IBM's Global Diversity Leadership
Diversity in the 21st Century

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Agenda

- IBM...
- IBM's Diversity journey
- Why Diversity & Inclusion are critical to our business
- Diversity management framework
- Communication & Education
- Diversity in IBM’s second Century: Cultural Adaptability
Global Presence

Serving clients in over 170 countries

Corporate headquarters
Armonk, NY

3rd most valuable brand ww

Most U.S. Patents for 20 years in a row

> 400,000 employees worldwide

Revenue outside USA > 55%

In 2012
Revenue: $104,507 billion
Net income: $16,604 billion
IBM is a leading technology and services company in Belgium and Luxembourg.

We have embraced progress and re-mixed our business to meet changing client needs, enabling innovation, growth and efficiency.
We are woven into the fabric of everyday life

**Powering the latest games consoles**
IBM microprocessors power the Sony PS3, Nintendo Wii and the Xbox 360.

**Taking cash out of a hole in the wall**
IBM developed CICS software in 1969. Today it is used in virtually every cashpoint in Belgium and Luxembourg.

**Keeping the shelves filled**
IBM provides analytical and technology services to improve supply chain accuracy.
Sharpening our vision with LOFAR
An innovative effort to unravel the secrets of the early universe, LOFAR is the world’s largest radio telescopes, combining low-frequency radio signals from ±20,000 antennas over ±350km in diameter and porting all data into a central processor to be analyzed by an IBM Blue Gene/P supercomputer.

Interconnecting transport
Working with a major Dutch truck manufacturer, IBM created a solution using real-time data to ensure making informed decision-making. An integrated communication system meant the truck’s data and information were communicated beyond the truck itself.

Technology and services make things work better

Improving mobility
In Belgian’s first trial of Road User Charging with IBM and NXP in Leuven, 70% improved driving behavior by avoiding rush hours and using highways instead of local roads – which improves mobility.

Smarter Commerce
IBM helped one of the large retailers in the Netherlands that is using tools that provide powerful analytics and coordinated cross-channel marketing so that marketers are closer to customers and delivering the best offers with a more complete understanding of how customers interact and respond to their brands.
Empowering research
IBM technical infrastructure is used in the World Community Grid (WCG) – the world’s largest computing grid, allowing individuals everywhere to contribute computing power for research into cancer, AIDS and other diseases.

Helping our cities
Eurocities selected IBM software for innovative collaboration. Their new online forum helps big cities collaborate on improving social, environmental and economic conditions and connects local government employees in +140 large cities in +30 countries.

We apply **intelligence**, **reason** and **science** to improve business and society

User-friendly taxes
IBM helped the Belgian Department of Finance to launch its new generation of ‘My Minfin’, an on-line access portal to tax files - giving people and companies access to their records in a handy virtual environment.
We strive to make a difference in the community

Closing the digital gap
IBM works with Hogeschool Universiteit Brussel and Federations of Parents Organizations KOOGO and VCOV to close the digital gap among children, encouraging them to develop their multimedia skills through IBM’s KidSmart computers.

Helping others around the world
Every year a number of IBM BeLux employees experience emerging markets, global teaming and diverse cultures through Corporate Service Corps (CSC), performing community-driven work for a month in developing countries in Africa, Asia, Eastern Europe and Latin America.

Active and involved
In Belgium 745 IBM employees and 28 retired IBM employees volunteered 30,517 hours in 2012.

Community contributions
Annually, IBM invests more than 200 million dollars in socially-responsible business.

In 2012, IBM donated more than 30 community grants to community organizations.
IBM's Diversity journey
IBM & Diversity: Why IBM works

Diversity
At IBM, diversity means more than the race, sex or physical abilities of an employee. Diversity is also about cultural differences, lifestyle, age, background, experience, religion, economic and social status, sexual orientation and marital status.

Inclusion
is essential at work, so everyone has the opportunity to fully apply themselves to the success of the organization – and so everyone is valued for their specific skills, experience and vision.
### Why Diversity & Inclusion are critical to our business

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<tr>
<th>Global Marketplace</th>
<th>Workforce Effectiveness</th>
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<tbody>
<tr>
<td>Our customers, suppliers and strategic partners are increasingly global and multi-cultural</td>
<td>Our workforce <em>is</em> Diverse</td>
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<th>Global “War” for Talent</th>
<th>Making Diversity our Advantage</th>
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<tr>
<td>The competition to attract and retain top <em>talent</em> is increasing</td>
<td>Our competitive advantage is through leadership in building innovative solutions to our customers most difficult problems.</td>
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Diversity 3.0™ – Our Journey, Our Future, Our Evolution

Diversity 2.0
- Respectful/inclusive internal environment

Diversity 3.0™
- Cultural and
- Global adaptability

Diversity 1.0
- Compliance with the law

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Diversity management framework

Senior Executive and Employee Partnership

Global Diversity Council
Strategy, Global Imperatives, Critical Practice, Integration across IBM

Global Constituency & Imperative Councils
Women, GLBT, PwD, Cross-Generational, Work/Life, Marketplace, Supplier Diversity, Cultural Adaptability

Regional/Local Constituency Councils
Examples: Asian, Black, Hispanic, Multicultural, Native American

Regional Diversity Councils
GMU, GMT, IOT, IMT

Local Diversity Councils

Business Resource Groups / Communities of IBMers

Four global constituencies: Gender / People with Disabilities / LGBT / Cross Generational
European Day on Solidarity Between Generations

In 2009 the European Union declared April 29 the first "European Day on Solidarity between Generations". This day, celebrated every year, aims to help foster understanding between young and older people.

What does solidarity between generations mean to IBM?

Cross Generational diversity is one of IBM Europe's six workforce diversity constituencies, along with Women, the inclusion of People with Disabilities, GLBT (Gay, Lesbian, Bisexual, Transgender), Culture / Ethnicity and Work Life Integration. Our Diversity 3.0 strategy looks at how we can capitalize on our diverse workforce to drive greater innovation in the business.

The 3rd of December is the International Day of People with Disabilities:

- what does that mean for IBM?

The most important asset of any company is its people and IBM wants to be a truly inclusive employer for ALL talent. People with disabilities are just that - people who have training, education and experience to offer.

Why include people with disabilities in IBM?

Business: Because IBM develops and sells high standard products, services and technology in the area of Accessibility

Recent Awards & News

- Switzerland CCM Isabelle Welton was keynote speaker at the
- Nikki Women, the monthly magazine for working women in J
- IBM selected as one of NAFE’s Top 50 Companies for Execut
- IBM ranks #6 on Women Engineer Magazine’s Top 50 Emplo
- Joanne Martin, Vice President of Technology and Distingui

Check it out!

- Sessions from the Global Marathon For, By and About Women
- The MEA Inspirational Colleague Series consists of interviews, work successfully in this quickly emerging market. Find the b
- Theresa Ilovan & Katherine Fick from IBM Legal began volun
- ShelterBox has been working w
Inclusive Leadership & Multicultural Programs

Inclusive Leadership and Multicultural programs and offerings are for managers and employees. They bring new perspective to how we look at diversity and cultural intelligence in our company and the marketplace.

Face to Face Programs

**Inclusion in the Workplace for Employees**
A 1-day learning lab for IBM employees worldwide providing awareness, knowledge and skills to enable people and groups to reach their fullest potential and address local challenges and opportunities associated with diversity and inclusion. All employees are encouraged to attend.

**Inclusive Leadership for Managers: Leading in a Diverse Environment**
A 2-day learning lab for IBM managers worldwide providing awareness, knowledge and skills to enable individuals and groups to reach their fullest potential and address local challenges and opportunities associated with diversity and inclusion.

**Inclusive Leadership for Managers Accelerated: Leading in a Diverse Environment**
An accelerated 1-day version of the 2-day Inclusive Leadership for Managers: Leading in a Diverse Environment learning lab for IBM managers worldwide designed to provide awareness, knowledge and skills to enable individuals and groups to reach their fullest potential and address local challenges and opportunities associated with diversity and inclusion.

**Shades of Blue for Employees**
For IBM employees to gain a deeper appreciation of the role of culture in business.

**Shades of Blue for Managers**
For IBM managers to gain a deeper appreciation of the role of culture in business.

**Building Relationships and Influence for Women (BRI)**
A nomination-only program for high potential women leaders who are two to four years away from promotion to an executive role.
Diversity in IBM’s second Century: Cultural Adaptability
Increased global contacts demand a cultural adaptable workforce and result in the disappearance of “9 to 5” and fixed continuous schedules.

Evolving family and social structures drive increasingly diverse employee needs, perceptions and expectations.

Ubiquitous low cost technology enables and generates work 24x7x365 from any location.

The “New Normal”
Defining Diversity in the 21st Century

- Leverage Diversity to enhance cultural adaptability
- Embrace local identity while providing global consistency
- Enhance employee/senior management partnership
- Refocus from ‘constituency’ to ‘community’
- Diversity in the 21st century is about talent
Winning in the Marketplace with People with Disabilities
Organizational Transformation

The Three A’s

Attitude
Accommodations
Accessibility
IBM Best Practices: Human Resources

**Attitude**
- Global Executive People with Disabilities Council
- Regional Executive Diversity Councils
- Managers / employees education
- Business Resource Groups

**Accessibility**
- A tops-down commitment to accessibility (CI 162)
- Accessible and usable Learning for skills enhancement and career development
- Corporate eAaccessibility requirements
- IBM Worldwide Building Accessibility Guidelines

**Accommodation**
- Cost recovery program
- Dedication to ongoing accommodations innovation

**Diversity 3.0**
Leveraging our differences for innovation, collaboration and client success
The road to employment for people with disabilities... the road to hell!!

What did you expect... ramps??
Why including people with disabilities in IBM’s workforce

✓ **Business**: Because IBM develops and sells high standard products, services and technology in the area of eAccessibility

✓ **Innovation**: Because the IBM community has to be a mirror of the society in order to bring the world innovative solutions for higher quality of life to everybody.

✓ **Society**: With our focus on integrating skilled people with disabilities into our workforce, IBM continues its efforts to be a truly inclusive employer for all talent

✓ **Talent**: Because by maximising the previously untapped potential that people with disabilities bring to the workplace, we walk the talk of embracing people of all different abilities.
Life can be a difficult path, but one which also provides moments of real joy if we know how to find them!

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