

## **Employ women's talents to the full**

While Vince Cable made many compelling points illustrating the value women bring to running companies, he left two critical ones out. Omission 1: there are well over 2,500 board-ready women in the UK (Cranfield University estimate) so the “golden skirts” concern that quotas would result in women who may not merit appointment ending up on boards is without foundation. As a head-hunter I can attest that there has never been such a strong supply of board-ready women. Omission 2: the far greater priority for our economy and business productivity is the under-representation of women in executive roles. Better representation of women on boards is an important stepping stone, but leveraging the vast talent of women in the UK below board level is the key to real culture change.

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