

Understanding the impact of the #MeToo movement on leadership and corporate culture, with regards to female inclusion and value of voices

Bachelor Thesis for Obtaining the Degree

Bachelor of Business Administration in

Tourism, Hotel Management and Operations

Submitted to Eva Aileen Jungwirth-Edelmann, MA

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Vienna, 25 August 2020

Affidavit

I hereby affirm that this Bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

The thesis was not submitted in the same or in a substantially similar version, not even partially, to another examination board and was not published elsewhere.

25 August 2020

Date

Abstract

Topic: Understanding the impact of the #MeToo movement on leadership and corporate culture, with regards to female inclusion and value of voices

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Content: The 2017 #MeToo movement opened up the world's eyes to a problem society has long ignored – sexual harassment. This systemic problem fueled by gender roles and power imbalances, impacting safety, equality, and profitability has been overlooked for decades and was radically highlighted overnight. This thesis aims to identify the potential shift of businesses' leadership style and corporate culture in order to meet the new need, brought on after the #MeToo movement.

The thesis was conducted through detailed literature research, followed by qualitative research. This qualitative research was conducted through interviews with employees of the global packaging and paper company Mondi Group located in Vienna, Austria.

After conducting the research, four main findings were identified. First, while the movement liberated women to speak up on their sexual harassment experiences, the deeply rooted stigma around victim shaming still prevails. Moreover, male survivors were not equally impacted by this liberation. Secondly, the main challenges for women in business are the gender roles of domesticity and motherhood, which impact women's voices, inclusion and leadership. Thirdly, social media as a medium impacted the outcome of the movements positively, through rapid, uncensored, extensive and personal information flow, however negatively, through the short-lived nature of online trends threatening to reduce the movements possibility of implementing tangible policies for change. Lastly, while the #MeToo movement did not impact companies' structures directly, the movement did impact its stakeholders which then impacted the companies and their structures.

Supervisor: Eva Aileen Jungwirth-Edelmann, MA

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List of Abbreviations

AUT	Austria
IRN	Iran
POL	Poland
RUS	Russia
SWE	Sweden
D&I	Diversity & Inclusion

1 Introduction

This thesis will discuss the extent to which social and cultural shifts in mindset, shaped by movements such as the #MeToo movement, impact the corporate norms seen in businesses, and how they have to adapt in order to meet this new standard.

The following subchapters will discuss the social and scientific importance of the research undertaken, give an outline of the thesis, including its main aim and secondary aims, research questions, as well as outline the thesis' hypothesis. Additionally, limitations and an overview of the thesis will be provided.

1.1 Motivation and Cognitive Interest

The 2030 Sustainable Development Goals brought forward by the United Nations focused not one, but two of its seventeen goals on equality. Goal five to fight for and achieve gender equality, and goal ten to reduce inequalities, with UN-Secretary General Ban Ki-moon (2016) stating that sustainable development as a whole cannot be achieved if half the world's population is excluded, especially considering the immense influence and benefits this half has on the economy and businesses. Rightfully so, UN-Secretary General Ban Ki-moon has highlighted the fact that through the diversification of the workplace and the inclusion of women, businesses not only meet regulations, but thrive and benefit. However, as history has shown us the fight for women's rights and their place in society and the workplace has been anything but easy. After centuries of struggling, to finally achieving entry in the workforce, attending the same schools and universities, female workers are still treated as a lesser version of their male counterparts, outlined through examples such as the gender wage gap, fewer job and promotion opportunities, or reduced safety within a job, as the 2017 #MeToo movement showed (Me Too Impact Report 2019: 5). The world is far from equality for female workers, and while women might do wonders for businesses, they are yet to do wonders for women.

While individually female rights activism, corporate culture, and leadership in business have been researched plenty, the link between these aspects have yet to be examined. As we know from historical data human rights activism, gender equality being one key element of said activism, though frequently achieving major milestones

has yet to be fully successful in all areas and will forever be a topic of social outcry and business risk as well as opportunity. Therefore, it can be concluded, that the need to understand and predict the influence of such activism on leadership and corporate culture of global businesses is vital. It is important to comprehend how businesses have successfully been able to cope with the changes in social standards due to gender-based activism as this provides essential knowledge for future cases.

1.2 Outline of Thesis

Within the following section a brief outline of the thesis will be provided. In short, the research is based upon one main aim, which in turn will be supported by secondary aims which facilitate the achievement of this main aim.

Additionally, the thesis will be founded on a hypothesis outlined in 1.2.2 and research questions, which will help conduct the study and ratify or negate the claim made.

1.2.1 Aim and Secondary Aims of the Bachelor Thesis

The main aim of the thesis is to identify how businesses have to adapt their corporate culture and leadership style in order to meet new social standards, brought forward by female empowerment movements, such as the #MeToo campaign. This aim will be met by the comparison of the corporate culture and leadership styles within businesses before and after *#MeToo*.

In order to support this aim, a number of secondary aims must be met, which will consist of the following:

- Defining gender equality and its historical framework
- Analyzing the history of women and gender equality within the workforce
- Defining culture and corporate culture
- Identifying how shifts in perceived gender equality impact corporate culture
- Defining leadership and different leadership styles
- Understanding how different leadership styles impact corporate culture
- Defining female leadership and its history within businesses
- Analyzing the events of the #MeToo campaign
- Identifying how #MeToo has changed corporate culture and leadership styles

1.2.2 Research Question and Hypothesis

The research within this thesis will be based upon a number of questions, which will critically evaluate the topic. The research questions include:

- How can gender equality and its historical framework be defined?
- What historic data of women within the workforce can be found, including female workers' fight for equality?
- How is corporate culture within business defined?
- How do shifts in perceived gender equality impact corporate culture?
- How can (female) leadership and its different styles be defined?
- What impacts do shifts in perceived gender equality have on leadership styles within businesses?
- How do different leadership styles impact corporate culture?
- What were the events that shaped the #MeToo campaign?
- How did businesses' corporate culture and leadership shift after #MeToo?

Following these research questions, the thesis argues the following hypothesis.

#MeToo has initiated the next major shift/step in leadership in connection to women, in regard to tangible changes, freedom of speech, value of their voices and perceptions and acceptance/inclusion in the modern workplace on all levels.

1.3 Thesis Limitations

As is the case for all scientific research, some elements of the thesis will arguably have implicit limitations, and thus compromise the validity of the study. However, every such limitation will be counteracted allowing for a well-founded outcome.

The most pressing limitation to this study is the factor of time. As there is a close deadline it is arguable that the qualitative research cannot be conducted on a large scope. However, while the empirical research may not be as extensive, it will be built upon a detailed literature review of expert studies and scientific publications, which will lay a foundation for the thesis and research. Secondly, it can be argued that as the thesis is written by a female author the thesis has an underlying implicit bias against men and male leadership. In order to counteract this bias, the expert interviews,

which will be conducted as part of the research, will not only focus on female workers, but also include some men working within the Mondi Group to outline their perspective. Additionally, the literature review will include input from both male and female experts on the topic to provide a diverse set of opinions.

Further limitations, such as the lack of expertise on the author's side and risk of a bottle neck view on Mondi's corporate culture only, can all be contradicted through a diverse cast of expert interview participants, as well as a literature review, which includes scientific evidence from multiethnic authors of all genders.

1.4 Overview of the Thesis

Within the following section an overview of the entire thesis will be provided. The thesis is divided into five chapters outlined within figure 1.

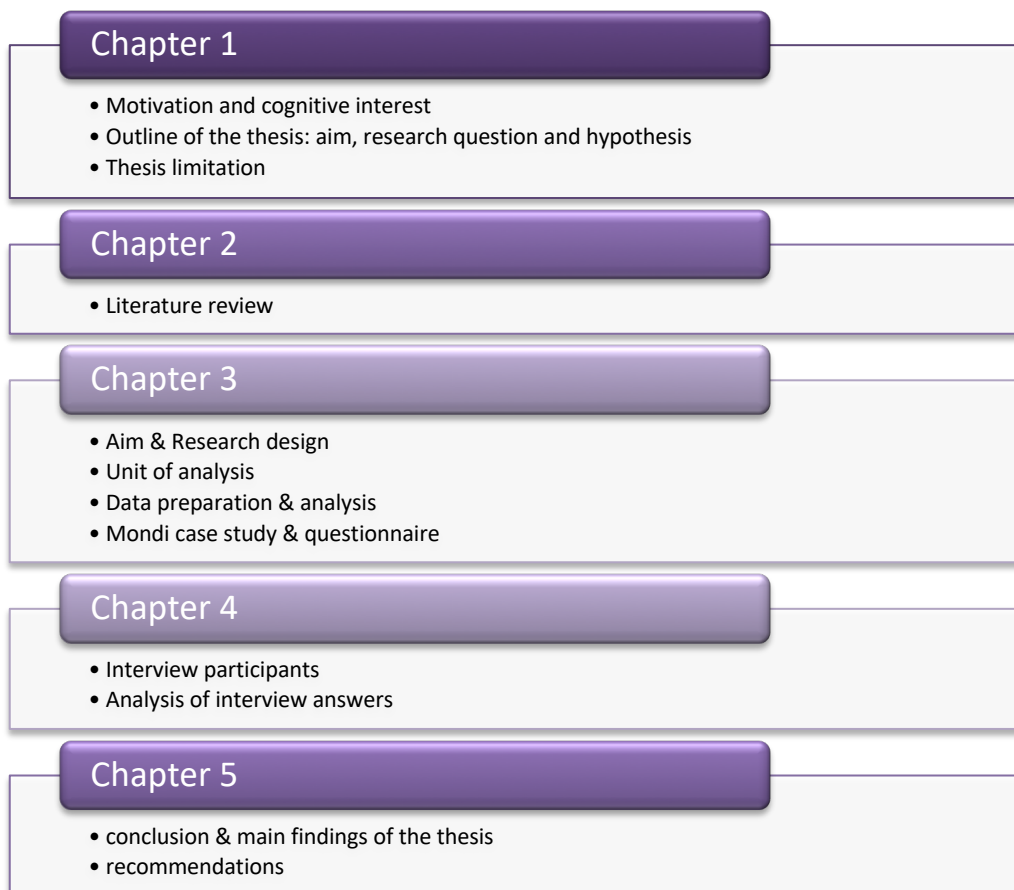


Figure 1: Thesis overview

Sara Praeceptor, 2020

Within chapter 1 the social importance and scientific motivation behind writing this thesis was highlighted, through providing a short introduction of the topic. Furthermore, the thesis was outlined by introducing the main aim, multiple secondary aims, as well as research questions and the final hypothesis. The thesis' limitations were outlined and lastly an overview of the thesis to come was provided.

Chapter 2 introduced the bulk of the thesis' content through a thorough literature research. The topics discussed were diversity and diversity management, gender equality and its history, human and consequentially employee needs, corporate culture and leadership and how the two interplay when met with diverse team, and lastly the #MeToo movement was introduced, as well as the topic of sexual harassment and its implication on businesses.

Chapter 3 highlighted the thesis' methodology including the case study of the Mondi Group, the construction and analysis of the questionnaire and detailed information and the data and units used and analyzed. Additionally, chapter 3 reflected upon the questionnaire and highlighted the participants' demographics.

Within chapter 4 the questionnaire answers were summarized, analyzed and critically evaluated to outline an overall trend within the interview answers.

Lastly, within chapter 5, the main findings were summarized, conclusions were outlined and recommendations for businesses and further research was given.

2 Literature Review

As a foundation to the research conducted in the later chapters, this chapter will discuss the necessary terminology, definitions, timelines and frameworks in order to understand the topics included in the thesis. Covering the issues of diversity, gender equality and its history, corporate culture, leadership, and the #MeToo campaign and its events, as well as some other female rights movements within history, this chapter outlines research and points of view from multiple scholars and allows for a fully formed base of knowledge to understand the following qualitative research properly.

2.1 Diversity Management

Diversity is said to be one of the core principals of modern-day communities, both in psychological, as well as organizational development, and researchers therefore have the responsibility to not only research, but drive diversity and its values into organizational structures (Church & Waclawski 2013: xvii). Additionally, research has shown that gender holds an essential place within diversity research (Gardenswartz & Rowe 2003) and the modern-day diversity management is especially occupied with removing gender-based barriers and challenges for female workers (McKinsey & Company 2019).

2.1.1 Defining Diversity and Diversity Management

As demographics of American workers began to shift in the 1980s and 90s away from predominantly Euro-American white men to a more diverse workforce, interest on how to address these new workers' needs increased (Morris-Brown 2000: 1-2). While many scholars focused their efforts on the identification of problems and the avoidance of diversity, rather than the successful implementation of it (Ferdman & Deane 2014: xxi-xxii), others, such as Loden & Rosener (1990) or Gardenswartz & Rowe (2003) focused their efforts on defining diversity and the successful implementation of diverse work groups.

Ferdman (2014: 3) defines diversity as the representation of numerous groups of identities and their individual cultures in a particular organization or work environment. Gardenswartz & Rowe (2003), even earlier, break down diversity into four dimensions, as seen in figure 2.

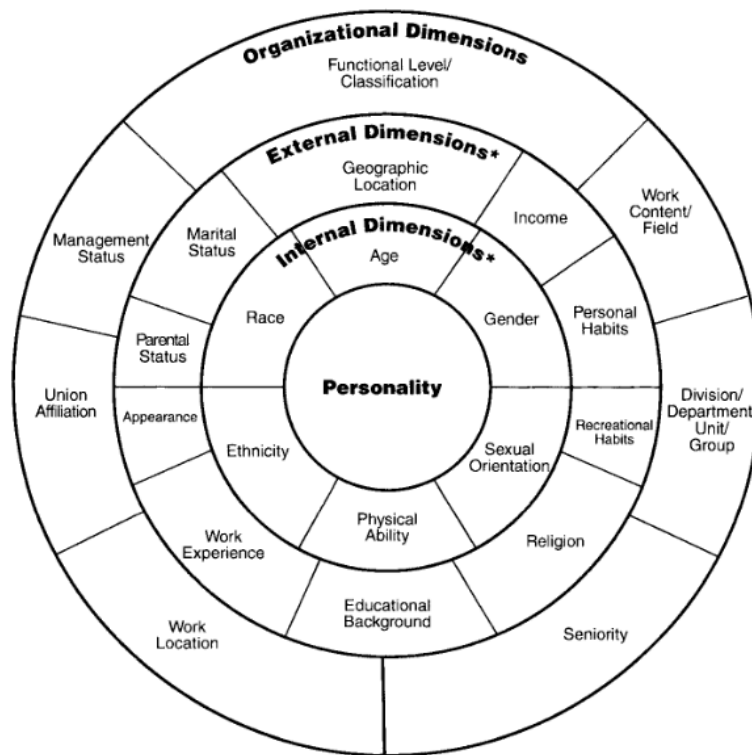


Figure 2: Four Layers of Diversity, Diverse Teams at Work

Lee Gardenswartz und Anita Rowe, 2003

The authors divide individuals into four layers, their personality-, internal-, external- and organizational dimensions.

- 1) **Personality Dimension** – which describes the unique way each individual interacts with others. It includes our character traits, our unique communication style as well as the extent to which we do, or do not get along with other individuals (Gardenswartz & Lee 2003: 32);
- 2) **Internal Dimensions** – this dimension includes age, gender sexual orientation, physical ability, ethnicity and race. These elements have a major effect on attitudes and behavior of individuals. Generally, these dimensions are not within an individual’s control, however quite influential as they shape assumptions, expectations and opportunities (Gardenswartz & Lee 2003: 37);
- 3) **External Dimensions** – formed by external factors or experiences, this includes geographic location, income, personal habits, recreational habits, religion, educational background, work experience, appearance, parental and

marital status. While these elements still have a significant influence on a person's behavior and attitude, control over them is far easier, than those of previous dimensions (Gardenswartz & Lee 2003: 45–46);

- 4) **Organizational Dimensions** – these dimensions describe the organizational filters, which shape an individual's assumptions, behaviors and opportunities. Frequently subject to change, these dimensions include functional level or classification, work content or field, division/department/unit/group, seniority, work location, union affiliation and management status (Gardenswartz & Lee 2003: 53).

While the impact of each element and dimension varies for each individual (Gardenswartz & Lee 2003: 57), the most relevant for this thesis are gender, age, seniority and functional level, and are thus further defined as follows:

- **Gender:** this dimension influences individuals, due to the vastly different expectations set in place for men and women, and the fundamental gender roles and norms set in place by societies and communities. Meaning, the exact same situations may be seen and judged differently when conducted by a man compared to a women (Gardenswartz & Lee 2003: 38). Due to this different socialization and upbringing, but also social pressures and expectations, men and women communicate, behave and react differently from one another (Gardenswartz & Lee 2003: 39–40);
- **Age:** this dimension is influenced by the generation or age group a person belongs to and the norms, values and expectations which are associated with said age group. Young employees may be seen as more creative, flexible and of a higher work ethic, whereas older employees are expected to have a high level of experience, while simultaneously being rigid and distrusting of change. As the needs of these groups are mutually exclusive it is important for organizations to find a way to counterbalance negative judgements on each side and facilitate communication and team work (Gardenswartz & Lee 2003: 37–38);
- **Seniority:** this dimension is defined by the length of time an employee has been with the company. While this dimension is subject to change in modern day, certain benefits are still expected when staying with a company for some

time, such as promotions, increased salary and benefits, etc. Seniority is linked to a form of hierarchy culture and sees age as a sign of wisdom, respect and command (Gardenswartz & Lee 2003: 56);

- **Functional level or Classification:** this dimension includes the level within an organization's hierarchy an individual is currently in, and the influence this level of management has on their behavior, self-esteem, team relations, commitments, etc. (Gardenswartz & Lee 2003: 53);

Loden & Rosener further develop this framework by adding a fifth layer including the *era dimension*, which consists of era relevant and historical factors of an individual's life (Cultural Competence Learning Institute 2019). Together, these dimensions explain all characteristics and properties which make up and influence an individual, and even leave room for additional categories within the dimensions (Morris-Brown 2000: 2).

It is important to note that each individual is both included and excluded in certain groups of each dimension, through their individual *filter*, and is therefore affected by each dimension in a unique way (Gardenswartz & Lee 2003: 57). Understanding that the dimensions and each categories of the dimensions are intertwined, and how they work together is known as intersectionality (Abdul-Hussain & Hofmann 2013). Meaning for instance, the gender dimension can affect an individual in a certain manner, however, adding the race dimension to this equation, will lead to two very different experiences, as one woman will have to deal with gender expectations, whereas another may have to deal with both gender and race related expectations and prejudices in the workplace, therefore, it is essential to understand and manage this intersectionality (ILO 2007:54-56).

Diversity in business in its simplest definition is the compliance with the legal regulations for businesses to represent the historically most underrepresented groups (Winters 2014: 205). However, compliance alone is not enough, as the true challenge lies within creating an environment which represents all groups (Winters 2014: 206-207). While diversity in its general terms includes many essential aspects of an individual's traits, **workplace diversity** expanded on the given definition by including elements such as physical and mental ability, language skills, socioeconomic class, religion, family status and health status (ILO 2007:54-56). Diversity today has become one of the core elements of Human Resource Management through its central

elements such as talent management, employee satisfaction and experience management, etc. (Church & Waclawski 2013: xvii-xix). These management practices, known as **Diversity Management**, refer to the specific programs, practices and policies that firms develop and implement to manage a diverse workforce successfully and to promote organizational equality (Nkomo & Hoobler 2014; Prasad & Mills 1997). Such practices further include mentoring programs, diversity training, networks, etc. (Dennissen et. al. 2020: 220).

As shown in figure 1 above, gender is one of the core elements of the internal dimension (Gardenswartz & Rowe 2003), considering the impact this dimension has on every single human being, it is essential to acknowledge the importance of gender and gender equality in diversity and diversity management.

2.1.2 Gender equality in business

Defining gender in the 21st century is far from clear cut, as often times gender, sexual orientation and the medical term of sex are combined (Kennedy 2013: 186). The family court case Corbett v. Corbett (1971) established that sex and gender shall only be identified through biological traits of the genitals, chromosomes and gonads at the moment of birth. In modern days, we understand that this definition applies to sex alone, as gender is not as binary, and individuals may also identify themselves as a gender other than their born biological sex or no specific gender at all, therefore identifying as queer, non-binary or gender-non-conforming (Gender Spectrum 2019).

The treatment of different gender groups varies drastically, as Braun & Davidson (2016) show. Braun & Davidson (2016) point out the vast differences in value associated with masculine or feminine traits and the influences these differences in values have on intersex communications and equal treatment. Liu et. al. (2020) discusses the binary gender role men and women are being placed in, both from a professional and societal standpoint, which then, in turn, has a direct impact on the way we see women in business. The female role of motherhood is associated with domesticity, being caring, loving and tender, whereas the fatherhood role is often defined as ruling, wise and prideful within the public eye (Liu et. al. 2020). These same inputs lead to very different outputs and show the differences in standards set when gender roles and traits are at place. Liu et. al. (2020) argues that only the detachment

of gender norms altogether, in an increasingly non-binary, gender-non-conforming world would reduce these biases and barriers and lead to gender equality.

Gender equality has become an integral objective of overall equality and diversity (ILO 2007:54-56). It is defined by the possession of equal rights, equal treatment and equal opportunities for men/boys and women/girls in any given aspect of life. The assertion given is that gender does not, or should not, impair a person's rights, social role or status, or access to resources (ILO 2007:91). It is important to note that gender equality does not mean men and women are the same, nor should they become exactly the same. However, gender equality means that all individuals, no matter their sex, should be able to live and thrive, make choices and develop, without any limitations given by gender-based prejudices or stereotypical gender specific social roles and character traits (ILO 2007:91–92). As such, gender equality is a matter of social justice, sustainable development and most notably human rights (ILO 2007:92).

Gender equality at work represent the equality of opportunity and treatment, equality in obtaining career development, as well as the equal remuneration of all in their work environment. Additionally, it includes the equal access to health and safety standards, rights and access to association and union/collective bargaining, as well as maternity protection and a fair work-life balance (ILO 2007:91-92). It is important to understand the two different areas of (gender) equality when it comes to the workplace a) *equality of employment*, meaning the opportunity to apply for a job in the first place, to receive education and training in order to attain a level of qualification to be considered a worker, and b) *equal treatment*, which refers to the treatment received within a workplace including equal pay, employment security, safety and health standards as well as social protection and general working conditions (ILO 2007:73).

In order to understand today's demographics of employees, specifically female workers, it is essential to understand the **historic events** and milestones, which lay the groundwork for today's barriers and inequalities at the workplace.

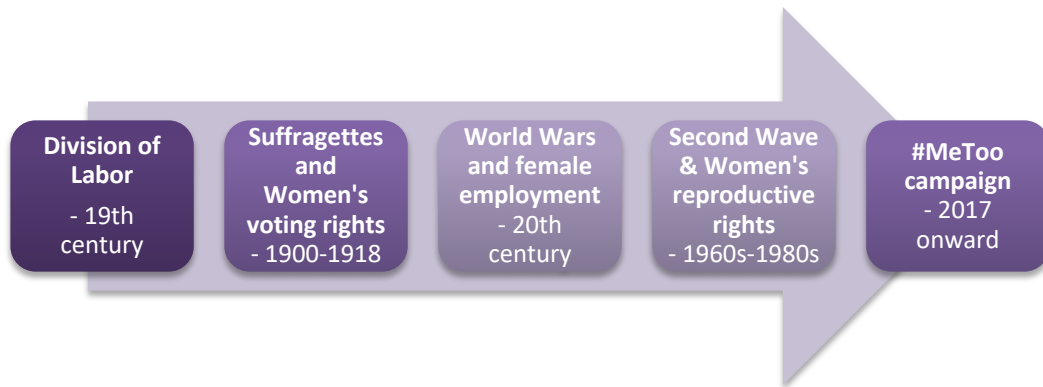


Figure 3: Timeline of women’s rights milestones

Sara Praeceptor

Division of Labor

Within the Pre 18th century era, women were as much a part of the production and management of a household’s goods and services as their male counterparts (Simonton 1998: 17). However, with the beginning of the industrialization and increased work in urban areas, the idea of income and wage became more popular. Household production moved to the back as earning a wage in an industry or mill became the new way of providing for families. As one part of the family now had to go to work the counterpart stayed behind, to take over household task. This created the *division of labor* and shaped the role of women as household workers and men as breadwinners, impacting gender roles to this day (Simonton 1998: 17–23). Additionally, Christian believes of moral purity and motherhood, as well as the 18th century popular school of Enlightenment, which supposedly prove women’s fragility and need for protection, banned women from society and into their homes, again shaping believes, which to this day impact gender norms (Simonton 1998: 13–14).

Suffragettes – Women’s right to vote



Figure 4: Women’s Suffrage Movement

Tolbert et. al, n.d.

While the 18th and 19th century school of Enlightenment dealt with the injustice and inequalities between men, it was only in the late 19th and early 20th century, women started to theorize on the “humanist term of feminism” (Holton 1986: 9). While different in their execution, feminists are commonly defined as positive contributors to the development of a post-patriarchal society and are committed to the cause of female emancipation (Hoffman 2001: 193). Women such as Mary Wollstonecraft are considered to be the first feminists, as she was one of the first women to question gender norms, and the idea of gender specific upbringing and environment. This revolutionary thinking inspired the first feminist movement, the *suffragette movement*, calling for emancipation of women and equal opportunity for women, most notably in the form of voting rights (Holton 1986: 10). The Suffragette movement spread throughout Europe’s middle- and upper-class women, throughout the early 20th century. However, England gained the most tractions as many high-class women would actively seek arrest and imprisonment to gain media attention (Crossley et. al. 2012: 638).

On February 2nd 1918, the United Kingdom amended their voting rights and gave all women over the age of 30 the right to vote. Many European countries followed in the time after, such as Austria (December 1918), Germany (November 1918), Belgium (1919), Finland (1920). Others followed far later including France (1944), Bulgaria (1944), Croatia (1945), Italy (1945), and Lichtenstein in 1984, being the last country in

Europe to grant women suffrage. In the United States suffrage for women was granted in 1920 (womensuffrage.org 2017).

World Wars and female employment

During the 20th century, with the backdrop of two world wars, radical new ideologies and advancement of technology, industry and information transfer, the role of women was subject to radical change (Simonton 1998: 181). Generally, the number of women holding down a job drastically increased within the century rising from 30 million by the end of 1880 to over 100 million by 1970 (Simonton 1998: 182). Before the First World War the number of female workers joining the workforce increased steadily and seemed to continue indefinitely (Simonton 1998: 182). Between the Wars labor demand varied from country to country. Some countries depended on women to help with reconstruction, leading to a high female work rate, other countries saw many men return from war and taking on jobs, replacing women, who stepped in for the duration of the war (Simonton 1998: 183). By the Late 1930s, Europe was again preparing for war and employment numbers, for men and women, rose again (Simonton 1998: 183). During, and most notably after the Second World War, female workers were in high demand (Simonton 1998: 183). Reconstruction and the need for fast economic output after the horrors of the Second World War increased the number of employed women to an all-time high (Simonton 1998: 183). While female workers were previously hired for domestic jobs, work now shifted to process-oriented workspaces, in shops, department stores and offices. This change in opportunity continued to shift, creating job opportunities in academia, law, medicine and business (Simonton 1998: 183). The opportunities for women seemed limitless, however, leadership opportunities remained unattainable and discrimination and work place barriers on the basis of sex rapidly manifested (Simonton 1998:181-184).

Second Wave & Women's reproductive rights

By the late 1960s women, inspired by the U.S. civil rights movement, the U.S. student movement and the U.S. health crisis, unified to form the second wave of feminism (Kline 2008: 64). For people of color and most importantly women of color, the second wave leaned on the Civil Rights Movements, focusing on voting rights and voter suppression, as the intersectionality of race and gender blocked many black U.S.

(female) citizens from voting (Bell 2018: 2). Apart from the Civil Rights Movement for black Americans, the overarching themes throughout the entirety of the second wave of women’s liberation were mainly sexuality, relationships, family life and healthcare, including reproductive rights (Kline 2008: 64).

The second wave of feminism sparked numerous legislative changes throughout Europe and the United States, granting women rights to accessible health and reproductive care and most notably abortion rights.



Figure 5: The Legal Status of Abortion Worldwide

McCarthy, Statista, 2019

Figure 5 shows the current status of global abortion legislature. In detail, 41 out of 47 European countries (26 out of 28 EU countries), Canada, and the United States currently have accessible abortion rights (McCarthy 2019; Center for Reproductive Rights 2020).

#MeToo campaign

In 2006 the organization *me too* was found by sexual assault survivor Tarana Burke in order to help Black and Brown American women overcome and process their sexual assault experiences (me too 2020). The organization’s focus lies in the understanding

of the power and strength survivors hold and how they can become leaders of change. While active in communities of color, mainly in the south of the United States, neither the organization nor the term *me too* were globally known before the 2017 twitter post by actress Alyssa Milano (me too 2019: 3).

Due to actress Alyssa Milano's twitter post (2017), shown in figure 6, the hashtag #MeToo has become a term known throughout the world, as women and men have rallied behind the hashtag to share their experiences of sexual harassment and assault (Civitello 2017: 9).



Figure 6: #MeToo tweet

Alyssa Milano, 2017

Within the first 24 hours after the tweet being published 12 million people came forward with stories of their own, showing the global magnitude the problem of sexual harassment and assault, most notably towards women (me too 2019: 5).

While the events and outcomes of the #MeToo campaign will be discussed in more detail in chapter 2.4 it is important to state that the hashtag spread throughout the world translating into hashtags such as #YoTambien (Spanish), #BalanceTonPorc (#Exposeyourpig; French), and is said to be linked with multiple highly publicized convictions, such as the arrest and conviction of Hollywood mogul Harvey Weinstein (Bennett 2018).

However, as stated by Elizabeth Broderick (2015) “Gender equality is the unfinished business of the 21st century”. Statistics show that women are far from equally represented in workplace settings. Loden (1987: 44) points out that less than 5% of senior leadership positions in the U.S. are held by women, even with their considerable impact on businesses. Additionally, McKinsey & Company (2019) states that "... women continue to be underrepresented at every level", more than 30 years after Loden (1987), underlining the gross misrepresentation of women and even more so women of color (Huang et. al. 2019). Further statistics by the International Labor Office (2019) surveyed almost 13,000 companies globally and out of all companies surveyed less than 15% managed to attain a 40 (female) to 60 (male) gender balance on their boards, insignificantly few to none managed to have a 50/50 balance or even a female lead. One third of the companies surveyed had at least a 30% female representation on their boards. These findings are also in line with the Corporate Women Directors International Report (2018) stating that only 21.4% of all management positions of the top 200 companies globally are held by women. While the report also shows this to be an increase of 10.4% from 2004 to 2018, less than 22% means that women in leadership positions remain grossly underrepresented and parity is still far off.

An ongoing report by McKinsey & Company (2019) in collaboration with companies around the world, collected HR data such as management representation, pipeline data, etc. in order to identify global representation of marginalized groups in business, and has been doing so since 2015. Their 2019 report *Women in the Workplace* shows an even more detailed view of the misrepresentation of women in business, as seen in figure 7. At the entry level, firms seem to be almost at a parity, between men and women, not however, between white employees and people of color. Along the way of increased leadership power, drastic shifts in representation occur, leaving women, and even more so people of color, stranded (McKinsey & Company 2019: 7–10)

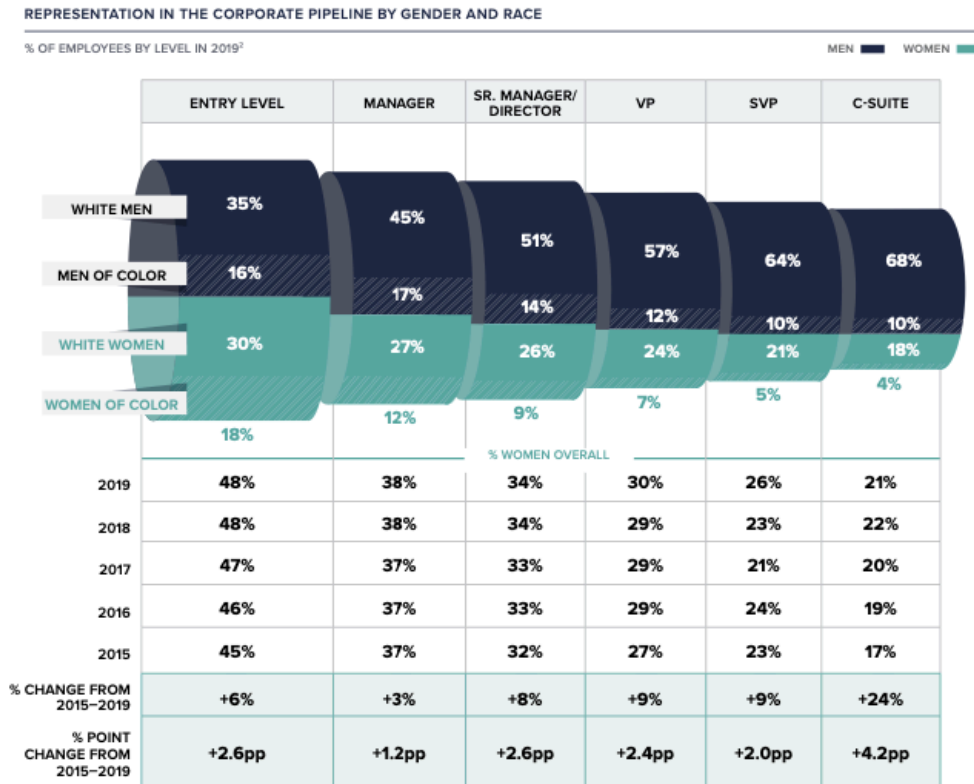


Figure 7: Representation in the corporate pipeline by gender and race

McKinsey & Company, 2019.

The report points out that many well-trained women never make the first step into management, stating that for every 100 men promoted into management only 72 women are promoted, displaying a prime example of how inequalities affect the very beginning of women’s careers (McKinsey & Company 2019: 7–10).

In Austria specifically, the role of women is still very much tied to the traditional picture of mother and wife, as supported by the following data. Austrian women on average spend 20,3% of their days with unpaid child and household work, while their male counterparts spend only 16% of their day on household duties, which equates to approximately one hour difference each day (Statistik Austria 2019: 1). Furthermore, approximately 47% of women were employed in part-time work, while only 10% of men were employed part-time in 2018, again highlighting the traditional mindset of the domestic mother and working father (Statistik Austria 2019: 2). This traditional thinking highly impacts Austrian women’s careers, as seen in 2018 where only 31,8% of executive board positions were held by women, however, this data was

reported by companies led or funded by the government, leaving the question open if the private sector, which does not report its numbers may drop the overall Austrian average even lower (Statistik Austria 2019: 2).

In order to combat such inequalities and act towards achieving true gender equality multiple governmental and workplace **regulations** have adopted sex and gender equality into their diversity and equality goals (ILO 2007:54-56; United Nations 2015; Kenneth W. M. 2014; Utoft 2020:1). And in fact, Cavero-Rubo et. al. (2019) show implementing such policies has direct beneficial impact on businesses, with increased profitability of those businesses, which implement gender diversification programs. Representing people with a diverse set of traits will not only help the organization meet regulatory need, but also optimize efficiency and increase the understanding of the operational setting (ILO 2007:54-56). The Morgan Stanley Capital International industry report shows that out of the 6.500 businesses, those operating under diversified boards were at a significantly lower risk of corporate scandals such as fraud or bribery (Greene and Newlands, 2015). However, while the risk of negative impacts on businesses' identity and consequently, their performance is occasionally highlighted (Treichler 1995 and Arena et al. 2015), the positive effects of (board) diversification in businesses are well studied (Song et. al. 2020:3) and many researchers agree on the effects of the human capital theory or the resource dependence theory (Kim et al. 2013, and Erhardt et al., 2003, and Joecks et al. 2012), stating that diversification and (gender) equality are some of the most important competitive advantages a company can achieve in modern days (Kotiranta et al., 2007 and Armstrong et al., 2010).

Considering the fact that researchers have proven the benefits of diversification and gender equality vigorously in the past (Greene and Newlands, 2015; Song et. al. 2020:3; Kim et al. 2013, and Erhardt et al., 2003, and Joecks et al. 2012; etc.), it seems unreasonable that women continue to be underrepresented in businesses and positions of power (Olidi et. al. 2013). To understand this misrepresentation, it is critical to understand the barriers female workers are facing within the labor market, both today and historically, as acknowledging and dismantling these barriers is essential when working towards equality (ILO 2004: 8).

Within their 2016 The Future of Work report, the World Economic Forum conducted interviews with the Chief Human Resource Officers of the 350 leading companies of the world in order to understand the gap between well-known benefits of gender equality in businesses and the persistent lack thereof.

The outcomes, seen in figure 8, show that major contributors are managerial bias and lack of work life balance. Additionally, a large proportion of interviewees mentioned the lack of female role models. However, almost 40% of those questioned also stated the lack of well-trained and educated female applicants, even though there are currently more women enrolled in universities than men (World Economic Forum 2016).

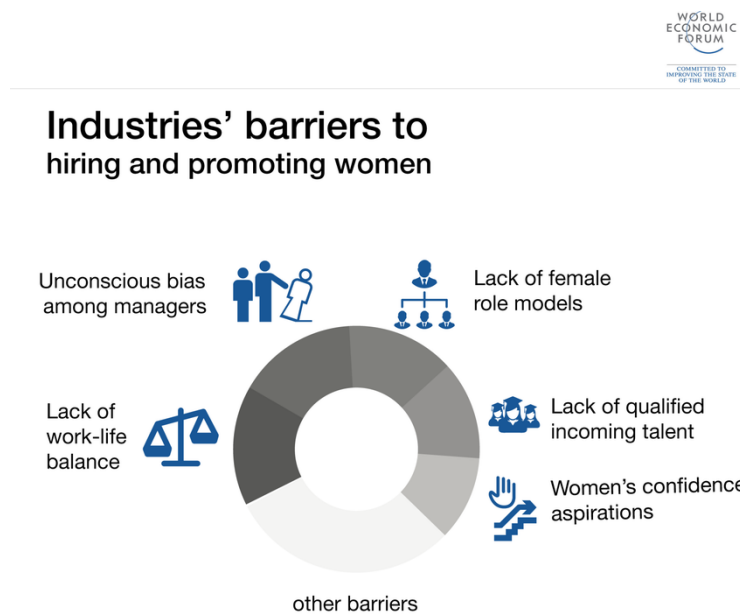


Figure 8: Industries' barriers to hiring and promoting women

World Economic Forum 2016.

In line with inadequate work-life balance, Alonso-Almeid (2014) shows the vast impact maternity or even possible maternity can have on women's jobs and job opportunities, as companies will refrain from hiring women due to the fear of a future maternity and the costs associated with it.

However, the challenges are seen quite differently depending on the person asked. McKinsey & Company (2019) outlines how differently challenges of female employees are seen, questioning HR leaders, male employees and female employees themselves.

HR leaders see the main challenge in the lack of sponsorship for women, only 19 % of HR managers asked, see the challenges in a lack of promotional opportunities for women. Male employees are even fewer to acknowledge this issue, with only 7% believing that women are less likely to be promoted, and the majority stating the main challenge lies in the fact that there are simply too few qualified women available. As previously shown in figure 7, a lack of promotion is in fact supported by the data collected by McKinsey & Company (2019). Women themselves see their biggest barriers in the standards they have to meet, stating that their leaders ask for better performance from them, compared to their male counterparts, and acknowledge that this leads to lack of promotion (McKinsey & Company 2019:12–13).

Understanding the differences in experiences of employees, not only helps identify their individual challenges and barriers, as discussed above, but also identifies a more basic human issue, the needs of each employee and whether or not they are being fulfilled.

2.1.3 Needs of a diverse workforce

Maslow's (1943) hierarchy of needs, seen in figure 8, was not only highly relevant at the time, but is still in use today, in order to understand, explain and meet the needs of humans throughout scientific fields. The assumption that humanity is driven by needs, which, while not mutually exclusive, depend on each other, and demand to be fulfilled one after the other, in a hierarchy of prioritization, is highly relevant to this day (Maslow 1943: 370).

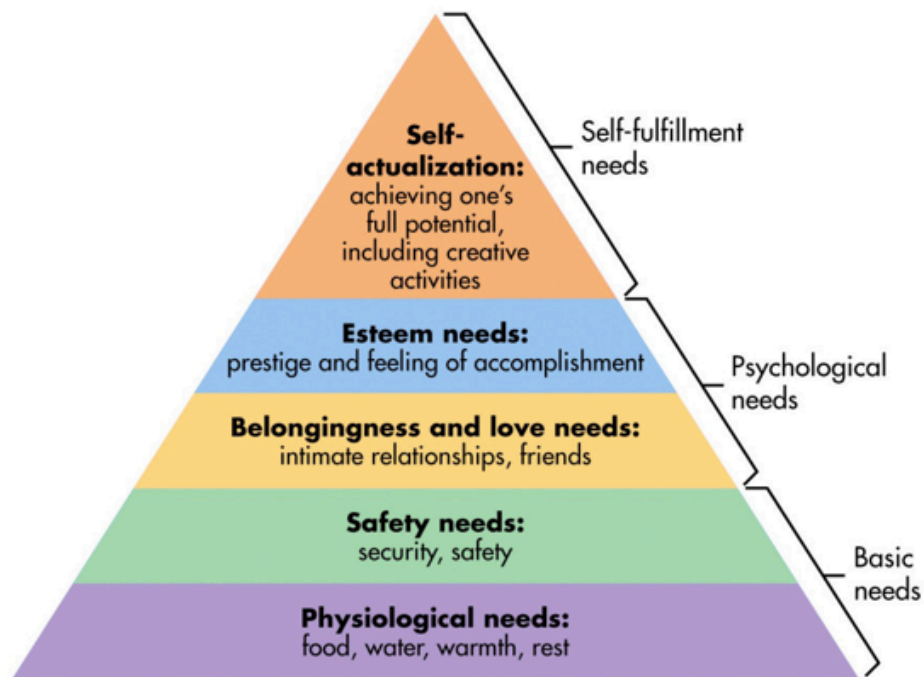


Figure 9: Maslow's hierarchy of needs

McLeod, 2020, adapted from Maslow, 1943

Maslow (1943), named five main groups of needs all humans are motivated to achieve, and allocated multiple smaller goals to.

- 1) **Psychological needs** – The first and most basic group of needs are the psychological needs. While Maslow highlights the fact that almost any need may be classified as such, and it is impossible to identify all psychological needs, some mentioned are food and nourishment, sexual desire, sleep and maternal instincts (Maslow 1943: 372–374).
- 2) **Safety needs** – Once a person's "belly is chronically filled", other ('higher') needs emerge, meaning once basic needs are fulfilled, room for safety needs emerges. The person becomes a safety-seeking mechanism, looking to meet their needs of security and safety. This safety is explained as health or absence of illness and pain, undisturbed routine or rhythm, or simply a safe, familiar and predictable world order. (Maslow 1943: 375–379).
- 3) **Love needs** – When the two previous levels have been gratified, a new set of needs emerges, the so-called love needs. These needs are defined by the motivation to find love, belongingness and affection. The search for friends, a

significant other, children, and affectionate relations with other humans is the main driver once in this stage. It is important to note here, that sex, while in some cases coexists with love, is not the same as love or affection. It was mentioned in the psychological needs as it is a biological need, and not the love needs (Maslow 1943: 380–381).

- 4) **Esteem needs** – Following the fulfillment of the previous needs, the esteem needs are defined by the desire for achievement, strength, adequacy, confidence, independence and freedom, but also the desire of others to recognize these traits, meaning the need for reputation and prestige. The fulfillment of this need leads to a sense of self-worth and usefulness and necessity to the world (Maslow 1943: 381–382).
- 5) **Need for self-actualization** – Lastly, the need for self-actualization, meaning “an artist must paint, a poet must write”. Self-actualization, described as the last need to finding ultimate happiness, is defined as the fulfillment of one’s true potential and becoming everything, one is capable of. This need is extremely versatile, as every individual may identify their ideal self as something different, the ideal parent, athlete, artist, worker, etc. (Maslow 1943: 382–383).

It is important to understand that only once one need group is truly fulfilled can an individual strive to and motivate themselves for new goals. In turn, once a goal is fulfilled it becomes irrelevant, as it is no longer a potential threat to one’s wellbeing (Maslow 1943: 375). To underline the omnipresence of a person’s needs Maslow states “*Utopia can be defined very simply as a place where there is plenty of food*” (Maslow 1943: 374). Highlighting the fact that if food is an individual’s main need, the simple fulfillment of this need seems utopian.

Understanding these human needs, and their influence on drive and motivation (Maslow 1943: 371), it is no wonder employee needs and their impact on businesses have been studied frequently (Kim et al. 2016; Kim et al. 2017; Kim et al. 2018; Youn et. al. 2018; Supani & Butcher 2019; Hu et. al. 2019: 129; etc.). Many scholars have shown the positive outcomes for firms, once employee’s needs are fulfilled or satisfied, including decreased turnover intentions (Kim et. al. 2016), better job performance (Kim et. al. 2017), increased quality of working life and job satisfaction

(Kim et. al. 2018), higher organizational commitment (Youn et. al. 2018), higher organizational identification (Im et. al. 2017), and organizational citizenship behavior (Supani & Butcher 2019). Additionally, in more recent literature the need for self-actualization, has been linked with CSR (Corporate Social Responsibility) practices, and the need for self-actualization (Hu et. al. 2019: 129). The sense of well-being, or happiness, is achieved through meaningful CSR work, and this again translates into positive outcomes for the company (Hu et. al. 2019). The human needs manifest at the workplace in different forms, Haden (2012) identifies eight key needs for employees:

- **Freedom** – the liberty to undertake tasks by oneself, therefore the absence of micro-management (Haden 2012: 3–4);
- **Targets** – a common goal and sense of purpose which underlines the work (Haden 2012: 4);
- **Mission** – again in order to provide a sense of bigger purpose and team commitment (Haden 2012: 4);
- **Expectations** – the understanding of what is to be expected from others as well as from oneself within this job placement, which work to do, targets to meet, situations to handle, etc. (Haden 2012: 4);
- **Input** – the need for suggestions, the opportunity to speak up and share ideas and value in an equal and open space (Haden 2012: 4);
- **Connection** – meaning the connection between employees and the bond of working together (Haden 2012: 4);
- **Consistency** – is the understanding that all employees are treated equal and rules and systems apply for all equally (Haden 2012: 4);
- **Future** – the need for a potential future development within the job or the workplace to grow as an employee and person (Haden 2012: 4);

The parallels between these employee needs (Haden 2012), and Maslow's (1943) needs are uncanny, especially when comparing expectation or consistency with safety needs, connection and input with love needs, freedom with esteem needs and future with the need for self-actualization. It is important however to note, that needs differ from person to person, not only as each individual identifies the fulfilment of a need

(group) differently, but also due to the fact that different humans are at different level in the hierarchy (Maslow 1943: 371).

As identified in chapter 2.1.1, different individual face different experiences. 2.1.2 more clearly shows the experiences women have gone through to fulfill their needs and the challenges and barriers women are still going through. When considering the hierarchy of needs (Maslow 1943) or the eight key needs of employees (Haden 2014), one can argue that, on an organizational level, women are systematically being denied multiple needs:

- **Expectations** (Haden 2014: 4) – already before entering the workplace, Foschi & Valenzuela (2012) show that women face different targets to meet and goals to achieve, with their competence taken out of the picture and suitability used as an additional barrier and gender specific expectation. Additionally, within the placement, McKinsey & Company (2019), proved that women are held back from promotions longer and expected to perform more and better until promoted than their male counterparts;
- **Consistency** (Haden 2014: 4) – Numerous studies (Olidi et. al. 2013; ILO 2004: 8; World Economic Forum 2016; Alonso-Almeid 2014; McKinsey & Company 2019, to name a few) have shown that equality of treatment for women in the workforce, is yet to be achieved;
- **Future** (Haden 2014: 4) – McKinsey & Company (2019) as well as the World Economic Forum (2016) have shown that women face fewer promotion opportunities and are graded at a higher standard in order to achieve them. Furthermore, their future successes and development opportunities are lesser, not due to competence but due to implicit bias and gender roles;
- **Esteem need & Need for self-actualization** (Maslow 1943) – in line with reduced future development, it is arguable that esteem needs and the need for self-actualization are not met, as women face more obstacles in their careers and are likely to be overseen by supervisors for promotions, raises, and training (McKinsey & Company 2019; World Economic Forum 2016).
- **Safety need** (Maslow 1943) – with a recent study finding 38% of the questioned women stating they have been sexually harassed in their

workplace (SSH 2018: 21), basic safety needs are not met by over a third of companies.

While these examples are undoubtedly not the only ones, they paint a clear picture of the need's women are being deprived of within their workplaces. It is therefore an organization's obligation to take steps to meet all their employees' needs.

2.2 Inclusive workplace culture

Within an organization, the policies and practices created shape the entire firm, its climate, its emphasis on diversity and inclusion, and the leadership and decision-making processes (Ferdman 2014: 19). This climate, or culture, is key to the success of a business (Stanford 2010), and will be discussed in detail in the following chapter. Additionally, the benefits of a focus on an inclusive workplace for female workers specifically should be addressed (Lutz 2018).

2.2.1 Defining corporate culture

Every human being is constantly surrounded by **culture** and cultural elements, which not only influence their views but also their actions (Arbeitskreis Kultur- und Sozialphilosophie 2013: 7). An often-used metaphor, are the cultural glasses or the cultural lens through which an individual sees the world and which differs for every person (Arbeitskreis Kultur- und Sozialphilosophie 2013: 7). Dating back as far as ancient Rome, Cicero defined culture as a men-made nature, which many philosophers now use as basis to their work (Arbeitskreis Kultur- und Sozialphilosophie 2013: 7–8). In its largest sense of meaning, culture is defined by the entirety of the way a group of people live. Culture includes clothing, food and drinks, art and music, festivities and holidays, religion and traditions as well as history and ancestry (Kalman 2009: 4).

When it comes to **corporate or organizational culture**, this culture definition generally still applies. As defined by Pettigrew (1979) corporate or organizational culture is - similar to a nations culture - defined by the context in which an organization operates and grows. This context is characterized through elements such as the power and political dimensions at play, the structure given within the system, as well as the true national culture in which the organization operates. Similar to national culture, an

organization's culture is driven by shared values, beliefs, and assumptions (Schein 1990) as well as shared learning patterns, all of which can be transferred from one generation of members to the next (Schein 2010). The efficiency of an organization and its culture is then determined by the extent to which the members share this culture and their behavior is influenced by it (Barney 1986, Tsui et al. 2006, van Riel & Fombrun 2009).

It is important to note, that while national culture can influence an individual, and thus influence them as a worker and subsequently indirectly influences a company, national culture also directly impacts corporate culture, as businesses must adapt their practices and operations depending on the cultural setting they are operating in.

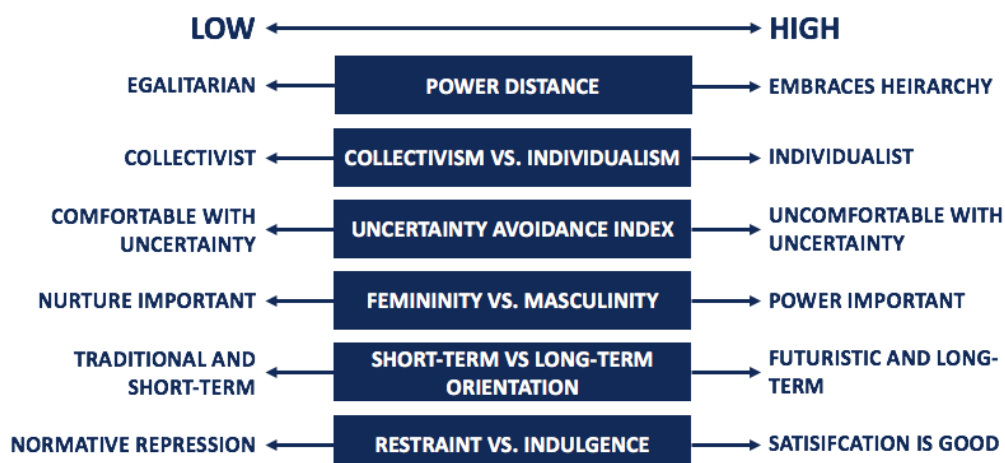


Figure 10: Hofstede's Cultural Dimensions Theory

Corporate Finance Institute, n.d.

In order for businesses to better understand these settings, the **Hofstede's Cultural Dimensions Theory**, seen in figure 10, was created. It shows the six dimensions any given location is defined by. Every cultural setting differs in each dimension, giving businesses information on how to adapt to the specific settings it operates in (Corporate Financial Institute n.d.).

- 1) **Power Distance** – the extent to which power and inequality are tolerated (Corporate Financial Institute n.d.),
- 2) **Collectivism vs. Individualism** – how much the society is integrated into groups and the group's needs (Corporate Financial Institute n.d.),

- 3) **Uncertainty Avoidance Index** – the extent to which ambiguity and uncertainty is tolerated (Corporate Financial Institute n.d.),
- 4) **Femininity vs. Masculinity** – the locations views on "tough vs. tender" as well as the importance of gender equality and equality of sexual orientation (Corporate Financial Institute n.d.),
- 5) **Short term vs. long term orientation** – the society's view on long-term versus short-term growth (Corporate Financial Institute n.d.),
- 6) **Restrains vs. Indulgence** – to which extent the society fulfills its desires or shows control and regulation (Corporate Financial Institute n.d.).

Literature has shown an overwhelming amount of **benefits** of how businesses can profit from a well-thought out corporate culture, reaching from increased effectiveness (Denison & Mishra 1995), over enhanced communication (Grunig et al. 2002) to increased work engagement, job satisfaction and organizational trust (Meng & Berger 2019).

Many executives, driven by these benefits, are often quick to rebrand or redesign their organization's culture as soon as they enter the door, however, one must understand that culture is not just a label and once named it can be crossed off as done (Stanford 2010). Corporate culture is a lively, vivid thing and needs to be created, explained in detail and taught to employees throughout the entire organization in order to take root and grow within the workers themselves. Every action undertaken within a company must reflect the organization's culture (Stanford 2010). Therefore, when creating a corporate culture, which not only emphasizes on a company's effectiveness, but also creates an environment of diversity and equality as discussed in chapter 2.1, literature shows the need for **inclusivity**.

2.2.2 Inclusive corporate culture

Research has proven that diversity is one of the major goals of modern-day businesses in order to stay both profitable and attract talent (Sweeney & Bothwick 2016). However, in order to benefit from such diversity, one must implement it through **Inclusion** (Sweeney & Bothwick 2016). Many argue that in order to truly benefit from diversification the concept of inclusion must be implemented, yet the *How* of this concept, as well as the exact differentiation between the two terms is often a matter

of discussion (Ferdman 2014: 3–4). Authors Sweeny and Bothwick (2016) summarize the terminologies in the following metaphor: "Equality is being invited into the room. Diversity is getting a seat at the table. [And i]nclusion is sharing your views and being heard. [...]" (Sweeny & Bothwick 2016: xvi). The key differentiation between a diverse company and an inclusive one is the firm's ability to let every employee actively participate in the decision-making process and value each contribution (Ferdman 2014: 9). Simply put, inclusion is defined by how well companies utilize the diversity they have at hand (Ferdman 2014: 5).

While the above-mentioned definitions are very much simplified Ferdman (2014) actually established how complicated and multifaceted inclusion is, and most importantly the **creation of an inclusive work culture**. The author points out that a firm cannot simply achieve inclusion, but rather has to consistently work on this dynamic process on multiple fronts, as seen in figure 11.

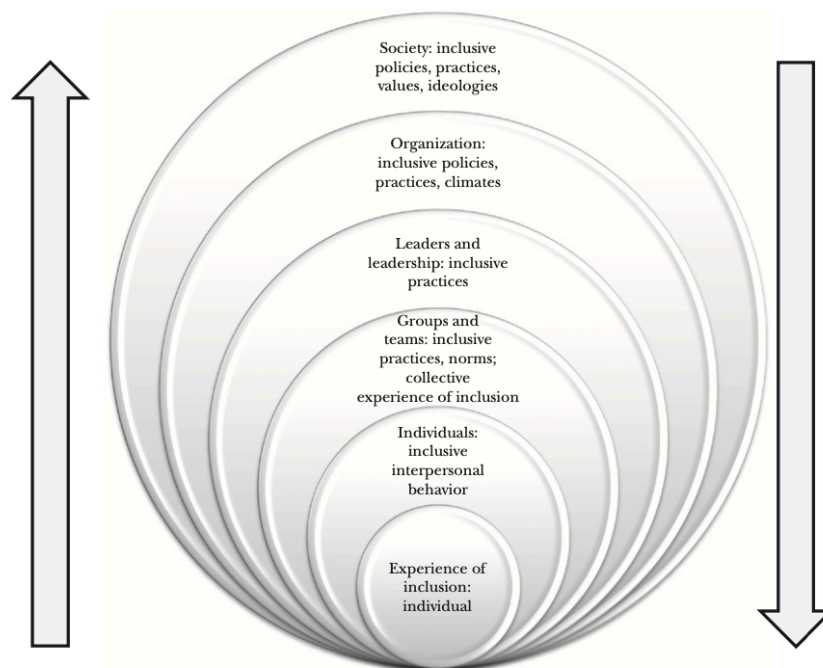


Figure 11: Systems of Inclusion: A Multilevel Analytic Framework

Ferdman, 2014: 17

The framework shows that inclusion is highly dependent on the system it operates in, in the case of businesses the organization and organizational culture.

- **Individual Experience of Inclusion** – the basis and first factor for all inclusion is the individual’s experience of inclusion (Ferdman 2014: 17–18). It is defined by the person’s feeling of safety, acceptance, trust, support, respect, value, fulfillment, engagement and authenticity as individual and part of one or multiple identity groups (Ferdman et. al. 2009: 6)
- **Inclusive Interpersonal Behavior** – This step is defined by seeking inclusion through the engagement with others. Interacting and understanding the experience of in- and exclusion of other individuals, seeking their opinions, treating them with respect and approaching them with fairness and mutual respect will ensure inclusive interactions (Ferdman 2014: 18).
- **Group-Level Inclusion** – group inclusion is defined by a collective set of practices and norms, such as treating everyone respectfully, equality of voice, collaboration, and conflict resolution (Ferdman 2014: 18).
- **Inclusive Leaders and Leadership** – Leadership includes policies, imperatives, goals, but also accountability, such as punishment and reward systems. It is therefore considered to be the key level of this framework, creates a link between individual and interpersonal behavior an organizational structures and policies (Ferdman 2014: 19).
- **Inclusive Organizations** – meaning the organization’s culture, including its values, styles, and norms, systems and structures, which may then foster a climate of inclusion. It also includes the decision-making process of an organization, their community engagement and stakeholder interaction (Ferdman 2014: 19–20).
- **Inclusive Societies** – all the above-mentioned levels occur in a larger society, which is the final level, which includes societal ideologies, values, policies and practices, which may or may not support the growth of inclusion (Ferdman 2014: 20).

In order to create an **inclusive organizational culture**, companies need to address all these layers, every day, as an ongoing process, and without exception (Ferdman 2014: 14–17).

Specific examples of developing an inclusive work culture include developing a diverse talent pipeline, using the influence peers have on each other, confronting all forms of

discrimination no matter how subtle, training employees to be actively inclusive, developing a system holding everybody accountable and leveraging diversity to maximize the firm’s performance (Offermann & Basford 2014: 239).

As discussed in 2.1.2 women face certain barriers and thus as seen in 2.1.3 have different needs, compared to their male peers. In order to create a truly inclusive corporate culture, strategies and policies need to be put in place to address these inequities (Lutz 2018). Table 1 shows the most common organization culture tools, and how they are being used in order to support female inclusivity, specifically.

Tool name	Definition	Source
Female Networking	Networking events facilitate the exchange of knowledge and experience. Offering a space specifically for female networking provides an opportunity for gender specific experience transfer and combats the exclusion faced by women in other networking environments.	Faenger 2018: 169–189
Female mentoring	Mentoring initiatives for women are a collaboration between senior leaders and women who are at the beginning of their careers in order to promote the flow of personal and professional know-how.	Zedlmayer 2018: 157–168; Kleitsch 2018: 209–220
Gender Reporting & Quota	Gender reporting sets a baseline of the current gender balance of a company. It is essential for future targets of a firms gender balance (=gender quota) and tracks progress and current situations.	Wamsteker 2018: 99–105; Faenger 2018: 169–189
Recruiting guidelines	Creating recruiting guidelines to actively employ female applicants, either to meet a gender quota or as a general tool to diversify the pipeline.	Wamsteker 2018: 99–105
Flexible working	Considering the traditional gender roles of motherhood still in place in many cultures, flexible working, both in location and hours is a priority in women’s work life and reduces workplace barriers.	Faenger 2018: 169–189; Beine-Kreter & Schnitzler 2018: 191–207
Diversity council/team	Providing a proper representation and accountability authority. Depending on the firm it may have the jurisdiction to report the current status, set new targets and guidelines, hold others accountable, etc.	Buchholz 2018: 115–133; Faenger 2018: 169–189

Early stages of education	Within certain industries gender roles are quite persistent. This can be overcome through early education of girls within such fields, in the form of school and university collaborations, company training, etc.	Buchholz 2018: 115–133; Dietz 2018: 135–155
Leadership accountability	As leaders hold immense power the risk of self-interest overpowering the group-interest is high and leaders may become corrupted. Mechanisms therefore need to be put in place to hold company targets, but also individual leadership behaviors accountable.	Dijke 2020

Table 1: Organizational culture tools for female inclusion

Adapted by Sara Praeceptor, 2020

However, as Ferdman (2014: 17) states “*fostering inclusion experiences requires particular behaviors on the part of leaders [...]*”. Leaders have a massive impact on organization culture, policy making, hiring and promotion, and numerous other organizational decision-making processes (Sloof & Siemens 2018: 1). It is therefore, that we cannot exclude leadership when discussing inclusivity and gender equality.

2.3 Inclusive Leadership

Leadership has been of interest to researcher for decades, however it is not only the theoretical, but also the practical implications, which account for the interest in leadership theory (Winkler 2010: 1). Leadership style impacts everything from organizational culture (Ferdman 2017) to job performance and satisfaction (Winkler 2010: 1), and over to turnover rate (Brence et. al. 2019). This high impact on every part of work life makes leadership relevant for employees, especially diverse groups of employees, such as female workers, who are more drastically impacted by decisions made by their leaders – good or bad (Kushell and Newton 1986).

2.3.1 Defining Leadership

Leadership, in general becomes necessary, whenever multiple individuals work together towards achieving a common goal (Pipus 2015: 31). It includes the coordination of tasks and duties, division and structuring of the workload and delegation of the work towards those individuals best suited for it (Pipus 2015: 31). This requires a leader, who, even with different leadership styles to choose from, has the overall willingness to lead (Pipus 2015: 31).

While there is an almost infinite number of leadership styles to be found in literature (Fleishman 1953; Greenleaf 1998; Van Dierendonck 2011; Brown, Treviño & Harrison 2005; to name a few), they can generally be categorized by ranging them from highly authoritarian, with high control over the followers and their work, to highly delegative, meaning little to no decision making by the leader and most power and work stemming from the follower group giving the leader only an advisory role (Pipus 2015).

Table 2 below means to highlight and define some of the most relevant leadership styles and provide insight in the spectrum of leadership reaching from the highest level of authority (authoritarian leadership) to the highest delegation (cooperative leadership) as discussed above.

Name	Definition	Source
Authoritarian Leadership	Authoritarian leaders are defined by their absolute control over their employees and the expectation of unopposed obedience enforced by strict discipline. There is a high power distance between leader and followers.	Cheng et. al. 2004
Charismatic Leadership	Defined by their dominance, self-security, need to influence others, and strong conviction in their moral integrity, charismatic leaders act as role models, with ideological, moral goals and encourage task-oriented motives through their power or appreciation.	Winkler 2010: 33
Patriarchal leadership	Usually authority figures, who demand respect based on their seniority and wisdom through experience. These leaders feel responsible for their followers and the firm as a whole, but in return expect obedience, loyalty, and gratitude.	Pipus 2015: 34
Bureaucratic Leadership	Rules, structures and regulations define this leadership style. Employees and leaders all adhere to the structure provided and changes are rare and slow.	Pipus 2015: 38
Lean Leadership	Lean leader understand that they are tools, which shape the real <i>money makers</i> , the employees. Thus, they focus on creating a strategy with the employees at the center, build and develop the team, cooperate with employees to achieve improvements in the processes and development of employees and leaders.	Dombrowski & Mielke 2013: 570

Laissez-faire	Laissez-faire leadership style is characterized by the passive attitude of the leader. The leaders provide little to no clarifications, goals, commitments or standards to follow.	Bass et al. 2003
Cooperative Leadership	Defined by the participation of employees in the decision-making processes and goal developments, this leadership style expects and demands active participation and discussion of employees and delegates the work as much giving advice when needed.	Pipus 2015: 40

Table 2: Types of leadership

Sara Praeceptor, 2020

Understanding the different leadership styles is not only important for research purposes, but for leaders themselves in particular, as leadership is highly dependent on the individual employees (Sweeney & Bothwick 2016). Understanding the followers needs and therefore their individual need of leadership is highly relevant for good leaders. This becomes especially visible when dealing with diverse groups, including female employees, since they, as discussed in chapters 2.1.2 and 2.1.3, have specific challenges and specific needs which leaders need to be aware of and address in their leadership style.

2.3.2 Female inclusion through inclusive leadership

While chapter 2.2 has already discussed the topic of facilitating women’s work environment and how certain tools are used to remove workplace barriers for women, it is highly important to emphasize on the differences proper leadership can make, when it comes to removing barriers and fighting for (gender) equality. Leaders must address the specific needs of their followers and when it comes to marginalized groups, with added barriers the right leadership style is crucial for success. Within their study, Kushell and Newton (1986) argue that women as a whole are impacted more drastically by the leadership found at their workplace and their job satisfaction relies heavily on the style of leadership applied, again highlighting the importance of the right implementation of leadership for women in business.

Inclusive leadership is defined by the actions taken by a leader to make the members of their group feel both part of the group, as well as valued for their individualism and is widely seen as the most efficient practice of (gender) diversity management

(Brewer 1991; Shore et. al. 2011; Turner et. al. 1987). The combination of belongingness and uniqueness offers a leadership style which makes followers feel more accepted and valued than any other leadership style in research, as no other leadership style has addressed these basic human needs (Brewer 1991; Shore et al. 2011). It also needs to be noted, that inclusive leadership does not eradicate all other leadership practices, but it rather uses them and adds on to them (Randel et. Al 2018: 191). By addressing the needs of each individual separately, the leadership style can vary and focuses on the individuals' needs. While some leadership styles may be quite similar, for instance transformational leadership, the comparison given by Randel et. al. (2018: 195) shows the key difference lies is the focus on human need:

"Transformational leadership is focused on motivating and developing members based on the organization's needs while inclusive leadership is focused on accepting members for who they are and allowing them to contribute their unique abilities and perspectives" (Randel et. al. 2018: 195).

As stated, the leadership style implemented is highly important for female employees especially (Kushell & Newton 1986) as it impacts multiple layers of women's day to day business life as well as future career steps.

- **Leadership power** – individuals in position of leadership inherently poses a degree of power of their employees and the organization as a whole, as they have a formal or informal right to influence the decisions made within the company (Sloof & Siemens 2018: 1). Whether it is through hiring, promotion and salary decisions, company culture and policy changes or system and structural changes like company investments and acquisitions, leaders hold immense power over the entire system they operate in and if chosen poorly can impact the company and its employees negatively (Dijke 2020: 1);
- **Role model effect** – The importance of proper leadership is not only relevant for employees being led, but also for individuals trying to become leaders, themselves. As discussed in previous chapters the barriers for women to reach top management positions are still in place and decent leadership needs to address them. One of the most recognized theories in literature to help women reach the top, is the so-called *role model effect*. Women at work may never identify with leadership positions as they are typically held by men,

which creates a tendency of self-doubt and less confidence in women (Hoyt 2005; Hoyt & Blascovich 2007). However, once women are put in managerial positions, their female follows start identifying themselves with leadership roles, feel more confident and advance into male dominated areas (Atkeson 2003; Beaman, et. al. 2008; Carroll 1994; Hansen 1997; Schlozman et. al. 1994);

- **Accountability of employees** – leaders not only hold power over the decisions being made but also ensure they are being implemented correctly. While the implementation itself is subject of delegation to the employees, ensuring the correct outcome and holding the employees accountable again falls under the jurisdiction of the leader (Dijke 2020).

Understanding how impactful leadership is to female employees, especially, it is important to ensure leaders implement a leadership style best suited to meet employee needs, an inclusive leadership style, through inclusive leadership tools, as discussed in chapter 2.2.2.

An inclusive leadership style is crucial for gender equality in business, and implementing it helps reduce barriers for women and creates an additional base of female leaders which act as role models and representation for future generations. Moreover, inclusive leadership gives a voice to all employees (Sweeney & Bothwick 2016), which has not always been the case, as will be discussed below through the example of the #MeToo movement.

2.4 #MeToo

“This is not a male thing or a female thing, it is not a Hollywood thing or a political thing, this is a human thing”, says comedian and talk show hostess Ellen DeGeneres referring to her sexual harassment experience and the millions of women coming forward with their stories in light of the 2017 #metoo campaign (2017).

Indeed, sexual harassment is a human thing, that, as will be discussed in the chapter below is more common and more wide-spread than many were willing to admit. The following chapters will highlight the shocking numbers and systemic flaws behind

sexual workplace harassment and show how the #metoo movement has put a spotlight on a topic many chose to ignore.

2.4.1 Sexual Harassment

Harassment at the workplace is characterized through ongoing psychologically or physically offensive behavior or attacks. This behavior is usually unpredictable, irrational and targets either a group of people or one individual specifically (ILO 2007: 99). Sexual harassment at the workplace is defined by any unwelcome sexual advances as well as verbal or physical sexual conduct. A main characteristic is the implication of sexual complacency as a condition for favorable professional treatment, which creates an intimidating, abusive, hostile and offensive working environment (ILO 2007: 165–166)

Additionally, it deprives the oppressed party of the human need for safety and security (Maslow 1943), as well as the employee need for future if the advances are denied (Haden 2012), as well as the employee needs for input and consistency (Haden 2012), due to the lack of a proper penal system and the feeling of not being heard when voicing such harassment incidences.

Increasingly an awareness of the systemic problem behind sexual harassment is being seen, as research and society understand that sexual harassment is not an individual's problem but a widespread social, cultural and organizational problem. Addressing sexual harassment is therefore crucial when addressing gender equality and the employee needs of safety, security and equal opportunity (ILO 2007: 99). Sexual assault may also have a direct impact on a firm's performance through increased turnover, absenteeism, low morale and a bad public reputation (ILO 2007: 165–166).

Therefore, policies need to be put in place in order to reduce sexual harassment and prosecute the offenders (ILO 2007: 165–166):

- Confidential complaint procedures, which provide protection and guidance
- Clear policy statements
- Companywide disciplinary rules;
- Training, raising of awareness and advanced communication strategies

The 2018 Study on Sexual Harassment and Assault showed that out of 2.000 people surveyed 81% of women have experienced sexual harassment or assault. While the majority of those attacks were reported to have been by strangers in public, sexual workplace harassment comes in third, with 38% of women reporting to such unwanted sexual advances (SSH 2018: 21). And while sexual harassment by strangers may be the highest in numbers, prosecution numbers paint a different picture.

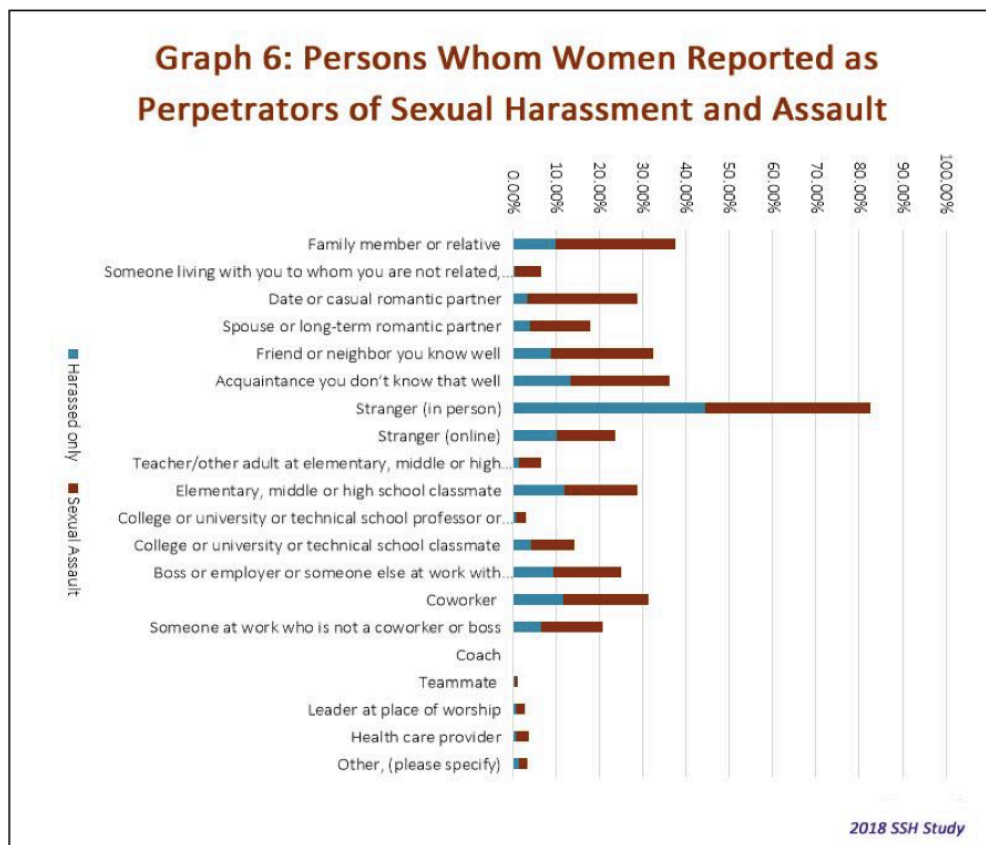


Figure 12: Persons women reported as perpetrators

SSH, 2018

As seen in figure 12, little more than 30% of victims would report their coworkers, the number drops even further when the perpetrator is their boss or someone working in the company but not within their close proximity (SSH 2018: 29). While sexual harassment is considered to be a violation against human rights, laws differ around the world and victims often do not know their rights. Research suggests that fear of retaliation and loss of job hold many people back from prosecuting their oppressors (ILO 2007: 165–166).

Even as global consensus agrees on the human rights violation of sexual harassment, current statistics show that not only the cases are shockingly high, but also how the prosecution of these cases is lacking. Considering the paradigms of the SSH study, a safe university setting, anonymous surveys and no possible repercussions for the person coming forward, it yet again argues for the fact, that the real-life figures of sexual harassment are much higher.

2.4.2 Events and impacts of #MeToo

The *me too* movement was originally founded in 2006 by sexual abuse survivor and activist Tarana Burke. A company dedicated to helping survivors of sexual abuse find ways away from their current situation, start and continue their healing process and advocate for sexual abuse in order to bring resources and change to the cause (me too 2020). The foundation is built on the believe that true change is led by survivors of sexual violence, through the unique empathy and knowledge of a shared trauma and thus works towards amplifying these voices and give strength and power to survivors rather than the predators (me too 2020).

While the organization was active in communities of color in the United States, neither the organization nor the term *me too* were globally known before the events of 2017. While the events of 2017 where overlapping in their timing and spanned multiple weeks or even months, some major events can be highlighted as most influential in starting the global #MeToo movement, such as the creation of the hashtag itself sparked by Alyssa Milano's twitter post (me too 2019: 3), the Harvey Weinstein scandal (Twohey & Kantor 2017), the creation of the Times Up foundation (Ferrera 2018), as well as Bill Cosby's prosecution and multiple other investigations and convictions which followed. The timeline below, seen in figure 12, shows some of these most relevant events occurring between 2017 and 2018, additionally they will be explained in more detail below.

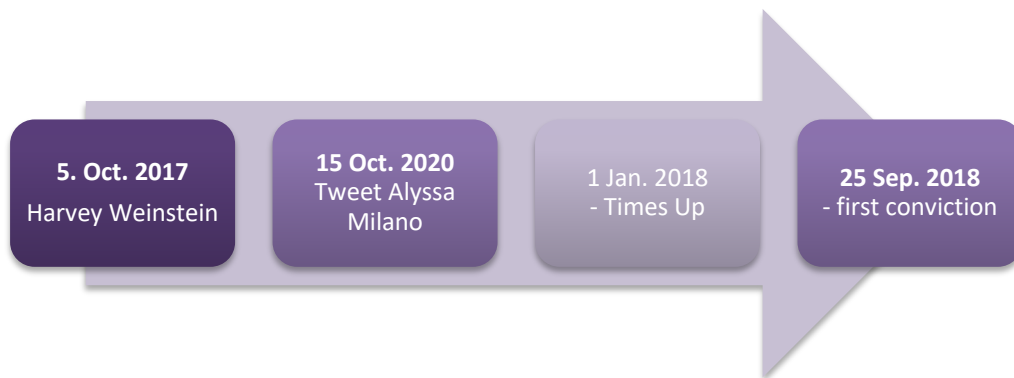


Figure 13: Timeline of the #MeToo Movement

Sara Praeceptor, 2020

Harvey Weinstein scandal

Harvey Weinstein was one of the most influential men in Hollywood. Co-founder of the movie production companies Miramax and the Weinstein Company, he produced movies such as “Sex, Lies, and Videotape”, “Pulp Fiction”, “Shakespeare in Love” and “The King’s Speech” winning multiple awards both within the industry and in humanitarian achievements (Farrow 2017). He was an outspoken democratic-party endorser, raising funds for candidates including Hilary Clinton and Barack Obama and a keen businessman (Farrow 2017).

October 5th 2017, the New York Times publishes an exposé in their online editorial on movie mogul Harvey Weinstein (Twohey & Kantor 2017). The article exposed the Hollywood film producer as having sexually assaulted and harassed multiple women over last three decades, with his staff and company board knowing and either willingly or forcibly through non-disclosure agreements and settlements covering it up (Twohey & Kantor 2017). Multiple follow-up exposés had to be published by the New York Times in addition, to cover further allegations and the following events.

One event followed the other within the next days. Still on October 5th, Weinstein issues an official apology stating he knew he had caused a lot of pain and will do better (Twohey & Kantor 2017: 1) By October 8th his board dismisses him from the company and company board, although he still held 23% of the company stock (Barnes 2017).

A few days later, October 10th, the New Yorker, publishes a second exposé on Weinstein, with thirteen women coming forward and detailing their experiences with Weinstein (Farrow 2017). More information on the structural ignorance and negligence of the Weinstein Company was outlined, the fear of retaliation, as well as the first allegations of rape (Farrow 2017).

Also on October 10th, well-known Hollywood actresses, Gwyneth Paltrow and Angelina Jolie step forward and address the Weinstein allegations, stating that they too have been sexually harassed by Weinstein (Kantor & Abrams 2017).

Legal investigations started on October 12th both in the U.S., and U.K., with the first civil claim against Weinstein in the U.K. on November 28th (BBC 2017), and the first U.S. civil action on December 1st, by actress Kadian Noble not only against Weinstein, but also his brother and the Weinstein Company for sex trafficking, as she was assaulted on international soil during the Film Festival in Cannes, France (Joseph & Almasy 2018).

On February 11th 2018, the New York prosecutors announce a lawsuit against Weinstein Company for negligence, on 20th of March the company files for bankruptcy (BBC 2018).

May 25th 2018, Harvey Weinstein turns himself in to New York Police Department, charged with one count of first-degree rape, one count of third-degree rape, one count of criminal sexual act in the first degree (Wagner 2018), this is later followed by a third account of rape and two additional charges of predatory sexual assault (Ransom et. al. 2020). However, he is released the next day on USD \$1 mio. bail, later to be increased to USD \$5 mio. due his alleged tampering with his ankle monitor (Paul 2019).

During his plea hearing on July 5. 2018, Weinstein pleads not guilty to all charges at the New York Supreme Court (Pierson 2019). On 6. January 2020 the trial process starts in New York, by 24. February, after a five-day deliberation time, the jury finds Weinstein guilty of one criminal sexual act of the first degree against Mimi Haleyi and one third-degree rape against Jessica Mann, he is acquitted of first-degree rape, and

two counts of predatory sexual assault, considered to be the strongest charges and would have sentenced him to life in prison (Ransom et. al. 2020).

Weinstein was held in custody until the sentencing on March 11th 2020, where he was sentenced to 23 years in prison (Ransom et. al. 2020).

LA County and U.K. charges against Weinstein for rape and sexual assault are still to be prosecuted (Ransom et. al. 2020), as well as a second New York action of four women, one of whom 17 years old at the time of the assault (Ransom et. al. 2020).

In a separate civil class action law suit, including offenses from sexually offensive language to rape, approximately 30 actresses as well as some former Weinstein employees filed for damages against Weinstein and the Weinstein company. A tentative settlement has been reached on December 11, 2019. However, Weinstein would not have to admit to any wrongdoings, nor pay for the settlements himself, the bankrupt Weinstein Company would (Twohey & Kantor 2019).

While the Weinstein Company was tried for its negligence, it is arguable, that there was a whole system of ignorance and negligence in place when it came to Weinstein's sexual misconduct. Statement like Quentin Tarantino's "There was more to it than just the normal (...) gossip. It wasn't secondhand. I knew (...)" (Kantor 2017), or Weinstein's attorney, Lisa Bloom's, stating he is "an old dinosaur learning new ways" (Twohey & Kantor 2017: 2), underline the deeply rooted acceptance of his sexual misconduct and the systemic problem faced by so many of his victims.

#MeToo Tweet by Alyssa Milano

On October 15th 2017, actress Alyssa Milano's publishes a tweet on her twitter account, which gave birth to the hashtag #MeToo and would become known throughout the world, as women and men rally behind the hashtag to share their experiences of sexual harassment and assault (Civitello 2017: 9).



Figure 14: #MeToo tweet

Alyssa Milano, 2017

Within the first 24 hours after the tweet being published 12 million people came forward with stories of sexual assault, harassment, and rape, most notably towards women (me too 2019: 5). The hashtag was published globally translating and translated into #YoTambien (Spanish), #BalanceTonPorc (#Exposeyourpig; French) (Bennett 2018). Google searches on sexual assault have gone up drastically after the tweet and public awareness of the magnitude of the problem, as well as the systemic issue of ignorance and negligence of survivors became clear (Kaplan 2018).

Well known public figures shared their stories of sexual harassment or abuse, or simply the existence of such an experience, through the hashtag. The list includes individuals such as Lady Gaga, Gabrielle Union, Anna Paquin, Javier Muñoz, Debra Messing, Ellen DeGeneres, and many more (Vogue 2017).

Times Up Legal Fund

On January 1st 2018, an open letter signed by 300 women in the entertainment industry was published in the New York Times, seen in figure 14, the women banded together as a direct response to the Harvey Weinstein scandal and the #MeToo posts flooding the internet.



Figure 15: Open letter by 300 actresses on sexual harassment

America Ferrera, 2018

While the open letter addressed the struggles of sexual harassment in the entertainment industry, it also highlighted these issues in other industries, such as farming, hospitality and tech, which have not been reached by the media spotlight (Ferrera 2018). The actresses, including A-listers such as Anne Hathaway, Blake Lively, Cate Blanchett, Dakota Johnson, Ellen Pompeo, Emilia Clarke, and many more, committed to holding executives and workplaces accountable and created the Times Up Legal Defense Fund, to help low income survivors hold their oppressors legally accountable (Ferrera 2018).

Today, apart from the more than 700 attorneys working for the legal defends fund, it offers help for companies on sexual harassment and discrimination prevention (Times Up 2020).

First legal convictions

Within the following months and years multiple highly acclaimed men were accused, investigated, and some tried and prosecuted of sexual harassment, assault or rape. Table 3 shows some of the most prominent cases, and while it is very hard to pinpoint whether the tweet itself caused any of the prosecutions, allegations and pressure of survivors speaking up most definitely had an impact.

Name	Events of harassment & following repercussions	Source
Bill Cosby	Accused by multiple women of sexual assault, after having them drugged. Cases reach from the 1960s to 2015. On September 25, 2018, he found guilty of one sexual assault case and was sentenced to 3 to 10 years in prison.	Los Angeles Times: 2018
Jeffrey Epstein	Accused and charged with numerous accounts of sexual assault and rape, Epstein allegedly brought in dozens of minors for massages and then moving on to sexually assaulting and raping them. He is also accused of sex trafficking the girls into other countries and handing them to other influential players in the public field. While he had already been found guilty in 2008, a plea deal with the now disgraced ex-Secretary of Labor Acosta secured Epstein mere 18 months, with work release 12 hours a day, 6 days a week. Renewed interest in the case during the #MeToo movement sparked a second investigation, however Epstein died in prison (supposed suicide) before a sentencing could be reached.	Talbot 2019; Davidson-Sorkin 2019
Brett Kavanaugh	Accused of sexually assaulting Dr. Christine Blasey Ford in the early 1980s, as well as two other women. Kavanaugh was to become U.S. Supreme Court Judge, appointed by Donald J. Trump. Both parties were questioned on the alleged assault during his appointment hearing. Due to insufficient evidence, Dr. Ford was dismissed and Kavanaugh was appointed U.S. Supreme Court Judge.	Kessler 2018 Gay-Stohlberg & Fandos 2018
Roy Price	October 2017, head of amazon studios, Roy Price, was accused of sexual harassment by TV show producer Isa Dick Hackett, back in 2015. Price was suspended within hours of the claim and resigned a week later, after an investigation.	Koblin 2017
Kevin Spacey	Spacey was accused of multiple count of sexual assault on minor boys. One lawsuit was filed, however dropped in December 2019, due to the plaintiff's untimely death.	Saad 2019

Table 3: Legal outcomes after #MeToo

Other men whose sexual misconduct was highlighted during the #MeToo movement included Ben Affleck and Casey Affleck, James Franco, Louis C.K., Mark Halperin, James Toback and multiple U.S. state officials and politicians (Sabin 2018; Carlsen et. al. 2018)

The Temin & Company's study found that solely within the United States, after 18 months of the Harvey Weinstein Exposé 414 people were accused of sexual harassment or assault of which 190 were fired or left their jobs on their own, another 122 of the alleged offenders have been put on leave, suspension or are facing further investigation. 69 people faced no repercussions. Out of the 414 people accused, 407 were men (Green 2018).

As stated before, it is important to understand that in order to achieve such a high number of sexual harassment and assault cases – unnoticed – the systemic structures must have allowed for ignorance and negligence when it comes to holding the perpetrators accountable (Kantor 2017). Therefore, apart from these individual legal actions, a broader system change was and is demanded by the activists leading the #MeToo movement, and Improvements can already be seen. The SHRM Sexual Harassment Survey (2018) outlined the vast changes in mindset employees all the way to executives have undergone. While tangible policy changes have not been directly impacted, the report shows that 1 in 3 executives have changed their behavior in the wake of the movement (SHRM 2018).

On the other hand, the report (SHRM 2018) also shows that some parties, particularly men, have started to feel vary of interacting with others, not understanding the new rules after the #MeToo movement. Additionally, an increasing concern for companies after this movement are monetary losses after sexual harassment lawsuits and the protection of assets, rather than the moral wrongdoing of sexual harassment (Nemirow et al. 2019).

Whether or not long-term changes in organizational culture and leadership structure have been achieved by these highly publicized court cases, the subsequent promises of change and the empowerment of female voices remains to be seen in the future.

3 Methodology

The following chapter will outline the structural decisions implemented during the research and writing process of this thesis. While the table of contents on pages 4-5 provides an outline of the topics discussed in the thesis, figure 16 shows the structure of the decision-making process and the work process of this thesis.

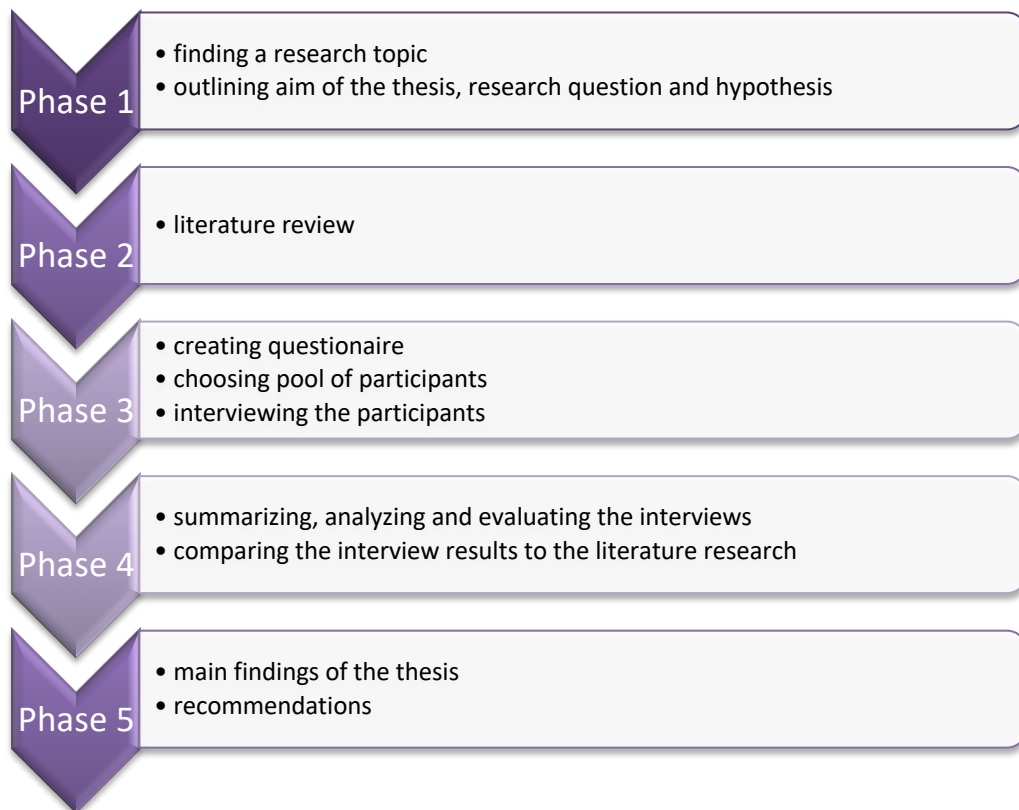


Figure 16: Work process bachelor thesis

Sara Praeceptor, 2020

The figure shows the five stages of the working process of this thesis, starting with phase one, during which the topic was found as well as the aim, secondary aims, research questions and hypothesis. Phase two included the literature review, although overlapping with the following phases due to its extent and detail. Phase three will be outlined in more detail below throughout chapter 3, however entailed the creation of the questionnaire for the interviews, as well as choosing participants and holding the interview sessions. Phase four included the analysis of the results found and phase five the conclusion of the thesis.

3.1 Aim

The main aim of this thesis is the identification of any possible adaptations of businesses in their leadership style and corporate culture in order to meet the new social standards, brought on by the 2017 #MeToo movement.

A literature review and qualitative interviews were used in order to get an understanding of the different behaviors and tangible actions of businesses in terms of inclusion before and after the 2017 #MeToo movement and the possible shifts in leadership style and corporate culture, which were visible to the employees.

A number of secondary aims were identified and researched in order to underline the main aim:

- Defining gender equality and its historical framework
- Analyzing the history of women and gender equality within the workforce
- Defining culture and corporate culture
- Identifying how shifts in perceived gender equality impacts corporate culture
- Defining leadership and different leadership styles
- Understanding how different leadership styles impact corporate culture
- Defining female leadership and its history within businesses
- Analyzing the events of the #MeToo campaign
- Identifying how #MeToo has changed corporate culture and leadership styles

3.2 Research Design

In order to understand the research method used within this study a short outline of all available research methods must be provided. Creswell (2009) introduces three main research methods: qualitative, quantitative and mixed method research. Figure 16 outlines each method, and identifies different research approaches and designs.

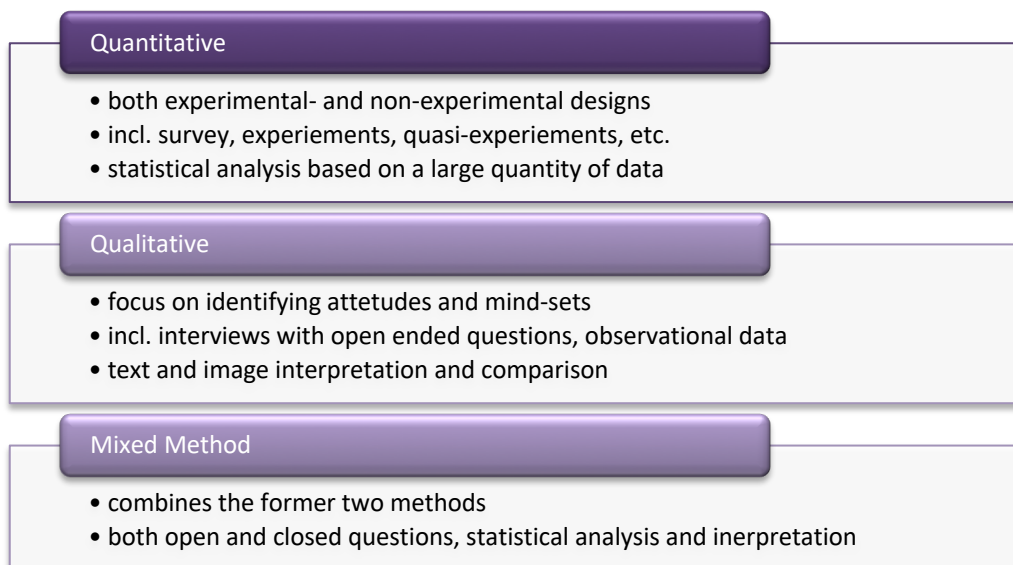


Figure 17: Comparison Research Methods

Adapted by Sara Praeceptor, 2020, from Creswell, 2009

Considering the aim of the thesis, to understand the shift in attitudes of businesses and leadership after the #MeToo movement, the qualitative research method was used for this thesis. As defined within figure 17, qualitative research focuses highly on identifying the mindset or attitudes of the observed and analyses through interpretation of interviews, texts, or images/ observations (Creswell 2009). On the contrary to quantitative research the questions asked of the participants are open-ended to provide a free and open answering process and allows for more information to be provided.

Creswell (2009) outlines some additional differences of qualitative research compared to quantitative research, which benefit this thesis.

- **Natural setting** – the qualitative research method observes or interacts with the participants within their natural setting and does not create a false setting, thus true natural behavior and attitudes can be observed;
- **Multiple units of analysis** – while not the case within this thesis per se, Creswell (2009) outlines the common method of qualitative research of combining multiple units of analysis, not only are the answers analyzed but also facial expressions, tone, etc. which allows for more information;

- **Interpret all aspects** – within qualitative research the analysis is not a right or wrong answer, but rather an interpretation of all angles, opinions and attitudes, giving the outcome of the study a multi-faceted view of the results, which allow for a more relatable applicable conclusion and recommendation.

Understanding these benefits and the aim of the thesis, the qualitative research method was chosen, specifically, a qualitative interview, which will be explained in detail within chapter 3.3.

3.3 Unit of Analysis

This thesis is built upon two pillars of research, on the one hand the qualitative research as defined above, which is done through interviews, on the other hand a thorough literature research, as a foundation for the interviews and a basis for comparison and analysis.

Literature Research

The literature research process, the results of which can be seen in chapter 2, was somewhat overlapped with the interviewing process, which led to structural changes in the interview questionnaire and led to a more well-rounded data collection. A literature research was chosen as a basis for this thesis, to provide knowledge of the overall topics of diversity and inclusion, gender equality, basic human and employee needs, leadership and organizational culture, as well as the #MeToo movement. Additionally, the detailed and thorough literature research ensured that the thesis was given expertise knowledge on all these topics, which could not be provided through the interviews alone, and ensured an unbiased view of the data as literature from both male and female authors was included in the thesis.

Interview

After having identified qualitative research as the research method best suited for this thesis, a unit of analysis within this research method was chosen, the qualitative interview. While qualitative research can be conducted through different ways, interviews are the most common, and are again divided into four sub categories, outlined and defined below:

- ***In-person interview***, meaning participant and researcher meet face to face;
- ***Interview on the phone***, the questions are still asked directly but through phone without visibility;
- ***Focus group interview***, meaning the questioning of a collective group of participants simultaneously within the same setting;
- ***E-mail interview***, meaning a written version of the interview, common in modern day.

For this thesis, with regards to the 2020 Covid-19 health crisis, a combination of phone and in person interviews was chosen. As the face-to-face aspect was not a valid option for health reasons, but should not have been discounted for loss of facial expression data, video calls through the platform Zoom were chosen.

Furthermore, the method of interviews can be divided into three types of interview conducting: the structured interview, semi structure interview, and the unstructured interview. Figure 18 outlines the most important aspects of each interview format.

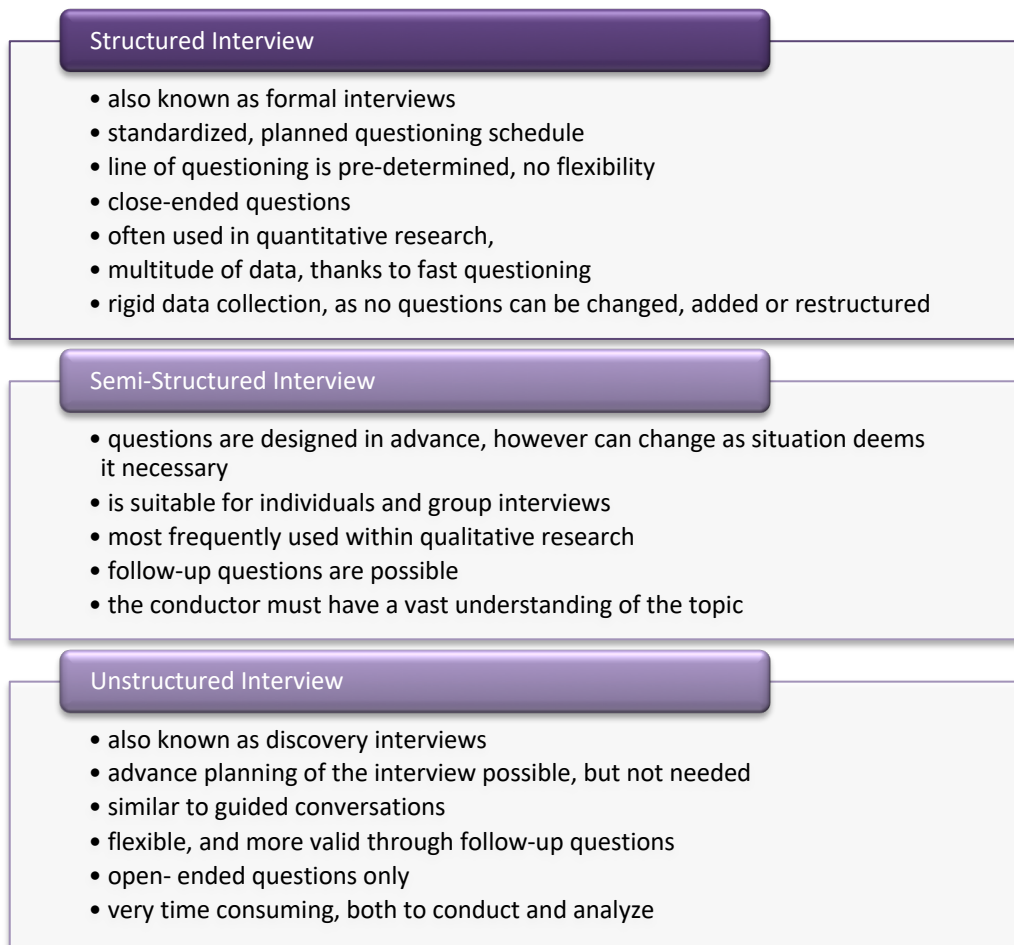


Figure 18: Interview types

Adapted by Sara Praeceptor, 2020, from McLeod, 2014; DiCiccio-Bloom & Crabtree, 2006; Adam, 2015

Considering that semi-structured interviews allow for all the benefits of qualitative research, without compromising structural integrity of the line of questioning, a semi-structured interview was chosen as a method of conducting the interviews for this thesis. Additionally, reflecting on the different levels of knowledge on the #MeToo campaign as well as individual diversity and inclusion initiative within the Mondi Group, follow-up questions and more detailed questioning was necessary with some of the participants to achieve valid results, and verifies the choice of semi-structured interviews as the correct method used.

3.4 Data Preparation and Analysis

As stated previously, a semi-structured video call interview was used to collect data from a diverse group of participants all employed at the Mondi Group office in Vienna, Austria. The interviews were held in the weeks of August 3rd to 7th and 10th to 14th, 2020, and the transcript of each interview can be found in appendices 1 to 9 below.

After having conducted the interviews, certain steps were taken, to handle the data output. Figure 18 outlines these steps and show the process of data preparation and analysis, which were implemented within this thesis.

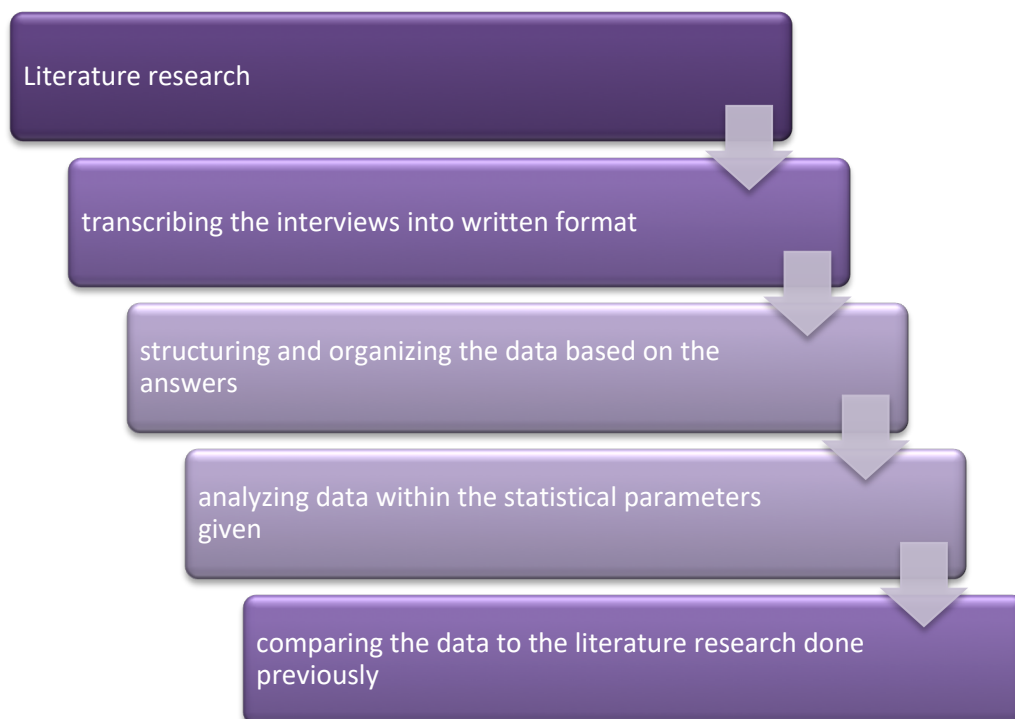


Figure 19: Data preparation process

Adapted by Sara Praeceptor, 2020

According to Silverman (2011), the first step of analyzing data is based on the literature already in place thanks to previous researchers and scholars. As done in this thesis, the suggestion is, that adding onto existing theory, not only provides the reader and author with knowledge of the topic, but also benefits the design of the data collection process, as adjustments can be made, based on what empirical studies have already proven, or which areas lack exploration. Within this thesis, adjustments were

made to not only include the aspects of gender inclusion, but also to address the issue of human needs especially female human needs, which are systematically denied through exclusion and gender-based barriers.

The second step of preparing the data received from interviews is transcribing them into written form. Silverman (2011) elaborates on the disadvantage of this process in qualitative research, as it is highly time consuming and often times leads to a lack of quality in the later process of data analysis, as time runs out. Within this thesis, as time was of the essence, it was therefore chosen to work with a transcription firm, and work on the thesis while the interviews were being transcribed separately, as advised by Silverman (2011).

The following steps included the analysis of the data. Here Silverman (2011) offers three different approaches:

- **content analysis** – through identifying and quantifying certain words, phrases or themes within the content of the interview the data set is converted from qualitative into quantitative data;
- **grounded theory** – after the collection of the data, certain themes and key phrases of the interviews are collected (=coding) and then grouped into concepts and relationships;
- **narrative analysis** – a story is generated through the interview, understanding the individual aspects of the participants and their overall attitudes is the focus point.

Following the narrative analysis, this thesis collected the data accordingly, through the interviews discussed above. The data (meaning the answers) was organized into the individual questions, cleaning out the unnecessary chatter. Then, the answers for each question were compared to one another, with their individual demographic elements in mind in order to understand and analyze the common thread between demographic groups. Lastly, the data was compared to the literature research, done within chapter 2, to prove validity and accuracy of the data within a larger scope, apart from one company only.

3.5 Case study of Mondi Group

As suggested by Creswell (2014: 189) a major role of any research method is providing the research with boundaries. Within this thesis the qualitative research was undertaken in the setting of one company specifically, in order to provide such necessary boundaries.

Mondi Group is one of the leading international paper and packaging companies. The company employs approximately 26,000 people in plants, mills and operations, across more than 30 countries (Mondi 2020). Mondi Group is listed at the London Stock Exchange and is one of the FTSE 100 companies, with the basic earnings per share being €167.60 in 2019, an operating profit of €1,221 mio and an underlying EBITDA of €1,658 mio (Mondi 2019: 2). The current global gender balance within the group lies at 21% female and 79% male (Mondi 2019).

Aside from the fiscal well-being of the group, the organization prides itself with a sustainable outlook on both its products, as well as the culture it creates for its stakeholders. Multiple initiatives within the company have been introduced to make the Mondi Group an attractive and sustainable workplace.

- **The Mondi Way** – the Mondi Group strategy to deliver “value accretive growth sustainably” (Mondi 2020);
- **Sustainable by Design** – meaning Mondi’s sustainable product design and the commitment of “paper where possible, plastic when useful” (Mondi 2020);
- **Diversity and Inclusion taskforce** – the Diversity & Inclusion taskforce launched in 2018 includes multiple tools such as communication tools on the organization’s intranet, people development tools, such as the conscious inclusion training for executives, the reverse mentoring program, etc. and is tasked with measuring D&I data in order to set future targets (Mondi 2020);
- **Mondi Academy** – provides an opportunity for personal and professional development through seminars, classes and training (Mondi 2020);
- **SEAT Reports** – the SocioEconomic Assessment Toolbox is an open discussion space for any and all stakeholders affected by the Mondi mills to speak up and for Mondi to understand and reduce the impact of its production sights (Mondi 2020).

The company was chosen due to the multinational company structure, with major plants and operations throughout the world, while simultaneously having a strong base including the Group Office (meaning headquarter) in Vienna, Austria, providing both national and international insight on the topic of organizational culture and inclusion. Additionally, the company’s high standards on employee experience, diversity and inclusion and gender equality ensured participation, high quality data output, as well as an opportunity to look behind marketing tools and understand the true impact of Mondi’s actions on its employees.

3.5.1 Selection Criteria

Name	Age	Nationality	Gender	Employment position	Leadership level
Valentin Tomek	27	AUT	male	Procurement analyst	Entry level employee
Birgit Höttl	50	AUT	female	Head of Employee Experience	Management
Tomasz Strzemkowski	36	POL	male	Category head for the category printing adhesive and packaging & BU procurement manager	Senior management
Gunilla Saltin	55	SWE	female	CEO of uncoated fine paper and group technical and sustainability director	Executive management
Arnavaz Schatten	37	IRN	female	Social sustainability manager	Management
Tatiana Proshutinskaya	42	RUS	female	manager of special processes in group procurement	Management
Bernhard Melzer	27	AUT	male	law and income tax expert	Entry level employee
Angelika Hofer Orgonyi	44	AUT	female	finance director for one of the Mondi divisions	Senior Management
Peter Orisich	61	AUT	male	CEO of a Business Unit	Executive Management

Table 4: Participants list

The selection criteria for the interview participants was based on a number of elements. As the maximum number of attitudes on this topic wanted to be achieved, the diversity of the group of participants was highly important for the selection

process. However, as the thesis is based on the company setting of the Mondi Group all participants were employees of the Group Office based in Vienna, Austria.

- **Age** – to understand the different viewpoints of older generations compared to younger ones, an age diversity needed to be achieved. Additionally, younger participants, being more exposed to social media movements, such as #MeToo, than older participants, would influence the data;
- **Nationality and city of residence** – understanding the different origins of the participants and the current city of residence would give a cultural background on the participants' answers and provide comparison opportunities between cultural differences;
- **Gender** – to ensure both aspects of the #MeToo movement are represented, both men and women within Mondi had to be questioned;
- **Employment position, leadership level and jurisdiction** – these aspects were designed to have a diversity in leadership and hierarchy within the participant group. Especially considering the power imbalance of sexual harassment at the workplace, but also the decision-making power of management level participants, it was essential to balance this with entry level employees to get an understanding of all aspects within this power dynamic.

3.5.2 Construction of the Semi-Structure Interview Questionnaire

As discussed in chapter 3.3, qualitative research, more importantly interviews operate through open-ended questions, meaning questions which the participant can answer freely and has no given answer perimeter for (McLeod, 2014; DiCiccio-Bloom & Crabtree, 2006; Adam, 2015).

Given the aim of this thesis and the research design discussed in the previous chapter, open-ended questions were used for to entire interview process. The questions were constructed through:

- Finding a base of literature research, conducted previously and identifying research gaps within the literature review;
- Formulating the questions, based on the gaps identified within the literature, the aim of the thesis and the research questions;

- Adapting the questions according to the specific environment of the participants, meaning the organization the participants operate in (Mondi Group):
- Revising and adding follow-up questions after trial run with mock participants.

Additionally, open-ended questions prove to be beneficial as they leave the participant with a broader range of answering possibilities, and allow for insight into emotional attitudes and historical backgrounds (Creswell 2009).

3.5.3 Reflections Concerning the Interview Questionnaire

Within the following chapter the questions asked within the interview will be detailed and reflected upon. The questions were divided up into two components, the statistical questions, focusing on demographic questions concerning the participants, and the open-ended questions, to provide more insight in the attitudes and opinions of the participants.

Number	Statistical Question
1.	What is your name?
2.	How old are you?
3.	What nationality are you?
4.	What city/ country do you currently live in?
5.	What gender, if any, do you identify as?
6.	What position are you currently in at Mondi?
7.	What level of seniority/ leadership are you?
8.	How many employees are under your direct jurisdiction?
9.	What is the gender balance within your team?

Table 5: Statistical interview questions bachelor thesis

The statistical questions shown in table 5, were designed to serve two research needs, on the one hand the questions 1-5 would provide a better understanding of the participants demographic background, which would then give insight into the different points of view and backgrounds of the participants. As stated previously, diversity would lead to a more diverse data set, as men would offer different insights

than women, participants from Scandinavia might have other opinions than those from Austria or Russia, all of which would benefit the validity of the thesis.

Questions 6-9 were asked in order to get an understanding of the business background of the participant. The organizational background shapes a participant's opinion as much as their heritage, age or gender, thus understanding their seniority, leadership and being able to compare the answers provided between these groups would enhance the data tremendously.

All of these questions would allow for the different levels of diversity, as discussed in chapter 2.1.1, to be understood and compared to one another and the impact they have on the same set of questions asked, during the interview later on.

Open-ended interview questions

	Inclusive culture at Mondi
Question 1	To what extent do you feel Mondi implements inclusivity and an equal voice for all employees?
Question 2	What tangible actions is your company implementing in order to facilitate inclusivity and equal opportunity for all employees?
Question 5	How do you perceive the gender specific barrier faced by women at Mondi? Are there any in place, and if so could you elaborate on them?

Table 6: Inclusion at Mondi interview questions

These questions were asked to provide a necessary understanding on the company culture of the Mondi Group and to understand the differences in opinions, when comparing the answers provided by the participants with one another considering their different demographics.

	Sexual Harassment
Question 3	How do you personally define sexual harassment?
Question 4	Have you yourself experienced any actions of sexual harassment or have you been witness to actions of sexual harassment at this or any past work placements?

Table 7: Sexual harassment interview questions

In order to get a picture of the personal perception of sexual harassment, these questions were asked separately from the #MeToo movement. It was essential to ask

about a personal definition of sexual harassment as literature has shown, that defining it has become a complicated topic and varies immensely depending on demographics.

	#MeToo movement at Mondι
Question 6	How well aware are you of the #MeToo movement?
Question 7	To what extend do you feel that tangible changes were made at Mondι with regards to inclusion after the #MeToo movement?
Question 8	Have you experienced any changes in the behavior of your leaders, and/or your colleagues after the #MeToo movement? Were there differences between the changes in your male and female leaders/ colleagues?
Question 12	Overall, to what extend do you think the #MeToo movement impacted Mondι's corporate culture?

Table 8: #MeToo at Mondι interview questions

The #MeToo movement was an integral part of the thesis. Question 6 established the basis of how well aware the participants were of the movement, and should highlight variations within the different demographic groups. The other three questions were asked in order to get an understanding of the influence of the #MeToo movement on Mondι and the business culture it operates in. Especially question 8 often needed additional explanations or follow-up questions, as participants did not or only partially answer the question, and should in hindsight have been divided up into two different questions asking about changes in colleague’s behavior and adverse effects of the #MeToo movement.

	#MeToo movement and women’s voices
Question 9	In your opinion has the #MeToo movement opened up more opportunities for women to speak up about their sexual harassment experiences?
Question 10	Do you feel that this movement has overall empowered women to speak up more in a business context?
Question 11	How do you think, that this movement has impacted the value of women’s voices? They speak up more, but are they also being heard and valued more after #MeToo?

Table 9: Women’s voices interview questions

The questions asked within this set determined the impact of the #MeToo movement on women’s voices and the value of their voices when speaking up, both in a context of sexual harassment, but also on matters of business. The division between question 9 and 10 was done in order to understand if women have benefitted from #MeToo on

a professional level apart from sexual harassment, however, most participant reverted the question back to sexual harassment, which is why question 10 often needed follow-up questions of explanations to get the answers needed, and should be revised in a next face of interviews. However, the division between the questions should remain as it offers important insights into the business-related impacts of the #MeToo movement.

4 Summary and Interpretation of the Interview Data

Within the following chapter the interview questions of the participants will be analyzed and compared to one another, as well as to the literature review done within chapter 2. This analysis will provide insight into the general mindset of Mondi employees and will help draw conclusions and give final recommendations.

4.1 Interview Participants

Name	Age	Nationality	Residence	Gender	Employment position	Leadership jurisdiction	Team gender balance
Valentin Tomek	27	AUT	Vienna, AUT	male	Procurement analyst	Entry level	3 fem: 1 male
Birgit Höttl	50	AUT	Vienna, AUT	female	Head of Employee Experience	Management, 2 subordinates	100% fem
Tomasz Strzemkowski	36	POL	Vienna, AUT	male	Category head for the category printing adhesive and packaging & BU procurement manager	Senior management, 5 direct, 26 locations or indirect subordinates	60% fem: 40% male
Gunilla Saltin	55	SWE	Vienna, AUT	female	CEO of uncoated fine paper and group technical and sustainability director	Executive management, 5,500 subordinates overall	20% fem: 80% male
Arnavaz Schatten	37	IRN	Vienna, AUT	female	Social sustainability manager	Management	5 fem: 2 male
Tatiana Proshutinskaya	42	RUS	Vienna, AUT	female	manager of special processes in group procurement	Management, 6 subordinates	100% female

Bernhard Melzer	27	AUT	Vienna, AUT	male	law and income tax expert	Entry level employee	4 fem: 1 male
Angelika Hofner Orgonyi	44	AUT	Vienna, AUT	female	finance director for one of the Mondi divisions	Senior management, 8 subordinates	2 fem: 6 male
Peter Orisich	61	AUT	Vienna, AUT	male	CEO of a Business Unit	Executive Management, 10,000 subordinates, 16 direct reports	5 fem: 11 male (direct reports)

Table 10: Results statistical questions

As can be seen in the table above there were nine participants interviewed within this thesis. Out of these nine individuals, five were female employees and four males. The majority of the participants were Austrian (5 out of 9), the other participants were evenly spread throughout various origins including Poland, Sweden, Iran and Russia, all of whom however live and work within Vienna, Austria. The employment status was evenly spread throughout all participants with two entry level employees, three management employees, two senior management employee, and two executive management employees being questioned. The diverse cast of interview participants represented in this thesis offers a wide range of opinions and points of view from varying groups of people. However, some assumptions can be made as to limitations to the range of the interview outcomes.

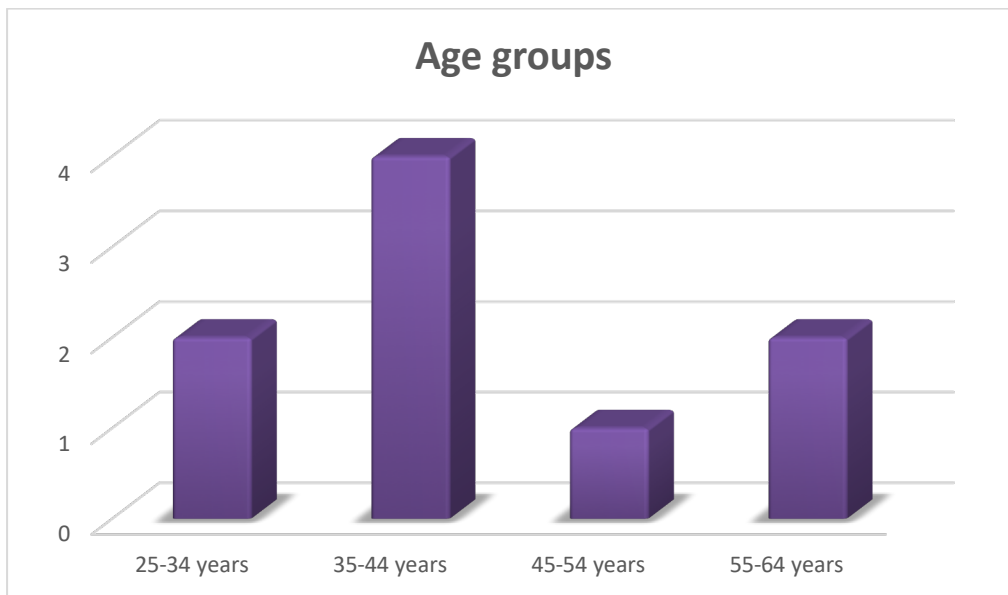


Figure 20: Participants' age groups

As seen in figure 20, the age range lies between 27 years and 61 years of age. The majority of the participants are between 35 and 44 years old. Therefore, the study mainly assesses the points of view of the age group 35-44 years. This leads to certain limitation with regards to social media exposure, which the #MeToo movement heavily relied on.

As the majority of the interview participants are Austrian and even the non-Austrian participants work in Vienna, Austria, the cultural implications of a Central-European, traditional society impact the thesis results heavily. The Austrian setting further influenced the results as the #MeToo movement was predominantly stationed in the United States of America, and had a rather low impact in Austria.

Though the gender balance within the participants' teams was predominantly female, the higher stationed teams, and more finance-oriented departments were in turn more male. This gender balance also represents the overall Mondi gender balance of 21% female to 79% male employees (Mondi 2019).

Overall, as the Mondi Group, though stationed in Vienna, Austria, operates globally, the insights gained within the thesis are applicable for other multinational companies, stationed in traditional and/ or Central-European cultural settings, as well as for

employees working in such companies between the age of 35 and 44, both male and female and of all employment levels.

4.2 Summary and Interpretation of the Interview Questionnaire

Question 1: To what extent do you feel Mondi implements inclusivity and an equal voice for all employees?

Surname	Answer
Tomek	I would say they put a lot of efforts in inclusion and in gender equality. I think they have really done a good job in this regard. Since I've only worked with Mondi I don't have the comparison (...).
Höttl	It's getting stronger and it has been over the past two years, roughly. But there is still a way to go. So, it's okay but I don't think that we are a leading company in that area or an industry leader, (...).
Strzemkowski	(...) I do believe that the respectful culture has been for a long time with us in here (...). So, I would say we are middle-level advanced (...) we are working on getting to even higher level.
Saltin	(...) I do think it is a topic that has been very much discussed. This is very visible at least when it comes to the gender topic. If you would, all have a sort of a broader view with religion and maybe sexual orientation, I think maybe we have a little bit more to do there.
Schatten	I wouldn't say, nothing very actively so far but an initiative started about a year and a half ago to more actively drive inclusion and diversity at Mondi. (...) we have quite a way to go. But I believe as I said that the intention is genuine.
Proshutinskaya	This is something what I definitely feel. I think women have equal opportunities overall. Maybe there are some difficulties when you go to higher positions. (...).
Melzer	I would say compared to other companies, we're pretty far ahead but there's still some way to go concerning certain diversity categories. But I feel that Mondi's doing quite well when it comes to enhancing and supporting gender equality.
Hofer Orgonyi	Yes, yes. At least in the area where I work I would say yes.
Orisich	The topic obviously always have some importance but I would say that we really started to work on that with more focus about two years ago. We are in the middle of a journey, but we have a lot of initiatives going on across the group where in particular gender and generation diversity are being worked on actively. (...) we are in the middle of it.

Table 11: Results question 1 – Mondi Inclusion

Overall, the participants have all agreed on the willingness of the Mondi Group to create an inclusive work environment, however, the degree of perceived implementation varies. Seven out of the nine participant have remarked that there are still areas of improvement and that the company is only in the middle of its journey of implementing inclusivity for all employees, most notably, categories other than gender diversity, which has been on the forefront of Mondi’s diversity and inclusion initiative, are yet to be addressed. Elements such as sexual orientation, religion, nationality, etc. are yet to be addressed both by Mondi and society at large. Moreover, while gender diversity is being addressed in a male-female setting, these binary gender roles are decreasingly applicable, as discussed in the literature above.

This discrepancy in diversity categories may be explained with the lack of media and societal attention to categories other than gender diversity. It is arguable that due to the length of women’s fight for equality compared to other diversity categories, their agenda is yet to be highlighted in businesses.

Question 2: What tangible actions is your company implementing in order to facilitate inclusivity and equal opportunity for all employees?

Surname	Answer
Tomek	They have women’s network which promotes women and helps women network between each other and to find some job opportunities and to help each other in the job. (...).
Höttl	We have already introduced a recruiting guideline roughly seven years ago already where we asked or forced our head-hunters to put a certain amount of females on the long list and the shortlist of when they were recruiting for open positions. (...). We’ve run the first D&I conference two years ago and out of this came I think at least of 10 actions. Since then we have introduced gender inclusive language and guideline on our intranet, at least in English and German. I think group communications is working on additional languages as well. (...). We have created a conscious inclusion training that is now being cascaded down in the organisation, not as a mandatory training though but as a recommended training. Out of this training we have created a poster, for example, with eight inclusive behaviours that is now being distributed not only in the head office in Vienna but also in other plants that has been translated in many languages. We have included D&I targets in our 2030 sustainability commitments for the first time as far as I know. This will probably be around how many percent of females we want to have in various management levels across the organisation as well as an inclusive workplace. (...).

Strzemkovski	(...) To mention some, we have certain guidelines already in place that are outlining what should be our corporate language to respect different gender as an example. (...). Whenever we have any recruitment process in place, whenever we have any HR process as such we look at what is the structure of the team and how to balance it. Other than this we have working groups that are bringing people in the different age together to also exchange on the experiences from the different age perspective. We have focus on promoting and giving the attention to all the nationalities also by bringing some of the colleagues from the local teams to the central teams, so that they are visible at the higher level of the organisation, dedicated workshops as well to some of the streams that are defined in the program. (...).
Saltin	There has been many sort of targeted workshops that I think has been really, really good (...). Also, now we're looking at the 2030 commitments to have some more tangible targets. (...).
Schatten	(...) So, the cultural side of things is trying to make sure that we don't always err on the side of the male, the loud, the extroverted, and the finance-educated person but that we are culturally more tuned into people that are female that are younger that are not finance and economy educated that are maybe more introverted or that are maybe more opinionated (...). So, I think the cultural side is trying to give a voice to more people on the gender diversity. Specifically, Mondi is trying to measure the statistics directly and indirectly related to gender, so not just how many women we have in different positions and different areas of the organisation but also what is our hiring policy all about and what is our promotions and succession planning all about. Do we tend to disadvantage females or not, what are our practices on parental leave, and do we disadvantage with women who are coming back from maternity leave or not, should we encourage men to take more parental leave and things like that. Also, again, another initiative that is indirectly going to enhance gender diversity and money or gender inclusiveness is our practices on flexible working. (...).
Proshutinskaya	The most known is a diversity and inclusion program where the target is basically to employ more people from different genders also from LGBT movement, to treat fairly people of different races, nationalities, gender, to be diverse and to use the best of it, the best of diversity.
Melzer	For example, I know that Mondi offers training in the Mondi Academy that's always open to women, it's like leadership or something and it's women only course. I also know that they did some kind of campaigning—I think the last was Women's Rights Day or something where they did some kind of campaigning there. (...)
Hofer Orgonyi	Yes, there is a diversity and inclusion committee on the exco level which is looking at all angles of inclusion within the company. There were workshop started on unconscious bias and the topic is being raised with the senior leaders when hiring or also when staffing positions to always look out for both male and female candidates. Within and outside of the company there is flexible work arrangements for people with families or having special needs. (...)

	compare to other companies I've worked with and especially if I look at typical Austrian companies, I would say it's extremely advanced.
Orisich	(...) the first thing which was really important was trying to establish a baseline. In terms of gender diversity, what's the share of female population, (...). That is a very, very important step in order to make sure that you can implement targeted actions and programs from where you are at the moment because if you don't know where you are, you don't know where to start and where to go. (...)

Table 12: Results question 2 – Tangible actions

All participants outlined some actions implemented by Mondi with regards to inclusion and diversity, however to varying degrees both in detail and number. While obvious links can be observed and explained, i.e.: the head of employee experience, Ms. Höttl, knowing the most about inclusion actions, other links lead to more systemic conclusions.

The male participants generally knew just as much about the inclusion initiatives as the female employees, underlining a well-established promotion throughout both gender groups, however, the two entry level employees were much less informed about such initiatives. Furthermore, the D&I taskforce, as well as the unconscious bias trainings and recruiting guidelines all aim their efforts at senior to executive management, rather than the entry level and middle-management. This focus on upper level initiatives is also reflected in the literature, see missing rung (McKinsey 2019), and clearly establishes a gap between the entry level and senior leadership.

On the contrary to question 1, however, many participants when asked in more detail have now followed up on other diversity categories aside from gender alone, somewhat contradicting the aforementioned statement of gender being the only element of diversity of interest.

Question 3: How do you personally define sexual harassment?

Surname	Answer
Tomek	Personally defined, I would say, somebody does an action to another person that they would only do based on sexual desires that they would do to another person of a gender that they're not attracted to. (...) I think it could be physical, it could be also verbal harassment which is directing at a person's sexuality. (...)

Höttl	I would say that this is whenever it crosses a line and this line is actually set by the recipient of sexual harassment in that context there, it is already sexual harassment. This can be a joke for some of the people, this can be touching for others. (...) I think it's difficult to have an overall one-size-fits-all definition because I think it's a very personal decision. (...)
Strzemkowski	Actually, I think sexual harassment is something which is—the first reaction, I would relate it to everything what comes to the body contact that is not welcomed by one of the people involved in this interaction. However nowadays or when going into the details, I would say that it goes much beyond that. Not only related to the physical contact but also psychological. So, whenever it comes to any communication topic between two people that are going above certain borders that are related to personal sexual field or area.
Saltin	This is a cultural thing. I think from my background it's a very wide definition. It is whatever you feel is unwanted attention, it's your subjective judgment to that. (...) it's the individual that will define that.
Schatten	(...) I've never thought about a definition but I think it's important for people to think about sexual harassment, what it means to them individually. But it's also important to have a definition as a company, (...). Some people would even call so-called microaggressions as sexual harassment, some people would only consider sexual harassment as something more drastic. If you, for example, grope someone or if you make inappropriate advances or expect sexual favours from people who are lower than you in the hierarchy. I would say we need to consider these individual differences in perception of sexual harassment as a company but we also need to come up with a reasonable definition. For me personally, sexual harassment includes discrimination on the basis of sex. (...).
Proshutinskaya	(...) I would say, I would define it, let's say, intentions of sexual character which are unwanted by me, for example, or by any other person against which this sexual harassment takes place.
Melzer	(...) First of all, I think there isn't an objective definition for sexual harassment because everybody perceives it differently. So, I think it's really hard to define the definition but I think sexual harassment starts where the individual or the person doesn't feel comfortable anymore.
Hofer Orgonyi	(...) I think first of all it's a very personal and individual question. While I think certain people might get uncomfortable with situations where other cultural backgrounds would feel more at ease with, it's always down to what the individual is comfortable when it comes down to sexuality. (...). I think there's a cultural aspect to it but I think most importantly I think it all depends on the level of how comfortable a person feels. If I make on purpose somebody very much uncomfortable in a sexual way or depending on the person's sex, then I think you're already in the area of sexual harassment and it can even be something very minor from one culture but something big in another culture. I think it goes both ways, while I believe women are more victims to sexual harassment in general because very often I

	<p>think it has to do with the power balance in the room. Very often still, unfortunately male colleagues are in more senior position and then this gets on to sexual harassment case if somebody talks down to a woman (...). I think it all starts with a certain power balance and how comfortable or not comfortable a person feels and the moment when somebody realises that it makes somebody else uncomfortable but still not step back or clarify the situation then I would say we are already in the territory of sexual harassment. Because sometimes that can be a misunderstanding as well (...). But it's very difficult to define because it can mean different things to different people.</p> <p>I think the other aspect of it is also the purpose. (...) it can be a gesture of friendship or it can be a gesture of harassment if it's a male colleague in my case for example. But it depends also on the purpose. If the person is behaving as a friend and not trying to suppress me or if I would step away or make it clear that I don't like to be touched and the other person is not refraining from it, then I think you get into the territory. (...).</p>
<p>Orisich</p>	<p>I think there isn't anything like a unique definition because it may be different things for different people. I think the best definition would be that whenever somebody feels harassed or sexually harassed, then that is what makes sexual harassment. But I wouldn't say that—I wouldn't generalise in a sense that I would say this or that constitutes sexual harassment because it may be for some and may not be for others. So, it's strongly depends on the individual, (...).</p> <p>Whenever I feel that something is inappropriate or maybe interpreted as inappropriate then I wouldn't do it. It's as simple as that. In some cultures as you know, shaking hands with females is already something which is inappropriate (...). Obviously, that's always something we should need to take into account and I think that should be the general guideline also (...) a certain cultural context inappropriate. (...).</p>

Table 13: Results question 3 – Defining sexual harassment

Most importantly, all participants asked were in some ways surprised or flustered by this question as they had not thought about a definition on sexual harassment before. This notion in itself highlights the fact that either the company does not have a companywide sexual harassment definition or the communication around it is so minimal, that none of the employees know about it. The lack of a clear sexual harassment guideline and communication thereof leads to the conclusion that while gender diversity is as the forefront of the company sexual harassment is not, or seems to be *not an issue that needs addressing*.

It is also noteworthy, that all participants asked, stated the individuality of this definition and the varying definition for all individuals. Moreover, the participants

acknowledged the cultural aspects of such a definition, again highlighting the fact that sexual harassment cannot be defined unilaterally.

Furthermore, the power dynamics between the assailant and the harassed was discussed. While obviously power dynamics can manifest apart from gender specific trends, it was also noted that, due to cultural and historic systems this dynamic still predominantly seems to be male-female rather than vice versa, which literature also underlines. This male-female power dynamic is one of the main triggers for male-female sexual harassment and understanding it as a key element of its definition, is essential.

Question 4: Have you yourself experienced any actions of sexual harassment or have you been witness to actions of sexual harassment at this or any past work placements?

Surname	Answer
Tomek	You could say maybe the military service, (...) some comments of the staff there I would say they are not gay-friendly. If you identify as a gay person which is maybe not gender-related but also if you're also a trans-person, I would say this there are some comments I would see as sexual harassment. But in an organisation like Mondi, you don't really see that. (...) everybody knows the rules. Even if there would be some people who would be willing to sexual harass they wouldn't do that so that others would see. In Mondi, I would say no. (...).
Höttl	I have been told by a female colleague that she felt sexually harassed, yes, in the past couple of years ago. I have personally witnessed also behaviour in my presence which to be honest I decided not to comment or not to really see. I was the only woman in the room so it was not against another woman because then I would have reacted and I didn't feel harassed myself but it would classify a sexual harassment. Added from answer question 7: (...) we once looked into speak out, the whistleblowing tool, because the question came if there were a lot of sexual harassment incidents reported and actually turned out that I think from I don't know how many speak-out cases, this must have been 2018 or 2019, I think there was just one case of sexual harassment. We learned that this does not seem to be a topic in Mondi or at least it's not mentioned. (...)
Strzemkowski	No, I haven't.
Saltin	Not that I've seen in Mondi, maybe that is because of where I am and the short time I'm sure it's nothing different there from other places. But when I was younger of course it was a little bit different. I would

	say harassment is a very strong word but uncomfortable situations, I would say, is more appropriate.
Schatten	I have not worked for many organisations (...) I don't remember any drastic incidents or something that make me extremely uncomfortable or offended. I have had a few examples of colleagues making comments (...) things that I perceived as offensive and inappropriate. In addition, I have witnessed it slightly more drastic incidents. (...) in certain company parties the way some men feel at liberty to touch and grope (...) people are light-headed that certain men feel at liberty to touch and grope or to make advances that are not always wanted. I have also been at a meeting at one of our kind of—it was many years ago, at a safety meeting in Russia. I remember the stories that people were saying, the gossip that was going on about one of the managers kind of always using the women in his team for sexual favours and so on. This, I think is one of the most problematic because when there is a power relationship. Imagine someone is in a position of power due to being the employer of another person or due to having some say in their career progression. (...) This is something that we've never looked closely at, at Mondi. (...) I think this is real. I don't think it happens extensively but I think it does happen and we've never really looked at it.
Proshutinskaya	No. I'm lucky, (...). I have not really witnessed or I have not been the target of sexual harassment. (...) colleagues were [always] professional.
Melzer	No, I didn't.
Hofer Orgonyi	I myself, maybe I would say some mild form of sexual harassment. Things like you're in a room with a lot of men and somebody tells a dirty joke which makes you feel uncomfortable (...) The younger you are in your career the more uncomfortable you are because the more senior you are the more weight you have in the room the easier it is to express that you are uncomfortable or that you consider this a disrespectful behaviour which should stop. When I was in my young ages in my career, yes, I had situations like that which made me feel uncomfortable but I was always at ease to express that I'm uncomfortable which then actually always led to the fact that the people respected it and stop behaving like that. (...) I could clarify and it worked. (...) I also have a personality who is very clear [on] where my borders are. (...). Witness, not personally witnessed but I've had in my organisation a while ago a case where a person was sexually harassed. This was quite difficult I would say because it was in a situation where alcohol was also part of the situation. There was some misunderstanding and so on, however, at the end it led to the male person being basically let go. We cancelled the contract of the person because there was no remorse. (...) as soon as you're made aware that you have over stepped the line which can happen if there's a misunderstanding the most important is to be able to also clarify the situation. (...) as there's no remorse on the situation I think it's pretty clear that you have to act because it's also important for the company to make a role model out of it because also other people witnessed the situation.

Orisich	No, I haven't and I haven't witnessed any such action. Maybe two additional comments: firstly, as I already said, sexual harassment takes place as soon as it is perceived as such by the person concerned – which obviously means that my own perception may not be relevant. Secondly, I am aware that there have been cases in companies I had been working for – but in all of these cases disciplinary action has been taken.
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Table 14: Results question 4 – Sexual harassment experiences

Within question 4, four out of five women have reported to either having experienced some form of sexual harassment themselves or knowing of other female colleagues who have experienced sexual harassment. On the other hand, none of their male counterparts highlighted any sexual harassment experiences of their own, and while they did elaborate on witnessing/ having heard of sexual harassment claims, none of these claims were against other men (excluding homophobic jokes at the military, which should be elaborated further when discussing sexual orientation rather than gender). On the other hand the whistleblowing tool discussed does not reflect these statements as only one case of sexual harassment was reported, while only within this reduced number of participants multiple accounts were given.

Multiple imminent conclusions can be made from these interview answers. First, and most obviously, women are far more often victims to sexual harassment than men are, which especially when combined with the power disparity discussed early is unsurprising.

Secondly, even though women seem to not be scared or ashamed of discussing their sexual harassment experiences today, the tone and wording the participants used still highlights the fact that women see many inappropriate things as simply normal, as only the *drastic/ extremely inappropriate stuff* was considered real sexual harassment.

Thirdly, while the male participants all negated the question of past sexual harassment experiences, this opens up the question of whether or not men feel safe to even state any such experiences. As discussed before, women have had a long history of fighting for equal rights and while men have historically held most of the power, showing vulnerability and weakness was not one of the traits attributed to masculinity. This is not to say that men experience as much sexual harassment as

women, as elaborated other aspects, such as power disparities, play into sexual harassment, however, to say that no man whatsoever experiences sexual harassment would be questionable.

Moreover, the whistleblowing tool, as discussed seems to be redundant or implemented inefficiently as the accounts given within this tool do not reflect the accounts given within the tool. This is also in line with the literature and other research done on such tools in the past.

Lastly, as discussed during question 3 Mondi seems to either not have or not properly communicate a sexual harassment guideline, which is clearly reflected in the answers given in question 4. While the female participants tend to downplay all of their examples, it is clear each of the examples elaborated a sexually charged uncomfortable situation, however, only one example was further investigated and consequences followed. This leads to the final conclusion that Mondi does have an issue when it comes to sexual harassment first and foremost due to the fact that there are no clear guidelines or communications systems on the matter.

Question 5: How do you perceive the gender-specific barrier faced by women at Mondi? Are there any in place, and if so could you elaborate on them?

Surname	Answer
Tomek	(...) being on the lower side of the career ladder I can't really say that because I'm not involved in any decision process about some management positions or in the hiring process. But I don't think so because we also have women in quite high positions. I mean, on the CEO level in Mondi we have currently only men but as I seen in my department where I'm working, our CPO is a woman. So, I think there are quite equal opportunities. (...).
Höttl	Yes, definitely. If you look at our top management levels we have been becoming better over the last years because we have more women in top management levels. But still not enough, I would say. I think a big problem is actually the layer in the middle. (...) the opco and exco level we have been improving in the past also because we're a stock-listed company and I think this also put a bit of some, not pressure but let's say, it created some momentum to do something about it. But if you look at the team management level or the manager levels or a bit more senior levels then you still have very, very few women. That's one thing and the other thing is where I do see a big gap (...) the majority of our plant and mill opcos are very strongly set up by men. Also, if you look at the workforce in the plants, you hardly have any women. But I mean that's nature of manufacturing industry.

	(...) [we need to] make girls more interested in manufacturing, to make sure that they receive the same education at school. (...).
Strzemkowski	When you look at the statistics or when you look at some HR data you obviously find a pattern that there is less women working in certain departments or at certain hierarchy level of Mondi. But also looking other way around I think there are also departments were are less men working. (...) it's a general topic of in which department, what gender used to be also employed more because of certain historical reasons maybe or because of certain profile that became maybe a standard. (...) I would say step by step we are overcoming that historical traditional share of different gender. (...) So, I think if there is something visible in the statistics and in the HR overview then the root cause is rather historical which we are now step by step trying to overcome. But when it comes to the new recruitment processes I would not say that there aren't any restrictions in place.
Saltin	I think in society in general, yes, for sure and why would Mondi be an exception. (...) If you only have 20% women of course it's a challenge. (...) I have to say I've only seen Vienna from this point of view but I do think that it is very clear that women are not treated exactly the same way as men are. Their voice is not counted as strong (...).
Schatten	I think we have management stereotypes that are very old. (...) a particular stereotype of management that we think gets the job done and is successful and is a good leader and makes people follow him (...) usually male, is usually old, is usually White, and is usually coming from a particular background. Usually a more kind of rich/elite background, usually from particular countries and usually from a kind of finance or accounting background. This is the management stereotype that still persists very strongly at Mondi. (...) The other problem I think is on the recruiting side, we have not changed our hiring policies or have not changed the recruiters and hiring agencies we work with (...). We still work with probably the same people we have worked with for a long time and those have not done the homework to find women for the job, find people that fits different profiles for the job. (...) The other thing is succession planning and promotions. Women's parental leave and maternity leave still work as an obstacle because even subconsciously or even in an invisible way, the way we promote women, the hiring manager or the manager, the supervisor even indirectly or even if it's not clear on the surface is affected by the fact that a woman may go on maternity leave or the woman is coming back from maternity leave. (...) you can do job splitting or you can be more flexible and just get it done a little bit differently or allow more flexibility for the hours and so on. (...) Not providing child care infrastructure actively as a company definitely hurts you in your prospects to hire women and to attract women and to keep women. (...) Other obstacles are combining sexism and ageism in hiring practices. Again, we don't always trust young people, we don't always trust women. The hiring managers are usually men, etc. A number of our practices indirectly and subconsciously lead to women usually being disadvantaged. (...).
Proshutinskaya	(...) I see it's a bit difficult to proceed with the — after a certain level in your career, I think it's difficult to proceed partly because of Mondi

	<p>being an Austrian company and I see the quite a big difference in attitude to women managers and to women in management between Austria and Russia because in Russia, (...) In Austria, I see that it's a more conservative environment, more conservative mindset. Still a lot of women associate themselves and men associate women with their role of a mother, wife, a person who stays at home, cooks, takes care after the kids and that's the duty number one. (...) I think women when especially they get kids, they have problems to proceed in their career because it's expected here if you have a kid that you already move to part-time job. If you have two kids it's very much expected of you, so I don't see many women having two kids working full-time. Also, the infrastructure doesn't support. (...). It's not only Mondi as such where I also believe this perception stays. It's also the environment around. (...) female characteristics like being diplomatic, being a flexible, agreeing to things then you are perceived as weak. On the other hand, if you show strong characteristics like being to the point, being straightforward and direct then you destroy your female character. So, you're maybe more a leader but you destroy your female character. There is always a conflict between these two things. (...).</p>
<p>Melzer</p>	<p>I'm not really sure there are gender-specific barriers. I mean, the fact is obvious that there is more men at the top positions than women. Since I work in HR it's a little different, most of my colleagues are women where the HR director again is a male. So, that's the only thing I can observe but I don't know if there are actual barriers for women or if that's simply how it turned out.</p>
<p>Hofer Orgonyi</p>	<p>(...) there are always some gender-specific barriers between men and women because there's always certain bias which is to some extent also society used. (...) in Austria, still it is a very traditional view on women staying home, taking care of the kids, or women shouldering the bigger part of family duties and responsibilities and so on and it's inherited by generations of upbringing. (...) it's subconscious so it's very difficult to get away. To give you example, also here at Mondi, the discussion about career moves or how to fill positions or who to promote, very often a lot of colleagues make assumptions about female colleagues (...). If a male colleague who has children, he's considered for promotion with frequent travel (...) there's never a discussion about really be able to do that with his family situation. While women this also happens. It's not out of bad behaviour or discrimination, it's something which society used and it's an unconscious bias that it's well-meant. (...).</p> <p>But I think sometimes as a woman you have to also fight for your voice to be heard. It sounds stupid but there's a lot which is going on which is not out of bad intent but it's simply bias which is there. It will take some years I believe to let this move out of society (...).</p>
<p>Orisich</p>	<p>(...) from my personal perspective I would say no. But I'm pretty sure that if you ask ten different people in our company, you would probably get ten different answers. I think as a company we are struggling with the same issues like many other international or local enterprises are struggling with. (...). If somebody would come in our company or any other company, there's something like a glass ceiling</p>

	and that's probably true. It's not something where I would say that we are actively or even passively discriminating. I think in our company there are equal chances. The problem is that the social life, very often around the company, leads to bad inequality in chances. (...).
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Table 15: Results question 5 – Gender-specific barriers

As can be seen above the male participants do not perceive there to be any gender specific barriers within Mondi, or business in general. Out of the four men interviewed only one outlined the idea of a glass ceiling briefly while the others highlighted the fact that many teams consist of more women than men within Mondi, which therefore negates the existence of such barriers. None of the participants neither male nor female touched on the subject of male gender specific barriers, which, in line with question 4 offers the conclusion that men do not feel safe to speak about their negative experiences.

The female participants asked gave a variety of barriers set in place, most notably the gender role of motherhood, which often hinders promotion opportunities and career reentry for women. These statements are also well in line with the literature discussed in chapter 2. Participants did however highlight the unique impact the Austrian society has on these gender roles, as Austria is uniquely traditional in its view of motherhood compared to other European countries.

While recruiting guidelines are in place at Mondi and have been pointed out numerous times, these seemingly only apply for new recruits, which does not exclude barriers to manifest during the job and during the career development. The motherhood image as well as the clear image of leadership defined as male, white, finance educated, etc. lead to fewer career opportunities and fewer women within the pipeline. This does not occur actively, but simply through unconscious biases and consistent overlooking of such societal gender roles. Not addressing them means not acknowledging the problem, which, as seen with the four male participants, leads to a lack of knowledge about the existence of the issue.

Question 6: How well aware are you of the #MeToo movement?

Surname	Answer
Tomek	Quite a bit of course. It was on the media quite a lot with the Harvey Weinstein and Epstein, these kind of cases and also of course like women's protest in Vienna (...). I would say in my real life I didn't have any touching points with that so much. But from the media of course you heard and read about it.
Höttl	I know about it. It's been on all the social media, it's been in the media. In the aftermath of the Weinstein process and incident, so I know about that and I know that this has created quite a momentum in society. I think for the first time women, I don't know in how many countries, were raising their voices against sexual harassment and I think this has laid the foundation for many changes in the past.
Strzemkowski	(...) First of all I was aware from the from the media exactly from the movement what you mentioned, 2017 with the social media communication around with the hashtag and MeToo, MeToo sentence or hashtag. Whereas when preparing to the discussion with you I have googled a little bit and I've recognized that it has a much longer history than 2017, (...) I was not aware that it has such a long history. (...) it needed some maybe VIP or celebrities using that to make it loud enough so that it's recognized. I guess that was why it was perceived by me like this.
Saltin	I would say at the time it was very, very visible for sure, very highly publicized. I don't know how it was in Austria but at least this wouldn't ever—the MeToo movement in different categories like engineers they sort of had one and lawyers had one, sort of created their own movement. Of course, it was a very visible movement.
Schatten	(...) I remember when it first started with the Harvey Weinstein case. (...) I was reading about it probably on a daily basis, probably extensively whatever came out of it. I read usually in the newspapers but only in the English-speaking world and only in relation with kind of centre-to-left newspapers and the news outlets. What I did not have exposure to is of course the social media side of it because other than LinkedIn I'm not on social media platforms. I think people who are on Twitter, on Facebook, on Instagram, etc., they probably had a more kind of real time experience of it on a daily basis. (...)
Proshutinskaya	Honestly speaking, I am not very much in the topic. What I know is what I see from the from TV, from media. It was this Harvey Weinstein's case and I know that some Hollywood stars started to raise the voice and also, they joined the movement disclosing that they also had some cases of sexual harassment. (...)
Melzer	I think I followed it on a side. (...) the trigger was the Weinstein affair in New York, the sexual harassment that he allegedly conducted. I just know that then a lot of celebrities and people came out with their

	stories on sexual harassment. Especially in the movie-making and film industry. (...)
Hofer Orgonyi	At the time I was well aware because it was all over the news, you could not avoid it. At the beginning I was a bit surprised. (...) But then when more and more women came forward and more and more examples were shared, I must say it also opened my own eyes because also as a woman you get sometimes too much used to certain situation because I have always been like that (...) when you start thinking about it then you realise maybe it's not as normal and maybe it makes sense that more people speak up (...). What happened to those women who came forward, I was really shocked because I thought it's the 20 th century and it's really amazing that this still happens. It's like in a bad movie, actually. I think it's good while at the beginning a lot of people frowned about this MeToo movement, at the end I think it showed that there is something to it which is much bigger than one might consider. (...)
Orisich	I would call myself an average media consumer when it comes to the topic. I was not specifically following it. I also have to say that I'm not a passionate user of all kinds of social media with the exception of Whatsapp. (...).

Table 16: Results question 6 – #MeToo awareness

Overall, the participants all knew about the #MeToo movement, and most have heard of the initial trigger, the Harvey Weinstein case, through conventional media outlets. However, only one out of the nine participants knew of the Me Too organization found ten years prior to the hashtag campaign and only due to research done in preparation for this interview. Moreover, it was stated that a lack of social media exposure had an impact on the amount of information received on the movement.

It can be argued that the nature of the #MeToo movement, mostly on social media, was therefore limited and did not reach all channels and most notably all age groups, as social media is still a tool used predominately with younger generations. This exposure solely to the conventional media, and the Harvey Weinstein case, may have limited the impact of the movement, as the *everyday* cases and the cases of *everyday women and men* were lost under the spotlight of the Hollywood spotlight.

Question 7: To what extend do you feel that tangible changes were made at Mondri with regards to inclusion after the #MeToo movement?

Surname	Answer
Tomek	(...) I started August 2017 in Mondri. I don't really know exactly how it was before that. (...) I cannot really comment on that. (...). But probably the women's network, I heard it's quite new. I mean, it's only there for a couple of years so I think it could be that this is maybe some kind of result of this women's (...) Movement (...).
Höttl	I would say it created maybe more awareness also within Mondri. (...) time wise of course it can be a coincidence but if I say we have done a lot of things in the past two years, it that might be an influence of the MeToo movement. Although I do not remember that it was mentioned that often so that there would be a clear link, (...) that the MeToo movement is (...) driving the diversity or an inclusion agenda or the gender equality agenda in the society. Now we sort of jump on that train. But of course, more things were done in the past two years. I think it has created more awareness and we are all members of society, so it has of course also created more awareness in Mondri (...). I would say awareness was created and maybe because out of that and people were more committed to that topic. A lot of all these D&I activities were happening but it's not the only reason I would say.
Strzemkowski	(...) I don't remember that there was any specific initiative built on that. I would not say that there was any direct actions that were triggered due to that in 2017. I think indirectly it impacted every one of us, (...) building some awareness and you are automatically keeping it at the back of your head and making maybe more cautious actions there from your side. So, I would say rather indirectly it had some impact. Directly I did not recall any actions that Mondri was taking. (...)
Saltin	(...) It's a really good catalyst and I'm sure some men also started thinking differently. But in overall, I mean the structure in business is so solid. It's been set for hundreds of years and I think it needs a little bit more to move the needle. But everything, all these initiatives and changes, they helped, right? So, I think it's good but to say that I've seen a specific change just due to that, I think is very difficult. (...) may be [things] changed in that area or in a certain department. But overall, I think it just pushed a little bit but maybe not. I cannot say any tangible changes, no.
Schatten	I would say no and I'm saying cautiously no because obviously Mondri has more systematically thought about diversity and inclusion for the past two years or so. You might say that this was around the same time as MeToo gaining momentum and traction. Whether those two things were related I would say, yes. Whether Mondri's response was an active response due to MeToo, I would say no because other than MeToo there were other corporate drivers (...) by investors and analysts, it was driven by customers, it was driven by expectation of different stakeholders, it was driven party by legislation, and it was driven by transparency requirements. All of this increased in speed and momentum around the MeToo movements. But Mondri was—

	<p>actually, if I can be honest was not directly responding to MeToo. (...) But again, it happened all around the same time so usually with these things you see the drivers from a lot of different angles and from a lot of different directions coming. I think Mondi was basically responding to a wider trend and not just MeToo.</p>
Proshutinskaya	<p>I think Mondi is generally moving—I don't think that it was triggered by MeToo movement. As I said we have diversity and inclusion program. I think it started around also maybe two, three years ago, the initiative itself. But I'm pretty sure it was not triggered by MeToo movement. (...) this whole initiative was started, to be more inclusive, to be more attractive, to attract the best brains and to be bias-free and to be more objective to people and their capabilities. But I don't think that it was caused by MeToo movement.</p>
Melzer	<p>Honestly, I cannot say anything about that because I entered Mondi in March and MeToo was a lot earlier than that. (...)</p>
Hofer Orgonyi	<p>No, I don't think that this was just because of the MeToo movement. There were things going on already about diversity and then it was made broader for diversity and inclusion, not only gender but also other aspects to it. This was happening anyhow. I don't have the feeling because of MeToo something happened. (...) [It] helps if you have some senior leaders who are basically driving [the issue] (...). this was happening anyhow irrespective of MeToo. What happened is people started talking more which I think helps because also men started talking more (...). Some more dialogues happen in the organisation which is a good thing because I also understand that with this MeToo a lot of men got irritated because they thought maybe I did something to a woman which she didn't want but I didn't realise it. (...). I had some colleagues who then in some circumstances were asking is it okay to do this, is it okay to do that, just to check back (...). In male-female relationship there will always be misunderstanding and misinterpretation as well. Some of my male friends say as well how do I then make a move on a woman I really find attractive. (...)</p>
Orisich	<p>I think a little bit (...) if I get the sequence right, but I'm not sure, that the broader scale activities on gender diversity really picked up after MeToo. When actually was MeToo exactly?</p> <p>(...). Would I feel that behaviour and culture or the corporate culture has been impacted by it? Probably not. I mean, we have always follow the relatively stringent policy—if there have been cases and there have been cases also in our company—we took very, very swift disciplinary measures. But could I say that something has fundamentally changed? Probably not.</p>

Table 17: Results question 7 – Tangible actions after #MeToo

As a whole the participants all stated that the #MeToo movement did not directly impact their diversity and inclusion actions nor any other corporate actions. However, all of the participant (except the two withholding answers due to lack of knowledge

on the topic) stated that they believe there to be a certain indirect link between the diversity and inclusion action implemented at Mondi and the #MeToo movement. The participants discussed how the movement has increased awareness and discussion around the topic of sexual harassment and thus inadvertently influenced the importance and speed of the D&I actions implemented.

Moreover, two participants stated that other drivers were essential in order to facilitate actions of inclusion, namely stakeholder pressure. Stakeholders such as investors, shareholders and customers, but also employees, especially senior leadership, who drove the actions and their implementation. This stakeholder involvement, however begs the question of their own motivation for getting involved in this topic so suddenly, and opens up the possible conclusion, that while Mondi itself was not directly impacted by #MeToo, its stakeholders were, who then in turn impacted the actions taken by Mondi.

However, the statement of *what is allowed, how can men approach women* was brought up as well, which shows that the conversation is still or yet again shifting to the direction of defense and victim blaming rather than acknowledgement and reparation.

Question 8: Have you experienced any changes in the behavior of your leaders, and/or your colleagues after the #MeToo movement? Were there differences between the changes in your male and female leaders/ colleagues?

Surname	Answer
Tomek	No. Maybe. I don't know. I didn't realise it (...).
Höttl	(...) I don't think I have. I perceive all colleagues and also the male colleagues in Mondi actually as very professional and appreciative. I am sure there are exceptions but to say that overall the behaviour has changed, I would say no, (...). I don't really recall [adverse reactions]. (...) there might have been discussions like that in the company. I don't recall specific discussions but it's sort of if there were they have faded again. I think in a business context, it might be different on the shop floor, could be. (...). But in the office environment as long as people stay professional, to be really honest to answer the question I haven't realized any or noticed any different behaviour after that.

Strzemkovski	No, I would say that I have recognized much more of these more recently, 2019-2020 after diversity and inclusion program has been launched within Mondy. Back in 2017 I didn't notice any big difference in the approach. As I said at the beginning of interview I do believe Mondy had originally very respectful culture (...).
Saltin	(...) Maybe I need a more a longer time perspective but not that I know of. I cannot think of a single person on a single example but I'm sure everybody was affected and thought about things differently at least for the time.
Schatten	Maybe a very subtle difference. Again, it's difficult to say because some of these things happen very much in parallel. Mondy is starting to talk about diversity and inclusion as a theme (...) it was around the same time as MeToo (...). I can't be sure, again, if the change in perception that I'm describing to you was a direct result of MeToo or was it just the right time for the D&I topics to be discussed. I'm not sure of this. But I did feel a subtle difference. (...) Some people I felt were just frustrated about this discussion. I felt like there were some men that were thinking, oh my God, another unreasonable explosive (...) topic around gender is coming and some of them were even kind of ridiculing the movement and saying [it gives] more reason to disadvantage men (...). On the other hand, I felt there was an increased sensitivity in many others in the way they talked, even in the way they paid compliments to their colleagues that could be perceived as a sexual comment or a compliment on an appearance or something like that. There was generally more sensitivity. I felt on the corporate side our practices were a little bit more conscious about making sure we're not disadvantaging women or our culture is more gender-inclusive. There was a movement to make sure that the way we talk about different practices, the terminology we use, the culture that we have at our meetings is more gender-inclusive and more respectful in general. But as I said the difference is quite subtle. (...) I think generally people felt when you compare Europe and the US, in the US it was more drastic. If you compare for example the entertainment and the news industry with retail industry, there is a difference. So, there was that acknowledgement that is probably different in different places and there were some voices that were sceptical and annoyed about the whole thing. But I felt like those were in the minority. (...)
Proshutinskaya	<p>Honestly speaking, I have not seen the change. (...). I would say the change is coming slowly as part of the program but I don't think that there was any change. What I maybe can add and it's not—I'm not sure and I don't know if it's typical for Mondy, but I know that generally this MeToo movement created this effect when male mentors are now more cautious taking women as their mentees. I think it's a pity because we should not judge everyone with (...) measuring tool. Just because there were several (...) cases (...), it doesn't mean that it happens everywhere. But it's a pity that now men became more cautious and we cannot benefit maybe also from their mentorship.</p> <p>I think we should be fair to men because and we as women have to be also very cautious (...) not cautious but rather conscious and aware</p>

	also what we do and what signals do we send. (...) So, it should be also a conscious thing for women that they have to be also quite professional and have to be very clear about what kind of relations they want. Of course, women are not guilty if they have sexual harassments. However, I think in certain cases they have also to think what they wear, how they are dressed, how they behave also because it's also very powerful which signals we are sending. (...).
Melzer	Speaking about my former company, I did see that it started a debate and it started a discussion so people got involved in the topic. I can't really tell if they actually change their behaviour but it definitely raise the issue and it led people to think about it and talk about it. (...). [But] some people almost got a little defensive about it. Especially men, (...) they instantly felt attacked by women and being put on the general assumption that all men are sexist or chauvinistic. (...) but that was really the exceptions.
Hofer Orgonyi	No, in the behaviour not but as I said there was more talked about it. People were becoming a bit more careful, especially male colleagues, a bit more careful about how they act. (...). There's more general awareness.
Orisich	(...). Not that I would have noticed, quite frankly. For me personally, I have to say I took a different approach on some topics. (...) I would have thought twice more often about a number of things. We have these social events where there's also parties in the evening. What do you do there? (...) I think I've become a little bit more self-aware of how I may be seen and how things which I do and say may be understood. I think that was a direct impact of what has happened three years ago.

Table 18: Results question 8 – Behavioral changes

As stated before, the participants elaborated on the increased awareness created by the #MeToo movement and consequentially four out of the nine participants stated changes by their colleagues or leaders, if however very subtle. The #MeToo movements generally influenced the Mondi employee behavior somewhat as individuals became more cautious and self-aware around one another, especially men around women.

However, some adverse effects also came from this shift, as male employees started to avoid interaction with female employees altogether, which is also reflected in the literature. Furthermore, as reflected by four participants male colleagues felt attacked and got defensive rather than reflective during the phase of the #MeToo movement. While three of those participants stated that this was rare and ebbed down fast, one participant was somewhat of the same opinion as the aforementioned men, stating

that women have the responsibility themselves to create circumstances which do not allow for sexual harassment. This idea of reversed victimhood allows for a dangerous lack of acknowledgement of the problem and consequential system change if not addressed.

Lastly, the participants stated that more behavioral change was made through the structural programs implemented at Mondi rather than #MeToo, this combined with the idea that individuals simply need quite some time to change behaviors, lead to the conclusion, that while these movements may impact behavior for a short amount of time, the short lived nature of social media campaigns is in stark contrast to the long time needed for behavioral change of humanity, therefore structural and policy changes need to be implemented fast, during the time of the highest momentum of the movement, in order to impact human behavior for a long time.

Question 9: In your opinion has the #MeToo movement opened up more opportunities for women to speak up about their sexual harassment experiences?

Surname	Answer
Tomek	I think so. Being in the media so frequently and this topic being covered by so many media and such a social acceptance for this topic, I think it gives more women the courage to speak up and to stand for their opinion and to stand for their goals and to chase them and also to use the elbows to go through life a bit more and not to step back. So, I'm quite sure that this contributed a lot.
Höttl	Yes, a clear yes.
Strzemkovski	Speaking generally, not about Mondi, but generally, yes, I think for sure. Overall, I think social media are giving much more different platforms to communicate on certain things that are noticed much easier (...) they are not anymore hidden somewhere in the shadow but see that it's possible and you are actually listened and heard. They are also free to speak up. (...).
Saltin	I think it is a very difficult thing to speak about. I mean, to do it as a person you will also be exposing yourself a lot. (...) it does help to see that others have had it. It has happened to others and it's not your fault. I think in that respect I'm sure it's helped but still it is, I don't think many would enter the stage and talk about it even though this movement changed. But hopefully it made it easier for some people to at least bring it up in the right forum.
Schatten	Definitely. I think that was the biggest achievement of the MeToo movement because not only it shed light on some of the issues that

	women face, it made it basically culturally okay, I would even say culturally necessary for women to talk about it. So far until the MeToo movement women were either shamed into silence or their cultural upbringing, their personal experiences told them if you open your mouth it's at your own peril, you are the one paying for it, you are the one who is going to be embarrassed, (...) [But] we created the platform for women to talk about it. We said not only it's good for you to talk about it but it's morally necessary. We made it seem it is a cultural duty of women to speak up and to speak out. I think this is probably the biggest achievement of the MeToo movement that made it okay for women to talk. I remember in the pre-MeToo movement (...) when I was trying to push for these topics there was an amount of people rolling their eyes (...). But after MeToo there was no eye-roll anymore. There was more like how do we look at this issue, which angle should we look at. I think that was also an achievement of MeToo.
Proshutinskaya	Yes. I think so because when we see now that many women were courageous enough to speak up. I think a lot of other women followed and they found out that (...) they should not be ashamed or they should not feel guilty because like I said, in most of cases it's just misuse of power. It's very seldom that maybe there was some problem on both sides. (...) I think that's a good trigger for a dialogue, why we have cases like this, what went wrong, (...).
Melzer	I don't know for sure but I imagine that it might have empowered certain women or certain people to speak up about sexual harassment. Yeah, I believe that.
Hofer Orgonyi	Yes, absolutely. I think so, yes. Very much so.
Orisich	Yeah. That's a rhetorical question, I guess, because it obviously has. The strongest impact actually came from the fact that the women who spoke up first were all well-known celebrities, if you want. Obviously in doing so they also put certain things at risk, (...) many women would say if they can do it, I can do it. That was of great value when it comes to giving an example or leading by example. So, I definitely think that yes, it has positively contributed to openness.

Table 19: Results question 9 – Speaking up 1

Unsurprisingly, all participants answered this question with a yes. All of whom are under the impression that, especially women are now completely free to speak about their sexual harassment experiences. Only one participant stated the risk involved in coming forward after such experiences and one other acknowledged the personal and private nature of sexual harassment and the difficulty speaking up despite the #MeToo movement.

While the celebrity contribution and the de-stigmatization thanks to the #MeToo movement and the millions of stories published undoubtedly helped survivors feel less alone and ashamed, considering the answers given above including “women should dress professionally” and “men don’t know how to approach attractive women” it is questionable whether or not this has actually shifted the mindset around sexual harassment and whether society has truly acknowledged the systemic issue.

Lastly, considering that none of the participants spoke about male sexual harassment victims, it is highly questionable that this question can be answered with a wholehearted yes from all participants. While the question was asked about women specifically (in hindsight a clear a limitation of the thesis) question 4 had no such gender restriction and still none of the male participant spoke of their own sexual harassment experiences. This offers the conclusion that male sexual harassment is even more stigmatized than those of women. *

* This same conclusion can neither be confirmed nor denied for individuals of the LGBTQ+ community as individual identifying as such participated in the study.

Question 10: Do you feel that this movement has overall empowered women to speak up more in a business context?

Surname	Answer
Tomek	(...) [men] use (...) their elbows to go through life and go up the career ladder, I think with this movement it encourage women to do the same. So, I think there are maybe more women who take the courage to chase the business goals and their career goals (...). They’re not stepping down and they’re not afraid of taking the competition.
Höttl	(...) I think, yes.
Strzemkowski	Yeah, for sure. (...) they can present themselves more on this professional part and not only like it was in the past in some companies. It was seen through them, through their physical or sexual perception. But I would not see a big trend at Mondi because (...) women were always encouraged to speak up, to be strong at their position (...).
Saltin	Especially what I think was important was for a younger generation to see that early on in their career see that this is not an acceptable behaviour, so the standard was set right for many, I think. I think that was probably one of the most important parts, to change the future.

Schatten	I very much hope so. (...) It's no longer a taboo, you're no longer considered that woman again, who is just nagging and talking about this and that, and harping on about gender issues, it's so boring, get out of here. We are liberal modern society and we are post-feminism (...) That's no longer the case. I again think that MeToo was responsible for that. It brought the topic back on the table and said no, no, no, don't get too comfortable. If you thought you had already resolved these issues, you haven't. The gender pay gap is not closed, the sexual harassment is still going on, discrimination on the basis of your gender is still going on.
Proshutinskaya	Yes, I think so. I mean, in Mondi we have the program which is called Speak Out, so that's basically the possibility for anyone in the company to make a call and to share cases which they find go against the company's ethics and values and beliefs. (...).
Melzer	Yeah, I believe so. (...).
Hofer Orgonyi	No, I don't think in a business context it had such a—in the business context at least I didn't observe it as much. I would say more in a male-female interaction no matter if it's business or private in general. But not in a business context necessarily.
Orisich	No, I don't think so. (...).

Table 20: Results question 10 – Speaking up 2

While all but two participants answered the question with yes, the following explanation given by the participants leads to the conclusion that not all participants understood the question properly. While the answers given mainly circled around the topic of sexual harassment, the idea of the question was whether or not women felt more empowered to speak up about their ideas and opinions when it comes to professional discussions. Out of those who seemed to have understood the question correctly (given they further elaborated their answer in a manner reflecting the content of the question) two stated no and only one person stated yes, this implies that it is more likely that professional impact on self-esteem and empowerment after the #MeToo was marginal.

Question 11: How do you think, that this movement has impacted the value of women's voices? They speak up more, but are they also being heard and valued more after #MeToo?

Surname	Answer
Tomek	Yeah, for sure. (...) I think there you have really now more voices of women to have that and also companies are looking much more at

	<p>inclusions, I think. Not only speaking about quotas but also of encouraging women to go up to this [leadership] positions and these [leadership] areas. So, I think their voices are much more heard.</p>
Höttl	<p>Yes, I do think that. I think the success of the whole thing is that people cannot now ignore it any longer. For me it is a bit like the Suffragettes, (...) people could not ignore the voice of women any longer back then. I think now in this context that's also happening here because it has too much traction and it has too much dynamics now in the public opinion. (...).</p>
Strzemkowski	<p>Yeah, it impacted because they are being heard when they are using these kind of platforms, like I mentioned social media and so on and whenever they speak up in the open manner they are they are being heard directly. That has already quite an impact where you hear from the affected person directly about any bad experiences. (...). So, whenever this turns to be indirect communication you always get some filtered information and you don't feel or you do not get direct emotion load from the person affected. When you now see that people are encouraged to speak up using these platforms (social media) in the direct manner, you see this communication coming through from the person directly. I think it's becoming much more emotional and that's why also much having much higher impact. (...).</p>
Saltin	<p>I would like to think so. (...) I do think it should help. I would really hope. But I don't know. Maybe it's a bit too soon to tell. Sometimes you need more time to really see the change.</p>
Schatten	<p>Not sufficiently but it's a start. We have managed to destroy the taboo that you shouldn't talk about this, better move on, and better shut up. But I don't think it has happened to a sufficient extent. I still think because the world hasn't changed, the men and women in it haven't changed, people have not all of a sudden become woke as a result of MeToo. A lot of our cultural issues still remain to be addressed, a lot of our systemic issues (...) those things have still not changed. I think the conversation has started. (...) We should not comfortably sit back and say yeah, lots of good things have happened so let's just move on.</p>
Proshutinskaya	<p>I have a feeling in Mondri we have women who are genuinely strong enough to speak up, independent from MeToo movement. (...) Mondri creates a very open communication culture generally. (...)</p> <p>(...) Also, because we have a professional women's network in Mondri and I think it's quite a good initiative to combine resources (...) I think this initiatives like Mondri professional women network, they help women to make their voices sound stronger. (...)</p>
Melzer	<p>Personally, I would say yes because it became such a huge thing that for some people that may be still denying the fact that this behaviour happening in a lot of organisations, I think it gave the whole discussion and gave the whole issue a lot of weight. So, I'd say yes it helped.</p>
Hofer Orgonyi	<p>Yes, I think it's taken in general in a more serious in a way that if somebody mention something people are listening sooner. (...)</p>

	there's more awareness. (...) I think it's easier to talk about things and people listen also quicker than they would have done in the past. So, for that, yeah.
Orisich	Again, I mean, from my own experience I've never been working in an environment where there would have been a negative bias towards women speaking up or contributing to meetings, discussions, what-have-you. So again, from my personal experience I couldn't say that would have dramatically changed. (...)

Table 21: Results question 11 – Value of voices

Overall the participant stated that the value of women's voices as most certainly increased most notably due to two components of the #MeToo movement. On the one hand the movement highlighted the extremely personal nature of sexual harassment thanks to social media providing a direct link from the survivors to the "end consumer" of the story published. On the other hand, yet again due to social media, the number of people being exposed to this movement both as participants sharing their own stories and as witnesses provided no possibility for doubting the validity of the core issue. It is therefore arguable that social media, was essential as a medium for this movement.

While the participants did state that Mondi has always valued women's voices, others also stated, that system change is still needed to provide true equality of voices and the impact of the movement will still take some time to fully be felt. This difference in perception cannot be explained by the demographics of the participants, however more so through the conclusion that a lack of acknowledgement still prevails even after #MeToo. As stated before, the probability of any company at all, more so a globally operating company such as Mondi, not having any sexual harassment issues or having no differences in the value of their employees is infinitely small, which leads to the conclusion that a lack of acknowledgement of these issues lies at the core of the differences of perception between the participants.

Question 12: Overall, to what extend do you think the #MeToo movement impacted Mondi's corporate culture?

Surname	Answer
Tomek	Like I said, difficult because I didn't know exactly how the corporate culture was before but I think with Mondi as employer it was always

	quite fair and quite balanced. It's a very modern company and we have very inclusive and fair corporate culture. So, insults or any kind of sexual harassments or personal attacks, they're not tolerated at all and I don't think this was only result of the movement. I think this was already there before. (...).
Höttl	I think if it has changed because of that it's another step on the way because we have already started to change our culture almost ten years ago when we introduced a more caring culture overall. D&I has gained more dynamics in the past two years, so I think it was contributing to that in the two, three years ago. But I wouldn't say that's all related to that, but it's a puzzle piece on the journey of a full equality and full equal opportunities for everyone and for not accepting behaviours like that in our culture any longer. It's an important puzzle piece.
Strzemkowski	As I said, I do not see direct, I did not see or I do not see direct impact. Of course, all these world trends they have some indirect impact for sure. (...) for sure it has a certain contribution to what kind of streams we are picking up, what kind of potential risks we try to eliminate and manage from this perspective, yes. But directly, I wouldn't say so.
Saltin	I cannot say but I can say that what I think Mondi is doing really well is incorporating different nationalities. Like I said in the beginning, I do think there is more to do when it comes to gender equality. I'm only speaking for Vienna and also maybe for sexual orientation to take that more as a natural... I think there we still have more to do. Maybe it has changed but I do think the culture can take some more steps forward.
Schatten	Has changed would be too strong. But I think it has started to change and it wants to change. (...). We have started the conversation, we have put it on the table, we have made it okay and necessary to talk about and we have raised it to the executive level. It's been discussed at the board level. (...) but it's too early and too far to say it has changed our corporate culture but it's about to change. I'm hoping that it will be faster than slower but it has not happened yet.
Proshutinskaya	Yeah, (...). I think its general Mondi way. I think independent on MeToo and some other movements which are going on, I think Mondi found quite a good and balanced way how to become a very good social and inclusive company. (...)
Melzer	Yeah, (...) I think for those organisations that weren't already dealing with the whole topic, I think for those organisations it definitely raised their awareness and it definitely showed them, led them the way to start treating those topics and issues.
Hofer Orgonyi	Yes, indirectly or subconsciously probably yes, but not because it's Mondi. I think it's a general society topic because this whole MeToo was so broadly communicated through all media and also discussed in the media so basically there is nobody who hasn't heard about it. Therefore there's a general stronger awareness on the topic. (...) I think it also did something with a lot of male colleagues to open their eyes a bit more and also be a bit more readily defensive about

	women. (...) The danger with MeToo is that now there's again a bigger gap between men and women. So, men against women and women against men. But this is not the purpose of the whole idea. I mean, the majority of men are still very sensitive and good people. (...).
Orisich	It will. The point for me is that especially when it comes to larger societal change processes, they do not happen between Friday and Monday. It's something which takes years and definitely more than three years. There are some disruptive elements or some disruptive events which can contribute to an acceleration. (...) when I talk about the impact on the company culture, it will takes time before we really see a very concrete and strong change. Again, I don't feel that—and I've said that before—I don't feel that in Mondi we would need to change that much. I'm not saying that we have nothing to change, but it will take some time until you can really see and feel it. Maybe we're talking ten years. (...).

Table 22: Results question 12 – #MeToo corporate culture impact

Overall the participant agreed that Mondi has always had an inclusive corporate culture and the drive to improve and grow as a more equal workplace, this culture did not drastically change or increase due to the 2017 #MeToo movement. However, the participants stated that the movement influenced the social framework the company operates in, created awareness and momentum, which than may have influenced the corporate culture.

On the other hand, three of the participants also stated that Mondi's inclusive culture still has areas of improvement and needs more time to process and fully evolve. This again leads to the conclusion that social media movements such as #MeToo have a high impact, however only for a short amount of time, and therefore policy change needs to be established to shit cultural changes, as was done at Mondi with the D&I taskforce.

5 Conclusion

This final section of the thesis will outline the findings of the research done in chapter four and provides conclusions as well as important recommendations for the industry as well as for further research.

The main aim of this thesis is the identification of the potential adaptation of businesses in their leadership style and corporate culture in order to meet the new social standards, brought on by the 2017 #MeToo movement. Through qualitative interviews this thesis collected data to fulfill this aim and the outcomes found within the previous chapters can lead to the following final findings and recommendations.

Sexual Harassment: The 2017 #MeToo movement has impacted the global view on sexual harassment immensely. On the one hand an awareness of the problem was created which was missing, thus far, as millions of cases were publicized, more over the movement opened up the opportunity for women to speak up about their traumatic experiences and come forward, as they will no longer be alone in their experiences. However, with all the positive impact the movement had, the stigma around sexual harassment and victim blaming is still deeply rooted in today's society. While women certainly found some liberations after #MeToo, the same cannot be on male survivors of sexual harassment and assault, as men coming forward are still highly stigmatized.

Gender roles in business: The research has shown that while #MeToo did empower women's voices with regards to sexual misconduct, the impact on business context was marginal, as the prevailing barrier for women in business is the gender role placed upon them, most dominantly the role of domestic mother and housewife. Especially within Central-European countries such as Austria these traditional gender roles pose the biggest challenge for women in business, and leave the greatest opportunity for further activism, possible shifts in culture and consequential competitive advantages.

Social media and systemic change: Social media through its fast and uncensored spread of information was able to reach an amount of people, which the mainstream media could not have done on its own. Furthermore, through the personal accounts

of the survivors and the sheer number of individuals accounting their stories the magnitude of the problem was highlighted.

On the other hand, social media movements have the risk of “trending” and subsequently simmering out just as quickly, thus are generally short lived. Therefore, the policy changes attributed to social media campaigns are minimal. In order for social media movements to create systemic changes the momentum created during the peak of the movement needs to lead to policies fast, which then impacts human behavior in the long run, while the movement itself is simmering down.

Impact on businesses – shifts in stakeholder behavior and policies: Overall the #MeToo movement has had a major impact on raising awareness, adding traction and influencing the global community with regards to the issue of sexual harassment and assault. This impact on the society and the stakeholders of businesses has therefore indirectly influenced how business operate, lead their employees and create their company culture. This interplay can be seen in figure 21, below.

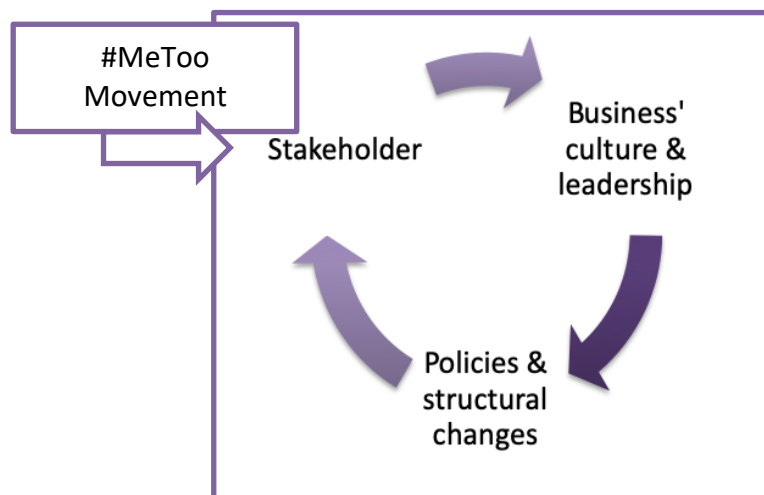


Figure 21: Impact of #MeToo on Businesses

Sara Praeceptor, 2020

On the other hand, the movement did not have any direct impact on tangible actions or policy changes conducted by businesses, but due to the momentum created by the movement may have fast tracked existing ideas of policy changes.

These four overarching themes have shown that the hypothesis provided at the beginning of this thesis can only be partially verified. #MeToo had an indirect influence

on leadership and corporate culture through the businesses' stakeholders. Moreover, the value of women's voices was empowered with regards to sexual harassment, however male voices were not affected by this movement and business context was not impacted. Lastly, inclusion programs and practices were impacted partially, again through the stakeholders as seen in figure 21, however not directly.

Lastly, this thesis will discuss the implications of the research firstly globally operating Central-European industrial companies, such as Mondi, and secondly for future research. For Mondi specifically two recommendations can be provided:

- **Enhance D&I onboarding process** – Seeing as the entry-level employees have had the least amount of knowledge on the diversity and inclusion initiatives within the participants. It is crucial to include this topic within the onboarding process of new employees in order to create an inclusive and equality-oriented mindset from the first day onward;
- **Sexual harassment guidelines & communication** – any company needs a clear and well-communicated code of conduct regarding sexual harassment. This is a crucial guideline missing or not clearly communicated within Mondi. Moreover, a trusted private and sensitive entity needs to be put in place to open the communication channels for possible sexual harassment victims. The emphasis should lie on remedying the mistakes of the current whistleblowing tool, which the interviews have proven to be ineffective and on facilitating communication for male sexual harassment victims.

Other recommendations can be given in order to continue and enhance this thesis and broaden the research done above:

- **Increase research scope** – to provide a more accurate image of the situation more data should be collected from the entire company, the data can then be divided and analyzed by location, department, demographics, etc.
- **LGBTQ+ experience** – the thesis limited the research of gender on the binary definition of male and female, however, as established within the literature, this binary definition is far from accurate. Provided time and enough data this research could be done with even further demographic scopes, including individuals of the LGBTQ+ community, not represented here;

- ***Impact of social media diagram*** – as seen in figure 21, the thesis outcome has provided a diagram of the process of the impact social media movements have on businesses and their corporate culture. With this diagram the research could be further developed and a hypothesis to identify the diagrams accuracy could be created and researched. Moreover, the idea of social media movements being short-lived and impacting stakeholders one time only, could be researched further.

Overall, the #MeToo movement has brought some essential shifts to businesses, through the stakeholders operating within the corporate landscape. The awareness created and the freedom of speech generated will impact generations of businesspeople to come. However, in order to make these shifts permanent and impact the core business structure and system, the implementation of policies, regulation changes and accountability structures is essential.

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Appendices

Appendix 1 – Interview Valentin Tomek

- A: Okay, thank you for participating. First off some statistical question. Would you please tell me your name, how old you are, your nationality, and what country and city you currently live in.
- B: My name is Valentin Tomek. I am 27 years old, I'm Austrian citizen, and I live in Vienna, Austria.
- A: Would you please tell me what gender do you identify with?
- B: Male gender, is that the right way to say that?
- A: Yes. What position do you currently hold at Mondi?
- B: I'm procurement analyst.
- A: What level of seniority is that and how many people are under your jurisdiction?
- B: I don't have any people under me apart from interns but they don't have direct line to me. They don't report to me. I'm basically, you can say, the lowest level. I don't have any people below me.
- A: Entry level, okay.
- B: Entry level.
- A: Do you have any idea of the gender balance within your team or the team you're responsible for?
- B: The close team, the analyst team where I'm working, I'm the only man. We are four people, three women and myself. We have this extended team which is called IMS team where I think it's quite 50/50. The IMS team is working procurement which is the department. I don't have the specifics but I think it's even more women than men. But more on the 50/50 side.
- A: To what extent do you feel that your workplace has implemented inclusivity and equal voice for all employees?
- B: I would say they put a lot of efforts in inclusion and in gender equality. I think they have really done a good job in this regard. Since I've only worked with Mondi I don't have the comparison how other companies handle that but I would say from my point of view they really did a good job on this side.
- A: Can you name any tangible actions that Mondi has implemented to facilitate this equal opportunity and inclusion?
- B: They have women's network which promotes women and helps women network between each other and to find some job opportunities and to help each other in the job. I mean, I don't know what they're discussing there because it's obviously

women's network but I guess they all help each other with work related and private problems, questions, whatsoever.

A: How would you personally define sexual harassment?

B: Personally defined, I would say, somebody does an action to another person that they would only do based on sexual desires that they would do to another person of a gender that they're not attracted to. But I don't know, this is probably not the correct definition but it's just how I would say...

A: I was asking because I think personal definitions are always a little bit different than the exact scientific...

B: I think it could be physical, it could be also verbal harassment which is directing at a person's sexuality. This is how I would define it.

A: Have you yourself experienced any actions of sexual harassment or have you been witness to any actions of sexual harassment in this or in any other workplaces?

B: You could say maybe the military service, if you count that as a workplace, of course you know that some comments of the staff there I would say they are not gay-friendly. If you identify as a gay person which is maybe not gender-related but also if you're also a trans-person, I would say this there are some comments I would see as sexual harassment. But in an organisation like Mondi, you don't really see that. Of course, everybody knows the rules. Even if there would be some people who would be willing to sexual harass they wouldn't do that so that others would see. In Mondi, I would say no. But in other places such as the military of course, this is quite frequent and quite common there.

A: How do you perceive gender-specific barriers within Mondi? Are there any and if so, could you elaborate on them?

B: Just from my point of view being on the lower side of the career ladder I can't really say that because I'm not involved in any decision process about some management positions or in the hiring process. But I don't think so because we also have women in quite high positions. I mean, on the CEO level in Mondi we have currently only men but as I seen in my department where I'm working, our CPO is a woman. So, I think there are quite equal opportunities. Without—of course, I cannot say for sure but I think so.

A: How well aware are you of the 2017 #MeToo movement?

B: Quite a bit of course. It was on the media quite a lot with the Harvey Weinstein and Epstein, these kind of cases and also of course like women's protest in Vienna that we are—well, not only in Vienna but all over the world that we were reading about. I would say in my real life I didn't have any touching points with that so much. But from the media of course you heard and read about it.

A: To what extent or if at all do you feel that Mondi has made any changes in their inclusion actions after the #MeToo movement?

B: Do you know exactly when this MeToo movement started?

A: October 2017.

- B: Okay, so I started August 2017 in Mondi. I don't really know exactly how it was before that. Maybe they started some action in the beginning of that but I didn't realise because I was really new and I didn't know the company culture so well and the corporate culture and the way things are there. So, I cannot really comment on that. I'm sorry.
- A: This is kind of make the next few questions a little bit harder.
- B: Sorry. But probably the women's network, I heard it's quite new. I mean, it's only there for a couple of years so I think it could be that this is maybe some kind of result of this women's uprising—not uprising...
- A: Movement.
- B: Movement, exactly.
- A: Have you experienced any changes in behaviour of your leaders after the #MeToo movement? Were there any differences between your female or male leaders and colleagues?
- B: No. Maybe. I don't know. I didn't realise it, to be honest. Sorry.
- A: Yeah, if you haven't been in the company that long, it's going to make the questions a little bit harder. In your opinion has the #MeToo movement opened up more opportunities for women to speak up about sexual harassment?
- B: I think so. Being in the media so frequently and this topic being covered by so many media and such a social acceptance for this topic, I think it gives more women the courage to speak up and to stand for their opinion and to stand for their goals and to chase them and also to use the elbows to go through life a bit more and not to step back. So, I'm quite sure that this contributed a lot.
- A: Do you feel that this movement has overall empowered women to speak up for themselves in a business context?
- B: Yeah, I like I said. You know, with this kind of typical stereotypes that you said that men are more successful than women because they're a bit more competitive and they use, like I said, their elbows to go through life and go up the career ladder, I think with this movement it encourage women to do the same. So, I think there are maybe more women who take the courage to chase the business goals and their career goals and not to step down when they are applying for the same position as men. They're not stepping down and they're not afraid of taking the competition.
- A: How do you think that this movement has impacted the value of women's voices? They speak more, yes, we can agree on that. But do you think that they're also being heard and valued more for their voices after MeToo?
- B: Yeah, for sure. As I said, it's a topic that is now much more in the minds of people and as what you say, this typical male networks, I think they got some cracks where it was quite hard for women I think to have any real chances of going there. This typical [00:11:40 inaudible] product directors being 20 white men, I think there you have really now more voices of women to have that and also companies are looking much more at inclusions, I think. Not only speaking about quotas but also of encouraging women to go up to this positions and these areas. So, I think their voices are much more heard.

A: Good. Last question. Again, it's going to be a little bit hard. To what extent do you think that the corporate culture has changed within Mondi after the #MeToo movement?

B: Like I said, difficult because I didn't know exactly how the corporate culture was before but I think with Mondi as employer it was always quite fair and quite balanced. It's a very modern company and we have very inclusive and fair corporate culture. So, insults or any kind of sexual harassments or personal attacks, they're not tolerated at all and I don't think this was only result of the movement. I think this was already there before. But for sure, for other companies, they really did something on changing this culture and how they are perceived in the public because it's also important nowadays how they're perceived in the public and such news as I think when you have some sexual harassment scandals and so on it's really bad PR and bad news about the company. So, I think they're really taking care of that, that the inclusion is really proceeding here.

A: Okay, thank you very much. I'm going to stop the audio now.

END OF TRANSCRIPT

Appendix 2 – Interview Birgit Höttl

A: First off, some statistical questions. Please state your name, your age, nationality and where you currently live in.

B: Birgit Höttl, 50, Austrian and Vienna or near Vienna.

A: I would like to ask you what gender do you identify as.

B: Female.

A: Okay, and what position do you currently hold at Mondi?

B: Head of Employee Experience.

A: What level of seniority are you and how many people are under your jurisdiction?

B: Two people and level of seniority, manager, if this is the classification you have.

A: Yes. Do you know the gender balance within your team and the people you have jurisdiction over?

B: Yes, all females. Typically HR.

A: Yeah. To what extent do you feel your workplace implements inclusivity and an equal voice for all employees?

B: It's getting stronger and it has been over the past two years, roughly. But there is still a way to go. So, it's okay but I don't think that we are a leading company in that area or an industry leader, so still on the journey.

A: What specific tangible actions is your company taking or implementing to facilitate an equal opportunity for all employees to promote inclusivity?

- B: We have already introduced a recruiting guideline roughly seven years ago already where we asked or forced our head-hunters to put a certain amount of females on the long list and the shortlist of when they were recruiting for open positions. This was also quite successful I would say. This is something that we have done in the past. We've run the first D&I conference two years ago and out of this came I think at least of 10 actions. Since then we have introduced gender inclusive language and guideline on our intranet, at least in English and German. I think group communications is working on additional languages as well. We have created a conscious inclusion training which you probably know from other sources in your nearest environment. We have created a conscious inclusion training that is now being cascaded down in the organisation, not as a mandatory training though but as a recommended training. Out of this training we have created a poster, for example, with eight inclusive behaviours that is now being distributed not only in the head office in Vienna but also in other plants that has been translated in many languages. We have included D&I targets in our 2030 sustainability commitments for the first time as far as I know. This will probably be around how many percent of females we want to have in various management levels across the organisation as well as an inclusive workplace. Let me think what else is tangible. I think these are the major activities.
- A: It's already quite a lot.
- B: Yeah, hopefully.
- A: Thank you. Next question, how would you personally define sexual harassment?
- B: I would say that this is whenever it crosses a line and this line is actually set by the recipient of sexual harassment in that context there, it is already sexual harassment. This can be a joke for some of the people, this can be touching for others. So, I think it's difficult to have an overall one-size-fits-all definition because I think it's a very personal decision. I know personally women that are not at all feeling insulted if men or other people are making sexually loaded jokes in their presence and others are. So, I would not go for an overall definition but it's actually I think that's the challenging part because people need to know where this fine line lies. If people want to avoid sexual harassment, in a business context it has nothing to do, there is no place anyway for that. Even though some of the women or some people, I wouldn't limit it to women by the way, feel insulted by a specific behaviour, by a specific way of phrasing things.
- A: Have you yourself experienced sexual harassment or have you been witness to any cases of sexual harassment in any of your work placements?
- B: I have been told by a female colleague that she felt sexually harassed, yes, in the past couple of years ago. I have personally witnessed also behaviour in my presence which to be honest I decided not to comment or not to really see. I was the only woman in the room so it was not against another woman because then I would have reacted and I didn't feel harassed myself but it would classify a sexual harassment.
- A: How do you perceive gender-specific barriers faced by women are currently in place at Mondi? Are there any and can you elaborate on them?
- B: Yes, definitely. If you look at our top management levels we have been becoming better over the last years because we have more women in top management levels. But still not enough, I would say. I think a big problem is actually the layer in the middle because if you look at the young people that we have, many women not in the production area. That's another topic then. But I would say in at the basis of Mondi,

in non-leading positions we have a lot of women then there is basically all the management levels up to the opco and exco. On the opco and exco level we have been improving in the past also because we're a stock-listed company and I think this also put a bit of some, not pressure but let's say, it created some momentum to do something about it. But if you look at the team management level or the manager levels or a bit more senior levels then you still have very, very few women. That's one thing and the other thing is where I do see a big gap but that's probably a bit the nature of the work is in production area. I mean, I would say the majority of our plant and mill opcos are very strongly set up by men. Also if you look at the workforce in the plants, you hardly have any women. But I mean that's nature of manufacturing industry. I think this is something that can only be done in combination with society, just to make girls more interested in manufacturing, to make sure that they receive the same education at school. This is a big bucket of topics.

A: Yeah, absolutely. Moving to the #MeToo movement. How well aware are you of it and how much do you know about it?

B: I know about it. It's been on all the social media, it's been in the media. In the aftermath of the Weinstein process and incident, so I know about that and I know that this has created quite a momentum in society. I think for the first time women, I don't know in how many countries, were raising their voices against sexual harassment and I think this has laid the foundation for many changes in the past.

A: To what extent do you feel that changes were made within your company after #MeToo movement in terms of inclusion and diversity?

B: I would say it created maybe more awareness also within Mondi. I would not really— I mean, time wise of course it can be a coincidence but if I say we have done a lot of things in the past two years, it that might be an influence of the MeToo movement. Although I do not remember that it was mentioned that often so that there would be a clear link, at least in my perception that now that the MeToo movement is so to speak driving the diversity or an inclusion agenda or the gender equality agenda in the society. Now we sort of jump on that train. But of course more things were done in the past two years. I think it has created more awareness and we are all members of society, so it has of course also created more awareness in Mondi ourselves. Although we once looked into speak out, the whistleblowing tool, because the question came if there were a lot of sexual harassment incidents reported and actually turned out that I think from I don't know how many speak-out cases, this must have been 2018 or 2019, I think there was just one case of sexual harassment. We learned that this does not seem to be a topic in Mondi or at least it's not mentioned. I would say awareness was created and maybe because out of that and people were more committed to that topic. A lot of all these D&I activities were happening but it's not the only reason I would say.

A: Interesting to have that speak-out statistic. Have you experienced any changes in behaviour of your colleagues or leaders after the #MeToo movement and any differences in your male or female leaders and colleagues?

B: I was thinking about that question when you sent me the questionnaire and to be honest, I don't think I have. I perceive all colleagues and also the male colleagues in Mondi actually as very professional and appreciative. I am sure there are exceptions but to say that overall the behaviour has changed, I would say no, actually. It was professional and appreciative in the past and it still is.

- A: So there weren't any adverse reactions to it, for example, I don't know how to interact with women anymore because I don't exactly now know people define sexual harassment?
- B: I don't really recall that. I can't imagine or maybe I've just forgotten it. I think at the time and I think this was in 2017 when it started, there might have been discussions like that in the company. I don't recall specific discussions but it's sort of if there were they have faded again. I think in a business context, it might be different on the shop floor, could be. I do know that we had I think one female shift leader who left, again, because she was the only one in the male environment and she doesn't like it there. I don't think that this has to do with a sexual harassment, it's just that there were no allies for her. But in the office environment as long as people stay professional, to be really honest to answer the question I haven't realized any or noticed any different behavior after that.
- A: In your opinion, do you think that the #MeToo movement has opened up more opportunities for women to speak up about their sexual harassment?
- B: Yes, a clear yes.
- A: Do you feel that this movement has overall empowered women to speak up for themselves in a business context?
- B: Yes, I do think that and if I think of the various movements for example that have now—I mean, this is also a platform to make people aware of that and I think this has made it also easier for females to raise their voices if they feel treated unequally or sexually harassed. I think, yes.
- A: How do you think that this movement has impacted the value of women's voices? You strongly said yes about the speaking up but also about being heard, do you think that the value of women's voices are being heard more?
- B: Yes, I do think that. I think the success of the whole thing is that people cannot now ignore it any longer. For me it is a bit like the Suffragettes, roughly 100 years ago that also pushed the female agenda forward a huge step with the right to vote and so on. I think it was a bit similar because people could not ignore the voice of women any longer back then. I think now in this context that's also happening here because it has too much traction and it has too much dynamics now in the public opinion. Also, I think in the companies that you just cannot ah, it will go away again, let them talk.
- A: Last question already, to what extent do you feel as an overall point of view do you think that Mondi's corporate culture has changed due to #MeToo?
- B: I think if it has changed because of that it's another step on the way because we have already started to change our culture almost ten years ago when we introduced a more caring culture overall. D&I has gained more dynamics in the past two years, so I think it was contributing to that in the two, three years ago. But I wouldn't say that's all related to that, but it's a puzzle piece on the journey of a full equality and full equal opportunities for everyone and for not accepting behaviors like that in our culture any longer. It's an important puzzle piece.
- A: Okay. Thank you very much.
- B: You're welcome.

Appendix 3 – Interview Tomasz Strzemkowski

- A: First off, we're going to start with some statistical questions. If you could please state your name, your age, your nationality, and where you currently live?
- B: Tomasz Strzemkowski is my name. 36 years old. I'm Polish living in Austria, in Vienna.
- A: Thank you. What gender do you currently identify as?
- B: I'm male.
- A: What position do you hold at Mondi?
- B: I am the category head for the category printing adhesive and packaging and also business unit procurement manager for the business unit engineered materials and flexible packaging.
- A: Okay. What level of seniority or leadership are you and how many people are under your jurisdiction, if any?
- B: I'm classified within Mondi as a new senior leader. My responsibility is on direct reports, five direct reports and besides of this indirect reporting lines 26 locations are reporting to me as an indirect line.
- A: Do you know out of your direct reports, the gender balance in your team?
- B: We have higher in my team in particular. Direct team there is a higher rate of female, 60 to 40%.
- A: Thank you. To what extent do you feel that your workplace, Mondi, has implemented inclusivity and an equal voice for all employees?
- B: Is there any scale that you want me to evaluate?
- A: No, it's an open-ended question, so whatever you feel is appropriate here.
- B: In general speaking for Mondi where I've been working now over 12 years I do believe that the respectful culture has been for a long time with us in here that gave quite a good base already for further development, including diversity and inclusion working group to improve even better or even more. So, I would say we are middle-level advanced when it comes to the [00:02:59 maternity? maturity?] level. Currently with a very specified dedicated task force we are working on getting to even higher level.
- A: Thank you. Do you know of any tangible actions that Mondi takes to implement equal opportunity and to promote inclusivity?
- B: Yes, there are a bunch of initiatives that are going currently through our organisation. To mention some, we have certain guidelines already in place that are outlining what should be our corporate language to respect different gender as an example. We have a high focus on building diverse teams. Whenever we have any recruitment process in place, whenever we have any HR process as such we look at what is the structure of the team and how to balance it. Other than this we have working groups that are bringing people in the different age together to also exchange on the experiences from the different age perspective. We have focus on promoting and giving the attention to all the nationalities also by bringing some of the colleagues from the local

teams to the central teams, so that they are visible at the higher level of the organisation, dedicated workshops as well to some of the streams that are defined in the program. So, there were a bunch of initiatives that were ongoing before the COVID time. Recently due to the COVID I would say it's a little bit, at least my personal feeling, it's a little bit on hold or at least the communication around that became less because also a lot of activities are not possible as traveling and meetings and so on. This is currently not accepted.

A: Corona definitely made it a lot harder. Thank you. Over to sexual harassment, how would you personally define sexual harassment?

B: Actually, I think sexual harassment is something which is—the first reaction, I would relate it to everything what comes to the body contact that is not welcomed by one of the people involved in this interaction. However nowadays or when going into the details, I would say that it goes much beyond that. Not only related to the physical contact but also psychological. So whenever it comes to any communication topic between two people that are going above certain borders that are related to personal sexual field or area.

A: Have you yourself experienced any actions of sexual harassment or have you witnessed any of these cases within your current or any past workplaces?

B: No, I haven't.

A: Thank you. How do you perceive the gender-specific barriers at Mondi for women? Do you think that there are any and if so could you elaborate on them?

B: When you look at the statistics or when you look at some HR data you obviously find a pattern that there is less women working in certain departments or at certain hierarchy level of Mondi. But also looking other way around I think there are also departments where there are less men working. So, in my opinion the topic is—from my perspective not only focus on one gender but it's a general topic of in which department, what gender used to be also employed more because of certain historical reasons maybe or because of certain profile that became maybe a standard. Now I think we are taking more and more actions to allow and diversify the teams because obviously one background might be not enough to capture all the views. Actually, I would say step by step we are overcoming that historical traditional share of different gender. If I say are there any limits for one or another gender to be employed in the departments, I would not say that the gender is currently a decision factor. I have personally experienced some recruitment processes either by leading them myself or by observing how the colleagues are leading it and none of the processes I've observed that somebody really looked and said, due to the gender and so on I see this person being with the worst profile or something like that. So, I think if there is something visible in the statistics and in the HR overview then the root cause is rather historical which we are now step by step trying to overcome. But when it comes to the new recruitment processes I would not say that there are any restrictions in place.

A: Okay. Now we're starting with the MeToo movement of 2017. How well aware are you of this movement? How much have you heard of it and how well aware are you of it?

B: Again, I would answer in two steps. First of all I was aware from the media exactly from the movement what you mentioned, 2017 with the social media communication around with the hashtag and MeToo, MeToo sentence or hashtag. Whereas when preparing to the discussion with you I have googled a little bit and I've

recognized that it has a much longer history than 2017, so it's moving even far further back and farther [00:10:54 inaudible] they were. I read a little bit over the weekend and look at that as well. Two points, first one I was quite aware, second one where I at the weekend I was not aware that it has such a long history. I think there was a track record going back to 2007 and that was not known for me that for a decade it was somewhere there, but maybe not as loud as it has become recently in the last few years.

- A: Although very few people are actually aware of the company that was founded in 2006 by Tarana Burke, I mean that you were aware of the 2017 MeToo movement was already a plus point that you know the 2006 company is even greater.
- B: I see, but it's a matter of preparation. Like I said, I didn't know about that when I read that over the weekend I was quite surprised that there's even more than 10 years history behind. It means it needed some publicity, it needed some maybe VIP or celebrities using that to make it loud enough so that it's recognized. I guess that was why it was perceived by me like this.
- A: Yeah, definitely some numbers. I mean, the point in the whole movement was just how many people or how many women came out and spoke about it in 2017.
- B: Correct, yeah.
- A: To what extent do you feel that tangible changes were made within Mondi after the #MeToo movement with regards to inclusion?
- B: This is also what I tried to look back and I did not look into our internet but I tried to recall from my memories. I don't remember that there was any specific initiative built on that. I would not say that there was any direct actions that were triggered due to that in 2017. I think indirectly it impacted every one of us, so independent whether you are employee of Mondi or not, it's always things like that are building some awareness and you are automatically keeping it at the back of your head and making maybe more cautious actions there from your side. So, I would say rather indirectly it had some impact. Directly I did not recall any actions that Mondi was taking. So, nothing came to my mind from that perspective.
- A: Have you experienced any changes in the behaviour of your leaders and/or your colleagues after the MeToo movement and have you experienced any difference between your male or female leaders and colleagues?
- B: No, I would say that I have recognized much more of these more recently, 2019-2020 after diversity and inclusion program has been launched within Mondi. Back in 2017 I didn't notice any big difference in the approach. As I said at the beginning of interview I do believe Mondi had originally very respectful culture which was including communication, respect of other genders and things like that. Maybe due to that there was not visible turnaround or big change. I think it was rather something that was fitting for our culture than having an impact to change it completely or set completely new.
- A: In your opinion has the #MeToo movement opened up more opportunities for women to speak up about their sexual harassment experiences?
- B: Speaking generally, not about Mondi, but generally, yes, I think for sure. Overall, I think social media are giving much more different platforms to communicate on certain things that are noticed much easier so we can speak and we are heard much

better in the social media world. That gave a possibility and trends like MeToo or Black Lives Matter, what we are recently observing, I think they are showing a certain courage by others where the others are noticing this courage and taking that as well, so they are not anymore hidden somewhere in the shadow but see that it's possible and you are actually listened and heard. They are also free to speak up. So, it always opens others minds and gives them an opportunity to also mention that they were somehow affected.

A: Do you feel that this movement has overall empowered women to speak up for themselves in a business context, not only sexual harassment but within business and professional context?

B: Yeah, for sure. Again, not speaking about Mondi but also looking at other companies, I think there were a couple of cases which popped up from the quite well-known brands. I'm recalling the one with the McDonald CEO that did not have or they did not prove any sexual harassment but the only proof that he had affair with one of the assistant and that automatically moved to dismissing the CEO. So, I think it's showing here that female can speak up, they can present themselves more on this professional part and not only like it was in the past in some companies. It was seen through them, through their physical or sexual perception. But I would not see a big trend at Mondi because it's not that much different comparing to the past from my perspective. This respectful culture is something what we are building on which we are developing even further. From my personal view women were always encouraged to speak up, to be strong at their position and focus on [00:18:18 inaudible] at work and in the professional life. Here from the perspective I don't see Mondi a big change.

A: You said that women have always been encouraged to speak up and I would like to know if you feel that MeToo has also impacted the way that women are being heard and do you feel that this movement has somehow impacted the value of women's voices and how much they're being heard?

B: Yeah, it impacted because they are being heard when they are using these kind of platforms, like I mentioned social media and so on and whenever they speak up in the open manner they are they are being heard directly. That has already quite an impact where you hear from the affected person directly about any bad experiences. In the past I think there was much more indirect communication around that. Also, when I look at Mondi, I think the only way was if you had experienced something like that you would have to use our speak out platform where it's indirect communication. You do not get everything out of that. It's partially confidential and things like that. So, whenever this turns to be indirect communication you always get some filtered information and you don't feel or you do not get direct emotion load from the person affected. When you now see that people are encouraged to speak up using these platforms in the direct manner, you see this communication coming through from the person directly. I think it's becoming much more emotional and that's why also much having much higher impact. Therefore, the message is simply stronger, the communication is stronger.

A: Finally, a last question, do you think that #MeToo has had an overall impact on Mondi's corporate culture?

B: As I said, I do not see direct, I did not see or I do not see direct impact. Of course, all these world trends they have some indirect impact for sure. Respectful culture which we've had since years was quite advanced and we are building further on considering the experiences which are coming from these kind of movements. So, for sure it has a certain contribution to what kind of streams we are picking up, what kind of

potential risks we try to eliminate and manage from this perspective, yes. But directly, I wouldn't say so.

A: Okay, thank you very much.

Appendix 4 – Interview Gunilla Saltin

A: First off I would like to ask you some statistical questions. Would you please state your name, how old you are, your nationality, and what city and country you currently live in.

B: I'm Gunilla Saltin, I'm 55 years old. I'm Swedish and I currently live in Vienna.

A: Thank you. Could you please state what gender you currently identify as?

B: Female.

A: What position do you currently hold at Mondi?

B: The CEO of uncoated fine paper and group technical and sustainability director.

A: What level of seniority leadership is that and how many people are under your direct jurisdiction?

B: It's an exco position. How many, five thousand something. I can check it out. You could check it out. (laughs)

A: Okay.

B: I think UFP has 5,500 [00:01:08 inaudible]. I don't know.

A: Do you have an estimate of the gender balance within your direct jurisdiction?

B: I think it is around 20% could that be.

A: Women?

B: Mm-hmm. Yes. I think so. Something like that. It's very average number in Mondi.

A: To what extent do you feel that Mondi has implemented inclusivity and equal voice for all employees?

B: I've only been with Mondi for a year, so I don't know how it was before. But I do think it is a topic that has been very much discussed. This is very visible at least when it comes to the gender topic. If you would, all have a sort of a broader view with religion and maybe sexual orientation, I think maybe we have a little bit more to do there.

A: Okay. Do you know of any tangible actions that Mondi has implemented to facilitate this inclusion?

B: There has been many sort of targeted workshops that I think has been really, really good and specifically before the COVID times they were supposed to be all the teams to do that. I think that was a very good initiative. Also, now we're looking at the 2030 commitments to have some more tangible targets. I think the sort of KPIs have been developing a little bit too but I think more is the discussion because you can measure

but you also need to constantly have this on the top of everybody's mind. I would say that is what I see most.

A: Now over to sexual harassment, how would you personally define sexual harassment at the workplace?

B: This is a cultural thing. I think from my background it's a very wide definition. It is whatever you feel is unwanted attention, it's your subjective judgment to that. If you think a comment that I made just off-hand and didn't mean anything to me, it's a harassment to you then that is the definition. So, it's the individual that will define that.

A: Have you yourself experienced any actions of sexual harassment or been witness to any actions of sexual harassment in Mondi or any other companies you've worked in?

B: Not that I've seen in Mondi, maybe that is because of where I am and the short time I'm sure it's nothing different there from other places. But when I was younger of course it was a little bit different. I would say harassment is a very strong word but uncomfortable situations, I would say, is more appropriate.

A: Okay. How do you perceive gender-specific barriers faced by women? Are there any and if so could you collaborate on them?

B: I think in society in general, yes, for sure and why would Mondi be an exception. I think just the sheer fact that we have to talk about it makes it obvious that we have a problem. I think any company should reflect from the surrounding society. If you only have 20% women of course it's a challenge. I also do see that it is—I have to say I've only seen Vienna from this point of view but I do think that it is very clear that women are not treated exactly the same way as men are. Their voice is not counted as strong, I think. Unfortunately, that is something I still see is the case and that is something we really need to work on or bring up more for a discussion.

A: Absolutely. Okay. Now the 2017 MeToo Movement, I've written a little bit about it in my email. How well aware of it when it occurred and now how much do you know about it?

B: I would say at the time it was very, very visible for sure, very highly publicized. I don't know how it was in Austria but at least this wouldn't ever—the MeToo movement in different categories like engineers they sort of had one and lawyers had one, sort of created their own movement. Of course, it was a very visible movement.

A: You've only been at Mondi for a short amount of time but maybe you can speak to overall business context, to what extent do you feel that tangible changes were made in regards to inclusion after this MeToo Movement?

B: I think it was a really—I mean, this is also in a cultural context. I think there were really, really important things that were brought up and very specific incidents that of course were completely unacceptable. The risk of course is that now we talked about that and now it's sort of been fixed feeling to get sort of a lasting change. I think we need to constantly move the wheel a little bit. It's a really good catalyst and I'm sure some men also started thinking differently. But in overall, I mean the structure in business is so solid. It's been set for hundreds of years and I think it needs a little bit more to move the needle. But everything, all these initiatives and changes, they helped, right? So, I think it's good but to say that I've seen a specific change just due to that, I think is very difficult. I think that could also be specific if you were in a certain

area that something may be changed in that area or in a certain department. But overall, I think it just pushed a little bit but maybe not. I cannot say any tangible changes, no.

A: Have you experienced any changes in the behaviour of your leaders and your colleagues, especially were there difference between your male and female leaders or colleagues?

B: After the movement?

A: After.

B: I can't really say but I think that is also difficult because everybody is a person in that respect and a change in a person that you know, it's always difficult to see it because everybody changes all the time a little bit. Maybe I need a more a longer time perspective but not that I know of. I cannot think of a single person on a single example but I'm sure everybody was affected and thought about things differently at least for the time.

A: Do you think that in a broader context women were now able to speak more openly about sexual harassment and their experiences after #MeToo?

B: I think it is a very difficult thing to speak about. I mean, to do it as a person you will also be exposing yourself a lot. So, it is a very difficult thing to do to a broader audience. Maybe it was easier for some women to bring it forward to a smaller group or to their manager, to HR or something. But it goes down to a very personal level and to be comfortable—I mean, it does help to see that others have had it. It has happened to others and it's not your fault. I think in that respect I'm sure it's helped but still it is, I don't think many would enter the stage and talk about it even though this movement changed. But hopefully it made it easier for some people to at least bring it up in the right forum.

A: In a strictly business and professional context, do you feel that this movement has helped women to speak up for themselves more and be more confident and empowered by this movement?

B: Especially what I think was important was for a younger generation to see that early on in their career see that this is not an acceptable behaviour, so the standard was set right for many, I think. I think that was probably one of the most important parts, to change the future.

A: Obviously they're speaking up more but do you think that after #MeToo movement that women's voices or survivors voices are also being heard and valued a lot more also within companies?

B: I would like to think so. It's difficult also there to have a general answer. I'm sure it probably changed in many companies. At least it was something that it brought—bringing it to everybody's attention, I do think it should help. I would really hope. But I don't know. Maybe it's a bit too soon to tell. Sometimes you need more time to really see the change.

A: Yeah. Okay, that's already one more question for our last question. You weren't at Mondi for that long of a time but do you think that Mondi's corporate culture or the entire organisation's culture has shifted due to the MeToo movement?

B: I cannot say but I can say that what I think Mondi is doing really well is incorporating different nationalities. Like I said in the beginning, I do think there is more to do when it comes to gender equality. I'm only speaking for Vienna and also maybe for sexual orientation to take that more as a natural... I think there we still have more to do. Maybe it has changed but I do think the culture can take some more steps forward.

A: Okay, thank you.

Appendix 5 – Interview Arnavaz Schatten

A: First off, some statistical questions. Would you please state your name, your age, nationality, and where you currently live.

B: I'm 37. I am Iranian and Austrian. I live in Vienna.

A: And your name?

B: Arnavaz Schatten.

A: Thank you. Would you please state the gender you identify as?

B: Female.

A: What position do you currently hold at Mondi?

B: I am group social sustainability manager at Mondi.

A: How many people are under your direct jurisdiction?

B: Zero. Last year I had an intern for four months that reported to me.

A: Best intern ever? (laughs) Do you know the gender balance within the team you work in?

B: Yes.

A: Could you state that?

B: Of course. We are seven people, four female and three males. No, sorry. Two and five.

A: To what extent do you feel that your company has implemented inclusivity and an equal voice for all employees?

B: I wouldn't say, nothing very actively so far but an initiative started about a year and a half ago to more actively drive inclusion and diversity at Mondi. I believe the initiative is genuine but until we can see real results in terms of statistics or people perceiving that they're working for a truly inclusive company, we have quite a way to go. But I believe as I said that the intention is genuine.

A: Can you name any tangible actions that Mondi has implemented to facilitate inclusivity?

B: Sure. One of the things Mondi is working on is cultural aspects, what do we culturally consider management material, what do we culturally perceive as inclusive, which

type of voices did we used to or do we tend to consider of significance and of weight at Mondi, what are our decision makings look like. So, the cultural side of things is trying to make sure that we don't always err on the side of the male, the loud, the extroverted, and the finance-educated person but that we are culturally more tuned into people that are female that are younger that are not finance and economy educated that are maybe more introverted or that are maybe more opinionated on the other hand. So, I think the cultural side is trying to give a voice to more people on the gender diversity. Specifically, Mondi is trying to measure the statistics directly and indirectly related to gender, so not just how many women we have in different positions and different areas of the organisation but also what is our hiring policy all about and what is our promotions and succession planning all about. Do we tend to disadvantage females or not, what are our practices on parental leave, and do we disadvantage with women who are coming back from maternity leave or not, should we encourage men to take more parental leave and things like that. Also, again, another initiative that is indirectly going to enhance gender diversity and money or gender inclusiveness is our practices on flexible working. Previously, flexible working was something that a small number of people in the group office or let's say white-collar workers could enjoy in some of our operations, not even all of our operations. But flexible working is something that if implemented liberally and systematically can reduce the obstacles or disadvantages currently faced by some women who are coming back from maternity leave. The hours of working, the modes of working, do you need to be in the office or not, all of these will be removed if these remote working and flexible working issues are addressed. Not to mention, the longer term effect of it is that we probably will manage to attract more women into technical positions, into production positions because if they feel that Mondi is more flexible or Mondi accommodates their needs better then they're more likely to choose the job or stay in the job. These are just some examples. Other things are happening as well.

- A: Okay. Over to sexual harassment, how would you personally define sexual harassment at the workplace?
- B: That's a good question. I've never thought about a definition but I think it's important for people to think about sexual harassment, what it means to them individually. But it's also important to have a definition as a company, for example, because it's a matter of policy and it's a matter of addressing the issues. In terms of if you have a grievance how do you address it, how do you mitigate it, how do you remedy it. So, I think it's important to have a sexual harassment definition because different people perceive very different things as sexual harassment. Some people would even call so-called microaggressions as sexual harassment, some people would only consider sexual harassment as something more drastic. If you, for example, grope someone or if you make inappropriate advances or expect sexual favours from people who are lower than you in the hierarchy. I would say we need to consider these individual differences in perception of sexual harassment as a company but we also need to come up with a reasonable definition. For me personally, sexual harassment includes discrimination on the basis of sex. If you for example disadvantage a woman in promotion or in succession planning because either she's having children or she's pregnant or she's in the age where she might become pregnant, even if you do it unconsciously, for me that includes sexual harassment. All the way to making comments that are inappropriate, judging people based on their gender, treating people differently based on their gender or even allegedly favouring someone because of their gender, for me it's also sexual harassment. So, if you say I want to help you because you're a woman or I only work with women or you're a nice woman and I want to do this favour for you, I think this also considers as sexual harassment. But as I said, it's a sensitive and deeper conversation to have. I think any company

should have that conversation with employees, ideally through a survey, what for them constitutes sexual harassment, come up with a definition as a company and put it in your policy. Like we do not stand for sexual harassment as defined by x, y, z and we have a grievance mechanism in place and we have an incident reporting in place and if you come across this please report it and this is what you are entitled to and this is what we will do as a company. I think this is something that every company needs.

A: Thank you. Very thorough. Have you yourself experienced any acts of sexual harassment or have you been witness to any, in this or any other companies that you've worked in?

B: I have not worked for many organisations in my career but the majority of my career has been spent at Mondi. From what I can judge, my experiences have been mostly positive. I don't remember any drastic incidents or something that make me extremely uncomfortable or offended. I have had a few examples of colleagues making comments—excuse me, that I thought was extremely inappropriate or sexist, both in a positive and negative way, always with good intentions but things that I perceived as offensive and inappropriate. In addition, I have witnessed it slightly more drastic incidents. For example, in certain company parties the way some men feel at liberty to touch and grope when everybody is, I don't know, towards the later hours of the party and then people are light-headed that certain men feel at liberty to touch and grope or to make advances that are not always wanted. I have also been at a meeting at one of our kind of—it was many years ago, at a safety meeting in Russia. I remember the stories that people were saying, the gossip that was going on about one of the managers kind of always using the women in his team for sexual favours and so on. This, I think is one of the most problematic because when there is a power relationship. Imagine someone is in a position of power due to being the employer of another person or due to having some say in their career progression. Inappropriate sexual advances when you're in a position of power is for me one of the most problematic aspects of sexual harassment. This is something that we've never looked closely at, at Mondi. What are those things that are not extremely visible but somebody is abusing their power because of employment or career advancement or everything else that are important for women to basically get sexual favours. I think this is real. I don't think it happens extensively but I think it does happen and we've never really looked at it.

A: How would you perceive at Mondi the gender-specific barriers faced by women especially when it comes to advancing into leadership roles?

B: I think we have management stereotypes that are very old. As I alluded to in the beginning, we have since the 90s worked on a particular stereotype of management that we think gets the job done and is successful and is a good leader and makes people follow him and all the rest of it. This stereotype is usually male, is usually old, is usually White, and is usually coming from a particular background. Usually a more kind of rich/elite background, usually from particular countries and usually from a kind of finance or accounting background. This is the management stereotype that still persists very strongly at Mondi. This is why we have not really done the job of looking into how do we motivate people who do not tick any of these boxes but might be very healthy and good for our organisation, how do we attract them to the top jobs. This is one problem. The other problem I think is on the recruiting side, we have not changed our hiring policies or have not changed the recruiters and hiring agencies we work with, probably for a very long time in most of the countries we're operating. We still work with probably the same people we have worked with for a long time and those have not done the homework to find women for the job, find people that

fits different profiles for the job. They have kind of stuck to their usual profiles that I described before. The other thing is succession planning and promotions. Women's parental leave and maternity leave still work as an obstacle because even subconsciously or even in an invisible way, the way we promote women, the hiring manager or the manager, the supervisor even indirectly or even if it's not clear on the surface is affected by the fact that a woman may go on maternity leave or the woman is coming back from maternity leave. I've heard a lot of examples. For example women coming back from maternity leave and wanting to work 30 hours instead of 40 hours and the hiring managers, they know. If you want this new position, it's only for a full-time working arrangements and if you do not accept to work full-time you cannot get this position. It happens a lot at Mondi, it's pretty common. But actually in more modern ways of working you can totally promote people for positions that are leading positions that are challenging positions but may not require 40 hours or you can do job splitting or you can be more flexible and just get it done a little bit differently or allow more flexibility for the hours and so on. So, there are lots of things that you can do to avoid women being disadvantaged because of working full-time or because of the other obstacles that they feel in family planning and so on when they come back to work. Not providing child care infrastructure actively as a company definitely hurts you in your prospects to hire women and to attract women and to keep women. So, those areas where we have managed to make a kindergarten that works all day that does not require to pick up your children at 12:00 that has certain quality that makes people confident that this is okay to leave their children for maybe eight to ten hours a day at that kindergarten. These things are important and we need to actively do that. Other obstacles are combining sexism and ageism in hiring practices. Again, we don't always trust young people, we don't always trust women. The hiring managers are usually men, etc. A number of our practices indirectly and subconsciously lead to women usually being disadvantaged. If you change a number of these things I think there are a lot of low-hanging fruits. If we change two or three of these issues, we could immediately see more women being attracted to and remaining at Mondi. The longer term picture also includes more actively attracting young graduates, making our operations more attractive as a living place as a working place, create better infrastructure inside the operations. This goes from production departments to office departments, increase our employee benefits because sometimes women are not motivated by the same things as men. If men are happy to get a big car and a chunky salary maybe women need more things, maybe their social lives, their family lives, their recreational benefits, their health benefits, and a lot of other things will play more to their compensation package. Why do we not think more creatively about compensation packages? A lot of these things but it's more like a longer term because these kind of interventions usually take longer to bear fruit.

- A: Okay, thank you. Over to the #MeToo movement. How well aware are you of it and how much do you think you know about it?
- B: That's a good question. How much I think I know about it? I remember when it first started with the Harvey Weinstein case. I believe that was one of the original triggers that's kind of exploded the whole discussion. I was reading about it probably on a daily basis, probably extensively whatever came out of it. I read usually in the newspapers but only in the English-speaking world and only in relation with kind of centre-to-left newspapers and the news outlets. What I did not have exposure to is of course the social media side of it because other than LinkedIn I'm not on social media platforms. I think people who are on Twitter, on Facebook, on Instagram, etc., they probably had a more kind of real time experience of it on a daily basis. I would say my exposure to it was relatively good because of the news side of things but not as deep as someone who has been on social media and has experienced it on a daily basis to that extent.

- A: Do you feel that Mondi has implemented any tangible changes after the #MeToo movement with regards to inclusion?
- B: I would say no and I'm saying cautiously no because obviously Mondi has more systematically thought about diversity and inclusion for the past two years or so. You might say that this was around the same time as MeToo gaining momentum and traction. Whether those two things were related I would say, yes. Whether Mondi's response was an active response due to MeToo, I would say no because other than MeToo there were other corporate drivers that brought diversity and inclusion including gender topics into the mainstream. These were driven by investors and analysts, it was driven by customers, it was driven by expectation of different stakeholders, it was driven partly by legislation, and it was driven by transparency requirements. All of this increased in speed and momentum around the MeToo movements. But Mondi was—actually, if I can be honest was not directly responding to MeToo. I think they were directly responding to their customers and investors. But again, it happened all around the same time so usually with these things you see the drivers from a lot of different angles and from a lot of different directions coming. I think Mondi was basically responding to a wider trend and not just MeToo.
- A: Have you experienced any changes in your leaders and your colleagues after MeToo in their behaviour and were there any differences in the male or female colleagues or leaders in their behaviours both positive and negative changes towards you?
- B: Maybe a very subtle difference. Again, it's difficult to say because some of these things happen very much in parallel. Mondi is starting to talk about diversity and inclusion as a theme, as an angle, as a social issue, as a corporate issue, it was around the same time as MeToo and other social movements and corporate movements. I can't be sure, again, if the change in perception that I'm describing to you was a direct result of MeToo or was it just the right time for the D&I topics to be discussed. I'm not sure of this. But I did feel a subtle difference. It felt like people on the one hand it was mixed responses and reactions by different people. Some people I felt were just frustrated about this discussion. I felt like there were some men that were thinking, oh my God, another unreasonable explosive—how should I describe it—they were a little bit frustrated that yet again, yet another blown-up topic around gender is coming and some of them were even kind of ridiculing the movement and saying more reason to disadvantage men on the basis of some claims. I remember hearing such scepticism or hearing such frustration from some male colleagues. On the other hand I felt there was an increased sensitivity in many others in the way they talked, even in the way they paid compliments to their colleagues that could be perceived as a sexual comment or a compliment on an appearance or something like that. There was generally more sensitivity. I felt on the corporate side our practices were a little bit more conscious about making sure we're not disadvantaging women or our culture is more gender-inclusive. There was a movement to make sure that the way we talk about different practices, the terminology we use, the culture that we have at our meetings is more gender-inclusive and more respectful in general. But as I said the difference is quite subtle. I didn't feel like there was a big discussion happening at Mondi or even informally with colleagues or like there was a really big shift, negative or positive way. Whatever it was it was subtle and it happened in both negative and positive ways with most people acknowledging the importance of this movement and acknowledging the disadvantage that women have experienced and the wrongs that have been done. But also this kind of conscious belief that the MeToo type of issues are more prevalent in certain industries and in certain countries than others. I think generally people felt when you compare Europe and the US, in the US it was more drastic. If you compare for example the entertainment and the news industry with retail industry, there is a difference. So, there was that

acknowledgement that is probably different in different places and there were some voices that were sceptical and annoyed about the whole thing. But I felt like those were in the minority. It felt more like it's the right time to talk about these things, so let's all be adults and talk about these things.

A: Okay. You partially already covered some of the next questions. In your opinion, do you see or has the #MeToo movement opened up the opportunity for women to speak up more about sexual harassment and their experiences?

B: Definitely. I think that was the biggest achievement of the MeToo movement because not only it shed light on some of the issues that women face, it made it basically culturally okay, I would even say culturally necessary for women to talk about it. So far until the MeToo movement women were either shamed into silence or their cultural upbringing, their personal experiences told them if you open your mouth it's at your own peril, you are the one paying for it, you are the one who is going to be embarrassed, who's going to be disadvantaged, who is going to be stigmatized, who's going to be stereotyped, who is basically going to lose, so shut up and just move on. That was very prevalent in basically women feeling harassed, women experiencing harassments or other disadvantages and discrimination, etc. But after that, it felt like we created the platform for women to talk about it. We said not only it's good for you to talk about it but it's morally necessary. We made it seem it is a cultural duty of women to speak up and to speak out. I think this is probably the biggest achievement of the MeToo movement that made it okay for women to talk. I remember in the pre-MeToo movement even within my own team when I was talking about gender issues, this is probably ten years ago maybe eight years ago but it was definitely pre-MeToo, when I was trying to push for these topics there was an amount of people rolling their eyes and people feeling like this is not necessary in the Western countries where we have strong legislation, this is completely unnecessary, this is overdone, this is overhyped. So, there was not a lot of patience with it. But after MeToo there was no eye-roll anymore. There was more like how do we look at this issue, which angle should we look at. I think that was also an achievement of MeToo.

A: Again, you partially covered the next question. Do you think that there has been a shift in how women can speak up for themselves in a business context and do women feel empowered in a business context?

B: I very much hope so. Again, I cannot tell because I've not been part of all of these discussions. I've not had the opportunity to hear more or to be witness to more such things but I have the feeling there is the awareness that you need to talk about it, you must talk about it, and it's a good thing to talk about it. It's no longer a taboo, you're no longer considered that woman again, who is just nagging and talking about this and that, and harping on about gender issues, it's so boring, get out of here. We are liberal modern society and we are post-feminism and all the rest of it and get out of here.

A: We already have human rights.

B: Exactly. That's no longer the case. I again think that MeToo was responsible for that. It brought the topic back on the table and said no, no, no, don't get too comfortable. If you thought you had already resolved these issues, you haven't. The gender pay gap is not closed, the sexual harassment is still going on, discrimination on the basis of your gender is still going on.

A: Overall, do you think that women's voices are not just spoken more but being heard and valued more after the MeToo movement?

- B: Not sufficiently but it's a start. We have managed to destroy the taboo that you shouldn't talk about this, better move on, and better shut up. But I don't think it has happened to a sufficient extent. I still think because the world hasn't changed, the men and women in it haven't changed, people have not all of a sudden become woke as a result of MeToo. A lot of our cultural issues still remain to be addressed, a lot of our systemic issues—meaning our systems, our foundations, the structures of our companies and governments, etc., those things have still not changed. I think the conversation has started. A lot of good movements have started but we're definitely not done. We should not comfortably sit back and say yeah, lots of good things have happened so let's just move on.
- A: Okay, and last question, overall do you think that the corporate culture of Mondi has changed due to MeToo?
- B: Has changed would be too strong. But I think it has started to change and it wants to change. Those two are very important starters. We have started the conversation, we have put it on the table, we have made it okay and necessary to talk about and we have raised it to the executive level. It's been discussed at the board level. Those are very big achievements but it's too early and too far to say it has changed our corporate culture but it's about to change. I'm hoping that it will be faster than slower but it has not happened yet.
- A: Okay. I'm stopping the video now.

Appendix 6 – Interview Tatiana Proshutinskaya

- A: First of all I will ask you some statistical questions. If you could please state your name, your age, and your nationality.
- B: My name is Tatiana Proshutinskaya. I am Russian. I'm 42.
- A: What city do you currently live in?
- B: Currently I live in Vienna.
- A: What gender if any do you identify as?
- B: Female.
- A: What position do you hold at Mondi?
- B: I'm manager of special processes in group procurement. It's middle management.
- A: Seniority level is middle management. How many people are under your jurisdiction?
- B: Currently six.
- A: Do you know the gender balance of your team that of your jurisdiction?
- B: Funny enough in my team I have only women. Generally, in Mondi we have 21% of women, so we are quite good I would say in women employment.
- A: To what extent do you feel that your workplace or Mondi has implemented inclusivity and an equal voice for all employees?

- B: This is something what I definitely feel. I think women have equal opportunities overall. Maybe there are some difficulties when you go to higher positions. We can talk about this as well. But overall, I think Mondi is a very good place, inclusive, very fair treatment of women I would say. I see that it's a very good company.
- A: Can you name any tangible actions that Mondi has implemented to facilitate this inclusivity?
- B: The most known is a diversity and inclusion program where the target is basically to employ more people from different genders also from LGBT movement, to treat fairly people of different races, nationalities, gender, to be diverse and to use the best of it, the best of diversity.
- A: How would you personally define sexual harassment?
- B: Good question. I would say, I would define it, let's say, intentions of sexual character which are unwanted by me, for example, or by any other person against which this sexual harassment takes place.
- A: Have you yourself experienced any cases of sexual harassment or have you witnessed any in this workplace or any other that you worked in?
- B: No. I'm lucky, therefore I said maybe I'm not the right person to talk to. I have not really witnessed or I have not been the target of sexual harassment. Somehow it was always like this that colleagues were a professional.
- A: Thankfully. How do you perceive the gender-specific barriers faced by women at Mondi? Are there any and if so could you elaborate on them?
- B: Yes. As I mentioned, I see it's a bit difficult to proceed with the—after a certain level in your career, I think it's difficult to proceed partly because of Mondi being an Austrian company and I see the quite a big difference in attitude to women managers and to women in management between Austria and Russia because in Russia, it was inherited after the second World War actually that women took a lot of positions, men's positions, leading position because a lot of men were just killed at war. Therefore, women and management is not something outstanding. So, it's quite a normal thing. I even read in one research that Russia is leading in women in management rating worldwide. Sorry, I don't remember the statistics and maybe that's not true but I would definitely say that it's maybe one of the leading countries. In Austria, I see that it's a more conservative environment, more conservative mindset. Still a lot of women associate themselves and men associate women with their role of a mother, wife, a person who stays at home, cooks, takes care after the kids and that's the duty number one. If she wants to do work for her fun that's something what comes number two. But if a woman decides to change it I see that she gets the pressure. Therefore, I think women when especially they get kids, they have problems to proceed in their career because it's expected here if you have a kid that you already move to part-time job. If you have two kids it's very much expected of you, so I don't see many women having two kids working full-time. Also, the infrastructure doesn't support. With [00:06:09 inaudible] which are closed, I don't know five o'clock, it's impossible to make a career. It's not only Mondi as such where I also believe this perception stays. It's also the environment around. I have also a friend who is writing her Master's thesis on women making careers. We had a talk with her and she said we have a problem between playing the female role and the women play a role as a professional because if you show your female characteristics like being diplomatic, being a flexible, agreeing to things then you are perceived as

weak. On the other hand, if you show strong characteristics like being to the point, being straightforward and direct then you destroy your female character. So, you're maybe more a leader but you destroy your female character. There is always a conflict between these two things. Therefore, for women it's really very difficult to find the right balance.

A: Absolutely, yeah. Very well put. Moving over to the #MeToo movement. How well aware would you say you are of it back in 2017? How much did you notice of it and how much do you know now of it?

B: Honestly speaking, I am not very much in the topic. What I know is what I see from the from TV, from media. It was this Harvey Weinstein's case and I know that some Hollywood stars started to raise the voice and also, they joined the movement disclosing that they also had some cases of sexual harassment. Like Gwyneth Paltrow and some other cases. But honestly, I don't know. I'm not in the topic.

A: To what extent do you feel that tangible changes were made with regards to inclusion at Mondi after the MeToo movement?

B: I think Mondi is generally moving—I don't think that it was triggered by MeToo movement. As I said we have diversity and inclusion program. I think it started around also maybe two, three years ago, the initiative itself. But I'm pretty sure it was not triggered by MeToo movement. I think Mondi as a big company also came to this state of awareness and understanding that inclusion and diversity brings a lot of benefits. If you have different points of view, if you have different stakeholders involved, you can better understand your audience, your customers. You can create better program products. Basically, you are much more social company as well. You are more an employee of choice. I think that's what Mondi wants to be. Therefore, this whole initiative was started, to be more inclusive, to be more attractive, to attract the best brains and to be bias-free and to be more objective to people and their capabilities. But I don't think that it was caused by MeToo movement.

A: Have you experienced any changes in the behaviour of your leaders or your colleagues after #MeToo? Have men and women changed and have they changed in a different way?

B: Honestly speaking, I have not seen the change. I said maybe because I was not focused on the movement itself. I did not also consciously track as is or before and after, so I didn't see the change. I would say the change is coming slowly as part of the program but I don't think that there was any change. What I maybe can add and it's not—I'm not sure and I don't know if it's typical for Mondi, but I know that generally this MeToo movement created this effect when male mentors are now more cautious taking women as their mentees. I think it's a pity because we should not judge everyone with whatever measure the same, every person with the same measure tape or measuring tool. Just because there were several and many cases happen, it doesn't mean that it happens everywhere. But it's a pity that now men became more cautious and we cannot benefit maybe also from their mentorship.

A: This is something that also came up in my literature review that actually partially MeToo had adverse effects on men, not knowing how to abide by these new rules and now they're not interacting with women at all anymore. Now, women are not benefiting from these interactions with men, mostly senior men because they are just afraid of the consequences.

B: They are the easy target, I would say.

- A: Exactly. It's the easy way out instead of interacting and confronting and engaging with women. They're just saying okay, I will just not deal with it at all.
- B: I think we should be fair to men because and we as women have to be also very cautious and very conscious, not cautious but rather conscious and aware also what we do and what signals do we send. From our behaviour, how we dress, how professional we are because there are some signals which can be easily misinterpreted. It's not always—I would say in many cases of course it happens because just one parties has power and misuses this power. But on the other hand, it may happen that also the other party gives certain signals which are misinterpreted. So, it should be also a conscious thing for women that they have to be also quite professional and have to be very clear about what kind of relations they want. Of course, women are not guilty if they have sexual harassments. However, I think in certain cases they have also to think what they wear, how they are dressed, how they behave also because it's also very powerful which signals we are sending. I just mean now more Hollywood thing. If you look at in these nice women on the red carpet, they're very attractive and it looks like also very inviting. Therefore, being on the women's place, I would also think how to be, maybe how to stay within these professional borders.
- A: Okay. In your opinion do you think that the #MeToo movement has opened up an opportunity for women to speak up more about their sexual harassment experiences?
- B: Yes. I think so because when we see now that many women were courageous enough to speak up. I think a lot of other women followed and they found out that it's not their—they should not be ashamed or they should not feel guilty because like I said, in most of cases it's just misuse of power. It's very seldom that maybe there was some problem on both sides. But in many cases the victims feel guilty and they feel ashamed. They don't want to talk about it but on the other hand if nobody is standing up and raising the voice then there is no change in the society. So, I think it's important. I think that's a good trigger for a dialogue, why we have cases like this, what went wrong, is it like a power which goes beyond any controls, is it social attitude when everybody closes the eyes and turns their heads and doesn't want to see what's going on, is it really our behaviour which should be maybe somehow corrected. It's a dialogue and it's a discussion. I believe there are many stakeholders involved there.
- A: Now in a business context, do you feel that the #MeToo movement has empowered women to speak up more for their professional opinions?
- B: Yes, I think so. I mean, in Mondi we have the program which is called Speak Out, so that's basically the possibility for anyone in the company to make a call and to share cases which they find go against the company's ethics and values and beliefs. I think that's very important because everybody can inform the management directly if there was a case of sexual harassment, fraud or any other misbehaviour. I think women now especially after this MeToo topic, I think they may think about using this tool at least in our company broadly.
- A: Obviously they can speak up more but how do you perceive the value of women's voices after this MeToo movement? Do you feel like they're being valued more for speaking up? Do you think they feel like their voices are also being heard more for speaking up?

- B: I have a feeling in Mondi we have women who are genuinely strong enough to speak up, independent from MeToo movement. That's my strong opinion because somehow Mondi creates a very open communication culture generally. As I said for me that's one of the reasons why I don't see the big change if I compare before and after speak up movement. I think women are quite open and they can, if there is something wrong they're definitely saying so.
- A: But more on the receiving end?
- B: Sorry?
- A: The receiving end, do you think that the reception of them speaking up is being valued more now?
- B: I think yes. Also, because we have a professional women's network in Mondi and I think it's quite a good initiative to combine resources as well because as I said, in Austria it's a quite conservative society. Women not feel at least the same standing generally like men and sometimes they seek support from each other. They really want to combine their resources and hold stronger together. I think this initiatives like Mondi professional women network, they help women to make their voices sound stronger. For [00:19:14 inaudible] we are discussing different topics and we often have invited guests from top management. I think that's what makes us heard, I would say.
- A: Okay. For the last question, overall do you think that the corporate culture has somehow shifted after this movement within Mondi? Has MeToo impacted Mondi at all?
- B: Yeah, maybe I will repeat a little bit, but yes. I think its general Mondi way. I think independent on MeToo and some other movements which are going on, I think Mondi found quite a good and balanced way how to become a very good social and inclusive company. I'm writing a Master's thesis on sustainable business models and [00:20:15 inaudible] not only environmental but also social part. I really see that Mondi is doing a lot for the employees. It's a very sustainable company environmentally and socially.
- A: Okay, thank you very much.

Appendix 7 – Interview Bernhard Melzer

- A: First off we're going to start with some statistical questions. Would you please state your name, your age, your nationality, and the city you currently live in?
- B: Bernhard Melzer, nationality Austrian, I live in Vienna, and I am 27.
- A: What gender do you identify as?
- B: I'm male.
- A: What position do you currently hold at Mondi?
- B: I'm an employment law and income tax expert.
- A: What level of seniority do you have and how many people are under your jurisdiction?

- B: I'm entry level and I don't manage people.
- A: Do you know the gender balance within your team?
- B: I would say within my core team it's four women to one male.
- A: Now open-ended questions. To what extent do you feel that your workplace has implemented inclusivity and equal voice for all employees?
- B: I would say compared to other companies, we're pretty far ahead but there's still some way to go concerning certain diversity categories. But I feel that Mondi's doing quite well when it comes to enhancing and supporting gender equality.
- A: Could you name any tangible actions that Mondi has implemented to facilitate inclusivity?
- B: Yeah. For example, I know that Mondi offers training in the Mondi Academy that's always open to women, it's like leadership or something and it's women only course. I also know that they did some kind of campaigning—I think the last was Women's Rights Day or something where they did some kind of campaigning there. That's the two things I can think of off the top of my head.
- A: Over to sexual harassment, how would you personally define sexual harassment?
- B: Good question. First of all, I think there isn't an objective definition for sexual harassment because everybody perceives it differently. So, I think it's really hard to define the definition but I think sexual harassment starts where the individual or the person doesn't feel comfortable anymore.
- A: Have you yourself experienced any forms of sexual harassment in this or any other workplaces or have you been witness to them?
- B: No, I didn't.
- A: No?
- B: No.
- A: How do you perceive the gender-specific barriers at Mondi? Are there any and if so, could you elaborate on them?
- B: I'm not really sure there gender-specific barriers. I mean, the fact is obvious that there is more men at the top positions than women. Since I work in HR it's a little different, most of my colleagues are women where the HR director again is a male. So, that's the only thing I can observe but I don't know if there are actual barriers for women or if that's simply how it turned out.
- A: Over to #MeToo. How well aware are you of the #MeToo movement? How much did you follow it and how much do you think you know about it?
- B: I think I followed it on a side. I think it started with some—I don't know, I think it was the trigger was the Weinstein affair in New York, the sexual harassment that he allegedly conducted. I just know that then a lot of celebrities and people came out with their stories on sexual harassment. Especially in the movie-making and film

industry. But I didn't get to the core of that, I followed it on a site and on the bigger media.

A: He did actually get arrested for it, so it's proven that he did it.

B: Oh, okay.

A: (crosstalk) To what extent do you feel that tangible change was made at Mondi after the #MeToo movement?

B: Honestly, I cannot say anything about that because I entered Mondi in March and MeToo was a lot earlier than that. So, I'm not sure if they actually did something on behalf of the MeToo movement.

A: Would you perceive—or have you perceive any changes within the business behaviour of leaders or colleagues after the #MeToo movement? Have you notice any difference between male or female colleagues or leaders?

B: Speaking about my former company, I did see that it started a debate and it started a discussion so people got involved in the topic. I can't really tell if they actually change their behaviour but it definitely raise the issue and it led people to think about it and talk about it. So, in that sense I think it was a positive thing.

A: Did you perceive any adverse reactions? Anything like some colleagues didn't know how to react anymore or anyone feeling like it's over the top?

B: I got some opinions that some people almost got a little defensive about it. Especially men, they're already—they instantly felt attacked by women and being put on the general assumption that all men are sexist or chauvinistic. I got that a little but that was really the exceptions.

A: In your opinion do you think that the #MeToo movement has given women or people in general, given people the opportunity to speak up about sexual harassment more?

B: I don't know for sure but I imagine that it might have empowered certain women or certain people to speak up about sexual harassment. Yeah, I believe that.

A: Do you feel that this movement has also empowered people to speak up in general or in this case women to speak up in general in a business context? Do they feel empowered?

B: Yeah, I believe so. I think especially employers have to respect that kind of movement. I think employers should be the one that should encourage a certain [00:08:17 behaviour?] to create a space where employees feel free and feel protected and respected enough that they can speak up even though it's like the manager maybe that harasses them.

A: Last questions already. Do you think that—obviously some women feel free to speak up more but do you believe that the value of their voices and how much their being heard has somehow changed after the #MeToo movement?

B: Personally, I would say yes because it became such a huge thing that for some people that may be still denying the fact that this behaviour happening in a lot of organisations, I think it gave the whole discussion and gave the whole issue a lot of weight. So, I'd say yes it helped.

- A: Last question again, you haven't been with Mondi for too long but maybe in a general business context you can say, do you think that #MeToo has helped or has impacted the corporate culture of Mondi or general businesses?
- B: Yeah, I think it made—I think for those organisations that weren't already dealing with the whole topic, I think for those organisations it definitely raised their awareness and it definitely showed them, led them the way to start treating those topics and issues.
- A: Okay. That's already the end.

Appendix 8 – Interview Angelika Hofer Orgonyi

- A: First off we're going to start with some statistical questions. Would you please state your name, your age, your nationality, and the city you live in?
- B: My name is Angelika Hofer-Orgonyi. I'm 44 years old, I live in Vienna right now. My nationality is Austrian.
- A: What gender do you currently identify as?
- B: Female.
- A: What position do you currently hold at Mondi?
- B: I'm a finance director for one of the Mondi divisions.
- A: What level of seniority is that and how many people are under your jurisdiction?
- B: That's a senior leader seniority. I'm part of the executive committee of the division and report to the business unit CO. I currently have in my organisation eight people reporting to me.
- A: Do you know the gender balance within those eight people?
- B: Yes. Currently I have two females and the rest is male.
- A: To what extent do you feel that your workplace has implemented inclusivity and an equal voice for all employees?
- B: Can you specify the question? What do you mean exactly?
- A: You as an employee, do you feel that for you yourself but also for other employees, is Mondi an inclusive workplace? Does everyone get equal opportunity? Is everyone being heard? Is everyone being included in decision-making processes and in hiring processes and in promotion processes?
- B: Yes, yes. At least in the area where I work I would say yes.
- A: Could you name any tangible actions that Mondi has implemented to facilitate inclusivity?
- B: Yes, there is a diversity and inclusion committee on the exco level which is looking at all angles of inclusion within the company. There were workshop started on unconscious bias and the topic is being raised with the senior leaders when hiring or

also when staffing positions to always look out for both male and female candidates. Within and outside of the company there is flexible work arrangements for people with families or having special needs. There's a whole lot I would say of available flexibilities within the company that allow most inclusive workplace. Also to compare to other companies I've worked with and especially if I look at typical Austrian companies, I would say it's extremely advanced.

A: How would you personally define sexual harassment?

B: I would personally define sexual harassment—that's a difficult question. I think first of all it's a very personal and individual question. While I think certain people might get uncomfortable with situations where other cultural backgrounds would feel more at ease with, it's always down to what the individual is comfortable when it comes down to sexuality. To give an example, telling some sexual borderline jokes in some cultures is very common and likewise acceptable by both male and female whereas in some other cultures like this could already lead to sexual harassment case which might end up in front of court. I think there's a cultural aspect to it but I think most importantly I think it all depends on the level of how comfortable a person feels. If I make on purpose somebody very much uncomfortable in a sexual way or depending on the person's sex, then I think you're already in the area of sexual harassment and it can even be something very minor from one culture but something big in another culture. I think it goes both ways, while I believe women are more victims to sexual harassment in general because very often I think it has to do with the power balance in the room. Very often still, unfortunately male colleagues are in more senior position and then this gets on to sexual harassment case if somebody talks down to a woman in a sexual way for example to give indication of what happens rather frequently, I would say, to the most extreme that somebody is touched or even worse by some other person without consent. I think it all starts with a certain power balance and how comfortable or not comfortable a person feels and the moment when somebody realises that it makes somebody else uncomfortable but still not step back or clarify the situation then I would say we are already in the territory of sexual harassment. Because sometimes that can be a misunderstanding as well, misinterpretations, but the moment where the other side is clarifying the misunderstanding in one way or another and can be only by the lookers or not even saying something, the reaction [00:06:10 inaudible] the body language and the other one is not accepting it and pressing on, I think we are already in [00:06:15 inaudible, interference]. But it's very difficult to define because it can mean different things to different people.

A: Exactly. That's what I'm trying to (crosstalk, interference) different answer.

B: I think the other aspect of it is also the purpose. To give an example if I'm somewhere with a colleague and we have a dinner and standing at the bar to have a drink and somebody puts an arm around me, it can be a gesture of friendship or it can be a gesture of harassment if it's a male colleague in my case for example. But it depends also on the purpose. If the person is behaving as a friend and not trying to suppress me or if I would step away or make it clear that I don't like to be touched and the other person is not refraining from it, then I think you get into the territory. But as I said, it's very difficult to say and it's also easy to witch hunt somebody who might try to be friendly but has misinterpretation which has not being clarified. So, it always depends on how somebody reacts.

A: Signals given.

B: Yes.

- A: Have you yourself experienced any forms of sexual harassment or have you been witness to any actions of sexual harassment at Mondi or any past business?
- B: I myself, maybe I would say some mild form of sexual harassment. Things like you're in a room with a lot of men and somebody tells a dirty joke which makes you feel uncomfortable but which is not directed to me directly but this is more a question of respect. If you have a female in the room and then you start telling some stupid jokes where you clearly see that the female is getting uncomfortable, this situation yes, this happened to me. The younger you are in your career the more uncomfortable you are because the more senior you are the more weight you have in the room the easier it is to express that you are uncomfortable or that you consider this a disrespectful behaviour which should stop. When I was in my young ages in my career, yes, I had situations like that which made me feel uncomfortable but I was always at ease to express that I'm uncomfortable which then actually always led to the fact that the people respected it and stop behaving like that. Also, I could clarify and it worked. Let's put it like that. Other than that I must say I haven't had the situation but I also have a personality who is very clear where my borders are. I know sometimes people are embarrassed to clearly signal their borders which is then a difficult situation because you don't get out of it easily. Witness, not personally witnessed but I've had in my organisation a while ago a case where a person was sexually harassed. This was quite difficult I would say because it was in a situation where [00:09:38 inaudible] was also part of the situation. There was some misunderstanding and so on, however, at the end it led to the male person being basically let go. We cancelled the contract of the person because there was no remorse. I think in a situation like that the most important is that as soon as you're made aware that you have overstepped the line which can happen if there's a misunderstanding the most important is to be able to also clarify the situation. In the case if the male would have come up to the person, apologise, and express the feeling of remorse and explain the situation like, I overstepped, I was out of line, I had too much alcohol, tell me what can I do to make the situation better—I think it would have been a different way of how to deal with it. But as there's no remorse on the situation I think it's pretty clear that you have to act because it's also important for the company to make a role model out of it because also other people witnessed the situation.
- A: Thank you. Very interesting. How do you personally perceive the gender-specific barriers faced by women? Are there any at Mondi and if so could you elaborate on them?
- B: Yes, I think there are always some gender-specific barriers between men and women because there's always certain bias which is to some extent also society used. For example, in Austria, still it is a very traditional view on women staying home, taking care of the kids, or women shouldering the bigger part of family duties and responsibilities and so on and it's inherited by generations of upbringing. So, it's something you don't get easily out of the subconscious of people. There is a lot of subconscious bias where if you call it out people are often surprised about it but at the end it's subconscious so it's very difficult to get away. To give you example, also here at Mondi, the discussion about career moves or how to fill positions or who to promote, very often a lot of colleagues make assumptions about female colleagues, saying things like she's still on part-time schedule because of the children so she probably won't be interested to take the role or she won't be able to travel or maybe she cannot go to full-time and so on without asking the person. Once it's called out, if you say how can you know that because maybe if we ask her she's very much happy to get the promotion, come back full-time, travel, and has maybe other means of how to take care of the children so that it all works out both career and private life. But there's a lot of assumption around that which normally in male situation it's not there.

If a male colleague who has children, he's considered for promotion with frequent travel [00:13:07 inaudible] and so on, there's never a discussion about really be able to do that with his family situation. While women this also happens. It's not out of bad behaviour or discrimination, it's something which society used and it's an unconscious bias that it's well-meant. People are meaning well but are not considering that this is a bias. They might need to check on it before they really come into the conclusion without even talking to the person. I had that several times. I remember even a conversation with a person working for me. She was on part-time schedule with a small kid at home and there was a discussion around a promotion. Her line manager—basically I was moving on and I was handing over the responsibility to the next line manager and I was recommending her for a promotion and we were sitting together and the line manager said I understand you will not be able to take the role and maybe you cannot make it work with your family and so on. She got really furious which I found extremely interesting because she said, let me worry about my family situation and I will deal with it, you are not the one who takes decision on how I manage my children. I congratulate her on that kind of courage that she brought up because I think it was the right thing to say. At that point in time the male colleague he was kind of embarrassed for a moment because he realised he overstepped the border which is not his to overstep. It was good. I think it was a good experience for both.

A: All the power to her, yeah.

B: But I think sometimes as a woman you have to also fight for your voice to be heard. It sounds stupid but there's a lot which is going on which is not out of bad intent but it's simply bias which is there. It will take some years I believe to let this move out of society because it was years and years back where it was very traditional way of how things happen. Also, for me, I used to have a job before Mondi where I was working in an international company located in a country outside of Austria and I had weekly discussion with the kindergartener who was asking me if it was really necessary that I was working that many hours. She felt sorry for me that I was in such a bad situation, that I have to work full-time which was really, really weird. But they mean well but they don't realise there is all the bias around it which is just wrong.

A: Yeah, infuriating. Thank you for your insight. Moving over to #MeToo movement. How much—were you aware of it at the time and how well aware are you of it now?

B: At the time I was well aware because it was all over the news, you could not avoid it. At the beginning I was a bit surprised. I thought what is this now about. But then when more and more women came forward and more and more examples were shared, I must say it also opened my own eyes because also as a woman you get sometimes too much used to certain situation because I have always been like that and your own mothers been in situations like that and you consider it all normal. Then when you start thinking about it then you realise maybe it's not as normal and maybe it makes sense that more people speak up (interference). What happened to those women who came forward, I was really shocked because I thought it's the 20th century and it's really amazing that this still happens. It's like in a bad movie, actually. I think it's good while at the beginning a lot of people frowned about this MeToo movement, at the end I think it showed that there is something to it which is much bigger than one might consider. I think it helped a lot of women not to feel alone in their shame when something happen to them, to be able to speak up, but to realise it's not only me, there's others as well and I also help others if I speak up. So, there's no way to just shut up and not think about things that have happened to me. From that perspective it's actually a really good movement.

- A: Do you think that within Mondi there have been tangible changes with regards to inclusion or there were any tangible changes made with regards to inclusion after the #MeToo movement?
- B: No, I don't think that this was just because of the MeToo movement. There were things going on already about diversity and then it was made broader for diversity and inclusion, not only gender but also other aspects to it. This was happening anyhow. I don't have the feeling because of MeToo something happened. But there's just progress made every year, the topic was broadened. [00:18:53 inaudible] of the whole topic in Mondi as well which helps if you have some senior leaders who are basically driving [00:19:00 inaudible] down because if there's something like that it's always difficult to do [00:19:05 inaudible] from the organisation. But this was happening anyhow irrespective of MeToo. What happened is people started talking more which I think helps because also men started talking more because some of the male colleagues also started expressing their insecurities of what is actually allowed and what is not allowed. Some more dialogues happen in the organisation which is a good thing because I also understand that with this MeToo a lot of men got irritated because they thought maybe I did something to a woman which she didn't want but I didn't realise it. Maybe I meant well but actually it was the wrong way around because I misinterpreted something. I had some colleagues who then in some circumstances were asking is it okay to do this, is it okay to do that, just to check back (crosstalk) which I think is very healthy from the other side because it's also equally to shout MeToo but maybe it's a misunderstanding and maybe it would have been better to clear the misunderstanding in the first place to see how was it meant, what was the purpose of the whole thing. In male-female relationship there will always be misunderstanding and misinterpretation as well. Some of my male friends say as well how do I then make a move on a woman I really find attractive. Is this then if I approach her and try to go out with her and maybe put an arm around her and is that already too much or do I have to ask before for permission, how do I interact in a relationship (crosstalk).
- A: (crosstalk) the men has to always approach.
- B: Yeah, exactly. On the one hand the women want us to be the one to approach but now they tell us we should not approach. How do we behave now? I understand it's not easy. It's really not easy.
- A: Yeah, I think it's a big matter of communication and really sadly always checking back is this okay, is this not. Have you experienced any changes—you somewhat talked about it now, but have you experienced any changes in your colleagues or leaders after the #MeToo movement in their behaviour? Were there differences in male or female colleagues in their behaviour?
- B: No, in the behaviour not but as I said there was more talked about it. People were becoming a bit more careful, especially male colleagues, a bit more careful about how they act. I found some (interference) quite nicely in a bit of a joking matter. When you have an evening event and you [00:22:16 inaudible, unclear] cocktail or something and somebody was standing close by or maybe too close, was [00:22:24 inaudible] you and kissing you on the cheek or something and they were jokingly saying, we may be not allowed to do that because of MeToo or so and just looking at your reaction. When you were laughing and say, no, it's all okay (unintelligible) then it seems to be really okay. So, I think it's good in a way. There's more general awareness.
- A: In your opinion do you think that the #MeToo movement opened up an opportunity for women to speak up about their sexual harassment experiences?

- B: Yes, absolutely. I think so, yes. Very much so.
- A: Did it also opened up an opportunity to empower them in a business context or strictly professional context?
- B: No, I don't think in a business context it had such a—in the business context at least I didn't observe it as much. I would say more in a male-female interaction no matter if it's business or private in general. But not in a business context necessarily.
- A: How do you think that this movement has impacted the value of women's voice now that they can speak up more about their sexual harassment experiences but are they also being heard more and valued more for what they are saying?
- B: Yes, I think it's taken in general in a more serious in a way that if somebody mention something people are listening sooner. You don't need to be so clear, but I think if we were making a side comment of that sort of case or I don't feel comfortable with this men in the room or things like that, there's more awareness. People would said why, did something happen. So, there is more—I think it's easier to talk about things and people listen also quicker than they would have done in the past. So, for that, yeah.
- A: Okay, and the final question overall, do you think that Mondi's corporate culture was influenced by the #MeToo movement?
- B: Yes, indirectly or subconsciously probably yes, but not because it's Mondi. I think it's a general society topic because this whole MeToo was so broadly communicated through all media and also discussed in the media so basically there is nobody who hasn't heard about it. Therefore there's a general stronger awareness on the topic. I also have a lot of male colleagues who talk to me about that and were obviously disgusted. They said they cannot understand how other males can be so oppressive, how can this even happen that are so many cases. So, I think it also did something with a lot of male colleagues to open their eyes a bit more and also be a bit more readily defensive about women. I also have the opposite that a lot of male colleagues who have daughters or wives or sisters who are shocked and saying, I hope something like that never happens to my daughter and so on and they are very much aware. If you go somewhere as a mixed group, I feel that the men tend to look out a bit more for the women who are there. There's this kind of protective behaviour, which is interesting but also nice in a way because it signals it's not all the same. The danger with MeToo is that now there's again a bigger gap between men and women. So, men against women and women against men. But this is not the purpose of the whole idea. I mean, the majority of men are still very sensitive and good people. There is a very small percentage who are so to speak assholes, who are using their power over women. But the big huge majority is still all decent people and I think it's important not to forget that. Also to give the men some credits that sometimes you might make a mistake but then when you realise it, you should also be forgiven. I mean, there are mistakes that you can never forgive but the smaller things like somebody touching you in a weird place or so can sometimes be a mistake. So, it's always good to check back and also give some credits to the men that not all the men are hormone driven or whatever. (crosstalk, interference) Yeah, exactly. I think this is important and it also showed me how disgusted some of my colleagues are about the whole thing, that the majority of men really have good senses and also know when they are [00:27:48 inaudible, unclear].
- A: Okay. Thank you very much.

Appendix 9 – Interview Peter Orisich

- A: Let's get started with some statistical questions, first off. Would you please state your name, your age, and nationality?
- B: My name is Peter Orisich. I'm 61 years old and I'm Austrian.
- A: What city and country do you currently live in?
- B: Austria, Vienna.
- A: What gender do you identify as?
- B: Male.
- A: What position do you hold at Mondi?
- B: I'm a CEO of a business unit at Mondi.
- A: Could you state what level of seniority that is and how many people are under your direct jurisdiction?
- B: That's a senior leader role. In my area of responsibility we have around 10,000 employees and 16 direct reports.
- A: Do you know the gender balance of your direct reports or your team?
- B: I don't know—if I look at the total team, so of the 10,000 I would probably guess. I don't know the number exactly but I would probably guess that it's overwhelmingly male simply because there's a lot of manufacturing activity with [00:01:35 inaudible] in there. So, I would probably guess 20-25% female, 75% male, that one of magnitude. In terms of direct reports that's a tricky question. How many female direct reports do I have? (pause) I think I have about five female direct reports out of the 16-17 I mentioned before.
- A: Thank you. To what extent do you feel that Mondi has implemented inclusivity and an equal voice for all employees?
- B: The topic obviously always have some importance but I would say that we really started to work on that with more focus about two years ago. We are in the middle of a journey but we have a lot of initiatives going on across the group where in particular gender and generation diversity are being worked on actively. There is also one group which deals with the topic on a [00:03:02 inaudible] basis which is led by our marketing and communications director with very strong support from HR with a task force. We have developed a roadmap on the targets which we would like to achieve but as I said we are in the middle of it.
- A: Can you name any tangible actions that have already been implemented or are being implemented?
- B: We have individual—the first thing which was really important was trying to establish a baseline. In terms of gender diversity, what's the share of female population, that was something which was easy to find out. What's already a little bit more complicated was to understand where in the hierarchy we would have which share of female population; junior management, middle management, senior leadership,

how much is male and how much is female. That's something which we needed to find out and [00:04:09 those are just?] systems accordingly and that has been successfully done. That is a very, very important step in order to make sure that you can implement targeted actions and programs from where you are at the moment because if you don't know where you are, you don't know where to start and where to go. Just as one example.

A: Over to sexual harassment, talking about that baseline, how would you personally define sexual harassment?

B: I think there isn't anything like a unique definition because it may be different things for different people. I think the best definition would be that whenever somebody feels harassed or sexually harassed, then that is what makes sexual harassment. But I wouldn't say that—I wouldn't generalise in a sense that I would say this or that constitutes sexual harassment because it may be for some and may not be for others. So, it's strongly depends on the individual, I guess.

A: For you personally, where is that baseline?

B: Whenever I feel that something is inappropriate or maybe interpreted as inappropriate then I wouldn't do it. It's as simple as that. In some cultures as you know, shaking hands with females is already something which is inappropriate—and I'm not talking about the Middle East but for instance even in Russia, shaking hands with a female—I mean, you would surprise a female if you reach out to shake her hand. Obviously that's always something we should need to take into account and I think that should be the general guideline also—just don't do things which are in a certain cultural context inappropriate. That's what it is. I'm not saying that I'm always successful.

A: Have you yourself experienced any actions of sexual harassment or have you been witness to actions of sexual harassment at this or any past work placements?

B: No, I haven't and I haven't witnessed any such action. Maybe two additional comments: firstly, as I already said, sexual harassment takes place as soon as it is perceived as such by the person concerned – which obviously means that my own perception may not be relevant. Secondly, I am aware that there have been cases in companies I had been working for – but in all of these cases disciplinary action has been taken. (added via mail – August 19 2020)

A: Do you perceive that Mondi has any specific gender barriers when it comes to women in their careers?

B: It's a very tough question to answer because from my personal perspective I would say no. But I'm pretty sure that if you ask ten different people in our company, you would probably get ten different answers. I think as a company we are struggling with the same issues like many other international or local enterprises are struggling with. [00:07:13 inaudible] sort of support for instance can we give in managing different work/life balances for men and women and we know that they are different. There are reasons for it, they are not good reasons but there are reasons for it. So, what kind of contribution can we make there and many, many other things. If somebody would come in our company or any other company, there's something like a glass ceiling and that's probably true. It's not something where I would say that we are actively or even passively discriminating. I think in our company there are equal chances. The problem is that the social life, very often around the company, leads to bad inequality in chances. We're not sure yet as a corporation how we can deal with

that issue. But that's something which we're also working on with various initiatives which we have. For instance, when it comes to flexible working time or home office regulations, et cetera.

A: How well aware are you personally of the MeToo movement? How well aware were you back when it happened and how much do you know about it now?

B: I would call myself an average media consumer when it comes to the topic. I was not specifically following it. I also have to say that I'm not a passionate user of all kinds of social media with the exception of Whatsapp. So, I'm not Instagramming, I'm not Facebooking. I have a LinkedIn account which I never visit and I always decline invitations—which means that I'm an old school media consumer, newspaper, television, radio, and whatever I have there. That's my state of knowledge.

A: Do you feel that Mondi has made any tangible changes after the #MeToo movement with regards to inclusion?

B: I think a little bit—it takes a little while to think and that probably is part of the answer already because I couldn't recall anything. The fact is if I get the sequence right, but I'm not sure, that the broader scale activities on gender diversity really picked up after MeToo. When actually was MeToo exactly?

A: October 2017.

B: You see, I was right. Yeah, probably it was around that time. Would I feel that behaviour and culture or the corporate culture has been impacted by it? Probably not. I mean, we have always follow the relatively stringent policy—if there have been cases and there have been cases also in our company—we took very, very swift disciplinary measures. But could I say that something has fundamentally changed? Probably not.

A: Do you believe that your leaders and/or your colleagues have changed their behaviour after the #MeToo movement, especially male and female colleagues changed in different ways?

B: Tough question. Not that I would have noticed, quite frankly. For me personally, I have to say I took a different approach on some topics. For instance, when you have a company event where there is sort of contact, I would probably said that I would have thought twice more often about a number of things. We have this social events where there's also parties in the evening. What do you do there? Do you dance? Don't you dance? If you dance, how do you dance? What do you do? So, I think I've become a little bit more self aware of how I may be seen and how things which I do and say may be understood. I think that was a direct impact of what has happened three years ago.

A: Would you consider this to be an adverse?

B: No, I think it's positive.

A: In your opinion has the #MeToo movement opened up opportunities for any individuals to speak up about sexual harassment experiences?

B: Yeah. That's a rhetorical question, I guess, because it obviously has. The strongest impact actually came from the fact that the women who spoke up first were all well-known celebrities, if you want. Obviously in doing so they also put certain things at

risk, be it their career, be it [00:13:38 inaudible] by others, et cetera. I think that have a very strong impact because some people or many people, many women would say if they can do it, I can do it. That was of great value when it comes to giving an example or leading by example. So, I definitely think that yes, it has positively contributed to openness.

A: Do you think that this movement has also impacted women's power and enthusiasm about speaking up for themselves in a strictly business context?

B: I'm not sure whether I understood that question. Could you say that again, please?

A: In a strictly professional and business context, do you think that #MeToo has empowered women to speak up for themselves?

B: No, I don't think so. I think it's a very specific—maybe I've misunderstood it. [00:14:50 inaudible] to admit it. I don't think so. At least I would not have noticed in my direct working environment.

A: Basically what I mean with the question is that if women feel now more secure about speaking up in their security in general, in their health and safety, in sexual harassment, do they maybe also feel empowered to speak up about business content and their ideas and their professional...

B: No, no, I got that. But as I said, I have not personally experienced it. When I look at the women I regularly work with together I would not have been able to notice any change in behaviour. Naturally I would say there have always been some people who tended not to speak up and others who tended to speak up more openly and I haven't seen any shift in behaviour they have. Neither by one group nor by the other. But as I said, that's my personal observation.

A: Do you think that women's voices are also being valued more after them speaking up a lot more?

B: Again, I mean, from my own experience I've never been working in an environment where there would have been a negative bias towards women speaking up or contributing to meetings, discussions, what-have-you. So again, from my personal experience I couldn't say that would have dramatically changed. Frankly speaking, also not only in my professional environment but also in my private environment. I would not have noticed any change.

A: Last question, as an overall experience at Mondi, do you think that the corporate culture was influenced by the #MeToo?

B: It will. The point for me is that especially when it comes to larger societal change processes, they do not happen between Friday and Monday. It's something which takes years and definitely more than three years. There are some disruptive elements or some disruptive events which can contribute to an acceleration. Although the topics may not seem interlinked but if you think of what corona for instance has done to how corporations and enterprises look at home working now and how they have been looking at it a year ago, there has been a change. That will have an impact on how flexible we are with working arrangements and it's coming back to the point which I've mentioned before which we'll have to manage gender differences so to say in private and in professional life. Again, when I talk about the impact on the company culture, it will takes time before we really see a very concrete and strong change. Again, I don't feel that—and I've said that before—I don't feel that in Mondi we would

need to change that much. I'm not saying that we have nothing to change, but it will take some time until you can really see and feel it. Maybe we're talking ten years. Probably for someone of your generation that's too long. But it's an evolution.

A: Okay. Thank you very much. I will stop the video.