

The Strauss Group and the  
Israel Women's Network are  
proud to present:

THE ISRAELI CATALYST REPORT

# WOMEN LEADING BUSINESS

The Third Israeli Census  
Report 2012  
Women's Representation  
in the TA-100 Companies  
March 2013



CATALYST



Diversity is an Opportunity

## Table of Contents

Foreword.....	3
Executive summary.....	4
Part A: The 2012 Catalyst Census	
1. Main findings – the 2012 Catalyst Census on women's representation in TA-100 companies .....	5
2. Introduction.....	8
3. Background, goals and methodology.....	9
4. Detailed findings – women on boards of directors.....	10
4.1 Women on boards of directors.....	10
4.2 Chairperson of the board positions held by women.....	11
4.3 Companies according to the number of women on the board of directors.....	11
4.4 Membership of more than one board of directors – gender comparison.....	12
4.5 Women on the board of directors by industry.....	13
4.6 International comparison – women on boards of directors.....	14
4.7 International comparison – companies with at least one woman on the board of directors.....	15
4.8 Summary – women on boards of directors.....	15
5. Detailed findings – women in top executive positions.....	16
5.1 Women in top executive positions.....	16
5.2 Chief Executive Officer positions held by women.....	16
5.3 Companies according to the number of women in top executive positions.....	17
5.4 Women in top executive positions by industry.....	18
5.5 International comparison – women in top executive positions.....	19
6. Annexes.....	19
6.1 Census size	19
6.2 2011 Census data for comparison: ranking of companies with 25% and more of women on the board of directors and in management.....	20
Part B: Accompanying research – the Talent Index	
1. Theoretical review.....	21
2. Background, goals and methodology.....	25
3. Summary of findings of the accompanying research study.....	25
4. Detailed findings of the accompanying study.....	26
4.1 Year of joining the board of directors – gender comparison.....	26
4.2 Area of occupation of members of the board – gender comparison.....	27
4.3 Area of occupation in top executive positions – gender comparison.....	28
4.4 Progress to top executive positions – gender comparison .....	29
5. Summary of the accompanying research study – the Talent Index.....	30

Written and edited by Dr. Galit Desheh, Executive Director, Israel Women's Network  
Daniela Prusky-Sion, Corporate Responsibility Manager, Strauss Group

©The 2012 Israeli Catalyst Census Report was written and edited in accordance with the research methods and professional advice of Catalyst Inc. ©

The quantitative study was performed in accordance with the above research methods with the professional assistance of the Panels Research Institute, Innovation and Technology in the Service of Market Research.

# Foreword

The Strauss Group is proud to publish, in collaboration with the Israel Women's Network, the third annual Israeli Catalyst Census, which examines the percentage of women in senior executive positions and on the boards of directors of TA-100 companies. The attached report presents the situation in these companies over the past three years. Although change takes time, I hope that an understanding of the data and their presentation over a number of years will contribute to expediting action and generating the much needed change.

The decision to begin measuring the percentage of women in top executive positions in public companies in Israel, as is the practice in other countries, was born of the recognition that this is a management tool. There is no doubt that by joining forces, the business, government and social sectors can lead to the elimination of barriers that have prevented women from climbing to the top of the corporate world. The challenges are not exclusive to one sector or another, be it the business sector or the public sector. Even if there is a gap between the two, it is not a big one. In this report, we aim to cast a spotlight on the business sector, where the issue of women's empowerment through economic empowerment is crucial. The gender-sector discussion is part of this important dialogue. Our goal is to encourage long-term processes that are able to remove the barriers encountered by women by providing opportunities and through inter-sector collaboration.

The understanding that a diverse workforce is a key factor in our ability, as a country, to achieve a competitive advantage over other countries and societies, as well as to attain accomplishments and realize goals, is growing increasingly prevalent from one year to the next. An inclusive, enabling organizational culture is an essential layer in this process. This is especially true in Israel, where it has been proved that one of the agents of creativity is the diversity of the human resource.

The inclusion of more women in top executive positions is in the interest of us all – research has already proved that narrowing the differences between men and women contributes to the GNP and to society in general. Women account for some 47% of the workforce in Israel – they are present in a variety of organizations and hold a variety of jobs, and they possess the tools to lead and to manage. All that is required is to give them the opportunity to hold senior positions and to allow them the representation they merit at the top of the pyramid.

It is precisely at this time, when equal opportunity and equally sharing the burden are major topics of discussion in this country, that the inclusion of more women in top executive positions is a part of Israel's journey to the true and better realization of its workforce resources and to improving its competitive capabilities by creating equal opportunity.

Ofra Strauss  
Chairperson, the Strauss Group

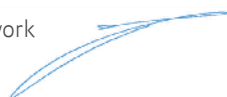


The Israel Women's Network is proud to present, together with the Strauss Group, the third Israeli Catalyst Census Report, examining the representation of women in senior management in the TA-100 Index companies. For the past three decades, the Israel Women's Network has actively advanced equality in the status of women in Israel.

The Catalyst venture forms another layer in the complex process of promoting women's rights to equality in the labor market and appropriate representation in decision-making hubs in the business sector. It remains clear today that the follow-up and development of awareness of women's absence is necessary, in addition to growth in the rates of their presence and visibility.

As an organization whose mission is gender parity, it is the Israel Women's Network's role to cast a spotlight on different areas where action and legislation are required to change the status of women on the road to equality. This action also mandates structural and organizational changes that allow for a balance between work and family, recognition of the importance of diversity, and commitment by the government and the business world to spearhead a fundamental change in the Israeli labor market.

Dr. Galit Desheh  
Israel Women's Network



## Executive Summary

In 2010 the Strauss Group and the Israel Women's Network joined forces and for the first time, presented the Catalyst Census in Israel. This census is based on a measure developed in the Catalyst organization in the USA in 1995, and it provides an accurate, up-to-date picture of the status of women in senior management and leadership positions in public companies. Use of the measure allows for a comparison to be made between companies, industry types and countries, while counting the number of women in top executive positions and on boards of directors to provide an accurate picture in terms of numbers.

Counting the number of women in senior management positions and on boards of directors provides only a partial response regarding the situation of women in the Israeli labor market. The employment situation and the professional and economic advancement of women in Israel are far more complex, and anyone seeking to examine them in depth will need to also include in the body of data questions about wage inequality (an item in which there are significant gaps between men and women), the connection between women's education and their professional advancement, the ability to balance parental duties with work and career, and about the role of the state in protecting women's rights at work.

The increasing presence of women in senior executive positions demonstrates the developing recognition that women possess leadership and management capabilities, as well as talent and appropriate professional knowledge. Nevertheless, the figures are rising slowly and on a minor scale in relation to the percentage of educated women and to expectations that Israel will become a society with an economy that is based on a combination of talent, experience, and diverse population groups.

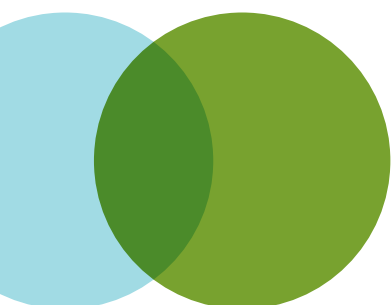
We expanded on the need for diversity and inclusion in the 2011 Israeli Catalyst Census Report, which can be found on the Strauss Group and Israel Women's Network website. The significant contribution made by women in top executive positions to the improvement of business performance, organizational culture and to the organization's CSR is discussed in many research studies published in recent years. This indicates that the Israeli economy has joined other countries in understanding that women have a key role in shaping the organization's character, as well as that of the business world.

And still, the figures depicting women's representation in top executive positions and on boards of directors remain very low. These figures combined with an international comparison prove that the path to fundamental change in women's representation in decision-making hubs must pass through deliberate, planned action by all sectors in the economy. It must not be assumed that women's advancement will occur without such action by all three sectors, and without adapting the structure of work and the economy to different management models.

This year, in addition to presenting an update on the annual census data for 2012, we have expanded on models for locating and recruiting talent for top executive positions in the understanding that only conscious action will lead to a rise in the figures of women's representation in top executive positions in the economy. Active location and recruitment are vital tools for increasing the percentage of women in senior management positions in this country.

Israeli society, which aspires to equal rights, is obligated to promote a correlation between education, earning power and the right to cultural and self-fulfillment, and to drive equality for women, which will be expressed not only in the definition of rights, but in their actual realization.

Dr. Galit Desheh, Executive Director, Israel Women's Network  
Daniela Prusky-Sion, CSR Director, Strauss Group





# Part A: The 2012 Israeli Catalyst Census

## 1. Main findings – the 2012 Israeli Catalyst Census on women's representation in TA-100 companies

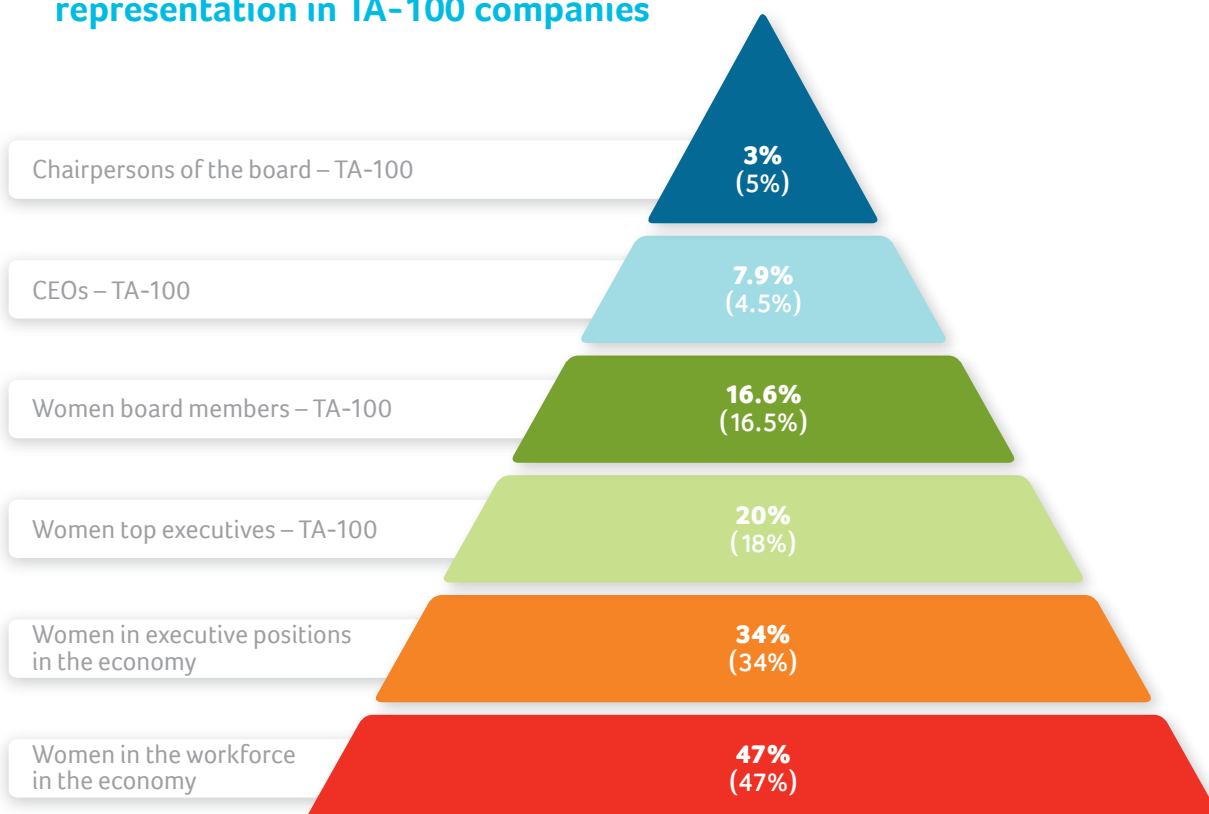


Figure 1: Census pyramid<sup>1</sup> – women's status in the workforce in Israel 2012 (comparison to 2011, figures in parentheses)

The pyramid clearly demonstrates the long way that lies ahead for women to attain equal footing in the business world. At the bottom of the pyramid the picture of women in the working world is seemingly equal. Today, women account for around half of the workforce in Israel. Nevertheless, when one examines the distribution of professions, positions and education, it is clear that even at the bottom of the pyramid significant gaps are evident in salary, in job scope, in keeping one's job at an older age, and, of course, in the fact that women account for the lion's share in service professions and among minimum wage earners.

The gaps between men and women in the job market are more significantly presented as one climbs up the pyramid, with women filling only 34% of management positions in the economy as a whole.

The Catalyst Census data for 2012 demonstrate that in companies traded on the TA-100 Index, women account for only 20% of those holding top executive positions. Although a 2 percentage point increase was posted this year, this is still an extremely low percentage of all top executives. One may ask why this figure is so low: generally speaking, as the proximity to decision-making hubs, which are a typical element of top executive positions, increases, and as the remuneration that accompanies these positions increases, so women's ability to attain senior management positions grows weaker.

Yet despite the far-reaching changes in women's education and the conclusive evidence of their management and decision-making skills, women are perceived as having to prove themselves over time and their ability to lead is considered doubtful, as opposed to the perception of men as possessing leadership potential.

<sup>1</sup>The data on the percentage of women in the workforce are from the Central Statistics Bureau 2012 Annual – Table 12.20 – Employees by Status at Work and Gender.

The data on the percentage of women in management positions are from the Central Statistics Bureau 2012 Annual – Table 12.18 – Employees by Profession, Population Group and Gender.



Business leadership, like political leadership, is still perceived as a masculine arena, and women are not measured according to potential, but according to long-term performance.

The percentage of board seats held by women has also risen only slightly and is now 16.6% compared to 16.5% in 2011. Although a greater increase can be weighted when examining the data in depth, due to the decline in the number of directors this figure also points to the fact that without legislation mandating that the percentage of women members of boards of directors be raised, the ability to increase their number remains very minor.

In Israel, the limited legislation that requires the addition of a woman as an outside director in the absence of women board members has a slight impact on the figures compared to the USA or South Africa, but compared to countries where the legislation mandates a particular number for women's representation on the board of directors – countries such as Norway, Sweden or Finland – Israel continues to post low figures and stagnation in the ability to raise them as far as the representation of women on the boards of directors of TA-100 companies is concerned. As a rule, coercive legislation does not succeed without the complete package of creating gender parity and creating a business and work environment that enables diversity and the inclusion of different work models.

The most significant change in the pyramid this year is an increase of 75% in the number of women CEOs of TA-100 companies: 7.9% in 2012 compared to 4.5% in 2011 (an increase of 3.4 percentage points). However, here too, it is premature to rejoice: this is still an extremely low percentage and less than 10% of CEOs on the TA-100 Index are women. In other words, out of the one hundred companies traded on the Index, only eight are headed by women. Moreover, one should not deduce from this increase that this is an ongoing process. In parallel, it is evident that there has been a 2% decrease in the number of women chairpersons in the Index and this figure presently stands at 3% in 2012 compared to 5% in 2011. As these rates are so low, every drop by a few percent is doubly significant.

## Summary of the 2012 Israeli Catalyst Census data

### Women's representation on the boards of TA-100 companies

- The percentage of women serving as chairperson of the board is 3%, a slight drop in relation to last year (5%).
- The percentage of women serving as board members has remained stable at 16.5% compared to 2011.
- The percentage of companies with at least one woman on the board is 91%, with an emerging trend of slight increase compared to prior years (89% in 2011 and 88% in 2010).
- 11% of women serve on the boards of directors of more than one company. In 38% of companies there is more than one woman on the board, which is low compared to 2011 (43%) and higher than in 2010 (26%).
- In 2012 the number of companies in which the percentage of women directors is 25% and above dropped from 26 to 20 companies.

### Women's representation in top executive positions in TA-100 companies

- The percentage of women serving as CEOs rose significantly in 2012, to 7.9% from 4.5% in 2011.
- The percentage of women holding senior executive positions in TA-100 companies this year is 20%, a moderate increase compared to last year.



## The Third Israeli Catalyst Census (TA-100 Index figures, 2012)

Ranking of companies with 25% and more women in top executive positions

Name	Percentage of women executive officers
Compugen	80.0%
Ratio Oil Exploration LP	66.7%
Housing & Construction Holding Company Ltd.	55.6%
Kamada	54.5%
Norstar Holdings Inc.	50.0%
FIBI	50.0%
Plasson Industries	50.0%
REIT 1 Ltd.	50.0%
Union Bank	45.5%
Pluristem	45.5%
Africa Israel	40.0%
Delek Drilling LP	40.0%
Mivtach Shamir	40.0%
Protalix	40.0%
HOT Telecommunication Systems	38.5%
Cellcom Israel	38.5%
Matrix IT	38.1%
Golf Group	36.4%
Retalix	36.4%
Kerur	33.3%
Blue Square Real Estate	33.3%
Mizrahi Tefahot	28.6%
Property & Building	28.6%
FMS Enterprises Migun	28.6%
Frutarom Industries	28.6%
Rami Levy	28.6%
Melisron	27.3%
Migdal Insurance	26.9%
Bank Leumi	26.1%
Airport City	25.0%
Babylon	25.0%
Big	25.0%
Brack Capital Properties N.V.	25.0%
J.O.E.L. Jerusalem Oil Exploration	25.0%
Partner Communications	25.0%

In 2012 there was a moderate increase (from 33 to 35) in the number of companies in which the percentage of senior women executives is 25% and above.

Ranking of companies with 25% and more women on the board of directors

Name	Percentage of women board members
Kerur	40.0%
Melisron	37.5%
Strauss Group	36.4%
Evogene	33.3%
Alony Hetz Properties & Investments	33.3%
Golf Group	33.3%
Azrieli Group	33.3%
Bank Hapoalim	33.3%
Plasson Industries	33.3%
Blue Square Real Estate	33.3%
Mellano Technologies	28.6%
Menora Mivtachim Holdings	28.6%
FIBI Holdings	28.6%
Frutarom Industries	28.6%
Alrov Real Estate	25.0%
HOT Telecommunication Systems	25.0%
Clal Biotechnology Industries	25.0%
Norstar	25.0%
Ceragon Networks	25.0%
Pluristem	25.0%

In 2012 there was a decrease (from 26 to 20) in the number of companies in which the percentage of women on the board of directors is 25% and above.





## 2. Introduction

### What is "Appropriate Representation"?

Throughout the generations since the founding of the state, the governments of Israel and the Knesset have struggled to define what the appropriate representation for women is. Over the course of the years various laws have been enacted and amended with the aim of increasing women's representation in the centers of power and in decision-making circles. To the same degree, laws were enacted which are part of a fundamental discussion on the definition of appropriate representation.

The basic, original discussion has focused on the aspect of quantity. Appropriate representation is perceived, first and foremost, as a numerical visibility tool. Despite this, legislation on the subject does not demand 50% representation for women, and it certainly does not demand representation according to their percentage of the population (51%). To understand the spirit of Israeli legislation, one must first take a look at the existing legislation:

1. The Women's Equal Rights Law, 1951 determines that on public committees and teams appointed by the government, the Prime Minister, a minister, deputy minister or director general of a government ministry, appropriate representation will be given, in the circumstances, to women from the range of population groups.
2. According to the Government Companies Law, 1975, appropriate representation will be given to both sexes in the composition of the board of directors of government companies. Until such representation is achieved, the ministers will appoint – to the greatest extent possible in the circumstances – directors of the gender that is not appropriately represented on the board at such time. According to Government Resolution No. 1362, "appropriate representation" means 50%.
3. Section 239(D) of the Companies Law, 1999 (Amendment 16 of May 2011) determines that in a company in which, when an outside director is appointed, all directors are male – a female outside director will be appointed.

This being the case, there are two elements that characterize the concept of the appropriate representation of women in Israeli law:

1. Appropriate representation is a question of numbers. The theoretical aspiration is to reach equal numerical representation of 50% women. It is the role of legislation to advance and encourage a long, complex process of assimilation, pursuant where to an effort must be made to locate and appoint women until equality in numbers is achieved. Therefore, accomplishing equality in numbers is a combined deliverable of the duty to apply the law and an ongoing cultural and social change. When the public is the "boss", the goal must be to give the public full and diverse representation.
2. As far as the business sector is concerned, the state chooses to intervene in the process of creating equality in numbers between men and women in a limited, minimal fashion. Some may argue that this decision is based on the free market concept and on the owners' right to build their businesses as they see fit, to decide who will work in them and who will manage them. Accordingly, the state chooses to intervene only in those aspects where intervention is a regulatory obligation, i.e. when appointing an outside director. Here, the state is in fact exercising its right of intervention to promote social change.

In practice, as far as appropriate representation in numbers in the private sector is concerned, enforcement of the appropriate representation provision is based mainly on internal mechanisms and civil enforcement. This gives rise to the question whether legislation – and limited legislation in particular – is enough to bring about numerical parity. Is this process too long, and can its final outcome and target date be foreseen?

The Catalyst Census, conducted in Israel for the third time this year, proves that minimal legislation that leads to some sort of poor numerical representation is not enough to procure true numerical parity in the economy. This understanding gives rise to additional questions: must the legislation be expanded and 50% representation on the boards of directors of public companies be a mandatory requirement? Must the legislation demand the appropriate representation of women in appointments to top executive positions? Can active tools be identified and created, which are not binding legislation but educational tools that will persuade the interested parties in the economy that the appointment of women to senior positions is not a burden, but a gain?



We believe that the answer is yes. The Catalyst Census is one of a suite of tools we propose to significantly raise the number of women in senior executive positions in order to reach complete equality within a small number of years. Analysis and presentation of the data, together with accompanying research we are performing this year to practically examine the pace and nature of women's progress to senior management positions compared to that of men, is the first tool that must be applied, but it is not enough. Without taking active steps to locate and introduce women to top executive positions, the numbers will not go up.

And yet, what is appropriate representation? Is the fight for equal representation in numbers enough? And what is the purpose of this appropriate representation? Is its purpose to give certain talented, deserving women an opportunity to take their place at the decision-making table, or could it be that the purpose of appropriate representation is far broader and deeper; i.e. the ability to change the face, color, origin and diversity of the business decision-making table?

Today, it is clear to us that appropriate representation is an essential tool to protect and expand women's rights. Women of a variety of groups and identities. The understanding and assimilation of the complex definition of appropriate representation – not only in numbers but in essence – is what will lead to the real change we hope for. This understanding must be assimilated in all walks of Israeli society and be driven by the political, business and social leadership.

### 3. Background, goals and methodology

This is the third year that the Strauss Group, at the initiative of Chairperson Ofra Strauss, and the Israel Women's Network have joined forces to conduct research in collaboration with Catalyst to examine the level of women's representation on the boards of directors and in top executive positions in public companies in Israel.

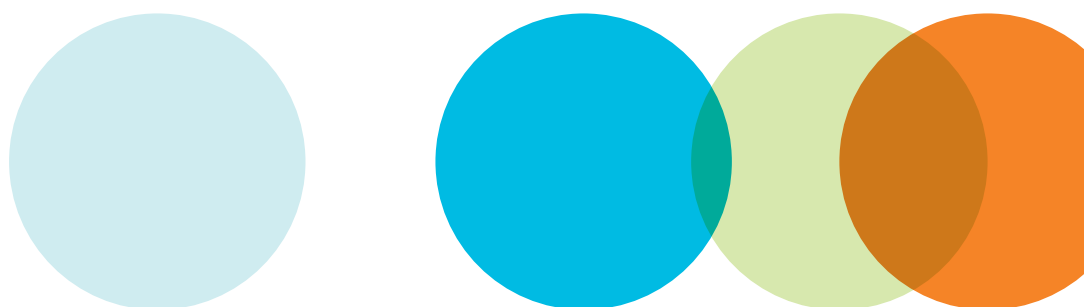
The measure used in this census was developed by Catalyst and applied for the first time in the USA in 1995. **This measure provides an accurate and up-to-date picture of women's standing in leading positions in the business world.** Use of a uniform methodology enables us to compare the situation in Israel to that in other countries. The study in Israel was performed with the professional assistance of the Panels Research Institute.

**The methodology is based on a count of the number of women in leading positions on the boards of directors and managements of public companies.**

To this end, companies in the TA-100 Index on the Tel Aviv Stock Exchange were chosen. The TA-100 is an index that represents the aggregate change in the prices of the 100 shares with the highest market value traded on the Tel Aviv Stock Exchange, subject to the Index's threshold conditions. The Index reflects the state of the Israeli economy as a whole, because it is composed of the shares of the largest, most highly-traded companies in the economy.

The Panels Research Institute built a database containing the names of the one hundred companies by industry, which includes the names of the board and management members of these companies, taken from the Tel Aviv Stock Exchange's website. This year, 14 companies joined the TA-100 Index and 15 left it, compared to 2011. In the second stage, the Panels Research Institute verified the data with the companies. The verification process includes an inquiry with official-legal sources (the MAGNA electronic fair disclosure system) on December 22, 2012, and confirmation of the data by the companies themselves. The verification rate is 90% (up from last year, when the verification rate was 87%).

The Report includes a comparison to the measure for 2011, as well as a comparison to other countries where a census is published, such as the USA, Canada, South Africa, Great Britain and New Zealand. A comparison to prior years is available in Catalyst's publications, which can be found in the websites of the Strauss Group and the Israel Women's Network.



## 4. Detailed findings – women on boards of directors

### 4.1 Women on boards of directors

16.6% of the offices of directors in the one hundred companies in the TA-100 Index are held by women [139 seats out of 836] compared to last year, when 16.5% of directors were women [151 seats out of 913]. Although the total number of board seats in the TA-100 Index has decreased, the number of women holding the office of director has been maintained compared to 2011.

In total the number of seats decreased by 77 this year; of them 12 were held by women. In practice, the percentage of board seats held by women and that were eliminated must also be examined, and in light of this figure, the participation rate of women on boards of directors examined. The percentage of women serving on the board was maintained and even rose slightly, despite a drop of 8.4% in the number of board seats. Of the 77 seats eliminated, the number filled by women is only 12. In total, 6.4% of board seats held by women were eliminated.

Is this a material change? It is still hard to know. This complex information must be examined over a period of several years, in which it will be possible to assess the extent of stabilization in the number of directors in the TA-100 Index, assuming that the possibility of such stabilization indeed exists. As far as one can discern, in absolute percentages the number of women board members is still substantially lower than the number of men, and the increase is extremely moderate.

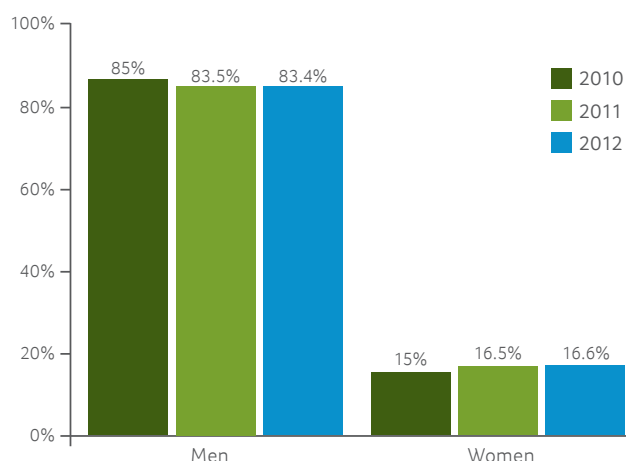
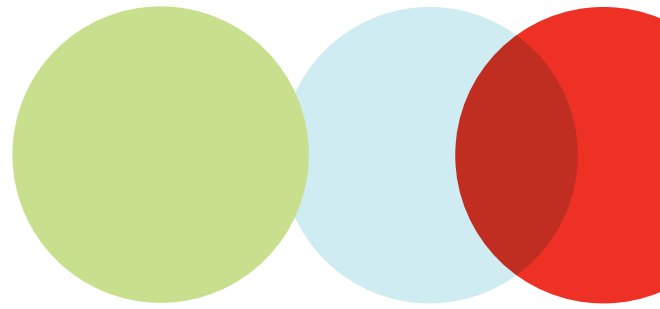


Figure 2: Directors in the TA-100 Index by gender

A high percentage of women serving as outside directors was found compared to the corresponding figure for men – 36% of women holding the office of director are outside directors, compared to 20% of men. Legislation requiring that if, at the time an outside director is appointed, all board members are male then a woman must be appointed as outside director, indeed raises the number of women directors and the number of companies in which at least one woman holds such office, but it does not necessarily raise the number of board seats held by women on each board of directors. Some may even argue that it renders the female outside director a symbol, by her appointment, of the fact that the appointing company has not broken the law but has no intention of promoting more women.





## 4.2 Chairperson of the board positions held by women

Only 3% of the companies have a woman as chairperson of the board, i.e. in 92 companies out of 100 the chairman of the board is male. This represents a decrease of 2 percentage points in the rate of women holding this office compared to 2011 and 2010. Considering the low rate of the numbers and data, any such change is dramatic. The qualifying data indicate that the number of women serving as chairperson of the board is very low in relation to the number of men.

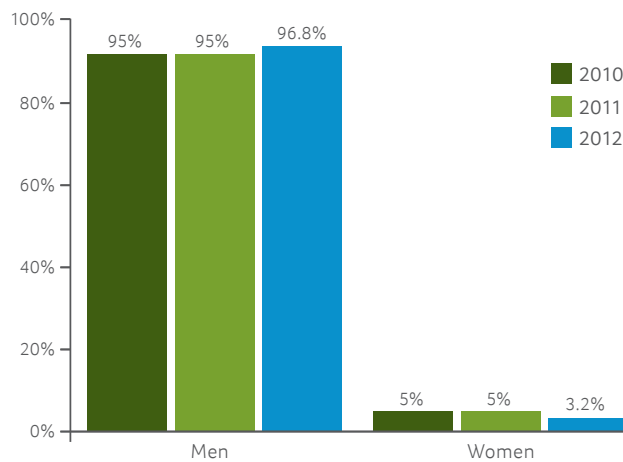


Figure 3: Percentage of positions of chairperson of the board filled by women

## 4.3 Companies according to the number of women on the board of directors

In 2012 the number of companies in which there is at least one woman on the board of directors rose by 2 percentage points. However, vis-à-vis this encouraging fact, which indicates that more and more companies are careful to comply with the legal requirement for representation by one woman on the board of directors, the following information should be considered:

1. The rate of companies with two women on the board dropped from 32% in 2011 to 31% in 2012.
2. The rate of companies with three women on the board dropped from 11% in 2011 to 7% in 2012.
3. The rate of companies in which there is only one woman on the board has risen to 53%. This is an increase versus 2011, when 46 companies were counted in which only one woman held office, out of all companies in which only one woman holds a board seat.
4. In 26 of the companies in which there is only one woman on the board of directors, that woman is an outside director.
5. On average, there are 8.3 board members, of who 1.5 are women (as opposed to 9 directors last year, of who 1.4 were women).

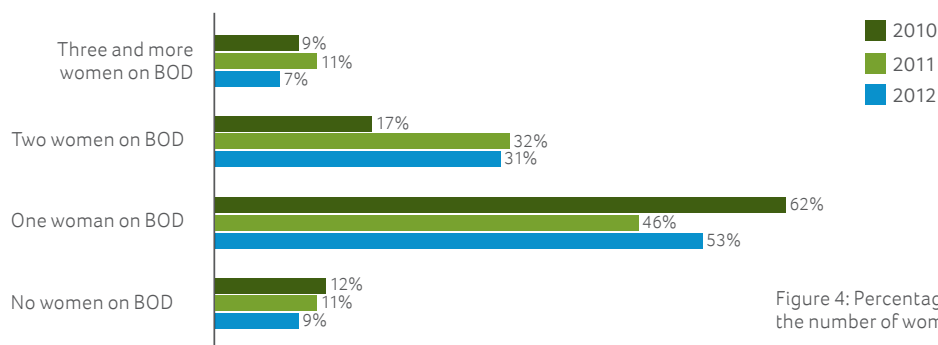


Figure 4: Percentage of companies according to the number of women on the board

#### 4.4 Membership of more than one board of directors – gender comparison

83% of directors are members of one board (similar percentages for 2011 – 81%; and 2010 – 85%).

18% of the men are members of more than one board versus 11% of the women. Compared to 2011 and 2010, the rate of men who are members of more than one board has remained similar, but the rate of women in 2012 has dropped compared to 2011 (17%) and is similar to 2010 (11%).

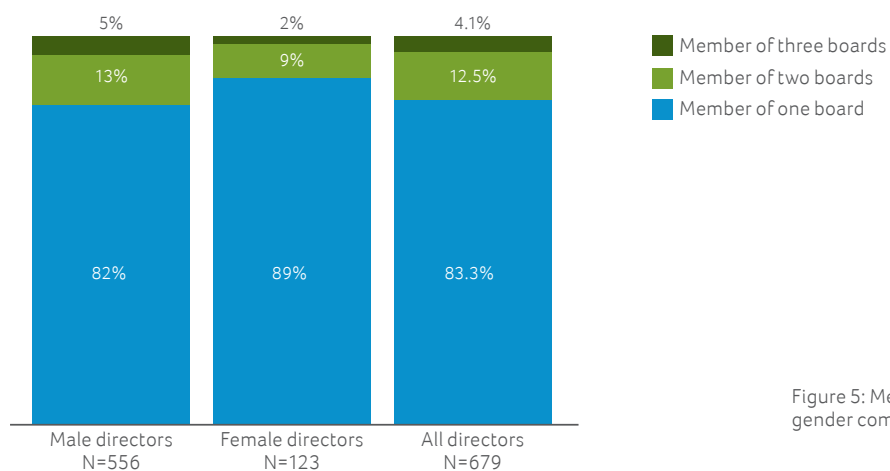


Figure 5: Membership of more than one board – gender comparison





## 4.5 Women on the board of directors by industry

There is a long-term rising trend in the percentage of women who are board members in the banking and oil prospecting industries. In communication and the media, which in 2011 posted a significant increase in the rate of women holding board seats, the rate decreased and in 2012 is similar to the figure for 2010 (16% in 2012 and 18% in 2010). In the food industry as well, where the increase in 2011 was more moderate, in 2012 a decrease to 24% was observed. An increase in the percentage of women holding board seats was observed in the biomed and insurance industries.

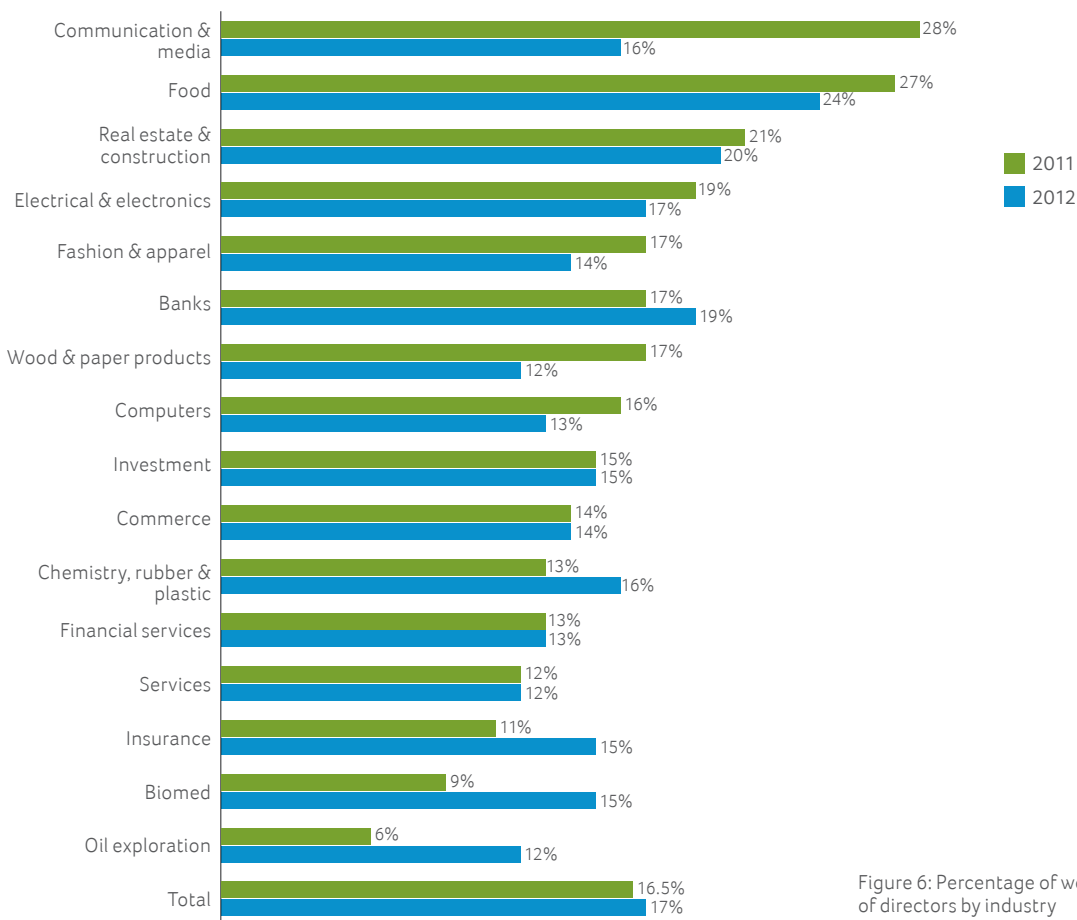


Figure 6: Percentage of women on the board of directors by industry

## 4.6 International comparison – women on boards of directors

The percentage of board seats held by women in Israel is 16.6%, and Israel holds fourth place in the world among the countries examined. Similar to last year, the countries with the highest percentage of women board members are Norway, Sweden and Finland, where laws relating to the permissible rate of women on the board of directors have been enacted: boards of directors with fewer than 40% women members must be dissolved.

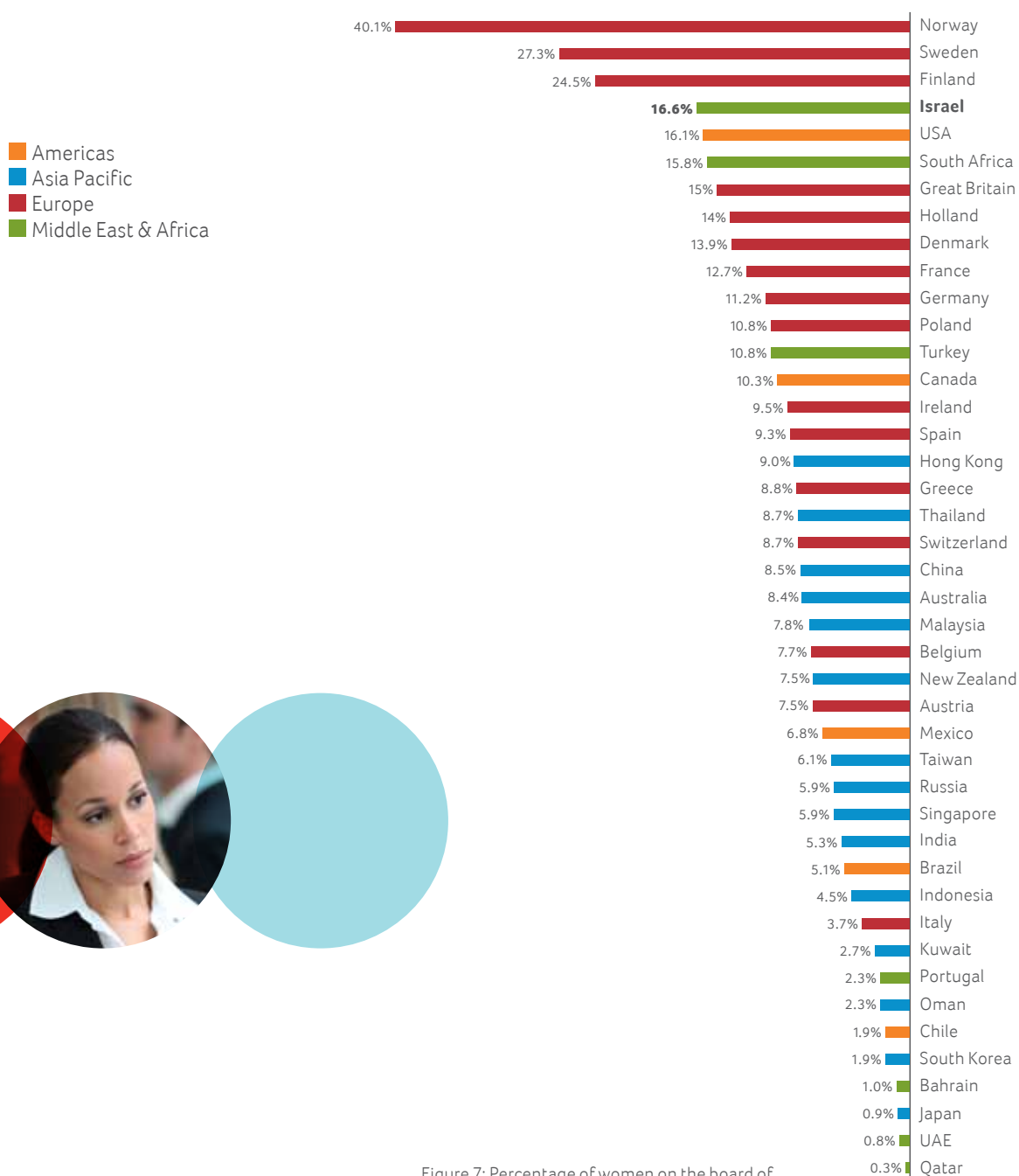


Figure 7: Percentage of women on the board of directors – international comparison





## 4.7 International comparison – companies with at least one woman on the board of directors

91% of the companies in the TA-100 Index have at least one woman on the board of directors, an increase of 2 percentage points since 2011.

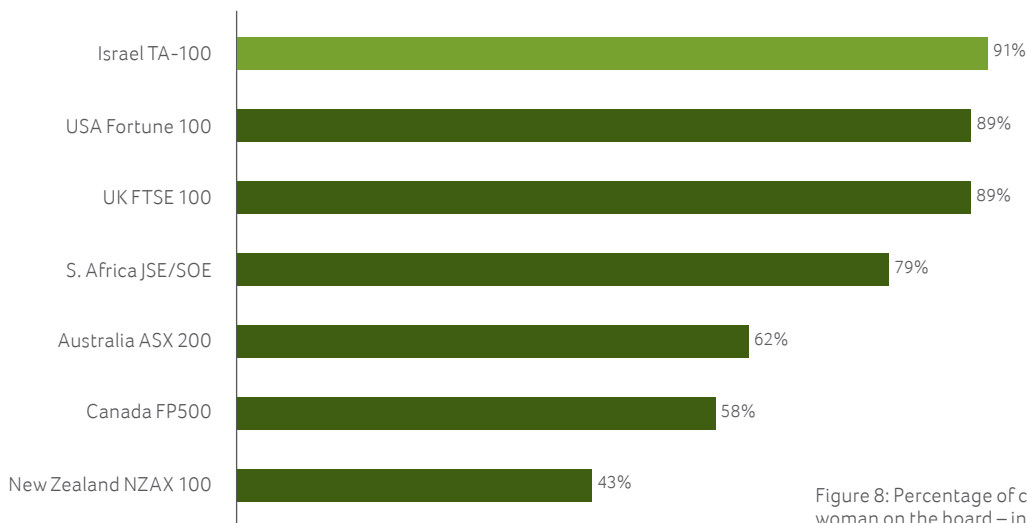


Figure 8: Percentage of companies with at least one woman on the board – international comparison

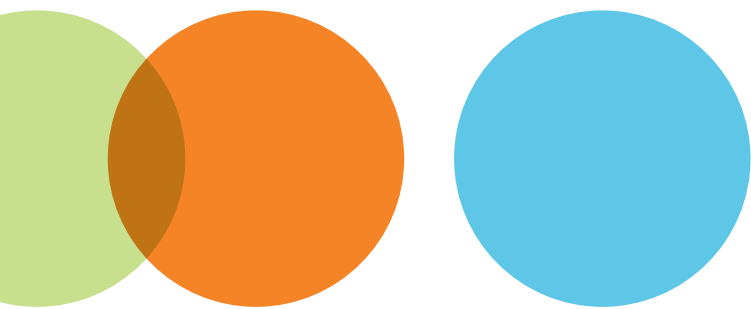
## 4.8 Summary – women on boards of directors

The data on women's presence on the boards of directors of companies traded on the TA-100 Index paint a complex picture.

On the one hand, there has been a slight increase – virtually unnoticeable but consistent – in the number of women holding board seats. On the other, the data also point to a decrease in the number of companies in which more than one woman is a board member, and most certainly to a decrease in the number of companies in which there are more than two women on the board. In an average of 8 board members in each company, 3 women in office are likely to change the dialogue and create gender and professional diversity on the board of directors.

In half of the companies in which there is only one woman on the board, that woman is an outside director. Does this mean that the appointment is the result of a coercive law?

The main conclusion to be drawn from the presentation of the data is that without coercive legislation, there is virtually no increase in the number of women serving on boards of directors, and in many cases, those women reached office due to the requirements of a law mandating the representation of women.



## 5. Detailed findings – women in top executive positions

### 5.1 Women in top executive positions

20% of top management positions in the one hundred companies in the TA-100 Index are held by women [193 executive positions out of 971] compared to 18.2% last year [174 executive positions out of 954]. This year, 17 senior executive positions were added. Out of all top executive seats, the number of seats held by women has risen by 19.

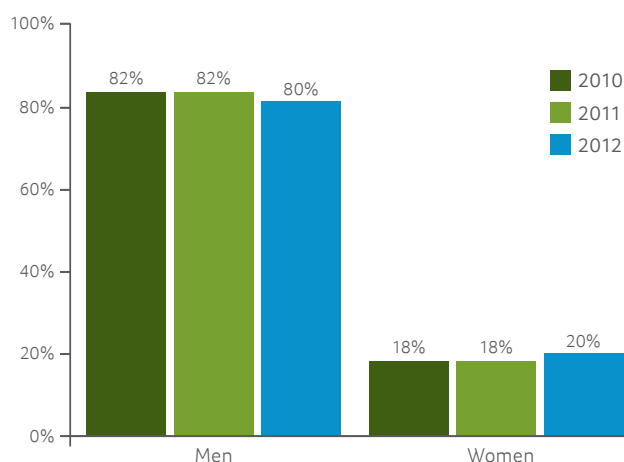


Figure 9: TA-100 Index managements by gender

### 5.2 Chief Executive Officer positions held by women

7.9% of those serving in the office of CEO are women, representing an increase of 75% compared to last year.

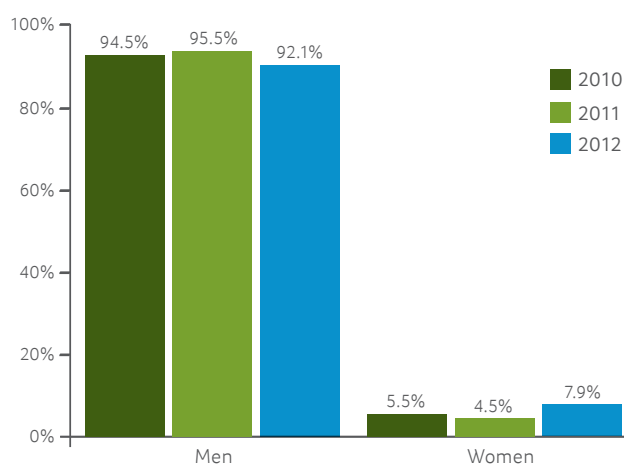


Figure 10: Percentage of CEO positions by gender

### 5.3 Companies according to the number of women in top executive positions

In 85% of the companies there is at least one woman who is a member of management, an increase of 3 percentage points compared to last year and 6 percentage points compared to 2010.

The rising trend in the rate of companies in which there are two women members of management has continued, and this year the percentage of companies with 3 or more women on the management team has risen as well (from 21% in 2010 and 2011 to 24% in 2012). This increase comes at the expense of a decrease in the percentage of companies in which there is only one woman member of management.

On average, there are 5.3 members of management in each company, and of them, 2.3 are women. The average number of women in top executive positions has risen compared to 2011 and 2010, when the average was identical at 1.7 women.

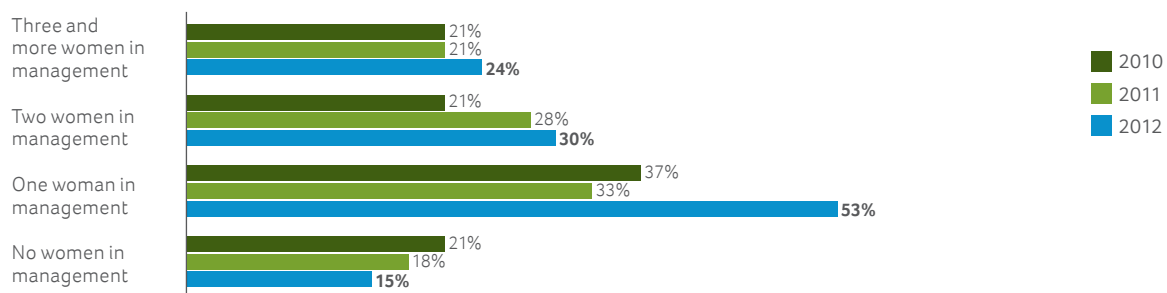


Figure 11: Percentage of companies according to the number of women in top executive positions



## 5.4 Women in top executive positions by industry

In 2012 there was a significant increase in the percentage of women in top executive positions in the biomed industry (up by 18%) and in computers (up by 6%). By contrast, in fashion and apparel the rate fell by 7%, following an increase of 9% in the number of women in senior management positions in the industry in 2011.

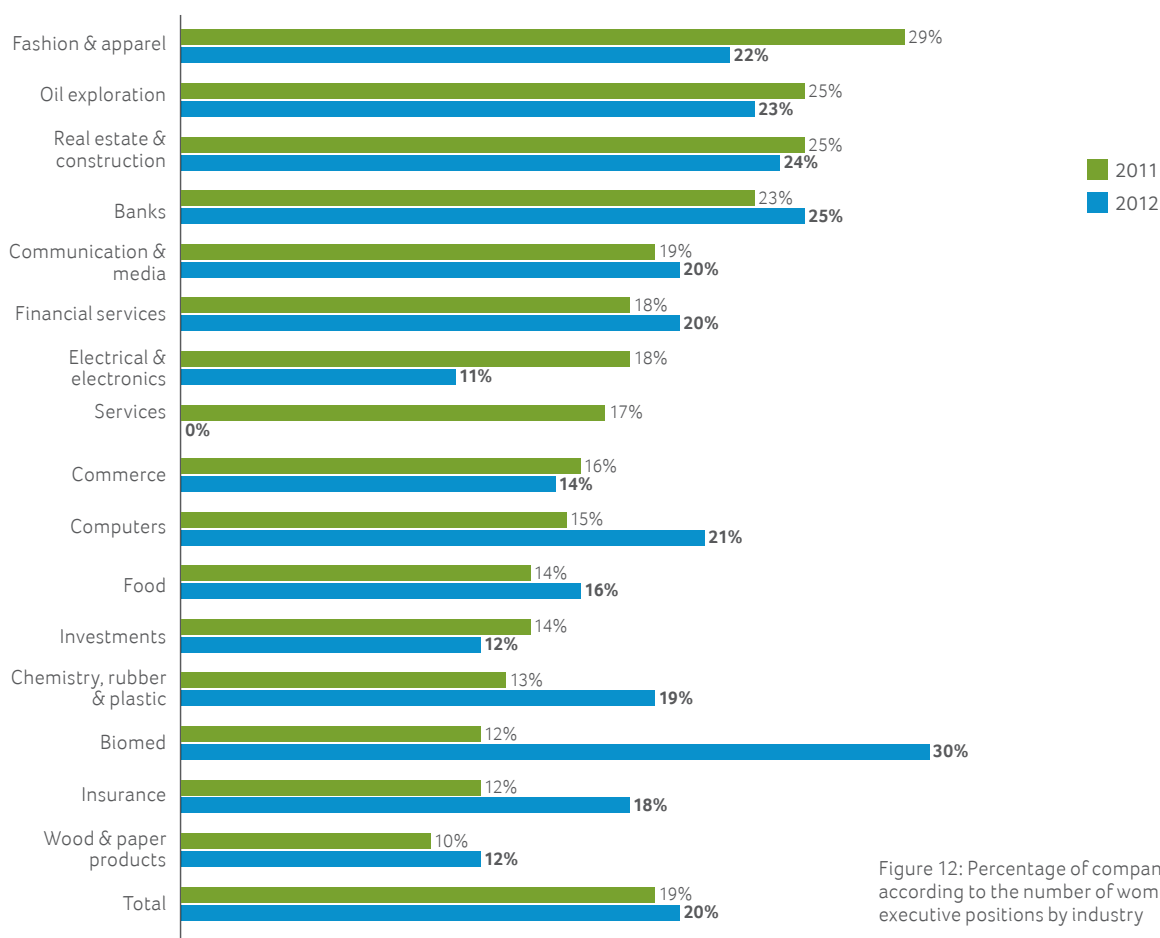
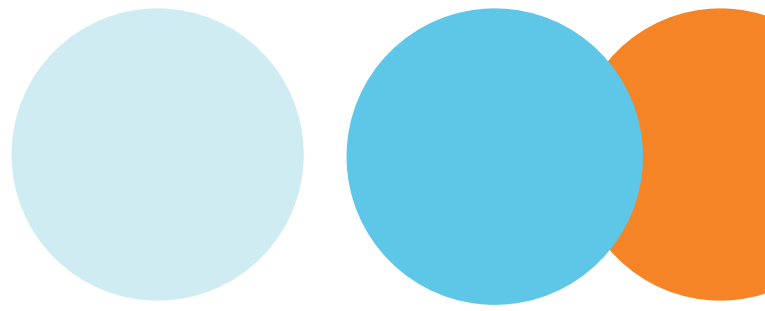


Figure 12: Percentage of companies according to the number of women in top executive positions by industry





## 5.5 International comparison – women in top executive positions

In Israel, 20% of the executive positions in the managements of the companies are filled by women (an increase of 2 percentage points compared to 2011). This rate is 2% lower than the rate of women in executive positions in South Africa and higher than the rate in Canada, the USA and Australia.

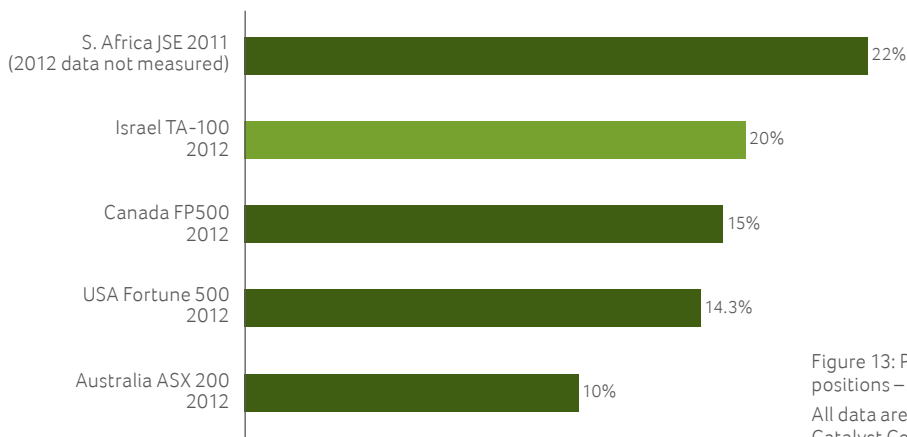


Figure 13: Percentage of women in top executive positions – international comparison  
All data are based on the recent publications of the Catalyst Censuses in all countries. [www.catalyst.org](http://www.catalyst.org)

## 6. Annexes

### 6.1 Census size

Category \ Year	2010	2011	2012
Number of companies in the TA-100 Index	100	101	100
Chairmen of the Board	100	101	95
Directors	852	913	836
Chief Executive Officers	165	134	101
Senior executives	937	954	971
Women directors	128	151	139
Senior women executives	170	174	194



## 6.2 2011 Catalyst Census data for comparison

### The Second Israeli Catalyst Census (TA-100 Index figures, 2011)

Ranking of companies with 25% and more women in top executive positions

Name	Percentage of women executive officers
Israel Land Development Company Energy Ltd.	67%
Housing & Construction Holding Company Ltd.	50%
Norstar Holdings Inc.	50%
FIBI holdings	50%
Ormat Industries Ltd.	50%
Ratio Oil Exploration	50%
Africa Israel Investments Ltd.	40%
Golf Group A.K. Ltd.	40%
British Israel Investments Ltd.	38%
Israel Land Development Company Ltd.	36%
Matrix I.T. Ltd.	35%
Internet Gold Golden Lines Ltd.	33%
Melisron Ltd.	33%
Blue Square Real Estate Ltd.	33%
Alony Hetz Properties & Investments Ltd.	33%
Granite Hacarmel Investments Ltd.	33%
REIT 1 Ltd.	33%
Protalix Biotherapeutics	33%
Isramco Negev 2 LP	33%
Delek Drilling LP	33%
Bank Hapoalim	31%
Partner Communications Ltd.	31%
FMS Enterprises Migun Ltd.	29%
Mizrahi Tefahot Bank	29%
Ceragon Networks Ltd.	27%
Migdal Insurance and Financial Holdings Ltd.	27%
Cellcom Israel Ltd.	27%
Bank Leumi	26%
Frutarom Industries Ltd.	25%
HOT Telecommunication Systems Ltd.	25%
Jerusalem Economy Ltd.	25%
Airport City Ltd.	25%
Tower Semiconductor Ltd.	25%

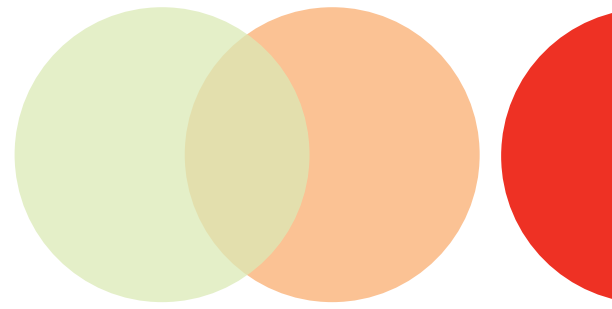
In 2011 the number of companies in which the percentage of senior women executives is 25% and above rose from 31 to 33.

Ranking of companies with 25% and more women on the board of directors

Name	Percentage of women board members
B Communications Ltd.	60%
Internet Gold Golden Lines Ltd.	43%
Formula Systems (1985) Ltd.	40%
Melisron Ltd.	40%
Carasso Motors Ltd.	38%
Strauss Group Ltd.	36%
J.O.E.L. Jerusalem Oil Exploration Ltd.	33%
Bank Hapoalim	33%
Blue Square Real Estate Ltd.	33%
Azrieli Group Ltd.	33%
Housing & Construction Holding Company Ltd.	30%
Neto M.E. Holdings Ltd.	29%
Bank Leumi	29%
Naphtha Israel Petroleum Corporation Ltd.	29%
Frutarom Industries Ltd.	29%
British Israel Investments Ltd.	29%
Gilat Satellite Networks	29%
Alrov (Israel) Ltd.	25%
Mivnei Taasia & Mlacha Ltd.	25%
NICE Systems Ltd.	25%
Alrov Real Estate & Hotels Ltd.	25%
Alony Hetz Properties & Investments Ltd.	25%
HOT Telecommunication Systems Ltd.	25%
Norstar Holdings Inc.	25%
FIBI Holdings	25%
Israel Land Development Company Energy Ltd.	25%

In 2011 the number of companies in which the percentage of women on the board of directors is 25% and above rose from 18 to 26.





## Part B: Accompanying Research Study – the Talent Index

### Are men and women measured differently on the way to the top?

This is the third year since the launch of the Catalyst Census in Israel. Following a great deal of research and findings that point to different paths and processes in the progress of men and women as they make their way to top executive positions, we decided to examine if and how women, as opposed to men, reach senior management positions and board membership in TA-100 companies.

#### 1. Theoretical review – an accompanying study to the 2012 Catalyst Census

### Are men and women measured differently as they climb their way to the top?

In the 2011 Catalyst Census we discussed in depth the reasons that inhibit women's progress to top executive positions and decision-making hubs<sup>2</sup>. The reasons are varied and can be divided into four main elements:

- Gender stereotyping regarding women's leadership and management capabilities.
- Women's definition as bearing the main responsibility for the home and family.
- Lack of suitable social networks<sup>3</sup>.
- Intra-organizational barriers.

There is no doubt that these reasons play a key part in the low rate of women in top executive positions<sup>4</sup>. Promotion and compensation are two key elements that influence women's capacity for professional and managerial advancement. Additionally, it is a known fact that the type of industry influences the percentages of women's representation in top executive positions. The Catalyst Censuses conducted in various parts of the world indicate that there is a direct correlation between industries that are considered "masculine" and a relatively low number of women in senior positions. The masculine nature of the industry influences the assumption that women do not have the ability to progress in it<sup>5</sup>.

In the last thirty years the profile of women in executive positions has changed. The length of time spent in each job on the way to top management has shortened significantly. Women are expressing great ambitions to climb the organizational ranks and are advancing at ages that are becoming increasingly younger<sup>6</sup>. Nevertheless, research indicates that men and women progress to senior executive positions according to different action models. Variance is measured both in the rate of progress and in the nature of the process. A Catalyst study of 2008 shows that among outstanding male and female MBA program graduates (without children), women earned less than men in their first managerial position, were awarded junior managerial positions in relation to men, and expressed less satisfaction with their position compared to men<sup>7</sup>.

This study proves that the problem is not women's lack of desire to progress, but their being held back compared to their male counterparts by the organizations in which they work, in fact by social, managerial and cultural perceptions<sup>8</sup>.

<sup>2</sup> Strauss Group and the Israeli Women's Network, March 2012, Women Leading Business, the Second Israeli Census Report 2011, p. 18.

<sup>3</sup> Clara Kulich, Grzegorz Trojanowski, Michelle K. Ryan, S. Alexander Haslam, Luc Renneboog, 2009, "Who Gets the Carrot and Who Gets the Stick? Evidence of Gender Disparities in Executive Remuneration". Forthcoming: Strategic Management Journal Abstract.

<sup>4</sup> Judith G. Oakley, 2000, "Gender-based Barriers to Senior Management Positions: Understanding the Scarcity of Female CEOs", Journal of Business Ethics, 27:321-334, 2000 Kluwer Academic Publishers. Printed in the Netherlands.

<sup>5</sup> Women in Male-Dominated Industries and Occupations in U.S. and Canada, 2011,

<http://www.catalyst.org/publication/381/women-in-male-dominated-industries-and-occupations-in-us-and-canada>.

<sup>6</sup> Peter Cappelli and Monika Hamori, 2005, "The New Road To the Top". <http://www.management.wharton.upenn.edu/cappelli/documents/pathtotophbr.pdf>.

<sup>7</sup> <http://www.catalyst.org/media/women-experience-inequities-at-every-career-stage-even-after-decades-of-well-intentioned-efforts>.

<sup>8</sup> Nancy M. Carter and Christine Silva, March 2010, "Women in Management: Delusions of Progress", Harvard Business Review.



Other studies have shown that the model of progress to senior management among women is substantially different to that of men. When women progress to top executive positions they usually do so from within the organization in which they work. Their reaching senior management is the result of the long-term measurement of their deliverables by the organization and the measurement of their stability and loyalty to the organization. Most women who reach top executive positions get there from within the organization. Among men, more of those who get to the top are located outside the organization. They jump from one job to the next more rapidly and are measured on the basis of management and professional potential rather than simply on the basis of their performance. This being the case, organizations are more willing to "gamble" on men and on their potential, than they are on women. The results of our research, research that examines how many men and women reached top executive positions in an organization from within the organization, as opposed to how many men and women reached such positions from outside the organization, confirm this claim. The percentage of men who reached senior management positions from outside the organization in companies traded on the TA-100 Index is 53%, compared to 46% for women.

### Deliberate discrimination as opposed to unconscious discrimination: which is harder to eliminate?

The gender dialogue that deals with the non-promotion of women and their distancing from the circles of power, money and decision making, is first and foremost based on the understanding that the culture in which we live is a patriarchal culture, which empowers and sometimes sanctifies male norms and priorities. Over the years, this basic assumption has also posited that discrimination against women is primarily due to an overt, conscious perception that they are less talented. Today, it cannot be argued that the slow promotion of women or the failure to satisfactorily promote them to senior management positions is the direct result of intentional discrimination. Often, the heads of the organization themselves do not believe that women are less suitable. If so, why are they still not promoted like men?

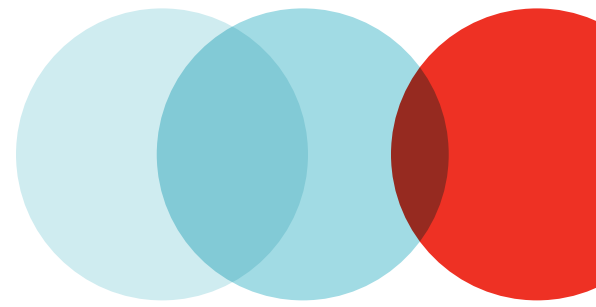
Unconscious or unintentional discrimination is a powerful defining factor, and what is even worse – it is harder to eliminate than overt discrimination. The essence of unconscious discrimination is that the failure to acknowledge its existence prevents it from being dealt with. In terms of the promotion of women to top executive positions, the strongest manifestation of unintentional discrimination is the failure to invest resources and thought in the need to encourage and advance women. Gender-blind organizations do not understand the need for applying unique tools to locate women for management positions in general, and senior management positions in particular.

Another powerful unconscious aspect is the portrayal of male senior executives in legendary terms of heroism and the power to motivate others that are virtually superhuman. These models are based on the creation of a legendary managerial archetype within the organizational culture<sup>9</sup>. In a competitive business world, presenting the senior executive as possessing the power to "create magic", no less, is perceived as an empowerment and mobilization tool for employees and lower management echelons. In terms of women's ability to be defined under that same managerial magician's hat, two problems can be identified:

1. The leadership archetype model is almost always "masculine". This concept relegates "feminine" management to the status of being absent or "other".
2. In light of the fact that at the end of the day, gender diversity in organizations is growing, the absence of archetypal models is likely to leave women who aspire to senior executive positions exposed without any models they can identify with, while they are unsuited to the existing models. This will significantly hinder women's ability to attain top executive positions<sup>10</sup>.

<sup>9</sup> Su Olsson (2002), "Gendered Heroes: Male and Female Self-Representations of Executive Identity", *Women in Management Review*, Vol. 17 Iss: 3/4, pp. 142-150.

<sup>10</sup> Ibid.



## Cultivating insiders versus bringing in outsiders

### Talent development: trend or imperative?

Talent location and development has steadily gained momentum in the past few years. This sphere has developed following the understanding that talents in the organization must be cultivated and stabilized to create an experienced management reserve that is well acquainted with the organization<sup>11</sup>. Among the various reasons for investing in management reserves within the organization, the most prominent one is the organization's perception that a management reserve with potential inside the organization is lacking. The concern that talents will leave is perceived as less of a risk. At the same time, location of talents outside the organization is based on the same assumption regarding a management reserve with potential<sup>12</sup>. In practice, the fear of departure is less of a concern. For women, who tend to grow from within the organization and not to be located outside, this attitude poses a significant limitation on their ability to progress to management positions.

Another difficulty diagnosed regarding women in top executive positions identifies the reason for their absence as the fact that their performance evaluation and leadership abilities are gender biased.

The combination of firmly entrenched gender stereotypes and the expectations they create about how women should behave and the essence of their character leads to the under-evaluation of their performance, denial or disregard for their successes, and even to their being punished for their competencies, as if they were an unclear phenomenon and consequently, a danger. In Israel, the way to become a "talent" in the corporate world and thus be tagged for a personal development path is through the recommendation of managers, professional evaluations and the decisions of senior management. Tenure with the organization is ranked as the criterion of least importance. This information indicates that gender stereotypes are a barrier between women and the possibility of being considered a "talent" to the same extent as men<sup>13</sup>.

The necessary conclusion is that ability, talent and even leadership charisma are not necessarily the recipe for women to successfully climb the organizational ranks to the top, as will certainly happen for a man with similar talents and successes<sup>14</sup>.

It would appear that women seeking to reach top executive positions, and even women who have already made it to these positions, are caught in an impossible catch. On the one hand they are fighting for recognition of their ability to manage and lead no less well than men and to receive recognition for their talents, as well as for their performance. On the other, when they display such skills and competencies they are sometimes perceived as different, as deviating from accepted models of feminism, and consequently, as threatening, and even more so – the inability to contain their success leads to a lack of confidence in their performance and to their under-evaluation.

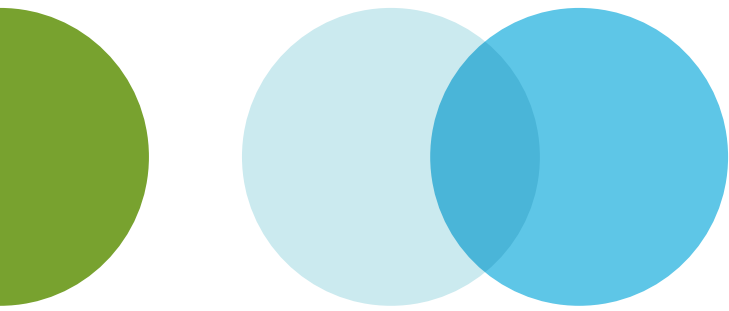
Accordingly, it is clear that in terms of development and the cultivation of talent, women are forced to progress in an organization that is acquainted with their capabilities and measures their success over the long term, even if the price of this process is lower remuneration compared to men and a longer period of advancement. Is this women's choice? Most likely it is not. The customary gender-oriented basic assumption is that women tend to be more immobile at home with the family and at work. This basic assumption is supported by gender stereotypes, but it leads to women who do not stay in one organization for a length of time being perceived as anomalous, unstable, and consequently – as unsuitable for senior management. By contrast, men who move from one organization to another are perceived as consistent with the male stereotype of mobility, daring, confidence in their abilities and therefore, it is precisely those men who do not stay in one organization and one role for long who will progress to the pinnacle of corporate management and their compensation increased.

<sup>11</sup> Pradip N. Khandwalla, 2004, "Competencies for Senior Manager Roles", Vikalpa, Vol. 29 October-December.

<sup>12</sup> Results of a research study (Talent Management) performed by Lotem Professional Consulting, Ben Gurion University and the College of Management, September 2012.

<sup>13</sup> Op. cit.

<sup>14</sup> Madeleine E. Heilman, 2001, "Description and Prescription: How Gender Stereotypes Prevent Women's Ascent Up the Organizational Ladder", Journal of Social Issues, Vol. 57, Issue 4, pp. 657-67



## Cultivating a family supportive workplace

In the 2011 Catalyst Census we offered solutions and tools to increase the number of women in top executive positions<sup>15</sup>:

1. In organizations where there are more women who are defined as stakeholders, their presence in senior executive positions also increases. The rise in the number of women in financial management positions influences the increase in the number of women in senior management and on boards of directors. This information is supported by research we conducted this year, which demonstrates that most female top executives are from the financial realm.
2. An increase in the number of women board members influences an increase in the number of female top executives.
3. Intra-organizational processes that generate action must be built, and mechanisms that are oriented to and aware of the promotion of women.
4. Sponsorship by women who are senior executives must be encouraged.
5. Creating a balance between work and family – not only for women.

Balancing work, career and family is a source of incessant stress for women executives. Here too, women experience an impossible catch in which, if they succeed in fulfilling the requirements of the job, they are considered "not good enough" mothers, and if they do not succeed in fulfilling the requirements of the job and in being perceived as making the job and the organization their top priority, they are perceived as unsuitable. Here again, stereotypes relating to parenthood, motherhood and feminism play a key role. Studies show that these assumptions refer only to mothers, and not to fathers, who are executives<sup>16</sup>.

Development of a vision and planning that support gender equality in the organization changes the employment model and the development of employees and managers, male and female alike. A complex gender-oriented perspective must integrate two seemingly contradictory tools:

1. The ability to allow female managers to plan the gender-oriented career development path of their choice, tailored to their perception of the pace, path and training they will need without being gender blind and assuming that men and women should be offered an identical path.
2. Dealing openly with the profound impact of gender stereotypes regarding women's inability to be leaders and senior executives. The actual fact of acknowledging the existence of stereotypes is the first step on the way to eliminating them.

In summary, the ability to integrate a gender-oriented perspective and acknowledgement of diversity with the elimination of gender prejudices is the challenge that faces Israeli corporations in 2013.

<sup>16</sup>Taylor G. Okimoto, Madeleine E. Heilman, 2012, "The "Bad Parent" Assumption: How Gender Stereotypes Affect Reaction to Working Mothers", Journal of Social Issues, Vol. 68, Issue 4, pp. 704-724.



## 2. Background, goals and methodology

This is the third year in which the Catalyst Census is performed in Israel. This year we decided to also conduct an independent feeler study that would focus on examining the path and manner of progress of women versus men on the way to top executive positions. As part of the process of collecting data from the various public companies in the TA-100 Index, we asked for additional information about the people in senior management. The additional information we collected is:

1. The officeholder's area of occupation.
2. The year the officeholder joined the company.
3. The year the officeholder assumed his/her present position.

The data collection and verification process included contacting the company secretary. Data that appear in official sources, i.e. those entered in the Security Authority's MAGNA system and part of the information in the companies' websites (information that is constant, such as the year of joining the company) were confirmed by the company as correct.

The process of collecting data that do not appear in the MAGNA system was a challenge in its own right. In locating and corroborating the data we encountered difficulties in obtaining (and/or in corroborating) information which is not public. Despite the difficulty, all in all we collected information on 589 senior executives regarding their area of occupation in the company, accounting for 60% of all members of senior management in the TA-100 companies. Information on the year of joining the company was collected on 343 management members.

The data were collected and analyzed by the Panels Research Institute.

## 3. Summary of findings – accompanying study to the 2012 Catalyst Census

### Board of directors

- A rising trend was identified in the rate of women holding board seats compared to previous years.
- The main area of occupation of board members is finance. Slightly higher representation was found among women compared to men in the fields of law, strategy and marketing.

### Management

- The rate of women in top executive positions this year is 20%, a moderate increase versus last year.
- Most women in senior management positions engage mainly in human resources, finance and legal fields.
- We found that in top executive positions there is a trend of hiring from outside the company (52% joined the company in that position).
- By contrast, among women a high rate (54%) of in-house promotions rather than recruitment from outside the company was measured.
- The rate of men rising to top executive positions from within the company is 47%. Detailed findings of the accompanying study.

## 4. Detailed findings of the accompanying study

### 4.1 Year of joining the board of directors – gender comparison

62% of directors joined the board on which they serve between 2001 and 2010. A rising trend is observed in women joining the board in recent years. Of all new board members appointed in the past two years, 20% are women. Among board members presently in office, 99 directors took up office in 2012. 25% of them are women. This represents an increase compared to previous years, from 16% to 25%, i.e. by 1.5.

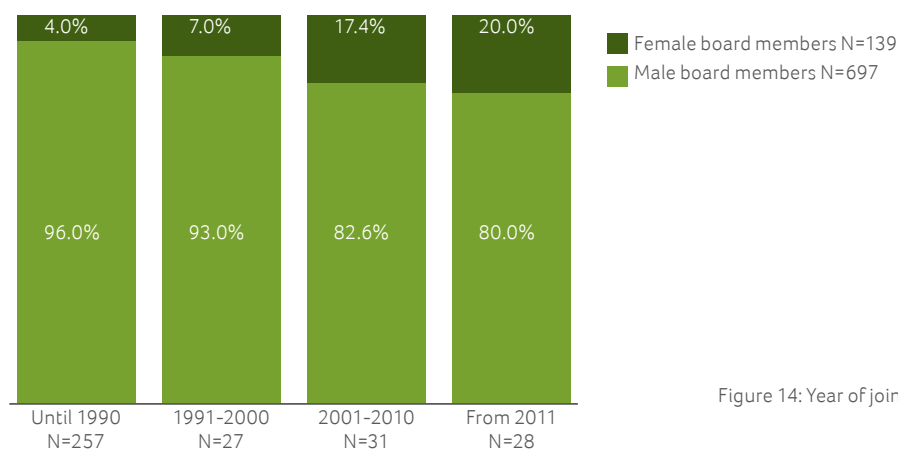


Figure 14: Year of joining the board<sup>17</sup> – gender comparison

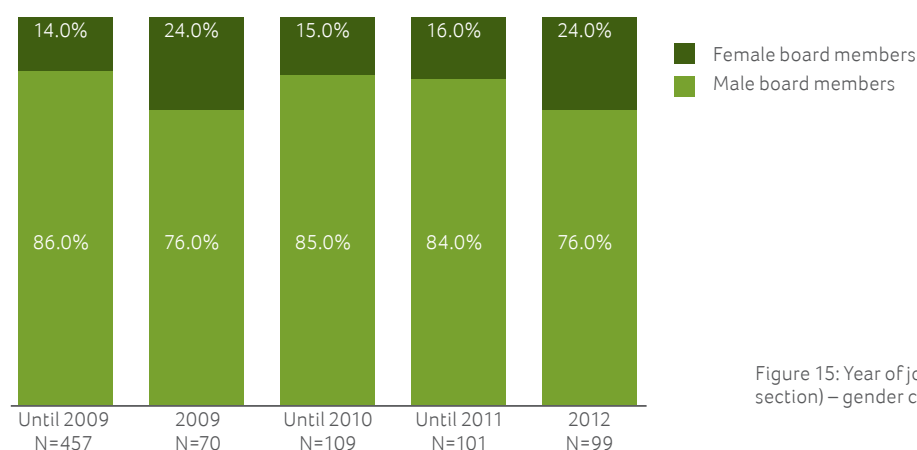
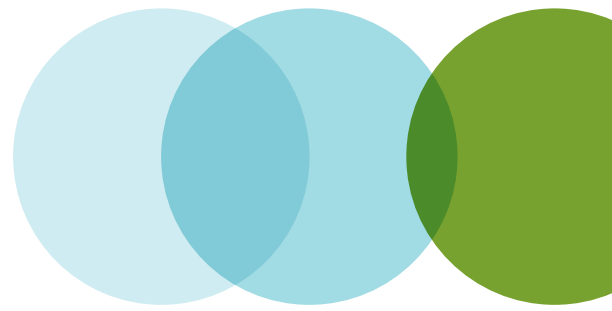


Figure 15: Year of joining the board (broad yearly cross section) – gender comparison

<sup>17</sup> Data relating to the year of joining the board were collected for the first time in 2012 as part of the verification process. In total, data were collected on 836 board members who held office in 2012.





## 4.2 Area of occupation of members of the board – gender comparison<sup>18</sup>

The main area of occupation of members of the board of directors is finance. A slight advantage was observed for women board members from the legal or strategy and marketing fields.

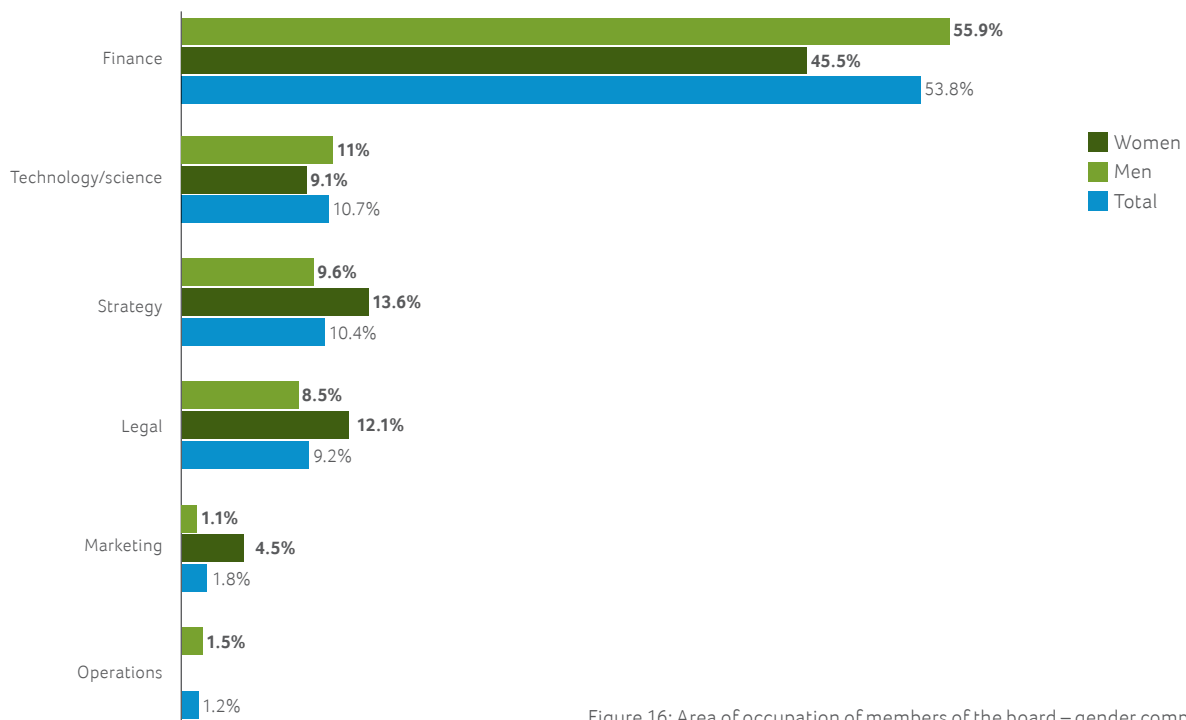
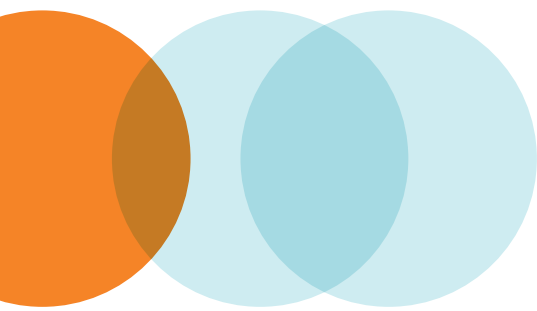


Figure 16: Area of occupation of members of the board – gender comparison

<sup>18</sup> Data are based on 338 board members whose occupation was defined during the survey.



### 4.3 Area of occupation in top executive positions – gender comparison<sup>19</sup>

Most of the women in top executive positions engage in human resources, finance and the legal field. A prominent advantage was observed for men in senior management positions whose area of expertise is technology/science and operations.

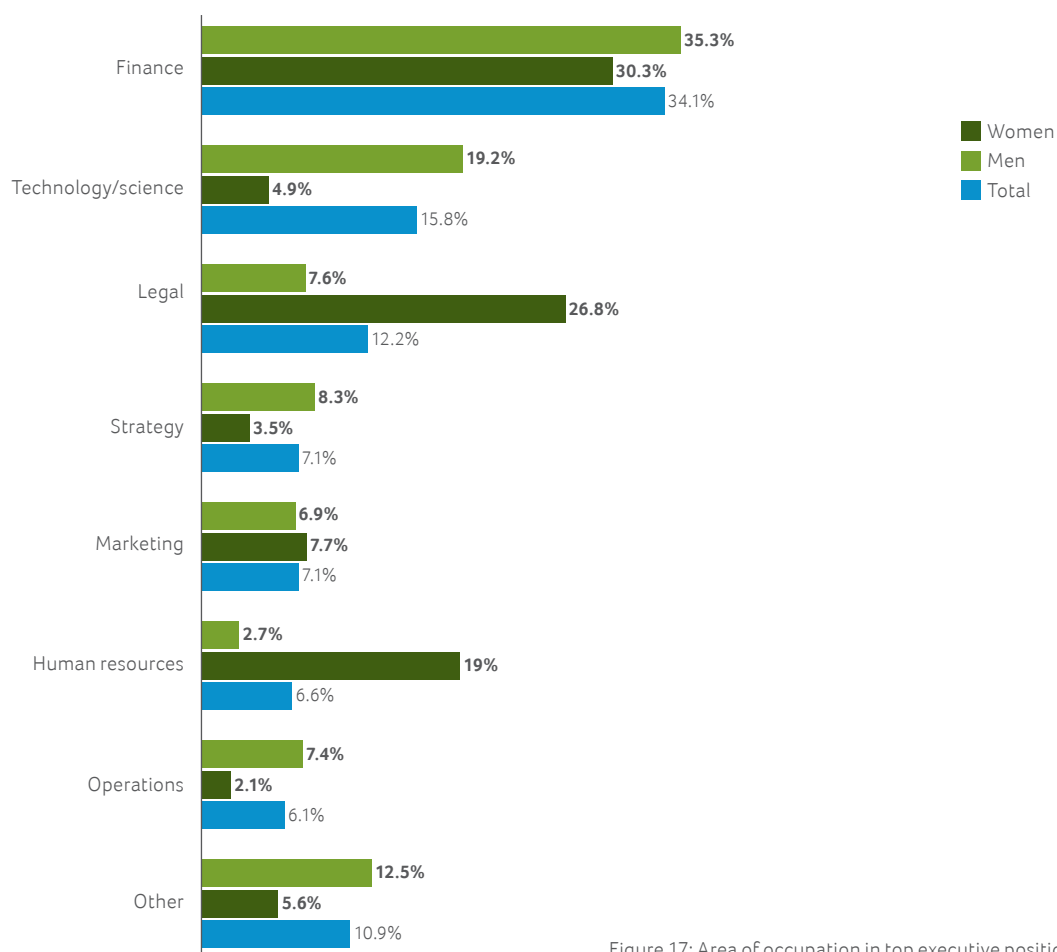


Figure 17: Area of occupation in top executive positions – gender comparison

<sup>19</sup> Data are based on 589 members of management whose occupation was defined during the survey. It is noted that they form 61% of all members of management who were reported on in the questionnaire.

## 4.4 Progress to top executive positions – gender comparison<sup>20</sup>

About half of the members of senior management in the different organizations were recruited directly to this position without a previous background in the company.

Higher percentages were found among men who were recruited to the company compared to women (53% of men compared to 46% of women). Higher percentages were found among women who reached a senior executive position after one to two years in a previous position in the company compared to men.

This information supports the research claims demonstrating that women are promoted on the basis of performance and stability in the organization, while men are to a greater extent promoted on the basis of potential.

The decision to "import" talented people from outside the organization to fill top executive positions is likely to be due to a variety of reasons.

The general data do not point to a constant trend of looking for imported talent or vice versa, to a tendency to promote talents from within the organization to senior executive positions. At the same time, when we compare the tendency to import talent, it is clear that there is a greater tendency to make this decision regarding men, whereas when choosing to promote women to senior management positions the tendency is to promote people from within the company. Out of 54% of women who rose to senior positions from within the organization, 22% reached these jobs after 3-9 years in their previous position.

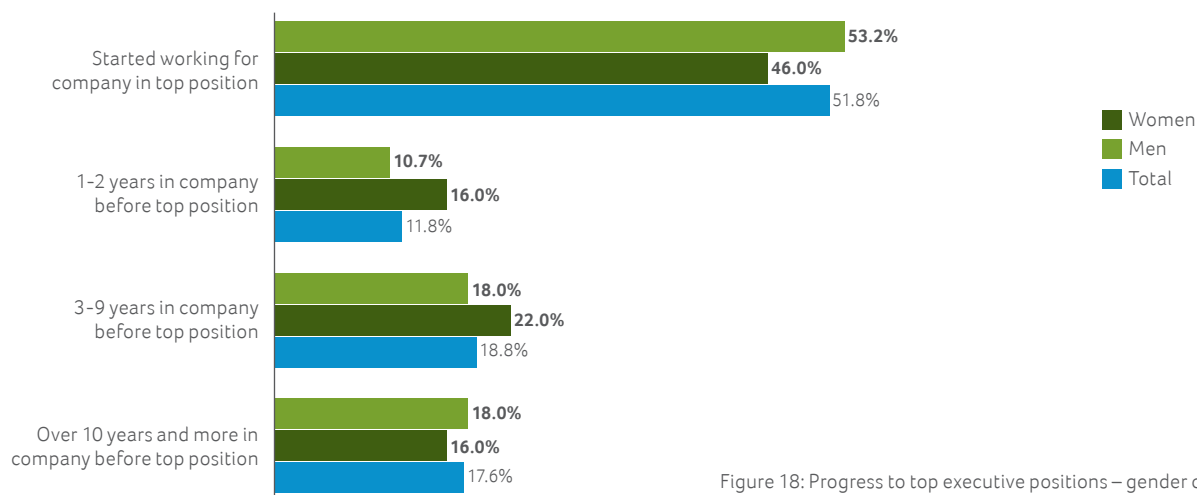


Figure 18: Progress to top executive positions – gender comparison

<sup>20</sup> Data are based on 255 members of management on whom data were gathered relating to the commencement of employment in the company and to the commencement of holding the executive position directly subordinate to the company CEO.

## 5. Summary of the accompanying research study – the talent index

Men and women advance to the pinnacle of corporate management via different routes. The pace of men's progress is greater and the periods they spend between one job and the next are relatively short. Most of them will also be better compensated when moving from one job to the next, their compensation being based on an assessment of potential rather than on performance, as most of them will be parachuted into top executive positions.

Women, on the other hand, usually grow within organizations and therefore their progress is slower, depends on proof of performance and occurs significantly less than among men, as organizations do not always identify intra-organizational leadership potential and prefer to "import" executives from without.

It is possible that the nature of the business world, always aspiring to progress rapidly, maximize profit and benefit, and its need to constantly adapt to change, also lead to the search for executives whose success is trumpeted far and wide. In a world such as this, it is much harder for women to prove their leadership capabilities.

It is clear that the path to raising the number of women in senior management does not only depend on the desire of women themselves, as is sometimes argued. The secret lies in the organizational and cultural acknowledgement that women possess high management and business leadership capabilities, together with tailoring the workplace and job market to women's needs and constructing models that are supportive of parenthood and family.





