

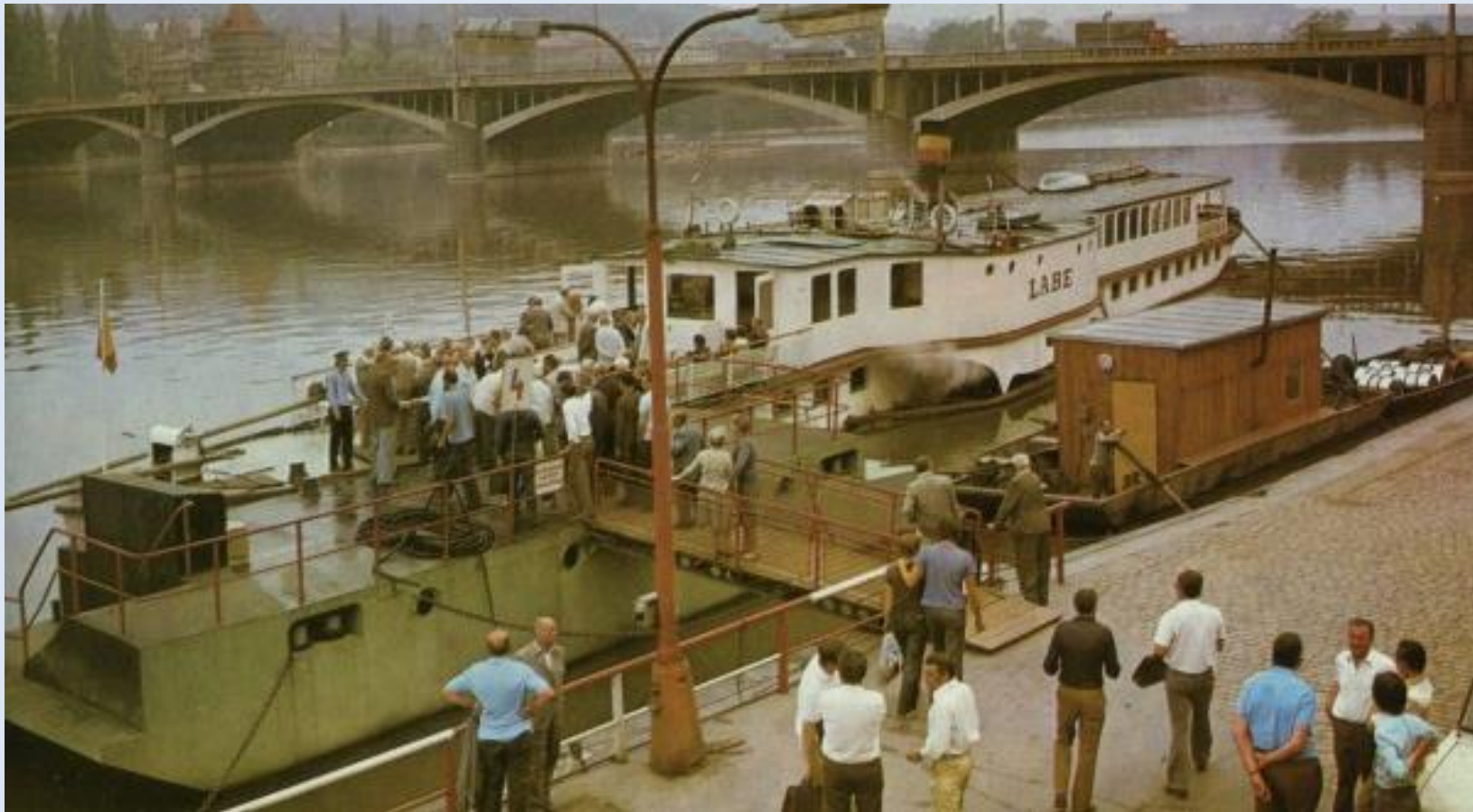
# Diversity



# What is diversity

- How do you define it?
- Examples from external world (where it shows positive results) and internally.
- Can it be beneficial?

# Nástupiště parníků





Different types of people, with different experience and values, representing different cultures, generations, gender and ideas...

... working together for the common goal being able to use their full potential.

**Diversity about race, gender or sexual orientation.**  
It encompasses a wide variety of other differences, including work experience, parental status, educational background, disabilities, age, geographic location...

# Orchestra principle



# Diversity

Access to wider talent pool  
Better mix of skills and qualities  
Better team performance  
Better reflection of consumer  
Decisions  
Effective decision making  
Better results  
„Better company“



# Diversity - Inclusion





# BUSINESS WOMEN

A word cloud of terms associated with business women. The most prominent words are 'Works on her own', 'Hardworking woman', and 'Independent'. Other significant words include 'Able woman', 'Property, wealth, power', 'Self-employed', 'Successful', 'Ambitious', 'Attractive woman, in suit', 'Courageous', 'Cares about family', 'Businessman', 'Lack of time', 'Owner', 'Thief, robber', 'Arrogant', 'Has a trouble', 'Takes the risk', 'Has responsibility', and 'Arrested'.

Works on her own  
Successful  
Has a trouble  
Independent  
Cares about family  
Attractive woman, in suit  
Arrogant  
Ambitious  
Courageous  
Able woman  
Hardworking woman  
Property, wealth, power  
Owner  
Lack of time  
Thief, robber  
Businessman  
Self-employed  
Takes the risk  
Has responsibility

# SHE ECONOMY

**Women account for 85% of all consumer purchases including everything from cars to health care**

**In older groups, women make up a larger percentage of the audience:**

31% are women 18-34

32 % are women 35-54

40% are women 55+

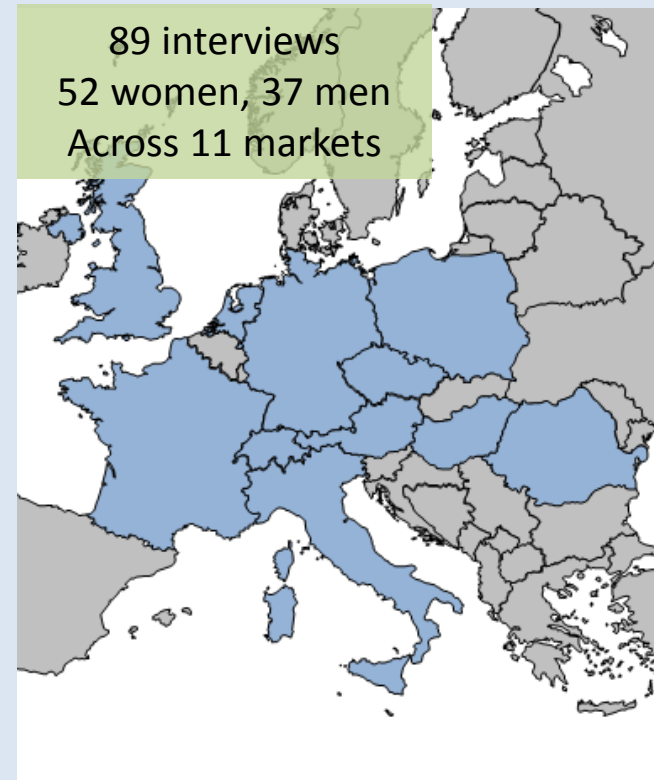


# Diversity, equal opportunities and business results

- Companies that proactively support diversity:
  - **58% higher motivation**
  - **57% more satisfied customers**
  - **69% better image**
- Companies with 3+ women in management/boards 35% higher ROE and 34% per share income.
- Selected investment funds such as Naissance Capital (Swiss), Calpers invest into companies with higher number of women in top management.

# SHE POTENTIAL

- 75% of respondents think we should increase women in leadership
- Half of men and two-thirds of women say it will drive improved business results
- But the vast majority think it shouldn't be accomplished via a quota / KPI



## Expected Benefits of Gender Diversity

- Diversity of thinking
- Engage female consumer
- Collaboration / Team work/
- Better performance
- More empathetic style
- **Better company**
- Access to wider talent
- pool
- More fun

## Identified Barriers for Women Moving Up

Inflexible work environment

Managing work life balance

Male dominated culture

Gaining credibility with men

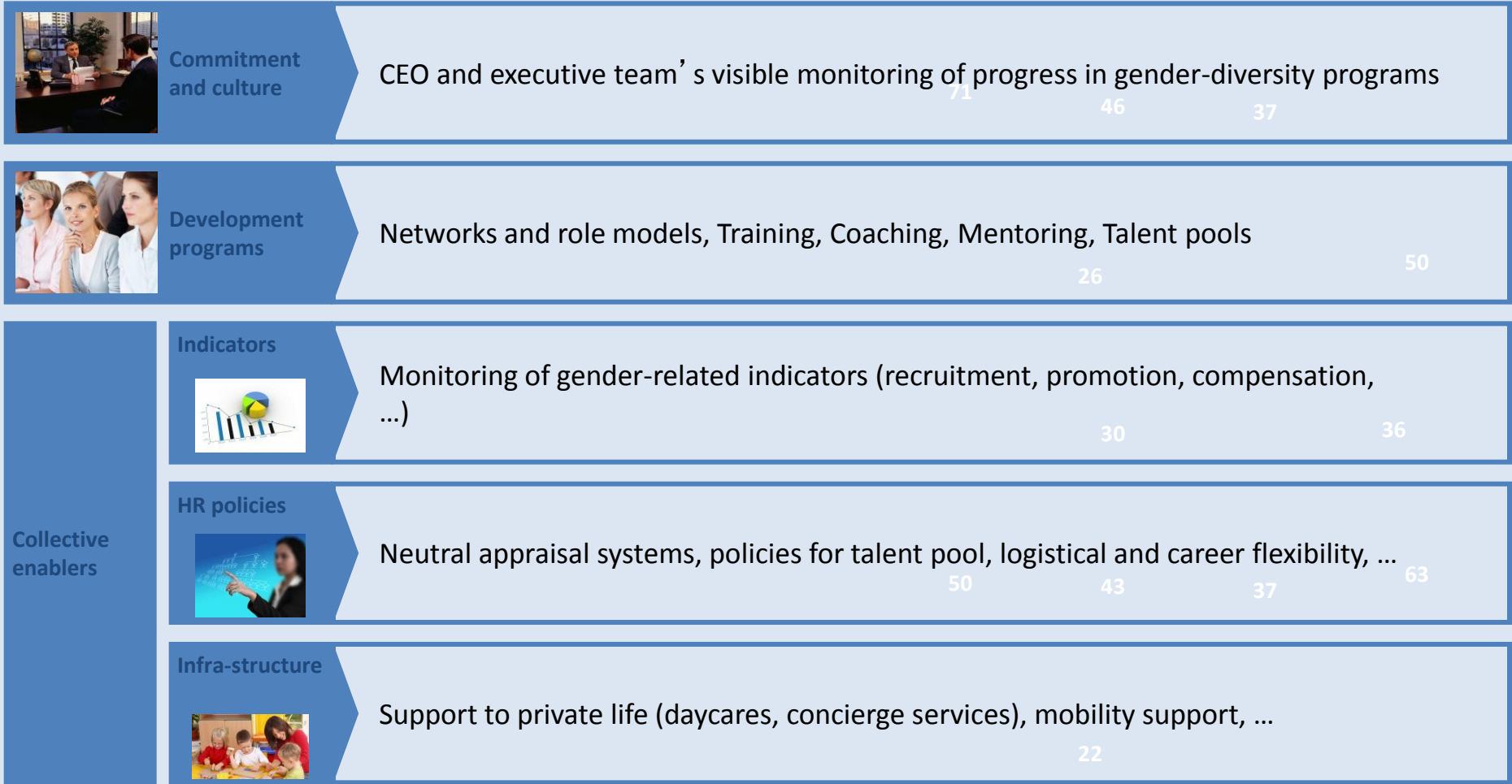
**Motivating women**  
**Educating men**

# Plzeňský Prazdroj

- Mentoring program for talents
- Maternity and Family programs
- Home office
- Diversity in management



# Plzeňský Prazdroj, McKinsey



SOURCE: Women Matter 2011, McKinsey

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1	Flexible working conditions
2	Visible monitoring by the CEO and the executive team of the progress in gender-diversity programs
3	Programs to encourage female networking and role models
4	Facilities to help reconcile work and family life
5	Mentoring of junior women
6	Inclusion of gender-diversity indicators in executives' performance reviews
7	Skill-building programs aimed at women
8	Gender-neutral performance evaluation systems
9	Indicators for hiring, retaining, promoting and developing women
10	Gender-specific hiring goals and programs
11	Programs to smooth transitions before, during, and after parental leaves
12	Systematic requirement of at least one female candidate in each promotion pool
13	Gender quotas in hiring, retaining, promoting or developing women

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# DIVERSITAS – Česká spořitelna

## Gender:

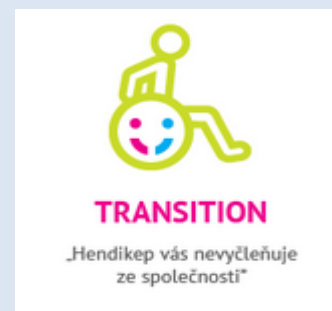
- Satori: mentoring for women
- Equilibrium: mentoring (British Chamber of Commerce)
- Horizonty: networking for women (also outside the bank)
- Minerva: training program for women managers

## Family and work life balance:

- Portal for parents
- Regional meetings for parents „Čáp“
- „Sova“ 55+ Program
- Kindergarten/supporting child care

## OZP: Transition

- Handicapped employees
- Job mentoring/opportunities



# DIVERSITAS benefits

- Nižší fluktuace/Zvýšení motivovanosti zaměstnanců
- Nižší náklady na nábor a školení nových zaměstnanců
- Udržení kvalifikovaných a zkušených zaměstnankyň/ců a udržení kontaktu banky se specifickými cílovými skupinami
- Mezigenerační spolupráce (age management), pracoviště bez diskriminace

## **Aktivní a systematická práce s pracovní silou (návraty na interní trh práce, další rozvoj ohrožených skupiny na trhu práce)**

- Lepší vnímání ČS na trhu práce
- Vhodnější styl vedení lidí
- Stát se pro všechny zaměstnavatelem první volby

## **Pozitivní image ČS jako průkopníka v podporování rovných příležitostí (CSR)**

- Větší vnímavost pro inovace a změny - nové inovativní produkty a služby

# IBM

- Gender audit
- Talented women support
- Women's Leadership Council
- Maternity Leave and Return Program
- LGBT Community



# Škoda auto

- More women into technical schools
- Women targeted marketing
- Talent pool for potential women managers
- Education and training for women at maternity leave
- 50 plus programs
- Protected jobs



# EMPLOYEE POPULATION SHOULD MIRROR CUSTOMER DEMOGRAPHIC

**Refine Your Talent Strategy with Diversity Recruiting**

**Leverage Employee Resource Groups**

**Integrate diversity** into operational systems & practices and align measurements and incentives to reward behaviors that support diversity initiatives.

Managers need to “walk their talk”

**Team diversity**

Training



Individual and group support

HR Measures

Corporate Culture



# You cannot buy diversity through external partnership

Values – Code of conduct (internal/external)

Mapping

Processes assessment

Internal communication and Corporate culture  
(leadership, ombudsman, showing stories)

Monitoring/Reporting

# Measures

- Supporting parents
- Flexible working hours and home offices
- Working with mothers/fathers
- Recruitment and KPIs (horizontal segregation)
- Mentoring
- Training
- Support groups and networking
- Health issue for 50+
- People with handicap
- Shared positions



# Measures

- Intergenerational programs
- Equal opportunities (salaries, conditions for benefits)
- Non- discrimination