



# AESC INSIGHTS

## DIVERSITY AS A BUSINESS IMPERATIVE

July 2015

A report from the AESC:  
The voice of excellence for executive search  
and leadership consultants worldwide.

[www.aesc.org](http://www.aesc.org)

 **AESC** *Dedicated to  
Strengthening  
Leadership Worldwide*



## The Association of Executive Search and Leadership Consultants

AESC – the Association of Executive Search and Leadership Consultants – was founded in 1959. We’ve grown and evolved since those early days to an association of hundreds of member firms in nearly 75 countries



around the world. We represent the full range of firms: large and small, domestic and global. As a truly global association we know the value of diversity, and see it in practice, first-hand through the eyes of our members. Whether it’s finding and assessing diverse talent, building diverse leadership teams, or working with clients to create an inclusive culture that harnesses the power of diversity, our members appreciate the importance of diversity

as a business imperative, and can help clients capture the enhanced business results that diversity affords.

The AESC membership adheres to a strong code of professional practice and standards of excellence, which codify our commitment to diversity and inclusion. As standard procedure, AESC members identify the most qualified talent without bias, and are known to challenge the status quo, presenting candidates beyond the “usual suspects.”

Our members understand that creating a diverse culture is more than metrics. We know that diverse teams drive innovation and generate fresh perspectives. For us, diversity is not just about checking boxes for specific categories of people.

Clients who partner with an AESC member significantly increase their ability to find, recruit, and retain the best diverse talent around the world. Whether a client’s objective is to increase gender diversity on the board, build a truly global leadership team reflective of the marketplace, or ensure that leaders have different backgrounds and experiences to enhance innovative thinking, clients can count on AESC members to deliver.

To your continued success,

Karen Greenbaum  
AESC President and CEO

*“IBM thinks about diversity the way we think about innovation—both are essential to the success of our business. When we innovate, technology becomes smarter for clients and creates new opportunities for growth. When we incorporate diversity into our business, we create better innovations and outcomes. IBM has embraced diversity, and it gives opportunities for IBMers and our clients to achieve their full potential.”*

*- Virginia M. Rometty, Chairman, President and Chief Executive, IBM*

## AESC MEMBERS GET RESULTS

The Association of Executive Search and Leadership Consultants (AESC) recognizes that diversity is a business imperative with direct implications for organizational success. As trusted advisors to those companies that drive economies, lead innovation, and compete across vital sectors and geographies, we know first-hand the power of diverse corporate leadership. Our member firms are uniquely positioned to advise our clients on the talent that will give them a competitive edge.

AESC member firms already lead the industry in helping clients build inclusive boards and executive ranks by finding highly-qualified top talent that might not otherwise be identified. Our members possess the access, the resources, and the experience necessary to help organizational leaders extend their reach. We have a proven track record of delivering results that meet your business needs.

A standard source for board positions and new corporate leadership is “who you know.” But how does a leadership team seeking to capture the diversity advantage find and attract potential leaders from outside of their circles? Our members have deep relationships and credibility with a vast array of diverse, high-performing executives.

AESC members are also in the best position to accurately and objectively assess clients’ readiness to effectively harness diversity of thought, and can assist clients in attracting, retaining and leveraging the full potential of diverse people.

As trusted advisors, we provide clients with our best, most informed counsel. That includes the business case for diversity, and the urgency with which leading companies must compete for and leverage diverse executives. We have both the opportunity and the obligation to introduce our clients to new possibilities, and help them reap the potential of new perspectives.

We are well-positioned to identify and attract talent that may be under-represented. This helps accelerate the natural pace of achieving the benefits of diversity at higher levels, effectively building a strong pipeline.

### Building a diverse pipeline

As objective talent experts, AESC members have a unique insight into the pipeline for diverse candidates. While there has been tremendous progress in many countries around the world in bolstering the ranks of women in the boardroom, this hasn’t always carried through to the executive ranks.

AESC members work with their clients to ensure that we correct the status quo of the past and cultivate a pipeline of diverse talent. This is essential to maximize the business case for diversity of thought and to generate sustainable change. If an organization believes in diversity in the boardroom, they should be working with their executive search and leadership advisors to develop a plan for building a strong pipeline of diverse leaders to create sustainable change.

*At the core of our company philosophy is the principle of respect for the individual. This fundamental commitment to respect guides Honda in all of our business operations. It fosters the kind of innovation and vitality that enables us to dream big and create products and technologies that make people's lives better. We embrace diversity across all levels of our business, from our associates to our suppliers to our dealers.*

*Honda's diversity statement*

*Lenovo employees represent a talented and diverse workforce. Maintaining this diversity and achieving the full potential of this diversity is a business priority fundamental to the Company's competitive success.*

*Lenovo's diversity statement*

## What do we mean by “diversity?”

An organization could be considered “diverse” if women and minorities are represented on the board, in the executive suite, and within the employee population. But this is more than a numbers game. Successful organizations look beyond diversity metrics and recognize that building an inclusive culture is vital to leveraging the benefits of a diverse workforce.

Demographic diversity refers to, but isn't exclusive to, variables including gender, race, religion, national origin, disability, sexual orientation, age, geographic origin and more. The value in demographic diversity is in accessing the resulting diversity of thought.

Richard Branson, Founder of Virgin Group, says: “Over more than 40 years of building our businesses at the Virgin Group, my colleagues and I have seen time and time again that employing people from different backgrounds and who have various skills, viewpoints and personalities will help you to spot opportunities, anticipate problems and come up with original solutions before your competitors do.” Organizations that cultivate diversity of thought and harness the power of unique perspectives are achieving a competitive advantage through increased innovation and creativity.

For the AESC, diversity means both demographic diversity and a culture of inclusion that values diverse perspectives and leverages the full potential of those differences.

*Inclusion and diversity have been a focus for me throughout my time at Apple, and they're among my top priorities as CEO. I'm proud to work alongside the many senior executives we've hired and promoted in the past few years, including Eddy Cue and Angela Ahrendts, Lisa Jackson and Denise Young-Smith. The talented leaders on my staff come from around the world, and they each bring a unique point of view based on their experience and heritage.*

*Tim Cook,  
Chief Executive Officer, Apple*

*The spending power of the LGBT community exceeds \$3 trillion globally.*

*Forbes Magazine, 2013*

## Why diversity?

The business case for diversity is not new, but research continues to support the premise that leading employers have known for decades: that diversity and inclusion are directly related to higher-achieving teams, innovation, better access to key markets, improved recruiting and retention, and healthier organizations. Multiple sources point to several compelling conclusions:

- Diverse organizations are more successful in recruiting and retaining top talent. “Diversity in leadership can help a company secure access to more sources of talent, gain a competitive recruitment advantage, and improve its global relevance.” [McKinsey]
- Organizations that harness the unique leadership styles related to different demographic groups tend to bring about improvements in organizational health, financial performance, risk management, and ethical standards. In 2015 McKinsey predicted that diverse companies will significantly outperform non-diverse companies, identifying diversity as a competitive advantage over time.
- The collective process of discovery from different points of view leads to more innovation, and more business success. Research published in 2013 by the *Harvard Business Review* reports that diverse “employees in a ‘speak up’ culture are 3.5 times as likely to contribute their full innovative potential.”
- A leadership team that is reflective of a business’ major customer base, likely provides key insight and strategies.
- Customers and clients prefer to work with businesses that reflect the customer base.

“The story is about organizations with a more diverse talent pool, especially at senior levels, manifesting a workplace culture of openness, merit and rational decision-making. At heart, the story is one of diversity and inclusion of all employees, so that a richer knowledge bank is fully leveraged and better business outcomes are achieved.” [Deloitte]

*Addressing gender diversity and equality is a business and growth challenge. It is a key priority which impacts not only the performance of our organization, but also its reputation as world-class employer. For many reasons gender diversity and equality is no more an option but a business imperative!*

*Jean-Pascal Tricoire, Chairman and Chief Executive Officer at Schneider Electric*

*PepsiCo needs a team that reflects the diversity of our consumers. And that starts with creating a workplace where everyone feels welcome, including our gay, lesbian, bisexual, and transgender employees, suppliers, trade customers and partners. Creating a culture of respect and trust is part of PepsiCo's values and it's the source of our strength in the marketplace.*

*Indra Nooyi, Chairman and CEO at PepsiCo*

## Why diversity now?

In addition to the business case for diversity, the battle for top talent is fierce, and increasing pressure from within clients' regulatory and economic environments requires that organizations make serious efforts toward diversity.

- Diversity often leads to open, inclusive leadership styles, which, according to diversity expert Lauren Leader-Chivee, are "essential skills to global competitiveness. If you don't have them...you are very likely positioning yourself to go the way of Kodak or any number of companies who were poorly prepared to meet the rate of change in the global marketplace and to innovate in time."
- The demand for talent is increasingly global. Worldwide HR consulting firm Mercer identified that rapid economic growth in SE Asia, for example, "has increased the demand for talent, in some cases straining the ability of local labor markets to keep up. In response, companies are widening their gaze, reaching out to talent pools that they may have overlooked in the past."
- Organizations can no longer afford to ignore different demographic groups. With an aging workforce and skill shortages – particularly for science, technology, engineering and mathematics careers – the quality of leadership appointments could be greatly enhanced by broadening the pool of eligible candidates. In the United States and Europe there has been gender parity in the number of teenagers entering higher education since the 1990s, with women now overtaking men in many disciplines.
- Corporations with significant buying power, e.g., Coca-Cola, Novartis, Johnson & Johnson and Marriott International now demand diversity in the companies they hire for services. Diversity is continuing to have direct economic implications for organizations.

Diversity expert and Huffington Post contributor John Fitzgerald Gates writes "leading-edge CEOs are practicing 'strategic diversity' to harness business value. They recognize that diversity is not just about people; it is about every complex situation, decision, task, and perspective that imbues their companies."

Barclays ensures that employees of all backgrounds are treated equally and contribute fully to our vision and goals. By deploying a global diversity and inclusion (D&I) strategy which now plays a significant part in our Balanced Scorecard, the diversity of our employees is embedded into our journey to becoming the 'Go-To' bank. Our five global agenda pillars of gender, LGBT (Lesbian, Gay, Bisexual & Transgender), disability, multigenerational, and multicultural, ensures that we cater for the entire network of diverse employees at Barclays.

Barclays' diversity and inclusion statement

## Attracting Diverse Talent: Executive Leadership and Boards

Our members value diverse leadership. They are well-positioned to identify the most qualified talent by searching and assessing without bias. Our Code of Professional Practice (see page 10) specifically addresses the importance of diversity and inclusion for our profession. As trusted advisors, clients have come to expect AESC members to think creatively and, at times, challenge them to think outside the box. AESC member consultants know how to align executive talent strategies with business strategies and culture to enhance business success.

### Attracting Diverse Executive Talent: Best Practice Framework

Whether the assignment is focused on identifying top talent for Boards or Executive positions, the following is a brief "best practice" framework to ensure success. Of course, the most important first step is selecting the right consulting firm to ensure success. By selecting an AESC member, clients know they have selected a firm that is committed to the highest level of professional standards in the industry.

#### Succession planning

Partner with their clients to identify the balance of experience and skills needed.

#### Diversity goals

Understand the clients' aspirational goals on gender balance and diversity more broadly.

#### Candidate support

Provide appropriate support, especially to first-time candidates, to guide them through the process.

#### Long lists

Present a diverse long list of highly-qualified candidates, selected with rigor and aligned with clients' diversity goals. Demonstrate creativity and fresh thinking when considering candidates.

#### Defining briefs

Identify relevant skills, competencies and personal capabilities, not just proven career experience, in order to expand the talent pool and provide the broadest range of qualified candidates.

#### Supporting candidate selection

Advise clients on how to run an interview process that is rigorous, professional, and avoids unconscious bias.

#### Induction

Provide best practices in induction and onboarding processes to help new executives or board members settle quickly into their roles.

#### Sharing Best Practices

Ensure that best practices in supporting gender balance and diversity more broadly are well-documented and shared internally.

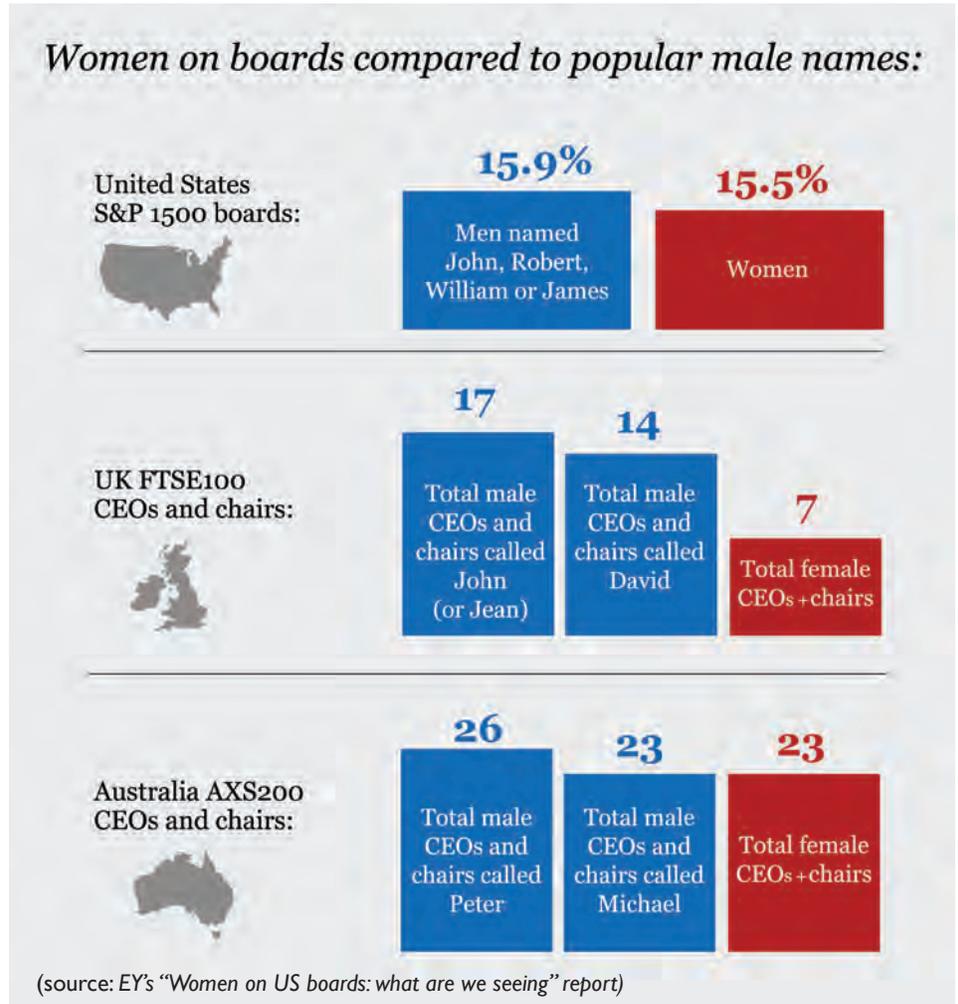
## Women's Share of Public Board Seats around the World (as of 2014) :

Norway	35.5%
Finland	29.9%
France	29.7%
Sweden	28.8%
United Kingdom	22.8%
Denmark	21.9%
Netherlands	21%
Canada	20.8%
Australia	19.2%
US	19.2%
Germany	18.5%
Spain	18.2%
Switzerland	17%
Austria	13%
Ireland	10.3%
Hong Kong	10.2%
India	9.5%
Portugal	7.9%
Japan	3.1%

(source: Catalyst)

## Diversity in the Boardroom

- Additional pressure to diversify comes from mandatory and voluntary government interventions. Several European countries have imposed mandatory quotas for female representation on boards, and the European Parliament voted for and is pressing the Council of the EU to adopt a directive calling for a minimum 40% representation of each gender among non-executive board directors by 2040. Outside of Europe, certain governments, including Australia, India, Israel and Kenya, have enforced legislative requirements for women on boards.



- In recognition of the vital role the executive search profession plays in diversifying corporate leadership, dozens of the world's leading firms have become signatories to a voluntary code of conduct, which recognizes the role that executive search firms play in helping clients find and recruit women to serve on their boards and in the executive pipeline.
- The "30% Club" movement to place more women on corporate boards began in the UK but now includes CEO and Board Chair members in key markets around the world – including Hong Kong, East Africa, United States, Ireland, Southern Africa, Australia, and Malaysia. Helena Morrissey, the founder of The 30% Club and chief executive of Newton Investment Management, opposes quotas, which she finds patronizing, and instead is effectively convincing board chairs to lead the change, citing evidence that more diverse boards provide better shareholder returns.

*"I don't understand why some companies and chairmen don't seem to want to have the best boards they can. The best boards are diverse in every sense and yet we don't seem to 'get' the role and value that women play in helping create such an environment!"*

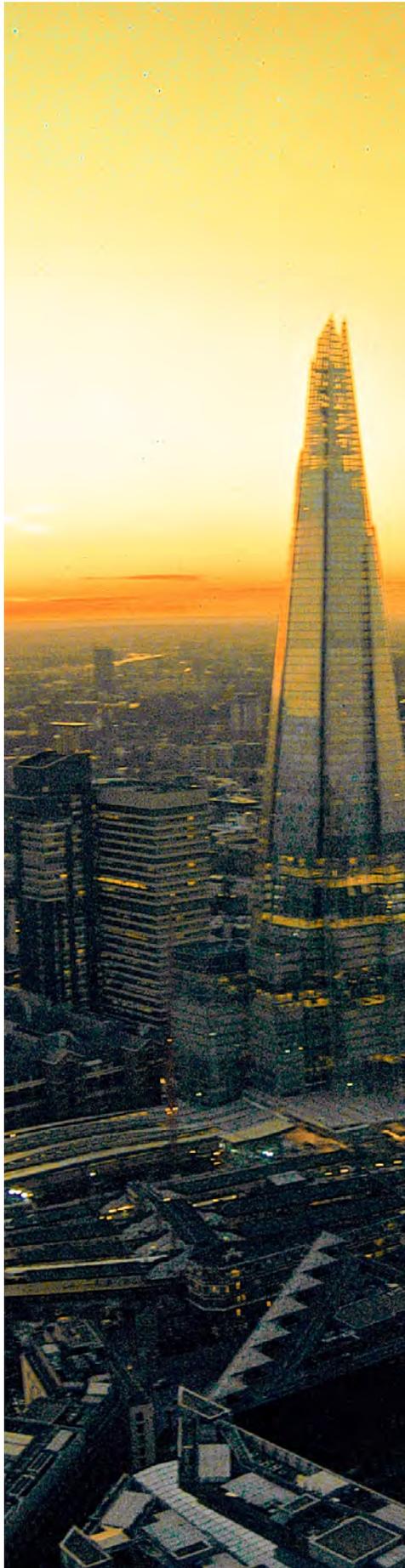
*-Mike McTighe, Chairman, WYG plc*

- To meet emerging demand for gender diverse boards from business leaders, regulators and governments, the AESC is a member of The 30% Club and partners with various organizations supporting diversity in leadership, including Women Corporate Directors, Global Board Ready Women, and a range of leading business schools.

Male and female directors have differing views about the importance of having gender and racial diversity on their boards. Female directors are far more likely to consider board diversity important. For example, 61% of female directors describe gender diversity as very important, compared to only 32% of male directors. Similarly, 42% of female directors describe racial diversity as very important, compared to only 24% of their male counterparts. These differences may be contributing factors to why diversity on public company boards has not increased substantially in the last five years.



Shareholders, institutional investors and customers are increasingly urging boards to diversify. They understand the business value that a diverse board delivers in terms of business strategy and shareholder value.



## Our Code of Professional Practice

Members of the Association of Executive Search and Leadership Consultants are committed to the highest professional practices, acting in the best interests of their clients, candidates, the community-at-large, and our profession.

### INTEGRITY

AESC members conduct themselves and their business activities with absolute integrity and are at all times open, honest, and worthy of trust.

### EXCELLENCE

AESC members focus on their clients' unique business needs, providing high-quality service and using rigorous, results-focused methodologies.

### OBJECTIVITY

AESC members serve as trusted advisors, exercising independent, objective judgment.

### DIVERSITY & INCLUSION

AESC members value diverse leadership. They identify the most qualified talent by searching and assessing broadly without bias.

### CONFIDENTIALITY

AESC members always respect any confidential information entrusted to them by clients and candidates.

### AVOIDING CONFLICTS OF INTEREST

AESC members avoid conflicts of interest with clients and candidates. Where a potential conflict may exist, members disclose and resolve those conflicts.



## About the Association of Executive Search and Leadership Consultants

Since 1959, the AESC has set the standard for quality and ethics in executive search and leadership consulting worldwide. Because AESC members must commit and adhere to the AESC's industry and government-recognized Code of Professional Practice, clients can be assured that AESC members are able to serve as trusted advisors for their most important engagements. As the voice for executive search and leadership consulting worldwide, today the AESC is comprised of more than 350 member firms, representing 8,000 executive search professionals in 70 countries. To learn more about the AESC and its membership, visit [www.aesc.org](http://www.aesc.org). For information about the AESC's career service for executive-level professionals, visit [www.bluesteps.com](http://www.bluesteps.com).



# AESC 洞察

## 企业必备的多样性

AESC 报告  
全球高级人才咨询顾问的卓越观点。

July 2015

[www.aesc.org](http://www.aesc.org)

 **AESC**  
Dedicated to  
Strengthening  
Leadership Worldwide



## 国际高级人才咨询协会

国际高级人才咨询协会(AESC)。自1959年成立至今，我们已发展和成长为一家在全球近75个国家/地区拥有数百家会员企业的协会组织。我们代表着各种各样的高级人才咨询企业，



包括大型企业、小型企业、国内企业和跨国企业。作为一家真正意义上的全球性协会，我们深知多样性的价值，并通过会员企业的视角在实践中亲眼见证了多样性的存在。不管是寻找和评估多样性人才、建立多样性的领导团队还是与客户共同构建能够利用多样性力量的包容性文化，我们的会员欣赏多样性这一企业必备要素的重要性，并可帮助客户实现多样性所能带来的

的优秀业绩。

AESC全体会员恪守严格的职业行为准则和卓越标准，这些准则和标准集中体现了我们对多样性和包容性的承诺。作为标准程序，AESC会员会毫无偏见地找到最符合条件的人才，以敢于挑战现状而著称，积极呈现具有“非凡能力”的候选人。

我们的会员深知，构建多样性的文化不仅仅是完成工作指标。我们知道，多样化的团队能够促进创新并产生全新的视角。对于我们而言，多样性并不是在表格上勾选特定人才类别的选择框这么简单。

与AESC会员开展合作的客户能够显著提升自己寻找、聘用和留住全球范围内最优秀的多样性人才。无论客户的目标是增加董事会成员的性别多样性、建立能够反映市场情况的真正全球性领导团队还是确保领导人员具有不同的背景和经验来加强创新思维，客户都可依靠AESC会员来实现。

祝您基业长青

**Karen Greenbaum**  
AESC 总裁兼首席执行官

“IBM对多样性的看法与我们对创新的想法一样，这两种要素都是企业获得成功所必备的。借助创新，科技可为客户提供更加智能的服务，并创造新的发展机遇。当我们将多样性融入企业之中，我们就能够实现更好的创新和成果。IBM欣然接纳多样性，为IBM人和客户提供了发挥全部潜能的机会。”

– IBM董事长、总裁兼首席执行官Virginia M. Rometty

## AESC会员助您实现优秀业绩

国际高级人才咨询协会(AESC)认识到，多样性是企业的必备要素，对组织能否成功具有直接影响。我们的客户公司促进着经济发展、引领着创新并在关键行业和地区开展竞争，作为他们所信赖的顾问，我们对于多样性企业领导层的力量有着直接的认识。我们的会员企业定位独特，可为客户推荐能为其带来竞争优势的人才。

AESC会员企业通过寻求高素质的优秀人才，已帮助客户构建包容性的董事会和管理团队，已在业内取得无人可比的领先地位。我们的会员掌握着帮助组织领导者扩展业务所需的渠道、资源和经验。在帮助企业实现业务需求方面，我们取得了一系列有目共睹的成就。

董事会职位和新任企业领导的人力来源通常是您的人脉。但是，对于一支力求实现多样性优势的领导团队来说，如何找到并吸引人脉圈外部的潜在领导者？我们的会员与很多不同的高绩效管理人才建立了密切关系，并在这些人群中拥有很高的信誉。

AESC会员还具有最佳的地位优势，能够准确而客观地评估客户是否准备好有效地利用多样性思维，并能够帮助客户吸引和挽留各类人才，同时发挥他们的全部潜能。

作为广受信赖的顾问，我们会为客户提供最好且最合理的建议。其中包括多样性的商业案例，以及领导型企业必须争夺和利用各类管理人才的迫切性。我们有机会且有义务为客户开创新机遇，并帮助他们收获全新视角带来的潜在益处。

我们能够发现和吸引企业所缺乏的人才。这一点有助于加速实现更高级别的多样性优势，并有效地建立稳定的人才渠道。

### 建立多样性的渠道

作为客观的人才专家，AESC会员对于各类求职者的渠道有着独特的了解。尽管在很多国家/地区，女性在董事会中的地位已有了显著改善，但是在高管级别中尚有所欠缺。

AESC会员会与客户合作，确保改变过去的状况，并培养各类人才的渠道。对于最大化思维多样性的商业案例以及实现可持续的改变而言，这一点势在必行。如果一家组织认同董事会的多样性，则应与高级人才咨询顾问共同制定相关的方案，构建稳定的多样性高管渠道以实现可持续的改变。

尊重每一个人是我们公司的核心理念。这种对尊重的基本承诺在企业运营的方方面面引领着本田公司。它所培养的创新和活力能够让我们敢于梦想，并创造能够造福人类的产品和技术。我们会在企业的所有层级实现多样性，从员工、供应商到经销商，都力求多样性。

本田公司对于多样性的看法

联想公司的员工是一支兼具天赋和多样性的队伍。维护这种多样性并发挥多样性的全部潜能是企业的重中之重，对于公司能够在竞争中脱颖而出具有根本作用。

联想公司对于多样性的看法

## 我们所谓的“多样性”是指什么？

如果一家组织的董事会、高层团队和员工群体中有女性和少数民族代表，则可被视为具有“多样性”。但是，这不仅仅是数字游戏。成功的组织并不仅仅注重多样性的指标，也会认识到构建包容性的文化对于利用多样性劳动力的优势具有关键作用。

人口多样性是指（但不仅限于）性别、种族、宗教、国籍、残疾、性取向、年龄、出生地等可变因素。人口多样性的价值在于评估最终的思维多样性。

维珍集团创始人Richard Branson表示：“在维珍集团40多年的业务构建过程中，我的同事和我本人一次又一次地发现，聘用来自不同背景且掌握各类技能、拥有不同观点和个性的人才能够帮助我们先于竞争对手发现机遇、预见问题并找出新颖的解决方案。”如果组织能够培养思维多样性并利用独特视角的力量，则可以通过提高创新和创造力来实现竞争优势。

对于AESC来说，多样性意味着人口多样性以及重视多样性视角并利用这些差异的全部潜能的包容性文化。

在苹果公司就职期间，包容性和多样性一直是我的工作重心，也是我作为首席执行官的首要任务。我很骄傲能够与这些年来我们雇用并提拔的诸多高管共事，其中包括Eddy Cue、Angela Ahrendts、Lisa Jackson和Denise Young-Smith。我麾下的出色领导者来自于世界各地，他们根据自己的经验和积淀为公司提供了独特的视角。

*Tim Cook,*  
苹果公司首席执行官

全球LGBT人群的消费能力超过3万亿美元。

2013年《福布斯》杂志

## 为何需要多样性？

多样性的商业案例并不新鲜，但是研究不断证实了领导型雇主长期深谙的道理：多样性和包容性与高绩效团队、创新、更好的关键市场准入、改善人才的雇用和留任以及组织的健康有着直接关系。多项数据来源得出了令人瞩目的几点结论：

- 多样性组织在雇用和挽留优秀人才方面更为成功。“领导层的多样性可帮助公司稳固更多人才来源的渠道、获取竞争性的招聘优势并改善自己的全球相关性。” [麦肯锡]
- 如果组织能够利用与不同人群相关的独特领导风格，则可改善组织健康、财务绩效、风险管理和道德标准。2015年，麦肯锡公司预测多样性公司的业绩将显著优于非多样性公司，并将多样性视为长期的竞争优势。
- 汇聚不同观点的集体发现过程能够带来更多创新，并实现更多业务上的成功。《哈佛商业评论》2013年发布的研究表明，“‘直言不讳’文化中的多样性员工贡献自己全部创新潜能的可能性是其他人的3.5倍。”
- 能反映企业的主要客户基础的领导团队更可能提供关键的洞察和策略。
- 消费者和客户更愿意与反映客户基础的企业合作。

“人才库更加多样化的组织，尤其是高管级别，显现出一种开放、优秀和合理制定决策的工厂场所文化。重点在于发挥所有员工的多样性和包容性，进而充分利用丰富的知识储备并实现更好的业绩。” [德勤]

应对性别的多样性和平等是业务和发展的一大挑战。这项头等大事影响的不仅是组织的业绩，更是其作为全球级雇主的声誉。鉴于诸多原因，性别的多样性与平等不再是可有可无的因素，而是一家企业的必备要素！

*Jean-Pascal Tricoire*, 施耐德电气  
董事长兼首席执行官

百事可乐公司需要一支反映消费者多样性的团队。这首先需要建立一个工作场所，让所有人感到受欢迎，包括男同性恋、女同性恋、双性恋和跨性别员工、供应商、业务客户和合作伙伴。建立尊重和信任的文化是百事可乐公司的价值观之一，也是我们市场优势的来源。

*Indra Nooyi*,  
百事可乐公司董事长兼首席执行官

## 为何现在需要多样性？

除多样性的商业案例之外，顶级人才的争夺十分激烈，来自客户监管和经济环境的压力日趋严峻，这需要组织努力实现多样性。

- 多样性通常会带来开放且包容的领导风格，多样性专家 Lauren Leader-Chivee认为这是“获得全球竞争力的必备技能。如果您没有这些技能，则很可能会重蹈柯达或其他很多公司的覆辙，难以跟上全球市场的变化步伐，无法及时创新。”
- 对于人才的需求愈发全球化。全球人力资源咨询公司Mercer指出，东南亚地区的快速经济增长“加大了对人才的需求，在某些情况下耗尽了当地劳动力市场满足需求的能力。各大公司的应对方式是扩大范围，触及过去所忽视的人才库。”
- 组织再也无法承受忽视不同人群的代价。随着劳动力的老龄化以及技能的匮乏，特别是科学、技术、工程和数学领域，扩大符合条件的求职者范围能够显著改善高管招聘的质量。自20世纪90年代以来，美国和欧洲接受高等教育的青少年数量一直呈现出性别平等的特点，甚至在很多学科，女性的数量正在超越男性。
- 可口可乐、诺华、强生和万豪国际等具有强大购买力的公司要求向其提供服务的公司具备多样性。多样性会持续地对组织造成直接的经济影响。

多样性专家兼《赫芬顿邮报》供稿人John Fitzgerald Gates写道：“顶尖首席执行官们正在实践‘策略多样性’来利用企业价值。他们认识到，多样性不仅关于人才；还涉及所有复杂情况、决策、任务以及对公司具有深刻影响的观点。”

巴克莱银行确保平等对待不同背景的员工，让他们全力为公司的愿景和目标作出贡献。通过部署目前在综合评价卡具有重要作用的全球多样性和包容性 (D&I) 战略，员工的多样性能够融入我们向核心银行发展的道路中。我们的五个全球议程支柱分别为性别、LGBT（女同、男同、双性恋和跨性别恋）、残疾、多代和多文化，这些元素确保我们巴克莱银行满足所有不同员工的需求。

巴克莱银行对于多样性和包容性的看法

## 吸引多样性人才：高级领导层和董事会

我们会员重视领导层的多样化。他们能够通过搜索和公平评估来确定最符合条件的人才。我们的《职业行为准则》（参见第 10 页）明确指出多样性和包容性对于我们职业的重要性。作为受信赖的顾问，客户期望 AESC 的会员能够创新思考并不时地挑战他们的固有思维。AESC 会员顾问了解如何根据企业战略和文化来协调高管人才战略，进而巩固企业所取得的成功。

### 吸引多样性的高管人才：最佳实践框架

无论工作的重心是为董事会职位还是为高管职位找到顶尖人才，以下“最佳实践”简要框架都能确保您取得成功。当然，最重要的第一步是选择能够确保成功的可靠咨询公司。选择 AESC 的会员，即代表客户知道自己所选择的公司能够秉持业界最高级别的专业标准。

#### 继任计划

与客户合作，确定所需经验和技能的平衡。

#### 多样性目标

更加广泛地理解客户对于平衡和性别多样性的远大目标。

#### 求职者支持

为求职者提供相应的支持，指导他们完成整个求职过程，尤其是初次求职者。

#### 初选名单

严格挑选与客户多样性目标一致的高素质求职者，提供一个多样性求职者初选名单。严格挑选与客户多样性目标一致的高素质求职者，提供一个多样性求职者初选名单。在考虑求职者时体现出创新和新思路。

#### 确定简要要求

确定相关技能、能力素质和个人能力（不仅仅是所证实的职业经历），进而扩展人才库并提供最广泛的高素质求职者范围。

#### 协助筛选求职者

为客户提供面试流程建议，确保甄选程序严格、专业且不存在无意识的偏见。

#### 入职

提供入职和上岗流程的最佳实践，帮助新任高管或董事会会员快速适应角色。

#### 分享最佳实践

确保更加广泛地支持性别平衡和多样性的最佳实践得到妥善记录并在内部分享。

全球上市公司董事会席位中女性所占比例（截至2014年）：

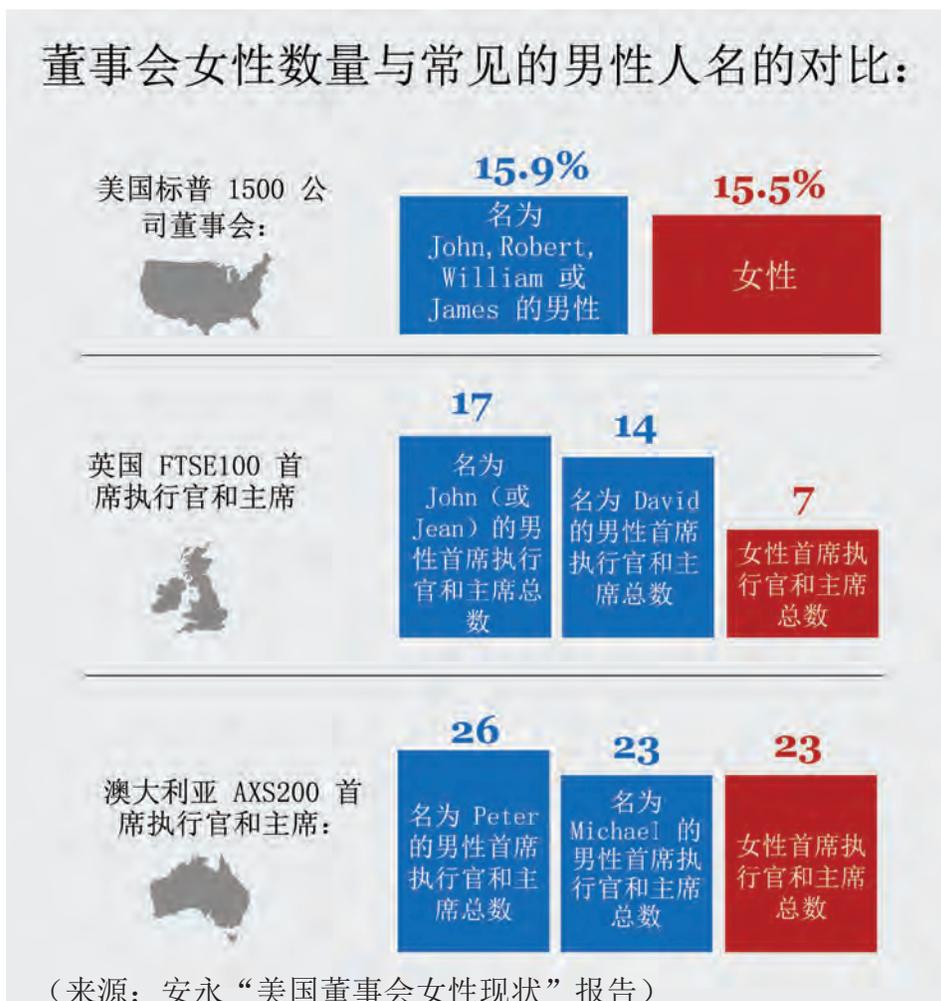
挪威	35.5%
芬兰	29.9%
法国	29.7%
瑞典	28.8%
英国	22.8%
丹麦	21.9%
荷兰	21%
加拿大	20.8%
澳大利亚	19.2%
美国	19.2%
德国	18.5%
西班牙	18.2%
瑞士	17%
奥地利	13%
爱尔兰	10.3%
中国香港	10.2%
印度	9.5%
葡萄牙	7.9%
日本	3.1%

(来源: Catalyst)

## 董事会的多样性

- 多样性的其他压力来自于政府的强制性和自愿性干预。欧洲多国已对董事会中女性所占席位实行强制配额，欧洲议会已对相关指令进行投票，并正在敦促欧盟理事会通过这项指令，要求在2040年之前非执行董事会的董事中各性别人群所占比例最少为40%。除欧洲之外，澳大利亚、印度、以色列和肯尼亚等国政府已执行董事会女性席位的立法要求。

### 董事会女性数量与常见的男性人名的对比：



- 认识到高级人才咨询顾问职业对于实现企业领导层多样性的关键性后，很多全球顶尖公司已签署自发性质的行为准则，这一点体现了高级人才咨询顾问公司在帮助客户寻求并雇用服务于董事会和管理渠道的女性方面的作用。
- 致力于提高企业董事会中女性数量的英国“30%俱乐部”运动目前已涵盖全球关键市场的首席执行官和董事会主席会员，包括中国香港、东非、美国、爱尔兰、非洲南部、澳大利亚和马来西亚。30%俱乐部的创始人兼Newton Investment Management的首席执行官Helena Morrissey反对席位配额这一规定，认为这种规定是一种怜悯，因此，她有力地说服了各大董事会主席引领变革，引用相关的证据来证明更加多样化的董事会能够提高股东的回报。

“我不理解为何某些公司和主席似乎不想要尽可能地改善董事会。最佳董事会在各个方面都具有多样性，而我们似乎并没有了解到女性在帮助创建这样一种环境中的作用和价值！”

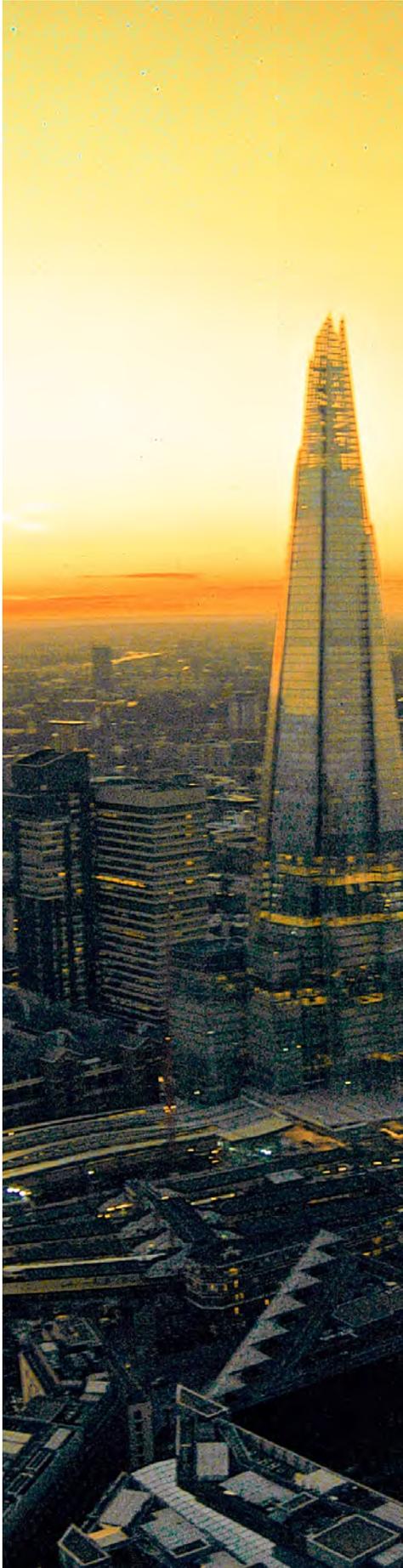
-WYG plc主席  
Mike McTighe

- 为了满足企业领导者、监管机构和政府对于性别多样性董事会的新需求，AESC加入了30%俱乐部，并与诸多支持领导层多样性的组织开展了合作，包括Women Corporate Directors、Global Board Ready Women和多所顶尖商学院。

男性和女性董事对于董事会性别和种族多样性的重要作用持不同的观点。女性董事更加认同董事会多样性的重要作用。例如，61%的女性董事认为性别多样性非常重要，而男性董事的这一比例只有32%。同样，42%的女性董事认为种族多样性非常重要，而男性董事的这一比例只有24%。这些差异或许正是近五年来上市公司董事会的多样性未取得显著改善的原因。



股东、机构投资者和客户越来越多地敦促董事会实现多样化。他们了解多样化的董事会在企业战略和股东价值方面所实现的企业价值。



## 我们的《职业行为准则》

国际高级人才咨询协会的会员秉持最高的职业行为，并维护客户、求职者、社区和职业的最佳利益。

### 诚信

AESC会员的行为和业务活动绝对诚信，始终开放、诚实且值得信赖。

### 卓越

AESC聚焦于客户的独特业务需求，提供高质量服务并利用严格的以结果为导向的方法。

### 客观性

AESC会员身为值得信赖的顾问，会做出独立而客观的判断。

### 多样性和包容性

AESC会员重视领导层的多样性。他们会开展公平的大范围搜寻工作，为您找到最符合条件的人才。

### 保密

AESC会员始终尊重客户和求职者托付给他们的任何机密信息。

### 避免利益冲突

AESC会员会避免与客户和求职者发生利益冲突。如果存在潜在冲突，会员会披露并解决这些冲突。



## 关于国际高级人才咨询协会

1959年起，AESC便设立了全球高级人才咨询顾问服务的质量和道德标准。AESC会员必须秉承并遵守AESC受行业和政府认可的《职业行为准则》，因此，我们可向客户保证，AESC会员会以值得信赖的顾问身份，履行最为重要的约定。作为全球高级人才咨询顾问服务的代表，AESC目前由350多家会员公司组成，代表着70个国家/地区的8,000位高级人才咨询专家。要详细了解AESC及其全体会员，请访问 [www.aesc.org](http://www.aesc.org)。要了解AESC高管人才的就业服务，请访问 [www.bluesteps.com](http://www.bluesteps.com)。