PWN | ROMANIA
PROFESSIONAL WOMEN'S NETWORK

ABOUT US

Bucharest, 2019

CONTENT

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  - We are part of PWN Global

- Our Pillars
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- Our Board
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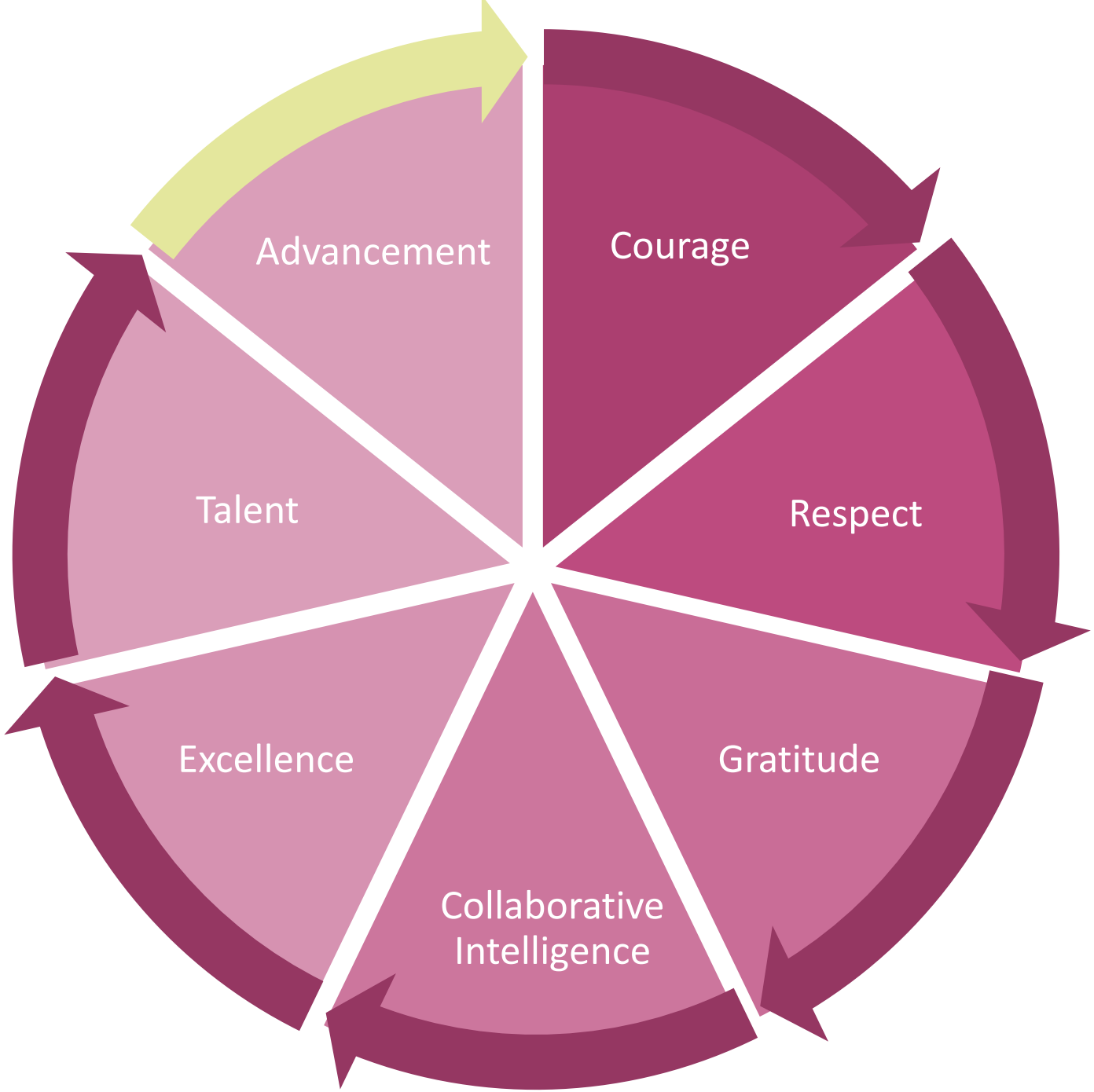
- Our Partners

WHY WE EXIST

- **ADVANCING WOMEN IN LEADERSHIP** means **leveraging 100% of the world's talent**, which leads to better decision making and an economically sustainable, happier society.
- **WE SUPPORT** our members at different stages of their careers using networking tools, learning programs, education, mentoring and knowledge sharing.
- **WE ASPIRE** to accelerate the pace of change and to inspire our community to embrace new skills, support one another and put reforms into action.
- **WE ARE CREATING** a movement of people who aspire to accelerate the current pace of change towards **gender balanced leadership**.
- **WE EXIST** to connect people via our unique global network, inspiring the leaders of today to create exemplary leaders of tomorrow.

OUR VALUES


Advancement
Courage
Talent
Respect
Excellence
Gratitude
Collaborative Intelligence

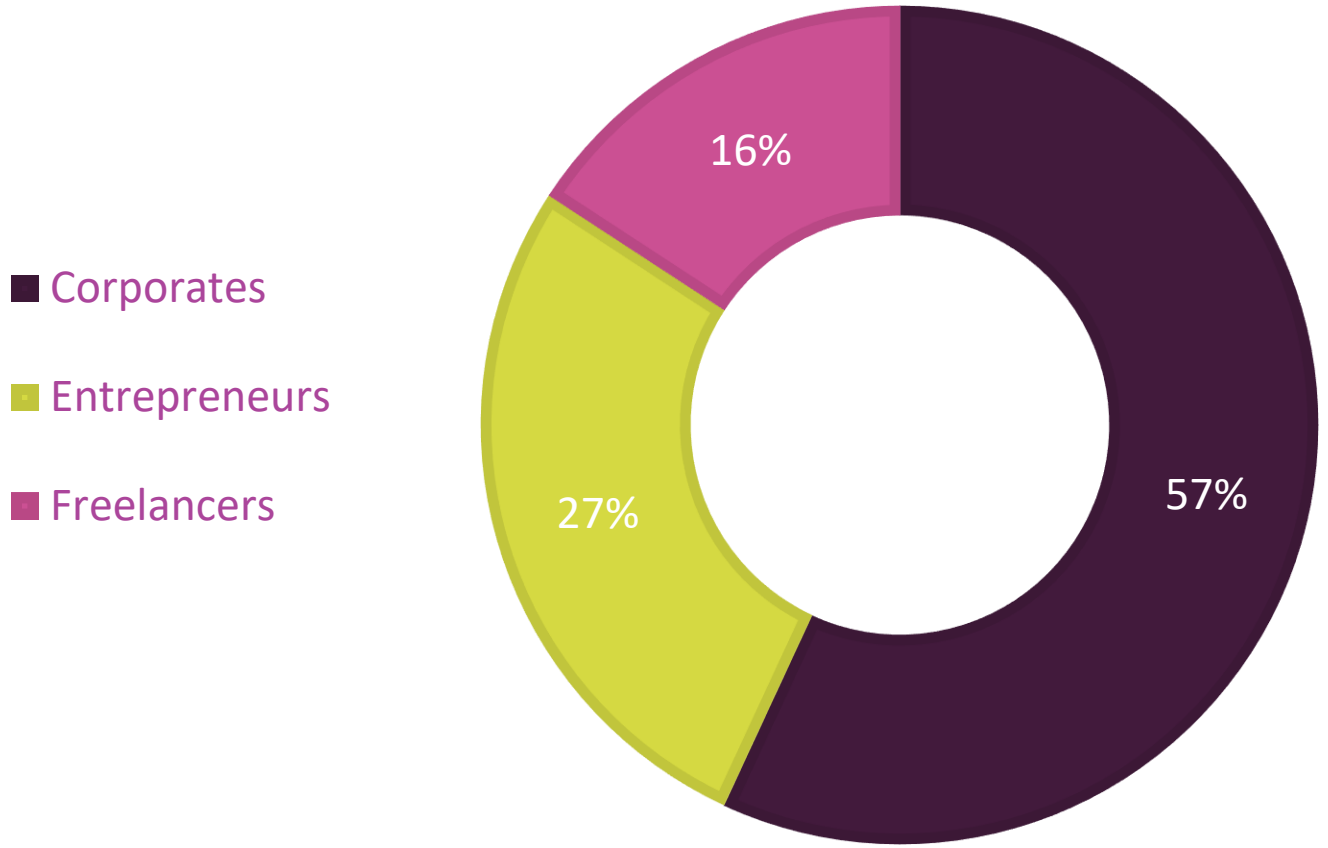
THE ORGANIZATION FOR WOMEN SENIOR EXECUTIVES AND ENTREPRENEURS IN ROMANIA

- **WHO WE ARE**: Founded in 2011, PWN Romania is part of PWN Global, a fast-growing and dynamic network and leadership platform. PWN Romania is a volunteer-based association, bringing together around 180 premium members, women who are senior executives and entrepreneurs, from more than 20 industries.
- **WHAT WE DO**
  - Professional and personal development through educational and leadership platforms built around our three main pillars: Mentoring, Women on Boards, and Entrepreneurship;
  - Representation and advocacy;
  - National and global networking;
  - Building a dynamic, resourceful community;
  - Engaging men in our endeavors.
- Visit us at pwnromania.net or on our social media channels:

PWN | GLOBAL
PROFESSIONAL WOMEN'S NETWORK

BECOMING A MEMBER MEANS TO

OUR COMMUNITY



SOCIAL MEDIA COMMUNITY

CHANNEL		COMMUNITY
FACEBOOK	PWN ROMANIA	+11,800 followers
	ENTREPRENEURSHIP TOOLKIT Group	114
LINKEDIN (official page & Pillars showcase pages/groups)	PWN ROMANIA	545
	MENTORING (page/group)	119/50
	WOMEN ON BOARDS	25
	ENTREPRENEURSHIP	49
YOUTUBE		1,177 views; 11 subscribers
INSTAGRAM		88 followers

WE ARE PART OF PWN GLOBAL

A **GLOBAL MOVEMENT** WORKING TOWARDS **GENDER BALANCED LEADERSHIP** THROUGH PROFESSIONAL DEVELOPMENT AND INTERNATIONAL, CROSS-INDUSTRY, ONLINE AND IN-PERSON **NETWORKING**.

PWN | PARIS
PROFESSIONAL WOMEN'S NETWORK

Launched in 2003, in Paris, as a network to promote women in their professional careers, PWN now exists across Europe, South America, and the Middle East.

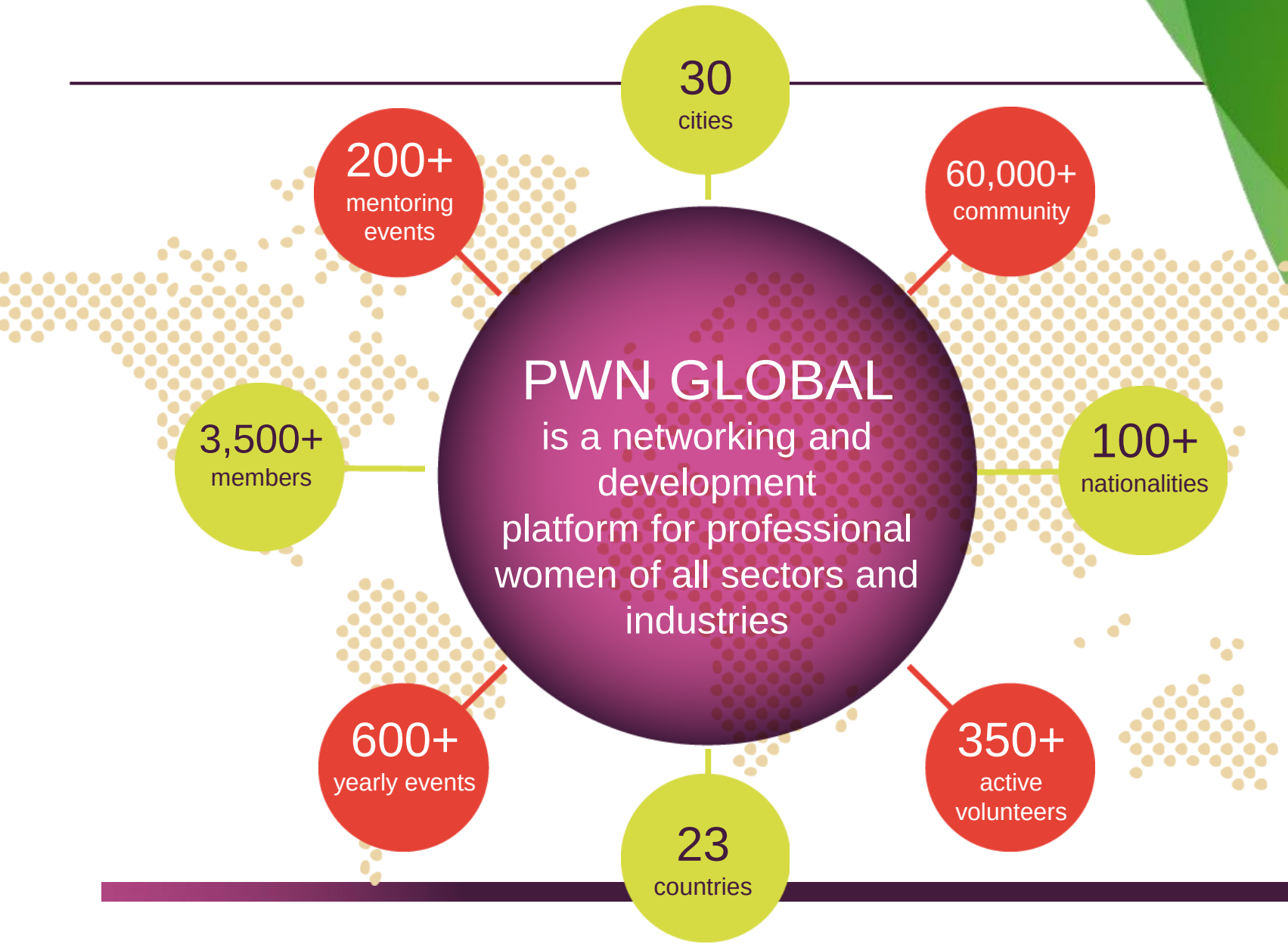
PWN | GLOBAL
PROFESSIONAL WOMEN'S NETWORK

PWN Global is a dynamic, fast growing offline and online networking and leadership development platform for professional women of all sectors and industries.

PWN | ROMANIA
PROFESSIONAL WOMEN'S NETWORK

Established end of 2011, PWN Romania today reaches an extended community of 180+ members with senior professional backgrounds.

A GLOBAL COMMUNITY



PWN | GLOBAL
PROFESSIONAL WOMEN'S NETWORK

OUR PILLARS

OUR WORK STANDS ON THREE MAIN PILLARS

- **MENTORING**: A dedicated 1-on-1 6-month program designed for the professional & personal development of young professional women.

- **WOMEN ON BOARDS**: Focused on creating awareness for women as board members, building a Women Board Ready candidate pipeline, developing capabilities, engaging men as well for support, and conducting research.

- **ENTREPRENEURSHIP**: A complete dedicated tool kit, training, and support for women entrepreneurs. Networking events.

OUR MENTORING PILLAR

PWN | GLOBAL
PROFESSIONAL WOMEN'S NETWORK

THE PWN MENTORING PROGRAM

- One of the traditional initiatives of PWN, with high recognition in developing authentic and impactful leadership for young and mid-management career women;

- 6th edition kick off – May 13, 2019;
  - 59 mentors & 72 mentees.

- Alumni community so far: 200+ mentors, 300+ mentees.

  5th edition highlights:
  - 70 teams; 55 mentors and 70 mentees;
  - Around: 1,000 meetings
  - 2,200 hours of volunteer work = 250 volunteer working days.

MENTORING@ PWN ROMANIA SINCE 2013

enthusiasm

inspiration

perspective

deeply human

responsibility

results

development

revealing

enrichment

joy of giving

introspection

valuable

trust

fun

honesty

COMPANIES OF OUR MENTORS AND MENTEES

Adecco, Alcon-Novartis, Art&Craft Design, ASEBUSS, Atos IT Solutions and Services, Avery Dennison, Banca Romaneasca, BBDO, BMW Group, BCR, BRD, Centrade (ex-Saatchi), Coca-Cola, Danone, Deloitte, DTZ Echinox, ELKO Tech Romania, Exec-Edu, GarantiBank, GdF (Tractebel), Genpact, GSK, IBM, ING, Interact, Ipsos, KPMG, L'Oreal, Lugera, Microsoft, NN Asigurari, NNDKP, Oracle, Orange Romania, Pedersen and Partners, PeliFilip, Petrom, Romania Business Insider, Salestrust, Samsung, Tarsago (Reader's Digest), UniCredit Leasing, Wrigley Romania, World Vision, Zenith.

Mentoring by PWN | ROMANIA
PROFESSIONAL WOMEN'S NETWORK

October, 2016

February, 2017

Mentoring by PWN | ROMANIA
PROFESSIONAL WOMEN'S NETWORK

April, 2017

Mentoring by PWN | ROMANIA
PROFESSIONAL WOMEN'S NETWORK

June, 2017

Mentoring by PWN | ROMANIA
PROFESSIONAL WOMEN'S NETWORK

Closing Ceremony, the 2017 edition, October

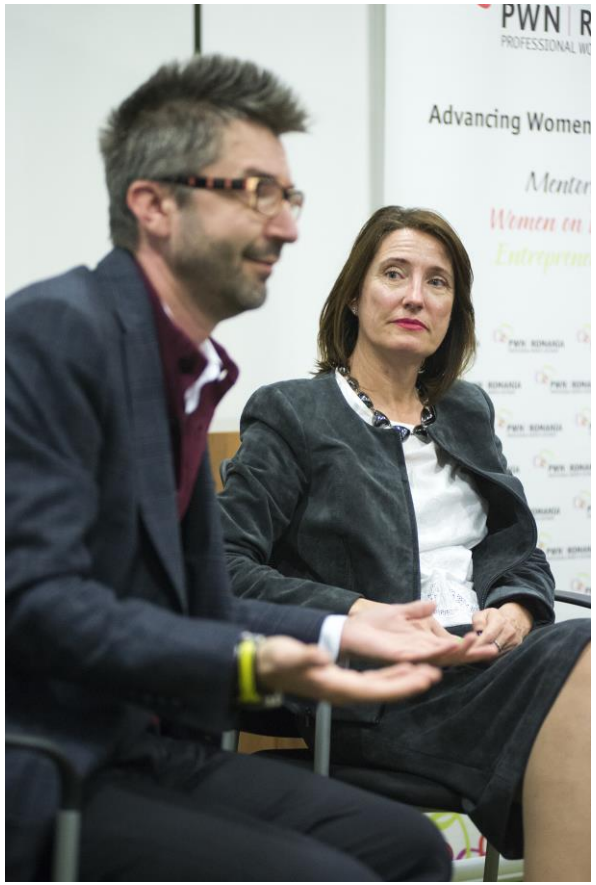
Mentoring by PWN | ROMANIA
PROFESSIONAL WOMEN'S NETWORK

2018 program kick off,
March 12, 2018

Mentoring by PWN | ROMANIA
PROFESSIONAL WOMEN'S NETWORK

Politics for career. Key influencers on career advancement.
Guest speaker: Carmen Petcu, Senior Executive with leadership skills and internationally recognized knowledge in the customer-focused manufacturing industry.
October 15, 2018

Mentoring by PWN | ROMANIA
PROFESSIONAL WOMEN'S NETWORK



How to progress in this economic environment.
Maximize potential and performance through feedback.
Guest speakers: Madalina Radulescu, Fun Training, and Lucian Mihai, Interact
November 14, 2018

Mentoring by PWN | ROMANIA
PROFESSIONAL WOMEN'S NETWORK

The Power of Positivism. A very practical workshop based on positive Psychology.
Guest speaker: Mentoring angel Dr. Petra Müller-Demary – Founder of Solutionsurfers Romania.
February 11, 2019

Mentoring by PWN | ROMANIA
PROFESSIONAL WOMEN'S NETWORK

Mentoring Program 5th edition, Closing Ceremony.
April 1, 2019

Mentoring by PWN | ROMANIA
PROFESSIONAL WOMEN'S NETWORK

Mentoring Program 6th edition Launch
May 13, 2019

Mentoring by PWN | ROMANIA
PROFESSIONAL WOMEN'S NETWORK

Mentoring Process –Setting the Ground Rules
May 27, 2019

Mentoring by PWN | ROMANIA
PROFESSIONAL WOMEN'S NETWORK

Mentoring Wizard of Words Workshop with Mentoring Angel Ana Maria Gergely
June 5, 2019

OUR WOMEN ON BOARDS PILLAR

PWN | GLOBAL
PROFESSIONAL WOMEN'S NETWORK

THE PWN WOMEN ON BOARD PROGRAM

- We identify, build data base, and promote eligible candidates to become Board members by Board Ready Women Initiative.
- We provide professional development through educational program developed by Women on Boards Academy as "How to become a successful Board member".
- We develop a mentoring program with the support of Menbassadors in order to gain leadership competences and skills.
- We do advocacy and lobby in order to promote gender diversity in the Boards
- We prepare research and studies with the support of other significant institutions in order to draw attention to gender diversity within the Boards of Directors.

THE PWN WOMEN ON BOARD PROGRAM – THE FIRST STEPS

Roundtable – June 2013

European PWN

INVITATION

WOMEN ON BOARDS ROUNDTABLE

June 12th 2013, 08:30, Crowne Plaza

What needs to happen to say more often "Behind every successful company there is a great woman"?

European Professional Women Network Romania has the honor to invite you to an open dialogue with distinguished personalities:

- Her Excellency Ulla Vanio - Ambassador of Finland
- Esther Blythe - Deputy Head of Mission, British Embassy in Romania
- Mariana Gheorghe – CEO, OMV Petrom
- Michaela Bergman - Chief Counsellor for Social Issues, EBRD
- Ana-Maria Mihaescu – IFC Chief Resident Representative
- Narcisa Opera – Partner, Schoenherr
- Dan Pascariu – Chairman of the Board, Tarom

We will explore this emerging topic in Romania along the questions:

- Why more women are wanted in top executive positions and boards?
- What is the current situation in Europe and worldwide and the success stories so far?
- How relevant is "women on boards" vs. "women in top management" topic in Romania?
- Where to start to advance this idea in Romania?

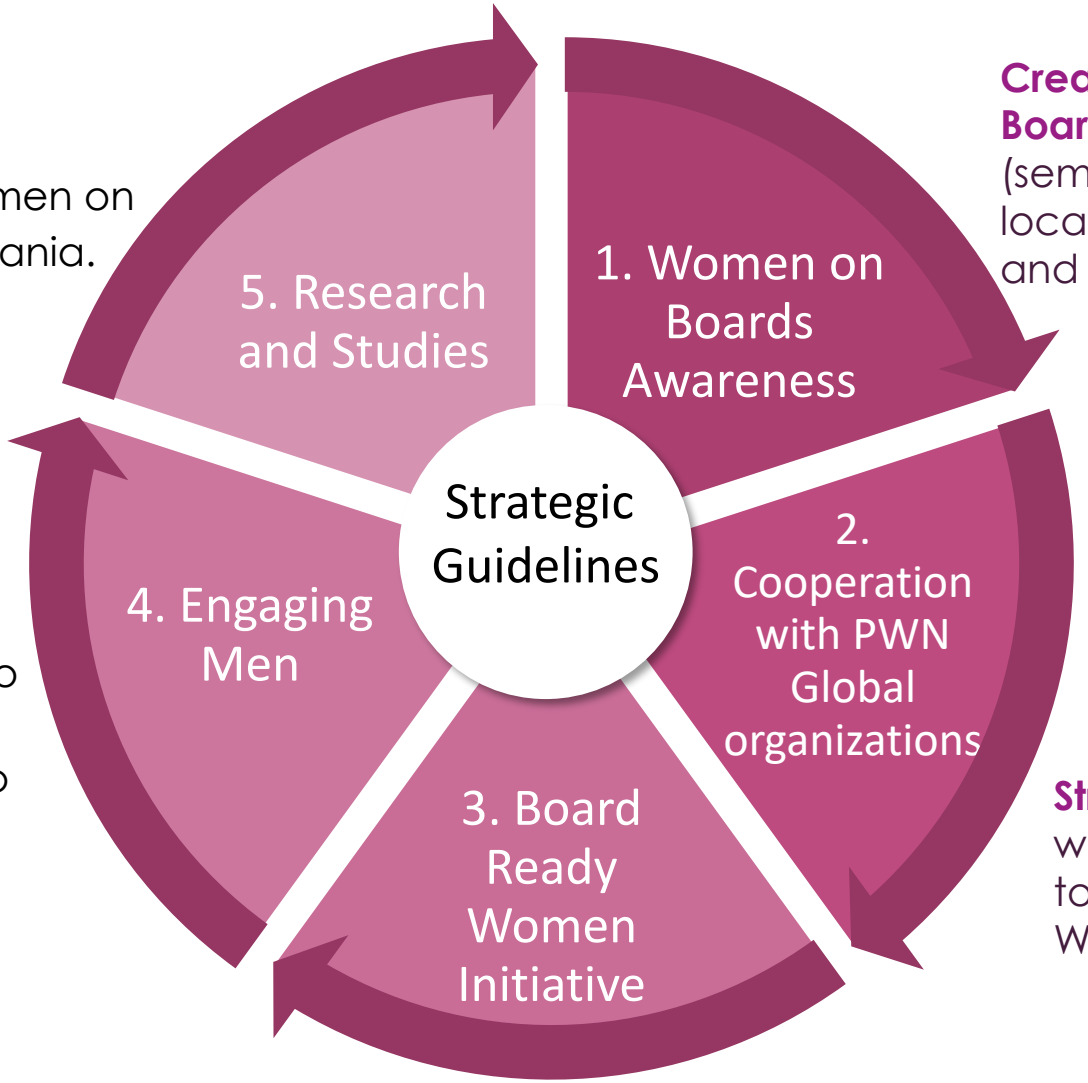
Where: Crowne Plaza
When: WEDNESDAY, June 12th, 2013, 08:30 - 12:00

RSVP: Raluca Oteanu contact@pwnromania.ro

By invitation only, limited places.
No fee for participants, thanks to our sponsors.

Gender Diversity
Research & access of women on Boards of Directors in Romania.

Mentoring
Developing a program by Men for Women aspiring to become Board members (jointly with the Mentorship Pillar).



Create awareness for Women on Boards issue
(seminars, roundtables, events with local and international organizations and key opinion leaders).

Strategic partnerships
with PWN sister organizations to create a wider agenda for Women on Boards

WOB Academy & Boards of Directors candidates
Create the pool of women who are candidates for Board of Directors' positions;
Develop "Women on Boards Academy" – development program for women who are candidates for Board positions - "How to become a successful member of the Board of Directors" .

WOMEN ON BOARDS AWARENESS

WOMEN ON BOARDS AWARENESS

Events, 2014

PWN | ROMANIA
part of PROFESSIONAL WOMEN'S NETWORK GLOBAL

INVITATION

WOMEN ON BOARDS EVENT

Tuesday, July 1st, 2014, 18:00, Iconic Food Wine & Design by Camelia Sucu

What needs to happen to say more often "Behind every successful company there is a great woman"?

Professional Women's Network Romania has the pleasure to invite you to continue the open dialogue started last year with distinguished personalities:

- Angela Filote – Ambassador of the European Commission in Romania
- Elisabetta Capanelli – Country Manager, World Bank
- Sergiu Oprescu – former President of the Bucharest Stock Exchange, President of Alpha Bank Romania

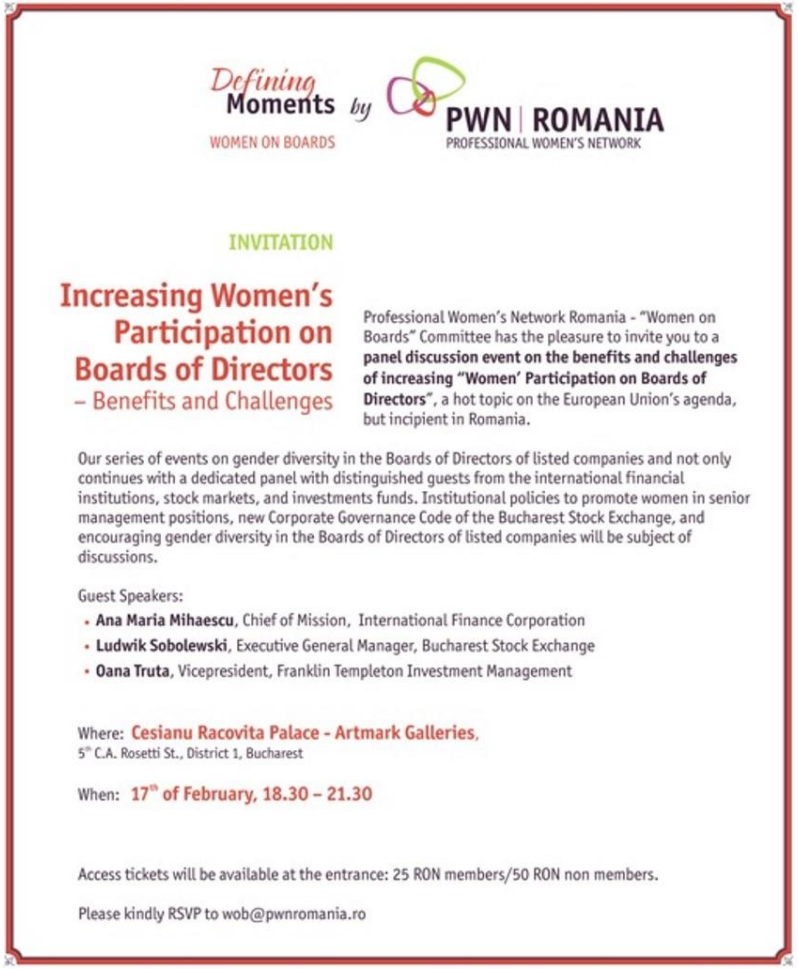
We will continue to explore this topic in Romania along the questions:

- What is the current situation in Europe and worldwide and the success stories so far?
- Why diversity is important from a sound corporate governance perspective?
- What it takes to be a board member, from a legal and personal perspective?

Where: Iconic Food Wine & Design, 7 Aleea Alexandru, Bucharest, Romania
When: TUESDAY, July 1st, 2014, 18:30,

RSVP: mirela_iscu@yahoo.com

INCREASING WOMEN'S PARTICIPATION ON BOARDS OF DIRECTORS



Defining Moments by PWN | ROMANIA
WOMEN ON BOARDS
PROFESSIONAL WOMEN'S NETWORK

INVITATION

Increasing Women's Participation on Boards of Directors
– Benefits and Challenges

Professional Women's Network Romania - "Women on Boards" Committee has the pleasure to invite you to a **panel discussion event on the benefits and challenges of increasing "Women' Participation on Boards of Directors"**, a hot topic on the European Union's agenda, but incipient in Romania.

Our series of events on gender diversity in the Boards of Directors of listed companies and not only continues with a dedicated panel with distinguished guests from the international financial institutions, stock markets, and investments funds. Institutional policies to promote women in senior management positions, new Corporate Governance Code of the Bucharest Stock Exchange, and encouraging gender diversity in the Boards of Directors of listed companies will be subject of discussions.

Guest Speakers:
- **Ana Maria Mihaescu**, Chief of Mission, International Finance Corporation
- **Ludwik Sobolewski**, Executive General Manager, Bucharest Stock Exchange
- **Oana Truta**, Vicepresident, Franklin Templeton Investment Management

Where: **Cesianu Racovita Palace - Artmark Galleries**,
5th C.A. Rosetti St., District 1, Bucharest

When: **17th of February, 18.30 – 21.30**

Access tickets will be available at the entrance: 25 RON members/50 RON non members.

Please kindly RSVP to wob@pwnromania.ro

- Feb 17, 2015
- SPEAKERS
  - Ludwik Sobolewski, CEO of the Bucharest Stock Exchange;
  - Ana Maria Mihaescu, Chief of Mission with International Finance Corporation;
  - Oana Truta, Vice President with Franklin Templeton Investment Management.

“Gender diversity brings to boardroom a different set of perspectives, experiences and angles.

Ana Maria Mihaescu
Chief of Mission International Finance Corporation

Ludwik Sobolewski
CEO Bucharest Stock Exchange

Oana Truta
Vice President Franklin Templeton Investment Management Ltd.

Virginia Otel
VP ‘Women on Boards’, PWN Romania

FLUENT IN FINANCE, 2015

Women on Boards by PWN | ROMANIA
PROFESSIONAL WOMEN'S NETWORK

BUCHAREST STOCK EXCHANGE
Fluent in Finance

INVITATION to "Fluent in Finance"!

Fortune 500 companies with the highest representation of women board directors attained significantly higher financial performance, on average, than those with the lowest representation of women board directors, according to Catalyst's most recent report.

> Be proactive and reach out for your top professional goals!

If you are a professional woman with the relevant skill set, interested in a decision making position in companies from various domains and eager to change things for the best...also, strategic in your thinking, with high ability to understand your legal rights and responsibilities..., then you are most welcome aboard, that is among the "Women on boards"!

Professional Women's Network Romania, through its **"Women on Boards"** (WOB) pillar, is supporting its members into accelerating their career. We're aiming at creating a consistent pool of well-prepared women professionals, more access to decision-making positions and, consequently, relevant impact on industries.

Thus, during the first workshop from the **"Fluent in Finance!"** series, organized by **PWN Romania** in cooperation with the **Bucharest Stock Exchange**, you shall be introduced to the following topics:

- Capital Markets in Romania, their role & key actors
- The Bucharest Stock Exchange (BVB) - its role, projects & more
- Corporate Governance for listed companies
- The broker-investor relationship, practicability, myths vs reality

Relevant details of the event:

WHEN: 10th of September, 2015, starting 18:00 hours

WHERE: Hosting offered by Adrian-Catalin Bulboaca, at the **Bulboaca & Asociatii Headquarters**, 10 Dumbrava Rosie Street

ACCESIBILITY:

- priority in booking their seats, for PWN Romania Members
- entrance fees: members – 40 RON, non-members: 70 RON

*limited seats: 40

Looking forward to seeing you!
Best regards,
Virginia Otel
VP Women on Boards

Kindly confirm at **wob@pwnromania.ro** until the 9th of September!

WOMEN ON BOARDS CONFERENCE 2015 (1)

- "Gender Diversity in the Boardrooms – Key Driver to Company Performance" Conference - November 3rd, 2015
  - Around 200 participants and distinguished members of the business community and public sector as Guest Speakers and panelists attended the conference. An important achievement of the conference was the analysis "Women on Boards in Romania", conducted by PWN Romania & Deloitte Romania.
  - Letter from the President of Romania

ROMÂNIA

PREŞEDINTELE ROMÂNIEI

Mesajul Preşedintelui României cu ocazia conferinţei "Gender Diversity in the Boardrooms – Key Driver for Outstanding Company Performance", organizată de Professional Women's Network Romania

Daţi-mi voie, înainte de toate, să felicit echipa din România a Asociaţiei Professional Women's Network pentru implicare şi dedicaţie, pentru modul în care a elaborat şi a pus în practică, încă din 2011, o serie de proiecte dedicate sprijinirii femeilor aflate în diferite etape ale carierei lor.

Egalitatea de gen este fundamentală pentru progresul omenirii, aceasta este convingerea mea fermă. Ca Preşedinte al României mi-am asumat un angajament pentru ca societatea noastră să ofere aceleaşi oportunităţi pentru femei şi bărbaţi şi să respingă orice formă de discriminare. În spiritul acestui angajament m-am alăturat anul acesta campaniei *HeForShe* iniţiată de UN Women.

Răspunsul la inegalitatea de şanse şi la discriminarea directă sau indirectă nu depinde doar de o legislaţie adecvată şi adaptată, ci de fiecare dintre noi, de modul în care ne asumăm responsabilităţi.

Organizaţii precum PWN România au un rol fundamental pentru că impun pe agenda publică subiecte sensibile şi promovează contribuţia femeilor la dezvoltarea mediilor în care îşi desfăşoară activitatea. Dumneavoastră, cele care sunteţi prezente astăzi aici, sunteţi exemple de excelenţă în domeniile în care lucraţi. Sunteţi lideri, cu experienţă şi rezultate pe măsură, expresie a dedicaţiei şi profesionalismului. Dumneavoastră sunteţi cele care faceţi diferenţa în companii, în instituţii, în societate.

Cred că o schimbare profundă trebuie să înceapă cu răsturnarea prejudecăţilor şi a atitudinii faţă de subiectul egalităţii de gen. Iar acest lucru se poate realiza eficient numai prin educaţie, prin cultivarea unei alte mentalităţi încă de la vârste fragede. În acest context, un rol esenţial îl joacă promovarea acelor politici care să descurajeze încă de timpuriu stereotipurile legate de gen.

Apreciez demersurile dumneavoastră cu deplina convingere că diversitatea de gen conduce la îmbunătăţirea performanţei oricărei echipe. Într-un mediu în care se respectă egalitatea de şanse, în care accesul la funcţie nu este supus niciunei discriminări, iar potenţialul individual este valorificat, oamenii dau tot ce au mai bun. De aici şi până la creşterea eficienţei nu mai este decât un pas.

Aşadar, mă alătur eforturilor de a aduce în atenţia publicului larg tema egalităţii de gen. Vă încurajez să sprijiniţi şi să instruiţi cât mai multe femei să devină mai active în corporaţiile în care lucrează şi să avanseze în carieră. Mult succes!"

Klaus Werner Iohannis

Preşedintele României

WOMEN ON BOARDS CONFERENCE 2015 (2)

- The panels were focused on highlighting the benefits of increasing the presence of women in the boardrooms, with the purpose of securing a healthy gender diversity in the decision making process.
  - Panel 1 - GENDER DIVERSITY IN THE BOARDROOMS – REALITIES IN EU AND ROMANIA REVEALED
  - Panel 2 - WHY BUSINESS PERFORMANCE NEEDS WOMEN IN THE BOARDROOMS AND HOW CAN THEY GET THERE?
  - Panel 3 - "HE FOR SHE" – A GLOBAL SOLIDARITY MOVEMENT FOR GENDER EQUALITY WITH LOCAL IMPLICATIONS
  - Panel 4 - WOMEN ON BOARDS – HOW, WHAT FOR AND WHERE TO?.

Women on Boards by PWN | ROMANIA
part of PROFESSIONAL WOMEN'S NETWORK GLOBAL

"Gender Diversity in the Boardrooms – Key Driver to Company Performance" Conference
November 3rd, 2015

Women on Boards by PWN | ROMANIA
part of PROFESSIONAL WOMEN'S NETWORK GLOBAL

Women on Boards – Life as a Board Member
Guest speakers: Simona Fatu and Magdalena Manea.
October 18, 2018

Women on Boards by PWN | ROMANIA
part of PROFESSIONAL WOMEN'S NETWORK GLOBAL

Women on Boards
Next generation of female leaders seminar -
"Liabilities of members in management bodies"
Guest speaker: Madalina Paisa,
Partner Mitel & Asociatii.
January 30, 2019

Women on Boards by PWN | ROMANIA
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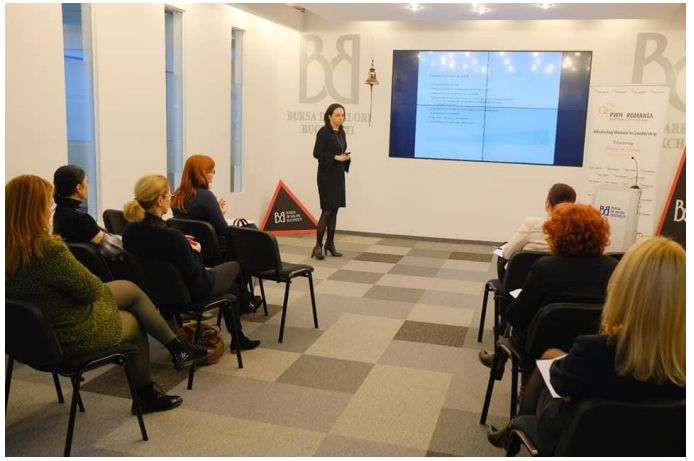


Women on Boards
Next generation of female leaders seminar -
"Insurance of members in management bodies"
Guest speaker: Antoaneta Nedelciu, Marsh Romania.
February 27, 2019

Women on Boards by PWN | ROMANIA
part of PROFESSIONAL WOMEN'S NETWORK GLOBAL

Women on Boards
Next generation of female leaders seminar - "Design Leadership"
Guest speaker: Antoaneta Banu
March 26, 2019

BOARD READY WOMEN INITIATIVE

WHY?

Develop a talent pipeline of women who are candidates for Board positions.

Identify Ready Now and High Potential eligible women for Board positions

Create and promote a pipeline of woman executives for Board position
(Ready Now and High Potential Candidates).

According to the profile set by the Association these criteria are equally applicable for men applying for board positions.
Build on the experience of the top International Executive Search Companies in Romania.

WOMEN ON BOARDS ACADEMY

Women on Boards by PWN | ROMANIA

part of PROFESSIONAL WOMEN'S NETWORK GLOBAL

Launch of Women on Boards Academy – May 2016
Corporate Governance Training

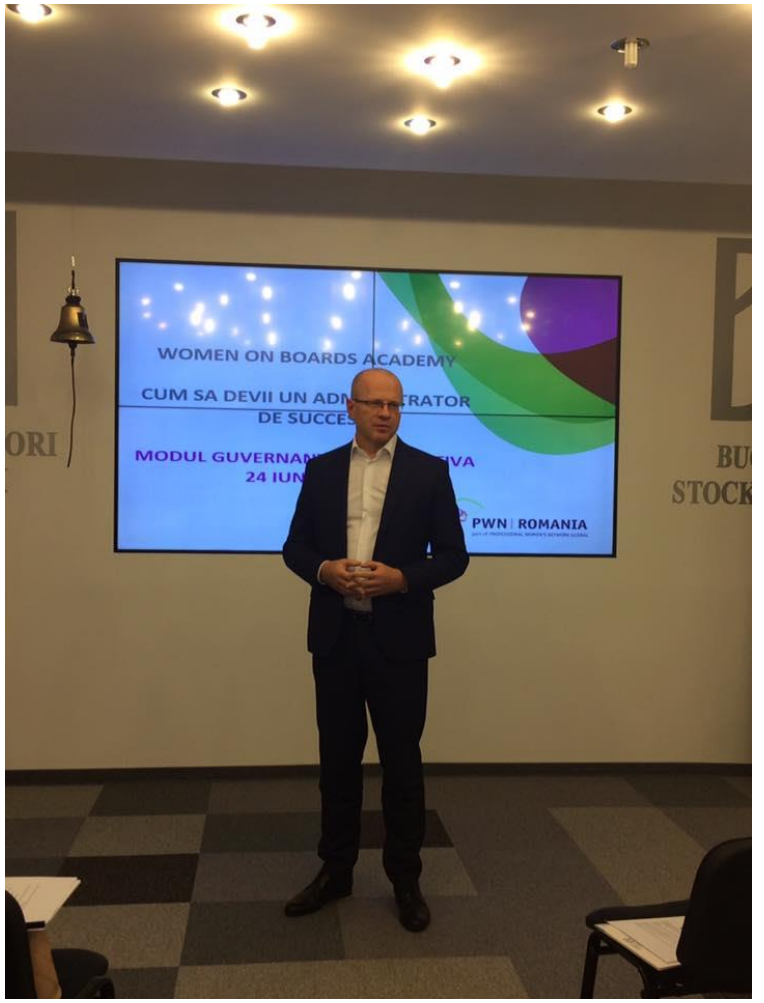
Women on Boards by PWN | ROMANIA

part of PROFESSIONAL WOMEN'S NETWORK GLOBAL

Women on Boards Academy
Legal Training Module

Women on Boards by PWN | ROMANIA

part of PROFESSIONAL WOMEN'S NETWORK GLOBAL



Women on Boards Academy
Capital Markets Module

WOMEN ON BOARDS ACADEMY – HOW TO BECOME A SUCCESSFUL ADMINISTRATOR

- **Hard skills development**: corporate governance, corporate law, finance, strategic management;
- **Soft skills developments**: leadership, negotiation and influencing, conflict resolution, consensual decision-making.
- The 2016-2017 curricula
  - Board Leadership Training
  - Strategy, business plan, management performance
  - Communications. Networking. Crisis management
  - Strategy and strategic communications
  - Board influencing, dynamics and personal power. Consensual decision making. Negotiation
  - Women as leaders
  - Corporate Governance
  - Business and commercial law
  - Financial Reporting
  - Key elements of audit & the key responsibilities of a Board of Directors member.
  - Expectations from the HR function.

ENGAGING MEN & MENTORING

SUPPORT FOR WOMEN ON BOARDS

Engaging men

Awareness of men CEOs, shareholders, and key opinion leaders about benefits of balanced leadership.

Organize a Mentoring Program by men, who are already members of the Board of Directors, for the aspiring women to Board positions.

Mentoring

In cooperation with the Mentorship Pillar;

Dedicated for the pool of women within Board Ready Women Initiative.

Women on Boards by PWN | ROMANIA

part of PROFESSIONAL WOMEN'S NETWORK GLOBAL

Diversity Lab,
June, 2017

Women on Boards by PWN | ROMANIA

part of PROFESSIONAL WOMEN'S NETWORK GLOBAL

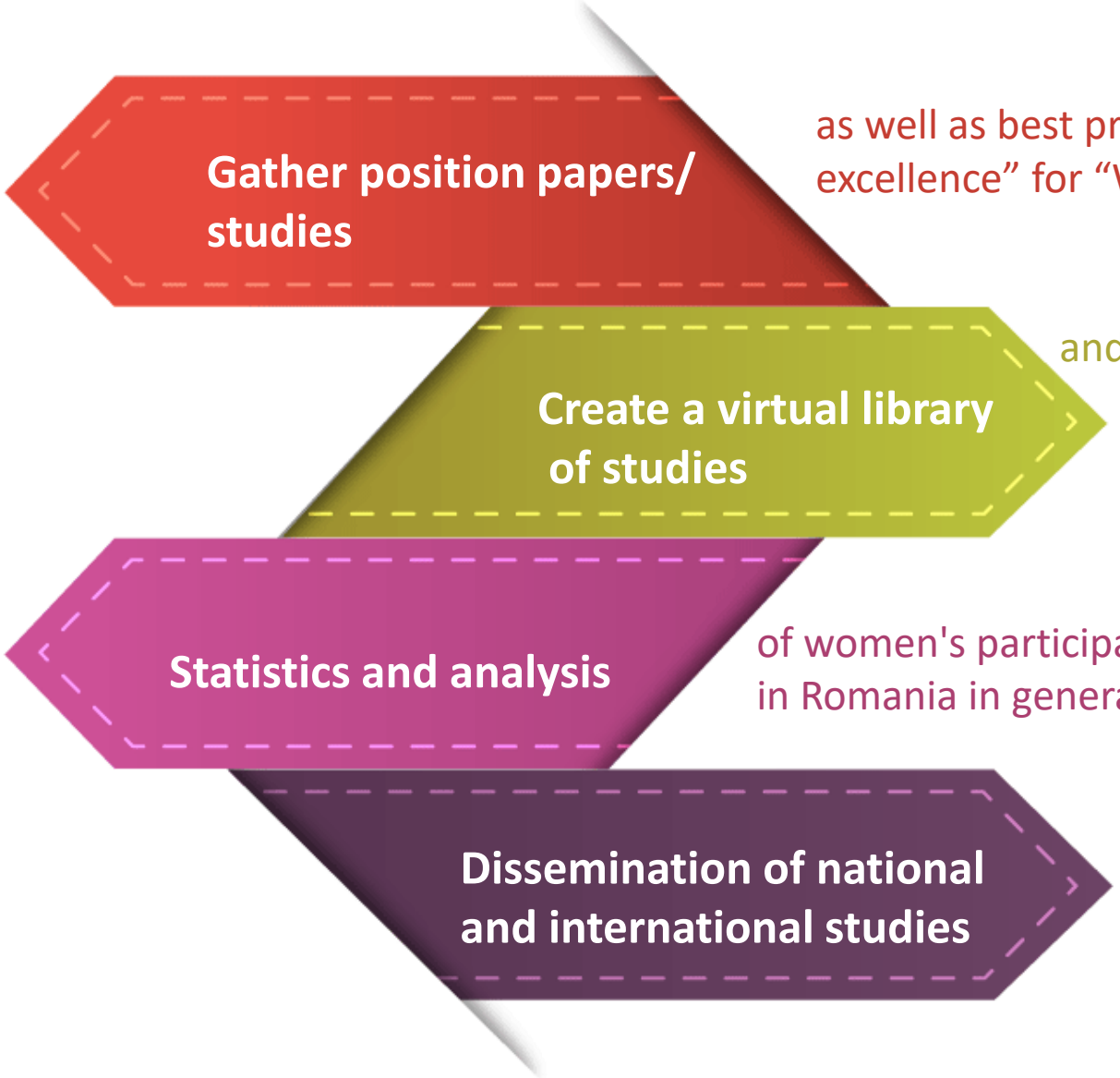
WOB Workshop,
June, 2017

Women on Boards by PWN | ROMANIA
part of PROFESSIONAL WOMEN'S NETWORK GLOBAL

Women on Boards Academy Celebration Ceremoy,
June, 2018

RESEARCH AND STUDIES

RESEARCH AND STUDIES
WOMEN ON BOARDS



as well as best practices with the view to establish a “center of excellence” for “Women on Boards” within our organization

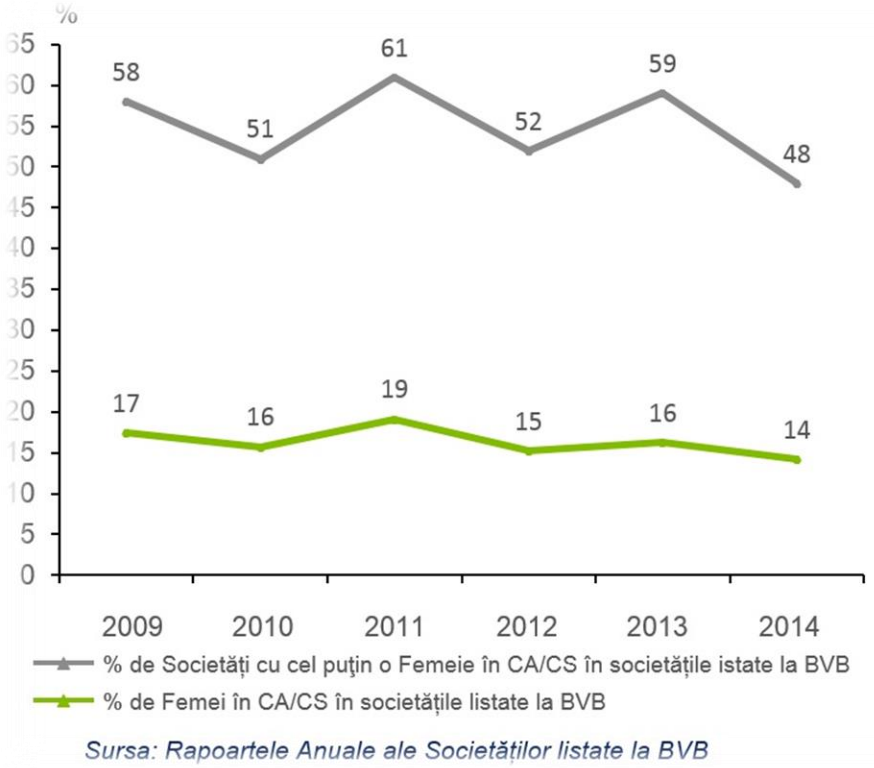
and publications available internationally in this field

of women's participation on boards of joint stock companies in Romania in general, and those listed on the BSE in particular

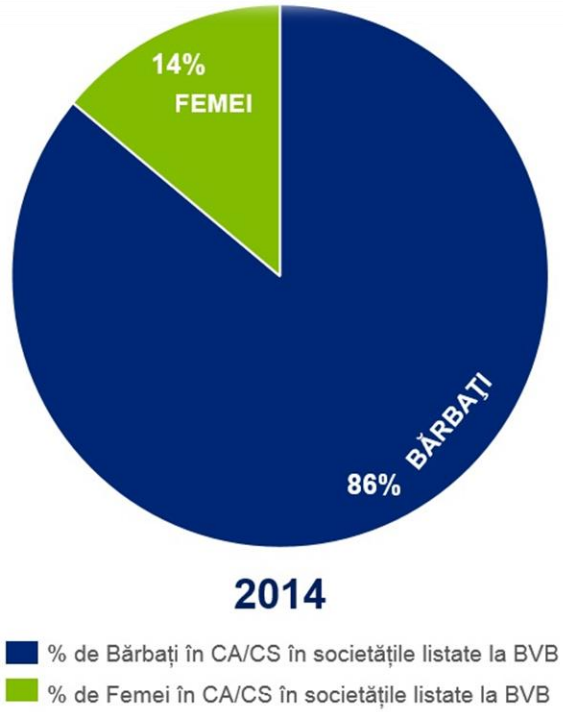
and research on PWN Romania’s website, Facebook page, and business publications

WOMEN ON BOARDS IN ROMANIA STUDY 2016

- PWN Romania conducted a study in partnership with Deloitte Romania
- At the end of 2014, off all the Board of Directors or Supervisory Board positions of the 79 Romanian listed companies, only 14 % were occupied by women, whereas the European Union recommendation is for this percentage to reach 40% until 2020.



Sursa: Rapoartele Anuale ale Societăților listate la BVB



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Foreword

The present study was intended to go beyond awareness building for equal opportunities; it is a documented bid for creating and maintaining balanced corporate culture and fair, comprehensive and diverse leadership. Following in the footsteps of other countries, Romania can make full use of proven best practices, and also Lessons Learned. Regardless that gender-balanced board structure is a result of legally regulated quotas, of open leadership development pipelines, or the result of population specifics within various industries, good governance frameworks should pro-actively address this issue in a consistent manner.

Competencies, capabilities, and business acumen are gender-free. Women and men are equally competent, capable and business-oriented. Their perspective and approach are complementary.

The current study is an initiative that we hope will support businesses to make progress on the employment and retention of women in the workplace, and their promotion on the professional ladder. At a time when gender balance has reached a high point in community and corporate consciousness, it is important that we continue to build on the efforts of all those in industry, business and government who have contributed to creating a climate of change around gender balance.

The business case for women on boards is clear and based on concrete facts and figures. Studies and research have consistently proven that there is a direct positive correlation between the percentage of women on boards (supervisory board and board of directors) and the financial performance of the companies. Therefore, actively supporting women board membership is a sound business decision, yielding value added, as well as a measure to make sure all relevant resources have been tapped into their full potential to support growth and sustainability.

Corporate boards perform better when they include the best people who come from a range of perspectives and backgrounds.

The boardroom is where strategic decisions are made; governance applied and risk overseen. It is therefore imperative that boards are made up of competent high calibre individuals who together offer a mix of skills, experiences and backgrounds.

Board appointments must always be made on merit, with the best qualified person getting the job. But, given the long record of women achieving the highest qualifications and leadership positions in many walks of life, the poor representation of women on boards, relative to their male counterparts, has raised questions about whether board recruitment is in practice based on skills, experience and performance. This study presents a snapshot of the Romanian reality, first-hand thoughts of women in leadership positions, as well as practical recommendations to address this imbalance.

Oana Petrescu
Consulting Partner-in-Charge
Leader of the Financial Services Industry team
Deloitte Romania

Adriana Lobda
Audit Partner
Deloitte Romania

In 2012, when Professional Women's Network Romania started its dedicated program for women on boards, the general opinion was that women were fairly well represented in management positions, at all levels.

However, when the Women on Boards team of PWN Romania started to look more closely at the facts, it was discovered that the situation looked actually different.

During communism, Romania had a fair representation of women in all domains, including management. After 1989, and especially after year 2000, the situation has started to deteriorate not only in the comparison with the previous decades, but also in comparison with other European countries.

In many of European Union countries, the benefits of gender diversity in the executive management and corporate boards have been largely debated in the media, academia, and corporate realms. Consequently, various policies - comprising both voluntarily and mandatory measures - have been initiated to promote gender balance on board and senior management. For example, Belgium, France, Italy, and Finland have seen the greatest progress in gender balanced corporate boards between 2013 and 2015, following the adoption of legislation that introduced quotas for women on boards.

In Romania, in contrast, the lack of attention on this matter has resulted in a suboptimal representation of women on corporate boards and senior management.

PWN Romania's aim is to support women to advance in leadership, in order to design and recommend the best measures to address the declining representation of women in senior management, and especially corporate boards in Romania, a thorough analysis of the current situation and understanding of the factors that have led to it, was needed.

The study jointly performed by Deloitte Romania and PWN Romania is the first of its kind in the country. However, its conclusions do not differ from the ones of similar studies performed across the world. The benefits of gender balance in decision making are manifold, from better capturing the market demand to financial and operational soundness.

The present study also reveals the need for sound policies to increase the representation in decision making bodies in Romania.

PWN Romania is prepared to contribute to this goal with its specific programs such as Women on Boards Academy, Mentoring Program, and networking opportunities. We also place a high emphasis on engaging men in our efforts to promote women in leadership, as we strongly believe that only through collaboration with all stakeholders involved we can achieve a balanced participation of women in decision making bodies for the benefit of the entire society.

About PWN Global & PWN Romania

PWN Global is a non-governmental federation consisting of associations with headquarters currently in 29 cities around the world, that have in total more than 4,000 members, 90 nationalities, and in a continuous expansion at the international level. The Romanian association was established in October 2011, being a local chapter of PWN Global. It is a volunteer based organization, non-for-profit, non-governmental, with more than 180 members, women senior executives and entrepreneurs, in more than 20 industries. PWN Romania's mission is to advance women in leadership. Its values are courage, respect, collaborative intelligence, gratitude, excellence, talent, advancement. The main pillars of PWN Romania are mentoring, women on boards, and entrepreneurship. More information about PWN Global and PWN Romania may be found at www.pwnglobal.net & www.pwnromania.net.

Sorana Baciu
Board Member, PWN Global
Former President, PWN Romania

Virginia Oțel
President, PWN Romania
Former VP Women on Boards, PWN Romania

Arcadia Hinescu
Former VP Legal
PWN Romania

OUR ENTREPRENEURSHIP PILLAR

PWN | GLOBAL
PROFESSIONAL WOMEN'S NETWORK

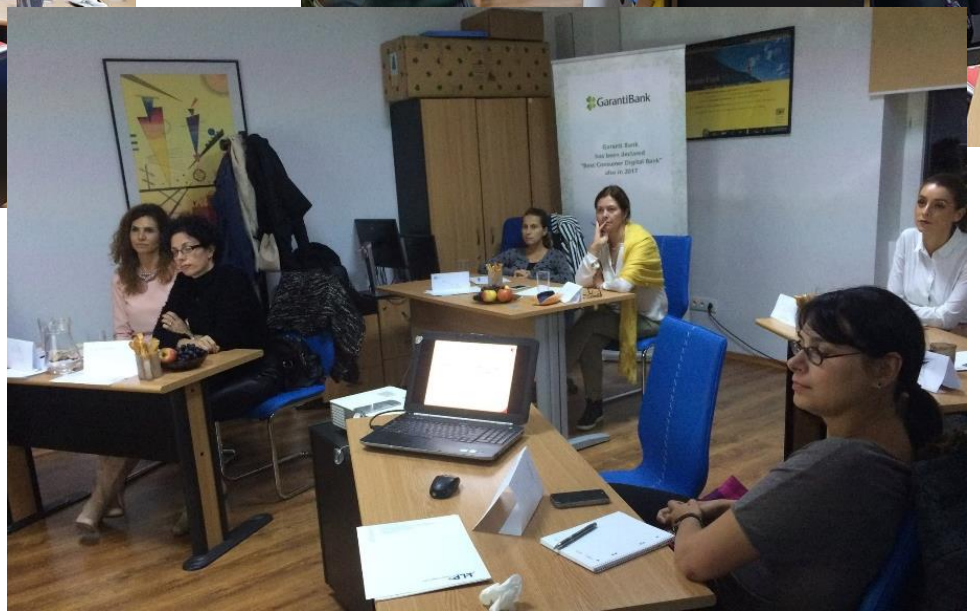
Entrepreneurship by PWN | ROMANIA

part of PROFESSIONAL WOMEN'S NETWORK GLOBAL

- We aim to create and develop a strong community of ladies entrepreneurs who can extensively benefit from the association's inner knowledge capital and from PWN Global network's exposure.
- **TOOLKIT FOR BEGINNER ENTREPRENEURS**: 13 seminars with the basic knowledge to become an entrepreneur. The program is designed for both PWN members and non members.
- **NETWORKING**: We encourage sharing and networking through business events within and outside the community.
- **JOIN GLOBAL PWN PROJECTS**
- **Highlights:**
  - Five editions
  - Around 100 total participants
  - Over 500 volunteering hours
  - 28 lectors.

Entrepreneurship by PWN | ROMANIA

part of PROFESSIONAL WOMEN'S NETWORK GLOBAL



September – December, 2017
14 modules, a total of 20 participants.

AN ENTHUSIASTIC ALUMNI COMMUNITY

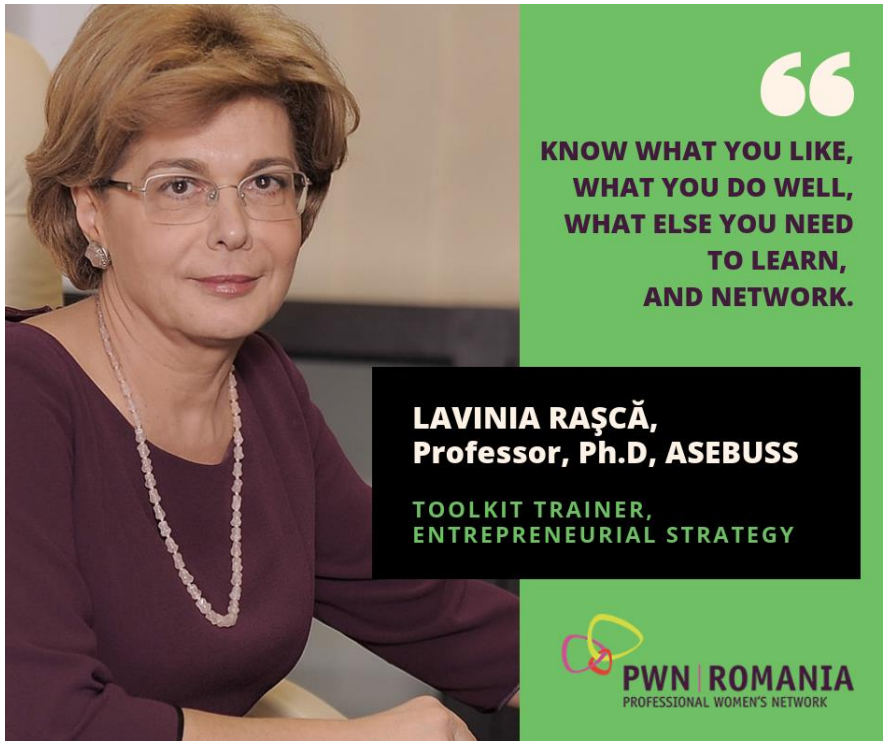
Toolkit Alumni Reunion, April 16, 2018

THE 2018 TOOLKIT CURRICULUM MODULES

- Strategy aspects
- Legal aspects of the business
- Operational management
- Tax and accounting aspects
- Personal Branding
- Online & Social Media strategy
- Marketing aspects
- Sales strategy
- The negotiation process
- Financing solutions
- The Business Plan
- Business plans presentations & input

Entrepreneurship by PWN | ROMANIA

part of PROFESSIONAL WOMEN'S NETWORK GLOBAL



September – November, 2018
11 modules, a total of 20 participants.

Entrepreneurship by PWN | ROMANIA
part of PROFESSIONAL WOMEN'S NETWORK GLOBAL

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LEARNING FROM SUCCESSFUL ENTREPRENEURS & NETWORKING

- We also invite Top Romanian entrepreneurs to share their experience and knowledge with the PWN Romania community during the ShefoShe, HeforShe, and FamilyforShe networking meetings.
- This is an excellent opportunity to connect with people, knowing each other and do business together.

OUR GUESTS IN 2017

SheforShe, March 6, 2017
Guest speakers: Georgiana Pogonaru (Romcolor 2000) and Anca Vlad (Fildas Group).

OUR GUESTS IN 2017

SheforShe, May 8, 2017
Guest speakers: Veronica Savanciuc (Lowe Group) and Camelia Sucu (Class Living).

OUR GUESTS IN 2017

HeforShe, June 22, 2017
Guest speaker: Radu Florescu, Centrade Cheil

OUR GUESTS IN 2018

Toolkit Alumni Reunion, April 16, 2018
Special guest: Dr. Mihaela Leventer, Dr. Leventer Centre

WOMEN GET TOGETHER FOR MORNING COFFEE 2019

WOMEN GET TOGETHER FOR MORNING COFFEE 2019

WOMEN GET TOGETHER FOR MORNING COFFEE 2019

WOMEN GET TOGETHER FOR MORNING COFFEE 2019

JOINING GLOBAL PWN PROJECTS

- The PWN Virtual Entrepreneurship Program 2017, certified by the EU Business School
  - An 8-month program covering aspects such as: personal needs, values, wellbeing and health, how to move forward with an idea and to develop an unique business model, strategies and competencies, marketing and sales, and how to take the business to the next level finding the right partner.
  - The PWN City Networks involved in the project : Amsterdam, Barcelona, Bucharest, Brussels, Geneva, Munich, Vienna.

NETWORKING EVENTS

"WOMEN GET TOGETHER" EVENTS 2018

Women Get Together for a Healthy Lifestyle, February 22, 2018
Guest speakers: Dr. Clara Alexandrescu and Dr. Vlad Mixich
Moderator: Carmen Manea, VP Membership

"WOMEN GET TOGETHER" EVENTS 2018

Women Get Together for GDPR Compliance, March 7, 2018
Workshop with Cristiana Fernbach, VP Legal PWN Romania

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"WOMEN GET TOGETHER" EVENTS 2018

Women Get Together for a Mindful Lifestyle, May 29, 2018
Special guest: Valérie Cioloș-Villemin, Mindfulness trainer and motivational speake.r

“WOMEN GET TOGETHER” EVENTS 2018

Women Get Together for Personal Finance, November 1, 2018
Special guest: Cecilia Basu, Personal Finance Trainer and Business Consultant

"WOMEN GET TOGETHER" EVENTS 2019

Women Get Together for Mind and Soul, April 24, 2019
Special guest: Daniela Nistor, international inspirational speaker and writer

"WOMEN GET TOGETHER" EVENTS 2019

Women Get Together – Introduction to Neuroscience in Management, June 24, 2019
Special guest: Magda Niculescu, executive coach and business consultant

LEADERSHIP INSPIRING MOMENTS 2019

Leadership Inspiring Moments with Tatiana Proskuryakova, Country Manager Romania & Hungary, World Bank, March 12, 2019

LEADERSHIP INSPIRING MOMENTS 2019

Leadership Inspiring Moments with Mariana Gheorghe, April 4, 2019

LEADERSHIP INSPIRING MOMENTS 2019

Leadership & Gender Equality Challenges of women today, July 1
Special guest: HE Stella Ronner-Grubačić, Ambassador of Netherlands to Romania

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NETWORKING EVENTS - 2019

Joint PWN Romania – AmCham Romania Networking Breakfast, March 1, 2019

NETWORKING EVENTS - 2019

Joint PWN Romania – AmCham Romania Networking Breakfast, March 1, 2019

NETWORKING EVENTS - 2019

PWN Romania cocktail – PWN Paris Visit, April 12, 2019
Special guest: H.E. Michèle Ramis, Amabassador of France to Bucharest.

ENGAGING MEN EVENTS - 2019

Engaging Men & Leadership Inspiring Meeting
with HE Hans Klemm, US Ambassador to Romania, March 19, 2019

COMMUNITY EVENTS - 2016

Garden Party, July 2016

Christmas Party, December 2016

COMMUNITY EVENTS - 2017

Garden Party, July 2017

Christmas Party, December 2017

COMMUNITY EVENTS - 2018

Garden Party
The Roaring 20's
July 2018

COMMUNITY EVENTS - 2018

Christmas Party, December 17, 2018

COMMUNITY EVENTS

Annual General Meeting, April 22, 2019

COMMUNITY EVENTS - 2019

Garden Party
PWN Colors
July 2019

PWN ROMANIA

Our Board

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PROFESSIONAL WOMEN'S NETWORK

OUR BOARD OF DIRECTORS (1)

President
VIRGINIA OTEL
Deputy General Manager, Garanti Leasing Romania

VP Legal
ALINA DUMITRASCU
Lawyer, Founder of Smartastic lab

VP Partnership
MADALINA RADULESCU
Owner of Complex Piatra Soimului, Sinaia
Managing Partner Fun Training

OUR BOARD OF DIRECTORS (2)

VP Mentoring

Paula Buse

Project Management Office, Idea leasing and Idea Broker.

VP Women on Boards

ILEANA BOTEZ

Head of Listing Department at the Bucharest Stock Exchange

VP Entrepreneurship

IOANA RENTEA

Business Unit Manager, LLP Group

OUR BOARD OF DIRECTORS (3)

VP Marketing & Communication
Alina Stanciu
Managing Partner of JustAD

VP Membership Experience
CARMEN-DANIELA MICU
Founder & Managing Partner
OneSelfMarketing

VP Finance
VALI ZELLER
Group Financial Controller for
KNUTH

HONORARY MEMBERS

> **Elisabetta Capannelli**, former Country Manager, World Bank; currently Country Manager in Croatia;
> **HE Angela Cristea**, Ambassador, Head of Representation of European Commission;
> **Dr. Elena Doldor**, Lecturer and Researcher, Queen Mary University of London;
> **HE Anneli Lindahl-Kenny**, Ambassador of Sweden;
> **Ana Maria Mihaescu**, former Regional Manager, IFC; currently Non-Executive Board Member, Raiffeisen Bank & Medlife
> **HE Thenjiwe Mtintso**, former Ambassador of South Africa to Romania; currently Ambassador of South Africa in Malawi

HONORARY MEMBER

Princess Marina Sturdza (1952 – 2017)

TO ALL OUR PARTNERS,

Thank you for your support!

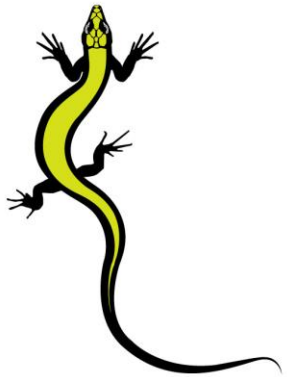
PWN | GLOBAL
PROFESSIONAL WOMEN'S NETWORK

CORPORATE PARTNERS

IN KIND PARTNERS

PRIVILEG catering — a spice of life

LACERTA WINERY



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MEDIA PARTNERS

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