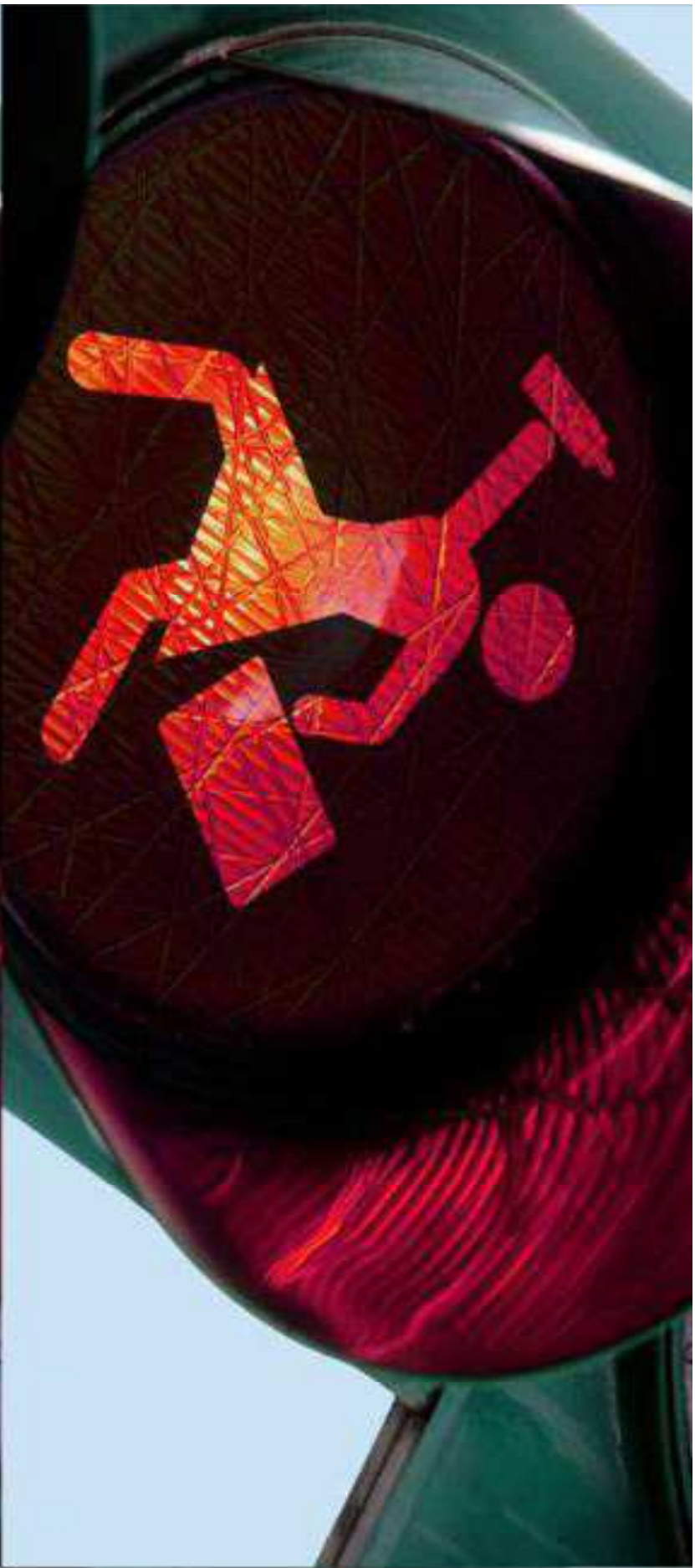


## Career Women's Forum



# “Closing the Gender Gap”



**Raymond Palmen**

**Director Sourcing & Logistics Europe/MEA**

**D&I Champion Europe/MEA**

**Geneva, 20<sup>th</sup> January 2014**

# Agenda: “Closing the Gender Gap”



- Background DUPONT
- Gender Gap: FACTS
- Gender DIFFERENCES
- Gender BALANCE:
  - The Business Case
  - The Role of the Government
  - The Role of the Company
  - The Role of the Individual
- CLOSING the Gender GAP at DUPONT



# Quiz Time



# DuPont Chair & CEO: Ellen Kullman



- CEO and Chair of the Board since 2009
- Started her career in GE and joined DuPont in 1988 as a marketing manager
- Nr. 3 in Fortune's 2013 "Most Powerful Women in Business"

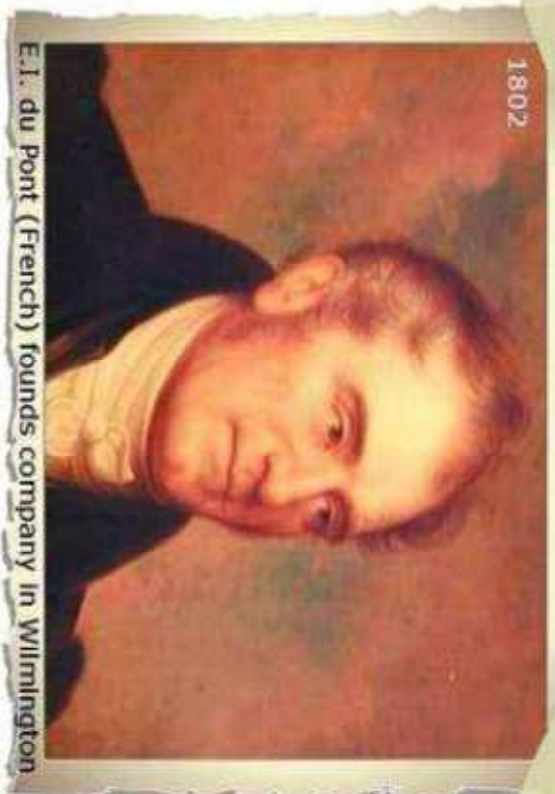
*"Revitalizing our commitment to DIVERSITY & INCLUSION will have a positive impact on the everyday work experience of our colleagues around the world. This will create a more vibrant organization, drive performance across the globe, and help us become a much stronger magnet for talent."*



<http://online.wsj.com/public/page/Viewpoints-pub.html>



# Some milestones in our 212 years of history



E.I. du Pont (French) founds company in Wilmington



First product : Black Powder



Experimental Station



Nylon



Teflon®



Lyca®



Kevlar®



Nomex®



Corian®

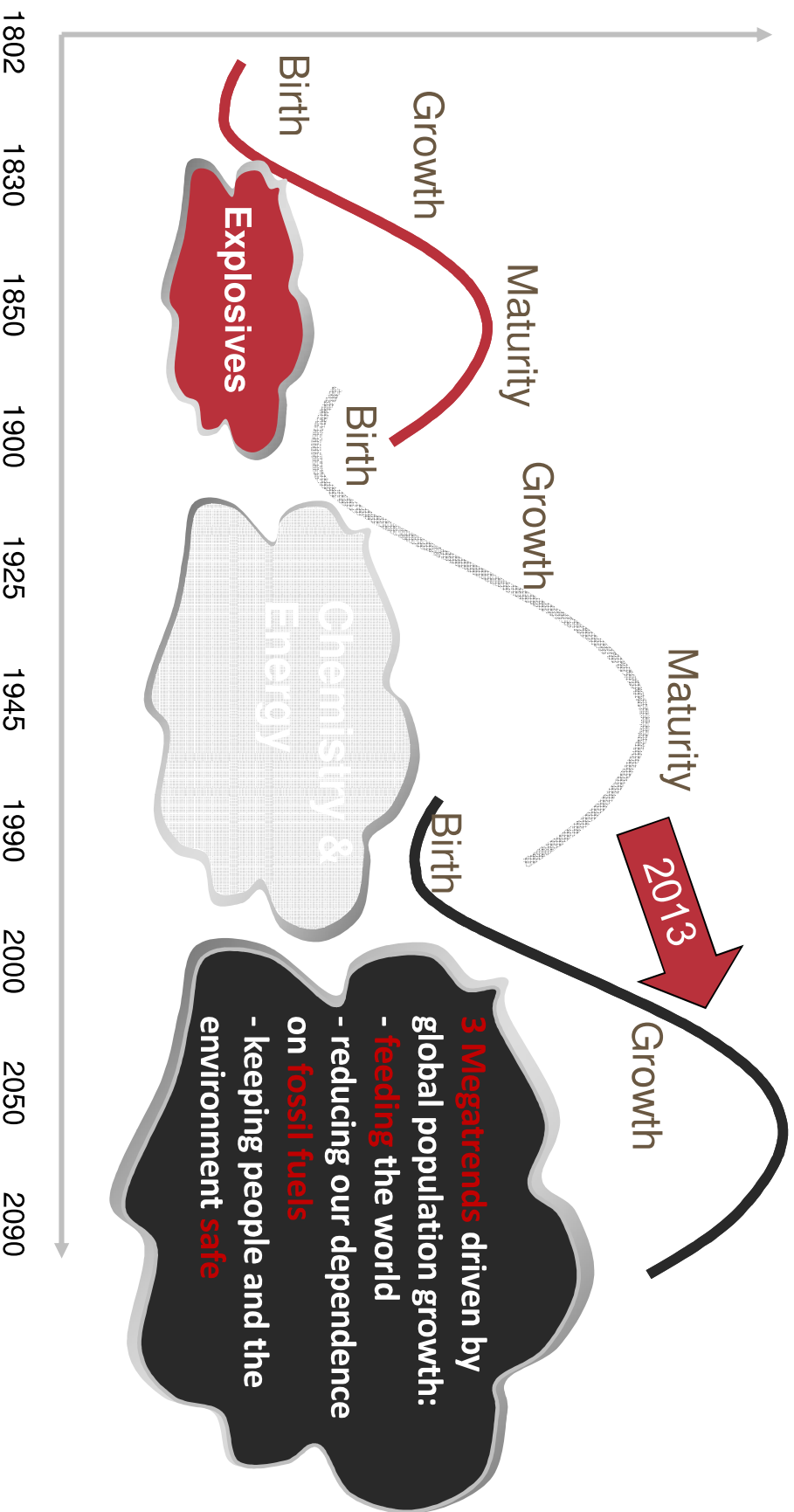


Tyvek®



Sorona®

# More than two centuries of innovation –



**Our Purpose:** DuPont is a science company; we work collaboratively to find sustainable, innovative, market-driven solutions to solve some of the world's biggest challenges, making lives better, safer, and healthier for people everywhere.

## **“Diversity” is very Personal: “Raymond Palmén”**



Everybody is coming from their own truth (the “3 E’s”):

- E**ducation**: no working mother, but strong values (e.g. “justice”)
- E**nvironment**: no daughter(s), wife working half time
- E**xperience**:
  - “**Minority**”:
    - Dutch, moved to Belgium at age of 13
    - Moved to France, moved to Switzerland
  - “**Female**”:
    - Worked > 10 years in Lycra<sup>®</sup>
    - Had several (great!) female bosses
  - “**Glass Ceiling**”: US Company, not being in global HQ

# Gender Gap: THE FACTS (Global)



- **20% lower employment rate** <sup>(1)</sup>
- **20% negative wage gap** <sup>(2)</sup>
- **>50% of university graduates are women; however** <sup>(3)</sup> :
  - **Ratio of female managers is only 30% in WE (US: 40%)**
  - **Ratio of female board members is only 10% in WE (US: 15%)**
- **“Hours Cult Problem”: only 10% of women work >50 hours/week between 25-44** <sup>(4)</sup>



(1) The Economist Nov 26<sup>th</sup> 2011  
(2) Korn Ferry 2013 “Women in Leadership”  
(3) McKinsey Nov 2012 “The Global Gender Agenda”  
(4) HBR Aug 2013 “Working Fathers Need Balance Too”



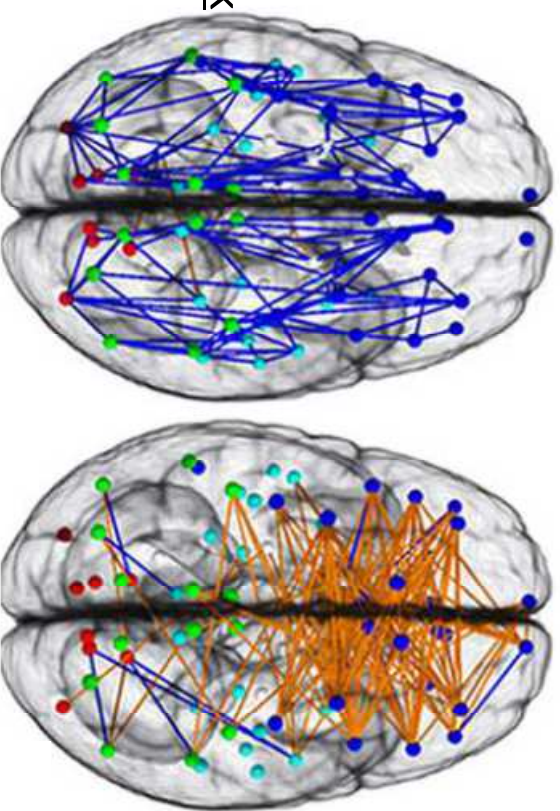
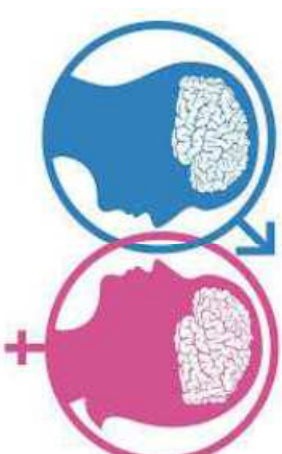
# “Les Femmes, des Hommes comme les autres?”



# DIFFERENCES between Genders (Tendencies!)

Differences in Decision Making<sup>(1)</sup>: *on average(!)*;

- Males 6x more “grey” matter in brains (processing) -> more task oriented
- Females 10x more “white” matter in brains (integration, assimilation) -> more discovery oriented
- Females in general have a 10% thicker brain link between the rational and emotional parts of the brain (integration, assimilation)



- ➔ In general(!), women are better in teambuilding, listening, communication and are more empathic
- ➔ This is not about being better or worse, it is about being “different”
- .... and how these differences can get us to better decision making!



“WHAT IF?”



LEHMAN BROTHERS

~~SISTERS~~

?



## Gender Balance: THE BUSINESS CASE



- Mixed groups are better at decision making and problem solving
- Gender Balance increases the competitive environment (for men)
- Women make 80% of consumer purchase decisions <sup>(1)</sup>
- Women earn 40% of the world's GDP <sup>(2)</sup>
- Over 5 years the GDP growth contribution because of female employment will be twice the growth of China and India combined! <sup>(2)</sup>



(1) Korn Ferry 2013 "Women in Leadership"

(2) HBR Sept 2009 "The Female Economy"



*“I did well in the past as I was only competing against half the population.”*



**Warren Buffett**

# Gender Balance: The ROLE of the GOVERNMENT

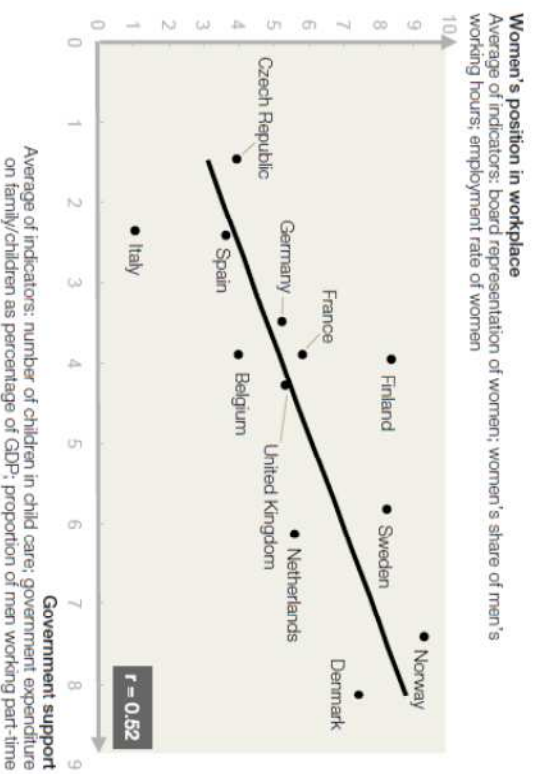


Country differences are driven by:

- Socio-economic factors

- Government support systems

**Correlation between government support and women's position in the workplace**  
Number of countries = 12



SOURCE: European Commission; Eurostat; 2010 Catalys! Census

Examples:

- Maternity and paternity leave or even better (!) “Parental Leave”
- Affordable child care at all ages
- Board quotas

- Top Management COMMITMENT
  - Make the “business case” clear to the whole organization
  - Appoint a high-level D&I Executive
  - Force behavior AND work on attitudes
  - Recruit and promote from diverse candidates
  - Measure progress regularly and hold executives accountable
  - Sponsor females
  - Management by example; at all levels



# Gender Balance: The ROLE of the COMPANY



- Top Management COMMITMENT
  - Make the “business case” clear to the whole organization
  - Appoint a high level D&I Executive
  - Force behavior AND work on attitudes
  - Recruit and promote from diverse candidates
  - Measure progress regularly and hold executives accountable
  - Sponsor females
  - Management by example



- Enable a D&I CULTURE through:
  - Flexible working hours for females AND males
  - Support work-life balance models for females AND males
  - Facilitate re-entry after maternity leave
  - Develop female role models
  - Provide D&I training & tools







- DON'T TRY TO FIX THE WOMEN! !



- Be more balanced
- Move from un-conscious bias to conscious un-bias
- Get engaged in the D&I discussion ... become a change agent
- Neutralize language: spouse, parental leave, etc...

# Gender Balance: The ROLE of the INDIVIDUAL



- DON'T TRY TO FIX THE WOMEN!
- Move from un-conscious bias to conscious un-bias
- Be more balanced
- Get engaged in the D&I discussion ... become a change agent
- Neutralize language: spouse, parental leave etc...



## • DON'T IGNORE THE MEN!!

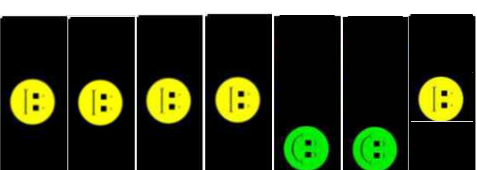
- Cultivate internal and external networks/relationships
- Use adaptive communication
- Imposter syndrome: do not be reluctant to promote yourself
- Develop and grow by building on your authentic unique female qualities
- More self-belief and confidence and ..... be honest about your trade-offs
- Avoid the "holy trinity of fear": bad mother/wife/daughter



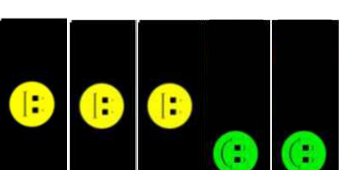
# Closing the Gender Gap at DUPONT (Europe/MEA)




- Top Management COMMITMENT
  - Make the “business case” clear to the whole organization
  - Appoint a high-level D&I Executive
  - Force behavior AND work on attitudes
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  - Measure progress regularly and hold executives accountable
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  - Management by example



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  - Develop female role models
  - Provide D&I training & tools



 *not addressed yet*

 *recently addressed/  
could do better*

 *done/good progress*

# Research Shows... BENEFITS

- The collaborative energy that is created when talented people from different backgrounds ~~come together~~ to focus on innovation helps drive DuPont's success.



- Organizations successful in creating a diverse workforce with an inclusive culture drive an increase in:

- performance
- productivity
- customer satisfaction



- Diverse workplaces with culturally competent workforces have the **highest employee engagement**.

- Working in a diverse environment helps people **overcome bias**.

- Companies with highly committed employees tend to have **higher shareholder returns**.

- Companies that have successfully developed a diverse workforce have:
  - saved millions of dollars on turnover costs
  - improved product quality
  - produced twice the return on investment as those without a diversity focus



# D&I: DuPont Vision



We will accelerate our business growth by creating a vibrant and inclusive environment that values and develops an engaged, committed, diverse workforce building on our Respect for People core value.



*“Diversity & Inclusion has to become a part of who we are as a company.”*

-- Lydia Mallett, PhD  
Director, Organizational Vibrancy



# 2013 Directive Update: Results & 2016 global TARGETS



Demographic	Year End 2012	08/01/2013
<b>Women</b>		
Officers	23%	21%
Directors	19%	21%
Senior Managers	21%	23%
Managers & High Level Professionals	20%	23%
All levels combined	28%	28%

Area of Focus	2016
<b>Workforce</b>	
Women	<ul style="list-style-type: none"> <li>• Increase Director and above to 25% (+5%)</li> <li>• Increase Senior Manager to 28% (+5%)</li> <li>• Increase Overall representation to 33% (+5%)</li> </ul>



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*The miracles of science™*

# DIFFERENCES between Genders (TENDENCIES!)



- **Behavioral Differences**<sup>(1)</sup>; *on average*:

## MALE

Dominance  
Aggression  
Decisiveness  
Ambition  
Analytical



## FEMALE

Community-oriented  
Social  
Supportive  
Intuitive  
Empathetic  
Patient



- **Marketing Preferences**<sup>(2)</sup>; *on average*;

## MALE

Belief in Machine  
Self-centered  
Improving the Formula  
Expert  
Impressing



## FEMALE

Belief in People  
Focused on Others  
Reading the Audience  
Girlfriend  
Mirroring





# DuPont 2012 Segment Sales.

