

Diversity & Inclusion @IBM

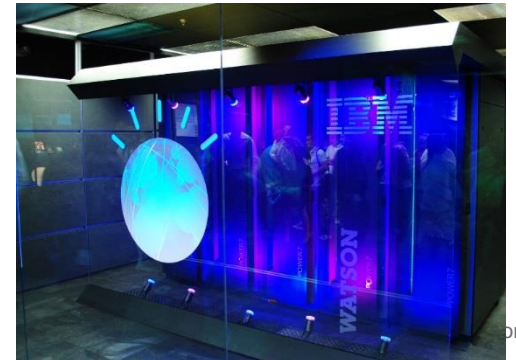
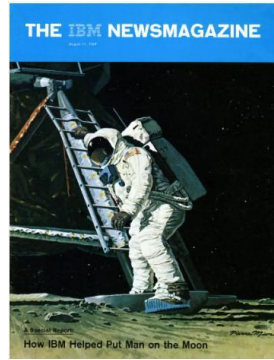
Chiara Marchiori
Research Staff Member, IBM Research Zurich



International Business Machine

- American multinational technology and consulting corporation founded in 1911
- Present in more than 170 countries with more than 370.000 employees
- Leader in Information Technology: microprocessors, servers and software
- Provide infrastructure, hosting and consulting services
- 12 Research laboratories in 6 continents (3.000 employees)
 - Almaden (USA), Austin (USA), Beijing, Delhi, Dublin, Haifa, Melbourne, Nairobi, New York, Tokyo, Sao Paulo, Zurich
- 5 Nobel prizes and first US company in patents for the last 24 years

*“A **Cognitive** company based on **Cloud** and focused by **Industry**”*

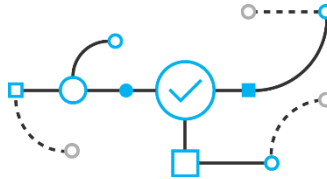


The IBM approach to AI: Cognitive computing



Understanding

Cognitive systems understand like humans do.



Reasoning

They reason. They understand underlying ideas and concepts. They form hypothesis. They infer and extract concepts.

Reason with purpose



Learning

They never stop learning getting more valuable with time. Advancing with each new piece of information, interaction, and outcome. They develop “expertise”.

Learn with scale

Interact with humans

Philosophy for Diversity Strategy

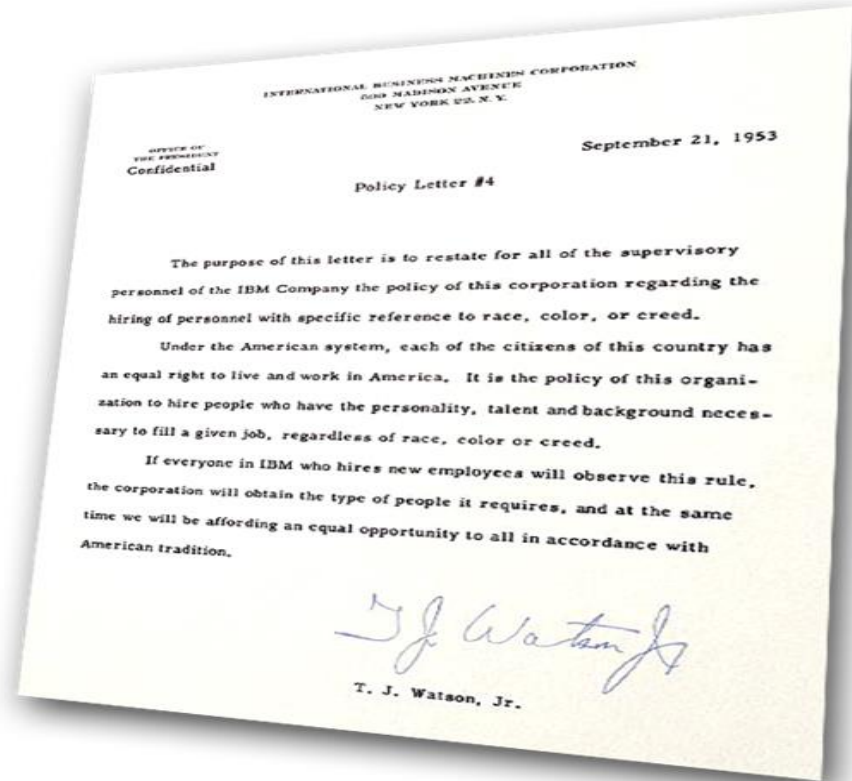
IBMers are a diverse and global team of thinkers and doers – people who want to make an impact, cultivate their expertise and collaborate with the world's top business and technology professionals.

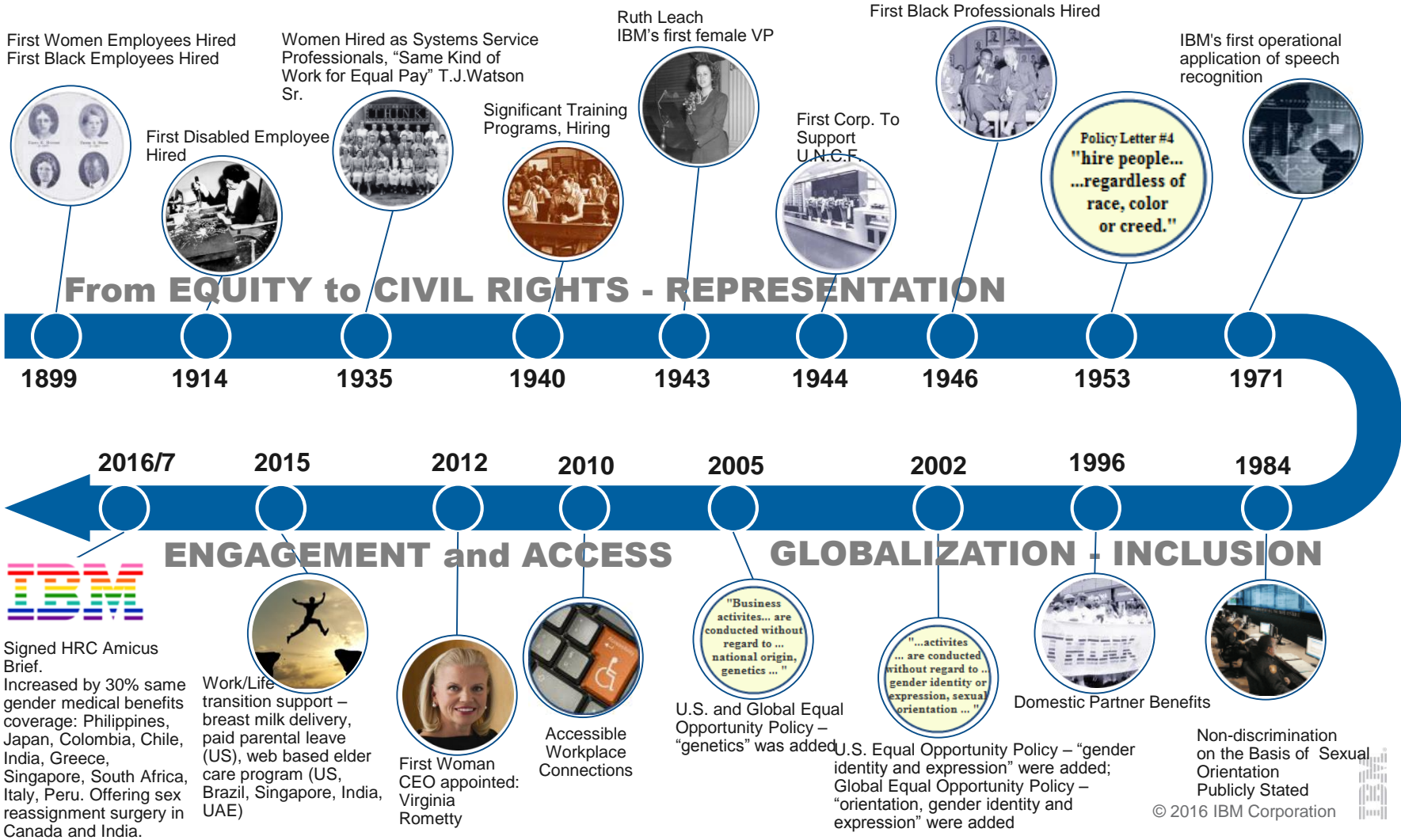
Our ability to be essential and innovate through diversity means being inclusive in everything we do.

IBM Equal Opportunity Policy Letter – 1953 before any laws existed in this area

“It is the policy of this organization to hire people who have the personality, talent and background necessary to fill a given job, regardless of race, color or creed.”

---- T. J. Watson, Jr.





Gender Strategy at IBM

Shortage of women in STEM

— The gender gap in science, technology, engineering and math (STEM) has widened since the 1980's, when 37% of all computer science graduates in the U.S. were women. Today, that number is a mere 18%.

— **By 2020, Girls Who Code estimates there will be an estimated 1.4 million computing-related jobs in the U.S. alone, and women will likely only fill 3% of those.**

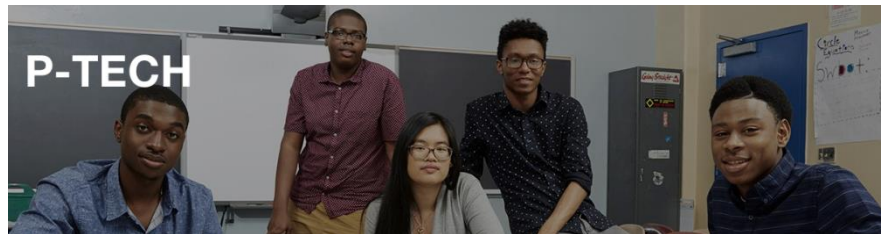
IBM initiatives:

- Special attention to talent scouting already at secondary school level
- Recruit key talent for critical capabilities and diversity of thought
- Flexible work life balance and family leave policies (home office; part time)
- Education and development programs for women
- Sponsorship for entrepreneurial women initiatives
- Diverse composition of our pipelines and benches to drive increased representation of women, minorities and non-US IBMers in executive roles
- Next Gen SVPs nurtured with the experiences to prepare them for top leadership jobs



Investment through Pathways in Technology Early College High School (P-TECH)

- Launched In 2011, IBM, in partnership with the NYC Department of Education, the City University of New York, and CUNY's NYC College of Technology in Crown Heights, Brooklyn.
- 6-year program blending traditional 4-year high school experience with 2 years of college—enough to earn an associates degree.
- IBM provides mentors and internships & gives preference for full-time jobs to the institution's graduates.
- IBM pays for curriculum development, training programs, student internships, & employee time.



- Of the original **97** students who started the program in Brooklyn in 2011—with a projected graduation date of June 2017—**11** have graduated early with associates degrees in technology:
 - **4** took jobs at IBM with salaries of 50K+
 - **2** considering jobs offers
 - **5** are earning bachelors degrees at four-year institutions, according to IBM.
- At the 6-year mark, **60%** of students from the first cohort will be on target to graduate.



Progetto NERD (Non e' roba per donne?)

HOME

DONNE...

REGISTRATI

CONTATTI



PROGETTO NERD?

“LA TECNOLOGIA È TROPPO IMPORTANTE PER ESSERE LASCIATA AGLI UOMINI”



PROGETTO
NERD?
(Non e' Roba x Donne?)

Dopo il diploma?
Scegli l'informatica e cambia il mondo!

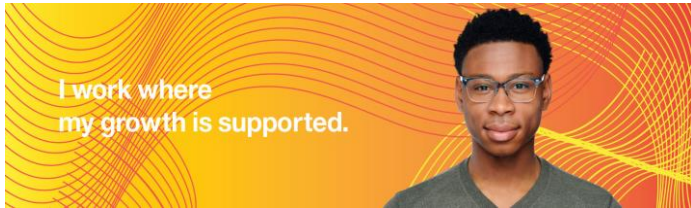
Informatica. Crea, progetta, realizza

con questo slogan Neele Kroes, vicepresidente Commissione EU, ha lanciato ICTLadies, che incoraggia le donne e le ragazze ad intraprendere lo studio e una carriera nel settore delle tecnologie dell'informazione. Parallelamente, uno studio della Commissione Europea ha recentemente affermato che ci sono circa 900.000 posti di lavoro vacanti in ICT (Information and Communication technology) in Europa e che con una percentuale femminile in ICT pari a quella maschile, il PIL europeo registrerebbe un incremento di circa 9 miliardi l'anno.

Il Progetto NERD?, nato da una iniziativa del Dipartimento di Informatica di Sapienza e che ha raccolto l'entusiastica partecipazione di IBM, ha come obiettivo combattere il pregiudizio secondo cui l'informatica è una faccenda per nerd, per smanettoni amanti dei giochi elettronici e poco inclini alla comunicazione sociale. NERD? si prefigge di mostrare come l'informatica sia una disciplina creativa, interdisciplinare, sociale, e basata sul problem solving, attività nella quale le donne eccellono.



Recruitment featuring real IBMers



by IBMJOBSBLOG / JUNE 14, 2016

Diversity at IBM – Making the Greatest Impact in the World

[READ MORE](#)



by IBMJOBSBLOG / SEPTEMBER 22, 2016

Expressing my Identity with Courage and Confidence

[READ MORE](#)

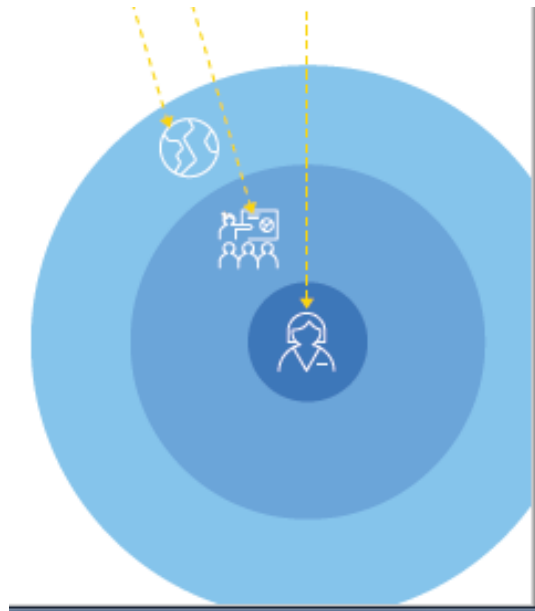
ibm.com/jobs



IBM 2016 Global Career Progression Survey

Career progression at IBM is driven by three different but interconnected factors:

- Culture and Society at large
- One's immediate career environment
- Individual Herself



Evolving organization culture at IBM

- Overcoming unconscious bias
- Create a supportive work culture

Establishing Career Support

- Focus from the top
- Mentor rising talents
- Women helping women
- Empowering women and girls around the world

Advancing the Individual IBMer

- Identify talent early
- Empower self-promotion
- Reach deeper into the pipeline
- Focusing on technical women



Diversity Councils

Global

- Women
- People with Disabilities
- LGBT

US

- Asian
- Black
- Hispanic
- Native American

Each council:

- Executive Sponsor
- HR Executive Sponsor
- 2 Executive Co-chairs

Focus

- Continue to increase the diversity of our executive representation as well as the pipeline for leadership roles.
- Ensure leadership development produces a pipeline of diverse leaders.

- Enable leaders to drive engagement.
- Go beyond inclusion and evolve deeper and new ways to engage all IBMers overcoming unconscious bias to tap into our full innovation capability.

- Advance IBM's external recognition for leadership and diversity.
- Increase our societal impact by integrating diversity into our corporate citizenship programs.



Advancing Women at IBM: Executive Research Study

Objectives

- Study women executives' career paths to better understand how IBM can accelerate the careers of our future generation of women leaders
- Share the insights from our executive women about their journeys with our future women leaders

To learn more or download the study, ibm.com/diversity



Key Findings



Be visible

Build an extensive network and seek out highly-visible stretch assignments.



Plan your career

Expand your cultural reach and engage regularly with your career advisory team.



Integrate work and life

Delegate and understand the resources and programs available to you.





The Millennial Corps is: A group of millennials dedicated to short-term, iterative, collaborative processes that drive real business value

**WE ARE A GROUP OF
MILLENNIAL
AND MILLENNIAL-MINDED
INDIVIDUALS AT IBM**

**AGE IS
JUST A
NUMBER**



- A sounding board for business leaders
- A platform for cross-company collaboration
- A space for amassing global perspectives
- An incubator for new ideas



Diversity & Inclusion Recognition 2016



3rd ANNUAL ASIA LGBT MILESTONE AWARDS & DIVERSITY LEADERSHIP FORUM



Hong Kong Breastfeeding Mothers' Association



UN Award for PwD Advocacy



NIPMAN FOUNDATION



United Nations Women Award



Workplace Pride

OUT AT WORK TOP 50 LGBT EXECUTIVES

telegraphmediagroup
The Daily Telegraph The Sunday Telegraph



LATINA Style Inc.



AMERICAN INDIAN SCIENCE AND ENGINEERING SOCIETY

Thank you



Thank you.

**IBM's Commitment
to Diversity**



EMMA K. MANSKE
23 years



NETTIE A. MOORE
23 years

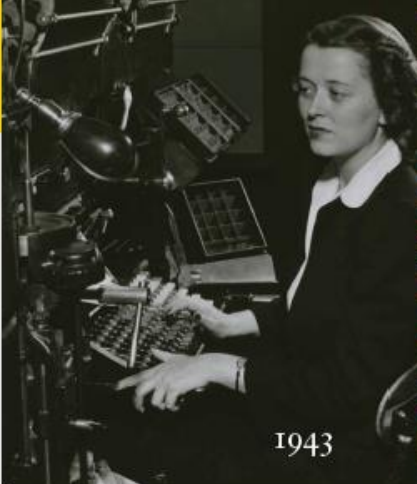
1899



LILY J. PHILP



RICHARD MACGREGOR



1943



1984

1899 | **First woman and black employees hired**

1914 | **76 Years before the ADA, IBM hires first disabled worker**

1935 | **Thomas Watson promises women equal pay for equal work**

1943 | **At 27, Ruth M. Leach is hired as first woman vice-president**

1953 | **IBM's first equal opportunity letter, 10+ years before the Civil Rights Act**

1984 | **Non-discrimination on the basis of Sexual Orientation**

2012 | **Ginni Rometty appointed as first woman CEO**



1914

Policy Letter #4

"hire people...
...regardless of
race, color
or creed."



2012



1935



Criticità per le donne

- Forte orientamento all'obiettivo e non alla lobby
- Scarsa capacità di negoziare carriera e retribuzione per se stesse
- Gestione del conflitto guidata dall'emotività
- Spesso stile di comunicazione "low profile" (auto-censura e limitazione)
- Assenza delle donne dalle lauree scientifiche (segregazione formativa).



Criticità, problemi

- **Gestione del tempo, dedizione temporale**
- **Regole implicite, stereotipi**
- **I figli ?**
- **Le priorità nella vita**
- **Gestione delle situazioni stressanti.**

I



Diversity & Inclusion are part of our values

Dedication to every client's success.

Put the client first. Listen for need, envision the future. Share expertise.

Our clients, suppliers and strategic partners are increasingly global and multi-cultural. We must position ourselves to communicate with and market to a diverse population.

Diversity & Inclusion are critical to IBM's compliance with local laws. This is a critical factor in our ability to operate in many countries and to begin new business in countries aligned with our growth strategy.

Innovation that matters—for our company and for the world.

Restlessly reinvent - our company and ourselves. Dare to create original ideas. Treasure wild ducks.

Our competitive advantage is through leadership in building innovative solutions to our clients most difficult problems. IBM needs diverse perspectives and talent to ensure and enhance creativity and innovation.

IBMers embrace unity, not uniformity. We embrace people who think differently and ideas that are unfamiliar. We nurture a way of working that rewards diverse thinking and enables us to treasure our wild ducks.

Trust and personal responsibility in all relationships.

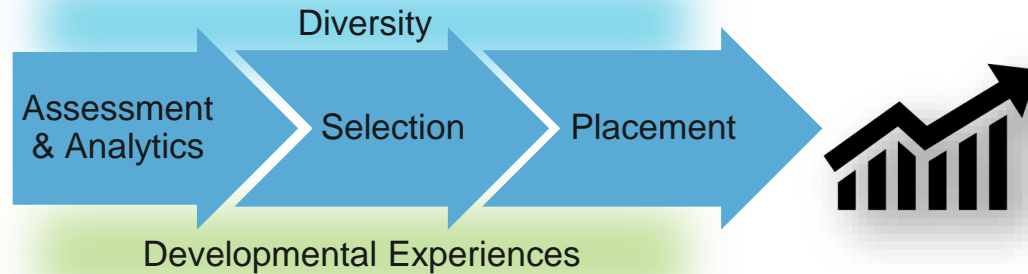
Think. Prepare. Rehearse. Unite to get it done now. Show personal interest.

The competition to attract and retain top talent is increasing. We distinguish ourselves by creating an inspiring environment in which people can be authentically themselves and can fully express their potential.

Unite across IBM, and beyond. We are at our best when we work together in borderless collaboration.

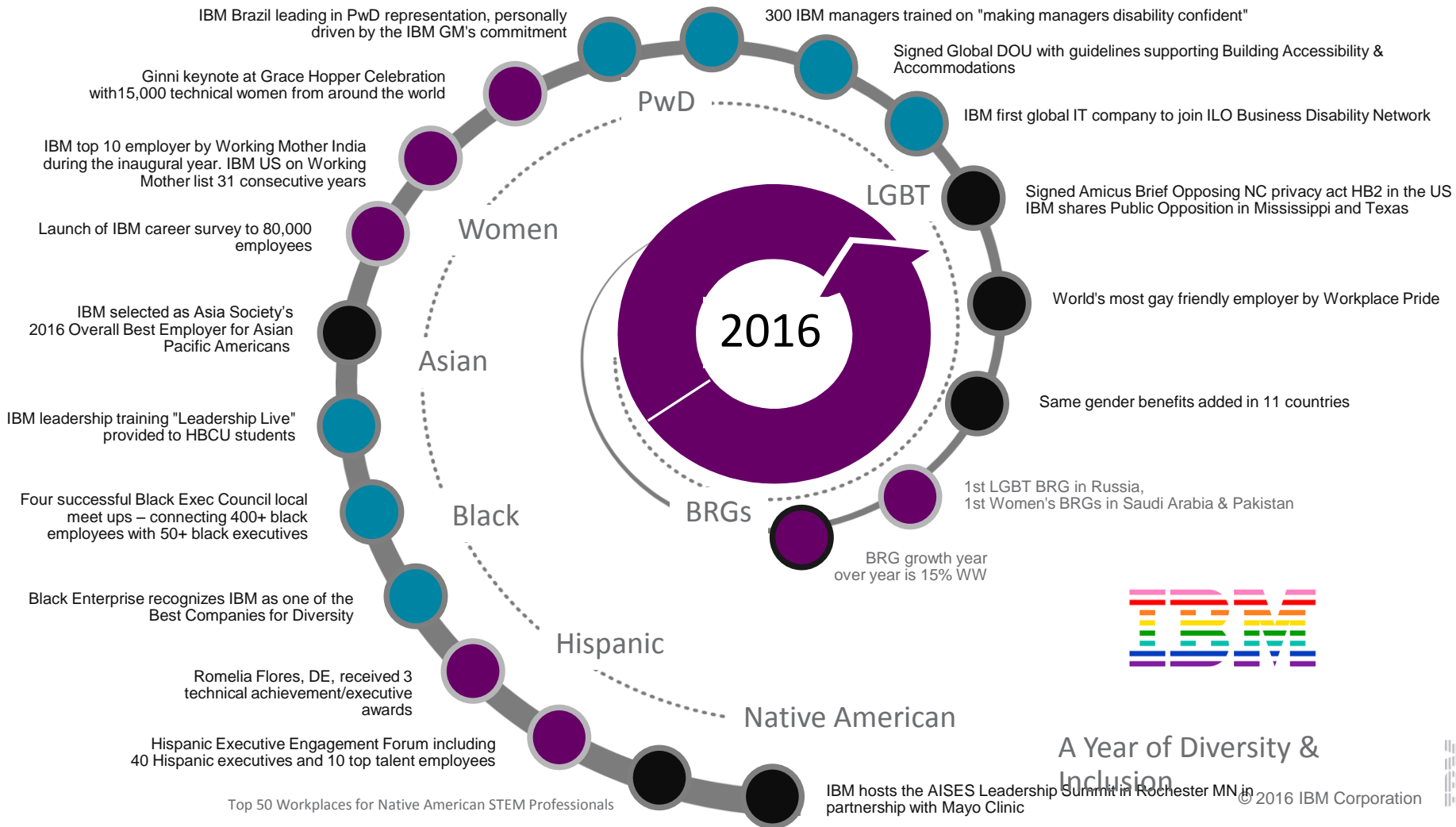


IBM's Business Technical Leadership (BTL) + Diversity



- Leaders of the Future successfully placed in leadership positions today
- Biggest gaps between key roles & leadership today identified
- Strong benches built with new thinkers, who can lead through uncertainty, disrupt markets and reinvent IBM
- Next Gen SVPs nurtured with the experiences to prepare them for top leadership jobs
- Diverse composition of our pipelines and benches to drive increased representation of women, minorities and non-US IBMers in executive roles
- Recruit key talent for critical capabilities and diversity of thought
- Successful track record in attracting and retaining top talent vs. competitors





IBM Business Resource Groups (BRGs)

13

Number of BRG types

46

Number of countries

266

Total number of BRGs

40,000

Number of BRG members

13 TYPES OF BRGS	CHAPTERS
Women	102
LGBT	44
People with Disabilities	27
Work/Life	10
Black	13
Asian	14
Hispanic	11
Cross Cultural	9
Cross Generational	7
Native American/Canadian Aboriginal	
New Hire	17
Veteran	4
Men	3

