



# DIVERSITY IN CONTEXT

Rosie Halfhead, R-Co  
Chair, Diversity Dialogues  
British Chamber in Belgium

Special Interest Group – Public Sector  
Lisbon, 26-27 September, 2016

A black and white aerial photograph of Hong Kong, showing a dense urban landscape with numerous skyscrapers and residential buildings. The city is situated along a coastline with a large harbor filled with ships. In the background, there are mountains under a dramatic, cloudy sky. The text "THE WORLD HAS CHANGED" is overlaid in red, bold, sans-serif capital letters across the center of the image.

**THE WORLD HAS CHANGED**

**OF THE FORTUNE 500  
IN 1955...**

88%

ARE GONE

*“IF THE RATE OF CHANGE ON  
THE OUTSIDE EXCEEDS THE  
RATE OF CHANGE ON THE  
INSIDE, THE END IS NEAR.”*

**JACK WELCH**



# THE SHIFT

## OLD

- / Customers
- / Static hierarchies
- / Scarce information
- / Silo'd productivity
- / Transactional systems
- / Job for life
- / Technology users
- / Conformity
- / Controlled
- / Path to retirement at 65
- / Personnel – Resources
- / Organizations to work for

## NEW

- / Brand ambassadors
- / Dynamic networks
- / Accessible insights
- / Collective value creation
- / Systems of intelligence
- / Values-based experiences
- / Digital natives
- / Authenticity
- / Borderless
- / 50 as career mid-point
- / People – Beings
- / Brands that change the world



# The 'Change the World List'

Fortune & Shared Value Initiative - September 2016



Companies with \$1Bn+ in revenue:

- Measurable contribution to **societal impact**
- Scale of **business results**
- Degree of **innovation** relative to the industry





# The Top 10

## THE TOP 10

## INDUSTRY

1	GlaxoSmithKline	Pharmaceuticals
2	IDE Technologies	Industrial Machinery
3	General Electric	Industrial Machinery
4	Gilead Sciences	Pharmaceuticals
5	Nestlé	Food Consumer Products
6	Nike	Apparel
7	MasterCard	Financial Data Services
8	United Technologies	Aerospace & Defense
9	Novozymes	Specialty Chemicals
10	First Solar	Energy



So what is a brand exactly?

A BRAND IS **NOT** A LOGO.

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A BRAND IS **NOT** A CORPORATE IDENTITY.

A BRAND IS **NOT** A LOGO.

A BRAND IS **NOT** A CORPORATE IDENTITY.

A BRAND IS **NOT** A PRODUCT.



A BRAND IS A PERSON'S  
GUT FEELING ABOUT  
A PRODUCT, SERVICE,  
OR ORGANIZATION.

IT'S NOT WHAT **YOU** SAY IT IS.

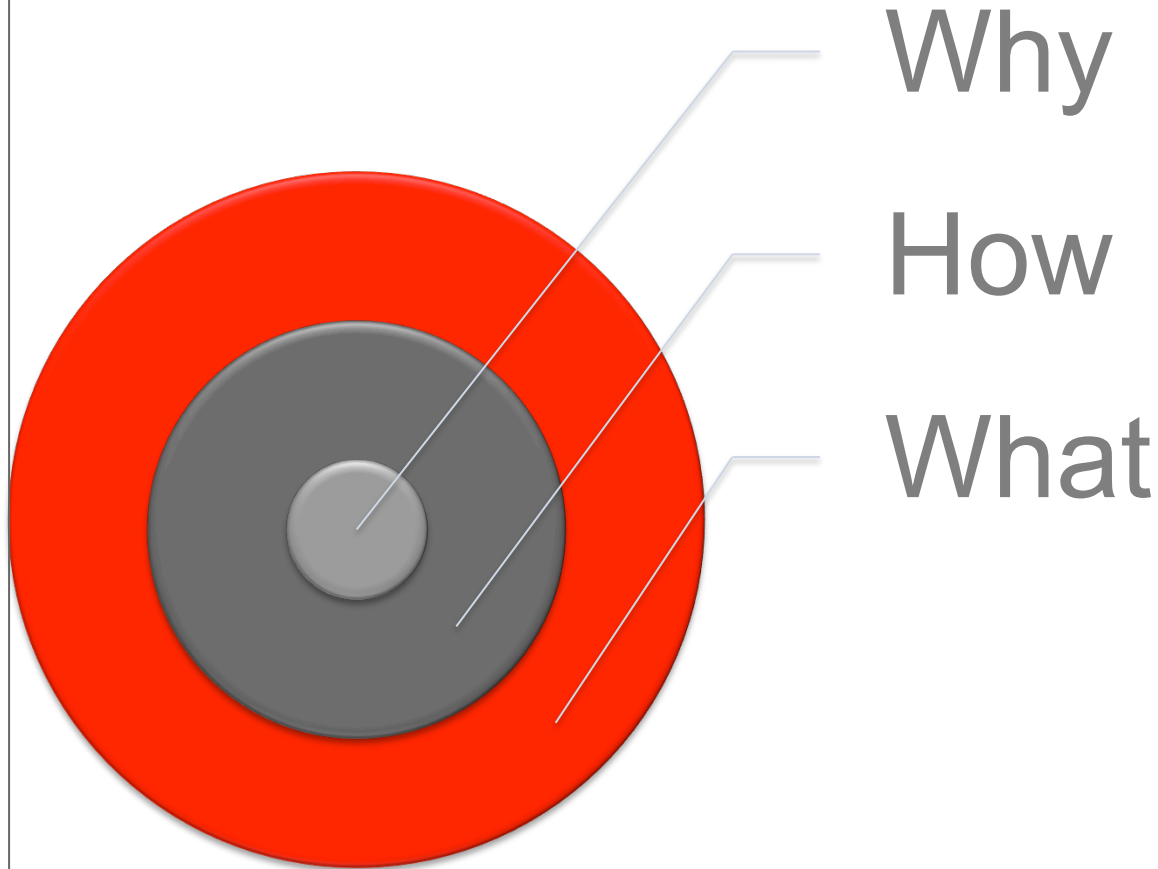


THE YEH

TAHW 2'TI

TAHW 2'TI

## The Golden Circle – *Simon Sinek*



### **What**

Every organization on the planet knows WHAT they do. These are the products they sell or the services they offer.

### **How**

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

### **Why**

Very few organizations know WHY they do what they do. This is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.

## WHYs with a purpose

*Our mission is to help people do more, feel better, live longer.*



*Facebook was not originally created to be a company. It was built to accomplish a social mission – to make the world more open and connected*



*Google's mission is to organize the world's information and make it universally accessible and useful*



*What started as an app to request premium black cars in a few metropolitan areas is now changing the logistical fabric of cities around the world*



*To inspire and nurture the human spirit – one person, one cup and one neighborhood at a time*





## WHAT or WHY?

- ✓ *The European Commission is the executive body of the European Union. It represents the interests of the European Union as whole.*
- ✓ *The Civil Service helps the government of the day develop and implement its policies as effectively as possible.*
- ✓ *NATO's essential purpose is to safeguard the freedom and security of its member through political and military means.*

## Attracting talent through WHY



- ✓ *The people here at Apple don't just create products — they create the kind of wonder that's revolutionized entire industries. **It's the diversity of those people and their ideas** that inspires the innovation that runs through everything we do, from amazing technology to industry-leading environmental efforts.*
- ✓ *Join Apple, and help us leave the world better than we found it.*



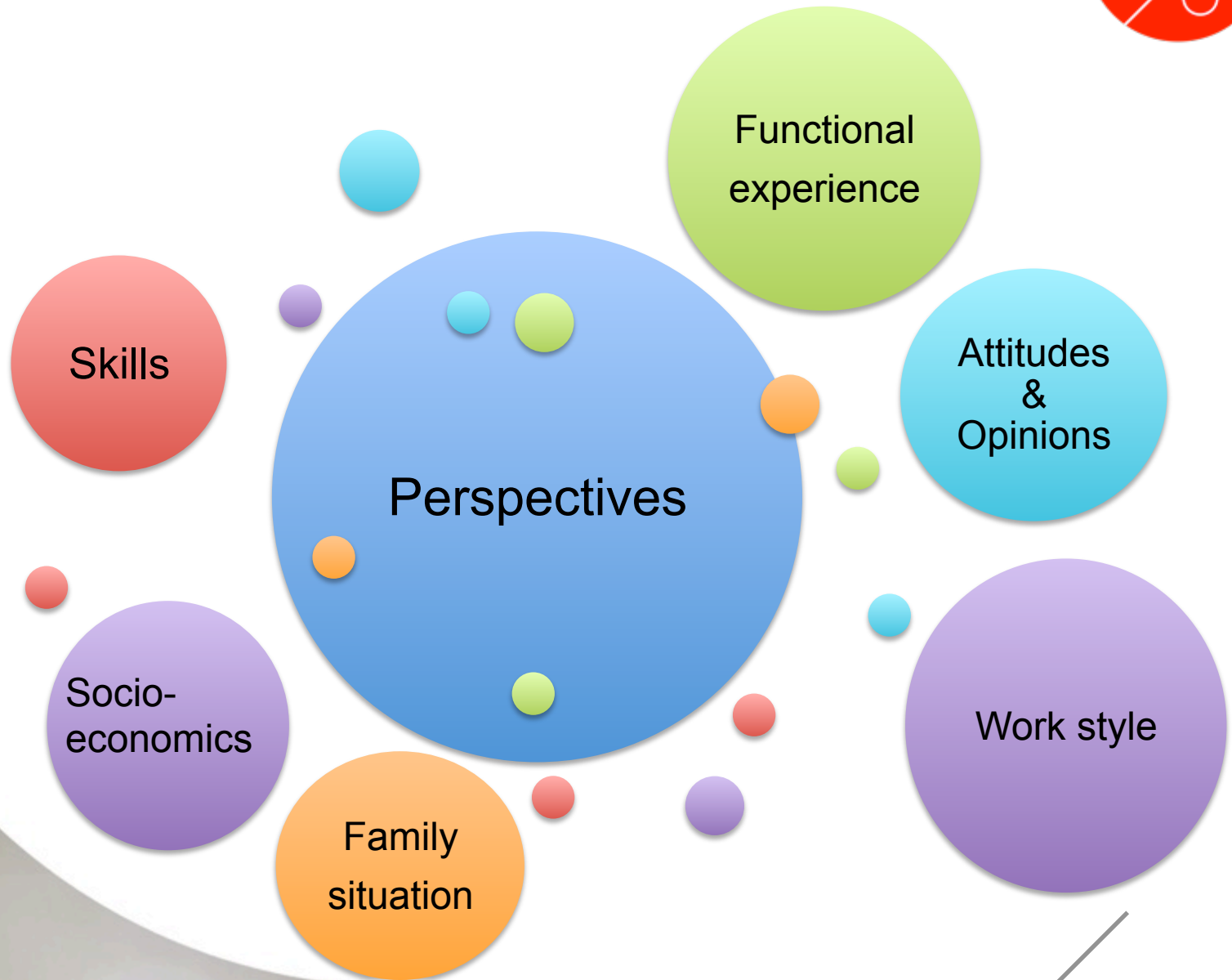
# BRAND LISSE

A strategic business  
imperative...or...?



Why does it matter?

Beyond gender, age, race...





## Interconnected eco-systems

People strategies **MUST** connect with an organization's:



# From Diversity to Inclusion



...to become mainstream and meaningful – part of your DNA





# Inclusive language...or not?

## Recognize yourself?

- / Strong
- / Superior
- / Leading
- / Outstanding
- / Excellence
- / Dominance
- / Commanding
- / Determined
- / Control
- / Compete
- / Committed
- / Connected
- / Relationship
- / Supportive
- / Responsible
- / Fair
- / Sensitive
- / Authentic
- / Community
- / Complementary

# **INCLUSION** **NUDGES**

**FEEL THE  
NEED**

**INCLUSION  
NUDGE**

**PROCESS**

**INCLUSION  
NUDGE**

**FRAMING**

**INCLUSION  
NUDGE**

<http://inclusion-nudges.org/>





**WABCO**





**BRITISH CHAMBER**  
OF COMMERCE IN BELGIUM

#DiversityDialoguesBxl

<http://britishchamber.be/upcoming-events>



# RECENT RESEARCH

Different perspectives on D&I in context

COMMUNITY BUSINESS



Lead, inspire and support businesses

to improve their positive impact on people and communities



- A leading not-for-profit organisation promoting responsible and inclusive business practices in Asia
- Over a decade of knowledge and expertise
- A thought leader on diversity and inclusion

[www.communitybusiness.org](http://www.communitybusiness.org)

# Stories from Asia



## ***The Business Case for Diversity & Inclusion***

Developed and sponsored by:  
DIAN 2015 Member Companies

# DIAN member companies

Aberdeen



Bloomberg



Goldman Sachs



J.P.Morgan

Linklaters



Microsoft

Moody's

Morgan Stanley

NOMURA



VISA



# Expert contributors



**Su Cheng Harris-Simpson**  
*Executive Director*  
WEConnect International



**Akiko Moriyama**  
*Trainer & Consultant*



**Cheryl Liew-Chng**  
*CEO*  
LifeWorkz



**Em Roblin**  
*Founder & Managing Partner*  
LEAP



**Suzanne Price**  
*Founder*  
Price Global



**Jacey Graham**  
*Director*  
Brook Graham



# The business case

## Compliance & risk management

- Comply with laws & regulation
- Mitigate risk & manage reputation
- Improve standards of governance

## Employer of choice

- Attract, develop, retain
- Access a wide pool of talent
- Employee engagement & productivity
- Differentiate employer brand

## Competitive advantage

- Reflect & understand needs of different stakeholders
- Enable creativity, innovation & high performance
- Tap into new markets, win new customers

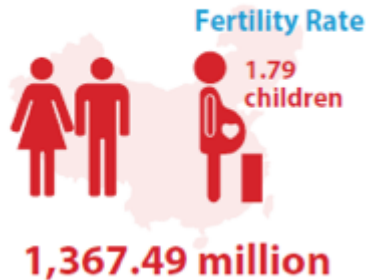
# The numbers at a glance



# Diversity Demographics



Population



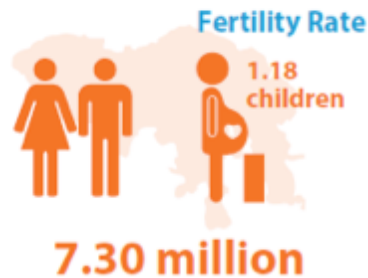
>60 Years Old  
15.2%

Median Age  
36.8 years old

Gen Y (age 15-34)  
30.1%



Population



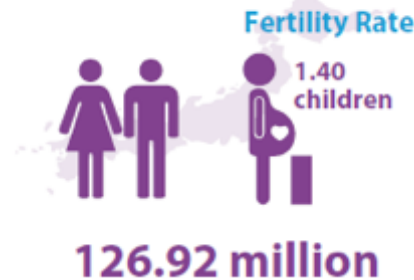
>60 Years Old  
21.7%

Median Age  
43.6 years old

Gen Y (age 15-34)  
23.5%



Population



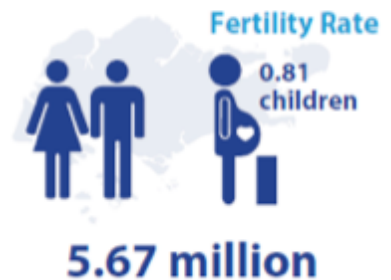
>60 Years Old  
33.1%

Median Age  
46.5 years old

Gen Y (age 15-34)  
20.8%



Population

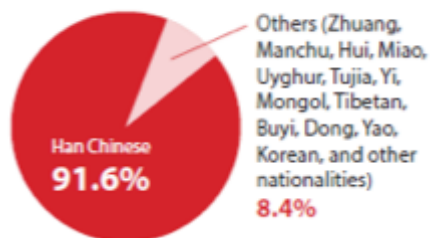


>60 Years Old  
17.9%

Median Age  
34.0 years old

Gen Y (age 15-34)  
26.7%

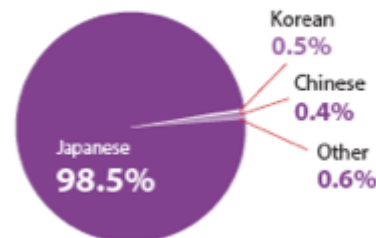
Ethnic Groups



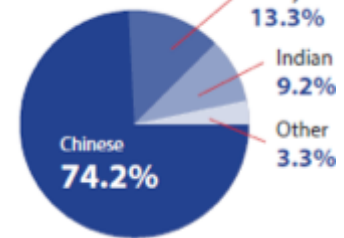
Ethnic Groups



Ethnic Groups



Ethnic Groups



# Workforce Statistics



Labour Force



804.2 million

Female Participation



43.6%

Women on Boards



10.7%

Gen Y in Labour Force



41.0%



Labour Force



3.87 million

Female Participation



47.1%

Women on Boards



11.1%

Gen Y in Labour Force



34.7%



Labour Force



65.87 million

Female Participation



42.2%

Women on Boards



2.8%

Gen Y in Labour Force



34.3%



Labour Force



3.53 million

Female Participation



44.2%

Women on Boards



9.5%

Gen Y in Labour Force



36.7%



China

## Compliance & Risk Management

- Government quota for PWDs (1.5%)
- Social media
- Anti-corruption; Poor product safety standards



Women hold up half the sky.  
(Mao Tse-Tung)

## Employer of Choice

- Ageing population; declining workforce
- Gen Y; Generation Gap
- Competition from start-ups & local companies



*While they take for granted that hierarchy exists, Gen Y does not obey the same hierarchical rules Gen X plays by. This creates serious friction between young staff and their supervisors.<sup>21</sup>*

## Competitive Advantage

- Building global capability of Chinese talent
- Innovation
- New markets: urban middle-class; women; silver hair market



*Rise of middle class from close to zero in 1995 to estimated 340 million in 2016.*





## Compliance & Risk Management

- 'Womenomics' policy and 20:30 target
- Quota for the recruitment of PWDs (2%)
- High profile media cases around 'matahara'
- New corporate governance code in June 2015



## Employer of Choice

- Ranked last in Employee Engagement
- Long working hours
- MNCs not first choice for most young people

“ Japanese companies are the first choice for most young people. Multinational companies are seen to be more risky - as they do not offer the security of employment and are more subject to the fluctuations of the economy. In this time of economic downturn, young people in particular are concerned about job security and are strongly influenced by their parents. ”

## Competitive Advantage

- 2020 Olympics and Paralympics
- Changing demographics and recognition of purchasing power of certain groups. e.g. women, LGBT, ageing population





# D&I in action

## Three stories of action and impact



Talent  
Initiative  
Innovation  
Responsible Independent  
Differentiation  
Growth  
Reputation  
Creativity  
Innovation  
Market Share  
Priority Effective  
Framework Corporate  
Talent  
Employer of Choice  
Responsible Independent  
Impact  
Competitive Advantage  
Success  
Dividend  
Initiative  
Performance  
Compliance  
Growth



# Story from China

## Differentiating brand & defining culture

### Employer of choice



**EY's Professional Networks in China:**  
*Defining Our Culture and Differentiating Our Brand*



*Our Professional Networks in China celebrate that diversity matters and serve as an important recruiting tool. They impact our inclusive environment too by encouraging each member to bring his/her authentic self to the workplace.*

**Franny Yao,**  
**Partner and Leader, Key Accounts/Government Relations**

### Challenge/Opportunity

- Attracting and retaining top talent
- Deliver brand promise to client

### D&I Approach

- Creating internal networks – Women, Working Parents and Cross-Generational
- Communication

### Business Impact

- Increased employee engagement – EY Global People Survey
- Differentiator to attract graduate talent *and* experienced hires
- External awards and recognition

## *Story from Japan*

### *From compliance to competitive advantage and employer of choice*



**Barclays' Disability Network in Japan:**  
*From Compliance to Competitive Advantage*

*Employer of choice not just for PWDs but also for others who are proud to work for a company that values the abilities of the disabled as much as those of the abled...*

### **Challenge/Opportunity**

- Legal requirement on disability hire

### **D&I Approach**

- Focus on ability
- REACH network - awareness, inclusion, recruitment

### **Business Impact**

- Exceeded government quota
- Positive shift in awareness and understanding
- Differentiated employer brand
- Enhanced external reputation – including with clients

# Pan Asia Pacific on Innovation for Competitive Advantage



BNY MELLON



**BNY Mellon's Inclusive Innovation Drives in Asia Pacific:  
Leveraging Diversity to Drive Innovation in Asia Pacific**



*BNY Mellon understands the value of leveraging diverse perspectives to fuel innovation and transformation. The wealth of experience and viewpoints from our diverse talent pool help us deliver the best, most innovative solutions to our clients. ”*

**Steve Lackey, Chairman Asia Pacific**



*When there's an uncompromising commitment to diversity and inclusion, we believe that industry and cultural change naturally leads to breakthrough innovation. ”*

**Jyoti Chopra, Global Head of Diversity and Inclusion**

## Challenge/Opportunity

- Using diversity to fuel innovative thinking and new client products and services

## D&I Approach

- Extending global annual innovation competition to create a pan-Asia initiative My BNY Mellon
- Form diverse teams – engagement, collaboration, productivity, revenue
- From Employee -> Business RGs

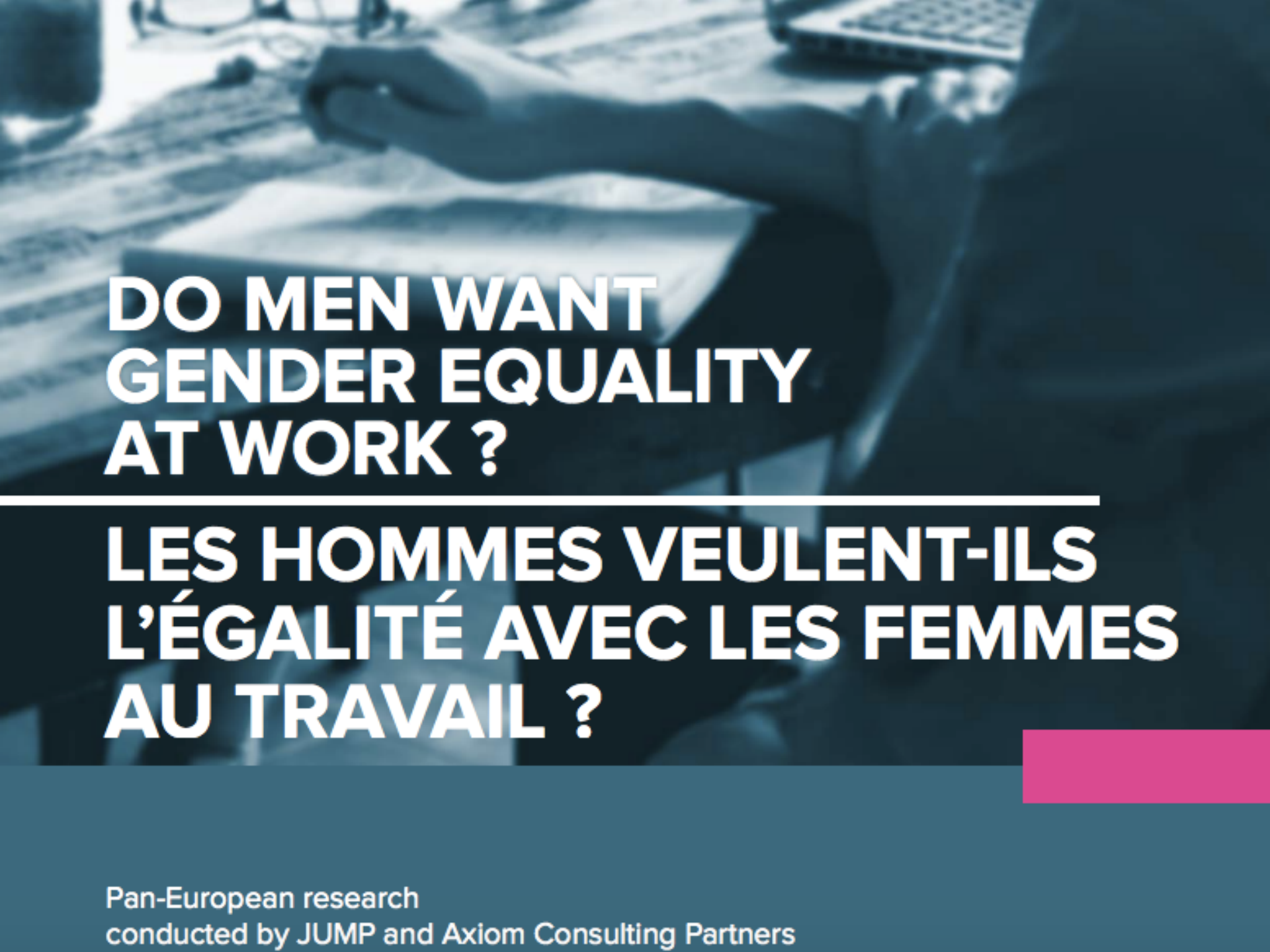
## Business Impact

- Increased employee engagement
- Actionable ideas implemented in SG/ HK
- External recognition – Asia Society



# THE GENDER AGENDA

Engaging Men



**DO MEN WANT  
GENDER EQUALITY  
AT WORK ?**

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**LES HOMMES VEULENT-ILS  
L'ÉGALITÉ AVEC LES FEMMES  
AU TRAVAIL ?**

Pan-European research  
conducted by JUMP and Axiom Consulting Partners



# Do Men Really Want Gender Equality in the Workplace?

**JUMP Survey – end 2015**

[www.jump.eu.com](http://www.jump.eu.com)

- ✓ Explores the views of men about gender equality in the workplace
  - Personal beliefs
  - Benefits and concerns
  - Experiences
  - Level of engagement
  - Expectations
- ✓ Provides insights for companies and their efforts towards a gender-balanced workforce.

In a nutshell



*Do you believe you will benefit from gender equality in the workplace?*

78%

Said Yes

20%

Are actively engaged





## Age and role dynamics

- ✓ 84% of **executives and senior managers** have strong belief and 39% are active supporters
  - expected to walk the talk?
- ✓ The **younger generation** have the strongest belief (88%) but are the least active (11%)
  - have high hopes but little influence?
- ✓ **Middle managers** are less convinced (71%) and 82% are either passive supporters or resisters
  - a potentially blocking factor?





## Influencing factors

### ✓ Positive influence:

- Having **only daughters** vs sons (81% vs 75%)
- Having a **partner who earns more or similar** (86% vs 72% when no income or no partner)

### ✓ Little influence:

- Working with **female peers or having a female manager**
- Recognition of **different yet complementary** skills



## Top benefits and concerns

### Benefits

- ✓ Equal access to better work-life balance
- ✓ Breaking male stereotyping

*“More gender diversity means more opportunities for both genders...sometimes men are expected to ‘make a career’ when in fact they would prefer to spend more time in their personal rather than professional life.”*

*“It’s 2015 – time to respect differences and be wholly inclusive.”*



## Top benefits and concerns

### Concerns

- ✓ Introducing quotas
- ✓ Too much emphasis on women's issues which is divisive

*“The quota system exasperates me and is starting to annoy women who want to be recognized for their skills”*

*“...with gender equality there will be more ‘diverse’ thinking and that is a concern for men who want to keep the status quo...”*



## Career advancement

### Bias and gender stereotyping

- ／ Women hold back and are too hesitant
- ／ Female talent pool is too small
- ／ Challenges to combine personal life and leadership role

*“The workplace is still a sexist place”*

*“A man who is 50% ready will fight for the position. A woman who is 80% ready will focus on the missing 20%”*



## What should companies be doing?

### ✓ **Most** wanted:

- ✓ Work-life balance initiatives
- ✓ Flexible working arrangements
- ✓ Parental leave and childcare programmes

### ✓ **Least** wanted:

- ✓ Women-only programmes or networks
- ✓ Setting KPIs or targets



## Call to action

- ✓ Men must become allies of women in the workplace
- ✓ Both genders must recognize each other's strengths
- ✓ Company success must be based on meritocracy, inclusivity and performance

*“This is not about trying to ‘include women in the traditionally male-dominated corporate environments, it is about creating a ‘new’ workplace where men and women value each other.”* Isabella Lenarduzzi, founder, JUMP



# MEASURING IMPACT

*"If you can't measure it you can't manage it"*



## Expressing business impact

### Internalize and institutionalize D&I...

- ✓ It's about culture change
- ✓ Take long-term view -> multi-pronged approach / short-term goals
- ✓ Align with / make explicit links to strategy and operating environment
- ✓ Work with rigorous / robust data and fact base
- ✓ Connect the dots and detail -> make it easy for others to understand
- ✓ Agree metrics upfront – consider external sources
- ✓ Make objectives SMART
- ✓ Align all communication -> content and spirit
- ✓ Report regularly
- ✓ Share stories
- ✓ Celebrate success



Position as an essential business enabler



Outcomes and impact **MUST** connect with an organization's:





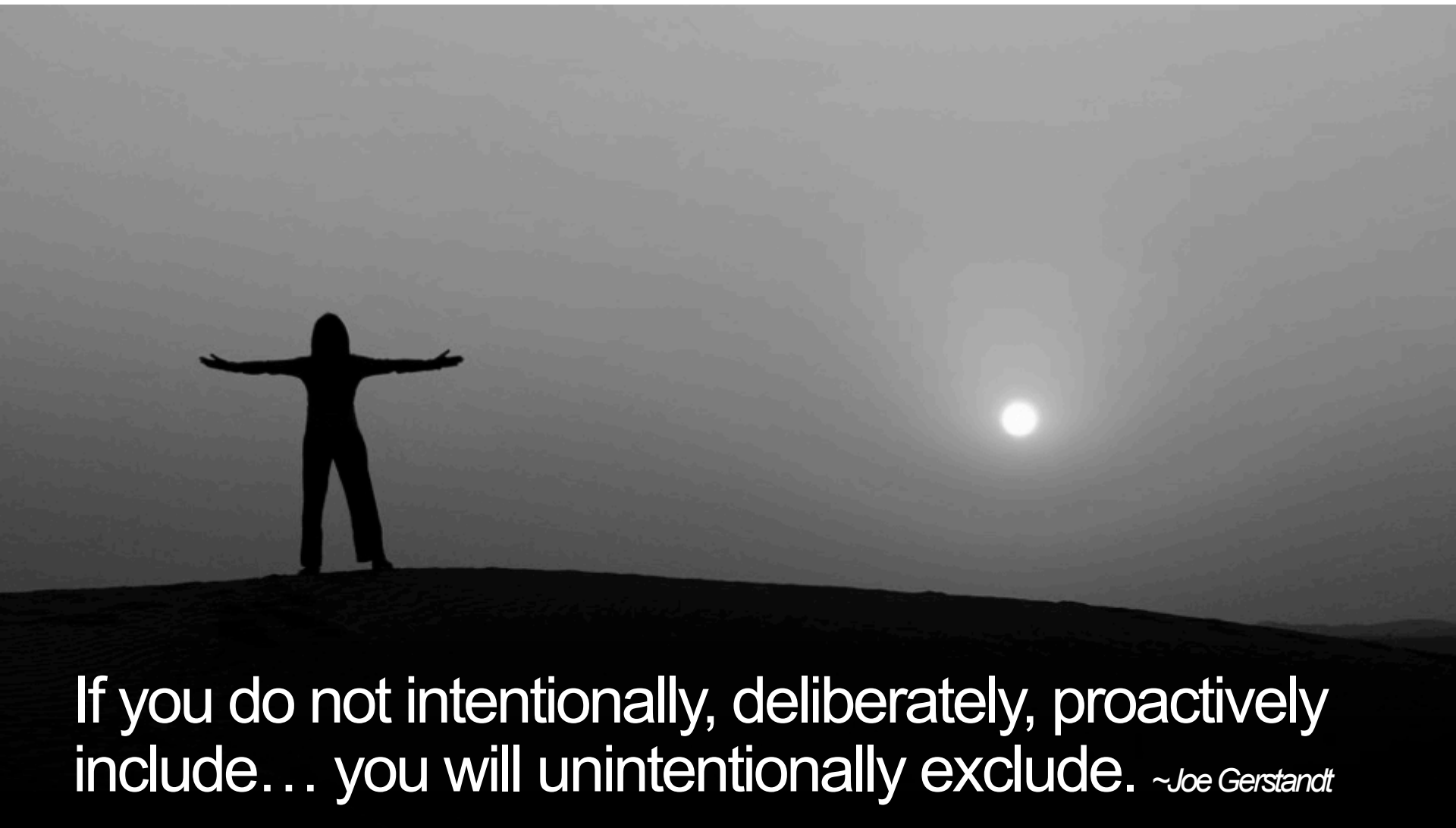
# EMBRACE AND OPTIMIZE THE SHIFT

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- / Authenticity
- / Borderless
- / 50 as career mid-point
- / People – Beings
- / Brands that change the world



If you do not intentionally, deliberately, proactively include... you will unintentionally exclude. ~Joe Gerstandt



THANK YOU

[www.r-co.org](http://www.r-co.org)

rosie@r-co.org

Lisbon, September, 2016