

First Arab Women  
Leadership Forum  
Dubai, UAE  
13 January 2009

# The Cranfield “FEMALE FTSE INDEX” and Influence on Women in Leadership

Dr Val Singh, Deputy Director,  
International Centre for Women  
Leaders, Cranfield University, UK

# The Female FTSE Studies

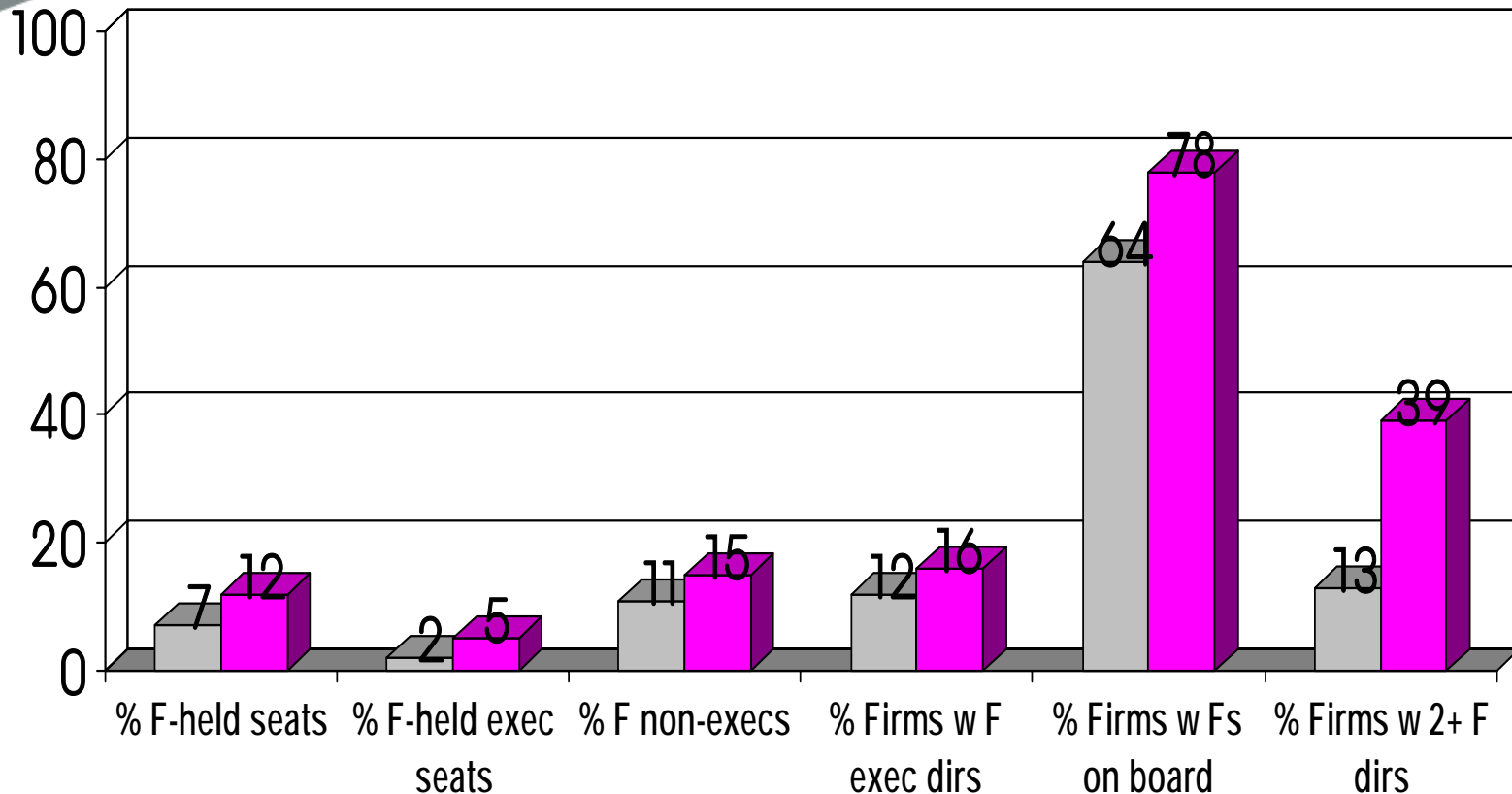
Singh & Vinnicombe, 1999-2006

Sealy, Singh & Vinnicombe, 2007,2008

- Key Female FTSE project & 6-8 PhDs to explore issues behind statistics (gendered cultures, role models, women's careers, hurdles, networks, mentoring, work life balance, org politics, ethnic minority women; influence on corporate governance etc)
- 1999 to 2008 FTSE 100 firms monitored annually, now expanded to FTSE 350, & separate qualitative research
- Report names 253 female directors & 323 top executives
- Supported by Minister for Women, funded by corporate sponsors; Students funded by ESRC grants/sponsors
- 2006-7 Cranfield helped to set up index in Tunisia & Jordan, sponsored by CAWTAR, Tunis.
- 2008 book: "*Women on Corporate Boards of Directors: International Research and Practice*", editors Susan Vinnicombe, Val Singh, et al.
- Download latest Female FTSE Report free from [www.som.cranfield.ac.uk/som/research/centres/cdwbl](http://www.som.cranfield.ac.uk/som/research/centres/cdwbl)

# Changes over 10 years Female FTSE 100 1999-2008: Slow Progress: Should we move to quotas?

1999 2008



In 1999, 66 women held 79 seats. In 2008, 103 women held 131 seats

UK's Stakeholder Approach  
Collaboration rather than  
Coercion

Chairmen & CEOs  
Role Modelling,  
Mentoring

Press  
Financial  
Times,  
Guardian

Government  
Women &  
Equality Unit;  
Trade & Industry;  
Corp Gov Dept;  
Statistics;  
Equalities  
Commission

Companies  
HRM, Diversity &  
Talent Mgt  
Flexible working

**Women  
On FTSE 100  
Boards**

Search  
Consultants

Women  
Directors

Women  
Employees

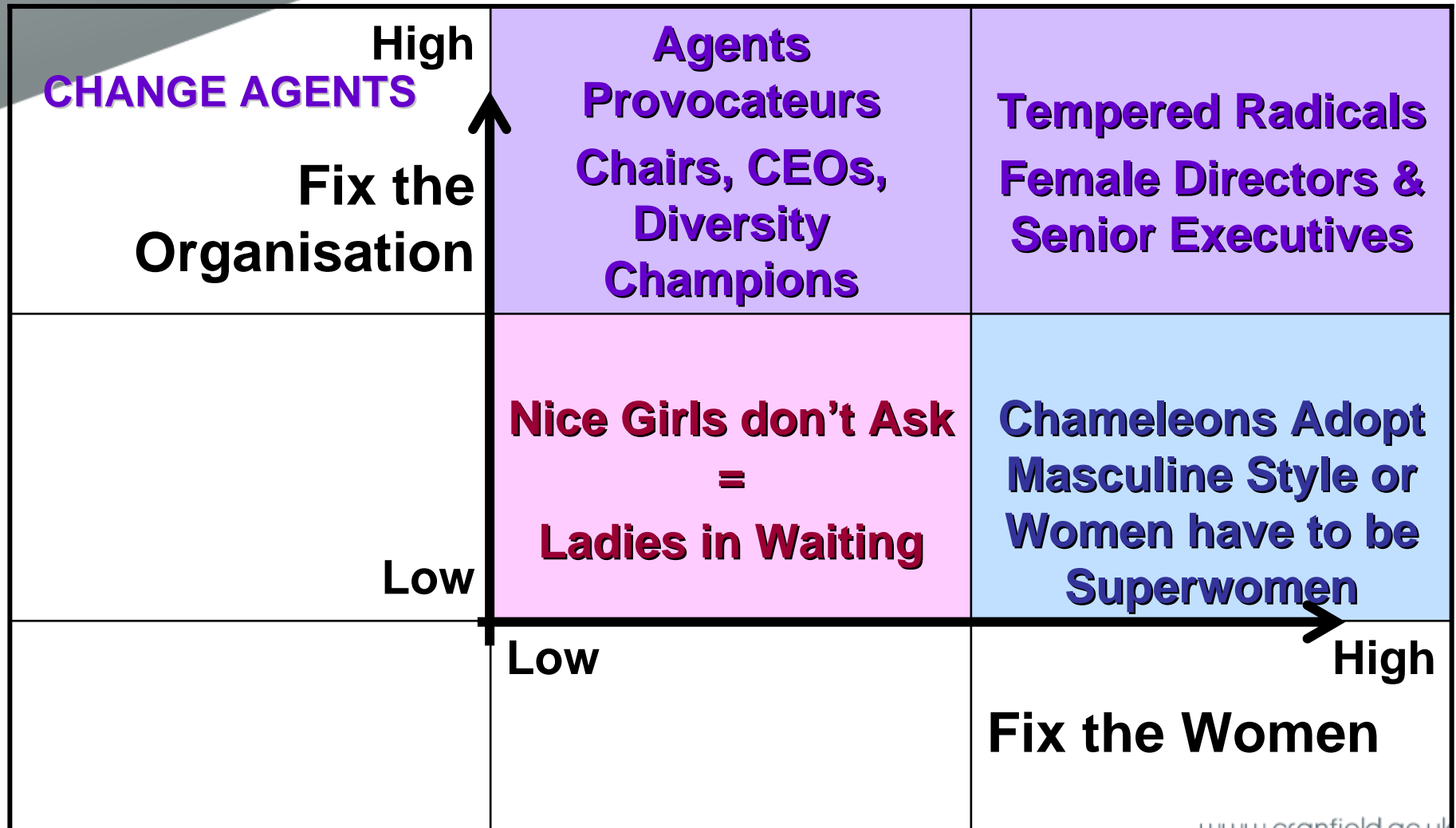
Lobby Groups  
Opportunity  
Now  
Fawcett  
Society

Academics  
Cranfield's  
ICWL

Women's Networks,  
Aurora www2wk  
Citewomen

# Change Agents for Gender Diversity at Top Level

from Gender & Boardroom Cultures Study (Singh, 2008)



# Recommendations for change at top

- Chair Boards with Courtesy, Consideration and Control.
- Develop internal Director Talent Pool, including Women
- Create Board Interactions that *include* Women
- Need to engage Top Business Men as well as Women.
- Inclusive Workplace Culture, Policies and Practice
- Women need Male & Female Role Models & Mentors
- FOR DUBAI: Share learning from successes in Arab & Muslim world. Eg Tunisia's female directors
- Transparency of Corporate Board Membership essential
- Market, Targets or Quotas, regular Statistics needed

**THANK YOU and MAY YOU ALL BE SUCCESSFUL!**