



***GLOBAL SUMMIT OF WOMEN***

2008 Global Summit of Women  
**Colloquium on Global Diversity: “Creating a Level Playing Field for Women”**  
New York, New York

By Ms. Terry Yancey-Bragg  
Human Resource Manager, Global Employee Engagement,  
Diversity and Inclusion  
DuPont

## Talking Points on Defining Inclusion That Works: For discussion purposes

### only...

Martin Luther King Jr...said “Cowardice asks the question: is it safe? ; Expediency asks the question : Is it political?; Vanity asks the question: Is it popular?; But conscience asks the question : Is it right? And there comes a time, when one must take a position that it is neither safe, nor political, nor popular – but one must take it simply because it is right.”

### Here is what our CEO and Chairman says about Diversity and Inclusion:

*“Experiences in our company confirm that a diverse workforce increases innovations in product development and production increases. A diverse and global workforce helps us create higher value solutions for our customers in more productive and less capital-intensive ways.”*

### In DuPont we believe that :

- *Inclusion means?*

All of the People in the organization feel a sense of belonging and connectedness: they feel embraced, respected, valued, and seen for who they are; there is a level of supportive, and sustainable energy and commitment from leaders, peers, and others that enables all people to do their best work.

- *Inclusion looks like?*

Employees express a degree of heightened emotional and intellectual connection to their job/organization/manager/co-workers that in turn influences them to choose to apply a sustainable energy to their work.

## We live by the following guiding Inclusion Principles:

- Fair treatment of all – providing a sense of equal respect and opportunities  
Set and maintain performance standards and behavioral principles that help individuals to realize their full potential and contribution, using their abilities and uniqueness
- Design work and manage every workplace to be free of discrimination and harassment
- Value every employee as a total person with responsibilities and life commitments at work, at home and in the community
- Respect and honor the essential values behind local cultures, customs and situations in a way that does not compromise fair treatment of people

## Defining Inclusion that works?

- DuPont is facing the same challenge that the majority of long established organisations face in terms of moving into 21st century
- No one set out to deliberately design DuPont to make it difficult for anyone other than white men to flourish or be included
- Very few if any people now think it's OK to overtly discriminate or exclude – the issues are much more subtle
- Even today diversity and inclusion is not something that everyone feels comfortable with.
- Even when the business case has been made, in terms of the need to maximise all talent in today's highly competitive market and when it is understood intellectually & logically, it is still a big step for most of us to relate to . We have to understand that our own behaviour, values & beliefs affect how we see things, what we do, who we include and who we exclude.

- Attracting, developing and retaining top talent is a key global priority for DuPont
- To support Inclusion we are a global company that offers global career opportunities and access to opportunities that enable employees a greater understanding of the world in which we live and operate. No matter what region in the world you want to work DuPont can take you there.
- Over 60,000 employees reflect the diverse richness of cultures around the globe.
- As a company we have been celebrating diversity and striving to promote an inclusive environment that values the contributions of all DuPont employees since the early 80's.
- You may ask if 20+ years later, do we still need to be on this journey...aren't we there yet?
- The answer for us is unequivocally, "YES we do and NO we're not!"
- In DuPont our diversity represents not only race, ethnicity and gender but also the diversity of thought that is a result of our experiences, knowledge and background from the talent that we source.
- We appreciate that diversity of thought will help us increase creativity and innovation which is necessary for sustainable growth and for our company to maintain a competitive advantage in the global marketplace.
- To enable this belief we support numerous formal programs such as mentoring, networks, conferences (affinity group), internal and external executive education, leadership development , and executive coaching opportunities. And also informal processes like sponsoring and informal networking. Special project teams also offer an opportunity to develop diverse talents and relationships as well. (Six Sigma, HR Transformation)

- We believe that our culture and values afford opportunities for everyone to have an important impact on the building of our business success.
- We are constantly striving to build a more diverse workplace, our leaders recognize that where we are is not where we need to be.
- Like other companies we provide succession planning, which is responsible for identifying and developing the next generation of company leaders. The purpose of succession planning is to identify talented people early on in their DuPont career, ensure that they have challenging work, get regular feedback and coaching and have continuous learning opportunities.
- A segment of the organizational leadership reviews (attended by our most senior leaders) place strong emphasis on women and minorities.
- Programs like SWE (Society for Women engineers) and Women's Unlimited provide leadership development opportunities to high potential women.
- Flexibility is another key strategy that supports employees and their careers in DuPont. Flexible work practices provide options for mutual gain for our businesses and for our employees. Some examples of our flexible work practices are : reduced hours, job sharing, work sharing, personal leaves, sabbaticals, family leave, voluntary leaves, compressed work week, extended work week, flex place, and flextime.

DuPont like most companies is operating in a challenging environment; according to a recent report from:

*Tower Perrin*

- where employer needs are focusing on growth, lower cost, innovation and creativity, global mobility and flexibility.
- Market forces are driving globalization, intense competition, transforming technologies, M&As and outsourcing
- Demographic forces are represented by an aging workforce, more diversity in the workforce, changing retirement plans, increased job mobility, potential shortage of skilled workers and lack of the necessary leadership skills
- And Employees' needs are consumed with the financial security, inspiring leadership, challenging work, involvement and control, information and knowledge and work/life balance.

You might ask: Has all of this been effective?

- Women's affinity groups has been in existence for over 15 years, this includes a part time employees network. Networks are well attended and support by senior leaders. They provide an opportunity for women to develop their leadership skills as well as gain exposure to senior leaders.
- Flexible work practices are taken advantage of by over 70% of our employees
- Programs like SWE, and Women's unlimited are in great demand and usually there is waiting list
- We have seen an increase in representation of women in more senior levels and a decrease in the turnover of the same population

So what lessons have we learned in this 20+ year journey? What work do we have yet to do?

- The advancement and inclusion of women cannot be manager dependent
- Visible support from the top is still important
- Both men and women need to understand the issues and play their part in cultural change
- We need to continue to support more flexibility and get creative about obtaining global experiences needed for the more senior positions
- Continue to learn from our employee opinion surveys where we have gaps and how we can close them
- How do you re-engage women who decide to off-ramp to take care of family responsibilities
- Recognize that work life balance is not just an issue for women with children
- Leadership commitment and modelling that commitment is critical to advancing women
- Continue to benchmark other companies.
- Review our policies and practices to see where we need to change to ensure we are being inclusionary
- Ensure that work is challenging and satisfying
- Offer opportunities for development and continuous learning
- Recognize and reward individuals and teams
- Continue to create a workplace and environment that respects and supports everyone balance work and life
- Communicate, listen, and ask for feedback, you would be surprised what people will tell you if you just ask.

In closing:

*Ask yourself some basic questions:*

- Is your culture one run on traditional lines in terms of numbers of hours worked , traditional work patterns for managers, valuing typically male behaviours and attributes?
- Do you consider that it's the woman's responsibility to fit in – “if you can't stand the heat!”
- Are there certain jobs which are assumed to be too stretching or difficult for women in to do or to want to do?
- Do you value & welcome different styles & approaches or is life easier if people conform to a specific type?
- Do politics and informal networks play a significant role in decision making and personal advancement?
- Do you have sufficiently flexible working arrangements to enable all employees but particularly women to balance work with other commitments?
- Are there any senior women role models – have they had to become honorary men to get there?
- Is there support for individuals to enable them to thrive in the organisation despite some of the other issues or do women sink or swim alone?

There is no doubt that diversity and inclusion are challenging.

There is much research to back up best practice in all these areas – it is a good place to start; D&I strategies should be tailored for each organisation; there is not a one size fits all approach...

Inclusion involves inviting those in who have been historically locked out

Who gave who the authority to invite some in and some not?

We were all born in, we all have the responsibility to remove the barriers to inclusion.

Inclusion is about ALL of us! Remember the best of the best say...

Do what it takes!

Just do it

Yes we can

## The tactical:

Working on Diversity, Inclusion and Engagement is critical- not one versus the other; you can't bring in a diverse population and not include them and if they don't feel included they can get engaged!

- We find that engaging a diverse work force supports execution, retention, development and leadership initiatives
- Creating an inclusive work environment requires understanding:
  - What are the universal drivers of engagement that your company should focus on
  - What are the local drivers of employee engagement
  - When conducting surveys are you asking the right questions
  - Which drivers have the most impact on overall employee engagement?
  - Are there consistent patterns of drivers that serve to drive employee engagement across the globe and their patterns of drivers that may be unique to specific regions, countries, demographics (race, gender, ethnicity)
  - Are there cultural differences among the regions of the world that are significant enough to bring into question whether a single set of standard questions is sufficient for measuring employee engagement globally?
- To test this: we participated in a Conference Board study in 2007 that involved 2400 employees from 13 multinational companies in 11 countries
- There were 8 index questions; 46 driver questions; 9 demographic questions (age, level in company, ethnicity, gender etc); 3 open ended questions
- Countries involved: Brazil, china, France, Germany, India, Japan, Mexico, Russia, Singapore, UK and US

## Drivers were such as:

- Variety and challenging work
- Interpersonal relationship w/mgr
- Shared values with company
- Career growth opportunities
- Adequate time and resources
- Clearly defined roles
- Personal and professional development
- Integrity and trust in mgt team
- Pride in quality of good and services
- Line of sight impact of contributions
- Recognition
- Compensation and benefits
- Employee focused policies
- Fairness and equity
- Articulated goals
- Mgr active in career development
- Commitment to workforce diversity
- Decision making authority
- Results for DuPont:
- Highly engaged or engaged – 80.1% vs 78% in our xQ
- Most powerful driver was variety and challenge of the work – this was reported in the overall global sample

- Second most notable driver was Interpersonal Relationship with immediate mgr
- Third was shared values with the Company
- Unique drivers were:
  - US line of sight to impact contributions
  - Germany fairness and equal treatment
  - India commitment to diversity
  - Japan worklife balance
- Study seems to indicate that engagement levels are relatively consistent across cultures
- There are a hand full of drivers that are universal across countries and cultures
- Global for DuPont drivers were :
  - Variety and challenge of work
  - Interpersonal relationship with mgr
  - Share values
  - Career growth opportunities
- Our engagement questions were:
  - I am proud to work for my company
  - My job gives me a feeling of accomplishment
  - Overall I am satisfied with my job
  - My job is interesting
  - I am motivated to contributed more than what is expected of my in my job
  - I am not currently planning on leaving the company
  - I would feel comfortable referring a good friend to my company for employment
  - Overall, I enjoy working for my immediate supervisor
- In our survey was there any difference in our survey questions: we need to analyze this?
- This will help us understand what important to various demographics and where we have gaps.



***GLOBAL SUMMIT OF WOMEN***