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KPMG MESA Partners Conference

WOMEN LEADERS

Diversity in the Board and the C-Suite

November 7-8, 2018

Sabah Almoayyed

Ritz Carlton Hotel

November 08, 2018

ADDRESSING THE LEAKING PIPELINE: GLOBAL & LOCAL EVIDENCE

GENDER DISTRIBUTION IN WORLD POPULATION ¹

50% WOMEN



50% MEN

12% OF CEOs ²

17% OF BOARD POSITIONS ²

24% OF SENIOR MANAGEMENT ROLES ²

WOMEN ARE LOST FROM THE PIPELINE 2-3 TIMES FASTER THAN MEN ³

ENTRY-LEVEL HIRING = 1:1 ³

52% ENROLLED IN TERTIARY EDUCATION ²

32%

68%

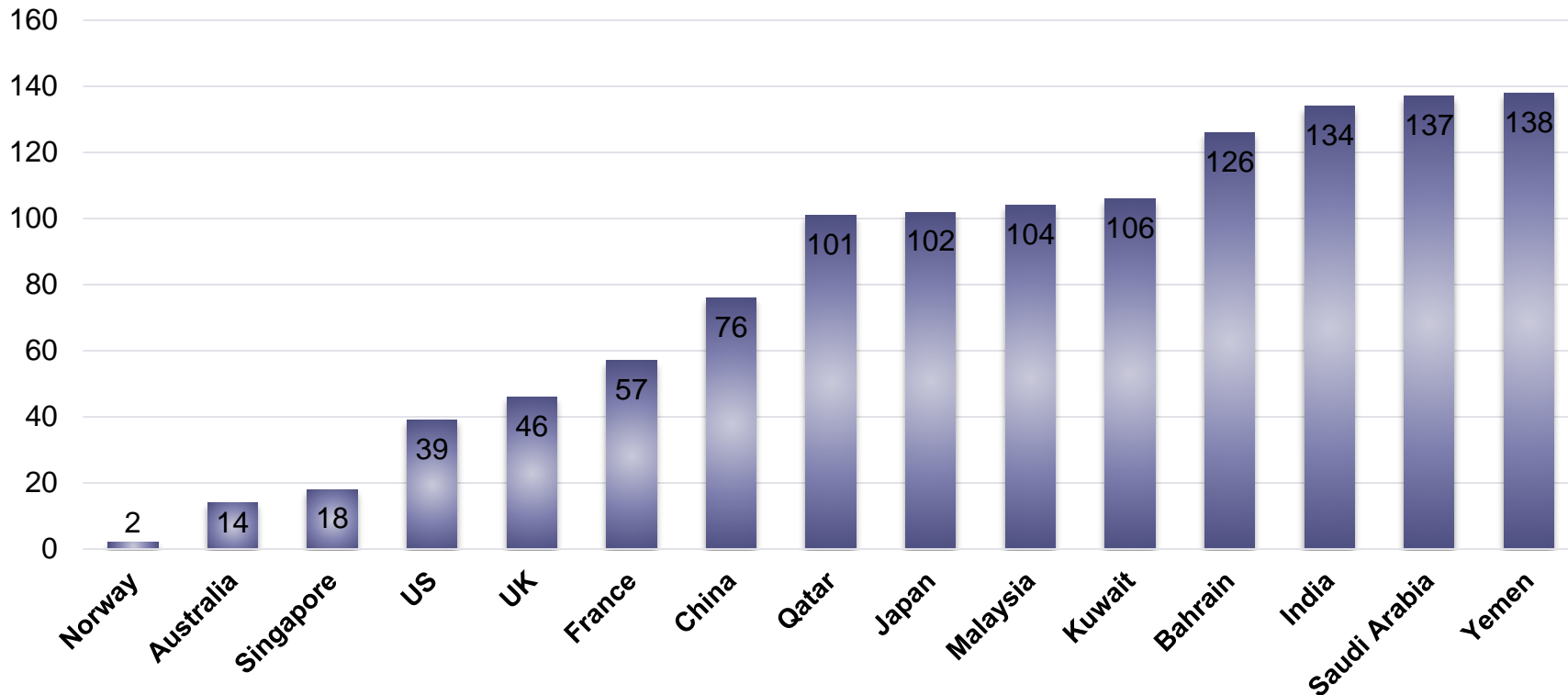
GENDER DISTRIBUTION IN GLOBAL WORKFORCE ²

Source: Pearl Initiative – Women’s Careers in the GCC – The CEO Agenda

Economic Partnerships and Opportunity – Global Ranking



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Sources: World economic forum, 2014, “The Global Gender Gap Report”

Country-wise global data on proportion of women in senior positions shows that diversity in senior management is low across the selected countries. Even though participation of women in workforce is high in countries such as Australia, Singapore and China, percentage of females in senior positions (executive positions and on boards of companies) is not very high

Global Trends on Losses along the Corporate Pipeline



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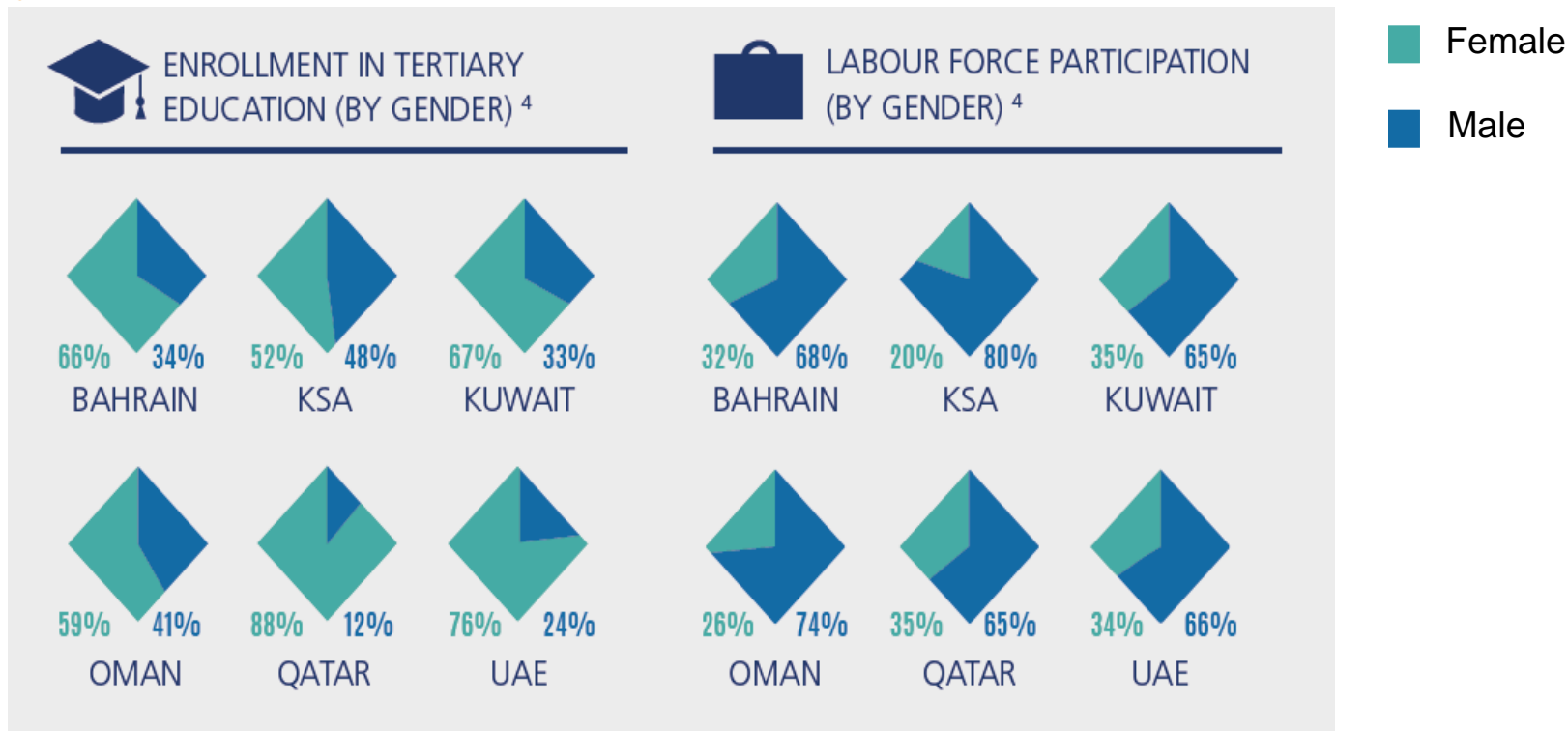
Country	University Graduates (%)	Entry level Management (%)	Middle-senior level Management (%)	Executive Positions (%)	CEO (%)	Boards (%)
China	50	55	21	9	1	8
India	42	29	9	3	<1	5
Japan	49	45	11	1	<1	2
Singapore	49	50	20	15	8	7
Malaysia	57	53	11	NA	5	6
Australia	57	45	NA	12	3	13
Honk Kong	54	52	23	11	2	9

Sources: McKinsey & Company, 2012, "Women Matter: An Asian Perspective Harnessing female talent to raise corporate performance"

Global trends indicate that despite high education levels across females, the level of diversity across senior positions is low. Even though female graduates across the selected countries is above 50 percent, female representation narrows down along the Corporate Pipeline and is not a priority in company strategies (see Table 1). Even in Bahrain 57.7 percent of females were reported to attain high school diploma or higher in 2010.



Female university graduates outnumber male graduates in the region, bucking a global trend.

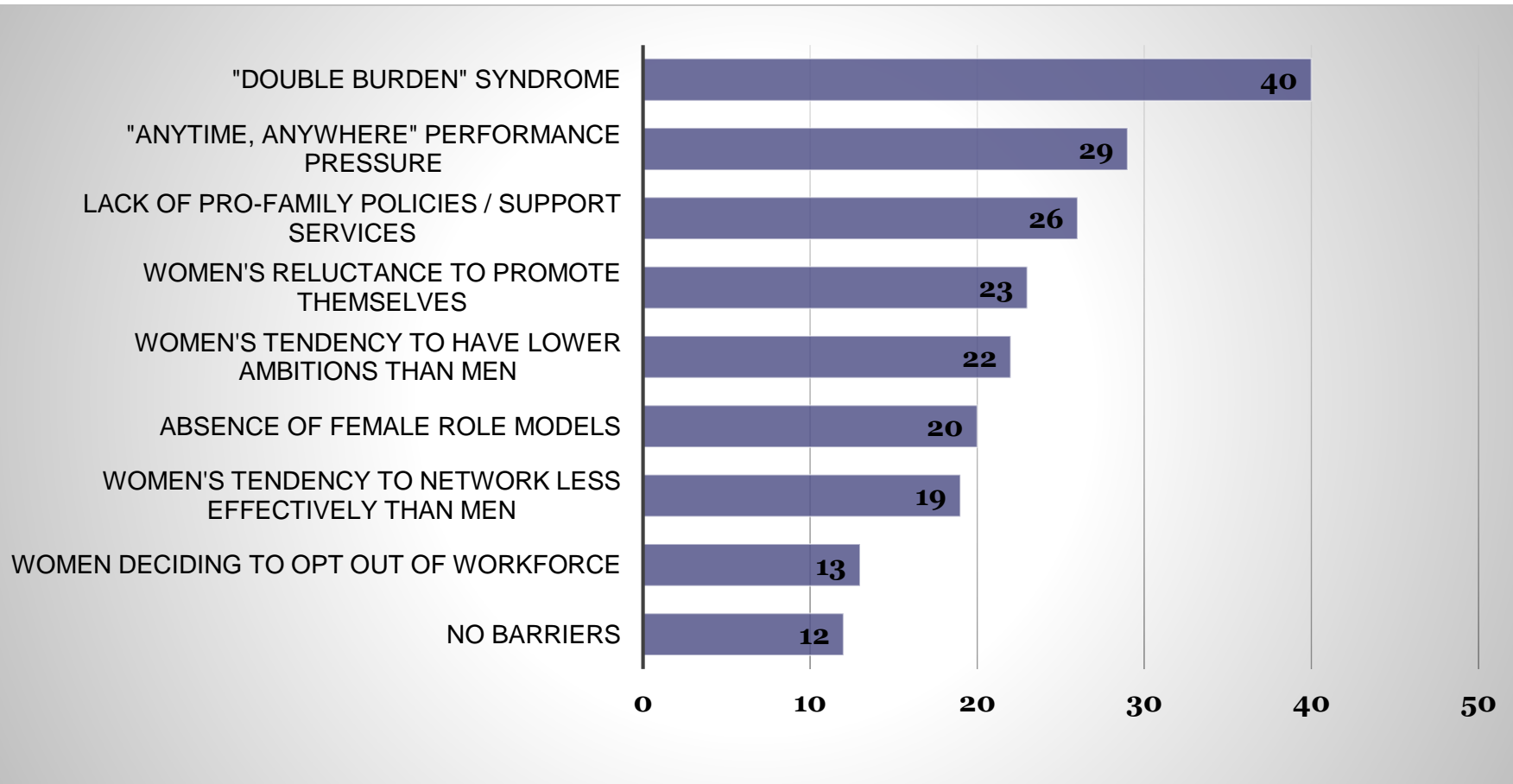


Sources: Forbes Middle East - The Middle East's Most Influential Women 2018
 Pearl Initiative – Women's Careers in the GCC – The CEO Agenda

Global Trends on Losses along the Corporate Pipeline



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Sources: McKinsey & Company, 2012, "Women Matter: An Asian Perspective Harnessing female talent to raise corporate performance"

Positive Regional Trends



Women in the Arab world have advanced in industries that were typically male dominated, breaking the proverbial glass ceiling.



The region has over 50 women ministers while some of the countries have more gender diverse cabinets.

Increased executive positions women are occupying in UAE follows a law making it mandatory to have female board members in all government agencies and companies.



32%

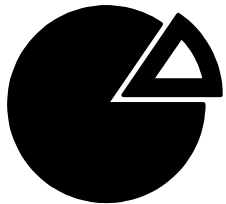
of family-owned companies in the Gulf have women on their boards. The pattern is similar with executive roles.

Source 1: Forbes Middle East - The Middle East's Most Influential Women 2018

Source 2: Harvard International Review - Gender Diversity in Boardrooms - a Lesson from the Middle East by Haig Cholakian

Considering the broader context, recent research estimates that female participation on GCC boards remains low at approximately

2%



Seeking to address gender imbalance remains an important corporate and policy objective as female representation on boards in the GCC remains one of the lowest globally.

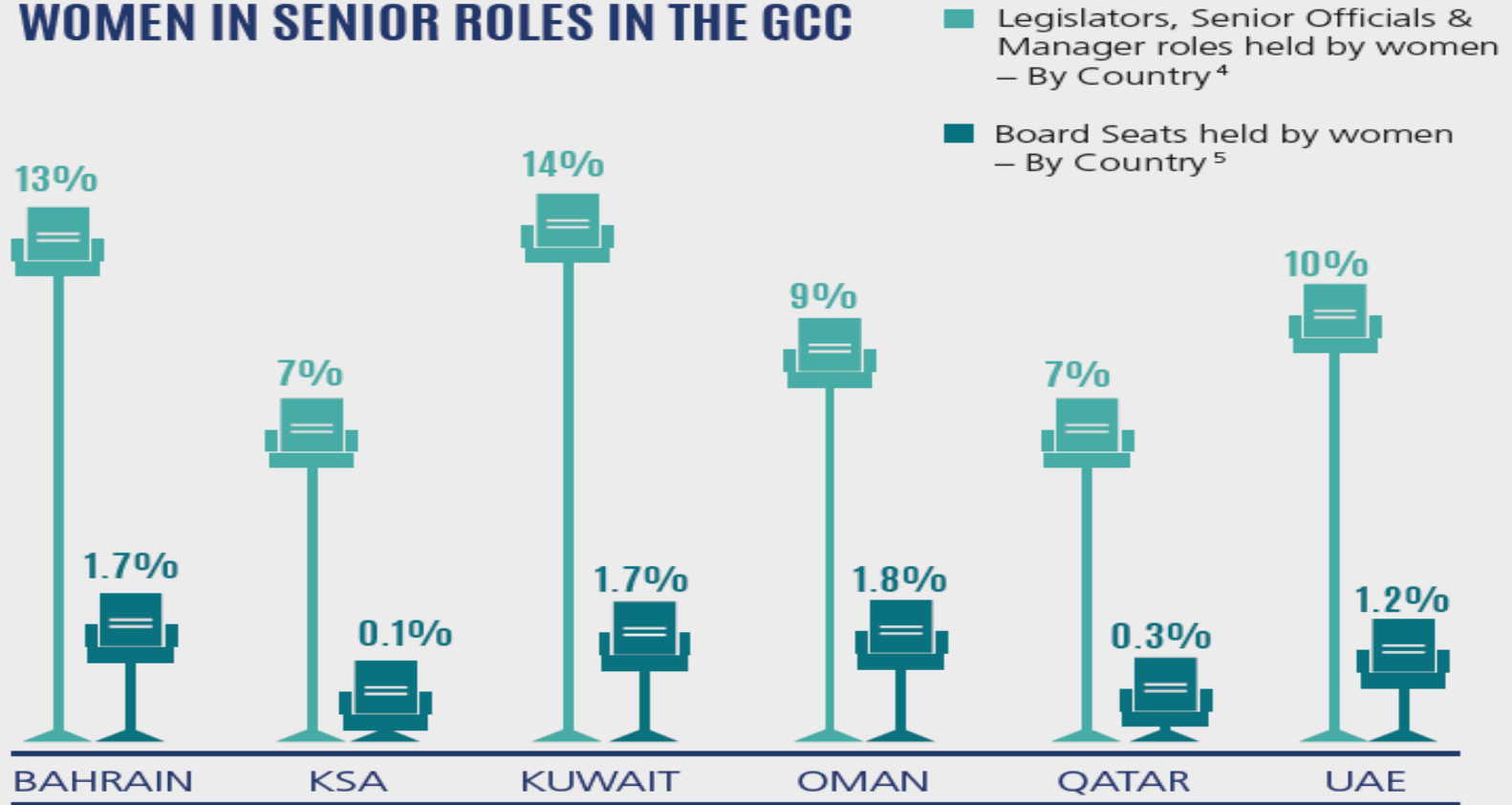
Source: GCC Board Directors Institute Board effectiveness review – September 2017

Women in Senior Position in the GCC



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WOMEN IN SENIOR ROLES IN THE GCC

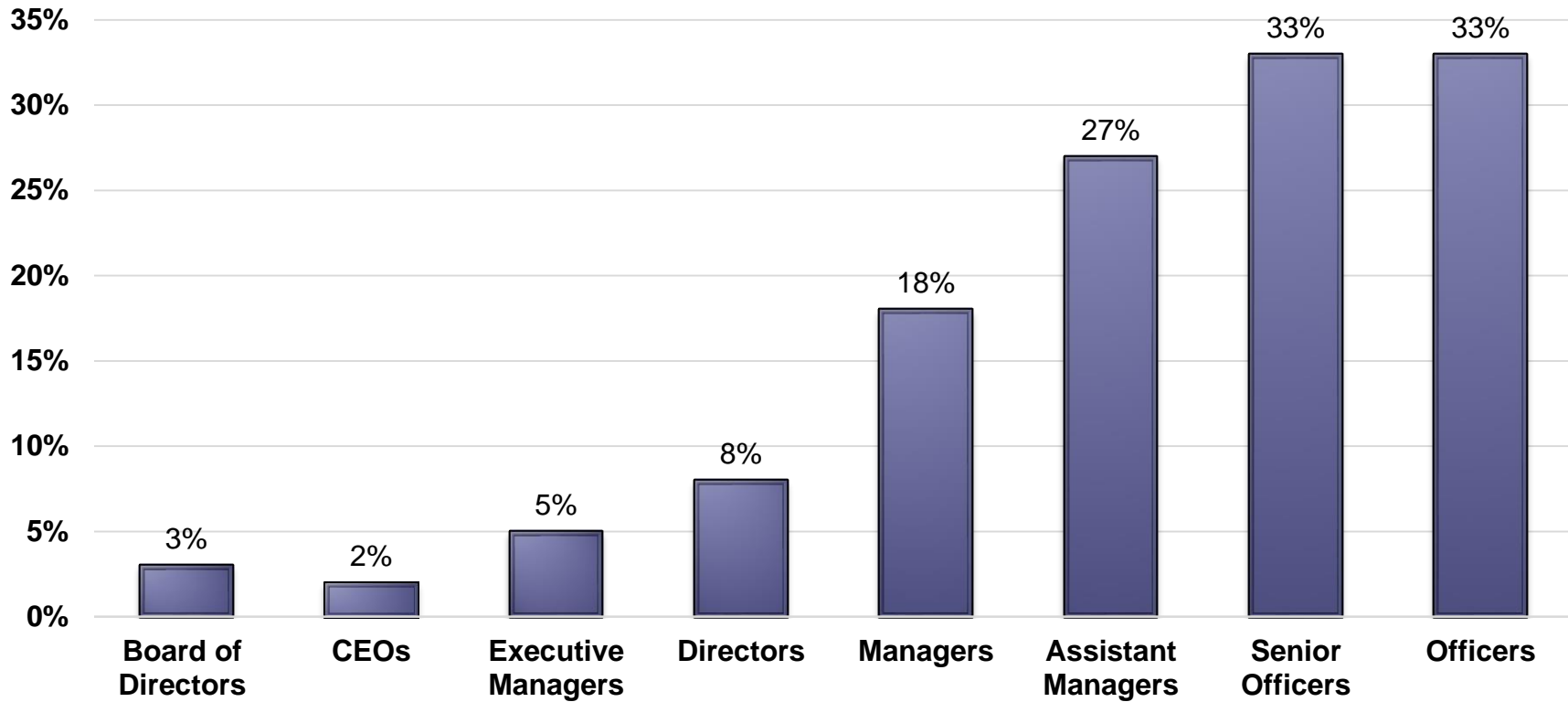


Source: Pearl Initiative – Women’s Careers in the GCC – The CEO Agenda

Percentage of Bahraini women occupying senior positions in Banking & Finance Sector



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Sources: Extracted from CBB survey of Banking and Financial Services Sector Institutions 2012-2013

Note: The percentage figure for each position is a percentage of total number of employees occupying that position in the banking and financial services sector

Figure 7. Progress of GCC Boards

In what areas has progress been most notable in terms of functioning of GCC boards in the past decade? (please select top 3)

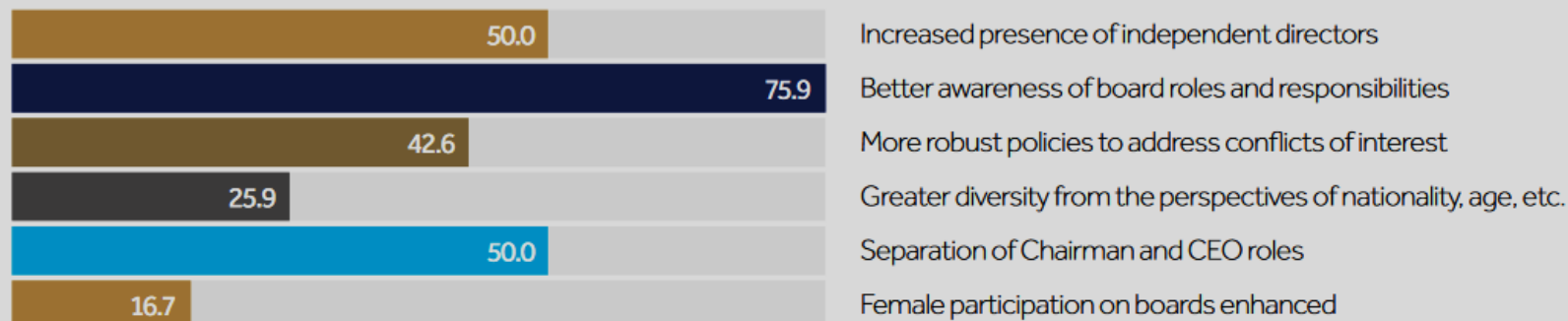
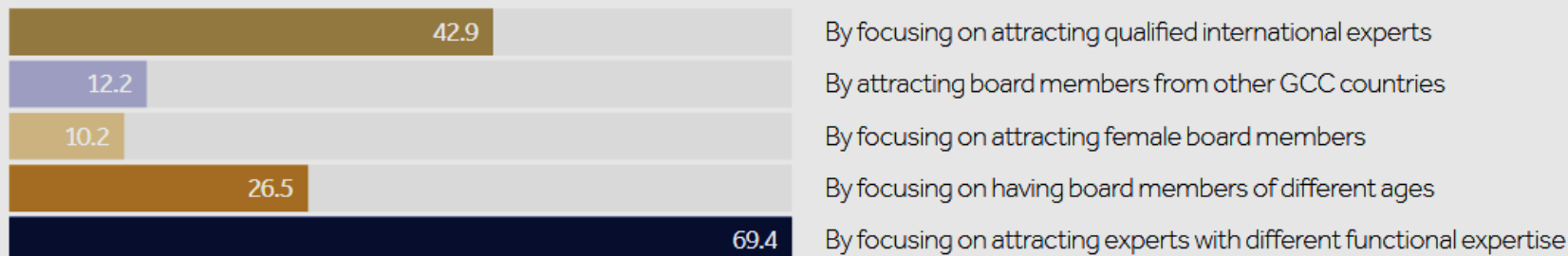


Figure 13. Board Diversity

How is board diversity promoted in your company? (please select top 3)



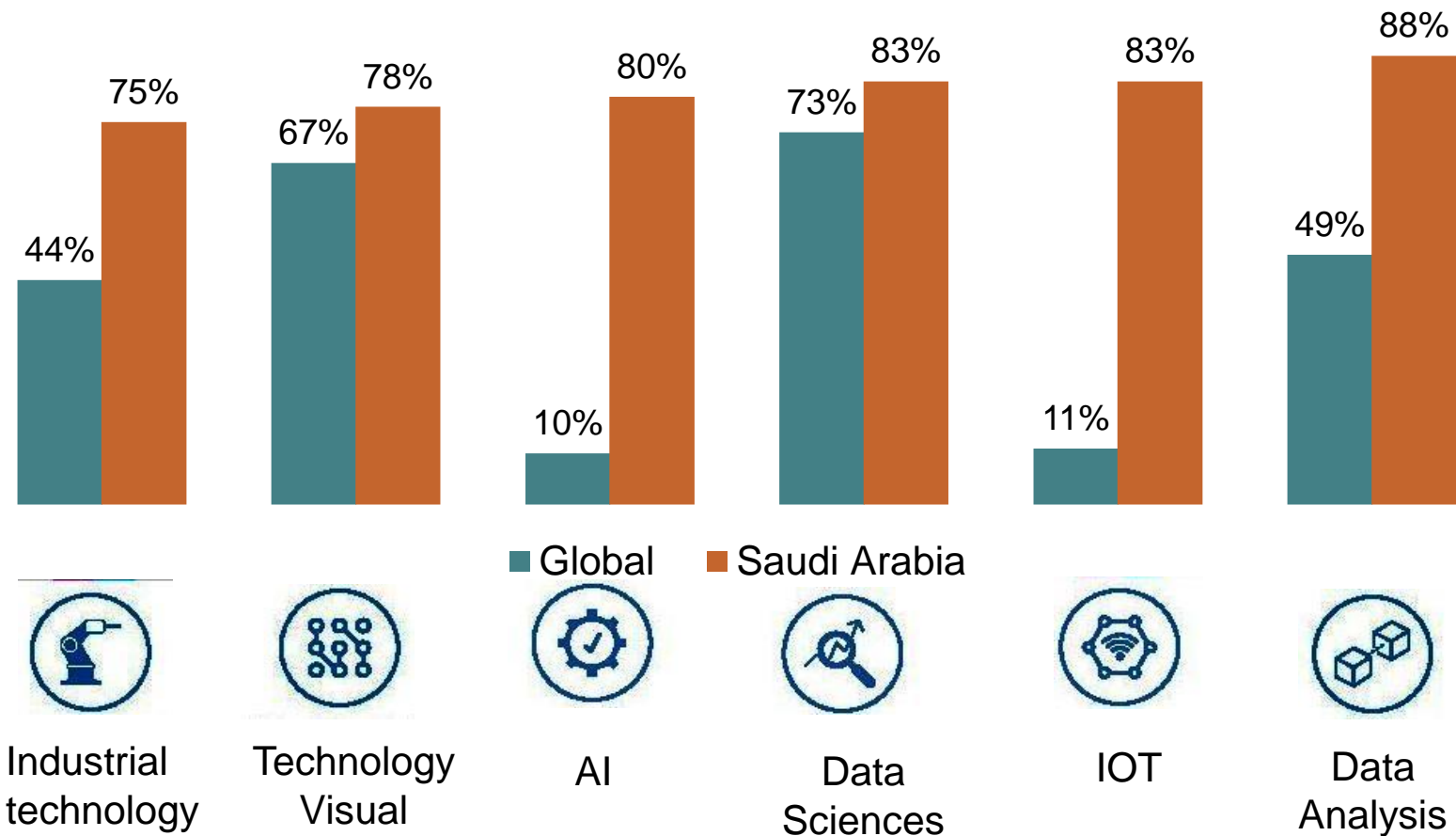
Source: GCC Board Directors Institute Board effectiveness review – September 2017

Innovation Impact on Change and Growth



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Percentage of CEO expecting high level investment in emerging technology (Comparison Saudi with Global)



Sources: KPMG AI Foran partnership, Saudi Arabia-2017

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Women Leaders – Diversity in the Board and the C-Suite



- On the global level, multiple studies have found that increased gender diversity in the boardroom correlates with more profitable returns for a company.
- Credit Suisse Research Institute found that multibillion dollar **companies with female board members demonstrated a 26 percent higher return on equity (ROE)** than those with all-male boards.
- In the Middle East **companies with female board members outperformed companies lacking board gender diversity by 36 percent.**

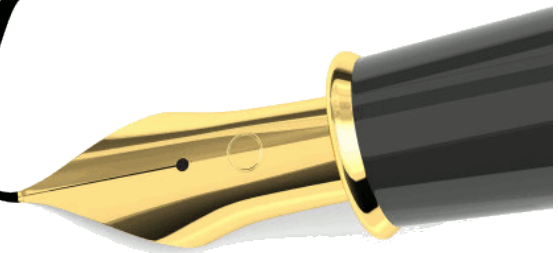
Source: Harvard International Review - Gender Diversity in Boardrooms - a Lesson from the Middle East by Haig Cholakian

- Redesign the board governance to promote diversity
- Focus should be on developing positive beliefs in women empowerment within board rooms
- More women on boards/board committees/CEO's
- Special training and coaching programs should be developed for women to build more capacities to C-Suite/Boards



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Thank
you



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