



# The Feminist Transformation

Change the system, not the women

Femworx, April 25 2024 | Jutta Horstmann | CEO, Mailvelope

The workplace:  
A man's world

# 81%

In Germany, 81% of C-level positions are held by men

(2023, LinkedIn)

# 44%

In Germany, men are 44% more likely to be internally promoted than women (2023, LinkedIn)

# 70%

During recent tech layoffs, 70% were women

(2023, Women Tech Network)

# 18%

Gender pay gap: In Germany, women earn 18% less than men.

(2022, DESTATIS)

9h

Gender care gap: Per week, women work 9h more unpaid than men do.

(2023, Women Tech Network)

# 81%

In Germany, 81% of children < 3 years old are **not in child care**

(2022, Statistisches Bundesamt )



# 2,6%

In Germany, 2,6% of fathers to children < 3y old take parental leave - compared to 45% of mothers

(2021, Mikrozensus / Statistisches Bundesamt )

# 76%

In Germany, 76% of paid-for-working women are working **part-time**.

(2022, DESTATIS)

# 13%

In Germany, 13% of women have experienced **sexual harassment** at the workplace (2019, Antidiskriminierungsstelle des Bundes)

# 46%

Globally, 46% of of surveyed working women say they are **burned out**.

(2023, Future Forum Pulse)

# 25%

In UK, 25% of menopausal women consider early retirement  
(2021, Finance sector, Financial Services Skills Commission)

# 136y

At the current pace, it will take 136 years to  
close the global gender gap (2022, WEF)

Are  
you  
kidding  
me??



Today's organizations are  
built in a way that is  
the most beneficial to men.



# The Great Breakup

For every woman at the director level who gets promoted to the next level, two women directors are choosing to leave their company.

*Source: McKinsey, Women in the Workplace 2022 report*

# Why women leave their job

- Unequal compensation
- Exclusion, isolation and marginalization
- Being overworked and underappreciated
- Work conditions not sufficiently flexible to wrangle care work
- Facing microaggressions, persistent bias and harassment

Source: McKinsey, [Women in the Workplace 2023 report](#)

# “Micro”aggressions

- Others comment on my appearance
- Others comment on my emotional state
- Others get credit for my ideas
- I have been mistaken for someone more junior
- I am not listened to
- I am not take seriously
- My judgement is questioned
- My authority gets undermined

Myth:

Microaggressions have a ‘micro’ impact.

Reality:

Microaggressions have a large and lasting impact on women.

Source: McKinsey, [Women in the Workplace 2023 report](#)

Why companies  
need to attract  
and retain women

1. Diversity yields better results

2. Overcome shortage of skilled personnel and managers

3. It's the law!

## 4. A matter of decency



How?

# The Feminist Transformation

A **mindset** shift.

# The Feminist Transformation

A **holistic** approach instead of singular activities addressing insular issues.

# Feminist Transformation vs DEI

## DEI

- List of measures
- Insular, particular
- Moderate

Goal: Empower & enable women to succeed in the existing operating model

## Feminist Transformation

- Holistic approach
- Mindset change
- Radical

Goal: Change the operating model to benefit women

Change the system, not the women

# The Feminist Transformation

Setting  
**women-centricity**  
at the core and  
foundation of any  
organizational  
design.

# The Feminist Transformation

A **commitment** made by leadership to build, develop and lead their organization in a way that is **the most beneficial to women.**

The **non-negotiable** definition of a  
company's operating model.

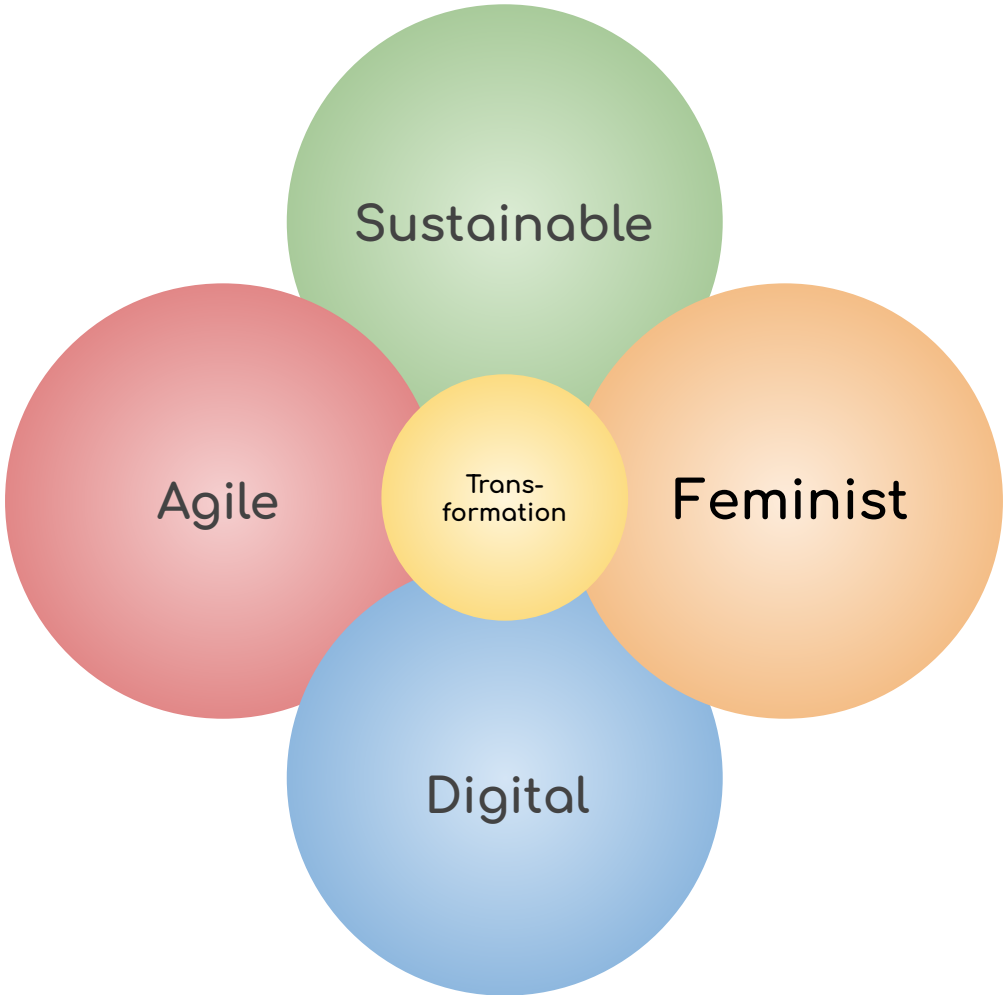


# The Feminist Transformation

A **change process**  
leading towards  
the Feminist  
Organization.

# The Feminist Transformation

A key part of an agenda to make organizations future-proof.



# Feminist Transformation in practice

## 3 main levers

- **Organizational design:** To set up processes and structures...
- **Organizational development:** To adapt the organization to changing environmental or business needs...
- **Organizational culture:** People behave, lead, communicate, collaborate, decide...

... in a way that is **most beneficial to women.**

Key commitment:

In situations with conflicting goals, maximizing the benefit for women is the one that trumps the others.

# Characteristics of a Feminist Organization

# The Feminist Organization

Creates a  
workplace that is  
**free from fear.**



# The Feminist Organization

Embraces the fact that **women's needs at the workplace differ** from men's.

The Feminist  
Organization

Is female-led.

# The Feminist Organization

Ensures  
participation.

# The Feminist Organization

Supports **parents**  
in equally taking  
care of their  
children.

# The Feminist Organization

Ensures **equal pay**.

# A Call to Action

**Demand** a Feminist Transformation

Collaborate to make the Feminist  
Organization a reality



Encourage men to act as our  
strongest allies

Encourage leaders - us all - to  
spearhead this movement

# The Feminist Transformation

For a better  
workplace,  
a better life,  
a better world.

# Thank you!

Jutta Horstmann

CEO, Mailvelope GmbH

[jutta@mailvelope.com](mailto:jutta@mailvelope.com)

Consulting / Speaking requests:

<https://www.linkedin.com/in/jhorstmann/>

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