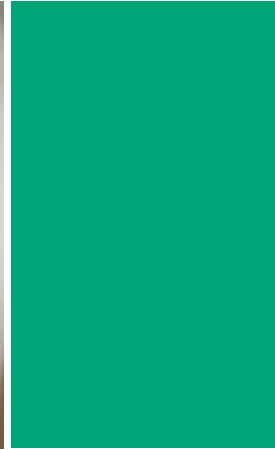
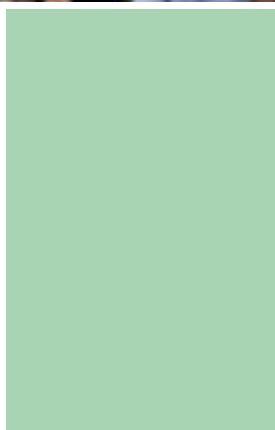


The Gender Initiative



Annual Report

Academic Year 2021/2022



Leadership Message

INSEAD was established in 1957 to shape the next generation of business leaders and champion business as an enabling force for peace and prosperity. Founder Georges Doriot saw business as essential for driving economic growth, fostering global cooperation and uniting people across cultures and backgrounds. INSEAD welcomed our first students with diversity as a founding value.

Today, those founding values are deeply embedded in the school's DNA. We harness diverse perspectives to bring innovation and creativity into strategies and solutions. In the 21st century, this means empowering women as leaders and equal partners in societies and economies. Understanding and addressing diversity, equality and gender issues is a central pillar of delivering on the INSEAD mission to develop responsible leaders who transform business and society.

The INSEAD Gender Initiative plays an important role in creating knowledge that increases our collective understanding of gender dynamics and the causes and consequences of gender imbalances. These imbalances pose a challenge to leaders, and they need knowledge to make sound decisions.

The Gender Initiative is leading gender research, working on VR teaching tools and engaging leaders at alumni events, open webinars and conferences like the ChangeNOW summit.

In Academic Year 2021/2022, the Gender Initiative designed and conducted a large-scale alumni survey with over 6,000 respondents to understand how our alumni were affected by the pandemic and the positive impact that makes our community a force for good. The survey showed that a vast majority of alumni across age groups, nationalities and gender are working on issues relating to business and society.

We also learned that we still have a lot of work to do on gender. During the pandemic, twice as many women lost their jobs as men and women took on more domestic work, even among the educated INSEAD community. There is a long road still to travel if we are to arrive at true equality. The Gender Initiative is accelerating progress on that path.

I look forward to seeing what next year brings for the INSEAD Gender Initiative and for our school's engagement on gender. As the world reopens from the pandemic, we have the opportunity to reduce imbalances and create more equitable and prosperous growth.

Together we can seize this opportunity and tap the full potential of men and women to transform business and society.



Ilian Mihov
INSEAD Dean



“

As a business school INSEAD has a fundamental role to play in promoting gender balance and diversity.

Ilian Mihov, INSEAD Dean

Background

The INSEAD Gender Initiative is pleased to present a comprehensive look at our activities and achievements over the 2021/2022 academic year. This year, engagement remained high as the world transitioned out of the pandemic, and the Gender Initiative strengthened its position as a leader in championing women leadership and gender issues in management education.

The Gender Initiative is built on the core INSEAD value of diversity and decades of gender diversity efforts. The Initiative integrates research, business and pedagogy to unlock the full potential of both women and men. Aligned with the Hoffmann Global Institute for Business and Society, we engage the school on gender issues in learning, research, engagement and by walking the talk.

Our researchers are psychologists, sociologists, economists and management and finance scholars conducting leading-edge research on the

The Gender Initiative strives to create knowledge that advances women leaders, teach a new generation that recognizes the value of diverse perspectives and engage men and women in this effort to inspire action by all.

experiences and impact of women in business and society. This knowledge is taught to current and future business leaders in INSEAD Degree Programmes and Executive Education. We engage with academics and organisations to enhance commitments to gender balance and build capacity to achieve these aims. Future business leaders who are passionate and equipped to drive gender balance in their organisations can empower women leaders and positively impact business and society.

The Gender Initiative strives to create knowledge that advances women leaders, teach a new generation that recognizes the

value of diverse perspectives and engage men and women in this effort to inspire action by all. We seek to lead by example and elevate the voice of women leaders in management education.

This INSEAD Gender Initiative Annual Report 2021/2022 represents a full record of activities and accomplishments towards these goals for Academic Year 2021/2022.

Under the guidance of Academic Director Professor Zoe Kinais and Executive Director Vinika Rao, the Initiative advanced gender issues across the school. This team has a strong background of exploring gender in business.



Zoe Kinias
Academic Director
(2017 – Sept. 2022),
Associate Professor
of Organisational
Behaviour

Zoe's primary expertise focuses on diversity and resiliency bolstering interventions. Her diversity research often falls at the intersection of gender and culture, investigating methods for improving gender balance in organisations. In addition to contributing to INSEAD's gender pedagogy, Zoe presents gender research to diverse audiences including academics, students and alumni, as well as professional organisations.



Vinika Rao
Executive Director

Vinika's research is in gender diversity in leadership, male allyship and intergenerational influences on the workplace. Prior to INSEAD, she was Associate Professor at S.P. Jain Centre of Management. She started her career with an MNC bank and later became Managing Director of an Asian conglomerate, before a transition to education. She currently sits on the boards of a non-profit organisation and a think tank and advises Diversity and Inclusion initiatives at global organisations.



Chiara Trombini
Postdoctoral Researcher

Chiara's research focuses on cognitive and affective interventions to reduce decision-making biases in the workplace. Using a multi-method approach, she investigates ways to decrease gender bias in hiring and negotiation. She is particularly interested in designing strategies to make men more open to high-achieving women. Prior to joining INSEAD, she was a Research Fellow at Harvard Kennedy School.



Nazirah Zein
Admin Manager

Nazirah's support is an essential component of the Gender Initiative, providing administrative oversight that enables participation in activities, events and other engagement opportunities.

2021/2022 Highlights

Creating knowledge to inform leaders

ARTICLES

1 academic journal and 6 INSEAD Knowledge

PRESENTATIONS

6 academic and 5 Gender Research Lab

PROJECTS

6 research projects

Engaging to inform on gender and inspire action



Integrating gender into INSEAD learning

1

MBA/MIM elective on DEI

2

Cohorts of the Gender Diversity Programme

3

Customized Executive Education modules (Gender Diversity, DEI and Women's Leadership) for 4 clients

60,000 alumni & 6,000 responses

The Alumni Impact Survey proves our community is a force for good on women's leadership

Committed to walk the talk on gender in management education

COMMITTED TO ACHIEVE

2023

A gender balanced board

2024

40% female participants in the MBA, 50% female students in the new Master in Management

2025

Achieve a gender balanced faculty

EU EQUAL4EUROPE Gender Action Plan Approved



UN Women HeForShe Champion





Learning



Throughout Academic Year 2021/2022, the Gender Initiative championed gender issues in INSEAD academics. This includes working with professors teaching INSEAD Degree Programmes to ensure future leaders gain exposure to gender issues and collaboration with Executive Education to address the challenges facing leaders today.

Degree Programmes and Executive Education

Academic excellence is deeply embedded in the INSEAD DNA. The school is founded on values of academic rigor and relevance. Today, gender is relevant as business leaders need to understand how to deliver value in a volatile market. The Gender Initiative works to equip leaders with knowledge and tools to tackle inequality and other gender issues.

In Academic Year 2021/2022, we offered a Diversity Equity and Inclusion elective for MBA students and ran two cohorts of the online INSEAD Gender Diversity Programme. This programme featured two open enrolment runs and customisation as a module in a company specific programme for Sonepar. We also supported a DEI module in company specific programmes for Trane Technologies and Oliver Wyman. A Women's Leadership Development session was also integrated into a Cartier company specific programme.



Teaching Materials Developed

To integrate gender issues into INSEAD Degree Programmes, the Gender Initiative developed DEI-related teaching materials and a case study on *Turning the Tide in Mozambique: Developing Gender Inclusion at a Major Transport Hub*.

- *Turning the Tide in Mozambique: Developing Gender Inclusion at a Major Transport Hub* by **Z. Kinias and E. Williams**
- *DEI Lexicon* by **M. Akinola, Z. Kinias and A. Rattan**

The Gender Initiative also worked on developing a virtual reality simulation that immerses learners in a high stakes team decision-making meeting, where we vary the race/gender of specific team member and overall diversity of the team. The simulation allows participants to experience how social factors of race, gender, intersectionality, and team diversity affect how we listen to others, integrate others' inputs into decisions, credit others' inputs, and perceive the team as a whole. In 2021/2022, the case was filmed, edited and piloted. We expect to release in 2023.



Knowledge

The core aim of the Gender Initiative is to advance and promote research on gender and to generate a greater understanding of gender inequalities in the global economy. We strive to produce knowledge with high academic rigor and real-world impact.

The Initiative supported a variety of research engagement activities throughout the academic year. We published one journal article, advanced six research projects and organized five Gender Research Lab sessions, featuring presentations and discussions by internal and external faculty. We engaged widely with seven conference presentations and six articles published on the INSEAD Knowledge platform, which has more than a million page views and almost two million Twitter impressions each month.

Journal Articles Published

Publishing articles on gender engages the academic



community on the latest research products and opens opportunities for collaboration.

- **M. Magni, M. Ahuja and C. Trombini** published *Excessive Mobile Use and Family-Work Conflict: A Resource Drain Theory Approach to Examine their Effects on Productivity and Well-Being* in the Information Systems Research journal

Research Projects

Ongoing research by Gender Initiative-affiliated professors firms the foundation for INSEAD

thought leadership on diversity, equity and inclusion.

- **C. Cortland and Z. Kinias** advanced research on “Leveraging a social impact leadership identity to increase support for gender balance.”
- **C. Cortland and Z. Kinias** advanced research on “Adding fuel to the collective fire: Stereotype threat, solidarity, and support for change.”
- **C. Trombini, M. White, M. Akinola, Z. Kinias and P. Ingram** advanced research on “Anxiety

as a Catalyst for Dominant Female Leaders' Effective Delegation"

- **C. Cortland and Z. Kinias** advanced research on "Stereotype Threat's Silver Lining: From Solidarity to Social Change"
- **C. Cortland and Z. Kinias** advanced research on "Identifying as Social Impact Leaders Motivates Business Professionals to Support Organizational Gender Balance Initiatives"
- **M. Akinola, C. Trombini, Z. Kinias, P. Ingram and P. Mehta** advanced research on "Gender Differences in the Biological Profiles of Effective Leaders"

Gender Research Lab

Gender Research Lab meetings are academic presentations and discussions featuring faculty from across INSEAD disciplines sharing collective insights on gender research.

- In June 2022, **Ella Miron Spektor** of INSEAD presented "Think Funny, Think Female: The Benefits of Humor for Women's Influence in the Digital Age"
- In February 2022, **Katherine Coffman** of Harvard Business School presented "A Dynamic

Investigation of Stereotypes, Belief Updating, and Behavior" as a joint seminar with Decision Science and Economics

- In February 2022, **Kaisa Snellman, Maria Guadalupe and Daisy Pollenne** of INSEAD presented "Retaining talent in Organizations: Diversity, Inclusion and Norms"
- In January 2022, **Sherrie Xue and Stephanie Lin** of INSEAD presented "The Adverse Role of

Heterosexual Standards in Male Dyadic Consumption Sharing"

- In October 2021, **Chiara Trombini** of INSEAD presented "Self-Affirmation as an Intervention to Mitigate Gender Effects in Negotiations"

Academic Presentations

Presentations at academic conferences and collaborating institutions engages leading thinkers on key gender topics and





creates meaningful exchange of ideas and insights.

- In August 2022, **C. Trombini, W. Jiang and Z. Kinias** presented “Social Support Motivates Prosocial Behaviors Within and Beyond Organizations” at the annual meeting of the Academy of Management
- In August 2022, **C. Trombini** moderated the session “How Do We Do Inclusion?”. At the annual meeting of the Academy of Management
- In August 2022, **Z. Kinias** co-organised and joined the panel for the “Professional Development Workshop: Teaching Diversity, Equity, and Inclusion” at the annual meeting of the Academy of Management
- In April 2022, **Z. Kinias** presented “Integrating Diversity

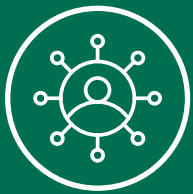
Equity and Inclusion into Business School Education” at the Ivey Business School at Western University in Canada

- In March 2022, **Z. Kinias** presented “Affirming Self-Systems to Develop Justice, Equity, Diversity, and Inclusion” at a virtual talk for the Justice, Equity, Diversity, and Inclusion group at Nanyang Technological University in Singapore
- In January 2022, **C. Trombini** was invited to speak on “Self-Affirmation as an Intervention to Mitigate Gender Effects in Negotiations” at the IESEG School of Management in Lille, France
- In November 2021, **C. Trombini** was invited to speak on “Gender in Leadership” at LUISS Business School in Rome, Italy

INSEAD Knowledge

Business leaders and academics visit INSEAD Knowledge as a resource for the latest insights from INSEAD research.

- [The Pandemic Has Dealt A Blow to Gender Balance](#)
Zoe Kinias | 26 September 2022
- [How Family-Work Conflict Keeps Us Glued to Our Mobile Phones](#)
Chiara Trombini, Massimo Magni and Manju Ahuja | 11 April 2022
- [Business Schools Can Help 'Break the Bias' for Women](#)
Zoe Kinias | 8 March 2022
- [Gratitude Is More Powerful Than You Think](#)
Chiara Trombini, Pok Man Tang, Remus Ilies | 22 February 2022
- [How Nasdaq's Board Diversity Rule Creates Potential for Real Change](#)
Felicia Henderson, Zoe Kinias, Claudia Zeisberger | 22 December 2021
- [Why Allyship Is Key to Gender Balance](#)
Ilian Mihov, Zoe Kinias | 23 November 2021



Engagement

The Gender Initiative engages widely to enhance understanding of gender, inclusion and equality at INSEAD, in management education and by business leaders around the world. In Academic Year 2021/2022, we conducted an alumni impact survey, advanced crucial conversations with leading academics and worked with the media to expand our reach and impact.

Alumni Impact Report

In 2021, the Gender Initiative designed and conducted a survey of 6,000 INSEAD alumni focusing on two key areas – how INSEAD alumni have experienced the pandemic and how alumni are impacting business and society. Results from the survey were released in July 2022 in the [Alumni Impact Report](#) authored by Dean Ilian Mihov and Zoe Kinias.

In our survey, men and women reported equal levels of increased work demands during the pandemic. However, the types of leadership and management responsibilities that alumni were called on to deliver differed across genders. Nearly half of men

with increased work demands were asked by their employers to provide more direct crisis management, compared to one-third of women. Domestic labour and care-giving duties increased more for women. The survey also asked about the impact that INSEAD alumni have on business and society. Eighty-five percent of alumni of all genders reported that they are working to solve social, economic and environmental issues. Collaborating to build tech and future products, developing female talent for leadership and addressing climate change are the top issues in focus for alumni.

Alumni Engagement

Gender Initiative engagement at conferences, alumni events and

other community opportunities raises awareness of gender issues, showcases our research and encourages advocacy and allyship by leaders and decision makers.

- In May 2022, **Zoe Kinias and Vinika D. Rao** ran a half-day workshop on “Gender and the Future of Work” in collaboration with the Hoffmann Global Institute for Business and Society as part of the Gender Forum at the ChangeNOW Summit in Paris
- In March 2022, **Zoe Kinias, Dirk Luyten and Vinika D. Rao** delivered an INSEAD Lifelong Learning webinar on “How to Integrate Diversity Equity and Inclusion in Businesses”

- In January 2022, **Zoe Kinias** taught an INSEAD Faculty Masterclass on “How receiving social support motivates global business leaders and workers to engage in prosocial behaviors”
- In December 2021, **Vinika D. Rao** delivered a Keynote Address at the Diversity, Equity, and Inclusion Global Conference organized by The Conference Board
- In November 2021, **Vinika D. Rao** ran a session on “Covid-19 and gender equity” at the GBSN Beyond: Virtual Conference
- In September 2021, **Vinika D. Rao** delivered a session on “Why a Specific Focus on Women’s Wellbeing?” at Asia Wellbeing Week



Media Coverage

Media exposure amplifies the voice of the Gender Initiative and extends the reach of our thought leadership to key audiences. In addition to authoring articles, our research and professors are often cited, mentioned or republished.

- [How Family-Work Conflict Keeps Us Glued to Our Mobile Phones](#)
Chiara Trombini | June 2022,

The Bulletin of the Hong Kong General Chamber of Commerce

- [Unconscious bias trainings: quando sono efficaci?](#) (Italian)
Chiara Trombini | April 2022, Fondazione Marisa Bellisario
- [Could the Solution to the Great Resignation Be as Simple as Gratitude? A New Study Suggests Yes](#)
Jessica Stillman | February 2022, Inc.com

- [Warner Music Group Launches Global Diversity, Equity and Inclusion Institute](#)
Murray Stassen | February 2022, Music Business Worldwide
- [Why allyship is key to gender balance](#)
Ilian Mihov, Zoe Kinias | November 2021, The Business Times



Walk the Talk



During Academic Year 2021/2022, the pandemic remained a pressing global issue with both social and economic impacts. This presented a challenge in terms of walking the talk on gender at INSEAD. The Gender Initiative maintained virtual engagement but the pandemic resulted in fewer opportunities to bring the perspectives of women to the fore. During this academic year, INSEAD made several key commitments on gender that show how the school remains committed to walk the talk on gender issues.

In September 2021, [INSEAD committed to achieve a gender balanced board](#) by 2023 as part of the school's ongoing commitment to gender balance. In addition, this commitment includes establishing a globally diverse board consisting of members from at least 12 nationalities and four continents. This aims to bring regional perspectives into decision making and identify solutions that advance gender equity. Our commitment was announced as part of the UN Women HeForShe Alliance launch at the UN General Assembly. INSEAD joined as a HeForShe Champion, an organisation leading transformative change through advocacy and allyship to accelerate progress on gender equality. To champion equality, INSEAD has set the following goals:

- Reach a minimum of 40% female participants in the MBA programme by academic year 2024/2025, and continue to increase while maintaining over 65 nationalities in each cohort
- Achieve 50% female student representation in the new Master in Management programme, with a minimum of 35 nationalities

Our commitment to achieve gender balance in our Board of Directors was announced as part of the UN Women's HeForShe Alliance launch at the UN General Assembly.

- Attract and retain increasingly gender balanced faculty, including a target to hire 50% women by the end of 2024
- Advance research on gender issues in collaboration with global industry and academic partners

As part of our commitment to champion gender equality, INSEAD joined the European Union Initiative EQUAL4EUROPE. Professors Maria Guadalupe and Kaisa Snellman serve as Academic Co-Directors for EQUAL4EUROPE and collaborate with Sharon Brooks, Executive Director of Diversity, Equity, and Inclusion, to guide INSEAD involvement. We partner with seven institutions to develop and implement gender equality action plans for business and management schools across Europe. In

March 2022, INSEAD approved our gender equality action plan that aims to:

- Enhance recruitment, hiring, and retention practices
- Achieve gender parity in faculty hiring for incoming faculty
- Implement training on the INSEAD Anti-Harassment Policy
- Explore initiatives to broaden the pipeline for diverse faculty hires
- Implement training and awareness campaigns on creating inclusive environments and combatting gender bias and unconscious bias, including in professional practices and in research and teaching content
- Convene an internal committee to implement and monitor plan progress



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and ideas
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business



Moving Forward

Academic Year 2021/2022 saw strong progress for the Gender Initiative in a year marked by challenges due to the ongoing pandemic and global instability. The school made ambitious commitments. The Initiative connected with leaders and leading thinkers in academia, in global business and across the INSEAD community. Cutting edge research was published and presented, providing a practical path forward for decision makers. Gender was integrated into learning from the flagship MBA programme to open and custom programmes for executive participants, all learning how to navigate gender challenges they face today.

This is a solid foundation to build on. Moving forward, we will collaborate with the Hoffmann Global Institute on Business and Society to advance action on gender as part of the push to align INSEAD education and engagement with the UN Sustainable Development Goals. Academic focus will remain on

integrating gender into learning and producing cutting-edge research. Our outreach will continue to actively engage the INSEAD community and partners to empower women and allies in an effort to tap the full potential of all as contributors to business and society. We will strive to accelerate action on gender across the school.

As Academic Year 2021/2022 ends, the INSEAD Gender Initiative welcomes Professor Kaisa Snellman as Academic Director. This Annual Report shows that as we transition to new leadership, we are positioned for success in academics and in the real-world application of knowledge on today's gender issues.



The INSEAD Gender Initiative would like to recognize all students, faculty, alumni and partners who engaged with us throughout Academic Year 2021/2022. With your engagement and support, the Initiative was able to engage both women and men to advance women leaders in their organisations and beyond. Special thanks to Professor Zoe Kinias, who served as Academic Director from 2017 to August 2022.

insead.edu/centres/gender-initiative



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