

INSEAD



INSEAD ALUMNAE

Leading Without Limits

A Report on How INSEAD Women Are Shaping Business and Society



The Business School
for the World®

FOREWORD

For more than 50 years, INSEAD alumnae have been redefining the narrative for women in business.

The first of these alumnae, H el ene Ploix MBA'68 and Solange Perret MBA'68, defied social norms – and set a bold example for women – when they became the first female students to enrol in INSEAD's MBA programme in 1967. At the time, virtually all MBA programmes were exclusively for men.

In the decades since then, thousands of women have followed in their footsteps, first by attending INSEAD and then by stepping into roles once considered off-limits to women. Today, they are presidents and CEOs. They are innovators and entrepreneurs. They are board directors and corporate executives. And they are sending a powerful message about what happens when women can lead without limits.

This report provides a snapshot of INSEAD's talented alumnae and the impact they are having on the world. The data we have highlighted come from a global alumni survey, generously funded by Dirk Luyten MBA'89J, that was conducted in October and November 2017. The intent behind this effort was three-fold: to celebrate the achievements of INSEAD alumnae, to recognize our aspirations for gender balance and to create strong role models for women within and beyond INSEAD.

This report is also a part of iW50, our year-long celebration (2017/2018 academic year) that honours the past, present and future of women at INSEAD. More broadly, it helps inform our long-term work with the Gender Initiative at INSEAD.

As these data affirm, INSEAD alumnae are not just breaking through barriers to have successful careers. They are using their time and talents to serve as a force for good in business and society. That is a model that everyone—men and women alike—can find inspiring.



A handwritten signature in black ink, appearing to read 'Zoe Kinias'.

Zoe Kinias
*Academic Director,
INSEAD Gender Initiative*



A handwritten signature in black ink, appearing to read 'Ilian Mihov'.

Ilian Mihov
INSEAD Dean

A MESSAGE FROM OUR GENEROUS DONOR

As business leaders, we must never underestimate the benefits of gender diversity. I have experienced these benefits personally and professionally – as a team member, corporate leader and human being. Gender diversity creates value for clients, improves executive decision-making, and enables personal and professional growth.

On a research level, we have only begun the process of documenting and measuring these benefits. My hope is that this work will continue to accelerate, as we need more data and analytics to initiate a real shift change – one that motivates businesses across all sectors to recognize the value of gender diversity and take an active role in advancing women in business.

That is why studies like this one are so important, and why INSEAD is the ideal institution to lead them. As a global educator that believes in using business as a force for good, INSEAD is uniquely equipped to take these insights and turn them into action. In addition, we have more than 50,000 alumni worldwide who are deeply committed to gender diversity and ready to serve as ambassadors for it. We must arm them with the research insights they need to step into this role.

Imagine what a difference this could make in their communities and organisations. Imagine what a difference this could make in the world.

Dirk Luyten

MBA'89J

*Managing Director,
Levante Capital Management*



IN THIS REPORT

PART I	05
TRANSFORMING ORGANISATIONS: INSEAD ALUMNAE AT WORK	
<i>Who our alumnae are and what they do</i>	

PART II	10
IMPACTING THE WORLD: INSEAD ALUMNAE IN ACTION	
<i>How our alumnae are leading meaningful change in business and society</i>	

PART III	15
METHODOLOGY AND RESULTS	
<i>How we conducted this survey and engaged respondents</i>	

PART I

TRANSFORMING ORGANISATIONS: INSEAD Alumnae at Work

Who our alumnae are and what they do

INSEAD alumnae are setting a higher standard for women in the workplace. As specialists, executives and global leaders, they are excelling across a wide range of sectors, industries and geographies.

Driven And Innovative

INSEAD alumnae are ambitious and accomplished in their careers. They are highly engaged as professionals; entrepreneurial in spirit and practice; and connected to powerful organisations.

83% of alumnae are gainfully employed, including those who are past retirement age.

61% are working for firms whose annual sales revenues were over €100M last year.

17% of alumnae are founders or co-founders.

43% reported that they currently work or previously worked at firms with more than 5,000 employees.

“INSEAD gave me the freedom, mindset and inspiration to think outside the corporate career path I was following. Studying, working and sharing my life with so many amazing and inspiring fellow students helped trigger my decision to become an entrepreneur. As an entrepreneur, you have to be ready to face anything. INSEAD gave me a network and credentials that opened up doors.”



Sophie Eisenmann

MBA'09J

Co-Founder and CFO

Yunus Social Business

Leading In The Private Sector

INSEAD alumnae have a strong presence in the private sector.

85%

say that they are or were employed in the private sector or for a for-profit organization.

Within these organisations, they hold senior leadership roles with significant responsibilities.

26%

hold the highest-level executive roles in senior management (e.g., CEO, president or other C-suite role).

In addition, more than

50%

directly engaged in general management; they either hold a general management position or report to general management.

“INSEAD taught me that there are many different and effective ways of being a leader. You have to find the right one for you – people can sense inauthenticity a mile away and an inauthentic leader cannot ultimately succeed.”



Susan Lloyd-Hurwitz

MBA'94J

CEO and Managing Director

Mirvac Group, Ltd

Globally Minded, Locally Grounded



INSEAD alumnae are dispersed across the globe:

Europe	59%
Asia-Pacific	18%
North America	13%
Other	10%

Regardless of their geographic base,
they are leading with a global perspective.

67% describe their scope of responsibility as global or regional.

EXPANDING THEIR REACH



32% of alumnae have regional or global responsibilities with firms that have 5,000 or more employees.

“INSEAD allowed me to interact and work closely with people from all around the world while I was still early in my career, which helped me develop strong multicultural knowledge and keen self-awareness. As I began an international career, this gave me the confidence and ability to work effectively with people and lead teams with diverse backgrounds and broad geographic scope.”



Christina Law

MBA'91D

Group President

Asia and Latin America, General Mills

Making An Impact Across Generations



The majority of INSEAD alumnae belong to younger generations. Alumnae who participated in this survey identified themselves as:

Generation X	50%
Millennials	27%
Baby Boomers and older	23%

Across all generations, INSEAD alumnae are making their mark at work:

Alumnae from the Baby Boomer Generation are readily found in the C-suite.

49% currently hold or previously held roles as CEOs, presidents or in general management positions.

Alumnae from Generation X are ascending as senior leaders.

76% currently report to general management leaders or higher.

Meanwhile, the impact of INSEAD alumnae continues to increase as a greater proportion of women enrol in the INSEAD MBA programme. At present, women comprise 34% of the MBA class at INSEAD.

“INSEAD changed both my personal and professional outlooks. I have repeatedly described my experience to people as acquiring a new lens through which I view the world. Studying at INSEAD presented me with a much broader context of global economic dynamics. This heightened my passion to become a senior business leader so I could make decisions that create a more equitable world.”



Lucy Quist

MBA '05J

President

African Institute for Mathematical Sciences, Ghana

PART II

IMPACTING THE WORLD: INSEAD ALUMNAE IN ACTION

How our alumnae are leading meaningful
change in business and society

INSEAD alumnae are using their creative talents and intellectual strengths to address critical problems facing business and society. They are deeply committed to supporting other women leaders, giving back to their communities, driving economic prosperity, promoting sustainability and making the world a better place.

Leading In Communities and On Boards

INSEAD alumnae contribute to their communities.

72% are engaged in pro-bono or volunteer work.

INSEAD alumnae are highly active on boards.

27% currently serve on one or more boards of directors.

For Baby Boomers and older generations, this percentage is even higher.

44% currently serve on one or more boards of directors.

“At INSEAD, learning about the full range of business disciplines as well as business strategy helped me understand all the issues within a company rather than just the areas where I had experience.”



Marcelle Speller

MBA'82
Founder & CEO
Localgiving.com

Advocating for Women

**Nearly all of INSEAD alumnae (98%)
have mentored other women. Of these,**

79% say they have invested a
“moderate amount of time”
or “great deal of time” in
developing other women.

**INSEAD alumnae are putting processes
into place to make real change happen.**

69% contribute to initiatives within
their organisations to develop
other female leaders.

**They also recognize that
sponsorship matters.**

93% of INSEAD alumnae provide
sponsorship to other women.

69% say they have spent a “moderate
amount of time” or “great deal of
time” advocating for the women
they have mentored.

89% of our male alumni reported
advocating on behalf of women.

And, they want to do even more.

91% of male and female graduates
from INSEAD say that they are
interested in increasing the
representation of women in
high-impact leadership positions.

“I am committed to mentoring other women; this has always been my operating model. Women bring a unique perspective to mentoring other women. They can empathise and understand the issues they face more personally. I have been supported and challenged by mentors – both female and male – at key points in my career, and it’s important for me to pass this on.”



Helen Pitcher OBE

IDP-C'13Sep & COL'98Jan

Chairman

Advancing Boardroom Excellence

Advancing Technology and Entrepreneurship

INSEAD alumnae are fuelling innovation.

70%

have personally created or contributed to initiatives that build technologies and products of the future within their organization.

**INSEAD alumnae contribute to new
venture growth.**

48%

of alumnae are investing in start-ups.

“I believe that by innovating in financial services, we can make a positive impact and accelerate economic development in both emerging markets and developed economies. Today, there are more than two billion people who have no access to financial services, and many more that don’t have adequate access. By addressing those gaps, we can empower people to sustain themselves and support the growth of small and midsize businesses.”



Selma Ribica

MBA'11D

Fintech Entrepreneur

Mentor and Investor

Making A Difference

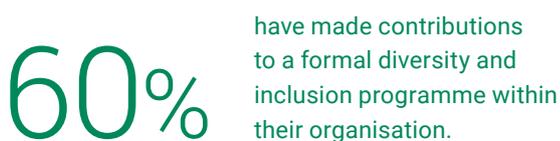
INSEAD alumnae are doing their part to have a positive impact on the world with:



SUPPORT OF INSEAD



They are particularly engaged in efforts to promote diversity and inclusion.



“INSEAD’s Leadership Development Program allowed me to step back and think about my ‘why’ and the impact I wanted to have in the world. I was inspired to start a ‘Lean In’ circle for women in the EMBA programme, and we met on a monthly basis to discuss workplace challenges and provide peer-to-peer support. Five years later, we’re still meeting every month – and the Singapore Lean In Chapter is now a community of over 2,500 women.”



Helen Duce

*EMBA'13Dec
Executive Director, INSEAD Gender Initiative
Leader, Lean in Singapore
Sustainable Business Consultant*

PART III

METHODOLOGY AND RESULTS

How we conducted this survey and engaged respondents.

In honour of the 50th anniversary of women in the INSEAD MBA programme, INSEAD conducted a global alumni survey in October and November 2017. A team of INSEAD faculty partnered with Abt Associates, a leading survey research firm, to design and administer the survey.

As part of this process, Dean Ilian Mihov emailed all 54,932 living alumni and invited them to complete the survey online. Alumni who did not respond to the invitation received follow-up emails.

Of these alumni, 5,762 submitted a completed survey. The response rate to the survey was 10.5%.

BY THE NUMBERS

Alumnae participation in the survey:

9,301 alumnae were contacted

1,291 alumnae completed the survey

13.9% alumnae response rate

INSEAD Europe Campus

Boulevard de Constance
77305 Fontainebleau Cedex, France
T +33 1 60 72 40 00

INSEAD Asia Campus

1 Ayer Rajah Avenue
Singapore 138676
T +65 6799 5388

INSEAD Middle East Campus

Al Khatem Tower
ADGM Square
Al Maryah Island
P.O. Box 48049
Abu Dhabi, UAE
T +971 2 651 5200

www.insead.edu

