



# Investing in Women

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**Berkeley**  
Haas School of Business

# Who I Am

- Ex-banker
- Women & leadership/ Sustainability strategy expert
- U Mich professor
- Berkeley Professor since 2002
- Founded Center for Responsible Business
- Launching new Women's Initiative @ Haas
- Cheit Teaching Award recipient
- Significant corporate consulting & corporate boards work



# Why I Am Interested in Women

- Daughter of a gender equity focused Father: Title IX author
- Banking experience: male dominated, few role models
- Mother of two young women
- Sustainability work: Diversity part of susty, strong correlation b/t women & susty
- Fewer women in B –School/ business leadership
- Opportunities that women represent
- My research in this space



# Why I Renamed Research



(PRODUCT) RED™

BUY (RED) SAVE LIVES  
STARBUCKS  
bugaboo  
LEVI'S



Or, What I Learned From a Rapper....

# The “Lioness Factor”



Lion



Lioness

# My Talk Today

- My data & the business case
- My research
- My short story





***“Women represent the largest market opportunity in the world.”***

- Harvard Business Review

***“Women are not the problem, they're the solution.”***

- Nicholas Kristof and Sheryl WuDunn

***“Women hold up half the sky”***

- Chinese proverb



**#  
MAKE  
THE  
RULES**





# A Simple Question

Are we living in a gender forward world?

– Yes



– No





# THE DATA

# A view from the developed world



Virginia Rometty, IBM CEO, watches but can't join  
Augusta, Spring 2012

\*\*Augusta admitted 3 women, August 20, 2012

# Seriously? Seriously, in 2013.

- **Women Should Pay More For Health Insurance Because They Have Breasts And Ovaries, Says Fox Expert**
  - Dr. David Samadi claimed that men should not pay as much as women for insurance because: *"We only have the prostate. Women have the breasts, the ovaries, the uterus, they get checked in every part."*
- **A judge has apologized for his comments about a teen rape victim who committed suicide**
  - Judge Todd Baugh said that the 14-year-old student was "as much in control of the situation" as her teacher. Baugh also determined that the student was "older than her chronological age."



# Product Differentiation?



# Product Reviews

- *“Finally! For years I’ve had to rely on pencils, or at worst, a twig and some drops of my feminine blood to write down recipes (the only thing a lady should be writing ever)”*
- *“AT LAST! Bic, the great liberator, has released a womanly pen that my gentle baby hands can use without fear of unlady-like callouses and bruises. Thank you, Bic!”*
- *“Men, don’t stand for this. Aren’t there enough products specific to women already? First it was tampons, now these pens? What other products will I have to suffer the indignity of being unable to purchase just because I’m a male person?”*





# **WOMEN LEAD & LAG...**



*"Today, women make up about half our workforce. But they still make 77 cents for every dollar a man earns. That is wrong, and in 2014, it's an embarrassment. A woman deserves equal pay for equal work."*

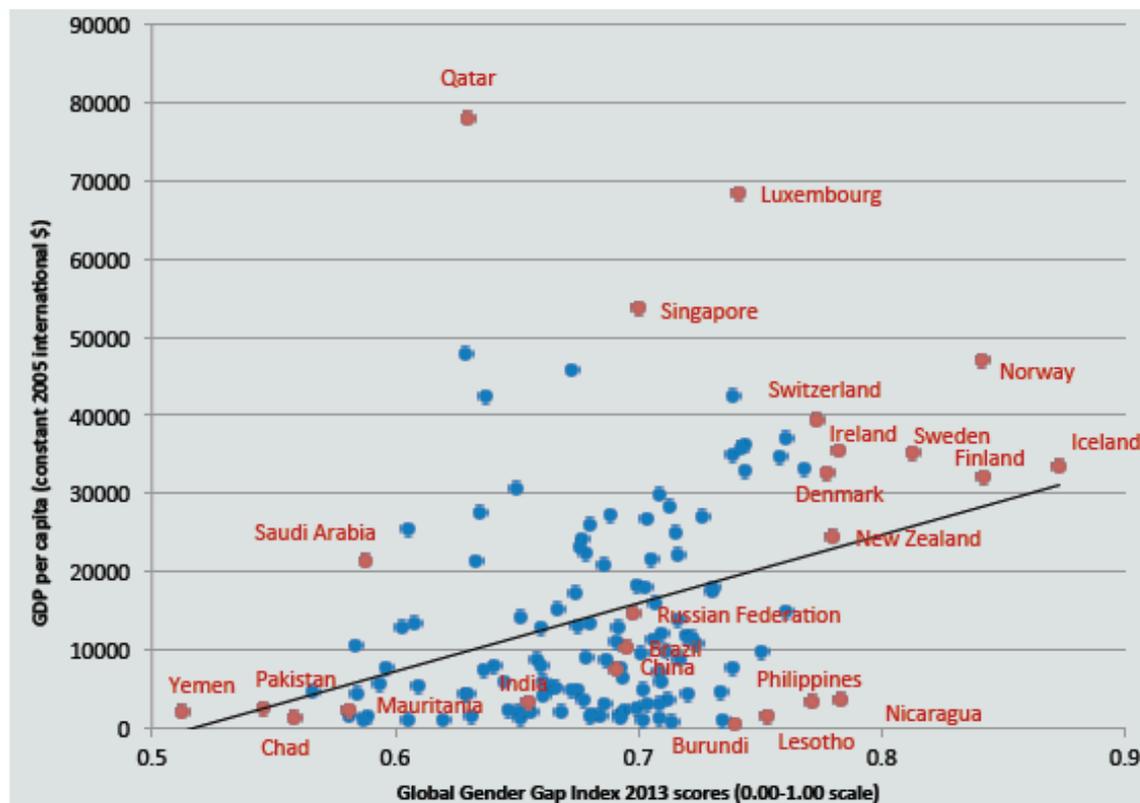
"[A woman] deserves to have a baby without sacrificing her job. A mother deserves a day off to care for a sick child or sick parent without running into hardship – and you know what, a father does, too."

## Selected Rankings 2013: Top 20 and Selected Countries

Countries	score	rank
Iceland	0.873	1
Finland	0.842	2
Norway	0.842	3
Sweden	0.813	4
Philippines	0.783	5
Ireland	0.782	6
New Zealand	0.780	7
Denmark	0.778	8
Switzerland	0.774	9
Nicaragua	0.771	10
Belgium	0.768	11
Latvia	0.761	12
Netherlands	0.761	13
Germany	0.758	14
Cuba	0.754	15
Lesotho	0.753	16
South Africa	0.751	17
United Kingdom	0.744	18
Austria	0.744	19
Canada	0.742	20

Countries	score	rank
Burundi	0.740	22
United States	0.739	23
Australia	0.739	24
Ecuador	0.739	25
Mozambique	0.735	26
Bolivia	0.734	27
Argentina	0.720	34
France	0.709	45
Russian Federation	0.698	61
Brazil	0.695	62
Mexico	0.692	68
China	0.691	69
India	0.655	101
Japan	0.650	105
Korea, Republic of	0.635	111
Japan	0.650	105
Turkey	0.608	120
Chad	0.559	134
Pakistan	0.546	135
Yemen	0.513	136

## GDP per capita & Gender Gap

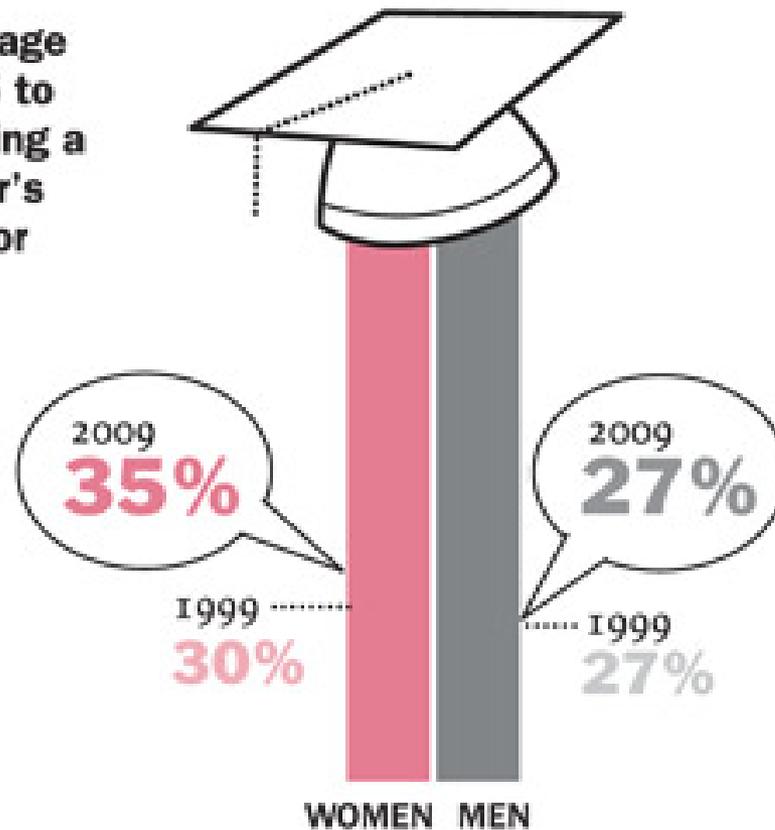


Source: World Economic Forum – Global Gender Gap Report 2013

## EDUCATION

Young women have pulled ahead of their male counterparts in higher education

Percentage  
ages 25 to  
29 holding a  
bachelor's  
degree or  
higher





## SPENDING

Marketers in many sectors are increasingly targeting the female market

Women's share of ...

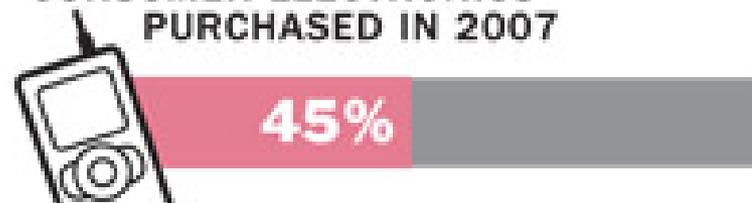
U.S. ONLINE RETAIL DOLLARS SPENT



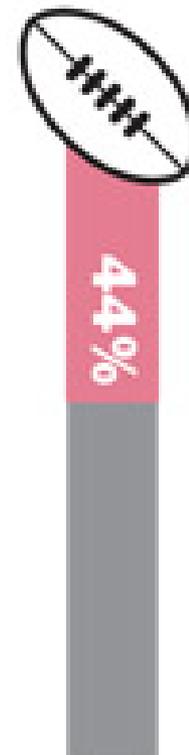
U.S. HEALTH CARE DECISIONS MADE



CONSUMER ELECTRONICS  
PURCHASED IN 2007



NFL  
FANS



# Business Return & Women

- Women control upwards of **85%** of the purse
  - **The Wal-Mart shopper, what does “ SHE” want?**
- Goldman Sachs calls it “womenomics”
  - **30X return per \$1 invested**
- Earning power of women globally expected to reach **\$18 T** by 2014
  - **>2X estimated 2014 GDP of China & India combined**
- Women are the **greatest growing spending bloc** on the planet
- Women **control \$20 T** in annual consumer spending; **\$29 T by 2014**
- Companies with the most women in leadership financially outperform those with the fewest
  - **35% higher ROE and 34% TRS**



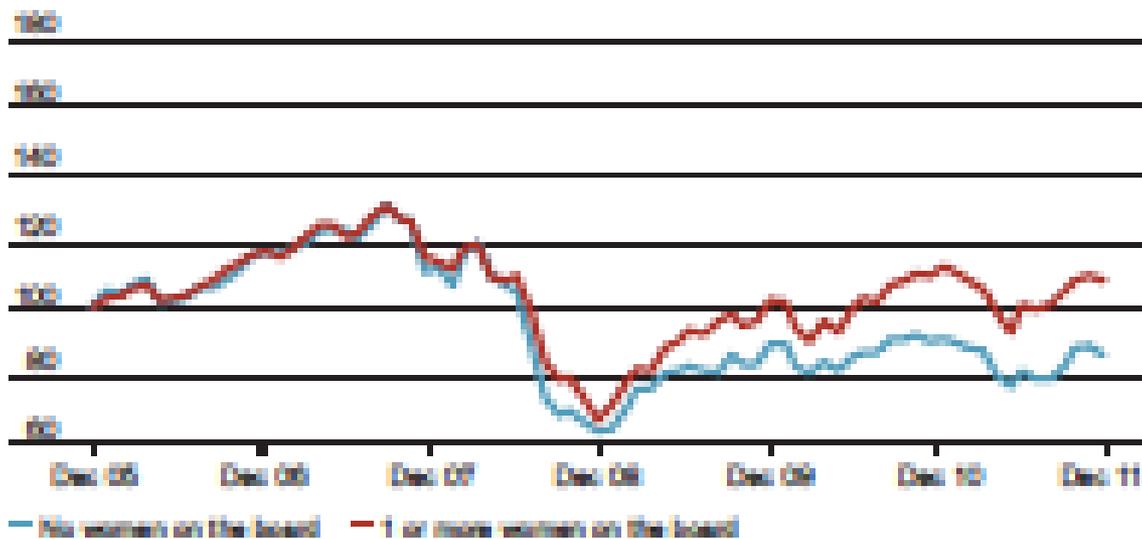
# Women & Stock Performance

Figure 7

## Share price performance of all companies (with market cap > USD 10 bn)\*

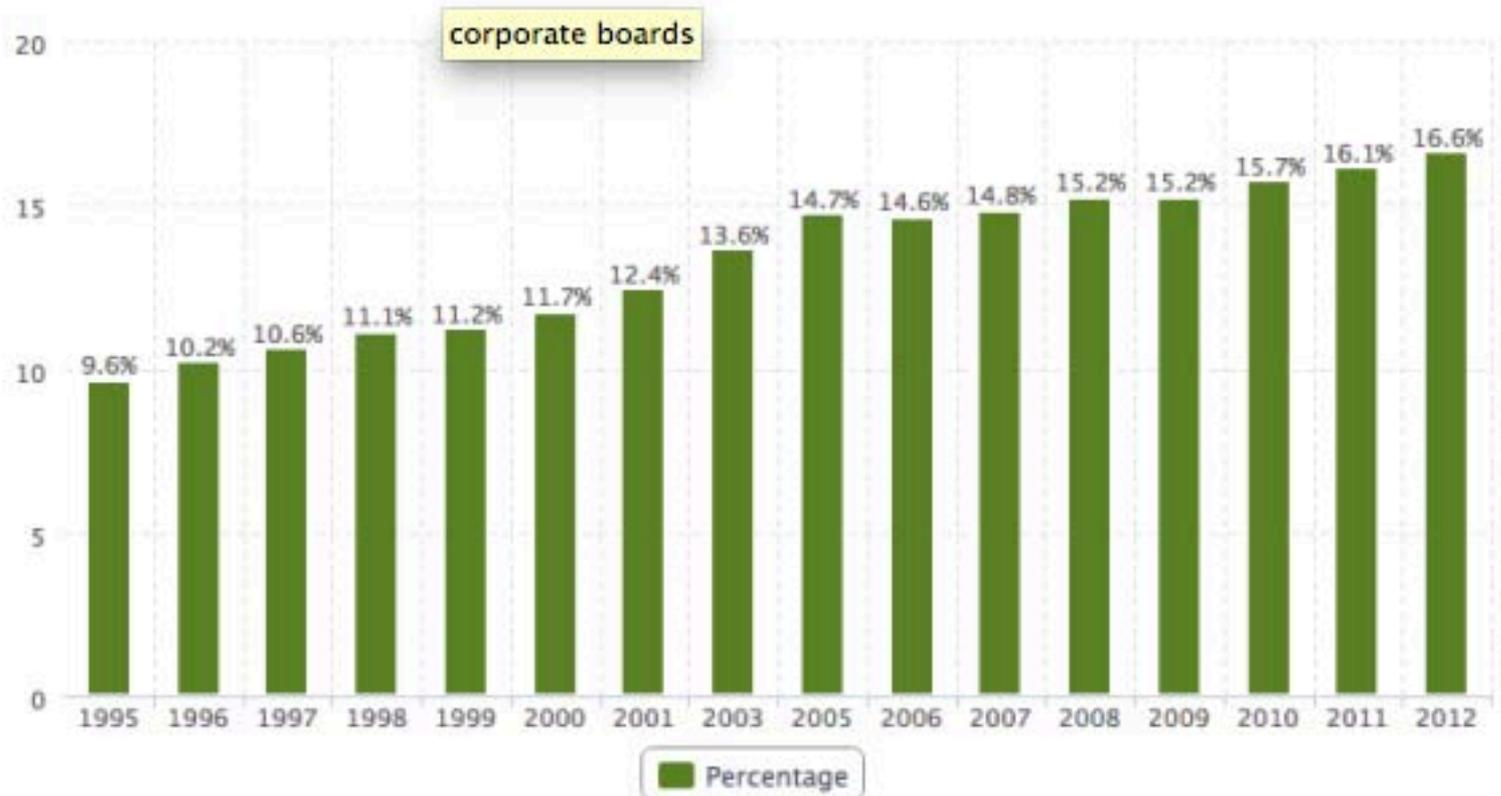
Source: Thomson Reuters, Credit Suisse

\* Calculated on a market-neutral basis



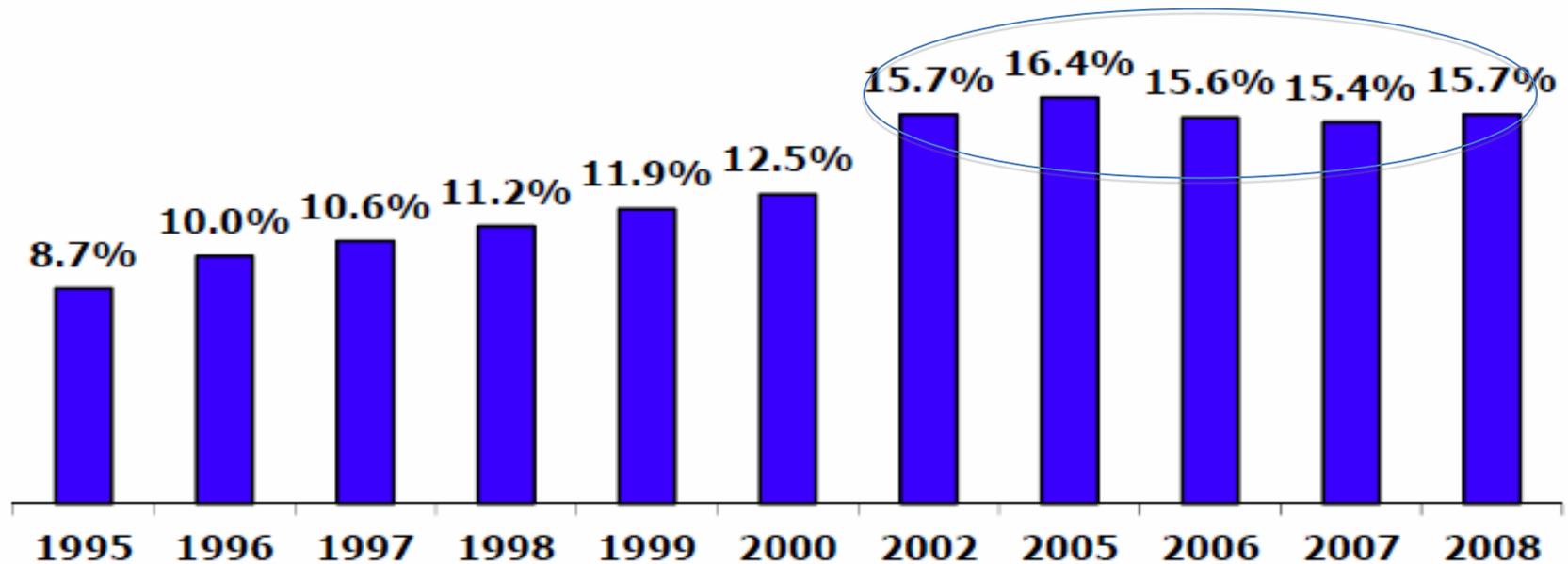
# And Yet...

Fortune 500 Board Seats Held by Women



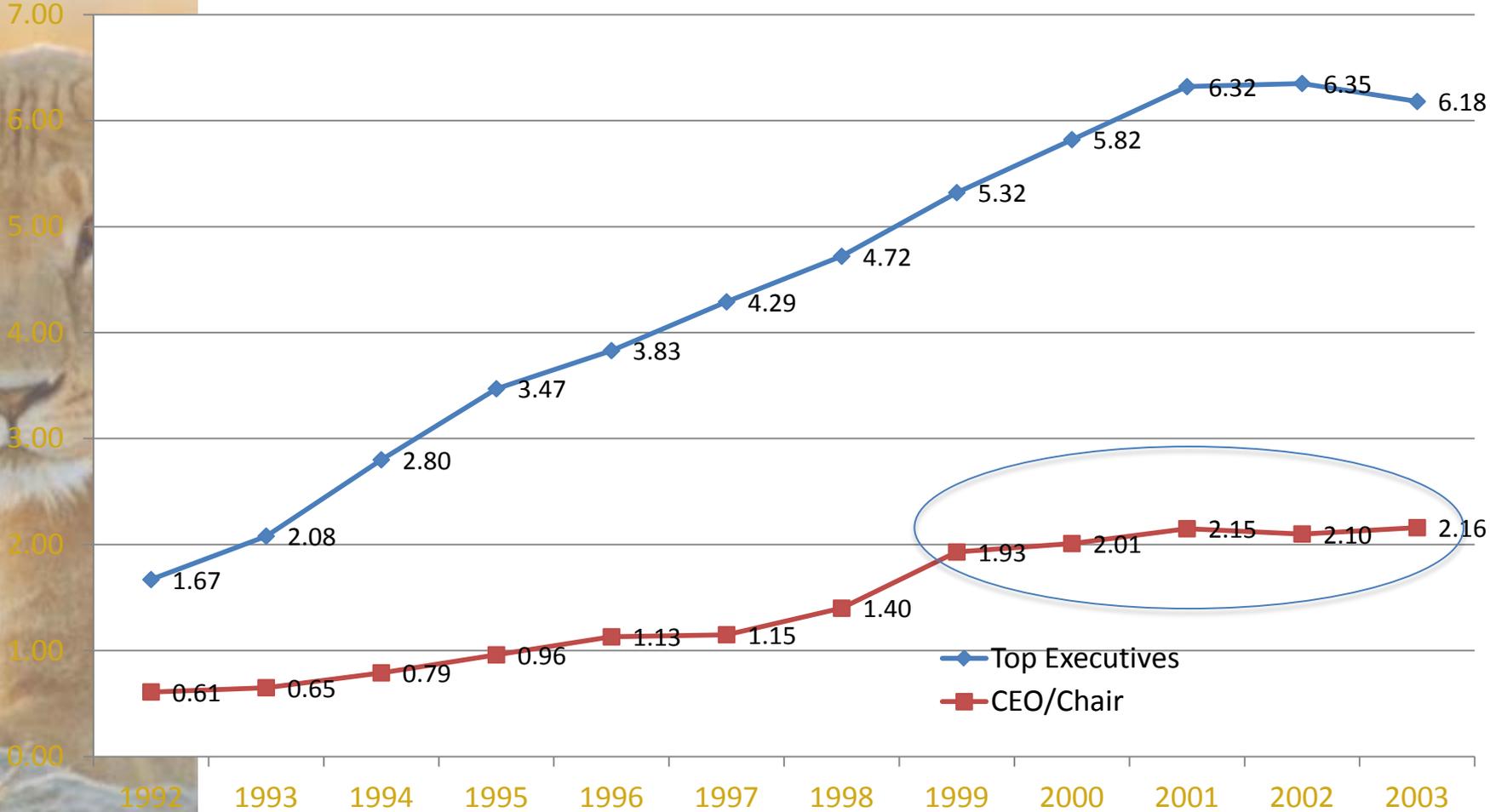
# Fortune 500

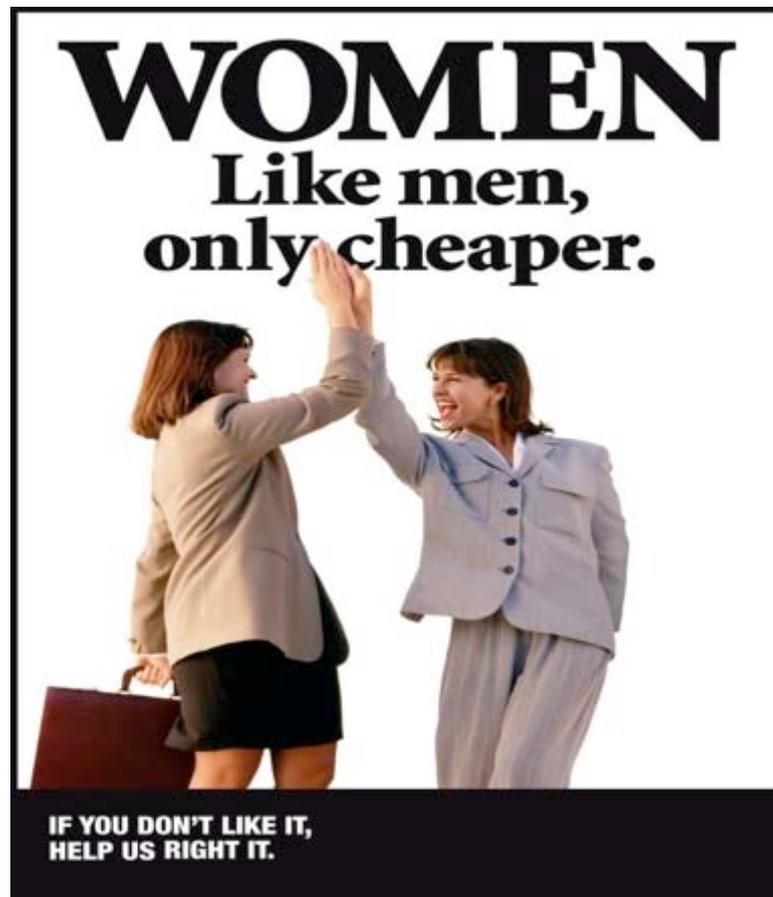
*Fortune 500 Corporate Officer Positions Held by Women<sup>2†</sup>*



# WATCH for data (misrep)presentation:

% Women in Top 5 Executive Positions, CEO Positions





- Women earn 77 cents per \$1 for men
- However, women “entrepreneurs” earn 14% more than their male peers.
- Women lawyers’ median comp lags men's at all levels; worst discrepancy at equity partner -89 cents on the male dollar



TEAMCOCO  
teamcoco.com

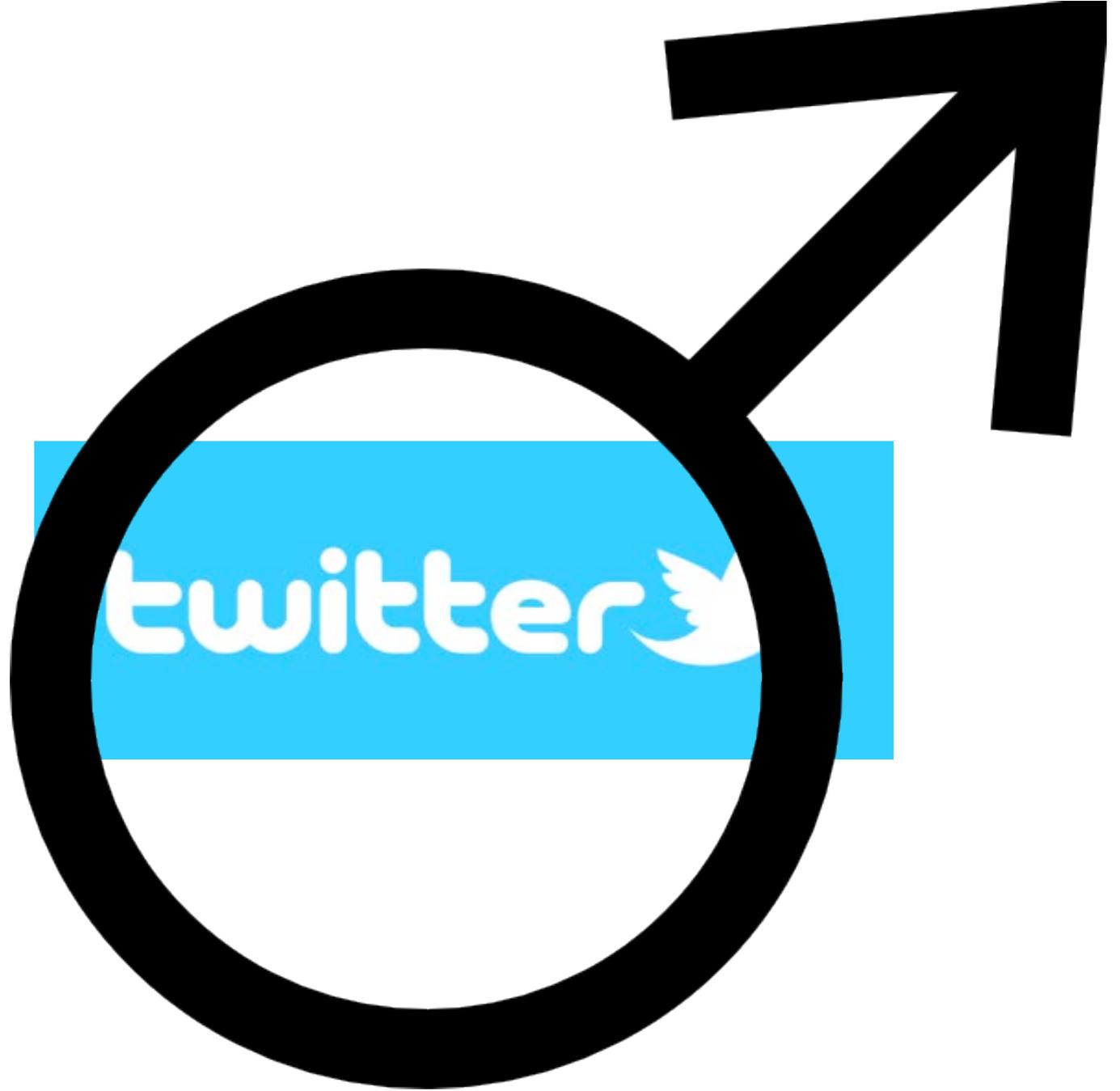
**According to a new study, most men would like women to occasionally pick up the check. The study also found that most women would occasionally like to be paid as much as men for doing the same job.**

- Conan O'Brien, August 14, 2013

# The Valley of Silicon

- Women earn 49 cents per \$1 a man earns (77 cents nationally)
- Women own only 8% of venture-backed tech startups (40% nationally)
- Women receive less than 3% venture funding (African Americans even less)
- Essentially 100 % of funded founders are white or Asian, and 89 % of founding teams are all-male.





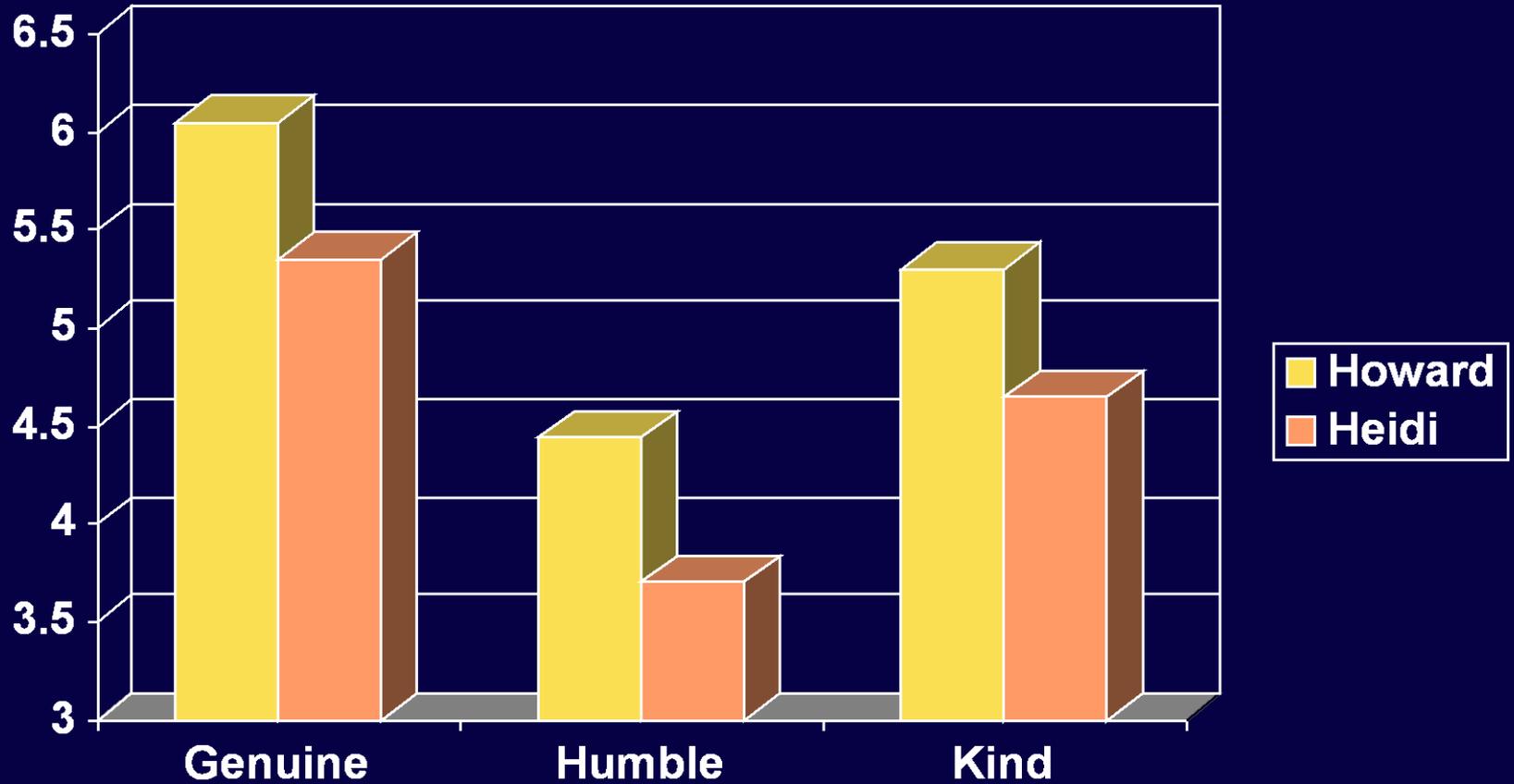
# Second Generation Bias

HBR, September 2013

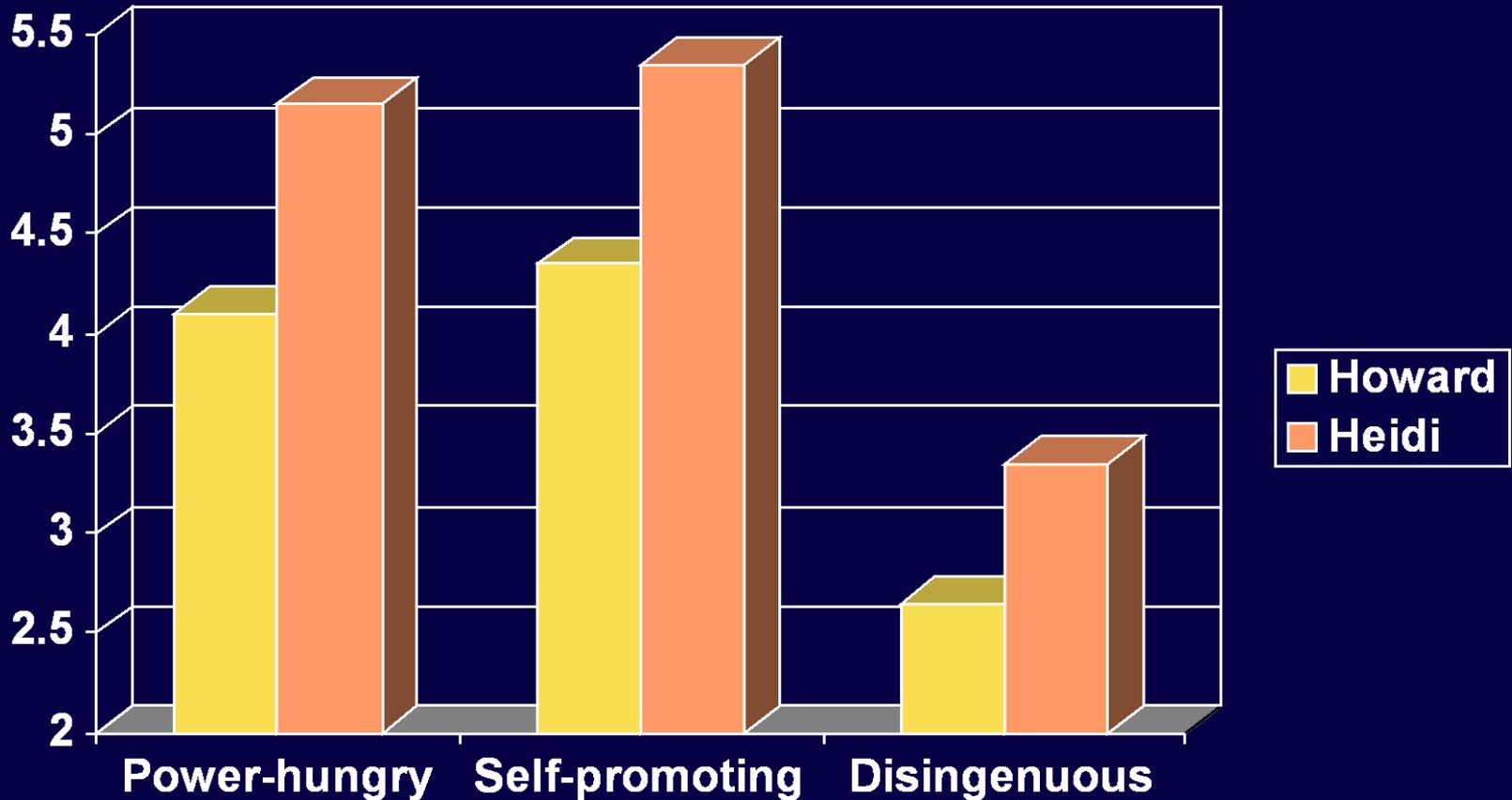
- Paucity of female role models
- Gendered career paths & gendered work
- Women's lack of access to networks & sponsors
- Double binds
  - The case of Howard/ Heidi Roizen



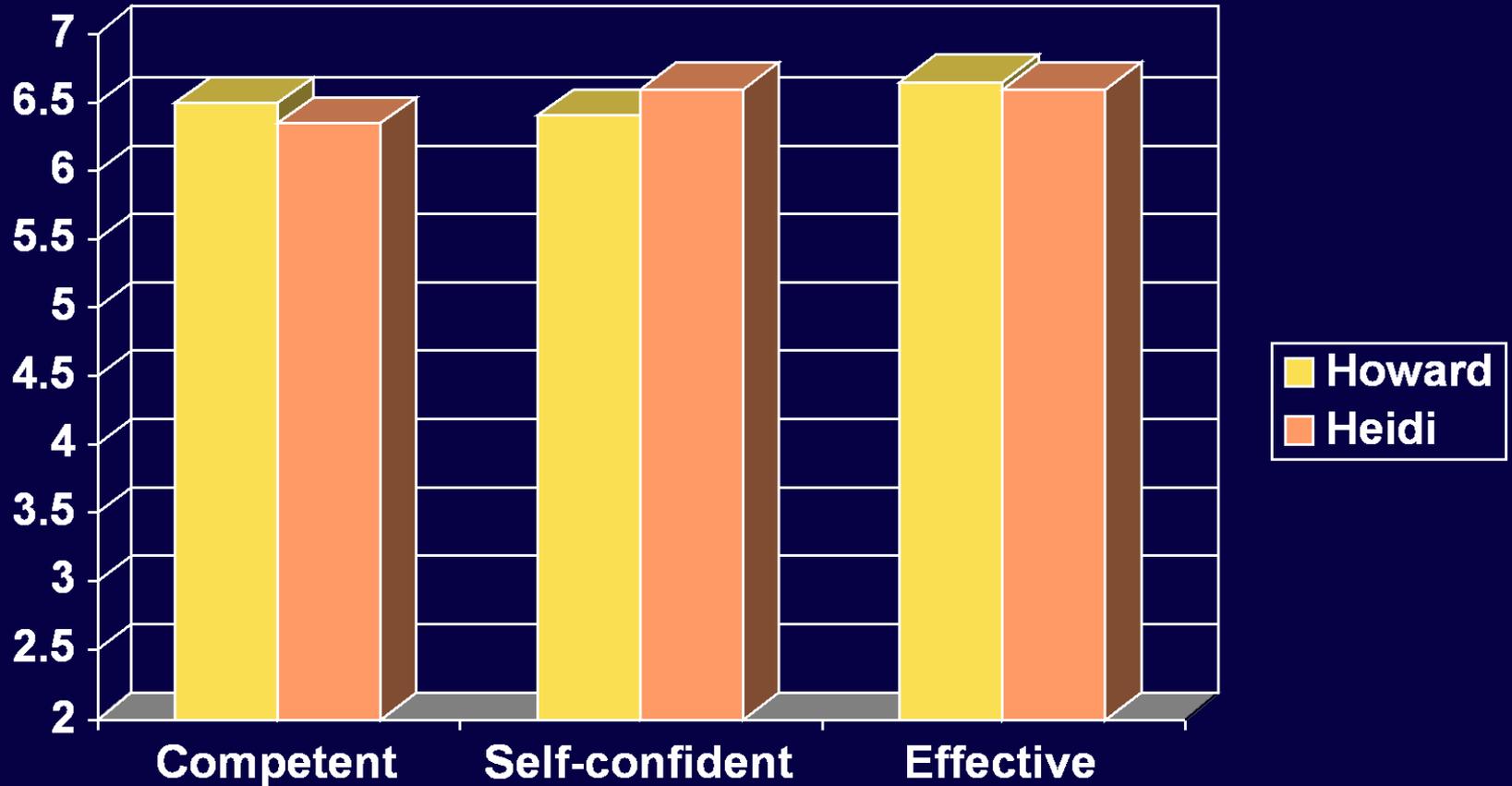
# How genuine, humble, and kind was Roizen?



# How power-hungry, self-promoting, and disingenuous was Roizen?



# How competent, self-confident, and effective was Roizen?



# Would you like, hire, enjoy working with Roizen?





# MY RESEARCH

*Corporations build better societies if they have gender-balanced leadership."*



Halla Tomasdottir  
TED Talk, Halla Tomasdottir  
Executive Chair & Co-Founder, Audur Capital



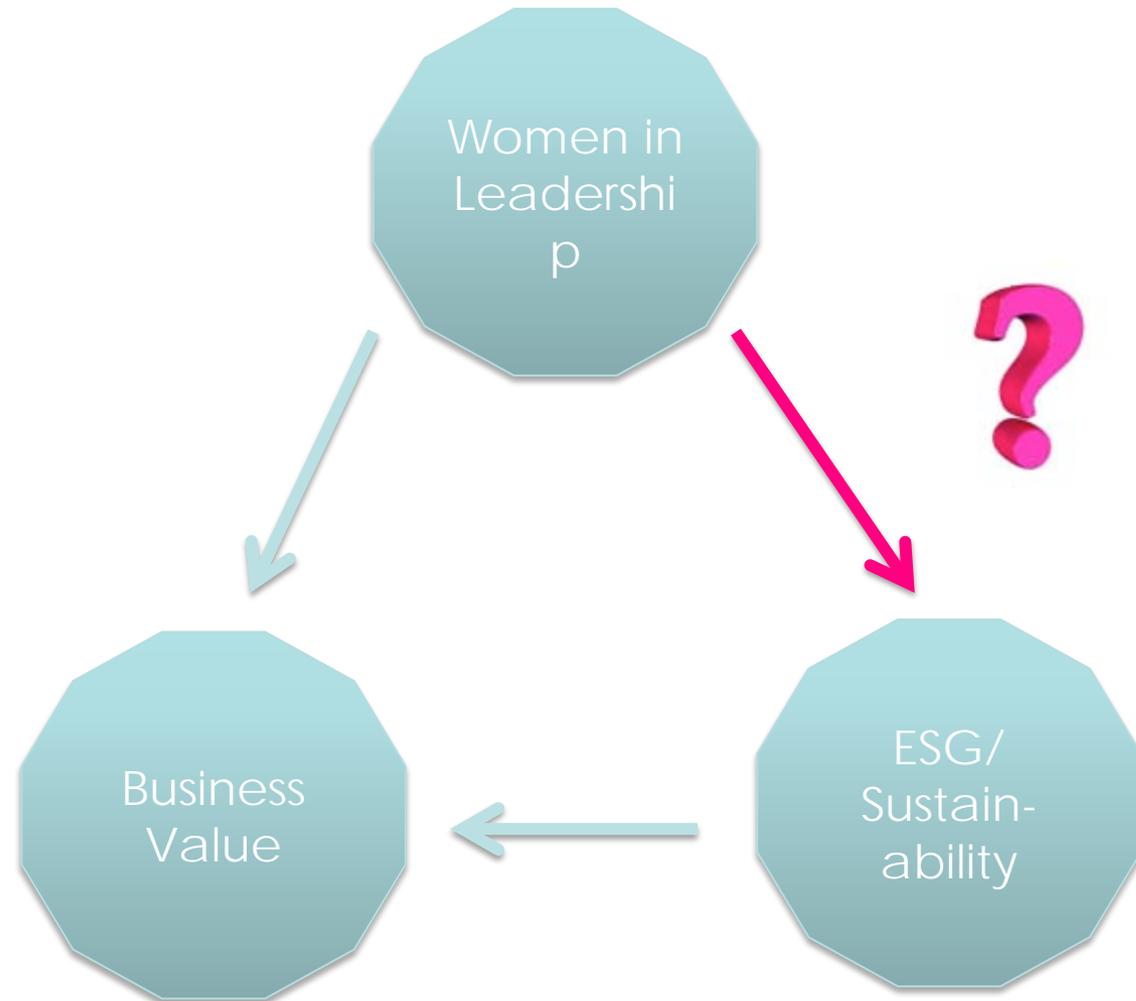
# What if it has been Lehman Siblings?

*How many women were at these tables?*



FAIR LABOR ASSOCIATION™

# My Research Question



# Women & Philanthropy

**FIGURE 1**  
Fortune 500 Companies: 2007 Average Philanthropic Donations by Number of Women Board Directors<sup>11</sup>



- In 2007, annual company contributions were **28 times higher** in companies with gender diverse boardrooms.
- Looking historically (1997-2007), companies with more women board directors donated significantly more funds. With each additional woman, annual philanthropic giving **increased by \$2.3 million**.<sup>12</sup>

**FIGURE 2**  
Fortune 500 Companies: 2007 Average Philanthropic Donations by Percent of Women Corporate Officers<sup>13</sup>



- In 2007, annual company contributions were **13 times higher** in companies with gender-diverse leadership teams.
- Looking historically (1997-2007), companies with more women Corporate Officers donated significantly more funds. For every additional percent increase in the presence of women Corporate Officers, annual philanthropic giving **increased by \$5.7 million**.<sup>14</sup>

# Women Leaders

Companies with more women on their board of directors are more likely to be companies that:

- Take proactive steps to **manage and improve the energy efficiency** of their operations
- Measure & **reduce carbon emissions** of their products throughout the value chain
- Proactively **reduce the environmental impact of their packaging**
- Invest in **renewable power generation**

# Women Leaders

Companies with more women on their board of directors are more likely to be companies that:

- Make efforts to **improve access to healthcare** in developing countries & for under-served populations in developed markets
- Offer products with an **improved nutritional or healthier profile**
- Proactively manage **human capital development**
- Offer **transparent financial products**

# Women Leaders

Companies with more women on their board of directors are more likely to be companies that:

- Have programs, guidelines & clear policies to **avoid corrupt business dealings**; have **strong partnerships with local communities**; and have a **high level of disclosure and transparency**
- **Avoid controversies** such as accounting fraud, pricing fraud, criminal behavior among top executives, controversial customer practices and insider trading



# THE PERSONAL





*First I was who I was.*

*Then I didn't know who I was.*

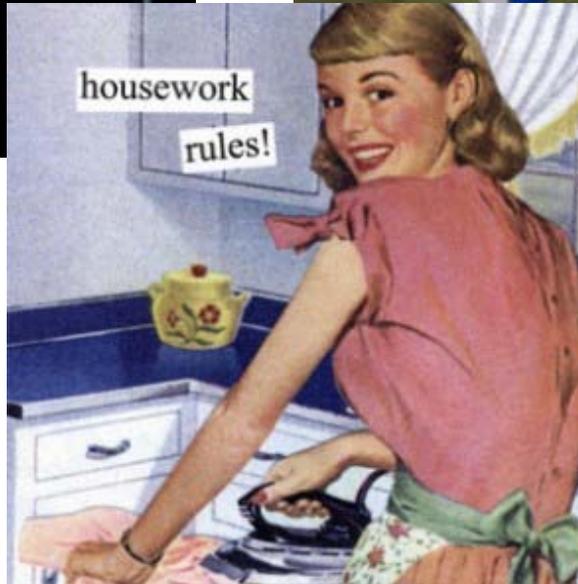
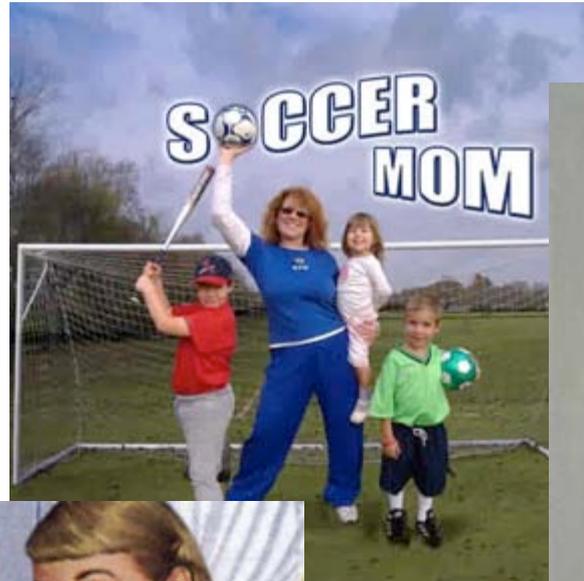
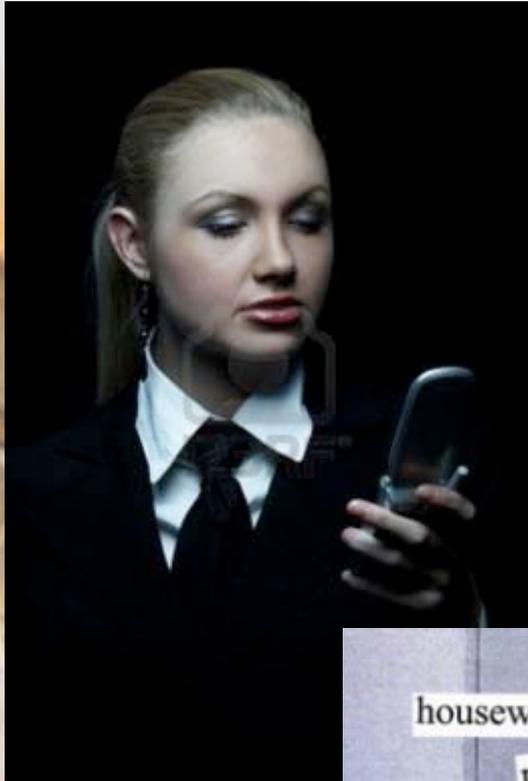
*Then I invented someone and became her.*

*Then I began to like what I'd invented.*

*And finally I was who I was again.*

*-Anna Quindlen, [Lots of Candles, Plenty of Cake](#)*

# Who I Wasn't, Then Invented...



# Who I am again



# What I Learned from My Trip

- Be Authentic
- Be Bold
- Be Connected
- Be Useful





If you find yourself asking yourself  
*(and your friends)*

"Am I **Really**

a writer? Am I

**REALLY** an artist?"

Chances are

**you are.**

The counterfeit innovator is  
*wildly self.confident.*

**The real one**

is *scared* to  
death.

\* Steven Pressfield "the War of Art"



*Dove*



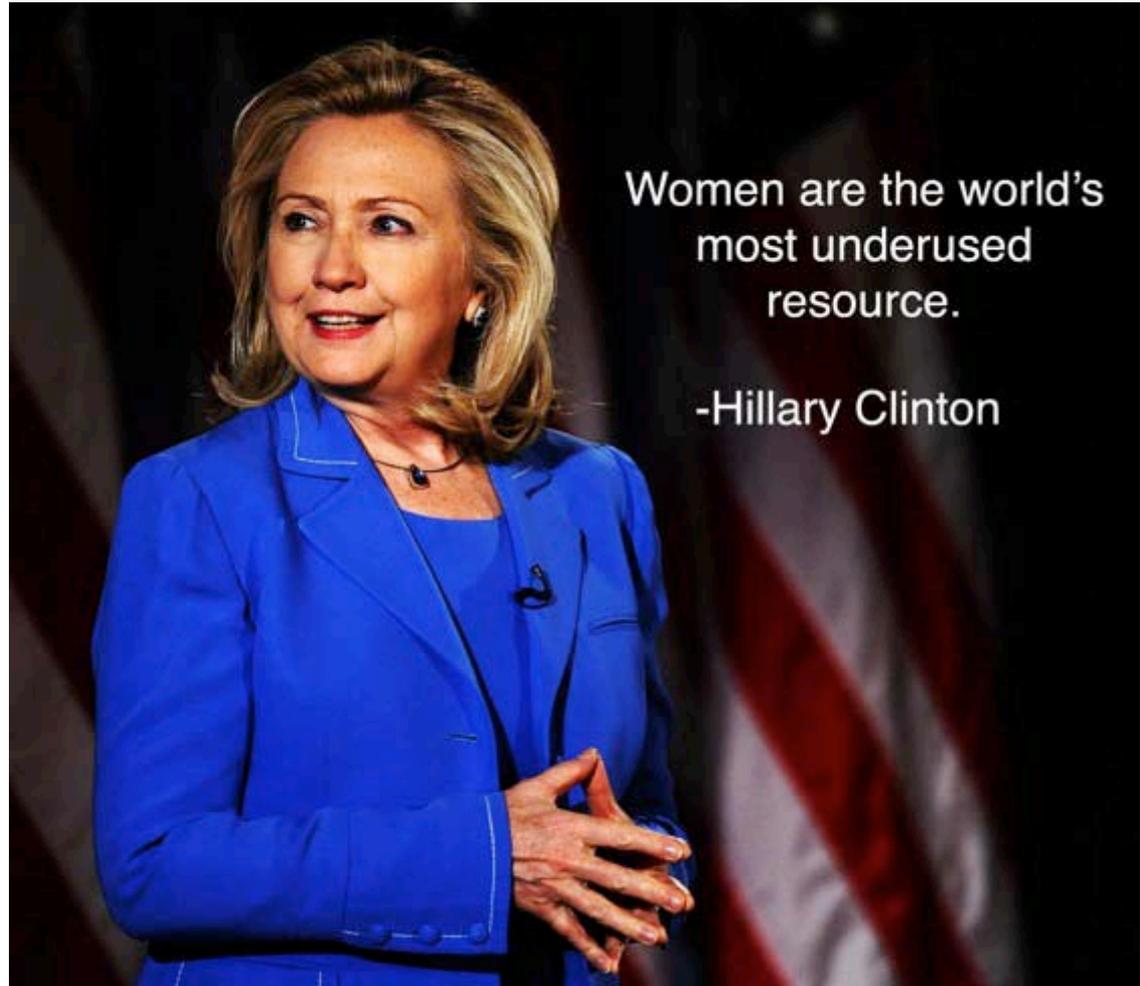
# What Can We Do?

- Be aware of the data
- Start 58 conversations today & everyday
- Engage men in this dialogue (lead with data/business case)
- Harness the power of institutions & business
- Use the power of your voice
- LEAN IN every day
- Start LEAN IN circles in your orgs
- Seek out sponsors more than mentors
- Sponsor/ mentor women, pull other women up
- Be authentically female
- Make the rules
- Dump imposter syndrome
- Be Lionesses
- Take selfies





**I ALWAYS  
WONDERED WHY  
SOMEBODY DID'NT  
DO SOMETHING ABOUT  
THAT, THEN I REALIZED  
I AM SOMEBODY**



Women are the world's  
most underused  
resource.

-Hillary Clinton

THANK YOU

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