

HEALTH WEALTH CAREER

WHEN WOMEN THRIVE, BUSINESSES THRIVE

PARTICIPATE IN OUR
SECOND ANNUAL
RESEARCH STUDY
ON GENDER DIVERSITY
IN THE WORKPLACE

CONDUCTED IN COLLABORATION WITH
EDGE CERTIFIED FOUNDATION

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MAKE TOMORROW, TODAY  MERCER

AGENDA FOR TODAY'S DISCUSSION

- Today's gender imperative
- Introduction to When Women Thrive, Businesses Thrive
- Opportunity for employers
- 2014 research findings
- 2015 study participation

TODAY'S SPEAKERS



ERIN DEFOYD

Director of When Women Thrive
Mercer



PAT MILLIGAN

President of North America
Mercer



ANIELA UNGURESAN

Co-Founder
EDGE Certified Foundation



LINDA CHEN

Senior Associate
Mercer

GENDER DIVERSITY – THE DATA IS COMPELLING

MERCER'S WORK WITH THE WORLD ECONOMIC FORUM IN 2013 IDENTIFIED SIGNIFICANT OPPORTUNITY FOR COUNTRIES AND COMPANIES ON A GLOBAL SCALE.



One of the most significant factors limiting the growth potential of countries around the world is the fundamental participation and engagement of women in their workforce → *Eliminating the gap between male and female employment rates could boost countries' GDP by as much as 34%.*

To have a highly engaged female workforce, companies need a multi-faceted program that supports women to *be healthy, productive and financially secure* across the various phases of their professional and personal *lifecycle*.¹

Employers play a driving role with enormous ability to influence change and impact in this space – and *reap the resulting benefits to their own business performance*.²

THE DATA IS COMPELLING



34 %

Eliminating the gap between male and female employment rates could **boost countries' GDP by as much as 34%**.



63 %

Only 63% of women are confident they will be able to save enough for their ideal retirement – compared to 80% of men.



80 %

Women make **80% of healthcare decisions** for themselves and their families.



We are making progress...

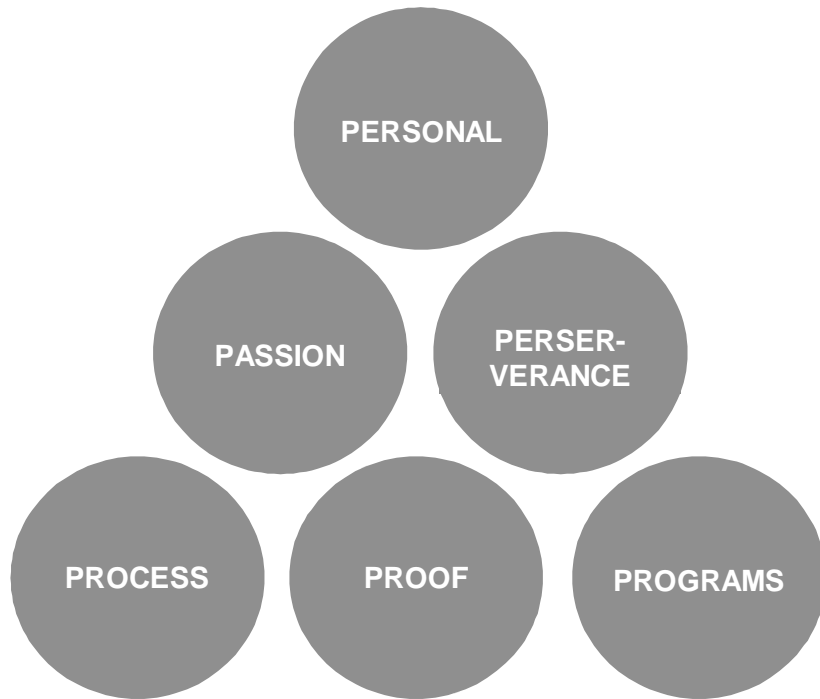
but we're simply not moving fast enough.

MERCER'S WHEN WOMEN THRIVE STUDY

- Conducted in collaboration with the **EDGE Certified Foundation**
- Uniquely focused on establishing **causal links between** broad HR policies and practices to actual workforce results
- Analyzed workforce data for more than **1.7 million employees** in 28 countries, including **more than 680,000 women**
- Identified **5 key drivers** of gender diversity
- Research framework is **recognized as differentiating** - not just “best practices” by analysts, media, employers as well as The World Economic Forum and UN Global Compact



BUILDING BLOCKS OF AN EFFECTIVE GENDER STRATEGY



Passion, perseverance and making it personal: Leadership engagement and company culture.



Proof: Basing your gender diversity strategy/priorities on robust workforce analytics, in order to pinpoint which policies/programs are accelerating or slowing the progression of women in your organization.



Programs: Broadening your understanding of what it takes to support women. In particular, recognizing and responding to women's unique health and financial needs across their lifecycle with innovative, targeted programs.



Process: Implementing new programs and benefits ONLY in the context of an enabling environment.

HEALTH AND WELLNESS

Women as patients, caregivers, and healthcare decision-makers

FINANCIAL WELLBEING

Managing finances and preparing for retirement

TALENT MANAGEMENT

Policy/practice, management to support women's career opportunity

OUR RESEARCH STUDY PARTNER EDGE CERTIFIED FOUNDATION

EDGE is the leading global assessment methodology and business certification standard for gender equality.

Certification has been designed to help companies not only create an optimal workplace for women and men, but also benefit from it.



The methodology uses a business rather than theoretical approach. It assesses policies, practices, and numbers across different areas of analysis.



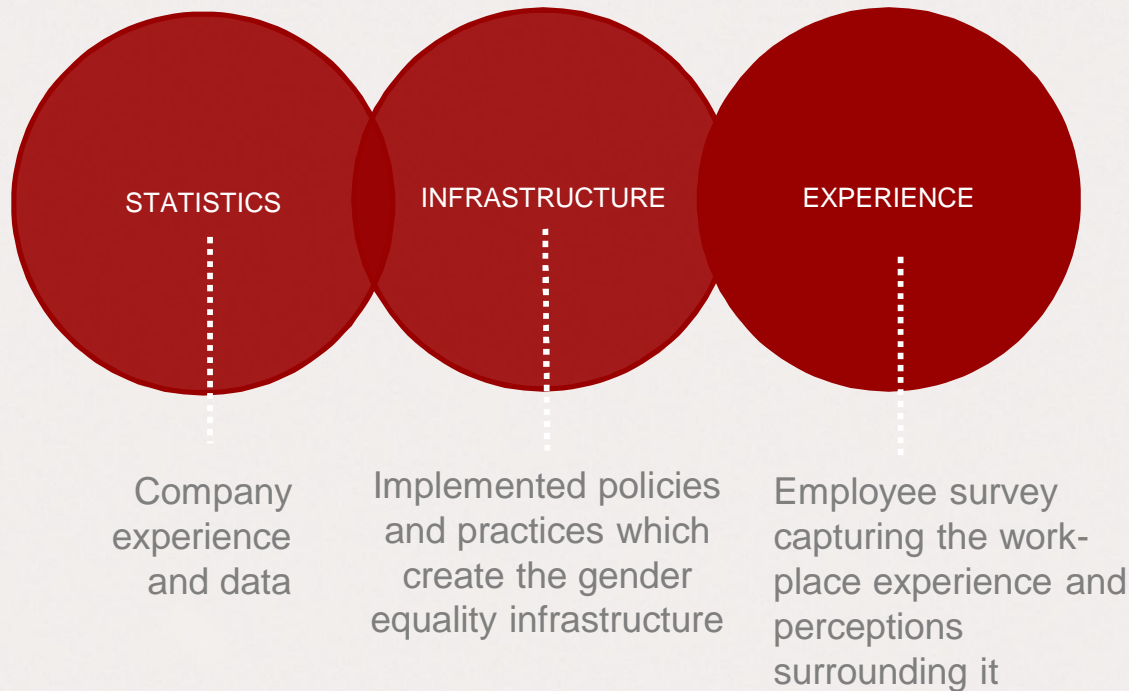
EDGE CERTIFIED MEASURE

AREAS OF ANALYSIS: QUANTITATIVE TO QUALITATIVE



EDGE CERTIFIED MEASURE

A HOLISTIC APPROACH: COMPARE AND CONTRAST

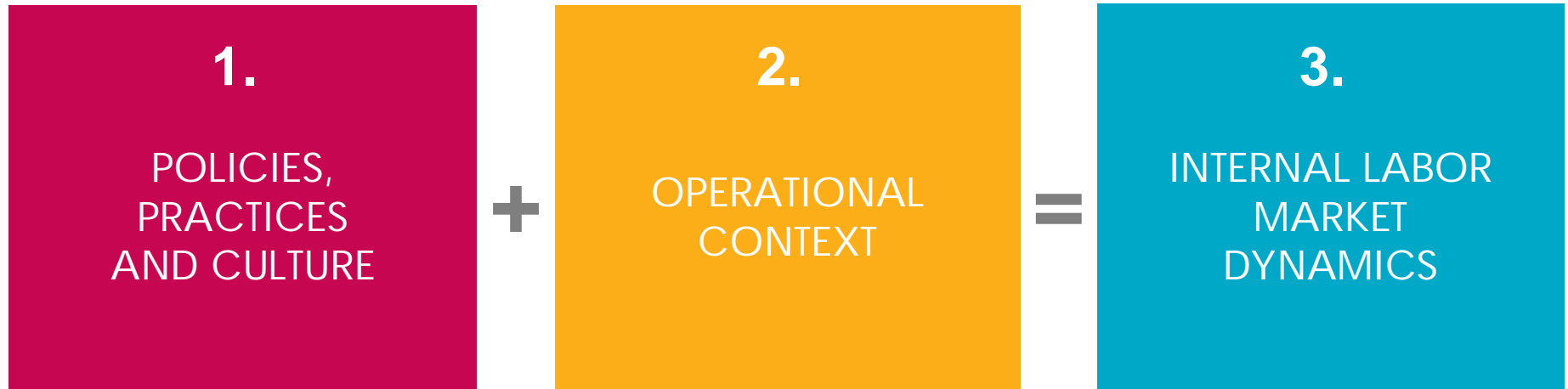


OUR RESEARCH UNIQUELY FOCUSED ON *LINKING* BROAD HR POLICIES AND PRACTICES TO ACTUAL WORKFORCE RESULTS

INDEPENDENT
"DRIVERS"

CONTEXTUAL
"CONTROLS"

DEPENDENT
"OUTCOMES"



WHAT YOU OFFER

Benchmark your organizational programs, policies and practices

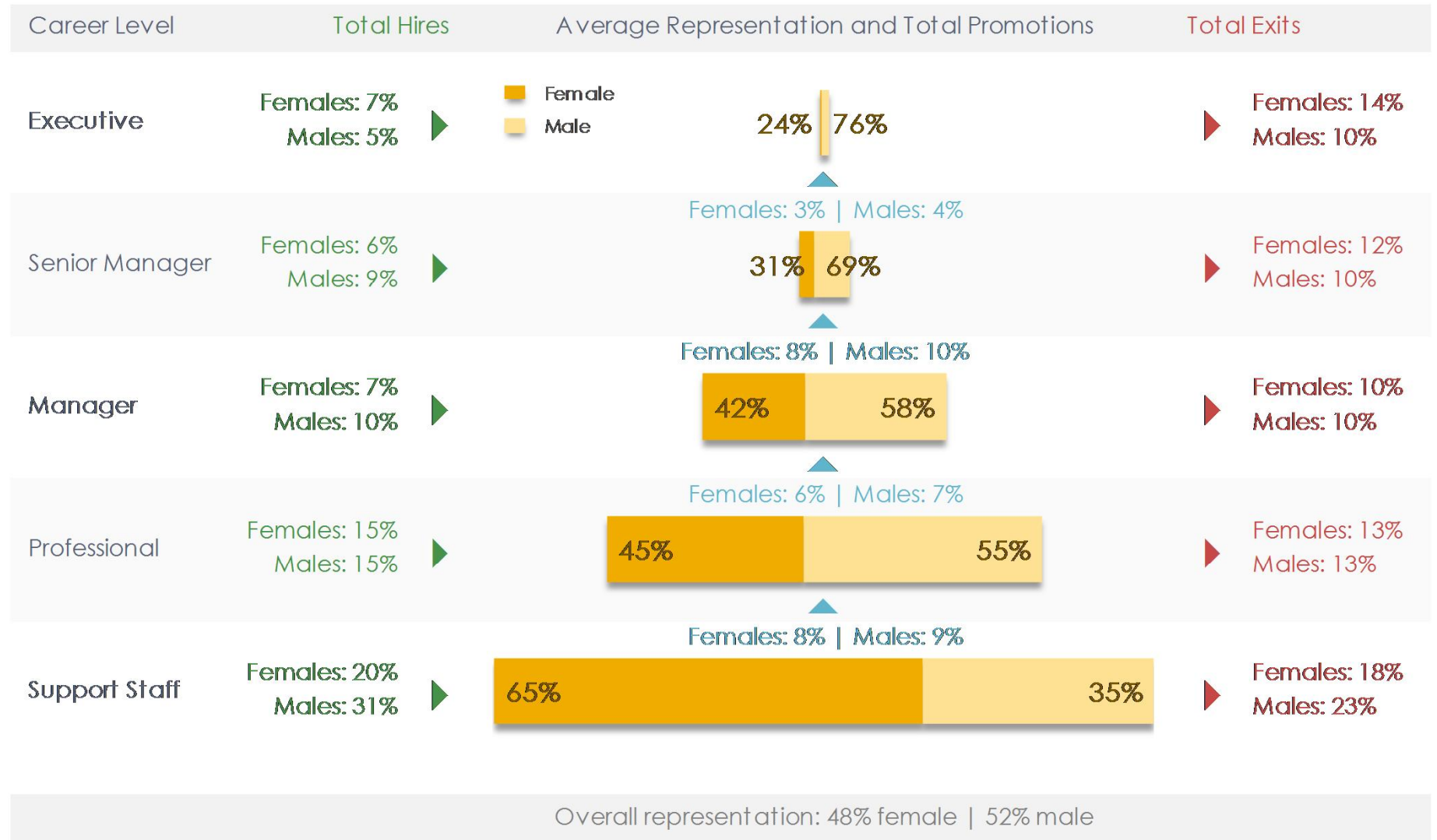
HOW YOU OPERATE

Control for operational context such as industry, region and organization size

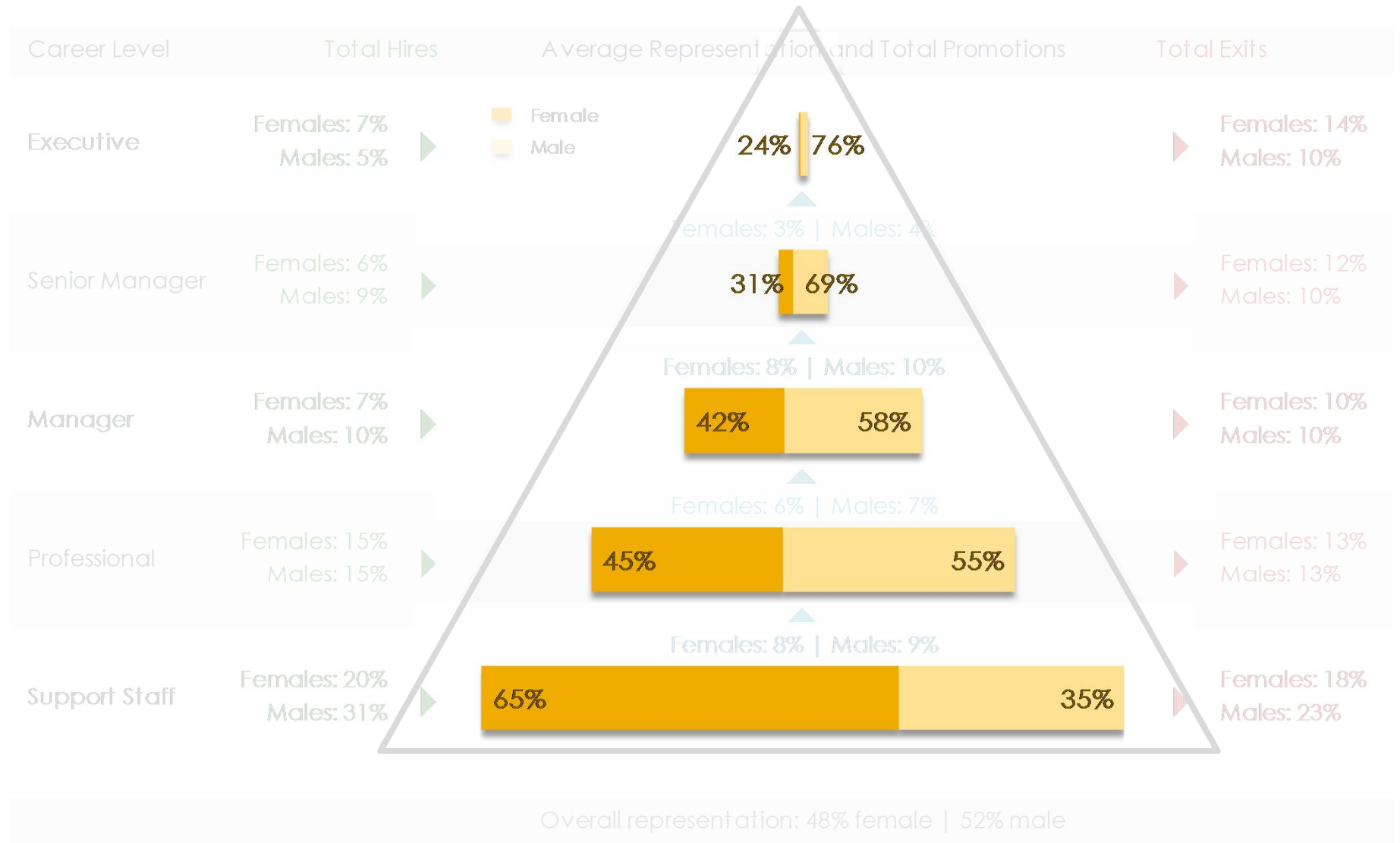
THE EFFECTIVENESS OF YOUR TALENT PIPELINE

Know your organization's outlook based on Talent Flows and Future Workforce

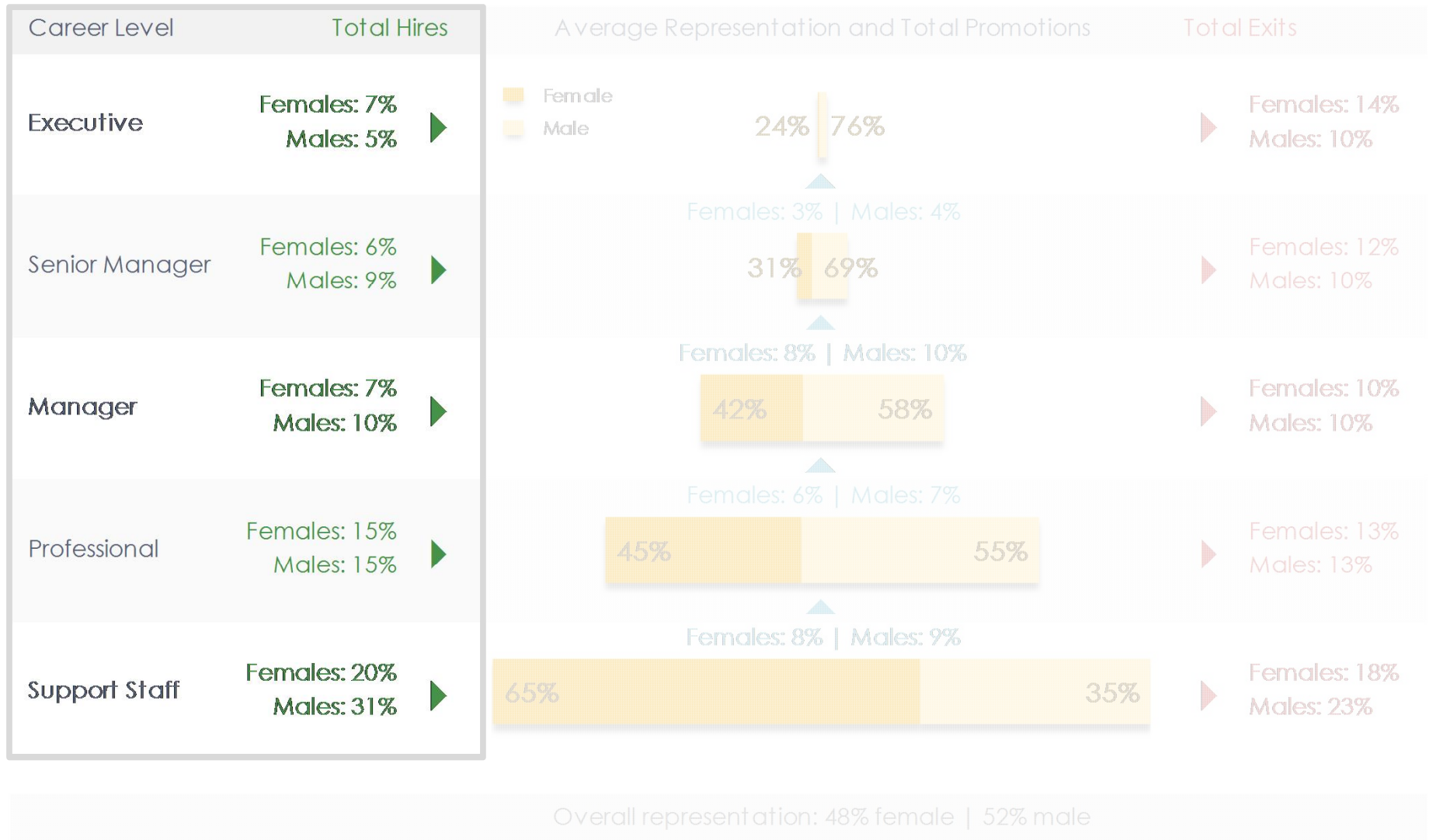
OUTCOMES IN NA: WHAT DO TALENT FLOWS LOOK LIKE TODAY?



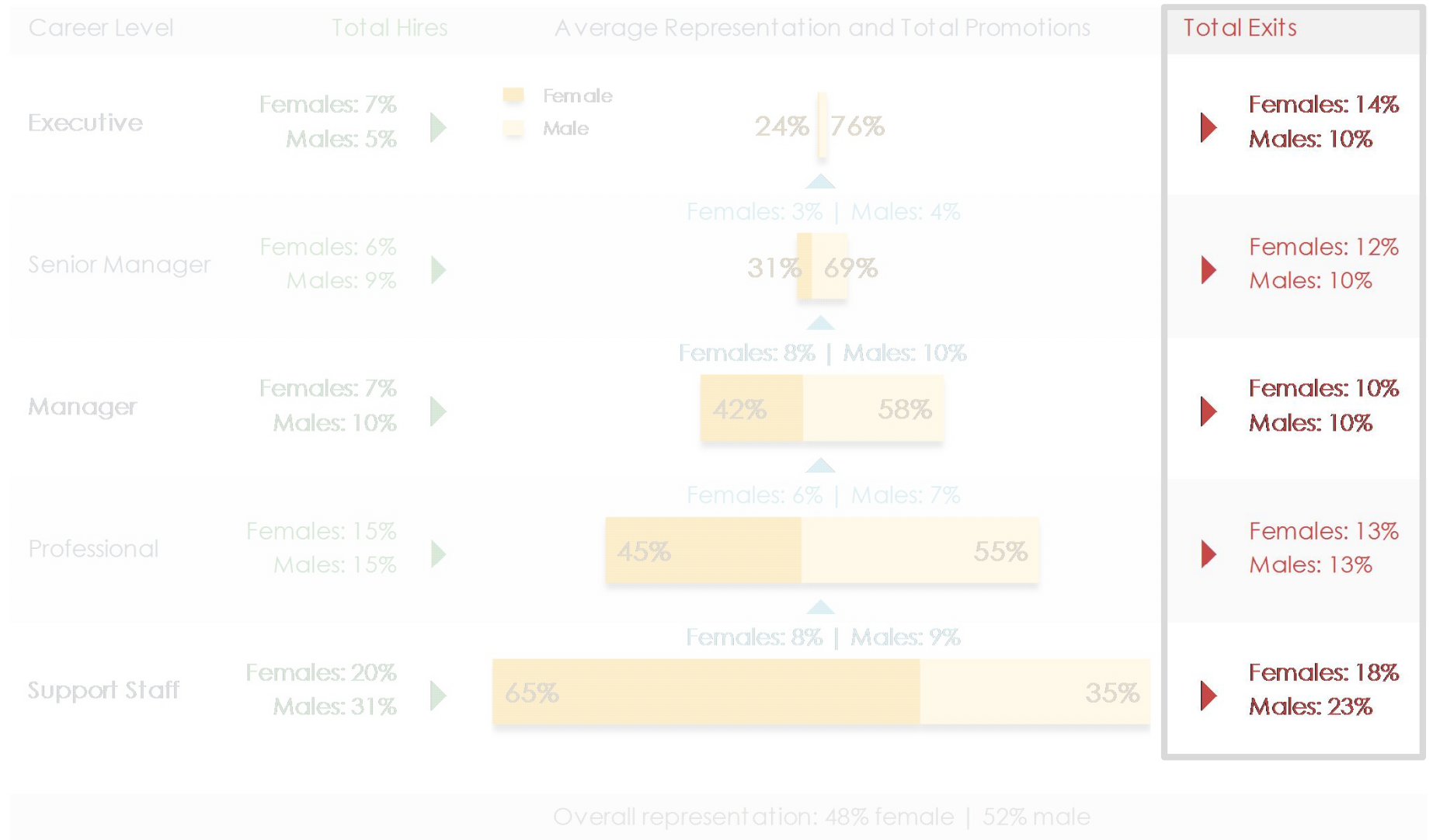
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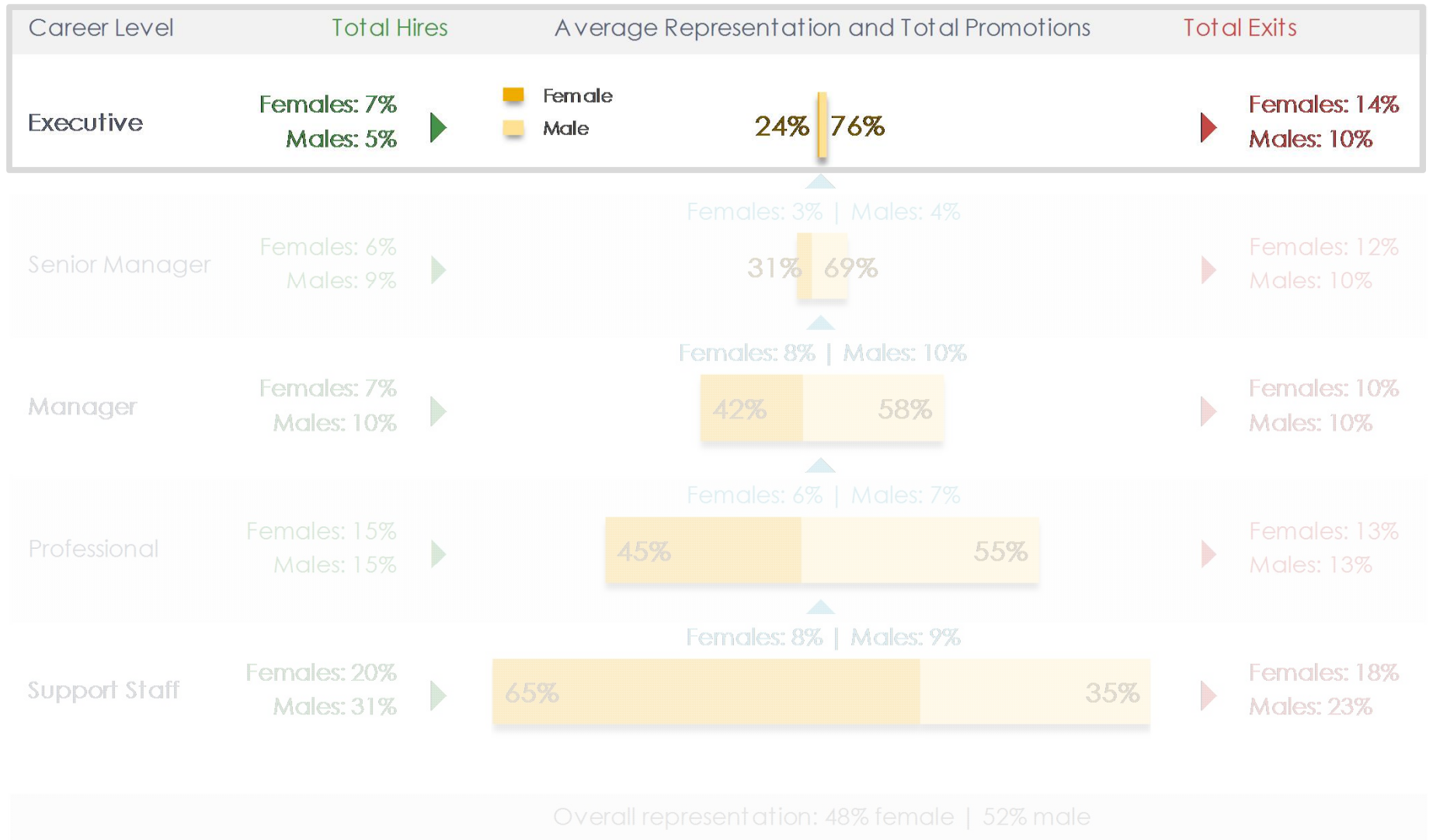
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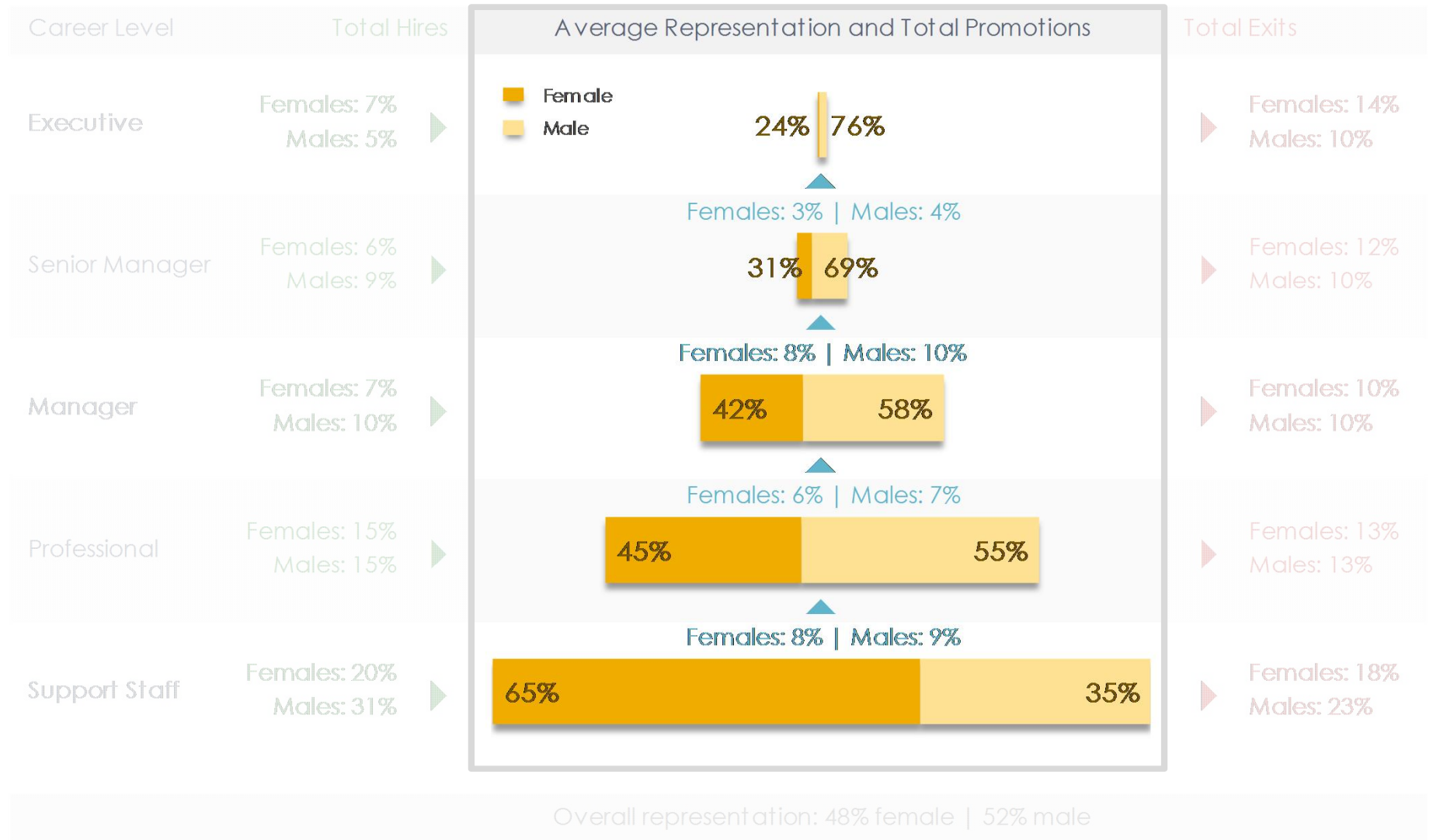
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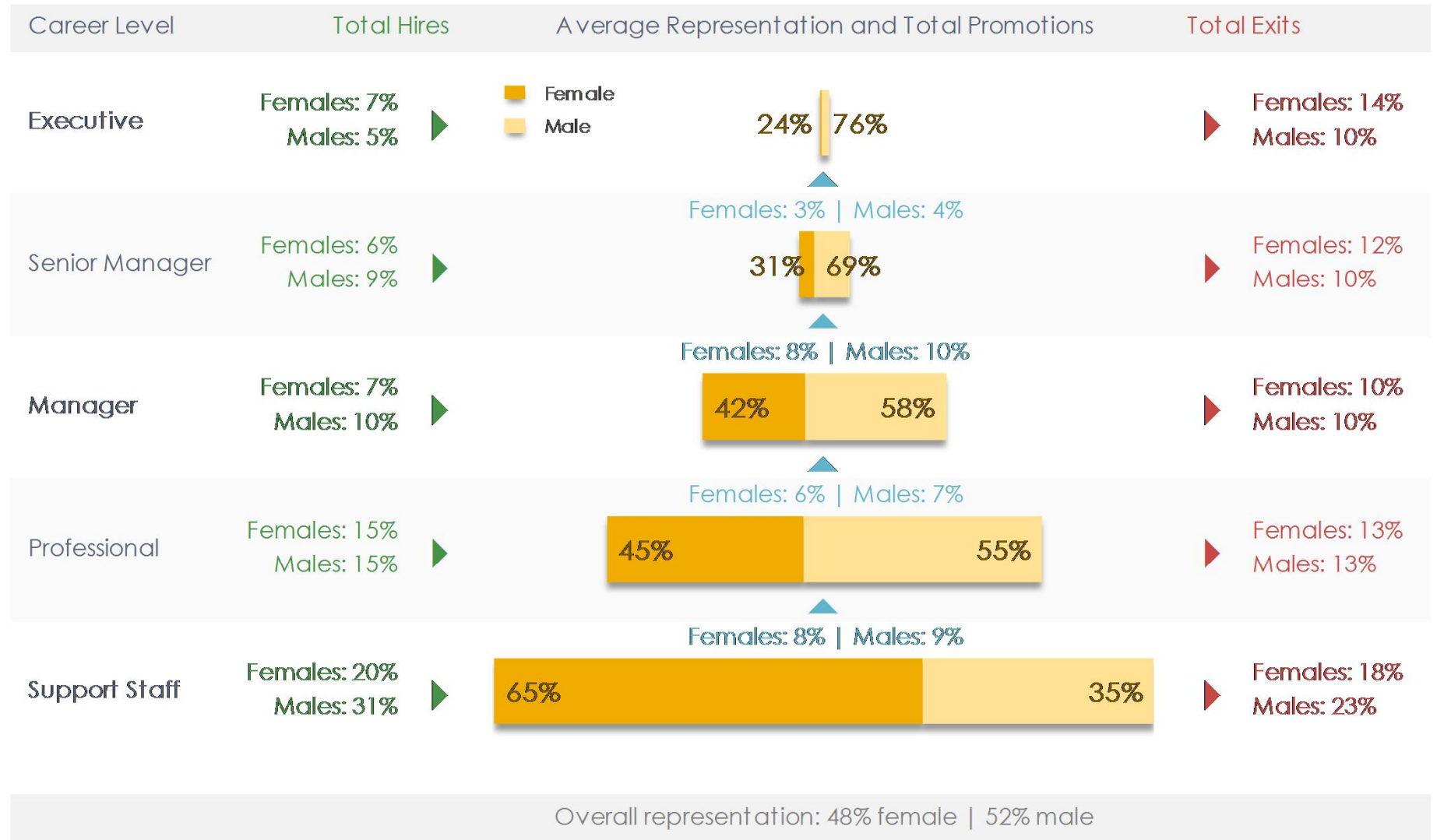
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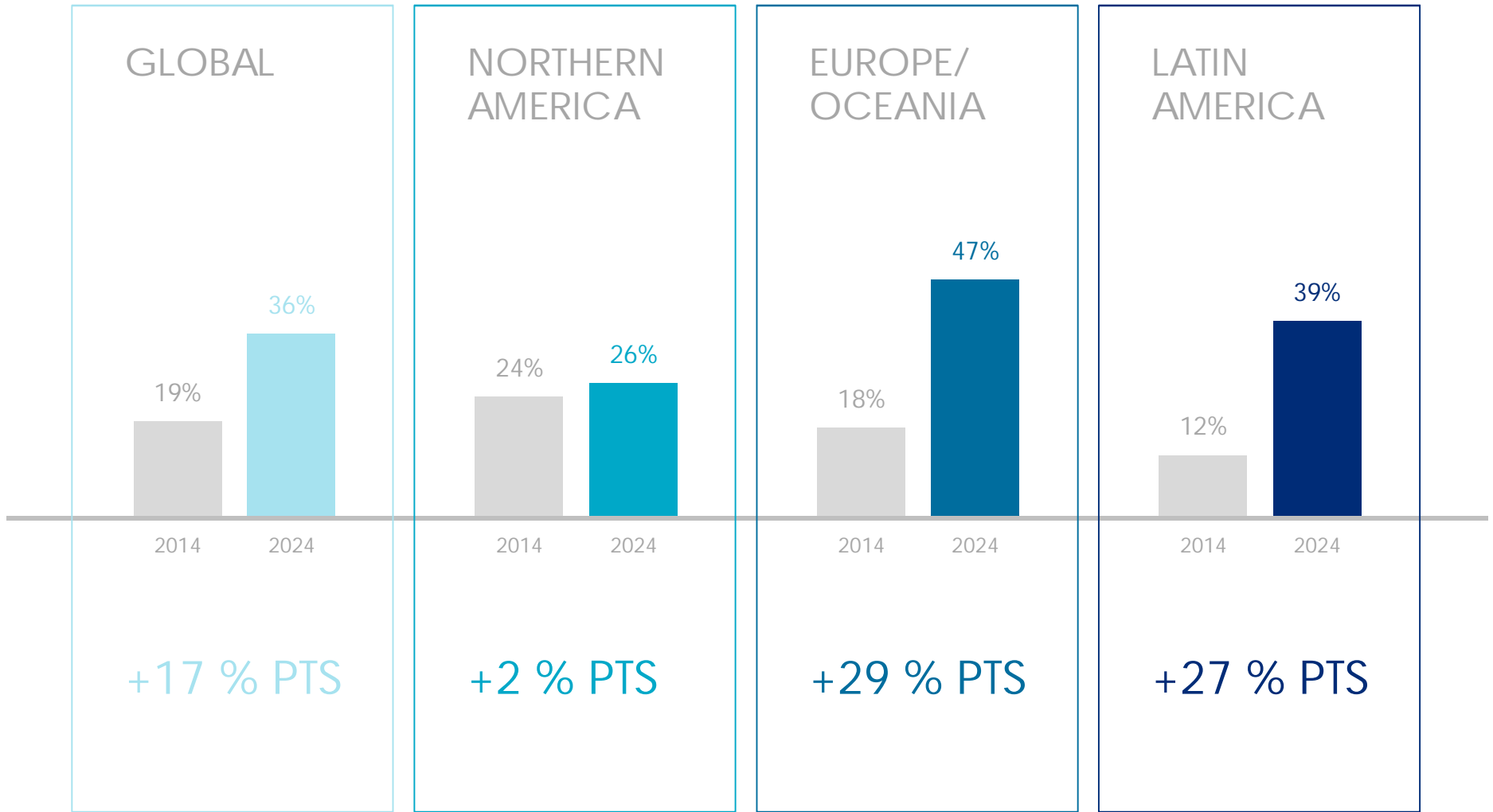
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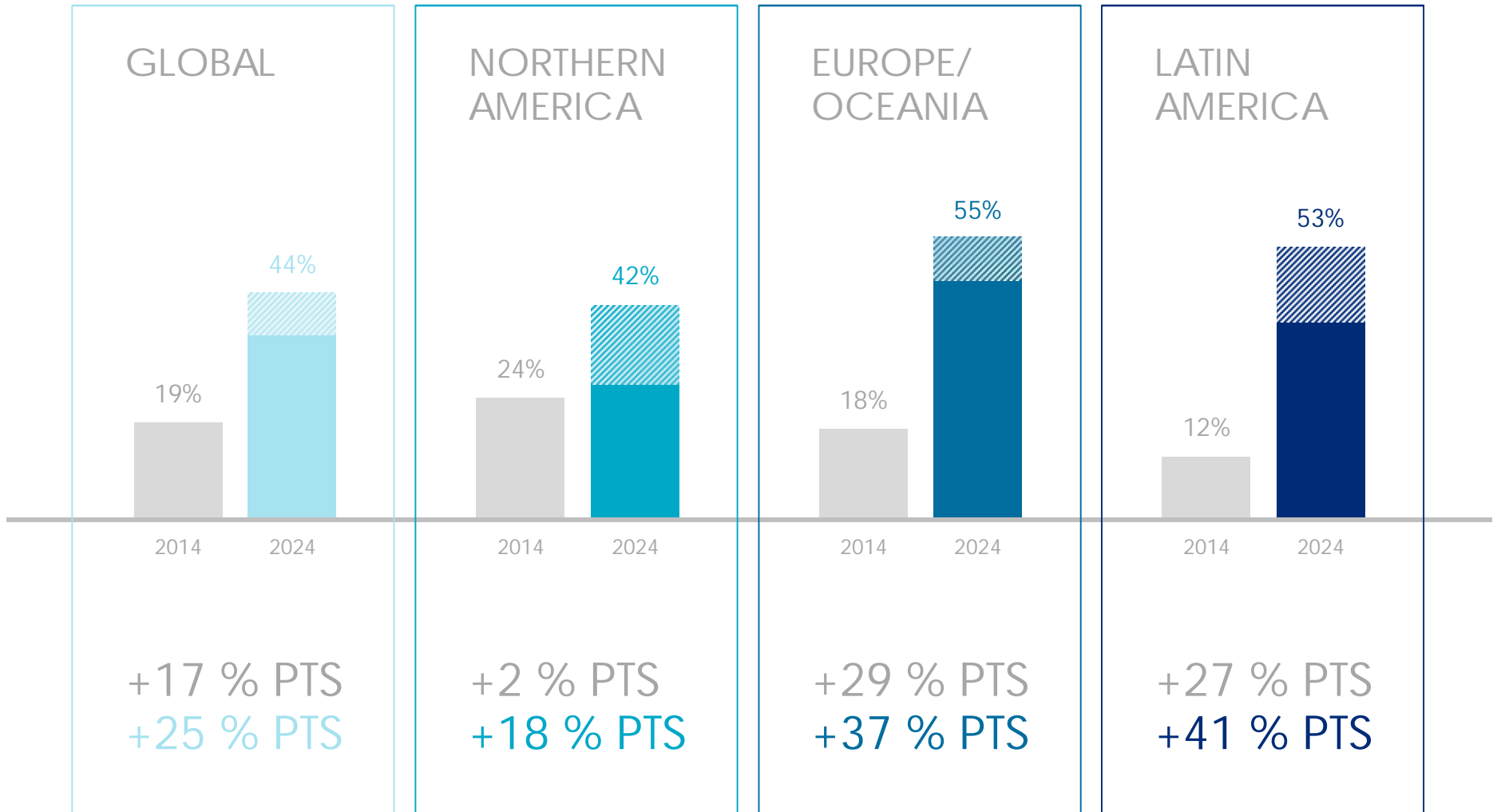
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EXAMINING OUTCOMES: WHAT IS THE FUTURE OUTLOOK?



EXAMINING OUTCOMES: WHAT IS THE FUTURE OUTLOOK, AND FUTURE OPPORTUNITY TO IMPROVE REPRESENTATION?



SELECT SURVEY THEME: MANAGE ACTIVELY, NOT PASSIVELY



Relationship between survey response and workforce outcomes	Current Female Representation	Future Female Representation
I agree that my organization’s commitments to gender equality and pay equity are communicated and documented	⊖	⊖
I agree my organization has a dedicated team responsible for pay equity and a formalized remediation process that relies on a robust statistical approach	⬆	⬆

WHEN WOMEN THRIVE: TRANSLATING FINDINGS INTO ACTION

RESEARCH THEMES

Seek holistic solutions

Broad, enterprise focus is linked to sustainable change

Foster passion over formality

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

Manage actively, not passively

Active management of policies and programs, intended to support different life choices, is required to avoid unintended career penalties

Think and act differently

Non-traditional solutions drive future success

Realize unique value

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

SOLUTIONS



Use disciplined **workforce analytics** and predictive modeling to build a holistic diversity & inclusion strategy



Engage and coach leaders to drive success; **train managers** on how to build a more inclusive workforce



Ensure **pay equity** is a core part of the annual rewards process; monitor utilization and impact of programs



Provide **customized benefits and training** for different talent segments



Conduct **network analysis** to understand how employees are connected to one another and can uniquely drive value

INVITATION TO PARTICIPATE IN 2015 STUDY



PARTICIPATE IN
MERCER'S 2015
WHEN WOMEN
THRIVE STUDY

#WHENWOMENTHRIVE

MAKE TOMORROW, TODAY  MERCER

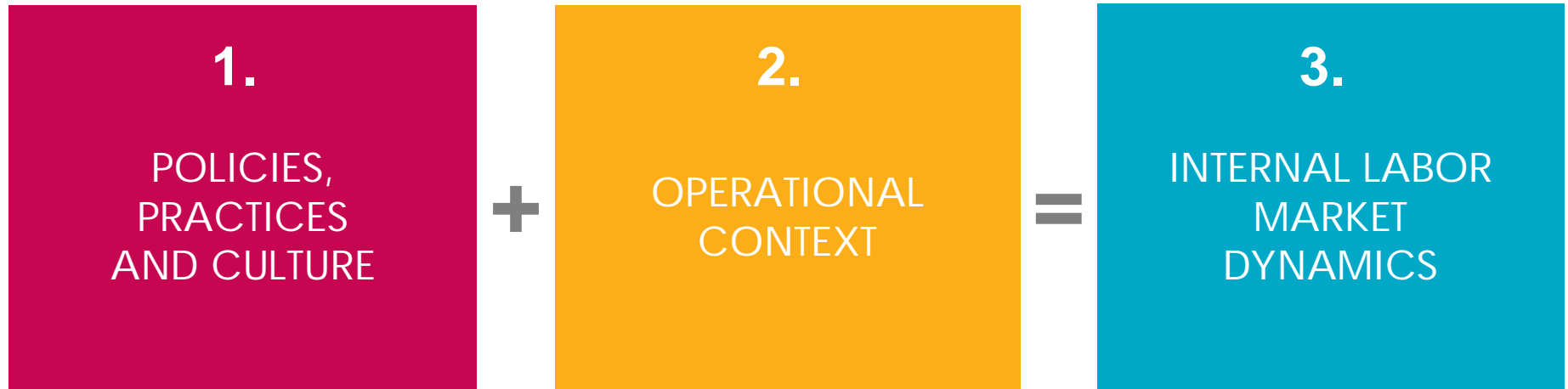
- Join a growing community of organizations who are ready to think differently and holistically about female talent
- Study is open until **August 14** with results to be released Q4 2015
- Visit www.mercer.com/genderdiversity to access the 2015 study

OUR RESEARCH UNIQUELY FOCUSED ON LINKING BROAD HR POLICIES AND PRACTICES TO ACTUAL WORKFORCE RESULTS

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WHAT YOU OFFER

Benchmark your organizational programs, policies and practices

HOW YOU OPERATE

Control for operational context such as industry, region and organization size

THE EFFECTIVENESS OF YOUR TALENT PIPELINE

Know your organization's outlook based on Talent Flows and Future Workforce

1. POLICIES, PRACTICES AND CULTURE

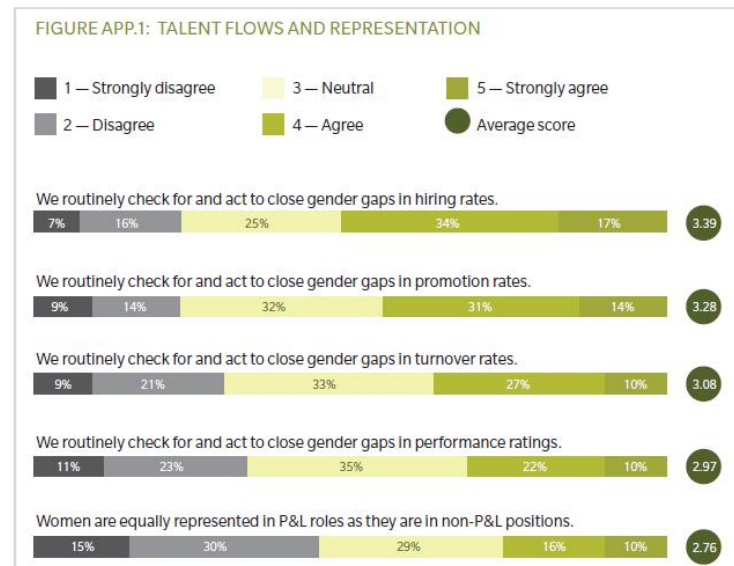
Data Input

- Engagement, accountability and leadership
- Pay equity efforts
- Health benefits
- Financial wellness
- Talent management

Research Output

- Availability and effectiveness of programs
- Perceived strengths

Illustrative



2. OPERATIONAL CONTEXT

Data Input

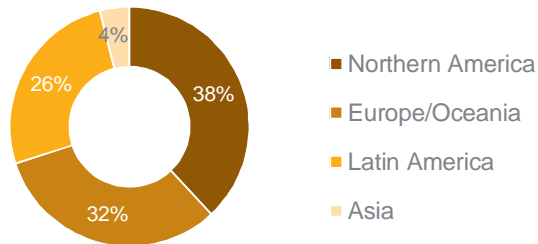
- Geographic scope
- Business type
- Revenue size
- Number of employees

Research Output

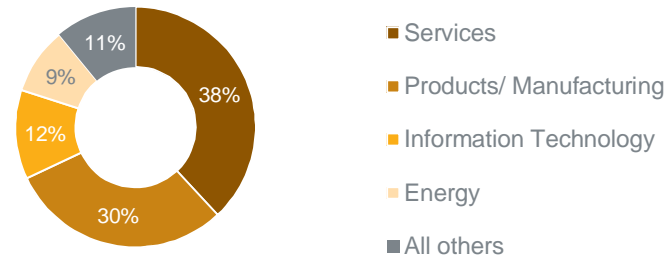
- Participation profile by
- Region
 - Industry
 - Revenue
 - Headcount

Illustrative

PARTICIPANT PROFILE: REGION



PARTICIPANT PROFILE: INDUSTRY



3. INTERNAL LABOR MARKET DYNAMICS

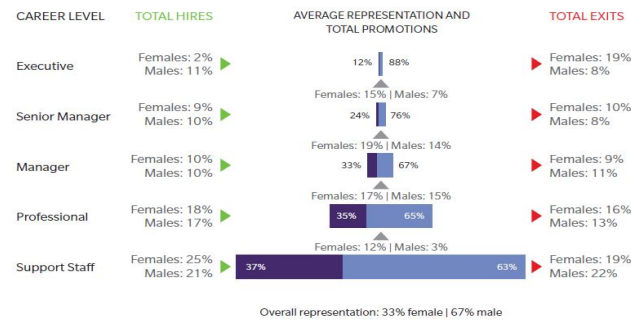
Data Input

- Beginning and ending year headcount, by gender
- Counts of hires, promotions, lateral moves, and exits, by gender and standard career level (definitions provided in survey)

Research Output

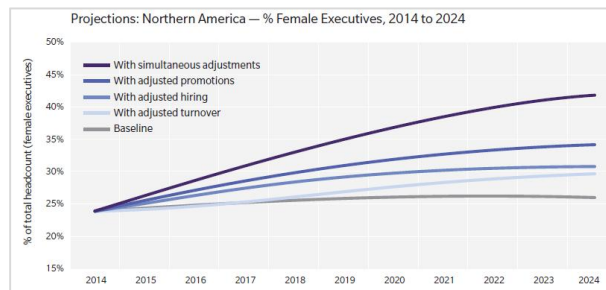
- Internal Labor Market® (ILM) map to depict Organizations' workforce and talent flows by gender

FIGURE 2.6: INTERNAL LABOR MARKET MAP FOR THE AVERAGE ORGANIZATION IN LATIN AMERICA



Illustrative

- Workforce Projections Maps to estimate future female representation



Illustrative

NEXT STEPS FOR RESEARCH STUDY PARTICIPATION

YOUR PARTICIPATION CHECKLIST

- Today, sign up on imercer.com to participate in the survey
- Appoint a primary survey taker
- Decide if you will provide data at the home country or regional level (Asia, Australia/New Zealand, Europe, Latin America, Middle East and North Africa, Northern America (U.S./Canada), or Sub-Saharan Africa)
- Decide on level of participation (Basic Participation, Custom Participation, Diagnostic Participation)
- Complete the survey by August 14

QUESTIONS? PLEASE CONTACT US. WE ARE HERE TO HELP

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PARTICIPATE IN OUR 2015 RESEARCH STUDY



[Download 2014 research report](#)

Key Research Study Dates

May 25 th onward	Register on imercer.com and choose the level of your participation
By August 14	Complete the web-based research questionnaire (~1.5 hours)
November 11	Findings released

Attend Mercer's Annual When Women Thrive Conference

November 9-10	Brussels, Belgium
Early 2016	Washington, DC, United States (date to be announced)

Your participation is entirely confidential: As is Mercer's standard in administering such surveys, all individual responses will be kept strictly confidential and results will only be reported in the aggregate form



ABOUT EDGE CERTIFIED FOUNDATION ECONOMIC DIVIDENDS FOR GENDER EQUALITY

EDGE is the leading global assessment methodology and global business certification standard for workplace gender equality*

EDGE Certification tells a story of an organization's authentic commitment to gender equality and inclusiveness to employees, potential employees, investors and consumers alike

*Considered by the President of the World Bank, Mr. Jim Yong Kim

- Distinguished by our rigor and focus on business impact
- The methodology incorporates benchmarking, metrics and accountability into the process
- It assesses policies, practices and numbers across five different areas of analysis: equal pay for equivalent work, recruitment and promotion, leadership development training and mentoring, flexible working and company culture
- Leading organizations in 30 countries across 17 industries are currently using the EDGE methodology

QUESTIONS?



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QUESTIONS

Please type your questions in the Q&A section of the toolbar and we will do our best to answer as many questions as we have time for.

To submit a question while in full screen mode, use the Q&A button, on the floating panel, on the top of your screen.



**CLICK HERE TO ASK A QUESTION
TO "ALL PANELISTS"**

FEEDBACK

Please take the time to fill out the feedback form at the end of this webcast so we can continue to improve. The feedback form will pop-up in a new window when the session ends.

MAKE



**TOMORROW
TODAY**