

J.P. Morgan Diversity Strategy

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Business Case for Inclusion

Increases revenue/market share

- Teams that best understand client needs and reflect the demographics of countries where we operate, bring in new clients and new business
- Over the last 10 years, the index of publicly traded companies in DiversityInc's Top 50 companies outperformed the NASDAQ by 28% and S&P 500 by 25%

Drives business growth by producing more innovative and creative ideas and better solutions for our clients

- Harvard Business School etc studies show that more inclusive teams lead to better innovation and out-perform homogenous teams
- Scott Page – “The Difference” finds that diversity trumps ability
- Our clients are increasingly expecting it

Maximizes the return on our investment in talent

- Employee turnover is reduced when people feel included, valued, and respected
- Replacing an employee costs 100-150% of that person's salary
 - In the US, the 2 million employees who leave their companies each year cost corporations US\$64 billion annually (Level Playing Field Institute)

What does Diversity and Inclusion mean in APAC?

- ***Relatively new in some Asia Pacific countries***
- ***Definition differs from the West but with some consistent themes***
 - Limited legal drivers, less focus on ethnicity
 - Greater focus on inclusion – “Asia” is already diverse
 - Gender and Culture
 - Generational Diversity
 - Disability
 - “Local Talent” for MNCs
 - LGBT is evolving
- ***Tailored to local market***
 - Singapore -“Fair Employment Practices” (TAFEP)
 - India – Gender and generational
 - Japan – Gender, generational and disability



Best Practice

- It must come from the very top
 - Diversity is a core J.P. Morgan principle and embedded in our DNA.
- Embed diversity throughout all people policies, programs and practices
.....and continuously review
- Make training and awareness programs thought provoking and challenging
.....and tailored to the regional/country nuances
- Cultivate grass roots efforts eg. Business Resource Groups
- You cannot manage what you do not measure