

# Moving Women to the Top

## McKinsey Global Survey Results

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### **OBJECTIVE:**

A majority of executives believe that gender diversity improves financial performance, but only few translate that belief into taking actions to support women in the workforce. This survey was conducted to further investigate the subject of gender diversity in the workplace.

### **KEY FINDINGS:**

- 72% of respondents believe there is a connection between diverse leadership teams and financial success.
- 28% state gender diversity is a top-ten agenda item.  
32% stated it was not on their company's agenda at all, this figure fell from last year's 40%.
- Where diversity is a higher priority, it is reported a higher share of women in their senior ranks.
- At companies where gender diversity is a top-three agenda item, 15% of their C-level executives are women.
- Respondents in Asia-Pacific and developing markets are more likely to say that gender diversity is a top-ten item.
- In Latin America, only 21% stated that gender diversity is on their top-ten agenda. Following Latin America is Europe (27%) and North America (28%).
- More than 80% stated that since the financial crisis began there has been no change in their companies' view of gender diversity as a strategic issue.
- Implementing more flexible working conditions/locations was the top way companies took action in promoting gender diversity.
  - The action of implementing flexible working hours jumped from 13 percentage points to 43 percent since last year.
  - Followed by support programs and facilities to help reconcile work and family life (29%) and programs to encourage female networking (29%).
- Larger companies are more likely to take actions to achieve diversity.
- Respondents in China and developing markets are more likely to use hard measures such as gender quotas.
- Only 18% of respondents say that their CEO and executive team visibly monitor diversity efforts, though about half say visible monitoring has the biggest impact on increasing gender diversity.

- Twice as many women as men say a low level of CEO and top-management commitment is one of the biggest barriers to implementing gender diversity.
- The most selected barrier among all respondents is a lack of awareness of or concern for diversity as a critical matter.
- 49% of men and 60% of women in top management agree that visible monitoring has the biggest impact on increasing diversity.

**CONCLUSION:**

Improvement in gender diversity can result from increasing top management attention and positioning it higher on the strategic agenda. Some ways companies can improve in the area of gender diversity is by creating skill-building programs aimed at women, having CEOs visibly monitor the programs, and encouraging or mandating senior executives to mentor junior women.

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