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**Diversity &
Women in leadership**

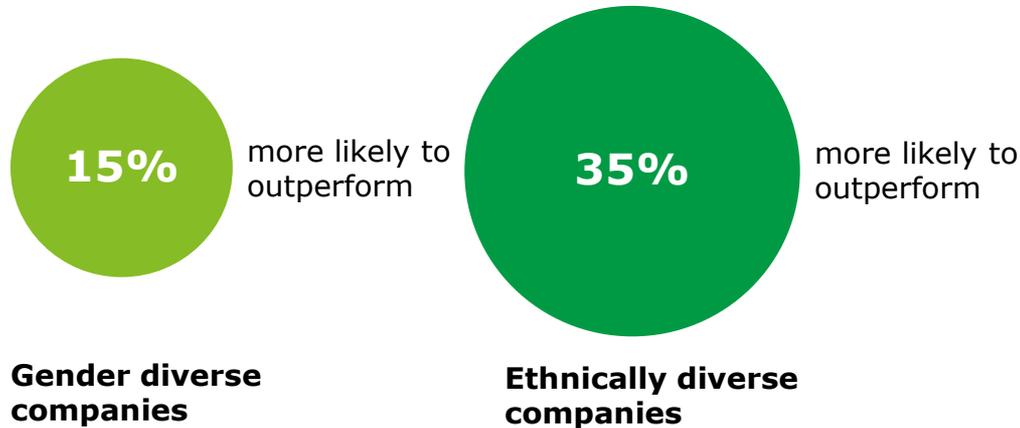
Ng Jiak See | 21 July 2017

powered by
The **CFO** Program

Workplace diversity

Drives better results

Studies show that companies that have gender and ethnic diversity are more likely to outperform financially above the industry average



Analysis is based on composite data for all countries in the data set. Results may vary by individual country.

Sources: McKinsey analysis, 2015, Company Annual Reports, 2016

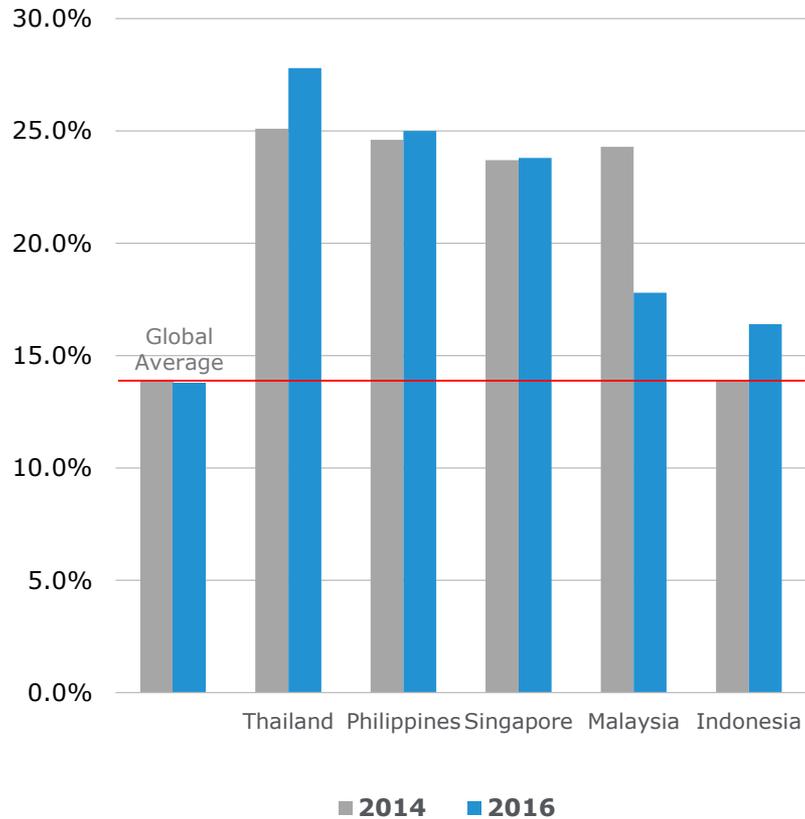
Women representation in organisations



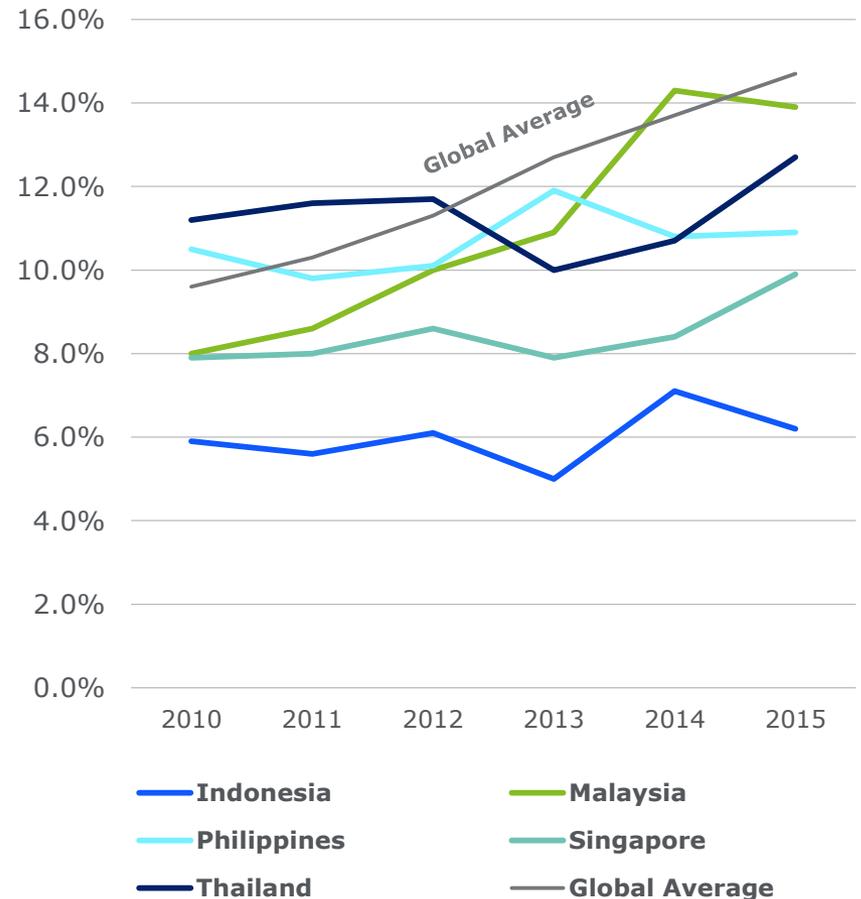
**2017: Slight decrease from 50% after a wave of M&A of overseas assets*

Women on Boards and Management in Southeast Asia

Management Diversity by Country (%)



Women on Boards in SEA Countries (%)



Source: Credit Suisse; The CS Gender 3000: The Reward for Change, September 2016

Benefits of a Workforce Diversity



Inspire creativity



Drive innovation



Provide quality insights



Create diverse skill sets

"I feel proud that more than 34% of our senior management are women. They really make this company's yin and yang balanced. Women balance the logic and the instinct. I would say this is the 'secret sauce' of the company."

Jack Ma
Founder & Executive Chairman, Alibaba Group



About Deloitte's CFO Program

The CFO Program brings together a multidisciplinary team of Deloitte leaders and subject matter specialists to help CFOs stay ahead in the face of growing challenges and demands. The Program harnesses our organization's broad capabilities to deliver forward thinking and fresh insights for every stage of a CFO's career – helping CFOs manage the complexities of their roles, tackle their company's most compelling challenges, and adapt to strategic shifts in the market. Please visit www.deloitte.com/sg/seacfoprogram to find out more.

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