

### **WPPM Index Reporting – How can the key figure of women's quota be appropriately integrated into a reporting system?**

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#### **ABSTRACT**

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While women in particular were employed less or not at all in the companies during the Corona crisis period and were unable to participate in the labour market, the number of women in the 40 DAX companies has currently increased again, so that their participation in management and supervisory boards has also increased. In order to ensure better measurability, relevant key figures must be developed that can better reflect the development of women in companies.

After the Corona crisis period, management reporting is being re-established in many companies. Innovative key figures are coming into the focus of management and are additionally reported to the individual management levels in favour of traditional key figures. This means that qualitative indicators such as the gender quota and the Women Process Performance Measurement Index (WPPM Index) can ideally be included in management reporting. The following article shows what such a report could look like.

#### **KEYWORDS**

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Women on supervisory boards, women on management boards, key performance indicators, gender quota, Women Process Performance Measurement Index, management reporting.

## **1. Introduction and literature review**

For instance, equality between women and men in employment, work and pay is explicitly enshrined in the article 23 of the Charter of Fundamental Rights of the European Union (EU), but there are still great differences in career opportunities and salary levels of men and women. The proportion of women in management positions is also much lower, with almost 6.9% of top companies' CEOs as women (European Commission, 2020: p. 4, Annesley, Scheele, 2011: p. 335, European Institute for Gender Equality, 2019: p.1). With a women's employment rate of 76,6% Germany ranks among the top EU-countries. However, there are considerable impairments especially for women on the labour market (Ahrens, Scheele, 2022: p. 1). These are, for example, typical women's and men's jobs, which are therefore not equally accessible to all women. Furthermore, women are underrepresented in upper management and tend to get lower level jobs. In addition, women often work part-time, which results in a gender pay gap. These developments mean that game changers are needed to preserve women's jobs in the long term.

Too many companies today achieve gender equality at the entry levels, only to find that the number of women in leadership positions at the higher levels of corporate management declines. This is why the gender proportionality principle model was developed by Chilazi, Bohnet, Hauser e.g. for Unilever. The idea is that a given level in an organisation should reflect the gender composition of the level below. Ideally, this model can be applied at all organisational, functional, departmental and individual levels (Chilazi, Bohnet, Hauser 2021, p.2).

In our days, companies have developed other new gender equality initiatives after the quota. At the Italian oil and gas company Eni (Eni, 2011), for example, in addition to the women's quota as a key performance indicator, a dashboard was introduced to monitor diversity in executive bodies in 2013 (Latura, Catalano Weeks 2023, p.617). In addition, Italian Telecom introduced 2 new programmes since 2012: first, "15 days paternity leave and 10 days paid" in 2013 and "No meetings on Fridays after 2 p.m." in 2012. The insurance company Generali (Generali, 2013), which has a women's quota in 2013 of 31% in the executive levels, has also introduced exceeded quota requirements for a first board renewal since 2012. In addition at Generali an officer was appointed since 2013 who was responsible for the development of a diversity strategy. The financial service company Unicredit (Unicredit, 2011) launched a new programme for women's professional development in 2011. The measurement of the women's quota as a key

performance indicator is to be extended to the subsidiaries. In 2012, new childcare programmes at Unicredit will be set up for school holidays.

With a female quota of 21%, several women became partners on the management board of Total in the oil and gas sector in 2011 (Total, 2011). Since 2012, teleworking has also been launched especially for women to have a possibility for doing home-working. In contrast, Saras, another oil and gas company, has no published measures to recruit more women or retain existing women. In the aerospace industry, Leonardo (Leonardo, 2013) introduced a salary supplement for parental leave with a 6% female quota in 2013, where fathers are paid for paternity leave for 2 days, so that fathers can better support mothers with childcare. In addition, a new women's leadership training programme at Leonardo was launched in 2013. The Italian construction company Snam (Snam, 2013) wanted to increase its share of women from 44% again in 2013 with an innovative incentive system by introducing part-time-work (Latura, Catalano Weeks 2023: p.617). The above examples show that nowadays it is not only the determination, measurement and monitoring of the key figure of the women's quota that is implemented, but that other measures for the advancement of women (Childs, Krook, 2009: p. 125) are also used: It is no longer possible to imagine the labour market without women.

With the re-opening of day-care centres and kindergartens after the Corona crisis period, more women are entering the labour market again and the dominant male breadwinner model is being challenged (Lewis 2001: p.152). In Germany, fathers worked an average of 42 hours per week, while mothers worked an average of only 25 hours per week. These different working hours are mostly caused by part-time work, such as working in so-called mini-jobs (Kümmerling 2018: p. 5). This explains why a gender board quota of 30% is a measure to improve corporate decision-making. In addition to the hours worked, there is also a difference in pay between male and female workers in average of 18% despite the introduction of the equal pay act in 2016 (BMFSFJ 2020: p.3, Statistisches Bundesamt 2021: p.1). Especially after the Corona period, in which the remote workplace was heavily used, women in particular benefit from a broader spread of home office work and often want to maintain the methodology for digital working (Ahrens, Scheele 2022: p.171). The goal of this article is firstly therefore to offer an overview of the instrument of management reporting to stabilize or increase the gender quota in a company (Marx Ferree, 2012: p. 33, Chen, 2010: p. 47).

The paper draws on existing literature in the field of management reporting, diversity management, gender quota in management and supervisory boards (FidAR, 2020, Holst / Wrohlich, 2021, p.10, Hansch, Haag, Rode, 2016: p.7, Kirsch, Wrohlich, 2020: p.21) and it is structured as follows: in a first step, the actual challenges of women in enterprises are shown. Considering however that women's presence in companies in general and especially on companies' boards is still low (Müller, 2019: p.136, Waas, 2014: p.140), the author of this paper proposes the introduction of a new metrics, called the "women process performance management" (WPPM) Index and the gender quota (Terjesen, Aguilera, Lorenz (2015), p.233) in a management reporting, which will be shortly described in the methodology part. The findings describe an innovative management reporting system that shows key figures for planning, managing and controlling the proportion of women in the company and explicitly measures the Women Process Performance Measurement Index (WPPM Index).

## **2. Methodology**

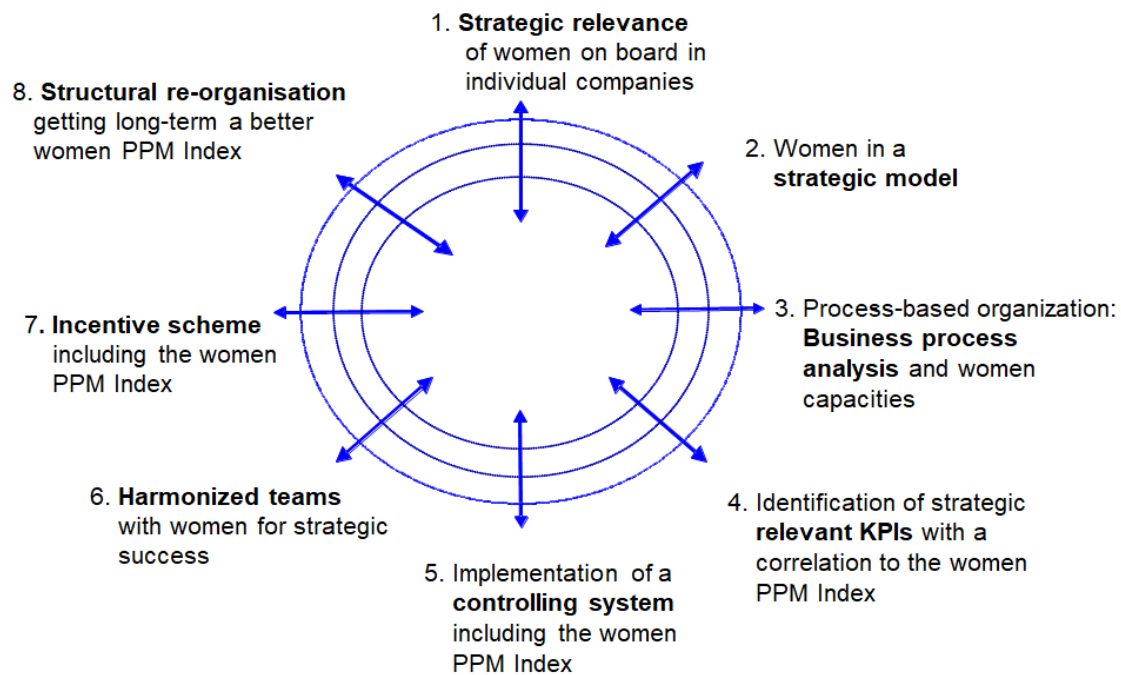
As already mentioned, the author proposes the introduction of a KPI called "Women Process Performance Measurement" (WPPM) Index, which can be calculated as following:

$$WPPM = \frac{\text{Customer Importance} \times \text{Customer Satisfaction}}{\text{Process Cost Rate (Women Capacities)} \div \text{Benchmark Cost Rate (Women Capacities)}}$$

Methodologically, the first step in this publication is to examine the strategic performance cycle and especially the input data of the WPPM Index in more detail in step No. 4. These are the qualitative KPIs internal customer importance and customer satisfaction as well as the quantitative performance measures such as the process cost rate, e.g. of one's own order processing process and a benchmarked order processing process of another company. The results on customer importance and satisfaction can ideally be mapped once a year via an internal customer survey. In order to measure the process cost rate, the female capacities of the process must first be recorded and mapped separately in the form of an activity-based costing. It will be shown in the strategic performance cycle in eight steps how, in addition to the implementation of the WPPM Index, the integration of the key figure of the women's quota into the operational processes and thus into management reporting can succeed. Furthermore, it will be shown in which reports and with which types of reports, or in which frequency these two indicators can be included in a

standardised reporting system in the company. Additionally it is discussed how an ideal report must be structured. The author discusses which text components a management report must contain, which graphics and diagrams are useful and which comments should be made.

The WPPM Index should be measured at least once quarterly within the following overarching company cycle of 8 steps:



**Figure 1.** Strategic performance cycle in 8 steps (own creation)

Keeping in mind the visual representation of the strategic performance cycle as presented in figure 1, each step and its relevance is described in the following sections. Many companies nowadays are interested in integrating more women in management or supervisory boards not only in countries where legislation imposes a women's quota but also in countries where it is (still) optional. Therefore, in a first step achieving a target number of women (women's target) is strategically relevant for most companies. Consequently, companies search for an approach and a course of action to pursue a better integration of women into their boards and their business in general, but sometimes it is not clear which path would be the most appropriate. To this end, many companies ask themselves: How does our company succeed in meeting the women's target? For instance, German law requires listed companies to achieve a gender quota of 30% on their supervisory boards. (Ahern, Dittmar, 2012: p.97). For managers this means that they need to search for a solution or an implementation concept. For this purpose, key performance

indicators (KPIs) like the WPPM Index are used to measure whether the target has been achieved in the current fiscal year. Women should appear in the organization charts by name, to show that the realization of 30% women is not just a faraway dream. In the operating planning and budgeting process, more women should be hired as responsible line managers who report planning figures for their departments. Moreover, the KPI WPPM Index should be included into strategic performance management tools such as a KPI Dashboard.

When setting goals in the goal formation process, management defines the strategic objectives accordingly in a Strategic Model in the second step. Strategic targets for goal formation such as the Women Process Performance Measurement Index (WPPM Index) and the women's target quota for the order process should also be measured in this course. For this purpose, the environment analysis provides data on external opportunities and risks in the market and strengths and weaknesses in a company. This analysis should include the implementation of a women's quota target, which can be measured internally within a reporting dashboard on a quarterly basis for areas, departments and teams. In concrete terms, strategic control means that sanctions are imposed in the event of non-compliance with a strategic objective or a key performance indicator. If, for example, the overall target for women in the company of 30% is not achieved, more women could be brought into the company from the external labour market. The KPI women's target could be split into smaller indicators such as the target for female recruitments in the overall workforce, the number of women in middle management, the number of women in the management board and supervisory board, etc. The business model could stipulate that managers are only eligible for a performance bonus (e.g. 20 percent) if their department or team has attained a women's target of higher than 30 percent (Endres 2017, p. 9) This could be a consistent business model to increase the number of women in the long term, including at management level.

In a third step a business process analysis should be done on basis of the instrument activity-based-costing (Horvath 2019, p. 150). First, activities, sub-processes and main processes of different departments or of the company as a whole should be identified. This business process analysis can be conducted using anonymous interviews. The headcount data remains anonymous, but male and female capacities are distinguished for calculating the women's target for each individual activity, sub-process and main process. Second, cost drivers of the processes such as number of orders, number of male or female

recruitments, number of women in management positions, etc. are identified. Third, the total process costs should be calculated for the main processes, for the sub-processes and finally for the activities. Fourth, the process cost rate must be calculated so that finally it can be said what are the process costs for one order execution, etc. Fifth, the allocation of activities to sub-processes and finally to main processes can show the male process costs and the female process costs e.g. for one order. In companies with a low percentage of women, the female process costs over all activities will seem low compared to the male process costs. At this point it should be clear that the women's target must be increased by recruiting more women into management and supervisory boards and into the departments and teams. The process cost rates can be implemented into a product calculation instead of the burden rates used for the indirect areas. Process cost rates, e.g. for the sales process costs, the maintenance process costs or the security process costs are interesting when they are integrated in a product calculation. Divided into male and female process costs, additional information becomes available.

In a fourth step relevant KPIs for measuring must be identified. For increasing the women's target, it is necessary to measure a KPI, which we call "Women Process Performance Measurement (WPPM) Index." This KPI should increase over a long strategic planning period and has the following formula:

$$WPPM = \frac{\text{Customer Importance} \times \text{Customer Satisfaction}}{\text{Process Cost Rate (Women Capacities)} \div \text{Benchmark Cost Rate (Women Capacities)}}$$

With the help of a customer survey, two KPIs are to be measured: (1) the customer importance related to one process and (2) the customer satisfaction attributed to it. It is important to measure both of these KPIs because the customers should be able to evaluate whether an order process is important for them and whether they are satisfied e.g. with the order fulfillment time. The customer survey should be accompanied by a business process analysis as described above. The result of this business process analysis should be the process cost rate, this time calculated considering the women capacities. By comparing this process cost rate based on women capacities with a benchmark process cost rate of women's capacities of another company, a quotient can be built and a final equivalence number can be calculated. If the WPPM Index is higher than 1, the strategic performance and value creation is good. If the index is lower than 1, then the qualitative

and quantitative premises should be optimized. In order to increase the number of women in the next step, it makes sense to also report the input KPIs separately. Then these KPIs can be measured before the implementation of measures and afterwards. For example, they should be measured before the introduction of such measures as a parent-child office, the implementation of mentors for women who come from other companies, and the reporting during recruitment as to why women were chosen, and measured after the implementation of these measures.

The controlling-system is implemented in a fifth step. It consists of the planning process, the cost accounting process and the reporting process. The WPPM Index can be integrated into a planning system. This means that the yearly budgeting process includes the women's target quota and the WPPM Index and incorporates these two KPIs for the next fiscal year for each department of an enterprise. When a process cost rate and a benchmark cost are identified, the WPPM Index can be calculated and planned. The relevant KPIs should be integrated in the quarterly reporting process. A special chapter for important qualitative KPIs in each month end report ensures that the women's target quota and the WPPM Index are continuously measured and a development trend can be registered. This is important when these two figures are also considered in determining the management variable remuneration.

Harmonized teams are set up in a seventh step. Once the processes are identified and KPIs are defined in a controlling system, the employees should be aware of them and consider them in their daily work in harmonized teams. Harmonized teams where women and men work together often achieve better results and the defined KPIs like EBT, cost target and women's target are achieved more easily (Catalyst 2023, p.7). There is evidence that companies with women in management positions tend to be more successful. To design a harmonized team, it must be clear that the management supports harmonized teams formed by both men and women. Mentoring programs in particular should be included in harmonized teams. In this context, mentors, who discuss the goals to be achieved in the next fiscal year with their mentees in a semi-annual goal-setting meeting, should also take the female target into account as a key performance indicator and include the WPPM Index where appropriate.

Using an incentive scheme is necessary in the seventh step. The women's target quota and the WPPM Index should be measured and based on target achievement, and a variable part of the annual remuneration could be introduced. One instrument that should be

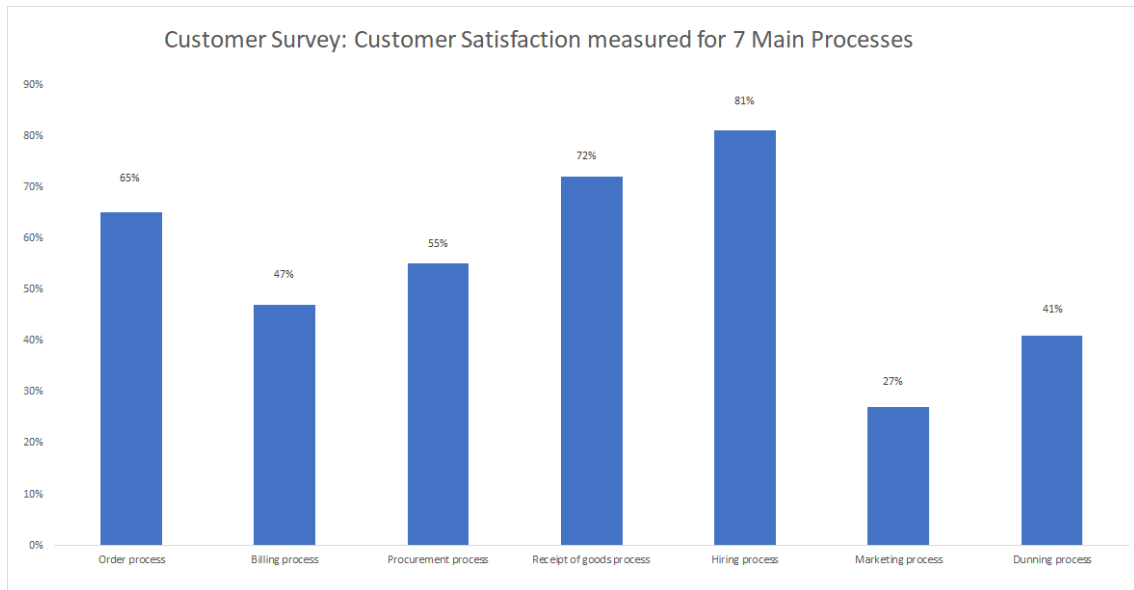


included in an incentive system is the Objectives and Key Results (OKR) model (Denninger, Stoi 2020, p.12). Here, operational goals are planned for a department in a 3-month cycle, such as increasing sales by 5% or increasing the WPPM Index.

In an eighth step the management must asked, if a structural re-organization is planned. The result of a process-based analysis should be to obtain a better effectiveness and higher efficiency company-wide. The KPIs women's quota and the WPPM Index can be measured based on processes at the team level, at the departmental level, and for the entire enterprise. On basis of a structural re-organization Process optimization teams (POTs) can be created to design the actual order process, the ideal process flow and the optimized standard process cycle.

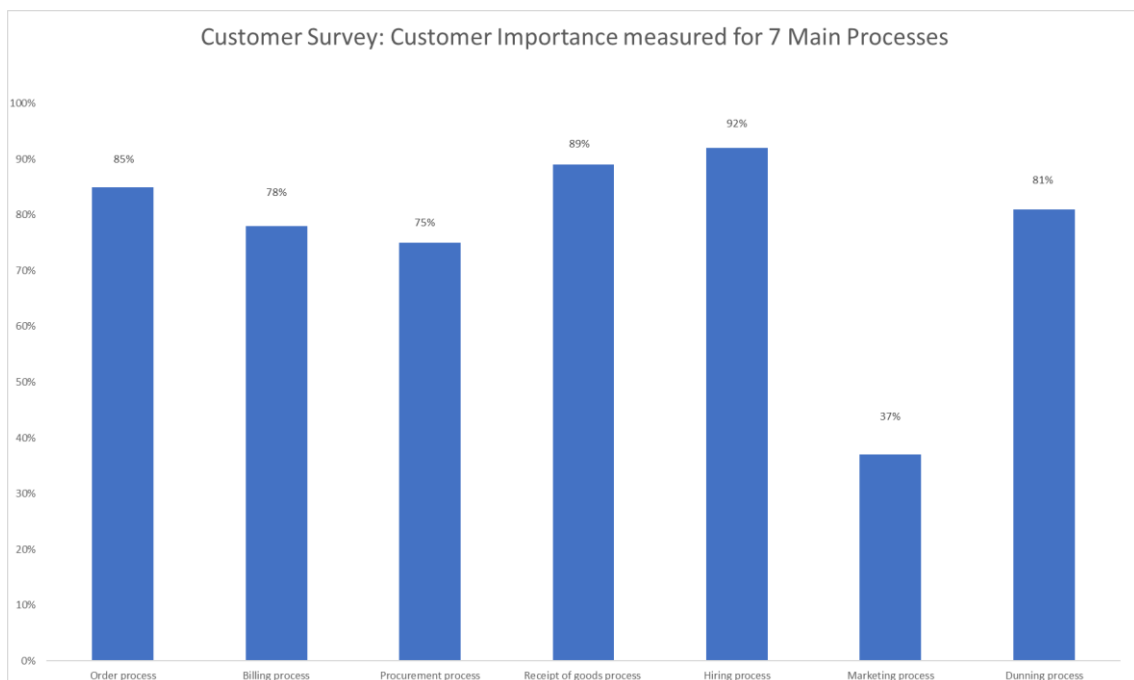
### **3. Findings**

The WPPM Index reporting shows the WPPM Index in the last step, which should be between 0 and 1. For this purpose, some input parameters have to be examined such as Customer Satisfaction and Customer Importance. Furthermore, the process cost rate is calculated on the basis of the female process capacities for the one-time process execution. The process cost rate is recorded in the own company compared to a best practice benchmarking company. The starting point is a customer analysis in measuring customer importance and customer satisfaction. Here the example of a service company that sells mobile phones shows 7 main processes. The 7 main processes were determined in such a way that, in addition to the most important main process of order processing, 6 other smaller main processes such as the process of goods receipt, the Billing process or the Dunning process were recorded. First of all, the annual customer satisfaction measurement takes place by means of a questionnaire of the internal customers, who can tick on a scale with predefined percentage values how satisfied they are with the process handling in their daily business (compare figure 2).



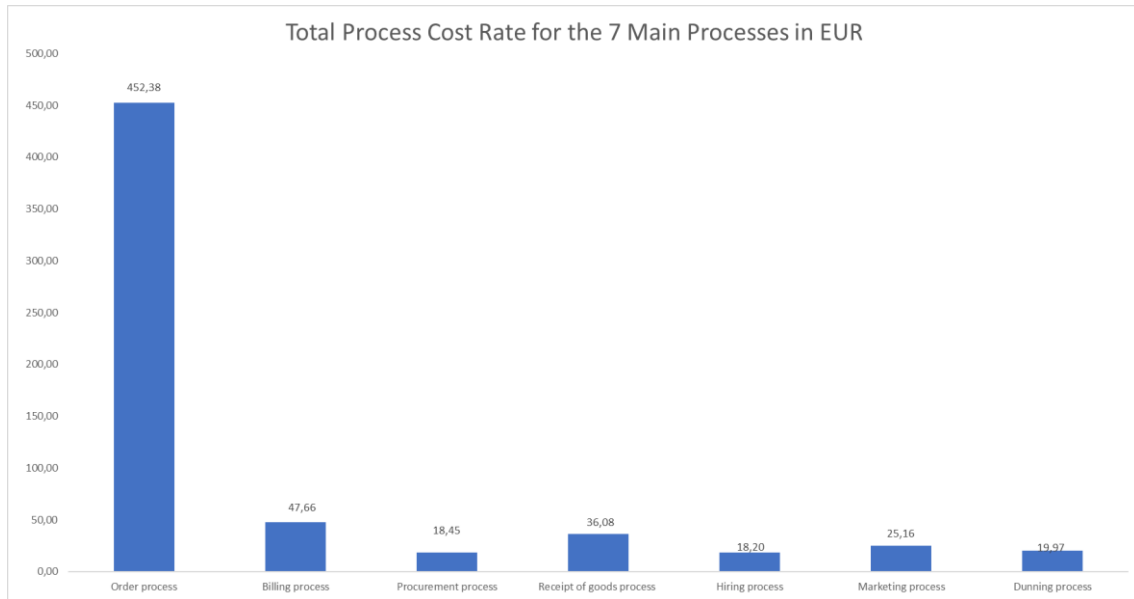
**Figure 2.** Internal Customer Survey measuring the Customer Satisfaction for the 7 Main Processes.

In a second step, the internal customer questionnaire also asks about the importance of the 7 main processes. This step is necessary to identify which processes are handled with high satisfaction for the internal customer, but which of them are really important (see figure 3). For example, the Hiring process contributes to 81% customer satisfaction and at the same time is also 92% important for the telecom service provider.



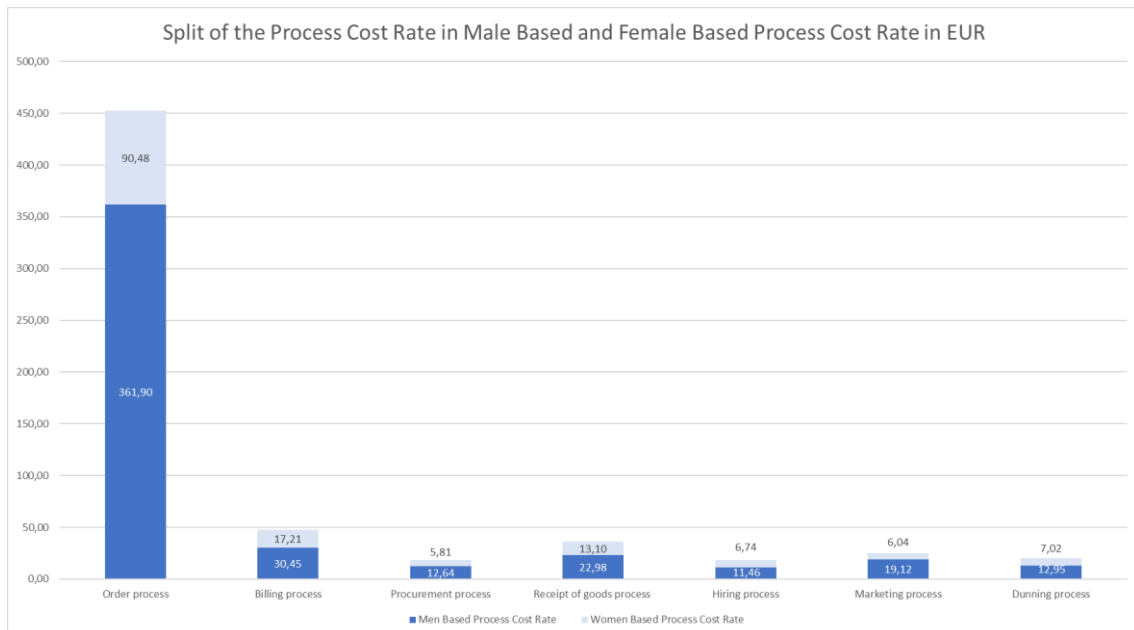
**Figure 3.** Internal Customer Survey measuring the Customer Importance for the 7 Main Processes.

The process costs for a one-time implementation are determined in the form of the process cost rate. Here one can see, for example, that the order processing for a mobile phone order is 452 EUR including male and female process capacities (see figure 4).



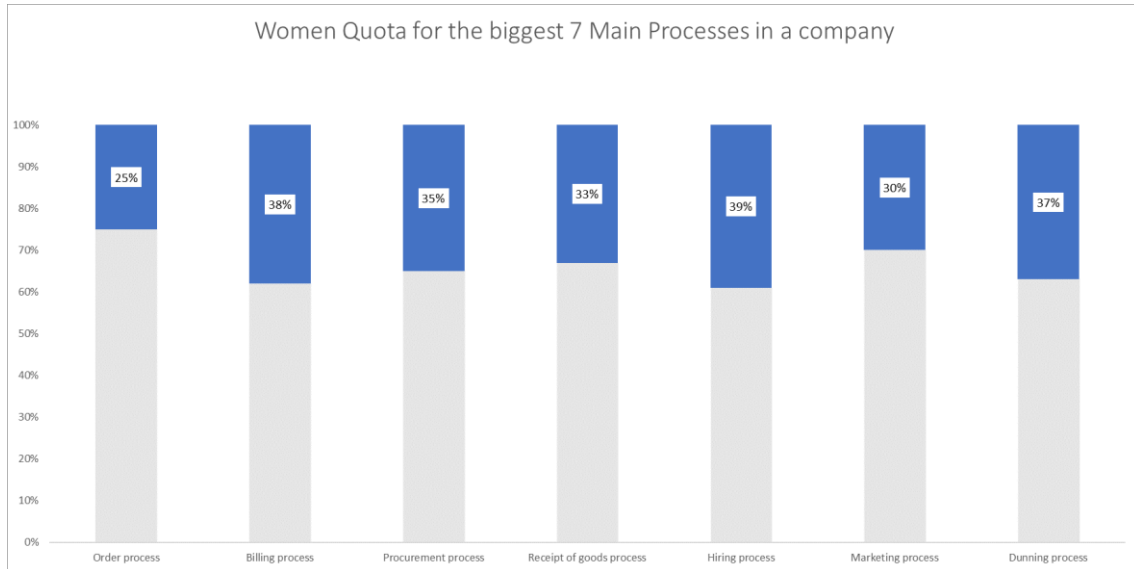
**Figure 4.** Total Process Cost Rate for the 7 Main Processes.

The split into male and female process cost rate capacities becomes necessary in the next step to determine the female Full Time Equivalents (FTEs) that can be included in the WPPM Index in terms of costs. This precise allocation of female capacities is time-consuming, since anonymised data from the personnel department can be used to determine the female capacities (see figure 5).

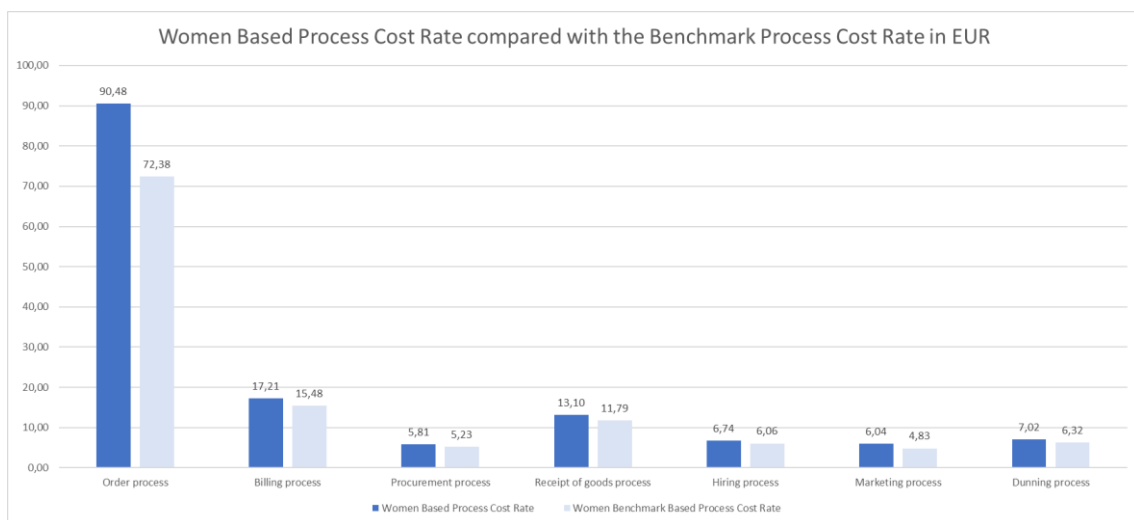


**Figure 5.** Split of the Process Cost Rate in Male and Female Based Costs.

The order process consists mainly of male capacities that have costs of 361,90 EUR to which the less female capacities that causes costs of 90,48 EUR. 25% women quota is achieved in the order Process but actually not 30% as expected by law for the whole company (compare figure 6).

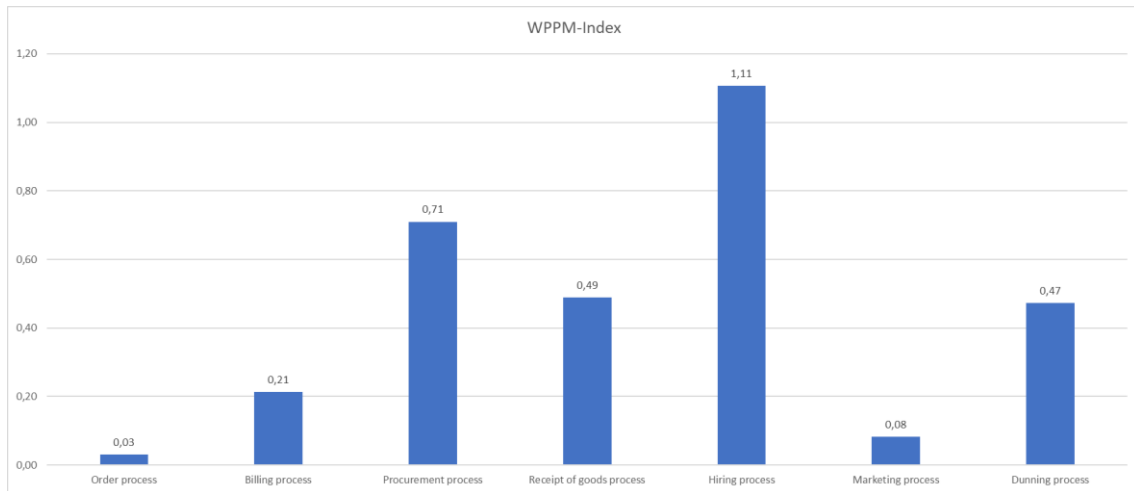


**Figure 6.** Women Quota for the biggest 7 Main Processes.



**Figure 7.** Women Based Process Cost Rate compared with the Benchmark Process Cost Rate for 7 Main Processes.

Finally, the process cost rate based on female capacities is compared to the benchmark process cost rate. As can be seen in figure 7, the benchmark process cost rate is lower by about 10 - 20%. This should be a challenge for the telecom provider to further optimise costs in the future.



**Figure 8.** WPPM Index for 7 Main Processes.

Now that all input data have been compiled, the WPPM Index can be calculated (compare figure 8). If the WPPM Index is less than 1, there is a need for action. Then either there is insufficient internal customer satisfaction or customer importance of the process or the process cost rate of the female capacities minus the benchmark process cost rate results in a too large delta, so that reengineering measures should be taken up. In both cases, both the numerator decreases and the denominator increases, resulting in a WPPM Index smaller than 1. This effect can be seen in particular in the order process with a WPPM Index of 0.03. If the WPPM Index is greater than 1, there is no need for action in the short term, as the internal customer satisfaction and importance survey showed a high value and the delta between the process cost rate of the female capacities and the benchmark process cost rate showed a small deviation. Therefore, there is no need to aim at process optimisation here, which increases the cost driver, e.g. the number of orders in a certain lead time. A high WPPM Index greater than 1 is especially given for the hiring process with 1.11.

#### **4. Conclusion**

This article offers a thorough literature analysis of women, the gender quota and the WPPM Index as relevant Key Performance Indicators that drive performance. The presence of women on boards can be manifested not only by positively influencing a financial KPI, but also by bringing a change in the leadership style or in the strategic orientation of a company. One major contribution of this article is the creation of an overarching management reporting process with the aim to offer companies a guide on

how the presence of women can be increased by measuring two KPIs the women quota and the WPPM Index. The WPPM Index is measured in the current contribution for processes, which in future can also be made possible for departments that carry out internal customer analysis or activity-based costing. In contrast to many previous studies, the current paper does not only analyse the women's quota, but the author proposes a controlling and management reporting system that, if carefully implemented, plans, manages and controls key performance indicators such as the WPPM Index and the women's quota, thus providing management with a proposed solution. Companies need to take advantage of both female and male talents and to build on their skills for a better future. We are aware that adding more women to the boards of companies and in general in leadership positions is a challenging issue, but without commitment from various stakeholders (companies, policy makers, women, society at large, etc.) the “glass ceiling” might continue to be an obstacle also in the future.

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