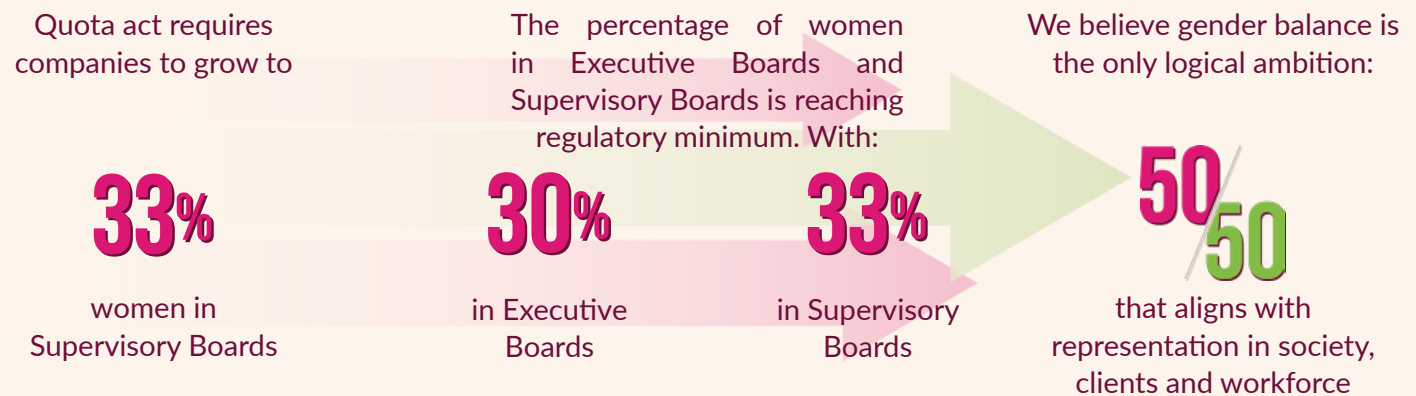


Gender balance at the top is a strategic asset that reaches beyond compliance

Complying to 33% women representation in supervisory boards is not sufficient. How far has the FSI come? And, how much further can it go to achieve a more inclusive culture and systemic change?



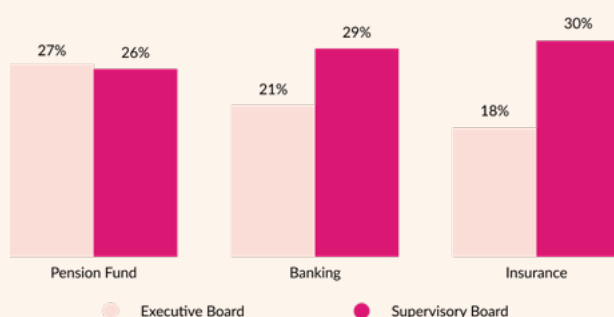
In this report on the representation of women, within the Dutch FSI in the years 2016 - 2022, public quantitative data were used. Interviews were conducted with 4 financial institutions for qualitative data.

OBSERVATIONS

Significant acceleration was most notable in insurance companies' executive boards. Many financial intermediaries, lacking sufficient data, fail to report their targets.

2037

if the entire FSI sector has a similar performance as the investigated companies, we predict that gender balance in the sector will be achievable by 2037.



FSI organisations that set their ambitions for gender balance (50/50) have a higher percentage of women on boards and in top roles.



CHALLENGES

The story told in organisations is mostly driven by compliance, while building inclusive culture needs a story that goes beyond compliance to break down systemic barriers.

Commercial goals are still leading in FSI. In the long term Human-centred leadership is crucial for business success, this requires more traditionally feminine traits.

Young women in FSI will leave the sector if they don't see growth opportunities or recognition for their work. Which results in pipeline leakage in the middle management.

CALL TO ACTION

- 1** Embed a mechanism that proactively invites new perspectives in. Frame the story on the (gender) balanced teams instead of KPIs.
- 2** Rethink the principles of success in your organisation. Reward and support the vision and these principles of success through policies, processes and systems.
- 3** A systemic overhaul of career opportunities and talent reward mechanisms is essential. This should be seamlessly integrated into an inclusive company culture, influencing behavior accordingly.