



Diversidad de género una oportunidad

Presentación KPMG

—
Agosto 2 de 2016

Quienes somos

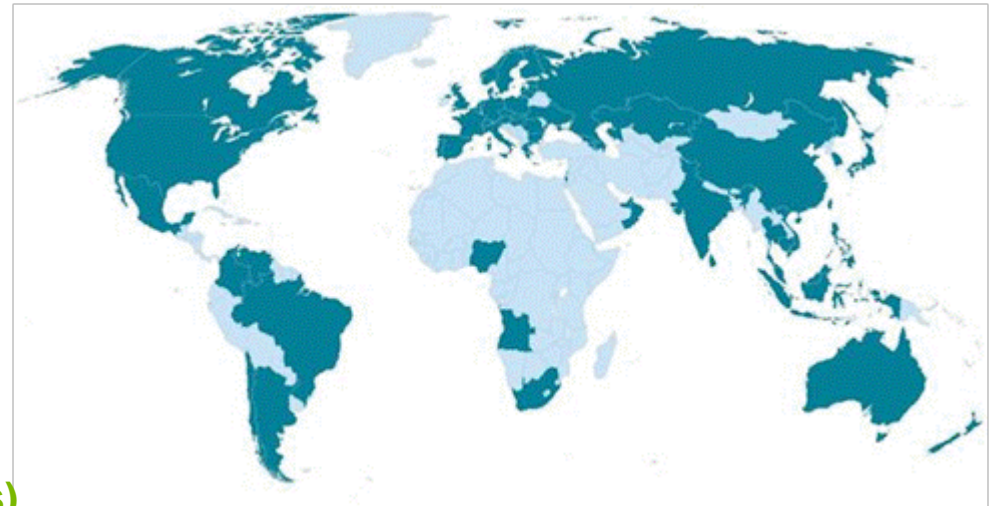
Red Global, experiencia local

Servicios profesionales (asesorías – auditorías)

155 países - 173.965 empleados

Sustainability+ - Centro de excelencia

4 oficinas en Chile – 1200 empleados (50% mujeres)



KPMG member firms with dedicated sustainability professionals



Advertencias

El gran desafío



No ver bien

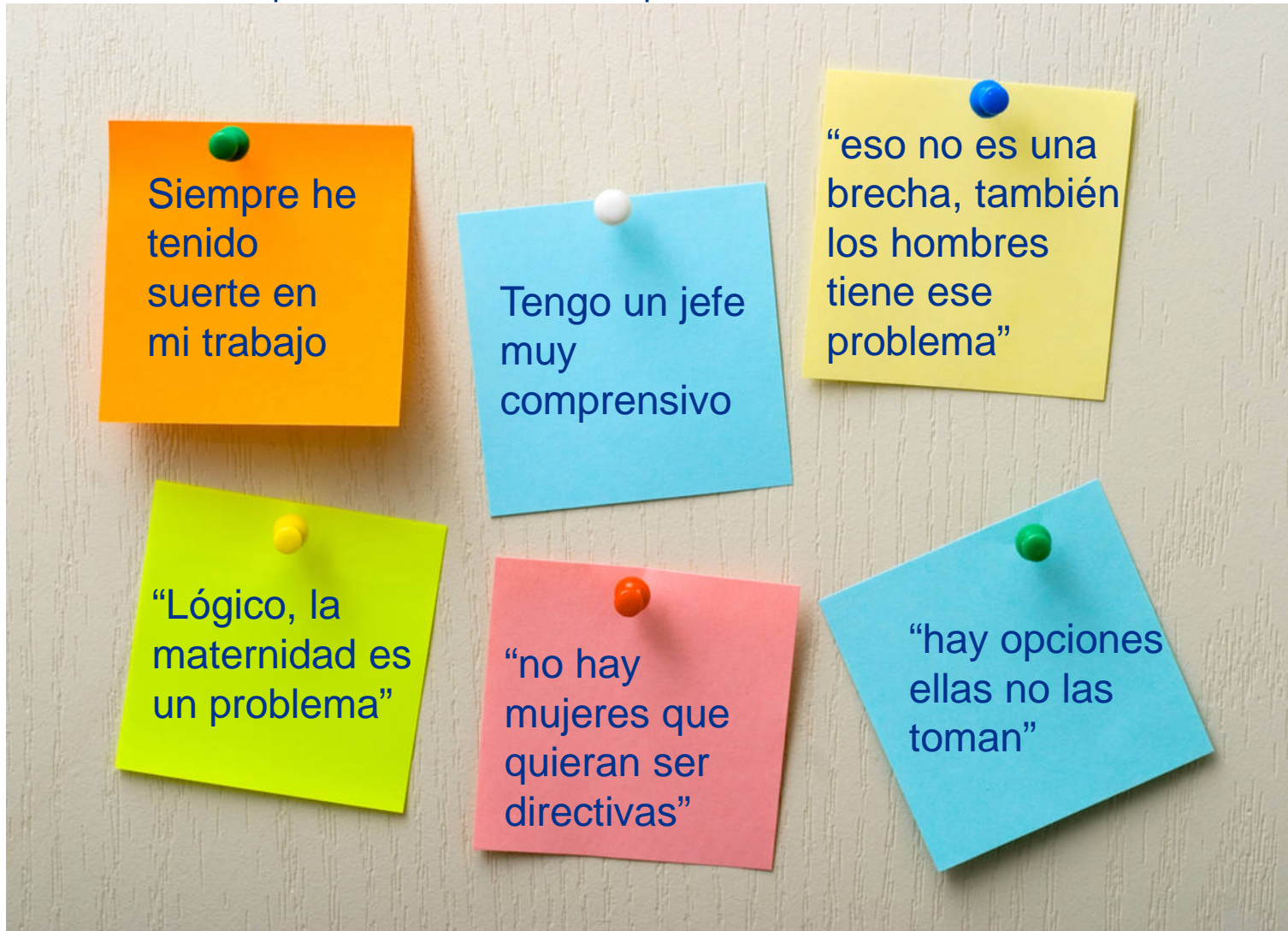
Ver lo que los otros
quieren que veamos

El traje del emperador



Visualizar el problema

Visualizar el problema equivocadamente



Siempre he
tenido
suerte en
mi trabajo

Tengo un jefe
muy
comprensivo

“eso no es una
brecha, también
los hombres
tiene ese
problema”

“Lógico, la
maternidad es
un problema”

“no hay
mujeres que
quieran ser
directivas”

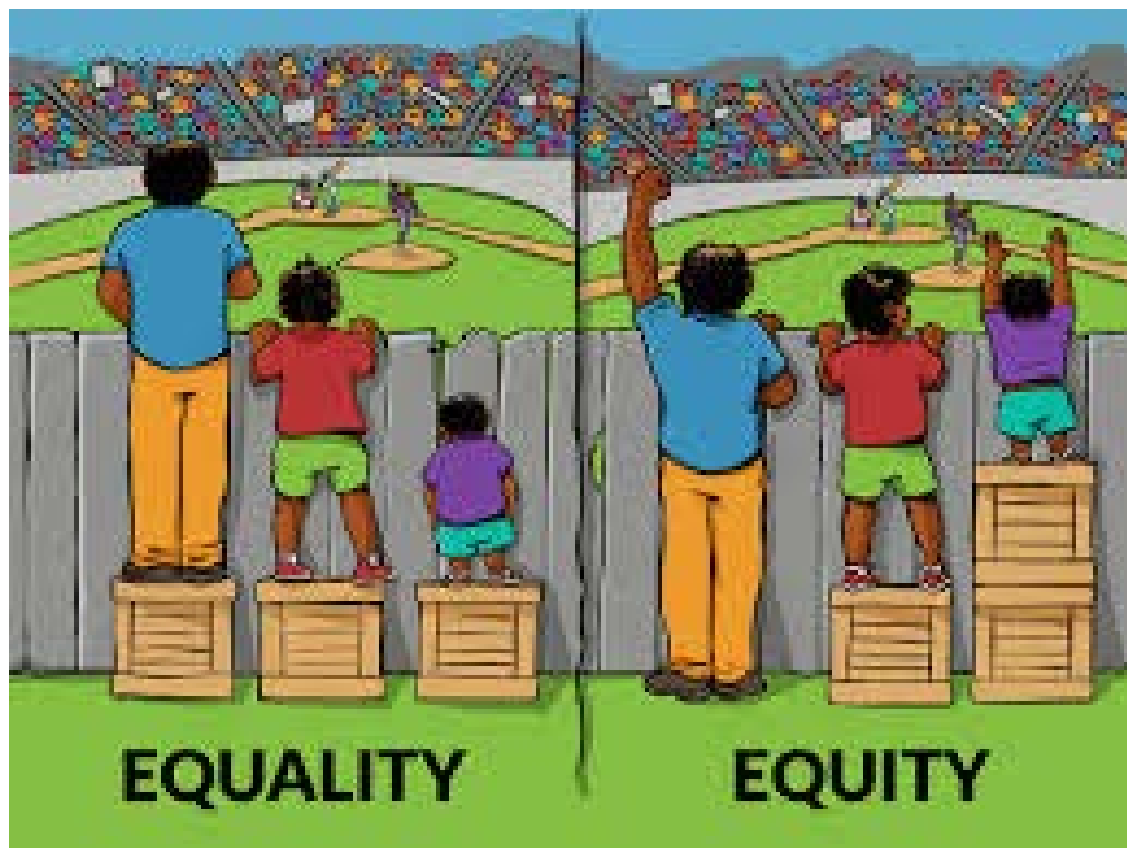
“hay opciones
ellas no las
toman”

Visualizar el problema



Quando se habla desde
la excepción

Igualdad - Equidad





¿Cómo lo
hacemos?

Compromiso de KPMG Global

https://portal.ema.kworld.kpmg.com/globalpeople

Welcome Herrera, Lorena (Gerente Senior...) My Home Page | KPMG Global | Audit | Tax | Advisory | Markets | SCI | People | Countries

KPMG cutting through complexity **Diversity**

This Site: Diversity Portal / Document Advanced Search

Content People

Global PPC Site | Learning & Development | Engagement | Performance | Talent | **Diversity** | Technology

Global PPC Site > Global PPC Site > Diversity My Site | My Links | Contact Us

Diversity & Inclusion

We are creating a culture where everyone can achieve their potential

ABOUT DIVERSITY | **GLOBAL NETWORK** | **FIRM DIVERSITY PORTALS**

Our Business Strategy starts with our purpose-driven, values-based culture – one in which every person can achieve their full potential. In this environment we are able to build teams with the broadest range of skills, experience and perspective which, in turn, brings greater innovation and quality to our clients. Our Global Diversity Leadership Network helps drive efforts and initiatives in this space – ensuring we challenge the status quo, eliminate unconscious bias, and continue to reflect the diversity of our clients and markets.

WHAT WE DO: EMPOWERING NETWORK-WIDE CHANGE

We are a naturally diverse organization given our size, scale and geographical footprint. But we also need to ensure we are proactive on issues at a national and global level. This is where the Global Diversity Network plays a role. They have a dual responsibility – driving the global diversity agenda at KPMG while helping member firms 'raise the bar' in their local practices. [Read more about WHAT WE DO...](#)

Leadership

“Create an environment where the diversity of our thinking is a differentiator for clients.”

Rouge Jahangir, Global Diversity Lead

Quick Links

12:03 AM 8/2/2016



Diversidad en KPMG

Diez razones para ver la diversidad como parte del negocio

1. La comprensión de las diversas redes y culturas puede ayudar a identificar y conseguir nuevos negocios
2. Los clientes de nuestras firmas quieren cada vez trabajar mas con organizaciones diversas
3. Algunos de los clientes de nuestras firmas están mirando criterios no financieros, como la diversidad, a la hora de elegir los proveedores de servicios
4. La diversidad es importante para atraer y retener talento
5. Las personas que pueden aportar de forma integral a su trabajo son mas productivas
6. Podemos ser mejores asesores si tenemos una perspectiva mas amplia
7. Podemos tener una ventaja competitivo mediante la adopción de ser proactivos con la diversidad e inclusión
8. Nuestros colaboradores deben ser capaces de aplicar todas sus cualidades para fortalecer la reputación
9. La globalización significa tener un amplio conocimiento cultural, la diversidad es un pilar para esto.
10. Al ser más consciente de la diversidad reducimos el riesgo del negocio



Diversity at KPMG

Our goal is to be famous for our diversity — to have a culture that is inclusive and respectful and that promotes the positive skills, capabilities and insights of our people. We aim to live our values in respecting each individual and creating a culture of support and development throughout KPMG.

Defining diversity and inclusion
Diversity is about understanding and embracing differences as a positive experience and not a threat. Often difference is an immensely valuable asset. We learn more in challenging, and often unfamiliar environments.

Impact on our business
A diverse organization is better at winning and retaining clients because the diversity of our firms' client service teams adds dynamic energy to our relationships, particularly in dealings with global clients who expect a global approach. Diversity in a globalized business environment is therefore inevitable.

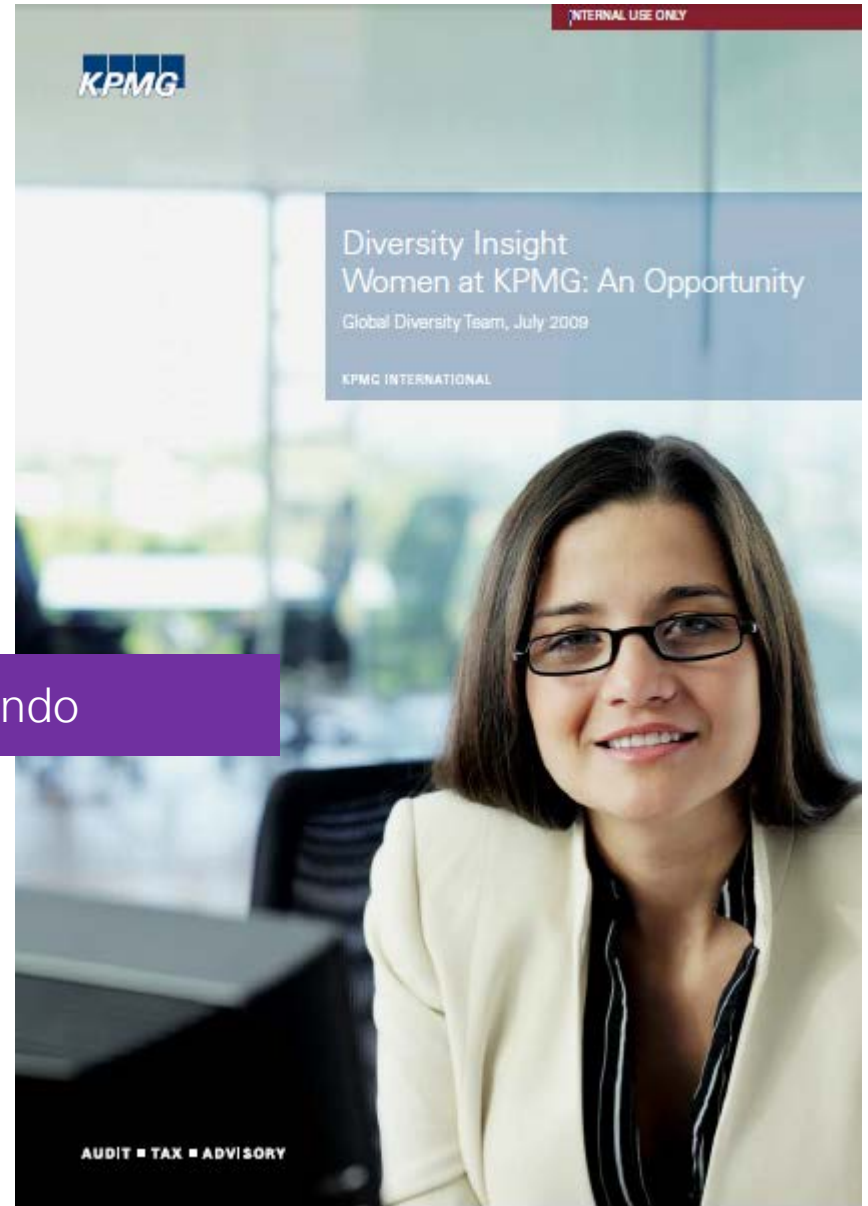
Similarly diversity networks can access new business and give greater confidence and security to our people. With over 140,000 people across nearly 150 countries, KPMG is a globally diverse organization by its very nature. But there is still progress to be made, locally and globally, to ensure that we create an environment of inclusiveness and respect for all our people and that increasingly our global leadership reflects the global environment.

Embracing our differences — our culture, race, color, ethnic or national heritage, gender, sexual orientation and gender identity, marital or parental status, age, disability, birth or religion — is good for business. Not all of these dimensions are equally deliverable across our countries due to local laws and customs. But where we can, we must lead and do so with determination. KPMG's people deserve the dignity of being eminently respected.

Ten reasons why diversity is a business issue

1. Understanding diverse networks and cultures can help us identify and win new business
2. Our firms' clients increasingly want to work with diverse organizations
3. Some of our firms' clients are looking at non-financial criteria, such as diversity, when choosing service providers
4. Diversity is important in attracting and retaining talent
5. People who can bring their whole self to work are more productive
6. We can be better advisors if we have a more diverse outlook
7. We can gain competitive advantage by taking a lead role in diversity and inclusion
8. Our people should be able to apply all their qualities to their work and strengthen that reputation
9. Globalization means that having a broad cultural and diversity awareness will help our business
10. By being more aware of diversity and legislation/regulation, we will reduce the risk of litigation.

© 2016 KPMG International Cooperative (“KPMG IC”), a Swiss entity, and its member firms. KPMG IC and its member firms are not affiliated with KPMG LLP, a U.S. entity, or any other member firm or its affiliates. All rights reserved.



Estamos permanentemente aprendiendo



What are the “7 steps to diversity and inclusion”?

Progress	
Global progress	<p>Step 7: Secure resources</p> <p>Ensure you have the people and budget in place to be able to deliver the action plan.</p>
	<p>Step 6: Build stakeholder engagement</p> <p>Identify the stakeholders necessary for the delivery of your plan. Develop a communications plan targeted at your key stakeholders.</p>
	<p>Step 5: Develop an action plan including measurement</p> <p>Build a clear delivery plan with milestones, deadlines. Be clear about how you are going to measure progress.</p>
	<p>Step 4: Establish vision and goals</p> <p>Be clear about the progress you want to make. Articulate the vision and goals for diversity.</p>
	<p>Step 3: Establish leadership and accountability</p> <p>Confirm a senior leader who will take ownership of the work on diversity. Establish accountability and responsibility for progress. Set up a senior leadership team to shape strategy and direction.</p>
	<p>Step 2: Build the business case for change</p> <p>Explain why diversity matters in terms of recruitment, retention, motivation, competition for your people, reputation, client perception, legislation, in relation to the values of the firm.</p>
	<p>Step 1: Assess your environment – internal and external</p> <p>Review recruitment, retention, turnover, promotion rates by gender or other diversity data. Gather employee perceptions through surveys, focus groups, interviews. Review what your competitors and clients are doing on diversity. Benchmark your position relative to best practice in this area.</p>
Local progress	

Evaluar el ambiente

1. Identificar las barreras a través de datos (colectar datos)
2. Identificar las inequidades, ¿por qué los datos son importantes? (establecer caso de negocio D&I; determinar las áreas fuertes y aquellas que necesiten inversión para continuar el desarrollo del plan; para crear transparencia y accountability a través de la firma)
3. Stakeholders y fuentes, ¿quién podría estar comprometido en la recolección de los datos?
4. Claves para los análisis, ¿qué tipos de datos deberíamos colectar? (diversidad de dotación, diversidad de directorio, rotación por genero y tipo de cargo etc.)

El inicio

Global Diversity Questionnaire.doc [Compatibility Mode] - Word

FILE HOME INSERT DESIGN PAGE LAYOUT REFERENCES MAILINGS REVIEW VIEW KIDS ACROBAT

Arial 12 A Aa

Clipboard Font Paragraph Styles Editing KIDS Styles

Section 1: Demographics

For your convenience, the Global Diversity team has created an excel spreadsheet that contains certain pre-populated demographic data specific to your firm. This is attached as a separate document to the e-mail invitation requesting you to complete the online version of this survey. This demographic information was previously submitted by your member firm for Global People KPI reporting purposes. There is, however, additional data that we would like to collect where possible.

Please review the excel spreadsheet carefully and complete (where possible) the additional demographics data requested for this diversity assessment. Once completed, click [here](#) to open an email, upload and send the document(s).

Further questions:

- 1. Have you set any goals for increasing the number of underrepresented groups (specifically women) in senior leadership positions – particularly at equity or non-equity Partner and Director level?**
Yes No
If so, what are the goals and how were these goals developed?
- 2. Does your member firm have a women's advancement initiative (e.g. Women's Leadership Council) which focuses solely on women in leadership?**
Yes No

PAGE 6 OF 25 ENGLISH (CANADA)

11:37 PM 8/1/2016



En Chile

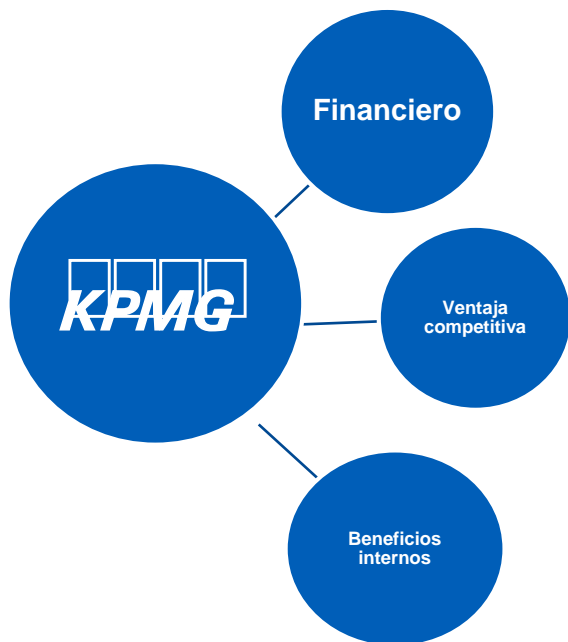
Nuestro objetivo

Empoderar a nuestras mujeres para que puedan desarrollar su potencial dentro de KPMG y en la comunidad de negocios

¿Por que diversidad?

La diversidad de género se plantea como una estrategia necesaria para favorecer la aplicación del principio de igualdad entre mujeres y varones en el mercado laboral.

Beneficios de la diversidad de género



- Firmas con mas mujeres lideres son mas rentable (por lo menos 15%)
- Atraer y retener talento
- Mejora de productividad cuando nuestros equipos son diversos
- Innovación en los servicios (diseño y presentación)

- Mejora de la imagen de marca y reputación corporativa
- Nuevos y diferentes puntos de vista – mejora en la toma de decisiones
- Nuestros clientes están representados por perfiles diversos
- Mejora la gestión de la innovación
- Mejora la gestión del cambio
- Disminuyen riesgos en calidad de la revisión, incorporan otros enfoques de análisis (riesgos emergentes), enfoque transversal.

- Generan equipos más eficientes y un ambiente más positivo
- Estilo de dirección y trabajo mas metódico y organizado
- Mejor facilidad para establecer lazos constantes Generan mejor experiencia y liderazgo
- Mayor sensibilidad hacia las relaciones y mayor capacidad de comunicación

¿Qué hemos hecho?



Diagnóstico

1. Focus group
2. Entrevistas
3. Revisiones estadísticas de la dotación
4. Revisiones de las políticas y documentos corporativos
5. Benchmark



¿Qué hemos hecho?

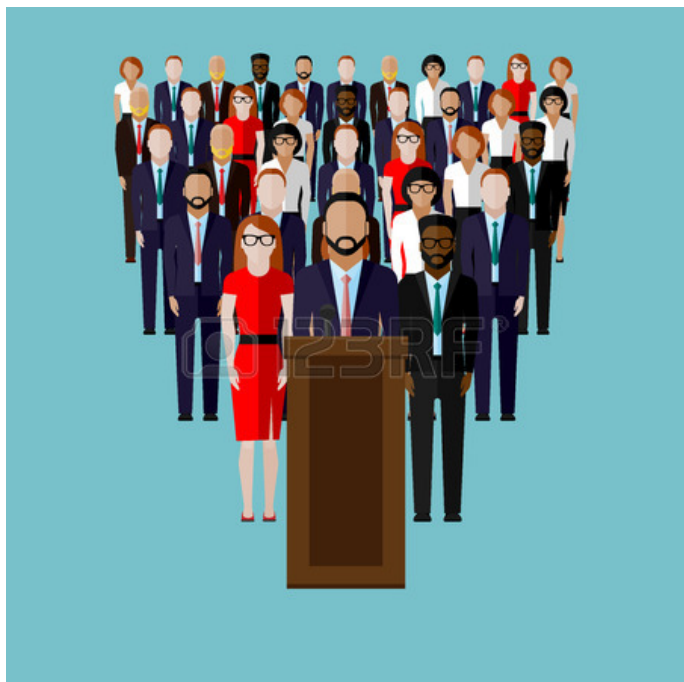


Sistematización

1. Análisis de datos cuantitativos
2. Análisis de datos cualitativos
3. Conclusiones



¿Qué hemos hecho?

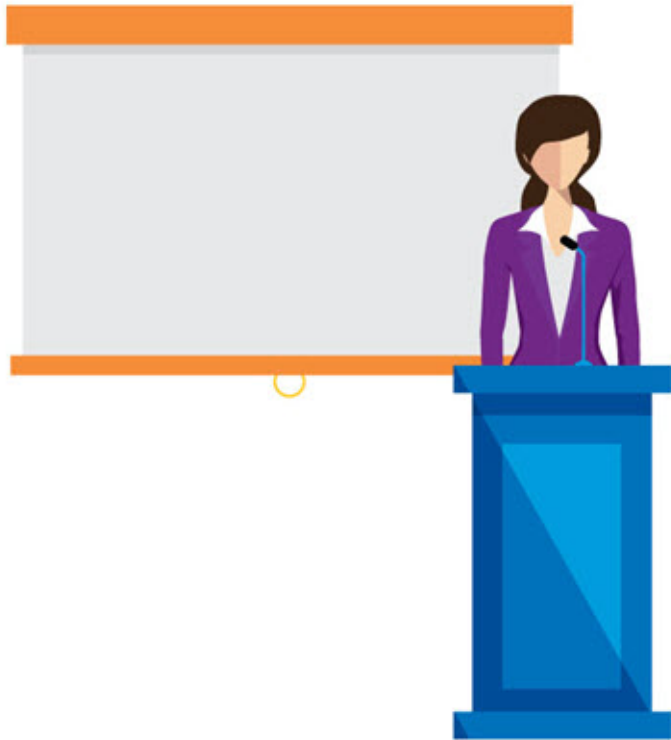


Compromiso de los líderes

1. Alineamiento con los socios
2. Liderazgo del socio principal



¿Qué hemos hecho?



1. Conformación del comité de Mujeres Líderes
2. Lanzamiento del comité
3. Lanzamiento del plan de trabajo



¿Qué hemos hecho?



Plan

1. Capacitación de Mujeres Líderes (coaching)
2. Programa Mentoring
3. Programa de desarrollo
4. Clínicas, aprendizajes de visualización del problema
5. Plan de comunicaciones internas
6. Plan de comunicaciones externas
7. Programa de diagnósticos y análisis – mejora continua
8. Reporte público, rendición de cuentas



Decisiones difíciles



- ✓ Comité de mujeres, en el futuro integración de hombres
- ✓ ¿Cómo comunicar el inicio del trabajo para no excluir? - enfoque en etapas y de largo plazo
- ✓ ¿Cómo comunicar para que no sean “cosas de mujeres”?
- ✓ ¿Cuál es el valor para la empresa? ¿o es un favor?



Indicadores



Visibilizar y comprometer a las mujeres de KPMG para incorporar a cargos ejecutivos

- 1.- Mantener un xx% de mujeres como socias
- 2.- Mantener un xx% de mujeres Directoras
- 3.- Mantener un xx% de mujeres Senior manager (auditoría / Advisory/TAX)
- 4.- Porcentaje de Mujeres promovidas a cargos ejecutivos por año



Promover buenas prácticas de gestión de personas para:

- 1.- Mitigar y erradicar las brechas de género
 - 1.1 Desarrollar al menos dos programas con enfoque de conciliación familiar
 - 1.2 Analizar las quejas con enfoque de género
- 2.- Identificar, capacitar y desarrollar a mujeres en las áreas de gestión y toma de decisión de KPMG
 - 2.1- N° de horas de capacitación externa hombres/mujeres
 - 2.1- N° de horas de capacitación interna hombres/mujeres
- 3.- Declaración de los Principios de Empoderamiento de la Mujer
- 4.- Programa entorno a la cultura

Reporte de los Principios



Principios para el Empoderamiento de las Mujeres

PRINCIPIOS PARA EL EMPODERAMIENTO DE LAS MUJERES
LA IGUALDAD ES BUEN NEGOCIO

United Nations Global Compact

ONU MUJERES
Entidad de las Naciones Unidas para la Igualdad de Género y el Empoderamiento de las Mujeres



Reportar

WEPs Principle 1 – Leadership Promotes Gender Equality

Related GRI Guidance

For those companies that report in line with the GRI Guidelines or others that use this global sustainability reporting guidance as a reference point for public disclosures on non-financial information, the following disclosures can be of use:

GRI DISCLOSURES ON MANAGEMENT APPROACH ASPECTS	GRI PERFORMANCE INDICATORS
Governance Structure and Composition	<p>G4-38 a. Report the composition of the highest governance body and its committees by:</p> <ul style="list-style-type: none"> • Executive or non-executive • Independence • Tenure on the governance body • Number of each individual's other significant positions and commitments, and the nature of the commitments • Gender • Membership of under-represented social groups • Competences relating to economic, environmental and social impacts • Stakeholder representation
Governance Structure and Composition	<p>G4-40 a. Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including:</p> <ul style="list-style-type: none"> • Whether and how diversity is considered • Whether and how expertise and experience relating to economic, environmental and social topics are considered • Whether and how stakeholders (including shareholders) are involved¹¹

Referencia: WEPs reporting guía G4

NO REPRODUCTION WITHOUT PERMISSION

Indicadores

WEPs Principle 2 – Equal Opportunity, Inclusion & Nondiscrimination

GRI DISCLOSURES ON MANAGEMENT APPROACH ASPECTS	GRI PERFORMANCE INDICATORS
<p>Employment Diversity & Equal Opportunity Include information on who participates in diversity, equal opportunities and gender sensitization training (e.g., highest governance bodies, senior management), and the topics addressed by training and any informal awareness raising.</p> <p>Equal Remuneration for Women and Men Include procedures for equal remuneration reviews/audits and for action to redress any gender remuneration gaps.</p> <p>Context: A description of the legal and socio-economic environment that provides opportunities for, and barriers to, gender equity in the workforce, including but not limited to women’s workforce participation rates, their participation at highest governance level, and equal remuneration.</p>	<p>G4LA1 Total number and rate of new employee hires and employee turnover by age group, gender, and region.</p> <p>G4-LA12. Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.</p> <p>G4-LA13 Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.</p> <p>G4-EC5 Ratios of standard entry level wage by gender to local minimum wage at significant locations of operations</p> <p>G4-LA3 Return to work and retention rates after parental leave, by gender.</p>
<p>Non-discrimination G4-HR3 Total number of incidents of discrimination and corrective actions taken.</p>	

Indicadores

WEPs Principle 3 – Health, Safety and Freedom from Violence

GRI DISCLOSURES ON MANAGEMENT APPROACH ASPECTS	GRI PERFORMANCE INDICATORS
Non-discrimination	G4-HR3. Total number of incidents of discrimination and corrective actions taken.
Occupational health and safety	G4-LA6 Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.

Indicadores

WEPs Principle 4 – Education and Training

GRI DISCLOSURES ON MANAGEMENT APPROACH ASPECTS	GRI PERFORMANCE INDICATORS
Training and education	G4-LA9 Average hours of training per year per employee by gender, and by employee category.
Training and education	G4-LA11 Percentage of employees receiving regular performance and career development reviews, by gender and employee category.

Indicadores

WEPs Principle 5 – Enterprise Development, Supply Chain and Marketing Practices

GRI DISCLOSURES ON MANAGEMENT APPROACH ASPECTS	GRI ASPECT-SPECIFIC GUIDANCE
Investment and procurement practices	<p>Aspect-specific Guidance for G4-DMA-b. Describe policies and practices used to promote economic inclusion when selecting suppliers.</p> <p>Forms of inclusion may include:</p> <ul style="list-style-type: none"> -Suppliers owned by women -Suppliers owned or staffed by members of vulnerable, marginalized or underrepresented social groups -Small and medium sized suppliers¹⁵

Indicadores

WEPs Principle 6 – Community Leadership and Engagement

GRI DISCLOSURES ON MANAGEMENT APPROACH ASPECTS	GRI PERFORMANCE INDICATORS
Local community	G4-SO1. Percentage of operations with implemented local community engagement, impact assessments, and development programs.



Gracias



kpmg.com/socialmedia



kpmg.com/app

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© [year] [legal member firm name], a [jurisdiction] [legal structure] and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative, a Swiss entity. All rights reserved.

The KPMG name and logo are registered trademarks or trademarks of KPMG International.