



NJOD
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The MetLife Diversity and Inclusion Journey: An Interactive Case Discussion



MetLife

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The MetLife Diversity & Inclusion Journey

Our Agenda for Today

- Learn about MetLife's journey to attract, retain and develop a diverse and inclusive workplace.
- Build a cohesive business case for Diversity & Inclusion (D&I) for your organization that links business drivers with human capital drivers.
- Leverage OD principles to build organizational buy-in to D&I in your organization.



Background

About MetLife

www.metlife.com

- A global leader, serving 90 million customers providing:
 - ☐ Insurance
 - ☐ Annuities
 - ☐ Employee benefits
- Leading market positions in the U.S., Japan, Latin America, Asia, Europe, the Middle East and Africa.(40+ countries)
- For 140 years, MetLife has grown through social responsibility, strong leadership, and innovative products and services.
- Over 67,000 employees globally.

About HUDSON RESEARCH & CONSULTING, INC.

www.hudsonrc.com

- Focus on improving organizational results through human performance.
- Established over a decade ago, HRC works in these key areas:
 - ☐ D&I
 - ☐ Organizational Effectiveness
 - ☐ Leadership Development
 - ☐ Metrics
- Clients represent industries that include: Financial Services, Pharmaceuticals, Consumer Products, Energy and Luxury Brands.

Why D&I Matters: Trends in U.S. and Globally

GLOBAL SHIFTS

- A third of the populations in Europe and Asia will be over 65 in the next four decades.
- Women control nearly \$12 trillion of the \$18.4 trillion in consumer spending globally, according to the Boston Consulting Group.
- 2 million people a year will emigrate from poorer to developed nations, according to the U.N.
- In Europe, more people retired than joined the workforce in 2010.
- Cross-border migration has increased 42% in the last decade.
- A “demographic divide” is predicted between countries with young, skilled workers and those with an aging, shrinking workforce.

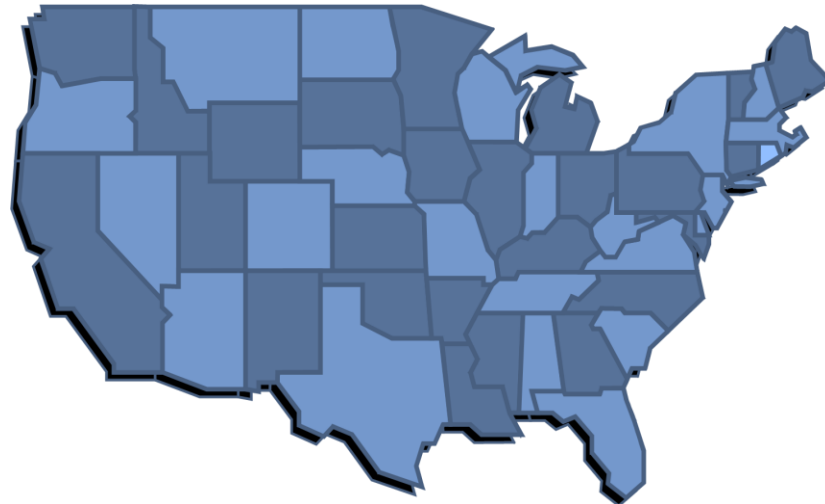
U.S. and Global Data Sources: , U.N., Smithsonian Magazine, apt Metrics, United Nations reports, U.S. Census, Boston Consulting Group, the New York Times



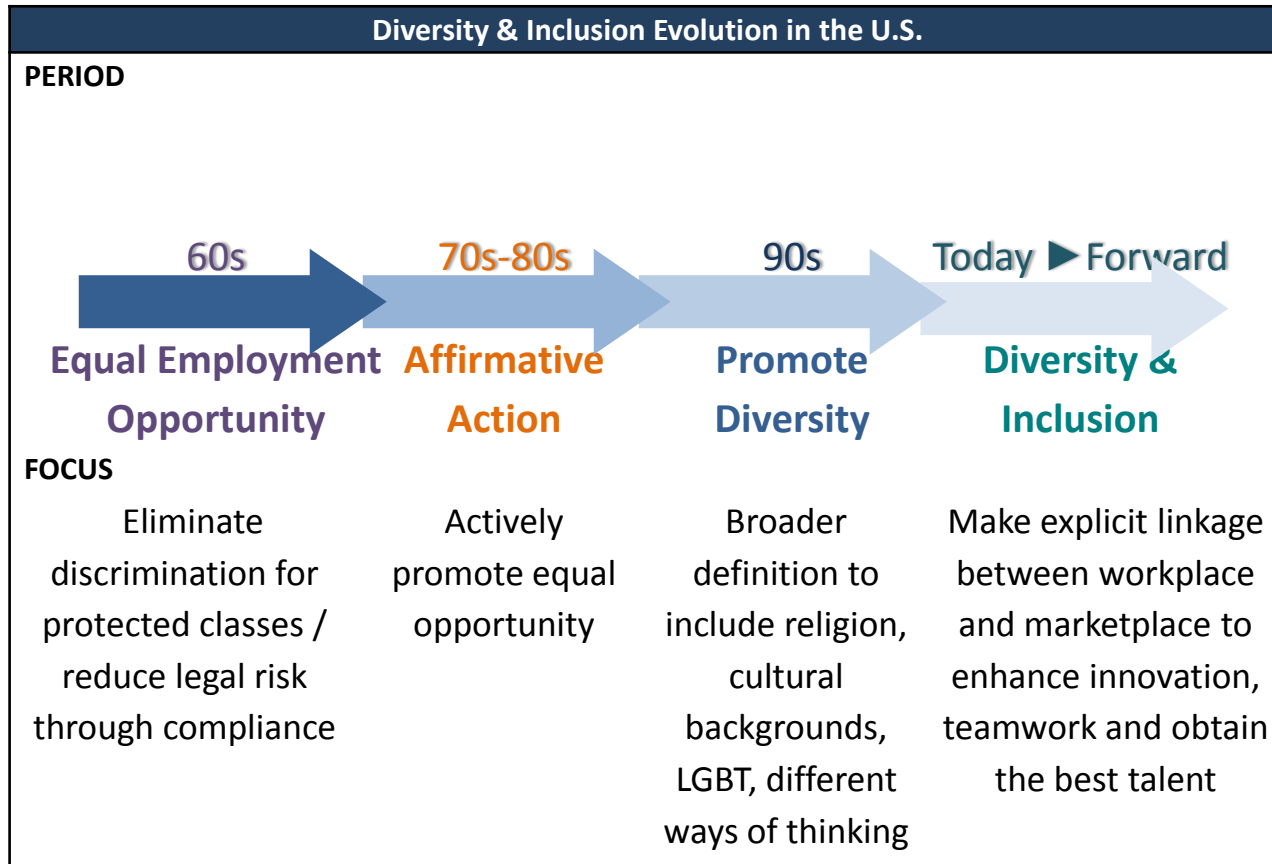
Why D&I Matters: Trends in U.S. and Globally

TRENDS: U.S. DEMOGRAPHICS

- An estimated 75 million baby boomers are near retirement, but there are only 30 million Gen Xers to fill the gap (apt Metrics)
- An unprecedented four generations are now in the workforce, with different histories, expectations and attitudes about work
- 56 million Americans, or roughly one in five, have a disability, according to the most recent U.S. census
- Minorities in the US, now at 30% of the overall population, will exceed 50% by the year 2050.
- 25% of children in the US under age 5 are Hispanic today; by 2050 this is expected to reach 40%.
- Immigrants start one out of four new venture-backed public companies.



D&I Inclusion Evolution in the U.S.



...and globally, D&I has different meanings, opportunities and constraints

D&I Poll

How many of you:

- Currently have a D&I focus in your organization?
- Currently DO NOT have a D&I focus in your organization, but plans are underway?
- Currently DO NOT have a D&I focus in your organization?
- Not sure



Global Diversity and Inclusion The Journey



diversity+inclusion
the fabric of a world-class company

MetLife Definition: Diversity is...

DIFFERENCES & SIMILARITIES

of all kind
that matter to you . . .
that matter to your environment . . .
that matter to your clients and stakeholders . . .
that influence behaviors and actions.



MetLife Definition: Inclusion is ...

A COMMITMENT

to *recognizing* and *appreciating* the variety of characteristics that make individuals unique (different) in an atmosphere that *promotes* and *celebrates individual and collective achievement* aligned to our values



Our Aspiration

MetLife will be known as an inclusive global company that attracts, develops and recognizes the best talent with a focus on building a diverse workforce globally.



D&I Challenges and Opportunities in Your Organization

Discuss with a partner:

- ❑ What are the **key opportunities** to leverage D&I internally?
- ❑ What are the **key challenges**?

Be prepared to discuss key themes with the large group.

What are the D&I Drivers in **your** Organization?

Brainstorm with your partner.

Topic	Examples
Internal D&I Drivers	
External D&I Drivers	

Be prepared to share 1-2 examples with the large group.

Making it Personal: D&I Iceberg Model

Some differences
are visible

- Gender
- Race
- Age
- Ethnicity
- Physical ability

Most
differences are
“below the
surface”

- Culture
- Values
- Sexual Orientation/Identity
- Life experiences
- Aspirations/Goals
- Hobbies

- Skills and talents
- Education
- Family status
- Personal History
- Religion

D&I Iceberg Group Exercise

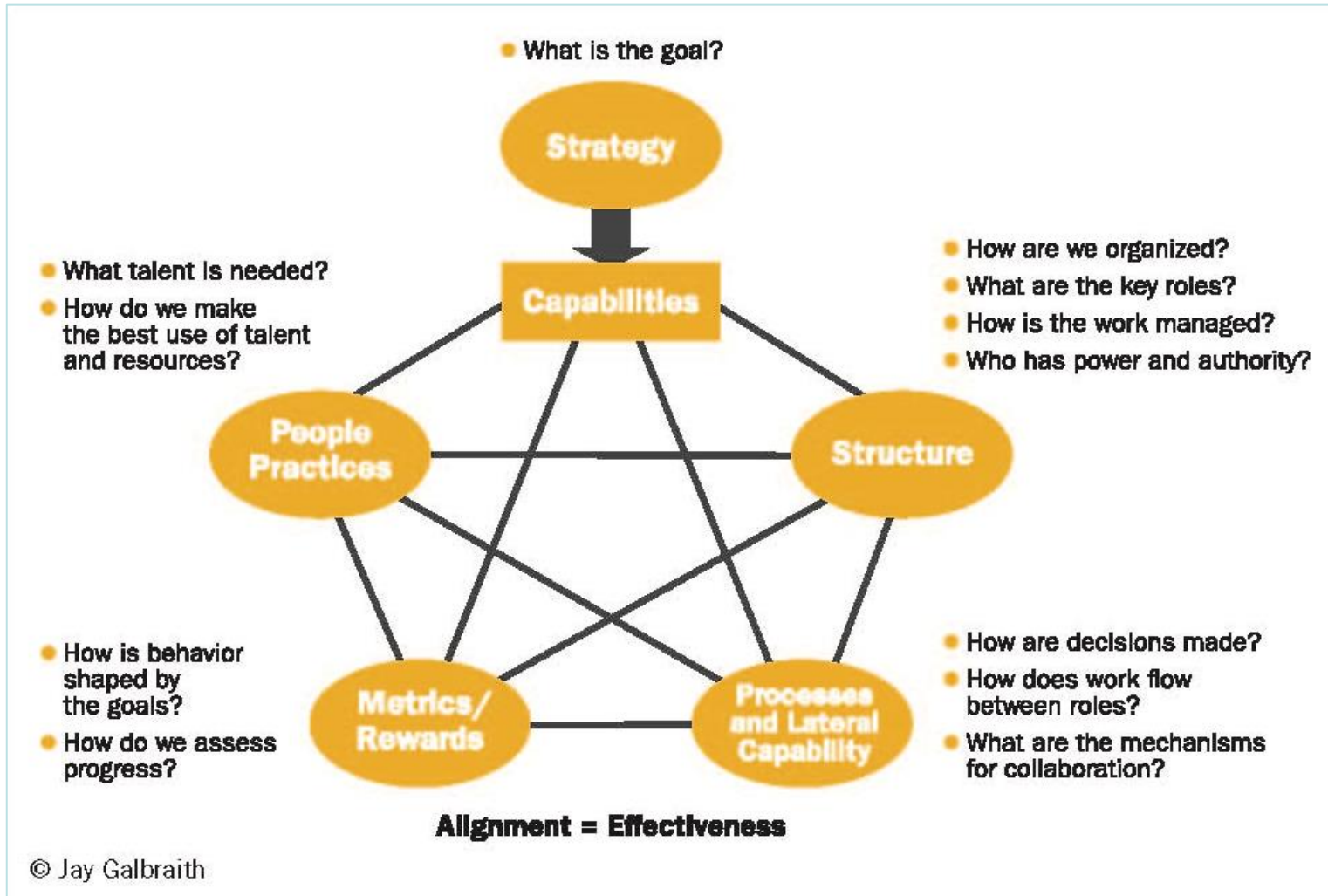
EACH TEAM SHOULD IDENTIFY:

- 3 things that the members have in common BELOW THE ICEBERG
- 3 things that differ BELOW THE ICEBERG
- Identify a spokesperson to share findings with the entire group.

SUMMARIZE: WHAT DID YOU LEARN?

- Take this exercise back with you!

Address D&I Issues Systemically in Your Organization



D&I Action Planner

To what degree does your organization ...	Currently Implement (✓)	Plan to Implement (✓)
1. Have a D&I vision and strategy?		
2. Define specific D&I goals for organization?		
3. Make the business case for D&I explicit?		
4. Have senior leaders who model D&I effectively?		
5. Address D&I priorities in human capital decisions?		
6. Publicize success stories for D&I in action?		
7. Provide D&I training to raise awareness and build skills?		
8. Build D&I into supplier relationships?		
9. Address D&I into your marketing strategies?		
10. Hold managers and leaders accountable for D&I?		

Additional Resources

BOOKS

- Managing a Diverse Workforce: Regaining the Competitive Edge, by John P. Fernandez, Lexington Books
- Workplace 2020 by Jeanne Meister
- The World is Flat, by Thomas Friedman
- Six Thinking Hats, by Edward deBono
- Trailblazers: How Top Business Leaders are Accelerating Result through Inclusion and Diversity by R. Anderson & L. Billings-Harris
- Kiss, Bow or Shake Hands, by Terri Morrison
- What is Global Leadership, by Ernest Gundling et. al

ARTICLES

- “Global Diversity and Inclusion: Fostering Innovation through a Diverse Workforce,” Forbes Insights
- “Is there a payoff from Top Team Diversity”, by T. Barta et. al, Mckinsey Quarterly, April 2012
- “IBM Finds Profit in Diversity,” by David A. Thomas, Harvard Business School
- “The Global Gender Agenda,” by J. Barsh et.al, Mckinsey Quarterly November 2012
- “How Hard Should You Push Diversity?” By M. Davidson, Harvard Business Review, September 2012

ONLINE RESOURCES

- YouTube Series: Did You Know [www.youtube.com/watch?v=UIDLIwlzkgY]
- TED Talks on Diversity
- DVD of famous 1960s Blue eyes/Brown eyes classroom experiment:[www.pbs.org/wgbh/pages/frontline/shows/divided/]
- [Implicit Association Test](#)- Free online test of unconscious biases [https://implicit.harvard.edu/Cached - Similar](https://implicit.harvard.edu/Cached-Similar)

Let's move ahead with D&I!

vamos entrar brasileira

[Portuguese]

andiamo

[Italian]

בהצלחה

[Hebrew]

давай

[Russian]

دعونا نذهب

[Arabic]

lass uns gehen

[German]

가자

[Korean]

चलो चलते हैं

[Hindi]

Buena suerte

[Spanish]

Allons-y

[French]

让我们以普通话

[Mandarin Chinese]

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