

The gender dividend: Making the business case for investing in women

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



Contents



- 2 Good sense, good business**
Foreword by Sharon Allen, Chairman Deloitte United States (Deloitte LLP)
- 4 Women and economic growth**
Reaping the Gender Dividend, gaining competitive advantage
- 6 Why women, why now**
Talent, markets, and the role of women
- 20 Building the business case**
Investing in women and the bottom line
- 32 From intangible to intentional**

Sidebars

- 12 Why countries should care**
- 16 Taking a world view: Women and foreign relations**
Interview with Melanne Verwee, Ambassador-at-Large for Global Women's Issues
- 28 The gender dividend in action: the Deloitte Initiative for the Retention and Advancement of Women (WIN)**
Interview with Barbara Adachi, National Managing Partner for WIN, Deloitte United States (Deloitte LLP)
- 31 One man's take on WIN**
Paul Silverglate, Strategic Client Partner, Deloitte United States (Deloitte LLP)

Good sense, good business

Foreword by Sharon Allen, Chairman of Deloitte United States (Deloitte LLP)



After reading this foreword and turning the page, the first words that you'll see are what the Gender Dividend is all about—women and economic growth.

Women and economic growth is a reality that has played out quietly for centuries. Whether this reality has taken place in the world's most advanced economies or those that are rudimentary (not to mention those recovering from the devastation of armed conflict, excessive risk-taking, or ethical lapse), one constant remains—the participation of women in economic activity has and will continue to spur economic growth.

Such a truth knows no boundaries. In India and South America, for example, visionary organizations like the Grameen Bank and Pro Mujer extend microloans to women. The result—countless businesses established and beginning to thrive. In the United States, the changing face of business belongs to women, and not just because of women's recent emergence as the majority of the United States workforce. Today, women in the United States wield purchasing power in excess of an estimated US\$5 trillion. Women actively use that power to buy half of all computers, half of all cars, and more than 80 percent of *all* consumer purchases. They also represent nearly half of all shareholders.

It would seem to make sense, therefore, that businesses would invest in developing women as workers, executives, and leaders. But impressive results and sound logic have yet to fully take hold in many parts of the world, including the United States. The advancement of women pales in proportion to their numbers. While some of the reasons are related to culture and custom, it's important to recognize that where organizations have invested in the development of women, the results have been both profound and dramatic.

I speak from experience and first-hand observation at Deloitte United States, my professional home for the past 38 years. Without our Initiative for the Retention and Advancement of Women (WIN)—begun in 1993 to stem the tide of talented women leaving Deloitte—I may not have become the first woman to serve as chairman of a major professional services firm in the United States.

As beneficial as WIN has been for me, however, its impact on our organization has been far more significant. Today, because of our Women's Initiative, our culture at Deloitte is very different than it was nearly two decades ago. In fact, it is our culture of values, high performance, and individual flexibility that so many new hires say is what first attracted them to Deloitte.

Looking back, I believe that the defining moment in shaping our culture was the decision to create WIN—made, incidentally, by the men who led Deloitte at the time. By providing new thinking about how women and men could relate as leaders, business partners, and peers, the Women's Initiative has enabled us to provide a culture of flexibility for all of our people. And, I might mention, it has been during the existence of our Women's Initiative that Deloitte has evolved as a leader in diversity while becoming the largest private professional services organization in the world.

Why?

Maybe because great value derives not only from women as leaders, but also from the diversity of thought that women can help provide. Deloitte is not alone in benefiting from this phenomenon. In the pages that follow, you can read more about the positive and often double-digit difference in productivity between those organizations with more women as leaders compared to those with less.

With such powerful results repeated time after time, it is incumbent upon boards to make talent and diversity of talent regularly scheduled items for discussion with senior management. By initiating such focus and oversight at a time when economic growth is greatly needed, boards can be responsive to shareholders in search of returns, and stakeholders in search of brands that are attuned to the full spectrum of consumers' wants and needs.

You can learn far more in this report about the strong business case for investing in women. But don't just read about it. With talented people and economic growth in high demand, take the action that your organization needs to develop all of its resources, men and women alike.

It makes for good sense and for good business—as well as the Gender Dividend that could be yours.

Sincerely,

A handwritten signature in black ink that reads "Sharon".

Sharon Allen is Chairman of Deloitte LLP

Women and economic growth

What will the next phase of sustainable economic growth look like? Governments and businesses are searching high and low for the answer. Some are looking through the lens of geography—will it be emerging markets or current economic heavyweights? Others take it by industry—technology or manufacturing? Services or retail? While these are all relevant considerations, there's growing evidence that leaders around the world in both the public and private sectors should be examining this problem from an unexpected vantage point: gender. Women may well be the dominant source of economic growth in the near future—and organizations that are able to capitalize on the roles women play as economic actors will most likely have a competitive advantage as the world pulls out of the global recession.

Fully integrating women into both the workplace and the marketplace can yield a significant return—what can be called the Gender Dividend. Much like the dividends that public corporations pay to shareholders, the Gender Dividend is a steady benefit that is earned by making wise, balanced investments in developing women as workers and potential leaders as well as under-

standing women as consumers and their impact on the economy and the bottom line. Done right, the Gender Dividend should be reflected in increased sales, expanded markets, and improved recruitment and retention of a key talent segment.

Reaping the Gender Dividend, however, will require going well beyond eliminating the explicit discrimination that laws and policies have taken aim at over the past decades. It will require a concerted, strategic focus on how to fully integrate women's experiences, perspectives, and voices into the fabric of an organization; as history has shown, this will not happen on its own. Instead, senior leaders must elevate women's advancement to a strategic objective tied to their overall plan for growth—and having a business case is critical to getting started.

“The future belongs to those of us, female or male, who can adopt and embrace the feminine archetype.”

John Hagel III,
cofounder Deloitte Center
for the Edge,
Deloitte United States



Why women,



why now

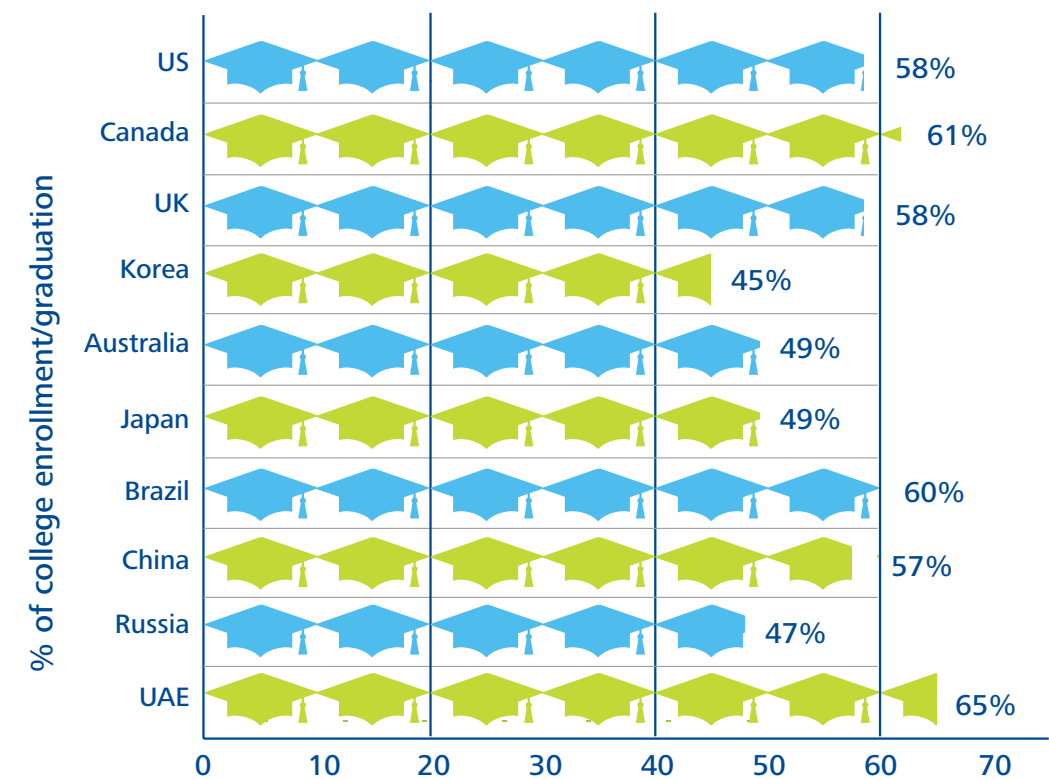
To understand why it is so critical that women play a key role in building—and rebuilding—economies around the world, it's important to consider the rise of talent as a dominant business issue. In the digital, knowledge economy, human capital replaces natural resources as the basis for growth.¹ The businesses and countries that will lead in this century will be the ones that are best able to harness the innovation and creativity of their people. Women are undoubtedly a growing force in the talent pool. But the real power comes from women and men working together and using their experience to solve complex problems and accelerate innovation.

The importance of gender diversity is also inextricably linked to the growing role of women as consumers. As the spending power of women increases, they represent a growth opportunity for companies; but, because women tend to spend differently from men, companies need to understand women's preferences in order to capitalize on this growth. Having both women and men in decision-making roles gives organizations the perspective they need to increase sales and fuel growth.

Historically, to encourage women in the workplace, many countries have passed laws mandating equal treatment. Several governments are even requiring that women make up a critical mass of the boards of publicly traded companies. But on their own, these laws have not ensured that women are fully integrated as economic actors. Women represent a significant percentage of the workforce—and college graduates (see figure 1)—and yet have not reached a proportional role in decision-making in some key industries.

True, much progress has been made in putting women on equal footing with men in the workplace. But progress has stalled around the world, including in developed countries like the United States. This represents a large-scale underuse of talent that can have serious repercussions in terms of competitiveness both at the national and organizational level. In the talent-driven 21st century economy, it is a trend that can ill afford to be sustained and the risks of doing nothing are real.

Figure 1. Women's Educational Attainment around the World



Sources: www.catalyst.org; Center for Work-Life Policy, *The Battle for Female Talent in Emerging Markets*; All numbers are for 2009 except Japan (2006) and Korea (2005)

Talent and economic competitiveness

Today, talent is playing a new role in global economies. In the past, a country's competitiveness was traditionally based on its natural resources. But to be competitive in the 21st century, governments must now focus on their people and developing talent within their borders. This is particularly critical as populations age and shortages of skilled talent emerge. Similarly, companies can no longer rely on industrial-age strategies to stay competitive, especially in light of the fact that the rate at which market leaders topple and the level of competitive intensity have both doubled over the last 20 years. Now, more than 85 percent of corporate value creation rely on the intangible assets of people, brand, and intellectual property.²

Yet talent as a key source of comparative advantage is challenging. Unlike natural resources, talent has legs—and cars, trains, boats, and airplanes—and can explore, via the Internet, opportunities anywhere in the world. This increases the urgency for both the private and public sectors to focus on developing and retaining talent more aggressively and sustaining that retention over time.

To do this, governments and industries need to ensure that women are part of their talent pipelines, from entry level to senior levels. In the United States, women currently comprise half of the work-

force, and, for more than two decades, women have comprised half of college graduates. Yet the U.S. Government Accountability Office (GAO), reporting on the progress of women in the workplace between 2000 and 2007 across 13 industries, found no change in the percentage of women non-managers and only a one percentage point increase—from 39 to 40 percent—in women managers.³ Similarly, the percentage of women corporate officers and board members of Fortune 500® companies has flat-lined. According to Ilene H. Lang, president and CEO of Catalyst, a leading research and advisory organization that focuses on issues of women and business, at this pace, "it could take [until 2075] for women to reach parity with men on corporate boards."⁴

The situation is similar in other developed regions. In Europe, women make up 45 percent of the workforce—and more than half of all college graduates—yet they comprise only 11 percent of corporate executives. At the current rate of progress, these numbers won't reach a mere 20 percent until sometime after 2035.⁵ Women in Europe also received 45 percent of the PhDs in science in 2006, but accounted for only 18 percent of the most senior researchers. In Japan, Eiko Shinotsuka, a commissioner in the National Personnel Authority, cites "... insufficient utilization of women as human resources, particularly their intellectual resources," as a factor in the Japanese economy's lackluster performance.⁶

The developing world is quickly catching up in terms of women's educational achievement. The World Economic Forum reports that, in 2010, the global gender gap in educational attainment in many of these regions has almost closed.⁷ In Latin America, women are more likely to attend college than men.⁸ From Brazil to the United Arab Emirates, women are on the rise as part of the educated, potential workforce (see figure 1). In the BRIC countries (Brazil, Russia, India, and China), the Center for Work-Life Policy estimates that in 2006 there were 26 million educated women ready, willing, and able to work. However, labor force participation rates for women lag those for men, and even when women are working, turnover is higher for women than men or women fail to advance. In other words, leaders continue to overlook and underutilize women as a source of talent.⁹

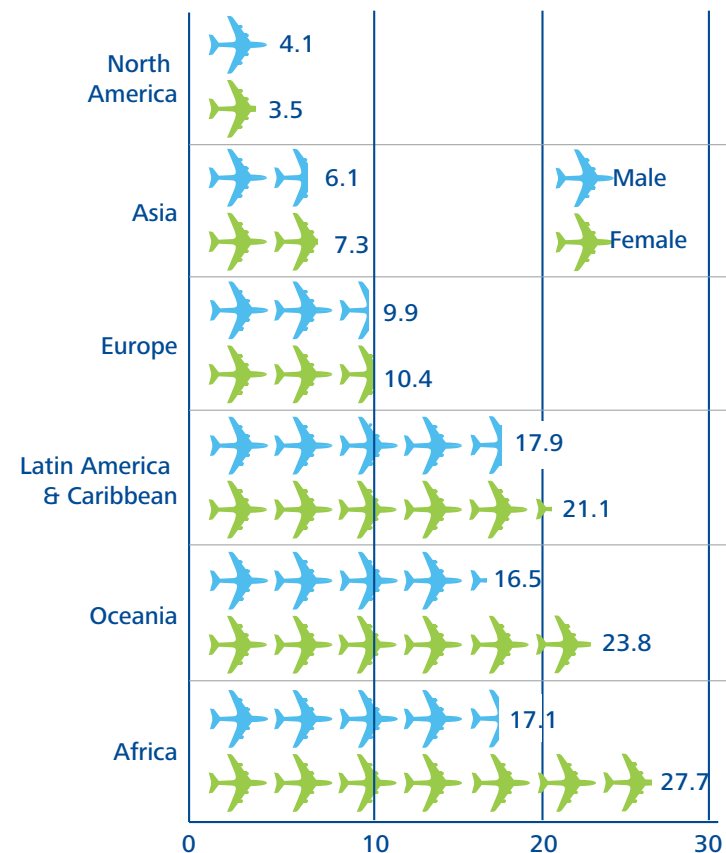
While all organizations need top talent to succeed, those that require talent with skills in science, technology, engineering, and math—fields considered critical to competitiveness—are all currently experiencing serious workforce shortages. In Deloitte's 2010 survey of over 330 C-suite executives from around the world, 72 percent anticipate a shortage in research and development talent.¹⁰ In the European Union today, the information, communication, and technology sector, one of the most innovative and research-intensive sectors, has a shortage of 300,000 qualified staff.¹¹ In the United States, women PhDs outnumbered men for the first time in history in 2010, but women are more likely than men to "leak" out of the pipeline in the sciences before obtaining tenure at a college or university. The loss of these women, along with the significant growth of Europe and Asia as sources of high-quality research, seriously jeopardizes U.S. preeminence in the sciences.¹² And given that the federal government,

the major source of grants for doctoral research, invests roughly US\$500,000 in each doctoral student¹³—as well as the universities and businesses that depend on this pool—the case for improving the gender return on investment is clear.

The return on this investment is also threatened in a world that is increasingly mobile. When opportunities are lacking, workers today can more easily migrate to where the good jobs are. Indeed, a recent Gallop poll says "a good job" is what people the world over desire most—and, historically, they have shown a willingness to move for it.¹⁴ This holds especially true for women. As described in Deloitte Touche Tohmatsu's March 2010 report *Paths to Power: Advancing Women in Government*, more educated women than men move from their country of origin in search of greater opportunities (see figure 2). This has produced a female brain drain of global proportions. Countries and companies that lose educated women suffer a double loss—they lose a worker and a potential mentor.

In their quest for rewarding work, high-achieving women are also starting their own businesses. That is, they're actively creating jobs. Countries that want to spur growth need to learn how to support these businesses, and companies need to learn how to incorporate them into their supply chains as well as sell to them. Consider that in the United States, nearly all net job creation since 1980 has come from small businesses that have been operating for fewer than five years. Today, the number of women-owned businesses in this category is growing at twice the rate of growth overall. "Any economist will tell you, the job creation [we] need to fuel any kind of middle class is not going to come from corporations, it's going to come from small business," says Harvard business professor Nancy Koehn. "With that in mind, what we need to start thinking about is how we capitalize on this [vast network] of women entrepreneurs. How do we nurture them? How do we fund them? How do we use [this] national asset?"¹⁵

Figure 2. Migration rates of men and women with college education



Source: Migration rates of people with tertiary education, UNIFEM

“When opportunities are lacking, workers today can more easily migrate to where the good jobs are. This holds especially true for women.”

An untapped, growing consumer market

As women continue to enter the workforce in larger numbers, they will have more money of their own to spend. Already, women control roughly US\$20 trillion of total consumer spending globally, and that number is predicted to rise to US\$28 trillion by 2014.¹⁶ Or, put another way, whether they work outside the home or not, women either make or influence up to 80 percent of buying decisions, on everything from appliances to cars and medical services.¹⁷

In the United States alone, the number of women with six-figure incomes is rising at twice the rate of men, and in almost all urban areas, unmarried professional women have either caught up with or are out-earning men.¹⁸ In fact, women of the Baby Boomer generation are about to become the richest U.S. demographic ever, controlling more wealth than any other group has in the

history of the country.¹⁹ It is estimated that American women already control over 50 percent of personal wealth, or roughly US\$5 trillion in purchasing power—larger than the entire economy of Japan in 2008.²⁰

Women’s earning power is growing even faster in developing countries, where their earned income grew at a rate of 8.1 percent, compared to the 5.8 percent rate for men.²¹ In Saudi Arabia, women own an estimated 40 percent of the private wealth, prompting the Al Rajhi Bank, the largest bank in the country, to start a wealth management division targeted at women.²²

In short, women constitute the largest emerging market the world has ever seen (see figure 3).²³ And, as Goldman Sachs has found, they have different buying patterns and preferences, spending money on food, education, and savings products, for example.²⁴ And

they spend money differently from men. Yet many companies have failed to invest in understanding women as consumers and fully capitalize on their purchasing power. Similarly, governments don’t fully account for women as constituents of their services. Women are treated as a niche audience, when, in reality, they are *the* audience.²⁵ Getting more women into the workplace who understand the buying preferences of women creates a virtuous circle, with the inside reinforcing the outside and vice-versa.

Two different heads are better than two similar ones

But perhaps the greatest benefit to having more women working alongside men is captured by the old adage, “two heads are better than one.” It is becoming increasingly clear that diverse perspectives and experience are critical to solving complex problems and innovating in the midst of rapidly changing conditions. In reality, the question is not women or men, it’s how to ensure women and men are working together in decision-making roles.

When it comes to solving complex problems or innovating, a diverse group of competent performers almost always outperforms a homogenous group of star performers by a substantial margin, according to Scott Page, professor of

complex systems theory at the University of Michigan.²⁶ This is true because of two different dynamics at play at the same time: the dynamics of prediction and the dynamics of selection. The more diverse the team, the more likely its prediction in the face of uncertainty and ambiguity will be correct because each person puts things into categories based on his or her background and experience. How someone categorizes affects how they predict a certain outcome. Someone’s talent and their background have equal weight in terms of their ability to predict. The dynamics of selection also favor diversity. For example, in biology, the more variation in the current population, the more robust the population in the face of change. It is better at adapting; it is more innovative.²⁷

The link between gender diversity and business outcomes is evidenced in the performance of companies with a more robust mix of women and men in senior management. Today, Fortune 500® companies in the top quartile when it comes to women’s representation on their boards outperform those in the lowest quartile by at least 53 percent on return on equity.²⁸ And a study by researchers at Columbia Business School and the University of Maryland comparing the S&P 1500 companies’ performance with themselves over 15 years shows a gender dividend of over 1.6 percent, representing US\$35 million on average.²⁹

In Europe, of 89 publicly traded companies with a market capitalization of over 150 million pounds, those with more women in senior management and on the board had, on average, more than 10 percent higher return on equity than those companies with the least percentage of women in leadership.³⁰

This research is why Joe Keefe, the CEO of PAX World Mutual Funds, insists on a balanced team up and down his organi-

zation. Women comprise 50 percent of his senior management team, portfolio managers, and sales force. He has not had trouble finding qualified women, even in financial services, because he insists that his search firms send him a balanced slate. He also takes a gender lens to investing—including examining the representation of women in senior management and on the boards of companies. In fact, as Keefe explains, “We have had a policy for some time that if a board slate does not contain any women, we withhold support and don’t vote for it. We then write a letter to the nominating committee explaining our policy and why we think this issue is important. “The evidence is mounting,” adds Keefe, “that investing in women makes good business sense. I think the burden should shift—and the question should be why not invest in women?”

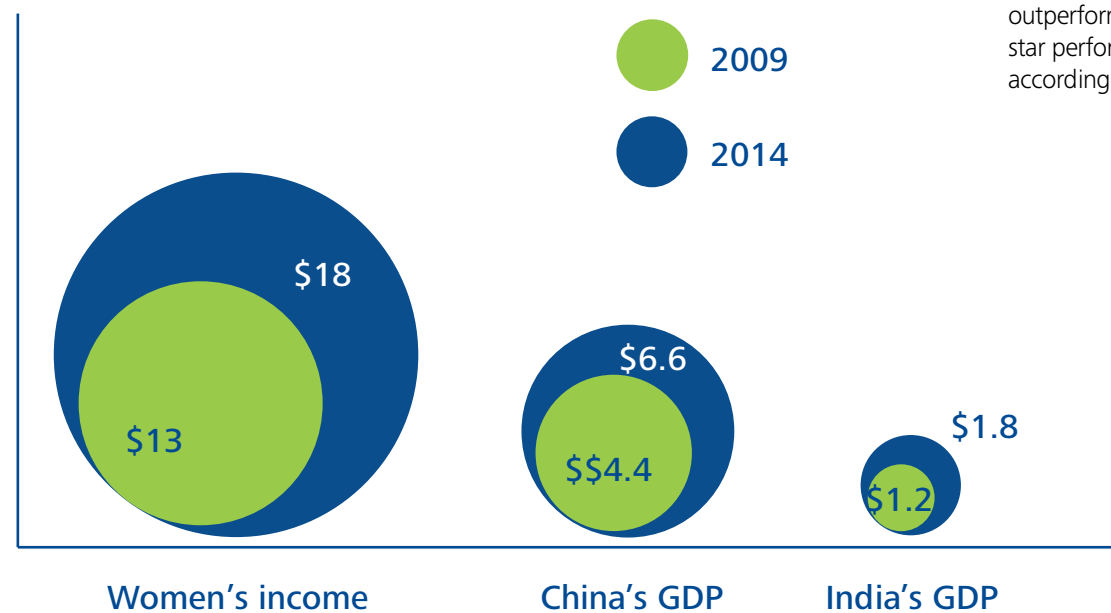
Keefe is not the only investor asking this question. The California Public Employee Retirement System (Cal PERS), with over US\$220 billion in market value, also invests using diversity—including gender diversity—as a key part of their strategy. “As the nation’s largest public pension

fund,” says Cal PERS CEO Anne Stausboll, “in the nation’s most ethnically and culturally diverse state, we recognize that diversity is a competitive advantage and a critical business issue.”³¹

To that end, Cal PERS in 2008 adopted amendments to its “Global Principles of Accountable Corporate Governance” to further support corporate board diversity. It also incorporates corporate board diversity into its “Focus List Program” portfolio companies and proxy advisors.

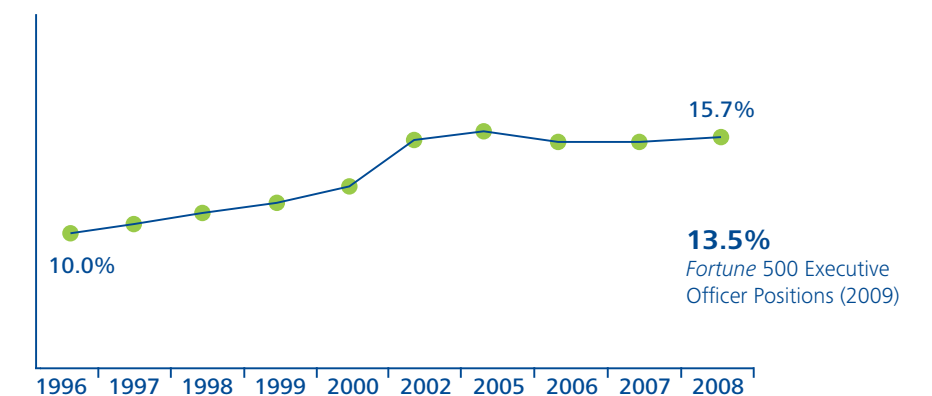
However, despite the compelling research about diversity, most senior management teams are anything but. According to Catalyst, men are 84 percent of corporate officers in Fortune 500® companies and 86.5 percent of line executives—numbers that haven’t budged since 2005 (see figure 4). The public sector, while ahead of the private sector, also has room for improvement. In fact, in some cases, like the percentage of women in statewide elected executive offices in the United States, the numbers are not only low, they are backsliding.

Figure 3. Women’s marketplace power: Growth forecast in trillions



Source: Michael Silverstein and Kate Sayre, The Female Economy, HBR, September 2009

Figure 4. Fortune 500 corporate positions held by women



Source: 2010 Catalyst, Targeting Inequity: The Gender Gap in U.S. Corporate Leadership

Why countries should care

National prosperity and gender

When UK Prime Minister David Cameron took office in May 2010, he commissioned a report on what the government could do to increase the number of women on boards.³² Section 342 of the U.S. Dodd-Frank Act, legislation enacted in July 2010 in response to the Great Recession, requires every federal agency regulating the financial services industry to improve its own retention and advancement of women and other underrepresented groups as well as monitor the progress toward these goals of the financial institutions they regulate.³³ And the U.S. Securities and Exchange Commission approved a rule in 2009 that requires disclosure of whether a nominating committee considers diversity when identifying nominees for director and, if so, how.

Why are governments taking these actions? Because not only do individual businesses stand to gain from more fully capitalizing on the talents of women, the economy as a whole gains. Governments are also starting to recognize the benefits to the economy of a financial services industry that better serves a diverse customer base. Says Joe Keefe, CEO of PAX World Funds, a collection of mutual funds centered on socially responsible investing: "The SEC doesn't issue rules like that without data regarding financial materiality."

The evidence is clear: the more women in the workforce, the more per capita income rises. (see figure 5) According to the Organization for Economic Cooperation and Development (OECD), "since 1995, narrowing the gap between male and female employment rates has accounted for half of the increase in Europe's overall employment rate and a quarter of annual economic growth."³⁴ In Japan, according to the Japanese Economic Foundation, an increase in the number of women in the labor force helped mitigate economic stagnation and kept the economy from a deeper recession.³⁵ In Latin America, working women helped bring the poverty rate for two-parent households down to 26 percent, from 40 percent, in 2007.³⁶ And the World Economic Forum has correlated closing the global gender gap with increased competitiveness and higher GDP per capita.

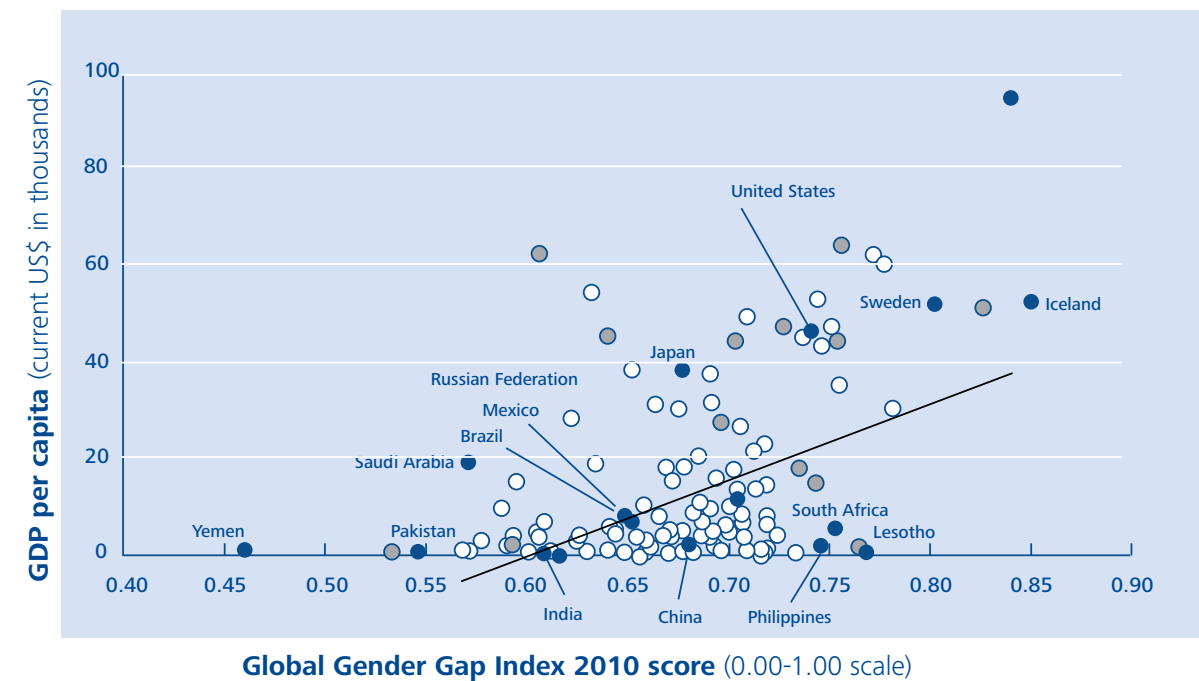
Reversing the demographic demise

Beyond GDP and competitiveness, there is another very basic reason governments need to look at women's participation in the workforce: a lack of population growth. As reported in a 2009 *New York Times* story titled "No Babies?":

The accepted demographic wisdom had been that as women enter the job market, a society's fertility rate drops. That has been broadly true in the developed world, but more recently, and especially in Europe, the numbers don't bear it out. In fact, something like the opposite has been the case. According to Hans-Peter Kohler of the University of Pennsylvania, analysis of recent studies showed that "high fertility was associated with high female labor-force participation . . . and the lowest fertility levels in Europe since the mid-1990s are often found in countries with the lowest female labor-force participation."

With many countries in the developed world—including Japan, Korea, Germany, Italy, and Spain—facing such low birth rates that they could literally disappear³⁷, this revelation is a serious one. It is also critical to the developing world, where many countries are also experiencing population deceleration: according to the United Nations, "the birthrate in 25 developing countries—including Cuba, Costa Rica, Iran, Sri Lanka and China—now stands at or below the replacement level."³⁸ Tellingly, the only countries in Europe with replacement birth rates are the same ones where women's labor force participation is highest.

Figure 5. Relationship between GDP per capita and the Global Gender Gap Index 2010 scores



Source: Global Gender Gap Index 2010 and The World Bank's World dataBank: World Development Indicator & Global Development Finance, online database 2008, accessed July 2010

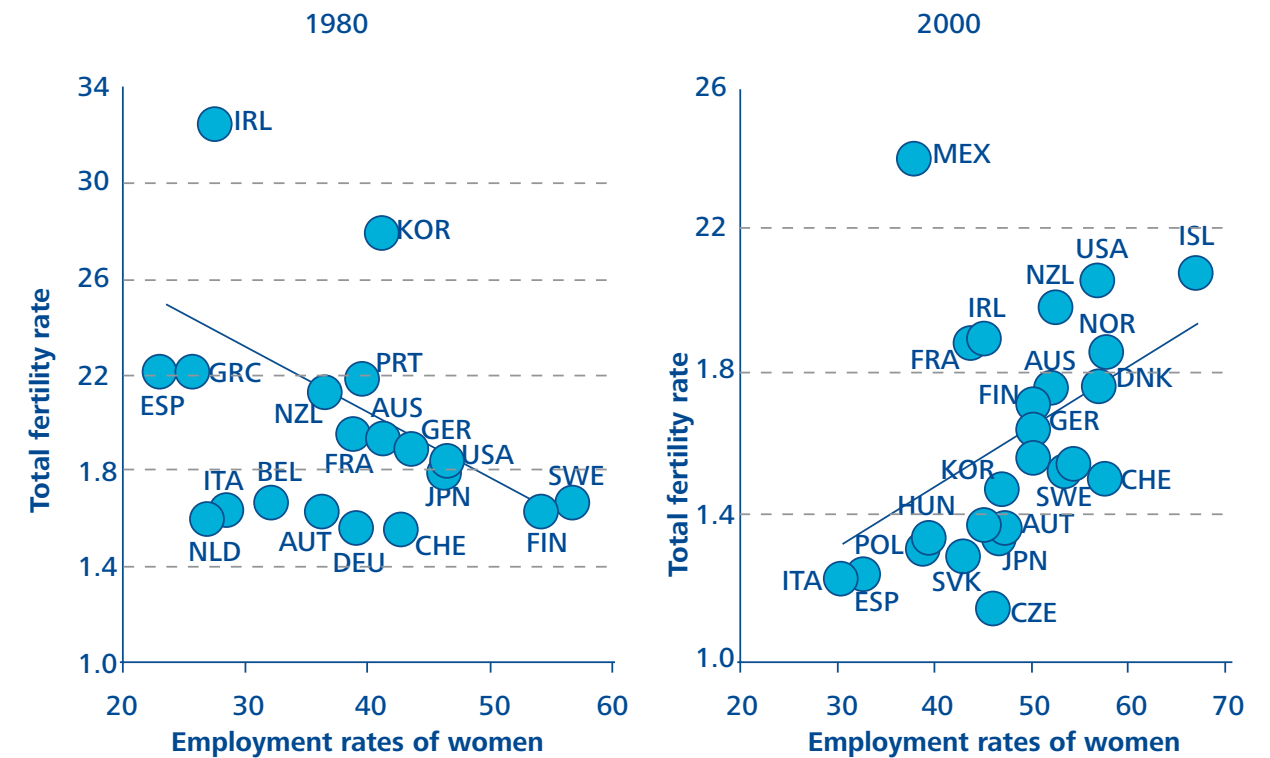


It's working mothers that are key to the long-term viability of countries, with both the public and private sector having a stake in the outcome. Paying women to have babies, the way Russia and other parts of the world have done, has had very limited success. Instead, countries that have made it possible for parents to have a family and work are reaping the reward in higher fertility rates (See figure 6). What works is more high-quality child care and flexible work options—and the fostering of cultural norms that encourage women and men to provide both financial and emotional care to their families. Doing so will help reverse these trends and provide, to use Goldman Sachs' phrase, a "demographic transition"—a period in which the working-age share of the population grows more quickly than the overall population, supporting higher savings and per capita income.³⁹

This is exactly what the Nordic countries have done. By having a strategic focus on supporting working parents and dual income families, it's no coincidence that these countries have the smallest gender gaps, in terms of economic empowerment and political participation, according to the World Economic Forum, and boast some of the highest birth rates in Europe as well as some of the most stable economies.

In Japan, the government is also trying to create an environment where young women and men do not have to choose between parenthood and a career. In 2009, the Japanese Diet created new legislation around child-care leave that calls for a six-hour workday limit and an exemption from overtime for employees with children under the age of three have. Dual-income families are allowed child-care leave until the child reaches 14 months. The Japanese government wants to be "better than the United States" in terms of supporting working parents, says Ted Childs, the retired global diversity director for IBM. He views Japan's actions to indicate an "economic war for talent";⁴⁰ that is, an issue of national competitiveness.

Figure 6. Employment rates and fertility



Source: Johannes Jütting and Denis Drechsler, OECD Development Centre, "Gender and Development: Introducing the Gender, Institutions and Development Data Base" presentation to the Norway Ministry of Foreign Affairs, March 2007

Taking a world view: women and foreign relations



An interview with Melanne Verveer,
Ambassador-at-Large for Global Women's Issues

In April 2009, President Barack Obama highlighted the importance of investing in women when he appointed Melanne Verveer as the first-ever Ambassador-at-Large for Global Women's Issues. Recognizing the critical importance of women to economic growth, peace, and prosperity, the position seeks to integrate women's issues into the U.S. government's foreign policy. With the impact U.S. relations has on the world stage and its long-term economic and political implications, seeking to bring women's issues to bear in this sphere is a significant statement of the U.S. government's commitment to elevating women's issues.

"The President and [U.S. Secretary of State Hillary Clinton] recognize that when it comes to the role of the U.S. State Department and the work that we do interfacing with the world, we cannot tackle all of the challenges we confront unless women are participating at all levels of society," says Ambassador Verveer. "Because, very fundamentally, no country can get ahead if it leaves what amounts to half the population behind. Secretary Clinton has underscored this repeatedly—that women need to be at the core of our efforts."

This means that Verveer and her colleagues focus on how women's issues can be incorporated into the U.S. State Department's programs and policies, with the goal of better outcomes for all. This often requires thinking and acting outside of traditional norms, for example, by applying a gender lens to economic conferences that fail to address women as critical drivers of economic growth. "Even though data show that GDP growth in many parts of the world is significantly short-changed due to a lack of participation by women, it often doesn't occur to officials to include women as an economic force on their agenda."

Verveer acknowledges the challenges of integrating women's issues into foreign policy. Many view women's issues as "solved" or something that will naturally be addressed in the course of foreign policy development and execution. But, she argues, women's issues need to be addressed in a very intentional way.

"Ideally, this office should not have to exist," Verveer says. "If it didn't exist because what it represents was happening, we would have achieved our goal—which is that women's issues are integrated throughout our foreign policy considerations. The reality is, they are not."





“That’s what we are attempting to do,” she continues. “And we’re not attempting to do it because it’s the nice thing to do, because it’s a favor to women, because at least we should acknowledge that women have some role to play. It’s because it is in our fundamental interest. The data today demonstrates very empirically that when these kinds of investments are made and women’s potential is tapped, when there is greater gender parity, the outcomes are far more successful.”

That data is a powerful ally to someone in Verveer’s position—and she points out that in the last decade a proliferation of studies on the topic has helped advance her office’s objectives. Metrics are often the key to making the case—but can only take it so far. “Our challenge now is to act on the data that has been produced,” she says. While studies from the multilateral world like the United Nations or the World Bank or from Deloitte or other private sector entities have added heft to the argument, there are still significant barriers to acting on the growing evidence that women’s participation at every level is critical.

“We do have more and more women in positions of responsibility, and many women are agents of change,” points out Verveer. “But one of the problems we have is that women in many parts of the world are still looked at through the prism of victimhood. Women comprise the majority of the uneducated and illiterate, they are victimized by violence, and they hold a second-class status in many, many places. And while that is true, it negates the growing reality of women as leaders.”

No place is this more evident, Verveer notes, than in the political sphere. “If you look at the World Economic Forum’s [gender gap study], women’s political empowerment is at the bottom. Even in societies that are doing really well and closing that gender gap between men and women, the hardest nut to crack is the political one. Why does that matter? Well, it matters because if you don’t have the experience and the talent and the perspective of women, you’re going to have a less effective and less robust public policy.”

“Very fundamentally, no country can get ahead if it leaves what amounts to half the population behind. Secretary Clinton has underscored this repeatedly—that women need to be at the core of our efforts.”

- Melanne Verveer, Ambassador-at-Large for Global Women’s Issues

That policy can have an impact not just on the economics of a society, but also its very stability. “We are working now,” says Verveer, “to implement what the Security Council of the United Nations recognized 10 years ago: that women are intrinsically linked to peace and security. That if you have conflict in a country and women are never part of the peace negotiations, or the peace process, or they’re not engaged in post-conflict reconstruction or rebuilding—essentially if they have no role to play in that process—it is very, very likely that peace will not be sustained.”

For Verveer, however, women’s issues must extend beyond public policy to the private sector as well. Governments can promulgate policies and offices like hers can lead the way, but, ultimately, companies must also do their part to move the issue forward.

“Fundamentally, companies have to understand the positive value of diversity and act on it,” she says. “That means women being promoted to executive and management positions. That means there’s greater representation on the board of directors.”

“To me the ultimate goal is gender parity,” continues Verveer. “We need to address the fact that women are not second-class citizens and fully tap the potential of men and women—it’s not women better than men, it’s not men better than women. It’s the fact that men and women together can build a more vibrant economy and more prosperous societies. By negating, as we often do, the role women have to play, we are penalizing ourselves. We are penalizing the kind of world we want to create.”

Building the business case

A woman in a black business suit is walking, carrying a brown leather briefcase. The image is partially visible on the right side of the page, showing her from the waist down and her hand holding the handle of the briefcase.

The data clearly shows that time alone will not ensure that organizations reap the Gender Dividend; rather, there needs to be a clear, strategic focus on gender. Consider this: a 2010 global survey of executives found that 72 percent agree that there is a direct connection between gender diversity and business success, but only 28 percent say it is a top-10 priority for senior leadership.⁴¹ And while many leading companies have a number of women-focused initiatives in place at any given moment, they don't seem to be achieving the goal of consistently moving women into key decision-making and leadership roles—the roles that have the most impact on business success.

I am passionate about gender diversity issues and parental challenges. To me this is the change management project companies (including ours) have to undertake with renewed energy. Why? First of all, because companies need to empower their female personnel or run the risk of losing them. Second, because women clients are more likely to be convinced of companies' products and services when they are presented or delivered by a gender-mixed team.”

- Eric Dugelay, Partner, Deloitte France

What is needed, therefore, is a business response to what is essentially a business problem, that is, an evaluation of the bottom line impact of investing in women. Organizations need to assess in real terms—revenues, profits, growth, productivity, customer satisfaction, or whatever metrics they use to deem themselves successful—what they will achieve by shifting their mindset, reevaluating investments, and reconsidering their leadership model to reflect a more balanced mix of women and men as workers and consumers. This shouldn't be an abstract management exercise. Rather, organizations should use the same models that apply to any significant organizational or policy change. Because to change the results, you have to change the model.

The dual-focus business case

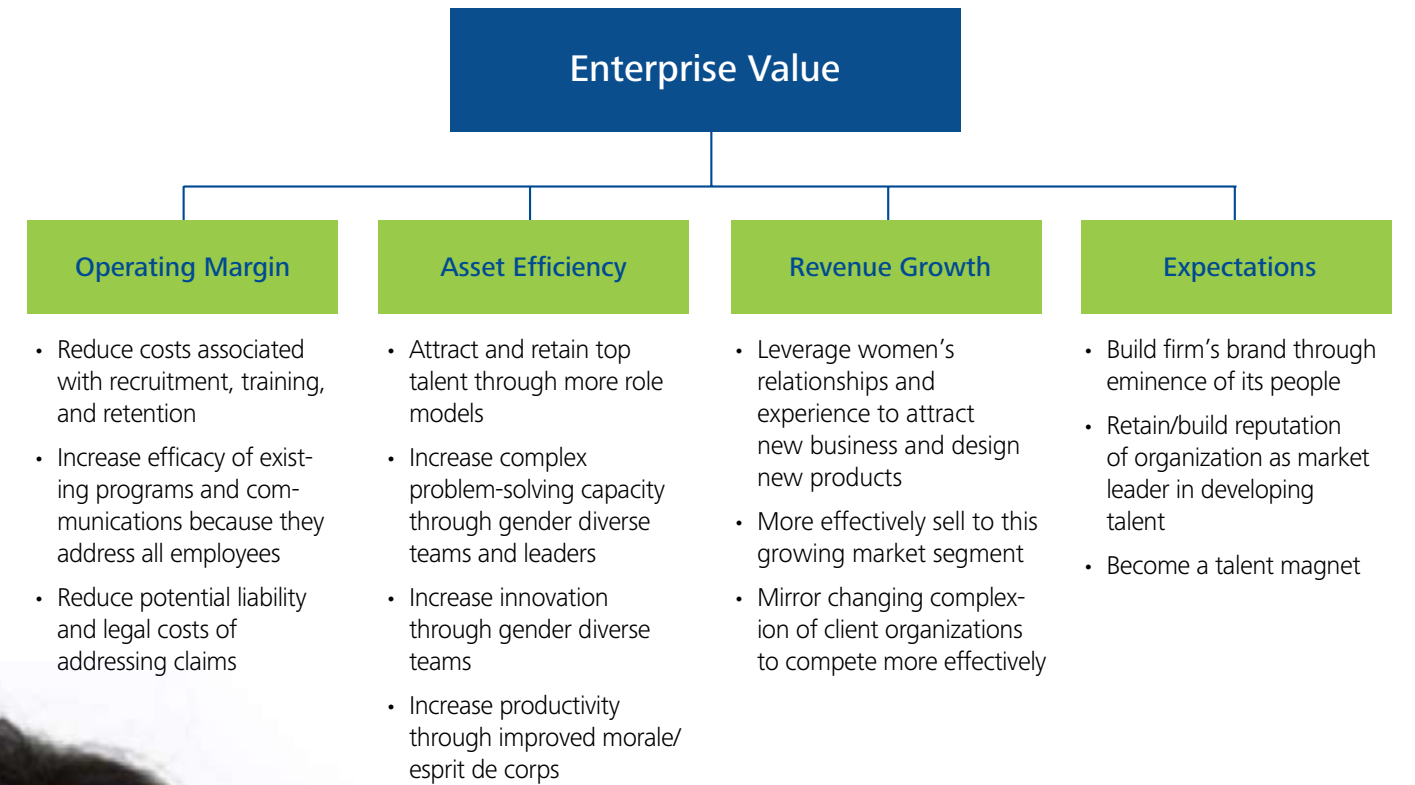
Rooted in the industrial era, the current model operating in most organizations is to think of talent as a cost, and women as a niche group. But in the knowledge economy, talent is an asset, and women are key to both the talent and consumer marketplace. An enterprise value map is a useful way to help frame the economic benefits of this shift in thinking (see figure 7).

But capturing this value requires a gender lens to analyze both the internal and external challenges facing your organization: the impact of women internally as workers in your organization and externally as your customers. This dual focus should be applied as the business case is built. Most business cases present a challenge or deficiency to be addressed or proposed action to be pursued, potential consequence (risks) if nothing is done, the benefits of developing a course of action (bottom line impact), and key data to support each of these. To construct the business case specifically

for investing in women these elements should be aligned with the compelling goals of attracting talent and capitalizing on the growing market strength of women.

The following section helps establish the benefits and risks of reaping the gender dividend, setting forth a dual-focus business case that can be applied to any organization as it seeks to make the argument for investing in women. Each side of the case—women as talent and women as consumers—can be bolstered by citing macro-level and historical business data, but analyzing the current status of women and women-related issues and the impact on the bottom line within an organization will provide the most relevant and forceful data. And any data-gathering must begin with key questions to be answered. Regardless of the tools used to gather this data, answer these key questions and a powerful business case will ultimately emerge.

Figure 7. Enterprise value from intentional investment in women





Attracting and retaining women

Benefits

An organization that understands how to attract, retain, and advance women will be in a better position to capture its fair share of talent, reduce the costs of attrition, and generate a robust pipeline to leadership.

Attracting and retaining women is not an end in of itself for an organization, however. As noted earlier, the goal is better decisions and more effective leadership. Professor Anita Woolley, an economist at Carnegie Mellon who studies group intelligence, reports in the journal *Science* that the collective intelligence of a group significantly correlated to three factors: the average social sensitivity of group members, the distribution of conversational turn-taking, and the proportion of females in the group—in part because the women scored better on the social sensitivity.⁴² Interestingly, she found that “factors that one might have expected to predict group performance—such as group cohesion, motivation, and satisfaction—did not”; neither did the average individual intelligence of the group members. Given the fact that much of today’s knowledge work is performed in teams, companies that can foster more gender-diverse teams should have a competitive advantage—a benefit that extends to all the organization’s stakeholders.

Risks

Businesses and public sector organizations are experiencing an alarming rate of churn among their women employees. In the United States, approximately 60 percent of women do not work continuously full time, a figure that appears to hold up in other countries, such as Germany and Japan.⁴³ These women either drop out of the workforce completely, or move from company to company in search of better opportunities and career-life fit.⁴⁴ Turnover is hugely expensive, especially when it occurs in occupations that require highly skilled workers, who are harder—and therefore more expensive—to replace. For example, the pipeline of doctoral candidates on tenure track in the United States is very weak because of the high percentage of women scientists who drop out. The relationships and institutional knowledge that these workers have—their social capital—is also hugely valuable and takes time to rebuild. As a result, a conservative estimate of the cost of turnover for knowledge workers ranges from 200 to 500 percent of salary. That adds up—but it is a number that too few organizations track. Additionally, homogenous decision-making groups, especially higher up in the organization, present a risk of lower collective intelligence at the very least—and group think at the very worst.

Action steps: answer these key questions

Questions that need to be answered concerning the recruiting and advancement of women should center on three key areas: employment needs and current efforts to attract women; retention, the bottom line, and competitive advantage; and building a diverse workforce. By adhering to these issues, a clearer picture can be established as to how women can help companies’ overcome talent shortages and contribute to its overall success.

Employment needs and efforts to attract women

- What percentage of the talent pipeline, at both the entry and experienced levels, are women?
- Is your company experiencing talent shortages? What is the gender make-up of the pool for these positions?
- Is your company actively identifying and training women to fill gaps?
- How successful have you been in attracting women with the education and experience your business needs?
- What is your talent brand among women (as well as among men)?

Retention, the bottom line, and competitive advantage

- How many women voluntarily leave your organization each year compared to men?
- If women are leaving, why? And where are they going?
- If you have a gender gap in voluntary turnover, how much is it costing your company?
- Are women going to competitors?

- What does government data say about the representation of men and women in your industry and how does your organization currently benchmark?

Building a diverse workforce

- What is the representation of women at the bottom, middle, and top levels of your organization?
- What is the gender mix of your senior leadership?
- What leadership roles do women occupy relative to men?
- What is the gender mix in your slate for senior roles?
- Is there a certain stage of career advancement that women seem to be “getting stuck” and not moving into leadership? Why?

No longer a niche market: reaching women as consumers

Benefits

As discussed above, women are the largest emerging market the world has ever seen and companies that invest in understanding their buying preferences will reap the reward. Campbell Soup Company offers a great example. Although it knew that women were the ultimate buyers of its products, the company had not intentionally focused on what women in particular wanted. But after slumping sales in 2002, Campbell had to jumpstart innovation. Senior leadership turned to the Women of Campbell's Network, challenging the internal group to design a product specifically for women. The result: the Select Harvest line of soups, which became a US\$200 million business "practically overnight," according to Doug Conant, Campbell's CEO.⁴⁵ Similarly, Best Buy, a leading U.S. electronics and appliance retailer, started a women's initiative, known as WOLF (Women's Leadership Forum), in 2004 to better serve the company's "woefully underserved female customers" who influence 89 percent of consumer electronics purchases and spend US\$68 billion on electronics each year.

But more than seeking out women consumers, companies need to advance women in order to have the diversity of view that will embed women's perspectives into core decision-making processes. Both Campbell Soup and Best Buy did just this. Campbell Soup made targeted investments in developing women throughout the company.

Today, a woman has just been named as Doug Conant's successor as CEO, and women run business lines that contribute to a majority of the company's U.S. profit. With a gender diverse leadership and a strategic focus on engaging woman employees in product development, Campbell has delivered cumulative total shareholder returns above its peer group average. And Best Buy has reduced its turnover rate among women, which had been double that of male employees.⁴⁶ WOLF was so successful that the company has started opening stores designed with women in mind and has rethought its leadership model with a focus on understanding the woman customer.⁴⁷

Risks

Despite the rise of women as consumers, many companies fail to understand what women want and how to market to them. Instead, they assume that what works for men will work for women. Take the medical profession: for years, doctors assumed that women's cardiac health was the same as men's and never studied women's hearts. When they did, they were astonished to find that, in actuality, women's hearts were physically different from men's and that women's health risk factors also differed. Now, there are drugs and even vitamins for men and ones for women.



The risk of assuming that men and women are the same is that you will miss a huge potential market. There are many areas where women are underserved as consumers, and they know it:⁴⁸ According to research, more than 80 percent of women feel that investment marketers don't understand their needs and requirements, more than 70 percent of women feel the same about auto marketers, and more than 50 percent feel the same about those who market healthcare and food.⁴⁹ No company seeking to grow can afford to have such a high percentage of dissatisfied customers.

Action steps: answer these key questions

Women's buying power is an unassailable reality and should be a trump card in building the business case for investing in women. First, however, companies must understand how they currently serve women customers. Critical questions that need to be answered should align along two key issues: women as a vital consumer (what women want) and women's roles in your company's decision-making processes.

Women as a vital consumer sector

- Does your company's management know the gender make-up of your customer base?
- Do you understand how women and men who are current consumers view the products or services you offer?

- Do you understand why women and men who are current consumers buy or use your products, programs, or services?
- Do you understand why women and men who are not current consumers don't buy or use your products, programs, or services?
- Do you know how women and men view your brand?
- Does your communications or marketing strategy take into account women's views?
- Do you develop new products and services using a gender lens?

Women's roles in decision-making processes

- Are women represented on your company's key committees and in key decision-making roles?
- Is the market power of women embedded into the decision-making processes that influence how you market your products and services?
- Do the men in key decision-making roles understand how to deliver your products, services, or programs to women?
- Does your company engage in any specific activities that seek to promote women to decision-making roles?

The gender dividend in action:

The Deloitte Initiative for the Retention and Advancement of Women (WIN)

An interview with Barbara Adachi, National Managing Partner for WIN, Deloitte United States (Deloitte LLP)



The Deloitte United States member firm's Initiative for the Retention and Advancement of Women, known as WIN, is a case study of the Gender Dividend in action. As Barbara Adachi, the current national managing partner for WIN, explains, "The business case for WIN today is the same as when we started in 1993: attracting and retaining our fair share of talented men and women and aligning our talent with our clients."

"A lot of what we predicted has come true," says Adachi. "Our talent is increasingly women, and our clients are increasingly women."

When WIN first launched, the focus was on improving retention. While women were being recruited in numbers roughly proportional to the number of female accounting graduates, they were leaving at a higher rate than men. Not only was this gender gap in turnover costing the firm hundreds of millions of dollars in training and lost resources, it was weakening the pool of women partner candidates. In 1993, there were only 97 women partners, just 7 percent of the entire partnership.

Targeted investments—spearheaded by the five CEOs since then—reversed the trend. Today, Deloitte's U.S. firm has more than 1,000 women partners, principals, and directors, representing 23 percent of its management, the highest among its peers. As of 2011, the U.S. chairman is a woman as are 35 percent of the U.S. firm's board.

"Investing in women is deeply embedded in our culture," says Adachi. Pointing to the power of WIN and its impact on the firm's practices, Adachi recalls a Harvard MBA student who was being recruited—but was also considering another offer. She was swayed by Adachi's own experiences with WIN as well as those of other women she encountered during the hiring process. Another example of WIN's effectiveness was when a senior consultant, who wasn't married, was tired of being on the road and had received another job offer. The WIN leaders in her group helped her come up with options that kept her from leaving the firm.

"We could have easily lost her," says Adachi, "without the model of flexibility that was incubated in WIN and since rolled out to the whole organization."

WIN also has an impact on Deloitte's external brand. "We are now known in the business community as having a strong women's initiative," says Adachi. Stories about the benefits of having a gender and otherwise diverse team in winning new business—especially with clients who have similar values. With one particular client pursuit, Adachi recalls, "what really differentiated us from our competitors was our diversity. Our team looked a lot like their own organization."

As WIN has evolved over the past two decades, the focus has broadened to become an integral part of the U.S. member firm's growth strategy.⁵⁰ Clearly, one of the more significant advantages of retaining women was the impact it had on client

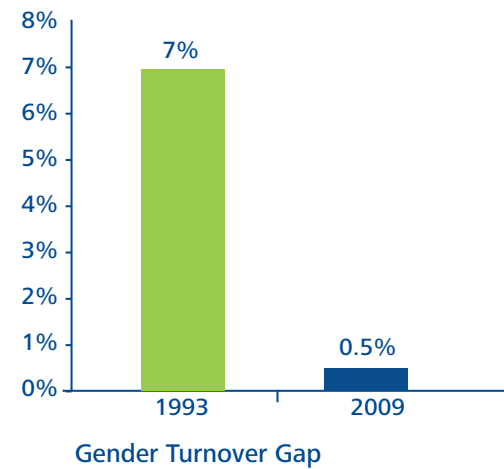
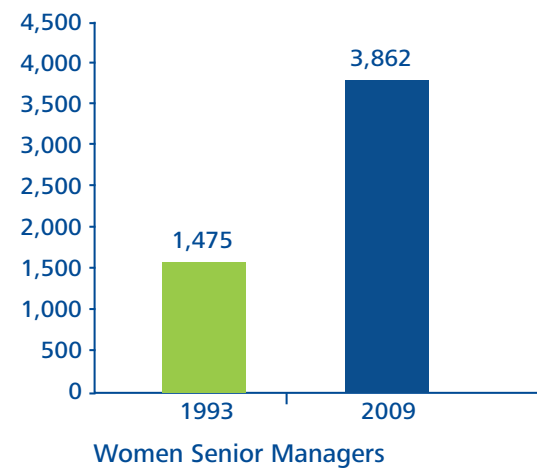
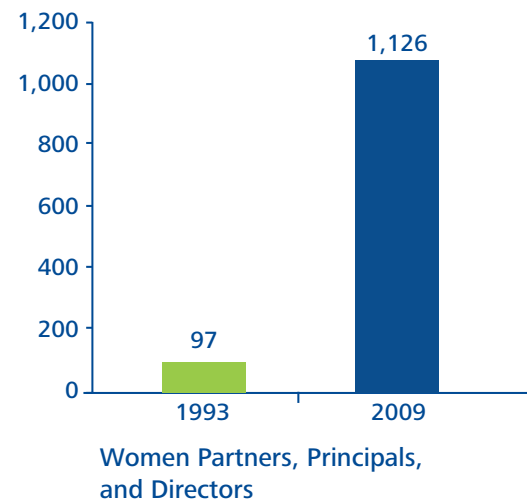
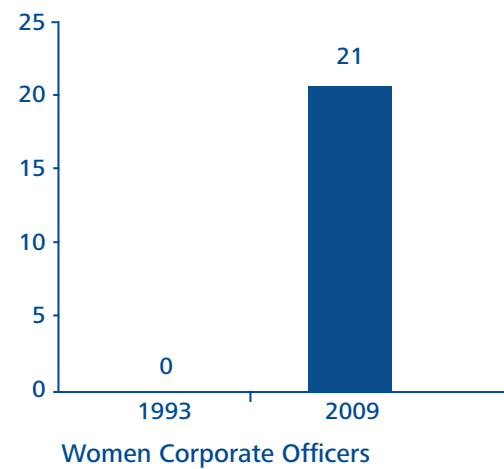
service, especially as more and more women achieved the decision-making level at clients. In fact, a 2005 survey of client-serving professionals in the U.S. firm found that 91 percent had sold to a woman in the previous two years. To respond to the growing presence of women in the marketplace, WIN designed the course "Women as Buyers" aimed at teaching partners, principals, and directors the buying preferences of women. Over the last three years, some 500 U.S. professionals have gone through the training, and report that, on average, it has helped them bring in roughly US\$1.5 million in new business for a total of US\$750 million in revenue—an outstanding return on investment.

Adachi lists several key factors for the success of WIN: strong leadership from the top; the positioning of WIN as a business strategy; and innovation and flexibility that allow WIN to grow and evolve. She also stresses the importance of including men. "WIN is not just about helping women to succeed," she says, "but creating a culture where both men and women can succeed."

"I have four men on my leadership team," Adachi continues, "and it is a central tenet of WIN that its benefits much accrue to the whole. It's incredibly important to be inclusive—more than half the firm are men. To succeed, we need to have men involved. If we don't, we aren't going to change the world."



How change is measured WIN's rigorous tracking and analysis



One man's take on

WIN



Paul Silverglate, a Deloitte United States strategic client service partner, was the first male national WIN leader. He said he originally agreed to take on the role because of his daughter. "My oldest daughter, who's now 14 years old, has always said she wants to work for Deloitte. I asked myself, 'What could I do to help Deloitte be a place I want my daughter to be part of?'" But becoming a WIN leader not only helped Silverglate pave the way for his daughter, it also helped him grow his business and become a better leader.

"Being a part of WIN has helped me develop relationships with many of the senior women in the Deloitte U.S. firm, whom I would not have had the opportunity to meet otherwise," says Silverglate. "That has helped me be more successful and has given me a close-up view of how women operate in business, advance their careers, and develop the careers of others."

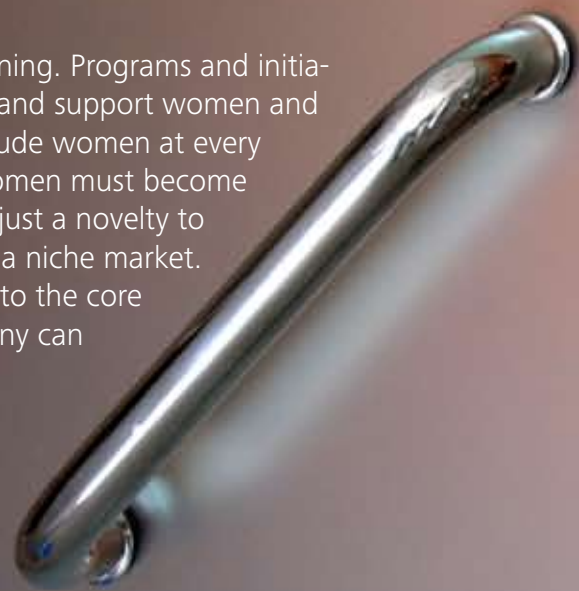
For example, Silverglate learned that many of his executive women clients view their leadership role "as one of responsibility rather than power." Knowing this has helped Silverglate understand that it's as important for his clients' people to succeed as it is for their projects to succeed. With respect to managing his own teams, he says that he considers the fact "that half the talent on earth may have different values and priorities that occur at different points in their careers. If you don't understand that, and how to tailor your own approach, you may lose them."

From intangible to intentional

Most business and government leaders find it easy to agree with the premise that as a demographic, women hold significant potential for transforming companies, countries, and even the economy as a whole. But that doesn't mean they're doing anything to take advantage of this development. For many, promoting women is still a "soft" issue that is often intangible and viewed as a matter of "personal virtue" rather than a business imperative.

What may be missing in many of these instances is the hard, cold fact that not capitalizing on women as workers and consumers has real impact on the bottom line and overall success of an organization. To bring home this reality, investing in women must be taken out of the realm of ideology and into the executive suite, or better yet, the balance sheet. Promoting women needs to be viewed as any other business decision—and that involves building a solid business case. When a company proposes to invest in cyber-security or seek to become more vertically integrated or decides to switch to a new technology platform, the impact on the bottom line is always analyzed and weighed. Investing in women should be no different.

But the business case is only the beginning. Programs and initiatives will need to follow that promote and support women and a proactive push must be made to include women at every level of an organization. Ultimately, women must become a seamless part of management—not just a novelty to serve what is erroneously perceived as a niche market. Only by embedding gender diversity into the core decision-making processes of a company can the true Gender Dividend be reaped.



About the authors

Greg Pellegrino is the Global Industry Leader for the Public Sector industry in Deloitte Touche Tohmatsu Limited (DTTL). Greg leads DTTL's industry focus in helping government leaders address critical issues impacting performance, accountability, and economic competitiveness. Greg is an author and key contributor to DTTL's timely points of view on global market issues, urging governments to implement new strategies for improving performance, accountability, and competitiveness. Recent research includes, Paths to power: Advancing women in government, which illuminates the 21st century knowledge economy and how the public and private sector must harness and mine the wealth of female talent to support continued growth and success. He has also presented at the conference "Closing the Gender Gap: The Business Case for Organizations, Politics, and Society" at the Harvard Kennedy School on 15 October 2010.

Anne Weisberg is a Director in the Deloitte U.S. firms' Talent organization and a specialist in the field of gender and generational diversity, inclusion and work/life integration. Most recently, Anne co-authored the best-selling book, Mass Career Customization: Aligning the Workplace with Today's Nontraditional Workforce (HBS Press, 2007), and helped lead the internal implementation of MCC, a signature initiative of Deloitte's talent agenda. She also served on the National Advisory Commission to Workplace Flexibility 2010, a national campaign to promote flexibility as the new normal of the 21st century workplace.

Sally D'Amato is a Principal in Deloitte Consulting's federal practice and is currently leading Deloitte's U.S. Department of State and Millennium Challenge Corporation (MCC) account teams. Sally has more than 25 years of program/project management and information systems implementation experience and has been serving the U.S. federal market for the last 15 years. Sally has led work in a variety of capacities with U.S. federal government clients, multilateral banks – including the World Bank Group, United Nations and the Inter-American Development bank – as well as commercial clients.

For more information about The Gender Dividend contact:

Karen Lang
Marketing Leader, Public Sector
Deloitte Touche Tohmatsu Limited
+1 978 500 0727
kalang@deloitte.com

Or visit our website www.deloitte.com/genderdividend

- 1 John Hagel, John Seeley Brown, and Lang Davidson, *Measuring the Forces of Long Term Change: The 2009 Shift Index*, Deloitte Development, 2009.
- 2 Cathleen Benko and Molly Anderson, *The Corporate Lattice: Achieving High Performance in the Changing World of Work*, Harvard Business Review Press, 2010.
- 3 "Women in Management: Analysis of Female Managers' Representation, Characteristics, and Pay" U.S. Government Accountability Office Report to the Joint Economic Committee of Congress, 20 September 2010.
- 4 "2005 Catalyst Census of Women Board Directors of the Fortune 500 Shows 10-Year Trend of Slow Progress and Persistent Challenges," Catalyst press release, 29 March 2006.
- 5 *Women Matter: Gender Diversity, a Corporate Performance Driver*, McKinsey and the Women's Forum for the Economy & Society, McKinsey & Company, 2007.
- 6 Eiko Shinotsuka, "Use women effectively as human resources in Japanese economy," Japan Economic Foundation, May/June 2010.
- 7 Ricardo Hausmann, Laura D. Tyson, , Saadia Zahidi, *The 2010 Global Gender Gap Index*, World Economic Forum, 2010.
- 8 Carmen Pages and Claudia Piras, *The Gender Dividend: Capitalizing on Women's Work*, Inter-American Development Bank, 2010.
- 9 Sylvia Ann Hewlett and Ripa Rashid, *The Battle for Female Talent in Emerging Markets*, Center for Work-life Policy, 2010; Deepali Bagati and Nancy M. Carter, Leadership Gap in India Inc.: Myths and Realities, Catalyst, 2010.
- 10 "Talent Edge 2020: Blueprints for the New Normal," Deloitte Development, 2010.
- 11 "More women in senior positions: Key to economic stability and growth," European Commission, January 2010
- 12 Mary Ann Mason, Marc Goulden, Karie Frasc, University of California, Berkeley, "Keeping Women in the Science Pipeline," Workplace Flexibility Summit, Washington D.C., 30 November 2010.
- 13 Mary Ann Mason, *Workplace Flexibility Summit*, Washington D.C., 2010.
- 14 Greg Pellegrino, "One world-wide desire? A good job," Deloitte Perspectives, 9 June 2010.
- 15 Jessica Bennett and Jesse Ellison, "Women Will Rule the World: Men were the main victims of the recession. The recovery will be female," Newsweek, 6 July 2010.
- 16 Michael J. Silverstein and Kate Sayre, "The Female Economy," Harvard Business Review, September 2009; Sylvia Ann Hewlett, "Why Women are the Biggest Emerging Market," Harvard Business Online, 8 March 2010.
- 17 "A Guide to Womenomics," The Economist, 12 April 2006; Sandra Lawson and Douglas Gilman, The Power of the Purse: Global Equality and Middle Class Spending, Goldman Sachs Global Research Institute, 2009.
- 18 Carol Morello and Dan Keating, "More U.S. women pull down big bucks," The Washington Post, 7 October 2010.
- 19 Marti Barletta, *Prime Time Women: How to Win the Hearts, Minds, and Business of Boomer Big Spenders*, Kaplan Publishing, 200.
- 20 Mandy Dychtwald with Christine Larson, *Influence: How Women's Soaring Economic Power Will Transform Our World for the Better*, Voice, 2010; Lisa Witter and Lisa Chen, The She Spot, Berrett-Koehler Publishers, 2008.
- 21 Ibid.
- 22 Women's Economic Opportunity Index, *The Economist Intelligence Unit*, June, 2010.
- 23 Silverstein and Sayre, "The Female Economy"
- 24 Sandra Lawson and Douglas Gilman, *The Power of the Purse: Global Equality and Middle Class Spending*, Goldman Sachs Global Research Institute, 2009.
- 25 Lisa Witter and Lisa Chen, *The She Spot*.
- 26 Scott Page, *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools and Societies*, Princeton University Press, 2007.
- 27 Scott Page, *Closing the Global Gender Gap Initiative conference*, Kennedy School of Government, Harvard University, 17 October 2010.
- 28 Lois Joy, and Nancy M. Carter, Harvey M. Wagner, and Sriram Narayanan, "The Bottom Line: Corporate Performance and Women's Representation on Corporate Boards," Catalyst, 2007.
- 29 David Ross, "Some Research on the Business Case for Diversity and the Attitudes of Male Executives," The Sanford C. Bernstein & Co Center for Leadership and Ethics at Columbia Business School Symposium on Diversity at the Top, 10 December 2010.
- 30 McKinsey, *Women Matter*
- 31 "Our Commitment to Diversity: Workforce, workplace, and marketplace," Report to the California State Legislature, 2008-2009.
- 32 "Group Sets Goal to Get More Women on Boards," The New York Times, 10 December 2010.
- 33 U.S. Government Printing Office, H.R. 4173, p. 166.
- 34 "Gender and Sustainable Development: Maximising the Economic, Social and Environmental Role of Women," 2008, OECD.
- 35 Eiko Shinotsuka, "Use women effectively as human resources in Japanese economy"
- 36 Pages and Piras, *The Gender Dividend: Capitalizing on Women's Work*.
- 37 Russell Shorto, "No Babies?" The New York Times, 29 June 2009
- 38 Ibid.
- 39 Lawson and Gilman, *The Power of the Purse*.
- 40 Ted Child, *Workplace Flexibility Summit*, Washington D.C., 30 November 2010.
- 41 "Moving Women to the Top," McKinsey Quarterly, 10 October 2010
- 42 Anita Williams Woolley, et al, "Evidence for a Collective Intelligence Factor in the Performance of Human Groups," Science, 29 October 2010.
- 43 Sylvia Ann Hewlett, Diana Forster, Laura Sherbin, Peggy Shiller, and Karen Sumberg, "On Ramps and Off Ramps Revisited," Center for Work-Life Policy, June 2010; Sylvia Ann Hewlett, Diana Forster, Sara Laschever, Laura Sherbin, Peggy Shiller, Karen Sumberg Off-Ramps and On-Ramps Germany, Center for Work Life Policy 2009; Eiko Shinotsuka, "Use women effectively as human resources in Japanese economy," Japan Economic Foundation, May/June 2010.
- 44 Cathleen Benko and Molly Anderson, The Corporate Lattice; Eiko Shinotsuka, "Use women effectively as human resources in Japanese economy," Sylvia Ann Hewlett, On-Ramps and Off Ramps: Keeping Talented Women on the Road to Success Harvard Business School Press, 2007
- 45 Doug Conant remarks at 2010 Catalyst Award Dinner, New York, NY, March 24, 2010; www.catalyst.org/award-winners
- 46 "What Works In Women's Networks: How three corporations crafted organizations for female employees that have an actual impact," Bloomberg/Business Week, 18 June 2007.
- 47 Sarah Mahoney, "How Best Buy's WOLF Packs Harness Female Insights," Marketing Daily, 9 September 2009.
- 48 Silverstein and Sayre, "The Female Economy."
- 49 Dychtwald with Christine Larson, *Influence*.
- 50 Douglas McCracken, "Winning the Talent War for Women: Sometimes It Takes a Revolution," Harvard Business Review, December 2000.

For more information visit www.deloitte.com/genderdividend

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and deep local expertise to help clients succeed wherever they operate. Deloitte's approximately 170,000 professionals are committed to becoming the standard of excellence.

This publication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the "Deloitte Network") is, by means of this publication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this publication.