



April 2013 | AMCHAM

Diversity is Mix, Inclusion is making mix work

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AON Hewitt

Aon Hewitt

Aon Hewitt is the world's biggest human capital consulting firm with 30,000 employees, and has global presence in more than 90 countries.

Key Facts

"#1 human capital consulting and outsourcing firm in the world"

- **30,000** employees
- More than **90** countries
- **\$4.5** billion combined revenue ('11)
- Serving **more than half of the Fortune 500**



Consulting	Benefits Administration	HR BPO
<ul style="list-style-type: none">• Health & Benefits• Retirement & Financial Management• Talent and Organizational Consulting• Communications• Corporate Transactions• Global Benefits• Compensation, McLagan & Radford	<ul style="list-style-type: none">• Defined Benefit• Defined Contribution• Health & Welfare• Stand-alone Point Solutions• Absence Mgmt• Spending Accounts• Dependent Audit	<ul style="list-style-type: none">• Core process mgmt: Workforce admin, payroll, customer service• Talent: Performance, succession, learning, recruiting• Reward: Compensation administration• Measure and Manage: Workforce analytics, supplier management

Emerging Workforce

Generations at Work

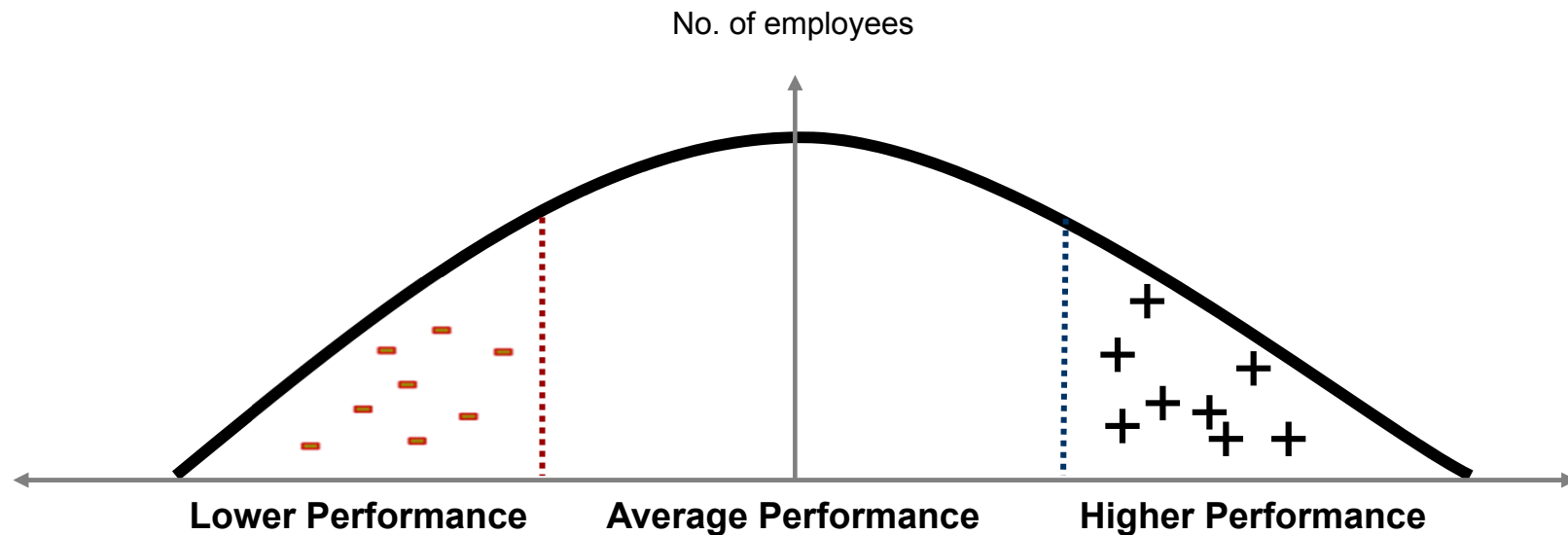
Women and Women Leaders

Ethnic/Cultural Group

Disabled

LGBT

Impact of Diversity and Inclusion on Team Performance



Multicultural Teams
<ul style="list-style-type: none"> • Leader ignores or suppresses cultural difference • Cultural difference an obstacle to performance

Monocultural Teams

Multicultural Teams
<ul style="list-style-type: none"> • Leader acknowledges & supports cultural difference • Cultural difference an asset to performance

Reference: Adler, N. J. *International Dimensions of Organizational Behavior*. 4th ed. Cincinnati, OH: South-Western, 2002.

c. Milton J. Bennett, 2008

Paradigm Shifts in Diversity Work

**Diversity is the mix.
Inclusion is making the mix work™.**

From Programmatic Diversity

to Sustainable Diversity

From Tolerance and
Sensitivity



to Building Cross-cultural
Competence

From Work/Life Balance

to Work/Life Integration

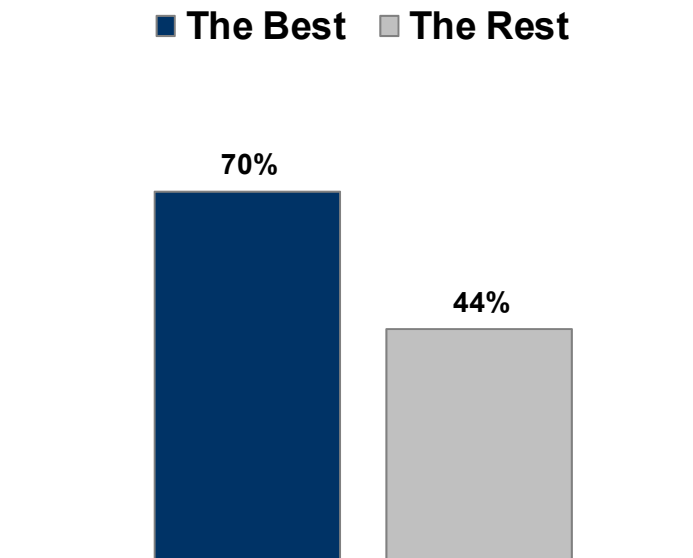
Diversity at Korean Companies

Employees at **The Best**, show significantly higher positive perceptions on Diversity than that at **The Rest**.

Diversity Driver Score

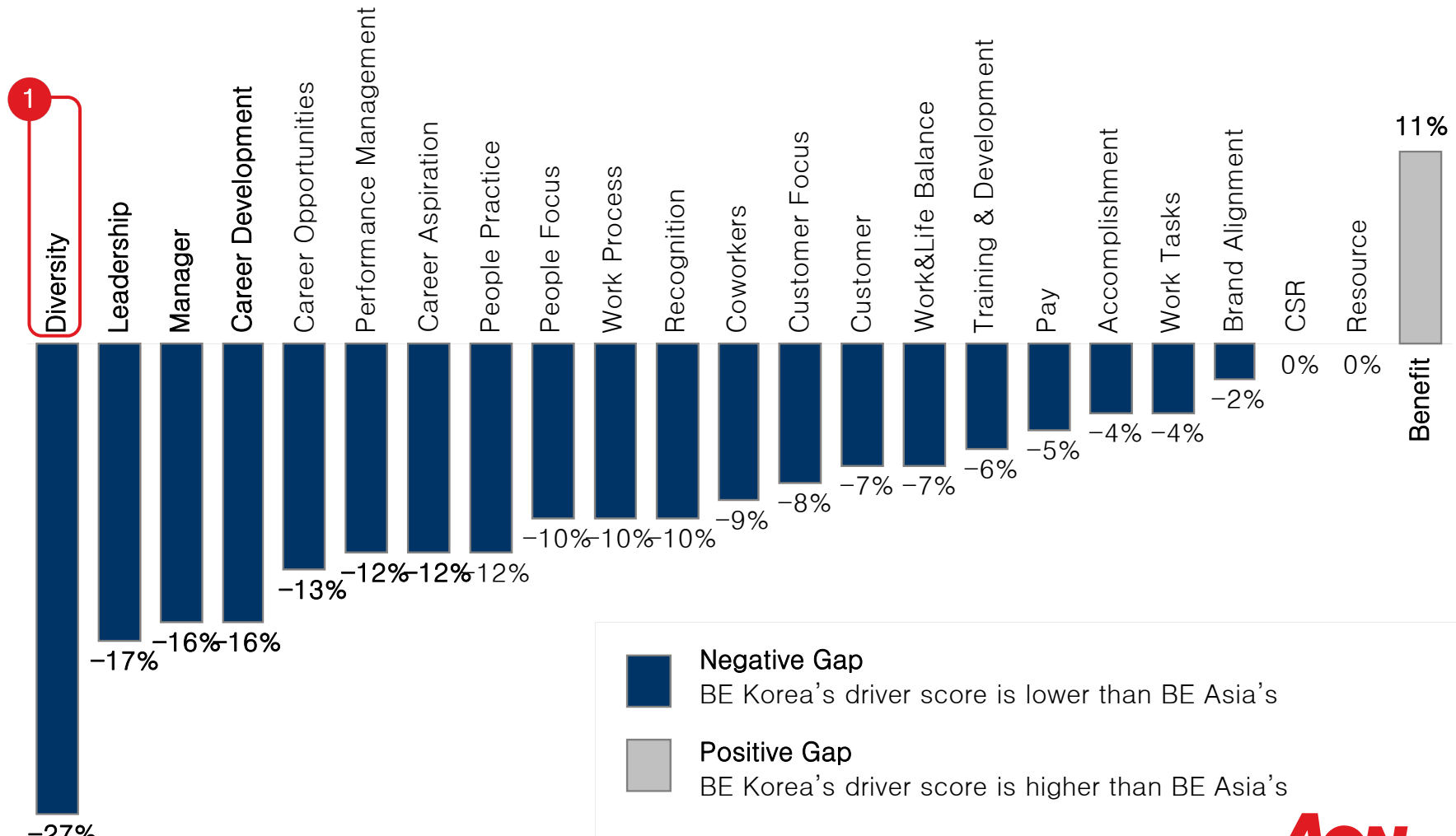
Diversity:

This organization is committed to creating a work environment that is open and accepting of individual differences



Diversity is Top Driver

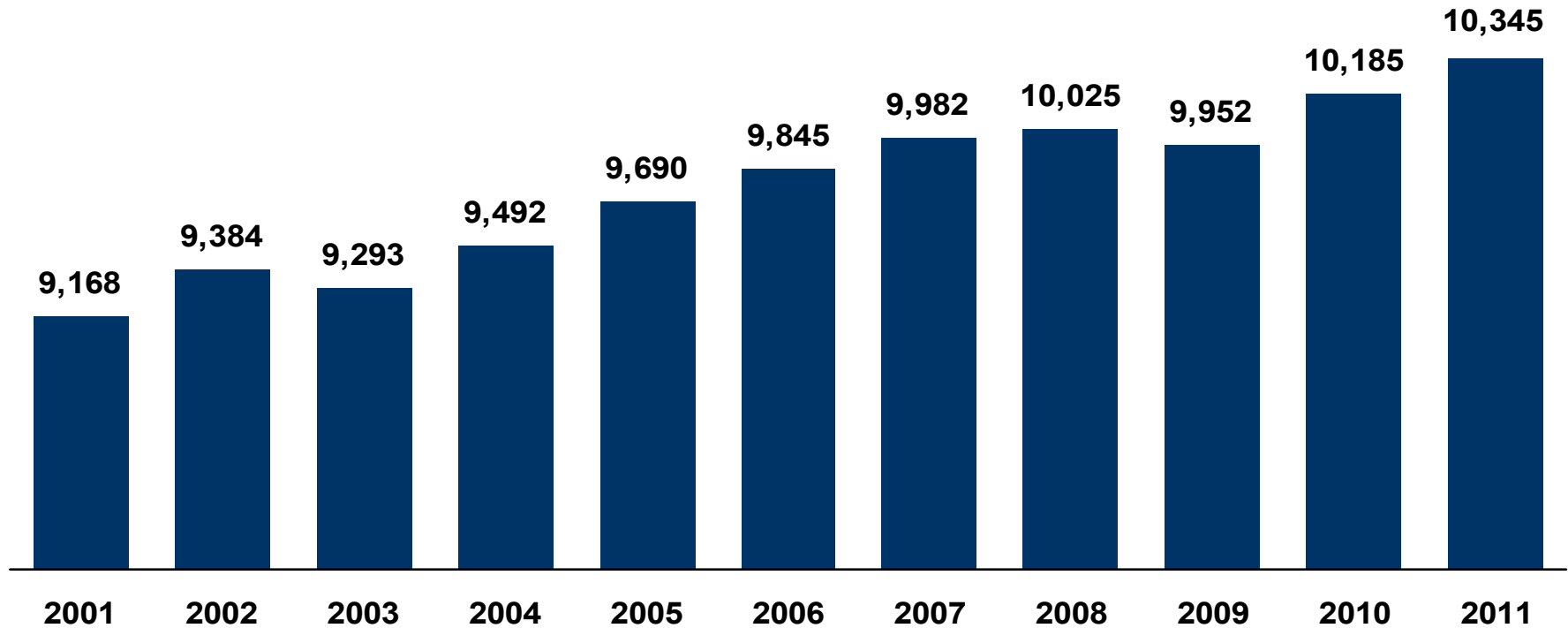
Driver Score Comparison between BE Korea and BE Asia



Women in Corporate World

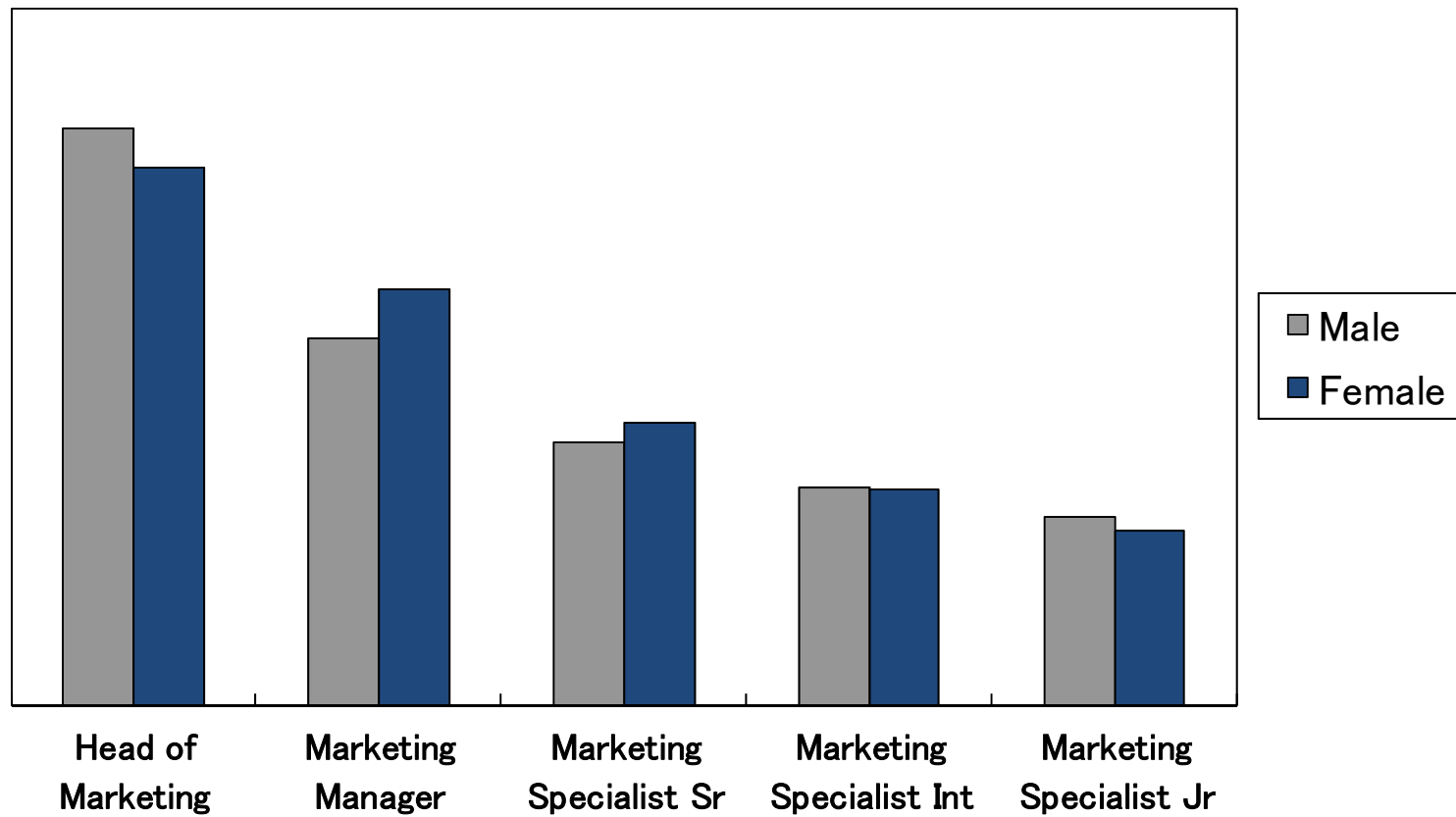
Annual Women's Economic Participation in Korea

• Unit: Thousand People



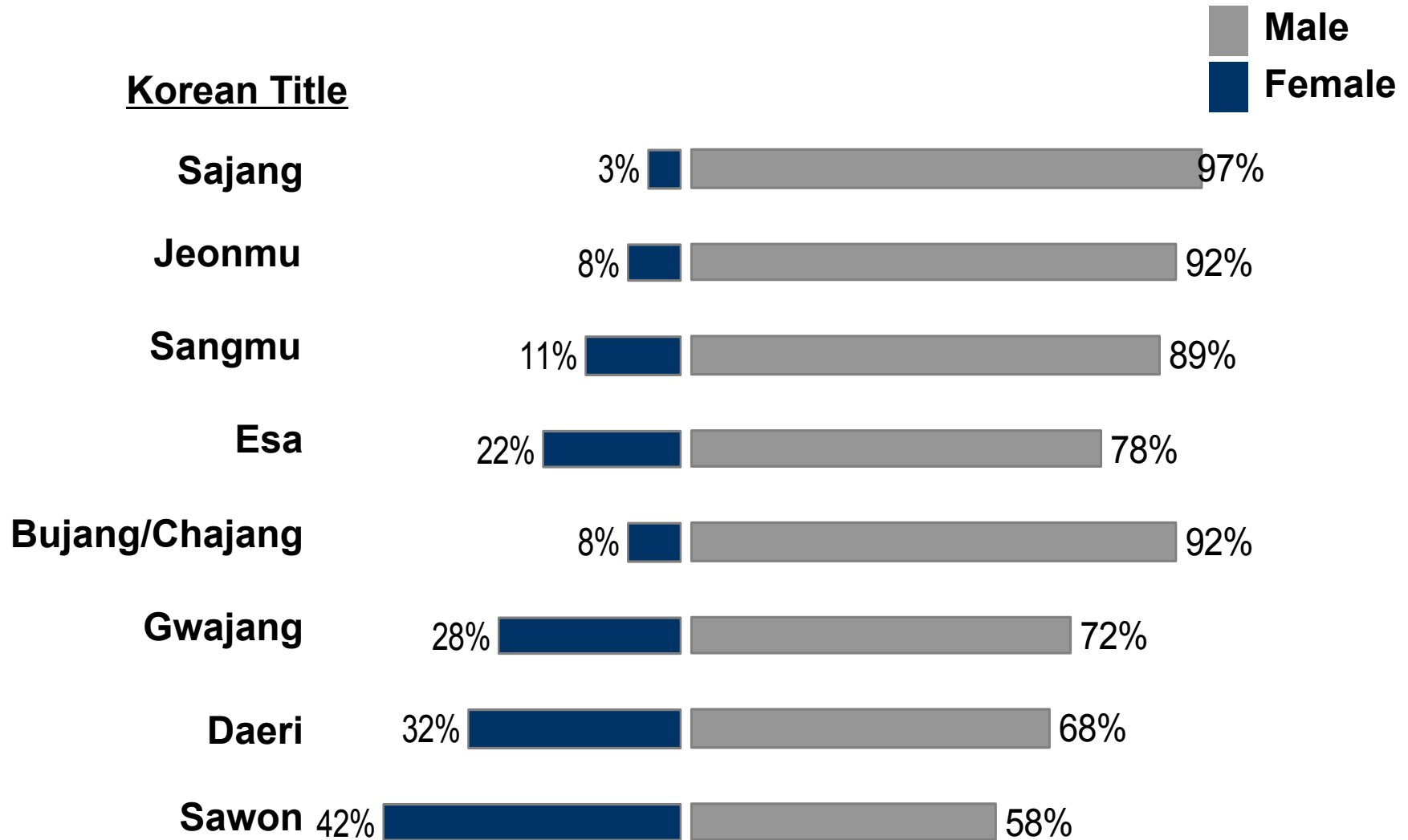
(Source. Hankyung Business Magazine, Korean Statistical Information Service)

Pay Distribution by Gender



Source: TCM 2011 Aon Hewitt

Gender Ratio by Job Grade



Source: TCM 2011 Aon Hewitt

Engagement Drivers by Gender

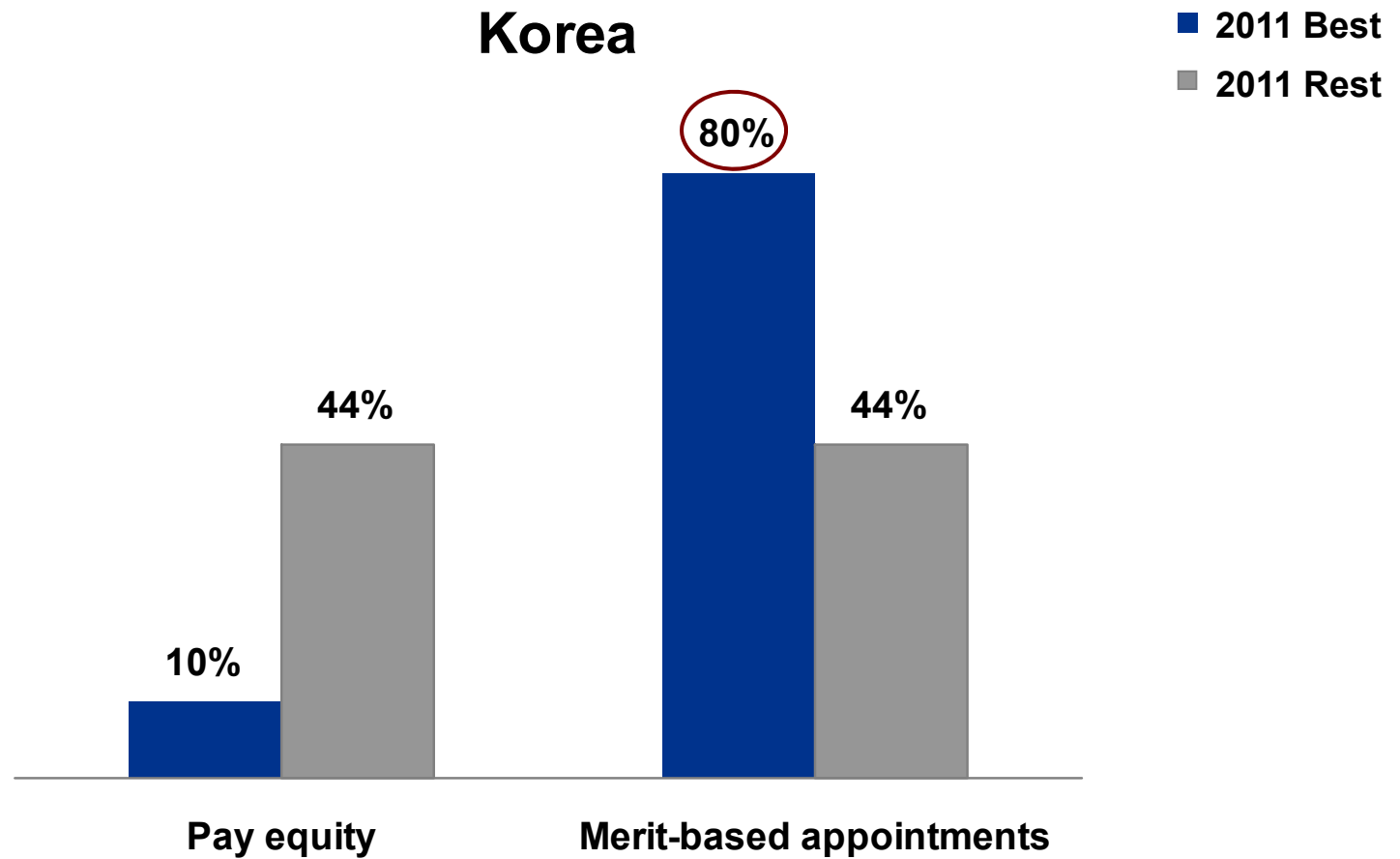
- The Engagement drivers that have the highest potential to increase the Engagement level of both male and female employees in Korea are the same: People/HR Practices and Work Processes.
- **Opportunity of Career is valued among the female workforce.**
Expect opportunities regardless of gender.

Korea

Gender	Engagement		Driver 1	Driver 2	Driver 3
Male	64%	Opportunity	People/HR Practices	Work Processes	Leadership
Female	48%		People/HR Practices	Career Opportunities	Work Processes

Insight from Best Employers

Top things to attract a diverse workforce



Learning from Best Employers

- **Employees at The Best, show significantly higher positive perceptions on Diversity than that at The Rest.**
- **The percentage of women in upper positions is increasing, but percentage of women hires in senior positions is lower than the overall women hire.**
 - **More women need to be promoted from the internal source**
- **Career Opportunities are important driver to women employees.**
- **Merit-based appointments is the main focus of attracting diverse workforce in Best.**



Diversity is the mix.... Inclusion is Making the Mix Work™



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human resource
consulting and
outsourcing firm
in the world

For more information, please contact Aon Hewitt
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