

Benefits from Women's Participation for Science, Technology and Innovation

- Real cases of innovation generated by women's participation in the business world -

Tsukiko Tsukahara Vice President, Catalyst Japan 25 May, 2017



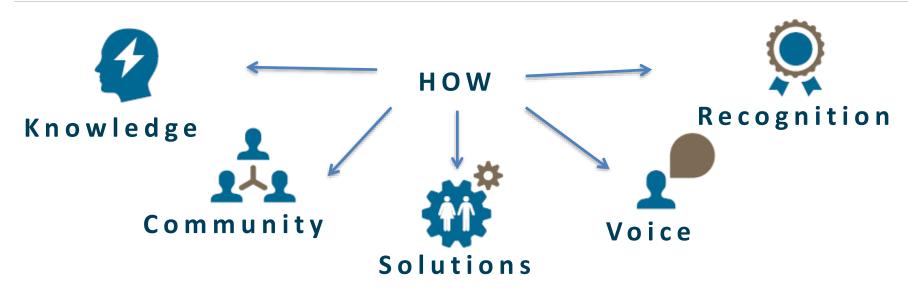
### Who is Catalyst?



### WHAT

## Accelerate Progress for Women Through Workplace Inclusion





### Why do we care?



Improve Financial Performance



Leverage Talent



Reflect the Marketplace & Build Reputation





Increase Innovation



Improve Team Performance



# Stronger performance at Fortune 500 in ROE, ROS, and ROIC



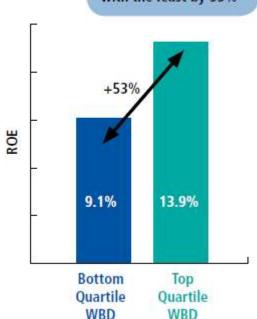
### Women Board Directors Align With Strong Performance at Fortune 500 Companies

Return on Equity by Women's Representation on the Board

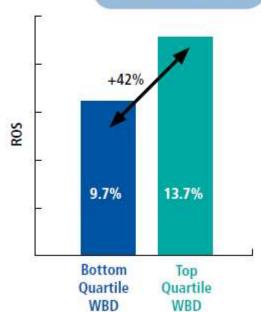
Return on Sales by Women's Representation on the Board

Return on Invested Capital by Women's Representation on the Board

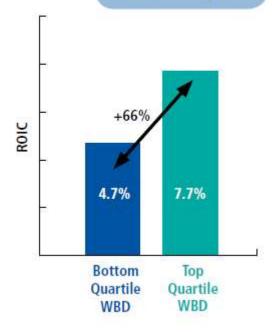
Companies with more WBD outperform those with the least by 53%



Companies with more WBD outperform those with the least by 42%



Companies with more WBD outperform those with the least by 66%



### Common Formula for Inclusion

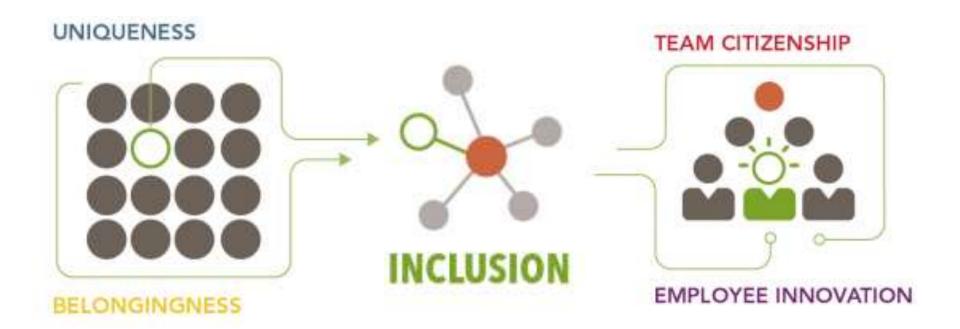




The perception that you are both similar to (feeling of belonging) and distinct from (feeling of uniqueness) other members of the group.

# Inclusion Predicts Innovation and Citizenship





## **Unlock Employee Innovation**





## EACH: Four Behaviors That Link to Inclusion and Innovation



#### PROVIDE "AIR COVER"

**Empower** your team by providing protection and support





### CREATE A COACHING CULTURE

Develop **accountability** through continuous feedback



#### SHARE STRUGGLES

Demonstrate **humility** by being transparent about difficulties and sharing responsibility for overcoming adversity

#### LEAD WITH HEART

Be **courageous**—show vulnerability by sharing feelings, beliefs, and personal stories to make authentic connections