

# WOMEN'S EMPOWERMENT PRINCIPLES

NOVEMBER 2020

## WEPS IN ACTION



PRINCIPLE 4

**Promote education,  
training and professional  
development for women**

### Contents

1. Context
2. Actions
3. Challenges
4. Results
5. Recommendations

## CASE STUDY: CAPGEMINI

### WOMEN'S LEADERSHIP DEVELOPMENT AT A GLOBAL SCALE

#### LESSONS LEARNED

- Support from leadership at the very outset is key to showing that agendas for diversity, equity and inclusion can advance gender equality and women's empowerment on a global scale.
- Developing a successful pilot training programme in one department can prove the case for scaling the programme to group level.
- Partnering with an expert training provider to support the development and delivery of a leadership development programme can increase successful outcomes.
- Getting support from line managers for gender equality and women's empowerment and equipping them with coaching skills is critical – they are the ones mentoring and supervising women employees post-programme
- Engaging women participants through one-on-one career development and feedback sessions is vital to ensuring their continued engagement throughout the programme.
- Post-programme follow-through by human resources leaders and program sponsors ensures each participant has the opportunity for promotion and expanded accountability.

#### CONTEXT

Capgemini is a global leader in consulting, digital transformation, technology and engineering services. A responsible and multicultural company of 265,000 people in nearly 50 countries, Capgemini's purpose is to unleash human energy through technology for an inclusive and sustainable future.

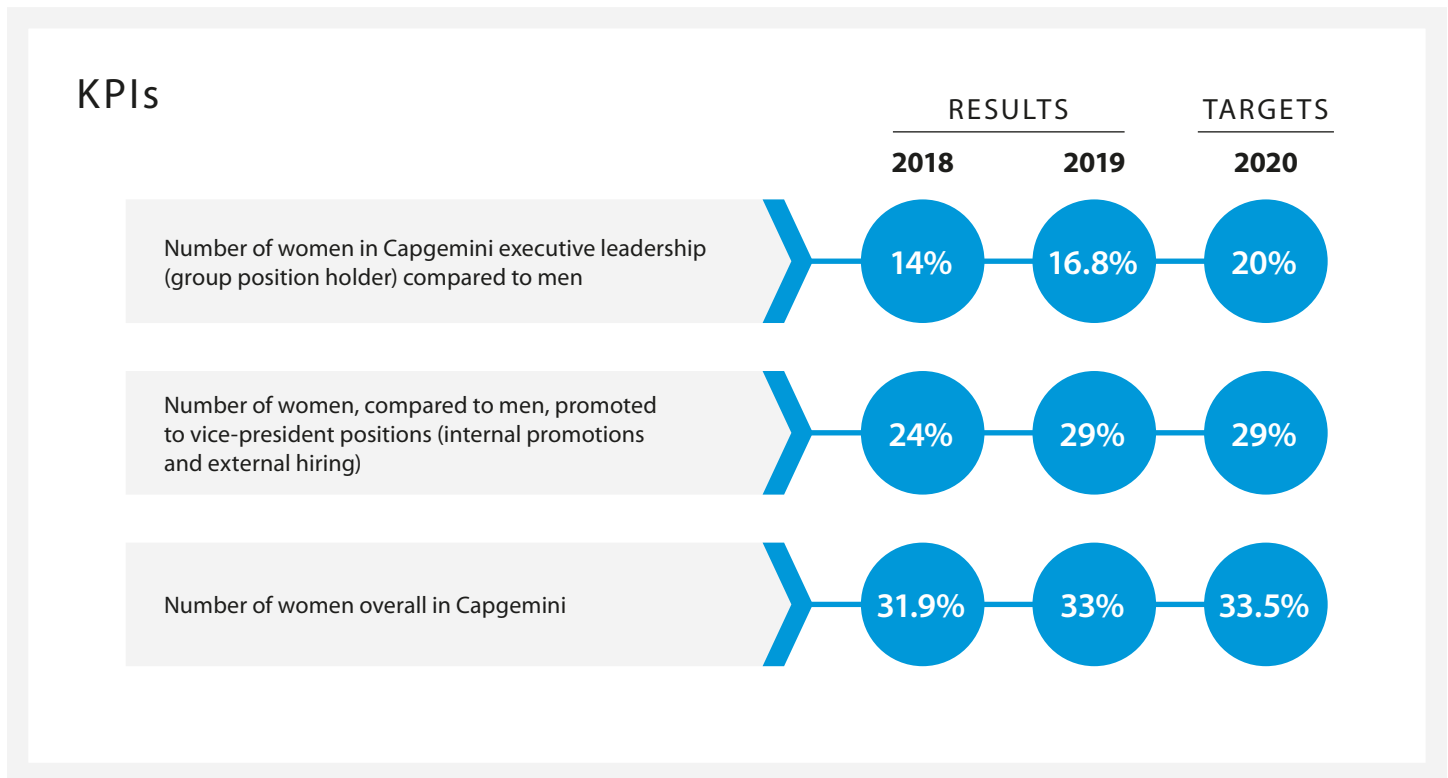
In 2012, the company started Women@Capgemini, a global network for women across all Capgemini entities and countries. Women@Capgemini, supported by the group chairman and CEO, worked alongside the diversity and inclusion team to select and expand best practices across all three levers of gender diversity:

- Recruitment
- Development and promotion
- Retention

This network was designed to leverage the broader women talent base and allies across the organization to deliver a strong and pragmatic set of recommendations and results with respect to gender diversity. One of the primary goals of Women@Capgemini was also to build a strong culture valuing diversity and inclusion through strong commitments and role modeling from leaders across the group.

While Capgemini continued to see better representation of women in the workforce, it saw a specific need to promote more women into leadership roles. To address this, Capgemini created a women's leadership development programme called WeLead to enable women to build their leadership skills while being championed and sponsored by leaders in the organization.

Capgemini CEO, Aiman Ezzat said: "It is a continuing mission for us to develop, nurture and grow a diverse and inclusive workforce. Developing women through the WeLead programme has been a critical element of accomplishing this objective for Capgemini."



## ACTIONS

The Capgemini WeLead programme was introduced within the Group finance department in 2017. The initial pilot was so successful, the programme was expanded to a second batch and then launched globally to encompass multiple Capgemini business lines.

In order to design and implement the WeLead training programme, the company collaborated with an external firm specializing in designing leadership programmes for women. WeLead's aim is to:

- Address the underlying factors which affect women's leadership growth in an organization.
- Accelerate their journey into executive management roles.
- Deliver visible and measurable outcomes.

The first four-month programme was rolled out through strong collaboration between talent, HR, and learning business partners. Participants represented not only various business lines, but also various roles, including delivery, account management and human resources.

The first Group-wide initiative was delivered over a four-month period, with 23 participants graduating between November 2019 and March 2020. The programme for the second Group-wide cohort contained 30 participants from 13 countries, and was launched virtually in September 2020 to adapt to the COVID-19 pandemic.

The WeLead programme equips participants with practical concepts, tools and frameworks that are essential for leadership. A variety of methods including experiential learning is integrated to ensure learning goes beyond the classroom and can support personal development in a manner that can be practically applied to the job. Topics such as confidence, communication, assertiveness and empowerment form the basis of group discussions.

The goals for the WeLead programme are:

- Creating confident and skilled women who are equipped and ready to take on senior leadership roles.
- Developing a group of women executives who progress to leadership roles and mentor others in the organization on career-related and life skills.
- Building a culture of greater ownership and accountability amongst managers in the growth and development of their women team members.

The principles supported by the WeLead Programme include:

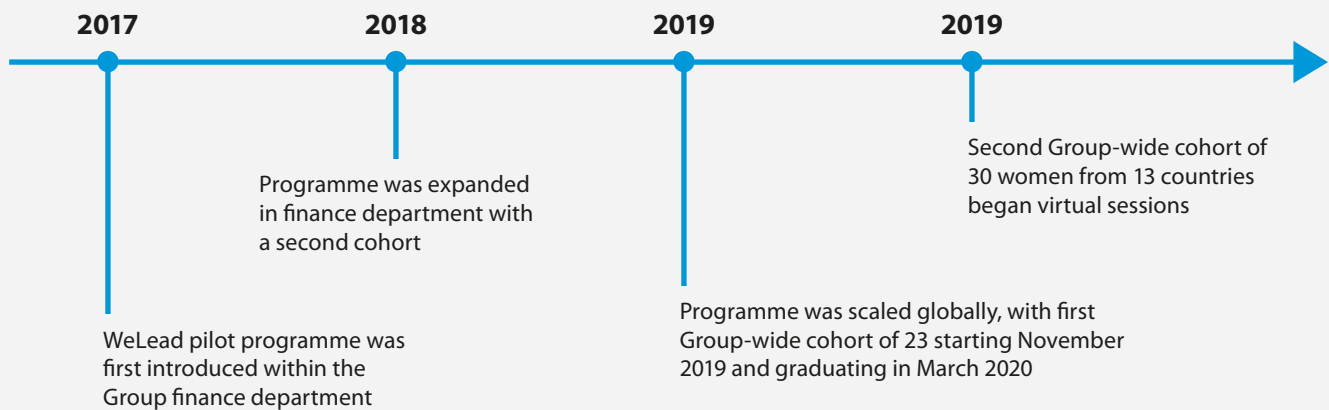
- Women's empowerment and demonstrating leadership excellence.
- Creating a global network by working on projects that deliver impact to Capgemini.
- Developing strong peer relationships between global network members.
- Gaining greater visibility with the existing Capgemini leadership teams.

The key performance indicators (KPIs) are measured in terms of promotion for the women participants of the WeLead programme. Capgemini hopes that, while all participants are already at senior levels, they should be evaluated and promoted to the grade above their current position within two years of completing the programme. This in turn helps Capgemini to strengthen its women leadership pipeline at the most senior levels across the Group.

Progress is monitored by the Group talent and human resources departments in coordination with the talent director.



## TIMELINE



## RESULTS

The WeLead training programme, along with other initiatives, enabled Capgemini to reach 33.5 percent of women in the workforce by 2020 and an increased representation of women at leadership levels. The success of the first WeLead programmes in Group finance helped drive the scaling of the programme to more cohorts at a global level. Capgemini summarized their most significant achievements as a result of the WeLead programme:

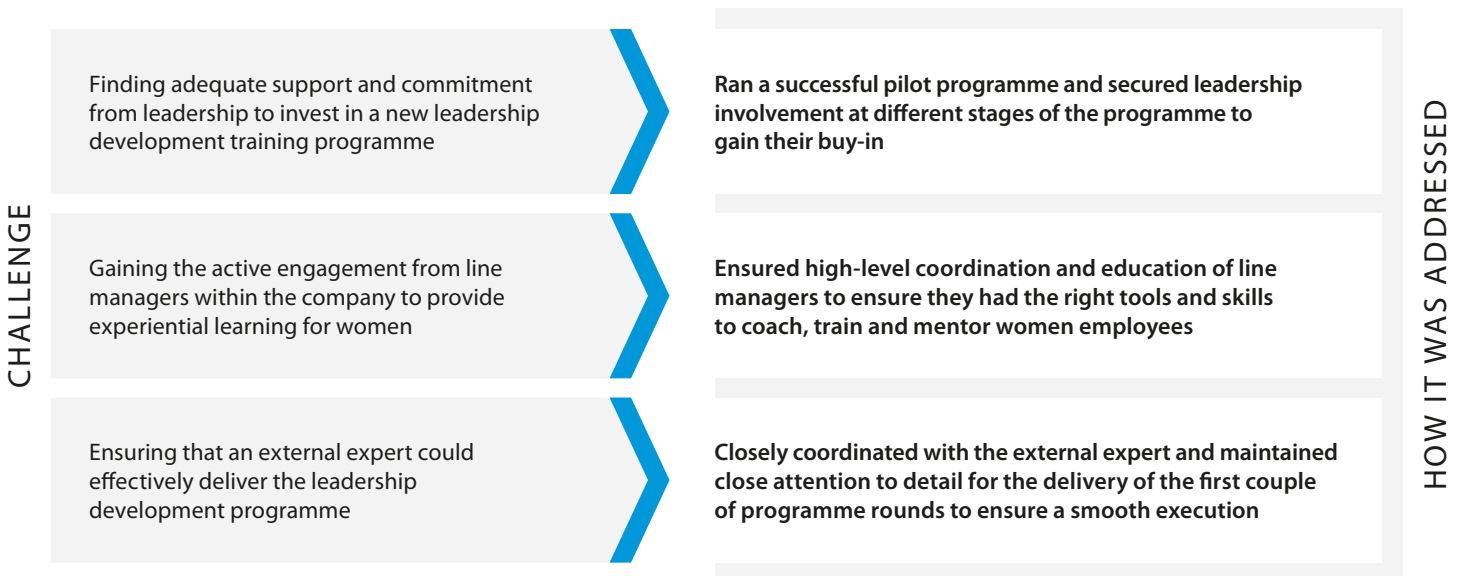
- Increased pipeline of highly engaged women leaders in the workforce.
- Greater engagement and commitment of current and prospective women leaders in the organization.
- Increased number of mentors and role models in the organization.
- A stronger network of women employees connected around the world.

Several of the women participants shared qualitative feedback on their favourite aspect of the WeLead programme:



## CHALLENGES

The key factors that led to the successful implementation of WeLead were also some of the key challenges Capgemini had to overcome.



## RECOMMENDATIONS

Gaining leadership sponsorship is critical to running an effective women's leadership development programme. All of Capgemini senior leadership were aligned on prioritizing diversity, equity and inclusion as important agenda items and as key performance indicators for the company. In having the support of the CEO, the group executive board and the Group Executive Committee, the company was able to widely champion gender equality and women's empowerment through initiatives such as the WeLead programme.

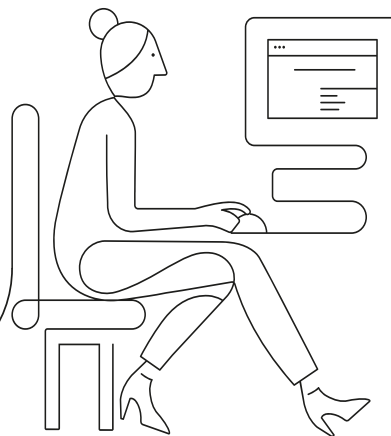
It is also vital to place participants at the center of their learning experience and continue monitoring their progress post-programme. Each participant maintained frequent one-on-one touchpoints with their respective talent director to ensure their unique career aspirations and development needs were being met. Post-programme, each participant, along with their line manager and respective talent director, crafted a tailored development plan that would be tracked on a quarterly basis to support their leadership journey. Instituting this robust data collection and analysis system ultimately helps participants and managers build their ownership of participants' growth, while helping the programme improve with each new cohort.








### THE ROLE OF WEPs


Capgemini hopes to see more attention and interventions dedicated to supporting the development and growth of women in the workforce. Keeping in mind the organization's objective of increasing the pipeline of women in leadership and executive roles, the WEPs serve as an excellent accelerator in achieving the objective.

Capgemini's overall ambition is that the WEPs are infused into their leadership programmes so that they help the entire workforce become aware of unconscious bias and inequality in the workplace.


The WEPs further empower Capgemini's senior women employees to collaborate and connect with others who are on a similar journey in the organization. Ultimately, these women leaders become mentors and develop more prospective women leaders, thereby generating a lasting ripple effect across the organization.



- Principle 1  Establish high-level corporate leadership for gender equality.
- Principle 2  Treat all women and men fairly at work- respect and support human rights and nondiscrimination.
- Principle 3  Ensure the health, safety and well-being of all women and men workers.
- Principle 4  Promote education, training and professional development for women.
- Principle 5  Implement enterprise development, supply chain and marketing practices that empower women.
- Principle 6  Promote equality through community initiatives and advocacy.
- Principle 7  Measure and publicly report on progress to achieve gender equality.

 [weps.org](http://weps.org)

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 [weps@unwomen.org](mailto:weps@unwomen.org)

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