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# How diversity can drive business growth

11 February 2015

# Your presenter



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# Women and Leadership: Defining Challenges & Opportunities



## Women. Fast forward

- WEF report: Global gender parity will not be achieved till **2095**.
- We cannot wait 80 more years - **gender parity is an economic imperative**
  - More equality = higher productivity and higher GDP
- Accelerating women's advancement in the workplace and creating gender-balanced teams, boards and governments produces **better outcomes** and creates **economic prosperity**

[ey.com/womenfastforward](http://ey.com/womenfastforward) #womenfastforward

# Women and Leadership: Defining Challenges & Opportunities

## Three accelerators for women in the workplace



In its Global Gender Parity Report 2014, the World Economic Forum estimates it will take until 2095 to achieve gender parity in the workplace. How can we accelerate this pace? We surveyed men and women leaders from 400 companies around the world to help illuminate the way forward and blended their recommendations with our experience to create the following accelerators.

## Women. Fast forward

Eighty years until gender parity?  
Pledge your support to speed up the clock.

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### Accelerators

### How

Illuminate the path to leadership



Define opportunities for advancement, make role models visible and set leadership pipeline programs and targets

Speed up company culture change with progressive corporate policy



Accommodate flexibility and work/life integration for all

Build supportive environments



Make a difference through tone-at-the-top, sponsorship for promotions and education about conscious and unconscious bias



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# How Diversity Can Drive Business Growth

Research shows repeatedly that companies with diverse teams that are led inclusively have **better business performance** than those with more homogenous teams.



Beth A. Brooke-Marciniak  
Global Vice Chair, Public Policy, E&Y

## D&I drives performance

Across industries ...

External organizations rated highly for D&I report the following results:

**+57%**  
better

Team collaboration [1]

**+19%**  
greater

Retention [1]

**+45%**  
more likely

Improve market share [2]

**+70%**  
more likely

Success in new markets [2]

Source: [1] *Driving Retention and Performance Through Employee Engagement* (Corporate Leadership Council, 2008) [2] *Sylvia Ann Hewlett, Melinda Marshall & Laura Sherbin with Tara Gonsalves, Innovation, Diversity & Market Growth* (Center for Talent Innovation, 2013)



# Building a Strategic Diversity Management Plan

**Diversity**  
All differences matter.

- ▶ Thinking style
- ▶ Leadership style
- ▶ Gender
- ▶ Diverse abilities/disabilities
- ▶ Country of origin
- ▶ Service line
- ▶ Location
- ▶ Ethnicity
- ▶ Education and work experience
- ▶ Religious background
- ▶ Sexual orientation
- ▶ Generation
- ▶ Socioeconomic background
- ▶ Other differences



## Inclusiveness

Leveraging differences to achieve better business results; creating an environment where all people feel, and are, valued.

Source: Framework adapted for EY from *The Guide for Inclusive Leaders*, by Joerg Schmitz and Nancy Curl. (Princeton Training Press, 2006)

# Building a Strategic Diversity Management Plan

Best practices from a global perspective

## EY's D&I Culture Change Continuum: our roadmap for success

### For the organization – where to start:

1 Establish a baseline and cascade awareness	2 Identify meaningful changes	3 Recognize and reward role models	4 Enable culture change
“Do we have a clear point of view on how D&I benefits our business?”	“Have we identified gaps; are we working to close them?”	“Do we recognize those who team and lead inclusively?”	“Do all of our people feel included and able to fully contribute?”
Gather data and look for inconsistencies; set the tone at the top	Review talent and business processes with an inclusive lens; assess and encourage flexibility	Recognize everyday actions that demonstrate inclusive teaming; share stories from and about inclusive leaders	Set specific goals, then monitor and communicate progress

### For the individual – where to start:

1 Value differences	2 Identify “insider” and “outsider” dynamics	3 Practice and model inclusive teaming and leadership	4 Influence our culture
“Do I seek diverse views and team with different people?”	“How different are the people I seek out for key opportunities?”	“How do I adapt my behavior to connect with people who are different from me?”	“How do I enable everyone in my team to contribute?”
Understand your unconscious biases; learn about others	Value the experiences of others; identify barriers to their full engagement	Close gaps between intentions and behaviors; share your personal journey	Inspire change in our culture; expect and reinforce inclusive behaviors