

How Saputo is advancing their female
leadership pipeline
Gender Truths

LEADING THE EVOLVING ORGANIZATION

2017 ANNUAL CONFERENCE

TURNBERRY ISLE MIAMI + AVENTURA, FL

SIRM EXECUTIVE NETWORK
HR PEOPLE + STRATEGY

Today we'll discuss...

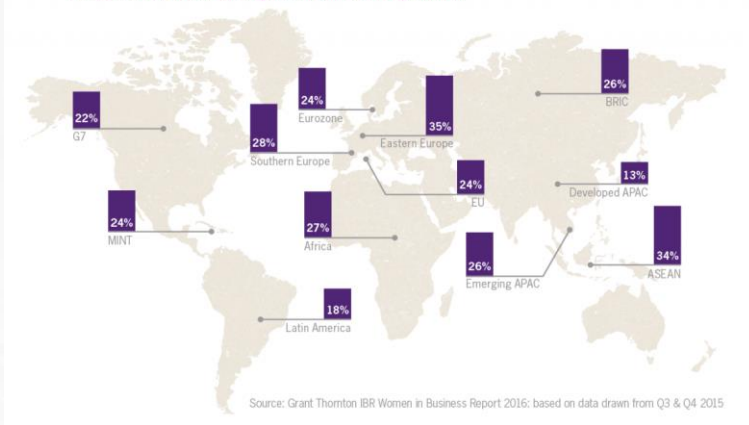
- How organizations are missing the mark when it comes to making progress on their gender diversity agenda
- What it really takes to advance women through your leadership pipeline
- What bright spot organizations are doing to develop and advance female leaders
- Q&A

Where are we today?

Advancing Women in Leadership

We are investing, but change is slow

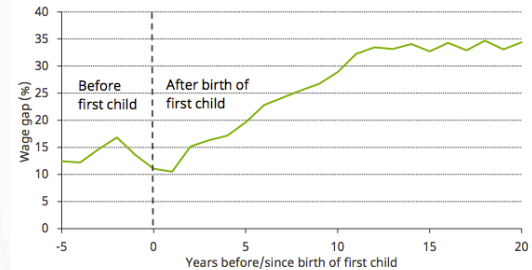
Proportion of senior management roles held by women



Global representation of senior management roles held by women ranges from 13-35%

Pay Equity: Educated women earn on average 18-21% less. Worse for mothers and women of color. Men with 2 years work experience out-earning women with 6 years.

Figure 10. Gender wage gap by time to/since birth of first child



Note: Individuals in the bottom two and top one percentiles of the gender- and year-specific hourly wage distributions are excluded.

Source: BHPS 1991-2008.

Will we catch up?

Gender Diversity By Role

Of the 12 most common CXO roles, women represent more than 50% of the hires in only ONE function: Human Resources. Marketing is the next most gender-diverse function, with an almost equal split of men and women.

	TITLE	WOMEN	MEN
1	Chairman of the Board	6.7%	93.3%
2	Chief Executive Officer	6.9%	93.1%
3	Chief Operating Officer	7.2%	92.8%
4	Chief Financial Officer	8.8%	91.2%
5	Chief Revenue Officer	12.5%	87.5%
6	Chief Technology Officer	12.9%	87.1%
7	Chief Strategy Officer	20.0%	80.0%
8	Chief Information Officer	20.7%	79.3%
9	Chief Legal Officer	31.9%	68.1%
10	Chief Compliance Officer	36.4%	63.6%
11	Chief Marketing Officer	48.0%	52.0%
12	Chief Human Resources Officer	62.2%	37.8%

Source: DiscoverOrg

FORTUNE

Weak representation at the C-Level.

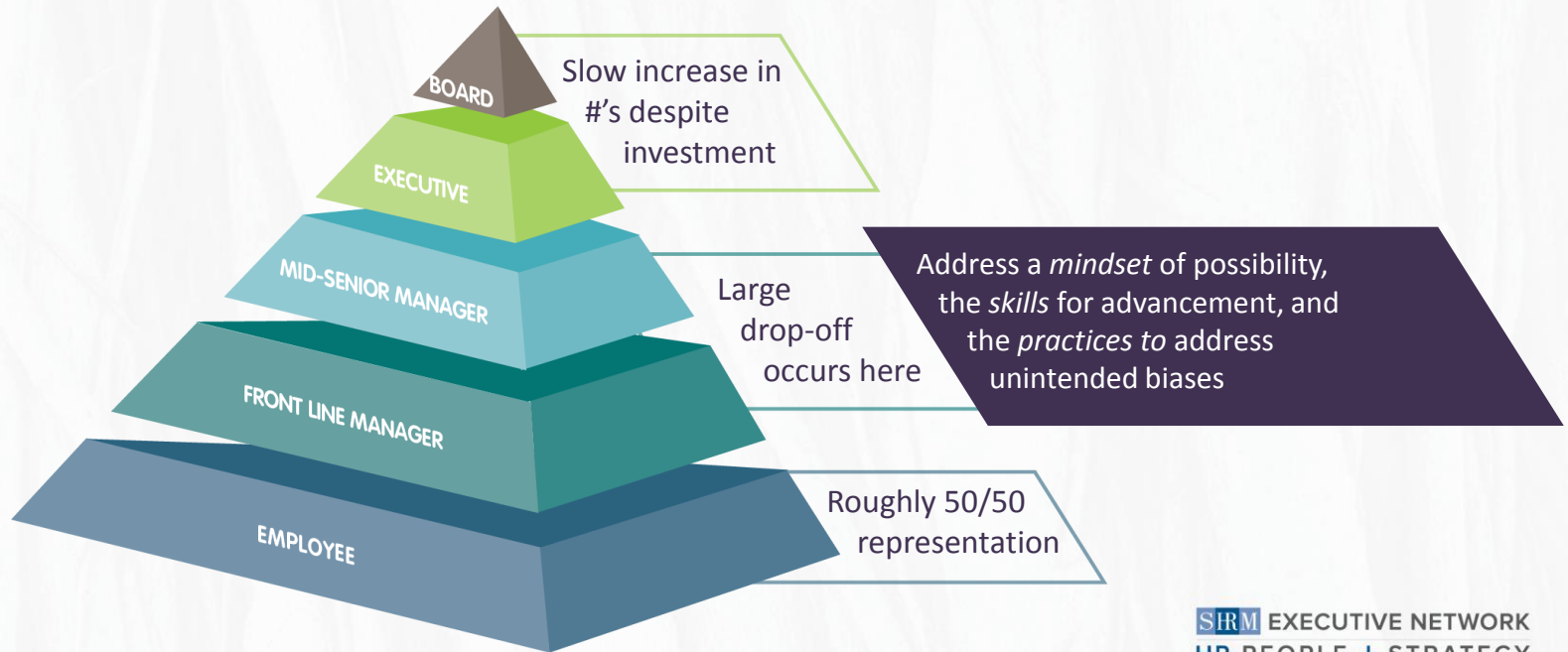
Higher representation in typical areas such as HR and Marketing.

2186: The year the **economic gap** closes, maybe.

World Economic Forum, 2016

At the heart of the problem

Organizations need to take a longer-term view of pipeline development



How companies miss the mark



Misunderstood

- Not seen as a strategic business imperative



Misaligned

- Scattered initiatives
- Limited focus on long-term pipeline



Misdirected

- Failure to invest in the role of people managers



Miscommunicated

- Lack of engagement throughout organization where impact is felt



Misled

- Not walking the talk or holding self and others accountable

Your diversity and inclusion results
will be only as strong as your
leadership culture.

The Saputo Story

Beginning the Journey to Advance
Women in Leadership

Saputo

- 12, 500 employees worldwide
- Operations in Canada, US, Argentina and Australia
- From a small family business to one of the top 10 dairy producers in the world



Saputo

US Products



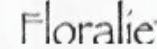
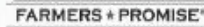
CHEVRAI™



Wholesome Goat



US Specialty Cheese



SIRM EXECUTIVE NETWORK
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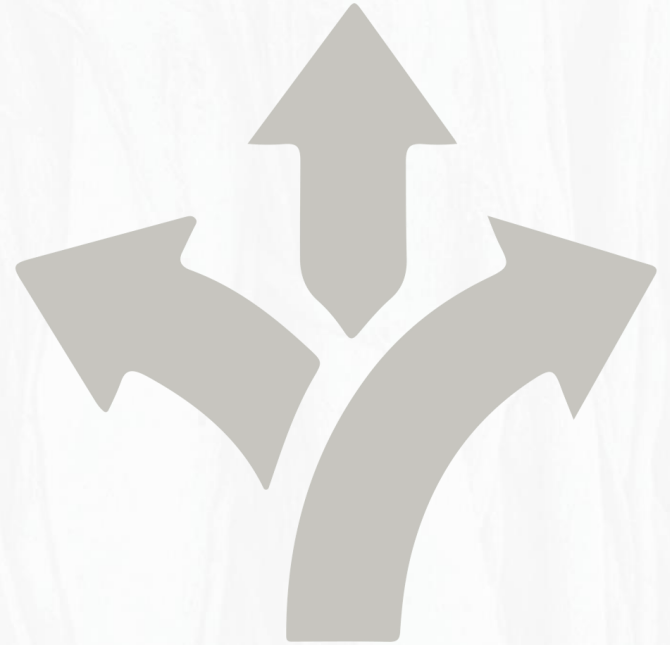
The business reality

- Male dominated manufacturing sector
- 24/7 plant operations
- Women advancing at same rate as men (6.4% men; 6.8% men)



How we began

- Challenged by Board
- Sponsored by Executive team with face-time commitment
- Leveraged strong existing culture
- Integrated diversity into talent management strategies



The role of culture

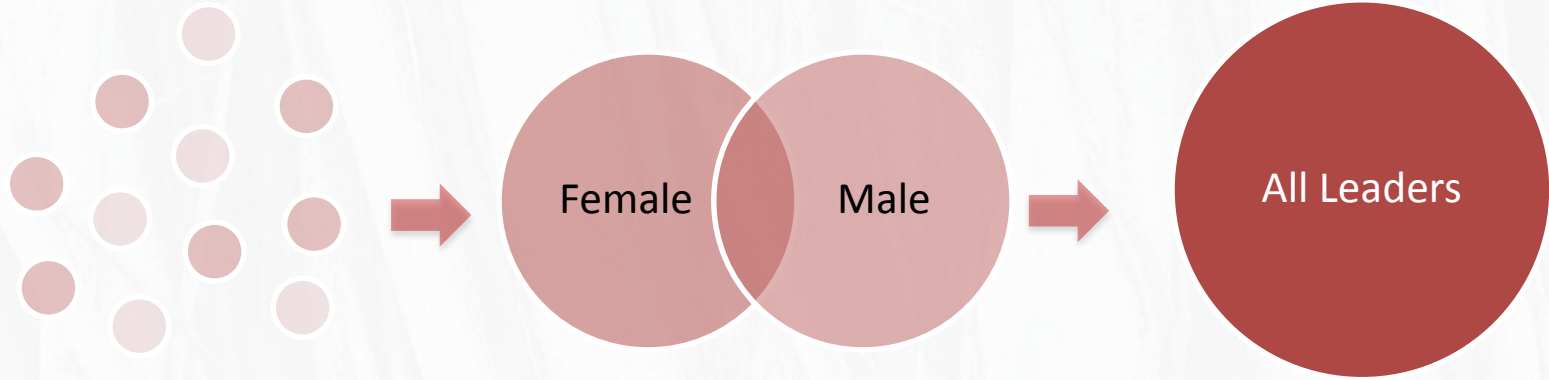
Family heritage, shared pride

- Multigenerational workforce
- Culture of empowerment and growth
- Environment of development and promotion from within

“When I think about Saputo’s history and culture, I feel like I’m home.”

- Culture and culture fit cannot come at the expense of diversity
- Fit of a Saputo leader = people management + strategic management

A novel beginning



Identified high potentials

**Elevate Your Influence™
Workshop**

Key differences experienced:
confidence, presence, self-
expectations

**Joint Development
Workshops**

Where we go next

- Formalize diversity strategy and policy
- Communicate and educate workforce
- Cross-organizational committee
- Succession planning process integration

1950 >

1960-1980 >

1990 >

2000-2004 >

2005-2009 >

2010-2016 >



Key Lessons

Lessons learned

- Personally connect with candidates in programs
- Build a culture of strong talent development - integrate into fabric of culture
- Executive time is critical for change management
- Don't hit people over the head with unconscious bias
- Set clear expectations for leaders of people
- Talk openly about diversity realities, goals and approach

Advancing Women in Leadership

Summary

Align your culture, leaders and systems

Exec aligned
vision, strategy
& goals

Communication
permeates the
organization

Diverse & HIPO
pools actively
managed

Develop people leaders & female
populations

Policies to
support & use
not penalized

Culture of accountability among leaders (clear
expectations, reward & consequences)

3 key shifts that require a dual response



Build & showcase strategic breadth

- Connecting dots & generating insights
- Creating long-term perspective
- Taking risks

- Displaying confidence
- Articulating a point of view
- Showing gravitas & leadership presence

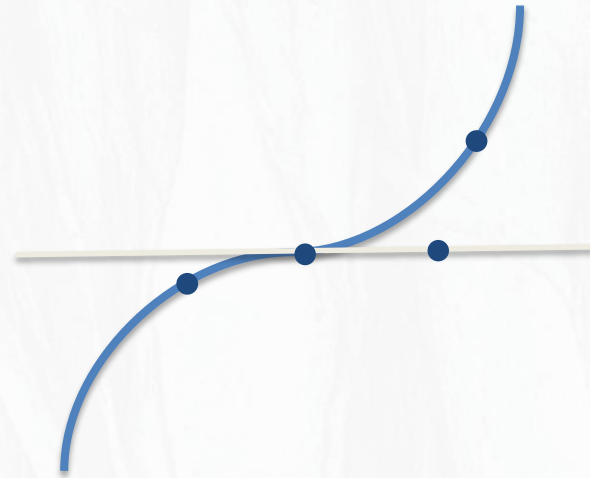


- Influencing up & across
- Showing political savvy
- Collaborating & managing diverse perspectives

- Advocating for self & team
- Securing sponsors & mentors
- Networking & managing profile

'Strategic gap' implication

- Women are not **branding** themselves as strategic as strategic
- Seen as **not having what it takes** from a leadership or business perspective
- Not getting/taking the roles, assignments, projects to get the **experience** required
- Career trajectory **stalls**



Q&A



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