## Women in the boardroom

SIR - Research shows us that women leave senior positions before they reach board level because of a lack of rewards (unequal pay), lack of interesting opportunities (being sidelined into supporting and staff roles) and lack of access to informal networks. Flexible working arrangements and teleworking are useful in creating a pipeline of qualified women, and men, at middle-management level, but the impact is limited when it comes to boards.

This is because the work of board members and other senior management does not

senior management does not involve executing tasks sitting at a desk. Rather it is about influencing decision-making, being connected to the right networks and creating visibility for your leadership style. ty for your leadership style. MIRELLA VISSER Managing director Centre for Inclusive Leadership Uithoorn, the Netherlands