS AND SOCIETY



The Council of Women World Leaders, a policy program of the Aspen Institute, is dedicated to its mission to promote good governance and enhance the experience of democracy globally by increasing the number, effectiveness, and visibility of women who lead at the highest levels in their countries.

To further this mission, the Council partnered with the Harvard Kennedy School and the World Economic Forum to host the **Closing the Global Gender Gap: The Business Case Conference for Organizations, Politics, and Society**, which brought together 150 academics, executives, and world leaders to disseminate and analyze the research that proves including women at the top levels of organizations is not only the right thing to do, it is also good business.

This research compendium brings together many documents referenced at the Conference, and provides a compelling case for closing the global gender gap in organizations, politics, and society. To build off of the momentum of the Conference, the Council has launched the Closing the Gender Gap Initiative, a two-year series of dialogues and events to further explore and promote the current research on the economic value of gender diversity. If you know of a document that should be included in this research compendium, please contact the Council Secretariat at 202.736.2920 or by sending an e-mail to info@cwvl.org

When referencing this material, please acknowledge the Council of Women World Leaders as the source of the information.

Thank you.

American Sociological Review

Workplace Diversity Pays: Research Links Diversity with Increased Sales Revenue and Profits, More Customers

March 31, 2009

Workplace diversity is among the most important predictors of a business' sales revenue, customer numbers and profitability. In one of only a few studies to empirically examine the implications of organizational diversity, sociologist Cedric Herring found that a workforce comprised of employees of both genders and varying racial backgrounds resulted in positive business outcomes.

http://insciences.org/article.php?article_id=3890

Bloomberg News

Women Call for Obama to Act

By: Linda Tarr-Whelan and Jacki Zehner

August 25, 2010

In commemoration of Women's Equality Day, Jacki Zehner and Linda Tarr-Whelan call on President Obama to strengthen his efforts to include women in the highest levels of decision-making. Until women comprise 30 percent of senior leadership, Zehner and Tarr-Whelan argue, their full potential will not be realized. They also contend that increasing the number of women in senior leadership of all sectors will have a profound effect on economic growth.

<http://www.bloomberg.com/news/print/2010-08-26/women-call-for-obama-to-act-commentary-by-linda-tarr-whelan-jacki-zehner.html>

Board of Directors Network

Women in the Boardroom 2008 Georgia Public Companies Study

2008

For sixteen years, BDN has been gathering data for this annual study to measure the representation of women in the boardrooms of public companies with headquarters based in Georgia. This executive summary shows that the companies surveyed are not making significant progress in their diversity and inclusion initiatives, and have largely maintained the status quo when it comes to the numbers of women on corporate boards.

http://www.boarddirectorsnetwork.org/docs/2008_study.pdf

The Boston Club

Succession Planning and Diversity: A Winning Combination in Troubled Times

2008

The number and percentage of women directors of the 100 largest public companies in Massachusetts have declined over the past year, and more companies now have no women on their boards. However, current economic and credit conditions provide a compelling reason to move ahead with succession planning and change in the boardroom. This article argues that diverse boards and executive suites are part of the solution to stronger, more innovative and competitive companies in the future.

<http://www.thebostonclub.com/pdf/TheBostonClub2008Census.pdf>

The Calvert Group, Ltd.

Examining the Cracks in the Ceiling: A Survey of Corporate Diversity Practices in the Calvert Social Index

September 2008

In its 2008 report on its diversity survey, Calvert demonstrates that even the best companies have much to accomplish in developing a comprehensive diversity strategy. This report explores the key findings in its survey of corporate diversity: there is no perfect company; increased disclosure is needed; a disconnect remains between diversity on the board and in the executive suite; despite significant room for improvement, innovation and creativity abound; corporate commitment is the X factor; advocacy makes a difference; performance varies by sector; market cap matters.

<http://www.calvert.com/NRC/Literature/Documents/CorporateDiversity2008.pdf>

The Calvert Women's Principles: A Global Code of Conduct for Corporations

2004

Developed in partnership with UNIFEM, in 2004 Calvert published *The Calvert Women's Principles*, the first global code of conduct focused exclusively on empowering, advancing, and investing in women worldwide. Since their launch, the CWP have been a major catalyst for dialogue and heightened awareness of workplace issues affecting women. They reflect Calvert's view that there is a strong business case for gender equality.

<http://www.calvertgroup.com/NRC/literature/documents/8753.pdf?litID=8753>

Catalyst, Inc.

Pipeline's Broken Promise

By: Nancy M. Carter, Ph.D., and Christine Silva

February 2010

The second report from Catalyst's longitudinal project *The Promise of Future Leadership: A Research Program on Highly Talented Employees in the Pipeline*, ***Pipeline's Broken Promise***, examines the conventional wisdom of the past two decades in which leaders have counted on parity in education, women's accelerated movement into the labor force, and company-implemented diversity and inclusion programs to yield a robust talent pipeline where women are poised to make rapid gains to the top. The findings of this report reveal that instead of women and men being on equal footing and their career trajectories gender-blind, inequality remains entrenched.

<http://catalyst.org/publication/372/pipelines-broken-promise>

2008 Catalyst Census of Women Board Directors of the Fortune 500

December 2009

The 2008 Catalyst Census of Women Board Directors of the *Fortune* 500 tracked the percentage of directorships held by women, the number of companies with zero, one, two, and three or more women directors, the percentage of committee chair positions held by women, the percentage of all directorships held by women of color and white women, the percentage of women of color directors by race/ethnicity, and the number of companies with zero, one, and two women of color directors. The appendices list companies with 25 percent or more women board directors, companies with no women board directors, and the average number and percentage of women directors by industry, geographic region, and *Fortune* 500 rank.

http://www.catalyst.org/file/241/08_census_cote_jan.pdf

Opportunity or Setback? High Potential Women and Men During Economic Crisis

By: Nancy M. Carter, Ph.D., and Christine Silva

August 2009

This paper, the first report of Catalyst's *The Promise of Future Leadership: A Research Program on Highly Talented Employees in the Pipeline* Project, examines whether organizations that have paid a premium to recruit up-and-coming talent are leveraging that investment during the recent economic downturn. Findings indicate that these future leaders aren't afraid to pursue greater opportunities despite the recession, suggesting that businesses must be vigilant about retention even during periods of economic instability.

<http://www.catalyst.org/publication/332/opportunity-or-setback-high-potential-women-and-men-during-economic-crisis>

Advancing Women Leaders: The Connection Between Women Board Directors and Women Corporate Officers

By: Lois Joy

2008

This research shows the correlation between the number of women on a company's board of directors and women in its senior leadership. According to this study, on average, companies with more women board directors will have more women in senior leadership five years later. This is significant because Catalyst studies reveal that *Fortune* 500 companies with the highest representation of women board directors and women corporate officers, on average, achieve higher financial performance than those with the fewest.

http://www.catalyst.org/file/229/wco_wbd_web.pdf

The Bottom Line: Corporate Performance and Women's Representation on Boards

2007

This study shows that, on average, *Fortune* 500 companies with more women board directors outperformed those with the fewest during the data collection period. The findings were reported across several measures and across industries - return on equity: companies with more women board directors outperform those with the fewest by 53 percent; return on sales: 42 percent; return on invested capital: 66 percent. *Fortune* 500 companies with 3 or more women on the board gain and even greater performance advantage over those with the fewest.

<http://www.catalyst.org/file/139/bottom%20line%202.pdf>

2005 Catalyst Census of Women Corporate Officers and Top Earners of the Fortune 500

June 2006

2005 Catalyst Census of Women Board Directors of the Fortune 500

March 2006

Catalyst's two ten year anniversary retrospective studies demonstrate that although there has been progress since Catalyst began measuring the number of women in corporate officer and board director positions, growth has been flat over recent years. This standstill underscores the notion that many *Fortune* 500 companies have yet to understand or to take meaningful actions to address the compelling business case for diversity.

<http://www.catalyst.org/publication/263/2005-catalyst-census-of-women-corporate-officers-and-top-earners-of-the-fortune-500>

<http://www.catalyst.org/publication/19/2005-catalyst-census-of-women-board-directors-of-the-fortune-500>

The Bottom Line: Connecting Corporate Performance and Gender Diversity

2004

This study sets out to determine whether there is a link between gender diversity and corporate financial performance and shows that companies with more women corporate officers, on average, outperform those with the fewest. The return on equity is 35 percent higher, and the total return to shareholders is 34 percent higher.

<http://www.catalyst.org/file/44/the%20bottom%20line%20connecting%20corporate%20performance%20and%20gender%20diversity.pdf>

Center for American Progress

The Shriver Report: A Woman's Nation Changes Everything

By Maria Shriver and the Center for American Progress, edited by Heather Boushey and Ann O'Leary

October 16, 2009

This report by Maria Shriver and the Center for American Progress explores the shift in American workplaces and lifestyle brought about by the recent statistic that women make up half of the U.S. workforce, and women are the primary/co-breadwinners for nearly two-thirds of American families. The report looks at how women's changing role affects major societal institutions such as government and business, which have been relying on outdated models of who works and who cares for families, and the cultural response to this shift. The report also finds that companies led by women generally have healthier bottom lines, and wives are increasingly earning more than their husbands, becoming the more modest breadwinners of their families.

http://www.americanprogress.org/issues/2009/10/womans_nation.html

Center for American Women and Politics - Rutgers University

Poised to Run: Women's Pathways to the State Legislatures

By: Kira Sanbonmatsu, Susan J. Carroll, and Debbie Walsh

2009

This CAWP report looks at how women reach the legislatures and how women's election to office has changed over time. Using data from a nationwide survey of legislators, the report compares women with their male colleagues in their decisions to seek office, previous political experience, and personal background.

<http://www.cawp.rutgers.edu/research/reports/PoisedtoRun.pdf>

Center for Work-Life Policy

The Battle for Female Talent in Emerging Markets

By: Sylvia Ann Hewlett and Ripa Rashid

May 2010

With rolling debt crises blasting Western economies already weakened by the recession, hopes are resting on the BRICs—the emerging market dynamos of Brazil, Russia, India and China—to power countries and corporations back to growth. Keeping those engines humming is increasingly dependent on women. In the BRICs (which have accounted for 45 percent of global growth since 2007), female earnings are growing twice as fast as male earnings and women now control two-thirds of consumer spending. Most significantly, the majority of tertiary degrees in these countries now go to women. From Shanghai to Sao Paolo highly qualified, ambitious women are pouring into the labor market bringing urgency to the challenge of managing diversity. An important component of this study is an exploration of best practice in the private sector—12 cutting-edge initiatives that leverage the newly-rich pool of female talent.

<https://www.worklifepolicy.org/index.php/action/PurchasePage/item/314>

Off-Ramps and On-Ramps Revisited

By: Sylvia Ann Hewlett, Laura Sherbin, and Diana Forster

June 2010

Five years ago the CWLP study “Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success,” found that 37 percent of highly-qualified women take an off ramp--voluntarily leaving their jobs for a period of time. In addition, fully 66 percent take a scenic route--working flextime or part time for a number of years. All in all, nearly three-quarters of the accomplished women in this 2004 survey failed to conjure up the linear lock-step progression of a successful male career. For this they paid a huge price in terms of both earning power and long run promotional prospects. For this report, the CWLP issued the same questionnaire to similar study participants, and found interesting shifts in the data.

<https://www.worklifepolicy.org/index.php/action/PurchasePage/item/307>

CFO.com

To Make Investors Happy, Hire a Woman as CFO?

By: David McCann

February 9, 2009

A new research study says investors appear to respond more favorably to certain financial moves by companies whose CFOs are women. The unpublished study purports to show that the stock market reacts more favorably to both acquisition announcements and secondary equity offerings made by companies whose finance function is run by women. This article examines the value of this study, and explores the value of the claims made within it.

<http://www.cfo.com/article.cfm/13056001>

The Christian Science Monitor

More women in finance, a more sustainable economy

By: Linda Basch

June 24, 2009

This article from the Christian Science Monitor suggests that the economic meltdown would have been less severe if women had occupied more top positions on the corporate sector in the years leading up to the crash. Basch uses examples from other countries and recent studies to support her claim.

<http://www.csmonitor.com/2009/0624/p09s02-coop.html>

Clearing the Hurdles: Women Building High Growth Businesses

By Dr. Nancy Carter et al.

2004

<http://search.barnesandnoble.com/Clearing-the-Hurdles/Candida-Brush/e/978013112018>

Starting, funding, and growing a new venture are significant challenges for every entrepreneur. For women, the hurdles are even higher, due to widely held perceptions about them, their capabilities, and their businesses. In this book, five leading experts on women entrepreneurs offer systematic solutions to the challenges, offering advice to women dedicated to achieving success and claiming the rewards.

The Conference Board of Canada

Not Just the Right Thing, the Bright Thing

May 2002

It is necessary to register to see this article

Conducted by the Conference Board of Canada, this report suggests a link between female members on boards and good-governance credentials. It found that gender-balanced boards pay more attention to audit and risk oversight and control, more often consider the needs of more categories of stakeholders, examine a wider range of management and organizational performance, and insist on conflict-of-interest guidelines, all of which are markers of good governance.

<http://www.20-first.com/10-0-better-corporate-governance.html>

Deloitte

Paths to Power: Advancing Women in Government

By: Greg Pellegrino, Sally D'Amato, and Anne Weisberg

2010

This report seeks to provide a deeper understanding of how women advance in government and to explore the growing impact—and importance—of women in senior, decision-making roles in the public sector.

http://www.deloitte.com/assets/Dcom-Global/Local%20Assets/Documents/Public%20Sector/dtt_ps_pathstopower_010310.pdf

Development Dimension International

Holding Women Back

By: Ann Howard, Ph.D. and Richard S. Wellins, Ph.D.

2008-2009

This special report from DDI's Global Leadership Forecast 2008/2009 is a bi-annual study that measures the impact of leadership development initiatives around the world. The study included data from more than 12,000 leaders from 76 countries. Research revealed the following: female leaders are under-represented in accelerated development programs early in their careers, which hinders their climb up the ladder; because many of the accelerated programs (like high potential programs and one-on-one mentorship) are secret or happen behind closed doors, organizations aren't held accountable for gender balance; having women represented in significant numbers at every leadership level doesn't mean that will carry to the executive level -- in fact, there is a backlash against women at the top when they are dominant in leadership roles at every other level.

http://www.ddiworld.com/pdf/GenderReport09_tr_ddi.pdf

Economic Intelligence Unit

Women's Economic Opportunity Index

2010

This report opens a window on to the economic landscape that women face globally and highlights which countries offer the most and the fewest opportunities. Building off of the inaugural 2009 edition, the report represents an effort to assess the laws, regulations, practices, and attitudes that affect women workers and entrepreneurs. It uses 26 indicators, selected and validated by a panel of gender experts, to evaluate every aspect of the economic and social value chain for women, from fertility to retirement. By exploring the binding constraints that women face, it points to steps governments can take to improve opportunities for women and boost overall economic performance.

Women's Economic Opportunity Index

March 2009

In collaboration with other international bodies, such as World Bank Group and the United Nations, this report by the Economic Intelligence Unit offers a provisional outline for the Women's Economic Opportunity Index, a new measurement of employment potential and entrepreneurship for women across more than 100 countries.

The Economic Times

Women Promoters Beat Big Daddies

By: Anand Rawani

March 8, 2009

According to an Economic Times study, nine listed companies managed by prominent women promoters fared better than the top 30 firms listed in the Bombay Stock Exchange in year-on-year growth rates for the five consecutive years. This article explains the findings of the study and offers further commentary on the results.

<http://economictimes.indiatimes.com/Corporate-Trends/Women-promoters-beat-big-daddies/articleshow/4240125.cms>

Ernst & Young

Groundbreakers: Using the strength of women to rebuild the world economy

January 28, 2009

This report highlights the significant and proven contributions women make toward economic growth and serves as a tool for public and private sector partners who seek to advance gender equality on a global scale. The report prominently features an interview Vital Voices Global Partnership Co-Founder Melanne Verveer, who speaks to the economic potential of investing in women, particularly within the context of the recent financial crisis.

[http://www.ey.com/Publication/vwLUAssets/Groundbreakers_a_new_report_on_women_s_contribution_to_economic_growth/\\$FILE/Groundbreakers.pdf](http://www.ey.com/Publication/vwLUAssets/Groundbreakers_a_new_report_on_women_s_contribution_to_economic_growth/$FILE/Groundbreakers.pdf)

Scaling Up – Why women-owned businesses can recharge the global economy

By: Rama Ramaswami et al.

2009

This report argues that women-owned business can be the tipping point for a global economic comeback as women-owned enterprises grow faster than those owned by men and faster than businesses overall. The report also suggests actions for policy makers in order to enable women to increase the scale of their enterprises in order to trigger economic renewal.

[http://www.ey.com/Publication/vwLUAssets/The_Groundbreakers_series:Scaling_up:_Why_women-owned_businesses_can_recharge_the_global_economy/\\$FILE/WomensWork.pdf](http://www.ey.com/Publication/vwLUAssets/The_Groundbreakers_series:Scaling_up:_Why_women-owned_businesses_can_recharge_the_global_economy/$FILE/WomensWork.pdf)

Realizing Success Together, Creating Gender Equity

2008

This document showcases the work Ernst & Young has done in pursuit of its diversity and inclusion initiatives. It provides examples of strategies, profiles of top leaders, and success stories from its long history as a leader in the field of diversity.

http://www.flexpaths.com/files/upload_files/innovative_people_initiatives_read_more_301_1257252351.pdf

European Corporate Governance Institute

Women in the Boardroom and Their Impact on Governance and Performance

By: Renee B. Adams and Daniel Ferreira

October 22, 2008

This article shows that female directors have a significant impact on board inputs and firm outcomes. In a sample of US firms, we find that female directors have better attendance records than male directors, male directors have fewer attendance problems the more gender-diverse the board is, and women are more likely to join monitoring committees. The results of this study suggest that gender-diverse boards allocate more effort to monitoring. Accordingly, the authors find that CEO turnover is more sensitive to stock performance and directors receive more equity-based compensation in firms with more gender-diverse boards. However, the average effect of gender diversity on firm performance is negative. This negative effect is driven by companies with fewer takeover defenses. The results suggest that mandating gender quotas for directors can reduce firm value for well-governed firms.

http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1107721

Financial Times

Soapbox: Why Women Managers Shine

By: Michael Ferrary

March 2, 2009

It is necessary to register to see this article

The author's research project on companies from the French CAC40 stock exchange index pointed out that the more women there were in a company's management, the less the share price fell in 2008.

http://www.ft.com/cms/s/27836d74-04e4-11de-8166-000077b07658,dwp_uuid=1d22aad4-0732-11de-9294-000077b07658,Authorised=false.html?_i_location=http%3A%2F%2Fwww.ft.com%2Fcms%2Fs%2F0%2F27836d74-04e4-11de-8166-000077b07658%2Cdwp_uuid%3D1d22aad4-0732-11de-9294-000077b07658.html%3Fnclick_check%3D1&_i_referer=http%3A%2F%2Fwww.20-first.com%2F763-0-firms-with-more-women-in-charge-are-faring-the-economic-crisis-better.html&nclick_check=1

Skirting the Boards

June 14, 2009

It is necessary to register to see this article

This article explores the phenomena of the “golden skirts”; a group of Norwegian women who have become full-time non-executive directors as a result of Norway’s law forcing listed companies to have women as 40 per cent of their directors.

http://www.ft.com/cms/s/0/c6d8c8a2-5902-11de-80b3-00144feabdc0,dwp_uuid=d7b5a5de-07de-11de-8a33-0000779fd2ac.html

Jury’s out over taking women on board

October 25, 2009

It is necessary to register to see this article

This article explores the claims made by a recently published report based on the latest research designed to answer the question: does having women in senior positions help or hinder companies?

<http://www.ft.com/cms/s/0/97f5e7a8-c186-11de-b86b-00144feab49a.html>

We must break the male cartel in the workplace

April 23, 2008

It is necessary to register to see this article

Male dominance in the marketplace works like a cartel: it impedes proper functioning of the market by barring talented women from top jobs. This article argues that the old boy network should be busted like any other cartel. But women, too, must adjust.

<http://www.ft.com/cms/s/0/21ce935a-1137-11dd-a93b-0000779fd2ac.html>

Bosses must shore up diversity against downturn

October 20, 2008

It is necessary to register to read this article

Crisis and recession will put to the test many projects that were easy to pursue during the years of prosperity. Inevitably, one will be the commitment of companies to diversity in the workforce. This article examines the strategies for diversity retention and the maintenance of initiatives used by corporations in times of economic strife.

http://www.ft.com/cms/s/17de6308-9ecb-11dd-98bd-000077b07658,Authorised=false.html?_i_location=http%3A%2F%2Fwww.ft.com%2Fcms%2Fs%2F0%2F17de6308-9ecb-11dd-98bd-000077b07658.html&_i_referer=http%3A%2F%2Fwww.20-first.com%2F332-0-a-call-to-preserve-diversity-despite-crisis.html

Forbes

How Women Are Getting On European Boards (And Why U.S. Companies Should Care)

By: Judith H. Dobrzynski

December 2009

This article features an interview with Elin Hurvenes, who started the Professional Boards Forum to bring together executives and experienced businesswomen in order to place female directors on the corporate boards of companies worldwide.

http://www.forbes.com/2009/12/14/norway-french-legislation-equality-forbes-woman-leadership-executive-boards_print.html

The Forum of Executive Women

Not Business as Usual: Women on Boards 2008

2008

Developed in partnership with Deloitte, this report offers compelling case studies of companies that are bringing about change. It also features interviews with women across generations who share their workplace stories. http://www.forumofexecutivewomen.com/SiteData/doc/2008Womens_Report/

http://www.forumofexecutivewomen.com/SiteData/doc/2008Womens_Report.pdf

Goldman, Sachs & Co.

The Power of the Purse: Gender Equality and Middle-Class Spending

By: Sandra Lawson and Douglas B. Gilman of the Global Markets Institute

August 5, 2009

Gender gaps in education, employment, health and political representation are narrowing, according to this report from the Goldman, Sachs & Co. Global Markets Institute. At the same time, laws and social norms that have discriminated against women are shifting in some countries. Together, these factors are giving women greater influence and decision-making power within households and markets.

<http://www2.goldmansachs.com/ideas/demographic-change/power-of-purse-doc.pdf>

Australia's Hidden Resource: The Economic Case for Increasing Female Participation

By: Tim Toobey

2009

This report suggests that employing women may be the answer to the skill shortage faced by the Australian economy. With detailed charts and graphs, the report demonstrates that if women were to be better incorporated into the Australian workforce, the GDP could increase by 11 percent and perhaps by 20 percent if the gender-productivity gap was also closed.

Global Economics Paper No: 154- Gender Inequality, Growth and Global Ageing

By: Kevin Daly

April 2007

This report finds that closing the gap between male and female employment rates would have huge implications for the global economy. It also provides data that indicates increasing female employment has already been an important driver of European growth in the past 10 years. For some European countries, there are hopeful signs that the narrowing in the male-female employment gap will continue.

Japan's Hidden Asset – Japan Portfolio Strategy

By: Kathy Matsui et al.

October 2005

Don't underestimate the power of the purse. Higher female participation in the workforce can help mitigate some of Japan's demographic pressures and raise the long term trend growth rate. Womenomics is likely to become a secular investment theme, and we identify potential beneficiaries.

<http://www2.goldmansachs.com/ideas/demographic-change/womenomics1-pdf.pdf>

Harvard Business Review

Adult Life Stages

By: John A. Davis

January 8, 2009

This note describes basic concepts of adult life stage theory and summarizes Daniel Levinson's research findings on the adult development of men and women. This theory is one of the only ones which suggest that development and growth happens well into the adult years.

<http://hbr.org/product/adult-life-stages/an/809097-PDF-ENG?Ntt=%25E2%2580%259CAAdult%2520Life%2520Stages%253F%25E2%2580%259D>

How Star Women Build Portable Skills

By: Boris Groysberg

February 2008

This article deals with the challenges associated with hiring star performers away from their previous positions and ensuring that they retain their star status in their new companies. Groysberg argues that women are often more effective at maintaining their star status, and outlines the strategies they employ that make them so successful.

<http://hbr.org/2008/02/how-star-women-build-portable-skills/ar/1>

Women's Nonlinear Careers: The Flexibility Imperative

By: Sylvia Ann Hewlett

May 15, 2007

This chapter provides a wealth of data and information on why women leave the workforce and the difficulties they encounter trying to reenter, proving the inadequacy of the conventional male career model that continues to dominate corporate culture. This chapter is excerpted from "Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success."

<http://hbr.org/product/women-s-nonlinear-careers-the-flexibility-imperati/an/4694BC-PDF-ENG?Ntt=%25E2%2580%259CWomen%25E2%2580%2599s%2520Nonlinear%2520Careers%25E2%2580%259D>

The Personal Side of Time: Mastering Work-Life Balance

May 3, 2005

Balancing work and a personal life is a time management issue that people have always struggled to manage. Often, eliminating time-wasting activities in one's personal life (grocery shopping multiple times a week, etc.) makes time for the real value-added activities that are sometimes put on hold. This chapter discusses how time management at home leads to a more effective and fulfilling life. This chapter is excerpted from Harvard Business Essentials: Time Management.

<http://hbr.org/product/personal-side-of-time-mastering-work-life-balance/an/6020BC-PDF-ENG?Ntt=%25E2%2580%259CThe%2520Personal%2520Side%2520of%2520Time%253A%2520Mastering%2520World%2520Life%2520Balance%25E2%2580%259D>

Gender Differences in Managerial Behavior

By: Herminia Ibarra and Kristin M. Daly

Mar 12, 1995

This note summarizes the two perspectives that have dominated the ongoing debate on gender differences in organizational leadership and management behavior. Psychological theories emphasize the different outlook, attitudes, and values inculcated in men and women during their development and socialization. In contrast, situational theories argue that gender differences are few, and largely an artifact of differences in opportunity, power, and lack of representation in business and organizational settings. The evidence from research studies is reviewed briefly.

<http://hbr.org/product/gender-differences-in-managerial-behavior-the-ongo/an/495038-PDF-ENG?Ntt=%25E2%2580%259CGender%2520Differences%2520in%2520Managerial%2520Behavior%25E2%2580%259D>

Why Women Leave- and What Corporations Can Do About It

By: Kristen B. Donabue

June 1, 1998

New research indicates that women are leaving corporate America at twice the rate of men. Many of these women go into business for themselves. Findings from the National Foundation of Women Business Owners show that women who become entrepreneurs run their organizations in a markedly different way than their former employers do. This article examines these differences and provides suggestions for corporations who wish to attract and keep top women.

<http://hbr.org/product/why-women-leave-and-what-corporations-can-do-about/an/U9806C-PDF-ENG?Ntt=%25E2%2580%259CWhy%2520Women%2520Leave-%2520and%2520What%2520Corporations%2520Can%2520Do%2520About%2520It%25E2%2580%259D>

Management Women and the New Facts of Life

By: Felice N. Schwartz

January–February 1989

Schwartz, president and founder of Catalyst, explores the additional costs associated with hiring women and challenges conventional thinking on the management of these costs. Focusing primarily on the role of maternity in the workplace, this article suggests new ways of approaching the role of women in management positions.

<http://hbr.org/1989/01/management-women-and-the-new-facts-of-life/ar/1>

Harvard University

Women and the Vision Thing

By: Herminia Ibarra and Otilia Obodaru

January 2009

Women are still a minority in the top ranks of business because of their perceived lack of vision, according to this report. The authors suggest three explanations for this phenomenon, and outline them in detail and provide steps to overcome them.

<http://hbr.org/hbr-main/resources/pdfs/comm/philips/women-vision-thing.pdf>

One Reason Women Don't Make it to the C-Suite

By: Louann Brizendine, MD

2008

This brief article proposes that there may be a biological explanation for men's dominance in the highest levels of corporate hierarchy. Brizendine suggests that the natural biological cycle of a woman's brain is out of sync with the promotional schedule in many companies, making it difficult for them to succeed.

<http://hbr.org/2008/06/one-reason-women-dont-make-it-to-the-c-suite/ar/1>

How Remarkable Women Lead: The Breakthrough Model for Work and Life

By Joanna Barsh

2009

Based on five years of proprietary research, *How Remarkable Women Lead* proclaims a hopeful outlook and unique ideas about success. It's the new "right stuff" of leadership, raising provocative issues such as whether feminine leadership traits (for women and men) are better suited for our fast-changing, hyper-competitive, and increasingly complex world.

http://www.amazon.com/How-Remarkable-Women-Lead-ebook/dp/B002PYFWAW/ref=cm_cr_pr_pb_t

InForum

2009 Michigan Women's Leadership Index

By: Terry A. Barclay, Megan Endres, PhD, James Melton, and David E. Mielke

2009

The Michigan Women's Leadership Index (WLI) is a data-based instrument used to measure the presence of women executives in the highest leadership positions of the top 100 publicly-held companies headquartered in Michigan (Index 100). Research shows that women directors' and women executives' presence and advancement are independent of one another, and that there is more hope for increasing the number of women executives than increasing the number of women board members.

[https://www.inforummichigan.org/sites/default/files/uploads/u7/2009 Michigan Womens Leadership Index FULL REPORT FINAL VERSION.pdf](https://www.inforummichigan.org/sites/default/files/uploads/u7/2009%20Michigan%20Womens%20Leadership%20Index%20FULL%20REPORT%20FINAL%20VERSION.pdf)

The National Council for Research on Women

Women in Fund Management: A Road Map for Achieving Critical Mass – And Why It Matters

June 2009

This report explores the under-representation of women in the field of hedge fund management, draws on research suggesting the benefits women can bring, and lays out concrete action steps for change. Specifically, the authors call on the financial services industry to develop a "critical mass principle" with quantifiable benchmarks and guidelines for increasing the number of women at all leadership levels.

<http://www.ncrw.org/reports-publications/women-fund-management-road-map-achieving-critical-mass-%E2%80%94-94-and-why-it-matters>

Inside Women's Power: Learning from Leaders

By: *Sumru Erkut, Ph.D.,*

2001

This book is based on an analysis of 60 interviews with prominent U.S. women regarding their leadership practices. Using a life course developmental perspective, the study places the leadership experiences of these prominent Caucasian leaders and leaders of color in a socio-historical context. The results show the progress to date, and what remains to be accomplished to achieve gender equity in leadership.

http://www.wcwoonline.org/component/page,shop.product_details/flypage.shop.flypage/product_id,784/option,com_virtuemart/Itemid,175/vmcchk,1/

Institute for Women's Policy Research

The Status of Women in the States & Women's Economic Status in the States: Wide Disparities by Race, Ethnicity, and Region

By: *Amy Caiazza, Ph.D., April Shaw, and Misha Werschkul*

2004

The findings in this report provide an overview of women's status to assess the progress women have made and remaining obstacles to their economic equality and well-being across the country. The advances women have made are not experienced equally by all women. Differences in women's economic status differ by race and region.

<http://www.iwpr.org/pdf/R260.pdf>

International Center for Research on Women

Bridging the Gender Divide: How Technology Can Change Women Economically

By: *Kirrin Gill, Kim Brooks, Janna McDougall, Payal Patel, Asliban Kes*

2010

This report examines why technology is essential to women's economic advancement and clarifies how it puts the process in motion by showcasing technologies that have helped women in developing countries to increase their productivity, create new entrepreneurial ventures, or otherwise access new income-generating pursuits.

<http://www.icrw.org/publications/bridging-gender-divide>

International Centre for Women Leaders (Cranfield School of Management, UK)

The Female FTSE Report

By: *Dr. Ruth Sealy, Susan Vinnicombe Obe, and Elena Doldor*

2009

This report provides a measure of the number of women executive directors on the corporate boards of the UK's top 100 companies. It also draws lessons from the experiences of women executive directors in Spain and Norway to gain best practice perspectives and dynamic solutions to challenges facing women corporate executives.

<http://www.som.cranfield.ac.uk/som/dinamic-content/research/documents/ft2009.pdf>

International Labor Organization

Global Employment Trends for Women

March 2009

This report looks at the gender aspects of the impacts of the financial crisis and slowdown in world economic growth. The report reconfirms that gender inequality remains an issue within labor markets globally. The report starts with an analysis of recent labor market developments, goes on to look at the gender impact of the economic crisis on developed economies, follows with a projection of labor market indicators for 2008 and 2009, and finishes by highlighting several policy considerations.

http://www.ilo.org/wcmsp5/groups/public/--dgreports/dcomm/documents/publication/wcms_103456.pdf

International Museum of Women

Can Women Rescue the Global Economy? How Investing in Women is an Effective Business Strategy

June 16, 2009

This podcast interview between the “Economica” curator, the President of Women’s World Banking, and a board member of Astia features a discussion of the global impact of women on economic development and how their organizations work to recruit, train, and support women running small ventures as well as high growth, high capital businesses.

<http://www.imow.org/economica/stories/viewStory?storyId=3662>

Women Need Macro Solutions, Too

By: Zainab Salbi

2009

<http://www.imow.org/economica/stories/viewStory?storyId=3658>

Salbi, founder and CEO of Women for Women International, says that while microfinance for women is a step in the right direction, women’s ability to operate at the macro level of the economy must also be recognized, and women must be situated as central and pivotal players in the macro economy in order to integrate women across the economic spectrum.

Gender Budgeting and the US

By: Jane Midgley

2009

Midgley, a leading economist and gender budgeting expert, looks at the 2010 U.S. budget and rewrites it from the gender sensitive perspective by making it reflect more people-centered and women-honoring expenditures.

<http://www.imow.org/economica/stories/viewStory?storyId=3657>

International Trade Union Confederation- Belgium

Gender (In)equality in the Labor Market: An Overview of Global Trends and Developments

By: Stephen Glenn, Simone Melis, and Louisa Withers

March 2009

This report looks at the global gender pay gap, the effects of the current global economic downturn on women’s pay and employment, and the impact of violence against women in society. In 20 countries, the average gender pay gap is 22.4 per cent, and the gap generally widens with age. The global economic downturn is negatively affecting women, and violence against women has a direct and detrimental impact on the victim’s access to paid work.

http://www.ituc-csi.org/IMG/pdf/GAP-09_EN.pdf

InterOrganization Network

The InterOrganization Network consists of fourteen regional organizations in the United States that combine their energies in advocating for the advancement of women to positions of power in the business world, especially to boards of directors and executive suites.

<http://www.ionwomen.org/>

Guys Who Get It: Business Leaders Who Understand the Value of Diversity at the Top

The 6th Annual Status Report of Women Directors and Executive Officers of Public Companies in Fourteen Regions of the United States

March 2010

This ION report highlights the work of eleven male senior executives who have adopted effective diversity initiatives and realized the economic sense of having women involved at the highest levels of corporate governance. The profiles of these eleven men serve as examples of leadership in realizing the power of diversity at the top.

<http://www.boarddirectorsnetwork.org/docs/IonBrochure.pdf>

Planning for Tomorrow's Boardroom: Making Room for More Women

The 5th Annual Status Report of Women Directors and Executive Officers of Public Companies in Twelve Regions of the United States

March 2009

The pattern shown by this data collected by ION on women's positions on corporate boards is that larger companies are more likely than smaller companies to have one or more women on their boards of directors. This annual ION report serves as a summary of the key research findings from 2009.

<http://www.forumofexecutivewomen.com/SiteData/docs/2009%20ION%20report/ef4974012016e1fb4f702579b6e30fcd/2009%20ION%20report.pdf>

McKinsey & Company

The Business of Empowering Women

November 18, 2009

This PowerPoint presentation introduces a study of why and how the private sector should economically empower women in developing countries. It suggests action by the private sector at each stage of women's lives.

<http://siteresources.worldbank.org/INTGENDER/Resources/336003-1258672607991/BusinessofEmpoweringWomen.ppt>

A Business Case for Women

By: Georges Desvaux, Sandrine Devillard-Hoellinger, and Mary C. Meaney

September 2008

According to a study of European and U.S. corporations, companies that hire and retain more women not only are doing the right thing but can also gain a competitive edge. They can take several basic steps to achieve even greater parity. These companies will be able to draw from a broader pool of talent in an era of talent shortages. Research shows a correlation between high numbers of female senior executives and stronger financial performance.

<http://www.cwf.ch/uploads/press/ABusinessCaseForWomen.pdf>

Centered Leadership: How Talented Women Thrive

By: Joanna Barsb, Susie Cranston and Rebecca A. Craske

October 3, 2008

This article describes the findings of the McKinsey Leadership Project, an initiative to help professional women at McKinsey and elsewhere. Centered around five key findings, the authors issue advice for women in the pipeline and suggest strategies for corporations to ensure that they help women reach the top echelons.

http://www.forbes.com/2008/10/03/talent-women-leadership-lead-cx_1003mckinsey.html

Women Matter: Gender Diversity, a Corporate Performance Driver

October 2007

This report posits that companies where women are most strongly represented at board or top-management level are also the companies that perform best. Confirming the existence of the gender gap – most notably in the composition of corporate management bodies – the McKinsey study offers fact-based insights into the importance for companies of fostering the development of women in the business arena, so that a greater number attain positions of high responsibility.

http://www.mckinsey.com/careers/women/making_a_difference/social_sector_impact/~/_media/Reports/Women/Mckinsey_women_matter.ashx

A Wake-up Call for Female Leadership in Europe

June 15, 2007

Europe will face substantial economic challenges if female workforce and talent are not leveraged adequately, according to this presentation, which also proposes long-term solutions and strategies to ensure that women are included at all levels.

http://www.globewomen.org/summit/2007/Speeches/McKinsey_Report_Women_in_Europe_GSW_2007.pdf

The Centered Leadership Project

This interactive website displays the interviews with women leaders that served as inspiration for McKinsey Director JoAnna Barsh's book *How Remarkable Women Lead: The Breakthrough Model for Work and Life*.

<http://www.mckinsey.com/careers/women/Centered%20Leadership%20project.aspx>

Miller-McCune

Profit, Thy Name Is ... Woman? The consistent correlation between women executives and high profitability

By: Roy D. Adler

February 27, 2009

Over the past several years, professors from Pepperdine University have tracked the performance of Fortune 500 companies with a strong record of promoting women to the executive suite and compared their performance to that of other firms in the same industries. The correlation between high-level female executives and business success has been consistent and revealing. This article seeks to explain the reason for this correlation and provides in depth analysis of the results.

http://www.miller-mccune.com/business_economics/profit-thy-name-is-woman-1007

OECD

Gender, Institutions, and Development Database

This database represents a new tool for researchers and policy makers to determine and analyze obstacles to women's economic development. It covers a total of 160 countries and comprises an array of 60 indicators on gender discrimination. The database has been compiled from various sources and combines in a systematic and coherent fashion the current empirical evidence that exists on the socio-economic status of women.

http://www.oecd.org/document/16/0,3343,en_2649_33731_39323280_1_1_1_1,00.html

PricewaterhouseCoopers

Eurofirms Women in PwC Annual Report: Diversity in Action

2008

Launched in 2003, the Eurofirms Women in the PwC Network brings together women and men in leading positions from 20 European countries. It supports the strategic goal of creating a working environment to help them attract and retain the best talent—male and female. This Annual Report looks at the progress made by the network in the past five years. It tells the stories of European countries and provides a sample of activities and achievements in the area of diversity.

[http://www.pwc.com/Extweb/pwcpublications.nsf/docid/E19F08ECF98A0EBD852574290054A186/\\$File/PwC_Diversity_in_Action_April_2008.pdf](http://www.pwc.com/Extweb/pwcpublications.nsf/docid/E19F08ECF98A0EBD852574290054A186/$File/PwC_Diversity_in_Action_April_2008.pdf)

Closing the Gender Gap: Challenges, Opportunities, and the Future

2008

In an attempt to find answers to questions pertinent to today most challenges and changes faced today, PricewaterhouseCoopers invited global academics, politicians, and business leaders to share their views on the gender gap and how it will impact the future. This is a transcript of the film PricewaterhouseCoopers made from their interviews.

[http://www.pwc.com/Extweb/pwcpublications.nsf/docid/FFF26DD54B44BFA0852574E800706215/\\$File/Closing_the_gender_gap_full_film_transcript.pdf](http://www.pwc.com/Extweb/pwcpublications.nsf/docid/FFF26DD54B44BFA0852574E800706215/$File/Closing_the_gender_gap_full_film_transcript.pdf)

SocialFunds

Goal of New Index Series is to Advance Gender Equality

By: Robert Kropp

March 11, 2009

This article covers the launch of the Pax World and KLD index series sponsored by the International Finance Corporation to increase gender empowerment. The objective of the five indices in the IF Gender Index series is to increase interest among corporations and investors in gender empowerment.

<http://www.socialfunds.com/news/article.cgi/2645.html>

<http://www.paxworld.com/newsmedia/2009/03/08/pax-world-kld-construct-first-gender-index-series-for-international-finance-corporation/>

http://www.ifc.org/ifcext/sustainability.nsf/Content/WomeninBusiness_Highlights_WomensDay2009

Strategic Management Journal

“She’-e-os: Gender Effects and Investor Reactions to the Announcements of Top Executive Appointments”

By: Peggy M. Lee and Erika Hayes James

March 2007

This study explores the relationship between announcements of CEO appointments and investor reactions, and particularly the influence of CEO gender on that relationship. The most striking findings are that the stock in a company drops after the announcement of a female CEO, and that journalists reference gender more when writing about women executives than they do when writing about men.

<http://erikahayesjames.com/2009/04/she%E2%80%99-e-os-gender-effects-and-investor-reactions-to-the-announcements-of-top-executive-appointments/>

United Nations Development Program

Innovative Approach to Promoting Women’s Economic Empowerment

2008

This publication provides insight on and examples of three core dimensions of women’s economic empowerment: economic opportunity; legal status and rights; and voice, inclusion and participation in economic decision-making.

<http://www.undp.org/women/publications.shtml>

UNESCO

Passport to Equality

January 2006

The Passport to Equality is a document that presents, explains, and reproduces the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) in the form of a personal passport.

<http://unesdoc.unesco.org/images/0014/001475/147507e.pdf>

United Nations Global Compact & UNIFEM

UN Global Compact Overview

The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption. By doing so, business, as a primary agent driving globalization, can help ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere. The website hosts a number of reports, policy guidelines, and other supporting documents in relation to the United Nations Global Compact.

<http://www.unglobalcompact.org/AboutTheGC/index.html>

Advancing Women in the Global Marketplace New York, 5-6 March 2009

August 5, 2010

This document reports on the events and conclusions from *Advancing Women in the Global Marketplace*, a meeting and consultation which explored the role of business in improving the status of women around the world. The event and workshop brought together representatives of business, civil society, academia, labor, governments, and the UN to develop a more coherent vision of the many ways in which business can help to empower women and advance gender equality.

http://www.unglobalcompact.org/docs/news_events/Bulletin/AdvanceWomen_Report.pdf

United Nations Population Fund

Reaching Common Grounds: Culture, Gender and Human Rights, “Chapter 3, Promoting Gender Equality and Empowering Women”

2008

This chapter outlines the United Nations’ work toward promoting gender equality, including the Beijing Platform for Action. The report also describes the obstacles women still face today, with an emphasis on cultural impediments. A list of recommendations for future action follows a list of lessons learned.

http://www.unfpa.org/swp/2008/en/03_promoting_gender_equality.html

Wellesley Center for Women

Critical Mass on Corporate Boards: Why Three or More Women Enhance Governance

By: Vicki W. Kramer, Alison M. Konrad, and Sumru Erkut

2006

To study the effect on boardroom dynamics of increasing women’s presence, Kramer, Konrad, and Erkut interviewed 50 women directors, 12 CEOs (9 male), and 7 corporate secretaries at Fortune 1000 companies. The results show that the benefits of having women on a corporate board are more likely to be realized when three or more women serve on a board.

<http://www.wcwoonline.org/pdf/CriticalMassExecSummary.pdf>

Womenomics

Gender Diverse Boards are Better Monitors

By: Renee B. Adams and Daniel Ferreira

October 2008

According to this report, female directors have a significant impact on board inputs and firm outcomes. In a sample of US firms, the report finds that female directors have better attendance records than male directors, male directors have fewer attendance problems the more gender-diverse the board is, and women are more likely to join monitoring committees. These results suggest that gender-diverse boards allocate more effort to monitoring. Accordingly, CEO turnover is more sensitive to stock performance and directors receive more equity-based compensation in firms with more gender-diverse boards. However, the average effect of gender diversity on firm performance is negative. This negative effect is driven by companies with fewer takeover defenses. The results suggest that mandating gender quotas for directors can reduce firm value for well-governed firms.

http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1107721

Ever Increasing Majority of Women Graduates

March 2009

According to a recent OECD report, *Higher Education to 2030*, women will become an even larger majority of the graduate talent pool in only one decade. According to the findings of this report, companies already have to ensure that they don’t swing the gender balance too far in favor of women.

<http://www.women-omics.com/778-0-trend-of-women-as-the-majority-of-talent-will-continue.html>

Act Like a Man, But Don't Show It!

By: Dr. Paul Vanderbroeck

March 2009

Dr. Vanderbroeck asserts that top managers in the Netherlands believe that the only way to reach the top for a woman is to act like a man without showing it. He also finds that senior managers currently are reluctant to recruit new women top managers.

<http://www.women-omics.com/806-0-unrealistic-expectations-prevent-women-in-the-netherlands-from-reaching-the-top.html>

Is It 'The Vision Thing' or Self-Promotion?

March 2009

It is necessary to register to see this article

Critical discussion of Ibarra and Otilia's findings that women are judged to be less visionary than men in 360-degree feedback, which prevents them from getting to the top. Rather than teaching women how to be more "visionary," women leaders would be better served by building key networks and using firm language to sell their vision.

<http://www.women-omics.com/783-0-do-women-need-to-be-visionaries.html>

Why Shell Wants More Women at the Top

March 2009

It is necessary to register to see this article

Four years ago, Shell commissioned research into why more women did not stay at Shell and progress to the top. They recognize that diversity in gender and nationality make the company better for everyone, and they have set a target of reaching 20 percent women in senior management positions. This article explores their mission.

<http://www.women-omics.com/783-0-do-women-need-to-be-visionaries.html>

Nissan Drives Gender Balance in Japan

March 2009

It is necessary to register to see this article

Despite losses of almost \$4 billion, Nissan remains committed to promoting a diverse workforce. Sixty percent of car purchasing decisions are made by women, so it has increased the representation of women in the sales force.

<http://www.women-omics.com/766-0-nissan-aims-to-put-more-women-in-management.html>

Women as an economic opportunity

By: Collette Dunkley

2009

This article uses the banking and financial sector to demonstrate that even the most damaged sectors in the current downturn can release significant sales and marketing value by crafting a more effective approach towards women.

<http://www.women-omics.com/624-0-women-as-an-economic-opportunity.html>

Girl Power: Female Participation in Top Management and Firm Performance

By: Cristian L. Deçso and David Gaddis Ross

August 1, 2008

Scholars and practitioners have long argued that females exhibit a distinctive and particularly effective managerial style. Yet, less than a third of the largest U.S. corporations have a single female senior executive, raising the question of whether women are in fact effective as senior managers, and, if so, under what circumstances. The authors address this issue by studying the relationship between female participation in senior management and firm performance as measured by Tobin's Q. They find a positive association between firm performance and female participation below the CEO level, even when controlling for unobservable firm heterogeneity, but no positive effects from having a female CEO.

http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1088182

Gender in the Boardroom: The Imperative for Gender Equity

November 12, 2008

The most effective boards tend to consist of diverse sets of people. This article argues that the ideal board is a blend of gender, age and experience from industry and function.

<http://www.20-first.com/625-0-the-imperative-for-equity.html>

The World Bank Group-Gender and Development

Gender Equality as Smart Economics: A World Bank Action Plan

April 2009

<http://go.worldbank.org/MRDAHI4PT0>

-Bringing the Private Sector on Board

World Bank Managing Director Ngozi N. Okonjo-Iweala formally launched a Private Sector Leaders Forum with IFC Executive Vice President Lars Thunell and World Bank Vice President Danny Leipziger at the World Economic Forum January 2009 summit in Davos, Switzerland.

-Funding At-A-Glance

In order to strengthen the gender focus of World Bank Group operations in the sectors of labor, land and agriculture, private sector development and infrastructure, the GAP has to date provided funding for 149 World Bank projects and analytical work in 73 countries through competitive calls for proposals.

-Walking the Talk on Gender Equality: Incentives Help Bank Redress Lagging Sectors

The Gender Action Plan focuses on mainstreaming gender in the economic sectors. The plan's primary goal is to assist the Bank in integrating gender concerns into its projects and research in the sectors of labor, land and agriculture, private sector development and infrastructure. The bank will provide matching funding for projects that include gender concerns.

-The Importance of Sex-Disaggregated Statistics for Effective Programs

A priority for the Development Data Group and the GAP is to improve knowledge and statistics on women's economic participation to accelerate the economic advancement of women. There are three key initiatives:

- improving the availability of gender indicators by centralizing data held by different entities,
- identifying gaps in knowledge and new indicators, and
- building national capacity to collect and analyze sex-disaggregated data.

Girls' Education in the 21st Century: Gender Equality, Empowerment, and Economic Growth

Edited By: Mercy Tembon and Lucia Fort

2008

This book presents compelling evidence of the challenges for educational development and the determining factors for gender inequalities— in education particularly and society more broadly. It also presents examples of country-level experiences that help us understand issues and reaffirm the business case for investing more in female education.

http://siteresources.worldbank.org/EDUCATION/Resources/278200-1099079877269/547664-1099080014368/DID_Girls_edu.pdf

Equality for Women: Where Do We Stand?

April 2008

The progress towards gender equality are mixed at the halfway point of completion of the Millennium Development Goals, this 2008 by the World Bank and the Organization for Economic Cooperation and Development says. Women's health and education have improved substantially in most countries, but progress is lagging on improving their economic opportunities, and investments of some US\$13 billion a year are needed to achieve the overall goal of gender equality and women's empowerment.

<http://siteresources.worldbank.org/INTGENDER/Resources/4pagerEqualityforWomen.pdf>

Gender Equality as Smart Economics: First Year Progress Report (January 2007-January 2008)

February 21, 2008

This report provides the first update of Gender Equality as Smart Economics: A World Bank Group Gender Action Plan (GAP), a year after implementation began in January 2007. The plan commits the Bank Group to ‘do more’ to help achieve gender equality by more fully utilizing its comparative advantage in the economic sectors and in analytical work.

http://siteresources.worldbank.org/INTGENDER/Resources/GAPProgressReportFeb26_2008.pdf

Gender Equality as Smart Economics: A World Bank Group Gender Action Plan (Fiscal Years 2007-2010)

September 2006

This Action Plan seeks to advance women’s economic empowerment in the World Bank Group’s client countries in order to promote shared growth and accelerate the implementation of Millennium Development Goal 3. The Plan commits the World Bank to intensify and scale up gender mainstreaming in the economic sectors over four years, in partnership with client countries, donors, and other development agencies.

<http://siteresources.worldbank.org/INTGENDER/Resources/GAPNov2.pdf>

The World Bank Group-International Finance Corporation

Women, Business and the Law: Measuring Legal Gender Parity for Entrepreneurs and Workers in 128 Economies

2010

This World Bank report focuses on gender differentiations in legal treatment—one of many sets of factors that determine the course of women’s working lives. Covering 128 economies, it establishes the following six indicators of gender differences in formal laws and institutions: Accessing institutions, using property, getting a job, dealing with taxes, building credit, and going to court.

<http://wbl.worldbank.org/documents/Women-Business-Law.pdf>

Doing Business 2010: Reforming Through Difficult Times

2010

Doing Business 2010 is the seventh in a series of annual reports comparing business regulations in 181 economies. *Doing Business 2010* measures regulations affecting 10 areas of everyday business such as starting a business and enforcing contracts.

<http://www.doingbusiness.org/>

Global Private Sector Leaders Forum, Promoting Women’s Economic Empowerment

2009

The Global Private Sector Leaders Forum is a group of influential businesspeople and companies committed to promoting women’s economic empowerment. These leaders understand the importance of women’s contributions to business profitability and to the communities in which they operate. They create economic opportunities for women as an integral part of core business, community engagement and corporate diversity and inclusion.

<http://pslforum.worldbankgroup.org/>

Bringing the Private Sector on Board

April 2009

World Bank Managing Director Ngozi N. Okonjo-Iweala formally launched a Private Sector Leaders Forum with IFC Executive Vice President Lars Thunell and World Bank Vice President Danny Leipziger at the World Economic Forum January 2009 summit in Davos, Switzerland. This innovative public-private partnership is the latest initiative of Gender Equality as Smart Economics, the World Bank Group’s Gender Action Plan.

<http://siteresources.worldbank.org/EXTGENDER/Resources/GAPNewsletterSpring09.pdf>

Doing Business: Women in Africa

April 2008

This report promotes reforms for women's entrepreneurship and focuses on women entrepreneurs from Cameroon, Rwanda, Senegal, South Africa, Swaziland, Tanzania, and Uganda.

http://www.doingbusiness.org/documents/Women_in_Africa.pdf

World Economic Forum

The Corporate Gender Gap Report

2010

Through an extensive survey of some of the largest companies in the world, the WEF wrote this report to assess the current state of integration of female talent in business in over 20 countries and 16 industries and to benchmark companies on how well they are implementing the policies and practices that have been shown to close gender gaps.

<http://www.weforum.org/pdf/gendergap/corporate2010.pdf>

The Global Gender Gap Report

2009

Through the *Global Gender Gap Reports*, for the past four years, the World Economic Forum has provided a framework for quantifying the magnitude of gender-based disparities, tracking their progress over time and designing effective measures reducing them. In addition, in 2008, the Global Gender Parity Group and Regional Gender Parity Groups were launched in Latin America, the Middle East, Africa and Asia.

<http://www.weforum.org/pdf/gendergap/report2009.pdf>

WHEN REFERENCING THIS MATERIAL, PLEASE ACKNOWLEDGE THE COUNCIL OF WOMEN WORLD LEADERS AS THE SOURCE OF THE INFORMATION.

IF YOU KNOW OF A DOCUMENT THAT SHOULD BE INCLUDED WITH THIS MATERIAL, PLEASE SEND AN E-MAIL TO [INFO@CWWL.ORG](mailto:info@cwwl.org).

THE COUNCIL THANKS ITS SUPPORTERS:



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GENERAL MILLS



Pax World Mutual Funds

THE JACQUELYN AND GREGORY ZEHNER FOUNDATION



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info@cwwl.org | www.cwwl.org