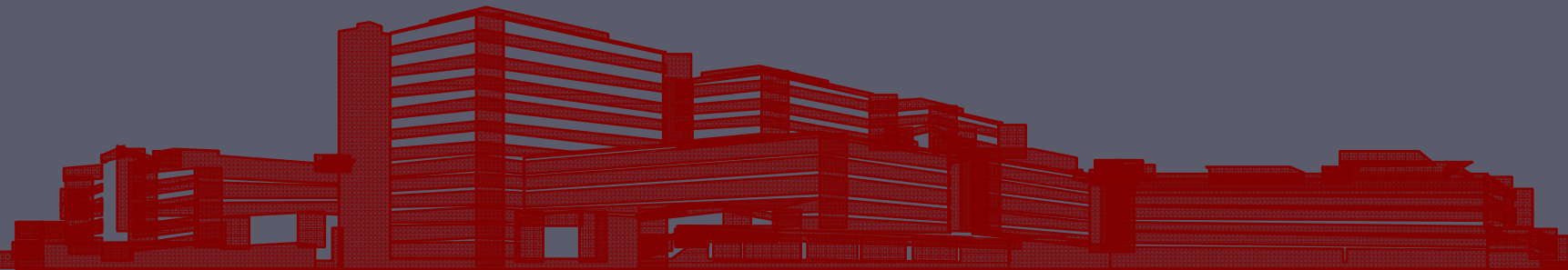


Initiatives to improve gender diversity in SET

EMBEC 2011, Budapest

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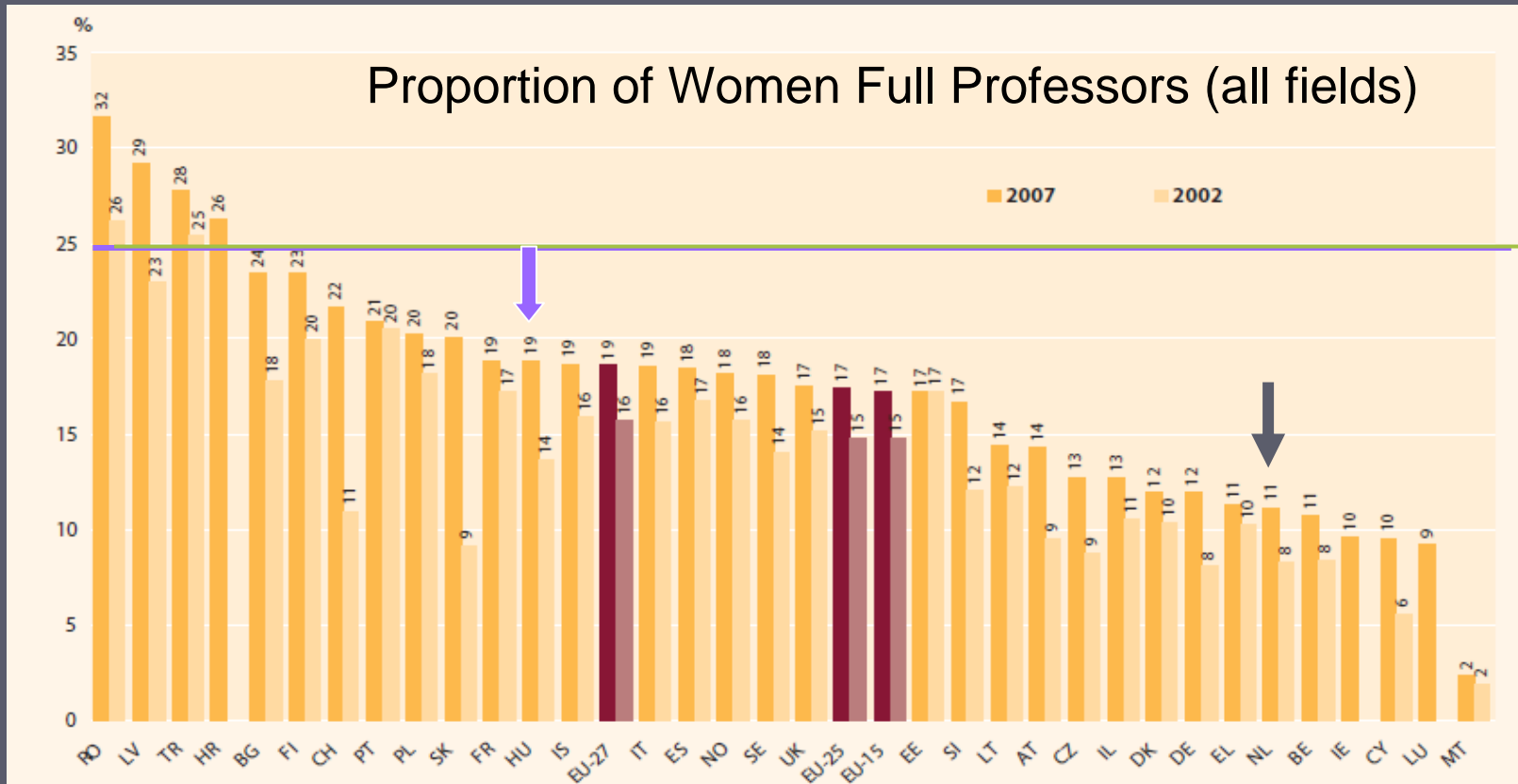
A bit of Dutch history



Aletta Jacobs was the first woman to complete a university degree and the first female physician in the Netherlands.

- As a 17-year old in 1871, she asked permission from the liberal minister Thorbecke to be admitted to medical school. She was initially allowed a 1-year probationary period, but was not allowed to take exams.
- On his deathbed, Thorbecke granted the right for women to take exams. She received her medical degree in 1878 (first Dutch physician) and got her doctorate in 1879.
- Intentionally, the law put forth a certain income threshold to vote to prevent women from voting. As physician, she fulfilled that requirement and demanded her right to vote. Then the law was changed to expressly deny women the right to vote. Only in 1919 were women above the age of 23 allowed to vote.
- In 1980, the Equal Opportunities Act came into force.

The situation today, 31 years after the Equal Opportunities Act



Most countries did not reach the 25% target of women full professors by 2010 as recommended by European Commission.

Grade A women in SET: 7.2% (NL= 5.3%)

The Problem

Wider diversity of teams will pave the way to greater innovation, creativity and improved decision-making

More women in top positions is related to better financial performance by organisations (McKinsey 2007)

- Still few women in top positions, especially in SET
- Need a culture where a diversity of talent with a wide range of backgrounds can excel
- Stereotypical images of women are reflected in the organizational practices and processes that are often implicitly biased by such beliefs
 - Women are viewed as 'the other' in the organization and experience the '(in)visibility paradox': visible as a woman (other) but invisible as a scientist;
 - The emphasis in the organizational culture is on self-promotion; this typically masculine behavioral norm creates a double bind for women: 'damned if you do, doomed if you don't'
- A change in culture will only take place if top management acknowledge a 'sense of urgency'.

“Talent to the top”



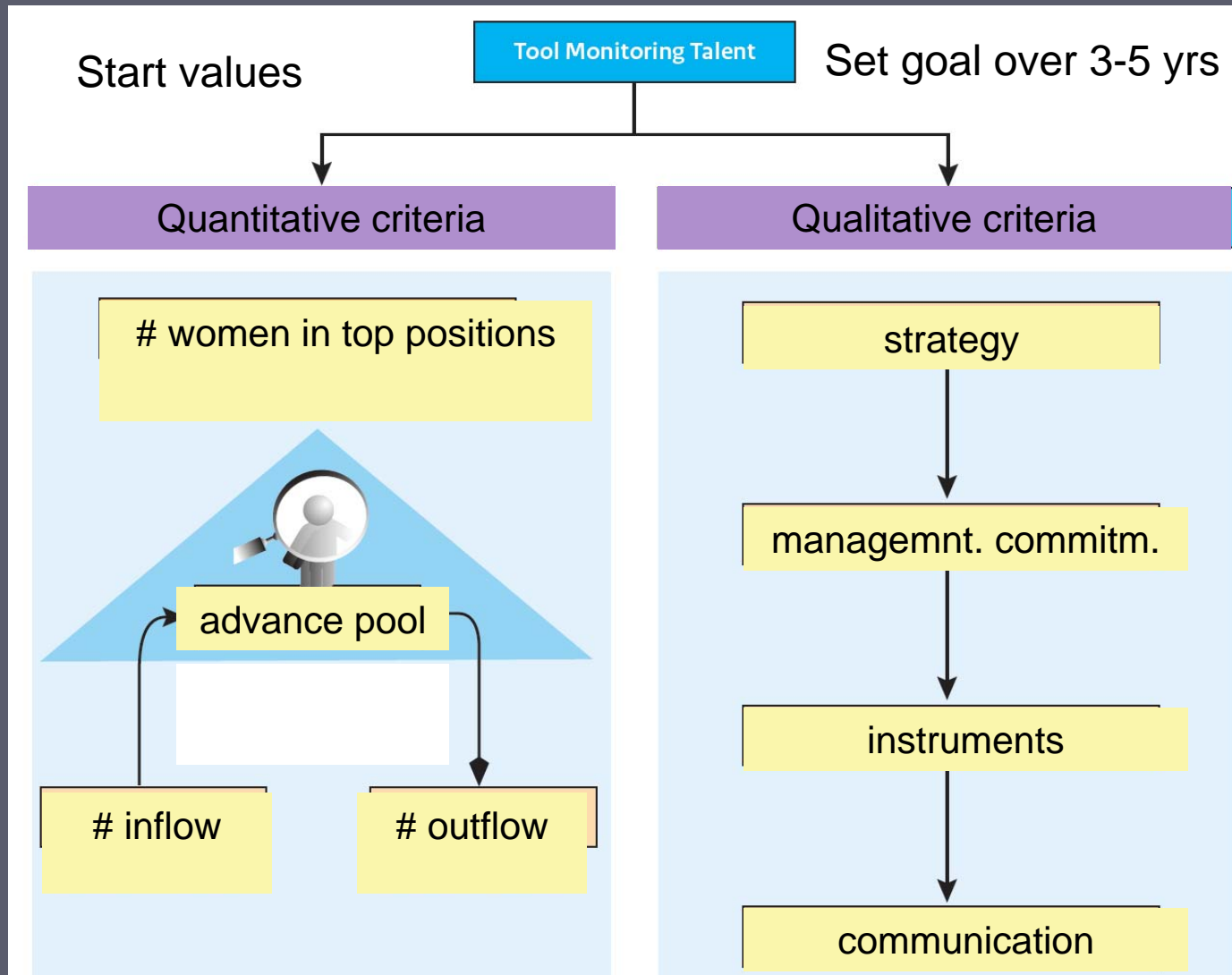
www.talentnaardetop.nl

- The Charter ‘Talent to the Top’ was established in 2008 and aims to promote balanced gender diversity in top positions.
- It is subsidized by the ministries of Education, Culture and Science (ocw) and Economic Affairs, Agriculture and Innovation (eli)
- The basic principle of the Charter is that organizations are responsible themselves for the required cultural shift at their organization.
- Signing the Charter is voluntary, but not without commitment.

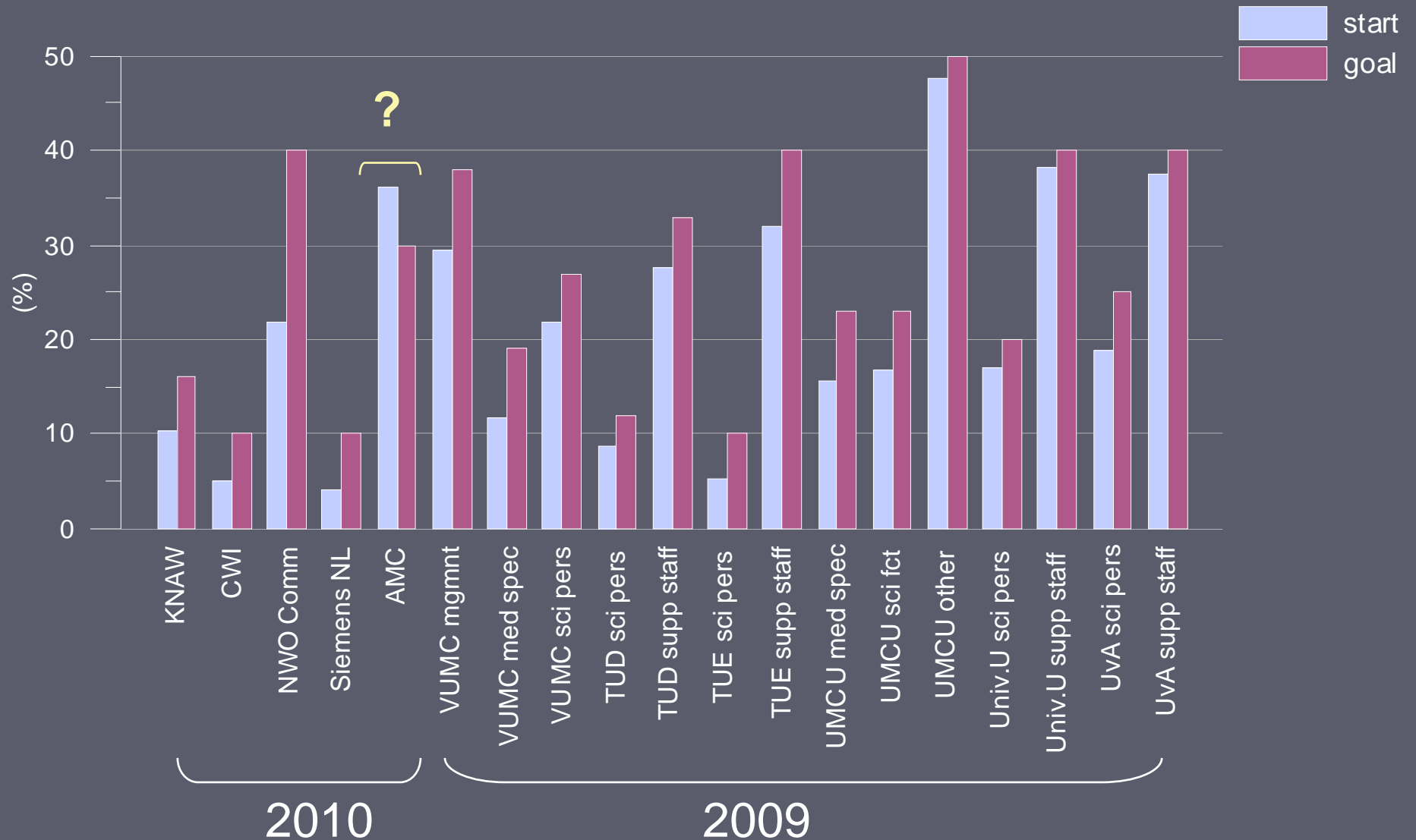
Elements of the Charter

- Signatories commit to the Charter for a period of 3 or 5 years
- In the first six months after signing, every signatory performs a baseline assessment and lays down a clear management strategy
- Signatories lay down their strategy in clear, action-oriented management agreements
- Signatories annually report their progress on a number of clear key performance indicators following the “comply or explain principle”
- A Monitoring Committee is responsible for the reporting of effectively achieved results of the signatories on the basis of ‘praising and naming’
- Signatories actively work on the development of specific tools for career guidance of female talent

Tool Monitoring Talent



Examples of 2011 report



Progress so far

- 188 companies and universities have signed the charter since 2008
- Increase of 7.5% women at top in 2010 for signatories from 2008 and 2009
- The percentage women in the top in 2010 was 17.2% (vs 16.0% in 2009). By far the largest part of the signatories, 72%, demonstrates an increase, 13% stayed the same and 15% showed a decrease.
- Example: Number of women at top in Healthcare and Welfare is 27%. Lowest numbers of women are found in industry/energy/construction (8%) and in consultancy in the area of ICT/construction/infrastructure (11%)
- Not clear whether success is due to signing the Charter. Most of the organizations that first signed the Charter in 2008 already had a diversity policy in place for some time.

2011 Report of Monitoring Commission

Comments on fulfilling the Charter requirements (Goals & Strategy):

- Of the signers in 2010, 33% did not determine goals and 64% did not put forward how and by when to reach the goals. (For the signers in 2008 and 2009 this holds for 17% and 47%, resp.) More than 50% of the signers from 2008 and 2009 and almost all signers from 2010 do not have an adequate policy document.
- **Recommendations for the Government:**
 - Charter can serve as knowledge base of activities that work
 - Self-reporting is efficient, but pro-active visitation may yield better insight

Recently, an amendment to law was introduced with the goal that both genders should be represented with at least 30% in all boards. If not, the company has to explain why this goal was not met. If not reached by 2015, there may be a quota of 30%. (under consideration)

Conclusions

- The charter “Talent to the Top” has demonstrated initial positive results
- Being seen as one of the signatories has become an “honor” issue
- Delivering on the commitment is still variable
- Self-reporting and monitoring alone does not work well
- Different classification of fields would allow more insight into developments in SET areas