

Women, Leadership and the Power of the Purse

Gender Diversity in the Canadian CPG Retail Industry





Some day there will be no need for the Network of Executive Women. Our mission – to advance, attract and retain women in the consumer products and retail industry – will seem outmoded, even quaint. But as this report on gender diversity in the Canadian consumer products and retail industry shows, that day is a long way off.

Women do all or some of the weekly grocery shopping for 85 per cent of Canadian households. They make or influence 80 per cent of all consumer buying decisions, big and small. And most industry executives (men included) agree that women executives have special insights when it comes to female consumers.

But for a variety of reasons – some understandable and some not – women are still a relative rarity in the industry’s boardrooms and c-suites. There are high-profile exceptions, but only 8.9 per cent of the CEOs and 20.8 per cent of the senior officers in the Canadian retail industry are women. In the non-durable goods manufacturing sector, which includes consumer products, the share is even less: Only 2.2 per cent of CEOs and 15.2 per cent of senior officers are women.

This disparity is a missed opportunity, because women can make a big difference when given the opportunity to lead. A Catalyst study reports that organizations with three or more women directors dramatically outperform those with none. A similar study by the Conference Board of Canada found that companies with two or more women board members were more likely to be industry leaders in both revenues and profits.

It’s estimated that at the current rate of change, it will take 150 years before women and men have parity in business. Your organization can’t wait that long – not when women comprise 60 per cent of all university and college graduates in Canada.

The Network of Executive Women can help you recruit, retain and leverage female talent. We offer original research like this report, education programs and career development, scholarships, three industry-wide conferences and learning and networking events in 19 regions in the United States and Canada.

I hope you will not only rely on NEW as a resource, but regard us as an ally in the great competition for business and talent. And I hope our paths cross soon at one of our Network events.

Sincerely,

JOAN TOTH
President and CEO
Network of Executive Women

The lack
of women leaders
is a missed opportunity

Executive summary	5
Women: The power of the purse	7
Progress for women (but not at the top)	9
Diversity and the bottom line	13
The question of quotas	15
Barriers to advancement: Myths and reality	17
Diversity and inclusion: Best practices for success	21
Endnotes	23
Appendix	
Survey summary	24
Survey methodology	25
Survey results	26

P.S. For more information about the Network, diversity news and upcoming events in your area, visit us online at newonline.org.

About the Network of Executive Women

Founded in 2001, the Network of Executive Women, Consumer Products and Retail Industry, is a not-for-profit educational association with more than 5,000 members, 70 corporate sponsors and 19 regional groups in the United States and Canada. Network members come from more than 400 industry organizations, including grocery, chain drug, mass retailers, wholesalers, manufacturers, associations and colleges and universities.

The mission of the Network is to attract, retain and advance women in the consumer products and retail industry through education, leadership and business development. To support this mission, the organization provides diversity best practices, research, learning events, networking programs and scholarships designed to foster diversity in the cpg/retail industry. NEW is open to men and women, emerging leaders and senior-level executives.

NEW hosts dozens of regional learning and networking events each year. The Network also produces three national conferences: the NEW Leadership Summit, the NEW CPG Retail Diversity Forum and the NEW Executive Leaders Forum.

For more information on the Network's programs and events, visit newonline.org.

Executive summary

Eighty per cent of consumer purchases in Canada – everything from groceries to automobiles – were made or influenced by women in 2011.¹ This behaviour serves as the foundation of the business case for putting women in positions of leadership in the consumer products and retail industry.

“It makes very good business sense to have representation amongst your employees and your leaders to the people you’re selling to,” Moya Brown, director of marketing for the Campbell Company of Canada, said in an interview for this report. “To reflect the consumer within your organization means you are able to make better decisions about what the consumer wants and it will place you in a more competitive position.”

In the past decade the share of women in leadership positions has actually declined

As consumers demand more product innovation and service, management teams are realising that diversity is good for the bottom line. A 2002 Conference Board of Canada study first made the connection between gender diverse boards of directors and improved financial performance in Canada. The Conference Board analysis of FP500 organizations conducted between 1995 and 2001 found companies with at least two women board directors were more likely to be industry leaders in both revenues and profits than companies without women board members.² Research by Catalyst, a non-profit organization based in New York, discovered a similar correlation between gender diverse leadership and better financial returns, as well as improved corporate social responsibility.³

Despite the strong business case for women in leadership, the number of women holding influential positions across all industries in Canada has stagnated. In 2006 there were actually fewer women in positions of management than there were in 1996.⁴ Women currently account for 5.6 per cent of CEOs/heads of FP500 companies, and less than 10 per cent (9.8 per cent) of CEOs in the retail, food and accommodation industry.⁵ A 2010 study by TD Bank warns should the status quo be maintained, companies that are already competing for the best talent in a shrinking workforce can also anticipate a devastating decline in women’s labour force participation.⁶

This report outlines a number of complex barriers that have been hampering women’s advancement into leadership roles, including prejudice toward women’s abilities, lack of access to networking and mentoring opportunities, a persistent gender gap in wages and salaries, and the reality that the majority of women in Canada continue to bear primary responsibilities for child rearing and family life, a situation few employers are addressing through work/life policies. A dramatic change in corporate culture is needed to overcome these barriers, and that requires a consensus among today’s leaders – male and female – that change is necessary.

An online survey of 428 industry professionals conducted by the Network in December 2011 and January 2012 found broad differences in the way men and women think about gender diversity. Seventy-three per cent of male respondents said women are well represented in their companies' highest leadership roles, but only 60 per cent of women agreed. While an overwhelming number of male survey respondents (84 per cent) believe that women in the industry receive equal pay for equal work, fewer than half of female respondents (49 per cent) think so. Women were also more likely to agree that "women are often bypassed for promotion in favour of less qualified men." Forty per cent of women believed this to be true; less than one-fifth of men responding (17 per cent) agreed.

Even so, many of Canada's largest cpg/retail organizations are tackling gender diversity head on by providing mentoring, training, networking and other career development opportunities for women. Walmart Canada, for example, made a corporate-wide commitment to increase gender diversity in 2010. The company now boasts a c-suite of women in positions that have typically been dominated by men, including a CIO, a CFO and the company's CEO, Shelley Broader.

"When you look at our growth projections over the next five years, in international alone we need another 500,000 employees," Walmart Canada Senior Vice President of Marketing Emma Fox told the Financial Post Magazine in December 2011. "How do you get the best talent to continue to optimize the growth of more markets? It's by recognizing the talent pool is a very diverse one."⁷

There are compelling reasons and ample opportunities for cpg/retail companies to lead the charge toward greater gender diversity and inclusion in leadership. Best practices in Canadian cpg/retail companies show how the industry can successfully work to overcome barriers to women's advancement into management, executive and governance positions, and become more competitive as a result.

Women: The power of the purse

Women consumers dominate the Canadian consumer goods and retail industry. Eighty per cent of all consumer purchases in Canada – including groceries, household goods and gifts – were made by or influenced by women, in 2011.⁸ A 2008 study by MasterCard found that women do some or all of the weekly grocery shopping in 85 per cent of Canadian households (Figure 1).⁹ While you don't have to be a woman to understand female consumers, most men and women in the industry agree greater representation of women on teams can help broaden understanding of the consumer.

Four out of five
consumer purchases are made
or influenced by women

In a comprehensive survey of executives, managers and associates in the Canadian cpg/retail industry conducted by the Network of Executive Women, 84 per cent of the 428 respondents agreed that “having women leaders is important to the success of their companies.” Seventy per cent of male respondents and 88 per cent of female respondents agreed or strongly agreed that “women leaders are better attuned to female consumers” (Figure 2).¹⁰

“It's critical to have more women in leadership roles across industries, in government, everywhere,” said Moya Brown, director of marketing for the Campbell Company of Canada. “But it's particularly relevant in cpg, where women still do the vast majority of shopping and make buying decisions for the family. It makes good business sense that you would have women in leadership positions that can relate to the majority of consumers.”

“It doesn't matter if you are selling ice cream or tires, the competition has become much more furious,” said Patricia Costa, finance and analysis manager for Hershey Canada. “I believe women in these roles have more importance because you really have to tie your product to the consumer, and you have to be mindful of diversity, not just male or female, but culturally as well.”

Women are Canada's main grocery shoppers

Primary grocery shoppers in Canadian households

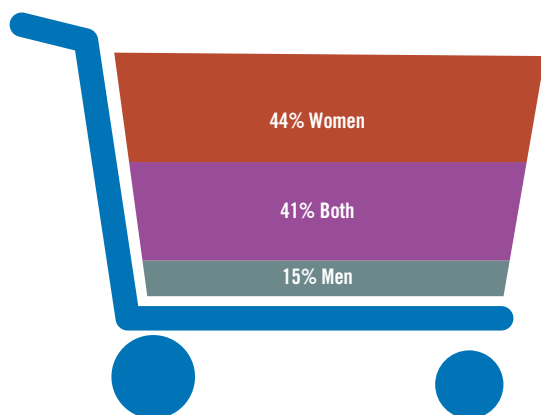


Figure 1. Women do all or some of the weekly grocery shopping in 85 per cent of Canadian households.

Source: “MasterIndex Report: Checking out the Canadian Grocery Shopping Experience,” MasterCard Worldwide, 2008.

Women leaders are good for business

“Having women leaders is important to the success of my company”

Agree or strongly agree



“Women leaders are better attuned to female customers.”

Agree or strongly agree



Figure 2. Women and men agree that women are “important to success” and “better attuned to female customers.”

Source: Survey of 428 Canadian cpg/retail industry professionals, Network of Executive Women, January 2012.

Canada’s visible minorities

Patricia Costa first came to Canada from Brazil in 2002. Now finance and analysis manager for Hershey Canada, Costa started her career from scratch in a new country, as a single mother. But she came armed with an MBA, something she says opened doors for her immediately when she first joined Canada’s financial industry.

“There are a lot more opportunities in Canada than in Brazil,” Costa said. “I climbed the ladder in Brazil, in the financial industry, where industry is very male-dominated. Here, I found I could compete much more easily with men, providing I had the same qualifications.”

Costa, who also has her CGA designation, believes as companies seek to build up a highly specialized workforce for the future, they are looking for employees that meet minimum educational or professional accreditation standards, regardless of gender or ethnicity. This, she said, is levelling the playing field.

“I feel that Canada is changing for the better,” Costa said. “Jobs are becoming much more specialized. If you don’t have the qualifications – male or female, visible minority or not – it will put you at a disadvantage. My director said the company is looking to hire people with designations or working toward designations. That is the number-one criterion.”

She believes as companies begin to hire from a broader pool of candidates, they will also begin to see for themselves the advantages of having a diverse workforce.

“If you have the diversity of thought, people coming to the table with different ideas, you are going to be much more innovative,” Costa said. “It’s so important for us, especially in this industry. There is not a standard consumer out there, not someone in a box who is white male with blue eyes. We have people from every country here, and companies know they have to understand their consumers to provide the best product they can. I’m not selling you chocolate. I’m selling you the flavour, the size and the texture that will appeal to you, my customer.”

Progress for women (but not at the top)

Women's average annual income in Canada increased 13 per cent between 2000 and 2008, nearly twice the rate of men's average income growth over the same time period (Figure 3).¹¹ What's more, the Canada 2006 Census found that 60 per cent of all university degrees and college diplomas were awarded to women, a nearly complete reversal from the early 1970s when men received 68 per cent of post-secondary certificates (Figure 4).¹² But this progress has not translated into significant gains for women in management.

Between 1987 and 2006, the number of women in management positions across all industries in Canada increased just 6.2 percentage points, from 30.1 per cent to 36.3 per cent.¹³ In 2006 there were actually fewer women in management positions (36.3 per cent) than there were in 1996 (37 per cent).¹⁴ A Statistics Canada analysis of the data concluded that "...among managers, women tend to be better represented in lower-level positions as opposed to those at more senior levels."¹⁵ Perhaps more troubling, the number of women in management occupations has not only flatlined,

There's a huge opportunity
for the cpg/retail industry
to advance women leaders

Women outpace men in income growth

Average total income, 2008 vs. 2000

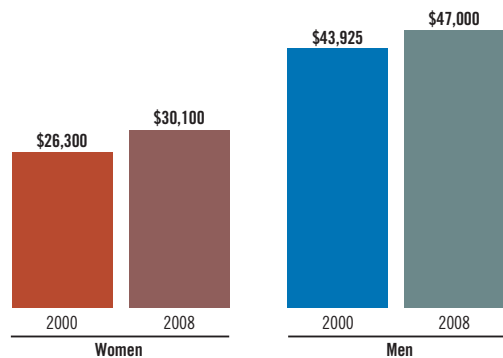


Figure 3. The average total income of Canadian women grew 13 per cent from 2000 to 2008. While that surpassed the 7 per cent growth rate for men, men's average income was still 56 per cent greater than women's in 2008.

Source: Statistics Canada.

Women outpace men in university

University graduates, 25 to 29 years old, 1971 – 2006

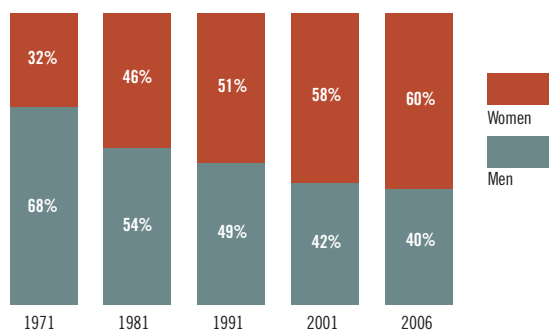


Figure 4. Three out of five university graduates are women, a dramatic reversal from the 1970s.

Source: Statistics Canada.

Women in management

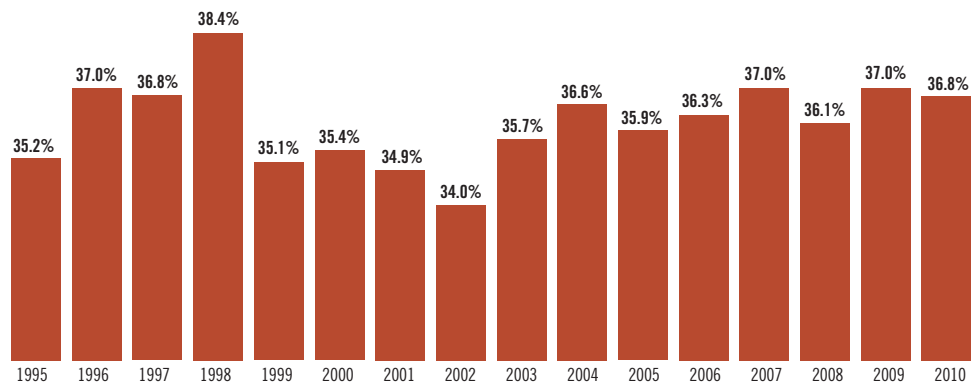


Figure 5. Women's share of management roles has grown little in the past 15 years.

Source: "Women in Management in Canada," Catalyst, March 2011.

but started to reverse. Women accounted for 36.8 per cent of all management occupations in 2010, compared to a peak of 38.4 per cent in 1998 (Figure 5).¹⁶

Conference Board of Canada President Anne Golden put the Statistics Canada data in stark relief: "In 2009, men were twice as likely as women to be senior managers in Canada – a pattern that has changed very little over the past 22 years," Golden wrote Sept. 6, 2011 in the Ottawa Citizen. "At present rates, it will take about 150 years before women and men are equally likely to reach middle management."¹⁷

Research from Catalyst, a non-profit organization based in New York, revealed that women represent 5.6 per cent of Financial Post 500 CEOs, 14 per cent of board directors and 17.7 per cent of senior officers in Canada.¹⁸ The numbers are slightly higher in the retail, food and accommodation services industry. There, women represent 8.9 per cent of CEOs, 15.2 per cent of board directors, 20.8 per cent of senior officers and 55 per cent of the overall labour force (Figures 6-7).¹⁹

Women in leadership

FP500

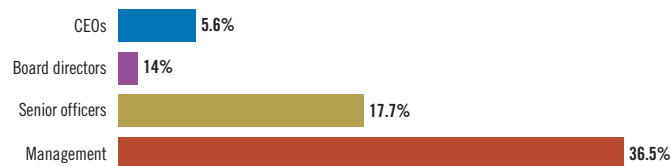


Figure 6. Women are much less likely to reach the top than male managers.

Source: "Women in Management in Canada," Catalyst, March 2011.

Women in retail

Retail companies

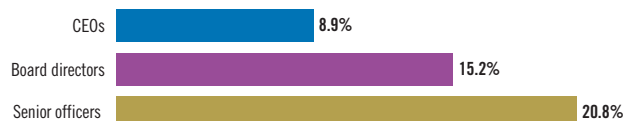


Figure 7. The retail industry has more female leaders than the Financial Post 500 average.

Source: "Women in Management in Canada," Catalyst, March 2011.

“The retail industry, as an industry, has a higher representation of women in leadership by comparison,” Dr. Katherine Giscombe, senior vice president of diverse women and inclusion research at Catalyst, said in an interview with NEW. “We’re seeing a lot more women on boards and women executive officers in retail in both Canada and the United States.”

Although the number of women cpg/retail industry executives and governors is higher than the FP500 average, the number of women managers in the retail industry has increased only slightly, from 43 per cent in 2001 to 44.5 per cent in 2006.²⁰ In non-durable goods manufacturing – which includes consumer goods products – the numbers are less encouraging at all levels. Women represent just 2.2 per cent of CEOs, 12 per cent of board directors, 15.7 per cent of senior officers and 36.6 per cent of the labour force (Figure 8).²¹

Women in consumer products

Non-durable goods manufacturing companies



Figure 8. Women are less likely to hold senior leadership roles in non-durable goods manufacturers such as consumer products companies.

Source: “Women in Management in Canada,” Catalyst, March 2011.

“When you take a look at the stats, it’s unbelievable how far we do need to go in this industry,” said Carla Anger, director of customer development at Kimberly-Clark in an interview with NEW.

But Anger is optimistic that things can change. “As passionate leaders, we need to step up and focus our energy on making a difference by being part of the solution. There is a huge opportunity to seek out talented women and develop them so they can fill these senior roles in the industry.”

The importance of networking: A case study

When Gina Conte first made the move into the consumer goods industry in the late 1990s, she had a clear idea of the direction she wanted her career to go. “My functional expertise to that point had been in marketing,” Conte said. “I wanted to build my expertise within



companies that were known to be good for that, and progress through marketing, first to become a senior brand manager and director and then move into a general manager role.”

Conte is now president of Frank T. Ross, a company that specializes in non-toxic household products. As she looks back on her own career progression, she realizes it wasn't only about having established career goals that helped her become one of the few women top executives (2.2 per cent) in the Canadian non-durable goods' industry. Without a bit of guidance from those around her, she admitted, she may well have stagnated.

“I'd always had mentors informally, but they were more transitional,” Conte noted. “So it was a huge ‘a-ha’ moment for me when my boss came to me at one point and said, ‘It’s not about your technical skills anymore; it’s about your relationships.’”

From that point, Conte started to spend more time with her colleagues, in particular observing more closely how her male colleagues spoke to each other and interacted with each other.

“Only then did I realize that men had been doing this networking thing all along,” she said. “And they communicate differently than women. I wanted to be true to myself, but at some point I realized that I also had to adjust my communication style to fit the business.”

Conte now advises women to network with groups inside and outside their organizations, even outside the industry as they climb the corporate ladder. “At the senior level, especially once you get promoted to VP or president, it starts to get lonely,” Conte told NEW. “There isn't the same group of people you can go to and share challenges, and networking is good value for your time.”

Networking organizations and events work best, she said, when they have a defined objective and give participants the time to break out into small groups.

“Sometimes when it's just too many women in a room, unless you break it down, it's not going to be great value,” Conte noted. “People need an opportunity to overcome the confidentiality and sensitivities around sharing ideas, so they can form an informal board of directors for each other: What women in senior positions really need is an opportunity to say, ‘Here's my issue,’ in a frank way, and ‘What do you think?’”

As she continues in her career, Conte said she's always learning new ways to network and to develop her career portfolio. She's recently joined the board of a non-profit organization, a move she hopes will be a steppingstone to gaining board experience in the private sector.

Still, she wishes she'd learned about boards sooner.

“I wasn't aware that getting on boards was a great thing to do, until someone in my network approached me about it,” Conte said. “Without networks, there are not a lot of resources for women out there to say, ‘Hey, have you considered this as your next career move?’”

Diversity and the bottom line

It's the age of customization. One size, one flavour, one choice doesn't make it any more. Today's consumers seek products and shopping experiences that speak to them as individuals. This growing demand for innovation, many believe, requires a concomitant increase in diverse thinking.

Nadia Eccles, grocery specialist for Longo's supermarkets, gave an example: "In our industry, we have seen an increase in demand of ethnic products and foods within the diverse community in Ontario," she said in an interview for this report. "To meet the changing demands of consumers, we need to ensure the individuals working in the field have the knowledge to appreciate and promote these diverse products. Team members need to continue to become more educated on ethnicity within Ontario and learn to share best practices. In turn, overall business relations will improve."

Companies with at least
four women directors
outperformed those with none

There is increasing evidence that diversity is good for the bottom line. A March 2011 Catalyst study found that American companies with the most women board directors outperform those with the least number of women on the board. Companies with the most women board members reported a 16 per cent higher return on sales and a 26 per cent higher return on capital than those with the fewest female board members.

Perhaps more striking, Catalyst found that companies with at least three or four women directors in four of the five years studied outperformed those with zero women directors by 84 per cent on return on sales, 60 per cent on return on investment capital and 46 per cent on return on equity (Figure 9).²² Subsequent Catalyst research also made the connection between diversity and better corporate social responsibility.²³

"Greater innovation in decision making happens when you have a group of people that are not all white men," Catalyst's Giscombe said. "Diverse leaders make better decisions and business will run in a better way if you have more diversity."

A 2002 Conference Board of Canada study first made the connection between gender diverse leadership on boards and better financial performance in Canadian companies. Researchers tracked the fiscal performance of a select group of FP500 organizations between 1995 and 2001. It found that companies with two or more women board members were more likely to be industry leaders in both revenues and profits than companies without women board members.²⁴

Researchers discovered a number of governance practices shared by companies with women directors:

- Boards with women directors were more likely than those without to engage in accountability practices;
- They were more likely to regularly review non-fiscal performance measures; and
- They were more likely to assume responsibilities recommended by the Toronto Stock Exchange.²⁵

Women board members and the bottom line

Performance of Fortune 500 companies

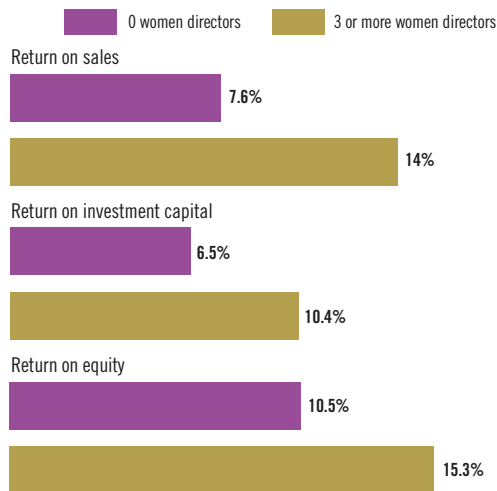


Figure 9. Companies with the most women on their board of directors outperformed those with no women on their board.

Source: "The bottom line: Corporate performance and women's representation on boards (2004-2008)," Catalyst, 2011.

Delving further into the reasons why gender diversity frequently translated into better fiscal performance, the study found that on boards where women were present, directors were more active and independent. This translated into both greater deliberation and, perhaps paradoxically, greater board unity than on boards where women were not represented.

Nancy Croitoru, president of industry association Food and Consumer Products of Canada, said in an interview with NEW that she's seen first hand how men's and women's contributions differ, thereby "enriching the think tank" and, in turn, the power of her organization to innovate. "You have to be careful not to generalize, but I do see women looking at things in a different way than the men. Sometimes they will add intuition and emotions to their decision making. Contrary to what people have thought in the past, this is not always a bad thing in business. In fact, it often adds value."

At Canada's largest grocery chain, Loblaw Companies Ltd., a major effort has been made to consult women managers and employees on new product designs and marketing initiatives because executives see the value of diversity of thought. "Reflecting our nation's diversity is one of the five pillars of our company's corporate social responsibility commitment," Loblaw CFO Sara

Davis told the Financial Post in December 2011. "As a finance person, I see diversity as a sensible business initiative in that the more our employees reflect our consumers, the better off we will be in understanding and serving our customers' needs."²⁶

The question of quotas

Given the glacial progress of women's representation on boards, a discussion has emerged in political, academic and private sector quarters about the potential of introducing quotas to increase the presence of women and other under-represented groups in these roles.

"I am a believer in the power of legislation," said Lorraine Dyke, director of CREWW, the Centre for Research and Education on Women and Work at Carleton University in Ottawa. "I think we tend to assume the problem will fix itself, but the evidence suggests the contrary. Where we've seen the greatest change is in the public sector, which is subject to employment equity legislation. But in other sectors, there are no strong incentives to address the problem."

A number of European countries – including France, Norway and Ireland – have already legally mandated the participation of women on boards of public companies. At the federal level, Liberal Senator Céline Hervieux-Payette introduced private member's bill S-203 in June 2011, calling on Canada to legislate quotas for boards of all publicly traded companies.

Quebec is currently the only province in Canada to have a quota law in place. In 2006, the Liberal government there implemented legislation mandating that 50 per cent of board seats within the province's Crown corporations be reserved for women by 2012. Liberal Premier Jean Charest, who has also committed to a 50/50 gender split within his own cabinet, said he refused to believe the argument of public servants who said there were not enough qualified women to fill the director seats.

"I became frustrated with that and, in 2006, decided that we would legislate parity on Crown corporations," Charest said in a 2010 interview with *The Globe and Mail*. "When we brought in the law, all of a sudden [the qualified women] were discovered."²⁷

Not everyone, however, supports the idea of legislating gender parity on boards. A 2009 working group paper from the Institute for Governance of Public and Private Organizations at the John Molson School of Business, Concordia University, noted although women currently only make up approximately 15-20 per cent of board seats in Canada, more than half of boards (51 per cent) do have at least two women directors. The paper's authors argue that companies can do a better job of increasing representation of women in governance, but that quotas are not the best way forward.

"The IGPPPO Working Group...advocates an incentive-based, voluntary, but accountable approach," the authors wrote. "The key reason the Working Group prefers incentives over coercion reflects an abiding commitment to board quality. Ability and skill remain the most important criteria for any board member. The IGPPPO Working Group's proposed gender targets should in no way take precedence on competence of board candidates. Under no circumstances should there be doubt that a woman director has been appointed strictly for her gender rather than for her individual qualifications."²⁸

In a Sept. 1, 2011 blog in the *Harvard Business Review*, author Nilofer Merchant made a comparable argument. "Imposing quotas will quickly provide the appearance of change, but will in fact delay real change," Merchant wrote. "In order for their ideas to be heard, valued and therefore acted upon, women must be truly welcomed by the board's selection process, not forced upon it."

Within the cpg/retail industry, some women leaders interviewed by NEW agreed that incentives are a better approach. "If you can mediate something rather than have something enforced upon you, there is a greater chance for success," said Brown of Campbell Company

of Canada. “I would question if the women in Norway have the same credibility on the boards that they would if their presence there had not been mandated.”

Following four months of consultations with members, Canada’s Institute of Corporate Directors (ICD) released a diversity report in December 2011 making the case for diversity in the boardroom, but rejecting the idea of parity legislation. The association instead called on corporations to take voluntarily measures, such as limiting board terms and re-examining criteria for board directors, to take diversity issues – including gender, age, ethnicity and expertise – into account. A nationwide survey of the ICD’s 5,000 members found just 4 per cent of directors supported the idea of making women’s participation mandatory.³⁰

Croituru of Food and Consumer Products of Canada agreed with the decision, noting that quotas can have adverse effects.

“I don’t like quotas, period,” Croitoru said. “I don’t like quotas because they put the wrong people in the wrong positions for the wrong reasons. I do think that boards, in general, have to look at skill sets differently than they have in the past.”

Many current women board directors come from financial or legal backgrounds, while women with perceived softer skill sets, such as crisis management, strategic thinking and communications, tend to be overlooked in the selection process, she noted.

“These are not necessarily seen as important board roles, but I would argue they are critical,” Croitoru said. “I think if the governance of boards start to recognize that, we will start to see more women in these roles.”

Cindy Chen, marketing manager for facial tissue products at Kruger, said quotas can lead to tokenism, something that could potentially mean a step backward for women and visible minorities who have worked so hard for equality. “I don’t think having a quota system would make me feel better about having a senior role,” Chen said. “One of my friends is a lawyer for a big firm in New York. She’s Asian, she’s a woman and she’s a mother, and she has become the poster child for their company. Even though she does her work well, she also knows she’s getting a lot of extra attention and support just because the firm feels compelled to meet some kind of [non-mandated] quota.”

But some are not convinced the evolution in board governance will happen quickly enough without a strong hand forcing a change in culture.

“I think a quota would help,” said Gina Conte, president of Frank T. Ross. “The thing about diversity is that it only comes into the thought process when one is hiring a woman or a minority. The man thing is intrinsic. I know people are against it, but a quota is of value if introduced in the beginning, until it becomes so normal to have women on boards that you don’t have to think about it. Then the quota could be lifted.”

As long as traditional recruitment practices remain in place, women will be left out of the fold, noted Dyke. “One of the main ways directors are nominated is through their own networks. If networks are going to be predominantly men, this is not going to fix itself until you professionalize the recruitment process. Companies don’t have incentives to do that, unless it’s legislated. They are much more comfortable pushing for directors through the old boys’ club.”

Barriers to advancement: Myths and reality

Myth: A glass ceiling exists for women.

Reality: Women face a complex labyrinth of barriers.

The term “glass ceiling” was first coined in a 1986 Wall Street Journal article. It is a metaphor still often used today to describe an invisible barrier women face when, at the height of their careers, they fail to make the final jump into the executive suite. But a 2007 article in the Harvard Business review flipped the notion of the glass ceiling on its head.

In “Women and the Labyrinth of Leadership,” authors Alice H. Eagly and Linda L. Carli argue the multifaceted barriers to advancement are quite the opposite of the invisible and absolute barrier that halts women in their promotional tracks at a specific high level in an organization, which the glass ceiling implies. There are, rather, a series of complex obstacles women face along the way – some more opaque than others – that cause women to “disappear in various numbers at many points leading up to that stage, more comparable to a labyrinth.”³¹

The authors describe a number of deep-seated cultural issues that impact women’s advancement, including prejudice favouring men, resistance to women’s leadership and the demands of family life that disproportionately impact women’s career paths. In a 2003 Catalyst study examining the challenges facing career development of corporate women in the United States, women in these positions also cited the following barriers: “lack of general management or line experience; exclusion from informal networks; and stereotypes and preconceptions of women’s roles and abilities.”³²

“I think the cpg industry is pretty good at hiring both men and women out of universities,” said one women director interviewed for this report. “But all functions are not necessarily presented to women as an option, which shuts them out from the very beginning. I think companies can do a lot better at getting women out of traditional support functions and into line functions that will make them better candidates for executive positions.”

At the heart of the issue may be that men and women perceive the opportunities available to women within the cpg/retail industry differently. The Network’s survey on gender diversity in Canada’s cpg/retail industry revealed, for example, that a significantly higher percentage of women (40 per cent) than men (17 per cent) believe women in the Canadian cpg/retail industry are “often bypassed for promotion in favour of less qualified men.” Moreover, while 93 per cent of men said they felt their company’s culture is supportive of women, just 84 per cent of women surveyed believed this to be true.

Myth: Women are not as ambitious as men.**Reality: Women are ambitious, but blocked when they try to move up.**

In her January 2012 blog, Catalyst President and CEO Ilene H. Lang pointed to countless studies demonstrating equal numbers of career-ambitious women and men. “The fact that some women adjust their career advancement strategies after crashing into institutional barriers is a rational response to inhospitable workplaces. It is not an example of a lack of ambition,” Lang wrote.

Lang pointed to “Women and Men in Corporate Leadership,” a 2004 study by Catalyst, which found that equal numbers of men and women aspired to top positions in their companies, “but the women — to a much greater extent than men — ran up against barriers, namely exclusion from informal networks, stereotyping and a lack of role models.” A more recent report by Catalyst demonstrated how men are more often rewarded on their potential, while women are expected to demonstrate experience.

One telling example showed the difference in compensation between men and women “job hoppers.” Men who switched jobs as a means of advancement were rewarded financially, with men earning \$13,743 more with their second post-MBA employer within a few years than those who stayed with their initial employer. The opposite was true for women. “Among women job hoppers, compensation growth was \$53,472 less than women who had remained with their initial employer.”³³

Despite the evidence, compensation is another barrier perceived differently by men and women. The Network’s Canadian gender diversity survey found that 82 per cent of men believe that men and women receive equal pay for equal work in the industry, yet fewer than half (49 per cent) of women answering the survey agreed with this statement.

“People’s aspirations are a function of their opportunities,” noted CREWW’s Dyke. Women may curb their ambitions because they anticipate and receive unfair scrutiny in performance reviews and job interviews, she said. In one common lab test, two sets of evaluators are given identical written descriptions of a manager’s performance, half with a female name and half with a male name. “If the performance information is somewhat ambiguous, the female manager would be considered less competent than a male manager in the majority of cases,” Dyke noted. “And if it’s made clear that the manager is performing well, and is clearly successful, the ones with the female name still get lower reviews because evaluators say they ‘didn’t like her.’ Men are not coming up against these same walls in their careers.”

“I think people don’t realize the types of discrimination that still exist in workplaces,” a female director of sales for a distribution company told NEW. “I recall one occasion in a previous job not that long ago when a man was hired shortly after me in the same position and they offered him more money. I was lucky because my manager called me in later and said, ‘We’re not paying you enough; we need to pay you more.’ It worked favourably for me, but I’m not sure other women have benefited in these situations.”

While external barriers play a role in thwarting women's ambitions, there is evidence to suggest women are less comfortable expressing their ambitions than are men, thereby inadvertently contributing to the perception they are the less ambitious gender. Author and psychologist Anna Fels delved into this phenomenon in a 2004 article, "Do Women Lack Ambition?" After conducting a number of interviews with women across a wide range of professions and linking their responses to psychological research, Fels found that, although all the women she spoke to had admirable career goals, they were not doing a good job of making them known to others. "For [women], ambition necessarily implied egotism, selfishness, self-aggrandizement or the manipulative use of others for one's own ends," Fels wrote. She recommended women get serious about establishing goals, mapping out their careers, finding venues where they can earn visible recognition, self-promote and try not to get discouraged when they come up against unforeseen barriers.³⁴

One way organizations can help women better realize their ambitions is by improving women's access to networks and mentoring opportunities.

"There is evidence from research studies that women are less likely to apply for senior jobs unless they have an absolutely perfect track record," Dyke said. "Men, on the other hand, will throw their hats in the rings even if they don't meet the minimum qualifications for the job. A lot of this comes back to the old boys' club. Networking – specifically networking for women – allows potential women leaders to get in touch with those at more senior levels, to share some of their concerns and issues with them and dispel some of the myths. And it builds confidence."

Myth: Women are self-opting out.
Reality: Corporations are shutting women out.

“I would argue there is not necessarily a glass ceiling imposed by anyone else,” said one industry president, a woman. “The reality is that women who want to have families take time off. And in corporate rules, by taking time off, naturally, they lose their place.”

There’s no question women still bear the bulk of responsibility for raising children and looking after their families. As Canada’s population ages, women also are making career sacrifices to care for elderly relatives. Eighty per cent of “free” elder care is performed by women between the ages of 45 to 64, representing \$5 billion each year in unpaid labour. But should women have to make the choice between careers and families? Canadian economists are saying no.

Within the next decade, labour force growth in Canada is expected to “grind to a near halt,” according to a 2010 report by TD Financial Group. If the status quo is maintained, the organization anticipates a simultaneous slide in women’s labour force participation levels, from 62.8 per cent to 52.9 per cent by 2050.³⁵ This places much greater emphasis on the importance of retaining skilled workers in what is expected to become a tight job market. For employers to offset the impact of a shrinking labour force, the report recommends a few simple ways to accommodate what the authors call “the motherhood gap,” including offering more flex time, keeping the door open for women to return from extended leave and valuing quality of work over face time.

Catalyst’s Giscombe used the example of a handful of U.S. law firms who have made a point of promoting part-time women lawyers to partners, as a means to avoid penalizing women for having children. “By doing this, they are demonstrating that it is the quality of her work that got her to this senior level, not a lot of face time and working unmanageable hours,” she noted.

“Currently we do not live and work in a very family-friendly society,” Dyke added. “We force parents to make choices because we don’t support them in the workplace very well, and we’re seeing the consequence of that in terms of declining birth rates. The fairy tale of a single breadwinner is gone. Research shows that flex time and affordable child care are two key things that would encourage parents to stay on track with their careers.”

Dyke also noted that as long as the gender wage gap persists in Canada — with men making approximately 29 cents more on every dollar — families will continue to invest in the career of the parent making the highest income.

“If women continue to make less money than men, they will continue to be the ones bearing primary responsibility at home and the situation will never correct itself.”

Diversity and inclusion: Best practices for success

As evidence builds that diversity is good for business, the tide may finally be turning for women seeking leadership roles in the cpg/retail industry.

A looming skills shortage has compelled companies to take a closer look at hiring, training and retention practices. In a bid to make themselves competitive, many employers are addressing the main barriers to women's advancement, particularly as they see the benefits of women leaders build the bottom line.

It may be the paradigm shift in corporate culture that women have been advocating for more than two decades, according to Helen Kolberg, regional director for Ontario for Ocean Spray. To boost the number of women in leadership roles, "it has to be a conscious decision from the top down," she said in an interview for this report. "Until you get more women at that very senior level, someone to break previous perceptions about hiring and promoting women, there will be no change."

Women face a series of complex obstacles on their way to the top

Walmart Canada, for example, has made diversity a key part of its corporate responsibility program. In 2010 Walmart Canada created its Women in Retail (WIR) program, with a goal to develop and advance more women into positions of leadership by engaging in talks about diversity more openly, identifying potential candidates for promotion and offering education and training to help women advance. Sixty per cent of the company's associates and nearly half of the company's managers are now women. Walmart Canada is now one of just two cpg/retail companies in the FP500 with a woman president and CEO (Shelley Broader). The company also boasts three other women in the c-suite, including CIO Gale Blank, Senior Vice President of Marketing Emma Fox and Trudy Fahie, CEO of Walmart Canada Bank.

Fox also is a founding member and the current chair of Wal-Mart's Global Women's Council, a team of company leaders worldwide who continually analyse challenges that may hinder the advancement opportunities of female employees. "The reason we want to make Wal-Mart the best place for women to work is because we want to attract the best talent into the business," Fox told the Financial Post Magazine in December 2011. "When you look at our growth projections over the next five years, in international alone we need another 500,000 employees. How do you get the best talent to continue to optimize the growth potential of more markets? It's by recognizing the talent pool is a very diverse one."³⁶

Beyond big players like Walmart and Loblaw, however, smaller retailers and consumer goods manufacturers are seeking ways to understand and address inclusion issues. At Clorox Canada, where 25 per cent of senior executives are women — well above the 15.7 per cent industry average — a year-old employee resource group for women focuses on mentoring and networking among female employees. Membership in the group offers training programs that have been developed as part of the company's stated goal to "promote the attraction, retention and advancement of women in the workplace."

"As a member, you have access to external networking groups as well," explained Amanda Zatylny, finance and business analysis manager at Clorox Canada. "The fact that it's a general resource group that is focused on helping me develop my career, even to the point of understanding that advancement may not happen at Clorox, is a huge investment for the company. I think it's very progressive of Clorox to do that."

Must women choose between motherhood and career?

While there is no silver bullet for solving advancement issues for women, Catalyst research has long pointed to mentoring programs as essential to women's advancement. "Even more important than mentorship, however, is sponsorship," Giscombe said. "A lot more women have mentors than they did before and this is great. A mentor is someone who shows you the ropes in the organization, provides a sounding board for ideas. A sponsor is different. A sponsor is someone in a senior enough position that he or she can place you in a high visibility assignment and has the power to promote you. In other words, a mentor talks about you; a sponsor hires you."

Programs like Kimberly-Clark Professional's Women's Interactive Network (WIN) seem to hit the mark. "We've got a mission," Anger said. "That is to champion and further develop women's talents and leadership qualities and shape the organization's future." The goal is to help team leaders leverage expertise of their superiors to eventually obtain leadership roles. An executive team of WIN has developed a formal mentoring program, connecting the company's most senior executives with women employees.

"We want people to be able to go to the CEO, to approach mid-tier leaders and feel engaged," Anger said. "This is not all about training; it's about driving that engagement within the company. We recognize that when women come together and support each other and give each other confidence, there's a huge opportunity to have them fulfilled in their career ambitions."

Women of Campbell is a women's affinity group focused on providing support and resources for women at Campbell Company of Canada. The organization has also introduced The Bridge Network to help men and women parents access resources to help balance work and family life. "Underlying these programs is an understanding that everyone – male or female – has a responsibility to take responsibility and advocate for their own careers," said Brown at Campbell. "But Campbell presents a real culture of being open to supporting employees, to help them find those resources they need to get ahead."

More now than ever, companies have reason to redesign corporate cultures and structures in a way that seeks to develop the careers of women. Within the next decade, labour force growth in Canada is expected to stagnate, at the same time the participation of women in the core working age group of women is expected to decline.

Having a diverse workforce and diverse leaders makes good business sense. Companies whose leaders – and emerging leaders – are representative of their customers make more relevant decisions for their consumers and exhibit greater corporate social responsibility. Diverse voices around the table lead to greater creativity and innovation, more thorough deliberations, better decision making, and, ultimately, greater returns on investment, equity and sales.

With women consumers so crucial to their success, cpg/retail companies have a powerful incentive to change.

Endnotes

1. "The Customer is Queen," Nielsen, August 2011. http://www.nielsen.com/content/dam/nielsen/en_ca/documents/pdf/reports/The-Customer-is-Queen-Article-Canadian-Grocer.pdf. Accessed January 16, 2012.
2. "Women on Boards: Not just the right thing, but the bright thing," Conference Board of Canada, May 2002. <http://www.conferenceboard.ca/temp/f3f97f29-1f08-49d8-b3f1-57c68b64737d/341-02RPT.pdf>. Accessed January 15, 2012.
3. "The bottom line: Corporate performance and women's representation on boards (2004-2008)," [http://www.catalyst.org/file/445/the_bottom_line_corporate_performance_and_women's_representation_on_boards_\(2004-2008\).pdf](http://www.catalyst.org/file/445/the_bottom_line_corporate_performance_and_women's_representation_on_boards_(2004-2008).pdf). Accessed January 15, 2012 AND "Gender and Corporate Social Responsibility: It's A Matter of Sustainability," Catalyst, November 2011. http://www.catalyst.org/file/522/gender_and_corporate_social_responsibility_final.pdf. Accessed January 20, 2012.
4. "Women in Canada," The Daily, Statistics Canada, March 7, 2006. <http://www.statcan.gc.ca/daily-quotidien/060307/dq060307a-eng.htm>. Accessed January 20, 2012.
5. "Women in Management in Canada," Catalyst, March 2011. <http://www.catalyst.org/publication/247/women-in-management-in-canada> and "Women in Canadian Retail Trade," Catalyst 2011. <http://www.catalyst.org/publication/306/women-in-canadian-retail-trade>. Accessed January 20, 2012.
6. "Career Interrupted: The Economic Impact of Motherhood," TD Financial Group. October 12, 2010.
7. "Leading the charge at Walmart Canada: Suite Women," Financial Post Magazine, December 2011. Page 28.
8. "The Customer is Queen," Nielsen, August 2011. http://www.nielsen.com/content/dam/nielsen/en_ca/documents/pdf/reports/The-Customer-is-Queen-Article-Canadian-Grocer.pdf. Accessed January 16, 2012.
9. "2008 Masterindex Report: Checking out the Canadian Grocery Shopping Experience." http://www.mastercard.com/ca/wce/PDF/TRANSACTOR_REPORT_E.pdf. Accessed January 15, 2012.
10. The Network of Executive Women conducted an online survey of 428 people in the CPG and retail industries, December 2011 and January 2012.
11. "Economic Well-being" by Cara Williams. Statistics Canada. <http://www.statcan.gc.ca/pub/89-503-x/2010001/article/11388-eng.htm>. Accessed January 20, 2012.
12. "Why are the majority of university students women?" Statistics Canada. <http://www.statcan.gc.ca/pub/81-004-x/2008001/article/10561-eng.htm>. Accessed January 20, 2012.
13. "Women in Management in Canada, 1987-Present," Catalyst, April 2010. <http://www.catalyst.org/publication/400/women-in-management-in-canada-1987-present>. Accessed January 20, 2012.
14. "Women in Management in Canada," Catalyst, March 2011. <http://www.catalyst.org/publication/247/women-in-management-in-canada>. Accessed January 20, 2012.
15. "Women in Canada," The Daily, Statistics Canada, March 7, 2006. <http://www.statcan.gc.ca/daily-quotidien/060307/dq060307a-eng.htm>. Accessed January 20, 2012.
16. "Women in Management in Canada," Catalyst, March 2011. <http://www.catalyst.org/publication/247/women-in-management-in-canada>. Accessed January 20, 2012.
17. "Progress for Women has Flatlined," Anne Golden, the Ottawa Citizen. September 6, 2011.
18. "Canadian Women in Business," Catalyst, November 2011. <http://www.catalyst.org/publication/198/canadian-women-in-business>. Accessed January 20, 2012.
19. "Women in Canadian Retail Trade," Catalyst 2011. <http://www.catalyst.org/publication/306/women-in-canadian-retail-trade>. Accessed January 20, 2012.
20. Catalyst, April 2010.
21. "Women in Canadian Manufacturing - Non-Durable Goods," Catalyst, March 2011. <http://www.catalyst.org/publication/428/women-in-canadian-manufacturing-non-durable-goods>. Accessed January 20, 2012.
22. "The bottom line: Corporate performance and women's representation on boards (2004-2008)." [http://www.catalyst.org/file/445/the_bottom_line_corporate_performance_and_women's_representation_on_boards_\(2004-2008\).pdf](http://www.catalyst.org/file/445/the_bottom_line_corporate_performance_and_women's_representation_on_boards_(2004-2008).pdf). Accessed January 15, 2012.
23. "Gender and Corporate Social Responsibility: It's A Matter of Sustainability," Catalyst, November 2011. http://www.catalyst.org/file/522/gender_and_corporate_social_responsibility_final.pdf. Accessed January 20, 2012.
24. "Women on Boards: Not just the right thing, but the bright thing," Conference Board of Canada, May 2002. <http://www.conferenceboard.ca/temp/f3f97f29-1f08-49d8-b3f1-57c68b64737d/341-02RPT.pdf>. Accessed January 15, 2012.
25. Conference Board of Canada, 2002.
26. "Diversity's Multiple Dividends," Financial Post. December 19, 2011. <http://business.financialpost.com/2011/12/19/diversitys-multiple-dividends>. Accessed on January 17, 2012.
27. "Global governments experimenting with quotas," Gloria Galloway. The Globe and Mail. October 14, 2010.
28. "Pushing for Change: A 40% gender equality target for corporate boards," Institute for Governance of Public and Private Organizations. June 2009. <http://www.igopp.org/pushing-for-change-a-40-gender.html>. Accessed January 20, 2012.
29. "Quotas for Women on Boards are Wrong," Nilofer Merchant, HBR Blog Network. September 1, 2011. http://blogs.hbr.org/cs/2011/09/quotas_for_women_on_boards_are_wrong.html. Accessed January 20, 2012.
30. "New ICD study underscores benefit of increased diversity on corporate boards in Canada," Institute of Corporate Directors. December 5, 2011. <http://www.icd.ca/AM/Template.cfm?Section=News&Template=/CM/ContentDisplay.cfm&ContentID=9780>. Accessed January 21, 2012.
31. "Women and the Labyrinth of Leadership," Harvard Business Review. September 2007. Page 64.
32. "Women in U.S. Corporate Leadership," Catalyst. <http://www.catalyst.org/publication/93/women-in-us-corporate-leadership-2003>. Accessed January 16, 2012.
33. "The Myth of the Ideal Worker: Does doing all the right things really get women ahead?" by Nancy M. Carter and Christina Silva. Catalyst. Page 10. <http://www.catalyst.org/publication/509/the-myth-of-the-ideal-worker-does-doing-all-the-right-things-really-get-women-ahead>. Accessed January 16, 2012.
34. "Do Women Lack Ambition?" Anna Fels. Harvard Business Review. April 2004.
35. "Career Interrupted: The Economic Impact of Motherhood," TD Financial Group. October 12, 2010.
36. "Leading the charge at Walmart Canada: Suite Women," Financial Post Magazine, December 2011. Page 28.

Appendix

NEW Survey on Gender Diversity in the Canadian CPG Retail Industry

Survey summary

Women working in the consumer goods and retail industry in Canada view their value in their companies much differently than men do – and believe there is a gender bias affecting their careers, according to the results of a survey by the Network of Executive Women.

The survey of 428 cpg/retail industry members was conducted in December 2011 and January 2012 for inclusion in this report.

Women place a higher value on their gender as a business advantage in the cpg/retail industry. While nearly 88 per cent of the women respondents agreed or strongly agreed that “women are better attuned to female consumers,” only 70 per cent of male respondents felt the same way.

The perception gap is even greater when it comes to wage equality. More than eight in 10 (82 per cent) of the men responding to the Network’s survey believe men and women working in the industry receive equal pay for equal work. Fewer than half – 49 per cent – of the women respondents agreed their gender receives equal pay for equal work.

What’s more, a significantly higher percentage of female respondents (40 per cent) believe qualified women in the Canadian cpg/retail industry are “often bypassed for promotion in favour of less qualified men.” Just 17 per cent of the male respondents agreed with that statement.

At the same time, more than half (52 per cent) of the men agreed their gender has helped their career, only one-third (32 per cent) of the women thought so.

Women and men also view opportunity at their companies differently. Nearly all – 93.5 per cent – of the men said their company’s culture is supportive of women. Many fewer women – 84 per cent – agreed.

While nearly three-fourths (73 per cent) of the men responding said women are well represented in their companies’ highest leadership roles, only 60 per cent of the women say their gender is well represented at the highest levels.

Women respondents are slightly more likely to change careers, take an unpaid sabbatical, or become full-time caregivers or students in the near future, according to survey results.

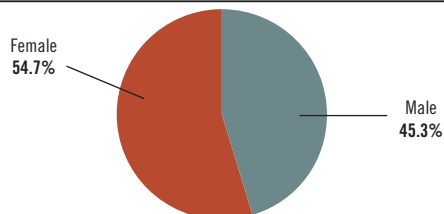
The NEW online survey was completed by 428 senior executives (18 per cent), mid-level managers (41 per cent), emerging leaders (14 per cent), store managers (6 per cent) and others (21 per cent), including independent business owners, working in the Canada cpg/retail industry. Forty-five per cent of the respondents were men; 55 per cent were women.

Methodology

A confidential survey was conducted online between December 15, 2011 and January 6, 2012. A link was sent to 12,000 subscribers of Canadian Grocer magazine's email newsletter on December 15, 2011; a reminder was sent January 4, 2012. A drawing for a Kindle Fire e-reader was offered as an incentive for participation and 428 recipients took the survey.

Who completed the survey

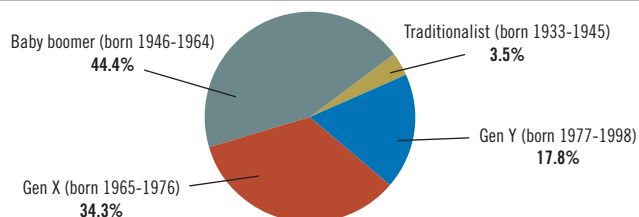
Q: "Please tell us your gender."



More than half of the survey respondents were women.

Base: 428 respondents to NEW Gender Diversity in Canada Survey, January 2012.

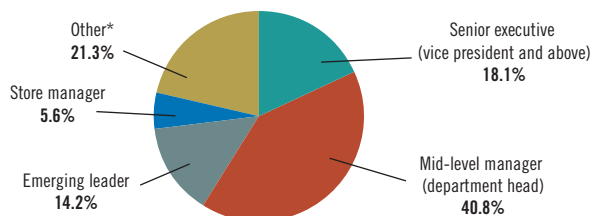
Q: "Please tell us your generation."



Half of the respondents were members of Generation X or younger. More than 40 per cent were Baby Boomers.

Base: 428 respondents to NEW Gender Diversity in Canada Survey, January 2012.

Q: "Please tell us your job level."

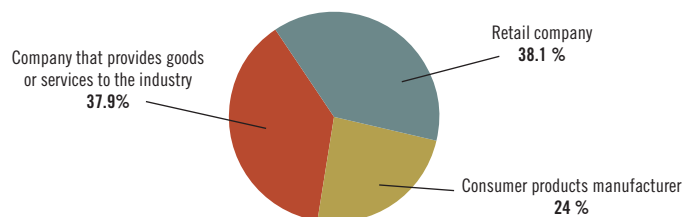


Six in 10 respondents hold mid-level manager or higher positions in their organizations.

*Includes respondents who self-identified as owner/operator, independent contractor, pharmacy manager, district manager, category manager, region commodity manager, key account manager, executive director, marketing specialist, consultant, business system analyst, other.

Base: 409 respondents to NEW Gender Diversity in Canada Survey, January 2012.

Q: "Please describe your company."

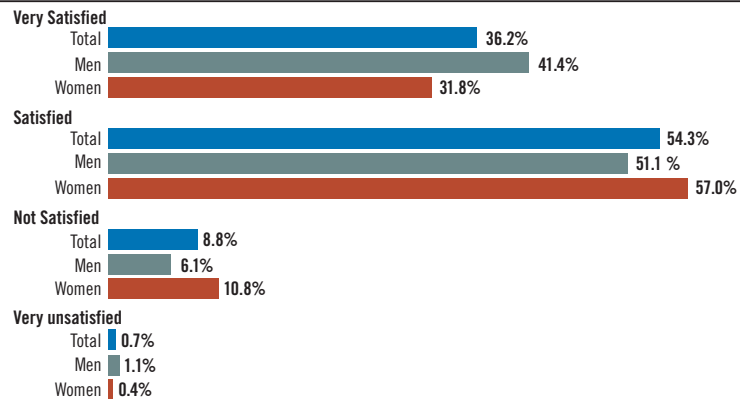


Thirty-eight per cent of the respondents work for retail companies. Nearly one-fourth work for consumer goods manufacturers.

Base: 409 respondents to NEW Gender Diversity in Canada Survey, January 2012.

Job Satisfaction

Q: “Please tell us how satisfied you are with your job.”

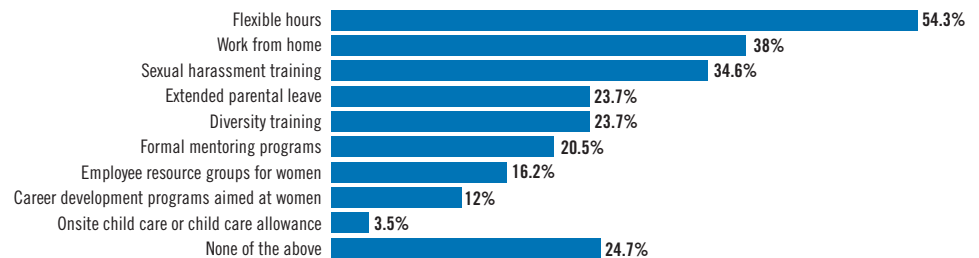


Most respondents are satisfied with their jobs, though significantly more men are “very satisfied.”

Base: 409 respondents to NEW Gender Diversity in Canada Survey, January 2012.

Company programs supporting diversity and women

Q: “Which of the following diversity or women’s programs does your company offer?”

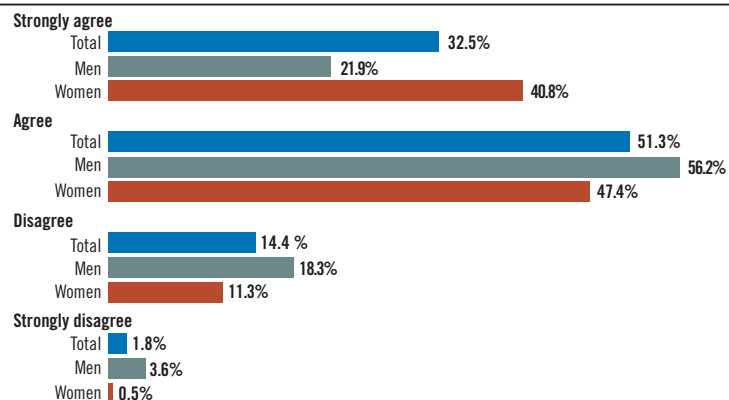


While more the half of the survey’s respondents report their companies offer flexible work hours, nearly one-fourth of respondents said their companies offered none of the programs often designed to support women, families or diversity and inclusion.

Base: 376 respondents to NEW Gender Diversity in Canada Survey, January 2012.

Gender in the workplace

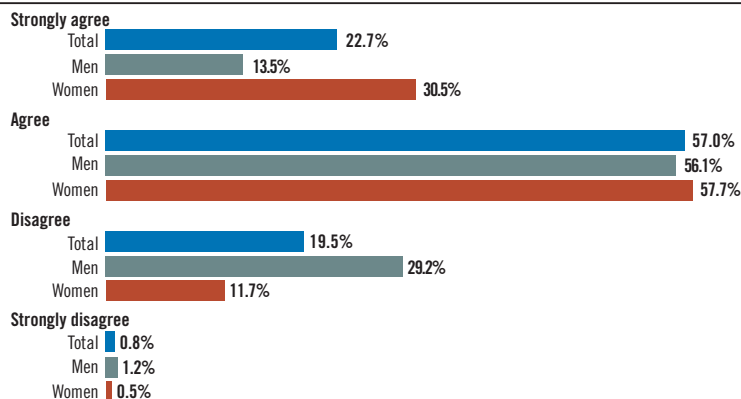
Q: “Having women leaders is important to the success of my company.”



While nearly 80 per cent of men agree that having women leaders is important to a company’s success; nearly 90 per cent of the women think so.

Base: 382 respondents to NEW Gender Diversity in Canada Survey, January 2012.

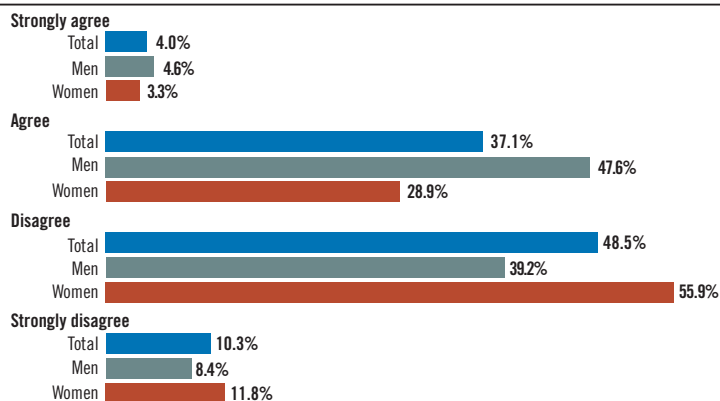
Q: “Women leaders are better attuned to female customers.”



While 88 per cent of the women respondents agree or strongly agree that “women are better attuned to female consumers,” only 70 per cent of male respondents feel the same way.

Base: 384 respondents to NEW Gender Diversity in Canada Survey, January 2012.

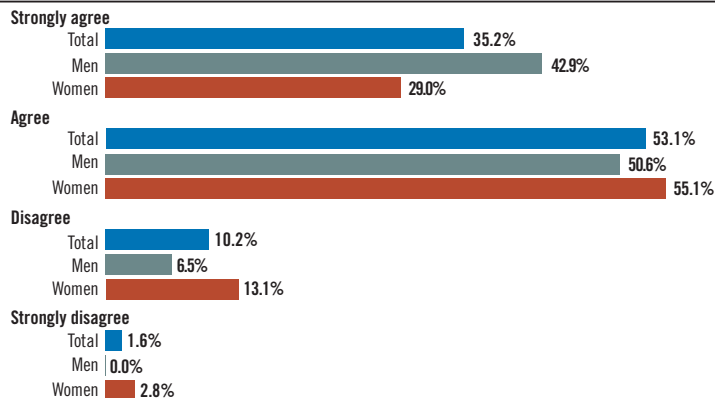
Q: “My gender has helped my career.”



More than half of men, but only one-third of women say their gender helped them in their cpg/retail industry careers.

Base: 377 respondents to NEW Gender Diversity in Canada Survey, January 2012.

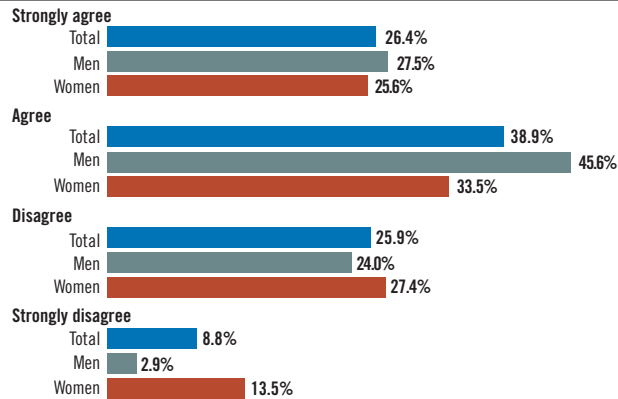
Q: “The culture of my company is supportive of women”



More than 90 per cent of men believe their company’s culture is supportive of women; only 84 per cent of women feel the same way.

Base: 384 respondents to NEW Gender Diversity in Canada Survey, January 2012.

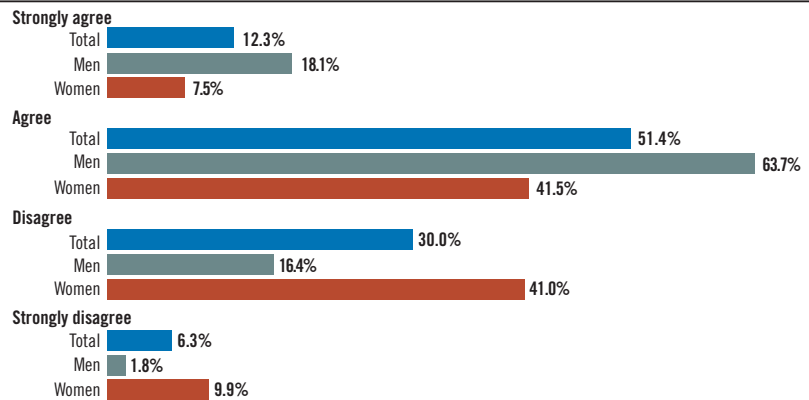
Q: “Women are well represented in my company’s highest leaderships.”



A much greater percentage of men (73.1 per cent) than women (59.1 per cent) perceive women as being well represented in their company’s top leadership roles.

Base: 386 respondents to NEW Gender Diversity in Canada Survey, January 2012.

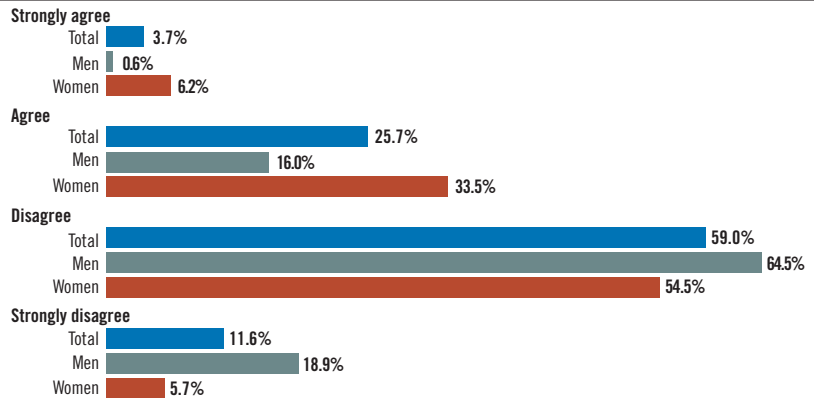
Q: “Men and women receive equal pay for equal work in my industry.”



An overwhelming majority of men (more than 80 per cent) believe men and women receive equal pay for equal work in the cpg/retail industry. But fewer than half of the women surveyed believe pay is equal.

Base: 383 respondents to NEW Gender Diversity in Canada Survey, January 2012.

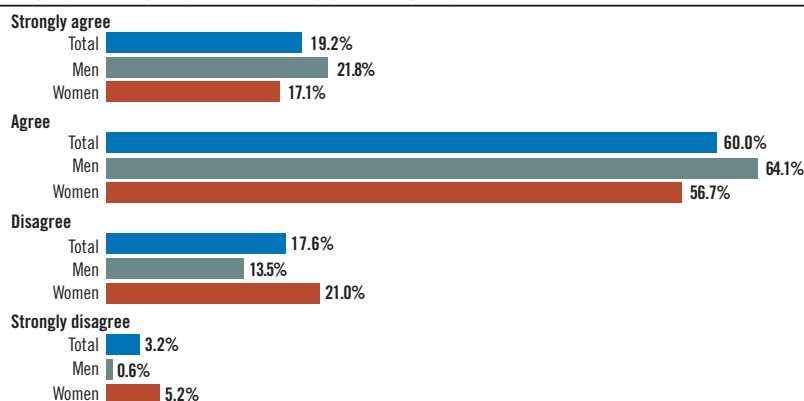
Q: “In my industry qualified women are often bypassed for promotion in favour of less qualified men.”



Four in 10 women in the cpg/retail industry believe qualified women are often bypassed for promotion in favour of less qualified men. Fewer than 20 per cent of men agree.

Base: 378 respondents to NEW Gender Diversity in Canada Survey, January 2012.

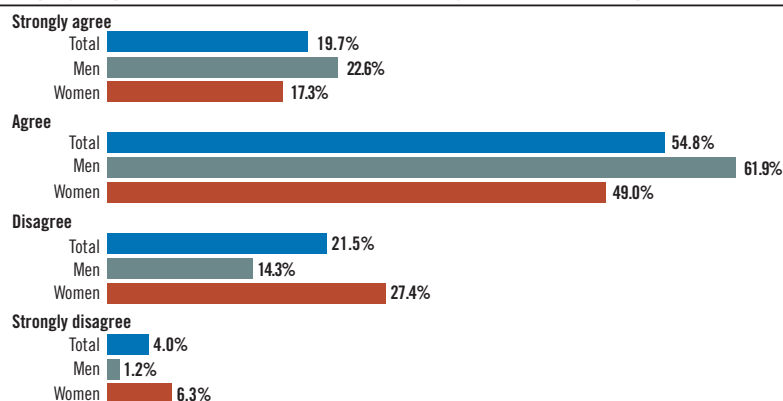
Q: “My company does a good job of achieving gender equality.”



Some 86 per cent of men and 74 per cent of women responding to the survey are confident their own companies are doing a good job of achieving gender equality.

Base: 380 respondents to NEW Gender Diversity in Canada Survey, January 2012.

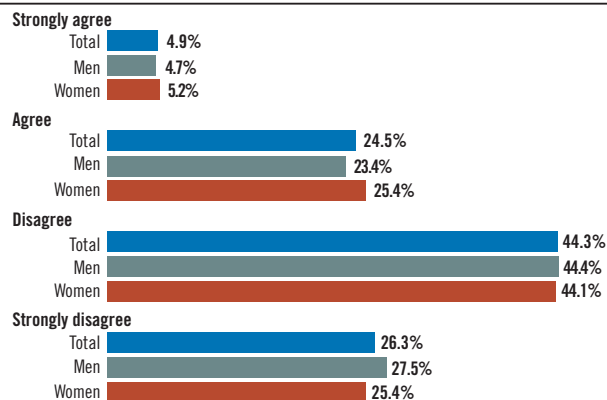
Q: “My company’s top executives are committed to advancing women to leadership.”



More men (84 per cent) than women (66 per cent) believe their company’s top executives are committed to advancing women to leadership roles.

Base: 376 respondents to NEW Gender Diversity in Canada Survey, January 2012.

Q: “I have witnessed sexual harassment in the workplace.”

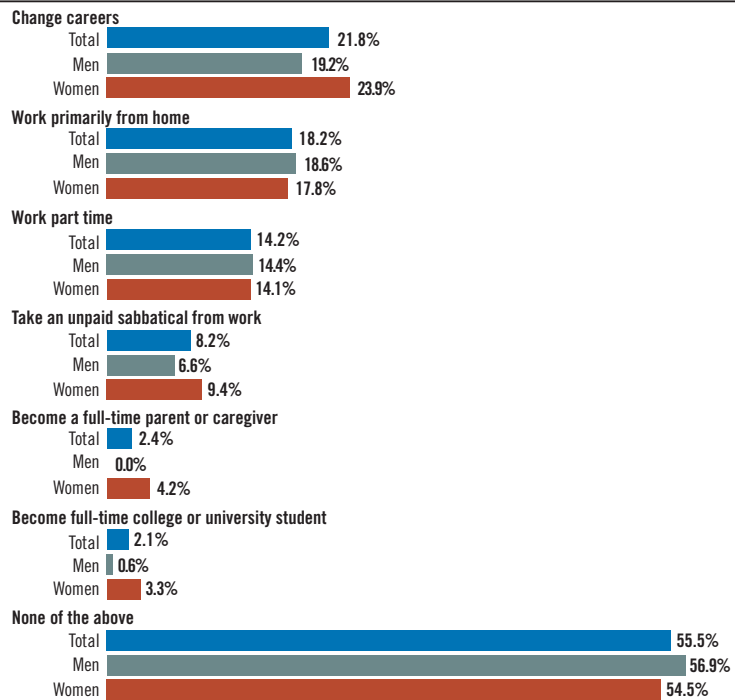


Men and women’s experience with sexual harassment in the workplace are nearly identical – with 28 per cent of men and 30.6 per cent of women saying they have witnessed it.

Base: 384 respondents to NEW Gender Diversity in Canada Survey, January 2012.

Work/life

Q: “Which of the following actions are you likely to take in the near future?”



Women respondents are slightly more likely to change careers, take an unpaid sabbatical, or become full-time caregivers or students in the near future.

Base: 380 respondents to NEW Gender Diversity in Canada Survey, January 2012.




Network of Executive Women


Network of Executive Women c/o Accenture
161 North Clark Street
Chicago, IL 60601
Tel. 312.693.6855 Fax 312.726.4704
Email info@newonline.org
newonline.org

 **Facebook**
facebook.com/newnational

 **LinkedIn**
newonline.org/linkedin

 **Twitter**
twitter.com/newnational

 **YouTube**
newonline.org/youtube

 **NEW Connect**
newonline.org/connect