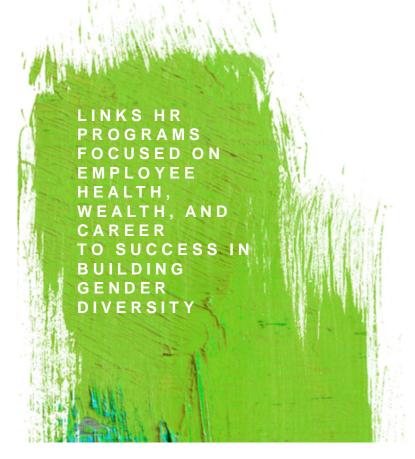


## MOST COMPREHENSIVE RESEARCH ON WOMEN IN THE WORKPLACE



Unique survey submissions from 583 organizations

In 2015, we added

# 13 NEW COUNTRIES

Significantly increased # of submissions from Brazil, China, & Japan

With workforce data covering

3.2 MILLION

employees, including 1.3 million women



#### RESEARCH DATABASE: SELECT PARTICIPANTS













ING





































**B** BRAUN



**BNP PARIBAS** 





ĽORÉAL















**MERCK** 









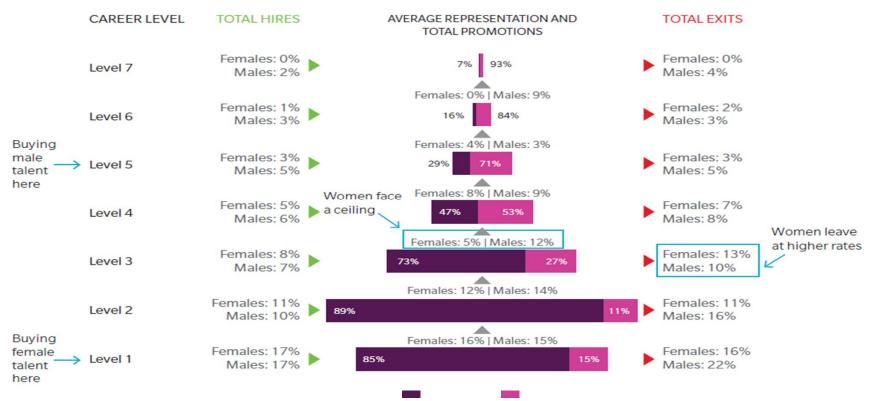






# THE DIVERSITY OF A WORKFORCE IS THE OUTCOME OF THREE INTER-RELATED LABOR "FLOWS" AND REWARDS

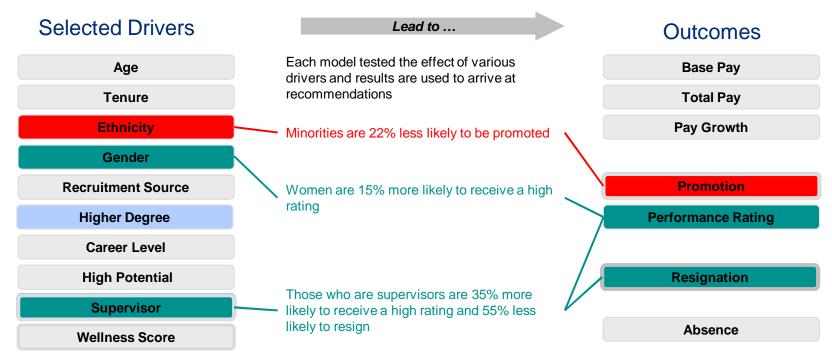
EXAMPLE: WORKFORCE FLOWS BY GENDER



Disguised case example.

# ILM ANALYSIS® QUANTIFIES THE IMPACT OF PARTICULAR WORKFORCE CHARACTERISTICS AND MANAGEMENT PRACTICES ON KEY OUTCOMES

#### ...ALL ELSE BEING EQUAL\*



<sup>\*</sup> The statistical model upon which such results are based accounts for a variety of individual attributes, organizational factors, and external influences for which data are available and includes all active employees in the period examined. "All else being equal" refers only to the factors accounted for in the model. There may be other relevant factors that are not reflected in the archival data utilized. All effects are significant at the 95% level unless otherwise noted.

## METHODOLOGY: OUR RESEARCH IS FOCUSED ON LINKING HR POLICIES AND PRACTICES TO KEY ILM OUTCOMES

INDEPENDENT "DRIVER" VARIABLES

POLICIES, PRACTICES, AND **CULTURE** 

CONTROL **VARIABLES** 

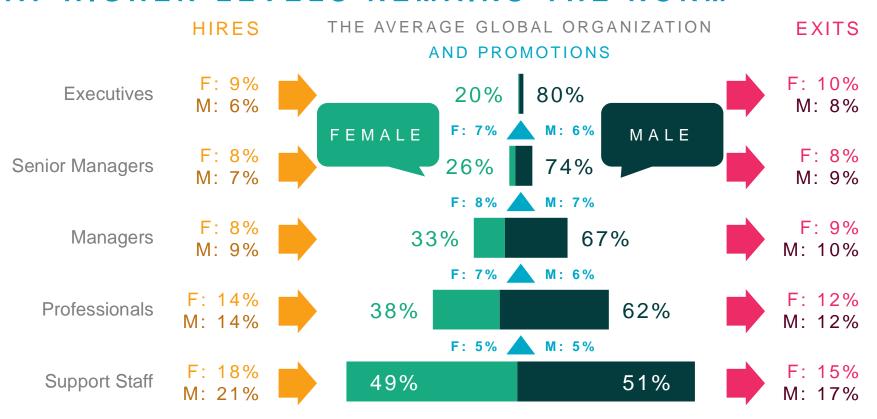
**OPERATIONAL** CONTEXT

**DEPENDENT VARIABLES** 

**INTERNAL LABOR** MARKET (ILM) **OUTCOMES** 



# DRAMATIC DECLINE IN FEMALE REPRESENTATION AT HIGHER LEVELS REMAINS THE NORM

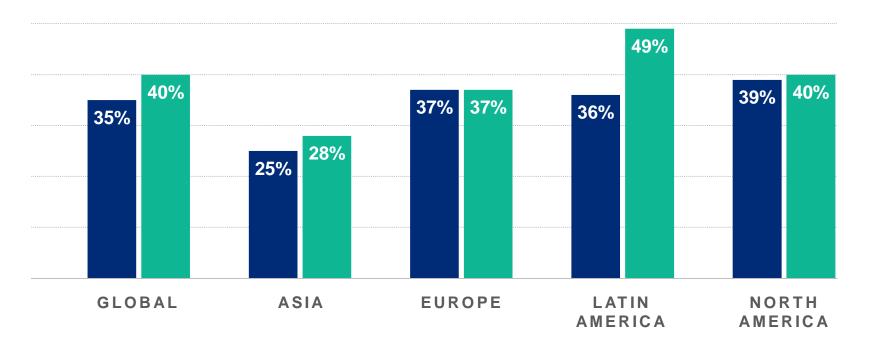




## FLAT GROWTH OVER 10 YEARS IN ALMOST ALL REGIONS - EXCEPT LATIN AMERICA

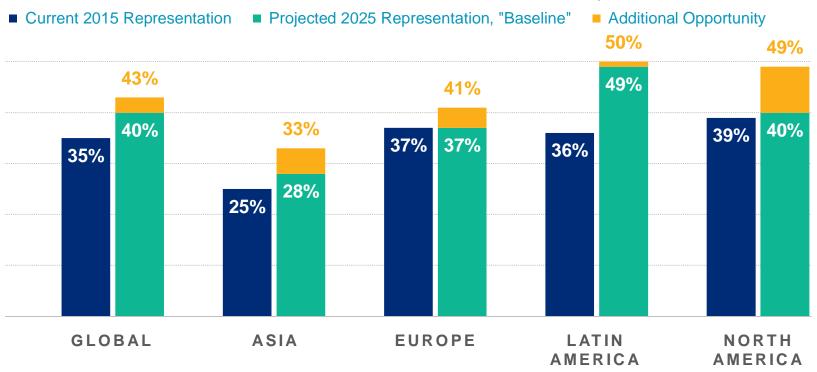
#### % FEMALE IN PROFESSIONAL & ABOVE LEVELS, 2015-2025

■ Current 2015 Representation ■ Projected 2025 Representation, "Baseline"



# NORTH AMERICA COULD GET TO PARITY IF HIRES, PROMOTIONS WERE EQUAL TO THOSE OF MEN

#### % FEMALE IN PROFESSIONAL & ABOVE LEVELS, 2015-2025



### **KEY FINDINGS: TOP 3 GLOBAL TRENDS**



CURRENT HIRING, PROMOTION AND RETENTION RATES ARE INSUFFICIENT TO CREATE GENDER EQUALITY BY 2025



**ORGANIZATIONS** ARE FAILING TO **BUILD FUTURE** PIPELINES OF FEMALE TALENT



**INCREASED FOCUS ON** HIRING AND PROMOTING WOMEN INTO EXECUTIVE **RANKS NOT SUPPORTED** BY SYSTEMIC PRACTICES



#### THE 5 KEY DRIVERS OF GENDER DIVERSITY



© MERCER 2015

## OUR FINDINGS ESTABLISHED THE 6 P'S AS CRITICAL DRIVERS



INDIVIDUAL

PASSION

PERSONAL

PERSEVERENCE





ORGANIZATIONAL

PROOF

**PROCESS** 

PROGRAMS

#### **CLOSING THOUGHTS**



1

Broad, enterprise focus, supported by analytics, is linked to sustainable change



2

Accountability is not enough – leadership needs to be engaged in promoting & managing diversity



3

Active
management of
policies and
programs is
required to avoid
unintended career
penalties



4

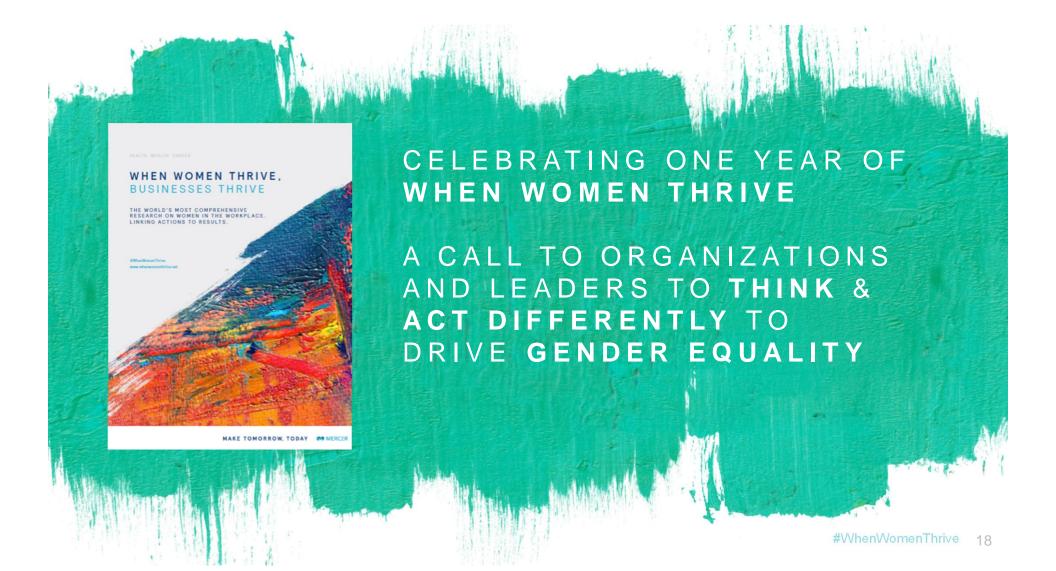
Non-traditional solutions tailored to different needs drive future success



5

Companies that recognize and value the differences between women and men benefit

© MERCER 2015



#### ABOUT THE PRESENTER

Haig R. Nalbantian is a Senior Partner and at Co-founder/Co-leader of Mercer's Workforce Sciences Institute. A labor/organizational economist, he has been instrumental in developing Mercer's unique capability to measure the economic impact of human capital practices. Those capabilities have been applied in numerous project he has directed globally and across a board range of industries in the U.S., Europe and the Middle East, including: pharmaceuticals, high technology, manufacturing, financial services, media and information services, energy, telecommunications and professional services.

Haig came to Mercer from National Economic Research Associates, Inc.; before that he was on the faculty of economics at New York University and was a research scientist at its C.V. Starr Center for Applied Economics. He is an internationally recognized expert in incentives, human capital measurement and management and their links to workforce productivity and organizational performance.

Nalbantian is widely published in major economic, business and human resources journals. He co-authored the prize-winning book on human capital measurement and management "Play to Your Strengths" (McGraw Hill, 2004). He is also editor of and chief contributor to the book "Incentives, Cooperation and Risk Sharing" and is a frequent speaker before industry groups, professional associations and academic audiences. His article (with Rick Guzzo), "Making Mobility Matter," published in the March 2009 issue of the Harvard Business Review, won the Academy of Management's 2010 Award for "Outstanding Practitioner-Oriented Publication". Most recently, he led the research team and co-authored a study sponsored by the World Economic Forum and Mercer, entitled, Talent Mobility Good Practices: Collaboration at the Heart of Economic Growth (2012).

Haig earned his BA in English and Economics at New York University and his graduate degrees in economics from Columbia University. He is a member of the American Economic Association.



Haig R. Nalbantian 1166 Avenue of the Americas New York, N.Y. 10036 +1 212-345-5317

Haig.nalbantian@mercer.com

# MAKE TOMORROW, TODAY

© MERCER 2015 20