



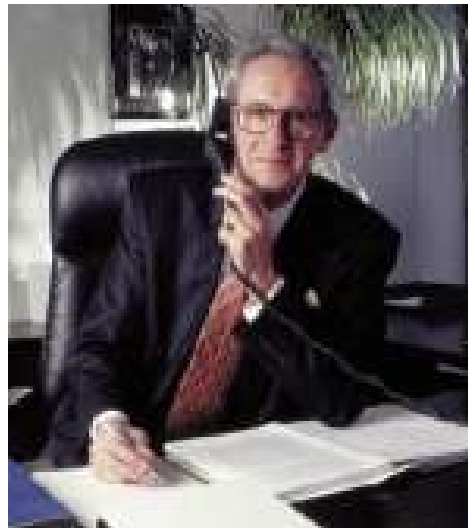
# Women careers at imec

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Researcher by Master MATHIE OUDT  
department director



# 1984 - imec was born

- ▶ Established by state government of Flanders in Belgium
- ▶ Non-profit organization
- ▶ Initial investment: 62 M €
- ▶ Initial staff: ~70



# Imec Today

World-leading research in

imec office US

imec  
**Belgium**

imec The Netherlands

**Holst Centre**  
Open Innovation by IMEC and TNO

imec  
**China**  
imec  
**Taiwan**

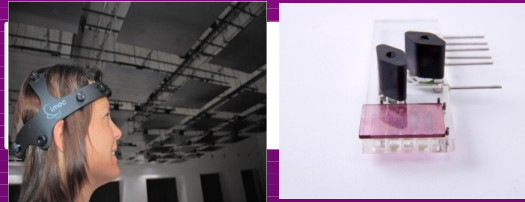
imec office  
**Japan**

# Imec business lines

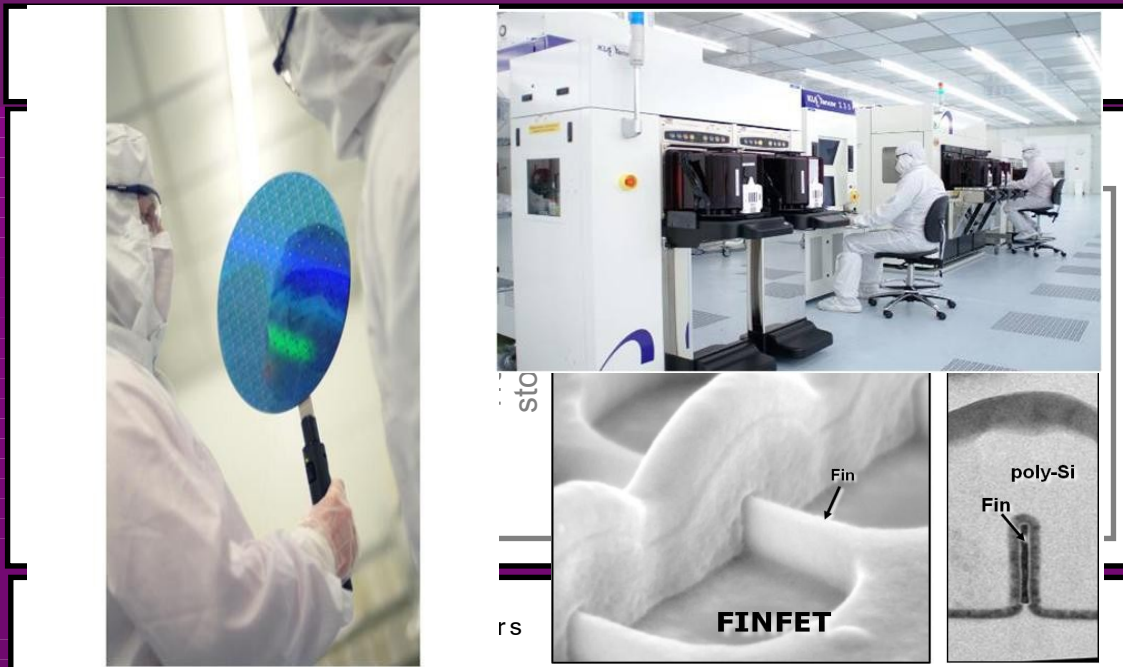
## ENERGY



## HUMAN++



## SMART

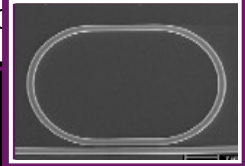


## CORE CMOS

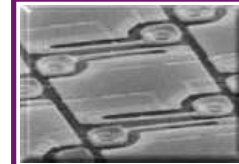
### MEMS



### Nano-



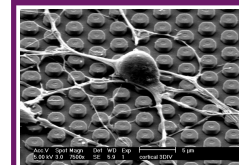
### Sensors



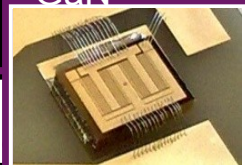
### Power - high V -



### Bio-



### GaN



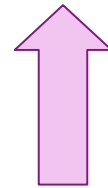
## CMOR

# Business model

# Research programs for full industry eco system



# Imec Full eco system



# Revenue 2009: 275 MEURO





± 1 8 0 0

c o - w o r k e r s



> 550

residents and

guest researchers



> 60

n a t i o n a l i t i e s



> 600

companies worldwide

partner with imec



3 1

s p i n - o f f s





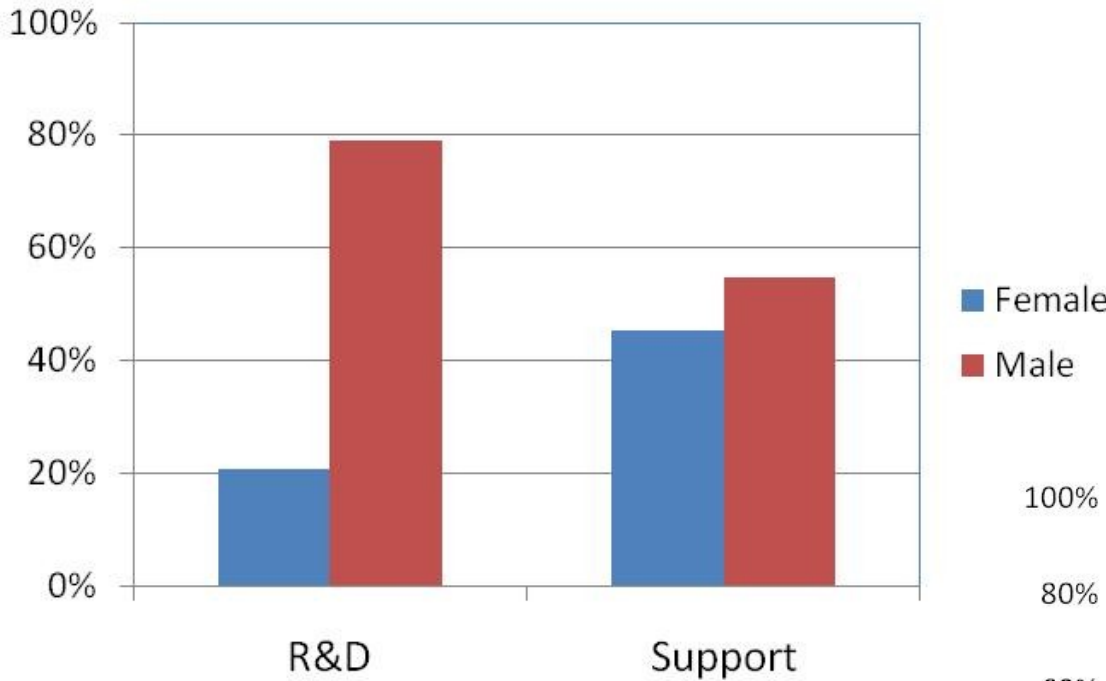
# Women @ imec?

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# Status m/v and sourcing

m/v



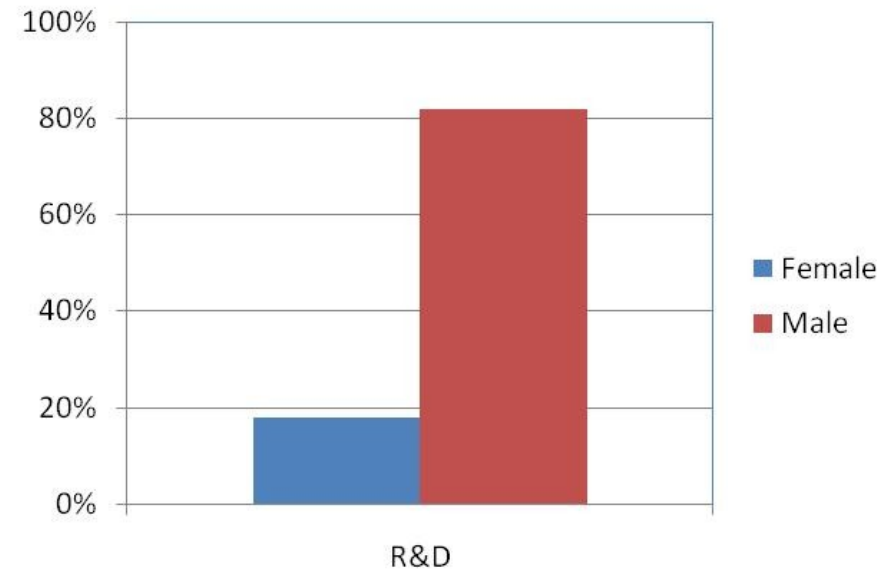
## Absolute numbers

m/v:

R & D: 613 / 163

Support: 122 / 116

## sourcing m/v in 2010

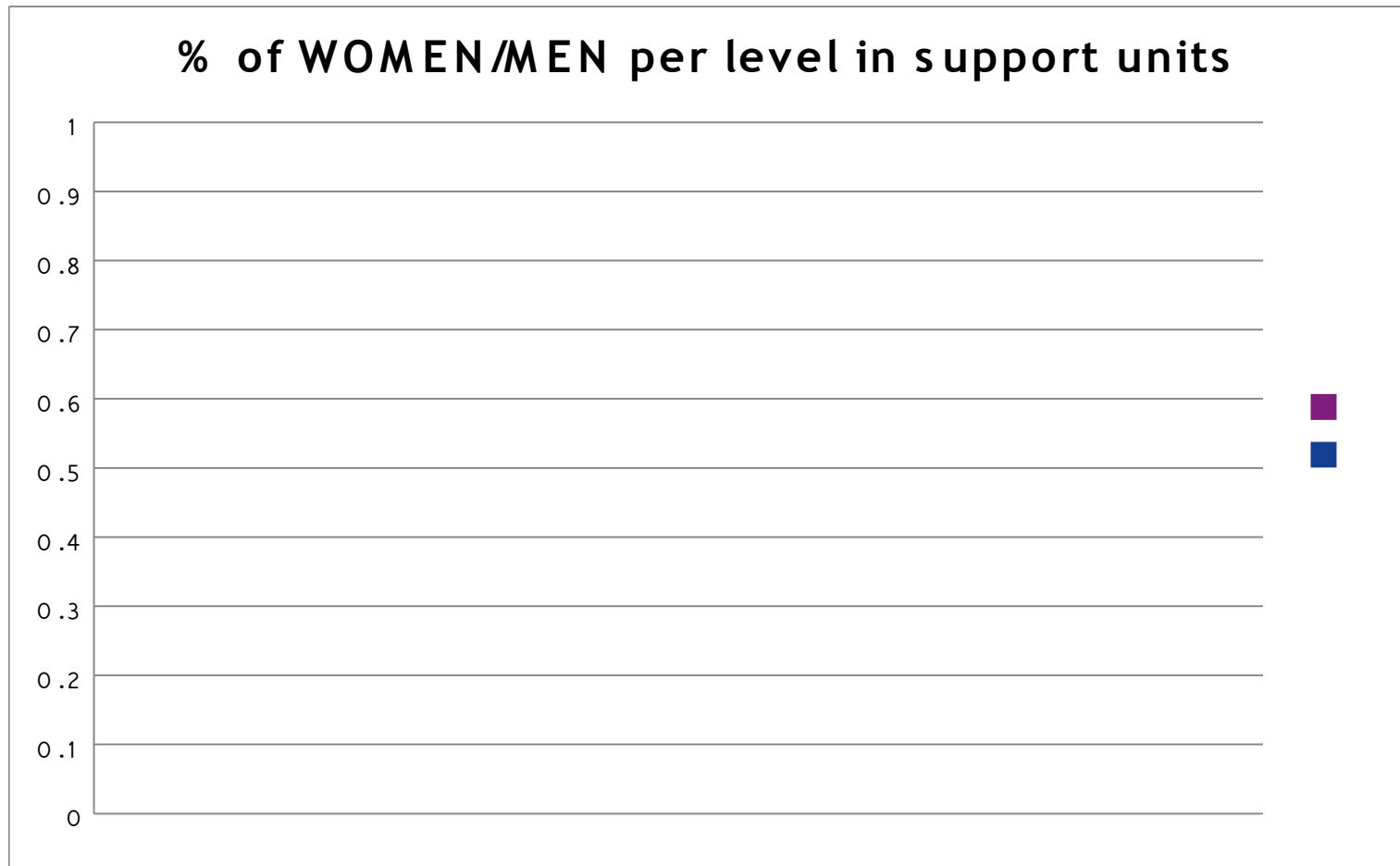


# Imec invests in gender diversity as...

1. ...it is a crucial element of creativity & innovation, and of the imec values (*respect and integrity*)
2. ...it minimizes the loss of -highly valued- talented researchers, managers and specialised employees.
3. ...it improves the quality of decisions by having diverse viewpoints.
4. ...our image and target recruitment market are male-oriented, so we need to focus *explicitly* on gender diversity to attract the diverse workforce that we want and need to have on board

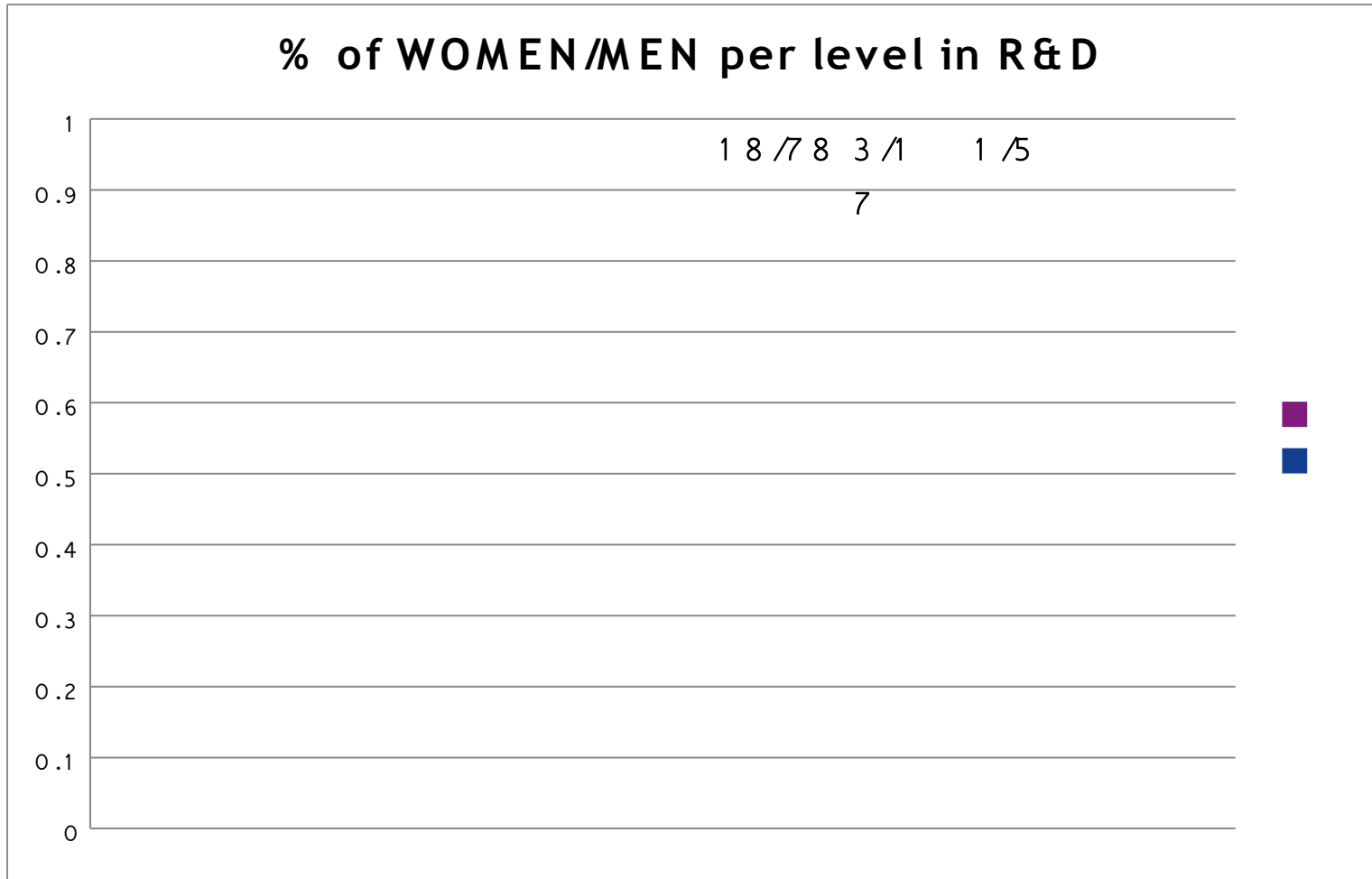


# Women vs MEN at imec



Decreasing number of females from mgr level

# Women vs MEN at imec



Stable representation of females with academic degrees (>6 typically), except for top level

# ACTIONS at work

- Formulating *imec values*, with diversity as a core value
- Stronger focus on *career development* for everyone, including the female workforce
- *Meeting culture* with focus on family friendly meeting hours
- Time flexibility / home work
- Well accepted part-time work throughout the organisation

# ACTIONS outside work

- Work-life improvements:
  - *Day-care* on imec site (limited #)
  - *Day-care* for children during the summer holidays
  - *Ironing* service at work
  - Cafeteria with hot meals
  
- Role model for students:
  - *Shadowing days* for girl-students
  - RvO foundation (promoting technology, specific actions towards girls)

# women careers task force 2009

- Facts findings: What is the situation in imec? Outside imec? Known methods for success?
- Creating awareness within the organisation
- Actions proposal to stimulate women careers

# Proposals from WTF

- Screening of high potentials, for women from L-1
- Shortlist 1 /3 women for vacancies/promotions
- Develop awareness amongst all mgrs about their individual leadership style and its influence on their work environment
- Networking trainings and events
- Mentoring /role models inside company
- Household help instead of (larger) lease car budget
- Promoting technical/scientific studies and jobs to girls 15-18yrs (role models)

# conclusion

Joint multi-disciplinary R&D in a multi-cultural,  
multi-partner environment...

They key to innovation





**Thank you**







**“Being powerful is like being a  
lady.**

**If you have to tell people you  
are, you aren’t.”**

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Margeret Thatcher



# Imec assets