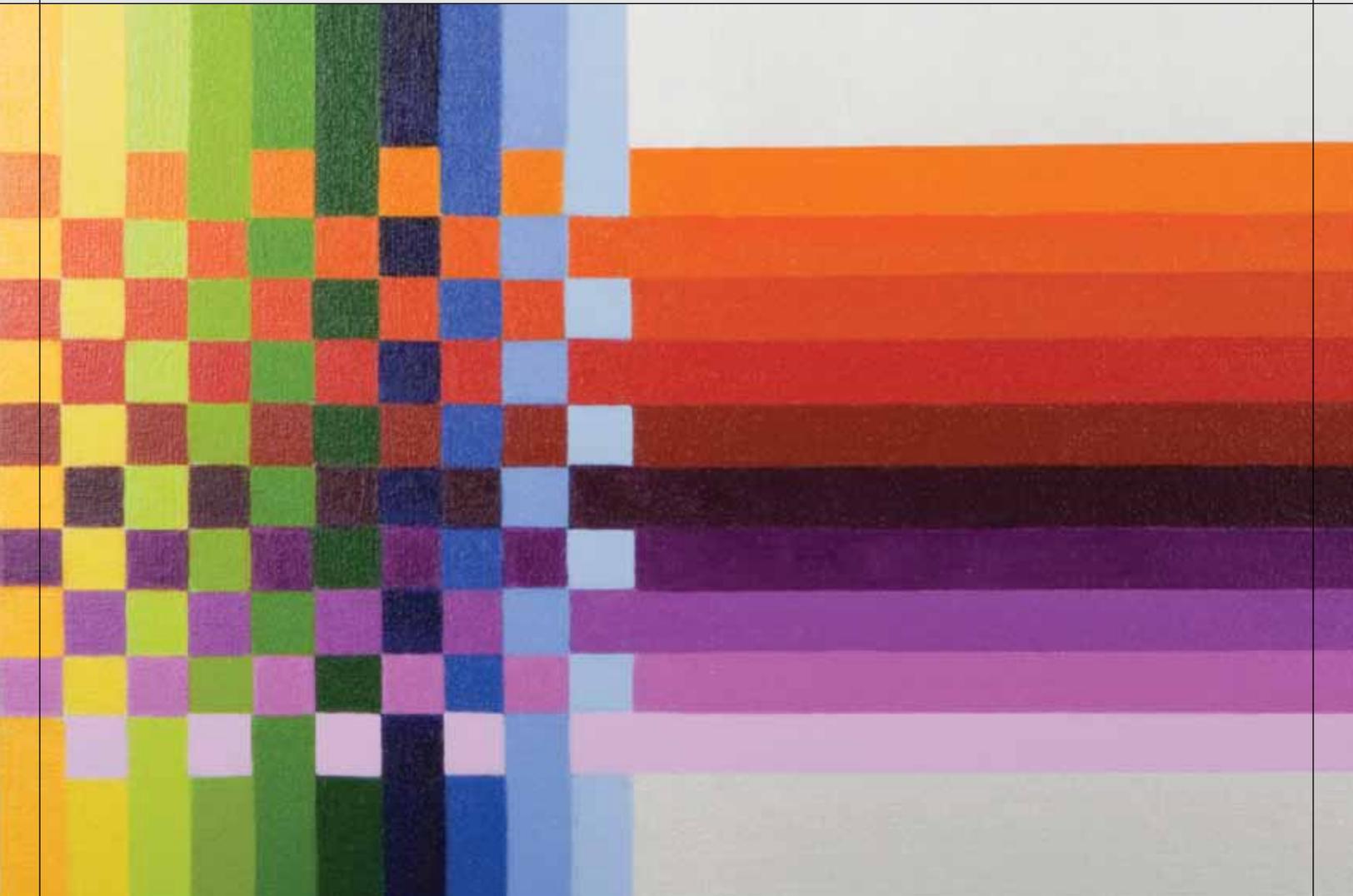


DIVERSITY & INCLUSION: UNLOCKING GLOBAL POTENTIAL

Global Diversity Rankings by Country, Sector and Occupation



IN ASSOCIATION WITH:



Deloitte.



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KEY FINDINGS

- The country index shows that the nations with the most diverse labor forces are Norway, New Zealand, Iceland, Australia, Switzerland, the Netherlands and Canada. Norway's ranking is driven by particularly high levels of gender diversity. The Norwegian government has a gender quota system that requires a certain proportion of women to be on the board of each publicly listed company.
- Toward the lower end of the rankings are Italy, Japan and France. The least diverse countries are the Czech Republic, Turkey, Hungary and Pakistan.
- The United States scores reasonably well—it comes in ninth. If ethnic diversity had been taken into account, which wasn't possible because most countries don't collect that information, the U.S. would likely rank higher.
- The sector index ranks healthcare, hotels and catering, and education as the most diverse occupations. Construction, utilities and mining score the lowest.
- The C-level and senior management positions are woefully bereft of diversity. Out of 1.5 million chief executives in the U.S., just one-quarter are women and only one in ten are ethnic minorities.
- There are stark differences in employee diversity across different industries and occupations. More than seven out of ten HR specialists are women, and the percentage of African Americans and Hispanics in this field is well above average. Among software engineers, just one in five are women; Asians, meanwhile, are nearly six times as prevalent in this field than their population share would predict.
- Taken together, the data reveals the power of long-established cultural norms in shaping individual career choices, and that, in turn, affects companies' global diversity efforts. Tackling these diversity challenges in the U.S. and abroad is going to be extremely challenging.

METHODOLOGY

Oxford Economics built a unique global ranking model based on a weighted composite index to compare and benchmark employee diversity across countries, industries and occupations. The index is comprehensive and takes into account many different types of diversity including gender, age, ethnicity, disability, country of birth, skills and education, number of hours worked, language, and sectoral and geographical distribution. Three separate indexes compose the composite index: a country index based on 50 nations, both developed and developing; an industry index based on 14 industrial sectors; and an occupation index based on the nine core occupation categories used in ISCO (International Standard Classification of Occupations).

The four main sources used to collect the data were the Oxford Economics suite of economic models, including its global macroeconomic database and Industry model; global development organizations such as the International Labour Organization (ILO), the Organisation for Economic Co-operation and Development (OECD), the World Bank and the International Monetary Fund (IMF); national statistics organizations such as National Statistics in the U.K. and the Census Bureau in the U.S.; and commercial data providers, such as FTSE and SIL International.

The data was collected in early 2011, and in most cases, represents the years 2008, 2009 or 2010. In some instances, data was used as a proxy for missing information from some countries. For example, working hours data was unavailable for the United Arab Emirates, so Dubai's labor force survey data was substituted in its place.

Once each of the variables was ranked and scored, it was placed into a composite diversity index. Next, a series of weights were applied to these variables to showcase their relative importance. For example, gender is considered to be a more important indicator of workforce diversity than language, so weights were applied to reflect this. The end result is the overall "composite index of diversity" that is the basis for this report.

The case studies are based on one-on-one interviews conducted by Forbes Insights.

INTRODUCTION

This report provides a statistical look at worldwide workforce diversity data. The research in this report, commissioned by Forbes Insights and conducted by Oxford Economics, provides a unique and first-of-its-kind ranking of employee diversity across 50 global economies, 14 industrial sectors and nine occupations. Additionally, the study includes data on gender and ethnic diversity across more than 500 occupations and 300 sectors in the U.S. and the U.K. (These are the only countries in the study that track ethnic diversity. For this reason, the study uses data on country of origin and linguistic diversity as a proxy for ethnic diversity where possible.)

As a comprehensive atlas of corporate diversity and inclusion (D&I) efforts, the goal of this report is to learn from the varied and unique situations faced by countries and corporations around the globe: Which approaches work best? How can companies continue to increase diversity and effectively translate this into business opportunities and higher productivity? This study also seeks to provide a benchmark, revealing how much progress has been made and where renewed effort is necessary.

The quantitative heft of the statistics in this report is balanced by the very human stories in the case studies of diversity and inclusion efforts profiled by Forbes Insights: A country manager in Qatar deals with ensuring safety for 50,000 workers representing 65 cultures and breaks the company’s record for accident-free work hours; a female employee in Pakistan thanks her mother-in-law for supporting her career; Saudi women embody a historic shift in their society by working for a global technology company; women in India revel in career mentoring, flextime and extended maternity leave; and a firm in South Africa that defied apartheid to recruit black accountants is today governed by a board of directors that is two-thirds black.

FIGURE 1: Diversity 2011 index rankings

COUNTRIES	INDUSTRIES	OCCUPATIONS
1. Norway	1. Health	1. Admin and secretarial
2. New Zealand	2. Hotels and Catering	2. Personal service
3. Iceland	3. Education	3. Sales and customer service
4. Australia	4. Business Services	4. Elementary occupations
5. Switzerland	5. Other Services	5. Professional
6. Netherlands
7. Canada	10. Public Administration	6. Process, plant and machine operatives
46. Poland	11. Manufacturing	7. Skilled trades
47. Pakistan	12. Construction	8. Manager and senior official
48. Hungary	13. Utilities	9. Armed Forces
49. Turkey	14. Mining	
50. Czech Republic		

PROCTER & GAMBLE:**BUILDING A COMMUNITY OF SUPPORT**

Everyone is at the core of consumer products giant Procter & Gamble's mission statement about diversity and inclusion (D&I), an ambitious approach that becomes realistic once you consider that P&G serves consumers in more than 180 countries and that its workforce represents 145 nationalities. The motto Everyone Valued, Everyone Included, Everyone Performing at Their Peak illustrates the way the company thinks about its people and its business. "The more the employees can reflect the consumers, the better we do as a company," says Linda Clement-Holmes, P&G's Chief Diversity Officer and Senior Vice President Global Business Services.

The company, one of the few U.S.-based firms with a board of directors that is half female, believes that D&I provides a strong competitive advantage and that diversity drives innovation. To that end, P&G has one global diversity strategy with a consistent set of measures, but it also encourages customization at the regional level. For example, in Western Europe the regional leaders focus on generational issues and an aging population. In Turkey, on the other hand, P&G has done a lot of work around maternity leave and getting women to return to work afterward.

One of the countries where P&G has faced considerable challenges and has made impressive progress is Pakistan. "Pakistan has a culture of dependency. The female is the glue that holds everything together. But once [the couple] are married, the in-laws decide and influence if the daughter-in-law will work," explains

Clement-Holmes.

If a Pakistani woman wants to stay in the workforce, it is critical for her to get the support of the family, especially of her mother-in-law. Most Pakistanis live in extended families, and once children come into the picture, the mothers-in-law provide childcare.

In order to honor the people who support P&G's Pakistani female employees, three years ago the company started a now annual tradition: Sponsor Day. Each of the women brings a sponsor—mother, father, mother-in-law—to the office for the day. The celebration kicks off with a welcome speech by the country manager of P&G Pakistan. Next comes a "Learning Session," which introduces the sponsors to P&G's mission and growth strategy, as well as the way that ties into how the company reaches consumers in the region. This is followed by a "Proud Moment" activity, when company executives and the female employees honor the sponsors.

During her testimonial on Sponsor Day, Ghazala Nadeem, a human resources manager at P&G Pakistan, spoke about how anxious she felt back in 1991, when she received two pieces of good news at the same time. She found out she was pregnant with her first child and also got a job at P&G. The first thought that went through her head was: How will I be able to manage both?

Twenty years later, Nadeem, now a mother of three daughters ages 19, 16 and 6, credits her mother-in-law for making it possible for her to have a career. "She has been there for my children when I was at the office, when I went on business trips or on business dinners. She has also supported me by taking care of running of the household. I have never had to worry what is for dinner today. It has always been ready," she remembers.

Muneeza Khan, an assistant brand manager, is the first woman in her family to hold a full-time job. On occasion, her conservative father had a hard time understanding why she had to put in such long hours or travel for her career. It was her mother who made it possible. "She would cover for me to Dad when I was late, and make up out-of-this-world reasons to justify my trips abroad! She was the one to make me coffee when I had to pull an all-nighter," she said.

Khan's mother, who didn't get a chance to receive higher

education, encouraged her daughter to study and set career goals for herself since early childhood. "In fact, I live her dream—the dream to be an independent working woman supporting her family," a thank-you many mothers in the world would like to hear.

The goodwill engendered by Sponsor Day lasts far beyond the actual event. "We've found that the day is so enriching, the sponsors talk about it throughout the year. They become our ambassadors," says Clement-Holmes.

COUNTRY INDEX

WOMEN ARE DRIVING EMPLOYMENT

One of the most striking economic events in recent times has been the entry of large numbers of women into the workforce. In advanced countries, this growth has been rapid. Today the three countries with the highest percentage of female workers are Iceland (78%), Denmark (75%) and Norway (71%). Although the gender gap is narrowing in other G8 countries, the U.S. and the U.K. lag behind the top five countries, with 59% and 56%, respectively.

Four of the five lowest rates of female economic activity are in emerging economies: Pakistan (22%), Turkey (25%), Chile (39%) and UAE (42%). Italy is the lowest ranking member of the G7, with just 39% of women active in the market economy.

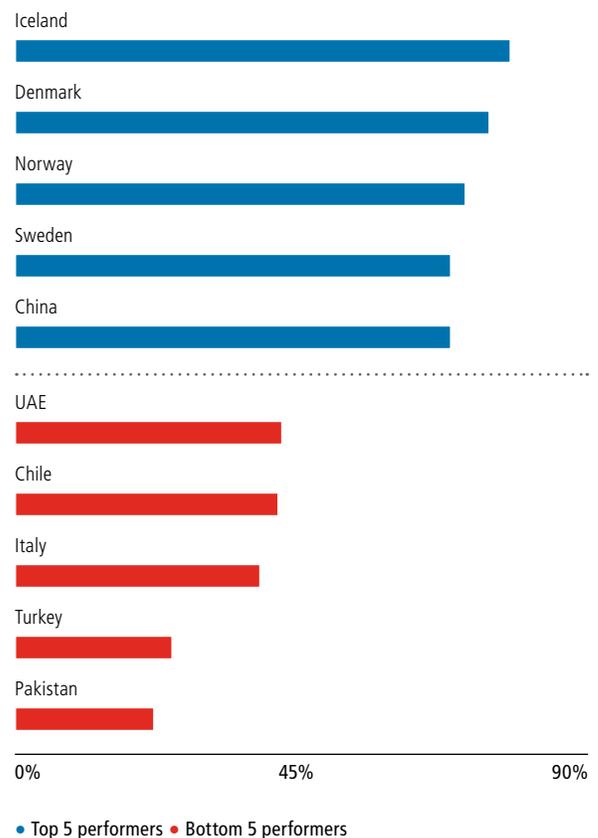
It's worth noting that greater economic equality between men and women has been shown to reduce poverty rates, boost GDP and lead to better governance. In order to improve female participation rates, governments can adopt a number of proven approaches such as flex-time initiatives, free or subsidized childcare, and tax breaks for married couples when both partners work.

COMPANIES NEED MORE FEMALE BOARD MEMBERS

For a nation to be competitive on the global stage, it needs to know how to make use of its female talent pool. While more women have entered the workforce, there are still plenty of inroads to be made, particularly in the upper echelons. The proportion of women who have climbed the corporate ladder and made it to board-of-director status varies greatly among countries. The nations with the highest percentage of female board members are Norway (36%), the Philippines (23%), Sweden (23%), Latvia (22%) and Slovakia (22%). It's not surprising that Norway is at the top of the list, since it was the first country to mandate a quota system for board participation in publicly listed companies.

The countries with the lowest proportion of women on boards are Portugal (0.4%), Japan (0.9%), the UAE (0.9%), Korea (1%) and Chile (2.4%). It is unusual for such a large, advanced economy as Japan to appear so far down on the rankings, but the culture has an insular approach to boardroom diversity; the majority of boards are filled by Japanese men, with few women or non-Japanese.

FIGURE 2: Female economic activity rate



Studies have demonstrated a positive correlation between women in leadership positions and a company's financial performance. For example, in the Forbes 2010 "World's 100 Most Powerful Women" issue, a study of the stock performance of the 26 publicly traded companies run by women on the list discovered that, as a group, they outperformed the market, where most companies were run by male CEOs. On average, the 26 companies beat the market by 28% and their respective industries by 15%.

Additionally, research conducted by Catalyst, a nonprofit organization that promotes women in the workplace, found

that companies that have more female board members perform better than their male-dominated counterparts. On average, these companies outperform by 53% on return on equity, by 42% on return on sales, and by 66% on return on invested capital.

WOMEN IN GOVERNMENT

The Nordic region has the highest percentage of women in elected positions. Sweden is number one with 47%, followed by Iceland (43%) and Finland (42%). Conversely, Japan, Turkey and Brazil are in the bottom five, with 11%, 9% and 9%, respectively. It is interesting to note, however,

that Argentina, which has low numbers of women on corporate boards, has the third-greatest female representation in the national parliament. This is due to a quota system the government introduced in 1991 that requires political parties to put one woman for every three men on their party lists.

In an overall composite gender diversity index, Norway is ranked as the most gender diverse economy, followed by Sweden, Iceland, Finland and Denmark. The lowest-ranked countries for gender diversity are Pakistan, the UAE and Turkey. This isn't surprising, given those countries' religious and cultural beliefs.

FIGURE 3: Female representation on boards

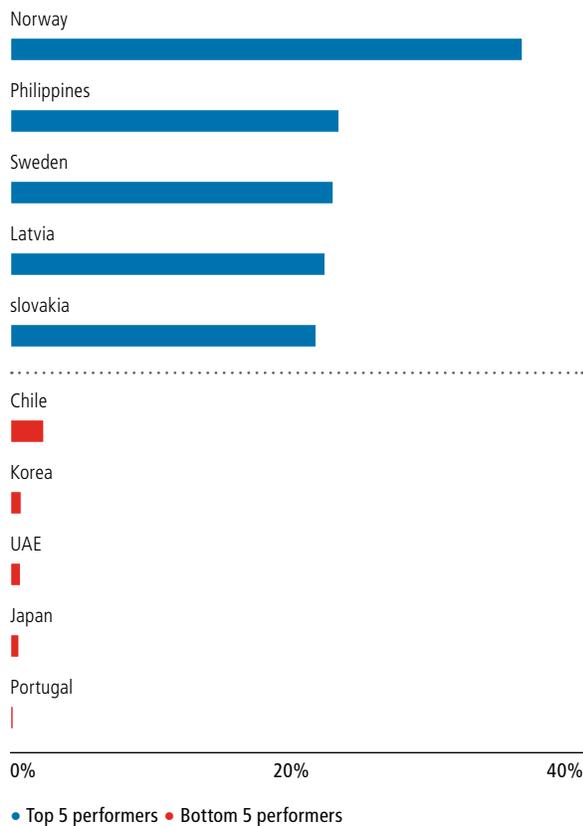


FIGURE 4: Women in national parliaments

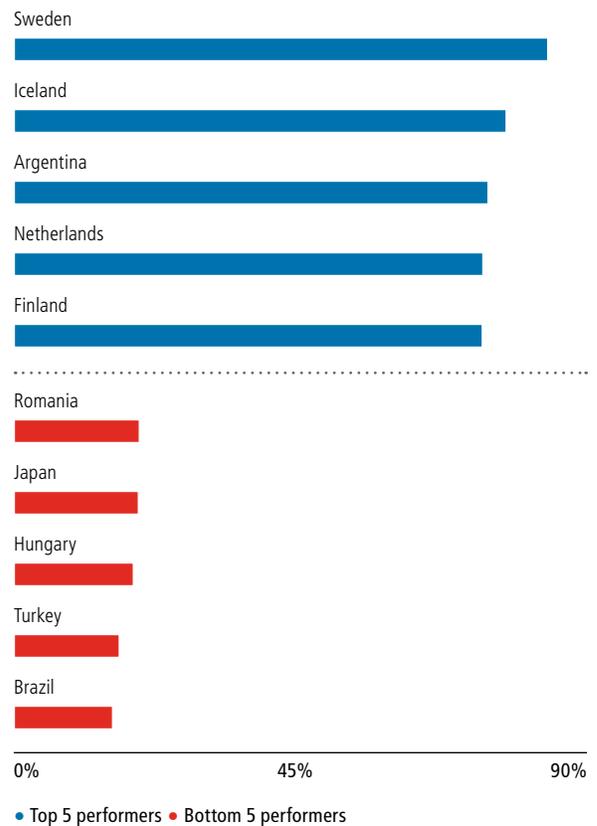


FIGURE 5: Composite gender diversity index by country

Country	Female employment share rank	Female Activity Rate rank	Women on boards rank	Women in parliament rank	Overall Weighted Score	Rank
Norway	5	3	1	8	0.90	1
Sweden	7	4	3	1	0.88	2
Iceland	14	1	9	2	0.84	3
Finland	4	14	6	5	0.79	4
Denmark	9	2	12	6	0.79	5
Netherlands	19	11	17	4	0.72	6
New Zealand	15	8	13	10	0.70	7
Latvia	6	20	4	30	0.67	8
Canada	8	7	15	21	0.66	9
Switzerland	28	8	26	13	0.63	10
Germany	20	25	24	11	0.63	11
Australia	23	12	21	17	0.63	12
Slovakia	31	30	5	31	0.61	13
Argentina	36	33	41	3	0.61	14
United States	11	10	14	36	0.60	15
Austria	21	22	32	16	0.60	16
Lithuania	1	26	10	35	0.59	17
Spain	37	31	33	7	0.59	18
Belgium	26	42	35	9	0.59	19
Estonia	2	23	30	26	0.59	20
Thailand	16	6	25	45	0.59	21
Portugal	18	15	50	15	0.58	22
Israel	12	27	11	34	0.58	23
United Kingdom	17	18	28	29	0.57	24
Bulgaria	13	37	16	25	0.57	25
Macedonia, The former Yugoslav Rep. of	41	43	8	12	0.57	26
Philippines	43	35	2	24	0.56	27
China	44	5	31	22	0.56	28
Singapore	33	19	36	19	0.56	29
France	10	28	27	33	0.56	30

Country	Female employment share rank	Female Activity Rate rank	Women on boards rank	Women in parliament rank	Overall Weighted Score	Rank
Russian Federation	3	16	37	42	0.55	31
Romania	25	40	7	46	0.55	32
Slovenia	22	24	20	44	0.53	33
Poland	27	41	18	28	0.53	34
Ireland	30	21	29	43	0.51	35
Cyprus	29	17	43	40	0.51	36
Hungary	24	39	19	48	0.49	37
Luxembourg	32	38	42	27	0.49	38
Czech Republic	34	34	39	37	0.47	39
Brazil	35	13	44	50	0.47	40
Mexico	45	44	34	14	0.47	41
Korea, Republic of	38	32	47	41	0.44	42
Indonesia	46	29	40	32	0.43	43
Greece	42	45	23	39	0.43	44
Italy	40	48	45	23	0.42	45
Japan	39	36	49	47	0.41	46
Chile	47	47	46	38	0.35	47
Turkey	48	49	22	49	0.19	48
United Arab Emirates	50	46	48	18	0.18	49
Pakistan	49	50	38	20	0.15	50

AGE DIVERSITY

People are living longer and, in some countries, healthier lives. For the first time in history, people age 65 and older will outnumber children under five. Aging populations are a significant challenge to governments, as they affect economic growth, trade, migration, and put strains on pension systems and other social programs.

To counter this, countries such as the U.S., U.K. and Germany have announced plans to raise the threshold for age-related entitlement programs. Having employees work longer has two obvious economic benefits: It boosts output and reduces the length of time over which pensions need to be paid.

Participation rates for older workers vary considerably among countries. Emerging economies in Asia and Latin America show very high rates; Indonesia (52%) and the Philippines (38%) have the highest rates of economic activity for workers 65 and older. However, this is likely due to the number of older workers employed in the agricultural sector, one of the major sectors for emerging economies.

The lowest rates of participation among older workers are all in Europe. Of the 50 nations in the index, the bottom 20 are in Europe. (The only exception is Iceland, which ranks third (35%) in economic activity for those over 65.) The five lowest-ranking countries are Hungary, Belgium, Slovakia, France and Luxembourg. These rates could change, however, if more European countries adopt policies requiring older workers to stay in the workforce longer.

INCOME DIVERSITY

Globally, income equality is anything but equal. Today, the richest 1% of adults control 43% of the world's assets, and this inequality is expected to continue. To illustrate the gap, consider the fact that in the early 1970s, the income of the top 10% of wage earners in the U.S. was 3.5 times greater than that of the bottom 10%. Today it is five times greater. And this isn't an American-centric phenomenon; other advanced economies such as the U.K. and Australia have experienced a similar widening of the gap between the rich and the poor.

In other parts of the world, the countries with the most unequal income distribution (Brazil, Chile, Mexico and Argentina) tend to have low income per capita.

FIGURE 6: Seniors vs. young children in world population

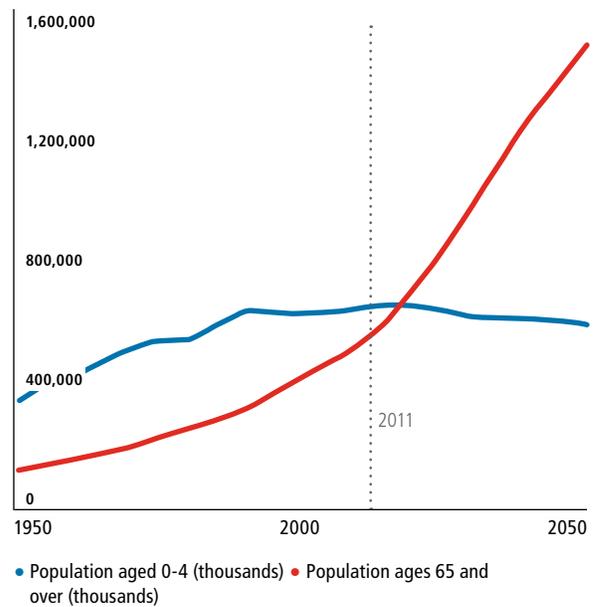
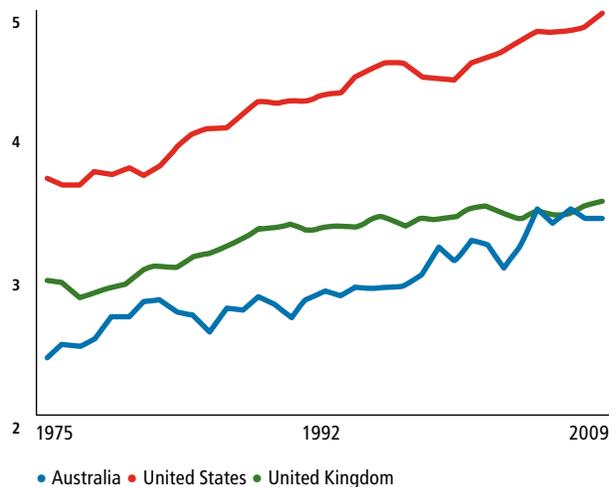


FIGURE 7: Ratio between top 10% of earners and bottom 10%



SECTORAL DIVERSITY

Since early 2008, the world economy has suffered its longest recession since the Great Depression of the 1930s. The recession has crippled governments around the globe, saddling them with enormous deficits and slow economic growth.

In today’s tough economic times, it is seen as vital for countries to have a healthy balance of sectoral employment to ensure sustainable growth and limit exposure to risk. This is an intriguing shift in conventional wisdom, since it diverges from the theory of comparative advantage, with its drive to specialize. Germany, for example, is one of the major economies to have maintained a strong industrial base, and because of this the German economy recovered from the recession faster than its European counterparts.

The top five countries in terms of sectoral diversity are Australia, Canada, Ireland, New Zealand and Russia. The bottom five performers, all of which are heavily reliant on agriculture as a source of employment, are the Philippines, Indonesia, China, Thailand and Pakistan.

EDUCATIONAL DIVERSITY

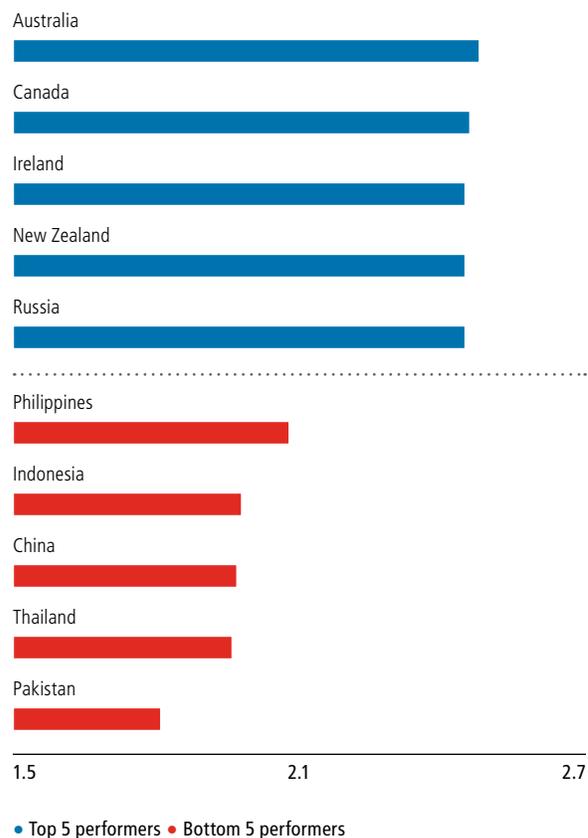
A government’s approach to education is arguably the most important policy for economic growth. However, it is important for a country’s population to have a wide range of skills in order to meet the needs of companies. If there are too many college graduates and not enough lower-educated citizens, jobs in manufacturing or other labor-intensive jobs go unfilled. Conversely, an uneducated populace can’t push the economy forward if they can’t function in jobs like technology or financial services.

New Zealand, the U.S. and Japan have the most educationally diverse populations, while Argentina, China and the Czech Republic have the least diverse.

MIGRANT TALENT

The high mobility of labor, a key facet of globalization, has a major impact on skilled labor forces. Since migrants are frequently highly skilled and motivated, they are vital assets to driving economies. For instance, a study published in the October 2006 issue of the National Institute Economic

FIGURE 8: Index of sector diversification



Review found that roughly 17% of GDP growth in the U.K. was attributable to migrants.

The UAE has the largest stock of migrant labor—a whopping 87%. This is due to the fact that Emirati nationals account for just 19% of the total UAE population, much lower than the percentage of nationals in other Middle Eastern states such as Oman and Bahrain.

Luxembourg, with a labor force that is nearly half migrant (48%)—mostly from Germany, France and Belgium—comes in second, followed by Singapore (30%).

COUNTRY INDEX SUMMARY

Norway holds the top rank in our global index of employee diversity, followed by New Zealand, Iceland, Australia, Switzerland, the Netherlands and Canada. The U.S. ranks

ninth on the index, and the U.K. comes in at number 17. The least diverse workforces are in Poland, Pakistan, Hungary, Turkey and the Czech Republic.

FIGURE 9: Normalized scores and overall composite diversity index by country

Country	Gender	Language	Country of birth	Age	Part-time	Education	Income	Sector	Weighted Index	Weighted Index Rank
Norway	0.90	0.77	0.06	0.71	0.59	0.33	0.97	0.81	0.67	1
New Zealand	0.70	0.12	0.21	0.76	0.61	0.70	0.61	0.95	0.63	2
Iceland	0.84	0.02	0.04	0.99	0.33	0.46	0.80	0.87	0.62	3
Australia	0.63	0.15	0.25	0.67	0.65	0.62	0.78	1.00	0.61	4
Switzerland	0.63	0.64	0.26	0.64	0.68	0.30	0.79	0.87	0.60	5
Netherlands	0.72	0.46	0.04	0.55	1.00	0.38	0.87	0.76	0.60	6
Canada	0.66	0.65	0.02	0.66	0.42	0.47	0.73	0.96	0.60	7
Philippines	0.56	1.00	0.05	0.86	0.73	0.57	0.39	0.40	0.59	8
United States	0.60	0.41	0.15	0.70	0.22	0.65	0.36	0.91	0.57	9
Sweden	0.88	0.19	0.05	0.55	0.27	0.45	0.94	0.80	0.56	10
Israel	0.58	0.78	0.03	0.55	0.50	0.47	0.53	0.82	0.56	11
Argentina	0.61	0.25	0.08	0.76	0.58	0.21	0.34	0.87	0.54	12
Denmark	0.79	0.06	0.05	0.53	0.50	0.38	0.88	0.79	0.53	13
Latvia	0.67	0.70	0.17	0.37	0.24	0.34	0.58	0.85	0.53	14
Singapore	0.56	0.88	0.35	0.52	0.19	0.35	0.28	0.70	0.53	15
Estonia	0.59	0.56	0.19	0.37	0.25	0.47	0.75	0.90	0.51	16
United Kingdom	0.57	0.16	0.09	0.56	0.59	0.48	0.72	0.82	0.51	17
Ireland	0.51	0.26	0.16	0.56	0.37	0.50	0.83	0.95	0.51	18
Finland	0.79	0.16	0.02	0.42	0.27	0.31	0.91	0.84	0.50	19
Austria	0.60	0.63	0.12	0.38	0.32	0.22	0.91	0.91	0.50	20
Spain	0.59	0.51	0.16	0.36	0.18	0.41	0.72	0.90	0.49	21
Indonesia	0.43	1.00	0.00	1.00	0.45	0.27	0.59	0.24	0.49	22
Germany	0.63	0.22	0.10	0.38	0.59	0.30	0.88	0.80	0.49	23
Belgium	0.59	0.86	0.09	0.05	0.35	0.51	0.89	0.79	0.49	24
Thailand	0.59	0.89	0.04	0.72	0.31	0.42	0.42	0.22	0.48	25

Country	Gender	Language	Country of birth	Age	Part-time	Education	Income	Sector	Weighted Index	Weighted Index Rank
United Arab Emirates	0.18	0.91	1.00	0.69	0.01	0.34	0.47	0.65	0.48	26
Cyprus	0.51	0.43	0.20	0.40	0.22	0.44	0.84	0.91	0.48	27
Lithuania	0.59	0.40	0.00	0.22	0.41	0.50	0.63	0.85	0.47	28
Mexico	0.47	0.16	0.00	0.87	0.29	0.37	0.17	0.75	0.46	29
Brazil	0.47	0.03	0.00	0.90	0.43	0.27	0.00	0.67	0.45	30
Russian Federation	0.55	0.33	0.04	0.35	0.28	0.22	0.44	0.94	0.45	31
Luxembourg	0.49	0.59	0.55	0.11	0.14	0.29	0.81	0.83	0.45	32
Macedonia	0.57	0.67	0.08	0.31	0.14	0.25	0.42	0.76	0.44	33
Korea, Republic of	0.44	0.00	0.03	0.61	0.18	0.57	0.75	0.88	0.43	34
China	0.56	0.58	0.00	0.67	0.48	0.18	0.46	0.24	0.43	35
Portugal	0.58	0.02	0.05	0.45	0.19	0.29	0.64	0.81	0.42	36
Japan	0.41	0.03	0.01	0.53	0.25	0.65	0.57	0.70	0.40	37
France	0.56	0.32	0.06	0.11	0.23	0.26	0.80	0.86	0.40	38
Romania	0.55	0.20	0.00	0.38	0.41	0.24	0.65	0.60	0.40	39
Chile	0.35	0.04	0.02	0.66	0.21	0.29	0.15	0.88	0.39	40
Italy	0.42	0.70	0.09	0.12	0.21	0.25	0.75	0.83	0.39	41
Greece	0.43	0.20	0.11	0.20	0.09	0.58	0.70	0.87	0.39	42
Slovenia	0.53	0.20	0.01	0.18	0.10	0.34	1.00	0.84	0.38	43
Bulgaria	0.57	0.26	0.00	0.17	0.06	0.32	0.69	0.78	0.38	44
Slovakia	0.61	0.36	0.00	0.14	0.00	0.24	0.94	0.72	0.37	45
Poland	0.53	0.07	0.00	0.13	0.16	0.40	0.75	0.84	0.37	46
Pakistan	0.15	0.90	0.03	0.98	0.28	0.29	0.77	0.00	0.34	47
Hungary	0.49	0.18	0.01	0.00	0.00	0.36	0.94	0.84	0.33	48
Turkey	0.19	0.34	0.03	0.64	0.13	0.29	0.48	0.56	0.32	49
Czech Republic	0.47	0.08	0.02	0.18	0.03	0.12	0.93	0.71	0.30	50

DELOITTE:

HOW A GLOBAL POWERHOUSE BUILDS A MULTICULTURAL WORKFORCE

At Deloitte Touche Tohmatsu Limited (DTTL), diversity and inclusion (D&I) have been at the core of business strategies for the past 25 years.

"Deloitte¹ believes that an organization that is diverse is stronger. It can draw on countless skills. It can innovate better. It can reach a greater number of markets. It can team more effectively," says Barry Salzberg, DTTL Global CEO.

Deloitte provides audit, tax, consulting and financial services to clients in more than 150 countries, and one of its core values is "strength from cultural diversity." Diversity at Deloitte is reflected throughout the ranks. The current U.S. chairman, Punit Renjen, is Indian, and Joseph Echevarria, the U.S. CEO, is Hispanic. "This didn't happen through force, but grew organically from how Deloitte operates," says Salzberg. "Diversity is not something you do on the side—not if you want to be successful—and it can't be separate from the 'real' business of the organization."

DTTL has a global diversity strategy that allows for customization on a regional level. "Deloitte does not have a singular country culture that dominates. Instead, Deloitte has teams that develop regional strategies that are consistent with local values in their regions," Salzberg explains.

And in the eyes of its competitors and the business community at

large, Deloitte is viewed as having taken an early lead in incorporating D&I into many of its markets. One case in point: Southern Africa.

DELOITTE SOUTHERN AFRICA: BREAKING NEW GROUND AND SHATTERING RACIAL BARRIERS

Deloitte Southern Africa (DSA) operated for more than 40 years before apartheid was introduced in 1948. DSA took an unprecedented stance in 1976 with the launch of its Black, Indian and Colored Committee. Led by then-CEO John Massey, the group of like-minded partners actively recruited black trainee accountants and supported them to become Chartered Accountants.

In 1996, DSA formalized its black advancement initiatives and took steps to ensure that black accountants were integrated into the member firm's everyday business in a sustainable way. The result was the establishment of the Multi-Cultural Development Program (later called the Transformation Strategy) under Global Diversity Leader DTTL Vanessa Borchers. The vision of the program was "to be a truly Southern African firm in terms of race, gender and organizational culture and to promote the principle of strength through diversity," says Borchers. Today more than 80% of the partners and directors in DSA have come up through the ranks, starting as junior professionals in the member firm. In addition, 52% of DSA employees are women, and 46% are black; 28% of the partners are black; black females account for 20% of the executives; and blacks compose two-thirds of the board. "People within and outside of the industry recognize that DSA has done something different and sustainable," says Diane Schneider, Talent and Transformation Lead, DSA.

DELOITTE U.S. INDIA: TARGETING WOMEN

In 2001, Deloitte United States started its offshore operations in India with about 50 professionals. Today the Deloitte U.S. India offices (USI) employ 14,000 professionals and operate in four cities: Hyderabad, Mumbai, Bengaluru and New Delhi.

The USI workforce is the youngest within Deloitte. About 65% of the workforce is less than 30 years of age, approximately 35% are women, and about 60% are from non-metropolitan regions.

Culturally, India is very family-centric. "In India, more so than in other places, home and work lives meld," says Deloitte USI Consulting Managing Director Parag Saigaonkar. "And there can be a lot of family pressure for balancing work and extended family responsibilities, particularly for women who are married and have children."

To address this, Deloitte USI created The Women's Initiative (WIN) in 2006, leveraging the success of the program in Deloitte United States. The WIN process begins at the recruiting stage. Deloitte USI has relationships with several of the top female-only colleges in India, and the member firm holds Recruitment Days on these campuses to connect with potential new hires. Once the women are hired, Deloitte USI has initiatives in place to help them to advance through the ranks, such as an apprentice program that connects junior women with high-profile mentors; this program has been so successful that USI now has two women in the pipeline to become U.S. directors.

Today 38% of the 14,000 Deloitte USI professionals are women, and the number of women in management positions continues to grow sharply.

DELOITTE MIDDLE EAST: RETENTION AND ADVANCEMENT OF WOMEN

Although the number of women who work continues to increase, the Middle East lags behind other regions in the world, with women making up just 33% of the workforce.

So Deloitte Middle East (ME) created the Deloitte Retention and Advancement of Women (DRAW) program, sponsored by Omar Fahoum, the chair and CEO of Deloitte ME. DRAW is focused on recruiting top female talent, advancing these women into leadership roles, and ensuring that women are represented at all levels throughout the organization. One of the initiatives Deloitte ME launched resulted in the institution of flexible and part-time policies. "It is very unusual for any company in the Middle East to offer flextime policies while also supporting people who take advantage of these policies in advancing their careers, but we knew it was important if we wanted to retain women," says Rana Ghandour Salhab, Talent & Communications Partner, Deloitte ME.

Deloitte ME's efforts in the region are paying off. The number of women in Deloitte ME increased to 27% in 2010, up from 24% in 2009, and to 35% in the Levant countries. Women in managerial roles have increased as well: 20% in 2010 compared with 11% in 2009, and 33% in the Levant countries. Additionally, the number of women in leadership roles has grown dramatically, to eight women partners and principals by June 2010.

¹ As used in this story, "Deloitte" means Deloitte Touche Tohmatsu Limited member firms.

SECTOR INDEX

GENDER DISTRIBUTION

The fastest-growing sector for both men and women is the services sector. This reflects the global movement away from the agricultural and industrial sectors to a more service-oriented economy.

Overall, however, the labor force is highly divided by gender. Based on an analysis of the labor markets of 58 countries, health and education top the rankings for women, with more than two-thirds of teachers and nurses being female. Hotels and catering rank next, followed by financial services and “other” services. At the bottom of this rank is construction and mining, predominantly male industries given the physical demands of the work.

ETHNICITY IN THE U.S. AND U.K. WORKFORCES

The U.S. and the U.K. are the only countries that track employment data in regards to ethnicity. The hotel and catering sector ranks the highest as the most ethnically diverse workforce. This is followed closely by the health-care industry: One-third of its workers are non-white. This is due, in part, to a nursing and aide shortage in the U.S. and the U.K., where institutions and facilities have increasingly been looking to foreign-born workers to fill the gap.

AGE DISTRIBUTION

Agriculture is the sector with the most age-diverse workforce—not surprising, as farming tends to be a family affair. The hotel and catering sector ranks second and has the largest share of employees under age 25 (20%). The least diverse sectors are utilities and mining, with the bulk of their workforce in the 40-49 age bracket.

GEOGRAPHIC DISTRIBUTION

In order to avoid unnecessary risks and to ensure future growth prospects, sectors should be dispersed around the globe. The most evenly distributed sectors are business services, health, financial services, and transport and communications. Agriculture is the least geographically dispersed sector, with global employment largely being concentrated in a small number of countries including China and other emerging Asian economies.

FIGURE 10: Proportion of female employment

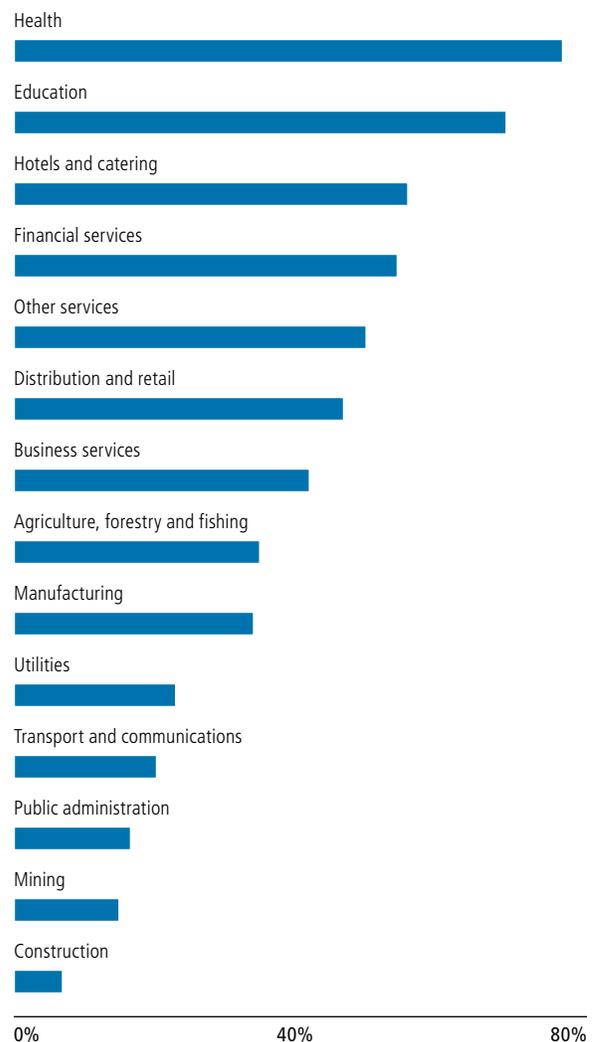


FIGURE 11: Proportion of non-white employment

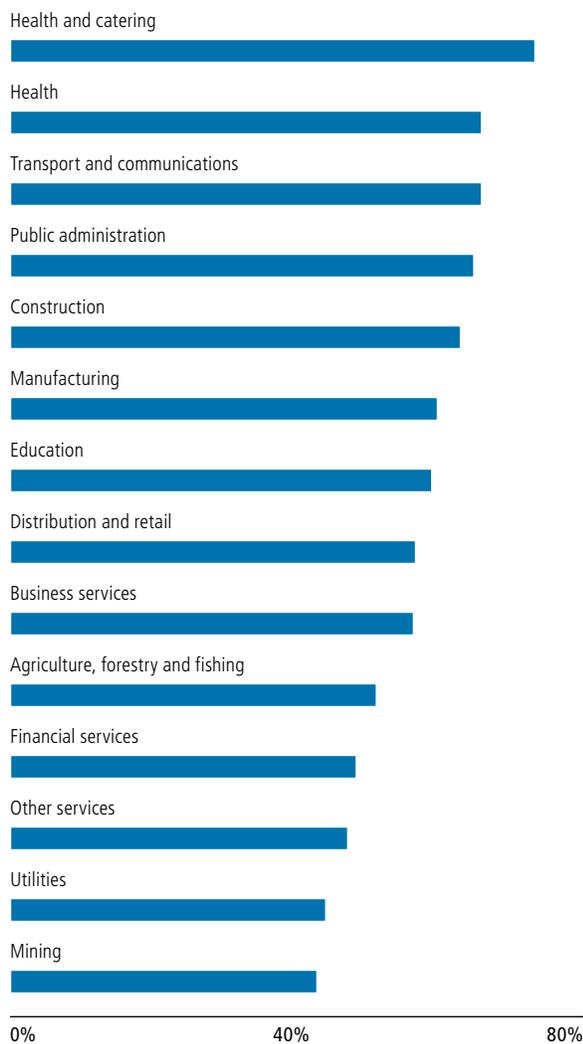
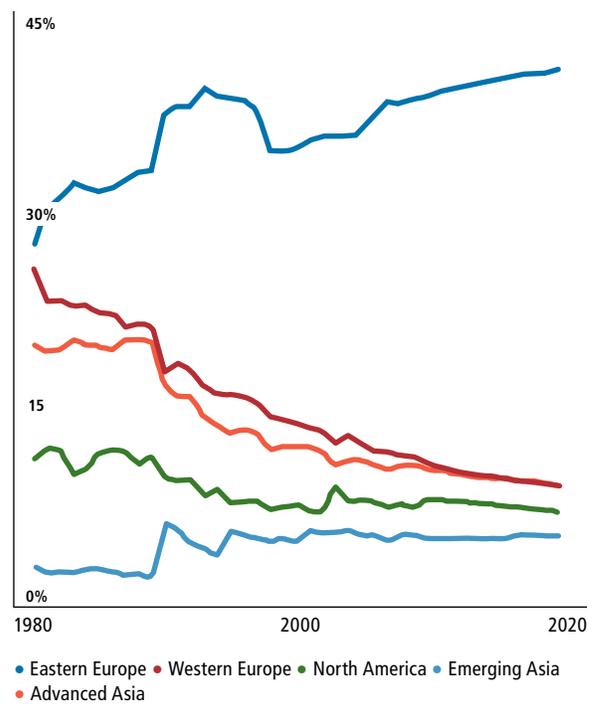


FIGURE 12: World agricultural output (% share)



SECTORAL SUMMARY

Health is the leading sector and scores well on gender, working hours and geographic distribution variables. Hotels and catering comes in second, and the bottom three are construction, utilities and mining.

The rankings did not, however, take into account the different types of jobs that workers perform across the sector. For instance, the senior managers in the hotel and catering sector are less likely to be women or minorities, who likely fill lower-ranking jobs such as maids or bellhops.

FIGURE 13: Normalized scores and overall composite diversity index by sector

Sector	Geographical spread	Gender	Ethnicity	Age	Part-time	Disability	Weighted index	Weighted index rank
Health	0.94	1.00	0.76	0.20	0.87	0.04	0.68	1
Hotels and catering	0.82	0.70	1.00	0.53	0.80	0.04	0.67	2
Education	0.76	0.89	0.53	0.14	0.69	0.04	0.56	3
Business services	1.00	0.49	0.45	0.37	0.62	0.03	0.52	4
Other services	0.21	0.61	0.14	0.48	1.00	0.04	0.50	5
Distribution and retail	0.83	0.56	0.45	0.36	0.49	0.04	0.48	6
Agriculture, forestry and fishing	0.00	0.40	0.27	1.00	0.57	0.06	0.45	7
Financial services	0.87	0.67	0.18	0.10	0.33	0.03	0.41	8
Transport and communications	0.87	0.19	0.76	0.16	0.33	0.04	0.36	9
Public administration	0.67	0.13	0.71	0.04	0.31	0.04	0.28	10
Manufacturing	0.36	0.38	0.57	0.16	0.14	0.04	0.27	11
Construction	0.36	0.00	0.66	0.27	0.12	0.03	0.20	12
Utilities	0.65	0.23	0.05	0.01	0.11	0.04	0.19	13
Mining	0.34	0.11	0.00	0.00	0.00	0.04	0.08	14

ROYAL DUTCH SHELL:

INVESTING IN QATAR'S WORKFORCE AND ITS FUTURE

With operations in more than 90 countries, Royal Dutch Shell PLC defines diversity as "all the ways we differ," which includes visible differences such as age, gender and ethnicity, along with such non-visible traits such as thinking styles, religion and nationality.

Few places offer more cultural diversity concentrated in a single country than Qatar does, where Shell has built and started up the Pearl GTL plant, the world's largest oil and gas construction site and largest gas-to-liquids (GTL) plant, which turns natural gas into cleaner-burning liquid fuels. "We had about 50,000 construction workers from across the globe and had to make sure everyone was committed to safety basics such as wearing seat belts when they drove and wearing complete protective equipment on the site," says Carol Cameron, Shell's Executive Vice President of Human Resources for Global Functions. "It's a real meeting place of cultures, but we had to unify everyone around a common safety culture."

From the beginning safety has been foremost in the mind of Andy Brown, Executive Vice President Qatar and Managing Director at Pearl GTL. "For me," says Brown, "there has been no greater challenge on Pearl GTL than ensuring everyone goes home safely every day. I believe we have created a culture of safety here."

Shell set about fostering that culture by convening a workshop with all the CEOs of major contractor companies working on the 12 main Pearl GTL sub-projects, who all visited the site on six

different occasions to experience personally the stages of the project and the focus needed to create a culture of safety among such a diverse workforce. These experiences were instrumental in creating a common approach to safety that bridged multiple companies and cultures. "In 2006," says Brown, "we invited these CEOs to personally sign a charter committing them to safeguard the safety and welfare of all their workers. Due to the rapidly growing construction environment, many thousands of these workers arrived with no experience on a major construction project, so the challenge was enormous and this commitment essential. No one got to work on the site without training in safety and work fundamentals." Efforts like this resulted in the achievement of 77 million hours of work LTI (Lost Time Injury) free in 2010, a record for Shell and almost double the previous record for the company.

Qatar's small national population presents some unique challenges. Out of the 1.7 million inhabitants, only 300,000 are Qatari nationals, and the rest are resident workers from around the world. In June 2000, as part of the 2030 National Vision program, HH the Emir, Sheikh Hamad bin Khalifa Al Thani, established "Qatarization," which requires companies working in the country to employ Qataris and focus on their professional development to ensure their representation at all levels in Qatar-based companies. The Qatarization plan calls for all Qatar-based companies in the energy and industry sector to fill at least half the permanent positions with Qataris.

While Qatarization dovetails nicely with Shell's global commitment to hire locally, the company faces competition for Qatari talent. Another challenge results from the family-oriented Qatari

culture: Qataris worry that working in an international company will not enable them to maintain proper work/life balance and meet family commitments. Government agencies and local companies are seen as more sensitive to Qatari needs. This makes recruiting women, who are the majority of the university graduates, particularly challenging. "We have looked closely at our local policies and practices to make sure they can fit Qatari culture, needs and expectations, and this has shaped our recruiting campaigns," says Rima Saidi, Shell Qatar's Talent Manager.

To address issues of cultural diversity, Saidi, her colleague Michael Killingsworth, Vice President of Learning & Organizational Effectiveness, and Ruth Bourne, a member of Shell's global Diversity & Inclusion consulting practice, created a one-day program called "Working Across Cultures." The course includes role-playing sessions and guidance to help participants understand how to better navigate the broad array of cultural differences in Qatar.

The program was so successful that it is now mandatory for all new and transferring employees. "Cultural intelligence is a key skill that all our staff has to acquire to appreciate the differences and work more effectively as a team," says Saidi.

Shell also offers Qatari school graduates technical training for maintenance and operations jobs at Pearl GTL, as well as English-language and safety courses. The best among the participants may be sponsored for additional university education. It's this reputation for active career enhancement that helps Shell attract staff

to make the 80-kilometer commute from Doha to the plant site in Ras Laffan.

Shell now employs 230 Qataris, up from just 14 in 2006. The company has also established a world-class research and development facility and a learning center at the Qatar Science & Technology Park, and is committed to spending \$100 million on related programs over ten years.

Shell's diversity and inclusion initiatives in Qatar have been recognized even at this early stage of Qatar Shell's growth. Shell is the only international energy company to have won the industry's Qatarization award, and the only company to win it three years in a row.

Looking forward, Shell implemented a program this year for high-potential Qatari employees. The yearlong program matches candidates with mentors/sponsors from the leadership team who help groom them for an eventual move to senior positions. Short-term international assignments also serve to expose them to other parts of Shell. "When you are going into a country, you have to invest in the country's people," says Cameron. Qatar Shell has the advantage of applying excellent global Shell systems for recruitment, development and career building, but success has come from increasing understanding of the diverse characteristics of the workforce, and the use of a variety of approaches across as many aspects of diversity as possible. The country may be small, but the large importance of D&I to the success of the business in Qatar cannot be overestimated.

OCCUPATION INDEX

ETHNIC BACKGROUND

Again, using data from the U.S. and the U.K. as these are the only countries that track employment data about ethnicity, Caucasians make up the majority of the workforce; more than 90% in the U.K. and more than 80% in the U.S. And by using “non-white” as a measure, it is evident that there are fewer minorities in higher-skilled professions and positions. Less than 15% of managers and senior officials are minorities, with just a slightly higher percentage holding jobs in professional occupations such as lawyers, architects and financial consultants. The greatest proportion of

non-white workers make their living in skilled-trade occupations (almost 50%). This finding underscores the view that it is difficult to get minorities into C-level jobs.

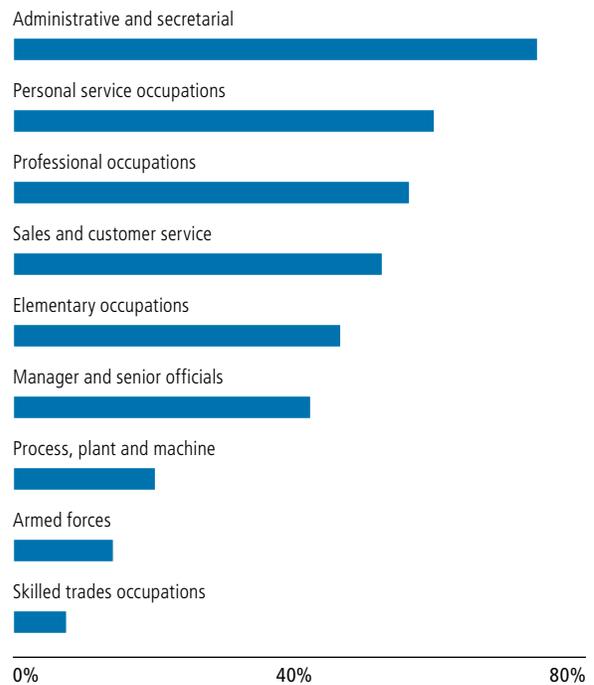
GENDER DIVERSITY

The most “female-friendly” broad occupational category is administrative and secretarial, where approximately three-quarters of workers are women. The second-ranking occupation is personal service, and the lowest ranked are process, plant and machinery occupations, the military and skilled trades.

FIGURE 14: Percentage of non-whites employed



FIGURE 15: Proportion of female employment



DISABLED EMPLOYEES

The top occupations for employees with disabilities are process, plant and machine workers, personal services, and administrative and secretarial positions. With the exception of the military, however, the differences among occupations in this regard are small, ranging roughly from 3% to 5%.

diverse, followed by personal service, and sales and customer service. The least diverse occupation, not surprisingly given the physical demands, is the military (which actually scores reasonably well on ethnic diversity but low on gender and disability). Unfortunately, managers and senior officials are the second least diverse category, illustrating the difficulties that still face minorities and women in reaching the top of the corporate ladder.

OCCUPATIONAL INDEX SUMMARY

Administrative and secretarial occupations are the most

FIGURE 16: Normalized scores and overall composite diversity index by occupation (U.S. and U.K. data only)

Occupation	Ethnicity	Gender	Disability	Weighted Index	Weighted Index Rank
Administrative and secretarial occupations	0.28	1.00	0.87	0.76	1.00
Personal service occupations	0.58	0.77	0.91	0.75	2.00
Sales and customer service occupations	0.20	0.66	0.80	0.55	3.00
Elementary occupations	0.22	0.58	0.79	0.51	4.00
Professional occupations	0.05	0.72	0.62	0.50	5.00
Process, plant and machine operative	0.54	0.20	1.00	0.46	6.00
Skilled trades occupations	1.00	0.00	0.77	0.45	7.00
Manager and senior officials	0.00	0.51	0.68	0.39	8.00
Armed forces	0.46	0.11	0.00	0.19	9.00

HEWLETT-PACKARD:**THE BEST OF THE BEST**

With more than 324,000 employees in 170 countries, Hewlett-Packard's diversity programs encompass eight dimensions, including age, gender and disability, through 125 employee groups. They fall under the umbrella of what Chief Diversity Officer Jennifer Rickard refers to as cascaded leadership, or a system of forums and boards that aim to coordinate the groups globally and connect them to the company's leadership. HP's Diversity & Inclusion focus varies regionally. As an example, the Asia Pacific and Latin America regions are seeing an explosion of young people in the workforce. With new generations come new expectations about career paths and work styles, making the young employees networks, or YEN, especially important there. HP has historically been in the forefront of social and employee trends. For example, the company's LGBT (Lesbian, Gay, Bisexual and Transgender) group, created in San Francisco in the 1970s, was among the first such groups in the country.

The groups are a source of inspiration for their members and also inspire creativity within the company. "You have to have the right type of environment to foster creativity and innovation, it's not enough just to bring diverse talent together," says Rickard.

In Saudi Arabia, HP was the first international information technology company to hire female employees. HP started its Saudi operations more than 30 years ago, and it employs hundreds of people in the Kingdom, mostly in the enterprise and service divisions and in the personal systems and imaging and printing groups. Historically, Saudi women were allowed to work only in healthcare

and education, and were not allowed to work for private companies. Up until 2005, HP's entire Saudi workforce had to be male. In 2006, the government implemented new regulations to allow females to work in the private sector, and HP hired its first female employee then, says Ziad Mortaja, Managing Director of HP Saudi Arabia. Today approximately 15% of the company's employees in Saudi Arabia are women, and they work across multiple functions.

In compliance with the local laws and with respect to the country's traditions, the company provides a separate section in the office for women. Mortaja has just tripled the size of the women's section to make room for more female employees. Apart from the separate workspace, female employees get exactly the same benefits as men. There are still certain roles women cannot perform, such as making sales visits in person to customers, but nothing prevents women from making sales calls on the phone. "For the young, it's a dream to work for a private company that spurs innovation and respects the local culture. We see a lot of energy, talent and potential in our female employees," Mortaja adds.

So far, female employees have done very well for HP Saudi Arabia. Turnover is less than 1%, versus the industry average of 10% to 20%, and there are so many qualified female candidates that Mortaja says: "My biggest challenge is to pick the best of the best."

Addie van Rooij, Vice President of Human Resources for HP Europe, Middle East and Africa (EMEA), says that in the Middle East, Mediterranean and Africa (MEMA), a larger percentage of women graduate with technical degrees than in Western countries. It is, therefore, easier to find female employees for HP in countries such as Egypt, Morocco or Tunisia, where HP has technical support

centers. In these countries over 40% of HP's employees are female, which is higher than the average for EMEA. Unlike in Saudi Arabia, women in these MEMA countries are also employed in sales roles.

"For people who are not from this part of the world, the perception is that it's a very traditional society, but it's no longer the

case," says van Rooij. For his part, Mortaja sees his role as helping transfer the best of HP to Saudi Arabia. "The Kingdom is undergoing a transformation, and we want to play the role of a positive agent," he says. He believes that one day HP Saudi Arabia will be run by a female managing director.

FUTURE DIVERSITY TRENDS

DIVERSITY IS INTEGRAL TO GROWTH

Diversity is mandatory in order to sustain economic growth, for a country, a sector or even a company. Keeping up with a changing global workforce requires companies, in particular, to examine their needs and adjust their business strategies accordingly.

This analysis indicates that a number of key trends will drive diversity and inclusion agendas over the next decade:

Government Legislation Following the Norwegian success with compulsory quotas for female representation on corporate boards, other countries such as Spain and Iceland have followed suit. Over the next decade, other countries will adopt similar regulations, as voluntary efforts have failed.

In regards to women holding more positions in public office, some countries, such as Argentina and Poland, have laws in place to ensure that more women serve in their governments. There may be other countries that take similar actions, but this probably won't be as widespread as the movement to put women on company boards.

Female Economic Activity The proportion of women entering and staying in the workforce is typically lower in developing economies, and even in some more developed countries, due to cultural and religious beliefs. Economically inactive women pose a financial burden on public finances, and as global demographics shift, more women will be forced to participate in the labor market. Some countries such as Chile have taken steps to improve childcare availability and extend maternity leave. Those countries that choose not to take action may find themselves at an economic and competitive disadvantage.

An Aging Workforce One of the major concerns for governments around the globe is their aging demographic as well as mounting pension and healthcare costs. Additionally, an aging population has the potential to slow economic growth, particularly if older workers retire and there are

fewer younger workers available to take their place. More governments—particularly the ones in advanced economies—will raise the retirement age.

More Flex Time In order to keep older people and women in the workforce, more companies will offer flexible work schedules. And given the global shift toward service industries, it is easier for employees to work from home, thus allowing parents of young children to continue to participate in the labor market.

Rebalancing Economies Since the global recession, “rebalancing economies” is the new catchphrase. This can mean anything from the balance between spending and debt to the balance between domestic and foreign demands. For instance, there's been talk in the U.S. and the U.K. about shifting toward such sectors as high-tech manufacturing and away from financial and business services to reduce the economic risk. It is likely that more countries will take stock of their sector balances and rebalance them to be more economically sound.

Examining Imports In order to continue to reduce risk, both countries and businesses will have to diversify the sources of imported goods and production inputs. For example, Italy has relied on Libya for more than 20% of its oil and found itself feeling vulnerable in light of the recent unrest. It is rethinking future sources of supply. Other countries and businesses will also spread their risks and will source materials from a more diverse range of locations.

Changing Migration Patterns Today migrants are increasingly important to many countries' labor forces. In many instances, migrants are employed in low-level jobs such as construction and personal services. But many countries have reached a saturation point in regard to their immigrant population; combined with higher levels of unemployment, this should cause migration to subside

over the coming years. However, the trend will be toward migrants with high-level skills, as companies are keen to capture the most talented individuals from the global pool.

Diversity Will Continue to Drive Business Strategy
Corporations will continue to evolve their diversity and

inclusion efforts as part of their business plans. A diverse workforce is critical to reflecting a global society and companies' customer base. It allows executives to understand their clients' needs better and communicate more effectively. Additionally, diversity drives innovation and fosters competitiveness.

ERICSSON:

HOW A GLOBAL COMPANY ADDRESSES DIVERSITY

Telecommunications firm Ericsson is a global giant. The company operates in more than 180 countries around the world; more than 40% of the world's mobile traffic passes through its systems. In order to support such a massive organization, Ericsson needs to recruit and retain top talent in all parts of the world.

"Globality is diversity," says Bina Chaurasia, Senior Vice President and Head of Human Resources. "And we embed this perspective in our diversity, recruiting and retention efforts at Ericsson." The Stockholm-based firm takes a global approach to diversity and inclusion but encourages regional efforts as well to better serve the needs of its customers in different parts of the world. For example, in Sweden, the company is focused on recruiting more young engineers, and in Ireland and Hungary, Ericsson works with various educational institutions at different levels to increase the number of female technical students.

While each country and region in Ericsson focuses on addressing the unique diversity challenge it faces, one of the company's notable efforts has been its initiative to recruit and retain female talent in India. This isn't a simple task. For one thing, in India gender diversity overall is low, and within the telecom industry it is even lower.

One of the measures Ericsson has taken in regards to employee benefits is to strengthen maternity leave policies for its female employees in India. The normal leave is 12 weeks. To

encourage women to return to work, Ericsson offers an additional paid month of leave and allows another two months of unpaid leave. Additionally, the company offers flextime hours for three months after a woman returns from maternity leave. According to Girish Johar, VP of HR for India, 36 women have taken advantage of the program over the past 18 months.

The company also added a daycare allowance to help out working mothers who might not have a family member who is willing to help. Ericsson's female employees receive a reimbursement of 5,000 rupees a month until the child reaches three years of age. "We don't want women to leave and not come back, or to go somewhere else. These benefits have had a positive impact," says Johar.

On the recruitment and development fronts, Ericsson has taken a proactive stance to get more women into the company and strengthen their career path once they are there. The company instituted a referral program that awards a higher bonus to any employee who refers a woman who is hired by Ericsson. One hundred and fifty women have been hired in the past 18 months as a result of this initiative.

Ericsson also works closely with universities. It offers free telecommunications studies to both female and male students through the EXCEL Certification Program to get them interested in the telecom industry. The EXCEL program is currently being offered in 50 universities, and this year 37% of the enrollees are women. There is solid evidence that Ericsson's efforts are paying off: In 2010, 34% of Ericsson's engineers in training were women, and by fall of 2011, that number reached 43%.

The importance of diversity to Ericsson—and why it

matters—is discussed at all levels of the corporation. The company regularly conducts leadership team meetings, employee meetings, town halls and focus group discussions with managers and employees about diversity and how critical it is for the company's success. In addition, all managers and newly hired employees have to go through mandatory gender training. "You have to have the whole organization involved so that everyone understands how important diversity is," says Johar.

Ericsson's multi-pronged approach in India is showing concrete results in that country. In 2009, 8.7% of employees were women; today that number is 13.8%. One of these hires, engineer Surabhi Bhargava, joined the company in 2009. She says she's amazed at how much she's learned since then. "If it was only work and no fun, I'd feel like a geek. I feel I am in a very friendly working environment, and where I am a global citizen."

Another female employee, Koel Chakrabarty, joined Ericsson in 2007 from another company and has since been promoted to Director of Communication Services & Broadband.

Ericsson supported her transition into a leadership role by providing training, guidance and mentoring, as well as having her attend training courses at IIM Ahmadabad and ISB Hyderabad, top-notch business schools in India. She now leads a team of ten employees. "Ericsson has offered me opportunities to continually evolve in both the technology and leadership dimensions," says Chakrabarty.

In India, and in all of the countries where Ericsson does business, a global, diverse workforce is the key to the company's success. "Innovation is important to Ericsson, and this innovation comes from our global employee base, which allows us to serve our global customers better," adds Chaurasia.

APPENDIX: A CLOSER LOOK AT U.S. DIVERSITY

The U.S. collects more detailed employee diversity data than any other country. The Current Population Survey (CPS) monitors information on gender and ethnic diversity across more than 500 occupations and 300 industry categories.

Across the U.S. economy in 2010, 47.2% of the workforce were women, slightly below the percentage of working-age women (51.5%). However, the U.S. has a higher female activity rate than most countries.

In regards to ethnicity, 30% of employees were from three main ethnic groups: Hispanic/Latino (14%), African American (11%) and Asian (5%). Relative to their representation in the overall population, Hispanic workers are slightly overrepresented in the workforce, African Americans slightly underrepresented, and Asians on par for their group.

It is worth noting, however, that as one climbs the corporate ladder in business and financial services, women and minorities decrease dramatically in their representation. Of the 1.5 million chief executives in the U.S. (including small firms), only 25% are women. And the percentage of CEOs from the three major ethnic groups combined is a dismal 11%. In terms of overall diversity, only farmers, military personnel and a few types of engineer score lower than CEOs.

In sharp contrast to CEOs, the vast majority of human resources specialists are women (70%). Additionally the proportion of African Americans and Hispanics in this field is higher than average, 14% and 10% respectively.

However, when it comes to minorities and women in

math- and science-oriented fields, they are vastly underrepresented except for Asians. Just one in five software engineers are women, but nearly one-third are Asian. And looking across all math and science occupations, that share of Asians is more than three times higher than would be expected by their share of the total population.

Some industries, however, have made great strides in increasing the number of women and minorities they employ. Of the U.S.'s 1.6 million auditors and accountants, six out of ten are women, and almost one in four are African American, Hispanic or Asian. This can be directly attributed to the diversity efforts of the Big Four—Deloitte, KPMG, PricewaterhouseCoopers and Ernst & Young—to add more women and minorities in their firms.

Women are also well represented at the managerial level in financial services. More than half of the 1.1 million financial managers are women.

Unfortunately, when examining the U.S. economy as a whole, a notable difference is apparent in the likelihood that certain types of job will be filled by a woman or by a member of an ethnic minority. Hispanics, for instance, account for more than half of low-skilled agricultural workers and more than 40% of construction and grounds maintenance workers. Women, on the other hand, work predominantly in the healthcare and education professions.

The following tables provide a summary of gender and ethnic benchmarking data for the U.S. in 2010. These two tables contain selected categories only.

FIGURE 17: U.S. employee diversity in selected business and professional occupations

	Total employed (000's)	% Women	% Black or African American	% Asian	% Hispanic or Latino	% Main ethnic minority groups (total)
Managerial (selected)*						
Chief executives	1,505	25.5	2.8	3.2	4.8	10.8
General and operations managers	1,007	29.9	5.8	3.3	5.9	15.0
Advertising and promotion managers	78	61.1	0.8	2.3	9.6	12.7
Marketing and sales managers	959	45.2	5.9	5.0	5.1	16.0
Public relations managers	85	60.0	4.4	4.8	5.2	14.4
Administration services managers	104	34.4	9.0	5.5	9.5	24.0
Computer and information systems managers	537	29.9	6.8	9.0	7.2	23.0
Financial managers	1141	53.2	6.7	6.9	8.1	21.7
Human resource managers	268	69.3	9.1	3.0	7.9	20.0
Industrial production managers	254	17.9	3.0	4.4	9.4	16.8
Purchasing managers	203	46.1	7.6	2.8	7.8	18.2
Food service managers	960	47.4	8.5	10.8	14.6	33.9
Non-managerial (selected)*						
Human resources, training, and labor relations specialists	824	70.3	14.0	2.6	10.2	26.8
Management analysts	658	43.7	7.2	7.6	6.7	21.5
Accountants and auditors	1646	60.1	8.6	9.1	5.8	23.5
Financial analysts	97	35.7	11.6	6.9	3.0	21.5
Personal financial advisors	369	30.8	5.2	4.9	3.5	13.6
Insurance underwriters	125	59.3	13.2	4.2	4.7	22.1
Loan counselors and officers	363	51.8	9.9	4.6	10.6	25.1
Tax preparers	106	71.1	13.0	6.1	11.1	30.2
Financial specialists, all other	84	64.1	13.7	5.3	12.1	31.1
Computer scientists and systems analysts	784	30.5	7.3	14.9	5.1	27.3
Computer programmers	470	22.0	5.1	12.4	6.5	24.0
Computer software engineers	1,026	20.9	5.1	28.0	3.9	37.0
Computer support specialists	388	27.6	11.3	7.9	6.9	26.1

	Total employed (000's)	% Women	% Black or African American	% Asian	% Hispanic or Latino	% Main ethnic minority groups (total)
Network and computer systems administrators	229	16.5	5.6	9.4	6.0	21.0
Architect	184	24.4	2.1	1.9	7.8	11.8
Aerospace engineers	126	10.8	6.7	3.7	3.8	14.2
Chemical engineers	63	17.4	3.1	11.5	1.0	15.6
Civil engineers	318	9.7	4.9	8.9	6.9	20.7
Mechanical engineers	293	6.7	3.2	11.0	3.7	17.9
Computer hardware engineers	70	10.3	3.1	26.7	7.3	37.1
Biological scientists	113	45.8	8.0	9.8	6.2	24.0
Chemists and materials scientists	103	33.5	9.9	18.2	4.3	32.4
Chemical technicians	62	32.4	12.8	8.4	13.8	35.0
Market survey researchers	150	55.7	5.1	7.7	2.8	15.6
Lawyers	1040	31.5	4.3	3.4	3.4	11.1
Legal support workers	259	72.6	10.4	4.4	7.7	22.5
Clinical laboratory technologists and technicians	342	76.8	15.1	10.3	7.4	32.8

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