

Executive summary

Business leadership today

(p. 4-9)

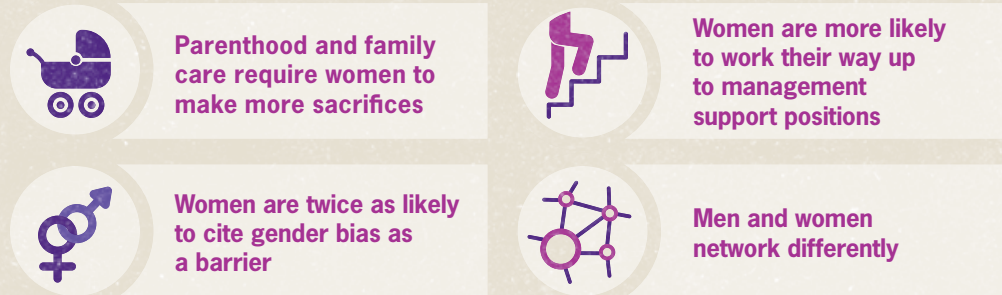
The proportion of senior roles held by women has barely changed over the past decade. Eastern Europe leads the way, and there has been some progress in Europe, but Japan, India and Germany remain at the bottom of the rankings.



The path to promotion

(p. 10-14)

Four key trends emerge from our research into the career paths of men and women who have reached the top:



Society

- Stop holding female leaders up to a higher standard
- End the stigmatisation of men who share childcare
- Update the outdated business leadership stereotype
- Consider mandating quotas for women on boards
- Facilitate shared parental leave
- Build the necessary infrastructure and legislation

Government



Women

- Put your hand up for stretch assignments
- Push yourself out of your comfort zone
- Challenge your organisation to tackle gender bias

- Make a top-level commitment to support women leaders
- Design leadership positions to be more attractive
- Invest in mentoring and sponsorship programmes

Business



Recommendations (p. 15-18)

We outline 12 recommendations to help smooth the path for women into business leadership roles: