



## Shaping the future together

Male champions for gender equity:  
experiences, drivers and  
lessons learned

**EY**  
Building a better  
working world

# Shaping the future together

HBA 3BC event

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## Profile

Viq is a Principal with Ernst & Young's People Advisory Services group. Currently located in New York, he is leading the Life Science practice and has spent a significant component of his career in leadership capacities in the Pharmaceutical industry. This has included leadership positions in Global Operations, Product Development/Innovation, Marketing, Regulatory Affairs, and Public Relations, including Diversity and Inclusion and Corporate Communications.

Prior to EY, Viq was the Chief Project Officer at Aon, providing portfolio management and lean/six sigma expertise to enterprise transformation and business initiatives.

Responsible for establishing the operational footprint and infrastructure in several emerging markets for a Fortune 20 pharmaceutical organization.

## Education

Rutgers University College of Pharmacy

Harvard Business School

# The power of diverse teams today: spurring organizational creativity and innovation

- ▶ Diverse groups tend to **outperform** homogenous groups, even if the members of the latter group are more capable.<sup>1</sup>
- ▶ Where **innovation** is critical, companies should construct teams with equal proportions of men and women so that they can benefit from the most diverse talent pool.<sup>2</sup>
- ▶ Diversity can **improve performance** by enhancing creativity or team problem-solving.<sup>3</sup>

<sup>1</sup> Page, S. *Strategic advantage: diversity is a competitive weapon*, University of Michigan (2008)

<sup>2</sup> *Innovative Potential: Men and Women in Teams*, London Business School (2007)

<sup>3</sup> Mannix, Elizabeth & Neale, Margaret. "What differences make a difference? The promise and reality of diverse teams in organizations" (American Psychological Society, 2005)



# How are women doing in the U.S.?

According to The Center for American Progress report *The Women's Leadership Gap* (My 2017), women make up :

- ▶ 50.8% of the U.S. population<sup>4</sup>
- ▶ 57% of the U.S. labor force<sup>5</sup>
- ▶ 52% of all professional-level jobs<sup>6</sup>
- ▶ 59% of the college-educated entry-level workforce<sup>5</sup>
- ▶ 60% of undergraduate and master's degrees<sup>7</sup>

***Women are our workforce, and majority of our future leaders.***

<sup>4</sup>Census Bureau, "Quick Facts: United States"

<sup>5</sup>Bureau of Labor Statistics, "Employment status of civilian non-institutional population by age, sex, and race," *Current Population Survey* (2017).

<sup>6</sup>Bureau of Labor Statistics, "Employed person by detailed occupation, sex, race, and Hispanic or Latino ethnicity," *Current Population Survey* (2017).

<sup>7</sup>National Center for Education Statistics, "Table 318.30"

# Women lag behind men in leadership roles

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Although holding 52% of professional-level occupations<sup>8</sup>, women are only:

- ▶ 21.2% of S&P 500 board seats
- ▶ 5.2% of S&P 500 CEOs
- ▶ 26.5% of executive/senior leadership roles
- ▶ 36.9% of first/mid-level management roles

In recent years, the percentage of women in represented in top management positions slowly advances. Why?

<sup>8</sup>Catalyst, *2016 Catalyst Census: Women and Men Board Directors* (2017).

<sup>9</sup>Catalyst, "Statistical Overview of Women in the Workplace," (March 28, 2018)

# Benefits of Women in leadership roles

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EY's *Women. Fast Forward* (2015) cites multiple sources:

## **More gender-balanced leadership = better all-around performance.**

- ▶ Companies with more women in leadership increase focus on corporate governance, corporate responsibility, talent dynamics and market acuity.

## **More equality = more productivity.**

- ▶ Worldwide, women in the workforce contribute both directly and indirectly to **productivity gains**.
  - ▶ Indirect gains come from their greater investment in their children's health, education, welfare and other success drivers.
  - ▶ Direct gains can be great as well. Male-dominated industries could increase their productivity in many countries by 3% to 25% through improved female labor force participation.



# How do we advance our women?



In its Global Gender Gap Report 2017, the World Economic Forum estimates it will take 217 to achieve gender parity in the workplace.

## How can we accelerate this pace?

EY, Women. Fast forward, The time for gender parity is now.(2015)

# EY's experience in engaging male champions for gender equity

- ▶ Since the focused efforts on gender equity began, **retention of women has risen** and the **number of women in leadership** has more than doubled
- ▶ Our companies **depend on female talent** to meet market demands and benefit from differences in perspective when making decisions about our products and services
- ▶ **Male champions play multiple roles** in our strategy, acting as program advisors, women's network participants, and most critically, in helping to map the career paths of our high potential women.
- ▶ Our **focus on women** gaining access to key assignments and sponsors is critical.





# Male Champions for Gender Equity

## Mentor vs.Sponsor

- ▶ Mentors serve as role Models, offer support, help navigate politics, coach
- ▶ Sponsors are more Senior, use their influence, provide exposure, experience

## Overcoming Barriers

- ▶ Persistent persuasion of stakeholders
- ▶ Offering alternatives by being diplomatic
- ▶ Authority and leveraging positions of power

## Engagement

- ▶ Business case
- ▶ Leveraging relevant personal experiences

**Champions  
Improve  
Awareness**

## Accelerators of Progress

- ▶ Tone at the top
- ▶ Create culture of sponsorship that includes men in key roles
- ▶ Create a business case that is specific to company
- ▶ Communicate about role models and champions
- ▶ Establish flexible work solutions attuned to life stages
- ▶ Foster leadership development and inclusiveness training
- ▶ Audit leaders selection and measure progress

**Inclusive Leadership**



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# What is the best relationship to achieve your goals?

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**Coaches** stand *behind* you

They coach you and monitor your progress and success.

**Mentors** stand *beside* you

They motivate and advise you on how to be successful.

**Sponsors** stand in *front* of you

They shepherd you and advocate in support of your success.

All of these relationships are needed to advance your career.

# Accelerators of Progress for Gender Equity

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# EY reports available – [www.ey.com/women-fast-forward](http://www.ey.com/women-fast-forward)



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