
WOMEN Be European Board Ready !

Advanced Certificate Programme

**An outline of reflections on SKILLS and TRAITS
pertinent in the Corporate World**

Why this programme?

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Founder of WOMEN ESSEC Programmes

*" A true democracy is not just about understanding
equality, but rather about implementing equality"*

GAMBETTA

ESSEC
BUSINESS SCHOOL

*

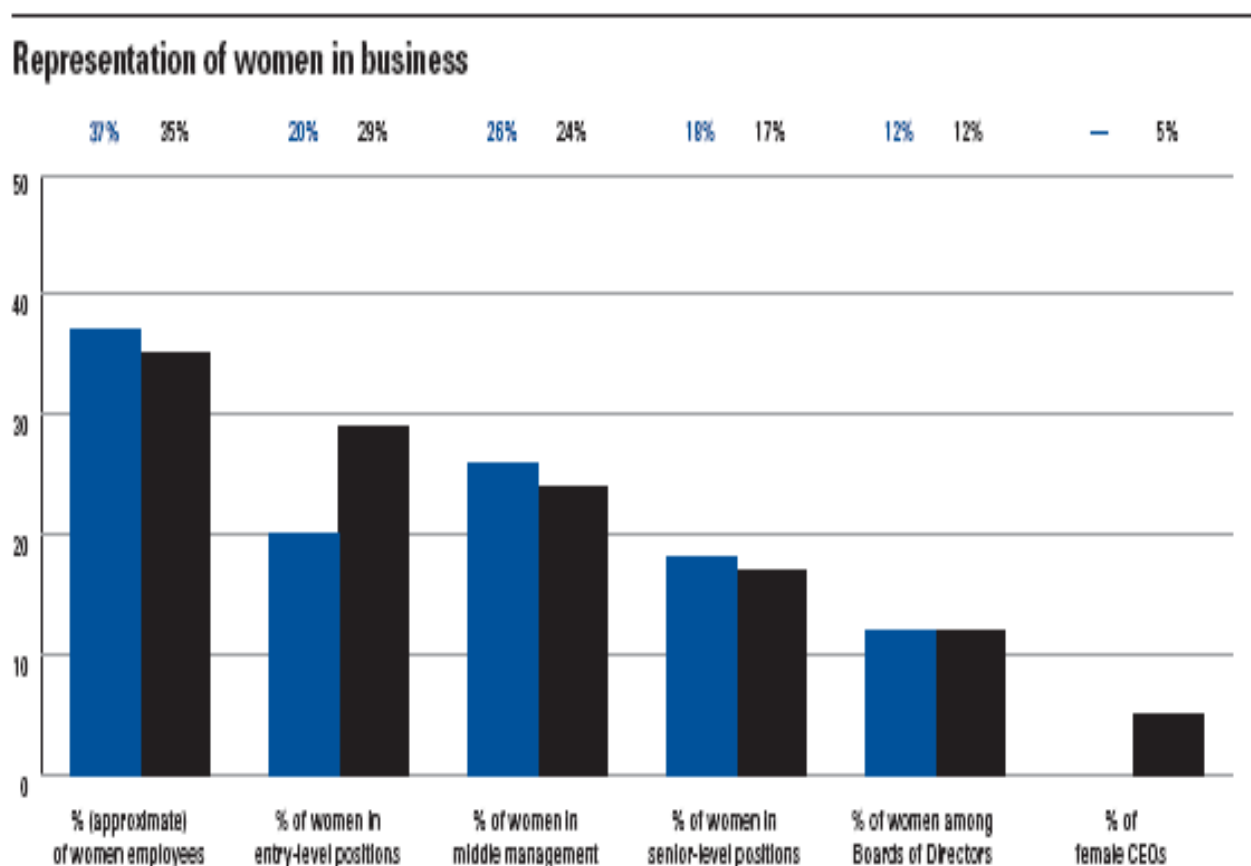
YOU HAVE THE ANSWER

- IMPROVE THE POSITION OF WOMEN on COMEX and BOARDS
- ASSIST WOMEN IN DEVELOPING THE GOVERNANCE OF THEIR OWN ENTERPRISE
- A training project which deals with skills and behaviours

Progress has been made in terms of gender equality. However, despite the many initiatives led by the public and private sectors and associations, inequality remains strong, particularly at management level in the economic sector.

Whilst equality should be championed in light of the principle of gender equality, a fundamental right and common principle in the European Union, **the challenge is economic**: in a competitive environment, companies and the search for increased equality is a way of increasing competitiveness.

Graph: Representation of Women in Companies
France (blue) VS. World (Black),
 according to the 'Gender Gap Corporate report' 2010'.



The integration of women into Boards of Directors of companies has increased since 2010, due to the anticipation of the law on the rate of representation of women [1], which provides for the progressive integration of a quota of **40% of women** holding positions on both *Boards of Directors* and *Supervisory Boards*.

The movement must continue as long as the *business world* remains dominated by men:

- On the Boards of large European Companies, **only 1 in 10 members is a woman**
- **97% of CEO's are men.**

Access by women to the upper echelons of business can only be achieved by '*structural and behavioural changes and a redefinition of the respective roles of men and women*'.

[1] The law on the equal representation of men and women in boards of directors and supervisory boards and professional equality adopted on 13 January 2011 known as the Coppé-Zimmerman Law,

Viviers :

Those graduated from leading Universities *but also...*

- Women who establish businesses / entrepreneurs
- Chartered accountants, and Financial Professionals
- Lawyers and legal Professionals
- Women who work in Upper Management in COMEX or other business units.
- Women in other professional fields (HR, IT, Strategy, Management, Health & Science, Consulting

CALLING FOR Professional Women , capable of undertaking a role as an Executive Board Member in order to bring added value to companies.

What needs to be done?

The integration of women into Boards must be
ACCOMPANIED BY:

- An identification of the **skills and traits** required by Boards
- A readiness amongst women to **undertake further education**, in order to improve the skills & executive traits of professional women, creating a fresh pool of *Board-Ready Women* !
- A development of **targeted training programmes & networks** for women
- An improvement in ways of **recruiting & scouting** potential female talent



'A reflexion on modern Corporate Governance & a focus on Gender Equality are of utmost importance in today's Corporate World'
Viviane de Beaufort

Previous Participant Feedback :

*'I was won over by the programme offered by the « Women Be European Board Ready » training programme: Just as much by the theoretical components as by the **coaching and networking opportunities** on offer.*

*As an alumni of the ESSEC International Business School, **I have a vast amount of confidence in the quality of teaching offered and its capacity to help me in acquiring a « new » dimension and to gain further promotion & advancement...***

- '1. **Furthering my understanding of governance** and the challenges faced by businesses, its managers and shareholders.*
- 2. **Bolstering my potential** in applying for director roles.*
- 3. **Benefiting from high-quality education** thanks to the ESSEC team and its pragmatic approach.*
- 4. **Meeting other women**, and sharing our experiences.*
- 5. Developing & **optimising my professional network** in terms of multi-disciplinary experiences & skills.*
- 6. **Continuing to make progress**. Discovering and planning for further perspectives ...*
- These were my motivations and I have achieved my objectives! '*
-

*'Learning to have the **courage to break through the glass ceiling**.
Allow myself to support businesses (SMEs) in the capacity as director.*

*In this new context of an increasing amount of women within the management sectors of business, I hope to provide **specific legal skills** and **a different level of awareness as a woman**. Participating in dedicated training for women as offered by the ESSEC allows me to achieve this objective: **be an active part of this reform and inform women's networks about myself**, with these networks being **committed to issues concerning the position of women in management sectors.***

*‘Appointed as Director in the Board of Directors , I consider my nomination not simply as a response to a legal obligation but also **as a way of improving the Board of Directors**. It is for this reason that it appears as essential for me to participate in this training programme in order to more clearly define what **my role should be within the Board**, to **receive feedback on experience**, to **understand the risks** concerning this new role. Moreover, I believe that being a woman and working within an exclusively male Board of Directors is a specificity which should be approached as an asset so as to provide a different point of view and awareness and it is additionally for this reason that this training for women is particularly appropriate.’*

‘Interested in the perspectives of being an independent director of French or foreign companies, I would like to better understand the requirements and qualities required to exercise this role within a Board of Directors in France, Europe and the USA and to perfect my skills in this area.

*I am extremely interested in the « Women be European Board Ready » training programme, as it is likely to give me **the technical and behavioural skills required** for my career plans : It will allow me to **master the rules concerning commercial governance and the responsibilities involved in general management**, in addition to **developing confidence in my own personal skills and a network** which supports my ambitions.’*

*‘**Being prepared for the challenge of integrating women into Boards of Directors**, and feeling prepared and fully trained so as to deal with important issues discussed during Board meetings. **Increasing my confidence** thanks to having an overall perspective and the necessary ability to stand back and observe as provided by training.*

***Providing my own experience** to other trainees, and receiving theirs in return. A clear interest in a high quality professional training programme additionally including **personalised support**.’*

« Women, Be European Board Ready! »

A training programme specifically for women,
in preparation to be a member on a
Board, CODIR or COMEX.

A training and support programme instructed on a **part-time basis**
over 4 months (1-2 days every 3 weeks).

Dynamic exchanges between Guest Speakers and Participants,
as well as supporting reference materials.

- **Corporate Governance – Indicators**
- **Comparative approaches and good practices (UK, Canada, etc.)**
- **Governance in favour of Corporate Strategy**
- **What sort of optimisation within a Board of Directors ?**
- **What relationship with shareholders?**
- **Board Director's liability**
- **Specific aspects in terms of stock market liability**
- **Corporate and Environmental Responsibility, new risks and/or opportunities**
- **Ensuring a proper understanding of financial and accounting documentation**
- **Considering fiscal issues**
- **Corporate Governance and creating added value**
- **The operation of Boards within SMEs**

Training is provided in *French* and *English* in line with certain themes:

Dedicated support is provided in partnership with women's networks :

- ✓ **Identification of the personal profiles of candidates**
 - ✓ **Expert or technical conferences**
 - ✓ **Workshops by women's networks**
 - ✓ **Group coaching**
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« Women Be European Board Ready »

Developed by **ESSEC** in collaboration with
Specialist & Committed Partners.

Supporting Training Materials developed in conjunction with a programme based upon key principals.

"It is time to assist women to seize their deserved position on 'Boards' for increased business efficiency."

Viviane de Beaufort

Professor in European Union Law
Academic Programme Director

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**ETHICS
BOARDS**



**EUROPEAN NETWORK FOR
WOMEN IN LEADERSHIP**

With the
support of:



**WOMEN'S FORUM
FOR THE ECONOMY & SOCIETY**

With the Participation of the 'IFGE'

& OTHERS...

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INSTITUTE OF DIRECTORS

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Association Française des Managers de la Diversité



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BOARDWOMEN PARTNERS
PROMOUVOIR LA MIXITÉ
AU SEIN DES CONSEILS D'ADMINISTRATION