



# Diversity on Boards: the Dutch disease

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# The Board

- full time executives and part time non-executives;
- two tier boards prevail;
- different gender balances.



# Diversity

- diversity of composition can enhance quality of debate and decisions;
- broader than gender;
- effects on performance not universally acknowledged;
- cost price: social fabric, cohesion, communication.



# The glass ceiling remains

- Dutch Female Board Index 2010\*
  - 8.1% of board members female
  - in 2009: 7.7%
  - In 2008: 6.4%;
- females on boards younger than males;
- and, more likely to be non-Dutch;
- 60 listed companies have no female board members.

\* source data: EUR Compliance Institute  
dr. Mijntje Lükerath-Rovers  
99 listed companies



# Changing legislation

- 30% of board members should be female (pending approval)
- to be achieved by January 2016;
- at current growth rates, targets will not be met until 2030 (ned's) and 2077 (ed's);
- no sanctions imposed for non-compliance;
- but: public pressure is mounting.



# Causes of under representation of women in NL Boards

- cultural (corporate, societal);
- policy/legislation;
- labour participation rates;
- talent management / leaky pipelines . . .  
leading Netherlands to rank among  
countries such as Japan, Pakistan and Botswana.



# Obstacles

- contextual: educational choices, traditional views and stereotypes;
- economic: business credibility and track record;
- soft: lack of access to the right networks, lack of role models/critical mass.



Thank you.