



# Diversity & Inclusion - Why does it matter?

**CII Learning and Development Conference**

Julie Page

October 2016



# Learning Objectives

- Understanding of what D&I means
- Consideration for the business case for enabling D&I
- Consideration of the barriers to success
- Exploration of how to enable a culture of D&I
- ...and then bring about change
- Ability to appreciate your own role in the challenge



# What does D&I mean?

**Diversity:** *variety, a range of different things*

**Inclusion:** *a person or thing that is included in the whole*

Gender, Age, Ethnicity, Nationality, Race, Disability, Sexual Orientation, Education, Religion



# Consider the business case for enabling D&I?

**Body of Evidence** - the data is building. Corporates, Management Consultants, Academia & Governments are developing the evidence to underpin the BUSINESS CASE

- **Financial Performance** - companies with women on boards increase CAGR by 3.4% over a 10 year period vs. those with all male Boards
- **Productivity** – study evidenced a 12% improvement in individual performance for LGBT workers in an open and inclusive culture
- **Moral & Social issue** – under utilised workforce deprives the UK of valuable resource and impacts productivity of the nation



# Consider the barriers to success

**Unconscious Bias** - do we confuse meritocracy with bias?

**Organisational Systems** – out of date? Inherently bias?

**Recruiting Processes** – define “best”. Objective or subjective?

**Bias Policies** – family friendly policies for all? (the Swedish example).

**Organisational Culture** – the way things are done around here.

**Social Norms** – reinforcing assumptions and expectations.



# Exploration of how to enable a culture of D&I

- Leadership – starts at the top
- Boards and ExCos – recognise diversity is hard to lead
- Create focused coaching, mentoring, sponsorship.....
- Avoid unsustainable / isolating initiatives
- Adopt common family friendly policies for all
- Intervene with recruitment protocols
- Encourage role models to join the push



# ...then bring about change

- **Fix the industry, not the women** – leadership qualities needed for the future are changing. Eg. asking women to conform to male stereotypes will not change things
- **Change the language** – Boards need Executive women as well as Non-executive women. Business / P&L experience is the change agent
- **Define and measure progress** – but do so with care to ensure the journey is valued and understood by everyone



# Appreciate your own role

- Are you a **role model**? Then please be a role model
- Are you a **leader**? Then please lead on D&I; be a mentor, sponsor, coach.....
- Move along the bias spectrum: unconscious bias > **conscious bias** > **consciously un-bias** > unconsciously un-bias
- Be willing to **tackle inappropriate behaviour** when you see it. Call it out.
- Remember the **watch outs in recruitment**: “best” – “fit” – “like”



# Recap on today's learnings

- D&I is about valuing talent and providing an environment for success
- D&I creates organisational and financial value. The business case is sound.
- Unconscious bias, organisational cultures, systems and processes get in the way.
- It starts at the top and needs active engagement and intervention
- Fix the industry and make the outcome beneficial and sustainable
- Make a personal difference in all the ways that you can